
Trust Board Meeting in Public 29th March 2012

Staff Survey Results and People Strategy in Practice

Report by: Mark Vaughan, Director of Workforce

Purpose of Paper

The purpose of this paper is for the Board to receive the results of the 2011 staff survey and to approve the key components of the People Strategy which has been designed to improve both staff and patient experience.

Part 1 Summary of the survey results and progress to date

We have recently received the results from the latest staff survey carried out in the autumn of 2011 and they show significant improvements in the vast majority of the 38 indicators compared to last year's survey. We have improved in 33 of the 38 indicators, seen no change in 2 and dropped scores in 3 areas. I attach a summary of the scores in each of the 38 indicators which compare scores against the national acute Trust average and our scores in last year's survey (Appendix 1).

The results demonstrate a significant overall improvement in morale within West Herts Hospitals at a time when the national climate is one of no pay increases and reductions in pension provision. This may be the reason for some of the national scores remaining static. For example in the staff engagement indicator detailed below the national score has not changed. It is also worth noting that acute Trust scores are generally worse in London and the South East.

Of particular interest is the '**overall staff engagement indicator**' which moved from being in the lowest 20% to being average. This indicator is put together by the Department of Health and is calculated by combining questions from the 3 following indicators:

- staff reporting that they believe they can contribute to improvements at work which moved from being in the lowest 20% to above average,
- staff recommending the Trust as a place to work or be treated which moved from worst 20% to just below average
- staff reporting motivation at work from below average to above average

The indicator reporting experience of harassment and bullying between staff has fallen from 19% to 16% which is average for acute Trusts.

Overview of the work undertaken in the last year in response to last year's survey results

An action plan was developed by the HR department in partnership with staff side representatives and incorporated feedback from a wide cross section of staff across the Trust. I personally presented the results from last year's survey to over 200 staff at over 20

departmental and team meetings. At these events I asked for views and ideas on how the Trust could address the issues raised by the survey..

Recognising staff

Many of the actions initiated across the trust in recent months have been aimed at recognising staff and making staff feel more valued. Simple actions such as giving thank you letters and gifts to staff and teams who have been praised by patients have been particularly well received and these are included in the action plan. These will continue along with the well established monthly and yearly staff awards.

Engaging with staff

Over the last year the Trust has embarked on various staff engagement programmes with both outpatients and AAU staff. These have involved facilitated sessions with staff and the development and delivery of specific action plans to improve staff experience. We plan to build on the success of these and extend the process to other areas of the Trust. We have also continued to provide a number of health and well being activities and in the month of September we launched a health and well being working programme of activities entitled 'Balance for Life'.

Appraisal

A project management plan for increasing the uptake on appraisal was presented to the Board in July last year and a major drive has taken place over the last year and our records now show that 90% of our staff have had appraisal over the last year. I believe that if staff are appraised many other staff satisfaction indicators improve because staff feel valued, supported, communicated with and become aware of development opportunities.

The survey results support our internal recording system because they show 80% of staff reporting having an appraisal as of last autumn. The quality of appraisal needs to be the focus of next year's plans as although there was an improved score only 36% believed their appraisal to be well structured.

Communication

We have also recently reviewed our internal communication processes and we have introduced a number of new initiatives as well as strengthening existing communication methods. Some of these new schemes will involve greater visibility of exec directors and senior managers across the Trust through attendance at meetings and 'back to the floor' and shadowing programmes.

Areas for particular focus

We saw our scores drop for 3 indicators. The first relates to a fall of 1% (76% to 75%) of those who reported receiving job relevant training. The review of our provision of mandatory and statutory training should help address this as the Trust has attempted to target more appropriate levels of refresher training in line with best practice. The second relates to a fall of 5% (58% to 53%) of those reporting good availability of hand washing materials. The third area of concern is the slight increase (16% to 17%) number reporting experience of some form of discrimination. This highlights the need for the HR department to lead in the delivery of the Equality Delivery System's action plan that will be developed as a result of recent self assessment process.

Part 2 Going forward – the People Strategy in Practice

Building on the success of the recent staff engagement initiatives and the implementation of last year's staff survey action plan the Board has recently approved a new People Strategy which addresses many of the issues raised in the staff survey. A paper outlining the purpose of the strategy and implementation plan was approved by the Trust's Strategy Committee in February and I outline below an overview of the strategy and a summary of the next steps in its delivery.

Overview

The People Strategy has 4 key interrelated elements; core standards, competencies, working differently and demonstrable outcomes, all based on the premise that improving the experience of staff leads to a better patient experience and improved outcomes. They aim to generate higher levels of staff engagement and improved communication and in implementing the strategy, a key group of individual managers will be identified with responsibilities in people management.

The HR department have re-focused its priorities and objectives and the way it works across the Trust to deliver the People strategy. The various elements of the department will be adopting a more integrated approach to delivering projects and ensuring policies and standards embody the principles of the strategy. For example, the Leadership academy will be working with the Training department and operational HR to support areas where indicators suggest low morale or poor performance

Key components of the strategy:

Core standards

- Identify all managers with people management responsibilities and task these individuals with deliver of key aspects of strategy. For example all staff should be appraised, undertake mandatory training and be part of team communication.
- Develop further sets of standards for all staff based on the Patients Pledge and 'Making things work better'.
- Embed Equality Delivery System in all aspects of service delivery and employment practice and integrate key workforce strategies such as 'Health and Well -Being at Work'
- Standards monitored through recruitment, induction, and appraisal and performance management

Competent workforce

- Ensure key list of identified managers have appropriate skills based development, including newly appointed Clinical and Divisional Directors
- Improve quality of appraisals and PDPs and align with service objectives
- Targeted use of Leadership framework 360 feedback for key managers
- Introduce more coaching modules for senior managers as part of leadership academy programme

Collegiate working/staff engagement

- Continue to deliver targeted listening and engagement exercises such as those carried out in Outpatients and the AAU.
- Introduce matrix working across corporate and divisional departments on the delivery of projects and change

- Refresh the internal communication methods used in the Trust to ensure information is cascaded throughout the organisation and there is mechanism for genuine 2 way feedback.
- Improve the visibility of the Board and senior management and continue with events such as 'Back to the Floor' programme and staff recognition/award ceremonies.

Demonstrable outcomes

- Define indicators and measures and publish required and targeted standards/outcomes. Many of these will be within the staff and patient surveys.
- Continue to raise profile of patient and staff surveys.
- Link metrics related to patient outcomes with staff indicators, for example sickness and turnover.
- Test and use metrics to share learning and inform future development needs.

Implementation of strategy

- Identify list of managers with people management responsibilities
- Agree strap line - **'If we get it right with our staff we will get it right with our patients'** and associated key messages
- In liaison with Director of Communications produce a programme for communication
- Arrange presentations across Trust with staff and at key forums, ensuring visible ownership from senior managers
- Ensure resources are in place for delivery of strategy
- Report back to Board on progress every 6 months
- Ensure integration with other enabling strategies on relationships and clinical services

Mark Vaughan
Director of Workforce