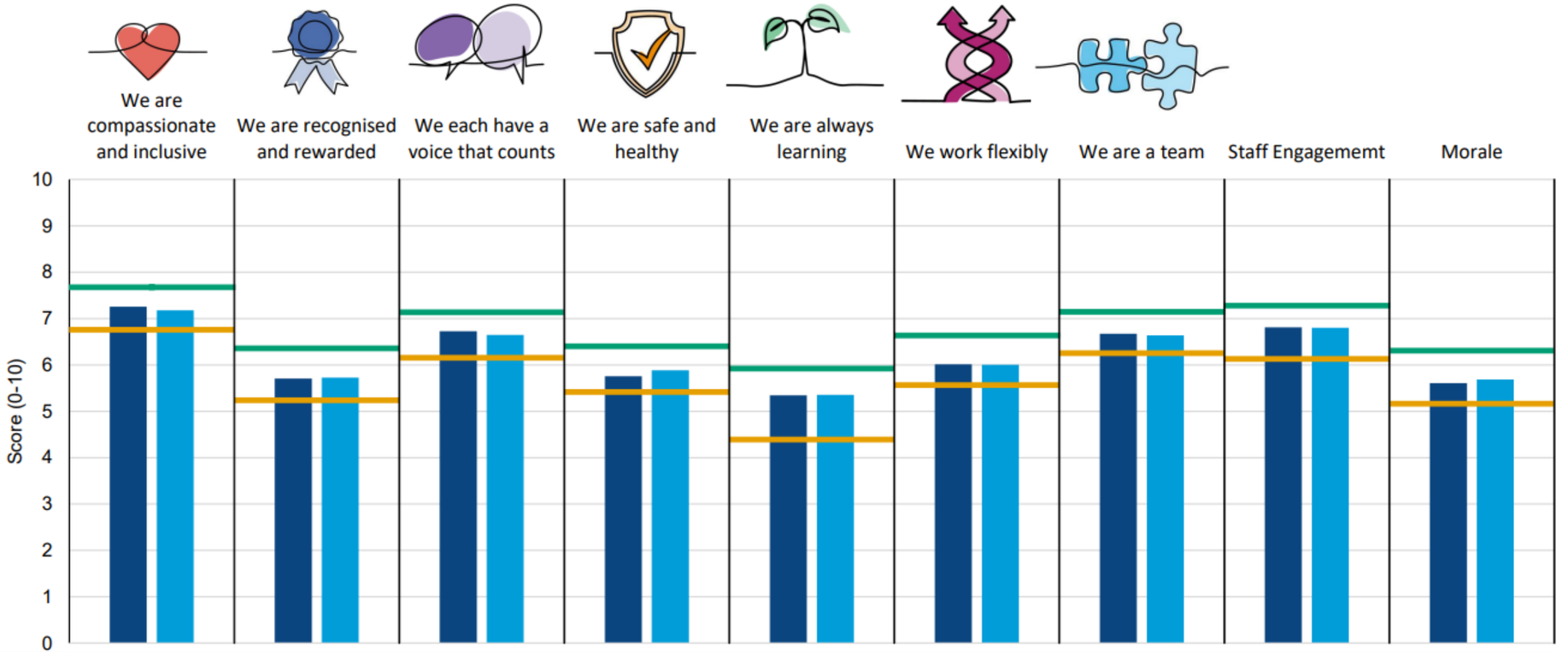
University Hospitals Dorset
NHS Foundation Trust

#TeamUHD 2022 NHS National Staff Survey

We are caring | one team | listening to understand | open and honest | always improving | inclusive

Staff Survey – National Benchmark report



	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagememt	Morale
Your org	7.3	5.7	6.7	5.8	5.3	6.0	6.7	6.8	5.6
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	4143	4140	4071	4111	3978	4119	4132	4149	4150

