

ULHT National Staff Survey

Summary

2017 - Issues

- Lack of belief in the future of ULHT
- More focussed on finance than patient safety
- Not confident in raising issues
- Lack of support to staff health and wellbeing
- Lack of engagement with change
- Lack of quality management
- Limited development opportunities
- Negative behaviours of staff members towards each other

Actions taken from 2017 results

A lot of work has been undertaken by the whole organisation throughout 2018 following the 2017 results. Some of the actions taken following your comments were:

- Vast amount of work around 2021 including new vision & ambitions, with key messages about quality and finance and new vision “Excellence in Rural Healthcare”. Which will continue with a communications and development plan.
- Values relaunched with staff charter to bring values to life embedding throughout the organisation
- Joined the patient experience team with the OD team to ensure we are fully patient centric in our approach
- “FAB” campaign around what we doing to improve patient care, including a patient experience conference
- Quality Improvement Programme to introduce quality improvement techniques
- 2021 People Reference Groups to build in key messages to discuss and debate to resolve and build ideas
- Further campaigns around zero tolerance of bullying.

Actions taken from 2017 results

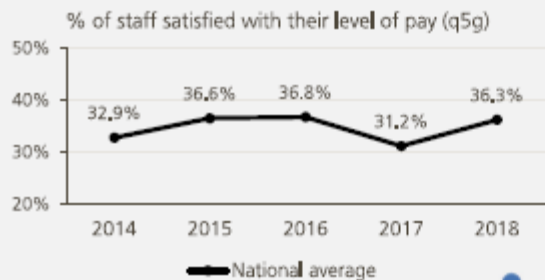
- Team brief introduced as part of suite of communications tools
- A update of all the development opportunities in the Trust offered by our Leadership and Management workshops and the Talent Academy who work to create development pathways for staff which include shadowing opportunities
- Started the review of our induction process and content
- Multiple development centres for senior leaders and management assessment centres following the TOM structure
- New values based performance management system
- Big conversations to capture the organisation thoughts on Health and Wellbeing and 2021
- Updated the leavers approach to ensure we capture both internal moves as well as leavers, offering support and learning where needed
- Launch of cohesive benefits package
- Finance workshops offered to all appropriate managers

2018 - National data

Key changes in the 2018 Staff Survey results

Survey
Coordination
Centre

Level of pay



36.3% of staff were satisfied with their salary, an increase of over **5 percentage points** from last year, but below the 2016 result of 36.8%



Health & wellbeing

28.6% of staff feel their organisation definitely takes positive action on health & wellbeing, which is a **3 percentage point** decline from last year (q11a | 2017: 31.8%)



27.6% experienced musculoskeletal problems as a result of work activities in the last year, close to a **2 percentage point** increase from 2017 (q11b | 2017: 25.8%)



5.9 There was an overall decline in staff health and wellbeing, as indicated by the lower theme score compared to 2017 (6.0)



Staff recognition

46.1% of staff said they were satisfied with the extent to which their organisation values their work, a **3 percentage point** increase from 2017 (q5f | 2017: 43.0%)



56.4% of staff said they were satisfied with the recognition they get for good work, an almost **4 percentage point** increase compared to 2017 (q5a | 2017: 52.7%)



There was an overall improvement in quality of appraisals, with the theme scoring **5.5** (5.4 in 2017), continuing a positive trend since 2015 (5.2)



Errors & near misses

27.8% reported seeing an error, near miss or incident in the last month that could have hurt patients / service users, close to a **3 percentage point** increase compared to 2017 (q16b | 2017: 25.0%)



58.2% said their organisation treats staff who are involved in an error, near miss or incident fairly, which is a **4 percentage point** improvement from last year (q17a | 2017 54.2%)



National theme trends

Equality, diversity and inclusion – 9.0, which was the same for 2017, has shown a decline since 2015 (9.1)

Health and wellbeing – 5.9, which is a decline since 2017 (6.0)

Immediate managers – 6.8, which was also the score for 2017, but has been improving since 2015 (6.7)

Morale – 6.1, this theme does not have comparable data for previous years

Quality of appraisals – 5.5, which is an improvement since 2017 (5.4) and continue year on year improvement since 2015 (5.2)

Quality of care – 7.4, having previously score 7.5 in 2017

Safe environment bullying and harassment – 8.0, which is the same core as in 2017

