

TRUST BOARD
26 April 2018

Agenda item number	16.2	
Title of paper	National Staff Survey 2017 – Results and Next Steps	
Confidential	N	
Suitable for public access	Y	
Papers which this particular paper relates to?	n/a	
<u>Strategic objective(s):</u>		
Best outcomes	Y	- Strengthening safety culture.
Excellent experience	Y	- Improved staff experience
Skilled & motivated teams	Y	To meet the following corporate aims: - To have the right organisational culture. - A clear sense of citizenship and engagement. - Training and development and career pathways that get the best from people and teams.
Top productivity		
<u>ASPH value(s):</u>		
Patients first	Y	Links to all values and the Values Based Behaviour matrix
Personal responsibility	Y	
Passion for excellence	Y	
Pride in our team	Y	
Executive summary	<p>The 2017 National Staff Survey results were published on 6th March 2018. The results continue to serve as a barometer of organisational culture, and offer a useful sense check in relation to the way that our workforce have responded to some significant organisational challenges over the last year. We have seen an improvement in our results over the past few years, with 2016 being a particularly positive set of results. The 2017 results illustrate that we have consolidated and maintained this good performance despite all of the increasing pressures on our staff.</p> <p>We have benchmarked well compared to the national results for Acute Trusts including being above average for overall staff engagement score in all Acute trust ranking. Average is 3.78 – this is the first national decline in engagement since 2014; our engagement score was above this at 3.86.</p> <p>The attached slide deck provides the Board with detail of our results and ranking. There are a number of recurring themes which require</p>	

additional focus and action

1. Appraisals

Over the past 6 months we have been talking to colleagues and researching best practice around appraisals. In light of this we now have a much simpler process with the emphasis on the appraisal being a productive, open and honest conversation between manager and staff member. We are minimising the paperwork and guidance so that it encourages this two-way dialogue. Our new process and guidance will be launched in April 2018.

2. Staff working extra hours

78% of our staff expressed that they are working extra hours compared to the acute sector average of 72%. When analysed by occupation groups, 10 out of 13 occupational groups (including all clinical and general management staff group) are working extra hours above the national average level. At its extreme 95% of our Senior Managers and 91% of our Nurses have identified this as an issue. HRBPs will work with Senior Managers within divisions to analyse the data further to understand where these groups of staff are and what we can do to support staff.

3. Violence & Aggression

Results in the Staff Surveys in relation to Staff/ Colleagues reporting most recent experience of physical violence in last 12 months continues to be a bottom ranking score for the Trust, and for 2017 this was a score which put us into the bottom 20% of acute Trusts. In Autumn 2017 we started a monthly leadership walkabout with a focus on incidents reported the previous month. This is starting to give a better understanding as to root causes, mitigating actions taken and lessons learnt. In 2018 we will increase our conflict resolution training activity and ensure that this is bespoke to the key areas affected eg management of patients with dementia.

4. Bullying & Harassment

Evidence from Staff Surveys, formal employee relations cases, Freedom to Speak up Guardian (FTSUG) report and informal feedback shows that these are on-going issues in some areas of the Trust. We have formed a *Taskforce (Respecting One Another)* as part of a wider campaign to help tackle these issues. The ambition of the taskforce is to start a campaign of social change in the way we approach and manage such concerns through on-going dialogue within the divisions via the membership to engage staff and through the creation of fairness champions. Membership comprises of senior leaders across the staff groups/divisions to include divisional chief nurse, divisional clinical director, allied health lead, estates, admin and clerical, staff side chair, human resources and freedom to speak up guardian. The main purpose and objective of the taskforce is

