

National Staff Survey 2016

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Trust Board paper F

Executive Summary

Context

As part of CQC Standards the Trust is required to participate in the National Staff Survey on an annual basis. The results of this survey and those of the Staff Friends and Family Test and UHL Pulse Check are used to develop human resource, workforce and organisational development strategies aimed at improving staff experience of working at UHL.

Questions

1. What are the key findings for the Trust's 14 National Staff Survey?
2. What are the next steps?

Conclusion

During October to November 2016 the Trust invited a randomly selected sample of 1225 members of staff to complete the National Staff Survey. The survey closed on 2 December with 443 returns, giving a response rate of 36.2%, an increase of 11.2% from the previous year. Whilst this is a significant improvement, we recognise that this is below the average response rate for Acute Trusts (43%).

Further to our previous report, the National embargo was lifted on 7 March, allowing for national benchmarking. 5 of our Key Findings were ranked in the top 20% with only 2 being placed in the bottom 20% as set out within the attached presentation pack.

Positive findings that we wish to draw the Trust Board's attention to include:-

- How engaged our staff are, with a score of 3.81 which corresponds with the national average for Acute Trusts and improvements in 6 out of the 9 engagement questions
- Significant improvements under the theme of 'violence, harassment and bullying' from patients relatives or the public
- An improvement in staff being given feedback about changes made in response to reported errors

Key Areas for improvement include:

- Staff satisfaction with resources and support
- Quality of appraisals

Analysis of NHS National Staff Survey performance undertaken by Optimise Ltd demonstrates a overall improvement in ranking from position 64 to position 47. An improvement is also reflected in the grid reference on a 32 by 32 'Scatter Map' (included within the presentation pack) which shows improvement in how staff have rated the Trust's leadership and culture over the past year.

Next steps require analysis of results at CMG level combined with UHL Pulse check results so that area-specific improvements can be made. Attention also needs to be paid to the health and wellbeing questions in order to meet the 2017/18 CQUIN target of a 5 percentage point increase in the corresponding 3 questions as set out within the attached presentation pack.

In improving the Trust's appraisal, talent management and succession planning approach, work is also underway in devising a People Capability Framework and an early draft will be presented to Workforce and Organisational Development Board on the 19th April. The framework will set out behaviours and performance measures by level and better align to talent management practice. In addition talent conversation training will commence in June 2017 initially targeting senior leaders in role modelling best practice.

The National Survey Results will be presented to the Trust Board on 6 April 2017, reflecting Executive Team Feedback (to be discussed on 28 March 2017).

Work will continue in improving staff experience as aligned to the Trust's UHL Way Implementation Plan for 2017-18 (currently being drafted). Progress will be reported and monitored by the UHL Way Steering Group and quarterly updates will be provided to Executive Workforce Board and Trust Board.

Input Sought

We would welcome the Trust Board input regarding recognition of positive finding areas and also feedback on tackling the areas that require improvement at an organisational level.

For Reference

Edit as appropriate:

1.The following objectives were considered when preparing this report:

Safe, high quality, patient centred healthcare	[Yes]
Effective, integrated emergency care	[Not applicable]
Consistently meeting national access standards	[Not applicable]
Integrated care in partnership with others	[Not applicable]
Enhanced delivery in research, innovation & ed'	[Not applicable]
A caring, professional, engaged workforce	[Yes]
Clinically sustainable services with excellent facilities	[Not applicable]
Financially sustainable NHS organisation	[Not applicable]
Enabled by excellent IM&T	[Not applicable]

2.This matter relates to the following governance initiatives:

Organisational Risk Register	[N/A]
Board Assurance Framework	[N/A]

3.Related Patient and Public Involvement actions taken, or to be taken: [N/A]

4. Results of any Equality Impact Assessment, relating to this matter: [N/A]
5. Scheduled date for the next paper on this topic: [18 April 2017 - EWB]
6. Executive Summaries should not exceed 1 page. [My paper does comply]
7. Papers should not exceed 7 pages. [Presentation pack attached]

Staff Survey 2016

Your chance to have your say!

