

Board of Directors' Meeting 8th April 2021

Agenda item	084/21			
Report	Annual NHS Staff Survey Report			
Executive Lead	Director of Workforce			
<i>√ tick only those applicable</i>	Link to strategic pillar:		Link to CQC domain:	
	Our patients and community	√	Safe	√
	Our people	√	Effective	√
	Our service delivery	√	Caring	√
	Our partners	√	Responsive	√
	Our governance	√	Well Led	√
<i>√ tick / input only those applicable, usually only one</i>	Report recommendations:		Link to BAF / risk:	
	For assurance	√	BAF1, BAF4	
	For decision / approval		Link to risk register: 970, 1083, 1930, 2027, 2065	
	For review / discussion			
	For noting			
	For information			
For consent				
Presented to:	SLC - 25 th March 2021			
Dependent upon (if applicable):				
Executive summary:	<p>All NHS provider organisations in England are required to participate in the annual staff survey. The 2020 staff survey is reported into ten themes and composite scores out of ten.</p> <p>This report gives an overview of results, with the Trust's themed results benchmarked with other Acute Trusts as well as the proposed approach to addressing key issues.</p> <p>For the first time, we have surveyed our Bank Staff colleagues. This supports our commitment to making SaTH an inclusive and great place to work, with 269 colleagues taking part. Positively, the majority of measures were higher and in line with comparator Trust averages with some being considerably higher. For example in Engagement, Bank colleagues motivational responses were 10%</p>			

	<p>higher than comparator trusts and their advocacy exceeded substantive responses.</p> <p>Three themes were worse than our substantive teams. These being Teamwork, Violence and Safety Culture. Responses to address this feedback include but are not exclusive to a Bank Staff forum to unpick the results and a revised and updated pocket sized handbook.</p>
<p>Appendices</p>	<p>Appendix 1: 2020 NHS Staff Survey Benchmarking Report</p> <p>Appendix 2: Clever Together Culture Change Report</p>

1.0 Introduction

1.1 All NHS provider organisations in England are required to participate in the annual staff survey. The 2020 staff survey is reported into ten themes and composite scores out of ten. The staff survey themes are:

- Equality, Diversity and Inclusion
- Health and Wellbeing
- Immediate Managers
- Morale
- Quality of Care
- Safe Environment – Bullying and Harassment
- Safe Environment – Violence
- Safety Culture
- Staff Engagement
- Team Working

1.2 The 2020 survey has substituted the Quality of Appraisal theme from 2019 for questions regarding Covid-19 and the staff experience during the pandemic.

1.3 This report gives an overview of results, with the Trust's themed results benchmarked with other Acute Trusts as well as the proposed approach to addressing key issues.

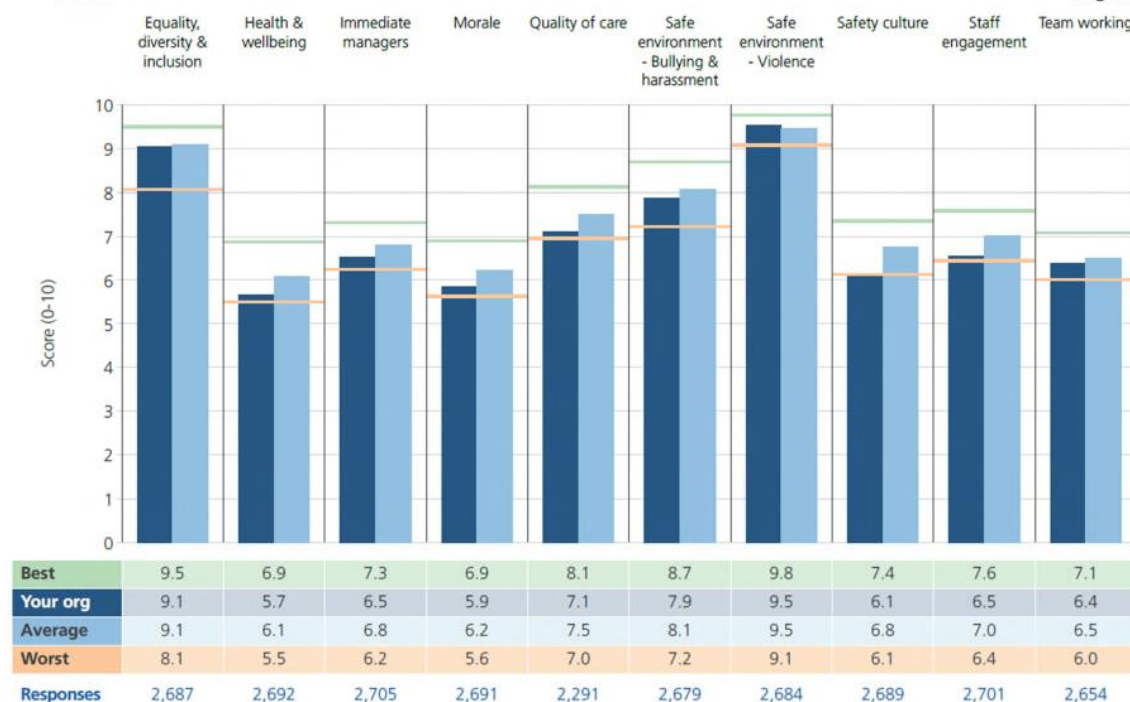
2.0 Background

2.1 The survey ran from October 2020 – November 25th 2020 and all staff employed by the organisation from 1st September were eligible to take part. The number of colleagues eligible this year was 6,362. The Trusts response rate for the 2019 survey was 43%, which represented 2,711 completed surveys. This is the highest number of surveys in the last 5 years also seeing a 2% increase in participation from colleagues from 2019.

