

National Staff Survey 2023

Team Support Pack

People Promise



Contents

The aim of this document is to support you in understanding, explaining, and actioning your national staff survey results. This process will be split into the following 5 sections:

1. [The aim of the toolkit](#)
2. [Introduction to the National Staff Survey](#)
3. [Understanding your results](#)
4. [Engaging with your team](#)
5. [Setting actions together](#)
6. [A team engagement session example](#)
7. [Further support available](#)

The staff survey gives colleagues a voice in how to make LUHFT the best place to work, learn, and receive care. Leaders and people managers have an important role to play in this, by actively listening and actioning the required changes identified by your team. This pack will provide you with the tools required to do this effectively.



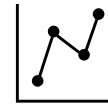
The Aim of this Toolkit

LUHFT has seen improvements across all nine of the 2023 staff survey themes. If we successfully action our results, then this trajectory will continue. **So, we need you, as People Managers, to be on board with us on this.**

Here are some useful steps in helping you to get started:



Time and Space - Set aside time to review the survey results and time to reflect afterwards. You may want to do this with a colleague or your team in regular meetings.



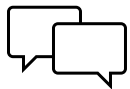
Evaluate your results - Reflect on the feedback objectively and consider both positives and areas of improvement and try to find opportunity for growth and improvement.



Celebrate Positive Changes - Highlight and celebrate positive changes resulting from the feedback. Recognize the efforts made by both employees and the organisation to create a better work environment.



Focus on Solutions - Instead of dwelling on the negative aspects, focus on finding solutions. What steps can you take to address any concerns raised in the feedback.



Acknowledge the Feedback - Acknowledge the feedback openly and transparently. Let employees know that their input is valued, and you are committed to addressing concerns and thank them for their honesty and where able, involve them in future planning.



Communicate Action Plans - Develop clear and specific action plans based on the feedback received. Communicate these plans to the staff, demonstrating a commitment to addressing the identified issues.



Introduction to the National Staff Survey

What the National Staff Survey is, and why it is important:

- The National Staff Survey is made up of **116 individual questions**. These are divided into 9 themes, and 21 sub themes. 7 of these themes are the People Promise categories (see slide 7). The two additional themes include 'morale' and 'staff engagement'.
- Each of these themes are aggregated out of 10.
- The survey provides our colleagues with the opportunity to **share their experiences** of what it feels like to work at LUHFT.
- This, in turn, helps us to **identify and then engage with colleagues** on the areas that matter the most to them. Working with our colleagues will ensure that we focus on the right areas that supports us to make **LUHFT the best place to learn, work and receive care**.
- The data will provide the trust with an **overarching picture** of the current levels of Staff Engagement and Morale – the two additional themes.
- When used in conjunction with the Quarterly Pulse survey these two employee voice processes provides the trust with a **'temperature check'** of both the **culture, and climate**, throughout the year.

This document is to be used in line with the 'NSS - Your Results' document.

