

TRUST BOARD

Title:	OUTCOMES OF NATIONAL STAFF SURVEY 2017 AND NEXT STEPS
Action:	FOR DISCUSSION/NOTING
Meeting:	14 March 2018

Purpose:

The purpose of this report is to present to the Board the Trust’s summary results from the 2017 National NHS Staff Survey and proposed next steps. The results were published on 6 March 2018 and our full report can be viewed at www.nhsstaffsurveys.com.

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

Recommendation:

The Trust Board is asked to:

- discuss and note the outcome of the 2017 National Staff Survey and next steps in relation to ensuring that the Trust continues to be a good place to work.
- note the achievement of the measures within our strategic objectives for 2017/18 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 Measure 3c – Staff having an appraisal

	Name	Title
Author:	Anita Pisani	Deputy CEO and Director of Workforce and Service Redesign
Executive sponsor:	Anita Pisani	Deputy CEO and Director of Workforce and Service Redesign

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 and receive treatment – above (better) than average when compared with all other community Trusts. Highest score reported nationally for this indicator when compared to peers. These results confirm the achievement of our measure 1c linked to our strategic objectives for 2017/18 under providing outstanding care.
Collaborate with other organisations	Not referenced in this report
Be an excellent employer	The results demonstrate that our staff recommend our Trust as a place to work and receive treatment – above (better) than average when compared with all other community Trusts. Highest score reported nationally for this indicator when compared to peers. 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 2017/18 under being an excellent employer.
Be a sustainable organisation	Not measured in this survey

Trust risk register

This report refers predominantly to actions associated with Board risk 2636

Legal and Regulatory requirements:

Staff rights and responsibilities – NHS Constitution

CQC Key Lines of Enquiry

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 measured in this survey							
Enhance our approach to involving and capturing the experience of hard to reach / seldom heard / varied community groups	Not measured in this survey							
Using the national 'A Call to Action on Bullying and Aggression', internally take action to promote our Zero tolerance policy and address bullying and aggression when it occurs.	There are 2 indicators within the national staff survey that relate specifically to bullying and aggression experienced by staff. The Trust was better than average for both of these indicators. One of the indicators was the best score nationally when compared to peer trusts.							
Ensure that the Workforce Race Equality Standard is embedded and undertake proactive work around any areas of under-representation identified. In particular, we will seek innovative methods to have co-opted representation on the Trust Board from more diverse backgrounds.	There are 4 indicators within the national staff survey that relate to the Workforce Race Equality standard directly. The Trust was better than average for 3 out of 4 of the indicators and average for the 4 th indicator.							
Are any of the following protected characteristics impacted by items covered in the paper – yes all								
Age <input checked="" type="checkbox"/>	Disability <input checked="" type="checkbox"/>	Gender Reassignment <input checked="" type="checkbox"/>	Marriage and Civil Partnership <input checked="" type="checkbox"/>	Pregnancy and Maternity <input checked="" type="checkbox"/>	Race <input checked="" type="checkbox"/>	Religion and Belief <input checked="" type="checkbox"/>	Sex <input checked="" type="checkbox"/>	Sexual Orientation <input checked="" type="checkbox"/>

1 BACKGROUND INFORMATION

- 1.1 The National NHS Staff Survey for 2017 ran between October 2017 and December 2017.
- 1.2 The Trust surveyed electronically all substantive staff in post as at 1st September 2017 (excluding those who were unable to participate due to not being at work). The breakdown of responses is detailed below. 1974 staff surveyed and 1132 completed responses received, achieving a 59% response rate. In 2016 the Trust achieved a 55% response rate. The Trust achieved an above average response rate when compared to community Trusts nationally where the average response rate was 50% for the 2017 survey.
- 1.3 Breakdown of response rate by area is as follows:

Area	Sample Size	Numbers Completed Response	Response Rate (less spoilt returns)
Ambulatory Care	489	293	61%
Cambridgeshire and Norfolk Children and Young People's Services	888	487	56%
Corporate Services	123	111	93%
Luton Adult Services	248	113	47%
Luton Children and Young People's Services	226	128	59%
Overall:	1974	1132	59%

- 1.4 The summary report attached details of our overall staff engagement score and gives a full description of the 2017 32 key findings. This includes rankings of our best and worst scores, including comparisons to our 2016 survey results and with other community Trusts. Key findings have been grouped into nine themes:

- Appraisals and support for development
- Equality and diversity
- Errors and incidents
- Health and wellbeing
- Working patterns
- Job satisfaction
- Managers
- Patient care and experience
- Violence, harassment and bullying

- 1.5 In addition to the summary report, a more detailed report is also available. This is being analysed and will be shared and discussed with services/teams directly. A presentation of the results will also take place at our Leadership Forum on 12th March 2018. Headline results have been already discussed with our staff side colleagues at our Joint Consultative Negotiating Partnership and we will work with them on developing our joint improvement plan. The fuller report breaks down the results by:

- Different occupational groups
- Different staff groups
- Different units/directorates
- Different work groups
- Different age groups
- Other demographic groups

2. HEADLINE RESULTS

2.1 In 29 out of the 32 key findings the Trust scored 'better than average' when compared to other Community Trusts nationally. (In 2016, we scored 27 out of 32). In addition, in 19 of the key findings our staff rated the Trust as the best in the country when compared to our peers (In 2016, this was in 9 areas). These key findings are:

- KF13 – Quality of non-mandatory training, learning or development
- KF20 - % of staff experiencing discrimination at work in the last 12 months
- KF21 - % of staff believing that the organisation provides equal opportunities for career progression or promotion
- KF30 – Fairness and effectiveness of procedures for reporting errors, near misses and incidents
- KF31 – Staff confidence and security in reporting unsafe clinical practice
- 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
- KF15 - % of staff satisfied with the opportunities for flexible working
- KF1 – Staff recommendation of the organisation as a place to work or receive treatment
- KF4 – Staff motivation at work
- KF7 - % of staff able to contribute towards improvements at work
- KF8 – Staff satisfaction with level of responsibility and involvement
- KF9 – Effective team working
- KF5 – Recognition and value of staff by managers and the organisation
- KF6 - % of staff reporting good communication between senior management and staff
- KF10 – Support from immediate managers
- KF32 – Effective use of patient/service user feedback
- 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

2.2 There were no key findings where the Trust scored 'worse than average' (In 2016 there were 3 areas).

2.3 The Trust's overall staff engagement score remains 'above average' at 3.97. Last year this score was 3.93. This indicator is scored on a scale of 1-5 with 3.78 showing as the national average for community Trusts. 3.97 is the highest score nationally for community Trusts.

2.4 8 key findings have improved from 2016 results and 2 have deteriorated. The key findings that have improved are:

- KF11 - % appraised in last 12 months
- KF30 – Fairness and effectiveness of procedures for reporting errors, near misses and incidents
- KF19 – Organisation and management interest in an action on health and wellbeing
- KF1 – Staff recommendation of the organisation as a place to work or receive treatment
- KF14 – Staff satisfaction with resourcing and support
- KF5 – Recognition and value of staff by managers and the organisation
- KF10 – Support from immediate managers
- KF32 – Effective use of patient/service user feedback

2.5 The 2 key findings that have deteriorated are:

- KF28 - % witnessing potentially harmful errors, near misses or incidents in last month

- KF22 - % experiencing physical violence from patients, relatives or the public in last 12 months

2.6 As required for the Workforce Race Equality Standard, 3 key findings and one question are split between White and Black and Minority Ethnic (BME) staff. These are:

- 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 last 12 months
- KF21 - % of staff believing that the organisation provides equal opportunities for career progression or promotion
- Question 17b – In the last 12 months have you personally experienced discrimination at work from manager/team leader or other colleagues

The Trust has scored better than the national average in the 3 key findings and average for question 17b. 2 key findings (KF25 and KF21) have stayed the same with a slight improvement for KF26. More staff however are reporting discrimination in the last 12 months from their manager/team leader or other colleagues than they did in 2016.

2.6 In response to the 2016 results the Trust developed an improvement plan which focused on 5 key findings. An improvement in ranking has been achieved in 4 out of the 5 key findings, with the 5th remaining the same. A summary of progress on these findings is detailed below:

Key Finding	Change – from 2016 to 2017	Ranking in 2017
KF27 - % of staff/colleagues reporting most recent experience of harassment, bullying or abuse	↑ Increase	Average (ranking in 2016 below (worse than) average)
KF24 - % of staff/colleagues reporting most recent experience of violence	↔ No change	Above (better than) average (ranking in 2016 below (worse than) average)
KF11 - % appraised in last 12 months	↑ Increase	Average (ranking in 2016 below (worse than) average)
KF16 - % of staff working extra hours	↔ No change	Average (ranking in 2016 average)
KF23 - % of staff experiencing physical violence from staff in last 12 months	↔ No change	Below (better than) average (ranking in 2016 average)

2.7 Work will now take place to update and refresh our staff experience improvement plan in response to these results. This will be undertaken in partnership with our staff side colleagues.

3 RECOMMENDATIONS

The Trust Board is asked to discuss and note the outcome of the 2017 National Staff Survey results and next steps.

The Trust Board is asked to note the achievement of the measures within our strategic objectives for 2017/18 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.

Author's Name	Anita Pisani
Title	Deputy Chief Executive/Director of Workforce and Service Redesign
Date	5 March 2018

Appendix 1 – 2017 National NHS staff survey – Brief summary of results from Cambridgeshire Community Services NHS Trust