

Council of Governors

5 May 2022

Paper title:	Staff Survey Outcome	Agenda item 12.0
Presented by:	Bob Champion, Interim Director Human Resources and Organisational Development	
Prepared by:	Helen Farrar, Staff Engagement Manager	

Purpose of the report		
The purpose of this report is to: <ul style="list-style-type: none"> Present headline results from the NHS Staff Survey 2021, at Trust, Directorate and Service levels. 	For approval	
	For discussion	
	For information	X

Executive summary		
<p>Since delivery of the 2021 NHS Staff Survey (NSS2021) in October/November 2021, provisional Trust-wide results were received from new provider, Quality Health (IQVIA) during December 2021 – February 2022; and now confirmed through the publication of results from the national co-ordination centre at end March 2022. Quarter 4 of the Quarterly Staff Survey (QSS2021/2) has also been delivered during January 2022 and is referenced.</p> <p>This paper confirms the Trust-wide results shared briefly at the January 2022 Board of Directors and in full at Workforce and Equality Committee (WEC) on 17 February 2022, and adds information on local results, communications, and ongoing recommendations.</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	State below 'Yes' or 'No' No	If yes please set out what action has been taken to address this in your paper

Recommendation
The Council of Governors is asked to: <ul style="list-style-type: none"> Note the Staff Survey Outcome.

Strategic vision				
Please mark those that apply with an X				
Providing excellent quality	Creating the best place to work	Supporting people to live	Financial sustainability	Governance and well-led

services and seamless access		to their fullest potential	growth and innovation	
	X			X

Care Quality Commission domains

Please mark those that apply with an X

Safe	Effective	Responsive	Caring	Well Led
	X			X

Relationship to the Board Assurance Framework (BAF)	<p>The work contained with this report links to the following strategic risk(s) as identified in the BAF:</p> <ul style="list-style-type: none"> • Risk 2: If the trust does not ensure staff are appropriately skilled, supported and valued this will impact on our ability to recruit / retain staff and on the quality of care. If staff do not have the ability to carry out their work in an appropriate setting, this will impact on the quality of care and staff morale and wellbeing. • Risk 4: If we do not have leaders at all levels in the organisation, staff and patient experience will be negatively impacted. If we do not value and support inclusivity, we lose the opportunity to benefit from the full range of views, opinions and experiences when supporting staff and delivering care.
Links to the Corporate Risk Register (CRR)	<p>The work contained with this report links to the following corporate risk(s) as identified in the CRR:</p> <ul style="list-style-type: none"> • N/A
Compliance and regulatory implications	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> • The Staff Survey provides evidence in the CQC Well-led domain

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NHS Staff Survey 2021 Results

1 Introduction and Context

Staff satisfaction and engagement are key to delivering high quality, values-based care and are directly associated with patient experience and outcomes. The NHS People Plan and Promise states 'we each have a voice that counts' and the annual NHS Staff Survey is an important element in the Trust's methods of engaging with staff. The staff engagement score from the survey forms a key element of the Care Quality Commission's measures linked to registration.

The NHS Staff Survey 2021(NSS2021) ran from 4 October to 26 November 2021, following a comprehensive communications plan. NHS Quarterly Pulse Staff Surveys (QSS) were held in July 2021 and January 2022, which repeated the staff engagement questions from the annual survey. Our new provider supporting the delivery of the mandated annual and quarterly surveys is Quality Health (IQVIA).

This paper presents findings and recommendations in relation to the recently published full results to NSS21 at Trust, directorate, service and team levels, along with corporate responses and actions.

2 Trust-wide results of the NHS Staff Survey 2021

Please note the embargo on results has now been lifted (30 March 2022) and some scores may show a very slight adjustment to those provided by Quality Health following refinement by the National Co-ordination Centre. Wider benchmarking is also now available*.

For NSS2021 core questions and themes were redeveloped to align with the 7 themes of the NHS People Promise, so not all scores are comparable to previous years. Only the Staff Engagement and Morale have remained of the themes.

Another change for 2021 was that staff on long-term sickness absence and on long-term secondment to the Trust could participate in the survey if they wished, for the first time. Summary of 2021 changes to NSS was provided to the February 2022 WEC.