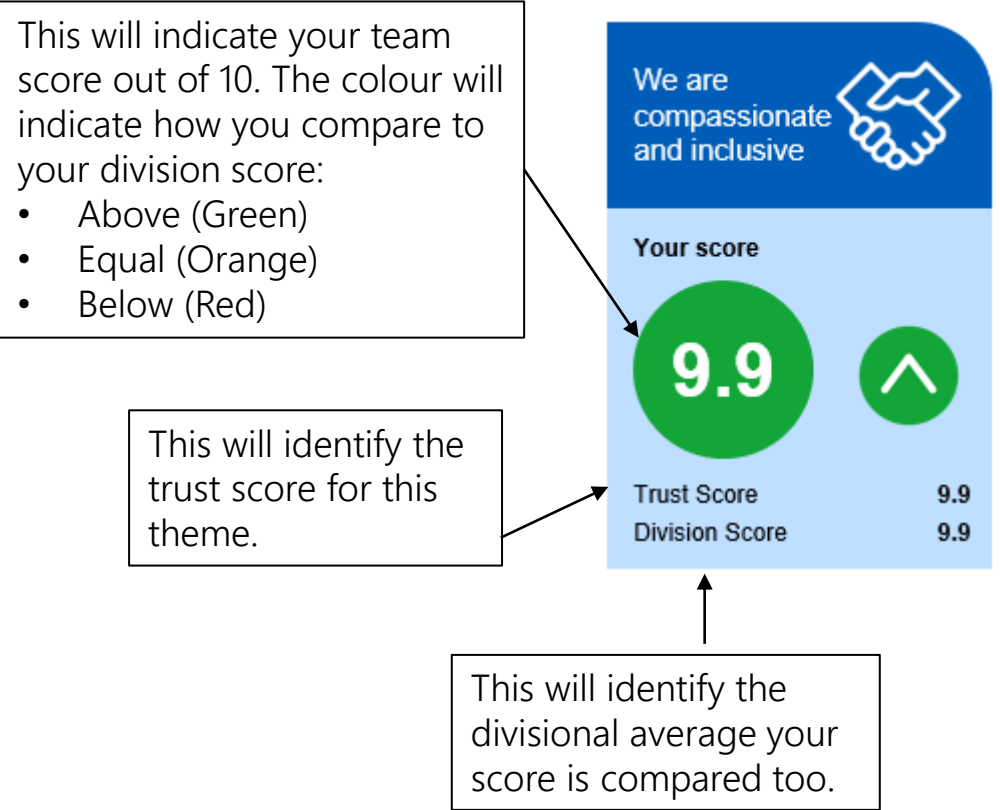




Understanding your Results

You have received your staff survey results within the 'NSS – Your Results' document. Please have this open. The 'NSS – Your Results' document will display your results mapped across the nine key themes. The results will be compared to both your divisional average and the trust score.

Please see below for a breakdown of how this is displayed:



This key explains the meaning on the symbol that is situated next to your score:

Green – Better than the divisional average

Orange – Equal to the divisional average

Pink – Lower than the divisional average

Purple – Indicates when there is a **lower** difference of 0.5 or more when compared to the division. I.e., if the division score is 5.5, and yours is 5, because there's 0.5 of a difference, it will be classed as a 'significant difference'.

How our scores compare

- Better than divisional average
- Same as divisional average
- Below divisional average
- Significant difference



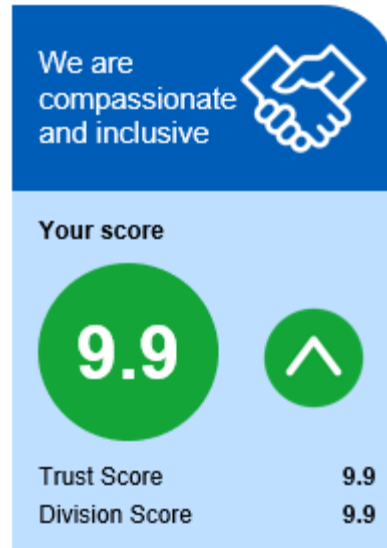
This document is to be used in line with the 'NSS - Your Results' document.

i Understanding your Results

How to decide which of the themes is the right one to work on.

Start by looking at your score out of 10 and compare it to the trust and division. If your score is below either, then this strongly suggests that this theme requires action.

If your scores are above both the trust and divisional average, then deciding on the target area will be harder to identify. In this case you can either take-action against your lowest score, or you can directly ask your team where they would like to see an improvement.



If you have numerous scores that are lower than the trust and/or the division, then try to think about the theme that will have the greatest impact on your team. If you are unsure, go for the score where there is a greatest difference between the trust and your team score.

Remember

If your score is close to the divisional and trust average it means you are on track with the trust level. Therefore, we recommend selecting a theme where 'your score' is lower than the 'division' and/or 'trust score'.

