

## 2018 National NHS Staff Survey

### 1. Introduction

The Trust participates in the national NHS Staff Survey on an annual basis. The survey is undertaken from the beginning of October until the end of November.

In 2018 the Trust surveyed all staff and had 2789 responses, giving a response rate of 62%. This was higher than in 2017 when it was 57% and in 2016, it was 41%. The average response rate in England for acute NHS Trusts, was 44%.




### 2. Changes to national reporting arrangements

This year, there are significant changes to the way which the reports are analysed by the national coordination centre and it does not appear possible to identify whether or not the Trust is in the best or worst 20%. Only comparisons with the average and best and worst performers are possible. This means that the Trust is not able to report against some of its anticipated KPI's. However, some aspects of the new national reports enable the Trust to better visualise and interrogate its results.

### 3. Overview

Below are the first five of the ten key indicator areas. This shows that the Trust scored above average in four of the five areas and score at the average in the fifth.

(Score 1 - 10)	Equality, Diversity & Inclusion	Health & Wellbeing	Immediate Managers	Morale	Quality of Appraisals
Best (Acute Trusts in England)	9.6	6.7	7.3	6.7	6.5
Trust (SFH)	9.2	5.9	7.0	6.4	5.6
Average (Acute Trusts in England)	9.1	5.9	6.7	6.1	5.4
Worst (Acute Trusts in England)	8.1	5.2	6.2	5.4	4.6

(Score 1 - 10) Trust comparison	Equality, Diversity & Inclusion	Health & Wellbeing	Immediate Managers	Morale	Quality of Appraisals
2017 score	9.3	5.9	6.9	6.4	5.4
2018 score	9.2	5.9	7.0	6.4	5.6
Trust comparison statistically significant change		Not significant		N/A	




## Appendix 1

Two areas; support from immediate managers and the quality of appraisals were above average and had improved from 2017. This may reflect the relaunch and retraining offered on appraisals in the Trust during 2018.

The equality, diversity and inclusion score had fallen slightly compared to 2017. However, it still remained above average and was over 10% better than the worst performing acute trust.

Below are the second five of the ten key indicator areas. Three scores are above average; one is at the average and one (safe environment) – violence is below average. The latter score has not changed since 2017.

(Score 1 - 10)	Quality of Care	Safe Environment - Bullying & Harassment	Safe Environment - Violence	Safety Culture	Staff Engagement
Best (Acute Trusts in England)	8.1	8.5	9.6	7.2	7.6
Trust (SFH)	7.8	7.9	9.3	6.8	7.3
Average (Acute Trusts in England)	7.4	7.9	9.4	6.6	7.0
Worst (Acute Trusts in England)	7.0	7.1	9.2	6.0	6.4

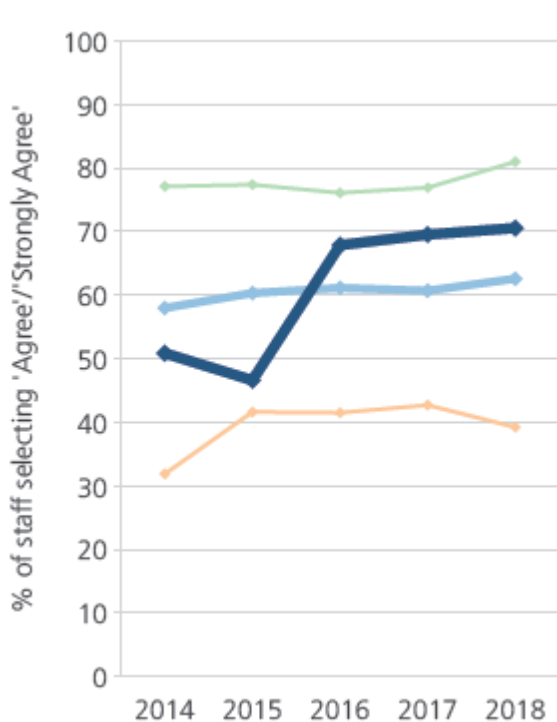
(Score 1 - 10) Trust comparison	Quality of Care	Safe Environment - Bullying & Harassment	Safe Environment - Violence	Safety Culture	Staff Engagement
2017 score	7.8	8.0	9.3	6.7	7.2
2018 score	7.8	7.9	9.3	6.8	7.3
Trust comparison statistically significant change	Not significant		Not significant		

Positively the staff engagement score has increased, together with the safety culture score. Both are appreciably better than average and significantly better than the worst score.

### 4. Recommendation of the Trust as a place to work and to receive care

One of the most important measures is whether or not our own staff would recommend the Trust as a place to work or receive care. Positively, the Trust has seen a year on year improvement in this.

