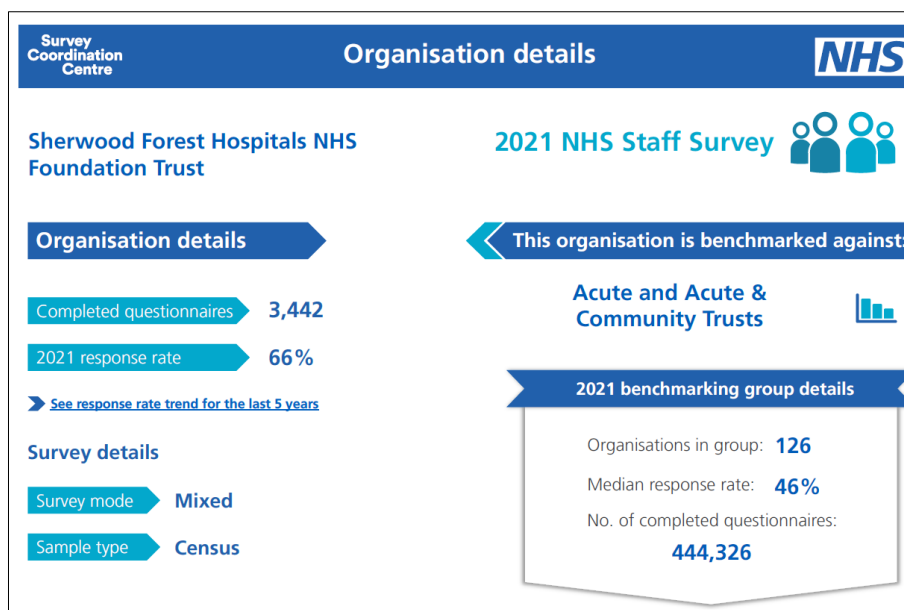


National Staff Survey 2021 Results Summary and Actions Trust Board May 2022

1. Context

The National Staff Survey for 2021 ran across October and November with 5182 colleagues invited to feedback around their experiences of working at Sherwood Forest Hospitals NHS Foundation Trust. A total of 3442 completed their survey giving a Trust response rate of 66.4% which was the highest % response rate ever for the Trust, and over 5% higher than 2020. This was also the top response rate for our comparator group (Acute and Acute Community Trusts) across the Midlands.

The median response rate for organisations in our group was 46%, demonstrating the exceptional engagement of colleagues at SFH. This engagement was heavily driven by leadership at a team and divisional level with Divisions taking real ownership of their own engagement with support from teams such as OD and Engagement. Of particular recognition was the response rate for the Surgery Division who ended the survey with a staggering 76.7% response rate.



2. 2021 Question Bank

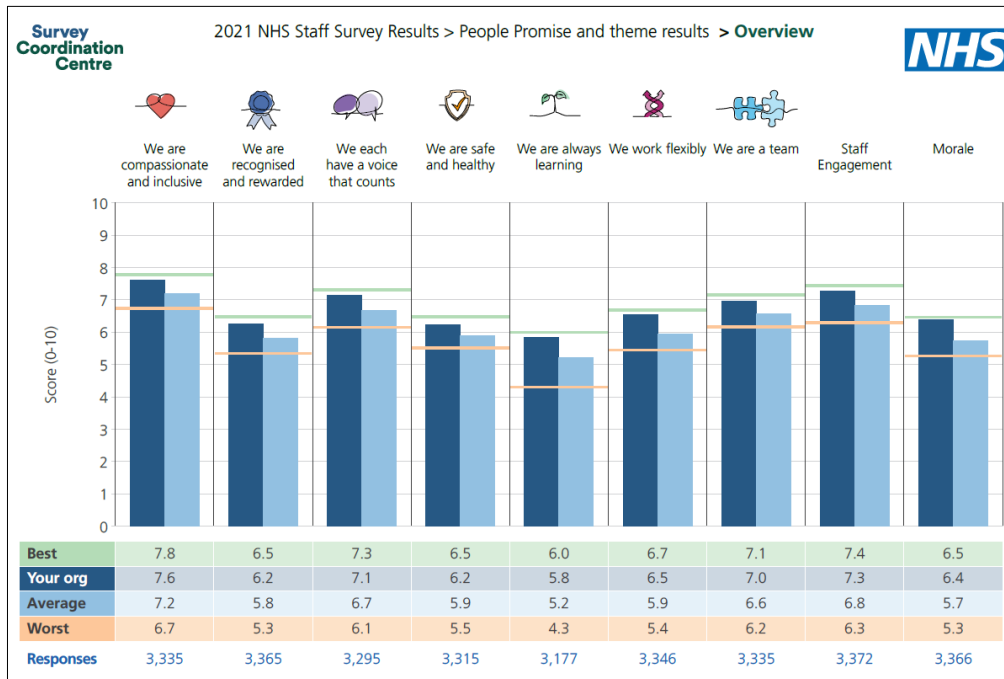
There were 92 questions in the 2021 National Staff Survey, 65 of which were also included in the 2020 survey. An additional group of questions were added to the 2021 survey largely relating to colleague wellbeing and behaviours within the organisation.

