

Board of Directors (in Public)

Item 2.2

Subject: National Staff Survey Results 2016
 Date of Meeting: 28 March 2017
 Prepared by: Joanne Twist, Director of HR
 Presented by: Joanne Twist, Director of HR

BAF Ref	Impact on BAF
1.3 and 4.1 – 4.5	None

1. Executive Summary:

The summary provides an overview from the annual national staff survey and compares the findings to the national picture and where possible, to other acute specialist Trusts.

Overall the Trust performed well in the 2016 survey. There are consistently high scores in relation to patient care, staff appraisal and staff engagement.

In keeping with the Trust's vision "to be the best – leading and delivering outstanding heart and chest care and research" underpinned by its workforce strategic objective "to be the best NHS Employer with a highly motivated, skilled and effective workforce", divisional action plans are being developed with staff and managers and a number of corporate priorities are being identified.

The Trust is introducing an Engagement Cycle for 2017/18 to ensure that a planned, extensive and diverse delivery of staff engagement is available to support staff wellbeing and experience. This continues to build on the "listening into action" methodologies, which are now successfully embedded within the organisation.

A detailed paper on the results was presented at the People Committee on 6th March 2017.

2. Background

This summary provides an overview of the results from the 2016 national staff survey and compares the results for the Trust to the national picture.

The results are primarily intended for use by NHS organisations to help them review and improve staff experience so that staff can provide better patient care. The Care Quality Commission will use the results from the survey to provide additional intelligence and in support of their regulatory framework.

The response rate for the Trust was 69% (59% in 2015) the highest response rate in the country for specialist Trusts and surpassing the national average of 42%. The Trust this year used two methods of delivery for the survey; both on line and paper based to ensure all staff had the appropriate access, suitable to them for completion. The significant increase in the response rate in both Theatres and SICU this year is notable.

The report focuses on 32 key areas (known as key findings). These are mostly summary scores for groups of questions which, when taken together, provide more information about each area of interest and are linked to 9 key themes: - appraisal & support for development; equality & diversity; errors & incidents; health & wellbeing; job satisfaction; managers; patient care & experience; violence, harassment & bullying; working patterns.

3. National Outcomes

Table 1 below highlights that the Trust was the highest scoring hospital provider on the **“overall combined score nationally for staff recommending the Trust as a place to work or receive treatment”**

Position	Trust	Total
1	NHS Surrey Heath CCG	4.49
2	NHS Salford CCG	4.39
3	Liverpool Heart and Chest NHS FT Trust	4.27
4	The Clatterbridge Centre NHS FT	4.26
5	NHS Airedale, Wharfedale and Craven CCG	4.26
6	Royal Brompton & Harefield NHS FT	4.25
7	The Walton Centre NHS FT	4.23
8	The Christie NHS FT	4.23
9	Guys and St Thomas' NHS FT	4.20
10	NHS Rushcliffe CCG	4.20

Table 2 below highlights that the Trust scored the highest on the question “ **if a friend or relative needs treatment I would be happy with the standard of care provided by this organisation**”

Position	Trust	Total %
1	Liverpool Heart and Chest Hospital	95
2	The Christie NHS FT	93
3	The Clatterbridge Centre NHS FT	93
4	The Robert Jones and Angus Hunt Orthopedic Trust	93
5	The Walton Centre NHS FT	92
6	Newcastle upon Tyne Hospitals	91
7	Queen Victoria NHS FT	91
8	The Royal Marsden NHS FT	91
9	Royal Brompton & Harefield NHS FT	90
10	Great Ormond Street Children's Hospital	90

Table 3 highlights a selection of the top 44 ranking organisations **for recommending the Trust “as a place to work”**. The Trust has increased to 73% from 70% last year, but as the data shows in relation to like organisations, that the first 19 organisations in the table are all CCGs, the first hospital provider is number 20 and the scores of local specialist Trusts are provided for comparison.

Position	Trust	Total %
1	NHS Airedale, Wharfedale and Craven CCG	92
2	NHS Salford CCG	90
20	Guys and St Thomas' NHS FT	79
23	The Walton Centre NHS FT	78
32	The Clatterbridge Centre NHS FT	75
43	Liverpool Heart and Chest	73

4. Staff Survey Results 2016 in summary

A summary of all the key findings can be found in Appendix 1.