Safe environment Violence – 9.4, which is the same as in 2017

Safety culture – 6.7, which is an improvement since 2017

Staff engagement – 7.0, which was also the score for 2017

2018 - ULHT

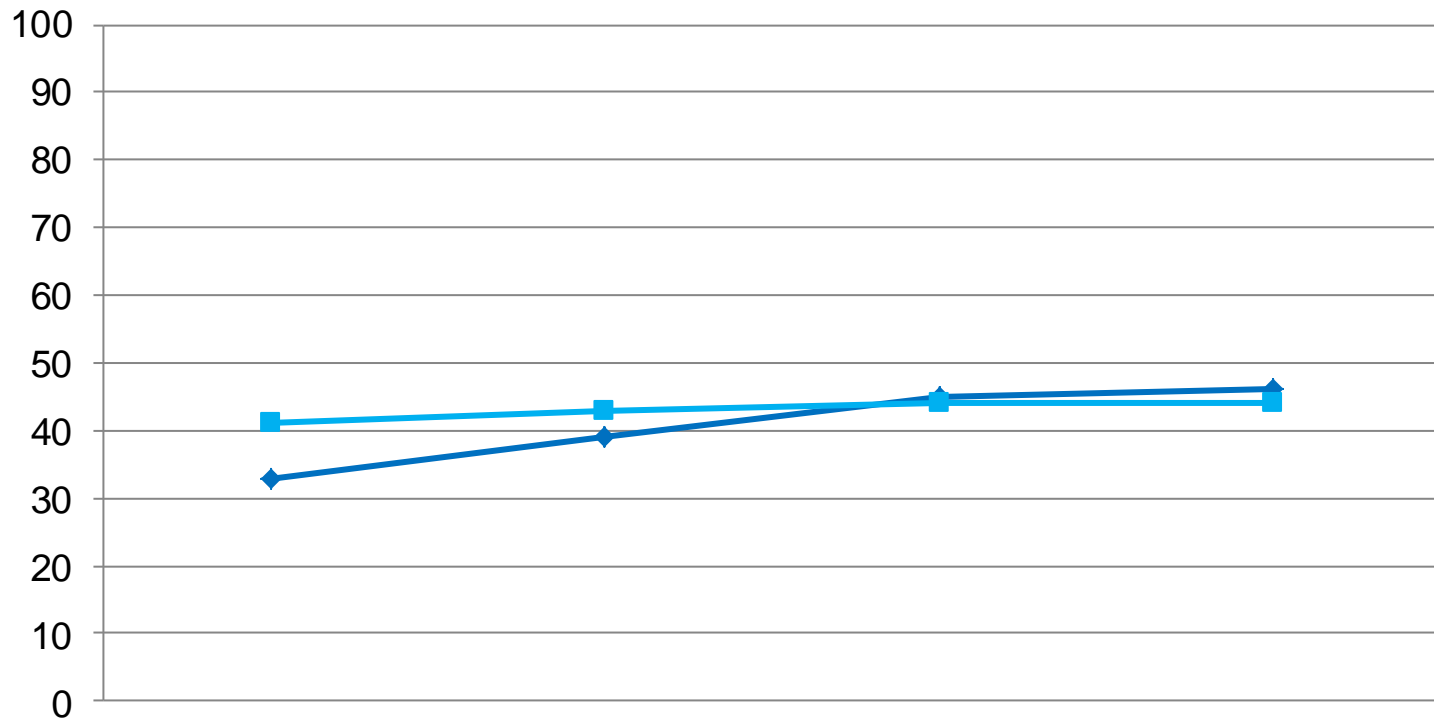
These results are presented in the context of the best, average and worst results for similar organisations where appropriate. Data in this report is weighted to allow for fair comparisons between organisations.

2018 – Theme overview

The table below details the organisation’s theme scores 2017 and 2018 along with the number of responses each of these are based on. The final column contains the outcome of the significance testing: ↑ indicates that the 2018 score is significantly higher than last year’s, whereas ↓ indicates that the 2018 score is significantly lower. If there is no statistically significant difference, you will see ‘Not significant’. When there is no comparable data from the past survey year, you will see ‘N/A’.

Theme	2017 score	2018 score	Statistically significant change?	Question change
Equality, diversity and inclusion	9.1	8.9	↓	No questions improved
Health and wellbeing	5.6	5.4	↓	2 out of 5 improved
Immediate managers	6.4	6.3	Not significant	1 out of 6 improved
Morale		5.6	N/A	8 new questions, only 1 comparable
Quality of appraisals	4.9	5.0	Not significant	2 out of 4 improved
Quality of care	7.2	7.0	↓	No questions improved
Safe environment – Bullying and harassment	7.8	7.6	↓	No questions improved
Safe environment – Violence	9.4	9.4	Not significant	1 out of 3 improved
Safety culture	6.1	6.1	Not significant	4 out of 6 improved
Staff engagement	6.6	6.5	↓	No questions improved

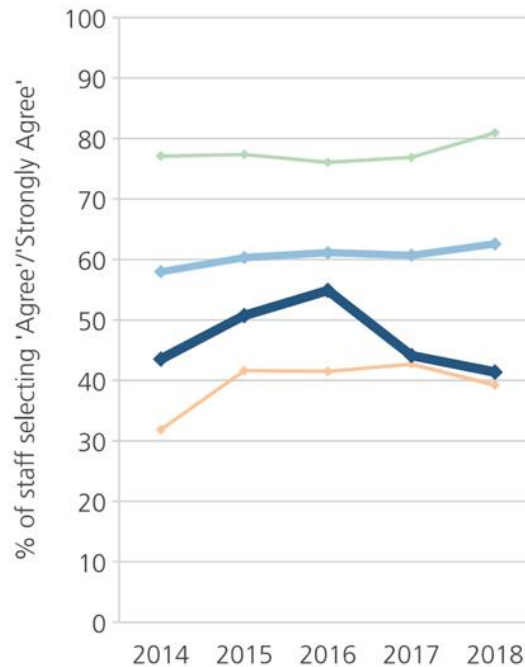
Response rates



Year	2015	2016	2017	2018
ULHT	33 %	39 %	45 %	46 %
Average	41 %	43 %	44 %	44 %

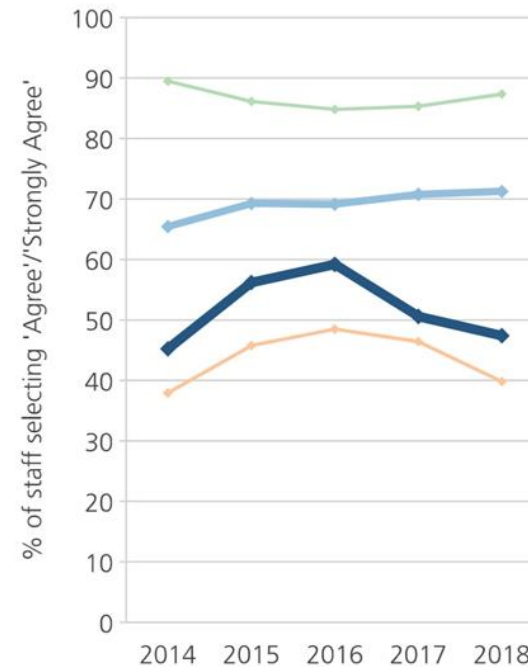
Friends and Family

Q21c
I would recommend my organisation as a place to work



Best	77.1%	77.4%	76.1%	76.9%	81.0%
Your org	43.5%	50.7%	54.9%	44.1%	41.4%
Average	58.0%	60.3%	61.1%	60.7%	62.6%
Worst	31.9%	41.6%	41.5%	42.7%	39.2%

Q21d
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation



Best	89.5%	86.1%	84.8%	85.3%	87.3%
Your org	45.2%	56.2%	59.2%	50.6%	47.4%
Average	65.4%	69.3%	69.1%	70.8%	71.3%
Worst	37.9%	45.8%	48.5%	46.4%	39.8%

