2016 NHS Staff Survey Results

Insight & Feedback Team

21st March 2017
Hearing from **many more people**

![Graph showing the increase in people asked and responded to surveys from 2012 to 2016.](image)
Census vs Sample approach

<table>
<thead>
<tr>
<th>Year</th>
<th>Census</th>
<th>Extended Sample</th>
<th>Minimum Sample</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>169</td>
<td>3</td>
<td>116</td>
<td>288</td>
</tr>
<tr>
<td>2015</td>
<td>209</td>
<td>5</td>
<td>83</td>
<td>297</td>
</tr>
<tr>
<td>2016</td>
<td>274</td>
<td>0</td>
<td>42</td>
<td>316</td>
</tr>
</tbody>
</table>

- Census
- Extended Sample
- Minimum Sample
- Total
Response rate also improved this year

![Response rate graph](www.england.nhs.uk)

- 2012: 50%
- 2013: 49%
- 2014: 42%
- 2015: 41%
- 2016: 44%
Paper still provides higher response rates

![Graph showing response rates over years for different methods: Overall, Paper, Online, Mixed.]

- Paper: Higher response rates overall.
- Online: Shows a decline in response rates from 2014 to 2016.
- Mixed: Response rates are consistently lower than Paper and Online.

Source: www.england.nhs.uk
Development work undertaken

2013
• Option to complete online if 99% of staff have email addresses (paper or online single mode options)

2014
• Email threshold reduced to 65% (move to mixed mode option)
• All responses weighted and included in national reporting (eg if used census approach)

2015
• Questionnaire review
• Testing use of social normative language and increase in # reminders

2016
• Incorporate learning from testing into guidance
  – 54% increase in numbers of responses from BME groups from 2015
  – 9% increase in % of respondents from BME groups
• Increased the basic sample size to 1,250
• Promote the adoption of a census approach
• Develop an online interactive tool for the results
Online rapidly increasing whilst paper remains steady
26 out of 32 key findings improved 15-16

KF29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

KF3. Percentage of staff agreeing that their role makes a difference to patients / service users

KF11. Percentage of staff appraised in last 12 months

KF21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion

KF24. Percentage of staff/colleagues reporting most recent experience of violence

KF7. Percentage of staff able to contribute towards improvements at work

KF15. Percentage of staff satisfied with the opportunities for flexible working patterns

KF27. Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse

KF6. Percentage of staff reporting good communication between senior management and staff
26 out of 32 key findings improved 15-16

- KF16. Percentage of staff working extra hours
- KF18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves
- KF17. Percentage of staff feeling unwell due to work related stress in last 12 months
- KF28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month
- KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
- KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
- KF22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months
- KF20. Percentage of staff experiencing discrimination at work in the last 12 months
- KF23. Percentage of staff experiencing physical violence from staff in last 12 months

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26 out of 32 key findings improved 15-16

- KF13. Quality of non-mandatory training, learning or development
- KF2. Staff satisfaction with the quality of work and care they are able to deliver
- KF4. Staff motivation at work
- KF8. Staff satisfaction with level of responsibility and involvement
- Overall engagement score
- KF9. Effective team working
- KF10. Support from immediate managers
- KF1. Staff recommendation of the organisation as a place to work or receive treatment
- KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents
- KF32. Effective use of patient / service user feedback
- KF31. Staff confidence and security in reporting unsafe clinical practice
- KF19. Organisation and management interest in and action on health and wellbeing
- KF5. Recognition and value of staff by managers and the organisation
- KF14. Staff satisfaction with resourcing and support
- KF12. Quality of appraisals
3 key findings worsened in 2016 compared to 2015

• Percentage of staff experiencing discrimination at work in the last 12 months (KF20) - up to 11.9% from 11.4%

• Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion (KF21) - down from 86% to 85.4%

• Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months (KF22) - up from 14.8% to 14.9%
5 biggest improvements in key findings in 2016 compared to 2015

• Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves (KF18) – down from 58.7% to **55.8%**

• Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse (KF27) – up to **47.5%** from 44.7%

• Percentage of staff reporting good communication between senior management and staff (KF6) - up from 31.3% to **33.0%**

• Percentage of staff satisfied with the opportunities for flexible working patterns (KF15) – up to **51.7%** from 50.4%

• Quality of appraisals (KF12) – up to **3.10** (out of 5) from 3.05
5 biggest improvements in question level results in 2016 compared to 2015

- Percentage of staff agreeing that the **values of my organisation were discussed as part of the appraisal process** (Q20e) – up from 75% to **78%**
- Percentage of staff who in the last three months have come to work **despite not feeling well enough to perform their duties** (Q9d) – down from 63% to **60%**
- Percentage of staff agreeing they are **given feedback about changes made in response to reported errors, near misses and incidents** (Q12d) - up from 50% to **53%**
- Percentage of staff who **reported the last time they experienced harassment, bullying or abuse at work** (Q15d) – up to **37%** from 34%
- Percentage of staff agreeing they would feel **secure raising concerns about unsafe clinical practice** (Q13b) – up from 68% to **70%**
Overall staff engagement has shown gradual but sustained improvement over the last five years.
Ambulance trusts continue to score lowest but have shown significant improvements this year...

