

Board of Directors

28 November 2019

Paper title:	Staff Survey 2018 and 2019	Agenda item 17
Presented by:	Sandra Knight, Director Human Resources and Organisational Development	
Prepared by:	Helen Farrar, Staff Engagement Manager	

Purpose of the report		
<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> Summarise the Trust's key findings from the NHS Staff Survey 2018, Provide an update on progress made on corporate actions agreed to respond to the findings and examples of local actions, Outline plans and progress in relation to the NHS Staff Survey 2019. 	For approval	
	For discussion	X
	For information	X

Executive summary		
<p>Following the 2018 NHS Staff Survey, the Trust analysed the findings at both the corporate and local service levels, discussing with teams, providing feedback, and where necessary developing new actions in response to the feedback.</p> <p>These responses are summarised, along with proposals for enhancing the delivery of the 2019 NHS Staff Survey, in the context of wider Trust engagement work.</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p>State below 'Yes' or 'No'</p> <p>No</p>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> consider the report and the assurance provided regarding progress with local and corporate actions following the 2018 NHS Staff Survey,

- note and support the proposals and progress towards delivery of the 2019 NHS Staff Survey.

Strategic vision				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
	X			

Care Quality Commission domains				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
	X			X

Relationship to the Board Assurance Framework (BAF)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> • 2.2, 3.1, 3.2, 3.3.
Links to the Corporate Risk Register (CRR)	The work contained with this report links to the following corporate risk(s) as identified in the CRR: <ul style="list-style-type: none"> • 1601 • 1831
Compliance and regulatory implications	The following compliance and regulatory implications have been identified as a result of the work outlined in this report: <ul style="list-style-type: none"> •

Meeting of the Board of Directors

28 November 2019

Staff Survey 2018 and 2019

1 Introduction and Context

Staff satisfaction and engagement are key to delivering high quality, values-based care and are directly associated with patient experience and outcomes. The annual NHS Staff Survey is an important element in the Trust's methods of engaging with staff, and the staff engagement score from the survey forms a key element of the Care Quality Commission's measures linked to registration.

This paper provides the Board of Directors with a reminder of the key findings of the 2018 NHS Staff Survey; responses and actions at the Corporate and Locality* levels; and plans and progress in relation to the 2019 Survey.

It summarises and builds on the discussion and approval of the following: -

- The report to the **Board of 28th March 2019** which summarised key findings for the Trust of the NHS Staff Survey 2018; explored the thematic and benchmarked summaries; and proposed ongoing dissemination and exploration of Locality* results by teams and services.
- The paper to the **Senior Leadership Group of 17th May 2019** which summarised the feedback responses of Localities*, highlighting key themes and actions arising and progressing at both the corporate and local levels
- The report to the **Finance, Business & Investment Committee (FBIC) on 22nd July 2019** with an update on the responses of Localities*, to the 2018 NHS Staff Survey results; along with proposed corporate and local actions; and recommendations for further enhancing this process for the 2019 Survey

* **Note** – 'Localities' refers to the breakdown into services or service groupings in accordance with NHS Staff Survey guidelines. Results in 2018 were received for Locality 1 (broadly Care Group/Directorate level) and Locality 2 groupings (broadly service or service grouping level). 2019 results will also be broken down to team or team grouping levels (known as Locality 3).

2 Summary reminder of 2018 results

The 2018 NHS staff survey was coordinated for our Trust for the first time by Clever Together to enable local results to be available more promptly than previous years.

Key Findings

- The Trust response rate was **45.09%** in 2018 (a reduction from 2017); and the Staff Engagement Score was **6.98** (a slight improvement from 2017).
- The national benchmarking results provided analysis of our results against 10 key themes and concluded that there were no significant variances to either the previous year or the national average scores for 31 similar organisations.

Priority theme areas emerging included quality of care; staff engagement and safety culture.

- The results were cascaded and communicated to staff throughout early 2019, alongside infographics and spreadsheets showing divisional results from Clever Together in January 2019; and the benchmarking and thematic results received from the national Co-ordination Centre in February 2019.

