



MEETING TITLE Trust Board Meeting in public		MEETING DATE 30/08/2018	
TITLE of PAPER	NHS Staff Survey 2017/18 Results and Action Plan	PAPER REF	5.2
STRATEGIC OBJECTIVE(S)	Best People: Attract, develop and retain a highly skilled, engaged and diverse workforce Safe and Sustainable: Provide a safe, effective, caring and sustainable service for all patients		
PURPOSE OF THE PAPER	Provide Board with a summary of the results for the 2017 National NHS Staff Survey (NNSS) and the supporting action plan. This paper also details preparations underway for the National NHS Staff Survey 2018 (live from October to December 2018)		
For Approval	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR / LEAD	Claus Madsen Associate Director Education & Learning	ACCOUNTABLE DIRECTOR	Christine Brereton, Director of Workforce & OD
DISCUSSED AT / INFORMED BY – include date(s) as appropriate [free text i.e. please provide an audit trail of the development(s) / proposal(s) subject of this paper: see also guidance 3. overleaf]:			
PREVIOUSLY AGREED AT:	Committee/Group: Choose an item. Trust Executive Group	Date: Click to enter date Click to enter date	
RECOMMENDATION(S)	It is recommended that the Board note: <ul style="list-style-type: none"> the outcomes of the 2017 National Staff Survey progress to address the findings preparations for the staff survey 2018 		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Equality Impact Assessment - [New] <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN(s)		5: Well led 5: Well led	
NHSI Single Oversight Framework Choose a THEME(s)		6. Leadership & Improvement Capability (Well-Led) 6. Leadership & Improvement Capability (Well-Led)	

STAFF SURVEY PROGRESS UPDATE

1. PURPOSE

- 1.1 The purpose of this paper is to provide Board with a summary of the results for the 2017 National NHS Staff Survey (NNSS) and the supporting action plan. This paper also details preparations underway for the National NHS Staff Survey 2018 which will launch in October 2018

2. NATIONAL NHS STAFF SURVEY

- 2.1 The survey collects views and experiences of staff working in the NHS and is administered annually during the autumn by NHS England. The results of the staff survey are presented in the March of the following year to individual NHS organisations who use the data to improve local working conditions, and ultimately patient care. At a national level the results are presented by organisation 'type' and this allows for the experiences of staff in similar organisations to be compared and benchmarked as 'average', 'above average' or 'below average'
- 2.2 Staff participation with the NHS staff survey is not compulsory, although staff are strongly encouraged to use the opportunity to give their opinions and views about the organisation in which they work. It is important therefore that as many employees as possible complete the questionnaire. The higher the survey response rate, the more confident the Trust can be that the survey findings are representative of YAS / the organisation as a whole.
- 2.3 The following key areas are included in the staff survey questionnaire:
- Staff engagement and involvement
 - Leadership and management
 - Equality and diversity
 - Appraisal and support for development
 - Raising concerns
 - Staff Health and Wellbeing
 - Working patterns
 - Patient care and experience
 - Violence harassment and bullying

3. HEADLINE NHS STAFF SURVEY RESULTS FOR 2017

- 3.1 The Trust achieved a **final response rate of 34.5%** which is lower than the average response rate for all Ambulance Trusts in 2017 (42%).
- 3.2 The Trust's score for **Staff Engagement** was **3.38** out of a possible score of 5 and is also below the national average for the ambulance sector in 2017 of 3.45.
- 3.3 The Trust Top and Bottom staff survey findings are summarised as follows:

TABLE A: YAS TOP 5 SCORES

		YAS 2017	Sector Average¹	+/- from sector
KF29	% of staff reporting errors, near misses / incidents witnessed in the last month	85%	82%	+3%
KF3	% agreeing role makes a difference to patients	90%	88%	+2%
KF16	% working extra hours	82%	85%	- 3%
KF13	Quality of mandatory training, learning and development	3.94	3.90	+0.04
KF2	Staff satisfaction with quality of work / care able to deliver	3.89	3.81	+0.08