2.2 The survey was widely promoted internally to facilitate higher response rates and this year online, paper and telephone options for completion were offered to colleagues. Previously paper was the default position. This year online was deemed the most appropriate default with all colleagues having an nhs.net account. However, colleagues were able to choose the preferred option as in previous years. In addition, Managers were welcomed to request paper based on the needs of their department. These three options also supported the Trust position with our Equality, Diversity and Inclusion agenda and sustainability with reduced waste paper. The final total was 2539 were completed online with 172 via paper/telephone.

3.0 Situation

3.1 The majority of the theme scores for the 2020 NHS Staff Survey for the Shrewsbury and Telford Hospital NHS Trust indicate a challenging picture. From the ten themes, eight fall below the average of the 128 benchmarked Acute Trusts with two achieving average scores.



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3.2 The below table indicates how significant the changes are year on year by theme. In 2020 Safe environment – Violence, saw an improvement with Team Working seeing a decline.

Theme	2019 score	2019 respondents	2020 score	2020 respondents	Statistically significant change?
Equality, diversity & inclusion	9.1	2415	9.1	2687	Not significant
Health & wellbeing	5.6	2428	5.7	2692	Not significant
Immediate managers †	6.6	2426	6.5	2705	Not significant
Morale	5.9	2403	5.9	2691	Not significant
Quality of care	7.2	2073	7.1	2291	Not significant
Safe environment - Bullying & harassment	7.9	2409	7.9	2679	Not significant
Safe environment - Violence	9.5	2414	9.5	2684	↑
Safety culture	6.2	2407	6.1	2689	Not significant
Staff engagement	6.6	2437	6.5	2701	Not significant
Team working	6.6	2410	6.4	2654	↓

3.3 Looking at the picture with SaTH versus our 128 comparator Trusts, the themes with the largest disparities between the best and the average are as follows:

Theme	Difference between SaTH & highest performing Acute Trust	Difference between SaTH & average
Safety Culture	1.3	0.7
Health & Wellbeing	1.2	0.4
Quality of Care	1.0	0.4
Morale	1.0	0.3

3.4 The above are detailed in pages 8-14 of **Appendix 1** of this report. In addition, the previous 5 year trajectory with all four of the above seeing a decline over this timescale are available to view.

4.0 Theme results from Covid-19 questions

4.1 As a point of note in the attached Appendix 1, all themes have been broken down further into four classification questions relating to colleague experience during the Covid-19 pandemic:

a. Have you worked on a Covid-19 specific ward or area at any time?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
b. Have you been redeployed due to the Covid-19 pandemic at any time?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
c. Have you been required to work remotely/from home due to the Covid-19 pandemic?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
d. Have you been shielding?	<input type="checkbox"/> Yes, for myself	<input type="checkbox"/> Yes, for a member of my household	<input type="checkbox"/> No

4.2 Colleagues answering ‘yes’ to each of these questions, compared with the results for all staff. These results are presented in the context of the highest, average and lowest scores for similar organisations (p18-28).

4.3 For information, we are awaiting dashboard reports from the Co-ordination centre with text box comments in order to respond to this feedback in more detail. This is due early-mid April.

5.0 Staff Engagement

5.1 Staff Engagement has seen a decline in the last 5 years with our comparators average and best remaining stable. The chart below details this position:



5.2 Presented below are the engagement scores for each of the themes that comprise “Overall Staff Engagement”. Engagement scores from 2019 are there for comparison. The percentage difference between the 2019 and 2020 scores is represented by the coloured gap between the bars with all measures seeing a decline, albeit not significantly so.

Theme	Staff Engagement Scores	
Overall Staff Engagement	2019	6.64
	2020	6.55
Advocacy	2019	6.17
	2020	6.03
Motivation	2019	7.12
	2020	7.09
Involvement	2019	6.64
	2020	6.55

6.0 Next steps

6.1 The initial analysis along with the clever together ‘making a difference feedback’ will feed into the phase 1 culture programme. This data will support the diagnostics phase to identify the culture of our organisation under 5 themes Vision and Values, Goals and performance, Learning and Innovation, Support and Compassion and Team Work.

6.2 We are awaiting a further bespoke report broken down by Service, Centre and Department from our service provider. This will enable and support further analysis and targeted deep dive work for local intervention. This is due early April.

6.3 The CEO and Workforce Director provided a global communication to all staff during March, which summarized the findings and the priorities.

6.4 Executives and nominated Divisional leads at the SLC have agreed to conduct “Listening into Action/Focus Groups”. HR Business Partners and the Organisational Development/Cultural and Change team will support Executives and Divisional leads with mobilising this work. This emphasizes the collaborative approach for listening to colleague feedback in a response to making sense of the data and taking meaningful action as a direct result.

6.5 All of the above events will encompass the Making a Difference Together feedback and link in with wider cultural programme and people strategy linking to the NHS People Plan.

6.6 The Communications team are engaged in the development of Trust-wide and external communications of the staff survey results with the intranet page already being in place. Divisional people plans will be available in Q1 to ensure quick wins are addressed in parallel to the embedding of the cultural programme work.

7.0 Conclusion and Board

7.1 The impact of the COVID-19 pandemic has had a profound impact across the NHS. However, by measuring staff experience in a consistent way to previous

years, the 2020 NHS Staff Survey provides a unique opportunity to understand the impact that the COVID-19 pandemic has had on staff experience. The Board are asked to note the report and approve the next steps within this paper and also the cultural programme to take forward.