

Board of Directors Public

SUMMARY REPORT

Meeting Date: 28 July 2021

Agenda Item: 17

Report Title:	NHS Staff Survey Update	
Author(s):	Dr Jane Barton - Staff Experience & Engagement Clinical Lead Rita Evans - Director of Organisational Development	
Accountable Director:	Caroline Parry - Executive Director of People	
Other Meetings presented to or previously agreed at:	Committee/Group:	
	Date:	
Key Points recommendations to or previously agreed at:		

Summary of key points in report

The request for this paper focussed on:

1. A description of actions taken following the findings from the 2020 NHS Staff Survey
2. Plans in place to significantly increase uptake of the 2021 NHS Staff Survey.

This report therefore highlights:

1. Key actions and progress in taking forward the 2020 NHS Staff Survey results including;
 - A description of the approach taken, at a team as well as Trust-wide level
 - A description of the types of enabling support which teams have requested to further their staff survey work
 - Some case study examples to describe the approach/work that teams are engaging in.
2. Thoughts on the impact of the above on staff experience, and ultimately engagement with the 2021 NHS Staff Survey.
3. Ongoing challenges and risks, and thoughts around mitigation.

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance	x	Information	x
----------------------------	--	-----------------	--	------------------	----------	--------------------	----------

The Trust Board are asked to receive this report for information and assurance of delivery against key delivery plans.

Please identify which strategic priorities will be impacted by this report:				
Covid-19 Getting through safely	Yes			
CQC Getting Back to Good	Yes			
Transformation – Changing things that will make a difference	Yes			
Partnerships – working together to make a bigger impact	Yes			
Is this report relevant to compliance with any key standards ?			State specific standard	
Care Quality Commission	Yes			<i>Well led domain</i>
IG Governance Toolkit			No	
Have these areas been considered ? YES/NO			If Yes, what are the implications or the impact? If no, please explain why	
Patient Safety and Experience	Yes			<i>Improving the culture will improve the quality of patient care/experience</i>
Financial (revenue & capital)	Yes			<i>Proposals are within budget plans</i>
OD/Workforce	Yes			<i>Enable delivery of the People Plan strategic aims and OD strategic priorities</i>
Equality, Diversity & Inclusion	Yes			<i>Please complete section 4.2 in the content of your report</i>
Legal			No	

Title	Name of Report
	NHS Staff Survey Update

Section 1: Analysis and supporting detail

Background

1.1 Key actions taken since the last Staff Survey

- Development of a refreshed approach to sharing data, engaging with staff, and influencing the narrative around “its everyone’s business”.
- Staff survey data has been made more widely available: results posted on the intranet, shared with leaders, managers and teams, and presented at a number of Trust wide forums.
- An enabling offer of Staff Experience & Engagement (SEE) / Organisational Development (OD) support has also been made to all teams, on a number of occasions, to help teams and groups take forward improvements from the staff survey results. Attempts to embed staff survey results into quarterly governance reporting are also in progress.
- Sharing of local team responses and actions, in attempt to support, motivate, and encourage others: e.g. four teams presenting at the leadership Forum, talking about the positive actions that they have taken already in their services to address NHS Staff Survey results.
- Engagement sessions with our Staff Side colleagues, and a collaborative approach to taking forward key pieces of feedback for action, has been positive.
- A revised Terms of Reference and operational model for the Staff Survey Steering Group, with a refreshed approach of engaging the key theme leads and leaders within each of these specialist areas responsible for driving improvement. The key theme leads are:
 - *Equality, Diversity & Inclusion – Liz Johnson*
 - *Health & Wellbeing – Sarah Bawden*
 - *Leadership Development – Rita Evans*
 - *Safe Environment: Bullying & harassment – Sarah Bawden*
 - *Safe Environment: Violence – Samantha Crosby*
 - *Safety Culture – Anita Winter*
 - *Team Effectiveness – Rita Evans*
 - *Staff Engagement – Jane Barton & Debbie Creaser*
 - *Quality of Care – Anita Winter*

In addition, a targeted sharing of bespoke pieces of data with a wider cohort of staff, to help inform and provide a measure of other Trust wide pieces of work.

