

South Tees Hospitals

NHS Foundation Trust

Meeting / Committee:	Board of Directors	Meeting Date:	26 March 2013
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This paper is for: (Only 1 column to be marked with x as appropriate)	Action/Decision	Assurance	Information X
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Title:	SUMMARY OF STAFF SURVEY RESULTS 2012
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Purpose:	The purpose of this report is to provide information to the Board of Directors on the findings from the staff survey results 2012. This report also summarises how further analysis of the staff survey will be carried out and what the next steps are to involve the identified leads per Division/Directorate.
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Summary:	<p>The 2012 staff survey was the tenth survey that the Trust had conducted and a census survey was conducted.</p> <p>The response rate based on the census survey that was conducted is as follows: 7885 staff surveys were sent out to staff. Out of this figure 4397 staff completed the survey. This gave the Trust a response rate of 55% however nationally the response rate that is reported is based on a sample size this therefore means the Trust is reported as having a response rate of 60%, this is in the highest 20% of acute trusts in England and a significant increase on a 52% response rate in 2011.</p> <p>A copy of the Trust's summary report is attached.</p>
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Recommendation:	The Board of Directors is asked to receive the contents of this report for information.
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Implications (mark with x in appropriate column(s))	Legal	Financial	Clinical	Strategic X	Risk & Assurance X
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SOUTH TEES HOSPITALS NHS FOUNDATION TRUST**BOARD OF DIRECTORS****SUMMARY OF STAFF SURVEY 2012****Purpose of report****Background**

The tenth annual staff survey was conducted in South Tees Hospitals NHS Foundation Trust from October to December 2012.

Based on the census survey figures, 4397 surveys were completed resulting in a census response rate for the survey of 55%. However nationally, reported figures are based on a sample size and nationally the Trusts response rate is 60% (59.73% rounded up). This result means the Trust are in the highest 20% for the staff survey response rate.

The Department of Health and NHS Commissioning Body report which the South Tees Hospitals NHS Foundation Trust has received has been summarised in the form of 28 Key Findings, a reduction from the previous 38 Key Findings. Some of the key findings are therefore not directly comparable with their equivalents in previous years. The following Key Findings (KF) will not show comparisons with 2011 data:

KF3. Work pressure felt by staff

KF6. % receiving job-relevant training, learning or development in last 12 months

KF16. % experiencing physical violence from patients / relatives in last 12 months

KF17. % experiencing physical violence from staff in last 12 months

KF18. % experiencing harassment, bullying or abuse from patients / relatives in last 12 months

KF19. % experiencing harassment, bullying or abuse from staff in last 12 months

KF21. % reporting good communication between senior management and staff

The Key Findings are reported under six headings, which are the four staff pledges within the NHS Constitution, (Clear Roles, Personal Development, Health and Wellbeing and Staff engagement) and additional areas of Staff Satisfaction and Equality and Diversity.

The questionnaire was split into six sections and covered the following areas:

1. Your Personal Development
 2. Your Job
 3. Your Managers
 4. Your Organisation

 5. Your Health, Well-being and Safety at Work

 6. Background Information
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Outcome

When compared against other Acute Trusts, the Trust is in the top 20% for 8 key findings and the Trust was better than average for 6 key findings. The Trust 6 key issues in the average, 8 key findings were worse than average however the Trust had no key findings in the worst 20%.

The Department of Health / NHS Commissioning Board

The following information shows how the Trust performed in relation to the 28 Key Findings.

The Top Five Ranking Scores

KF	Key Findings area	Trust Score 2012	Acute average 2012	Trust Score 2011	Best score reported in 2012	Compared to 2011
KF28	Percentage of staff experiencing discrimination at work in the last 12 months	7%	11%	8%	9%	Improvement
KF19	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	18%	24%	N/A	22%	Not directly comparable to 2011
KF5	Percentage of staff working extra hours	56%	70%	57%	57%	
KF27	Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion	93%	88%	93%	97%	Maintained
KF22	Percentage of staff able to contribute towards improvements at work	72%	68%	63%	77%	Improvement

