



Staff What Matters to You Engagement Report

Executive Summary

October 2021



Purpose



Ten years from now healthcare across the Humber will look very different. As we design and implement new and better ways of meeting our population's health and care needs, we want to ensure decisions about what changes to make are informed by what our staff and local populations have told us matters most to them.

To do this, in March 2021, we ran an engagement exercise called **What Matters to You**, to gather the views of our local population to **enable decision-making within the programme to reflect the priorities and preferences of local people**. Almost 4000 people got involved and you can read the [feedback report](#) here.

We also ran a separate survey for our health and care staff in July 2021. This survey asked them what mattered the most to them at work. From this **563** staff members participated and the findings were shared throughout August 2021 at a variety of forums and meetings.

Following the staff survey two small, yet very productive staff focus groups were held with staff to explore the findings even further. This enabled staff to add context to the answers given within the survey and to help us understand how we should use the findings within the Humber Acute Service Programmes workforce and organisational development workstreams. This has led to emerging proposals regarding:

- **Humber-wide staff engagement networks**
- **Innovation and Quality Improvement Networks**
- **Humber staff awards and rewards**
- **Staff networks**
- **Staff thoughts regarding rotas, shift patterns, childcare, appraisals and building effective leadership relationships.**

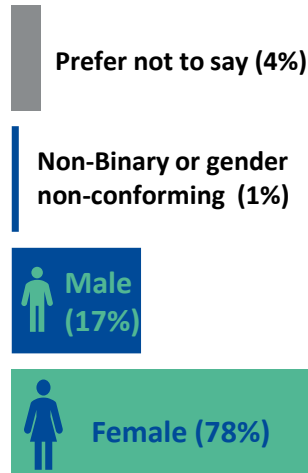
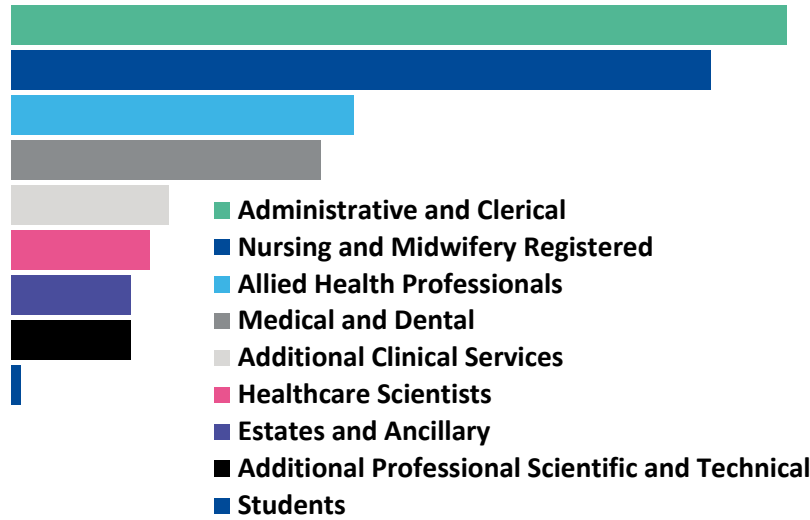
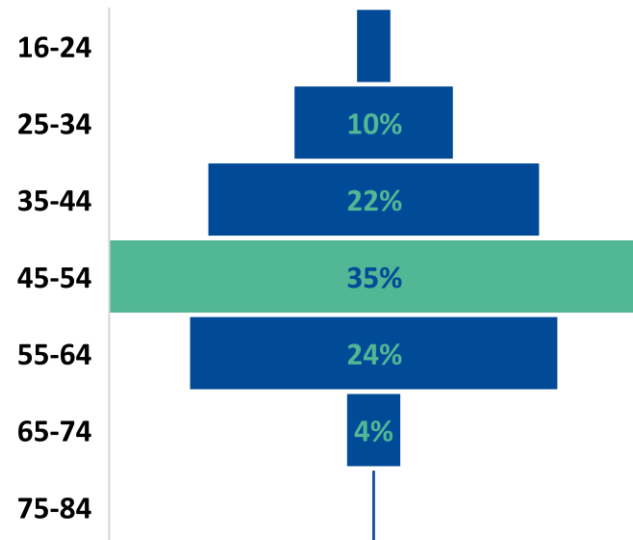
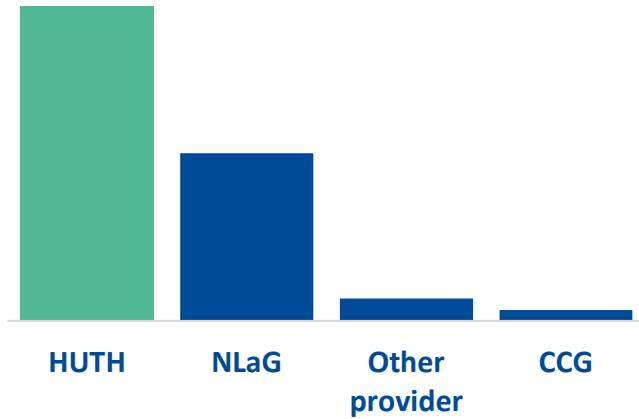
This process of listening to all of our staff will continue throughout our change programme. We recognise that only by listening to our teams that we can develop the best clinical pathways but also create the conditions for our staff and teams to thrive. We are continuing to ask **What Matters to You** within all our engagement activities and will continue to listen to feedback.

