

# **NHS National Staff Survey 2007**

## **Introduction**

Between October and December 2007, the fifth annual National NHS Survey was undertaken. The survey is designed to collect the views of staff about their work and the healthcare organisation for which they work. The overall aim of the survey is to gather information that will help to provide better care for patients and improve the working lives of those who provide the care. It also benchmarks trusts' performance across the NHS

This year, in an attempt to engage more staff, the Whittington sent a questionnaire to all staff. In past years we have only, in accordance with Healthcare Commission guidelines, surveyed a random selection. The trust put a great deal of effort into promoting and publicising the survey. The results of the survey from the Healthcare Commission are attached.

## **Design of the survey**

The key areas examined in the survey are:

- Work/life balance
- Appraisal, training, learning and development
- Team working, supervision, communication and staff involvement
- Safety at Work
- Staff Attitudes

The response rate this year was 47% an increase of 7% over last year's response rate. This response rate is below average – but just – for acute trusts in England. Previously we had been one of the poorest performing 20% of trusts

## **Previous Action**

Reports on previous staff attitude surveys have been presented to the hospital board with suggested action plans.

Actions undertaken since the 2006 survey include:

- An agreed Employment Promise developed
- The number of harassment advisers has increased, a revised bullying and harassment policy has been developed and is out to consultation

- A local Black and Ethnic Minority Leadership (BEL) programme has continued for the second year.
- A revised Minimising Violence at Work policy has been developed and is out to consultation
- Continued with our visible leadership programme and raised awareness with all staff of the importance of infection control
- Trained 99% of all staff on hand hygiene
- Established a budget to improve working facilities for staff in non-clinical areas
- Held drop in sessions on appraisal for all staff

### **Issues for the Whittington**

Issues which the staff survey have highlighted as being statistically significant (both positively and negatively) from last year are:

#### *Positive:*

- ↑ 2% staff experiencing physical violence from other staff in previous 12 months (down from 5% but still in lowest performing 20% of acute trusts)
- ↑ Availability of handwashing materials
- ↑ Quality of worklife balance and support from immediate managers better
- ↑ More staff receiving health and safety training
- ↑ Fewer staff witnessing potentially harmful errors, near misses or incidents

#### *Negative*

- ↓ Fewer people reporting working in well-structured team environment
- ↓ Staff general job satisfaction lower with more people expressing intention to leave job

In addition we are still in the bottom 20% of trusts in the country in the following areas:

✘ % staff working extra hours – 74%

✘ % staff experiencing harassment, bullying or abuse from patients/relatives in previous 12 months - 29% (reduction on last year) and % staff experiencing harassment, bullying or abuse from staff in previous 12 months – 25%

✘ below average (although not in the bottom 20%) was the number of people (56%) saying that they had been appraised in the previous 12 months

## **Demographic Issues**

Some areas which indicate differences in response depending on e.g. age/ethnicity/professional group include:

- Scientific and technical staff are less likely to use flexible working options
- Administrative and clerical appraisal rates are the lowest in the occupational groups at 36% - followed closely by maintenance and ancillary staff at 37%
- Nurses report the biggest % experiencing harassment, bullying and abuse from staff
- 37% of minority ethnic staff report having experienced bullying and harassment from other staff compared to 16% of white respondents

These negative areas are being discussed at hospital-wide groups/committees and appropriate action plans drawn up by these groups to address areas of concern to contribute towards a trust-wide plan.

## **Actions to address issues**

It has been agreed by the Executive Team that the following areas should be concentrated upon by the Trust, to improve staff views not only in the specific areas but generally too:

1. Appraisal
2. Bullying, harassment and violence
3. Response Rate

These three areas link to the *Employment Promise*. A copy is attached at Appendix 1.

An action plan on these three priority areas is attached at Appendix 2.

Directors/general managers have also been given results from their own areas and have been asked to discuss these at departmental meetings and to draw up local action plans based either on one of the areas above or, given the results for their department, an area where they feel they can make a big difference.