Response Rate

The overall Trust response rate was **45.2%**, 1% higher than last year (44%), the same as the response rate for all Quality Health provided organisations (45%), but lower than the national average for comparable organisations* (48% - QH; 52% - NCC).

Please note: all references to comparable organisations* or sector average* relates to the 27 Mental Health/Learning Disability or Mental Health/Learning Disability & Community Trusts in relation to Quality Health reports (QH) or the 51 Trusts in this group referenced in the national reports (NCC).

Trust-wide summary

The infographic at Appendix 1 provides an overall summary of the 2021 results.

Trust-wide headlines – themes

The themes of Morale and Staff Engagement remain key performance indicators for organisations. Both scores show no significant difference to the sector average*, although there has been a slight improvement in Staff Engagement since 2020, following a significant improvement the previous year (2019: 6.8, 2020: 7.0, 2021: 7.1). There has been a slight reduction in the Morale theme score (2020: 6.3; 2021: 6.1), with the most significant decline within the sub-theme of 'Work pressure', in line with the sector and NHS as a whole. Within the new 7 People Promise themes and sub-themes, there are no significant differences to the sector average*.

Appendix 2a illustrates the Staff Engagement and Morale theme scores, as compared with the sector and the 2020 scores and sub theme scores

Appendix 2b and c illustrates the 7 NHS People Promise theme scores, as compared with the sector.

Trust-wide headlines – individual core questions

Following the significant improvements to 43% of the Trust's core question scores in 2020 from 2019, the 2021 scores compare broadly to last year's results, where overall, results have remained the same or increased or decreased by 1-2%. 5 scores (8%) show significant improvement since 2020. 4 scores (6%) show significant decline since 2020. Most scores are in the intermediate-60% range of comparable organisations*. There are 13 scores in the top-20% range and 14 in the lower-20%.

Significantly lower scores compared to sector* typically relate to physical and emotional well-being, such as staff experiencing musculoskeletal problems and work-related stress. There have been four significant declines since 2020, all related to workload pressures, staffing numbers and work-related stress.

Significantly higher scores compared to sector* include support for work-life balance, health and wellbeing, flexible working and team effectiveness; and a high number of staff say they had an appraisal in the last 12 months. Five scores have significantly improved, including lower levels of harassment, bullying and abuse from colleagues, staff feeling secure raising concerns about unsafe clinical practice, and staff feeling confident that their concerns would be addressed. Opportunities to show initiative and

contribute opinions also improved significantly. An overview of The Trust’s strengths and challenges as indicated from question results is illustrated at Appendix 1.

Appendix 3a and **3b** show significant questions scores compared to sector / to 2020

Trust-wide headlines – local questions

The questionnaire also contained 6 questions set by the Trust, largely repeated from 2020, on the themes of improvement/engagement and leadership/values. Scores were comparable or improved from 2020, as summarised at Appendix 3c.

Trust-wide headlines – bank staff

A shorter survey, but with some comparable questions was distributed to bank-only staff during the same period as the NSS2021, returning a response from 135 staff. A summary of comparable scores is shown at Appendix 3d.

Quarter 4 2021/22 NHS Quarterly Staff Pulse Survey

The shorter quarterly pulse survey was made available to all staff in January 2022, returning an improved response from 495 staff (c13%), now delivered through Quality Health rather than the NHS People Pulse platform. Results have been analysed against Quarter 1 QSS 2021/22 and Annual NSS2021 staff engagement scores, as summarised at Appendix 3d, showing broad comparisons. The next Quarterly Survey will run end April 2022 and provide ongoing review.

Communications

Summary Trust-wide results have now been shared with all staff via a comprehensive communication programme from mid-March 2022, including a dedicated Executive Broadcast, eUpdates, Chief executive vlog, detailed SharePoint page, and summary screensavers/posters of key results against the NHS People Promise themes. The latter are rolling out over the next couple of months. Staff Governors are designing and planning engagement events from April 2022 to discuss key themes arising from NSS2021 with staff from across the Trust.