- a) to identify the scale of the issues, trends and the most at risk areas

	<p>b) recommend, develop, implement and monitor co-ordinated strategies to eradicate incidents of bullying, harassment and discrimination, to help create inclusive and respectful working environment for everyone across the Trust</p> <p>c) undertake root cause analysis of formal employee relations cases and make recommendations with learning outcomes</p> <p>d) agree decision tree to reduce the incident of cases going through formal process</p> <p>e) advocate an anti-discrimination, anti-bullying and harassment culture by disseminating key messages within divisions</p> <p>We are now sharing the results of the survey with specialty teams and they are being encouraged to look into their staff survey locality reports in more detail and be curious about the results. We will be encouraging teams to development local action plans, also taking into consideration the feedback they get from other sources – for example Peakon project, exit intelligence, lessons learnt from employee relations cases etc</p> <p>The corporate workforce priorities for 2018 are described in detail in the People Strategy approved at Board in March 2018. This will include continued focus on:</p> <ul style="list-style-type: none"> - Retention strategies - Opportunities to improve our employment offer to ensure that we are developing our talent and improving our retention of staff. - Leadership & improvement development - Health & Wellbeing - Broader engagement strategies 	
Recommendation:	The Board is asked to note the paper, agree the priorities described, actively sponsor and where appropriate role model the supporting behaviours to ensure delivery of the activities described.	
Specific issues checklist:		
Quality and safety issues	Y	Particularly in relation to strengthening our safety culture
Patient impact issues?	Y	
Employee issues?	Y	Staff experience and morale
Other stakeholder issues?	Y	External benchmarking and perception of employee experience
Equality & diversity issues?	Y	In relation to perceptions of unfair treatment
Finance issues?	Y	Improvements in HWB questions in the National Staff Survey are including in 2017/19 CQUIN
Legal issues?	N	
Risk issues? Link to relevant BAF item number if so	Y	BAF Item No – 3.1 If the Trust was unable to recruit and retain high calibre staff would lead to lack of skilled and motivated teams.
Author	Louise McKenzie, Director of Workforce Transformation	
Presented by Director	Louise McKenzie, Director of Workforce Transformation	
Date	26 th April 2018	
Board action	Approve	

NATIONAL STAFF SURVEY 2017 HEADLINES

**LOUISE MCKENZIE
DIRECTOR OF WORKFORCE TRANSFORMATION**

Headlines

The National Staff Survey was completed by 1,618 members of permanent staff at ASPH between Oct and Dec 2017. This is a response rate of 44% against a national average response rate of 45.5%.

The full results were published on Tuesday 6th March.

We have seen an improvement in our results over the past few years, with 2016 being a particularly positive set of results.

The 2017 results illustrate that we have consolidated and maintained this good performance despite all of the increasing pressures on our staff.

Staff Engagement Score

The Trust's score of 3.86 was **above (better than) average** when compared with trusts of a similar type

Top Ranking Scores

- Staff motivation at work
- Quality of appraisals
- Low number of staff unwell due to work related stress
- Ability to contribute towards improvements at work
- Low number of staff attending work whilst unwell because they felt pressure from their manager, colleagues or themselves

