Staff Survey and Action Plan – Update

1.   Introduction

National NHS Staff Survey closed at the end of November 2019 and results were published in February 2020. SFH had a 66.2% response rate, compared to 62% in 2018 (4.2% increase). This is Picker (survey provider) response rate.

Overall, the Trust has seen sustained improvement in many areas and for the second consecutive year SFH is proud to be rated the best NHS Acute Trust in the Midlands and again scored the highest for engagement in the Midlands. Whilst there are many positive improvements, there is still much we can do to improve and ensure Sherwood is a great place to work and receive care.

To continually learn and improve, SFH benchmark by comparing itself to all 85 Acute Trusts in England and all 12 Acute Trusts in the Midlands. This is highlighted in the table below. 2019 Staff Survey results were categorised in to 11 themes and all but 1 theme, SFH scores were above the national average. As can be seen, one area where Sherwood has much to do is in colleagues experiencing violence and aggression from patients, service users and family**.** This has not worsened from previous years, yet we recognise that we continue to score below the national average and are the third worst in Midlands.
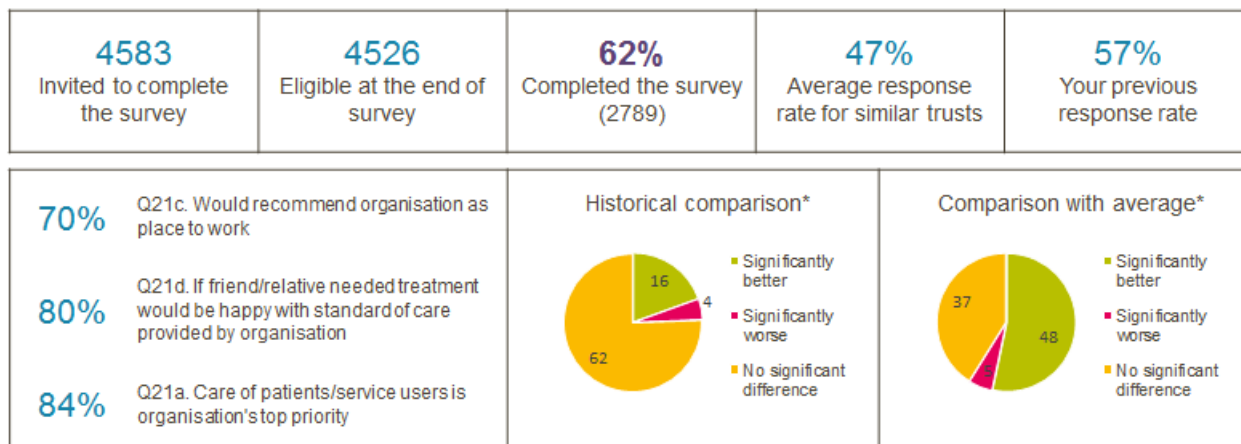
Theme	National rank	Midlands rank
Equality & Diversity	8	2
Culture	17	2
HWB	21	2
Immediate Managers	6	1
Quality of Appraisals	22	2
Quality of care	9	1
Morale	7	1
Engagement	13	1
Bullying & Harassment	17	2
Violence	72	3rd worst
Teamworking	6	1

