



Introduction

This guidance aims to help you create a local approach to staff engagement in the context of the wider workforce strategy for your organisation and its overall approach to staff experience.

About this guidance

The national framework for improving staff experience is set out in the NHS People Promise and this includes commitments to ensuring that staff have a voice that counts and to foster staff engagement. Improved staff engagement assists organisations to retain staff, improve productivity and deliver better care.

This guidance has been created to highlight the dozen dos - effective actions you can take at local level to improve staff engagement in your organisation.

These actions highlighted in this document are recommended based on:

- evidence from an analysis of NHS Staff Survey data on the links between staff experience and improved staff engagement
- learning shared by NHS organisations that improved their staff engagement scores in 2023
- approaches identified in the NHS trusts scoring most highly on staff engagement in the NHS Staff Survey.

These actions will have most impact if pursued as part of an overall staff experience approach. Most organisations will already be addressing these issues, therefore these recommendations will build on your existing experience. Review your NHS Staff Survey and other locally collected data to identify the areas to focus most on.

It may be more manageable to focus on two or three key areas initially. This could be based on those areas where you are most below benchmark or those which have the widest impact, such as line management support. Your organisation will also need to decide whether to focus on the most challenged areas or attempt an organisation-wide change.

Evaluation and an evidence-based approach

Evaluation should be built into your approach; impact is likely to be cumulative, with significant shifts taking up to two years to show up in the overall NHS Staff Survey results.

An analysis of the links between the full range of staff experience NHS Staff Survey scores and the overall staff engagement score has demonstrated strong correlation on key elements. This analysis has looked at which themes in the NHS Staff Survey are most strongly associated with an improvement in the staff engagement score.

In addition, learning has been identified from approaches in both the highest scoring and the most improved NHS trusts. It is based on this analysis that the twelve suggestions are made for areas of action.