TABLE B: YAS BOTTOM 5 SCORES

		YAS 2017	Sector Average	+/- from sector
KF6	% reporting good communication between senior management and staff	13%	20%	- 7%
KF12	Quality of appraisals	2.48	2.65	- 0.17
KF10	Support from immediate managers	3.33	3.44	- 0.11
KF9	Effective team working	3.08	3.23	- 0.15
KF30	Fairness/effectiveness of procedures for reporting errors, near misses and incidents	3.29	3.41	- 0.12

4. SUMMARY OF FINDINGS

- 4.1 Staff view the delivery of good patient care as an important priority for the Trust and feel positive about the quality of care they are able to give to patients
- 4.2 Staff working additional hours is lower than the national average which indicates that the appropriate level of resources are available to deliver services
- 4.3 Quality of mandatory training is above the national average and indicates that staff perceive programme content to be relevant and of a good standard
- 4.4 Four out of the five bottom scores (Table B) relate to management and leadership effectiveness and support the Trust's decision to focus on leadership
- 4.5 Staff engagement which is made up of the following elements motivation, advocacy and staff involvement, is below the national average for the ambulance sector and also supports the Trust's decision to prioritise staff engagement
- 4.6 Latest results align with the findings of previous staff survey results as well as feedback from recent staff engagement activities including the Locality Listening Events held in July / August of this year

¹ National average for NHS Ambulance Trusts

5. STAFF SURVEY ACTION PLAN

- 5.1 The results of the staff survey have been used to inform a series of actions and interventions. The action plan demonstrates how the Trust is using staff feedback to improve the working environment for staff and ultimately patient care. Please see Appendix 1 of this report – Staff Survey Action Plan

6. NEXT STEPS - NATIONAL NHS STAFF SURVEY 2018

- 6.1 The Trust recognises that the national staff survey is an important tool for ‘measuring’ YAS cultural climate and a key objective for this year’s staff survey is to support all staff in having their say and to increase staff participation
- 6.2 The following actions will ensure all staff eligible to participate with the NHS Staff Survey are supported to have their say:
- Staff survey distributed as a hard / paper copy or electronically
 - Comprehensive Staff Communications and Engagement Plan to ensure key messages are timed and targeted to reach specific staff groups (please see Appendix 2)
 - ‘You said, we listened and together we are doing / we did’ staff communication campaign (please see Appendix 3)
 - Bi-weekly Trust and Directorate result updates
 - Sharing stories / reasons for staff to participate with the Staff Survey via posters and social media (twitter, facebook etc)
 - NHS Staff Survey management brief for all people leads to ensure key messages are shared with teams i.e. confidentiality
 - Select number of staff survey ‘promoters’ to encourage peers to participate with the NHS Staff Survey

The Trust is also in the process of considering an ‘incentive’ to encourage staff participation, i.e. hot drink / coffee voucher.

7. FURTHER ACTION – PULSE CHECK STAFF SURVEY

- 7.1 “Pulse Check” has been developed this year and is a combination of the Family and Friends Test (FFT) with additional questions added as required. This has been locally developed is administered by the Trust each quarter to measure staff engagement levels. The staff survey is one of the actions the Trust has taken to give staff a ‘voice’ and is in response to the results of the National Staff Survey.
- 7.3 Pulse Check asks the two mandatory Staff Friends and Family Test questions (please see para 8.2) and for this year includes additional questions about Staff Communication and Staff Recognition. The additional topics were recommended by the Staff Engagement Group which were also established in response to the NHS Staff Survey
- 7.2 Each quarter* a specific area of the Trust is surveyed and in Quarter 1 Support Services** staff were canvassed (13 - 30 June 2018) and in Quarter 2 A&E staff (23 August – 12 September). In Quarter 4 Integrated Urgent Care staff will be targeted (dates to be confirmed)

*No requirement for Pulse Check in Q3 because the National NHS Staff Survey will launch from October

