

The Shrewsbury and Telford Hospital NHS Trust

2020 NHS Staff Survey

Summary Benchmark Report

The Shrewsbury and Telford Hospital NHS Trust

2020 NHS Staff Survey



Organisation details

Completed questionnaires **2,711**

2020 response rate **43%**

➤ [See response rate trend for the last 5 years](#)

Survey details

Survey mode **Mixed**

Sample type

This organisation is benchmarked against:

Acute and Acute &
Community Trusts



2020 benchmarking group details

Organisations in group: **128**

Median response rate: **45%**

No. of completed questionnaires:
402,201

Key features

Question number and text
(or the theme) specified
at the top of each slide

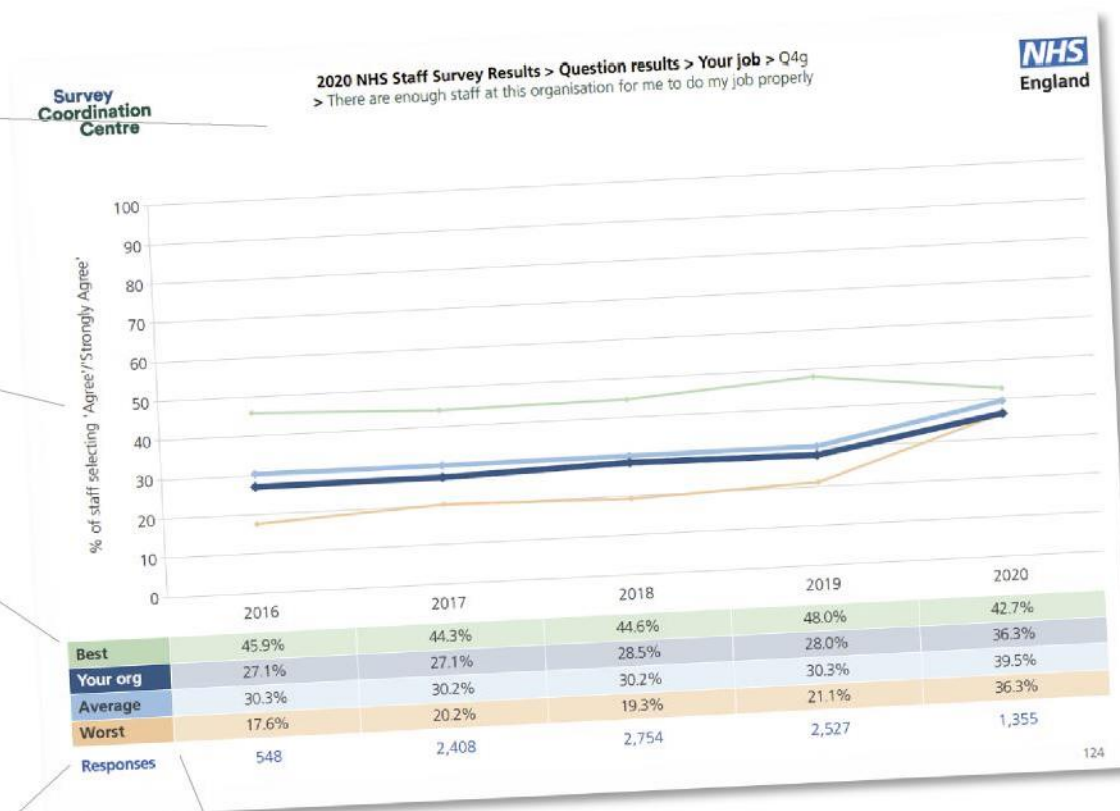
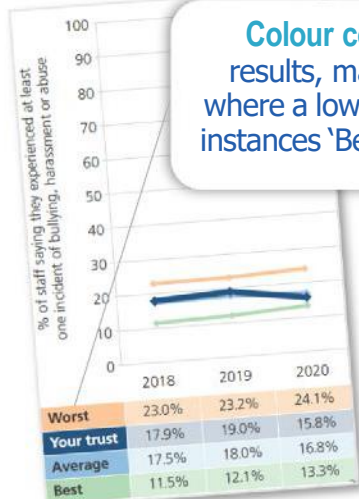
Question-level results are always
reported as percentages; the **meaning
of the value** is outlined along the axis.
Themes are always on a 0-10pt scale
where 10 is the best score attainable

Colour coding highlights best / worst
results, making it easy to spot questions
where a lower percentage is better – in such
instances 'Best' is the bottom line in the table

 **Keep an eye out!**

Number of responses
for the organisation
for the given question

'Best', 'Average', and 'Worst' refer to the
benchmarking group's best, average and worst **results**



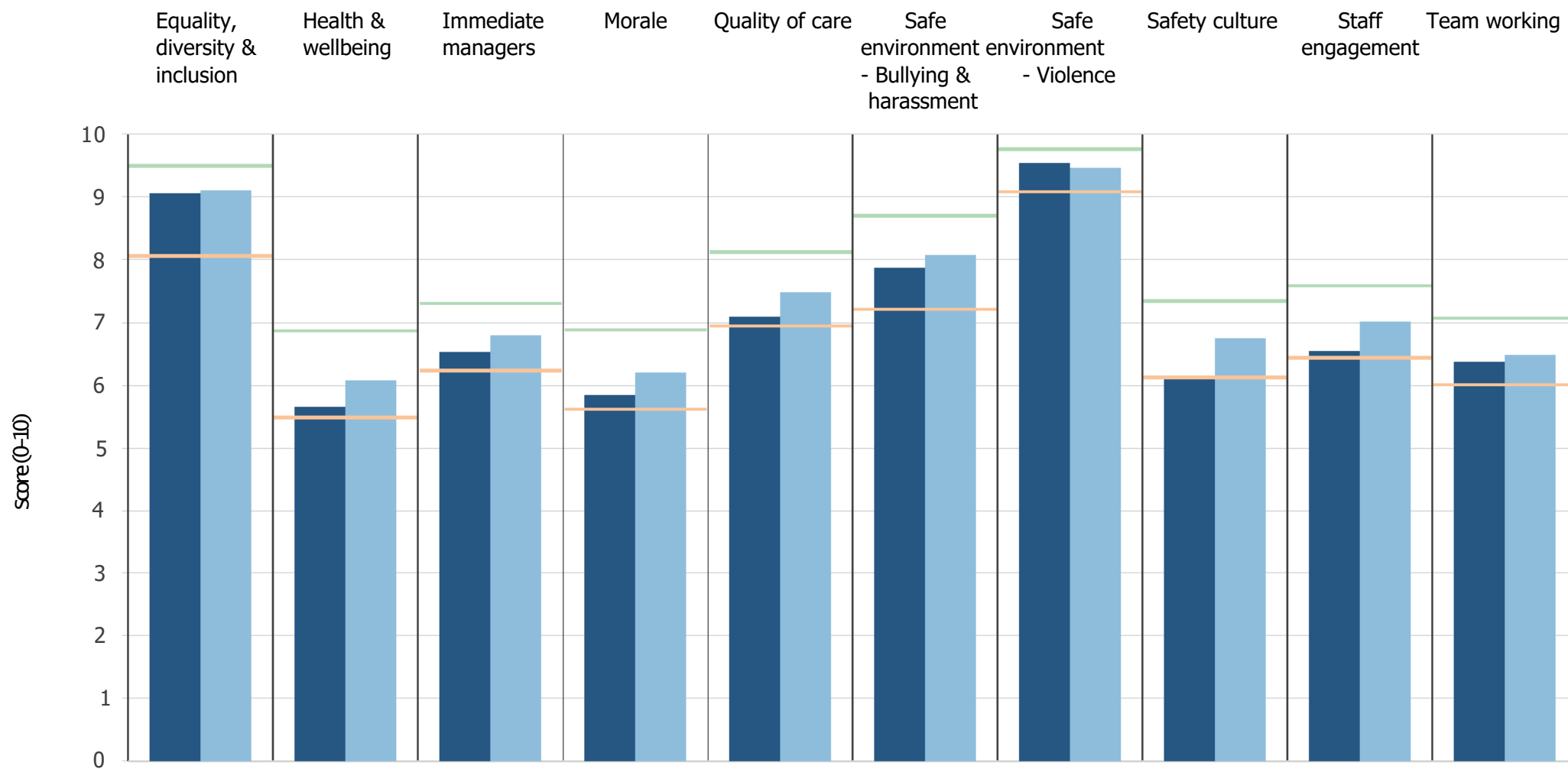
Full details on how the scores are calculated are provided in the **Technical Document**, under the Supporting Documents section of our [results page](#)

Theme results

The calculation for the immediate managers theme has changed this year due to the omission of one of the questions which previously contributed to the theme. This change has been applied retrospectively so data for 2016-2020 shown in the charts are comparable for this theme, however these figures are not directly comparable to the results reported in previous years. For more details please see the [technical document](#).

The Shrewsbury and Telford Hospital NHS Trust

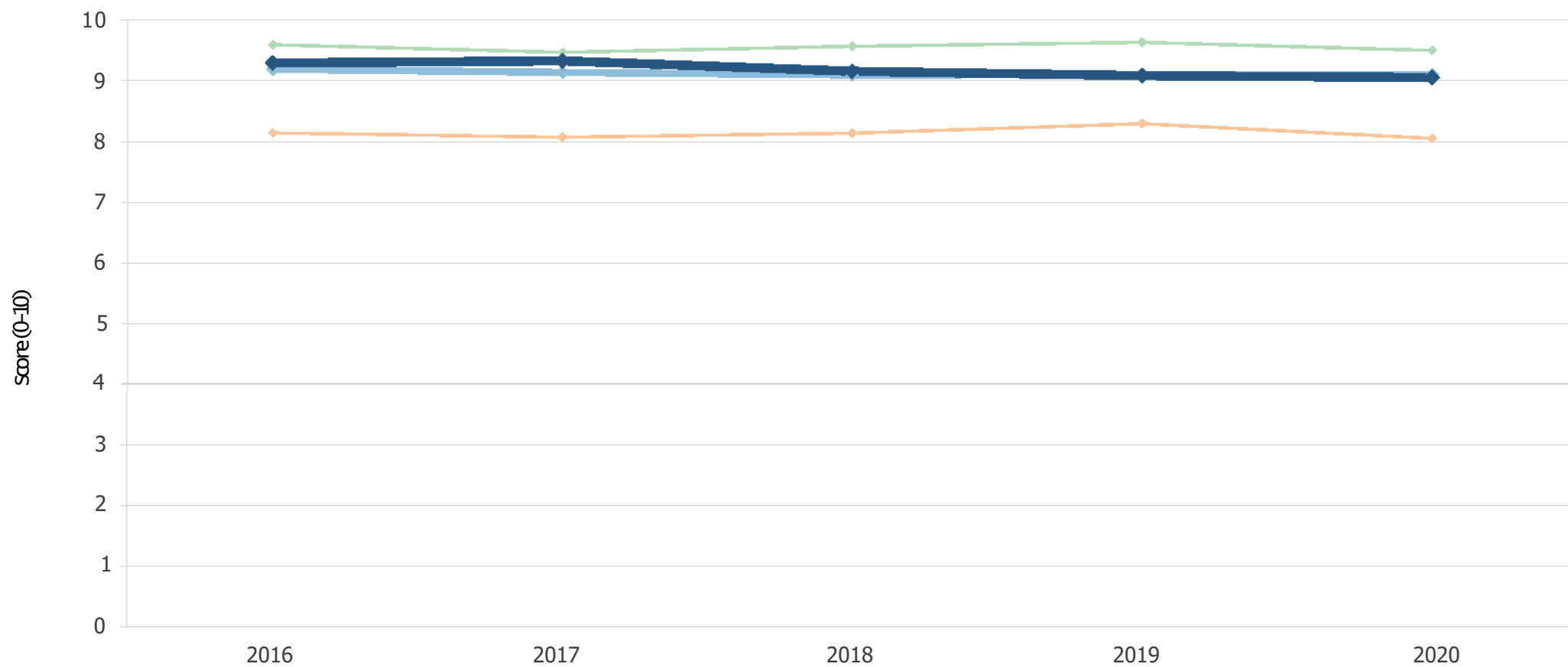
2020 NHS Staff Survey Results



Best	9.5	6.9	7.3	6.9	8.1	8.7	9.8	7.4	7.6	7.1
Your org	9.1	5.7	6.5	5.9	7.1	7.9	9.5	6.1	6.5	6.4
Average	9.1	6.1	6.8	6.2	7.5	8.1	9.5	6.8	7.0	6.5
Worst	8.1	5.5	6.2	5.6	7.0	7.2	9.1	6.1	6.4	6.0
Responses	2,687	2,692	2,705	2,691	2,291	2,679	2,684	2,689	2,701	2,654

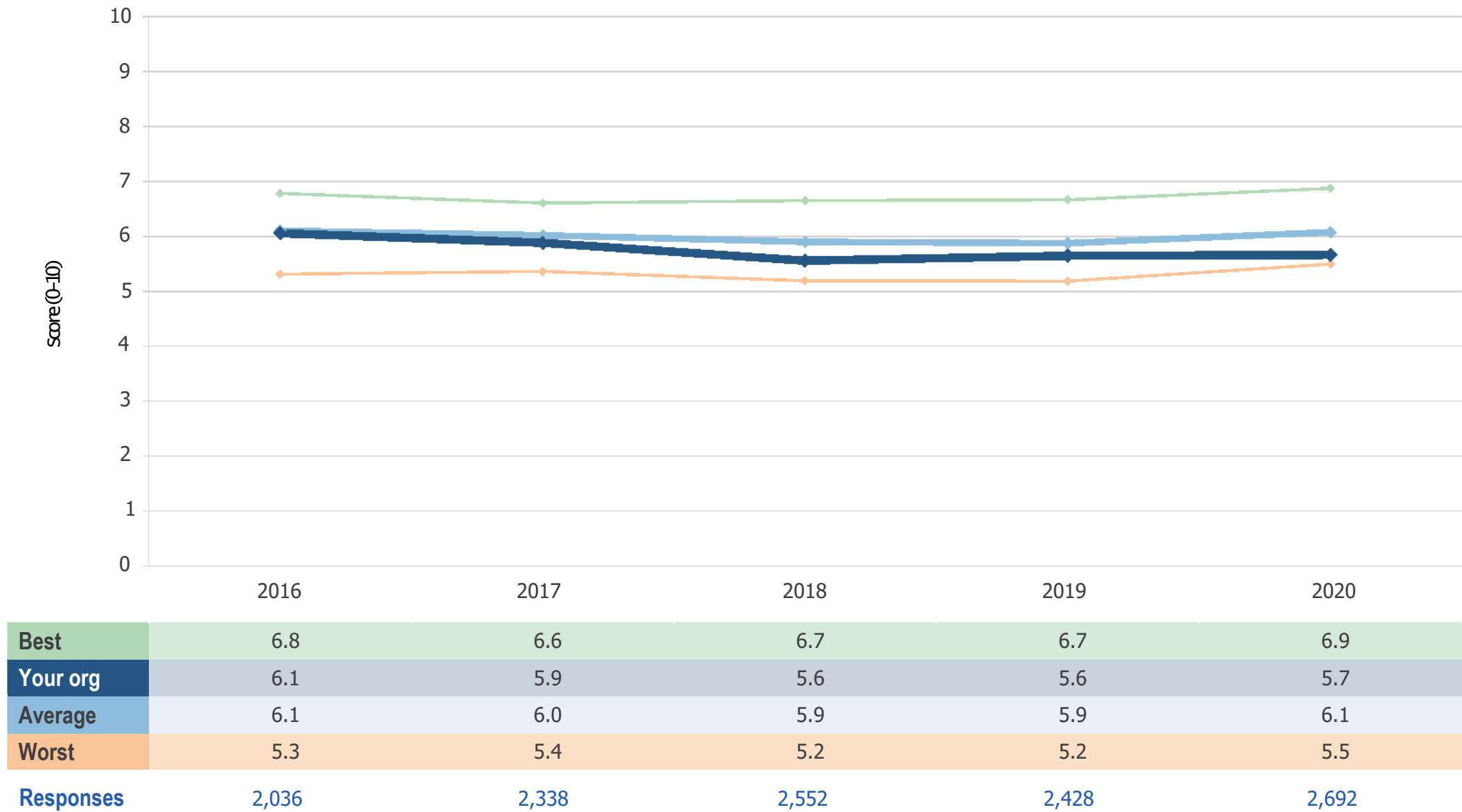
Theme results – Trends

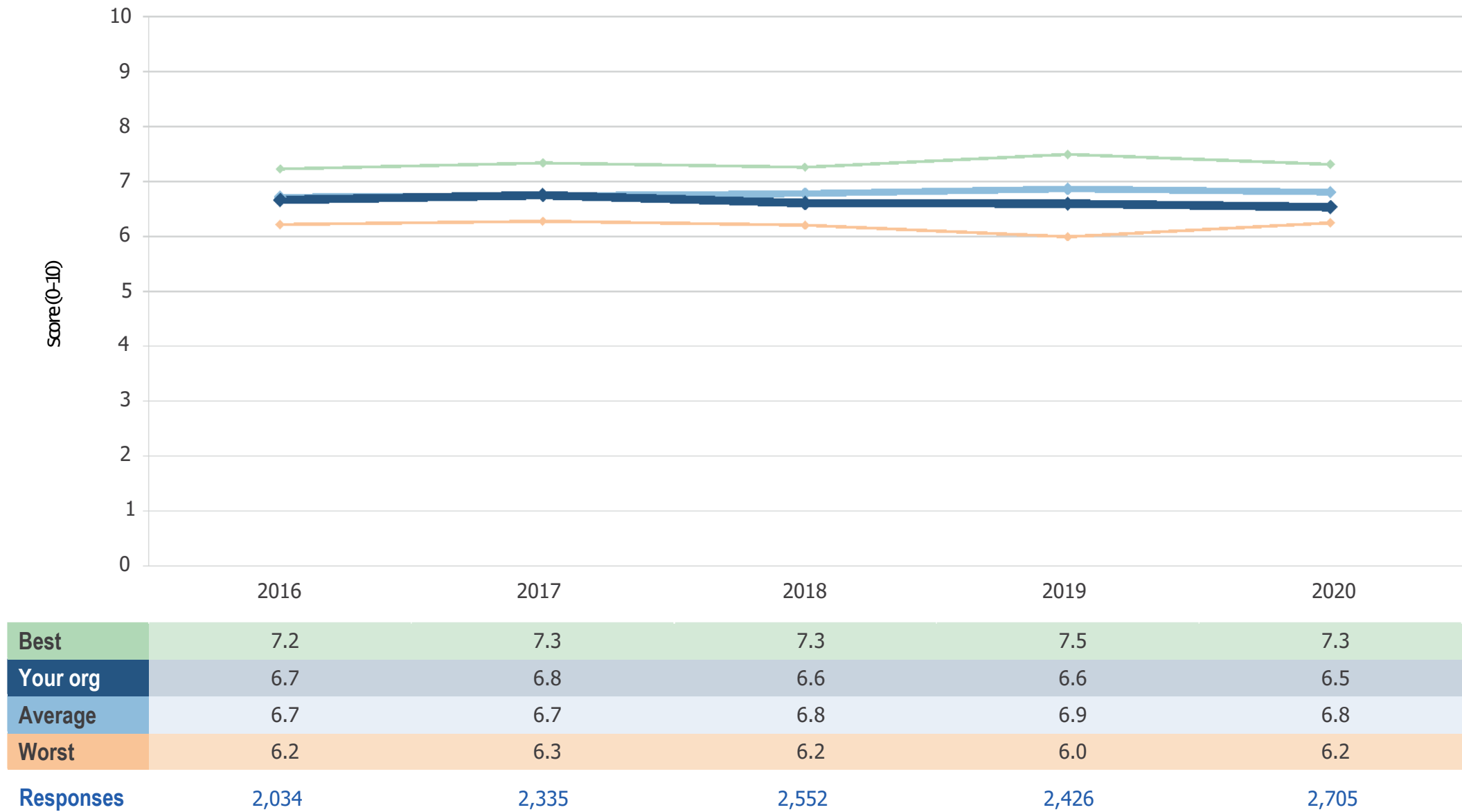
The Shrewsbury and Telford Hospital NHS Trust
2020 NHS Staff Survey Results

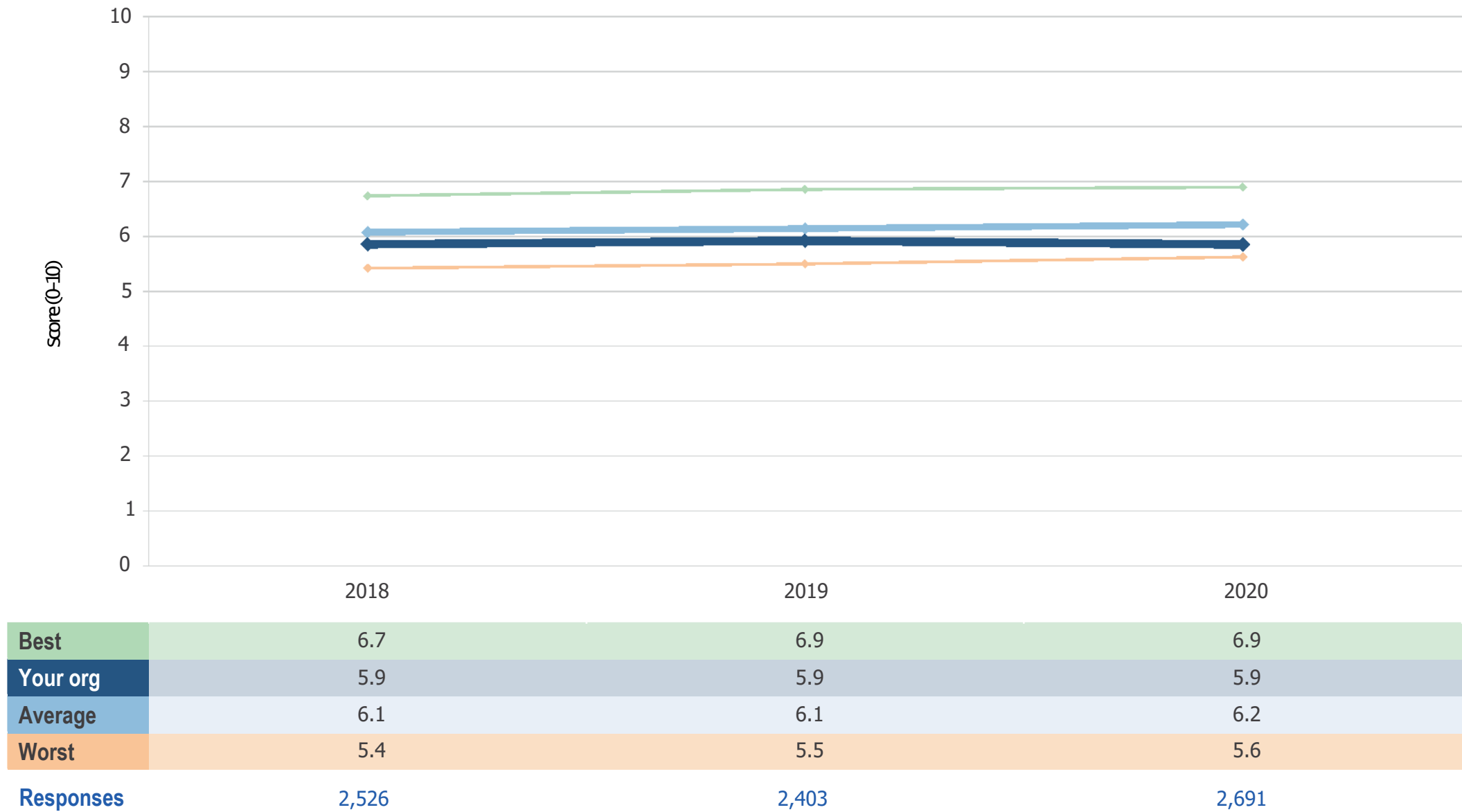


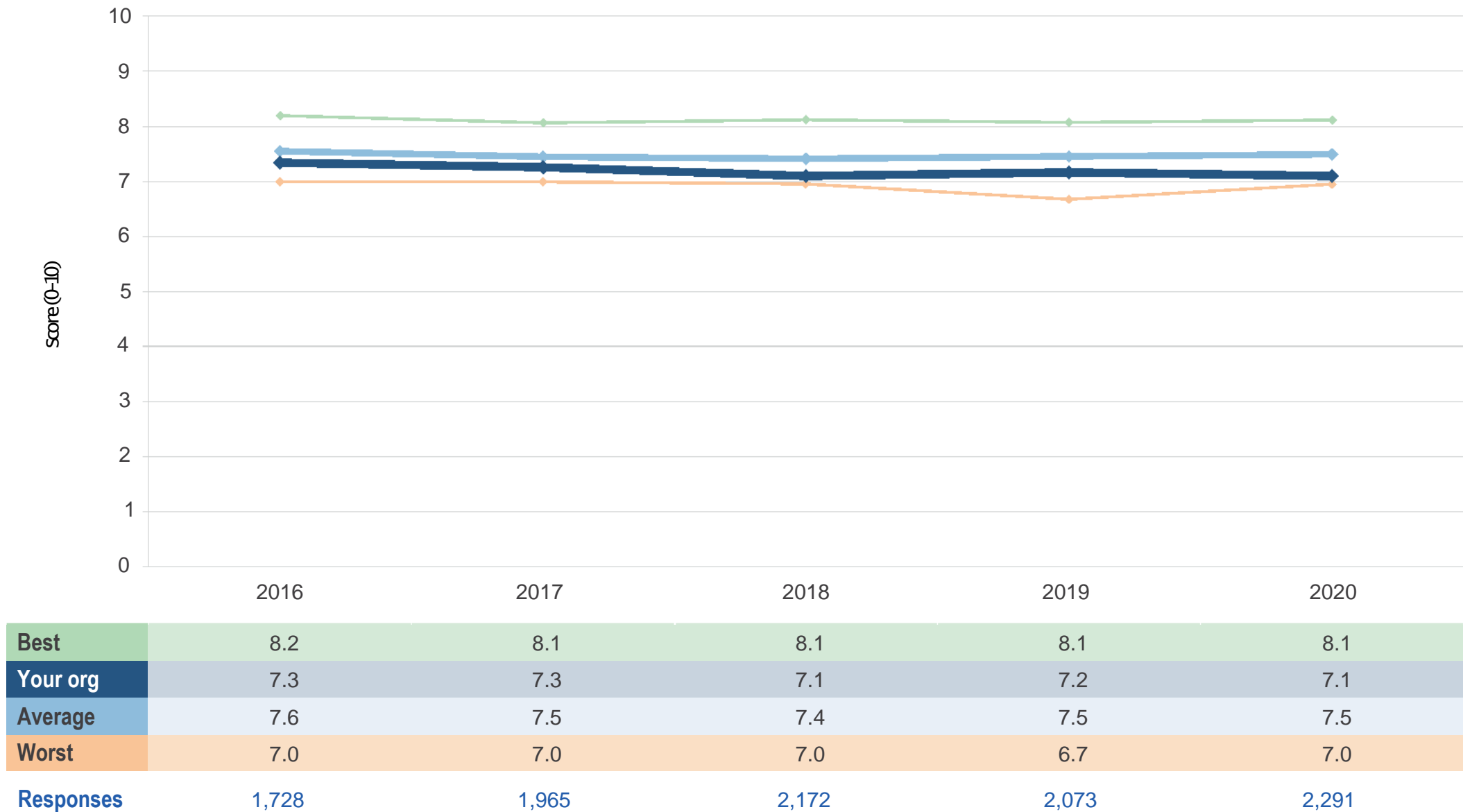
Best	9.6	9.5	9.6	9.6	9.5
Your org	9.3	9.3	9.2	9.1	9.1
Average	9.2	9.1	9.1	9.1	9.1
Worst	8.2	8.1	8.1	8.3	8.1

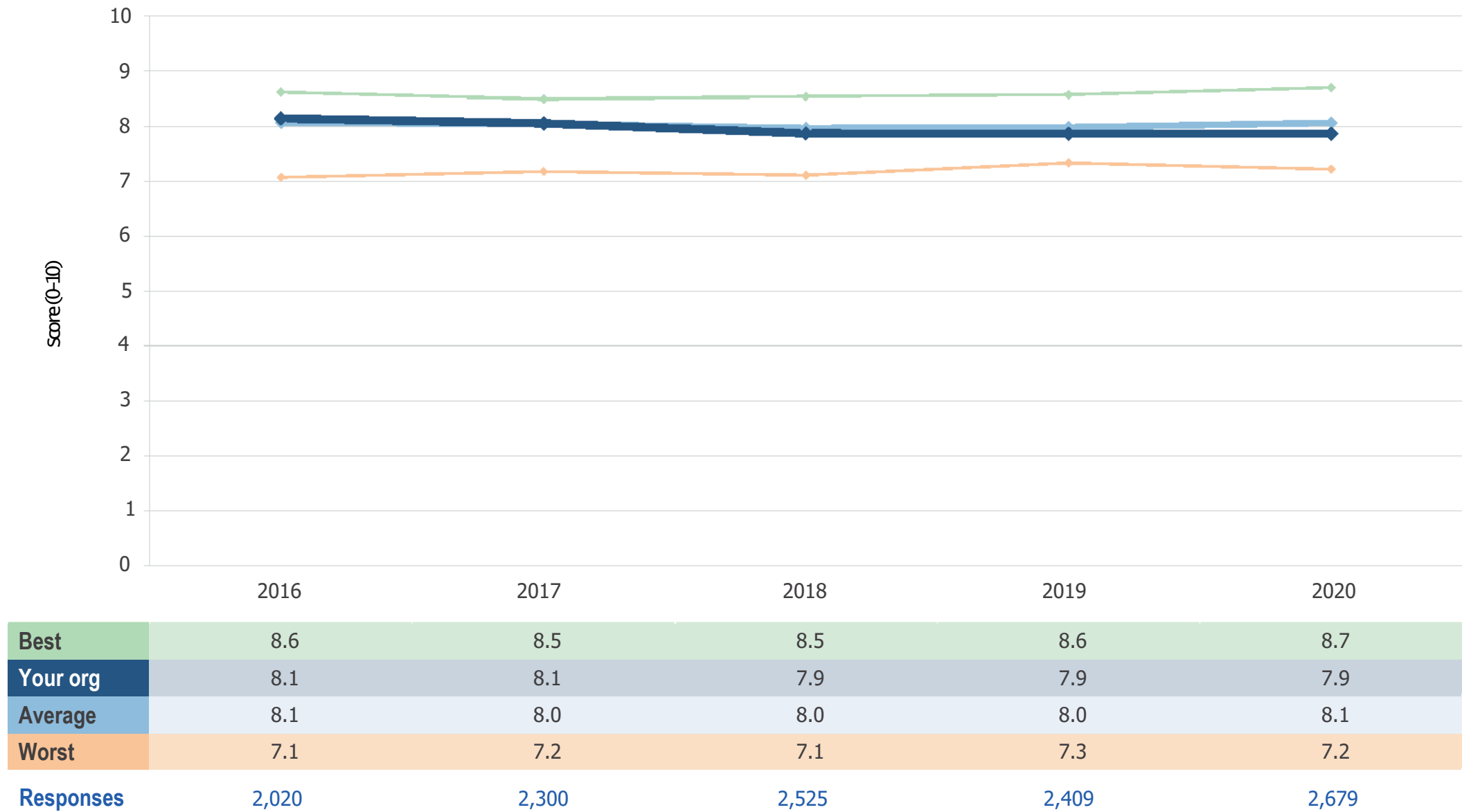
Responses	2,025	2,309	2,536	2,415	2,687
-----------	-------	-------	-------	-------	-------

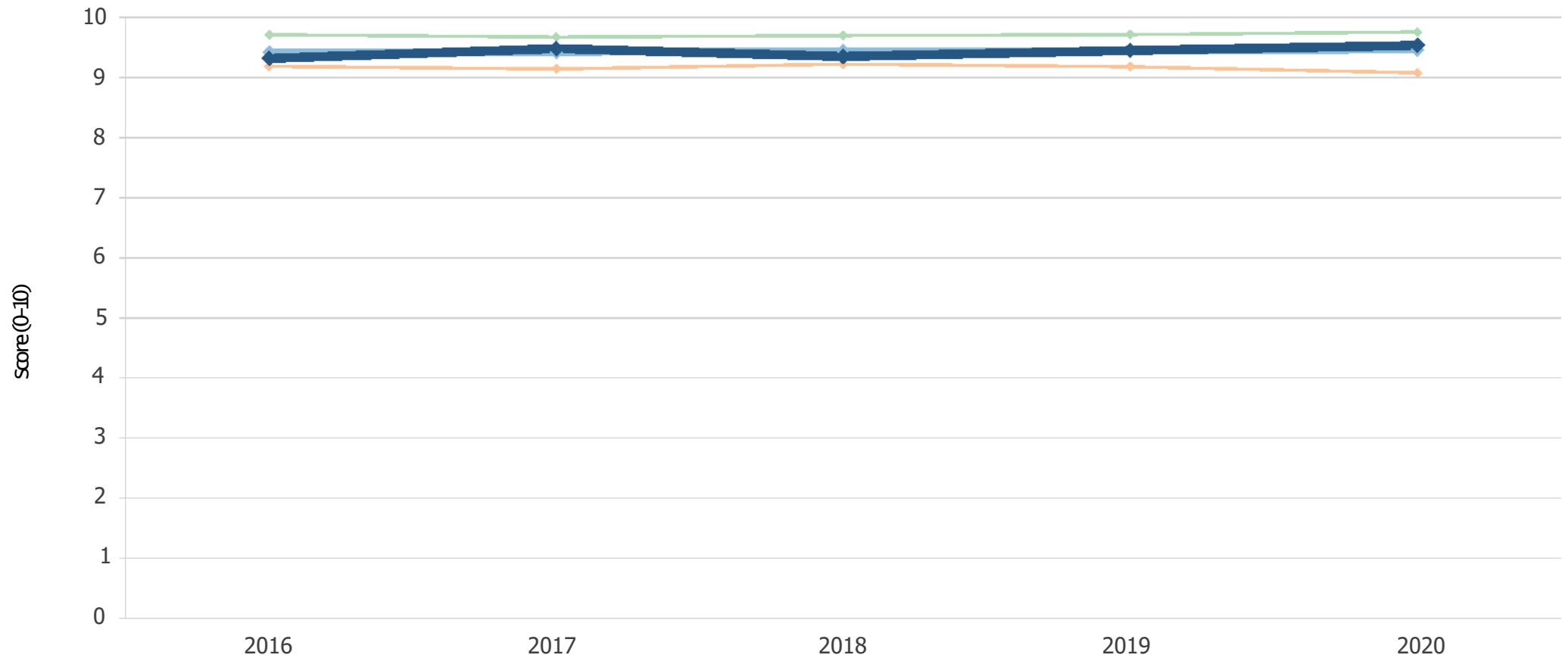












Best	9.7	9.7	9.7	9.7	9.8
Your org	9.3	9.5	9.4	9.5	9.5
Average	9.4	9.4	9.4	9.4	9.5
Worst	9.2	9.1	9.2	9.2	9.1