This means that comparison to last year in its entirety is not possible, with the 2021 survey structure setting a new model for the survey for subsequent years in line with the new NHS People Plan. However, wherever possible results have been compared to last year (with work ongoing to identify trends for the previous years

too), along with analysing low scores and scores outside of the national average, to enable the identification of key areas for improvement.

3. Benchmarking

For 2021, the survey results have been mapped against the national NHS People Promise domains, with Sherwood’s favourable position against the national top, bottom and average scores outlined below:



When benchmarked against our comparator group at a regional and national level, Sherwood ranks in the following positions:

People Promise Theme	Score	Regional Position	National Position
Compassionate and Inclusive	7.6	2 nd	4 th
Recognised and Rewarded	6.2	2 nd	4 th
A Voice that Counts	7.1	Joint 1 st	3 rd
Safe and Healthy	6.2	Joint 1 st	3 rd
Always Learning	5.8	2 nd	3 rd
Working Flexibly	6.5	Joint 1 st	3 rd
Working as a Team	7.0	Joint 1 st	4 th
Staff Engagement	7.3	1 st	4 th
Morale	6.4	1 st	2 nd

We are extremely proud of this and believe it demonstrates the ongoing focus and commitment we give to our culture and our people within the organisation.

In addition to our performance against these themes, we were reported by our colleagues as being the best place to work across all Acute Trusts in the Midlands (2nd nationally) and came top for staff being happy with the standard of care provided by the organisation if a friend or relative needed treatment.

Overall, as an average across all of the People Promise domains, **Sherwood results placed us as the 3rd best Acute or Acute Community Trust in the country.**

4. Summary of Results

We do however recognise there has been a decline in employee experience across the majority of questions in 2021, combined with other questions having very low scores, which gives us a clear indication of colleague experience deteriorating overall in the past 12 months; a picture sadly seen nationally.

- **13** (out of 65) questions showed improvement from 2020
- **14** (out of 92) questions scored above 80%
- **84** (out of 92) questions scored above national average
- **42** (out of 65) questions showed deterioration from 2020
- **14** (out of 92) questions scored below 50%
- **8** (out of 92) questions scored below national average (however 6 of the 8 were within 2% of national average)

i. Areas indicating positive results:

The majority of our results were above national average, with 44 more than 5% above national average. This indicates a more positive experience at SFH in comparison to other Trusts.