**Chief Executive and Business Development; Workforce and OD; Finance; Quality Governance and Performance Assurance

8. PULSE CHECK HEADLINE RESULTS - QUARTER 1

8.1 RESPONSE RATE:

DIRECTORATE	
Executives & Business Development	92%
Finance	43%
Quality, Governance & Performance Assurance	87%
Workforce & OD	84%
Q1: TOTAL	60%

359 staff participated with Pulse Check in Q1 out of a possible sample of 595

A response rate of 60% is exceptional given that the response rate for FFT last year for the whole Trust was 7%

8.2 FRIENDS AND FAMILY TEST – CARE AND WORK

Q1. How likely are you to recommend Yorkshire Ambulance Service to friends and family if they needed care or treatment?

Q2. How likely are you to recommend Yorkshire Ambulance Service to friends and family as a place to work?

STAFF FFT		CEX & Business Development	Finance	Quality, Governance & Performance	Workforce & OD	Yorkshire Ambulance Service
Q1: Care	75	100.0	88.1	91.7	92.6	91.9
Q2: Work	75	46.7	62.7	57.1	60.3	61.8

Positive score of 100%	> 5% above benchmark	< 5% below benchmark	Scores in between
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9. KEY POINTS

1. Staff view the delivery of good patient care as an important priority for the Trust; and feel they are making a positive difference to patients.
2. Leadership and management effectiveness is identified as an area for significant improvement.
3. Responses to the FFT question which asks if staff would recommend the Trust to friends and family as a place to work is significantly lower and is acknowledged as an area for improvement.
4. National NHS Staff Survey results and Pulse Check findings provide the Trust with a series of measures to monitor progress and positive change.
5. Regular communication with staff on how feedback is being used to drive improvements is important to staff and encourages participation i.e. *You said, we listened and together we are doing / You said, we listened and together we will*

10. RECOMMENDATIONS

It is recommended that the Board

- the outcomes of the 2017 National Staff Survey
- progress to address the findings
- preparations for the staff survey 2018

11. APPENDICES

APPENDIX 1: National NHS Staff Survey Action Plan

APPENDIX 2: National NHS Staff Survey 2018 – Communication and Engagement Plan

APPENDIX 3: National NHS Staff Survey 2017 Summary of Results (*‘You Said, We Listened, Together We Are Doing’*)

APPENDIX 4: Pulse Check Quarter 1: Results ‘Info-Graph’

APPENDIX ONE: STAFF SURVEY ACTION PLAN

Theme	Description of action and scope	How will this be achieved	Necessary outcomes	Time line	
Values and Behaviours	<p>1. Development of YAS values</p> <p>Achieve staff consensus YAS values</p>	Organised / facilitated Trust wide opportunities for staff to say what YAS values should be	Support development of YAS behaviours framework; staff 'consensus' for YAS values	2017-2018	
Values and Behaviours	<p>2. Living our Values Behavioural Framework</p> <p>Development and launch of Living our Values Behaviours Framework</p>	Engage and work with stakeholders to define expected behaviours for staff for each value (Compassion; One Team;; Innovation; Resilience; Empowerment; Integrity)	YAS Values and Behaviours Framework launched (Living our Values)	Jan18	
Values and Behaviours	<p>3. Living our Values Programme</p> <p>Formal programme for managing cultural change and for embedding Living our Values</p>	Work-streams identified as 'levers' for cultural change. Lead assigned and required to 'scope' programme of work (milestones, deliverables etc)	Formal governance structure for cultural change; changes to working practices anchored to Living our Values; tracking of progress / impact and outcomes	From Mar18	
Staff Engagement & Involvement	<p>4. Staff Engagement Group</p> <p>Forum for gathering staff insights; ensuring staff engagement is at the centre of YAS decision making processes</p>	Invite key individuals to represent interests of staff, provide insight and aid development of staff engagement activities including surveys etc	Regular monthly meeting; sounding board and sense checking forum; provide recommendations and feedback; promote / raise profile of YAS staff engagement activities	May18	
Values and Behaviours	<p>5. NHS 111</p> <p>Living our Values 'vanguard' project</p>	Assign OD Partner to support project / programme of work; establish working group; priorities identified and action plan in place	Living our Values 'lever' for cultural change; engagement with NHS111 frontline staff	From May18	
Leadership	<p>6. Strategic Leadership Forum</p> <p>Hosted by CEO event brings leaders together to network and is a forum for problem solving and discussion</p>	Hosted by CEO scheduled quarterly large scale leadership events (attended by top 3 leadership tiers)	Opportunity for cross team working; share practice and learning; communication of key messages; development / role modelling of important leadership behaviours	From May18	