Please remember to share all your results with your teams and ask them what they would like to work on. Lastly, don't forget to celebrate the themes that you've scored well on.

If you would like more information on each theme, have a read of our new 2023 people promise guides [here](#)

This document is to be used in line with the 'NSS - Your Results' document.



National Staff Survey Themes 2023

Theme 1-7 are the People Promise Categories. Theme 8 & 9 are the additional themes. The majority of themes have sub-themes associated to them. Please see below for the themes and sub-themes:



Compassionate and Inclusive

1. Compassionate culture
2. Compassionate leadership
3. Diversity and equality
4. Inclusion



Recognised and rewarded

1. No sub themes



Voice that counts

1. Autonomy and control
2. Raising concerns



Safe and Healthy

1. Health and safety climate
2. Burnout
3. Negative experiences



Always learning

1. Development
2. Appraisals



Work Flexibly

1. Support for work-life balance
2. Flexible working



We are a team

1. Teamworking
2. Line management



Staff Engagement

1. Motivation
2. Involvement
3. Advocacy



Morale

1. Thinking about leaving
2. Work pressure
3. Stressors

Detailed information on how to interpret and action your People Promise Staff Survey results can be found in the toolkit 'People Promise Themes'.

i Engaging with your Team



Sharing the results

Survey results are now widely available.

The embargo of results was in place until 07/03/2024.

Please share the results. It is important to **remember to share the results with colleagues across all levels** within your site, division, team and/or department.

Do not limit the sharing to just forwarding on the email of results.



Using this pack

This pack is designed to be used in conjunction with your local data pack – named 'NSS Your Results' and the toolkit on the 'People Promise Themes'. All of these packs will help you to develop actions together and to drive local improvements in colleague experience.

The OD Team are putting on **briefing sessions** to support you. Please contact staff.survey@liverpoolft.nhs.uk for more information.



Your role

As a leader/manager, you play a **pivotal role in sharing the results** of the staff survey, helping colleagues to **understand what the data means** and to **engage in conversations** which lead to **actions to be taken** based on what the survey results are telling you.

You are encouraged to use this pack to **have meaningful conversations** with your teams and to **identify key focus areas/action plans** based on your local results.

This document is to be used in line with the 'NSS - Your Results' document.





Engaging with your Teams

Below are some best practice tips and techniques which will help you to engage effectively with your teams:

Share the results/data packs with your teams in a timely manner. This should happen ahead of team discussions.

Carve out protected time to share and discuss your results as a whole team. Afterwards, add discussion opportunities to the agenda of existing team meetings such as huddles, so that the conversation can become iterative.

Ask questions such as:
How do you feel about the results?
Are there any surprises?
Which areas of the survey do you feel we should focus on as a team?

Encourage your team/s to have open discussions. Invite everyone to share their views in how to make LUHFT the best place to learn, work and receive care. Encourage team members to get involved and make collective decisions so that you all 'own the solution'.

Use the action plan template to help you to set and monitor progress.
Is the action plan working well and/or making a positive difference? If not, what needs to change?

Hold regular discussions to re-make collective decisions based on the effectiveness of your action plan, and the new data received from the quarterly pulse survey and your Team Engagement Diagnostic (TED).

This document is to be used in line with the 'NSS - Your Results' document.



Developing your Action Plans

- There will be actions required at a Hospital/Site Level and at **departmental level**.
- It is important that actions are identified and recorded during team engagement sessions.
- Each site/HLT/Division will produce a master action plan, which will be regularly reviewed and updated as new data becomes available i.e., the. Quarterly Pulse surveys.
- The action plan (template) below, must list the feedback and actions that your team provided during the feedback sessions. These templates must be accessible to your team, so progress can be updated and tracked.
- For support in actioning your results go the toolkit on the 'People Promise Themes'.

