



Gloucestershire Hospitals  
NHS Foundation Trust

# NHS Staff Survey 2022 results

## Gloucestershire Hospitals NHS Foundation Trust

# Final benchmark report



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**4232 colleagues completed the core survey**

**(50% response rate vs. 44% median response rate for acute/acute & community Trusts)**

**Plus 280 bank colleagues completed the Bank staff survey for the first time**

**Thank you to everyone who took the time to participate**

#### Our engagement score

Possible scores range from 1 to 10, with 1 indicating that staff are poorly engaged and 10 indicating that staff are highly engaged.



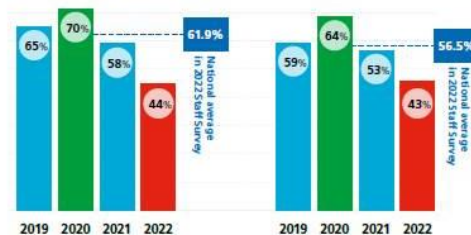
#### Response rate per division



Average acute Trust response rate: 44%

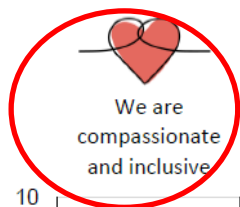
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation

I would recommend my organisation as a place to work



# High-level summary

- Trust is **below the average** for all of the 9 People Promise themes
- Trust in line with worst-performing Trust/s in the following themes:
  - PP1: **We are compassionate and inclusive**
  - PP3: **We each have a voice that counts**
  - PP6: **We work flexibly**
  - PP7: **We are a team**