- A replica Staff Survey for our Bank Staff, who to date have not been included in the National Staff Survey. The response rate was 35% and an analysis of findings has taken place. Recommendations and action plan in progress. Findings and recommendations will be shared Trust-wide by the end of July 2021, and action plan agreed by mid- August 2021.

- Introduction of the newly mandated National Quarterly Pulse Survey (NQPS) - People Pulse: a snapshot of Trust wide staff engagement. Results will be available in August. This will provide a snapshot of how well engaged staff are within the Trust. It will provide comparison data to that which was reported last autumn via the staff survey, along the 3 measures of engagement: motivation; ability to contribute to improvements; and recommendation of the Trust as a place to work / receive care. It is a global Trust measure.

SHSC response rate to date is 16% (19.7.21), compared to an average for other Trusts of 10%.

- A mechanism/portal is being developed to collate and interpret the findings from all staff engagement activities/surveys, including the NHS Staff Survey and NQPS. This forms part of the recommendations from the recent Staff Engagement Report carried out by 360 Assurance; and will provide overall snapshot of levels of staff engagement/experience around key themes at a point in time.

1.2 The team level response

Requests from teams for SEE / OD support to help them take forward their staff survey results have fallen into 5 main categories:

Data requests

A number of services have requested additional, more detailed staff survey data which relates to their team, and OD support to make sense of this data. This has helped teams to hone down on key specifics within the feedback response, to help to unpick where there may be challenges, and help to focus attention on areas for change. e.g. Therapy Services; Quality Team; Older Adults CMHT/ HTT; Pharmacy.

Survey Development

A few teams have requested SEE support with survey development, in order to explore in a bit more detail specific areas of concern within their teams. E.g. SPA/EWA/Liaison; OA CMHT.

Facilitated Conversations

A number of services have requested SEE support in facilitating conversations within leadership teams / whole services, to help explore and reflect on staff survey results, with a view to how to take forward conversations with smaller groups of staff, or to help identify areas for change. Examples of teams requesting this support include Facilities Directorate; CERT; Primary Care Network (13 Teams); Early Intervention; PMO/Strategy & Planning.

Team development

A number of Teams & Services have requested targeted facilitation support around their team effectiveness and team development, e.g. Birch Avenue, Memory Service, Facilities and IMST

Leadership Development

Some teams have come forward to specifically request support around their leadership development, e.g. IMST.

Just getting on with it....

In addition to the examples cited above, a number of teams / services have been in contact to let us know that they are having conversations within their Teams, sharing results, and are developing action plans. e.g. Finance, IMST, CERT, SPA and Older Adults CMHT.

1.3 Case Studies to highlight specific examples of team actions

Older Adult CMHT

The OA CMHT shared their staff survey results with the team. Although there was a feeling that scores obtained were generally towards the upper end of the overall Trust score profile, the leadership team picked up on various comments made within the team, and were keen to explore more about staff wellbeing, particularly the impact of working through the covid pandemic. They recognised that staff were feeling extremely tired and “drained”, that the number of referrals to the team had grown significantly, and that perhaps some of their former ways of connecting as a team and supporting each other had become marginalised because of covid working. With support from SEE, the OA leadership team have developed a short survey, focussing on staff support, leader’s support; sense of feeling valued, communication within the team, & overall staff H&WB. This is due to be shared via a Qualtrics survey with the team. SEE will continue to support the team to gather their data, make sense of the data, and think about any actions to progress. The team presented their plans at the Leadership call on the 27th May.

