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**Public Board Meeting - 27 May 2010**

**Report on the Staff Survey 2009**

**Presented by: Sarah Childerstone, Director of Workforce**

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**1. Purpose**

- 1.1 This paper is to update the Trust Board on the key findings of the staff survey 2009.

**2 Summary**

Key issues to note:

- Impact of the services moves across the sites is apparent in the scoring related to team working, work pressure and clarity of role.
- Some improvements in appraisal rates are noted
- In the top 20% for staff motivation

**3. Recommendation**

- 3.1 The Board is asked to note this report and support the actions proposed within it.

Sarah Childerstone  
Director of Workforce

May 2010

## 1 Background

All NHS Trusts undertake an annual staff survey each year in October/November with the results being published in the following March. Each year in addition to the core questions a number of new questions are added to the questionnaire centrally. We commission an external company to manage the process.

## 2 Response rate

The survey is sent out to 800 staff and our response rate was 42% in 2009 compared with 52% in 2008.

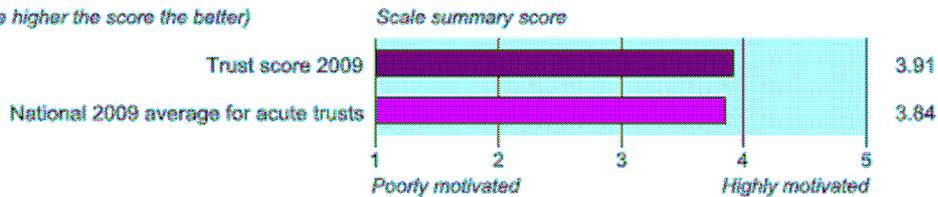
## 3 Key Findings

### 3.1 Top 4 ranked scores

#### TOP FOUR RANKING SCORES

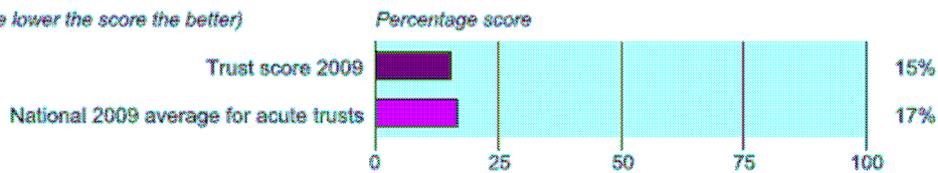
##### ✓ KF37. Staff motivation at work

(the higher the score the better)



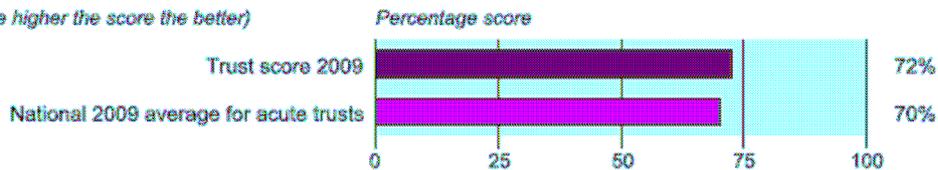
##### ✓ KF18. Percentage of staff suffering work-related injury in last 12 months

(the lower the score the better)



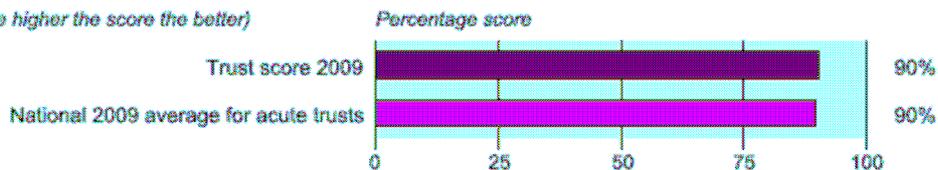
##### ✓ KF10. Percentage of staff using flexible working options

(the higher the score the better)



##### ✓ KF2. Percentage of staff agreeing that their role makes a difference to patients

(the higher the score the better)

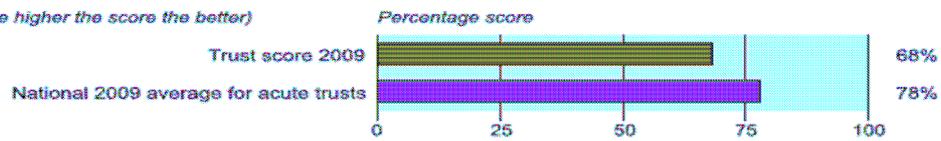


### 3.2 Bottom 4 ranked scores

#### BOTTOM FOUR RANKING SCORES

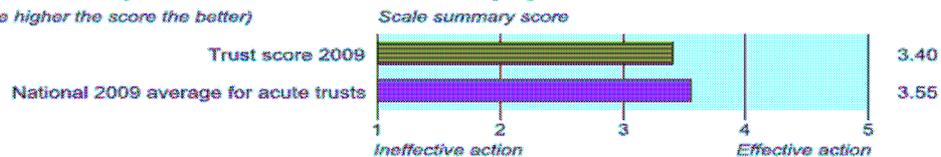
! **KF12. Percentage of staff receiving job-relevant training, learning or development in last 12 months**

