

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS

HELD ON 16 MARCH 2016

Subject	Findings of the 2015 NHS Staff Survey
Supporting TEG Member	Mark Gwilliam, Director of HR & OD
Author	Rhian Bishop & Cara Hornett
Status¹	To Debate

PURPOSE OF THE REPORT

To update The Board of Directors on the findings of the 2015 Staff Survey Results

KEY POINTS

The benchmarked NHS staff survey results based on the CQC random sample are attached (Appendix 1).

This year the Trust is in a newly created benchmarking category i.e. Combined Acute and Community Trusts and there are no top and bottom 20% measures in this category. The overall staff engagement score for the Trust is 3.74 which is below average.

A full census survey was conducted at the same time and this year there has been some discrepancy between the sample and census results. A staff engagement score has been calculated for the census data and at 3.80 is closer to the NHS Combined Acute and Community average.

A staff engagement score has been calculated for each directorate (see appendix 8) and directorate staff engagement action plans will be updated in light of the directorate staff survey results which will be monitored via the TEG performance review process. An updated Staff Engagement Trust action plan will be reported to the Board in due course.

IMPLICATIONS²

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 to note the contents of the report.

APPROVAL PROCESS

Meeting	Date	Approved Y/N

¹ Status: A = Approval
 A* = Approval & Requiring Board Approval
 D = Debate
 N = Note

² Against the five aims of the STHFT Corporate Strategy 2012-2017

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

REPORT TO THE TRUST EXECUTIVE GROUP 2 MARCH 2016

FINDINGS OF THE 2015 NHS STAFF SURVEY

1. INTRODUCTION

In 2015 STHFT participated in the annual NHS staff survey with the random CQC sample of 850 staff completing the survey in the traditional paper method. A full census survey was conducted at the same time with the majority of staff completing the survey on line with the exception of certain staff groups with limited access to email for example hotel services staff and estates craftsmen completing the survey via paper.

The response rate of the CQC paper sample was 51% (419 replies) above the national average of 41%. The census response rate was 41% (5914) compared to a 36% response rate in 2014.

Once again this year STH used some additional questions to evaluate the impact of the PROUD performance and values appraisal.

2. 2015 STAFF SURVEY RESULTS

This year there is some discrepancy between the benchmarked sample and the census results.

The overall benchmarked sample staff engagement score is 3.74 which is down from 3.82 in 2014 (reweighted this year) however it is still higher than in 2013 (3.71) and 2012 (3.61)

A staff engagement score for the full census data has been calculated and at 3.80 compares favourably with the NHS national average 3.78 and the average for combined acute and community trusts (3.79).

When asked about the difference in results between the Census and Sample data, Capita provided the following information:

	Workforce Profile	CQC Sample	CQC Sample Response	Census Survey Response
AHPS	30%	30%	31%	29%
M&D	10%	10%	7%	10%
N&M	28%	30%	24%	22%
Admin	19%	18%	22%	25%
Estates	13%	12%	16%	13%
	100%	100%	100%	100%

- The CQC sample drawn from the workforce profile is broadly reflective of the workforce profile and within required tolerances.

- In comparison to the census survey response rates the sample response rate shows lower levels of participation from Medical & Dental and Admin and Clerical staff – possibly because Medical & Dental and Admin and Clerical prefer to complete on-line and those not in the sample were able to do this.

- *The Medical & Dental and Admin and Clerical differences in response proportions between the sample and census is potentially the only real area where there may be an issue as this group of staff tend to have the more positive responses in a staff survey and this has the potential to influence the results of the sample.*

Capita have been requested to weight and benchmark the census data to enable direct comparison which will be reported at a later date.

Once again the staff engagement score has been broken down in the constituent elements of involvement, advocacy and motivation, which is shown in the attached templates, the staff engagement score templates for both the benchmarked sample for 2015 (appendix 2) the full census survey (appendix 3) and the 2014 sample (appendix 4) for comparison purposes – where the score for involvement is consistently lowest.






This remainder of this report will focus on the national benchmarked staff survey results (appendix 1) as it is these which are reported to Monitor and used by the CQC.

This year a new benchmarking group has been created combined acute and community trusts and STH FT is now part of this group rather than the acute trust groups as in previous years. As this is a smaller benchmarking group there are no top or bottom 20% scores identified just above average, average and below average.



There were a number of question changes in the staff survey this year with questions regarding mandatory training being removed to make way for questions on health and wellbeing and organisational values to reflect the latest research on what impacts on staff engagement, thus there have been a number of changes to the key findings this year. There remain 32 key findings and for STH the benchmarked sample shows that 10 of these are average and 5 are above average (see appendix 1 pg 12-13).