Facilities Directorate

The facilities Directorate were keen to access SEE support to help them take forward their staff survey results. They firstly requested more detailed information, in order to help them understand and make more sense of their overall theme scores. This was then followed by an SEE facilitated session with the leadership team (15 leaders from across the Facilities Directorate). The aim here was to help leaders reflect on the results, and think more clearly about how to have conversations with their sub teams about staff experiences of working within the Trust. The ultimate goal here was to identify areas for change and improvement, and compile a short action plan to help focus the work.

Feedback from leaders indicated an increased sense of confidence to be able to take these conversations forward with their teams, and to explore what would contribute to a more meaningful and enjoyable experience of work for their staff. A rise in energy and an enthusiasm to take this forward was indicated. OD plan to continue to support the Directorate and the sub teams with this process. Directorate engagement plans and actions were presented at the Leadership Call on 27th May.

SPA/EWA/Liaison

The Staff Experience & Engagement team helped the service to reflect on their staff survey results and identify areas for intervention. A couple of things were identified: Firstly, SEE supported the service to design and undertake a survey, exploring more about the experience of admin staff within their teams. This was in response to wanting to dig a little deeper, and understand more fully the working experience. Awaiting results. Secondly, It was also recognised that there was a lack of stated Team ways of working, and commitments to change. A charter was subsequently developed to incorporate agreed and expected ways of working, aligned with objectives and aims. Further work is planned.

Also of significance here has been a 100% completion rate for this survey, and a significant engagement of staff within this process. The feedback so far is that staff feel a greater connection to these local results, can see the relevance for themselves within the data, and are more likely to engage with the overall staff survey in the future. The team presented their plans and completed actions at the Leadership call on the 27th May.

IMST

As a Directorate, the senior leaders within IMST have met with the Director to reflect on their staff survey results, and ask critical questions. They have focussed specifically on areas within the NSS where their scores are somewhat lower than the rest of the organisation, and have had a number of sessions to explore this further. While this is an ongoing, and iterative process, they have in the first instance decided to focus on the following: leadership

development (spotlight) for their leadership team; support from SEE to help them explore, understand, and hopefully improve staff morale within the IMST directorate. Work ongoing.

CERT

With the support of the SEE Team, local staff survey results were shared with the wider team at a coordinated session. The detailed staff survey breakdown report was used to highlight key priority areas for change within the team. The leadership team have subsequently used these results to influence the agenda of an upcoming away day. Two examples of change have been to implement a Recovery Worker Forum, and also a process to incorporate their staff survey results into their microsystems quality improvement work. CERT presented their plans at the Leadership call on the 27th May.

Early Intervention Service

EIS have shared their results with the leadership team with support from the SEE Team and plan to share this wider with key members of the team. They plan to focus on particularly low scoring areas, nominating a key person to take actions forward. They are also planning to focus on and celebrate their successes.

1.4 Further engagement planning for the 2021 Staff Survey

All of what has been reported above is part of a multifaceted approach to increase engagement with the staff survey, and ultimately improve the experience of staff within work.

A further engagement & communications strategy to share Trust wide actions from the last survey with staff is being implemented over the next few weeks, including utilising the culture champions, introducing 'floor walkers' encouraging completion of the survey and building on the overall learning from the 2020 survey.

A further engagement exercise to encourage staff to participate in the survey, and support managers to encourage staff to complete the survey will roll out throughout August and September. This will include a number of facilitated conversations with staff groups (services and professional groupings), engagement with managers and leaders to support them in the roll out of the survey, and a number of open spaces with facilitated discussion, as well as a comprehensive internal communications plan.

1.5 What difference it this making

The question remains as to whether any, or all, of what is reported above will have a significant (positive) impact on:

- Improving the reported experience of work by our staff.
- Improving the engagement of staff with the staff survey, as measured by the completion response rate.

