

'You matter, we care'

Board Part 1	Date: 28 November 2014
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Title:	Staff Friends and Family Test Results
Item:	BD/14/215

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History:	N/A
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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.

Executive Summary of key issues
<p>This report provides Board with an overview of Q2 Staff Friends and Family Test results.</p> <p>Key messages:</p> <ol style="list-style-type: none"> 1. Response rate has increased from 19% to 26% 2. Percentage of staff agreeing that care quality is the organisations top priority has decreased from 70% in Q 1 to 56% 3. Percentage of staff that would recommend the service their team provides to family and friends has decreased from 72% in Q1 to 63% 4. Percentage of staff that would recommend AWP as a place to work has decreased from 52% in Q1 to 42% <p>The increased response rate to the Staff Friends and Family is positive indicating higher</p>

levels of engagement. As a consequence, decreased scores for each of the three questions may provide a more accurate reflection of staff perception and morale. However, the impact of the recent CQC inspection report and subsequent actions must be noted as a contributory factor to the decline in scores.

Individual reports were prepared for each local/ specialist delivery unit and corporate services and a further report summarised the Trust wide position. AWP Senior Management Team discussed survey feedback on 5 November 2014 and a response is being led at two levels: Trust wide and by local/specialist delivery units and corporate services.

A Staff Engagement Framework provides a means of documenting current actions to improve staff engagement, share best practice and identify gaps where further action is required.

The Employee Strategy and Engagement Committee scrutinise Staff Friends and Family Test results on behalf of Board providing assurance that the Executive Team and individual Localities are taking appropriate action in response to feedback.

Board is asked to **note** the Staff Friends and Family Test results for Q2 and the following Trust wide actions to improve staff morale and engagement:

Low Staff Morale:

- On going staff engagement programme that includes health and well being, Staff Awards, Regional and National Awards, enhanced learning and development opportunities
- ILM5 Leadership and Management Programme for managers: Bespoke training programme to develop 160 managers commencing December 2014
- Team Development Programme commences in January 2015

Workload Concerns:

- Recruitment and Retention Strategy
- Acute Care Pathway Review
- Safer Staffing Experience Report

Trust wide Systems:

- Review of Statutory and Mandatory Training and Managed Learning Environment
- Streamlining the Electronic Patient Record

This report addresses these Strategic Priorities:	
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	
We will be future focussed	

1. Introduction

The Staff Friends and Family Test (Staff FFT) is a requirement of all NHS Trusts and is a 2014/15 CQUIN. The Staff FFT complements the Patient Friends and Family Test and provides a 'temperature check' on staff morale.

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 as to whether the actions taken by Delivery Units and Trust wide interventions to improve staff experience and engagement are having an effect.

2. Survey method

During the first two weeks of September all staff were invited to complete the survey using the meridian system (accessible internally and externally) and paper copies of the survey were sent to 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)

Question 1 provides us with an indication of the extent to which staff believe care quality is the organisations top priority and relates directly to our Trust purpose.

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. Quantitative and qualitative analysis has been carried out and a report prepared for every local/ specialist delivery unit, corporate services plus a Trust wide report.

Individual reports include verbatim comments for a given locality plus an analysis of emerging themes.

3. Results

3.1. Trust wide results

967 responses were received during the survey, a response rate of **26%**.

To enable comparison, the table below describes responses to the questions in the Annual Staff Survey 2013, Staff Friends and Family Test results in June (Q1) and September 2014 (Q2).

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.

2013 Staff Survey questions	Results	Staff FFT questions	June 2014 results	September 2014 results
Care of patients / service users is my organisation's top priority	56%	Care of patients/service users is top priority	70%	56%
If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation	48%	Recommend the service your team provides to friends and family?	72%	63%
I would recommend my organisation as a place to work	48%	Recommend organisation as a place to work?	52%	42%
Number of respondents	419*	Number of respondents	725	967

