

2017 National NHS Staff Survey

1. Introduction

The Trust participates in the national NHS Staff Survey on an annual basis. The survey is undertaken from the beginning of September until early December.

In 2017 the Trust surveyed all staff for the first time. Over 2500 staff responded, giving a response rate of 57%. This was the highest in the East Midlands and joint 7th highest in England for acute NHS Trusts, where the average response was 44%.

The 57% response rate in 2017 compares well with the 41% Trust response rate in 2016, which was only based on a random sample of staff being offered the opportunity to respond.

2. Summary of Performance in the NHS Staff Survey

2.1 Summary of all key findings for 2014, 2015, 2016 and 2017

| | 2014 (29) | 2015 (32) | 2016 (32) | 2017 (32) |
|--------------------------------|-----------|-----------|-----------|-----------|
| Best 20% | 1 | 2 | 8 | 8 |
| Better than the average | 5 | 3 | 8 | 10 |
| <hr/> | | | | |
| Average | 4 | 9 | 6 | 9 |
| <hr/> | | | | |
| Worse than the average | 11 | 6 | 7 | 2 |
| Worst 20% | 8 | 12 | 3 | 3 |

A “Key Finding” is a specific section of questioning. The Trust has clearly made significant, sustained improvement.

2.2 Overall indicator of staff engagement

Very positively, the overall indicator of staff engagement for the Trust was 3.87, which was well above average when compared to trusts of a similar type. Again, this has seen significant, sustained improvement.

Contextually, the average for acute Trusts in England for 2017 was 3.79, a fall of 0.04% from the previous year, whereas SFH still saw an increase of 0.02%. Our score is the second highest in the East Midlands for acute Trusts.

NHS Staff Survey Comparison for Overall Staff Engagement for 4 years

| | | | |
|-------------------------------|------|-------------------------------------|------|
| Overall Staff Engagement 2014 | 3.66 | Average for acute Trusts in England | 3.74 |
| Overall Staff Engagement 2015 | 3.68 | Average for acute Trusts in England | 3.79 |
| Overall Staff Engagement 2016 | 3.86 | Average for acute Trusts in England | 3.81 |
| Overall Staff Engagement 2017 | 3.87 | Average for acute Trusts in England | 3.79 |

This is emphasised as one of the key findings from the 2017 staff survey is that SFH has one of the most satisfied workforces nationally and staff feel that they are able to give good care. It rates SFH as the 4th best acute Trust in England for staff satisfaction with the quality of work and care that they provide. This is the second year in succession that we have been in the top 20% for this.

2.3 Where staff experience has improved

- KF23. % of staff experiencing physical violence from staff in the last 12 months.
- KF10. Support from immediate managers
- KF6. % of staff reporting good communication between senior management and staff

The work during 2017 to support staff engagement and senior leadership visibility, together with an awareness programme relating to physical violence is likely to have had an impact here.

In 2016 KF6 was worse than average. However, it has moved from 29% in 2016 to 34% in 2017 which is now in the average category for acute Trusts in England.

2.4 Where staff experience has deteriorated

KF28. % of staff witnessing potentially harmful errors, near misses or incidents in the last month

This is of concern and will be picked up in action plans arising from the survey.

2.5 Top 5 ranking scores (all in the best 20% of acute Trusts in England)

- KF2. Staff satisfaction with the quality of work and patient care they are able to deliver. No change. **SFH is 4th nationally and top in the East Midlands.**
- KF9. Effective team working. No change. **SFH is 4th nationally and top in the East Midlands.**
- KF21. % of staff believing that the organisation provides equal opportunities for career progression or promotion. No change. **SFH is 6th nationally and top in the East Midlands**
- KF11. % of staff appraised in the last year. No change. The Trust is in the highest (best) 20% of acute trusts in England. **SFH is 7th nationally and top in the East Midlands**
- KF20. % of staff experiencing discrimination at work in the last 12 months. No change. **SFH is 10th nationally and second in the East Midlands**

These scores evidence a much more positive culture emerging in the Trust. Some of these results will be used in future recruitment campaigns.