Appendix 1 provides

- a. An infographic summarising the Trust-wide key findings of the 2018 survey
- b. The thematic results to the 2018 survey in graph form

Locality Results and Responses

- Locality 1 and 2 benchmarking and theme results were cascaded to Managers and staff in March 2019 for discussion alongside their previously received results. They were encouraged to explore any key themes arising around areas for improvement and areas for celebration in their service.
- In accordance with both the Board recommendations of November 2018, and the discussion with Staff Side representatives in January 2019, teams were encouraged to embed responses into existing improvement work rather than generate new action plans unless needed.
- After some chasing, Locality 2 feedback responses received were summarised and analysed and formed the basis of information to the Senior Leadership Group in May 2019 and the FBIC in July 2019, for discussion and planning for ongoing monitoring.

3 Actions following 2018 Staff Survey

The papers provided to FBIC in July 2019 provided full details of the feedback form responses from Localities, highlighting the key themes, existing activity and new actions arising.

Analysis and actions

- Whilst different Locality sizes and variable Survey completion rates made close comparison difficult, the analysis of Locality responses suggested the most common themes arising for priority or new focus were:
 - Health & wellbeing (and overall staff morale)
 - Safety culture (including bullying & harassment)
 - Staff engagement (and leadership)
- As might be expected, these aligned closely with the Trust-wide priority areas, which have been summarised as staff engagement, quality of care and safety culture; with ongoing focus on health and wellbeing, leadership and equality.

Appendix 2 provides

- a. Corporate Outcomes Action Plan with Locality examples (04/05/19)
- b. Localities Theme Summary – highlighting main new focus areas mapped against the NHS theme headings (09/07/19)

Monitoring

- Progress and impact of both corporate and locality responses are being monitored by the Senior Leadership Team, also being mindful of ongoing impacts arising from actions from the 2016 and 2017 results. See Figure 1.
- Given the extensive engagement work with staff through the Best Place to Work crowdsourcing campaign over summer 2019, and the roll-out of the Care Trust Way, managers and teams have not been asked to provide a further update against their responses and action plans at this stage.
- Rather, energy has been put into disseminating the Best Place to Work findings, embedding actions and encouraging teams to participate in this year's Staff Survey. The priority theme areas from last year's Survey give a baseline for monitoring of the 2019 results

Figure 1: Priority theme areas for monitoring

Staff Survey 2016	Staff Survey 2017	Staff Survey 2018	Localities 2018
Leadership visibility	Leadership	Quality of care (ques 7a, b, c)	Health, wellbeing & morale
Staff contribution to improvements	Staff engagement and involvement	Staff engagement (response rate; ques 2a-c; 4 a, b, d; 21 a, c, d; 34a, b)	Staff engagement & leadership
Health and wellbeing	Bullying and harassment	Safety culture (ques 17a, c, d; 18b, c; 21b)	Safety culture

4 Update on 2019 Staff Survey

The 2019 Survey is currently underway and runs from 07 October to 29th November 2019. This year, Picker have been appointed to independently manage the Survey. An estimated final staff response rate to the 2019 Survey will be reported at the Board meeting.

Following analysis of lessons learnt from the 2018 Survey, proposals for refining the presentation of both Trust-wide and Locality results and enhancing the cascade and feedback have been agreed by SLT and FBIC. A thorough and coordinated communication and engagement plan for the 2019 survey is also under way.

This analysis and the proposals were discussed in detail at FBIC, but are updated and summarised below:

Engaged communication

- Engagement with staff is through a roadshow approach which provides briefings at selected team meetings prior, during and after the Survey, as part of a blended communications approach that utilises electronic, face-to-face, and physical formats of communication throughout the Staff Survey schedule.
- Detailed analysis of the 2018 response rates and scores on key engagement questions have helped determined which are the harder-to-reach service areas. This intelligence was used as the basis for targeted communications during both the Best Place to Work campaign as well as the 2019 NHS Staff Survey.
- Alongside the nationally set standard questions, selected local questions have been added to the 2019 survey to generate targeted findings around pertinent themes of

- career development/talent management;
- improvement and engagement
- leadership and values
- The Staff Friends and Family Test process is being reviewed and refined for 2020 to enable ongoing communication with selected staff and a method of ongoing pulse checks on a quarterly basis.
- A Staff Bank mini staff survey has been prepared and is being run alongside the national staff survey to reach non-substantive staff not included in the NHS methodology.

