

REPORT TO THE TRUST BOARD - PUBLIC
9 MAY 2018

Title	National Staff Survey 2017 results
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Purpose of the Report:

To report a summary of the Trust's results in the National Staff Survey 2017, and outline the Trust's approach to improvement.

Summary of Key Issues:

- The national results of the 2017 staff survey were disappointing, with 21/32 key findings deteriorating from the previous year
- The Trust experienced a deterioration in some scores, but maintained its overall position as one of the highest scoring mental health and community trusts
- The findings have been fed into discussions regarding the staff experience outcome of the Trust strategy, as well directorate level plans.
- The report sets out the Trust's approach to improvement, which links to the new Trust strategy

Strategic priorities this paper supports (Please check box including brief statement)

Improved patient experience	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff provide better patient care and outcomes.
Improved health of the communities we serve	<input type="checkbox"/>	
Improved staff experience	<input checked="" type="checkbox"/>	The approach to improvement set out in this paper are designed to directly improve staff experience
Improved value for money	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff and more health and productive at work, and therefore contribute to value for money

Committees/Meetings where this item has been considered:

Date	Committee/Meeting
Various	Versions of this report have been presented to various internal Trust meetings, and will be reported to the Council of Governors on 17 May.

Implications:

Equality Analysis	The Trust's action plan is designed to improve equality through the reduction in variation between different staff groups. .
Risk and Assurance	If staff are not engaged at work, there is a clear risk that patient care will be adversely affected.
Service User/Carer/Staff	As above, the work in this area is designed to improve staff experience. Evidence shows a clear link between staff experience and patient care.
Financial	Evidence shows that high staff engagement is strongly correlated

	with low sickness absence levels, which has a financial benefit to the Trust.
Quality	Evidence shows a clear link between staff satisfaction and patient care.

1.0 Background

- 1.1 The National Staff Survey has been carried out since 2002. It seeks to measure staff experience in the NHS, in order to provide comparative analysis with other NHS Trusts, and opportunities for improvement.
- 1.2 In 2015, the Trust won the Health Service Journal Best Places to Work award for mental health/community trusts, and also won the Health Service Journal staff engagement award.
- 1.3 The 2017 survey was conducted in October-November 2017. The results were published on 6 March 2017. The report is attached.
- 1.4 The Trust's response rate was 50%, an increase of 5% from the previous year (and a 15% increase over the last two years).
- 1.5 The profile of respondents is different than 2016, with the addition of Tower Hamlets Community services, and the loss of Newham health visiting and child information services.

2.0 National and local context

- 2.1 The national results of the 2017 national staff survey were disappointing, with 21/32 key findings deteriorating from the previous year. The national scores over time for mental health/community trusts are set out below:

2013	3.72
2014	3.71
2015	3.79
2016	3.80
2017	3.78

- 2.2 The overall staff engagement scores for the London mental health/community trusts are as follows:

Trust:	Overall engagement score:
Tavistock	4.01
ELFT	3.90
Oxleas	3.84
NELFT	3.82
WLMHT	3.82
BEHMHT	3.81
SLAM	3.80
CANDI	3.79
CNWL	3.78

SWLSTG	3.71
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3.0 2017 results

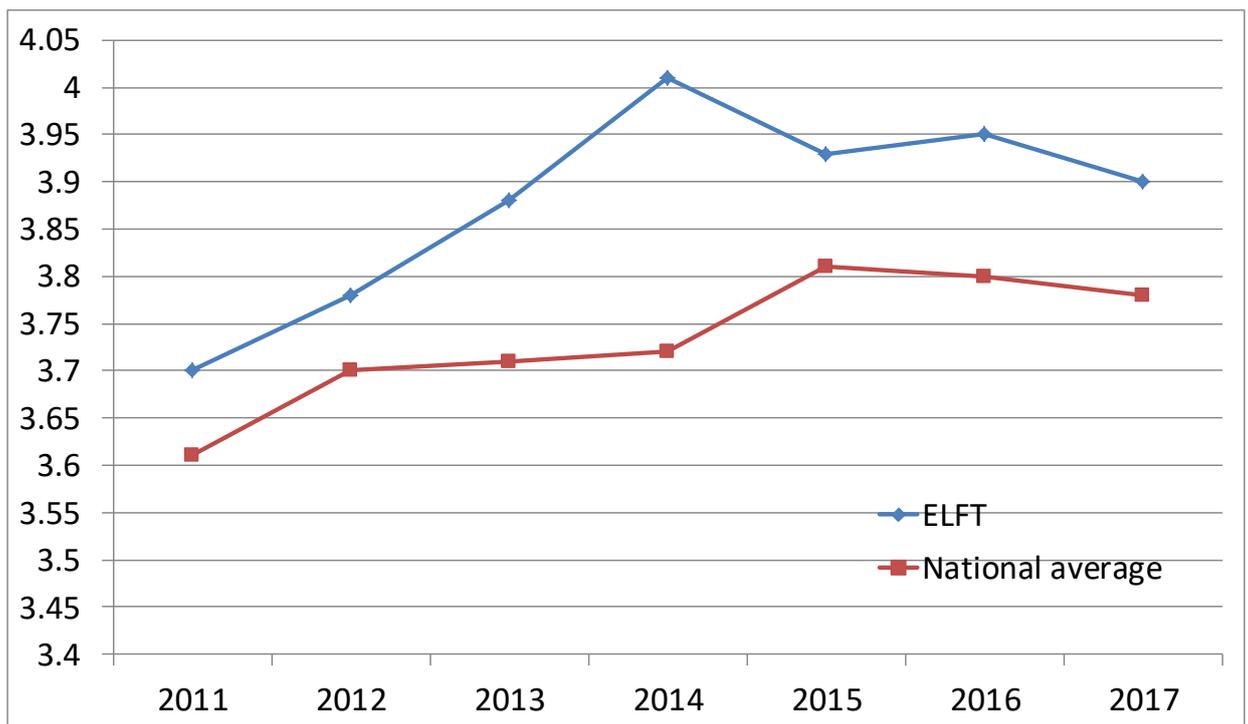
3.1 The Trust's results for 2017 can be summarised as follows.

