

**Meeting:** Trust Board  
**Date:** 15 July 2009

**Title:** Progress report following the Trust's Staff Attitude Survey 2008

**Executive Summary:** The Trust Board reviewed the full results of the Whittington's Healthcare Commission 2008 National Staff Survey results in April 2009 and requested a progress report in July 2009. The most significant findings from the survey for the Whittington are attached at Appendix 1.

A summary of the key areas of progress are as follows:

- A successful bid for £100K to NHS London for places on the *Training the Trainers* course and delivery of a *Coaching Skills Programme* for first line managers and staff representatives. This work is led by the Whittington, in partnership with staff representatives here and at the Royal National Orthopaedic and North Middlesex Hospitals. The aim is to avoid bullying and harassment claims by managing difficult conversations and situations more effectively.
- An internal mediation service has commenced to supplement the external counselling service from OASIS. The aim is to resolve situations as early as possible, minimising the need to resort to formal procedures.
- Plans are in place to reinforce high levels of appraisal and personal development plans for all staff by 30 September 2009
- Mandatory hygiene training for all staff was carried out Feb-March 2009 with a 64% attendance. Training is continuing and is also included in induction training.
- Sink facilities have been reviewed in all refurbished areas and a publicity campaign is planned for August 2009 to improve staff awareness of the facilities and to encourage staff to report any deficits so they can be addressed.

Further detailed analysis of staff survey responses has been undertaken. This has highlighted particular issues for action such as black & minority ethnic staff, administrative and clerical staff, and scientific and technical staff tend to be less satisfied with the Trust as an employer; nurses tend to experience higher levels of harassment and bullying; pharmacy staff are less satisfied than other clinical groups in the quality of work and patient care they are able to deliver.

Focus groups are arranged for three days in July 2009. These will be run by Human Resources, the Director of Primary Care together with staff representatives. The aim is to engage staff in discussion about the staff and patient survey outcomes, linked to a review of the Whittington Promise.

A further progress report will be presented to the Trust Board in October 2009.

<b>Action:</b>	For discussion
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<b>Report from:</b>	Neil Edgar, Assistant Director of Human Resources
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<b>Sponsor:</b>	Margaret Boltwood, Director of Human Resources
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## **The Whittington's 2008 results**

The Trust Board reviewed the full results of the Whittington's Healthcare Commission 2008 National Staff Survey results in April 2009. This report provides an update of progress for the Trust Board.

The Trust improved its performance in comparison to other acute trusts overall. 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 was 10 key areas compared with 7 in 2007.

The most significant findings from the survey for the Whittington are attached as Appendix 1, as detailed in the Trust Board report in April 2009.

## **Progress Report**

The Trust Board requested an update on the progress achieved on the agreed actions, which is attached as Appendix 2. The actions to be addressed were:

- Minimise harassment/bullying/staff violence by encouraging effective management
- Embed appraisal and ensure it is meaningful; ensure PDP commitments are met
- Measure number of completed appraisals/PDPs by end of September 2009, for previous twelve month period, following awareness campaign
- Review hand washing facilities and publicise to all staff
- 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.

## **Staff Response Analysis**

It was agreed as part of the Action Plan, that further analysis should be undertaken to ascertain if there were issues affecting particular groups of staff. This has highlighted the following issues:

- **Black and Minority Ethnic Groups**
  - less respondents than would be expected (164 BME 225 White) (our ethnic staff mix is over 50% BME)
  - tend to be less satisfied – particularly significant regarding equal opportunities and career promotion – 90% white agree fair whereas only 66% of BME agree.

It may be that BME staff are less likely to complete the survey as they do not feel that the Trust listens to their views. The Trust must do more to promote its equal opportunities values and to assure everyone that there is equality for all. The Trust is including equality and diversity training in all mandatory training for staff from September 2009 onwards. Therefore all staff will receive this training on an annual basis. The views of staff will be explored through staff focus groups to see if there are particular issues to be addressed by the Trust.

**Action: Provide training on equality and diversity issues for all staff by integrating into mandatory training from September 2009.  
Explore issues more fully in staff focus groups during July 2009.**

- **Work Group**

Administrative and clerical staff and scientific and technical staff tend to be less positive – with a smaller percentage reporting good communication between senior management and staff as well as feeling there are less opportunities to develop their potential at work. It should be noted that admin and clerical and scientific and technical report the lowest percentage of appraisals.

