

Board of Directors (public)

SUMMARY REPORT

Meeting Date: 22nd March 2023
Agenda Item: 21

Report Title:	2022 Staff Survey Results	
Author(s):	Sally Hockey, Leadership & OD Partner Charlotte Turnbull, Head of Leadership & OD	
Accountable Director:	Caroline Parry, Executive Director of People	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	N/A
	Date:	N/A
Key points/recommendations from those meetings	N/A	

Summary of key points in report

The 2022 NHS Staff Survey ran from September to November 2022. For all NHS Trusts the survey was running at a time of winter demand pressures, a cost-of-living crisis and industrial action.

For the second year running, questions were aligned to the NHS People Promise and there were new questions related to patient safety. In addition, we asked our people how they would rate working for SHSC and what would it take to make it a great place to work.

Nationally, there was a small drop of 2% in the overall response rate from 48% to 46%.

At SHSC we heard from 1239 people (48%) in the 2022 Survey, a 4% drop from 2021, where 1290 people took part (52% of our workforce).

Within our benchmarking sector group of 51 Mental Health, Learning Disability and Community Trusts, the average response rate dropped by 2% to 50%.

For the first time in 2022, NHS England invited all Trusts to take part in a Bank Staff Survey pilot. We heard from 38 people, just 14% of our overall Bank workforce. Results on this new area are still awaited from the national survey response centre and are not included within this paper.

Overall, the results remain in line with 2021, with some small improvements. We are seeing some green shoots of increased positive engagement. From over 100 survey questions, with feedback from 1200+ people, just under 80 questions saw increases in positive engagement.

However, we know that there is room for improvement.

- Our priority areas during 2023 based on the 2022 results will be: supporting health and wellbeing, helping people manage workloads and priorities, valuing and recognising our people's contribution, having supportive and effective annual performance development reviews (PDRs), with a shared set

of objectives linking into 'Team SHSC'.

- To help achieve this needed improvement, we will focus our support with teams where engagement is considered low to offer proactive support. We will also work with teams who have stronger and improved engagement and share learning from their experiences to motivate and inform other teams.

Recommendation for the Board/Committee to consider:

Consider for Action		Approval		Assurance	x	Information	x
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The content of this paper will give assurance to the Board that our organisational response to the 2022 results will focus on supporting our leaders, managers, and teams in working together to advance staff experience and engagement and improve the care we offer to our service users.

We will make effective use of our resources, research, and relationships/partnerships across SHSC, nationally and our ICS region to act across Team SHSC on responding to the key messages staff have provided through the survey.

Improving our staff experience at SHSC continues to be a key priority. To enable this we will continue to build a proactive offer that enables long term, sustainable improved engagement.

Please identify which strategic priorities will be impacted by this report:					
Covid-19 Recovering effectively			Yes	x	No
CQC Getting Back to Good – Continuing to improve			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
Is this report relevant to compliance with any key standards ? State specific standard					
Care Quality Commission Fundamental Standards	Yes	x	No		<i>Person centred care, staffing, safety, good governance, well led.</i>
Data Security and Protection Toolkit	Yes		No	x	
Any other specific standard?				x	
Have these areas been considered? YES/NO					
				If Yes, what are the implications or the impact? If no, please explain why	
Service User and Carer Safety and Experience	Yes	x	No		2022 Staff Survey results linked to care experience are evaluated, results will be discussed across those who leads on improving service user care
Financial (revenue & capital)	Yes	x	No		Competitive tendering for the Staff Survey provider contract
Organisational Development /Workforce	Yes	x	No		Key data source driving all OD activity
Equality, Diversity & Inclusion	Yes	x	No		Please see section 4.2.
Legal	Yes		No	x	
Environmental Sustainability	Yes	x	No		Relevant data sharing with Sustainability leads with feedback linked to the 2022 results.

Section 1: Analysis and supporting detail

Background

Our annual NHS Staff Survey 2022 results were announced publicly on the 9th March 2023.

The survey ran from September to November 2022. For all NHS Trusts the survey was running at a time of winter demand pressures, a cost-of-living crisis and industrial action.

For the second year running, questions were aligned to the NHS People Promise and there were new questions related to patient safety. In addition, we asked our people how they would rate working for SHSC and what would it take to make it a great place to work.

Nationally, there was a small drop of 2% in the overall response rate from 48% to 46%.

