

REPORT TO THE TRUST BOARD: PART I

27 April 2017

Title	National Staff Survey 2016
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Purpose of the Report:

To report a summary of the Trust's results in the National Staff Survey 2016, and the framework for making further improvements.

The paper will be supported by a presentation.

Summary of Key Issues:

- The Trust obtained a very positive result from the 2016 National Staff Survey, including obtaining the best score in the country in a number of indicators.
- The Trust is committed to further improve staff experience, and the paper sets out a framework for making further improvements.

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

Improving service user satisfaction	<input type="checkbox"/>	
Improving staff satisfaction	<input checked="" type="checkbox"/>	The Trust's staff engagement activities, including the action plan in response to the National Staff Survey, are designed to improve staff satisfaction.
Maintaining financial viability	<input type="checkbox"/>	

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 to the Council of Governors.

Implications:

Equality Analysis	The Trust's action plan is designed to improve equality through the "fair treatment" theme.
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 satisfaction. Evidence shows a clear link between staff satisfaction 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.

Glossary

Abbreviation	In full

1.0 Background

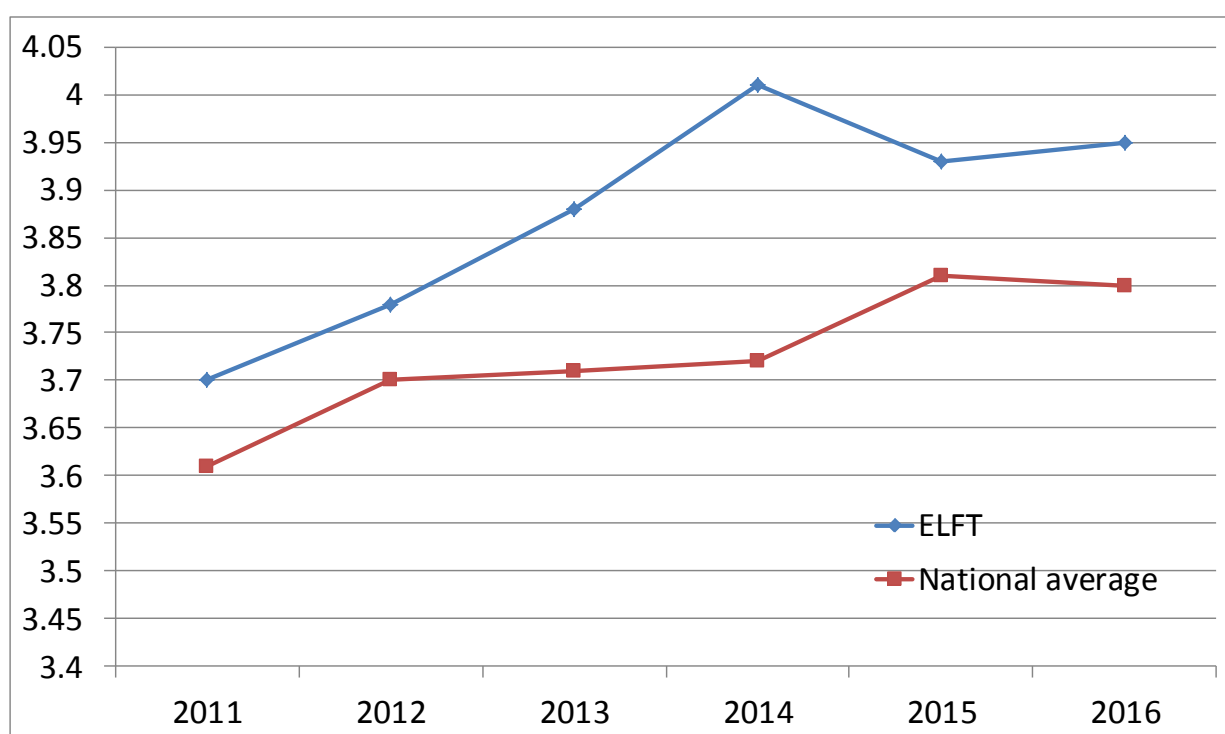
- 1.1 The National Staff Survey has been carried out since 2002. It seeks to measure staff experience in the NHS, in order to provide comparative analysis with other NHS Trusts, and opportunities for improvement.
- 1.2 In 2015, the Trust won the Health Service Journal Best Places to Work award for mental health/community trusts, and also won the Health Service Journal staff engagement award.
- 1.3 The 2016 survey was conducted in October-November 2016. The results were published on 7 March 2016.
- 1.4 The Trust's response rate was 45%, an increase of 10% from the previous year.

