Staff Survey 2014

Response Rates

- Final basic sample response rate was 37.7%. 302 Staff – 49% 2013
- Census response rate was 55.7%.

Staff Survey 2014 - Acute Trusts	Worst performing trust: 28.2%	Best performing trust: 60.4%
Staff Survey 2014 - Ambulance Trusts	Worst performing trust: 24.0%	Best performing trust: 58.4%
Staff Survey 2014 - CCG Trusts	Worst performing trust: 58.0%	Best performing trust: 100.0%
Staff Survey 2014 - Community Trusts	Worst performing trust: 38.4%	Best performing trust: 58.0%
Staff Survey 2014 - Mental Health Trusts	Worst performing trust: 41.8%	Best performing trust: 55.9%

Your final response rate for Staff Survey 2013 - Mental Health Trusts was **50.0%**

KF24 Staff Recommendation of the Trust as a place to work or receive treatment

Q12a, Q12c and Q12d feed into Key Finding 24 "Staff recommendation of the trust as a place to work or receive treatment".
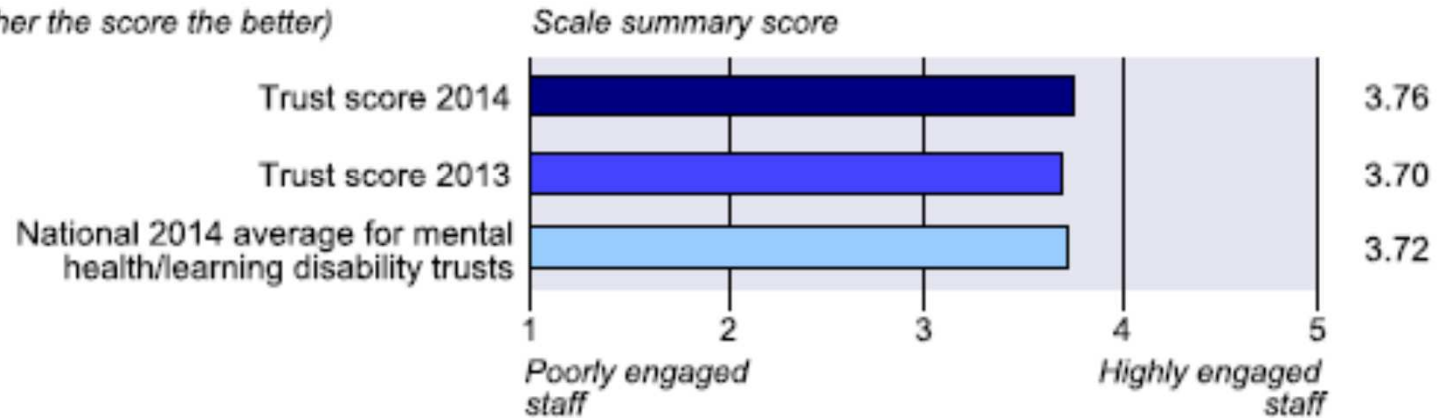
		Your Trust in 2014	Average (median) for mental health trusts	Your Trust in 2013
Q12a	"Care of patients / service users is my organisation's top priority"	72	65	68
Q12b	"My organisation acts on concerns raised by patients / service users"	76	71	81
Q12c	"I would recommend my organisation as a place to work"	53	54	55
Q12d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	61	60	63
KF24.	Staff recommendation of the trust as a place to work or receive treatment (Q12a, 12c-d)	3.64	3.57	3.61

Overall Staff Engagement

OVERALL STAFF ENGAGEMENT

(the higher the score the better)

Scale summary score

	Score
Trust score 2014	3.76
Trust score 2013	3.70
National 2014 average for mental health/learning disability trusts	3.72

1   2   3   4   5

Poorly engaged staff   *Highly engaged staff*

Possible scores range from 1 - 5

	Change since 2013 survey	Ranking, compared with all mental health trusts
OVERALL STAFF ENGAGEMENT	• No change	✓ Above (better than) average
KF22. Staff ability to contribute towards improvements at work *(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)*	• No change	• Average
KF24. Staff recommendation of the trust as a place to work or receive treatment *(the extent to which staff think care of patients/service users is the Trust's top priority, would recommend their Trust to others as a place to work, and would be happy with the standard of care provided by the Trust if a friend or relative needed treatment.)*	• No change	✓ Above (better than) average
KF25. Staff motivation at work *(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)*	• No change	• Average