Responses

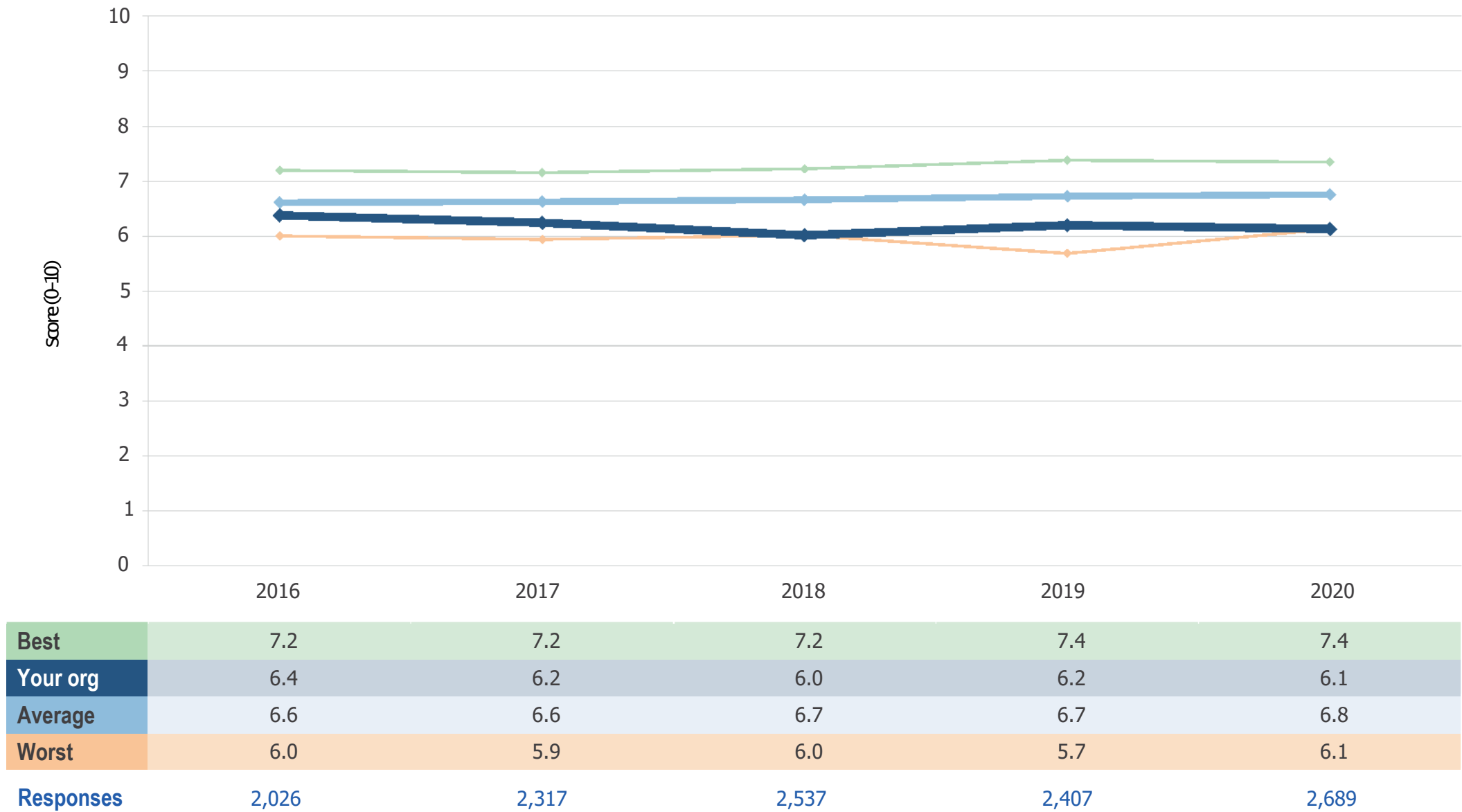
2,025

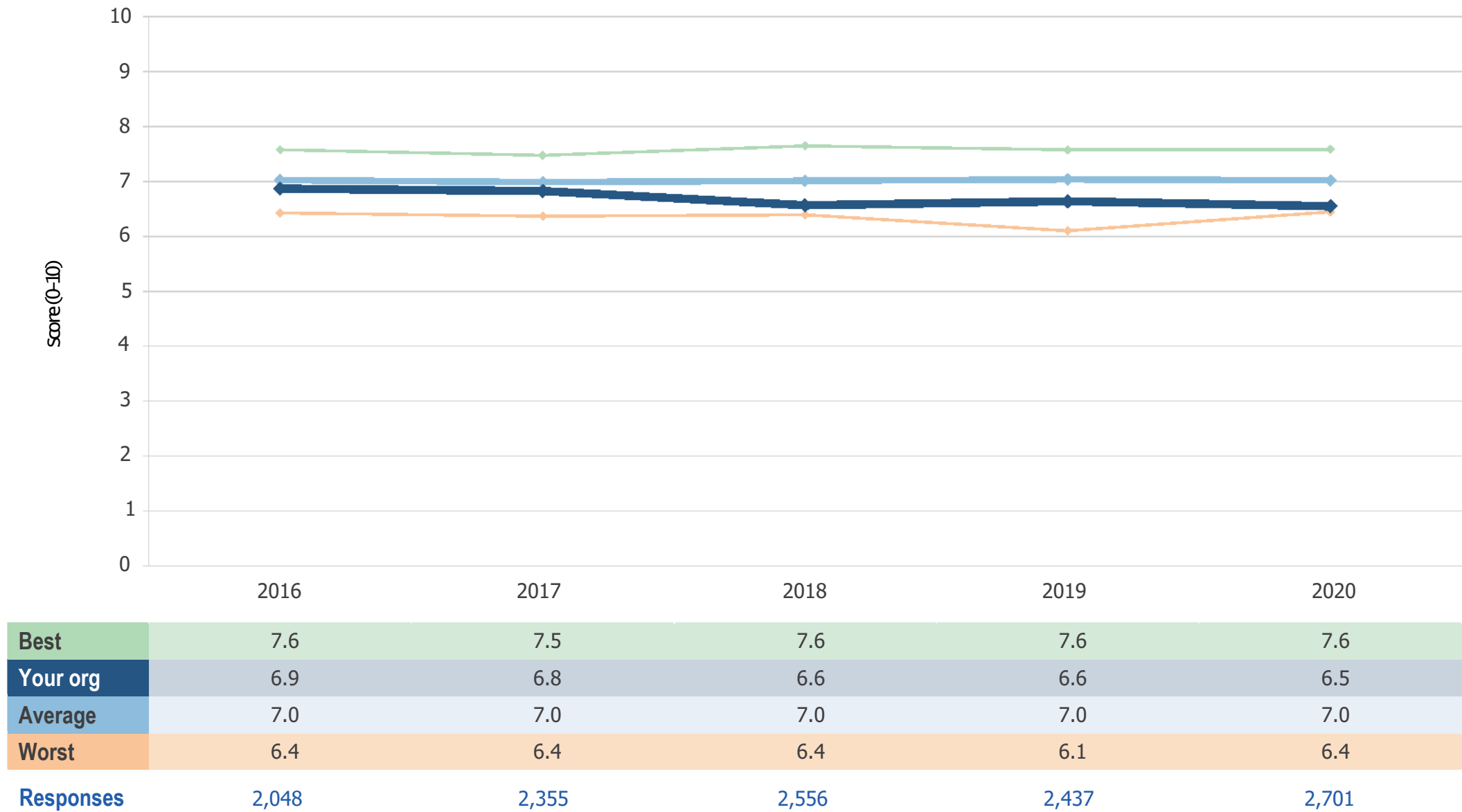
2,304

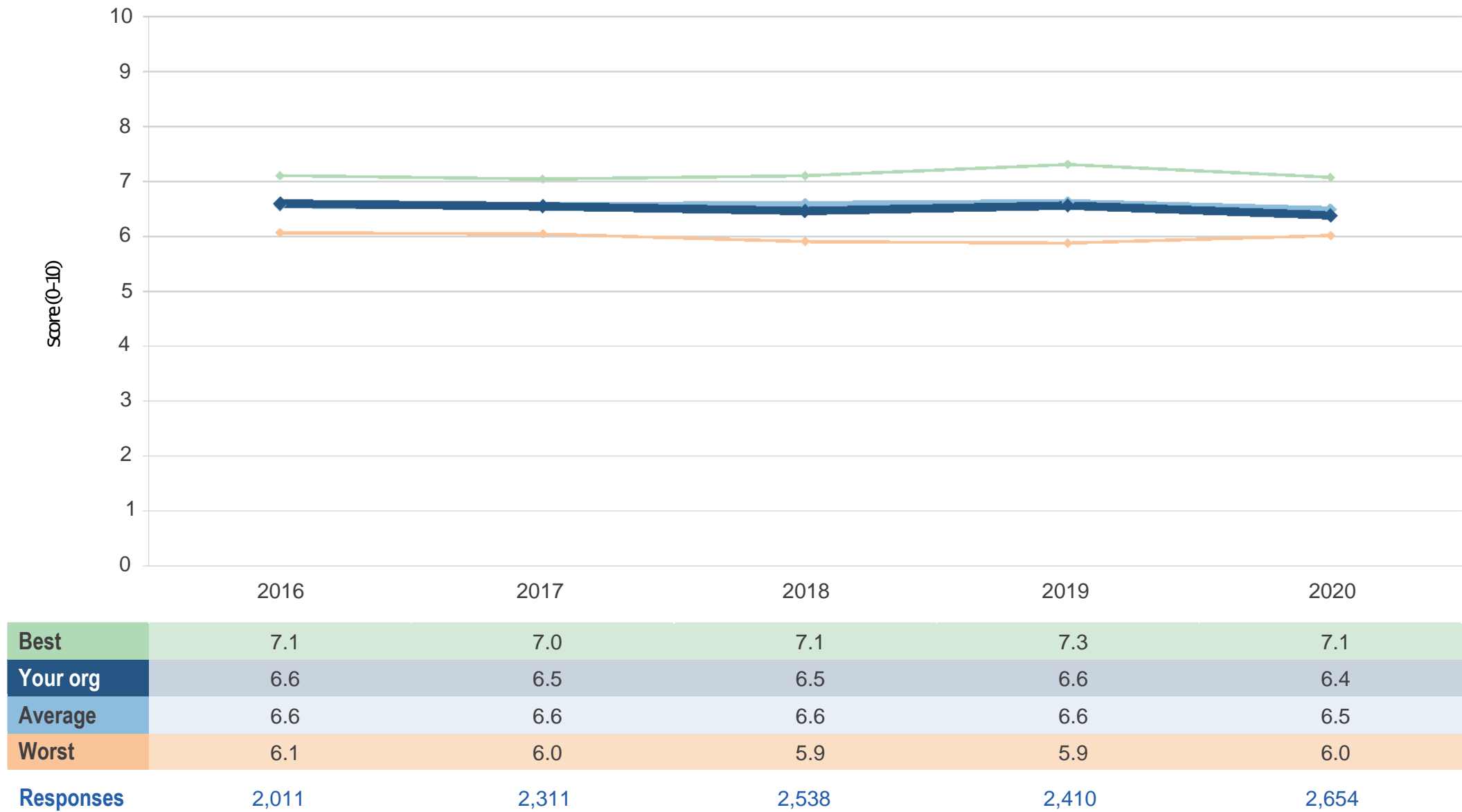
2,521

2,414

2,684







Theme results – Covid-19 classification breakdowns

The Shrewsbury and Telford Hospital NHS Trust
2020 NHS Staff Survey Results

Covid-19 questions

Staff were asked four classification questions relating to their experience during the Covid-19 pandemic:

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

The charts on the following pages show the breakdown of theme scores for staff answering 'yes' to each of these questions, compared with the results for all staff at your organisation. Results are presented in the context of the highest, average and lowest scores for similar organisations.

Comparing your data

To improve overall comparability, the data have been weighted to match the occupation group profile of staff at your organisation to that of the benchmarking group, as in previous charts. However, there may be differences in the occupation group profiles of the individual COVID-19 subgroups. For example, the mix of occupational groups across redeployed staff at your organisation may differ from similar organisations. This difference would not be accounted for by the weighting and therefore may affect the comparability of results. As such, a degree of caution is advised when interpreting your results.

Further information

Results for these groups of staff, including data for individual questions, are also available via the [online dashboards](#). Please note that results presented in these dashboards have not been weighted where no benchmarking takes place and so may vary slightly from those shown in this report.



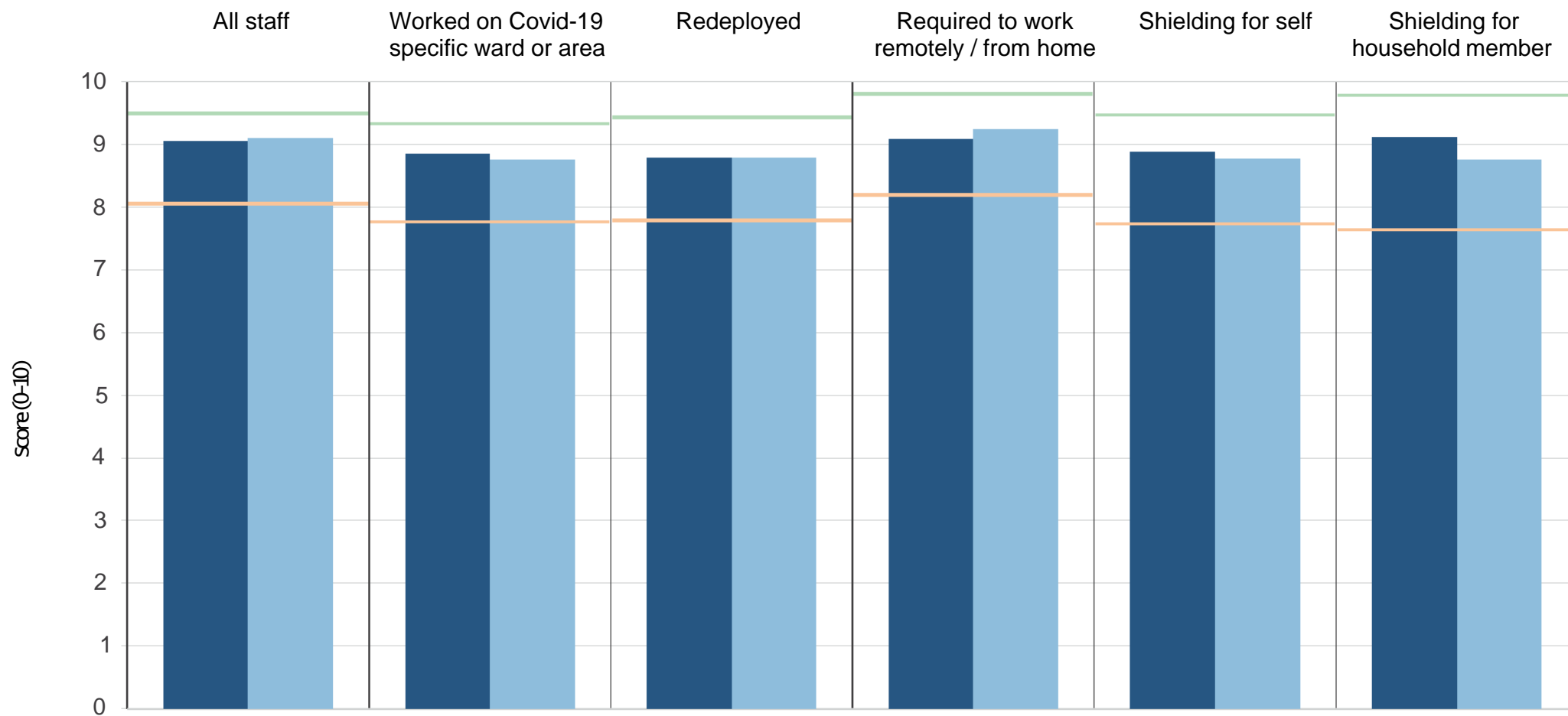
HANDS



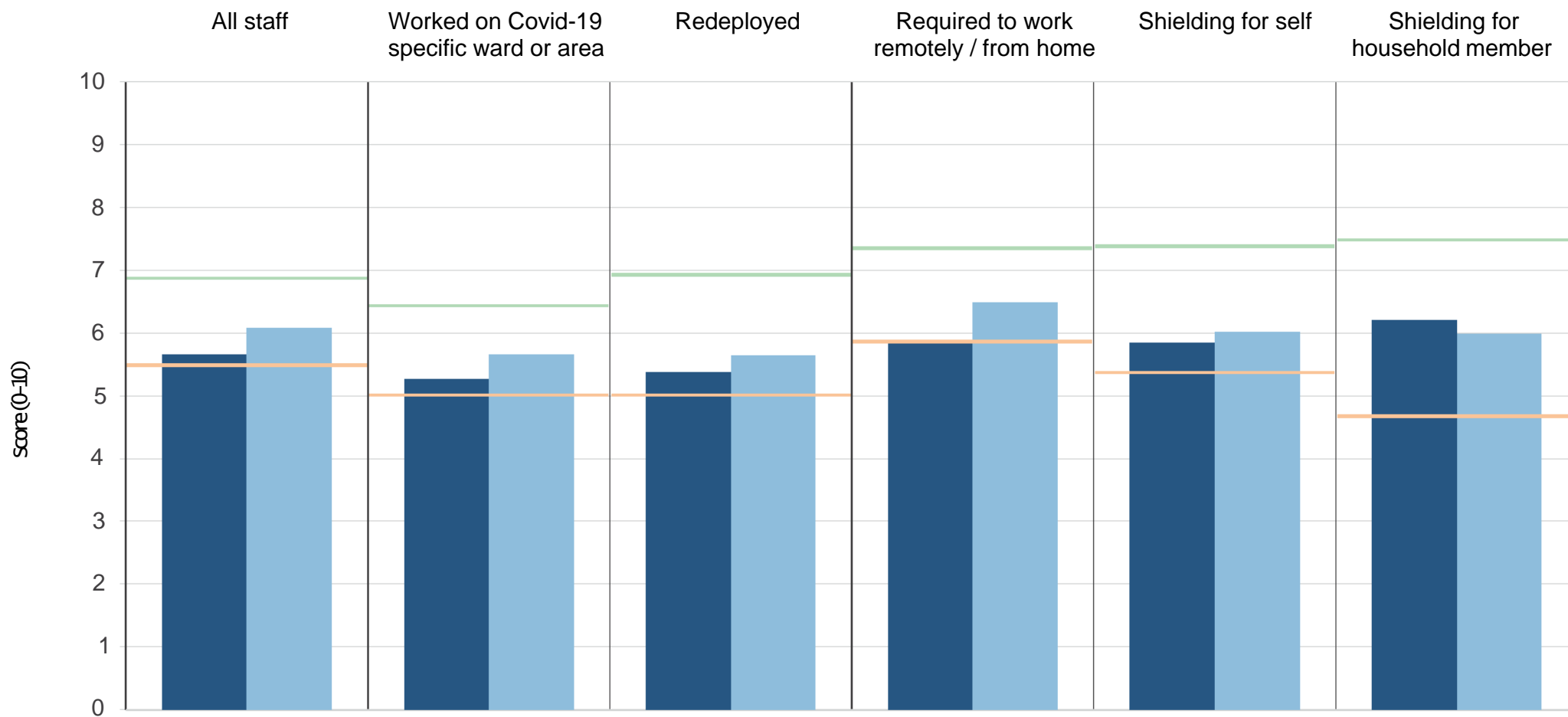
FACE



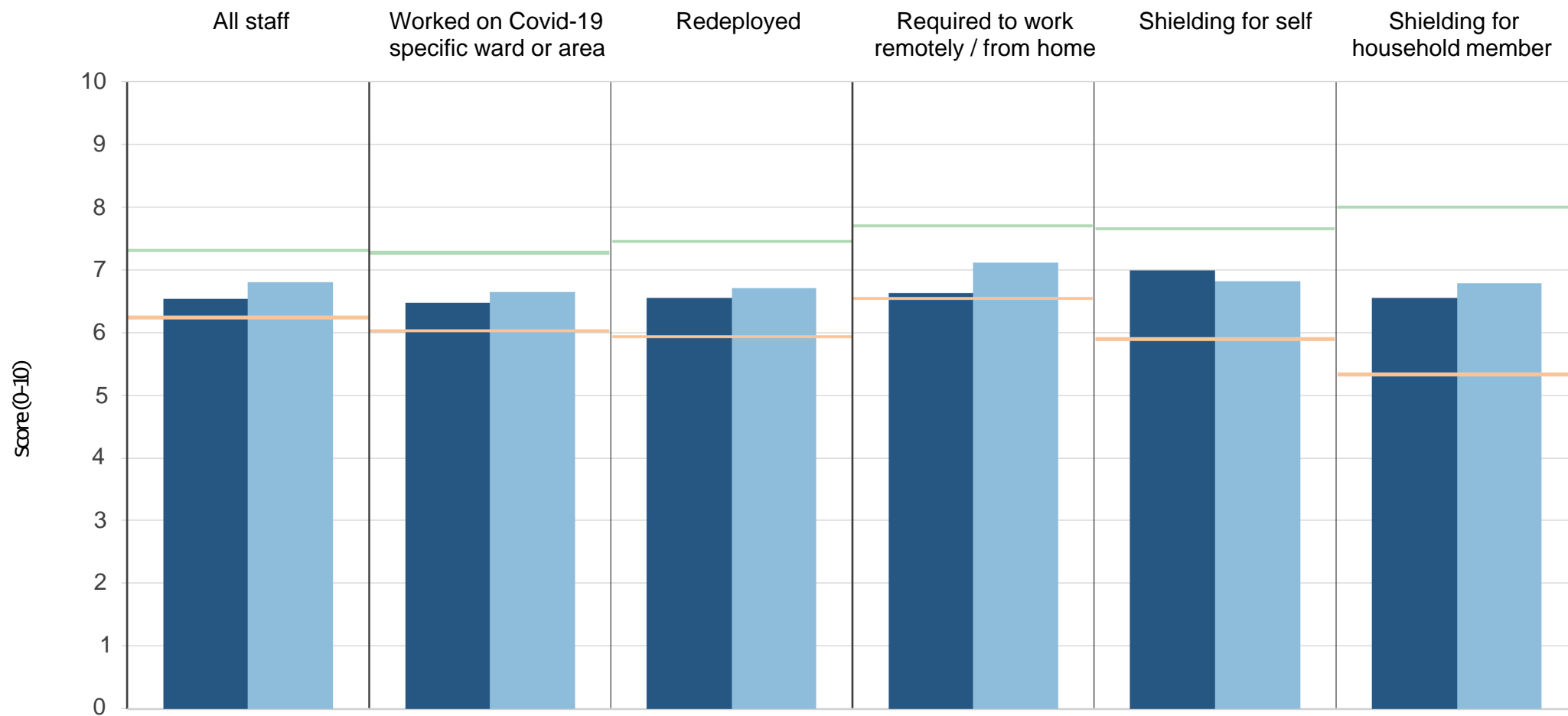
SPACE



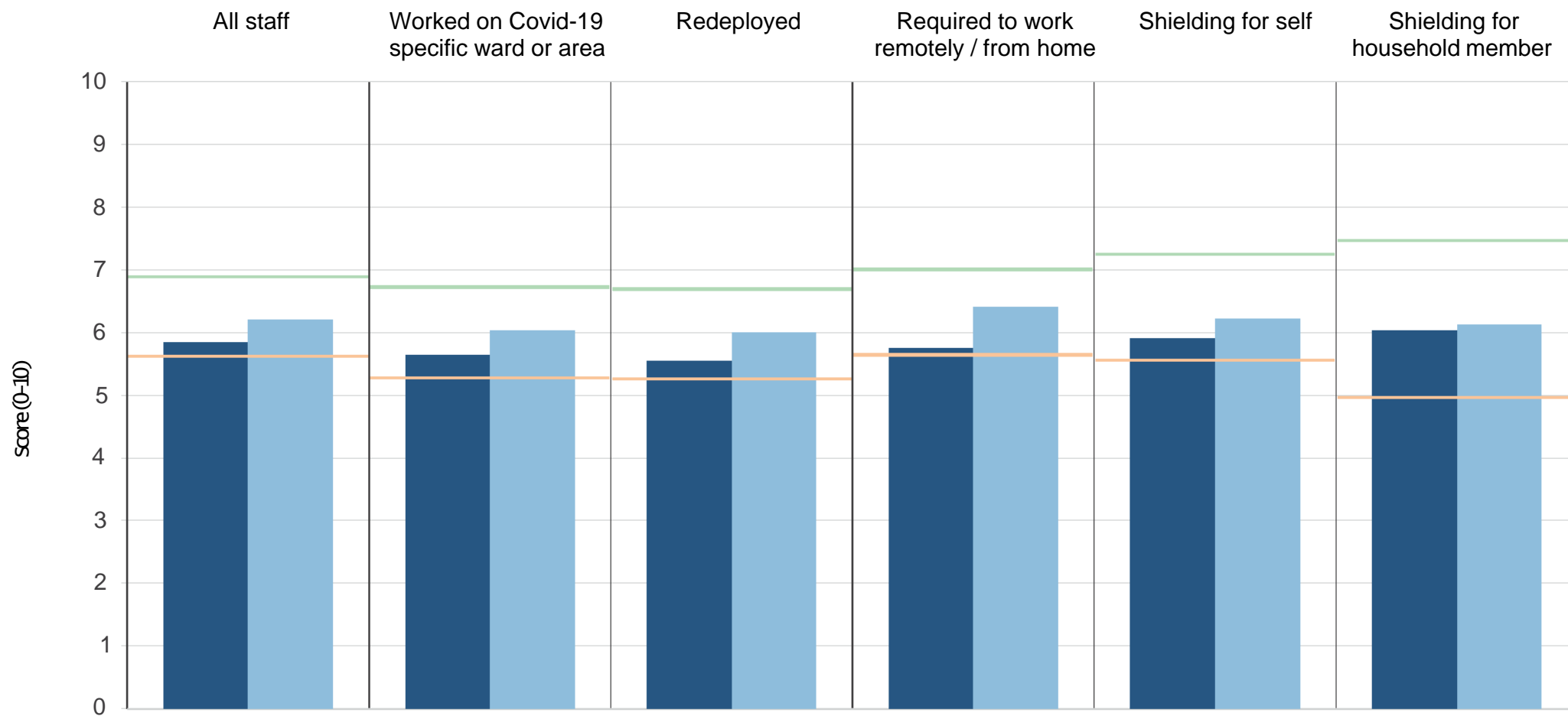
Highest	9.5	9.3	9.4	9.8	9.5	9.8
Your org	9.1	8.8	8.8	9.1	8.9	9.1
Average	9.1	8.8	8.8	9.2	8.8	8.8
Lowest	8.1	7.8	7.8	8.2	7.7	7.6
Responses	2,687	1,027	456	536	165	94



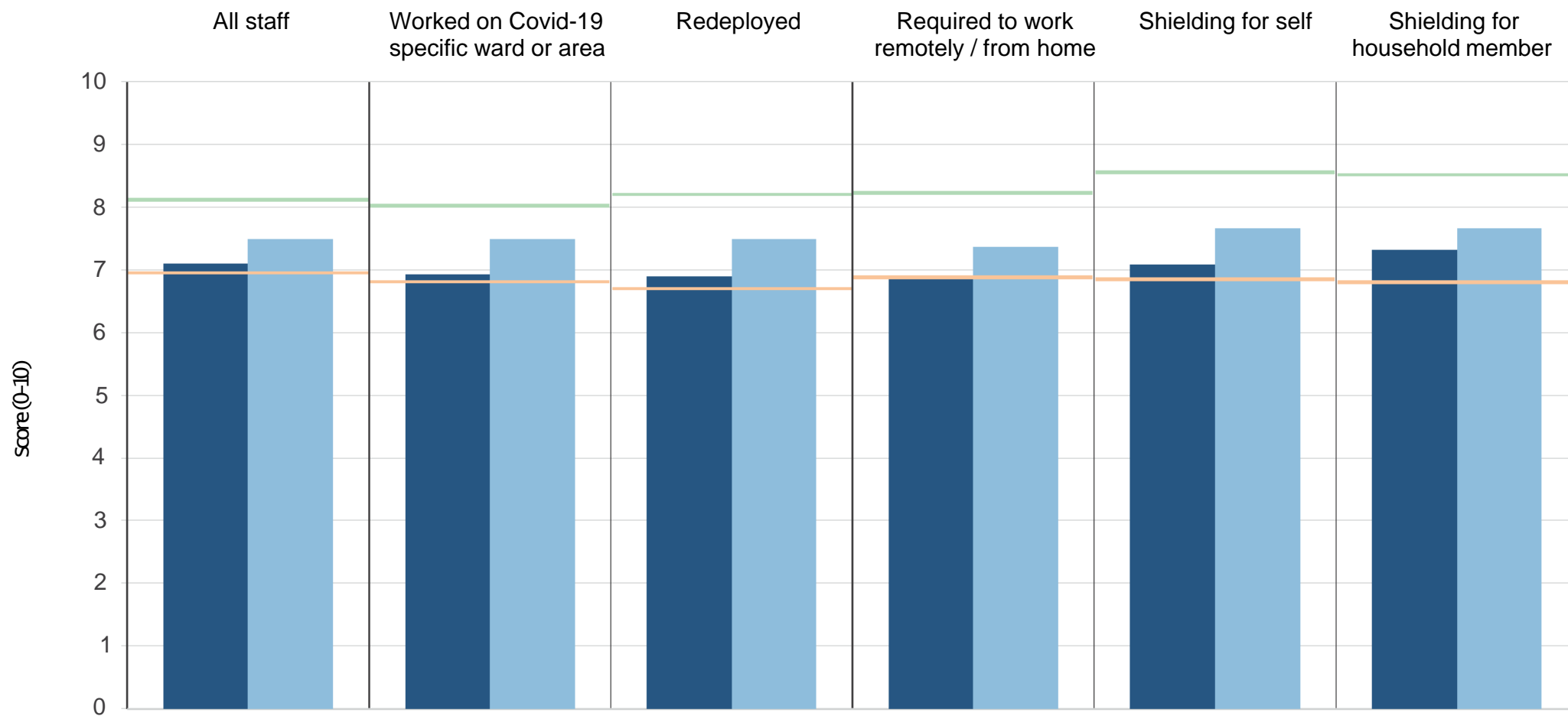
Highest	6.9	6.4	6.9	7.4	7.4	7.5
Your org	5.7	5.3	5.4	5.9	5.8	6.2
Average	6.1	5.7	5.6	6.5	6.0	6.0
Lowest	5.5	5.0	5.0	5.9	5.4	4.7
Responses	2,692	1,027	456	537	163	93



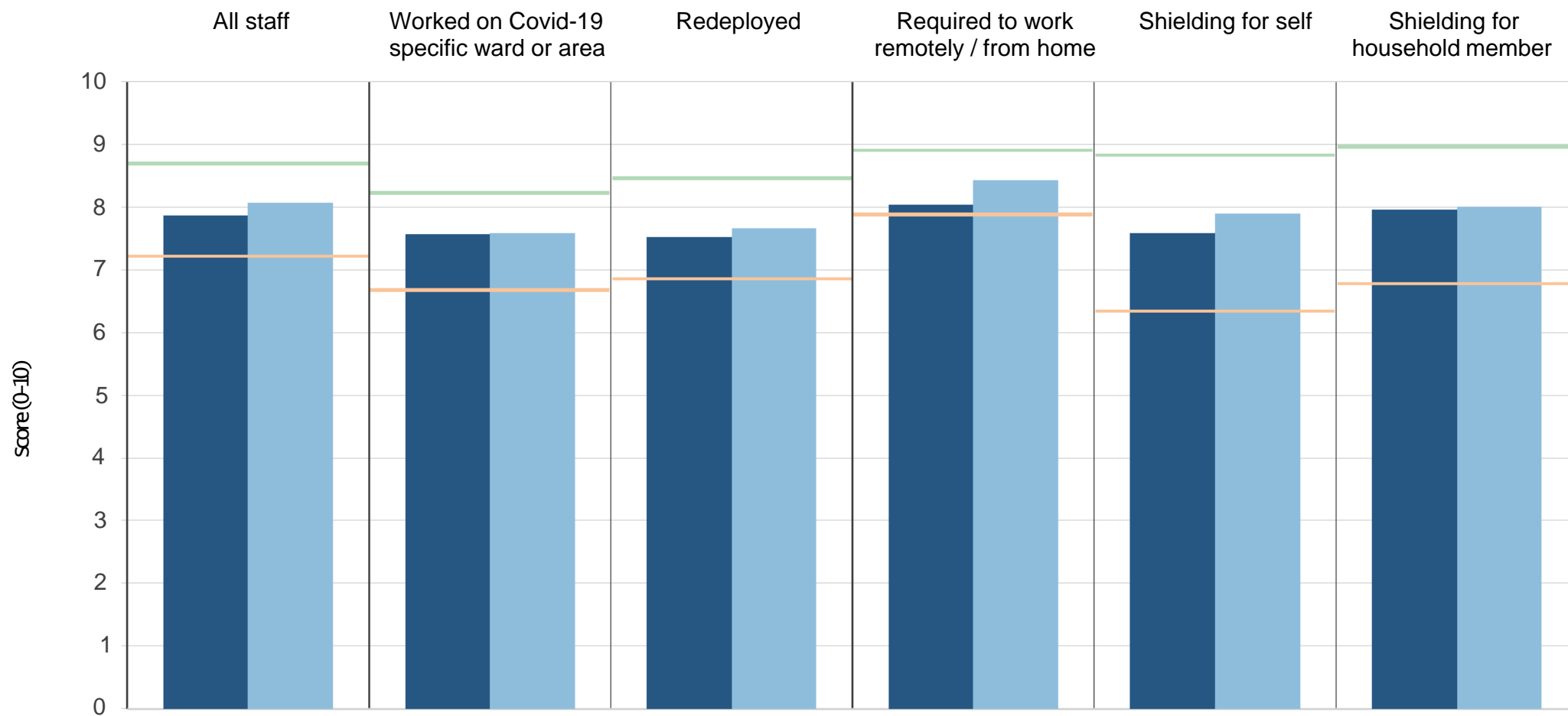
Highest	7.3	7.3	7.5	7.7	7.7	8.0
Your org	6.5	6.5	6.5	6.6	7.0	6.6
Average	6.8	6.7	6.7	7.1	6.8	6.8
Lowest	6.2	6.0	5.9	6.5	5.9	5.3
Responses	2,705	1,032	456	539	165	94



