



# **Bolton**

## **NHS Foundation Trust**

Staff Engagement Survey

Quarterly Pulse Check Report  
(June 2020)

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## Executive Summary

### Collaborative Summary

#### Overview

The information contained within this report has been generated from the responses given by a sample of staff employed by the organisation, to the 'Staff Engagement Quarterly Pulse Survey'.

The survey consists of 47 questions and is conducted on a quarterly basis, inviting all staff to take part.

The main aim of the survey is to review levels and trends of staff engagement across the organisation and identify the factors that may be enabling or inhibiting staff engagement.

It is important to note that this survey was conducted just after the peak of the COVID-19 pandemic.

Overall, the results of the June 2020 Go Engage Quarterly Pulse Check highlight a high level of engagement within Bolton NHS Foundation Trust. The overall engagement score for June 2020 is **4.02 out of 5**.

The overall response rate was **30.99%** based on 1575 completed out of 5082 invited. This was a 2.32% increase on last quarter's response rate of 28.68%. The **Chief Executive and Board Directorate** had the highest response rate (50%). The **Diagnostics & Support Services Division** had the lowest response rate (23.41%) and therefore should be treated with caution.

#### Engagement Enablers

It is important to note that on average, all of the engagement enablers, feelings and behaviours scored either moderately or positively. It is not possible to identify significant differences at division/directorate level due to **small numbers and the need to maintain confidentiality/anonymity of those who completed the survey**.

**Work relationships** has become the top enabler with an average score of **4.12 out of 5**. This is significantly higher than the previous quarter. As with previous surveys there is still a gap at the item-level in this area, with respondents more likely to agree that *'I am satisfied with the level of support I get from my work colleagues'* (4.21) compared to *'I am satisfied with the support I get from my manager'* (4.03). Many comments reflect the positive support that staff perceive, particularly from colleagues, e.g. *'I want to say that all of the therapy team I have worked with are lovely people and have welcomed all of the redeployed staff really well into their team. They were kind and caring and I did learn a lot from them and the experience as a whole, as I have only worked in another area before'* but also managers, e.g. *'Being able to work flexibly to fit in with family/home life and know you can approach your line manager if you have issues on a personal/professional level, and receive support that is best for your circumstances, rather than just the department'*.

Some comments relate to negative management support during the COVID-19 pandemic, with staff noting that their negative responses are not reflective of how they generally feel e.g. *'I feel that this survey is probably not reflective of the vast majority of time...that I have worked for this trust. I was redeployed due to Covid-19 and worked in an area that I never have done before and actually thoroughly enjoyed it, I was made to feel welcome and a valued part of a team that had been turned on its head in the necessity to respond to the pandemic. However the way myself and my colleagues have been treated by our management during this time is frankly unacceptable, I have never felt so disheartened and demoralised about work...I know I am not the only member of my team to feel this way'*.

The **Chief Executive and Board Directorate** (4.82) and staff with **less than 1 years' service** (4.22) scored significantly higher than other groups in **Work Relationships**. **Finance and Procurement** (3.80), staff in **Band 1 & 2** (3.92) and **Scientific & Technical/Healthcare Scientists** (3.86) scored significantly lower than other groups in this enabler, although these are moderate scores and not necessarily cause for action. Those with **11-15 years' service** also scored significantly lower than other groups in this enabler (4.06), however this is still a high score.

**Trust** is now the second highest enabler with an average of **4.10 out of 5**. This is significantly lower than the previous year but remains a high score. The lowest scoring item is *'I feel satisfied that I have the right amount of responsibility'* (3.97). **Medical and Dental staff** scored significantly higher on **Trust** (4.25) compared to other groups. **Registered Nurses and Midwives** scored significantly lower (4.04) than other groups, however this is still a high score. Staff with **3-5 years' service** also scored significantly lower than other groups (4.04); however, this is still a high score so no action is needed.

The lowest enabler continues to be **Recognition** with an average score of **3.49 out of 5**. This is significantly lower than Q1 in 2019. Item level analysis suggests that staff feel less *'satisfied with the extent the organisation values my work'* (3.30) than *'satisfied with the recognition or praise I get from my manager for good work'* (3.67).

Some comments relating to this enabler suggest that some staff have felt forgotten, overlooked and not recognised by the Trust during the COVID-19 pandemic, e.g. *'I feel very let down by the NHS during the Covid-19 Pandemic. Our office was not risk assessed to ensure 2 metres were between myself and colleagues, we were not given masks, hand gel or any cleaning products to clean our work areas. We have been forgotten and left on our own...We are a large office - the hub of the NHS for booking appointments / admissions - we have received no thanks or appreciation from senior management. We have never been mentioned in any of the Covid bulletins for the work we have been doing...clerical and admin staff in our office has heard nothing from anyone...'* Some comments also related to not benefiting from donations, e.g. *'Sometimes I feel that as community staff we are forgotten and this was shown during the times we should of received free things for example the M&S meal we never got any of these things delivered to us, even though we have worked throughout this difficult time working in different ways to deliver care'*.

Staff in the **Chief Executive and Board Directorate** scored significantly higher (4.18) on **Recognition** than other Divisions, as did **Medical and Dental staff** (3.70) and staff with **less than 1 years' service** (3.70). **Band 1 & 2 staff** (3.28) and **Allied Health Professionals** scored significantly lower (3.39) than other groups on this enabler.

**Influence** is back to being the second lowest scoring enabler (**3.55 out of 5**). This is significantly lower than Q1 in 2019. The lowest scoring item is still *'The Trust acts on staff feedback'* (3.22). It might be interesting to look at how ideas are put into action and how this is communicated to staff.

Some staff suggest that the Trust could learn and gather feedback from those who have been re-deployed during the COVID-19 pandemic e.g. *'My experience of redeployment has not been the most positive experience.... I am only speaking for myself and I urge the trust to reach out to every redeployed person for feedback, as I think you would have a range of experiences to learn from'*. Other comments in this area relate to staff feeling that they are not given input into decisions that are being made, including how they will be expected to work in the future, *'We don't feel as involved as we previously did so in shaping the future of our service'*.

Staff in the **Chief Executive and Board Directorate** scored significantly higher (4.36) on **Influence** than other Divisions. **Medical and dental** (3.77) and staff with **less than 1 years' service** also scored significantly higher than other groups (3.73). Staff in **Integrated Community Services Division** scored significantly lower (3.43), as did **Allied Health Professionals** (3.47) and staff with **3-5 years' service** (3.39), however, these are all moderate scores and therefore not areas of particular concern.

#### Feelings and Behaviours

Within the engagement feelings and behaviours, all scores are at a moderate to high level. Levels of **Dedication (4.24)**, **Focus (4.07)**, **Discretionary Effort (4.14)**, **Advocacy (4.09)**, **Persistence (4.06)** and **Adaptability (4.02)** are all above 4. It therefore seems staff are committed to the job and willing to put themselves out and go the extra mile in their roles. Comments that reflect this include, for example, *'I am more than happy in my job, have a fantastic supportive team around me, and get great satisfaction from doing the very best for the amazing patients that I treat'* and *'I'm lucky to enjoy my job whatever responsible role I've been in, there has been a few over recent years. I have a good work life balance and am enthusiastic about coming to work daily. I can honestly say I have good resilience and not sure it's just me or what I've gleaned from some excellent role models with a great work ethic over the years, suppose most of all I'm proud to be a member of the organisation so going the extra mile is not really a mile at all'*.

Levels of **Energy** (3.55), **Dedication** (4.24) and **Advocacy** (4.09) are all significantly higher than last quarter, which is very encouraging. **Energy**, **Dedication** and **Discretionary Effort** are however, all significantly lower than they were 12 months ago.

#### Friends and family test

**Levels of staff who would recommend the Trust as a place to receive care have increased from 79.13% in the previous survey to 82.75% in the current survey**. Comments reveal that top reasons for this include *'high standards of care'* and *'caring and dedicated staff'*. The **Divisional Management Operations Directorate** were most likely to recommend the Trust as a place to receive care (100%) followed by **Chief Executive & Board Directorate** (92.86%). The **Integrated Community Services Division** were the least likely to recommend the Trust as a place to receive care (80.16%).

The number of staff willing to **recommend the Trust as a place to work has also increased from 67.06% to 72.99%**. Comments reveal that top reason for this is the Trust is a *'great place to work'*. As before, the **Divisional Management Operations Directorate** were most likely to recommend the Trust as a place to work (88.89%) and the **Integrated Community Services Division** were least likely to recommend the Trust as a place to work (68.02%).

#### Group Differences

In addition to the group level differences noted above:

The **Chief Executive and Board** Directorate scored significantly higher than other Directorates in **Clarity** (4.49), **Mindset** (4.19), **Resources** (4.36), **Adaptability** (4.23), **Discretionary Effort** (4.62) and **Persistence** (4.50). The **Finance & Procurement Directorate** scored significantly lower than other groups in **Dedication** (3.98) and **Energy** (3.21); however, these are not low scores.

Unfortunately, despite positive improvements last quarter, the **Integrated Community Services** Division have scored significantly lower in a number of areas including **Clarity** (3.75), **Influence** (3.43), **Mindset** (3.12), **Trust** (4.00), **Adaptability** (3.96) and **Advocacy** (3.91); however, these scores are still moderate to positive. At item level, staff in **ICS** scored significantly lower than other groups on *'My manager involves me in deciding on changes introduced that affect my work area/team/department'* (3.37). Other low scoring items for this Division include *'The Trust acts on staff feedback'* (3.16), *'I feel satisfied with the extent the organisation values my work'* (3.22), *'Overall the Trust is fair in the way it treats and rewards its staff'* (3.26), and *'Decisions about people are made using fair procedures'* (3.28). Where data is available, this shows that some teams in **ICS** scored between 2 and 3 in a number of areas. A deeper dive into these results might help to understand where pockets of lower engagement are within this division, however other teams may also have similar or lower scores but this data is not available due to low numbers of respondents.

Looking at staff by pay band, those in **Band 1 & 2** scored significantly lower in **Personal Development** (3.45). **Band 5** staff scored significantly lower in **Discretionary Effort** (4.00) and **Band 6** staff scored significantly lower in **Mindset** (3.65); however these are moderate to high scores.

Looking at staff groups there are a number of significant differences. **Registered Nurses and Midwives** scored significantly higher on **Dedication** (4.30) and **Focus** (4.15). **Nursing and Health Care Assistants** scored significantly higher on **Resources** (3.87). **Medical and Dental** staff scored significantly higher on **Mindset** (3.90), **Personal Development** (4.02), **Energy** (3.77) and **Advocacy** (4.40). **Allied Health Professionals** scored significantly lower on **Clarity** (3.77), **Mindset** (3.63), **Personal Development** (3.51) and **Resources** (3.60). This group also scored significantly lower in **Adaptability**, 3.94, **Advocacy**, 3.95, and **Persistence**, 3.93. **Scientific & Technical/Healthcare Scientists** scored significantly lower **Dedication** (4.09) and **Focus** (3.88). **Admin and Clerical Staff** scored significantly higher in **Clarity** (3.91), **Adaptability** (4.09) and **Persistence** (4.19)

Looking at the results by length of service, staff with **less than 1 year service** reported significantly higher scores for **Clarity** (3.96), **Mindset** (3.92), **Energy** (3.72) and **Advocacy** (4.23). This group scored significantly lower in **Discretionary Effort** (4.04), however this is a high score. These results are encouraging, particularly as some staff in this group will have joined the Trust during the COVID-19 pandemic. Those with **1-2 years' service** scored significantly higher in **Adaptability** (4.10) and significantly lower in **Focus** (3.97).

Staff with **3-5 years' service** scored significantly lower in a number of engagement enablers and behaviours including **Personal Development** (3.54) and **Advocacy** (3.92). However these are all moderate and high scores. This group scored significantly higher in **Discretionary Effort** (4.23). Those with **11-15 years' service** scored significantly lower on several enablers including **Clarity** (3.79), **Mindset** (3.62), **Dedication** (4.13) and **Energy** (3.39). However, these scores are not low. Staff with **more than 15 years' service** scored significantly higher in **Personal Development** (3.78).

## Recommendations

### Recommendations

**Recognition, Influence** and **Perceived Fairness** remain the three lowest-scoring enablers. Please refer to previous reports for previous suggestions to help to increase these. Given the COVID-19 pandemic, it may be that some of the actions implemented to try to improve scores in these areas have been paused. Now may be a good time to start to consider what activity can be re-started, as well as harnessing how technology can facilitate these.

Many comments refer to working within the COVID-19 pandemic with staff caveating that their responses have been negatively influenced by this experience. Specifically, some comments relate to perceived negative support from management and not feeling informed during this time, as well as negative experiences of being re-deployed. It might be useful to hold listening events with groups of staff to further understand their experiences of working during this time, as well considering ways that help all staff feel to feel valued by the Trust and recognised for their contributions.

Regarding **Recognition**, some comments relate to teams feeling overlooked or forgotten during the pandemic, so it might be helpful to target teams who have been less visible, with activities such as 'back to the floor' where senior staff visit teams, as well as 'team showcasing', where teams host an event to showcase themselves, including thinking about how technology could facilitate this process.

A theme this quarter within the comments was around **Perceived Fairness** relating to pay and progression. Is it possible to review how decisions are communicated to staff to ensure that they understand these? Or refresher training for managers on organisational policy and procedures for these areas?

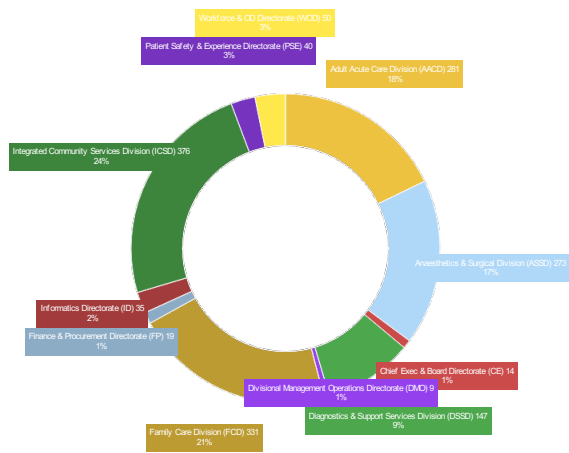
Regarding **Influence**, it is recommended to develop further communications demonstrating that the organisation is acting upon staff feedback. Communicating survey results can link into this, stating what actions you plan to take following the results, so that staff are aware that their feedback is being acted on. As mentioned above, listening events following the COVID-19 active phase may be helpful, particularly for those who were re-deployed or work in services which were significantly impacted. We recommend following this up with 'we said you did' to ensure that feedback is acted on or acknowledge what cannot be acted on, so that staff feel listened to.

The **Integrated Community Services** Division have scored significantly lower in a number of areas. The data shows, where possible, which teams within this division scored lower but this must be treated with caution as there may be other teams that score equally as low, or lower, that we cannot see because of small numbers of respondents. Have there been changes or specific events which may have resulted in more negative scores for staff in this division, this quarter? You may wish to gather more feedback from this group to understand what the lower scores are relating to so that interventions can be targeted if necessary e.g. a listening event for this division or focus groups to gather qualitative data.

Finally, staff who are newer to the Trust (**less than 1 years' service**) are generally scoring more highly across several areas, which is encouraging, particularly in the context of the COVID-19 pandemic. It might be useful to understand why this is the case. What reasons might there be for newer staff reporting more positive experiences and can this be harnessed? Using the principles of appreciative inquiry to find out more from this group may help.

The survey was launched on 15/06/2020 and was open for 16 days, closing on 01/07/2020. The overall response rate was 30.99% based on 1575 completed out of 5082 invited. This was a 2.32% increase on last quarter's response rate of 28.68%. The figures below outline the proportional split of responses across Divisions, Directorates and Payscales.

**Figure 1 and Table 1 : Proportional split of responses across Division.**



| Division   | Number of Responses | %Split of Responses | Response Rate |
|--|---------------------|---------------------|---------------|
| Adult Acute Care Division (ACD)                    | 281                 | 18%                 | 27.88%        |
| Anaesthetics & Surgical Division (ASSD)            | 273                 | 17%                 | 27.03%        |
| Chief Exec & Board Directorate (CE)                | 14                  | 1%                  | 50%           |
| Diagnostics & Support Services Division (DSSD)     | 147                 | 9%                  | 23.41%        |
| Divisional Management Operations Directorate (DMO) | 9                   | 1%                  | 37.5%         |
| Family Care Division (FCD)                         | 331                 | 21%                 | 28.93%        |
| Finance & Procurement Directorate (FP)             | 19                  | 1%                  | 38%           |
| Informatics Directorate (ID)                       | 35                  | 2%                  | 28.46%        |
| Integrated Community Services Division (ICSD)      | 376                 | 24%                 | 43.17%        |
| Patient Safety & Experience Directorate (PSE)      | 40                  | 3%                  | 43.01%        |
| Workforce & OD Directorate (WOD)                   | 50                  | 3%                  | 48.54%        |

**Figure 2 and Table 2 : Proportional split of responses across Directorate.**



| Directorate                       | Number of Responses | %Split of Responses |
|-----------------------------------|---------------------|---------------------|
| FCD - 0-19 Childrens Services...  | 79                  | 5%                  |
| DSSD - Pharmacy Department...     | 42                  | 3%                  |
| FCD - Neonatal Unit...            | 35                  | 2%                  |
| DSSD - Radiology ...              | 32                  | 2%                  |
| ASSD - Theatres...                | 25                  | 2%                  |
| ASSD - Churchill Oncology Unit... | 23                  | 1%                  |
| ICSD - Inpatient Therapies...     | 23                  | 1%                  |
| FCD - Community Paediatrics...    | 22                  | 1%                  |
| ICSD - Admission Avoidance...     | 22                  | 1%                  |

| Directorate                                 | Number of Responses | %Split of Responses |
|---|---------------------|---------------------|
| AACD - Endoscopy...                         | 21                  | 1%                  |
| ICSD - Intermediate Care Beds...            | 21                  | 1%                  |
| ASSD - ICU...                               | 20                  | 1%                  |
| FCD - Maternity staffing...                 | 19                  | 1%                  |
| ICSD - Neuro Rehab...                       | 18                  | 1%                  |
| AACD - A&E Nursing...                       | 17                  | 1%                  |
| ICSD - Diabetes...                          | 17                  | 1%                  |
| ICSD - Dietetics...                         | 17                  | 1%                  |
| ICSD - Rheumatology...                      | 17                  | 1%                  |
| ASSD - Day Care Unit...                     | 16                  | 1%                  |
| DSSD - Blood sciences...                    | 16                  | 1%                  |
| FCD - Paediatric Speech Therapy...          | 16                  | 1%                  |
| ICSD - IMC at Home...                       | 16                  | 1%                  |
| AACD - A&E reception...                     | 14                  | 1%                  |
| AACD - Medical secretaries...               | 14                  | 1%                  |
| ASSD - Anaes & Surg Divisional Managemen... | 14                  | 1%                  |
| ASSD - Breast Unit (Nursing)...             | 14                  | 1%                  |
| ICSD - Musculoskeletal Services...          | 14                  | 1%                  |
| ICSD - Therapies - Musculoskeletal...       | 14                  | 1%                  |
| ASSD - Orthopaedic outpatients...           | 13                  | 1%                  |
| DSSD - Outpatients clerical...              | 13                  | 1%                  |
| ICSD - ESD Stroke...                        | 13                  | 1%                  |
| ICSD - Health Improvement Practitioner S... | 13                  | 1%                  |
| WOD - Organisational Development...         | 13                  | 1%                  |
| AACD - Acute Medical Staff...               | 12                  | 1%                  |
| ICSD - Integrated Neighbourhood Team...     | 12                  | 1%                  |
| ID - Business Intelligence...               | 12                  | 1%                  |
| ASSD - Anaesthetics Medical staff...        | 11                  | 1%                  |
| ASSD - Ward G4...                           | 11                  | 1%                  |
| FCD - Divisional Management Family...       | 11                  | 1%                  |
| ICSD - District Nurses - Treatment Rooms... | 11                  | 1%                  |
| ICSD - ICS Divisional Management...         | 11                  | 1%                  |
| AACD - Divisional Management...             | 10                  | 1%                  |
| AACD - Thoracic Medicine...                 | 10                  | 1%                  |
| FCD - Maternity & WHC Medical staff...      | 10                  | 1%                  |
| ICSD - Adult SLT...                         | 10                  | 1%                  |
| ICSD - Falls and Domiciliary Therapy...     | 10                  | 1%                  |
| WOD - Divisional HR business managers...    | 10                  | 1%                  |
| AACD - Ward B1 - Acute Frailty Unit...      | 9                   | 1%                  |
| ASSD - General Surgerymedical & secreta...  | 9                   | 1%                  |
| ASSD - HDU...                               | 9                   | 1%                  |
| DMD - Governance & Assurance...             | 9                   | 1%                  |
| FCD - Central Delivery Suite...             | 9                   | 1%                  |
| FCD - Ward E5...                            | 9                   | 1%                  |
| FCD - Ward M1...                            | 9                   | 1%                  |
| ICSD - District Nursing - Great Lever...    | 9                   | 1%                  |
| ICSD - End of life care...                  | 9                   | 1%                  |
| ICSD - Single Point of Access...            | 9                   | 1%                  |
| AACD - Bowel screening...                   | 8                   | 1%                  |
| AACD - Complex Care Medical staff...        | 8                   | 1%                  |
| AACD - Ward H3 - Stroke...                  | 8                   | 1%                  |
| ASSD - Audiology...                         | 8                   | 1%                  |
| ASSD - Ward G3...                           | 8                   | 1%                  |
| DSSD - General Outpatients (Nursing)...     | 8                   | 1%                  |
| FCD - Paediatric physiotherapy - Neuro...   | 8                   | 1%                  |
| ICSD - Podiatry...                          | 8                   | 1%                  |
| PSE - Clinical governance unit...           | 8                   | 1%                  |
| AACD - CDU...                               | 7                   | 0%                  |
| ASSD - Anaesthetics/Recovery...             | 7                   | 0%                  |
| ASSD - Breast Medical secretaries...        | 7                   | 0%                  |
| ASSD - Ophthalmology clerical...            | 7                   | 0%                  |
| ASSD - Ward F4...                           | 7                   | 0%                  |
| DSSD - Booking...                           | 7                   | 0%                  |
| DSSD - Breast Screening...                  | 7                   | 0%                  |
| FCD - Adolescant Service (Parallel & 360... | 7                   | 0%                  |
| FCD - Healthy Families...                   | 7                   | 0%                  |
| FCD - Therapy Teams - Family...             | 7                   | 0%                  |
| FP - Divisional Support...                  | 7                   | 0%                  |
| ICSD - Clinical Psychology...               | 7                   | 0%                  |
| ICSD - Community Receptionists...           | 7                   | 0%                  |
| ICSD - District Nursing - Farnworth...      | 7                   | 0%                  |
| ICSD - District Nursing - Horwich...        | 7                   | 0%                  |
| ICSD - Wheelchair Service...                | 7                   | 0%                  |
| ID - Clinical coding...                     | 7                   | 0%                  |
| WOD - Employee Service Centre...            | 7                   | 0%                  |

| Directorate                                 | Number of Responses | %Split of Responses |
|---|---------------------|---------------------|
| WOD - Practice Educators...                 | 7                   | 0%                  |
| AACD - A&E Medical Staff...                 | 6                   | 0%                  |
| AACD - CCU...                               | 6                   | 0%                  |
| AACD - Ward D1...                           | 6                   | 0%                  |
| AACD - Ward D3...                           | 6                   | 0%                  |
| ASSD - Orthopaedic Bolton One...            | 6                   | 0%                  |
| ASSD - Ward E3...                           | 6                   | 0%                  |
| ASSD - Ward F3...                           | 6                   | 0%                  |
| ASSD - Ward H2...                           | 6                   | 0%                  |
| CE - Chief Exec secretariat...              | 6                   | 0%                  |
| DMD - Divisional Management Operations...   | 6                   | 0%                  |
| DSSD - Diagnostic & Support Divisional M... | 6                   | 0%                  |
| DSSD - Histopathology...                    | 6                   | 0%                  |
| DSSD - Laboratory Support...                | 6                   | 0%                  |
| FCD - Community midwives...                 | 6                   | 0%                  |
| FCD - ICPS Proactive Team...                | 6                   | 0%                  |
| FCD - Paediatric Occupational Therapy...    | 6                   | 0%                  |
| FCD - Paediatric physiotherapy - MSK...     | 6                   | 0%                  |
| ICSD - District Nursing - Waters Meeting... | 6                   | 0%                  |
| ID - EPR Project...                         | 6                   | 0%                  |
| ID - Service delivery...                    | 6                   | 0%                  |
| PSE - Infection control hospital...         | 6                   | 0%                  |
| WOD - Education Centre...                   | 6                   | 0%                  |
| AACD - Ambulatory Care Unit...              | 5                   | 0%                  |
| AACD - Discharge Lounge...                  | 5                   | 0%                  |
| AACD - Gastro Medical staff...              | 5                   | 0%                  |
| AACD - Gastro specialist nurses...          | 5                   | 0%                  |
| AACD - Integrated skin service...           | 5                   | 0%                  |
| AACD - Ward C1...                           | 5                   | 0%                  |
| ASSD - ENT outpatients...                   | 5                   | 0%                  |
| ASSD - Ophthalmology medical & secretari... | 5                   | 0%                  |
| ASSD - Ophthalmology Theatre...             | 5                   | 0%                  |
| ASSD - Ward E4...                           | 5                   | 0%                  |
| FCD - Child Health Medical Staff...         | 5                   | 0%                  |
| FCD - Sexual Health Salford...              | 5                   | 0%                  |
| FP - Transactions...                        | 5                   | 0%                  |
| ICSD - District Nursing - Pikes Lane...     | 5                   | 0%                  |
| WOD - Workforce management team...          | 5                   | 0%                  |
| AACD - Business Unit 1 Management...        | 4                   | 0%                  |
| AACD - Cardio-Respiratory ECG...            | 4                   | 0%                  |
| AACD - Ward B3...                           | 4                   | 0%                  |
| AACD - Ward C4...                           | 4                   | 0%                  |
| AACD - Ward D2...                           | 4                   | 0%                  |
| AACD - Ward D4...                           | 4                   | 0%                  |
| ASSD - Orthotics...                         | 4                   | 0%                  |
| CE - Chief Exec & Board...                  | 4                   | 0%                  |
| CE - Programme Management Office...         | 4                   | 0%                  |
| DSSD - Medical Illustration...              | 4                   | 0%                  |
| DSSD - Pre Op Assessment outpatients...     | 4                   | 0%                  |
| FCD - Children's continuing care...         | 4                   | 0%                  |
| FCD - Paediatric Diabetes services...       | 4                   | 0%                  |
| FCD - Paediatric Learning Disability Ser... | 4                   | 0%                  |
| FP - Finance Management...                  | 4                   | 0%                  |
| ICSD - District Nursing - Breightmet...     | 4                   | 0%                  |
| ICSD - District Nursing - Crompton...       | 4                   | 0%                  |
| ICSD - District Nursing - Evenings...       | 4                   | 0%                  |
| ICSD - IV Therapy...                        | 4                   | 0%                  |
| ICSD - Learning Disabilities...             | 4                   | 0%                  |
| PSE - Research & Development...             | 4                   | 0%                  |
| WOD - Medical Education...                  | 4                   | 0%                  |
| AACD - Business Unit 2 Management...        | 3                   | 0%                  |
| AACD - Respiratory Medical staff...         | 3                   | 0%                  |
| AACD - Ward C3...                           | 3                   | 0%                  |
| ASSD - Critical care outreach...            | 3                   | 0%                  |
| ASSD - Optometry...                         | 3                   | 0%                  |
| ASSD - Trauma co-ordinators...              | 3                   | 0%                  |
| ASSD - Ward G5...                           | 3                   | 0%                  |
| DMD - Bed Management...                     | 3                   | 0%                  |
| DSSD - PACS...                              | 3                   | 0%                  |
| FCD - Antenatal Clinic - ANDU...            | 3                   | 0%                  |
| FCD - Dietetics Children...                 | 3                   | 0%                  |
| FCD - ICPS Reactive Team...                 | 3                   | 0%                  |
| FCD - Ingleside Birth Centre...             | 3                   | 0%                  |
| FCD - Paediatric outpatients...             | 3                   | 0%                  |
| FCD - Ward M5 - Postnatal...                | 3                   | 0%                  |

| Directorate                                 | Number of Responses | %Split of Responses |
|---|---------------------|---------------------|
| FP - Payroll...                             | 3                   | 0%                  |
| ICSD - Anticoagulation Services...          | 3                   | 0%                  |
| ICSD - District Nursing - Westhoughton...   | 3                   | 0%                  |
| ICSD - Home First...                        | 3                   | 0%                  |
| ICSD - Patient Bereavement Services...      | 3                   | 0%                  |
| PSE - Chaplaincy...                         | 3                   | 0%                  |
| PSE - Nursing management...                 | 3                   | 0%                  |
| AACD - Business Unit 3 Management...        | 2                   | 0%                  |
| AACD - Cardiac Rehab...                     | 2                   | 0%                  |
| AACD - Clinical Haematology...              | 2                   | 0%                  |
| AACD - DVT Clinic...                        | 2                   | 0%                  |
| AACD - Medicine admin...                    | 2                   | 0%                  |
| AACD - Ward C2...                           | 2                   | 0%                  |
| ASSD - Acute pain services...               | 2                   | 0%                  |
| ASSD - Breast Medical staff...              | 2                   | 0%                  |
| ASSD - Chronic pain services...             | 2                   | 0%                  |
| ASSD - Colorectal & Stoma Care Nursing T... | 2                   | 0%                  |
| ASSD - Oral Surgery...                      | 2                   | 0%                  |
| ASSD - Urology clerical support...          | 2                   | 0%                  |
| ASSD - Urology Department...                | 2                   | 0%                  |
| DSSD - Microbiology...                      | 2                   | 0%                  |
| DSSD - Outpatients management team...       | 2                   | 0%                  |
| FCD - Hospital play service...              | 2                   | 0%                  |
| FCD - Maternity smoking cessation team...   | 2                   | 0%                  |
| FCD - Medical secretaries child health...   | 2                   | 0%                  |
| FCD - Sexual Health Services...             | 2                   | 0%                  |
| FCD - Specialist midwives...                | 2                   | 0%                  |
| ICSD - Asylum Seekers Health...             | 2                   | 0%                  |
| ICSD - Discharge Co-ordinators...           | 2                   | 0%                  |
| ICSD - District Nursing - Airedale...       | 2                   | 0%                  |
| ICSD - Ward Al...                           | 2                   | 0%                  |
| ID - IT Training...                         | 2                   | 0%                  |
| PSE - Clinical specialists...               | 2                   | 0%                  |
| PSE - Communications...                     | 2                   | 0%                  |
| PSE - Safeguarding Team...                  | 2                   | 0%                  |
| PSE - Tissue Viability...                   | 2                   | 0%                  |
| WOD - Workforce secretariat...              | 2                   | 0%                  |
| AACD - Bowel scope...                       | 1                   | 0%                  |
| AACD - Cardiology Medical Staff...          | 1                   | 0%                  |
| AACD - Short stay unit...                   | 1                   | 0%                  |
| ASSD - Oral Surgery medical...              | 1                   | 0%                  |
| ASSD - Orthopaedic Medical & secretaries... | 1                   | 0%                  |
| DSSD - Clinical Chemistry...                | 1                   | 0%                  |
| DSSD - Community Pharmacy...                | 1                   | 0%                  |
| DSSD - MR Scanning...                       | 1                   | 0%                  |
| DSSD - Phlebotomy...                        | 1                   | 0%                  |
| FCD - Medical secretaries maternity & WH... | 1                   | 0%                  |
| FCD - Neonatal medical staff...             | 1                   | 0%                  |
| FCD - Paediatric Audiology...               | 1                   | 0%                  |
| FP - Business Support...                    | 1                   | 0%                  |
| FP - Cashiers ...                           | 1                   | 0%                  |
| ICSD - Loan stores...                       | 1                   | 0%                  |
| ICSD - Specialist Weight Management...      | 1                   | 0%                  |
| ID - Application Support...                 | 1                   | 0%                  |
| ID - Bolton Care records...                 | 1                   | 0%                  |
| ID - Chief Information Officer...           | 1                   | 0%                  |
| ID - GP IT...                               | 1                   | 0%                  |
| ID - Information Governance...              | 1                   | 0%                  |
| ID - Integration & System development...    | 1                   | 0%                  |
| PSE - Student nurses/therapists...          | 1                   | 0%                  |
| WOD - E-Rostering project...                | 1                   | 0%                  |
| WOD - Revalidation...                       | 1                   | 0%                  |



Figure 3 and Table 3 : Proportional split of responses across Payscale.

| Payscale          | Number of Responses | %Split of Responses |
|-------------------|---------------------|---------------------|
| A/C Band 6...     | 316                 | 20%                 |
| A/C Band 5...     | 261                 | 17%                 |
| A/C Band 7...     | 229                 | 15%                 |
| A/C Band 1 & 2... | 202                 | 13%                 |
| A/C Band 3...     | 184                 | 12%                 |
| A/C Band 4...     | 146                 | 9%                  |
| A/C Band 8...     | 145                 | 9%                  |
| Medical/Dental... | 71                  | 5%                  |
| A/C Band 9...     | 8                   | 1%                  |
| Apprentice...     | 7                   | 0%                  |
| Director...       | 6                   | 0%                  |

Figure 4 and Table 4: Proportional split of responses across Staff Group

| Staff Group                                | Number of Responses | %Split of Responses |
|--|---------------------|---------------------|
| Registered Nurses & Midwives...            | 452                 | 29%                 |
| Admin & Clerical...                        | 427                 | 27%                 |
| Allied Health Professionals...             | 315                 | 20%                 |
| Nursing & Health Care Assistants ...       | 249                 | 16%                 |
| Medical & Dental...                        | 82                  | 5%                  |
| Scientific & Technical/Healthcare Scien... | 50                  | 3%                  |

Figure 5 and Table 5: Proportional split of responses across Length of service

| Length of service     | Number of Responses | %Split of Responses |
|-----------------------|---------------------|---------------------|
| More than 15 years... | 616                 | 39%                 |
| 3-5 years...          | 245                 | 16%                 |
| 11-15 years...        | 237                 | 15%                 |
| 6-10 years...         | 187                 | 12%                 |
| 1-2 years...          | 181                 | 11%                 |
| Less than 1 year...   | 109                 | 7%                  |

## Summary Overview

This Quarterly Pulse Check survey used 47 questions to measure several key factors associated with levels of staff engagement, and factors that are perceived by staff to enable or block their engagement. The results from the survey have been analysed and summarised within this report as follows:

### Feeling engaged at Bolton Foundation Trust

- Energy – the extent to which staff feel willing to invest energy into their work.
- Dedication – the extent to which staff feel strongly involved in their work, experiencing a sense of purpose, inspiration, pride and commitment.
- Focus – the extent to which staff feel fully engrossed in their work.

### Engagement related behaviours demonstrated at Bolton Foundation Trust:

- Discretionary effort – the extent to which staff go beyond their role responsibilities to help others and more generally the organisation.
- Persistence – the extent to which staff demonstrate effort over time and perseverance through challenges.
- Adaptability – the extent to which staff respond to changes quickly and successfully.
- Advocacy – the extent to which staff have a positive view of the organisation, and are willing to recommend the organisation to others.



