

EXECUTIVE SUMMARY**REPORT TO THE BOARD OF DIRECTORS****HELD ON 18 MARCH 2015**

Subject	Update on 2014 NHS Staff Survey Results
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Status¹	N

PURPOSE OF THE REPORT

To update the Board of Directors on the findings of the 2014 NHS Staff Survey Results.

KEY POINTS

The benchmarked staff survey results show that the overall staff engagement score has improved considerably since 2013 driven by improvements in appraisal and the introduction of Staff FFT. STHFT is now above average in comparison to other acute Trusts (which has been achieved prior to the introduction of Listening into Action).

There has been considerable improvements across a range of indicators with 13 of the 29 Key findings now in the top 20% of acute trusts (up from 2 in 2013)

A comparison of the survey results with the other Trusts in the Shelford group has been undertaken (see appendices 2 and 3)

A staff engagement score will be calculated for each directorate and the directorate staff engagement action plans revised in light of the directorate survey results which will be monitored via the TEG performance review process. Although the plans will include Listening into Action the ongoing engagement work will be maintained.

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 TRUST

BOARD OF DIRECTORS

18TH MARCH 2015

UPDATE ON 2014 NHS STAFF SURVEY RESULTS

1. Introduction

In 2014 STHFT participated in the annual NHS staff survey with the compulsory 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 piloting completing the survey on line with the exception of certain staff groups such as Hotel services staff, estates craftsmen, who do not have email access who completed the survey on paper.

The response rate of the CQC paper sample was 42%. The census response rate was 36% (5157) compared to a 55% response rate in 2013.

The reduction in response rate is thought to be due to:

- Survey fatigue due to the introduction of staff Friends and family testing
- More online testing (less confidence in security, emails get lost/deleted etc)
- LIA pulse check and Journey Score card occurring at the same time

It is thought that lack of sufficient PC access for clinical staff also hindered completion of the survey online.

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. A staff engagement score will be calculated for each directorate.

In addition this year STH added some additional questions to evaluate the impact of the introduction of the PROUD performance and values appraisal and also piloted the new talent management question which although currently optional is anticipated will be included in the staff survey in future years. (The content of the survey is currently under review to ensure it better supports the CQC Key Lines of Enquiry.) The analysis of these questions shows that the introduction of the PROUD performance based values and appraisal process is having a positive impact on whether staff feel engaged.

The 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.

2. Benchmarked 2014 staff survey results

There is a significant improvement in the staff survey results for STHFT for 2014 across a range of indicators. The overall staff engagement score has improved to 3.81 which means that STHFT is ranked as **above average** when compared to other acute trusts. There have been improvements in all 3 components of the staff engagement score with advocacy remaining the highest scoring element (see appendix 2).

There are 29 key findings this year and of these 13 are in the top 20% (up from 2 in 2013) and a further 6 above average. It is particularly pleasing to note that staff recommending the Trust as a place to receive treatment and to work is now in the top 20% of acute trusts. In addition the team working key finding has moved from the bottom 20% in 2013 to above average which reflects the effort the leadership development team have put into addressing this across the Trust through the use of INSIGHTS and other team development days.

	2013	2014
Number of statistically significant increases (compared with previous year)	1	9
Number of above average	6	6
Number of top 20%	2	13
Number of average	6	1
Number of statistically significant decreases (compared with previous year)	0	0
Number of below average key findings	8	4
Number of bottom 20%	6	4

Of the 4 key findings which remain in the bottom 20%, two relating to mandatory training and staff involvement are already being addressed. Another relates to the new key finding relating to whether staff feel secure to raise concerns. The Trusts Raising Concerns at Work policy will be reviewed in line with the recent recommendations from the Francis "Freedom to Speak up" review and areas where this is a particular issue will be identified using the directorate staff survey results and further action taken.

A comparison with the Shelford group of trusts has also been undertaken. Firstly a comparison of the staff survey key findings (appendix 2) and secondly the staff engagement and FFT scores (appendix 3).

