

REASON WHY?

The 2021 NHS Staff Survey scores showed that staff reported higher than average levels of bullying and harassment from colleagues, were feeling burnt out and felt unsupported in terms of appraisals and work-life balance. Scores for Morale and Engagement were the worst for the sector.



We will improve scores for staff engagement and staff experience by 2023 as evidenced by the NHS Staff Survey results.

PLAN

To address the areas of concern following the 2021 Staff Survey results, the Trust decided to focus on 3 key areas where it felt improvements could be made:

- Creating a Sense of Belonging and How it feels to work at SaTH – Civility, Respect and Inclusion.
- Our mindset to approaching flexible working.
- Talent Management – reviewing the appraisal process and talent conversations.

Health and wellbeing was seen as a 'golden thread' across all of the above so the Trust committed to strengthening its' health and wellbeing offer to staff.

DO

A Civility, Respect, Inclusion and Kindness programme was designed and developed, creating a 'social movement' and raising awareness of disrespectful and uncivil behaviours, giving staff the tools and confidence to challenge.

Changes were made to the flexible working policy and hiring managers were encouraged to consider flexible working options in their recruitment adverts. Staff stories and a video were used to showcase flexible working in a range of roles across the Trust.

The approach to appraisals was reviewed with a working party created. New documentation was trialed and approved with greater focus on talent and career pathways. Career conversations using the Scope for Growth model were introduced and a talent portal was launched, offering career planning resources.

A staff Psychology Hub was launched in recognition of the increase in staff experiencing stress at work.

STUDY

The 2021 NHS Staff Survey results showed scores that were below average and in some areas, the lowest scores for the sector in several of the People Promise elements.

The 2023 NHS Staff Survey results showed **statistically significant increases** in all the People Promise elements and themes. Some of the key results were:

- An increase in staff recommending the organisation as a place to work to 49.5%, the highest in 5 years.
- A year on year increase in scores for 'We work flexibly' People Promise, with the percentage of staff feeling satisfied/very satisfied with the opportunities for flexible working increasing by 7.08% on last year.
- The overall score for **Engagement is at its highest since the pandemic at 6.59**.
- SaTH ranked amongst the top ten Trusts for improvements in 4 of the People Promise elements, incl. Staff Engagement.

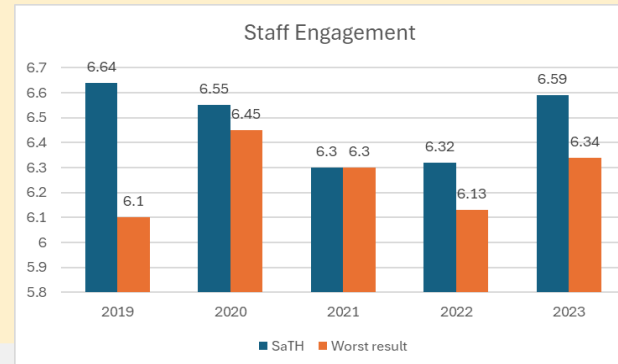
Retention across the organisation as a whole has seen a reduction from 15% in April 2022 to 10.8% in April 2024.

Appendix B: Significance testing – 2022 vs 2023

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2022 and 2023*. For more details please see the [technical document](#).

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	6.85	3367	7.06	3405	Significantly higher
We are recognised and rewarded	5.55	3379	5.86	3406	Significantly higher
We each have a voice that counts	6.24	3335	6.45	3357	Significantly higher
We are safe and healthy	5.68	3343	6.02	3365	Significantly higher
We are always learning	5.08	3228	5.40	3250	Significantly higher
We work flexibly	5.76	3361	6.18	3386	Significantly higher
We are a team	6.39	3366	6.63	3402	Significantly higher
Themes					
Staff Engagement	6.32	3380	6.59	3401	Significantly higher
Morale	5.42	3382	5.80	3406	Significantly higher

* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.



ACT

We are going to Adopt and continue to promote flexible working across the organisation, as comments in the 2023 staff survey tell us staff are still experiencing challenges in this area. We will also Adapt our Talent Conversation approach by reconvening the working party to review the paperwork, as 2023 staff survey results show a decrease in the number of staff receiving an appraisal/ talent conversation. We will also continue with our engagement strategies to further embed this locally within Divisions.