Work Relationships - the extent to which staff perceive support from their line manager and colleagues



Resources - the extent to which staff believe they have the necessary tools, training and equipment required to do their work.



Clarity - the extent to which staff have a clear understanding of what is expected of them, what the organisation's objectives are, and what is going on in their place of work.



Mindset - the extent to which staff are encouraged to believe in themselves, believe in moving forwards, and have a positive state of mind.



Personal Development - the extent to which Staff perceive opportunities for personal growth or experience opportunities to use their strengths.



Influence - the extent to which staff are involved in wider decisions that may impact upon them.



Recognition - the extent to which staff receive recognition and perceive their contributions are valued.



Perceived Fairness - the extent to which staff perceive fair treatment within the organisation.



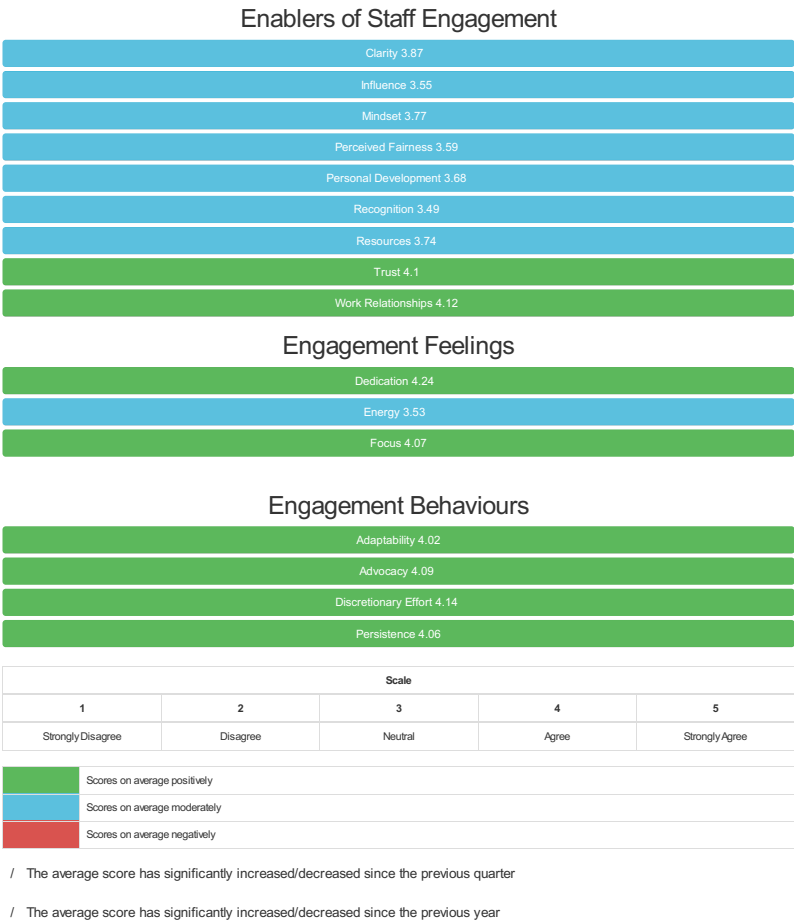
Trust - the extent to which staff are trusted with responsibility and freedom to act.

There is vast research evidence to suggest that increasing staff engagement can lead to outcomes such as reduction in sickness absence, reduction in staff turnover, increase in staff performance, improvement in quality of patient care and improvements in safe practice. In future reports it will be possible to measure whether trends in these outcomes vary with the results from the quarterly pulse check survey.

Results Dashboard

Figure 4 shows the overall picture of staff engagement across the organisation, based on a five point likert scale. The findings are presented using the 'Staff Engagement Pathway' model as a framework.

Figure 4: Results Dashboard



Positive Scores

Figure 5 shows the percentage of positive scores achieved on all measures of staff engagement enablers.

Figure 5: % of positive scores for each measure of staff engagement enabler, comparing April 2019 to June 2020.

|          | Clarity | Influence | Mindset | PI/Fairness | PI/Development | Recognition | Resources | Trust  | Work Relationships | Total Average |
|----------|---------|-----------|---------|-------------|----------------|-------------|-----------|--------|--------------------|---------------|
| Apr 2019 | 75%     | 62.91%    | 72.98%  | 63.02%      | 70.23%         | 59.65%      | 69.3%     | 84.65% | 79.07%             | 71.75%        |
| Jul 2019 | 75.94%  | 63.91%    | 70.85%  | 64.63%      | 73.83%         | 61.5%       | 73.47%    | 85.45% | 81.92%             | 72.94%        |
| Oct 2019 | 74.55%  | 61.38%    | 69.88%  | 63.1%       | 68.01%         | 58.33%      | 68.9%     | 84.62% | 80.95%             | 70.96%        |
| Jan 2020 | 69%     | 58.88%    | 63.83%  | 56.87%      | 65.98%         | 54.24%      | 64.6%     | 83.43% | 77.96%             | 66.81%        |
| Jun 2020 | 72.4%   | 57.25%    | 68.42%  | 58.98%      | 66.7%          | 56.16%      | 70.19%    | 82.96% | 80.62%             | 69.03%        |

Figure 6 shows the percentage of positive scores achieved on all measures of staff engagement.

Figure 6: % of positive scores for each measure of staff engagement2, comparing April 2019 to June 2020.

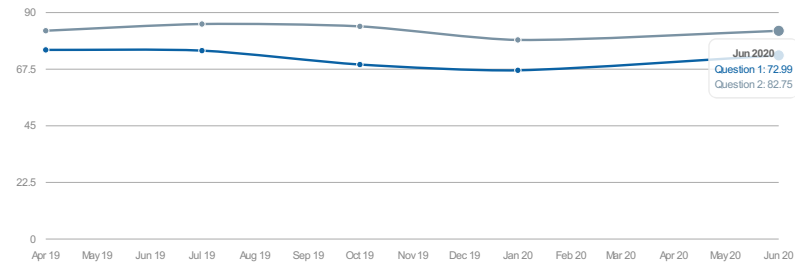
|          | Adaptability | Advocacy | Dedication | Discretionary Effort | Energy | Focus  | Persistence | Total Average |
|----------|--------------|----------|------------|----------------------|--------|--------|-------------|---------------|
| Apr 2019 | 82.67%       | 80.38%   | 89.07%     | 82.71%               | 61.98% | 81.51% | 85%         | 81.15%        |
| Jul 2019 | 81.69%       | 81.12%   | 88.11%     | 84.04%               | 55.99% | 82.51% | 84.04%      | 80.44%        |
| Oct 2019 | 80.51%       | 78.1%    | 88.1%      | 83.43%               | 54.76% | 80.21% | 85.12%      | 79.5%         |
| Jan 2020 | 78.8%        | 74.05%   | 84.29%     | 81.72%               | 49.8%  | 80.06% | 84.12%      | 76.99%        |
| Jun 2020 | 80.84%       | 79.74%   | 85.74%     | 81.5%                | 56.76% | 81.46% | 84.32%      | 79.25%        |

Overall results for individual items in each factor can be found in Appendix 1.

## Staff Friends and Family Test

The following figures show the results for the staff Friends and Family Test questions, for each quarterly survey.

Figure 7: % of positive scores for questions on the staff "Staff Friends and Family Test":



|  | Apr-19 | Jul-19 | Oct-19 | Jan-20 | Jun-20 |
|--|--------|--------|--------|--------|--------|
| 1: How likely are you to recommend the Trust to friends and family as a place to work?               | 75.17% | 74.88% | 69.35% | 67.06% | 72.99% |
| 2: How likely are you to recommend the Trust to friends and family if they needed care or treatment? | 82.79% | 85.45% | 84.52% | 79.13% | 82.75% |

A total of 388 staff gave reasons for why they would be likely to recommend to friends and family if they needed care or treatment. Their reasons included:

- High standards of care x 77
- Caring and dedicated staff x 71
- Previous personal experience of excellent care/treatment x 50
- Previous experience of a friend/relative's excellent care/treatment x 33
- Strong patient focus x 28
- Depends on the department/treatment required x 24
- Excellent staff in general x 18
- Overall an excellent Trust x 16
- Familiar with the Trust x 13
- Quality Services x 12
- Local x 10
- Experienced, knowledgeable staff x 8
- Better than other Trusts x 7
- Safety x 4
- Trust Values x 3
- Reliable x 3
- Patient feedback x 3
- Mixed experiences x 2
- A great place to work x 2
- Cleanliness x 1
- Excellent reputation x 1
- Forward thinking and improving x 1
- Well managed x 1

A total of 104 staff gave reasons for why they would not be likely to recommend to friends and family if they needed care or treatment. Their reasons included:

- Depends on the department/treatment required x 22
- Staffing levels x 13
- Previous experience of a friend/relative's poor care/treatment x 10
- Previous personal experience of poor care/treatment x 10
- Not my local Trust x 9
- Not sufficiently informed to recommend x 7
- Poor standard of care x 7
- Poor communication x 6
- Poor management x 3
- Lack of care for staff x 3
- Disappointed in the lack of response to COVID x 2
- Cleanliness x 1
- Confidentiality x 1
- Delays to treatment x 1
- Lack of development for staff skills x 1
- Limited facilities x 1
- Not as good as other Trusts x 1
- Poor staff x 1
- Patients are not listened to x 1
- Targets are prioritised before patients x 1
- Things are average x 1
- Trust culture x 1
- Waiting times x 1

A total of 323 staff gave reasons for why they would be likely to recommend to friends and family as a place to work. Their reasons included:

- A great place to work x 43
- A friendly Trust x 36
- I enjoy my job x 33
- Staff are well supported x 32
- Staff team work x 26
- Training and development opportunities x 23
- Depends on the department/area x 17
- Excellent colleagues x 14
- Excellent management x 14
- Familiar with the Trust x 13
- Fair x 11
- It has a family feel x 10
- Overall an excellent Trust x 8
- Forward thinking and improving x 7
- Staff benefits x 6
- Trust values x 4
- Staff are valued x 4
- A good work environment x 3
- Family friendly policies x 3
- Job security x 3
- Local x 2
- You are given the tools to do the job x 2
- High standards of care x 2
- A great place to start your career x 2
- Enjoy working for the NHS x 2
- Better than other Trusts x 2
- Good work/ life balance x 1
- Trust reputation x 1

A total of 177 staff gave reasons for why they would not be likely to recommend to friends and family as a place to work. Their reasons included:

- Poor management x 24
- Staff are not treated fairly x 23
- Staff are not valued x 19
- Depends on the department/area x 17
- Lack of training/development opportunities x 9
- Poor communication x 8
- Trust culture x 8
- Stressful work x 7
- Staff not supported x 7
- Not sufficiently informed to recommend x 7
- Poor resources x 7
- Staff are not involved in decisions x 6
- Community staff are forgotten x 5
- I don't enjoy my job x 4
- Not local x 4
- Lack of flexibility x 3
- I wouldn't recommend the NHS x 2
- Bullying x 2
- Changes are not being implemented x 2
- Poor staff x 2
- Uncertain future of the Trust x 2
- Staffing levels x 2
- The Trust is reactive, not proactive x 1
- Trust policies x 1
- Poor team work x 1
- Same as other Trusts x 1
- Staff are dispersed x 1
- Don't work in healthcare x 1
- Job security x 1



## Trends

Areas of staff engagement that score on average positively and have been sustained over 12 months:

Average scores at 4 or above on the five point likert scale are deemed positive.

| Enabler              | Item  | 2019 - 1 | 2019 - 2 | 2019 - 3 | 2019 - 4 | 2020 - 1 |
|----------------------|---|----------|----------|----------|----------|----------|
| Engagement Behaviour |   |          |          |          |          |          |
| Adaptability         | I tend to respond positively to changes that occur in my role or the Trust.                       | 4.12     | 4.08     | 4.09     | 4.03     | 4.09     |
| Advocacy             | How likely are you to recommend the Trust to friends and family if they needed care or treatment? | 4.23     | 4.23     | 4.23     | 4.11     | 4.23     |
| Discretionary Effort | I go beyond my role responsibilities to help my colleagues when required.                         | 4.58     | 4.56     | 4.54     | 4.48     | 4.49     |
| Discretionary Effort | I always act upon opportunities to show initiative in my role.                                    | 4.28     | 4.26     | 4.26     | 4.20     | 4.20     |
| Persistence          | At my job I always persevere, even when things do not go well.                                    | 4.27     | 4.23     | 4.26     | 4.25     | 4.23     |
| Engagement Enabler   |   |          |          |          |          |          |
| Clarity              | I always know what my work responsibilities are.  | 4.31     | 4.37     | 4.30     | 4.24     | 4.21     |
| Clarity              | I have clear, planned goals and objectives for my job.  | 4.14     | 4.21     | 4.07     | 4.04     | 4.04     |
| Perceived Fairness   | My immediate manager treats me fairly.  | 4.13     | 4.23     | 4.16     | 4.12     | 4.13     |
| Trust                | I am trusted to do my job.  | 4.41     | 4.40     | 4.35     | 4.30     | 4.31     |
| Trust                | I am satisfied with the level of freedom to choose my own method of working.                      | 4.17     | 4.15     | 4.11     | 4.07     | 4.04     |
| Work Relationships   | My manager encourages those of us who work for him/her to work as a team.                         | 4.07     | 4.14     | 4.11     | 4.02     | 4.07     |
| Work Relationships   | I am satisfied with the level of support I get from my work colleagues.                           | 4.12     | 4.19     | 4.17     | 4.16     | 4.21     |
| Work Relationships   | The people I work with cooperate to get the job done.   | 4.13     | 4.14     | 4.14     | 4.13     | 4.17     |
| Engagement Feeling   |   |          |          |          |          |          |
| Dedication           | I am enthusiastic about my job.   | 4.31     | 4.26     | 4.26     | 4.17     | 4.21     |
| Dedication           | I find the work that I do full of meaning and purpose.  | 4.32     | 4.26     | 4.26     | 4.16     | 4.21     |
| Dedication           | I feel proud to work for this area/team/department.   | 4.35     | 4.35     | 4.29     | 4.20     | 4.31     |
| Focus                | Time passes quickly when I am working.  | 4.17     | 4.10     | 4.12     | 4.15     | 4.06     |

Areas of staff engagement that have significantly improved over 12 months:

| Enabler              | Item  | 2019 - 1 | 2019 - 2 | 2019 - 3 | 2019 - 4 | 2020 - 1 |
|----------------------|---|----------|----------|----------|----------|----------|
| Engagement Behaviour |   |          |          |          |          |          |
| Advocacy             | How likely are you to recommend the Trust to friends and family as a place to work?               | 4.00     | 4.01     | 3.95     | 3.84     | 3.95     |
| Advocacy             | How likely are you to recommend the Trust to friends and family if they needed care or treatment? | 4.23     | 4.23     | 4.23     | 4.11     | 4.23     |
| Engagement Enabler   |   |          |          |          |          |          |
| Mindset              | I feel confident in the future of the Trust.  | 3.89     | 3.68     | 3.58     | 3.46     | 3.68     |
| Mindset              | I feel able to achieve my work objectives.  | 3.84     | 3.81     | 3.81     | 3.65     | 3.75     |
| Mindset              | I feel able to overcome challenges and set backs at work.   | 3.83     | 3.77     | 3.83     | 3.65     | 3.75     |
| Resources            | I have adequate materials, supplies and equipment to do my work.                                  | 3.54     | 3.58     | 3.49     | 3.36     | 3.53     |
| Engagement Feeling   |   |          |          |          |          |          |
| Dedication           | I feel proud to work for this area/team/department.   | 4.35     | 4.35     | 4.29     | 4.20     | 4.31     |
| Energy               | I look forward to going to work.  | 3.77     | 3.63     | 3.68     | 3.56     | 3.66     |
| Focus                | I feel happy when immersed in my work.  | 4.07     | 4.05     | 4.08     | 3.97     | 4.08     |

Areas of staff engagement that have significantly declined over 12 months:

| Enabler              | Item   | 2019 - 1 | 2019 - 2 | 2019 - 3 | 2019 - 4 | 2020 - 1 |
|----------------------|--|----------|----------|----------|----------|----------|
| Engagement Behaviour |  |          |          |          |          |          |
| Discretionary Effort | I go beyond my role responsibilities to help my colleagues when required.                          | 4.58     | 4.56     | 4.54     | 4.48     | 4.49     |
| Discretionary Effort | I always act upon opportunities to show initiative in my role.                                     | 4.28     | 4.26     | 4.26     | 4.20     | 4.20     |
| Engagement Enabler   |  |          |          |          |          |          |
| Clarity              | I always know what my work responsibilities are.   | 4.31     | 4.37     | 4.30     | 4.24     | 4.21     |
| Clarity              | I have clear, planned goals and objectives for my job.   | 4.14     | 4.21     | 4.07     | 4.04     | 4.04     |
| Clarity              | The Trust communicates clearly with staff about what it is trying to achieve.                      | 3.84     | 3.73     | 3.77     | 3.63     | 3.69     |
| Clarity              | I feel I understand the connection between my role and the wider vision of the Trust.              | 3.90     | 3.90     | 3.89     | 3.70     | 3.79     |
| Influence            | My manager involves me in deciding on changes introduced that affect my work area/team/department. | 3.69     | 3.77     | 3.68     | 3.63     | 3.59     |
| Influence            | I feel safe to speak my mind about how things can be improved.                                     | 3.90     | 3.98     | 3.84     | 3.78     | 3.77     |
| Influence            | The Trust encourages staff to suggest new ideas for improving services.                            | 3.80     | 3.85     | 3.76     | 3.71     | 3.62     |
| Influence            | The Trust acts on staff feedback.  | 3.38     | 3.33     | 3.29     | 3.19     | 3.22     |
| Mindset              | I feel positive about working in my work area/team/department.                                     | 4.06     | 3.97     | 3.94     | 3.79     | 3.86     |
| Mindset              | I feel confident in the future of the Trust.   | 3.89     | 3.68     | 3.58     | 3.46     | 3.68     |
| Perceived Fairness   | Overall the Trust is fair in the way it treats and rewards its staff.                              | 3.49     | 3.44     | 3.45     | 3.23     | 3.30     |
| Perceived Fairness   | Decisions about people are made using fair procedures.   | 3.49     | 3.46     | 3.51     | 3.31     | 3.35     |
| Perceived Fairness   | My immediate manager treats me fairly.   | 4.13     | 4.23     | 4.16     | 4.12     | 4.13     |
| Personal Development | I am satisfied with the opportunities I have at work to learn and professionally develop.          | 3.72     | 3.80     | 3.72     | 3.62     | 3.60     |
| Personal Development | I am satisfied with the opportunities I have to use my skills and abilities.                       | 3.89     | 3.90     | 3.82     | 3.75     | 3.75     |
| Recognition          | I feel satisfied with the extent the organisation values my work.                                  | 3.48     | 3.45     | 3.43     | 3.26     | 3.30     |
| Trust                | I am trusted to do my job.   | 4.41     | 4.40     | 4.35     | 4.30     | 4.31     |
| Trust                | I am satisfied with the level of freedom to choose my own method of working.                       | 4.17     | 4.15     | 4.11     | 4.07     | 4.04     |
| Engagement Feeling   |  |          |          |          |          |          |
| Dedication           | I am enthusiastic about my job.  | 4.31     | 4.26     | 4.26     | 4.17     | 4.21     |
| Dedication           | I find the work that I do full of meaning and purpose.   | 4.32     | 4.26     | 4.26     | 4.16     | 4.21     |
| Energy               | At work I feel full of energy.   | 3.53     | 3.38     | 3.40     | 3.30     | 3.40     |
| Energy               | I look forward to going to work.   | 3.77     | 3.63     | 3.68     | 3.56     | 3.66     |
| Focus                | Time passes quickly when I am working.   | 4.17     | 4.10     | 4.12     | 4.15     | 4.06     |

Results: Adult Acute Care Division (AACD)

|   |      |                   |     |                |        |
|---|------|-------------------|-----|----------------|--------|
| Number invited to complete survey:  | 1008 | Number completed: | 281 | Response rate: | 27.88% |
| <b>Level of engagement</b><br>Average percentage of positive scores across all measures of engagement = 79.96%  |      |                   |     |                |        |
| <b>Staff Friends and Family Test</b> <ul style="list-style-type: none"><li>86.28% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment</li><li>74.64% of staff would recommend the Trust as a place to work</li></ul> |      |                   |     |                |        |

Enablers

|                         |
|-------------------------|
| Clarity 3.9             |
| Influence 3.47          |
| Mindset 3.78            |
| P/Development 3.66      |
| P/Fairness 3.49         |
| Recognition 3.4         |
| Resources 3.78          |
| Trust 4.08              |
| Work Relationships 3.98 |

Feelings

|                 |
|-----------------|
| Dedication 4.27 |
| Energy 3.56     |
| Focus 4.09      |

Behaviours

|                           |                              |         |       |               |
|---------------------------|------------------------------|---------|-------|---------------|
| Adaptability 4.02         |                              |         |       |               |
| Advocacy 4.14             |                              |         |       |               |
| Discretionary Effort 4.12 |                              |         |       |               |
| Persistence 4.06          |                              |         |       |               |
| Scale                     |                              |         |       |               |
| 1                         | 2                            | 3       | 4     | 5             |
| StronglyDisagree          | Disagree                     | Neutral | Agree | StronglyAgree |
|                           | Scores on average positively |         |       |               |
|                           | Scores on average moderately |         |       |               |
|                           | Scores on average negatively |         |       |               |

- / The average score has significantly increased/decreased since the previous quarter
- / The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|   |  |  |
|---|--|--|
| Five highest scoring enabler items  |  |  |
| Item  | This group   | All other groups   |
| Clarity: I always know what my work responsibilities are.   | 4.37   | 4.18   |
| Trust: I am trusted to do my job.   | 4.28   | 4.31   |
| Clarity: I have clear, planned goals and objectives for my job.   | 4.15   | 4.02   |
| Perceived Fairness: My immediate manager treats me fairly.  | 4.03   | 4.15   |
| Work Relationships: I am satisfied with the level of support I get from my work colleagues.                                   | 4.03   | 4.25   |
| Five lowest scoring enabler items   |  |  |
| Item  | This group   | All other groups   |
| Influence: The Trust acts on staff feedback.  | 3.10   | 3.24   |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff.                                     | 3.16   | 3.33   |
| Recognition: I feel satisfied with the extent the organisation values my work.  | 3.25   | 3.31   |
| Perceived Fairness: Decisions about people are made using fair procedures.  | 3.28   | 3.36   |
| Influence: My manager involves me in deciding on changes introduced that affect my work area/team/department.                 | 3.53   | 3.61   |
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |

Results: Anaesthetics & Surgical Division (ASSD)

|   |      |                   |     |                |        |
|---|------|-------------------|-----|----------------|--------|
| Number invited to complete survey:  | 1010 | Number completed: | 273 | Response rate: | 27.03% |
| Level of engagement   |      |                   |     |                |        |
| Average percentage of positive scores across all measures of engagement = 82.48%  |      |                   |     |                |        |
| Staff Friends and Family Test   |      |                   |     |                |        |
| • 91.73% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment |      |                   |     |                |        |
| • 84.33% of staff would recommend the Trust as a place to work  |      |                   |     |                |        |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 3.99 |
| Influence          | 3.66 |
| Mindset            | 3.92 |
| P/Development      | 3.79 |
| P/Fairness         | 3.69 |
| Recognition        | 3.56 |
| Resources          | 3.85 |
| Trust              | 4.21 |
| Work Relationships | 4.18 |

Feelings

|            |      |
|------------|------|
| Dedication | 4.33 |
| Energy     | 3.67 |
| Focus      | 4.08 |

Behaviours

|                           |                              |         |       |                |
|---------------------------|------------------------------|---------|-------|----------------|
| Adaptability 4.09         |                              |         |       |                |
| Advocacy 4.31             |                              |         |       |                |
| Discretionary Effort 4.14 |                              |         |       |                |
| Persistence 4.09          |                              |         |       |                |
| Scale                     |                              |         |       |                |
| 1                         | 2                            | 3       | 4     | 5              |
| Strongly Disagree         | Disagree                     | Neutral | Agree | Strongly Agree |
|                           | Scores on average positively |         |       |                |
|                           | Scores on average moderately |         |       |                |
|                           | Scores on average negatively |         |       |                |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

| Five highest scoring enabler items  |   |  |  |
|---|---|--|--|
| Item  |   | This group   | All other groups   |
| Trust: I am trusted to do my job.   |   | 4.39   | 4.29   |
| Clarity: I always know what my work responsibilities are.                                     |   | 4.34   | 4.18   |
| Perceived Fairness: My immediate manager treats me fairly.                                    |   | 4.28   | 4.10   |
| Work Relationships: I am satisfied with the level of support I get from my work colleagues.   |   | 4.21   | 4.22   |
| Work Relationships: My manager encourages those of us who work for him/her to work as a team. |   | 4.19   | 4.04   |
| Five lowest scoring enabler items   |   |  |  |
| Item  |   | This group   | All other groups   |
| Influence: The Trust acts on staff feedback.  |   | 3.26   | 3.21   |
| Recognition: I feel satisfied with the extent the organisation values my work.                |   | 3.36   | 3.28   |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff.     |   | 3.37   | 3.28   |
| Perceived Fairness: Decisions about people are made using fair procedures.                    |   | 3.42   | 3.33   |
| Influence: The Trust encourages staff to suggest new ideas for improving services.            |   | 3.70   | 3.60   |
|   |   |  |  |
|   | Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |

Results: Chief Exec & Board Directorate (CE)

|   |    |                   |    |                |     |
|---|----|-------------------|----|----------------|-----|
| Number invited to complete survey:  | 28 | Number completed: | 14 | Response rate: | 50% |
| Level of engagement   |    |                   |    |                |     |
| Average percentage of positive scores across all measures of engagement = 83.86%  |    |                   |    |                |     |
| Staff Friends and Family Test   |    |                   |    |                |     |
| • 92.86% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment |    |                   |    |                |     |
| • 84.62% of staff would recommend the Trust as a place to work  |    |                   |    |                |     |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 4.49 |
| Influence          | 4.36 |
| Mindset            | 4.19 |
| P/Development      | 4.29 |
| P/Fairness         | 4.24 |
| Recognition        | 4.18 |
| Resources          | 4.36 |
| Trust              | 4.52 |
| Work Relationships | 4.82 |

Feelings

|            |      |
|------------|------|
| Dedication | 4.21 |
| Energy     | 3.93 |
| Focus      | 4.36 |

Behaviours

|                           |                              |         |       |               |
|---------------------------|------------------------------|---------|-------|---------------|
| Adaptability 4.43         |                              |         |       |               |
| Advocacy 4.44             |                              |         |       |               |
| Discretionary Effort 4.62 |                              |         |       |               |
| Persistence 4.5           |                              |         |       |               |
| Scale                     |                              |         |       |               |
| 1                         | 2                            | 3       | 4     | 5             |
| StronglyDisagree          | Disagree                     | Neutral | Agree | StronglyAgree |
|                           | Scores on average positively |         |       |               |
|                           | Scores on average moderately |         |       |               |
|                           | Scores on average negatively |         |       |               |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|   |            |                  |
|---|------------|------------------|
| Five Highest scoring enabler items  |            |                  |
| Item  | This group | All other groups |
| Work Relationships: The people I work with cooperate to get the job done.                     | 4.93       | 4.17             |
| Work Relationships: I am satisfied with the level of support I get from my work colleagues.   | 4.93       | 4.21             |
| Work Relationships: My manager encourages those of us who work for him/her to work as a team. | 4.71       | 4.06             |
| Work Relationships: I am satisfied with the support I get from my immediate manager.          | 4.71       | 4.02             |
| Perceived Fairness: My immediate manager treats me fairly.                                    | 4.64       | 4.13             |

|   |            |                  |
|---|------------|------------------|
| Five lowest scoring enabler items   |            |                  |
| Item  | This group | All other groups |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff. | 4.00       | 3.29             |
| Mindset: I feel able to overcome challenges and set backs at work.                        | 4.00       | 3.75             |
| Recognition: I feel satisfied with the extent the organisation values my work.            | 4.00       | 3.29             |
| Perceived Fairness: Decisions about people are made using fair procedures.                | 4.07       | 3.34             |
| Mindset: I feel able to achieve my work objectives.                                       | 4.07       | 3.74             |

|   |  |  |
|---|--|--|
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |
|---|--|--|

Results: Diagnostics & Support Services Division (DSSD)

|   |     |                   |     |                |        |
|---|-----|-------------------|-----|----------------|--------|
| Number invited to complete survey:  | 628 | Number completed: | 147 | Response rate: | 23.41% |
| <b>Level of engagement</b><br>Average percentage of positive scores across all measures of engagement = 76.04%  |     |                   |     |                |        |
| <b>Staff Friends and Family Test</b> <ul style="list-style-type: none"><li>82.19% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment</li><li>69.72% of staff would recommend the Trust as a place to work</li></ul> |     |                   |     |                |        |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 3.82 |
| Influence          | 3.46 |
| Mindset            | 3.74 |
| P/Development      | 3.59 |
| P/Fairness         | 3.56 |
| Recognition        | 3.38 |
| Resources          | 3.79 |
| Trust              | 4.11 |
| Work Relationships | 3.97 |

Feelings

|            |      |
|------------|------|
| Dedication | 4.2  |
| Energy     | 3.46 |
| Focus      | 3.95 |

Behaviours

|                          |                              |         |       |                |
|--------------------------|------------------------------|---------|-------|----------------|
| Adaptability 4.08        |                              |         |       |                |
| Advocacy 4               |                              |         |       |                |
| Discretionary Effort 4.1 |                              |         |       |                |
| Persistence 4.08         |                              |         |       |                |
| Scale                    |                              |         |       |                |
| 1                        | 2                            | 3       | 4     | 5              |
| Strongly Disagree        | Disagree                     | Neutral | Agree | Strongly Agree |
|                          | Scores on average positively |         |       |                |
|                          | Scores on average moderately |         |       |                |
|                          | Scores on average negatively |         |       |                |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|   |  |  |
|---|--|--|
| Five Highest scoring enabler items  |  |  |
| Item  | This group   | All other groups   |
| Trust: I am trusted to do my job.   | 4.34   | 4.31   |
| Clarity: I always know what my work responsibilities are.   | 4.25   | 4.21   |
| Clarity: I have clear, planned goals and objectives for my job.   | 4.08   | 4.04   |
| Work Relationships: I am satisfied with the level of support I get from my work colleagues.                                   | 4.06   | 4.23   |
| Trust: I am satisfied with the level of freedom to choose my own method of working.   | 4.06   | 4.03   |
| Five lowest scoring enabler items   |  |  |
| Item  | This group   | All other groups   |
| Influence: The Trust acts on staff feedback.  | 3.18   | 3.22   |
| Recognition: I feel satisfied with the extent the organisation values my work.  | 3.21   | 3.30   |
| Perceived Fairness: Decisions about people are made using fair procedures.  | 3.31   | 3.35   |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff.                                     | 3.36   | 3.29   |
| Personal Development: I am satisfied with the opportunities I have at work to learn and professionally develop.               | 3.50   | 3.61   |
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |

Results: Divisional Management Operations Directorate (DMO)

|   |    |                   |   |                |       |
|---|----|-------------------|---|----------------|-------|
| Number invited to complete survey:  | 24 | Number completed: | 9 | Response rate: | 37.5% |
| Level of engagement   |    |                   |   |                |       |
| Average percentage of positive scores across all measures of engagement = 81.82%  |    |                   |   |                |       |
| Staff Friends and Family Test   |    |                   |   |                |       |
| • 100% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment |    |                   |   |                |       |
| • 88.89% of staff would recommend the Trust as a place to work  |    |                   |   |                |       |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 4.07 |
| Influence          | 4.03 |
| Mindset            | 4.09 |
| P/Development      | 4.11 |
| P/Fairness         | 4.19 |
| Recognition        | 4.06 |
| Resources          | 3.94 |
| Trust              | 4.56 |
| Work Relationships | 4.17 |

Feelings

|            |      |
|------------|------|
| Dedication | 4.37 |
| Energy     | 3.89 |
| Focus      | 4.17 |

Behaviours

|                           |                              |         |       |                |
|---------------------------|------------------------------|---------|-------|----------------|
| Adaptability 4.22         |                              |         |       |                |
| Advocacy 4.41             |                              |         |       |                |
| Discretionary Effort 4.48 |                              |         |       |                |
| Persistence 3.78          |                              |         |       |                |
| Scale                     |                              |         |       |                |
| 1                         | 2                            | 3       | 4     | 5              |
| Strongly Disagree         | Disagree                     | Neutral | Agree | Strongly Agree |
|                           |                              |         |       |                |
|                           | Scores on average positively |         |       |                |
|                           | Scores on average moderately |         |       |                |
|                           | Scores on average negatively |         |       |                |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

| Five highest scoring enabler items  |   |  |  |
|---|---|--|--|
| Item  |   | This group   | All other groups   |
| Trust: I feel satisfied that I have the right amount of responsibility                      |   | 4.56   | 3.97   |
| Trust: I am trusted to do my job.   |   | 4.56   | 4.31   |
| Work Relationships: I am satisfied with the level of support I get from my work colleagues. |   | 4.56   | 4.21   |
| Trust: I am satisfied with the level of freedom to choose my own method of working.         |   | 4.56   | 4.03   |
| Perceived Fairness: My immediate manager treats me fairly.                                  |   | 4.44   | 4.13   |
| Five lowest scoring enabler items   |   |  |  |
| Item  |   | This group   | All other groups   |
| Mindset: I feel confident in the future of the Trust.                                       |   | 3.78   | 3.68   |
| Resources: I have adequate materials, supplies and equipment to do my work.                 |   | 3.78   | 3.53   |
| Influence: The Trust encourages staff to suggest new ideas for improving services.          |   | 3.89   | 3.62   |
| Clarity: My manager gives me clear feedback on my work.                                     |   | 3.89   | 3.79   |
| Influence: The Trust acts on staff feedback.  |   | 3.89   | 3.21   |
|   | Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |

Results: Family Care Division (FCD)

|   |      |                   |     |                |        |
|---|------|-------------------|-----|----------------|--------|
| Number invited to complete survey:  | 1144 | Number completed: | 331 | Response rate: | 28.93% |
| Level of engagement   |      |                   |     |                |        |
| Average percentage of positive scores across all measures of engagement = 79.56%  |      |                   |     |                |        |
| Staff Friends and Family Test   |      |                   |     |                |        |
| • 83.75% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment |      |                   |     |                |        |
| • 73.93% of staff would recommend the Trust as a place to work  |      |                   |     |                |        |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 3.87 |
| Influence          | 3.57 |
| Mindset            | 3.77 |
| P/Development      | 3.65 |
| P/Fairness         | 3.59 |
| Recognition        | 3.53 |
| Resources          | 3.58 |
| Trust              | 4.1  |
| Work Relationships | 4.22 |

Feelings

|            |      |
|------------|------|
| Dedication | 4.28 |
| Energy     | 3.55 |
| Focus      | 4.12 |

