

Board of Directors (In Public) Item 2.2

Subject: National Staff Survey Results 2018
Date of Meeting: 5th March 2019
Prepared by: Joanne Twist, Director of Workforce Development and Service Improvement
Presented by: Joanne Twist, Director of Workforce Development and Service Improvement
Purpose: To Note

BAF Ref	Impact on BAF
4.1	None

1. Executive Summary

There has been a change in the reporting of the National Staff Survey results this year. The 32 national key findings have been replaced by themes. The themes cover 10 areas of staff experience:

- Equality, diversity and inclusion
- Health and wellbeing
- Immediate managers
- Morale
- Quality of appraisals
- Quality of care
- Safe environment- bullying and harassment
- Safe environment – violent
- Safety culture
- Staff engagement

As shown in Appendix 1 the results are very positive and show us performing, as one of the best acute specialist organisations in 6 of the 10 themes, above average in 3 of the remaining 4 and average in 1 theme.

2. Background

Staff Survey information is received from 2 sources:-

- **Picker Institute Europe** – who co-ordinate the Staff Survey on the Trust's behalf. Picker contract with approximately 50% of NHS Trusts. We do a full census survey which

includes all LHCH staff using a mixed mode of paper and electronic, with paper areas being SICU, Theatres, Porters and Domestics as managers in those areas identified that they would be able to improve their response with paper surveys.

- **NHS England** – who produce the NHS England Staff Survey based on the results collated through all of the Survey co-ordinators. The 32 key findings this year have been replaced by themes. The themes cover 10 areas of staff experience outlined above. All of the ten themes are scored on a 0-10 scale, where a higher score is more positive than a lower score. These theme scores are created by scoring question results and grouping these results together, however you cannot directly compare key finding results to theme results. A further key feature of the new reporting method is that they provide organisations with up to 5 years of trend data across theme and question results. Trend data provides a much more reliable indication of whether the most recent results represent a change to the norm than comparing just the previous year. Results are also structured by key question headings: -

- Your job
- Your managers
- Your health, well-being and safety at work
- Your personal development
- Your organisation

The Picker results are based on raw data, whilst the NHS England results are weighted so that the occupational group profile of the Trust reflects that of a typical Trust of its type.

3. NHS Staff Survey Results 2018 – key findings

3.1 Response Rate

The summary of response rates is as follows:-

Picker – 59%

- This is a lower response rate than the 62% achieved for the 2017 survey, but this may have been due to the fact that the Trust also ran a LIA Pulse Survey to all staff in May 2017.
- Out of the 7 Acute Specialist Trusts who use Picker the best response rate was 59.2% with the average at 54.1%

NHS England – 59%

- The average response rate for NHS England was 53%
- 16 Acute Specialist Trusts are within our benchmarking group

3.2 Changes in response to questions (Picker results)

3.2.1 Compared to other Acute Specialist Trusts who were contracted with Picker LHCH was:-

- Significantly better than average for 39 questions
- No significant difference for 51 questions
- Significantly worse than average on 0 questions

These scores ranked us number 1 with Picker for the average positive scores in 2017 compared with all other 7 acute specialist Trusts and 2nd on overall positive scores changed from the

previous year.

3.2.2 Top scores and most improved scores since 2017 were:-

- Senior managers act on staff feedback
- Staff are confident that the organisation will address concerns raised
- Staff are given feedback about changes made in response to reported incidents
- When incidents are reported, the organisation takes action to ensure that they do not happen again
- Senior managers try to involve staff in important decisions
- There are enough staff at the organisation
- Staff are satisfied with levels of pay

3.2.3 Lowest scores and least improved scores from 2017 were:-

- Organisations approach to taking positive action on Health and Wellbeing
- More staff working unpaid hours
- Staff feeling under pressure to come into work when not feeling well enough
- Reporting and experience of physical violence at work improved from 2017, but still a high (lower the better) score in comparison to the peer average
- Staff not looking forward to coming to work
- Training needs identified at appraisal
- Making adequate adjustments to enable staff to carry out their work

3.3 Trust results in comparison with other acute specialist Trust (NHS England Results)

3.3.1 Appendix 1 provides a summary of the key theme results from the Survey. The following outcomes are of note:-

Performing at the best score:

- Quality of care
- Safe environment- bullying and harassment
- Safety culture
- Staff engagement
- Health and wellbeing
- Immediate managers

Above average:

- Equality, diversity and inclusion
- Morale
- Quality of appraisals

Same as the average:

- Safe environment – violence

3.3.2 Appendix 2 provides a summary in comparison to 2017 by themes and all apart from safety culture, which has had statistically significant improvement. All the other themes are showing as statistically no significant change

3.4 National Key findings benchmarked against the average score for other acute specialist Trusts

3.4.1 LHCH scores highest specialist Trust nationally:

- Staff recommendation of the organisation as a place to receive treatment
- Care of patients is the organisations top priority
- Staff involved in changes introduced that affect their work area
- Staff satisfaction with the quality of care they are able to deliver
- Staff agreeing that their role makes a difference to patients/service users
- Staff are able to deliver the care they aspire to
- Senior managers try to involve staff in important decisions
- Senior managers act on staff feedback
- Staff are given feedback in response to reported errors, near misses and incidents
- When incidents are reported, the organisation takes action to ensure that they do not happen again
- My organisation acts on concerns raised by patients
- I am confident my organisation would address my concerns
- I feel secure in raising concerns

3.4.2 LHCH scores higher than the average against specialist Trust nationally:

The Trust report above average in most questions significant key scores include:

- Staff recommendation of the organisation as a place to work
- Percentage of staff not experiencing bullying or harassment
- Appraisal leaves staff feeling valued by the organisation
- Support from immediate managers
- Percentage of staff not experiencing discrimination at work in last 12 months
- Support from managers in receiving learning and development
- Staff involved in an error, incident or near miss are treated fairly
- Staff are able to make suggestions and improvements in their area of work
- Number of staff having an appraisal
- Senior managers are visible and communication with them is effective

3.4.3 LHCH scores lower than the average against specialist Trust nationally:

There are only three questions that the Trust are below the average:

- 66.1 % of staff - the last time they reported physical violence (67.2%, average, best 88%)
- 7.6 % Staff experiencing physical violence from patients, relatives or the public in last 12 months (average 6.7%, best 1.8%)
- 60.9% of staff look forward to going to work (average 61.8%, best 72.7%)

4. Conclusion

In conclusion the results are really positive and it is pleasing to see the improvements that have been made since the 2017 survey. In particular with our targeted areas of work of Listening into Action, FTSU, Delirium and Service Improvement have seen the desired effect with staff being more involved in decision making, confident in raising concerns, reduction in violence from patients, senior management engagement, staff involvement in improvement work and overall improvement in our safety culture.

Improvements were made in both staff recommending the organisation as a place to receive care and place to work.

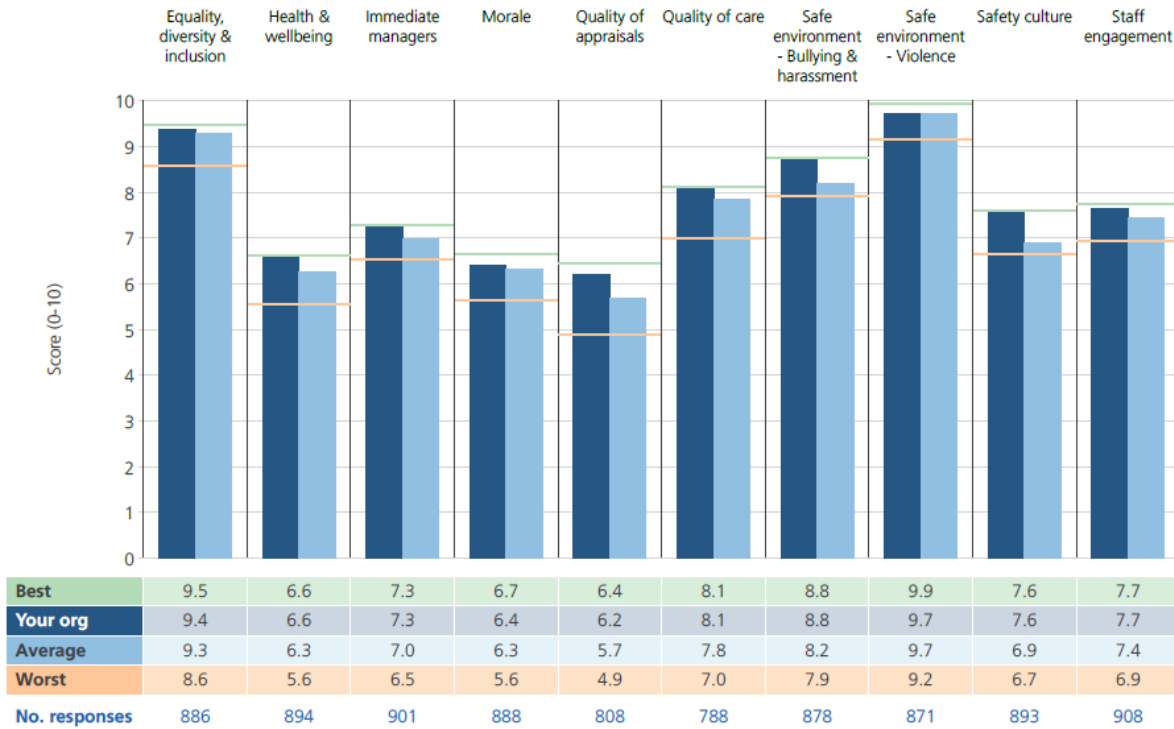
This report has focused on the high level results. Further analysis of the results will be on-going. Divisions and Departments have been provided with a suite of reports and have been asked to identify areas for improvement for supported action planning. A number of actions will also be undertaken as part of the Leadership, Equality and Inclusion, Retention and Health and Wellbeing action plans.

Divisions will be asked to submit their action plans to the Operations Board in May 2019 and these along with the corporate action plans above will be reviewed and monitored by the People Committee in June 2019 and progress against the plans presented to September 2019 People Committee.

5. Recommendations

The Board of Directors is asked to note the contents of this report.

Appendix 1



Appendix 2

Theme	2017 score	2017 respondents	2018 score	2018 respondents	Statistically significant change?
Equality, diversity & inclusion	9.4	896	9.4	886	Not significant
Health & wellbeing	6.6	903	6.6	894	Not significant
Immediate managers	7.3	892	7.3	901	Not significant
Morale		0	6.4	888	N/A
Quality of appraisals	6.0	843	6.2	808	Not significant
Quality of care	8.2	789	8.1	788	Not significant
Safe environment - Bullying & harassment	8.9	888	8.8	878	Not significant
Safe environment - Violence	9.6	879	9.7	871	Not significant
Safety culture	7.4	907	7.6	893	↑
Staff engagement	7.5	914	7.7	908	Not significant