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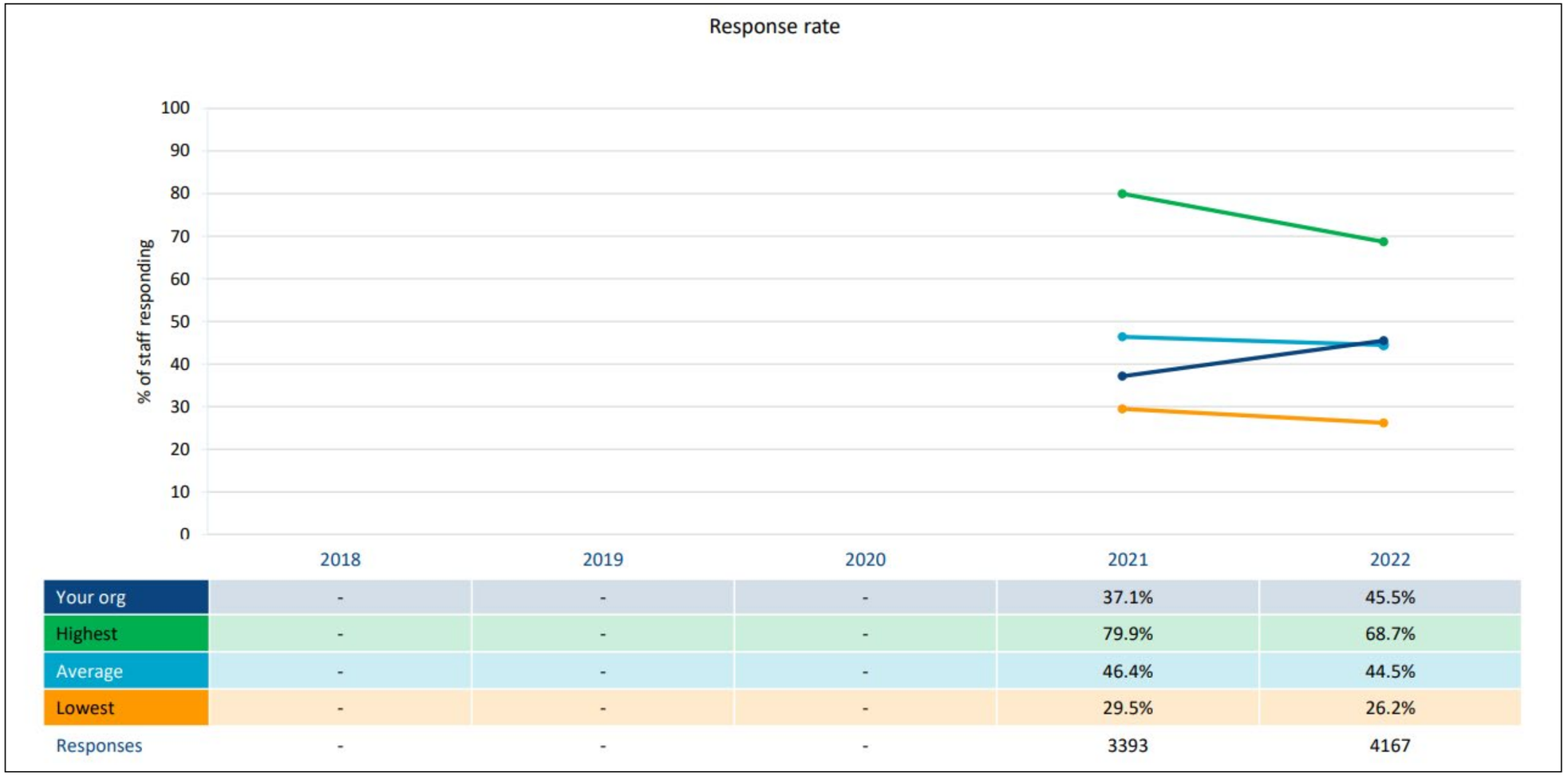
Staff Survey – National Benchmark report – green shoots!



	2018	2019	2020	2021	2022
Your org	-	-	-	37.1%	45.5%
Highest	-	-	-	79.9%	68.7%
Average	-	-	-	46.4%	44.5%
Lowest	-	-	-	29.5%	26.2%
Responses	-	-	-	3393	4167

Staff Survey – Positive outcomes from the Staff Survey

Ante Natal Team

21% completion rate in 2021 – 87% completion rate in 2022

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Staff Survey – Positive outcomes from the Staff Survey

- 127 teams picked randomly and received bi-weekly email with a different focus and update on completion rates
- Emails sent with posters for wards/dept to display
- Emails sent to ward leads, deputy leads and admin support i.e. ward clerks
- For those areas with a slow improvement, senior staff copied into the emails i.e. matron for wards
- Enabled positive conversation with leads and able to iron out any issues i.e. people not receiving a survey

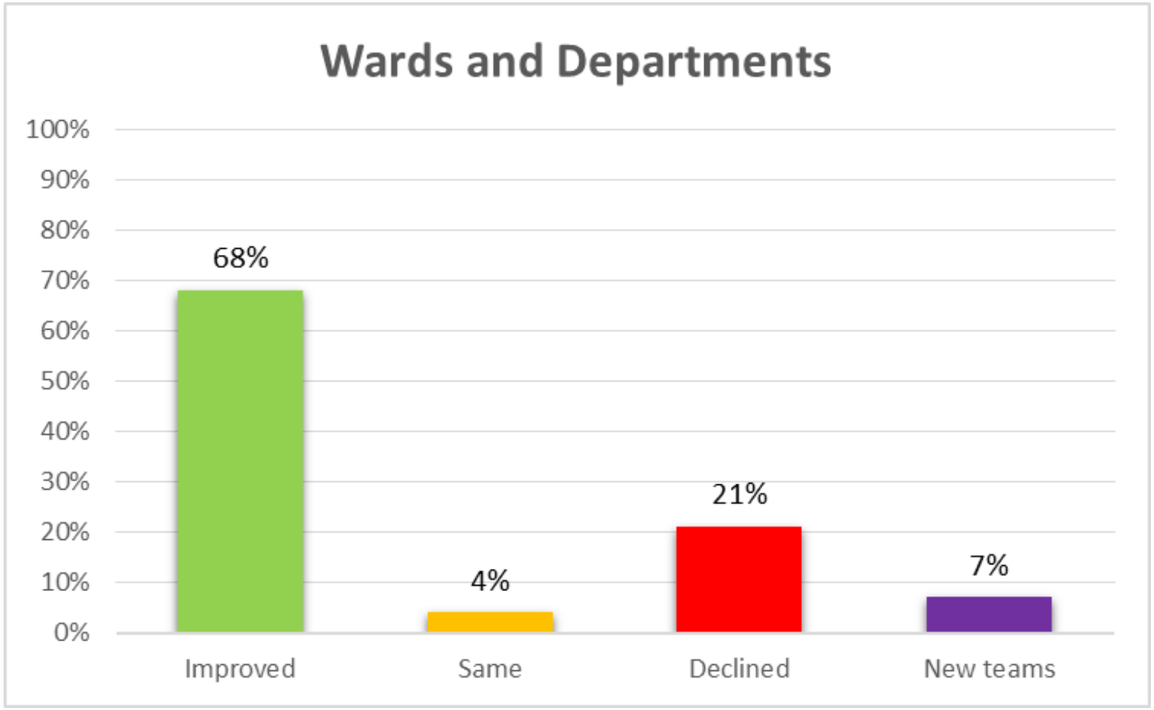
Staff Survey 2022 Target Wards and Departments