Engagement

Chief Operating Officer	6
Orthopaedics Boston	6
TACC Boston	6
Gen Surgery and Urology Trust wide	6.2
Orthopaedics Lincoln	6.2
A&E Lincoln	6.3
Acute Medicine Lincoln	6.3
TACC Lincoln	6.3

6.4 Organisation Average

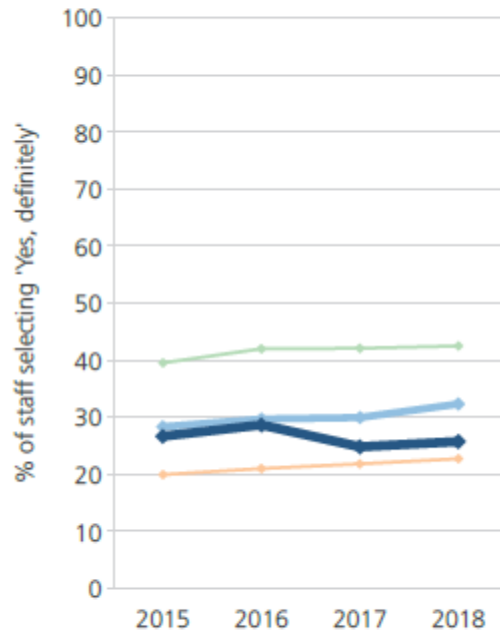
Acute Medicine Boston	6.4
Director of Estates and Facilities	6.4
General Surgery Boston	6.4
Grantham	6.4
Head and Neck Trust wide	6.4
Women and Children's Pan Trust	6.4
Deputy Chief Executive	6.5
Director of Nursing	6.5
Haem and Oncology Trust wide	6.5
Clinical Support Services	6.6
Trust wide Cardiology Services	6.7
Director of Finance and Corporate Affairs	6.8
Director of HR and Organisational Development	6.8
Medical Director	6.8
Picker Average	7.0
Chief Executive	8.2

National best	7.6
ULHT	6.5
National average	7.0
National worst	6.4

Some good news

Q19d

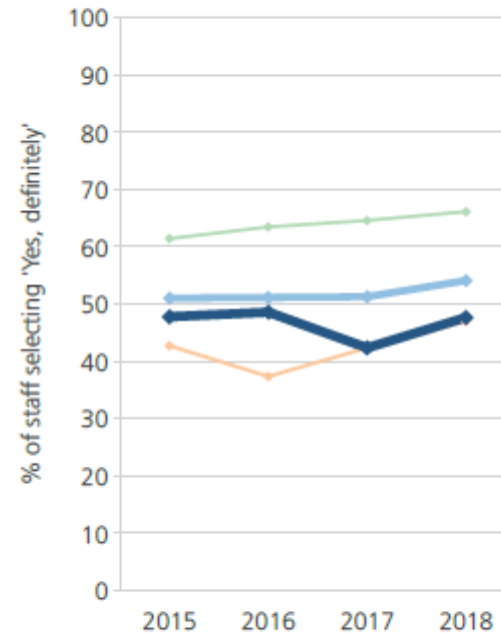
It left me feeling that my work is valued by my organisation



Best	39.5%	42.0%	42.1%	42.5%
Your org	26.6%	28.6%	24.8%	25.7%
Average	28.3%	29.7%	29.9%	32.3%
Worst	19.9%	21.0%	21.8%	22.7%

Q19g

My manager supported me to receive this training, learning or development

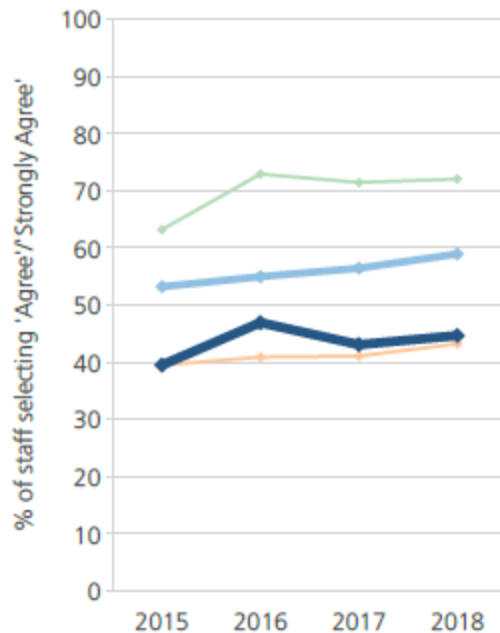


Best	61.4%	63.4%	64.6%	66.1%
Your org	47.8%	48.6%	42.3%	47.6%
Average	51.0%	51.1%	51.2%	54.1%
Worst	42.7%	37.3%	42.3%	47.0%

Some good news

Q17d

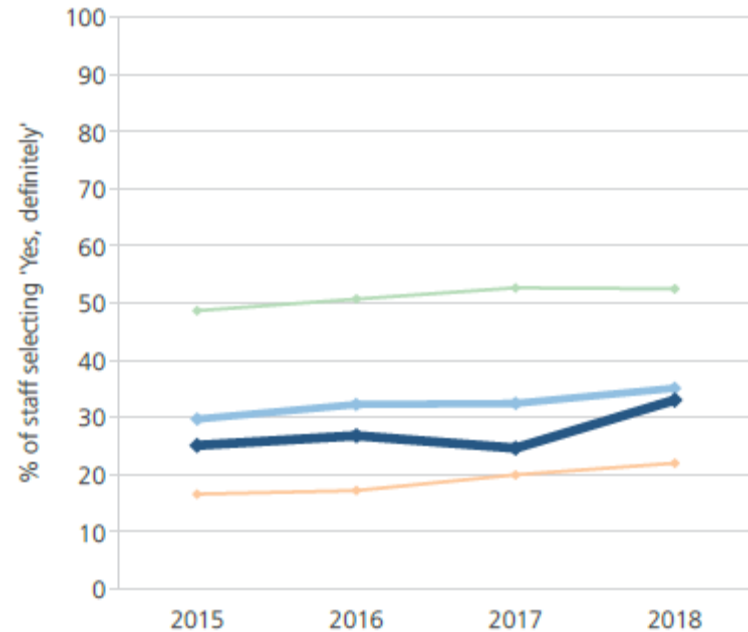
We are given feedback about changes made in response to reported errors, near misses and incidents



