

Trust Board Report

Meeting Date:	24 th March 2014
Title:	2013 National NHS Staff Survey Results
Executive Summary:	<p>The purpose of this report is to provide an overview of the 2013 National NHS Staff Survey results for the Trust. Appendix 1 provides a summary of the 2013 results supported by background narrative.</p> <p>The Trust response rate for the 2013 National NHS Staff Survey was 35%, a reduction of 10% on the previous year's survey (2012 – 45%). The Trust's response rate for 2013 when compared with other comparative Trusts is in the lowest 20% of acute Trusts in England</p>
Action Requested:	Members of the Board are asked to note the contents of the report.
Report of:	Director of HR
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Resource Implications:	
Public or Private: (with reasons if private)	Public Session
References: (eg from/to other committees)	
Appendices/ References/ Background Reading	
NHS Constitution: (How it impacts on any decision-making)	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> ✦ Equality of treatment and access to services ✦ High standards of excellence and professionalism ✦ Service user preferences ✦ Cross community working ✦ Best Value ✦ Accountability through local influence and scrutiny

SUMMARY OF 2012 STAFF SURVEY RESULTS

- 380 staff took part in the survey.
- Response rate 45% (below average when compared with Trusts of a similar type), response rate was also 45% in 2011.
- Overall staff engagement measured (based on response to 3 questions) – RWH scored 3.76 (5 being highly engaged staff). This was above (better than) average when compared with Trusts of a similar type.

TOP FIVE RANKING SCORES

- KF18. Percentage of staff experiencing harassment, bullying or abuse from patients.
Trust score 2012 24% v National average 30%
- KF16. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months.
Trust score 2012 11% v National average 15%
- KF23. Staff job satisfaction.
Trust score 2012 3.66 v National average 3.58
- KF3. Work pressure felt by staff.
Trust score 2012 2.93 v National average 3.08
- KF12. Percentage of staff saying hand washing materials are always available.
Trust score 2012 68% v National average 60%

BOTTOM FIVE RANKING SCORES

- KF14. Percentage of staff reporting errors, near misses or incidents witnessed in the last month.
Trust score 2012 88% v National average 90%
- KF5. Percentage of staff working extra hours.
Trust score 2012 70% v National average 70%
- KF26. Percentage of staff having equality and diversity training in last 12 months.
Trust score 2012 54% v National average 55%
- KF20. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell.
Trust score 2012 29% v National average 29%
- KF2. Percentage of staff agreeing that their role makes a difference to patients.
Trust score 2012 90% v National average 89%

LARGEST LOCAL CHANGES SINCE THE 2011 STAFF SURVEY

WHERE STAFF EXPERIENCE HAS IMPROVED

KF22. Percentage of staff able to contribute towards improvements at work.
Trust score 2012 70% v Trust score 2011 59%

KF23. Staff job satisfaction.
Trust score 2012 3.66 v Trust score 2011 3.52

WHERE STAFF EXPERIENCE HAS DETERIORATED

KF14. Percentage of staff reporting errors, near misses or incidents witnessed in the last month.
Trust score 2012 88% v Trust score 2011 97%

KF5. Percentage of staff working extra hours.
Trust score 2012 70% v Trust score 2011 63%

KF10. Percentage of staff receiving health and safety training in last 12 months.
Trust score 2012 81% v Trust score 2011 90%

RANKING COMPARED WITH ACUTE TRUSTS:

	2011	2012
WORSE THAN AVERAGE	7	1
AVERAGE	3	4
BETTER THAN AVERAGE	28	23

Please note: key findings in the 2012 survey have reduced to 28 (38 in 2011)

1. Background

The 2013 National NHS Staff Survey took place between October and December 2013. Although the response rate for the survey remains disappointing when compared nationally, all results are weighted to enable meaningful analysis of data; national level performance comparison, Trust level annual performance monitoring, as well as internal departmental level benchmarking

Results are presented in the form of key findings, of which there are 28 in total. Analysis of this year's results show a statistically significant improvement in 1 out of the 28 key findings that relate directly to the NHS Constitution Staff Pledges when compared with the same measures from last year. There were 2 areas of statistically significant decline within this period.