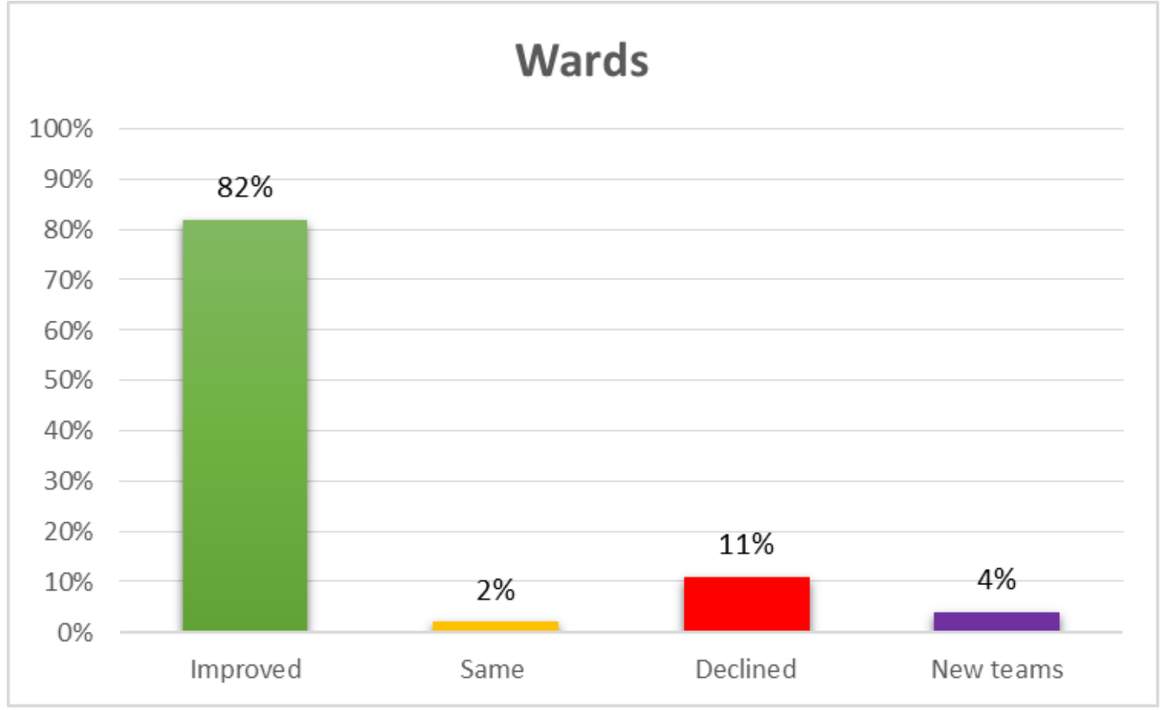
Higher response rate than 2021 less than 11 | Same response rate as 2021 | Less responses than 2021 | Higher response rate than 2021 and more than 11 | More than 11 responses | New team 2022 less than 11