Clearer results and smarter cascade

- Some teams restructuring, the new format of presentation of the results, and some inconsistencies in the cascade and discussions, all contributed to the variable response to the survey results by Localities in 2018.
- It is believed that Picker's offer will be easier to read for staff and managers, and more aligned in format and timing to the national benchmarking reports.
- The breakdown and groupings of staff teams into Localities were reviewed in August 2019 to align them with the new staff structure. This, along with Picker's reporting to a Locality 3 level will assist individual service results to be more clearly visible.
- In consultation with Picker and the National Coordination Centre, the release of both Trust-wide and Locality results are planned to be meaningfully timed, without too long a gap before the release of the benchmarking results.
- Smarter cascade and follow through are planned, with a lead name allocated to each locality grouping to help facilitate the cascade of local results to staff; and to be the focal point for feedback.
- Ownership of the cascade, liaison with Senior Leadership Team and follow up to themes/actions are proposed to sit with General Managers/corporate deputies, with support from the Staff Engagement Manager and HR Business Partners
- The actions and responses to the 2018 survey will be further monitored alongside the dissemination and discussion of the 2019 results, both at corporate and locality levels
- In accordance with both the Board recommendations for the 2018 survey, teams will again be encouraged to embed responses to the 2019 survey into

- existing improvement work rather than generate new action plans unless needed.

Timescales and methodology

The above process is summarised in **Appendix 3**, which outlines

- a. Proposed BDCFT delivery and cascade of 2019 NHS Staff Survey
- b. Proposed schedule of Picker and NHS delivery of results

5 Recommendations

The Board is asked to note the progress made towards response and action arising from the 2018 Staff Survey at both the corporate and locality levels, within the context of wider Trust engagement activity.

The Board is requested to note and comment on the recommended proposals for optimising the approach to the imminent 2019 Staff Survey results, particularly around enhancing the cascade and feedback of Trust-wide and Locality results.

Helen Farrar
Staff Engagement Manager
November 2019

Appendix 1: NHS Staff Survey 2018 results

a. Trust-wide key findings of the 2018 survey

NHS Staff Survey 2018 Results

Thank you everyone who took part in the 2018 survey. Here are our Trust headline results. Please also continue to feedback views on your service results

Bradford District Care
NHS Foundation Trust

Our views

63% Would recommend the organisation for care or treatment

59% Would recommend the organisation as a place to work

72% Think care of patients is organisation's top priority

Key Improvements and strengths

- Incidences of personal experience of **physical violence and discrimination** seem to have reduced since last year
- The quality and benefits of **appraisals** continues to improve and are better than the national average for similar Trusts
- The **staff engagement score** of 6.98 is a slight increase on last year's 6.90 & morale is improving in 5 out of 9 service groupings
- All the questions relating to **immediate managers** have improved scores

