Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

TRUST BOARD
31st March 2011

TITLE	**National 2010 Staff Attitude Survey – Journey & Results**
EXECUTIVE SUMMARY	This paper reports on the Trust's Staff Attitude Survey journey from 2007-2010 with a focus on the national survey results, which were published earlier this month on the Care Quality Commission website.
BOARD ASSURANCE (RISK)/ IMPLICATIONS	This report and the latest results demonstrate significant progress compared to 2009 and a continuation of the trend of improvement from 2007. The Trust is regarded as in the top (best) 20% of Acute Trusts in 18 of the 38 key factor areas, compared with three in 2009. There are now only seven areas which scored below average and one in the bottom (worst) 20% of Acute Trusts in the country. In 2009, there were 16 areas below average.
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	The results have been shared with staff via internal communication systems, both face-to-face and written. Briefings are also being shared at the Employee Partnership Forum (EPF) the Leadership Development Group and the Improving Our Patient Experience Group. Invitations have been sent to internal stakeholders to a workshop on 8 April, 2011 where the detailed results will be reviewed and action plans developed.
EQUALITY AND DIVERSITY ISSUES	The findings suggest we are one of the best performing Trusts in the country regarding the provision and uptake of equality and diversity training. There is also an improvement in staff perception of discrimination at work, which is now below average. It was in the bottom 20% in the 2009 survey.
LEGAL ISSUES	No specific legal issues, excepting above inferences relating to equality and diversity.
The Trust Board is asked to:	Note the report and approve the Corporate Staff Attitude Survey 10-Point Action Plan.
Submitted by:	Raj Bhamber, Director of Workforce & Organisational Development
Date:	22nd March 2011
Decision:	Approve the Corporate Staff Attitude Survey 10-Point Action Plan.

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National 2010 Staff Attitude Survey – Journey & Result

1. Introduction and Context

The national Staff Attitude Survey forms part of the 'enabling and supporting the workforce' objective of the Organisational Development and Workforce Strategy 2010-14.

The annual survey was issued to staff between September and December 2010 by Picker Institute on an anonymous basis. The results were published on the Care Quality Commission (CQC) website earlier this month.

Ashford & St Peter's NHS Foundation Trust obtained one of the best response rates in the country with 2095 respondents (71%), which in and of itself, is a strong indicator of staff engagement. The response rate has improved steadily during the period from December 2007 when it was 47% to 65% in December 2009.

Table 1 below summarises the journey of response rates for both national and local staff surveys from 2007 to 2010:

	December 2007	December 2008	July 2009	December 2009	July 2010	December 2010
Sample	2730	850	3000	3004	3043	2939
Timeframes	12 weeks	12 weeks	2 weeks	12 weeks	2 weeks	12 weeks
Response Rate	**42%**	**42%**	**47%**	**65%**	**57%**	**71%**
Number of Respondents	1150	355	1410	1889	1722	2095

2. Overall Results

Table 2 below summarises the progress in results in Staff Attitude Survey journey 2007-2010:

	Bottom 20%	Below Average	Average	Above Average	Top 20%	Total Key Findings
National 2010	1 (-3)	7 (-5)	5 (-4)	7 (-5)	18 (+15)	38
National 2009	4 (-3)	12 (-4)	9 (+2)	12 (+6)	3 (+2)	40
National 2008	7	16	7	6	1	36

In summary, the overall change from ASPH position in 2009:

- 13 key factor scores have improved from their position in 2009.
- No key factor scores have deteriorated from their position in 2009.

Overall changes in comparison with 2009 national average:

- There are 25 key factor scores above average [out of 38 key factor scores], compared with 15 in 2009.
- There are eight key factor scores below average compared with 16 in 2009.

The one significant area for development (worst 20% of Acute Trusts) is as follows:

- Receiving health and safety training in the last 12 months.

There are seven further areas for development which are detailed in the Corporate Staff Attitude Survey 10-Point Action Plan, featured later in this report.