When the Trust's 2013 National NHS Staff Survey results are compared nationally, the Trust features in the top 20% of comparative Trusts for 13 of the 28 key findings and 'above average' for a further 6.

Staff engagement was also measured. The Trust's score for 2013 was 3.81 out of a possible 5; this is a further indicator where the Trust's performance was above average when compared to other Trusts. This area has seen an increase for 3 consecutive years.

This report identifies and assesses the Trust's performance against issues raised within the Francis Report. Together with other data it should enable the Trust to see which of the issues are of most relevance and seek to develop a strategy for dealing with the priorities. By its nature it is a "snapshot" of staff opinion and therefore other data will help give an overall picture as a basis for a response.

2. Detailed Results – Change from here onwards.

The following section provides details of the main highlights from the results of the 2013 National NHS Staff Survey indicating, where relevant, any instances of significant movement (positive or negative) compared with last year's results. There is also reference, where appropriate, to the Trust's relative position compared to other comparative Trusts.

STAFF PLEDGE 1 – To provide all staff with clear roles, responsibilities and rewarding jobs.

The Trust's performance in respect of staff feeling satisfied with the quality of work and patient care they are able to deliver increased to 83% compared with the 2012 result of 81%. This increase has seen the Trust's position move from 'above better than average' to 'highest (best) 20%' when compared to other acute Trusts. The national average for acute Trusts in 2013 was 79%.

In 2012 a new indicator was introduced relating to work pressure felt by staff, due to this being a new indicator year on year comparison was unable to be undertaken previously, however as this indicator remained within the 2013 survey comparison is able to be made. The Trust saw a slight improvement in this indicator, however the Trust remains within the 'lowest (best) 20%' of acute Trusts when compared nationally due to a change in the national average. The percentage of staff stating they worked extra hours in 2013 declined by 4% to 66%, this moved the Trust position to within the 'lowest (best) 20%' of acute Trusts.

The only 'average' indicator within this pledge relates to staff agreeing that their role makes a difference to patients which was 'average' last year at 90% for the Trust against 91% in 2013. However despite a slight improvement, the overall average for acute Trusts has increased by 2% resulting in 'no change' result for the Trust.

There were no indicators resulting in 'below average' for this pledge.

Francis calls for organisations to ensure they have a shared common culture of care.

Effective team working and satisfaction with the quality of work and patient care staff feel able to deliver continue to be strengths in 2013, when compared nationally.

STAFF PLEDGE 2 – To provide all staff with personal development, access to appropriate education and training for their jobs and line management support to enable them to fulfil their potential.

Overall the Trust's performance against this pledge remains extremely positive; 2 of the 4 indicators have remained the same with the Trust scoring in the 'highest (best) 20%' of comparable Trust's. One indicator has seen the Trust's position move from 'above (better than) average' to 'highest (best) 20%'. This indicator is relating to staff receiving job-relevant training, learning or development in the last 12 months which saw an increase from 82% in 2012 to 85% in 2013.

Statistically these indicators have remained the same which would show a strength and the ability to maintain its performance in this area.

The Francis Report stresses the importance of the line manager in supporting staff to provide high quality care, and whilst the Trust saw no change to its result for this indicator, due to a change in the national average this has moved the Trust's position from 'highest (best) 20%' to 'average'.

Within this pledge, appraisal management continues to remain a strength for the Trust in 2013.

STAFF PLEDGE 3 – To provide support and opportunities for staff to maintain health, well-being and safety.

The pledge has seen the biggest changes in respect of results for the Trust in 2013 when compared both to the Trust's 2012 results and nationally.

