

Board of Directors – Open

Date: 11 November 2020

Item Ref: 15

TITLE OF PAPER	NHS Staff Experience Survey 2019 – Progress against actions and plans
TO BE PRESENTED BY	Caroline Parry, Director of Human Resources
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 Plan, Organisational Development Strategy
STRATEGIC AIM STRATEGIC OBJECTIVE	People People
BAF RISK NUMBER & DESCRIPTION	Corporate Risk Number: 4078 Linked to BAF Risk Number 0005 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	<ul style="list-style-type: none"> Jane Barton, Staff Experience & Engagement Lead Rita Evans, Director of Organisational Development
Designation	Organisational Development
Date of Report	3rd November 2020

Summary Report

1. Purpose

For approval	For assurance	For collective decision	To seek input	To report progress	For information	Other (Please state)
	x				x	
<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 Experience 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

Below is a summary of progress made on responding to the 2019 NHS Staff Experience Survey (SES) feedback from staff.

Service level

- A significant development in our approach to the Staff Experience Survey (SES) this year has been the development of **Local Staff Survey Reports**, which supplement the overall Trust Report. The purpose of this local reporting is to support a process of promoting engagement, meaningful and effective action planning, and ultimately, supporting an improved work experience for staff.
- 16 Local reports have been produced, to reflect the staff groupings within the SES. These have been shared with service area leads. The ask of each area has been for the local results to be shared with individual teams, and for an overall action plan to be developed for the service area. This is not intended to be an arduous exercise, but rather to identify five meaningful actions, based on local results, which could be taken forward. Actions could of course include work which may already be in progress
- Support in helping teams to identify and take forward local actions has been offered from the LiA Team, the wider Organisational Development team, the QI Team (and microsystems) and HR, reflecting a range of quality improvement, change methodologies and interventions. This offer has been shared with each individual report. Local reports were shared with service areas over the summer months. Feedback on the format of the local reports from service leads has been exceptionally positive, suggesting the reports are easy to use, provide tangible and useful information to support a local response and have generated good conversations in teams about the results.

- The intention is that the identification of and progress against actions will be overseen by the Staff Experience Survey Steering Group. The timetable for completion of actions plans was end of July 2020. Only one action plan has been returned so far.
- *In summary*, an innovative approach to sharing SES results, and embedding them locally within the organisation has been developed this year, with positive feedback. Unfortunately, it appears that the unprecedented challenges which services have experienced over the past months may have contributed to the lack of prioritisation which has been afforded to action planning and delivery.

Trust wide

Despite the challenges with localised action detailed above, significant work has been undertaken trust wide over the past year, to specifically address some of the challenges and feedback highlighted in our 2019 SES results. Below is a selection of work, many initiatives which cut across the 11 SES themes. A reminder of the 11 SES themes are:

Equality, Diversity & Inclusion; Health & Wellbeing; Immediate Managers; Morale; Quality of Appraisals; Quality of Care; Safe Environment Bullying & Harassment; Safe Environment Violence; Safety Culture; Staff Engagement; Team Working. An overview graph of Trust results according to theme is attached in the appendix.

- **Culture Project:** The Trust is driving forward agreed Organisational Development (OD) priorities and developing a comprehensive 2020-23 OD Strategy; which will enable leaders and all staff to develop our organisation and culture to be as fit for purpose as we can be. Part of this work has been to carry out an organisational diagnostic (building on the data from 2019 SES and a specific focus on culture). The key themes from this diagnostic are being used to inform current and future OD priorities.
- **Big Conversation:** The overall aim of this Big Conversation is to support the identification of issues related to racism (both direct and systemic) within the organisation and co-design interventions to tackle these issues. This has been achieved by running a series of facilitated workshops. Over 100 colleagues joined the **Discovery Phase** groups – with other colleagues choosing to join in the conversation by submitting their thoughts and experience via our anonymous survey link. The sessions have been painful, honest and thought provoking. Following the identification of themes in the **Sense Making Phase**, we moved to identifying change ideas in the **Co-Design Phase**. Over 90 colleagues joined the co-design phase sessions to suggest ideas for improvement with others choosing to submit their ideas on line. These change ideas will now be reviewed by the Big Conversation Steering Group to agree on which ideas to operationalise / and to establish the action plan.
- **Engagement conversations:** a number of open invite opportunities for staff to engage in (virtual) facilitated conversations around culture change: Conversations so far have focussed on: Responding to the OD Culture Review; Refreshing Trust Values; development of Trust Strategy; developing our Trust Sustainability agenda & strategy; innovation & Change – speaking up and supporting positive deviancy / transformational change.
- **Team Development & Effectiveness:** The OD Team has this year offered evidence-based, policy-aligned team improvement capability building. The overall aim of the programme is to co-produce with teams a programme of work that improves team effectiveness. Dependent on need, this can be offered through a planned day session or by a sequence of workshop / meetings. This offer is available to whole teams and to leadership teams within a system – dependent on identified need. Although each programme of work will be tailored to the needs of the individual team it is likely that the work will include Team purpose, Role clarity and promoting Psychological safety. One example is work being undertaken with the Early Intervention Service, where the leadership team have been working on a plan to support their staff health & wellbeing.
- **Building and strengthening staff relationships:** A significant theme both within SES feedback, and LiA feedback, has been the need to develop relationships between senior staff and staff on the ground, as well as developing a greater sense of staff feeling connected more widely within the organisation. A couple of initiatives to note: Regular