3 Directorate, service and team level results of the NHS Staff Survey 2021

Following some delays due to survey redesign, results have now been received against our detailed staff breakdowns as follows:

Breakdown level	Sub-groups	Relevant reports
Trust-wide	1	National Benchmarking Report QH Management Report QH Detailed Results table and Solar data base

		In-house infographics (see Appendix 1)
Directorate/Care Group groupings	5 sub-groups of comparable sizes	National Directorates (1) Report QH Solar data base
Service/Service groupings	23 sub-groups	National Directorates (2) Report QH Solar data base In-house infographics
Team/Team groupings	65 sub-groups 11 of which are same as service grouping due to size	QH Solar data base QH Heat maps against theme and question scores (awaited)

Comparisons of theme results between the 5 Directorate/Care group breakdowns shows the following.

- Response rates range from 62% (Corporate and Support) to 25% (Mental Health Inpatients)
- Staff Engagement score ranges from 7.4 (Community Adults) to 6.8 (Community Children's and Mental Health Inpatients)

Recognising the current pressures on staff time and the degree of change in the latest survey, bespoke summary infographics have been prepared in-house for each of the Service staff groupings. This will enable effective and creative dissemination and discussion amongst staff and is supported by detailed results tables for each service. At Team/Team grouping level, we await additional reporting from Quality Health via heat-maps to aid reading of results at question and theme level.

All local results will be disseminated via managers by early/mid-April. Staff will be encouraged to explore together areas for improvement and celebration in their service and to embed actions into existing improvement work and ongoing pandemic learning and recovery where possible, rather than generate new action plans unless needed.

The local results indicate the wide variance of staff experience across different work areas. We are also able to explore the results via a variety of other breakdowns, such as demographics or staff group. For example,

- Only 20.7% of registered nurses and midwives feel there are enough staff at this organisation to do their job properly, compared with 30.5% for all staff (both figures significantly down from last year, and in line with national trends)
- Only 47.3% of BME staff and 54.4% of those with a long-term illness believe the organisation provides equal opportunities for career progression, compared to 57.5% of all staff, again in line with national trends. (Full Workforce Equality Standard results will be supplied at a later meeting)

Targeted engagement and support in the discussion of local results will focus on areas of the Trust evaluated as least engaged, such as Mental Health Inpatients and other front-line teams. It also connects with other Trust listening and engagement activity, such as the recent crowdsourcing conversation on speaking up, Care Trust Way and iCare programmes, through the active Staff Networks for protected characteristics, Union representatives and the workshops by Staff Governors. Further consideration on how to engage front-line teams continues, including an options analysis for a potential staff engagement app.

This more granular level reporting also provides intelligence to senior leaders and corporate services in the Trust to enable comparisons, corporate response, and action planning at the Trust-wide level, such as in workforce planning or wellbeing support. For example, the Psychological Therapies Team are reviewing staff survey local results to enable targeting of their services appropriately.

Corporate response to NSS2021 and Q4 QSS 2021/2 results

The ongoing consideration of the results by the Board, Executive and Senior Leadership Team will now be supported by more detailed review with managers and staff. It is recommended that

- Senior leaders and managers continue to express appreciation to all staff for their ongoing efforts under pressure, and for their willingness to participate in engagement activity such as the Staff Survey, referencing national NHS messages too.
- Support and feedback are given in relation to addressing staff concerns regarding work pressure and staff numbers. Whilst this is a national issue, some assurances can be given in relation to the Trust's ambitious recruitment and retention drive, working closely with system, regional and national partners to attract and maintain the right workforce.
- The Trust continues to ensure ambitious staff wellbeing and recognition measures are at the heart of our delivery, aiming to build on the 72% of staff who already feel the Trust takes positive action on health and wellbeing, and the 63% who are satisfied with recognition for good work.
- The new NHS People Promise themes and graphics continue to be shared with staff, aligning not only the Staff Survey results, but the Trust's Belonging & Inclusion Plan, which provides the framework to build and sustain improvements in staff retention and experience.
- Variable results relating to other corporate areas, such as smarter working, learning and development, equality and diversity are investigated and actioned by appropriate teams, as outlined above (including WRES and WDES analysis). Inclusive and compassionate leadership to remain a key goal.

- Cascaded results sharing and targeted engagement and action planning at the local level, as outlined above, continues as a priority, gathering feedback from services by end May 2022.
- The Quarterly Staff Pulse Survey continues to be promoted and delivered on regular basis to enable ongoing monitoring of staff feedback, the results being considered at a senior level and cascaded to all staff in a timely manner.

The Council of Governors is asked to:

- Note the Staff Survey Outcome.

