

Board of Directors Cover Sheet

Subject:	Summary of the 2016 Staff Survey Report	Date: 30th March 2017		
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Approved By:	Julie Bacon, Director of HR and OD			
Presented By:	Julie Bacon; Director of HR and OD			
Purpose				
The paper aims to provide the Board with a summary of the main findings from the 2016 NHS Staff Survey Report			Decision	
			Approval	
			Assurance	X
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job x	To inspire excellence x	To get the most from our resources	To play a leading role in transforming health and care services
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
		X		
Risks/Issues				
Financial	N/A			
Patient Impact	The results show a marked increase in the % of staff who recommend the Trust as a place to receive care			
Staff Impact	The results show a marked increase in the % of staff who recommend the Trust as a place to work			
Services	The results show a marked increase in the % of staff who recommend the Trust as a place to receive care			
Reputational	The results should help to improve the reputation of the Trust			
Committees/groups where this item has been presented before				
OD and Workforce Committee at its meeting in March 2017.				
Executive Summary				
<p>This paper informs the Board of the key findings in the 2016 NHS Staff, which generally shows a significant improvement in many areas.</p> <p>The paper provides assurance that the survey results and themes will be taken into account by Divisions and local actions developed in order to address any areas of concern. For those action areas that can be best addressed corporately or on a Trust wide basis, the key themes will be built into the Workforce Strategy (Maximising our Potential) Implementation Plans.</p> <p>The Board are asked to note and accept the report.</p>				

2016 NATIONAL NHS STAFF SURVEY REPORT

1. Introduction

The Trust participates in the national NHS Staff Survey on an annual basis. The Trust elects to survey the minimum sample (1,250) randomly selected staff from all staff groups. The survey is undertaken from the beginning of September until early December.

The response rate for 2016 was 41% which was below average for acute trusts in England and compares to a 45% response rate in 2015.

2. Areas identified for action following the 2015 staff survey

In response to the 2015 NHS Staff Survey findings remedial actions were incorporated into the Trust's Quality Improvement Plan (QIP). Delivery was overseen by the Organisational Development and Workforce Committee. Areas for action:

2.1 Staff engagement - This was given a high priority, with emphasis on ensuring that staff received regular and honest information about the Trust's performance, CQC rating, the merger etc. Senior managers sought to engage with staff using innovative and creative communication methods for example through the executive open briefing sessions held for all staff at each hospital site, improved Team Brief, staff bulletin, E-communications and so on. In this way staff had the opportunity to see, hear from and question senior managers. A staff communication and engagement forum was established to inform and monitor this work. Manager training was implemented to enable managers to understand the importance of engaging with staff and to enable them to do this more effectively. This was supported by a Toolkit and toolbox sessions. The effectiveness of this work was evaluated and the findings informed the next phase of the staff engagement work.

2.2 Developing an open and transparent culture where staff have the confidence to raise concerns via appropriate mechanisms and have confidence these will be appropriately considered by adopting an open door policy and no blame culture. The Trust appointed two Freedom to Speak Up Guardians. Their role and contact details were widely publicised for example through Team Brief, Staff Bulletins, posters, pop up banners and drop –in sessions. Where staff raised concerns the Trust ensured that these were addressed appropriately and that feedback was provided to the person raising the concern.

2.3 Appraisal and Staff Development - The Trust continued to monitor appraisal rates and focus was given to ensuring consistent achievement of the Trust's 98% appraisal rate target with all staff having a personal development plan aligned to appraisals and organisational objectives.

2.4 Ensure that all staff complete their mandatory training. – This was closely monitored and achievement was linked to individual incremental progression. The Trusts compliance rates continually exceed the 90% target.

2.5 Staff Health & Wellbeing - Following the roll out of the Mentally Healthy Workplace training the previous year this training was incorporated into the manager training programme.

The Trust decided to use the CQUIN health and wellbeing targets as the framework for promoting health and wellbeing initiatives to improve the health and wellbeing of staff. This action plan was well received by the Clinical Commissioning Group and the Trust has delivered on all actions identified in the action plan.

2.6 Ensure that all staff are consistently and fairly managed in accordance with Trust HR policies and procedures, providing support, guidance and coaching via HR business partnering, occupational health, training and development.

The improvements in the 2016 staff survey results shown below are likely to be, in part, as a result of the actions arising out of the 2015 survey. This is particularly in relation to the overall score for staff engagement.

3. Summary of Performance – 2016 NHS Staff Survey

3.1 Summary of all key findings for 2014, 2015 and 2016

	2014 (29)	2015 (32)	2016 (32)
Best 20%	1	2	8
Better than the average	4	3	8
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Average	4	9	6
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Worse than the average	11	6	7
Worst 20%	8	12	3

A “Key Finding” is a specific section of questioning. The Trust had 16 key findings above average in 2016, compared with only 5 in 2015. And it had only 10 below average in 2016 as opposed to 18 in 2015. The Trust’s results reported improvement in 10 key findings and there was no change in the remaining 22 key findings.

3.2 Overall indicator of staff engagement

Very positively, the overall indicator of staff engagement for the Trust was 3.86, above average when compared to trusts of a similar type. This compares to 3.68 last year when the Trust was below average.