Whist highlighting the areas where we can improve, Sherwood should be very proud of their 2019 staff survey result and continue to build on as an outstanding organisation.
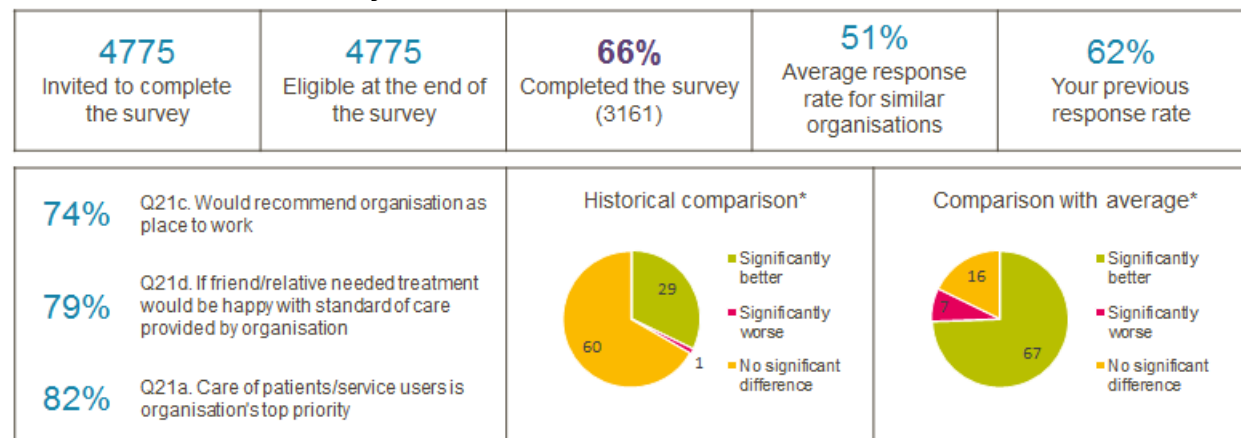
2. Summary of Results

A. National Staff Survey

SFH 2018 NHS Staff Survey

4583 Invited to complete the survey	4526 Eligible at the end of survey	62% Completed the survey (2789)	47% Average response rate for similar trusts	57% Your previous response rate

- 70% — Q21c. Would recommend organisation as place to work
- 80% — Q21d. If friend/relative needed treatment would be happy with standard of care provided by organisation
- 84% — Q21a. Care of patients/service users is organisation's top priority

Historical comparison*
- Significantly better: 4
- Significantly worse: 16
- No significant difference: 62

Comparison with average*
- Significantly better: 48
- Significantly worse
- No significant difference: 37

*Chart shows the number of questions that are better, worse, or show no significant difference

SFH 2019 NHS Staff Survey

4775 Invited to complete the survey	4775 Eligible at the end of the survey	66% Completed the survey (3161)	51% Average response rate for similar organisations	62% Your previous response rate

- 74% — Q21c. Would recommend organisation as place to work
- 79% — Q21d. If friend/relative needed treatment would be happy with standard of care provided by organisation
- 82% — Q21a. Care of patients/service users is organisation's top priority

Historical comparison*
- Significantly better: 29
- Significantly worse: 1
- No significant difference: 60

Comparison with average*
- Significantly better: 67
- Significantly worse: 16
- No significant difference

*Chart shows the number of questions that are better, worse, or show no significant difference

Division	Eligible Sample	Respondents	Response Rate
CORPORATE	659	541	82.1%
DIAGNOSTICS & OUTPATIENTS DIVISION	1112	750	67.4%
MEDICINE DIVISION	1053	598	56.8%
SURGERY DIVISION	993	629	63.3%
URGENT & EMERGENCY CARE DIVISION	460	303	65.9%
WOMEN & CHILDRENS DIVISION	498	340	68.3%

Successes/Improvements

Successes
- Colleagues would strongly recommend SFH as a great place to work as they feel valued and want to stay at the Trust.
- The Trust has made significant improvements to support staff with disabilities to do a good job.

- Supporting colleagues in a fair and just manner where they have been involved incidents has improved.
- Significant investment in leadership development to ensure managers and leaders are visible and inclusive, although there is still work to do in addressing pockets of inconsistency.
- Successful recruitment campaigns have contributed to ensuring that colleagues feel supported to deliver safe patient care.

Areas for Improvement
- Perceptions that the organisations top priority of delivering patient care has declined.
- Staff feeling frustrated about having inadequate time to deliver the patient care that they wish to.
- Colleagues feeling pressured from managers to attend work when they are sick.
- Perceptions of bullying and harassment have improved but the reporting of it continues to be a concern.
- Colleagues experiencing and reporting physical violence from patients/service users and families.
- Colleagues working additional paid hours in order to deliver a service.
- The number of colleagues reporting MSK related issues from work has increased.

