NHS Staff Survey Action Plan 2014/15 Update and Cultural Scope

1. Introduction

1.1 This paper seeks to provide an update to Trust Board on the NHS Staff Survey Action Plan progress for 2014/15 and proposes the use of a cohesive, culturally driven methodology to realise the Trust wide deliverables.

1.2 The Trust Board are aware of the NHS Staff Survey key findings, however the paper summarises the areas of core focus in order to refresh background knowledge and set the context in relation to this paper.

2. Background Refresh and Current Status

2.1 The national NHS Staff Survey provides the Trust with an annual indication of how staff feel at a specific point in time, and the data produced offers insight into areas of both success and challenge. The further benefits of both year on year measurement capabilities, coupled with the facility to compare findings with other NHS organisations, generates a useful benchmark for the Trust across both local national contexts. This combination of data provides a measure of staff engagement and satisfaction, and in reviewing the feelings of staff, the organisation can identify clear areas for development. This approach is deemed beneficial, as it is recognised that good staff engagement can improve staff satisfaction and in turn improvement in organisational performance, both in terms of quality of patient experience and outcomes.

3. Changes Following the 2012 NHS Staff Survey - Local and National Context

3.1 In 2012 the ownership of the national NHS staff survey was taken back in house by the Department of Health, and as a direct consequence of this a number of changes were made to the size and content of the survey. This change makes the direct comparison of performance year on year slightly different, however we are still able to highlight the areas of improvement and deterioration clearly. Analysing progression or deterioration in the staff survey results by tracking the annual findings comparatively facilitates the development of recommendations arising from the survey.

3.1 As an organisation the North East Ambulance Service (NEAS) have a wide range of local and national strategies, and underpinning development plans, therefore ensuring the actions outlined in the NHS Staff Survey Action Plan support this existing range of existing material encourages efficiency and avoids duplication.

4. Knowledge Refresh: Changes of Statistical Significance Since 2012 and Comparative Key Findings in 2013

The Trust Board are aware of the key findings and outputs from the 2013 staff survey yet it is helpful to offer a brief refresh to redefine the context in relation to this paper.
4.1 The statistically significant changes from all key findings for the North East Ambulance Service since 2012 can be summarised as follows:

- 22 results returned an ‘Average’ comparative result e.g. there have been no statistically significant changes in this key finding since the 2012 survey.
- 4 results returned a ‘negative’ comparative result e.g. there has been a statistically significant negative change in the key findings since the 2012 survey.
- 1 result returned a ‘positive’ comparative result e.g. there has been a statistically significant positive change in the key findings since the 2012 survey.

4.2 Summary of all Key Findings - Comparison with all Ambulance Trusts in 2013

The key finding scores across all staff survey questions can be viewed in comparison to all ambulance trusts from 2013. The results can be summarised as follows:

- 6 results returned a positive or better than average score in comparison to all ambulance trusts in 2013.
- 6 results returned an average score in comparison to all ambulance trusts in 2013.
- 14 results returned a worse than average, or negative score in comparison to all ambulance trusts.

4.3 The main areas of continuing challenge identified by staff in 2013 include:

- Staff reporting they are suffering work related stress.
- Staff experiencing physical violence from patients or relatives.
- Staff experiencing harassment bullying or abuse from patients, relatives or the public.
- Staff feeling able to contribute to improvements at work.
- The cause and effect of late finishes on staff.

4.4 In addition, it is important for the Trust to maintain its top five ranking scores and increase in the percentage of staff having well-structured appraisals in the last 12 months. The full results for all Trusts are available at: http://www.nhsstaffsurveys.com.

5. NHS Staff Survey Action Plan 2014/15 Update and Cultural Scope

5.1 The annual NHS staff survey allows NHS Trusts to identify not only with how their own staff are feeling at a point in time but also how this compares to staff in other NHS organisations. Each Trust's individual progress, and relative position on particular issues compared to other Trusts, can be tracked over time. As an organisation NEAS acknowledge the importance in conducting this review, and also recognise that the critical part of this process is the action taken, as staff satisfaction is linked to both the quality of patient care and experience and outcomes.