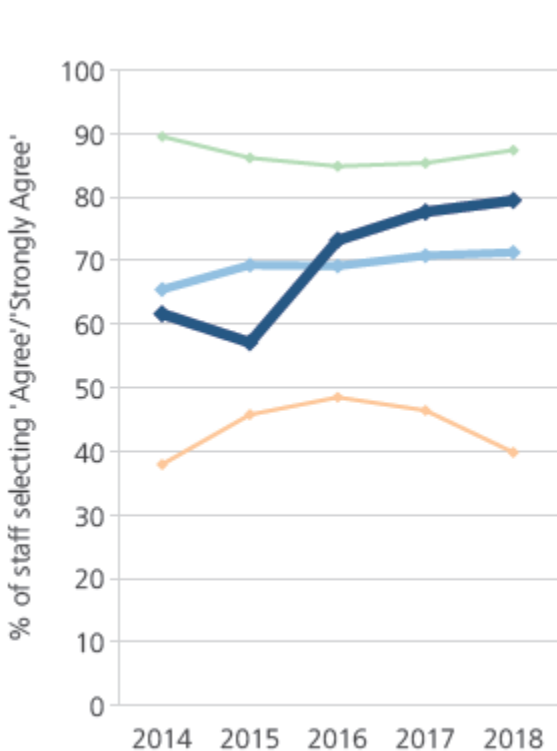
### I would recommend my organisation as a place to work



	2014	2015	2016	2017	2018
Best	77.1%	77.4%	76.1%	76.9%	81.0%
Your org	50.9%	46.6%	67.9%	69.5%	70.5%
Average	58.0%	60.3%	61.1%	60.7%	62.6%
Worst	31.9%	41.6%	41.5%	42.7%	39.2%

This indicated a very positive step change for the Trust in 2016 and since then there has been incremental improvement. This score is well above average for an acute Trust in England and has positive implications for our recruitment and retention activities.

### If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation.

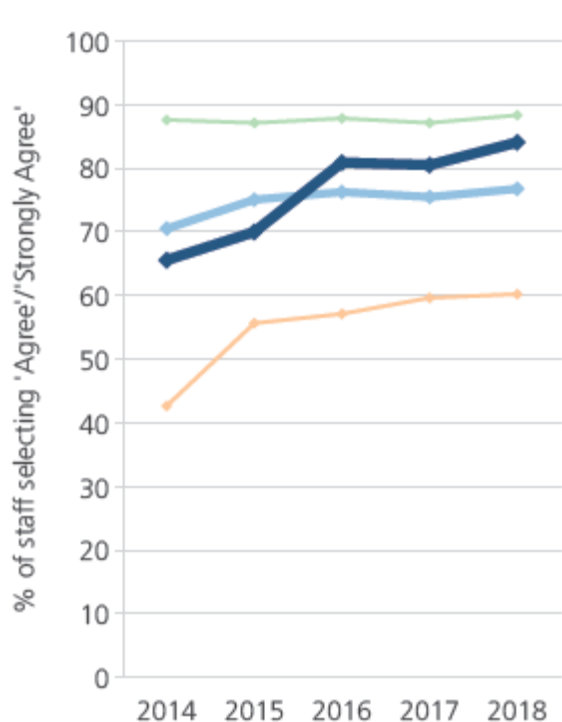


	2014	2015	2016	2017	2018
Best	89.5%	86.1%	84.8%	85.3%	87.3%
Your org	61.6%	57.1%	73.2%	77.6%	79.4%
Average	65.4%	69.3%	69.1%	70.8%	71.3%
Worst	37.9%	45.8%	48.5%	46.4%	39.8%

This indicated a very positive step change for the Trust in 2016 and since then there has been incremental improvement. This score is well above average for an acute Trust in England and is very significantly above the worst scoring acute trust.

Another metric in this suite relates to whether or not staff believe that the care of patients / service users is the Trust's top priority.

**Care of patients / service users is my organisations top priority.**



	2014	2015	2016	2017	2018
<b>Best</b>	87.6%	87.1%	87.8%	87.1%	88.3%
<b>Your org</b>	65.6%	70.0%	80.9%	80.5%	84.1%
<b>Average</b>	70.5%	75.0%	76.2%	75.5%	76.7%
<b>Worst</b>	42.6%	55.6%	57.1%	59.6%	60.2%

This question has seen a 20% improvement since 2014 and confirms that the Trust is trying hard to put the patient at the heart of all its decisions and actions. This is very close to the top scoring acute Trust and significantly above average. It is a good indicator of the perceived culture of the Trust.

**5. Performance in the five key areas**

The score distribution across the five key areas of the survey is shown below.

	Your Job	Your Manager	Your Health, Wellbeing & Safety	Your Personal Development	Your Organisation
<b>Above average</b>	30	11	20	6	12
<b>Average</b>	0	0	2	0	0
<b>Below average</b>	0	0	15	2	0

All the scores relating to the member of staff's own job, their manager and the Trust are above average for an acute Trust in England.

The scores relating to health, wellbeing and safety are much more variable, with almost half at average or below average. These questions reflect similar themes of concern to previous years around the staff member's experience of violence and aggression, stress, feeling under pressure to come to work, working long hours, bullying from colleagues, discrimination and being treated fairly.