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

3.2. Locality Results

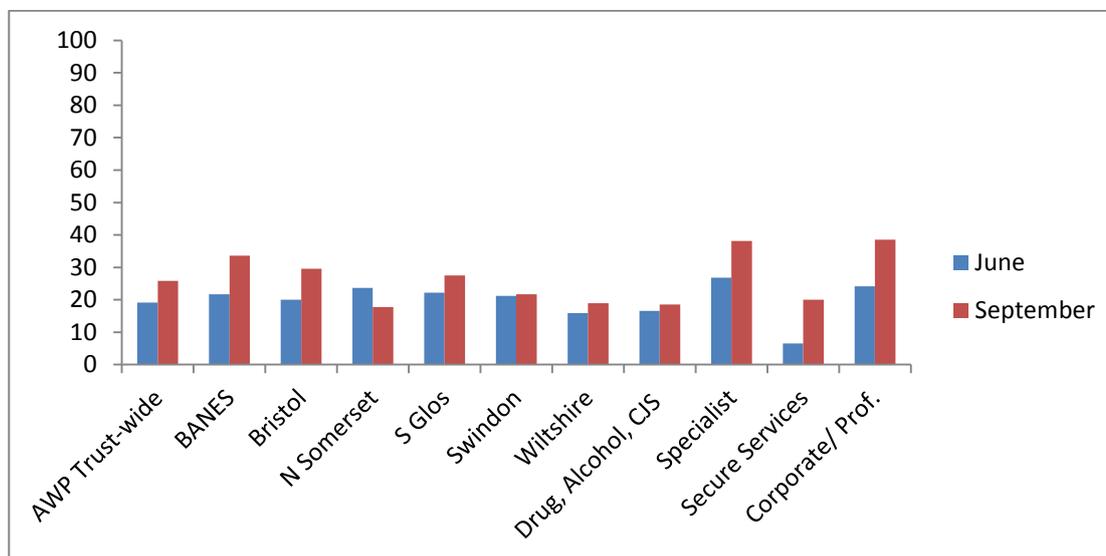


Figure 1. % Responses rates to Friends and Family Test survey June and September 2014. Response rates have increased in all areas, with the exception of North Somerset.

