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|------------------------------|---|--------------|-----------------------------|
| <b>REPORT TITLE:</b>         | National Staff Survey 2023/24 SWB Results & Our People Engagement |              |                             |
| <b>SPONSORING EXECUTIVE:</b> | James Fleet, Interim Chief People Officer                         |              |                             |
| <b>REPORT AUTHOR:</b>        | James Fleet, Interim Chief People Officer                         |              |                             |
| <b>MEETING:</b>              | Public Trust Board  | <b>DATE:</b> | 13 <sup>th</sup> March 2024 |

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

The Trust has received and analysed the responses from both the 2023 annual staff survey and 2023/24 Quarter 4 pulse survey.

A more detailed paper, detailing the survey results and key themes at Trust, Group, Directorate, Team level, Staff Group and across the EDI areas was presented to the February meeting of the Trust Management Committee and People Committee. This analysis informed a deep-dive discussion at the People Committee about the results and the actions required to improve the experience for staff across the organisation.

Research evidence demonstrates that higher levels of staff satisfaction support better patient care. Delivering significant improvements in the staff survey and pulse survey response rates has been established as one of the Trust's 6 Strategic Planning Framework priorities for 2024/25.

**Staff Survey Results:**

Whilst there have been some improvements in the Trust's performance in both of these surveys compared to previous results, the most recent surveys highlight that the experience of many staff within the Trust do not reflect the high standards and ambitions set out within the SWB People Plan.

**Improving the Experience for our People:**

A plan for delivering significant improvements in staff engagement and satisfaction is presented. The paper summarises plans for; sharing the survey results and engaging with staff, Staff Inclusion Networks, trade unions and professional forums to develop and implement high impact improvement actions at Trust, Group, Directorate and local team level.

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

| OUR PATIENTS                                       |   | OUR PEOPLE   |   | OUR POPULATION  |   |
|--|---|--|---|---|---|
| To be good or outstanding in everything that we do | X | To cultivate and sustain happy, productive and engaged staff | X | To work seamlessly with our partners to improve lives | X |

**3. Previous consideration** *[at which meeting[s] has this paper/matter been previously discussed?]*

| 4. Recommendation(s)                |  |
|-------------------------------------|--|
| The Public Trust Board is asked to: |  |
| a.                                  | <b>RECEIVE, CONSIDER</b> and <b>NOTE</b> the summary analysis of the 2023 annual staff survey and 2023/24 Q4 pulse survey  |
| b.                                  | Take <b>ASSURANCE</b> that the survey results have been fully analysed, understood and that a robust plan is in place to drive forward actions to secure significant improvements for future surveys |
| c.                                  | <b>SUPPORT</b> the key actions that are outlined in this paper for responding to the survey feedback and improving staff satisfaction  |
| d.                                  | <b>REQUIRE</b> further updates on the actions being taken to improve the experience of staff across the Trust, including specific updates on the development of the Staff Inclusion Networks         |

| 5. Impact <i>[indicate with an 'X' which governance initiatives this matter relates to and, where shown, elaborate in the paper]</i> |                   |   |  |   |   |                       |
|--|-------------------|---|--|---|---|-----------------------|
| Board Assurance Framework Risk 01  |                   | <i>Deliver safe, high-quality care.</i>                                       |  |   |   |                       |
| Board Assurance Framework Risk 02  |                   | <i>Make best strategic use of its resources</i>                               |  |   |   |                       |
| Board Assurance Framework Risk 03  |                   | <i>Deliver the MMUH benefits case</i>   |  |   |   |                       |
| Board Assurance Framework Risk 04  |                   | <i>Recruit, retain, train, and develop an engaged and effective workforce</i> |  |   |   |                       |
| Board Assurance Framework Risk 05  |                   | <i>Deliver on its ambitions as an integrated care organisation</i>            |  |   |   |                       |
| Corporate Risk Register [Safeguard Risk Nos]   |                   |   |  |   |   |                       |
| 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 NHS TRUST