Improvements from 2020:

Rank Description	2020	2021	Change
1 Last experience of harassment/bullying/abuse reported	45.2%	51.2%	+6.0%
2 Last experience of physical violence reported	62.1%	65.2%	+3.1%
3 Would feel secure raising concerns about unsafe clinical practice	75.5%	78.5%	+3.0%
4 Immediate manager asks for my opinion before making decisions that affect my work	59.2%	62.0%	+2.8%
5 Not experienced harassment, bullying or abuse from managers	90.9%	92.9%	+2.0%
6 Immediate manager gives clear feedback on my work	67.1%	68.7%	+1.6%
7 Always know what work responsibilities are	88.9%	90.1%	+1.2%
8 Feel trusted to do my job	91.6%	92.6%	+1.0%
9 Opportunities to show initiative frequently in my role	74.4%	75.4%	+1.0%
10 Would feel confident that organisation would address concerns about unsafe clinical practice	67.8%	68.8%	+1.0%
11 Not felt pressure from manager to come to work when not feeling well enough	71.8%	72.7%	+0.9%
12 Immediate manager encourages me at work	74.0%	74.9%	+0.9%
13 Involved in deciding changes that affect work	53.8%	54.2%	+0.4%

Scores above 80%:

Rank	Description	Percent
1	Not experienced physical violence from managers	99.6%
2	Not experienced physical violence from other colleagues	98.5%
3	Not experienced discrimination from patients/service users, their relatives or other members of the public	95.0%
4	Not experienced discrimination from manager/team leader or other colleagues	93.6%
5	Not experienced harassment, bullying or abuse from managers	92.9%
6	Feel trusted to do my job	92.6%
7	Feel my role makes a difference to patients/service users	90.4%
8	Always know what work responsibilities are	90.1%
9	Received appraisal in the past 12 months	89.5%
10	Care of patients/service users is organisation's top priority	83.8%
11	Enjoy working with colleagues in team	82.7%
12	Not experienced harassment, bullying or abuse from other colleagues	81.7%
13	If friend/relative needed treatment would be happy with standard of care provided by organisation	81.6%
14	Organisation acts on concerns raised by patients/service users	80.4%

Scores more than 10% above national average:

Rank	Description	SFH	Average	Difference
1	Would recommend organisation as place to work	74.8%	59.4%	+15.4%
2	If friend/relative needed treatment would be happy with standard of care provided by organisation	81.6%	66.3%	+15.3%
3	Have adequate materials, supplies and equipment to do my work	68.8%	55.8%	+13.0%
4	Able to access the right learning and development opportunities when I need to	68.1%	55.2%	+12.9%
5	Feel organisation would address any concerns I raised	61.3%	49.6%	+11.7%
6	Enough staff at organisation to do my job properly	38.0%	26.7%	+11.4%
7	I don't often think about leaving this organisation	53.9%	42.7%	+11.2%
8	I am not planning on leaving this organisation	68.0%	57.1%	+10.9%
9	Organisation takes positive action on health and well-being	67.8%	56.9%	+10.9%
10	I am unlikely to look for a job at a new organisation in the next 12 months	61.4%	50.9%	+10.5%
11	Would feel confident that organisation would address concerns about unsafe clinical practice	68.8%	58.7%	+10.1%

ii. Areas indicating room for improvement:

10 most deteriorated results since 2020:

Question	2020	2021	SFH Change	National Change
Often/always enthusiastic about my job	78.1%	73.9%	-4.2%	-5.5%
I don't often think about leaving this organisation	58.2%	53.9%	-4.3%	-4.6%
Often/always look forward to going to work	62.2%	57.1%	-5.1%	-6.6%
Would recommend organisation as place to work	80.2%	74.8%	-5.4%	-8.6%
I am unlikely to look for a job at a new organisation in the next 12 months	66.8%	61.4%	-5.4%	-3.4%
Satisfied with level of pay	42.2%	36.6%	-5.6%	-4.2%
In last 3 months, have not come to work when not feeling well enough to perform duties	50.5%	43.6%	-6.9%	-8.4%
Satisfied with extent organisation values my work	57.4%	50.4%	-7.0%	-6.3%
Don't work any additional paid hours per week for this organisation, over and above contracted hours	61.2%	51.9%	-9.3%	-3.2%
Enough staff at organisation to do my job properly	52.6%	38.0%	-14.6%	-10.9%