We are recognised and rewarded



We are safe and healthy



We are always learning



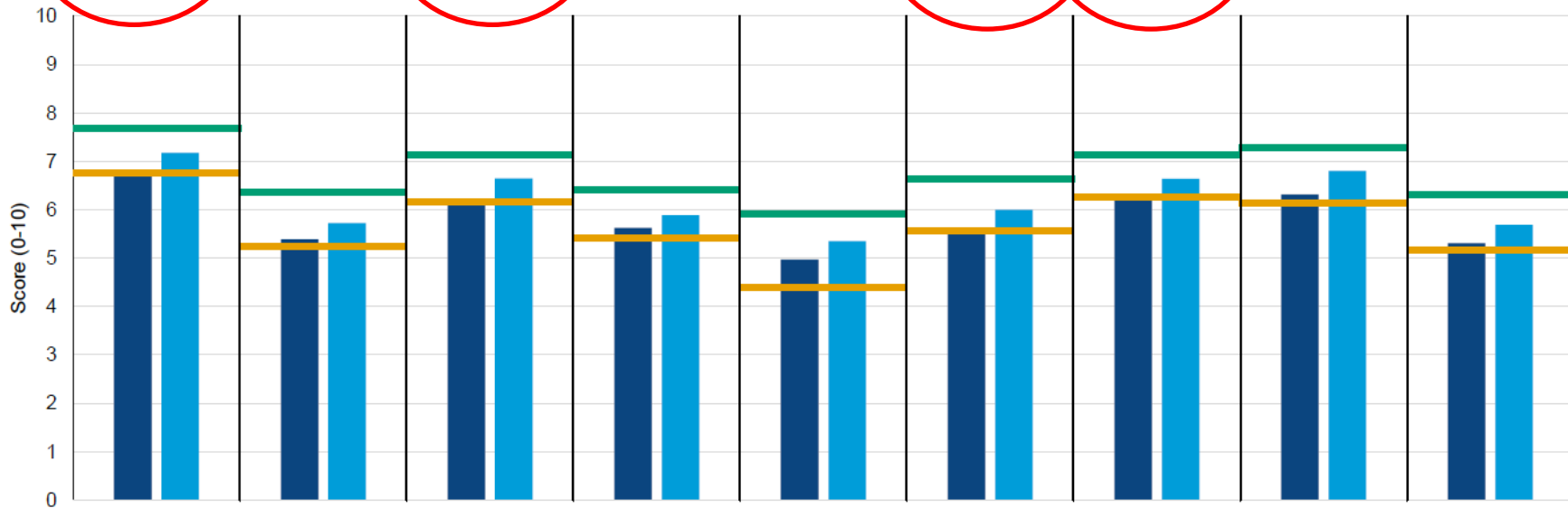
We work flexibly



We are a team

Staff Engagement

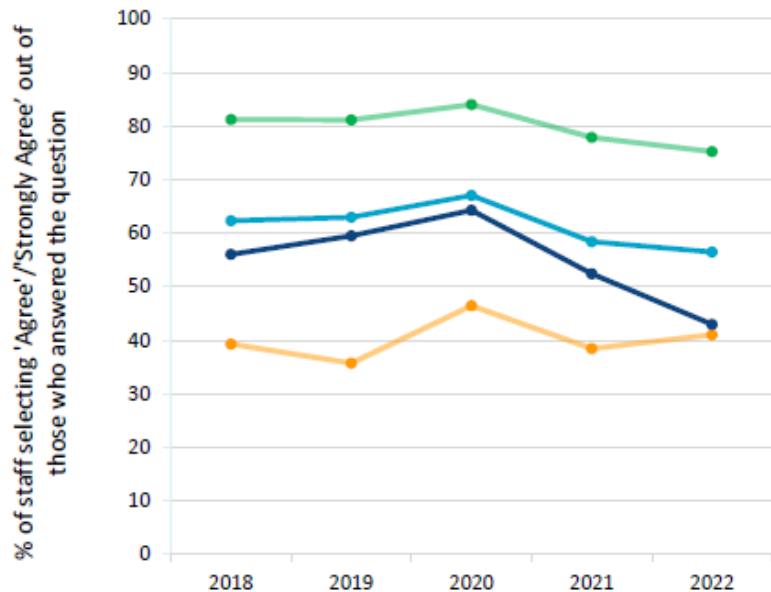
Morale



Your org	6.8	5.4	6.2	5.6	5.0	5.6	6.3	6.3	5.3
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	4222	4225	4203	4208	4086	4217	4216	4227	4226



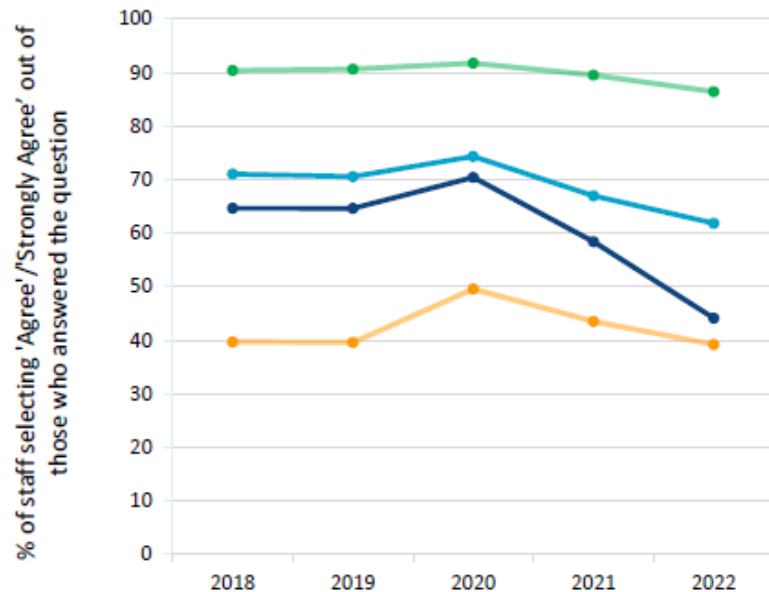
Q23c I would recommend my organisation as a place to work.



	2018	2019	2020	2021	2022
<b>Your org</b>	56.0%	59.5%	64.3%	52.4%	43.0%
<b>Best</b>	81.2%	81.2%	84.0%	77.9%	75.2%
<b>Average</b>	62.3%	63.0%	67.1%	58.4%	56.5%
<b>Worst</b>	39.3%	35.7%	46.5%	38.5%	41.0%

Responses 3057 3341 3497 3869 4207

Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2018	2019	2020	2021	2022
<b>Your org</b>	64.7%	64.6%	70.4%	58.4%	44.1%
<b>Best</b>	90.4%	90.6%	91.8%	89.5%	86.4%
<b>Average</b>	71.1%	70.6%	74.3%	67.0%	61.9%
<b>Worst</b>	39.7%	39.6%	49.6%	43.5%	39.2%

Responses 3045 3326 3500 3866 4205

# Colleagues with minority protected characteristics

## Highlights

# Colleagues with minority protected characteristics



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	Organisation	White 2022	White 2021	White 2020	BME 2022	BME 2021	BME 2020
<b>Q23c Would recommend organisation as a place to work</b>	<b>42.5%</b>	<b>39.7%</b>	51.6%	63.9%	<b>55.6%</b>	55.4%	69.1%
<b>Q23d If friend/relative needed treatment would be happy with standard of care provided by organisation</b>	<b>43.6%</b>	<b>41.3%</b>	57.3%	69.9%	<b>54.5%</b>	62.9%	73.2%
	Organisation	Non-disabled 2022	Non-disabled 2021	Non-disabled 2020	Disabled 2022	Disabled 2021	Disabled 2020
<b>Q23c Would recommend organisation as a place to work</b>	<b>42.5%</b>	<b>44.4%</b>	54.4%	65.2%	<b>36.8%</b>	45.1%	60.9%
<b>Q23d If friend/relative needed treatment would be happy with standard of care provided by organisation</b>	<b>43.6%</b>	<b>45.6%</b>	58.8%	70.9%	<b>37.3%</b>	55.4%	67.1%



