

# Board of Directors

## SUMMARY REPORT

**Meeting Date:** 25 May 2022  
**Agenda Item:** 15

<b>Report Title:</b>	<b>NHS Staff Survey 2021 Results</b>	
<b>Author(s):</b>	Charlotte Turnbull, Head of Leadership & OD Sally Hockey, HRBP – Change	
<b>Accountable Director:</b>	Caroline Parry, Executive Director of People	
<b>Other meetings this paper has been presented to or previously agreed at:</b>	<b>Committee/Tier 2 Group/Tier 3 Group</b>	People Committee
	<b>Date:</b>	13/05/2022
<b>Key points/recommendations from those meetings</b>	People Committee recognised the extensive work underway on sharing the Staff Survey 2021 results and next steps. The importance of culture work, as part of SHSC commitment to making long-term improvement to staff experience and engagement, was noted.	

### Summary of key points in report

Following the full release of Staff Survey 2021 results, this report provides the following for information:

- Benchmarking our position within our comparator group
- Key messages from our staff
- Confirmation of the action arising from the Staff Survey 2021 results, including communication action and partnership working with Staff side

### Recommendation for the Board/Committee to consider:

<b>Consider for Action</b>		<b>Approval</b>		<b>Assurance</b>	<b>X</b>	<b>Information</b>	<b>X</b>
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The report is presented to Board to receive the results of the NHS Staff Survey 2021, and the action planned to improve our position.

Please identify which strategic priorities will be impacted by this report:				
Covid-19 Recovering Effectively	Yes	X	No	
CQC Getting Back to Good Continuous Improvement	Yes	X	No	
Transformation – Changing things that will make a difference	Yes	X	No	
Partnerships – working together to make a bigger impact	Yes	X	No	
<b>Is this report relevant to compliance with any key standards ? State specific standard</b>				
Care Quality Commission Fundamental Standards	Yes	X	No	
Data Security and Protection Toolkit	Yes	X	No	
Any other specific standard?		X		NHS WDES and WRES
<b>Have these areas been considered ? YES/NO</b>				
	If Yes, what are the implications or the impact? If no, please explain why			
Service User and Carer Safety and Experience	Yes	X	No	Considered as part of our partnership working with Staff Side
Financial (revenue & capital)	Yes	X	No	
Organisational Development /Workforce	Yes	X	No	Key element within the OD Framework
Equality, Diversity & Inclusion	Yes	X	No	EDI is a data point within the staff survey
Legal	Yes	X	No	Health & Wellbeing of staff

# Staff Survey 2021 Update Report

## Section 1: Analysis and supporting detail

### Background

#### 1.1 National context:

The NHS Staff Survey 2021 ran from the end of September to the end of November 2021.

For the first time in over 10 years the NHS National Staff Survey underwent a significant change with the realignment of its question themes to match the NHS People Promise. In previous years, the survey focused on ten overall themes and were scored on a ten-point scale. From 2021 the survey now reports under the seven People Promise themes, plus retained Morale and Staff Engagement to create nine themes in total. Question-level results are reported as percentages. Summary measures and sub-scores are on a 0-10point scale, with 10 the best score attainable. For 2021 the following national scores were received:

- We are compassionate and inclusive (7.2)
- We are recognised and rewarded (5.9)
- We each have a voice that counts (6.7)
- We are safe and healthy (6)
- We are always learning (5.3)
- We work flexibly (6)
- We are a team (6.6)

Both the retained themes worsened between 2020 and 2021. Morale fell from 6.1 to 5.8 and staff engagement from 7.0 to 6.8

(Source nhsemployers.org)

From the 111 questions asked in last year's survey, the NHS system summarises and categorises results, reporting national and comparator benchmarking data.

#### 1.2 Comparator groups

Comparing organisational results on a national ranking is not encouraged. Instead, the focus is on benchmarking performance within the relevant 'comparator group'.

There are 51 organisations in our comparator group – defined as Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts.

