

The 2023 Staff Survey

In September and October 2023, a whopping 402 of you kindly shared your views about working at Elizabeth Finn Homes through our staff survey – that's 59% of our workforce.

We'd like to do even better next year because everyone's voice matters, but 59% compares well to the 30%-40% response rate for our kind of organisation.

We care so much about the staff survey because our staff are our greatest strength, without you the business simply doesn't exist. We're therefore desperate to learn what we are doing well and not so well - so that we can build on our strengths and address our weaknesses, and make Elizabeth Finn Homes a place where people in later life and those who care for them can flourish.

Scores to celebrate

There were some areas of the survey that we found heartening because they scored high, or they have improved since our 2022 survey.

1. Safeguarding

Our scores around safeguarding were, frankly, off the charts. We were delighted that:

- 98% of you feel confident that they would spot signs of abuse and know what to do about it.
- 95% of you feel that you have received the safeguarding training needed for my work, role and responsibilities.
- 95% of you feel that you know who to speak to if they have concerns regarding a safeguarding concern.

Each of these scores are similar or have improved since last year, suggesting that we are maintaining really high standards, training and culture around safeguarding.

2. An inclusive workplace

We had high and improved scores across all of our equity, diversity, inclusion and belonging questions. In addition, certain groups within our organisation – including those who identify as Black or Asian, those who have a disability, and those who identify as LGBT+, significantly improved in their scores overall.

- Those who identified as Black on average were 2 points more negative in their average responses in 2022 than the organisation as a whole. In 2023 they were 4 points more positive than the rest of the organisation. (From -2 to +4). This trend was seen or exceeded in other groups who are often minoritized:

- Those who identify as Asian: From +11 to +21
- Those who identify as Disabled: From -2 to 0.
- Those who identify as LGBTQ+: From -10 to +15.

We are hopeful that we have therefore started to become a more inclusive workplace for many groups who are often minoritized or can feel or be excluded, though we are mindful that this is an ongoing and vital piece of work.

3. Home leadership

We saw improved scores relating to the leaders of the Care Homes, with increased trust in our Homes Managers, increased confidence in their ability, and improved scores around the way in which Home Managers model our values. However, we are still scoring below other similar organisations and are working to build more peer support and training for our home senior teams.

4. Reward

Two out of three of the questions around pay and reward improved since last year, and only 9% of you are considering leaving us in the next 12 months (hurrah!).

Accepting the limitations of running a profitable company, we are hopeful that our commitment to the Real Living Wage and the financial security of our staff will support even better results going forwards. We will also be exploring wider opportunities for benefits and reward, alongside improving transparency in reward and opportunities for progression.

Areas for improvement

But, there were a range of areas where you've told us we must do better:

- 1. The Head Office Team:** overall, our leadership team (SMT and the Directors) had a modest positive score, but fewer than half of you feel that we understand the views and opinions of staff, and only 57% of you trust and respect us. This is very poor! We are determined to do better. We are going to work very hard in the coming year to be more visible, transparent, receptive, and accountable, and are looking forward to getting to know you all better.
- 2. Overall satisfaction:** We are heartened that 70% of you would recommend Elizabeth Finn Homes as a place to work (4% up on last year), and 76% are proud to work for us, but we'd love this to be higher. We noticed that overall women are less satisfied in our employment than men, and people aged 25 – 34 are the least satisfied. In light of this, we are going to review our policies and practices, including our family friendly policies and our routes to career progression.
- 3. IT:** Only 63% of you say that the company's IT and infrastructure supports you to do your job well. Though a positive score, we'd love this to be much, much higher.

4. **Marketing:** Only 38% of you agree that we have a strong external and fewer than half of you had heard of us before you applied for a role.
5. **Our relationship with our charity owner Turn2us:** only 6% of you strongly agree that the work of Turn2us is well understood by residents and staff at Elizabeth Finn Homes, and only 8% felt that we make the most of the relationship.

Our promise

Given all of this, we wish to make some big commitments. In 2024, we promise you:

- We will work to make Head Office and the organisational leadership team much more visible and accessible.
- We'll be investing in training for our Managers and other senior staff in the Homes to ensure that our home leaders are supported to deliver the very best for all of our staff and residents.
- We will review our policies, particularly around family friendly and special leave benefits.
- We will provide more opportunities for you to feedback, including quarterly "pulse checks" alongside our annual survey.
- Each Home's leadership team are working on local plans to respond to specific feedback, and providing regular listening groups to discuss ideas, obtain feedback and feedback.
- New staff engagement Boards are arriving at every home to create a new route for you to share the latest information and your ideas.
- We will improve our internal communications routes, including work emails for all staff, a new intranet, and new, simpler ways to hold video meetings.
- We will improve our IT systems so that they work hard for you, not the other way around. This will include new systems, devices, training, and crucially listening to you about when things are not working – and fixing them quickly.
- We will overhaul our marketing approach so that people in the sector learn about the amazing work you do, and our name and brand get the recognition they deserve.
- We will roll out new approaches to gaining and managing enquiries – from first contact through to admission.
- We will increase awareness and joint working with Turn2us, celebrating the good you all do each day through the work of the charity.
- We will build on our equity, diversity, inclusion and belonging (EDIB) improvements, training our leaders in EDIB and appointing Diversity Champions in every home to build an inclusive workplace for all staff, and inclusive homes for our residents.

Why do we care so much about the staff survey?

We are desperate to learn what we are doing well and badly - especially anything that we might be unaware of in the Central and leadership teams of the organisation - so that we can build on our strengths and address our weaknesses. We believe that:

- Our staff are our greatest strength, without **you** the business simply doesn't exist. We care about you and your feelings, we value your perspectives and insights irrespective of your seniority or access to the leadership team.
- In the care sector, listening, learning and (of course) caring is vital, and that we are committed to building multiple channels to connect our front line with our decision making.
- We know that excellent safeguarding practice depends on multiple safe routes by which people can speak up and be heard.
- We want to make sure that our strategy and business plans reflect the real experiences of our colleagues.
- Care staff are scarce in the UK right now. We must design our recruitment and retention activities around the real wants and priorities of our staff.
- We particularly want to increase our channels and learnings from the staff furthest from our leadership team, including our nights teams and our staff who currently don't have a work email address.
- We want to minimise the impact of unconscious bias and discrimination with regard to who has influence in the organisation. Because a staff survey is anonymous, it is truly unbiased – each person's feedback is totally equal.

If you have insights or suggestions as to why 41% of our employees didn't complete the survey this year, you can feed back to the HR team in confidence (David Abas, Nealy Davis, or Dianne Giles).