

Paper Title: NHS England and NHS Improvement Staff Survey

Agenda Item: 10 (Public Session)

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Paper type: For noting

Summary:

This paper provides a high-level insight into the results of the NHS England and NHS Improvement staff survey which ran in November 2020. This is the second time NHS England and NHS Improvement has run the full NHS Staff Survey.

The results of the survey have shown a significant improvement since the January 2020 survey. They show the power and impact of actions taken across the organisation and by the leadership team during the pandemic to improve the experience of colleagues working in NHS England and NHS Improvement.

1 Background

1.1 In October 2020, NHS England and NHS Improvement launched its staff survey, using the NHS staff survey questions for the second time. The online survey was distributed on 19 October and closed on 27 November 2020.

1.2 The organisation level results are shared show a clear improvement in 9 out of 10 thematic areas, with the 10th remaining static year on year. Our key achievements are highlighted in section 2 and section 3 captures these achievements and maps them to the actions of our NHS England and NHS Improvement People Plan to show the significant positive impact they have had on our staff survey results. Finally, section 4 lists our proposed next steps.

2 Key Achievements

2.1 The overall results of the NHS England and NHS Improvement staff survey have significantly improved, with improvement in scores for 65 areas of the survey questions. Response rate was 68%, slightly up on last year.

2.2 The detailed organisational results show a total of 50 areas of strength, with 30 areas where there are opportunities for further improvement and only 5 areas that still need improvement.

2.3 The figure below (*Figure One*) provides the November 2020 results in comparison to the January 2020.

NHS England and NHS Improvement



































Figure One

Percentage change in positive responses to each question in the staff survey between November 2020 and January 2020 (ordered from most to least positive percentage change)

65 Significant Improvement

Q9b Communication between senior management and staff is effective	19%
Q18c I would recommend my organisation as a place to work	15%
Q9d Senior managers act on staff feedback	14%
Q19a I do not often think about leaving this organisation	13%
Q19b I will probably not be looking for a job at a new organisation in the next 12 months	13%
Q33a In the last 12 months I have had a conversation with my manager about fulfilling my potential at work	13%
Q11d In the last three months I have not come to work despite not feeling well enough to perform my duties	12%
Q7c I am able to deliver the care I aspire to	11%
Q19c I will not be leaving this organisation (as soon as I can find another job)	11%
Q32b I feel like I am part of my organisation's vision for the future	11%
Q7a I am satisfied with the quality of care I give to patients / service users	10%
Q9c Senior managers here try to involve staff in important decisions	10%
Q11a My organisation takes positive action on health and well-being	10%
Q32a My organisation has a clear vision for the future	10%
Q4c I am involved in deciding on changes introduced that affect my work area / team / department	9%
Q4f I have adequate materials, supplies and equipment to do my work	9%
Q5f I am satisfied with the extent to which my organisation values my work	9%
Q6c Relationships at work are not strained	8%
Q19d I am not considering leaving my current job	8%
Q30b The person I report to creates opportunities for my professional growth	8%
Q4d I am able to make improvements happen in my area of work	7%
Q4i The team I work in often meets to discuss the team's effectiveness	7%
Q9a I know who the senior managers are here	7%
Q31d I feel encouraged to motivate others in my area of work	7%
Q4g There are enough staff at this organisation for me to do my job properly	6%
Q5d I am satisfied with the amount of responsibility I am given	6%
Q5e I am satisfied with the opportunities I have to use my skills	6%
Q5g I am satisfied with my level of pay	6%
Q5h I am satisfied with the opportunities for flexible working patterns	6%
Q8f My immediate manager takes a positive interest in my health and well-being	6%
Q16c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again	6%
Q31b I am encouraged to become a leader in my area of work	6%
Q2a I look forward to going to work	5%

Percentage change in positive responses to each question in the staff survey between November 2020 and January 2020 (ordered from most to least positive percentage change)

