

## Executive Summary

### Report to the Board of Directors

**Being Held on 28 March 2023**

<b>Subject</b>	Findings of the 2022 Benchmarked NHS Staff Survey
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<b>Status<sup>1</sup></b>	N&D

### PURPOSE OF THE REPORT

To update the Board of Directors on the findings of the benchmarked 2022 NHS 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 2022. A total of 6,961 staff responded which represents a response rate of 39%, a 1% improvement on the previous year but below the 44% average for our benchmarking group of Acute and Acute & Community Trusts.

**Please note all averages referred to are for our benchmarking group of Acute/ Acute & Community Trusts.**

The NHS Survey is once again benchmarked to reflect the priorities in the NHS People Promise. There is a theme for each of the 7 elements of the People promise plus Staff Engagement and Morale themes as in 2021. STH FT is

**Average for five themes:**

- We are compassionate & inclusive
- We are recognised & rewarded
- We each have a voice that counts
- We are safe & healthy
- Morale

**Below average for four themes:**

- We are always learning
- We work flexibly
- We are a team
- Staff engagement

With the exception of the “*We are recognised and rewarded*” theme, each theme is then further broken down into sub theme scores.

These theme scores have also been produced for Care groups and IQVIA (Quality Health) have been commissioned to provide these at directorate level too.

Appendix 3 shows how the questions, sub-themes and themes are mapped for the 2022 Staff Survey.

National data is now available so appendix 4 shows a comparison of results for all Shelford Trusts and appendix 5 shows result for Trusts in the South Yorkshire ICB plus Leeds TH as a local comparator. The report also contains the results of STH specific questions.

The directorates will use their own data to update their Staff Survey action plans together with the full verbatim comments which are due in April and work to implement the core priorities identified from the 2022 Trust level Staff Survey data. These will be discussed further through the directorate performance review process.

## IMPLICATIONS<sup>2</sup>

Aim of the STHFT Corporate Strategy		✓ 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	Create a Sustainable Organisation	
6	Deliver Excellent Research, Education and Innovation	

## RECOMMENDATIONS

The Board of Directors are asked to note the contents of the report.
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## APPROVAL PROCESS

Meeting	Date	Approved Y/N
		N

<sup>1</sup> Status: A = Approval  
A\* = Approval & Requiring Board Approval  
D = Debate  
N = Note

<sup>2</sup> Against the six aims of the STHFT Corporate Strategy 'Making a Difference – The next Chapter 2022-27'

# SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

## REPORT TO THE BOARD OF DIRECTORS 28 MARCH 2023

### FINDINGS OF THE 2022 BENCHMARKED NHS STAFF SURVEY

#### 1. INTRODUCTION

The full census NHS staff survey (which is the annual measure of staff experience) was undertaken in the Autumn of 2022. A total of 6,961 staff responded which represents a response rate of 39%. This was a 1% improvement on the previous year but below the average of 44% for our benchmarking group of Acute and Acute & Community Trusts.

It should be noted that whilst the survey was live STH was experiencing significant operational pressures which will have had an adverse effect on responses.

**Please note all averages referred to are the Acute/ Acute & Community Trusts average.**

#### 2. 2022 STAFF SURVEY RESULTS

The NHS staff survey is benchmarked by the People Promise themes plus Staff Engagement and Morale making a total of 9 themes (as introduced in 2021) this longer term trend data is only available for the Staff Engagement and Morale themes.

The trust was average for five themes:

- We are compassionate & inclusive
- We are recognised & rewarded
- We each have a voice that counts
- We are safe & healthy
- Morale

The trust scored below average for four of the themes:

- We are always learning
- We work flexibly
- We are a team
- Staff engagement

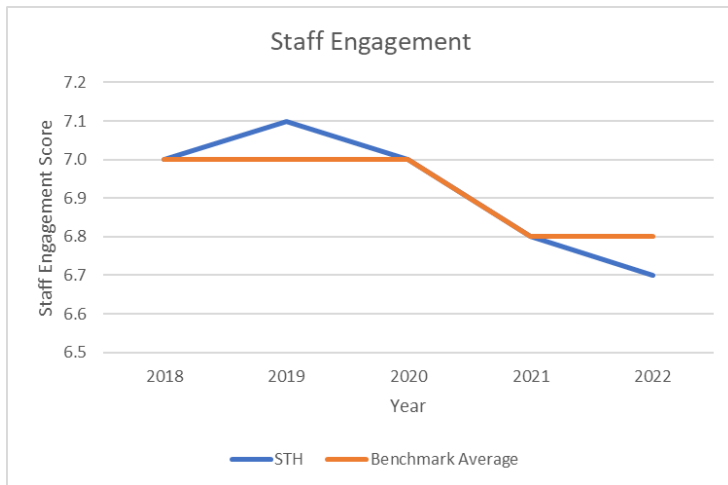
This compares to the 2021 benchmarked report which showed 1 theme above average in 2021 (Morale) 5 average and 3 below average (we are always learning, work flexibly and we are a team)

The highest trust theme score for 2022 is 'we are compassionate and inclusive' (7.2) and the lowest 'we are always learning' (5.3) which was the same in 2021. (Please see Appendix 1).

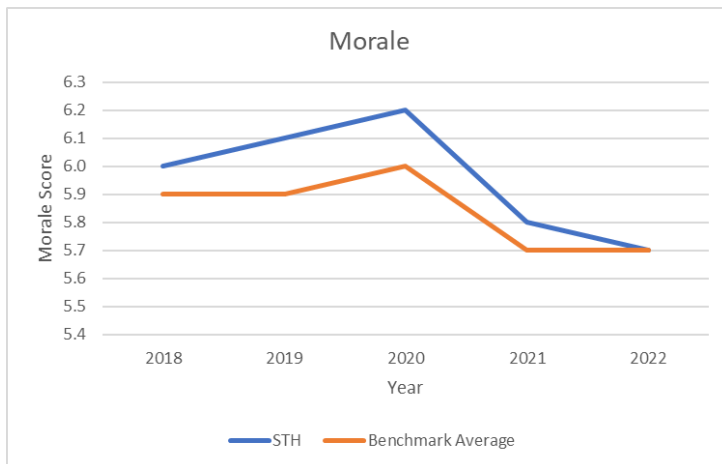
The percentage of staff who would recommend the Trust to friends and family as a place to be treated was above average for our benchmarking group at 68.3% (but down from 76.3% in 2021). The percentage of staff recommending the Trust as a place to work at 56.5% was average for our benchmarking group - down from 62.3% in 2021. The Keogh scores have been discussed at TEG and MBB in February and individual scores shared with directorates.

## Trend data

Five year trend data is only available for the Staff engagement and Morale theme scores but does show trends at STH are similar with the trend in other acute and acute/community trusts.



Staff Engagement	2018	2019	2020	2021	2022
STH	7.0	7.1	7.0	6.8	6.7
Benchmark Average	7.0	7.0	7.0	6.8	6.8



Morale	2018	2019	2020	2021	2022
STH	6.0	6.1	6.2	5.8	5.7
Benchmark Average	5.9	5.9	6.0	5.7	5.7

NB It should be noted that every year the historical data is reweighted to reflect the workforce profile of the current benchmarking group – this is to enable more accurate comparisons of data between organisations and to ensure any year on year differences are real improvements not just due to a change in the mix of staff. This can result in minor changes in the data between years for both theme scores and percentages.

