

Board of Directors' Meeting Report – 24th September 2014
Agenda item 281/14

Title	Employee Engagement Survey
Sponsoring Director	Keith Warrior, Acting Director of Human Resources
Author	Lynda Steer, Head of Leadership, OD and Learning & Marion Cain, Learning and OD Consultant
Purpose	To provide the Board with results of the latest quarterly employee engagement survey.
Previously considered at	N/A

Executive Summary

This report provides the key findings from the local quarterly Employee Engagement Survey carried out in August 2014. The same 16 questions were asked in the survey including the additional Friends and Family questions now requiring separate reporting.

The survey was available online and in paper format (allowing for those either preferring paper questionnaires or without computer access to take part). No paper questionnaires were returned for this survey.

It should be noted that this survey was conducted during a period of change within the Trust:

- Increased activity and pressure from auditors
- High staff turnover (14%)
- Lack of resources (473 vacancies)
- Integration of Spanish nurses
- Uncertainty around Executive Team Members
- Pathology changes
- Increase in staff car parking charges
- Increase in restaurant charges

Response Rates:

Response rates are on declining trajectory - **3%** of the workforce responded to the questionnaire (131 people). In May 2014 **less than 10%** of the workforce responded compared to our 2013 response rate for the same period of **17%**.

Survey Findings:

Of the 3% who responded the **top 3 statements** that staff agreed with were:

- 62% stated they are able to do their job to a standard they are pleased with
- 61% stated they are able to show initiative in their role
- 53% stated they are enthusiastic about their job

Of the 3% who responded the **lowest rated statements** were:

- 29% stated they would recommend the hospital as a place to work
- 30% stated the hospital is committed to helping employees balance their work and home lives
- 36% stated they are satisfied with the recognition I get for good work

The ratings for the **friends and family statements** were:

- 63 % stated they were overall likely to recommend the care
- 31% stated they would recommend the hospital as a place to work

The verbatim comments were focused on:

- Staff not feeling valued for their contribution
- Staff working under pressure, with high workloads

Conclusions:

We are experiencing a downward trend in responses to employee engagement surveys with many of the responses negative rather than positive, especially those around recommending Southend Hospital as a place to work.

The lack of responses could have been down to running the survey during the summer holidays or any combination of the Trust changes as previously mentioned. It raises the question “why are staff choosing not to complete the surveys” or another question might be “are our staff engaged or not – just because we have a low response rate is this really an indicator of staff engagement!

As a comparison the average employee survey response rate (as quoted by Forbes) is in their words – a meager 30%-40%, which is a long way off where we currently are! We need to really understand why we have such low response rates, especially as we are just about to launch the national survey (22nd September 2014).

We also need to consider:

- The next quarterly survey is due October/November
- Friends and family staff questions need to be reported quarterly.
- The Executive team has not yet considered the outputs and actions from the Focus Group report following the last Annual survey
- The potential effect on staff motivation, morale and confidence in the organisation with a change of CEO
- The potential impact of perceived lack of stability and decision making during the next few months

What is certain though is that we need to demonstrate action following on from staff survey findings, especially during a period of uncertainty, such as now.

In this report we have made recommendations and identified actions to be taken to support staff through the changes ahead and start on the journey of improving staff engagement. To get our staff feeling motivated, connected with their work and really caring about doing an excellent job, we need to continue to challenge our thinking around what Staff Engagement means for Southend University Hospital NHS Foundation Trust.

	5. Staff – feel proud to work here and keep making a difference
Related Risk	5 – disengaged workforce

Legal implications / regulatory requirements	<p>This report includes measures which affect our CQC compliance, outcome standards:-</p> <p>12 - Requirement relating to workers 13 - Staffing 14 - Supporting staff</p>
Quality impact assessment	<p>The report provides assurance on quality performance as there is a correlation between staff, staff satisfaction and the quality of patient care.</p>
Equality impact assessment	<p>As far as can be considered this paper has no detrimental impact for the 9 protected characteristics under the Equality Act 2010.</p>
Action required by the Board The Board is asked to action/note the recommendations in this report.	

1. Context

The second local survey for 2014 was conducted during August.

This survey was available for staff to complete with paper copies of the friends and family questions made available for those staff unable to use the online system. It contained the same 16 questions (including the family and friends questions) as published for the staff survey in May to provide consistency of approach (refer to Appendices for questions)

It is important to note that during April through to July a number of focus groups, drop-in sessions and facilitated team sessions were run with an external facilitator to gain a better understanding of the 2013 National survey results. A separate report sharing the outcomes and recommendations has been submitted to the Chief Executive, though the formal feedback session with the external facilitator on the report findings and actions is currently on hold. The findings from this piece of work, the recommendations provided in our previous report in June and the recommendations included in this report detail what needs to be done if we are to increase Employee Engagement.