Regular updates to this report will be provided.

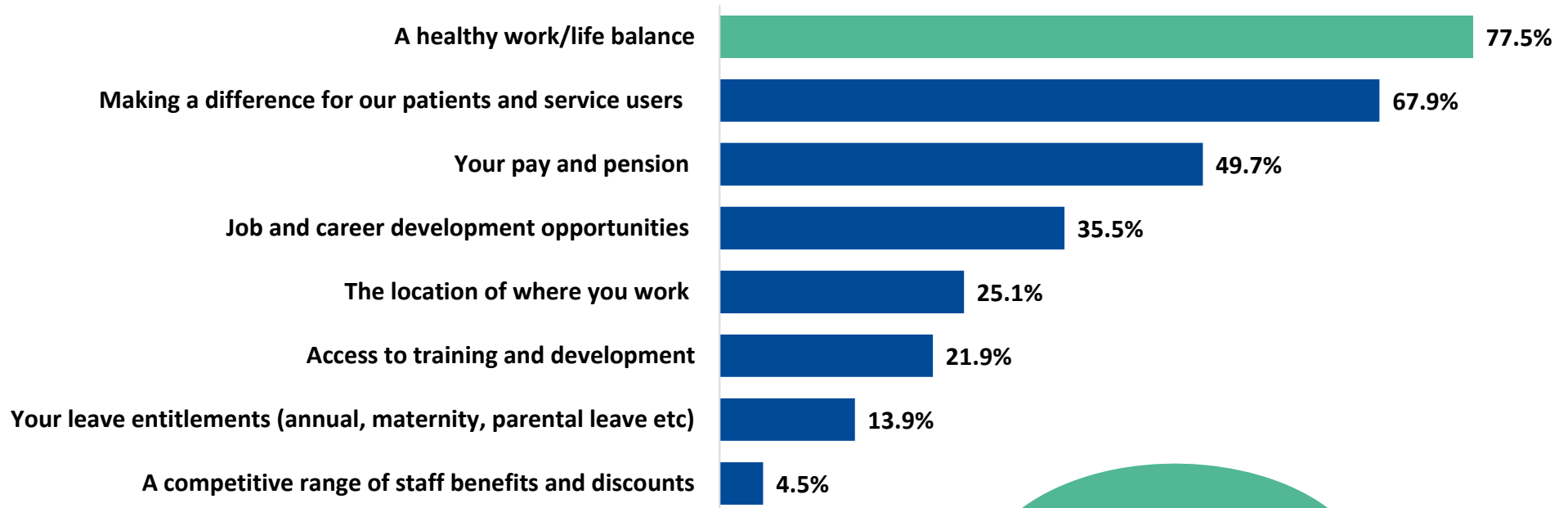


Who took part

563 survey responses



Thinking about your job and career, what means the most to you?