## Sub theme scores

In the 2022 Staff Survey, with the exception of 'We are rewarded and recognised' all themes are further broken down into further sub theme scores which are detailed below.

People Promise/Theme	2021 STH Theme Score	2022 STH Theme Score		Benchmarking Group Average Theme Score	Sub score	2021 STH Score	2022 STH Score		Benchmarking Group Average Theme Score
We are compassionate and inclusive	7.2	7.2	-	7.2	Compassionate culture	7.2	7.1	▼	7.0
					Compassionate leadership	6.7	6.8	▲	6.8
					Diversity and equality	8.2	8.1	▼	8.1
					Inclusion	6.7	6.8	▲	6.8
We are recognised and rewarded	5.8	5.7	▼	5.7	We are recognised and rewarded	N/A	N/A		N/A
We each have a voice that counts	6.7	6.6	▼	6.6	Autonomy and control	6.7	6.8	▲	6.9
					Raising concerns	6.6	6.5	▼	6.4
We are safe and healthy	5.9	5.9	-	5.9	Health and safety climate	5.2	5.1	▼	5.2
					Burnout	4.8	4.8	—	4.8
					Negative experiences	7.7	7.7	—	7.7
We are always learning	5.3	5.3	-	5.4	Development	6.3	6.4	▲	6.3
					Appraisals	4.2	4.3	▲	4.4
We work flexibly	5.8	5.8	-	6.0	Support for work life balance	5.9	5.9	—	6.1
					Flexible working	5.8	5.7	▼	6.0
We are a team	6.5	6.5	-	6.6	Team working	6.4	6.5	▲	6.6
					Line management	6.5	6.6	▲	6.7
Staff engagement	6.8	6.7	▼	6.8	Motivation	6.7	6.7	—	7.0
					Involvement	6.5	6.6	▲	6.8
					Advocacy	7	6.8	▼	6.6
Morale	5.8	5.7	▼	5.7	Thinking about leaving	6.2	5.9	▼	5.9
					Work pressure	5.0	4.9	▼	5.0
					Stressors	6.2	6.2	—	6.3

Appendix 3 shows how the questions, sub-themes and themes are mapped for the 2022 Staff Survey.

Of the 87 different questions that feed into the themes and sub-themes, 77 were average in comparison to the benchmarked group score, 5 were above average and 5 were average. Of these 87 questions 48 scored better than last year, 38 worse and one question stayed the same. (There are 16 questions which feed into more than 1 theme) There are a further 14 questions in the full benchmarked report which do not feed into any of the themes or sub-themes.

## Care Group scores

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 in the table at appendix 2.

This shows the variance within the Trust with Corporate Services scoring above average in all themes. As in 2021, the best performing care group is Combined Community & Acute Group with 7 themes above average and 2 below. Unfortunately, 5 care groups scored below the benchmarked group average in all themes i.e. MSK, Obstetrics, Gynaecology & Neonatology, OSCCA, Specialised Cancer, Medicine & Rehab and Surgical Services care groups. With the exception of Specialised Medicine & Rehab, these were all below average last year. However, as these scores are masking variation between the directorates within the care groups, IQVIA (Quality Health) have been commissioned to develop the theme scores for both directorate and in some cases sub-directorate level which are due by end of March.

Currently limited trend data is available below Trust level, but Quality Health have been commissioned to produce some year on year reports

## Areas of work

The 7 people promise, staff engagement and morale themes have also been produced by areas of work during the pandemic i.e., front line, redeployed, work from home, (pages 35-46 in the Full Benchmarked Report) These show little variance although remote workers scored consistently higher on all themes.

## WRES/ WDES Metrics

The benchmarked staff survey report also contains metrics which feed into the WRES and WDES report but these will be reported at a later date via the EDI board.

## STHFT Specific Questions

Every year at STH FT we include two STH specific questions ie.

*What is the one thing you think you think is good about working at the trust and*

*What is the one thing you think could be improved about working at the trust.*

For *what's good about working at STH* the top 4 themes are

Relationships/ cooperation

Job satisfaction

Feeling valued and supported

'Other' (not known at this stage what these will refer to but staff often select this option when they are unsure where their comment fits)

The top 4 themes are the same as in 2021

For the question *what could be improved at STH* the top 4 comments were relating to

Pay and benefits

'Other'

