

<b>Meeting / Committee:</b>	Board of Directors	<b>Meeting Date:</b>	29 July 2014
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<b>This paper is for: (Only 1 column to be marked with x as appropriate)</b>	Action/Decision	Assurance	Information X
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<b>Title:</b>	Staff friends and family test
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<b>Purpose:</b>	The purpose of this report is to brief the Trust Board of Directors on the staff friends and family test results for Quarter 1 - 27/4/14 to 21/6/14 .
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<b>Summary:</b>	<p>The paper provides information on:</p> <ul style="list-style-type: none"> <li>• Key result areas from the staff friends and family test for Quarter 1</li> <li>• Thematic analysis of the verbatim comments for Quarter 1</li> <li>• Net Promoter Scores for Quarter 1</li> <li>• Implementation of Quarter 2 test</li> </ul>
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<b>Recommendation:</b>	The Board of Directors are asked to receive this update on the results from Quarter 1 of the staff friends and family test and support the implementation of the test for Quarter 2.
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<b>Implications (mark with x in appropriate column(s))</b>	Legal	Financial	Clinical	Strategic X	Risk & Assurance X
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## 1. Introduction

All NHS Trusts providing acute, community, ambulance and mental health care are required to implement the staff friends and family test from the 1 April 2014 (NHS England, December 2013). In April 2014 the Trust agreed that an external provider would administer the survey on behalf of the Trust and a targeted sample methodology was agreed. Over the course of Quarter 1, 2 and 4 of 2014 / 2015, all trust staff will have received the opportunity to respond to the staff friends and family test. The staff friends and family test results are to be published by NHS England but proposals regarding a scoring system have not been confirmed to date nor has the actual date for publication.

## 2. Quarter 1 2014 Results

In Quarter 1 of 2014 / 2015 the trust invited a total of 2, 850 staff to participate by completing the questions on-line, access being sourced through the use of a unique identifier of their individual payroll number. Quarter 1 was available to staff that are based in the following areas:

- Clinic and Diagnostic Services (1512)
- Trauma, Anaesthetics and Theatres (1221)
- Finance and IT (165)
- Chief Executives Office (26)

171 staff responded to the staff friends and family test which equates to a 6% response rate. The top three response rates achieved by clients of Capita ranged from 23% to 30%, with the average response rate at 11% and the lowest response rate at 4%. The trusts response rate is therefore below the average for Capita clients.

### 2.1 Results by centre

The numbers of respondents from each area is detailed below:

Centre / Directorate	Number of respondents	% of respondents (based on n.171 total respondents)
Clinical and Diagnostic services	123	72%
Trauma, Anaesthetics and Theatres	17	10%
Finance and IT	16	9%
Chief Executives Office	15	9%

### 2.2 Results by question

There are two questions which the staff responded to and the results for these are broken down as follows:

#### Question One

***How likely are you to recommend South Tees Hospitals NHS Foundation Trust to friends and family if they needed care or treatment?***

	Number of Respondents	% of Respondents
Extremely Likely	87	51%
Likely	63	37%
Neither Likely nor Unlikely	14	8%
Unlikely	3	2%
Extremely Unlikely	3	2%
Don't Know	0	0%

**Question Two**

***How likely are you to recommend South Tees Hospitals NHS Foundation Trust to friends and family as a place to work?***

	Number of Respondents	% of Respondents
Extremely Likely	42	25%
Likely	70	41%
Neither Likely nor Unlikely	28	16%
Unlikely	16	9%
Extremely Unlikely	11	6%
Don't Know	3	2%

**2.3 Results submitted to Unify system**

The results for South Tees Hospitals NHS Foundation Trust have been submitted through the Unify system utilising a nationally approved template and the data has been submitted in a different format to that presented above. As we understand at this stage, these are the results that will be shared nationally:

		<b>"How likely are you to recommend this organisation to friends and family if they needed care or treatment"</b>							Total
		1 - Extremely Likely	2 - Likely	3 - Neither likely nor unlikely	4 - Unlikely	5 - Extremely unlikely	6 - Don't Know	7 - No Response	
<b>"How likely are you to recommend this organisation to friends and family as a place to work"</b>	1 - Extremely Likely	37	4		1				42
	2 - Likely	29	36	3	2				70
	3 - Neither likely nor unlikely	13	11	4					28
	4 - Unlikely	6	6	3		1			16
	5 - Extremely unlikely		5	4		2			11
	6 - Don't Know	1	1					1	3
	7 - No Response	1							1
	<b>Total</b>	87	63	14	3	3	0	1	171

## 2.4 Results by thematic analysis

Staff additionally had the opportunity to type verbatim comments into free text boxes which are designed to supplement the two mandatory questions. A simple thematic analysis has been carried out on the verbatim comments for each group of responses and these can be found in the below table.

