Board of Directors' Meeting : 9 May 2024

Agenda item	081/24
Report Title	Annual NHS Staff Survey results
Executive Lead	Rhia Boyode, Director of People and OD
Report Author	Emma Wilkins, Deputy Director of People and OD Dawn Thompson, Assistant Director of Leadership and OD Sharon Parkes, Organisational Development Practitioner

CQC Domain:		Link to Strategic Goal:		Link to BAF / risk:
Safe	√	Our patients and community	√	BAF3, BAF4
Effective	√	Our people	√	
Caring	√	Our service delivery	√	**Trust Risk Register id:**
Responsive	√	Our governance	√	
Well Led	√	Our partners	√	

Consultation Communication	Initial results shared People & OD Assurance Committee: 06/02/24 Staff Side Leads briefing on results: 04/03/24 Board Development session: 11/04/2024 People & OD Assurance Committee: 22/04/2024

Executive summary:	1. The Board's attention is drawn to section 2 where the 2023 Staff survey results show all people promises and themes have improved from 2022 to 2023. Also, all our 21 sub-themes improved Year on year (YOY). 2. We agreed the presented timeline at People & OD Assurance Committee and commit to achieving those actions as well as the Divisional Action plans 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 (* Information pack)	Appendix 1: Trust and Divisional People Plan schemes* Appendix 2: Mapping NHS Staff survey responses to the NHS Impact domains*

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counts**

Annual Staff Survey Results
2023/24

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 for 2024/25, the 2023 staff survey results will be used.

1.3 We are delighted that we have been successful in securing external funding to be part of cohort 2 of the People Promise programme and will be appointing a People Promise Manager. This will support us to continue the great work we have achieved to date. They will support with the coordinating and embedding all elements of the NHS People Promise within the organisation. They will work collaboratively across the organisation and ICS and with other designated People Promise Managers to maximise opportunities to retain staff across the NHS and Social Care. Currently a gap analysis is being undertaken so we can identify the areas of focus aligned to the people promises as we continue to take action on our colleagues' feedback to improve staff experience at SaTH.

2.0 Situation

2.1 The Trust scores for all 7 People promises and 2 themes have improved from 2022 to 2023. Also, all our 21 sub-themes improved year on year (YOY). This is a huge achievement and better than last year. The People Promise "We work flexibly" saw an increase of 0.42 which is an increase on last years' results and is a key flagship programme from the 2021 Staff Survey results. No questions have dropped, and this is deemed by IQVIA (our staff survey provider) to be down to effective action.

2.2 A total of 7676 members of staff were eligible to respond to the survey, and 45% of staff completed the survey equating to 3412 respondents. It is important to note that whilst this was a reduction of 4% on last year meaning 55% of staff have still not engaged with the survey, given our increase in WTE over the last 12 months this is our largest sample of colleagues taking part.
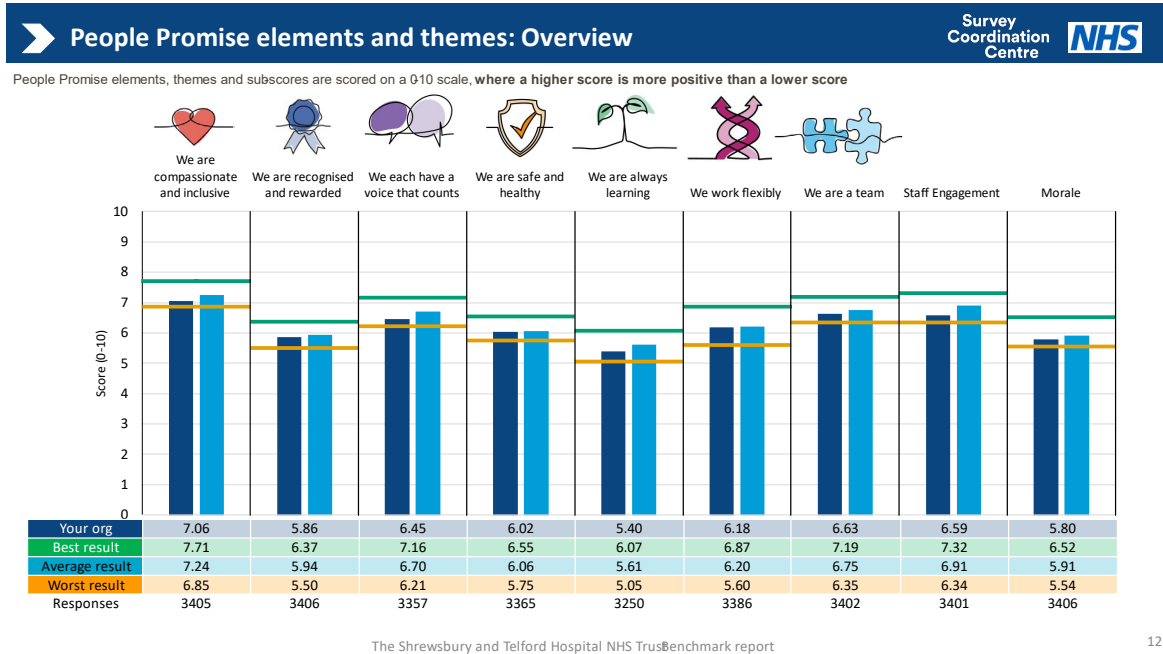
3.0 Background