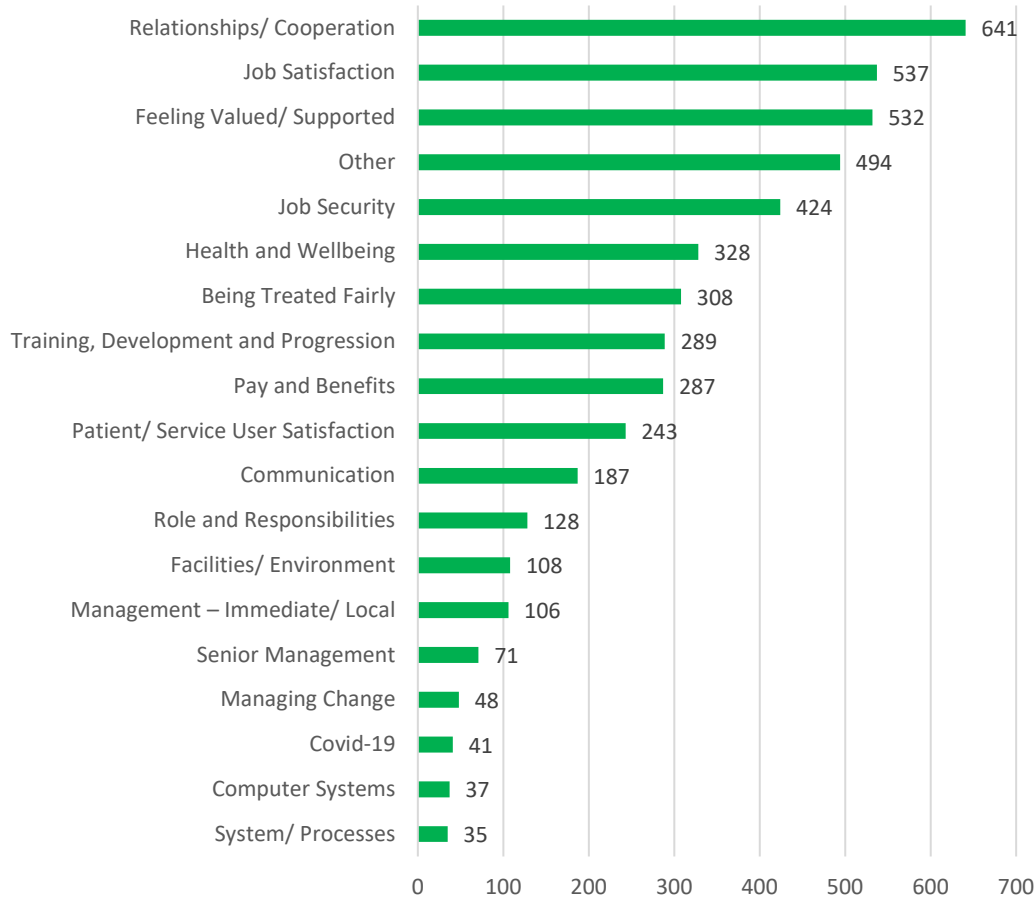
Being treated fairly

Feeling valued/ supported

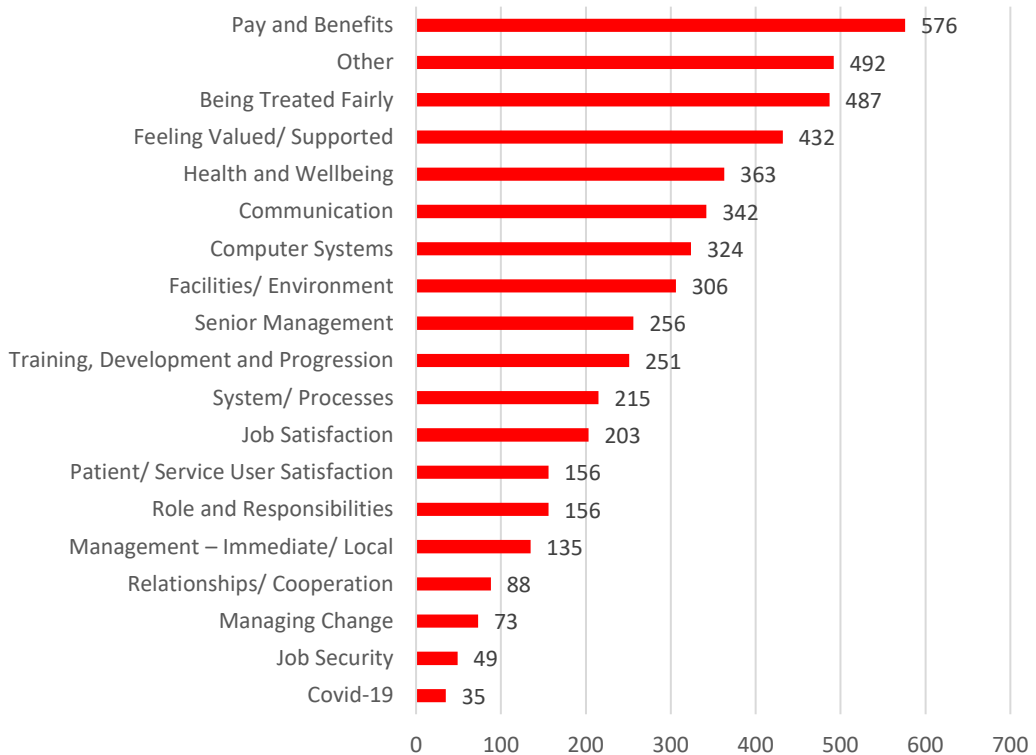
Again this is the same 4 top themes as in 2021 although this year pay and benefits was the highest scoring

The self-selecting themes to our 2 local questions 'what is good about working at STH and 'what could be improved at STH' are shown below.

What theme would you say your comment ("Please note below one thing that you think is good about working at the Trust.") is related to?



What theme would you say your comment ("Please note below one thing that you feel could be improved at the Trust.") is related to?



No verbatim comments behind these themes have been received to date (due in April) but IQVIA (Quality Health) have been commissioned to provide these comments at directorate and sub-directorate level.

In addition we can include a few additional local questions which in 2022 were used to measure progress on embedding wellbeing conversations and awareness of the new PROUD behaviours framework

<b>CL03a In the last year have you had a conversation about your wellbeing as part of induction / appraisal / a one-to-one? (% Yes)</b>			
	<b>2021</b>	<b>2022</b>	<b>Change</b>
<b>STH</b>	<b>67.1%</b>	<b>70.7%</b>	<b>3.6%</b>
Healthcare Scientists	69.5%	78.7%	<b>9.2%</b>
Add Prof Scientific and Technic	73.1%	77.5%	<b>4.4%</b>
Allied Health Professionals	69.9%	74.8%	<b>4.9%</b>
Administrative and Clerical	70.3%	72.9%	<b>2.6%</b>
Nursing and Midwifery Registered	69.9%	72.8%	<b>2.9%</b>
Additional Clinical Services	61.5%	67.7%	<b>6.2%</b>
Estates and Ancillary	58.2%	62.6%	<b>4.4%</b>
Medical and Dental	61.8%	61.2%	<b>-0.6%</b>

Compared with 2021 Improved Declined

<b>CL03c I found the conversation about my wellbeing useful (% Strongly Agree / Agree)</b>			
	<b>2021</b>	<b>2022</b>	<b>Change</b>
<b>STH</b>	<b>64.2%</b>	<b>60.6%</b>	<b>-3.6%</b>
Administrative and Clerical	66.6%	64.4%	<b>-2.2%</b>
Estates and Ancillary	67.1%	62.7%	<b>-4.4%</b>
Nursing and Midwifery Registered	65.8%	61.6%	<b>-4.1%</b>
Medical and Dental	62.5%	61.2%	<b>-1.3%</b>
Additional Clinical Services	63.0%	59.0%	<b>-4.1%</b>
Allied Health Professionals	63.8%	55.7%	<b>-8.1%</b>
Add Prof Scientific and Technic	61.2%	55.6%	<b>-5.5%</b>
Healthcare Scientists	46.4%	45.2%	<b>-1.1%</b>

Compared with 2021 Improved Declined

<b>CL04 Have you heard of our new PROUD Behaviours framework? (% Yes)</b>	
	<b>2022</b>
<b>STH</b>	<b>83.2%</b>
Healthcare Scientists	<b>90.0%</b>
Administrative and Clerical	<b>87.0%</b>
Allied Health Professionals	<b>87.0%</b>
Add Prof Scientific and Technic	<b>86.8%</b>
Nursing and Midwifery Registered	<b>86.3%</b>
Additional Clinical Services	<b>77.1%</b>
Medical and Dental	<b>74.8%</b>
Estates and Ancillary	<b>72.6%</b>



CL05 Have you had a conversation about how our PROUD Behaviours framework will be implemented in your department / team? (% Yes)		2022
<b>STH</b>		<b>44.8%</b>
Estates and Ancillary		<b>53.1%</b>
Nursing and Midwifery Registered		<b>49.4%</b>
Additional Clinical Services		<b>47.7%</b>
Administrative and Clerical		<b>47.2%</b>
Healthcare Scientists		<b>44.7%</b>
Add Prof Scientific and Technic		<b>44.4%</b>
Allied Health Professionals		<b>43.2%</b>
Medical and Dental		<b>18.9%</b>

## Comparisons with Shelford Trusts and the South Yorkshire ICS

A comparison of the Keogh questions and People Promise theme scores for all Shelford Trusts is shown in appendix 4 and similarly for all trusts in the South Yorkshire ICS plus Leeds TH as a local comparator at appendix 5.

### 3. FUTURE STAFF SURVEY ACTION PLANS

Further results including analysis of the Keogh questions by staff group within directorates and reporting category, year on year data, a 'heat map' trend data and verbatim comments will be shared with directorates as they become available to assist with updating and further developing Staff Survey Action plans.

Each directorate will use their own data to revise their staff survey action plans for 2023/24 which will be the focus of discussions during the directorate performance reviews. Further support and advice on developing these plans will be provided.