We heard from 1239 people (48%) in the 2022 Survey, a 4% drop from 2021, where 1290 people took part (52% of our workforce). Within our benchmarking sector group of 51 Mental Health, Learning Disability and Community Trusts, the average response rate dropped by 4% to 50%.

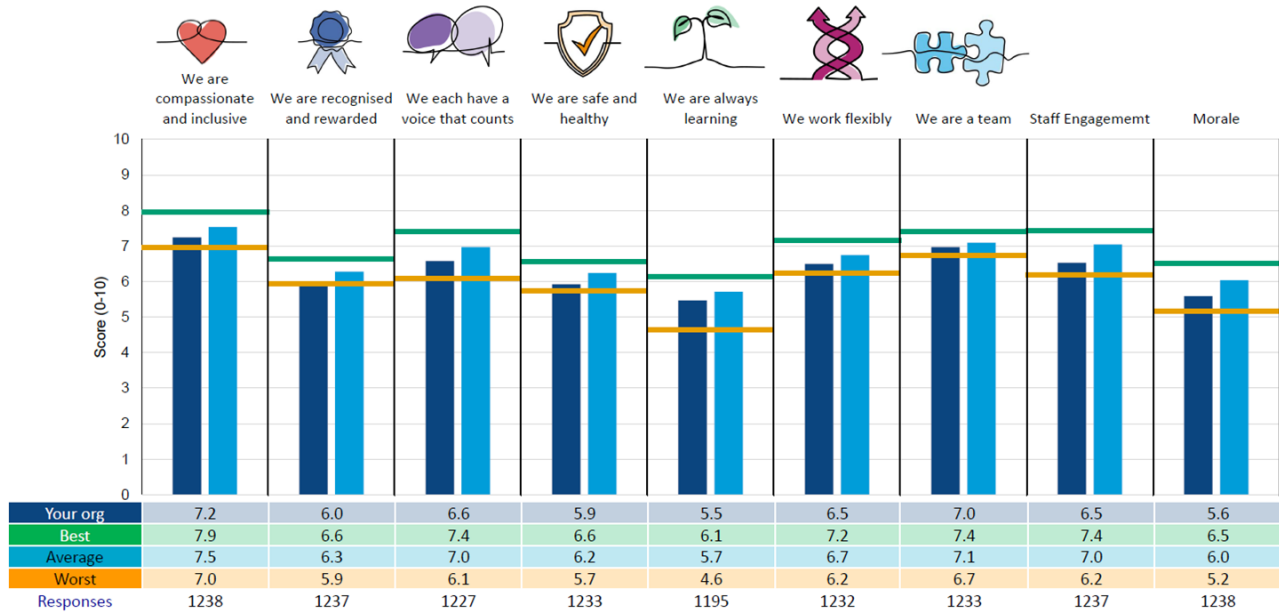
For the first time in 2022, NHS England invited all Trusts to take part in a Bank Staff Survey pilot. At SHSC, we heard from 38 people, just 14% of our overall Bank workforce. (14%). Results on this new area are still awaited and are not included within this paper.

SHSC Staff Survey 2022 Results

Our full results can be located here [Sheffield Health and Social Care Trust Benchmarking Report 2022](#)

The picture below shows our results by People Promise and how we fared in comparison across our benchmarking sector best, worst and average results.

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



People Promise Comparison 2021 to 2022.

We are compassionate & 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
+0.1	No change	+0.1	No change	+0.2	No change	+0.2	No change	No change

Overall, the results remain in line with 2021, with some small improvements.

We are seeing some green shoots of increased positive engagement. From over 100 survey questions, with feedback from 1200+ people, just under 80 questions saw increases in positive engagement.

From this, there is positive feedback about ‘immediate line management’ and ‘people enjoying working in their teams’, and more people seeing increased opportunities for career development and feeling supported in developing their potential.

Section 2: Risks

Overall, the results remain in line with 2021, with some small improvements.

The feedback we receive from the Staff Survey is incredibly valuable and drives all our activity. Within the 2021 Staff Survey results, staff made clear that they enjoyed working with their immediate teams but did not feel connected to the wider ‘Team SHSC’ and working together to advancing patient/service user care. So, last year we made a commitment to make time where teams and groups could come together to discuss how, as ‘Team SHSC’, we improve service user care. This has shown positive results. Approximately 73% of people who took part in the 2022 survey, said they meet to discuss team effectiveness, an increase of 6% positive engagement, and more people say they can make suggestions to improve the work of their team and department, and feel encouraged by their line manager at work.

