

South Tees Hospitals   
NHS Foundation Trust

<b>Meeting / Committee:</b>	Board of Directors	<b>Meeting Date:</b>	31 <sup>st</sup> March 2015
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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		X

<b>Title:</b>	2014 NHS Staff Survey Findings
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<b>Purpose:</b>	This report provides the Board of Directors with a summary of the 2014 national NHS Staff Survey results for the Trust and outlines the key areas for action.
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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 2014 NHS Staff Survey both nationally and locally</li> <li>• Overall Staff Engagement indicator</li> <li>• Actions since the 2014 survey</li> <li>• Recommendations</li> </ul>
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<b>Recommendation:</b>	The Board of Directors are asked to note the 2014 NHS Staff Survey key outcomes and to agree the recommendations on the key areas.
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<b>Implications (mark with x in appropriate column(s))</b>	Legal	Financial	Clinical	Strategic	Risk & Assurance
				X	X

## 1. Introduction

South Tees Hospitals NHS Foundation Trust participated in the 12<sup>th</sup> NHS Staff Survey in September 2014. The Trust undertook a sample survey and achieved a 35.05% response rate. The average response rate for Acute and Specialist Trusts surveyed by Capita was 44%.

It is noted that there is significant feedback from staff across NHS Trusts that they do not wish to be surveyed annually and this has been raised through Capita and other providers each year, however the survey remains annual and at least a sample survey must be completed by all Trust's. The Trust thanks those staff who completed the survey as their feedback is important in continuing to improve staff experience within the workplace.

NHS England published the 2014 NHS Staff Survey results on 24 February 2014. This paper will provide the Board of Directors with an overview of the key result areas, including areas for improvement and recommendations for action.

The national staff survey was designed to reflect the four themes that staff have said matter to them. These themes informed the Next Stage Review and the NHS Constitution.

The survey results are used in various ways including:

- Employers – to inform improvements in working conditions and practices at local level, and to make progress in involving and engaging staff.
- Care Quality Commission – who will use the survey findings in their annual health check, as part of NHS organisations compliance with Department of Health core standards.
- The Department of Health and NHS England and other national bodies, who will assess the effectiveness of national NHS staff policies, such as training and flexible working policies as well as to inform future developments in these areas.

## 2. Summary of National 2014 NHS Staff Survey Results

The 2014 NHS Staff Survey involved 287 NHS organisations in England. Over 624,000 NHS staff were invited to participate 255,000 responses were received. This is a national reduction in the response rate of 42% compared with 49% in 2013.

- 64% of NHS staff compared with 65% in 2013 staff said that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation. In addition, 67% compared with 66% in 2013 said that care of patients and service users is their organisation's top priority.
- The number of staff receiving appraisals has remained stable at 83%, however only 38% of staff said these appraisals were well structured (same as in 2013).

- Only 41% of all staff felt that their trust values their work. The proportion of staff who indicated that they would recommend their organisation as a place to work has decreased from 58% in 2013 to 56% in 2014.
- Only 37% said that communication between senior managers and staff is effective, however this has increased from 36% in 2013. Less than a third of all NHS staff (29%) reported that senior managers act on feedback from staff (this is an increase on the 2013 score of 28%). Despite this, 74% said that they are able to make suggestions on how they could improve the work of their team or department, the same as in 2013.
- 14% of NHS staff reported experiencing physical violence from patients, their relatives or other members of the public in the previous 12 months, down from 15% in 2013. 28% of all staff report that they experienced bullying, harassment and abuse from patients, their relatives or other members of the public in the previous 12 months – a decrease from 29% in 2013. 66% of incidents of physical violence were reported compared to 64% in 2013 and 44% of staff reported bullying, harassment and abuse cases compared with 43% in 2013.
- 56% of all staff would recommend their organisation as a place to work which is a decrease compared to 58% in 2013
- 93% of NHS staff have responded that they would know how to report any concerns they have about unsafe clinical practice, 68% would feel secure raising these concerns about unsafe clinical practice and 57% would feel confident that their organisation would address their concern.

NHS Employers briefing on the national survey outcomes highlighted that nationally scores had declined the most since 2013 in the following areas:

- Staff feeling pressure to attend work when feeling unwell in the last 3 months (-2.13%)
- Staff believing the Trust provides equal opportunities for career progression or promotion (-1.77%)
- Staff feeling satisfied with the quality of work and patient care they are able to deliver (-1.44%)
- Staff experiencing bullying, harassment or abuse from patients/relatives in the last 12 months (-0.87%)
- Staff experiencing physical violence from patients/relatives in the last 12 months (-0.81%)

### **3. South Tees Hospitals NHS Foundation Trust 2014 Staff Survey Results**

The NHS Staff Survey asks questions of staff which are focused around the four pledges of the NHS Constitution:

Staff pledge 1: To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities

Staff pledge 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.