2. Key Results – Response Rate

This quarterly survey response rate continues the downward trend from May 2013 of 17%, to 10% in May 2014 to this period's response rate of 3%. It should be noted that the % of responses for Theatres and Corporate Services have increased slightly, whilst all other areas have gone down as detailed below.

Total of responses by Business Unit

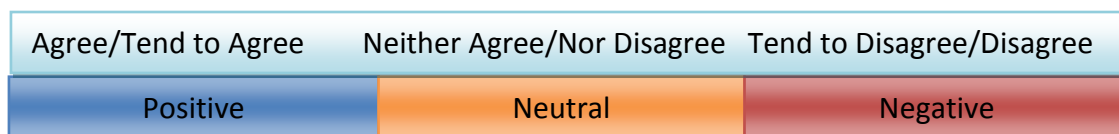
Business Unit	Total Responses	% of responses	% of BU	Total Staff for comparison	
				Total Headcount	Total WTE
Corporate services & Facilities*	46	35%	6%	808	704.20
CSS Diagnostic & Therapeutic	24	18%	3%	792	667.92
Medicine	24	18%	2%	994	868.69
Musculoskeletal (MSK)	7	5%	2%	434	365.24
Surgery	11	8%	2%	643	539.67
Theatres & Critical Care Unit	10	8%	4%	284	251.04
Women & Children's	9	7%	2%	500	399.79
Total	131		3%	4455	3796.55

Total of responses by Staff Group

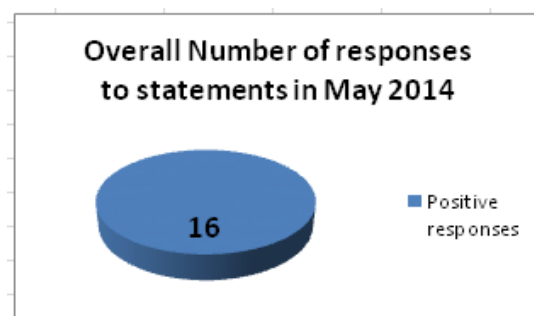
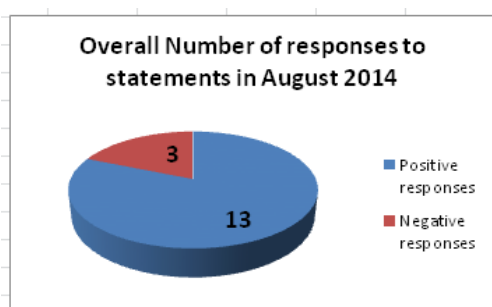
Staff Group	Total Responses	% of responses	% of Staff Group	Total Staff for comparison	
				Headcount	WTE
Add Prof Scientific and Technic	3	2%	2%	126	110.35
Additional Clinical Services	12	9%	1%	860	687.96
Admin & Clerical	59	45%	6%	1026	853.49
Allied Health Professionals	7	5%	3%	267	228.45
Estates & Ancillary	6	5%	2%	288	237.99
Healthcare Scientists	9	7%	5%	182	165.71
Medical & Dental	7	5%	1%	485	465.27
Nursing & Midwifery Registered	28	21%	2%	1221	1047.33
Total	131		3%	4455	3796.55

As previously the survey asked employees to rate their response against the following keys of Agree/Tend to Agree; Neither Agree/Nor Disagree and Tend to Disagree/Disagree.

And as previously we interpreted in terms of positive, neutral and negative in the following way:

