



<b>Title</b>	Staff Opinion Survey Results 2015			
<b>File location</b>	IHF/DB			
<b>Meeting</b>	Board of Directors			
<b>Date</b>	21 May 2015			
<b>Executive Summary</b>				
<p>Attached is a summary of the highlights of the NHS official Staff Opinion Survey results for our Trust, recently published. The Survey was conducted by the Picker Institute on our behalf between September and November 2014.</p> <p>The Survey evaluates staff response against 29 key factors covering a range of issues that affect staff motivation and staff performance. As in last year's survey, we have scored consistently well and above average, compared with all Trusts in the country, being ranked in the best 20% of all Trusts for 12 of those factors.</p> <p>There are no significant causes for concern, but still plenty of scope to greatly improve performance, which we believe is best addressed by our Trust-wide organisational development approach, rather than a series of micro-action plans against each factor.</p> <p>Additionally this year, we introduced 5 of our own questions, specifically asking how staffs' satisfaction has changed over the last 12 months, reason for change, and how seriously they have considered leaving the Trust. 80% of respondents have made no effort to seek employment elsewhere.</p>				
<b>Recommendations</b>				
<b>The Board is recommended to:</b>				
<ul style="list-style-type: none"> <li>i. <b>comment upon the findings.</b></li> <li>ii. <b>support the whole organisational development approach to improving staff satisfaction.</b></li> <li>iii. <b>note that departmental action plans are being developed.</b></li> <li>iv. <b>request to see an Estates and Facilities Action Plan</b></li> <li>v. <b>support the targets set out in Appendix 1.</b></li> </ul>				
<b>Report Author</b>	Ian H Frame			
<b>Executive Director/ Sponsor</b>	I H Frame			
<b>Purpose of paper</b>	<b>Information</b>	√	<b>Discussion</b>	√
	<b>Decision</b>			

	<b>Specific action</b>	√	
<b>Implications</b>	<b>Staffing</b>		√
	<b>Finance</b>		√
	<b>Legal</b>		√
	<b>Public engagement</b>		
	<b>Partnership</b>		
	<b>Communication</b>		√
	<b>Equality &amp; Diversity</b>		√
	<b>Clinical</b>		√
	<b>Patient Safety</b>		√
<b>Risk assessment and mitigation (include risk register reference if appropriate)</b>			
<b>Link to STFT Business Plan</b>			
<b>Link to CQC outcome</b>		12, 13, 14	
<b>Link to Board Assurance Framework</b>		8.1, 8.2, 8.4	
<b>Link to Strategic Risk Register</b>			

Choose

South Tyneside   
NHS Foundation Trust

## 2014 NATIONAL NHS STAFF SURVEY

### 1. Introduction

- 1.1 This report summarises the results of the 2014 National NHS Staff Survey, from South Tyneside NHS Foundation Trust. The survey was conducted between September and November 2014, and the results were published in February 2015.
- 1.2 Members who would like to view the full results or a summary report can do so by downloading [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com) or by requesting a copy from the Executive Director of Personnel & Development.
- 1.3 This report provides the highlights of the survey results, and provides information on:-
  - Our best ranked scores
  - Our worst ranked scores
  - Where staff experience has improved since 2013
  - Where staff has deteriorated since 2013
  - Performance against 2014/15 action plan
  - Staff, Family and Friends test
  - Proposed next steps

### 2. Results highlights

- 2.1 Performance against the 29 factors addressed in the survey.

The survey addresses 29 factors covering 7 themes of overall staff engagement, roles and responsibilities, personal development, health, safety and wellbeing, staff satisfaction, equality and diversity and patient experience measures.

- Of the 29 factors we are in the best 20% in the country for 12 of these factors (it was 11 last year).
- Of the 29 factors we are in the worst 20% in the country for 1 factor (it was none last year). The factor where we were the worst was the number of staff who have reported errors/near misses they have spotted. Our score was 87%, the national average was 90%.

- Overall we were above average for 22 factors, below average for 3, and average for 4.