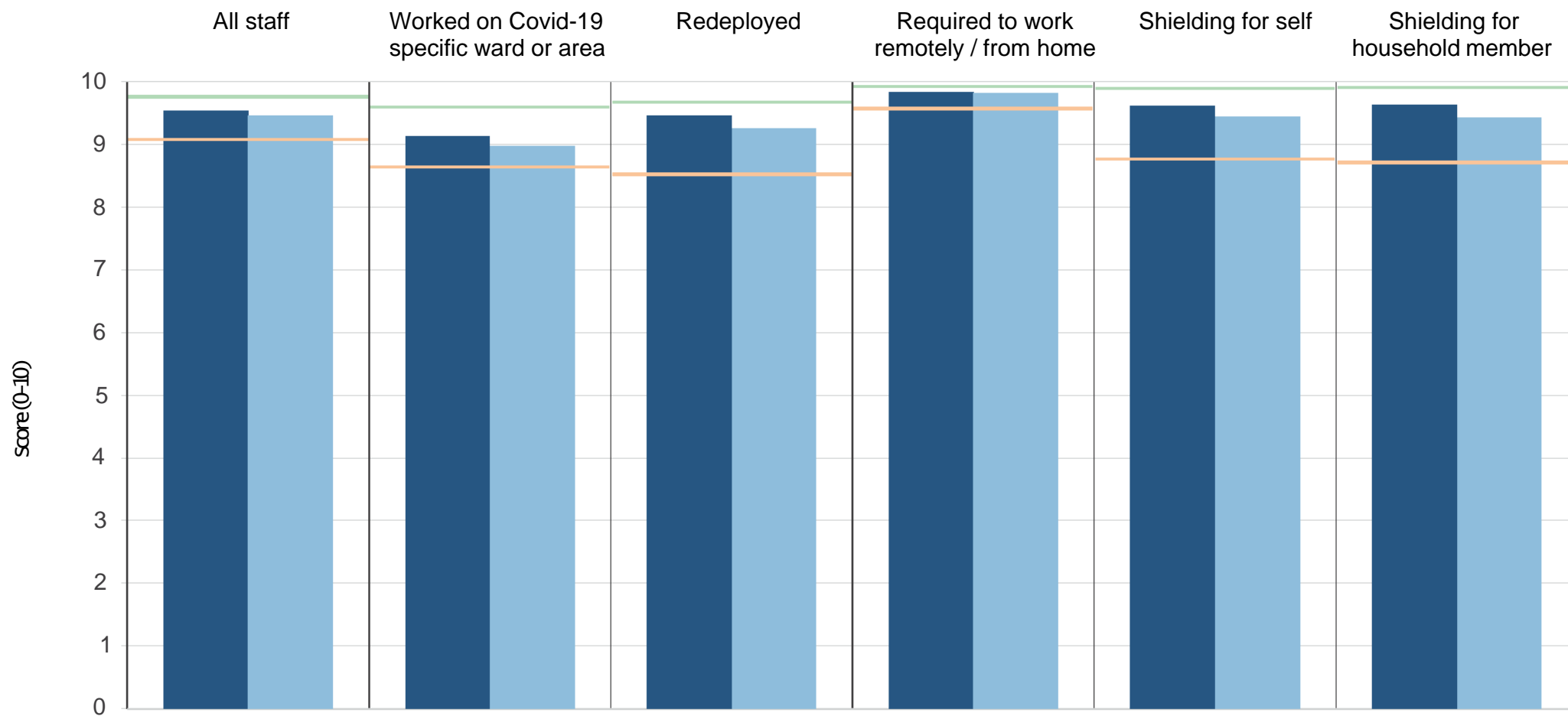
Highest	6.9	6.7	6.7	7.0	7.3	7.5
Your org	5.9	5.6	5.6	5.8	5.9	6.0
Average	6.2	6.0	6.0	6.4	6.2	6.1
Lowest	5.6	5.3	5.3	5.7	5.6	5.0
Responses	2,691	1,028	455	538	165	93



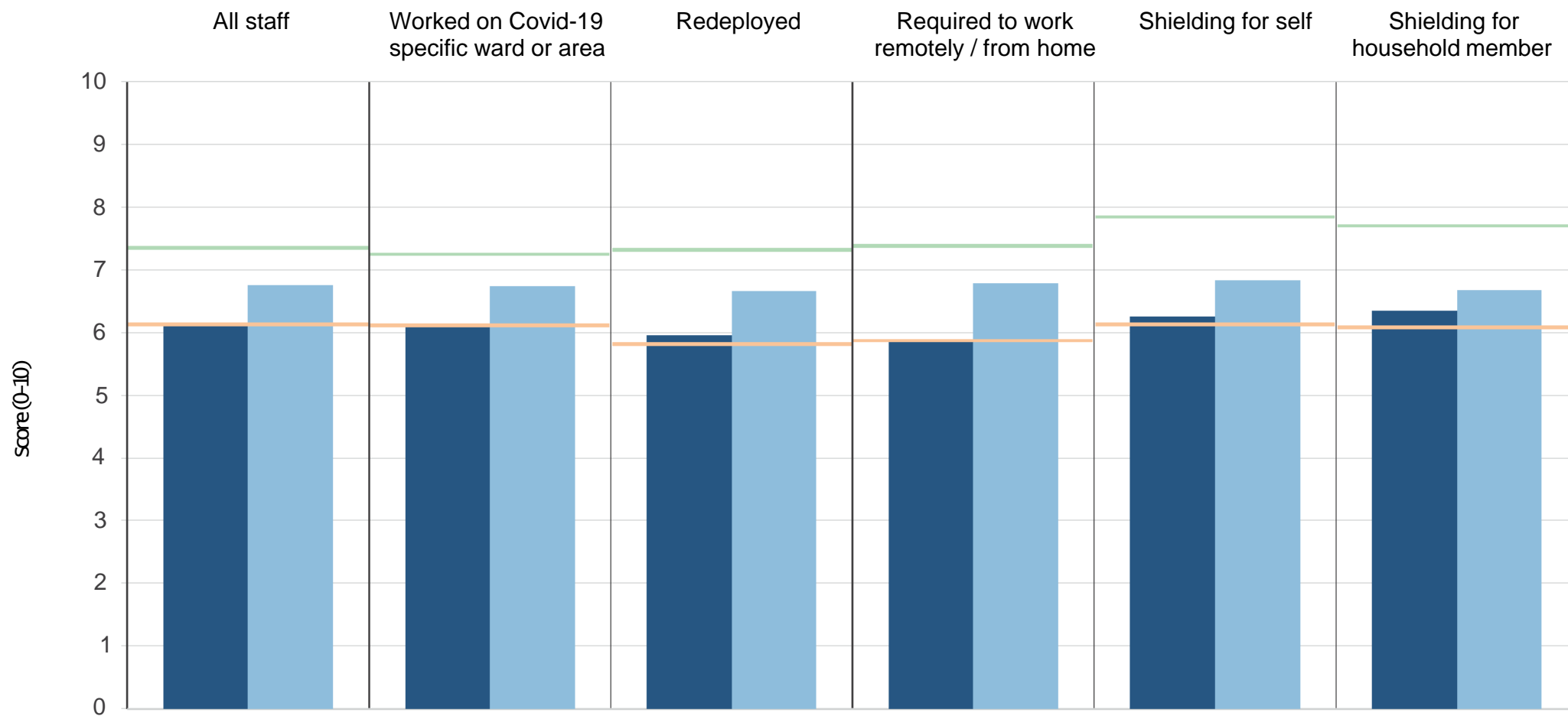
Highest	8.1	8.0	8.2	8.2	8.6	8.5
Your org	7.1	6.9	6.9	6.9	7.1	7.3
Average	7.5	7.5	7.5	7.4	7.7	7.7
Lowest	7.0	6.8	6.7	6.9	6.9	6.8
Responses	2,291	990	404	349	141	79



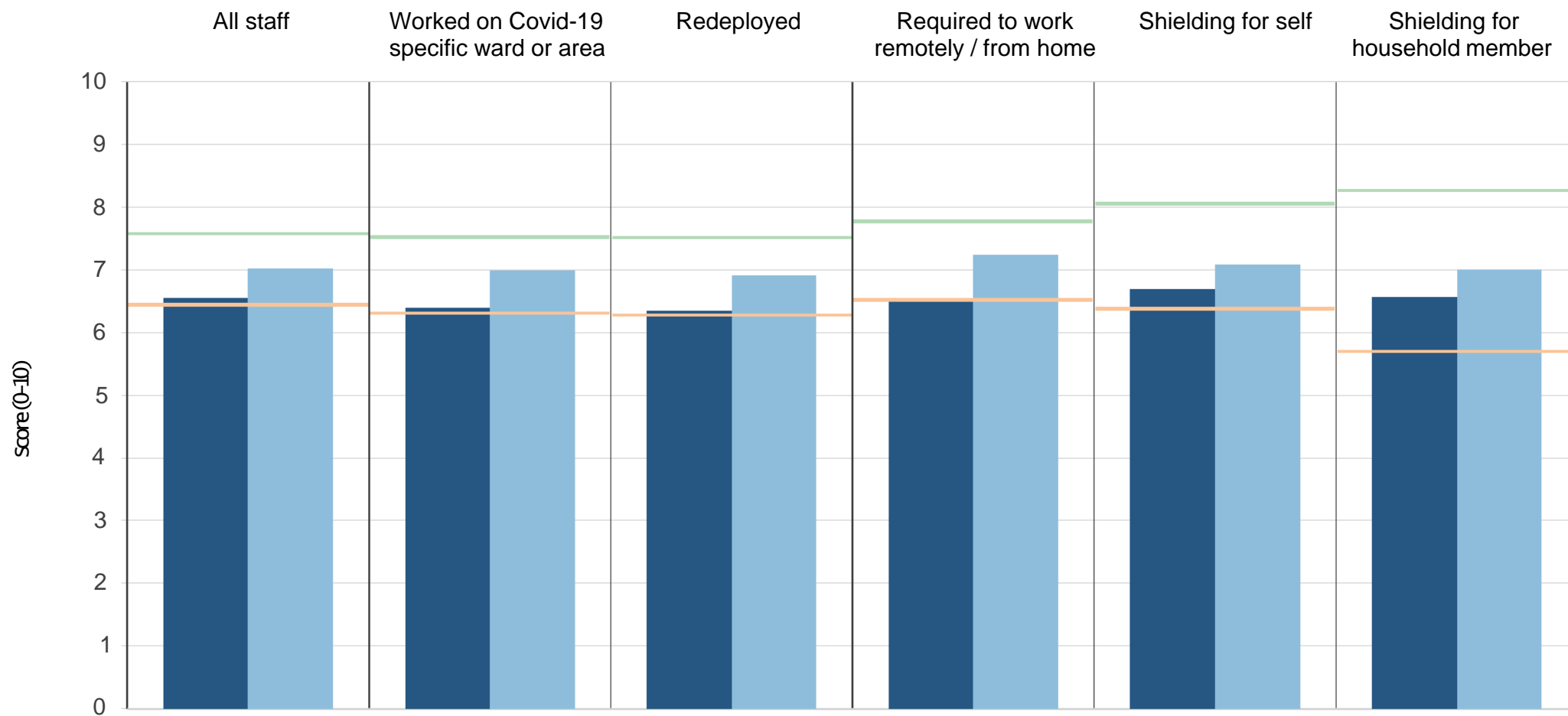
Highest	8.7	8.2	8.5	8.9	8.8	9.0
Your org	7.9	7.6	7.5	8.0	7.6	8.0
Average	8.1	7.6	7.7	8.4	7.9	8.0
Lowest	7.2	6.7	6.9	7.9	6.3	6.8
Responses	2,679	1,023	451	533	164	94



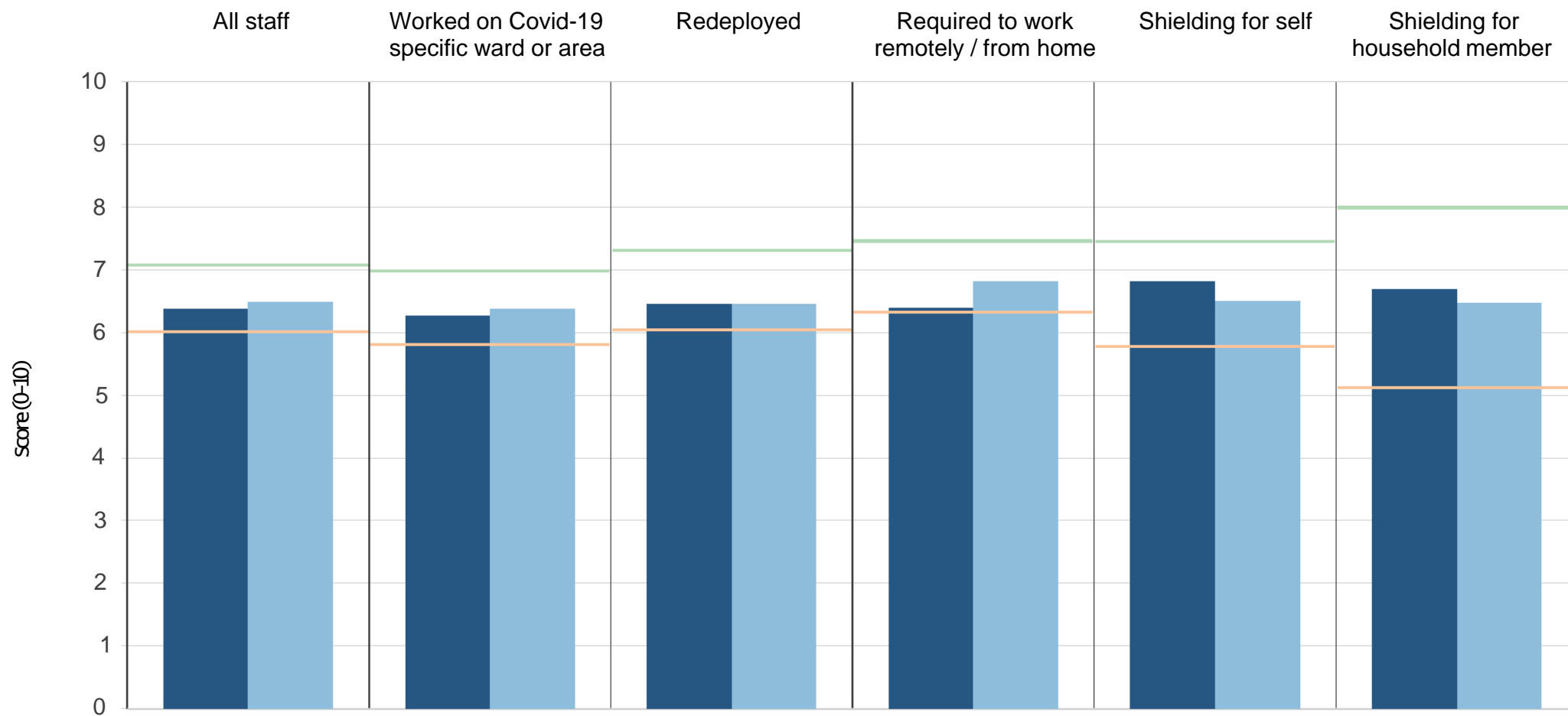
Highest	9.8	9.6	9.7	9.9	9.9	9.9
Your org	9.5	9.1	9.5	9.8	9.6	9.6
Average	9.5	9.0	9.3	9.8	9.4	9.4
Lowest	9.1	8.6	8.5	9.6	8.8	8.7
Responses	2,684	1,023	454	538	165	93



Highest	7.4	7.3	7.3	7.4	7.8	7.7
Your org	6.1	6.1	6.0	5.9	6.3	6.4
Average	6.8	6.7	6.7	6.8	6.8	6.7
Lowest	6.1	6.1	5.8	5.9	6.1	6.1
Responses	2,689	1,031	454	532	163	93



Highest	7.6	7.5	7.5	7.8	8.1	8.3
Your org	6.5	6.4	6.4	6.5	6.7	6.6
Average	7.0	7.0	6.9	7.2	7.1	7.0
Lowest	6.4	6.3	6.3	6.5	6.4	5.7
Responses	2,701	1,032	456	538	164	94



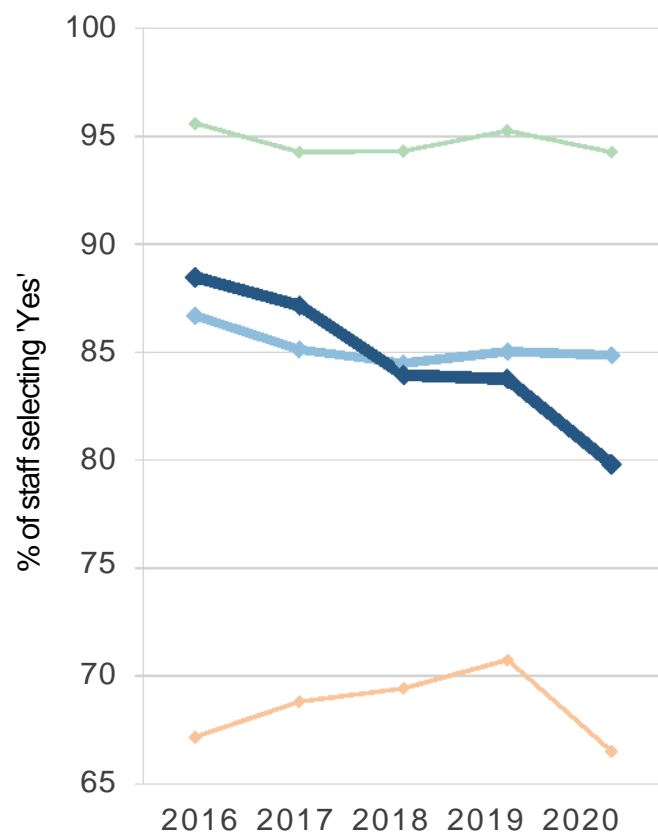
Highest	7.1	7.0	7.3	7.5	7.5	8.0
Your org	6.4	6.3	6.5	6.4	6.8	6.7
Average	6.5	6.4	6.5	6.8	6.5	6.5
Lowest	6.0	5.8	6.1	6.3	5.8	5.1
Responses	2,654	1,018	450	531	160	92

Theme results – Detailed information

The Shrewsbury and Telford Hospital NHS Trust
2020 NHS Staff Survey Results

Q14

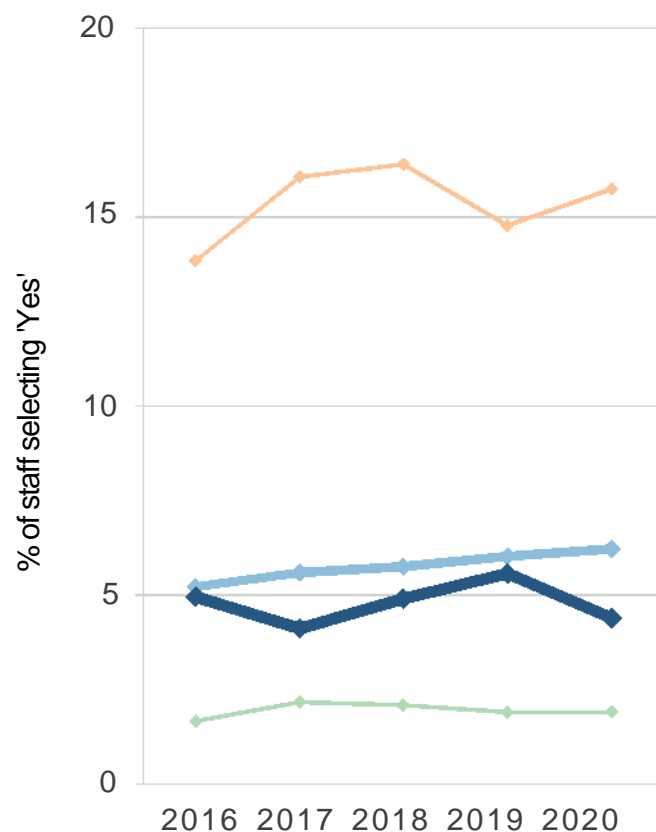
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



Best	95.6%	94.3%	94.3%	95.3%	94.3%
Your org	88.5%	87.2%	83.9%	83.8%	79.8%
Average	86.7%	85.1%	84.5%	85.0%	84.9%
Worst	67.2%	68.8%	69.4%	70.7%	66.5%

Q15a

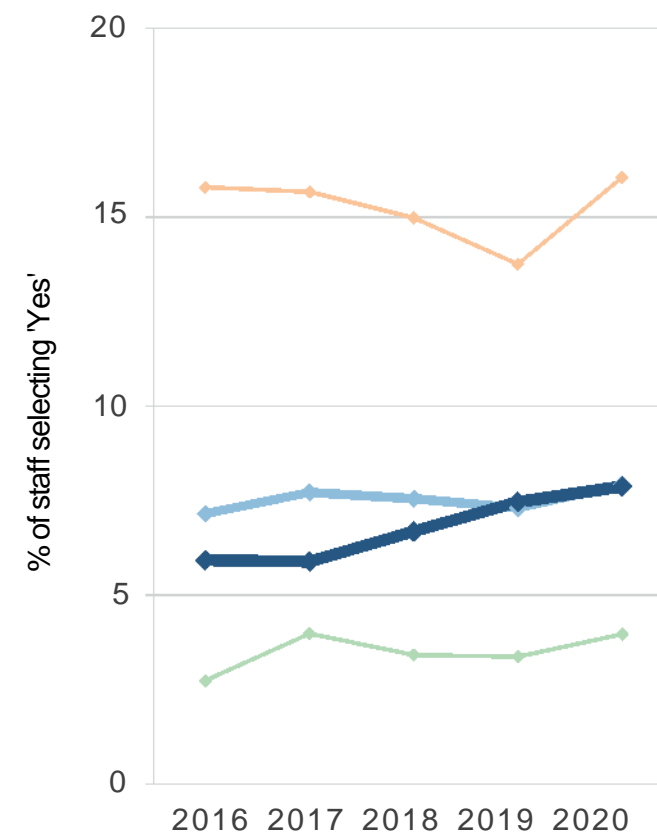
In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



Worst	13.8%	16.1%	16.4%	14.8%	15.7%
Your org	5.0%	4.1%	4.9%	5.6%	4.4%
Average	5.2%	5.6%	5.8%	6.0%	6.2%
Best	1.7%	2.2%	2.1%	1.9%	1.9%

Q15b

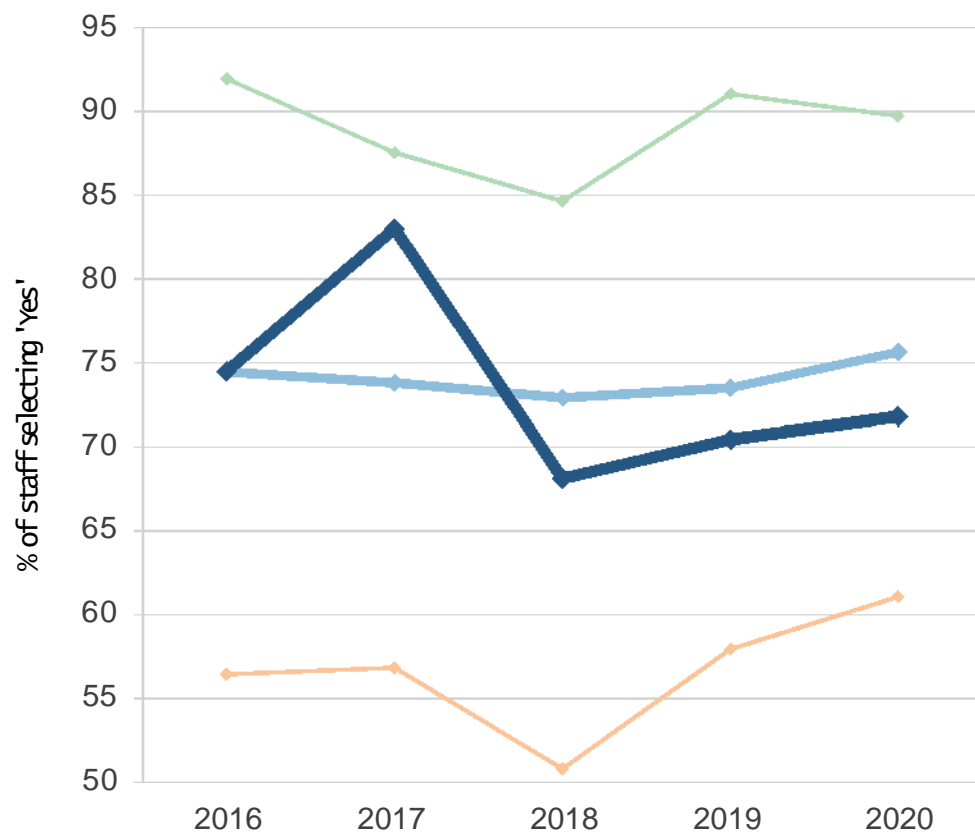
In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



Worst	15.8%	15.7%	15.0%	13.8%	16.1%
Your org	5.9%	5.9%	6.7%	7.5%	7.9%
Average	7.2%	7.7%	7.6%	7.3%	7.9%
Best	2.7%	4.0%	3.4%	3.4%	4.0%

Q26b

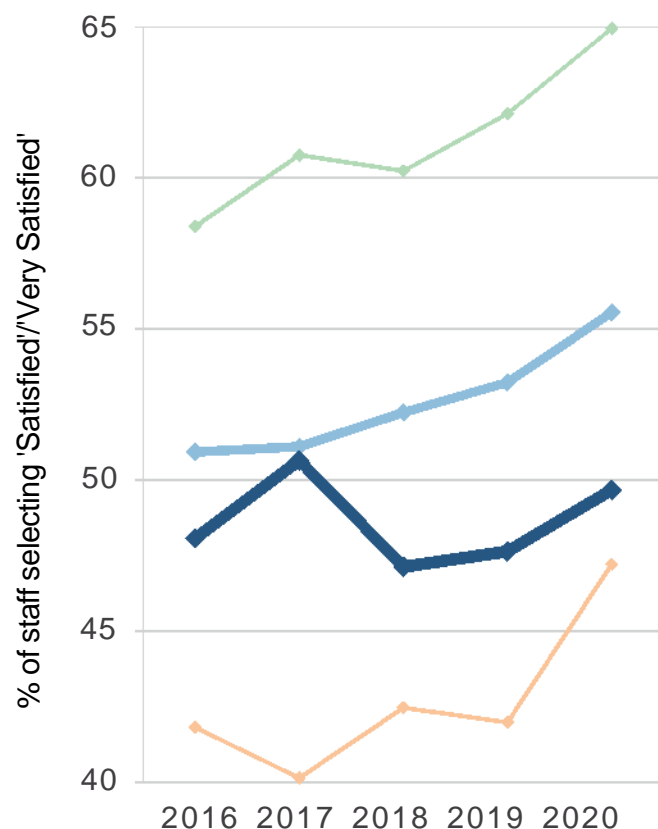
Has your employer made adequate adjustment(s)
to enable you to carry out your work?



Best	91.9%	87.5%	84.6%	91.0%	89.7%
Your org	74.5%	83.0%	68.1%	70.4%	71.8%
Average	74.4%	73.8%	72.9%	73.5%	75.6%
Worst	56.4%	56.8%	50.8%	57.9%	61.1%

Q5h

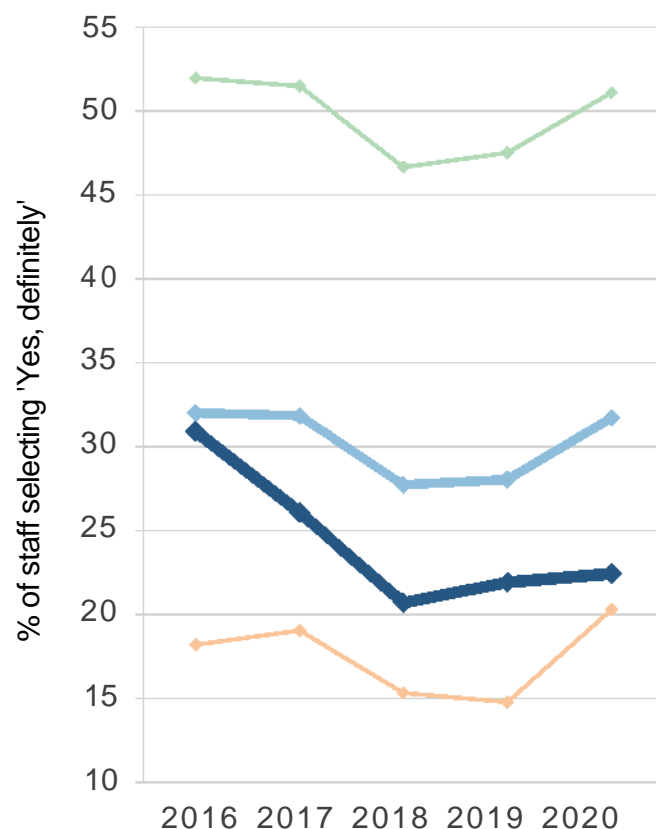
The opportunities for flexible working patterns



Best	58.4%	60.8%	60.2%	62.1%	64.9%
Your org	48.1%	50.7%	47.1%	47.6%	49.7%
Average	50.9%	51.1%	52.2%	53.2%	55.5%
Worst	41.8%	40.1%	42.5%	42.0%	47.2%

Q11a

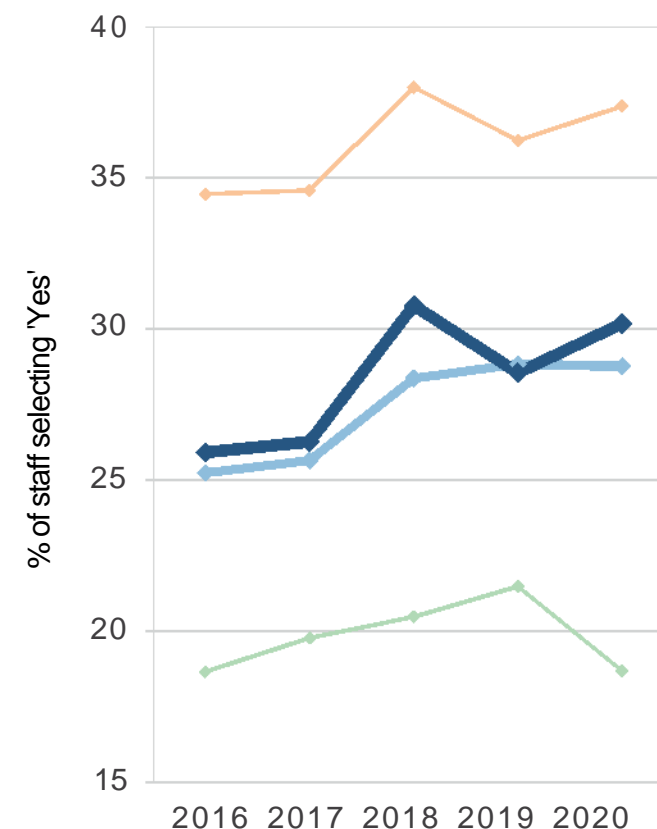
Does your organisation take positive action on health and well-being?



Best	51.9%	51.5%	46.6%	47.5%	51.1%
Your org	30.9%	26.1%	20.7%	21.9%	22.4%
Average	32.0%	31.8%	27.7%	28.0%	31.7%
Worst	18.2%	19.0%	15.3%	14.8%	20.3%

Q11b

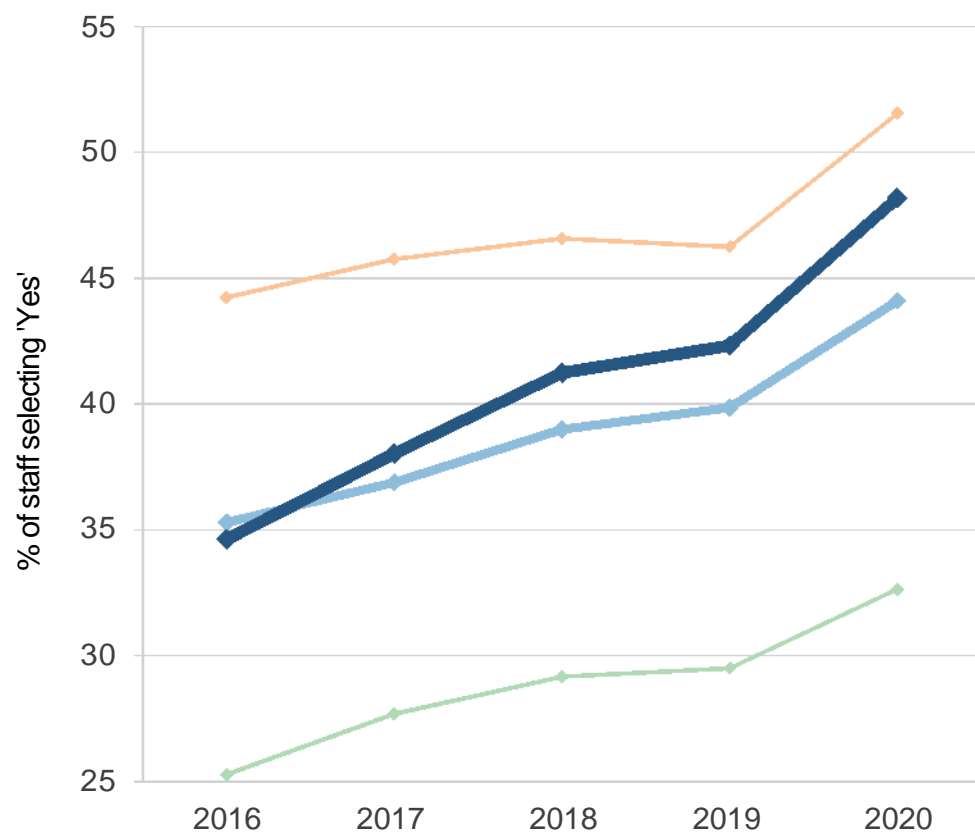
In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



Worst	34.5%	34.6%	38.0%	36.2%	37.4%
Your org	25.9%	26.3%	30.8%	28.5%	30.2%
Average	25.2%	25.6%	28.4%	28.8%	28.8%
Best	18.7%	19.8%	20.5%	21.5%	18.7%

Q11c

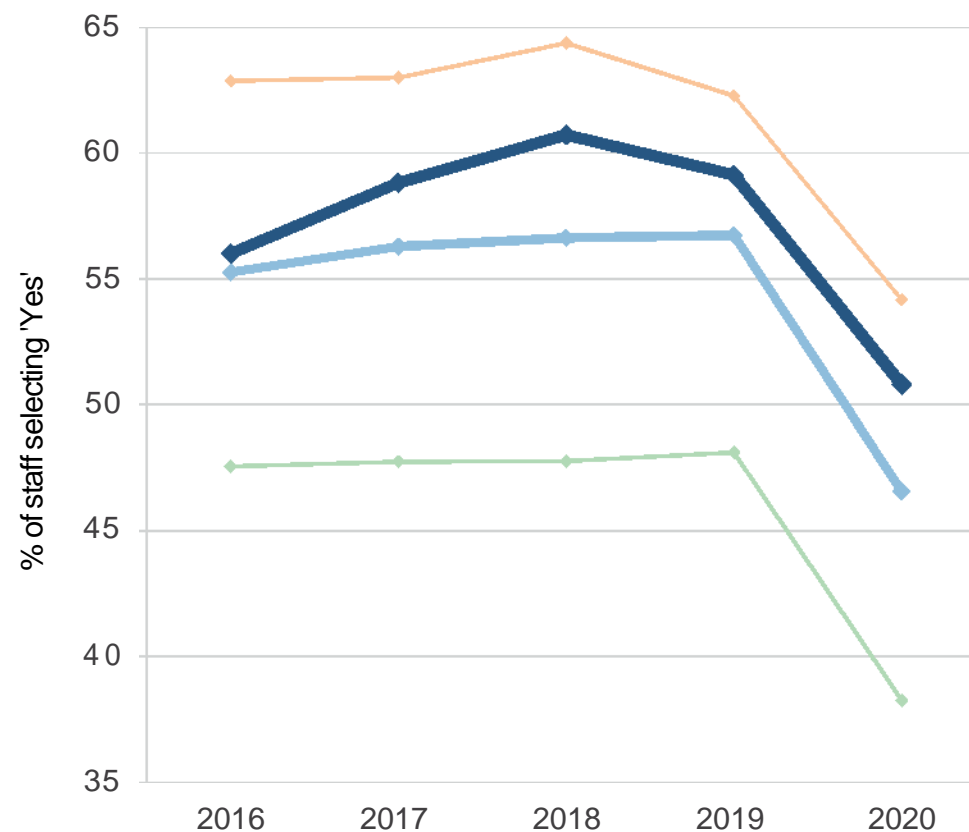
During the last 12 months have you felt unwell as a result of work related stress?