3. Summary

The current staff engagement work across the Trust is clearly starting to have an impact which is being driven via the use of the staff friends and family test results with senior nurses in particular using the results to hold further discussions with staff. It is essential that this continues alongside Listening into Action which focuses primarily on staff involvement. The directorate staff survey results together with the staff FFT results/actions will once again be used to develop the staff engagement action plans (which will include LiA). These will be monitored via the TEG/ Directorate performance review process.

It is particularly pleasing to note that STHFT is now recognised by NHS England as a centre of good practice in using staff FFT/staff survey results to improve both staff and patient experience with Rhian Bishop, Staff Engagement Lead being invited to speak at national NHS England events in recent months

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

Rhian Bishop
Staff Engagement Lead March 2015

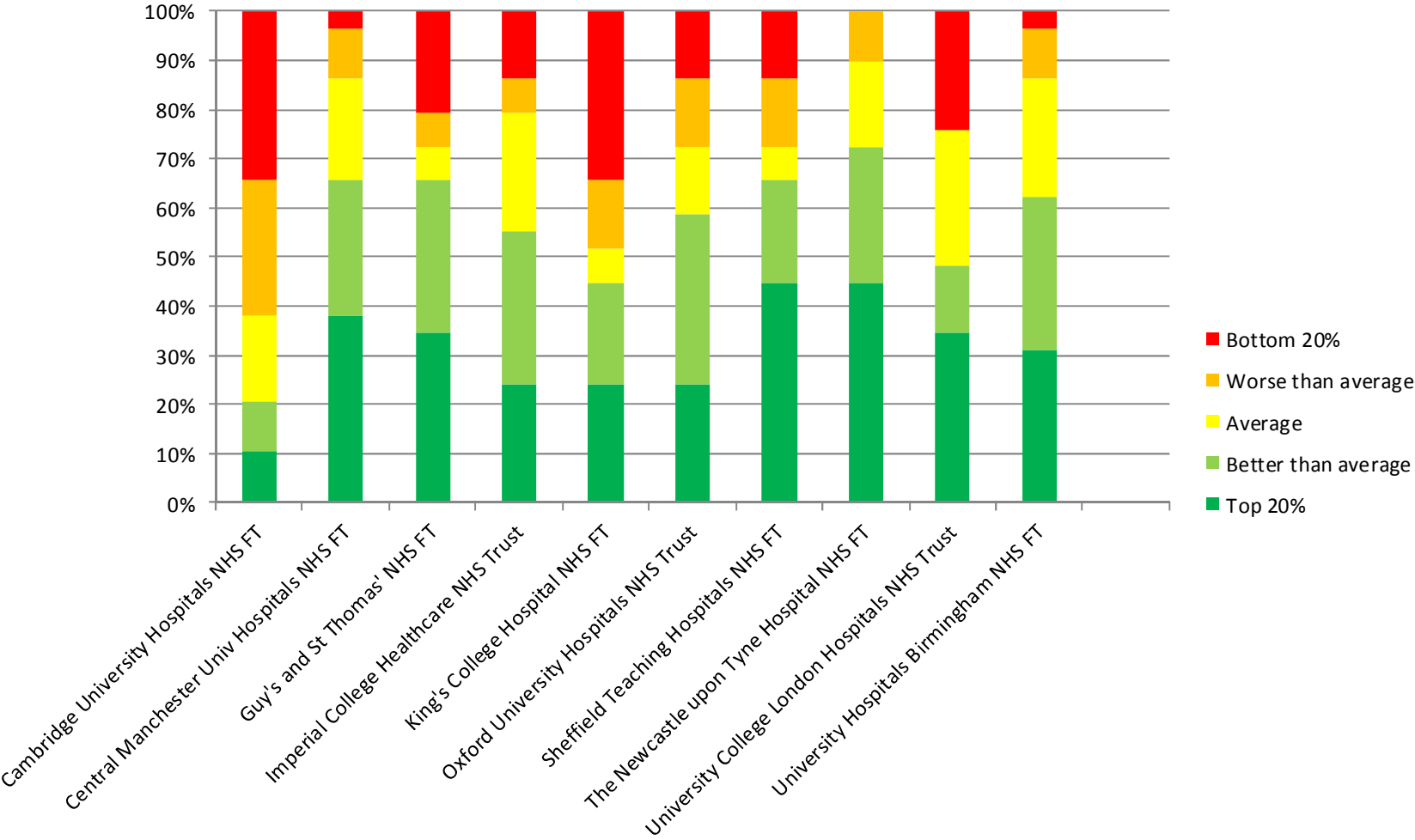
Appendix 2

STH 2014 (Sample)													Staff Engagement Score	3.81
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	
7a (I) There are frequent opportunities for me to show initiative in my role	80	150	76	28	9	343	400	600	228	56	9	1293	3.77	Involvement 3.68
7b (I) I am able to make suggestions to improve the work of my team/department	67	173	74	21	4	339	335	692	222	42	4	1295	3.82	
7d (I) I am able to make improvements in my area of work	48	132	104	47	13	344	240	528	312	94	13	1187	3.45	
12a (A) Care of patients/service users is my Trust's top priority	85	174	62	17	4	342	425	696	186	34	4	1345	3.9	Advocacy 3.91
12c (A) I would recommend the Trust s a place to work	74	167	73	24	6	344	370	668	219	48	6	1311	3.8	
12d (A) If a friend or relative needed treatment, I would be happy with the standard of care provided by this Trust	88	179	58	12	4	341	440	716	174	24	4	1358	4	
Please indicate how frequently you feel this way about your job	Always	Often	Sometimes	Rarely	Never	TOTAL	5	4	3	2	1	TOTAL		
5a (M) I look forward to going to work	47	137	109	37	13	343	235	548	327	74	13	1197	3.5	Motivation 3.84
5b (M) I am enthusiastic about my job	103	124	95	16	4	342	515	496	285	32	4	1332	3.9	