3.2 The Trust maintained its generally high scores. The Trust's score for the overall staff engagement indicator was 3.90 (with 5 being the maximum score), which places it 5th across mental health and mental health/community trusts (out of 55 Trusts).

3.3 The Trust's ranking over the least five years is therefore as follows:

Year:	National ranking:
2013	4 th
2014	1 st =
2015	4 th =
2016	1 st
2017	5 th

3.4 The Trust's progress over time is set out below:



3.5 The Trust has four scores that were the best in the country for mental health/community health providers, i.e.:

- Percentage of staff reporting errors, near misses or incidents witnessed in the last month
- Quality of non-mandatory training, learning or development

- Percentage of staff able to contribute towards improvements at work
- Staff satisfaction with the quality of work and care they are able to deliver

3.6 In contrast there continue to be areas where the Trust does less well compared to the national average, including levels of violence and aggression experienced by staff, and concerns about career progression and discrimination. The Trust's scores in this area are near the average for London mental health/community trusts. Additional questions were included in the survey so that staff were able to submit a narrative response to these questions. The results have been analysed for Trust-wide themes.

3.7 The results have been distributed in the Trust, and are being discussed at Directorate Management Teams, professional groups, staff equalities networks and other relevant forums.

3.8 The Joint Staff Committee away day held on 14 March focused on staff wellbeing, and a refreshed action plan is being developed following this event.

4.0 Equality

4.1 The report includes the results of the Workforce Race Equality Standards indicators that are measured through the staff survey. These are set out below:

			Your Trust in 2017	Average (median) for combined MH/LD and community 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	29%	25%	30%
		BME	33%	28%	36%
KF26	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	23%	20%	21%
		BME	23%	23%	25%
KF21	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	White	84%	88%	86%
		BME	73%	76%	70%
Q17b	In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues?	White	9%	6%	8%
		BME	13%	11%	14%

4.2 The results show that:

- Bullying and harassment from patients has decreased by 3% for BME staff, and the gap between white and BME staff has reduced from 6% to 4%
- Bullying and harassment from staff has decreased by 2% for BME staff and there is now no difference between white and BME staff
- Fairness of career progression has improved by 3% for BME staff and the difference between white and BME staff has reduced from 16% and 11%
- Discrimination at work has reduced by 1% for BME staff and the difference between white and BME staff has reduced from 6% to 4%

- 4.3 There is also progress in other areas. For example, there has been a 16% increase over the last two years in the number of disabled staff reporting that reasonable adjustments were made, and a reduction in the number of staff reporting discrimination on the grounds of disability.
- 4.4 All of the staff networks (BAME, LGBTQ, Women and Disabled staff) have been considering the results in order to inform their workplans for the year.

5.0 The Trust's approach to improvement

- 5.1 Improved staff experience is one of the four strategic outcomes in the Trust's new strategy, and work will therefore be planned and delivered as part of the strategic planning framework and the aligned workforce strategy. The workforce strategy has four drivers which explicitly link to staff experience (capacity & capability, leadership, team working and enjoying work).
- 5.2 The annual priorities for 2018/19 that explicitly address the staff survey results are in relation to development of the Trust's leadership programme, delivery of a staff wellbeing plan, and delivery of the workforce equalities plan.
- 5.3 At Trust level there is also a focus on improved listening and learning from staff feedback, with the further utilisation of the staff networks, Freedom to Speak Up Guardian, and staff governors. This will be drawn together at a Staff Council, chaired by the Chief Executive.
- 5.4 At directorate level action planning based on local results has taken place. There is a focus on having time for reflective practice and team working, and improved engagement with senior management.
- 5.5 At team level, three of the 5 teams in the Enjoying Work programme have now shown a positive shift in staff experience. The programme is currently being rolled out to 30 teams across the Trust, with strong interest shown so far.
- 5.6 The teams involved in the Enjoying Work programme collect data on a daily basis, through a mobile application developed by the Trust. Teams also collect other information in order to monitor progress. The Trust will also be introducing a quarterly Pulse survey.
- 5.7 Progress in this area will be monitored at the Workforce Committee, which is now chaired by the CEO. Board level scrutiny is provided by the Appointments & Remuneration Committee.

6.0 Action being requested

- 6.1 The Trust Board is asked to **RECEIVE** and **DISCUSS** the report.