## Report to the Public Trust Board on 13th March 2024

### National Staff Survey 2023/24 SWB Results and Improvement Plan

#### 1. Introduction

- 1.1 The NHS Staff Survey measures progress and improvement against the seven elements of the People Promise. The NHS Staff Survey provides valuable insights into how to improve the way that the Trust engages, resources, supports, develops and communicates with staff across the organisation.
- 1.2 The evidence highlighting the correlation between the NHS Staff Survey questions and the five domains of the Improving Patient Care Together (IMPACT) approach is compelling. This demonstrates that the strongest performing organisations (as measured by the Single Oversight Framework) have greatest levels of staff engagement.
- 1.3 The staff survey and pulse survey feedback measures progress against the SWB People Plan and the key people objectives for opening the Midland Metropolitan Hospital (MMUH).
- 1.4 The National Staff Survey ran between 2<sup>nd</sup> October and 30<sup>th</sup> November 2023. 2,301 staff (29%) completed the 2023 annual staff survey.
- 1.5 The 2023/24 Q4 pulse survey ran between 2<sup>nd</sup> and 30<sup>th</sup> January 2024. 3,242 staff (40.3%) completed the 23/24 Q4 Pulse survey, the highest response rate that SWB has ever achieved.
- 1.6 This paper:
  - Provides the Board with a summary of the key headlines from both the 2023/24 annual staff survey and the 2023 Q4 Pulse Survey.
  - Presents the plan for sharing the results with colleagues across the Trust, from 7<sup>th</sup> March.
  - Outlines the plans for rapidly engaging with staff from across the organisation, as well as Staff Inclusion Networks and trade unions to co-develop and deliver targeted high impact improvement actions.
  - Sets out the approach for taking direct and targeted intervention to better understand and address the issues in the areas with the poorest results.
  - Directs Board members to the reading room to access more detailed analysis of the 2023 national staff survey results and 2023/24 Q4 pulse survey results, including a thematic analysis of the free-text comments received.

#### 2. Improving Staff Engagement and Satisfaction – A Strategic Priority for 2024/25

- 2.1 Delivering a significant improvement in the staff survey and Pulse survey response rates has been identified as one of the Trust's proposed six priority in-year objectives for 2024/25 within the Strategic Planning Framework (SPF).
- 2.2 The Trust is committed to taking rapid action, at corporate, Care Group, Directorate and local team levels, based on the feedback received through the surveys, to improve the working lives of our people. The approach to delivering these improvements will complement the

Trust’s Organisational Development (ARC Leadership and Team Effectiveness) programme (including MMUH priority areas), focusing particularly on compassionate and inclusive leadership and building high performing teams.

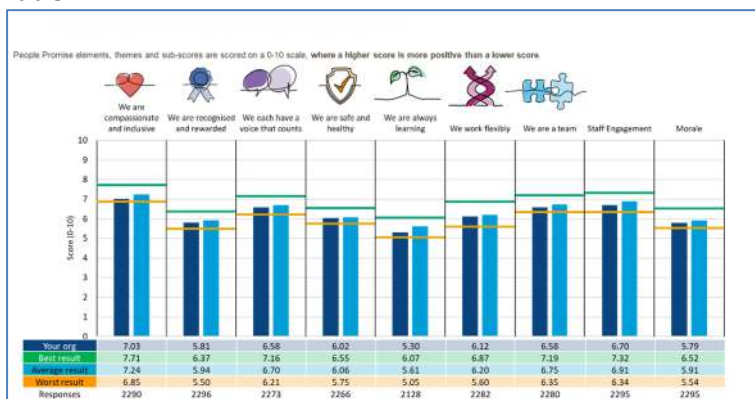
### 3. Response Rates

- 3.1 The Trust has consistently had a low response rate to both the annual staff survey (average of 38% between 2019 -2022) and pulse surveys (average of 21% between 2019-2022). The response rate for the most recent 2023 annual staff survey (29%) was the lowest in the Trust’s history, whilst the most recent 2003/24 Q4 pulse survey response rate (40%) was the highest in the Trust’s history.
- 3.2 The 2023/24 Q4 pulse survey secured a 26% increase in respondents compared with the previous quarter. Almost 1,000 more staff completed the Q4 pulse survey during the four weeks of January 2024 than completed the annual staff survey during the eight weeks of October-November 2023.
- 3.3 This significant increase in response rates was delivered through line managers pro-actively encouraging and enabling staff and teams to complete the survey. The executive placed a heavy emphasis online management responsibility in staff engagement.