Our values

88% of staff feel trusted to do their job

75% receive the respect they feel they deserve from colleagues

57% are asked for their opinion by their immediate manager

73% feel we act on concerns raised by patients/service users

79% feel their role makes a difference to patients/service users

76% feel able to make suggestions to improve the work of their team

Key issues and how we are addressing them

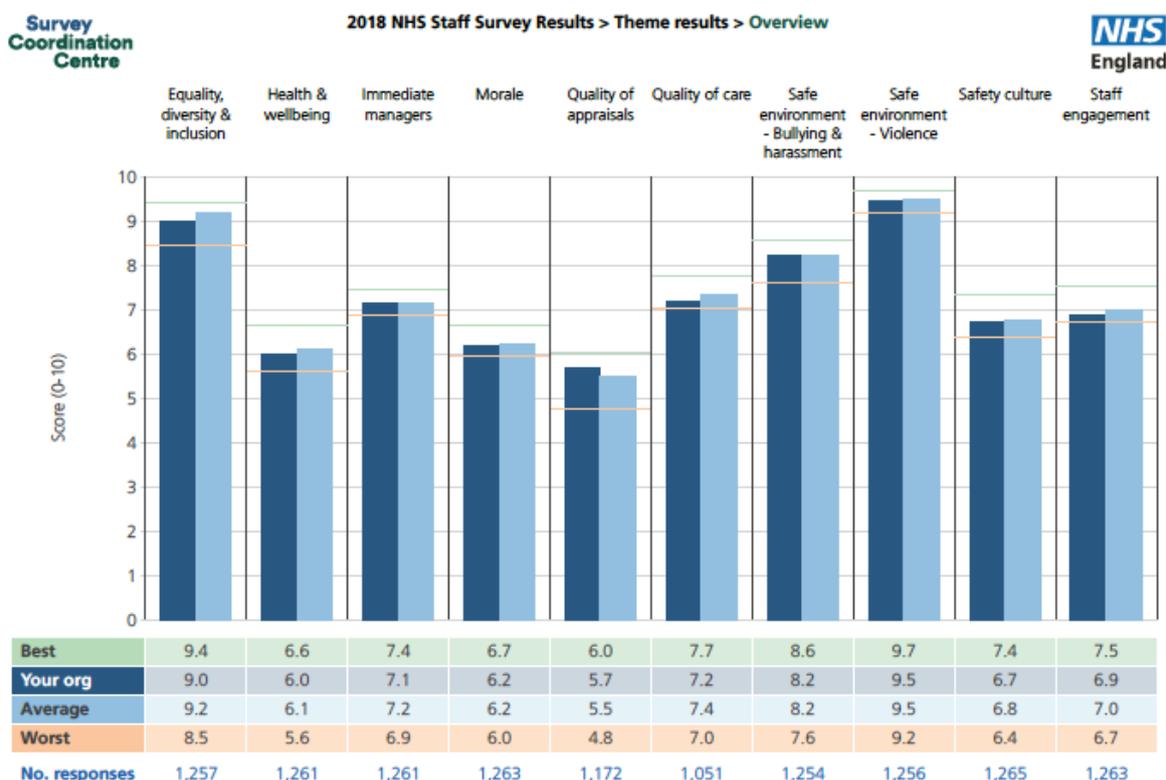
Whilst our **survey response rate** of 45% was the same as other similar Trusts, it was down from last year's rate of 54%...
...So we are **planning further crowdsourcing and other methods to enable more staff to have their say on key topics**

The perception of **quality of care** scored slightly less than last year and than the national average for similar Trusts...
...Our new **Vision and Values** underlines our goal of the best quality care and we will be working with staff to embed

The theme of **safety culture** scored slightly less than last year...
...Although our action on errors, near misses or incidents is very similar to the national average. We value improvement and excellence in this area and will continue to monitor

better lives, together

b. Overview of Trust-wide thematic results to the 2018 survey



Appendix 2:
NHS Staff Survey 2018 Corporate and Locality Responses

Appendix 2 a. Corporate Outcomes Action Plan with Locality examples

STAFF SURVEY 2018: Corporate Outcomes Action Plan				May 2019
Theme area	Existing or proposed actions	Timescale	Evidence	Sample Localities Actions
Staff engagement	Strategic approach to staff engagement documented in Workforce Development Strategy 2019-2024	Draft complete May 2019	Increase in staff satisfaction as evidenced by responses to relevant questions in the NHS Staff Survey 2019	<p>A priority area for services and teams. For example: Speech and Language staff already well engaged in team meetings; and plan to get more involved with on-line conversations. Bradford Children’s Services to engage staff in new leadership structure Facilities Governance seek to co-locate Governance team functions into one office to foster improved joint working, improved communication and support between and within the team Estates and Facilities intend to build on the team event held in March 2019 Specialist Inpatient Services plan to deliver relativity sessions in team meetings to help people relate to which parts of their role/work fits with the new values and vision</p>
	Further crowdsourcing conversions campaign(s) alongside blended approach to engagement including workshops	Provisional: May-Sep 2019 TBC 2020	Increase in staff engagement as evidenced by improved response rates to NHS Staff Survey 2019 and Crowdsourcing campaigns 2019/20	
	Ongoing use of iCare to encourage innovation and involvement in service improvement	Ongoing 2019/20	Feedback and evaluation of all engagement, learning and development activities	
	Ongoing commitment to leadership visibility and timely feedback	Ongoing 2019/20	Increase in number of iCare proposals received/implemented Tracking of actions arising from 2017 and 2018 Staff Surveys	

