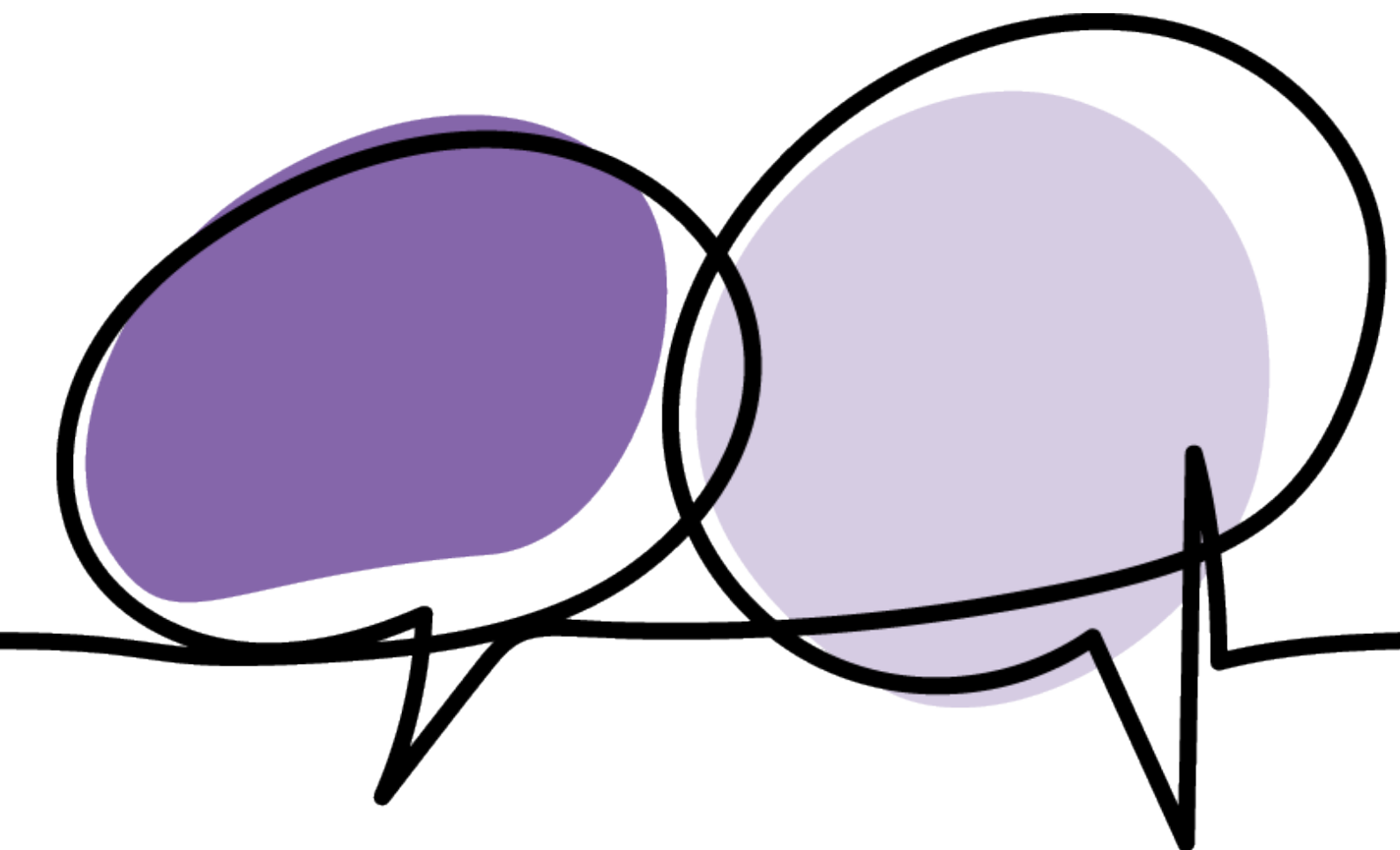


Board of Directors' Meeting: 8 June 2023

Agenda item		074/23	
Report Title		Annual Staff Survey results	
Executive Lead		Rhia Boyode, Director of People and OD	
Report Author		Dawn Thompson, Associate Director of Leadership & OD Vicki Robinson, Organisational Development Practitioner	
CQC Domain:		Link to Strategic Goal:	Link to BAF / risk:
Safe	√	Our patients and community	√
Effective	√	Our people	√
Caring	√	Our service delivery	√
Responsive	√	Our governance	√
Well Led	√	Our partners	√
Consultation Communication		Operational People Group: 230320 Joint Negotiating and Consultation Committee: 230321	
Executive summary:		1. The Board’s attention is drawn to section 2 where the 2022 Staff survey results show all people promises and themes have seen a marginal improvement year on year (YOY). Seeing the best improvements within the “We work flexibly promise”, a key flagship programme from the 2021 Staff survey results. 2. The Board is asked to acknowledge that several actions can take longer periods of time to embed before they are felt/ experienced by staff. NHSE suggests that the staff survey data provides rich and valuable data to support and inform continuous improvement and cultural change for longer term 3–5-year planning. This means that we may not achieve BAF3 as quickly as we would hope. We agreed the presented timeline at People Committee and commit to achieving those actions as well as the actions listed in Appendix 1 and will continue to update the Board on progress.	
Recommendations for the Board:		The Board is asked to: Note this report, with particular regard to progress delivery against the 2022/23 People Strategy milestones; and support the recommendations highlighted in section 10 of the report.	