The Bottom Five Ranking Scores

KF	Key Findings area	Trust Score 2012	Acute average 2012	Trust Score 2011	Best score reported in 2012	Compared to 2011
KF10	Percentage of staff receiving health and safety at work in the last 12 months	67%	74%	77%	93%	Deterioration
KF20	Percentage of staff feeling pressure in the	32%	29%	25%	26%	Deterioration

	last 3 months to attend work when feeling unwell					
KF25	Staff motivation at work	3.79	3.84	3.76	4.05	Improvement locally but represents a deterioration against national average
KF3	Work pressure felt by staff	3.12	3.08	N/A	3.33	Not directly comparable to 2011
KF14	Percentage of staff reporting errors, near misses or incidents witnessed in the last month	89%	90%	96%	96%	Deterioration

Where there has been an improvement in staff experience since 2011

In contrast to the findings from the 2011 Staff Survey, the Trust has seen three areas where the responses have improved to the level where there is a reported statistically significant increase in the 2012 Staff Survey. The areas of statistically significant improvement are detailed in the table below:

KF	Key Findings area	Trust Score 2012	Acute average 2012	Trust Score 2011	Best score reported in 2012	Compared to 2011
KF22	Staff able to contribute towards improvements at work	72%	68%	60%	77%	Score shows significant statistical change
KF24	Staff recommendation of the Trust a place to work *(Staff Engagement Score)	3.70	3.57	3.59	4.08	Score shows significant statistical change
KF26	Staff having Equality and Diversity training	58%	55%	45%	89%	Score shows significant statistical change

It is relevant to note that Key Finding 24 was reported in 2011 as a statistically significantly decrease.

Where staff experience has deteriorated since 2011

KF	Key Findings area	Trust Score 2012	Acute average 2012	Trust Score 2011	Best score reported in 2012	Compared to 2011
KF10	Staff receiving health and safety training in the last 12 months (the higher the score	67%	74%	76%	93%	Score shows a statistically significant

	the better)					decrease
KF14	Staff reporting errors, near misses or incidents witnessed in the last month (the higher the score the better)	89%	90%	96%	96%	Score shows a statistically significant decrease
KF20	Staff feeling pressure in the last 3 months to attend work when unwell (the lower the score the better)	32%	29%	24%	26%	Score shows a statistically significant decrease

It is relevant to note that Key Finding 14 was also reported in 2011 as a statistically significant decrease.

Staff engagement

The overall staff engagement score for the Trust has increased in the 2012 survey from 3.65 to 3.71, this score is above (better than) average. The national average for acute trusts is 3.69. This overall indicator of staff engagement is calculated, using nine questions that make up three Key Findings 22, 24 and 25. A summary of the scores is included in the following table:

Key Factor (KF)	Trust Score 2012	Acute average 2012	Trust Score 2011	Best score reported in 2012	Trust Ranking
KF22 Staff ability to contribute towards improvements at work	72%	68%	63%	77%	Highest 'best' 20%
KF24 Staff recommendation of the Trust as a place to work	3.70	3.57	3.57	4.08	Better than average
KF25 Staff motivation at work	3.79	3.84	3.75	4.05	Below worse than average

From April 2013 patients in Acute Trusts will be asked whether they would recommend hospital wards, accident and emergency units to a friend or relative based on their treatment; this is to be known as the 'Friends and Family Test'. The results will be published and benchmarked and will therefore allow the public to compare and identify the best performers based on patient experience.

NHS staff are already asked in an annual survey to find out if they would be happy for their friends and family to be treated at the place they work.

The percentage of staff agreeing that if a friend or relative needed treatment they would be happy with the standard of care provided by the Trust was 71% from the 2012 staff survey.

HSE Stress Management Standards

Available to the trust from Capita is analysis of 14 questions from the NHS staff survey which are aligned with the six control areas as defined by the HSE Stress Management Standards. Of the 14 questions, 12 are tracked for improvements or

deteriorations. 10 of the 12 questions are deteriorations, specifically 5 areas noted as high priority for improvement. 2 of these areas are the questions on harassment and bullying and in order not to receive a recommendation for high priority improvements would be for no respondents to identify themselves as being bullied or harassed.

Summary and Conclusion

The results from the sample staff survey of 2012 continue to be positive for the Trust, the response rate of the staff of 60% is a significant increase on the 2011 response rate of 52%. Due to the changes to the Key Findings it is difficult to draw an overall picture of the trend that South Tees Hospitals NHS Foundation Trust has followed over the years however there are clearly areas of improvement and areas where the Trust has significantly improved.