Quality of Care	Working with staff to embed new vision and values through Crowdsourcing/workshops	Provisional: 2019/20	Provisional: Crowdsourcing campaigns with physical workshops delivered	Older People Mental Health team developing service improvement ideas around Psychology rotation to reduce MATS waiting list; Memory Service – post diagnostic counselling; OT involvement at diagnosis rather than when there is an issue; Nurse led reviews home visits rather than clinic
	Monitoring locality responses and actions to improve perceptions/delivery of quality of care	Review planned end Oct 2019	Improved responses to questions 7a, b & c in NHS Staff Survey 2019	
Safety Culture	Ongoing including more 'champions' to support staff reporting bullying	Ongoing 2019/20	Improved responses to questions 17a, c & d; 18b, c; 21b in NHS Staff Survey 2019 Tracking of actions arising from 2017 Staff Survey (see Appendix 1) Tracking of any actions arising from 'Best place to work' crowdsourcing	A priority area for services and teams, eg Community Nursing Services plan to encourage staff nurses and HCAs to attend forums and quality safety meetings Payroll plan to address staff reluctance to speak out/avoidance of confrontation in new 1:1's. Human Resources plan to encourage staff to alert management if they experience poor treatment Learning Disabilities Team plan their next MDT session in June 2019 to focus on healthy relationships at work Administration will promote freedom to speak up and bullying & harassment contact officers in their next newsletter.
Staff Health and Wellbeing	Ongoing including piloting a new on-line tool to support staff health and wellbeing; more tailored support for areas	Ongoing 2019/20	Tracking of actions arising from 2016 Staff Survey	A priority area for services and teams, along with morale eg All line managers in Dental Services are attending Supporting Attendance Training in

	where the risk of musculoskeletal issues is higher		<p>Improved response to NHS Staff Survey 2019 question 11a</p> <p>Tracking of any actions arising from 'Best place to work' crowdsourcing</p>	<p>May 2019 to ensure consistency in the delivery of the policy specifically in relation to Health and Well-being</p> <p>Administration will promote the work of the wellbeing champions & what is available for staff in next newsletter.</p> <p>HR considering introducing Thank You's at team brief and at the start of any meetings to show appreciation.</p> <p>Facilities Team to support the monthly recognition and nomination of staff through: LivingOurValuesAwards@bdct.nhs.uk</p> <p>Podiatry Services introducing a self-care action plan</p>
Equality and diversity in career progression	Ongoing including plans to introduce a more systematic approach to talent management – linked to appraisals – to support staff's career development at every level.	Ongoing 2019/20	<p>Improved response to NHS Staff Survey 2019 question 14</p> <p>Tracking of any actions arising from 'Best place to work' crowdsourcing</p>	Administration linking Staff Survey actions to their Equality and Diversity Action Plan

Appendix 2 b. Localities Theme Summary - highlighting main new focus areas mapped against the NHS theme headings

Team/Service	Staff numbers <i>return/total</i>	Equality, diversity & inclusion	Health & wellbeing	Leadership & immediate managers	Morale	Quality of appraisals	Quality of Care	Safety culture/safe environment	Engagement & improvement
Adult Physical Health Community Services		225/553 40.69%							
Community Nursing Services (adult)	76/277 27.44%								
Community Services (OOH) (Included above)	27/82 32.93%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Continence & Tissue Viability & Locality Management TISSUE VIABILITY CONTINENCE FALLS PREVENTION	38/42 90.48%								
		<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>
Palliative Care, Hospice at Home	12/34 35.29%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Podiatry Services	30/50 60%								
Speech and Language Therapy Service	42/68 61.76%								

Team/Service	Staff numbers <i>return/total</i>	Equality, diversity & inclusion	Health & wellbeing	Leadership & immediate managers	Morale	Quality of appraisals	Quality of Care	Safety culture/safe environment	Engagement & improvement
Bradford Children's Services 151/323 46.75%									
Adult & Children Safeguarding, Looked After Children & YOT / Health Visiting Service / FNP / School Nursing / Locality Management	151/323 46.75%								
Estates, Facilities & Finance 141/222 63.51%									
EFF Central Services/ Governance/Maintenance FACILITIES GOVERNANCE ESTATES MAINTENANCE	25/35 71.43%								
EFF Finance/Payroll PAYROLL FINANCE	34/47 72.43%								
EFF Food Services/Transport/Security	26/44 59.09%								
EFF Hotel Services	56/96 58.33%								