Ward / Department	Staff Survey 2021 number of staff who completed the survey	WIC 17.10.22 Week 3 1st email – contains link to CEO video, confidentialty poster, FAQ's	Week 3 numbers of staff who have completed the survey	Week 3 % rate	WIC 31.10.22 Week 5 2nd email – contains info about individual and team prizes.	Week 5 numbers of staff who have completed the survey	Week 5 % rate	WIC 14.11.22 Week 7 3rd email – final push – share improvement in response rates	Week 7 numbers of staff who have completed the survey	Week 7 % rate	Final numbers of staff who have completed the survey	Final % rate
A&E Nursing Staff Poole	17	17.10.22	5	5%	31.10.22	9	10%	14.11.22	10	11%	17	18%
A&E reception Poole	16	17.10.22	4	16%	31.10.22	10	40%	14.11.22	11	44%	11	44%
Acute Cardiac Unit	7	20.10.22	3	17%	31.10.22	4	22%	14.11.22	4	22%	8	44%
Alcohol Care Team	1	20.10.22	4	33%	31.10.22	5	42%	14.11.22	5	42%	6	50%
Ante natal ward	3	20.10.22	0	0%	31.10.22	0	0%	14.11.22	11	73%	13	87%
BEU Admin	14	20.10.22	6	22%	31.10.22	8	30%	14.11.22	10	37%	10	37%
BEU Ophthalmic	12	20.10.22	9	35%	31.10.22	11	42%	14.11.22	12	46%	14	54%
BEU Orthoptic	12	20.10.22	6	40%	31.10.22	7	47%	14.11.22	11	73%	13	87%
BEU Outpatients	20	20.10.22	9	31%	31.10.22	10	34%	14.11.22	13	45%	16	55%
BEU Theatres	4	20.10.22	4	16%	31.10.22	8	32%	14.11.22	11	44%	13	52%
BEU Wards	3	19.10.22	4	11%	31.10.22	10	37%	14.11.22	14	52%	15	56%
Biochemistry	26	20.10.22	9	31%	31.10.22	14	48%	14.11.22	16	55%	19	66%
BPC Bmth Private Clinic	6	20.10.22	0	0%	1.11.22	0	0%	14.11.22	2	13%	4	27%
Building and Site Maintenance	15	21.10.22	8	26%	31.10.22	11	35%	14.11.22	14	45%	14	45%
Car park	8	21.10.22	2	15%	31.10.22	6	46%	14.11.22	6	46%	9	69%
Cardiac Administration	16	20.10.22	4	10%	31.10.22	9	23%	14.11.22	13	33%	15	38%
Cardiac Cath Labs	7	20.10.22	7	37%	31.10.22	9	47%	14.11.22	12	63%	12	63%
Cardiac Medical Staff	13	20.10.22	6	15%	31.10.22	6	15%	14.11.22	9	22%	12	29%
Cardiac rehab	7	20.10.22	6	30%	31.10.22	7	35%	14.11.22	7	35%	7	35%
Cardiac specialist nurses	15	20.10.22	7	23%	31.10.22	15	50%	14.11.22	18	60%	20	67%
Cardiac Techs	19	20.10.22	17	34%	31.10.22	23	46%	14.11.22	25	50%	30	60%
Catering Poole	5	20.10.22	2	4%	31.10.22	3	6%	14.11.22	3	6%	3	6%
Catering RBH	31	20.10.22	13	16%	31.10.22	13	16%	14.11.22	21	27%	28	35%
Clinical Engineering Poole	6	21.10.22	3	23%	31.10.22	3	23%	14.11.22	7	64%	7	54%
Community midwifery team	15	20.10.22	10	21%	31.10.22	11	23%	14.11.22	16	33%	20	42%
CT department	N/A	18.10.22	4	22%	31.10.22	4	22%	14.11.22	4	22%	5	28%
Day Surgery Services	11							15.11.22	9	31%	10	34%
Diabetes Centre	5	18.10.22	1	7%	1.11.22	2	14%	15.11.22	2	14%	6	43%
Dietetics and Nutrition	6	20.10.22	3	21%	1.11.22	4	29%	15.11.22	8	57%	10	71%
ED Medical Staff	10	17.10.22	7	11%	31.10.22	11	18%	14.11.22	16	26%	20	33%

Staff Survey – Positive outcomes from the Staff Survey

- **The targeted approach to 127 teams (particularly the 48 Wards) was successful in relation to increased survey response rates**





UHD Variation – 9 Engagement Questions

Bottom UHD Team Scores

	Q2a - I look forward to going to work (Often/Always)
Human Resources Operations	16.7%
Critical Care	17.7%
Elective Admissions	17.7%
Microbiology Department	18.8%
PHT Acute Medical Unit (AMU)	20.0%
Radiology CT/MRI	20.0%
Day Theatre	21.4%
IT Infrastructure Services	21.4%
Lytchett Ward	25.0%
Biochemistry Department	26.3%

Top UHD Team Scores

	Q2a - I look forward to going to work (Often/Always)
Phlebotomy	92.3%
Cardiac Cath Labs	91.7%
Jigsaw Gynaecology	91.7%
BEU Orthoptic	84.6%
Outpatients	84.2%
Ante Natal Ward	83.3%
Multiple Sclerosis Team	81.8%
Medical Paediatric (Acute)	81.8%
Endoscopy	80.0%
BEU Wards	80.0%

Bottom UHD Team Scores

	C2c - Time passes quickly when I am working (Often/Always)
IT - Switchboard	27.3%
Catering - RBH	36.0%
Post Natal & TCU	41.7%
Day Theatre	42.9%
Trust funded non-med EDTR	43.8%
Ante Natal Ward	46.2%
Portland Ward	46.2%
Radiotherapy Physics	47.8%
Building & Site Maintenance	50.0%
BEU Outpatients	50.0%

Top UHD Team Scores

	C2c - Time passes quickly when I am working (Often/Always)
Coronary Care Unit	100.0%
BEU Wards	100.0%
Jigsaw Gynaecology	100.0%
Multiple Sclerosis Team	100.0%
Community Midwifery Team	100.0%
Child Health Community Nursing	100.0%
Secretaries - Child Health	100.0%
Ward 24	100.0%
Cancer Information Team	96.0%
Stroke & Ops Consultants	95.8%

	Q2b - I am enthusiastic about my job (Often/Always)
Day Theatre	21.4%
Lytchett Ward	33.3%
Catering - RBH	34.6%
Outpatients Clerical	34.8%
IT Infrastructure Services	35.7%
IRIS	36.4%
Biochemistry Department	36.8%
Medical Respiratory	40.0%
Arne Ward	40.9%
Critical Care	41.2%
A&E Department Nursing Staff	41.2%
Inpatient Occupational Therapy	41.2%