“Improve work/life balance through flexible/agile working”

“Making a difference to patients lives”

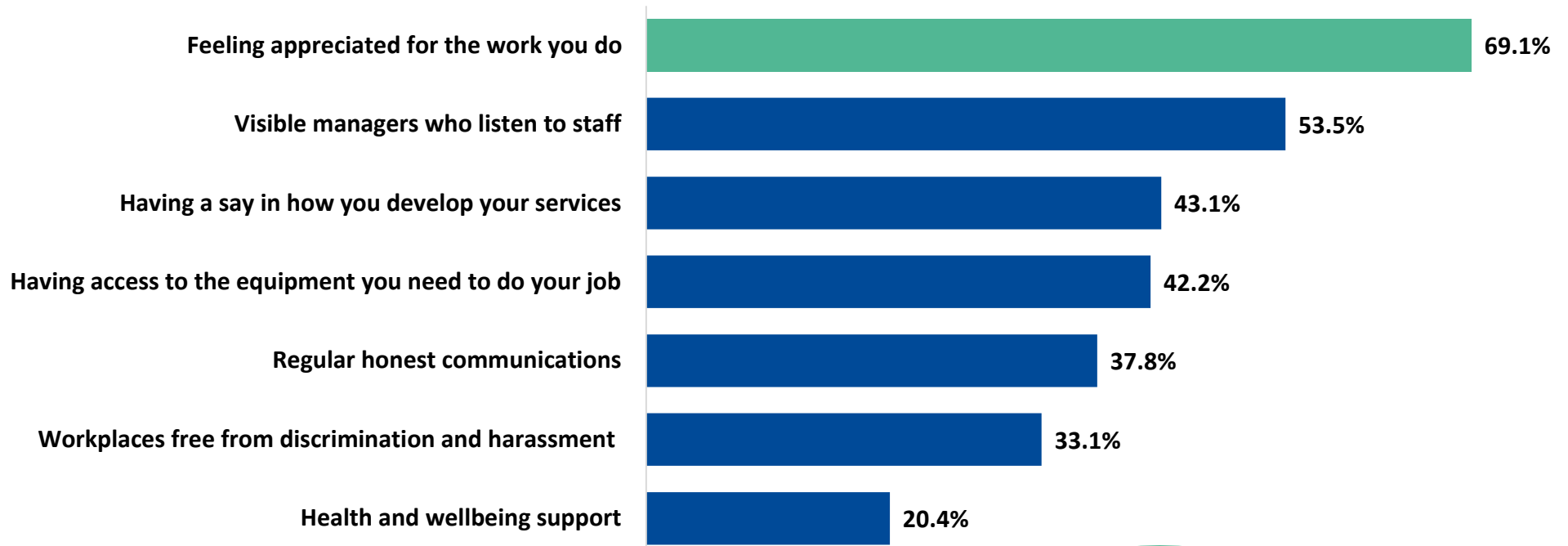
“Pay and appreciation for the work done.”

“Good staffing levels to ensure a good work / life balance, (not having to constantly cover staff shortages)”

“I have helped to save someone's life”

“Salaries that match the level of responsibility and skill”

When thinking about the service you work in, what matters most to you?



“Making staff feel valued and appreciated, actually doing this and not just paying lip service”

“Better communication with senior managers”