2.6 Bottom 5 ranking scores 2017

- KF22. % of staff experiencing physical violence from patients, relatives or the public in the last 12 months. No change. The Trust is in the highest (worst) 20% of acute trusts.
- KF24. % of staff/colleagues reporting most recent experience of violence. No change. The Trust is in the lowest (worst) 20% of acute trusts.
- KF18. % of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves. No change. The Trust is in the highest (worst) 20% of acute trusts.
- KF27. % of staff/colleagues reporting most recent experience of harassment, bullying or abuse. No change. The Trust is below (worse than) average for acute trusts.
- KF28. % of staff witnessing potentially harmful errors, near misses or incidents in the last month. Increase (worse than 2016). The Trust is above (worse than) average

On a positive note, these are the only five scores that were actually worse than average. KF22 and KF18 were also amongst our bottom five scores in 2016. Steps were taken during 2017 to make staff more aware of reporting procedures if they experience physical violence together with general awareness. This appears to have resulted in a positive reduction in the percentage of staff experiencing physical violence from other staff in the last 12 months which is one of our significant areas of improvement. However, it is clear that there is still an issue with staff experiencing physical violence from patient, relatives of the public.

The Trust has a rigorous sickness absence management policy which is actively implemented which may be leading to the high score for KF18. During 2017 the Trust increased its staff wellbeing events and interventions which will continue during 2018 with weekly drop-in wellness clinics and in-house physiotherapy services.

2.7 Recommendation of the Trust as a place to work or receive care

This is one of the significant measures which are articulated by the NHS staff survey results. Questions Q21a, Q21c and Q21d feed into KF 1 “Staff recommendation of the organisation as a place to work or receive treatment.”

| | 2015 | 2016 | 2017 | *2017 av. |
|---|------|------|------|-----------|
| Q21a “Care of patients/service users is my organisation’s top priority” | 71% | 82% | 81% | 76% |
| Q21b “My organisation acts on concerns raised by patients/service users” | 65% | 76% | 76% | 73% |
| Q21c “I would recommend my organisation as a place to work” | 48% | 68% | 70% | 61% |
| Q21d “If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation” | 57% | 74% | 78% | 71% |
| KF1 Staff recommendation of the organisation as a place to work or receive treatment* | 3.54 | 3.87 | 3.93 | 3.76 |

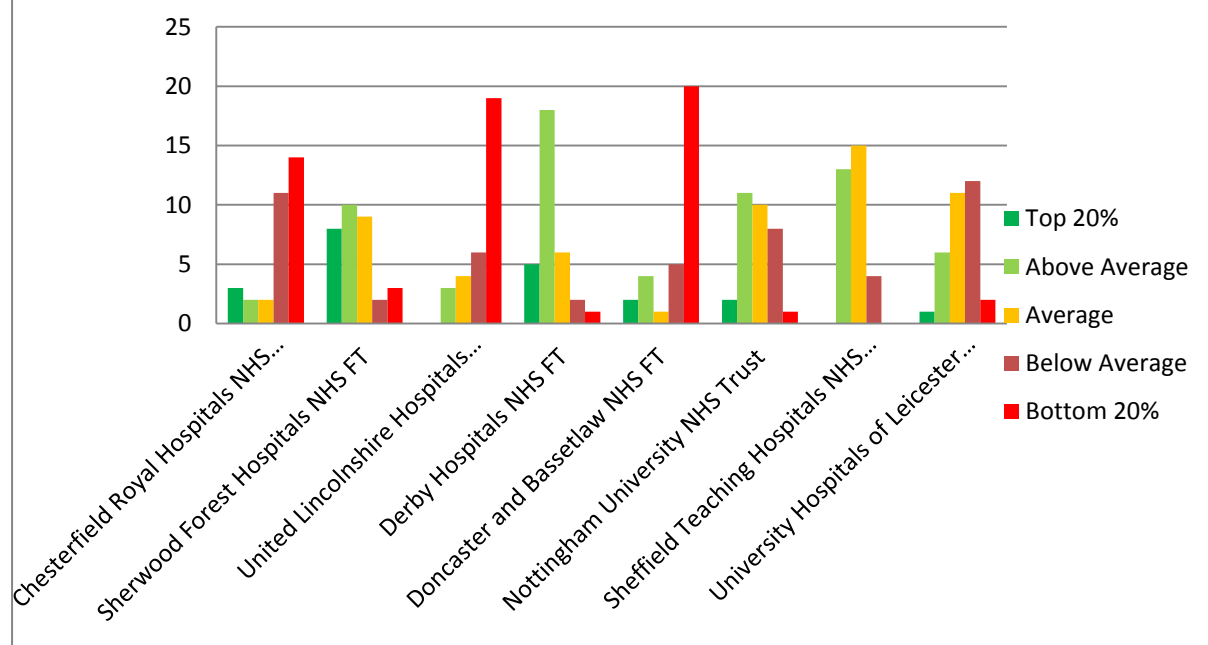
**Possible scores range from minimum 1 to maximum 5*

