

## Board of Directors - Meeting in Public

<b>Subject:</b>	2020 Staff Survey and Action Plan		<b>Date:</b> 6 <sup>th</sup> May 2021	
<b>Prepared By:</b>	Emma Challans, Director of Culture and Improvement			
<b>Approved By:</b>	Emma Challans, Director of Culture and Improvement			
<b>Presented By:</b>	Emma Challans, Director of Culture and Improvement			
<b>Purpose</b>				
To provide a summary of Sherwood Forest Hospitals NHS Foundation Trust 2020 Staff Survey results and actions for improvement during 2021.			<b>Approval</b>	
			<b>Assurance</b>	X
			<b>Update</b>	
			<b>Consider</b>	
<b>Strategic Objectives</b>				
<b>To provide outstanding care</b>	<b>To promote and support health and wellbeing</b>	<b>To maximise the potential of our workforce</b>	<b>To continuously learn and improve</b>	<b>To achieve better value</b>
X	X	X	X	X
<b>Overall Level of Assurance</b>				
	<b>Significant</b>	<b>Sufficient</b>	<b>Limited</b>	<b>None</b>
		X		
<b>Risks/Issues</b>				
<b>Financial</b>	Provision of efficient care, making best use of resources and reducing waste			
<b>Patient Impact</b>	Provision of high quality, safe care for patients and carers			
<b>Staff Impact</b>	Engaged, motivated and happy workforce			
<b>Services</b>	To continually improve services for the benefit of our community			
<b>Reputational</b>	To be a provider of choice, increasing recruitment and retention			
<b>Committees/groups where this item has been presented before</b>				
Culture and Improvement Cabinet People, Culture and Improvement Committee Clinical Chairs, Medical Managers, Divisional Meetings				
<b>Executive Summary</b>				
<p>The intent of this report is to provide an overview of the 2020 Staff Survey results for Sherwood Forest Hospitals NHS Foundation Trust (SFH). The national staff survey took place during October and November 2020 and the national results were published on 11 March 2021.</p> <p>The report will provide assurance with regards SFH culture, continuous improvement and consistent attention to the care and wellbeing of our colleagues and patients. SFH is proud that our colleagues rate us as the best Trust in the Midlands and 3<sup>rd</sup> best Trust in the country.</p> <p>The report will identify areas of improvement in comparison with previous year results and those areas where, as an organisation we need to do better or have reason for focus and action.</p> <p>With this, the report will confirm key themes and the areas we will focus on as a Trust over the next 6-9 months, supported by specific actions for improvement.</p> <p>A plan for improvement is attached as Appendix 1 under the SFH 'You Said, Together We Did' framework.</p> <p>Finally, report will confirm how we will regularly engage, review and report progress of improvement throughout 2021, at an organisation, clinical and corporate divisional level.</p>				
<b>Recommendation</b>				
Board of Directors is asked to note the content of this report and to be assured by the Staff Survey Results 2020 by way of progress and positive position of SFH both within the Midlands and Nationally. To note the areas of focus for 2021 and expected impact to continually improve and ensure that Sherwood is a Great place to work and receive care.				

## Introduction

The intent of this report is to provide an overview of the 2020 Staff Survey results for Sherwood Forest Hospitals NHS Foundation Trust (SFH). The national staff survey took place during October and November 2020 and the national results were published on 11 March 2021.

The report will provide assurance with regards SFH culture, continuous improvement and consistent attention to the care and wellbeing of our colleagues and patients. SFH is proud that our colleagues rate us as the best Trust in the Midlands and 3<sup>rd</sup> best Trust in the country.

The report will identify those areas of improvement in comparison with previous year results and those areas where, as an organisation we need to do better or have reason for focus and action.

With this, the report will confirm themes and the areas we will focus on over the next 6-9 months, supported by specific actions for improvement.

A plan for improvement is attached as Appendix 1 under the SFH 'You Said, Together We Did' framework.

The report will confirm how we will regularly engage, review and report progress of improvement throughout 2021, at an organisation, clinical and corporate divisional level.

In March and April 2021, dedicated staff survey engagement sessions took place with clinical and corporate Divisions. These sessions were led by the Director of Culture and Improvement. The purpose of which were to hold conversations with leadership teams on three key areas: ***What are you most Proud of? What are your areas of Focus for 2021? and What support do you need to help you improve as a Division?***

In conjunction, Divisions are leading engagement sessions with relevant service leads and teams to further understand and learn the results and identify specific actions to improve.

