



MEETING TITLE Trust Board Meeting in Public		MEETING DATE 28/03/2019	
TITLE of PAPER	National NHS Staff Survey 2018 results	PAPER REF	5.1
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	The purpose of this paper is to provide Board with a summary of the results for the 2018 National NHS Staff Survey (NSS) and the supporting action plan. This paper also outlines next steps for local action planning and the role of the Strategic Workforce Group in planning the 2019 NHS Staff Survey which launches in October		
For Approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR / LEAD	Sarah Akhtar, Head of Leadership and OD Claus Madsen, Associate Director of Education and OD	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:	Date:	
RECOMMENDATION(S)	It is recommended that the Trust Board <ul style="list-style-type: none"> notes the contents of the report and supports the work being undertaken to improve the culture 		
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	
NHSI Single Oversight Framework Choose a THEME(s)		6. Leadership & Improvement Capability (Well-Led)	

NATIONAL NHS STAFF SURVEY 2018 (NNSS) UPDATE

1. PURPOSE

- 1.1 The purpose of this paper is to provide Board with a summary of the results for the 2018 National NHS Staff Survey (NNSS) and the supporting action plan. This paper also outlines next steps for local action planning and the role of the Strategic Workforce Group in planning the 2019 NHS Staff Survey which launches in October.

2. INTRODUCTION

- 2.1 The NHS Staff Survey collects the views and experiences of staff working in the NHS and is administered annually during the autumn by NHS England.
- 2.2 Staff participation with the NHS Staff Survey is not compulsory, although NHS trusts are strongly encouraged to use the Staff Survey as an opportunity to canvass staff for their opinions and views. It is important therefore that as many employees as possible complete the questionnaire. As a consequence of more NHS organisations opting for a full census, 10,000 more NHS staff were asked to have their say.
- 2.3 All the results are derived from weighted data, which allows for fair comparisons between organisations of different size. The results are presented in the context of the best, average and worst results for similar organisations, i.e. other Ambulance Trusts.

3. NHS STAFF SURVEY RESULTS 2018

- 3.1 The results for the 2018 National Staff Survey are presented as 'themes' and question scores. Themes can be considered as 'summary scores' for groups of questions which give more information about a particular area.
- 3.2 There are in total 10 Themes and these are presented as scores (up to 10). The Themes are:
1. Equality, diversity & inclusion
 2. Health & wellbeing
 3. Immediate managers
 4. Morale
 5. Quality of appraisals
 6. Quality of care
 7. Safe environment – Bullying & harassment
 8. Safe environment – Violence
 9. Safety culture
 10. Staff engagement
- 3.3 The results of the Staff Survey were confirmed on February 26 following an embargo stipulated by NHS England - please see appendices one and two for a full summary of the 2018 Staff Survey results for YAS*.

*Appendix one: details scores for questions that feed into each Theme; Appendix two: details scores for all additional questions mandated by the NHS Staff Survey.

4. HEADLINE NHS STAFF SURVEY RESULTS FOR 2018

4.1 2018 RESPONSE RATE

YAS 2018 Response	YAS 2017 Response	+/-	Average response for sector*	+/-
34%	35%	-1%	49%	-15%

*Yorkshire; East Midlands; North East; South Western; South Central; South East; London; West Midlands; Isle of Wight; North West; East of England

4.2 NSS2018 – THEME RESULTS AND TRENDS (score out of 10)

Theme	YAS score (2018)	YAS score (2017)	+/-	Average for ambulance trusts (2018)	+/-	Best for 2018	Worst for 2018
1. Equality, diversity & inclusion	8.5	8.3	+ 0.2	8.4	+ 0.1	8.7	8.0
2. Health & wellbeing	5.0	4.7	+ 0.3	5.0	-	5.3	4.5
3. Immediate managers	6.0	5.6	+ 0.4	6.2	- 0.2	6.9	5.3
4. Morale (NEW)	5.7	NA	NA	5.7	-	5.8	4.9
5. Quality of appraisals	3.9	3.7	+ 0.2	4.6	- 0.7	5.3	3.9
6. Quality of care	7.4	7.5	- 0.1	7.4	-	7.8	7.0
7. Safe environment – Bullying & Harassment	7.4	7.2	+ 0.2	7.3	+ 0.1	7.6	6.9
8. Safe environment – Violence	8.9	8.8	+ 0.1	8.8	+ 0.1	9.0	8.2
9. Safety culture	6.0	5.7	+ 0.3	6.2	- 0.2	6.5	5.8
10. Staff Engagement	6.3	5.9	+ 0.4	6.2	+ 0.1	6.5	5.7

4.3 Compared with the ambulance sector, YAS Theme scores are broadly in line with the sector average and of the nine Themes (excluding Staff Engagement which is summarised in section 4.5 below):