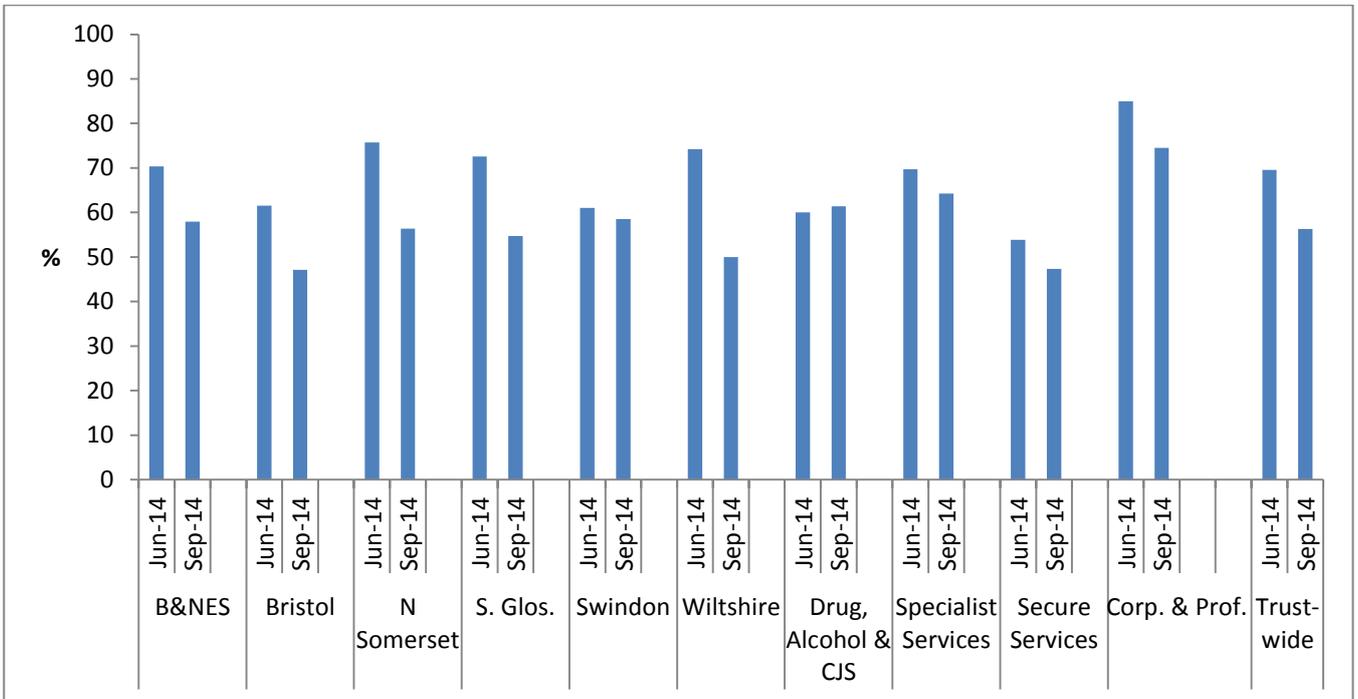


Figure 2: Percentage positive response rate (strongly agree, agree) to question 1 "Care of patients/ service users is my organisations top priority. June and September 2014.

The percentage of staff agreeing that patient care is our top priority has decreased in all areas except Drug and Alcohol services (including prisons). The highest scoring areas are corporate services, specialist services and drug and alcohol services. Bristol and Secure services show the lowest score.



Figure 3. Percentage positive response rate (extremely likely, likely) to question 2 "How likely are you to recommend the service your team provides to friends and family". June and September 2014

The percentage of staff that would recommend the service their team provides has remained constant in North Somerset and Drug and Alcohol services; increased in specialist services; and decreased in all other areas. South Gloucestershire and Specialised services score the highest score whilst Secure services show the lowest score by some margin.