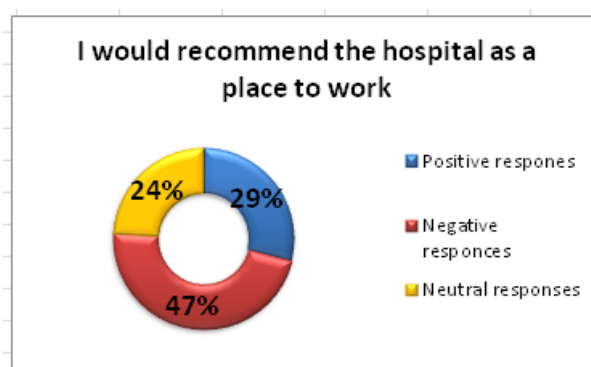
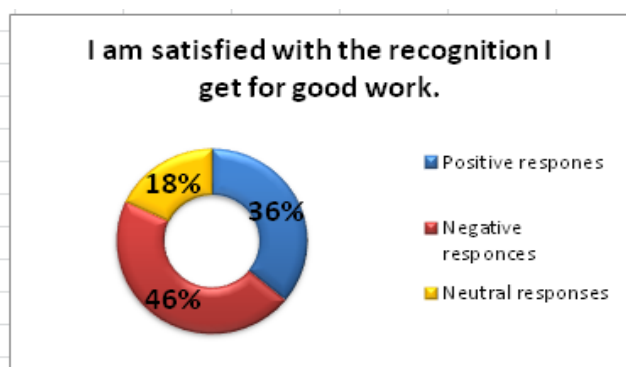


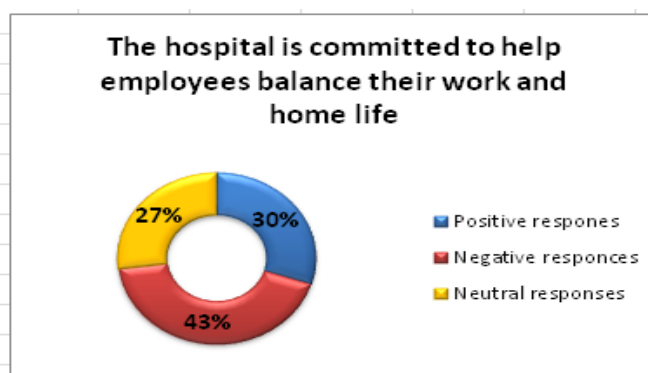
In the August survey **3 out of the 16 statements** were answered negatively compared to the May survey, when all 16 statements were responded to positively.



The 3 negative statements were:

- I am satisfied with the recognition I get for good work
- I would recommend the hospital as a place to work
- The hospital is committed to helping employees balance their work and home life





For August the 3 highest rated positive statements were the same as in May – however, the % and ranking has changed.

Statement	May 2014	August 2014
I am able to show initiative in my role	69%	61%
I am enthusiastic about my job	71%	53%
I am able to do my job to a standard I am pleased with	62%	52%

The Friends and Family statements

The responses to the Family and Friends statements have been broken down per business unit and per staff group.

Question: How likely are you to recommend Southend University Hospital to friends and family if they needed care or treatment?

August 2014

BU	Don't know		Positive		Neither likely nor unlikely		Negative		Grand Total
	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	
Corporate services (IT, Finance, H	2	4%	34	74%	5	11%	5	11%	46
Diagnostic and therapeutic	0	0%	9	38%	6	25%	9	38%	24
Medicine	0	0%	13	54%	5	21%	6	25%	24
Musculoskeletal	0	0%	5	71%	2	29%	0	0%	7
Surgery	0	0%	9	82%	2	18%	0	0%	11
Theatres and critical care	1	10%	8	80%	1	10%	0	0%	10
Women's and children's	0	0%	4	44%	3	33%	2	22%	9
Grand Total	3	2%	82	63%	24	18%	22	17%	131

Staff Group	Don't know		Positive		Neither likely nor unlikely		Negative		Grand Total
	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	
Add Prof Scientific and Technic	0	0%	1	33%	0	0%	2	67%	3
Additional Clinical Services	1	8%	5	42%	3	25%	3	25%	12
Admin & Clerical	1	2%	40	68%	10	17%	8	14%	59
Allied Health Professionals	0	0%	3	43%	2	29%	2	29%	7
Estates & Ancillary	1	17%	4	67%	1	17%	0	0%	6
Healthcare Scientists	0	0%	3	33%	3	33%	3	33%	9
Medical & Dental	0	0%	5	71%	1	14%	1	14%	7
Nursing & Midwifery Registered	0	0%	21	75%	4	14%	3	11%	28
Grand Total	3	2%	82	63%	24	18%	22	17%	131

May 2014

BU	Don't know		Positive		Neither likely nor unlikely		Negative		Grand Total
	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	
Corporate services (IT, Finance, HR, Es	0	0%	94	73%	17	13%	17	13%	128
Diagnostic and therapeutic	1	1%	53	66%	20	25%	6	8%	80
Medicine	0	0%	74	79%	10	11%	10	11%	94
Musculoskeletal	1	3%	25	78%	4	13%	2	6%	32
Surgery	2	4%	35	78%	5	11%	3	7%	45
Theatres and critical care	0	0%	5	100%	0	0%	0	0%	5
Women's and children's	1	2%	36	75%	6	13%	5	10%	48
Grand Total	5	1%	322	75%	62	14%	43	10%	432

