

Trust Board Report

Meeting Date:	25 th March 2013
Title:	2012 National NHS Staff Survey Results
Executive Summary:	<p>The purpose of this report is to provide an overview of the 2012 National NHS Staff Survey results for the Trust. Appendix 1 provides a summary of the 2012 results supported by background narrative.</p> <p>The Trust response rate for the 2012 National NHS Staff Survey was 45%; this is the same response rate as 2011. However, the Trust's response rate for 2012 remains below average for comparative acute Trusts in England.</p>
Action Requested:	Members of the Board are asked to note the contents of the report.
Report of:	Director of HR
Author: Contact Details:	Diane Wilding, Deputy Director of HR Tel 01902 695430 Email Diane.Wilding@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

SUMMARY OF 2012 STAFF SURVEY RESULTS

- 380 staff took part in the survey.
- Response rate 45% (below average when compared with Trusts of a similar type), response rate was also 45% in 2011.
- Overall staff engagement measured (based on response to 3 questions) – RWH scored 3.76 (5 being highly engaged staff). This was above (better than) average when compared with Trusts of a similar type.

TOP FIVE RANKING SCORES

- KF18. Percentage of staff experiencing harassment, bullying or abuse from patients.
Trust score 2012 24% v National average 30%
- KF16. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months.
Trust score 2012 11% v National average 15%
- KF23. Staff job satisfaction.
Trust score 2012 3.66 v National average 3.58
- KF3. Work pressure felt by staff.
Trust score 2012 2.93 v National average 3.08
- KF12. Percentage of staff saying hand washing materials are always available.
Trust score 2012 68% v National average 60%

BOTTOM FIVE RANKING SCORES

- KF14. Percentage of staff reporting errors, near misses or incidents witnessed in the last month.
Trust score 2012 88% v National average 90%
- KF5. Percentage of staff working extra hours.
Trust score 2012 70% v National average 70%
- KF26. Percentage of staff having equality and diversity training in last 12 months.
Trust score 2012 54% v National average 55%
- KF20. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell.
Trust score 2012 29% v National average 29%
- KF2. Percentage of staff agreeing that their role makes a difference to patients.
Trust score 2012 90% v National average 89%

LARGEST LOCAL CHANGES SINCE THE 2011 STAFF SURVEY

WHERE STAFF EXPERIENCE HAS IMPROVED

KF22. Percentage of staff able to contribute towards improvements at work.
Trust score 2012 70% v Trust score 2011 59%

KF23. Staff job satisfaction.
Trust score 2012 3.66 v Trust score 2011 3.52

WHERE STAFF EXPERIENCE HAS DETERIORATED

KF14. Percentage of staff reporting errors, near misses or incidents witnessed in the last month.
Trust score 2012 88% v Trust score 2011 97%

KF5. Percentage of staff working extra hours.
Trust score 2012 70% v Trust score 2011 63%

KF10. Percentage of staff receiving health and safety training in last 12 months.
Trust score 2012 81% v Trust score 2011 90%

RANKING COMPARED WITH ACUTE TRUSTS:

	2011	2012
WORSE THAN AVERAGE	7	1
AVERAGE	3	4
BETTER THAN AVERAGE	28	23

Please note: key findings in the 2012 survey have reduced to 28 (38 in 2011)

1. Background

The 2012 National NHS Staff Survey took place between October and December 2012. Although the response rate for the survey remains disappointing (45%) when compared nationally, all results are weighted to enable meaningful analysis of data; national level performance comparison, Trust level annual performance monitoring, as well as internal departmental level benchmarking.

Results are presented in the form of key findings, of which there are 28 in total. Analysis of this year's results show a statistically significant improvement in 2 out of the 28 key findings that relate directly to the NHS Constitution Staff Pledges when compared with the same measures from last year. There were 3 areas of statistically significant decline within this period.

When the Trust's 2012 National NHS Staff Survey results are compared nationally, the Trust features in the top 20% of comparative Trusts for 10 of the 28 key findings and 'above average' for a further 10.

Staff engagement was also measured. The Trust's score for 2012 was 3.76 out of a possible 5; this is a further indicator where the Trust's performance was 'above average' when compared nationally. The national average has increased to 3.69 (3.62 in 2011) which has shifted the Trust's position out of the top 20% of comparative Trusts.

NHS Employers are encouraging Trust's to utilise the NHS Staff Survey to identify and assess the issues raised in the Francis Report. Together with other data it should enable the Trust to see which of the issues are most relevant and seek to develop a strategy for dealing with the priorities. By its nature it is a "snapshot" of staff opinion and therefore other data will help give an overall picture as a basis for a response.

2. Detailed Results

The following section provides details of the main highlights from the results of the 2012 National NHS Staff Survey indicating, where relevant, any instances of significant movement (positive or negative) compared with last year's results. There is also reference, where appropriate, to the Trust's relative position compared to other comparative Trusts.

STAFF PLEDGE 1 – To provide all staff with clear roles, responsibilities and rewarding jobs

The Trust's performance in this area increased to 81% compared with 2011 result of 76%. This result is above the National Average of 78%. This year the Trust's performance against a range of indicators that contribute to this pledge remained static with no statistical improvement for 2 indicators but still the Trust performed 'above average' in these 2 areas.

A new indicator for 2012 relating to pressure felt by Staff showed a particular strength in this area with the Trust scoring in the best 20% of comparable Trusts for this indicator. However this pledge also identifies a 7% increase in staff who feel they are working extra hours (in 2011 this area was improved upon with an increase of 2% on 2010 results) which in comparison to other Trusts, results an 'average' assessment for the Trust in this area. This result was of significant decline in relation to 2011 scores.