Best	63.2%	72.9%	71.4%	72.0%
Your org	39.5%	46.9%	43.1%	44.6%
Average	53.2%	54.9%	56.4%	58.9%
Worst	39.5%	40.9%	41.1%	43.2%

Q19e

The values of my organisation were discussed as part of the appraisal process

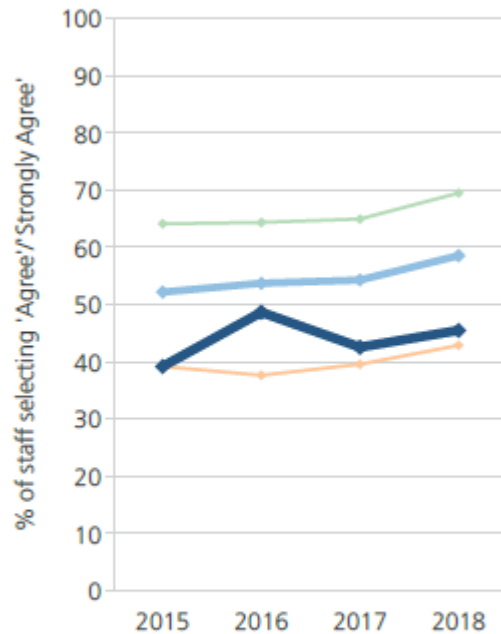


Best	48.6%	50.7%	52.6%	52.5%
Your org	25.1%	26.8%	24.6%	33.0%
Average	29.7%	32.2%	32.4%	35.1%
Worst	16.5%	17.2%	19.9%	22.0%

Some good news

Q17a

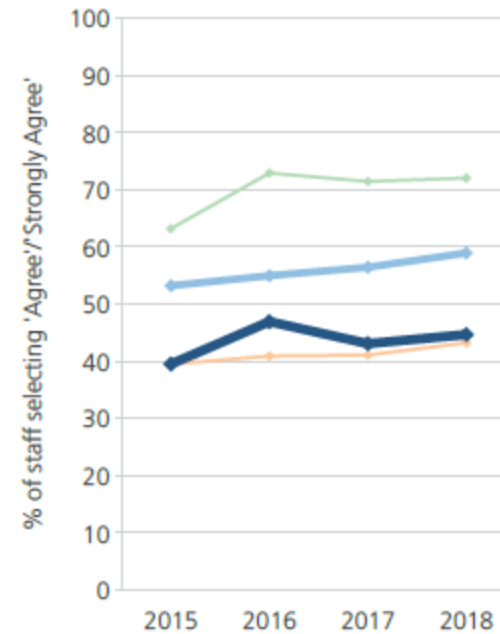
My organisation treats staff who are involved in an error, near miss or incident fairly



Best	64.1%	64.3%	64.9%	69.5%
Your org	39.1%	48.6%	42.5%	45.5%
Average	52.1%	53.7%	54.3%	58.5%
Worst	39.1%	37.6%	39.5%	42.8%

Q17d

We are given feedback about changes made in response to reported errors, near misses and incidents



Best	63.2%	72.9%	71.4%	72.0%
Your org	39.5%	46.9%	43.1%	44.6%
Average	53.2%	54.9%	56.4%	58.9%
Worst	39.5%	40.9%	41.1%	43.2%

Headline concerns – deterioration since 2017

- Fair access to career progression
- Work related stress
- Involvement in change
- Quality of care staff feel able to give
- Bullying and harassment – from manager and colleagues
- ULHT not acting on patient concerns

Across all the questions, ULHT scores the same as the worst performing Trust on 2 questions

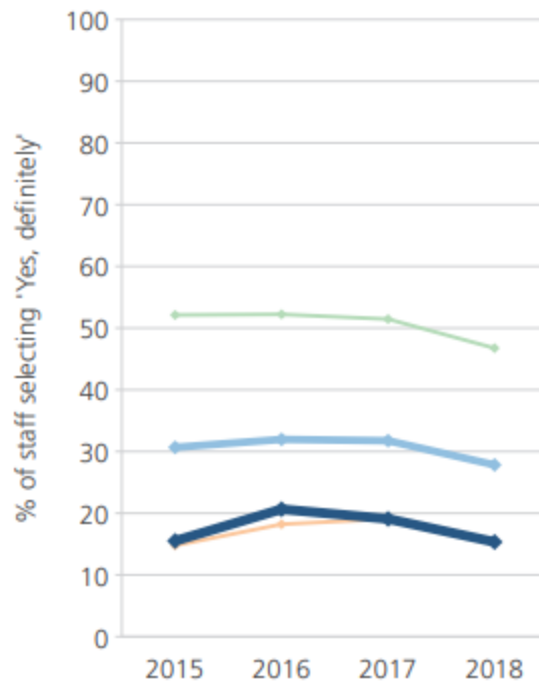
- The organisation takes positive action on health and wellbeing
- I am able to deliver the care I aspire to

Areas of most concern

Health and wellbeing

Q11a

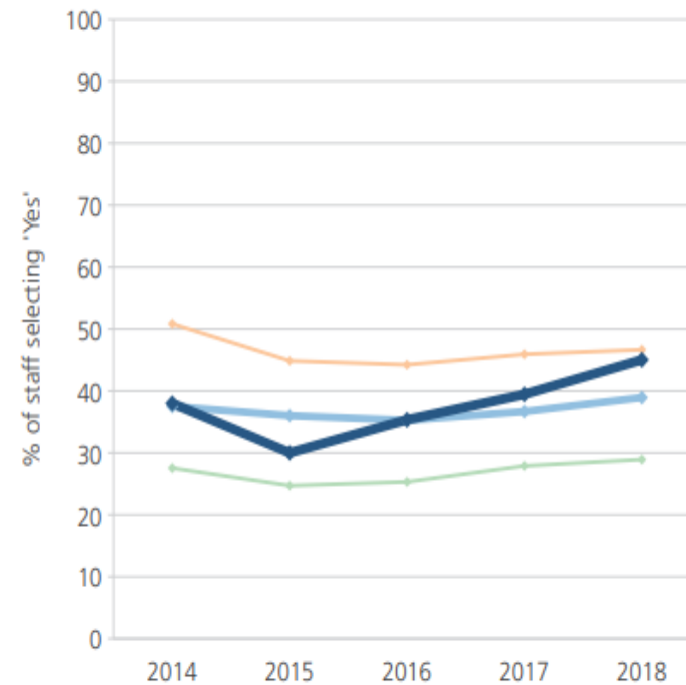
Does your organisation take positive action on health and well-being?