- Had an appraisal: 11% in 2015, 6% in 2016
- Care is my organisation's top priority: 6% in 2015, 4% in 2016
- Takes action on errors, near misses, incidents: 4% in 2015, 4% in 2016
- Given feedback on those actions: 4% in 2015, 4% in 2016
...particularly in relation to line management
Advocacy

• 70% of NHS staff said that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation (up from 69% in 2015). 9% disagreed with the statement

• 60% of staff would recommend their organisation as a place to work (up from 59% in 2015). 16% disagreed with the statement
Pressures

• 45% of staff feel able to meet all the conflicting demands on their time at work (up from 43% in 2015)
• 31% of staff feel that there are enough staff in their organisation to enable them to do their job properly, the same as in 2015. 47% disagree that there are enough staff in their organisation (48% in 2015)
• 59% of staff feel able to deliver the patient care they aspire to (58% in 2015)
• 55% of staff report that they have adequate materials, supplies and equipment to do their work (the same as in 2015)
• 60% of staff have come to work in the last three months despite not feeling well enough to perform their duties (compared to 63% in 2015) and of those staff, 92% say they put themselves under pressure to come to work, 26% say they felt pressure from managers and 20% say they felt pressure from colleagues
Patient feedback

- **64%** of staff agreed that patient experience feedback is collected within their department (down from 67% in 2015)

- **17%** of staff don’t know if patient experience feedback is collected within their department (up from 15% in 2015)

**But…**

- **59%** of staff agree they receive regular updates on patient experience feedback in their department (up from 58% in 2015)

- **51%** of staff agree feedback from patients is used to make informed decisions within their department (up from 50% in 2015)
Discrimination

• **8%** of staff report having experienced discrimination in the last 12 months from a manager, team leader or other colleagues. (7% in 2015)

• **60%** of staff believe their organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age. **10%** do not and **30%** don’t know. (The same as in 2015)
Health & Wellbeing

• **90%** of staff agree that their organisation takes positive action on health and wellbeing, either ‘definitely’ or ‘to some extent’ (compared to 89% in 2015)

• **67%** of staff agree that their immediate manager takes a positive interest in their individual health and well-being (compared to 66% in 2015)

• **25%** of staff report experiencing musculoskeletal (MSK) problems as a result of work activities (the same as in 2015), however this rises to **41%** in ambulance trusts (42% in 2015)

• **37%** of staff report that they have felt unwell as a result of work related stress in the last 12 months (the same as in 2015)
Job Satisfaction

- 80% of staff feel able to do their job to a standard they are personally pleased with – the same as in 2015
- 59% of staff report that they often or always look forward to going to work (compared to 58% in 2015) and 74% feel enthusiastic about their job (the same as in 2015)
- 43% of staff felt that their organisation values their work, up from 42% in 2015
- 75% of staff feel able to make suggestions on how they could improve the work of their team or department (the same as in 2015)
- 32% reported that senior managers act on feedback from staff (up from 30% in 2015)
- 37% of staff reported that they are satisfied with their level of pay (the same as in 2015)
Violence, bullying, harassment

• **87%** of staff report never personally having experienced harassment, bullying or abuse at work from managers in the previous 12 months (the same as in 2015)

• **37%** of staff said the last time they had experienced harassment, bullying or abuse at work they reported it (compared to 34% in 2015). **47%** said they did not report it (compared to 49% in 2015)

• Staff working in ambulance trusts (**34%**) and mental health / learning disability trusts (**21%**) were more likely to have experienced physical violence from patients, their relatives or other members of the public in the previous 12 months, than those working in other organisation types (the same as in 2015)

• **15%** of staff reported experiencing physical violence from patients, their relatives or other members of the public in the previous 12 months – this has remained steady since 2012

• **28%** of staff report that they experienced bullying, harassment and abuse from patients, their relatives or other members of the public in the previous 12 months (the same as in 2015)
Raising concerns

• **87%** of staff know how to report any concerns they have about unsafe clinical practice (up from 86% in 2015)
• **70%** would feel secure in raising these concerns (up from 68% in 2015)
• **58%** would feel confident that their organisation would address their concern (up from 56% in 2015)
Range of scores - Your Managers