Q2c Time passes quickly when I am working		5%
Q4b I am able to make suggestions to improve the work of my team / department		5%
Q4h The team I work in has a set of shared objectives		5%
Q4j I receive the respect I deserve from my colleagues at work		5%
Q5a I am satisfied with the recognition I get for good work		5%
Q7b I feel that my role makes a difference to patients / service users		5%
Q8c My immediate manager gives me clear feedback on my work		5%
Q8d My immediate manager asks for my opinion before making decisions that affect my work		5%
Q8g My immediate manager values my work		5%
Q16d We are given feedback about changes made in response to reported errors, near misses and incidents		5%
Q18a Care of patients / service users is my organisation's top priority		5%
Q3a I always know what my work responsibilities are		4%
Q5b I am satisfied with the support I get from my immediate manager		4%
Q5c I am satisfied with the support I get from my work colleagues		4%
Q16a My organisation treats staff who are involved in an error, near miss or incident fairly		4%
Q16b My organisation encourages us to report errors, near misses or incidents		4%
Q30c I am able to access the right learning and development materials when I need to		4%
Q2b I am enthusiastic about my job		3%
Q3b I am trusted to do my job		3%
Q3c I am able to do my job to a standard I am personally pleased with		3%
Q4a There are frequent opportunities for me to show initiative in my role		3%
Q8a My immediate manager encourages me at work		3%
Q8b My immediate manager can be counted on to help me with a difficult task at work		3%
Q15b In the last 12 months I have not personally experienced discrimination at work from a manager / team leader or other colleagues		3%
Q31e It is important for me to be a positive role model to others in my organisation		3%
Q31f It is important for me to be accountable for the decisions I make in my area of work		3%
Q6b I have a choice in deciding how to do my work		2%
Q8e My immediate manager is supportive in a personal crisis		2%
Q13c In the last 12 months I have never personally experienced harassment, bullying or abuse at work from other colleagues		2%
Q30a There are opportunities for me to develop my career in this organisation		2%
Q31a I take into account feedback from colleagues when making positive changes in my area of work		2%
Q31c I have the capability to become a leader in my area of work		2%

Percentage change in positive responses to each question in the staff survey between November 2020 and January 2020 (ordered from most to least positive percentage change)

3 Significant deterioration

Q6a I do not have unrealistic time pressures	-2%
Q18b My organisation acts on concerns raised by patients / service users	-3%
Q11b In the last 12 months I have not experienced musculoskeletal problems (MSK) as a result of work activities	-15%

2.4 We have scored favourably in comparison to the national NHS amalgamated results in seven out of ten thematic areas.

2.5 Our survey results show the significant positive impact of supporting our staff through the COVID-19 pandemic, key actions in achieving this include:

- Regular All Staff Briefings, regionally and nationally led by Simon Stevens and colleagues.
- Weekly Leadership Messages.
- Reasonable Adjustments Offer supporting staff and transitioning to COVID realities at pace.
- Extensive #OurNHSPeople Health & Wellbeing Offer, open to all NHS staff.
- Regular encouragement of 1:1s through leadership messages and focus on key priorities.
- 10,691 colleagues participating in the Your Health & Wellbeing Webinars.
- Empowered and listened to staff through regular check in surveys and crowdsourcing via the Exchange platform as well as numerous ideas for improvement, many of which have already been put into practice

