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

**COUNCIL OF GOVERNORS**
**17th May 2012**

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| **TITLE** | **National Staff Survey Results 2011** |
| **EXECUTIVE SUMMARY** | The results of the National Staff Survey, which were published in March 2012, were presented to the Trust Board in April 2012. 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.<br><br>A copy of the Board report which details the results is attached, together with a summary of the systemic issues, next steps and the communication approach. Following discussion, the Board endorsed the action plan. |
| **The Council is asked to:** | Discuss the report |
| **Submitted by:** | Raj Bhamber<br>Director of Workforce & Organisational Development |
| **Date:** | 8th May 2012 |
| **Decision:** | To note |

**The Council of Governors**
**17th May 2012**

**Inspiring and Supporting Each Other to Live our Values**

## 1. Introduction

The Council of Governors is aware of the results of the National Staff Survey, which were published in March and presented to the Trust Board in April. The field work was conducted between September and December 2011. **Appendix 1** is a copy of the analysis of the findings and indicates next steps.

Governors have asked what survey analysis has been undertaken to see if the findings indicate particular systemic issues; and how will successes be celebrated and improvements made at corporate, team and individual levels; and, in turn, how this will be communicated with staff.

## 2. Survey Analysis

As well as the corporate and team analysis which stemmed from a workshop on 13 April 2012– as indicated in **Appendix 1** – the Director of Workforce and Organisational Development hosted stocktake meetings with each of the recognised trade union representatives. These meetings provided opportunities to 'test the temperature' of staff feelings between January and April 2012 and to identify any common contributory themes from their perspectives. The issues identified are as follows:

- Relationships across departments and professions
- Middle management leadership and management (including team meetings and briefings)
- Recognition and feeling valued corporately

The corporate *listen, plan, act* commitments are designed to address the issues that teams felt unable to influence for themselves. These commitments and their continuing relevance and progress will be monitored quarterly.

In addition to the national survey on Wednesday 28th March, a '24 hour hospital insight' exercise was carried out at St Peter's Hospital. This was designed to identify, in very real terms, how the hospital works over a 24 hour period and to provide a better understanding of everyone's experience, over a 24 hour period, including patients, visitors and staff. Feedback from this 'insight' was anonymous and staff and patients spoke freely.

Several themes stood out:

- An overall sense of pride in our hospital and staff, and confidence in the services being provided to our patients;
- A view from staff that documentation is helpful, but at times there is rather a lot
- Workload - a general feeling of high workloads in most areas.
- Dedication - it's very clear that staff want to do their best.

## 3. Systemic Issues

As part of the survey feedback to staff, there has been a review of some of the organisational and operational pressures, which were in evidence just prior to and during the staff survey distribution, which took place between September and December 2011. This includes the introduction of car parking charges (August 2011); the change in the default retirement age (September 2011); general management changes (October 2011); industrial action (November 2011); and some staffing changes in areas such as pathology. Staff have also indicated in the survey narrative about personal financial challenges due to national pay restraints and pensions changes.

## 4. Staff Communication

A key action from the April 13 workshop was for each Division and Directorate to cascade the staff survey results to teams and ask for comments on both the corporate and divisional Listen, Plan, Act Commitments. This was reiterated at the team briefing later that month. Staff will be updated further – and asked for more contributions - through Aspire internal bulletins, and all Divisions have been offered the opportunity by the OD team for further team sessions on particular issues that are of importance to them.

## 5. Next steps

The Council of Governors will be briefed on progress with the corporate and divisional action plans.

**APPENDIX 1**

**TRUST BOARD**
**26 April 2012**

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|---|---|
| **TITLE** | **National Staff Survey Results 2011** |
| **EXECUTIVE SUMMARY** | 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.<br><br>The results are based on a sample (502 responses out of 1847).<br><br>Teams throughout the organisation have been asked to consider what influence *they* 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. |
| **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.

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

**TRUST BOARD**

**26 April 2012**

# 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:

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|---|---|
| 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 |
|---|---|
| What are the scores we can celebrate? | 1. Continue to strengthen appraisal coverage and quality to deliver 100% appraisals with Personal Development Plans aligned to team and organisational objectives.<br>2. Continue to create a safety conscious culture and ensure that reporting and feedback is robust with improvements tracked monthly through clinical governance meetings.<br>3. Continue to support and develop the equality and diversity 'champions' who deliver local training. |
| What areas do we need to get better at? | 4. Design and implement organisational development interventions in June to create high performing multi-disciplinary teams.<br>5. Introduce the WOW! Awards in July and seize monthly opportunities to celebrate successes locally and nationally.<br>6. Redesign of team briefing by end of May. |
| 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? | 7. Refresh the Visibility and Assurance Programme (going on the shop floor/doing the job/shadowing) starting in June.<br>8. Facilitate mainstream opportunities to listen, plan, and act on staff feedback throughout 2012/13.<br>9. Choose to make a difference in our behaviours for ourselves, each other and our patients every day.<br>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**