

SHEFFIELD HOSPITALS NHS FOUNDATION TRUST

REPORT TO THE BOARD OF DIRECTORS 20 MARCH 2013

FINDINGS OF THE 2012 NHS STAFF SURVEY (BENCHMARKED CQC SAMPLE)

1. INTRODUCTION

The NHS staff survey was carried out in the Trust during October and November 2012. A total of 5000 staff were surveyed of which 850 were also the CQC sample. This report refers to the CQC sample which is benchmarked against other acute trusts. The response rate for both samples was 52% (up slightly on 2011 when it was 50%).

This year the survey has been reduced to 28 key findings (instead of 38) and changes to some of the questions mean that not all the key findings are directly comparable to last year, however they are still 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. Summary of findings

There were some pleasing results from the survey this year. In particular the finding that the majority of staff working in our hospitals or the community would be happy recommending the Trust to a friend or family member as a place to be treated, or work according to the survey. The number of staff who would recommend the Trust was also significantly higher than the national average.

The majority of staff also said they were satisfied with the quality of work and patient care they delivered.

The survey shows that more staff feel they are able to contribute towards improvements at work compared to last year's score.

Other highlights from the report include:

- More members of staff said hand washing materials were always available than the national average
- Less members of staff are working extra unpaid hours than the national average
- More staff had a performance appraisal
- Fewer staff experienced harassment, abuse or bullying from other staff relative to the national average

The overall staff engagement score for the Trust has been maintained at 3.61 although there have been changes in the key findings used to calculate the score.

		STH 2012	STH 2011
KF22	Staff ability to contribute to improvements	63%	52%
KF24	Staff recommending Trust as employer and for patient care	3.65	3.60
KF25	Staff motivation at work	3.68	3.75
	Overall staff engagement score	3.61	3.60

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

The full report also contains a staff engagement score for each care group for the first time which shows some variance within the Trust. The Specialised Cancer, Medicine and Rehabilitation care group has the highest score at 3.88 with the Hotel Services directorate and the Operating Services, Critical Care and Anaesthesia care group having the lowest staff engagement scores of 3.37.

Top 5 ranking scores

		STH 2012	STH 2011	NHS 2012
*KF 5	% staff working extra unpaid hours	64%	52%	70%
*KF 19	% staff experiencing harassment/bullying/abuse from staff	23%	24%	24%
KF 24	Staff recommendations as a place to work/receive treatment	3.65	3.60	3.57
KF 12	% staff saying hand washing materials always available	61%	69%	60%
*KF 3	Work pressure felt by staff	3.07	N/A	3.08

* The lower the score the better

The survey also highlights areas where we need to continue our work to support staff, particularly in the current challenging climate. Helping staff achieve a healthy work/life balance continues to be a priority, as well as doing all we can to ensure our staff are fully supported and encouraged at work.

Bottom 5 ranking scores

		STH 2012	STH 2011	NHS 2012
KF 25	Staff motivation at work	3.68	3.75	3.84
KF8	% staff having well structured appraisal	26%	27%	36%
KF4	Effective team working	3.61	3.62	3.72
KF26	% having equality & diversity training in last 12 month	39%	37%	55%
KF9	Support from immediate managers	3.48	3.55	3.61

Where Trust staff experience has improved

		2012	2011
KF22	% of staff able to contribute towards improvements at work	63	52
KF7	% of staff appraised in last 12 months	76	67

Where Trust staff experience has deteriorated

		2012	2011
KF5	% staff working extra hours	64	52
KF14	% of staff reporting errors, near misses or incidents witnessed in last month	88	97
KF11	% of staff suffering work related stress in last 12 months	41	33
KF10	% of staff receiving health and safety training in last 12 months	66	81
KF27	% of staff believing the Trust provides equal opportunities for career progression or promotion	86	92

It should be noted that the drop in the percentage of staff who received health and safety training in the last 12 months is primarily due to the introduction of a new mandatory training system which has ensured that everyone, including clerical and clinical staff members, receive the appropriate health and safety training they need according to their role to efficiently meet legal and Trust requirements. This inevitably has meant that some staff, particularly those who do not have patient contact, have experienced a reduction in unnecessary training. This is reflected in the survey which appears to show that fewer staff received training in the last 12 months. Health and safety training now focused more appropriately on those who require it.

STAFF ENGAGEMENT ACTION PLAN

During the last three years we have introduced a range of initiatives to strengthen our support to staff, encourage more staff engagement and develop our leadership strategy. A staff engagement action plan was drawn up last year in response to the staff survey results and the 'Let's talk' events findings which the staff engagement leads across the trust have been working on implementing improvements or new ideas. Thus a number of initiatives are already happening or planned which will impact on the bottom 5 scores in particular. These include:-

ONGOING ACTIONS

KF25	Staff motivation at work - Discussion with Sheffield University re research project on staff motivation to enable us to better understand the factors impacting on staff motivation
KF8	% staff having well structured appraisal - Launch of and embedding the new Trust PROUD values and behaviours - Roll out of a new well structured PROUD appraisal process
KF4	Effective team working - Investment in INSIGHTS team effectiveness accreditation which will support more teams in reviewing effectiveness (STH scores lower than other acute trusts on reviewing team performance regularly and is the reason Trust always scores poorly on this key finding) - More 360 Leadership Framework facilitators trained
KF26	% having equality & diversity training in last 12 month - Equality and diversity training now part of the ILM level 3 programme and in the new HR development programme
KF9	Support from immediate managers - Increased leadership and management training to enable managers to develop engaging and transformational leadership styles - Effective management series to include a session on Coaching - HR development programme being developed to give line managers tools to support team
KF11	% of staff suffering work related stress/pressure to attend work when unwell -Development of mental health pathway

Due to undertaking the larger staff survey sample of 5000 staff in 2011, most directorates will receive survey reports for their directorates based on the raw data (not the key findings) which together with findings from 'Let's talk' events/local surveys will enable the staff engagement leads to identify further directorate specific actions.

These benchmarked staff survey findings together with Trust and directorate reports on the larger survey sample prepared by Capita, will be discussed at the Staff Engagement Executive group in April and the Staff engagement leads forum and the Trust and Directorate staff engagement action plans revised accordingly.

RB/CF
March 2013