# Net Promoter Scores



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Net Promoter Questions	Organisation	Heterosexual/ Straight 2022	Heterosexual/ Straight 2021	Heterosexual/ Straight 2020	Gay/ Lesbian/ Bisexual/ Other 2022	Gay/ Lesbian/ Bisexual/ Other 2021	Gay/ Lesbian/ Bisexual/ Other 2020
<b>Q23c Would recommend organisation as a place to work</b>	<b>42.5%</b>	<b>43.5%</b>	53.2%	65.5%	<b>36.4%</b>	G/L – 52.9% B – 51.7% O – 66.7%	G/L – 56.9% B – 64.9% O – 90.9%
<b>Q23d If friend/relative needed treatment would be happy with standard of care provided by organisation</b>	<b>43.6%</b>	<b>44.6%</b>	59.0%	71.3%	<b>40.8%</b>	G/L – 47.7% B – 52.8% O – 73.3%	G/L – 61.5% B – 72.7% O – 81.8%

Nb. Combined scores for L/G/B staff not available for historical years

# Bullying, harassment and discrimination



	Acute Average White	GHT White	Acute Average BME	GHT BME
Experienced <u>bullying, harassment, abuse</u> from staff (manager/colleagues) in last 12 months	23.3%	25.9%	28.8%	34.0%
Experienced <u>discrimination</u> from manager/colleague in last 12 months	6.5%	7.8%	17.3%	23.8%

Nb. These are WRES Experience indicators which are reported and monitored nationally and therefore we have already comparative data available

# Bullying, harassment and discrimination



	Acute Average Non-disabled	GHT Non-disabled	Acute Average Disabled	GHT Disabled
<b>Experienced <u>harassment, bullying, abuse</u> from <u>manager</u> in last 12 months</b>	<b>9.9%</b>	<b>11.8%</b>	<b>17.1%</b>	<b>20.8%</b>
<b>Experienced <u>harassment, bullying, abuse</u> from other <u>colleagues</u> in last 12 months</b>		<b>20.2%</b>		<b>28.2%</b>
<b>Experienced <u>discrimination</u> from manager/ colleagues in last 12 months</b>		<b>9.3%</b>		<b>14.7%</b>

# Bullying, harassment and discrimination



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	Acute Average Heterosexual/ Straight	GHT Heterosexual / Straight	Acute Average Lesbian/Gay Bisexual Other	GHT Lesbian/Gay Bisexual Other
<b>Experienced <u>bullying, harassment, abuse</u> from <u>manager</u> in last 12 months</b>		13.1%		L/G: 28.6% B: 14.4% O: 26.3%
<b>Experienced <u>bullying, harassment, abuse</u> from other <u>colleagues</u> in last 12 months</b>		21.1%		L/G: 36.4% B: 24.5% O: 44.4%
<b>Experienced <u>discrimination</u> from manager/ colleague in last 12 months</b>		9.9%		L/G: 15.2% B: 15.3% O: 22.2%

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- Results underline the need and urgency to focus on our **organisation's culture** with specific focus on:
  - Addressing poor behaviours
  - Confronting discrimination
  - Building psychological safety in teams and confidence to raise concerns with managers and leaders
  - Increased involvement of colleagues on matters and decisions that affect them

- Results also highlight that concerted efforts are needed to support **colleague health-wellbeing** with a tailored approach to supporting divisions/teams around:
  - Flexible working
  - Maintaining effective work-life balance
  - Improving team and line manager relationships and effectiveness

## Change principles

- Change happens through relationships
- Change happens when people can talk, think and problem-solve together skilfully
- Change will only really happen when we work at a behavioural level
- We can't work with what we're not talking about
- No change comes from stability
- People own what they help to create
- The process is as, if not more, important than the outcome
- Change will be sustained if we build internal capacity and capability

# Priority 1 – teamwork and leadership



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- Minimum 3-year programme of activity
- Working with leaders and teams in each division to address key themes which have emerged from the staff survey and other data sources via:
  - Leader/Manager workshops
  - Action Learning Sets for leaders/managers
  - Team workshops
  - Executive/Senior Leader workshops

Workshops will be designed to address behaviours, cultivate dialogue and relationships, build skills/capability and improve overall team effectiveness



# Priority 2 – Discrimination

Concerted effort to tackle racism and other forms of discrimination and bullying behaviours.

Review and refresh of priority actions – focus on impact, not just action

Embed Restorative and Just Learning principles and practice into our People policies, processes and practice

# Priority 3 – Raising concerns and Speaking up

Relaunch the Freedom to Speak Up Guardian function, following the appointment of a **full time** Lead Guardian role

Focus on awareness, engagement, and consistency of process to build trust



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# Questions, comments, feedback