Whilst it is positive to see these small improvements, we recognised that there is still much to work on. Key areas of improvement from the 2022 results include:

- Pay was one of the main areas of dissatisfaction. This continues to be a nationally led issue within the social context of cost-of-living pressures. We continue to support our staff on both.
- Staff are telling us they need support to look after their wellbeing and help in managing conflicting demands on their time.
- Resource challenges and feeling valued and recognised were also noted.
- Advocacy of SHSC, which includes recommending us as a place to work and as a place for care for patients/service users, continues to be a key area that we need to address. Our scores marginally increased (+0.07 to 5.9), but we remain below where we want to be and are below average for our benchmarking sector.

Section 3: Assurance

Benchmarking

3.1 What we do with the initial data

Annually staff survey results are released on a phased basis. Our first organisational level results were received December 2022. The OD team, as the organisational staff survey contact point, is the first point to receive this first cut of data. We undertook some initial analysis to identify high level themes. Further detailed results were received February 2023 and full release of national figures was embargoed until 9 March 2023.

2022 results were announced 3 weeks in advance of last year. This year we took a much more proactive stance on analysing and circulating the data with Senior Leaders in line with the national embargo requirements. This has helped increase levels of engagement with leaders on a more timely basis and enabled them to have space to reflect and plan their local services and team engagement activity on the organisational and team results.

Triangulation

- 3.2 The staff survey results are set within the whole organisational context for SHSC. We are keen to ensure this valuable feedback is shared proactively so that we can confidently promote to staff that their contributions are not just contained within a data base but are actively listened to and used by strategy leads to inform and enable activity across Team SHSC.

We are working with our Project Management Office, reviewing business plans, team objectives and implementation plans for 2023 /2024 to ensure staff experience and engagement is across Team SHSC agendas.

We are working on a new route for services to report on all the positive staff engagement / wellbeing work they have underway and the challenges they are facing. This will be through Trust wide reporting governance meetings and performance reviews. This will provide a new record of team level 'we said, we did' to compliment the organisational level action.

Working closely with our Quality Improvement Team we will understand Trust wide improvement activity to ensure a cohesive approach to supporting teams and services on their improvement work. Supporting our people to manage conflicting demands on time, priorities and workload pressures is at the forefront of our response.

Working with our HR Business Partners we will ensure a rounded support offer to our services, ensuring that teams have every opportunity to engage with the results and activity to influence change.

Engagement

3.3 Engaging our people with the results

Service and team results have been shared. Leaders are discussing what the results say at organisational and team level and agreeing ways forward to improve engagement across teams.

There will be a focus on People Promise results and comparisons from 2021 to 2022, reflecting on what has contributed, how and agree next steps. All staff will be engaged with SHSC results and where available their service / team results. Plans will be refreshed, and subsequent staff experience and engagement updates will be reported and measured through local governance and performance review meetings. Other available data will be reviewed and triangulated, to ensure plans are aligned to meet the needs of our service users and staff engagement and experience.

What does this mean to SHSC?

Our priority areas during 2023 will be based on the 2022 results and will work on the following themes:

- Supporting health and wellbeing.
- Helping people to manage workloads and priorities.
- Valuing and recognising our peoples' contribution
- Having supportive and effective annual performance development reviews, with a shared set of objectives linking into 'Team SHSC'
- Supporting and developing our leaders and line managers at all levels to work better together across teams to improve how we support each other.
- Making sure our people feel safe and supported raising concerns and have confidence these will be addressed.

What will we do next?