2.0 2016 results

- 2.1 The Trust's results for 2016 can be summarised as follows.
- 2.2 The Trust maintained its generally high scores. The Trust's score for the overall staff engagement indicator was 3.95 (with 5 being the maximum score), which places it 1st across mental health and mental health/community trusts (out of 57 Trusts).
- 2.3 The Trust's ranking over the least four years is therefore as follows:

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

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



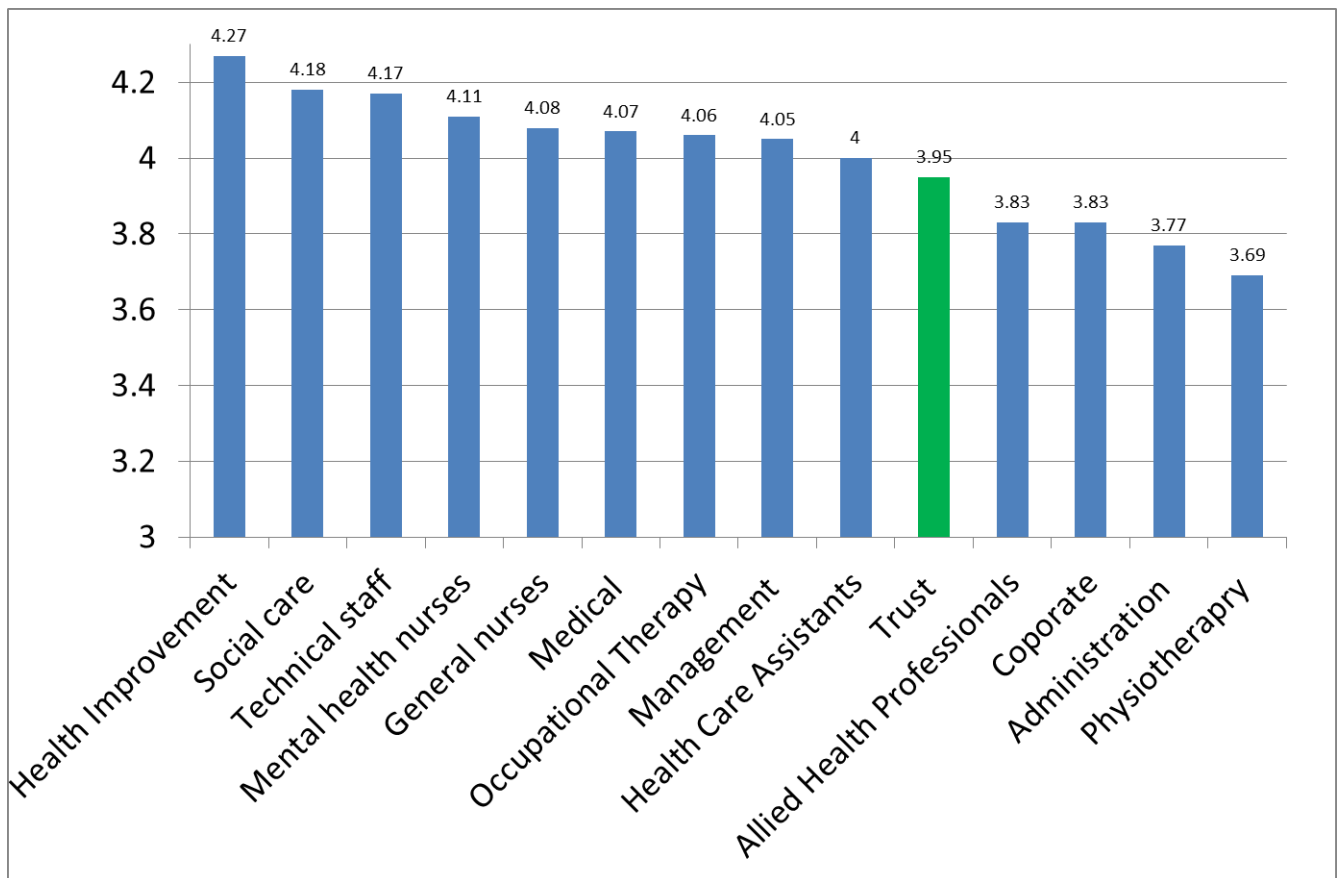
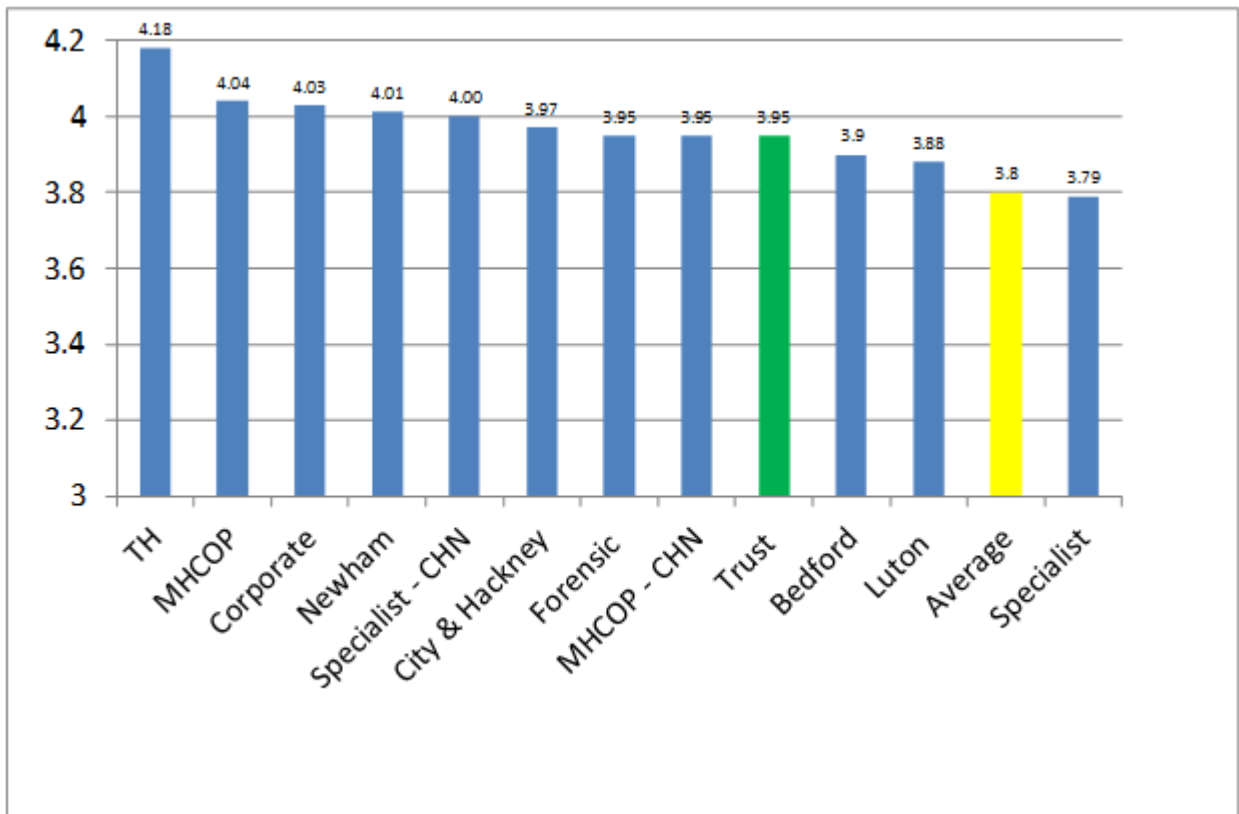
2.5 The Trust was able to gain a number of scores that were the best in the country for mental health/community health providers, i.e.:

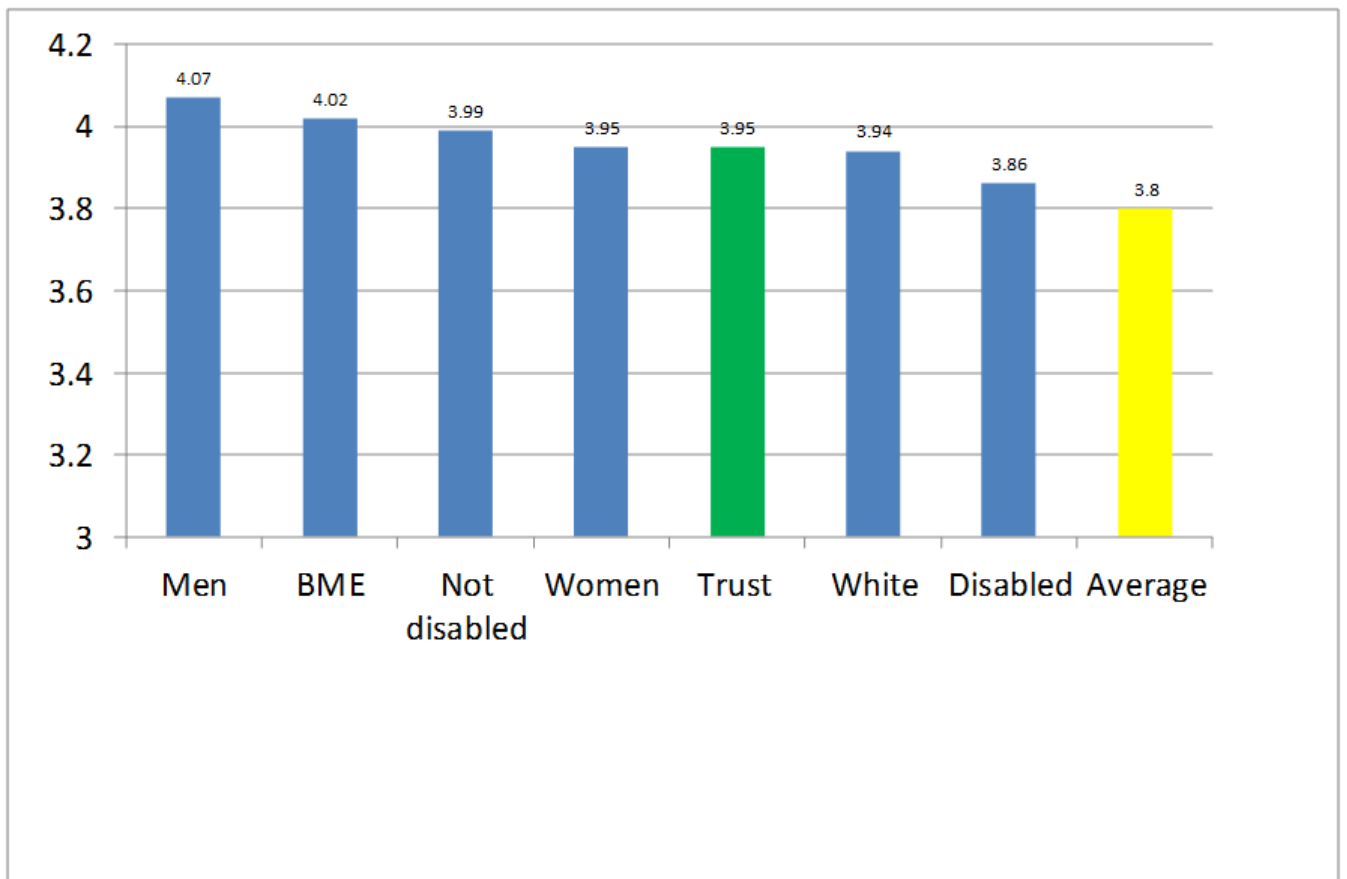
- Staff recommending the Trust as a place to work or receive treatment
- Staff satisfaction with the quality of work and care they are able to deliver
- Percentage of staff agreeing that their role makes a difference to patients
- Effective use of patient/service user feedback
- Percentage of staff able to contribute towards improvements at work
- Recognition and value of staff by managers and the Trust
- Communication with senior management
- Quality of non-mandatory training, learning or development
- Fairness and effectiveness of incident procedures
- Staff satisfaction with resourcing and support

2.6 In contrast there are areas where the Trust does less well, including levels of violence and aggression experienced by staff, and concerns about career progression and discrimination. 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.

