

Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

## NHS Staff Survey 2019 results

Presented by	Pat Campbell, Director of HR		
Author	Lily Hurford, Head of Organisational Development		
Lead Director	Pat Campbell, Director of HR		
Purpose of the paper	To present an overview of the NHS Staff Survey 2019 results		
Key control	Strategic objective – to be in the top 20% of NHS employers		
Action required	To note		
Previously discussed at/informed by	Executive Management Team Meeting - 24.02.2020 Workforce Committee - 26.02.2020		
Previously approved at:	Committee/Group	Date	
	- Executive Management Team re priorities	- 24.02.2020	

### Key Options, Issues and Risks

This paper provides a summary of the NHS Staff Survey 2019 results and the proposed priorities for this year's Staff Survey Action plan.

2290 staff took part in the 2019 NHS Staff Survey, a response rate of 38% which was a slight improvement on last year.

The results are encouraging once again, showing improvements in many areas, which embody 'We are Bradford' and reflect what was experienced at the recent Work as One event, especially around teamwork, taking care of each other and our patients.

The NHS Staff Survey makes it possible to build up a picture of staff experience, compare and monitor changes in staff experience over time, and to identify variations between different staff groups and areas in the Trust. Obtaining feedback from staff, and taking account of their views and priorities, is vital for driving improvements.

The results will help us to review and improve staff experience so that we can provide better patient care. It helps us to understand how staff feel about working here and the care they give; this enables us to focus on areas that will improve staff experience, which in turn impacts on patient experience. We use the results to monitor progress against our strategic objective to be in the top 20% of NHS Employers.

The Care Quality Commission will use the results from the survey to monitor on-going compliance with essential standards of quality and safety.

### Analysis

Our staff survey results are really encouraging. Staff feel they are making a difference, trusted to do their job, they're enthusiastic and an increasing number feel satisfied with the care they give and are delivering the care they aspire to. Morale is up with staff feeling able to show their initiative and make suggestions for improvements. More staff feel those who are involved in an error, near miss or incident are treated fairly; they are confident action will be taken to make sure errors, near misses or incidents do not happen again and say that feedback is given about changes made. Staff feel safe to raise concerns about unsafe clinical practice and feel confident that concerns raised by staff and patients would be addressed. More staff would recommend us as a place to work or receive care or treatment.

However more staff are saying they experienced harassment, bullying or abuse at work from colleagues and it is concerning that there has been an increase in the number of staff saying they experienced physical violence from patients/service users, their relatives or public and from managers.

<b>Meeting Title</b>	<b>Board of Directors - Open</b>		
<b>Date</b>	<b>12 March 2020</b>	<b>Agenda item</b>	<b>Bo.3.20.36</b>

Compared to 2018 we have improved scores in eight of the eleven themed areas: Health and wellbeing; Immediate managers; Morale; Quality of appraisals; Quality of care; Safe environment – bullying and harassment; Safety culture and Team working. Our scores remained the same in two areas: Staff engagement and Equality, diversity and inclusion. Our score decreased for Safe environment – violence, however this remains our top score, just short of the best score for acute trusts.

We are above average for all themes with the exception of Equality, diversity and inclusion where we are the same as the average score; scores across the majority of areas have shown a steady increase over the last five years however we are still some way from meeting the best scores, with the exception of Safe environment – violence.

Further information are in the appendices:

- Appendix one – 2019 NHS Staff Survey Summary Benchmark report
- Appendix two – 2019 NHS Staff Survey Benchmark report (detailed breakdown)
- Appendix three – 2019 NHS Staff Survey Directorate report – breakdown by Care Group, departments and Clinical Business Units

### Recommendation

This year the focus is making sure our staff feel motivated, valued and engaged; feel safe at work and making sure we take care of ourselves and each other. The priorities are:

- Increasing staff engagement with a focus on motivation
- Improving morale and the 'feel good' factor
- Health and wellbeing – in particular reducing work related stress
- Safe environment – reducing experience of harassment, bullying or abuse at work
- Safe environment – reducing experience of physical violence at work

Equality, diversity and inclusion will be addressed through the ongoing WRES and WDES and EDI work.