(the higher the score the better)



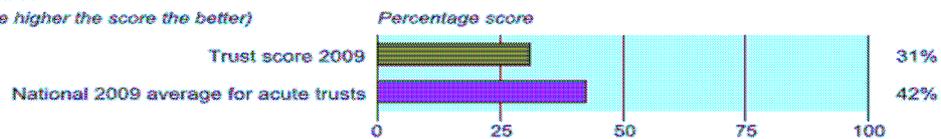
! **KF28. Perceptions of effective action from employer towards violence and harassment**

(the higher the score the better)



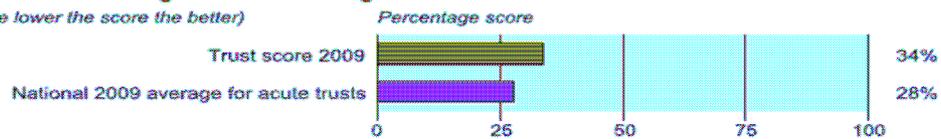
! **KF11. Percentage of staff feeling there are good opportunities to develop their potential at work**

(the higher the score the better)



! **KF19. Percentage of staff suffering work-related stress in last 12 months**

(the lower the score the better)

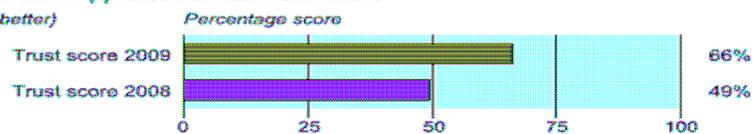


### 3.3 Where staff experience had improved the most since the 2008 survey

#### WHERE STAFF EXPERIENCE HAS IMPROVED

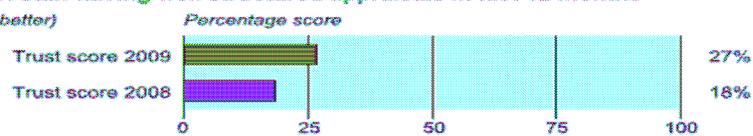
✓ **KF13. Percentage of staff appraised in last 12 months**

(the higher the score the better)



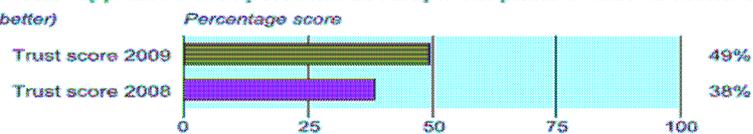
✓ **KF14. Percentage of staff having well structured appraisals in last 12 months**

(the higher the score the better)



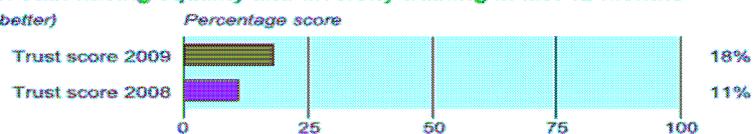
✓ **KF15. Percentage of staff appraised with personal development plans in last 12 months**

(the higher the score the better)