### 4. 2023 Annual Staff Survey - Results Summary

- 4.1 The February meeting of the People Committee convened a deep-dive into the 2023 annual staff survey results and 2023/24 Q4 pulse survey results. These discussions also focused on the improvement actions that are urgently required to improve the experience of staff across the Trust, in line with the commitments and expectations within the SWB People Plan.
- 4.2 SWB’s 2023 Staff Survey results demonstrate some improvement from the previous year. Compared to the other Acute and Acute Community Trusts (65 Trusts) that utilised Picker to administer their staff survey, SWB has the 23<sup>rd</sup> highest improvement in survey results compared to the previous year.
- 4.3 However, whilst these improvements are welcomed and should be recognised as providing a positive platform for continuous improvement going forwards, the Trust’s 2023 annual staff survey results remain below the national peer average for all seven elements of the People Promise and the two Themes (‘staff engagement’ and ‘morale’). See table 1 below.

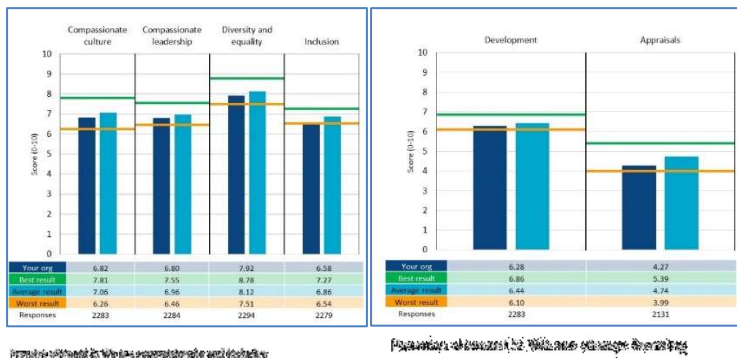
**Table 1**



**NHS Staff Survey Benchmark report 2023**

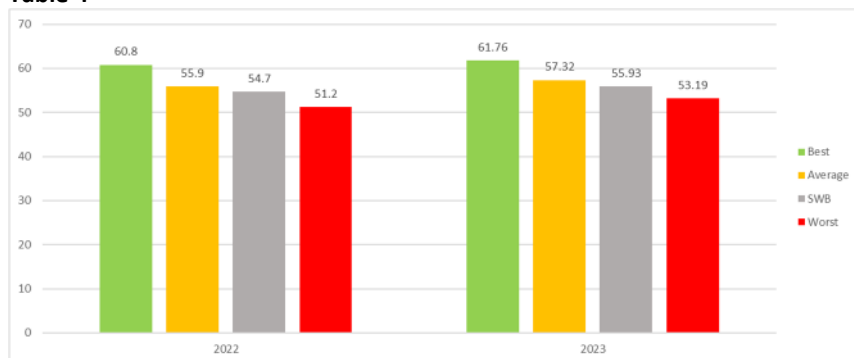
- 4.4 Based on the data within the NHS Staff Survey Benchmark Report 2023 (Feb 2024), the Trust scored lowest, compared to peers, on ‘we are always learning’ and ‘we are compassionate and inclusive’ (in the 2022 survey the Trust lowest scores were also in ‘we are compassionate and inclusive’).
- 4.5 Tables (2 and 3) below summarise the Trust’s survey results within the specific People Promise ‘sub-score’ areas of ‘we are always learning’ and ‘we are compassionate and inclusive’. The data demonstrates that for Inclusion SWB’s score (6.58) was close to the worst result (6.54).

