

## Summary Outcome for Stay Interviews

Research has determined that supporting a healthy workforce leads to increased productivity, reduced absenteeism, lower costing and improves employee morale. As part of the “Staff Experience and Wellbeing” Workstream qualitative interviews were undertaken with 31 staff across all divisions. Of the staff interviewed, 13 were from Mental Health, 8 ACOPS, 5 Children’s Service, 5 Learning Disability). 16 staff were Band 7 and 15 staff were Band 6. All staff had been employed in the Trust between 2-30 years.

### Purpose:

The aim of the study was to gain an understanding of the key factors that influence staff retention and wellbeing as well as identifying themes that contribute to a healthy and motivated workforce. The outcomes will assist to inform improvements in leadership, support and development.

### Questions within the interviews related to 4 main themes;

#### 1. Job Satisfaction

Relates to an employee's level of contentment in their work. It is influenced by the nature of the work, the culture of the workplace, the environment and employee relationships.

#### 2. Challenges and Frustrations of the Job

These can often have a direct impact on staff wellbeing and retention.

#### 3. Staff Development

Learning and Development is critical to employees growth and development, as well as facilitating staff wellbeing and retention.

#### 4. Support Needs of Staff

This involves creating a positive & supportive workplace culture, offering resources and opportunities for growth and providing practical help when needed.

# Outcomes:



## Factors key to Job Satisfaction

- Working directly with service users, working in the right service area, having a positive team environment, having supportive colleagues, diverse nature of the work
- Staff reported that on a scale of 0-10, the average score was 7.3/10 for staff fulfilment
- Staff stated that fulfilment levels could be increased by the opportunity to do more meaningful therapeutic work, more staffing, greater resources, better communication from management and guidance when new systems are implemented, allowing practitioners more time to undertake training, greater access to laptops, meeting rooms, more manageable caseloads.



## Frequent challenges and frustrations identified by staff:

More in-house training, i.e. on the range of disabilities, more reflective practice and clinical training

Training packages tailored for Senior Practitioners, training to deal with crisis situations/managing conflict, more face-to face training, communication training, i.e. Makaton, awareness sessions on drug-related issues and disability awareness



## Key training and development needs included:

- Understaffing
- Caseload Management
- Lack of training
- Lack of resources
- Information Systems (Encompass)
- Working within the medical model



## Support Needs of Staff:

**43%** of staff made reference to feeling supported in their role and by management

**29%** of staff identified that management could provide more support by having greater visibility and engagement, better communication - listening more when staff are feeling under pressure, providing more constructive criticism and positive feedback to enhance professional development

**46%** identified the need for more staffing

**35%** identified the need for more admin support

Other suggestions included: Reduction in caseloads, less bureaucracy, improved working environments, accessibility of meeting rooms, break away rooms, more laptops



## Reasons why staff remain employees within the Trust include:

Flexible working, Supportive management, Structured/Supportive Induction, Benefits of Public Sector Working, Opportunity for Career Progression



## Reasons why staff would consider leaving the Trust include:

Inflexible working, Increasing Caseloads, Lack of support from management, Micro-management, Feelings of stress and burn out