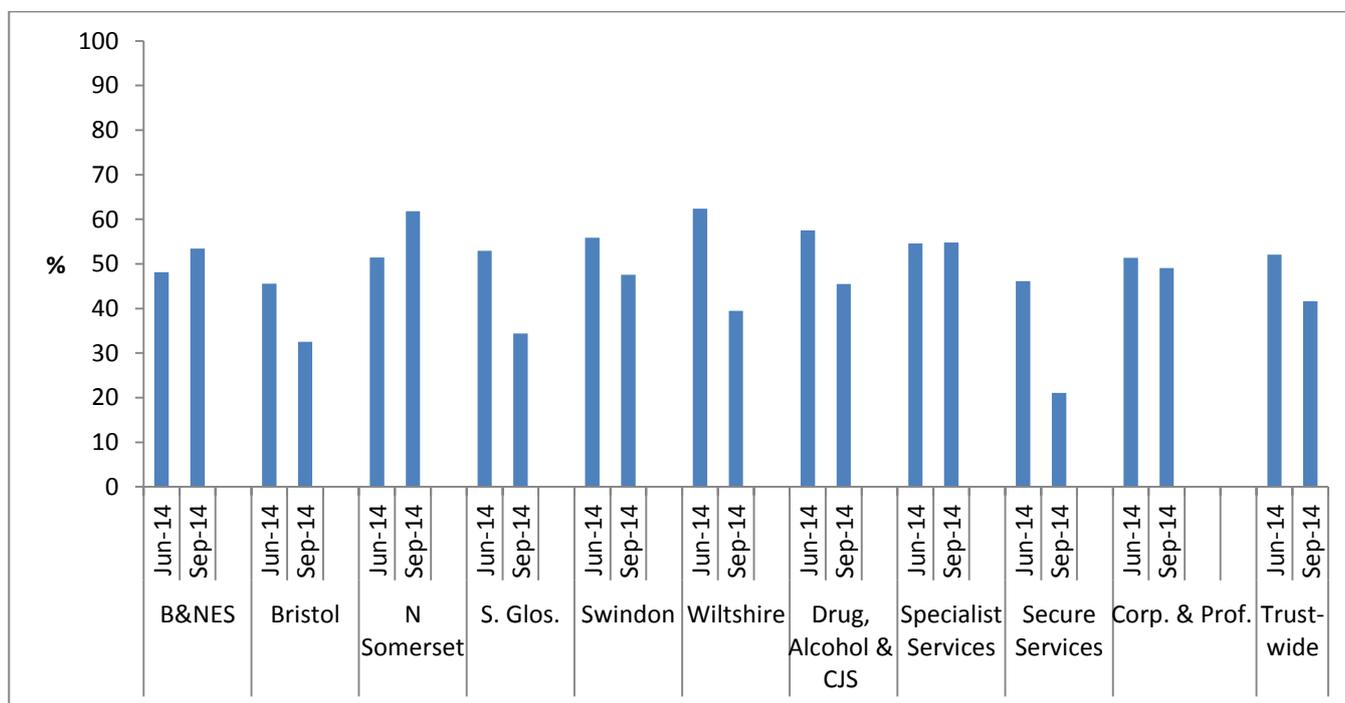


Figure 4. Percentage positive response rate (extremely likely, likely) to question 3 “How likely are you to recommend our organisation to friends and family as a place to work”. June and September 2014

The percentage of staff that would recommend AWP as a place to work has increased in North Somerset and BANES with both Localities recording the highest score to this question; scores remained constant in specialist services; and decreased in remaining areas. Bristol, South Gloucestershire and secure services show the lowest scores.

3.3 Quantitative Analysis: Three questions

The increased response rate to the Staff Friends and Family is positive indicating higher levels of engagement. As a consequence, decreased scores for each of the three questions may provide a more accurate reflection of staff perception and morale. However, the impact of the recent CQC inspection report and subsequent actions must be noted as a contributory factor to the decline in scores.

Responses to questions 1 and 2 reflect AWP specific issues and it is likely that the impact of the recent CQC inspection and report have had an adverse impact on staff morale alongside the on going pressures created by recruitment challenges and high bed occupancy in our wards. Response to question 3 reflects both AWP issues and wider NHS pressures in terms of public sector pay restraint and resource availability.

Corporate services respond most positively to question 1 due to their proximity to Trust Board and the senior management team, as such they have greater familiarity with AWP purpose and priorities. Lower scores for question 2 reflect distance from direct delivery of clinical care of staff in support departments. Response to question 3 is slightly higher than the Trust average.

When comparing responses of locality/ specialist services the picture is variable. In general, staff in specialist services and drug and alcohol services provide a more positive response perhaps reflecting the lesser impact of the CQC inspection, a different skill mix of staff with greater autonomy for care delivery and lesser impact of staff shortages and demands upon the acute care pathway.

Of the six localities, those most willing to recommend the services their team provides were South Gloucestershire and North Somerset. Staff in Bristol and Secure Services provide the least positive responses to all three questions reflecting the impact of significant service redesign and impact on staff confidence and morale.

3.4 Qualitative Analysis: Trust wide themes

Analysis of free text comments provides important insights into staff experience. Trust wide analysis of free text comments highlights a number of overarching themes.

Low morale: Staff feedback tells us that morale is low and there is a perceived cultural divide between what matters to front line clinical staff and what matters to managers and the organisation. A 'them and us' culture is described at multiple levels; there is a sense that we are not pulling in the same direction. The recent CQC Inspection Report and resulting actions have had an adverse impact on staff across the organisation.

Workload Pressures: Concerns about workload pressure (high bed occupancy and caseload burden) and staffing levels are reported and their potential impact on care quality and the health and wellbeing of staff. Front line staff perceive that managers and non-clinical staff lack insight into the daily workload. The focus on efficiency savings and meeting targets is viewed as inconsistent with providing high quality care and instead is driven to satisfy external agendas.

Trust wide Systems: Frustration is reported at Trust wide systems that cause unnecessary work, e.g. RiO, the Trust electronic patient record.

4. Staff Friends and Family Test: Actions

Visible action in response to staff feedback is essential, evidencing that we have heard staff concerns and responded. Actions will be taken at two levels:

- Trust wide
- By local/specialist delivery unit and corporate services

Each delivery unit, plus corporate services, received a comprehensive report of local staff friends and family results. Feedback is being communicated at a local level and discussed with staff to determine an appropriate response. A staff engagement framework (see appendix 1) is being used to document current actions to support and engage staff and identify what more can be done to build confidence.

In response to Trust wide themes the following actions are in hand to improve staff experience and confidence.

