

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS

HELD ON 30 MARCH 2021

Subject	Findings of the 2020 Benchmarked NHS Staff Survey
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Status¹	

PURPOSE OF THE REPORT

To update the Board of Directors on the findings of the benchmarked 2020 Staff Survey Results

KEY POINTS

The full census NHS staff survey (which is the annual measure of staff experience) was undertaken in the Autumn of 2020. A total of 7,294 staff responded which represents a response rate of 42% (below the 45% average for our benchmarking group of Acute and Acute & Community Trusts).

Please note that these results are embargoed until the 2020 Staff Survey is published on 11th March. Until that time STH does not have access to data from other Trusts or NHS averages so all averages referred to are the Acute/ Acute & Community Trusts average.

It should be noted that whilst the survey was live STH was experiencing a second Covid wave which many other Trusts in the benchmarking group were not.

STH is above average for Acute and Acute & Community Trusts for 5 of the themes i.e.

Equality, diversity & inclusion,

Immediate managers,

Morale,

Safe environment – bullying & harassment and

Safety culture.

The trust was average for four themes

Health and wellbeing,

Quality of care,

Safe environment – violence and staff engagement.

Only one theme was below average which is team working which is an improvement on 2019 when Quality of care was also rated below average.

There has only been a significant statistical improvement in Health and Wellbeing and one deterioration in Team working.

The themes are also identified by area of work during the pandemic i.e. front line, remote working, redeployed shielding but show very little variance. The report also contains a subset of the metrics that feed into the WRES and WDES

These theme scores have also been produced for Care groups, Facilities and Corporate services. Capita have also produced theme scores for both directorates and reporting categories which show considerable variance. The directorates will use their own data to update their own action plans and to continue to implement the priorities from last year of valuing staff, raising awareness of the wellbeing support and improving team effectiveness as these are all important for post Covid recovery

Further Trust level actions will be identified in due course after further discussion with Dean Royles, HR Strategic Advisor, the HR Strategy group and the People Strategy board.

IMPLICATIONS²

AIM OF THE STHFT CORPORATE STRATEGY 2012-2017		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	
2	Provide Patient Centred Services	
3	Employ Caring and Cared for Staff	√
4	Spend Public Money Wisely	
5	Deliver Excellent Research, Education & Innovation	

RECOMMENDATIONS

The Board of Directors are asked to note the contents of the report

APPROVAL PROCESS

Meeting	Date	Approved Y/N
		N

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

REPORT TO THE BOARD OF DIRECTORS 30 MARCH 2021

FINDINGS OF THE 2020 BENCHMARKED NHS STAFF SURVEY

1. INTRODUCTION

A full Census NHS Staff Survey was undertaken at STH during October and November 2020. A total of 7,294 staff responded which represents a response rate of 42% (below the 45% average for our benchmarking group of Acute and Acute & Community Trusts).

Please note that all results are embargoed until the Staff Survey is published on 11th March. The NHS averages and data from other Trusts is not available prior to this date so averages refer the benchmarking group average.

It should also be noted that whilst the survey was live in October/ November, STH was experiencing a second Covid wave placing staff under pressure which many other trusts in the benchmarking group were not.

2. 2020 STAFF SURVEY RESULTS

There have been some changes to the 2020 Staff Survey to help understand the impact of the Covid-19 pandemic on staff experience and some questions felt to be less relevant were removed. These changes mean that there are 10 themes reported on in the benchmarked report this year compared to 11 last year (the quality of appraisals theme has been removed).

Of the ten themes in the 2020 benchmarked report 5 scored **above average** for our benchmarking group of Acute /Acute & Community Trusts. These are:

Equality, diversity & inclusion
Immediate managers
Morale
Safe environment – bullying & harassment
Safety culture.

A further four scores were average:

Health and wellbeing
Quality of care
Safe environment – violence
Staff engagement

Only one theme scored below average:

Team Working
(In 2019 Quality of Care was also below average)

The highest score overall was achieved is Safe Environment – Violence (9.5) and the lowest Health and Wellbeing (6.1) albeit this was still average for our benchmarking group (see Appendix 1).

The only statistically significant changes are an improvement in the Health and Wellbeing score theme and deterioration in the Team working theme (See appendix 2)

The key theme scores for the care groups plus the facilities directorate and the corporate services, have been provided by the NHS survey coordination centre and a summary of these can be seen at the table at appendix 3. This shows the variance between care groups from the best i.e. Medicine and Pharmacy Services care group & Head and Neck Services which have only 1 theme below average through to the Acute and Emergency Medicine and OSCCA care groups where all 10 themes are below the Trust average.

However as these are probably masking variation between the directorates within the care groups, Capita have developed the theme scores for both directorate and in some cases sub-directorate level.

The 10 themes have also been produced by areas of work during the pandemic i.e. front line, redeployed, work from home, shielding etc. (pages 19-28 in the Summary Report). These show very little variance although remote workers reported higher level of staff engagement, wellbeing, support from immediate managers and team working.