Analysis of free text comments
Positives
- Many new starters are reporting a positive experience on joining the Trust and enjoying working here.
- We have an improving culture that is getting better.
- It is a friendly and caring organisation.
- Staff longevity working at SFH.
- Committed and highly motivated staff.
- Visible senior leadership.
- Supportive line managers
- Colleagues enjoy working and are proud of the Trust

Areas for improvement
- Car parking issues and frustrations
- Bullying and harassment
- Nepotism
- Favouritism – perception of jobs being advertised for short periods of time.
- Having enough time/resources to provide the quality of care that they would like to.
- The Sickness Policy and its application.
- Concerns in Maternity/Sherwood Birthing Unit.
- Lack of career opportunities
- Variable ability and adherence to the CARE values from middle management.
- There are a few comments around homophobic bullying and BAME staff progression which has never featured in any previous surveys.

B.   Staff Friends and Family Test (SFFT)

The SFFT asks two key questions: *'Recommend SFH as a place to receive care'* and *'Recommend SFH as a place to work'.*

The following information highlights SFFT feedback during 2019/20.

'*Recommend SFH as a place to receive care*'

The table below represents an overview of each quarter SFFT and the national Staff Survey from 2018 to the present.

Recommend SFH as a place to receive care	Overall likely to recommend	No. of responses	Don't know	Extremely likely	Likely	Neither likely nor unlikely	Unlikely	Extremely unlikely
Q1 SFFT 2018-19	88%	1140	0.00%	41.85%	45.88%	7.71%	2.54%	0.00%
Q2 SFFT 2018-19	88.47%	1180	0.59%	45.08%	43.39%	7.37%	2.63%	0.93%
Q3 Staff Survey 2018	80%							
Q4 SFFT 2018-19	88.43%	1208	0.66%	41.31%	47.01%	8.28%	1.82%	0.83%
Q1 SFFT 2019-20	88.43%	1068	0.47%	41.02%	47.41%	7.53%	2.45%	1.13%
Q2 SFFT 2019-20	87.42%	1061	0.66%	42.70%	44.58%	8.48%	2.54%	1.04%
Q3 Staff Survey 2019	78.60%							
Q4 SFFT 2019-20	86.96%	981	0.71%	41.39%	45.57%	8.05%	2.75%	1.53%

Overall results on *'Recommend SFH as a place to receive care'* remain within a 1.5% range since 2018. There has been a 1% increase in the 'likely' to recommend category and a 1% decrease in 'extremely likely' category. There have been marginal increases in both unlikely and extremely unlikely.

The next table presents an overview by division on the question would you recommend SFH as a place to receive care.

Place to receive care 2019/2020				
	Q1	Q2	Q3* Staff Survey	Q4
Corporate	90.35	87.54	81	87.63
D & O	89.30	88.52	82	86.96
Medicine	89.11	88.62	79	83.00
Surgery	86.16	83.87	74	86.02
UEC	78.43	89.47	80	84.13
W&C	90	86.23	77	94.84

From this there have been some noticeable decreases from Q2 in recommending as a place to receive care with Medicine reducing by 5% (88.62% to 83%) and UEC by 5% (89.4% to 84.13%). Conversely Surgery has increased by 3% and Women's and Children's by a significant 8%.

'*Recommend SFH as a place to work*'

The table below represents an overview of each quarter SFFT and national Staff Survey from 2018 to the present. Overall SFFT colleagues recommending SFH as a place to work remains stable at 76%.

Recommend SFH as a place to work	Overall likely to recommend	No. of responses	Don't know	Extremely likely	Likely	Neither likely nor unlikely	Unlikely	Extremely unlikely
Q1 SFFT 2018-19	77.00%	1140	0.35%	34.03%	42.71%	12.10%	6.92%	0.00%
Q2 SFFT 2018-19	76.69%	1180	0.51%	35.59%	41.10%	12.71%	6.02%	4.07%
Q3 Staff Survey 2018	70.00%							
Q4 SFFT 2018-19	76.11%	1208	0.41%	31.54%	46.61%	10.84%	6.21%	4.39%
Q1 SFFT 2019-20	76.11%	1068	0.66%	33.02%	43.09%	11.48%	7.15%	4.61%
Q2 SFFT 2019-20	75.02%	1061	0.38%	33.36%	41.66%	11.78%	6.50%	6.31%
Q3 Staff Survey 2019	73.30%							
Q4 SFFT 2019-20	76.05%	981	0.00%	31.91%	44.14%	12.44%	6.22%	5.30%

The next table presents an overview by Division on the question would you recommend SFH as a place to work.

