

**From:** Mason Fitzgerald, Director of Planning and Performance  
**To:** Council of Governors  
**Date:** 17 May 2018  
**Subject:** Improving staff experience

---

## **1.0 Purpose of the Report**

- 1.1 To provide the Council with a briefing on the Trust's results from the 2017 Staff Survey, and the Trust's plans to improve staff experience.
- 1.2 The paper will be supported by a presentation, and there will be group work in order for governors to feedback on the areas that the Trust should focus on, and the action that should be taken to improve staff experience.

## **2.0 Role of Governors in relation to this item**

- 2.1 The Council of Governors should review and scrutinise the Trust's overall performance in relation to staff experience, as one of the Trust's strategic objectives is to improve staff experience.

## **3.0 Background**

- 3.1 The National Staff Survey has been carried out since 2002. It seeks to measure staff experience in the NHS, in order to provide opportunities for improvement, and comparative analysis with other NHS Trusts.
- 3.2 In 2015, the Trust won the Health Service Journal Best Places to Work award for mental health / community trusts, and also won the Health Service Journal staff engagement award.
- 3.3 The 2017 survey was conducted in October-November 2017. The results were published on 6 March 2017. The report is attached.
- 3.4 The Trust's response rate was 50%, an increase of 5% from the previous year (and a 15% increase over the last two years).

## Agenda Item 4

- 3.5 The profile of respondents is different than 2016, with the addition of Tower Hamlets Community services, and the loss of Newham health visiting and child information services.

### 4.0 National and local context

- 4.1 The national results of the 2017 national staff survey were disappointing, with 21/32 key findings deteriorating from the previous year.
- 4.2 The national score for overall staff engagement dropped from 3.80 to 3.78.
- 4.3 The overall staff engagement scores for the London mental health / community trusts are as follows:

| <i>Trust:</i>                 | <i>Overall engagement score:</i> |
|-------------------------------|----------------------------------|
| Tavistock                     | 4.01                             |
| <i>ELFT</i>                   | <i>3.90</i>                      |
| Oxleas                        | 3.84                             |
| North East London             | 3.82                             |
| West London                   | 3.82                             |
| Barnet Enfield and Haringey   | 3.81                             |
| South London and the Maudsley | 3.80                             |
| Camden and Islington          | 3.79                             |
| Central and North West London | 3.78                             |
| South West London             | 3.71                             |

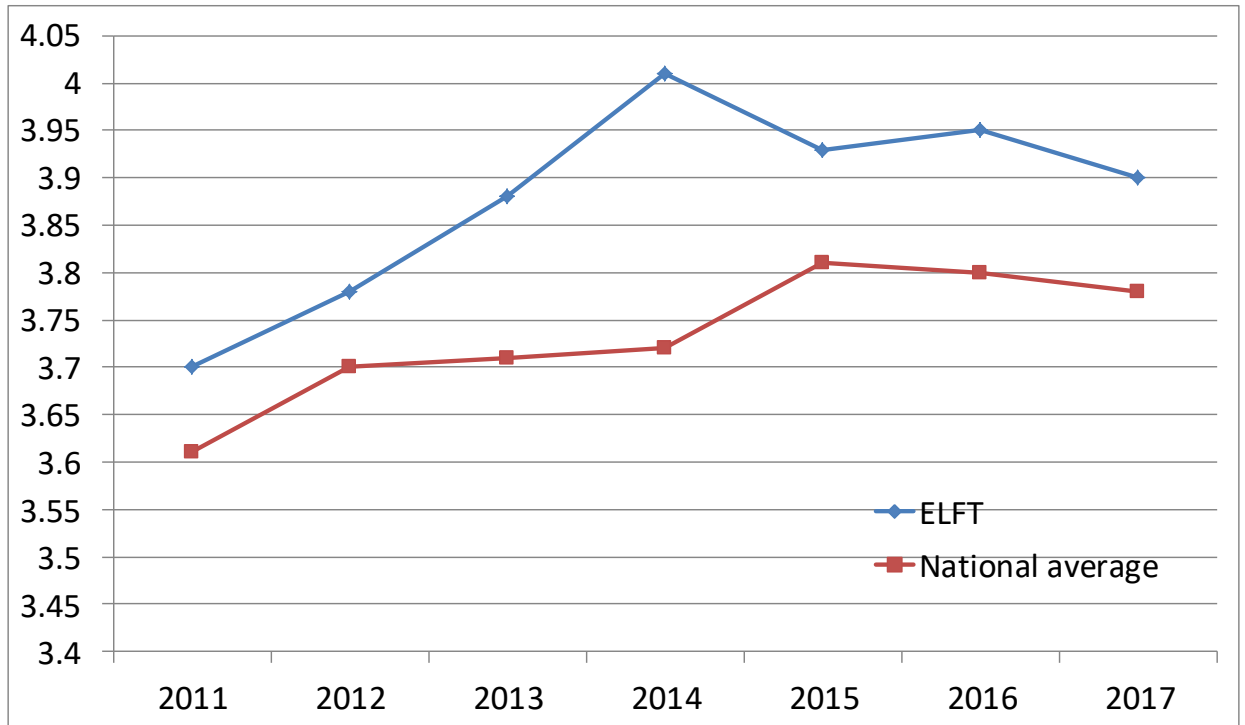
### 5.0 Trust results 2017

- 5.1 The Trust's results for 2017 can be summarised as follows.
- 5.2 The Trust maintained its generally high scores. The Trust's score for the overall staff engagement indicator was 3.90 (with 5 being the maximum score), which places it fifth across mental health and mental health / community trusts (out of 55 Trusts).
- 5.3 The Trust's ranking over the least five years is therefore as follows:

Agenda Item 4

| Year: | National ranking: |
|-------|-------------------|
| 2013  | 4 <sup>th</sup>   |
| 2014  | 1 <sup>st</sup> = |
| 2015  | 4 <sup>th</sup> = |
| 2016  | 1 <sup>st</sup>   |
| 2017  | 5 <sup>th</sup>   |

5.4 The Trust's progress over time is set out below:



5.5 The Trust has four scores that were the best in the country for mental health/community health providers, i.e.:

- Percentage of staff reporting errors, near misses or incidents witnessed in the last month
- Quality of non-mandatory training, learning or development
- Percentage of staff able to contribute towards improvements at work
- Staff satisfaction with the quality of work and care they are able to deliver.

5.6 In contrast, there continue to be areas where the Trust does less well compared to the national average, including levels of violence and aggression experienced by staff, and concerns about career progression, discrimination and bullying / harassment. The Trust's scores in this area are near the average for London mental health / community trusts.

5.7 There are also areas where scores have deteriorated. Notably, these include areas that relate to staff health and wellbeing. The Trust has had an away day with trade union representatives in order to consider these results and develop plans to address the areas of concern.

## Agenda Item 4

5.8 The results have been distributed in the Trust, and are being discussed at Directorate Management Teams, professional groups, staff equalities networks and other relevant forums.

### 6.0 Equality

6.1 The report includes the results of the Workforce Race Equality Standards indicators that are measured through the staff survey. These are set out below:

|      |  |       | Your Trust in 2017 | Average (median) for combined MH/LD and community trusts | Your Trust in 2016 |
|------|--|-------|--------------------|--|--------------------|
| KF25 | Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months    | White | 29%                | 25%  | 30%                |
|      |  | BME   | 33%                | 28%  | 36%                |
| KF26 | Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months                                | White | 23%                | 20%  | 21%                |
|      |  | BME   | 23%                | 23%  | 25%                |
| KF21 | Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion       | White | 84%                | 88%  | 86%                |
|      |  | BME   | 73%                | 76%  | 70%                |
| Q17b | In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues? | White | 9%                 | 6%   | 8%                 |
|      |  | BME   | 13%                | 11%  | 14%                |

6.2 The results show that:

- Bullying and harassment from patients has decreased by 3% for BME staff, and the gap between white and BME staff has reduced from 6% to 4%
- Bullying and harassment from staff has decreased by 2% for BME staff and there is now no difference between white and BME staff
- Fairness of career progression has improved by 3% for BME staff and the difference between white and BME staff has reduced from 16% and 11%
- Discrimination at work has reduced by 1% for BME staff and the difference between white and BME staff has reduced from 6% to 4%.

6.3 There is also progress in other areas. For example, there has been a 16% increase over the last two years in the number of disabled staff reporting that reasonable adjustments were made, and a reduction in the number of staff reporting discrimination on the grounds of disability.

## Agenda Item 4

- 6.4 All of the staff networks (BME, LGBTQ, Women and Disabled staff) have been considering the results in order to inform their workplans for the year.

### 7.0 The Trust's approach to improvement

- 7.1 Improved staff experience is one of the four strategic outcomes in the Trust's new strategy, and work will therefore be planned and delivered as part of the strategic planning framework.
- 7.2 The annual priorities for 2018/19 that explicitly address the staff survey results are in relation to development of the Trust's leadership programme, delivery of a staff wellbeing plan, and delivery of the workforce equalities plan.
- 7.3 At Trust level there is also a focus on improved listening and learning from staff feedback, with the further utilisation of the staff networks, Freedom to Speak Up Guardian, staff governors and trade unions. This will be drawn together at a Staff Forum, chaired by the Chief Executive.
- 7.4 Each directorate has produced an action plan based on their local results. Common areas of focus include communication with senior management, bullying / harassment and discrimination, and health and wellbeing.
- 7.5 Over the last year, the Trust has been running a pilot quality improvement project to improve staff experience. There have been five teams who have used quality improvement methodology in order to develop ideas to improve staff experience, and measure the impact of these. Three of the five teams have shown a significant positive improvement in staff experience. The programme is currently being rolled out to 30 teams across the Trust, with strong interest shown so far.
- 7.6 The teams involved in the Enjoying Work programme collect data on a daily basis, through a mobile application developed by the Trust. Teams also collect other information in order to monitor progress. The Trust will also be introducing a quarterly staff survey.

### 8.0 Action being requested

- 8.1 The Council of Governors is asked to **RECEIVE** and **NOTE** the report as background information
- 8.2 The Council will be asked to do group work in order to feedback on the areas that the Trust should focus on, and the actions that should be taken to improve staff experience.