3.1 IQVIA, on behalf of 63 Trusts were commissioned to run the 2023 survey between October and November 2023, and we achieved a 45% response rate, which matched the median average of 45% in our sector.

3.2   The full report can be found at NHS Staff Survey 2023 Benchmark Reports with the Interactive dashboards [Results | Working to improve NHS staff experiences | NHS Staff Survey (nhsstaffsurveys.com)](). The attached link [NHS Staff Survey results, March 2024 (youtube.com)]() 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 January 2024. Organisational briefings took place on 8th and 12th March and triumvirate briefings were held w/c 18th and 25th 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 95 questions have improved their score with a total number of questions asked being 107 (excluding background information).
There were 3 new questions for the 2023 survey and therefore cannot be compared with 2022 data.

- Q17a: In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace from patients/service users, their relatives or other members of the public.
- Q17b: In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace from staff/colleagues.
- Q22: I can eat nutritious and affordable food while I am working.

4.2   This is the third year that staff survey results are presented against the seven NHS People Promise themes and Engagement and Morale.

4.3   We are above the average for our sector in the sub-themes of Negative experiences (We are safe and healthy), which shows that fewer colleagues have reported negative experiences at work; Development (We are always learning) the quality of appraisals; and Flexible Working (We work flexibly).

4.4   The tables below provide a high-level summary of the overall Trust scores for all seven People Promises and two themes, where improvements YOY have been seen.

Table 1

People Promise elements and themes: Overview

Survey Coordination Centre NHS

People Promise elements, themes and subscores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**

	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagement	Morale
Your org	7.06	5.86	6.45	6.02	5.40	6.18	6.63	6.59	5.80
Best result	7.71	6.37	7.16	6.55	6.07	6.87	7.19	7.32	6.52
Average result	7.24	5.94	6.70	6.06	5.61	6.20	6.75	6.91	5.91
Worst result	6.85	5.50	6.21	5.75	5.05	5.60	6.35	6.34	5.54
Responses	3405	3406	3357	3365	3250	3386	3402	3401	3406

The Shrewsbury and Telford Hospital NHS Trust Benchmark report   12

4.5   All of the 9 measures statistically showed a significant increase, (Table 2, below). We remain below our comparative organisations on all promises and themes**.**

Table 2

Appendix B: Significance testing – 2022 vs 2023
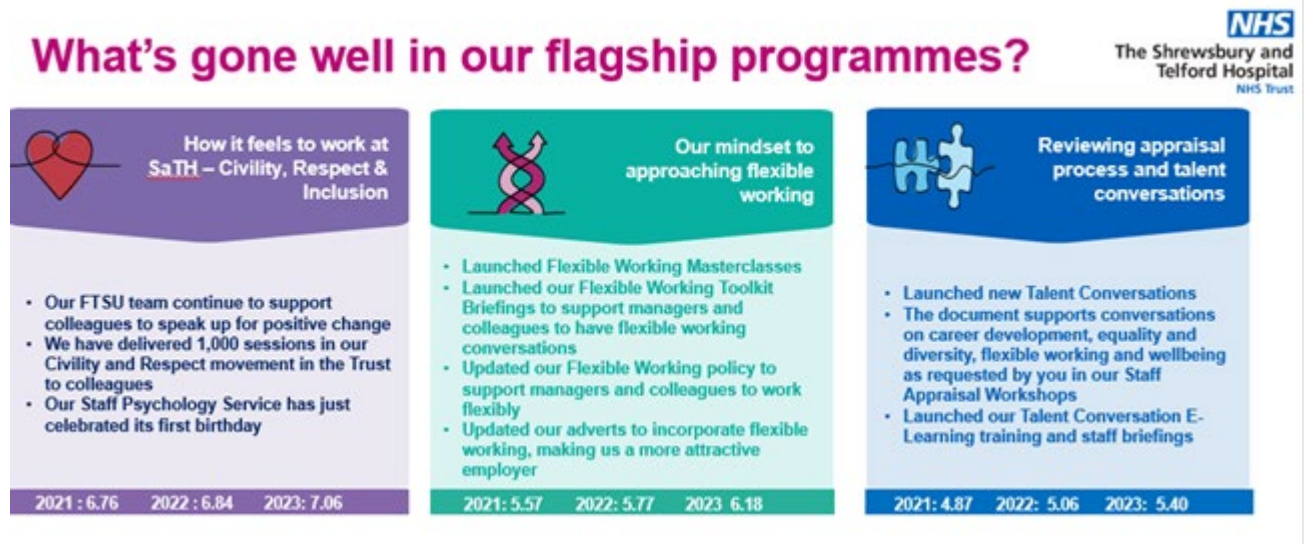
Survey Coordination Centre NHS