- **Board visits to services**, to meet with staff, have now been established since June. **Coffee & Connections** (based on Randomised Coffee Trials – a recommendation from the Culture Review findings above) was introduced in October, another attempt to help foster relationships more widely within the Trust, and support the development of a more valuing and supportive Culture: A couple of NEDS now participating in the **Trust Mentoring Scheme**, providing mentoring support for staff. Two NEDs also supporting a couple of the **LiA 7 Steps Teams**. A trust wide invitation for staff to share and participate in a piece of work focussing on the importance of keeping connected with peers & colleagues: what they already do, what we as an organisation can do to support. A group of staff worked with us to participate in a live conversation around the theme of **The Importance of Keeping Connected**, and a **Podcast** was produced (shared during QI week and during November H&WB Festival)
- **Respect, appreciation, morale**: a number of initiatives have been introduced this year via LiA which help to address some of these work related, job characteristics and relational factors. E.g. continuing to build on developing our **Culture of Gratitude**, with **Thank You Cards** being promoted for staff to express appreciation.
- **Autonomy and job satisfaction**: **LiA 7 Steps Programme** was launched in February, where staff were invited to come forward in small groups to work on a quality improvement idea which they feel passionate about. The underlying purpose of this initiative is about empowering and supporting staff to have more autonomy in relation to local change and decision making, around issues which they feel strongly about. 10 groups came forward (some have got waylaid due to covid), but many have now completed their work, with amazing results: e.g. **developing a physical health clinic for service users in CERT; trialling electric bikes; development of peer mentoring scheme; development of peer support roles; career development pathways for admin staff; animal assisted interventions** (still under development at Forest Lodge).etc. Great QI outcomes, and a notable self reported increase in feelings of autonomy, boosted morale, increased sense of agency, and feeling more valued.
- **The Workforce Race Equality Standard (WRES) and the Workforce Disability Equality Standard (WDES)** both use the results of the staff survey specifically from staff from BAME groups and disabled staff to look at where experience is different to all staff. This information is used to inform the action planning. One example has been the development of the new **Disabled Staff Network Group**, based on the Staff Engagement score being lower for Disabled staff than for staff who are not Disabled.
- **Supervision**: Staff feedback regarding the lack of appropriate supervision has come via LiA, Staff Survey, and also highlighted as a concern via CQC. Considerable work has been undertaken this year to not only increase actual compliance with supervision reporting, but perhaps more significantly, with increasing the quality of the supervision offer. A staff **supervision training course** has now been reinstated within the organisation, to ensure that supervisors actually delivering supervision feel adequately informed and trained to do so, and are supported to embed this within their service areas. The first cohort undertook training in September.
- **Covid health & wellbeing support**: There has been a considerable expansion of the wellbeing offer for staff over the past 8 months, primarily in response to Covid 19. Nonetheless, this has resulted in an accelerated response to providing additional H&WB support, information and advice for staff, detailed on the H&WB page on the intranet, and via the covid hub, e.g. access to **wellbeing Apps** Headspace, Sleepio; introduction of **support helplines** and timely responses around **psychological first aid** for staff via Workplace Wellbeing. There has also been considerable developments around increasing the information and support around physical health and wellbeing, e.g. introduction of the **staff support shielding group**, which has now developed into the **Staff Covid Support Group**.

