

## Council of Governors (in Public) Item 8.4

Subject: National Staff Survey Results 2017  
Date of Meeting: 5<sup>th</sup> June 2018  
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Presented by: Joanne Twist, Director of Workforce Development

### 1. Executive Summary

This report summarises the key findings from the 2017 National Staff Survey. The Survey results are positive. We are the top score nationally against other acute specialist Trusts in 8 of the 32 key finding (9 last year) and even though we saw a reduction in our response rate from 69% to 62% we still maintained nationally the top response rate for specialist trusts.

### 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 NHS England report focuses on 32 key areas (known as key findings). These are mostly summary scores for groups of questions which, when taken together, provide 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.

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 – key findings

#### 3.1 Response Rate

The summary of response rates is as follows:-

##### **Picker - 62%**

- This average for Trusts using Picker was 45.5%.
- This is a lower response rate than the 69% achieved for the 2016 survey but this may have been due to the fact that the Trust also ran a Culture Survey in Summer 2017.
- Out of the 6 Acute Specialist Trusts who use Picker, LHCH had the highest response rate, the average being 52.6%.

##### **NHS England – 62%**

- The average response rate for NHS England was 45%
- Out of the Acute Specialist Trusts in England LHCH had the highest response rate, with 53% being the average.

### **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 48 questions (33 questions in 2016)
- Significantly worse than average on 2 questions (4 questions in 2016)

3.2.1 Significant improvements since 2016 were:-

- Able to make suggestions to improve the work of my team/department
- Team members often meet to discuss the team's effectiveness
- Immediate manager gives clear feedback on my work
- Immediate manager asks for my opinion before making decisions that affect my work
- Had mandatory training in the last 12 months
- Had appraisal in the last 12 months
- Receive regular updates on patient/service user feedback in my directorate/department

3.2.3 Significantly worse than 2016

- Satisfied with level of pay

### **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 results from the Survey. The following outcomes are of note:-

- Whilst the Trust engagement score has remained unchanged in all areas the Trust scores above the average
- Improvements have been seen in terms of staff experiencing bullying and harassment and the Trust scores higher than the average in this respect
- The % of staff working extra hours is significantly below the average (better)
- Staff confidence and security in reporting unsafe clinical practice is high

The following outcomes are a concern:-

- Staff experiencing physical violence from patients relative, the public or staff – 10% compared to the national average of 7%

3.3.2 From the Key findings the following has been identified:-

- There has been no significant change in the Trust position for 30 of the 32 scores. For the other 2 the Trust score is improved:-
  - Support from immediate managers
  - % Appraised in last 12 months
- For the 32 scores the Trust compares with all acute specialist trusts as follows:-
  - Better than average in 25
  - Average in 4
  - Worse than average in 3

3.3.3 The worse than average scores are:-

- % Reporting errors, near misses or incidents witnessed in last month – 91% compared to national average of 92%
- % experiencing physical violence from patients, relatives or the public in last 12 months - 10% compared to the national average of 7%
- % experiencing physical violence from staff in last 12 months – 2% compared to national average of 1%

### **3.4 With regard to the Workforce Race Equality Standard (WRES) the 2017 results show improvements in:-**

- % Staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months for both white and BAME (black, Asian and minority ethnic) staff and both are lower than the average
- % Staff experiencing harassment, bullying or abuse in the last 12 months has improved significantly for BAME staff but worsened slightly for white staff and in both are lower than the average
- % Staff believing that the organisation provides equal opportunities for career progression or promotion has improved slightly for white staff but worsened for BAME staff but in both cases better than average
- Staff personally experiencing discrimination at work from manager/team leader or other colleagues has remained same for white staff but improved significantly for BAME staff and in both cases better than the average

### **3.5 National Key findings benchmarked against the average score for other acute specialist Trusts**

#### **3.5.1 LHCH scores highest specialist Trust nationally:**

- Response rate (2016 and 2017)
- % Appraised in last 12 months (2016 and 2017)
- Staff confidence and security in reporting unsafe clinical practice (2016 and 2017)
- % Staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves (2016 and 2017)
- Effective team working (2016 and 2017)
- % Staff not experiencing harassment, bullying or abuse from staff in last 12 months (2016 and 2017)
- % Staff working extra hours (2017)
- Support from immediate managers (2017)
- % Staff not experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months (2017)