The trust has also scored worse than average on the number of staff reporting feeling ill due to work related stress in the last 12 months (48% compared to the average of 45.1%) and is below average for the burnout questions (question 12 subset)

Recent analysis undertaken by the NHS England on the national staff survey data has found that the factors that impact most on positive staff mood are health and wellbeing, ability to work flexibly and team support.

It is therefore suggested all directorates need to work on the following:-

- Continue to develop the health and wellbeing culture to support the recovery and retention of staff, by promoting the health and wellbeing offer, having regular wellbeing conversations, and implementing wellbeing champions / professional nurse advocates.
- Support staff to work flexibly and to have a good work/life balance (*theme below average*)
- Identify actions to improve team working (*theme improved but still below average*)
- Identify ways to involve staff in decisions that affect them (*impacts below average line manager sub-score and SE score*)
- Work on local ways to help staff feel valued (to improve morale and recognition / reward)

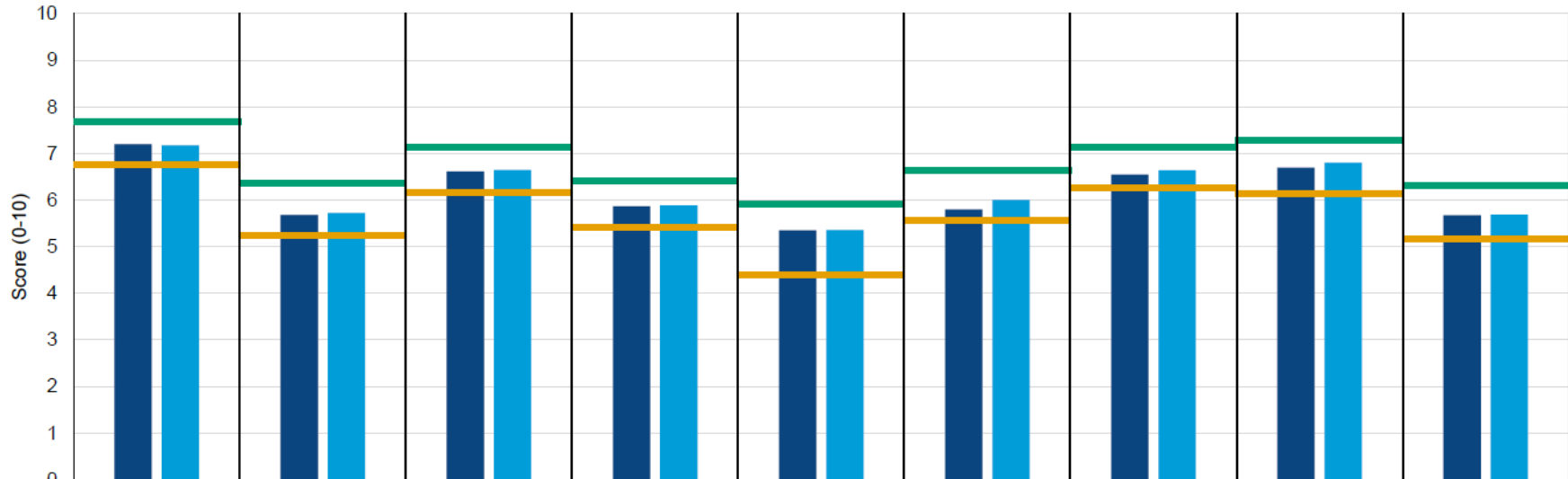
The revised people strategy and associated programmes of work and the People Promise retention work will further support improved staff experience and thus improved NHS staff survey scores.

## 2022 Staff Survey Theme Scores for Sheffield Teaching Hospitals

### People Promise Elements and Themes: Overview










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.



Your org	7.2	5.7	6.6	5.9	5.3	5.8	6.5	6.7	5.7
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	6915	6903	6835	6862	6537	6863	6905	6930	6928

## 2022 Staff Survey Theme Scores for Care Groups, Facilities &amp; Corporate Services

	We are compassionate & inclusive 	We are recognised & rewarded 	We each have a voice that counts 	We are safe & healthy 	We are always learning 	We work flexibly 	We are a team 	Staff Engagement	Morale
Acute & Emergency Medicine	7.0	5.5	6.5	5.3	5.4	5.9	6.4	6.5	5.4
Combined Community & Acute Group	7.4	5.9	6.8	5.8	5.6	5.8	6.8	6.9	5.8
Corporate Services	7.6	6.4	6.9	6.5	5.6	6.7	7.1	7.0	6.0
Facilities	7.0	5.8	6.5	6.5	5.1	5.7	6.2	6.6	6.0
Head & Neck Services	7.2	5.6	6.6	6.0	5.2	5.8	6.5	6.7	5.8
IMPEL	7.1	5.7	6.5	6.0	5.1	5.8	6.3	6.5	5.6
MAPS	7.1	5.7	6.6	5.8	5.5	5.7	6.5	6.7	5.6
Musculoskeletal Services	7.1	5.5	6.5	5.6	5.2	5.6	6.3	6.5	5.4
Obstetrics, Gynaecology & Neonatology	6.9	5.2	6.4	5.4	4.8	4.8	6.1	6.5	5.3
OSCCA	6.8	5.0	6.2	5.4	4.9	5.2	6.0	6.3	5.3
South Yorkshire Regional Services	7.2	5.6	6.7	5.7	5.5	6.0	6.7	6.8	5.7
Specialised Cancer, Medicine & Rehab	7.1	5.4	6.5	5.7	5.2	5.5	6.4	6.7	5.4
Surgical Services	7.0	5.4	6.4	5.4	5.1	5.5	6.4	6.4	5.3
STH Average	7.2	5.7	6.6	5.9	5.3	5.8	6.5	6.7	5.7
NHS Benchmarking Group Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Best in Benchmarking Group	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3


## Key



Below Benchmarking group average score


Equal to Benchmarking group average score

Above Benchmarking group average score


## 2022 Staff Survey Sheffield Teaching Hospitals Question Scores

Promise / Theme	Sub score	#	Question	2022 STH Score	Benchmarking Group Average Theme Score
We are compassionate 	Compassionate culture	6a	I feel that my role makes a difference to patients / service users	87.3%	87.3%
		23a	Care of patients / service users is my organisation's top priority	77.1%	73.5%
		23b	My organisation acts on concerns raised by patients / service users	70.6%	68.3%
		23c	I would recommend my organisation as a place to work	56.5%	56.5%
		23d	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	68.3%	61.9%
	Compassionate leadership	9f	My immediate manager works together with me to come to an understanding of problems	64.9%	66.4%
		9g	My immediate manager is interested in listening to me when I describe challenges I face	67.7%	69.4%
		9h	My immediate manager cares about my concerns	67.3%	68.1%
		9i	My immediate manager takes effective action to help me with any problems I face	62.9%	64.4%
	Diversity and equality	15	Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	56.2%	55.6%
		16a	In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?	7.2%	7.8%
		16b	In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?	8.3%	8.7%
		20	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas,	68.7%	69.3%



