

Trust Board Report

Meeting Date:	29 th October 2012
Title:	ChatBack 2012, Results and Next Steps
Executive Summary:	The purpose of this update is to provide an overview of the key results of this round of ChatBack and to outline next steps in terms of the communication and action planning approach.
Action Requested:	The Board are ask to note the update.
Report of:	Director of HR
Author: Contact Details:	Caroline Marshall, Deputy Director of HR Tel 01902 695438 Email Caroline.Marshall5@nhs.net
Resource Implications:	
Public or Private: (with reasons if private)	Public Session
References: (eg from/to other committees)	
Appendices/ References/ Background Reading	
NHS Constitution: (How it impacts on any decision-making)	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> ✦ Equality of treatment and access to services ✦ High standards of excellence and professionalism ✦ Service user preferences ✦ Cross community working ✦ Best Value ✦ Accountability through local influence and scrutiny

1. Introduction

As part of the Organisational Development Strategy we have continued to utilise ChatBack as a vehicle to enable us to monitor performance for key metrics. The tool focused on key priority areas highlighted through the National Staff Survey, previous ChatBack surveys as well as metrics to support assessment of the culture of the Trust and to measure delivery of the OD strategy KPIs.

The purpose of this update is to provide an overview of the key results of this round of ChatBack and to outline next steps in terms of the communication and action planning approach.

2. Background

ChatBack 2012 was conducted over a 4 week period in July/August. The mechanisms employed to ensure that we accessed all staff (community and acute) were two-fold:

- access to an on line survey
- hard copy questionnaires distributed via management cascade.

The response from staff was excellent with 1766 staff responding (up from 1446 in 2011).

3. Key Findings

3.1. Trust Level

Overall the Trust results were concerning with the majority of results that were able to be bench marked against ChatBack 2011 showing a decline in performance – see appendix 1 for details of Trust results.

The Trust's overall summary score was amber (basically an aggregate result for all statements – an average of 64% agreement of staff with each statement). The result had declined from 692 to 645.

Of the 19 results that could be bench marked against ChatBack 2011 results 18 had declined, including:

- Overall satisfaction with job at the Trust down from 75% to 66%.
- Belief that care of patients is a top priority up from 82% to 75%
- Recommend as a place to work down from 75% to 62%
- Satisfaction with quality care they give down from 86% to 83%
- Effective communications between senior management and staff down from 53% to 50%

There was also a notable decline in the level of engagement/understanding of the Trust vision and values:

- Awareness of the Trust's vision down by 9%
- Understanding of what the vision means for them in their role down by 11%
- Knowing the values down by 5%
- Knowing what the values mean for them within their role down by 7%

This may be due to the strength of feeling regarding how staff perceive they are being treated in respect of the car parking charges which was clearly evident in the responses provided in the open section of the survey. It however may also be due to

a lack of engagement with new starters since the initial OD events/subsequent local cascade that took place in the summer/autumn of 2011 to bring the new vision to life.

3.2. Net Promoter Question

The raw score for this question which relates to how likely it is that the individual would recommend the service to their friends and family was 78% at an overall Trust level (or +4 when calculated in line with net promoter formula). There were however some notable variations that may be worthy of investigation:

- ITU 55%
- Health Visiting 57%
- Orthopaedics 68%
- Rheumatology 100%
- Sexual Health 100%

3.3. Directorate/Departmental Level

Even given the overall decline in Trust performance there are some notable variations by directorates/departments, positive improvements were seen within:

- Medical Physics went from red to green
- Hotel Services went from amber to green
- Rehabilitation and ambulatory maintained an overall index rating of green and had improved compared with 2011.
- Radiology although still reporting as red (593 up to 599) had made some significant improvements on last year's results at a question level bucking the overall Trust trend.
 - Effective communications between senior management and staff up 19%
 - Knowing what is going on in the directorate up by 14%
 - Involvement in decision making up by 10%
- Adult community services also although still reporting red (506 up to 570) had made some improvements
 - Satisfaction with quality of patient care delivered up 17%
 - Involvement in decision making up 19%

