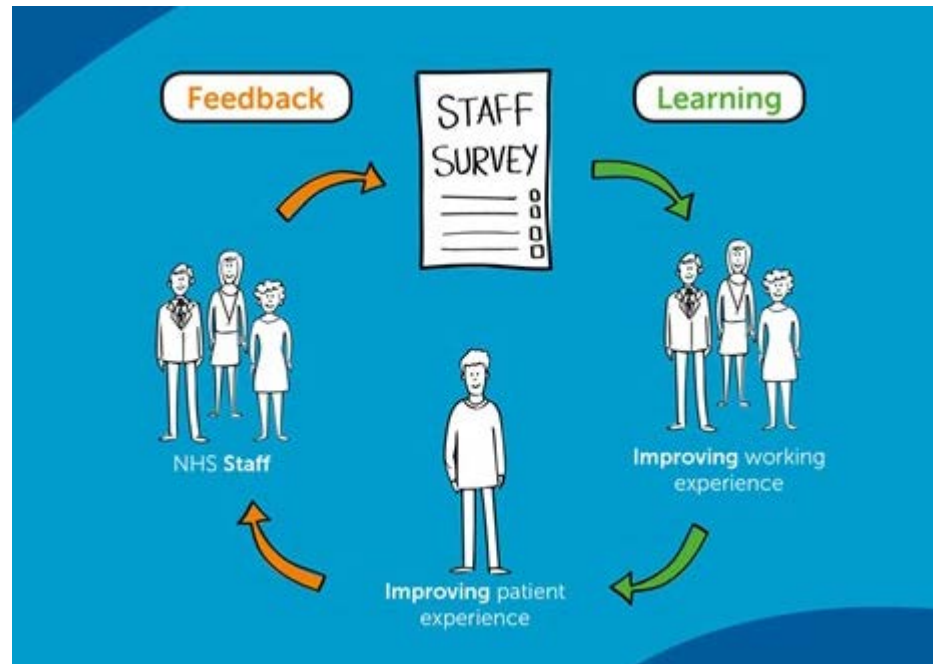


Staff Survey Group Results 2017



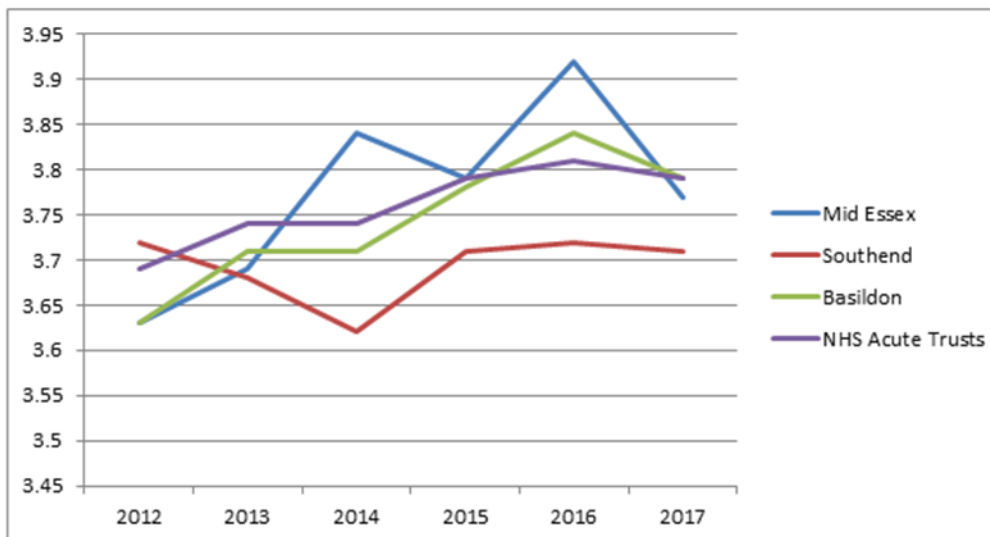
Group Staff Survey Response Rates

	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



Group 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

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.

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

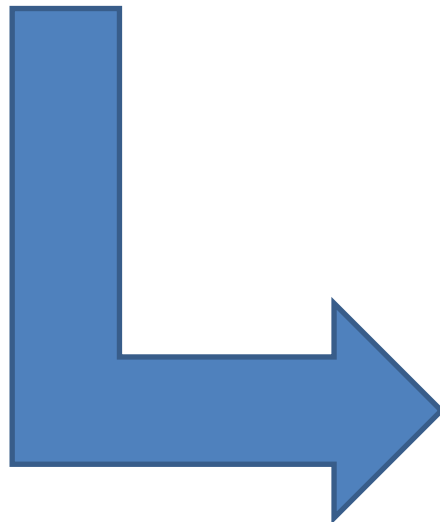
Green = above NHS Acute Ave. Red = below NHS Acute Ave

	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



our people strategy

Mid Essex Hospital Services NHS Trust
Southend University Hospital Services NHS Trust
Basildon and Thurrock University Hospitals NHS Trust



Recruit and Retain



Building an Employment Brand



Health and Wellbeing



Workforce Redesign



Leadership and Talent



Culture and Engagement

Well-led

Is there the leadership capacity and capability to deliver high-quality, sustainable care?

	Mid Essex		Southend		Basildon	
	16	17	16	17	16	17
All figures are % positive response						
I know who the senior managers are here	81	78	84	84	86	83
There are opportunities for me to develop my career in this organisation.		49		51		51
L&D activities completed in the last 12 months have helped me to improve my chances of career progression.		39		42		45
I am encouraged to become a leader in my area of work.		52		54		51
I have the capability to become a leader in my area of work.		67		68		67
In the last 12 months have you had a conversation with your manager about fulfilling your potential at work?		44		51		49
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	90	84	84	84	84	80

Is there a clear vision and credible strategy to deliver high-quality sustainable care to people, and robust plans to deliver?

	Mid Essex		Southend		Basildon	
	16	17	16	17	16	17
All figures are % positive response						
My organisation has a clear vision for the future.		37		41		48
I feel like I am part of my organisation's vision for the future.		27		31		36
Are you aware of your organisation's statement of values?		88		94		91
It is important for me to be a positive role model to others.		88		88		86
Senior managers promote a culture of patient safety.		65		66		67
Senior managers here try to involve staff in important decisions	35	32	35	32	36	33
Senior managers act on staff feedback	36	30	33	31	33	30



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.

Harassment, bullying, abuse

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

	Mid Essex	Southend	Basildon	MSB
Never	1256	1439	1849	4544
1-2	117	154	188	459
3-5	40	50	61	151
6-10	17	25	14	56
10+	23	14	30	67
Did not answer	66	82	89	237

733

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

	Mid Essex	Southend	Basildon	MSB
Never	1103	1328	1698	4129
1-2	239	232	307	778
3-5	62	69	87	218
6-10	16	22	18	56
10+	21	17	25	63
Did not answer	78	96	96	270

1115

I did not report the last time I experienced harassment, bullying or abuse at work

	Mid Essex	Southend	Basildon	MSB
	328	372	457	1157
% change 2016-2017	49 - 47	46 - 44	47 - 45	



Recommendations from 2017 MSB Staff Survey

- Increase the response rate.
- Group Governance.
- Cultural Shift.
- Support managers to become more emotionally intelligent.
 - Reduce the levels of Violence, Bullying and Harassment
- Improve the appraisals.
- Career Paths and Job Roles.

Actions Underway

- Listening Events across the Group



- Middle Manager Development