Appendices:		Appendix 1: Trust and Divisional People Plan schemes (In Information Pack)	



We each have
**a voice that
counts**

Annual Staff Survey Results



1.0 Purpose

- 1.1 This paper is to provide assurance and outline the importance of the staff survey and in particular the Engagement measure and its pertinence in the workplace. The staff survey is aligned to the NHS People Promise and affords us the opportunity to listen and respond to our teams to deliver the best possible staff experience working here at SaTH.
- 1.2 The People Promise is a nationally led initiative, with the ambition that, by 2024, all staff working in the NHS will be able to recognise how the statements making up the promise apply to them. To inform the actions and high impact outputs for the People Promise Actions for 2023/24, the 2022 staff survey results will be used.

2.0 Situation

- 2.1 We recognise we have more to do but it is positive that all people promises and themes have seen a marginal increase year on year (YOY). Seeing the lowest increase at 0.02 to the highest increase at 0.20 within the “We work flexibly promise”, a key flagship programme from the 2021 Staff survey results.
- 2.2 A total of 7029 members of staff were eligible to respond to the survey, and 49% of staff completed the survey in line with the target in the People Strategy, which equated to a total of 3392 respondents. This was an increase of 4% in the previous year, albeit over 50% of staff have still not engaged with the survey. The Trust did not score well against the indicators versus our benchmark Trusts.