3. Key Detailed Findings.

The key detailed findings highlighted in **section 3** [on page 4] are extracted from the Care Quality Commission's (CQC) *Brief summary of results from Ashford and St. Peter's Hospitals NHS Foundation Trust,* which is published on the CQC's website. Hard copies of the full report will be made available for members at the meeting.

The results have been shared with staff via internal communication systems, through Team Briefings [face-to-face] and the Chief Executive's Friday Message. Briefings are also being shared at the Employee Partnership Forum, Leadership Development Group and the Improving Our Patient Experience Group.

The Trust Executive Committee (TEC), Heads of Profession, Divisional General Managers, Employee Partnership Forum, Local Negotiating Committee and Medical Staff Committee have been invited to a workshop on 8 April, 2011 where the results will be reviewed and action plans developed.

4. Corporate Staff Attitude Survey 10-Point Action Plan

The Corporate Action Plan, see **section 4,** targets:

- the eight areas where the scores were below average; and
- the two areas where the research and evidence have a positive disproportionate effect on staff satisfaction and where the scores are in the top 20%.

The Corporate Action Plan will be supplemented by tailored Divisional and Directorate plans which will be reviewed and monitored through performance review meetings.

In addition, further 'listening events' will be held to give staff the opportunity to review the results and give feedback on ways in which improvements can be made.

Submitted by: Raj Bhamber, Director of Workforce & Organisational Development

Date: 22 March 2011

3. Summary of all Key Findings for Ashford and St Peter's Hospitals NHS FT

KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2009

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2009

'Change since 2009 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2009 survey

-- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible

* For most of the Key Finding scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterix and in *italics*, the lower the score the better

	Change since 2009 survey	Ranking, compared with all acute trusts in 2010
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.		
KF1 % feeling satisfied with the quality of work and patient care they are able to deliver	No change	Highest (best) 20%
KF2 % agreeing that their role makes a difference to patients	No change	Average
KF3 % feeling valued by their work colleagues	No change	✓Above (better than) average
KF4 Quality of job design	✓ Increase (better than 09)	✓ Highest (best) 20%
* *KF5. Work pressure felt by staff*	Decrease (better than 09)	Lowest (best) 20%
KF6. Effective team working	-	Highest (best) 20%
KF7. Trust commitment to work-life balance	✓ Increase (better than 09)	✓ Highest (best) 20%
* *KF8. % working extra hours*	No change	Average
KF9 % using flexible working options	--	! Below (worse than) average
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.		
KF10 % feeling there are good opportunities to develop their potential at work	No change	Highest (best) 20%
KF1 1. % receiving job-relevant training, learning or development in last 12 mths	No change	Above (better than) average
KF1 2. % appraised in last 12 mths	Increase (better than 09)	Highest (best) 20%
KF1 3. % having well structured appraisals in last 12 mths	Increase (better than 09)	Highest (best) 20%
KF14. % appraised with personal development plans in last 12 mths	Increase (better than 09)	Highest (best) 20%
KF15. Support from immediate managers	✓ Increase (better than 09)	✓ Highest (best) 20%
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.		
Occupational health and safety		
KF16. % receiving health and safety training in last 12 mths	No change	! Lowest (worst) 20%
* *KF1 7. % suffering work-related injury in last 12 mths*	No change	! Above (worse than) average
* *KF18. % suffering work-related stress in last 12 mths*	No change	Below (better than) average
Infection control and hygiene		
KF19. % saying hand washing materials are always available	No change	! Below (worse than) average

Summary of all Key Findings for Ashford and St Peter's Hospitals NHS Foundation Trust (cont)

