

Improving staff engagement

Staff survey results

2017

What is Employee Engagement?

- Employee engagement is a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being.
- Employee engagement is based on trust, integrity, two way commitment and communication between an organisation and its members. It is an approach that increases the chances of business success, contributing to organisational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can be lost and thrown away.
- Employee engagement is not the same as employee satisfaction. Satisfied employees are merely happy or content with their jobs and the status quo. For some, this might involve doing as little work as possible.

This is about how we create the conditions in which employees offer more of their

capability
and
potential

David Macleod

Macleod – The 4 Enablers



Strategic Narrative

Visible, empowering leadership providing a **strong strategic narrative** about the organisation, where it's come from and where it's going.



Engaging Managers

Engaging managers who focus their people and give them scope, treat their people as individuals and coach and stretch their people.



Employee Voice

Employee voice throughout the organisations, for reinforcing and challenging views, between functions and externally. Employees are seen not as the problem, rather as central to the solution, to be involved, listened to, and invited to contribute their experience, expertise and ideas.



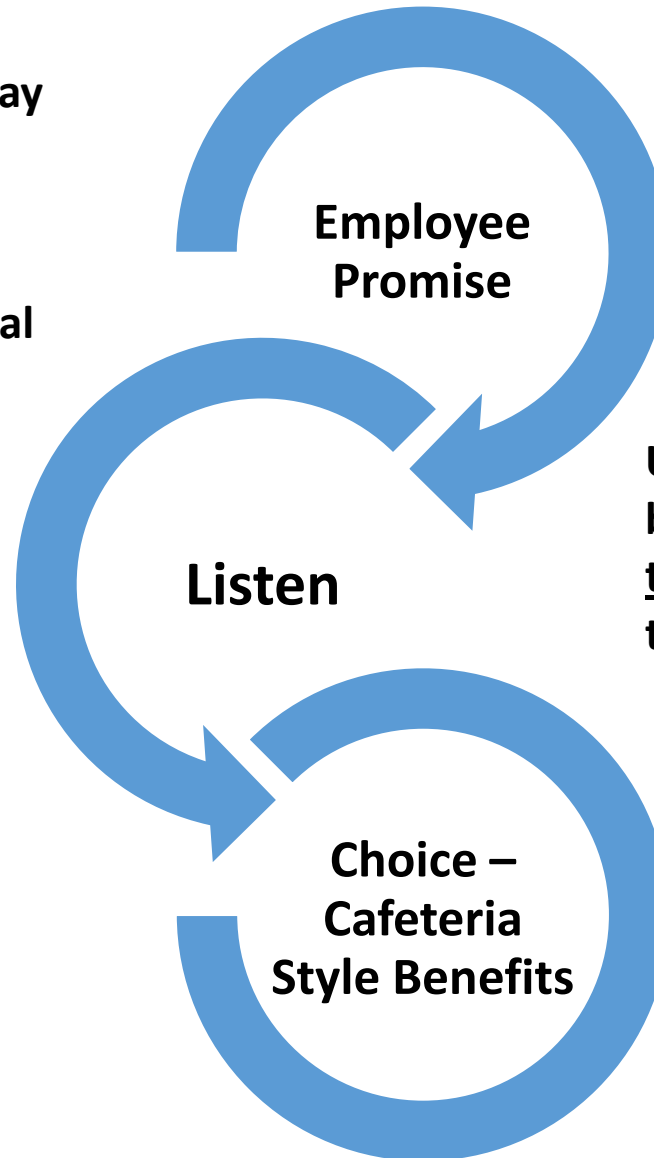
Integrity

Organisational **integrity** – the values on the wall are reflected in day to day behaviours. There is no 'say –do' gap. Promises made and promises kept, or an explanation given as to why not.

The Attractive Employer

Good employers offer the right mix of pay and non pay rewards that value and meet individuals needs at different points of their career journey and personal life. (Hygiene factors)

- Support Parent/Carer
- Appraisals matter
- Coaching/Mentoring
- Wellbeing
- Annual Leave
- Training
- Benefits



Understand what benefits staff value - get them to develop and tailor their needs.