	Q2b - I am enthusiastic about my job (Often/Always)
Phlebotomy	100.0%
BEU Orthoptic	100.0%
Medical Paediatric (Acute)	100.0%
OPAL ESD & Outreach	92.9%
BEU Wards	92.3%
Jigsaw Gynaecology	91.7%
BEU Theatres	91.7%
Multiple Sclerosis Team	90.9%
NICU	90.0%
Outpatients	88.9%

	Q3c - There are frequent opportunities for me to show initiative in my role (Agree/Strongly agree)
Building & Site Maintenance	21.4%
UHD Medical Records	28.6%
Cardiac Administration	40.0%
Outpatients Clerical	43.5%
BEU Outpatients	43.8%
Biochemistry Department	47.4%
Gastroenterology	50.0%
BEU Ophthalmic	50.0%
Microbiology Department	50.0%
IT - Switchboard	50.0%

	Q3c - There are frequent opportunities for me to show initiative in my role (Agree/Strongly agree)
RBH Treatment Investigation Unit	100.0%
Medical Paediatric (Acute)	100.0%
Organisational Development	100.0%
Harbourside Unit	100.0%
ED Nursing and Income	100.0%
MS Outpatient Therapy	95.0%
Occupational Health	94.1%
Macmillan Unit	93.8%
Macmillan Unit Homecare	92.5%
BEU Orthoptic	92.3%

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UHD Variation – 9 Engagement Questions

Bottom UHD Team Scores

	Q3d - I am able to make suggestions to improve the work of my team / department (Agree/Strongly agree)
UHD Medical Records	19.1%
Building & Site Maintenance	21.4%
Lytchett Ward	33.3%
Catering - RBH	34.6%
A&E Reception	36.4%
Elective Admissions	38.9%
Ward B2	41.7%
Post Natal & TCU	41.7%
Outpatients Booking Staff	43.2%
Ward B4	43.8%

	Q3f - I am able to make improvements happen in my area of work (Agree/Strongly agree)
IT - Switchboard	8.3%
A&E Reception	9.1%
Post Natal & TCU	16.7%
PHT Acute Medical Unit (AMU)	20.0%
Medical Respiratory	21.4%
Building & Site Maintenance	21.4%
Outpatients Booking Staff	23.7%
UHD Medical Records	23.8%
Ward B4	25.0%
Ward B2	25.0%
Lytchett Ward	25.0%

Top UHD Team Scores

	Q3d - I am able to make suggestions to improve the work of my team / department (Agree/Strongly agree)
Medical Paediatric (Acute)	100.0%
Harbourside Unit	100.0%
Jigsaw Gynaecology	100.0%
IT Desktop Services	100.0%
Multiple Sclerosis Team	100.0%
Medical Ward 2	100.0%
Ante Natal Ward	100.0%
IT Dev - Projects	100.0%
IRIS	100.0%
Haven	100.0%

	Q3f - I am able to make improvements happen in my area of work (Agree/Strongly agree)
Medical Paediatric (Acute)	100.0%
Jigsaw Gynaecology	100.0%
Multiple Sclerosis Team	100.0%
Organisational Development	92.3%
BEU Orthoptic	92.3%
Transformation Team	89.5%
Ward 14	85.7%
Medical Ward 1	84.6%
Occupational Health	82.4%
Chief Executive	81.8%
Child Health Community Nursing	81.8%
IT Dev - Training & Data Quality	81.8%

Bottom UHD Team Scores

	Q23a - Care of patients / service users is my organisation's top priority (Agree/Strongly agree)
Building & Site Maintenance	23.1%
Elective Admissions	27.8%
Day Theatre	28.6%
Inpatient Occupational Therapy	33.3%
IT - Switchboard	36.4%
Medical Ward 1	38.5%
Kimmeridge Ward	45.5%
Avonbourne Ward A5 & B5	46.2%
RBH Treatment Investigation Unit	46.2%
PHT Cancer Specialist Nurses	46.2%

	Q23c - I would recommend my organisation as a place to work (Agree/Strongly agree)
IT - Switchboard	18.2%
Biochemistry Department	21.1%
Day Theatre	21.4%
PHT Cancer Specialist Nurses	23.1%
Microbiology Department	25.0%
Outpatients Clerical	26.1%
Radiology CT/MRI	26.7%
Kimmeridge Ward	27.3%
Elective Admissions	27.8%
IT Infrastructure Services	28.6%

Top UHD Team Scores

	Q23a - Care of patients / service users is my organisation's top priority (Agree/Strongly agree)
Cardiac Administration	100.0%
Chief Executive	100.0%
Endoscopy	95.8%
Breast Screening Unit	95.2%
NICU	95.0%
Resourcing	93.8%
Ward 4 (new)	93.3%
BEU Orthoptic	92.3%
Organisational Development	92.3%
Post Natal & TCU	91.7%
Human Resources Operations	91.7%
Stroke ESD	91.7%
Ward 17	91.7%
IT Dev - Projects	91.7%