- **3 are above the sector average** (1. Equality, diversity & inclusion; 7. Safe environment – Bullying & harassment; 8. Safe environment – Violence)
- **3 are the same as the average** for the ambulance sector (2. Health and Wellbeing; 4. Morale; 6. Quality of Care)
- **3 are rated as below the sector average** (3. Immediate managers; 5. Quality of Appraisal 9. Safety culture)

4.4 At a local level compared with our own results from 2017*:

- **7 Themes show an improvement** (1. Equality, diversity & inclusion; 2. Health & wellbeing; 5. Quality of appraisals; 7. Safe environment – Bullying & harassment; 8. Safe environment – Violence; 9. Safety culture)
- **1 Theme is rated as worse** (6. Quality of Care)

*NB no comparable data for Theme 4 (Morale) as this is a new category; and Staff Engagement is excluded and summarised below

4.5 STAFF ENGAGEMENT SCORE

Theme	Staff engagement scores	
Overall Staff engagement	2017	5.99 +0.33
	2018	6.32
Advocacy	2017	6.19 +0.41
	2018	6.60
Motivation	2017	6.43 +0.31
	2018	6.74
Involvement	2017	5.39 +0.25
	2018	5.64

4.6 The overall staff engagement score for YAS is 6.3 out of a possible score of 10. This is higher than the score in 2017 (5.9) and better than the average for the ambulance sector (6.2)

- 4.7 Out of a possible 82 evaluative questions, 42 question scores have remained static since 2017. 38* question scores show an improvement compared with the 2017 Staff Survey and only 2 show a decline (see below)

		YAS 2018	YAS 2017	+/-	Ambulance sector average	+/-
7b	Feel that my role makes a difference to patients / service users	87%	89%	-2	87%	-
11f	Felt pressure to come to work from colleagues	16%	12%	+4	14%	+2

5. SUMMARY - THEME ANALYSIS (TRUST LEVEL)

The following summarises how the Trust has performed under each 'Theme'. Themes can be considered as 'summary scores' for groups of questions which give more information about a particular area. The scores for all of the questions that feed into each Theme are detailed in appendix one.

5.1 THEME1: Equality, Diversity & Inclusion

The overall score for this Theme has improved since 2017 and is above the average for the sector. 71% agree the Trust acts fairly with regard to career progression or promotion and this is the same as the sector average. 13% report discrimination from patients/public, which is higher than the sector average; and 9% report discrimination from their manager / other colleagues. 57% their employer has made adequate adjustments to enable staff to carry out work, which although lower than the average for the ambulance sector has improved by 5% since 2017.

5.2 THEME2: Health and Wellbeing

The overall score for this Theme is the same as the sector average and has improved since 2017. Out of the five questions all have improved since 2017; compared with other ambulance trusts, one is below the average, two are the same as the average for the sector and two are higher. 60% agreed they had come to work in the last 3 months despite feeling unwell and around half (48%) of staff report feeling unwell as a result of work related stress – both these scores have improved since 2017 and are better than the sector average.

5.3 THEME3: Immediate Managers

The Trust's overall Theme score is below the sector average and out of the six questions, two are same as the sector average and four are below. At a local level and since 2017 however all six of the questions scores have improved. 62% of staff are satisfied with the support they get from their immediate manager and 58% feel that their manager values their work. 62% say their manager can be counted on to help them with a difficult task and 61% report their manager takes positive interest in their wellbeing. 39% said their immediate manager supported them with additional training, learning or development

5.4 THEME4: Morale (NEW)

The Trust's overall score is the same as the average for the ambulance sector; and out of the nine questions five rank below the sector average, two are above and two are the same as the average for the sector (no comparable data for this Theme as it is a new a category introduced in 2018)

27% of staff feel they are involved in changes that affect their work, team or department, and 43% feel they have a choice in deciding how they do their work. Around 26% feel they have unrealistic time pressures (this is one of the best scores for the ambulance sector); 39% often

think about leaving the Trust; 26% will probably look for a job in the next 12 months and 17% will leave as soon as they can find another job

5.5 THEME5: Appraisals

The Theme score for the quality of appraisals is worse than the sector average, and out of the four questions all score lower than the sector average, although all show an improvement since 2017. Although it does not form part of the Theme score, it is worth noting that 87% reported having an appraisal in the last 12 months, which is higher than the sector average and has improved since 2017

5.6 THEME6: Quality of Care

The overall Theme score is the same as the sector average and has declined since 2017. 84% are satisfied with the quality of care they give to patients/service users and 66% feel able to deliver the care they aspire to – both of these scores have not changed since 2017. 87% feel their role makes a difference and although the same as the sector average is 2% lower since 2017.

5.7 THEME7: Safe Environment – Bullying and Harassment

The overall Theme score for bullying and harassment is better than the sector but has not changed since 2017. 47% have experienced harassment, bullying or abuse (HBA) from patients or the public; 14% have experienced HBA from managers and 18% have experienced HBA from other colleagues. Out of three questions, two are above the sector average and one is below.