2.2 Our best 5 ranking scores were:-

- Percentage of staff witnessing potentially harmful errors was 20% (national average 34%)
- Percentage of staff experiencing physical violence from patients/public was 7% (national 14%)
- Percentage of staff working additional hours was 61% (71%)
- Percentage of staff experiencing bullying or abuse from patients/public was 21% (29%)
- Percentage of staff feeling pressure to work when unwell was 19% (26%)

2.3 Our worst 5 ranking scores were:-

- Percentage of staff reporting errors was 87% (90%)
- Score for staff feeling motivated at work 3.79 (3.86)
- Percentage of staff feeling able to contribute towards improvement at work 66% (68%)
- Percentage of staff agreeing that their role makes a difference to patients 90% (91%)
- Percentage of staff appraised in last 12 months 85% (85%)

2.4 Where staff experience has improved since 2013:-

- Percentage of staff having equality and diversity training 71% (2013 score was 60%)
- Percentage of staff appraised in last 12 months was 85% (81%)

2.5 Where staff experience has deteriorated since 2013:-

- Score for staff feeling supported by their managers 3.68 (3.78)

3. **Performance against 2014/15 action plan/targets**

- 3.1 Our action plan targeted a response rate to the survey of 50%. We achieved a 44% response rate, which did not meet that target, but this was a significant improvement from the previous year's 35%.

- 3.2 We targeted a statutory and mandatory training compliance rate of 80%. The Staff Survey does not actually record this, but does measure the percentage of staff who received relevant training which was 82%.
- 3.3 We targeted a reduction of episodes of work related stress to 35%. We achieved a reduction to 36%.
- 3.4 We targeted a reduction of incidences of bullying, staff to staff to 20%. We scored 22% the same as last year.
- 3.5 We targeted an increase in uptake of KSF appraisals to 80%, and an increase in appraisal quality to 50%. We scored 85% and 40% respectively.

#### 4. Trust specific questions

In addition to the core questions set nationally, as a Trust, we decided to ask staff 5 further specific questions as follows:-

- 4.1 Compared to 12 months ago, has your job satisfaction?

Significantly improved	5.4%
Improved	15.7%
Stayed the same	44.6%
Deteriorated	25.4%
Significantly deteriorated	8.9%

- 4.2 If your job satisfaction has deteriorated or significantly deteriorated, is this due to?

An issue(s) related to the NHS in general	31.8%
An issue(s) related to STFT specifically	68.2%

- 4.3 If the issues related the to the NHS in general, were they?

Terms & Conditions of Service	13.2%
Pension arrangements	8.9%
Negative media coverage	3.2%
NHS service direction	25.8%
NHS funding	23.2%
*Other	25.8%

\*Free comments, listed staffing shortages, working environment, bad management, poor communication, financial challenges, abuse from clients.

- 4.4 If the issue(s) related to South Tyneside Foundation Trust specifically, were they?

Local terms & conditions of service	2.5%
Concern about service direction	17.0%
Concern about job security	5.9%
Attitude of colleagues	7.3%
*Attitude of immediate managers	17.9%
Attitude of Trust senior management	14.0%
Poor communication	9.8%
Poor training opportunities	4.2%
Poor physical working environment	4.5%
**Other	

\*This score for Estates/Facilities was 62.5%

\*\*Free comments listed financial position, lack of staff, no support from management.

4.5 In the last 12 months, have you applied for a position in another organisation?

No	80.5%
Yes, dissatisfied with the NHS	1.0%
Yes, dissatisfied with the Trust	2.6%
Yes, to achieve promotion	4.5%
Yes, due to personal circumstances	2.8%
Yes, because I just needed a change	2.8%
Yes, became unhappy with department	4.7%
Yes, to achieve improved Terms & Conditions	1.0%

## 5. Staff, Family & Friends Test

The overall score for the two Staff, Family & Friends questions,

Would you recommend your Trust as a place to work?  
 Would you recommend your Trust as a place to receive care?

was 3.69. In 2013 we scored 3.71. The national average for this year was 3.67.

## 6. Proposed next steps

6.1 In terms of the national survey results, overall the Trust appears to have maintained its performance of 2013, which was generally satisfactory, and this was from a significantly higher response rate. Our worst areas compare reasonably favourably with the national averages, and we have seen no significant deterioration since 2013.

6.2 The specific questions that we asked about the Trust are of more concern. There was an expectation that staff dissatisfaction or deterioration would be more linked to the NHS in general, given the national unrest about terms and conditions of service, but our results

would indicate a higher proportion of staff to be dissatisfied with South Tyneside Foundation Trust, than the NHS.