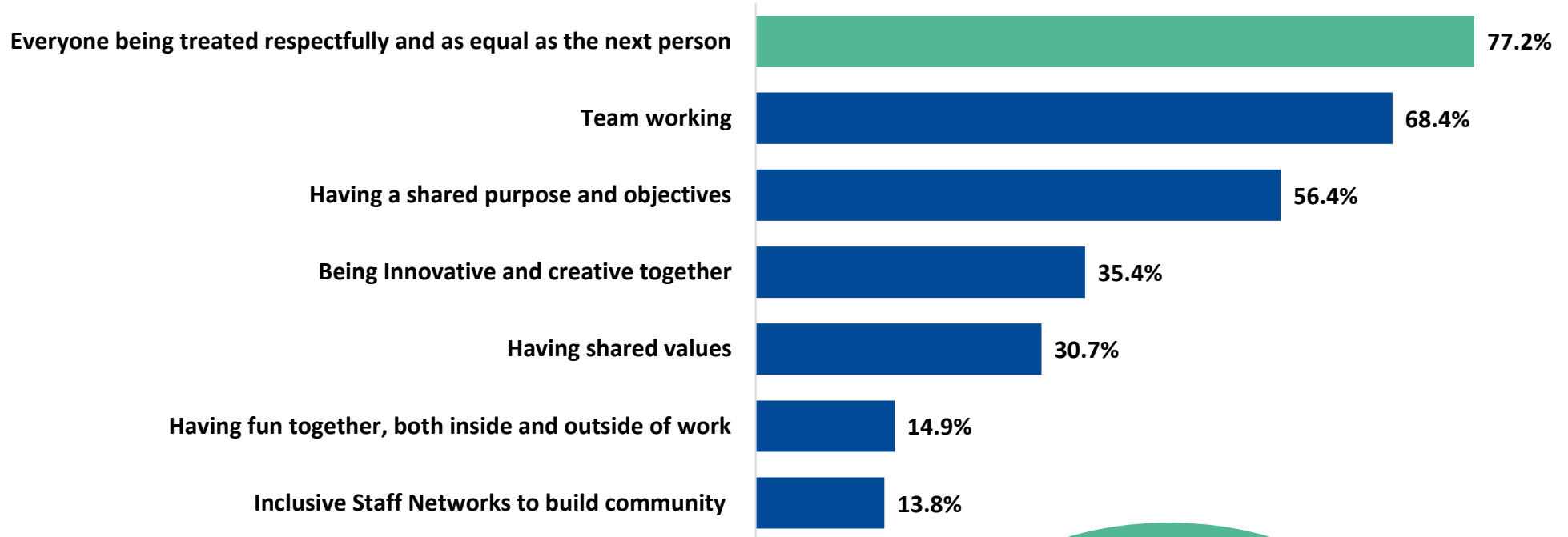
“Listen to what will make the workforce happier.”

“Currently don’t feel appreciated by the management”

“Respect and appreciation from managers”

“Listen to frontline staff opinions on service development”

Thinking about us all working together, what matters most to you?



“Everyone is treated with respect whatever their job”

“Team working for the benefit of our patients”

“Cross partnership working for a common goal of high quality patient care.”

“Staff being treated equally – I work in the community and we are constantly treated like 2nd class staff...”

“Being part of a team that makes a difference everyday”

“How everyone came together during the pandemic”

What is the one thing that, through the HAS Programme, we must absolutely get right for you?

High Level Themes



- Respondents were asked to identify their **top priority** or one thing we must get right for them through the Humber Acute Services Programme.
- **469 (83%)** respondents answered this question.
- The responses have been grouped under key themes, both at a high level (aligned to the programme's decision-making criteria) and against the specific issues or themes identified by respondents.
- Where appropriate, some responses were coded against more than one criteria, resulting in an overall total of 583 coded responses.



What is the one thing we must absolutely get right for you?

When grouped by sub-issue, there are four key themes which emerge as the most prominent responses

Workforce - Staff Morale/Teamwork (13%)

"A realist plan for a better patient care with out demoralizing the staff ..."

"Enabling us to grow a team of staff that pulls together & enables people to develop in role"

"Making staff feel valued and appreciated, actually doing this and not just paying lip service to it."

Workforce - Staffing Levels (9% of all responses)

"Staffing levels must be looked at and patient safety addressed"

"A realistic workload"

"Enough resourcing to do our job without becoming stressed/ill i.e. enough staff"

"Ensuring adequate rota cover for the obstetrics junior doctors and being allowed to take annual leave entitlement"

Communication (12%)

"That 'ground' staff are fully aware of changes which are taking place and not find out about these changes once decisions have been made"

"Honest conversations"

"What is the HAS programme?"

"Communicating the vision respectfully and with inclusivity."