Behaviours

|                           |                              |         |       |                |
|---------------------------|------------------------------|---------|-------|----------------|
| Adaptability 3.96         |                              |         |       |                |
| Advocacy 4.04             |                              |         |       |                |
| Discretionary Effort 4.12 |                              |         |       |                |
| Persistence 4.07          |                              |         |       |                |
| Scale                     |                              |         |       |                |
| 1                         | 2                            | 3       | 4     | 5              |
| Strongly Disagree         | Disagree                     | Neutral | Agree | Strongly Agree |
|                           | Scores on average positively |         |       |                |
|                           | Scores on average moderately |         |       |                |
|                           | Scores on average negatively |         |       |                |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|   |  |  |
|---|--|--|
| Five highest scoring enabler items  |  |  |
| Item  | This group   | All other groups   |
| Work Relationships: I am satisfied with the level of support I get from my work colleagues.                                   | 4.38   | 4.17   |
| Trust: I am trusted to do my job.   | 4.31   | 4.31   |
| Work Relationships: The people I work with cooperate to get the job done.   | 4.30   | 4.14   |
| Perceived Fairness: My immediate manager treats me fairly.  | 4.17   | 4.12   |
| Clarity: I always know what my work responsibilities are.   | 4.16   | 4.22   |
| Five lowest scoring enabler items   |  |  |
| Item  | This group   | All other groups   |
| Influence: The Trust acts on staff feedback.  | 3.21   | 3.22   |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff.                                     | 3.26   | 3.31   |
| Resources: I have adequate materials, supplies and equipment to do my work.   | 3.26   | 3.60   |
| Recognition: I feel satisfied with the extent the organisation values my work.  | 3.32   | 3.29   |
| Perceived Fairness: Decisions about people are made using fair procedures.  | 3.33   | 3.35   |
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |



Results: Finance & Procurement Directorate (FP)

|   |    |                   |    |                |     |
|---|----|-------------------|----|----------------|-----|
| Number invited to complete survey:  | 50 | Number completed: | 19 | Response rate: | 38% |
| <b>Level of engagement</b><br>Average percentage of positive scores across all measures of engagement = 71.76%  |    |                   |    |                |     |
| <b>Staff Friends and Family Test</b> <ul style="list-style-type: none"><li>82.35% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment</li><li>72.22% of staff would recommend the Trust as a place to work</li></ul> |    |                   |    |                |     |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 3.75 |
| Influence          | 3.62 |
| Mindset            | 3.73 |
| P/Development      | 3.61 |
| P/Fairness         | 3.54 |
| Recognition        | 3.39 |
| Resources          | 3.58 |
| Trust              | 4.23 |
| Work Relationships | 3.8  |

Feelings

|            |      |
|------------|------|
| Dedication | 3.98 |
| Energy     | 3.21 |
| Focus      | 3.82 |

Behaviours

|                           |                              |         |       |               |
|---------------------------|------------------------------|---------|-------|---------------|
| Adaptability 4.03         |                              |         |       |               |
| Advocacy 4                |                              |         |       |               |
| Discretionary Effort 3.95 |                              |         |       |               |
| Persistence 4.08          |                              |         |       |               |
| Scale                     |                              |         |       |               |
| 1                         | 2                            | 3       | 4     | 5             |
| StronglyDisagree          | Disagree                     | Neutral | Agree | StronglyAgree |
|                           | Scores on average positively |         |       |               |
|                           | Scores on average moderately |         |       |               |
|                           | Scores on average negatively |         |       |               |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|  |            |                  |
|--|------------|------------------|
| Five Highest scoring enabler items   |            |                  |
| Item   | This group | All other groups |
| Trust: I am trusted to do my job.  | 4.37       | 4.31             |
| Clarity: I always know what my work responsibilities are.                                      | 4.21       | 4.21             |
| Trust: I am satisfied with the level of freedom to choose my own method of working.            | 4.21       | 4.03             |
| Trust: I feel satisfied that I have the right amount of responsibility                         | 4.11       | 3.97             |
| Clarity: I feel I understand the connection between my role and the wider vision of the Trust. | 3.95       | 3.79             |

|   |            |                  |
|---|------------|------------------|
| Five lowest scoring enabler items   |            |                  |
| Item  | This group | All other groups |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff. | 3.26       | 3.30             |
| Influence: The Trust acts on staff feedback.  | 3.32       | 3.22             |
| Clarity: I am well informed by my line manager about what is going on in our Trust.       | 3.32       | 3.70             |
| Resources: I have adequate materials, supplies and equipment to do my work.               | 3.37       | 3.53             |
| Recognition: I feel satisfied with the extent the organisation values my work.            | 3.37       | 3.29             |

|   |  |  |
|---|--|--|
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |
|---|--|--|

Results: Informatics Directorate (ID)

|   |     |                   |    |                |        |
|---|-----|-------------------|----|----------------|--------|
| Number invited to complete survey:  | 123 | Number completed: | 35 | Response rate: | 28.46% |
| Level of engagement   |     |                   |    |                |        |
| Average percentage of positive scores across all measures of engagement = 77.82%  |     |                   |    |                |        |
| Staff Friends and Family Test   |     |                   |    |                |        |
| • 91.18% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment |     |                   |    |                |        |
| • 82.86% of staff would recommend the Trust as a place to work  |     |                   |    |                |        |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 4.04 |
| Influence          | 3.89 |
| Mindset            | 3.91 |
| P/Development      | 3.63 |
| P/Fairness         | 3.88 |
| Recognition        | 3.69 |
| Resources          | 3.77 |
| Trust              | 4.18 |
| Work Relationships | 4.3  |

Feelings

|            |      |
|------------|------|
| Dedication | 4.06 |
| Energy     | 3.43 |
| Focus      | 4.06 |

Behaviours

|                           |                              |         |       |                |
|---------------------------|------------------------------|---------|-------|----------------|
| Adaptability 3.96         |                              |         |       |                |
| Advocacy 4.36             |                              |         |       |                |
| Discretionary Effort 4.06 |                              |         |       |                |
| Persistence 4.26          |                              |         |       |                |
| Scale                     |                              |         |       |                |
| 1                         | 2                            | 3       | 4     | 5              |
| Strongly Disagree         | Disagree                     | Neutral | Agree | Strongly Agree |
|                           | Scores on average positively |         |       |                |
|                           | Scores on average moderately |         |       |                |
|                           | Scores on average negatively |         |       |                |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|   |  |  |
|---|--|--|
| Five Highest scoring enabler items  |  |  |
| Item  | This group   | All other groups   |
| Work Relationships: The people I work with cooperate to get the job done.   | 4.43   | 4.17   |
| Trust: I am trusted to do my job.   | 4.34   | 4.31   |
| Perceived Fairness: My immediate manager treats me fairly.  | 4.31   | 4.13   |
| Clarity: I always know what my work responsibilities are.   | 4.31   | 4.21   |
| Work Relationships: My manager encourages those of us who work for him/her to work as a team.                                 | 4.26   | 4.06   |
| Five lowest scoring enabler items   |  |  |
| Item  | This group   | All other groups   |
| Recognition: I feel satisfied with the extent the organisation values my work.  | 3.46   | 3.29   |
| Personal Development: I am satisfied with the opportunities I have at work to learn and professionally develop.               | 3.51   | 3.61   |
| Influence: The Trust acts on staff feedback.  | 3.54   | 3.21   |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff.                                     | 3.66   | 3.29   |
| Perceived Fairness: Decisions about people are made using fair procedures.  | 3.66   | 3.34   |
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |

Results: Integrated Community Services Division (ICSD)

|   |     |                   |     |                |        |
|---|-----|-------------------|-----|----------------|--------|
| Number invited to complete survey:  | 871 | Number completed: | 376 | Response rate: | 43.17% |
| Level of engagement   |     |                   |     |                |        |
| Average percentage of positive scores across all measures of engagement = 77.05%  |     |                   |     |                |        |
| Staff Friends and Family Test   |     |                   |     |                |        |
| • 80.16% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment |     |                   |     |                |        |
| • 68.02% of staff would recommend the Trust as a place to work  |     |                   |     |                |        |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 3.75 |
| Influence          | 3.43 |
| Mindset            | 3.61 |
| P/Development      | 3.62 |
| P/Fairness         | 3.53 |
| Recognition        | 3.41 |
| Resources          | 3.76 |
| Trust              | 4    |
| Work Relationships | 4.12 |

Feelings

|            |      |
|------------|------|
| Dedication | 4.19 |
| Energy     | 3.39 |
| Focus      | 4.04 |

Behaviours

|                           |                              |         |       |                |
|---------------------------|------------------------------|---------|-------|----------------|
| Adaptability 3.96         |                              |         |       |                |
| Advocacy 3.91             |                              |         |       |                |
| Discretionary Effort 4.14 |                              |         |       |                |
| Persistence 3.95          |                              |         |       |                |
| Scale                     |                              |         |       |                |
| 1                         | 2                            | 3       | 4     | 5              |
| Strongly Disagree         | Disagree                     | Neutral | Agree | Strongly Agree |
|                           | Scores on average positively |         |       |                |
|                           | Scores on average moderately |         |       |                |
|                           | Scores on average negatively |         |       |                |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|   |  |  |
|---|--|--|
| Five highest scoring enabler items  |  |  |
| Item  | This group   | All other groups   |
| Work Relationships: I am satisfied with the level of support I get from my work colleagues.                                   | 4.27   | 4.20   |
| Work Relationships: The people I work with cooperate to get the job done.   | 4.26   | 4.15   |
| Trust: I am trusted to do my job.   | 4.23   | 4.34   |
| Perceived Fairness: My immediate manager treats me fairly.  | 4.06   | 4.15   |
| Clarity: I always know what my work responsibilities are.   | 4.05   | 4.26   |
| Five lowest scoring enabler items   |  |  |
| Item  | This group   | All other groups   |
| Influence: The Trust acts on staff feedback.  | 3.16   | 3.24   |
| Recognition: I feel satisfied with the extent the organisation values my work.  | 3.22   | 3.32   |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff.                                     | 3.26   | 3.31   |
| Perceived Fairness: Decisions about people are made using fair procedures.  | 3.28   | 3.37   |
| Influence: My manager involves me in deciding on changes introduced that affect my work area/team/department.                 | 3.37   | 3.66   |
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |

Results: Patient Safety & Experience Directorate (PSE)

|   |    |                   |    |                |        |
|---|----|-------------------|----|----------------|--------|
| Number invited to complete survey:  | 93 | Number completed: | 40 | Response rate: | 43.01% |
| <b>Level of engagement</b><br>Average percentage of positive scores across all measures of engagement = 83.18%  |    |                   |    |                |        |
| <b>Staff Friends and Family Test</b> <ul style="list-style-type: none"><li>84.21% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment</li><li>76.32% of staff would recommend the Trust as a place to work</li></ul> |    |                   |    |                |        |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 3.81 |
| Influence          | 3.66 |
| Mindset            | 3.77 |
| P/Development      | 3.79 |
| P/Fairness         | 3.61 |
| Recognition        | 3.55 |
| Resources          | 3.54 |
| Trust              | 4.16 |
| Work Relationships | 4.06 |

Feelings

|            |      |
|------------|------|
| Dedication | 4.3  |
| Energy     | 3.81 |
| Focus      | 4.25 |

Behaviours

|                           |                              |         |       |               |
|---------------------------|------------------------------|---------|-------|---------------|
| Adaptability 4.11         |                              |         |       |               |
| Advocacy 4.2              |                              |         |       |               |
| Discretionary Effort 4.43 |                              |         |       |               |
| Persistence 4.18          |                              |         |       |               |
| Scale                     |                              |         |       |               |
| 1                         | 2                            | 3       | 4     | 5             |
| StronglyDisagree          | Disagree                     | Neutral | Agree | StronglyAgree |
|                           |                              |         |       |               |
|                           | Scores on average positively |         |       |               |
|                           | Scores on average moderately |         |       |               |
|                           | Scores on average negatively |         |       |               |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|   |            |                  |
|---|------------|------------------|
| Five Highest scoring enabler items  |            |                  |
| Item  | This group | All other groups |
| Trust: I am trusted to do my job.   | 4.33       | 4.31             |
| Work Relationships: The people I work with cooperate to get the job done.                     | 4.23       | 4.17             |
| Trust: I am satisfied with the level of freedom to choose my own method of working.           | 4.20       | 4.03             |
| Perceived Fairness: My immediate manager treats me fairly.                                    | 4.03       | 4.13             |
| Work Relationships: My manager encourages those of us who work for him/her to work as a team. | 4.00       | 4.07             |

|   |            |                  |
|---|------------|------------------|
| Five lowest scoring enabler items   |            |                  |
| Item  | This group | All other groups |
| Recognition: I feel satisfied with the extent the organisation values my work.            | 3.35       | 3.29             |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff. | 3.38       | 3.29             |
| Influence: The Trust acts on staff feedback.  | 3.40       | 3.21             |
| Resources: I have adequate materials, supplies and equipment to do my work.               | 3.40       | 3.53             |
| Perceived Fairness: Decisions about people are made using fair procedures.                | 3.43       | 3.35             |

|   |  |  |
|---|--|--|
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |
|---|--|--|

Results: Workforce & OD Directorate (WOD)

|   |     |                   |    |                |        |
|---|-----|-------------------|----|----------------|--------|
| Number invited to complete survey:  | 103 | Number completed: | 50 | Response rate: | 48.54% |
| Level of engagement   |     |                   |    |                |        |
| Average percentage of positive scores across all measures of engagement = 80.33%  |     |                   |    |                |        |
| Staff Friends and Family Test   |     |                   |    |                |        |
| • 85.42% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment |     |                   |    |                |        |
| • 76% of staff would recommend the Trust as a place to work   |     |                   |    |                |        |

Enablers

|                    |      |
|--------------------|------|
| Clarity            | 3.9  |
| Influence          | 3.81 |
| Mindset            | 3.93 |
| P/Development      | 3.73 |
| P/Fairness         | 3.73 |
| Recognition        | 3.71 |
| Resources          | 3.84 |
| Trust              | 4.13 |
| Work Relationships | 4.25 |

Feelings

|            |      |
|------------|------|
| Dedication | 4.08 |
| Energy     | 3.51 |
| Focus      | 4.04 |

Behaviours

|                           |                              |         |       |                |
|---------------------------|------------------------------|---------|-------|----------------|
| Adaptability 4.1          |                              |         |       |                |
| Advocacy 4.18             |                              |         |       |                |
| Discretionary Effort 4.23 |                              |         |       |                |
| Persistence 4.15          |                              |         |       |                |
| Scale                     |                              |         |       |                |
| 1                         | 2                            | 3       | 4     | 5              |
| Strongly Disagree         | Disagree                     | Neutral | Agree | Strongly Agree |
|                           | Scores on average positively |         |       |                |
|                           | Scores on average moderately |         |       |                |
|                           | Scores on average negatively |         |       |                |

/ The average score has significantly increased/decreased since the previous quarter

/ The average score has significantly increased/decreased since the previous year

Highest / lowest scoring enablers

|   |            |                  |
|---|------------|------------------|
| Five highest scoring enabler items  |            |                  |
| Item  | This group | All other groups |
| Trust: I am trusted to do my job.   | 4.32       | 4.31             |
| Perceived Fairness: My immediate manager treats me fairly.                                  | 4.32       | 4.13             |
| Work Relationships: I am satisfied with the level of support I get from my work colleagues. | 4.30       | 4.21             |
| Work Relationships: The people I work with cooperate to get the job done.                   | 4.28       | 4.17             |
| Work Relationships: I am satisfied with the support I get from my immediate manager.        | 4.24       | 4.02             |

|   |            |                  |
|---|------------|------------------|
| Five lowest scoring enabler items   |            |                  |
| Item  | This group | All other groups |
| Recognition: I feel satisfied with the extent the organisation values my work.            | 3.38       | 3.29             |
| Perceived Fairness: Decisions about people are made using fair procedures.                | 3.42       | 3.34             |
| Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff. | 3.44       | 3.29             |
| Influence: The Trust acts on staff feedback.  | 3.52       | 3.21             |
| Resources: I have adequate materials, supplies and equipment to do my work.               | 3.60       | 3.52             |

|   |  |  |
|---|--|--|
| Positive finding in relation to other groups<br>(group results scored significantly higher than other groups for this survey) | Finding that is typical of all groups for this survey<br>(finding that is typical of all other groups for this survey) | Negative finding in relation to other groups<br>(group results scored significantly lower than other groups for this survey) |
|---|--|--|

## Comparisons

The following tables show the results for each directorate, staff group and job grade at a glance.

There are two ways to read the results:

- From top to bottom: see the results for a specific group across all staff engagement measures.
- From left to right: see how each staff engagement measure differs between the groups.

The key below outlines how each group is scored:

|  |   |  |  |
|--|---|--|--|
|  | <b>Positive finding in relation to the overall organisation results for this quarter</b><br>(group results scored significantly higher than organisation results) |  | <b>Finding that is typical of the overall organisation results for this quarter</b><br>(finding that is typical of all other groups for this survey) |
|  | <b>An area for improvement in relation to the organisation results for this quarter</b><br>(group results scored moderately lower than organisation results)      |  | <b>Risk in relation to the organisation results for this quarter</b><br>(group results scored significantly lower than organisation results)         |

All results are compared to the overall organisation results for this quarter.

Table 4: Results comparison by Division

|                      | Adult Acute Care Division (AACD) (N=261) | Anaesthetics & Surgical Division (ASSD) (N=273) | Chief Exec & Board Directorate (CE) (N=14) | Diagnostics & Support Services Division (DSSD) (N=147) | Divisional Management Operations Directorate (DMO) (N=9) | Family Care Division (FCD) (N=331) | Finance & Procurement Directorate (FP) (N=19) | Informatics Directorate (ID) (N=35) | Integrated Community Services Division (ICSD) (N=376) | Patient Safety & Experience Directorate (PSE) (N=40) | Workforce & OD Directorate (WOD) (N=50) |
|----------------------|--|---|--|--|--|------------------------------------|---|-------------------------------------|---|--|---|
| Engagement Enabler   |  |   |  |  |  |                                    |   |                                     |   |  |   |
| Clarity              | 3.897                                    | 3.987   | 4.488                                      | 3.817  | N/A  | 3.867                              | 3.754   | 4.038                               | 3.746   | 3.813  | 3.903                                   |
| Influence            | 3.469                                    | 3.659   | 4.357                                      | 3.464  | N/A  | 3.566                              | 3.618   | 3.893                               | 3.428   | 3.663  | 3.81                                    |
| Mindset              | 3.776                                    | 3.919   | 4.186                                      | 3.739  | N/A  | 3.766                              | 3.726   | 3.914                               | 3.615   | 3.765  | 3.932                                   |
| PDevelopment         | 3.66                                     | 3.791   | 4.286                                      | 3.588  | N/A  | 3.65                               | 3.605   | 3.629                               | 3.621   | 3.788  | 3.73                                    |
| PFairness            | 3.489                                    | 3.69  | 4.238                                      | 3.558  | N/A  | 3.585                              | 3.544   | 3.876                               | 3.535   | 3.608  | 3.727                                   |
| Recognition          | 3.395                                    | 3.557   | 4.179                                      | 3.378  | N/A  | 3.527                              | 3.395   | 3.686                               | 3.415   | 3.55   | 3.71                                    |
| Resources            | 3.776                                    | 3.853   | 4.357                                      | 3.789  | N/A  | 3.582                              | 3.579   | 3.771                               | 3.757   | 3.538  | 3.84                                    |
| Trust                | 4.082                                    | 4.205   | 4.524                                      | 4.111  | N/A  | 4.103                              | 4.228   | 4.181                               | 4.001   | 4.158  | 4.127                                   |
| Work Relationships   | 3.981                                    | 4.176   | 4.821                                      | 3.971  | N/A  | 4.218                              | 3.803   | 4.3                                 | 4.118   | 4.056  | 4.245                                   |
| Engagement Feeling   |  |   |  |  |  |                                    |   |                                     |   |  |   |
| Dedication           | 4.267                                    | 4.331   | 4.214                                      | 4.204  | N/A  | 4.277                              | 3.982   | 4.057                               | 4.194   | 4.3  | 4.08                                    |
| Energy               | 3.562                                    | 3.668   | 3.929                                      | 3.456  | N/A  | 3.545                              | 3.211   | 3.429                               | 3.394   | 3.813  | 3.51                                    |
| Focus                | 4.093                                    | 4.079   | 4.357                                      | 3.946  | N/A  | 4.119                              | 3.816   | 4.057                               | 4.037   | 4.25   | 4.04                                    |
| Engagement Behaviour |  |   |  |  |  |                                    |   |                                     |   |  |   |
| Adaptability         | 4.02                                     | 4.092   | 4.429                                      | 4.082  | N/A  | 3.961                              | 4.026   | 3.957                               | 3.956   | 4.113  | 4.1                                     |
| Advocacy             | 4.137                                    | 4.313   | 4.444                                      | 4  | N/A  | 4.039                              | 4   | 4.362                               | 3.91  | 4.197  | 4.184                                   |
| Discretionary Effort | 4.121                                    | 4.14  | 4.619                                      | 4.104  | N/A  | 4.123                              | 3.947   | 4.057                               | 4.144   | 4.425  | 4.227                                   |
| Persistence          | 4.059                                    | 4.09  | 4.5  | 4.078  | N/A  | 4.073                              | 4.079   | 4.257                               | 3.948   | 4.175  | 4.15                                    |

Table 5: Results comparison by Directorate

|                      | AACD - A&E Medical Staff (N=6) | AACD - A&E Nursing (N=17) | AACD - A&E reception (N=14) | AACD - Acute Medical Staff (N=12) | AACD - Ambulatory Care Unit (N=5) | AACD - Bowel scope (N=1) | AACD - Bowel screening (N=8) | AACD - Business Unit 1 Management (N=4) | AACD - Business Unit 2 Management (N=3) | AACD - Business Unit 3 Management (N=2) | AACD - Cardiac Rehab (N=2) | AACD - Cardiology Medical Staff (N=1) | AACD - Cardio-Respiratory-ECG (N=4) | AACD - CCU (N=6) | AACD - CDU (N=7) | AACD - Clinical Haematology (N=2) | AACD - Complex Care Medical staff (N=8) | AACD - Discharge Lounge (N=5) | AACD - Divisional Management (N=10) | AACD - DVT Clinic (N=2) | AACD - Endoscopy (N=21) | AACD - Gastro Medical staff (N=5) | AACD - Gastro specialist nurses (N=5) | AAC Integ sk serv (N=) |
|----------------------|--------------------------------|---------------------------|-----------------------------|-----------------------------------|-----------------------------------|--------------------------|------------------------------|---|---|---|----------------------------|---------------------------------------|-------------------------------------|------------------|------------------|-----------------------------------|---|-------------------------------|-------------------------------------|-------------------------|-------------------------|-----------------------------------|---------------------------------------|------------------------|
| Engagement Enabler   |                                |                           |                             |                                   |                                   |                          |                              |   |   |   |                            |                                       |                                     |                  |                  |                                   |   |                               |                                     |                         |                         |                                   |                                       |                        |
| Clarity              | N/A                            | 3.696                     | 3.917                       | 3.694                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.659                   | N/A                               | N/A                                   | N/                     |
| Influence            | N/A                            | 3.324                     | 3.482                       | 3.583                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.107                   | N/A                               | N/A                                   | N/                     |
| Mindset              | N/A                            | 3.753                     | 3.829                       | 3.6                               | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.476                   | N/A                               | N/A                                   | N/                     |
| PDevelopment         | N/A                            | 3.912                     | 3.821                       | 3.667                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.214                   | N/A                               | N/A                                   | N/                     |
| PFairness            | N/A                            | 3.51                      | 3.595                       | 3.472                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.365                   | N/A                               | N/A                                   | N/                     |
| Recognition          | N/A                            | 2.971                     | 3.214                       | 3.25                              | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.024                   | N/A                               | N/A                                   | N/                     |
| Resources            | N/A                            | 3.912                     | 3.464                       | 3.708                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.476                   | N/A                               | N/A                                   | N/                     |
| Trust                | N/A                            | 4.02                      | 4.024                       | 4.056                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.651                   | N/A                               | N/A                                   | N/                     |
| Work Relationships   | N/A                            | 3.735                     | 3.911                       | 3.875                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.69                    | N/A                               | N/A                                   | N/                     |
| Engagement Feeling   |                                |                           |                             |                                   |                                   |                          |                              |   |   |   |                            |                                       |                                     |                  |                  |                                   |   |                               |                                     |                         |                         |                                   |                                       |                        |
| Dedication           | N/A                            | 4.118                     | 4.262                       | 4.056                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 4                       | N/A                               | N/A                                   | N/                     |
| Energy               | N/A                            | 3.735                     | 3.607                       | 3.5                               | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.262                   | N/A                               | N/A                                   | N/                     |
| Focus                | N/A                            | 4                         | 3.893                       | 3.875                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 4.048                   | N/A                               | N/A                                   | N/                     |
| Engagement Behaviour |                                |                           |                             |                                   |                                   |                          |                              |   |   |   |                            |                                       |                                     |                  |                  |                                   |   |                               |                                     |                         |                         |                                   |                                       |                        |
| Adaptability         | N/A                            | 3.912                     | 4.179                       | 3.875                             | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.952                   | N/A                               | N/A                                   | N/                     |
| Advocacy             | N/A                            | 4.176                     | 4.107                       | 4.5                               | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 4.095                   | N/A                               | N/A                                   | N/                     |
| Discretionary Effort | N/A                            | 3.922                     | 4.333                       | 4                                 | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.921                   | N/A                               | N/A                                   | N/                     |
| Persistence          | N/A                            | 3.971                     | 4.107                       | 3.75                              | N/A                               | N/A                      | N/A                          | N/A                                     | N/A                                     | N/A                                     | N/A                        | N/A                                   | N/A                                 | N/A              | N/A              | N/A                               | N/A                                     | N/A                           | N/A                                 | N/A                     | 3.905                   | N/A                               | N/A                                   | N/                     |

Table 6: Results comparison by Payscale

|                      | Apprentice<br>(N=7) | A/C Band<br>1 & 2<br>(N=202) | A/C Band<br>3 (N=184) | A/C Band<br>4 (N=146) | A/C Band<br>5 (N=261) | A/C Band<br>6 (N=316) | A/C Band<br>7 (N=229) | A/C Band<br>8 (N=145) | A/C<br>Band 9<br>(N=8) | Director<br>(N=6) | Medical/Dental<br>(N=71) |
|----------------------|---------------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|-------------------|--------------------------|
| Engagement Enabler   |                     |                              |                       |                       |                       |                       |                       |                       |                        |                   |                          |
| Clarity              | N/A                 | 3.847                        | 3.851                 | 3.949                 | 3.863                 | 3.79                  | 3.801                 | 4.038                 | N/A                    | N/A               | 3.918                    |
| Influence            | N/A                 | 3.345                        | 3.451                 | 3.579                 | 3.487                 | 3.418                 | 3.7                   | 3.878                 | N/A                    | N/A               | 3.831                    |
| Mindset              | N/A                 | 3.708                        | 3.81                  | 3.838                 | 3.803                 | 3.649                 | 3.688                 | 3.912                 | N/A                    | N/A               | 3.921                    |
| PDvelopment          | N/A                 | 3.448                        | 3.587                 | 3.592                 | 3.692                 | 3.606                 | 3.705                 | 3.997                 | N/A                    | N/A               | 4.063                    |
| PFairness            | N/A                 | 3.388                        | 3.534                 | 3.502                 | 3.603                 | 3.486                 | 3.675                 | 3.91                  | N/A                    | N/A               | 3.845                    |
| Recognition          | N/A                 | 3.275                        | 3.511                 | 3.538                 | 3.441                 | 3.35                  | 3.507                 | 3.779                 | N/A                    | N/A               | 3.768                    |
| Resources            | N/A                 | 3.745                        | 3.818                 | 3.692                 | 3.818                 | 3.639                 | 3.64                  | 3.866                 | N/A                    | N/A               | 3.81                     |
| Trust                | N/A                 | 4.071                        | 4.125                 | 4.151                 | 4.01                  | 4.026                 | 4.118                 | 4.262                 | N/A                    | N/A               | 4.254                    |
| Work Relationships   | N/A                 | 3.922                        | 4.043                 | 4.142                 | 4.143                 | 4.184                 | 4.067                 | 4.253                 | N/A                    | N/A               | 4.229                    |
| Engagement Feeling   |                     |                              |                       |                       |                       |                       |                       |                       |                        |                   |                          |
| Dedication           | N/A                 | 4.172                        | 4.234                 | 4.269                 | 4.216                 | 4.247                 | 4.227                 | 4.361                 | N/A                    | N/A               | 4.282                    |
| Energy               | N/A                 | 3.46                         | 3.457                 | 3.586                 | 3.511                 | 3.446                 | 3.496                 | 3.714                 | N/A                    | N/A               | 3.81                     |
| Focus                | N/A                 | 3.938                        | 3.913                 | 4.062                 | 4.029                 | 4.09                  | 4.142                 | 4.317                 | N/A                    | N/A               | 4.092                    |
| Engagement Behaviour |                     |                              |                       |                       |                       |                       |                       |                       |                        |                   |                          |
| Adaptability         | N/A                 | 4.012                        | 4.024                 | 3.931                 | 3.944                 | 3.976                 | 4.063                 | 4.187                 | N/A                    | N/A               | 4.063                    |
| Advocacy             | N/A                 | 3.937                        | 4.15                  | 4.125                 | 4.076                 | 3.971                 | 4.115                 | 4.215                 | N/A                    | N/A               | 4.457                    |
| Discretionary Effort | N/A                 | 4.073                        | 4.143                 | 4.199                 | 4                     | 4.147                 | 4.16                  | 4.303                 | N/A                    | N/A               | 4.23                     |
| Persistence          | N/A                 | 4.04                         | 4.024                 | 4.116                 | 3.937                 | 4.009                 | 4.076                 | 4.252                 | N/A                    | N/A               | 4.12                     |

Table 7: Results comparison by Staff Group

|                      | Registered Nurses & Midwives (N=452) | Nursing & Health Care Assistants (N=249) | Medical & Dental (N=82) | Allied Health Professionals (N=315) | Scientific & Technical/Healthcare Scientists (N=50) | Admin & Clerical (N=427) |
|----------------------|--------------------------------------|--|-------------------------|-------------------------------------|---|--------------------------|
| Engagement Enabler   |                                      |  |                         |                                     |   |                          |
| Clarity              | 3.878                                | 3.904                                    | 3.89                    | 3.768                               | 3.873   | 3.907                    |
| Influence            | 3.543                                | 3.497                                    | 3.774                   | 3.473                               | 3.52  | 3.607                    |
| Mindset              | 3.763                                | 3.784                                    | 3.898                   | 3.625                               | 3.712   | 3.855                    |
| Perceived Fairness   | 3.599                                | 3.477                                    | 3.817                   | 3.583                               | 3.633   | 3.61                     |
| Personal Development | 3.739                                | 3.669                                    | 4.018                   | 3.506                               | 3.58  | 3.687                    |
| Recognition          | 3.466                                | 3.412                                    | 3.701                   | 3.392                               | 3.4   | 3.585                    |
| Resources            | 3.777                                | 3.873                                    | 3.817                   | 3.605                               | 3.69  | 3.732                    |
| Trust                | 4.039                                | 4.119                                    | 4.252                   | 4.108                               | 4.093   | 4.137                    |
| Work Relationships   | 4.168                                | 4.061                                    | 4.207                   | 4.137                               | 3.86  | 4.106                    |
| Engagement Feeling   |                                      |  |                         |                                     |   |                          |
| Dedication           | 4.305                                | 4.301                                    | 4.285                   | 4.235                               | 4.093   | 4.162                    |
| Energy               | 3.571                                | 3.532                                    | 3.774                   | 3.429                               | 3.35  | 3.533                    |
| Focus                | 4.154                                | 4.014                                    | 4.104                   | 4.024                               | 3.88  | 4.063                    |
| Engagement Behaviour |                                      |  |                         |                                     |   |                          |
| Adaptability         | 4.012                                | 3.972                                    | 4.073                   | 3.941                               | 4.07  | 4.094                    |
| Advocacy             | 4.109                                | 4.055                                    | 4.401                   | 3.946                               | 4.074   | 4.14                     |
| Discretionary Effort | 4.119                                | 4.112                                    | 4.224                   | 4.116                               | 4.06  | 4.198                    |
| Persistence          | 4.042                                | 3.974                                    | 4.116                   | 3.941                               | 4.05  | 4.19                     |

Table 8: Results comparison by Length of service

|                      | Less than 1 year<br>(N=109) | 1-2 years (N=181) | 3-5 years (N=245) | 6-10 years (N=187) | 11-15 years (N=237) | More than 15 years<br>(N=616) |
|----------------------|-----------------------------|-------------------|-------------------|--------------------|---------------------|-------------------------------|
| Engagement Enabler   |                             |                   |                   |                    |                     |                               |
| Clarity              | 3.965                       | 3.928             | 3.847             | 3.858              | 3.786               | 3.877                         |
| Influence            | 3.734                       | 3.604             | 3.393             | 3.495              | 3.441               | 3.624                         |
| Mindset              | 3.916                       | 3.853             | 3.76              | 3.778              | 3.624               | 3.776                         |
| Perceived Fairness   | 3.841                       | 3.663             | 3.463             | 3.578              | 3.533               | 3.605                         |
| Personal Development | 3.771                       | 3.644             | 3.537             | 3.583              | 3.597               | 3.785                         |
| Recognition          | 3.697                       | 3.492             | 3.431             | 3.425              | 3.466               | 3.493                         |
| Resources            | 3.647                       | 3.798             | 3.786             | 3.762              | 3.719               | 3.735                         |
| Trust                | 4.113                       | 4.127             | 4.037             | 4.139              | 4.044               | 4.137                         |
| Work Relationships   | 4.225                       | 4.182             | 4.066             | 4.127              | 4.064               | 4.125                         |
| Engagement Feeling   |                             |                   |                   |                    |                     |                               |
| Dedication           | 4.297                       | 4.239             | 4.286             | 4.307              | 4.131               | 4.244                         |
| Energy               | 3.716                       | 3.508             | 3.551             | 3.567              | 3.392               | 3.536                         |
| Focus                | 4.115                       | 3.967             | 4.08              | 4.099              | 3.998               | 4.107                         |
| Engagement Behaviour |                             |                   |                   |                    |                     |                               |
| Adaptability         | 4.092                       | 4.097             | 4.012             | 4.088              | 3.964               | 3.985                         |
| Advocacy             | 4.23                        | 4.183             | 3.922             | 4.128              | 4.039               | 4.113                         |
| Discretionary Effort | 4.043                       | 4.109             | 4.234             | 4.185              | 4.11                | 4.134                         |
| Persistence          | 4.037                       | 4.022             | 4.086             | 4.107              | 3.996               | 4.063                         |

## Work Relationships

This factor measures the extent that staff perceive support from their line manager and colleagues.