There were also some areas that had significantly declined overall on the 2011 summary results:

- Obstetrics and Gynae down from green to amber (-190 points)
 - Knowing what's going on in the directorate down 22%
 - Involvement in decision making down 18%
 - Know how role fits in down 43%
 - Effective communication between senior management down by 48%
- Critical care down from amber to red (-161 points)
 - Declines out-with Trust movement mainly identified within ITU
 - Only 55% of staff would recommend service to friends and family
 - 59% satisfied with quality of patient care they provide
 - Effective communications between senior management and staff down 19%
- Cardiothoracic down from green to red (-140 points)
 - Ability make suggestions to improve things down 25%
 - Involvement in decision making down 21%
 - Patient care being a top priority for the directorate down 11%
 - Effective communication between senior management down 21%

4. Next Steps

A communication cascade is underway. Results have been cascaded to the Divisions and Directorates to enable local level action plans to be developed. Trust level communications are also planned through all user bulletins, dedicated intranet page and coverage within Trust Talk,

HR Managers are working with line managers to review the effectiveness of the actions implemented in response to 2011 results as well as developing action plans to address any new areas of concern.

ChatBack 2012

All responses

Total of 1,766 Trust responses (25.9% response rate).
Figures are representative of the entire trust to 2.0% at a 95% confidence level.

Aggregate Index Score	Aug 12	Change
Trust overall	645	-46
Surgical Division – Division 1	609	-86
Divisional Management – Division 1	733	+10
Radiology	599	+5
Pathology	628	-139
Critical Care	476	-161
Cardiothoracic	571	-140
General Surgery & Urology	720	-29
Orthopaedics	540	-114
Obstetrics & Gynaecology	600	-190
Ophthalmology and Head & Neck	678	-35
Emergency, Medical and Community Service Division – Div 2	635	-69
Divisional Management – Division 2	872	+25
Children's Services Group	578	-84
Adult Community Service Group	570	+64
Rehab & Ambulatory Medical Group	731	+15
Medical Group	657	-56
Emergency Services Group	608	-56
Therapies & Pharmacy Group	648	-131
Oncology & Haematology	654	-104

Aggregate Index Score	Aug 12	Change
Trust overall	645	-46
Corporate	702	-2
Trust Management Team	785	-57
Director of Nursing & Midwifery	765	+13
Medical Director	815	+70
Director of Finance & Information	644	-3
Director of Planning & Contracting	n/a	n/a
Director of Human Resources	709	+13
Estates & Facilities	694	+84
Estates & Facilities Management	866	+87
Estates Operational Management Services	379	+116
Hotel Services	736	+124
Medical Physics	716	+169
Commercial Services	703	n/a