Year	2014 (3744/11,223 returned)	2015 (207/850 returned)	2016 (443/1225 returned)	2016 Average for Acute Trusts
Response Rate	33%	25%	36.2%	43%

Significantly improved compared to 2015

Increase of	Bold = scored better
14%	9d - In last 3 months, have not come to work when not feeling well enough to perform duties Clinical CMGs/ Corporate
11%	12d - Staff given feedback about changes made in response to reported errors Clinical CMGs/Corporate
10%	15a - Not experienced harassment, bullying or abuse from patients/service users, their relatives or members of the public Clinical CMGs/ Corporate
10%	17b - Not experienced discrimination from manager/team leader or other colleagues Clinical CMGs/ Corporate



Staff Survey 2016

Your chance to have your say!

Significantly worsened compared to 2015

Decrease of	Bold = scored worse
7%	5c - Satisfied with support from colleagues Clinical CMGs/ Corporate
13%	10b - Don't work any additional paid hours per week for this organisation, over and above contracted hours Clinical CMGs/Corporate
1%	14b - Not experienced physical violence from managers Clinical CMGs/Corporate
7%	16 - Organisation acts fairly: career progression Clinical CMGs/Corporate
10%	18a - Had training, learning or development in the last 12 months Clinical CMGs/ Corporate
5%	19 - Had mandatory training in the last 12 months Clinical CMGs/ Corporate
10%	20a - Had appraisal/KSF review in last 12 months Clinical CMGs/ Corporate
8%	22a - Patient/service user feedback collected within directorate/department Clinical CMGs/ Corporate





Our Organisation

		2013	2014	2015	2016	Average (median) for acute trusts
Q21a	"Care of patients / service users is my organisation's top priority"	65%	64%	72%	74%	76%
Q21b	"My organisation acts on concerns raised by patients/service users"	64%	67%	75%	74%	74%
Q21c	"I would recommend my organisation as a place to work"	50%	51%	60%	60%	62%
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	57%	56%	64%	65%	70%
KF1	Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)	3.53	3.49	3.68	3.74	3.77



Staff Engagement Report

		2016	2015
Staff Engagement Score		3.81	3.78
I would recommend my organisation as a place to work.	Advocacy	3.58	3.54
If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation.		3.71	3.64
Care of patients / service users is my organisation's top priority.		3.92	3.87
I am able to make suggestions to improve the work of my team/department.	Involvement	3.83	3.72
There are frequent opportunities for me to show initiative in my role.		3.78	3.81
I am able to make improvements happen in my area of work.		3.44	3.4
I look forward to going to work.	Motivation	3.7	3.69
I am enthusiastic about my job.		4.06	4.08
Time passes quickly when I am working.		4.17	4.22





Key Findings Top 5 ranking scores

Theme		Nat. Av.	UHL 2014	UHL 2015	UHL 2016
Violence, harassment and bullying	KF22. % experiencing physical violence from patients, relatives or the public in last 12 months. (lower score better)	15%	14%	12%	8%
Violence, harassment and bullying	KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months. (lower score better)	27%	28%	33%	23%
Health and wellbeing	KF18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves. (lower score better)	56%	63%	65%	51%
Patient care and experience	KF32. Effective use of patient / service user feedback. (higher score better)	3.72	3.59	3.69	3.8
Health and wellbeing	KF17. % feeling unwell due to work related stress in last 12 months. (lower score better)	35%	37%	32%	32%