Helen Farrar
Staff Engagement Manager
April 2022

Appendix 1: Summary of NHS Staff Survey 2021 results

Please note: following the recent receipt of national reports, a few of these figures may receive slight adjustment

NHS Staff Survey 2021 Summary Results

IN CONFIDENCE
under embargo until March 2022

Response Rate: 45% +1%

Our views

Compared to 2020

63%	Would recommend the organisation as a place to work	-2%
66%	Would be happy with the standard of care and treatment	-1%
79%	Think care of patients is organisation's top priority	+1%

Our values

Compared to 2020

	90% of staff feel trusted to do their job	0%
We Care	77% receive the respect they feel they deserve from colleagues	+3%
	55% are asked for their opinion by their immediate manager	+6%
We Listen	79% feel we act on concerns raised by patients/service users	+3%
	89% feel their role makes a difference to patients/service users	0%
We Deliver	76% feel able to make suggestions to improve the work of their team	0%

Staff Engagement Score 7.1 +0.03

Key improvements and strengths

- Staff said there are frequent opportunities to show initiative in their role (+5%) and that their team often meets to discuss the team's effectiveness (+7% comparator organisations)
- Staff said their immediate manager asks for their opinion before making decisions that affect their work (+6%). Many new questions with no previous comparator.
- Staff are more positive than similar organisations about organisational positive action on health and wellbeing (+7%) and the organisation is committed to helping balance work and home life (+6%)
- Staff said they would feel secure raising concerns about unsafe clinical practice (+6%) and improvements in staff who have experienced harassment, bullying or abuse reporting it (+5%)
- Employer making adequate adjustments to carry out work (+6% comparator organisations)

Key issues and frustrations

- Staff said they are unable to meet all the conflicting demands on their time at work (+6%) and there are not enough staff to do their job properly (+10%)
- Feelings of work related stress (+2%) and pressure from self to work when unwell are worse than last year (+7%)

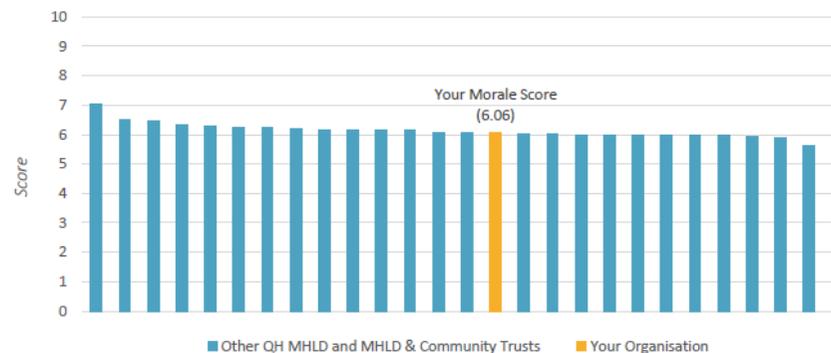
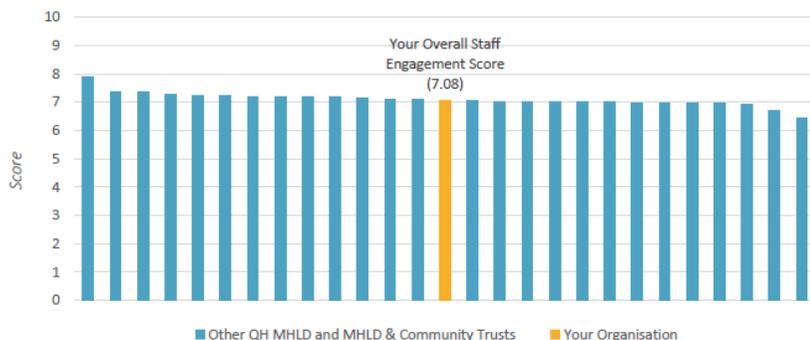


DRAFT February 2022
Theme, team and detailed results to follow



Appendix 2: NHS Staff Survey 2021 theme scores

a. NHS Staff Survey 2021 Staff Engagement and Morale theme scores



Theme/Subscore	Staff Engagement Scores		
Overall Staff Engagement	2020	7.05	+0.02 (Not sig.)
	2021	7.08	
Motivation	2020	7.27	-0.01 (Not sig.)
	2021	7.26	
Involvement	2020	6.87	+0.17 (Not sig.)
	2021	7.04	
Advocacy	2020	7.04	-0.10 (Not sig.)
	2021	6.95	