	Q23c - I would recommend my organisation as a place to work (Agree/Strongly agree)
Chief Executive	100.0%
Resourcing	93.8%
IT Dev - Training & Data Quality	90.9%
Endoscopy	87.5%
Operational Coders	86.4%
OPAL ESD & Outreach	85.7%
BEU Orthoptic	84.6%
Ante Natal Ward	84.6%
IT Desktop Services	83.3%
Cardiac Administration	80.0%

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UHD Variation – 9 Engagement Questions

Bottom UHD Team Scores	Q23d - If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (Agree/Strongly agree)
Risk Management	27.3%
Coronary Care Unit	27.3%
Day Theatre	28.6%
Medical Ward 1	30.8%
Biochemistry Department	31.6%
OPAU	38.5%
PHT Cancer Specialist Nurses	38.5%
Macmillan Unit	40.0%
Radiology CT/MRI	40.0%
Critical Care	41.2%

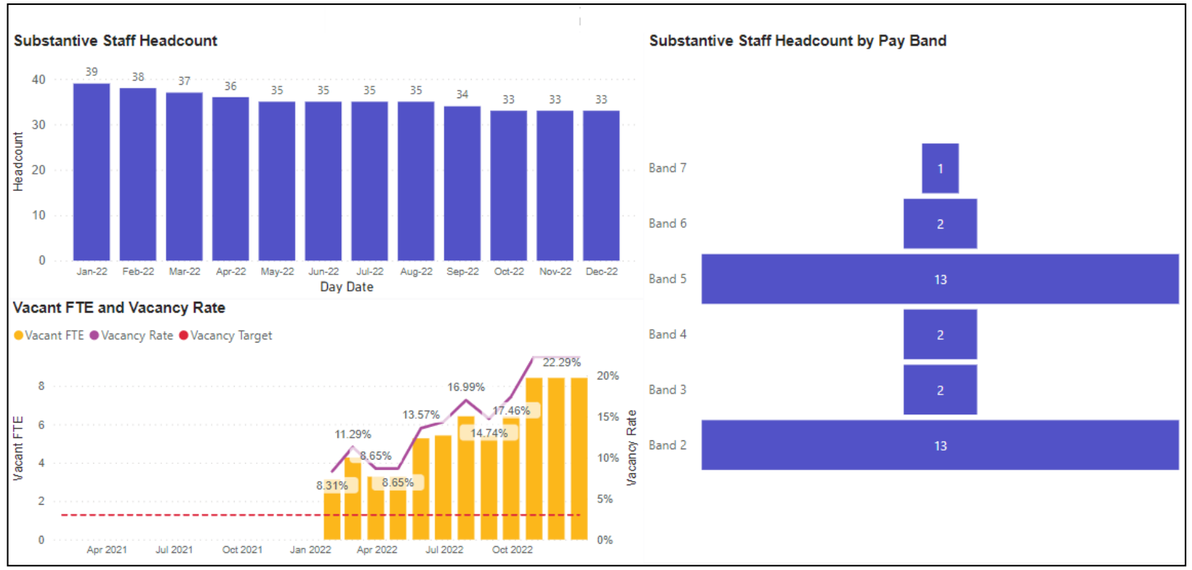
Top UHD Team Scores	Q23d - If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (Agree/Strongly agree)
Chief Executive	100.0%
BEU Orthoptic	100.0%
Breast Screening Unit	95.2%
Endoscopy	91.7%
Cardiac Cath Labs	91.7%
XCH Nurs Day Hospital	90.5%
Paediatric Therapy Department	87.5%
Cardiac Administration	86.7%
Operational Coders	86.4%
Works Department	85.7%

UHD Team frequency in bottom 10 scores	
Day Theatre	6
Biochemistry Department	5
Building & Site Maintenance	5
IT - Switchboard	5
Elective Admissions	4
Lytchett Ward	4
Catering - RBH	3
Critical Care	3
IT Infrastructure Services	3
Microbiology Department	3
Outpatients Clerical	3
PHT Cancer Specialist Nurses	3
Post Natal & TCU	3
Radiology CT/MRI	3
UHD Medical Records	3

UHD Team frequency in top 10 scores	
BEU Orthoptic	7
Jigsaw Gynaecology	5
Medical Paediatric (Acute)	5
Multiple Sclerosis Team	5
Chief Executive	4
Endoscopy	4
Ante Natal Ward	3
BEU Wards	3
Cardiac Administration	3
Organisational Development	3

UHD Case Study – Lytchett Ward – The importance of looking at the big picture

9 Engagement Questions		Organisation	Lytchett Ward 2022	Lytchett Ward 2021
Q2a	I look forward to going to work (Often/Always).	51.3%	25.0%	33.3%
Q2b	I am enthusiastic about my job (Often/Always).	65.1%	33.3%	50%
Q2c	Time passes quickly when I am working (Often/Always).	74.4%	83.3%	61.1%
Q3c	There are frequent opportunities for me to show initiative in my role (Agree/Strongly agree).	74.7%	58.3%	66.7%
Q3d	I am able to make suggestions to improve the work of my team / department (Agree/Strongly agree).	74.6%	33.3%	44.4%
Q3e	I am involved in deciding on changes introduced that affect my work area / team / department (Agree/Strongly agree).	52.1%	16.7%	22.2%
Q3f	I am able to make improvements happen in my area of work (Agree/Strongly agree).	55.7%	25.0%	38.9%
Q23a	Care of patients / service users is my organisation's top priority (Agree/Strongly agree).	72.9%	53.9%	77.8%
Q23c	I would recommend my organisation as a place to work (Agree/Strongly agree).	56.3%	30.8%	50%
Q23d	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (Agree/Strongly agree).	64.3%	46.2%	61.1%



