

<b>Report Title:</b>	Quarterly Pulse Check Survey Results: Q1		
<b>Sponsoring Executive:</b>	F Mahmood, Chief People Officer		
<b>Report Author:</b>	Chilufya Dawo, Head of Internal Communications		
<b>Meeting:</b>	Public Trust Board	<b>Date</b>	4 <sup>th</sup> November 2022

**1. Suggested discussion points** *[two or three issues you consider the Board should focus on]*

The first quarterly Pulse survey was sent to all Trust staff during July. This is a new national requirement that includes a mandated nine questions on staff engagement. These questions mirror the staff engagement questions in the national NHS staff survey distributed during Q3 each year. The Trust response rate was 21.2% with 1552 responses.

This survey provided a score of 6.45 for staff engagement out of a total possible score of 10.0. The results are slightly lower than the same questions in the national staff survey from Q3 2020 although comparisons should be treated with caution as this is the first time a Pulse survey has been carried out. We can use these results as a benchmark. The next Pulse survey will be issued in Q4 2021/22.

All directorates have received their results and are asked to discuss with their teams, compare with their staff survey action plans and amend or update their team plans in light of these results. During November, groups will participate in local listening exercises, as they did earlier in the year, to provide transparency over the results, share action plans and gather suggestions for further improvement.

The lower scoring areas are: Recommendation as a place to work; looking forward to going to work; and, ability to make improvements in my area of work. Higher scoring areas are: Care of patients is the organisation's top priority; being enthusiastic about the job; and, time passing quickly at work.

The further development and implementation of the Trust's people plan should enable higher scores overall on staff engagement, particularly in responses to the ability of staff to make improvements in their work areas and recommending the Trust as a place to work.

**2. Alignment to our Vision** *[indicate with an 'X' which Strategic Objective this paper supports]*

Our Patients	Our People	Our Population
To be good or outstanding in everything that we do	To cultivate and sustain happy, productive and engaged staff	To work seamlessly with our partners to improve lives
	<b>X</b>	

**3. Previous consideration** *[where has this paper been previously discussed?]*

N/A

**4. Recommendation(s)**

The Board is asked to:

**a.** Note the first quarterly results of the Pulse survey.

**b.**

5. Impact <i>[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]</i>						
Trust Risk Register						
Board Assurance Framework						
Equality Impact Assessment	Is this required?	Y		N	x	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	x	If 'Y' date completed

# SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

## Report to Public Trust Board on 4<sup>th</sup> November 2021

### Quarterly Pulse Check Survey Results: Q1

#### 1. Introduction

- 1.1 On 5 July 2021 we launched the first NHS Quarterly Pulse Survey to the organisation. The survey was electronic and issued to all staff members. It remained open until 30 July 2021.
- 1.2 The survey had a total of 1,552 responses which is 21.2 per cent.
- 1.3 Quarterly Pulse Survey is new to NHS organisations this year and has been introduced by NHS England and Improvement (in addition to the NHS Staff Survey) to help promote a big cultural shift in the NHS, where staff have confidence to speak up and where the views of staff are increasingly heard and acted upon.
- 1.4 The Quarterly Pulse Survey asks the nine engagement questions previously asked in the quarterly Staff Friends and Family Survey which was paused at the start of the pandemic and subsequently discontinued.

#### 2. The survey

- 2.1 It is a requirement of the Quarterly Pulse Survey that each NHS organisation asks the nine mandatory engagement questions:

- I often/always look forward to going to work (Motivation)
- I am often/always enthusiastic about my job (Motivation)
- Time often/always passes quickly when I am working (Motivation)
- There are frequent opportunities for me to show initiative in my role (Involvement)
- I am able to make suggestions to improve the work of my team/department (Involvement)
- I am able to make improvements happen in my area of work (Involvement)
- Care of patients/service users is my organisation's top priority (Advocacy)
- I would recommend my organisation as a place to work (Advocacy)
- If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (Advocacy)

- 2.2 We also have the opportunity to ask additional questions. In line with the People Plan it was decided to ask questions about how colleagues feel about working in their team.

