



Report to:	Health and Care Jersey Advisory Board		
Report title:	Be Heard Survey 2024 - Action Plan Progress		
Date of Meeting:	30 January 2025	Agenda Item:	11

Executive Lead:	Ian Tegerdine, Director of Workforce
Report Author:	Dr Cheryl Power, Director of Culture and Wellbeing, Consultant Clinical Psychologist

Purpose of Report:	Approval	Assurance X	Information	Discussion
	This paper provides the Board with an update regarding the dissemination of Be Heard staff survey results and the development of related action plans			
Summary of Key Messages:	The Be Heard 2024 results started to be cascaded to Health and Care Jersey (HCJ) employees in November 2024.			
	Almost all care groups have now discussed their own Be Heard results and started to develop service specific improvement actions with staff groups.			
	The monthly care group performance reviews will provide an opportunity for each care group to share their actions and progress against them from February onwards.			
	The themes of the overarching departmental improvements have been identified, and actions should be more fully developed by the end of the first quarter.			
Recommendations:	All leaders and managers now have an objective to aim to increase the Be Heard participation rate for their staff to at least 40% in the next survey.			
	The Board is asked to note the report.			

Link to Jersey Care Commission (JCC) Domain:	Link to Board Assurance Framework (BAF):
Safe	SR 1 – Quality and Safety
Effective	SR 2 – Patient Experience
Caring	SR 3 – Operational Performance (Access)
Responsive	SR 4 – People and Culture X
Well Led	X SR 5 – Finance

Boards / Committees / Groups where this report has been discussed previously:		
Meeting	Date	Outcome
HCJ Advisory Board – Part B	28 November 2024	Requested action plans
HCJ Senior Leadership Team	4 December 2024	Action plan progress update



HCJ People and Culture Committee	8 January 2025	Action plan progress update
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List of Appendices:	
NIL	

MAIN REPORT

Be Heard is a 46-statement employee engagement survey that was open to all employees of the Jersey Public Service over a three-week period in September 2024.

Dissemination of results across HCJ

An engagement plan for the dissemination of Be Heard results across HCJ was developed and implemented. It is critical that staff feel engaged in the results and see action plans developing from the feedback they have given, which we will reinforce with a 'You Said, We Did' communication plan.

- The overall Be Heard results for the Jersey Public Service were shared with all HCJ employees by email on 8th November 2024.
- HCJ departmental results were shared via an internal communication to all HCJ employees on 11th November 2024.
- Workshops involving the Director of Culture and Wellbeing and HR team member support along with each care group senior leadership team including the Chief of Service, General Manager and Lead Nurse/Lead AHP were undertaken to explain and explore each care groups' specific results.
- Care groups were encouraged to workshop their results with staff after the meetings above.
- A further presentation of the HCJ Be Heard 2024 results will be provided on 28th January 2025 to ensure all HCJ colleagues understand the results. This session will be recorded providing the opportunity for colleagues who work remotely or on shift patterns to see the presentation.
- We will continue to use the Be Heard results throughout the year in different forums as an opportunity to further engage with staff and to develop and refine Be Heard actions.

Summary of the HCJ Be Heard 2024 results

A key factor with engagement surveys is finding meaningful comparators. The focus recommended is that HCJ focusses on its performance compared with its previous year's performance. Comparison with other departments is sometimes interesting, but these departments are not delivering comparable services in a comparable context and hence are a less helpful comparator. The Be Heard surveys undertaken prior to 2023 have demonstrated slow but steady improvement across all Be Heard domains, however, we have focussed here on the comparison between 2023 and 2024 results.

The HCJ response rate for the 2024 survey was 29.8% (Compared with 48% in the 2023 NHS England survey, 59% in the 2023 NHS Scotland staff survey and 20.7% in the 2023 NHS Wales staff survey). The participation rate has remained fairly stable from the 2023 HCJ survey (28.5%) and represents 833 out of 2795 employees responding. This is a focus for improvement in 2025 as encouraging everyone to use their voice is an area of emphasis for 2025. We are encouraging everyone to identify the barriers to participation and to gather ideas to increase coverage in the 2025 survey.

The 2024 survey results indicate that the majority (52%) of respondents reported an overall pleasant experience in the workplace, which is a positive outcome, and represents an increase of 3% when compared to 2023 survey data.



