

TRUST BOARD PUBLIC – 31 March 2016

Agenda Item Number: 48/16
Enclosure Number: (4)

Subject:	2015 National Staff Survey Results
Prepared by: Sponsored by: Presented by:	<i>Lucy Wiltshire, Head of Organisational Development</i> <i>Tim Powell, Director of Workforce & OD</i> <i>Tim Powell, Director of Workforce & OD</i>
Purpose of paper	For Information and discussion
Key points for Trust Board members <i>Briefly summarise in bullet point format the main points and key issues that the Trust Board members should focus on including conclusions and proposals</i>	<ul style="list-style-type: none"> • Full census undertaken with 4295 responses (59%) in the highest 20% of acute trusts nationally • Very positive shift • Top 20% in 15 of 32 key findings when compared to all acute trusts nationally (increase from 10 in 2014) • When considering improvements and deteriorations of acute Trusts, we rank 21st of all 99. Of the 20 ranking above Portsmouth, only 5 Trusts have higher overall staff engagement scores. • Priority areas identified for action
Options and decisions required <i>Clearly identify options that are to be considered and any decisions required</i>	Request for Trust Board to endorse proposals for priority areas of focus for 2016
Next steps / future actions: <i>Clearly identify what will follow the Trust Board's discussion</i>	Full cascade to organisation via Clinical Service Centre Management Teams and Corporate Function Heads of Service
Consideration of legal issues (including Equality Impact Assessment)?	N/A
Consideration of Public and Patient Involvement and Communications Implications?	N/A

Links to Portsmouth Hospitals NHS Trust Board Strategic Aims, Assurance Framework/Corporate Risk Register

Strategic Aim	STRATEGIC AIM 4: STAFF WOULD RECOMMEND THE TRUST AS A PLACE TO WORK AND A PLACE TO RECEIVE
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	TREATMENT
BAF/Corporate Risk Register Reference (if applicable)	15-1516
Risk Description	<p>Insufficient engagement of workforce, implications:</p> <ul style="list-style-type: none"> • Lack of understanding/buy in, and therefore delivery of strategic priorities • Suboptimal delivery of patient care • Declined staff survey results
CQC Reference	Well-led domain

Committees/Meetings at which paper has been approved:	Date
None	

Staff Engagement – National NHS Staff Survey 2015

1.0 Purpose

The purpose of this brief is to present the Results of the 2015 National NHS Staff Survey conducted in Portsmouth Hospitals NHS Trust between September and December 2015.

2.0 Background

This summary is based upon the survey results provided by the Trust's contractor, Quality Health. The results are used by NHS England to support national assessments of quality and safety. The Care Quality Commission uses the results to inform their Intelligent Monitoring work to help to decide who, where and what to inspect. The NHS Staff Survey is recognised as an important way of ensuring that the views of staff working in the NHS inform local improvements and input in to local and national assessments of quality, safety, and delivery of the NHS Constitution.

3.0 2015 Action plan

The 2015 action plan identified from the 2014 staff survey concentrated on ten priority Key Findings (KFs). Of the ten within the 2015 results, three have improved, 4 have remained the same, one has declined and two are non-comparable due to changes to the format of the survey:

- KF3 (previously 2) Staff agreeing their role makes a difference to patients – **non comparable although raw data suggests a positive increase**
- KF29 (previously 13) Staff reporting errors, near misses and incidents – **no change**
- KF25 (previously 18) Harassment, bullying or abuse from patients, relatives or the public - **improved**
- KF26 (previously 19) Harassment, bullying and abuse from staff - **declined**
- KF18 (previously 20) Pressure to attend work when unwell – **no change**
- KF11 (previously 7) Staff appraised in last 12 months – **no change**
- KF12 (previously 8) Having well-structured appraisals – **non comparable although all questions relating to appraisals have improved**
- KF6 (previously 21) Good communication between management and staff – **no change**
- KF7 (previously 22) Staff contributing to improvements at work - **improved**
- KF1 (previously 24) Staff recommendation of the trust as a place to work or receive treatment - **improved**

As well as trust wide work streams which developed from the 2015 Listening into Action 'Big Conversations 2', Clinical Service Centres identified their own actions that addressed priority actions within their local areas.

4.0 2015 Survey Results

Portsmouth Hospitals NHS Trust chose to survey all staff in 2015 as in 2013 and 2014. A total of 4,295 staff took the opportunity to complete and return a survey, which is the largest ever collection of staff feedback, representing a 59% response rate which is in the highest 20% for acute trusts in England and compares with a response rate of 54% in the 2014 survey.

