Report to Trust Board - 24 May 2016

1. Brief Summary of Report

The findings in the 2015 national staff survey were reported to the Board in March 2016.

The results of the last three national staff surveys rank Moorfields as one of the best places to work in the NHS. The trust consistently achieves scores at or above our peer group on key measures of staff engagement, motivation and satisfaction. In the 2015 survey, Moorfields ranked in the top ten of all NHS providers (out of 244 organisations) on ten of the 33 key findings and in the top two of all acute specialist hospitals (out of 17) on eight of these measures.

There were very high scores for staff engagement, a composite score that is widely accepted as the prime indicator of overall staff satisfaction and one which correlates strongly with quality of care and patient experience. The trust also scored exceptionally well and has improved in levels of staff satisfaction with their level of responsibility and involvement, support from immediate managers, quality of appraisals, staff motivation at work, satisfaction with resourcing and support, staff feeling valued, and satisfaction with the quality of work and patient care they are able to deliver.

The Moorfields Way was launched by the trust over two years ago as a long term cultural change programme to address a number of areas that previous surveys flagged up as areas of concern. In each year since the launch, directorates and departments across the trust have developed local plans to embed The Moorfields Way, and to respond to the staff survey findings in their area. In 2016-17 the further embedding of The Moorfields Way is in one of our corporate objectives, and directorates have included a range of actions in their annual service plans.

This report complements these local service plans, summarising a range of trust-wide actions agreed by the Management Executive in response to the staff survey findings.

2. Action Required/Recommendation

The Board is asked to note the plan.
Trust-wide action plan in response to the 2015 Staff Survey

Introduction

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We have continued to score poorly in levels of bullying and harassment (from both patients and staff), discrimination and inequality of opportunities for development and progression, and whilst our scores in these areas have not got worse, they have not yet improved. We continue to be fully committed to addressing these areas, recognising that cultural change takes time.

Current initiatives

The trust has a number of initiatives in progress to tackle the major issues highlighted above.

- The Moorfields Way is covered in depth at both corporate induction and managers’ induction programmes.
- Embedding The Moorfields Way in every corner of the trust is part of the trust’s corporate objectives for 2016-17 and the simple metric to measure progress is whether staff report that The Moorfields Way is making a difference in their part of the trust. In response to this question in the Staff Friends and Family Test in September 2015, 26% of staff said yes, and in March 2016, this had increased to 33%.
- The leadership visibility project was launched, reviewed and is about to be re-energised.
- The human resources and organisational development (OD) teams have supported all directorates, and most major departments, to develop personalised staff survey action plans, which cover key areas of concern. These action plans have been built into directorate annual service plans.
- The OD team is supporting five departments who were identified as having the most concerning staff survey results (the Medical Secretariat, ODS Nursing, ODS Admin & Clerical, St George’s Nursing, and Facilities) to undertake detailed investigations through staff 1:1 conversations.
• The Contact Officers programme is still active, and a refresh of its publicity is planned.
• The Freedom to Speak Up (including Whistleblowing) Policy has been revised and relaunched and further publicity is planned.

Trust-wide steps

The proposal discussed and agreed by the Management Executive in early May 2016 is a trust-wide programme to complement the above initiatives, designed to tackle the core issues of bullying, harassment and discrimination from both a top-down and bottom-up approach.

Objectives of the programme

The proposed trust-wide programme will be looking to address the following areas, identified through the 2015 NHS Staff Survey, The Moorfields Way campaign and other staff engagement initiatives:

• Provide clarity on the key issues regarding bullying, harassment and discrimination – including where in the organisation, these concerns exist
• Engage staff in a conversation about the key issues and involve them in defining the problems
• Support positive messaging in the trust to promote a more supportive work environment
• Build broad staff engagement in the search for actions, interventions and solutions to the key issues

Actions

1. Establish a trust-wide, cross functional working group to engage staff and identify potential solutions to the key problems
   ➢ Need to establish a governance structure and process for the group
   ➢ Need to identify operational lead of the group
   ➢ Deadline July 2016

2. Identify a group of staff volunteers who can be trained and supported to facilitate appreciative inquiry
   ➢ Operational ownership will sit with OD team
   ➢ Deadline July 2016

3. Run a series of appreciative inquiry (positively focused) focus groups to identify potential solutions to the areas of concern
   ➢ Deadline July / August 2016

4. Initiate detailed service, team and department investigations to identify thematic issues and potential solutions. Investigations may include 1:1 conversations, focus groups and surveys
   ➢ Initiative underway – April / May 2016

5. Use the Staff Survey action plans authored by each directorate and major department to track progress against objectives and report into established performance meetings
   ➢ Initiative underway – April / May 2016
6. Develop a communications strategy, which includes positive messaging, ‘you said, we did’ examples and case studies to start conversations and change underlying perceptions about the working environment at Moorfields
   ➢ Positive messaging on staff experience
   ➢ Zero-tolerance campaign
   ➢ Messaging around email and confidential conversations
   ➢ Deadline September 2016

7. Offer team building and team dynamics interventions more broadly
   ➢ Initiative underway – May 2016

8. Collect thematic analysis on the information we have on the core issues and present to relevance governance committees / groups
   ➢ Initiative underway – May 2016

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Learning and Development Consultant
April 2016
Appendix 1

Moorfields' scores in comparison to all NHS trusts

- 1st equal for overall staff engagement
- 2nd for staff satisfaction with the quality of work and care they are able to deliver
- 2nd for staff satisfaction with resourcing and support
- 2nd equal for fairness and effectiveness of procedures for reporting errors, near misses and incidents
- 3rd equal of staff motivation
- 4th for organisation and management interest in and action on health and wellbeing
- 5th for recognition and value of staff by managers and the organisation
- 8th equal lowest for percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months
- 8th equal for effective use of patient / service user feedback
- 9th equal for staff satisfaction with level of responsibility and involvement

Moorfields' scores in comparison to acute specialist trusts

- 1st for overall staff engagement
- 1st for staff satisfaction with the quality of work and care they are able to deliver
- 1st for recognition and value of staff by managers and the organisation
- 1st for staff satisfaction with resourcing and support
- 1st for fairness and effectiveness of incident and error reporting
- 1st equal for staff motivation
- 2nd for organisation and management support for staff health and wellbeing
- 2nd equal for support from line manager

Source: Staff Survey 2015 Full Report