Below is a summary of our performance within the context of our comparator group laid out in the new reporting style:



Full benchmarking report available here:

<https://cms.nhsstaffsurveys.com/app/reports/2021/TAH-benchmark-2021.pdf>

### 1.3 SHSC – our results

We saw a significant uplift in our level of participation rising from 41% in 2020 to 52% (1290 employees took part). The median response rate for our comparator benchmarking group was 52%.

### 1.4 High level positive feedback from the survey shows that our people:

- Like their immediate teams and team leaders
- Believe their roles make a difference to patients and service users
- Are more confident about raising concerns about unsafe clinical practice
- Are beginning to see signs of improvement about bullying and harassment at work

### 1.5 There is a need to improve on the following:

- We want to feel more valued
- We want to work better together across our teams
- We want to feel supported on our Health and Wellbeing
- We have concerns about our standards of care
- A decreasing number of us recommend SHSC as a place to work

While unfortunately there has been some deterioration in our staff survey results for 2021, messages from our staff have changed very little over the last four-year period.

## 1.6 Consultation

Annually staff survey results are released on a phased basis. Our first organisational level results were received December 2021. Further detailed results received February 2021 and full release of national figures embargoed until 30 March 2022. During this time, we considered our data with Board, leaders/managers and Staff side through a series of workshops, events in person and online, individual consultations with leaders and meetings/briefings with managers. This enabled us to have a thorough understanding of our position and key themes for action before we moved to benchmarking our performance against our comparator groups when the embargo was lifted.

## 1.7 Areas of focus this year

We will continue to build on our on-going activity to include more opportunities for teams to work together to solve issues, encouraging more involvement in staff network groups, continuing to support staff to care for their own health and wellbeing, and working together to ensure that our services, people and systems work, giving our staff a greater sense of pride and advocacy to SHSC, where they would recommend us as a great place to work and a place where they would recommend care to their friends and family.

## Section 2: Risks

**2.1** From the wealth of information provided by the staff survey results, we have identified four questions that we have highlighted as considerable risk areas to SHSC – our people and the people of Sheffield we serve, given the level of disengagement and associated impacts arising from these. They are:

**Q11a – Do we prioritise health and wellbeing as an organisation?**

- Engagement score 48%
- National score 57%
- Comparator group 64%
- We are second bottom in our comparator group

**Q21d – Would you refer a relative or friend for care at SHSC?**

- Engagement score – 45%
- National score – 67.8%
- Comparator group – 67%
- We are bottom in our comparator group

**Q22a – Would you consider leaving your organisation?**

- Engagement score – 40%
- National score – 31%
- Comparator group – 28%
- We are second to bottom across our comparator group

**Q21c – Would you recommend SHSC as a place to work?**

- Engagement score – 43%
- National score – 59.4%
- Comparator group – 67%
- We are bottom in our comparator group

**2.2** **How to have maximum impact on improving our performance in these areas?**

Working to improve staff engagement and experience, and in turn staff survey results, in these areas relates to activity across the range of the 111 questions within the staff survey not simply the 4 above.

Working with Staff side, we have identified 20 key questions from the 111 questions, which we are jointly proposing to teams and services to focus their attention on regarding the most effective way to improve staff experience in key areas that SHSC needs to improve. Improvement in these question areas will have a systemic positive influence and impact for staff engagement and experience.

To support team action in these key areas, within Team Staff Engagement Action Plan packs, teams will receive the proposed 'top 20' questions with scores against each for (a) SHSC, (b) the national score and (c) comparator group score, along with People Promise, staff engagement and morale benchmarking. This will give teams a full context overview to benchmark their team scores against.

### **2.3 The need for cultural change**

This is our 4<sup>th</sup> year of negative results. This is a risk in its own right, beyond the challenges that Covid, and work to improve our CQC rating, has presented to SHSC. We recognise a paradigm shift in our approach to engagement is needed, and if not successfully made, cultural risks are likely to adversely impact staff morale, recruitment and retention and in turn the quality of care we are able to offer to the city of Sheffield and our people.