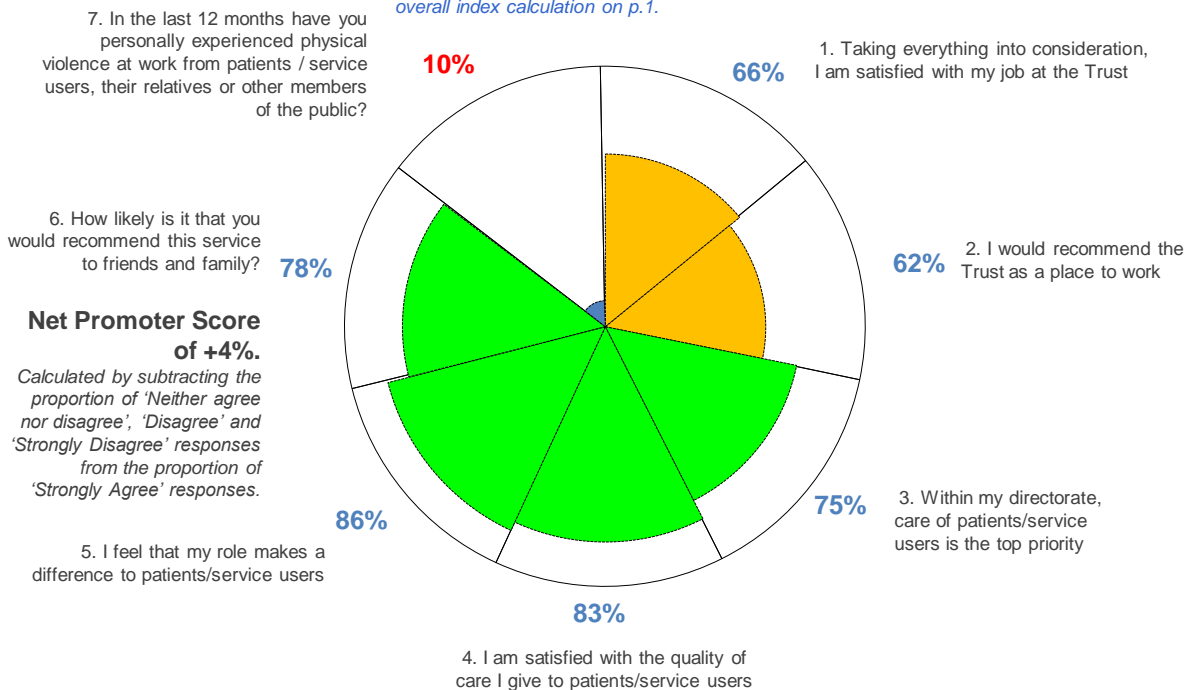
Aggregate Index Score is derived from the % of respondents agreeing with questions (with the exclusion of the proportion of respondents experiencing physical violence).
Maximum of 1,000.
'Change' is relative to August 2011.

Overview

1. The Trust receives an Amber overall rating (broadly equivalent to an average of 64% agreement in each question), representing a decline of 46 points from 2011
2. Responses to all questions received 7 Green ratings, 10 Amber ratings and 8 Red ratings
3. Historic review shows that 1 question has increased from 2011 with 18 declining (other questions were new for 2012 and consequently no 2011 data exists)
4. Of these scores, the gain relates to receipt of equality/diversity training (+5%, Amber to Amber)
5. The largest declines relate to 'I would recommend the Trust as a place to work' (-13%, Green down to Amber) and 'I understand what the Trust's vision means for me in my role' (-11%, Red to Red)
6. Additional 'drill-down' insight is available in separate spreadsheet format

ChatBack 2012

No specific targets have been applied to question 7, given its focus. Given this, this score is not included in the overall index calculation on p.1.



Net Promoter Score of +4%.