It is important to note that many of the key findings do not show any statistically significant change year on year, it is the position relative to other Trusts that has changed due to the new benchmarking group (appendix 5).

Top 5 ranking scores

		STH 2014	STH 2015		Combined acute & community 2015
KF27	% staff/ colleagues reporting most recent experience of harassment, bullying or abuse	41	45		38
KF16	% staff working extra hours	61	67		72
KF26	% staff experiencing harassment/bullying/abuse from staff in the last 12 months	20	21		24
KF21	% staff believe trust provides equal opportunities for career progression or promotion.	90	89		87
KF25	% staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	22	26		27

Bottom 5 ranking scores

		STH 2014	STH 2015		Combined acute & community 2015
KF13	Quality of non-mandatory training, learning or development	-	3.88		4.04
KF3	% staff agreeing their role makes a difference to patient	-	87		91
KF7	% staff able to contribute towards improvements at work	63	63		71
KF32	Effective use of patient/ service user feedback	3.61	3.51		3.65
KF9	Effective team working	-	3.66		3.77

A comparison with the Shelford group of trusts has also been undertaken. Firstly a comparison of the staff survey key findings (appendix 6) and secondly the staff engagement and FFT scores (appendix 7).

3. SUMMARY

The STH census survey and directorate reports will be used for action planning and are all based on unweighted data i.e. the actual answers to the questions. The staff engagement team have calculated a staff engagement score for each directorate (appendix 8) using the directorate census data. In addition the top and bottom 5 scores will be identified for each directorate to support their action planning. A new tool has been purchased from Capita which enables further breakdown of the directorate reports e.g. by occupational group/ethnicity which will further help this work.

A number of other initiatives already ongoing in the Trust will also support improvements in staff engagement e.g. work currently being undertaken with NHS England on the Healthy workforce

An updated Staff Engagement Trust action plan will be reported to the Board in due course.