Promise / Theme	Sub score	#	Question	2022 STH Score	Benchmarking Group Average Theme Score
	Inclusion	7h	I feel valued by my team	67.8%	68.7%
		7i	I feel a strong personal attachment to my team	63.4%	64.2%
		8b	The people I work with are understanding and kind to one another	70.1%	69.6%
		8c	The people I work with are polite and treat each other with respect	71.8%	71.0%
We are recognised and rewarded 	We are recognised and rewarded	4a	How satisfied are you with each of the following aspects of your job? The recognition I get for good work	50.0%	51.2%
		4b	How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work	39.9%	41.1%
		4c	How satisfied are you with each of the following aspects of your job? My level of pay	26.1%	25.1%
		8d	The people I work with show appreciation to one another	66.7%	66.6%
		9e	My immediate manager values my work	69.0%	70.2%
We each have a voice that counts 	Autonomy and control	3a	I always know what my work responsibilities are	86.1%	86.3%
		3b	I am trusted to do my job	90.3%	90.7%
		3c	There are frequent opportunities for me to show initiative in my role	70.2%	72.8%
		3d	I am able to make suggestions to improve the work of my team / department	67.5%	70.9%

Promise / Theme	Sub score	#	Question	2022 STH Score	Benchmarking Group Average Theme Score
		3e	I am involved in deciding on changes introduced that affect my work area / team / department	46.9%	50.4%
		3f	I am able to make improvements happen in my area of work	49.3%	54.7%
		5b	I have a choice in deciding how to do my work	51.9%	51.7%
	Raising concerns	19a	I would feel secure raising concerns about unsafe clinical practice.	71.9%	70.8%
		19b	I am confident that my organisation would address my concern	56.9%	55.7%
		23e	I feel safe to speak up about anything that concerns me in this organisation	62.1%	60.3%
		23f	If I spoke up about something that concerned me I am confident my organisation would address my concern	48.7%	47.2%
	We are safe and healthy 	Health and safety climate	3g	I am able to meet all the conflicting demands on my time at work	39.8%
3h			I have adequate materials, supplies and equipment to do my work	55.7%	53.5%
3i			There are enough staff at this organisation for me to do my job properly	23.2%	25.1%
5a			I have unrealistic time pressures	22.4%	22.3%
11a			My organisation take positive action on health and well-being	55.2%	55.6%
13d			The last time you experienced physical violence at work, did you or a colleague report it?	64.9%	68.3%
14d			The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?	45.8%	47.4%

Promise / Theme	Sub score	#	Question	2022 STH Score	Benchmarking Group Average Theme Score
	Burnout	12a	How often, if at all, do you find your work emotionally exhausting?	37.9%	37.1%
		12b	How often, if at all, do you feel burnt out because of your work?	35.1%	34.8%
		12c	How often, if at all, does your work frustrate you?	44.1%	40.3%
		12d	How often, if at all, are you exhausted at the thought of another day/shift at work?	33.3%	31.5%
		12e	How often, if at all, do you feel worn out at the end of your working day/shift?	48.5%	47.1%
		12f	How often, if at all, do you feel that every working hour is tiring for you?	22.1%	22.0%
		12g	How often, if at all, do you not have enough energy for family and friends during leisure time?	32.4%	32.0%
	Negative experiences	11b	In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?	31.1%	30.6%
		11c	During the last 12 months have you felt unwell as a result of work related stress?	48.0%	45.1%
		11d	In the last three months have you ever come to work despite not feeling well enough to perform your duties?	58.5%	56.7%
		13a	In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.	14.5%	15.0%
		13b	In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.	0.4%	0.8%

Promise / Theme	Sub score	#	Question	2022 STH Score	Benchmarking Group Average Theme Score
		13c	In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues	1.1%	1.8%
		14a	In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public	25.8%	28.1%
		14b	In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers	9.2%	11.6%
		14c	In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues	17.0%	20.0%
We are always learning 	Development	22a	This organisation offers me challenging work.	71.1%	69.6%
		22b	There are opportunities for me to develop my career in this organisation	55.5%	53.4%
		22c	I have opportunities to improve my knowledge and skills	68.7%	67.8%
		22d	I feel supported to develop my potential	53.0%	53.8%
		22e	I am able to access the right learning and development opportunities when I need to	55.5%	56.4%
	Appraisals	21a	In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?	82.8%	81.4%
		21b	It helped me to improve how I do my job	18.5%	21.5%
		21c	It helped me agree clear objectives for my work	29.9%	31.9%
		21d	It left me feeling that my work is valued by my organisation	30.1%	31.3%



Promise / Theme	Sub score	#	Question	2022 STH Score	Benchmarking Group Average Theme Score
We work flexibly 	Support for work life balance	6b	My organisation is committed to helping me balance my work and home life	41.8%	44.2%
		6c	I achieve a good balance between my work life and my home life	51.4%	51.7%
		6d	I can approach my immediate manager to talk openly about flexible working	63.4%	66.9%
	Flexible working	4d	How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns	50.2%	52.8%
We are a team 	Team working	7a	The team I work in has a set of shared objectives	71.9%	72.3%
		7b	The team I work in often meets to discuss the team's effectiveness	52.8%	57.9%
		7c	I receive the respect I deserve from my colleagues at work	70.3%	70.4%
		7d	Team members understand each other's roles	69.8%	70.7%
		7e	I enjoy working with the colleagues in my team	81.2%	81.1%
		7f	My team has enough freedom in how to do its work	54.9%	57.2%
		7g	In my team disagreements are dealt with constructively	54.4%	55.5%
		8a	Teams within this organisation work well together to achieve their objectives	51.8%	51.6%

Promise / Theme	Sub score	#	Question	2022 STH Score	Benchmarking Group Average Theme Score
	Line management	9a	My immediate manager encourages me at work	68.6%	69.7%
		9b	My immediate manager gives me clear feedback on my work	60.6%	62.1%
		9c	My immediate manager asks for my opinion before making decisions that affect my work	54.6%	56.9%
		9d	My immediate manager takes a positive interest in my health and well-being	66.6%	67.4%
Staff Engagement	Motivation	2a	I look forward to going to work	45.7%	52.5%
		3b	I am enthusiastic about my job	63.2%	66.7%
		2c	Time passes quickly when I am working	70.5%	72.5%
	Involvement	3c	There are frequent opportunities for me to show initiative in my role	70.2%	72.8%
		3d	I am able to make suggestions to improve the work of my team / department	67.5%	70.9%
		3f	I am able to make improvements happen in my area of work	49.3%	54.7%
	Advocacy	23a	Care of patients / service users is my organisation's top priority	77.1%	73.5%
		23c	I would recommend my organisation as a place to work	56.5%	56.5%
		23d	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	68.3%	61.9%

Promise / Theme	Sub score	#	Question	2022 STH Score	Benchmarking Group Average Theme Score
Morale	Thinking about leaving	24a	I often think about leaving this organisation.	35.2%	31.9%
		24b	I will probably look for a job at a new organisation in the next 12 months	22.0%	23.0%
		24c	As soon as I can find another job, I will leave this organisation	15.8%	16.8%
	Work pressure	3g	I am able to meet all the conflicting demands on my time at work	39.8%	42.9%
		3h	I have adequate materials, supplies and equipment to do my work	55.7%	53.5%
		3i	There are enough staff at this organisation for me to do my job properly	23.2%	25.1%
	Stressors	3a	I always know what my work responsibilities are	86.1%	86.3%
		3e	I am involved in deciding on changes introduced that affect my work area / team / department	46.9%	50.4%
		5a	I have unrealistic time pressures	22.4%	22.3%
		5b	I have a choice in deciding how to do my work	51.9%	51.7%
		5c	Relationships at work are strained	44.7%	44.4%
		7c	I receive the respect I deserve from my colleagues at work	70.3%	70.4%
		9a	My immediate manager encourages me at work	68.6%	69.7%