Staff Group	Don't know		Positive		Neither likely nor unlikely		Negative		Grand Total
	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	
Add Prof Scientific and Technic	0	0%	12	63%	3	16%	4	21%	19
Additional Clinical Services	0	0%	25	74%	6	18%	3	9%	34
Admin & Clerical	1	1%	134	74%	23	13%	24	13%	182
Allied Health Professionals	3	8%	33	85%	3	8%	0	0%	39
Estates & Ancillary	0	0%	12	75%	2	13%	2	13%	16
Healthcare Scientists	0	0%	7	41%	9	53%	1	6%	17
Medical & Dental	1	3%	22	69%	4	13%	5	16%	32
Nursing & Midwifery Registered	0	0%	77	83%	12	13%	4	4%	93
Grand Total	5	1%	322	75%	62	14%	43	10%	432

Question:

How likely are you to recommend Southend University Hospital to friends and family as a place to work?

August 2014

BU	Don't know		Positive		Neither likely nor unlikely		Negative		Grand Total
	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	
Corporate services (IT, Finance, H	0	0%	17	37%	12	26%	17	37%	46
Diagnostic and therapeutic	0	0%	3	13%	2	8%	19	79%	24
Medicine	0	0%	7	29%	5	21%	12	50%	24
Musculoskeletal	0	0%	3	43%	3	43%	1	14%	7
Surgery	0	0%	5	45%	4	36%	2	18%	11
Theatres and critical care	0	0%	4	40%	2	20%	4	40%	10
Women's and children's	0	0%	2	22%	4	44%	3	33%	9
Grand Total	0	0%	41	31%	32	24%	58	44%	131

Staff Group	Don't know		Positive		Neither likely nor unlikely		Negative		Grand Total
	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	
Add Prof Scientific and Technic	0	0%	0	0%	0	0%	3	100%	3
Additional Clinical Services	0	0%	4	33%	2	17%	6	50%	12
Admin & Clerical	0	0%	21	36%	17	29%	21	36%	59
Allied Health Professionals	0	0%	1	14%	3	43%	3	43%	7
Estates & Ancillary	0	0%	1	17%	0	0%	5	83%	6
Healthcare Scientists	0	0%	0	0%	1	11%	8	89%	9
Medical & Dental	0	0%	3	43%	3	43%	1	14%	7
Nursing & Midwifery Registered	0	0%	11	39%	6	21%	11	39%	28
Grand Total	0	0%	41	31%	32	24%	58	44%	131

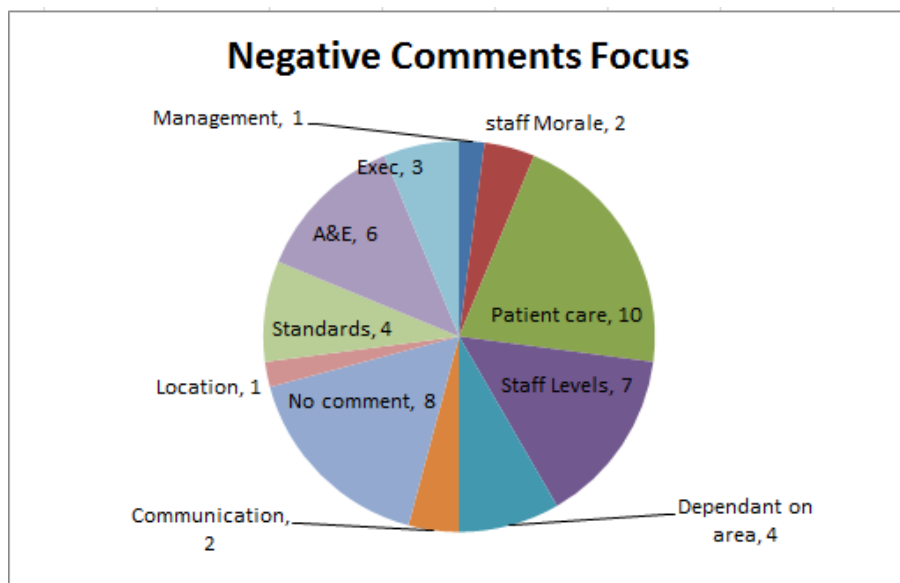
May 2014

BU	Don't know		Positive		Neither likely nor unlikely		Negative		Grand Total
	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	
Corporate services (IT, Finance, HR, Es	0	0%	72	56%	25	20%	31	24%	128
Diagnostic and therapeutic	1	1%	35	44%	13	16%	31	39%	80
Medicine	0	0%	57	61%	16	17%	21	22%	94
Musculoskeletal	0	0%	25	78%	1	3%	6	19%	32
Surgery	0	0%	20	44%	9	20%	16	36%	45
Theatres and critical care	0	0%	0	0%	1	20%	4	80%	5
Women's and children's	0	0%	22	46%	7	15%	19	40%	48
Grand Total	1	0%	231	53%	72	17%	128	30%	432