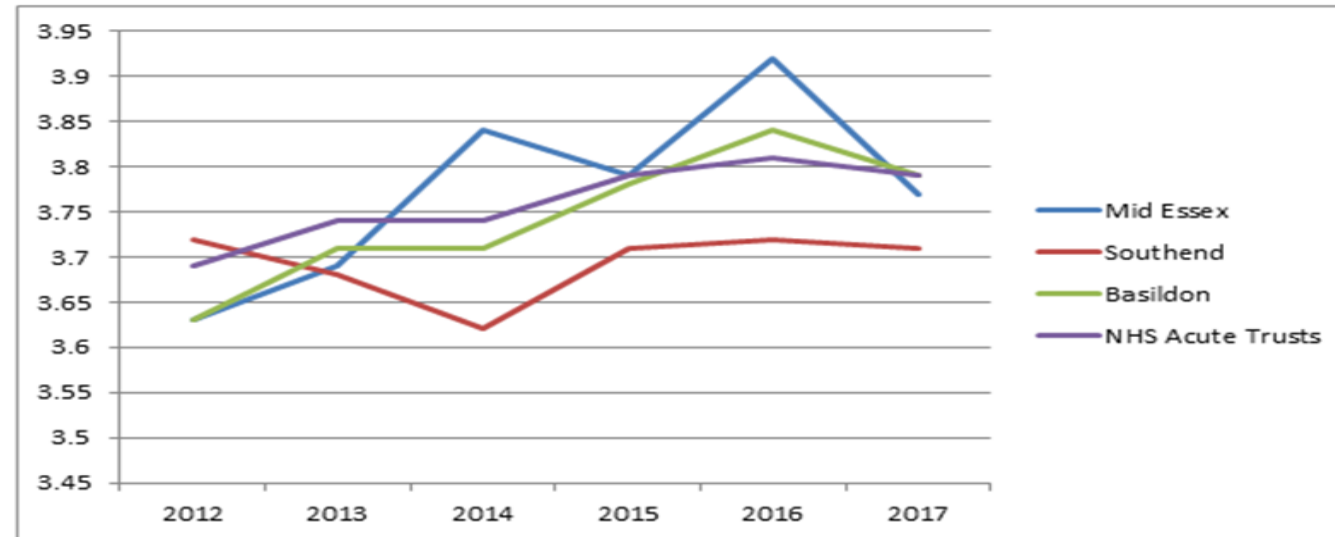
Staff Survey Response Rates

	Mid Essex		Southend		Basildon		MSB
	2016	2017	2016	2017	2016	2017	2017
% Response	37	33	41	41	42	48	41
No of responses		1519		1764		2231	5514



Staff Engagement Scores

Staff Engagement Score						
	2012	2013	2014	2015	2016	2017
Mid Essex	3.63	3.69	3.84	3.79	3.92	3.77
Southend	3.72	3.68	3.62	3.71	3.72	3.71
Basildon	3.63	3.71	3.71	3.78	3.84	3.79
NHS Acute Trusts	3.69	3.74	3.74	3.79	3.81	3.79