Top 20% of all acute trusts



Key Findings Bottom 5 ranking scores

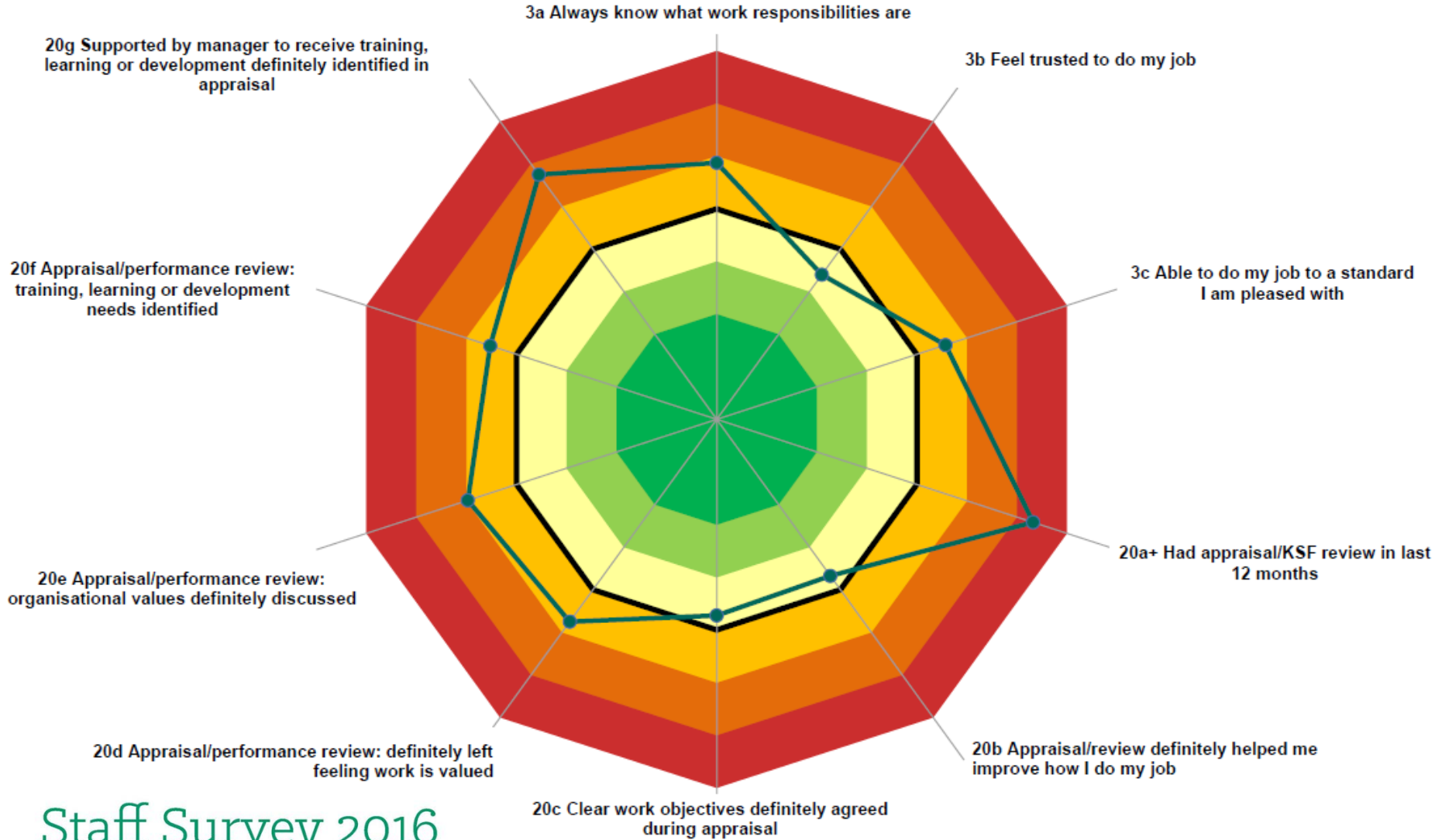
Theme		Nat. Av.	UHL 2014	UHL 2015	UHL 2016
Job satisfaction	KF14. Staff satisfaction with resourcing and support. (higher score better)	3.33	No comparison to 2014	3.30	3.2
Appraisals and support for development	KF12. Quality of appraisals. (higher score better)	3.11		3.16	2.97
Patient care and experience	KF3. Percentage of staff agreeing that their role makes a difference to patients / service users (higher score better)	90%		92%	89%
Job satisfaction	KF9. Effective team working. (higher score better)	3.75		3.76	3.71
Violence, harassment and bullying	KF23. Percentage of staff experiencing physical violence from staff in last 12 months. (lower score better)	2%		3%	2%

