Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

COUNCIL OF GOVERNORS
9th March 2015

TITLE	**National Staff Survey 2014**
EXECUTIVE SUMMARY	The results of the National NHS Staff Survey (NSS) 2014 were published by NHS England on 24th February 2015. This paper describes: • The overall results of the staff survey; • A comparison to the staff survey results of 2013
The Council is asked to:	Discuss the paper
Submitted by:	Louise McKenzie, Director of Workforce Transformation
Date:	March 2015
Decision	For Discussion

NATIONAL STAFF SURVEY 2014

BACKGROUND

1. The results of the National NHS Staff Survey (NSS) 2014 were published by NHS England on 24th February 2015. The survey is the twelfth national annual survey and is recognised as an important way of ensuring that the views of staff working in the NHS inform local improvements and input into local and national assessments of quality, safety and delivery of the NHS Constitution.

2. In total 1,466 members of staff (43.9% of the Trust's permanent workforce) responded to the survey. This was the same percentage of respondents as for the NSS 2013. The 94 questions in the survey are grouped into 29 Key Findings, which are used to describe and compare with ASPH results in 2013 and against other acute trusts nationally.

3. This paper will describe the overall results of the staff survey; areas where the Trust has improved and deteriorated; and a description of how the Trust compares with external acute sector benchmarks. The paper will also describe the communications plan to cascade the NSS results and subsequent action. Further work is needed to develop a comprehensive programme of work for 2015.

OVERALL RESULTS

4. Over recent years the Staff survey results have been disappointing, with a number of the key result areas falling below the national average. In 2012/13 the Trust implemented a staff experience and culture programme. Our overall ambition was to develop the 'right' culture accessible to all by aligning culture with leaders, individuals and teams. Our key engagement activities and interventions have focused on developing teams, driving values based behaviour, using communication and engagement activities, such as the CEO Sounding Board, to build trust and break down barriers.

5. The staff experience and culture programme has continued to focus on areas of cultural improvement, and in 2014/15 this has included a cultural diagnostic with RSCH in preparation for the proposed merger.

6. We are pleased to report that the 2014 staff survey results show a significant improvement on our results over previous years, in particular:
   - An above average result for the overall staff engagement score, compared to the national average.
   - An above average result for staff feeling able to contribute to improvements at work.
   - An improvement in staff willing to recommend the Trust as a place to work and/or receive treatment.
   - An above average result for staff motivation at work.
   - 18 key findings which are '*best 20%,*' '*above average*' or '*average*' nationally, compared to 9 in 2013.
   - A reduction to 2 key findings in *bottom 20%* nationally in 2014, compared to 8 in 2013.
   - Only one area of deterioration compared with 2013 (number of appraisals).

INTERNAL BENCHMARKS

7. Appendix 1 shows the summary of all key findings for the Trust as a comparison to the 2013 survey.

8. The Trust has improved a number of indicators since 2013 including:
   - Percentage of staff being satisfied with the quality of work and patient care they are able to deliver.
   - Support from immediate managers.

- Staff job satisfaction.
- Percentage of staff receiving job relevant training.
- Fairness and effectiveness of incident reporting procedures.

9. Of all the 29 key findings, we have scored worse in one key finding compared with 2013 – a decrease in the percentage of staff appraised in the last 12 months (80% compared with 84% in 2013). This is not a surprising result given that the survey fieldwork was undertaken at the same time as we re-launched a values-based appraisal policy and re-training had just begun. This compliance score is beneath the national average of 85%, however it is noted that our national comparison in terms of the quality of appraisals is above (better than) average.

10. The Staff Engagement score is a significant indicator for the Trust. The survey asks a range of questions to calculate the engagement score including questions around:

    - Contribution towards improvements at work.
    - Friends & family test – recommendation of the Trust as a place to work or receive treatment.
    - Staff motivation at work.

11. Given the significance of this indicator it is reassuring to see that the Trust's score has improved for the second year running from 3.68 (on a scale of 1-5) to 3.77. For the first time the Trust's score is now *'above (better than) average'* when compared with Trusts of a similar type.