HR Issue (11%)

"Support both mentally and physically for staff"

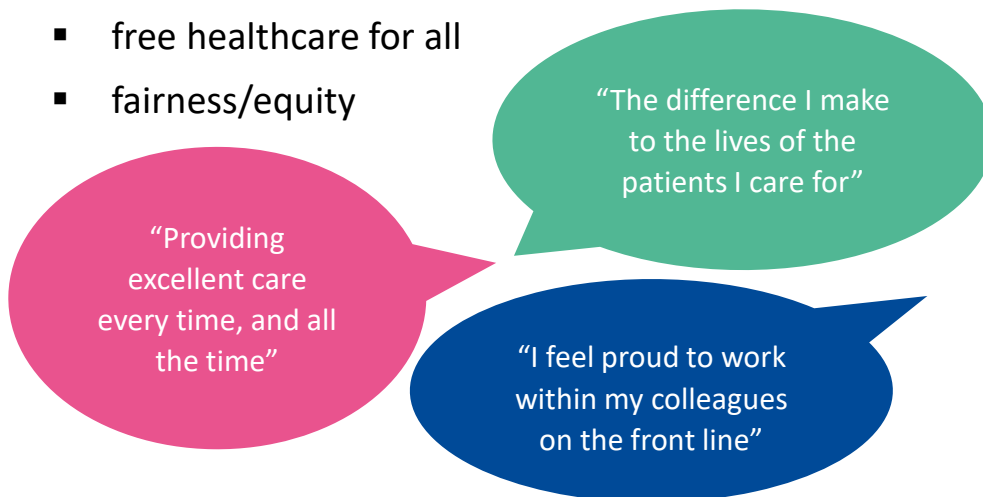
"flexible, family friendly working"

"Salary to match the level of responsibility and skill"

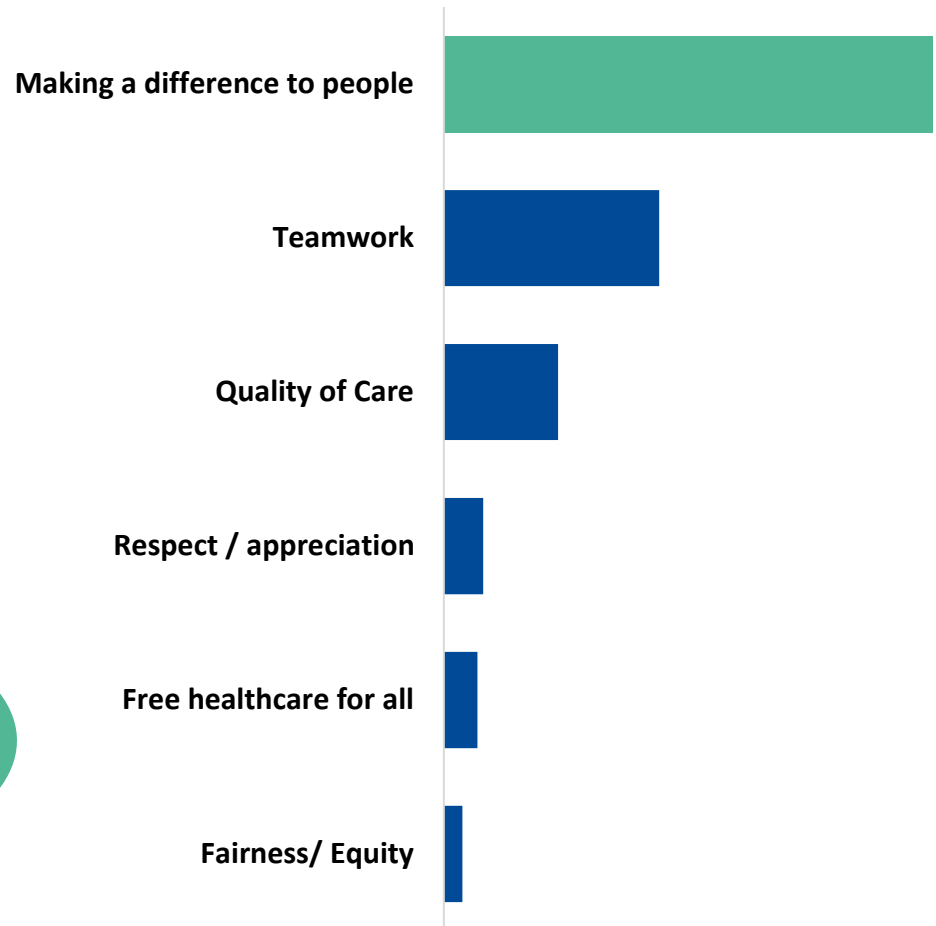
"Pension protection"

Please tell us one thing that makes you feel proud to work for the NHS / within health and care?