Nursing staff say they experience higher levels of harassment and bullying than other staff groups. They are in the front line dealing with patients and visitors on a daily basis but this does not explain the higher rate of bullying and violence they are experiencing from other staff. This will be explored at focus groups.

**Action: Ensure particular emphasis placed on undertaking appraisal for administrative & clerical staff and technical staff by September 2009. Explore issues of bullying and violence with nurses at focus groups in July 2009**

- **By Directorate**

Pharmacy appear to be less satisfied than other clinical groups in the quality of work and patient care they are able to deliver – the figure of 25% seems very low for a group with such direct links to patient care. A focus group for pharmacy staff will be arranged to explore some of the issues in that directorate. The directorate also has the lowest percentage of staff reporting well structured appraisals. The levels reporting bullying, harassment and violence are also high, with a low score for good communication between senior management and staff. A new head of department has taken up post since this survey.

**Action: Discussion of the staff survey outcomes have been undertaken by the Director of HR with the Pharmacy management team who are committed to improving their staff's employment experience. This will be closely monitored.**

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

	Acute trusts	Whittington 2007
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/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

## Progress on identified actions

Agreed Actions	Lead	Timescale	Actions taken or proposed
Address issues of harassment/bullying/staff violence by encouraging effective management	Director of HR	<p>May 2009 completed</p> <p>Bid completed. Programme to commence Jan 2010</p> <p>Completed</p> <p>Revision of programme completed</p>	<ul style="list-style-type: none"> <li>Executive Committee and Joint Consultative Committee in May 2009 agreed approach on how to deal with bullying and harassment</li> <li>A successful bid for £100K to NHS London for roll-out of <i>Training the Trainers</i> and delivery of <i>Coaching Skills Programme</i> for first line managers and staff representatives. The bid is led and managed by the Whittington in partnership with staff representatives here and at the Royal National Orthopaedic and North Middlesex Hospitals. The aim is to avoid bullying and harassment claims as difficult conversations and situations are managed more effectively.</li> <li>An internal mediation service has commenced to supplement the external service from OASIS. The aim is to resolve situations as early as possible, minimising the need to resort to formal procedures.</li> <li>How to avoid bullying and harassment courses to commence October 2009. Training courses already run for consultants</li> </ul>
<p>Embed appraisal and ensure it is meaningful; ensure PDP commitments are met</p> <p>Reinforce high levels of completed appraisals/PDPs by end of September 2009, following awareness campaign</p>	<p>All directors</p> <p>Director of HR</p>	<p>July-Oct 2009</p> <p>Complete by Sept 2009 and measure percentage completed by 30/9/09</p> <p>In place</p>	<ul style="list-style-type: none"> <li>Hospital walkabouts to concentrate on raising the profile and importance of appraisal by HR director and assistant director of education arranged to commence in July 2009 and continue until October 2009.</li> <li>Meetings will be held in July 2009 with general managers and directors to discuss planned progress in appraisal in their areas and any support they need.</li> <li>An e-mail campaign will be undertaken over summer 2009 to remind staff that they should have been appraised and, if they have not been appraised, to raise this with their manager. The campaign will also highlight the positive aspects of appraisal and what it should achieve.</li> <li>Training for appraisal and KSF continues</li> </ul>

Agreed Actions	Lead	Timescale	Actions taken or proposed
Review hand washing facilities and publicise to all staff	Director of Facilities/ Director of Nursing & clinical Development	Completed  Completed  Review 31 Dec 2009  In place for 2008/2009	<ul style="list-style-type: none"> <li>• Hand hygiene stations have been installed at the main entrances to the site</li> <li>• Sink facilities reviewed in all refurbished areas</li> <li>• Mandatory training for all staff carried out Feb-March 2009 with a 64% attendance and is continuing. This training is included in induction.</li> <li>• Publicity campaign planned for August 2009 to ensure staff appreciate the facilities and can report any deficits so they can be addressed.</li> </ul>
Undertake further detailed analysis of staff responses	Director of HR	May 2009 completed	<ul style="list-style-type: none"> <li>• See main Trust Board report for detail</li> </ul>
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	Director of HR /Director of Primary Care  All directors through team meetings	May 2009 completed  May 2009 deadline revised to July 2009 to link with Patient Survey outcomes	<ul style="list-style-type: none"> <li>• Individual directors have received their reports to discuss at their team meetings</li> <li>• Focus groups arranged for three days in July 2009. These will be run in conjunction with staff side. Start to focus groups delayed from May 2009 to link in with results of Patient Survey</li> </ul>