

**'You matter, we care'**

Trust Board (Part 1)	Date: 24 September 2014
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Title:	Results of the Staff Friends and Family Test
Item:	BD/14/157

Executive Director lead and presenter	Rachel Clark, Director of Organisational Development
Report author(s)	Rachel Clark, Director of Organisational Development

History:	<i>Executive Team</i>
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This report is for:	
Decision	
Discussion	X
To Note	X

The following impacts have been identified and assessed in relation to this report:	
Equality	None identified
Quality	None identified
Privacy	None identified

<b>Executive Summary of key issues</b>
<p>The Staff Friends and Family Test has been adopted as our internal staff survey. The survey ran for the first time in May/June and will be repeated on a quarterly basis this year. (Q3 will be embedded within the full staff survey).</p> <p>Early analysis of the Staff Friends and Family Test were reported to Board in June. This report provides additional information about themes that emerged from qualitative analysis of free comments received.</p> <p>Board is asked to note results of the Staff Friends and Family Test.</p>

<b>This report addresses these Strategic Priorities:</b>
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We will deliver the best care	X
We will support and develop our staff	X
We will continually improve what we do	X
We will use our resources wisely	X
We will be future focussed	X

## 1. Introduction

The Staff Friends and Family Test is a requirement of all NHS Trusts and complements the Patient Friends and Family Test. This test measures staff confidence in, and willingness to recommend, AWP as a place to work and receive treatment. Staff Friends and Family Test is a 2014/15 CQUIN.

The results of our first Staff Friends and Family survey for May/June will be published by NHS England on 25 September 2014.

The Employee Strategy and Engagement Committee (ESEC) review results of the Staff Friends and Family test and ensure appropriate action is taken to communicate results and act on feedback.

## 2. Survey Questions

The Staff Friends and Family Test has been adopted as our internal staff survey, with the same questions repeated on a quarterly basis (as part of the full external staff survey in Q3). It provides an indication of whether actions taken by Delivery Units and Trust wide interventions to improve staff experience and engagement are having an effect.

All staff were invited to complete the survey using the meridian system (used for Patient Friends and Family, accessible internally and externally) and paper copies of the survey were sent to 405 members of staff who do not routinely have access to computers.

Survey respondents were asked to rate three questions against five point rating scales.

1. *Care of patients/service users is my organisation's top priority*  
(strongly agree to strongly disagree)
2. *How likely are you to recommend the service your team provides to friends and family if they needed care or treatment?*  
(extremely likely to extremely unlikely or don't know)
3. *How likely are you to recommend our organisation to friends and family as a place to work?*  
(extremely likely to extremely unlikely or don't know)

Questions 2 and 3 are mandated nationally and question 1 was added to provide an indication of the extent to which staff believe care quality is the organisations top priority. This question relates directly to our Trust purpose and Board commitment to put quality first.

Question 2 gives us an indication of staff confidence in the quality of care provided and relates directly to the strategic priority of providing the best care. Staff were asked to rate confidence in the quality of care their team provides rather than the organisation as a whole.

Question 3 gives an indication of staff experience of working in AWP and relates directly to our commitment to be the best Mental Health Employer in England and our strategic priority to support and develop our staff.

Staff had the option of commenting on the main reasons for their answers.

### 3. Data Analysis

Survey data was subject to quantitative and qualitative analysis. Results were produced for each locality with free text comments categorised as positive, neutral or negative. Each locality has reviewed their results to determine a local response. Trust wide results and themes are reported below.

### 4. Results

731 responses were received during the survey, a response rate of 18.9%.

#### 4.1. Quantitative Results

To provide context to the current Staff Friends and Family results the table below describes responses to the same questions presented in the Annual Staff Survey 2013 (October 2013) alongside those of Staff Friends and Family Test in June 2014. For the presentation of results, the top two categories (e.g. 'extremely likely' and 'likely') of the five-point scale have been added together to represent positive feedback from staff.

It should be noted that question two has been changed to reflect confidence in the service the respondent's team provides rather than confidence in the standards of care the organisation provides (question used in the annual staff survey).

2013 National Staff Survey question	Results	Staff Friends & Family Test Q1	Results
Care of patients / service users is my organisation's top priority	56%	Care of patients/service users is my organisation's top priority	69.5%
If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation	48%	How likely are you to recommend <u>the service your team</u> provides to friends and family if they needed care or treatment?	71.7%
I would recommend my organisation as a place to work	48%	How likely are you to recommend our organisation to friends and family as a place to	52%

		work?	
<b>Number of respondents</b>	<b>419*</b>	<b>Number of respondents</b>	<b>725</b>

[\* The published 2013 National Staff Survey results looked only at the responses from the sample size of 850 questionnaires.]