Site	
Division	

Responsible Owner	Feedback/Idea/output?	Which staff survey theme would this improve/address?	Escalation required?	What support is needed to implement this?	Timescale	How will you measure impact? Intended Outcomes? Baseline?

This document is to be used in line with the 'NSS - Your Results' document.



i Setting Actions Together

Once your actions have been inputted into the template, it's important that these actions are physically visible. By using the 'you've said, we're doing, we're listening' template, it will ensure that your colleagues are able to view and track progress. This will help to prevent the mindset of 'nothing ever changes', which is especially important for long-term actions:

This template consists of two main sections. On the left, there is a purple speech bubble icon with three dots and the text 'You've said' above a white rectangular box. On the right, there is a purple checkmark icon with the text 'We Did' above a white rectangular box.

'You've said – We did'.

Here you input the actions that have been implemented straight away. This shows colleagues that immediate action has been undertaken.

This template consists of two main sections. On the left, there is a purple speech bubble icon with three dots and the text 'You've said' above a white rectangular box. On the right, there is a purple checkmark icon with the text 'Together we're doing' above a white rectangular box.

'You've said – Together we're doing'.

Here you input the long-term actions. These will need to be updated as progress happens, and if any new actions have been developed, to support the progress of the original ones. This will demonstrate the progress of these long-term actions and help to reassure colleagues that change is being enacted.

This template consists of two main sections. On the left, there is a purple speech bubble icon with three dots and the text 'You've said' above a white rectangular box. On the right, there is a purple checkmark icon with the text 'We're Listening' above a white rectangular box.

'You've said – We're listening'

Here you input the actions that are not yet achievable. Being upfront by listing these, ensures that your team is kept in the loop and that an acknowledgement is made to the team that they have been heard.

This document is to be used in line with the 'NSS - Your Results' document.



i Setting Actions Together

Here is an action planning example from 2022:

Feedback/Idea/output?	Which staff survey theme would this improve/address?	Escalation required?	What support is needed to implement this?	Timescale	How will you measure impact? Intended Outcomes? Baseline?
Increase cross site CPD opportunities based on staff needs/ requests including inhouse presentations delivered with Clinician/ Specialist support.	We are always learning/ we each have a voice that counts/ staff engagement	N/A	Protected CPD time	Sep-23	Improved scores in next years staff survey. Greater than 4.6 in we are always learning



This document is to be used in line with the 'NSS - Your Results' document.



Example: Team Engagement Session

Share the results with the team

We advise that you share the results in advance. Summarise any key findings and ensure that everyone understands what the data is telling you.

Gauge Initial reaction

After sharing the results with your team/s, provide an opportunity for colleagues to reflect and engage in open, safe and constructive dialogue relating to the results. Open the room up for general discussion. You may want to use probing questions, such as:

- Any surprises? Anything you don't agree with?
- What are the positive takeaways for us as a team?
- What areas do you feel we need to explore further?
- What are we already doing that's working to tackle this issue?
- What do we need to do more of to improve our experiences?

What can we do about it?

These discussions provide the opportunity for collective idea generation, which can lead to formulation of solutions and actions. As a team, think about where there may be any 'quick wins', where you can implement change immediately. Discuss how you can collectively improve staff experience. Lastly, identify what change can be made as a team, what can't, and what needs escalating for the required changes to be adopted.

Helpful Model to use:

'Keep' – what works well that they would like to continue with?

'Introduce' – what ideas do the team have to do things differently in order to improve their everyday routines. For example, communication is a common area that can need strengthening. How do you currently share important information? Is there a better way to send or receive updates? Does this information reach every colleague in the team? How do you include and involve all members of the team? Who aren't you hearing from?

'Develop' – what do the team currently do that's working well for them and has the potential to be great? What could they do 'more of' in order to improve things? Even better if....? For example, in how they work together?

'Stop' – what do the team know is really not working currently? What needs to stop happening in order to improve things?