4.12

### Average Scores by Item

| Item  | Average Score |
|---|---------------|
| I am satisfied with the level of support I get from my work colleagues.   | 4.21          |
| The people I work with cooperate to get the job done.                     | 4.17          |
| My manager encourages those of us who work for him/her to work as a team. | 4.07          |
| I am satisfied with the support I get from my immediate manager.          | 4.03          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Some staff have commented on the positive support they receive from their manager(s). Comments include:

- "I am pleased our service has had dedicated staff at management level which has lacking for many years now hopefully they can steer the service in the right direction."
- "F3 ward is the best ward I could have been introduced to. I have been made to feel part of the family after such a short amount of time. I feel comfortable to ask any of my colleagues questions that I am unsure on. Overall, the care that is delivered by all the staff members on this ward is outstanding and I am so proud to say I work on F3. I am looking forward to progressing my career within the trust and maybe finishing my nursing degree. "
- "Being able to work flexibly to fit in with family/home life and know you can approach your line manager if you have issues on a personal/professional level, and receive support that is best for your circumstances, rather than just the department (Part of a larger comment)"
- "I absolutely love working for BFT and ICSD. I am well supported by my manager and encouraged to be the best I can be. Even when work gets tough and difficult I feel able to discuss with my manager and be supported as opposed to fear of repercussion. there is a culture that is open and transparent with no blame when things don't go quite as well and also a lot of effort goes in to recognising when staff go above and beyond and excel in the work place - the rhetoric really is the reality!"
- "I am privileged to work in an area of the Trust that is well respected and valued by clinical colleagues. There is clear leadership and I feel empowered to undertake my role with the full support not only from my immediate line manager but from other managers and executives in my directorate and from within others areas of the Trust. My manager also takes the time to regularly enquire about and supports me with my health and wellbeing. Be Kind to Yourself is our moto."
- "Over the past few weeks there does appear to have been a significant improvement in the visability of the more senior management within Maternity. It feels like they are trying to unearth the root of the cultural problems in this area and is a great start to make my working life better overall. I am hopeful to have a more positive outlook in the coming months but currently there remains a lot of unsettled midwives. "
- "The Trust/line manager have been very supportive with my childcare difficulties during the uncertain times. (Part of a larger comment)"
- "I am very happy with the support I get from both my ward manager and matron and am very lucky that they see potential in me and want to help me grow within the trust."
- "I have the best immediate manager. Very supportive and informative"
- "Had good support from my line manager when I needed it the most, I feel I could always approach them"
- "Staff are supported and looked after, during challenging periods or if personal circumstances arise that impact on staff members. Everyone will not be happy all the time, however the organisation is fair, caring and supportive and this is from the Board to the front line. Bolton FT is a supportive employer."
- "Some of my answers may not be as expected. I am due to retire next month and reflect in some of my answers. I have valued the time I have spent here in Bolton. I have always been supported by my line managers, and the majority of senior managers (part of a larger comment)"
- "I very much enjoy my work and feel we are well supported by the new manager and matron "
- "I have worked for the trust for a long time and i can say that i have enjoyed my time working here with the team that i have known since i started..Having someone who will listen is very important as well as allowing you time to speak in confidence to a team lead if necessary."
- "I am very fortunate I have excellent support from my own line management but I know that this is not the case for everyone across the organisation"

Some staff have commented that they are dissatisfied with the support they receive from their manager(s). Comments include:

- "I feel that there is still a divide between members of the nursing professionals and still in all of my years as a nurse this has not changed. I feel some higher management are still not on the same page as nurses and have their own hidden agenda's. The goals keep changing in our profession and its not always easy to adapt. I still love my job without question but the politics in the NHS is killing the NHS. "
- "I'm afraid I have been deeply disappointed by how our department has treated staff at the beginning of the covid crisis- we were given no guidance, no support, no awareness of our stress or anxiety levels. No one asked how we were feeling or if we had vulnerable people living in our homes. We were simply told to be in the office, all together, keeping busy. The trust sent us apps and advice on mental health but all we would have wanted was a manager to ask how we were and if we needed support. I had to go to my manager and say we were all very uncomfortable and anxious in our cramped office space, with no distancing in place. Only then did things change. Some colleagues have been unpaid for weeks as they had no childcare (part of a larger comment)"
- "Disappointed with managers recently- meetings cancelled on 4 occasions- and made to feel it is my fault or there has been 'Miscommunication'. Managers appear very confused with own guidance around mask wearing etc. Unprecedented situations- managers giving very short time spans for staff to respond to new guidance- or to write new SOP- whilst still performing all



other tasks. (Part of a larger comment) "

- "I feel that since we moved into our new building, our team has fallen apart. our manager is never at work and there is no leadership / communication. I feel that there is a divide between nursing and admin. I feel second class and left out when we are supposed to work as a team. our staff turnover has increased and we are no longer the team that we were before. I feel our manager has made a mess of our department and no longer cares / moved on. "
- "As we have not had a manager for quite a while we have had to use our own initiative and the staff who have been here the least has had to rely on said team to help us along."
- "I feel that the term 'immediate line manager' and 'manager' need clarification, as I consider my senior nurse to be supportive and knowledgeable, and to be my 'immediate line manager'. However, general team management, allocation of duties and responsibility, work flow and workload, needs managing better, as work such as archiving has been neglected over some years, leading to inefficiency and frustration for some staff."
- "For many years, one individual's actions, processes and attitude have had a negative effect on the AHPs within ophthalmology. I wish the Consultants would come together and take the lead on raising standards. I am often ashamed to work under such poor direction when I know that there are some excellent models of care within the locality. I have no wish to further myself managerially; I am a clinician. I just want the Consultants to be brave enough to lead."
- "The lack of support and structure due to the fact we have not had a consistent Line Manager over the passed few years, this as lead to us having to make some decisions solely using your own initiative this as made it difficult to work within the department as you were not sure who to contact with any problems that may have arisen. Just lately the two Specialist Nurses were over seeing us and this was working very well they had put a plan together to carry on managing the dept but unfortunately were told to step back from the role"
- "I feel that most of the band 7's on CDS are extremely supportive. However I feel that the matrons, head of midwifery, and other senior managers are not supportive. We have only just started to see the head of midwifery on the unit and the matrons don't seem to have positive things to say when they get here and always give negative comments, which during these times is not helpful to the team (part of a larger comment)"
- "I did not feel supported during redeployment due to COVID 19 outbreak. There was no communication from my line manager with updates whilst I was on the ward. This created a lot of anxiety and stress within work and at home. I feel as though this situation should of been handled better, particularly as the staff on the ward I was redeployed to had no communication that they would be receiving staff from other areas. They had no clue who we were or what we were there to do. I felt like I was dumped in an unfamiliar clinical area to get on with it. Once I was called back to normal duty I was expected to come straight back with immediate effect with no break and time to rest recuperate or to process what had occurred during redeployment. We had no formal debriefing and it is like it never happened. I know my other colleagues that were redeployed feel the same and despite the difficult circumstances it should of been managed better. "
- "Over the last few months it has not always been easy to get access to management support above my direct line manager reporting. This has lead to frustration and sometimes lack of clarity on the information being shared."
- "I feel that I have had no solid constructive line / managerial support within the dept for some years now and have worked on my own initiative which I feel exceed without a doubt my current pay grade."
- "Working here is horrible, I feel trapped. It was bad even before the pandemic made everything harder. Staff need to be given more by managers. Effort need to be rewarded and if it isn't rewarded, then there's just no use for it."
- "Throughout the whole covid situation there has been a total lack of communication, respect and care from managers for the staff."
- "My manager had finished before the pandemic started so we have had no manager until this week and only one sister, I tried to talk to my matron about these issues but I ended up feeling even worse than I did before, I felt very let down and felt there was no consideration of our feelings at all. We have come into work through thick and thin through this pandemic and not even an acknowledgement of how hard it is. (Part of a larger comment)"
- "Some managers never seen in theatres undertaking clinical practice, very evident during COVID 19 peak!! (Part of a larger comment)"
- "I feel the trust could do more on monitoring progress for staff as each ward has a manager some more involved in their staff development's than others "
- "Sometimes feel forgotten about as I just get on with it, can go for days without seeing or speaking to managers "
- "At the moment and not due to COVID-19, there is unrest in the Maternity department. I find my immediate manager very supportive and caring, but not middle, senior management. During the first 6 weeks or so of the COVID-19 Pandemic, our senior manager was not seen and not available to support staff"
- "My Line Manager is very supportive and understanding, however, Senior Management are not and have little communication with us. Don't feel valued by Management or the Trust, even after the go live of the EPR. 2 years or more effort, overtime and stress for virtually no praise or thank you. The Department is very poor with Appraisals and PDPs, no offer or agreement of personal/professional development in our department, even after many years of service. This leads to less enthusiasm and unhappiness in post."
- "I feel that this survey is probably not reflective of the vast majority of time (22years) that I have worked for this trust. I was redeployed due to Covid-19 and worked in an area that I never have done before and actually thoroughly enjoyed it, I was made to feel welcome and a valued part of a team that had been turned on its head in the necessity to respond to the pandemic. However the way myself and my colleagues have been treated by our management during this time is frankly unacceptable, I have never felt so disheartened and demoralised about work. We have been made to feel devalued, at this present time I don't want to be here. I actually feel sick about coming into work. This saddens me as I have worked for the NHS my entire career, and have been in this trust for 22 years. I know I am not the only member of my team to feel this way."
- "I have little confidence in the divisional management team to represent me and my team with honesty, openness and integrity. I do not trust the divisional management team to support my team in decision making in the interest of patients. (Part of a larger comment) "
- "Dysfunctional team dynamics never seem to be addressed people that are under performing don't seem to be managed"
- "There seems to be too many managers in this establishment who are not fully engaged with their staff. (Part of a larger comment)"
- "When things are going tough then it seems that senior management are not around to support and find excuses not to help. They often only attempt to find solutions that will reflect well on them and their own performance. "
- "Supervisors are arguing with themselves. If things do not go their way. They get irate and take out on staff. Also the way they talk to staff is very abrupt. And they talk to me, suggested they do not trust me. For example I was unable to log on to computer, rang IT who said it is a nationwide problem, and have reported to the right management team. When mentioned this to Supervisor, He replied saying "I don't know why you can't log on when others have logged on." Said it in the manner that implied I was lying and pretending I could not log on. This happens all the time, this particular supervisor is always putting me down. Complain to manager but nothing changes always still same. So stop raising as concern. Just come to work do my job and go home. Hate coming into work because of the way I am treated. Now I only come into work to pay the bills. Also the behaviour between the supervisors is appalling. Not a good example at all to the rest of staff. Also Supervisors are always arriving late for work."
- "I enjoy my job, but feel the top down management style utilised by our managers is not the way to get the best out of staff. It feels like a dictatorship, at times."
- "I some times feel that a certain distance needs to exist between managers and their staff as a way of discouraging, even perceived, favouritism."
- "management need to start 'managing' staff. Management do not understand the impact this has on hardworking staff "
- "Immediate line manager can seem patronising in their role. (Part of a larger comment)"
- "As stated my previous experiences of the trust have been positive. I previously felt supported during my time in other areas and never had an issue with the trust as a whole. Unfortunately this is not the case. I have felt a huge shift in my opinion and feelings towards working within this current team. I understand the difficulty that has been faced by everyone within the trust due to the pandemic. I was redeployed into another team to help with staff shortages and the expectation of how the crisis may unfold. The only issue being the delayed response/action to enforce social distancing in the team staff room. Other than that my experience was positive. The team had great morale. The team leader gave an update every morning of how the trust was looking. Any other information that needed to be fed back to team. I can not say the same about how I am operating now. Having been back for a while now I have felt a complete switch. There is a severe lack of communication from the managers at a time where it is imperative to have a strong leader that communicates to their staff. This has not been done and is currently not happening. Being ask to leave the base at N block and for the managers to not have any say or direction on literally where to go is absolutely unacceptable. The team was left to fend for themselves and literally turn up at Brightmet health centre with where else to go with all there notes. From this point there has been a lack of guidance, information, leadership and communication. All aspects that the trust bases its foundations on. I understand that the managers are implementing a new structure to how we will be working and are in the background sorting out issues. But this does not exempt the managers from liaising with the teams beneath them with what their plans are. I feel that we have just been thrown in a little room at Brightmet health centre, which is soon to be needed by its previous team. Only given clinic rooms to share between several practitioners, with only the bare minimum information to go off. I find it as others in the team unacceptable. "

- "Our manager and the manager above her are awful. They do not engage with staff in a professional manner. The shout at you across the room and are unwilling to listen to anything our team has to say. Our whole team is unhappy as we are poorly managed and this cannot be good for patient care. Our team is ignored in favour of other teams, we feel like the managers do not like us at all. We have considered a collectible grievance but feel it is a lost cause as all the managers stick together and anything we say will be â€œunfoundedâ€. A once bustling, happy and productive team has been pushed to the point where we no longer care. Very sad indeed. "
- "My answers would have been totally different if you had asked me these questions pre-covid. This has nothing to do with my mindset, it's the lack of support/direction & in some cases leadership (I get it from some but not others). Other than the odd e-mail saying are you ok, can you do this? (which always comes from the same manager) nobody from work has kept in touch on a regular basis except for my work colleague (work in the same office) we use Jabber a lot & we sort out our workload & tasks between the 2 of us. Some of the managers have been rude & unsupportive, we very rarely receive responses from enquiries. I'm seriously thinking about my future within the Trust, I love my job, I'm good at my job but I'm slowly being demoralised. I feel abandoned, ignored by some (out of sight, out of mind, springs in to my head), not listened too, & totally disrespected."
- "There has been some very poor and unprofessional management behaviour towards staff in the last couple of years, and the same managers have allowed other staff to behave poorly which has had a detrimental effect to individuals and the department, and the service we provide. Some of these behaviours would also appear to have been on purpose and totally unwarranted. It has been very difficult to remain focussed and in work, however, a period of time being away due to the pandemic and different working arrangements has benefited me and I think generally will have done the department good for everyone to have a stop and pause which can only be a good thing. There is however, a long way to go to rebuild Trust. Our team has recently just before the pandemic been given a new manager, who is very supportive. Detrimental scores relate to others and not current manager."
- "Currently do not feel supported at work from line manager/senior manager. Changes are often made without consulting with staff. Do not feel I am able to discuss any problems/concerns with my manager. Do not feel I have the appropriate lever of responsibility for my job-often given band 6 responsibilities as a band 5."
- "The staffing and some management attitude is contributing to poor moral within the unit. Some co coordinators are however very supportive and approachable. (Part of a larger comment)"
- "I feel that since we moved into our new building, our team has fallen apart. Our manager is never at work and there is no leadership / communication. I feel that there is a divide between nursing and admin. I feel second class and left out when we are supposed to work as a team. Our staff turnover has increased and we are no longer the team that we were before. I feel our manager has made a mess of our department and no longer cares / moved on. "

Some staff have commented on the positive support they receive from their colleagues. Comments include:

- "I have recently rotated to a new area and have been extremely well supported by the team."
- "The Unit I work on has an excellent team ethic. It is extremely busy (pre covid) and a positive place to work"
- "During this pandemic I feel that our team has come together and worked so hard. I am proud to be part of it, as hard and challenging as it is."
- "I want to say that all of the therapy team I have worked with are lovely people and have welcomed all of the redeployed staff really well into their team. They were kind and caring and I did learn a lot from them and the experience as a whole, as I have only worked in another area before."
- "Coming to work and feeling part of a family, where everyone looks out for each other, helps you feel motivated and ready to come into work each morning, even when you may have tasks ahead to complete which are arduous. (Part of a larger comment)"
- "We are a relatively new team in terms of personnel and I believe we have grown together over the last 9 months. We all bring a different dynamic to the team which makes for better team working and we are able to openly and honestly discuss any issues which may arise. I personally feel very well supported in the team and look forward to growing and developing my skills further. "
- "Support from my team has been good during the pandemic. (Part of a larger comment)"
- "I am proud to do the job I do, as I am very proud of my colleagues in my team. Against all the odds we pull together. (Part of a larger comment)"
- "I feel privileged to work in Anaesthetics and Theatres. I have huge respect for my medical and nursing colleagues and my administrative team at the best of times but the way the department has planned, changed working practices, and worked together through COVID has been something else! I have been well supported by my line manager and I appreciate every opportunity I have been given. I am almost finished my management top up degree which I have found very useful."
- "The team I work for are really supportive and care about each other. I work with some great people across the wider MDT. They always try and get the best outcomes for the patients and families (Part of a larger comment)"
- "The diabetes team is a great family to be part of, you are well supported"
- "The diabetes team is a great family to be part of, you are well supported"
- "I am very happy with the support that I receive from all my team, everyone helps each other out when needed. I could not want for a better team to work with. everyone brings something different to the team and feel valued despite only being a band 3"
- "The team work well individually and when supporting each other"
- "We have a very strong loyal and experienced team."
- "The team work well individually and when supporting each other"

Some staff have commented that they are dissatisfied with the support they receive from their colleagues. Comments include:

- "I feel anything is possible with a good team behind you. Team work is essential in this line of work however when the staff moral is low and team work is not how its supposed to be times become hard and sometimes shifts are unbearable. "
- "There still seems to be a hospital centric approach to things in general. Often have to deal with issues not directly my responsibility but which impacts on the care and management of my patients and other services decline to address. Continued problems working across disciplines with numerous clinical incidents related to patient safety / medications completed. Unable to obtain reports from the clinical incident teams to show patterns / themes to allow further action to reduce problems etc. Total block on providing specialist training/teaching to all disciplines for over 6 - 7 years due to financial and capacity restrictions which exacerbates the situation. Concern about how data protection applied - often told by hospital staff / CCG staff that they cannot provide information unless we write to them answering a list of their questions before they will consider releasing information - often needed quite urgently to manage a situation. In general my job is a series of running into brick walls / lack of co-operation whilst trying to solve complex problems for complex patients to avoid deterioration in their health, unnecessary referrals or admission to hospital or care facilities. At the same time being advised to only do what is my job due to capacity issues which would leave patients vulnerable / at risk and ultimately a bigger problem whilst the trust promotes holistic / whole health approach to patient contact. This tightrope will break at some point."
- "With crisis the hospital went truth with virus, I don't think we had lot of support from the infection control, a lot of us got sick or manager try to protect us, I think infection control fail to provide the support and equipment, they gave us the impression they didn't know what they were doing. "
- "I really enjoy my job, I joined the NHS as I believed in it values, however I find staff members discriminate against different people, some staff members are not able to adapt to change and dislike younger members of staff. Staff that I have witnessed being bullied are not likely to tell high management as they fear the repercussions of the bullying staff. I think there should be training on discrimination and the different forms it comes in. "
- "Support services i.e. health records dictate to clinical services, clinics would be easier to manage if notes were delivered the day before but we are continuously informed this is impossible. It's not impossible it needs extra input once to get one day ahead the rest of the days would then follow."
- "Time keeping - starting a clinic on time is not seen as a priority by some Doctors "
- "Admin often does not feel like a 'team' - a set of individuals who do not always want to 'share information' which makes covering more difficult that it should be. (Part of a larger comment)"
- "I really enjoy my job and I am proud to work here. Unfortunately there are problems within my immediate department created by colleagues who are not team players and the minority are ruining it for the majority."
- "I do however feel some of my immediate colleagues have not supported as much as they should have. (Part of a larger comment)"
- "A lot of staff are overworked and stressed and frustrated therefore relations with other staff members are sometimes strained. (Part of a larger comment)"
- "Most frustrating is people not replying to email when trying to arrange stuff to benefit the service"
- "Team member reluctant to change especially when working for the trust a long time."

Other comments include:

- "No support"
- "Managers appraisals should incorporate feedback from the Team members. "

- "I find it very frustrating when members of staff don't work as part of a team and are able to do this without being identified by management I feel that band 6's are doing parts of a band 7 role when there is a band 7 and band 8 in my team (Part of a larger comment)"
- "I have worked in IMC for many many years under several different management heads. All have been different. I do feel the managers do their utmost to lead and control the staff, however, staff can be very challenging and issues sometimes do not get resolved."
- "The division is currently very well managed by the senior team and it would be concerning if this deteriorates when staff return to posts in the next 6 months who were detrimental to staff morale. This could have a huge impact on the division and the nursing workforce."
- "On the whole I am very happy at work and highly motivated to do my job. I would like to see clearer management and leadership taken by Band 7's within our team and often tasks are fulfilled by band 6. Sometimes it is frustrating that some members of the team do not display the same effort as others and do not fulfil their job description accurately and this is not always challenged by management."
- "Work feels a very unsafe space as you don't know who to trust or where to get support from. There are a lot of cliques which make you feel unsure about where you sit within the workplace. Poor leadership and understanding of how the unit works from DHoM Overall feels a very secretive and worrying workplace. Concerned at experienced staff leaving including all our education team."
- "In terms of my own team, I think we are a wonderful, valuable service. Our team works exceptionally well together and everyone takes individual responsibility for the excellent care we provide. I think the management is the best I have ever experienced; so supportive and approachable and makes working for the team that much easier. They are incredibly hardworking, talented individuals and they don't get enough trust wide acknowledgement for the work that they do, above and beyond on most occasions, for the children and families in Bolton. I am proud and lucky to be a part of such a caring, compassionate and hardworking team."
- "I love my job however I find the negativity of others difficult to manage. I also find the negativity of certain management difficult to overcome."
- "I am very happy with the support that I receive from all my team, everyone helps each other out when needed. I could not want for a better team to work with, everyone brings something different to the team and feel valued despite only being a band 3"
- "Support services such as HR, IT, health & wellbeing are often difficult to access. IT can often take a long time to engage & can be difficult to engage when trying to make changes/install new equipment. When making changes to trust services, the labs need to be engaged early in decision making to ensure we can accommodate the required changes & work together to come up with a solution that is best for patient care. Divisional managers need to listen to advice from specialty leads & take advice from them when this is given. Working together will provide a better outcome than one person making the decisions."
- "I have been managed by a number of superb role models but during this very challenging time this needs to be more transparent. (Part of a larger comment)"
- "I do however feel that the focus is at times on minor issues rather than looking at the bigger picture. There is a feeling of 'divide and conquer'. I feel there needs to be better integration with the hospital, there is still a feeling of 'them and us' and 'they have it easier'. The trust has some very amazing people doing their utmost for patient care and safety, however, whilst it is important to portray professionalism i.e smart uniforms etc. I feel that for those who are 'nit picking' about uniform policy it would go a long way if they set the example, for example not wearing peep toe shoes, low cut dresses and nail varnish. In fact to set the example they should be wearing their designated uniform when visiting clinical areas. This would build respect and reduce resentment. (Part of a larger comment)"
- "I feel like the environment of my job is not fully suited to my needs. Staff who have been here for much longer than I have seem to overlook that the newer staff are even here, which in turn demoralises us. Also management does not take much notice unless we complain and then they seem to hold that against us. Management do not make any attempts to get to know their juniors. My direct line manager walked past my desk on numerous occasions not even making eye contact with me let alone introducing herself."
- "I enjoy my work and am well supported by colleagues and immediate management. (Part of a larger comment)"
- "There are lots of layers of managers that things need to go through, this can lead to delays in information and different information being provided (Part of a larger comment)"
- "I am currently struggling due to personal circumstances at work however normally am enthusiastic to come to work We have no manager at present- this has been a struggle during Covid- but have had good support from an another manager and manager above"
- "My current manager is very supportive and fair previously I have been bullied by my team leader which was not very good experience. I experienced systematic racism but at that time was not that strong to raise my voice. (Part of a larger comment)"
- "We have faced a difficult time during COVID with only 3 members of our nursing team but we overcome it as a team, we have all altered our working patterns to accommodate the breast cancer services. That is something I am happy to do because I am very well supported by my line manager and sister. They always put patients first but at the same time ensuring the staff are happy which is an amazing work life balance. I feel happy coming to work and genuinely enjoy coming to work."
- "Overall I have been very happy working for this trust in my current role. My management team are very encouraging and supportive and I work with amazing colleagues (part of a larger comment)"
- "I feel very supported in my role with an amazing team who are always there to help. I have a fantastic manager who supports me continuously and supports me on a daily basis, I find having a great team to work with really helps."
- "Immediate manager very good, within team work well. Wider managers less good, don't listen to clinical colleagues opinions and consequently try to force inappropriate measures on dept. Little help or support with COVID planning from managers, very much left to clinicians to keep things safe."
- "There has been some very poor and unprofessional management behaviour towards staff in the last couple of years, and the same managers have allowed other staff to behave poorly which has had a detrimental effect to individuals and the department, and the service we provide. Some of these behaviours would also appear to have been on purpose and totally unwarranted. It has been very difficult to remain focussed and in work, however, a period of time being away due to the pandemic and different working arrangements has benefited me and I think generally will have done the department good for everyone to have a stop and pause which can only be a good thing. There is however, a long way to go to rebuild Trust. Our team has recently just before the pandemic been given a new manager, who is very supportive. Detrimental scores relate to others and not current manager."
- "During this period I haven't been able to contribute to the team as I have been off based following a risk assessment, I have been emotional at times but have had the full support of my colleagues and management"
- "My immediate line manager is very supportive but I am experiencing a lack of harmony across the wider team which I hope can be addressed by higher management. This is affecting moral and enthusiasm in a role that I am very proud to undertake. I feel greatly appreciated in other specialties I support."
- "Going forward I believe that the management and trust understands how the staff are feeling and will allow time for decompression and exploration of how we work has changed and not implement any further unnecessary changes at this time. (Part of a larger comment)"
- "I love my job however I find the negativity of others difficult to manage. I also find the negativity of certain management difficult to overcome."
- "My responses are contradictory, this is because I work closely with a consultant who is extremely supportive, forward thinking and encouraging, yet have a nurse manager who is at times negative and unsupportive regarding new ways of working. This leads to varying levels of enthusiasm and can at times leave me feeling dejected. There is also a culture of information not being shared from an upper nursing level of management"
- "I am doing my dream job. I have the best manager and work along side the best midwives! My immediate team and wider team are really supportive. I feel we all respect each other and this enables us to do our job to the best of our ability. (Part of a larger comment)"
- "I am doing my dream job. I have the best manager and work along side the best midwives! My immediate team and wider team are really supportive. I feel we all respect each other and this enables us to do our job to the best of our ability."
- "Coupled with the increased emotional turmoil that many staff members, including myself have experienced over the past few months, isolation away from friends and family and a worry for the health of those around you the past few months have been challenging. Luckily I feel I have been able to address my concerns with the team leader and discuss what I need to feel happy at work and how to deal with the negative impact the past few months have had. By being able to do this I also feel able to support other team members who are feeling the same. (Part of a larger comment)"
- "It is a difficult time at the moment and I have mixed feelings about things, but one thing that never changes is the overwhelming support from my colleagues. I truly feel that my colleagues are my work family, I enjoy working here and I am driven to do my job well. No job is perfect, but any issues are always responded to with the upmost care and compassion from the manager. She is intuitive and know when her team need support, she will dedicate her valuable time to ensure you feel ok and to talk through any issues. Our manager is a fantastic lead and we are thankful to have her. The rest of the team are dedicated and motivated, it is actually the best team I have ever worked in."
- "I feel anything is possible with a good team behind you. Team work is essential in this line of work however when the staff

*moral is low and team work is not how its supposed to be times become hard and sometimes shifts are unbearable. "*

- "The past few years have been an extremely challenging time for ophthalmology services nationally, and locally. As mentioned above, we have benefitted enormously from the investment in a dedicated OBM for the Eye Unit. Her transformational approach has been just what we were looking for. As a result, I have seen the skills, dedication and experience of my colleagues being utilized to the full, and during the current pandemic, we have worked to deliver an entire programme of transformation which will make us fit for the 21st century. We want to be able to attract the best and the brightest to come and work in Bolton. This is already happening, and we are functioning much better now that we are a significantly more diverse team. Our main area of need is now in relation to workforce challenges relating to structure and some personalities. We will require really excellent HR support to be able to manage these difficult issues sensitively and effectively."*
- "I feel very supported in my role with an amazing team who are always there to help. I have a fantastic manger who supports me continuously and supports me on a daily basis, I find having a great team to work with really helps."*
- "Given that we have had challenging feedback in O&G, and being named as one that is proactive, I feel that the team works in variable ways. Some more hands on some hands on only when needed. I think the former is more appropriate particularly given the challenging feedback we have had. I have tried to raise this at team meetings but feel that ownership of the issue is not being taken by all. I am disappointed when I take over to find multiple problems that need addressing and wonder what actual hands on care has been given by my colleagues. I am not sure what else I can personally do to raise this issue. Clearly it is very difficult to address but if the department is to thrive it needs all to own the problem, make decisions and not defer them etc. I know the trust has recognised that the department is hard pressed and is investing by increasing staffing, however baseline attitudes of consultant staff need addressing also - when covering emergencies there needs to be a physical presence addressing these issues and not just supervising from the office."*
- "My immediate Line Manager, Support Business Manager and Operational Business Managers are very supportive and make face to face visits on a daily basis to make sure all is well. Management above this level we do not see and it would be a good morale exercise for them to occasionally come into our secretary meetings."*
- "I feel well supported by my line manager but not by higher management."*
- "I work with a great senior management team and a great team that work with me on the floor. "*
- "Feel like the environment of my job is not fully suited to my needs. Staff who have been here for much longer than I have seem to overlook that the newer staff are even here, which in turn demoralises us. Also management does not take much notice unless we complain and then they seem to hold that against us. Management do not make any attempts to get to know their juniors. My direct line manager walked past my desk on numerous occasions not even making eye contact with me let alone introducing herself."*

It is important to build upon and sustain these levels of supportive working relationships. As an enabler of staff engagement, Work Relationships is a strong predictor of Dedication and Advocacy i.e. it has a significant impact on staff experiencing a sense of purpose, inspiration, pride and commitment in their roles, and the extent they would be willing to recommend the Trust to others.

## Trust

This factor measures the extent to which staff are trusted with responsibility and given the freedom to make decisions for themselves.



### Average Scores by Item

| Item   | Average Score |
|--|---------------|
| I am trusted to do my job.   | 4.31          |
| I am satisfied with the level of freedom to choose my own method of working. | 4.04          |
| I feel satisfied that I have the right amount of responsibility              | 3.97          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Some staff do not feel trusted in their role. Comments include:

- “One of the biggest changes I have seen which I don’t feel has improved services, is the way the then ward sisters were given less responsibility for their ward and roles taken away from them, with higher management telling them how to run their ward. While I am happy to support and promote change, this was not one of those (part of a larger comment)”

The Trust should continue to build upon embedding a culture where staff feel empowered and trusted. As an enabler of staff engagement, Trust is the strongest unique predictor of Focus – i.e. it has a stronger impact than the other eight staff engagement enablers on helping staff to feel fully engrossed in their work.

Trust is also a strong predictor of Adaptability and Discretionary Effort, and a moderate predictor Dedication and Energy. Thus overall, it has the potential to have a vast impact on staff engagement.