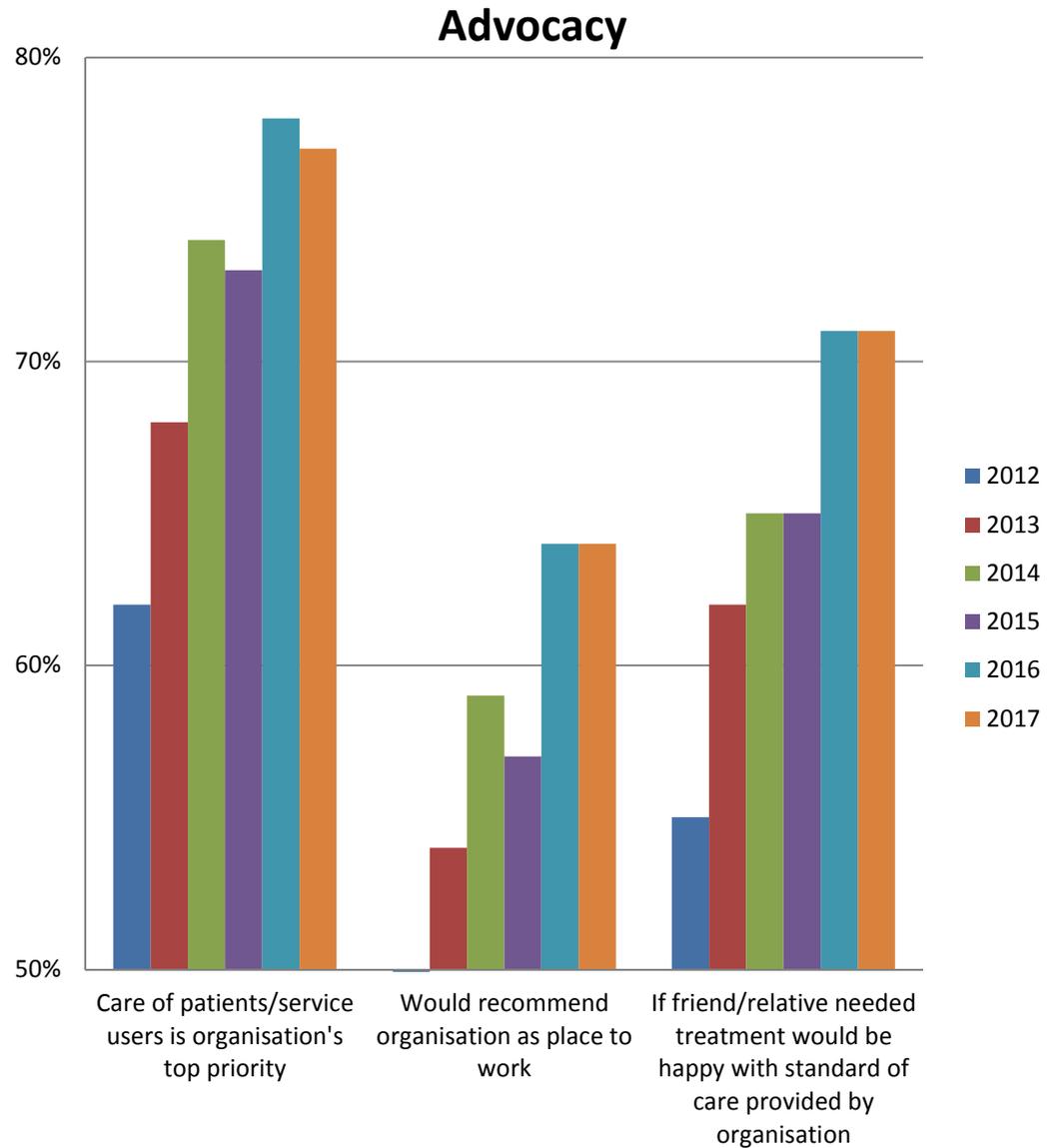
Bottom Ranking Scores

- Percentage of staff working extra hours
- Percentage of staff appraised in last 12 months
- Percentage of staff / colleagues reporting most recent experience of violence
- Percentage of staff experiencing discrimination at work in the last 12 months
- Effective use of patient / service user feedback

Staff Engagement Score

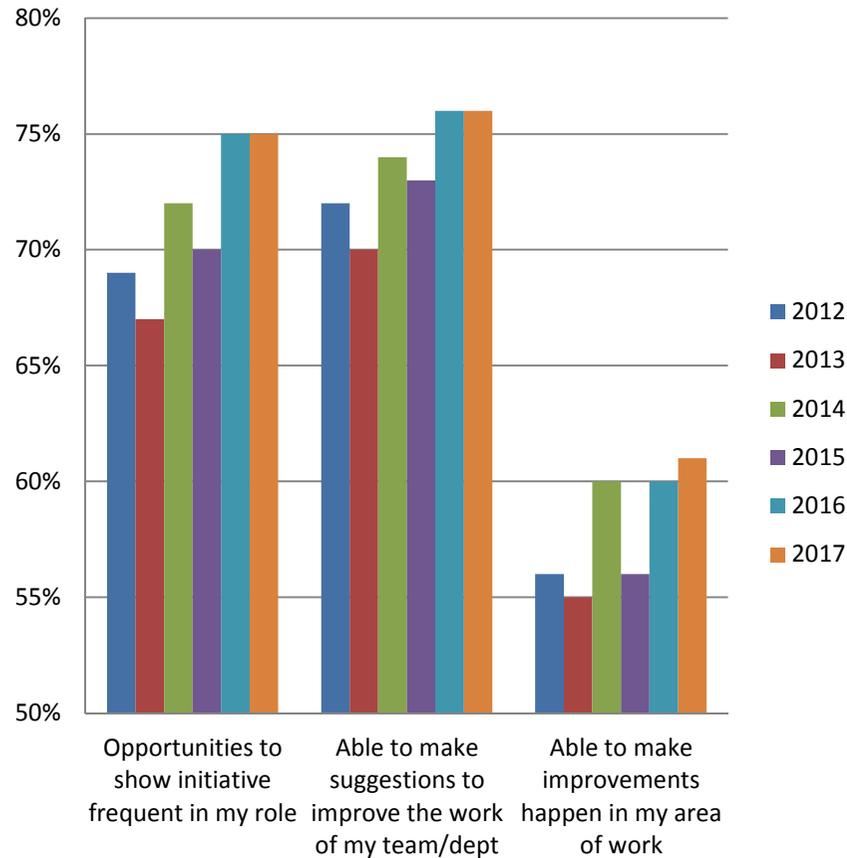
The overall indicator of staff engagement is a key indicator in the National Staff Survey. It is calculated using the responses to nine individual questions which make up three Key Findings related to staff engagement.