Our priorities are those areas where our scores have stayed the same, or seen a drop in performance:

If we are to be an outstanding Trust, then we need to make sure our staff feel our Trust is the best place to work and receive treatment. This will require some significant positive shifts in performance with leaders across the Trust taking ownership and accountability for making improvements in their teams.

This year, holding CBUs and departments to account for making improvements will also be a priority in our Trust action plan. This will be monitored through the regular performance reviews and measured through the quarterly Staff Friends and Family test.

The Workforce Committee is asked to note the results of the Staff Survey and priorities for the Staff Survey action plan 2020/21.

<b>Risk assessment</b>	
<b>Strategic Objective</b>	<b>Appetite (G)</b>

Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers			g			
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	<div>Low</div> <div>Moderate</div> <div>High</div> <div>Significant</div>					
<b>Explanation of variance from Board of Directors Agreed General risk appetite (G)</b>	Risk (*)					

Risk Implications (see section 4 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diversity and Inclusion implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Regulation, Legislation and Compliance relevance</b> <b>NHS Improvement: (please select those that are relevant)</b> <input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual <b>Care Quality Commission Domain: Well Led</b> <b>Care Quality Commission Fundamental Standard:</b> <b>Other (please state):</b>
---

Relevance to other Board of Director's Committee: (please select all that apply)					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

## 1. PURPOSE

This paper provides an overview of the NHS Staff Survey 2019 results including areas identified for our Staff Survey Action plan.

## 2. BACKGROUND

The NHS Staff Survey makes it possible to build up a picture of staff experience, compare and monitor changes in staff experience over time, and to identify variations between different staff groups and teams across the Trust. Obtaining feedback from staff, and taking account of their views and priorities, is vital for driving improvements.

The results will help us to review and improve staff experience so that we can provide better patient care. They help us to understand how staff feel about working here and the care they give; this enables us to focus on areas that will improve staff experience, which in turn impacts on patient experience. We use the results to monitor progress against our strategic objective to be in the top 20% of NHS Employers.

The Care Quality Commission will use the results from the survey to monitor on-going compliance with essential standards of quality and safety.

Results are presented in the context of the best, average and worst results for comparator trusts in eleven themes covering areas of staff experience:

- Equality, diversity and inclusion
- Health and wellbeing
- Immediate managers
- Morale
- Quality of appraisals
- Quality of care
- Safe environment – bullying and harassment
- Safe environment – violence
- Safety culture
- Staff engagement
- Team working

A summary of the results and reports including more detailed breakdowns are in the appendices.

## 3. RESPONSE RATE

2290 staff took part in the survey, a response rate of 38%, up from 35% last year. The median response rate for other acute trusts was 47%; the benchmark for the worst trust is 29.7% and the best is 71.9%.

To encourage staff to take part, there were regular communications in the run up to the launch and during the Staff Survey through Let's Talk newsletter articles, Core Brief, Global emails, screensavers and manager briefings. Communications focused on addressing concerns around confidentiality of the survey and action being taken on the results, which were once again cited as reasons for the reluctance to take part. This in itself tells us there is work to do at a cultural level, creating an environment where staff feel confident to have

Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

their say, raise concerns and share how they feel about working here and the care they give. This will continue to be a focus of our staff engagement and OD work.

#### 4. OVERVIEW OF RESULTS

Our staff survey results are really encouraging. Staff feel they are making a difference, trusted to do their job, they're enthusiastic and an increasing number feel satisfied with the care they give and are delivering the care they aspire to. Morale is up with staff feeling they have a choice on how they do their work, feeling encouraged by managers, who provide feedback, and respected by colleagues. It is great to see staff feel able to show their initiative and make suggestions for improvements and that even more staff, compared to last year, saying they're involved in decisions, making improvements and have the opportunities to use their skill. Our Work as One events promote the benefits of working differently and trying new ideas and have really made an impact on staff and patient experience.