Bottom 20% of all acute trusts



Areas for improvement

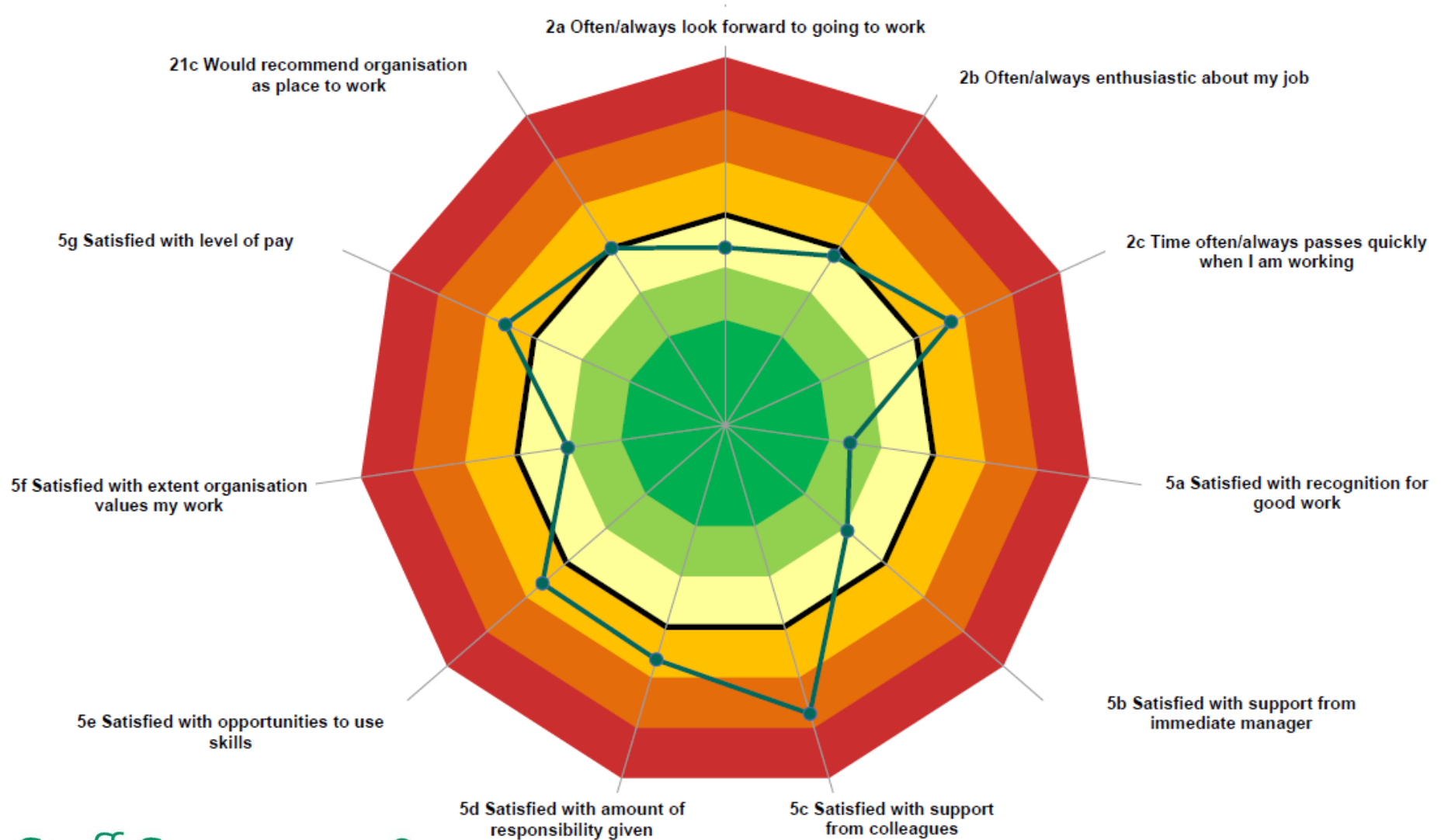
Historical Comparisons: Appraisals and Your Job