NHS Staff Survey Comparison for Overall Staff Engagement – 2014, 2015 & 2016			
Overall Staff Engagement 2014	3.66	Average for acute trusts in England	3.74
Overall Staff Engagement 2015	3.68	Average for acute trusts in England	3.79
Overall Staff Engagement 2016	3.86	Average for acute trusts in England	3.81

3.3 Where staff experience has improved

- KF32. Effective use of patient/service user feedback
- KF13. Quality of non-mandatory training, learning or development
- KF10. Support from immediate managers
- KF14. Staff satisfaction with resourcing and support
- KF1. Staff recommendation of the organisation as a place to work or receive treatment

The work during 2016 to support staff engagement, mandatory training and appraisals is likely to have had an impact here.

3.4 Where the staff experience has deteriorated

There were no areas of deterioration.

3.5 Top 5 ranking scores

- KF29. % of staff reporting errors, near misses or incidents witnessed in the last month. The Trust is in the highest (best) 20% of acute trusts in England.
- KF13. Quality of non-mandatory training, learning or development. Improved since last year and places the Trust in the best 20% of acute trusts in England.
- KF28. % of staff witnessing potentially harmful error, near misses or incidents in the last month. No change. The Trust is in the lowest (best) 20% of trusts in England.
- KF2. Staff satisfaction with the quality of work and patient care they are able to deliver. No change. The Trust is in the highest (best) 20% of acute trusts in England.
- KF3. % of staff agreeing that their role makes a difference to patients/service users. No change. The Trust is in the highest (best) 20% of acute trusts in England

The scores relating to errors, near misses and incidents may well relate to the QIP improvements in patient safety.

3.6 Bottom 5 ranking scores

- KF23. % of staff experiencing physical violence from staff in the last 12 months. No change. The Trust is in the highest (worst) 20% of acute trusts.
- KF18. % of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves. No change. The Trust is in the highest (worst) 20% of acute trusts.
- KF22. % of staff experiencing physical violence from patients, relatives or the public in the last 12 months. No change. The Trust is in the highest (worst) 20% of acute trusts.
- KF25. % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. No change. The Trust is above (worse than) average.
- KF6. % of staff reporting good communication between senior management and staff. An increase (better) than last year. The Trust is below (worse) than average.

3.7 Recommendation of the Trust as a place to work or receive care

The scores presented in the table below are un-weighted question level scores for questions Q21a, Q21b, Q21c and Q21d and the un-weighted score for the Key Finding 1. The percentages for Q21a –Q21d are created by combining the responses for those who “Agree” and “Strongly Agree” compared to the total number of staff that respond to the question. Questions Q21a, Q21c and Q21d feed into KF 1 “Staff recommendation of the organisation as a place to work or receive treatment.”

	2015	2016	2016 National average for acute trusts.
Q21a “Care of patients/service users is my organisation’s top priority”	71%	82%	76%
Q21b “My organisation acts on concerns raised by patients/service users”	65%	76%	74%
Q21c “I would recommend my organisation as a place to work”	48%	68%	62%
Q21d “If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation”	57%	74%	70%
KF1 Staff recommendation of the organisation as a place to work or receive treatment*	3.54	3.87	3.77

*Possible scores range from minimum 1 to maximum 5

The results of this show a marked improvement in all areas to above the national average for acute trusts. Of particular note is the improvement from 48% to 68%, recommending the Trusts as a place to work and from 57% to 74% reporting that they would be happy with the standard of care.

4. Future priorities, targets and monitoring.

The Trust's results will be benchmarked against other local NHS trusts. The results will also be discussed at the Staff Communication and Engagement Forum in March in order to obtain their view on priority actions.

In addition, detailed analysis of these results has enabled concerns specific to division or staff group to be identified. From this key actions will be identified specific to work areas which will be addressed with the support of the HR Business Partners.

Divisional actions will sit alongside Trust wide initiatives which will be incorporated into the Workforce Strategy Implementation Plans, which it is recommended will include for 2017/18:

- Staff engagement activities – to be set out in the OD and Engagement Plan, supported by the Trusts Communication Strategy. These will include:
 - Communicating the new Trust Vision and Priorities
 - Explaining the Maximising our Potential approach
 - Further embedding the Trust's values and behaviours which will set clear professional expectations for all staff.
- Staff well-being and safety activities – to be set out in the Staff Health, Safety and Wellbeing Plan. These will include:
 - Embedding the CQUIN Staff Health & Wellbeing work undertaken in 2016-17
 - Building on this through the Happy, Healthy, Here initiative to achieve the CQUIN Staff Health and Wellbeing targets for 2017-18
 - Creating a safe environment.
- Valuing staff – to be set out in the Recruitment, Reward and Retention Plan and the Trust Communication Strategy
- Trust Leadership style and access to training – to be set out in the Leadership, Talent Management and Succession Plan and the Training , Learning & Development Plan.

The link between engaged, well-motivated, happy and healthy staff and high quality patient care is well documented. Consequently the Trust's Workforce Strategy – "Maximising our Potential" is a key priority.

KPIs, alongside findings from pulse surveys and feedback from leavers will be used to monitor progress, as will achieving the CQUIN action plan implementation milestones and the Workforce Strategy Implementation Plans quarterly progress reports which will be reported into the OD and Workforce Committee.