The survey report has been structured around the four pledges and three additional themes in the NHS Constitution. The detailed content of the report has been presented in the form of KFs and contains 32 KFs, of these only 22 are comparable with the 2014 survey results as a result of multiple changes to the survey this year. There are three new KF's; KF24 the % reporting the most recent experience of violence; KF27 the % reporting most recent experience of harassment, bullying or abuse and KF8 staff satisfaction with level of responsibility and involvement.

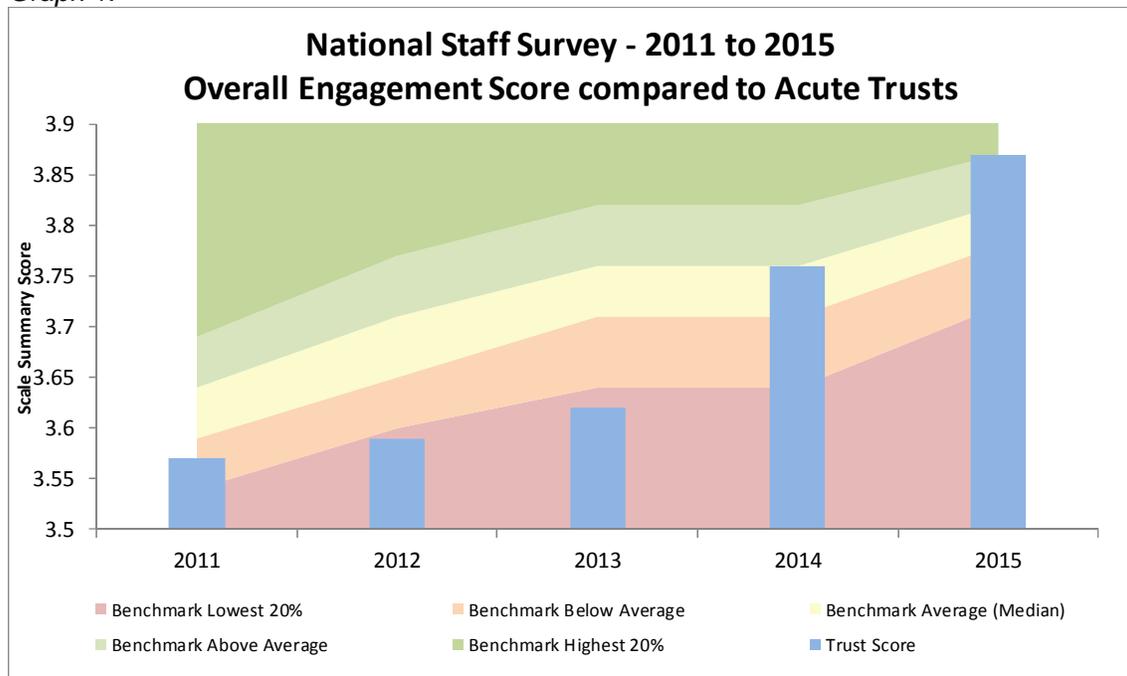
There are two types of Key Finding:

- **Percentage scores** i.e. the percentage of staff giving a particular response to a question or series of questions.
- **Scale summary scores**, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores the minimum score is always 1 and the maximum score is 5.

4.1 Overall Staff Engagement Score

The overall staff engagement score when compared with all acute trusts has improved from being in the worst 20% in 2012 and 2013, average in 2014 and above average in 2015 with a scale summary score of 3.87 which is above the national average. This is detailed in Graph 1 below.

Graph 1:



The overall staff engagement score represents staff members' perceived ability to contribute to improvements at work, their willingness to recommend the organisation as a place to work or receive treatment, and the extent to which they feel motivated and engaged in their work.

Each of the 3 KFs that together make up the overall staff engagement measure have improved.

Motivation and engagement (KF4)

Over half of all staff (62%) report that they often or always look forward in going to work, with three quarters of staff (78%) feeling enthusiastic about their job. The same number also reported that time passed quickly whilst they were at work.

Contributions to improvement (KF7)

The majority of staff (74%) reported that there are frequent opportunities for them to show initiative in their role with slightly more (76%) reporting that they are able to make suggestions to improve the work of their team or department. A slightly lower percentage (54%) said they are able to make improvements happen in their area of work.