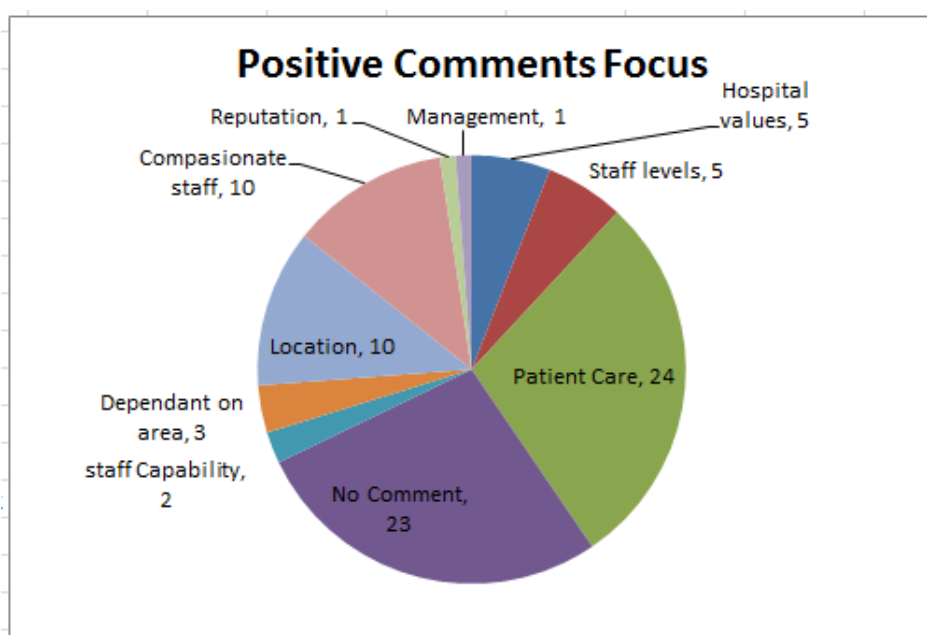
Staff Group	Don't know		Positive		Neither likely nor unlikely		Negative		Grand Total
	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	Total responses	% of responses	
Add Prof Scientific and Technic	0	0%	6	32%	3	16%	10	53%	19
Additional Clinical Services	0	0%	20	59%	7	21%	7	21%	34
Admin & Clerical	0	0%	99	54%	31	17%	52	29%	182
Allied Health Professionals	1	3%	24	62%	4	10%	10	26%	39
Estates & Ancillary	0	0%	7	44%	3	19%	6	38%	16
Healthcare Scientists	0	0%	3	18%	3	18%	11	65%	17
Medical & Dental	0	0%	15	47%	6	19%	11	34%	32
Nursing & Midwifery Registered	0	0%	57	61%	15	16%	21	23%	93
Grand Total	1	0%	231	53%	72	17%	128	30%	432

Staff were given the opportunity to add “free flow” comments to their survey responses. The following represent the positive and negative comments, grouped into themes. The numbers represent the number of times

