

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

BOARD OF DIRECTORS

21ST MAY 2014

UPDATE ON STAFF ENGAGEMENT

2013 NHS Staff Survey Results

The annual NHS staff survey results include a measurement of staff engagement. The 2013 staff engagement score in the benchmarked staff survey i.e. the weighted measure is 3.71 an improvement from 3.61 in the benchmarked 2012 results which means that the Trust is classed as average for staff engagement in comparison to other NHS acute trusts (whereas it was below average in 2012).

It is important to note that in the benchmarked NHS staff survey the question answers are grouped into key findings and the data is weighted to allow comparison between Trusts who do not have the same occupational staff groups mix e.g. STHFT directly employs 1600 Hotel services staff whereas many Trusts do not employ any.

(The 2013 staff survey results for STHFT were presented the Board of Directors in March).

Staff Engagement Scores by Care Group

Care group	Staff engagement score (weighted)
Community services	4.01
SYRS	3.89
Corporate Directorates	3.86
Surgical services	3.72
STHFT average	3.71
OGN	3.70
Specialised cancer, medicine, rehab	3.66
Emergency care	3.65
OSCCA	3.62
Diag & therapeutic	3.61
Head & Neck	3.59
Hotel services	3.51

The full benchmarked survey results show variations between

- occupational groups with staff working in the corporate functions being the most engaged with scientific and technical staff the least engaged.
- age groups with staff aged 16 -30 having the lowest levels of engagement (3.33) compared to older staff groups.
- Ethnicity -BME staff report the highest levels of staff engagement (3.95)

Directorate staff engagement scores

A full census staff survey was undertaken at STH and a response rate of 55% was achieved meaning that over 7500 replies were received. This has enabled Capita to produce good quality directorate staff survey reports for every directorate. These reports are the raw data (i.e. the numbers of answers to the questions not grouped into key findings and unweighted)

From these directorate results a staff engagement score has been calculated using the NHS employers template which breaks the staff engagement score into the 3 components of staff involvement, staff advocacy and motivation. This enables each directorate to identify what its particular issues are and where to focus resources for improvement.

Similarly using the Trust raw data results report a staff engagement template has been calculated on the unweighted data for comparison purposes which shows that the main area for improvement remains improving staff involvement. The Trust template is attached at appendix 1.

The directorate staff engagement scores show that the care group scores mask wide variations with the lowest scoring directorate being urology (3.33) and the highest being the Chief executive's directorate (4.54) attached at appendix 2. They also show that there have been considerable improvements in some directorates last year and deteriorations in others. In the majority of directorates where there has been a micro system academy coach there has been an improvement in the staff engagement scores which would suggest that the Trust needs to utilise this approach more widely.

All directorates have been asked to update their staff engagement action plans for 2014/15 to include the following trust wide priorities, agreed by the staff engagement executive group, in addition to a minimum of 2 further actions identified through their directorate staff survey or e cat results.

These priorities are designed to address the 'bottom 5' survey ranking scores.

2014/15 Staff Engagement priorities

1. Continue Roll out of PROUD values and PROUD appraisal to all staff
2. Include actions to improve staff involvement on a multidisciplinary basis
3. Ask Teams to review their team working and how they review effectiveness
4. Raise awareness of the acceptable standards at work policy and ensure all staff are up to date with mandatory training
5. Minimum of 2 directorate specific actions identified via 'Let's talk', staff survey results or e CAT findings
6. In addition for directorates where there has been a decrease in the percentage of staff
 - satisfied with the quality of work/care they are able to deliver or
 - agreeing their role makes a difference to patients

To investigate further via focus groups/staff Friends and family testing etc.

Trust staff engagement action plan

The trust staff engagement action plan has been updated to reflect Trust wide actions which are still ongoing which will address particular aspects of staff engagement and support the achievement of the above priorities. It also reflects the comments of the CCG and is attached at appendix 3.

The Board of Directors are asked to note the staff engagement action plan. This year the free text responses from the staff friends and family testing will also provide directorates with additional information which will be used to update their staff engagement action plans.