In terms of the Staff Pledges, the Trust has a range of scores in each pledge and additional themes that score well.

Staff Pledge 4 - Staff being engaged in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services

In 2011 this was an area identified as an area for improvement regarding the question of staff feeling able to contribute towards improvements at work. It is therefore reassuring that in the 2012 Staff Survey this area was one of a significant improvement.

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

From the eleven key findings which make up Staff Pledge 3, the Trust has three of its statistically significant changes within this overall pledge, one of which is in the Trusts top ranking scores (percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months). Two of which however are in the Trusts bottom ranking scores.

The percentage of staff receiving health and safety training has decreased from 77% to 67%. Additionally there has been a further decrease from 96% to 89% of staff reporting errors near misses or incidents witnessed in the last month. In 2011 this particular area decreased from 100% to 96% and in 2012 it has deteriorated further.

Staff Pledge 2 - To provide staff with personal development, access to appropriate training and line management support to succeed

In 2011 this particular pledge and its key findings were noted as areas where there had been deteriorations in performance. In 2012 there are no significant statistical changes to this particular pledge and its key findings, for the Trust. There has been a very slight improvement in staff having had an appraisal (SDR) in the last 12 months and there has been a slight deterioration in staff reporting they receive support from their immediate managers.

Staff Pledge 1 - To provide all staff with clear roles responsibilities and rewarding jobs

There has been a slight deterioration in the percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver and a slight deterioration

in the percentage of staff reporting that they work extra hours. However there are slight improvements in the percentage of staff who agree their role makes a difference to patients and a slight increase in the percentage of staff who work in an effective team.

In the additional theme of staff satisfaction, whilst the overall staff engagement score for the Trust increased in 2012 in comparison to that in 2011. One of the key findings is in the best 20% of acute trusts and that is the percentage of staff who would recommend the Trust as a place to work or receive treatment and this particular result is an improvement on the 2011 response. Job satisfaction and staff motivation have increased very slightly.

In 2011 there had been an improvement in the additional theme of equality and diversity and this improvement has been reflected again in 2012. From the five key findings, two of the key findings for this theme are in the Trusts top ranking scores meaning the Trust is in the best 20%. There are more staff reporting that they have had equality and diversity training in the last 12 months and this improvement has been reported as statistically significant. More staff are reporting that the Trust provides equal opportunities for career progression. Less staff have reported experiencing discrimination at work and although this score is in the best 20% of Trusts, there are still 7% of respondents who state they have experienced discrimination at work.

Divisions and Directorates have continued to take forward developments from their Staff Survey 2011 action plans. Examples include further work in Acute Medicine to engage and seek feedback locally, with staff in wards and departments. In Specialty Medicine the divisional day was a success with staff able to drop in, hear about developments and give their feedback. The Improving Working Lives Leads Group continues to meet bi-monthly, integrating the various strands such as staff engagement and health and wellbeing, with a nurse representative from Occupational Health.

Emerging themes from the 2012 staff survey suggest that the Trust should focus on the following areas:

- Continued development of strategies for corporate themes, such as staff engagement and motivation.
- Sustaining the developments that have been made in key areas such as appraisals and health and wellbeing
- Monitoring areas that have shown slight decreases, such as staff reporting errors near misses or incidents witnessed in the last month.
- Reviewing organisational frameworks/ structures that support the corporate themes
- Further developments in equality and diversity
- Monitoring of the above

Next Steps

In order to move forward with these themes it is recommended that the Trust takes forward the following steps:

Divisional and Directorate actions

1. Divisional and Directorate Staff Survey 2012 information containing a full set of results, will be distributed by HR to Divisional Managers / Directors/Chiefs and IWL leads
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2. Communication of results through organisational mechanisms such as Talking Point, Staff briefing and through Divisional and Directorate frameworks, with a focus on staff feedback and testing of the results
3. Local action plans are to be developed and implemented by Divisions and Directorates.
4. Monitoring of the above through the Trust's Performance review framework

Corporate actions

1. Meeting of the IWL Leads Group to present Trust Staff Survey 2012 results.
2. Agree the key corporate themes which need further development and agree the performance management mechanism for monitoring of achievement for these themes.
3. Develop a year on year NHS staff survey results tracker which shows a trend over more than the preceding year to identify improvements or deteriorations over more than a two year period



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