	Staff Engagement Score	**National Average**	**Improvement from previous year / Above or Below National Average**
2014	3.77	3.75	Yes / Above national average
2013	3.68	3.74	Yes / Below national average
2012	3.62	3.69	Yes / Below national average
2011	3.53	3.62	Below national average

EXTERNAL BENCHMARKS

12. Appendix 2 shows the summary of all key findings for ASPH ranked against all acute Trusts.

13. Of the 29 key findings, the Trust has 18 key findings which are '*average'*, '*above average'* or '*best 20%*' – double the number of key findings with such positive results since last year's survey. There were 11 key findings which are either '*below average'* or in the '*worst 20%*'.

14. The Trust's top ranking scores appear to show that on a day to day basis staff feel motivated and able to face the day-to-day demands of their work and feel supported by their teams. The score for work-related stress is less than that of 80% of all other acute Trusts. There are also significant improvements in good communication between senior management and staff and staff feeling able to contribute towards improvements at work.

15. Over the past few years, the Trust has worked hard to orientate its' focus to the delivery of high quality patient care, and the staff survey shows a significant positive shift in these key findings (*feeling satisfied with the quality of work and patient care staff are able to deliver, agreeing that their roles make a difference to patients)* notwithstanding the significant pressure staff where under during the time the survey fieldwork was completed.

16. The Trust's bottom ranking scores need further exploration with teams across the organisation to get to the essence of these issues. It is noted that the although the Trust scores poorly in terms of working hours, this is not reflected in staff feeling under undue work pressure or suffering with high levels of stress. In fact these indicators are within our top ranking scores.

17. It is pleasing to see that our top ranking scores and the key findings where we have shown improvements align with our ambitions around improving the staff experience and developing the 'right' culture. The bottom ranking scores (relating to working hours, H&S training, appraisal compliance, and incident reporting) feel less culturally dependent, have more of a transactional feel, and therefore should be areas we can improve on.

18. Here are the Trust's top and bottom ranking scores compared to all acute Trusts:

TOP 5 RANKING SCORES	BOTTOM 5 RANKING SCORES
KF3: Work pressure felt by staff.	KF5: Percentage of staff working extra hours.
KF1 1: Percentage of staff suffering work-related stress in last 12 months.	KF7: Percentage of staff appraised in last 12 months.
KF1 2: Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month.	KF1 0: Percentage of staff receiving health and safety training in last 12 months (*our internal requirement is attendance every three years).*
KF21: Percentage of staff reporting good communication between senior management and staff.	KF13: Percentage of staff reporting errors, near misses or incidents witnessed in the last month.
KF25: Staff motivation at work.	KF28: Percentage of staff experiencing discrimination at work in last 12 months.

DIVISIONAL RESULTS

19. The results of nine divisions – both corporate and clinical – are detailed in the embargoed NSS 2014 report. These will be shared with our divisional leads once the results are published on 24th February. As part of our review of the results, it will be important to look at the improvement plans that were put in place last year for the *hotspot* areas to see if these have had an impact on the 2014 results.

20. We will also need to consider new hotspot areas for the 2014 results, and in particular whether there are common themes resulting in a deterioration of results within some of the corporate areas (Workforce & OD, Finance & Information, Estates & Facilities).

21. In our bottom ranking scores it is noted that the corporate staff groups feature quite often in the lowest scoring staff groups (underlined).

% staff working extra hours
Worst scoring occupational groups – General Management (90%), Medical/Dental (89%), "other RNs" (87%)

Worst scoring areas - Ops (91%), WOD (82%), Medicine (82%)

% staff appraised
Worst scoring occupational groups - OT (56%), Corporate (64%), A&C (72%) Worst scoring areas - WOD (65%), F&I (62%)

% staff reporting errors etc
Worst scoring occupational groups - A&C (72%), non-reg nurses (82%), Maintenance & Ancillary (88%)
Worst scoring areas - F&I (73%)

% staff reporting discrimination
Worst scoring occupational groups - OT (29%), Radiographers (24%), non-registered nurses (20%)
Worst scoring areas - Quality (21%), Medicine (17%)

22. Further investigation needs to be completed to understand the issues pertaining to these scores and to assess whether there is a disproportionate impact given the number of respondents from these staff groups compared to the ratio of staff within the Trust.