- **480 (85%)** respondents answered this question.
- The responses have been grouped under key themes, both at a high level (aligned to the programme's decision-making criteria) and against the specific issues or themes identified.
- Nearly half of all respondents said that **“Making a Difference”** made them feel proud to work in the NHS/health and care.
- Other key themes included:
 - teamwork
 - providing good quality care
 - respect or appreciation of others
 - free healthcare for all
 - fairness/equity



Key Themes



What makes you feel proud to work for the NHS/ in health care?

When grouped by sub-issue, there are three key themes which emerge as the most prominent responses

Making a difference to people (49% of all responses)

“Caring for people in their time of need”

“Contribution towards the health and wellbeing of us all collectively with care, compassion and collaboration”

“Knowing we are doing our best to help people”

“Saving lives”

“Supporting women on their journey to motherhood”

“We make the difference for little recognition”

“Going home at the end of my shift knowing I have done my best for my patients despite the challenges of working in different areas on a daily basis”

“I like helping people”

Workforce - Staff Morale/Teamwork (22%)

“Working with in a team who supports each other throughout”

“Proud of my colleagues, and the service they continually provide”

“Teamwork in the face of overwhelming adversity”

“How staff go out of their way to help people above and beyond what is necessary”

Quality of Care (11%)

“delivering high quality services that we can be proud of”

“Patients getting the best care that they can”

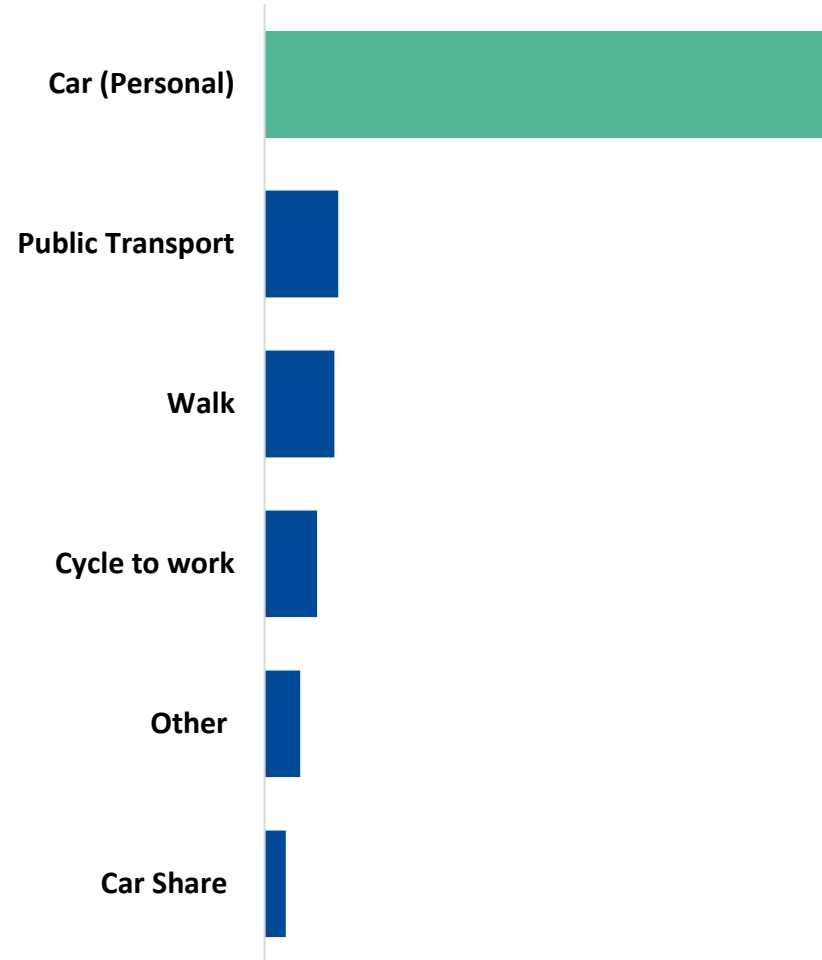
“Providing high quality care free at point of delivery”

“Providing excellent healthcare available to all regardless of status”

How do staff get to work?