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2022 and 2023*. For more details please see the technical document.

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	6.85	3367	7.06	3405	Significantly higher
We are recognised and rewarded	5.55	3379	5.86	3406	Significantly higher
We each have a voice that counts	6.24	3335	6.45	3357	Significantly higher
We are safe and healthy	5.68	3343	6.02	3365	Significantly higher
We are always learning	5.08	3228	5.40	3250	Significantly higher
We work flexibly	5.76	3361	6.18	3386	Significantly higher
We are a team	6.39	3366	6.63	3402	Significantly higher
Themes					
Staff Engagement	6.32	3380	6.59	3401	Significantly higher
Morale	5.42	3382	5.80	3406	Significantly higher

* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

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4.6 The flagship programmes and the progress made since last year are shown below in Table 3.

Table 3

What's gone well in our flagship programmes?

How it feels to work at SaTH – Civility, Respect & Inclusion
- Our FTSU team continue to support colleagues to speak up for positive change
- We have delivered 1,000 sessions in our Civility and Respect movement in the Trust to colleagues
- Our Staff Psychology Service has just celebrated its first birthday

2021 : 6.76   2022 : 6.84   2023 : 7.06

Our mindset to approaching flexible working
- Launched Flexible Working Masterclasses
- Launched our Flexible Working Toolkit Briefings to support managers and colleagues to have flexible working conversations
- Updated our Flexible Working policy to support managers and colleagues to work flexibly
- Updated our adverts to incorporate flexible working, making us a more attractive employer

2021: 5.57   2022: 5.77   2023 6.18

Reviewing appraisal process and talent conversations
- Launched new Talent Conversations
- The document supports conversations on career development, equality and diversity, flexible working and wellbeing as requested by you in our Staff Appraisal Workshops
- Launched our Talent Conversation E-Learning training and staff briefings

2021: 4.87   2022: 5.06   2023: 5.40

4.7 Our scores for the sub-themes of compassionate culture and compassionate leadership have increased this year. The percentage of staff recommending the organisation as a place to work has increased since 2021 from 40.45% to 49.35% this year, which is the highest in 5 years.

4.8 Our score for the 'We work flexibly' People Promise has increased year on year since 2021, the percentage of staff feeling satisfied/very satisfied with the opportunities for flexible working increased by 7.08% on last year and brings us very close to the average for our sector at 55.10% compared to 55.70%

4.9 Our talent programme has seen a 0.31 increase since last year and a 0.5 increase since 2021 when the programme began. Scores for question 23d "It left me feeling that my work is valued by my organisation" has increased by 6% on last year, and the score for question 24d "I feel supported to develop my potential" increased by 6.7%. Meaning the quality of the talent/appraisal has improved. However, the score for the number of respondents having an appraisal or talent conversation decreased from 2022. We will be developing a Masterclass during 2024 on holding a talent/appraisal conversation which will be more accessible and will complement the existing training available. In addition, we will be adapting our STEP and FOSATL programmes to signpost managers to the support and training available to them.

4.10 The Culture Dashboard seen in Table 4 below depicts the results for the last 3 years in 6 domains. Specific questions relating to Learning and Innovation show an increase YOY, questions 24b "There are opportunities for me to develop my career in this organisation" and 24e "I am able to access the right learning and development opportunities when I need to". These specific questions are success metrics for High Impact Action 2 in our EDI High Impact Action Plan.