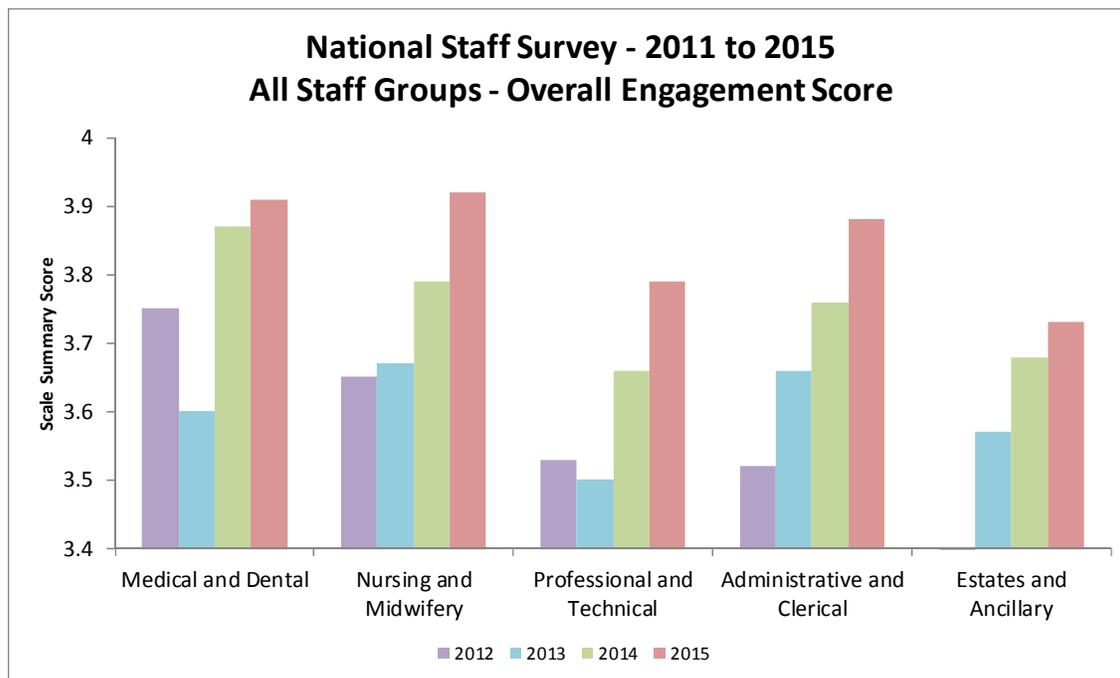
Recommendation of the organisation

78% of staff agreed or strongly agreed that the care of patients/service users is the organisations top priority, and 66% said they would recommend it as a place to work. When asked whether, if a friend or relative needed treatment, they would be happy with the standard of care provided by the organisation, 73% of staff agreed or strongly agreed.

4.2 Overall Engagement Score by staff group

Overall staff engagement has increased across all staff groups since 2012, with Nursing and Midwifery staff groups demonstrating the highest level of engagement followed by Medical staff as shown in Graph 2 below:

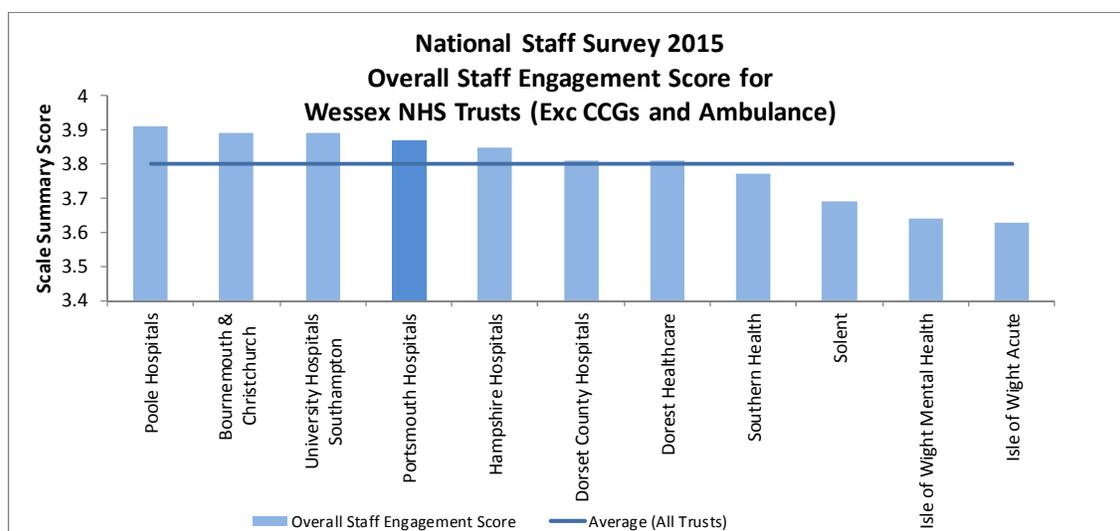
Graph 2:



4.3 Overall Engagement Score compared with Trusts within Wessex region

Overall staff engagement compares favourably against our colleagues within the Wessex region, as demonstrated in graph 3 below.