#### **3.5.2 LHCH scores higher than the average against specialist Trust nationally:**

- Staff recommendation of the organisation as a place to work or receive treatment
- Quality of non-mandatory training, learning or development
- Quality of appraisals
- % Staff experiencing discrimination at work in last 12 months
- % Staff witnessing potentially harmful errors, near misses or incidents in the last month
- Fairness and effectiveness of procedures for reporting errors and near misses
- % Staff feeling unwell due to work related stress in the last 12 months
- Organisation and management interest in and action on health and wellbeing
- Staff motivation at work
- % Staff able to contribute towards improvements at work
- Staff satisfaction with level of responsibility and involvement

- Staff satisfaction with resourcing and support
- Recognition and value of staff by managers and the organisation
- % Staff reporting good communication between senior management and staff
- Staff satisfaction with the quality of work and care they are able to deliver
- % Staff agreeing that their role makes a difference to patients/service users
- Effective use of patient/service user feedback
- % Staff/colleagues reporting most recent experience of violence

### **3.5.3 LHCH scores lower than the average against specialist Trust nationally:**

- % Staff reporting errors, near misses or incidents witnessed in the last month (91%, average 92%, best 97%)
- % Staff experiencing physical violence from patients, relatives or the public in last 12 months (10%, average 7%, best 2%)
- %Staff experiencing physical violence from staff in last 12 months (2%, average/best 1%)

It is disappointing that we have not maintained the highest hospital provider for the combined score of staff recommending the trust as a place to receive treatment and a place to work. The Trust scored 4.23 which is significantly above the average of 4.16, but the highest attained Trust scored 4.26 (The Royal Marsden). As shown in appendix 7, nationally we attained the second best hospital provider, behind The Royal Marsden.

## **4. Conclusion**

The results of the 2017 Staff Survey are positive and it is pleasing to see the improvements that have been made since the 2016 survey particularly in relation to the following which were highlighted as areas for action :-

- Quality and number of completed appraisals
- Support from immediate managers
- Able to make suggestions to improve the work of my team

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 in early March and will be asked to identify hot spot areas for supported action planning. Divisions will be asked to submit their action plans to Operations Board in May 2018 and these will reviewed by the People Committee in June and progress against the plans presented to September People Committee.

An overall Trust action plan will be developed, focusing on the areas for action as identified in this report.

## Summary of key results from the 2017 survey

### 1. Recommendation of Trust as a Place to Work or receive Treatment

		Your Trust in 2017	Average (median) for acute specialist trusts	Your Trust in 2016
Q21a	"Care of patients / service users is my organisation's top priority"	91%	86%	92%
Q21b	"My organisation acts on concerns raised by patients / service users"	90%	81%	89%
Q21c	"I would recommend my organisation as a place to work"	74%	72%	73%
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	93%	89%	95%
KF1	Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)	4.24	4.16	4.27

### 2. Overall indicator of staff engagement

	Change since 2016 survey	Ranking, compared with all acute specialist trusts
<b>OVERALL STAFF ENGAGEMENT</b>	• No change	✓ Above (better than) average
<b>KF1. Staff recommendation of the trust as a place to work or receive treatment</b>		
<i>(the extent to which staff think care of patients/service users is the trust's top priority, would recommend their trust to others as a place to work, and would be happy with the standard of care provided by the trust if a friend or relative needed treatment.)</i>	• No change	✓ Above (better than) average
<b>KF4. Staff motivation at work</b>		
<i>(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)</i>	• No change	✓ Above (better than) average
<b>KF7. Staff ability to contribute towards improvements at work</b>		
<i>(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)</i>	• No change	✓ Above (better than) average

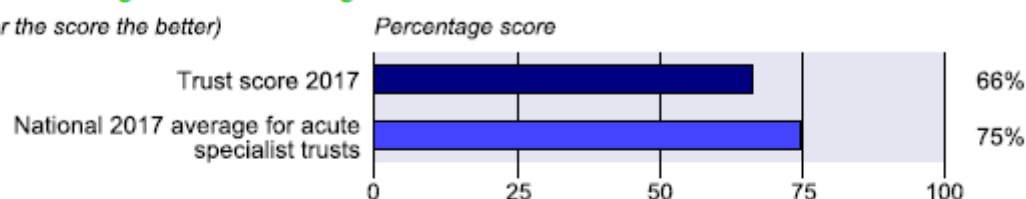
Comparison with other acute specialist trusts in each of the staff engagement sub-dimensions:-