Low Staff Morale:

- On going staff engagement programme that includes health and well-being, Staff Awards, Regional and National Awards, enhanced learning and development opportunities
- ILM5 Leadership and Management Programme for managers (delivered in partnership with UWE): Bespoke training programme to develop 160 managers commencing December 2014

- Team Development Programme commences in January 2015

Workload Concerns:

- Recruitment and Retention Strategy (increase substantive staffing levels and reduce turnover)
- Acute Care Pathway Review (remove blockages, improve flow through the pathway)
- Safer Staffing Experience Report (discuss staff perception and experience of safer staffing levels)

Trust wide Systems:

- Review of Statutory and Mandatory Training and Managed Learning Environment (simplify training matrix, improve quality of training and availability of training data)
- Streamlining the Electronic Patient Record (aligned with replacement of RiO)

The AWP Senior Management Team is responsible for reviewing staff survey results and determining appropriate action. The Employee Strategy and Engagement Committee maintain oversight for the implementation and effectiveness of staff engagement activities.

The Committee receives regular reports on staff survey results and subsequent action. The Committee work plan includes 'deep dive' presentations from each locality and specialist delivery unit in order to provide Board assurance that staff engagement receives appropriate attention and action.

5. National Reporting

NHS England publish Staff Friends and Family data for all NHS Trusts on the following website:

http://www.england.nhs.uk/statistics/wp-content/uploads/sites/2/2013/07/Staff-FFT-Quarter-1-2014_15.xlsx

In Q1 comparisons are made with results from neighbouring Mental Health Trusts and to Mental Health Trusts that consistently perform well in terms of staff engagement.

Q2 data is not yet published therefore Q1 data is presented for comparison purposes.

Staff: Friends and Family Test	% Recommended - Work	% Recommended - Care
AWP	52%	72%

Local MH Trusts		
Somerset	81%	87%
2Gether Trust	60%	75%
Oxford Health	59%	73%
Devon Partnership Trust	43%	47%
High Performing MH Trusts (staff engagement)		
Tees, Esk and Wear	68%	79%
East London	68%	70%

Oxleas	76%	81%
Tavistock and Portman	73%	85%

With the exception of Somerset Partnership, AWP results are comparable with local mental health providers; however, our ambition is to be the top mental health provider in England and when compared with those organisations that consistently perform well on the annual staff survey a significant gap exists.

Q2 data will be examined when published later this month and used for benchmarking purposes.

6. Summary

AWP Board has committed to supporting and developing staff as one of 5 strategic priorities. A motivated and engaged workforce is fundamental to achieving our Trust purpose of delivering the highest quality of care that promotes recovery and hope.

Staff Friends and Family feedback provides an important ‘temperature check’ of staff experience and confidence in the organisation. Q2 results evidence the need to maintain a vigilant and proactive approach in this area. The Annual Staff Survey is currently open to all AWP staff and will provide a more detailed insight into positive or negative areas of staff experience.

Given the significant organisational change, CQC inspection and known service pressures Board should note that improving staff experience and perception of the organisation will take time. The Staff Engagement Framework provides an evidence-based approach to determining where to focus our efforts and develop a consistent approach across the organisation. The Senior Management Team are fully committed to achieving positive change for our staff.

Board is asked to note Q2 Staff Friends and Family Test results and actions taken to improve staff experience and confidence.

APPENDIX 1

Staff Engagement Framework

Staff engagement can be defined, as when;

'the business values its employees and the employee values the business'

MacLeod and Clarke (2009).

Staff engagement underpins all quality outcomes. Research has shown that six factors contribute to a 'culture of engagement' in NHS organisations:

- A clear focus on **quality of patient care as the first priority**: reinforced by structures, policies, procedures; what we measure; how leaders behave and what they attend to.
- **Ensuring clear objectives** at every level of the organisation: no more than 5-6 objectives so that staff are not overwhelmed. Objectives must support organisational commitment to quality care.
- **Enlightened Human Resources management** practices e.g. meaningful supervision and appraisal.
- **Creating positive work climates**: support, gratitude, appreciation, encouragement, access to development opportunities, support to stay well, involvement in decision-making. Appropriate action to tackle poor performance and behaviours is important in creating a positive work environment where quality of care is the first priority.
- **Engaging Leadership**: treat people with compassion, dignity and respect; the actions of leaders must be fair, transparent and genuine. Leaders create the climate in which staff operate.
- **Effective team working**: close working, well-structured teams with clear objectives.