**Tables 2 & 3**



- 4.6 A comparison of the Trust’s 2022 and 2023 results, across all of the People Promises is provided in table 4 below. This analysis compares the cumulative scores for SWB across the People Promises and Themes between 2022 and 2023, compared to the best, worst and national peer averages. The chart highlights that whilst SWB’s scores have improved from 2022 to 2023, they have remained below the average for both years.

**Table 4**

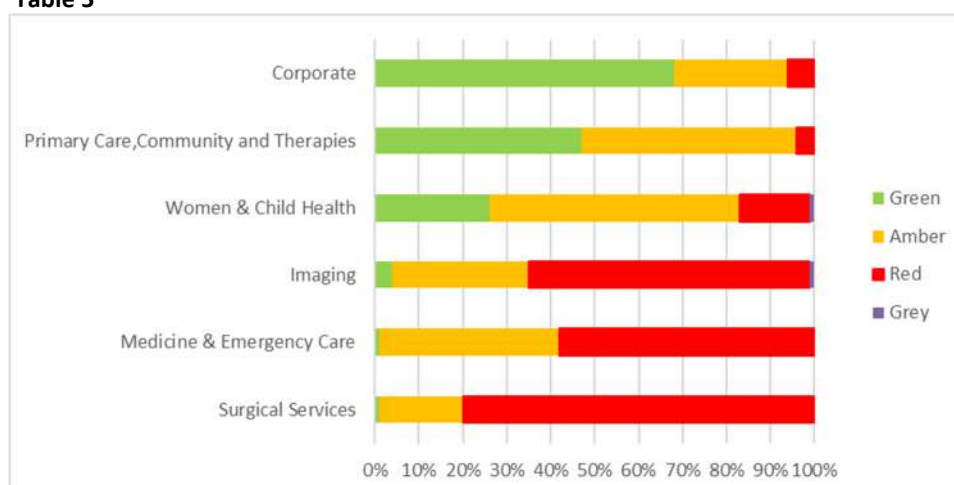


- 4.7 When comparing SWB’s 2023 survey results against the Picker peer average, the results show that:
- 2 questions are significantly better;
  - 59 questions show no significant change;
  - 39 questions are significantly worse than the peer group.
- 4.8 The analysis highlights that the ‘your manager’ domain performs consistently poorly for the Clinical Groups (with the exception of PCCT). Conversely, staff within Corporate Services have generally scored their experience of their managers much more positively. At Trust

level there has been no notable improvement in the ‘your manager’ domain between 2022 and 2023.

- 4.9 Addressing this feedback is a priority for the Trust. The research evidence demonstrates that creating and sustaining a working environment where staff feel valued, included, respected, psychologically safe and motivated requires leaders to consistently role-model; compassionate, inclusive and restorative leadership behaviours. It justifies our emphasis on leadership development as the biggest contributor to improved staff engagement, reflected in our People Plan.
- 4.10 Detailed analysis of the Trust’s staff survey performance at Group, Directorate and team levels has been developed (a full summary of the staff survey analysis is made available for Board members in the reading room). This analysis was discussed at the Trust Management Committee (TMC) on 27<sup>th</sup> February and also at the People Committee on 28<sup>th</sup> February (the detailed paper that was presented to these forums is provided in the reading room). Senior leaders from the Group triumvirates and Corporate Services welcomed the clarity that the analysis has provided and have commitment to taking focused and targeted action to improve the experience of staff. See summary of actions and next steps in sections 8 and 9.
- 4.11 Table 5 below presents a heatmap of the staff survey results across the Clinical Groups and Corporate services.