Place to work 2019/2020				
	Q1 %	Q2 %	Q3% *Staff Survey	Q4%
Corporate	78.62	78.79	74	81.27
D & O	80.07	88.52	77	77.39
Medicine	69.88	75.45	75	68.71
Surgery	71.69	66.66	67	72.03
UEC	70.59	70.18	78	71.43
W&C	78.75	71.56	72	76.29

Noticeable decreases between Q2 and Q4 exist for D&O at a reduction of 11% (88.52% to 77.39%) and Medicine down by 7% (75.45% to 68.71%). These reductions are not reflected in the SS19 results where D&O retained its SS18 result of 77% and Medicine saw an 8% increase in recommending as a place to work.

C.   SFFT Q4 Free text comments

There were 510 free text comments in Q4 of which 373 (73%) participants have agreed can be shared. This overall total of free text participation represents a 25% increase from Q2 2019/20.

'Would you recommend the Trust as a place to receive care'

No of Comments:	**250**
Positive comments:	175 (70%)
Mixed:	42 (17%)
Negative:	22 (9%)
Neutral (unable to ascertain)	11 (4%)

The main positive themes to emerge were:
- Consistently high recognition of excellent patient care being provided by the Trust.
- Colleagues are caring.
- Many examples of staff using services as a patient encountering excellent care.
- SFH is a very friendly organisation.
- SFH is an improving organisation with patient care as a priority.

- Well managed services.
- Clean with good infection control.
- Welcoming hospital.
- Hard working, knowledgeable, caring staff.
- Better waiting times/seen quickly.
- Positive/improved culture/CARE Values/Friendly place to work.

There has been a slight increase in negative comments compared to Q2 2019/2020 (from 6% to 9%). The main negative themes to emerge were:
- Heard of, or had, a personal bad experience.
- Communication (e.g. with patients, colleagues, GP's).
- Issues regarding lack of resources.
- Quality of care - including patients being moved or sent home to facilitate flow.
- Unprofessional attitude of staff. Including one comment about bullying and moaning staff.

'Would you recommend the Trust as a place to work'

No of Comments:	**260**
Positive comments:	149 (57%)
Mixed:	56 (21.5%)
Negative:	51 (20%)
Neutral (unable to ascertain)	4 (1.5%)

The main positive themes to emerge were:
- Supportive teams and line managers.
- SFH is a 'great place to work'.
- Colleagues feel valued and listened to.
- Colleagues enjoying their role/working here.
- Good ethos/culture.
- Good terms, conditions, benefits.
- Improving organisation/culture.
- Feel welcomed, by friendly, caring colleagues.
- Good learning, training, development, career opportunities.
- Colleagues proud to work at SFH.
- Colleague health and wellbeing is a priority for the organisation – this is a new and positive theme.

There has been a slight increase in negative comments from SFFT Q2 (from 17% to 20%). The main negative themes were:
- Comments relating to cliques, favouritism and nepotism within departments
- Poor senior management
- Car parking problem
- Workload/pressure
- Bullying
- Lack of support
- Insufficient staff
- Lack of resources/software
- Lack of support
- Not feeling valued

3.   Moving forward from colleague feedback (SS19, SFFT, Covid-19)

Engagement with Divisions and across the Trust

- In February 2020 the Director of Culture and Improvement led a series of engagement and listening sessions with each of the clinical divisional triumvirates supported by the Chief Operating Officer, Chief Nurse, Deputy Director for TED and HR Business partners. Intent was to better understand each of the division culture, analysis of their 2019 Staff Survey Results and Staff Friends and Family Test Q4 2020, successes and priorities for improvement.

- These sessions were extremely well received by each of the divisions and each division would share their results with teams at a service level and empower service teams to determine a set of cultural priorities. These cultural priorities would then be used to identify what level of OD and Improvement support is needed to enable these improvements to be successful. These engagement sessions were completed the week before the Trust went into Covid lockdown and further engagement with service lines was paused.

