Kingston Hospital
NHS Foundation Trust

Trust Board	**Item: 14**
Date: 11th April 2018	**Enclosure: J**
Purpose of the Report: To brief the Board on the published outcomes of the 2017 Staff Survey, highlighting the Trust's major progress and action plan to tackle areas of deficit	
For: Information ☐ **Assurance** ☐ **Discussion and input** ☒ **Decision/approval** ☐	
Sponsor (Executive Lead):	Kelvin Cheatle, Director of Workforce
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	
Legal / Regulatory / Reputation Implications:	
Link to Relevant CQC Domain: Safe ☐ Effective ☐ Caring ☐ Responsive ☐ Well Led ☒	
Link to Relevant Corporate Objective:	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
Document Previously Considered By:	
Recommendations: The Trust Board is asked to note the outcome of the survey, the major progress made and the further work plan to address areas of deficit.	

Staff Survey 2017

Results for Kingston Hospital NHS Foundation Trust

Kelvin Cheatle
Director of Workforce/OD

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Annex A: Trust Overall Heat Map

Background

❑ 2017 survey undertaken between October and December 2017

❑ Picker used as the Trust's survey contractor (as in 2016)

❑ First results released in January 2018 (Picker Trusts (48) only)

❑ National results published on 6th March 2018

❑ The survey asks staff questions covering pay, training, engagement, leadership and culture

❑ National benchmark for KHFT are Acute Trusts participating (93 trusts)

❑ Response to questions are summarised below but key indicators are:
  - Response rate (% of staff completing the survey)
  - The engagement score (a triangulation of scores relating to leadership, training and engagement)

Rankings & Comparators

❑ The Trust's response rate in 2017 was 52.8% - the best ever response rate. In 2016, the rate was 51.9% and in 2015 just 46%. The Acute average response rate is 45%

❑ The Trust's engagement score in 2017 was 3.92%. This score was 3.89% in 2016 and just 3.7% in 2015. The Acute average is 3.79%

❑ Of the 88 questions asked, the Trust scored significantly better compared to 2016 on 5 questions and 51 were better than the national average

❑ The Trust scored the same on 29 questions and worse on just 8

❑ The Trust was rated in the top 20% Acute Trusts in the country and in the top 5 in London (and ranked 3rd behind UCLH and Guys & St. Thomas's as a recommended place to work)

Questions with good results

- 83% of staff agree that the care of patients/service users is the Trust's top priority. In 2016 this score was 82% and the 2017 score is better than the average of 76% for all Acute Trusts

- 77% said they would be happy with the standard of care provided by the organisation if a friend or relative needed treatment – up from 75% in 2016 and the national average of 71%

- 71% said they would recommend the organisation as a good place to work – this score was 69% in 2016 with a national average of 61%

Questions with good results

Other areas which have improved include:

- ❑ The Trust is in the top 20% nationally for an interest in and actions in Health & Wellbeing
- ❑ Both the number and quality of appraisals delivered to staff is in the top 20% nationally
- ❑ Staff report good communication by senior managers and staff is also a top 20% indicator
- ❑ The quality of non-mandatory training and development scored 4.09% - the national average is 4.05%
- ❑ Staff confidence in security and reporting clinical practice is 3.77 – the national average is 3.65%

Areas for Improvement

8 of the Trust's scores were worse than the national average, covering:

- The number of staff satisfied with pay has decreased from 32% to 27%
- The number of staff not experiencing violence from patients and service users has decreased from 88% to 85%
- The percentage of staff working extra hours is 75% - the national average is 72%
- The percentage of staff experiencing discrimination at work is 17% - 12% is the national average
- The percentage of staff experiencing harassment and bullying (patients & relatives) is 31% (average 28.9%)
- Support by managers to receive training as identified in appraisal (46% versus national average of 50%)
- Not experienced discrimination from managers or colleagues (46% versus national average of 50%)
- Not experienced muskoskeletal problems (71% versus national average of 74%)

Areas for Improvement (cont.)

These areas of concern can thus be grouped together:

❑ Pay & working extra hours

❑ Discrimination and harassment

❑ Access to training

The muskoskeletal issue has already been addressed as a priority by introducing a fast track back care service – muskoskeletal absence has reduced considerably in the past 6 months.

Trust Action Plan

Key areas to tackle corporately

❑ Pay

A priority area. Trust reviewing local pay options whilst consultation on national pay level awarded. Key initiatives:

- Pension options
- High Cost Area payments

are local pay initiatives being developed via EMC

❑ Access to Training

Despite good appraisal success, staff feel access to training limited. Key initiatives:

- E learning via ESR (being rolled out from May)
- Managers training (extending the Managers Toolkit)
- Coaching and mentoring
- Library redevelopment

Trust Action Plan (cont.)

❑ Harassment

Two main components – manager → staff and patients → staff.

Key initiatives:

- Promoting awareness and a zero tolerance approach to patient related issues, supported by the Freedom to Speak Up Guardian
- Reinforcing the principles of compassionate leadership by a wider mandatory manager training programme (Managers Toolkit "Plus")
- A major push to tackle the discrimination (training and awareness) via the E&D Committee/MEGA

❑ Service lines

To identify own local actions linked to wider workforce KPIs. Planning sessions for Senior Leaders on 25th April

Living our values everyday

Links to other Workforce Initiatives

Trust Workforce Strategy

	Workforce Planning	Recruitment & Retention	Pay & Renewal	Learning & Development	Staff Engagement	Diversity	Health & Wellbeing
Related Workstreams	– Operating Plan – Workforce KPIs	– Safer Staffing – RnR Forum – Retention projects	– Workforce Pay Control Group – Pay & reward projects	– Learning & Development Committee – Risk Committee – Training programme	– Trust Partnership Forum – Team Brief – Comms strategy	– E&D Committee – MEGA, Brexit, LGTB & Diversity groups	– HAWB Steering Group – OH workplan
Links to Staff Survey	– Right sizing the establishment – STp/new job roles – Monitor KPIs	– Talent pool – A&C career escalation – Deep dives	– Local pay options – HCAs – Flexible benefits/agile working	– E learning (induction) – OLM/Training – Library development	– Deep dives into service lines on culture/ attitudes – Develop TPF	– WRES data – E&D action plan	– Time to Change – Virgin Challenge – EAP services
Next steps	– Operating plan 2018 – New Workforce KPIs	– Launch of talent pool	– Agile working review – Pension options (EMC)	– Roll out ESR modules – Library business case	– Staff Partnership Conference 2018	– Glass ceiling project – Anti-harassment initiatives – Managers training	– MH first aiders – Repeat Virgin challenge – New initiatives e.g. menopause