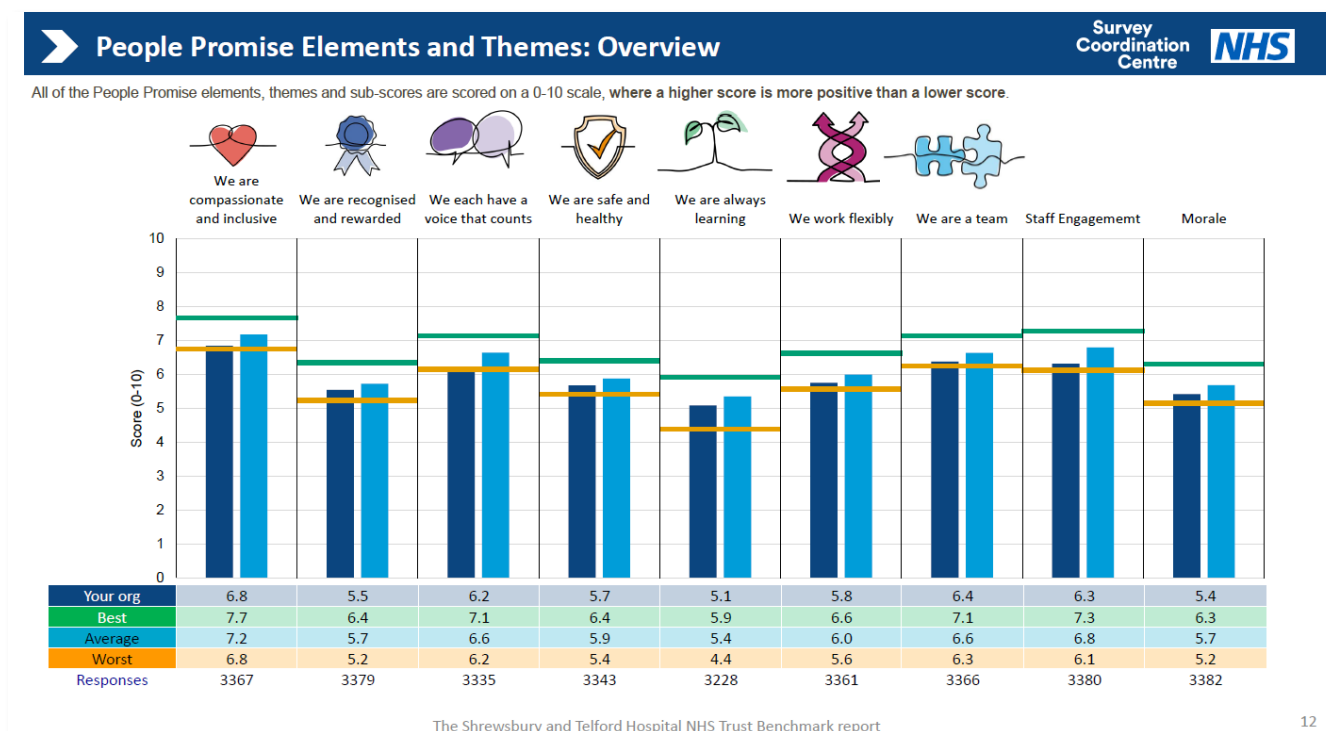
3.0 Background

- 3.1 Quality Health on behalf of 118 Trusts were commissioned to run the survey between October and November 2022 and we achieved a 49% response rate, exceeding our target set in the 2019 people strategy of 45-48%. This was also the highest the Trust has achieved to date and higher than our comparator average of 44%.
- 3.2 The full report can be found at NHS Staff Survey 2022 Benchmark Reports with the Interactive dashboards [Results | Working to improve NHS staff experiences | NHS Staff Survey \(nhsstaffsurveys.com\)](#). The attached link [\(255\) NHS Staff Survey - YouTube](#) takes you to our staff briefing by Louise Barnett, CEO and Rhia Boyode, Director People and OD.
- 3.3 Staff Survey Data and further supportive information was shared under embargo rules to Senior Leaders in February 2023. Organisation briefings took place w/c 10th March and triumvirate briefings w/c 20th and 27th March. These were recorded and can be found at SaTH Intranet - Staff Survey Briefing Sessions: Corporate and Divisions.

4.0 High Level Internal Results

- 4.1 A total of 99 questions can be positively scored. 8 questions could not be compared with 2022 staff survey data as these questions were changed in the survey.
- 4.2 Our response rate was 49% against a median average of 44% in our sector. This has increased since 2021 from a low of 41% in 2019.
- 4.3 This is the second year that staff survey results are presented against the seven NHS People Promise themes and Engagement and Morale.
- 4.4 The tables below provide a high-level summary of the overall Trust scores for all 7 People promises and 2 themes, where improvements YOY have been seen.

Table 1



*NHSE source: Improvement increase ranges from 0.02-0.08%

- 4.5 Of the 9 measures, statistically 6 showed a significant increase, Table 2. we remain below our comparative organisations on all promises and themes.