- My immediate manager encourages those who work for her/him to work as a team (7a)
- My immediate manager can be counted on to help me with a difficult task at work (7b)
- My immediate manager gives me clear feedback on my work (7c)
- My immediate manager is supportive in a personal crisis (7d)
- My immediate manager takes a positive interest in my health and well-being (7e)
- My immediate manager values my work (7f)
- My immediate manager asks for my opinion before making decisions that affect my work (7g)
- My immediate manager is supportive in a personal crisis (8a)
- Communication between senior management and staff is effective (8b)
- Senior managers try to involve staff in important decisions (8c)
- Senior managers act on staff feedback (8d)

Minimum %
Maximum %
Range of scores - Your Health, Well-being and Safety At Work

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Positive action on health and well-being
MSK problems as a result of work
Come to work despite not feeling well
Felt pressure from colleagues to come to work
Put yourself under pressure to come to work
Errors, near misses or incidents hurt staff
Errors, near misses or incidents hurt patients
Did you or a colleague report it?
Organisation treats staff involved fairly
Organisation encourages us to report
Organisation takes action so they don't
Given feedback about changes made
Would you know how to report concerns?
Confident that my organisation would
Fear secure raising concerns
Never physical violence from patients etc
Never physical violence from colleagues
Never physical violence from managers
Given feedback about changes made
Discrimination from patients etc
Discrimination from colleagues

Minimum %

Maximum %
Range of scores - Your Personal Development

- Have you had any training, learning or development in the last 12 months? (Please do not include mandatory training)
  - My training, learning or development has helped me to do my job more effectively
  - My training, learning or development has helped me to stay up-to-date with professional requirements
  - My training, learning or development has helped me to deliver a better patient / service user experience

- Have you had any mandatory training in the last 12 months?

- In the last 12 months, have you had an appraisal, annual review, development, or Knowledge and Skills Framework (KSF) development review?
  - It helped me to improve how I do my job
  - It helped me agree clear objectives for my work
  - It left me feeling that my work is valued by my organisation
  - The values of my organisation were discussed as part of the appraisal process
  - Were any training, learning or development needs identified
    - My manager supported me to receive this training, learning or development

Range of scores:
- Minimum %
- Maximum %
Range of scores - Your Organisation

- Care of patients / service users is my organisation's top priority: 21a
- My organisation acts on concerns raised by patients/service users: 21b
- I would recommend my organisation as a place to work: 21c
- If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation: 21d
- Is patient / service user experience feedback collected within your directorate / department? (e.g. Friends and Family Test, patient surveys etc.): 22a
- I receive regular updates on patient / service user experience feedback in my directorate / department (e.g. via line managers or communications teams): 22b
- Feedback from patients / service users is used to make informed decisions within my directorate / department: 22c

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National Overview

The 2016 NHS Staff Survey involved 316 NHS organisations in England. Over 682,000 NHS staff were invited to participate using a self-completion postal questionnaire survey or online.

Response Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>41%</td>
</tr>
<tr>
<td>2016</td>
<td>44%</td>
</tr>
</tbody>
</table>

Overall Staff Engagement Score

The overall staff engagement score represents staff members' perceived ability to contribute to improvements at work, their willingness to recommend the organisation as a place to work or receive treatment, and the extent to which they feel motivated and engaged with their work. The data presented below is the average overall engagement score for all trusts.

<table>
<thead>
<tr>
<th>Year</th>
<th>Score [Higher is better]</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3.79</td>
</tr>
<tr>
<td>2016</td>
<td>3.78</td>
</tr>
</tbody>
</table>
2016 NHS Staff Survey Results

Key Findings – occupational group comparison

Compare Key Finding results from different occupational groups

Select two occupational groups to compare.
(Multiple values)

Admin & clerical staff
Medical / dental (in training)

[Graph showing comparison of different occupational groups]

www.england.nhs.uk
Online Tool – Local results

2016 NHS Staff Survey Results

Organisational summary

Response Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>45.66%</td>
</tr>
<tr>
<td>2015</td>
<td>50.79%</td>
</tr>
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</table>

Overall Staff Engagement Score

Score [higher is better]

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>3.82</td>
</tr>
<tr>
<td>2015</td>
<td>3.74</td>
</tr>
</tbody>
</table>

Differences from 2016 benchmarking group average

Percentage difference from benchmarking group average

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>2016 Difference</th>
<th>2015 Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF31</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Local changes since 2015 survey

Percentage difference from 2015 score

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>2016 Difference</th>
<th>2015 Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF32</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Development work underway

For 2017

- Increase representation on Advisory Group
- Review eligibility criteria
- Review reporting outputs
- Further develop online results tool
- NHS Improvement Staff Experience and Outcomes Explorer Tool