

TRUST BOARD
26 April 2012

TITLE	National Staff Survey Results 2011
EXECUTIVE SUMMARY	<p>This paper captures the results of the National Staff Survey, which was conducted between September and December 2011, against 38 Key Findings based on four key pledges to staff in the NHS Constitution.</p> <p>The results are based on a sample (502 responses out of 1847).</p> <p>Teams throughout the organisation have been asked to consider what influence <i>they</i> have to make improvements for themselves through Listen, Plan, Act Commitments for the year ahead. These commitments were launched at a workshop on 13th April 2012.</p>
BOARD ASSURANCE (RISK)/ IMPLICATIONS	The overall results of the survey indicate that staff engagement merits attention with just 10 of the Key Findings average or above. This is a significant change from last year's survey results when 18 key findings were featured in the top 20% of acute Trusts in the country.
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	The results have been shared with over 100 staff who attended a workshop in April 2012. Attendees undertook to cascade the findings to their colleagues with a view to developing local staff commitment plans for 2012/13.
EQUALITY AND DIVERSITY ISSUES	The findings show that the Trust continues to perform above average compared with acute Trusts around the country with respect to the uptake of equality and diversity training, but there is a perception of discrimination at work. The results will be considered at the next Equality and Diversity Steering Group chaired by the Chief Executive.
LEGAL ISSUES	No specific legal issues, excepting above inferences relating to equality and diversity.
The Trust Board is asked to:	Consider the report and approve the corporate Listen, Plan, Act Commitments for 2012/13.
Submitted by:	Raj Bhamber, Director of Workforce & Organisational Development
Date:	26 April, 2012
Decision:	Approve the corporate Listen, Plan, Act Commitments for 2012/13.

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NATIONAL STAFF SURVEY 2011 RESULTS

1. PURPOSE

This report captures the results of the National Staff Survey 2011, which was conducted between September and December 2011, against 38 Key Findings based on four key pledges to staff in the NHS Constitution.

The results are based on a random sample of 502 responses (rather than on the full census of 1847 staff) and it provides external and internal relativities.

The Board is asked to consider the results and the proposed corporate actions, and to make suggestions for other ways to improve areas where staff feel improvements are needed.

2. RESULTS SUMMARY

The 2011 National Staff Survey results focus on 38 key findings based on four key pledges to staff in the NHS Constitution, thus:

PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs

PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed

PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety

PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services

The *Results from Ashford and St. Peter's Hospitals NHS Foundation Trust* report can be found at:

http://nhsstaffsurveys.com/cms/uploads/Individual%20Trust%20reports%202011/NHS_staff_survey_2011_RTK_full.pdf

Please note this is NOT the views of *all* of the staff who completed a questionnaire. Picker was commissioned to survey all of our staff and 1,847 staff responded. In discussions with staff forthwith, we shall need to consider this DH random sample as well as the full census data from Picker. The latter will always be more accurate than the basic sample, hence more reflective of the true picture of the Trust.

From this DH random sample of staff responses, the Trust compares **most favourably** with other acute Trusts in England (acute Trusts average appears below in brackets):

- KF12: Percentage of staff appraised in last 12 months – 84% (81%)
- KF13: Percentage of staff having well-structured appraisals in the last 12 months– 37% (34%)
- KF20: Percentage of staff witnessing potential harmful errors, near misses or incidents in the last month – 32% (34%)
- KF36: Percentage of staff having equality and diversity training in last 12 months – 56% (48%).

Another positive training element reported was related to health and safety training. It was recorded that 78% of staff had received such training in the last 12 months, compared with 71% reported in the 2010 survey.

It is worth noting that all of these areas were part of the 2010 Staff Attitude Survey Corporate Action Plan.