Key messages

- It is important for colleagues to feel enabled and safe to share their thoughts. Role model by sharing your views and keep asking them theirs.
- Remind the team that change takes time – manage expectations – be realistic and take small steps towards a bigger goal.
- As a manager it is your role to check in regularly with your teams, to feedback updates relating to the staff survey and to regularly review progress.



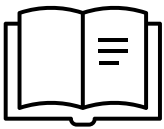
Support Available

We understand this can be a lot of information at once, so we are also hosting support sessions. These sessions will help you to firstly, understand your results, and then secondly, be supported in starting the journey towards actioning your results. You can bring your results to the session if you would like to.

Each session contains 4 15-minute slots you will be allocated on booking

April 2024

- 16/4/24 – 09:00 -10:00
- 26/4/24 – 14:00 – 15:00
- 29/4/24 – 15:00 – 16:00



If you would like to attend one of the sessions, please email organisational.development@liverpoolft.nhs.uk

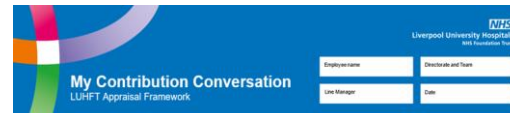
Further Support Available



[Click Here for Learning & Development](#)



[Click here for information about TED](#)



Introduction
Welcome to your appraisal. This is a space designed just for you and your manager, to have a conversation focussed on you and your role at LUHFT. This will give you the opportunity to talk about your health and wellbeing, reflect and gain some feedback on your last 12 months, as well as the contribution you make here at LUHFT.

There will then be the opportunity to set some goals for the following year and plan towards any aspirations you may have. We want you to feel valued and supported in your role, and connected to LUHFT, so this will be continued in future conversations between you and your manager throughout the year in regular 1:1 catch ups.

How can I best prepare for my Contribution Conversation?
To get the most out of your appraisal, we recommend you do some simple prep work first. To help you, we've designed a **Employee Preparation Guide**. Your manager also has access to a **Manager's Preparation Guide** so they can help you throughout the conversation.

We also recommend you have a think about your own role and the behaviours you demonstrate at work, so become familiar with our LUHFT values.

You can read more about these and our vision in the **Our Future Together Strategy**.

Contribution yearly overview

- 1. We contribute... (2 months after launch)
- 2. 3 months after launch... (3 months after launch)
- 3. 4 months after launch... (4 months after launch)
- 4. 5 months after launch... (5 months after launch)
- 5. 6 months after launch... (6 months after launch)
- 6. 7 months after launch... (7 months after launch)
- 7. 8 months after launch... (8 months after launch)
- 8. 9 months after launch... (9 months after launch)
- 9. 10 months after launch... (10 months after launch)
- 10. 11 months after launch... (11 months after launch)
- 11. 12 months after launch... (12 months after launch)

[Click Here for Appraisal Information](#)



Life at LUHFT

Your staff support offer

[Click Here for Life at LUHFT Brochure](#)

Supporting you to effectively action your Staff Survey data

2023 / 24



Liverpool University Hospitals NHS Foundation Trust

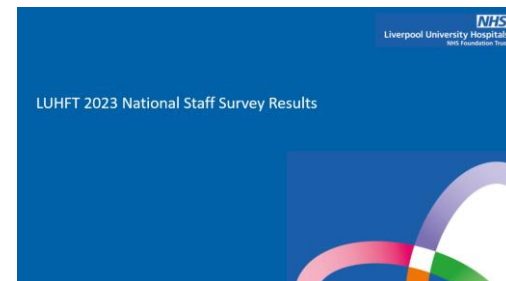


[2023 people promise support guide](#)



Adobe Acrobat Document

[Wellbeing support to receiving negative feedback](#)



[Trust level Results](#)

For further information on wider support and resources, please contact the OD Team - organisational.development@liverpoolft.nhs.uk - or contact your OD Business Partner.