Areas for improvement

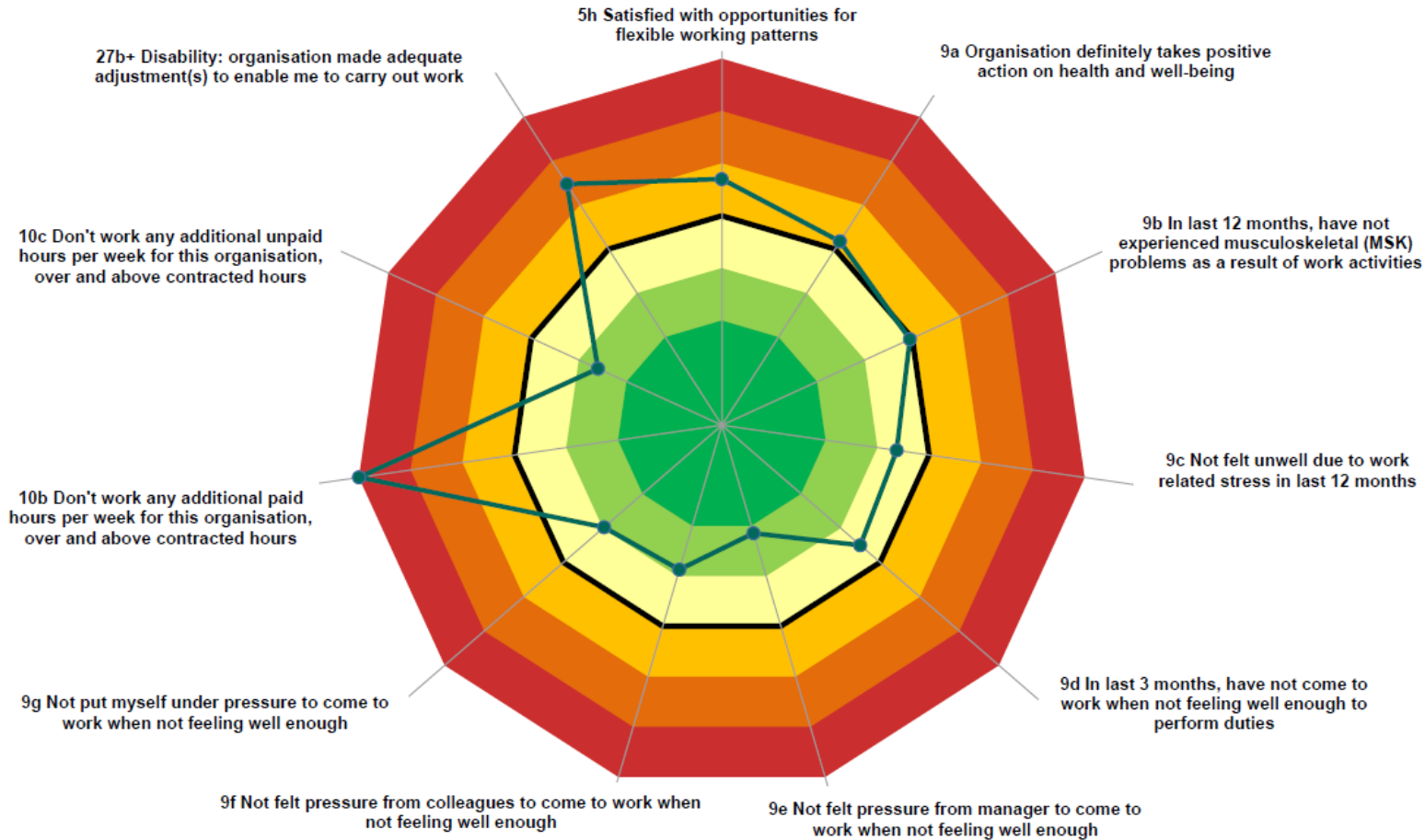
Historical Comparisons: Motivation and Job Satisfaction