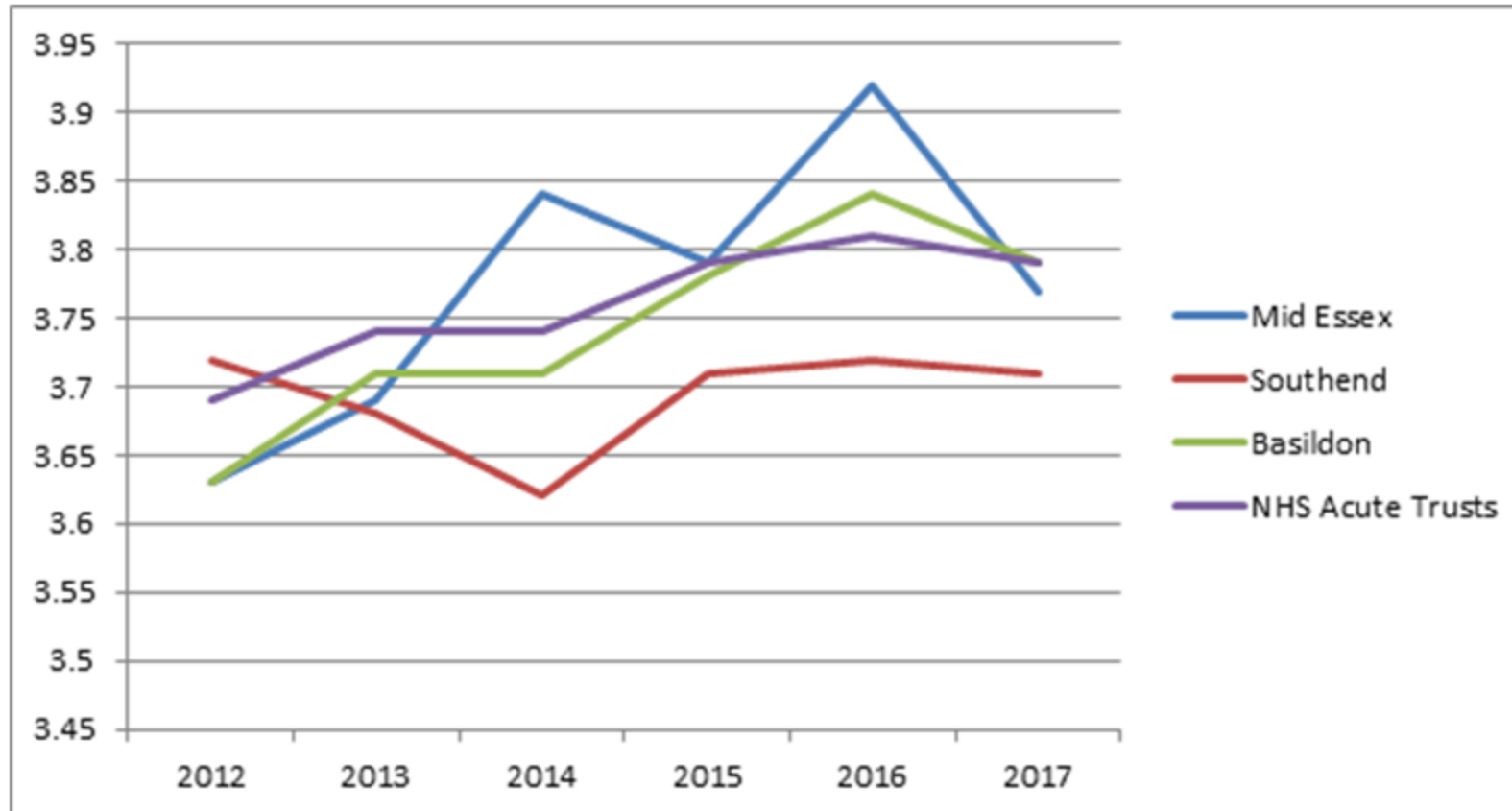
Questions that contribute to Employee Satisfaction score

Question shows % positive response

Question shows % positive response	Mid Essex		Southend		Basildon		NHS Acute
	2016	2017	2016	2017	2016	2017	2017
My organisation as a whole sees the care of patients / service users as the top priority	81	74	70	70	78	75	74
I would recommend my organisation as a place to work	71	61	63	62	64	60	60
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	76	71	63	62	69	71	69
My organisation acts on concerns raised by patients /service users	79	73	67	67	76	73	71

Staff Engagement Scores

Staff Engagement Score						
	2012	2013	2014	2015	2016	2017
Mid Essex	3.63	3.69	3.84	3.79	3.92	3.77
Southend	3.72	3.68	3.62	3.71	3.72	3.71
Basildon	3.63	3.71	3.71	3.78	3.84	3.79
NHS Acute Trusts	3.69	3.74	3.74	3.79	3.81	3.79



Areas of statistically significant change

Areas where there has been a statistically significant change from 2016 Green = Positive. Red = Negative	Mid Essex		Southend		Basildon	
	2016	2017	2016	2017	2016	2017
Equality & diversity						
21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	90	84	84	84	84	81
Errors & incidents						
29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month	89	95	92	92	95	91
30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.89	3.81	3.72	3.75	3.79	3.77
31. Staff confidence and security in reporting unsafe clinical practice	3.75	3.63	3.66	3.63	3.69	3.65
Health and wellbeing						
18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves	48	53	52	54	53	54
19. Organisation and management interest in and action on health and wellbeing	3.66	3.51	3.55	3.58	3.6	3.6
Working patterns						
15. Percentage of staff satisfied with the opportunities for flexible working patterns	52	50	52	51	50	54
16. Percentage of staff working extra hours	72	76	70	73	71	71
Job satisfaction						
1. Staff recommendation of the organisation as a place to work or receive treatment	3.9	3.74	3.62	3.57	3.77	3.75
4. Staff motivation at work	4.01	3.88	3.87	3.85	4	3.92
7. Percentage of staff able to contribute towards improvements at work	77	70	68	71	70	69
8. Staff satisfaction with level of responsibility and involvement	4.01	3.87	3.87	3.88	3.92	3.89
9. Effective team working	3.81	3.7	3.74	3.77	3.73	3.69
Managers						
5. Recognition and value of staff by managers and the organisation	3.5	3.39	3.4	3.41	3.45	3.43
6. Percentage of staff reporting good communication between senior management and staff	37	32	36	32	35	32
Patient care & experience						
2. Staff satisfaction with the quality of work and care they are able to deliver	4.06	3.89	3.86	3.83	4.01	3.96
Violence, harassment & bullying						
23. Percentage of staff experiencing physical violence from staff in last 12 months	1	2	1	1	2	3
26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	23	29	24	27	24	27
Number of statistically significant changes from 2016		13		2		6