The benchmarked reports do not include the verbatim comments received in response to the new questions about what lessons should be learned from the covid-19 pandemic and what worked well and should be continued. Over 8,900 comments were received in total.

Trust level themes from the comments will be provided to Trusts by the NHS Staff Survey coordination centre in April and Capita have been commissioned to provide these at directorate and sub-directorate level.

The benchmark report also contains some (not all) of the metrics that feed into the overall WRES (p 51-54) and WDES metrics (p 56-64) which shows that whilst there is still much work to do in these areas, STH achieves better than the average in many questions

3. FUTURE ACTION PLANS

A communications plan is being developed to ensure results are fed back to staff as soon as possible once the embargo is lifted and data reports/ verbatim comments shared with triumvirates by the beginning of March. Further analysis to break the results down by occupational groups within directorates is ongoing.

Each directorate will use their own data to revise their staff survey action plans for 2021/22 which will be the focus of discussions during the directorate performance reviews. Further support and advice on developing these plans will be provided.

However it is clear all directorates need to:

- work on raising awareness of the wellbeing support available for staff by embedding wellbeing conversations in appraisal, 1:1 etc.
- look for ways to value and appreciate staff
- look for ways to improve team connectivity, support and effectiveness

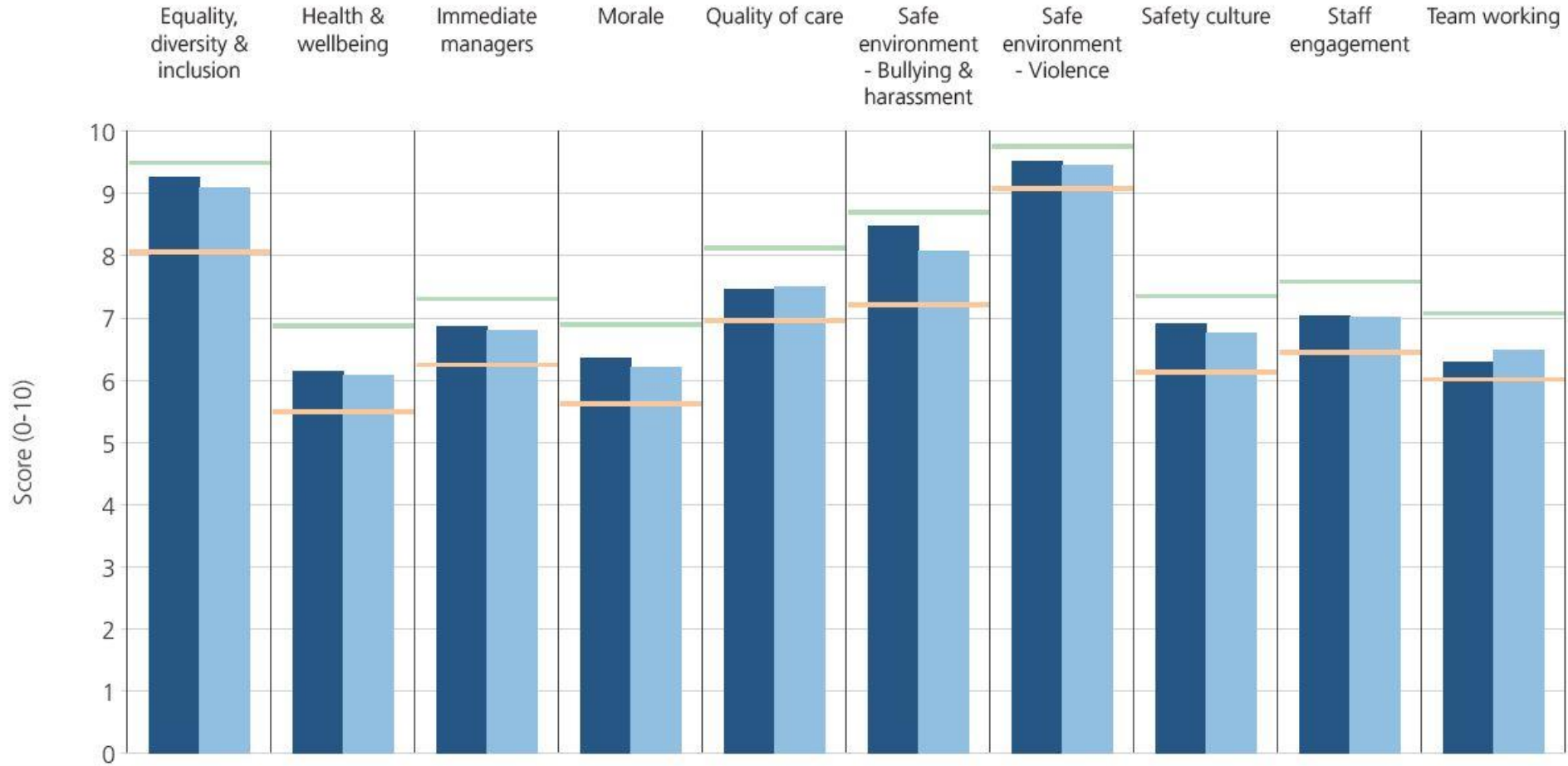
as these are all advocated by Professor Neil Greenberg (the psychologist advising NHSI on the NHS people offer) as essential for post Covid recovery and the reduction of the impact of moral injury.