Best	52.1%	52.2%	51.5%	46.7%
Your org	15.5%	20.7%	19.1%	15.3%
Average	30.7%	32.0%	31.7%	27.8%
Worst	14.8%	18.2%	19.1%	15.3%

Q11c

During the last 12 months have you felt unwell as a result of work related stress?

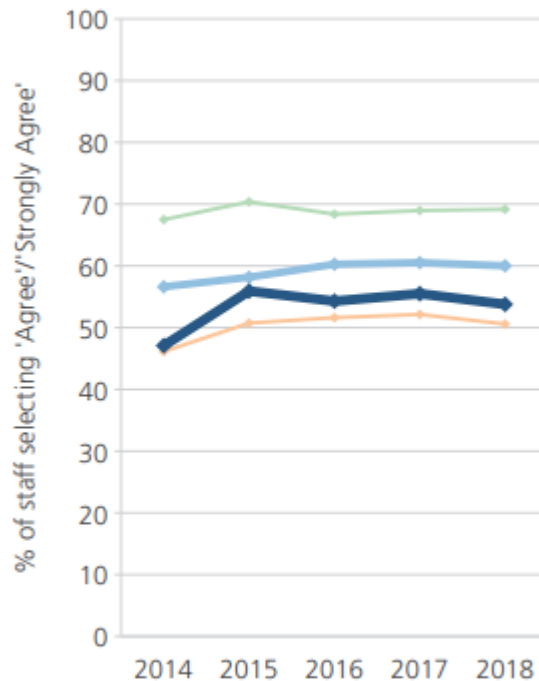


Worst	50.8%	44.9%	44.2%	45.9%	46.7%
Your org	38.0%	30.0%	35.3%	39.5%	45.0%
Average	37.5%	36.0%	35.3%	36.7%	38.9%
Best	27.5%	24.7%	25.3%	27.9%	28.9%

Immediate managers

Q8c

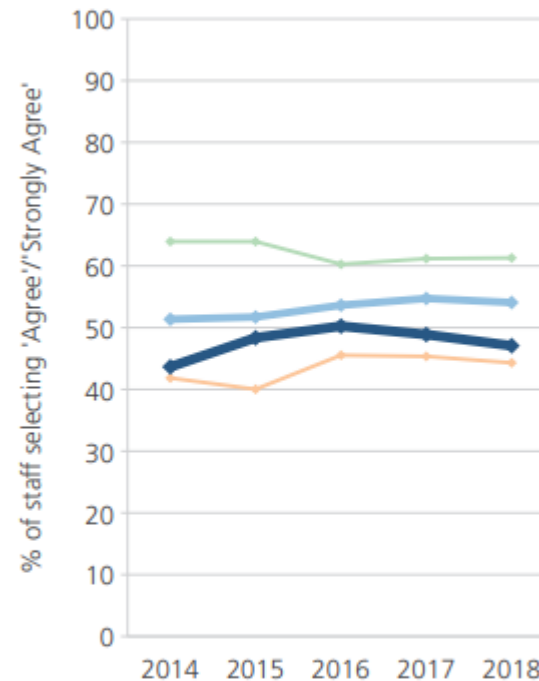
My immediate manager gives me clear feedback on my work



Best	67.5%	70.4%	68.4%	69.0%	69.2%
Your org	47.1%	55.9%	54.3%	55.5%	53.8%
Average	56.6%	58.2%	60.3%	60.5%	60.0%
Worst	46.1%	50.7%	51.6%	52.1%	50.6%

Q8d

My immediate manager asks for my opinion before making decisions that affect my work

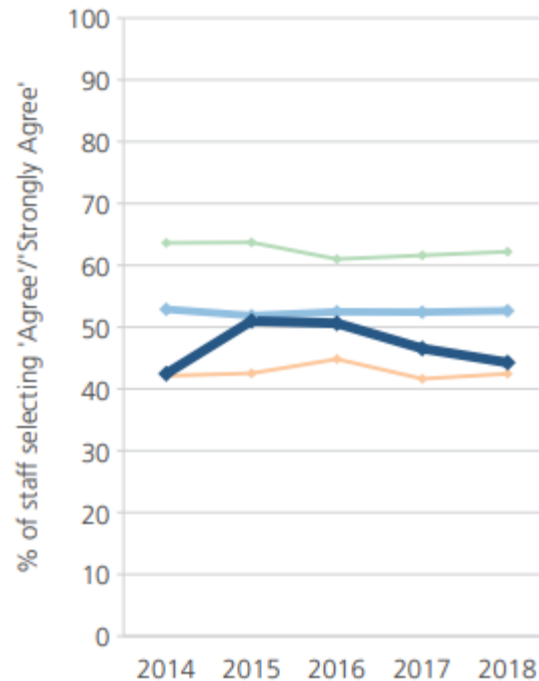


Best	63.9%	63.9%	60.3%	61.2%	61.3%
Your org	43.6%	48.4%	50.2%	48.9%	47.1%
Average	51.4%	51.7%	53.6%	54.7%	54.1%
Worst	41.8%	40.0%	45.5%	45.3%	44.3%

Morale

Q4c

I am involved in deciding on changes introduced that affect my work area / team / department