The following questions were asked:

To what extent do you agree or disagree with the following statement about your team?

- We are a team
- We work flexibly
- We are always learning
- We are safe and healthy
- We each have a voice that counts
- We are recognised and rewarded
- We are compassionate and inclusive

### 3 Organisational engagement

3.1 Staff engagement is measured across three sub-scale themes:

- **Motivation**, measured by questions 1 to 3 (“I look forward to going to work.”, “I am enthusiastic about my job.”, “Time passes quickly when I am working.”)
- **Ability to contribute to improvements**, measured by questions 4 to 6 (“There are frequent opportunities for me to show initiative in my role.”, “I am able to make suggestions to improve the work of my team / department.”, “I am able to make improvements happen in my area of work.”)
- **Recommendation of the organisation**, measured by questions 7 to 9 (“Care of patients / service users is my organisation's top priority.”, “I would recommend my organisation as a place to work.”, “If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.” )

Overall staff engagement is measured as an average across these three sub-scales.

3.2.1 All scores are presented as scale scores (on a scale of 0 to 10). See the table below.

Trust Level Staff Engagement		Q2 21/22
Motivation		6.52
Improvements		6.31
Recommendation		6.51
<b>Overall Staff Engagement</b>		<b>6.45</b>

  

Motivation	Q2 21/22	6.52
Improvements	Q2 21/22	6.31
Recommendation	Q2 21/22	6.51
Staff Engagement	Q2 21/22	6.45

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## 4 Summary of results by question

4.1 Core engagement questions:

<b>Question</b>	<b>% positive</b>	<b>% negative</b>
I often/always look forward to going to work	50	23
I am often/always enthusiastic about my job	65	14
Time often/always passes quickly when I am working	72	9
There are frequent opportunities for me to show initiative in my role	63	15
I am able to make suggestions to improve the work of my team/department	64	17
I am able to make improvements happen in my area of work	52	21
Care of patients/service users is my organisation's top priority	73	10
I would recommend my organisation as a place to work	51	20
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	59	12

#### 4.2 Supplementary team questions:

<b>Question</b>	<b>% positive</b>	<b>% negative</b>
We are a team	66	18
We work flexibly	69	13
We are always learning	73	11
We are safe and healthy	65	14
We each have a voice that counts	45	29
We are recognised and rewarded	31	39
We are compassionate and inclusive ...	68	11

## 5 Comparisons with 2020 Staff Survey results

We are able to make a comparison of the positive results for the nine engagement questions between the quarterly survey results and the 2020 staff survey results.

The table below shows the engagement scores for each question were higher last year for the 2020 staff survey compared to the more recent quarterly pulse survey.

Question	Quarterly Pulse Survey – 2021	2020 Staff Survey
	% Positive	% Positive
I often/always look forward to going to work	50	56.8
I am often/always enthusiastic about my job	65	70
Time often/always passes quickly when I am working	72	73.9
There are frequent opportunities for me to show initiative in my role	63	69.8
I am able to make suggestions to improve the work of my team/department	64	69.2
I am able to make improvements happen in my area of work	52	54.2
Care of patients/service users is my organisation's top priority	73	75
I would recommend my organisation as a place to work	51	59.6
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	59	62.7

## 6 Key themes

### 6.1 Organisational

Top three – engagement scores	Bottom three – engagement scores	Top three – team working	Bottom three – team working
Care of patients/service users is my	I am able to make improvements happen in my area of	We are always learning	We are a team

organisation's top priority	work		
Time often/always passes quickly when I am working	I would recommend my organisation as a place to work	We work flexibly	We each have a voice that counts
I am often/always enthusiastic about my job	I often/always look forward to going to work	We are compassionate and inclusive	We are recognised and rewarded

