

ITEM: 08/168

DOC: 7

Meeting: Trust Board
Date: 19 November 2008

Title: Staff survey update

Executive Summary:

The Trust Board received a report on the 2007 annual staff attitude survey in May 2008. This paper is a progress report on the agreed actions resulting from the survey results. It concentrates on 3 priorities:

- Appraisal
- Bullying, harassment and violence
- Improving the response Rate (for 2008 survey)

The 2008 annual staff survey is currently being undertaken with a response rate at present of 30%. Closing date for responses is 8 December 2008. The results of this survey feed into the Trust's assessment against the Healthcare Commission Core Standards and may in future impact upon the Trust's funding.

Action: To note

Report from: Margaret Boltwood, Director of Human Resources

Sponsor:

Financial Validation

Lead: Director of Finance

Name of finance officer

Compliance with statute, directions, policy, guidance

Lead: All directors

Reference:

<p>Compliance with Healthcare Commission Core/Developmental Standards</p> <p>Lead: Director of Nursing & Clinical Development</p>	<p>Reference:</p> <p>C7, 8, 13, 14,15,16,17,18, 20, 22, 23</p>
--	---

<p>Compliance with Auditors' Local Evaluation standards (ALE)</p> <p>Lead: Director of Finance</p>	<p>Reference:</p>
---	--------------------------

<p>Evidence for self-certification under the Monitor compliance regime</p> <p>Lead: All directors</p>	<p>Compliance framework reference:</p>
--	---

Introduction

The trust board received a report on the responses of the 2007 staff attitude survey in May 2008. This paper is an up-date on the action plan agreed from that survey and also provides a progress report on the 2008 survey .

Staff Attitude Survey 2007

The priorities agreed for action following the 2007 attitude survey were:

- Appraisal
- Bullying, harassment and violence
- Improve the response rate (for 2008 survey)

An updated action plan on these three areas is attached at Appendix 1.

Directorates and divisions were also given their individual reports for discussion at departmental meetings to identify any local action.

Staff Attitude Survey 2008

This year, surveys have been sent on 29 September to all 2250 members of staff in our employ as at 1 September 2008. Staff who had not returned their questionnaire were sent a reminder postcard week commencing 20 October 2008.

A further reminder with a duplicate questionnaire will be distributed week commencing 17 November to those people who have still not returned their questionnaire. The survey closes on 8 December 2008.

The response rate as at 7 November 2008 was 30%. Please see the attached action plan for activities undertaken to encourage a high response rate.

**Action Plan Staff Attitude Survey 2007
Update November 2008**

	Action	Lead	Timescale	Progress
1. Appraisal	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	<ul style="list-style-type: none"> • completed • all staff e-mails sent on a regular basis. • Walkabouts by director of HR and assistant director
	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"> • Completed
	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	<ul style="list-style-type: none"> • In place, work continuing
	E-ksf IT 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	<ul style="list-style-type: none"> • Completed. • Interim result 77% staff appraised

Topic	Action	Lead	Timescale	Progress
2. Bullying, harassment & violence	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	<ul style="list-style-type: none"> • Initial analysis completed • A policy discussion paper being produced by Human Resources around bullying and mediation linked to an organisational culture change (see below)
	Consider ways in which emotional support can be provided to both parties in cases of bullying	Director of Human Resources	July 2008	<ul style="list-style-type: none"> • Member of HR trained in mediation • Oasis mediation service to be used in appropriate cases • See policy discussion paper above
	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"> • Completed • Updated bullying leaflet agreed and distributed at harassment Adviser lunch time stall on 17 June 2008 & on National Ban bullying day 7/11/08
	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	<ul style="list-style-type: none"> • Reviewed appropriateness of training but decided mediation approach would be more effective. This will, however, be kept under review

Topic	Action	Lead	Timescale	Progress
2. Bullying, harassment, & violence cont	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"> • Hospital taking part in national day 07 November 2008 – lunchtime stall with hr reps; staff side and harassment advisers. Distribution of policies; leaflets etc • E-mail campaign in week leading up to day • completed
	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"> • solicitor's advice sought as to the potential pitfalls – will be kept under review • Member of HR trained in mediation • Cases reviewed monthly to see if could be dealt with in a better way
	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 Nursing and Clinical Development	July 2008	<ul style="list-style-type: none"> • Violence and aggression policy updated and includes a clear procedure for dealing with patients and visitors, including warning letters and an escalation process • Patient information to be reviewed

Topic	Action	Lead	Timescale	Progress
2. Bullying, harassment, & violence <i>cont</i>	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"> Directorates have used their directorate staff attitude survey reports for discussion at departmental meetings
3. Response Rate	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	<ul style="list-style-type: none"> completed
	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	<ul style="list-style-type: none"> Completed

Topic	Action	Lead	Timescale	Progress
3. Response rate cont.	E-mail campaign during attitude survey period to encourage completion	Director of Human Resources (Neil Edgar/Deborah Goodhart)	Period of survey	<ul style="list-style-type: none"> • In place during period of survey. • In addition two incentives have been introduced: <ul style="list-style-type: none"> - £100 voucher for one respondent picked at random - Each completed survey to attract £1 contribution to a Christmas fund for staff, divided by division/directorate, with an additional £100 awarded to highest % directorate/division
	Walkabouts in N19 to talk to staff and encourage completion	All directors	Period of survey	<ul style="list-style-type: none"> • In place
	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	<ul style="list-style-type: none"> • In place