- **Health & Wellbeing Festival:** Recognition of the importance of staff wellbeing has led to the creation of a staff Health & Wellbeing Festival, to run for the whole of November 2020. This is a joint venture led by LiA and the Trust H&WB Group. The focus is on **keeping staff well** (prevention), offering **support and interventions** when wellbeing is less than optimal, and **making wellbeing part of the every day**. 60 separate MST sessions are on offer, including: mindfulness, support with sleep & diet; men's health; vaping; managing menopause; psychological safety; reflective practice; self compassion; MSK problems & work ergonomics; physical activity including cycling, yoga; Trade Unions and wellbeing, and many more. Of note also are workshops focussed on **flexible working**, addressing a key piece of feedback from the SES.
- **Team Time:** This is the virtual equivalent to Schwartz Rounds. A model of reflection and support developed by the Point of Care Foundation, to roll out in Trusts while we are not able to hold face to face schwartz Rounds. Four members of staff have been trained in this model of delivery & facilitation, and the offer made within the Trust to work with individual teams. To date no teams have taken up this offer.
- **Unacceptable Behaviours Policy:** Based on SES and LiA feedback, an updated, co-produced approach to managing responses to unacceptable behaviours (bullying & harassment) has been introduced. This follows a series of 20+ staff engagement workshops to coproduce the policy, and a series of staff briefings to launch the policy.
- **PDR:** Responding to SES feedback, the process for leading a PDR has been reviewed, with new guidance for managers published. A series of training workshops on having better conversations is also planned (linking with the Supervision training above).

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

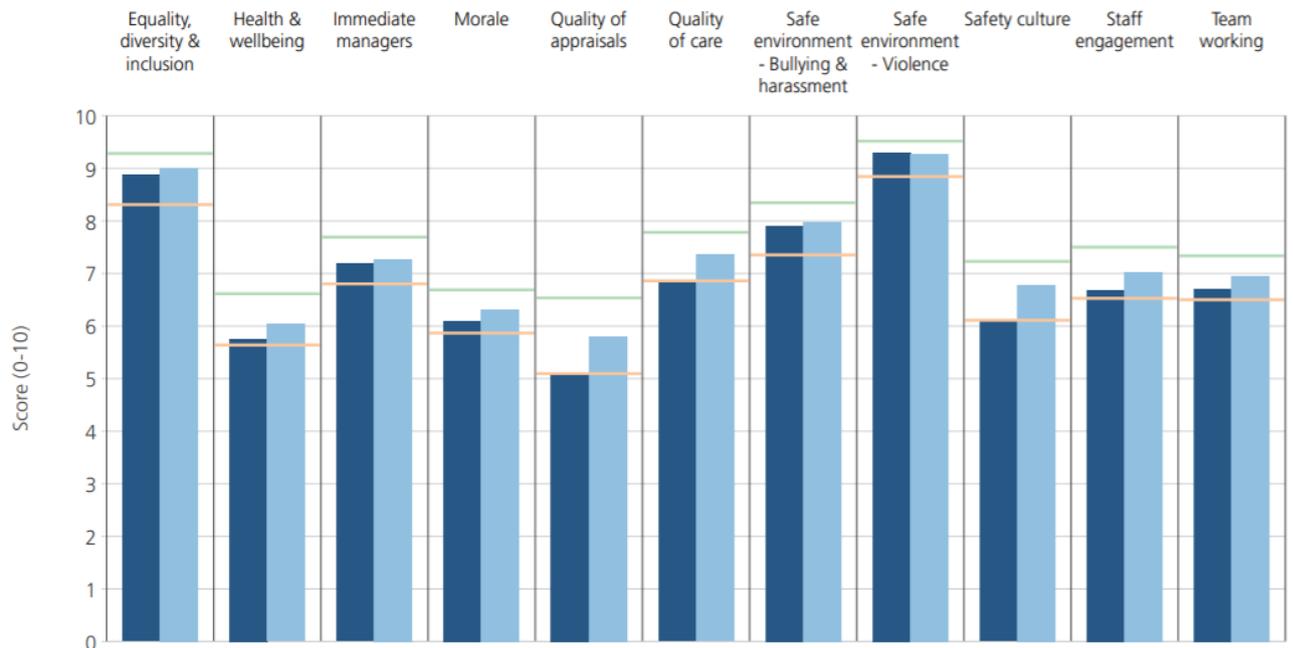
Progress is monitored through the Staff Survey Steering Group with reports for assurance to the People Committee and Quality Assurance Committee.

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

Appendix



Best	9.3	6.6	7.7	6.7	6.5	7.8	8.3	9.5	7.2	7.5	7.3
Your org	8.9	5.7	7.2	6.1	5.1	6.9	7.9	9.3	6.1	6.7	6.7
Average	9.0	6.0	7.3	6.3	5.8	7.4	8.0	9.3	6.8	7.0	7.0
Worst	8.3	5.6	6.8	5.9	5.1	6.9	7.4	8.8	6.1	6.5	6.5
Responses	932	937	943	933	843	746	926	925	934	943	927