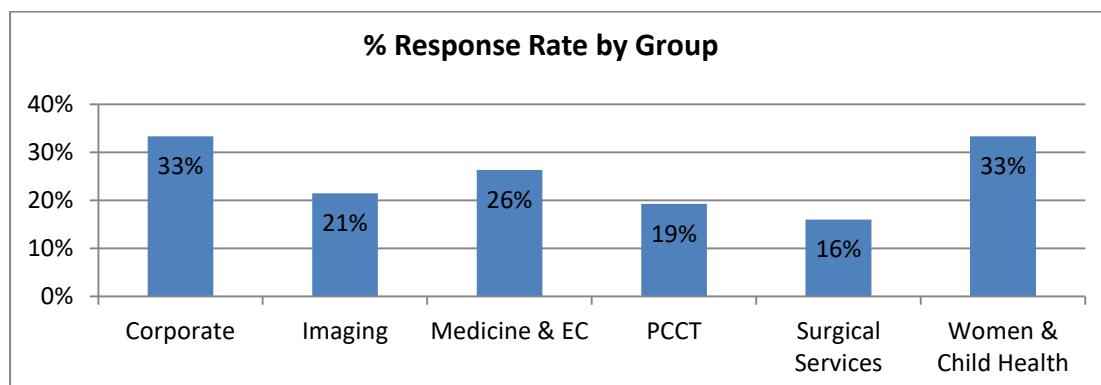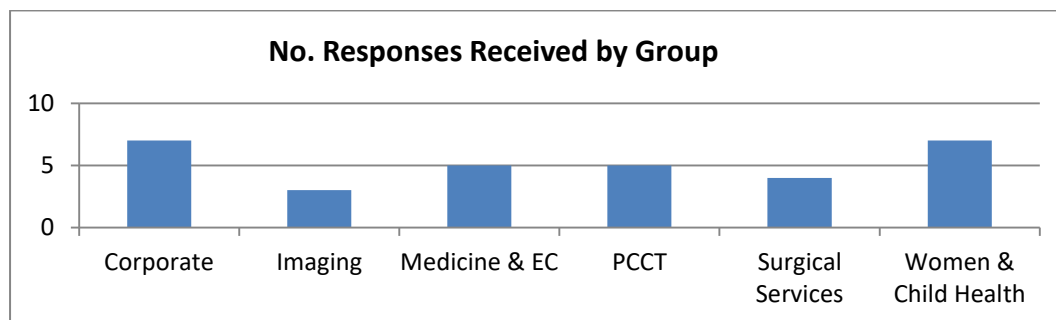**Exit Survey Feedback**
May 2021

1. Background Information

A new online exit survey was launched on 15th April 2021 in order to improve the data the Trust receives regarding why people leave and their experiences of working for the Trust. This survey is emailed to staff that are leaving during the week their termination form is received in ESR. If a response has not been received within a month a follow up letter is sent to their home address to encourage completion of the survey. Paper surveys are also sent out to Staff Groups that traditionally have not engaged with online surveys (e.g. some ancillary staff groups).

2. Response Rate

Within the first 6 weeks of the survey being launched the response rate has been **25%**, with 32 surveys returned from the 126 sent. 55 follow up letters have since been issued, with 2 additional returns so far.   This is already a significantly improved response rate compared to the previous process, which saw only 3% of surveys being returned over a 12 month period in 2020 and 13% returned in 2019. In addition, 4 responders requested exit interviews (3 with HR and 1 with a line manager) which have also been conducted and outcomes shared as per agreements made with the individuals.

The response rates by Group are shown in the charts below.

No. Responses Received by Group

Group	No. Responses
Corporate	7
Imaging	3
Medicine & EC	5
PCCT	5
Surgical Services	4
Women & Child Health	7

% Response Rate by Group

Group	% Response Rate
Corporate	33%
Imaging	21%
Medicine & EC	26%
PCCT	19%
Surgical Services	16%
Women & Child Health	33%

Feedback was received from a range of Staff Groups, with the majority coming from Admin & Clerical, Allied Health Professionals and Nursing & Midwifery staff.

28.2% of responses received were from staff with less than 2 years' service, however the majority of responses were from staff with over 5 years' service:

Length of Service	Response rate
< 1 year	12.5%
1-2 Years	15.7%
2-5 years	25%
>5 years	46.9%

60% of the respondents were under the age of 40: aged 22-30 – 33.33%, aged 31-40 – 26.67%.

There was an even split between responses from staff from White ethnic backgrounds and staff from Black, Asian and Minority Ethnic backgrounds.