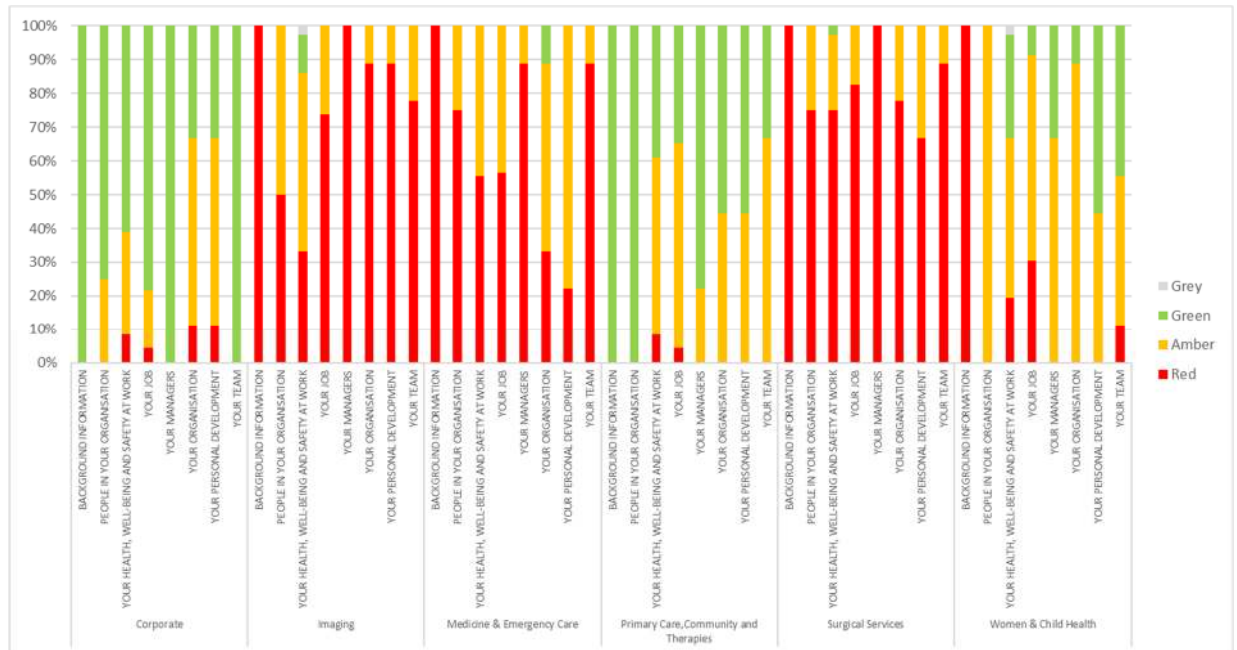
**Table 5**



- 4.12 The analysis highlights that Surgical Services, Imaging and Medicine and Emergency Care are the lowest performing groups in the 2023 staff survey. The areas of poorest performance align with the priority areas for the MMUH OD programme, specifically teams within, Medicine and Emergency Care, Imaging and Theatres. The staff survey results will feed into the diagnostic work with each of these teams and will continue to inform the interventions that are implemented to improve compassionate and inclusive leadership and team effectiveness. On this basis, as well as KPI’s relating to levels of participation in the ARC leadership and OD (team effectiveness) programmes, improvements in staff survey and Pulse survey results have been explicitly captured as KPIS for the MMUH OD programme.
- 4.13 Analysis of the specific staff survey domains is presented in table 6 below. This data highlights that for Surgery, Medicine and Emergency Care and Imaging the ‘your managers’

domain was consistently the worst performing, with 'your team' also featuring negatively for Surgery and Medicine and Emergency Care.

**Table 6**



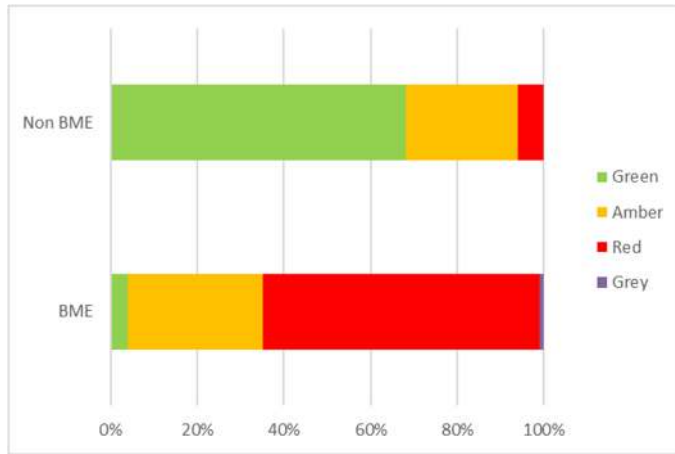
4.14 Healthcare scientists, Allied Health Professionals and Administrative and Clerical staff groups had the highest performing staff survey results.