- Is has been confirmed that there will be a National 2020 Staff Survey which will include additional questions relating to colleague experience of working through Covid.. We await further information and guidance on this.

- The Culture and Improvement Directorate has created a corporate cultural engagement plan which will be used to shape our approach to organisational engagement using a broad range of different mechanisms, forums and networks in order to achieve maximum coverage. This programme will be revised with new timeframes and our learning from Covid. Appendix 1.

Health and Wellbeing

Positive feedback was received by Regional Covid Well Being leaders from NHSE/I in April 2020, which demonstrates that we are well placed against our peers in terms of the range of people offers in place to support wellbeing during Covid. These have been accessible for colleagues both at work and at home.

A full refresh and review of these offers occurs on a weekly basis, and as part of the restoration/re-set phase, we intend to amplify our offer and to continue working with the Clinical Psychology team to help support this important agenda. Part of this development will be to define our strategic vision towards a psychologically safe organisation.

Learning from Covid-19

SFH has been conducting 'Learning from Covid' sessions with workforce groups, specifically in capturing learning around; losses, gains and observations during this period, whether from a personal or a professional perspective. This exercise is due to be completed in early July, and we expect to have engaged with over 500 colleagues in total. In addition to learning sessions, SFH also launched a colleague experience pulse survey in June with the intent to capture and understand colleague experiences since the last survey and the impact of Covid. The survey also asks for feedback on ways that we can improve, thus driving 'You Said and Together We Did'.

To date, early learning is that staff reflect 'losses' in terms of connections – family, colleagues, friends, and some have experienced a loss of autonomy within their role. In terms of 'gains' staff reflect the greater flexibility and productivity around being able to work at home, and the positive impact on their wellbeing in terms of 'trust' with line managers. The majority of colleagues feel that they have had more autonomy, and particularly mention the excellent communication channels during Covid. This made colleagues feel connected, informed and supported.

In terms of organisational learning, many colleagues have reported introspective reflections of the value of their role pre-Covid, on the frequency and content of meetings (too many, too much to cover) and on the need to 'hold the gains' going forward.

Learning from Covid summary report will be completed in early July along with recommendations for action and improvement.

4.   Next Steps

- A lot of change has occurred during the Covid pandemic including bringing many team's closer together, developing new ways of working and improvements to services made. It is proposed to re-engage with the Divisions as part of the restoration and reset phase to better understand where their cultural priorities are now, what has changed since the 2019 national Staff Survey and SFFT Q4 and how we can support them better going forward. These will commence in July and August.

- In partnership with the People directorate, to discuss and agree a number of organisational initiatives to support and increase equality, diversity and inclusion across Sherwood and to reduce people experience of bullying & harassment, violence and aggression. By end of July.

- To plan celebratory and recognition events/awards to celebrate the enormity of change and successful improvements across the Trust during Covid. At the same time to recognise the outcomes of the national NHS Staff Survey 2019, Staff Experience Pulse Survey and Learning from Covid. This will commence from August 2020.

- To prepare and engage with the Trust in preparation for the launch of the 2020 national Staff Survey in September 2020.

- To deliver the Action plan contained in Appendix 2 to address themes identified in the 2019 national Staff Survey and SFFT Q4.

- To capture and update the Action Plan with known cultural needs in the organisation resultant of further Learning from Covid, strategic priorities and the transformational change programme. Ensuring that culture is the thread throughout.

- To be flexible in our support and response to colleague and organisational needs. In particular in delivering priorities as part of our organisation recovery and restoration which could change at any given time.