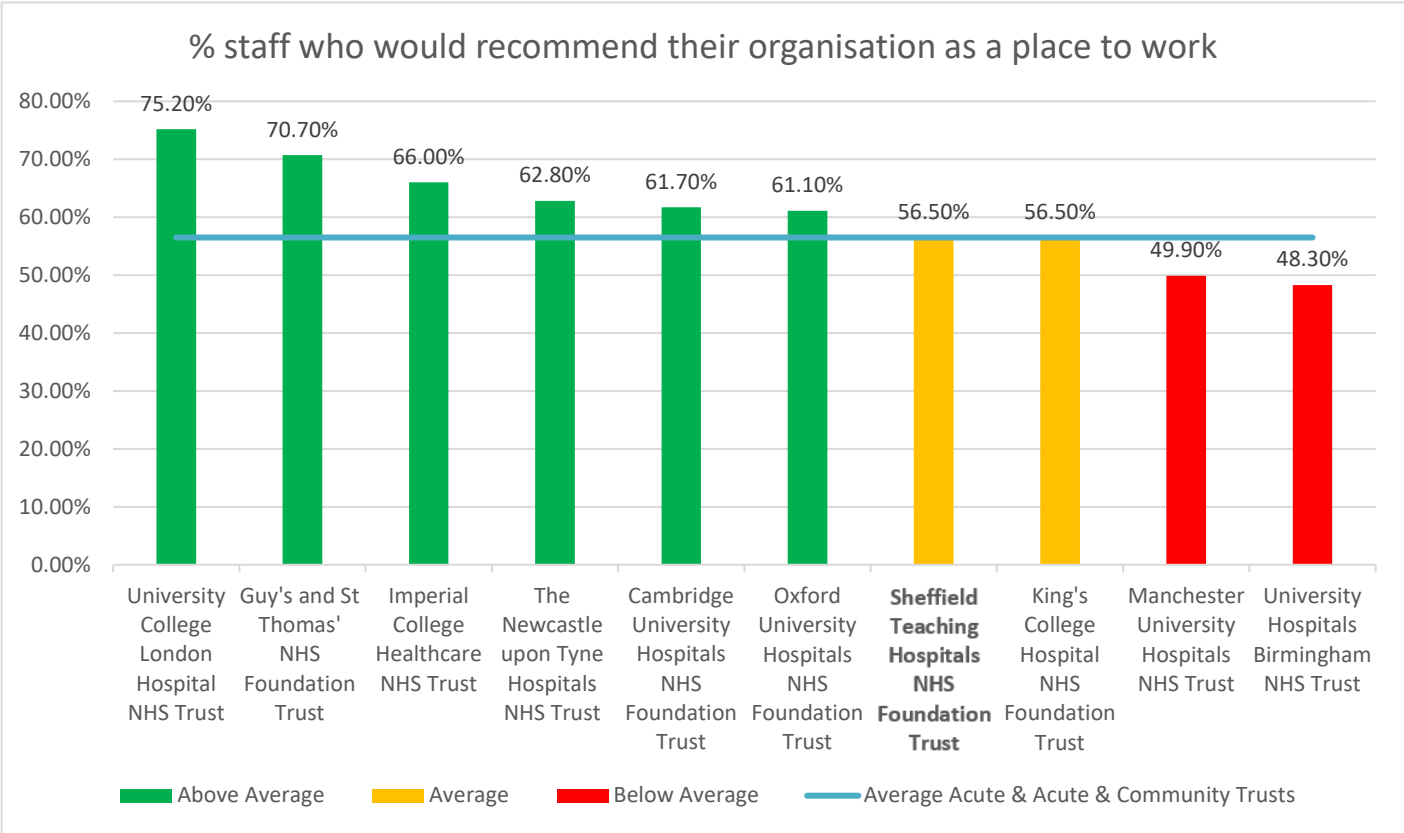
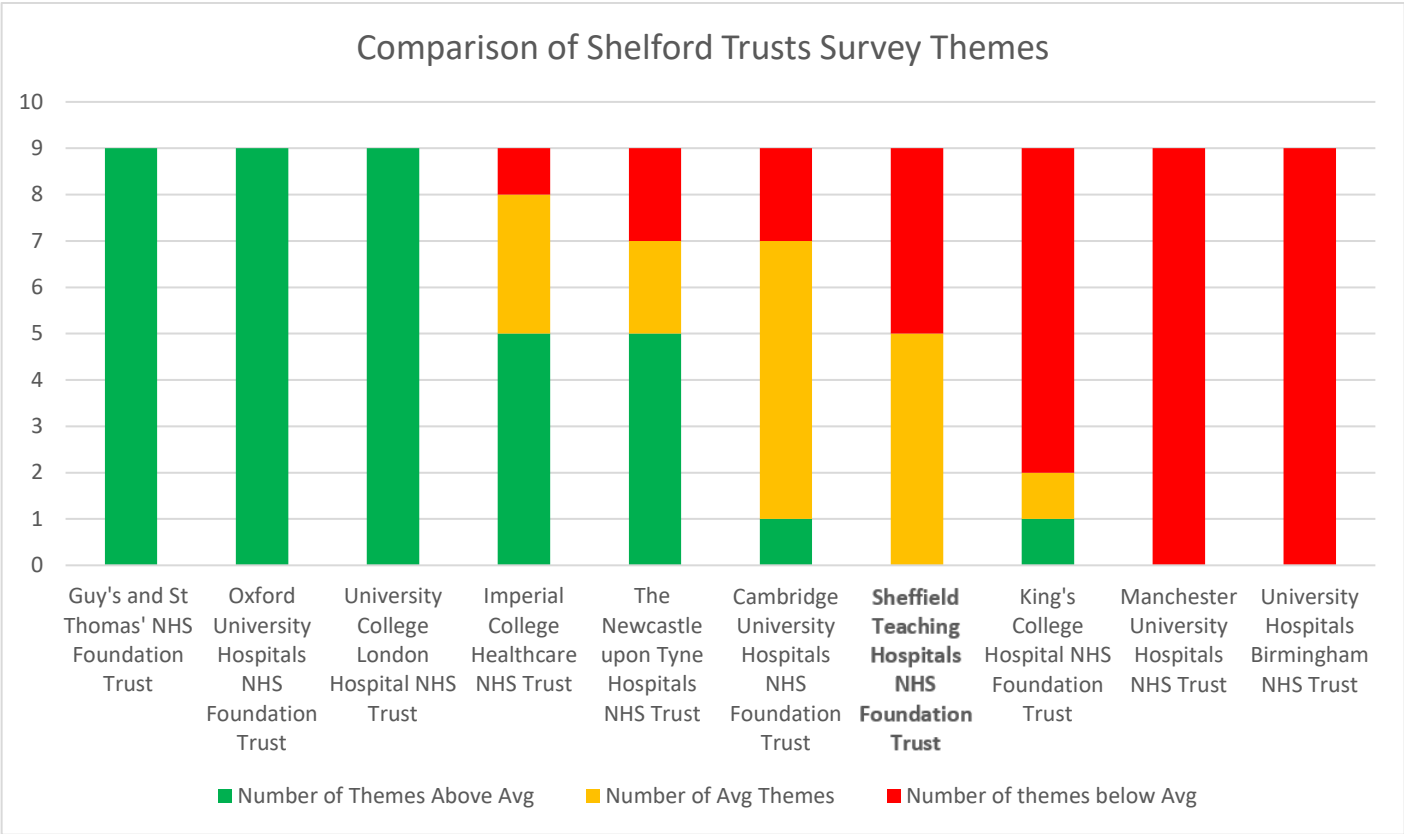
**Key**