## Appendix 1

The personal development scores largely reflect the position that staff have regular appraisals and that their work is valued, but that appraisals do not always help them to do their job or identify their training needs.

### 6. Where the Trust has performed significantly above average

The results have been analysed and the Trust performed very close to the best performing acute Trust in a number of areas such as the two below:

#### I am enthusiastic about my job

	2014	2015	2016	2017	2018
Best	79.6%	85.0%	80.3%	79.2%	81.7%
Your org	72.0%	72.2%	78.4%	76.0%	78.9%
Average	69.4%	75.0%	75.2%	74.1%	74.8%
Worst	58.9%	67.0%	69.7%	67.9%	69.3%

The Trust has performed well in this question since 2016.

#### I feel that my role makes a difference to patients / service users

	2015	2016	2017	2018
Best	95.0%	93.8%	92.8%	92.9%
Your org	90.8%	92.1%	91.1%	91.8%
Average	90.4%	90.4%	90.1%	89.5%
Worst	85.8%	87.9%	86.0%	84.1%

SFH is just over 1% less than the best score for this. The results for this question correlate with the high scores for staff recommending the Trust as a place to receive care and that staff report that they believe that the care of patients / service users is the Trusts top priority.

### 7. Where staff experience is significantly below average

The areas where the Trust is significantly below average (more than 3% adverse to average) all appear to be clustered in the questions relating to health, safety and wellbeing. A couple of examples are shown below:

**On average how many additional paid hours do you work per week for this organisation over and above your contracted hours?**

## Appendix 1

	2014	2015	2016	2017	2018
<b>Worst</b>	45.5%	45.0%	48.4%	46.7%	46.0%
<b>Your org</b>	37.0%	36.0%	37.6%	37.3%	43.0%
<b>Average</b>	33.4%	35.1%	34.9%	35.7%	37.1%
<b>Best</b>	25.3%	20.3%	26.6%	26.5%	27.7%

This has increased by 6% over the last 5 years. It is potentially an indicator of the amount of overtime and bank shifts that substantive members of staff are voluntarily undertaking in the Trust to cover gaps in rota's. It is well below average and indicating that SFH staff members are working more hours than the average acute Trust member of staff. However, it is positive that these are PAID hours. On the question concerning excessive UNPAID hours, the Trust is reporting slightly better than average performance.

### Have you felt pressure from your manager to come to work?

	2014	2015	2016	2017	2018
<b>Worst</b>	44.0%	41.1%	33.2%	35.1%	35.2%
<b>Your org</b>	39.6%	41.1%	33.2%	33.9%	35.2%
<b>Average</b>	33.3%	29.5%	27.1%	26.7%	25.9%
<b>Best</b>	20.8%	18.3%	18.2%	17.0%	19.1%

We are the worst performing acute Trust here. The theme of staff feeling pressurised to come to work when they feel unwell, is a prevalent theme, often linked to the Trusts sickness absence policy. However, when the trend analysis is scrutinised, it shows that there has actually been improvement in SFH when compared to 2014 and 2015.

### In the last 12 months how many times have you experienced physical violence at work from patients / services users, their relatives or some other members of the public?

	2014	2015	2016	2017	2018
<b>Worst</b>	21.3%	22.1%	21.0%	22.2%	21.2%
<b>Your org</b>	21.3%	14.3%	19.1%	19.5%	20.0%
<b>Average</b>	14.9%	14.6%	15.7%	15.1%	14.3%
<b>Best</b>	8.4%	9.8%	8.2%	9.6%	10.1%

Whilst not the worst performing acute Trust, SFH is significantly below average here and SFH staff appear twice as likely to experience this as the best performing acute

Trust. This appeared to improve significantly in 2014, but then rose again to previous levels. This is again a recurrent theme.

## **6. Actions and monitoring.**

The results are to be communicated to staff in a number of ways including electronic and face to face briefings.

The reports are being further analysed. This includes scrutiny of the individual (anonymous) comments that were captured in the free text as these provide further important context. Analysis is also available by staff group and site.

The Trust's Divisions are being sent a copy of the overarching report, their Divisional results and the free text comments. They are expected to explore the themes further with their staff and develop action plans pertinent to their Division to address areas of concern. This also applies to corporate areas.

The results will also be triangulated with other data sources such as the quarterly pulse surveys; workforce KPI's and speaking up concerns. This will enable more targeted actions and interventions to be identified, supported by the Trust's OD Team and HR Business Partners

There will be Trust wide initiatives for incorporation into the Workforce Strategy 2019/20 Implementation Plans, particularly in relation to the Trusts culture and leadership work. These will include a strong focus on staff health, safety and well-being and diversity and inclusivity aimed at addressing recurrent themes. Some of the positive results will also feature in Trust recruitment campaigns.

The results will be discussed at the Staff Communication and Engagement Forum and with the Trusts staff side in order to obtain their views on priority actions.