Colleague Engagement Plan 2020 – Your Voice Matters (to be updated)

	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
Phase	Plan and Prepare		Diagnostic	Design		Deliver		Demonstrate		Discover		Review
Staff Survey	Initial eval. of results	SFH results received and viewed at SLT **Division C&C** – results and priorities	Dept. results received and analysed Results out to all managers 20th	Design and engage Trustwide - with stakeholders Design and engage local - with teams		Mid-June – **Division Progress reporting** (presentation of agreed work, asking for support, sharing best practice) Trustwide delivery Local Task and Finish groups		**You Said Together We Did** Division of the week celebrations Div Tri celebrations and stalls communicating successes		**Your Voice Matters** Staff survey Opens – Stall promotions/ Knowledge Trolleys		
Staff FFT surveys	Q4 – Winter SFFT 20th Jan – 7th Feb		SFFT results to managers 20th	x	Q1 – Spring SFFT 11th – 29th	SFFT results to managers 27th	x	Q2 – Summer SFFT 9th – 28th	SFFT results to managers 19th	x		x
Staff Comms			All staff briefings (Trustwide results)					Division of the week. Annual review of YSTWD		Staff survey FAQ		
YSTWD	Monthly YSTWD – 1 Trustwide & 1 Divisional example per month											
Support From HRBP		Division & Service Line analysis	Analysis of SL and dept survey results for managers	Discussions with teams on results		Escalating action plans		Communications and engagement support – YSTWD Knowledge Trolley visits		How to maximise everyone's voice – targeted visits to promote Survey FAQs for managers		
Support from OD team		Trustwide analysis	Practical Engagement workshops - How to communicate results - How to run an engagement session/co-design - How to receive feedback & build trust			Coaching managers and commissioned Bespoke OD support						

	January	February	March	April	May	June	July	August	Sept	October	November	December
Your Voice Matters		**Review of Staff Feedback** Trust and teams review feedback from the NHS staff survey and Staff friends & family test		**Design phase** What do we need to do together to make SFH a better place to work and receive care		**Deliver phase** We work with you to deliver on your feedback		**Demonstrate phase** Celebrating all the successes of how You Said, Together We Did		**Discover phase** NHS Staff survey opens to hear from you about how we can further improve in 2021		
		Winter Staff Friends & Family test			Spring Staff Friends & Family Test			Summer Staff Friends & Family Test		NHS Staff Survey		
Staff Culture programmes		Winter Kindness Campaign and team visits		Spring CARE – Campaign and team visits		Summer CARE – Campaign and team visits				Autumn CARE and Survey Knowledge Trolley visits		Winter CARE– Campaign and team visits
		Monthly Randomised Coffee Trials and Leadership networking opportunities										
Equality, Diversity & Inclusion		LGBT history month Time to Change (Mental health)	International Day for the Elimination of Racial Discrimination	Stress Awareness Month	NHS Equality, Diversity and Human Rights Week	Pride Month			Staff Networks	Black History Month World Mental Health Day	National Stress Awareness Day	Disability Awareness
Health and Wellbeing	Stop smoking advice Flu Jab	Stop smoking advice	Alcohol advice	Alcohol advice	Stress & Mental Health advice	Stress & Mental Health advice & MSK	MSK	Menopause	Menopause	Diet/ Nutrition advice Flu jab	Diet/ Nutrition advice Flu jab	Sleep information Flu jab
Key Trust Events			Staff Recognition week & Annual Milestone Recognition Event	Digital Strategy Launch	Civility Saves Lives Chief Nurse Awards	Admin Conference National Volunteers Week			SFH AGM Finance conference Organ Donation Week	Proud2bOps event	Health Heroes Staff Excellence Awards	

Appendix 2 – Action Plan

	ACTION	LEAD	THEME	Target Date for completion	RAG	COMMENTS
1A	Create welcome pack for managers to use to re-connect with staff returning to the Trust and re-establishing teams.	Helen Shields	Variable Leadership/Nepotism/ Favouritism	31st May 2020		Re-connecting Toolkit completed and sent out June 2020
1B	Create Managers Resource pack to include key checklists to use with their teams, coaching support, HWB resources etc.	Annette Robinson /Keir Scarlett	Variable Leadership/Nepotism/ Favouritism	22nd May 2020		Team Conversations Pack completed and sent out June 2020
1C	Re-launch of the Colleague Engagement Walls (promotes update of on-going learning from covid)	Helen Shields	Feeling Valued	August 2020		Pathways to Excellence, Your VOICE Matters, Quality Improvement, Idea Generator, Learning
1D	Colleague Engagement - CARE visits	Anne Burton	Feeling Valued	August 2020		
1E	Leadership survey to needs assessed for on-going leadership development offer.	Adrian Piggott	Variable Leadership	7th May 2020		Completed and results presented to Task and Finish Group
1F	Rollout of Randomised Coffee Trials (RCT)	Helen Shields	Feeling Valued	On-going		50+ leaders signed up/participated in RCT.
1G	Development of reflection tool for managers to run short engagement sessions to help teams reflect on working through covid and remotely.	Adrian Piggott	Variable Leadership and Feeling Valued	June 2020		Team Conversations pack for Managers. Completed and rolled out in June 2020.
1H	Development of a mechanism that will capture positive and negative experiences and lessons learnt from working through covid that can be	Adrian Piggott	Variable Leadership and Feeling Valued	August 2020		Evaluation mechanism created. Information collection has begun. Full analysis to be completed in August 2020