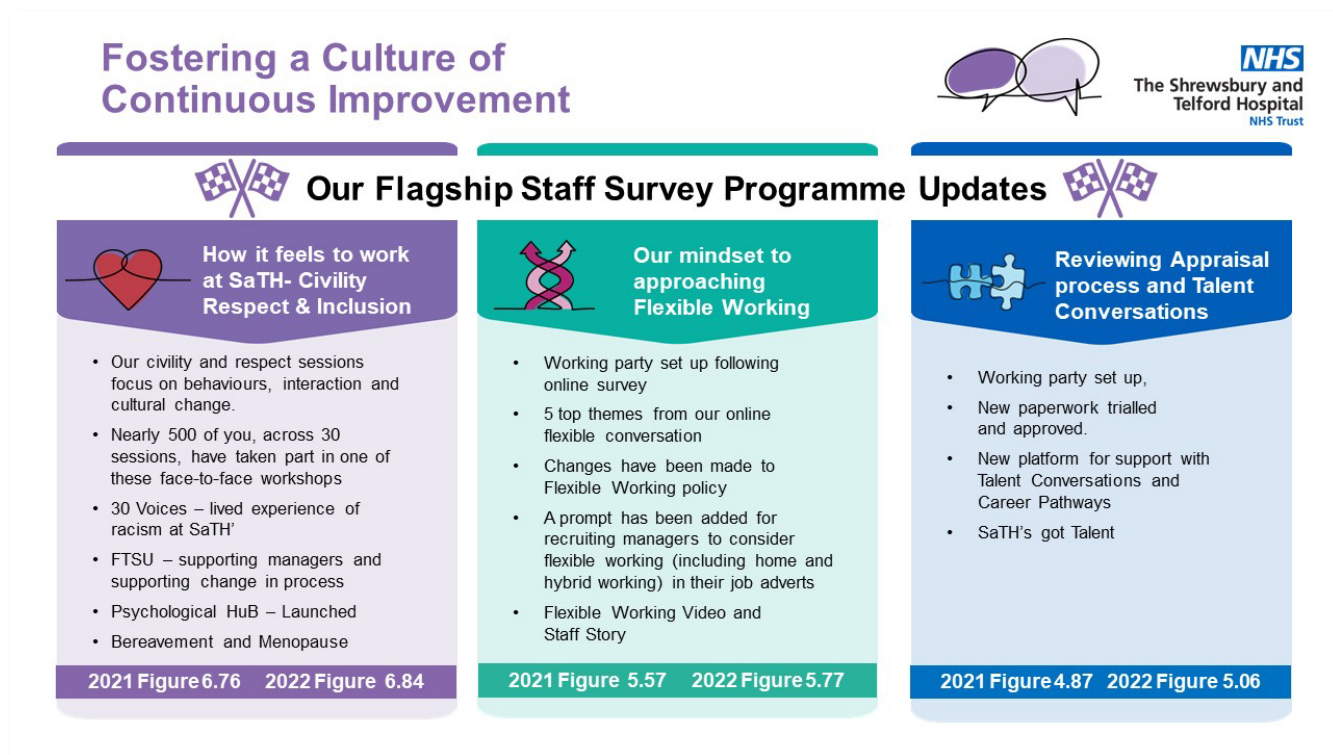
Table 2

NHS Staff Survey overview					
Data source National Coordination Centre 2022					The Shrewsbury and Telford Hospital NHS Trust
Our internal scores compared to year on year have improved for all 7 people promises and 2 themes, compared from 2021-2022. 6 elements being a statistically significant change. Our level of participation has grown by 4% and 376 individual responses.					
People Promise elements	2021 score	2021 respondents	2022 score	2022 respondents	Statistically significant change?
We are compassionate and inclusive	6.8	3003	6.8	3367	Significantly higher
We are recognised and rewarded	5.5	3003	5.5	3379	Not significant
We each have a voice that counts	6.2	2979	6.2	3335	Not significant
We are safe and healthy	5.6	2983	5.7	3343	Significantly higher
We are always learning	4.9	2879	5.1	3228	Significantly higher
We work flexibly	5.6	2981	5.8	3361	Significantly higher
We are a team	6.3	2999	6.4	3366	Significantly higher
Themes					
Staff Engagement	6.3	3007	6.3	3380	Not significant
Morale	5.3	3007	5.4	3382	Significantly higher
*Improvement increase ranges from 0.02% to 0.08%. Anything above 0.05% is classed as "significant" e.g. We are compassionate and inclusive was 6.84 in 2022 vs 6.76 in 2021					
Partnering · Ambitious Caring · Trusted		4	Our Vision: To provide excellent care for the communities we serve		

- 4.6 The flagships programmes and the progress made is depicted below in Table 3. Our flexible working programme has seen a 0.20 increase YOY. This work continues with further pilots of self-rostering within wards. In 2022-2023, Ward 14 saw the first pilot with 55.6% of colleagues saying they were “satisfied or very satisfied” with the opportunity for flexible work patterns.



