NHS Staff Survey 2016

Process

- October - December 2016 the 15th National Survey
- Full staff census
- This presentation includes Picker findings and NHS England Results
### NHS Staff Survey 2016

**Response rate**

- Total eligible: 2344
- Returned completed: 1149
- Overall response rate: 49% (2015 - 36.9%)

### How have we improved since 2015 survey?

Out of a total of 88 questions in 2015 and 2016 we are:

- Significantly BETTER on 41 questions
- The scores show no significant difference on 47 questions
- Significantly WORSE on 0 questions
- No significant deteriorations
Compared with all other ambulance trusts, out of 27 key findings, 22 scores are better than the national average.

The remaining 5 scores are average and none have deteriorated.

We scored **top** in the country in the following questions:

- Staff satisfaction with the quality of work and care they are able to deliver;
- Staff motivation at work;
- Organisation and management interest in and action on health and well-being;
- Percentage of staff feeling unwell due to work-related stress in last twelve months (lowest score in country)
NHS Staff Survey 2016

Overall staff engagement scores

**Overall Staff Engagement**

<table>
<thead>
<tr>
<th></th>
<th>Trust Score 2016</th>
<th>Trust Score 2015</th>
<th>National 2016 average for ambulance trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>3.53</td>
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<td></td>
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<td>3.39</td>
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<td></td>
<td></td>
<td></td>
<td>3.41</td>
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</tbody>
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**Significant improvements**

**Top movers**

- Would feel confident that organisation would address concerns about unsafe practice (44% > 56%)
- Feedback given about changes made in response to errors (34% > 46%) and takes action to ensure errors are not repeated (47% > 55%)
- Supported by managers to receive training, learning or development identified in appraisal (42% > 50%)
- Satisfied with support from immediate manager and they take a positive interest in my health and well-being (25% > 32%)
- Able to contribute towards improvements at work (43% > 51%)
- Would recommend organisation as a place to work (43% > 51%)
### Positive results top ten

**2016 results**

- Not experienced harassment, bullying or abuse from managers (79% ➔ 88%)
- Satisfied with quality of care I give to patients/service users (83% ➔ 87%)
- Always know what work responsibilities are (81% ➔ 85%)
- Able to do my job to a standard I am pleased with (77% ➔ 82%)
- Training helped me deliver a better patient/service user experience (73 ➔ 80%)

### Top ten positive results

(remaining five)

- Immediate manager supportive in a personal crisis (69% ➔ 77%)
- Immediate manager can be counted upon to help with difficult tasks (67% ➔ 73%)
- Immediate manager values my work (62% ➔ 69%)
- Able to provide the care I aspire to (63% ➔ 69%)
- Immediate manager encourages team working (60% ➔ 66%)
### Top 5 Key Findings national results

<table>
<thead>
<tr>
<th>KF19</th>
<th>Organisation and management interested in and action on health and wellbeing</th>
<th>Average (median) for ambulance trusts 2016</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>3.21</td>
<td>3.59✔✔</td>
</tr>
<tr>
<td>KF2</td>
<td>Staff satisfaction with the quality of work and care they are able to deliver</td>
<td></td>
<td>3.84</td>
<td>4.00✔✔</td>
</tr>
<tr>
<td>KF17</td>
<td>Percentage of staff feeling unwell due to work related stress in the last 12 months</td>
<td></td>
<td>48%</td>
<td>45%✔✔</td>
</tr>
<tr>
<td>KF4</td>
<td>Staff motivation at work</td>
<td></td>
<td>3.66</td>
<td>3.74✔✔</td>
</tr>
<tr>
<td>KF31</td>
<td>Staff confidence and security in reporting unsafe clinical practice</td>
<td></td>
<td>3.46</td>
<td>3.61</td>
</tr>
</tbody>
</table>

### Bottom 5 Key Findings

<table>
<thead>
<tr>
<th>KF21</th>
<th>Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion</th>
<th>Average (median) for ambulance trusts 2016</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>70%</td>
<td>69%</td>
</tr>
<tr>
<td>KF15</td>
<td>Percentage of staff satisfied with the opportunities for flexible working patterns</td>
<td></td>
<td>34%</td>
<td>33%</td>
</tr>
<tr>
<td>KF6</td>
<td>Percentage of staff reporting good communication between senior management and staff</td>
<td></td>
<td>18%</td>
<td>19%</td>
</tr>
<tr>
<td>KF22</td>
<td>Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months</td>
<td></td>
<td>32%</td>
<td>34%</td>
</tr>
<tr>
<td>KF23</td>
<td>Percentage of staff experiencing physical violence from staff in last 12 months</td>
<td></td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>
What we have achieved to improve our results in last twelve months

### Health and well-being
- Retained SEQOHS quality award for our occupational health services
- Tendered successfully for psychological services, physiotherapy and occupational health consultant to provide seamless care to workforce
- Improved access to psychological services
- Increased overall flu vaccination uptake by over 9.6%
- Rated “outstanding” by CQC for MIND Blue Light Programme

### Safety
- Increased awareness of incident reporting and why it is important
- More learning from incidents shared with staff
- Bright Ideas launched
- Developed more open and inclusive root cause analysis process
- More robust clinical review process

What we have achieved (cont.)

### Education, learning and organisational development (OD)
- Increased use of clinical simulation training for more realistic learning
- Instigated CPD nights for staff on range of topics
- Increased mentoring and coaching skills training
- Introduced Diploma of Higher Education at University of Sunderland
- Reviewed and improved corporate and local induction
- Established Lifelong Learning Agreement with UNISON and GMB
- Created an OD strategy and leadership development plan to take the Trust forward
- Progressed cultural improvement work and creating a coaching culture
- Increased leadership development opportunities
- Recognition and reward strategy in place
- Increased staff survey response rate to 49% – thank you!
What we have achieved (cont.)

Supporting managers and staff through HR
- Improvement in people-related issues resulting in fewer appeals and dignity at work cases
- Meeting recruitment targets and international recruitment
- Supported paramedic shortfall through Advanced Technician programme
- Supported development of materials and attendance at ICAT roadshows
- Improved transfer process between Bank and PTS

Equality, diversity and human rights
- Increased awareness of harassment and bullying
- Retained status as a Stonewall Top 100 employer
- Attracted larger numbers of BAME, disabled and LGB employees to work for us
- Improved representation of women in senior management and leadership roles

What we have achieved (cont.)

Communications
- Gave all staff opportunity to take part in NHS Staff Survey
- Stepped-up communications to keep employees informed of changes in services
- Provided more opportunities for staff involvement and discussion
- Increased Executive Team walk-arounds to meet staff informally
- Communication around re-structure and process
- One to one meetings for employees who are affected
- More regular team meetings happening locally
- Provided road shows and opportunities for feedback and discussion
- Reviewed meetings structure and effectiveness
Action themes
There is more for us to do around:

- Involving employees in important decisions and acting on staff feedback;
- Involvement and engagement of staff in change and service improvement;
- Communication between senior management and staff;
- Quality of appraisal/performance reviews;
- Staff health and well-being;
- Opportunities for flexible working patterns;
- Equality of opportunity for career progression or promotion

Feeding back to employees
Key actions

- Posters in all areas indicating top highs and lows
- Weekly Summary articles
- What we have achieved since last year’s survey feedback “You said…we did”
- All results available on Intranet
- Presentations at a local level via team meetings
- Local results to inform local action plans for improvement
NHS Staff Survey Results 2016

Any questions?
Comments?

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