4.11   We have begun to identify the top 10 departments, through the Culture Group, for 2023 survey results to support with interventions that will be offered in collaboration with the key stakeholders and the senior teams from those departments or divisions.

Table 4
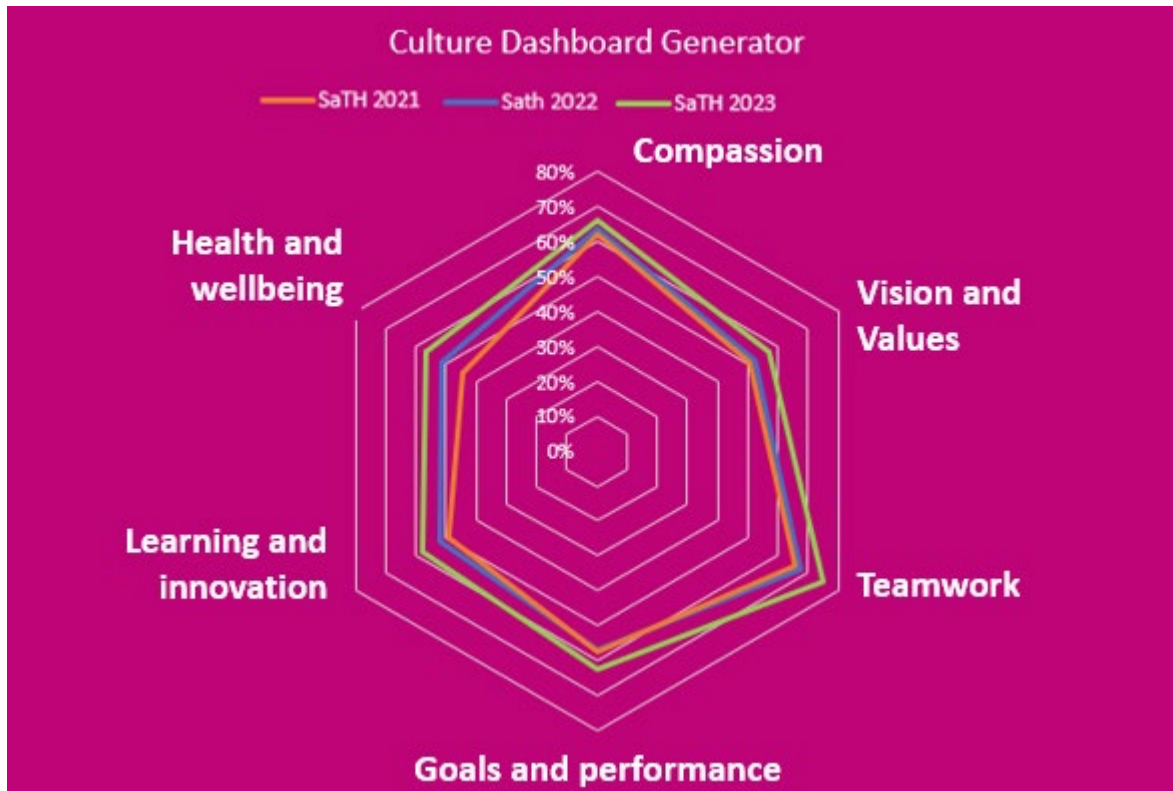
4.12   Our overall score for Engagement is at its highest since the pandemic at 6.59, with the score for the sub-theme of Motivation mirroring that of the average for our sector. The score for the sub-theme of Involvement is also at its highest since the pandemic at 6.70. Similarly, Advocacy has increased from last year from 5.60 to 6.02.

4.13   We have seen a decrease in scores for staff experiencing discrimination from their manager or colleagues. For ethnic groups the reduction is 5.6% (23.96% in 2021, to 18.33%). This lower score is a positive trend. These measures are noted as success metrics within our EDI 6 High Impact Actions Plan.

4.14   The percentage of staff experiencing bullying, harassment or abuse from staff in the last 12 months has also decreased since 2021, with ethnic groups showing a reduction from 32.73% in 2021 to 28.46%. These measures are noted as key success metrics for High Impact 6 in our EDI High Impact Actions Plan.

4.15   Free text comments arrived on 29 February and the OD Team are undertaking a thematic analysis for sharing with Divisions.