Health and Wellbeing

Historical Comparisons: Health, Well-being and Safety



	2015	2016
9a Organisation definitely takes positive action on health and wellbeing	33%	33%
9b In last 12 months, have not experienced musculoskeletal (MSK) problems as a result of work activities	78%	78%
9c Not felt unwell due to work related stress in last 12 months	66%	68%



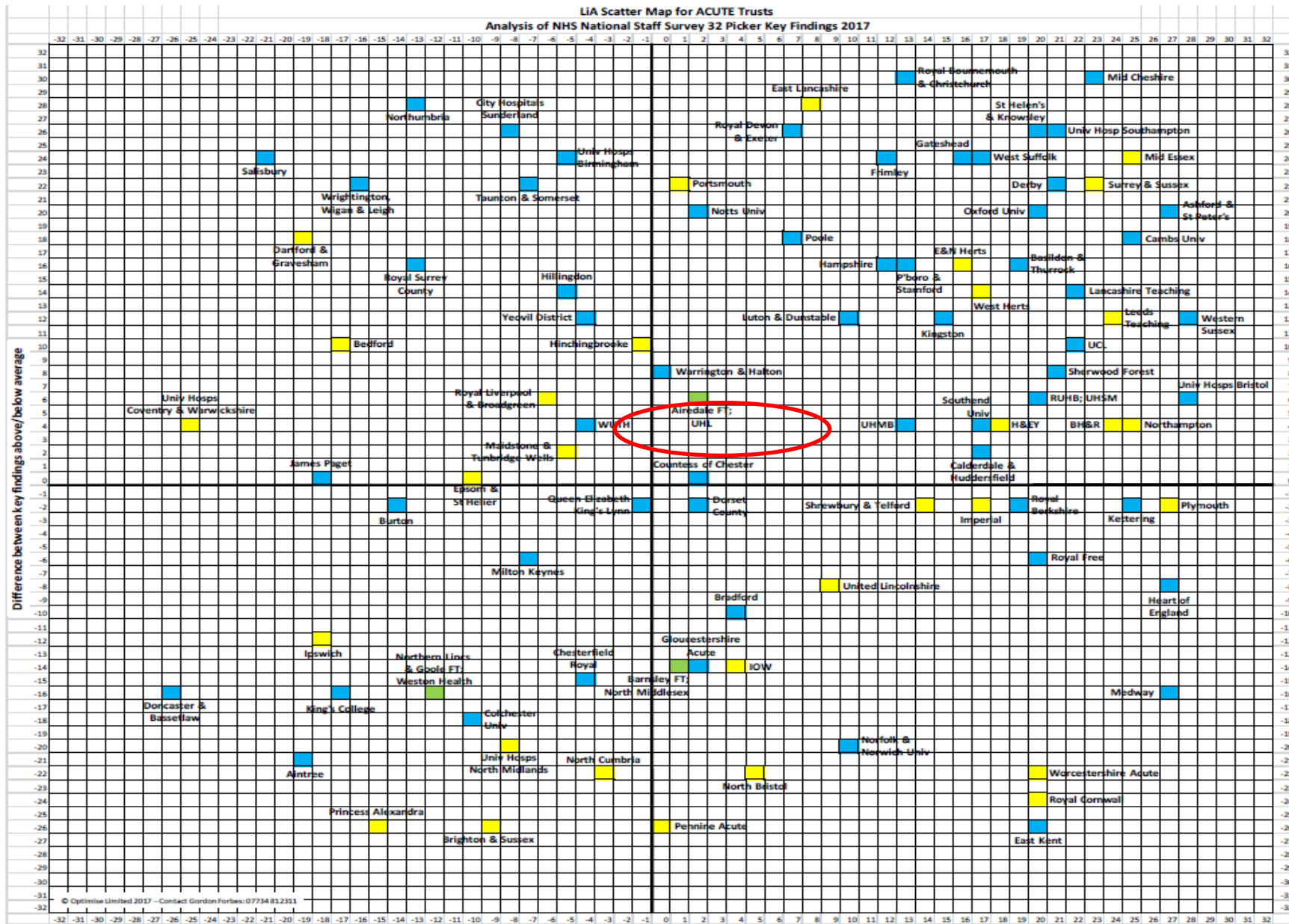
Comparison to all acute trusts 2016

This year in Optimise Limited's League Table we were ranked joint 47 out of 97 acute trusts, an improvement from last years position of 64

Staff Survey 2016

7 Comparative Ranking	Trend	Trust
1	5	Mid Cheshire Hospitals FT
2	17	The Royal Bournemouth & Christchurch Hospitals FT
3	-	East Lancashire Trust
4	3	Northumbria Healthcare FT
5	4	University Hospital Southampton FT
6	12	St Helens & Knowsley Hospitals Trust
7	9	Royal Devon & Exeter FT
8	6	City Hospitals Sunderland FT
9	76	Mid Essex Hospital Services Trust
10	30	West Suffolk FT
11	1	Gateshead Health FT
12	n/a	Frimley Health FT (formed in 2015)
13	2	University Hospitals of Birmingham FT
14	12	Salisbury FT
15	16	Surrey & Sussex Healthcare Trust
16	12	Derby FT
17	5	Portsmouth Hospitals Trust
18	14	Taunton & Somerset FT
19	15	Wrightington Wigan & Leigh FT
20	66	Ashford & St Peter's FT
21	46	Oxford University Hospitals Trust
22	8	Nottingham University Hospitals Trust
23	13	Cambridge University Hospitals FT
24	16	Poole Hospital FT
25	9	Dartford & Gravesham Trust
26	20	Basildon & Thurrock University FT
27	14	East & North Hertfordshire Trust
28	5	Peterborough & Stamford Hospitals FT