Formal assessment of the impact

NHS Staff Survey 2021 – This will commence in September / October this year. There is no formal change to the survey questions which have been asked previously, so direct comparison with past results will be possible. Questions will however align with the People Promise framework. Initial (un benchmarked) results are likely to be available in January 2022. Work is currently taking place to try to ensure that the data from the 2021 survey aligns better with our individual teams and services, so that more accurate and bespoke data can be extracted at a team level going forward.

Informal assessment of the impact

There is a noticeable positive shift in team awareness of and engagement with the staff survey results, at a local team / service level. Last summer we were only aware of one team who developed an action plan in relation to their staff survey results. This summer we are currently engaged with, in some form or another, around 30+ teams, helping them to make sense of their data, have conversations within their teams, and identify local actions which could make a positive difference to staff experience of work. Our attempts to engage staff around the survey, and to help them see their potential benefits of engaging with this, have been met positively in many parts of the organisation. There does however remain a significant negative voice within the trust, around staff survey, and this will be detailed further within the risks section below.

Section 2: Risks

- 2.1
- Embedding staff survey as business as usual within team governance processes – ownership of data and willingness to act.

It has proved challenging to move this point forward, primarily due to competing work demands of key leaders. Not as much progress as hoped has been achieved. This does not appear to reflect a lack of engagement from leaders, but rather competing work priorities and pressures. Our plan is to continue with this approach, and try to find a meaningful way of embedding results.

- Teams report that they feel overloaded with work, with little capacity to focus on Staff Survey results. There is also a prevailing narrative, in some parts of the organisation, around “its not our business” – we’ve told you what’s wrong, now you fix it”. Challenging this narrative, and mindset, to an alternative around “together we can make a difference” is slow and time intensive. All of the above will help with this, but support from all senior leaders is also still required in a concerted effort to change the negative narrative.

The monthly Leaders’ Calls have helped in creating more awareness and engaging leaders further, to take full accountability for responding to the staff survey findings and driving forward improvements within their service area.

- Soft intelligence: much anecdotal information still persists which supports a negative narrative of what it is like to work within the Trust: e.g. a focus on poor buildings and facilities, a disconnection between senior leaders and the rest of staff, a significant overload of work, and a reported dissatisfaction in terms of staff behaviours not aligning with Trust values. As with the point above, influencing this mindset does depend to a degree on demonstratable changes experienced by staff, as well as challenging the negative narrative. We will continue to contribute to sharing positive actions from across the Trust, however for just telling staff about positive action is not likely to have as much impact as staff actually experiencing positive change. This inevitably will take time to be experienced.
- In line with the point above, challenges in aligning Trust wide work with staff feedback, and articulating tangible examples of change across the Trust is slower than anticipated. Changes in how the Staff Survey Steering Group operates , by adopting an outreach approach to support key members of staff,

will hopefully lead to a more timely collation of the positive actions taken, to be communicated widely. Again though however, time is needed for staff to actually experience these positive changes, in order to influence and change mindset.

- Currently reduced Staff Experience & Engagement / OD capacity to support teams with change or development work. Medium to longer term plans are in place as part of the People Directorate Review.
- Risks are currently being managed and mitigated, and detailed within the corporate risk register ref 4078

Section 3: Assurance

Delivery plans are in place, and a constant monitoring of progress.

Section 4: Implications

Staff survey responses are available broken down by key demographics, this information can be used to inform targeted action. The 2020 NHS Staff Survey results and data specific to groups of people have been shared with:

- Each of our Staff Network Groups, provoking discussion about what good looks like and how we will know when we have achieved this
- Each Staff Survey theme lead with a breakdown of questions related to specific ED&I areas and discussion around this.

The Workforce Disability Equality Standard (WDES) and Workforce Race Equality Standard (WRES) both include data 'metrics' from the Staff Survey, this data is included in the organisations WRES and WDES reports, reported externally and informs the WRES and WDES action plans.

The detail of this information is provided to People Committee and Board in specific reports. WRES and WDES data has been shared with the BAME and Disabled Staff network groups to inform co-production of action.

Section 5: List of Appendices

None