Team/Service	Staff numbers <i>return/total</i>	Equality, diversity & inclusion	Health & wellbeing	Leadership & immediate managers	Morale	Quality of appraisals	Quality of Care	Safety culture/safe environment	Engagement & improvement
Human Resources 39/46 84.78%									
Human Resources	39/46 84.78%								
PERFORMANCE & PLANNING									
WORKFORCE DEVELOPMENT									
RECRUITMENT									
Quality, Governance & IM&T 54/80 67.5%									
Quality, Governance & IM&T	54/80 67.5%								
QUALITY (only)		<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>
GOVERNANCE & IM&T									
Medical / Research & Development 10/36 27.78%									
Medical / Research & Development	10/36 27.78%	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Mental Health - Acute Inpatient and Community Services 293/871 33.64%									
Community Mental Health Teams	89/255 34.90%								
OPMH									
EIP									
AMH/Occ Therapy		<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>

Team/Service	Staff numbers return/total	Equality, diversity & inclusion	Health & wellbeing	Leadership & immediate managers	Morale	Quality of appraisals	Quality of Care	Safety culture/safe environment	Engagement & improvement
Child & Adolescent Mental Health Services	35/112 31.25%	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>
IAPT Services	55/146 37.67%								
IAPT Psych THERAPIES									
Inpatient - Acute Care Services	75/289 25.95%								
Learning Disabilities	39/69 56.52%								
Specialist Inpatient Services, Dentistry and Administration 220/442 49.77%									
Administration	99/177 55.93%								
Inpatients - Specialist Services	54/172 31.40%								
Salaried Dental Service	67/93 92.04%								
Specialist Services & Nursing 23/31 74.19%									
Care Leavers Nurse/Health Trainers/ Infection Prevention/Involvement & Equality/Legal & Complaints/Nursing Development/Patient Experience/ Locality Management	23/31 74.19%	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>