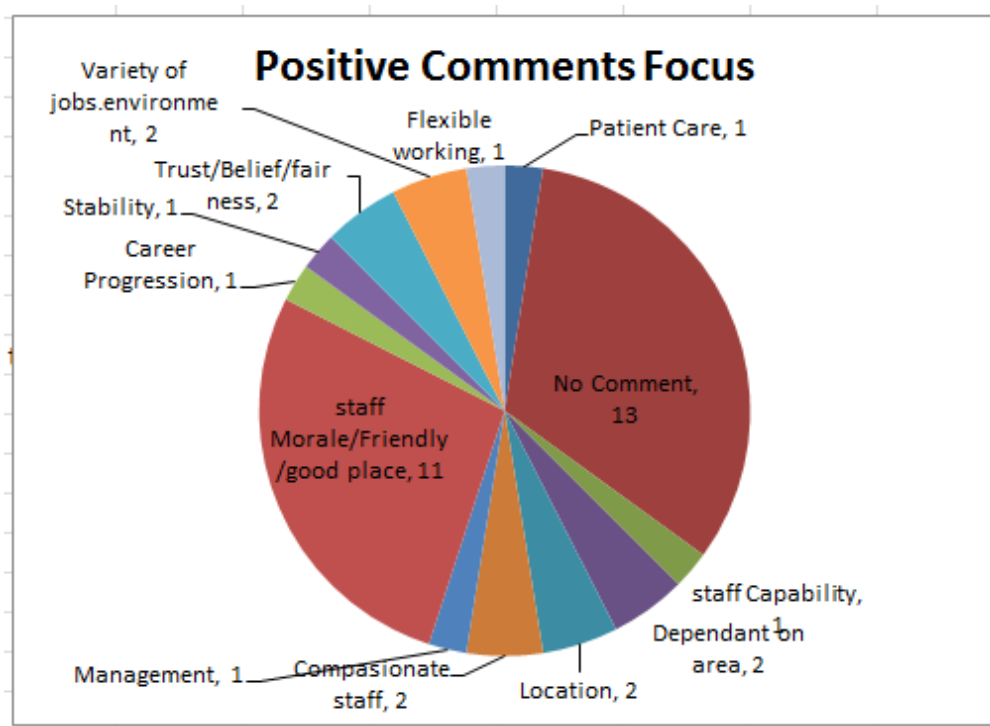
Number of negative comments categorised into themes – Recommend Care



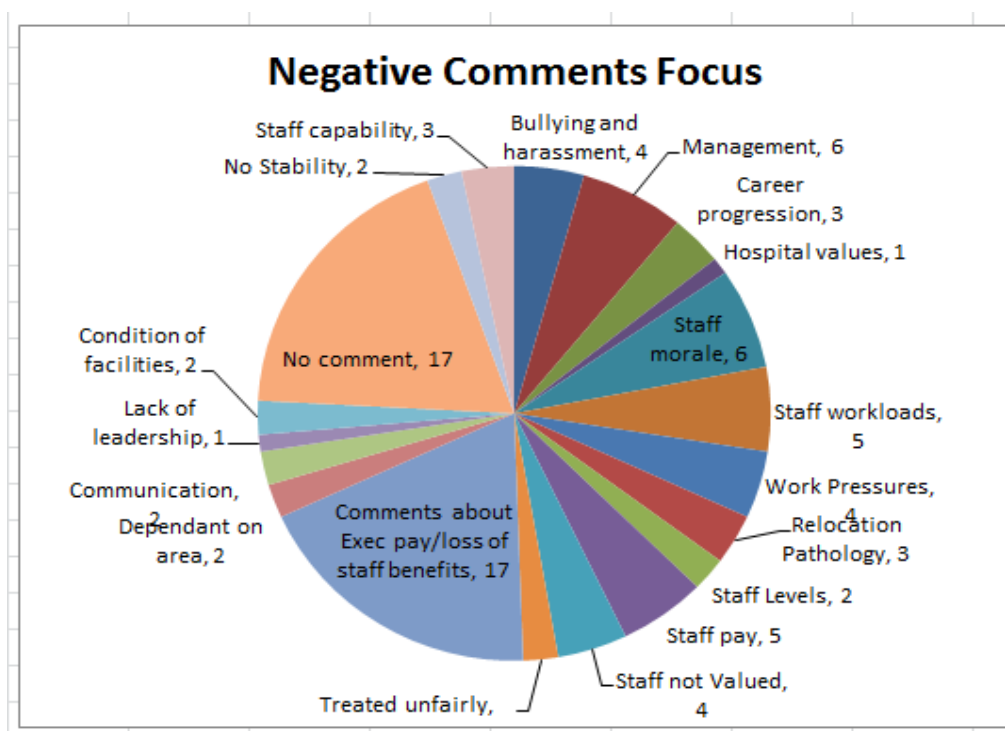
Number of positive comment categorised into themes - Recommend Care



Number of positive comments categorised into themes -
Recommend Place to work



Number of negative comments categorised into themes -
Recommend Place to work



3. Key themes

This is the second quarterly survey which comes at a time when the Trust has been under pressure from auditors, staff are feeling the impact of lack of staff resources, combined with the integration of Spanish nurses and the uncertainty around the Chief Executive. The low response rate could have been compounded by the response to major changes to Pathology and articles in the press on the Executive pay increases at a time when staff perceive their own benefits are being taken away, e.g. parking increases, restaurant charges. It also ran through August, the main summer holiday period. All these factors could have contributed to:

- Low number of people prepared to respond (response rate dropped substantially)
- More people responding negatively than positively to the questions around recommending southend as a place to work
- Friends and family comments focused on:
 - Staff not feeling valued for their contribution
 - Staff working under pressure, with high workloads

On a positive note, staff who responded did feel relatively happy with the care given, and although the percentage who would recommend the care to friends and family has dropped from the last survey, it still outweighs the negative responses to the questions within the survey.

