The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in public)		
Meeting Date:	7 April 2021	**Agenda item:**	15
Report Title:	2020 National Staff Survey Results & Action Plan		
Author:	Amanda-Jane Weir, Head of Staff Engagement & Events		
Executive Sponsor:	Laura Skaife-Knight, Deputy CEO		

Implications

Link to key strategic objectives
[highlight which KSO(s) this recommendation aims to support]

KSO1	KSO2	KSO3	KSO4	KSO5	KSO6
Safe and compassionate care	Modernise hospital and estate	**Staff engagement**	Partnership working, clinical and financial sustainability	Healthy lives staff and patients	**Investing in our staff**

Board assurance framework	Strategic Objective 3 - Strengthening staff engagement to create an open culture with trust at the centre. Strategic Objective 6 - Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care.	
Significant risk register	N/A	
	Y/N	If Yes state impact/ implications and mitigation
Quality	N	
Legal and regulatory	N	
Financial	N	

Assurance route

Previously considered by:	Chief Executive's Leadership Meeting - 8 March 2021 Senior Leadership Team - 23 March 2021 People Committee – 24 March 2021

Executive summary

Action required: *[highlight **one** only]*	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	This paper summarises the National Staff Survey results for 2020 for QEH (published on 11 March 20210) and details the next steps and Trust-level response. It provides an overview of QEH's results, benchmarked against previous years' results and other NHS acute Trusts.
Summary of key issues:	Along with the Medical Engagement Survey, Speak Up referrals, the culture perception survey, quarterly pulse surveys, the safety culture survey and patient feedback/experience measures, the National Staff Survey is one of the Trust's main culture indicators. Main headlines from the 2020 results: • Best response rate since 2017 (45%) – which is a measure of engagement in itself • QEH the 12th most improved Staff Survey results in the country • Further evidence - following December 2020 CQC results - that staff are happier and morale, culture and engagement continues to improve, with the staff engagement score improving to 6.9/10 in 2020 from 6.7/10 in 2019 • The Trust has improved in all 10 themes for the second successive year

	(statistically significant improvements in 9 areas) • Across the 10 themes, QEH is now equal to the average for 4 themes. Of the remaining 6 themes, 5 are within 0.1 of the average, and 1 is 0.4 below average. Whilst QEH's Staff Survey scores improved in all 10 themes in 2019, the Trust was still below average for all 10 of the themes. The Trust's scores improved the most in these questions: • Staff say the organisation and managers take positive action on health and wellbeing and offers flexible working patterns • Care of patients/service users is my organisation's top priority • I am satisfied with the quality of care I give to patients/service users The Trust's scores deteriorated most in these questions: • I experienced discrimination on the basis of ethnic background • During the last 12 months, have you felt unwell as a result of work-related stress? • I have unrealistic time pressures
Recommendation:	To consider the results and discuss these and the Trust-level action plan, which will form part of the Trust's refreshed 2021/22 Staff Engagement Programme.
Acronyms:	NSS - National Staff Survey OD - Organisational Development

REPORT – MARCH 2021 THE NATIONAL STAFF SURVEY (NSS) 2020

The National Staff Survey (NSS) 2020 was distributed to all eligible staff (3,437) at QEH between September and December 2020; 25% as a paper copy and 75% electronic copies. This is the first year the Trust has introduced electronic copies, with previous years being 100% paper copy returns.

1,533 QEH staff completed questionnaires giving a response rate of 45% - the highest response rate since 2017 and equal to the national acute Trust average.

The comparison response rates to previous years and national average response rates for acute Trusts are below.

Table 1: 2017-2020 response rates for the Trust and the national median

	NSS 2017	NSS 2018	NSS 2019	NSS 2020
QEH response rates	46%	44%	42%	45%
National median response rate for acute Trusts	44%	44%	44%	45%

The Trust's Staff Engagement 'theme score' for 2020 is 6.9/10, marking a significant improvement compared to the 6.7/10 score in 2019. QEH, however, remains 0.1 below the Quality Health benchmarking Trust group average of 7/10.

This score is seen as a key indicator when measuring staff satisfaction and motivation, with the score derived from 9 questions about motivation, involvement and advocacy.

The 2020 National Staff Survey results are reported across ten themes as summary indicators to provide an overview of staff experience. These themes are:

1. Equality, diversity & inclusion
2. Health & wellbeing
3. Immediate managers
4. Morale
5. Quality of care
6. Safe environment - Bullying & harassment
7. Safe environment - Violence
8. Safety culture
9. Staff engagement
10. Team working

The Trust has improved in all 10 themes (see below).