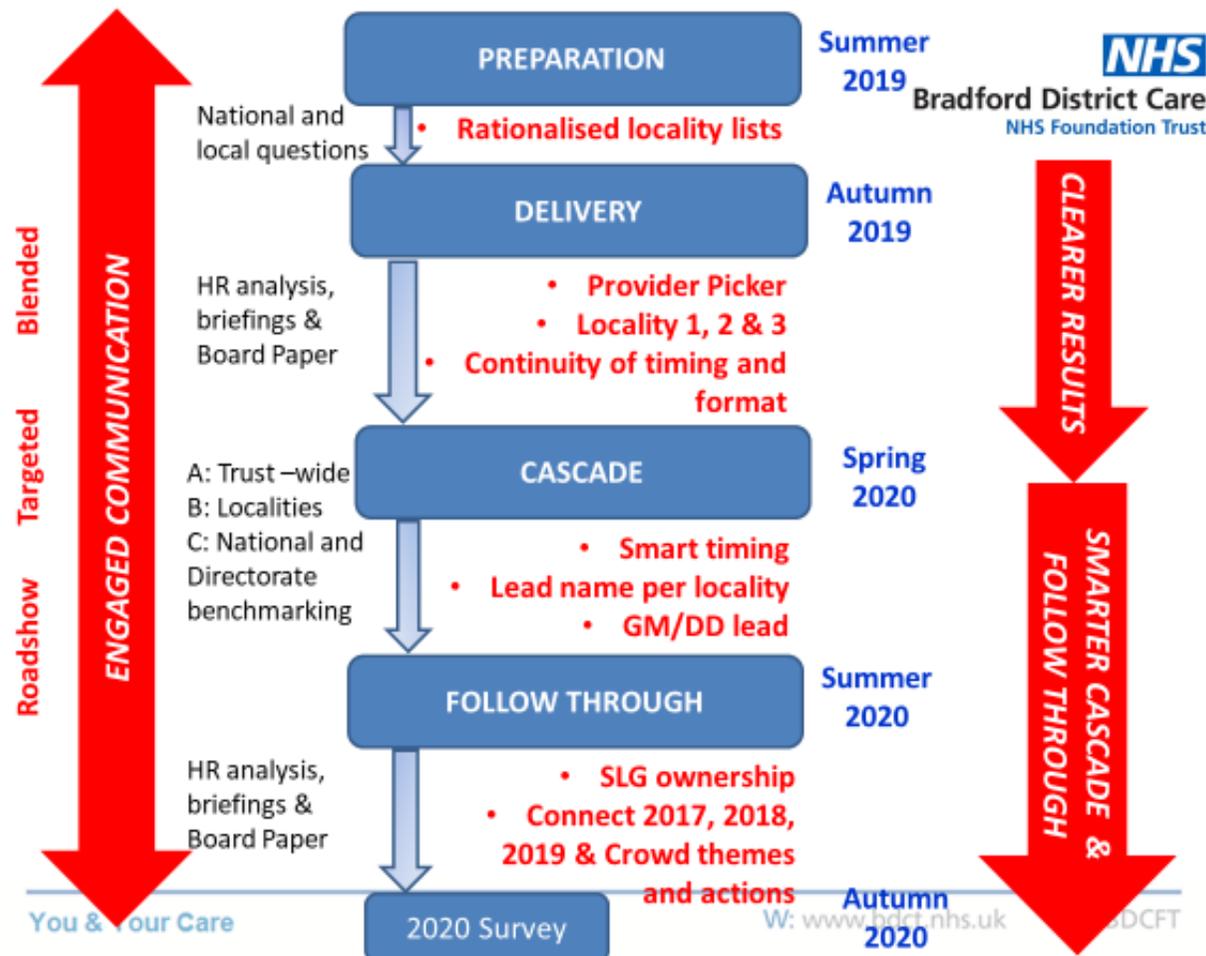
Team/Service	Staff numbers <i>return/total</i>	Equality, diversity & inclusion	Health & wellbeing	Leadership & immediate managers	Morale	Quality of appraisals	Quality of Care	Safety culture/safe environment	Engagement & improvement
Trust Management 35/42 83.33%									
Trust Management - Admin, Corporate Affairs, Foundation Trust, Performance & Planning, PMO, Trust Management, Business & Service Development, Business Intelligence	35/42 83.33%	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>	<i>Not received</i>
Wakefield Children's Services 81/176 46.02%									
Wakefield - FNP/Health Visiting	81/176 46.02%								
Wakefield School Nursing / Management & Admin									

No of respondents affected		99 +?	729	534	469	309	183	933	836
No of services affected		2	12	9	10	8	3	16	12
MOST COMMON THEMES		Equality, diversity & inclusion	Health & wellbeing	Leadership & immediate managers	Morale	Quality of appraisals	Quality of Care	Safety culture/safe environment	Engagement & improvement

MOST COMMON THEMES	No of Locality 2 Service Groupings 27
Safety Culture (including Bullying & Harassment)	Service response too small 3
Health & Wellbeing (and Morale)	Responses/feedback received from 21
Engagement & Improvement (and Leadership/Managers)	No responses/feedback received from 3 (by deadline)

Appendix 3:
NHS Staff Survey 2019 proposals

a. Proposed BDCFT delivery and cascade of 2019 NHS Staff Survey



b. Proposed schedule of Picker and NHS delivery of results

Picker deliverables	
Friday 29 November	Survey closes.
Friday 6 December	Data submitted to the NHS Coordination Centre.
By Friday 13 December	Organisation-level core questionnaire frequency tables published.
By Friday 20 December	Draft management report with executive summary published.
January – February 2020	All standard reports published: <ul style="list-style-type: none"> • Final Management Report including the Executive Summary • Staff Engagement Report • Locality Reports • Local Question Reports (for those with local questions) • RAG Table results breakdown • Free text responses
End February / March 2020	National Workshops (optional)
March – May 2020	Picker will accept requests for additional positively scored RAG tables frequency tables, and up to two breakdowns of free text responses e.g. by staff group and by Locality 1.
NHS deliverables	
Mid-February to early March 2020	The NHS Coordination Centre <ul style="list-style-type: none"> • Releases thematic and benchmarking results to Trusts • Lifts the embargo and results released to the public