Director of Culture and Improvement will continue to engage across all Divisional leadership teams on a quarterly basis to understand progress, discuss any issues or concerns and ensure that colleagues are supported in the actions for improvement.

## 2020 Staff Survey Results: Overview

Sherwood Forest Hospitals NHS Foundation Trust (SFH) has for the last 4-5 years shown improvement in its Staff Survey results. Participation rate has significantly increased from 41% in 2016 to now over 60% for the last three years. In 2020 SFH were ranked 5th in our staff survey participation rate out of 128 acute and acute/community hospital Trusts. This is a clear indicator that Sherwood has a highly engaged workforce.

There are 10 Themes within the national staff survey, each provide a score for the organisation. **Table 1** provides an overview of the 10 Themes and SFH position within the Midlands Region and Nationally. SFH is ranked No.1 Trust in the Midlands for a third consecutive year and this year placed 3<sup>rd</sup> nationally in the category of Acute or Acute/Community Trusts. This is a position that SFH is very proud of and demonstrates continual improvement.

Staff Survey Results - Themes	Midlands rank (Out of 21)	National rank (Out of 128)
Participation rate	1	5
Overall Theme score	1	3
Equality & Diversity	3	17
Safety Culture	1	5
Health & Wellbeing	1	8
Immediate Managers	2	9
Quality of care	1	3
Morale	1	2
Engagement	1	6
Bullying & Harassment	3	23
Violence	20	119
Teamworking	1	4

**Table 1:** National Staff Survey: Themes

There are three key questions across the National Staff Survey that act as an indicator of being a **great place to work and a great place to receive care**. **Table 2/3** provides SFH results and comparisons against the three key questions.

### Staff survey – INTERNAL comparison



**Table 2:** Internal comparison

## Staff survey – EXTERNAL comparison

	Ext Ave	SFH	
<b>2019</b> Engagement score: 7.3	63%	74%	Would recommend organisation as place to work
	71%	79%	If friend/relative needed treatment would be happy with standard of care provided by organisation
	77%	82%	Care of patients/service users is organisation's top priority
<b>2020</b> Engagement score: 7.4	66%	80%	Would recommend organisation as place to work
	73%	85%	If friend/relative needed treatment would be happy with standard of care provided by organisation
	80%	88%	Care of patients/service users is organisation's top priority

**Table 3:** External comparison

Building on our positive results in 2020, these are broken down further in **Table 4** and track improvement from 2016. This is to demonstrate the journey that SFH is on how it continues to pay attention to areas of improvement, decline and where we can do better to improve colleague and patient experience.

	2016	2017	2018	2019	2020	20 vs19
Have adequate materials, supplies and equipment to do my work	60%	60%	58%	59%	69%	10%
Enough staff at organisation to do my job properly	37%	37%	38%	41%	53%	12%
Organisation definitely takes positive action on health and well-being	33%	30%	30%	34%	43%	9%
In last 3 months, have not come to work when not feeling well enough to perform duties	33%	33%	39%	41%	50%	9%
Satisfied with opportunities for flexible working patterns	49%	51%	53%	56%	62%	6%
Last experience of physical violence reported	69%	62%	61%	56%	62%	6%
Staff given feedback about changes made in response to reported errors/near misses/incidents	51%	56%	61%	66%	72%	6%
Care of patients/service users is organisation's top priority	82%	81%	84%	82%	88%	6%
Would recommend organisation as place to work	68%	70%	70%	74%	80%	6%
If friend/relative needed treatment would be happy with standard of care provided by organisation	74%	78%	80%	79%	85%	6%

**Table 4:** Improvements

There is however areas where we need to do better as an organisation and ensure that we sustain the good and build on being better. **Table 5** provides a summary of those areas where we have shown a slight decline in 2020 compared to 2019.