Of the respondents that stated they required reasonable adjustments for a long term condition, all stated that these were put in place.

3. Survey Findings

a) Destination on Leaving:
The majority of respondents were moving to another NHS organisation. Those who responded 'other' stated they were retiring. This will be included as an option when the survey design is reviewed.

b) Reasons for Leaving:

The most common reasons for leaving cited were:
- Career development (including promotion) – 12 responses
- Dissatisfaction with working conditions – 8 responses
- Retirement – 8 responses (2 have returned)
- Poor working relationships – 7 responses
- Work-life balance – 6 responses

(Please note, some staff selected multiple reasons for leaving).

This indicates that more work needs to be done to embed our 'Ambition for Life' branding as both ESR data and exit survey data tells us that career development is a common reason for leaving.

c)   Rateable Questions:

Responses to the rateable questions within the survey are set out in **Appendix 1** below. The responses show that for the majority of the questions asked, the overall responses were mainly positive, suggesting that those leaving the Trust during this timeframe mainly held a positive view about working for the Trust. There were 2 statements that had more mixed responses in terms of whether felt negatively, positively or neutral, these were:

- The leadership culture of the Trust is positive and constructive
- Communication was good and I knew what was happening in the Trust

Both of these areas form part of the work being done in response to staff survey feedback in relation to line manager development and team communication. In addition, the Trust's values are in the process of being reviewed and there is work taking place around embedding a 'just culture'.

Whilst very few leavers expressed a concern about bullying, harassment or discrimination, of the 4 that did state that they had experienced this in the last 2 years, for 2 people this has not influenced their decision to leave (one person has in fact returned and commented on how much they enjoy working here). The other 2 individuals raised concerns about management behaviour. These issues have been picked up via exit interview or via ongoing work within the relevant department.

d) Free Text Responses:

Responses to the free text questions were varied and have been themed below. Please note, not all respondents answered all of these questions.

"What could the Trust do / have done differently to make you stay, or more generally to retain other staff?"

The most common theme cited was the need for compassionate, well-trained leadership. This is being picked up through the work being done around Trust values, line manager development, just culture etc.

Response (Theme)	No. Responses
Reduced workload	2
Support for new starters	1
Flexibility	2
Career opportunities	2
Compassionate, well-trained leadership	6
Support with individual needs	1

"What did you most enjoy about working at the Trust and why?"

The most common theme cited was the working relationships with colleagues/team. It is encouraging that leavers feel that the people they worked with made their experience a positive one and this supports the #swbfamily brand.

Response (Theme)	No. Responses
Working relationships with colleagues/team	18
Flexibility	2
Diversity within the organisation	1
Training opportunities	4
Variety of work	2
Delivering patient care	4
Job content	1
Management support	4
Health & Well-Being options available	1

"What did you least enjoy about working at the Trust and why?"

There were no common themes in the responses received; therefore a review of a larger sample size in due course will be needed in order to draw conclusions.

Response (Theme)	No. Responses
Lack of available rest areas	1
Lack of flexibility	2
Turnover of management leads	1
Office tension	1
Travel distance (commute)	2
Organisational culture	2
Lack of support	3
Lack of resources	1

4. Analysis of Findings relating to Leavers with less than 2 years' service

Given the high number of people that leave the organisation with less than 2 years' service, a further analysis of the exit survey feedback from this group has been conducted to identify any trends particular to this group. It is noted that the small sample size means that firm conclusions cannot be drawn; however this provides an initial indication of employee experiences within this group.

a) Response Rate

47 leavers during April and May 2021 had less than 2 years' service. Of these, 9 responded to the survey (19% response rate) and were from the following Groups:
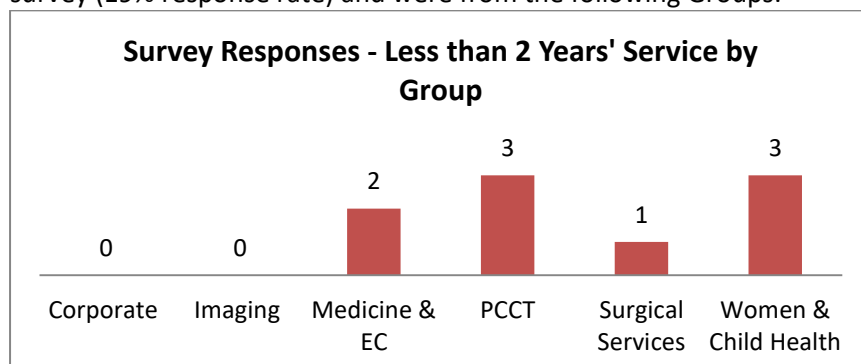
b) Protected Characteristics