There are significant positive shifts in the scores for communication between senior management and staff, senior managers involving staff and acting on feedback – work to continue improvements here will continue through the Let's Talk engagement work and exploring new ways to communicate with and engage staff.

More staff feel those who are involved in an error, near miss or incident are treated fairly; they are confident action will be taken to make sure errors, near misses or incidents do not happen again and say that feedback is given about changes made. Staff feel safe to raise concerns about unsafe clinical practice and feel confident that concerns raised by staff and patients would be addressed.

More staff would recommend us as a place to work or receive care or treatment.

Our best scores were around error reporting, feeling trusted, staff feeling they make a difference and having an appraisal.

Although we have made significant improvements in many of the themed areas and questions compared to last year, there is more work to do to match the best benchmark scores. We still need to make improvements in Equality, diversity and inclusion and staff engagement where scores have stayed the same. Some of our lowest scores were around the quality of the appraisals; having enough staff/resources; taking action around health and wellbeing and staff putting themselves under pressure to come to work when feeling unwell. We need to make sure staff feel valued and more motivated; we need to carefully monitor and improve retention and continue to move communication particularly between senior managers and staff, remembering that 'senior managers' are not just the Executive team. Senior managers across CBUs and Corporate Services all share responsibility for improving communications and involving staff; we need to make sure all senior managers leads by example and role model our values and the behaviors we want to see.

#### 5. THEME RESULTS

Compared to 2018 we have improved scores in eight of the eleven themed areas: Health and wellbeing; Immediate managers; Morale; Quality of appraisals; Quality of care; Safe environment – bullying and harassment; Safety culture and Team working.

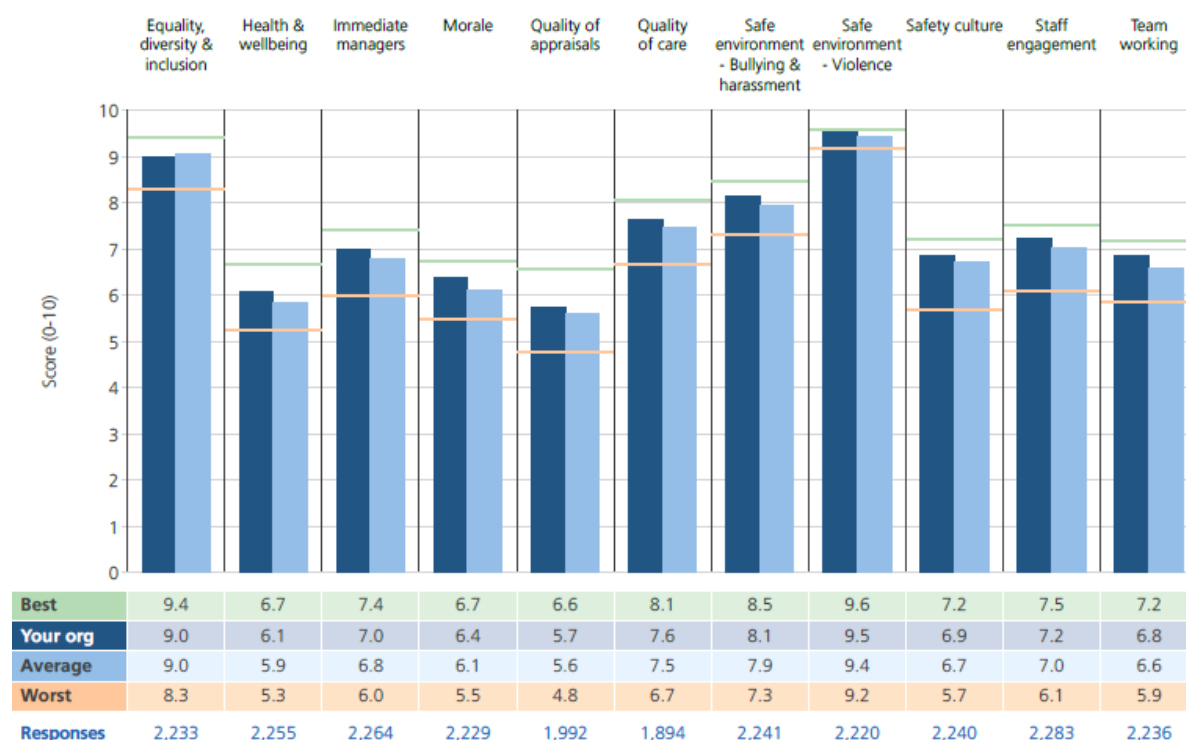
Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