5.8 THEME8: Safe Environment – Violence

The overall Theme score for violence is better than the average for the sector, although there has been no change since 2017. Over a quarter of staff said they have experienced physical violence from patients or the public and this is also below the average for the sector 1% have experienced violence from managers and 2% from other colleagues.

5.9 THEME9: Safety Culture

The overall Theme score for safety culture is below the average for the sector as are the question scores for this Theme. Compared with 2017 however the Theme score has improved (+0.3) and all questions for this Theme show improvement since 2017.

47% of staff are confident that staff involved in an error, near miss or incident are treated fairly and shows an improvement since 2017 (+12%). Almost half of staff (49%) feel the Trust takes action when incidents happen to avoid them recurring; and 41% said they are given feedback about changes made in response to reported errors, near misses and incidents.

Although it does not contribute to the Theme score, it is worth noting that 31% of staff have witnessed errors, near misses or incidents that could have hurt patients/service users and 30% witnessed incidents that could have hurt staff - both are below the average for the sector and have declined since 2017 (please appendix two).

5.10 Additionally not included in the Theme scores, it is important to, all scores relating to senior management have improved since 2017 although it still remains below the sector average. The percentage of staff that know who senior managers are (67%) has increased as has the percentage who feel senior managers try to involve staff in important decisions. 21% of staff feel senior managers try to involve staff in important decisions and 16% feel that senior managers act on staff feedback.

6. NATIONAL NHS STAFF SURVEY ACTION / DELIVERY PLAN

- 6.1 Over the past 12 months the Trust has introduced a series of interventions to respond to staff feedback. The focus has mainly been on staff engagement and leadership and several programmes of work have been 'rolled out' in order to improve both these areas.
- 6.2 Over the next 12 months and following the launch of the Trust's People Strategy (January 2019) the aim is to continue this work and deliver on the actions set under the strategic aims of Employee Voice; and Culture and Leadership.
- 6.3 The NNSS Delivery / Action plan (please see appendix three), captures actions and next steps and provides an overall summary of how the Trust is using staff feedback to improve the culture for YAS staff.

7. NATIONAL NHS STAFF SURVEY 2018 – Directorate Level

- 7.1 The results at a Directorate level are variable (please see Appendix four). The results for local teams are currently being analysed and disseminated by HR Partners who are in the process of working with leaders to plan next steps, including how the results will be communicated back out teams across the Trust.
- 7.2 Over the next few weeks local leadership teams will interrogate their results in order to identify and agree with their areas local people priorities and actions that will help leaders to improve the working environment.
- 7.3 The Trust's Strategic Leadership Forum, held their latest meeting on 7 March 2019, where the Trust level results were shared and senior leaders in directorate groups had the opportunity to review their results and discuss next steps.

8. SUMMARY OF KEY POINTS

- 8.1 Overall the results of the 2018 Staff Survey for YAS show a positive trajectory.
- 8.2 Trust response rate is an area for improvement and requires ownership for staff engagement amongst leaders at all levels of the Trust.
- 8.3 The overall staff engagement score for the Trust is 6.32 out of a possible score of 10. This is higher than the equivalent score in 2017 and better than the sector average. All sub-section scores have also improved since 2017 and all are better than the sector average
- 8.4 Although question scores for Immediate Managers has improved since 2017, the scores continue to be below the average for the sector. Important therefore to continue the work that has already started to improve leadership confidence and behaviours.
- 8.5 Lots of work still to do with senior leaders in regards to how they are perceived by the wider workforce i.e. seen to be acting / responding to staff feedback, visibility etc. That said the Trust has already started to show some improvement in this area.
- 8.6 Quality of appraisal (PDR) result confirms the Trust's current process needs to improve; that said worth noting that the compliance score is better than the sector average and has improved since 2017.
- 8.7 Important to continue to challenge practices and behaviours demonstrated by both staff and leaders that are not aligned to the Living our Values behavioural framework.

9. NEXT STEPS

- 9.1 Continue to implement the actions as detailed appendix 3 - YAS National NHS Staff Survey Delivery / Action Plan: **'One Team, Best Care'**
- 9.2 Directorate (local) leadership teams continue, with support from HR partners and Learning and OD partners to interrogate their results in order to identify and agree with their teams local people priorities and actions that will help leaders to improve the working environment.
- 9.3 Strategic Workforce Group agree plans for NHS Staff Survey 2019: April 2019

10. RECOMMENDATIONS

- 10.1 It is recommended that the Trust Board notes the content of the report and supports the work being undertaken to improve the culture