Performance indicators will be developed to measure improvements in the three priority areas. Delivery of the action plan will be reviewed quarterly by the Executive Team.

Areas of the promise which link most directly to the 3 areas identified as priorities are highlighted

### The Whittington Hospital

#### The Whittington Employment Promise

We are an organisation which has achieved the Improving Working Lives Practice Plus standard and are committed to continuing to work together with staff to ensure they feel involved and supported. We are also committed to continuing with, and improving on the excellent partnership working that we have built up with staff-side organisations.

This “staff promise” has been drawn up through wide consultation with staff and their representatives. It sets out our promises to members of staff, and also outlines what we – as an organisation - expect from staff in return.

These promises are of equal importance

#### Dignity at Work

*As a member of staff you can expect the following from us:*

- We will treat all staff, irrespective of job, with openness, honesty, courtesy and respect, valuing your opinion and recognising your contribution to the hospital – and will continue to meet our commitments as outlined in our equality schemes
- We will not tolerate physical or non-physical violence by patients, visitors or other staff – and will take prompt and appropriate action, including involvement of the police and, if necessary, exclusion from hospital treatment
- We will talk with and listen to staff (focus groups; staff attitude survey) to identify any matters of general concern around dignity at work so that problems can be addressed

*What the hospital can expect from you:*

- You will value everyone you meet in the course of your work as individuals and will treat them all with respect
- You will challenge, if you feel it is safe to do so, any unacceptable behaviour, recognising and respecting the diversity of people
- You will help deliver the *Whittington Patient Promise*
- You will show loyalty to the organisation

#### Security and welfare

- We will ensure that staff can work in a safe and healthy environment, in accordance with health and safety regulations
- We will identify risks, take prompt action and prevent avoidable incidents

- We will ensure that all staff have access to counselling and occupational health services free of charge

*What the hospital can expect from you:*

- You will carry out your work in a way that protects your safety and wellbeing and that of others, for example by preventing the spread of hospital acquired infections by washing your hands
- You will take responsibility for your mistakes and learn from them, updating your skills and knowledge in order to be able to practice/work safely

### **Work-life Balance**

- We will listen to and carefully consider the needs of staff
- We will work with staff to ensure a range of flexible working arrangements that balance the needs of patients and service provision with the needs of staff
- We will ensure staff are paid correctly
- We will continue to introduce and up-date policies which support work/life balance
- We will respect staff's personal time away from work

*What the hospital can expect from you:*

- You will maintain high levels of attendance and punctuality
- You will work flexibly and adapt skills and attitudes to meet the hospital's and patients' needs, as they change and develop

### **Communication and staff involvement**

- We will provide regular briefings from the chief executive and trust board for managers to cascade to all staff. Your local manager will ensure you are informed of day-to-day issues
- We will work closely with trust committees to improve staff involvement so that staff feel more included in decisions and changes which involve them and their services
- We will ask for feedback from you so that we can improve how we do things and will let you know when it is done [LINK TO RESPONSE RATE](#)

*What the hospital can expect from you:*

- You will put forward suggestions for improving the services the hospital provides in a constructive and positive way, helping to look for solutions to problems rather than leaving them for others to solve – and will escalate concerns if necessary, receiving the hospital's support if you do so
- You will abide by and work with decisions once they have been made in order to ensure the best possible care for patients

## Training and Development

- We will ensure that you have the opportunity for an individual appraisal and personal development review on an annual basis
- We will enhance individual career and personal development opportunities – promoting training and development
- We will regularly review the provision of time off and support for training and development to ensure fairness and equity of access

*What the hospital can expect from you:*

- You will undertake the training and development necessary to meet the requirements of your job as agreed in your appraisal and personal development plan
- You will do your best to meet your objectives and will discuss concerns with your manager in a timely manner
- You will support your colleagues

## Draft Action Plan Staff Attitude Survey 2007

Actions will be amended/added to following discussions at other hospital committees/departamental meetings