5.0   Bank staff Survey Results

5.1   The response rate for the Bank survey was 25% with 299 responses out of a possible 1212 eligible colleagues. This is a 3% increase from last year and above our comparator organisations who finished on an 18% average response rate. This is the first year that all organisations with a Bank have been mandated to take part. We took part voluntarily last year to improve staff experience for our bank colleagues.

5.2   Of the 7 Promises and 2 themes, 5 improved YOY and 4 declined.

5.3   Of the 27 measures in the staff survey 16 measures were higher than 2022.

Summary of Results can be seen in Table 5 below.

Table 5

Summary of Scores

People Promise/Theme/Question	2022 Score	Significance	2023 Score	Significance	Sub. Score
Theme - Staff engagement	6.47	Not Significant	6.55	Not Significant	6.50
Theme - Morale	5.75	Not Significant	5.79	Not Significant	5.72
People Promise 1 - We are compassionate and inclusive	6.95	Not Significant	7.04	Not Significant	6.97
People Promise 2 - We are recognised and rewarded	5.92	Not Significant	5.79	Not Significant	5.78
People Promise 3 - We each have a voice that counts	6.22	Not Significant	6.17	Not Significant	6.37
People Promise 4 - We are safe and healthy	6.42	Not Significant	6.56	Significantly Better	5.95
People Promise 5 - We are always learning	5.97	Not Significant	5.91	Not Significant	5.36
People Promise 6 - We work flexibly	6.33	Not Significant	6.51	Not Significant	6.09
People Promise 7 - We are a team	6.47	Not Significant	6.45	Not Significant	6.54

Bank Staff Survey Results

≡IQVIA   38

5.4   Table 6 below shows the comparison in scores compared to substantive staff:

Table 6

Headline Findings – Substantive Comparison

25 (25%) question(s) scored significantly better than the substantive score

22 (22%) question(s) scored significantly worse than the substantive score

53 (53%) question(s) showed no significance in relation to the substantive score or comparisons could not be drawn
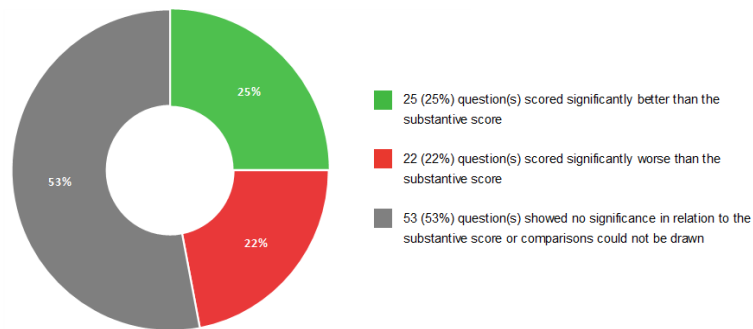
5.5   There are some key differences between the experiences of Bank staff compared to substantive staff:

- Bank staff report less positivity to questions about immediate managers and feeling valued in the workplace.

- Bank staff are experiencing significantly higher levels of violence from patients.

- Bank staff are less likely to feel involved in the workplace, for example with proposed changes which affect them.

6.   Timescales for delivery

6.1   In January we agreed a further timeline for delivery for all elements of the staff survey campaign for 2024/25. Table 7 – provides an annual timeline to allow all colleagues to get involved in delivering the actions on the wider People Promise.

Table 7 - Timeline 2024 v1

SaTH Staff Survey Annual Timeline 2024-25

Initial Results	Detailed Reports	Workshops #ImprovingTogether	Action Planning & Focus Groups	Action Plans Signed off	Board Assurance
January/February	**February**	**March**	**March/ April**	**May**	**June**
Share results with SLCs	Plan full comms launch as coordination centre results arrive	Embargo is lifted and Exec briefings takes place	Teams are sharing results and action planning.	Submit Board report	Staff survey results are presented at June Board
Reiterate embargo rules and the comparator data is only vs IQVIA trusts	Continue to work on results/excel spreadsheet of results with WF assurance/BI teams. They need to be ready for embargo lift. Department results shared internally.	All pre documents need to be available for use. Sharing posters, improvement plans etc	Divisions need to submit action plans and present at PODAC	Deliver staff survey workshops/engagement support etc	Triangulated text comments got to June PODAC
Work on results/excel spreadsheet of results with WF assurance/BI teams		Divisional action planning and focus groups continue	April PODAC takes place. Board paper submissions discussed and collated where relevant.	Have a voice that counts in Comms case studies	Continue to Deliver staff survey workshops/engagement support etc
Divisional Action planning and focus groups	Divisional action planning and focus groups continue		Free text comments arrive. They need theming and sending to SLCs for action.	Quarterly engagement People Pulse results to share	Start to work on the ESR structure for approval for this year's data cut
Quarterly people pulse promotion Engagement Masterclasses in Feb on LMS	Share quarterly people pulse results		April is quarterly People Pulse engagement survey. Promote this as very useful to double check versus proposed actions		Have a voice that counts in Comms case studies
					Agree response rate incentives for this year