4.1 Key findings benchmarked against other acute specialist trusts nationally

In the following areas the Trust achieved the highest score nationally when compared with acute specialist trusts:-

- Response rate
- % Appraised in the last 12 months
- Staff confidence and security in reporting unsafe clinical practice

- Recommendation of the Trust as a place to work or receive treatment
- Effective team working
- Good communication between senior management and staff
- Role makes a difference to patients/service users

In the following areas the Trust achieved the lowest score nationally (were the lowest score was the best) when compared with acute specialist trusts:-

- Witnessing potentially harmful errors, near misses or incidents in the last month
- Attending work in the last 3 months despite feeling unwell because they felt pressure
- Experiencing harassment, bullying or abuse from staff in the last 12 months

However there are a number of areas highlighted where focused action is required over the next 6-12 months

- Support from immediate managers
- Staff motivation at work
- Staff experiencing physical violence
- Staff being able to contribute towards improvement in the workplace
- Staff satisfaction with level of responsibility and involvement
- Continue to encourage staff to report all errors and incidents

The survey showed the Trust scored better than the national average, among similar organisations, in 25 of the 32 key areas, whilst scoring the same as the national average in 5 out of 7 key areas.

4.2 Staff Engagement

Furthermore the staff overall engagement score remained the same despite the significant increase in the response rate and the number of organisational and transformational change programmes commenced and completed during the last 12 months.

OVERALL STAFF ENGAGEMENT

(the higher the score the better)



4.3 Equality & Diversity

Appendix 2 provides the key findings from an equality perspective

The survey shows that 7% of LHCH staff experienced discrimination at work in the last 12 months which is a 1% higher than 2015, this score remains below the 9% national 2016 average for acute specialist Trusts.

In response to staff believing that the Trust provides equal opportunities for career progression or promotion, the Trust maintained a score of 88% which is higher than the 86% national 2016 average for acute specialist Trusts.

In terms of equality and inclusion, the scores presented in Appendix 2 provide a split between white, black and minority ethnic (BME) as required by the Workforce Race Equality Standard (WRES).

The WRES data indicates that the Trust's BME workforce reports higher levels of harassment, bullying and victimisation in comparison to the white workforce. However, the results show an improvement from the BME workforce with regards to promotion and opportunities and staff that have personally experienced discrimination in the last 12 months from a team manager or colleague.

It is important to note that the Trust is moving into the second year of its Equality and Inclusion Strategy, which is underpinned by EDS2 and WRES requirements. An action plan has been developed and progress against the plan continues through the Equality and Inclusion Steering Group.

5. Next Steps

The HR team is in the process of analysing the results to department level and these will be shared with the divisions, who will be asked to work with their staff in identifying the key areas for improvement and develop action plans for achievement.

Progress updates against the action plans will be provided to the People Committee in September 2017 and monitored by the Executive Team at the divisional performance reviews.

Running alongside the above will be key areas for action from a Trust-wide perspective and associated plans will be developed. These will be identified through Big Conversations planned throughout the coming year as described in the engagement cycle planned for 2017/18.

6. Conclusion:

The results remain good and there are some significant areas of improvement from last year's survey and the majority of areas remain on the whole higher than the acute average. The Trust scored the highest national score in 9 questions across all acute specialist Trusts. There is a continuation of high scores for the care of patients and staff are clearly engaged with the Trust's vision for the future.

7. Recommendations:

The Board of Directors is asked to note the report on the 2016 Staff Survey Results and approve the next steps and actions.

Appendix 1

Summary of all Key Findings

	Change since 2015 survey	Ranking, compared with all acute specialist trusts in 2016
Appraisals & support for development		
KF11. % appraised in last 12 mths	✓ Increase (better than 15)	✓ Above (better than) average
KF12. Quality of appraisals	• No change	• Average
KF13. Quality of non-mandatory training, learning or development	• No change	• Average
Equality & diversity		
* KF20. % experiencing discrimination at work in last 12 mths	• No change	✓ Below (better than) average
KF21. % believing the organisation provides equal opportunities for career progression / promotion	• No change	✓ Above (better than) average
Errors & incidents		
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	• No change	✓ Below (better than) average
KF29. % reporting errors, near misses or incidents witnessed in last mth	• No change	• Average
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	✓ Increase (better than 15)	✓ Above (better than) average
KF31. Staff confidence and security in reporting unsafe clinical practice	• No change	✓ Above (better than) average
Health and wellbeing		
* KF17. % feeling unwell due to work related stress in last 12 mths	• No change	✓ Below (better than) average
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	• No change	✓ Below (better than) average
KF19. Org and mgmt interest in and action on health and wellbeing	• No change	✓ Above (better than) average
Working patterns		
KF15. % satisfied with the opportunities for flexible working patterns	• No change	• Average
* KF16. % working extra hours	• No change	✓ Below (better than) average