	Action	Lead	Timescale	Progress
<b>1. Appraisal</b>	Letter from chief executive to all staff reminding them that they should have appraisal every 12 months and to speak to manager if not happened – any issue with this, staff to go directly to Margaret Boltwood, director of human resources	CEO/Director of Human Resources	Letter to go out - June 2008	
	Margaret Boltwood to meet with all directors/general managers to talk through with them how appraisal could be made easier/what support they would need	Director of Human Resources	Meetings to commence May 2008	<ul style="list-style-type: none"> <li>Meetings already planned in diary</li> </ul>
	Managers to be asked on a monthly basis to report into HR as to how many appraisals they have done that month and how many remain outstanding. League tables of appraisal rates for each directorate to be published quarterly	All directors (Lisa Smith)	To commence June 2008	
	E-KSF system to become voluntary – paper-based appraisal documentation to be devised. E-ksf training and drop-in sessions to continue for those who still want to use the computer-based system	Director of Human Resources (Lisa Smith)	Paper-based documentation to be ready for June 2008	



Topic	Action	Lead	Timescale	Progress
<b>Bullying, harassment, violence</b>	To undertake more detailed analysis of information on bullying and harassment in the attitude survey (by e.g. department; staff group) to see if there are particular areas upon which we should concentrate. Identify any trends in cases coming through	Director of Human Resources (Neil Edgar)	May 2008	
	Consider ways in which emotional support can be provided to both parties in cases of bullying	Director of Human Resources (Lisa Smith – Link through Oasis)	July 2008	
	Revised bullying and harassment policy to be relaunched – relaunch at N19 lunchtime stall with harassment advisers and new bullying leaflet to be distributed	Director of Human Resources (Neil Edgar)	June 2008	<ul style="list-style-type: none"> <li>• Draft policy out to consultation</li> <li>• Bullying leaflet with printers – delivery soon</li> <li>• Discussion at next harassment adviser quarterly meeting</li> </ul>
	Introduce training on dealing with harassment and bullying (to be linked to relaunch of revised policy above)	Director of Human Resources (external facilitator)	July 2008	

Topic	Action	Lead	Timescale	Progress
<b>Bullying, harassment, violence</b> <i>continued</i>	Work with staff side and harassment advisers to plan hospital's involvement in national <i>Ban Bullying at Work Day</i>	Director of Human Resources (Neil Edgar)	On-going – national day November	<ul style="list-style-type: none"> <li>• Discussion at next harassment adviser quarterly meeting</li> </ul>
	Greater joint HR and senior management input to cases raised under bullying and harassment to decide best way to handle/best policy to use. Ensure once cases are started that they are progressed as quickly as possible	Director of Human Resources	Immediate	<ul style="list-style-type: none"> <li>• Discussions have already taken place with our solicitors as to the potential pitfalls of this – will be kept under review</li> </ul>
	Ensure that patients coming into hospital are reminded of the hospital's zero tolerance approach – ensure that affective action is taken to deal with unacceptable behaviour from patients/visitors	Director of Operations	July 2008	
	Bullying and harassment to be discussed at departmental meetings with staff being asked for suggestions on how best to deal with the issue	All managers	On-going to be completed by June 2008	<ul style="list-style-type: none"> <li>• Directorates already have their directorate staff attitude survey reports and have been asked to discuss these at departmental meetings</li> </ul>

Topic	Action	Lead	Timescale	Progress
<b>Response Rate</b>	In September – all staff to be reminded by e-mail all that has happened over the past 12 months – e.g. H&S training; appraisal	Director of Human Resources (Neil Edgar)	September 2008	
	As per 2007, all staff rather than just a sample to be given copy of survey to promote all-hospital issue	Director of Human Resources (Neil Edgar)	Period of survey	
	E-mail campaign during attitude survey period to encourage completion	Director of Human Resources (Neil Edgar/ Deborah Goodhart)	Period of survey	
	“Walkabouts” in N19 to talk to staff and encourage completion	All directors	Period of survey	
	Managers to encourage completion by ensuring staff are given time off in work to do so/encouraging staff to do so at team meetings one-to-one meetings etc	All managers	Period of survey	