### 3. Top and Bottom Ranking Scores

#### TOP FIVE RANKING SCORES

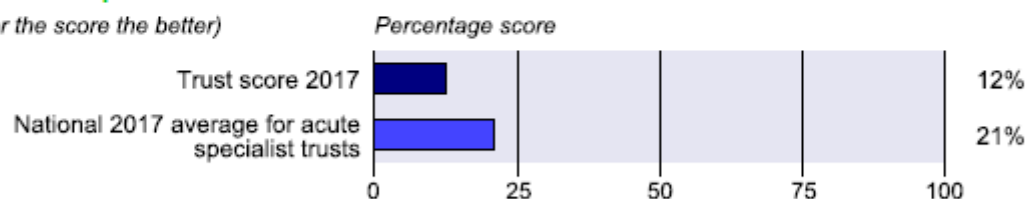
##### ✓ KF16. Percentage of staff working extra hours

(the lower the score the better)



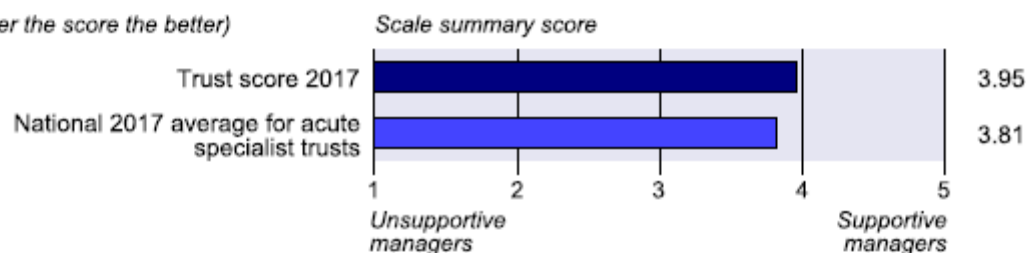
##### ✓ KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



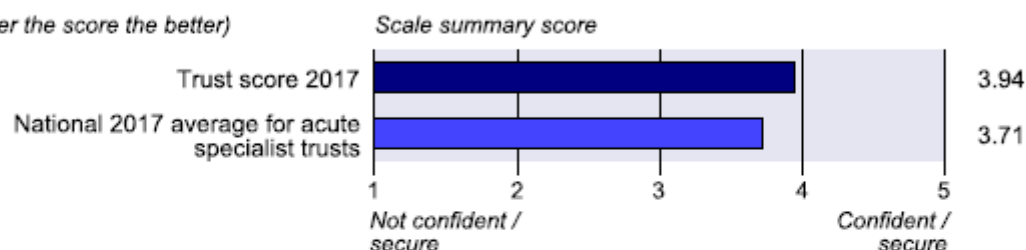
##### ✓ KF10. Support from immediate managers

(the higher the score the better)



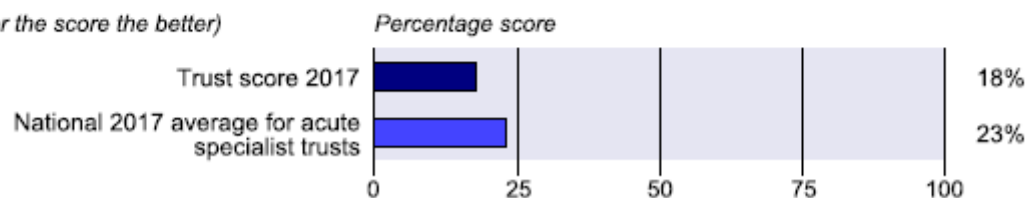
##### ✓ KF31. Staff confidence and security in reporting unsafe clinical practice

(the higher the score the better)



##### ✓ KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

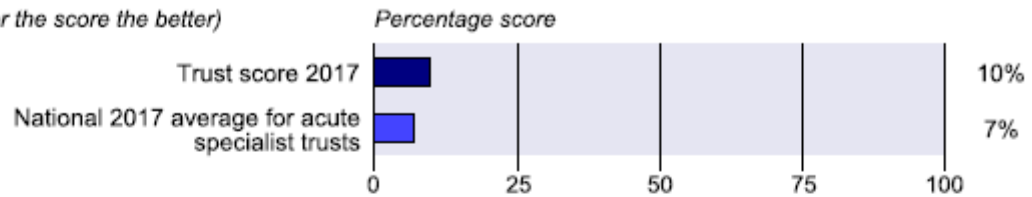
(the lower the score the better)