However, the Trust compares **least favourably** with other acute Trusts in England (acute Trusts average appears below in brackets) in the following key findings:

- KF3: Percentage of staff feeling valued by their work colleagues – 70% (76%)
- KF17: Percentage of staff suffering work-related injury in the last 12 months – 21% (16%)
- KF28: Impact of health and well-being on ability to perform work or daily activities – 1.69 (1.56 out of 5 – lower score the better)
- KF33: Staff intention to leave jobs – 2.84 (2.59 out of 5)

The overall picture has deteriorated in respect of how the Trust compares with other acute Trusts across the country, thus:

Top 20%	No Key Findings
Above Average	5 Key Findings
Average	5 Key Findings
Below Average	13 Key Findings
Bottom 20%	15 Key Findings

The overall indicator of staff engagement was 3.54 [out of 5], which was down from 3.77 on the previous year. The national average for Trusts was 3.62, putting ASPH in the worst 20% of acute trusts.

This indicator has been calculated using the questions that make up three key findings, namely perceived ability to contribute to improvements at work (KF31); staff willingness to recommend the Trust as a place to work or receive treatment (KF34); and the extent to which they feel motivated and engaged with their work (KF35).

There has been no change in KF31 – staff ability to contribute to improvements at work - compared with last year's score. However, staff recommendations are worse than average and staff motivation is in the bottom 20%.

3. Listen, Plan, Act Commitments 2012/13

At a workshop on April 13, staff from both clinical and corporate divisions; the Employee Partnership Forum; the Workforce Strategy Steering Group; the Equality & Diversity Group; and a patient representative, reviewed the results at corporate and team levels. They also reviewed feedback from other feedback mechanisms, including the staff Living Our Values Programme team workshops; the Aston Team Performance Inventory, which involved 26 teams; and findings to date from the corporate communications audit.

At the workshop, the following draft Corporate Listen, Plan, Act Commitments for 2012/13 were shared and agreed. The Board is asked to review this and consider their influence in listening to the views made in the survey; planning next steps; and how action will be taken, some with immediate effect, other areas in the longer term.

Crucially, this signals the need to put in place high impact interventions to create high performing teams with the necessary leadership, management and coaching capability and capacity – from ward to board, in 2012/3.

CORPORATE LISTEN, PLAN, ACT COMMITMENTS FOR 2012/13

QUESTION	SMART OBJECTIVES
<p>What are the scores we can celebrate?</p>	<ol style="list-style-type: none"> 1. Continue to strengthen appraisal coverage and quality to deliver 100% appraisals with Personal Development Plans aligned to team and organisational objectives. 2. Continue to create a safety conscious culture and ensure that reporting and feedback is robust with improvements tracked monthly through clinical governance meetings. 3. Continue to support and develop the equality and diversity 'champions' who deliver local training.
<p>What areas do we need to get better at?</p>	<ol style="list-style-type: none"> 4. Design and implement organisational development interventions in June to create high performing multi-disciplinary teams. 5. Introduce the WOW! Awards in July and seize monthly opportunities to celebrate successes locally and nationally. 6. Redesign of team briefing by end of May.
<p>What can we influence as a team to improve the experience of our staff and patients? [List here three priority areas]. Is there any further support needed to do this?</p>	<ol style="list-style-type: none"> 7. Refresh the Visibility and Assurance Programme (going on the shop floor/doing the job/shadowing) starting in June. 8. Facilitate mainstream opportunities to listen, plan, and act on staff feedback throughout 2012/13. 9. Choose to make a difference in our behaviours for ourselves, each other and our patients every day. 10. Maximise opportunities for all 3000 staff to get involved in and shape organizational change projects through 2012/13.

Following the Board's consideration, these corporate commitments will be reviewed monthly at Divisional Performance Review Meetings, as well as meetings of the Employee Partnership Forum, Equality & Diversity Group, and the Workforce Strategy Steering Group.

These meetings will also consider progress against the Divisional Listen, Plan, Act Commitments for 2012/13.

The Board will receive quarterly reports on progress.

Recommendations

The Board is asked to:

- Note the results of the National Staff Survey 2011; and
- Approve the Corporate Listen, Plan, Act Commitments for 2012/13.

Raj Bhamber

26 April 2012