11.0 APPENDICES

- **APPENDIX ONE:** NNSS18: 'Theme' Question Results and Trends
- **APPENDIX TWO:** NNSS18: Question Scores For All Additional Questions
- **APPENDIX THREE:** YAS National NHS Staff Survey Delivery / Action Plan
- **APPENDIX FOUR:** NNSS18 Directorate 'Theme' Results

APPENDIX ONE: NNSS18 – ‘THEME’ QUESTION RESULTS AND TRENDS

		YAS score (2018)	YAS score (2017)	+/-	Average for ambulance trusts (2018)	+/-	Best for 2018	Worst for 2018
THEME1: EQUALITY, DIVERSITY & INCLUSION								
14	Organisation acts fairly with regard to career progression/promotion, regardless of ethnicity, gender, religion, sexual orientation, disability or age	71%	69%	+2	71%	-	79%	61%
15a	Last 12 months experienced discrimination at work from patients / service users, their relatives or other members of the public	13%	13%	-	12%	+1	6.5%	20.2%
15b	Last 12 months experienced discrimination at work from manager / team leader or other colleagues	9%	11%	-2	11%	-2	8%	14%
28b	Organisation made adequate adjustment(s) to enable you to carry out your work	57%	52%	+5	59%	-2	74%	50%
THEME2: HEALTH & WELLBEING								
5h	Opportunities for flexible working patterns	35%	32%	+3	35%	-	42%	28%
11a	Organisation take positive action on health and well-being	20%	19%	+1	21%	-1	30%	18%
11b	Last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities	42%	43%	-1	42%	-	36%	48%
11c	Last 12 months have you felt unwell as a result of work related stress	48%	50%	-2	50%	-2	43%	58%
11d	Last three months have you ever come to work despite not feeling well enough to perform your duties	60%	66%	-6	64%	-4	54%	69%
THEME3: IMMEDIATE MANAGERS								
5b	Support I get from my immediate manager	62%	54%	+8	64%	-2	72%	51%
8c	Immediate manager gives me clear feedback on my work	47%	43%	+4	50%	-3	64%	36%
8d	Immediate manager asks for my opinion before making decisions that affect my work	39%	33%	+6	39%	-	53%	31%
8f	Immediate manager takes a positive interest in my health and well-being	61%	53%	+8	61%	-	74%	51%
8g	Immediate manager values my work	58%	51%	+7	61%	-3	72%	50%
19g	Manager supported me to receive this training, learning or development	39%	37%	+2	43%	-4	57%	39%
THEME4: MORALE								
4c	I am involved in deciding on changes introduced that affect my work area / team / department	27%	24%	+3	29%	-2	43%	23%
4j	NEW I receive the respect I deserve from my colleagues at work	62%	-	-	65%	-3	70%	62%
6a	NEW I have unrealistic time pressures	26%	-	-	18%	+8	26%	12%
6b	NEW I have a choice in deciding how to do my work	43%	-	-	44%	-1	51%	42%
6c	NEW Relationships at work are strained	41%	-	-	40%	+1	46%	33%
8a	NEW My immediate manager encourages me at work	58%	-	-	59%	-1	71%	47%
23a	NEW I often think about leaving this organisation	39%	-	-	39%	-	33%	51%
23b	NEW I will probably look for a job at a new organisation in the next 12 months	25%	-	-	25%	-	18%	39%
23c	NEW As soon as I can find another job, I will leave this organisation	17%	-	-	19%	-2	16%	29%
THEME5: QUALITY OF APPRAISALS								
19b	Helped me to improve how I do my job	14%	13%	+1	15%	-1	21%	7%