Table 3



- 4.7 The Culture dashboard depicts the last 2 staff survey results in 6 domains. Most measures have seen an increase on the specific questions deemed to illustrate a positive culture within the organisation (Table 4). However, in Goals and Performance the question 21d “if a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation” did not improve. The improvement methodology from 2022-2023 utilised ten priority areas containing actions as part of our People Promise delivery plan. Work continues to ensure these are actioned, with remedial actions in place where this has proven not possible.

Table 4



- 4.8 There has been 342 free text comments received from staff as part of their staff survey submission. The comments are not published and are received from Quality Health (QH), our external survey contractor. Prior to releasing the comments to the Trust, Quality Health review these to ensure confidentiality is maintained by redacting any personal information which may have been disclosed in the comments.
- 4.9 The free text comments provide an additional perspective and helps to build up a picture of staff experience. Obtaining feedback from staff, and taking account of their views and priorities, is vital for driving improvements in our Trust and contributes to our year of listening.
- 4.10 The largest number of comments were pertinent to colleague feelings about how valued, recognised and supported they are in the organisation. This was followed closely with staffing levels.



5.0 Bank Staff Survey National Results

5.1 In 2022 national staff survey bank staff were asked to complete the survey, this is the first year that they have been part of the national results.

6.0 Bank Working Patterns

- 6.1 Around half (48.8%) of bank workers 'always' work in the same department or work area at their organisation and a further third (34.0%) 'usually' do.
- 6.2 Two in five bank workers (40.5%) work different hours / shift patterns each week. A similar proportion (39.3%) 'usually' work the same hours each week while one in five (20.2%) said they 'always' do.
- 6.3 Bank work in the NHS is the main source of paid work for 71.6% of the bank workers surveyed. Summary of results can be seen in table 5.