Comparisons over the past 6 years shows an upwards trajectory for the Trust, and is significant for us in terms of the work we have been doing on #Rightculture, quality improvement and staff satisfaction.

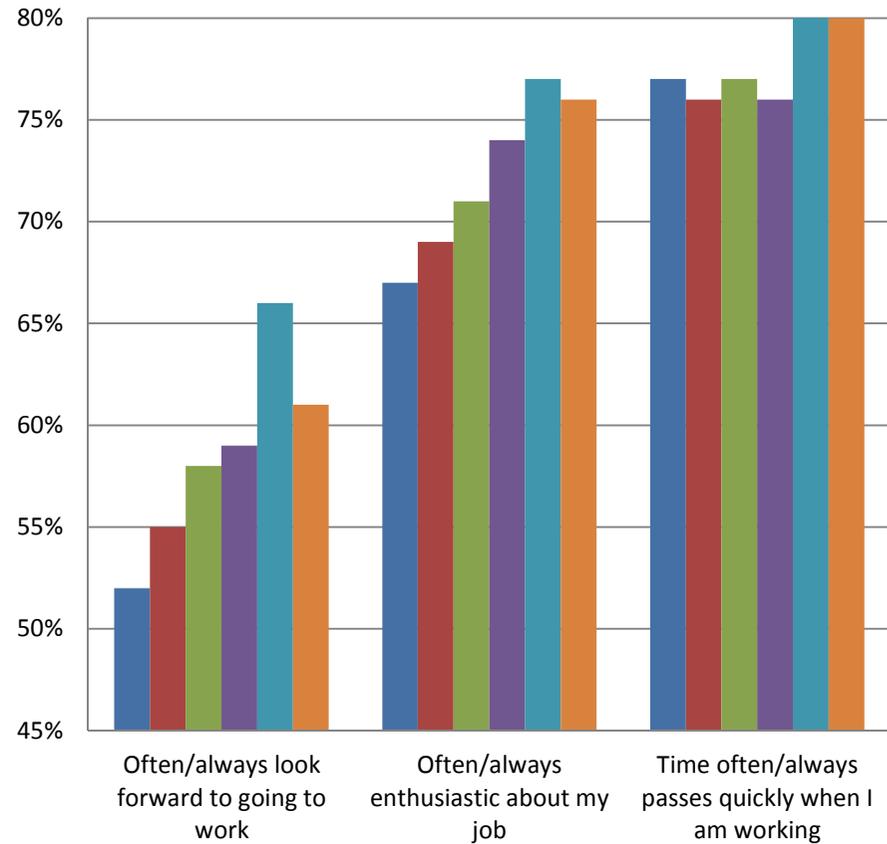


Staff Engagement cont/d

Contribution to Improvement



Motivation



Internal Benchmarks – Number of Key Findings average or above average

Professional Group (response rate)	Areas of Key Findings consistently average or above average	Concerns
Adult General / Nurses (18.5%)	Appraisals, confidence in reporting , health & well-being, job satisfaction, managers, patient care & experience	Experiences of violence, bullying, harassment and abuse from patients and relatives., equality & diversity
Other Registered Nurses (5.8%)	Confidence in reporting, job satisfaction	Health & well-being, working patterns, experiences of violence, bullying, harassment and abuse from patients and relatives.
Nursing / Healthcare Assistants (5.1%)	Appraisals, confidence in reporting, health & well-being, job satisfaction, managers, patient care & experience , experiences of violence, bullying, harassment and abuse from staff	Equality & diversity
Medical/Dental (10.6%)	Job satisfaction	Support from immediate managers, confidence with reporting, equality & diversity, health & well-being, working patterns
Occupational Therapy (1.2%)	Appraisals, equality & diversity , experiences of violence, harassment & bullying from patients and staff	Reporting of incidents, health & well-being, working patterns, support from managers
Physiotherapy (4.3%)	Equality & diversity, experiences of violence, harassment & bullying from patients and staff	Reporting of incidents, health & well-being, working patterns, job satisfaction, support from managers, patient care and experience
Radiography (1.8%)	Patient care and experience	Reporting of incidents, health & well-being, working patterns, job satisfaction, support from managers, patient care and experience