COMMUNICATIONS & ACTION PLAN

23. The Trust received our staff survey results on 9th February but we will not be able to do a comparison with our peer / local Trusts until after the national survey is published on 24th February. Early indicators suggest that there has been an overall deterioration in national staff survey results with concerns around areas such as staffing levels, pay and ability to raise concerns. If this is the case, then we will be showing a good improvement against the national trend.

24. The table below describes the communication cascade and action planning process which the Trust will undertake once the national staff survey is published.

DATE	TOOL	AUDIENCE	ACTIONS	LEAD
17 Feb	Report and face-to-face	Executive Team	To present a report **under embargo until 24 Feb** on the Key Findings of the National Staff Survey (NSS) 2014	Louise McKenzie
17 Feb	Report	Trust Board & Council of Governors	To distribute a pre-Board briefing on the Key Findings of the National Staff Survey 2014 results **under embargo until 24 Feb**	Louise McKenzie
17 Feb	Media Release	Media	Preparation of a media release for sign off by the CEO	Jules Potter, Louise McKenzie and Suzanne Rankin
NHS ENGLAND PUBLISHES THE NATIONAL STAFF SURVEY RESULTS FOR ALL ACUTE TRUSTS ON FEBRUARY 24				
24 Feb	Email	Divisional Leads	Issue a personalised message to Divisional leads that the NSS 2014 results have been published and signpost them to their divisional reports.	Jules Potter (once signed off by Louise McKenzie)

24 Feb	Aspire	All Staff	Message to all staff to inform them of the publication of the NSS 2014 results and give signpost to the full report.	Jules Potter (once signed off by Louise McKenzie)
25 Feb	Media Release	Media	Create communications handling report in association with the release	Jules Potter on behalf of the Communications Team
26 Feb	Board Report	Trust Board	Present a report about the NSS 2014 results including the initial comparison of our performance against peer / local Trusts.	Louise McKenzie
27 Feb	Face-to-face	Team Briefers	Present an outline of the results to Team Briefing	Jules Potter
11 Mar	Meeting	EPF	To discuss the results and consider a corporate action plan	Jules Potter
27 Mar	Face-to-face	Team Briefers	To discuss the NSS 2014 results and establish establish working groups/champions to take forward the Divisional and Departmental Action Plans.	Jules Potter

SUMMARY & CONCLUSION

25. The 2014 staff survey shows significant improvement compared to previous years, and against the national benchmarks.

26. Staff appear to feel more satisfied, motivated and better supported by their teams and line managers than previously. It appears that there is positivity across the Trust in relation to the Trust values and culture, and that this is more consistent with other sources of staff feedback that we receive, for example the informal feedback from the CQC visit. It is possible that the previous staff survey results were lagging behind some improvements and that this survey is now starting to reflect this.

27. The Trust will continue to drive further improvements through the staff experience and culture programme, and in preparation for merger, the OD and engagement agenda will evolve to inspire and support staff for Day 1. This will include an examination of corporate values and identity and our offer as a new employer of choice for Surrey. Following the NHS England embargo of the NSS 2014 report, ASPH and RSCH will examine their respective NSS results to see if there are common themes where joint resources would be wise.