Worst	44.2%	45.8%	46.6%	46.2%	51.5%
Your org	34.6%	38.0%	41.2%	42.3%	48.2%
Average	35.3%	36.9%	39.0%	39.9%	44.1%
Best	25.3%	27.7%	29.2%	29.5%	32.6%

Q11d

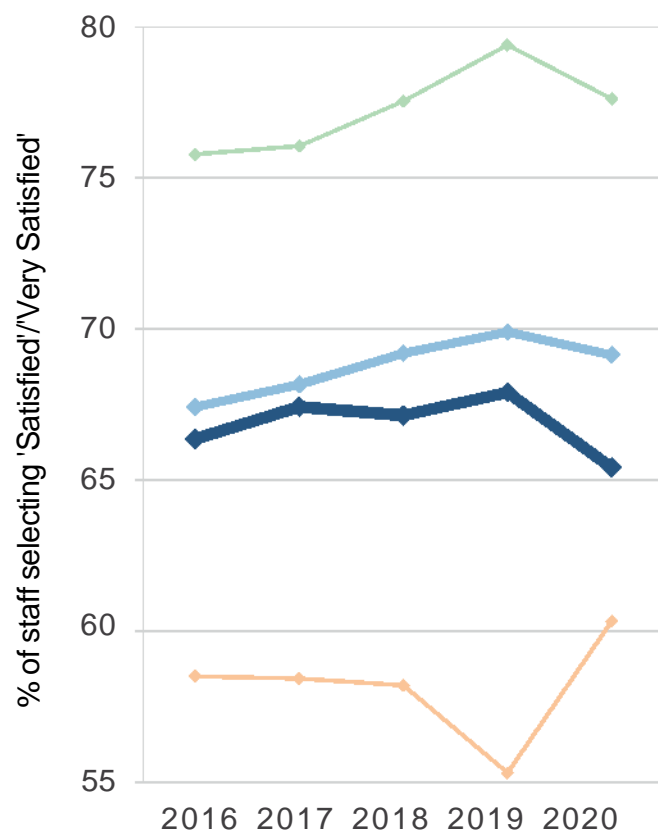
In the last three months have you ever come to work despite not feeling well enough to perform your duties?



Worst	62.9%	63.0%	64.4%	62.3%	54.2%
Your org	56.0%	58.8%	60.7%	59.1%	50.8%
Average	55.3%	56.3%	56.6%	56.7%	46.6%
Best	47.6%	47.7%	47.8%	48.1%	38.3%

Q5b

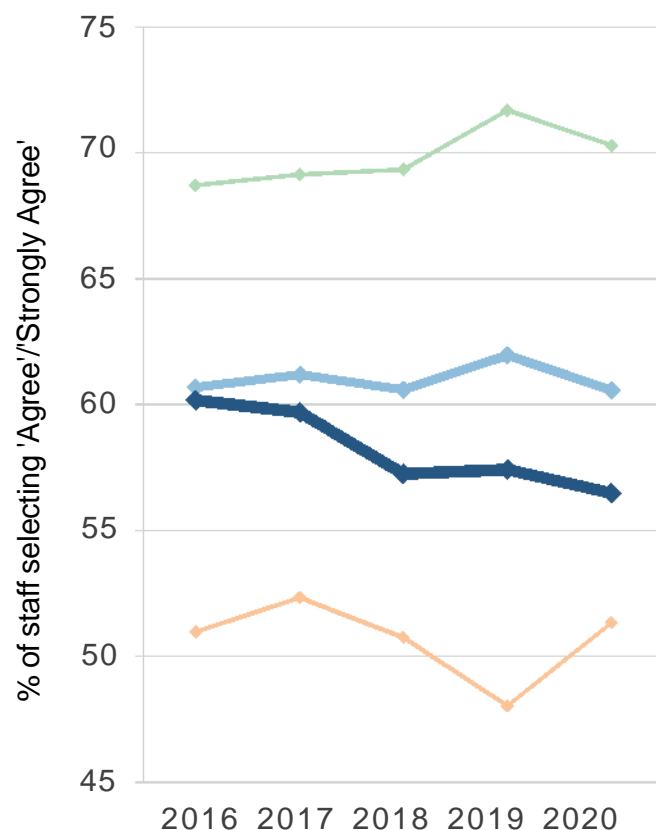
The support I get from my immediate manager



Best	75.8%	76.1%	77.5%	79.4%	77.6%
Your org	66.4%	67.4%	67.1%	67.9%	65.4%
Average	67.4%	68.2%	69.2%	69.9%	69.1%
Worst	58.5%	58.4%	58.2%	55.3%	60.3%

Q8c

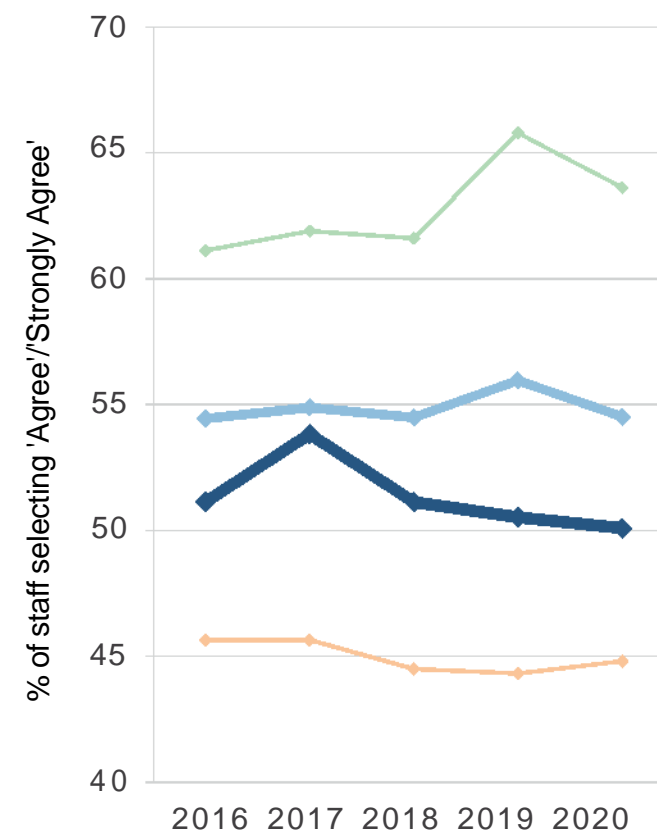
My immediate manager gives me clear feedback on my work



Best	68.7%	69.1%	69.3%	71.7%	70.3%
Your org	60.2%	59.7%	57.2%	57.4%	56.5%
Average	60.7%	61.2%	60.6%	62.0%	60.6%
Worst	51.0%	52.3%	50.8%	48.0%	51.3%

Q8d

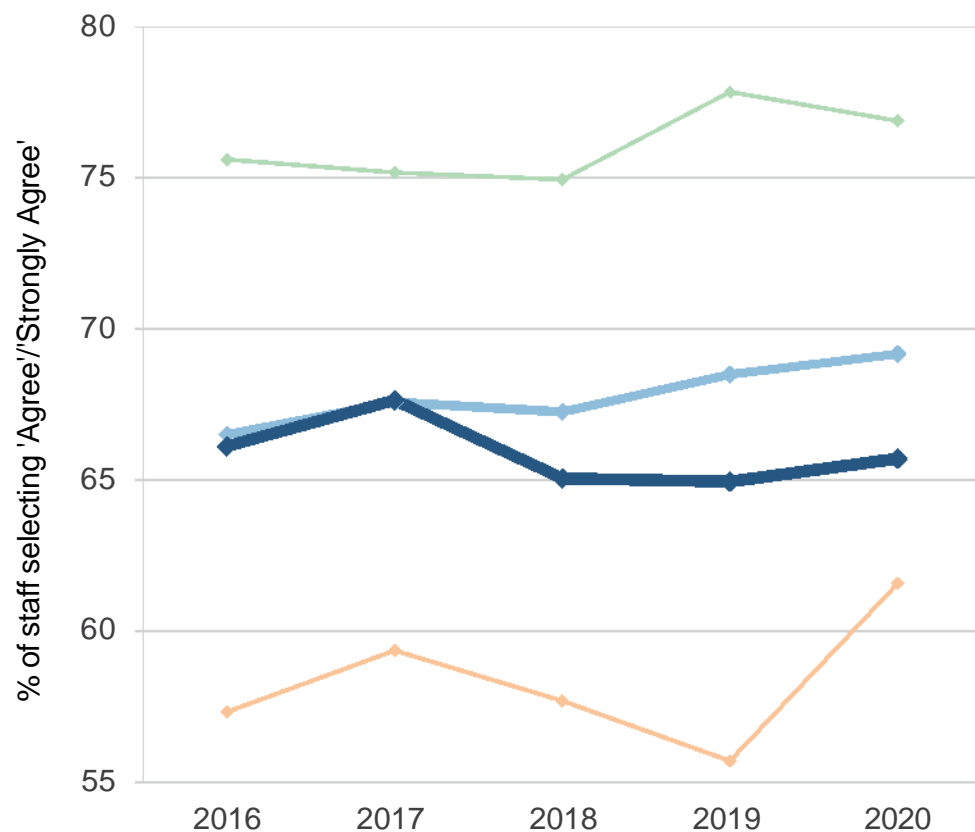
My immediate manager asks for my opinion before making decisions that affect my work



Best	61.1%	61.9%	61.6%	65.8%	63.6%
Your org	51.1%	53.8%	51.1%	50.5%	50.1%
Average	54.4%	54.9%	54.5%	56.0%	54.5%
Worst	45.6%	45.7%	44.5%	44.3%	44.8%

Q8f

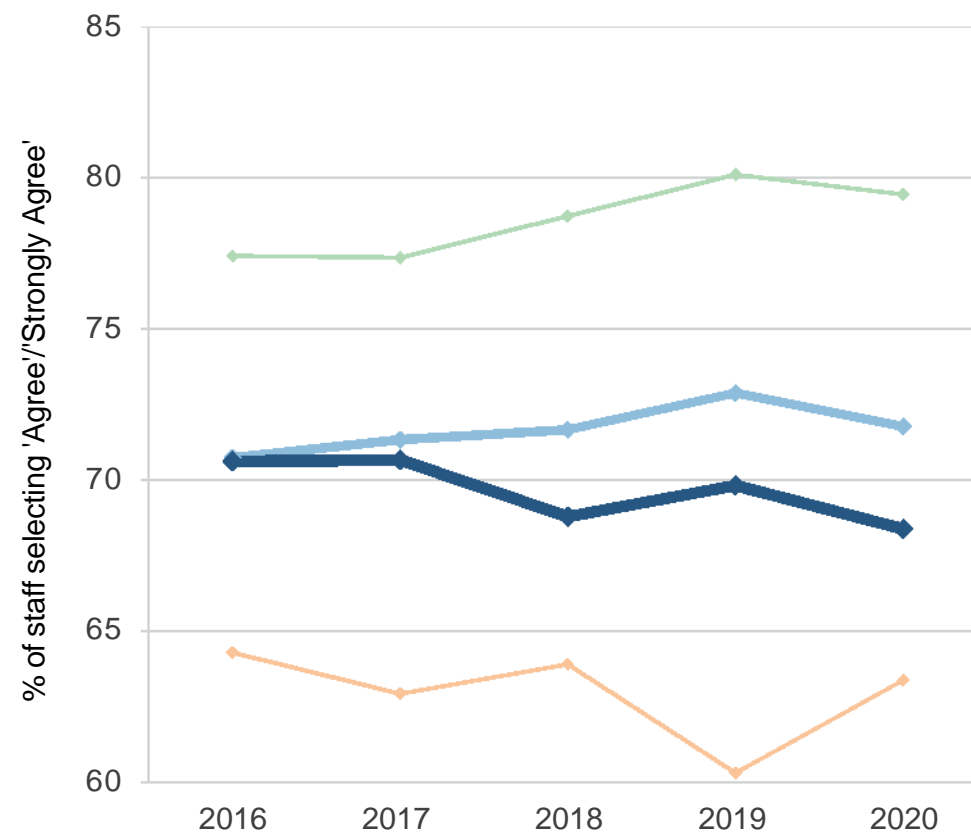
My immediate manager takes a positive interest in my health and well-being



Best	75.6%	75.2%	74.9%	77.8%	76.9%
Your org	66.1%	67.6%	65.1%	64.9%	65.7%
Average	66.5%	67.6%	67.3%	68.5%	69.2%
Worst	57.3%	59.4%	57.7%	55.7%	61.6%

Q8g

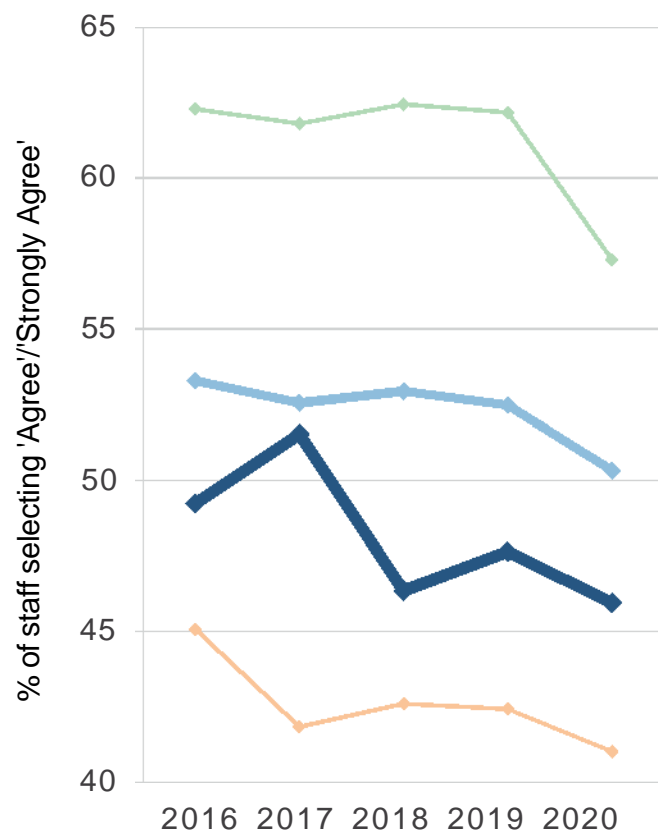
My immediate manager values my work



Best	77.4%	77.4%	78.7%	80.1%	79.5%
Your org	70.6%	70.7%	68.8%	69.8%	68.4%
Average	70.7%	71.3%	71.7%	72.9%	71.8%
Worst	64.3%	62.9%	63.9%	60.3%	63.4%

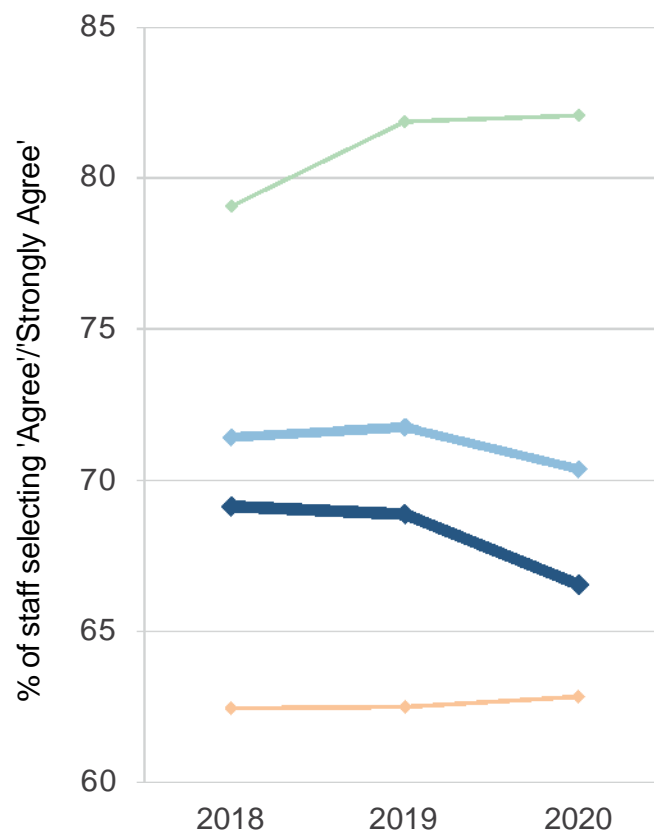
Q4c

I am involved in deciding on changes introduced that affect my work area / team / department



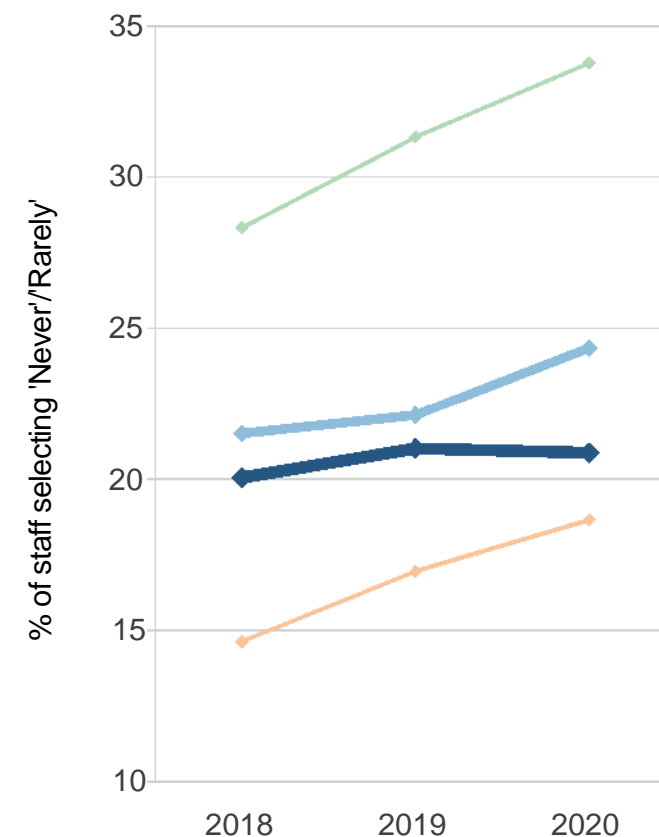
Q4j

I receive the respect I deserve from my colleagues at work



Q6a

I have unrealistic time pressures



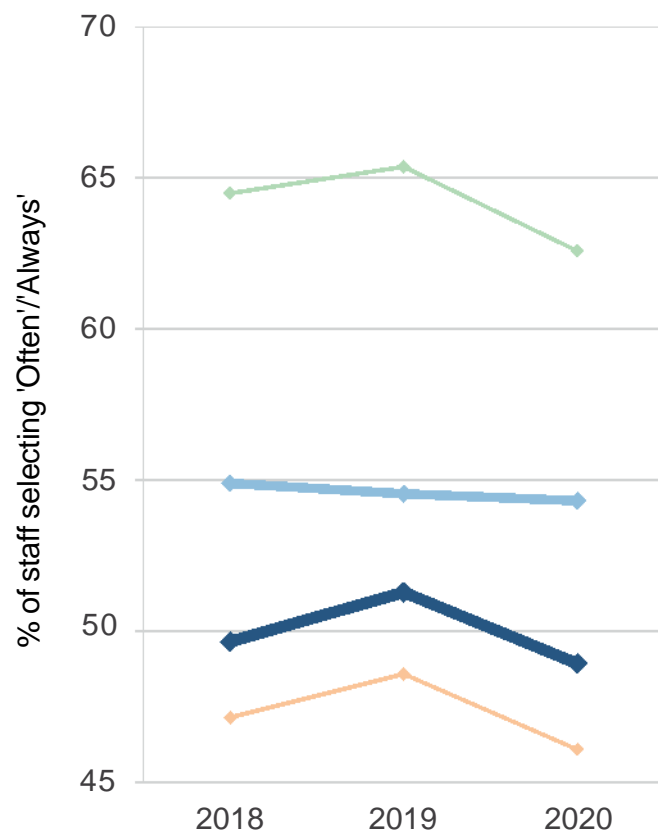
Best	62.3%	61.8%	62.5%	62.2%	57.3%
Your org	49.2%	51.5%	46.3%	47.6%	45.9%
Average	53.3%	52.6%	52.9%	52.5%	50.3%
Worst	45.1%	41.8%	42.6%	42.4%	41.0%

Best	79.1%	81.9%	82.1%
Your org	69.1%	68.9%	66.5%
Average	71.4%	71.8%	70.4%
Worst	62.5%	62.5%	62.8%

Best	28.3%	31.3%	33.8%
Your org	20.0%	21.0%	20.9%
Average	21.5%	22.1%	24.4%
Worst	14.6%	17.0%	18.6%

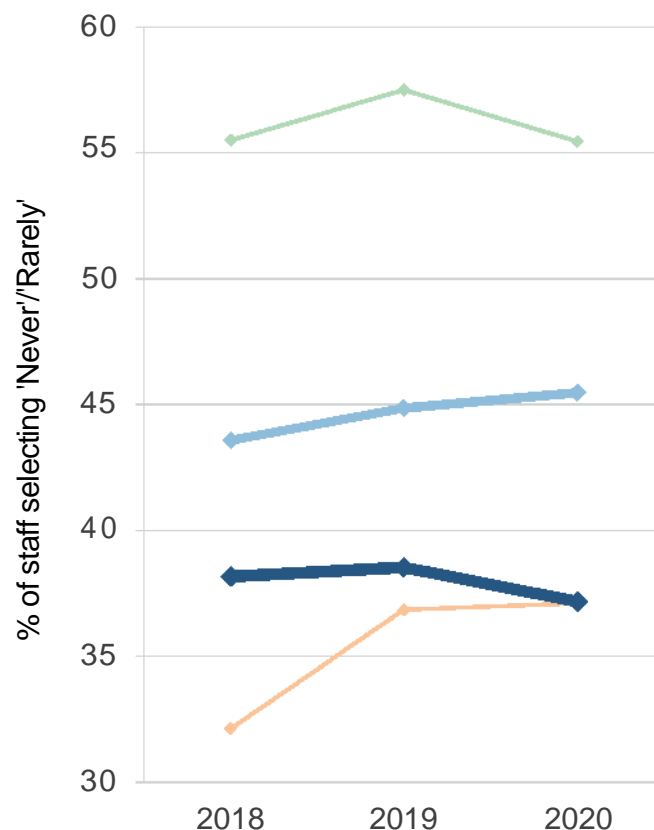
Q6b

I have a choice in deciding
how to do my work



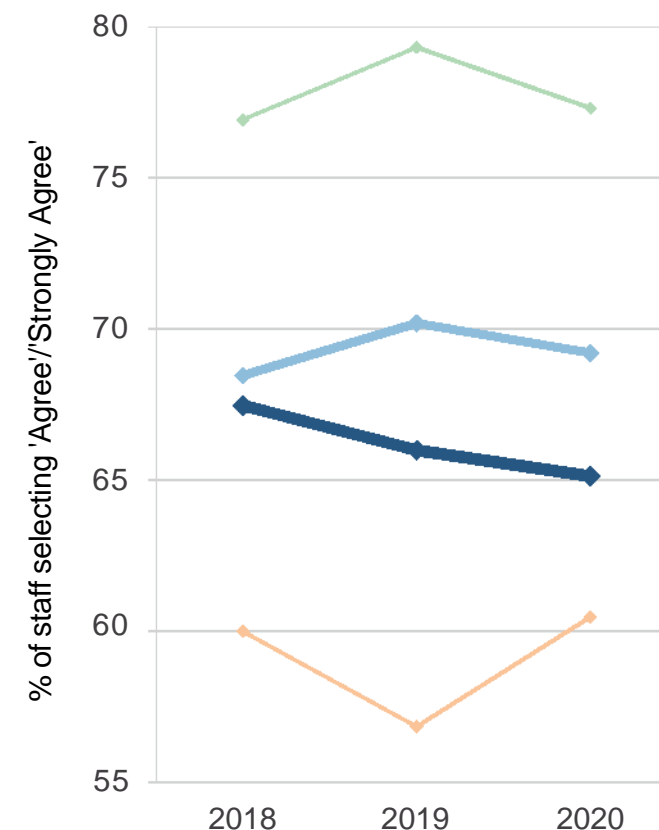
Q6c

Relationships at work are strained



Q8a

My immediate manager
encourages me at work



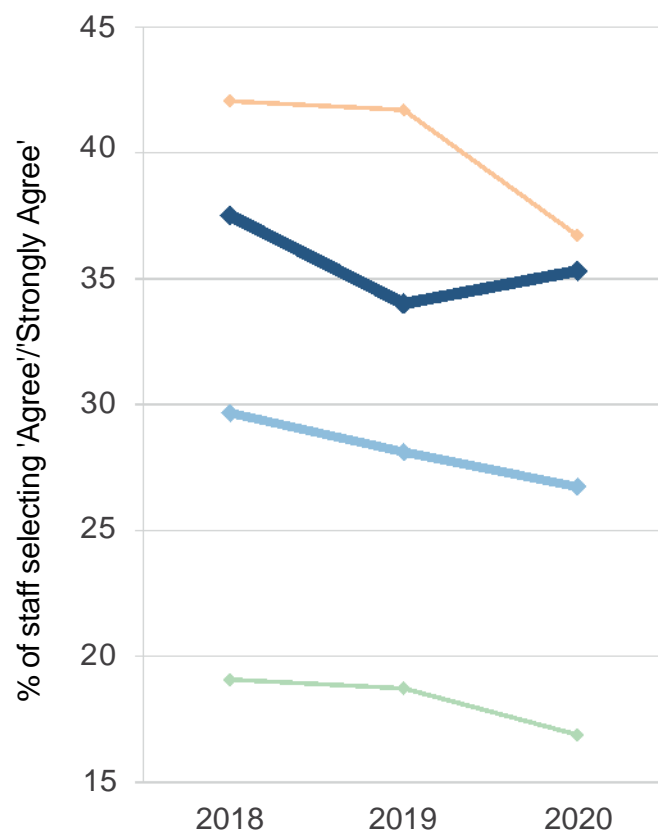
Best	64.5%	65.4%	62.6%
Your org	49.6%	51.3%	48.9%
Average	54.9%	54.5%	54.3%
Worst	47.1%	48.6%	46.1%

Best	55.5%	57.5%	55.5%
Your org	38.2%	38.5%	37.2%
Average	43.6%	44.9%	45.5%
Worst	32.1%	36.9%	37.1%

Best	76.9%	79.3%	77.3%
Your org	67.5%	66.0%	65.1%
Average	68.5%	70.2%	69.2%
Worst	60.0%	56.8%	60.5%

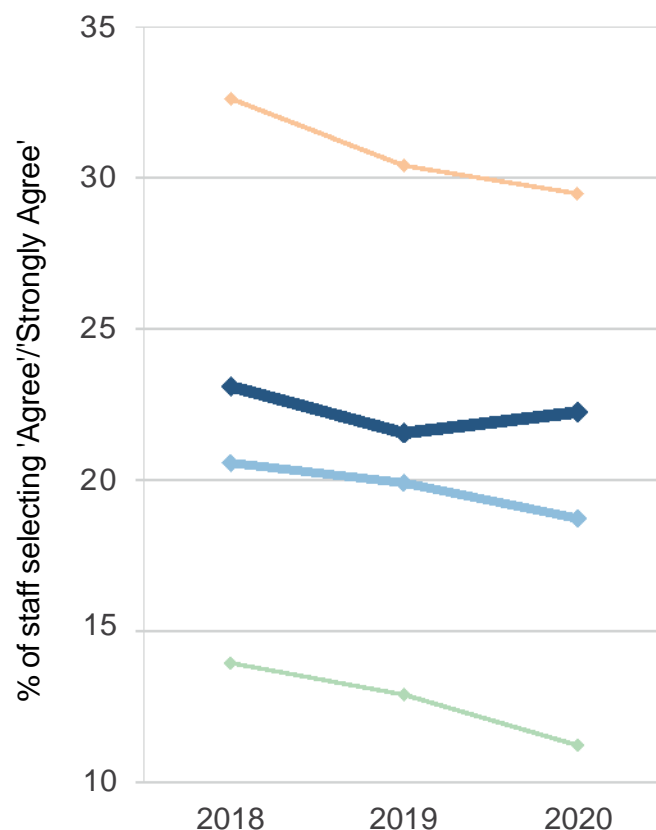
Q19a

I often think about leaving this organisation



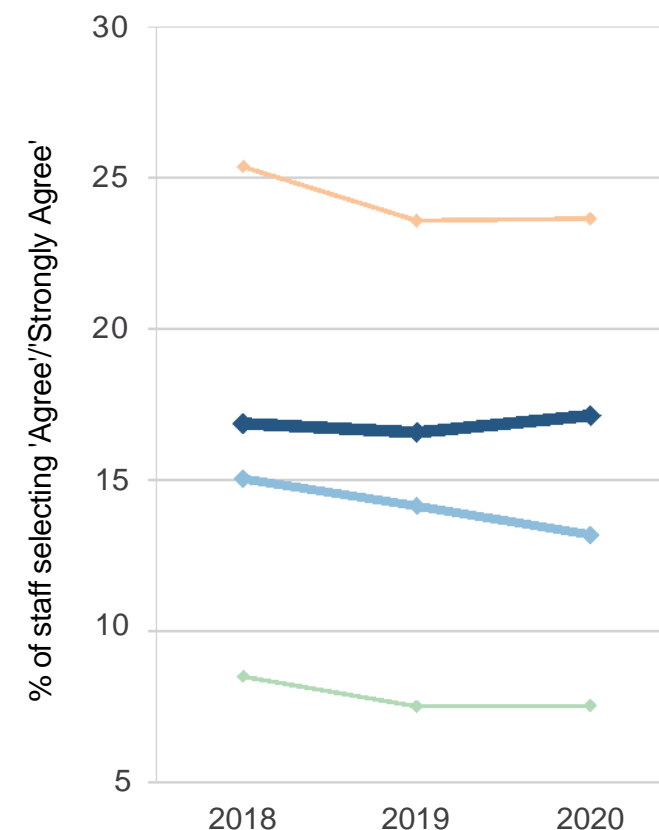
Q19b

I will probably look for a job at a new organisation in the next 12 months



Q19c

As soon as I can find another job, I will leave this organisation



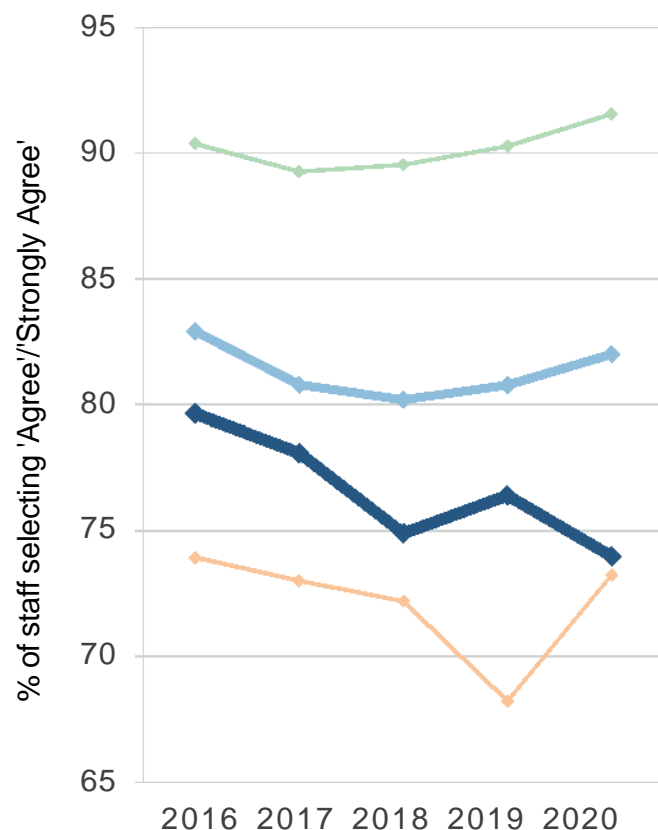
Worst	42.0%	41.7%	36.7%
Your org	37.5%	34.0%	35.3%
Average	29.7%	28.1%	26.7%
Best	19.1%	18.7%	16.9%

Worst	32.6%	30.4%	29.5%
Your org	23.1%	21.6%	22.2%
Average	20.6%	19.9%	18.7%
Best	13.9%	12.9%	11.2%

Worst	25.4%	23.6%	23.7%
Your org	16.9%	16.6%	17.1%
Average	15.0%	14.1%	13.2%
Best	8.5%	7.5%	7.5%