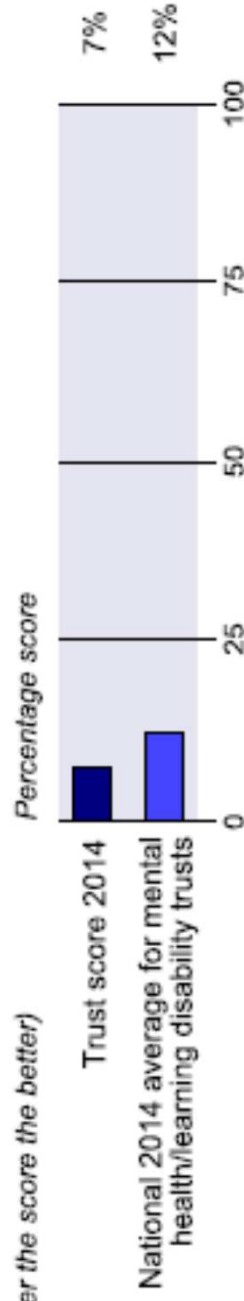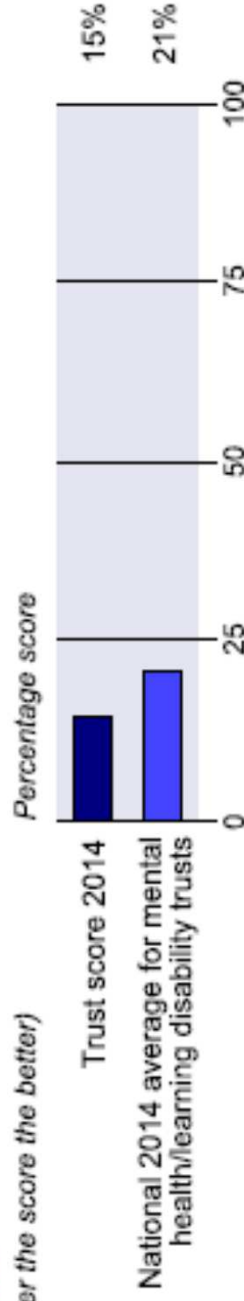Northumberland, Tyne and Wear **NHS**
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TOP FIVE RANKING SCORES

✓ **KF28. Percentage of staff experiencing discrimination at work in last 12 months**

(the lower the score the better)

Percentage score

Trust score 2014 — 7%

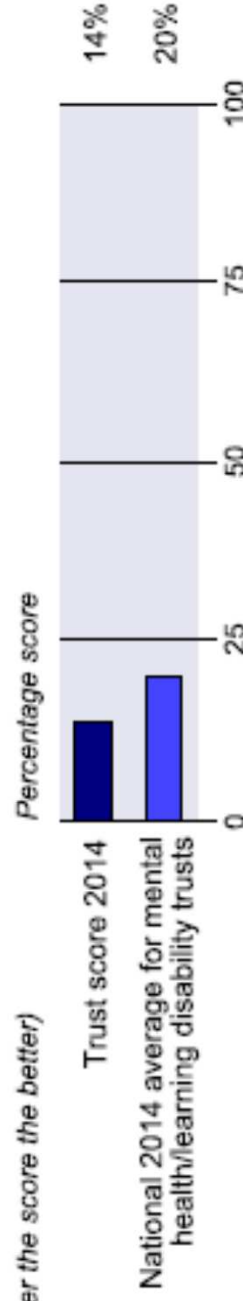National 2014 average for mental health/learning disability trusts — 12%

✓ **KF19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months**

(the lower the score the better)

