

Board of Directors – Meeting held in Public

12 January 2023

Paper title:	2022 NHS Staff Survey – progress update	Agenda Item 15
Presented by:	Bob Champion – Chief People Officer	
Prepared by:	Helen Farrar – Staff Engagement Manager	
Committees where content has been discussed previously	Follows Report to Board on 2021 Staff Survey results on 14 April 2022. Builds on update reports to Workforce and Equality Committee 23 June 2022 and 12 October 2022. Replaces the mid-survey review planned for November 2022.	
Purpose of the paper Please check <u>ONE</u> box only:	<input type="checkbox"/> For approval <input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion	
Link to Trust Strategic Vision Please check <u>ALL</u> that apply	<input type="checkbox"/> Providing excellent quality services and seamless access <input checked="" type="checkbox"/> Creating the best place to work <input type="checkbox"/> Supporting people to live to their fullest potential <input type="checkbox"/> Financial sustainability, growth and innovation <input type="checkbox"/> Governance and well-led	
Care Quality Commission domains Please check <u>ALL</u> that apply	<input type="checkbox"/> Safe <input checked="" type="checkbox"/> Caring <input type="checkbox"/> Effective <input checked="" type="checkbox"/> Well-Led <input checked="" type="checkbox"/> Responsive	

Purpose of the report
This paper recaps progress on the NHS Staff Survey 2021 results dissemination and action; and outlines the delivery of the NHS Staff Survey 2022, with a summary of response rates, and an outline of proposed reporting of the substantive results.

Executive Summary
<p>During summer 2022, work continued to progress actions relating to the results of the NHS Staff Survey 2021 (NSS2021) and a further Quarterly Pulse Survey was held in July 2022. During autumn 2022, the NHS Staff Survey 2022 (NSS2022) was delivered, accompanied by a comprehensive communications strategy. The response rates are outlined in this paper. Results received between now and March 2023 are to be shared with senior leaders and staff to enable response and action. These will be under embargo and cannot be shared outside of the Trust, but a full results summary will be delivered to the Board in March or April 2023 – depending on lifting of the NHS embargo.</p>

Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<input checked="" type="checkbox"/> Yes (Results, once ratified, will form the basis of Workforce Race and Disability Equality Standards reports) <input type="checkbox"/> No
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Recommendation(s)
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> Note the progress on the response to NSS2021, the update on the delivery of NSS2022 and the proposed reporting schedule

Relationship to the Board Assurance Framework (BAF)	
<p>The work contained with this report links to the following strategic risks as identified in the BAF:</p> <ul style="list-style-type: none"> <input type="checkbox"/> SO1: Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC) <input checked="" type="checkbox"/> SO2: Prioritising our people, ensuring they have the tools, skills and right environment to be effective leaders with a culture that is open, compassionate, improvement-focused and inclusive culture (WEC) <input type="checkbox"/> SO3: Maximising the potential of services to delivery outstanding care to our communities (QSC) <input type="checkbox"/> SO4: Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board) <input type="checkbox"/> SO5: To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC) <input type="checkbox"/> SO6: To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC) 	
Links to the Strategic Organisational Risk register (SORR)	<p>The work contained with this report links to the following strategic risk(s) as identified in the BAF:</p> <ul style="list-style-type: none"> Risk 2: If the trust does not ensure staff are appropriately skilled, supported and valued this will impact on our ability to recruit / retain staff and on the quality of care. If staff do not have the ability to carry out their work in an appropriate setting, this will impact on the quality of care and staff morale and wellbeing. Risk 4: If we do not have leaders at all levels in the organisation, staff and patient experience will be negatively impacted. If we do not value and support inclusivity, we lose the opportunity to benefit from the full range of views, opinions and experiences when supporting staff and delivering care.

Compliance & regulatory implications

The following compliance and regulatory implications have been identified as a result of the work outlined in this report:

- The Staff Survey provides evidence in the CQC Well-led domain

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2022 NHS Staff Survey – progress update

1 Purpose

Staff satisfaction and engagement are key to delivering high quality, values-based care and are directly associated with patient experience and outcomes. The NHS People Promise states ‘we each have a voice that counts’ and the annual NHS Staff Survey is an important element in the Trust’s methods of engaging with staff. The staff engagement score from the survey forms a key element of the Care Quality Commission’s measures linked to registration

The latest annual Survey was held late 2022. Quarterly Pulse Staff Surveys (QSS) were also held in April and July 2022, which repeated the staff engagement questions from the annual survey. Our provider supporting the delivery of the mandated annual and quarterly surveys was Quality Health (IQVIA) for the second year. This paper recaps progress on the NHS Staff Survey 2021 results dissemination and action; and outlines the delivery of the NHS Staff Survey 2022, with a summary of response rates, and an outline of proposed reporting of the substantive results.