## BOTTOM FIVE RANKING SCORES

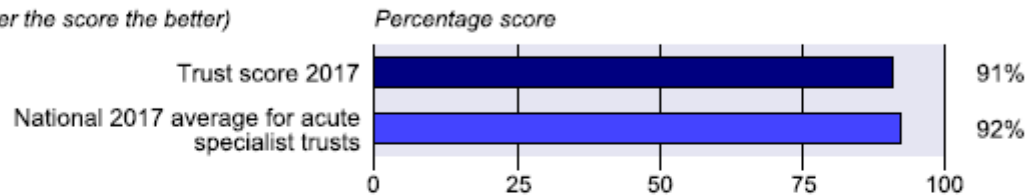
### ! KF22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



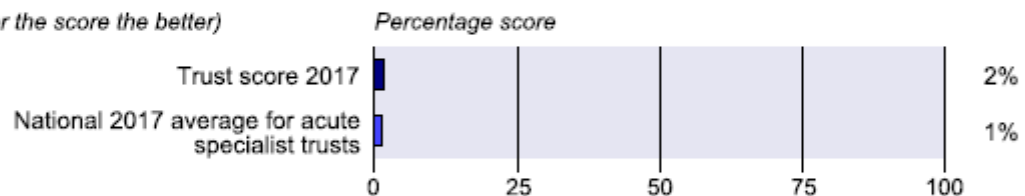
### ! KF29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



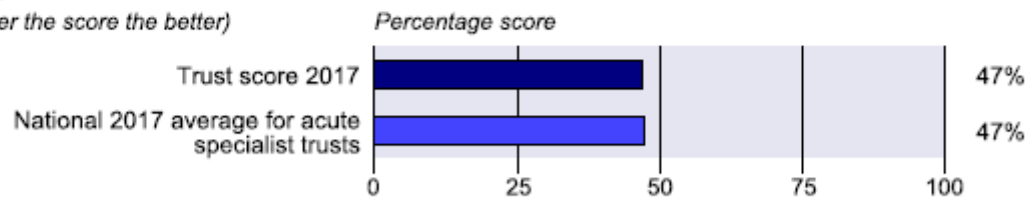
### ! KF23. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



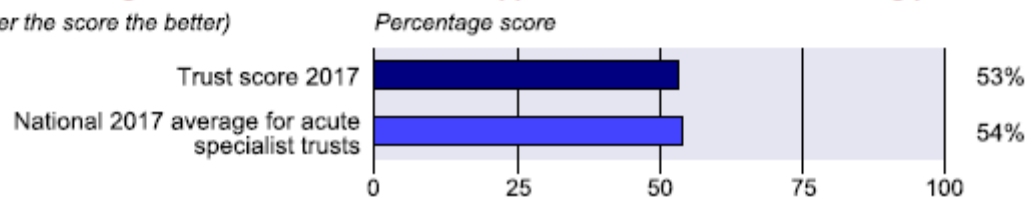
### ! KF27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse

(the higher the score the better)



### ! KF15. Percentage of staff satisfied with the opportunities for flexible working patterns

(the higher the score the better)



#### 4. Largest changes since the 2016 survey

	Change since 2016 survey	Ranking, compared with all acute specialist trusts in 2017
<b>Appraisals &amp; support for development</b>		
KF11. % appraised in last 12 mths	✓ Increase (better than 16)	✓ Above (better than) average
KF12. Quality of appraisals	• No change	✓ Above (better than) average
KF13. Quality of non-mandatory training, learning or development	• No change	✓ Above (better than) average
<b>Equality &amp; diversity</b>		
* 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	• Average
<b>Errors &amp; incidents</b>		
* 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	! Below (worse than) average
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	• No change	✓ Above (better than) average
KF31. Staff confidence and security in reporting unsafe clinical practice	• No change	✓ Above (better than) average
<b>Health and wellbeing</b>		
* 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
<b>Working patterns</b>		
KF15. % satisfied with the opportunities for flexible working patterns	• No change	• Average
* KF16. % working extra hours	• No change	✓ Below (better than) average