Theme	Description of action and scope	How will this be achieved	Necessary outcomes	Time line	
Values and Behaviours	<p>7. South Clinical Business Unit: Staff Engagement Project</p> <p>Cultural change project to ensure behaviours and practices of all staff reflects Living our Values framework</p>	Establish steering group; assign OD Partner to support and scope programme of work; diagnostic process to identify issues	Action plan; confirmed priorities; frontline and leader engagement; clarification of issues	From Jun18	
Staff Engagement & Involvement	<p>8. Pulse Check Staff Survey (Staff FFT)</p> <p>Process supports staff to have a voice and collates Staff FFT data</p>	Refreshed brand and re-launch of Staff FFT survey; incorporate additional questions; comprehensive analysis; e-survey with optional 'postcards' (plus QR code) tailored staff engagement (by staff group)	Collate Staff FFT; demonstrate employee voices 'matters' and is driving change / improvements to working environment; measure YAS cultural climate, staff engagement levels and staff perception of care delivered	From Jun18	
Leadership	<p>9. Leadership in Action</p> <p>Anchored to YAS values and behaviours programme is designed to communicate the expectations for YAS leaders</p>	Commission external agency to work in partnership with YAS to/ develop leadership programme; facilitated structured programme (maximum 4 days)	Anchored to Living our Values and behaviours; set out clear expectations for YAS leaders; 'safe' space to explore challenges and reflect on practices; internal LIA facilitators	From Aug18	
Staff Recognition	<p>10. Refreshed Corporate Staff Recognition Scheme (STARS)</p> <p>Aligned to Living our Values staff are recognised for reflecting those values in the care they provide to patients and how they work and interact with their colleagues and wider stakeholders</p>		New award categories (diversity, apprenticeship); alignment with new LoV framework	Aug-Nov18	
Staff Engagement & Involvement	<p>11. Locality 'Listening' Events</p> <p>Hosted by Exec team, events held across Yorkshire to pull colleagues together to engage staff in conversations about YAS future and how the organisation and can support staff in</p>	Hosted by CEO and executive team; x4 half day w/shops held North/South/West /East Yorkshire	Presentation of draft strategy, priorities and enabling strategies; acquire staff feedback (what is working, what needs to change and what can we stop)	Jul18	

Theme	Description of action and scope	How will this be achieved	Necessary outcomes	Time line	
	delivering excellent patient care				
Leadership	<p>12. Annual Leadership Summit</p> <p>Hosted by CEO annual event brings leaders together to share new ideas, network and work together on the key issues</p>	Hosted by CEO - large scale leadership event attended by cross section of leaders; guest speakers	Continue ongoing discussion about trust strategy; launch trust strategy; reinforcement of key messages about leadership and leadership behaviours	Oct18	
Appraisal and support for development	<p>13. PDR</p> <p>Culture, behaviours and processes for managing, supporting and developing individual performance reflects YAS values and behaviours</p>	Research latest practice (NHS/non NHS); establish task and finish group; diagnostic (explore current state, key issues / concerns and what is / is not working)	Refreshed process (form); updated policy; updated training / guidance for leaders and staff; engender building blocks for performance related pay	Apr19	
Staff Communications	<p>14. Communication Strategy 'refresh'</p> <p>Build upon current internal staff communication channels to strengthen understanding of priorities, values etc.</p>	TBC	TBC	TBC	
Equality & Diversity	<p>15. Workplace mediation</p> <p>Creates positive opportunities for staff to resolve practical problems and interpersonal issues</p>	TBC	TBC	TBC	
Staff Communications	<p>16. Team Brief refresh</p> <p>Hosted by CEO channel facilitates two way communication and engages teams in conversations about issues that affect everybody at YAS</p>	TBC	TBC	TBC	