## 5. Equality, Diversity, and Inclusion Results

5.1 The staff survey results have been analysed across equality, diversity and inclusion areas. The detailed data for all of these areas will be shared with the Inclusion Networks to inform Network led improvement actions and work plans for 2024/25, including updates to the Trust's WRES and WDES improvement plans. Board members can access the detailed Trust level EDI analysis, as well as the EDI analysis against the national comparators, in the reading room.

5.2 The analysis below highlights that BME have a markedly less positive working experience compared to Non BME staff (see table 7 below). This summary data can be further analysed at individual ethnicity sub-group level. This more detailed analysis is being undertaken to support and inform the work being undertaken by the BME Staff Inclusion Network. The domain which has the most significant impact on these results is 'your managers'.

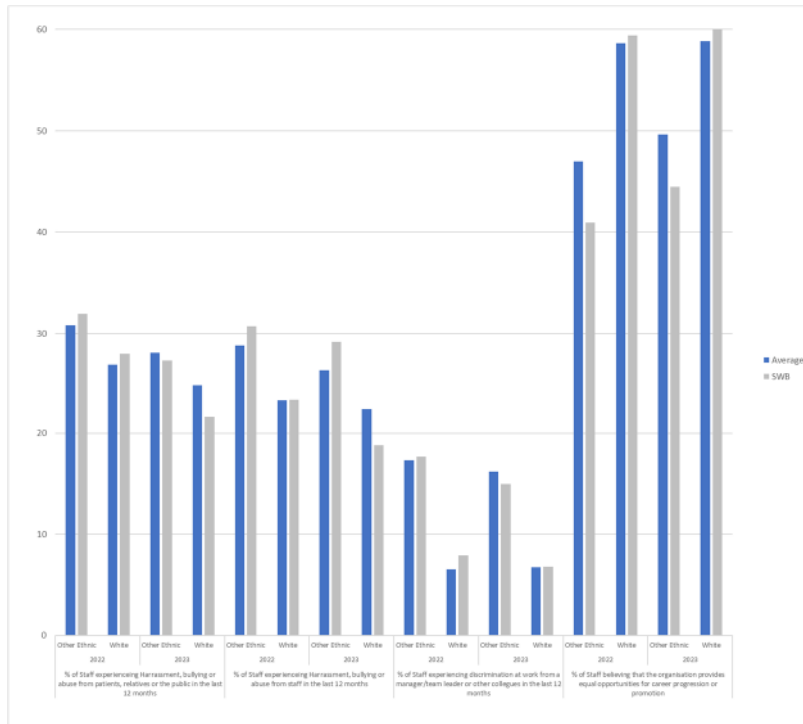
**Table 7**



5.3 The national staff survey results provide the data required for the staff survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES).

5.4 Table 8 below presents comparative analysis of the Trust’s results, across the four WRES questions, against the peer average over the last five years, split between ‘other ethnic’ and ‘white’.

**Table 8**



5.5 This analysis highlights that whilst the % of staff experiencing harassment, bullying and discrimination from patients, relatives or the public has reduced between 2022 and 2023 for staff within both the ‘white’ and ‘other ethnic’ groups, the number of staff from ‘other ethnic groups’ reporting harassment, bullying and discrimination from staff highlight has remained above the average in 2022 and 2023. Whilst the data above is presented in summary form, additional detailed analysis of the WRES questions across specific ethnicity sub-groups will be undertaken to support the work of the Trust’s BME Network and WRES Action Plan.



