

EXECUTIVE SUMMARYREPORT TO THE BOARD OF DIRECTORSHELD ON 15 MARCH 2017

<b>Subject</b>	Findings of the 2016 NHS Staff Survey
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<b>Status<sup>1</sup></b>	I

**PURPOSE OF THE REPORT**

To update the Board of Directors on the findings of the 2016 Staff Survey Results
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**KEY POINTS****NB All data embargoed until March 7<sup>th</sup> so we only have access to STH data.**

The findings of the full census NHS staff survey undertaken in the Autumn of 2016 with 7135 staff participating (a response rate of 46% which was above the national average of 43%) show a number of considerable improvements. **There were no significant deteriorations in any of the 32 key findings.**

The overall staff engagement score is 3.82 an increase from 3.74 in 2015 and is at the top end of the average range for the Combined Acute and Community Trusts (3.80)

The number of staff recommending the Trust as a place to work or be treated has increased and at 3.91 is well above the average for the combined acute and community trusts (3.71)

Other notable improvements include the number of staff reporting positive communications with senior managers as staff feeling supported and valued which is a result of the improved efforts around recognition and appreciation.

There are also improvements in the WRES metrics and in the questions that will be used to measure the health and wellbeing CQUIN.

Trust wide priorities for action will be agreed at the staff engagement executive in March and a trust wide action plan brought back to Board of Directors in due course.

**IMPLICATIONS<sup>2</sup>**

AIM OF THE STHFT CORPORATE STRATEGY 2012-2017		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	
2	Provide Patient Centred Services	
3	Employ Caring and Cared for Staff	√
4	Spend Public Money Wisely	
5	Deliver Excellent Research, Education & Innovation	

**RECOMMENDATIONS**

The Board of Directors are asked to note the contents of the report.
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**APPROVAL PROCESS**

Meeting	Date	Approved Y/N

# SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

## REPORT TO THE BOARD OF DIRECTORS 15 MARCH 2017

### FINDINGS OF THE 2016 NHS STAFF SURVEY

#### 1. INTRODUCTION

The annual NHS Staff Survey took place in autumn 2016. Unlike previous years this year **all** of the Trusts census survey data could be submitted to the national coordination centre to be included in the full benchmark report. In previous years the benchmarked report has been based on the 850 CQC sample only.

For the 2016 NHS Staff Survey 7,135 responses were received by Capita which represents a response rate of 46% which is above the national average response rate of 43%.

Once again this year STH used some additional questions to evaluate the quality of the PROUD performance and values appraisal and also at Capita's suggestion trialed a way of theming verbatim comments which will be presented at a future meeting.

#### 2. 2016 STAFF SURVEY RESULTS

The Trust is once again in Combined acute and community benchmarking category.

**The overall staff engagement score is 3.82 an increase from 3.74 in 2015**, which is at the top end of the average range for our benchmark group.

A staff engagement score template has been calculated (appendix 1) from the raw results which shows the breakdown of the overall score into the components of Involvement, Advocacy and Motivation. All components of the staff engagement score have seen an increase since 2015. Advocacy is once again the highest score and this is reflected in the key finding recommending the organisation as a place to work or receive treatment which is well above average for our benchmarking group.

Questions that feed into Key Finding 1 "Staff recommendation of the organisation as a place to work or receive treatment".

		Your Trust in 2016	Average (median) for combined acute and community trusts	Your Trust in 2015
Q21a	"Care of patients / service users is my organisation's top priority"	79%	75%	73%
Q21b	"My organisation acts on concerns raised by patients / service users"	76%	73%	73%
Q21c	"I would recommend my organisation as a place to work"	67%	59%	64%
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	81%	68%	76%
KF1.	Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)	3.91	3.71	3.82

As can be seen above all of the questions that feed into this key finding have improved from 2015. The number of staff recommending the Trust as a place to work or be treated has increased and at 3.91 is well above the average for the combined acute and community trusts (3.71)

Appendix 2 shows staff engagement scores by directorate from 2015-16. It can be seen here that 19 directorates have improved their score from the last NHS Staff Survey.

### 3. THE MOST IMPROVED KEY FINDINGS

		STH 2015	STH 2016	Combined acute & community 2016
KF13	Quality of non-mandatory training, learning or development	3.88	4.03	4.07
KF18	% of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves	65	54	55
KF10	Support from immediate managers	3.60	3.76	3.74
KF6	% of staff reporting good communication between senior management and staff	29	39	32
KF32	Effective use of patient/ service user feedback	3.51	3.70	3.68

Key findings 18, 10, 6 and 32 are all above the average for the combined acute and community benchmarking group. It is particularly pleasing to note the increase in the number of staff reporting good communication between senior management and staff and reflects the increased efforts to communicate with staff. The improvement in the support from immediate managers reflects the work undertaken on recognition and appreciation through Give a little thanks, local thank you initiatives and the lunch token following the CQC visit which had a positive impact.