Theme/Subscore	Morale Scores		
Morale	2020	6.25	-0.19 (Not sig.)
	2021	6.06	
Thinking about leaving	2020	6.38	-0.18 (Not sig.)
	2021	6.20	
Work pressure	2020	5.75	-0.39 (Sig.)
	2021	5.36	
Stressors (HSE index)	2020	6.63	+0.01 (Not sig.)
	2021	6.64	

For more detail: See Quality Health Summary Management Report and National Benchmark Report

b. NHS Staff Survey 2021 NHS People Promise theme scores (See Summary Management Report or Benchmark Report for breakdown)



This organisation is benchmarked against:

Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts

51



- 0 (0%) People Promise(s)/Theme(s) scored significantly better than the sector average
- 0 (0%) People Promise(s)/Theme(s) scored significantly worse than the sector average
- 9 (100%) People Promise(s)/Theme(s) showed no significant difference in relation to the sector average or comparisons could not be drawn

Ranked People Promises for your organisation

Rank	People Promise	Score
1	People Promise 1 We are compassionate and inclusive	7.53
2	People Promise 7 We are a team	7.09
3	People Promise 3 We each have a voice that counts	7.06
4	People Promise 6 We work flexibly	6.86
5	People Promise 2 We are recognised and rewarded	6.39
6	People Promise 4 We are safe and healthy	6.21
7	People Promise 5 We are always learning	5.73

Appendix 3: NHS Staff Survey 2021 question responses

a. NHS Staff Survey 2021 Significant questions compared to sector

For more detail: See Summary Management Report. Detailed results Table and Full Management Report available on request

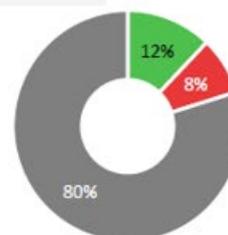
Significantly Better Scores

Question	Your Org.	Sector	Difference
3h I have adequate materials, supplies and equipment to do my work.	68%	65%	+3.76%
4c I am satisfied with my level of pay.	40%	37%	+2.77%
4d I am satisfied with the opportunities for flexible working patterns.	68%	65%	+2.96%
6b My organisation is committed to helping me balance my work and home life.	62%	56%	+6.18%
6c I achieve a good balance between my work life and my home life.	63%	60%	+2.99%
7b The team I work in often meets to discuss the team's effectiveness.	74%	68%	+6.21%
10b I work additional PAID hours for this organisation, over and above my contracted hours.	23%	27%	-3.62%
11a My organisation takes positive action on health and well-being.	72%	64%	+7.28%
13a In the last 12 months I have personally experienced physical violence at work from patients / service users, their relatives or other members of the public.	10%	14%	-3.74%
16c 05 Experienced discrimination on grounds of disability.	6%	11%	-4.23%
19a In the last 12 months, I have had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review.	91%	87%	+4.61%
28b My employer has made adequate adjustment(s) to enable me to carry out my work.	85%	78%	+6.68%

Significant Questions (compared to sector)

Significantly Worse Scores

Question	Your Org.	Sector	Difference
3b I am trusted to do my job.	90%	91%	-1.62%
5c Relationships at work are strained (Never/Rarely).	51%	54%	-3.09%
11b In the last 12 months I have experienced musculoskeletal problems (MSK) as a result of work activities.	31%	27%	+4.93%
11c During the last 12 months I have felt unwell as a result of work related stress.	47%	43%	+3.71%
11d In the last three months I have come to work despite not feeling well enough to perform my duties.	56%	53%	+3.01%
12b I often/always feel burnt out because of my work.	31%	28%	+3.59%
12g I do not have enough energy for family and friends during leisure time (often/always).	31%	27%	+3.79%
16c 05 Experienced discrimination on grounds of religion.	12%	5%	+7.12%



- 12 (12%) question(s) scored significantly better than the sector
- 8 (8%) question(s) scored significantly worse than the sector
- 79 (80%) question(s) showed no significant difference in relation to the sector average or comparisons could not be drawn

b. NHS Staff Survey 2021 Significant questions compared to 2020

For more detail: See Summary Management Report. Detailed results Table and Full Management Report available on request