19c	Helped me agree clear objectives for my work	21%	22%	-1	23%	-2	31%	20%
19d	Left me feeling that my work is valued by my organisation	16%	15%	+1	20%	-4	28%	16%
19e	Values discussed as part of the appraisal process	19%	16%	+3	31%	-12	50%	15%
THEME6: QUALITY OF CARE								
7a	Satisfied with the quality of care I give to patients / service users	84%	84%	-	83%	+1	89%	77%
7b	Feel that my role makes a difference to patients / service users	87%	89%	-2	87%	-	92%	85%
7c	Able to deliver the care I aspire to	66%	66%	-	66%	-	74%	58%
THEME7: SAFE ENVIRONMENT – Bullying & harassment								
13a	Last 12 months experienced harassment, bullying or abuse at work from patients / service users, their relatives/members of the public	47%	50%	-3	47%	-	44%	52%
13b	Last 12 months personally experienced harassment, bullying or abuse at work from managers	14%	17%	-3	18%	-4	12%	24%
13c	Last 12 months personally experienced harassment, bullying or abuse at work from other colleagues	18%	17%	+1	18%	-	14%	22%
THEME8: SAFE ENVIRONMENT – Violence								
12a	Last 12 months experienced physical violence at work from patients / service users, their relatives/members of the public	31%	34%	-3	33%	-2	29%	40%
12b	Last 12 months experienced physical violence at work from managers	0.6%	0.3%	+0.3	0.8%	-0.2	0.3%	4%
12c	Last 12 months experienced physical violence at work from other colleagues	2%	2%	-	1.6%	+0.4	0.8%	6%
THEME9: SAFETY CULTURE								
17a	Organisation treats staff involved in an error, near miss or incident fairly	47%	35%	+12	48%	-1	61%	36%
17c	When errors, near misses or incidents are reported, YAS takes action to ensure that they do not happen again (Worst in sector)	49%	43%	+6	56%	-7	66%	49%
17d	Staff are given feedback about changes made in response to reported errors, near misses and incidents (Worst in sector)	41%	36%	+5	50%	-9	60%	41%
18b	I feel secure raising concerns about unsafe clinical practice	61%	58%	+3	65%	-4	72%	60%
18c	I am confident that my organisation would address my concern	48%	43%	+5	53%	-5	61%	42%
21b	YAS acts on concerns raised by patients / service users	61%	58%	+3	63%	-2	72%	54%
THEME10: STAFF ENGAGEMENT								
2a	I look forward to going to work	54%	48%	+6	54%	-	60%	49%
2b	I am enthusiastic about my job	71%	65%	+6	69%	+2	75%	63%
2c	Time passes quickly when I am working	56%	53%	+3	56%	-	64%	47%
4a	There are frequent opportunities for me to show initiative in my role	63%	60%	+3	64%	-1	66%	57%
4b	Feel able to make suggestions to improve the work of my team / department	55%	47%	+8	54%	-1	67%	43%
4d	Feel able to make improvements happen in my area of work	31%	27%	+4	32%	-1	47%	26%
21a	Care of patients / service users is my organisation's top priority	63%	56%	+7	62%	+1	68%	56%
21c	I would recommend my organisation as a place to work	52%	45%	+7	51%	+1	57%	38%
21d	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	74%	68%	+6	71%	+3	79%	44%

APPENDIX TWO: NNSS18 - QUESTION SCORES FOR ALL ADDITIONAL QUESTIONS

		YAS score (2018)	YAS score (2017)	+/-	Average for ambulance trusts (2018)	+/-	Best for 2018	Worst for 2018
	YOUR JOB							
1a	Have face to face contact with patients	57%	61%	-4	70%	-9	-	-
3a	I always know my work responsibilities	83%	84%	-1	84%	-1	89%	80%
3b	I am trusted to do my job	82%	84%	-2	84%	-2	92%	79%
3c	Do my job to a standard I am pleased with	81%	78%	+3	78%	+3	84%	71%
4e	Able to meet conflicting demands on time	38%	36%	+2	35%	+3	43%	28%
4f	Have adequate materials, supplies, equipment	55%	51%	+4	54%	+1	69%	41%
4g	Enough staff at YAS for me to my job	29%	20%	+9	28%	+1	42%	14%
4h	Team has set of shared objectives	62%	58%	+4	63%	+1	69%	55%
4i	Team meets often to discuss effectiveness	26%	21%	+5	29%	+3	48%	21%
5a	Recognition I get for good work	37%	31%	+6	37%	-	53%	32%
5c	Satisfied with support from colleagues	79%	80%	-1	82%	-2	88%	79%
5d	Satisfied with amount of responsibility	66%	63%	+3	69%	-3	79%	64%
5e	Satisfied with opportunities to use my skills	61%	61%	-	63%	-3	75%	57%
5f	Satisfied with extent YAS values my work	31%	25%	+6	34%	-3	37%	23%
5g	Satisfied with pay	32%	27%	+5	26%	+6	32%	21%
	YOUR MANAGERS							
8b	Agree can be counted to help with difficult tasks	62%	55%	+7	66%	-4	74%	56%
8e	Supportive in a personal crisis	71%	64%	+7	71%	-	78%	66%
9a	I know who my senior managers are	67%	61%	+6	74%	-7	88%	59%
9b	Communication with senior managers is effective	21%	19%	+2	28%	-7	35%	20%
9c	YAS senior managers involve staff in decisions	19%	15%	+4	22%	-3	33%	17%
9d	Senior managers act on feedback	15%	14%	+1	22%	-7	32%	15%
	HEALTH AND WELLBEING AND SAFETY AT WORK							
10b	% of staff working additional paid hours	67%	70%	+3	72%	-5	66%	78%
10c	% of staff working additional unpaid hours	43%	42%	+1	42%	+1	34%	49%
11e	Felt pressure to come to work from manager	36%	41%	-5	38%	-2	29%	53%
11f	Felt pressure to come to work from colleagues	16%	12%	+4	14%	+2	12%	17%
11g	Put self under pressure to come to work	93%	92%	+1	92%	+1	90%	94%
12d	Last time experienced physical violence reported	64%	63%	+1	68%	-4	78%	62%
13d	Last time experienced harassment/abuse/bullying reported	37%	38%	+1	39%	+2	47%	30%
15c	Experienced discrimination on grounds of xxx in last 12 months							
	<i>Ethnicity</i>	20%	22%	-2	19%	+1	11%	41%
	<i>Gender</i>	43%	33%	-10	38%	+5	33%	43%
	<i>Religion</i>	4%	3%	+1	4%	-	1.4%	7%
	<i>Sexual orientation</i>	12%	12%	-	12%	-	7%	14%
	<i>Disability</i>	7%	8%	-1	7%	-	6%	11%