Theme	Description of action and scope	How will this be achieved	Necessary outcomes	Time line	
Staff Engagement & Involvement	<p>17. Trust Strategy</p> <p>Staff at all levels have an appropriate level of understanding about the trust priorities and how their personal contribution supports delivery of excellent patient care</p>	TBC	TBC	TBC	
Leadership	<p>18. Leadership in Action (Part2)</p> <p>Anchored to YAS values and behaviours designed to reinforce expectations for YAS leaders as well as latest practice</p>	TBC	TBC	TBC	
Leadership	<p>19. Refreshed Leadership Development offer</p> <p>Overall offer and activities centred on YAS values and behaviours and designed to support leaders to improve leadership effectiveness</p>	TBC	TBC	TBC	
Staff Recognition	<p>20. Localised Staff Recognition Scheme</p> <p>Local processes for staff recognition aligned to YAS values and reflect what staff have said makes them feel valued</p>	TBC	TBC	TBC	

Not started / pending

Work in progress

Complete

APPENDIX 2: National NHS Staff Survey 2018 – Communication Plan

ACTION	OWNER
Intranet <ul style="list-style-type: none"> - Intranet banner to promote launch date and when the survey is open - NHS Staff Survey 'app' - NNSS FAQs - Changed at regular intervals from Sept – March 	Comms
Posters <ul style="list-style-type: none"> - Send out to stations/offices to raise awareness of the staff survey and ask for them to be put on staff noticeboards - versions to be decided - Pictures of staff with 'bubbles' explaining 'pros' of staff survey e.g. easy to complete, confidentiality, actions etc - Staff update 	Comms
Staff Brief <ul style="list-style-type: none"> - Article in the staff bulletin when the survey has launched - Regular articles every other week up until ... with updates on response rates for areas, teams and services to encourage healthy competition - Article in the staff bulletin when the survey has closed 	Comms
Face to Face <ul style="list-style-type: none"> - Meeting with leaders / managers across the Trust to encourage their teams to complete the survey - Meeting with TU's to encourage support - NSS Champions – influence peers 	OD
Emails <ul style="list-style-type: none"> - Emails to managers to encourage their staff to complete the survey and to mention at staff briefings - Emails direct to staff with the countdown to say 1 month to go, 1 week and 1 day to complete survey - <i>'You said, we listened, together we did / we are going to do'</i> - Updates on response rates for areas, teams and services to encourage healthy competition 	Comms / OD
Social media <ul style="list-style-type: none"> - Twitter – response rate updates - Facebook – sharing stories / reasons for participating with staff survey - <i>'You said, we listened, together we did / we are going to do'</i> 	Comms
After the survey <ul style="list-style-type: none"> - Thank staff for their co-operation in email and staff bulletin - Advise on the next steps and when the results will be available <p>March 2019:</p> <ul style="list-style-type: none"> - Share findings - Keep staff updated on improvements made throughout the year and can be put together to use as a marketing tool for 2019 survey – <i>'You said, we listened, together we did / we are going to do'</i> 	Comms/ OD



2017 National NHS Staff Survey Results

The national NHS Staff Survey is an annual measure of how staff are feeling about their job and the NHS trust they work for. All NHS organisations across the country participate in the survey which is divided into nine themes: appraisals and support for development, equality and diversity, errors and incidents, health and wellbeing, working patterns, job satisfaction, managers, patient care and experience and violence, harassment and bullying.

How many staff had their say?

1,602 (35% response rate)



How do we look overall?

Of the 32 key findings, YAS has 19 either above average or average for the ambulance sector, with 13 slightly below average.

