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**TRUST BOARD**

Title:	<b>Outcomes of National Staff Survey 2018 and Next Steps</b>
Action:	<b>FOR DISCUSSION/NOTING</b>
Meeting:	<b>13 March 2019</b>

**Purpose:**

The purpose of this report is to present to the Board the headline results from the 2018 National NHS Staff Survey and proposed next steps. The results were published on 26 February 2019 and our full report and directorate reports can be viewed at:

<http://nhsstaffsurveys2018.com/sections/40>

This report supports the Trust's ambitions detailed within our 5-year Workforce, Organisational Development and Service Redesign strategy and in particular supports our aspirations and ambitions detailed in Programme 1 – Ensuring that the Trust has a Highly Engaged Workforce.

**Recommendation:**

The Trust Board is asked to:

- i. discuss and note the outcome of the 2018 National Staff Survey results and next steps in relation to ensuring that the Trust continues to be a good place to work.
- ii. note the achievement of the measures within our strategic objectives for 2018/19 that relate to the NHS Annual Staff survey. These are:
  - Provide Outstanding Care – Indicator 1c - Staff recommending the Trust as a place to work or receive treatment
  - Be an Excellent Employer – Indicator 3a - Staff recommending the Trust as a good place to work and Indicator 3b - Staff engagement rating and Indicator 3c - Staff Appraisal rates

	<b>Name</b>	<b>Title</b>
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## Trust Objectives

Objective	How the report supports achievement of the Trust objectives:
Provide outstanding care	The results demonstrate that our staff recommend our Trust as a place to work or receive treatment. Highest score nationally when compared to our peers – also a significant increase on our 2017 results. These results also demonstrate achievement of the agreed measure 1c in our 18/19 strategic objectives – staff recommending the Trust as a place to work or receive treatment.
Collaborate with other organisations	Not covered in this report
Be an excellent employer	The results demonstrate that our staff recommend our Trust as a place to work and receive treatment. Highest score reported nationally for this indicator when compared to peers – also a significant increase on our 2017 results. These results confirm that the Trust has met the three agreed measures 3a and 3b for recommendation and 3c for appraisal rates linked to our strategic objectives for 2018/19 under being an excellent employer.
Be a sustainable organisation	Not covered in this report

**Trust risk register** - relates to strategic risks – 2636 – Staff Morale; 1320 – CQC compliance; 2748 – workforce challenges

### Legal and Regulatory requirements:

Staff rights and responsibilities – NHS Constitution  
CQC Key Lines of Enquiry

### Previous Papers:

Title:	Date Presented:
Outcomes of National Staff Survey 2017 and Next Steps	March 2018

## Equality and Diversity implications:

Objective	How the report supports achievement of objectives:							
Achieve an improvement in the percentage of service users who report that they are able to access the Trust services that they require.	Not relevant to this report							
To introduce people participation in our diversity and inclusion initiatives to capture the experience of hard to reach/seldom heard/varied community groups.	Not relevant to this report							
To introduce wider diversity on recruitment selection panels.	Not relevant to this report							
To deliver customised training and development for staff to further improve awareness of diversity and inclusion.	Not relevant to this report							
Are any of the following protected characteristics impacted by items covered in the paper-Yes All								
Age	Disability	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## 1 BACKGROUND INFORMATION

- 1.1 The National NHS Staff Survey for 2018 ran between October 2018 and December 2018.
- 1.2 The Trust surveyed electronically all substantive staff in post as at 1<sup>st</sup> September 2018; excluding those who were unable to participate due to not being at work. The breakdown of responses is detailed below. 1444 individuals completed the survey compared to 1132 in 2017. We achieved a 60% response rate compared to 59% in 2017. As a reminder to the Board our workforce increased by circa 350 in April 2018 due to the Trust being successful in our bid to run Bedfordshire Children's Services. The Trust achieved an above average response rate when compared to community Trusts nationally where the average response rate was 53% for the 2018 survey.
- 1.3 Breakdown of response rate by area is as follows:

Area	Numbers Completed Response	Overall % response rate
Ambulatory Care	310	21.5%
Bedfordshire Children and Young People's Services	214	14.8%
Cambridgeshire and Norfolk Children and Young People's Services	516	35.7%
Corporate Services	127	8.8%
Luton Adult Services	125	8.7%
Luton Children and Young People's Services	152	10.5%
<b>Overall:</b>	<b>1444</b>	<b>100%</b>

- 1.4 The Trust's full report and directorate report can be found here <http://nhsstaffsurveys2018.com/sections/40>
- 1.5 There are 29 Key findings which have been grouped into ten themes, compared to 32 in 2017. In all these the Trust has been compared nationally to a benchmarking group of 16 organisations. The themes are:
- Equality, diversity and inclusion
  - Health and wellbeing
  - Immediate managers
  - Morale
  - Quality of Appraisals
  - Quality of care
  - Safe environment – bullying and harassment
  - Safe environment – violence
  - Safety culture
  - Staff engagement
- 1.6 A presentation of the high-level results was given to the Leadership Forum on 4<sup>th</sup> March 2019 and the headlines shared with our staff side colleagues at our last Joint Consultative Negotiating Partnership. Headline results were also shared with all staff on the day the results were published nationally which was 26<sup>th</sup> February 2019.

## 2 HEADLINE RESULTS

- 2.1 In 18 out of the 29 key findings (62%) our staff rated the Trust as the best in the country when compared to our peers (In 2017, this was in 19 out of 32 key findings (59%)). These key findings are:
- KF1 – Staff recommendation of the organisation as a place to work or receive treatment **(significant increase)**
  - KF4 – Staff motivation at work
  - KF5 – Recognition and value of staff by managers and the organisation **(significant increase)**
  - KF6 - % of staff reporting good communication between senior management and staff
  - KF7 - % of staff able to contribute towards improvements at work
  - KF8 – Staff satisfaction with level of responsibility and involvement
  - KF15 - % of staff satisfied with the opportunities for flexible working
  - KF16 - % of staff working extra hours
  - KF18 - % of staff attending work in the last 3 months despite feeling unwell because they felt pressure from this manager, colleagues or themselves
  - KF19 – Organisation and management interest in and action on health and wellbeing
  - KF20 - % of staff experiencing discrimination at work in the last 12 months
  - KF23 - % of staff experiencing physical violence from staff in last 12 months
  - KF25 - % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months
  - KF26 - % of staff experiencing harassment, bullying or abuse from staff in the last 12 months
  - KF28 - % of staff witnessing potentially harmful errors, near misses or incidents in last month
  - KF30 – Fairness and effectiveness of procedures for reporting errors, near misses and incidents
  - KF31 – Staff confidence and security in reporting unsafe clinical practice
  - KF32 – Effective use of patient/service user feedback

- 2.2 In eight of the ten themes our staff rated us the best when compared to our peers with the other two being rated as above average. Six themes improved from last year; two stayed the same and one decreased. Summary as follows:
- Equality, diversity and inclusion – **best** and stayed the same
  - Health and wellbeing – **best** and stayed the same
  - Immediate managers – **best** and improved
  - Morale – **best** and new this year
  - Quality of appraisals – above average and improved
  - Quality of care – above average and decreased
  - Safe environment – bullying and harassment – **best** and improved
  - Safe environment - violence – **best** and improved
  - Safety culture – **best** and improved
  - Staff engagement – **best** and improved
- 2.3 The Trust's overall staff engagement score was **4.00** out of 5. Last year this score was 3.97. The Trust scored the highest score when compared to our peers nationally and our staff have rated the Trust as joint sixth nationally for all NHS provider organisations.
- 2.4 In the other 11 key findings, 6 key findings improved from 2017 but not significantly; 3 stayed the same and 2 deteriorated, 1 significantly. The key findings that have improved are:
- % of staff appraised in last 12 months
  - Quality of appraisals
  - Staff satisfaction with resourcing and support
  - % of staff believing that the organisation provides equal opportunities for career progression or promotion
  - % of staff experiencing physical violence from patients, relatives or the public in the last 12 months
  - % of staff/colleagues reporting most recent experience of harassment, bullying or abuse
- 2.5 The 3 key findings that stayed the same are:
- % of staff agreeing that their role makes a difference to patients/service users (91%)
  - % of staff feeling unwell due to work related stress in last 12 months (36%)
  - % of staff experiencing physical violence from staff in last 12 months (0%)
- 2.6 The 2 key findings that deteriorated are:
- Staff satisfaction with the quality of work and care they can deliver (3.94 out of 5 to 3.92 out of 5)
  - % of staff/colleagues reporting most recent experience of violence (81% in 2017 to 54% in 2018 – significant decrease)
- 2.7 In line with the Workforce Race Equality Standard, four indicators are reported by splitting out White and Black and Minority Ethnic (BME) staff experiences. These are:
- Indicator 5 - % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months
  - Indicator 6 - % of staff experiencing harassment, bullying or abuse from staff in last 12 months
  - Indicator 7 - % of staff believing that the organisation provides equal opportunities for career progression or promotion
  - Indicator 8 - In the last 12 months have you personally experienced discrimination at work from manager/team leader or other colleagues