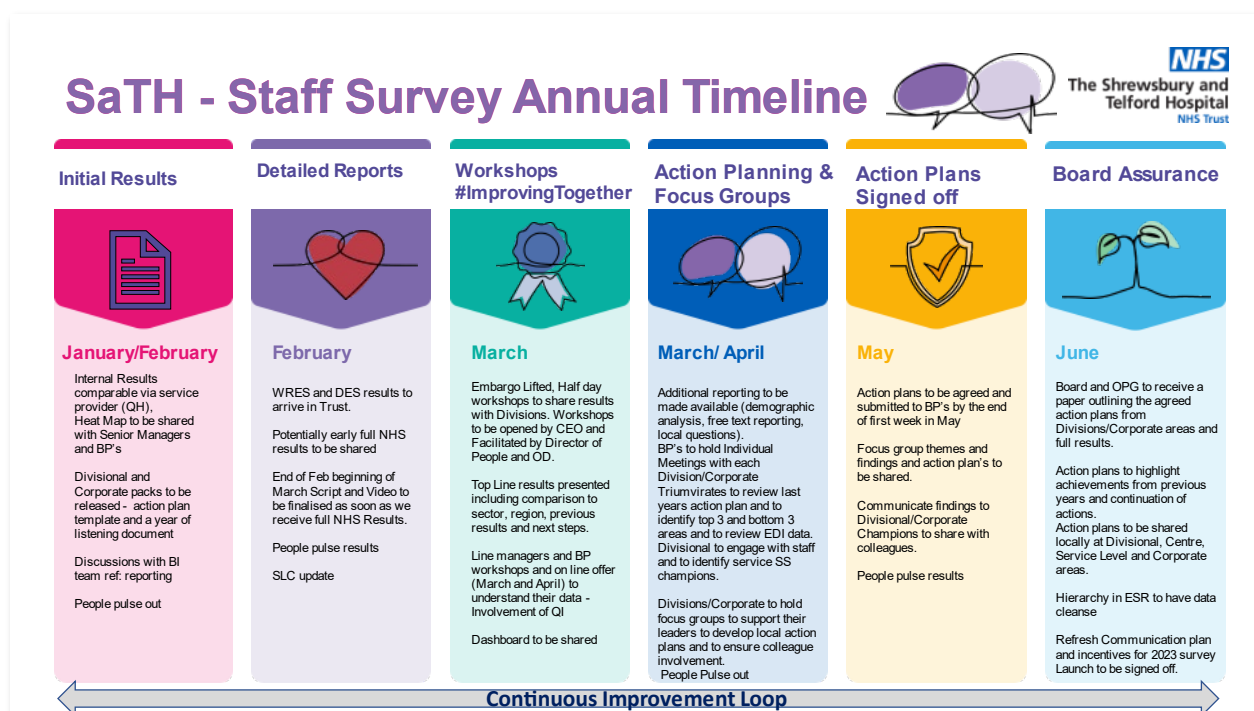
Table 5

People Promise Theme Scores Bank Comparator Data							To Note:
People Promise/Theme	People Promise/Theme	Bank	Trust 2021 & 2022		Bank vs Trust	National 2022	
Engagement	Staff Engagement	6.47	6.30	6.32		6.8	1. Questions relating to "your team" or "your immediate manager" are not comparable as they have been asked to choose how they answer this question. Depending on if they work in one department all of the time or in various.
Morale	Morale	5.87	5.33	5.44		5.8	
People Promise 1	We are compassionate and inclusive	6.95	6.76	6.84		7.2	2. They are unweighted. Clear methodological differences exist.
People Promise 2	We are recognised and rewarded	5.92	5.51	5.55		5.9	
People Promise 3	We each have a voice that counts	6.22	6.21	6.23		6.5	**the data is not directly comparable as the appraisal question was not asked only the development one. This is an opportunity to improve as the results vs the Trust are Q26d I feel supported to develop my potential 41.5 vs 48.6
People Promise 4	We are safe and healthy	6.42	5.61	5.72		6.5	
People Promise 5	We are always learning	5.97	4.87	5.06	**	4.8	
People Promise 6	We work flexibly	6.33	5.57	5.77		6.3	
People Promise 7	We are a team	6.47	6.26	6.37		6.5	