5c (M) Time passes quickly when I'm working	147	114	63	9	7	340	735	456	189	18	7	1405	4.1	

Questions to calculate a staff engagement score

(as used in the CQC NHS staff survey)

STHFT 2014 Staff Survey Results compared with Shelford Group



Shelford Group Staff Engagement Scores 2014 (NHS staff survey scores)

ALL ACUTE TRUSTS	3.75
Guy's and St Thomas' NHS Foundation Trust	3.96
The Newcastle Upon Tyne Hospitals NHS Foundation Trust	3.90
University College London Hospitals NHS Foundation Trust	3.87
University Hospitals Birmingham NHS Foundation Trust	3.87
Oxford University Hospitals NHS Trust	3.82
Sheffield Teaching Hospitals NHS Foundation Trust	3.81
King's College Hospital NHS Foundation Trust	3.79
Imperial College Healthcare NHS Trust	3.77
Central Manchester University Hospitals NHS Foundation Trust	3.76
Cambridge University Hospitals NHS Foundation Trust	3.70
Leeds Teaching Hospitals NHSFT	3.65

** Not part of Shelford Group but included for comparison purposes

12c. I would recommend my organisation as a place to work (%)

ALL ACUTE TRUSTS	59
Guy's and St Thomas' NHS Foundation Trust	78
Sheffield Teaching Hospitals NHS Foundation Trust	70
University College London Hospitals NHS Foundation Trust	70
University Hospitals Birmingham NHS Foundation Trust	70
The Newcastle Upon Tyne Hospitals NHS Foundation Trust	69
King's College Hospital NHS Foundation Trust	66
Central Manchester University Hospitals NHS Foundation Trust	62
Imperial College Healthcare NHS Trust	62
Cambridge University Hospitals NHS Foundation Trust	58
Oxford University Hospitals NHS Trust	57
Leeds Teaching Hospitals NHSFT	53

12d. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (%)

ALL ACUTE TRUSTS	67
Guy's and St Thomas' NHS Foundation Trust	85
The Newcastle Upon Tyne Hospitals NHS Foundation Trust	85
University College London Hospitals NHS Foundation Trust	83
University Hospitals Birmingham NHS Foundation Trust	82
Sheffield Teaching Hospitals NHS Foundation Trust	78
Cambridge University Hospitals NHS Foundation Trust	76
King's College Hospital NHS Foundation Trust	75
Imperial College Healthcare NHS Trust	71
Oxford University Hospitals NHS Trust	70
Central Manchester University Hospitals NHS Foundation Trust	67
Leeds Teaching Hospitals NHSFT	63