Our BME staff have rated their experiences better than the national average for all four indicators when compared to our peers. However, all indicators have increased/decreased in the wrong direction from our 2017 results. Further analysis at service and team level will now take place to understand these results more fully.

2.8 In this year's survey we are also able to breakdown feedback from disabled members of staff against 7 indicators. This feedback will inform the basis of our action plan to meet the new Workforce Disability Equality Standard. Our Diversity and Inclusion working group will now analyse this year's results in detail and identify improvement actions at both a Trust-wide and Service level as appropriate. The 7 indicators are:

- Indicator 4a – harassment, bullying and abuse
- Indicator 4b – reporting harassment, bullying and abuse
- Indicator 5 – Equal opportunities for career progression/promotion
- Indicator 6 – Experiencing pressure from your manager to attend work when unwell
- Indicator 7 – Staff satisfaction with extent work is valued by organisation
- Indicator 8 – Adequate adjustments made for disabled staff
- Indicator 9a – Staff engagement

2.9 In response to the 2017 results the Trust developed an improvement plan which focused on 5 key findings at Trust wide level. An improvement has been seen in all 5 areas, with 3 areas our staff now rating the Trust as the best in the country when compared to our peers which is great to see. As Board members can see further improvements in these areas can still be made. A summary of progress on these findings is detailed below:

<b>Key Finding</b>	<b>Change – from 2017 to 2018</b>	<b>Rating in 2018</b>
KF27 - % of staff/colleagues reporting most recent experience of harassment, bullying or abuse	↑ Increase	Increased from 52% to 55% (not significant increase)
KF28 - % of staff witnessing potentially harmful errors, near misses or incidents in last month	↓ *Decrease	Decreased from 18% to 16% (best rating nationally)
KF11 - % appraised in last 12 months	↑ Increase	Increased from 91% to 93% (significant increase)
KF16 - % of staff working extra hours	↓ *Decrease	Decreased from 69% to 65% (best rating nationally)
KF25 - % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	↓ *Decrease	Decreased from 20% to 19% (best rating nationally)

\* lower response rate the better

2.10 Work will now take place to update and refresh our staff experience improvement plan both at Trust wide and Service level in response to these results. This will be undertaken in partnership with our staff side colleagues and members of staff from across the Trust.

### **3 RECOMMENDATIONS**

The Trust Board is asked to discuss and note the outcome of the 2018 National Staff Survey results and next steps.

The Trust Board is asked to note the achievement of the measures within our strategic objectives for 2018/19 that relate to the NHS Annual Staff survey. These are:

- Provide Outstanding Care – Measure 1c – Staff recommending the Trust as a place to work or receive treatment;
- Be an Excellent Employer – Measures 3a and 3b – Staff recommending the Trust as a good place to work and Staff engagement rating and 3c – staff having an annual appraisal.

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**Date:** 6 March 2019