Percentage score

Trust score 2014 — 15%

National 2014 average for mental health/learning disability trusts — 21%

✓ **KF20. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell**
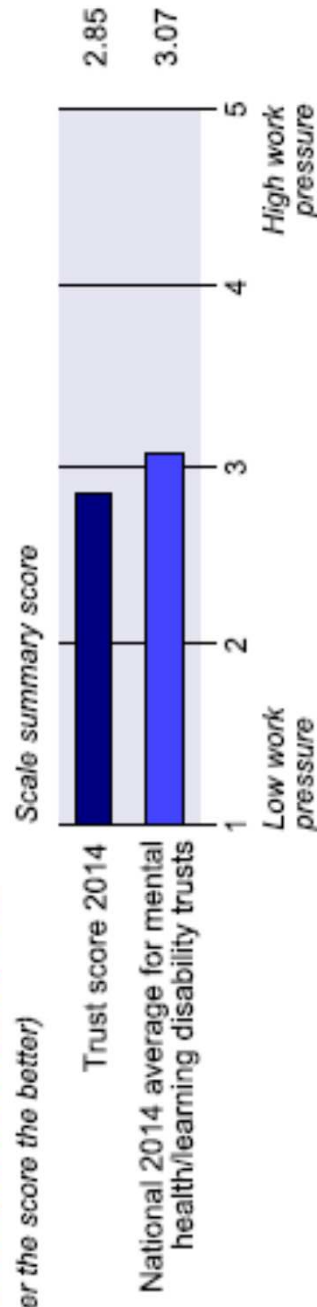
(the lower the score the better)

Percentage score

Trust score 2014 — 14%

National 2014 average for mental health/learning disability trusts — 20%

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✓ KF3. Work pressure felt by staff

(the lower the score the better)

Scale summary score

Trust score 2014 — 2.85

National 2014 average for mental health/learning disability trusts — 3.07

Low work pressure   High work pressure

1   2   3   4   5

✓ KF11. Percentage of staff suffering work-related stress in last 12 months

(the lower the score the better)

Percentage score

Trust score 2014 — 35%

National 2014 average for mental health/learning disability trusts — 42%
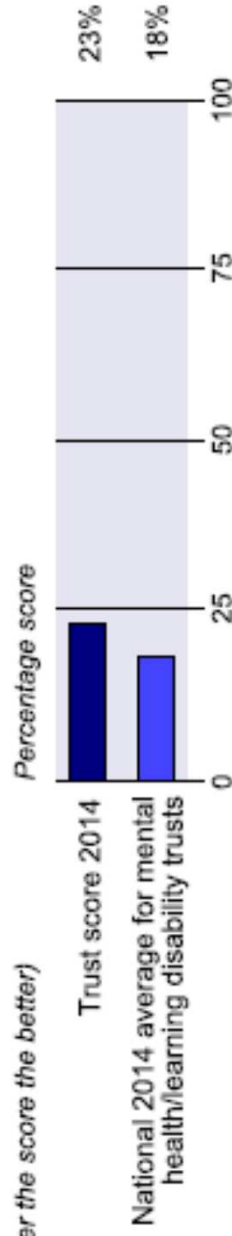
0   25   50   75   100
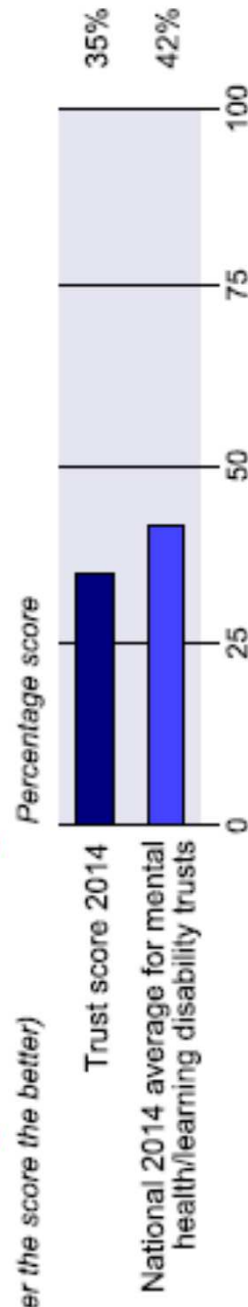
Shining a light on the future