		YAS score (2018)	YAS score (2017)	+/-	Average for ambulance trusts (2018)	+/-	Best for 2018	Worst for 2018
	Age	32%	27%	+5	31%	-2	24%	36%
	Other	23%	28%	-5	30%	-7	20%	42%
16a	Last month seen errors, near misses, incidents that could hurt staff	31%	29%	+2	26%	+5	21%	32%
16b	Last month seen errors, near misses, incidents that could hurt patients	30%	29%	+1	28%	+2	23%	35%
16c	Last time errors, near misses, incidents reported	89%	90%	-1	89%	-	93%	84%
17b	YAS encourages staff to report errors, near misses, incidents	84%	81%	+3	86%	-2	93%	80%
18a	Know how to report unsafe clinical practice	92%	93%	-1	94%	-2	96%	92%
	YOUR PERSONAL DEVELOPMENT							
19a	Last 12 months received an appraisal	87%	82%	+5	84%	+3	94%	46%
19f	Training, learning/development needs identified	60%	56%	+4	52%	+8	-	-
20	Received training, L&D during last 12 months (non-mandatory)	65%	66%	-1	68%	-3	73%	52%
	YOUR ORGANISATION (YAS)							
22a	Patient experience feedback is collected within my area	77%	70%	+7	75%	+2	91%	66%
22b	Receive updates on patient experience in my area	34%	35%	-1	34%	-	64%	25%
22c	Feedback from patients is used to inform decision in my area	33%	31%	-2	34%	-1	40%	28%
23d	If considering to leave current job - move to another role within YAS	23%	-	-	23%	-	-	-
23d2	If considering to leave current job - move to another NHS organisation	38%	-	-	36%	+2	-	-
23d3	If considering to leave current job - move to another healthcare organisation	5%	-	-	9%	-4	-	-
23d4	If considering to leave current job - move to another non healthcare organisation	19%	-	-	19%	-	-	-
23d5	If considering to leave current job – take retirement or career break	16%	-	-	12%	+4	-	-

APPENDIX THREE: YAS NATIONAL NHS STAFF SURVEY DELIVERY / ACTION PLAN: 'One Team, Best Care'

	Theme	Action required	Description of action	Owner	Time-line	Further points
1.	Values	Living our Values – trust behaviours framework	Canvass staff trust-wide to illicit standard of expected values and behaviours	OD	From Aug'17	Trust Living our Values launched: Oct17 (Management Conference)
2.	Leadership	Leadership in Action leadership programme – for TEG/TMG and leaders 8a and above	Anchored to LoV – 4 day programme highlight importance/value of staff engagement; clarify expected leadership behaviours; provide tools / skills for leading teams effectively	OD	Aug'18-Mar'18	Action: mandated by TEG for all people leaders (B4 and above): see no.19 Action: design & development of module5: see tbc
3.	Staff Listening and Engagement	NHS111 cultural working group	Chaired by Exec Director and attended by Staffside – purpose is to work in partnership with leadership team to identify issues and work together to improve culture and embed LoV	NHS111	From Mar'18	Staff members invited to join group Jan'19
4.	Staff Listening and Engagement	Pulse Check (Staff FFT)	Internal quarterly staff survey (includes Staff FFT questions). Y1: focus on communication and staff recognition (Q1: corporate services; Q2: A&E; Q4: PTS/NHS111)	OD	From Apr'18	Reviewed annually to determine questions / areas for survey
5.	Staff Listening and Engagement	Staff Engagement Group	Group supportd development of key activities; to provide sponsorship and sense check actions	OD	Mar'18	
6.	Leadership	Strategic Leadership Forum	Piloted May 5 – large scale event hosted by CEO and attended by senior leaders 8a and above. Aim: enable problem solving, team working/share learning and engage leaders in corporate priorities	OD	May5'18	Action: Scheduled quarterly from March 2019 via Corporate Planner
7.	Staff Listening and Engagement	Trust-wide 'Listening Events' (pilot)	Hosted by CEO and Exec team - X4 Trust-wide workshops. Aim formally present draft corporate strategy to wider staff for info and comment	OD	Jun-Aug'18	Employee Voice added to W&OD priorities. NB. write up Quarterly events – arranged via corporate planner – see no. xxx
8.	Staff Listening and	Team Brief – Refresh	Revamp of channel and format; aim is to raise	Comms	From Jun'18	