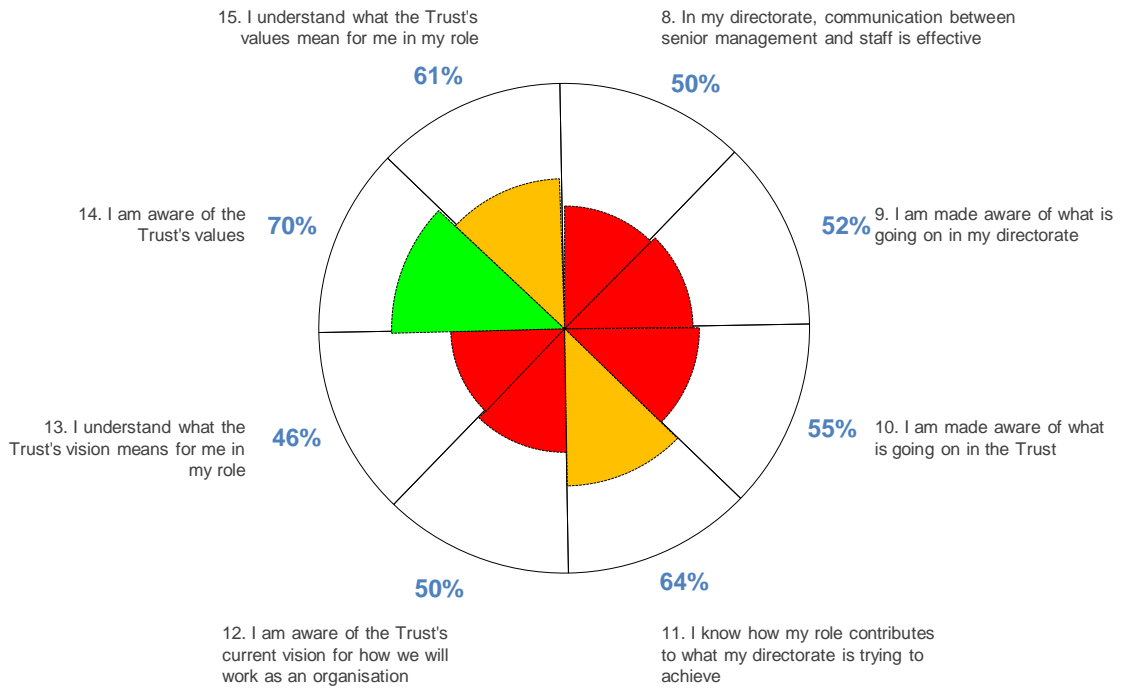
Calculated by subtracting the proportion of 'Neither agree nor disagree', 'Disagree' and 'Strongly Disagree' responses from the proportion of 'Strongly Agree' responses.

Strengths

- Questions 4 and 5 receive consistently high scores relating to individual contribution

Areas for enhancement

- Question 7 shows the proportion of respondents who have experienced physical violence
- Questions 1-4 have all declined from 2011 scores, with Question 2 declining by 13 percentage points



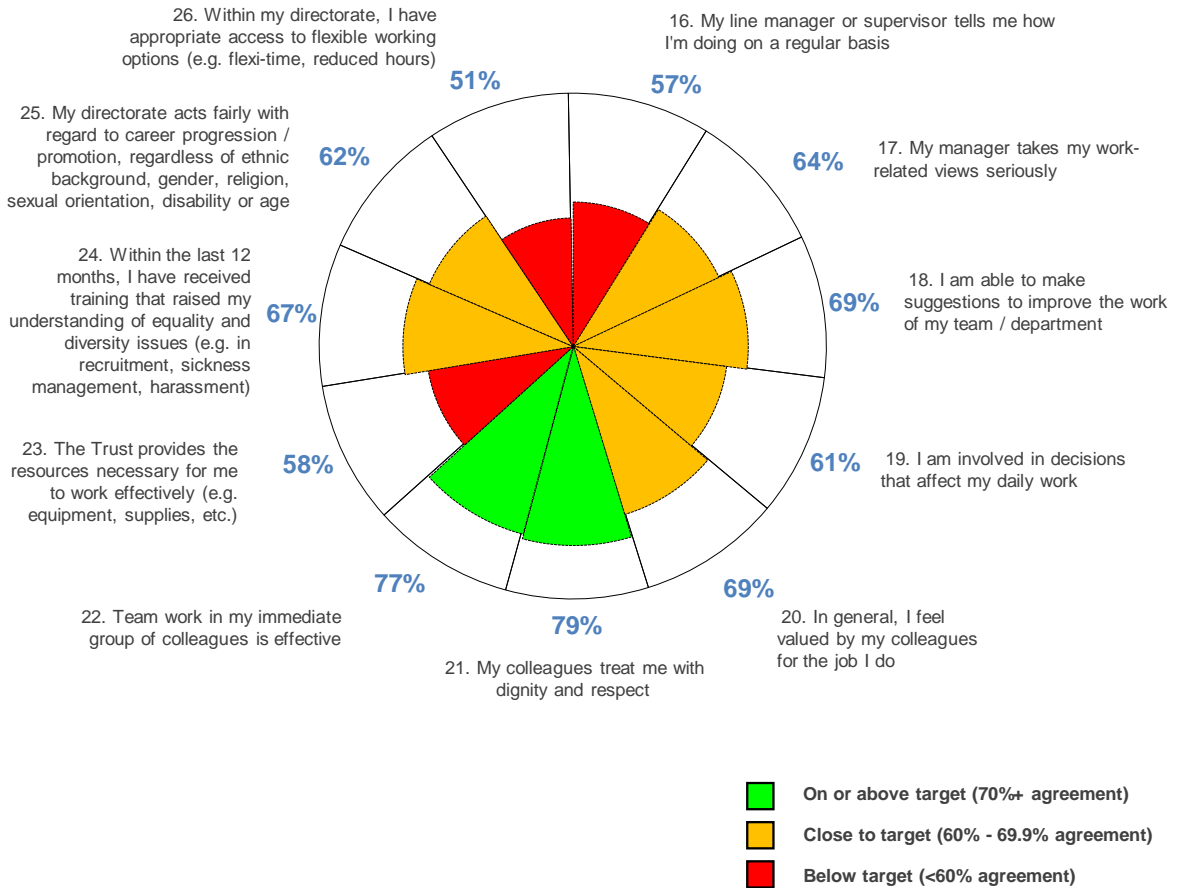
- On or above target (70%+ agreement)
- Close to target (60% - 69.9% agreement)
- Below target (<60% agreement)