Our scores remained the same in two areas: Staff engagement and Equality, diversity and inclusion. Our score decreased for Safe environment – violence, however this remains our top score, just short of the best score for acute trusts.

We are above average for all themes with the exception of Equality, diversity and inclusion where we are the same as the average score, though this is due to performance at other acute trusts dropping.

Scores across the majority of areas have shown a steady increase over the last five years however we are still some way from meeting the best scores, with the exception of Safe environment – violence.

### Overview of Theme results



**Equality, diversity and inclusion:** Our score is the same as the average for other acute trusts with significant gaps between our scores and the best benchmark score. However we have seen an improvement in the perception around career progression and promotion this year with more staff saying that the Trust acts fairly with regard to career progression/promotion for those in underrepresented groups. There has been an increase in the number of staff experiencing discrimination at work from patients/service users, their relatives or members of the public; this has increased from 7.7% to 8.2% (compared to an average of 6.8%).

**Health and wellbeing:** More staff are saying they have opportunities for flexible working patterns and more feel the Trust takes positive action on health and wellbeing; fewer staff are experiencing musculoskeletal problems as a result of work activities and fewer staff say they are coming to work despite feeling unwell. There are still some concerning results with



Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

an increase in the percentage of staff saying they have felt unwell as a result of work related stress (from 36.4% to 37.4%) an upward trend since 2017.

**Immediate managers:** There are significant increases across most areas here with an upwards trend since 2015, which is really positive to see, with more of our managers giving clear feedback, providing support, asking opinions about decisions and showing a positive interest in health and wellbeing. However fewer staff than last year feel their manager values their work and supports their development which is disappointing given positive trends since 2016.

**Morale:** Morale shows an upward trend with more staff feeling involved in decisions on changes, feeling respected, having choice in deciding how to do their work and feeling encouraged by managers. However more staff than last year say they often think of leaving and say they will probably look for a new job; we need to make sure we focus on retaining our staff.

**Quality of appraisals:** 92% of staff said they'd had an appraisal and there have been significant increases in the scores in this area again this year, with more staff saying their appraisal helped them do their job, with clear objectives and values discussed. However, fewer staff than last year said the appraisal left them feeling valued, had development discussed and were supported to get the development. We still have some way to go to match the best benchmarking scores. Work to support managers in carrying out effective appraisals including development conversations will continue as a priority.

**Quality of care:** More staff are satisfied with the quality of care they give to patients and service users and significantly more feel they deliver the care they aspire, which is really positive. Although 90.5% staff feel their role makes a difference to patients there has been a slight decrease in this score compared to last year (90.5%). This remains one of our highest scores.

**Safe environment – Bullying & harassment:** Harassment, bullying and abuse by managers and patients/service users, their relatives or members of the public is down, with a downward trend overall since 2015. However more staff are saying they experienced at least one incident of harassment, bullying or abuse at work from colleagues from 16.9% to 17.5%, though more are saying they reported the incident.

**Safe environment – violence:** There is a drop in number of staff saying they have experienced physical violence from colleagues (from 1.5% to 1.2%) which is really positive however it is concerning that there has been an increase in the number of staff saying they experienced physical violence from patients/service users, their relatives or public, (from 11.2% to 12.5%) and the number of staff saying they experienced an incident of physical violence from managers (from 0.3% to 0.4%). This is a priority area to address.

**Safety culture:** There has been significant improvements in this area with more staff feeling the Trust treats staff who are involved in an error, near miss or incident fairly, up from 58.7% to 62.4%. More feel the Trust takes action to make sure errors, near misses or incidents do not happen again and that feedback is given about changes made. Staff feel safe to raise concerns about unsafe clinical practice and feel confident that concerns raised by staff and patients would be addressed. This is really encouraging to see.

Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

**Staff engagement:** This was our top priority in 2019 and although we have not made an improvement in our overall score compared to last year (7.2) we have seen significant improvements in scores in seven of the nine indicators. More staff are enthusiastic about their job and feel they have opportunities to show initiative; more feel able to make suggestions and make improvements happen. More staff would recommend us as a place to receive care or treatment – up from 68% to 71% and more staff would recommend us as a place to work up from 64.7% to 68.5%. We are above average in all areas. However there has been a decrease in scores in two areas with fewer staff saying that time passes quickly when they are working and that they look forward to going to work.

**Team working:** Our scores have significantly increased here with more staff saying they have a shared set of objectives and that they meet often to discuss the teams' effectiveness. These are both things you would expect to see in high performing teams.

## 6. STAFF SURVEY ACTION PLAN 2018

Our priorities in the Staff Survey 2018 action plan were:

- Improve staff engagement and morale
- Equality, Diversity and Inclusion - improving perception and experience of career progression and promotion; provision of adequate reasonable adjustments
- Health and Wellbeing - taking positive action on health and wellbeing and reducing work related stress; experience of MSK as a result of work activities
- Safe environment – bullying and harassment - reducing experience of harassment, bullying or abuse at work
- Quality of care - improving our quality of care and improving use of patient and service user feedback

We made improvements in seven of the ten priorities: Morale; Equality, Diversity and Inclusion; Health and wellbeing around taking positive action and reducing experience of MSK and in improving Quality of Care. This shows our focused work in these areas has made a difference. Our scores stayed the same for Staff engagement and Safe environment – bullying and harassment. We did not make an improvement in reducing the experience of work related stress.

**Staff engagement** stayed the same at 7.2, which is above average though below the best score which is 7.5. However our scores in seven of the nine questions that make up staff engagement increased and show positive trends since 2016. Our scores dropped in two areas – staff saying they look forward to going to work (63.1% compared to 63.3% in 2018) and saying that time passes quickly (77.3% compared to 78.1%); we are still above average in these question areas. Our score for staff recommending us as a place to work has significantly increased from 53.3% in 2015 to 68.5% in 2019, well above the average of 62.5% and more staff would recommend us as a place to receive treatment.

**Morale** has increased from 6.3 to 6.4 with improvements across five of the six question areas; slightly fewer staff said they never or rarely had unrealistic time pressures.

**Equality, Diversity and Inclusion** - perception and experience of career progression and promotion has improved for the first time since 2015 from 83.8% in 2018 to 84.2% in 2019. The score for provision of adequate reasonable adjustments has also improved. Though this is a positive shift we are still below average.



Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

**Health and Wellbeing** – more staff feel we are taking positive action on health and wellbeing (31.8% compared to 30.5% in 2018) and fewer staff are saying they have experienced MSK as a result of work activities (26% compared to 26.5% in 2018). However the number of staff saying they have felt unwell due to work related stress has increased to 37.4%. There has been an upward trend since 2017.

**Safe environment – bullying and harassment** - our score has remained the same at 8.1 though fewer staff say they have experienced harassment, bullying or abuse at work from patients, service users, relatives, members of the public and from managers. However those experiencing harassment, bullying or abuse from colleagues has increased for the first time since 2015, at 17.5%.

**Quality of care** – we have made an overall improvement in our Quality of Care score, up to 7.6, with significantly more staff saying they are able to deliver the care they aspire to and feeling satisfied with the quality of care they give; slightly fewer staff said they felt they made a difference to patients however this is still one of our top scores at over 90%. More staff say patient and service user feedback is used to inform decisions which has steadily increased since 2016.

## 7. BREAKDOWN BY CARE GROUP AND DEPARTMENTS

A breakdown by Care Group and Corporate Services departments is provided in appendix three.