6.0 2013 Results and Analysis

The questions asked within the staff survey are designed to support and report against 28 national ‘key findings’ which be categorised according to staff pledge and additional outcome. The highest and lowest ranking scores for NEAS against previous
results were as follows;

6.1 Core Areas of Success for NEAS: Highest Ranking Scores

The top 5 highest ranking scores are as follows:

- **Percentage of staff receiving health and safety training in last 12 months (KF10)**
  The higher the score the better – The Trust scored 87% for 2013, down from 89% in 2012 but significantly higher than the national 2013 average for ambulance trusts of 52%

- **Percentage of staff having equality and diversity training in last 12 months (KF26)**
  The higher the score the better – The Trust scored 81% for 2013, down from 84% in 2012 but higher than the national 2013 average for ambulance trusts of 55%

- **Percentage of staff receiving job-relevant training, learning or development in last 12 months (KF6)**
  The higher the score the better – The Trust scored 75% for 2013, remaining static with the 2012 score of 75% and marginally higher than the national 2013 average for ambulance trusts of 71%

- **Work pressure felt by staff (KF3)**
  The lower the score the better with the scale as 1 being low work pressure and 5 being high. The Trust scored 3.17 for 2013, with a marginal increase from 3.13 in 2012 but slightly lower than the national 2013 average for ambulance trusts of 3.22

- **Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver (KF1)**
  The higher the score the better – The Trust scored 78% for 2013, slightly higher than the 2012 score of 75% and higher than the national 2013 average for ambulance trusts of 75%

6.2 Core Areas of Underperformance – Lowest Ranking Scores

The bottom 5 lowest ranking scores are as follows:

- **Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months (KF16)**
  The lower the score the better – The Trust scored 45% for 2013, higher than the 2012 score of 38% and significantly higher than the national 2013 average for ambulance trusts of 33%

- **Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months (KF18)**
  The lower the score the better – The Trust scored 54% for 2013, higher than the 2012 score of 50% and higher than the national 2013 average for ambulance trusts of 48%

- **Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month (KF13)**
  The lower the score the better – The Trust scored 51% for 2013, significantly higher than the 2012 score of 41% and higher than the national 2013 average for ambulance trusts of 43%
- **Percentage of staff believing the trust provides equal opportunities for career progression or promotion (KF27)**
  The higher the score the better – The Trust scored 55% for 2013, fractionally lower than the 2012 score of 56% and significantly lower than the national 2013 average for ambulance trusts of 68%

- **Support from immediate managers (KF9)**
  The higher the score the better – with the scale as 1 being unsupportive and 5 supportive. The Trust scored 3.01 for 2013, with no change in result from the 2012 result, also 3.01, and lower than the national 2013 average for ambulance trusts of 3.16

6.3 Engagement Score

An overall staff engagement indicator score is calculated as part of the survey. This overall indicator of staff engagement has been calculated using the questions that make up Key Findings 22, 24 and 25. These Key Findings relate to the following aspects of staff engagement:

- Staff members’ perceived ability to contribute to improvements at work (22).
- Staff members willingness to recommend the trust as a place to work or receive treatment (24).
- The extent to which they feel motivated and engaged with their work (25).

The trust's score of 3.11 was below (worse than) average when compared with trusts of a similar type. Possible scores range from 1 to 5, with 1 indicating that staff are poorly engaged (with their work, their team and their trust) and 5 indicating that staff are highly engaged. This is a drop from the 2012 score of 3.18, and comparatively the national average for 2013 was 3.19.

7. Taking Effective Action - Local and National Context

7.1 Results from the 2013 survey were announced in early 2014 and after the preliminary analysis of findings, subsequent initial actions were implemented with Trust Board support. The full range of actions are detailed in the NHS Staff Survey Action Plan 2014/15 which is a live document available at N:\Board Level Meetings\5.0 Workforce and Equality Committee. While the overall NHS Staff Survey results show there are some clear improvements and distinct areas of success to be celebrated, such as the North East Ambulance Service rating a ‘Best National Ambulance Score’ for the number of staff having equality and diversity training in the past 12 months, as an organisation we must also acknowledge and proactively address the challenges we face.

7.2 The 2013 survey was undertaken between late September and early December 2013. The issues of an ongoing squeezed economy with a focus on doing more with less remained high on the agenda throughout the year with many NHS Trusts, including the North East Ambulance Service, feeling the impact of increased financial pressure and the required response to the Francis Report and Care Quality Commission inspections. More specifically within the Trust the significant changes and challenges that occurred during this period included the CQC inspection in February 2014. Both national and locally, these issues may have had an impact upon the workforce and in turn many have influenced the survey results, however Trust Board are aware and engaged with the priority of staff engagement on both a local and national level.
8. Cultural Scope

8.1 It could be argued that the most important determinant of an organisations’ success is culture. Cultures are co-created by the members of the organisation and therefore listening and responding to the insights provided through the staff survey plays a pivotal role in affecting transformational culture change. The staff survey key findings are a fundamental indicator of the wider cultural context but cannot stand alone. The full range of associated and active documentation must be considered and cross referenced to ensure correlation and avoid duplication or silo working.

