

**TRUST BOARD**

<b>Date of Meeting:</b> 19/06/2012	<b>Agenda Item No:</b> 8.3	<b>Enclosure:</b> 7
<b>Intended Outcome:</b>		
<b>For noting</b> ✓	<b>For information</b>	<b>For decision</b>
<b>Title of Report:</b> Staff Survey – 9 Year Comparison Report and Staff Survey Actions		
<b>Aims:</b> This report provides the Trust Board with a 9 Year Comparison Report on the Trust's Staff Survey results, including areas to ensure improvements in working conditions and practices for staff at a local level, and the proposed follow up actions.		
<b>Executive Summary:</b> This paper examines the historical trends detailed in the nine Staff Opinion Surveys that have been undertaken since 2003 following the publication of the 2011 results. The results are categorised to corresponding staff pledges as detailed in the NHS Constitution. The data shows where staff judge the Trust to be performing well or not in comparison to other trusts. The answers to the questions lend themselves to forming an action plan to address the perceived problem issues. At a high level there is evidence to indicate that the Trust should work on several organisational development issues including employee engagement, partnership working and effective appraisal.		
<b>Specific implications and links to the Trust's Strategic Aims:</b>		
<b>Ensure we provide high quality, safe and effective care for all our patients including meeting essential standards of safety and quality as set out by the CQC</b>		✓
<b>Develop a viable integrated clinical strategy for secondary care services which is sustainable and affordable</b>		
<b>Develop a new healthcare facility in West Cumbria that is fit for the 21st century</b>		
<b>Achieve sustainable financial balance through the delivery of the Trust's internal Cost Improvement Programme, securing a viable contract income from our GP commissioners and contributing to the system wide cost reductions</b>		
<b>To develop and implement a successful merger or acquisition plan that enables the Trust to become part of an existing NHS Foundation Trust</b>		
<b>Recommendations:</b> That the Trust Board note the summary of the historical trends and the action points that arise.		
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**TRUST BOARD  
STAFF SURVEY – 9 YEAR  
COMPARISON REPORT  
JUNE 2012**

**1. INTRODUCTION**

The 2011 Staff Opinion Survey results were published in March 2012. Members of the Board have asked for further information to be made available that would show comparative data going back to 2003 when the survey was first administered. While many of the questions have changed over the years there are still some direct comparators. Appendix A details the comparative data from 2003 – 2011.

The Staff Opinion Survey commenced in 2003 and it is a requirement for all trusts to administer. The results of the survey form part of the Care Quality Commission’s (formerly the Healthcare Commission) annual health check of NHS organisations which aims to ensure compliance with the Department of Health’s core standards.

The purpose of the survey is to measure staff satisfaction, perceptions and opinions. NHS organisations aspire to become model employers through the development of enlightened employment practices and to make a significant difference to improving the working lives of all employees. This in turn should lead to greater staff satisfaction and enhanced patient care. There is significant academic research to underpin this approach. The survey gives us the opportunity to reflect on our effectiveness in these areas and to compare ourselves to other trusts. The historical data is especially useful in that it carries more statistical validity than each single report in isolation and can highlight important trends with some degree of authority.

The data collected is grouped around the NHS Constitution Staff Pledges:

Staff Pledge 1	to provide all staff with clear roles and responsibilities
Staff Pledge 2	to provide all staff with personal development and appropriate training
Staff Pledge 3	to provide support for staff to maintain their health, wellbeing and safety
Staff Pledge 4	to engage staff in decisions that affect them and the services they provide

The survey results are summarised in 36 key findings that are grouped under each Staff Pledge in Appendix A.

## **2. STAFF PLEDGE 1 RESULTS**

This pledge concerns the Trust providing all its staff with clear roles and responsibilities. 2 of the Trust's higher scores come in this area, namely staff having to work extra hours (only 60% against an average of 65%) and staff having access to flexible working. The historical trend regarding working extra hours is good with all but one of the last 9 years indicating above average or top 20% performance. The use of flexible working has been consistently strong historically but has recently dropped to average.

However the trends do indicate that we have been consistently poor on staff involvement and in showing a commitment to achieving a good work life balance – reminding us that this is more than just offering flexible working. The Trust is a low scorer for staff feeling that they work in a well structured team environment. Recent academic evidence indicates that where staff work in a well-structured team environment and have effective appraisal and development opportunities then patient outcomes (including patient mortality rates) are improved.

## **3. STAFF PLEDGE 2 RESULTS**

This pledge concerns our requirement to provide all staff with personal development and appropriate training. Disappointingly all but one current score is either bottom 20% or below average. It is apparent that there has been a marked deterioration in this area since 2005 (when staff were reflecting on their opinions of the 12 months up to August 2005). In 2005 the Trust scored in the top 20% for 4 out of the 5 areas that can be compared. By 2008 (when staff were reflecting their opinions of the 12 months up to August 2008) the Trust had dropped to the bottom 20% or below average for all comparable areas. Despite scoring average for personal development plans in the last 3 year this area is till generally poor. It is also worth noting the marked difference (every year) between the numbers of staff having an appraisal and the much lower numbers thinking that their appraisal was worthwhile or effective. This perhaps indicates a lot of wasted effort in pushing staff through appraisals that have little benefit to overall Trust performance and is a reminder that we cannot rely on numbers of staff undergoing appraisals as a measure of quality or assurance.

## **4. STAFF PLEDGE 3 RESULTS**

This pledge covers employee welfare, health and safety. We are relatively good at delivering health and safety training, and are doing well to stabilise the numbers of work-related injuries year on year from a high starting point in 2003. We compare favourably with staff witnessing potentially harmful errors. On the other hand the percentage of staff that report incidents or near misses is 91% (the higher the better) against a national average of 96% but many lack confidence with our procedures for dealing with errors once they have been reported.

## **5. STAFF PLEDGE 4 RESULTS**

This pledge covers employee engagement. Recent evidence shows that high performing organisations have high degrees of employee engagement (see the Macleod Review published by the department for Business, Enterprise and Regulatory Reform (formerly the DTI) in July 2009). This is a relatively new category so not much historical data is available. However it is worth noting that the Trust scores in the bottom 20% for all areas and each score has deteriorated over the last 4 years.

## **6. ADDITIONAL INFORMATION RESULTS**

This part of the survey is concerned with important issues not specifically covered by the NHS Constitution pledges. Analysis of the data shows that overall employee job satisfaction has been consistently below average (bottom 20% for 7 out of 9 years and below average for 1 year) despite having one good year in 2007. The Trust scores significantly better than other trusts for the numbers of staff that it has provided training for on equality and diversity issues with 61% undergoing such training in the last 12 months as opposed to the NHS average of 48%.

## **7. RECOMMENDATION**

While it is possible to be negative about the recent results and the trends of the past 9 years the results need to be viewed as a signpost directing us to where the most effective improvements can be made. When viewed alongside the clinical results the staff opinion survey highlights the enormous unlocked potential that could be realised by tackling the problems that our staff have identified. The trend analysis points to a clear need for a major over-arching organisational development programme to improve the levels of employee engagement and partnership working. In addition there is plenty of work to be done on improving both the rates of appraisal and the quality and effectiveness of those appraisals.

Presentations have been given to staff about the results of the staff survey and focus groups have been held to highlight the issues and suggest solutions. In addition, a “survey monkey” was undertaken with our staff and the results are shown in Appendix B.

Practical ideas from the focus groups and also the results of the survey monkey will be agreed as the actions to be pursued and will be performance managed through an action plan with timescales allocated to it. These actions are outlined in Appendix C.

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**DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT**