National Quarterly Pulse Survey Report
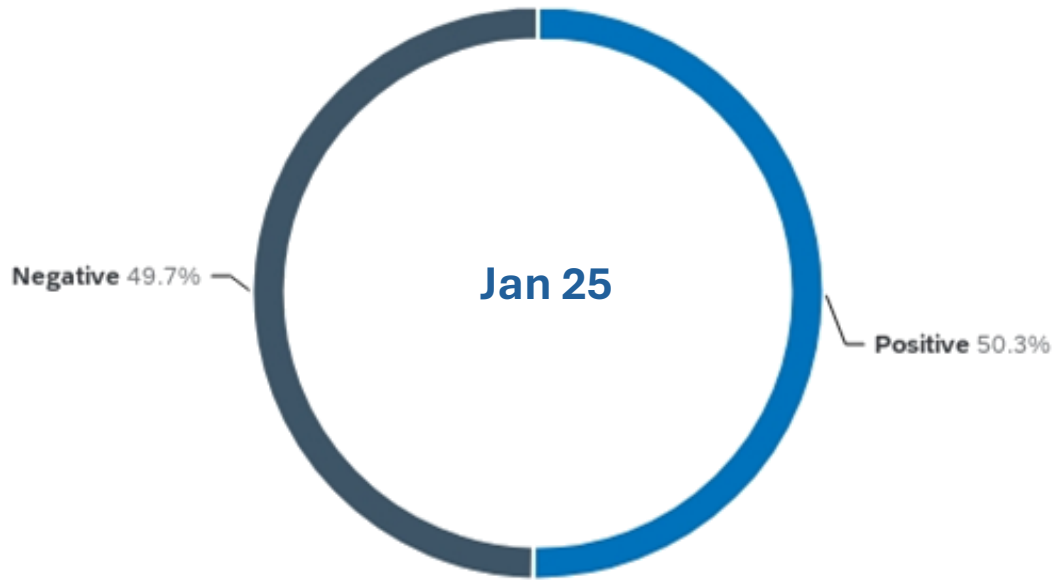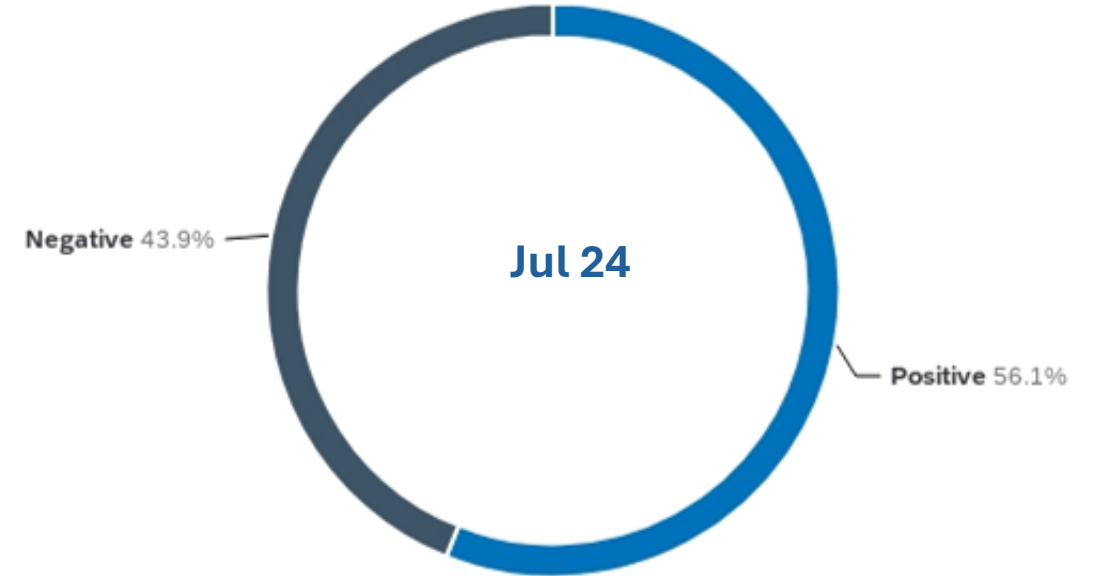
January 2025

Key highlights

- 82% of our people felt well supported in teams which has increased from 79.8% in July 2024 and is 6.3% higher than other ICBs.

- 57% of respondents felt well informed about changes taking place in the ICB compared to 49.2% in July 2024 which is 7% higher than other ICBs.

- Over 60% felt the ICB proactively supports staff health and wellbeing which is almost 7% higher than other ICBs. In July 2024 our score was 67.2%.

- 42% of respondents would recommend the ICB as a place to work which has increased from 39% in July 2024 but is 6.6% lower than other ICBs.

- 47% felt that patients/service users were the ICB's top priority which has dropped from 53% in July 2024 and is about 17% lower than other ICBs.

- 37% said they would be happy with the standard of care provided compared to 36.6% in July 2024 and is 19.7% lower than other ICBs

- The ICB responses are between 1% and 16% higher than other ICBs for motivation and involvement questions under employee engagement.

- The ICB scored between 15% and 22.9% higher in the 3 flexible working questions compared to other ICBs.

- Colleague mood has dropped by around 6% since July 2024.

Response breakdown

Chief Executive Office	35
Digital	17
Finance	26
Medical	60
Nursing	127
People	26
Place	21
Strategy, commissioning and integration	70

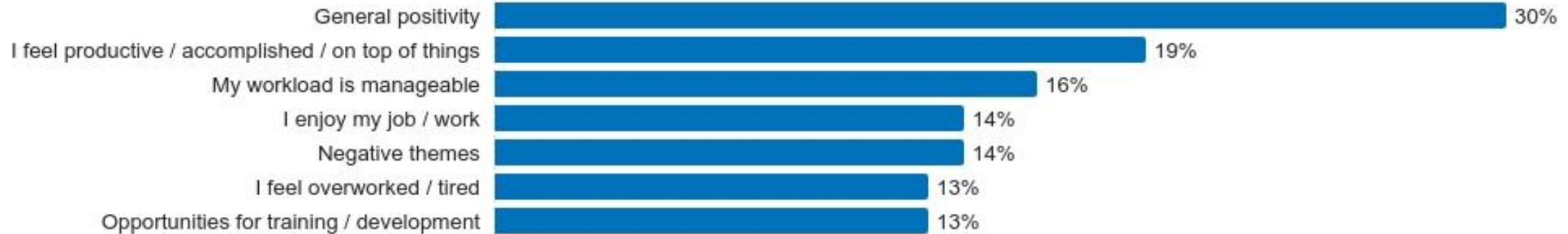Around 40% of the ICB workforce including embedded colleagues responded to the survey

Colleague mood comparison

App 24

Negative 42.9%

Positive 57.1%

Jul 24

Negative 43.9%

Positive 56.1%
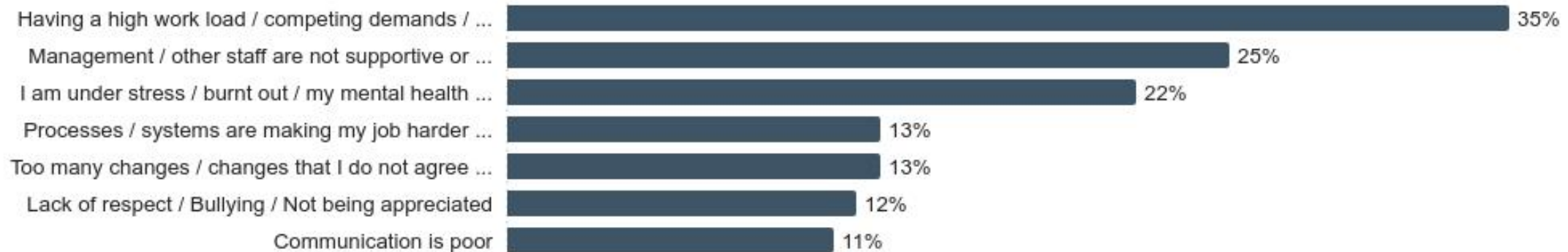
Jan 25

Negative 49.7%

Positive 50.3%

Colleague mood has dropped by around 7% since April 2025. This is a small percentage and free text responses demonstrate this will be influenced heavily by the investigation and intervention period. We will continue to develop and deliver an organization wide resilience support programme and offer wellbeing support and signposting

Colleague individual mood Jan 2025
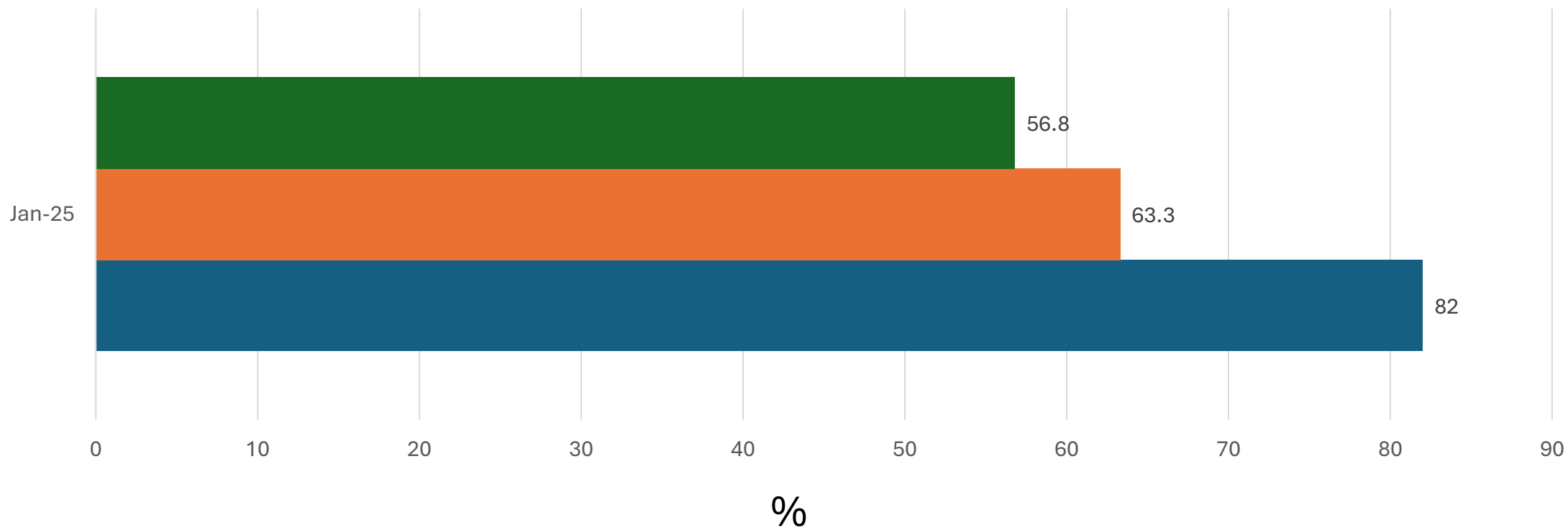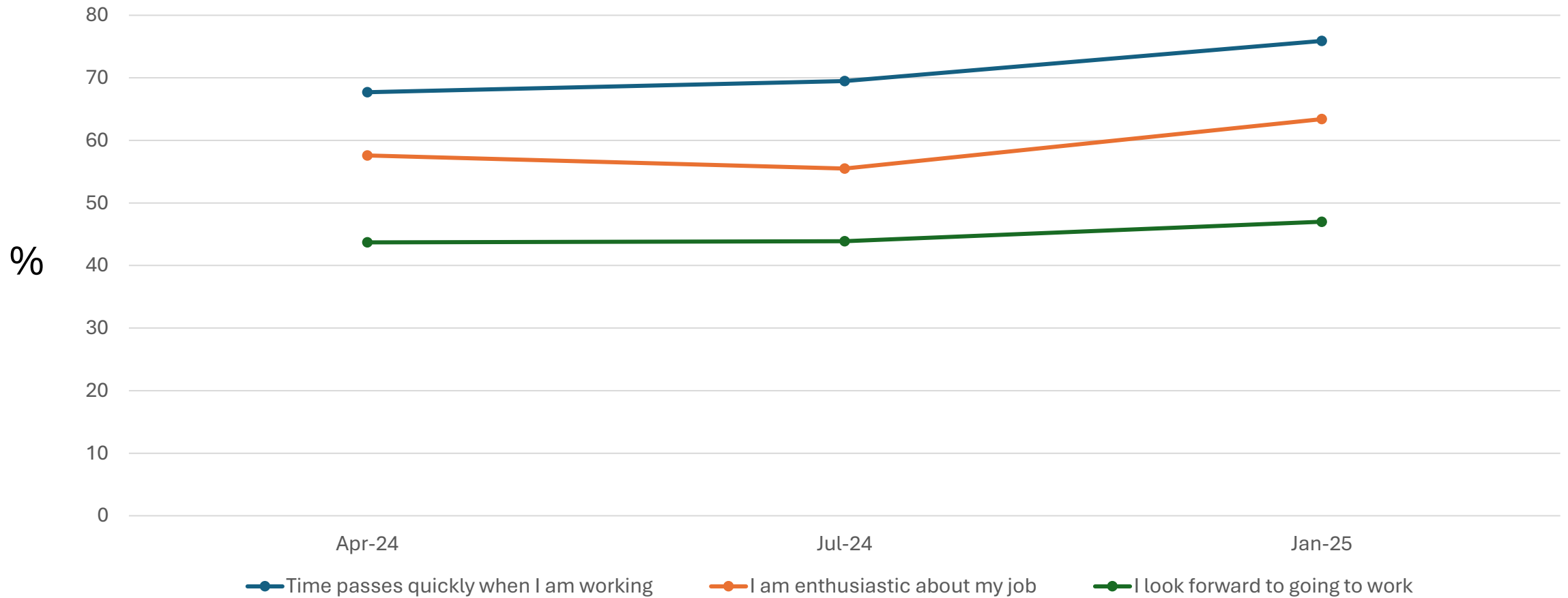
Why do you feel this way? – positive

General positivity	30%
I feel productive / accomplished / on top of things	19%
My workload is manageable	16%
I enjoy my job / work	14%
Negative themes	14%
I feel overworked / tired	13%
Opportunities for training / development	13%

Why do you feel this way? – negative

Having a high work load / competing demands / ...	35%
Management / other staff are not supportive or ...	25%
I am under stress / burnt out / my mental health ...	22%
Processes / systems are making my job harder ...	13%
Too many changes / changes that I do not agree ...	13%
Lack of respect / Bullying / Not being appreciated	12%
Communication is poor	11%

Employee engagement - motivation
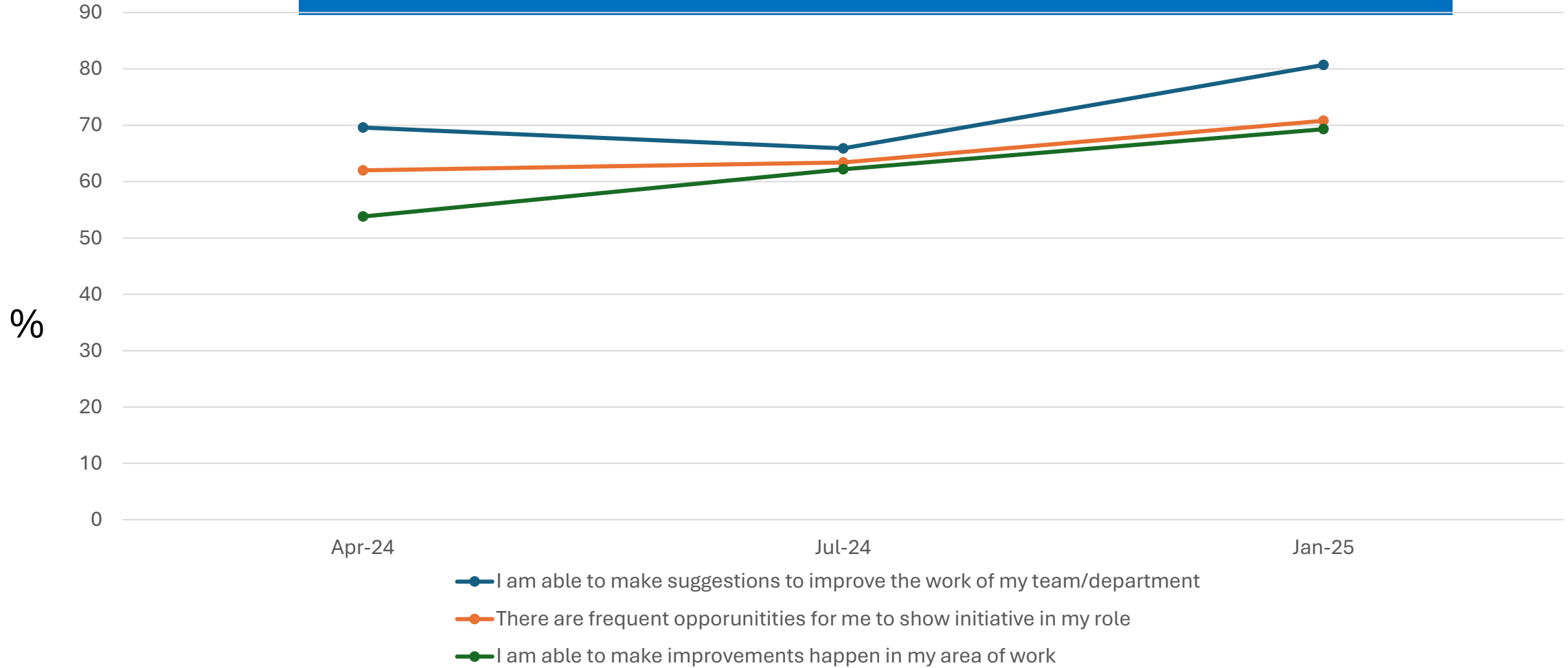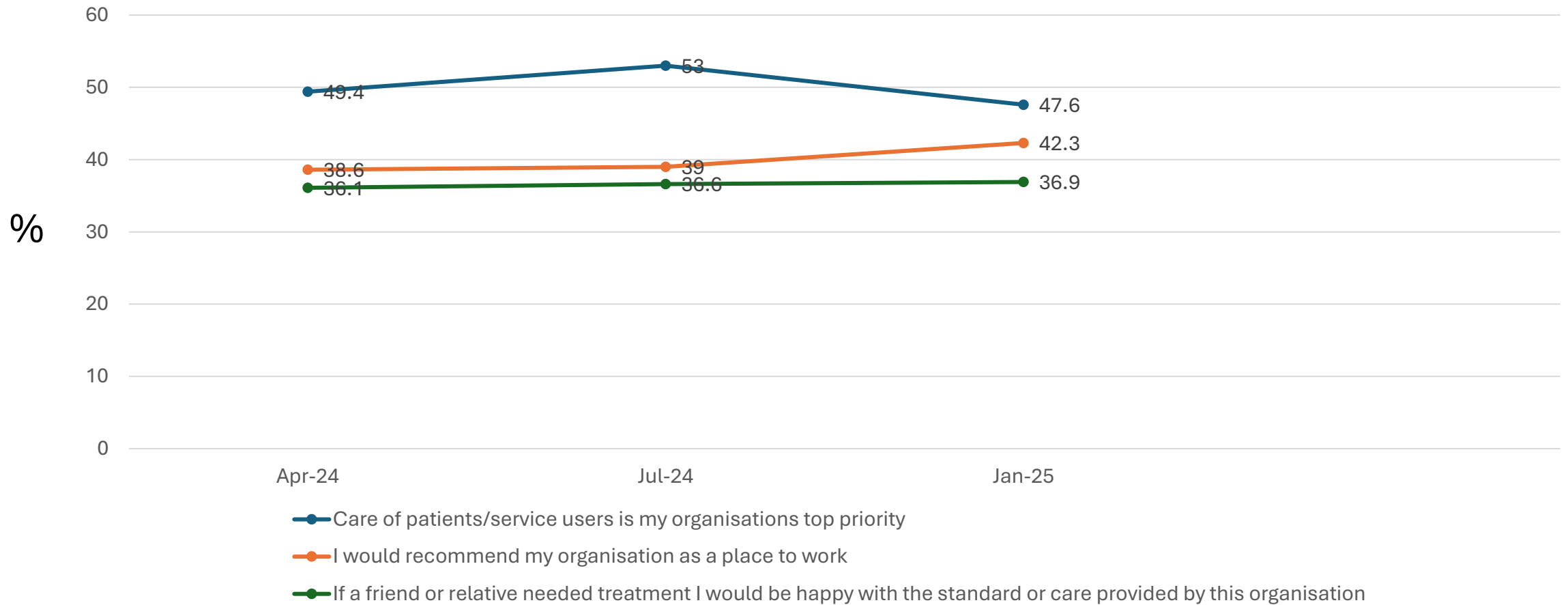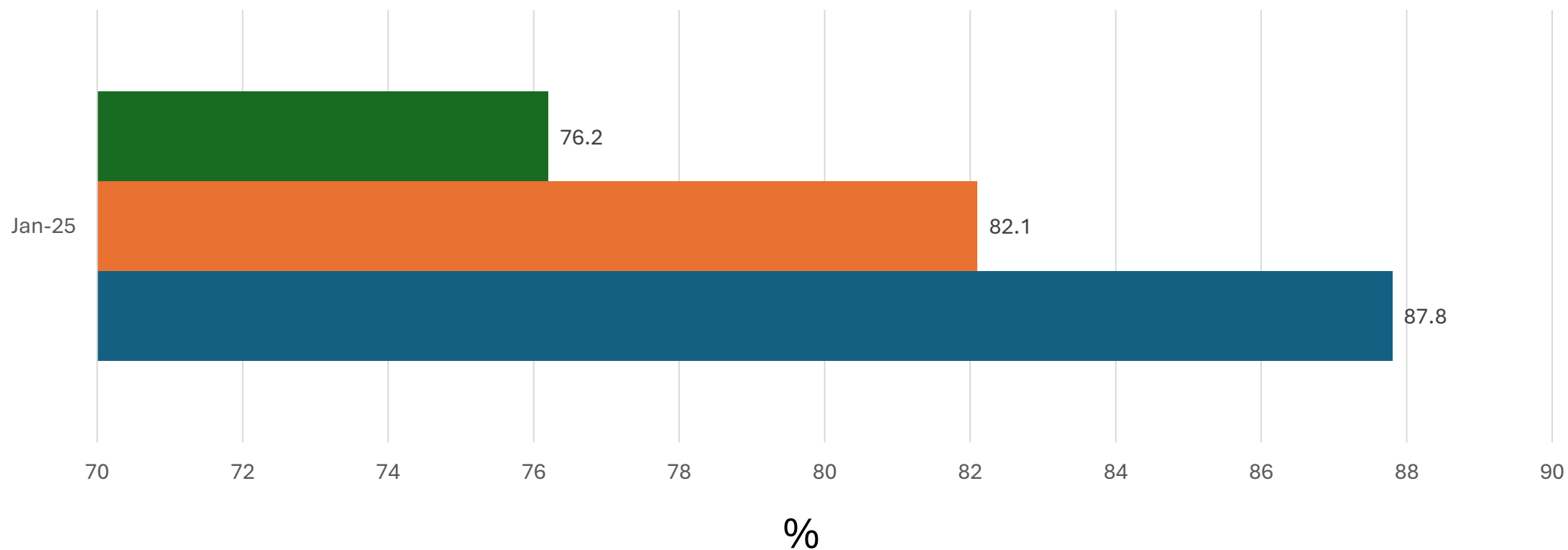
What one piece of feedback at this time would you like to share with your senior local or national leadership team?