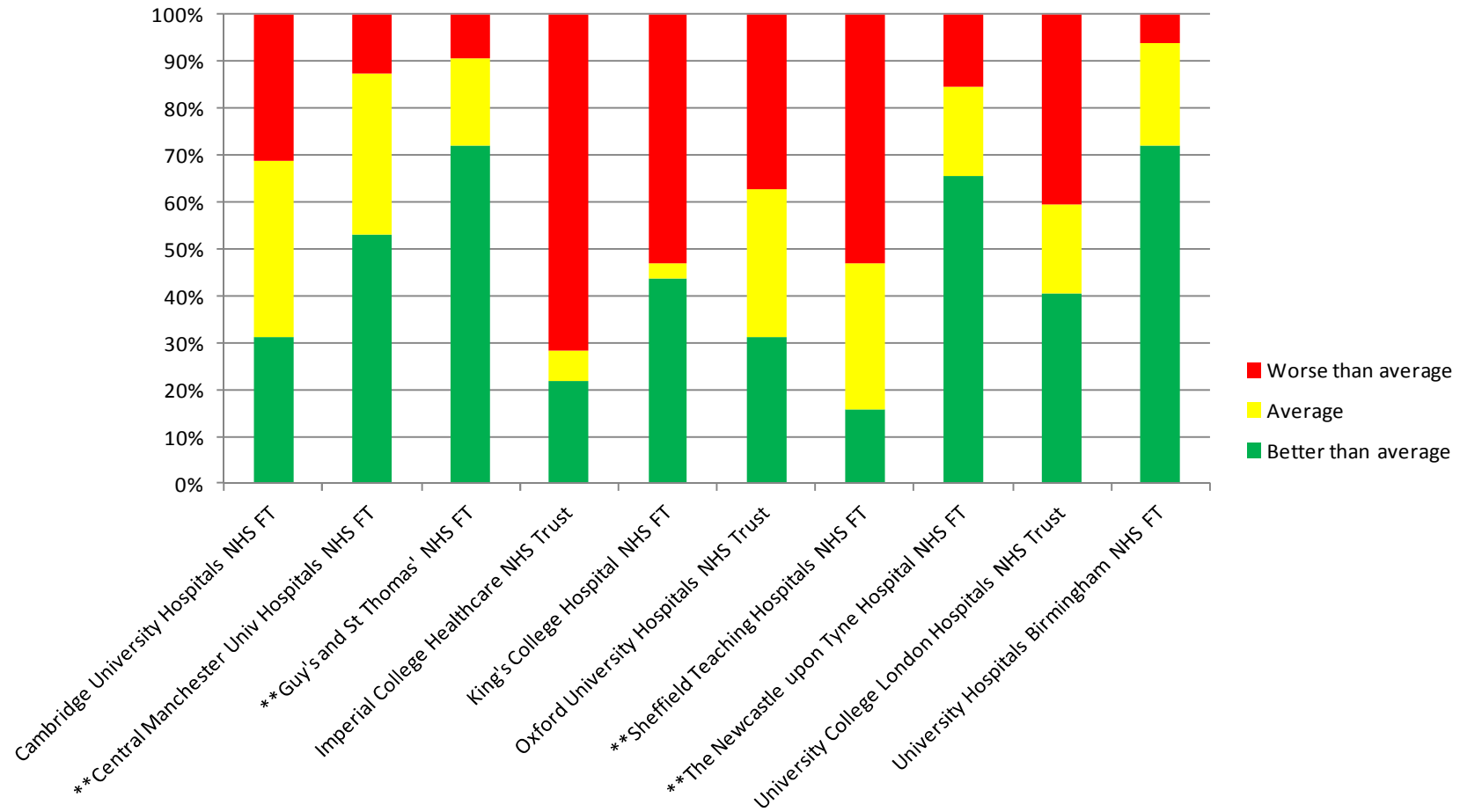
STHFT Sample 2015

						Staff Engagement Score 3.74									
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	11.2	
4a (I) There are frequent opportunities for me to show initiative in my role	72	211	75	46	9	413	360	844	225	92	9	1530	3.70	Involvement 3.57	
4b (I) I am able to make suggestions to improve the work of my team/department	75	208	76	44	10	413	375	832	228	88	10	1533	3.71		
4d (I) I am able to make improvements in my area of work	45	143	132	72	20	412	225	572	396	144	20	1357	3.29		
21a (A) Care of patients/service users is my Trust's top priority	106	194	70	27	12	409	530	776	210	54	12	1582	3.9	Advocacy 3.82	
21c (A) I would recommend the Trust as a place to work	88	173	97	29	20	407	440	692	291	58	20	1501	3.7		
21d (A) If a friend or relative needed treatment, I would be happy with the standard of care provided by this Trust	95	213	72	15	11	406	475	852	216	30	11	1584	3.9		
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	67	149	138	52	9	415	335	596	414	104	9	1458	3.5	Motivation 3.81	
2b (M) I am enthusiastic about my job	123	158	101	20	6	408	615	632	303	40	6	1596	3.9		
2c (M) Time passes quickly when I'm working	152	144	96	12	8	412	760	576	288	24	8	1656	4		
Questions to calculate a staff engagement score <i>(as used in the CQC NHS staff survey)</i>															

List of Trusts in Combined Acute & Community Benchmarking Category

Barts Health NHS Trust
Blackpool Teaching Hospitals NHS Foundation Trust
Bolton NHS Foundation Trust
Buckinghamshire Healthcare NHS Trust
Central Manchester University Hospitals NHS Foundation Trust
County Durham and Darlington NHS Foundation Trust
Croydon Health Services NHS Trust
East Cheshire NHS Trust
East Sussex Healthcare NHS Trust
George Eliot Hospital NHS Trust
Great Western Hospitals NHS Foundation Trust
Guy's and St Thomas' NHS Foundation Trust
Harrogate and District NHS Foundation Trust
Homerton University Hospital NHS Foundation Trust
Lewisham and Greenwich NHS Trust
London North West Healthcare NHS Trust
Mid Yorkshire Hospitals NHS Trust
North Bristol NHS Trust
North Tees and Hartlepool NHS Foundation Trust
Northern Devon Healthcare NHS Trust
Salford Royal NHS Foundation Trust
Sandwell and West Birmingham Hospitals NHS Trust
Sheffield Children's NHS Foundation Trust
Sheffield Teaching Hospitals NHS Foundation Trust
South Tees Hospitals NHS Foundation Trust
South Tyneside NHS Foundation Trust
South Warwickshire NHS Foundation Trust
Southport and Ormskirk Hospital NHS Trust
St George's University Hospitals NHS Foundation Trust
Stockport NHS Foundation Trust
The Dudley Group NHS Foundation Trust
The Newcastle Upon Tyne Hospitals NHS Foundation Trust
The Rotherham NHS Foundation Trust
The Royal Wolverhampton NHS Trust
The Whittington Hospital NHS Trust
Torbay and South Devon Healthcare NHS Foundation Trust
Walsall Healthcare NHS Trust
Wye Valley NHS Trust
York Teaching Hospital NHS Foundation Trust