Survey results show improvements in each area compared with 2013 staff survey results. The significant difference in response to question 2 is influenced by respondents describing confidence in the service their team provides as opposed to confidence in care provided by the organisation as a whole.

## 4.2. Qualitative Results

Qualitative analysis of free text comments identified three emerging themes: Workload pressure, poor staff morale and inconsistent leadership and management practices. These themes are interrelated and impact on staff experience. It is recognised that pressure on beds; recruitment challenges and ongoing organisational change have a negative impact on staff.

Summarised below are the Trust wide actions that address the three themes and complement locality actions to improve staff experience.

### Workload Pressure

#### Addressing Work Pressure:

- Ward and intensive team staffing levels were reset at the start of the year and increased investment made to ensure staffing levels were judged as appropriate by clinical managers based on clinical judgement
- Effective caseload supervision prioritised
- A review of the Acute Care Pathway will examine issues of demand, capacity and flow – the aim being to remove blockages and points of friction in the system thereby improving patient care and reducing staff stress
- Review job description of ward managers and team leaders to ensure role design is appropriate and manageable (Ward Managers and Team Leaders Conference, 3 July 2014)
- Purposeful recording – RiO (electronic patient record) is cited as time consuming and burdensome. Introduction of a new electronic patient record provides an opportunity to review data recording, improve quality of the patient record and improve efficiency

#### Monitoring Work Pressure:

- Triangulation meeting – reviews IQ measures and key workforce data to understand work pressure and its impact
- Clinical Networks will identify an appropriate caseload review tool to ensure case loads are benchmarked (internally and externally) and manageable
- Safer staffing levels are published monthly. A proposal has been developed to proactively monitor safer staffing information and provide assurance that deviation from planned staffing levels (above or below plan) is not impacting care quality (Q&S Committee), staff experience (ESEC) and financial management (Finance and Planning Committee).

- Staff Friends and Family Test provide regular feedback on staff experience including work pressures
- ESEC invite two members of staff from frontline clinical teams in a given locality to speak to committee and provide an honest account of work pressures experienced
- Quality Improvement Visits provide an opportunity to hear first hand feedback from staff

### Poor Staff Morale

- Health and wellbeing support and initiatives to engage staff e.g. AWP Walking Challenge, AWP in Bloom, Cycle to Work scheme, increased exercise opportunities, Stoptober initiative (stop smoking)
- Increased investment in a new occupational health provider to provide early intervention to support staff to stay healthy
- Staff Awards, Long Service Awards, Team of the Month
- Bright Ideas Competition
- Team Development Programme
- Focus on staff development including re-launch of the Bursary Panel and investment in unregistered staff (e.g. apprenticeships)

### Inconsistent Leadership and Management practices:

- Senior leadership development (Oxford Executive)
- Senior Leadership Conference (November 2013)
- Strategy Summit (April 2014)
- Values-linked behaviours framework incorporated into appraisal establishing clear expectations of all staff
- Executive Team 360 degree appraisal using AWP behaviours framework
- Ward Manager and Team Leader Conference (July 2014)
- Service Manager and Modern Matron 'Future Focused' event (September 2014)
- Strategy Summit (October 2014)
- Senior Leadership Conference (November 2014)
- Accredited ILM5 leadership and management qualification (UWE). Course content informed by training needs analysis of middle managers.
- 'Coaching to Lead' training secured for Bristol and Secure Services
- Mentoring and Coaching Registers to be established (Workforce Development Strategy)

## 5. Summary

Staff Friends and Family survey results from May/June provide a baseline in terms of response rate and scores, and offer a 'temperature check' of staff experience and organisational culture.

ESEC scrutinised a detailed breakdown of staff friends and family responses by Delivery Unit and Corporate Service and noted that results are sensitive to service challenges, notably in Bristol and Secure Services. ESEC maintain oversight for locality actions in response to staff surveys through regular 'Deep Dive' presentations to committee.

Feedback from the first Staff Friends and Family Test show signs of improved engagement when compared with responses to 2013 annual staff survey. However, significant work is needed if we are to be considered an exemplary employer. Implementation of the Staff Experience and Engagement Strategy will address the main factors that underpin staff engagement.

Board recognised the importance of staff engagement and established an organisational development programme to provide a sustained focus on improving staff experience. Board has determined that we will be the best mental health employer in England and one of five strategic priorities is to 'support and develop our staff'. Key elements of the Enabling Excellence Programme include valuing staff, improving health and wellbeing and developing transformational leaders capable of communicating, engaging and inspiring staff commitment.

Monitoring change in Staff Friends and Family response rate and scores over time will evidence the impact of local and Trust wide actions to improve staff experience.

The Staff Friends and Family Test has been repeated (1-14 September 2014) and results will be presented to Board in October 2014.

Board is asked to **note** results of the first Staff Friends and Family Test.