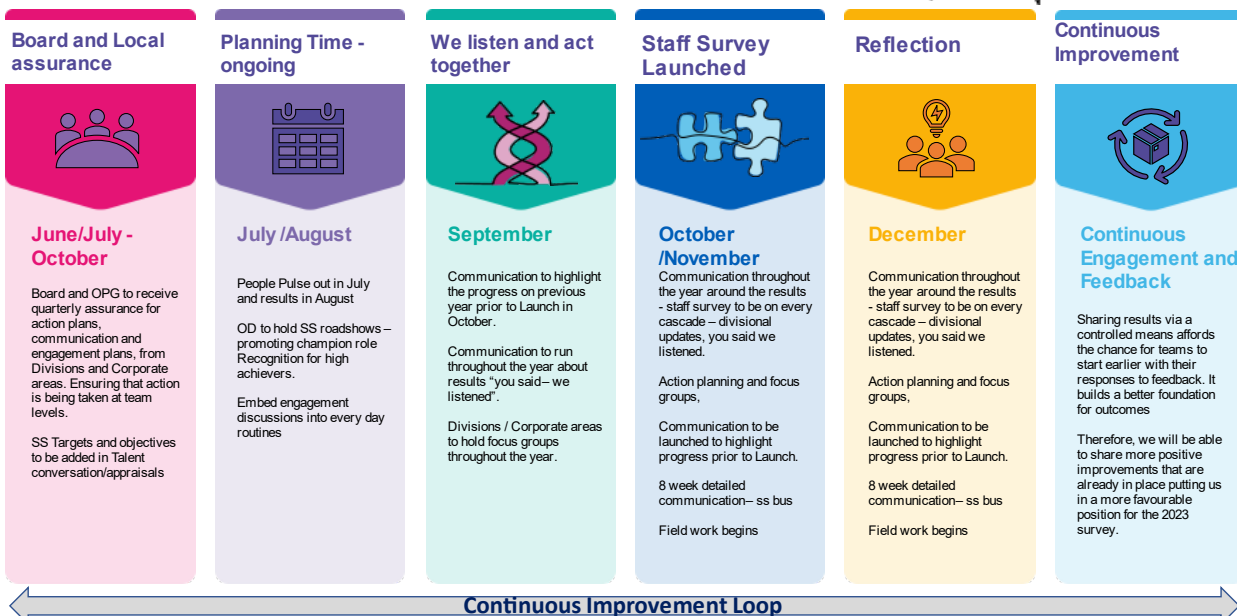
7.0 Timescales for delivery

7.1 In February we agreed a timeline for delivery for all elements of the staff survey campaign. Table 6 – provides an annual timeline to allow all colleagues to get involved in delivering the actions on the wider People Promise.

Table 6



SaTH - Staff Survey Annual Timeline



8.0 Conclusions

- 8.1 The ongoing work from the Trust's People Strategy and the People Promise priority actions has not yet seen the staff experience improvement progress we would have liked. However, firm foundations have been established to build upon and we will continue to focus on delivering the key changes identified from our staff feedback. There are several cultural development initiatives in progress in seeking to deliver improvements to our staff experience.

The People Promise priority actions are being reviewed in response to the 2022 results, building in actions to address operational pressures. These are taking place in Divisions currently and the full action plan will be shared with the People Committee.

- 8.2 Divisions have been provided with line manager training on the LMS and have been asked to review their results and discuss with their teams a summary is shown in Table 7. There may be areas where teams can celebrate success and where things may be going well, and managers have been asked to agree local actions they feel their team could implement and others they feel may require a corporate-wide approach.



8.3 Whilst we have some way to go, we are proud of the improvements that each Division has made, whilst recognising we are not where we wish to be. We also acknowledge that Divisions such as Medicine and Emergency have been faced with unprecedented internal and external pressures, such as A&E waiting times, demand for services and growing staff shortages. Whilst it remains difficult to recruit and retain sufficient staff in emergency care and other key services, we remain committed to improving colleagues' experiences.

Table 7

People Promise Theme Scores by Division													
		Corporate		Clinical Support Services		Medicine and Emergency Care		Surgery, Anaesthetics and Cancer		Women and Children's		Trust	
People Promise/Theme		2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Engagement	Staff Engagement	6.28	6.47	6.06	6.23	6.34	6.04	6.27	6.32	6.44	6.49	6.30	6.32
Morale	Morale	5.63	5.78	5.05	5.41	5.11	4.98	5.40	5.55	5.04	5.19	5.33	5.44
People Promise 1	We are compassionate and inclusive	6.75	6.90	6.81	7.00	6.64	6.53	6.72	6.83	6.87	6.99	6.76	6.84
People Promise 2	We are recognised and rewarded	5.83	5.99	5.47	5.63	5.36	5.14	5.46	5.53	5.31	5.33	5.51	5.55
People Promise 3	We each have a voice that counts	6.22	6.34	6.09	6.24	6.17	5.97	6.20	6.21	6.30	6.39	6.21	6.23
People Promise 4	We are safe and healthy	6.20	6.23	5.44	5.67	5.14	5.07	5.59	5.79	5.29	5.49	5.61	5.72
People Promise 5	We are always learning	4.73	4.95	4.76	5.09	4.93	4.93	4.94	5.16	4.64	5.02	4.87	5.06
People Promise 6	We work flexibly	6.16	6.61	5.21	5.49	5.51	5.30	5.60	5.74	5.06	5.49	5.57	5.77
People Promise 7	We are a team	6.31	6.69	6.28	6.46	6.16	5.99	6.26	6.47	6.13	6.16	6.26	6.37



- 8.4 A Staff Survey Dashboard of service and department level results was available at the end of March to all managers. This is fully accessible to support priority areas of focus and delivery of local level actions. This gives Department Managers access the LMS training to support their interpretation of the results. Encouragement of departmental ownership and driving of forward regular actions at a local level.
- 8.5 All management teams have been requested to review their results and consider how they will share the data with their teams – briefing packs have been provided by the OD team to help focus on key considerations and actions.