Overall staff engagement - how are we doing?

This overall indicator is made up from the questions that assess perceived ability of staff to contribute to improvements, recommending the Trust as a place to work and motivation at work (1 equals poorly engaged staff and 5 equals highly engaged staff).

2017 - 3.38 out of 5.0

2016 - 3.38 out of 5.0

2017 ambulance service average - 3.45 out of 5.0

Staff recommending YAS as a place to work or receive treatment

2017 - 3.44 out of 5.0

2016 - 3.39 out of 5.0

2017 ambulance service average - 3.44 out of 5.0



Where are we performing well?



National
average

85%	of staff reported errors, near misses/incidents witnessed in the last month	82%
90%	of staff agree that their role makes a difference to patients	88%
82%	of staff work extra hours	85%
3.94	score for quality of mandatory training, learning and development (all scores are out of 5.0)	3.90
3.89	score for staff satisfaction with quality of work/care able to deliver	3.81

Where do we need to improve?



National
average

13%	reported good communication between senior management and staff	20%
2.48	score for quality of appraisals (all scores are out of 5.0)	2.65
3.33	score for support from immediate managers	3.44
3.08	score for effective team working	3.23
3.29	score for fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.41

What are the next steps?

- ✓ We have analysed the results of the NHS Staff Survey and have an action plan in place to address areas of concern or which require further improvement.
- ✓ Your directorate management teams have been briefed on the results and our priorities for 2018-19. We have already actioned some of these and we will report back to you on the progress being made through a series of 'you said, we're doing' initiatives.
- ✓ We want you and your colleagues to have a better experience at YAS and ultimately, this will have a positive impact on patient care. Please take every opportunity to have your say to help us achieve this. You can provide feedback through the 2018 Staff Survey, Pulse Check, locality listening events and the Bright Ideas scheme.

More
details

Contact the Leadership and Organisational Development Team, email leadership@yas.nhs.uk or phone 01924 584010, or speak to your line manager.

Summary Staff Survey: http://www.nhsstaffsurveys.com/Caches/Files/NHS_staff_survey_2017_RX8_sum.pdf

Detailed Staff Survey: http://www.nhsstaffsurveys.com/Caches/Files/NHS_staff_survey_2017_RX8_full.pdf

2017 National NHS Staff Survey

You said, we listened,
we're doing

NHS
Yorkshire
Ambulance Service
NHS Trust



The delivery of high quality, safe care is important and makes a positive difference to patients.



Staff 'Locality Listening Events' have been held to find out how we can support staff further in improving services. We also have an effective Freedom to Speak Up initiative.



You are proud of the quality of services YAS provides.



A team of Quality Fellows is helping to support service improvements. There is also a Bright Ideas scheme for staff.



Communication between senior leaders and staff needs to improve and staff communication is not always effective.



Pulse Check surveys are gathering feedback from staff on staff communication, their preferred techniques and channels. The results will help us to make changes.



You want your line manager to make you feel part of the team. You want to feel recognised and valued and a simple 'thank you' is important to you.



Leadership in Action launched for all people leaders. Our Behavioural Framework - Living our Values - is in place to reflect the core values and behaviours you said you wanted to see.



Your Personal Development Review (PDR) is not what you expect it to be. It is too complicated and just a checklist.



We are refreshing the PDR process - these will be called appraisals and will be simpler, with a focus on giving quality feedback on your performance.



You want us to improve health and wellbeing and reduce stress/ Musculoskeletal (MSK) injuries.



A dedicated Health and Wellbeing team is now in place. Over 130 staff have completed Mental Health First Aid training and this is now being rolled out further.

Thank you to everyone who completed the 2017 national NHS Staff Survey. The 2018 national NHS Staff Survey is due to be launched in October. Please take the time to fill it in; it really does make a difference to patients and staff. By letting us have your views, we can improve things for both patients and staff.

APPENDIX 4: Pulse Check Quarter 1: Results 'Info-Graph'



Paper 5.2b -
Appendix 4 - Pulse ch