2 NSS2021 Recap

During summer 2022, work continued to progress actions relating to the results of the NHS Staff Survey 2021 (NSS2021), following the lifting of the NHS embargo on 30th March 2022 and receipt of delayed local level reports from Quality Health. These activities are outlined in the update to Workforce and Equality Committee in June 2022, and included

- Continued sharing of local level NSS2021 results with all staff via detailed question and theme reports, bespoke infographics to aid understanding, and workshops with various staff groups
- Collation of Service and Team feedback forms/actions
- Ongoing corporate intelligence gathering/analysis and support to local action plans and target areas
- Analysis of the results as benchmarked against other Trusts, nationally, regionally, and by sector
- Dissemination of Staff Engagement and Experience case study by NHS Employers, following news that the modest improvement in our Staff Engagement Score from 2020 to 2021 represented the third largest improvement across all NHS Trusts in England.
- Preparation and delivery of the Quarter 3 Quarterly Staff Survey

3 NSS2022 Delivery and Response

Preparation and proposals for the NHS Staff Survey 2022 was outlined to the Workforce and Equality Committee in October 2022. NSS2022 was held between 26 September and 25 November 2022, accompanied by a comprehensive communications and engagement strategy. Prizes were delivered to teams with the leading response rates in each Directorate grouping/Care Group at both the mid-way and end-of-survey points, generating further promotional opportunity for the Survey.

The final Trust-wide response rate to NSS2022 is estimated at **41%** (42%*) or 1336 staff. This is down from 2021, when it was 45% (1419 staff). Response rates for all trusts surveyed via Quality Health averaged 44%. Response rates across each of the 5 Directorate/Care Group breakdowns were also each a few percent lower than 2021, but consistent in spread from last year (see Appendix 1)

Appendix 1a illustrates examples of NSS2022 communications

Appendix 1b summarises response rates to the survey across the Trust

*Note: 150 staff in Wakefield Children's Services were included in the Survey invite, but largely did not participate due to the service leaving the Trust early in the field work period. The adjusted figures exclude these staff numbers from the total

4 NSS2022 Reporting

In December 2022 the Trust received some raw-data results from QH. These are still to be checked and weighted, are subject to more detailed analysis and reporting, and are under embargo until February/March 2023. Whilst these cannot yet be shared outside of the Trust and are not in formats suitable for sharing across all staff, the early reporting enables senior leaders and managers to start the process of reviewing results. Reports received to date show indicative question and theme results for the whole Trust; question results only for Directorate** and Service** groupings and protected characteristics. As yet there are no results available at Team** level.

During January/February 2023 we will receive from QH a more detailed Management Report, finer grain theme scores and Team* level results via the Solar data-base platform, and free-text comments. From these we will prepare our own analysis and presentation of results at both Trust and Service/Team level including summary bespoke infographics suitable for sharing with staff for discussion and action.

During February/March 2023 we will also receive the final NHS Coordination Centre reports. Staff will be encouraged to explore together areas for improvement and celebration in their service and to embed actions into existing improvement work; and support will be given to teams identified as least engaged. Granular results will also provide vital intelligence to enable corporate services to develop and target appropriately.

The Trust-wide Management Report will be presented to Workforce and Equality Committee (WEC) in February 2023 and a full results summary to the Board in March or April 2023 – depending on lifting of the NHS embargo date. At the same time, a summary of the 2022/23 Quarterly Pulse Surveys will be provided for comparison.

For the second year core questions and themes in the annual Survey align with the NHS People Promise, enabling direct comparisons with last year's results. In addition, Staff Engagement and Morale themes have continued to enable comparisons over several years.

Appendix 2 summarises the NSS2022 estimated reporting schedule

****Note:** For the purposes of the Staff Survey, all substantive staff are invited to participate, and sub-divided into three levels to enable granular reporting.

