

EXECUTIVE SUMMARY
REPORT TO THE BOARD OF DIRECTORS
HELD ON 19th MARCH 2014

Subject	Director of HR Report
Supporting TEG Member	Mark Gwilliam
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Status¹	N

PURPOSE OF THE REPORT

The Board of Directors are asked to note the findings of the 2013 NHS Staff Survey.

KEY POINTS

<p>The majority of staff returning their survey would recommend the Trust as a place to be treated, or to work.</p> <p>The results of the survey showed that more staff would recommend the Trust than the national average. The majority of staff also said they were satisfied with the quality of work and patient care they delivered.</p> <p>Other highlights from the report include:</p> <ul style="list-style-type: none"> • The Trust has shown improvements in how well it engages with staff and the survey particularly shows that more staff feel they are able to contribute towards improvements at work and that there is good communication between managers and other staff. • The results also showed that fewer staff experienced harassment, abuse or bullying from other staff and patients than the national average. • Less members of staff are working extra hours than the national average • Staff believe the Trust provides equal opportunities for career progression or promotion.
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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 is asked to note the contents.

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

FINDINGS OF THE 2013 NHS STAFF SURVEY (BENCHMARKED CQC SAMPLE)

1. INTRODUCTION

A full census NHS staff survey was carried out in the Trust during October and November 2013 which was distributed internally. A total of 14500 staff were surveyed of which 850 were identified for the CQC sample. The response rate for both samples was 55% (up on 2012 when it was 52%) and above the national average of 49%. This report refers to the key findings in the CQC sample which is published and benchmarked against other acute trusts. As last year the survey has 28 key findings which are grouped around the four pledges of the NHS constitution with the additional themes of equality and diversity and job satisfaction. There is also an overall staff engagement score for the Trust.

3. OVERALL STAFF ENGAGEMENT SCORE

During 2013 a considerable amount of energy has gone into improving staff engagement within the Trust through directorates action plans and microsystem developments. This has delivered some reward in that the overall staff engagement score for the Trust has increased to 3.71 which is average for NHS acute trusts.

		STH 2012	STH 2013
KF22	Staff ability to contribute to improvements	63 (worst 20%)	66 (below av)
KF24	Staff recommending Trust as employer and for patient care	3.65 (above av.)	3.77 (above av.)
KF25	Staff motivation at work	3.68 (worst 20%)	3.72(worst 20%)
	Overall staff engagement score	3.61	3.71

Key: 1 = poorly engaged staff, 5 = highly engaged staff

The most improved key finding was KF 24 which is particularly pleasing to note as there were increases in both recommending the Trust as a place to work as well as for treatment. The results of the survey showed that more staff would recommend the Trust than the national average. The majority of staff also said they were satisfied with the quality of work and patient care they delivered. This is also positive given NHS England's plans to introduce and publish regular staff friends and family testing from 1st April 2014.

Top 5 ranking scores

		STH 2012	STH 2013		NHS 2013
*KF 5	% staff working extra unpaid hours	65	64		70
*KF 19	% staff experiencing harassment/bullying/abuse from staff	23	21		24
KF 18	%staff experiencing harassment/bullying/abuse from patients	32	26		29
KF 27	% staff believe trust provides equal opportunities for career progression or promotion.	86	91		88
KF 24	Staff recommendations as a place to work/receive treatment	3.65	3.77		3.68

* The lower the score the better

Bottom 5 ranking scores

		STH 2012	STH 2013		NHS 2013
KF8	% staff having well structured appraisal in last 12 months	26	28		38
KF2	Staff agreeing their role makes a difference to patients	87	87		91
KF 25	Staff motivation at work	3.68	3.72		3.86
KF26	% having equality & diversity training in last 12 month	39	43		60
KF1	% feeling satisfied with quality of work/patient care they deliver	78	74		79

STAFF ENGAGEMENT ACTION PLANS

Last year in addition to the updating of the Trust staff engagement action plan in response to the staff survey results, a staff engagement score template was developed for every directorate which not only gave directorates a staff engagement score but enabled them to see whether their particular issues were involvement, advocacy or motivation. These were used together with the directorate staff survey reports to draw up directorate staff engagement action plans which are monitored via the staff engagement executive group. Many of these action plans are still being implemented but have made a positive impact on the bottom 5 ranking scores last year and will continue to do so this year. For example although still below average there has been an improvement in the team working score which has increased from 3.61 to 3.71 this year (NHS average is 3.74) and as a result of more executive roadshows and visits staff perceive there has been an improvement in good communication between senior management and staff up to 31% from 27% (NHS average 28%).

A number of directorates have held focus groups or engagement events based on the friends and family test questions in order to seek suggestions for improvement at a local level.

With over 7500 responses to the full census survey every directorate will receive a directorate results report based on good quality data which together with findings from engagement events and the e CAT staff survey/local surveys etc will enable them to revise the directorate staff engagement action plans. The two friends and family scores and a staff engagement score have once again been calculated for every directorate and these will be used in the performance review process.

The Trust level staff engagement action plans will also be revised in light of the 2013 staff survey results and will be discussed at the staff engagement executive group however a number of initiatives are already on going that will hopefully deliver improvements in relation to the bottom 5 rankings in particular.

The plans to increase the visibility of senior managers are also expected to impact positively on staff engagement. A revised Trust staff engagement action plan will be brought to the Board of Directors in May.

Actions ongoing to improve staff engagement

KF25	<p>Staff motivation at work</p> <ul style="list-style-type: none"> - Discussion with Sheffield University re research project on staff motivation to enable us to better understand the factors impacting on staff motivation (project revised since 2013)
KF8	<p>% staff having well structured appraisal</p> <ul style="list-style-type: none"> - Continued roll out of the simplified well structured PROUD appraisal process
KF4	<p>Effective team working</p> <ul style="list-style-type: none"> - Investment in INSIGHTS team effectiveness accreditation which will support more teams in reviewing effectiveness - More 360 Leadership Framework facilitators trained
KF26	<p>% having equality & diversity training in last 12 months</p> <ul style="list-style-type: none"> - Equality and diversity training now part of the ILM level 3 programme and in the new HR development programme
KF9	<p>Support from immediate managers</p> <ul style="list-style-type: none"> - Increased leadership and management training to enable managers to develop engaging and transformational leadership styles - Effective management series now includes a session on Coaching - HR development programme developed which gives line managers tools to support team

Rhian Bishop
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 Feb 2014