Themes

- Communication needs improvement
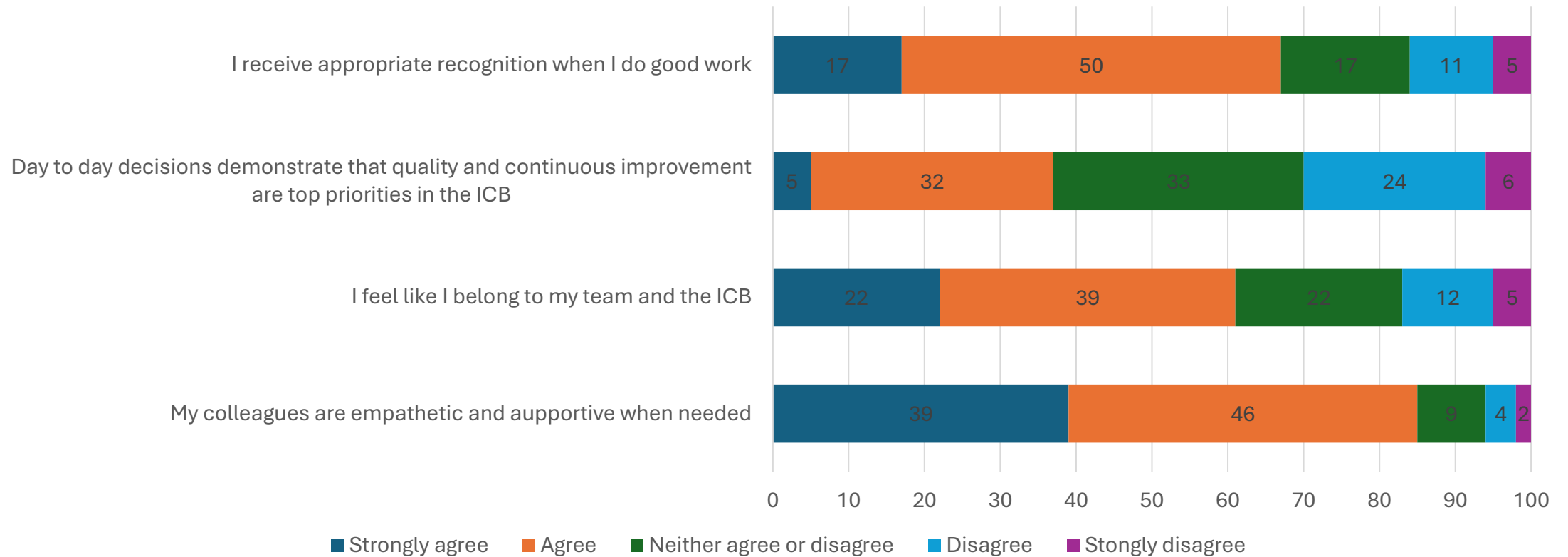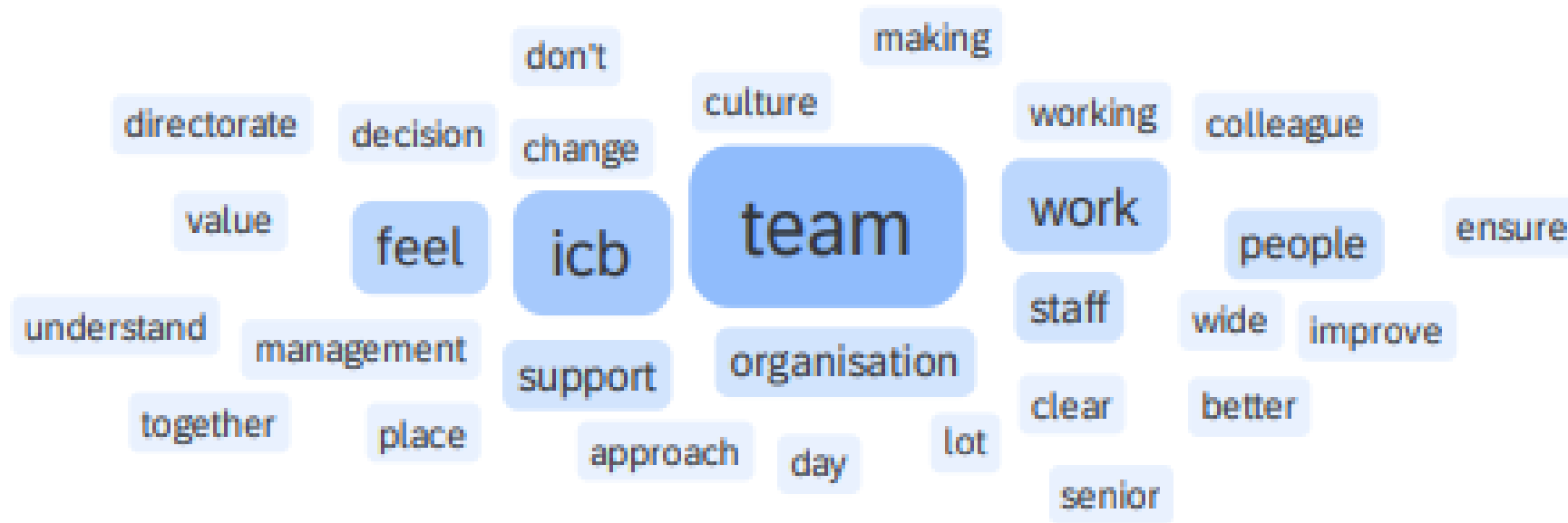
- Honesty around financial issues and consultants' progress