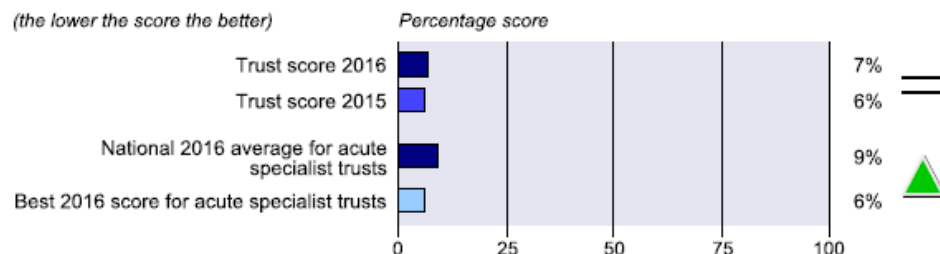
Job satisfaction		
KF1. Staff recommendation of the organisation as a place to work or receive treatment	✓ Increase (better than 15)	✓ Above (better than) average
KF4. Staff motivation at work	! Decrease (worse than 15)	• Average
KF7. % able to contribute towards improvements at work	• No change	• Average
KF8. Staff satisfaction with level of responsibility and involvement	• No change	• Average
KF9. Effective team working	• No change	✓ Above (better than) average
KF14. Staff satisfaction with resourcing and support	• No change	✓ Above (better than) average
Managers		
KF5. Recognition and value of staff by managers and the organisation	• No change	• Average
KF6. % reporting good communication between senior management and staff	• No change	✓ Above (better than) average
KF10. Support from immediate managers	! Decrease (worse than 15)	✓ Above (better than) average
Patient care & experience		
KF2. Staff satisfaction with the quality of work and care they are able to deliver	• No change	✓ Above (better than) average
KF3. % agreeing that their role makes a difference to patients / service users	• No change	✓ Above (better than) average
KF32. Effective use of patient / service user feedback	• No change	✓ Above (better than) average
Violence, harassment & bullying		
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	• No change	! Above (worse than) average
* KF23. % experiencing physical violence from staff in last 12 mths	• No change	• Average
KF24. % reporting most recent experience of violence	• No change	• Average
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	• No change	✓ Below (better than) average
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	• No change	✓ Below (better than) average
KF27. % reporting most recent experience of harassment, bullying or abuse	• No change	• Average

Appendix 2

Equality & diversity

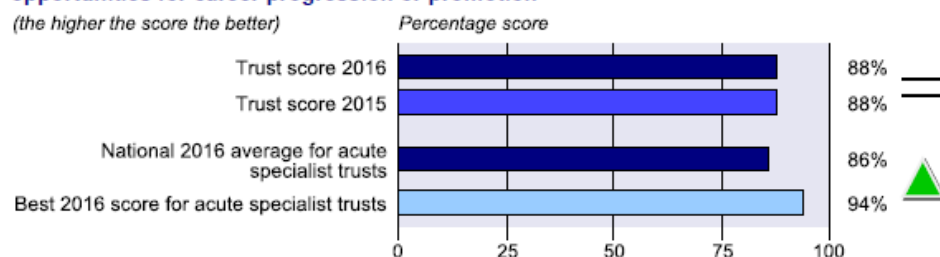
KEY FINDING 20. Percentage of staff experiencing discrimination at work in the last 12 months

(the lower the score the better)



KEY FINDING 21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion

(the higher the score the better)



			Your Trust in 2016	Average (median) for acute specialist trusts	Your Trust in 2015
KF25	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	15%	21%	16%
		BME	16%	18%	12%
KF26	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	16%	24%	14%
		BME	25%	28%	23%
KF21	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	White	89%	89%	89%
		BME	86%	75%	72%
Q17b	In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues?	White	5%	5%	4%
		BME	12%	12%	18%