The table below lists the six factors and describes a number of Trust wide actions. Localities have used this framework to consider what further response Corporate Services could offer and determine a local response.

Our purpose: To provide the highest quality care that promotes recovery and hope



Factors that improve engagement	Actions to date	Locality/ Professional Group/ Corporate
<p>1. Clear purpose aligned to high quality care</p> <p>NHS leaders must make clear the core purpose of the organisation is to provide high quality, compassionate safe care.</p> <p>Purpose must reinforced with actions:</p> <ul style="list-style-type: none"> - What is valued, measured, reward and focuses our time and attention - Systems, structures, processes, policies - Senior leaders listen to staff concerns about workload pressure and stress and attend to problems that get in the way of high quality care (bureaucracy, blockages) - Leaders treat staff with the same care and respect as the individuals in our care 	<p>Trust Purpose: To provide the highest quality care that promotes recovery and hope</p> <p>Trust priorities: what we care about and will spend our time, attention and resources on</p> <p>Our values: describe how we will achieve our purpose and priorities (behaviours framework linked to values)</p> <p>Appraisal process aligned with Trust purpose, priorities and values</p> <p>Staff awards reflect Trust values and reward compassionate care</p> <p>Consistent Board communication about quality of care being first priority</p>	



Our purpose: To provide the highest quality care that promotes recovery and hope

<p>2. Clear objectives at every level of the organisation</p> <ul style="list-style-type: none"> - The Board should have 5/6 clear objectives that are clearly linked to the Trust purpose and priorities - This should be replicated at every level (Delivery Unit, Team and individual) - Objectives should be aligned at every level so that efforts are focused on achieving the same outcomes – high quality, compassionate safe care - Objectives should be SMART and challenging 	<p>Trust Priorities provide the framework for objective setting.</p> <p>Strategy Summit: Through the business planning cycle, annual objectives and delivery unit objectives are set in line with Trust purpose and priorities</p> <p>Team Development Programme will encourage objective setting at team level</p> <p>Appraisal process encourages SMART objectives to be set and aligned with Trust priorities</p>	
<p>3. People Management</p> <ul style="list-style-type: none"> – Staff who are treated well, with respect and compassion provide safer care and patients report a better experience – HR practices should focus on encouraging high quality care and compassion: recruitment, induction, training and appraisal) – Development opportunities 	<p>Appraisal and supervision: Key focus of the organisation.</p> <p>Appraisal structure, documentation and recording simplified</p> <p>Values-based recruitment</p> <p>Review induction</p> <p>Revised Bullying and Harassment Policy</p>	
<p>4. Positive work climates</p> <ul style="list-style-type: none"> - Express gratitude and appreciation - Offer support and encouragement - Promote innovation and improvement - Involve staff in decision-making - Take action in response to poor performance and behaviour 	<p>Health and wellbeing Activities</p> <p>Access to training and development</p> <p>Occupational Health Provider</p> <p>Leadership Development Programme</p> <p>Back to the floor</p>	



Our purpose: To provide the highest quality care that promotes recovery and hope

	<p>Staff Awards/ Team of the Month/ Long service</p> <p>Regional and National Awards</p> <p>Locality/ Specialist Delivery Unit Engagement Plans</p> <p>Coaching and Mentoring</p>	
<p>5. Leadership:</p> <ul style="list-style-type: none"> - Treating people fairly and transparently - Treating people with dignity and respect - Doing what we said we would do - Acting consistently - Tackling poor behaviours and conduct that is inconsistent with values and commitment to high quality care 	<p>AWP Values-linked Behaviours Framework</p> <p>Leadership Development Programme</p> <ul style="list-style-type: none"> • Oxford executive Programme • ILM5 Leadership and Management • Leadership Conferences 	
<p>6. Effective team working:</p> <ul style="list-style-type: none"> - Effective teams provide higher quality, safe care and patients report better experience - Effective teams are well structures, work closely to achieve clear objectives and reflect on their practice 	<p>Celebrating teams: Team of the month started in May, nominated by Triumvirates at Quality Huddle</p> <p>Annual Objective 2014/16: Every team will be developed</p> <p>'Great Teams, Great Care' – Team development programme</p>	