Table 2: 2019 & 2020 QEH results against 2020 national comparators

Theme	Average of Comparator	Average of Comparator - Best	Average of Comparator - Worst	2019	2020
Team working	6.50	7.10	6.00	6.40	6.50
Staff engagement	7.00	7.60	6.40	6.70	6.90
Safety culture	6.80	7.40	6.10	6.20	6.40
Safe environment - Violence	9.50	9.80	9.10	9.30	9.50
Safe environment - Bullying & harassment	8.10	8.70	7.20	7.70	8.00
Quality of care	7.50	8.10	7.00	7.30	7.50
Morale	6.20	6.90	5.60	6.00	6.20
Immediate managers	6.80	7.30	6.20	6.50	6.70
Health & wellbeing	6.10	6.90	5.50	5.80	6.00
Equality, diversity & inclusion	9.10	9.50	8.10	8.90	9.00

Across the 10 themes, QEH is equal to the average of comparator for 4 themes.

- Team working
- Safe environment - Violence
- Quality of care
- Morale

Of the remaining 6 themes, 5 are within 0.1 of the average of comparator:

- Staff engagement
- Safe environment - Bullying & harassment
- Immediate managers
- Health & wellbeing
- Equality diversity & inclusion

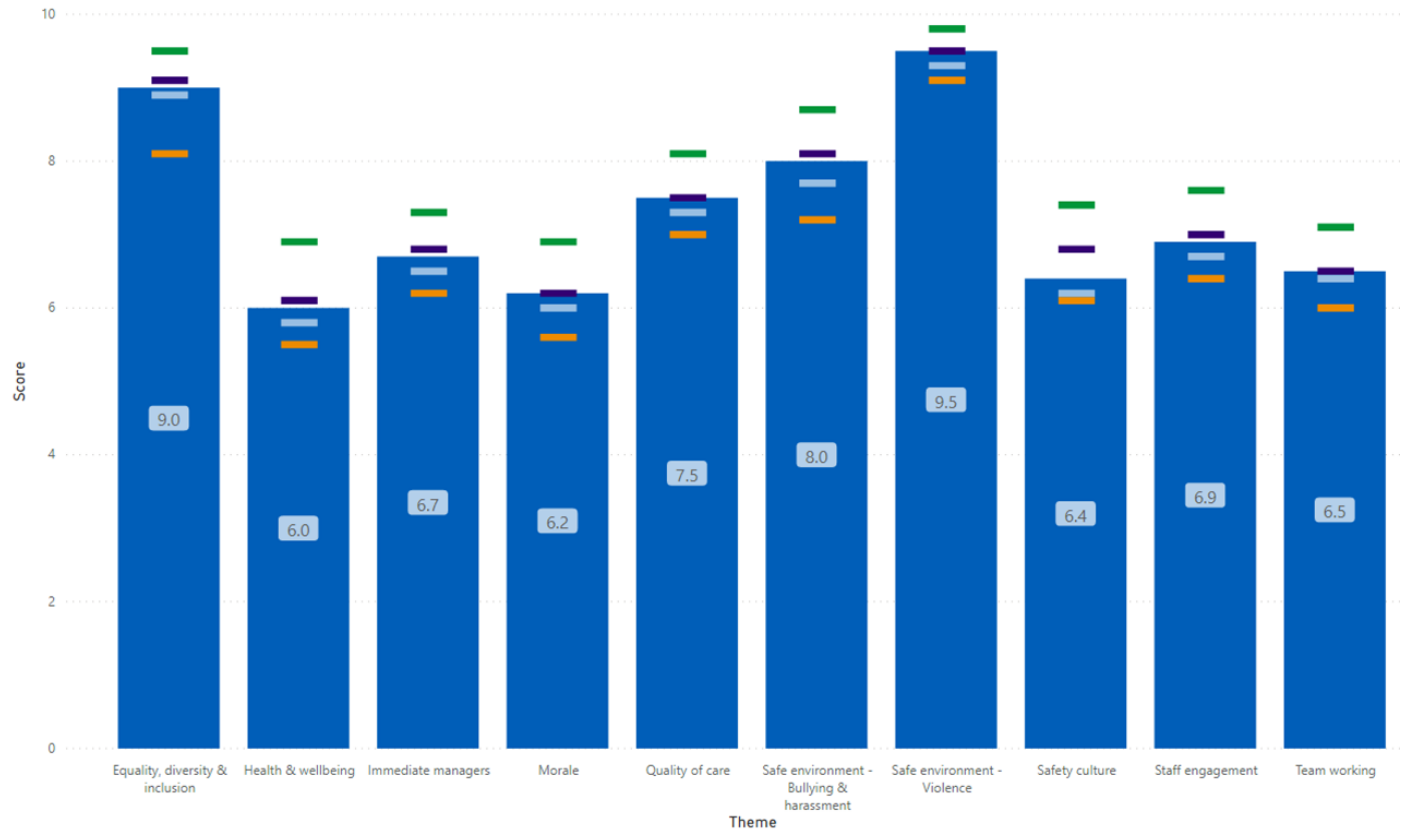
The final theme of safety culture is 0.4 below average of the comparator as shown in the chart above. Whilst QEH's Staff Survey scores improved in 2019, the Trust was still below average of the comparator for all 10 of the themes.