MSB Group comparison to NHS Acute Trusts

MSB Group Hospitals compared to NHS Acute Hospital Average

Green = above NHS Acute Ave. Red = below NHS Acute Ave

	Mid Essex		Southend		Basildon		NHS Acute
	2016	2017	2016	2017	2016	2017	2017
Appraisals & support for development							
11. Percentage of staff appraised in last 12 months	78	79	84	85	87	85	86
12. Quality of appraisals	3.14	3.03	3.09	3.09	3.16	3.07	3.11
13. Quality of non-mandatory training, learning or development	4.06	4.05	4.05	4.1	4.11	4.07	4.05
Equality & diversity							
20. Percentage of staff experiencing discrimination at work in the last 12 months	10	11	11	11	12	13	12
21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	90	84	84	84	84	81	85
Errors & incidents							
28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month	30	35	31	33	31	30	31
29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month	89	95	92	92	95	91	90
30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.89	3.81	3.72	3.75	3.79	3.77	3.73
31. Staff confidence and security in reporting unsafe clinical practice	3.75	3.63	3.66	3.63	3.69	3.65	3.65
Health and wellbeing							
17. Percentage of staff feeling unwell due to work related stress in the last 12 months	36	40	37	39	38	39	36
18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves	48	53	52	54	53	54	52
19. Organisation and management interest in and action on health and wellbeing	3.66	3.51	3.55	3.58	3.6	3.6	3.62
Working patterns							
15. Percentage of staff satisfied with the opportunities for flexible working patterns	52	50	52	51	50	54	51
16. Percentage of staff working extra hours	72	76	70	73	71	71	72
Job satisfaction							
1. Staff recommendation of the organisation as a place to work or receive treatment	3.9	3.74	3.62	3.57	3.77	3.75	3.75
4. Staff motivation at work	4.01	3.88	3.87	3.85	4	3.92	3.92
7. Percentage of staff able to contribute towards improvements at work	77	70	68	71	70	69	70
8. Staff satisfaction with level of responsibility and involvement	4.01	3.87	3.87	3.88	3.92	3.89	3.91
9. Effective team working	3.81	3.7	3.74	3.77	3.73	3.69	3.72
14. Staff satisfaction with resourcing and support	3.36	3.28	3.27	3.27	3.34	3.31	3.31
Managers							
5. Recognition and value of staff by managers and the organisation	3.5	3.39	3.4	3.41	3.45	3.43	3.45
6. Percentage of staff reporting good communication between senior management and staff	37	32	36	32	35	32	33
10. Support from immediate managers	3.76	3.72	3.75	3.79	3.76	3.79	3.74
Patient care & experience							
2. Staff satisfaction with the quality of work and care they are able to deliver	4.06	3.89	3.86	3.83	4.01	3.96	3.91
3. Percentage of staff agreeing that their role makes a difference to patients / service users	91	89	89	89	90	91	90
32. Effective use of patient / service user feedback	3.68	3.58	3.72	3.69	3.69	3.69	3.71
Violence, harassment & bullying							
22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months	15	14	13	14	16	17	15
23. Percentage of staff experiencing physical violence from staff in last 12 months	1	2	1	1	2	3	2
24. Percentage of staff / colleagues reporting most recent experience of violence	71	74	71	69	71	68	66
25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	29	33	29	29	28	31	28
26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	23	29	24	27	24	27	25
27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse	48	47	45	44	46	44	45