Northumberland, Tyne and Wear **NHS**
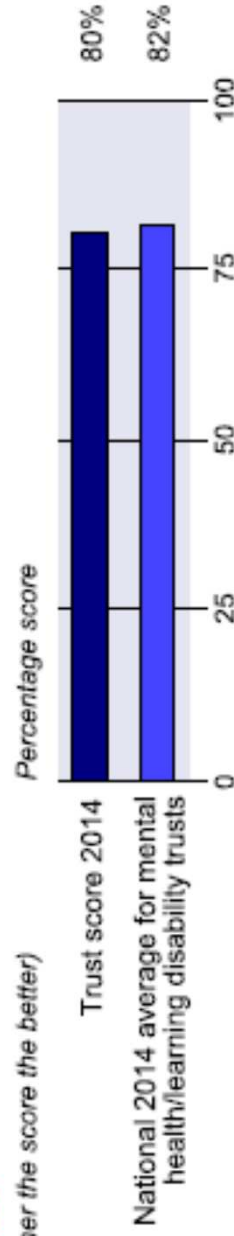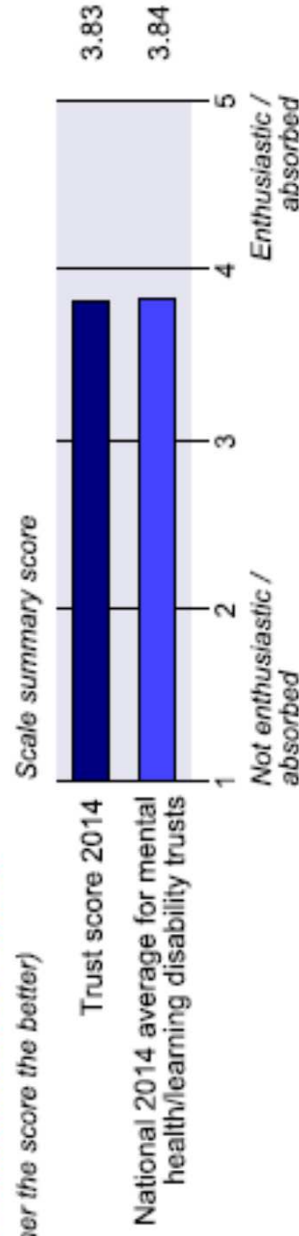NHS Foundation Trust

BOTTOM FIVE RANKING SCORES

! KF16. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)

Percentage score

Trust score 2014 — 23%

National 2014 average for mental health/learning disability trusts — 18%

! KF6. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)

Percentage score

Trust score 2014 — 80%

National 2014 average for mental health/learning disability trusts — 82%

! KF25. Staff motivation at work

(the higher the score the better)

Scale summary score

Trust score 2014 — 3.83

National 2014 average for mental health/learning disability trusts — 3.84

1 — Not enthusiastic / absorbed
5 — Enthusiastic / absorbed

! KF7. Percentage of staff appraised in last 12 months

(the higher the score the better)
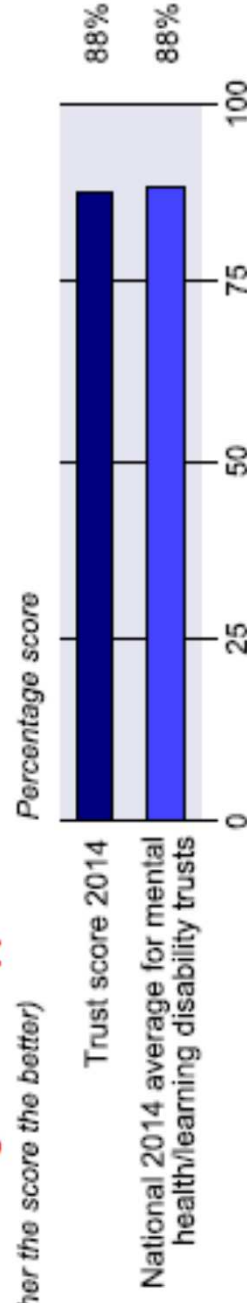
Percentage score

Trust score 2014 — 88%

National 2014 average for mental health/learning disability trusts — 88%

! KF18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)

Percentage score

Trust score 2014 — 29%

National 2014 average for mental health/learning disability trusts — 29%
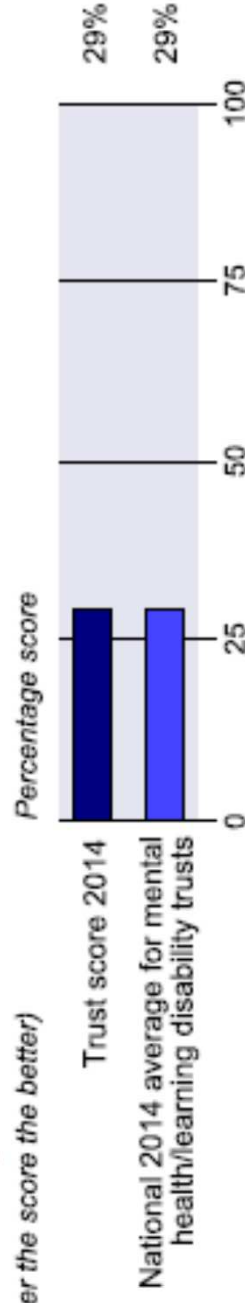
	Change since 2013 survey	Ranking, compared with all mental health trusts in 2014
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.		
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	• No change	✓ Highest (best) 20%
KF2. % agreeing that their role makes a difference to patients	• No change	• Average
* KF3. Work pressure felt by staff	• No change	✓ Lowest (best) 20%
KF4. Effective team working	• No change	✓ Above (better than) average
* KF5. % working extra hours	• No change	✓ Lowest (best) 20%