Furthermore, in 9 of the 10 themes, the improvement for QEH is considered to be statistically significant in 2020 when comparing the results with the 2019 scores.

The Trust was the most improved hospital in the region for the national Staff Survey results for the second successive year.

The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Chart 1: Trust 2020 scores plotted against national comparators & Trust 2019 scores



The Trust has improved most in these areas compared to 2019:

- Safety culture (6.2 to 6.4)
- Safe environment – Violence (9.3 to 9.5)
- Safe environment – Bullying & harassment (7.7 to 8.0)
- Health & wellbeing (5.8 to 6.0)

In terms of individual questions asked, the Trust's scores increased most for the following questions:

- Staff say the organisation and managers take positive action on health and wellbeing and offers flexible working patterns (48.9% to 54.4%)
- Care of patients/service users is my organisation's top priority (68.5% to 76.0%)
- I am satisfied with the quality of care I give to patients/service users (75.7% to 81%)

For individual questions asked, the Trust's scores declined most for the following questions:

- I experienced discrimination on the basis of ethnic background
  13% increase on 2019 (40.5% to 54.3%)
- During the last 12 months, have you felt unwell as a result of work-related stress? 7% increase on 2019 (41.3% to 47.4%)
- I have unrealistic time pressures
  0.3% decline versus 2019 compared to an improvement nationally of 2.3% (20.4% to 20.1%)

If we look at the national picture in each of the above areas:

1. In the 2020 survey, 13.1% of staff reported experiencing discrimination at work (on different grounds). Ethnic background continues to be the most common reason cited and was mentioned by 48.2% of staff who claimed to have experienced discrimination at work. This upward trend at QEH is therefore consistent with the national trend.

2. In the 2020 survey, 44% of staff reported feeling unwell as a result of work-related stress in the last 12-months (a marked increase compared to 40.3% in 2019 and 36.8% in 2016). This upward trend at QEH is therefore consistent with the national trend.

3. In the 2020 survey, 25.3% of staff never/rarely said they have unrealistic time pressures (the national score improved from 22.9% in 2019, and therefore QEH's score contradicts the national trend in this area).

Divisional/Corporate Service overview of results

The Divisions/Corporate Services showing the most improvements in 2020 compared to 2019:

- Facilities (10 themes showed statistically significant improvement)
- Patient Safety (8 themes showed statistically significant improvement)
- Estates (7 themes showed statistically significant improvement)
- Clinical Support Services Division and Medicine Division (7 themes showed statistically significant improvement)
- Finance (6 themes showed statistically significant improvement)

The Divisions/Corporate Services showing some deterioration compared to 2019:

- IM&T Division* (3 themes showing statistically significantly deteriorating scores)
- Division of Surgery (2 themes showing statistically significantly deteriorating scores)

- Division of Women and Children (3 themes showing statistically significantly deteriorating scores)

**includes IM&T, Information Services, Communications and the PMO – and therefore further work is underway in each of these areas to understand and drill-down into the results*

Trust-level action plan in response to the 2020 results

A refreshed Staff Engagement Programme for 2021/22 has been developed which both responds to the 2020 National Staff Survey results and feedback received from a range of sources which are also important measures of staff experience, including speak up themes, pulse surveys and the feedback pods that are in use.