**It is important to note that there were no significant deteriorations in any of the 32 key findings.**

### 4. TOP 5 RANKING SCORES

This table shows the five key findings for which the Trust compares most favourably with other trusts within the combined acute and community benchmarking group.

		STH 2015	STH 2016		Combined acute & community 2016
KF25	% of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	26	22	↓	26
KF26	% of staff experiencing harassment, bullying or abuse from staff in the last 12 months	21	20	↓	23
KF6	% of staff reporting good communication between senior management and staff	29	39	↑	32
KF16	% of staff working extra hours	66	68	↓	71
KF1	Staff recommendation of the organisation as a place to work or receive treatment	3.80	3.91	↑	3.71

## 5. BOTTOM 5 RANKING SCORES

		STH 2015	STH 2016		Combined acute & community 2016
KF4	Staff motivation at work	3.83	3.86	↑	3.94
KF7	% of staff able to contribute towards improvements at work	63	67	↑	71
KF9	Effective team working	3.66	3.74	↑	3.78
KF13	Quality of non-mandatory training, learning or development	3.88	4.03	↑	4.07
KF24	% of staff/ colleagues reporting the most recent experience of violence	69	63	↓	67

Four of the five key findings in the bottom five have shown improvements which is a reflection of the work that has gone into these areas in the directorate staff engagement plans. The exception is KF24 the percentage of staff reporting violence which is the first time this key finding has appeared in the bottom five so awareness needs to be raised within the Trust about reporting incidences of violence. This is key finding does not measure the proportion of staff experiencing violence (as this is reflected in two other key findings) but whether staff report any violence they experienced.

## 6. WRES METRICS

There has also been significant improvement in the WRES metrics which is an indication of the work that has already been undertaken within the Trust by Yvonne Coghill, Director of Workforce Race Equality Standard Implementation. Further plans for improvement have already been identified through the diversity and inclusion work led by Yvonne.

			Your Trust in 2016	Average (median) for combined acute and community trusts	Your Trust in 2015
KF25	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	20%	27%	22%
		BME	21%	27%	28%
KF26	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	19%	22%	20%
		BME	23%	26%	24%
KF21	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	White	90%	88%	93%
		BME	71%	75%	61%
Q17b	In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues?	White	5%	6%	5%
		BME	15%	14%	19%

## 7. HEALTH AND WELLBEING CQUIN

The Health and Wellbeing CQUIN for 2017/18 and 2018/19 has 3 parts:

- 1a Improvement of Health and wellbeing of NHS staff
- 1b Healthy food for NHS staff, visitors, patients
- 1c Increased flu vaccination of frontline staff

1a will be measured by the staff survey via the 3 questions in the table below. The baseline is 2015 Staff Survey data. To achieve the CQUIN for 2017/18 the Trust has to show a 5% improvement across 2 of the 3 questions (which do not have to be preselected) over a 2 year period i.e. in the 2017 staff survey results.

The same process will apply in 2018/19 when 2016 staff survey results will be used as the baseline. This data does not appear in the benchmarked staff survey results as is question level data rather than Key findings but appears in the raw data report from Capita.

	2015	2016	Change
9a. Does your organisation take positive action on health and well-being? (% Yes, definitely responses)	30	33	3
9b. In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? (% no responses)	73	74	1
9c. During the last 12 months have you felt unwell as a result of work related stress? (% no responses)	63	65	2

The table shows that in year 1 the Trust has made a positive start. The Trust is already one of 12 NHS Trusts participating in the NHS Healthy Workforce initiative. The Trust has introduced health checks for staff and extended the psychological support services to include a holistic approach to wellbeing at work. There has been a focus on communication about the MSK early intervention programme and the Trust has been undertaking programmes to develop a more active workforce, the move more challenge was a successful example of this. Work is also being undertaken to promote more healthy food choices within Trust food outlets. The Health and Wellbeing Strategy group is focusing on these areas of work chaired by Mark Gwilliam and supported by a Non-Executive director.

With this work and a planned communication programme the Trust should be able to achieve further improvements in question 9a by raising awareness of all that the trust is doing to take positive action on health and wellbeing. Achieving reductions in MSK and stress may be more challenging but further alternative options are being considered and this work will be targeted using the directorate and occupational break down of the staff survey results. Capita have worked with the Staff Engagement team this year to further develop the Investigate tool which will enable us to break down the staff survey data further.