9.0 Risks

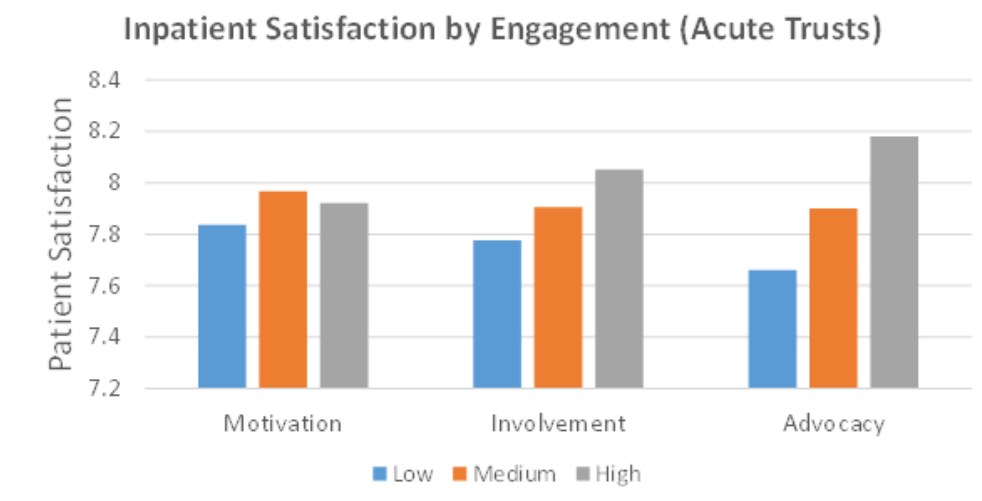
- 9.1 It is to be acknowledged that several actions can take longer periods of time to embed before they are felt/experienced by staff. NHSI/E suggests that the staff survey data provides rich and valuable data to support and inform continuous improvement and cultural change for longer term 3–5-year planning. However, we need to action more rapid improvement to peoples experience of working and delivering care here.

10.0 Recommendations

- 10.1 We recommend that in 2023-2024 all Divisions have an overarching Engagement focus to deliver improved experience for both colleagues and patients. Research conducted by the Kings fund and NHS England suggest that focus on Employee engagement will improve both patient satisfaction and have a positive impact on sickness absence and agency spend. Table 8 & 9.

Table 8

Patient satisfaction by employee engagement



Source: West, M. A., & Dawson, J. F. (2012). [Employee engagement and NHS performance](#) Paper commissioned for The King's Fund review Leadership and engagement for improvement in NHS.

Table 9

Employee engagement, sick absence, agency spend



A "normal" (one standard deviation) improvement in engagement is associated with approximately 2,000 fewer sick days a year in an average size trust

This would be associated with a decrease of £1.7 million per year in spend on agency and bank staff

Source: Dawson, J. F., & West, M. A. (2018). [Employee engagement, sickness absence and agency spend in NHS trusts](#) Report for NHS England.



11.0 Next steps

- 11.1 Division to update and review action plans YOY in readiness for early in May in line with timeline Table 6. This activity is to include but not limited to; review of internal and heat map data, holding engagement sessions to understand meaningful actions (utilising the year of listening narrative) and to prepare priorities for 2023/2024. Actions can be seen in Appendix 1.
- 11.2 OD team to Create Engagement Masterclass by end of May to support theme focus. These will then have a supporting structure around the Advocacy, Involvement and Motivation sub themes to assist in improving these measures.
- 11.3 OD to launch Divisional Community of practices with an opportunity for lower performing areas to learn from higher performing ones during June in an appreciative inquiry style of learning and improvement.
- 11.4 Divisions to follow annual timeline to meet Trust expectations.
- 11.5 The People Promise Priority Themes and associated high impact actions and outputs will be developed over the next month via Divisions. Actions can be seen in Appendix 1.
- 11.6 Staff Survey Comments have been released to Divisions and shared with OPG in May.