Continuous Improvement Loop

SaTH Staff Survey Annual Timeline 2024-25

Board and Local assurance	Planning Time - ongoing	We listen and act together	Staff Survey Launched	Reflection	Continuous Improvement
June/July	**July /August**	**September**	**October /November**	**December**	**Continuous Engagement and Feedback**
Plan this year comms activity	End of July – ESR hierarchy is agreed	Data cut is taken and upload happens by 2nd week onto the portal	Fieldwork has to have begun by 1st Monday in October and ends last Friday in November.	Initial results are received in the Trust mid December	Results and plans are put into culture Dashboard and reviewed at culture committee, PODAC and OPOG
Get teams involved from now until September to be case studies for comms for staff survey	Agree comms plan and present at PODAC	Comms plan begins	Execute promotional tour within Divisions	Prep the briefings and heat maps for the SLC launches after Xmas.	LMS training is available to understand results
Check in on action plan mobilisation with Divisions	Complete all of the wording for the staff survey intro letter templates to be submitted.	Plan staff survey promotions with the Divisions	Any further updates are presented at PODAC		Feedback is gained at EDI network meeting to review WRES and WDES feedback
Plan all of the wording for the template letters for CEO sign off.	July – Final people pulse quarterly survey. Results in August.				
	Staff Survey Roadshows to take place				

Continuous Improvement Loop

7.0   Conclusions

7.1   It is important to note that these are good results and give an indication of a Trust which is continuing to improve experiences of staff despite the challenges we face. Results are improving across the board. Even though many scores are still below sector comparison, our focus should be on continuing the upward trend.

7.2 The improvement in our scores across all the People Promise elements is the culmination of the last 3 years' work and that of our progress in our flagship programmes, the Trust's People Strategy and the People Promise priority actions. However, apart from We Work Flexibly, where we are a comparator with our peers, we remain in the lower percentile for our sector. We will continue to focus on delivering the key changes identified from our colleague feedback. The People Promise priority actions are being reviewed in response to the 2023 results, building in actions to address operational pressures. These are taking place in Divisions currently and their action plans can be seen in appendix 1.

7.3 Divisions continue to be provided with line manager training on the Learning Made Simple (LMS) and have been asked to review their results and discuss with their teams; a summary is shown in Table 8 below.

7.4 Due to changes in hierarchy within the corporate areas, and to maintain statistical rigour, comparison against 2022 scores hasn't been given. 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.

7.5 Whilst we recognise, we still have some way to go, we are proud of the improvements that each Division has made. We also acknowledge that Divisions such as Medicine and Emergency have been faced with unprecedented internal and external pressures. It is encouraging to see that all Divisional scores have improved on last year, as shown in the below table 8.

Table 8

NHS Staff Survey - Breakdown 2022 vs 2023												
People Promise & Theme	Division											
	CSS			MEC			SAC			W&C's		
	2022	2023	Trend	2022	2023	Trend	2022	2023	Trend	2022	2023	Trend
We are compassionate and inclusive	7.00	7.02	⇧	6.50	6.80	⇧	6.80	7.10	⇧	7.00	7.02	⇧
We are recognised and rewarded	5.60	5.72	⇧	5.10	5.53	⇧	5.50	5.80	⇧	5.30	5.63	⇧
We each have a voice that counts	6.20	6.21	⇧	6.00	6.24	⇧	6.20	6.52	⇧	6.40	6.46	⇧
We are safe and healthy	5.70	5.90	⇧	5.10	5.40	⇧	5.80	6.14	⇧	5.50	5.80	⇧
We are always learning	5.10	5.33	⇧	4.90	5.30	⇧	5.20	5.41	⇧	5.00	5.13	⇧
We work flexibly	5.50	5.71	⇧	5.30	5.90	⇧	5.70	6.10	⇧	5.50	5.88	⇧
We are a team	6.50	6.52	⇧	6.00	6.38	⇧	6.50	6.70	⇧	6.20	6.23	⇧
Staff Engagement	6.20	6.28	⇧	6.00	6.44	⇧	6.30	6.63	⇧	6.50	6.68	⇧
Morale	5.40	5.54	⇧	5.00	5.40	⇧	5.50	5.98	⇧	5.20	5.55	⇧

7.6 This year's Staff Survey Dashboard for service and department level results is being explored via our BI team, this will enable managers to access local results, encouraging departmental ownership and driving forward regular actions at a local level.