### **2.4** At organisational level, to facilitate mindset shift we are exploring the use of the 'Big Conversation' methodology to give staff open and meaningful safe space discussions on fundamentals relating to where we are at as an organisation. This will be a structured piece of work which will begin with two key phases:

(a) through open and transparent conversation, explore with staff their hurt and negativity that they have experienced/holding on to from the last few difficult years. At concept stage, we are working along the People Promise theme of 'we each have a voice that counts' to encourage colleagues to speak up freely and to know that their input is valued and appreciated. We will use this discussion/consultation piece to obtain rich data on the themes which are holding back the positive development of our culture. This will help us form a more stable base to move to exploring:

(b) 'How do we make Team SHSC a great place to work?'. Which will address what action can we take at organisational level and team level to enhance staff experience, which in turn will positively influence future staff survey scores.

Staff Side and other leaders within Team SHSC are supportive of this approach and will collaborate with People Directorate and other partners on this activity.

This activity will be in conjunction with other culture work to explore 'Just and Learning'; culture, building a culture of improvement etc.

### **2.5** In each of the People Committee Assurance Groups, as listed below, actions that consider the Staff Survey results, current sentiment and future aims will be established with outcome measures clearly defined.

- Recruitment/Retention
- Health Wellbeing
- Workforce Planning
- Leadership & OD

## 2.6 Maintaining the momentum and new reporting structure

Activity at team level will focus on supporting teams in addressing the outcomes from the 2021 survey through a systemic approach to staff engagement and experience focused activity. A new comprehensive Staff Engagement Action Plan pack will be launched in May 2022 and supported with a range of tailored and open-door online briefings for managers/team leads.

Leaders at all levels will be reminded that the focus of our activity is on enhancing staff engagement and experience on an on-going basis, not simply for improving a one-off annual staff survey score. To enable this, we are introducing for the first-time, links to the Integrated Performance and Quality Report and triannual Performance reviews. This will enable areas to report on progress and prioritise this activity alongside core business.

## Section 3: Assurance

### Benchmarking

- 3.1 Attached Appendix 1 shows National, Organisation and Comparator benchmarking group engagement results. Team Leads will be asked to triangulate this sentiment, engaging, and checking in with their people to understand how our scores reflect the sentiment on the ground since the survey and today, considering what influences these, what they are able to remedy and change, and what must be escalated for wider discussion, support and action.
- 3.2 **Our SHSC Staff Survey 2021 results communication and activity plan** below demonstrates the activity thus far since the first set of results were shared under embargo in December, to the short-term future (next 3-6 months). This plan includes planned activity through partnership working, stakeholder management, engagement, and consideration, all of which combined triangulates the work underway that we recognise impacts care to service users and their care systems.
- 3.3 Our results are the lowest across our ICS. We will discuss our results and opportunities to gain support from our peers across South Yorkshire & Bassetlaw in the coming weeks.
- 3.4 Our OD activity dashboard will report metrics in relation to delivery and evaluation.
- 3.5 Service & Team Staff Engagement action plans will be expected from all Senior Leaders in time for June Performance Reviews with Board. Consideration as to how the plans align to SHSC Strategy and aims will be expected as part of ongoing discussions, with particular focus on the four strategic priorities; Great place to work, effective use of resources, delivering outstanding care, ensure our services are inclusive.

## Section 4: Implications

### Strategic Priorities and Board Assurance Framework

1. Covid – Recovering Effectively
2. CQC – Getting back to Good
3. Transformation - Changing things that will make a difference
4. Partnerships – Working together to have a bigger impact

The top BAF Risks to be considered are:

**OD, Leadership and Talent BAF risk 0020:** There is a risk that we fail to effectively support the development of a new approach to leadership and culture and/or align this leadership approach with organisational design, resulting in low staff morale, poor service quality and indicators of the quality of care.