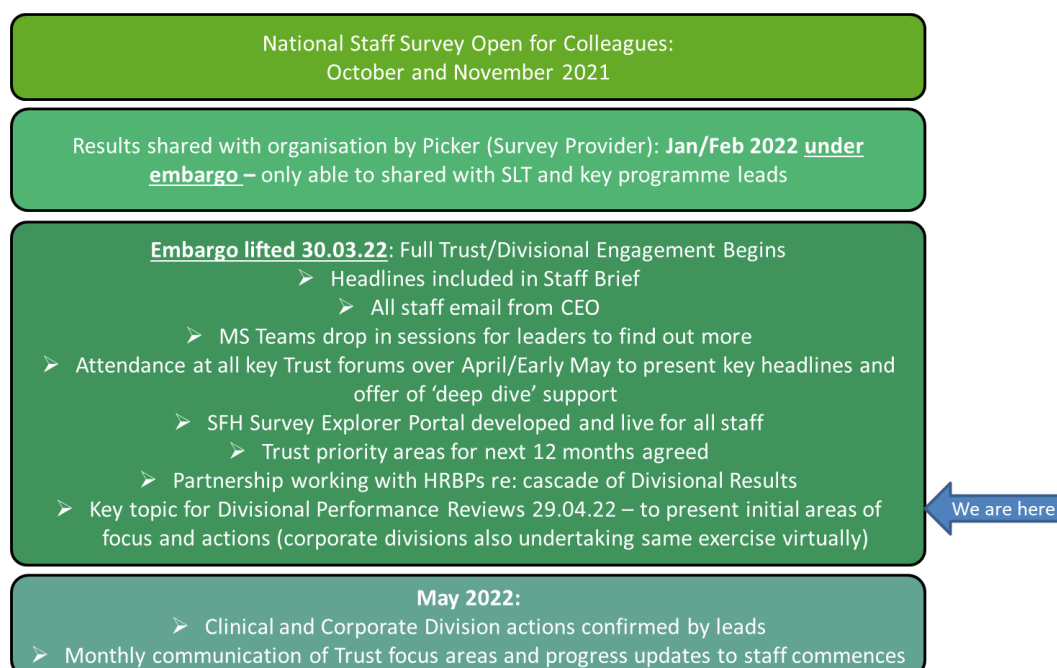
Scores below 50%:

Question	Trust Avg
Never/rarely worn out at the end of work	17.4%
Never/rarely frustrated by work	21.3%
Never/rarely find work emotionally exhausting	22.0%
Appraisal helped me improve how I do my job	23.6%
Have realistic time pressures	26.0%
Never/rarely feel burnt out because of work	29.5%
Appraisal helped me agree clear objectives for my work	33.6%
Appraisal left me feeling organisation values my work	36.2%
Satisfied with level of pay	36.6%
Never/rarely exhausted by the thought of another day/shift at work	37.0%
Never/rarely lack energy for family and friends	37.6%
Enough staff at organisation to do my job properly	38.0%
In last 3 months, have not come to work when not feeling well enough to perform duties	43.6%
Relationships at work are unstrained	45.5%

Scores below national average:

Rank	Description	SFH	Average	Difference
85	Colleagues are understanding and kind to one another	69.1%	69.4%	-0.3%
86	Colleagues are polite and treat each other with respect	70.2%	70.8%	-0.6%
87	In last 3 months, have not come to work when not feeling well enough to perform duties	43.6%	44.7%	-1.0%
88	Not experienced harassment, bullying or abuse from patients/service users, their relatives or members of the public	72.9%	74.0%	-1.1%
89	Not felt pressure from manager to come to work when not feeling well enough	72.7%	74.0%	-1.3%
90	Last experience of physical violence reported	65.2%	67.3%	-2.0%
91	Not experienced physical violence from patients/service users, their relatives or other members of the public	79.3%	85.7%	-6.4%
92	Don't work any additional paid hours per week for this organisation, over and above contracted hours	51.9%	60.8%	-8.9%

5. Cascade of Results:



6. Online Survey Explorer

New for 2022, we have developed an innovative Trust survey explorer portal to support Divisions, Departments and Teams to review and analyse their own data. The portal has been designed to help 'remove the noise' from the big reports made available from our survey provider and allow any individual in the organisation access to the information in a more manageable way. The portal contains all the information for each team but also helpfully points colleagues to potential hot spot areas where scores are low in general, are low compared to the Trust average, or have decreased since last year, in order to stimulate conversation and commitment to action at a local level.