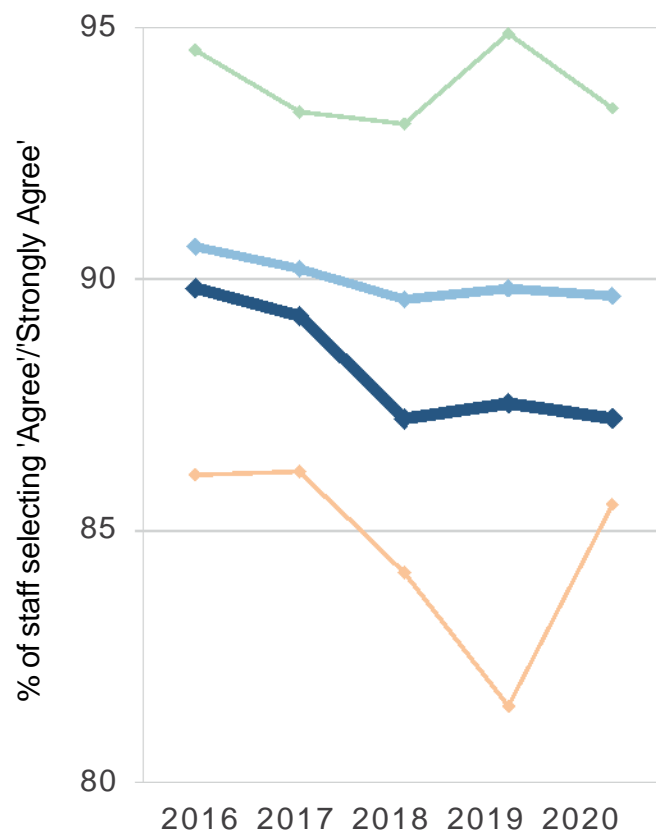
Q7a

I am satisfied with the quality of care I give to patients / service users



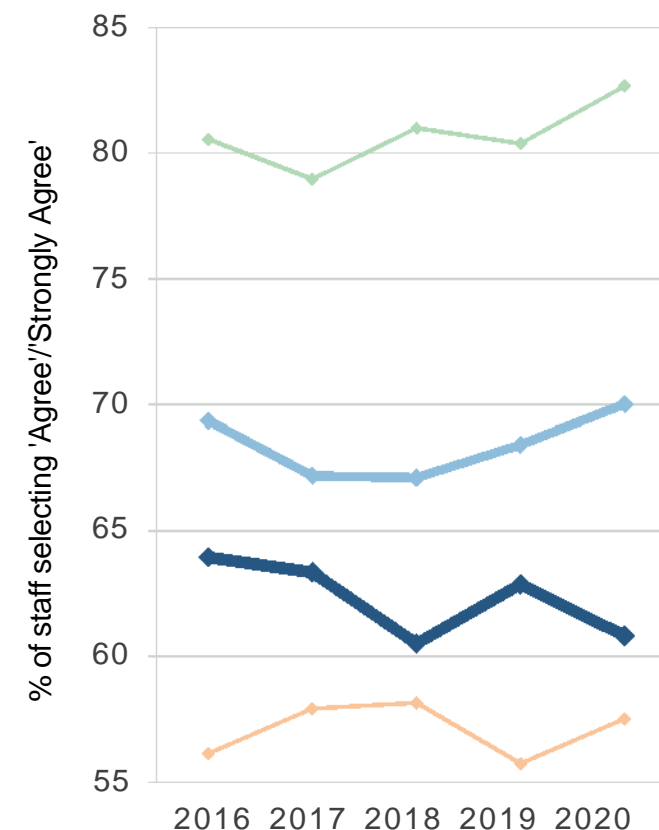
Q7b

I feel that my role makes a difference to patients / service users



Q7c

I am able to deliver the care I aspire to



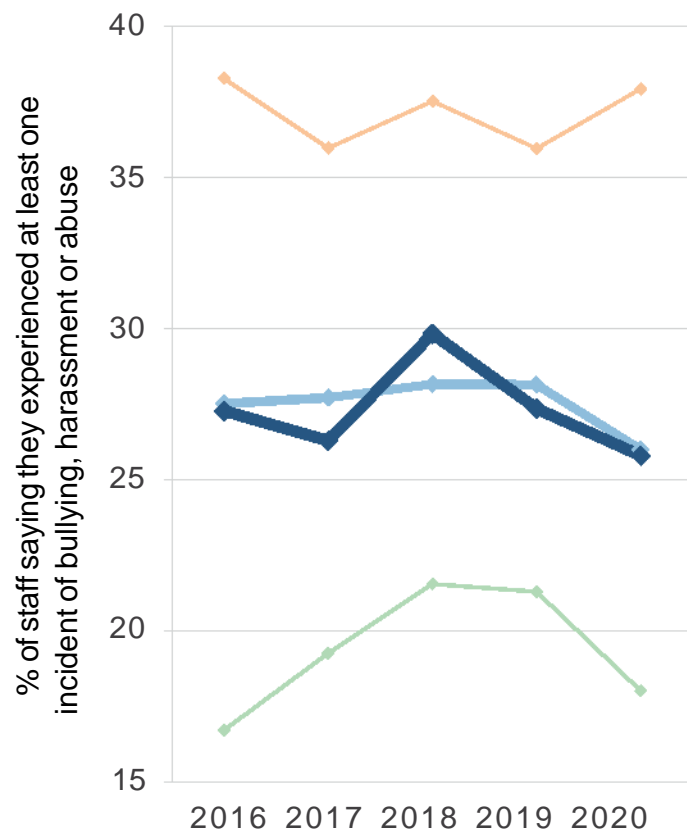
Best	90.4%	89.3%	89.5%	90.3%	91.6%
Your org	79.6%	78.1%	74.9%	76.4%	74.0%
Average	82.9%	80.8%	80.2%	80.8%	82.0%
Worst	73.9%	73.0%	72.2%	68.2%	73.2%

Best	94.5%	93.3%	93.1%	94.9%	93.4%
Your org	89.8%	89.3%	87.2%	87.5%	87.2%
Average	90.6%	90.2%	89.6%	89.8%	89.7%
Worst	86.1%	86.2%	84.2%	81.5%	85.5%

Best	80.6%	79.0%	81.0%	80.4%	82.7%
Your org	63.9%	63.3%	60.5%	62.9%	60.8%
Average	69.4%	67.2%	67.1%	68.4%	70.0%
Worst	56.1%	57.9%	58.2%	55.7%	57.5%

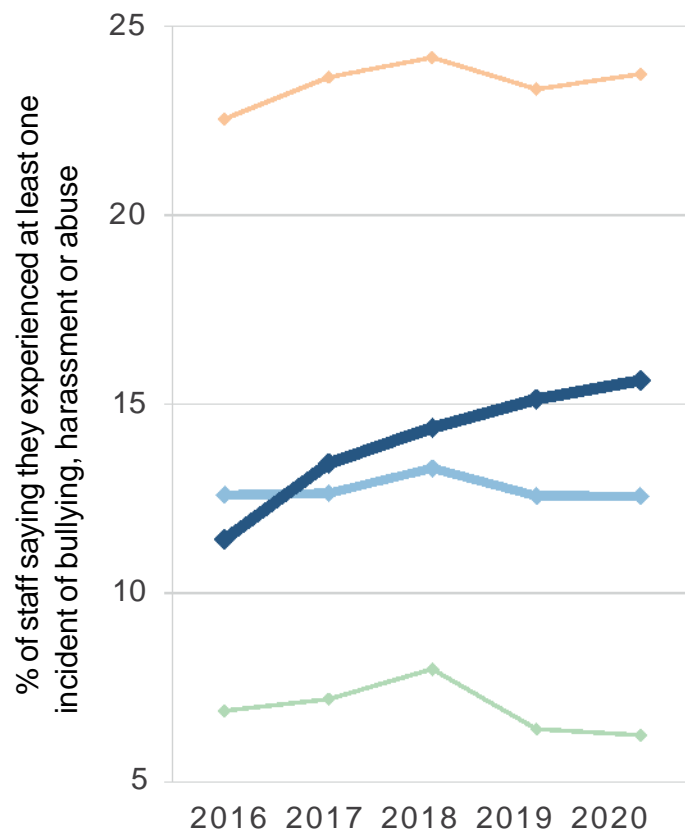
Q13a

In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public?



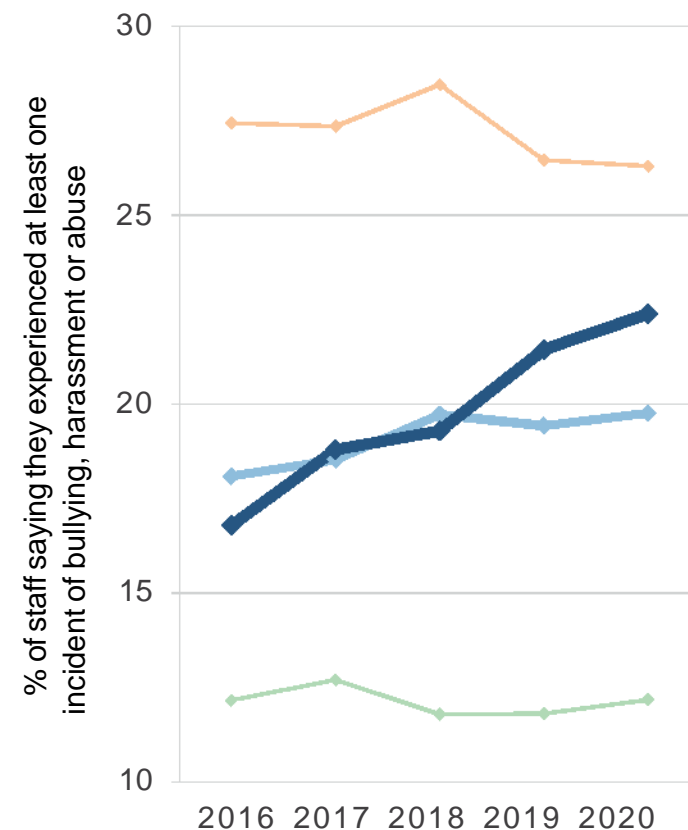
Q13b

In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers?



Q13c

In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues?



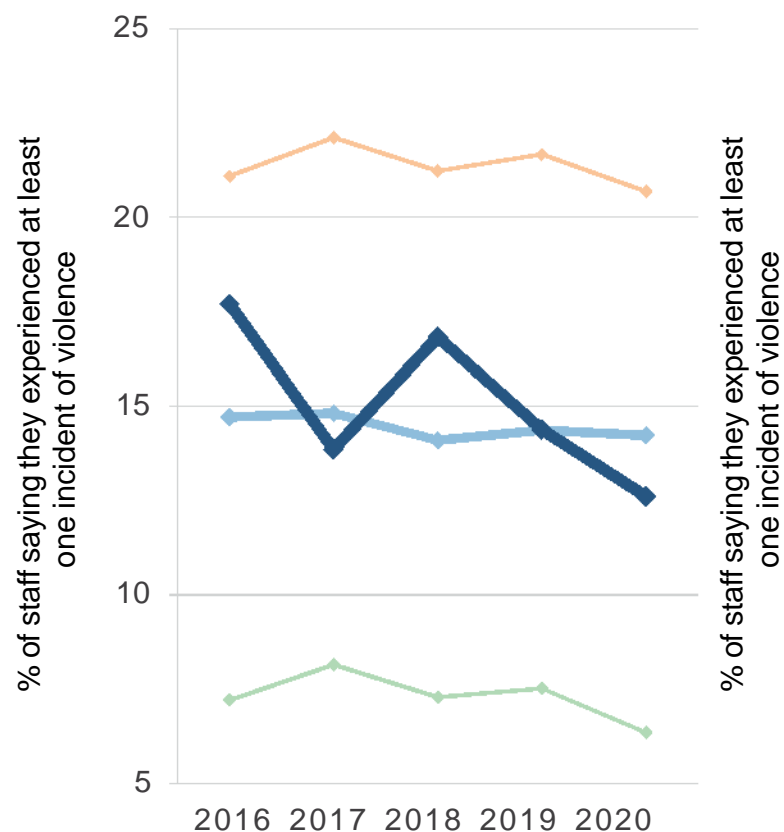
Worst	38.3%	36.0%	37.5%	36.0%	37.9%
Your org	27.3%	26.3%	29.8%	27.4%	25.8%
Average	27.5%	27.7%	28.2%	28.1%	26.0%
Best	16.7%	19.3%	21.5%	21.3%	18.0%

Worst	22.6%	23.7%	24.2%	23.3%	23.7%
Your org	11.4%	13.4%	14.4%	15.1%	15.6%
Average	12.6%	12.6%	13.3%	12.6%	12.6%
Best	6.9%	7.2%	8.0%	6.4%	6.2%

Worst	27.4%	27.4%	28.5%	26.5%	26.3%
Your org	16.8%	18.8%	19.3%	21.4%	22.4%
Average	18.1%	18.5%	19.7%	19.4%	19.8%
Best	12.2%	12.7%	11.8%	11.8%	12.2%

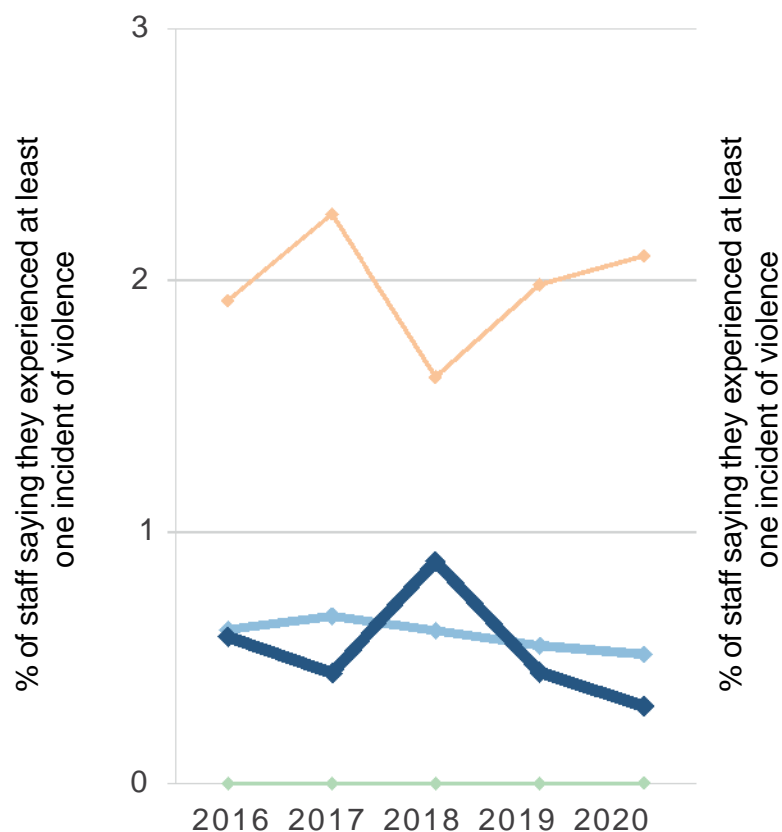
Q12a

In the last 12 months how many times have you personally experienced physical violence at work from patients / service users, their relatives or other members of the public?



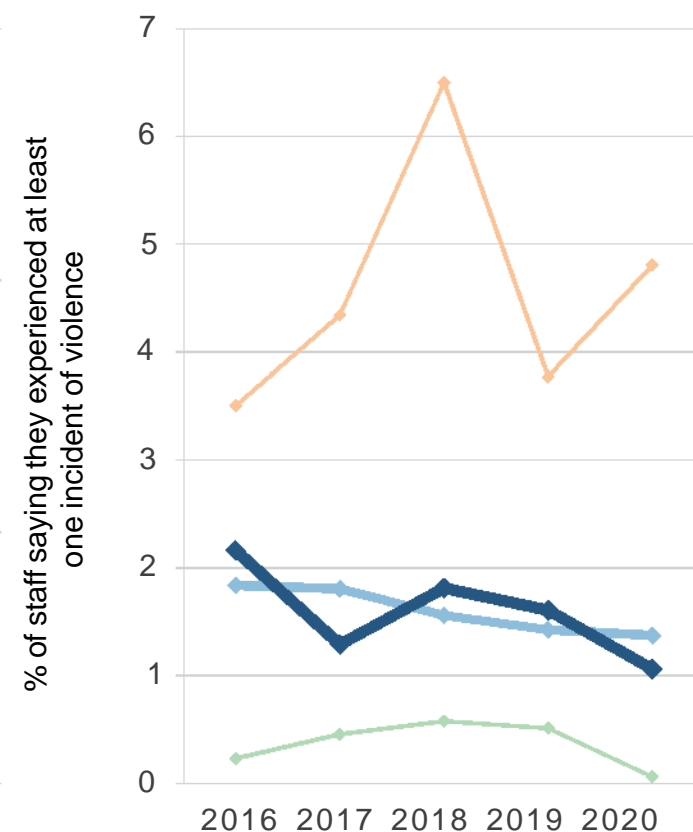
Q12b

In the last 12 months how many times have you personally experienced physical violence at work from managers?



Q12c

In the last 12 months how many times have you personally experienced physical violence at work from other colleagues?



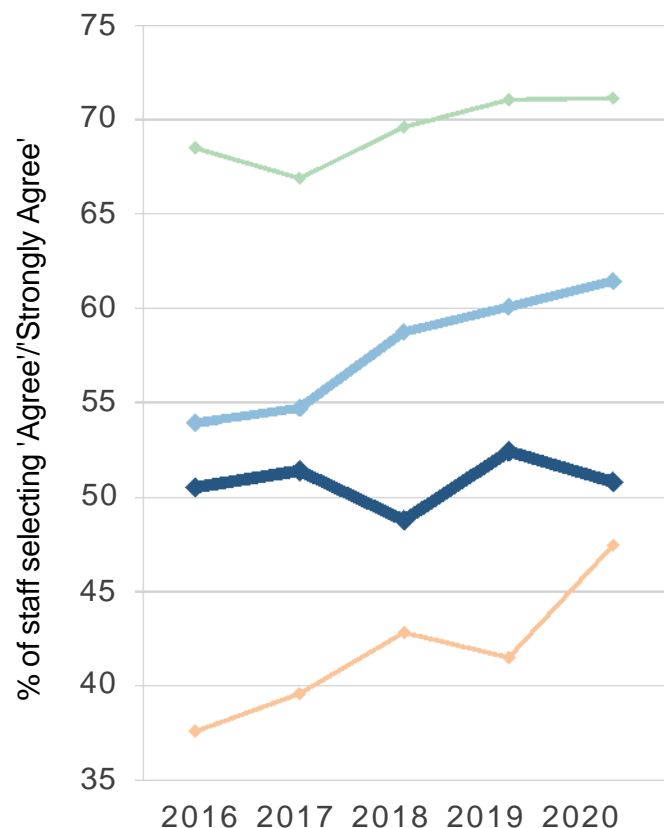
Worst	21.1%	22.1%	21.2%	21.7%	20.7%
Your org	17.7%	13.9%	16.8%	14.4%	12.6%
Average	14.7%	14.8%	14.1%	14.4%	14.2%
Best	7.2%	8.1%	7.3%	7.5%	6.3%

Worst	1.9%	2.3%	1.6%	2.0%	2.1%
Your org	0.6%	0.4%	0.9%	0.4%	0.3%
Average	0.6%	0.7%	0.6%	0.5%	0.5%
Best	0.0%	0.0%	0.0%	0.0%	0.0%

Worst	3.5%	4.3%	6.5%	3.8%	4.8%
Your org	2.2%	1.3%	1.8%	1.6%	1.1%
Average	1.8%	1.8%	1.6%	1.4%	1.4%
Best	0.2%	0.5%	0.6%	0.5%	0.1%

Q16a

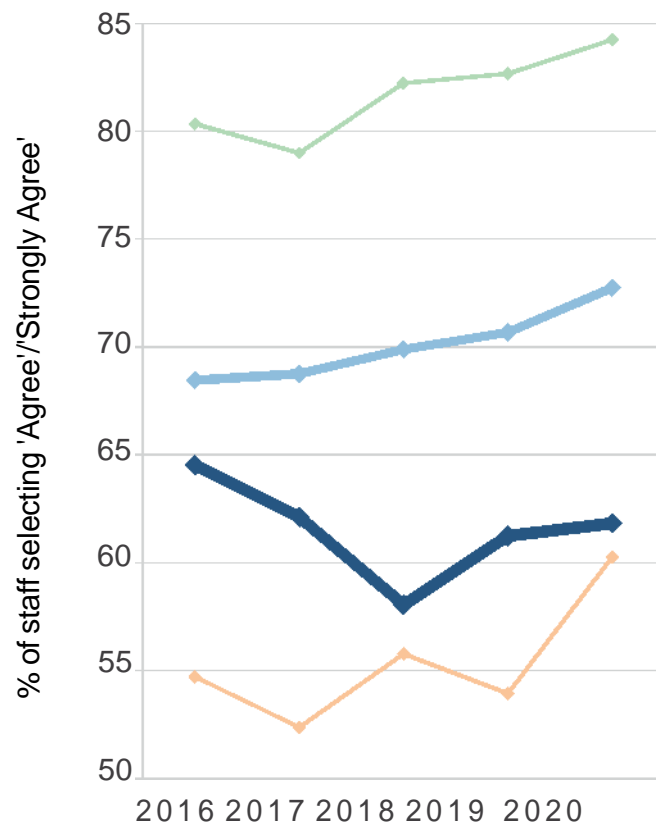
My organisation treats staff who are involved in an error, near miss or incident fairly



Best	68.5%	66.9%	69.6%	71.1%	71.1%
Your org	50.5%	51.4%	48.8%	52.4%	50.8%
Average	53.9%	54.7%	58.7%	60.1%	61.4%
Worst	37.6%	39.6%	42.8%	41.5%	47.5%

Q16c

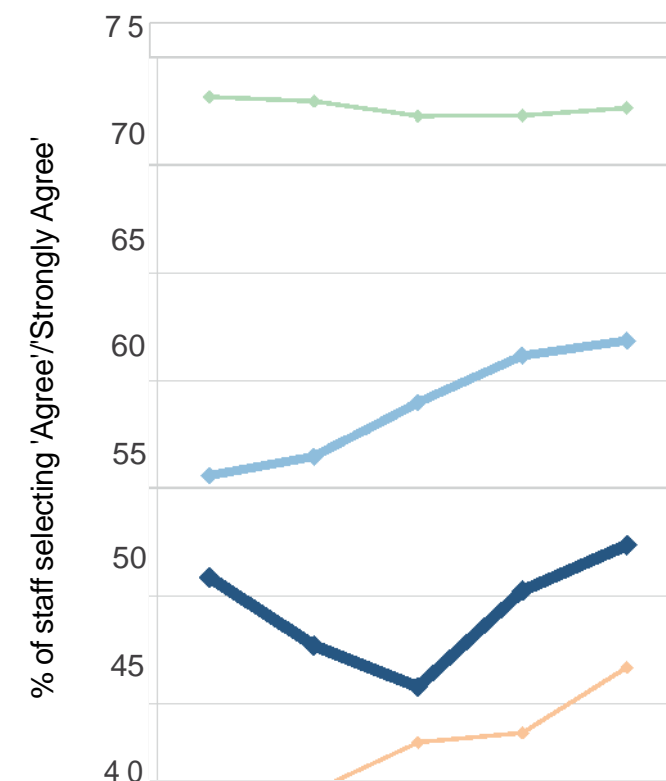
When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again



Best	80.3%	79.0%	82.2%	82.7%	84.2%
Your org	64.5%	62.1%	58.1%	61.2%	61.8%
Average	68.5%	68.8%	69.9%	70.7%	72.7%
Worst	54.7%	52.4%	55.8%	53.9%	60.3%

Q16d

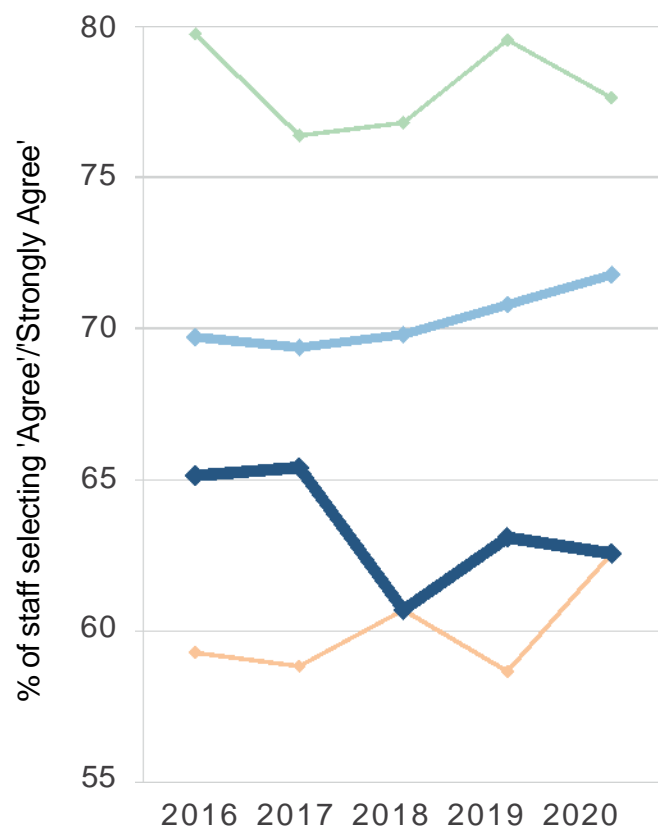
We are given feedback about changes made in response to reported errors, near misses and incidents



Best	73.2%	73.0%	72.3%	72.3%	72.6%
Your org	50.9%	47.7%	45.8%	50.2%	52.4%
Average	55.6%	56.5%	59.0%	61.2%	61.9%
Worst	40.8%	41.0%	43.2%	43.7%	46.7%

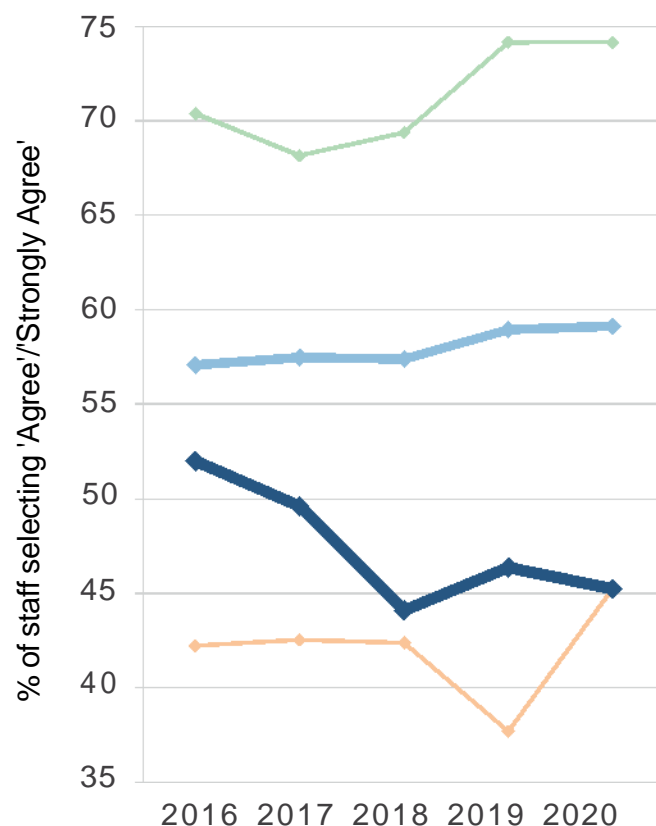
Q17b

I would feel secure raising concerns about unsafe clinical practice



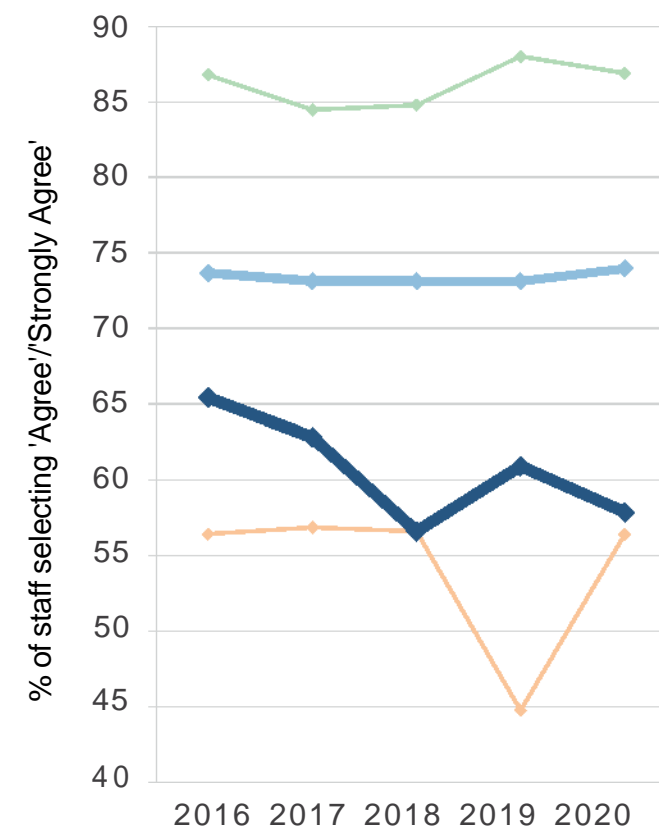
Q17c

I am confident that my organisation would address my concern



Q18b

My organisation acts on concerns raised by patients / service users



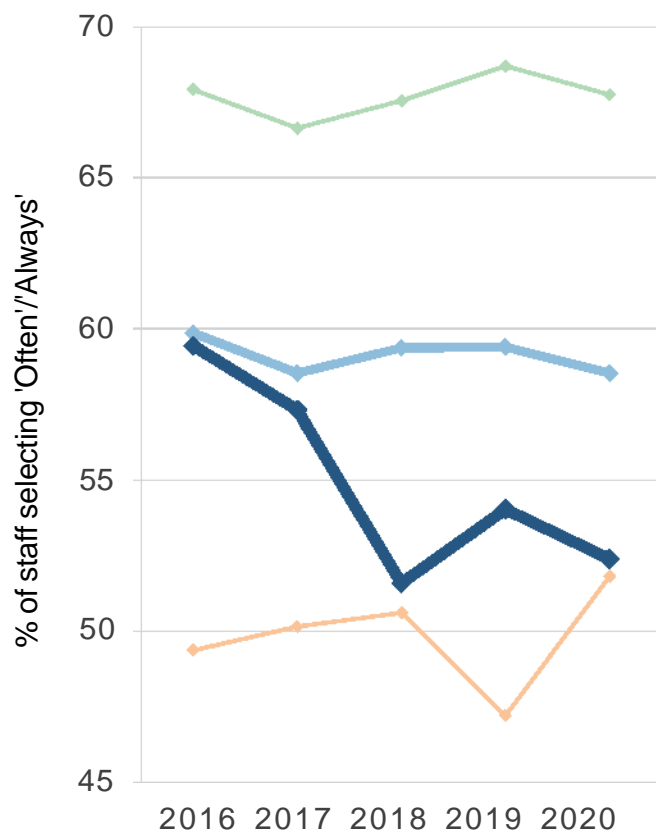
Best	79.7%	76.4%	76.8%	79.6%	77.6%
Your org	65.1%	65.4%	60.7%	63.1%	62.6%
Average	69.7%	69.4%	69.8%	70.8%	71.8%
Worst	59.3%	58.8%	60.7%	58.7%	62.6%

Best	70.4%	68.2%	69.4%	74.2%	74.2%
Your org	52.0%	49.6%	44.1%	46.4%	45.2%
Average	57.1%	57.5%	57.4%	58.9%	59.1%
Worst	42.2%	42.5%	42.4%	37.7%	45.2%

Best	86.8%	84.5%	84.8%	88.0%	86.9%
Your org	65.4%	62.8%	56.6%	60.9%	57.9%
Average	73.7%	73.1%	73.1%	73.1%	74.0%
Worst	56.4%	56.9%	56.6%	44.8%	56.4%

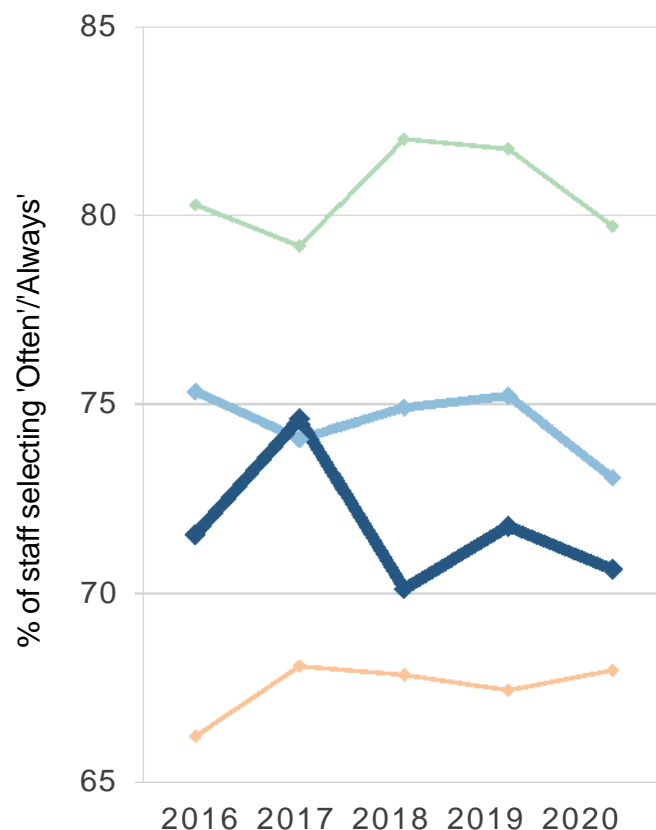
Q2a

I look forward to going to work working



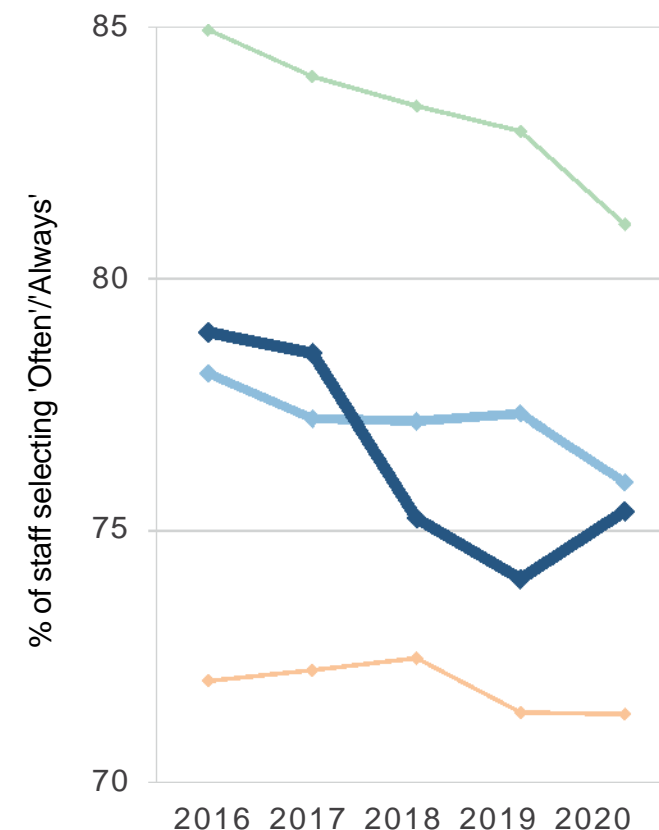
Q2b

I am enthusiastic about my job



Q2c

Time passes quickly when I am



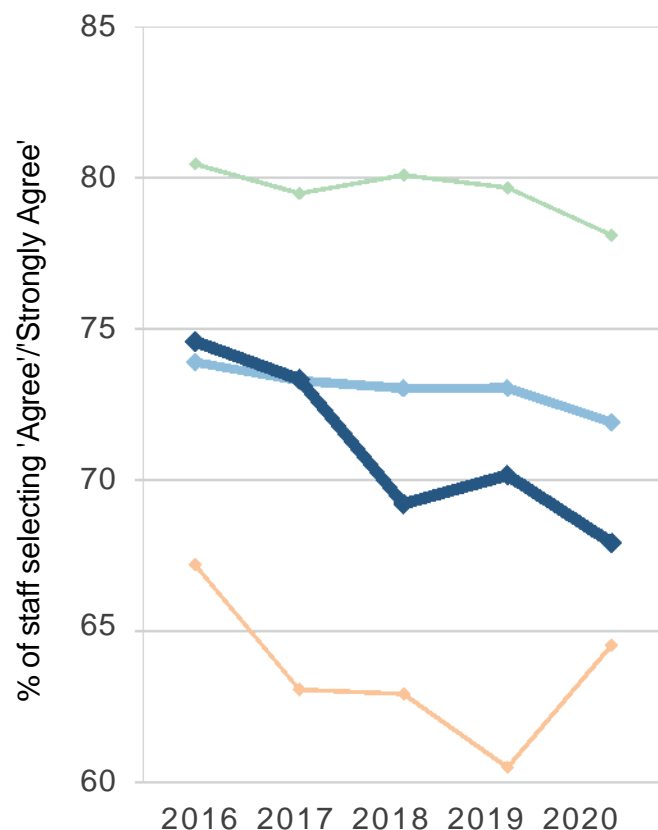
Best	67.9%	66.6%	67.6%	68.7%	67.8%
Your org	59.4%	57.3%	51.6%	54.0%	52.4%
Average	59.9%	58.5%	59.4%	59.4%	58.5%
Worst	49.4%	50.2%	50.6%	47.2%	51.8%

