1 Purpose

1.1 To report to the Trust Board the outcome of the national staff survey, which was conducted during autumn 2014 by Picker Institute Europe, across all 29 Key Findings.

1.2 To highlight the areas where it is proposed targeted action plans are required and to summarise the impact of previous action plans.

1.3 To endorse the proposal from Operational Management Board (OMB), that the Trust seeks to adopt Focus Groups in order to explore the emerging themes within the report with staff groups, in order to verify the issues, to embed action plans and to begin to make change happen.

2 Introduction

2.1 The 2014 national NHS Staff Survey results were published in February 2015. The Trust’s response rate of 57% (last year it was 59%). This remains a positive response rate in comparison to other acute trusts (see Appendix 1).

2.2 An earlier version of this report was considered by the Trust Board in private session on Monday 2 March 2015. A summary report and a more detailed full report for this Trust are available to view on the website (see end of the report for links).

2.3 This paper summarises and considers the overall results for the Trust. The Deputy Director of Human Resources will take a lead co-ordinating role in relation to any actions required to respond to the results, through OMB that will be responsible for developing the action plan and reporting on actions. It is proposed that updates of work on the staff survey results and actions planned and taken will be reported to meetings of the Executive Workforce Committee in June 2015 and an update on progress in December 2015.

2.4 The staff survey is structured to report on the four NHS staff pledges from the NHS Constitution and three Additional Themes seen below, and the trust findings are presented under these pledges / themes and our trust values:

1. To provide all staff with clear roles, responsibilities and rewarding jobs
2. To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed
3. To provide support and opportunities for staff to maintain their health, wellbeing and safety

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

*Plus three additional themes*

5. Staff Satisfaction
6. Equality and Diversity
7. Overall staff engagement

3 Our Results

3.1 This section provides a summary of the results under the following headings, and where practical categorised by Staff Pledges, Additional Themes and Trust Values.

3.2 **Highlights** from the findings

3.3 Where Salisbury is among the **Best performing 20%** of acute trusts
3.4 Where Salisbury is **Better than average**
3.5 Where Salisbury is **Average**
3.6 Where Salisbury is **Below average**
3.7 Area of **Change** since 2014
3.8 Chart of **comparisons** with South Acute Trusts

3.2 Highlights

Do staff recommend the trust as somewhere to work or receive treatment?

Salisbury scores higher than average and has improved on last year’s score in this area. In particular staff report that the Trust has got better at acting on concerns from patients.

How engaged are our staff?

Salisbury scores highly and in the Top 20% of acute trusts. Staff report that they feel engaged because they can contribute to improvements at work, they recommend the trust as a place to work and they feel motivated.

3.3 Best performing

Out of the 29 ‘key findings’ the Trust’s results place it in the **best performing 20%** of acute trusts in 11 areas, and these are listed below. Also highlighted are the **Top 5 areas** (colour purple) where we compare most favourably with other acute trusts.

- Staff motivation at work
- Staff job satisfaction
- Support from immediate managers
- Percentage reporting errors, near misses or incidents witnessed in the last month
- Staff recommendation of the trust as a place to work or receive treatment
• Effective team working
• Fairness and effectiveness of incident reporting procedures
• Percentage agreeing they would feel secure about raising concerns about unsafe clinical practice (new question for this year)
• percentage reporting good communication between senior management and staff
• percentage able to contribute to improvements at work
• Percentage agreeing feedback from patients/services users is used to make informed decisions in their directorate / department (new question for this year.

3.4 Better than average

The Trust’s results were better than average in nine areas:

• percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver (better than last year)
• percentage agreeing that their role makes a difference to patients (better than last year)
• work pressure
• percentage feeling pressure in last 3 months to attend work when feeling unwell
• percentage suffering work related stress in last 12 months
• percentage having equality and diversity training in the last 12 months
• percentage receiving health and safety training in last 12 months
• percentage witnessing potentially harmful errors, near misses or incidents in the last month
• staff believing the trust has equal opportunities for career progression or promotion

3.5 The Trusts results were average in four areas:

• percentage appraised in last 12 months
• percentage having well-structured appraisals in last 12 months
• percentage working extra hours
• percentage experiencing discrimination at work in the last 12 months*

*this result is the one that has changed the most since last year, and for the worse

3.6 The Trust results were below average in five areas:-

• percentage experiencing physical violence from patients, relatives or the public in last 12 months
• percentage experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months
• percentage experiencing physical violence from staff in the last 12 months
• percentage experiencing harassment, bullying or abuse from staff in the last 12 months
• percentage receiving job relevant training, learning or development in last 12 months
3.7 Areas of change since 2014

There has been only one area of statistically significant change since 2013, with all other areas not statistically different, reflecting a sense of consistency within the reported responses from staff. The Trust score that has deteriorated in one area is

- Percentage of staff experiencing discrimination at work in the last 12 months (from 7% up to 11%, where a lower score is better)

This forms a critical new area for the action planning process.