Staff pledge 3: To provide support and opportunities for staff to maintain their health, well-being and safety

Staff pledge 4: To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

Additional themes: Staff satisfaction, Equality and Diversity and Patient experience measures.

(N.B. NHS pledges were amended in 2014, but this year's results have been structured around the pledges which have been maintained since 2009)

The key findings for South Tees Hospitals NHS Foundation Trust are highlighted in the following section.

### 3.1 Staff Engagement Indicator

The overall staff engagement indicator for the Trust is 3.75, which is a marginal increase since 2013 when it was 3.74. The national average score for acute trusts in 2014 was 3.74. This score needs to be reviewed in the context of the Trust's performance in the three key findings which contribute to this overarching indicator, which has seen no overall change since 2013. Although it is only a marginal increase, this is a positive outcome in the current climate of the NHS as a wider organisation when many trusts are implementing significant change and feeling financial pressures:

Key Finding	Change since 2013	Ranking, compared with acute trusts
Key Finding 22 Staff ability to contribute towards improvements at work	No change	Highest (best) 20%
Key Finding 24 Staff recommendation of the Trust as a place to work	No change	Average
Key Finding 25 Staff motivation at work	No change	Average

### 3.2 Top Five Ranking Scores

The following were identified as the Trust's top five ranking scores; where the Trust compares most favourably with other acute trusts in England:

- Key finding 19 – Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months – 18% compared to the Acute trust average of 23% (the lower the score the better)

- Key finding 9 – Support from immediate managers – 3.77 compared to the Acute trust average of 3.65 (the higher the score the better)
- Key finding 5 – Percentage of staff working extra hours – 66% compared to the Acute trust average of 71% (the lower the score the better)
- Key finding 1 – Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver – 83% compared to the Acute trust average of 77% (the higher the score the better)
- Key finding 12 – Percentage of staff witnessing potentially harmful errors, near misses or incidents in the last month – 29% compared with the Acute trust average of 34% (the lower the score the better)

All five areas above are new highly ranked scores compared to the results from 2013, however key finding 19 was identified as an area that had deteriorated in the 2013 staff survey and required improvement. This area has improved by seeing a reduction in the percentage from 24% in 2013 to 18% in 2014.

### 3.3 Lowest Five Ranking Scores

The following were identified as the Trust's five lowest ranking scores; where the Trust compares least favourably with other acute trusts in England:

- Key finding 17 – Percentage of staff experiencing physical violence from staff in the last 12 months – 4% compared to the Acute trust average of 3% (the lower the score the better)
- Key finding 10 – Percentage of staff receiving health and safety training in the last 12 months – 70% compared to the Acute trust average of 77% (the higher the score the better)
- Key finding 13 – Percentage of staff reporting errors, near misses or incidents witnessed in the last month – 88% compared to the Acute trust average of 90% (the higher the score the better)
- Key finding 26 – Percentage of staff having equality and diversity training in the last 12 months – 56% compared to the Acute trust average of 63% (the higher the score the better)
- Key finding 6 – Percentage of staff receiving job-relevant training, learning or development in the last 12 months – 81% the same as the Acute trust average (the higher the score the better)

Four of the five areas noted above are new lowest ranking scores. The percentage of staff receiving health and safety training in the last 12 months has remained a lowest ranking score since 2012. Two factors that could be associated with receiving a low score in this area is that the Trust does not class any training under the umbrella of 'Health and Safety' training, rather it is part of mandatory or statutory training and therefore staff may answer 'no' to this question as they do not classify that the training they are doing as Health and Safety. It could also be a contributing factor that staff who receive the questionnaire to complete, may not have been

required to complete any training in the last 12 months that would fall into the area of 'health and safety'. Further work needs to be undertaken to analyse this key finding to aim to improve this score for the 2015 staff survey.

The percentage of staff reporting errors, near misses or incidents witnessed in the last month has also dropped into the lowest ranking scores in 2014, from being in the top ranking scores in 2013 and is now below (worse than) average. This will require analysis with the Quality Assurance team to aim to improve this score for the 2015 staff survey.