Best	80.3%	79.2%	82.0%	81.8%	79.7%
Your org	71.6%	74.6%	70.1%	71.8%	70.6%
Average	75.3%	74.1%	74.9%	75.2%	73.1%
Worst	66.2%	68.1%	67.8%	67.4%	68.0%

Best	84.9%	84.0%	83.4%	82.9%	81.1%
Your org	78.9%	78.5%	75.2%	74.0%	75.4%
Average	78.1%	77.2%	77.2%	77.3%	76.0%
Worst	72.0%	72.2%	72.5%	71.4%	71.4%

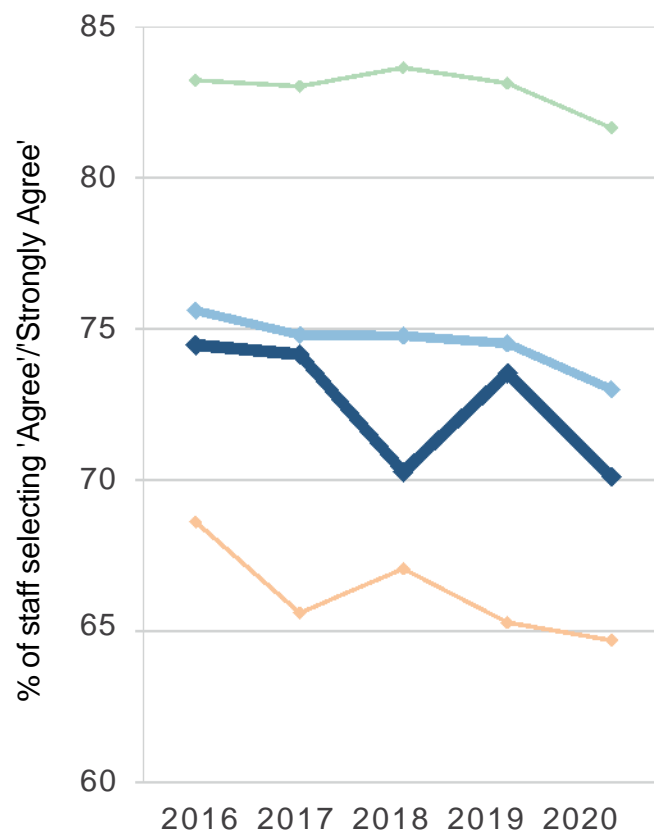
Q4a

There are frequent opportunities
for me to show initiative in my role



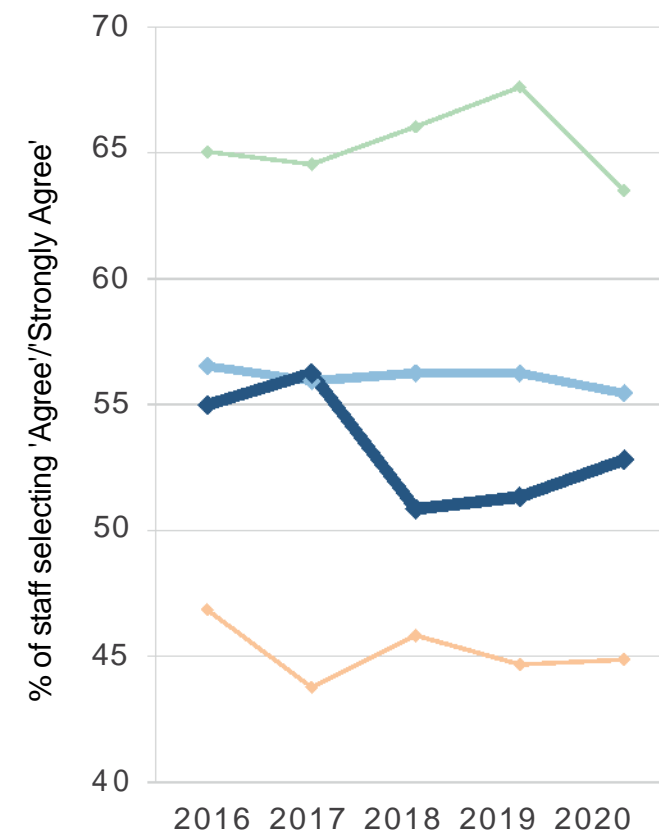
Q4b

I am able to make suggestions
to improve the work of
my team / department



Q4d

I am able to make improvements
happen in my area of work



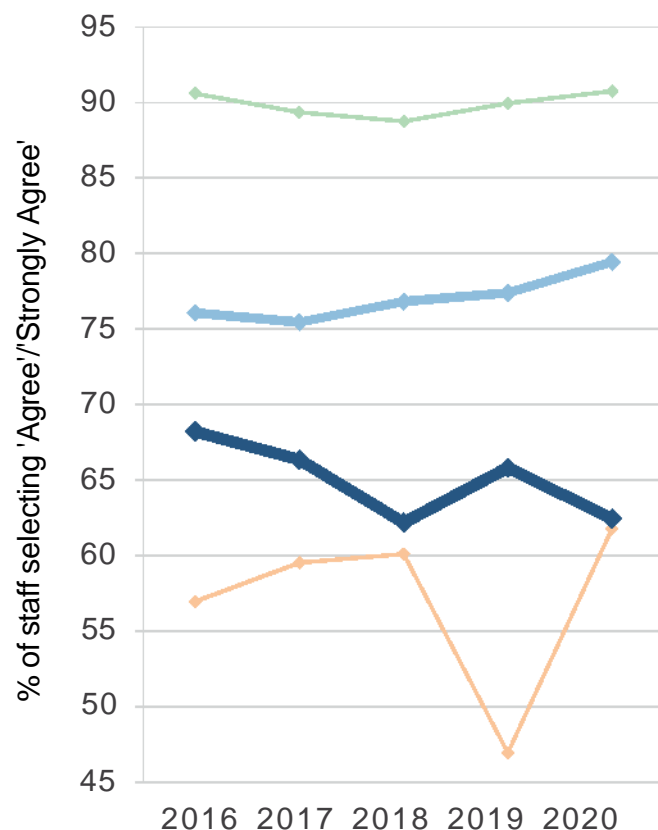
Best	80.5%	79.5%	80.1%	79.7%	78.1%
Your org	74.6%	73.3%	69.2%	70.2%	67.9%
Average	73.9%	73.3%	73.0%	73.0%	71.9%
Worst	67.2%	63.1%	62.9%	60.5%	64.5%

Best	83.2%	83.0%	83.6%	83.1%	81.7%
Your org	74.5%	74.2%	70.3%	73.5%	70.1%
Average	75.6%	74.8%	74.8%	74.5%	73.0%
Worst	68.6%	65.6%	67.1%	65.3%	64.7%

Best	65.0%	64.5%	66.0%	67.6%	63.5%
Your org	55.0%	56.2%	50.9%	51.3%	52.8%
Average	56.5%	55.9%	56.2%	56.2%	55.4%
Worst	46.8%	43.8%	45.8%	44.7%	44.9%

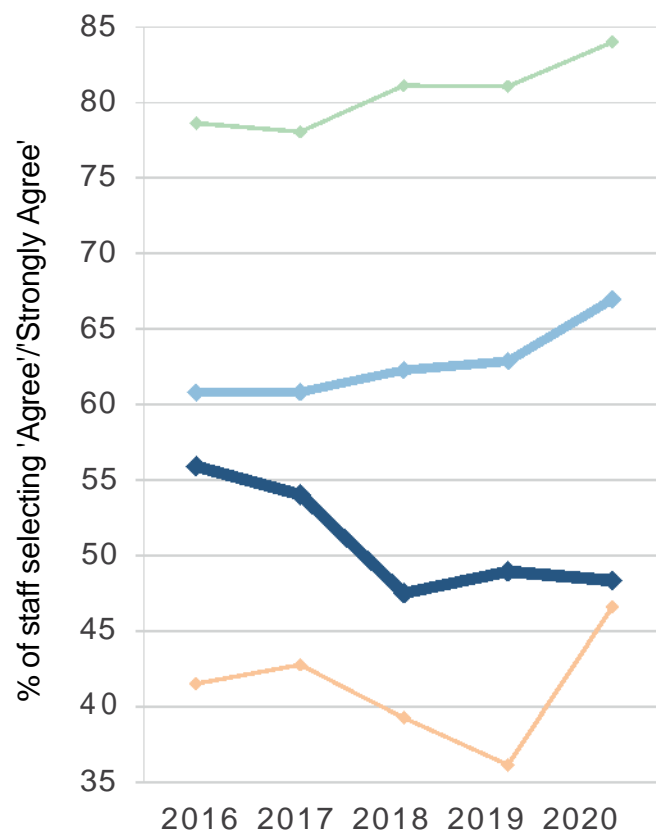
Q18a

Care of patients / service users
is my organisation's top priority



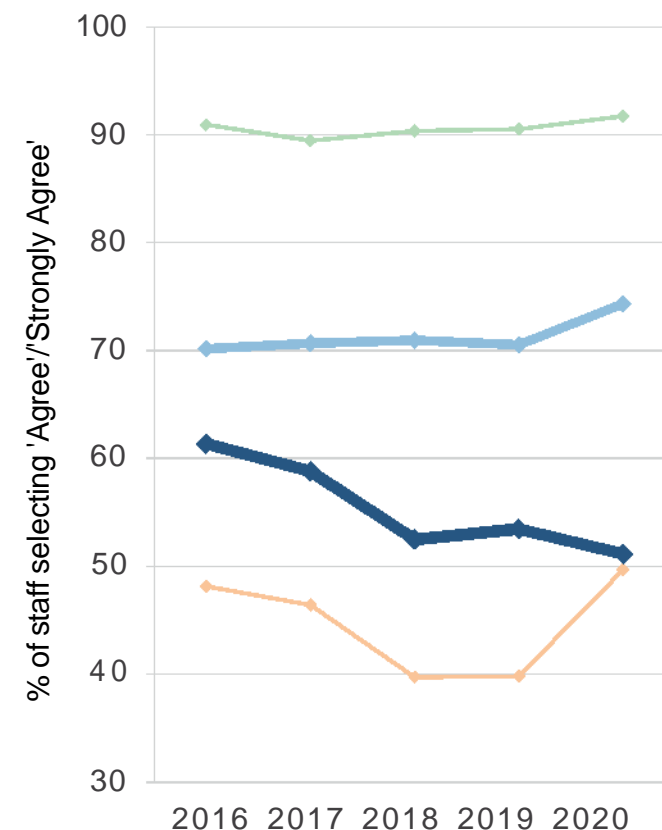
Q18c

I would recommend my
organisation as a place to work



Q18d

If a friend or relative needed treatment
I would be happy with the standard
of care provided by this organisation



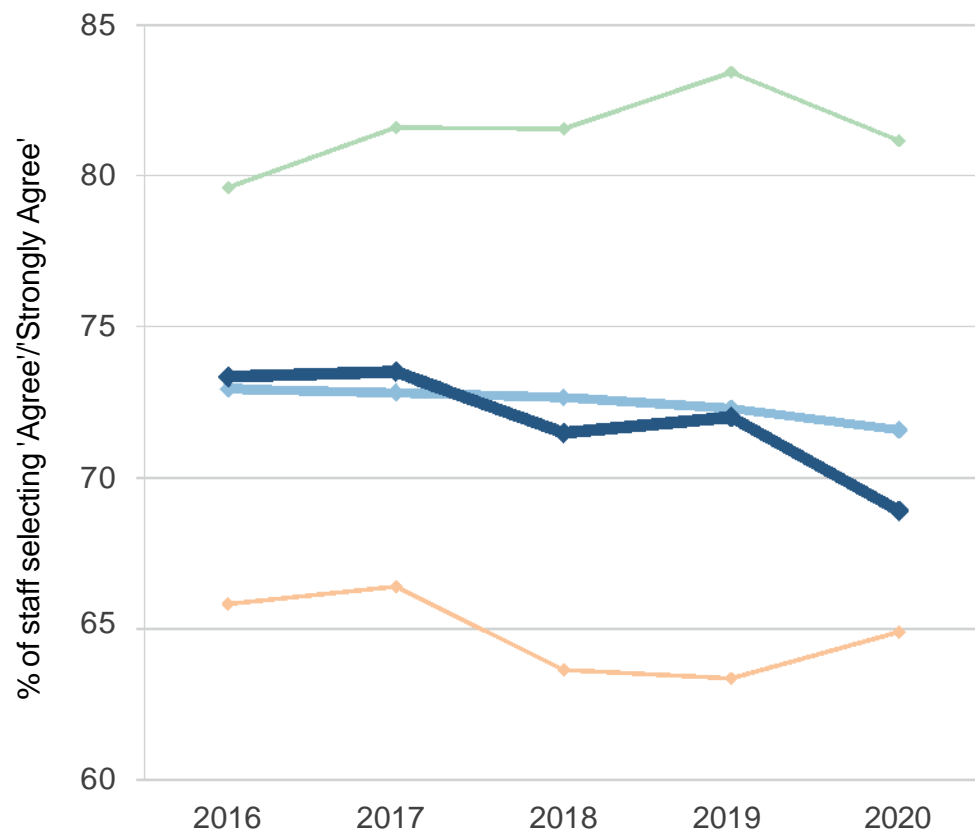
Best	90.6%	89.3%	88.7%	89.9%	90.7%
Your org	68.2%	66.3%	62.2%	65.8%	62.4%
Average	76.1%	75.5%	76.8%	77.4%	79.4%
Worst	57.0%	59.5%	60.1%	47.0%	61.8%

Best	78.6%	78.1%	81.1%	81.1%	84.0%
Your org	55.9%	54.0%	47.5%	48.9%	48.3%
Average	60.8%	60.8%	62.3%	62.9%	66.9%
Worst	41.5%	42.8%	39.3%	36.1%	46.6%

Best	90.9%	89.4%	90.4%	90.5%	91.7%
Your org	61.4%	58.8%	52.5%	53.5%	51.2%
Average	70.2%	70.7%	71.0%	70.5%	74.3%
Worst	48.2%	46.4%	39.7%	39.8%	49.7%

Q4h

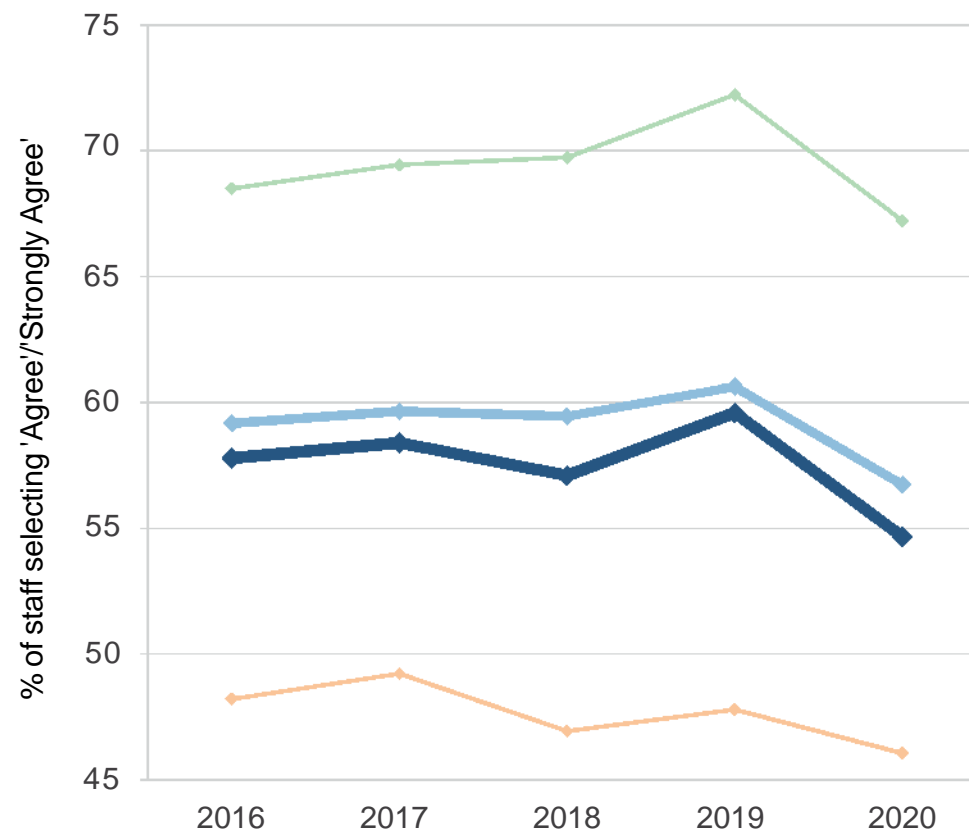
The team I work in has a set of shared objectives



Best	79.6%	81.6%	81.6%	83.4%	81.2%
Your org	73.3%	73.5%	71.5%	72.0%	68.9%
Average	72.9%	72.8%	72.7%	72.3%	71.6%
Worst	65.8%	66.4%	63.6%	63.4%	64.9%

Q4i

The team I work in often meets to discuss the team's effectiveness



Best	68.5%	69.4%	69.7%	72.2%	67.2%
Your org	57.8%	58.4%	57.1%	59.6%	54.7%
Average	59.2%	59.7%	59.5%	60.6%	56.7%
Worst	48.2%	49.2%	46.9%	47.8%	46.1%

Workforce Equality Standards

The Shrewsbury and Telford Hospital NHS Trust
2020 NHS Staff Survey Results

This section contains data required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Data presented in this section are unweighted.

Full details of how the data are calculated are included in the Technical Document, available to download from our [results website](#).

Workforce Race Equality Standard (WRES)

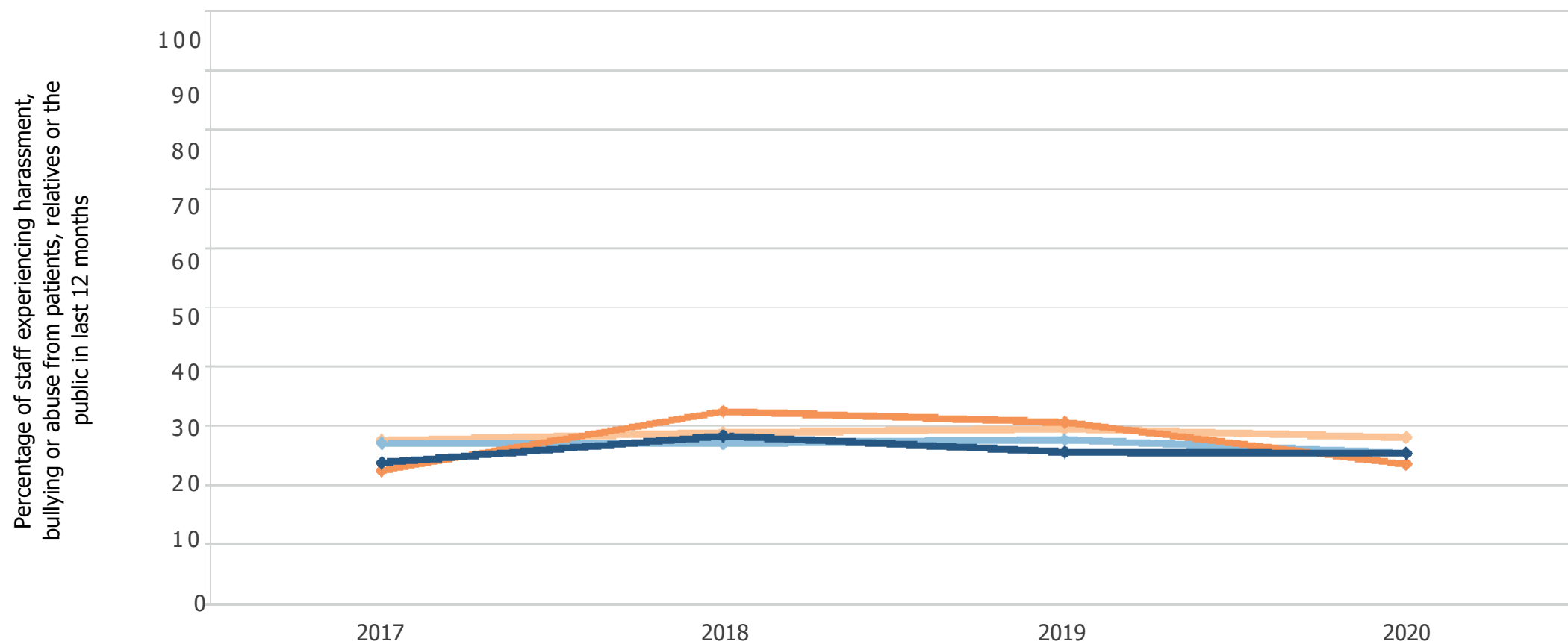
- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2017, 2018 and 2019 trust/CCG and benchmarking group median results for q13a, q13b&c combined, q14, and q15b split by ethnicity (by white / BME staff).

Workforce Disability Equality Standard (WDES)

- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018 and 2019 trust/CCG and benchmarking group median results for q5f, q11e, q13a-d, and q14 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. It also shows results for q26b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.
- The WDES breakdowns are based on the responses to q26a *Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?* In 2020, the question text was shortened and the word 'disabilities' was removed but the question and WDES results still remain historically comparable.

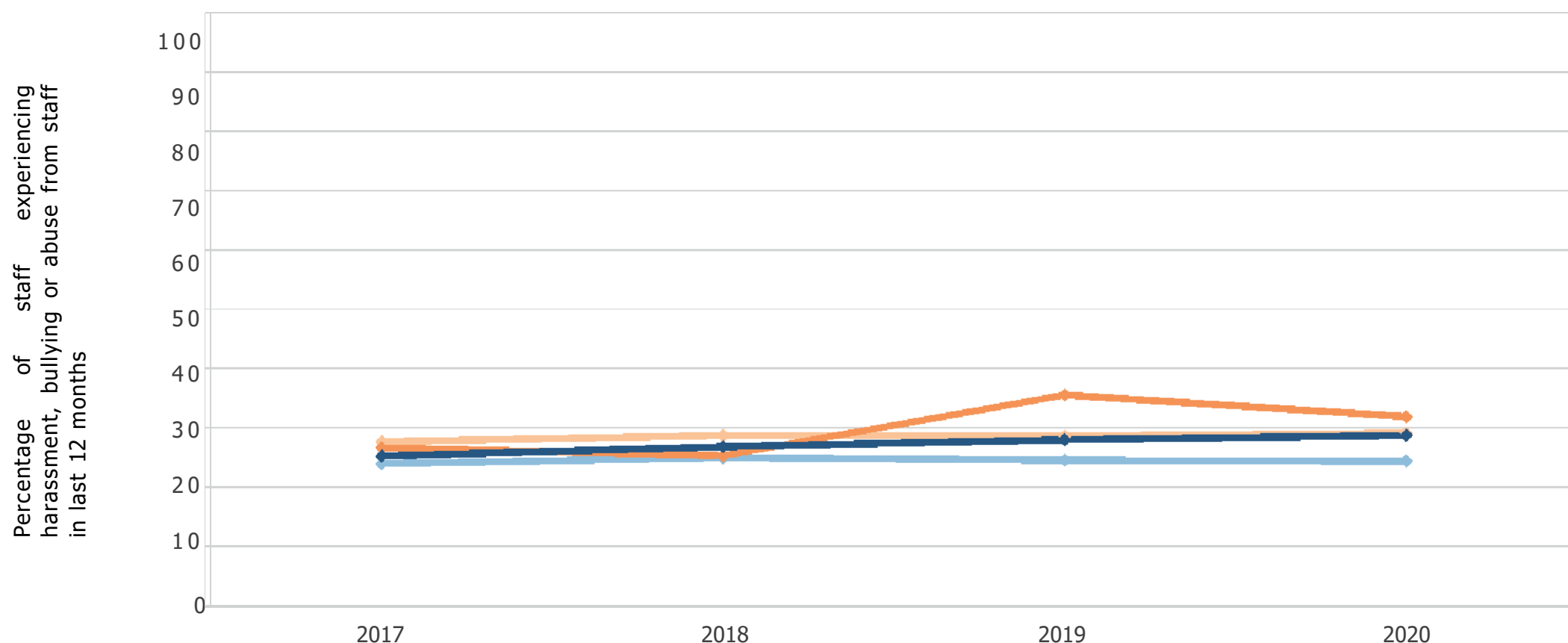
Workforce Race Equality Standard (WRES)

The Shrewsbury and Telford Hospital NHS Trust
2020 NHS Staff Survey Results



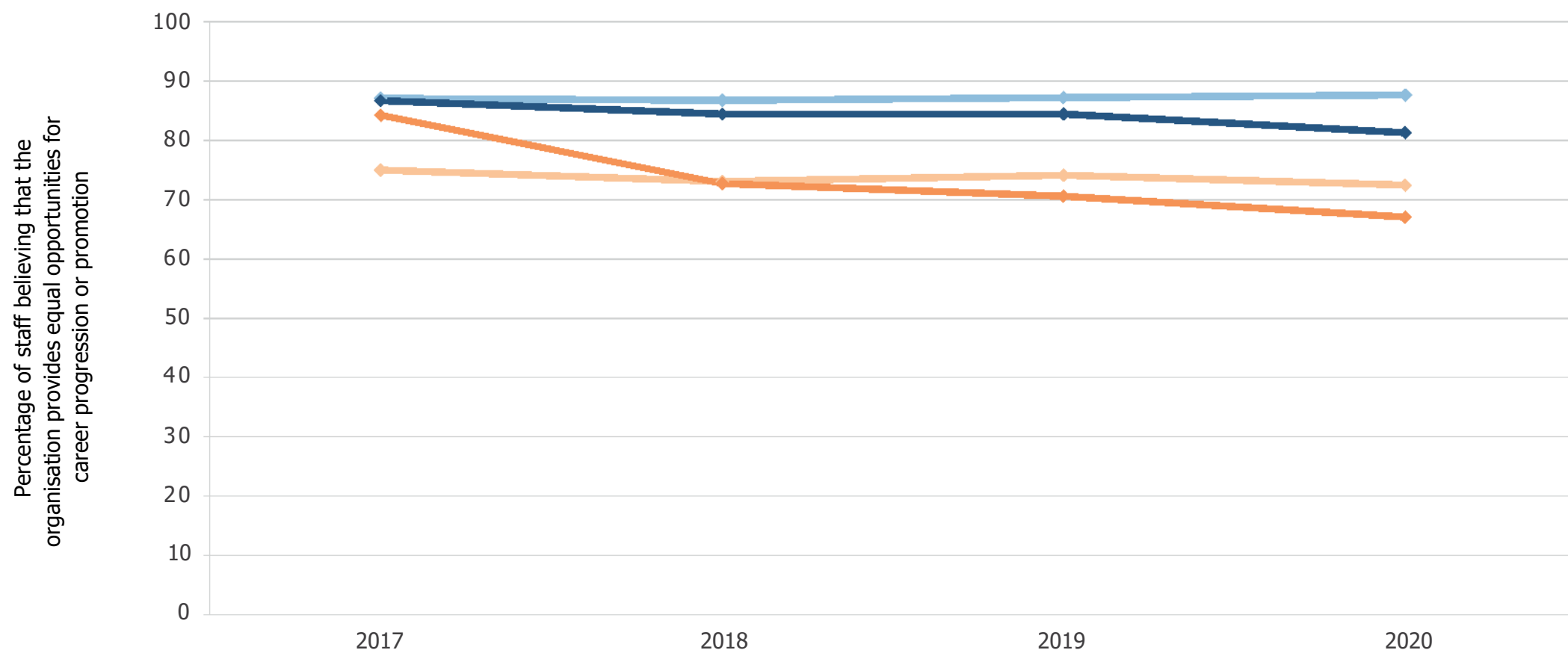
White: Your org	23.8%	28.3%	25.6%	25.4%
BME: Your org	22.5%	32.4%	30.6%	23.5%
White: Average	27.1%	27.0%	27.6%	25.4%
BME: Average	27.5%	28.9%	29.5%	28.0%
White: Responses	2,087	2,323	2,202	2,392
BME: Responses	187	182	170	247

Average calculated as the median for the benchmark group



White: Your org	25.2%	26.8%	28.0%	28.7%
BME: Your org	26.6%	25.3%	35.5%	31.9%
White: Average	23.9%	24.9%	24.5%	24.4%
BME: Average	27.6%	28.7%	28.6%	29.1%
White: Responses	2,090	2,319	2,207	2,397
BME: Responses	188	182	169	248

Average calculated as the median for the benchmark group



White: Your org	86.7%	84.5%	84.5%	81.3%
BME: Your org	84.3%	72.7%	70.6%	67.1%
White: Average	87.1%	86.8%	87.2%	87.7%
BME: Average	75.0%	73.1%	74.1%	72.5%

White: Responses

1,378

BME: Responses

108

1,486

121

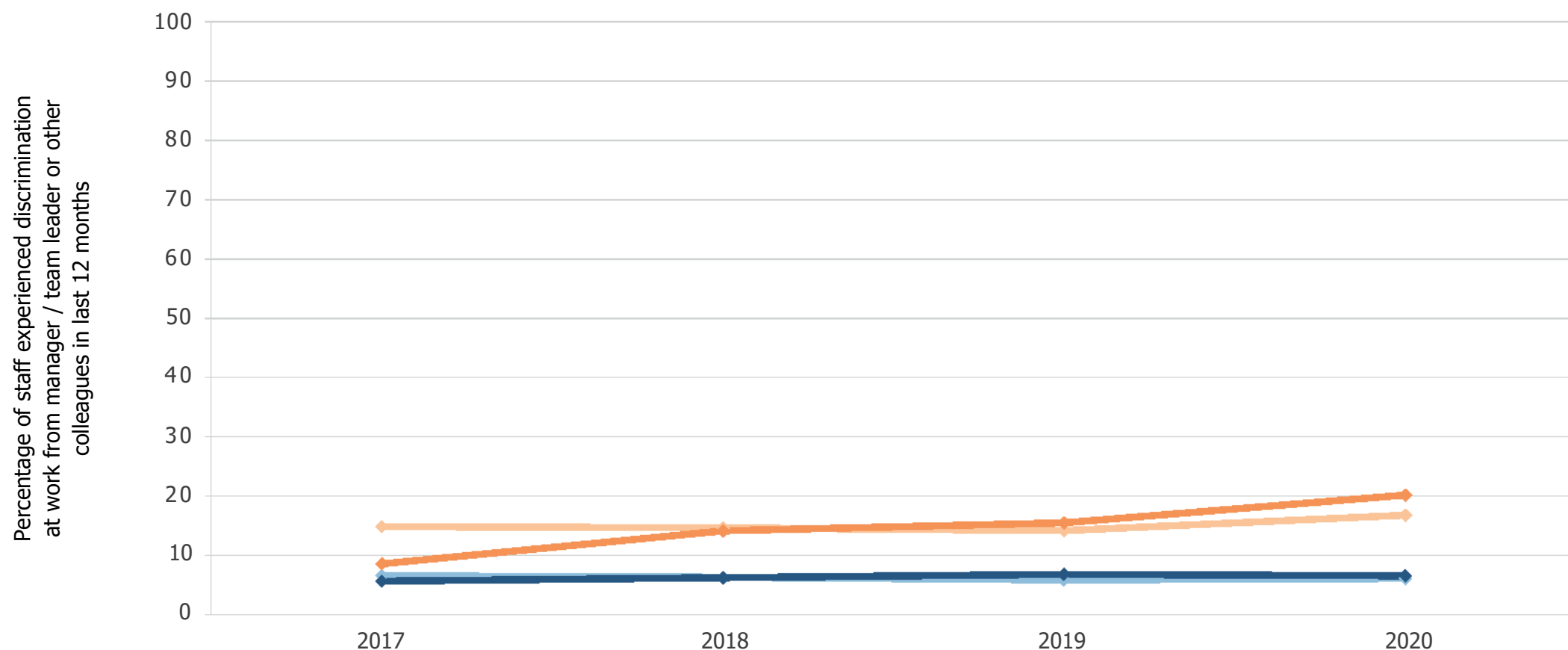
1,409

102

1,508

164

Average calculated as the median for the benchmark group



White: Your org	5.6%	6.2%	6.8%	6.5%
BME: Your org	8.6%	14.1%	15.5%	20.2%
White: Average	6.5%	6.3%	5.8%	6.1%
BME: Average	14.8%	14.6%	14.2%	16.8%