Graph 3:



4.4 Summation of KFs compared to 2014 results

Due to the number of changes made to the survey for 2015, only 22 of the 32 key findings are comparable, and of these a number of the 2014 figures have been recalculated to enable a meaningful comparison which is statistically significant. Of the 22 key findings considered comparable:

- 8 show improvement
- 12 have remained unchanged
- 2 have deteriorated (however of these, one KF is in the best 20% of acute trusts and the other is average)

4.5 Summation of all 32 KFs compared with all acute trusts nationally

There are 99 acute trusts participating in the staff survey in England. Table 1 below displays where Portsmouth ranks for all 32 KFs against all acute trusts for both the 2014 and 2015 results.

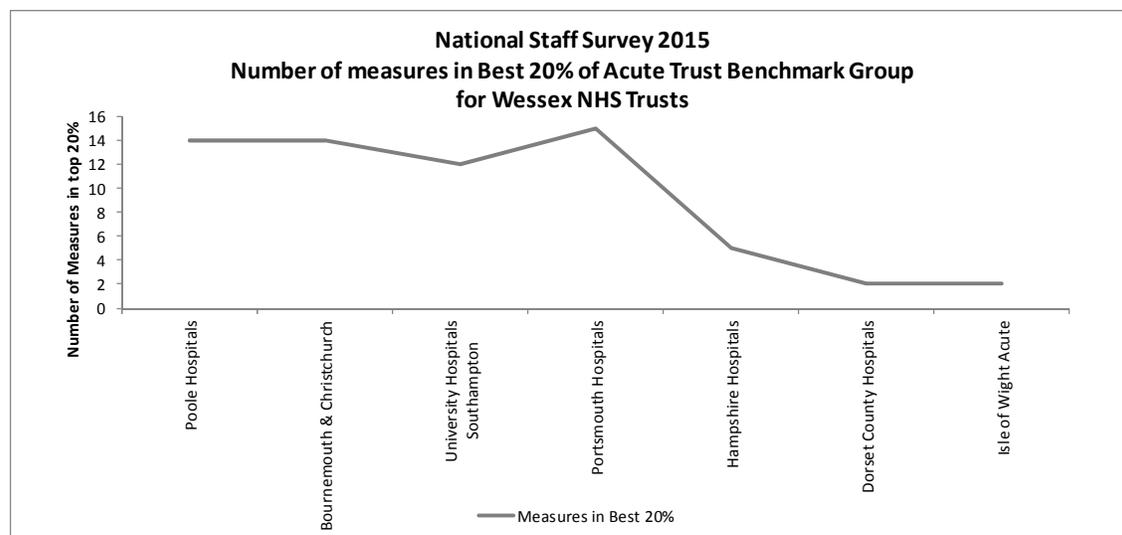
Table 1:

Benchmark group	2014 compared to all acute trusts	2015 compared to all acute trusts
Best 20% (Highest/Lowest)	10	15
Above (better than) Average	7	9
Average	9	7
Below (worse than) Average	3	1
Worst 20% (Highest/Lowest)	0	0

When considering improvements and deteriorations of acute Trusts, we rank 21st of all 99 Trusts. Of the 20 Trusts ranking above Portsmouth, only 5 Trusts have higher overall staff engagement scores, which include Salisbury, Tameside, Poole, Bournemouth and Epsom and St Helier.