The largest local changes that have occurred since the 2013 survey are:

- Key finding 20 – Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell – 24% compared to 34% in 2013. This was showing as a lowest ranking area in 2013 and 2012 (the lower the score the better)
- Key finding 19 – Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months – 18% compared to 24% in 2013 (the lower the score the better)

Other areas which have moved out of the lowest ranking score since 2013 include:

- Key finding 25 - Staff motivation at work. This was also one of the lowest in 2012.
- Key finding 22 - Percentage of staff able to contribute to improvements at work. This is now in the Highest (best) 20% when compared to other Acute trusts.
- Key finding 8 - Percentage of staff having well-structured appraisals in the last 12 months. This is now in the Above (better than) average when compared to other Acute trusts.

### **3.4 NHS Constitution Pledge 1**

The five key findings (KF- 1,2,3,4,5) relating to staff having clear roles, responsibilities and rewarding jobs have remained stable in 2014. Four out of five of these areas are in the best scores (KF-1,2,4 and 5) when compared with other Acute trusts and one score (KF-3) is average when compared to other Acute Trusts.

### **3.5 NHS Constitution Pledge 2**

The four key findings relating to providing staff with personal development, access to appropriate education and training for jobs and line management support to help staff fulfil their potential has shown stability in 2014 in all four key findings (KF-6,7,8,9) and key finding 9 – support from immediate managers is in the highest (best) 20% ranking when compared with other Acute trusts.

The percentage of staff saying they have received a well-structured appraisal is one of the key findings included in this item and the directorate showing the lowest percentage in this area is Finance and Performance (28%), followed by Tertiary services (33%) and Trauma, Theatres and Anaesthetics (34%). The area with the

highest reported percentage for a well-structured appraisal is Integrated Medical Care Centre (51%) followed by Clinical and Diagnostics. These two centres although restructured from previous divisions have continued to be the top areas in this key finding and best practice should be learned from these centres.

### **3.6 NHS Constitution Pledge 3**

The eleven key findings relating to the provision of support and opportunities for staff to maintain their health, well-being and safety has also remained fairly stable in general. Four key findings (KF12,14,18,19) are in the best rankings when compared to other Acute Trusts. One key finding is showing as Highest (worst) 20% when compared to other Acute trusts. This key finding 17 relates to staff experiencing physical violence from staff in the last 12 months which is at 4% compared to 3% in 2013, and 3% is the national average for Acute trusts (the lower the score the better). It is difficult to investigate this area further given that the survey is anonymous, however the Trust has policies in place to address these issues should they be reported to the Trust. Two key findings are showing as below (worse) than average when compared to other Acute trusts (KF10 and KF 13), and these have been identified previously in this report in the top 5 lowest ranking areas.

As identified earlier, one of the largest local improvements has been made in key finding 20 – Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell has shown a decrease to move this score to Below (better than) average. The staff groups within the Trust who reported the highest percentage in respect of feeling pressure to attend work when feeling unwell are: Nursing/Health care Assistants (38%), Other registered nurses (31%) and other Scientific and Technical (29%). The lowest percentage reported was in Central functions/Corporate Services (11%) followed by physios (15%) followed by Admin and Clerical (17%) which in 2013 was a high reporting area.

The centres reporting the highest percentage in respect of this indicator were Surgery (41%), Women and Children (40%) and Trauma, Theatres and Anaesthetics (29%). All these areas remain high from the 2013 survey. The lowest percentage centre is Tertiary (12%).

These results will be explored further by HR with the respective centres and directorates and their staff experience leads to develop action plans.

### **3.7 NHS Constitution Pledge 4**

The two key findings relating to engagement of staff in decisions that affect them, the services they provide and empowerment of staff to put forward ways to deliver better and safer services have remained stable since the 2013 survey. One key finding - KF22 Percentage of staff able to contribute towards improvements at work is in the best 20% when compared to other Acute trusts and KF21 – Percentage of staff reporting good communication between senior management and staff is Above (better than) average.

The staff groups within the Trust who have reported feeling least able to contribute towards improvements at work are: Scientific and Technical (47%) followed by Adult general nursing (61%) and Nursing/Health Care Assistants (65%). The staff groups reporting highest percentages of being able to contribute are: Physios (93%), followed by Corporate functions (89%) and Registered nursing (84%).