Strengths

1. No specific strengths are observed given declines from 2011

Areas for enhancement

1. All questions have declined from 2011 scores, ranging from -11% in Question 13 to -3% in Questions 8 and 9



Strengths

- Question 24 has increased by +5% from 2011, although does not yet merit a Green rating

Areas for enhancement

- Where comparable with 2011, declines in questions have been relatively minor (with the most pronounced -6% declines in Questions 19 and 22)

Historic review

Scores show the percentage of positive responses in the '2012' column, with change in percentage points from 2011 in the final column.
Question-statements marked 'n/a' were not asked in 2011.

Question-statement	2012	Change from 2011
1. Taking everything into consideration, I am satisfied with my job at the Trust	66%	-9%
2. I would recommend the Trust as a place to work	62%	-13%
3. Within my directorate, care of patients/service users is the top priority	75%	-7%
4. I am satisfied with the quality of care I give to patients/service users	83%	-3%
5. I feel that my role makes a difference to patients/service users	86%	n/a
6. How likely is it that you would recommend this service to friends and family?	78%	n/a
7. In the last 12 months have you personally experienced physical violence at work from patients / service users, their relatives or other members of the public?	10%	n/a
8. In my directorate, communication between senior management and staff is effective	50%	-3%
9. I am made aware of what is going on in my directorate	52%	-3%
10. I am made aware of what is going on in the Trust	55%	-5%
11. I know how my role contributes to what my directorate is trying to achieve	64%	-9%
12. I am aware of the Trust's current vision for how we will work as an organisation	50%	-9%
13. I understand what the Trust's vision means for me in my role	46%	-11%
14. I am aware of the Trust's values	70%	-5%
15. I understand what the Trust's values mean for me in my role	61%	-7%
16. My line manager or supervisor tells me how I'm doing on a regular basis	57%	n/a
17. My manager takes my work-related views seriously	64%	n/a
18. I am able to make suggestions to improve the work of my team / department	69%	-5%
19. I am involved in decisions that affect my daily work	61%	-6%
20. In general, I feel valued by my colleagues for the job I do	69%	-2%
21. My colleagues treat me with dignity and respect	79%	n/a
22. Team work in my immediate group of colleagues is effective	77%	-6%
23. The Trust provides the resources necessary for me to work effectively (e.g. equipment, supplies, etc.)	58%	n/a
24. Within the last 12 months, I have received training that raised my understanding of equality and diversity issues (e.g. in recruitment, sickness management, harassment)	67%	+5%
25. My directorate acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	62%	-4%
26. Within my directorate, I have appropriate access to flexible working options (e.g. flexi-time, reduced hours)	51%	-3%