	Change since 2009 survey	Ranking, compared with all acute trusts in 2010
Errors and incidents		
* *KF20. % witnessing potentially harmful errors, near misses or incidents in last mth*	No change	Lowest (best) 20%
KF21 % reporting errors, near misses or incidents witnessed in the last mth	No change	! Below (worse than) average
KF22 Fairness and effectiveness of incident reporting procedures	Increase (better than 09)	Highest (best) 20%
Violence and harassment		
* *KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths*	-	Average
* *KF24. % experiencing physical violence from staff in last 12 mths*	-	✔ Below (better than) average
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	-	Average
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	-	Below (better than) average
KF27. Perceptions of effective action from employer towards violence and harassment	Increase (better than 09)	Average
Health and well-being		
* *KF28. Impact of health and well-being on ability to perform work or daily activities*	No change	! Above (worse than) average
* *KF29. % feeling pressure in last 3 mths to attend work when feeling unwell*	No change	Lowest (best) 20%
STAFF 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.		
KF30 % reporting good communication between senior management and staff	Increase (better than 09)	Highest (best) 20%
KF31 % able to contribute towards improvements at work	No change	Above (better than) average
ADDITIONAL THEME: Staff satisfaction		
KF32 Staff job satisfaction	Increase (better than 09)	Highest (best) 20%
* *KF33. Staff intention to leave jobs*	No change	Below (better than) average
KF34 Staff recommendation of the trust as a place to work or receive treatment	Increase (better than 09)	Highest (best) 20%
ADDITIONAL THEME: Equality and diversity		
KF35 Staff motivation at work	No change	✔ Highest (best) 20%
KF36% having equality and diversity training in last 12 mths	Increase (better than 09)	Highest (best) 20%
KF37% believing the trust provides equal opportunities for career progression or promotion	No change	! Below (worse than) average
* KF38 *experiencing discrimination at work in last 12 months*		! Above (worse than) average

4. CORPORATE STAFF ATTITUDE 10-POINT ACTION PLAN

Key Finding	Staff were asked:	Action	Executive Lead	Target Areas (by work area, *or occupational group*)
KF19	% saying hand washing materials are always available	• Introduce stickers on hand washing materials advising of how to replenish gel. • Undertake weekly audits in target areas.	Valerie Bartlett	1) Finance, 2) Information, 3) Hotel Services, 4) *General Management*
KF9	% using flexible working options	• Promote Work Life Balance Policy.	Raj Bhamber	1) Operations, 2) Pathology, 3) Finance, 4) General Medicine, 5) Anaesthetics, Critical Care & Theatres
KF17	% suffering work-related injury in the last 12 months	• All work-related injuries to be reviewed in the Health & Safety Committee and associated action plans.	Valerie Bartlett /	1) Emergency Services, 2) Maternity Services, 3) *Nurses*, 4) General Medicine, 5) Special Surgery
KF16	% receiving health and safety training in the last 12 months	• Consider re-introducing annual health & safety training with associated publicity. • Conduct a root and branch review of mandatory training.	Valerie Bartlett Raj Bhamber	1) Workforce & OD, 2) Pharmacy, 3) Information, 4) Corporate Nursing, 5) Maternity Services
KF21	% reporting errors, near misses or incidents witnessed in the last month	• Publish the percentage of errors/near misses or incidents reported and publicise actions taken as a result.	Suzanne Rankin	1) Therapies, 2) *AHPs*, 3) Anaesthetics, Critical Care & Theatres, 4) *Admin & Clerical*
KF28	Impact of health and well-being on ability to perform work or daily activities	• Promote calendar of health and well-being events.	Raj Bhamber	1) Imaging & Endoscopy, 2) Emergency Services, 3) Paediatrics, 4) Therapies

KF37	% believing the Trust provides equal opportunities for career progression or promotion.	• Publicise diversity of appointments and career development programmes.	Raj Bhamber	1) Hotel Services, 2) Anaesthetics, Critical Care & Theatres, 3) *Medical & Dental,* 4) *AHPs*
KF38	% experiencing discrimination at work in the last 12 months	• Ensure at least 50% attendance at Level 1 Equality & Diversity Training in all Divisions. • Design and implement Level 2 Equality & Diversity Training for line managers.	Raj Bhamber	1) Emergency Services, 2) Anaesthetics, Critical Care & Theatres, 3) Surgery & Urology, 4) N*urses*
KF35	Staff motivation at work	• Continue to maximise internal opportunities for recognition and award schemes.	Raj Bhamber	All areas
KF30	Reporting good communication between senior management and staff	• Continue the visibility and assurance programme – 150 personal contacts with staff by Executive Board members per week	All Executive Directors	All areas