Out of the 11 indicators within this pledge the Trust still has 6 of its indicators either within the 'highest (best) 20%', 'lowest (best) 20%' or 'below (better than) average'. 2 indicators are 'average' and 3 indicators have changed from 'lowest (best) 20%' to 'above (worse than) average' due to both a decline in Trust results and change in the national average. These 3 areas of decline relate to staff experiencing physical violence from patients, relatives or the public, staff experiencing physical violence from staff and staff feeling pressure in the last 3 months to attend work when feeling unwell.

Given that the way an organisation deals with incidents and near misses was covered extensively within the Francis Report, a concern for the Trust in 2012 was in relation to the significant reduction (9%) in staff reporting errors, near misses or incidents witnessed, however pleasingly the Trust has seen a 3% improvement in this indicator in the 2013 survey which has moved the Trust's position from a 'below (worse than) average' position to that of 'average'. Results also show that staff perceptions of fairness and effectiveness of incident reporting procedures remains high and this year's results have seen the Trust move from 'above (better than) average' to 'highest (best) 20%'.

The percentage of staff receiving health and safety training in the last 12 months saw a further decline in 2013 by 7% to 74% (81% in 2012). Due to both a national and local decline this has resulted in the Trust position moving from 'above (better than) average' to 'average'. This has been an area of significant decline for the Trust for two consecutive years.

Key strengths in this pledge relate to the availability of hand washing materials and fairness and effectiveness of incident reporting procedures both of which were in the top five ranked scores in this year's survey.

STAFF PLEDGE 4 – To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.

Only two of the key findings relate to NHS Constitution Staff Pledge 4 and in 2013 the Trust saw an improvement in both.

The indicator relating to staff reporting good communication between senior management and staff saw the Trust's performance in this area move from 'above (better than) average' to 'highest (best) 20%'. The Trust saw a 6% increase in this indicator in 2013 to 37%. The Trust maintained it's 'above (better than) average' position in respect of the second indicator relating to staff being able to contribute towards improvements at work.

ADDITIONAL THEME: Staff satisfaction

In recent years the Trust has invested in staff engagement, and the Francis Report once again highlighted the link between staff engagement and quality of care.

In total there are 3 areas surveyed in relation to staff satisfaction, the Trust performed within the 'highest (best) 20%' in 2 areas these being staff job satisfaction and staff motivation at work. The Trust's position in respect of staff motivation in 2013 moved from 'above (better than) average' in 2012 to 'highest (best) 20%' in 2013.

Whilst the Trust saw an improvement in 2013 in respect of staff recommending the Trust as a place to work, due to a change in the national picture the Trust remains 'above (better than) average' in this indicator.

ADDITIONAL THEME: Equality and diversity

The percentage of staff having equality and diversity training in the last 12 months has seen a significant decline from 54% in 2012 to 37% in 2013. This has seen the Trust's position move from 'average' to 'lowest (worst) 20%' and is one of the bottom 5 ranking scores for the Trust in 2013.

The Trust providing equal opportunities for career progression or promotion has moved to 'average' from 'above (better than) average'. However staff experiencing discrimination at work in the last 12 months has seen a positive improvement resulting in the Trust's position moving from 'below (better than) average' to 'lowest (best) 20%'.

3. Proposed Action

Overall staff are engaged to an 'above (better than) average' level when compared to Trusts nationally. The Trust has shown a decline in several areas but has achieved positive results across 19 of the 28 indicators. However, indicators relating to equality and diversity and health and safety training undertaken in the last 12 months are causes for concern.

It is proposed that managers engage with staff to understand what the priorities are for action that will deliver the greatest returns, as this will not necessarily be about taking the lowest scores first as these may not be of greatest concern to the staff and therefore the Trust. It is therefore proposed that we will commence a communication programme, lead through the operational management structure, encompassing managers and staff.

At a corporate level we will look to involve the senior management in order to understand what organisational level strategies/interventions may be appropriate to support managers and staff at a local level to improve their results. In addition, we will expect managers at a local level to involve their staff to decide on local changes that can be made to address their staff's concerns. Managers will be supported in this process by HR.

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