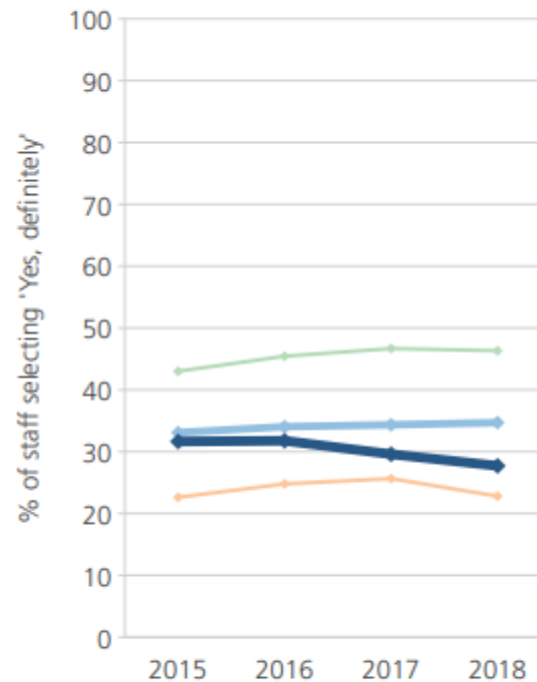


Best	63.6%	63.7%	61.0%	61.6%	62.2%
Your org	42.5%	51.0%	50.6%	46.5%	44.3%
Average	52.9%	51.9%	52.5%	52.4%	52.6%
Worst	42.1%	42.5%	44.8%	41.6%	42.5%

Quality of appraisals

Q19c

It helped me agree clear objectives for my work

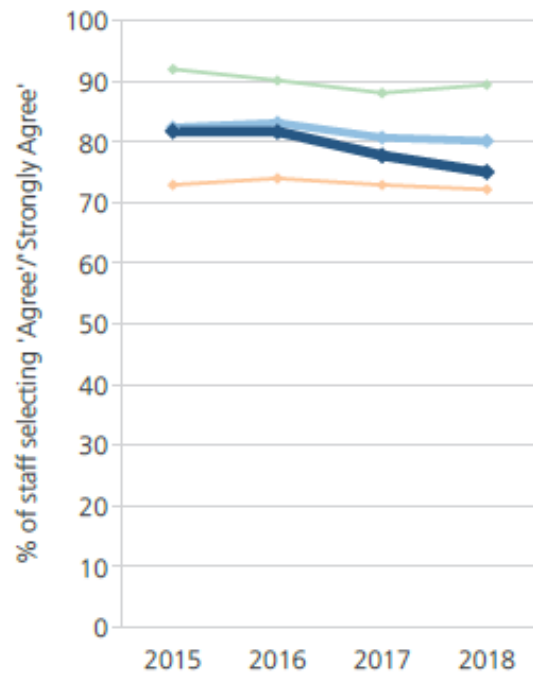


Best	43.0%	45.4%	46.7%	46.3%
Your org	31.6%	31.8%	29.6%	27.7%
Average	33.1%	34.0%	34.3%	34.7%
Worst	22.6%	24.8%	25.6%	22.8%

Quality of care

Q7a

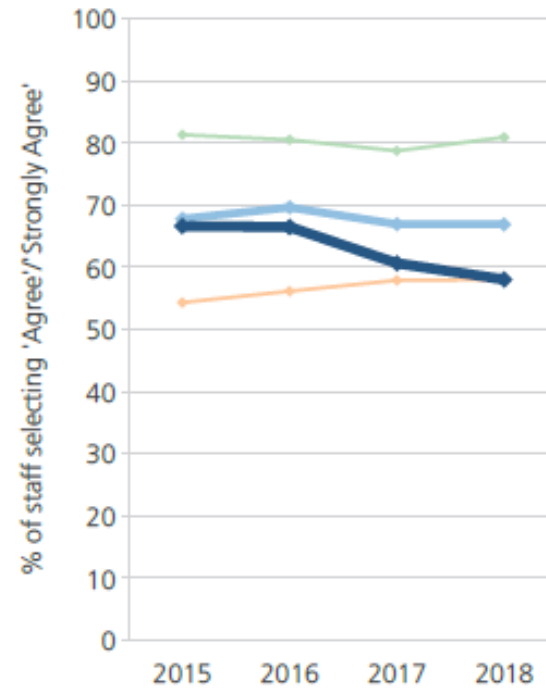
I am satisfied with the quality of care I give to patients / service users



Best	92.0%	90.1%	88.1%	89.4%
Your org	81.7%	81.7%	77.7%	75.0%
Average	82.4%	83.1%	80.7%	80.1%
Worst	72.9%	74.0%	72.9%	72.1%

Q7c

I am able to deliver the care I aspire to

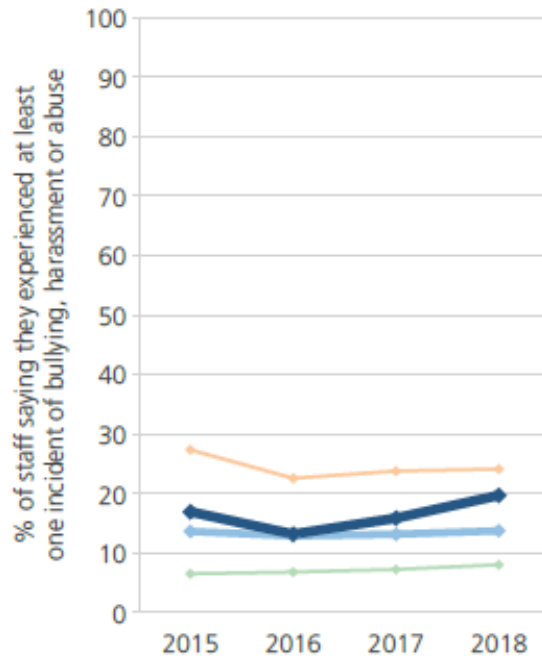


Best	81.3%	80.5%	78.7%	80.9%
Your org	66.6%	66.5%	60.6%	58.0%
Average	67.8%	69.6%	66.9%	66.9%
Worst	54.3%	56.1%	57.9%	58.0%