When comparing this to our local acute neighbours within the Wessex region, although University Hospitals Southampton, Royal Bournemouth, Christchurch and Poole all sit within the top 20% for their overall engagement score, Portsmouth has more overall KFs in the top 20% as demonstrated in Graph 4. Non acute trusts are categorised as above average, average or below average and therefore cannot be considered

Graph 4:



4.6 Specific questions most improved and declined

Within each KF are a number of questions. When the specific questions are considered, the greatest improved and declined scores have been made as outlined in Table 2 below:

Table 2:

Top 5 Questions		Improved			Declined				
		2014	2015	+↑		2014	2015	-↓	
1	Q2a. I look forward to going to work	54%	62%	8%	1	Q20f. Percentage of staff saying their appraisal or development review had identified training, learning or development needs	73%	67%	-6%
2	Q21d. If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation	66%	73%	7%	2	Q22b. I receive regular updates on patient / service user experience feedback in my directorate / department	65%	63%	-2%
3	Q21c. I would recommend my organisation as a place to work	59%	66%	7%		Q22c. Feedback from patients / service users is used to make informed decisions within my directorate / department	61%	59%	-2%
4	Q21a. Care of patients / service users is my organisation's top priority	72%	78%	6%		Q14d. Percentage of staff who had experienced an incident of physical violence stating either they or a colleague had reported it	66%	64%	-2%
5	Q2b. I am enthusiastic about my job	72%	78%	6%		Q22a. Is patient / service user experience feedback collected within your directorate / department?	92%	91%	-1%

Those questions most declined will be a priority for key actions throughout 2016 although when considering these questions within their KF's they all compare favourably against all other acute trusts as either average or in the top 20%.

The questions which have most improved are extremely positive and reflect the importance placed on our staff engagement agenda, and in particular through the adoption of our Listening into Action programme and supporting work streams. The 2015 survey results indicate a cultural shift supporting strategic aim 4; staff would recommend the trust as a place to work and to receive treatment.

4.7 KF's most improved and declined

Table 3:

Top 5 Key Findings							
Improved				Declined			
	2014	2015	+↑		2014	2015	-↓
1	KF4. Staff motivation at work	3.88	3.98	0.10	1	KF16. Percentage of staff working extra hours	63% 66% 3%
2	KF8. Staff satisfaction with level of responsibility and involvement	3.91	4.00	0.09	2	KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	23% 25% 2%
3	KF7. Percentage of staff able to contribute towards improvements at work	68%	71%	3%	<i>No further negative movements identified</i>		
4	KF1. Staff Recommendation of the organisation as a place to work	3.71	3.88	0.17	<i>No further negative movements identified</i>		
5	KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.	29%	26%	-3%	<i>No further negative movements identified</i>		

KF26 will be a priority for key actions throughout 2016. Although KF16 has declined it compares favourably against all other acute trusts as being in the top 20%.

The table in appendix A outlines a more detailed summary of all key findings and ranking from 2011 to 2015 compared to all acute trusts.

5.0 2016 Priority Areas for Action

The focus given to our staff engagement agenda has resulted in our workforce feeling more valued, more able to contribute to changes that affect them and a higher number recommending it as a place to work and receive treatment. It is pleasing to see the overall staff engagement level increase further during the last 12 months which provides the opportunity for us to continue to foster a culture of openness and transparency to promote staff led change and to provide a first class service for our patients.

This positive climate for change will be built upon during 2016 to ensure that we not only maintain our 15 KFs being in the top 20% of all acute trusts but also aspire to be in the top 20% for overall staff engagement.

However, it is crucial that to maintain this upward direction of travel, we continue to build on our successes and pay much attention to those areas that are still in need of improvement. The survey provides evidence of a highly engaged but pressured workforce.

Over the coming 12 months we plan to take action to improve in the areas outlined in Table 4 below:

Table 4

Areas ranking as average or below when compared to all acute Trusts:	
Staff Pledge 3 - to provide support and opportunities for staff to maintain their health, well-being and safety	2016 Key Actions:
Health and well-being (KF15 & 18*) Opportunities for flexible working or feeling pressure to attend work when unwell	<ul style="list-style-type: none"> • Ensure flexible working policy is clear and understood by all • Ensure attendance management policy is clear and understood by all and that staff are treated fairly
Violence and harassment (KF22, 23, 24, 26 & 27) Staff experiencing and reporting physical violence, harassment, bullying or abuse from patients, relatives, the public or staff in the last 12 months	<ul style="list-style-type: none"> • Ensure all staff are complaint with bullying and harassment essential skills training • Ensure all staff know how to report incidents and are appropriately supported • Monitor key workforce metrics against the workforce race equality standards (WRES)
Additional Theme - Equality and diversity	2016 Key Actions:
Discrimination (KF20) Staff experiencing discrimination at work in last 12 months	<ul style="list-style-type: none"> • Ensure equality and diversity policy is clear and understood by all and that essential skills is compliant for all staff • Monitor key workforce metrics against the workforce race equality standards (WRES)
Other key priority areas (KFs)	
Various Key Findings – all better than average or in the top 20%	2016 Key Actions:
KF1 Staff recommendation of the organisation as place to work or receive treatment	<ul style="list-style-type: none"> • Ensure all staff are clear on the organisations top priorities and how their role contributes • Act on feedback regarding why staff would not recommend it as a place to work or receive treatment
KF6 Reporting good communication between senior management and staff	<ul style="list-style-type: none"> • Senior managers to be visible and available for their staff • Cascade of clear and regular communication from board to frontline is evident • Managers to involve staff in important decision • Encourage and act on feedback from staff
KF7 % able to contribute towards improvements at work	<ul style="list-style-type: none"> • Staff are encouraged to show initiative and make suggestions for improvements • Staff are empowered to implement positive change • Celebrate success and share best practice
KF12 Quality of appraisals	<ul style="list-style-type: none"> • Continue to build on improving the quality of appraisals through training for managers to ensure meaningful conversations take place setting out what is expected of staff, discussing how well they are doing against those expectations and identifying any support or development that may be required to improve their delivery whilst valuing contribution and celebrating success
KF31 Staff confidence and security in reporting unsafe clinical practice	<ul style="list-style-type: none"> • Continue to develop a culture where staff feel safe to raise concerns and confident that any issues will be addressed and any resulting actions fed back