## 6.2 Group

<b>Medicine and emergency care</b>				
	<b>Top three – engagement scores</b>	<b>Bottom three – engagement scores</b>	<b>Top three – team working</b>	<b>Bottom three – team working</b>
	Care of patients / service users is my organisation's top priority	I often / always look forward to going to work	We are compassionate and inclusive	We are recognised and rewarded
	Time often / always passes quickly when I am working	I am able to make improvements happen in my area of work	We are always learning	We each have a voice that counts
	I am often / always enthusiastic about my job	I would recommend my organisation as a place to work	We work flexibly	We are safe and healthy
<b>Surgical services</b>				
	<b>Top three – engagement scores</b>	<b>Bottom three – engagement scores</b>	<b>Top three – team working</b>	<b>Bottom three – team working</b>
	Time often / always passes quickly when I am working.	I am able to make improvements happen in my area of work.	We are always learning.	We are recognised and rewarded.
	Care of patients / service users is my organisation's top priority.	I often / always look forward to going to work.	We are a team.	We each have a voice that counts.
	I am often /	I would	We are	We are safe and

	always enthusiastic about my job.	recommend my organisation as a place to work.	compassionate and inclusive.	healthy.
<b>Women's and Child Health</b>				
	<b>Top three – engagement scores</b>	<b>Bottom three – engagement scores</b>	<b>Top three – team working</b>	<b>Bottom three – team working</b>
	Care of patients / service users is my organisation's top priority	I often / always look forward to going to work	We are always learning	We are recognised and rewarded
	Time often / always passes quickly when I am working	I am able to make improvements happen in my area of work	We are compassionate and inclusive	We each have a voice that counts
	I am often / always enthusiastic about my job	I would recommend my organisation as a place to work.	We work flexibly	We are safe and healthy
<b>Imaging and Pathology</b>				
	<b>Top three – engagement scores</b>	<b>Bottom three – engagement scores</b>	<b>Top three – team working</b>	<b>Bottom three – team working</b>
	Care of patients / service users is my organisation's top priority	I would recommend my organisation as a place to work	We are compassionate and inclusive	We are recognised and rewarded.
	I am often / always enthusiastic about my job	I often / always look forward to going to work	We are always learning	We each have a voice that counts.
	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	I am able to make improvements happen in my area of work	We are a team	We work flexibly.
<b>Primary Care</b>				

<b>Communities and Therapies</b>				
	<b>Top three – engagement scores</b>	<b>Bottom three – engagement scores</b>	<b>Top three – team working</b>	<b>Bottom three – team working</b>
	Care of patients / service users is my organisation's top priority	I often / always look forward to going to work	We are always learning	We are recognised and rewarded
	Time often / always passes quickly when I am working	I am able to make improvements happen in my area of work	We work flexibly	We each have a voice that counts
	I am able to make suggestions to improve the work of my team / department	I would recommend my organisation as a place to work	We are compassionate and inclusive	We are a team
<b>Corporate</b>				
	<b>Top three – engagement scores</b>	<b>Bottom three – engagement scores</b>	<b>Top three – team working</b>	<b>Bottom three – team working</b>
	Care of patients / service users is my organisation's top priority	I often / always look forward to going to work	We work flexibly	We are recognised and rewarded
	Time often / always passes quickly when I am working	I would recommend my organisation as a place to work	We are always learning	We each have a voice that counts
	I am able to make suggestions to improve the work of my team / department	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	We are safe and healthy	We are compassionate and inclusive

## **7 Acting on results**

- 7.1 The results have been shared with the group and corporate leads along with their HR Business Partners. Leads were asked to review the difference between the directorates as well as the professional groups along with the engagement scores. They were advised to act on the feedback with a suggestion to review the comments and scores and review the actions within their existing staff survey action plans.
- 7.2 The groups are holding their next listening events in November which is an opportunity to share the results, listen to staff feedback, publish their local action plans and seek staff suggestions for change.
- 7.3 As this was the first time we had conducted the survey, it is recognised that these results can form a benchmark from where to track changes and measure improvement.
- 7.4 The results have also been shared more widely in the communications bulletin, Heartbeat, TeamTalk [and on Connect](#).
- 7.5 The Trust's people plan is expected to make a significant contribution to improved staff engagement scores in these quarterly surveys and the national staff survey.

## **8 Recommendations**

The Board is asked to:

- a. Note the first quarterly results of the Pulse survey

Chilufya Dawo  
Head of Internal Communications

20.10.21