3 Staff survey results linked to People Plan deliverables

Figure Two

Executive Summary: People Practices: Impact

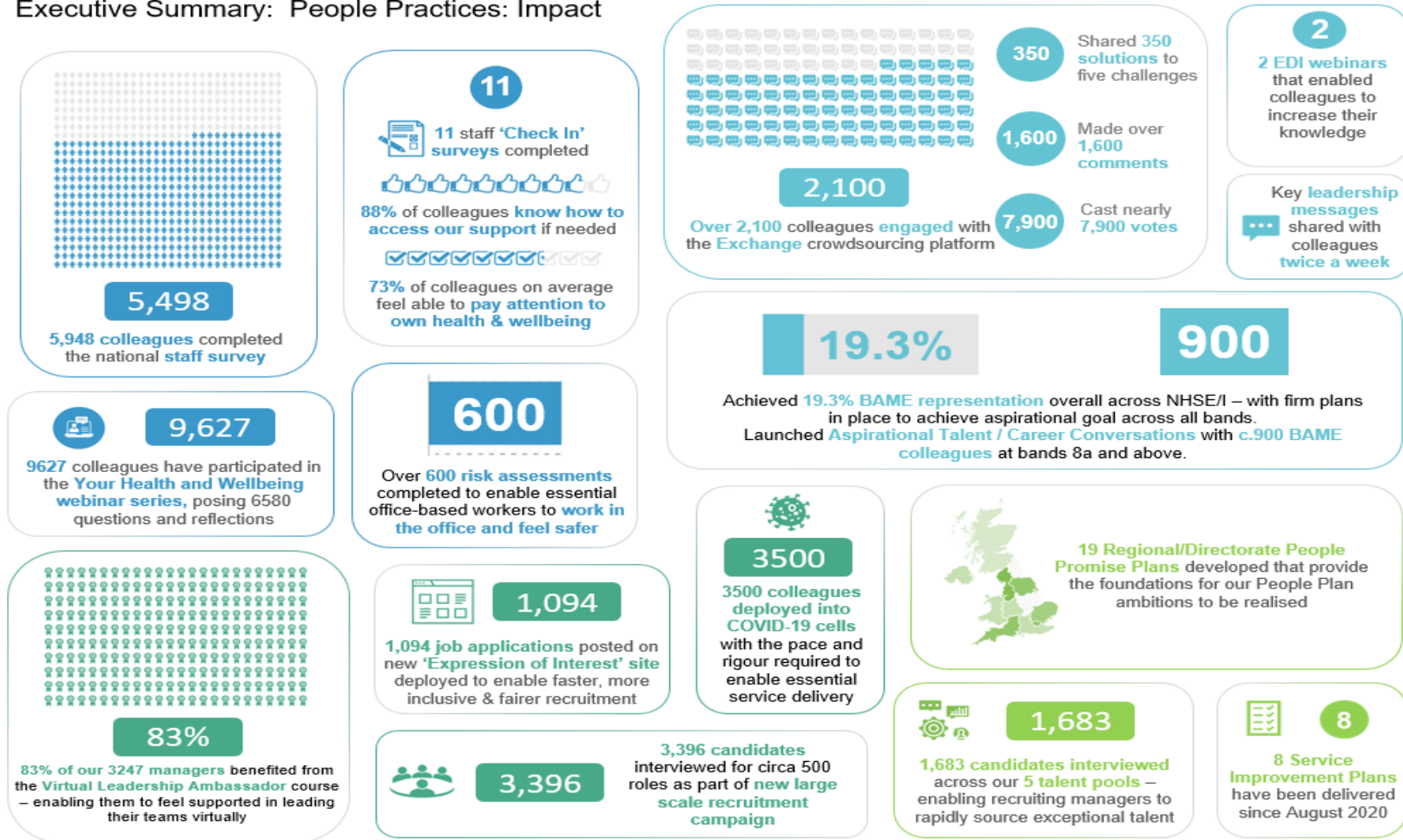


Table one
Top Five Scoring Questions

Ref	Question	Jan-20	Nov-20	Change	People Plan Theme	Action (since January 2020)
Q9b	Communication between senior management and staff is effective	42%	61%	19%	Looking After Our People	<ul style="list-style-type: none"> • Fortnightly All Staff Briefings led by the leadership • Local regional and directorate all staff briefings • HR and OD created weekly leadership emails and regular line manager communications throughout the last year • HR and OD set up the Virtual Leadership Programme, Exchange, and the New Ways of Working Programme.
Q18c	I would recommend my organisation as a place to work	56%	71%	15%	Looking After Our People Belonging in the NHS New ways of working and delivering care	<ul style="list-style-type: none"> • We introduced our new flexible working policy as the pandemic started and enabled colleagues to work from home with practical support (including IT and kit) to enable colleagues to work effectively. • The organisation adopted the aspirational target for 19% of staff to be BAME, launched the inclusive recruitment strategy, and introduced an inclusive talent management strategy across all pay grades. In addition to this, we created a suite of ED&I learning materials for managers and collaborated with staff networks to make NHSE&I more inclusive. • HR and OD provided an extensive programme of health and wellbeing support, including access to EAP, line manager guidance on how to ensure staff take care of themselves, the Health and Wellbeing webinar series, staff check-ins, and the Virtual New Starters Welcome Guide. • HR and OD also provided COVID-19-specific support safety and wellbeing.

Q9d	Senior managers act on staff feedback	32%	46%	14%	Looking After Our People New ways of working and delivering care	<ul style="list-style-type: none"> HR and OD launched weekly leadership emails and check-in surveys (with results shared the following week), the Virtual Leadership Ambassador programme, Exchange, and provided feedback on ideas and actions
Q19a	I often think about leaving this organisation	60%	47%	-13%	Looking after our people Belonging in the NHS New ways of working and delivering care	<ul style="list-style-type: none"> The organisation introduced BAME aspirational targets and BAME Talent management and opportunities across all pay grades. Line manager guidance on ensuring staff take care of themselves HWB Webinar series, staff check-ins, and a virtual New Starters Welcome Guide. COVID-19 specific support for staff safety. Suite of ED&I learning materials for managers, and collaboration with staff networks, to make NHSE&I a more inclusive place to work.
Q33a	In the last 12 months have you had a conversation with your manager about fulfilling your potential at work?	49%	62%	13%	Looking after our people Belonging in the NHS New ways of working and delivering care Growing for the Future	<ul style="list-style-type: none"> HR and OD introduced talent management conversations, developed the BAME talent management strategy, used the talent pool to deploy staff between organisations, and shifted development focus from high performers only to all staff.