STHFT 2015 Staff Survey Key Findings compared with Shelford Group



**Combined Acute & Community Trusts

Shelford Group & Leeds 2015 Staff Engagement & Staff FFT Scores 2015

Staff Engagement Scores

	ACUTE TRUSTS	3.79
TYPE	COMBINED COMMUNITY & ACUTE TRUSTS	3.79
C	Guy's and St Thomas' NHS Foundation Trust	4.03
A	University Hospitals Birmingham NHS Foundation Trust	3.91
C	The Newcastle Upon Tyne Hospitals NHS Foundation Trust	3.90
C	Central Manchester University Hospitals NHS Foundation Trust	3.89
A	University College London Hospitals NHS Foundation Trust	3.84
A	Cambridge University Hospitals NHS Foundation Trust	3.83
A	King's College Hospital NHS Foundation Trust	3.81
A	Oxford University Hospitals NHS Trust	3.76
A	**Leeds Teaching Hospitals NHSFT**	3.76
C	Sheffield Teaching Hospitals NHS Foundation Trust	3.74
A	Imperial College Healthcare NHS Trust	3.71

21c. I would recommend my organisation as a place to work (%)

	ACUTE TRUSTS	60
TYPE	COMBINED COMMUNITY & ACUTE TRUSTS	58
C	Guy's and St Thomas' NHS Foundation Trust	79
A	University Hospitals Birmingham NHS Foundation Trust	74
C	The Newcastle Upon Tyne Hospitals NHS Foundation Trust	66
A	University College London Hospitals NHS Foundation Trust	66
C	Sheffield Teaching Hospitals NHS Foundation Trust	64
C	Central Manchester University Hospitals NHS Foundation Trust	62
A	Cambridge University Hospitals NHS Foundation Trust	61
A	Oxford University Hospitals NHS Trust	60
A	**Leeds Teaching Hospitals NHSFT**	58
A	Imperial College Healthcare NHS Trust	57
A	King's College Hospital NHS Foundation Trust	55

21d. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (%)

	ACUTE TRUSTS	70
TYPE	COMBINED COMMUNITY & ACUTE TRUSTS	69
C	Guy's and St Thomas' NHS Foundation Trust	89
C	The Newcastle Upon Tyne Hospitals NHS Foundation Trust	89
A	Cambridge University Hospitals NHS Foundation Trust	82
A	University College London Hospitals NHS Foundation Trust	82
A	University Hospitals Birmingham NHS Foundation Trust	82
C	Sheffield Teaching Hospitals NHS Foundation Trust	76
A	Oxford University Hospitals NHS Trust	75
C	Central Manchester University Hospitals NHS Foundation Trust	69
A	King's College Hospital NHS Foundation Trust	69
A	**Leeds Teaching Hospitals NHSFT**	69
A	Imperial College Healthcare NHS Trust	68

KEY

** Not part of Shelford Group

A = Acute Trusts

C = Combined Acute & Community Trusts

Staff Engagement Scores by Directorate

Sheffield Teaching Hospitals NHSFT	2014	2015	
Chief Executive	4.58	4.46	▼
Renal Services	4.05	4.04	▼
Chief Nurse	3.95	4.03	▲
Human Resources	3.93	4.00	▲
Integrated Community Care		4.00	
Therapeutic & Palliative Care		4.00	
Neurosciences	3.95	3.97	▲
Primary Care & Interface Services		3.94	
Finance	3.80	3.93	▲
Gastroenterology	3.79	3.91	▲
General Surgery	3.86	3.89	▲
Diabetes & Endocrinology	3.96	3.84	▼
Pharmacy	3.77	3.83	▲
Medical Imaging & Medical Physics (Combined)	3.72	3.82	▲
Medical Director	3.90	3.82	▼
Cardiothoracic Services	3.53	3.81	▲
Specialised Rehabilitation	3.71	3.81	▲
Charles Clifford Dental Services	3.81	3.81	
Trust Census Average		3.80	
Specialist Cancer Services	3.67	3.80	▲
Specialised Medicine (inc Communicable Diseases)	3.88	3.80	▼
Integrated Geriatric & Stroke Medicine	3.67	3.76	▲
Critical Care	3.64	3.75	▲
Obstetrics, Gynaecology & Neonatology (Combined)	3.73	3.75	▲
Emergency	3.70	3.74	▲
Plastic Surgery	3.75	3.73	▼
Ophthalmology	3.73	3.72	▼
Respiratory Medicine	3.65	3.71	▲
Strategy and Operations	3.71	3.71	
Anaesthesia/Operating Services	3.59	3.70	▲
Hotel Services	3.64	3.70	▲
Musculoskeletal Services		3.69	
Vascular Services	3.74	3.66	▼
Estates	3.56	3.65	▲
Ear, Nose & Throat	3.52	3.63	▲
Urology	3.59	3.62	▲
Information Technology	3.57	3.57	
Laboratory Medicine	3.52	3.55	▲