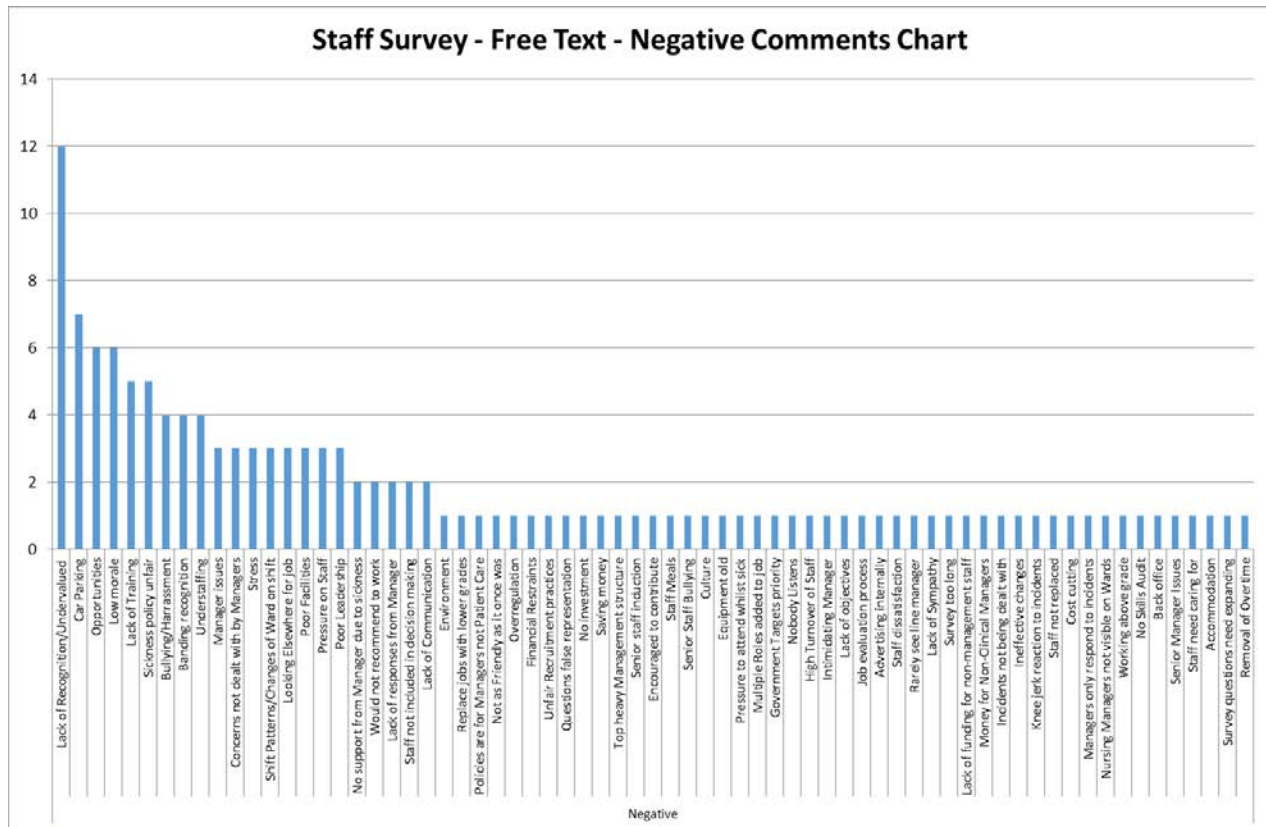


	Change since 2016 survey	Ranking, compared with all acute specialist trusts in 2017
<b>Job satisfaction</b>		
KF1. Staff recommendation of the organisation as a place to work or receive treatment	• No change	✓ Above (better than) average
KF4. Staff motivation at work	• No change	✓ Above (better than) average
KF7. % able to contribute towards improvements at work	• No change	✓ Above (better than) 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
<b>Managers</b>		
KF5. Recognition and value of staff by managers and the organisation	• No change	✓ Above (better than) average
KF6. % reporting good communication between senior management and staff	• No change	✓ Above (better than) average
KF10. Support from immediate managers	✓ Increase (better than 16)	✓ Above (better than) average
<b>Patient care &amp; experience</b>		
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
<b>Violence, harassment &amp; bullying</b>		
* 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	! Above (worse than) average
KF24. % reporting most recent experience of violence	• No change	✓ Above (better than) 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