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.

KF6. % receiving job-relevant training, learning or development in last 12 mths	• No change	! Below (worse than) average
KF7. % appraised in last 12 mths	• No change	• Average
KF8. % having well structured appraisals in last 12 mths	• No change	• Average
KF9. Support from immediate managers	• No change	✓ Highest (best) 20%

STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Occupational health and safety

KF10. % receiving health and safety training in last 12 mths
• No change
✓ Highest (best) 20%

* KF11. % suffering work-related stress in last 12 mths
• No change
✓ Lowest (best) 20%

Errors and incidents

* KF12. % witnessing potentially harmful errors, near misses or incidents in last mth
• No change
• Average

KF13. % reporting errors, near misses or incidents witnessed in the last mth
• No change
✓ Above (better than) average

KF14. Fairness and effectiveness of incident reporting procedures
• No change
✓ Above (better than) average

KF15. % agreeing that they would feel secure raising concerns about unsafe clinical practice
---
✓ Highest (best) 20%

Violence and harassment

* KF16. % experiencing physical violence from patients, relatives or the public in last 12 mths
• No change
! Highest (worst) 20%

* KF17. % experiencing physical violence from staff in last 12 mths
• No change
✓ Below (better than) average

* KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths
• No change
• Average

* KF19. % experiencing harassment, bullying or abuse from staff in last 12 mths
• No change
✓ Lowest (best) 20%

Health and well-being

* KF20. % feeling pressure in last 3 mths to attend work when feeling unwell
• No change
✓ Lowest (best) 20%

STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.

KF21. % reporting good communication between senior management and staff

• No change

✓ Above (better than) average

KF22. % able to contribute towards improvements at work

• No change

• Average

ADDITIONAL THEME: Staff satisfaction

KF23. Staff job satisfaction

• No change

✓ Highest (best) 20%

KF24. Staff recommendation of the trust as a place to work or receive treatment

• No change

✓ Above (better than) average

KF25. Staff motivation at work

• No change

• Average

ADDITIONAL THEME: Equality and diversity

KF26. % having equality and diversity training in last 12 mths   • No change   ✓ Above (better than) average

KF27. % believing the trust provides equal opportunities for career progression or promotion   • No change   ✓ Highest (best) 20%

* KF28. % experiencing discrimination at work in last 12 mths   • No change   ✓ Lowest (best) 20%

ADDITIONAL THEME: Patient experience measures

Patient/Service user experience Feedback

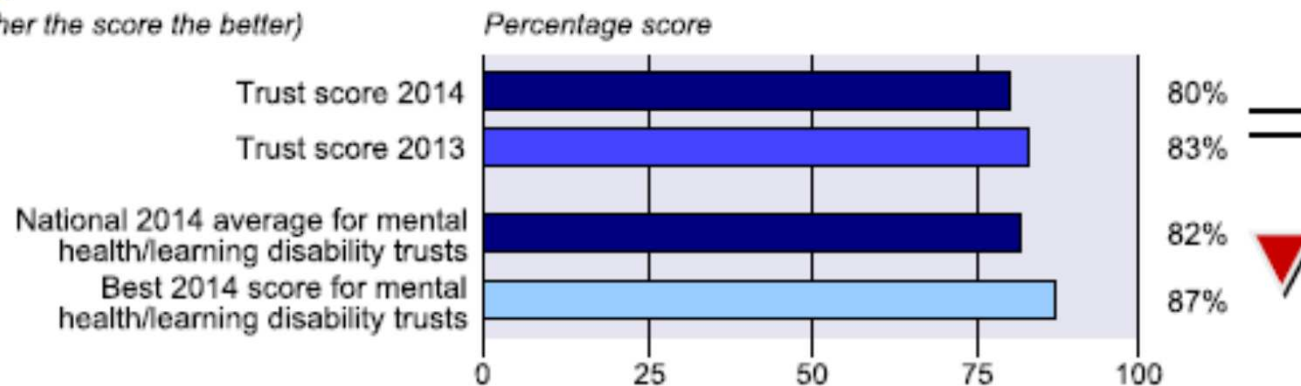KF29. % agreeing feedback from patients/service users is used to make informed decisions in their directorate/department   --   ✓ Above (better than) average