	Theme	Action required	Description of action	Owner	Time-line	Further points	
	Engagement		visibility of senior leaders and improve dialogue with frontline teams				
9.	Leadership	Leadership Portfolio Governance Board (PGB)	Chaired by CEO – Board provides strategic direction and oversight for all Trust-wide leadership activities	OD	Aug'18	EOI invited from staff for membership to PGB (x4)	
10.	Leadership	Leadership in Action – Train the Facilitator	OD Partners and other selected people leaders trained to deliver LIA	OD	From Sept'18		
11.	Performance	PDR Refresh (part1)	Investigate staff / leader experience of PDR; set up working group Comprehensive review/refresh of process and way of working. Aim-facilitate shift in how individual performance is managed	OD	From Sept'18	Action: Discussion paper HRD NB. Pay Progression programme (3 strands: OD/HR/Systems)	
12.	Equalities	Mediation Service	Set up bank of trained 'mediators' to aid / foster positive working relationships	EQ	From Sept'18		
13.	Leadership	Annual Leadership Summit	Open to all people leaders – conference (up to 200)	OD	8Oct'18	Future summits to take place in June from 2019	
14.	Staff Listening and Engagement	Building Next Steps – A&E Listening Events	Hosted by A&E leadership team - engage A&E staff with discussion about how the Trust can improve services and working conditions	OD	Nov'18	Part2 events - Feb2019	
15.	Staff Listening and Engagement	Governance for NNS (NHS Staff Survey)	Strategic Workforce Group	HRD	From Jan'19		
16.	Staff Listening and Engagement	South CBU Cultural Working Group	Chaired by JC; attended by Staffside/identified staff members – aim: identify issues and work together to improve culture and embed LoV	Jackie Cole	From Jan'19		
17.	Leadership	Leadership Induction	One day w/shop for leaders new to YAS / new to role of leadership; aim is to confirm expectations and to equip leaders with essential information	OD	11Mar'19 (pilot)	Action: Roll out to A&E line managers / all existing line managers – Day5 of LIA see no.TBA	
18.	Staff Listening and Engagement	NSS: local action planning	Bespoke NSS reports to enable local leadership teams to interrogate results with support from HRPS; local people priorities action plan	OD	From Mar'19		
19.	Leadership/Equalities	Women's Conference	NAA Some Leaders Born Women conference: to recognise and celebrate women in leadership and to provide a platform for further action	OD/EQ	Mar21'19		
20.	Leadership	Leadership in Action mandated for all people	Liase with scheduling/support teams to rota attendance of all operational people leaders	OD	From 26 Mar'19		

	Theme	Action required	Description of action	Owner	Time-line	Further points
		leaders from B4-7	(Tranche3)			
21.	Leadership	Refreshed Leadership Offer - SkillsLab	Canvass/engage leaders to review need; develop flexible, modular programme – elementary management skills. Programme tailored to ensure leaders are skilled in mandatory elements plus include optional topics	OD	Launch TBC	Confirm with non-clinical PGB
	Staff Listening and Engagement	One Team Best Care - Campaign		OD/MS	TBC	
	Staff Listening and Engagement	NSS Campaign	Branded comms campaign to highlight / inform and repeat how staff feedback is / will making a difference (continuous over 12 months)	OD		
	Staff Listening and Engagement/ Equalities	Living our Values: Dignity and Respect Campaign	Trust-wide campaign to launch D&R; linked to LoV, aim is to promote YAS values as an equal and fair employer	OD	From May'19	
	Staff Listening and Engagement	NNSS Incentives	TBA with Swg – aim is to encourage active participation	OD	By Jun'19	
	Staff Listening and Engagement	Staff Forums Event	Disability/BAME/LGBT staff groups event to promote and discuss key activities around staff engagement	EQ	TBC	
	Staff Listening and Engagement	Cultural Ambassadors and Employee Voice Network	Part1: centred upon employee voice - recruit to CA role to role model LoV and support H&Wb; Equalities; QI and F2SU agenda. Part2: Employee Voice Network - forum for discussing ideas / views and working with leaders to build solutions	OD	TBC	
	Staff Listening and Engagement	Quarterly/corporate Listening Events	Following on from pilot sessions (see no.7)		From May'19	
	Leadership	Talent Development	Process for identifying / managing talent <ul style="list-style-type: none"> - Creation of 'pipeline' for senior roles - Aid succession to business critical roles - Diversity at Board level 	OD	TBC	
	Leadership	Leadership in Action: Module5	TBA and scoped	OD	TBC	