MSB Group comparison to NHS Acute Trusts

MSB Group Hospitals compared to NHS Acute Hospital Average

Green = above NHS Acute Ave. Red = below NHS Acute Ave

	Mid Essex		Southend		Basildon		NHS Acute
	2016	2017	2016	2017	2016	2017	2017
Appraisals & support for development							
11. Percentage of staff appraised in last 12 months	78	79	84	85	87	85	86
12. Quality of appraisals	3.14	3.03	3.09	3.09	3.16	3.07	3.11
13. Quality of non-mandatory training, learning or development	4.06	4.05	4.05	4.1	4.11	4.07	4.05
Equality & diversity							
20. Percentage of staff experiencing discrimination at work in the last 12 months	10	11	11	11	12	13	12
21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	90	84	84	84	84	81	85
Errors & incidents							
28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month	30	35	31	33	31	30	31
29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month	89	95	92	92	95	91	90
30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.89	3.81	3.72	3.75	3.79	3.77	3.73
31. Staff confidence and security in reporting unsafe clinical practice	3.75	3.63	3.66	3.63	3.69	3.65	3.65
Health and wellbeing							
17. Percentage of staff feeling unwell due to work related stress in the last 12 months	36	40	37	39	38	39	36
18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves	48	53	52	54	53	54	52
19. Organisation and management interest in and action on health and wellbeing	3.66	3.51	3.55	3.58	3.6	3.6	3.62
Working patterns							
15. Percentage of staff satisfied with the opportunities for flexible working patterns	52	50	52	51	50	54	51
16. Percentage of staff working extra hours	72	76	70	73	71	71	72
Job satisfaction							
1. Staff recommendation of the organisation as a place to work or receive treatment	3.9	3.74	3.62	3.57	3.77	3.75	3.75
4. Staff motivation at work	4.01	3.88	3.87	3.85	4	3.92	3.92
7. Percentage of staff able to contribute towards improvements at work	77	70	68	71	70	69	70
8. Staff satisfaction with level of responsibility and involvement	4.01	3.87	3.87	3.88	3.92	3.89	3.91
9. Effective team working	3.81	3.7	3.74	3.77	3.73	3.69	3.72
14. Staff satisfaction with resourcing and support	3.36	3.28	3.27	3.27	3.34	3.31	3.31
Managers							
5. Recognition and value of staff by managers and the organisation	3.5	3.39	3.4	3.41	3.45	3.43	3.45
6. Percentage of staff reporting good communication between senior management and staff	37	32	36	32	35	32	33
10. Support from immediate managers	3.76	3.72	3.75	3.79	3.76	3.79	3.74
Patient care & experience							
2. Staff satisfaction with the quality of work and care they are able to deliver	4.06	3.89	3.86	3.83	4.01	3.96	3.91
3. Percentage of staff agreeing that their role makes a difference to patients / service users	91	89	89	89	90	91	90
32. Effective use of patient / service user feedback	3.68	3.58	3.72	3.69	3.69	3.69	3.71
Violence, harassment & bullying							
22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months	15	14	13	14	16	17	15
23. Percentage of staff experiencing physical violence from staff in last 12 months	1	2	1	1	2	3	2
24. Percentage of staff / colleagues reporting most recent experience of violence	71	74	71	69	71	68	66
25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	29	33	29	29	28	31	28
26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	23	29	24	27	24	27	25
27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse	48	47	45	44	46	44	45

Comments:

Staff shortage especially medical secretaries leading to delayed letters affecting prompt patient care and delayed communication to GP and other health professionals

118 (36%) comments on staff shortages

We are understaffed and underpaid, this can have a negative affect on the service patient's receive.