8.2 A Trust wide cultural development plan is currently under construction. This integrates with, and drives the organisational development strategy and could act as a superlative mechanism to bridge the gaps between existing plans. It could also succinctly streamline the wider cultural objectives and aspirations of the organisation.

8.3 Preliminary analysis of the 2013 staff survey findings has generated initial actions, and more recently the North East Staff Survey action plan reporting format has been revised. The action plan now details clear lines of accountability, tracks risk and demonstrates definitive links between core local and national documents (available at N:\Board Level Meetings\5.0 Workforce and Equality Committee) e.g. NHS Constitution, The NEAS Care Quality Commission action plan, Treat Us Right Campaign, Organisational Development Strategy.

8.4 The Organisational Development (OD) strategy is a core strategy designed to ensure the readiness of the Trust to meet its strategic objectives and be ready for future changes and challenges. It describes how the NEAS workforce will achieve its intentions, highlighting the necessary resource and infrastructure to deliver this. The staff pledges which form the structure of the staff survey are echoed in the OD Strategy (see Appendix 1), the pledges are as follows;

- **Staff Pledge 1:** To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.

- **Staff Pledge 2:** To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.

- **Staff Pledge 3:** To provide support and opportunities for staff to maintain their health, well-being and safety.

- **Staff Pledge 4:** To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.
8.5 An implied outcome of note from the NHS Staff Survey findings is the possible disparity indicated in staff engagement results, which suggest that a number of staff do not feel engaged with the organisation overall, yet conversely are engaged in patient care. This could suggest a ‘them and us’ culture may be in existence and requires further investigation. Addressing areas of challenge are key, however celebrating successes and ensuring their maintenance or improvement through continuous development is required.

9. Equality and Diversity

9.1 The Trust’s scores on equality and diversity have marginally decreased, taking the trust score from 84% in 2012 to 81% for 2013. However, the North East Ambulance score is significantly higher than the national 2013 average for ambulance trusts of 55%. Working cohesively, the Treat Us Right campaign and Equality and Diversity Annual Report address these scores and filter into the overarching staff survey action plan.

10. Conclusion and Recommendations

10.1 There is a clear opportunity to incorporate the NHS Staff Survey Action Plan into the wider cultural development of the organisation. The action plan itself would remain a standalone document and would be monitored via the established process. The trustwide cultural development plan would then integrate and amalgamate the existing action plans that define the wider cultural objectives and aspirations of the Trust.

10.2 The Board is asked to consider and approve the suggested culture-led approach to the delivery of the staff survey action plan. Integral to this is the Board support and reinforcement of accountability for actions.
Appendix 1.

Organisational Development Goals

OD Goal 1: EXCEL IN LEADERSHIP & PEOPLE MANAGEMENT
Provide staff with clear roles and expected behaviours with effective line management. Establish an effective talent management & succession plan.
Delivers Staff Survey Pledge 1
Delivers Corporate Objective 10

OD Goal 2: ENGAGE WITH STAFF
Engage staff in the decisions that affect them & the services they provide. Empower staff to make changes to deliver better & safer services for patient care.
Delivers Staff Survey Pledge 4

OD Goal 3: PROVIDE STAFF DEVELOPMENT
Provide staff with access to appropriate personal development and learning in line with talent management and succession plans.
Delivers Staff Survey Pledge 2

OD Goal 4: LOOK AFTER STAFF WELLBEING
Provide opportunities for staff to maintain their health & wellbeing in a safe and supportive environment.
Delivers Staff Survey Pledge 3

OD Goal 5: DEVELOP THE BUSINESS
Develop commercially in a competitive environment. Improve relationships, explore new ventures and be able to proactively respond to opportunities.
Delivers Corporate Objective 4, 7 &11

OD Goal 6: CREATE A POSITIVE CULTURE
Ensure all staff deliver the NEAS Mission, Vision and Values by actively embedding a positive rewarding culture.
Delivers Corporate Objective 10

Organisational Development Plan
“Right Care, Right Place, Right Time.”
Develop an Organisation which meets current and future service needs.