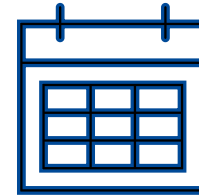
A supplementary question relating to **travelling to work** was included in the questionnaire to provide insight into the potential impact on staff if services are relocated through the Humber Acute Services Programme.

- **541 (69%)** respondents answered this question.
- **426 (75%)** of respondents told us they use their own vehicles
- **56 (10%)** respondents use public transport
- **53 (9%)** walk to work.



Staff Focus Groups

When completing the questionnaire, staff were invited to take part in a focus group to explore the questionnaire findings in more detail.



Workshops took place on:
Tuesday 7th September 2021
Friday 17th September 2021

217 staff members expressed an interest in joining.

During the workshops staff were able to add **context to questionnaire findings** and **provide insight** into how the Humber Acute Services Programme should use the data within it's workforce and organisational development workstreams.

The focus groups also helped to better understand **staff thoughts** regarding rotas, shift patterns, childcare, communication channels, appraisals and building effective leadership relationships.



11 staff members attended

Focus group questions and feedback

1 – How do we ensure the most important things to staff can be found in future roles through the Humber Acute Services Programme's approach to workforce?

“Rota planning over longer periods such as 12month+ so staff can plan childcare”

“Shifts patterns need to be designed across the system not every Trust doing their own thing”

“Look to help temporary changes to hours across the system – Its not forever, just for now!!”

“Transport to work for some staff will be a problem if they change where staff have to work”

“Need to offer more flexible shifts”

“Shift friendly childcare is a real issue”

“Talk to nurseries to see if they can change their hours to help us out”

“Look more at agile working”

2 – What must we do through the Humber Acute Services Programme to ensure the most important things to you about work feature in the future too?

“Poor communication erodes a well placed thank you”

“Let staff get more involved in developing services”

“Make the PADR mean something rather than a tick box”

“Provide staff with restorative supervision to build resilience”

“Build an online staff community with managers engaged too”

“Use old school posters and leaflets for staff who don't use computers”

“Staff need the right equipment and support to do their job and have higher morale”

Focus group questions and feedback

3 – How do we improve our approach to ‘working together’ across the Humber?

“We must come together as one team across the Humber from all providers”

“Put things in place to stop the ‘us and them’ between different providers that we’ve seen develop – build new cultures”

“Help staff who do the same join in different providers work together to develop”

“Do joint staff training courses so we all train together”

4 – If ‘making a difference to people’ and ‘workforce’ are the most important factors to you, what specifically should we focus on for the future?

“Help teams to develop and then grow them into networks, including our community and out of hospital staff”

“Managers need to be more visible – staff really want to talk to them and hear about what’s happening”

“Look at the reasons staff are leaving and do something about it all together as people are leaving the Humber to go elsewhere for better jobs”

“Pay proper incentives for those working extra hours”

“Pay proper incentives for those working extra hours”

“Look at rotas – very long days are unpopular and make people want to leave”

Next Steps



Whilst we received over **550 responses** to our survey, the number of responses compared to staff employed was relatively low.

We want to **gather more feedback** from those staff that we have not yet heard from to help us when we come to make decisions.

We want to **listen more to our staff** as we continue to develop our possible options for change and the teams we will need to build to deliver these.

Next, we will:

- ✓ create further opportunities for more staff to tell us what matters to them at work
- ✓ take the outputs from this first survey to develop an overarching Humber-wide health and care plan to recruit new staff whilst developing our current staff
- ✓ look at ways how we create more staff engagement and networking opportunities
- ✓ repeat our questionnaire to see how well we are doing and further raise awareness to prompt those who have not yet responded to have their say.

Thank You

The Humber Acute Services Team would like to thank all the staff who participated and provided insight and direction into future workforce and organisational development proposals.

For more information on the Humber Acute Services Programme please visit:

<https://humbercoastandvale.org.uk/humberacutereview/>

AskHAS – To submit a question or raise a concern with the Humber Acute Services Programme Team, please visit:

<https://humbercoastandvale.tractivity.co.uk/ExternalFormViewer/Form.aspx?ExternalFormID=2>