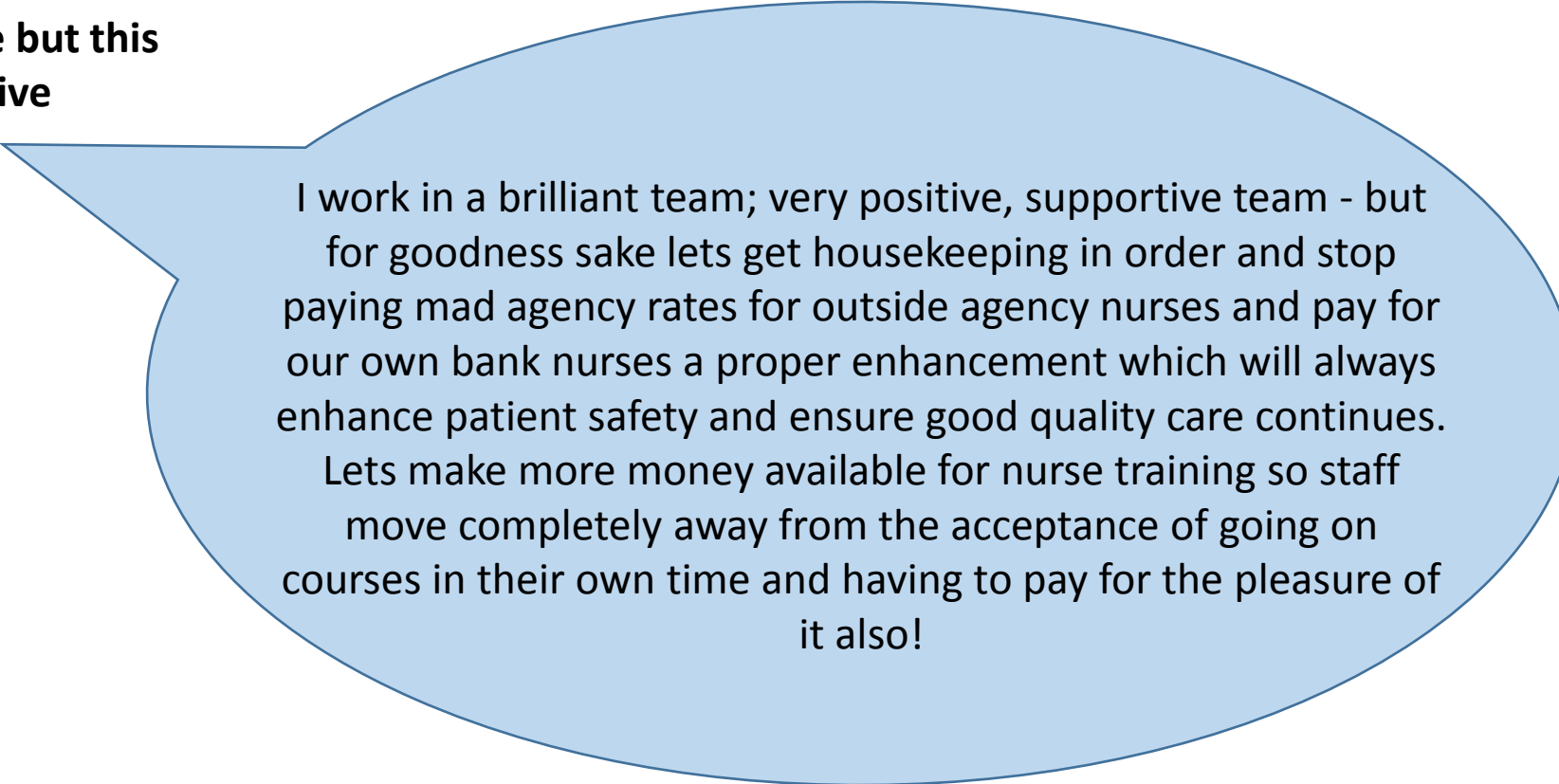
54 (17%) indicate concern about patient safety

High numbers of agency staff and lacking full-time nursing staff in Trust. If they concentrate more on ways of "retaining staff" it would slow the numbers of staff leaving due to stress and low morale and dissatisfaction.

Staff morale 88 (27%)

Comments:

9% of comments included something positive but this was usually then qualified by at least 1 negative



I work in a brilliant team; very positive, supportive team - but for goodness sake lets get housekeeping in order and stop paying mad agency rates for outside agency nurses and pay for our own bank nurses a proper enhancement which will always enhance patient safety and ensure good quality care continues. Lets make more money available for nurse training so staff move completely away from the acceptance of going on courses in their own time and having to pay for the pleasure of it also!

JEG Away Day – Session on Improving Staff Engagement

Listening Events
April – May 18

Respect
(Bullying & Harassment actions)
Underway from 23 April 18

Supporting the Core
(Middle & Senior Managers)

CEO Briefing to Managers (Vision etc)
May/June 18

Development Assessment Centres
June/July 18

Support & Development From Sept 18
Internal & External Resources

Communications, Capacity & Capability

Regular comms to staff 'you said we did' from May 18



Directorate Actions Plans
May – June 18

CEO Led Change Story
Emotional
not
Transactional
May – June

Group Leadership Conference
Sep 18

Pulse Survey
June 18