



Give people a voice

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.



Some organisations have successfully placed focus on demonstrating that feedback from staff is listened to and acted on.

A range of different techniques are used including you said, we did communications about the NHS Staff

Survey results. Other trusts seek to ensure action on survey results is led by and communicated through local managers, rather than it being seen as a HR issue. These organisations ensure that it takes place on an ongoing basis rather than in response to the publication of the NHS Staff Survey results.

It is important that communication is clear about what it has not been possible to act on as well as those where it has.

In addition to the national survey, trusts should have mechanisms through which staff can share feedback and voice their views throughout the year. Mechanisms for doing this include:

- the quarterly National Pulse Survey
- the widely-used NHS England People Pulse survey
- other locally-developed surveys
- large scale in-person feedback events such as big conversations and town hall discussions, which some trusts organise on regular basis with senior leaders.

A small number of NHS trusts have also used continuous online feedback tools to gather views from staff. Data from staff comments known as free text data can be a useful source of staff insight and it is now possible to analyse this more effectively than in the past. More information on these approaches is available from NHS Employers.

NHS England: Listening well guidance

NHS England has produced a guide on how the various NHS surveys fit together in its [Listening well guidance](#).

Staff engagement at Sherwood Forest Hospitals

Learn how Sherwood Forest Hospitals NHS Foundation Trust has applied staff engagement techniques as part of its continuous improvement efforts via our [case study](#).

NHS Staff Survey data will have most impact where it can be shared with local operational managers in ways that are most meaningful. For example, where possible to be broken down at directorate/divisional/business unit level. This will support them to take ownership of the results and work with HR teams to implement change.

Listening to retain

Listening to staff is especially important as part the approach to retention, for example through use of stay interviews.

Read our case study with [University Hospitals Birmingham on listening to retain](#).

Staff networks also have a key role to play. As well as their other roles, staff networks can ensure that all staff groups feel able to have a voice and contribute to overall staff engagement. Many trusts which improved staff engagement in 2023 had active staff networks. NHS Staff Survey data should also be analysed to ensure that the views of all staff are being considered.