- 5.6 The % of staff from 'other ethnic' groups experiencing discrimination at work from a manager/team leader or other colleague reduced in 2023 to below the average. For each of these questions the percentage reported as experiencing harassment, bullying and discrimination is higher for 'other ethnic' than for 'white' staff.
- 5.7 Analysis of responses against the eight questions within Workforce Disability Equality Standards is also captured in the reading room. For questions that relate to harassment, bullying and discrimination there is very little movement in the percentages reported between 2022 and 2023 and there are small differences in the percentage reported between staff with a long-term disability/condition and those without, with levels slightly lower for staff without a long-term disability/condition. For equal opportunities those staff with a long-term disability/condition score lower than those without across both years.

## **6. 2023/24 Q4 Pulse Survey Results**

- 6.1 The 2023/24 quarter 4 Pulse Survey results are presented in a different format to the Annual Staff Survey and are not measured in the same way. Furthermore, there are large variations in the number of questions asked across the different domains which makes direct comparison of performance in these domains meaningless. Therefore, whilst general comparative observations can be drawn it is not possible to directly score or rank the results from these different survey tools.
- 6.2 There are a more limited number of domains for the Pulse Survey. Based on standard domains across both surveys, the area scoring the most positively is 'your job' (i.e. most 'green') and the area scoring least positively is 'your work' (most 'red'). There is a notable variance in the response rates for 'MMUH', i.e. 50% of the answers were positively scored, while 36% were negatively scored. The pulse survey does not capture the 'your manager' domain, as per the annual staff survey.
- 6.3 The results highlight that over the past four quarters, across every domain, every question answered in the pulse survey has seen an increased level of positive responses.
- 6.4 The 2023/24 Q4 pulse survey results at Group level align with the results reported from the 2023 annual staff survey in highlighting that Corporate, Primary Care & Therapies and Women & Child Health are the highest performing areas. Conversely, Medicine & Emergency Care, Surgical Services, and Imaging were the poorest performing.
- 6.5 Additional analysis of the Q4 pulse survey results at Group, Directorate and Team levels has been provided in the reading room.

## **7 Next Steps – Share, Engage and Improve**

- 7.1 Following the national release of the 2023 staff survey results, the following actions will be taken to engage with staff across the Trust:
- Richard Beeken (Chief Executive) will write to all staff on the day that the staff survey results are released (7<sup>th</sup> March) summarising the results, and setting out a commitment to build on the improvements since 2022 to improve the working experiences for our people.

- Richard Beeken (Chief Executive) and James Fleet (Interim Chief People Officer) will host a series of 'share' events during March, to share the headlines with staff and provide a chance for staff to ask questions and/or give comments and discuss ways of improving staff experience.
- Executive Directors will undertake listening sessions, to listen and better understand the experiences of staff in the areas with the poorest and the best results.
- Highlight areas of good practice from the 2023 survey results in order to share good practice and identify what's working for the teams with the highest performing survey results. The learning from these areas will be utilised to support improvements across the wider organisation.
- Develop a Staff Survey/Engagement microsite on CONNECT to share the results and updates on the actions being taken.
- Inclusion Network briefing sessions.
- Staff Side/union briefing sessions.
- Engagement with professional networks and forums.

## **8 Delivering Trust Level Improvement Action**

8.1 The following action will be taken at Trust level to address the feedback from the 2023 staff survey and Q4 pulse survey:

- Prioritise the roll-out the SWB Organisational Development programme (ARC Compassionate Leadership & Team Effectiveness) to areas with poor staff survey performance (aligned to MMUH priority areas).
- Review the SWB People Plan.
- Review, update and deliver the Trust's WRES/WDES delivery plans.
- Implement the Trusts four 2024/25 EDI delivery priorities:
  1. Empower, equip and enable the Staff Networks
  2. Optimise the role and function of the EDI Team within the Trust
  3. Deliver and embed a robust framework for inclusive recruitment
  4. Launch a SWB inclusive Talent Management programme
- Enhance the Trust's staff Health and Wellbeing offer (response to external Staff Mental Health Wellbeing Review).
- All managers across the organisation to have a clear and explicit PDR objective (for the performance year 2024/25) for strengthening staff engagement and improving staff experience in their teams'.
- Identify an Executive and Non-Executive Inclusion Champion for staff engagement and experience.
- Implement high impact action 1 of the National Inclusion Plan (Chief Executives, Chair and board members have specific and measurable EDI objectives to which they will be individually and collectively accountable).