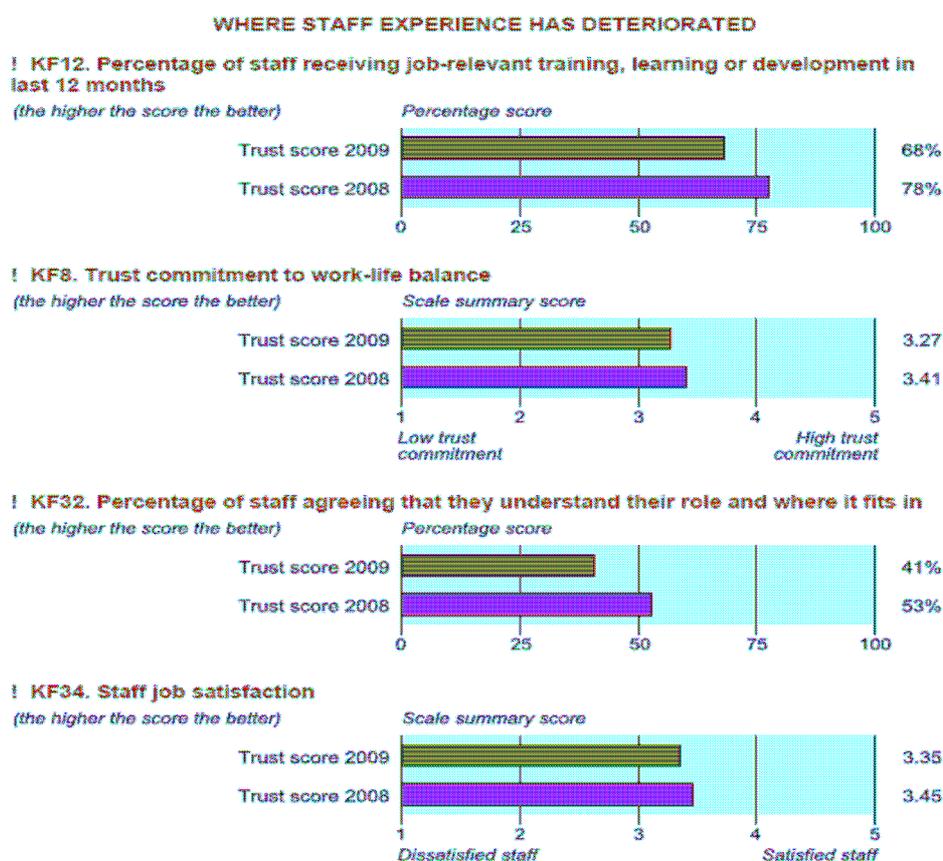


✓ **KF38. Percentage of staff having equality and diversity training in last 12 months**

(the higher the score the better)



### 3.4 Where staff experience had deteriorated since the 2008 survey



## 4 Further analysis

A further more detailed analysis of the survey results show that there have been a number of negative movements in areas to do with pressure felt by staff, experience of working in a well structured team, Trust commitment to work-life balance and number of staff working extra hours.

While it is difficult to be precise about these findings it is likely that a number of these responses relate to the impact of the moves of staff linked to the centralisation of services in March 2009. These moves had led to changes in work patterns, existing teams being reformed often with different managers and though work was undertaken through this period of change to support staff and managers inevitably a change of this scale will take a period of 2-3 years to settle. The 2008 survey was undertaken prior to a number of major staff moved and so the full impact of the disruption to staff would not have been apparent in the 2008 survey scores.

## 5 Actions

Taking the bottom 4 ranking scores:

### 5.1 Percentage of staff receiving job relevant training, learning or development in the last 12 months and percentage of staff feeling there are good opportunities to develop their potential at work

## **Actions**

We are about to launch the *Passport to Practice* intranet portal and hard copy portfolio which will be a key tool to help both managers and staff find out about training opportunities and also provide access to direct training and development materials.

The continuing push to increase the number and quality of appraisals should help to improve this score as staff receive more targeted training and development as part of better Personal Development Planning.

The ongoing work to streamline and target mandatory training and to provide a wider range of modes of delivery will also help to make this development more accessible.

We will also be working closely with the BME network to ensure that career and development opportunities are accessible to BME staff.

The development of a talent management and succession planning process for the Trust is an objective for the Head of Leadership for 2010/11 and we will be looking to develop a process that spots talent and supports able individuals to grow into the more demanding management roles in the Trust.

## **5.2 Perceptions of effective action from employer towards violence and harassment**

### **Actions**

We have already increased the amount of time that our contracted Local Security Management Lead is based in the Trust from 2 to 4 days per week and have successfully recruited to our own full time security specialist who will start in a few weeks' time. The successful candidate will be working closely with managers and staff to ensure that security risk assessments are undertaken and actioned where necessary. The lead will also be tasked with generating some basic handling strategies for front-line staff that may have to handle violent and aggressive patients or visitors.

The Trust is conducting an audit of CCTV coverage and use within and around its facilities with the intention of providing enhanced coverage and monitoring capabilities.

The new 'Welcome to the Trust' day incorporates a session on conflict resolution that all new non-medical staff will access and we are talking with the Associate Medical Director (Education) about how we include this in the junior doctor and consultant induction.

## **5.2 Percentage of staff suffering work-related stress in the last 12 months**

### **Actions**

Work related stress absences have declined by over 30% during 2009/10 but nevertheless this finding from the staff survey suggests there is still more to be done.

We have changed the way managers refer staff to Occupational Health who have expressed that they have a stress related illness or concern.

We are developing our own in-house stress management trainers to support staff to identify stressors in their home and work lives.

We have employing an external company to work in specific high pressured areas in the Trust to support staff's health and wellbeing and to look to develop a more resilient workforce.

We are revising the Stress Management policy to provide clearer guidance to managers and to ensure it is aligned with the very best practice from the HSE.

We are continuing to develop our Staff Health and Well Being offers.

## **6 Conclusion**

The results of the staff survey were disappointing and point to a clear need to continually look to improve management and staff well-being interventions.

The Board is asked to note the contents of this report and the actions proposed.