

Board of Directors – Open

Date: 9th September 2020

Item Ref: 16

TITLE OF PAPER	NHS Staff Survey 2019 – Progress against actions and plans
TO BE PRESENTED BY	Caroline Parry, Executive Director of People
ACTION REQUIRED	Trust Board are required to receive this report for information

OUTCOME	To be noted at Trust Board
TIMETABLE FOR DECISION	N/A
LINKS TO OTHER KEY REPORTS / DECISIONS	Trust Strategic Plan, People Strategy and Delivery Plan, Organisational Development Strategy
STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION	Strategic Aim: People Strategic Objective: People BAF Risk Number: 4078 BAF Risk Description: Risk: Low staff engagement which may impact on the quality of care, as indicated by the Staff Surveys 2018 & 2019
LINKS TO NHS CONSTITUTION /OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	NHS Pledge: Provide a high-quality working environment for staff.
IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT	Staff recruitment, retention, motivation and engagement are crucial to support delivery and productivity. Insufficient action to address the feedback from the Staff Survey could impact financially and affect the quality of service delivery.
CONSIDERATION OF LEGAL ISSUES	None

Author of Report	Jane Barton, Staff Experience & Engagement Lead Rita Evans, Director of Organisational Development
Designation	Organisational Development
Date of Report	2 nd September 2020

Summary Report

1. Purpose

For approval	For assurance	For collective decision	To seek input	To report progress	For information	Other (Please state)
	✓					
<p>Purpose of this briefing is:</p> <ol style="list-style-type: none"> To update the Board on progress around our response to the results from the 2019 NHS Staff Survey and planning for the 2020 survey. For the Board to be assured that plans are progressing in line with agreed objectives. <p>The overall objectives of the SHSC Staff Survey Steering Group is to:</p> <ol style="list-style-type: none"> Embed a strong sustainable and systemically engaged response to the NHS Staff Survey year on year across our organisation. To focus on the development of our organisation in line with Staff Survey feedback, to make this a safe, healthy and inclusive place to work. 						

2. Summary

The national NHS Staff Survey is conducted annually, by an independent contractor on behalf of the Trust, and focusses on the following: Equality Diversity and Inclusion; Health and Wellbeing; Immediate Manager; Morale; Quality of Appraisals; Quality of Care; Bullying and Harassment; Safe Environment; Safety Culture; Staff Engagement; Team Working

The SHSC Staff Survey is co-ordinated independently by Quality Health, and results are benchmarked nationally against other Mental Health & Learning Disability Trusts.

2019 Survey

- Results from the 2019 survey were received in February 2020.
- A new approach to dissemination has been adopted this year, based on national examples of good practice. Through this, Local Staff Survey Reports have been developed, bespoke to the 16 staff groupings identified within the overall SHSC survey report. These have been shared with senior leaders and staff groups, with bespoke action plans being developed from within staff groupings. These focus on improvements which reflect their individual service area results, as well as areas of interest and importance to that staff group.
- Support from Quality Improvement, Listening into Action, and wider Organisational Development (OD), in developing and taking forward areas for improvement has been integrated.
- While considerable time has been invested in developing this new approach, the results are thought to be beneficial in terms of establishing more robust processes and more effective channels of communication for future survey results, as well as promoting greater staff engagement and involvement. Feedback from senior leaders has been positive, indicating that the reports are easy to use, provide tangible and

useful information to support a local response, and have importantly, generated good conversations in teams.

- The 16 Local reports cover the following staff grouping / service areas:
 1. Acute Bedded Services
 2. Clover Practice & GP's
 3. Corporate services & Nursing, Prof
 4. Facilities
 5. Finance
 6. Human Resources & Training
 7. IMST
 8. Management Team
 9. Medical Directorate (others)
 10. Medical PGME
 11. Pharmacy Department
 12. Primary Care
 13. Psychology Services
 14. Secondary Care
 15. Single Point of Access & Crisis Hub
 16. Therapy Services.

2020 Survey

Changes in Leadership

In order to maximise the organisational transformational opportunities which are associated with gathering such rich staff feedback, responsibility for the co-ordination and delivery of the annual survey has now been aligned within the Trust with the Organisational Development Portfolio, and in particular with Staff Experience & Engagement. This is a transitional change which is taking place for the forthcoming 2020 survey, whilst working in partnership with HR colleagues in a matrix framework.

Proposed Benefits

This change in accountability, along with the newly developed local approach described above will support:

- A more in-depth and robust utilisation of the survey results, and a closer alignment of the survey results with the Trust Staff Engagement Strategy and delivery.
- Achieving an organisational embedded response to the Staff Survey.
- Alignment of key themes & findings with wider Trust strategy, supporting improvement and culture change i.e. OD strategy; People Strategy; Equality, Diversity & Inclusion.
- Continued engagement of staff, and a helpful shift in focus whereby the Staff Survey is seen as an enabling tool and a medium where staff voice is heard, listened to and can make a difference.
- Development of a more highly engaged staff group, who both experience and report SHSC as a safe and healthy place to work. This in turn will increase the safety and quality of care delivered to our service users.

Practicalities

- The 2020 Staff Survey is intended to launch by 3rd October (awaiting final confirmation from Quality Health).
- Given the small increase in response rate at our 2019 survey compared to previous years, changes which had been introduced have been reviewed and adopted for the current year. In particular, a greater reliance last year was placed on providing paper (as opposed to electronic) copies for clinical staff who might not have easy access to computer usage at work. This has been adopted for the 2020 survey. This decision is however under review for 2021, given the greater investment in information technology within the Trust during the Covid pandemic. A financial incentive was also

offered last year. This will not be offered for the current year, but rather an alternative incentive around charity donations (per survey completed) is under consideration.

- A comprehensive centralised communications plan has been developed, which will introduce the survey before the launch, and keep the profile high throughout the live period. Regular updates will be provided for staff on completion rates. A more targeted communications approach to leaders and service managers is being developed. Key factors still to be agreed are around enabling supported and protected time for staff to complete surveys within work time.

3. Next Steps.

The Board are asked to note the report and the proposed action.

4. Required Actions

Trust Board are required to receive this paper for information.

5. Monitoring Arrangements

Progress is monitored through the Staff Survey Steering Group with reports for assurance to the People Committee and Quality Assurance Committee.

6. Contact Details

For further information, please contact:

- Jane Barton, Staff Experience & Engagement Lead, jane.barton@shsc.nhs.uk
- Rita Evans, Director of Organisational Development, rita.evans@shsc.nhs.uk