

### Staff Survey 2018

<b>Trustboard</b>	<b>Item: 10</b>
<b>Date: 27/03/19</b>	<b>Enclosure: F</b>
<b>Purpose of the Report:</b> To share the outcomes of the 2018 staff survey with the Board, and the recommended actions to address the areas for improvement.	
<b>For: Information</b> <input type="checkbox"/> <b>Assurance</b> <input type="checkbox"/> <b>Discussion and input</b> <input type="checkbox"/> <b>Decision/approval</b> <input type="checkbox"/>	
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<b>Risk Implications – Link to Assurance Framework or Corporate Risk Register:</b>	None
<b>Legal / Regulatory / Reputation Implications:</b>	None
<b>Link to Relevant CQC Domain:</b> <b>Safe</b> <input type="checkbox"/> <b>Effective</b> <input type="checkbox"/> <b>Caring</b> <input type="checkbox"/> <b>Responsive</b> <input type="checkbox"/> <b>Well Led</b> <input checked="" type="checkbox"/>	
<b>Link to Relevant Corporate Objective:</b>	Strategic objective 2 – to have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients
<b>Document Previously Considered By:</b>	
<b>Recommendations:</b> The Board are asked to note the findings for 2018 staff survey, and endorse the proposed actions to address the areas for improvement.	

## Staff Survey 2018

### 1. Background

As previously trailed, the staff survey results for 2018 were released publicly towards the end of February and can now be reported to the Board in full. I have previously reported to the Board a snapshot of findings, but can now enclose the full report for board members to review.

Whilst it is a lengthy document, it is a compelling read in depth on all the aspects of staff views, gauged towards the end of last year. This report summarises the key findings, outlines the process for sharing the report in the organisation, and a proposed action plan to respond to some of the key areas for improvement.

### 2. Key Indicators

Of all the data in the full report, it is worth highlighting three statistics which demonstrate that, once again, the survey largely brings very positive news for the Trust.

#### 2.1 Response Rate

The Trust response rate for 2018 was 58% compared to 53% last year. Given that the average for Acute Trust nationally is just 47%, with a significant number in the low 40s, this represents a return that we can rightly claim represents the majority view of the workforce. The best performing Trusts have response rates of around 65% and it remains our aspiration to achieve a score of this level for 2019.

#### 2.2 Engagement Score

The engagement score is the summary of the answer to a number of questions relating to staff communication, support and engagement. The 2018 score is 7.3 (a decile measurement), which is exactly the same as that for last year. Again the acute average score is much lower at 6.4, demonstrating that staff feel they are very well engaged by managers at all levels in the organisation. The best performing Trusts have engagement scores of 7.6 showing there is still room for improvement. The Trust score conceals a wide range across departments, from 5.5 (lowest) to 8.5 (highest).

#### 2.3 Overall Ranking

We still await the national ranking scores which are due to be published very soon. However the Picker Institute, which has 70% coverage of NHS organisations, has published its own ranking which shows the Trust ranks 7<sup>th</sup> nationally amongst Acute Trusts. Last year the Trust ranking was 16<sup>th</sup>. This reflects the overall view that the Trust is now firmly within the top 10% of all organisations, but falls just behind the leading group of exemplars, which includes Trusts who are further along the improvement journey such as Western Sussex.

### 3. The Best vs The Worst

A snapshot of key scores in the survey show:

	Best Score	Kingston Score	Worst Score
Equality	9.6	8.8	8.1
HAWB	6.1	5.9	5.2
Managers	7.3	6.8	6.2
Morale	6.7	5.9	5.4
Appraisal	6.5	5.9	4.6
Quality of Care	8.1	7.7	7.0
Bullying & Harassment	8.5	7.9	7.1
Safety	7.6	7.3	6.4
Engagement	7.6	7.3	6.4

This chart illustrates where Kingston sits amongst the best and worst scores nationally, for a number of key indicators and confirms the Trusts position towards the top of the national rankings.

### 4. Process for Dissemination

Beyond this report, detailed reports for each service line are being disseminated so they can be reviewed within clusters and the corporate departments. Last year senior leaders were asked to review the results for their areas, to develop local actions to sit alongside the corporate action plan. This data was presented in the context of other workforce KPIs, including vacancies, appraisals and sickness, so that managers could form a collective view of their workforce baseline.

In discussion with the Interim Chief Executive, the Executive are reviewing how to support the rollout this year, which may involve the Picker Institute returning to provide an independent overview of the Trust data.

The Trust issued a press release when the survey was publicly launched, which led to media interest from the Surrey Comet and Radio Surrey, garnering positive publicity for the organisation.

## 5. Areas for Improvement

As in previous years, the survey findings highlight key areas for improvement - two of which are recurring features that demand our attention.

### 5.1 Pay and Benefits

A recurring feature over the past two years shows that staff are still dissatisfied with levels of pay, although it is slightly improved on the 2017 score. Whilst the AfC pay award for 2018 saw more significant increases, the consultant contract award was met with criticism both locally and nationally. The AfC pay award will run for a further 2 years, so at this stage the Trust response will be on those areas within its influence. These include:

- HCAS – continuing to lobby for a change in the allowance. I attended a meeting of a national pay review body recently to help press the case for this.
- Enhanced benefits – reviewing and extending the scope of benefits available to staff, and allowing employees to view the value of these benefits in their total reward statement on ERS Self Service.
- Agile Working – Improving the opportunities for flexible and agile working to meet the different contractual needs of groups of employees.
- Pension options – NHS Employers are now leading a national review of pension options given the very high cost of the NHS pension scheme to employees and employers, with a view to offering more choice.

### 5.2 Bullying and harassment

This is another recurring feature of the survey. However, this year the scores around bullying and harassment from peers and managers have improved, accompanied by a considerable worsening of the scores relating to bullying from patients and public. Working closely with the Director of Nursing and Chief Operating Officer, the Trust will:

- Continue to raise awareness through improved publicity and reporting mechanisms using the Trust's Dignity at Work champions.
- Ensuring speedy escalation of serious cases through line management, up to the Director of Nursing and Chief Operating Officer, to ensure appropriate action in critical cases.
- Quarterly report on case trends from the local security manager to the Nursing and Midwifery Board
- The appropriate application of sanctions to patients in serious cases.

### 5.3 Managerial Skills

The survey paints a mixed picture of managerial skills, praising managers for engagement and appraisals, but raising concerns around the ability of some managers to provide truly compassionate leadership (e.g. supporting staff in managing personal crises). The Trust will respond to this deficit through:

- Continuing the rollout of compassionate leadership training to managers.
- Continuing the rollout of core skills through the leadership programmes levels 2-5 and managers toolkit
- Running master classes such as those covering essential conversation skills
- Extending simulation training to cover real-life scenarios

### 6. EMC Views

EMC debated the proposed actions at their last meeting. The plan was endorsed with three caveats:

- Pay & Benefits

The action plan should make it clear that some of the core issues around pay are not under the Trust's direct control, but that the Trust would take action in the areas it does control and lobby for change where it doesn't.

- Managerial Skills

The Trust should investigate extending 360° appraisal to the whole of its management population; it is currently operated only for very senior leaders. Managerial skills should also focus on the areas in the survey where improvement is needed most (e.g. morale).

- Diversity

Whilst not a direct part of the action plan, we should reference the major work programme underway in Equality and Diversity, led by the board sub-committee.

### 7. Recommendations

The Board are asked to note the findings of the 2018 survey, the key indicators highlighted in this report and endorse the proposed actions to respond to the areas for improvement.

Kelvin Cheadle

Director of Workforce