For our priority area of staff engagement, Unplanned care is above the Trust score at 7.3; in Corporate Services and Planned care staff engagement is the same as the Trust at 7.2; staff engagement is lower in Estates and Facilities at 6.9 and Pharmacy at 6.8.

The score for Morale in Corporate services, Planned and Unplanned care is 6.4, the same as the Trust score. Morale is lower in Estates and Facilities at 6.1 and Pharmacy at 5.8.

For the first time we have a breakdown of the themed areas for Clinical Business Units and Corporate Service departments. This provides greater insight into how staff feel working in different areas. This will enable teams to identify where things are working well and where improvements are needed. Teams will be able to learn from each other and share good practice. We will be using Staff Survey data as part of the wider CBU accreditation and performance framework. Focusing on working on specific areas for improvements at a CBU / departmental team level should drive improvements in staff experience overall, helping us to achieve the significant shifts needed to meet the best benchmark scores.

A breakdown of this information is in appendix three.

## 8. WORKFORCE EQUALITY STANDARDS

This year the Staff Survey reports provide data required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). This information can be found on pages 40 to 55 in appendix one.

The WRES and WDES metrics and further analysis by protected characteristic will be reported separately as part of the work on Equality, diversity and inclusion by the Head of Equality and discussed through the Diversity Work stream.

Meeting Title	Board of Directors - Open		
Date	12 March 2020	Agenda item	Bo.3.20.36

## 9. SHARING OUR RESULTS WITH STAFF

Our Staff Survey results have been published on our Staff Survey page of the Let's Talk intranet hub and stories about the results and the work that has taken place as part of the Staff Survey Action plan are being promoted through the Let's Talk newsletter.

A summary of the results have been shared with Senior Leaders and discussions with leadership teams will take place during the coming weeks.

## 10. NEXT STEPS

Our recent Work as One event clearly demonstrated the positive impact that focusing on staff experience has on patient experience. If we take care of each other and ourselves, it has a direct impact on how we take care of our patients. The focus on supporting each other, on health and wellbeing, simply being kind and taking time for each other boosted morale and this really does make our Trust a nice place to work and a nice place to get treated.

Building on this success and to keep up the momentum that will drive the behavioral change we need to make our Trust 'outstanding', this year the focus is making sure our staff feel motivated, valued and engaged; feel safe at work and making sure we take care of ourselves and each other. Our proposed priorities are:

- Increasing staff engagement with a focus on motivation
- Improving morale and the 'feel good' factor
- Health and wellbeing – in particular reducing work related stress
- Safe environment – reducing experience of harassment, bullying or abuse at work
- Safe environment – reducing experience of physical violence at work

If we are to be an outstanding Trust, then we need to make sure our staff feel our Trust is the best place to work and receive treatment. This will require some significant positive shifts in performance with leaders across the Trust taking ownership and accountability for making improvements in their teams.

This year, holding CBUs and departments to account for making improvements will also be a priority in our Trust action plan. This will be monitored through the regular performance reviews and measured through the quarterly Staff Friends and Family test.

Equality, diversity and inclusion will be addressed through the ongoing WRES and WDES and equality, diversity and inclusion work.

Work on Quality of appraisals will continue as a priority in the annual People Strategy plans which are currently being developed, with a focus on supporting manager to carry out effective, quality conversations that make them feel valued.

Progress of the Staff Survey action plan and the People Strategy annual plans will be monitored throughout the year by the Education and Workforce Committee reporting to the Workforce Committee.

<b>Meeting Title</b>	<b>Board of Directors - Open</b>		
<b>Date</b>	<b>12 March 2020</b>	<b>Agenda item</b>	<b>Bo.3.20.36</b>

## **11. RECOMMENDATIONS**

The Committee are asked to note the results of the Staff Survey and the proposed areas for improvement to be included in this year's Staff Survey action plan.

## **12. APPENDICES**

Appendix one	2019 NHS Staff Survey Summary Benchmark report
Appendix two	2019 NHS Staff Survey Benchmark report (detailed breakdown)
Appendix three	2019 NHS Staff Survey Directorate report – breakdown by Care Group, departments and Clinical Business Units