Another 'average' indicator relates to staff agreeing that their role makes a difference to patients which was below average last year at 89% for the Trust against 90% in 2012. However despite a slight improvement, the overall average for Acute Trusts has decreased by 1% resulting in 'no change' result for the Trust.

There were no indicators resulting in 'below average' for this pledge.

Francis calls for organisations to ensure they have a shared common culture of care.

Effective team working and satisfaction with the quality of work and patient care staff feel able to deliver are strengths, when compared nationally.

STAFF PLEDGE 2 – To provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed

Overall the Trust's performance against this pledge remains extremely positive; 3 of the 4 indicators have remained the same resulting in the Trust scoring in the best 20% of comparable Trust's. Statistically these indicators have remained the same which would show a strength in this area and maintaining results in this area. A new 2012 indicator relating to receiving relevant job training, learning or development in the last 12 months scored 82% which is 'above average' against comparative Trusts. Adjustments have been made to the format of the survey for 2012 which make this indicator result non-comparable to 2011 results.

The Francis Report stresses the importance of the line manager in supporting staff to provide high quality care, and therefore it is reassuring to see support from immediate line manager as a key strength in this year's survey results. Other strengths are effective and robust

appraisal management and development and training opportunities.

STAFF PLEDGE 3 – To provide support and opportunities for staff to maintain health, well-being and safety

The Trust scores well in this pledge with 9 out of 11 Indicators 'average' or better, 5 of these reporting in the 'best 20%' when compared nationally. However 2 of these indicators also represent the areas where staff experience has deteriorated. Given that the way an organisation deals with incidents and near misses is covered extensively within the Francis Report, the significant reduction (9%) in staff reporting errors, near misses or incidents witnessed is a concern. The Trust is now performing 'below average' against this indicator when compared nationally. Although it is suggested that willingness to report incidents can be an indicator of confidence in procedures, the survey results show that staff perceptions of fairness and effectiveness of incident reporting improved, the Trust is 'above average'.

There was also a decrease of 9% in the percentage of staff receiving health and safety training in the last 12 months compared to 2011; although this reduction still enables the Trust to be considered an 'above average' performer in comparison to other Trusts. This was another area of significant decline for the Trust.

Key strengths in this pledge relate to the availability of hand washing materials and achieving the 'lowest (best) 20%' for staff experiencing physical violence from patients, relatives or the public and staff. Also the Trust was in the 'lowest (best) 20%' for staff experiencing bullying, harassment or abuse from patients, relatives, the public or staff. This was a high performing area last year ('below (better than) average' in 2011) and the Trust has improved its performance in this area again for 2012. Both of these indicators were in the top five ranked scores in this year's survey.

STAFF PLEDGE 4 – To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services

Only two of the key findings relate to NHS Constitution Staff Pledge 4.

In 2011 the Trust scored 'below average' on this pledge but 2012 results show a significant statistical increase to move performance in this area to 'above (better than) average. More than 70% of staff feel able to contribute towards improvements at work which is an 11% increase on 2011 results. The second indicator in this pledge relates to staff reporting good communication between senior management and staff which has shown significant improvement. Adjustments have been made to the format of the survey for 2012 which make this indicator result non-comparable to 2011 results.

ADDITIONAL THEME: Staff satisfaction

In recent years the Trust has invested in staff engagement, and the Francis Report once again highlights the link between staff engagement and quality of care.

In total there are 3 areas surveyed in relation to staff satisfaction; the Trust performed 'above average' in 2 areas (staff motivation at work which reflects 2011 result and staff recommendation of the Trust as a place to work or receive treatment). In 2011 the Trust scored in the 'highest (best) 20%' in this category and this year has moved position to 'above (better than) average'.

Staff Job satisfaction however has increased to move the Trust into the 'highest (best) 20%' which was above average in 2011. This indicator was one of the top five ranked scores in this year's survey.

ADDITIONAL THEME: Equality and diversity

There has been no statistical change in the 2012 survey in respect of staff at the Trust reporting that the Trust acts fairly with regard to career progression or promotion. With 91% reporting positively, the Trust's performance in this area is 'above average' when compared nationally.

The percentage of staff reporting to have received equality and diversity training in the last 12 months has remained static at 54% which is 'average'. However a 7% increase in the national average has resulted in the Trust's performance in this area moving from 'above average' to 'average' in 2012.

The percentage of staff experiencing discrimination at work has remained static and is 'below (better than) average' when compared nationally.

3. Proposed Action

Overall staff are engaged to a level beyond comparative Trusts nationally although the Trust has shifted out of the position of best top 20%. The Trust has shown a decline in several areas but has sustained 'above average' results across 20 of the 28 indicators. However, indicators relating to working extra hours, health and safety training and reporting of errors, near misses or incidents are causes for concern.

It is proposed that managers engage with staff to understand what the priorities are for action that will deliver the greatest returns, as this will not necessarily be about taking the lowest scores first as these may not be of greatest concern to the staff and therefore the Trust. It is therefore proposed that we will commence a communication programme, lead through the operational management structure, encompassing managers and staff.

At a corporate level we will look to involve the senior management in order to understand what organisational level strategies/interventions may be appropriate to support managers and staff at a local level to improve their results. In addition, we will expect managers at a local level to involve their staff to decide on local changes that can be made to address their staff's concerns. Managers will be supported in this process by HR.

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