Internal Benchmarks – Number of Key Findings average or above average

Professional Group (response rate)	Areas of Key Findings consistently average or above average	Concerns
Other AHPs (4.1%)	Appraisals, equality & diversity, health & well-being, job satisfaction, support from managers, and experiences of violence, harassment & bullying from patients and staff	Reporting of incidents, working patterns
General Management (2.7%)	Appraisals, equality & diversity, reporting of incidents, job satisfaction, support from managers, patient care and experience and experiences of violence, harassment & bullying from patients and staff	Health and well-being
Scientific and Technical (5.7%)	Health & well-being and experiences of violence, harassment & bullying from patients	Appraisals, reporting of incidents, job satisfaction, support from managers, patient care & experience and experiences of harassment from staff
Admin and Clerical (17.4%)	Equality & diversity, health & well-being, working patterns, and experiences of violence, harassment & bullying from patients and staff	Appraisals, reporting of incidents, job satisfaction, support from managers, patient care & experiences
Central Functions / Corporate (5.6%)	Equality & diversity, reporting of incidents, health & well-being, working patterns, job satisfaction, support from managers and experiences of violence, harassment & bullying from patients and staff	Patient care and experiences
Maintenance / Ancillary (7.3%)	This area was consistently average or above average across the majority of key findings	Equality & diversity

Internal Benchmark – Overall Staff Satisfaction

This year the following teams have reported the highest levels of overall staff satisfaction in relation to their jobs:

- Cardiology
- Chief Executive Team
- Clinical Coding
- Clinical Measurement
- Domestics – across both sites
- Learning, OD & OH Teams

For the second year running the following have remained consistent in staff satisfaction in relation to their jobs:

- First Steps Day Nursery
- Outpatients Nursing (Ashford)
- Research and Development
- Endoscopy

Key themes from free text feedback from staff

Free text feedback was collated into the following areas and can be shared at divisional feedback meetings:

- Line management behaviours
- Facilities
- Senior input and visibility
- Communication
- Staffing
- Training and Development
- Pay and reward
- Feeling valued
- Other

I am extremely proud of the team in which I work

Lack of admin support has placed extra strain on the team members

I receive great support from my manager when I need it.

I do not feel that I am listened to by senior managers.

The people here, including those I work with are the real positives.