Throughout the survey, gradual improvements can be seen, which is desirable, as this indicates that the improvements made over the last year are sustainable.

The following eight engagement factors are based on the core 24 statements in the survey:

1. Leadership
2. My Company
3. My Manager
4. Personal Growth
5. My Team
6. Wellbeing
7. Fair Deal
8. Giving Something Back.

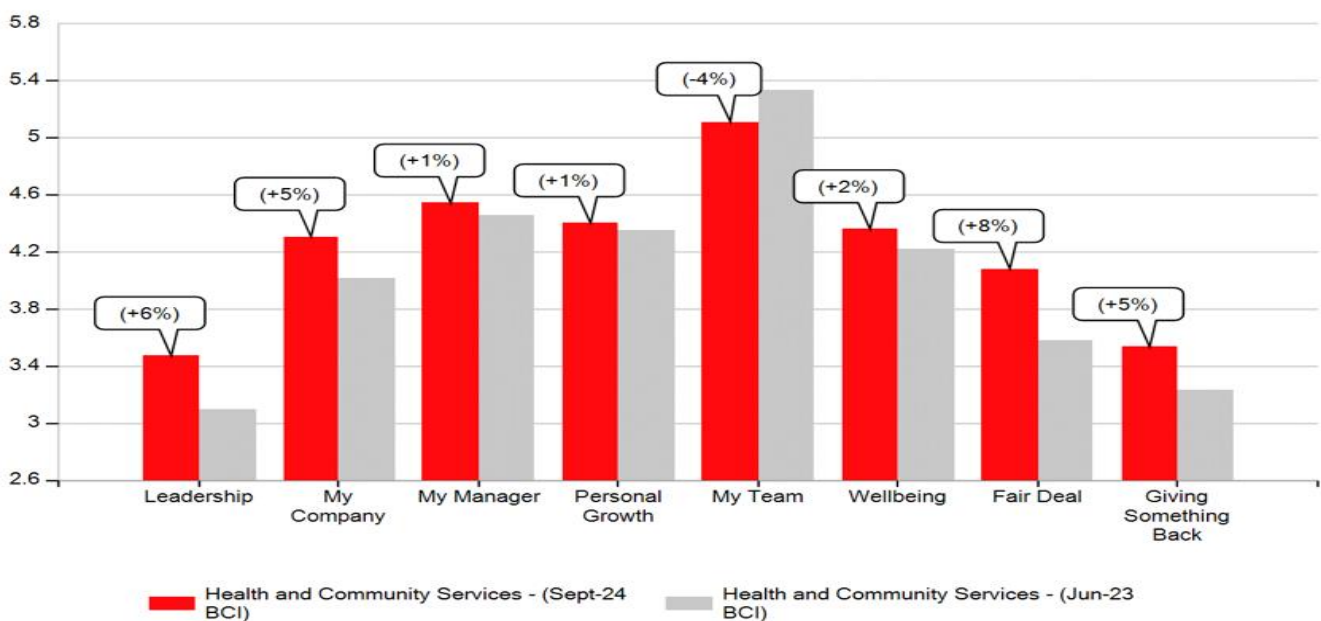
The aim for each engagement factor is above four. Four can be regarded as a 'neutral score' in that people have no strong feelings either way. Hence, broadly, above four is a 'positive' feeling and below four a 'negative' feeling.

A very positive outcome for HCJ in the 2024 survey is that five out of the eight factors measured received positive scoring and most importantly, all but one of the eight factors show improvement on the 2023 scores.

In particular, the higher score for 'My Company' should be celebrated as it shows a resilience against challenging external messages about the organisation in the past and a sense of pride in the organisation.

The Leadership engagement factor showed the greatest positive increase (+6%) in 2024 compared to 2023 survey results, which seems to reflect the positive changes made by leaders across the organisation. However, much more is to be done, and a particular focus will be for all leaders and managers to continue to actively recognise and appreciate staff for the work they do, to ensure key information is being communicated with their teams, that teams are having the opportunity to share their updates, questions and ideas, and that managers help their team members to fulfil their potential.

The chart below shows the difference in scores (as percentage point differences) since the last Be Heard survey in June 2023.