- Improve management

- Streamline and simplify processes

- Overworked

- Unstaffed and more resources needed - Funding issues

- Improve fairness and diversity - Discrimination (racism), bullying, incivility

- Staff morale low

- Staff away day positive, need more

- There are both positive and negative views on the values work. The whole initiative along with the all staff event on October 2024 has been very well received with a request for more of this type of event. However, some staff have commented on the time it has taken to progress this work which has impacted on momentum.

Local questions

% responses

	Strongly agree	Agree	Neither agree or disagree	Disagree	Stongly disagree
I receive appropriate recognition when I do good work	17	50	17	11	5
Day to day decisions demonstrate that quality and continuous improvement are top priorities in the ICB	5	32	33	24	6
I feel like I belong to my team and the ICB	22	39	22	12	5
My colleagues are empathetic and aupportive when needed	39	46	9	4	2

Is there any other feedback you would like to give to the ICB? (local question 5)

- Themes
  - Workload pressures
  - Featured heavily - many comments on feeling part of team but don't feel like they belong to ICB. (Based on question 3)
  - Some positive comments about ICB

Recommendations

1. Promote civility – this can form part of values and behaviours work.

2. Implement a resilience programme including stress management, leadership development, management support, etc.

3. Promoting regular health and wellbeing (HWB) conversations for all staff.

4. Encouraging the use of HWB passport where appropriate and providing guidance.

5. Group coaching for the senior leadership team and managers to support staff effectively with HWB conversations and use of HWB passport

6. Managers to seek support for staff at risk of going off with stress related sickness or currently off sick for the same reason.

7. Consider local questions for NQPS April.