SHSC Priority Area	What is the work?	Timeline
Supporting health and wellbeing.	Review and enhance our health and wellbeing support offers.	April - August 2023
Helping people to manage workloads and priorities.	Continue investment in the development of our leaders and managers to support and enable teams to work with teams. OD team case work to continue, tailoring individual OD learning activity to suit.	April - Dec 2023
Valuing and recognising our peoples' contribution.	Consult on how we can be 'Living our values every day' through turning our	April – Dec 2023

	<p>values into shared behaviours.</p> <p>Celebrate our people working together for service users.</p>	
<p>Having supportive and effective annual performance development reviews, with a shared set of objectives linking into 'Team SHSC'</p>	<p>Continue investment in the development of our leaders and managers to support and enable teams to work with teams.</p> <p>Engaging and equipping reviewers' skills to have an engaging, effective PDR discussion with their people. Providing useful PDR material and OD support linked to leader/manager development</p>	<p>March – Nov 2023</p>
<p>Supporting and developing our leaders and line managers at all levels to work better together across teams to improve how we support each other.</p>	<p>Continue investment in the development of our leaders and managers to support and enable teams to work with teams.</p> <p>Continue to work in partnership with our Staff Network Groups and Staff Side colleagues.</p>	<p>Ongoing 2023/2024 through Leadership and OD Development Team – Cohort 3 of Team SHSC: Developing as leaders and introducing an improved Team SHSC: Manager</p>
<p>Making sure our people feel safe and supported raising concerns and have confidence these will be addressed.</p>	<p>Continue to work in partnership with our Staff Network Group, Staff Side colleagues and Freedom to Speak up Guardian.</p>	<p>April - ongoing 2023/24</p>

Our OD team work is based on four key focus areas across 2023/24:

- Valuing and recognising our achievements.
- Living our values through everyday behaviours.
- Using our staff survey results to drive our activity through the People Strategy and across Team SHSC, to give clear 'we said, we did' links and show staff evidence of the impact they have made.
- Keep actively listening to our staff through quarterly People Pulse surveys, new performance reporting links, team meetings etc to keep the conversation going and informing all our people activity.

Section 4: Implications

Strategic Priorities and Board Assurance Framework

1. Covid-19 - Recovering effectively.
2. CQC – Continuing to improve
3. Transformation - Changing things that will make a difference
4. Partnerships – Working together to have a bigger impact

All of the above activity supports the strategic priorities and mitigates against BAF RISK 0020 and BAF RISK 0013.

AIM 2: CREATE A GREAT PLACE TO WORK	STRATEGIC PRIORITY: Transformation – Changing things that will make a difference
RISK REF: BAF.0020 RISK CREATED: 01/04/2021 re-worded – June - approved at July 2022 People Committee for submission to Audit & Risk Committee and Board	DETAILS: There is a risk of failure to enable a paradigm shift in our culture through delivery of the overarching cultural change programme, caused by a lack of engagement in the wide range of leadership activity and opportunities for development provided, inability to adapt and engage to enable organisational change, resulting in failure to improve the culture of the organisation, ineffective leadership development, application of learning, engagement with our values, emergence of closed subcultures and low staff morale which in turn impacts negatively on service quality and service user feedback.

AIM 2: CREATE A GREAT PLACE TO WORK	STRATEGIC PRIORITY: Transformation – Changing things that will make a difference
RISK REF: BAF.0013 RISK CREATED: 07/05/2021 – re-worded June 2022 approved at July People Committee for submission to Audit & Risk Committee and Board	DETAILS: There is a risk that we fail to identify key cultural and work pressures impacting on staff health and wellbeing and delivery of services, leading to ineffective interventions; caused by failure to engage with staff in a meaningful way around concerns raised in the staff and pulse surveys as well as through engagement with, and demonstration of the values; and failure to implement demonstrable changes resulting in low scores on the staff survey (low morale), high sickness absence levels and negative indicators for quality of care.

Equalities, diversity, and inclusion

- 4.2 Our EDI team are reviewing our staff survey results in line with the National NHS Workforce Disability, Equality Standard and Workforce Race Equality Standard (WRES/WDES). This will inform our inclusion activity going forward.

Culture and People

- 4.3 The Staff Survey is the core benchmarking measure for our ongoing culture work and is linked to all elements of the People Strategy.

Integration and system thinking

- 4.4 We work with colleagues in Trusts across Sheffield Place and South Yorkshire Integrated Care System and nationally to benchmark results. We actively take part in national NHS learning events, promoted by NHS England Staff Engagement to enable us to access good practice and bring that learning into SHSC.

Sustainable development and climate change adaptation

- 4.5 All reports are circulated across the organisation electronically.
- 4.6 Feedback contained within the 2022 results will be shared with Sustainability leads to inform their organisational activity.

Section 5: List of Appendices

None

End
SH/CT 15.03.23