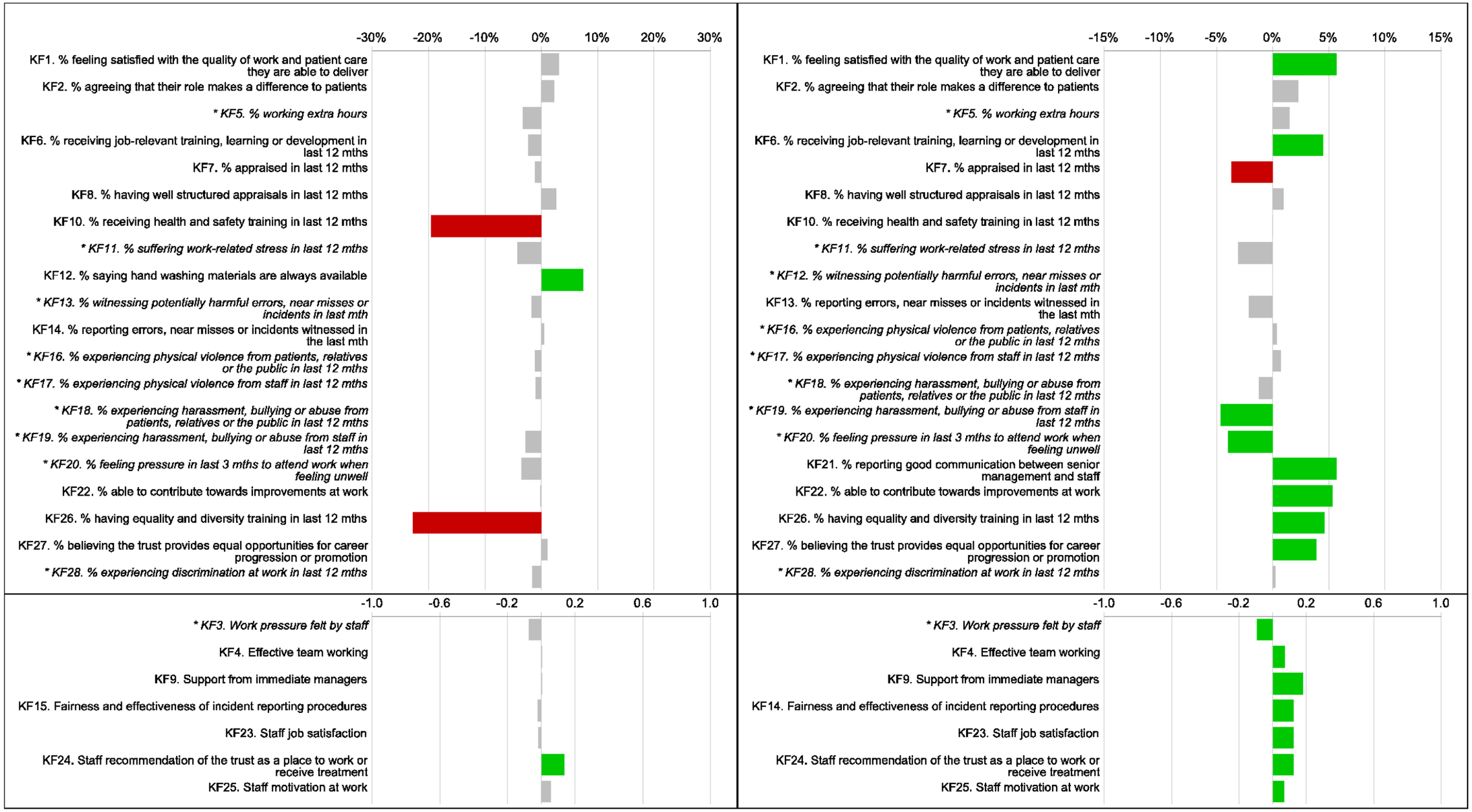
Louise McKenzie
Director of Workforce Transformation