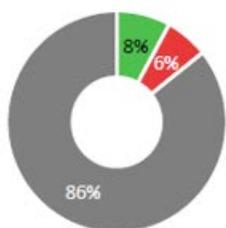
Significantly Better Scores

Question	2020	2021	Difference
3c There are frequent opportunities for me to show initiative in my role.	70%	74%	+4.31%
9c My immediate manager asks for my opinion before making decisions that affect my work.	59%	64%	+4.94%
14c In the last 12 months I have personally experienced harassment, bullying or abuse at work from other colleagues.	16%	13%	-2.95%
17a I would feel secure raising concerns about unsafe clinical practice.	74%	80%	+5.84%
17b I am confident that my organisation would address my concern.	64%	68%	+3.89%

Significant Questions (compared to 2020)

Significantly Worse Scores

Question	2020	2021	Difference
3g I am able to meet all the conflicting demands on my time at work.	48%	43%	-4.29%
3i There are enough staff at this organisation for me to do my job properly.	40%	30%	-10.37%
10b I work additional PAID hours for this organisation, over and above my contracted hours.	18%	23%	+4.99%
11d In the last three months I have come to work despite not feeling well enough to perform my duties.	48%	56%	+7.23%



- 5 (8%) question(s) have shown significant improvements since 2020
- 4 (6%) question(s) have shown significant declines since 2020
- 54 (86%) question(s) have shown no significant movements since 2020

Significant Questions

Compared to 2020

Benchmarking Percentiles

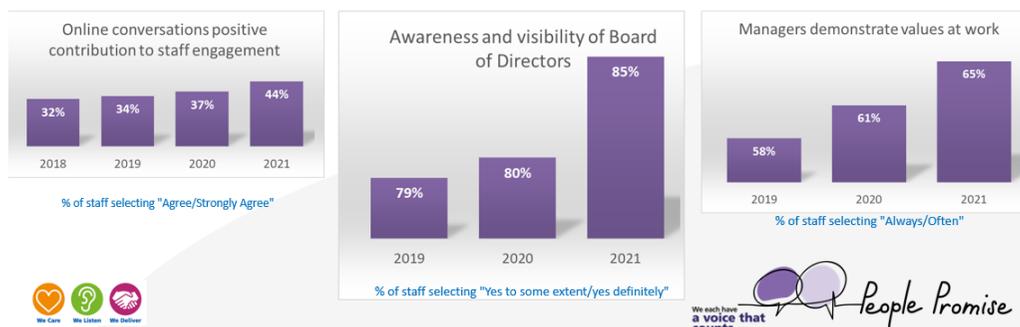
There are 27 Mental Health & Learning Disability and Mental Health, Learning Disability & Community organisations in your benchmarking sector that are contracted to Quality Health. The table below summarises the distribution of core questions where your organisation scored amongst the top 20%, middle 60% and bottom 20% of these organisations.

	2021
Top 20%	13
Middle 60%	72
Bottom 20%	14

Please note: following the recent receipt of national reports, a few of these figures may receive very slight adjustment

c. NHS Staff Survey 2021 Local questions compared to 2020

- Two repeated questions on improvement and engagement
- Four repeated questions on leadership/vision and values
- All questions producing similar results to last year (and previous, where appropriate), with marked improvements on the following:



d. NHS Staff Survey 2021 Core questions compared across NSS, QSS and Bank staff survey

Positive scores - % selecting agree or strongly agree

	NSS 2019	NSS 2020	NSS 2021 (1,419 staff)	Q2 QSS21/22 (101 staff)	Q4 QSS21/22 (495 staff)	Bank 2020 (109 staff)	Bank 2021 (135 staff)	Comparator 2021 MH/LD MH/LD&C
Would recommend the organisation as a place to work	58%	65%	63%	73%	66%	76%	69%	64%
Would be happy with the standard of care and treatment	59%	67%	66%	59%	72%	66%	68%	67%
Think care of patients is organisation's top priority	74%	78%	79%	69%	85%	N/A	N/A	78%
Staff Engagement Score <small>(based on 9 questions, including above 3)</small>	6.8	7.05	7.08*	6.8	7.22*	N/A	N/A	7.08

*Direct comparison not fully statistically aligned but provides an indication