

Foundation Trust Board of Directors – 29 March 2018

National Staff Survey 2017



Situation

Each year NHS staff are invited to take part in the NHS Staff Survey (NSS), the largest survey of staff opinion in the UK. Between September 2017 and December 2017, staff in NHFT were asked to complete the staff survey provided by our provider; Picker Europe. The trust received local reports during January and February 2018, allowing analysis against previous years' results. The trust's report from NHS England is released under embargo in late-February 2018 and allows comparison with trusts of the a similar type. On 6 March 2018, NHS England released the national results allowing comparison with all NHS trusts.

This paper contains a description of the trust's results including the trust's overall staff engagement score, improvements/declines and how we compare with other organisations. It also contains details of the trust's plan in response to NSS 2017; 'Let's talk'. The board is asked to take assurance that actions addressing the NSS 2017 results will be embedded in the trust's comprehensive Communications '54321' campaign and linked to the trust mission and PRIDE values.

Background

NSS 2017 results

This year 48.4% of staff responded to the survey; an increase of 5.5% from 2016. Overall our measure of Staff engagement was 3.91 (out of 5, with 5 being high/positive). This is an increase of 0.06 and places the trust 2nd compared with trusts of our type.

The trust made significant improvements in recommendation of care provided by the trust (75%) and as a place to work (66%). The trust also increased the score for care being the organisation's top priority; 82%. Overall, staff recommendation of the organisation as a place to work or receive treatment was 3.89 (up 0.15 from 2016); this is the highest score for trusts of our type.

Headlines

1. Trust overall results have increased since NSS 2016

The NSS 2017 is based on 88 questions. Compared with the 2016, the trust has performed:

- **Significantly better on 19 questions**
- **Significantly worse on 1 question**
- **The same on 68 questions**

2. The trust remains above average compared with similar trust types

NHS England's report includes 32 key findings. Compared with other combined mental health/learning disability and community trusts, the trust has performed:

- **Better than average on 21 key findings**
- **Worse than average on 4 key findings**
- **Average on 7 key findings**

3. We have increased our overall staff engagement score: 3.85 up to 3.91

This score is based on questions around motivation, involvement and advocacy; of which we are above average in all sections. The increased score is due to significant improvements in the “advocacy” section (see below). Our scores for motivation and involvement remain unchanged but are above average for trusts of our type.

4. We have the highest national recommendation as a place to work and receive treatment for Trusts of our type

NHS England’s calculation is based on three questions about whether care is the organisation’s top priority, and staff recommendation of the organisation as a place to work or receive treatment. In this key finding, our Trust is ranking 1st nationally of all combined LD/MH and community trusts.

5. We have the highest score for effective use of patient/service user feedback for Trusts of our type nationally

Staff feel that the trust makes effective use of feedback from trust mechanisms such as I Want Great Care and complements. The trust is placed third nationally for this question when compared to all provider trusts.

Top five ranking scores

- KF32. Effective use of patient / service user feedback
- KF1. Staff recommendation of the organisation as a place to work or receive treatment
- KF12. Quality of appraisals
- KF15. Percentage of staff satisfied with the opportunities for flexible working patterns
- KF4. Staff motivation at work

Bottom five ranking scores

- KF16. Percentage of staff working extra hours
- KF11. Percentage of staff appraised in last 12 months
- KF27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse
 - (Trust score: 55%, national average: 57%)
- KF23. Percentage of staff experiencing physical violence from staff in last 12 months
 - (Trust score: 2%, national average: 2%)
- KF24. Percentage of staff / colleagues reporting most recent experience of violence
 - (Trust score: 88%, national average: 88%)

The results for KF23 and 27 remain unchanged from NSS 2016 and are slightly worse than the national average, although as detailed above, the trust is level with the national average (KF23, KF24) and 2% below the national average for KF27. The trust is aware that further work is required in this area and was identified as a priority area in the outline Staff survey plan shared at Executive board in January 31 January 2018. The trust has started work on this with the introduction of the ‘Living our values: Respect and compassion’ campaign.