4. Considerations

The response rate continues the trend in declining numbers and almost makes the findings non representative. Further consideration should be given to:

- The national survey is about to be launched (due 22.9.2014)
- The next quarterly survey is due October/November
- Friends and Family staff questions need to be reported quarterly

- The outputs from the external report on the Focus groups ran from the last Annual survey
- The change of CEO
- Potential for perceived lack of stability and decision making during the next few months

All these factors will have an impact on our staff's motivation, attitude, behaviour, morale and confidence in the Trust.

5. Actions

There are a number of immediate actions to be considered with regards to the results of this quarterly survey.

Communication of the key themes to be through Core Brief, with managers cascading the information down via Team Briefs in local areas using the slides provided at Core Brief to communicate the findings.

As part of the presentation at Core Brief we will request managers ask their staff for their reaction to the findings within their local area.

The data will be shared with the HR Business Partners and Learning and Organisational Development Consultants for further local analysis and discussion with their respective Business Units.

However, in the longer term we believe that we need to demonstrate action following on from the findings of staff surveys. This is covered in detail in our recommendations.

6. Recommendations

In the longer term:

It is recommended that we totally re-think Southend University Hospital NHS Foundation Trust approach to Staff Engagement.

A project team with representation from across the Trust should be created to help shape the future of Staff Engagement within SUHFT.

In the short-term:

We continue the recommendations made in the June report.

We need to demonstrate to staff that we are listening to them and taking action

Link the key themes from this survey to the focus group recommendations and actively work on making change happen in the areas that matter to our staff. This means putting into place the action groups and actively communicating outcomes through something like "you said" "we did".

Staff Engagement being driven from the top down:

Staff engagement should be led by the Executive Team. The findings from the survey should be communicated by one of the Executives to all staff.

We do not run the third local staff survey in October/November

We focus our effort on promoting and encouraging staff to complete the Annual survey. Working with the communications team who are in the process of devising a communication plan and looking at innovative ways to engage and motivate staff to complete the survey.