	2016	2017	2018	2019	2020	20 vs19
Time often/always passes quickly when I am working	77%	76%	77%	78%	76%	-2%
Team members often meet to discuss the team's effectiveness	65%	64%	62%	65%	63%	-2%
In last 12 months, have not felt unwell due to work related stress	64%	64%	61%	63%	61%	-2%
My immediate manager encourages me at work	-	-	71%	75%	74%	-1%
Not put myself under pressure to come to work when not feeling well enough	6%	8%	7%	7%	6%	-1%
Not experienced physical violence from patients/service users, their relatives or other members of the public	82%	82%	81%	81%	80%	-1%

**Table 5:** Deterioration

As shown in **Table 1** above, SFH is an outlier both nationally and regionally with regards colleague experience of violence from patients, service users and the public. This is further demonstrated in **Table 6** below highlighting the 2020 bottom 5 scores of SFH when compared nationally.

Reporting of experience of violence is also an issue and something that is a key focus for 2021, building on the work already taken place during Q3/4 of 20/21. All of which is underpinned by the National Violence Reduction and Prevention Policy. Violence and Aggression is a key focus for SFH.

Bottom 5 scores (compared to ext average)	
62%	Q12d. Last experience of physical violence reported
80%	Q12a. Not experienced physical violence from patients/service users, their relatives or other members of the public
61%	Q10b. Don't work any additional paid hours per week for this organisation, over and above contracted hours
50%	Q11d. In last 3 months, have not come to work when not feeling well enough to perform duties
72%	Q11e. Not felt pressure from manager to come to work when not feeling well enough

**Table 6:** Bottom 5 scores

Further deep dives have taken place to understand and learn from our results. From an **Equality, Diversity and Inclusivity (EDI)** perspective, the following summary captures key findings:

- All Protected Characteristics have seen improvement in NSS scores in 2020
- BAME data is especially promising and has closed the gap in reported scores compare to Non BAME colleagues
- No significant variation exists in Gender difference
- Disability remains a variation in colleagues experience
- Those under 21 and over 66 continue to report a poorer experience at work

These findings and a detailed overview of our EDI results has been completed. Areas for improvement are being built in to the SFH EDI action plan, led by the EDI Lead who in turn is working in partnership with expert leads and across the EDI Network groups, HR partners and OD.

## Summary and Focus

To summarise, the SFH Staff Survey results for 2020 demonstrate continued improvement as an organisation in how we live our CARE values and place colleague engagement and involvement at the heart of what we do.

SFH is not complacent and very mindful that 2020 was an unusual year by the fact we were responding to a national pandemic. This brought rapid improvement, personal challenges, enhanced wellbeing support and overall brought us closer together as an organisation. We need to continue to build on this and keep what works well and improve where we need to do more to enhance colleague and patient experience. The wellbeing of our colleagues is critical to our recovery.

Our key areas of focus for 2021 are listed below and derived from the analysis of results and engagement sessions with Divisions and Teams. Specific actions are outlined in the SFH 'You Said, Together We Did' Action Plan (Appendix 1).

## Key Areas of Focus in 2021

- To build on what has been achieved – **continue doing what we do well**
- To build on reducing **violence** experienced by colleagues from patients, carers and visitors
- Increase **reporting** of violence, aggression and incivility
- Reduce **variation** of colleague experience
- Improve experience of colleagues relating to **age and disability**
- Further build on behaviours strengthening **Civility, Respect, and Inclusion** in SFH
- Rebuilding after Covid through robust **welfare, health and wellbeing** offers and access
- **Quality of Appraisals** and consistent, equitable **Career Opportunities**

## Expected impact

- Remain No.1 Trust in the Midlands and a minimum of 5<sup>th</sup> in the country
- To reduce colleague experience of violence and to be in line with the national average (5%)
- To increase reporting of violence to be in line with national average (6%)
- To have thriving EDI Networks and planned professional recognition events
- To sustain and further strengthen our wellbeing offer to colleagues (5<sup>th</sup> country)
- To have in a place a calendar of culture and engagement opportunities to recognise the value of diversity in SFH and living our CARE values
- Increase access to and career development opportunities for BAME colleagues (WRES)
- To sustain 'care of patients/service users is organisation's top priority' (88%)

## **Conclusion**

SFH is very proud of the 2020 staff survey results and the significant improvements from 2016 onwards and in particular the last 12 months during a national pandemic.

These results are a demonstration of the compassionate and inclusive culture we have in Sherwood, lived through our CARE values and commitment to the SFH Strategic objectives.

Undoubtedly, 2021 brings with it challenges both on an individual physical and mental health level and also with regards how we safely and effectively restore services to a level that treats the right patient at the time.

We are confident that our culture, team unity and focussed actions will allow us to continue to be a **great place to work and receive care.**