- Of those that responded, more feedback was received from staff from Black and Asian ethnic background than from others:
  - ➢ White ethnic background - 2
  - ➢ Black ethnic background – 4
  - ➢ Asian ethnic background - 3
- 3 of the people that responded had a long-term health condition.
- All but one person were female.
- 7 out of 9 responses were from people in the 22-30 age group.
- All identified as heterosexual.

c) Reasons for Leaving:

There was no particular trend in the reasons people with less than 2 years' service decided to leave the Trust, however career-related reasons (when grouped) constituted the most common reason (6 responses)

Reason for Leaving	Responses
Career change	1
Relocation	2
To undertake further training / education	2
Organisational culture	1
Promotion	1
Lack of opportunities for career progression	2
Working conditions	1
Work-life balance	2
Bulling, harassment & discrimination	1
Working relationships	1

(Please note, respondents can select multiple options to describe their reasons for leaving).

d) Experience of Recruitment & Induction Process:

Of the leavers that had joined the Trust in the last 2 years, most stated that they were attracted to work here due to an interest in the job role. Feedback regarding their experience of the recruitment and induction process was overwhelmingly positive, with all stating that the process was good and the team were helpful. There were two comments on some minor delays in the process, both regarding areas which are already being reviewed to improve the service.

e) Rateable Questions:

Out of the 18 rateable questions, all but 3 received mainly positive responses. In particular, the following were particularly positive:

Statement	% scoring 'Agree' or 'Strongly Agree'
I would consider returning to employment with the Trust.	77%
I would recommend the Trust as a place to work to friends and family.	66%
I felt I was treated fairly by my manager.	77%
I felt valued and recognised by my manager.	77%
I received sufficient training in order to do my job.	77%
I have been encouraged and supported to learn and develop my skills/career.	88%

The four areas that had mixed responses were as follows:

- I felt that my workload was manageable most of the time.
- Communication was good and I knew what was happening in the Trust.
- I was involved in decisions that affected me in my area of work.
- I felt able to voice my views and influence change in my area of work.

The above feedback is positive in that, despite not staying with the organisation for long, the majority of respondents would recommend the Trust as a place to work and would consider returning themselves. The support received from their manager and the training and development received was also good.

However, it appears that more work may be required as part of the on-boarding process to ensure that new starters to the Trust feel connected and involved and that they are supported to settle in so that they feel confident with their workload. This will be considered as part of the current review of the induction and on-boarding process.

5.   Conclusions & Next Steps

The response rate received within the first 6 weeks of launching the new survey has been positive so far. Work will continue to promote the survey in order to further increase the response rate, with the aim to increase this to 35% and ensure we sustain regular returns after the initial launch. Managers will have a critical role in helping to embed this through encouraging their staff to complete the survey and holding exit interviews alongside this. Further communication will be sent to managers to continue to encourage this.

The design of the survey will be reviewed in 3 months to inform any improvements that should be made to enhance the survey and/or process. It is too early to tell whether the follow up process in place will be effective and this will also be reviewed in 3 months.

In relation to the survey responses received so far, there is some correlation in the reasons for leaving with the ESR data produced (i.e. career development, work-life balance and retirement). However, the survey has indicated a higher number of people expressing that poor working relationships and poor working conditions have played a part in their decision to leave compared to ESR leavers data. Individuals may not have felt comfortable to express these concerns to their

manager when resigning, hence why they are not given in the ESR leaving data. However, this is also because the survey allows people to select multiple options for leaving so we can get a better understanding of the range of factors that lead to a decision to leave. In addition, the options available in ESR are fairly limited, meaning managers have no choice but to select 'other' as the reason for leaving (e.g. working conditions is not an available option); hence the survey feedback helps us capture a wider range of feedback.

It is pleasing to see that the responses to the employee experience questions were broadly positive and the areas of concern are being addressed through existing retention and staff engagement work streams.

The findings from this survey will further inform the Retention Action Plan in relation to a review of the induction and on-boarding process, access to mentoring and career support and flexible working. There is also a wider culture change piece of work ongoing which will additionally address some of the concerns raised.

Exit Survey Responses April-May 2021

■ 5 Strongly agree ■ 4 Agree ■ 3 Neither disagree or agree ■ 2 Disagree ■ 1 Strongly disagree