Below Benchmarking group average score

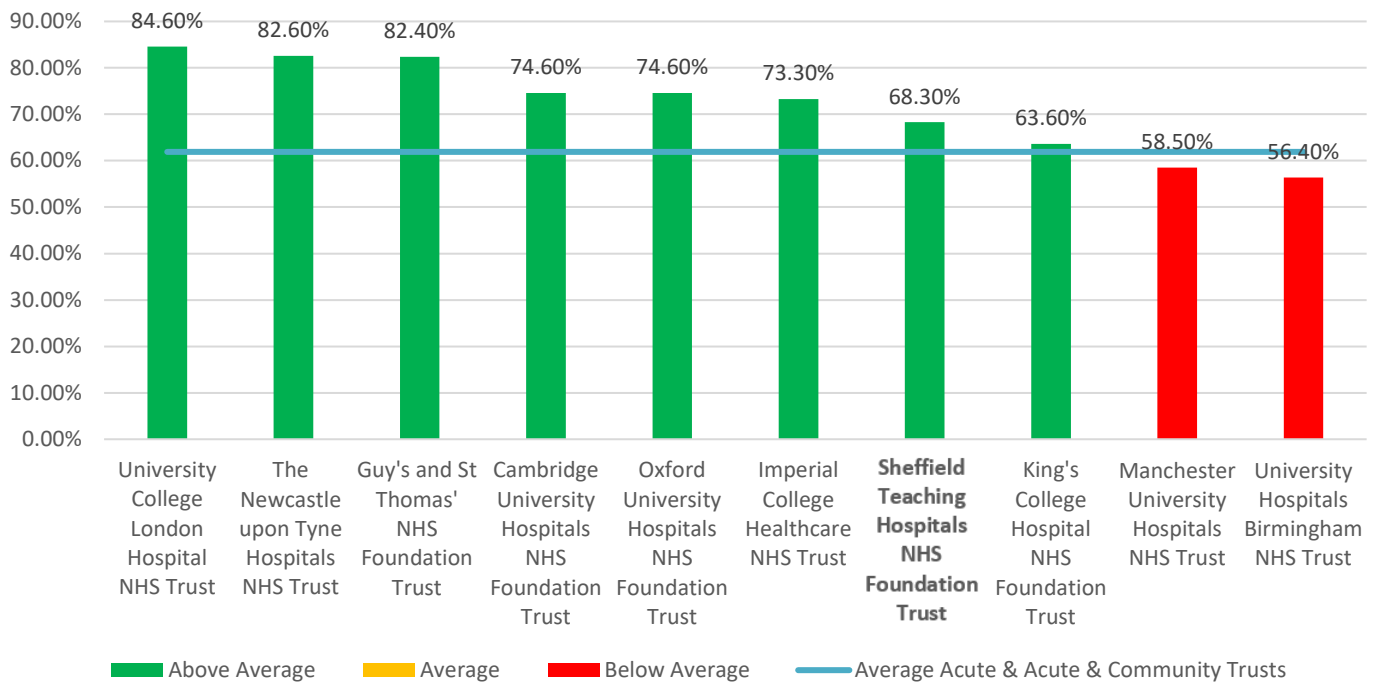
Equal to Benchmarking group average score

Above Benchmarking group average score

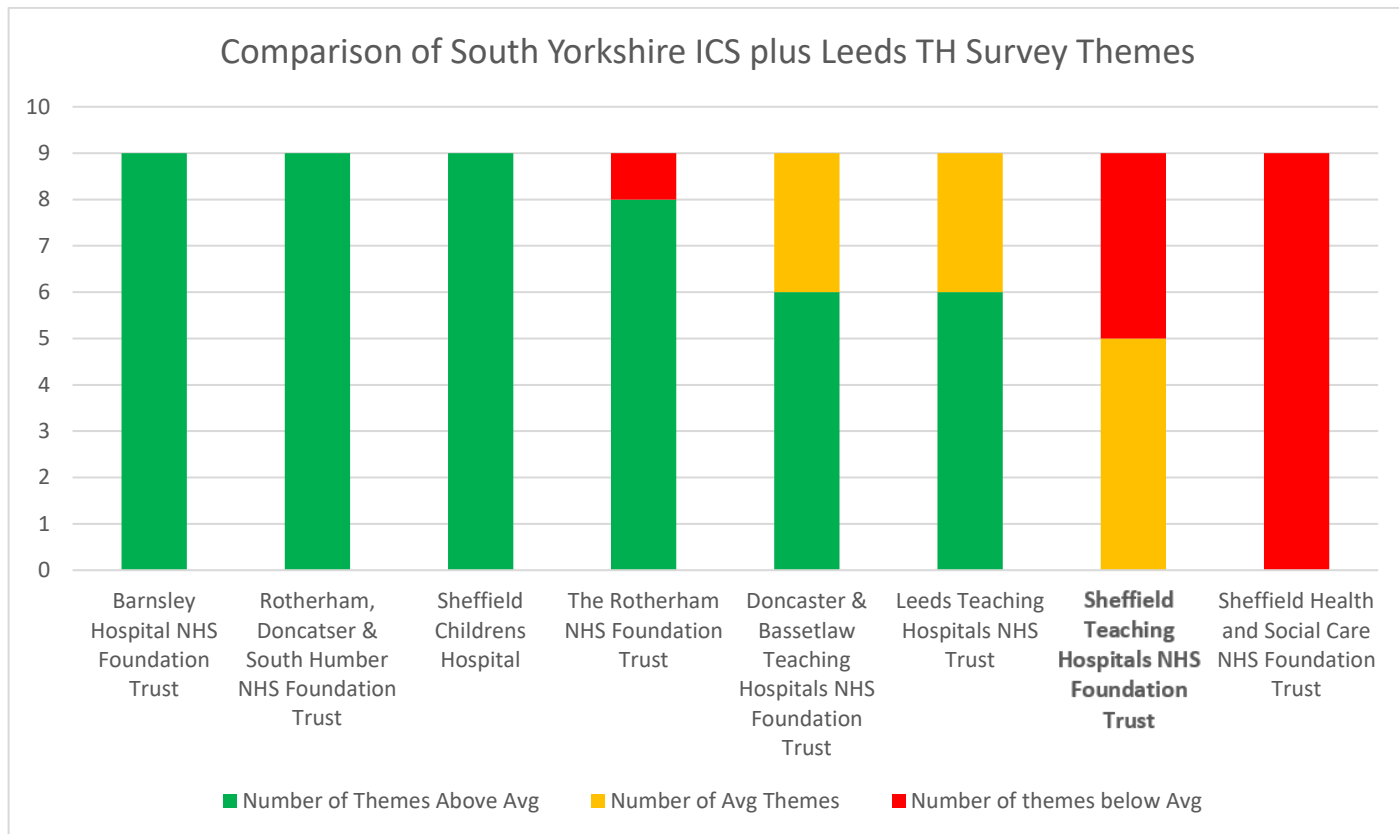
2022 Staff Survey Comparison with Shelford Trusts