### Question One

***How likely are you to recommend South Tees Hospitals NHS Foundation Trust to friends and family if they needed care or treatment?***

Extremely Likely	General observations made due to role	21
	Personal experience of care	12
	Relatives experience of care	10
	Good reputation	9
	Compassionate staff	5
	Good care dependent on department / service	4
	Patient safety	3
	Availability of services (including specialist services)	2
	Location	2
Likely	Personal experience of care	9
	Good care dependant on department / service	8
	General observations made due to role	8
	Location	6
	Availability of services (including specialist services)	6
	Good reputation	3
	Compassionate staff	3
	Patient safety	2
Neither Likely nor Unlikely	Good care dependant on department / service	4
	Insufficient knowledge to make informed decision	2
	Location	2
	Target driven	1
Unlikely	Relatives experience of poor care	2
Extremely Unlikely	Financial position	1
	Patient safety concerns	1
	Relatives experience of poor care	1

As can be seen above the themes are widely spread across question 1. It is positive to note that staff have answered that they would recommend the trust to friends and family if they needed care or treatment and that this can be attributed to the personal experiences they have had, reputation and from general observations.

**Question Two**

***How likely are you to recommend South Tees Hospitals NHS Foundation Trust to friends and family as a place to work?***

Extremely Likely	Other	5
	Colleagues	6
	Job Satisfaction	6
	Culture	5
	Good place to work	3
	Working Conditions	3
	Reputation of the Trust	3
	Equipment	2
Likely	Culture	12
	Good place to work	9
	Other	5
	Working Conditions	3
	Reputation	2
	Colleagues	2
	Job Satisfaction	2
	Equipment	0
Neither Likely nor Unlikely	Other	7
	Low morale	5
	Financial position of the Trust	3
	Limited development	2
	Public sector	2
Unlikely	Increased workload	5
	Lack of job security	4
	Financial position of the Trust	2
	Low morale	2
	Limited development	1
	Other	1
	Communication	1
Extremely Unlikely	Poor management / leadership	4
	Lack of job security	2
	Low morale	1
	Increased workload	1
	Working conditions	1
	Other	1
Don't know	Limited time with the Trust	1
	Low morale	1
	Culture	1

As can be seen above the themes are widely spread across question 2. It is positive to note that staff have answered that they would recommend the trust to friends and family as a place to work, however on review of the thematic analysis there are issues being raised that the current financial climate of the Trust is impacting on staff in their work, and in light of the continuing the journey work that is to be undertaken the Trust needs to ensure delivery of strong communications and engagement with staff.

### 3. Net Promoter Score

The reports that the Trust have received from Capita include a Net Promoter Score. It has not yet been decided at a national level whether a scoring system is to be utilised. The national decision regarding the presentation of the data is due to occur in July 2014 and therefore it is anticipated that the Staff Friends and Family Test will be published nationally in August 2014.

There is a separate Net Promoter Score for each of the two questions which provides a score of between -100 and +100. The Net Promoter Score is determined as follows:

Proportion of respondents who would be extremely likely to recommend (response category: 'extremely likely') *minus* Proportion of respondents who would not recommend (response category: 'neither likely or unlikely', 'unlikely' or 'extremely unlikely')

The Net Promoter Scores for South Tees Hospitals NHS Foundation Trust are:

#### Question One

*How likely are you to recommend South Tees Hospitals NHS Foundation Trust to friends and family if they needed care or treatment?*

**Net Promoter Score 39**

#### Question Two

*How likely are you to recommend South Tees Hospitals NHS Foundation Trust to friends and family as a place to work?*

**Net Promoter Score -7**

The importance of the Net Promoter Score is related to whether the figure is a positive or a negative figure as this informs the Trust whether it has more promoters or detractors. Additionally the numerical value indicates the strength of this promotion or detraction. A promoter is a loyal enthusiast who will refer others therefore fuelling growth. A detractor is an unhappy customer who can damage the organisations brand and impede growth through negative word-of-mouth.