7.7 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.

8.0 Risks

8.1 It is to be acknowledged 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. However, we need to action more rapid and sustained improvement to peoples' experience of working and delivering care here.

9.0 Recommendations

9.1 There is an opportunity to focus on staff groups to understand more about their experiences and where improvements could be made, for example Registered Nurses and Midwives make up 24.52% of our workforce, we have a greater percentage of Scientific and Technical staff compared to the average for our sector, and a larger percentage of Facilities staff.

9.2 We recommend that in 2024-2025 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.

9.3 In order to measure the effectiveness of the engagement aspect and in line with Nice Guidelines and EDI Improvement Plan HIA 4, it is recommended, that we will include an additional question 'have you received a wellbeing conversation' into the NHS Staff Survey 2024 and all People Promise Surveys.

9.4 It is further recommended that Divisions:
   o Monitor those who would not recommend the Trust as a place to work and those who are not satisfied with the standard of care provided. Break down the data to understand where these views are coming from.
   o Ensure that **feedback from patients** is reviewed on a regular basis and is used to identify ways to **improve patient / service user care/ productivity** with a keen focus on health inequalities. Record actions and decisions as well as monitoring any interventions or changes over time.
   o Ensure leaders **clarify how concerns are handled** and demonstrate that they will be treated seriously. With all concerns ensure staff are directly informed of the actions the organisation has taken to address this concern.
   o Focus on **quality and coverage of Talent/ appraisals**. This will support increased scores in other areas.
   o Investigate **numbers of staff experiencing Harassment Bullying from their colleagues**. Drill down into your data and seek to take targeted action.

9.5   Develop a Bank Corporate Action Plan to:
- o Investigate instances where bank staff are experiencing violent incidents. Drill down into data to understand if this is location specific and seek to take targeted action.
- o Examine the data to identify any areas where bank staff are **not receiving appraisals** or annual reviews.
- o Emphasise to line managers the importance and value of conducting such developmental reviews / appraisals.
- o Consider setting up a staff group to dedicate time to discuss issues and strategies to **improve health and well-being amongst bank staff**. Ensure health and well-being initiatives are well publicised to bank staff.
- o Ensure that bank staff members are **consulted on proposals** for improving processes, systems, and care that affect them.
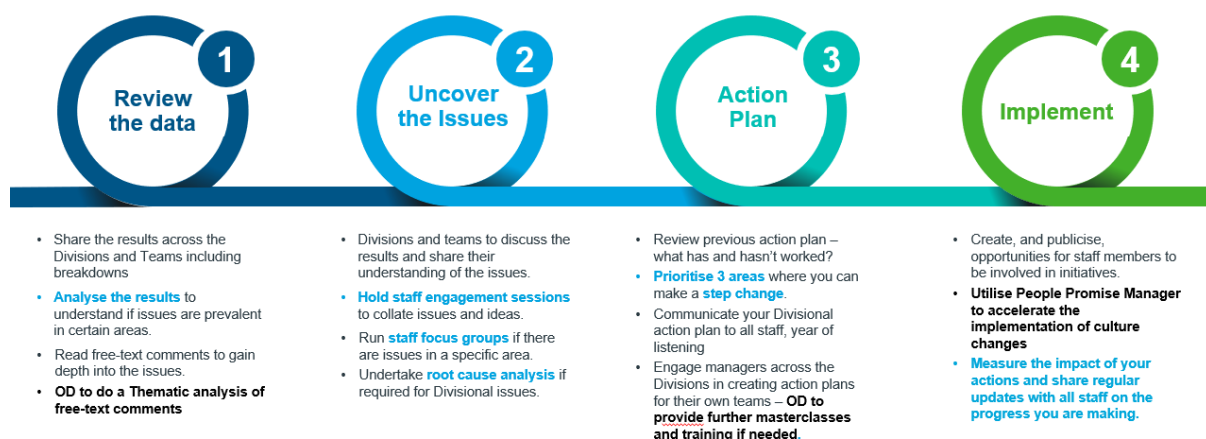
10.0 Next steps

10.1   Divisions to continue to update and review action plans YOY in line with timeline in 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 as outlined in Table 9 Staff Survey Divisional Next Steps (OD action highlighted in bold). Divisional Action Plans can be seen in Appendix 1.