White: Responses

2,091

BME: Responses

187

2,314

177

2,207

168

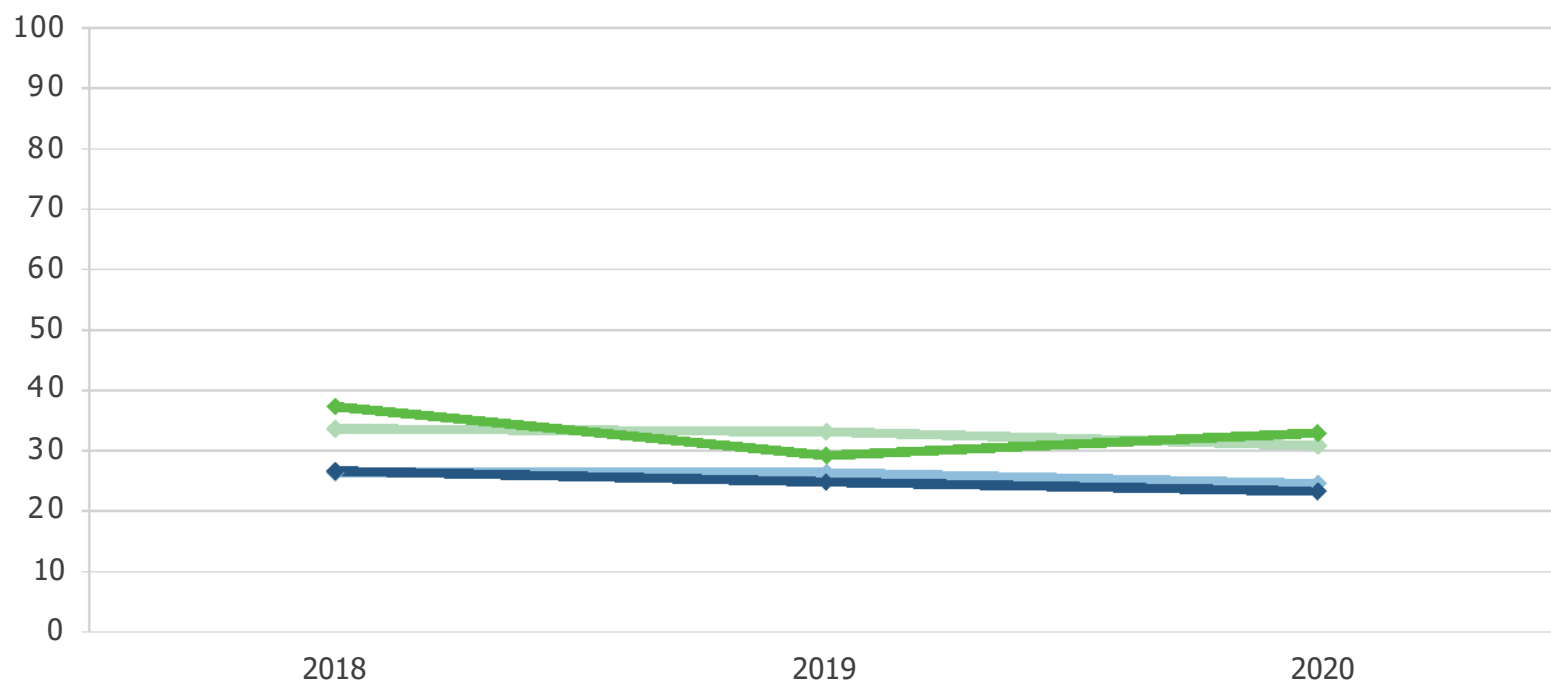
2,387

248

Average calculated as the median for the benchmark group



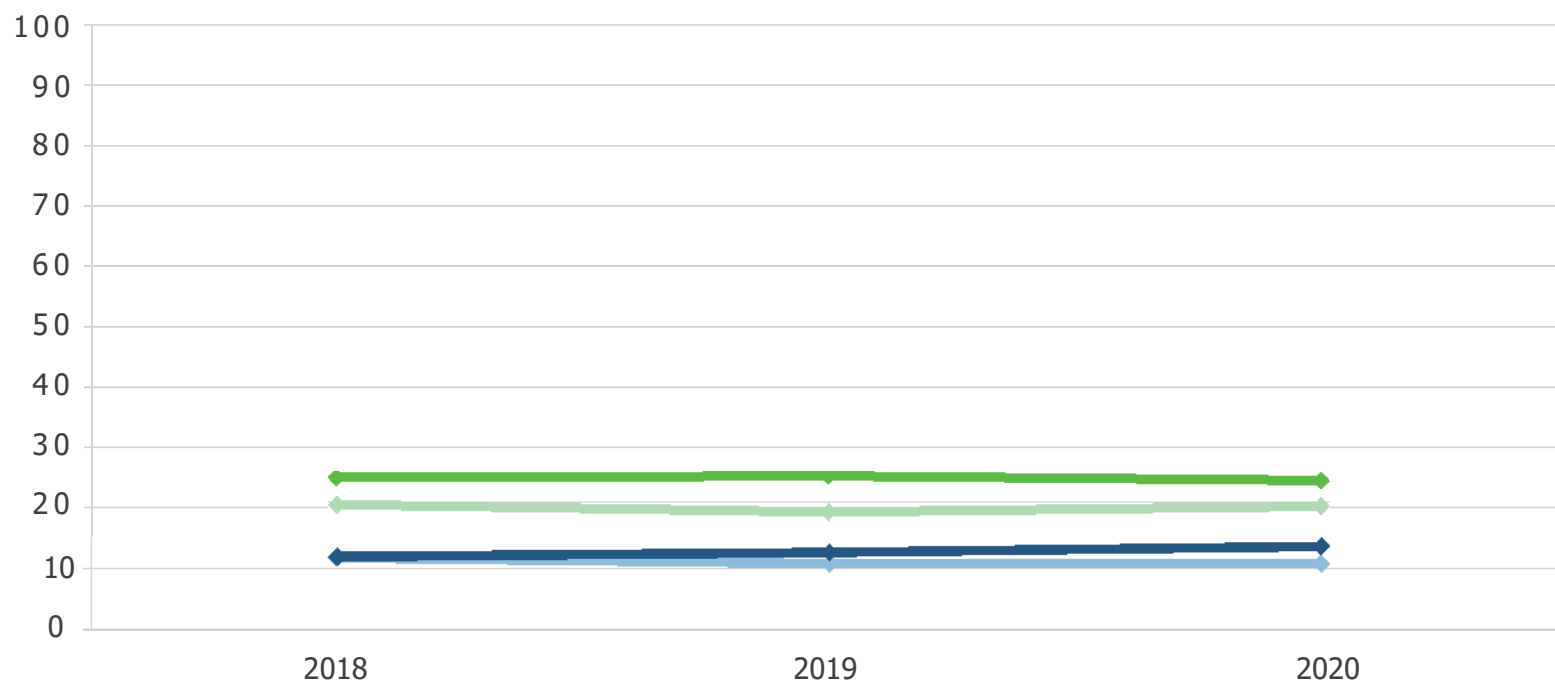
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months



Staff with a LTC or illness: Your org	37.3%	29.2%	33.0%
Staff without a LTC or illness: Your org	26.7%	24.8%	23.3%
Staff with a LTC or illness: Average	33.6%	33.2%	30.9%
Staff without a LTC or illness: Average	26.5%	26.4%	24.5%
Staff with a LTC or illness: Responses	461	469	531
Staff without a LTC or illness: Responses	2,052	1,917	2,119

Average calculated as the median for the benchmark group

Percentage of staff experiencing
harassment, bullying or abuse
from manager in last 12 months



Staff with a LTC or illness: Your org

24.6%

24.8%

24.0%

Staff without a LTC or illness: Your org

11.9%

12.6%

13.6%

Staff with a LTC or illness: Average

19.6%

18.5%

19.3%

Staff without a LTC or illness: Average

11.7%

10.8%

10.8%

Staff with a LTC or illness: Responses

452

467

524

Staff without a LTC or illness: Responses

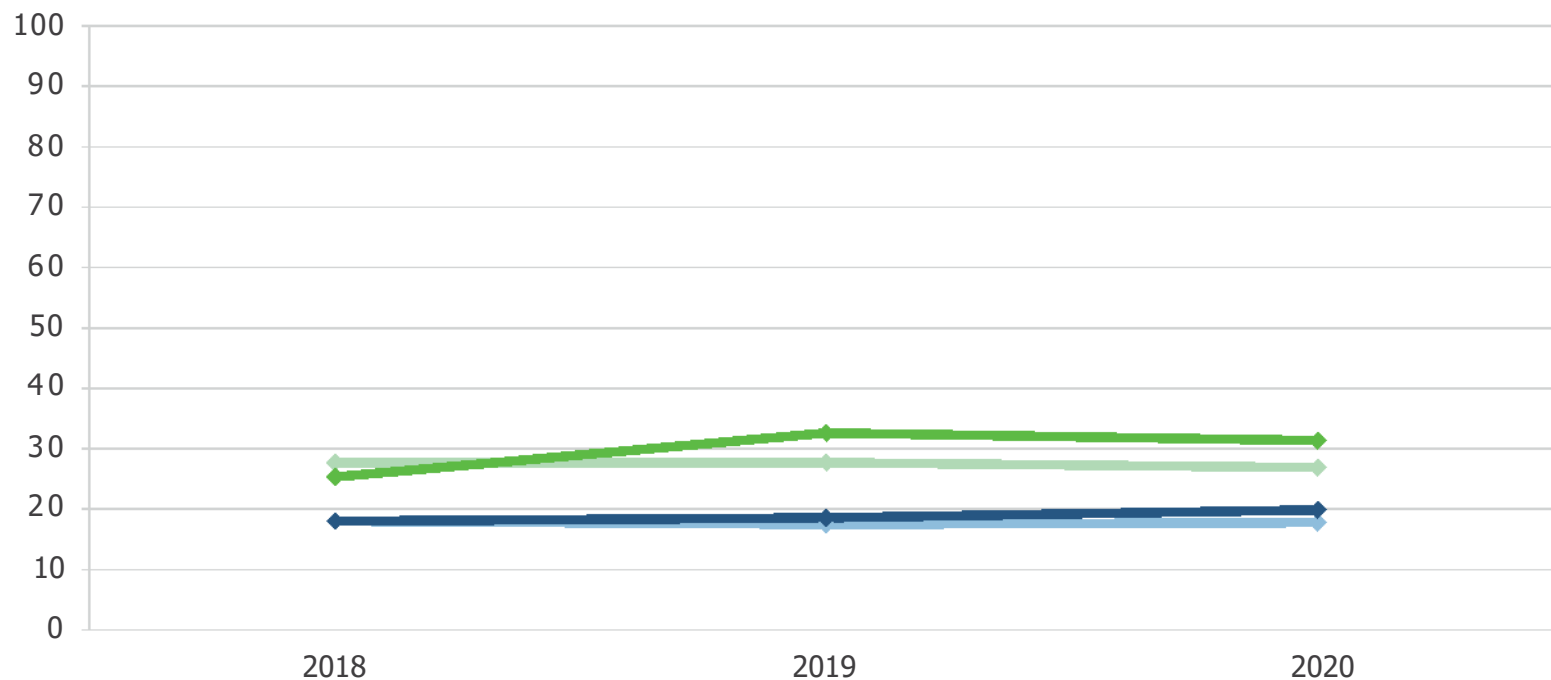
2,037

1,909

2,108

Average calculated as the median for the benchmark group

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months



Staff with a LTC or illness: Your org	25.3%	32.6%	31.4%
Staff without a LTC or illness: Your org	18.0%	18.6%	19.9%
Staff with a LTC or illness: Average	27.7%	27.7%	26.9%
Staff without a LTC or illness: Average	18.0%	17.5%	17.8%

Staff with a LTC or illness: Responses

454

469

523

Staff without a LTC or illness: Responses

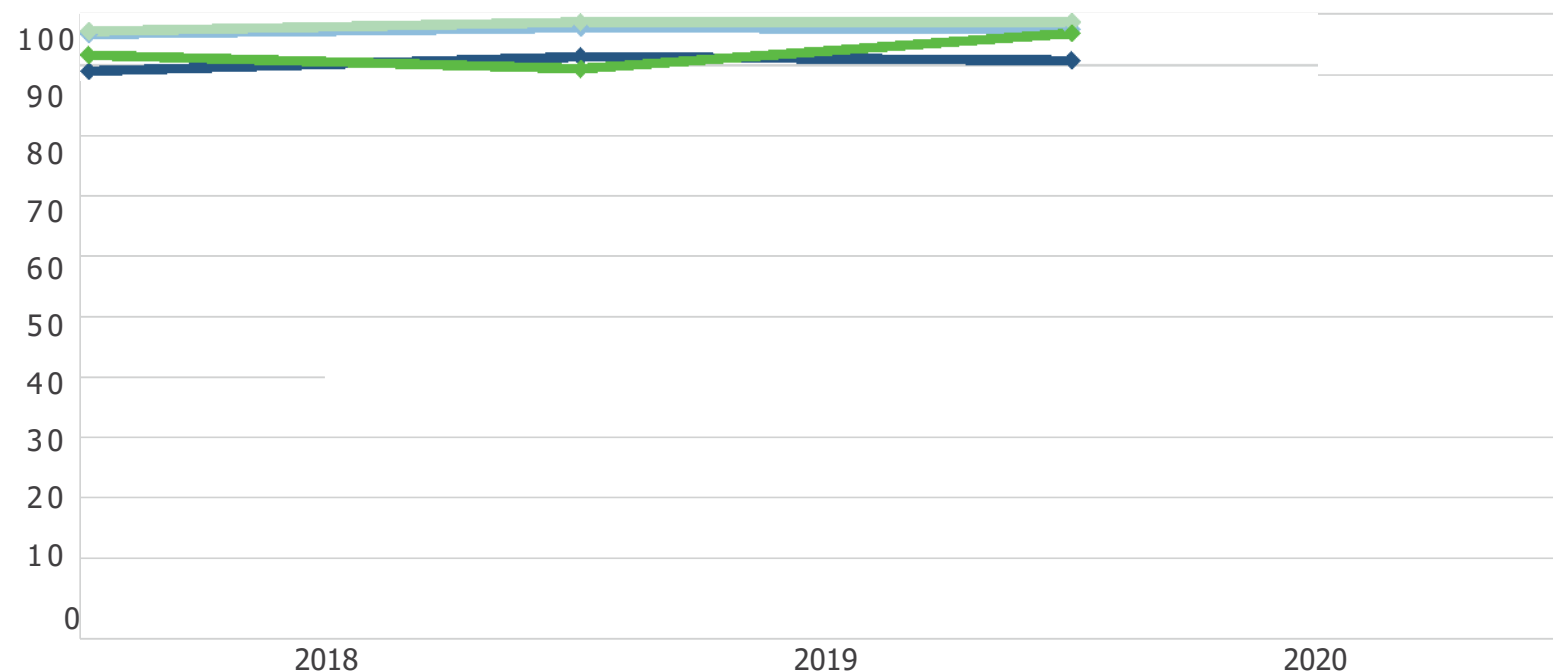
2,021

1,901

2,092

Average calculated as the median for the benchmark group

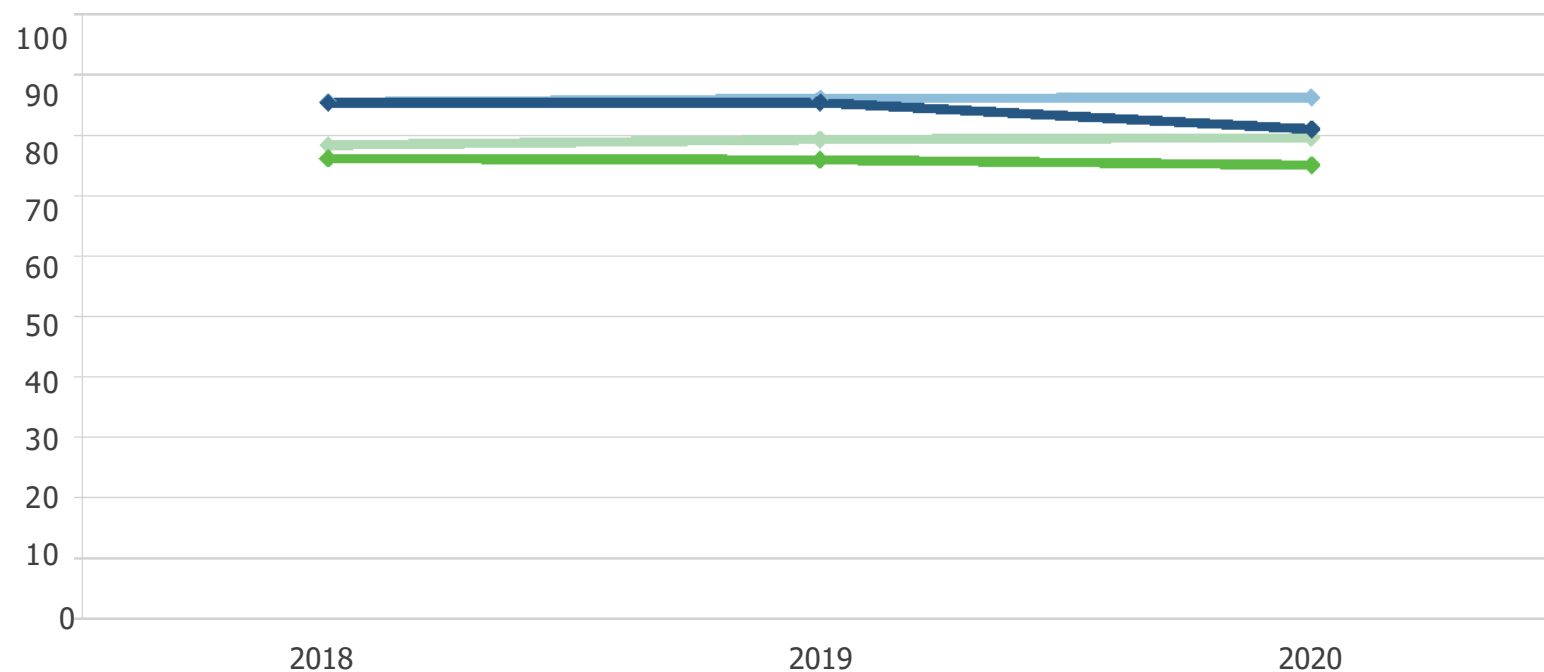
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it



Staff with a LTC or illness: Your org	41.6%	39.4%	45.2%
Staff without a LTC or illness: Your org	39.0%	41.4%	40.8%
Staff with a LTC or illness: Average	45.5%	47.0%	47.0%
Staff without a LTC or illness: Average	45.0%	46.1%	45.8%
Staff with a LTC or illness: Responses	209	241	259
Staff without a LTC or illness: Responses	638	643	746

Average calculated as the median for the benchmark group

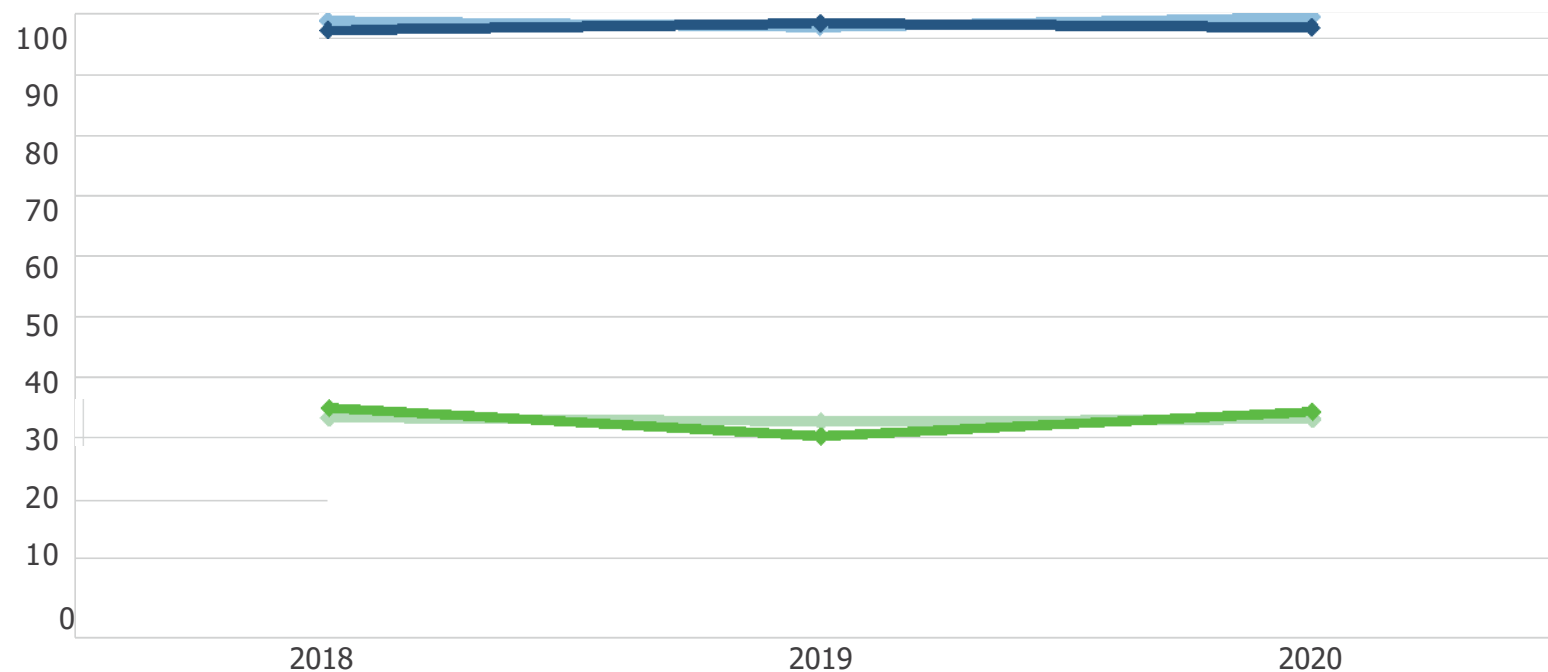
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion



Staff with a LTC or illness: Your org	76.2%	75.9%	75.1%
Staff without a LTC or illness: Your org	85.4%	85.4%	81.0%
Staff with a LTC or illness: Average	78.4%	79.3%	79.6%
Staff without a LTC or illness: Average	85.5%	86.1%	86.3%
Staff with a LTC or illness: Responses	281	291	313
Staff without a LTC or illness: Responses	1,325	1,226	1,364

Average calculated as the median for the benchmark group

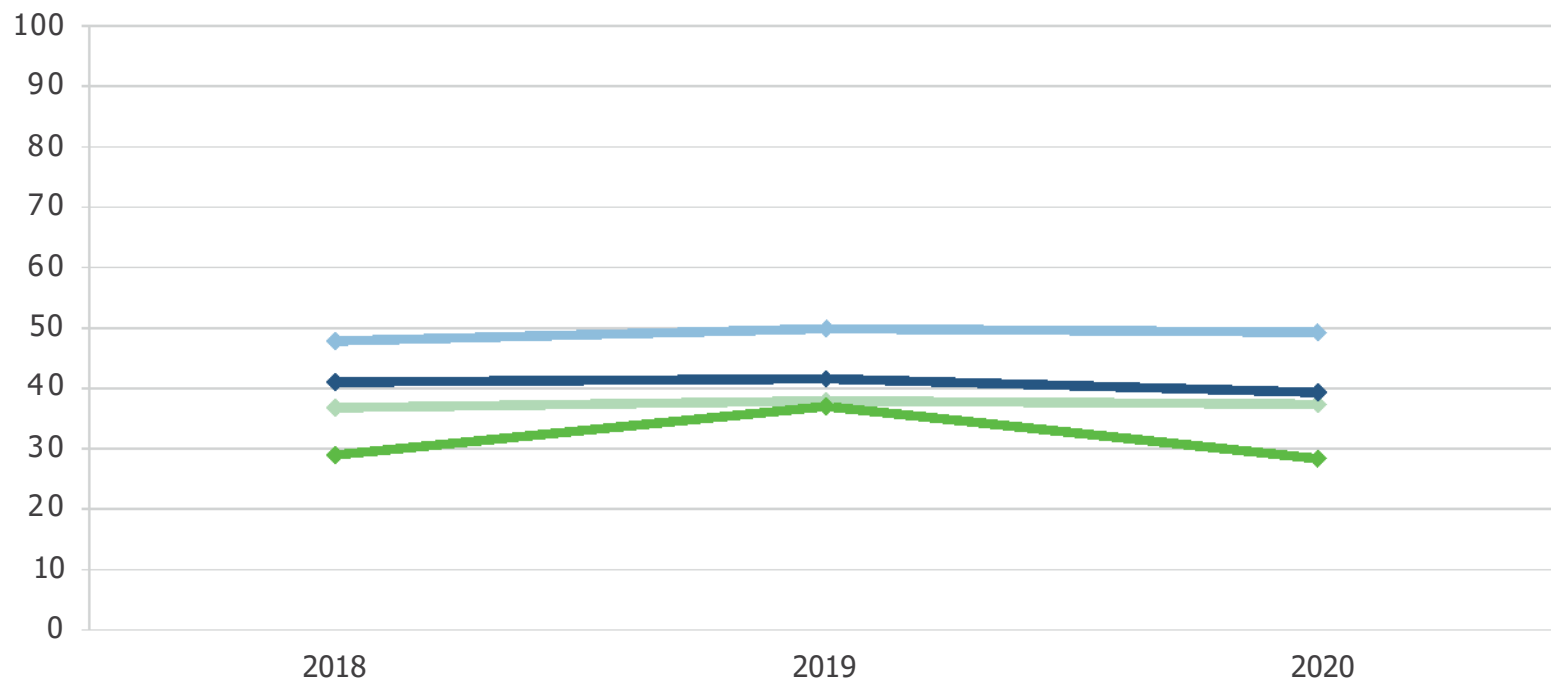
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties



Staff with a LTC or illness: Your org	34.8%	30.2%	34.2%
Staff without a LTC or illness: Your org	21.3%	22.4%	21.8%
Staff with a LTC or illness: Average	33.2%	32.6%	33.0%
Staff without a LTC or illness: Average	22.8%	21.8%	23.4%
Staff with a LTC or illness: Responses	359	354	392
Staff without a LTC or illness: Responses	1,149	1,029	956

Average calculated as the median for the benchmark group

Percentage of staff satisfied with
the extent to which their
organisation values their work



Staff with a LTC or illness: Your org	29.0%	37.0%	28.4%
Staff without a LTC or illness: Your org	41.0%	41.6%	39.3%
Staff with a LTC or illness: Average	36.8%	37.9%	37.4%
Staff without a LTC or illness: Average	47.8%	49.9%	49.3%

Staff with a LTC or illness: Responses

466

473

529

Staff without a LTC or illness: Responses

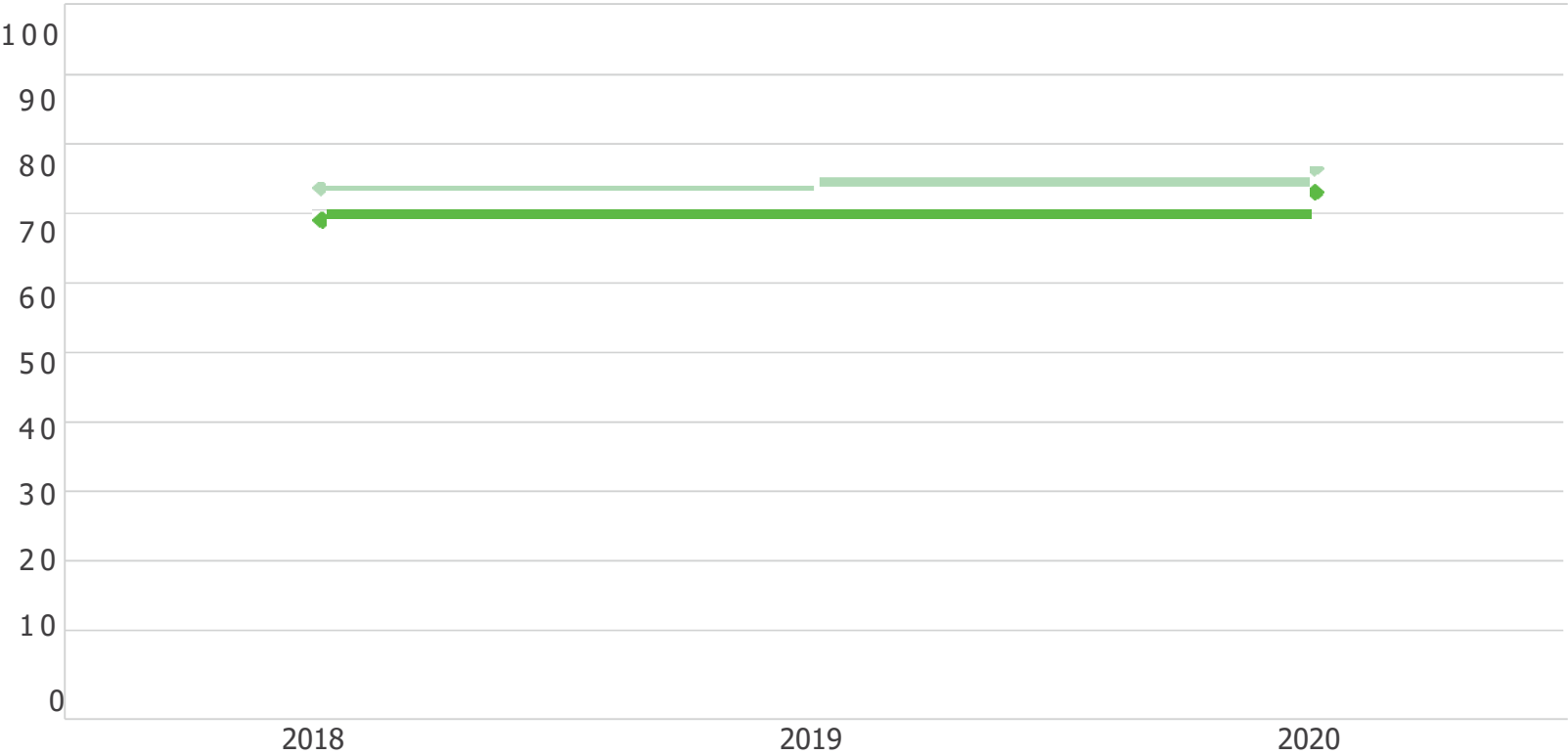
2,040

1,924

2,121

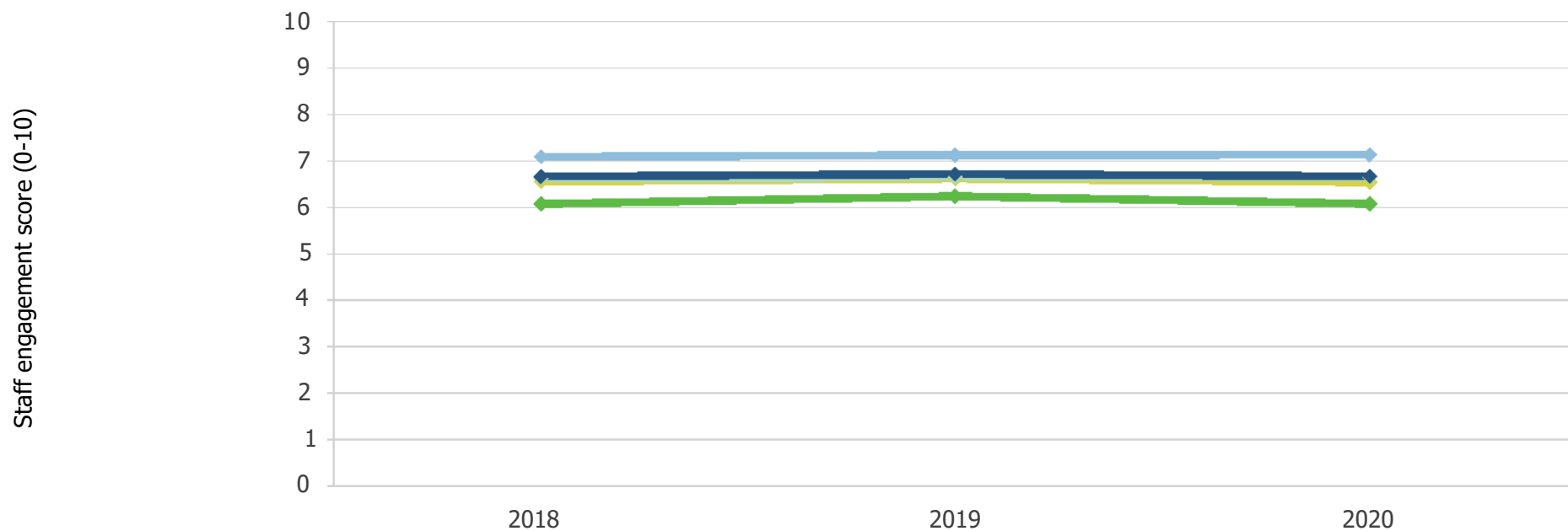
Average calculated as the median for the benchmark group

Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work



Staff with a LTC or illness: Your org	68.5%	70.1%	72.0%
Staff with a LTC or illness: Average	73.1%	73.4%	75.5%

Staff with a LTC or illness: Responses	270	294	332
Average calculated as the median for the benchmark group			



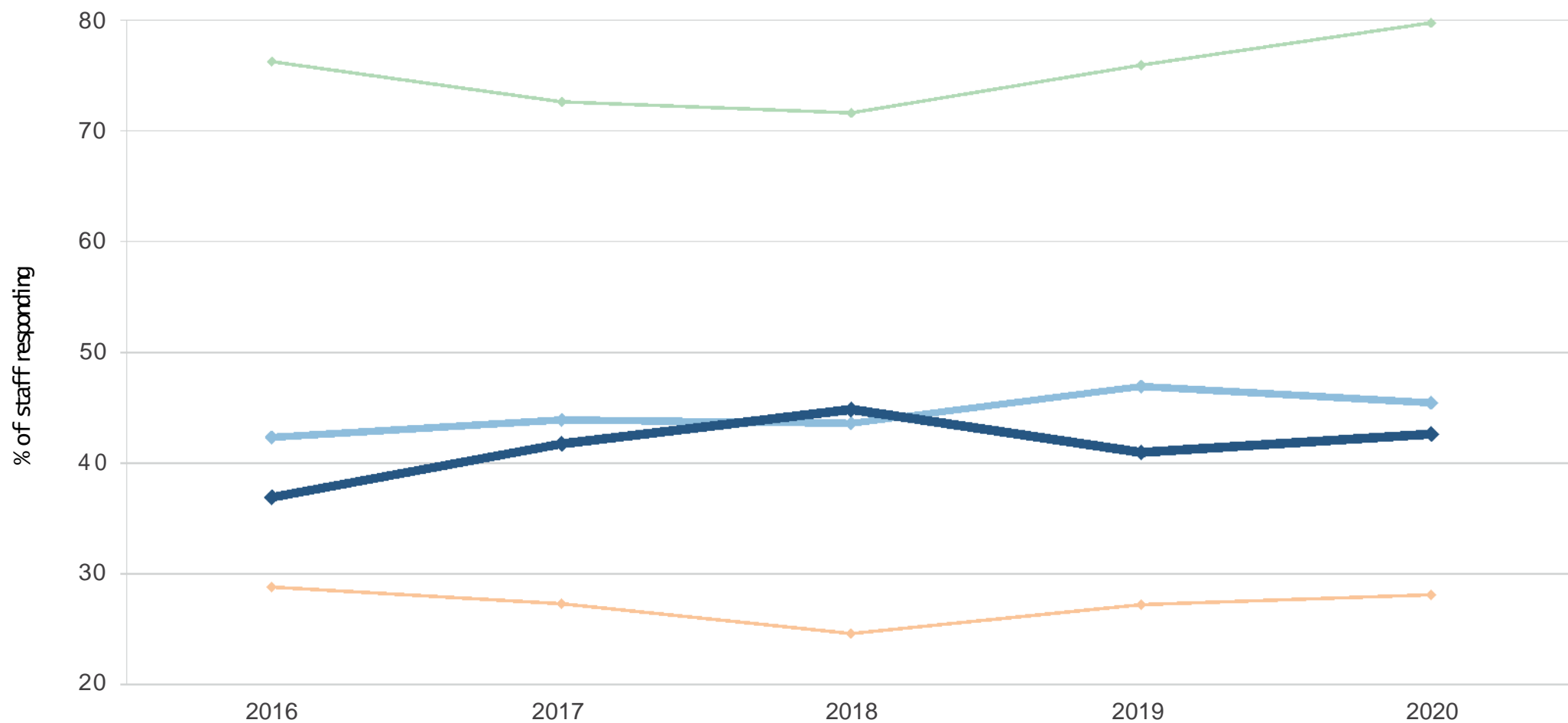
Organisation average	6.6	6.6	6.5
Staff with a LTC or illness: Your org	6.1	6.2	6.1
Staff without a LTC or illness: Your org	6.7	6.7	6.7
Staff with a LTC or illness: Average	6.6	6.7	6.7
Staff without a LTC or illness: Average	7.1	7.1	7.1

Organisation Responses	2,556	2,437	2,701
Staff with a LTC or illness: Responses	467	476	533
Staff without a LTC or illness: Responses	2,056	1,930	2,135

Average calculated as the median for the benchmark group







Best	76.3%	72.6%	71.6%	76.0%	79.8%
Your org	36.9%	41.7%	44.8%	41.0%	42.6%
Median	42.3%	43.9%	43.6%	46.9%	45.4%
Worst	28.8%	27.3%	24.6%	27.2%	28.1%



The table below presents the results of significance testing conducted on this year's theme scores and those from last year*. It details the organisation's theme scores for both years and the number of responses each of these are based on.