3.87

## Average Scores by Item

| Item  | Average Score |
|---|---------------|
| I always know what my work responsibilities are.                                      | 4.21          |
| I have clear, planned goals and objectives for my job.                                | 4.04          |
| My manager gives me clear feedback on my work.  | 3.79          |
| I feel I understand the connection between my role and the wider vision of the Trust. | 3.79          |
| The Trust communicates clearly with staff about what it is trying to achieve.         | 3.69          |
| I am well informed by my line manager about what is going on in our Trust.            | 3.69          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Some staff are unclear about the responsibilities and objectives for their own role. Comments include:

- "What made this whole experience harder was the lack of a structured induction into the team and role. I don't think there was full comprehension around the difference in my normal role and the role I was going in to. I did not receive basic information around job description and expectations, without approaching team leads for this information. There were clear gaps in my knowledge and skillset which I was able to identify and although asked for support and formal training in developing these skills, this was not acted upon in a proactive manner. "
- "Being thrown in, as an unqualified member of staff, to an environment, job and team that you do not know, in the high pressure time of Covid-19, is really hard. Redeployment is not like starting a new job- in my case I was placed into a role that was completely different to my own. One which I knew nothing about, had not applied for and had no signed up to. "
- "Survey response largely reflects managerial role rather than clinical role - can be difficult to answer when you have several different roles."
- "I have taken on a new role over the previous 2 years and feel that I lacked support or direction in this role or that there has been any fairness in how development has progressed. Since management has changed, I am hopeful and confident that the support and guidance will be provided and I can start to feel that I am achieving my goals and gain some job satisfaction again."
- "Lack of understanding of specialist role. Not fully integrated into community division, although working hard to improve this and highlight any issues. It feels at times there is a wider agenda around therapies which would impact on our specialist role and dilute what we achieve as a specialist team - this leads to unrest and lack of clarity. Hard to develop some staff in roles when there is a potential for movement of jobs that they are yet unaware of e.g. admin"
- "I do feel that the trust let me down during the recent covid outbreak. I understand it was an exceptional circumstance. However I was one of the staff that was redeployed at this time, I felt that the communication regarding this was poor. Staff were promised that they would not be expected to work out of their competency level, however this was not what had been communicated to ward staff at the time. I had the courage to stand my ground which caused me additional stress at an already frightening time. I have come to find on my return from redeployment that not all of my colleagues had the same experience and were forced to work out of their competencies and as such their mental health has suffered. If this was to be the case I feel that staff from non ward based areas would have been better having training on more clinical based topics and refreshing skills other than 'how to wash a patient'. "
- "I feel I have been adaptable and met the challenges posed to me during the crisis, but it has been an uphill battle with a lack of appropriate resources and understanding of my role (part of a larger comment)"

Some staff have commented on their understanding of what's going on within the organisation. Comments include:

- "Although information surrounding covid was given to the trust as a whole we were not given information from our manager on the maternity front. I feel the future of our unit is uncertain as HOM is leaving - unsure who will replace and whether they will be able to undo the damage that has been done (part of a larger comment)"
- "From the outset, information and guidance for staff and their service has been poorly communicated (part of a larger comment)"
- "The trust, and my department, is generally a good place to work. However, the covid crisis has revealed acute failings - there was a leadership vacuum at the start of covid and no transparency around the Trust's early plans. While I appreciate that a) the situation was ever-changing and b) there is little point panicking grassroots staff unnecessarily early, as a band 8 nurse specialist it was disappointing that even as senior clinicians we weren't informed of plans. The problem of bureaucracy is an ever-present NHS problem and I appreciate that it is not unique to Bolton. It would be really refreshing to look at knee-jerk paperwork as an approach to problem-solving and see if this is really effective."
- "Most of my opinions reflect the changes this team has undergone in the past 9 months, but also the frustrations and inconsistencies in the Covid response in a community setting"
- "Daily updates around covid-19 have been reducing and sometimes received 1 x weekly, poor communication around this. "
- "In current times there have been a lot of changes to how our service has been running, these are not always communicated effectively. "
- "Immediate managers are very supportive but it is not always clear why higher decisions are being made and some initiatives have been of questionable quality. Sometimes there is a sense that boxes are being ticked rather than issues being properly addressed. "
- "I am currently based on award but my usual area of work is another ward, I think the way my standard ward staff have been treated has been not very nice, the ward was closed and we were moved to a different ward where we got moved each morning."

some wards are not very nice and you are made to feel very out of place, we were never told anything about what was happening with my usual ward, we still don't know what is happening we have now all been moved to different work areas after once again being told on the last minute where we were being placed, in what has been a already difficult time this has added more pressure, even our manager has no idea what is happening. A lot of my original ward staff are now off with anxiety issues after the way we have been treated, I understand the trust has to change from time to time but to have been kept informed would have been nice and also now all working in new workplaces but having no idea if I will be staying here or going back to my original ward. The staff on the new ward have been really welcoming and are a great team but at the moment I feel I have no permanent place as I don't know will I be staying or not. "

- "During my recent redeployment due to covid the level in information has been substandard. Particular around PPE although in hindsight I feel management and senior doctors did not themselves know what to do for the best. Information would change, sometimes twice or more a day making it all seem a bit shambolic. I have a shielding wife at home in the highest risk category. On my second day in Casualty I was working in the covid bay and providing last offices in resus. My own situation was never risk assessed. That said, it has to be done and we all have to do our best but it has been a very hard time. While I feel my colleagues have banded together well in this crisis it has had an effect on all of us. Announcing a pay freeze on international nurses day really summed up how the government feel about the NHS. I feel no-one fights our corner. I've been a nurse a long time and seen a lot of good work and a lot of bad. It's important to remind ourselves why we do what we do. Looking after people. "
- "I feel that there have been huge changes within the tier during the pandemic and still ongoing. I do think managers could have communicated on a weekly basis, even maybe as a relatively informal brief email summary of what each team changes/successes have been and will be into the next week, for the teams that link and work closely together have a better understanding of what has changed/ new processes to aid communication and understanding between all staff even those not directly involved with changes. I feel lots of staff are unsure about what changes are/ who to refer to in certain situations as changes have created some overlap and there would be smoother patient interventions if everyone knew how/when to access other teams. "
- "I feel that there have been huge changes within the tier during the pandemic and still ongoing. I do think managers could have communicated on a weekly basis, even maybe as a relatively informal brief email summary of what each team changes/successes have been and will be into the next week, for the teams that link and work closely together have a better understanding of what has changed/ new processes to aid communication and understanding between all staff even those not directly involved with changes. I feel lots of staff are unsure about what changes are/ who to refer to in certain situations as changes have created some overlap and there would be smoother patient interventions if everyone knew how/when to access other teams. "
- "I appreciate that over the last 3 months things have been very difficult for everyone in the NHS due to the pandemic but I feel that particularly in the area I work there has been what feels like unnecessary changes to push forward plans for a new service. I appreciate that things need to change but in these very uncertain and difficult times these additional changes have adversely affected my health and well being."
- "I have found the daily bulletins useful to gain a wider understanding of what has been happening within the hospital site and feel a similar bulletin regarding community services may have allowed for a greater understanding of what is happening within the division on a wider scale. (Part of a larger comment)"
- "There was no structure in place when staff were called back from redeployment (i.e appropriate debriefing of staff; re-training; interview for feedback of redeployment experience; too many mixed messages on protocol and policies)"
- "Too many changes without a valid explanation"
- "Overall I think that the trust is a good place to work although it must be noted that most of my immediate management is also via the council due to secondment of our service. The more negative options ticked have been as a result of the current Covid restrictions on my role. I am extremely proud and grateful that the trust felt that the learning disability team was essential and therefore redeployment was not necessary. However, I feel that the way I have been utilised has not always highlighted the need for a therapy focus. The lack of progress in return to anything other than "urgent visits" has been frustrating and I feel that there is a risk that it will be detrimental in the longer term. In any further pandemic planning/learning I think it is important to be clearer on the importance of maintaining long term treatment, rehabilitation and support to prevent deterioration. We also need to have a clear, well communicated action plan which is consistent across all services about how we get back to treatment and hands on support asap for those people for whom virtual support is not an option. I obviously 100% support the need for restrictions at the peak but these are still ongoing in my opinion, to the possible detriment to the service users. "
- "Don't always get a sense of the vision of the trust and how that fits in with both Government agenda and GM agenda. It seems quite opaque at times leading to a little mistrust. Sometimes there seems to be too ready an acceptance of changes instigated from elsewhere which do not appear sensible or will likely lead to inefficiency or poorer patient care with no obvious support to try and refuse or amend the changes"
- "I feel community services are very much forgotten about with lack of communication from any managers, too many managers in one team leads things to become confused and no direction. Processes and policies clash because of this reason. No development opportunities. One manager looking after too many staff doesn't allow equal time with each staff member, do not feel like you know what is happening in your own team. Over the last 5 years feeling less and less involved in the team with no one really taking on your point of view or spending the time to explain why changes need to be made. Feel totally in the dark since Covid team has been split up in several different directions with several references of the team no longer in existence with out any consultation. Having a manager who understands how the team works as a whole not just the admin division is more beneficial for the team as a whole. "
- "I love working at Bolton and feel the Trust is continuously trying to improve. However recently it sometimes feels that we are being sent emails/communications about what we should be doing but not physically seeing anyone helping to put things in place. Eg implementing uniform policy or correct wear of ppe. If nobody senior is seen to be asking people to adhere to uniform policy (hair, jewelry) and there is no consequence, it becomes normal to not bother with it and then becomes an up hill battle to get staff to comply without having to continuously ask them. During covid we have been continuously told to stay 2m apart via email and posters, yet there is never anyone there trying to implement this. Sometimes a person in a corridor asking people to do something brings it home especially initially, whereas emails and posters get overlooked as time passes. I understand this is impractical to have someone monitoring this kind of thing all the time but sometimes seeing a senior person or the threat of seeing them every so often can bring it home more and is more likely to be adhered to long term. Communications during covid have improved as we've gone along however it would've been good to maybe have somewhere to send suggestions or queries to. Having the ward colour on the update would've helped the people who go onto a lot of wards daily, to know what they were going to and in what order instead of having to waste a lot of time ringing the wards first, and that is only if you are lucky enough to have the phone answered during busy times! I also think that the smaller/behind the scenes depts. get forgotten about and again I know it is hard to recognize every dept all the time but when it very rarely happens, staff sometimes become despondent. All that said, on the whole I love it here and feel we do a lot right."
- "I was first redeployed to the maternity wards, around march time. This was a sudden decision and didn't give me time to understand, comprehend and appreciate what this would mean for me and my work. I had to quickly hand over my workload and finish as much as I could before leaving within the next few days. I went into the experience with very little clarity and information around what I would be doing and what would be expected of me, though I and my own team had attempted to seek this. However, when I got to the ward it was clear that the communication around our redeployment was little to nothing, as no one on the ward seemed to know that we were coming and what work we were there to complete. I had been told we were assisting as there was a major shortage of staff, however there was surplus staff and very little work to complete. This ended in us being sent back to our team after 2 days. I was then, quickly after, sent to another unit. Again, this situation was decided quickly and little information was provided prior to starting- making the situation all the more stressful and worrying. "
- "Poor communication process on wards that has been shut down. Staffs are left to wonder whether it will re-open again or not. An email on what's going on would be very much appreciated so at least we know our standing. "
- "My answers are mainly negative this is due to the way management have worked to bring in major changes while we are attempting to respond to a pandemic, we have been under immense pressure and stress and have had little to no support from senior managers. We are told that the changes they have made are permanent and they do not provide us with any answers as to why these changes are being made. As a team we do not feel we are providing a good service for our patients, there are so many inconsistencies across the district teams they have placed us in. I truly believe that our higher management are doing what they like for their own agenda without any regard for how this is impacting staff, they are not listening or responding to feedback, our questions, thoughts and feelings are ignored. At present I dislike coming to work, up until a few months ago I loved coming to work and loved my job. I now feel that I don't know what my role is, I don't know what changes will be brought in next and I don't know what team I actually work in. I have no idea what team I belong to and we previously worked in an extremely successful therapy team, we had good outcomes and excellent patient feedback. We have done nothing wrong to deserve our team to be completely torn apart and no longer exist. There is no transparency from anyone as to what the agenda is and more importantly, why. There is no evidence to show that a new way of working was needed. A pandemic has been used to cover up their real agenda and that is truly disgusting. Because of the way they have acted and managed the situation I believe that if we had had an influx of patients as expected we would not have coped due to not being ready with all their changes."

- "The leadership is really poor in my division. I'm normally really positive, however the current situation is really demotivating, and lots of us are just looking for other jobs outside of the organisation. There is no clarity, you will send an email and get 3 different responses regarding what to do! We are not listened too. An evidence based intervention/programme has been removed and now the managers just want a sticking plaster and dismiss any concerns raised. I feel that I have gone from doing a really valued job with structure, to feeling embarrassed. I also wanted to note that a horrible email was sent which targeted some individuals and this was not formally dealt with. The new CEO seems really lovely, and her emails make me smile, it feels she really wants to improve the FT and is approachable."
- "I can continue working for very long periods of time'....this is unclear as to what you mean. Is it hours in the day? Years to work before retiring? Working extra shifts without a break? Currently displaced from my role, so everything feels very uncertain with no reassurances from managers. No one seems to have a clear picture of the service in the future. I know COVID-19 has had a massive impact but there are a whole team of staff with an uncertain future. When answering the questions regarding my manager, I don't really know how to answer as I have had numerous managers over the last few months due to moving departments as part of the Critical care support team, with no clear guidance as to who my manager is. Currently feel very unsettled."
- "I have always been motivated and passionate about my job and have loved coming to work. The last 12 months have been extremely difficult. The service I worked for has been decommissioned and a new 'vulnerable' families service is to be designed. Unfortunately, the pathway/new service is no clearer despite offering ideas to management and receiving very little feedback. There has been a significant lack of communication and this has led to me feeling deflated, demotivated, and lost, as I have no direction or goal to achieve as the new service has not yet been agreed. Whilst I appreciate epr and covid have taken priority, we are a year into the contract and have made no progress and this ultimately affects the children and families in Bolton."
- "As previously stated in early April I was moved from the hospital site to a community setting with a fellow secretary due to covid19. My line manager is sometimes at the same location but this has been changeable. The psychologists we work for are either working at home or at the hospital so we do not generally see them. The wider group of therapists, assistants etc we used to see daily we no longer see in our building. This means we are disconnected, don't feel truly part of our immediate team and even less so part of the wider picture. I've worked at the hospital site for 22 years and am not enjoying having been moved. I want to be back with my team but there are no immediate plans that I am aware of for this to happen. Communication is more time consuming and processes we have had to put in place are clunky and more open to errors. This is not a very satisfactory way to work 3 months on from when we were moved with no knowledge of when this may change"
- "During the last few months sometimes myself and the team felt very uncertain about things. We felt that maybe a little more support was needed and we understand it has been a very difficult time for everyone but due the department having a lot of things closed down we have felt a little lost. Also that when we was told that we was needed over bank holiday we volunteered as a member of staff that does not work weekends I think the enhancement rates were unfair as a HCA band 2 got more enhancement than myself as a Band 4."
- "Having to work from home is isolating and verbal communication has been minimal to check on staff welfare. However, I understand that would require a lot of time and effort when everyone who is on site is really busy dealing with the current situation. I know of support services available if needed via the emails sent about this, luckily I'm not in a position to require this but could see how the above could affect staff mental health from lack of welfare checks."
- "Over the recent weeks there have been many changes happening across the trust and within my therapy team directly. There has been poor and limited communication regarding these changes which has been very difficult for staff within the team and I feel this has contributed to me feeling less satisfied at work. I adapted my role to meet the needs of the trust whilst the COVID pandemic was happening, since this need is no longer needed, I have gone back to my standard role, which I am glad of, however, there is limited patients to see due to the hospital being generally quiet. I am told that I cannot help on the wards when I am not out seeing patients, that I should engage with service development but due to NEW social distancing rules that have come out in the last 2 weeks I cannot sit in the office designated for our team and therefore have no access to a computer to complete any development. I feel the trust communications have been poor with regard to COVID updates and guidance and mixed messages are spread throughout departments and wards. The 'daily COVID update' comes out after 4pm every few days and by this time most staff are usually not at work anymore. The trust guidance on many occasions has also been completely different to government guidance and this has been very confusing. My team leader has been very supportive throughout the COVID pandemic to me and our team and I am very grateful to her."
- "Communication to admin/clerical often feels lacking. (Part of a larger comment)"
- "Responses heavily influenced by COVID - 19 situation. Moved from department with 1 days notice and 12 weeks later still don't have a base or clinic rooms, line manager is the only person who seems to be trying to resolve this. No member's of senior management have been to speak to us about the plans for the future of the service and no apologies have been made for the fact the service has been massacred. As a small team we have worked really hard to keep our 500 patients informed and treated virtually throughout with little direction from senior management. I and my team feel under valued and overlooked"
- "Some of my answers should be taken in context with the fact that I have only started in a new band recently. Training and communication issues are in relation to the many changes we have undertaken in the last few months, in particular covid restrictions, training not available face to face for HR issues, staff working in different places and ways, and changing across onto EPR. These changes are challenging for everyone but I feel that I have managed well and been very well supported in my new role on the whole. The monthly updates we receive from the trust have been very helpful, as have the constant covid changes and daily updates going on BOB."
- "Information from management / consultants is not passed down to the secretaries and this does have an adverse effect on our ability to do our jobs efficiently. (Part of a larger comment)"
- "Overall I continue to feel very positive about working at Bolton FT. The recent pandemic challenges have exposed the disconnect between corporate and departmental communication - still not had a Covid risk assessment (I know I am medium risk) and little clarity and consistency regarding infection control within the department"
- "A very difficult time at the moment. I am normally very motivated and happy to deal with any changes that are needed for the good of my team and patients. Currently no base and no plans for the future of my team despite the hospital supposedly being a centre of excellence for Women and Children"
- "I have found it difficult during the Covid period to maintain the level of work, especially with my immediate line manager shielding, the commination from them hasn't been that good at all and I have found that very difficult during this time."
- "The redeployment process could have been a lot more clearly communicated. The changing communication and the way things were presented caused additional stress that could have been avoided. Trust information sent out weekly is generally good. Changes to PPE could be more clearly communicated. (Part of a larger comment)"
- "I am overall happy at work however just a few things can make you feel worthless eg having annual leave cancelled without prior warning or consultation. Also part time staff not always kept update to any changes that happened when they were off. (Part of a larger comment)"
- "COVID has also caused a lot of fear and anxiety, especially with not being allowed to wear the PPE that would be most effective against us contracting the virus. We were being shouted at for something one day then being told we had to do it the day after. (Part of a larger comment)"

Some staff have commented on the level of feedback they receive from managers. Comments include:

- "There are many challenges in the NHS, not least of all at present. The main issue that I and staff have identified is communication from senior leadership, cross divisions and to teams. This has improved but there is some inequity."

Other comments include:

- "There are still some communication issues across the Trust when there are changes to processes etc. There should be an opportunity for staff to ask questions anonymously (as they could do in the past - questions and answers were displayed on the intranet) as I know not all staff feel able to approach line managers. I feel the intranet could be more up to date. Often when you are searching for information its not available, non existent or out of date. The telephone directory should be up to date, which would save a lot of time (although I know staff have issues updating their information). If information on the intranet was reliable and up to date I certainly would access frequently to look at what is new etc."
- "Having to work from home is isolating and verbal communication has been minimal to check on staff welfare. However, I understand that would require a lot of time and effort when everyone who is on site is really busy dealing with the current situation. I know of support services available if needed via the emails sent about this, luckily I'm not in a position to require this but could see how the above could affect staff mental health from lack of welfare checks."
- "Having to work from home is isolating and verbal communication has been minimal to check on staff welfare. However, I understand that would require a lot of time and effort when everyone who is on site is really busy dealing with the current situation. I know of support services available if needed via the emails sent about this, luckily I'm not in a position to require this but could see how the above could affect staff mental health from lack of welfare checks."
- "I did not feel supported during redeployment due to COVID 19 outbreak. There was no communication from my line manager with updates whilst I was on the ward. This created a lot of anxiety and stress within work and at home. I feel as though this situation should of been handled better, particularly as the staff on the ward I was redeployed to had no communication that



they would be receiving staff from other areas. They had no clue who we were or what we were there to do. I felt like I was dumped in an unfamiliar clinical area to get on with it. Once I was called back to normal duty I was expected to come straight back with immediate effect with no break and time to rest recuperate or to process what had occurred during redeployment. We had no formal debriefing and it is like it never happened. I know my other colleagues that were redeployed feel the same and despite the difficult circumstances it should have been managed better. "

- "My comments are directly related to the challenges we have faced during the Covid pandemic. We have felt that there has been lack of communication and support from senior management throughout the pandemic and this has impacted on staff morale and our service (part of a larger comment)"
- "Covid pressures have made my/our work extremely difficult. Expectations of staff are not always achievable due to communication issues with others outside my immediate team."
- "Over the last few months it has not always been easy to get access to management support above my direct line manager reporting. This has led to frustration and sometimes lack of clarity on the information being shared."
- "Team is currently undergoing a lot of change, the full plan of what shape the team will be is not being explained to staff, leaving us very unsettled"
- "There have been numerous changes within the education centre in the last 12 months with colleagues leaving post and several members of staff taking long term sickness absence. The atmosphere is not always positive. Immediate managers are very supportive but it is not always clear why higher decisions are being made and some initiatives have been of questionable quality. Sometimes there is a sense that boxes are being ticked rather than issues being properly addressed. "
- "Just a thought/observation: Not sure it's reassuring to be asked to put in your grade (especially higher) when they'll only be one or two staff at that grade especially in smaller clinical areas. May stop staff being completely honest especially as their email invite is linked to this site. I understand why the Trust would want to see if responses are attributable to certain grades etc.- but maybe a reassuring message about how the data will be presented to the Trust may be reassuring. If the data states Grades 8 & > in this area state X, it's not that hard to work out who stated X. Length of service - does this mean overall NHS or at Bolton FT?"
- "I feel these are good and accurate answers to all the questions asked"

## Mindset

3.77

### Average Scores by Item

| Item   | Average Score |
|--|---------------|
| I feel positive about working in my work area/team/department.             | 3.88          |
| My manager helps me to develop confidence in my ability to do my job well. | 3.8           |
| I feel able to achieve my work objectives.                                 | 3.75          |
| I feel able to overcome challenges and set backs at work.                  | 3.75          |
| I feel confident in the future of the Trust.                               | 3.68          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Some staff commented on how they feel positive about where they work . Comments include:

- "I see we have lost quality in the service provision we had and the service has now become about statistics regards the number of people we see.(Part of a larger comment)"
- "I have recently become a team member of ChatHealth which gives a new dimension to my role."
- "I love my job and I really enjoy working at the Trust. Thank you for everything that you do for us. During Covid-19 the communication within the Family Division has been excellent and the Trust has done everything to protect staff. "
- "I thoroughly enjoy my job. It is highly rewarding and engaging. I work with an excellent team and feel lucky in my role. My personal experience is good, I have flexibility and support from my line manager- but it is the wider staff group in my department that I am concerned about (part of a larger comment)"
- "I enjoy coming to work and feel happy in my role!"
- "I have worked for the trust a number of years , I feel appreciated in my job role , and get good feed back from my colleagues ."

Some staff commented on how they do not feel positive about where they work. Comments include:

- "Started with the Trust just prior to covid so has been a difficult transition. "
- "I have worked for the Trust for 4 years but feel that the team working in special schools is an invisible nuance within the Trust. We sit between health, education and social care and it can get very complicated at times- particularly in the current climate. We are under the children's community team but should work more closely with the 5-19 service but they will not engage with us. We special schools nurses work autonomously on our own and it can be very lonely and difficult. I do not feel part of the school I am based nor fully part of the Trust as it is difficult to engage being based in a school. This can feel challenging at times and has been especially hard for moral during covid19 pressures."
- "I have found the time during lockdown difficult, especially as my husband is supposed to be shielding (transplant patient). I have been very worried about the possibility of taking Covid home. "
- "I understand that there are a lot of changes in the trust with the current pandemic, but I do not feel that the measures that are being put in place are always rational. I feel that some of the measures that have been put in place are too much too late. I feel that there are a lot of knee jerk reactions and that these are cascaded down to staff without much thought and no regard in relation to input of staff and the way in which this is to be implemented. I feel that it was an insult for staff who are working hard, that staff who are staying at home have received a letter and chocolates thanking them. I feel that there is a lot of focus on peoples hair colour and if their hair is touching their collar, even though it is tied back and neat, and this is an unnecessary focus as long as staff are neat, tidy and presentable. The staff work hard and when they are pulled up for these minor issues their identity and morale is greatly affected. "
- "My role has changed with business continuity/covid and I've had to be very flexible and cope with daily change, working within a service where processes are being developed alongside the daily work and are changing constantly, constant uncertainty and supporting staff with well-being. Whilst, my managers are very accessible and try to be as supportive as they can - it can feel isolating working away from the main hub and having no support on sight. Temporary accommodation and challenges ongoing with building and space. Change in working patterns and expectations. Too much work to process and can lose track of what priorities need to be, which can change on a given day. "
- "I have found the time during lockdown difficult, especially as my husband is supposed to be shielding (transplant patient). I have been very worried about the possibility of taking Covid home. "
- "Speaking with students whom are BAME and also to the trust, I feel ashamed and angry of how BAME mothers/families and staff are treated by the general workforce. We have a high BAME demographic in Bolton, with a higher than national average in the Indian and Pakistani population. However this is not reflected in the workforce of midwifery. As a trust we need to be actively promoting midwifery as a career in the BAME communities. We need BAME staff to be given time to do recruitment work, working towards building a diverse, multicultural and multi lingual workforce that can raise cultural awareness and understanding. The staff BAME forum at present is unsure of its aims and goals, and can be dominated by a select few, there is a hierarchy and bureaucracy here that is a direct reflection of the trust senior management."
- "It has been difficult to stay motivated and engaged during this time of uncertainty - I feel like I cannot switch off at home or at work and I am in a constant state of anxiety - I feel like I need time off on sick but unfortunately have triggered and am worried about the consequences - I am trying to speak to people at home about my worries but feel like it all becomes a bit 'too real'."
- "Co-vid used as an excuse to force through major changes in working practices/places of work. We have been told that the changes that were short term solutions to Co-vid, are to be permanently implemented. We have been told that "quality of treatment doesn't matter any more". "There is also no such thing as patient choice any more". These are direct quotes from management. "
- "At present I'm going through the change ??? but don't feel I get enough support from the hospital with uniforms ect I would recommend district nursing to my friends and family as a place to work but would be unsure about the hospital ."

- "the majority of my answers are very personal in light of how it has affected how I feel now about my role, the MSK service and the future. If COVID had not happened, my answers would have been very different. "
- "The team I work in has undergone a significant period of change over the past 9 months prior to COVID. Whilst I acknowledge that a period of change is always going to cause unsettlement I feel that the team are in a worse position in terms of moral, enthusiasm and desire to work for the trust than ever before. (Part of a larger comment)"
- "Don't look forward to going to work because you don't know what situation you're going to walk into, also, the mood of your colleague, if they're in a bad mood it affects oneself."
- "I am extremely concerned about how the implementation of Parking Eye will make my day to day work as a community nurse with a hospital based office almost impossible. (Part of a larger comment)"
- "Usually I look forward to coming to work, and thoroughly enjoy my job. I am very proud of my role and the team. However, these past few weeks - months have been very difficult and staff morale has been low. I hope that once we have an outcome and able to move forward, that this will relieve stress and increase morale."
- "I love my team and manager but feel a lack of support from wider trust and management has influenced my responses in a negative way. (Part of a larger comment)"
- "Working through the pandemic has been awful. I think I had Covid no testing at that time. I came back too soon as I was worried about my team. I feel worse about everything than I did at the peak in April."
- "Safety and well being of staff not a priority in this Hospital."
- "After 35 years in the NHS in various roles I am actively looking forward to taking early retirement. It saddens me that I am so disheartened by my job that I see no alternative but to quit at the earliest opportunity."
- "During the pandemic we are not able to see patients as a result I am sat in a clinicroom with hardly any work, this is becoming very depressing as I do not see any members of my team throughout the day. I almost feel like I am in a cell. Other colleagues are not like this, as they are in clinics where they do see other team members, still abide by social distancing & are able to joint work. I am very isolated. For me this has been the case since before the pandemic & after months has become mentally very challenging"
- "My responses to this survey are very different to how I have previously responded in the past. I normally enjoy my job, feel enthusiastic about it and respond more positively to this survey. This is missing at the moment and I am not gaining the same level of meaning, satisfaction or enjoyment from my job. I am not currently looking forward to being in work. It is a difficult time. (Part of a larger comment)"
- "Also less emphasis on targets/ patient FLOW and more emphasis on patient CARE, I think its been lost along the way (Part of a larger comment)"
- "There have been a lot of changes on my ward in last few weeks and morale is very low. (Part of a larger comment)"
- "I love my patients and I love caring for them but it has become increasingly impossible to do this due to a combination of lack of staff and an increase in very aggressive patients that take up most of our time on a shift. They are also a great risk to us and other patients. A lot of the time we are unable to give other patients the proper care. It seems we are expected to do more than is possible. I do my best, but it is impossible at times. (Part of a larger comment)"

Some staff commented on their ability to achieve their work objectives. Comments include:

- "It is very hard to dedicate a consistent amount of time required to complete my tasks and feel I achieve my goals effectively due to frequent interruptions, last minute calls to meetings at different sites, frequent change of plans from higher management & much time in travelling between sites"

Some staff commented on their ability to overcome challenges and setbacks. Comments include:

- "I am new to the role of practice educator after the 3 previous PEFs left within the space of 2 months due to different reasons and I have found that starting a new role during COVID has proved difficult, with numerous responsibilities being added on the role whilst trying to learn the original role but this has also shown me how resilient I can be and also allowed me to tap into my colleagues experience, guidance and advice around different aspects of theirs and my roles. I feel confident that, although I don't know the full role yet, my colleagues and manager will assist me to develop and grow."

Some staff feel confident in the future of the organisation. Comments include:

- "I have been working for the Trust now for over 40 years, but have recently taken flexible retirement now working 3 days instead of 5 days a week, and in all the time I have been working at the Trust I have seen many many changes in terms of improving the way we work, and am now looking forward to what the future brings in terms of technology."

Other comments include:

- "We are working from home at the moment, the help we are getting is OK"
- "The negative answers given regarding my own working abilities are due to current health issues not issues within the area I work."
- "The Trust has made significant improvement in EDI in the last few years, but there is still much work that needs to be done. "
- "I feel I always have adequate opportunity to rest at work and have chance to eat lunch. I can be prone to getting easily upset if things are not going well and this sometimes affects my ability to get things done."
- "The last few months have been very challenging, trying to balance child care and working from home, and our own personal mental stresses of the current pandemic we are facing. Work has been busier than ever it feels, with changes being added and made on what feels like a daily basis, it feels like some days it has all just been too much to take in, resulting in feeling very stressed and anxious. which is something I don't normally suffer from. My team leader has been good and has acknowledge how people are feeling within the team but that doesn't stop the work load building up."
- "It is very hard to dedicate a consistent amount of time required to complete my tasks and feel I achieve my goals effectively due to frequent interruptions, last minute calls to meetings at different sites, frequent change of plans from higher management & much time in travelling between sites"
- "I feel these are good and accurate answers to all the questions asked"

## Resources

3.74

### Average Scores by Item

| Item  | Average Score |
|---|---------------|
| I have received the right level of training to do my job effectively. | 3.96          |
| I have adequate materials, supplies and equipment to do my work.      | 3.53          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

### Feedback

Some staff have commented on the level of training they have received to perform their job effectively. Comments include:

- "I do feel that the trust let me down during the recent covid outbreak. I understand it was an exceptional circumstance. However I was one of the staff that was redeployed at this time, I felt that the communication regarding this was poor. Staff were promised that they would not be expected to work out of their competency level, however this was not what had been communicated to ward staff at the time. I had the courage to stand my ground which caused me additional stress at an already frightening time. I have come to find on my return from redeployment that not all of my colleagues had the same experience and were forced to work out of their competencies and as such their mental health has suffered. If this was to be the case I feel that staff from non ward based areas would have been better having training on more clinical based topics and refreshing skills other than 'how to wash a patient'."

Some staff have commented on having adequate resources, supplies or equipment to do their job effectively. Comments include:

- "My only complaint is I cannot access Microsoft team which IT are very aware of and this hinders my job when attending virtual meetings (Part of a larger comment)"
- "My only complaint is I cannot access Microsoft team which IT are very aware of and this hinders my job when attending virtual meetings"
- "Unable to provide consistency around paperwork. Expected to complete paperwork/checks out of scope of practice. Paperwork can take up to approx 1 hr to complete, this is minus any relevant phone calls/referrals that needs to be completed on top of initial paperwork. This is restricting on how many new patients can be picked up for assessment on the day. Risk assessments initially carried out on our building to ensure social distancing, now advised there is not adequate space for us to do so. Currently in a different departments office, so unable "to make our own"."
- "My new role with integration with primary care sector is seriously being held back due to lack of IT access cross sector"
- "On the whole, I enjoy going to work and feel very supported when I am working. However, working conditions can be very difficult at times due to heat - it would be good if air-con and scrubs can be considered for wards. 1 air-con unit in the sonographers room on M6. The large amount of windows make M1/M6 extremely hot."
- "My team leader has been good and has acknowledged how people are feeling within the team, but that doesn't stop the work load building up. (Part of a larger comment)"
- "I understand EPR is relatively new to this trust and currently this also feels 'clunky' and not particularly user friendly if looking for clinical information in a hurry; coming from an organisation with alternative electronic recording systems I feel this could be developed and improved upon. (Part of a larger comment)"
- "I feel that the community services are given less support and priority than the hospital. IT is not very efficient in the community and we are not able to keep up with the IT changes which are taking place in the hospital. In comparison with other businesses, we manage with archaic phones and poor IT."
- "My new role with integration with primary care sector is seriously being held back due to lack of IT access cross sector"
- "CDS in particular are very short of equipment, much of the shift is spent searching for items such as drip stands, pumps, plugs for pumps, thermometers, fse's, fse connectors etc (part of a larger comment)"
- "The caseload and expectations is totally ridiculous and having just been redeployed because of C-19, this has become even more obvious. we are a very close-knit team who have worked together for a very long time, but we are always pushed to our limits and over. We persevere because we put the children first, but we also have no choice. We have no choice than to continue to work long periods and be immersed. Time goes so fast because we are so stressed. I've worked here 20 years and its only got worse and no one seems to be able to change it or pay attention to it or give it any respect."
- "Some of the systems at Bolton are quite inhibitory. Particularly IT (digital dictation is constantly poor and video conferencing/ remote learning support is lacking). Guidelines ratifications process needs better streamlined and administrative support."
- "I am generally very happy in my work environment. I enjoy direct patient contact and sometimes feel the administrative duties impact on time available to spend face to face with patients."
- "Also Increased workloads on a continuous level is leading to reduced patient care particularly with regards to end of life patients who deserve better. (Part of a larger comment)"
- "If we could carry out our role with better systems in place, up to date, regular training, adequate resources, not feeling constraints from managers and commissioners, less task orientated work and unnecessary and repetitive form/data filling as well as some thought about our own emotional and general wellbeing, morale would be better and the Trust would benefit from better productivity and happier staff."
- "Lack of secretarial / administration support for the number of consultants in the department. Computer issues on a daily basis systems need updating - very frustrating. (Part of a larger comment)"

Some staff have commented on having an adequate working environment to perform their role effectively. Comments include:

- "Social distancing now means that the things we would normally enjoy about work (lunch with friends at work) is limited due to not being able to sit anywhere. Outdoor seating at c block would be valuable (Part of a larger comment)"
- "Currently extremely hot on the unit at times and adds to increased levels of exhaustion and lethargy"
- "currently the heat on the unit is unbearable up to 34 degrees so I finding it very difficult to concentrate, we have no air conditioning and no cold water supply ....really hard to do a 12.5 hr shift in this condition"
- "In my opinion, significant investment is required in IT Services within most areas of this Trust. However, on visiting the IT

Department there seems to have been significant investment in IT equipment in that area - all workstations equipped with two large monitors. Also the IT Department put up barriers when new equipment or new ways of working such as new analysers are required. There is far too much bureaucracy, including collection and reporting of data with little apparent benefit. Previous initiatives with regards to lean working have apparently been abandoned."

- "Meeting the multiple demands of the role can be challenging. The working environment can make it difficult to concentrate which can inhibit productivity. The changing workload to meet expanding capacity demands has been challenging which has impacted staff morale."
- "In addition to my comments above I feel that facilities to take a break or have a quick drink are inadequate in Bolton One Health Centre. The staff canteen, which is fine, is on the top 3rd floor so by the time I get my things together half of much 30min break is gone by the time I walk through all the doors and around the building. On any other floor there is not a room for the staff. There is a one small cupboard room with hot water tap which is not sufficient for the number of staff especially now during "Covid-19 pandemic". It is one in one out awkward system and there is not a space for a breather or lunch break etc. One hears a lots of comments from dissatisfied rushed staff especially clerical staff and overall I feel down after a day's work as it is not a happy place to work. I wish I had never left my previous job however I will be trying to change asap."
- "The dining facilities at the Hospital fail at every level as a staff canteen. It is a great support to staff in pressured roles to be able to take a meal break in their peer group out of the public gaze. It helps them to deal with the stresses of the job to have genuine down time. Sadly the previously excellent canteen services no longer provide an appropriate place. This was true before the pandemic. "
- "The main problem at present is the lack of IT to support distance learning in the community. At Brightmet HC there is very poor Wi-Fi signal and inadequate hardware to support virtual group meetings so our governance and multiagency working as well as teaching roles are being significantly affected. We need reliable access to Zoom, Microsoft Teams, WebEx etc"
- "Changes to the estate resulting in lack of office and clinical space has been very challenging and the uncertainty and length of time it is taking to secure the future provision of appropriate facilities is causing concern around the future quality of our service."
- "Difficulty with resources/clinical space and a feeling that your work is not a priority and a lack of responsiveness. Caseloads are very high and this can cause stress on staff (Part of a larger comment)"
- "Community staff are very hard working often working in very high temperatures and now need to wear masks often in homes with heating on .... could the trust not provide the same uniform in a lighter breathable material that will enable staff more comfortable and better working conditions. (Part of a larger comment)"
- "The unit gets extremely hot at times. I feel unable to work in the environment without it affecting my health as no support is given to solve the problem of excess heat Use of fans is banned and no water coolers are provided for either staff or parents despite complaints and incident reports being submitted"
- "I strongly feel the Trust should focus efforts on making estates fit for purpose; as poor buildings and working environment contribute to reduced staff efficiency and lower morale. (Part of a larger comment)"
- "The environment I work in needs attention as it is looking very dated and in need of up grading. It doesn't help welcome patients or new staff to the area "
- "currently the heat on the unit is unbearable up to 34 degrees so I finding it very difficult to concentrate ,we have no air conditioning and no cold water supply ....really hard to do a 12.5 hr shift in this condition"
- "currently extremely hot on the unit at times and adds to increased levels of exhaustion and lethargy. "
- "This is a great place to work. I would recommend working here to anyone. The only think letting it down is the IT provision in terms of agile working and a lack of quality space to take breaks. "
- "On the whole, I enjoy going to work and feel very supported when I am working. However, working conditions can be very difficult at times due to heat - it would be good if air-con and scrubs can be considered for wards. 1 air-con unit in the sonographers room on M6. The large amount of windows make M1/M6 extremely hot."
- "Currently difficult to feel full of energy when in work due to the heat on the unit."
- "Office door- Our office has been without a door since we moved in May 2019. This was escalated to senior management on numerous occasions. Staff feel vulnerable as patients/visitors/staff from other teams had walked in to our office on several occasions. We do also have confidential information (patient details) stored in our office cabinets, which should be protected behind closed doors. This leaves us into risk of data protection and confidentiality and Information Governance policy breach."
- "Please, please, please sort out the car parking issue that has been going on for years. The very least we're asking is to fully pave Kitchener car park and instal working cameras."