Q3i	There are enough staff at this organisation for me to do my job properly (Agree/Strongly agree)	21.3%	0%

Quarterly Friends and Family Test Response and Scores 2022

Area	Very Good	Good	Neither Good nor Poor	Poor	Very Poor	Don't know	No of FFT responses	No of cards	Good	Poor
Lytchett ward	16	4	0	0	1	0	21	21	95%	5%

Patient Comment FFT "Very good. Every one was excellent"

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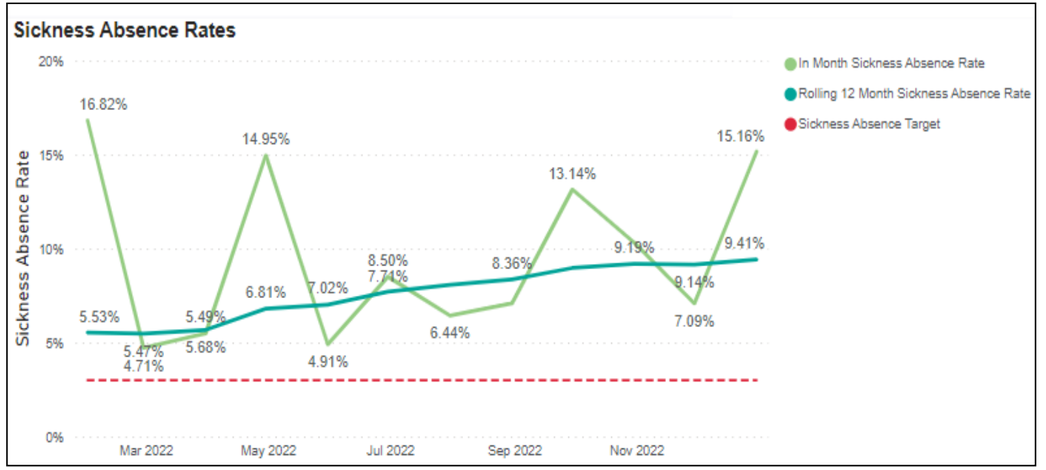
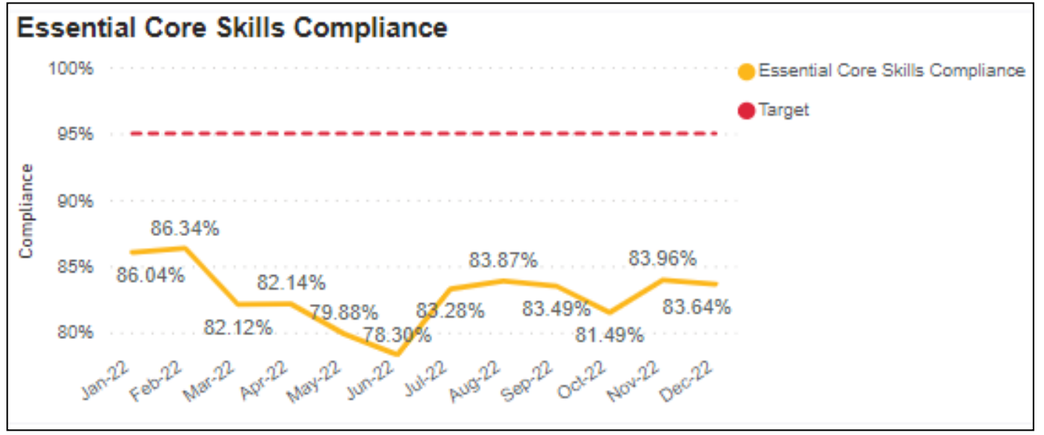
UHD Case Study – Lytchett Ward – The importance of looking at the big picture

Improved score Question		Organisation	Lytchett Ward 2022	Lytchett Ward 2021
Q3a	I always know what my work responsibilities are (Agree/Strongly agree)	86.9%	100%	88.2%
Q3b	I I am trusted to do my job (Agree/Strongly agree)	91.8%	100%	82.4%
Q3h	I have adequate materials, supplies and equipment to do my work (Agree/Strongly agree)	51.8%	58.3%	52.9%
Q6d	I can approach my immediate manager to talk openly about flexible working (Agree/Strongly agree)	67.6%	83.3%	61.1%
Q7d	Team members understand each other's roles (Agree/Strongly agree)	70.9%	100%	61.1%
Q8b	The people I work with are understanding and kind to one another (Agree/Strongly agree)	73%	91.7%	72.2%
Q8c	The people I work with are polite and treat each other with respect (Agree/Strongly agree)	73.4%	83.3%	61.1%
Q14c	In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues (Never)	80.2%	83.2%	80%
Q15	Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age (Yes)	57.8%	66.7%	44.4%
Q18b	My organisation encourages us to report errors, near misses or incidents (Agree/Strongly agree)	88.6%	91.7%	N/A





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UHD Variation

2022 results

2023/24 aim

Reduce variation, improve consistency, Patient First will help with this

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Staff Survey – Action – Manager e-learning module

We are #TeamUHD

NHS University Hospitals Dorset NHS Foundation Trust

Welcome

This course is delivered in 4 modules:

- Module 1 – Overview of the NHS National Staff Survey
- Module 2 – Engaging your Team
- Module 3 – Reviewing your Results
- Module 4 – Action Planning for Improvement

Once you have completed the e-learning, you will have the opportunity to attend a Staff Survey drop-in session to ask any questions that you may have and to chat through your team's action plan with fellow managers. Dates for these sessions are available on the Intranet.