The staff groups within the Trust who have reported worst communications between senior management and staff are: Central functions/Corporate Services (16%) followed by Allied health professionals (17%) and Scientific and Technical (18%). The staff groups reporting the best communications between senior management and staff are: Physios (53%), Medical and Dental (47%) and Nursing/Health care assistants and Admin and clerical (33%).

### 3.8 Equality and Diversity

There are three key findings relating to Equality and Diversity, which have seen no change since the 2013 survey. However one area is now reporting in the Below (worse than) average ranking and this is in relation to staff having equality and diversity training within the last 12 months. Equality and Diversity training within the trust is embedded in the mandatory training package on Dignity at work which staff have to undertake every 5 years. Further analysis around this key finding will need to be carried out to understand the issues and to aim to improve this area for the 2015 survey. It is positive to report that the score for percentage of staff experiencing discrimination at work in the last 12 months is within the lowest (best) 20% rankings when compared to other Acute trusts.

Centre and directorate results will be explored further with HR and the respective staff experience leads.

### 3.9 Staff Satisfaction

The three key findings relating to Staff Satisfaction have also remained stable with no significant statistical change.

### 3.10 Staff engagement score

The staff group with reporting the highest staff engagement score are Physiotherapists which has remained the same since 2013 followed by Other registered nurses. The staff group reporting the lowest overall engagement score are: other Scientific and Technical staff and this has remained the same since 2013. The Medical and Dental score is showing the largest decrease since the 2013 survey of 0.28.

The staff engagement scores by staff group are as follows (Trust overall average staff engagement score was 3.75).

Staff Group	Engagement score 2013	Engagement score 2014
Adult/General Nurses	3.80	3.72 (decline)
Other Registered Nurses	3.63	3.87 (increase)
Nursing/Health Care Assistants	3.83	3.83 (remained stable)
Medical/Dental	3.96	3.68 (decline)
Physiotherapists	4.05	4.29 (increase)
Radiography	3.56	3.40 (decline)
Other Allied Health Professionals	3.73	3.60 (decline)
Other Scientific and Technical	3.25	3.25 (remained stable)
Admin and Clerical	3.58	3.75 (increase)
Central	3.87	3.71 (decline)

Functions/Corporate Services		
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When looking at the staff engagement results by age and gender of those staff who completed the survey then in 2014 the male workforce have become more engaged compared to 2013 when the female workforce were more engaged. There has also been a shift in the age groups of staff who are more engaged, moving from the 16-30 year olds who were highly engaged in 2013, to the 51+ age group who are now more engaged in 2014. The lowest engaged age group is the 41-50 year olds.

Gender	Engagement score 2013	Engagement score 2014
Male	3.65	3.78 (increase)
Female	3.77	3.77 (decrease)
Age	Engagement score 2013	Engagement score 2014
16-30	3.84	3.78 (decrease)
31-40	3.72	3.78 (increase)
41-50	3.73	3.69 (decrease)
51+	3.73	3.84 (increase)

#### 4. Update on the staff friends and family test

From the 1<sup>st</sup> April 2014, trusts have been required to undertake a quarterly 'Friends and Family' test. The test has two questions:

'How likely are you to recommend this organisation to friends and family if they needed care or treatment?

'How likely are you to recommend this organisation to friends and family as a place to work?'

Previous results received from the staff friends and family test in relation to recommending the Trust as a place to work have been sent to centres and directorates for them to take forward as part of their action plans that are developed for the staff survey. The results from the question of recommending the Trust to friends and family for care/treatment have been sent to the Quality Assurance team to take forward with the results that are already collated from patients and carers who use services.

For Quarter 3 the staff friends and family test was included as part of the staff survey, however it uses slightly different questions and a different response scale so cannot be directly compared.

Results from quarter 3 have been compared with the responses from the 2013 staff survey and have both deteriorated:

'I would recommend my organisation as a place to work' – 52% in 2014 compared to 64% in 2013.

'If a friend or relative needed treatment I would be happy with the standard of care provided by the organisation' – 70% in 2014 compared to 75% in 2013.

The Trust had in Quarter 1 and Quarter 2 low response rates when it had only opened up the test to specific areas of the Trust on each quarter, and had also

received feedback from staff that had raised concerns about entering their payroll number to complete the test, the Trust opened up the Quarter 4 test to all staff in the Trust, to help to improve its response rate and enable staff to give valuable feedback to the Trust. Unfortunately this has not resulted in an improvement to the response rate, and even though the test was extended to remain open for a further 2 weeks at the end of February, the Trust's response rate was 5% with 483 respondents, based on the fact that the baseline number increased significantly to 9005 employees available to take the test. It is a consideration that the response rates could be linked to a large proportion of clinical staff not having access to a computer to complete the test on line, although staff can complete the test via a smartphone or mobile device when scanning a QR code. This has been well promoted through communications, through the Intranet, staff bulletin, chief executives blog and emails to senior leaders within the Trust to encourage completion in their centres and directorates. Further analysis will need to be carried out with centres and directorates to increase response rates for 2015, and this will be done through action plans.