	shared with divisions and the Trust.					
1I	Action Learning Sets for Leaders/Community of Practice (inc Virtual offer)	Adrian Piggott	Variable Leadership	June 2020		Communities of Practice agreed at T&F Group, established and launch in July 2020.
1J	Development and implementation of Covid Staff Pulse Check Survey	Anne Burton	Feeling Valued	June 2020		Survey launched 16th June 2020 and closes 10th July 2020.
1K	Analysis of Covid staff Pulse Check Survey and recommendations for improvement and celebrations of what worked well.	Anne Burton	Feeling Valued	August 2020		Learning to be included as part of the Learning from Covid report.
1L	Creation of SFH Coaching Network to support People and Improvement.	Adrian Piggott, Annette Robinson, Anne Fewtrell	Feeling Valued	August 2020		Coaching network model agreed and recruitment in June 2020. Training of coaches to commence in July 2020. Developing people and improving care.
1M	Creation of a virtual toolbox talk for leaders to support colleagues working remotely.	Keir Scarlett	Variable Leadership/Nepotism/ Favouritism	July 2020		Course outline agreed at task and finish group and advertised June 2020.
1N	Career clinics launched to support staff career progression, succession planning and retention.	Debbie Morris	Career Development	August 2020		
1O	NHS People Plan Leadership Compact training for all leaders to ensure consistency of leadership expectations nationally and at SFHT	Lee Radford	Variable Leadership/Nepotism/ Favouritism/Bullying and Harassment	ON HOLD		NHS People Plan on hold until August 2020. Will align to new leadership development offer.
1P	Launch of clinical disengagement skills to reduce violence from patients towards staff	Rachel McCubbin	Violence and Aggression	ON HOLD		To agree restart date as part of restoration.

1Q	HR master classes in the application the Sickness Absence Policy to be launched	Rob Simcox	Variable Leadership/Bullying and Harassment	ON HOLD		To agree restart date as part of restoration.
1R	Review of DATIX incident to identify violence hotspots and recommendations for improvements	Mark Stone	Violence and Aggression	September 2020		
1S	Promotion of DATIX recording in relation to violence and aggression to enable better hot spot identification.	Mark Stone	Violence and Aggression/Bullying and Harassment	September 2020		
1T	Appointment of Executive Leads for staff diversity networks for LGBT, BAME and Disability	Lee Radford	Feeling Valued	April 2020		Medical Director lead for LGBT Director of Culture and Improvement lead for BAME SID lead for Disability.
1U	Redesigning of senior leadership development programme post Covid	Emma Challans/ Lee Radford	Variable Leadership	October 2020		
1V	90% completion of SFH Talent Map	Annette Robinson	Career Development	December 2020		
1W	Creation of a clinical and Heads of Service Leadership Development Programme	Emma Challans/ Lee Radford	Variable Leadership/Nepotism/ Favouritism	December 2020		
1X	Creation of leading through change and uncertain times leadership toolbox talk	Annette Robinson	Variable Leadership	October 2020		
1Y	Creation of system leadership clinical senates to share best practice	Emma Challans/ Lee Radford	Variable Leadership	January 2021		In partnership with the Mid Notts ICP and supported by Medical Director.
1Z	Supporting BAME colleagues to engage with national Stepping Up Leadership Development Programme	Emma Challans/ Lee Radford	Career Development	February 2021		