APPENDIX FOUR: NNSS18 DIRECTORATE 'THEME' RESULTS

A&E OPERATIONS	Directorate score 2018	YAS score 2018	+/-
1. Equality, diversity & inclusion	8.3	8.6	-0.3
2. Health & wellbeing	4.8	5.3	-0.5
3. Immediate managers	5.9	6.2	-0.3
4. Morale	5.7	5.8	-0.1
5. Quality of appraisals	3.7	4.1	-0.4
6. Quality of care	7.4	7.4	-
7. Safe environment – Bullying & harassment	7.1	7.6	-0.5
8. Safe environment – Violence	8.6	9.1	-0.5
9. Safety culture	5.8	6.1	-0.3
10. Staff engagement	6.2	6.4	-0.2
11. Response	27%	34%	-7

CHIEF EXECUTIVE	Directorate score 2018	YAS score 2018	+/-
1. Equality, diversity & inclusion	9.5	8.6	+1.1
2. Health & wellbeing	5.8	5.3	+0.3
3. Immediate managers	6.6	6.2	+0.4
4. Morale	5.7	5.8	+0.1
5. Quality of appraisals	6.0	4.1	+1.9
6. Quality of care	-	7.4	-
7. Safe environment – Bullying & harassment	8.5	7.6	+1.1
8. Safe environment – Violence	9.8	9.1	+0.7
9. Safety culture	7.6	6.1	+1.5
10. Staff engagement	7.0	6.4	+0.6
11. Response	71%	34%	+36

CLINICAL DIRECTORATE	Directorate score 2018	YAS score 2018	+/-
1. Equality, diversity & inclusion	8.1	8.6	+0.5
2. Health & wellbeing	5.8	5.3	+0.5
3. Immediate managers	6.9	6.2	+0.7
4. Morale	6.4	5.8	+0.6
5. Quality of appraisals	5.8	4.1	+1.7
6. Quality of care	8.0	7.4	+0.6
7. Safe environment – Bullying & harassment	8.5	7.6	+0.9
8. Safe environment – Violence	9.7	9.1	+0.6
9. Safety culture	6.9	6.1	+0.8

10. Staff engagement	6.8	6.4	+0.4
11. Response	62%	34%	+28

FINANCE	Directorate score 2018	YAS score 2018	+/-
1. Equality, diversity & inclusion	9.3	8.6	+0.7
2. Health & wellbeing	6.7	5.3	+1.4
3. Immediate managers	6.8	6.2	+0.6
4. Morale	6.3	5.8	+0.5
5. Quality of appraisals	4.6	4.1	+0.5
6. Quality of care	7.0	7.4	-0.4
7. Safe environment – Bullying & harassment	8.9	7.6	+1.3
8. Safe environment – Violence	9.8	9.1	+0.7
9. Safety culture	6.5	6.1	+0.4
10. Staff engagement	7.1	6.4	+0.7
11. Response	53%	34%	+19

QUALITY GOVERNANCE & ASSURANCE	Directorate score 2018	YAS score 2018	+/-
1. Equality, diversity & inclusion	8.5	8.6	-0.1
2. Health & wellbeing	6.8	5.3	+1.5
3. Immediate managers	6.6	6.2	+0.4
4. Morale	5.7	5.8	+0.1
5. Quality of appraisals	4.3	4.1	+0.2
6. Quality of care	6.3	7.4	-0.9
7. Safe environment – Bullying & harassment	8.4	7.6	+0.8
8. Safe environment – Violence	9.9	9.1	+0.8
9. Safety culture	7.0	6.1	+0.9
10. Staff engagement	6.9	6.4	+0.5
11. Response	74%	34%	+40

URGENT CARE & INTEGRATION	Directorate score 2018	YAS score 2018	+/-
1. Equality, diversity & inclusion	8.7	8.6	+0.1
2. Health & wellbeing	5.5	5.3	+0.2
3. Immediate managers	6.6	6.2	+0.4
4. Morale	5.6	5.8	-0.2
5. Quality of appraisals	4.6	4.1	+0.5
6. Quality of care	7.5	7.4	+0.1

7. Safe environment – Bullying & harassment	7.6	7.6	-
8. Safe environment – Violence	9.7	9.1	+0.6
9. Safety culture	6.5	6.1	+0.4
10. Staff engagement	6.2	6.4	-0.2
11. Response	38%	34%	+4

WORKFORCE & OD	Directorate score 2018	YAS score 2018	+/-
1. Equality, diversity & inclusion	9.2	8.6	+0.6
2. Health & wellbeing	5.8	5.3	+0.5
3. Immediate managers	5.7	6.2	-0.5
4. Morale	5.5	5.8	-0.3
5. Quality of appraisals	4.3	4.1	+0.2
6. Quality of care	7.1	7.4	-0.3
7. Safe environment – Bullying & harassment	8.9	7.6	+1.3
8. Safe environment – Violence	10.0	9.1	+0.9
9. Safety culture	6.6	6.1	+0.5
10. Staff engagement	6.8	6.4	+0.4
11. Response	71%	34%	+37