After further discussions with Dean Royles, HR Strategic Advisor, the HR strategy group and the People strategy Board, further Trust level actions will be identified which will be brought back to TEG for further discussion.

In the NHS people plan there is a requirement to undertake a quarterly pulse check survey from Q1 2021 so the National People Pulse survey will be introduced to replace staff FFT from April. This will provide Trust level data by occupational group and a Trust staff engagement score once a quarter.

It is also important to note that the staff survey questions are changing considerably in 2021 in order to enable NHSE/I to measure the implementation of the NHS people plan, further details about this will be shared as it becomes available.

RB/CG SSFeb 21



Best	9.5	6.9	7.3	6.9	8.1	8.7	9.8	7.4	7.6	7.1
Your org	9.3	6.1	6.9	6.4	7.5	8.5	9.5	6.9	7.0	6.3
Average	9.1	6.1	6.8	6.2	7.5	8.1	9.5	6.8	7.0	6.5
Worst	8.1	5.5	6.2	5.6	7.0	7.2	9.1	6.1	6.4	6.0
Responses	7,156	7,263	7,258	7,250	6,205	7,225	7,245	7,256	7,271	7,180

APPENDIX 2

Theme	2019 Score	2020 Score	Up/ Down	Statistically Significant Change?
Equality, Diversity & Inclusion	9.2	9.3	↑	Not significant
Health & Wellbeing	5.9	6.1	↑	Significant
Immediate Managers**	6.9	6.9	—	Not significant
Morale	6.3	6.4	↑	Not significant
Quality of Care	7.4	7.5	↑	Not significant
Safe Environment - Bulling & Harassment	8.4	8.5	↑	Not significant
Safe environment - Violence	9.5	9.5	—	Not significant
Safety Culture	6.9	6.9	—	Not significant
Staff Engagement	7.1	7.0	↓	Not significant
Team Working	6.5	6.3	↓	Significant

*** The calculation for the immediate managers theme has changed this year due to the omission of one of the questions which previously contributed to the theme.*

This change has been applied retrospectively so data for 2016-2020 shown in this table are comparable. However, these figures are not directly comparable to the results reported in previous years.

2020 Theme Scores for Care Groups, Facilities & Corporate Services

	Equality Diversity & Inclusion	Health & Wellbeing	Immediate Managers	Morale	Quality of care	Safe environment - Bullying & Harassment	Safe environment - Violence	Safety Culture	Staff Engagement	Team Working
Acute & Emergency Medicine	9.0	5.9	6.7	6.0	6.5	7.2	8.1	6.7	6.8	5.4
Combined Community & Acute Group	9.3	6.2	7.4	6.7	7.4	8.5	9.4	7.2	7.3	6.7
Corporate Services	9.4	6.7	7.2	6.4	7.2	9.1	9.9	6.7	7.1	6.4
Facilities	9.3	6.5	6.0	6.4	7.8	9.1	9.7	6.5	6.8	5.7
Head & Neck Services	9.3	6.1	6.9	6.4	7.6	8.3	9.5	7.0	7.0	6.3
LEGION	9.2	5.9	6.3	6.1	7.4	8.6	9.9	6.8	6.7	5.9
MAPS	9.3	6.2	7.0	6.5	7.5	8.3	9.5	7.0	7.1	6.5
Musculoskeletal Services	9.2	6.0	6.6	6.4	7.3	8.1	9.6	6.9	7.0	6.3
OSCCA	9.1	5.5	6.3	6.0	7.3	8.0	9.2	6.8	6.7	5.8
South Yorkshire Regional Services	9.1	6.0	7.3	6.4	7.8	8.3	9.5	7.1	7.2	6.5
Specialised Cancer, Medicine & Rehab	9.4	6.1	7.0	6.3	7.5	8.5	9.7	7.0	7.1	6.4
Surgical Services	9.2	5.9	6.6	6.2	7.5	8.0	9.3	6.6	6.9	6.1
STH Average	9.3	6.1	6.9	6.4	7.5	8.5	9.5	6.9	7.0	6.3
NHS Benchmarking Group Average	9.1	6.1	6.8	6.2	7.5	8.1	9.5	6.8	7.0	6.5
Best in Benchmarking Group	9.5	6.9	7.3	6.9	8.1	8.7	9.8	7.4	7.6	7.1

Key

Below STH average score

Equal to STH average score

Above STH score but below the average for our benchmarking group

Above STH average score