

REPORT TO THE GOVERNORS' COUNCIL
JULY 2012

FINDINGS OF THE 2011 NHS STAFF SURVEY
(BENCHMARKED CQC SAMPLE)

1. INTRODUCTION

The NHS staff survey was carried out in the Trust during October and November 2011. A total of 2000 staff were surveyed of which 850 were also the CQC sample. This report refers to the CQC sample which is benchmarked against other acute trusts. The response rate for both samples was 50% (up slightly on 2010 when it was 49%).

The 38 key findings in the CQC staff survey benchmarked reports are once again grouped to reflect the four staff pledges of the NHS constitution, with the additional themes of equality and diversity and job satisfaction. In addition a staff engagement score which is used in the performance management frame work has been calculated for each Trust.

2. RESULTS

All findings are in comparison to other acute trusts. Overall there have been some year on year improvements across many indicators.

KEY FINDING TRENDS AT STHFT

	2011 38 Key findings	2010 38 Key findings
Best 20% acute trusts	4	2
Above average	8	7
Average	6	5
Below average	8	10
Worst 20%	12	14

For 2011 The Trust is in the best 20% of acute trusts for 4 of the Key findings.

STH IN BEST 20% OF ACUTE TRUSTS

		STH 2011	NHS acute average
KF8	% Staff working extra unpaid hours	55	65
KF24	% experiencing violence from staff last 12 months	0	1
KF26	% experiencing harassment/bullying/abuse by staff	12	16
KF33	Staff intention to leave jobs	2.45	2.59

STH ABOVE AVERAGE FOR ACUTE TRUSTS

		STH 2011	NHS acute average
KF 1	% staff satisfied with quality of work and patient care	77	74
KF 5	Work pressure felt by staff	3.08	3.12
KF 9	% using flexible working options	64	61
KF 19	% staff saying handwashing materials always available	70	68
KF 22	Fairness & effectiveness of incident reporting	3.48	3.46
KF 27	Perceptions of effective action from employer re violence and harassment	3.62	3.58
KF34	Staff recommending trust as place to work/receive treatment	3.59	3.50
KF37	% believing Trust provides equal opportunities for career progression	91	90

STH IN WORST 20% OF ACUTE TRUSTS

		STH 2010	STH 2011	NHS av
KF3	Staff feeling valued by work colleagues	70%	71%	76%
KF 4	Quality of job design	3.32	3.33	3.41
KF 6	Effective team working	3.48	3.63	3.72
KF 12	Appraised in last 12 months	51%	67%	81%
KF13	Having well structured appraisal	22%	26%	34%
KF14	Appraised with a personal development plan	41%	55%	68%
KF18	Suffering work related stress	33%	34%	29%
KF23	Experiencing physical violence from patients/public	12%	10%	8%
KF28	Impact of health/wellbeing on ability to perform daily activity	1.66	1.61	1.56
KF31	Able to contribute to improvements at work	50%	52%	61%
KF36	Having equality and diversity training in last year	25%	34%	48%
	Additional KF in bottom 20% for 2011			
KF11	% receiving job related training	77%	74%	78%
	No longer in worst 20% (below average)			
KF32*	Staff job satisfaction	3.42	3.45	3.47
KF35*	Staff motivation at work	3.77	3.68	3.82
KF25*	Experiencing harassment, bullying, abuse from patients/or public	19%	16%	15%

Of the 14 key findings in the worst 20% in 2010 there has been a year on year improvement in them all (with the exception of staff suffering work related stress which rose slightly to a Trust average of 34%) to the extent that 3 of them whilst remaining below average are no longer in the bottom 20%. The most significant improvements are in the number of staff having appraisals/ personal development plans (which increased from 51 to 67%) following the introduction of the simplified appraisal process in June 2011 and the number of staff having equality and diversity training in the last 12 months which reflects the improvements in mandatory training in the Trust.

Other notable improvements include

- KF19 % of staff saying hand washing materials are always available up to 70% from 64% (above the NHS acute trust average of 66%)
- KF 2 % of staff agreeing their role makes a difference to patients up from 77% from 72% (above the acute trust average of 74%)

3. STAFF ENGAGEMENT SCORE

In addition to the 38 key findings an overall staff engagement score is calculated for each trust.

		STH 2010	STH 2011
KF31	Staff ability to contribute to improvements	50% (worst 20%)	52% (worst 20%)
KF34	Staff recommending the Trust as an employer and for patient care	3.60 (above av)	3.59 (above av)
KF 35	Staff motivation at work	3.67 (worst 20%)	3.77 (below av)
	Overall staff engagement score	3.55 (worst 20%)	3.60 (av)

NB.1 = poorly engaged staff, 5 = highly engaged staff

The slight improvement in the staff engagement score from 3.55 to 3.60 is due to the improvement in staff motivation which means the Trust is **average** in comparison to other acute Trusts which is an improvement on being in the worst 20% of acute trusts last year (along with most other large teaching hospitals).

Last year further analysis was undertaken on the 2010 results to identify which Care Groups and occupational groups scored best/worst in the key findings particularly pertinent to staff engagement i.e the ones that feed into the staff engagement score and one for each of the 5 factors identified in the Department of Health 'staff engagement star', in order to identify where to target resources and effort. This exercise has been repeated by identifying the top and bottom 3 for these 9 findings In 2010 the 'worst' 3 care groups were Obstetrics, gynaecology and neonatology, Emergency care and OSSCA whereas for 2011 it would appear to be OSSCA, Diagnostic and therapeutic and Surgical services.

The 'best' care groups in 2010 were Head and Neck and Specialised cancer, medicine and rehabilitation whereas for 2011 it would appear to be the Community Services group and the Corporate directorates which are the 'best' in relation to staff engagement.

4. STAFF ENGAGEMENT ACTION PLANS

A staff engagement action plan was drawn up last year in response to the staff survey results and the 'Let's talk' events findings. The staff journey, staff involvement and health and wellbeing workstreams of the staff engagement steering group together with the directorate staff engagement leads have been working on implementing this and although much of this work is still ongoing, the 2011 staff survey results would suggest that it is starting to have a positive impact on staff engagement in the Trust. It is essential that this work continues in order to maintain staff engagement as the Trust faces challenging times. A number of Trust wide initiatives e.g. the increase in the leadership development programmes and the increased number of Chief executive roadshows also appear to have had an effect on the results (although some of these took place after the survey closed so the full impact may yet to be seen).

It was agreed by TEG in April 2012 that the Staff engagement priorities across the Trust for 2012/13 are:

- Embedding the new Trust values and behaviours
- Encouraging staff to feel valued and able to contribute to improvements at work, through the development of an engaging leadership style
- Increased coaching for managers
- Good quality appraisal and personal development plans
- Increased emphasis and support for the health and wellbeing agenda.

Due to undertaking the larger staff survey sample of 2000 staff in 2011, more directorates received survey reports for their directorates based on the raw data (not the key findings) which together with findings from 'Let's talk' events/local surveys, enabled the staff engagement leads to work with managers in directorates to identify further directorate specific actions. The majority of directorates have now produced a staff engagement plan for 2012/13 which address both the Trust priorities and directorate issues and are now being implemented.

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July 2012