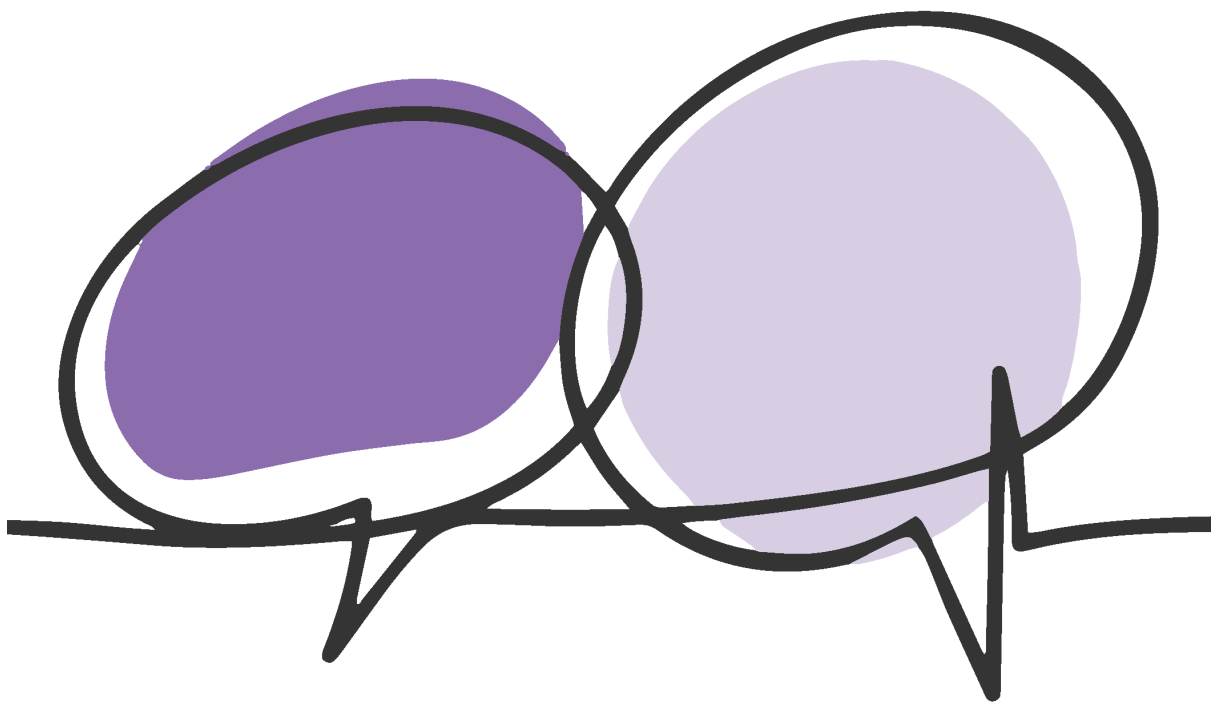**Table 9**

Staff Survey Divisional Next steps
Accelerate an improvement in staff engagement

1 Review the data
- Share the results across the Divisions and Teams including breakdowns
- **Analyse the results** to understand if issues are prevalent in certain areas.
- Read free-text comments to gain depth into the issues.
- **OD to do a Thematic analysis of free-text comments**

2 Uncover the Issues
- Divisions and teams to discuss the results and share their understanding of the issues.
- **Hold staff engagement sessions** to collate issues and ideas.
- Run **staff focus groups** if there are issues in a specific area.
- Undertake **root cause analysis** if required for Divisional issues.

3 Action Plan
- Review previous action plan – what has and hasn't worked?
- **Prioritise 3 areas** where you can make a **step change**.
- Communicate your Divisional action plan to all staff, year of listening
- Engage managers across the Divisions in creating action plans for their own teams – **OD to provide further masterclasses and training if needed.**

4 Implement
- Create, and publicise, opportunities for staff members to be involved in initiatives.
- **Utilise People Promise Manager to accelerate the implementation of culture changes**
- **Measure the impact of your actions and share regular updates with all staff on the progress you are making.**

10.2   OD team to continue Engagement Masterclass to support theme focus.

10.3   Divisions to follow annual timeline to meet Trust expectations.

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