The results of this show a marked improvement in all areas to well above the *national average for acute Trusts in England. Staff recommending the Trust as a place to work is now 9% above this average and staff being happy with the standard of care provided by SFH is 7% above the average. This places SFH in the top 20 acute Trusts in England for this important measure and second in the East Midlands.

3. Comparisons with local Trusts

It is useful to compare SFH results with those of other local Trusts as this can have an impact on recruitment and retention. Below is a table showing the distribution of key results across the spectrum of top 20% to bottom 20%.

Ranking compared with all acute trusts in in England 2017



SFH compares well. We have the most (8) key areas in the top 20%, whereas all the others have five or less. The two other Trusts which have performed strongly are Derby and Sheffield. The latter, which does not have any scores in the bottom 20% and has a strong distribution of above average and average scores does not achieve any in the top 20%. SFH had 27 key results that were average above average or in the top 20%. This is compared with Derby which had 29 and Sheffield which had 28. A comparison of two significant key results is shown in the table below:

| Trust | Response rate | Engagement score | Recommendation as a place to work or receive treatment |
|-----------------------------------|---------------|------------------|--|
| Chesterfield Royal Hospitals | 63 | 3.71 | 3.71 |
| Sherwood Forest Hospitals | 57 | 3.87 | 3.92 |
| United Lincolnshire Hospitals | 45 | 3.63 | 3.43 |
| Derby Hospitals | 42 | 3.90 | 4.02 |
| Doncaster & Bassetlaw | 50 | 3.66 | 3.58 |
| Nottingham University Hospitals | 37 | 3.80 | 3.84 |
| Sheffield Teaching Hospitals | 44 | 3.83 | 3.92 |
| University Hospitals of Leicester | 34 | 3.76 | 3.68 |

SFH had the 2nd highest response rate behind Chesterfield. We had the 2nd highest score for overall engagement behind Derby and was joint 2nd highest (with Sheffield) for recommending the Trust as a place to work and receive care behind Derby.

4. Actions and monitoring.

The results have already been communicated to staff in an electronic briefing and there are plans for further communications, including videos to be made available over the coming weeks detailing the actions that will be taken as a result of the staff survey feedback. There are also a number of individual suggestions for improvement that were captured in the free text that are being explored.

The results will be discussed at the Staff Communication and Engagement Forum in March in order to obtain their views on priority actions. In addition, the Director of Human Resources and Organisational Development has scheduled four hour long drop-in session across all three sites during March with an open invitation for any staff member to attend and offer further feedback.

The quarter four (March) pulse survey, available to all staff also contains a number of follow-up questions.

Divisions have already scrutinised these results in order to develop action plans which were shared at the Senior Leadership Team Development day in February. Delivery of those actions plans, which are pertinent to Divisions will be monitored at the monthly Divisional performance meetings with Executives.

Further detailed analysis of these results will be undertaken as they can be accessed by staff group and division / service line. This will enable more targeted actions and interventions to be identified, supported by the Trust HR Business Partners

There are also Trust wide initiatives for incorporation into the Workforce Strategy 2018/19 Implementation Plans, which will also be influenced by these results. These will include continuation of engagement activities, a focus on staff health and well-being and diversity and inclusivity. Some of the results will also feature in Trust recruitment campaigns.