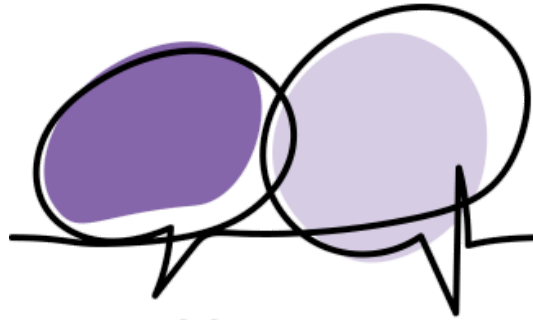


Communicating with your staff



We each have
**a voice that
counts**

Seeking and listening to staff views and acting upon results shows we value our people and increases the likelihood of staff staying. Line managers play a key role in supporting engagement at a team level where it will have the most immediate impact. Improved staff engagement can reduce sickness absence levels and increase productivity.

Top tips

- ✓ Speak with your staff to understand what motivates and drives them, and what makes them want to stay or leave your organisation.
- ✓ Setting aside time to communicate regularly with staff and direct reports, while recognising competing demands and time pressures, will help with understanding issues in your team and wider workforce.
- ✓ Work with your communications team so that your team's work is well represented in internal communications and that any achievements of your colleagues are recognised.

trust-wide staff engagement events or a place online where staff can submit questions and suggestions.

✓ Ensure staff engagement is a two-way process in your organisation, by providing opportunities for staff to feed in their views, ask questions and contribute to changes and decisions.

✓ Act upon the information you receive and demonstrate that you are listening to staff on the issues that matter the most to them by following through and showing the changes you have made.

Making this happen

Leaders can:

- Be visible and approachable and support a focus on staff engagement at board level.
- Highlight and promote the NHS Staff Survey and ensure action is taken on the issues raised by your colleagues.
- Ensure there is a systematic local approach to collecting and acting on staff feedback alongside the NHS Staff Survey.

Managers can:

- Seek regular feedback from their teams and act on ideas raised, ensuring this is a two-way process.
- Consult staff on planned changes which may affect them.
- Talk to team members who may be thinking of leaving about what interventions might help them stay.

Case studies

- Sussex Partnership NHS Foundation Trust used a survey to gather insights into learnings from the pandemic, including the reasons long term members of staff stayed and the experiences of new starters. They have used this learning to make improvements to ensure their organisation is an attractive place to work for potential new staff and staff members looking for jobs elsewhere. Read the full case study.

- Northumbria Healthcare NHS Foundation Trust adapted its staff engagement approach during COVID-19 by developing a real time feedback mechanism. The trust did this via a weekly online survey Corona Voice to provide up-to-date data and insight. This informed decision-making and helped sustain motivation during the challenge of the pandemic. The survey included questions on key issues and staff could also share free text comments. This enabled staff to share their feelings and raise issues. Read the full case study.

Tools and further reading

- Keep up to date with interventions and practical solutions on NHS England and NHS Improvement's website. If you are interested in being part of a community of practice in this area please email nhsi.staffsurveyengagement@nhs.net.
- There are a range of resources available on the NHS Employers website to support you with staff engagement, including top tips, guidance and toolkits.
- The People Performance Management toolkit supports NHS managers to talk about all aspects of performance with staff.
- For information on wellbeing conversations, read the health and wellbeing section and for talent conversations, read the development and career planning section of this guide.
- Access a range of staff engagement resources.