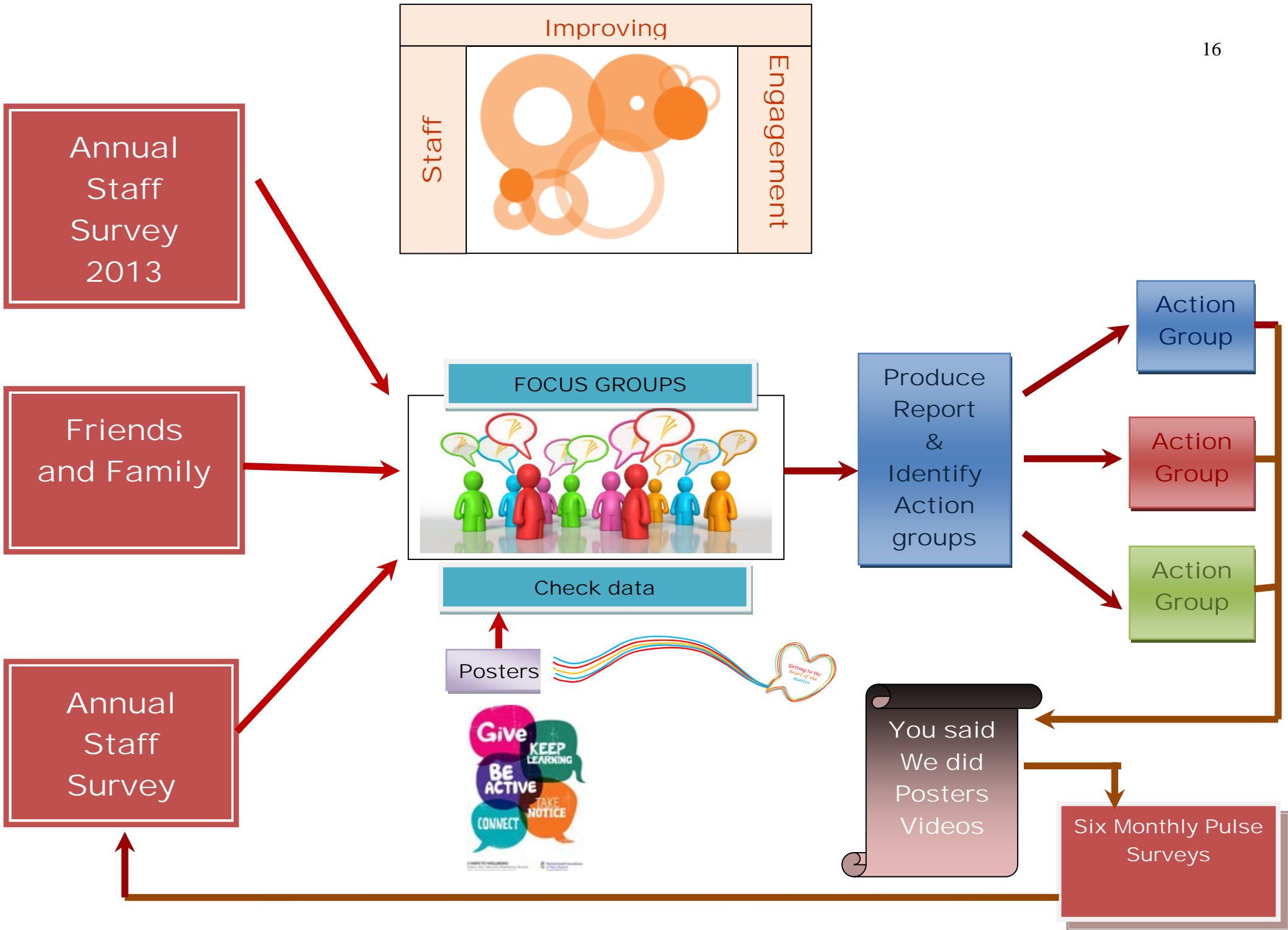
Friends and Family for staff

To fulfil our obligation we run an online/paper questionnaire on the family and friends element **only** in October.

ACTION PLAN

Action	Activities	Responsible	By when
Demonstrate to staff that we are listening to them and taking action	<p>Meeting with external consultant on the Focus Group report findings and action, decision taken on findings and action plan recommendations</p> <p>Link the key themes from this survey to the focus group recommendations and communicate</p> <p>Action plan in place on making change happen in the areas that matter to our staff</p> <p>Communication mechanisms established to update on actions taken</p> <p>Regular communication of outcomes through something like “you said” “we did”.</p>	<p>Deputy Chief Executive</p> <p>Executives</p> <p>Executives, Senior Management, Communications & L &OD</p> <p>Communications</p> <p>Communications</p>	<p>As soon as possible</p> <p>October Core Brief</p> <p>October onwards</p>
Friends and Family for staff	Run an online/paper questionnaire on the family and friends element	L & OD	October
Annual survey	<p>Promoting and encouraging staff to complete the Annual survey</p> <p>Devise communication plan looking at innovative ways to engage and motivate staff to complete the survey</p>	Communications & L & OD	September 2014 onwards
Define and design Southend University Hospital NHS Foundation Trust approach to Staff Engagement.	<p>Define Staff Engagement within SUHFT</p> <p>Create a project team to shape the future of Staff Engagement within SUHFT</p> <p>Produce detailed action plan</p>	<p>Executives, Communication and Head of Leadership, OD & Learning</p> <p>A project team with representation from across the Trust</p>	Commence October 2014

APPENDICES



The questions asked in the 2014 Survey

1. I look forward to going to work.
2. I am enthusiastic about my job.
3. I am able to do my job to a standard I am personally pleased with.
4. I am able to show initiative in my role.
5. My manager encourages me to suggest new ideas for improving services.
6. I am able to make improvements happen in my area of work.
7. I am satisfied with the recognition I get for good work.
8. I would recommend the hospital as a place to work.
9. Our hospital is committed to helping employees balance their work and home lives.
10. I feel up to date on the key issues and developments within the hospital.
11. I am briefed within my department on the key issues and developments within the hospital.
12. I consider the Trust's top priority to be the care of patients and service users.
13. If I were a patient at the hospital, I would be happy with the standard of care provided.
14. Do you consider that the trust treats you fairly as an Employee?

Friends and family questions:

1. How likely are you to recommend Southend University Hospital to friends and family if they needed care or treatment?
2. How likely are you to recommend Southend University Hospital to friends and family as a place to work?