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Supporting your team in speaking up

Not all staff will choose to feedback on their experience at work through the Survey, but it is important that, should they wish, they know how else they can speak up or raise concerns.

Take some time to reflect…

As a manager, how confident do you feel in supporting your team member to do this?

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Data, data, data

When reviewing your team's results, it can be helpful to look at other data to draw comparisons between what you see.

For example, data on sickness, retention, vacancies, and appraisals can offer valuable insights and provide a bigger picture.

It is when you look at additional pieces of information that you uncover patterns, trends, or anomalies.

E-learning module going live in March 2023 – advertised in The Brief and staff bulletins February/March 2023

Line Managers have the departmental knowledge to understand any factors that may have contributed to their team's survey results – which may have created a special cause variation i.e. team undergoing consultation during the survey period, team relocating to another hospital site. Action plans are best written by the people who understand their own data and can facilitate improvements where they work i.e. the whole team. Managers can explore the root cause of any issues

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Staff Survey – Action - Communication

451 team leaders are being emailed with the UHD results and their local team report (151) with an action plan template

It is important that we communicate improvements throughout the year and link them directly to the survey so that staff can see that speaking up makes a difference

Work is already underway on a number of issues identified in the survey results:

- **Discrimination: Implement an anti racism statement at UHD for staff and patients/ visitors with a comms campaign**
- **Feeling valued and appreciated: new UHD awards, introduction of thank you app**
- **Involvement and making decisions: introduction of Patient First**

Monthly article in the Brief, March to September, highlighting improvements at Trust and team level

Introduce targeted approach from staff survey to quarterly pulse survey to increase staff engagement

Staff Survey – Action - Proposal for 2023 – Culture Programme

To improve engagement with the survey and to improve staff engagement in a holistic way, we are proposing a new staff engagement programme which would be facilitated by the OD team in conjunction with the UHD Culture Champions and UHD senior leaders.

Using improvement methodology, we will concentrate on improving engagement with an initial 30 UHD wards and departments. We will have measurable results after the 12 month programme which will enable us to analyse the results, learn what has made a difference and roll the programme out wider in the organisation.

We will recruit a new cohort of Culture Champions. The champions will work in pairs and each pair will be allocated to two UHD wards. The 30 wards will be a mix across Poole, RBH and Christchurch and will be chosen from the 2022 Staff Survey – a mix of engaged wards and those that do not normally participate. We would like the champions to be supported by a team of 3 senior leaders from

- **the Board of Directors**
- **the Trust Management Group and**
- **Care Group management teams**

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We are caring | one team | listening to understand | open and honest | always improving | inclusive

Staff Survey – Action - Proposal for 2023 – Culture Programme

Each ward will have an engagement team of 5 people who are committed to visiting them on a regular basis. This will improve visibility of leaders and improve communication. There needs to be a clear commitment from leaders to take part in this programme for the duration.

Each month will have an area of focus (based on the NHS Staff Survey and People Promise) Detailed programme to be agreed but will include topics such as staff health and wellbeing, bullying and harassment, inclusion etc. Each ward will be visited one hour (lunchtime) per week by the champions, with the senior leaders bi-weekly. Each ward will have an information notice board and post box in their rest areas so ward staff can share their thoughts and ideas. The engagement team will build relationships with the ward sister/charge nurse and all members of the ward team with regular face to face contact, enabling two way conversations about the monthly topic. Ward staff will be able to discuss any issues they may be experiencing, having senior leaders as part of the conversations, issues can be escalated and dealt with in a timely manner.

The Culture Champions will have an all day workshop at the start of each month where the monthly topic will be discussed. Champions will be given development opportunities such as listening skills, difficult conversations, influencing, coaching skills. Each month will include analysis of the previous month's activity, sharing good practice, ideas and any issues. We would like senior leader involvement in these workshops.

Proposal for 2023 – Culture Programme – Advantages of this approach

- Increase senior leader visibility – in response to comments from all staff briefings ‘Management to come and see what it is like on the shop floor’
- Building stable relationships with those who actually do the work and create value
- Listening to understand - identifying problems and taking actions for achieving continuous improvement much faster
- Clearly communicating goals and objectives leading to increased employee engagement
- Identifying gaps in staff knowledge about opportunities and support available to them
- Sharing key information with teams who may not regularly access emails and the intranet i.e. Patient First programme
- Increase in staff engagement and completion rates for the Staff Survey and People Pulse Quarterly Survey
- Increase in team Staff Survey scores
- Personal development for culture champion roles – including improvement techniques ‘Gemba’ and influencing skills
- Positive communication to the wider organisation about ‘action being taken’
- Can be rolled out to wider organisation/more teams

Questions / Comments