. Comments include:

- "There has been a massive change to the way and place we work from and this has not been a smooth transition. Communication has poor at best and this has left a lot of stress in the work place. We are quite ill equipped to complete our work. There's no WiFi for instance where I work, there's not adequate portable devices yet we are expected to be contacting patients via phone or video. The estate is inadequate making it difficult to even adhere to the current COVID directives on social distancing. Communication on PPE has been confusing at best especially in community centres."
- "During the pandemic it has been harder to work at full pace in full PPE especially in the hot weather we have been having, summer uniforms would help with this, myself and my colleagues all agree the uniforms are too thick. In this heat especially when paired up with an apron, face mask and gloves"
- "Our department have recently been moved (at the beginning of the COVID19 outbreak to a much smaller office, from 18 working computers to 11, we had the option of some of the staff working from home and some in work so some of our staff worked in difference offices across Pikes Lane Centre. We now don't have the offices available to work in now and only have use of 1 computer (with an additional computer in the consultant rooms at various times in the week). This was only supposed to be temporary, but 3 months later we are still in the same position, but we are expected to carry on running the service as normal, this is no way acceptable, I do understand that have to adapt to COVID19 and the changes that it makes, we were happy to do this, but now I feel we have been ignored, we need a proper base."
- "A lack of staff resources can make the job very challenging. Furthermore, estates has been a challenge very recently. The response to COVID-19 and facilitating homeworking has been excellent. The introduction of Attend Anywhere hasn't been without challenges but has meant some face to face patient contact could remain whilst keeping people safe. I have personally enjoyed using it to provide assessment/treatment for patients. However, I have concerns that this would become a normal way of working and I don't think it should entirely replace in person consultations. "
- "The safety measures within our office/area have only been risk assessed this week, 3 months after the initial lockdown which I find extraordinary. During the crisis since March, I feel as a District Nurse, we were just told to get on with our job (even without adequate PPE early on) whereas other areas within the multidisciplinary team seem to have completely shut down, expecting us to do their work for them at times (for example, dietitians, podiatrist to name just a couple). The GPs also treated us like this, dictating what we should be doing from telephone consultations with patients without understanding the full implications of what it entailed within our job parameters. All with very little thanks or recognition &€"from above&€™. As a team, we pulled together as we always do, thankfully with no illnesses and just got on with the job, with much appreciation and praise from our Manager."
- "My responses differ significantly from previous feedback provided. I have always enjoyed and looked forward to my job, and have always been positive about the contribution I and the team make. During covid 19 I have been proud of the teams approach to be flexible and provide what ever has been needed. This has meant that the team moved out of accommodation quickly to meet the pandemic demand, and adapted to providing 7 day cover for staff support, and adjusted face to face appointment to telephone appointments where possible. This required the team to work flexibly and under pressure. In the height of the pandemic this was appropriate and my motivation to do this was high and I adapted to working from home in far from ideal conditions. e.g. lack of technology etc. This was ok when I felt this would be a temporary situation. Trying to re-establish services for patients has been difficult, the difficulties with technology persist and are extremely tiring. Everything takes longer, for example having to type letters due to the lack of G2 means that assessment appointment take double the time and this slows productivity. On a positive note we are now able to use attend anywhere and have booked clinics, but this clinic space does not allow you to provide a fully operational clinic, and things continue to take a lot longer, which is draining for everyone. In addition, the lack of certainty about having a base in the future is unsettling for all staff. "
- "In community we have been almost completely ignored during the Coronavirus pandemic. At the end of March we were each given one bottle of alcohol gel and one pack of wipes for each office. Packs of wipes were available if needed. People were worried and sometimes upset about having to come into work - a small meeting room was made available as a 'Lavender' room, that has since been taken away. On 18th June all the fabric covered seating in the staff room was deemed 'not for use' wooden tables and single chairs were placed sparsely. We were also instructed to wear face masks. We all feel that this is 3 months too late - never in 25 years of service have I felt so low and unappreciated. It's as if in community we are invisible. The trust used to be a much better place to work."
- "The service has no base, we are not adequately resourced to work from home (e.g. completing patient telephone appointments on my own personal mobile, using my own laptop without access to LE2 or G2 dictation, still waiting for IT set up to host Webex meetings, etc). Although I appreciate some home working is likely to be required going forward. Now there is also some use of bookable virtual clinic rooms at J Block but again no access to LE2 or G2 dictation so I then have to return home to type

my own letters meaning that I am seeing less patients and waiting times are increasing. I fully understand the need to work with extraordinary measures at the peak of Covid pandemic and I have been committed to working as efficiently as possible during this time without complaint. However with no resolution to this situation on the horizon, it's becoming increasingly difficult to remain positive and hopeful. (Part of a larger comment)"

- "Like most, have had a stressful time during COVID-19 pandemic mostly due to staff uncertainty with PPE and social distancing in the office which has caused anxiety with staff and managers."
- "The lack of IT facilities is a frustration, we are missing out on the National conversation as we have not been given the IT support to be able to access virtual meetings from work (although I can do this from home it is not always practical for me to be at home at the required time)"
- "During this Covid period, one of my roles requires me to deal with the outpatients, their representatives and staff. I feel very let down, especially during the peak that we were not given or advised to wear any protection until much, much later when things started calming down which I feel was little to late, not to mention being forced to walk a one way system exposing us to a much higher number of people and putting those people at risk too, and because our door was next to the main entrance we then had to pass all the patients and visitors who we were meant to avoid because of the one way system, to get into pharmacy. Thankfully but again much later on we got our own door made in another location which is very sensible and much more safe. I felt unprotected and very exposed to the virus more so than I should have especially with not being ward based during the peak. "
- "COVID has also caused a lot of fear and anxiety, especially with not being allowed to wear the PPE that would be most effective against us contracting the virus. (Part of a larger comment)"
- "During the Covid outbreak I do feel that the Health Centres have been somewhat ignored. It is only in the last few weeks that reception has been given protective screens, there are no hand gels on the walls for patients to use when entering the building, which many have commented on. We are currently using chairs as a barrier to stop people from coming too close to the reception area. Nothing else has been offered by either the Trust or those responsible for the building."
- "In light of the recent pandemic my department has not taken adequate steps to ensure social distancing/ safety. We are still all sharing office equipment and only recently have been told to make sure we all social distance, e.g spacing out tables in our break room/ limiting the number of people aloud in the kitchen,"
- "I feel measures that have been implemented re. social distancing etc have been far too late and they way they have been brought in has been poor. I think other services that have not been hospital based have been forgotten about. "
- "I feel very let down by the NHS during the Covid-19 Pandemic. Our office was not risk assessed to ensure 2 metres were between myself and colleagues, we were not given masks, hand gel or any cleaning products to clean our work areas. We have been forgotten and left on our own. As a team we have worked together and throughout the pandemic, none of us have been off with any covid symptoms. This is through our due care and attention, not the NHS looking after its staff. We are a large office - the hub of the NHS for booking appointments / admissions - we have received no thanks or appreciation from the senior management. We have never been mentioned in any of the Covid bulletins for the work we have been doing. We ensured no patients came in to the hospital when the pandemic started, we cancelled thousands of appointments by changing them to telephone / video appointments. We cancelled hundreds of admissions in to hospital and adapted a new way of working very quickly. During the peak we moved to working 5 days over 7 to help with a moments notice. Week 12 of lockdown we were issued with masks - this I feel was an insult. Like all of a sudden we matter. Personally I feel we were only issued masks because of the track and trace app going live. Should one of us be off with symptoms, then the whole office would have to isolated - meaning there would be no-one to do the work. I am not taking anything away from the front line staff who have been amazing and of course, getting them set up with PPE was the priority, but the clerical and admin staff in our office has heard nothing from anyone. I feel the NHS has let down its own staff - not a great example to set to our patients. "
- "During this current lock down I do not feel that we are effective as we are not able to see our pt's in a face to face situation, as they are predominately over 85 years then the use of technology is not wide spread in this pt group. The constant telephone reviews are boring and the accuracy of reporting from the pt is not clear."
- " We have literally just received hand gel and wipes 12 weeks into this, throughout the whole thing we have cleaned our own desks and provided our own gel and wipes, nothing was done before that to protect us at all until this last week 15/06, we have all taken great care at our own expense to ensure our office was kept clean etc, they even stopped the cleaners coming in every day and cut it down to 3 times a week, bins were having to be emptied by ourselves! As an employer we would have expected the NHS to be outstanding and organised in providing staff with adequate gel and wipes and ensuring the workplace is clean rather than leaving it to the staff! (Part of a larger comment)"
- "Haven't felt fully supported over the pandemic. At the very beginning we were left to carry on as usual without any regard to staff safety, even though we were made aware that other staff members of the community had several tests. Had no FIT testing in our team, none offered. None of the equipment issued at the beginning was in date or suitable to fight the pandemic. Also when members of the team tested positive for COVID 19, no deep clean was carried out. Only now are we getting visits from upper management which are now due to track and trace. Again we feel no support given. Community nurses feel let down as no facilities available at weekend to use the toilet or cooking facilities. We have to travel miles to a second health centre to obtain these facilities and now due to track and trace we are infiltrating another 'bubble' when we are supposed to be social distances. "
- "I am really lucky to be an LD practitioner as I feel our approach to how we work with our cohort of patients and families is extended to the team and so my experience of working for the Trust is largely positive. I do feel concerned we have no base at present; this is due to a team taking over our office as they support the Trust to discharge patients (rightly so this is a priority and support this) however as time goes on and our families are sinking into further crisis it is getting more difficult to work as effectively as I would like even given the Covid situation. As a service and individuals we have worked flexibly and now have the benefits of remote working, but as a specialist service I would hate for the importance of a base for the team to be lost as this will impact on staff and families "
- "During the current covid situation staff have gone above and beyond duty. Yet, as a department that are unable to maintain social distancing it was the end of May before protective face coverings were introduced. This survey has been completed giving an overall view and not just for the current working practices due to covid. (Part of a larger comment)"
- "During the period of huge change in the 0-19 service we have, as a team, faced great adversity. Our service to our families as a team has been our priority and we have gone above and beyond to deliver the best care possible. This has not been recognised by senior management and was actually dismissed when raised. The challenges now continue with COVID-19 and I feel as a community service we have been forgotten. We have had no support from the community infection control team and have been provided with PPE that was useless, the aprons ripped as you tried to open them. We have managed the situation as best as possible so far with some of us working from home when able. We have now been told, after 11 weeks of lockdown, that we have to be strictly 2m apart in the office which means only 2 out of our team of 10 can be in the office, this is not sustainable as a team, nor is working in a mask all day when we are making and taking phone calls all day. Now more than ever we rely on the support of colleagues in the office on a day to day basis. The light-hearted chatter and gossip is so important at this time as an antidote to the pressure and stress of COVID-19. I have worked during this stressful period with virtually no staff in the office due to the virus and it makes a challenging and difficult job even more so. When you have an amazing team who are supportive of each other it makes all the difference. This does not work the same when individuals are working from home. It is also important to acknowledge that working from home poses many challenges for us. For myself home is my sanctuary, more so than ever at the moment and my place of refuge from the madness of the world. I do not want work encroaching in that space. My home is small and does not allow me to set up a separate work space. I also have a teenage son at home who I have to be mindful of in terms of confidentiality, particularly in regards to safeguarding. I do not want him feeling pushed out of his home because I am now expected to work from home. I appreciate it is a difficult time but the emotional and mental wellbeing of staff is as important as our physical health and at this time more than ever we are relying on each other at work in the office. "
- "I have adequate materials, supplies and equipment to do my work - during quarter 1 I have been working from home, although DUO access has been given and I have full access to the systems to do my role from home it has been difficult without the appropriate office equipment i.e computer chair, desk. Training - I have not been able to undertake training via webex with an external organisation to help with using a system within the organisation, there has been a time delay when having training on webex. "
- "I enjoy working for the trust and on the whole feel valued and supported. I particularly value the service I work in and feel that staff are committed and supportive of one another. However, there are a number of areas in which I feel things could be managed better. Generally speaking, it feels as though the trust is slow to respond to change. For example, in relation to the covid pandemic I feel that changes have been slow and, particularly earlier on (when infection rates were higher), we were literally told to carry on with 'business as usual', with little regard for welfare of staff whilst the rest of the country had largely closed down. Face-to-face meetings and huddles continued without any form of social distancing where this was completely unnecessary. I was allowed to work from home but only after weeks of stating my case for doing so (I have asthma and can do all necessary aspects of my role remotely). Risk assessments were not completed proactively with staff. I have never worked in a trust before where the IT systems block so many websites - this feels very much like a nanny state. In my role I require access to journal articles, many of which I have been unable to access. I would also benefit from YouTube videos to share with patients, however these too are blocked. Our department is lacking in IT equipment and at times I have had no choice but to

use my own equipment. As a department, we have been waiting for well over 6 months to access to iPads to deliver clinical assessment tools which are used widely in other services - we have been repeatedly asked for the same information without any resolution. Barriers to delivering services like this can be extremely frustrating. In many ways, it feels like the trust do not welcome change but look for reasons to prevent it. It would be great if the trust could develop a more forward thinking and progressive attitude to patient care, where change was seen as something to strive for, rather than fear."

- "Over the last 11 weeks as a team we have felt like we have been left to our own devices to maintain the outbreak in which the farmworth areas been the biggest hit with covid 19 fatalities. I feel that the equipment we received was not adequate to look after these patients and maintain safety. Nearly all the team was not fit tested for appropriate masks, and also at to rely on donations from schools at one point for equipment. Now track and trace coming in, higher management are worried now re are safety and keeping the 2 meter distance and putting rules in place due to increase of staff going off. Farmworth DNS donâ€™t have eating or toileting facilities at weekend and have to travel miles to use toilet facilities now that you canâ€™t use supermarkets. We have to use pikes lane health centre which is invading team bubbles to use cooking and toilet facilities and also safety huddles which is not ideal on returns when you got travel back to farmworth to complete visits. I also feel that uniforms need to be looked at through the year especially over the pandemic its shown that current uniform are not appropriate when using full PPE."
- "Since the start of the Covid situation, we have been working in a very unclean environment. We were told that domestic services in office areas had been cut right down to the point where the toilet was absolutely filthy not having been cleaned for quite a few days at a time, some days there was no soap or tissues to wipe hands. THIS WAS WHEN WE WERE REPEATEDLY BEING TOLD TO WASH OUR HANDS REGULARLY! The situation was brought to the attention of our Manager who did not seem to be able to sort anything. This was to a point where I did not want to come to work as I knew how filthy the surroundings were."

Comments include:

- "Most of the time my ward is short of staff but despite this, I still ensure patients receive the highest quality of care and I do my job effectively. I have done a night shift (12.5) on a ward just by myself and two nurses."
- "The staffing issues are an ongoing problem that never seems to improve. A general unhappiness amongst existing staff has led to many seeking employment elsewhere. The workload at times feels unmanageable."
- "Staff who are constantly off sick for various reasons and months at a time, put a lot of strain on the unit and organization, constant sickness should be looked into more and if staff unable to work in certain areas due to health issues then they should be re deployed to areas they can work, to keep up the good work other staff are doing."
- "The patient demand seems greater than what our staffing levels are thus losing quality in service provision (Part of a larger comment)"
- "I feel the work is sometimes overwhelming due to the pressures of being understaffed and the number of meetings to attend"
- "Workload/expectations too much at this hospital not enough staff nurses on night shift there's only 2 for 25 patients and its not fair to the nurses who are extremely overworked and the patients who are suffering too (Part of a larger comment)"
- "Morale is very low on CDS at present as staffing levels are dangerously low which is putting women and babies at risk and makes the working environment stressful for staff. The IOL rate is unmanageable and coming to work feels like a constant conveyor belt of women waiting on M2 to come to CDS instead of being part of a woman's birthing journey. (Part of a larger comment)"
- "I feel the morale is very low on the maternity unit - for staff in the clinical areas the staffing levels are not correct - we seem to be constantly short and this impacts on morale, experience and at times safety."
- "I don't understand that when the unit is extremely busy and there is not enough midwives to accommodate the amount of women we have we are not allowed to close. The answer that the band 7's are given is that there are empty beds on the unit so we cant close. But surely if it is extremely busy, becoming dangerous and midwives are burnt out and not getting breaks we should be able to close. Band 7's have been given their role to run the unit and they should be trusted in their judgement that the unit is too busy and is becoming unsafe. Not being able to close because we have an empty bed is very disheartening and it shouldn't matter how much it costs to close the unit lives are more important (part of a larger comment)"
- "I am happy for positive changes however feel that sudden rotation list are unnecessary and cause a lot of upset. Often large lists leave areas with a poor skill mix and staff that are unhappy (part of a larger comment)"
- "My colleagues and management team are second to none. I believe more investment is needed for additional staff to make sure that my area continues to meet the challenges I see them tackle every day with a determination that humbles me."

Other comments include:

- "I do not have enough allocated time to do the tasks I need to complete"
- "Breakfast being served at 0700am on the ward is far to early for a lot of patients and needs to be looked at I have worked on several wards and its like this on all the wards I have worked on. It's not fair on the patients or staff, protected mealtimes need to be observed too and provisions need to be provided in a&e i.e drinks and food for patients who are waiting to be admitted to the ward. (Part of a larger comment)"
- "The amount of paperwork is ridiculous and takes away what we do well with patients. (Part of a larger comment)"
- "very stressfull role that requires a lot of jobs in one. it seems things are added to our role daily and our job as a level 2 seems to grow weekly"
- "Being under staffed puts a lot of pressure on the staff and the proven methods of working on the wards (ward dispensing teams) cannot be implemented due to lack of funding, this creates a lack of enthusiasm in the job role and lack of commitment from the trust to invest in pharmacy to make for a better patient experience. As I am a positive person I continuously hope for the funding for the changes and believe that one day we will be able to make things better."
- "Feel there still needs to be more financial support for personal development ie attending courses and also to be able to purchase equipment that is essential for a small number of patients, and although may not be used for everyone, can be extremely beneficial to a few."
- "It has felt like a constant battle for resources to be able to do our job properly. I don't have access to the correct assessments that I need, those I do have are in storage and are significantly out of date. I no longer have an office, which for a few weeks has been manageable but have had to resort to doing my telephone clinic in my car due to lack of room availability. The clinic rooms which we know use have no access to Microsoft word - I can't dictate my clinic letters so I have to type them as an email and send them to my secretary. The web version of outlook is clunky. I cannot access LE2. I feel I have been adaptable and met the challenges posed to me during the crisis, but it has been an uphill battle with a lack of appropriate resources and understanding of my role (part of a larger comment)"
- "IT support and ability to remote work not up and running yet for community staff. No access to wifi in Breightmet health centre. Notes so unable to effectively work from home. Not able to join in with multiagency meetings via Microsoft teams/ webex / zoom etc from work due to wifi and hardware issues. This is severely compromising our ability to work effectively in the restrictions and also reduces job satisfaction. Not enough rooms to do remote telephone clinics as all staff needing them so often doing these in shared rooms which is very distracting."

3.68

#### Average Scores by Item

| Item  | Average Score |
|---|---------------|
| I am satisfied with the opportunities I have to use my skills and abilities.              | 3.75          |
| I am satisfied with the opportunities I have at work to learn and professionally develop. | 3.6           |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

#### Feedback

Some staff have commented on their satisfaction with the opportunities they have to learn and professionally develop. Comments include:

- "Despite being enthusiastic , positive , proactive and hardworking - I am not supported in my career progression .It is hard to see when some staff are supported and progress in their career with less experience, than yourself. Still have a smile in my face and do what is required to get the best outcome for the patients and the service."
- "A lack of training is making me feel disillusioned. (Part of a larger comment)"
- "I have tried for several years now to obtain some funding to complete the plaster course, as I work in the plaster room & the plaster course is really an essential requisite to keep plastering knowledge & teaching up to date. However I have not been able to secure any funding from this trust. Other trusts both locally & nationally do support their staff in plaster room & provide funding for this. "
- "I can continue to work for very long periods of time but I cannot always physically give my best so I disagree with this comment. I feel happy when at work (most of the time) however being immersed in work particularly in maternity isn't always a good thing we need time to reflect and learn in this role and there aren't enough opportunities for this, especially not as a team. Its on to the next one which means often you are not learning and making positive changes to your work. "
- "training sessions regularly would help new members of staff to gaining more confidence within their role"
- "I have always found the trust to be supportive and have provided opportunities for me to develop in my role"
- "Although I am not unhappy in my role or with the trust, I find the lack of opportunity for AHPs beyond band 7 extremely frustrating. There is a clear pathway for nurses while there is comparatively little for AHPs, particularly in the hospital. I feel that in order to progress I will have to leave the trust and I find that very frustrating."
- "I qualified as a Nursing associate nearly 2 years ago, I asked to be seconded but got told that the trust don't second staff any more, yet a lot of nurses have and are being seconded to do the ANP course, why cant I go for my band 5 and be seconded. I have got a pin number and done my IV course and medicines management course. I have done my preceptor ship and was about to do a acute medicines management course till covid 19 came along. I am dedicated and eager to progress yet this trust doesn't provide. I always got told that you can progress at Royal Bolton, but I feel as though I have been let down, really disappointed, much to the fact that I have applied to work at another trust "
- "At times it can be overwhelming, taking on specialised roles can lead to lack of support or expectations that you will do things. Supporting an MDT approach to patient care works well and allows for junior staff members to gain the knowledge and clinical skills to support. The role of the Nurse is ever changing and Bolton has supported me in achieving the career goals I set out many years ago. I feel supported by the wider trust community and my role is valued by others outside my team. "
- "I started a fixed term contract in December 2019. Due to Covid 19 I don't feel I have really seen the job as it should be and also not been able to do any additional training. I have still learned so much and love being back in a hospital setting. All working together and remembering we are all here for the same reason. Maybe the above answers would be different if we had not had Covid-19?"
- "I am looking forward to developing my career at Bolton and I believe there will be ample opportunities to do so within this organisation. (Part of a larger comment)"
- "There are opportunities to further develop the role of AHP's and I feel that this should be explored more within the division. Opportunities for cross divisional learning would be useful. A historical lack of funding for external courses seems inequitable across divisions- staff having to take leave to attend self-funded courses/no budget for funded courses- this can have an impact of staff moral (Part of a larger comment)"
- "A continual lack of development opportunities in theatre. (Part of a larger comment)"
- "Please can you offer some nursing opportunities for some HCAs who are willing to progress. "
- "I love my job, but it feels as if there is no progression in my role. Secondments posts are very few and through my observation there are no minority staff in managerial positions that begs the question of why is that."
- "My job role has not been fulfilled to its full potential. I feel I have lost necessary skills which other people of the same job title have. I also feel there is little progression "
- "I have recently become a team member of ChatHealth which gives a new dimension to my role."
- "I have always found the trust to be supportive and have provided opportunities for me to develop in my role"
- "SAS doctors should get more opportunities for their development."
- "Ward Clerks at band 2 should be given the opportunity to take on further training in order to progress onto a higher banding such as a band 3, which would enable them to be able to take on more responsibility within their department. This would ensure that they are achieving their full potential and have been given a chance to progress in their career, whilst improving the service of their department. My reason for this is because, ward clerks tend to work the same long hours as nursing staff, and are a vital role in the smooth running of wards, to admit and discharge patients, handling bed management, stock control, and many more tasks. "

Some staff have commented on their satisfaction with the opportunities they have to use their skills and abilities. Comments include:

- "Despite lots of changes in the trust and my role I feel continually downskilled which is not good for staff morale"
- "Only one thing I would like to mention is that I would like to move to band 6 and complete my health visiting as there are high number of Asian community in this area and only few Asian Health Visitor. (Part of a larger comment)"
- "I feel that giving more of my service opportunities is difficult for me here. (Part of a larger comment)"
- "Now is the time to look at diversifying the workforce across specialities, as it has been proven during the COVID situation that



*some staff groups have thrived during redeployment. The trust should seriously consider opening up certain roles in specific areas, especially across critical care, to other staff groups who have positively embraced and changed the way they practice for the benefit of our sickest patients. Diversity will make us more attractive as an employer, will breed the desire to professionally achieve, and progress practice for the good of our patients as well as our colleagues."*

Other comments include:

- *"feel well supported and I have been given opportunity to develop."*

## Perceived Fairness

3.59

### Average Scores by Item

| Item  | Average Score |
|---|---------------|
| My immediate manager treats me fairly.                                | 4.13          |
| Decisions about people are made using fair procedures.                | 3.35          |
| Overall the Trust is fair in the way it treats and rewards its staff. | 3.3           |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Some staff do not feel fairly treated by the organisation. Comments include:

- "Working outside of the hospital building (Dowling House), you never get any bank or overtime which is very unfair. Why do people get overtime on a band 2 job when they are on a higher band E.g. Band 5,6?? They earn enough. This stops band 2's from getting any. "
- "I am concerned about the impact of continuity of care may have on the workforce - the expectations may be too high / unrealistic feel its a two tier system for Band 7's in the unit - some roles more valued than others - leading to unfair opportunity prospects, feelings of devalued staff."
- "We have had no manager over the hcas for a very long time, the hcas work well together and have supported each other. We have had to sort problems out above our banding and the whole structure of the unit has not run how it should have been run. Some team members have been stepping up there roles and supporting the team, we really appreciated their help, they had put a plan into management to support and look after us. To our great disappointment higher management have informed these team members to back off from us. We will continue to support each other. "
- "MY ROLE WITHIN THE TRUST HAS BEEN CHANGED AND MY POSITION HAS BEEN DOWN GRADED. HOWEVER, I STILL DO NOT HAVE A REVISED JOB DESCRIPTION AND AS THERE IS NO-ONE CURRENTLY ALLOCATED TO CARRY OUT THE DUTIES I PREVIOUSLY UNDERTOOK AT THE HIGHER BAND. I AM CONTINUING WITH THIS ASPECT OF MY ROLE BUT WITHOUT GUIDANCE; I FEEL THIS IS BOTH UNFAIR AND UNSAFE"
- "I do not think it is fair that in other departments staff are being re-banded at a higher grade and our role isn't even being looked at. We have fought to be re-banded (To be inline with the rest of the trusts in the CCN) for the last 2 years and been knocked back every time, but someone from a neighbouring department shouts louder and gets re-banded within a month, we are amalgamating with HDU which requires the educators to take on all their staff. Our band 7 educator is not paid by the trust they are funded by the critical care network this is not a fair and equal process and will be the reason staff go to other trusts to be paid correctly for the role they are actually doing. I have never felt so under appreciated from this trust. (Not my immediate managers as they support me 100%). "
- "I feel that staff that go above and beyond are often not recognised. I feel the Trust is unfair in its approach to the pay band and decisions on when to re-band a staff member."
- "I have been working for the Trust for the past 13 years and a lot has changed in that time. I feel that certain colleagues have "their own agenda" and do not recognise the attributes, skills and knowledge I possess. I have been on courses to enable me to enhance my career and help the department, e.g. cannulation and AIM's, but after successfully passing the course, the rug has been pulled from under my feet stating that I can perform the duties I have been trained to do. Staff have asked me for advice in the past or for me to share my knowledge, to be told in the next breath that "it is not your place to pass the info on" or "train" the person asking me; this leaves me very annoyed and exasperated."
- "Do feel that recruitment of senior roles is not done fairly. No adverts or interviews to appoint senior people to roles"
- "For a long time, even pre BoltonFT I have felt like I have worked above and beyond my job description. This didn't use to bother me as I believed it was good for my personal development and was supporting my Matron. Since the tender I have been becoming increasingly frustrated. I still feel disappointed that Nurses with the level of experience they had were expected to apply and interview for their own jobs. I feel frustrated with the fact that very experienced Nurses were not given the opportunity to express interests for positions that some of us are more than qualified and experienced to do. More recently I have become annoyed with the level of responsibility I have and the tasks I complete especially now we have 2 band 7 (1WTE) in the service and a band 8. I find it frustrating that the band 7 is only supporting, in my eyes, 50% of the team and I, as well as the other band 6's are completing a band 7 role with no pay recognition or scope for promotion. If anything since joining the FT we have been taking on more responsibility despite having a more tiered management structure. (Part of a larger comment)"
- "Black and ethnic minority people are being made to either accept the risk of dying from covid or work in green areas. In my case this will average a monthly shortfall of around £500 once losses from out of hours and on call have been considered. Therefore in my case I will eventually be forced to take this risk in order to keep my home and feed my family. I am CERTAIN that the trust and our managers will not face this problem and therefore it will not be in their list of priorities. However this is real issue to people like myself on the ground who before these risk assessments were in the daily fight against this disease. "
- "Community services are not recognised as frequently as hospital services. We work flexibly and with complex caseloads to achieve the best care we can. For many years there has been no funding for external training to further our service provision and knowledge and development. "
- "I hope we do see positive changes now. I hope its a happy ad healthy place to work and we rise above the challenges we face. I hope one day, I wont even realise that I am BAME. "
- "I am completely in the dark, for example I worked 36 hours over last bank holiday, some of the time I was the only member of staff in our area, I saw one patient and traveled two miles, meanwhile my wife sat at home on her own. What is the point.... also my team has been taken over by a lead that has stopped me doing the roll which I have successfully undertaken for six years without adequate explanation, I have asked why but have been fobbed off. I have worked for three trusts over the 26 years NHS service and this is by far the poorest one for the way the staff are treated. "
- "Discretionary Effort I would like to see tougher measures regarding Trust sickness policies and our Occupational Health service. Rewards such as additional annual leave days for those who rarely take time off with sickness might be an incentive for colleagues to stay in work. Due to sickness the workload seems to be apportioned to one smaller group of

considerate/reliable staff members. This builds resentment in the team putting the focus on those off sick rather than those that can be relied upon."

- "This trust has a lot of work to do, people will say they are happy but in all fairness they are not. I have a great team but can sometimes feels unfair, love my manager she is fair but looking for the whole trust things for staff are poor"
- "It was verbally discussed in August 2019 that I would be stepping up a band as the work I had shown and additional responsibilities I had taken was beneficial to the team, this talk occurred at the same time as another colleague. They received a step up in band a few months after. However, I am still waiting this agreed band increase and have been told recently that there is no additional money. I don't feel a valued member of the team and that my additional work is just being taken for granted. My additional manager has been very supportive in trying to secure this without any luck. I love my job but do feel undervalued by the trust. "
- "Wish our job will be a grade 3, all other trustees doing same job are a three. This can affect a lot of areas, people should be given equal opportunities to learn other functions. One should not feel out of place and different from others."
- "I feel there should be more openness and transparency, things don't always seem fair for different groups of staff. Improved fairness in recruitment internally. (Part of a larger comment)"
- "Fairness- varies across the trust access to IT (e.g. mobile devices) and based on pay grade. (Part of a larger comment)"
- "I applied for a job that I deserve, I know I will not get it. (Part of a larger comment)"
- "I feel a little let down and 'used' at times which does upset me, I always give 100 per cent into my role, I go above and beyond on every shift. so on paper I am a BAND 2, but on shift in real life on the ward I work as a BAND 3, I was put forward for venepuncture training which I completed, we remove catheters we do all the irrigation for our urology patients we have, I do observations, blood sugar checks, I do ECGs, I do bladder scanning on patients, iv done bladder washouts the list is endless! we have been fighting alongside the union to get those HCAs that deserve to be paid for what they actually do! But for some reason only medical end got it and one person in surgical end, which has made a lot of staff very upset. we spoke to ward managers who stated they did not know anything, then mentioned to matron, who said we have got a pot of money but that was where it was left. We were asked to send all proof in which I did of everything I do and cert etc.. and my old ward manager signed a yellow confirmation letter to sign off that we do these jobs on the ward, which was all sent in, passed onto our union this was 18 months ago now we are still no further on, still doing the jobs because I don't want to de skill myself now, and it relieves pressure from our nurses, as we are a very busy ward.. SURGERY, ENT, UROLOGY, MED OUTLIERS, A X E, GP REFERRALS. I don't have faith that writing this is going to help, but as this opportunity's arisen with the survey I thought I might have one last shot. I have worked in the trust for a number of years now and have gained a lot of knowledge, as I am valued member of the trust! I don't want to leave, but I also what to be recognised and rightly paid for the job I actually do!"
- "An issue I have found with the trust is being able to progress. I want to progress in my career but I cannot afford the wage drop which amounts to around Â£300-Â£400 less each month. I don't understand how anyone is expected to progress with such a large wage cut, especially when you have no supportive family to help you if you struggle. My managers are aware of this and I find it unfair that I cannot progress in my role just because of my unfortunate set of circumstances. "
- "I strongly feel that the level of pressure, responsibility I have is not reflected in my pay grade when I compare myself to colleagues in the department on the same grade. I am also finding this time during COVID extremely stressful dealing with additional work pressures/workload and staff personalities/anxiety. "
- "Feedback FROM STAFF is that: feedback/ awards/ recognition appear to depend on whether or not 'your face fits'"
- "I had my increment taken away a few years ago through no fault of my own and nobody would listen or acknowledge my reasoning - I'm still a year behind, I do not believe I was treated fairly (part of a larger comment)"
- "I do feel that the trust let me down during the recent covid outbreak. I understand it was an exceptional circumstance. However I was one of the staff that was redeployed at this time, I felt that the communication regarding this was poor. Staff were promised that they would not be expected to work out of their competency level, however this was not what had been communicated to ward staff at the time. I had the courage to stand my ground which caused me additional stress at an already frightening time. I have come to find on my return from redeployment that not all of my colleagues had the same experience and were forced to work out of their competencies and as such their mental health has suffered. If this was to be the case I feel that staff from non ward based areas would have been better having training on more clinical based topics and refreshing skills other than 'how to wash a patient'. "
- "Creation of posts and not giving current employees the opportunity to apply for a post makes staff feel ignored, unimportant and undervalued"
- "Finally changing hours advertised for post- advertised at 30 hrs- then told it is 37.5 hrs- should it not have been re-advertised? (Part of a larger comment)"
- "Overall I have been very happy working for this trust in my current role. My management team are very encouraging and supportive and I work with amazing colleagues. I do feel that the trust let me down during the recent covid outbreak. I understand it was an exceptional circumstance. However I was one of the staff that was redeployed at this time, I felt that the communication regarding this was poor. Staff were promised that they would not be expected to work out of their competency level, however this was not what had been communicated to ward staff at the time. I had the courage to stand my ground which caused me additional stress at an already frightening time. I have come to find on my return from redeployment that not all of my colleagues had the same experience and were forced to work out of their competencies and as such their mental health has suffered. If this was to be the case I feel that staff from non ward based areas would have been better having training on more clinical based topics and refreshing skills other than 'how to wash a patient'. "
- "I feel unfairly treated as several members of staff commented on a facebook post of a past employee stating that they had left the trust (I was unaware at the time that this staff member had been sacked), my quote was "sorry to hear this all the best for the future". I was then apprehended on a corridor by a matron (not even a confidential area) and told that I had breached the social media policy, I then received a formal warning letter in the post, every other staff member involved wasn't even spoken too let alone got a formal letter that is on their work record, I feel this is unfair treatment when in the past I have never had any issue with my work ethic."
- "I have had to raise concerns two years ago under the dignity at work policy for myself and 8 others in my department over the last two years that have resigned, some put complaints in against senior managers to the CEO and other seniors who have now left because of it after suffering bullying, harassment & threatening behaviour for quite a long time and an investigation was commissioned in 2018. The Investigating officer was great and documented and understood everything and it was such a relief to be able to tell somebody alongside HR & my Union Rep at that time. The senior manager that dealt with this thoroughly and professionally at the time but one year later from the outcome in 2019 it seems to have now been pointless and forgotten about and the management that caused the issues were separated and one manager was moved out of the department and redeployed and put on training but has somehow found their way back in to the very office it all began in with the other manager everyday instead of working from their office which is on a ward which leaves us going full circle and back to square one again probably fighting the same cause in the future with Managers you simply can not trust, feel comfortable with or respect when what you have said in an investigation is confirmed and has been dealt with and what you asked for in the outcome to avoid this happening again does not apply anymore after one year, these managers did not change or behave any differently afterwards but it was not directed at me anymore but others. I see encouragement on the intranet to get staff to speak freely or to speak to a freedom to speak guardian to tackle these problems which I did but from my soul destroying experience which caused me lots of stress & anxiety to stand up and do the right thing to get what I did to get the initial outcome so it doesn't happen to anyone else now seems like it just was not worth it and pointless and we now are back to square one with poor management, no support and ridiculous decisions on things they have no knowledge or experience on and how you to do your job to the best of your ability to be proud of where you work. I have many years NHS service here at Bolton & many years NHS service with GPs in the community prior to working at this Hospital and with a very heavy heart I have to say that my pride, faith, loyalty and respect for all of it has been chipped away at for 5 years and has not been restored despite doing the right thing and it is still not much better due to poor management."
- "This is not an inclusive environment to work in. The same opportunities are not available for all and individual needs are not considered. I don't feel valued and feel anxious in the workplace. I don't feel able to approach management about any concerns as they are not professionally dealt with and you are then seen to be a troublemaker, which then affects how you develop within the department. Staff are not engaged fairly when disagreements or issues arise and are often tackled in the open office for all colleagues and peers to witness. There is no set training as a clinician would get, therefore others receive more exposure to learning based on what seems to be who is liked more. Everyone should receive the same opportunity to learn as everyone learns in different ways and have different backgrounds and commitments at home. There is no work life balance and it appears you are only promoted if you sacrifice your family time or time outside of work, which leads me to believe that your success is measured by not what you do when you are in work but how much time is spent here."
- "Unfortunately, I have not felt supported at all recently during COVID. On the first day of track and trace, my son was sent home from school having had contact with another child in his key worker bubble who had tested positive for COVID. I was advised to get him tested and if negative he should return to school and me to work which was against government legislation, NHS guidance and the algorithm on our own intranet. I questioned this and was told by HR that I had misunderstood track and trace and if the test came back negative, it meant negative and that the trust were testing people without symptoms anyway. On trying to explain the discrepancies in this and that my son had no symptoms and therefore should isolate for the 14 days I was asked if I was refusing the test. My manager also spoke with HR who said they would clarify things. I took my 5 year old child

for the test which obviously isn't pleasant. When I phoned the trust with the negative result and informed them that he was unable to return to school due to the need to isolate for the 14 day period. I was told that he would indeed need to isolate for the 14 days but that as I was not required to isolate, it was essentially a child care issue so would be expected to return to work or use annual leave/carers leave/unpaid leave. As I can not leave him unattended, my options are limited. I understand on one hand that yes this is a childcare issue but as a single parent with a formal childcare arrangement in place, a refusal for any additional support during this crisis from the father and the inability to use childcare or place my child in anybody else care at this time, I did not have any option than to isolate with him. The reason my child was placed in school was to allow me to continue working for the trust, supporting the NHS and continuing to give care to patients. I have in essence risked my life and that of my children to continue doing so. On this occasion, I have managed to cover the time with carers leave, time owing and additional weekend working. My 3 children are now based at 3 different schools in 3 different bubbles, all still amongst other "key worker" children. There does not seem to be any contingency for if/when this situation occurs again apart from using my annual leave and ultimately taking unpaid leave. I find it particularly difficult to understand how my situation differs from that of people in the trust who have been paid in full to shield their children over the initial 3 month period. I did not have a choice in any of these decisions and whilst other cases were assessed individually, I feel that I have been let down and punished by the trust for following all said guidelines. To reiterate as a single parent my only choice ultimately will be to pay the bills and break government legislation and NHS guidance. "