### 4. Next steps

#### 4.1 Local publication of results and action planning

The guidance from NHS England on the staff friends and family test confirms that Trusts are required to publish the same data locally that is submitted nationally to NHS England. The guidance confirms that the verbatim comments can be published locally in an anonymised format. At this stage it is not envisaged that the trust will publish the detail of the verbatim comments, due to continued staff anxiety about the anonymity of the staff friends and family test and yearly staff survey, however the themes will need to be taken forward in action planning.

The data submitted to NHS England (excluding verbatim comments) will therefore be published to the Trust through the normal communication methods including staff bulletin and talking point. As has been detailed, Question 1 of the staff friends and family test relates to staff's perception of the trust as a place they would recommend their family or friends to be treated. As this is solely related to the delivery of clinical services in the Trust, the data received for this question will be shared with the Director of Nursing and Quality Assurance, for this to link with the patient Friends and Family test data and analysis, and for action planning to be taken forward by this area.

Question 2 of the staff friends and family test relates to staff's perception of the trust as a place they would recommend their family or friends to work, and as with the yearly staff survey results, the data will be discussed with the staff experience network leads through their monthly meeting. Centre / directorate specific results (including verbatim comments) will be cascaded to the relevant managing Director / corporate director, operational human resources link and staff experience network lead for that area to determine additional actions to include on the already established staff experience action plans. Results will also be shared with members of the joint partnership committee.

#### **4.2 Improving response rates**

This was the first time the trust had operated the staff friends and family test for staff, and as already briefed, the response rate was low. Having discussed with Capita the methodologies adopted by the trusts who gained high response rates, they have advised that they all opted for various methodologies including online only, postcards, unique identifier, no unique identifier and that the common denominator was that they were all successful with face to face promotion and encouragement from managers to staff to complete the survey.

An improved communications plan will be developed to identify strategies to improve the response rate in quarter 2, taking into account best practice shared by Capita from other Trusts, and any lessons learnt from running the first quarter in the trust. The plan will include how we best maximise the available facilities within the Trust to promote and communicate the test, including high visibility promotion of the test from senior management within the areas where the Quarter 2 survey will be conducted.

An issue was raised through corporate directors about the anonymity of the test, given that staff had to enter a unique identifier which was their payroll number, and whether this had contributed to the low response rates. A unique identifier is recommended to be used by Capita, as this prevents staff from being able to complete the test more than once, which would then skew the results. The trust has to use the unique identifier of a payroll number as it is resource heavy to introduce our own unique identifiers and the other option would be to use email addresses, however not all staff in the trust have an email address.

Consideration has already been given as to how the Trust could increase the response rate for Quarter 2 and it is suggested that we encourage staff to use the QR code option (Quick Response Code) to complete the test using a hand held device. To be able to use the QR Code option, staff would need to download a free QR reader application to their hand held device e.g. smartphone. The QR code issued by Capita (at no cost) is scanned by the staff member using their device and then the test will come up on their device. The staff member will still need to enter their unique identifier, but this will give the staff member the flexibility to complete the test at any time of night and day without having to log on to a traditional PC. This would be beneficial for staff that are in clinical roles and who do not ordinarily access computers on a daily basis in the ward environments.

Example QR code:



The Trust can also consider improving the response rates further, by opting to use an open URL link as this would mean that staff would not be required to enter a unique identifier. The risk with this option is that duplicate tests may be completed by staff.

For Quarter 2 it is believed that further promotion of the available options to complete the test and stronger face to face communication by senior management within the centres should be strategies adopted first and that if this does not increase the response rate sufficiently, other strategies including the open URL can be considered for Quarter 4. Quarter 3 will be covered by the annual staff survey.

#### **4.3 Quarter 2 areas**

The Staff Friends and Family test for quarter 2 will launch for a period of four weeks commencing on 26 August 2014 and will be targeted at all staff employed within the following areas:

- Integrated Medical Care Centre
- Tertiary Services Centre
- Service Strategy and Infrastructure.

#### **5. Conclusion**

The Board of Directors are asked to receive this update on the results from Quarter 1 of the staff friends and family test and support the implementation of the test for Quarter 2.