Table Two

NHS Theme Scores

Theme	Jan Score	Nov Score	Score Change	People Plan Action	People Plan Themes	Highlights
Equality, diversity & inclusion	8.2	8.4	0.2	We introduced the new BAME talent management strategy and continued working towards the target of 19% BAME representation, including succession planning to increase BAME representation at Band 8D and above. We launched the inclusive recruitment strategy and introduced talent conversations, as well as collaborating with staff networks on COVID-19 support and new ways of working. We created ED&I training for all managers, introduced a Respect at Work policy, introduced carer's passports, and put in post Freedom to Speak Up Guardians. We also introduced a new employee relations case management system, provided support for working from home (including equipment, advice, and DSE assessments).	Looking after our people Belonging in the NHS	Includes a 3% improvement (down to 10% from 13%) in staff experiencing discrimination from colleagues (Q15b).
Health & wellbeing	6.2	6.6	0.4	We rolled out new flexible working policies (including IT support). We provided coaching for line managers on the importance of staff taking breaks, appointed wellbeing coordinators, and offered safe travel options for essential office-based workers during the COVID-19 pandemic. We provided a cycle to work scheme, on-demand back classes, and (through the EAP) the #OurNHSPeople offer (including structured counselling sessions). In addition, we created a Winter Wellbeing Guide and offered specific COVID-19 absence and illness support.	Looking after our people Belonging in the NHS New ways of working and delivering care	10% improvement on action on health and wellbeing (from 87% to 97%, Q11a). Improvements in coming to work while ill (down 12%, Q11d) and satisfaction with flexible working (up 6%, Q5h). However, there was a 15% increase in the number of people reporting MSK problems (Q11b).
Immediate managers	7.2	7.4	0.2	We provided line manager guidance on 1:1s (including reference to breaks), created the Virtual Leadership Ambassador programme,	Looking after our people	Improvements in

				launched a new email management and telephony system for our HR and OD Advisory and Operations team, maintained greater than 99% payroll accuracy throughout the COVID-19 response, provided support to resolve employee relations cases, and continued with a programme of coaching and mentoring to support line managers throughout the pandemic.		<ul style="list-style-type: none"> managers taking an interest in staff health and wellbeing (up 6%, Q8f), giving feedback (up 5%, Q8c), valuing work (up 5%, Q8g).
Morale	6	6.4	0.4	We relaunched and appointed more Freedom to Speak Up Guardians, and provided learning opportunities for managers on ED&I to develop an inclusive culture. We introduced flexibility about deployment between organisations and introduced greater partnership working with other organisations.	Belonging in the NHS New ways of working and delivering care	Reduction in staff thinking of leaving the organisation (down 13% from 60% to 47%, Q19a and Q19b), and a 9% increase in being involved in decisions.
Quality of care	6.5	6.8	0.3	We introduced All Staff Briefings and redeployed staff to support the COVID-19 response.	New ways of working and delivering care	Increase of 5% in staff thinking they made a difference to patients (from 70% to 75%).
Safe Environment - Bullying & Harassment	8.7	8.7	0	We launched the Respect at Work policy to resolve concerns about behaviour, provided learning opportunities on how to create an inclusive culture, and appointed more Freedom to Speak Up Guardians.	Looking after our people	Fewer staff being bullied by colleagues (down 2% from 17% to 15%, Q13c). Although this remains an area of concern
Safe Environment - Violence	9.9	10	0.1	<i>Question is more specific to patient and public facing staff in NHS providers</i>	No specific People Plan interventions	<i>Not applicable</i>
Safety Culture	6.1	6.4	0.3	<i>Question is more specific to patient and public facing staff in NHS providers</i>	No specific People Plan interventions	Various improvements, but question has a very clinical focus which may not be appropriate for the majority of NHS&I staff.
Staff Engagement	6.8	7.1	0.3	We introduced a wide range of health and wellbeing support, increased flexibility in deployment between different job roles as part of the cell deployment, and redesigned roles to make them better matched to people's skills. We introduced talent and career conversations and shifted the focus of development from solely on	Looking after our people New ways of working and delivering care	Increase of 15% in staff saying they would recommend working at NHSE&I (from 56% to 71%, Q18c), and looking forward to going to work (up 5% from 51% to 56%, Q2a).

				high achievements to all staff. We provided clear escalation routes to HR and OH where appropriate.		
Team working	6.3	6.7	0.4	To upskill managers in the new challenge of leading teams virtually, we launched the Virtual Leadership Ambassador programme, and facilitated virtual away-days for teams so they could continue to develop. We supported effective resourcing of COVID-19 response cells through our Resourcing and Deployment team. We also provided rapid access to mediation services where working relationships within teams became challenging.	Looking after our people New ways of working and delivering care	There were improvements in both how often teams meet to discuss effectiveness (up 7% from 60% to 67%, Q4i), and having shared objectives (up 5% from 63% to 68%, Q4h).

4 Recommendations

4.1 The Boards are asked to:

- Note the significant achievements of the organisation that are reflected in the staff survey results;
- Ask the National and Regional Directors to discuss the Staff Survey with their teams and agree local action plans, making clear links to their People Promise plans. Action plans should be agreed within 2 months of publication.