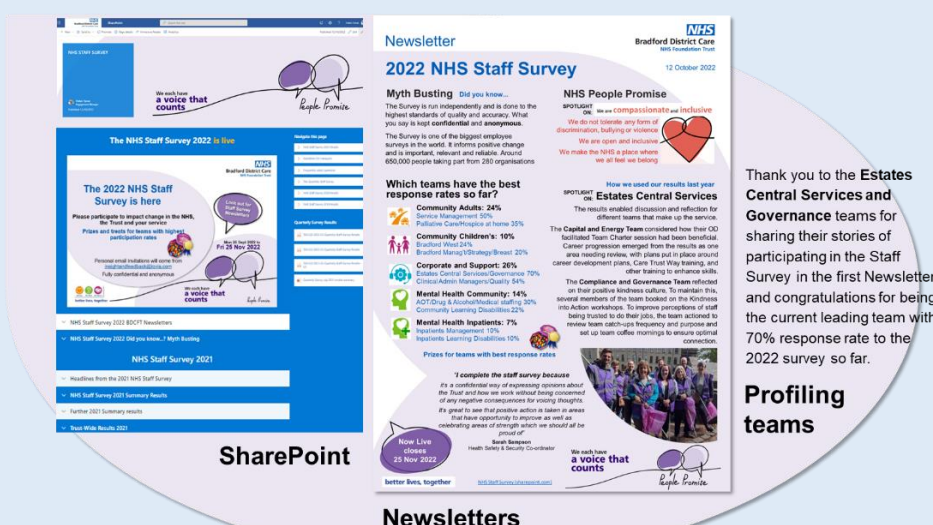
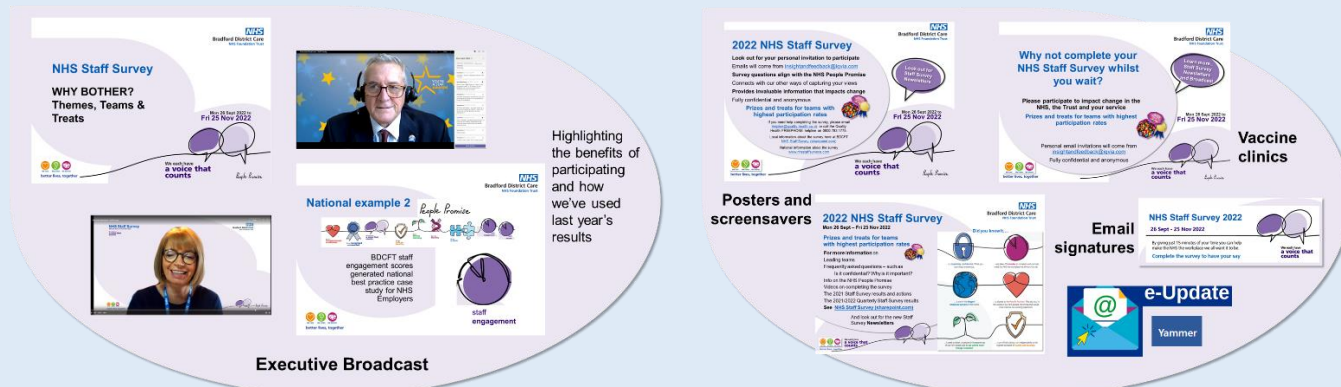
5 Discussion and next steps

The Board of Directors is asked to:

- Note the progress in follow-up of NSS2021 and the response rates to the NSS2022 survey
- Note the proposed detailed reporting proposals and schedule for NSS2022

Helen Farrar
Staff Engagement Manager
03 January 2023

Appendix 1a: NHS Staff Survey 2022 sample communications and engagement



Appendix 1b: NHS Staff Survey 2022 response rates

2022 NHS Staff Survey

End of Survey data

Final response rate:** 41% (42%*) - 1336 staff

All QH Trusts: 44%

QH similar Trusts: 48%

BDCFT 2021: 45% (1419 staff)

WYICS: to follow

Directorate Breakdown (2021 in brackets)

Community Adults: **50%** (53%)

Community Children's: **31%** or **43%*** (39%)

Corporate & Support: **56%** (62%)

Mental Health Community: **35%** (39%)

Mental Health Inpatients: **23%** (25%)

* Figure adjusted with Wakefield
Children's removed

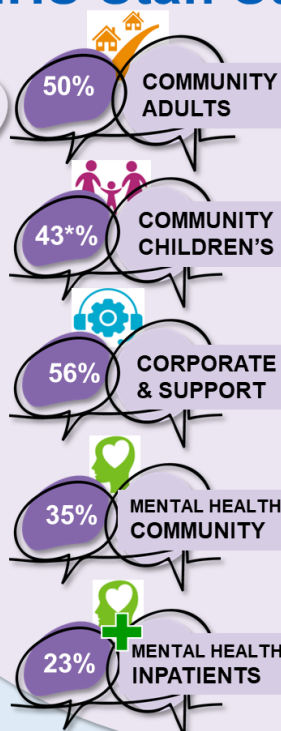
** All figures approximate until ratified

2022 NHS Staff Survey

Trust
42*%

* Figures
adjusted with
Wakefield
Children's
removed

Estimated
final response
rates and top
teams



Appendix 2: NHS Staff Survey 2022 indicative reporting schedule

2022 NHS Staff Survey

Post-Survey results & reporting

Mid December 2022

Initial Detailed Results Tables and standard heatmap
Trust-wide People Promise/Theme Summary

Early January 2023

Access to SOLAR data platform – enable more granular analysis and reporting to start (in house)

End January 2023

Management Report (Full and Summary)

End February 2023

Free text comments reports
Release of national reports, dates to be announced

Embargo lifted & results
published early March 2023
TBC

Trust-wide headlines to
Exec and SLT by
Christmas

Trust-wide headlines to
private Board early
January 2023

Management summary to
SLT & WEC early
February 2023

Local results and
infographics to SLT &
staff from end Feb 2023

Full results to Board/WEC
March or April 2023