## **5. Actions since the 2013 NHS Staff Survey**

The Improving Working Lives group was reviewed and redefined in the autumn of 2013 and the IWL leads were rebranded as the staff experience network leads to incorporate the full agenda of staff experience related to the staff survey including staff engagement, health and wellbeing, learning and development and equality and diversity. Although the group was moved to meet on a monthly basis to give high priority to the actions arising from the 2013 survey, the attendance at the group has remained low, and following the changes to the Trust structures, it is felt that this group needs to be reviewed again to reflect the new centres and directorates and to also incorporate actions arising from the staff friends and family test. It is also felt that the level of staff who are nominated as staff experience leads can range from very junior staff up to senior management and this can result in some staff experience leads feeling that they are not in a position to take forward key actions within their areas. Therefore a paper is being produced to review the terms and conditions of the group, recommending that the group's focus be on the action plans developed from outcomes of the staff survey and staff friends and family test, and that responsibility and accountability level for the action plans should be from the Directorate Manager level or equivalent. This recommendation will be fully discussed with Managing Directors within centres and the Directors for directorates.

Following the 2013 NHS Staff Survey results centres and directorates were offered one to one sessions to review results and support the development of an action plan, and the majority of divisions and directorates who attended the one to one sessions have continued to review their action plans following their submission.

A positive result of moving the staff experience network meeting to a monthly meeting has resulted in each alternate meeting, reviewing the actions due for completion for those in attendance.

During 2014, some of the work that has been taken forward following the 2013 NHS staff survey includes:

- Continuation of the Maintaining a Healthy Workforce training programme which is a multi-disciplinary training programme for Managers incorporating training on application of sickness absence and management of stress policies, Occupational Health, Health Promoting Hospitals – Extra Life, health and human resources.

- Implementation of Extra Life - Health Promoting Hospitals framework which now has an established leadership group with key partners, as well as delivery groups taking forward the developed action plans on the key themes identified through the health needs assessment carried out in 2014 which include Mental health and resilience, healthy eating and environment, physical activity and environment, Maintaining a healthy workforce, Physical activity and environment, Becoming smoke free and Communications, training and health campaigns.

It is important to continue to build on the work that has already been undertaken in 2014, to ensure that staff's experience of working at South Tees Hospitals NHS Foundation Trust is a positive and rewarding one.

The staff experience network leads will be provided with individual reports for their areas and through the action planning process will be working on identifying areas of local priority to make improvements in key areas ahead of the 2015 NHS Staff Survey.

## **6. Recommendations**

Overall the perception of staff has remained fairly stable between 2013 & 2014 in light of the 2014 NHS Staff Survey results and our areas for improvement are not significantly different to those highlighted on a national basis.

Whilst the full summary report provides the Trust with a high level overview it is important that an opportunity is taken also at centre and directorate level to scrutinise those specific results which may identify additional areas of priority at a centre / directorate level.

The Board is asked to agree and support the following high level corporate / centre actions

- a) The staff experience network group to be reviewed and then take forward analysis of the overall results and agree the key corporate action areas arising from the 2014 staff survey outcomes which support improvements to address the lowest reported staff perceptions. Specifically the issues of:
  - a. Health and Safety training
  - b. Equality and Diversity training
- b) For each staff experience network lead to work with their HR contact to develop and agree staff experience action plans for their areas, agreeing the performance management mechanisms for monitoring achievement against these themes.
- c) Internal communications to be produced to feedback to staff the 2014 NHS Staff Survey results based on the theme of 'You Said, We Did' and 'You Said, We Could Not' which will support open and honest feedback to the workforce about what did change, why and what has not be addressed and why.
- d) Work to continue on the improvement of staff engagement, learning from & adopting best practice from other organisations
- e) Continue to implement the action plans related to the health and wellbeing priorities as identified through the health needs assessment carried out in January 2014 in relation to the Health Promoting Hospitals framework – Extra Life, utilising the results together with the staff survey results, to help staff to manage their work life balance and maximise their contribution to the Trust.