KEY FINDING 6. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)   Percentage score

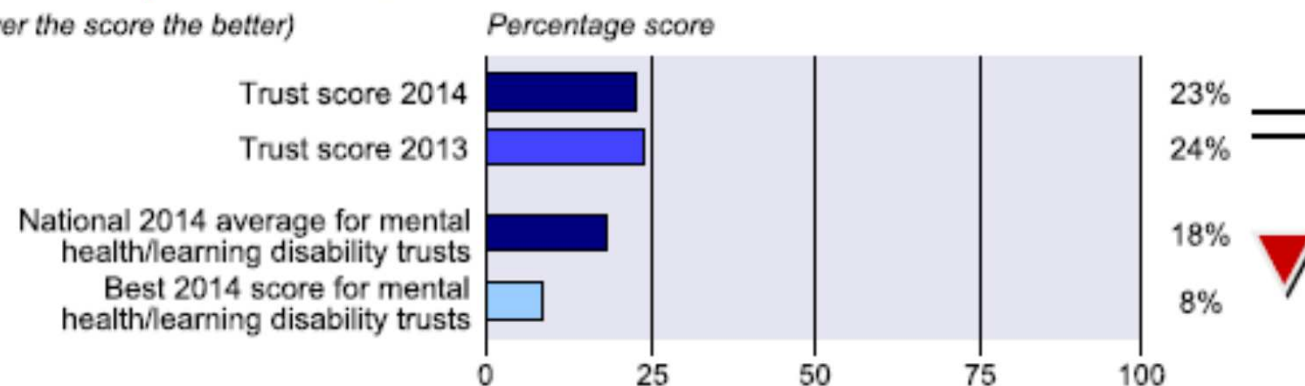|	
Trust score 2014	80%
Trust score 2013	83%
National 2014 average for mental health/learning disability trusts	82%
Best 2014 score for mental health/learning disability trusts	87%

How might this look with a new Training Model?

KEY FINDING 16. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)   *Percentage score*

	Percentage score	
Trust score 2014		23% ═
Trust score 2013		24% ═
National 2014 average for mental health/learning disability trusts		18% ▼
Best 2014 score for mental health/learning disability trusts		8%

0   25   50   75   100

Score worse than average in in the worst 20% of mental health/learning disability trusts.

Census

The Trust has improved significantly on the following questions:

		Lower scores are better	
		2013	2014
1d	No infection control training	3 %	2 %
1f	No training in how to deliver a good patient / service user experience	23 %	18 %
8b	Dissatisfied with support from immediate manager	12 %	10 %
8c	Dissatisfied with freedom to choose own work method	12 %	10 %
8f	Dissatisfied with opportunities to use skills	13 %	11 %
10a	Immediate manager does not encourage team working	10 %	8 %
15a	In last 3 months, have come to work despite not feeling well enough to perform duties	67 %	64 %
18b	Organisation does not encourage reporting of errors	3 %	2 %
21b	Harassment, bullying or abuse from manager/team leader or other colleagues	20 %	16 %

The Trust has worsened significantly on the following questions:

Lower scores are better ▬

		2013	2014
3e	Appraisal/performance review: training, learning or development needs not identified	20 %	23 %
8h	Dissatisfied with my level of pay	34 %	40 %
9b	Do not feel my role makes a difference to patients/service users	2 %	3 %

Your results were significantly worse than the 'Picker average' for the following questions:

		Lower scores are better ■	
		Trust	Average
5c	Never/rarely does time pass quickly when I am working	7 %	5 %
18a	Organisation does not treat fairly staff involved in errors	12 %	11 %
18d	Organisation blames/punishes people involved in errors/near misses or incidents	18 %	16 %
20a	Physical violence from patients/service users, their relatives or other members of the public	25 %	19 %