29	3	Hampshire Hospitals FT
30	1	Royal Surrey County Hospital FT
31	19	Lancashire Teaching Hospitals FT
32	11	West Hertfordshire Hospitals Trust
33	12	The Hillingdon Hospitals FT
34	33	Western Sussex Hospitals Trust
35	25	Leeds Teaching Hospitals Trust
36	6	Kingston Hospital Trust
37	19	Luton & Dunstable Hospital FT
38	15	Yeovil District FT
39	12	University College London Hospitals FT
40	3	Hinchingbrooke Healthcare Trust
41	14	Bedford Hospital Trust
42	34	Sherwood Forest FT
43	15	Warrington & Halton FT
44	17	University Hospitals Bristol FT
45=	n/a	Royal United Hospitals Bath FT (not in 2015 results)
45=	48	University Hospital of South Manchester FT
47=	14	Airedale FT
47=	17	University Hospitals of Leicester Trust
49	26	Royal Liverpool & Broadgreen University Hospitals
50	41	Northampton General Hospital Trust
51	17	Barking Havering & Redbridge University Trust

Comparison to all acute trusts 2016



Staff Survey 2016

The best-performing Trusts based on how staff feel in 2016 are in the top-right quadrant - above average performance and trending positively too



Next Steps

- NSS16 Themes report – digging a bit deeper
- CMG reports including UHL Pulse Check data – what is it telling you and how can we help?
- Focussed work to improve responses to health and wellbeing questions in order to achieve 2017/18 CQUIN target
- Develop People Capability Framework and improve appraisal, talent management and succession planning approach
- Report national survey results to the Trust Board reflecting Executive Team Feedback

Staff Survey 2016