APPENDIX 1

2013 Survey – Changes since the 2012 Survey

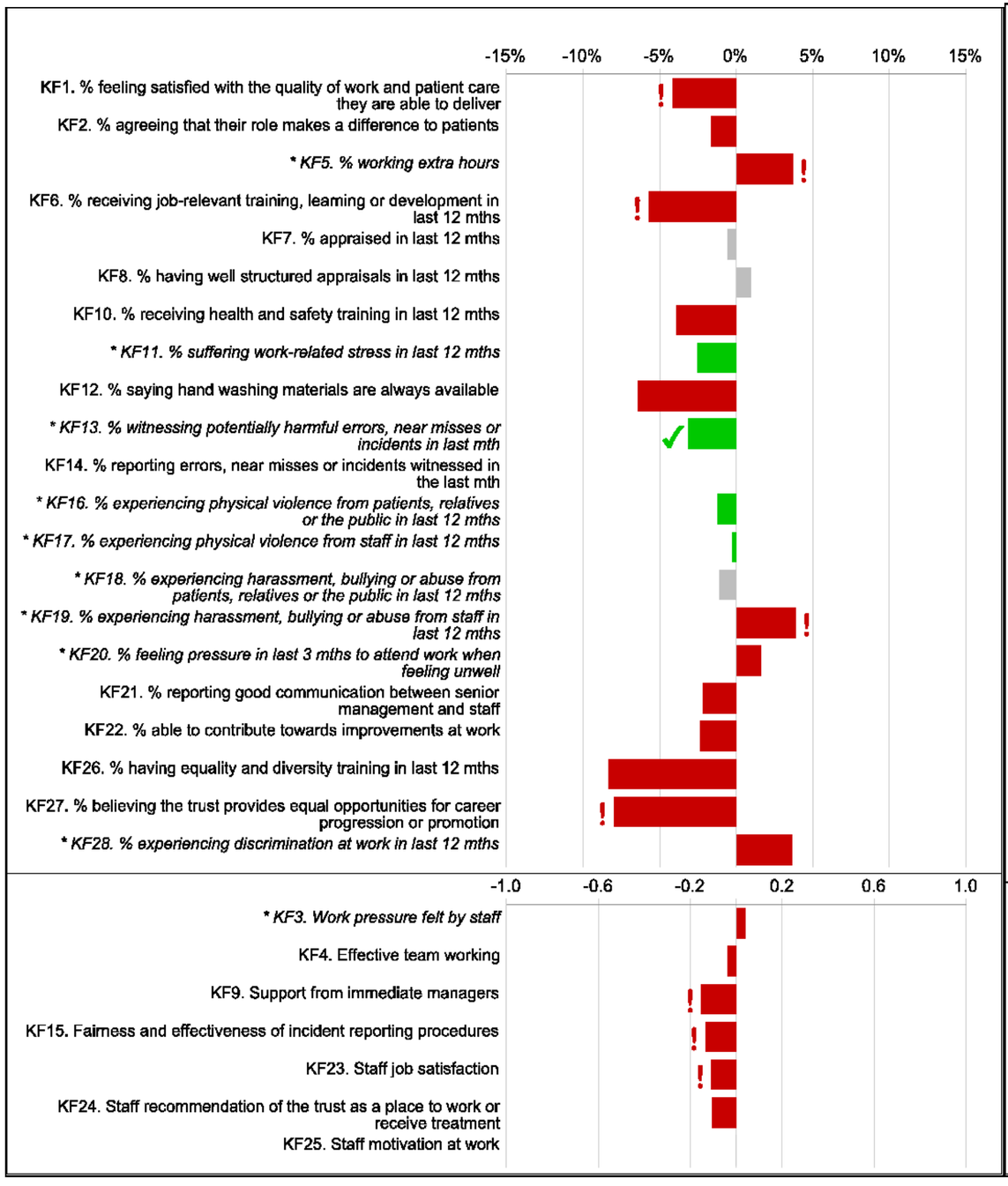
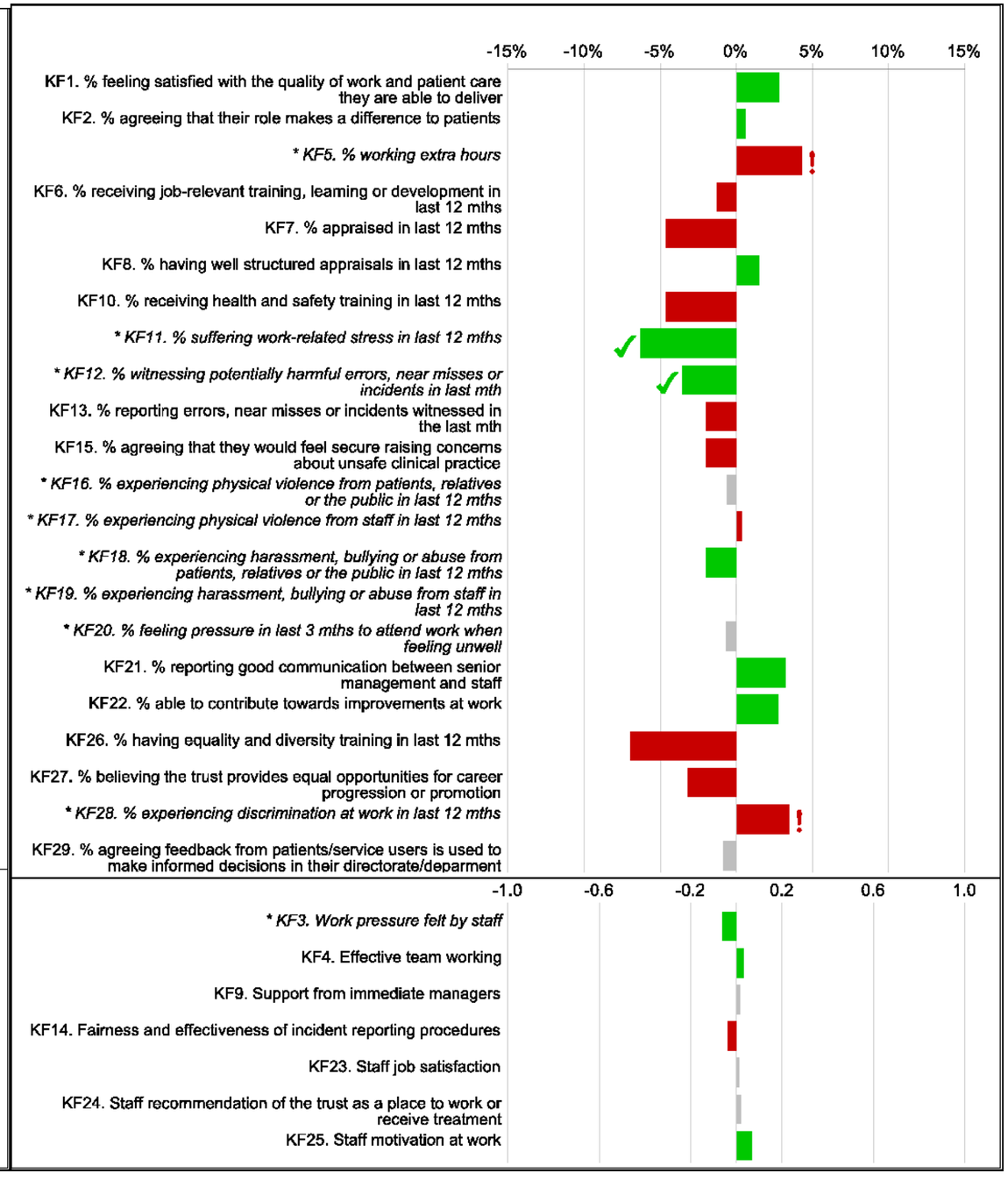
2014 Survey – Changes since the 2013 Survey

KEY Green = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2012 survey, Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2012 survey, Grey = No change, e.g. there has been no statistically significant change in this Key Finding since the 2012 survey.



APPENDIX 2

2013 Survey – Comparison with all acute Trusts 2013

2014 Survey – Comparison with all acute Trusts 2014

KEY Green = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2012 survey. Green Tick is top 20%. Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2012 survey. Red exclamation mark is bottom 20%. Grey = No change, e.g. there has been no statistically significant change in this Key Finding since the 2012 survey.