A summary of the benchmarked staff survey report is attached (appendix 3)

These results will be discussed further at the staff engagement executive in March and trust wide actions agreed. A Trust Staff Engagement Action Plan will be developed and reported to the Trust Executive Group in due course which will be further supported by directorate action plans

<b>STHFT 2016</b>		<b>Staff Engagement Score</b>											<b>3.82</b>	
To what extent do you agree with the following statements	Strongly agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Sample Size	5	4	3	2	1	TOTAL	SIZE	11.4
4a (I) There are frequent opportunities for me to show initiative in my role	<b>1458</b>	<b>3611</b>	<b>1245</b>	<b>613</b>	<b>168</b>	7095	7290	14444	3735	1226	168	26863	3.79	<b>Involvement</b>  <b>3.66</b>
4b (I) I am able to make suggestions to improve the work of my team/department	<b>1408</b>	<b>3689</b>	<b>1227</b>	<b>609</b>	<b>165</b>	7098	7040	14756	3681	1218	165	26860	3.78	
4d (I) I am able to make improvements in my area of work	<b>895</b>	<b>2822</b>	<b>1953</b>	<b>1119</b>	<b>290</b>	7079	4475	11288	5859	2238	290	24150	3.41	
21a (A) Care of patients/service users is my Trust's top priority	<b>2091</b>	<b>3483</b>	<b>920</b>	<b>422</b>	<b>145</b>	7061	10455	13932	2760	844	145	28136	4	<b>Advocacy</b>  <b>3.91</b>
21c (A) I would recommend the Trust as a place to work	<b>1462</b>	<b>3280</b>	<b>1532</b>	<b>504</b>	<b>271</b>	7049	7310	13120	4596	1008	271	26305	3.7	
21d (A) If a friend or relative needed treatment, I would be happy with the standard of care provided by this Trust	<b>1864</b>	<b>3804</b>	<b>1019</b>	<b>229</b>	<b>115</b>	7031	9320	15216	3057	458	115	28166	4	
Please indicate how frequently you feel this way about your job	Always	Often	Sometimes	Rarely	Never	TOTAL	5	4	3	2	1	TOTAL		
2a (M) I look forward to going to work	<b>1000</b>	<b>2809</b>	<b>2361</b>	<b>680</b>	<b>208</b>	7058	5000	11236	7083	1360	208	24887	3.5	<b>Motivation</b>  <b>3.85</b>
2b (M) I am enthusiastic about my job	<b>2077</b>	<b>2964</b>	<b>1569</b>	<b>339</b>	<b>76</b>	7025	10385	11856	4707	678	76	27702	3.9	
2c (M) Time passes quickly when I'm working	<b>2599</b>	<b>2669</b>	<b>1427</b>	<b>252</b>	<b>69</b>	7016	12995	10676	4281	504	69	28525	4.1	
Questions to calculate a staff engagement score (as used in the CQC NHS staff survey)														

## APPENDIX 2

STHFT	2015	2016	
Chief Exec	4.46	4.43	▼
Chief Nurse	4.03	4.08	▲
Integrated Community Care	4.00	3.99	▼
Primary Care & Interface Services	3.94	3.96	▲
Neurosciences	3.97	3.93	▼
Renal Services	4.04	3.93	▼
Finance	3.93	3.90	▼
Human Resources	4.00	3.88	▼
Medical Director	3.82	3.88	▲
Cardiothoracic Services	3.81	3.87	▲
Diabetes & Endocrinology	3.84	3.87	▲
Pharmacy	3.83	3.86	▲
Burns & Plastic Surgery	3.73	3.85	▲
Communicable Diseases & Specialised Medicine	3.8	3.85	▲
Obstetrics, Gynaecology & Neonatology	3.75	3.83	▲
Gastroenterology	3.91	3.82	▼
Medical Imaging Medical Physics	3.82	3.81	▼
Ophthalmology	3.72	3.81	▲
Strategy & Operations	3.71	3.81	▲
Therapeutic & Palliative Care	4.00	3.81	▼
Integrated Geriatric & Stroke Medicine	3.76	3.79	▲
Vascular Services	3.66	3.79	▲
Charles Clifford Dental Services	3.81	3.78	▼
Critical Care	3.75	3.78	▲
General Surgery	3.89	3.78	▼
Musculoskeletal Services	3.69	3.77	▲
Specialised Rehabilitation	3.81	3.76	▼
Anaesthesia and Operating Services	3.70	3.74	▲
Emergency (inc A&E)	3.74	3.73	▼
Hotel Services	3.70	3.73	▲
Specialist Cancer Services	3.80	3.72	▼
Urology	3.62	3.71	▲
Respiratory Medicine	3.71	3.69	▼
Estates	3.65	3.67	▲
Laboratory Medicine	3.55	3.61	▲
Ear, Nose & Throat	3.63	3.57	▼
Information Technology	3.57	3.57	■

### Key

■ = below average

■ = average

■ = above average