2.7 Analysis of results at different levels shows the variation that exists, which provides a further opportunity to improve staff experience. Examples of variation across directorates, professional groups and demographics are set out below. Further analysis is also being done at team level.

2.8 These breakdowns results have been distributed in the Trust, and are being presented to the Trust Board, Service Delivery Board, Directorate Management Teams, professional groups and the Joint Staff Committee. Presentations will also be made to the staff equalities networks and other relevant forums, so that action plans can be refreshed.





3.0 The Trust's approach to improvement

3.1 The Trust's approach to improving staff experience and engagement used to date can be summarised as follows:

- Improvement action to focus on a small number issues most relevant to staff satisfaction, rather than a "deficit model" approach of trying to improve all indicators that are low and/or below the national average.
- To link with existing workstreams/quality improvement project where appropriate, in order to avoid duplication of effort and maximise impact
- Wide dissemination and consideration of results, so that improvement can also be planned and owned at a local level (directorates and team level, professional group etc.).
- As a result of the above, the Trust has a small number (4) of areas as a framework for action. An example is set out below:

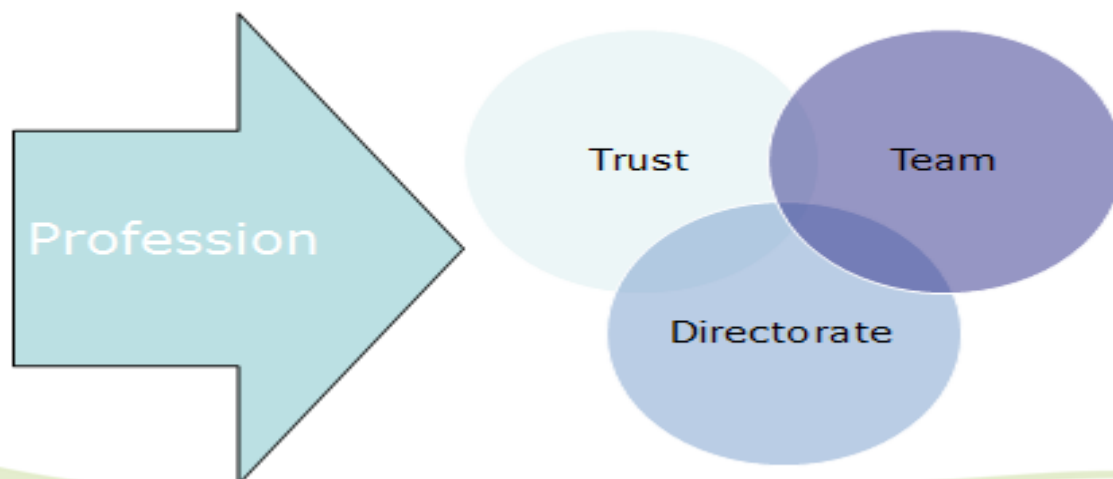
Our approach to improvement

Theme:	Action:
Communication	Executive walkabouts - "what matters to you?"
Valuing staff	Creating a "thank you" culture
Team working	Time for team reflection
Fair treatment	Developing collective, inclusive leadership

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- 3.2 As stated above, we promote ownership of the results and action planning at all levels of the Trust.

Our approach to improvement



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3.3 A Quality Improvement Project Board has been recently set up, in order to consider how QI methodology can be used in this area. Two individual Quality Improvement projects have commenced in services, and the learning from these will inform the approach. The Project is running a 90 day rapid learning cycle, with the objective of having a change package developed that will aid scale up and spread across the organisation.

4.0 Focus for 2017/18

4.1 Based on the Trust's performance over time, and after discussions with various groups, the focus in 2017/18 in order to bring about further improvement is proposed as follows:

- Implementation of a refreshed inclusion action plan, based on discussions had to date with the Board, staff groups, Council of Governors, and including actions to address the issues raised by staff in this year's survey
- Increased time spent by senior leaders to engage with individual teams in order to identify the most important issues to be addressed at team level
- Learning from the best performing organisations in the NHS, as well as other sectors, in order to identify additional change ideas
- Use of the Enjoying Work change package in order to scale up and spread change ideas across the organisation.

4.2 The presentation will cover this in more detail.

5.0 Action being requested

5.1 The Trust Board is asked to **RECEIVE** and **DISCUSS** the report and the presentation