I love the fact that I get thanked every day

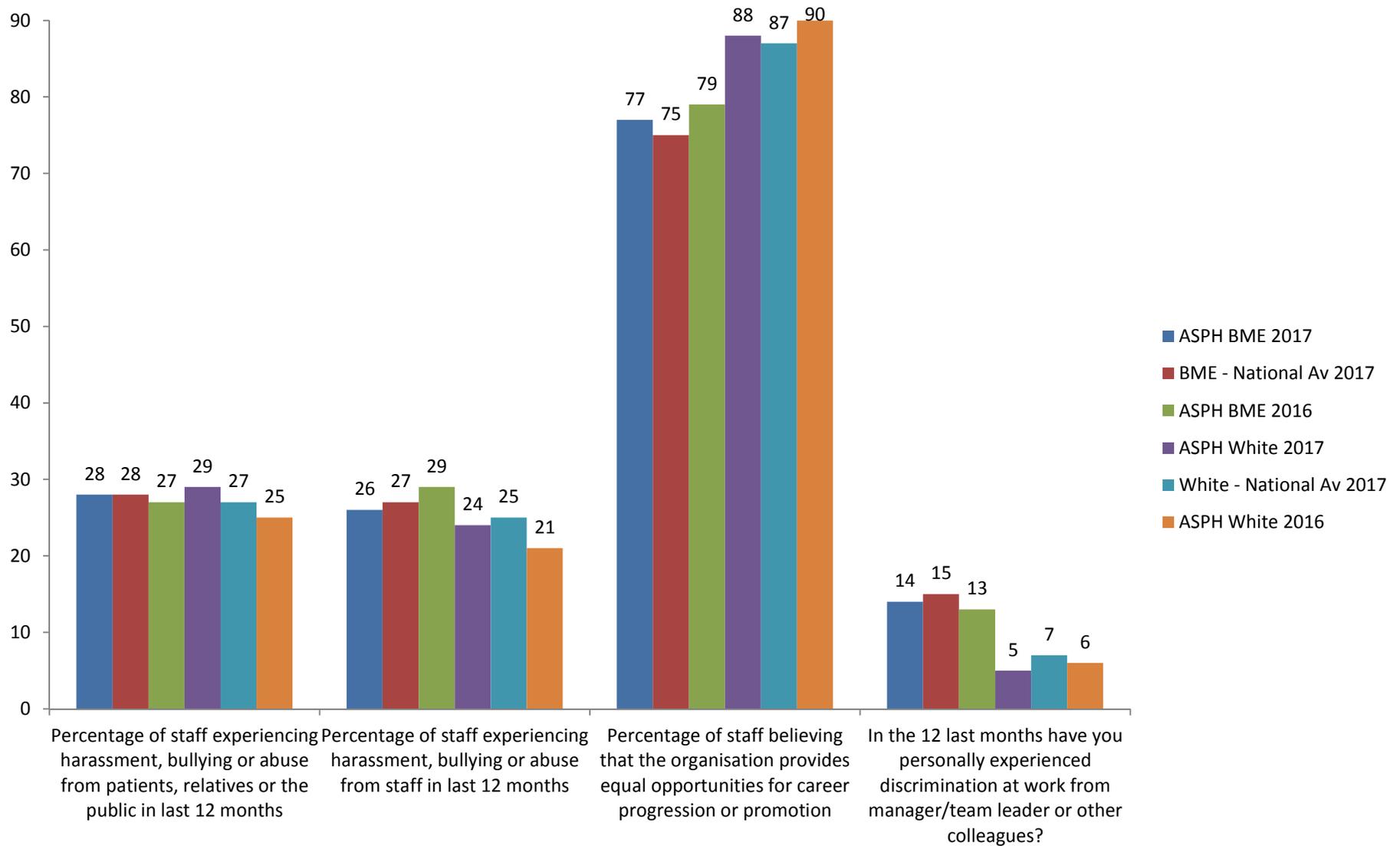
Role/job descriptions should be more specific/refined

Feel there has been no recognition of the work load

Disconnect between executive and clinical teams.

The organisation supports each member of staff with health issues

ASPH WRES SCORES



National Benchmarks

We benchmark **positively** on a number of key findings including:

Best 20% of Acute Trusts

- Staff unwell due to work related stress
- Staff able to contribute towards improvements at work
- Quality of appraisals
- Staff motivation at work

Better than Average

- Staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves
- Staff witnessing potentially harmful errors, near misses or incidents in last month
- Staff satisfied with the opportunities for flexible working patterns
- Staff agreeing that their role makes a difference to patients / service users
- Quality of non-mandatory training, learning or development
- Staff satisfaction with the level of responsibility and involvement
- Staff satisfaction with resourcing and support

We benchmark **worse than average** on key findings including:

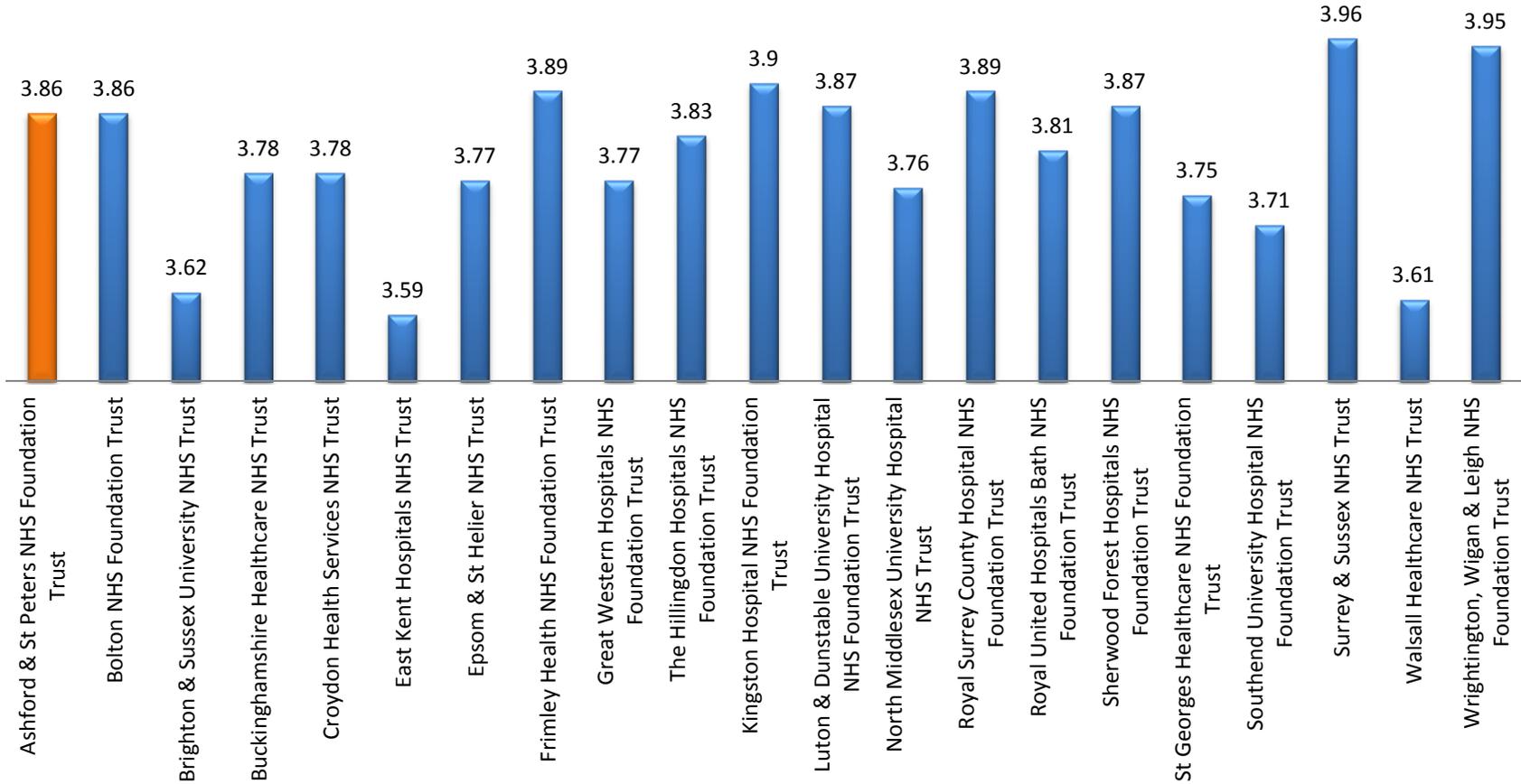
- Staff experiencing discrimination at work in the last 12 months
- Staff reporting errors, near misses or incidents witnessed in the last month
- Staff/colleagues reporting most recent experience of physical violence in last 12 months
- Staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
- Support from immediate managers
- Effective use of patient / service user feedback

Bottom 20% of Acute Trusts

- Staff appraised in last 12 months
- Staff working extra hours
- Staff/colleagues reporting most recent experience of physical violence in last 12 months

Staff Engagement Benchmark - comparison to Local Trusts and National Medium Sized Acute Peer Trusts

Staff Engagement Score



Number of repeating themes requiring action (1)

■ Appraisals

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■ Bullying & Harassment

Evidence from Staff Surveys, formal employee relations cases, Freedom to Speak up Guardian (FTSUG) report and informal feedback shows that these are on-going issues in some areas of the Trust. We have formed a *Bullying, Harassment and Discrimination Taskforce* as part of a wider campaign to help tackle these issues. The ambition of the taskforce is to start a campaign of social change in the way we approach and manage such concerns through on-going dialogue within the divisions via the membership to engage staff and through the creation of fairness champions. Membership comprises of senior leaders across the staff groups/divisions to include divisional chief nurse, divisional clinical director, allied health lead, estates, admin and clerical, staff side chair, human resources and freedom to speak up guardian. The main purpose and objective of the taskforce is

- a) to identify the scale of the issues, trends and the most at risk areas
- b) recommend, develop, implement and monitor co-ordinated strategies to eradicate incidents of bullying, harassment and discrimination, to help create inclusive and respectful working environment for everyone across the Trust
- c) undertake root cause analysis of formal employee relations cases and make recommendations with learning outcomes
- d) agree decision tree to reduce the incident of cases going through formal process
- e) advocate an anti-discrimination, anti-bullying and harassment culture by disseminating key messages within divisions
- f) report to workforce and organisational development committee.

Number of repeating themes requiring action (2)

■ Violence & Aggression

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In 2018 we will increase our conflict resolution training activity and ensure that this is bespoke to the key areas affected eg management of patients with dementia.

Physical Assaults