- "I don't feel like as a team we have been listened to during the Corona pandemic. We have been in every day unless we have booked leave. We were unable to be set up to work from home and haven't been able to work on a rota between our team so that this would give us time some time off (with children etc). There have been days when there hasn't been much to do. Things are improving now as we are helping with other things in the department. It's been difficult when the safest place for us to be would be at home. I struggle to find a work-life balance here sometimes. I had to have some time off sick due to anxiety and have tried to get help with this. I've seen the GP and am taking medication. I've done an online CBT course, and have had some counselling sessions in my own time on my day off. I have been offered a course of face to face CBT via video link at the moment and need a couple of hours each week to attend but I'm told I don't get time for these sorts of appointments and have had to book annual leave. I don't mind but it uses a lot of my leave up and it makes things more difficult when trying to plan leave around my children with nursery/school holidays and the current Corona situation. Some of the policies don't seem fair as a lot say "manager's discretion" so some people would be able to have time off for an issue perhaps but then some wouldn't. Policies should perhaps be clearer so it's the same across the board. It's nice that the Trust offers the wellbeing courses run by Boo. I attended a few before the Corona virus outbreak and I really seemed to get a lot from them. They were very helpful."
- "It would have been better if permanent staff has been given financial rewards especially during the covid outbreak. We were never informed about having no enhancements during our bank shifts and ONLY half of the time we worked will be paid overtime. It was even on BOB that we would receive overtime rates. And now, payroll is saying another thing. I feel that this is not fair for all the staff who worked so hard, were redeployed, and been extending their help to the trust in times of need. If we have the funds to pay the agency staff, why can't we take care of our own staff? We had no problem when the management called for help. Please also consider having the NHS-P for the bank staff. They give out higher rates that will entice permanent staff to do more bank shifts. "
- "I hold a level 3 diploma and still only a band 2 its so disappointing my manager says I should have a 3 but its the matrons saving money"
- "I feel very dissatisfied at present because people who are shielding are being rewarded for not coming to work. I appreciate that they have to shield but myself and my colleagues who have continued to come into work, even after contracting the virus are having to cover and don't get treated the same. We have people who are deliberately off sick for no reason. It's just not fair. I am aware of other companies who have rewarded their staff with bonuses etc and we get the cast offs of left over stock. "
- "Also we feel that the staff who have been shielding have had better recognition than the staff who have continued to come to work risking getting the virus and passing it on to family at home. "
- "I feel that due to the current/ongoing coronavirus situation the "Goodwill & flexibility" of the staff have been grossly taken advantage of."
- "Workforce/payroll mess up pretty bad during this pandemic in terms of the bank shift. They did not clearly communicate their policy and scrap off the enhancement to regular staff. I was on a covid ward and often asked to do some bank shift to help my department, but was surprised regarding their policy of removing enhancement to staff but was giving enhance rate to agency nurse. it is just disappointing to us regular staff to feel under value during those times."

Some staff do not feel fairly treated by their manager. Comments include:

- "Management of staff poor performance in a team/teams, particularly long term/repeat "offenders" of poor working behaviour, is not up to a standard I have seen in other Trusts (Salford). "
- "People who have the ability to work in the office at all hours are seen as dedicated and those who have to leave due to family commitments or home commitments are seen as dead weight and not team players which affects how they are viewed by management in the department."
- "Opportunities for members of the team are biased with some getting better opportunities based on friendships rather than ability to do the job. Some members of the team continuously treated more favourably than others."
- "The management in my opinion are weak they do not deal with problems, some staff can be very vocal and bullish in their attitude yet management look the other way or sweep problems under the carpet. It is obvious who are better thought of, some staff get preferential treatment, it would be better if managers were from outside of the department and do not know anyone because when staff are promoted to management they have friends whom seem to be favoured, also when they all socialise how can a manager keep their professional life separate."
- "The management in my opinion are weak they do not deal with problems, some staff can be very vocal and bullish in their attitude yet management look the other way or sweep problems under the carpet. It is obvious who are better thought of, some staff get preferential treatment, it would be better if managers were from outside of the department and do not know anyone because when staff are promoted to management they have friends whom seem to be favoured, also when they all socialise how can a manager keep their professional life separate."
- "Although a lovely department with many lovely hardworking staff - the workload often is excessive to staff particularly in admin/clerical. Often have to provide cover for higher bands without any handover. Almost feels like doing the work of a band higher on the lower grade. (Part of a larger comment)"
- "There are members of the team who do not support the wider service, have been completing visits that could have been completed over the phone and, in my opinion, only fulfil part of their job description. Policies seem to be ignored and some team members are still working within old job specifications. As a team we have raised concerns about this but as of yet there has been little outcome/ change which is continuously causing frustrations. (Part of a larger comment)"

Other comments include:

- "I enjoy my job but I feel that sometimes when complaints come in from the public we are not supported as a profession. For example during recent times when the weather has been extremely hot and we are not allowed to go into a shop to get a cold drink or to get a sandwich for our lunch when other working people are. We work out all day and do not have access to a kitchen all day like ward staff. Also when members of the public are calling us disease spreaders it is not nice and no one stands up for us. We are probably the cleanest people as we wash our hands up to 30 times a day, wear full ppe per patient etc. No one speaks out for us higher up. "
- "I love my job and my team but we do not feel supported by management. Our department has been given a "bad rap" by a previous managers. We are being judged because of previous members of staff who have left the Trust, which is completely unfair. We are never involved in discussions with management regarding changes within the office and how they think the office would run more smoothly/efficiently. "
- "Treated unfairly"
- "I am unhappy that we are being exposed to other people's political views. I am very sad what is happening in the world and recent world events. I despise racism and cannot stand things that are not fair. However, because of all the media and social media reporting and now our CEO email, I feel I should be ashamed to be white and hold my head in shame. I feel that my opportunities and needs as a white person are being completely overlooked. I am not allowed to say what I see or what I feel, for fear of being accused of being a racist. I feel I am not allowed an opinion. Our freedom of speech, which our forefathers fought wars for us to have, is no longer allowed as any opinion is deemed as racist. Everyone in this Trust should be given equal opportunities, not any one particular group. We all matter but sadly that is not what I am seeing right now."
- "At my work there are many clicks and now they have become so big that hinders the work and progress. As hidden culture of who you know does not help to progress if you are not in the right mix of people."
- "No consultation with team to ascertain their views on proposals for recent restructure. Advert for new role issued without telling team. Advert states "We are absolutely committed to your personal development and will ensure you have a developmental plan which supports you to be the best person you can be in this role" - where is this level of support for existing team members? I was committed to this role and the organisation but feel very let down by recent events. Have appreciated home working during the pandemic. "
- "as a beginning practitioner, I feel like I am less trusted by those whom I don't usually work with which makes me feel

*inadequate at times other than that I am very happy with my job at the moment. "*

- *"For example re; responsibility Band 7s not having full access to e-roster to manage their teams off duty/holidays/sickness this is done through manager, in other areas this is different. "*

## Influence

This factor measures the extent that staff are involved in wider decisions that may impact them.

3.55

### Average Scores by Item

| Item   | Average Score |
|--|---------------|
| I feel safe to speak my mind about how things can be improved.                                     | 3.77          |
| The Trust encourages staff to suggest new ideas for improving services.                            | 3.62          |
| My manager involves me in deciding on changes introduced that affect my work area/team/department. | 3.59          |
| The Trust acts on staff feedback.  | 3.22          |

### Scale

| 1                 | 2        | 3       | 4     | 5              |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Some staff commented about the degree to which they feel listened to, involved in decisions and able to suggest ideas. Comments include:

- "Recently I have been appalled at the treatment of a member of staff being rotated to an area of work which previously caused her to have PTSD! There has been no duty of care provided for her what so ever and as a result she is suffering with anxiety. Management should be taking personal issues into account before rotating staff to other areas of work without consultation with that staff member! Bolton is not renowned for looking after their staff and this is just one example."
- "I appreciate that over the last 3 months things have been very difficult for everyone in the NHS due to the pandemic but I feel that particularly in the area I work there has been what feels like unnecessary changes to push forward plans for a new service. I appreciate that things need to change but in these very uncertain and difficult times these additional changes have adversely affected my health and well being."
- "I feel that the management regularly change around staff to different departments without any notice or consideration for the member of staff. This causes a lot of upset, and in some cases is very detrimental to their mental health. The knock on effect is that it causes staff to feel insecure at work and a high staff turn over. I appreciate the role is rotational - but its my opinion that happy staff will always go above and beyond in the work place. Rotation of staff could be handled more sensitively. "
- "The thing that really helped me through this time was having some familiar faces, from my own team, who were redeployed with me. This meant that I had people who knew me, who I felt comfortable talking to and who were having similar experiences to me. Without this, I really feel that I would not have been able to complete my redeployment and maintain good mental health. If there was to ever be redeployment on a large scale again, whether a second Covid-19 wave or for another reason, I urge the trust to listen to the experiences of the people who have been redeployed and learn from these varied experiences. For me, what I would suggest for the future would be to have a more planned approach to the redeployment, with more notice if this is able to happen. I would also suggest maybe a staggered approach, as we found a surplus staff at times when the situation wasn't as desperate as originally expected. Staggering how many people you would redeploy into a situation would minimise this and make sure people were supporting in the correct and productive ways. I would also say, if possible, to have people redeployed with someone who they know is really helpful for support and wellbeing. Finally, having structure, support, training and clarity to ensure that staff feel confident and competent in the work that they will be doing. I think is invaluable in providing an overall better and more seamless redeployment experience for staff and help to provide the best patient care possible. Thank you for taking the time to read and understand from my perspective, as I have taken the time to write this down for you. "
- "My experience of redeployment has not been the most positive experience. I will discuss the positives I have taken from the experience but I do feel that it is important to highlight and share my experience, to make the trust aware of the individual experiences behind the redeployment initiative. I am only speaking for myself and I urge the trust to reach out to every redeployed person for feedback, as I think you would have a range of experiences to learn from."
- "I enjoy my job but until my Line Manager came into post I felt I was constantly trying to fight for and justify my role, this resulted in significant burn out (I was off work for 6 months). I am hard working and will often work beyond my contracted hours which I feel able to cope with. I became extremely concerned and stressed when asked to take on other roles and work in what I felt was a very unsafe way so the Trust could say they were offering women 'choice' The Line Manager of my team is fantastic and I now feel supported and able to provide the best care I can to the families I care for. I am very happy in my job but feel if this Line Manager was to leave I would become very concerned I am very aware that many of the midwives within community and working within the maternity unit are feeling under a lot of pressure with many leaving and many looking to work else where. I feel this is due to constant change, constant pressure and staff being under valued and not listened to. The introduction of Continuity of Carer and the model the Head of Midwifery has adopted has impacted in a very negative way. I have observed fragmentation of care + staff being overwhelmed with what is being asked of them. I do not think staff concerns are being listened to and a previously happy maternity unit is in danger of losing a large number of experienced midwives. "
- "The IMC@Home community team has totally been dismantled, relocated and changed due to Covid 19 which is totally understandable but staff strongly feel that once Covid 19 is under control the team should be able to return back to it's original base and structure before any long term service changes are proposed. Staff strongly feel Covid 19 has been used to justify major service changes (including weekend working) without adequate consultation and the changes will continue beyond Covid 19 without staff consultation or engagement. "
- "To put the answers about management into context, this is just as we are at the moment, until very recently we benefited from an excellent, caring manager and my answers would all have been positive. Now our team structure has changed completely and we, as a team, do not feel listened to or respected and many people are angry and upset. Communication about changes has been extremely poor at best and mainly dictated rather than discussed before implementation. Despite the current problems I am confident that some of the new ways of working will be beneficial and this does not stop me being extremely proud of my role and to work for the Trust."
- "My direct team leader has provided support but support across the inpatient therapies from managers has been very minimal during Covid crisis when we needed it the most. Many changes are coming but we don't feel included in these changes & that leaves staff feeling very demoralised after years of hard work. "

- "We don't feel as involved as we previously did so in shaping the future of our service. (Part of a larger comment)"
- "Rash decisions are made without any prior consideration on impact to staff. (Part of a larger comment)"
- "Staff have really good ideas but are rarely consulted on decisions which directly impact them/patients. "
- "IT WOULD BE NICE IF MANAGEMENT COULD INCLUDE STAFF IN CHANGES TO WORK AREAS ETC AS I FEEL OUR INPUT IS VITAL "
- "I do not understand a lot of decisions made in the trust and do not feel we are consulted about them. We often get made aware of changes via email and whilst I think my immediate manager cares about the team, I do not feel the more senior managers do and feel neglected by them. I currently feel very unhappy in my job. "
- "Difficult to give answers as I am not in the job I loved due to redeployment, where I had no structure or manager - was passed from place to place where staff thought I was bank staff and have received rumours that I had no job to go back to once redeployment. After weeks of rumours had meeting to confirm no INT job to return to - had a brilliant team and can now see patients coming to AAT in crisis as no proactive input being given. Worked hard to achieve the qualifications needed to carry out my job, and now have no motivation, feel we have been poorly communicated with and years of hard work unappreciated. Not listened to staff /patient feedback. "
- "It has been particularly difficult at this time with covid with the unknown but it would have helped if managers had discussed changes with the team first rather than being told what to do without discussion on how this would affect the team specifically or how we feel about it. If they had been more responsive to making the team safe from the start rather than only enforcing measures when told by higher management. Suggestions from staff that are in line with government standards of work from home where possible are still being ignored as staff have to always been seen to be doing something even if very little to do in the office also. staff morale is very low at present and this just seems to be ignored or not bothered about. "
- "I feel our service is developing new ways of working but management do not ask people with years of knowledge and experience for their opinions, especially when they are later asked to become involved or the work stream being developed directly involves them. There is a feeling of things being "done to us" rather than empowering staff and it can create apathy, with the leadership style of some senior management."
- "I often feel frustrated when decisions and changes are made and implemented without consultation or understanding of the impact the change will have on the role/team. I feel that morale is very low at present and colleagues appear apathetic and demoralised. I have heard staff report that they do not feel able to question or challenge management regarding decisions made that directly affect their role/team. They feel brow beaten and now simply agree, even if they feel negatively about proposals and/or decisions."
- "During the pandemic I have found the new ways of communicating, decision making by management and constant change has created more stress within the work environment, many decisions about the team were made without prior discussion and although I understand the reasons for this and the need for ways of working to change rapidly it has created extra stress dealing with the fall out from team members and at times created a negative working environment. (Part of a larger comment)"
- "Due to the current health climate I feel we have not been fully supported and listened to within the working environment. Although I have spoken to managers about low team morale this has been ignored and areas of concern have not been recognised."
- "Thank you for the feedback opportunity. To contextualise some of my responses, I would highlight the statement that asked: "I feel I understand the connection between my role and the wider vision of the Trust." I am not confident that I do. I am confident that I know the benefit of the work my service provides for the Bolton family. I do wonder at Trust level if there is adequate communication of the social determinants of health - thus, I would invert the statement and respectfully ask, does the Trust understand the connection between its vision and the roles of respective services and their staff? I don't mean to be unfair asking this and I do feel some further immersion on Trust issues would give me a greater understanding. Some issues related perhaps are the fact that I cannot easily access the intranet from varied sites in community venues. On a different issue, I do not understand why as part of reducing carbon footprint the Trust do not incentivise users of bicycles, say by enabling expenses to be claimed. Also negotiating discounts or making partnerships with gyms to help the workforce stay physically and mentally well. Thank you."
- "Some of my answers may not be as expected. I am due to retire next month and reflect in some of my answers. I have valued the time I have spent here in Bolton. I have always been supported by my line managers, and the majority of senior managers. One of the biggest changes I have seen which I don't feel has improved services, is the way the then ward sisters were given less responsibility for their ward and roles taken away from them, with higher management telling them how to run their ward. While I am happy to support and promote change, this was not one of those."
- "The trust, and my department, is generally a good place to work. However, the covid crisis has revealed acute failings - there was a leadership vacuum at the start of covid and no transparency around the Trust's early plans. While I appreciate that a) the situation was ever-changing and b) there is little point panicking grassroots staff unnecessarily early, as a band 8 nurse specialist it was disappointing that even as senior clinicians we weren't informed of plans. The problem of bureaucracy is an ever-present NHS problem and I appreciate that it is not unique to Bolton. It would be really refreshing to look at knee-jerk paperwork as an approach to problem-solving and see if this is really effective."
- "I feel that management are not always taking staffs opinions into consideration and we are sometimes treated as machines working 12 hours without a break. (Part of a larger comment)"
- "Management do not discuss reason behind changes we are often just given instructions about changes, not the rationale behind them. (Part of a larger comment)"
- "Think its been a very challenging time for everyone but don't think your worries had been addressed before moving you around and still not been. "
- "I have always been passionate and enthusiastic about my job. However, I am afraid to say that decisions are being made without consultation of staff. I hear rumours of further changes being that may be made by management that would make out jobs out in the community even harder. I understand things have needed to be changed at pace due to COVID19. However it has never been explained to us why moving into hubs has been decided. I know this is the NHS and things change. However it is a crying shame that some teams have been split up and then watered down, then placed out in a hub. The team I worked with previously was dynamic, reactive and worked together to achieve maximum outcomes for our patients in Bolton. My job now feels more mundane / general. Whilst I am making the best of my current situation (as I work with a lovely team), I am not enjoying my job as much and feel that management priority is about figures on a spreadsheet vs outcomes for patients. Don't get me wrong, I appreciate we all have a job to do, but people making management decisions about further service provision should have an understanding of what actually goes on at ground level. The only person that has really shown any interest and support is a manager, who was lovely when she came to visit us.. It is such a shame. The NHS is fantastic. It should be moving forwards in a strong, dynamic fashion. Instead I feel that things are going backwards rather than forwards....."

Other comments include:

- "Some of the answers given reflect my disillusionment within one arm/speciality in my area of work. Decisions are often made without consultation and consideration of fairness and wellbeing of others within the team. I take great pride in my work and enjoy my role which can be challenging and stressful which I also have no problem with."

It will be important to focus on the amount of exposure and interaction senior managers have with staff, in order to provide staff with ample opportunity to express their views. The Trust also needs to focus efforts on communicating actions that have taken place as a result of listening to staff. As an enabler of staff engagement, Influence is a strong predictor of Adaptability i.e. it has a significant impact on helping staff respond quickly and effectively to changes.

## Recognition

This factor measures the extent to which staff receive recognition and perceive their contributions are valued.

3.49

### Average Scores by Item

| Item   | Average Score |
|--|---------------|
| I am satisfied with the recognition or praise I get from my manager for good work. | 3.67          |
| I feel satisfied with the extent the organisation values my work.                  | 3.3           |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Some staff have commented on the level of recognition or praise they receive from their manager. Comments include:

- "My direct line manager if fine and does a good job, although I do not get clear feedback. I feel that some senior management do not give feedback back in a positive way and leave me out of meetings and discussions, which sometimes leaves me unsure what are exactly my responsibilities and I do not feel valued by them. I feel that a lot of this is because I do not work full time and am therefore not valued and marginalised."
- "I feel that managers need to recognise how much staff do that goes beyond what we are asked to do (part of a larger comment)"
- "Infection Control noticeable by absence during pandemic. Sometimes feel we don't exist as a department as very senior management did not appear aware that we deal with patients from their own home therefore we don't know their infection status i.e staff reprimanded for wearing masks at the start of the pandemic (patient subsequently died of covid)"

Some staff have commented on the degree to which they feel valued and recognised by the organisation. Comments include:

- "I have loved working for the trust and have really enjoyed my job role. Lately I do not feel that physiotherapy have been treated well. I appreciate N Block was required for pandemic circumstances but the manner in which we were removed and how we have been treated has been awful and hurtful. I feel my immediate managers have done a great job but higher management have just disregarded our service. I feel less valued as part of the trust and feel we are not in the trust future planning/investment. Again, I appreciate the current pandemic issues are trust wide but I feel we have been particularly hard hit."
- "I feel that I have not had any support during the covid period, the staff who have worked through it have been just left to get on with it. we are all exhausted physically and mentally and I feel like there will be a massive knock on effect soon from this. we have had the occasional "you're doing a great job" but it feels like its just "lip service"
- "During the COVID19 pandemic apart from thank you emails, I don't feel the staff have been acknowledged for the amount of hard work and extra hours that have been given by all employees. The very kind sentiment of sending a letter and chocolates for staff shielding was a lovely gesture and appreciate it was around their mental health as shielding is not a great situation to be in but feel that staff who attended work also may have mental health concerns/issues (not just shielding staff) and feel have been a little overlooked. The area I work in has been so busy like many other departments/areas during the pandemic and still is, if not getting busier as lockdown relaxes more and more. It's just the 'little' things sometimes that go a long way!"
- "Whilst I enjoy my job very much, more often than not, basic ward nurses seem to be treated as less important than others who wear 'specialist' uniforms. "
- "I often feel unappreciated as I work permanent nights, on a few occasions there is a prominent days / nights divide. One certain occasion was Nurses Day 2020 the ward manager totally disregarded night staff as we were leaving in the morning and made gifts for day staff who were working that day. This really upset me as I felt the efforts we do on the night shift do not get noticed when I know we all work extremely hard and work as a team there fore deserve recognition."
- "I feel that I put 100%+ in to my role and sometimes feel taken for granted when awards and recognition are given to other colleagues for everyday things I do as normal."
- "During COVID, I feel the Trust could show more recognition to all staff who have come into work, having put themselves to the risk of infection."
- "I feel community is completely overlooked within the maternity directorate. Whenever there is recognition celebrating achievements within our division there are never community staff mentioned/featured. There is support for ward based staff but nil for community, besides our line managers."
- "We are out of sight, and quite often miss out on a lot of what is happening in the trust, the department/ team are never awarded with anything no matter how hard we all work. The Facebook page for AACD is regularly flooded with people/ departments/ teams being nominated and winning awards or being praised for hard work and we are never mentioned. The staff here didn't even get praised for moving to the covid wards, or staying put and continuing to see patients I difficult time. it makes Morale very low !, "
- "Not being valued by the team."
- "I feel that managers need to recognise how much staff do that goes beyond what we are asked to do- I see colleagues all the time who feel so strongly about providing excellent care that they miss all their lunch breaks to squeeze in another school visit, phoning parents or schools with additional resources, advice or input that goes beyond what they are required to do, working at home making resources that will be more engaging, buying their own resources online to enhance therapy because there is no funding. Staff do this because they really do care so much about the children. I often feel saddened when I then hear of these same staff being refused a day off to attend a training course that they were willing to pay for themselves, or to carry over a few days annual leave during the COVID crisis. Loyalty to the trust is built on mutual respect and recognition of these staff and their efforts, regardless of band or status. I'm afraid I have been deeply disappointed by how our department has treated staff at the beginning of the covid crisis- we were given no guidance , no support, no awareness of our stress or anxiety levels. No one asked how we were feeling or if we had vulnerable people living in our homes. We were simply told to be in the office, all together, keeping busy. The trust sent us apps and advice on mental health but all we would have wanted was a manager to ask how we were and if we needed support. I had to go to my manager and say we were all very uncomfortable and anxious in our cramped office space, with no distancing in place. Only then did things change. Some colleagues have been unpaid for weeks as they had no childcare. I thoroughly enjoy my job. It is highly rewarding and engaging. I work with an excellent team and feel



- lucky in my role. My personal experience is good, I have flexibility and support from my line manager- but it is the wider staff group in my department that I am concerned about."
- "Sometimes feel forgotten about as I just get on with it, can go for days without seeing or speaking to managers "
  - "The team are exhausted. The work of the HR team has been overlooked by the trust during the COVID response yet the whole function has worked above and beyond, well being is important however not more important than the work everyone else has been doing yet it does not appear this way."
  - "The Trust is totally submerged in the use of social media. If you are not seen to be posting you feel as though you do not exist. The Trust is very good at appearing to the outside that it values the staff but deep down this does not happen. "
  - "I feel giving more support to Outpatients unit managers would be beneficial, we are very different to ward managers within our working environments."
  - "I feel that the team working in special schools is an invisible nuance within the Trust. We sit between health, education and social care and it can get very complicated at times- particularly in the current climate. We are under the children's community team but should work more closely with the 5-19 service but they will not engage with us. We special schools nurses work autonomously on our own and it can be very lonely and difficult. I do not feel part of the school I am based nor fully part of the Trust as it is difficult to engage being based in a school. This can feel challenging at times and has been especially hard for moral during covid19 pressures."
  - "I feel under valued as a member of staff as we are rarely praised for all the hard work we do. "
  - "Not valued"
  - "I do feel undervalued at work. I feel that feedback is often negative and it would boost morale to consistently be told what we are doing well as well as where we can improve. (Part of a larger comment)"
  - "I feel very let down by the NHS during the Covid-19 Pandemic. Our office was not risk assessed to ensure 2 metres were between myself and colleagues, we were not given masks, hand gel or any cleaning products to clean our work areas. We have been forgotten and left on our own. As a team we have worked together and throughout the pandemic, none of us have been off with any covid symptoms. This is through our due care and attention, not the NHS looking after its staff. We are a large office - the hub of the NHS for booking appointments / admissions - we have received no thanks or appreciation from the senior management. We have never been mentioned in any of the Covid bulletins for the work we have been doing. We ensured no patients came in to the hospital when the pandemic started, we cancelled thousands of appointments by changing them to telephone / video appointments. We cancelled hundreds of admissions in to hospital and adapted a new way of working very quickly. During the peak we moved to working 5 days over 7 to help with a moments notice. Week 12 of lockdown we were issued with masks - this I feel was an insult. Like all of a sudden we matter. Personally I feel we were only issued masks because of the track and trace app going live. Should one of us be off with symptoms, then the whole office would have to isolated - meaning there would be no-one to do the work. I am not taking anything away from the front line staff who have been amazing and of course, getting them set up with PPE was the priority, but the clerical and admin staff in our office has heard nothing from anyone. I feel the NHS has let down its own staff - not a great example to set to our patients. "
  - "At times I feel very undervalued and unappreciated by the trust as a whole. My line manager is great but overall the trust as a whole feels as though we are not appreciated "
  - "No real reward for staff who never go off sick, even when over 5 years without a day off. Same card every year."
  - "I feel at present that some of these points are worthy of being marked as disagree however, prior to covid most of these would've been agree. I understand that covid has been a major issues for the trust and has caused changes but I feel that these could've been handled better. We have been made to feel like a service which is not valued and this makes staff morale extremely low. We are trying to keep the positivity within the department and continue to hope for positive changes for us!"
  - "Sometimes I feel that as community staff we are forgotten and this was shown during the times we should of received free things for example the M&S meal we never got any of these things delivered to us, even though we have worked throughout this difficult time working in different ways to deliver care. (Part of a larger comment)"
  - "We as an office are extremely disappointed that during the covid shutdown, various departments have been given awards for better Bolton etc, and our office has not even received a thankyou from above our own management, we were the first ones to deal with the impact by having to cancel every outpatient and admission apt for the whole hospital, changed our working hours and days and this is still ongoing, and yet we see others being praised for how they deal with this, no visit or personal message or acknowledgement from the Chief Exec we feel is very disappointing considering we appear to be the backbone and the first point of contact for patients in all this and in most cases the only contact for literally thousands of patients to change apts to telephone or video etc! (Part of a larger comment)"
  - "You mention rewards for staff! There is no such system for rewarding staff! This pandemic has certainly given us a different outlook on how we are treated and valued by our employer, and its very disappointing that we have not had any recognition from above at all! And its going to be even more challenging for our team once the clinics re-open as we will be the ones bringing all the patients back in and booking every single patient in dealing with their calls and enquiries. (Part of a larger comment)"
  - "I find as a Band 2 that we are underestimated and all Band 2's should be promoted to Band 3, I am trying to progress myself but feel that I am always been pushed back and not encouraged by senior Management"
  - "Pharmacy staff are valued by doctors, nurses and patients on the ward, however it feels like it is not seen as an essential service by management teams. It is very difficult to get new posts - which are greatly needed. "
  - "Within my department I do feel listened to and supported, however I am not entirely sure of how the wider trust views me as a person or just another number"
  - "I feel that services in the community are often forgotten - one example of many is when M&S were giving free lunches. Although this was something only small - as a service that has continued to work throughout the pandemic it would have been nice to have received something and at the time would have reminded us that we are a valued part of the wider BoltonFT workforce. (Part of a larger comment)"
  - "I have done this role for 29 years in the NHS and very proud to work with some very talented medics and staff. I just feel that it is a shame we are not rewarded at times for our continued dedication to the trust. I know this can not be shown in the pay scale but there are other ways of rewarding staff and making them feel valued without giving extra money. Staff could be given a week at reduced hours as a thank you for all the hard work? My colleagues in the department have shown great dedication during the past 3 months and all turned up every day working hard and I think we are feeling a bit undervalued but I am sure everyone else in the hospital at the moment might be feeling the same. "
  - "I was off for several months just over a year ago with depression and felt pressurised into coming back to work and was promised every level of support when I returned to work. This support disappeared the second I returned, I don't get asked how I am and even when I do I reply with "I have good days and bad" and it never gets expanded on. Over the last few months due to the current circumstances of COVID-19 I have felt even more stressed and dread the thought of coming into work. I am currently living with people who are highly vulnerable and shielding and under no circumstances has this even been acknowledged by the management team above me and feel that I have to use my own judgement on which tasks to complete throughout the day. My colleagues have been very understanding of this and help me out whenever they can but then I feel worse for asking them to do these tasks to help me out. My immediate supervisor has been brilliant with me throughout this time but management seem to be determined to break the unity of our team and only comment on the negative side of things and never even seem to acknowledge that we do work as a team"
  - "Feel like lab medicine is hidden away from the rest of the hospital, we are hidden behind doors but we, as a team, work tirelessly to achieve our turnaround times and sometimes go above and beyond to help colleagues and our users, give help and support when required. We have a great team in Blood sciences. I am proud and privileged to work with them all. We work 24/7 and nearly all take part in the out of hours shifts."
  - "Whilst I enjoy my job very much, more often than not, basic ward nurses seem to be treated as less important than others who wear 'specialist' uniforms. "
  - "I enjoy my job, the team and area I work in which is why I feel motivated and work hard within the role. Unfortunately, from a wider trust perspective I don't feel motivated and enthusiastic for most of time which isn't in my nature. We are part of the ICSD - we are often left out of updates, decisions etc and the focus appears to be on the Intermediate Tier services, even prior to the current pandemic, this makes it difficult to feel part of the wider trust community. This has been highlighted to senior management numerous times yet there still appears to be no changes. We recently highlighted an issue which was picked up by senior management and the well-being team - the well-being team informed us they would be in touch the next day to see how we were, this was during mental health week where there was a particular focus on staff mental health and well-being - we have heard nothing from the team and its been hard at times to maintain positivity for reasons such as this. Last year our team worked with two staff only from the usual seven due to long term sickness and vacancies - we were expected to maintain our service and complete non clinical duties for the majority of this time."
  - " Working for Bolton NHS Foundation Trust, I feel very proud, Over the past few weeks staff and colleagues have been working tremendously hard, we work well as a team and sometimes this is not highlighted enough, For staff to feel valued and proud. I have worked for the Trust for nearly 30years and seen a lot of changes, How staff are treated at times is not what our Trust values are, we need to enforce theses values and show our staff that they are a bit part of the Trust. Without the staff the Trust would not of got through these past few weeks, Staff have definitely gone the extra mile. saying Thank you goes a long way. "
  - "Despite being very happy in my role for a number of years recent developments at the Trust have made me question the organisations support and gratitude of non-clinical staff. Despite on the surface the Trust trying to look like it cares about these

staff it is fairly obvious in day to day observations they couldn't care less - unless the non-clinical member of staff in question makes themselves obviously known. Admin and clerical day this year was once again forgotten about under the excuse of the pandemic but the current situation did not stop celebrations and thank you for nursing staff on International Nurses Day. There is too much time spent by senior managers on Twitter telling each other how amazing they are rather than actually doing their jobs and encouraging staff who may not be on that social media platform. This also provides some of the evidence of the clique culture there is at the Trust. There are too many awards being given out by both the organisation and divisions which means they end up losing any form of value. I would like to add that my immediate line manager is very supportive and caring and this is in no way a reflection on them but the wider observations of the Trust at the moment. "