- 6.3 The main local concerns seem to indicate concern about staffing levels, and attitudes of immediate managers, and there appears to be an acute problem in the Estates and Facilities areas.
- 6.4 Interestingly, despite a level of dissatisfaction, less than 20% of staff have tried to leave the Trust, and only 8% have done so due to dissatisfaction. In terms of staff retention this is good, but the negative side is that we have a 20 – 30% of staff who are dissatisfied in some way, but have no real interest in leaving, which can have a negative impact upon overall morale and motivation.
- 6.5 All of the results in the survey have been drilled down to team/departmental level, and members of the Learning & Development team have commenced a series of discussions with Directors/Heads of Departments to agree and assist with departmental action plans. It will be essential for such a plan to be formulated to address issues in Estates and Facilities.
- 6.6 The Board have previously recognised and agreed, that the best way to achieve a Staff Opinion Survey positive outcome, unless there is a specific issue which needs addressing, is to create an organisational culture which is conducive with being a good employer. If we achieve this, then the 29 factors will follow in a positive way accordingly. This organisational culture is built on a number of fundamental essential building blocks, including having a clear vision, strong leadership, open and honest feedback, supporting development and fairness to all. We know from the Staff Opinion Surveys and the Staff, Family and Friends tests, that the majority of our staff do feel that we are a good employer, but we have a significant minority who are not so positive.
- 6.7 We believe therefore that rather than create a new action plan each year in response to the Survey results, we should continue to implement our range of new and existing strategies, all aimed at creating the culture that allows us to be a good employer. These would include:-

The Trust's HR Strategy  
The re-launch of the CHOOSE programme  
The CHOOSE to Lead Strategy  
The Trust's Stress Prevention Action Plan  
The CHOOSE Respect/CHOOSE not to bully programme  
The Staff Appreciation Strategy

- 6.8 The overall success of this work will be evaluated through:

6 monthly reports to the Board about the HR Strategy  
Monthly Workforce reports to the Board

\*Progress about Staff Opinion Survey targets  
Quarterly Staff, Family & Friends tests

\*The 2014/2015 Action Plan targets have been updated, and is shown  
as Appendix 1.

## **7. Recommendations**

**The Board is recommended to:**

- i. comment upon the findings.**
- ii. support the whole organisational development approach to improving staff satisfaction.**
- iii. note that departmental action plans are being developed.**
- iv. request to see an Estates and Facilities Action Plan by June 2015.**
- v. support the targets set out in Appendix 1.**

Ian H Frame  
Executive Director of Personnel & Development  
15 May April 2015


**Staff Opinion Survey Action Plan on a Page 2015**

Objective	Impact Action	Medium Action	Lead (s)	Targets
Increase the response rate to Staff Opinion Survey 2015	<ul style="list-style-type: none"> <li>Task to Finish Team including staff side</li> <li>Use of electronic and manual surveys</li> <li>Independent surveyor to explain confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>Constant reminders during survey period</li> </ul>	I H Frame A Dodds M Langley	Response rate of 50% 2015 survey
<b>Increase the compliance with statutory and mandatory training</b>	<ul style="list-style-type: none"> <li><b>Revise statutory and mandatory training classification</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Increase e-learning</b></li> <li><b>Shorten or replace classroom sessions with written material</b></li> <li><b>Use e rostering for allocation</b></li> </ul>	V Lund A McMurrough	<b>Survey 2014, 2015 and end of March compliance = 80%</b>
Reduce the episodes of work related stress amongst staff		<ul style="list-style-type: none"> <li>Ongoing action plan</li> <li>Incorporate results of Stress Survey</li> </ul>	A Kane	Survey 2015 = 30%
<b>Reduce incidents of bullying and harassment by staff to staff</b>		<ul style="list-style-type: none"> <li><b>Ongoing action plan</b></li> </ul>	<b>S Atkinson</b>	<b>Survey 2015 = 15%</b>
Increase the uptake and quality of KSF appraisal reviews	<ul style="list-style-type: none"> <li>Revise and simplify KSF process</li> </ul>	<ul style="list-style-type: none"> <li>Quality Assurance checks</li> <li>Increase training</li> <li>Link appraisal to incremental progress</li> </ul>	I H Frame V Lund S Atkinson	