

ITEM: 09/058
Doc 04

Meeting: Trust Board
Date: 15 April 2009

Title: National staff survey 2008 results

Executive Summary: The results of the Whittington's 2008 staff survey have been released by the Healthcare Commission (HCC) which form part of the HCC's assessment of the Trust's performance. The summary report is attached for information. The full report is available either from the Director of Human Resources or www.cqc.org.uk. The Trust has improved its performance from 2007 in comparison to other acute trusts overall. This year (2008) the hospital featured in 9 key areas as one of the 20% best performing acute trusts, compared with only 3 in 2007. One of the most positive responses in this survey is that our staff would recommend this trust as a place to work (top 20% of acute trusts). The best responses were:

- Quality of job design (best 20%)
- Work in a well structured team (best 20%)
- Staff having well-structured appraisals in last 12 month (best 20%)
- Staff appraised in last 12 months (best 20%)
- Appraised with PDP in last 12 months (best 20%)
- Suffering work related injury in last 12 months (best 20%)
- Staff reporting good communication between senior management and staff (best 20%)
- They understand their role and where it fits in (best 20%)
- Would recommend the trust as a place to work (best 20%)

However the trust was in the worst 20% of acute trusts in 10 key areas compared with 7 in 2007. These included:

- staff feeling valued by their work colleagues (worst 20%)
- staff agree their role makes a difference to patient (worst 20%)
- staff using flexible working options (worst 20%)
- agree they have an interesting job (worst 20%)
- Availability of hand washing materials (worst 20%)
- but significant improvement from 2007**
- staff experiencing physical violence from staff in last 12 months (worst 20%)
- staff experiencing harassment, bullying or abuse from staff in last 12 months (worst 20%)

The responses of staff appear to have polarised either as the best or worst performing trust, as well as highlighting a few apparent contradictions.

Based upon the results, the Executive Committee has agreed the following priority actions during 2009:

- Embed appraisal, and ensure it is meaningful, and PDP commitments are met
- Review hand washing facilities and publicise to all staff
- Address issues of harassment/bullying/staff violence by encouraging effective management
- Undertake further detailed analysis of staff responses
- Engage staff in discussion about the survey outcomes, linked to a review of the Whittington Promise, the NHS Constitution pledges and the Whittington Employment Promise. Feedback issues/suggestions to Executive Committee May 2009

Achievement of these actions will be monitored through the Executive committee and reported back to the Trust Board in six months time.

Action: To discuss and agree identified actions

Report from: Margaret Boltwood, Director of Human Resources

Compliance with Healthcare Commission Core/Developmental Standards

Lead: Director of Nursing & Clinical Development

Reference:

C7, 8, 13, 14,15,16,17,18, 20, 22, 23

Introduction

The National NHS Survey was undertaken during September to December 2008. The survey is designed to collect the views of staff about their work and the healthcare organisation for which they work. It provides useful benchmarking information on their views.

All staff received a questionnaire; however the Healthcare Commission results are based on a sample of 800 out of 2200. The response rate this year was 50% an increase of 3% over last year's response rate. The median response rate for acute trusts was 52%.

Design of the survey

This year the Healthcare commission has reported the survey findings clustered around the four staff pledges in the NHS constitution which are:

- Staff pledge 1: To provide staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to their patients, their families and carers and communities
(*Whittington Employment Promise: 3 Work-life balance*)
- Staff pledge 2: To provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed
(*Whittington Employment Promise: 5 Training and development*)
- Staff pledge 3: To provide support and opportunities for staff to maintain their health, well-being and safety
(*Whittington Employment Promise: 1 Dignity at work, 2 Security & welfare*)
- Staff pledge 4: To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families
(*Whittington Employment Promise: 4 Communication and staff involvement*)
- Additional theme: Staff satisfaction
- Additional theme: Equality and diversity

The Whittington's results

The Healthcare Commission's summary report of the staff survey is attached for information.

The Trust has improved its performance in comparison to other acute trusts overall. This year (2008) the hospital featured in 9 key areas as one of the 20% best performing acute trusts, compared with only 3 in 2007. However the number of areas that the trust was in the worst 20% of acute trusts is 10 key areas compared with 7 in 2007. There should be a slight word of caution as some of the questions have changed between years but this still provides a useful comparison.

In previous years the range of performance for Trusts has been published, so it has been possible to see what were the highest and lowest scores. This has not been published this year, which suggests that the range may be reduced thus making performance more clustered and therefore harder to differentiate.

The most significant findings from the survey for the Whittington are as follows:

Pledge 1 (clear roles and making a difference to patients) (6 of the 10 key findings are significant for the Whittington)

	<i>Acute trusts</i>	<i>Whittington 2007</i>
Quality of job design	(best 20%)	(better than 2007)
Work in a well structured team	(best 20%)	no change
staff feeling valued by their work colleagues	(worst 20%)	new question
staff agree their role makes a difference to patients	(worst 20%)	new question
staff using flexible working options	(worst 20%)	no change
agree they have an interesting job	(worst 20%)	new question

Pledge 2 (training & development & management support) (4 of the 6 key findings are significant for the Whittington)

staff having well-structured appraisals in last 12 months	(best 20%)	significant increase
staff appraised in last 12 months	(best 20%)	significant increase
appraised with PDP in last 12 months	(best 20%)	significant increase
receiving job-relevant training, or learning in last 12 months	(worst 20%)	no change

Pledge 3 (staff health & well being) 5 of the 12 key findings have significance for the Whittington)

suffering work related injury in last 12 months	(best 20%)	significant reduction
Availability of hand washing materials	(worst 20%)	improvement
staff experiencing physical violence from staff in last 12 months	(worst 20%)	significant increase
staff experiencing harassment, bullying or abuse from staff in last 12 months	(worst 20%)	no change
suffering work-related stress in last 12 months	(worst 20%)	no change

Pledge 4 (staff engagement & empowerment) (2 of the 3 key findings are significant for the Whittington)

staff reporting good communication between senior management and staff (best 20%) new question

they understand their role and where it fits in (best 20%) new question

Additional theme: Staff satisfaction (1 of the 3 key findings are significant for the Whittington)

Would recommend the trust as a place to work (best 20%) new question

Additional findings: Equality and diversity (1 of the 2 key findings are significant for the Whittington))

Believing trust provides equal opportunities for career progressions or promotion (worst 20%) no change

Next steps

One of the most positive responses to this survey is that our staff would recommend this trust as a place of work; however we should not be complacent as there are clearly issues that we need to address. It is proposed that the emphasis this year is:

Action	lead	timescale
1. Embed appraisal, and ensure it is meaningful, and PDP commitments are met Collation of number of completed appraisals/PDPs by end of September 2009, following awareness campaign	All directors Director of HR	Ongoing 09/09
2. Review hand washing facilities and publicise to all staff	Director of Facilities/ Director of Nursing & clinical Development	TBC
3. Address issues of harassment/bullying/staff violence by encouraging effective management	Director of HR	Ongoing
4. Undertake further detailed analysis of staff responses	Director of HR	05/09
5. Engage staff in discussion about the survey outcomes, linked to a review of the Whittington Promise, the NHS Constitution pledges and the Whittington Employment Promise. Feedback issues/suggestions to Executive Committee early May 2009	Director of HR /Director of Primary Care All directors through team meetings	05/09 05/09