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The Trust has positive results on the following questions:

Lower scores are better ➕

		Average	2013	2014
1f	No training in how to deliver a good patient / service user experience	21 %	23 %	18 %
8b	Dissatisfied with support from immediate manager	12 %	12 %	10 %
8f	Dissatisfied with opportunities to use skills	13 %	13 %	11 %
10a	Immediate manager does not encourage team working	10 %	10 %	8 %
18b	Organisation does not encourage reporting of errors	3 %	3 %	2 %
21b	Harassment, bullying or abuse from manager/team leader or other colleagues	22 %	20 %	16 %

The Trust has poor results on the following questions:

Lower scores are better ➖

	Average	2013	2014

There were no questions where performance was both below average and had worsened since the last survey.

But what if the Picker Average
is merely mediocre?

Whilst other measures may be significantly better or average when compared to the other Mental Health Trusts in Picker's remit, some of the results are, despite this, of cause for concern.

- 91% of staff have put pressure on themselves to come to work despite not feeling well enough to do so
- 39% have felt unwell due to work related stress in the past year
- 64% have come to work in the three months prior to the survey, despite not feeling well enough
- 5% of respondents state they have experienced physical violence from their manager/team leader or other colleagues.
- 29% of respondents have experienced harassment, bullying or abuse from patients/service users , their relatives or members of the public

Problem Score trends.

Issue	2009	2010	2011	2012	2013	2014
Put myself under pressure to come to work despite not feeling well enough	87%	83%	90%	91%	90%	91%
In the last three months have come to work despite not feeling well enough to perform duties	61%	62%	52%	67%	67%	64%
Appraisal not helpful	34%	34%	40%	43%	42%	42%
Not enough staff at the organisation to do my job properly	41%	41%	43%	43%	42%	42%
Cannot meet conflicting demands on my time at work	39%	35%	40%	43%	43%	41%
Dissatisfied with my level of pay	32%	30%	31%	34%	34%	40%
Felt unwell due to work related stress in the last 12 months	30%	30%	31%	40%	40%	39%
Appraisal – left feeling work not valued	41%	38%	44%	44%	41%	39%
Senior managers do not try to involve staff in important decisions	45%	40%	43%	38%	35%	34%
Last experience of harassment/bullying/abuse not reported	-	-	-	29%	30%	29%
Senior managers do not act on staff feedback	29%	22%	25%	33%	30%	30%

For this year's below average results, the historical trends are as follows

Issue	2009	2010	2011	2012	2013	2014
Physical violence from patients/service users, their relatives or other members of the public	-	-	-	25%	25%	25%
Organisation blames/punishes people involved in errors/near misses or incidents	14%	13%	14%	18%	19%	18%
Organisation does not treat fairly staff involved in errors	10%	6%	9%	11%	12%	12%
Never/rarely does time pass quickly when I am working	6%	6%	6%	7%	7%	7%

Shining a light on the future

Northumberland, Tyne and Wear NHS
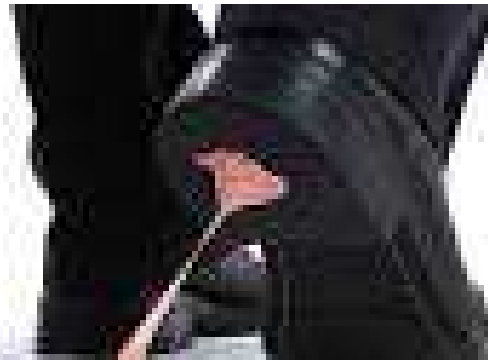NHS Foundation Trust

We seem a bit STUCK?-

How do we get unstuck?

Might we?

- Clarify what's sticking?

- Challenge our own assumptions?

- Start a Bigger Conversation?

33517 words written about working at NTW

What do they tell us?

- Pride
- Need change but need to know why
- Lack of autonomy
- Managers working to a different script
- Not clear what our priorities are
- Impact on engagement
- Being listened to and heard

- Don't feel listened to (3277 words)
- Lack of explanation
- Being attended to or served
- Low morale (1635 words)
- Targets (3328 words)
- RIO
- Not enough staff

- Lack of support
- Fear of consequences
- Feeling respected (or not) (3097 words)
- Lack of visibility of senior management
- Shift patterns (1335 words)