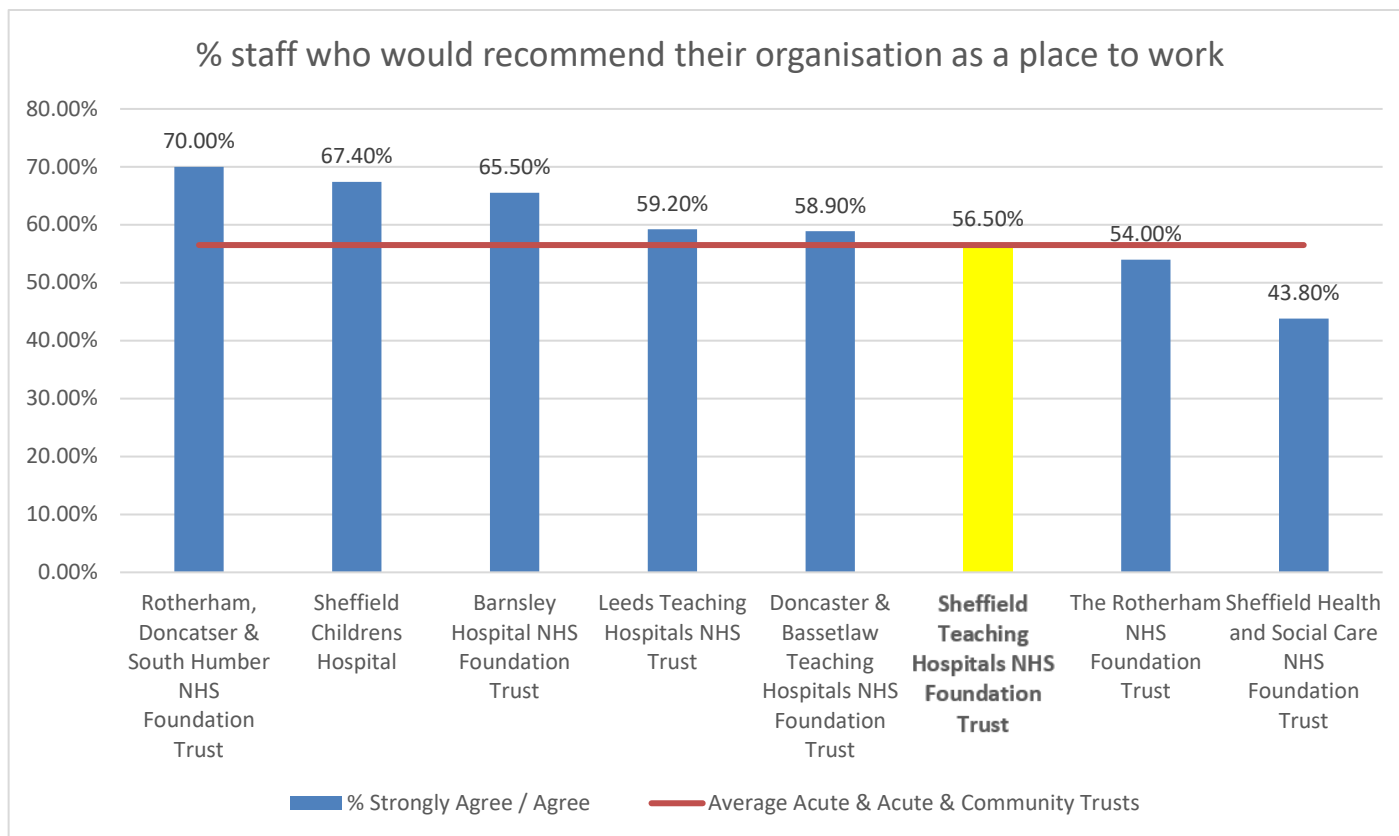
## % staff saying that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation



2022 Staff Survey Comparison with South Yorkshire ICS Trusts and Leeds TH

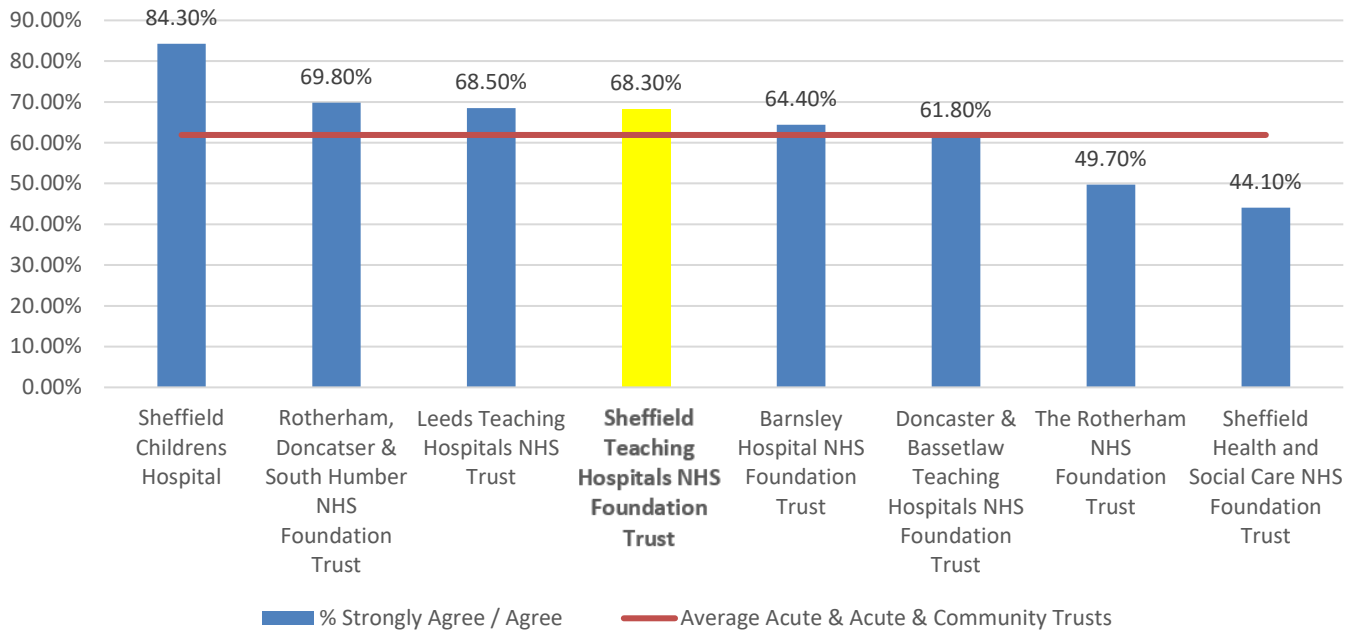


NB. Benchmarked against own benchmarking group as RDASH and SHSC are benchmarked against other Mental Health & Learning Disability Trusts.



NB. Different average for Mental Health & Learning Disability Trusts (62.8%)

% staff saying that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation



NB. Different average for Mental Health & Learning Disability Trusts (63.6%)