## 9 Delivering Improvements for our People Locally

9.1 Delivering improvements for staff and teams locally will have the greatest impact on staff satisfaction, wellbeing, and engagement. For this reason, a Group focused improvement approach is being implemented to deliver a focused number of high impact improvements which respond directly to the feedback.

9.2 The following interventions will be implemented to drive and deliver local improvement actions:

1. Launch People Engagement teams (PETs) for each Group and Corporate Directorate.
2. Executive led deep-dives into the areas with the poorest results. A schedule of deep dives is being developed and scheduled for April and May.

9.3 The PETs will be led by the Group/Corporate leadership teams and will:

- Lead the work to co-develop, with staff, the high impact improvement actions that will be delivered across and within each Group.
- Champion staff engagement as a priority for all parts of the Trust.
- Engage with the Staff Networks and trade unions, in partnership, to build trust and ensure that improvement actions address the needs of diverse staff groups.
- Provide regular updates on the delivery and impact of improvement actions for staff satisfaction.
- Formally report to Trust Management Committee on progress in delivering staff survey improvements actions.
- Be accountable for driving high response rates to future annual staff survey and pulse surveys and using these to continually test the effectiveness of improvement actions and approaches to improving staff engagement.

9.4 An event is being held on 18<sup>th</sup> March, with support from Professor Michael West and the Affina OD team to:

1. Launch SWB's annual staff engagement improvement approach (see below).
2. Co-develop the Group level improvement actions.
3. Launch the Group/Directorate PETs .



People Engagement Team  
Corporate



People Engagement Team  
Imaging



People Engagement Team  
Medicine and Emergency Care



People Engagement Team  
Surgery



People Engagement Team  
PCCT

9.5 The image below summaries SWB's new staff engagement improvement approach, which focuses on building sustainable improvements in staff experience and satisfaction.



## 10. A key Role for Staff Inclusion Networks

10.1 The Trust's Staff Inclusion Networks will have a key role in the organisations response to the annual staff survey and pulse survey feedback, particularly supporting positive action to improve the experience of diverse staff and embed a culture of inclusion that will benefit the whole workforce and ultimately patients. Staff Inclusion Networks will support the development and implementation of culturally appropriate interventions and actions to make things better for our diverse staff communities. A communications campaign will be undertaken to re-launch and reinvigorate the networks across the organisation.

## 11. Trade Union Partners

11.1 The Trust's trade union partners will have a key role in supporting actions to improve the experience, engagement, and satisfaction of staff across the Trust. The Trust is currently in the process of strengthening partnership arrangements, including working closely with local reps and regional officers to refresh ways of working, which better support the delivery of the SWB People Plan.

## 12. Governance

12.1 Following the launch of the Care Group People Improvement Teams, regular assurance on the delivery, and impact of improvement actions will be through Trust Management Committee, as well as regular updates to the People Committee.

## 13. Recommendations

13.1 The Public Board is asked to:

- a. **RECEIVE, CONSIDER** and **NOTE** the summary analysis of the 2023 annual staff survey and 2023/24 Q4 pulse survey.
- b. Take **ASSURANCE** that the survey results have been fully analysed, understood and that a robust plan is in place to drive forward actions to secure improvements for future surveys.

- c. **SUPPORT** the key actions that are outlined in this paper for responding to the survey feedback and improving staff satisfaction.
- d. **REQUIRE** further updates on the actions being taken to improve the experience of staff across the Trust, including specific updates on the development of the Staff Inclusion Networks.

**James Fleet**

**Interim Chief People Officer**

23<sup>rd</sup> February 2024