Benchmarking of NHS People 2023 Survey against Be Heard 2023 and 2024 statements

We have attempted to benchmark with the NHS staff survey as a comparator but there are significant differences in survey approach and scoring to overcome to make meaningful comparison possible. HCJ staff answered a set of additional questions (compared to the rest of the Jersey Public Service) which we purposely included to enable some level of performance benchmarking. The questions are the same, but the survey methodology is very different, which means we cannot make direct comparison; however, it does offer us some helpful insights into the areas we can focus upon. The 2024 NHS survey result will not be available until March 2025.

Comparable Question	HCJ 2024 Scores*	NHS 2023 Scores*
I feel able to escalate concerns about patients / service users	75%	71%
When errors, near misses or incidents are reported HCS takes action to ensure they do not happen again	50%	62%
I feel safe to speak up about anything that concerns me in HCS	51%	68%
HCS treats staff who are involved in an error, near miss or incident fairly	29%	60%
If a friend or relative needed treatment I would be happy with the standard of care provided by HCS	42%	65%
If I spoke up about something that concerned me, I am confident HCS would address my concern	35%	50%

**Positive scores only taken for NHS to enable comparison with HCJ positive responses, question wording is broadly the same, but scoring is different. NHS 2024 will not be available until March 2025.*

Taking into account the clear data warning on our ability to make direct comparison with the NHS England data, the comparison with the NHS performance highlights some possible differences in staff sentiment that could be improved in Jersey, despite the improvements that have been made in HCJ year on year in the scoring on the Be Heard survey and the majority of the HCJ scores being in the positive scoring.

Progress in the development of organisational improvement actions

These themes have been developed to focus on the key areas that are below the score of four benchmark in the BeHeard survey and the areas from the NHS staff survey benchmark.

Key themes for the action plan:

Leadership & Management skills development

Development of leadership for HCJ senior leaders through the Cohen Brown Leadership training model will continue into 2025. Discussions with People Services colleagues have commenced about utilising corporate Learning and Development workshops to support personal growth relevant to HCJ leaders and managers. The current development of a People Plan for HCJ will inform and support leadership and management development across all tiers within HCJ.

Communication

Further work is needed on the style, approach and effectiveness of internal communications, and a 'dialogue' approach will continue be favoured over a 'transmit and receive' approach.

Team Working



The development of team working interventions that are applicable and relevant to HCJ staff is being explored with People Services colleagues. Our plans on developing team working will be captured in our people plan.

Learning from errors, near misses and incidents, supporting reporting staff.

Discussions with the Freedom to Speak Up Guardian (FTSUG) about how to strengthen the follow up actions after employees speak up have taken place. Discussions are also underway with the quality and safety governance leadership to consider how we feedback on improvements made and demonstrate that staff are not treated less favourably when they speak up.

'Friends and family test'

More work is needed to understand the response to this question and hence develop actions to drive improvement.

Giving something back and fair deal

Understanding what 'giving something back' means for HCJ employees needs to be explored further. The statement 'this organisation is keen to help people from disadvantaged backgrounds' was rated negatively and below the target score (3.88). An Equality, Diversity and Inclusion workshop has been piloted for HCJ and will be rolled out throughout 2025. The workshop will enable safe places to reflect on how employees interact with people from disadvantaged backgrounds both as patients or users of services as well as employees and how to respond to inappropriate behaviours. Development of an engagement plan to support the 'volunteering policy for public servants' where employees can apply for 22 hours leave a year to engage in voluntary work to give something back to the community.

Progress on the development of care group improvement plans:

Each care group has been asked to disseminate the Be Heard results specific to their care group to all employees within their group. Each care group has been asked to develop actions that identify three areas for improvement, and one for celebration. Each care group will feed back on actions and progress of improvement at their monthly care group performance reviews from February 2025.

Next steps in measuring and increasing staff engagement

A brief review of our work to date on our past staff surveys has identified that we can improve in how we identify the key themes and how we develop actions to address issues. This will lift the burden on care groups in having to deliver all improvements when many of the changes needed require government central services to change and adapt their offer in order to be responsive to the particular needs of staff in health and care settings.

We must recognise that our approach to date has meant that we have gathered much of the 'low hanging fruit' and this has contributed to the year-on-year improvement in results that we have seen. To move on from this point will require much more in-depth analysis and action.

To enable a regular mechanism for engaging with employees and understanding what their experience is working within HCJ, there is an intention to conduct an engagement survey within HCJ every six months. The next survey will be a short pulse survey which we plan to deliver in April 2025.

END OF REPORT