- 4.1** Team **SHSC organisational wide** engagement activity will be discussed and evaluated by the OD Assurance group and Staff Engagement steering group. Under the banner of **'Together we listen, together we respond'** this group will set and report on the direction of travel for staff engagement and they will augment in presence in the short term amongst teams and services.
- 4.2** Working in partnership with **our local** Communications teams, HR Business Partners and Wellbeing Champions (once launched) will seek out opportunities to talk widely about how engagement is shaping up and how these feed into the successful delivery of SHSC strategic aims and our vision. We will use the aforementioned 'Big Conversations' to share our voice.
- 4.3** We will continue to seek dialogue and support from **our Integrated Care System**, aiming to improve the results given our engagement responsibilities across the system.

### Equalities, diversity and inclusion

The staff survey benchmark report provides a specific report on the staff survey metrics associated with the Workforce Race Equality Standard (WRES) and the Workforce Disability Equality Standard (WDES). These staff survey metrics have been reported separately to People Committee, May 2022 by EDI Assurance Group

## Section 5: List of Appendices

### Appendix 1

#### High level summary of communication of results and planned actions

<b>Communicating the results - timeline</b>
<ol style="list-style-type: none"> <li>1. SHSC Organisational level initial table of results received Dec 2021</li> <li>2. National Staff Survey Full Report for SHSC (sector comparator groups benchmarking on people promise themes) Feb 2022</li> <li>3. National results released March 2022</li> <li>4. Embargo lifted 30 March 2022</li> <li>5. Free text comments report received April 2022</li> </ol>
<b>External comms</b>
Media statement prepared April 2022
<b>Engaging with Team SHSC on the results</b>
All staff communication of themes/benchmarking via Jarvis 31 March 2022
Engagement on themes/benchmarking with leaders/managers Feb – May 2022 <ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Leaders' call</li> <li>• Leaders Away Days</li> </ul>

<ul style="list-style-type: none"> <li>• Team SHSC: Developing as Leaders</li> <li>• Heads of service circulation</li> <li>• By specific staff groups circulation</li> <li>• Multiple lower-level team reports</li> </ul>
<b>Committees/Partnership working</b>
Joint Consultation Forum Feb, May 2022
Staff Side workshop/meetings March, April 2022
Staff Engagement Group Feb, April 2022
Council of Governors April 2022
People Committee March, May 2022
Quality Board May 2022
ICS liaison: <ul style="list-style-type: none"> <li>• Sheffield Teaching Hospitals Engagement Team Feb 2022</li> <li>• ICS Health &amp; Wellbeing Lead re staff survey rankings and ICS reporting May 2022</li> </ul>
<b>Key actions going forward: May – Sept 2022</b>
<ol style="list-style-type: none"> <li>1 Production of new ‘Staff Engagement Action Plan’ pack to support team action launched May 2022</li> <li>2 Facilitated discussions supporting team action led by Head of Leadership and OD and HR Business Partner April – June 2022</li> <li>3 New point of review within the Performance Review triannual reports from June 2022</li> </ol>
<b>Culture change</b>
<p>‘... together we listen, together we respond ...’ has been the theme for our staff survey follow through action this year</p> <p>At organisational level, a ‘Big Conversation’ approach will be used to confirm we have listened and that we want everyone involved in how we change things</p> <p>Co-create and deliver with Staff side, Staff Network Groups and wider staff group during 2022. Focus on:</p> <ol style="list-style-type: none"> <li>(a) ‘We each have a voice that counts’</li> <li>(b) How do we make Team SHSC a great place to work?’</li> </ol>
<b>People Pulse and Staff Survey 2022</b>
<ul style="list-style-type: none"> <li>• People Pulse quarterly survey will update on staff experience on a quarterly basis</li> <li>• Start of prep work for Staff Survey 2022 beginning July 2022</li> </ul>