*KF18 feeling pressure to attend work when unwell is the only key finding **below** average

Appendix 1

National Key Finding Scores 2011-2015

Comparison against all acute Trusts

National Key Findings Score 2011-2015	2011	2012	2013	2014	2015
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.42	3.41	3.55	3.71	3.88
KF2. Staff satisfaction with the quality of work and care they are able to deliver	N/C	N/C	N/C	N/C	4.00
KF3. Percentage of staff agreeing that their role makes a difference to patients	N/C	N/C	N/C	N/C	91%
KF4. Staff motivation at work	3.79	3.76	3.78	3.88	3.98
KF5. Recognition and value of staff by managers and the organisation	N/C	N/C	N/C	N/C	3.58
KF6. Percentage of staff reporting good communication between senior management and staff	27%	25%	29%	38%	40%
KF7. Percentage of staff able to contribute towards improvements at work	60%	65%	61%	68%	71%
KF8. Staff satisfaction with level of responsibility and involvement	N/C	N/C	N/C	3.91	4.00
KF9. Effective team working	N/C	N/C	N/C	N/C	3.84
KF10. Support from immediate managers	3.61	3.62	3.62	3.76	3.83
KF11. Percentage of staff appraised in last 12 months	83%	86%	85%	87%	88%
KF12. Quality of appraisals	N/C	N/C	N/C	N/C	3.23
KF13. Quality of non-mandatory training, learning or development	N/C	N/C	N/C	N/C	4.08
KF14. Staff satisfaction with resourcing and support	N/C	N/C	N/C	N/C	3.43
KF15. Percentage of staff satisfied with the opportunities for flexible working patterns	N/C	N/C	N/C	N/C	49%
KF16. Percentage of staff working extra hours*	60%	65%	63%	63%	66%
KF17. Percentage of staff suffering work related stress in last 12 months*	23%	38%	37%	33%	30%
KF18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell*	N/C	N/C	N/C	61%	62%
KF19. Organisation and management interest in and action on health and wellbeing	N/C	N/C	N/C	N/C	3.73
KF20. Percentage of staff experiencing discrimination at work in the last 12 months*	10%	10%	11%	9%	10%
KF21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	91%	87%	89%	89%	90%
KF22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months*	8%	16%	15%	14%	15%
KF23. Percentage of staff experiencing physical violence from staff in last 12 months*	1%	3%	2%	2%	2%
KF24. Percentage of staff/colleagues reporting most recent experience of violence	N/C	N/C	N/C	49%	52%
KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months*	15%	28%	30%	29%	26%
KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months*	13%	26%	25%	23%	25%
KF27. Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse	N/C	N/C	N/C	37%	37%
KF28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month*	36%	38%	35%	32%	30%
KF29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month	99%	91%	91%	89%	91%
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	N/C	N/C	N/C	N/C	3.83
KF31. Staff confidence and security in reporting unsafe clinical practice	N/C	N/C	N/C	3.70	3.72
KF32. Effective use of patient / service user feedback	N/C	N/C	N/C	3.75	3.78
Overall engagement score	3.57	3.59	3.62	3.76	3.87

*An asterisk indicates a key finding for which a lower score is better

Key for comparison against all acute Trusts

Top 20%
Above average
Average
Below average
Bottom 20%
N/C = not comparable