7. Working with System Partners

The Integrated Care System (ICS) Organisational Development (OD) and Improvement Delivery Group commissioned a piece of culture insight work to recognise common themes from the NHS Staff Survey from all, of the system partners involved. The review has identified some common themes across organisations, and these will be taken forward by Sherwood and partnering peers. For example, development of a Leadership Strategy and a programme of initiatives to support Civility, Respect and Kindness across our health and care partners. These will be overseen by the system OD & Improvement Delivery Group, chaired by the Trust Director of Culture and Improvement with progress reported in to the ICS People and Culture Board.

8. Key focus areas for 2022/23:

The Trust results give us insight into areas for improvement. However, reassuringly most of these areas were already identified as part of our ongoing programmes around culture improvement and therefore, a number of actions will be focussed on continuing to build on our existing plans and offers.

There are however 3 core commitments that we will specifically focus on at a Trust level during 2022/23 in addition to our business as usual. These commitments align to our newly developed People, Culture and Improvement Strategy for 2022-2025 and our in-year People, Culture and Improvement priorities. We believe these focus areas are drivers to improve overall colleague experience which in turn will support improvements in their wellbeing (alongside our focussed wellbeing programme).

1. Valuing You:

Actions to include:

- Robust and communicated workforce plan including focussed recruitment campaigns for areas demonstrating workforce risk and service fragility
- Reward and recognition review
- Person centred absence management

Measure	Driver for inclusion	2021 survey result	2022 survey target	2023 survey target
Enough staff at the organisation to do my job properly	Biggest deterioration from 2020 (-14.6%)	38%	45%	53%
Satisfied with the extent to which the organisation values my work	Deterioration from 2020 (-7%)	50.4%	55%	60%
I am unlikely to look for a job at new organisation in the next 12 months	Deterioration from 2020 (-5.4%)	61.4%	65%	68%

2. Caring about You:

Actions to include:

- Embedding wellbeing strategy
- Focussed violence and aggression reduction programme of work
- EDI specific focus work to reduce experience of discrimination towards colleagues from some protected characteristic groups

Measure	Driver for inclusion	2021 survey result	2022 survey target	2023 survey target
Not experienced physical violence from patients, service users or other members of the public	Deterioration and outlier from national average (-6.4%)	79.3%	85%	87%
Not experienced discrimination from patients/service users, their relatives, or other members of the public	Variation in experience (poorer) of colleagues from some protected characteristic groups	Org: 95% White: 96.7% BAME: 83.7% Straight: 95.3% LGBTQ: 88.3%	BAME: 88% LGBTQ: 92%	BAME: 95% LGBTQ: 95%
Relationships at work are unstrained	Low Score	45.5%	50%	55%

3. Developing You:

Actions to include:

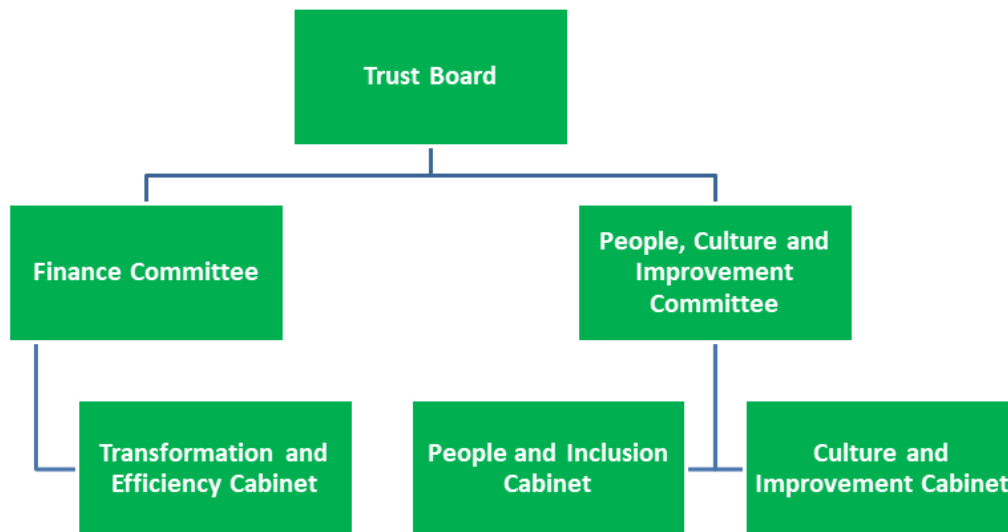
- Inclusive, equitable and diverse development offers and career opportunities
- Specific expectations, leadership, and management development
- Added value appraisal conversations

Measure	Driver for inclusion	2021 survey result	2022 survey target	2023 survey target
Appraisal helped me agree clear objectives for my work	Low Score	33.6%	38%	45%
Appraisal helped me improve how I do my job	Low Score	23.6%	28%	35%
Organisation acts fairly: career progression	Free text comment key theme	64.6%	70%	75%

9. Monitoring and Assurance

We recognise these are not ‘quick fixes’ and an ongoing commitment to culture improvement is in place, with specific focus on these areas for the next 12 months. Focus areas will be reviewed on a regular basis with any areas that have improved sufficiently moving to business as usual, and any new areas for focussed improvement agreed.

Updates on the above priority areas will be provided for assurance to the Culture and Improvement Cabinet and the People and Inclusion Cabinet, with a progress report to the People Culture and Improvement Committee (PCIC) on a quarterly basis.



The key measures outlined will also be included in our quarterly pulse survey question bank so that in addition to an annual result from the national staff survey, we also have a quarterly indication of improvement.

Divisions will report progress against their Divisional improvement areas routinely as part of the Divisional Performance Review (DPR) process. Learning will be shared through our ‘You Said, Together We Did’ communications across the organisation.

10. Communication Plan:

It is important to us that our results are transparent and therefore all colleagues are, able to access results directly through the survey explorer tool hosted online. This link has been shared in Trust and Divisional communications and will continue to be signposted to at all opportunities.

Leaders in Divisions are being supported by HRBPs to review and share their results with teams and identify 2-3 areas for improvement at a team level. Assurance has been given that this is happening across the organisation.

Divisions will communicate and receive updates on progress through their monthly service level meetings. They will then feed into the Trust level communications to share examples of ‘You Said, Together We Did’ on a regular basis.

From May 2022 there will be a monthly update in the Trust bulletin and Staff Brief from a key lead in the Trust focusing on actions happening in one priority area at a time. Each priority area will therefore provide progress updates three times before the next results are expected, and importantly updates will continue in the run up to, and during, the next survey window to connect colleagues to the impact their voice had in 2021 shaping 2022 priorities.

The schedule for this is as follows:

Theme	1 st Update	2 nd Update	3 rd Update
Valuing You	June	September	December
Caring about You	May	August	November
Developing You	July	October	January

Trusted voices from within the organisation will also be asked to share their stories relating to these areas of work, examples may include colleagues who have:

- Received breakaway training in areas experiencing high incidents of violence
- Undertaken career coaching/positive appraisal experience
- Been recognised as part of our new approach to reward and recognition

11. Summary

The Trust has taken appropriate steps following the results of the NHS Staff Survey 2021, and with this has undertaken significant engagement across the organisation. The Trust has identified key areas for focussed improvement and agreed supportive approaches to change, oversight, and communication.

The Trust is proud to see the results of the 2021 survey, of which many areas should be celebrated, whilst also recognising key areas for cultural improvement. Sherwood remains committed to improving the culture of the organisation and ensuring Sherwood is a great place to work and receive care.