Bullying and harassment

Q13b

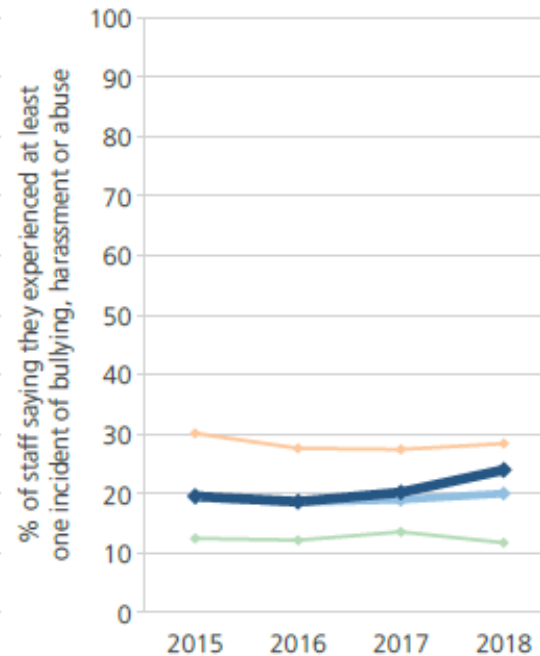
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers?



Worst	27.3%	22.6%	23.8%	24.1%
Your org	16.9%	13.2%	15.9%	19.7%
Average	13.6%	12.9%	13.2%	13.7%
Best	6.5%	6.8%	7.3%	8.0%

Q13c

In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues?

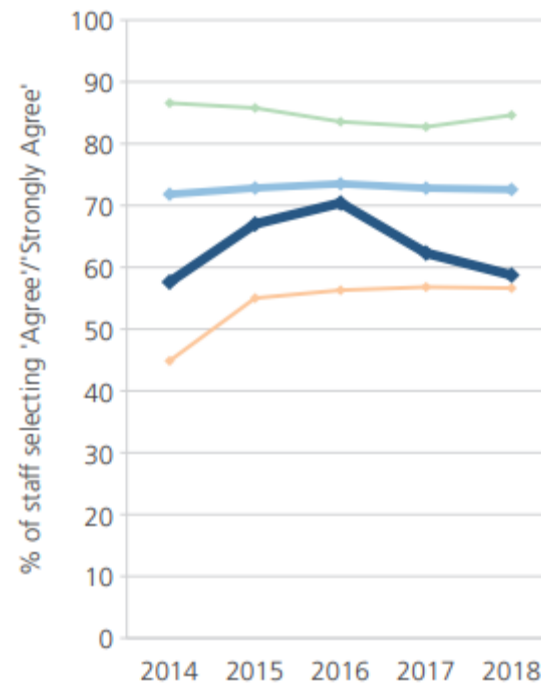


Worst	30.1%	27.6%	27.4%	28.4%
Your org	19.5%	18.6%	20.2%	24.0%
Average	19.3%	18.6%	19.0%	20.0%
Best	12.5%	12.2%	13.6%	11.7%

Safety culture

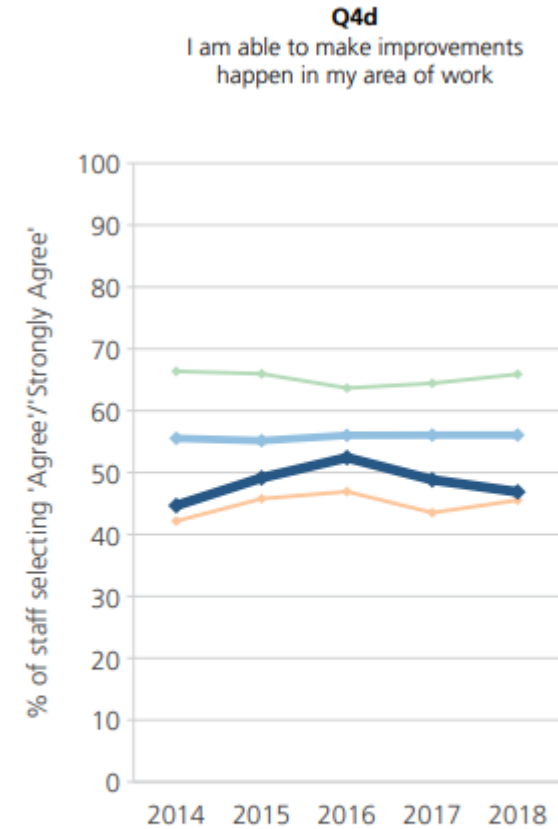
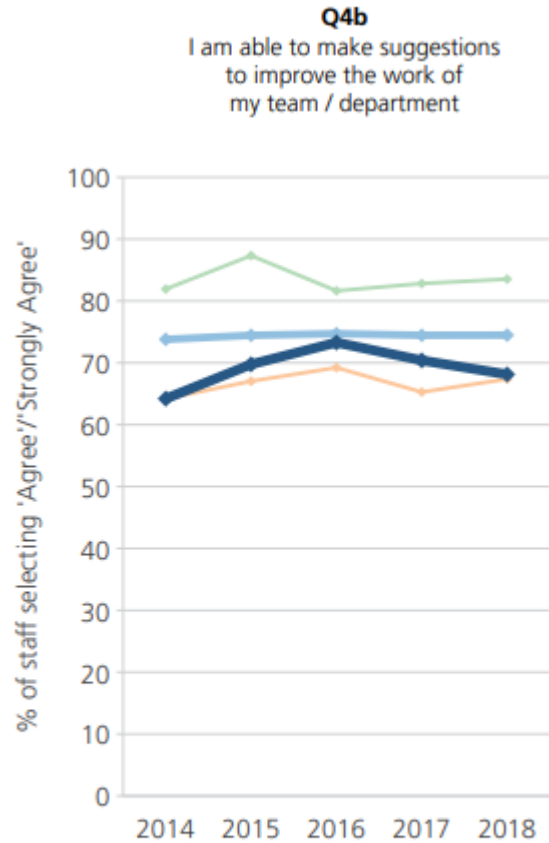
Q21b

My organisation acts on concerns raised by patients / service users



Best	86.6%	85.8%	83.6%	82.7%	84.6%
Your org	57.6%	67.0%	70.4%	62.3%	58.7%
Average	71.8%	72.8%	73.5%	72.8%	72.6%
Worst	44.9%	55.0%	56.3%	56.8%	56.6%