The final column contains the outcome of the significance testing: indicates that the 2020 score is significantly higher than last year's, whereas indicates that the 2020 score is significantly lower. If there is no statistically significant difference, you will see 'Not significant'. When there is no comparable data from the past survey year, you will see 'N/A'.

2019 Theme respondents	2019 score		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	↓

* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

† The calculation for the immediate managers theme has changed this year due to the omission of one of the questions which previously contributed to the theme. This change has been applied retrospectively so data for 2016-2020 shown in this table are comparable. However, these figures are not directly comparable to the results reported in previous years. For more details please see the [technical document](#).

Co-creating culture change at the Shrewsbury and Telford Hospital NHS Trust

Participation and Insights from the first all-staff conversation

Your context and brief

- In December 2020, The Shrewsbury and Telford Hospital NHS Trust (SaTH) committed to a journey of culture change that would seek to improve the organisational culture by placing the voice of staff at the heart of change.
- Some key developments, internally and externally, provide a unique context for this work:
 - A new Chief Executive and more permanent and stable Executive Team
 - A new relationship with NHSI/E and CQC
 - The launch of the 2020/21 People Plan
 - The impact of the global Covid-19 pandemic, the increased demand on the NHS and an increasingly complex workforce supply
 - The publication of Donna Ockenden's first report following the Independent Review of Maternity Services at SaTH
 - The need and desire to work better as an integrated care system
 - The need to truly live and embed SaTH's values
- The Trust was responding to significant scrutiny and recognising the need to become an organisation that listens, learns and improves collectively.



clever
together

Project aims

The aim of this work was to carry out a large scale listening and engagement exercise to:

- Listen deeply to the voice of people, giving the opportunity for all staff to share their experiences, their concerns and their hopes for the future of SaTH;
- Co-create a behaviour framework to support and embed the Trust's values and create a shared sense of what behaviours should be consistently expected and what will not be tolerated;
- Work collaboratively, at pace and with scale to engage staff and to utilise their collective insight to improve organisational culture and performance;
- Develop capabilities for engaging with staff so that staff have a greater voice and can take part in this strategic journey.



clever
together

Your online conversation

clever
together

Why use an online conversation?



Always
anonymised

Open 24/7 so you can
join at a time that suits

Read, vote and comment
on others' ideas

Judged on the quality
of the idea, not by who
said it

Psychologically safe space
where even the quieter
voices can be heard



clever
together

How you generated interest



Dear colleague,

Welcome to your weekly Staff Information Bulletin. This bulletin will keep you up-to-date on information regarding patient care, useful training dates, events and staff discounts and routine maintenance work that may affect you.



Making a difference together.

For more information visit: SaTHMakingADifferenceTogether.org

clever together.

Overview of participation and contributions

- SaTH's first all-staff online conversation ran for four weeks from 12 January – 8 February 2021. It was a chance for every member of staff to have their voice heard.
- **8,031** members of staff were invited to participate in the online conversation.
- **1,116** members of staff logged onto the platform to share ideas and experiences and to read what others have shared. This means that **14%** of the organisation joined the Making a Difference Together conversation.
- Together, they shared nearly **8,000** contributions – a combination of ideas, comments and votes.
- **Participants were drawn from every staff group and represent the diverse views of staff across SaTH by care group, band, site, and protected characteristics.**



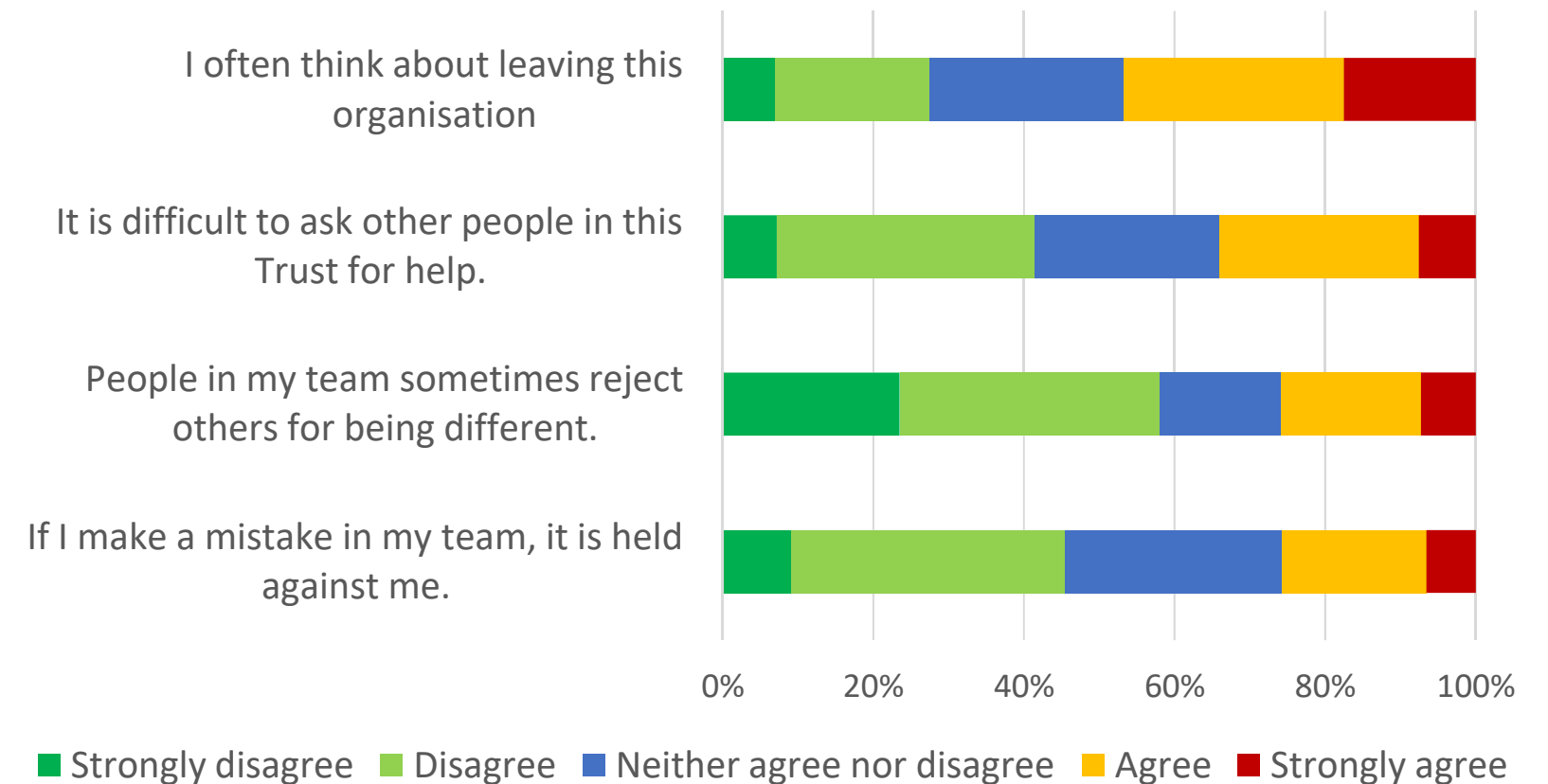
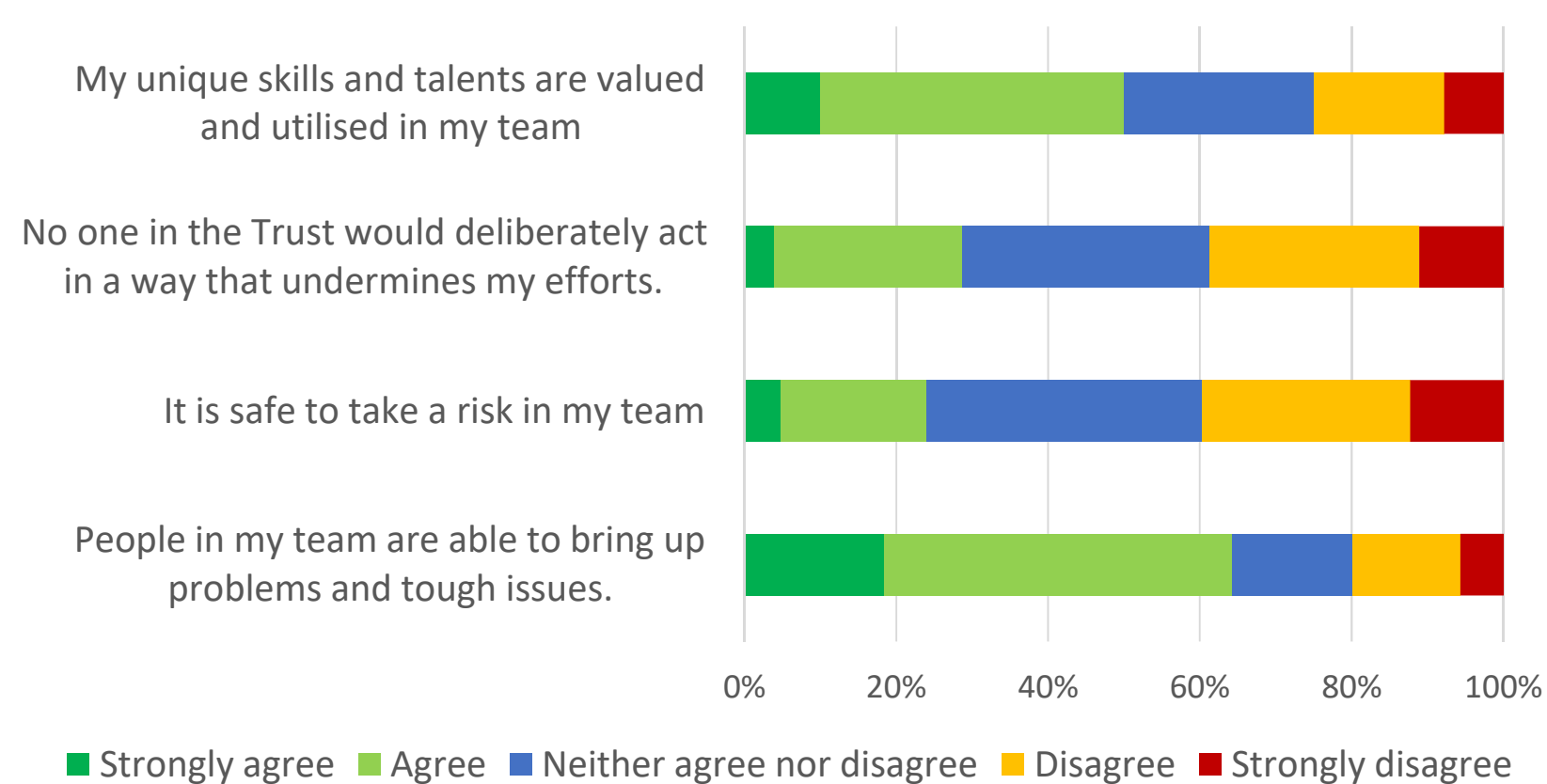
clever
together

What we heard

clever
together.

Psychological safety at SaTH

- As staff joined the online conversation, we asked them some questions that sought to understand how easy it is to 'speak up' in the Trust, how they feel about the future, and how well the Trust values are lived.
- 47%** of participants (467) often think about leaving. This is higher than SaTH's latest 2020 Staff Survey results where **35%** of respondents (950) said they often think about leaving. The average across the benchmark group was **27%** so in both cases, this is an area of concern for SaTH.

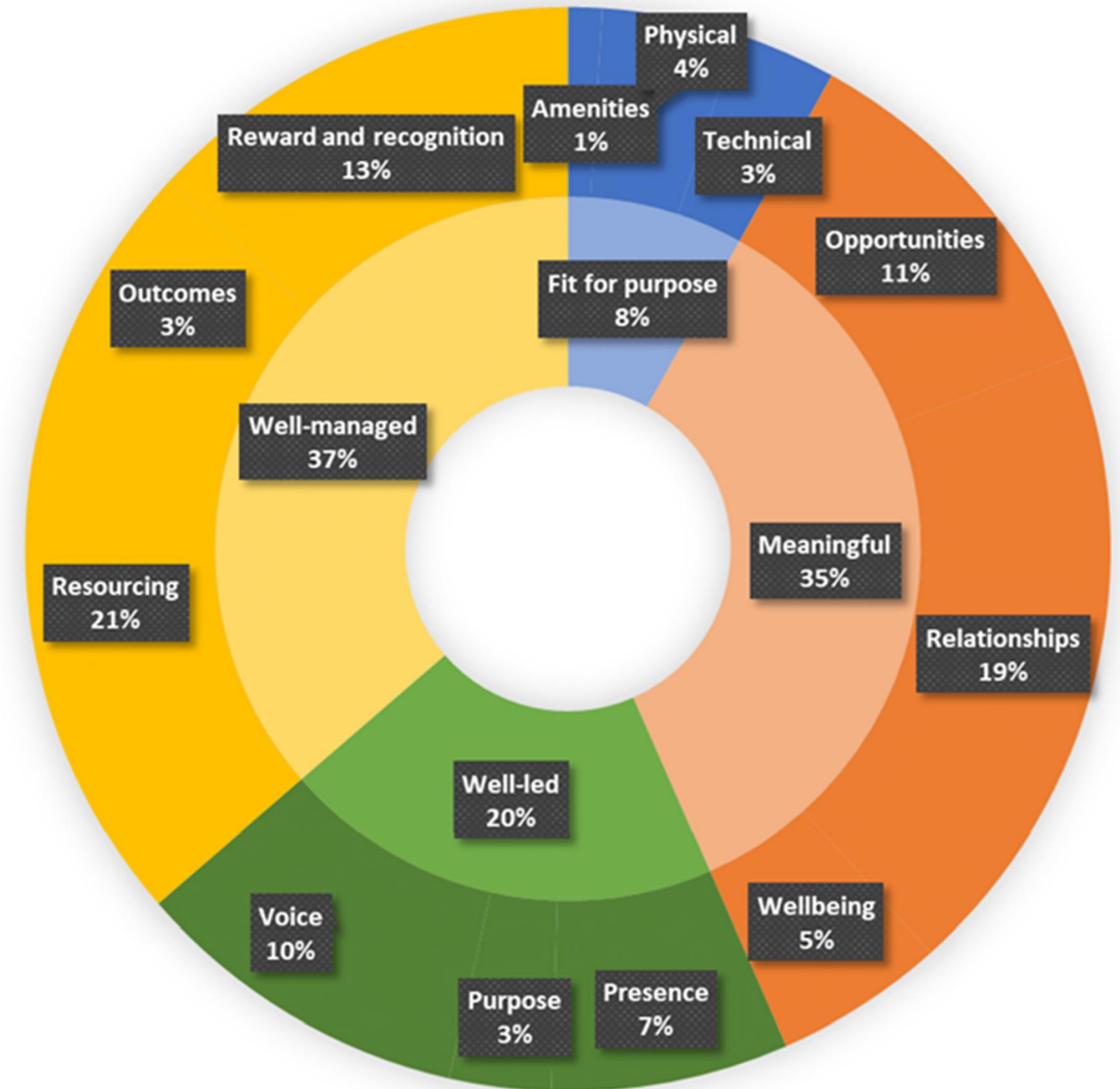


clever
together

What matters to SaTH

Our coding and analysis showed;

- The majority of the discussions were centred around **resourcing** (21%) – the need to have the right people, in the right places at the right time, and effective HR policies in place.
- Just under a fifth of the discussions (19%) related to **relationships** – the need to have relationships based on trust and respect, teams that are inclusive with differing views encouraged and welcomed, and bullying and harassment is not tolerated.
- This was followed by discussions on reward and **recognition** (13%) and specifically on recognising and valuing people's contributions and effort. When asked how satisfied they are with the level of recognition and thanks they receive, 257 participants (26%) answered that their work is rarely or never appreciated.



Cross cutting themes

When we looked across the whole data set for the whole the conversation, we also learnt that there was:

- Evidence of bullying and blame between individuals, teams and departments
- A sense of favouritism and nepotism where opportunities are given to people without fair processes being followed
- A sense that there is more care demonstrated for patients than towards each other
- An instinct to shy away from anything perceived to be negative and to not fully acknowledge what has been said

Every single idea, comment and vote has been read, coded and analysed to give us a series of insights. These insights become the areas where the Trust can focus its efforts to make changes.



clever
together.

Insights and findings

Insights and findings

Our analysis revealed that there were clear areas where the Trust could focus, and where identifying the right actions to take would encourage the culture change. We grouped all our analysis in to these 5 main insights;

- Leadership development
- Staff engagement
- Values and behaviours
- Workforce development
- Working better together



clever
together

Insights – Leadership development

- There was a lack of clarity around what leadership is (and who the leaders are), and some uncertainty around the difference between leadership/management and clinical/strategic leadership.
- Staff felt leaders were out of touch with the delivery of care and needed to reconnect more closely with frontline demands.
- They also felt there was a need to be more visible to staff including those at home.
- There was a request to empower people to offer ideas and solutions, and to be open when things have gone wrong so you can learn and improve.
- Leaders need to connect across teams and to actively break down siloes of working.
- Most importantly leaders need to be fair and consistently good role models for staff.



clever
together

Insights – Staff engagement

- Participants do not always feel listened to and even when views are shared, often it is not acted upon.
- Staff want to have an active voice in change and to be part of the improvement journey.
- There is concern that negative feedback is disregarded and not properly considered and a clear ask for greater honesty and transparency. Staff want to be part of the solution but this requires more openness.
- One of the top topics of conversation was a perceived lack of recognition or appreciation for work done. This has the impact of leaving people feeling ignored, disposable and not valued.



Insights – Values and behaviours

- Over 50% of the conversation focussed on the behaviours of fellow staff.
- There was mixed feedback on the values, specifically that only around 50% of participants felt staff are living the values of partnering and ambitious, and 14% do not understand what partnering means.
- While caring was the value that felt most lived (83%), there is a disconnect between care given to patients and care between staff.
- There is inconsistency of expectations and this allows for poor behaviours to be tolerated and to become normalised over time.



clever
together

Insights – Workforce development

- Participants felt that resourcing is not well managed with issues around numbers and skills mix, and the support of other team members.
- Recruitment processes and development opportunities are not consistently open or fair and there is a feeling of nepotism and favouritism.
- There is a worrying degree of instability in the workforce as evidenced by the volume of staff who say they often think about leaving the Trust.
- 18% of participants felt their wellbeing is not supported.



clever
together

Insights – Working better together

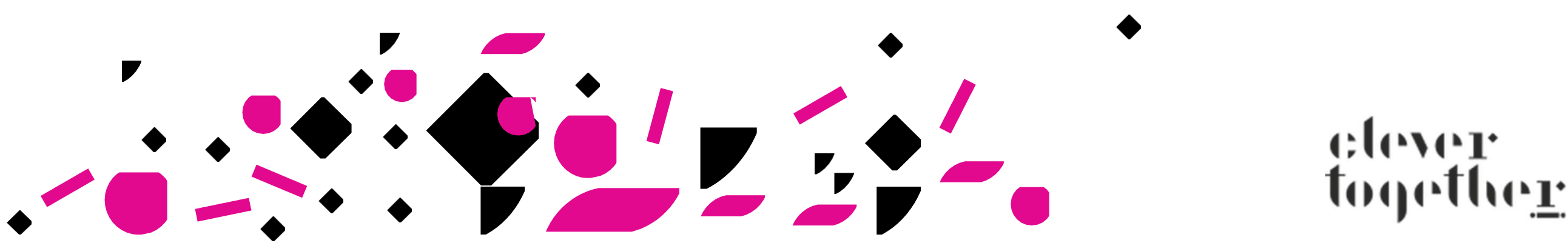
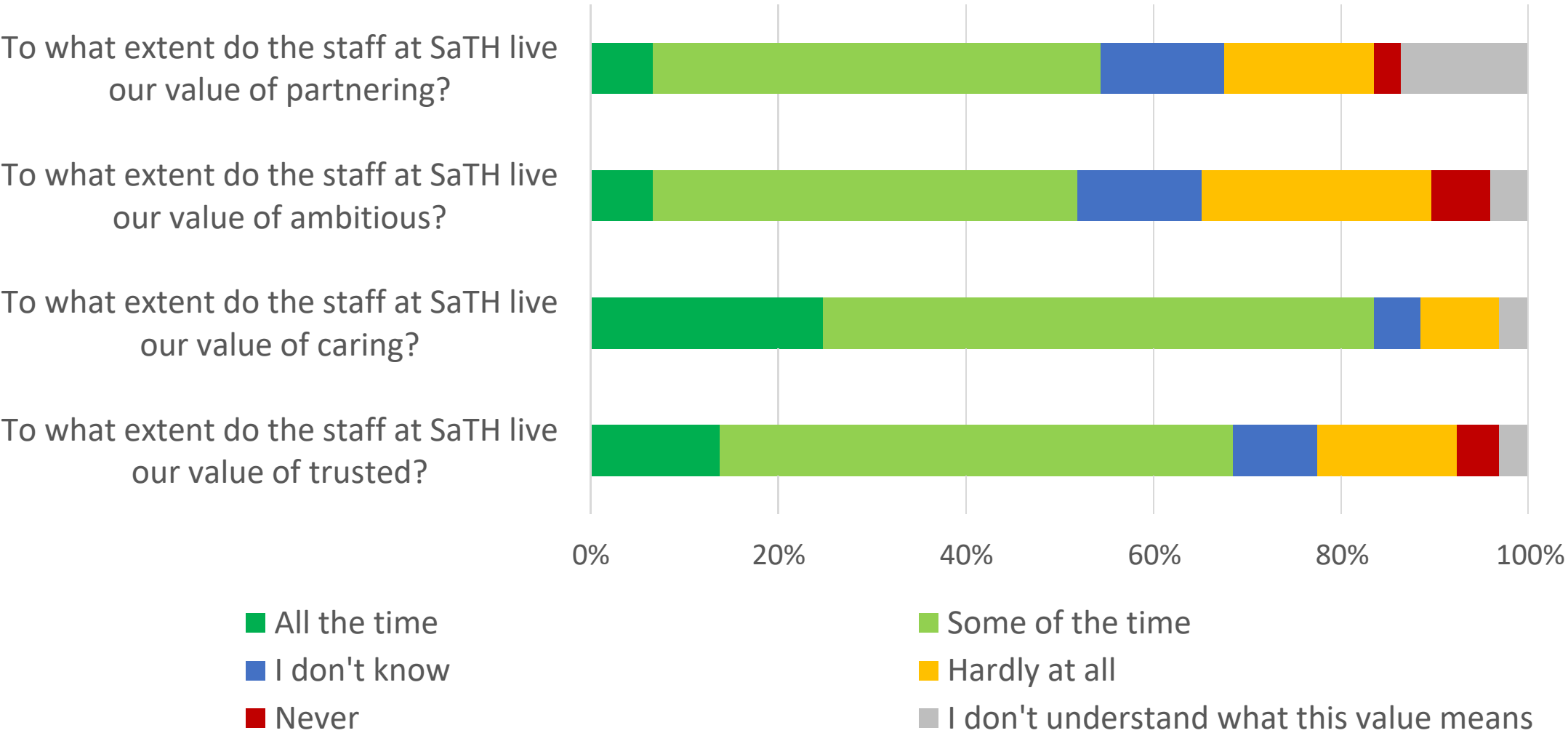
- Participants spoke a lot about the relationships they have with their colleagues, with different departments, and with their managers and leaders. It made up a fifth of the whole conversation.
- Relationships are a huge part of what makes work meaningful for staff and so they must be based on trust and respect. Teams need to be inclusive with differing views encouraged and welcomed, and bullying and harassment cannot be tolerated.
- Collaboration across individuals, teams and departments is core to improving relationships and a quality service. The focus needs to be on a learning culture as opposed to a blame culture.
- Bullying and harassment must be acknowledged and tackled.



clever
together

Living our values

On entering the conversation staff were asked their views on how well the organisation lives its values.



Recommendations

clever
together.

Recommendations

General recommendations

- Some aspects of culture change can take time to fix as these items are deep within the organisation and may require processes or policies to be changed.
- However some aspects are very quick to implement, such as showing more appreciation for people's hard work and demonstrating respect for other people's views. These require no time and no money but make a significant impact on the relationship between people.
- Some aspects require focus from the Executive Team but there are many actions that will make a big difference that are in the power of every member of staff to do.
- Keeping a focus on people living the values will be helpful to creating the culture shift needed and there is further work to do, to embed those values and have more consistent behaviours.
- Giving people a voice in the changes they want to see will help ensure the right changes happen.
- Creating stability in the organisation will help to create an environment where changes can be made.



clever
together

Recommendations

Leadership development

- Clarify SaTH's definition of its leaders, the expectations placed on those in leadership roles. Co-create a 'leadership commitment/promise' to set clear expectations on leaders.
- Insist that leaders connect more with teams and are actively visible, appreciative and supportive to staff.
- Encourage leaders to empower staff to speak up, offer suggestions for improvement, and to help make changes happen.
- Leadership development interventions including gaining collective agreement on what good leadership looks like, to ensure quality and consistency of role modelling and psychological safety.



clever
together.

Recommendations

Staff engagement

- The outcomes of this conversation must be shared with all staff with honesty and transparency along with a plan to address the points raised.
- Ongoing engagement must be built into the way SaTH operates. Consider asking staff what future conversations they would like to have.
- Appreciation and recognition must become a priority for all staff, role modelled by leaders.
- Consider how to ensure all staff have the opportunity to have their voice heard including targeting specific groups who are often under-represented (ie BAME staff, estates staff, and band 2 staff).

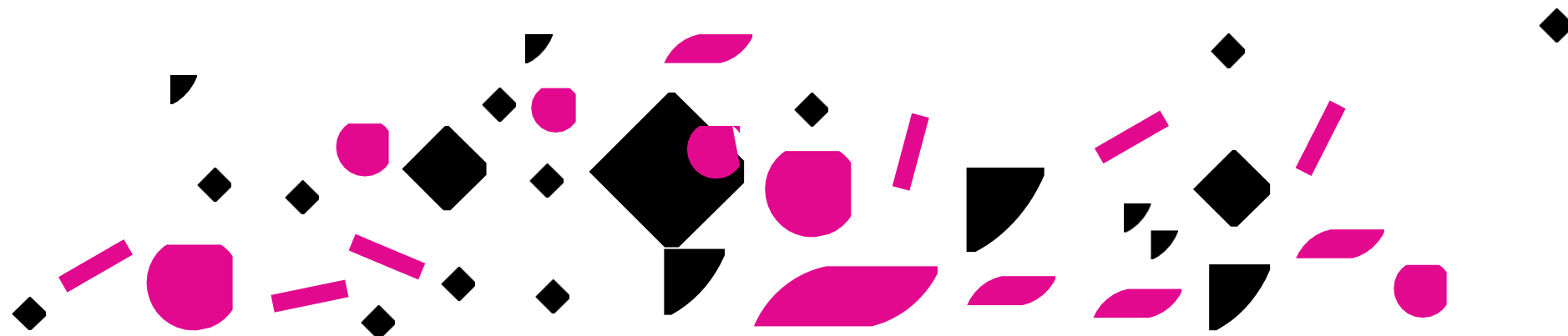


clever
together.

Recommendations

Values and behaviours

- Embed and create more visibility and links to the values. Consider asking teams for nominations and examples of people living the values. These can be used as case studies and as a way to recognise and celebrate the demonstration of these behaviours.
- Use the Making a Difference Together platform to share the draft behaviour framework (co-created with staff through this conversation), to check and refine it, and to gain buy-in from staff for the final framework.
- More work is needed to clarify what SaTH means by 'partnering' and this may be helped by the draft behaviours that sit underneath this value, and that staff themselves have said they want to see.
- It will be vital to encourage all staff to be caring towards each other as well as to patients. Unkind or uncaring behaviours must be called out and addressed, and everyone can play a role in doing this.
- Consider the need for training to help managers with some practical ways to embed the new values and behaviours framework into the everyday workings of their teams.



clever
together

Recommendations

Workforce development

- Be honest and take practical steps to ensure the balance of staff is sufficient, acknowledging the additional challenges presented by the pandemic.
- Ensure recruitment policies are applied consistently and fairly and that managers are aware of the process and the rationale.
- Where possible, offer assurance and stability to the workforce by reconsidering temporary contracts, providing financial incentive for staff to pick up additional shifts, and creating a narrative that encourages and motivates people to stay the course of 'we're in this together' and 'we need you' etc.
- Improve and publicise the wellbeing offer for staff, ensure all managers are actively promoting what is available. Leaders must role model the need to support their own wellbeing as well as that of their teams.



clever
together

Recommendations

Working better together

- Focus attention on relationships and always show respect for others and their views. This came through strongly in the draft behaviour framework.
- Wherever possible collaboration and shared learning should be encouraged and celebrated.
- Bullying and harassment must be stopped. The introduction of a behaviour framework should support shared expectations and enable conversations about behaviour and performance to happen more easily. HR processes and the Freedom to Speak Up Guardian must support this with both informal and formal options for dispute resolution.



clever
together

The culture change journey

clever
together

Culture change shift

It is helpful to be clear about the culture shift we want to make. Participants in the first conversation gave a baseline of how things are today and a clear sense of how they would like things to be in the future. Moving from 'current' to 'future' requires consistently living the values.

From

- Disengaged
- Disconnected
- Unstable
- Defensive (Blame culture)



Towards

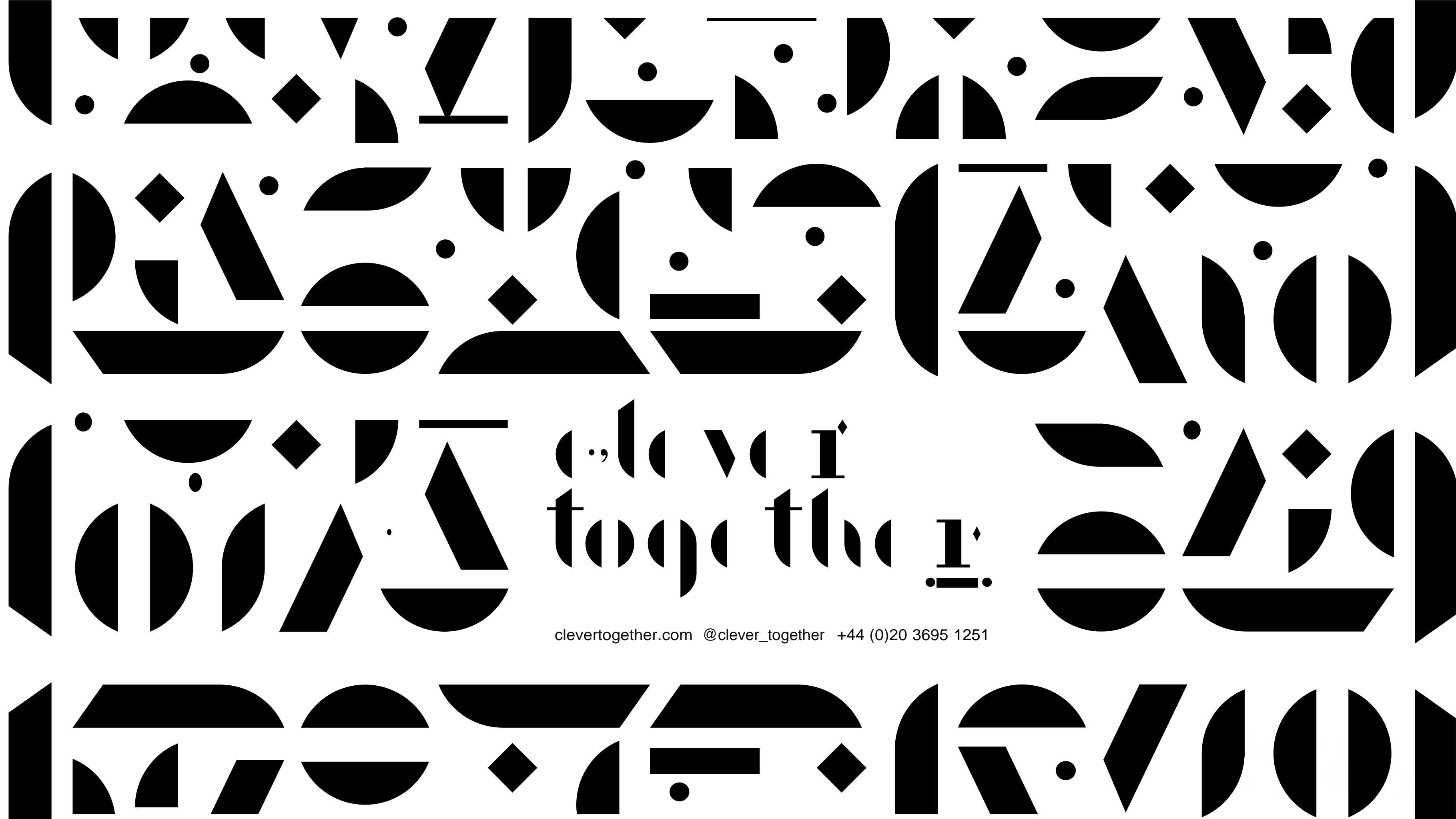
- Engaged & Committed
- Compassionate & Caring
- Appreciative & Inclusive
- Listening & Learning

**Living the
values**



**clever
together**

"I think this forum is a fantastic idea, but I can't help but have this gut feeling that once again, we will not be heard... SATH, it would be wonderful if you could do us proud and actually listen to our concerns and actively make changes for all to see on all levels across the board."
- Anonymous participant



clever together

clevertogogether.com @clever_together +44 (0)20 3695 1251