- "Organisational change of the 0-19/25 Service has resulted in loss of services, roles and downgrading. This impacts on health and wellbeing of staff. Resulting in staff feeling devalued, deflated and demotivated. This can then potentially impact on service productivity. Furthermore the reduction of estates requires constant 'hot-desking' which can result in a less cohesive team spirit."
- "Following re deployment due to Covid-19, I have returned to a very different job environment. The massive changes under the heading of "unprecedented times" are very unsettling and leave me feeling undervalued by the trust. The message is that we are very definitely not a priority workforce for this trust despite working in different fields, at very short notice, during the pandemic and often being in close proximity to Covid-19 patients. I am disappointed by how the return has made me feel. I am generally a positive person and can see benefits to change but feel that this episode in our careers has been handled very badly."
- "As a small and specialist team with complex patients the work we do feels as though it goes unrecognised, there isn't an interest in the work we do or the high patient satisfaction within the department what is seen is length of stay and numbers on a waiting list. The answer to this isn't to ask how we can do more for less which is what was asked of the team. (Part of a larger comment)"
- "It was verbally discussed in August 2019 that I would be stepping up a band as the work I had shown and additional responsibilities I had taken was beneficial to the team, this talk occurred at the same time as another colleague. They received a step up in band a few months after. However, I am still waiting this agreed band increase and have been told recently that there is no additional money. I don't feel a valued member of the team and that my additional work is just being taken for granted. My additional manager has been very supportive in trying to secure this without any luck. I love my job but do feel undervalued by the trust. "
- "We give full commitment to the trust yet I feel like I am just a number and not really a person. (Part of a larger comment)"
- "Responses heavily influenced by COVID - 19 situation. Moved from department with 1 days notice and 12 weeks later still don't have a base or clinic rooms, line manager is the only person who seems to be trying to resolve this. No member's of senior management have been to speak to us about the plans for the future of the service and no apologies have been made for the fact the service has been massacred. As a small team we have worked really hard to keep our 500 patients informed and treated virtually throughout with little direction from senior management. I and my team feel under valued and overlooked "
- "Sometimes feel put upon or forgotten about due to working out of hours"
- "I do not feel particularly valued by the Trust. (Part of a larger comment)"
- "I feel that the team that I work in has become very negative and has very low morale due to the several changes that have been made to the team, including having our work area moved many times and the non inclusion of the team with changes that directly affect the team. I no longer feel positive about my job and no longer look forward to coming into work. I don't feel valued as a member of the team by management and feel that the team as a whole is treated unfairly, not supported by management and not listened to compared to the other teams in the directorate. This has made me question my role and look for another role in nursing."
- "In community we have been almost completely ignored during the Coronavirus pandemic. At the end of March we were each given one bottle of alcohol gel and one pack of wipes for each office. Packs of wipes were available if needed. People were worried and sometimes upset about having to come into work - a small meeting room was made available as a 'Lavender' room, that has since been taken away. On 18th June all the fabric covered seating in the staff room was deemed 'not for use' wooden tables and single chairs were placed sparsely. We were also instructed to wear face masks. We all feel that this is 3 months too late - never in 25 years of service have I felt so low and unappreciated. It's as if in community we are invisible. The trust used to be a much better place to work. "
- "I also feel that the service is forgotten or overlooked (I understand there are more pressing priorities) but this is currently leaving me feeling that my service/profession is not valued in this Trust. I do persevere when things are not going well so I don't want to rush to jump ship, I want the situation and working conditions to improve so I can remain with Bolton FT but equally I am keeping an open mind about jobs outside the Trust. (Part of a larger comment)"
- "There is a sense of not feeling valued within the division. Visible senior leadership has been reduced and clarity of information also reduced. This hasn't just been during the Covid period. Feedback could be better. Personally I haven't felt valued/supported. (Part of a larger comment)"
- "Commitment and perseverance are not acknowledged or rewarded or thanked"
- "I most definitely felt that the Trust didn't care about it's staff. I have never felt like this since starting at the trust, I used to feel they cared, COVID and our treatment during the pandemic has made me feel I am just a number. It has really affected my trust in this establishment. (Part of a larger comment)"
- "Staff who exhibit the above characteristics should be valued and developed to become more of an asset to the trust."
- "The Trust appears to place little value on the work we do within our team (part of a larger comment)"
- "My immediate Line Manager, Support Business Manager and Operational Business Managers are very supportive and make face to face visits on a daily basis to make sure all is well. Management above this level we do not see and it would be a good morale exercise for them to occasionally come into our secretary meetings. During COVID, I feel the Trust could show more recognition to all staff who have come into work, having put themselves to the risk of infection."
- "Staff are feeling undervalued and have concerns on how the changes will impact upon team dynamics and their working practices (part of a larger comment)"
- "I can no longer work 10 day stretches or 12 hour shifts. However, I do feel that my experience is valued, even though I now only work part time, having worked full time for many years!"

Other comments include:

- "To be able to work in a department that values the work you do, either as teamwork or individually, and have a line manager who is able to 'muck in' as she knows how to complete your role, rather than not being able to support you, makes a massive difference to how you value yourself at work, and to be appreciated, and be told a simple 'thanks' makes you feel like your role is worthwhile. (Part of a larger comment)"
- "Stop the awards system, just treat staff fairly. Along side all those who are being nominated for awards are those quietly getting on with their jobs day in and day out. Stop sending out high pay grade staff to deliver awards, they must surely be better used in a clinical setting during these difficult times. Yes its good to be rewarded but an e mail would suffice."
- "I have worked for the trust a number of years, I feel appreciated in my job role, and get good feedback from my colleagues."
- "I feel that I put 100%+ in to my role and sometimes feel taken for granted when awards and recognition are given to other colleagues for everyday things I do as normal."

It is important that the Trust focuses on its recognition mechanisms at a Trust wide level and local levels. As an enabler of staff engagement, Recognition is a strong predictor of Dedication i.e. it has a significant impact on staff experiencing a sense of purpose, inspiration, pride and commitment in their roles.

## Dedication

4.24

### Average Scores by Item

| Item   | Average Score |
|--|---------------|
| I feel proud to work for this area/team/department.    | 4.31          |
| I am enthusiastic about my job.                        | 4.21          |
| I find the work that I do full of meaning and purpose. | 4.21          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Other comments include:

- "Fantastic place to work, I love my job and I am proud to work for Bolton FT."
- "I am proud to say I am part of the Breast services team here at Bolton, These last few months have been a real challenge for everyone, I have been sending out emails with virtual hugs just to let my colleagues know I am there for them as I know they are there for me during these very trying times. I feel fully supported in my role and even though I do go above and beyond my role this is never expected of me. I am part of a great team and hope to be working here for years to come."
- "I do feel proud of how I adapted to the situation I was faced with and it has given me some transferable experience. "
- "I'm lucky to enjoy my job whatever responsible role I've been in, there has been a few over recent years. I have a good work life balance and am enthusiastic about coming to work daily. I can honestly say have good resilience and not sure its just me or what I've gleaned from some excellent role models with a great work ethic over the years, suppose most of all I'm proud to be a member of the organisation so going the extra mile is not really a mile at all."
- "I work in a department where the majority of staff are a family, caring for and looking out for each other. I feel privileged to work here as I am able to deliver a high standard of care to patients, including the little things like a few kind words or simply the holding of a hand of a anxious or vulnerable person. "
- "I am very proud to say I work for the NHS and hope they are of me"
- "I am proud to work for the NHS, I am even more proud to work within imc@home, we do a great job in rehabilitation and the outcomes of our work are very rewarding at times. During this covid period we have had to be very adaptable. From a therapist we have had to become nurses, Carers, councillors, palliative support workers and friends to many needy people, and very supportive to each other within our own little teams, we have dealt very well with lots of extreme changes, 7 day working, 12 hour days, moving our base, and of course the virus and what it brings with it. "
- "Given the current covid situation things are a lot different work wise, and people's energy levels and motivation to work isn't quite what it usually is. A lot of roles have changed and most people have had to adapt to a new way of working, but I think here in Bolton we have all been very good in just getting on with this. In general Bolton is a great place to work and I very much enjoy my role. The many different teams I work with are extremely supportive and make me feel valued. "
- "I always like to strike up conversations with patients to put their mind at ease when they are anxious during assessment hoping to make them feel comfortable and reassured of good quality care and that all the staff are approachable."
- "I always encourage my self at work and treat patient to the best of my ability. (Part of a larger comment)"
- "i enjoy working hard, i say to myself i have made a difference today for a better tomorrow"
- "I travel 78 miles per day (round trip) to work at Bolton and would not want to work anywhere else. The response to the COVID - 19 surge demonstrated Bolton's ability to flex and embody the NHS at its best"
- "I am proud to be part of the department I work for and my manager is one of the best."
- "I feel that myself as an individual and the team I work with have stepped up our commitment to helping the people of Bolton and the Trust through this difficult times, and this in testing times for us with our own current job situation. I feel that an attribute for working for the NHS is to be a caring person, to care about your colleagues, patients and the community. "
- "I am very proud to say I work for the NHS and hope they are of me"
- "Work is stressful but i'm fulfilled in my job role and love my job. I always want myself and my team to do better and improve on our patient care always. I am proud to be part of team Bolton "
- "Despite this, throughout the pandemic staff have continued to maintain service provision to those with acute needs and telephone support to other patients and latterly virtual support. Patients have communicated their appreciation of our support. The passion of team members to deliver a quality service remains unchanged but the challenges faced have questioned whether they are supported in this. (Part of a larger comment)"
- "Increased workloads on a continuous level is leading to reduced patient care particularly with regards to end of life patients who deserve better. (Part of a larger comment)"

## Discretionary Effort

4.14

### Average Scores by Item

| Item  | Average Score |
|---|---------------|
| I go beyond my role responsibilities to help my colleagues when required.               | 4.49          |
| I always act upon opportunities to show initiative in my role.                          | 4.2           |
| I often get involved in activity outside of my immediate role, that supports the Trust. | 3.74          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

### Feedback

Other comments include:

- "It is expected that you give the extra mile....work the extra hour, do work at home etc but over a period of time this has become accepted as the norm. This is not OK"
- "Unfortunately I do not get a lot of time to carry out directorate work that affects my area, this is often completed at home outside my working hours"
- "I see colleagues all the time who feel so strongly about providing excellent care that they miss all their lunch breaks to squeeze in another school visit, phoning parents or schools with additional resources, advice or input that goes beyond what they are required to do, working at home making resources that will be more engaging, buying their own resources online to enhance therapy because there is no funding. Staff do this because they really do care so much about the children (part of a larger comment)"

4.09

#### Average Scores by Item

| Item  | Average Score |
|---|---------------|
| How likely are you to recommend the Trust to friends and family if they needed care or treatment? | 4.23          |
| How likely are you to recommend the Trust to friends and family as a place to work?               | 3.95          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

#### Feedback

Other comments include:

- "I feel during this pandemic, the Trust has worked hard to keep people safe, I feel the majority have worked as a team, those redeployed have been brilliant and worked well out of their normal roles (Part of a larger comment)"
- "RBH is a great place to work and I enjoy working here. I feel valued and people are friendly. Sometimes work is difficult but mostly this is because of things outside the trust, such as government guidelines etc. I feel this is a place where people including management care about providing a good service to patients as well as about staff."
- "I am probably coming towards the end of my working career, I have loved working for cancer services, we have had some really good managers, in all my employment history I can honestly say it the place I have been most supported and appreciated."
- "I am more than happy in my job, have a fantastic supportive team around me, and get great satisfaction from doing the very best for the amazing patients that I treat"
- "Boltons value towards staff and patient care has rapidly gone downhill. They have used the covid 19 situation as an excuse to force change. They ought to be ashamed of themselves"
- "Thank you for allowing me to provide feed back. I love my role and the people who I work with and for. (Part of a larger comment)"
- "Feel the trust has done well in the current climate but do feel the trust has been very slow, initially at testing staff for Covid and now at providing staff with the antibody test compared to other trusts."
- "I think as a Trust, we struggle with ensuring that our treatments of all patients is consistent."
- "I am relatively new to the trust and joined during Covid, so I find it difficult to give fair feedback as I was unable to receive a 'normal' induction and services are not our 'usual business'. However I feel the immediate senior team, my team, and others I work with have been friendly and welcoming, and are keen to celebrate staff achievements, show appreciation and offer development opportunities and they do clearly care about their roles and responsibilities. (Part of a larger comment)"
- "I am passionate about my profession/ getting the best outcomes for patients. I feel that at times managers loose sight of the services and what they need to provide. Staff and teams need to be valued, cared about, communication needs to be clear, staff need to be listened to. The progression of staff should not be at the detriment to the teams working under/alongside them. Sometimes it feels that doing your job is made difficulty with the barriers that are put in place. Bolton is still a good place to work- but things could be better. There needs to be more focus on the services that provide long term interventions- not just those that provide acute interventions. (Part of a larger comment)"
- "Bolton has always been a great place to work. Always been excellent for training, development and education. During this pandemic my managers have shown me kindness, support, shown me that they care, involved me, and kept me up to date with departmental and Trust information whilst at home. It is a superb place to work. They supported me in my previous role and continue to do so in my current role."
- "I love my job, I intend to work if possible beyond my retirement age."
- "I love my job and I really enjoy working at the Trust. Thank you for everything that you do for us. During Covid-19 the communication within the Family Division has been excellent and the Trust has done everything to protect staff."
- "I love my job and I really enjoy working at the Trust. Thank you for everything that you do for us. During Covid-19 the communication within the Family Division has been excellent and the Trust has done everything to protect staff."
- "I love my job and I really enjoy working at the Trust. Thank you for everything that you do for us. During Covid-19 the communication within the Family Division has been excellent and the Trust has done everything to protect staff."
- "I have worked for the trust for 25 years, Im retiring this year and I will miss our regulars"
- "I've enjoy my job and it was a great opportunity for me when I got it."
- "I am new to the organisation. I have enjoyed the first couple of months and glad I have chosen this role, division and trust."
- "I have only been working for the trust since January, coming to the end of probationary period. I have worked here years ago and the trust is as friendly and supportive now as it was back then."
- "Worked for Bolton NHS for 44 years and still enjoy coming to work"
- "Train and support your staff so well, they can work anywhere.. treat them well enough so they never want to work anywhere else"
- "Have worked for the NHS for over 12 years and am new to Bolton. I have been welcomed by everyone I encountered from day one. I feel this is a forward thinking trust with traditional values."
- "I have worked in the trust for a number of years and have had a very happy career here so far. I have felt supported through my years here, on both a work and personal basis."
- "Have worked for the NHS for over 12 years and am new to Bolton. I have been welcomed by everyone I encountered from day one. I feel this is a forward thinking trust with traditional values."
- "I travel 78 miles per day (round trip) to work at Bolton and would not want to work anywhere else. The response to the COVID - 19 surge demonstrated Bolton's ability to flex and embody the NHS at its best"
- "I love my job, I intend to work if possible beyond my retirement age."
- "Overall the trust and my area of work is a good place to work. I am overall happy at work however some improvements could be made. (Part of a larger comment)"
- "I will no longer be able to work at this Trust in this instance as I do not feel I would be valued, have any concerns taken seriously, be treated fairly/impartially or that the needs and wishes of our women will be given proper consideration. Sadly there is already a lack of traditional, basic care for women and their babies, for instance first time mums who have never been

*shown a basic bath demonstration and this was not what I came into midwifery for. The changes in the last 5 years especially make me very sad. It would be useful if our leaders came out at my level to see the challenges we face."*

- *"I am probably coming towards the end of my working career, I have loved working for cancer services, we have had some really good managers, in all my employment history I can honestly say it the place I have been most supported and appreciated."*
- *"The Trust has made significant improvement in EDI in the last few years, but there is still much work that needs to be done. "*



Average Scores by Item

| Item                                   | Average Score |
|--|---------------|
| I feel happy when immersed in my work. | 4.08          |
| Time passes quickly when I am working. | 4.06          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Persistence



Average Scores by Item

| Item   | Average Score |
|--|---------------|
| At my job I always persevere, even when things do not go well. | 4.23          |
| I can continue working for very long periods of time.          | 3.88          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

Feedback

- Other comments include:
- "Im not sure what the fist question is getting at under persistence- I can continue working for very long periods of time. Does that mean its expected or is in a shift? "
  - "I feel if I had done this report a month ago it would have been much more positive. Maybe we are all feeling a little tired but for the first time this last few weeks I feel we are not on the same side! This makes me feel sad as we have done so well and we all need to dig deep and respect each other to get over the next hurdle"
  - "I do think my answers here could make me seem like a bit of a martyr, but that is not my intent. I do feel that i put maximal effort in - this is often commented on eg by trainees who say that 'i do more to help them than other cons in my speciality- however i frequently find work overwhelming and experience a lot of stress. This has never resulted in any loss of service or attendance but I frequently experience massive feelings of anxiety and dreadful sleep. I rarely sellp on Sundays knowing the week is ahead of me. I do however love patient contact and enjoy operating(usually!) I think that I have a work ethic that is sometimes anti me"
  - "Why are you asking a question about a purely hypothetical situation? I am never asked to work for very long periods of time; nor would I expect to?"
  - "As I am 'mature' I find it harder to continue working solidly for long periods of time - need time to realign my thinking!"
  - "Ability to work for long periods of time is not sustainable especially now that I am at the age when approaching the end of my career."



## Adaptability

4.02

### Average Scores by Item

| Item  | Average Score |
|---|---------------|
| I tend to respond positively to changes that occur in my role or the Trust. | 4.09          |
| I find it easy to adapt to changes that occur in my role or the Trust.      | 3.95          |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

### Feedback

Other comments include:

- "I have enjoyed the opportunity to work from home and I think it would be a shame to revert back to old working practices i.e. working from the office 5 days a week"
- "I have been really happy with how I've been accommodated in the current situation with me being pregnant but reluctant to go off work. I was found a role that I enjoy and that I feel has purpose whilst making sure I am being protected."
- "Answers to questions are reflective of work in the pandemic period. A period of unprecedented change where direction has had to be flexible and quick to react - therefore sometimes felt employees were trying to catch up, but that is understandable due to the pandemic"
- "We went through a difficult period of transformation. It is difficult to know whether this has worked due to COVID."
- "I have been redeployed during Covid - 19 pandemic so am not doing my usual role. "
- "I have been working from home since March due to Covid. I am really enjoying working from home (I can do 100% of my job from home) as it makes me feel safer (my husband is shielded) and it saves me 2 hours a day in travelling to and from work. I hope that flexibility in working patterns and locations can continue post Covid for people who want to work like this. "
- "Working from home has been a saviour for me and my enthusiasm for work. It's made me feel proud of our team and how well we all adapted to the huge change at such short notice. There's been no down side to home working for me and I'll be disappointed if we can't continue to do so."
- "It's good to see the face of Bolton FT is transforming. I am really supportive of the estate uplifts and the 'For A Better Bolton' campaign. "
- "I find that the elements of work that I enjoy and make a difference are often lost in the middle of keeping up with every new change that comes in which often seems to take me further away from face to face work and more connected to a computer."
- "Staff are feeling undervalued and have concerns on how the changes will impact upon team dynamics and their working practices. Despite this, throughout the pandemic staff have continued to maintain service provision to those with acute needs and telephone support to other patients and latterly virtual support. Patients have communicated their appreciation of our support. The passion of team members to deliver a quality service remains unchanged but the challenges faced have questioned whether they are supported in this (part of a larger comment)"
- "Very stressful working, lots of changes continuously occurring. This makes things difficult when trying to adjust, just when things get settled new processes come into play. Communication is poor from managers. "
- "There have been a lot of changes within my department and a lot of new management which has caused a lot of stress and anxiety within my role"
- "There have been numerous changes within the area that I work in the last 12 months with colleagues leaving post and several members of staff taking long term sickness absence. The atmosphere is not always positive."
- "I am very happy with my role, team and management. During the Covid period we have had to adapt our work following guidance. This has highlighted that our service can work flexibly, including working from home. This has identified we can meet the need of families while allowing some flexibility with working parents. It would be great if some of these changes can be continued. Feedback and support is mainly from our band 7 who is always approachable and fair. "
- "My role has changed with business continuity/covid and I've had to be very flexible and cope with daily change, working within a service where processes are being developed alongside the daily work and are changing constantly, constant uncertainty and supporting staff with well-being. Whilst, my managers are very accessible and try to be as supportive as they can - it can feel isolating working away from the main hub and having no support on sight. Temporary accommodation and challenges ongoing with building and space. Change in working patterns and expectations. Too much work to process and can lose track of what priorities need to be, which can change on a given day. "

3.53

## Average Scores by Item

| Item                             | Average Score |
|----------------------------------|---------------|
| I look forward to going to work. | 3.66          |
| At work I feel full of energy.   | 3.4           |

| Scale             |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |

## Feedback

Other comments include:

- "Work type has changed during covid which has impacted on some of these responses being lower than would otherwise be e.g. energy/motivation, dedication, coupled with higher stress factor due to covid having some impact on work life etc"
- "Combined with treating Covid-19 patients, dealing with a whole new patient demographic and not knowing when I was going back to my own job, made the experience one which was greatly challenging for me. "
- "Work stress has had a negative effect on my mental health over the past year. "
- "My issues are that recently I have not been patient facing due to COVID and reduction of services in my area. This is not a problem with the trust, and I appreciate the measures taken to protect myself and patients, but that is why I don't feel energised at work"
- "I don't feel as full of energy at work at present due to being office-based and working on the computer/telephone and not carrying out patient-facing work as usual. "
- "During the present pandemic I find I am more tired than previously hopefully when life begins to return to some normality this will improve"
- "I always used to look forward to coming to work and although I do now its different I would love to be back in my own area with my team but we are currently spread across various wards and no one is happy, this has shown with the increase in sickness over the past 3 months. I understand this is no ones fault however this is the way myself and all of the team are feeling. "
- "It's the first time in 17 years that I personally do not want to come to work and find it hard to motivate to get up in the morning. (Part of a larger comment)"
- "The recent changes to the community service have started to take its toll on Home life, long shifts and limited days off mean there is no work life balance, personally I'm struggling to motivate self in work and out of work. (Part of a larger comment)"
- "I normally look forward to going to work, but in the current environment with the corona virus, things are very different. This is having an impact on my enjoyment in my roll. I don't look forward to work anymore and feel burnt out."
- "Energy - I currently have poor energy levels due to having two very young children! I'm very sleep deprived!"
- "I feel I work for long periods because I have to depending on what is going on that day. I know this is detrimental to my health but still do it. It's not always possible to take a break for refreshments or going to the bathroom. I regularly go home feeling tired, hungry and dehydrated as well as it being hours since having been to the toilet."
- "I feel that we should get a bit more break time as our ward is very heavy going and we need a regular time out in order to recharge our batteries in order to give 100% to our patients care"
- "More work needs to be done on helping staff deal with stress and anxiety, it appears to be getting worse year on year. (Part of a larger comment)"
- "I am currently struggling due to personal circumstances at work however normally am enthusiastic to come to work "
- "Over last 3 months, I have worked extra shifts and beyond working hours daily to cover other staff whom have needed to shield / plus we have had retirements ( vacancy not subsequently filled). This way of working cannot be sustained."
- "During the pandemic I have often felt exhausted and emotional but overall I am happy in my role"
- "I can no longer work 10 day stretches or 12 hour shifts. However, I do feel that my experience is valued, even though I now only work part time, having worked full time for many years!"
- "I am lucky to work part time and have a good work/life balance which helps me to maintain the enthusiasm and energy for my NHS role"
- "My day goes fast and I believe I fulfil my role. I do take work home with me but this is not because I feel under pressure but is because I am driven by my achievements. I have had to learn how to be disciplined and ensure I achieve the right work/home balance- this I admit I often find difficult. "
- "The amount of changes within the services and job role has been extreme. I have been adaptable to change however I have moved three office locations since my job began, merged teams twice. One was supposed to be temporary and this merge is looking like it will not end and the demand on the therapists left (without the staff being replaced going back to their previous job role) and not adapting to back to old methods of working. E.g. allowing therapist full time management of their diaries and pre booking appts and planning their own time according to demand and continuing with the response service. Alongside the previous community team, treating palliative complex patients, falls, IMC and hospital D/C, INT and COVID patients. Alongside fighting for PPE and unbelievable amount of change and now further extension to this work load and working pattern has been exhausting. I am a forward thinking, flexible adaptable person, but even I have found this draining. "
- "I am able to do shorter shifts rather than long days which is such a help for my home circs."
- "The job can be stressful and working for long periods ie over 7.5 hrs a day can lead to incorrect decisions being made."
- "The job can be stressful and working for long periods ie over 7.5 hrs a day can lead to incorrect decisions being made."
- "I can no longer work 10 day stretches or 12 hour shifts.However, I do feel that my experience is valued, even though I now only work 2 days/week, having worked full time up to their age of 61!"
- "Work stress has had a negative effect on my mental health over the past year. "
- "Work has been busier than ever it feels, with changes being added and made on what feels like a daily basis, it feels like some days it has all just been too much to take in, resulting in feeling very stressed and anxious. Which is something I don't normally suffer from. (Part of a larger comment)"



## Organisation Specific Questions

I understand what part I play in delivering the Trust's five year strategy.

Strongly Disagree (2.06%) Neither Agree or Disagree (29.61%) Agree (44.85%) Disagree Strongly Agree (13.99%)

- Strongly Disagree 2.06%
- Neither Agree or Disagree 29.61%
- Agree 44.85%
- Disagree 9.49%
- Strongly Agree 13.99%

I am aware of how to raise a concern under the Freedom to Speak Up process.

Entirely (30.92%) Mostly (44.53%) Not Somewhat (15.05%) A little bit

- Entirely 30.92%
- Mostly 44.53%
- Not at all 2.94%
- Somewhat 15.05%
- A little bit 6.56%

I feel safe to raise a concern under the Freedom to Speak Up process.

Strongly Agree (22.24%) Agree (43.85%) Strongly Disagree (3.56%) Neither Agree or Disagree (23.55%) Disagree

- Strongly Agree 22.24%
- Agree 43.85%
- Strongly Disagree 3.56%
- Neither Agree or Disagree 23.55%
- Disagree 6.81%

The Trust provides effective support to help me care for my health and stay active.

Agree (48.16%) Strongly Agree (16.43%) Neither agree or disagree (26.92%) Disagree Strongly Disagree (2.06%)

- Agree 48.16%
- Strongly Agree 16.43%
- Neither agree or disagree 26.92%
- Disagree 6.43%
- Strongly Disagree 2.06%

I am aware of the support that I can access to help improve my mental health.

Entirely (32.98%) Mostly (44.47%) A little bit Somewhat (16.49%) Not at all (0.62%)

- Entirely 32.98%
- Mostly 44.47%
- A little bit 5.43%
- Somewhat 16.49%
- Not at all 0.62%

The Trust has a culture that supports staff to be open about their mental health.

Neutral (23.49%) Agree (49.03%) Disagree Strongly Agree (21.30%) Strongly Disagree (1.06%)

- Neutral 23.49%
- Agree 49.03%
- Disagree 5.12%
- Strongly Agree 21.30%
- Strongly Disagree 1.06%

I feel able to make suggestions to improve the work in my team/department.

Strongly Agree (26.30%) Agree (48.28%) Neutral (16.36%) Strongly Disagree (2.94%) Disagree (6.12%)

- Strongly Agree 26.30%
- Agree 48.28%
- Neutral 16.36%
- Strongly Disagree 2.94%
- Disagree 6.12%

The Trust has an inclusive culture which values the differences that everyone has.

Agree (52.97%) Strongly Agree (22.92%) Disagree Neutral (18.86%) Strongly Disagree (1.19%)

- Agree 52.97%
- Strongly Agree 22.92%
- Disagree 4.06%
- Neutral 18.86%
- Strongly Disagree 1.19%

I feel able to be myself at work.

Strongly Agree (26.61%) Agree (54.22%) Neutral (13.49%) Disagree Strongly Disagree (1.31%)

- Strongly Agree 26.61%
- Agree 54.22%
- Neutral 13.49%
- Disagree 4.37%
- Strongly Disagree 1.31%

The services that the Trust provides are accessible to all patients/service users

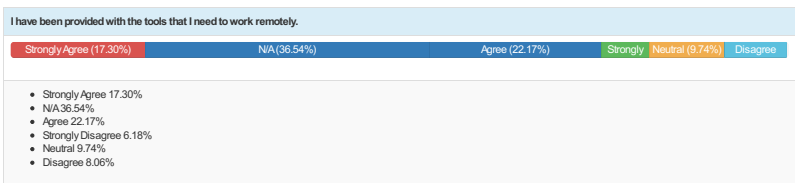
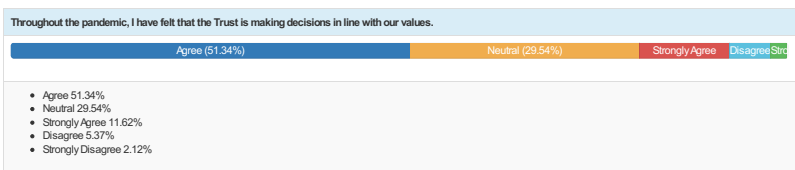
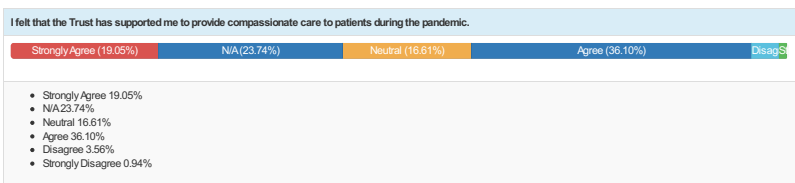
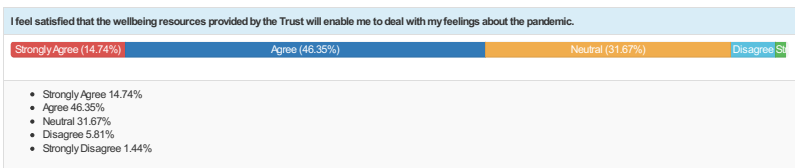
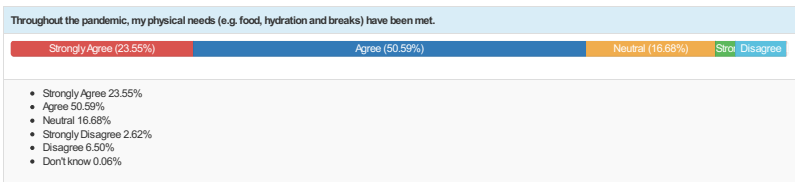
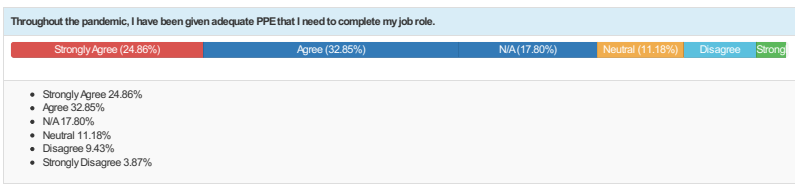
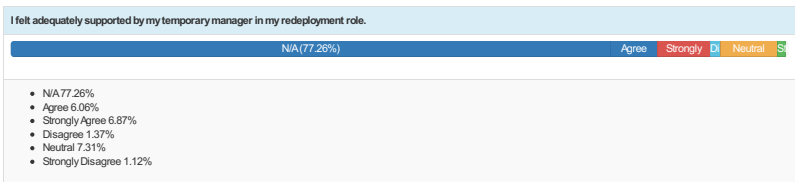
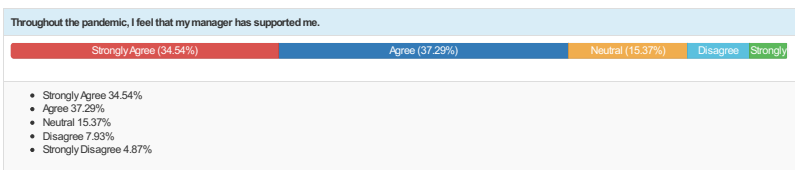
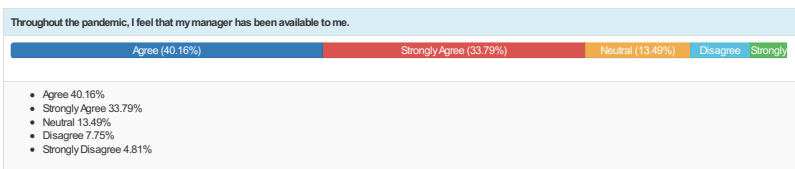
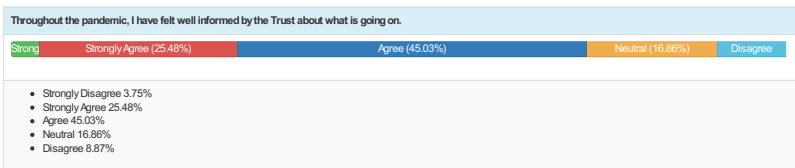
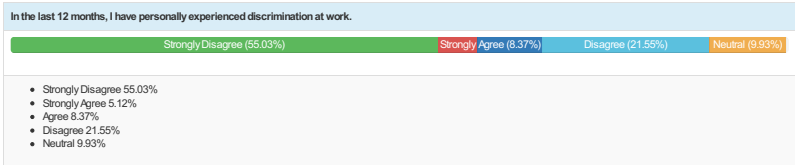
Strongly Agree (19.11%) Agree (55.09%) Neutral (21.11%) Disagree Strongly Disagree (0.62%)

- Strongly Agree 19.11%
- Agree 55.09%
- Neutral 21.11%
- Disagree 4.06%
- Strongly Disagree 0.62%

In the last 12 months, how many times have you personally experienced harassment, bullying or abuse at work?

Never (70.52%) 1-2 (20.86%) 3-5 (5.50%) 6-10 (1.31%) More than 10 (1.81%)

- Never 70.52%
- 1-2 20.86%
- 3-5 5.50%
- 6-10 1.31%
- More than 10 1.81%





For more information or if you have any questions about the survey,  
please email [GoEngage@boltonft.nhs.uk](mailto:GoEngage@boltonft.nhs.uk)