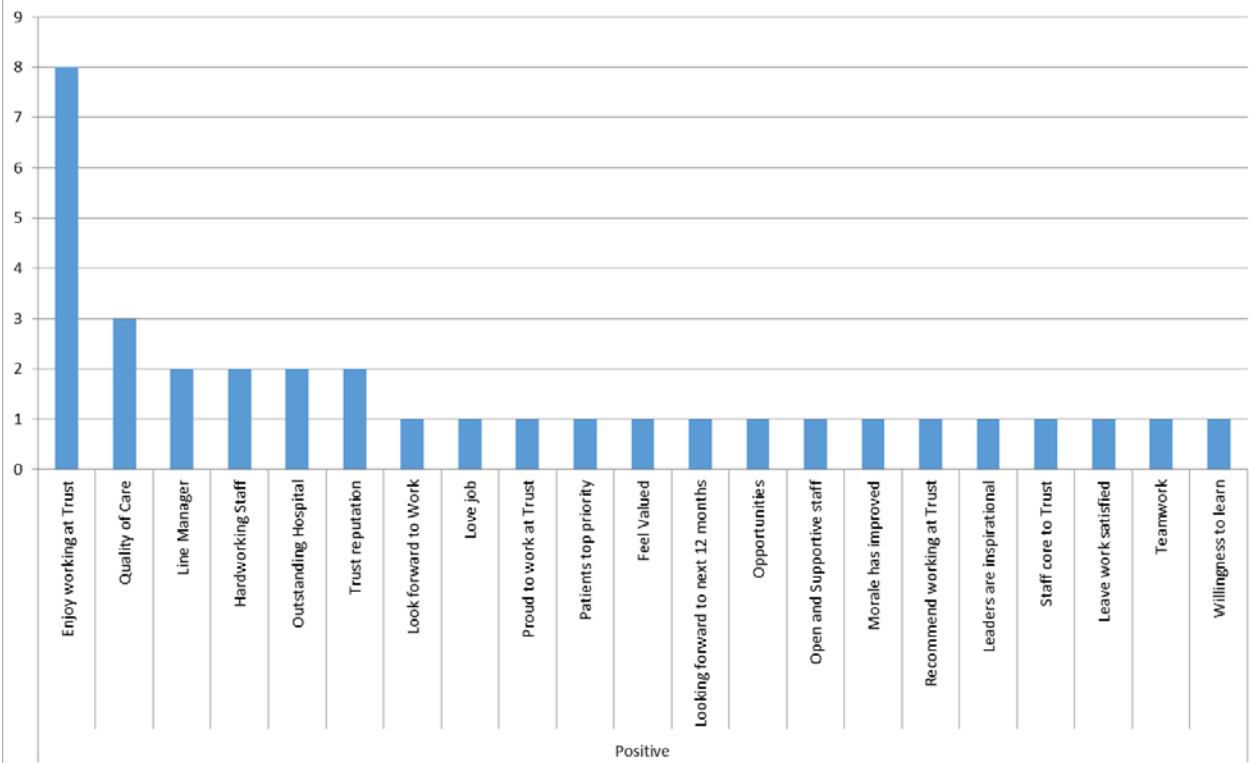
## 5. Workforce Race Equality Standard (WRES)

			Your Trust in 2017	Average (median) for acute specialist trusts	Your Trust in 2016
KF25	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	13%	22%	15%
		BME	11%	17%	16%
KF26	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	18%	22%	16%
		BME	17%	26%	25%
KF21	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	White	90%	88%	89%
		BME	82%	75%	86%
Q17b	In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues?	White	5%	6%	5%
		BME	5%	14%	12%

## 6. Thematic Free Text



### Staff Survey - Free Text - Positive Comments Chart



## 7. Overall outcome of national combined score

Weighted combined score – TOP 10 : Key Finding 1. **Staff recommendation of the organisation as a place to work or receive treatment**

(Source: U:\Human Resources\Workforce\Workforce Information\Staff Survey\2017\ n. National Reports - 2017 Staff Survey\ n. ST17\_Weighted\_key\_findings\_by\_organisation\_2016-2017\_v2.0)

Organisation name	2017
NHS Surrey Heath CCG	4.54
Independent Health Group	4.40
NHS Sunderland CCG	4.29
The Royal Marsden NHS Foundation Trust	4.26
NHS Southampton CCG	4.24
NHS Salford CCG	4.23
Liverpool Heart and Chest Hospital NHS Foundation Trust	4.23
First Community Health and Care	4.20
The Clatterbridge Cancer Centre NHS Foundation Trust	4.20
The Christie NHS Foundation Trust	4.19