Where staff experience has improved

- KF14. Staff satisfaction with resourcing and support
- KF5. Recognition and value of staff by managers and the organisation
- KF1. Staff recommendation of the organisation as a place to work or receive treatment
- KF6. Percentage of staff reporting good communication between senior management and staff
- KF19. Organisation and management interest in and action on health and wellbeing

Things we are proud of

In addition to the results in KF1 and KF32, we have also seen significant improvements in the communication between senior management and staff (KF6) and the quality of appraisals (KF12). Both areas have been significant areas of focus with the redesign of appraisals around the trust's Leadership behaviours, and the implementation of the Senior leadership team (SLT) meetings.

The trust continues to be above average for the focus and action on health and wellbeing and being satisfied with the opportunities for flexible working patterns; particularly from our part-time staff. The trust also remains above average and improved in measures relating to Freedom to speak up including the fairness and effectiveness for reporting errors and incidents, and staff confidence and security in reporting unsafe clinical practice.

WRES

The percentage of BME staff experiencing harassment, bullying or abuse from patients, relatives, the public or staff has seen a noticeable reduction, although the trust feels the scores still remain too high.

The trust has four staff networks (BME, disability, LGTBQ and working carers) which continue to be promoted within the organisation. The BME and disability networks have held listening events with staff to hear their experiences and this information is being fed back through the Equality champions group which is co-chaired by the trust CEO, Angela Hillery.

The belief in equal opportunities for career development and promotion (KF21) and experience of discrimination from a manager/team leader (KF17b) have increased slightly and represent a less positive experience than that for white staff..

The trust has worked hard in this area and will continue to focus on this as part of the Staff engagement plan. The trust was recently visited by Yvonne Coghill OBE (Director of WRES at NHS England) in January 2018 where she praised the trust's level of senior commitment to improving race equality and said she believed the trust is on the right path to improve the experiences of BME staff in the organisation. The staff engagement score for BME and white staff was the same: 3.91.

The trust has a robust and detailed WRES action plan which promotes diversity in the organisation which the trust will continue to deliver.

Assessment

These results have been communicated to staff in a one-page update (attached). We are currently looking at our locality reports in each area and producing detailed analysis on each locality.

Staff engagement – Let's talk

NHFT's Staff engagement plan will be under the branding of "Let's talk". This will be linked the 54321 campaign under: "1; Making a difference for you with you". In order to give the organisation time to plan and deliver on key objectives, this will be a two-year plan designed to achieve significant improvements by NSS 2019, with NSS 2018 being used as a benchmark.



A summary of the trust results and results for each locality will be produced and shared with all staff through usual channels, with a dedicated page on the Staff room with results and resources available to demonstrate openness and transparency of NHFT's approach.

Planned areas of focus

Based on early analysis and the latest research published by Picker Europe and the King's Fund (Sizmur and Raleigh, 2018), our planned response will have two key drivers:

- Care of patients/service users is my organisation's top priority
- If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation

Under the Let's talk planned activity and using key analysis of our local results our wider plan will be co-produced with staff from across the organisation through listening event roadshows and directorate objectives from the two clinical directorates and medical and corporate areas.

A full trust-wide plan will be produced and published by the end of July 2018, sharing details of each directorate's objectives, trust focus areas and measures of success.

Ensuring coordination across the Trust

In order to deliver a comprehensive and coherent message and experience, the Let's talk brand will bring together several other workstreams from across the trust with a view to increasing the results on the advocacy questions (listed above). These will include:

- Listening and involvement
- Manager support
- Speaking up
- Employer value proposition
- Health and wellbeing
- Bullying, harassment and equality
- Recognition and value

Recommendation

The Foundation Trust Board of Directors is asked to:

- Receive this update as assurance that actions supporting the NSS 2017 results and as part of our diversity and inclusion focused action plans, will be taken forward embedded within the organisation.

Governance Table

Paper sponsored by:	Chris Oakes, Director HR & OD	
Paper authored by:	Matt Asbrey, Staff Engagement Lead / Freedom to Speak Up Guardian	
Date submitted:	16 March 2018	
DIGB Q strategic alignment*:	Develop	
	Innovate	
	Grow	<i>3.1 Embed distributed leadership, creating world class staff engagement</i>
	Build	
	Quality	
Organisational Risk Register Considerations:		
FOMI considerations:	None	
Equality considerations:	None	