3.8 Chart of comparisons with South West acute Trusts

Please refer to Appendix 1

4 Areas for exploration and improvement

There are a number of key findings that require further exploration and action planning for change. These will primarily relate to those areas where scores are below average compared to other acute Trusts or where our scores are not meeting local Trust targets.

There are some clear themes that staff have expressed through the survey including discrimination, violence, abuse and bullying. The trust takes these issues very seriously and will continue to offer support to any member of staff affected by these issues or of a similar nature. The Trust is also highly supportive of staff reporting of incidence via DatixWeb and welcomes staff’s engagement in this process.

4.1 Percentage of staff experiencing discrimination at work in the last 12 months

This is a new category for the Trust where the results this year are statistically worse than in the previous year. Further work is required to investigate what forms of discrimination staff are reporting, and the sources of the discrimination such as peers, managers, patients and / or relatives. Clear messages about discrimination being unacceptable will be reinforced and actions taken. The trust prides itself on being professional and friendly and these values will be reinforced through internal processes.

4.2 Percentage experiencing harassment, bullying or abuse from patients, relatives the public or staff in the last 12 months

This is also a category where previously staff have not reported high incidence and so forms a new area for work and change. The NHS and Salisbury NHS Foundation Trust has a zero tolerance of any form of harassment, bullying or abuse. Staff need to feel supported where it occurs and the Trust will take action to reduce the incidence and to hold to account those found to be exhibiting such
behaviours.

4.3 Percentage experiencing physical violence from patients, relatives the public or staff in last 12 months

This result presents a theme from previous survey results, and despite a number of focused actions in the past 12 months the results have not shown significant improvement. The Violence and Aggression Sub Group has progressed a number of work streams including: focus group work to identify issues and support staff; input from the risk team on relevant incident reporting; appropriate specialising. More recent activity has been the establishment of a trust based 24/7 security service due to launch in quarter one, 2015.

4.4 Percentage receiving job relevant training, learning or development in last 12 months

Critical to our ‘patient-centred and safe’ values is ensuring that our staff are up to date and can practice safely. Ensuring that staff who are ward based are able to access training is essential and Directorate managers and Senior Nurses have a key role in ensuring that teams feel supported to prioritise training and learning. A focus group approach will be used to explore what is preventing the regular process of being up to date with learning.

Additional areas for work

4.5 Percentage suffering work related stress

The trust has improved its support to staff through focused activity including the appointment of an RMN, stress awareness sessions, access to counselling and alternative therapies. This has resulted in an improvement this year with fewer staff reporting experiencing stress at work. However, this remains a key area of interest and concern for the trust and so will remain as a trust wide activity in the action plan.

4.6 Percentage appraised in the past 12 months

There has been no further progress on the percentage of staff reporting that they have been appraised in the last 12 months, and we are average in comparison with other acute trusts. As we continue to embed the appraisal system Spida and our trust values the work on appraisals will continue to feature on the plans for improvement and change.

5 Where we have seen our actions be productive

Last year the survey reported that the Trust had a higher than average score for percentage of staff witnessing potentially harmful errors, near misses or incidents in the last month.

This year the result shows an important reduction in the percentage of harmful errors, near misses or incidences witnessed by staff and an important increase in
the percentage reporting errors, near misses or incidence in the last month.

This is a very positive result.

6 Conclusion

Overall the staff survey results are very positive and demonstrate the value the Trust places in its staff and the ongoing improvements in a number of areas. It is the Trust’s intention to continue to sustain this good performance and improve in areas wherever possible, engaging with our staff to provide them with a positive experience of working at Salisbury NHS Foundation Trust.

7 Action required by the Executive Workforce Committee

1. The Trust Board are asked to note the survey results
2. To note the areas proposed for the development of targeted action plans
3. To endorse the proposal to bring update reports to the Executive Workforce Committee.

8 Further documentation available via the following links:

- Summary report

- Full report
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<th>NHS South West 2014 Staff Survey Key Findings</th>
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<td><strong>Staff Pledge 3 - to provide support and opportunities for staff to maintain their health, well-being and safety</strong></td>
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| **Maximum Score Possible = 145** |