The key areas of focus for 2021/22 in response to staff feedback will be:

- To encourage people to share feedback and speak up (so that this becomes the cultural norm) and not to feel detriment when they do
- To educate our workforce on equality, diversity and inclusion
- To continue the good work we are doing to reward, value and recognise staff and doing more to celebrate our successes, focussing on the many positives at both organisational and Divisional/service level
- To create a culture of fairness and kindness where staff feel valued and respected
- To cultivate leaders who inspire, support and encourage their staff
- To improve Staff Engagement at Divisional and service level – as well as sustain the improvements at Trust level

Staff Engagement Programme for 2021/22

The three over-riding priorities will be:

1. Kindness
2. Wellness
3. Fairness

Trust-level Action Plan

THEMES	ACTION	MEASURE/KPI
• Kindness	• Culture Transformation Programme: - Leading with Value workshops - Values into Action sessions for all staff	• Launch of the Culture Transformation Programme • Revised process for recruitment, onboarding and induction, appraisal, respectful resolution and speaking up safely, to embed our values • Aim for 750 Leaders to attend masterclasses • Aim for 2,000 staff to attend Values into Action workshops by the end of May 2021 • Culture Perception Survey – baseline • To be in the top third for staff engagement measures by the end of 2021/22
• Improve	• Reinvigorate the existing staff who have undergone QSIR training and ensure they gain experience with projects • Personal development plans for all staff • Randomised Coffee Trials where staff members from different departments and job roles take time out in pairs to go for a coffee and get to know other and their respective roles	• 20 members of staff from each Division and Corporate area to complete non face-to-face QSIR training • 10 QSIR train the trainers in-house • Plan to roll-out in-house training package by October 2021
• Wellness	• Looking after the physical/mental/financial health of staff – including via: 7/7 Clinical Psychology Service Monthly Menopause awareness sessions Wagestream financial support service • Out to tender for new titrated Staff Wellness Service	• Reduction in overall cumulative sickness absence from year 1 performance to <4.5% (excluding COVID-19 sickness) • Reduction in overall sickness absence relating to stress anxiety < 4% and depression by continued strengthened staff engagement and support programmes • Revised attendance policy to be in launched in Quarter 2 • Implementation of a Wellness Service for staff subject to tender outcomes.
• Listen	• To implement the recommendations from the latest internal audit of FTSU • Succession planning for the Freedom to Speak Up Guardian role	• Over 55% response rate to the 2021 National Staff Survey • 90% digital completion of staff survey (10% paper) • To be in the top third for staff engagement measures by the end of 2021/22 • New Freedom to Speak Up Guardian arrangement from Autumn 2021

Fairness	• Recruit an Equality, Diversity and Inclusion Manager • Become an Exemplar employer for equality, diversity and inclusion • Review of 2020 WRES data	• Ensure black and minority ethnic representation at senior levels to become representative of our staff as a whole – ongoing (baseline to be set as at March 2021) • Review the provision of training and development opportunities for all staff to ensure equality of access • Publish data against the Model Employer goals to ensure that at every level of the workforce is representative. Ongoing - in place for Workforce Race Equality Standards (WRES) and Disability Equality Standard (DES) • Implement a robust process to ensure identification of make-up of staff who enter the disciplinary process by the end of Quarter 1 • Review employment practices to ensure the provision of a compassionate and inclusive working environment such as inclusion of value-based questions. • Ensure appropriate BAME representation on 100% of interview panels (Band 7 and above/all medical staff appointments)
Celebrate	• Celebrating the success of QEH and its staff internally and externally – and visibly at main and staff entrances	• Improving scores for staff feeling valued at work from 38% to 45% • Improving staff recommending the Trust as a place to work from 51% to 60% • More national award successes and recognition for QEH teams/staff
Inspire	Leadership development programme with a clear 'offer' for existing and new staff • Develop a new Managers' Induction (for new and pre-sent managers) • Annual Leadership Summit to enthuse and inspire our leadership community	• Development and implementation of an Admin Academy • To launch a Managers' Induction and training programme • First cohort of Nursing Associates to commence at the School of Nursing • Successful recruitment to a full cohort to the nursing associate programme and an attrition rate of 1% or less

Next steps:

1. All Divisions and Corporate Services will be supported to develop their own actions plans with performance being monitored via Corporate (bi-monthly) and Clinical Division (monthly) Performance Review Meetings and the People Executive Group (monthly).

2. A communication plan and campaign has been developed to share the Trust's 2020 Staff Survey results and response internally and externally.

3. Sessions have been arranged in April 2021 with Northumbria Healthcare NHS Foundation Trust and Sherwood Forest Hospital who were rated in the top 3 Trusts nationally for the 2020 NSS results to share learning and best practice.

4. Each quarter, progress against the Trust-level action plan will be shared with staff by each of the 10 themes and priority areas, with updates coming to the People Committee quarterly as part of the quarterly Staff Engagement and Culture Programme paper.