Ability to contribute to change



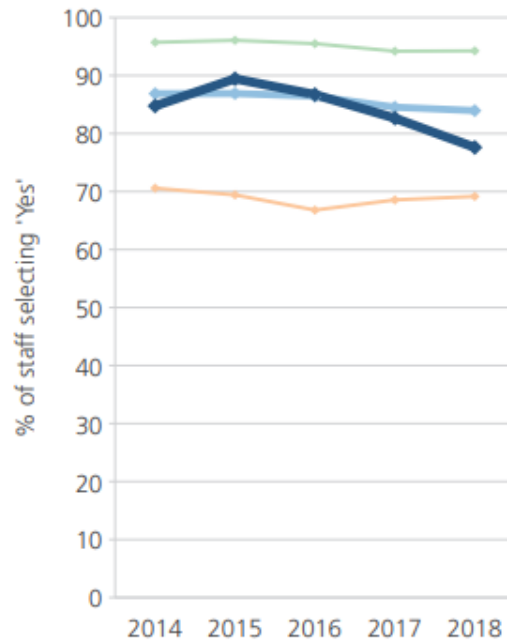
Best	81.9%	87.3%	81.6%	82.8%	83.5%
Your org	64.2%	69.8%	73.3%	70.4%	68.1%
Average	73.8%	74.4%	74.7%	74.5%	74.5%
Worst	64.2%	67.0%	69.2%	65.3%	67.4%

Best	66.4%	66.0%	63.7%	64.4%	65.9%
Your org	44.7%	49.1%	52.4%	48.8%	46.9%
Average	55.5%	55.2%	56.0%	56.1%	56.1%
Worst	42.2%	45.8%	46.9%	43.5%	45.5%

Fairness

Q14

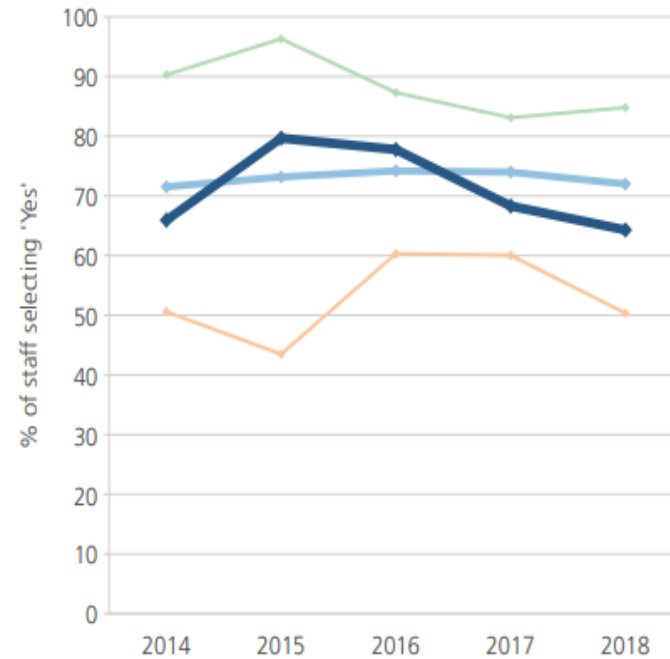
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



Best	95.7%	96.1%	95.5%	94.2%	94.3%
Your org	84.8%	89.4%	86.7%	82.6%	77.6%
Average	86.9%	86.9%	86.4%	84.5%	83.9%
Worst	70.6%	69.4%	66.8%	68.6%	69.2%

Q28b

Has your employer made adequate adjustment(s) to enable you to carry out your work?



Best	90.3%	96.3%	87.3%	83.1%	84.8%
Your org	65.9%	79.7%	77.8%	68.3%	64.3%
Average	71.5%	73.2%	74.2%	74.0%	72.0%
Worst	50.6%	43.5%	60.3%	60.0%	50.4%

Site in comparison to Trust average

Below is a table which shows how many times each site appeared above or below the organisational average for each question

Site	Above Trust average	Below Trust average
Grantham	45	42
Lincoln	50	41
Louth	75	14
Pilgrim	19	70

People Strategy Refresh - Priorities

- Addressing the permanent/temporary workforce mix.
- Being clear around our 2021 narrative as a means to give hope to the organisation, ensure our future is seen to be as part of the Lincolnshire system and emphasise that patients (and not finance) are our top priority at all times.
- Re-establishing a connection between the Trust and its leaders and the people who work for it.
- A revised leadership strategy, building on the work undertaken to date, Creating a sense that the organisation really cares about its staff (looking at the health and well-being issue more broadly)
- Building that sense of the Trust being an organisation with a consistent focus on safety and learning –.
- Identifying and managing talent, so that people can build their careers with us.

People strategy refresh - Priorities

- People at all levels personally owning the challenges, rather than seeing that the solutions lie with the Trust Executives or HR/OD.
- Empowerment of staff and teams, through earned autonomy. Focus on team-building Invest in communications
- Understanding and addressing the issues about bullying and harrassment

Free Text Response

- Awaiting analysis
- Initial assessment
 - Car parking
 - The focus on the uniform policy to the detriment of the real issues
 - Quality of communication
 - Involvement in decision-making
 - The quality of middle management (e.g. Matrons)
 - The focus on finance rather than the patient
 - The impact of staffing levels on the ability to deliver the care they aspire to
 - Too many managers
 - Senior managers not visible enough and understanding of the issues staff face
 - Focus on targets rather than the patient (and this leads to bullying behaviours by managers)
 - Favouritism in recruitment process
 - Lack of opportunity to access training and to progress
 - Flexible working

Next steps – Divisional action

- We will focus one or two positives and one or two real negatives
- We will work with Divisional teams on their results. A report for each division will give them the data, some analysis and suggested 3 top areas to work on.
- We then propose running focus groups starting in March in partnership with local managers in each Division asking staff, what's the most important thing that you/we could do to improve
- Ensure a quick turnaround to feedback what can be done now, what can be done later, what can't be done and why.
- We will then run a small survey based on the top three issues for each Division to be run quarterly
- The baseline data from the NSS top 3 issues and subsequent pulse checks should be an integral part of PRM framework to hold managers to account