

Report to the Trust Board

Meeting Date:	23 rd May 2011
Title:	2010 National CQC Staff Survey Results
Executive Summary:	<p>The purpose of this report is to provide the executive team with an overview of the 2010 National CQC Staff Survey results for the Trust.</p> <p>The Trust response rate for the 2010 National CQC Staff Survey was 39%, representing a significant decline when compared with the Trust's 2009 response rate of 49%. This also places the Trust's response rate for 2010 in the lowest 20% when compared with other comparative Trusts.</p> <p>Results are presented in the form of key findings, of which there are 38 in total. Analysis of this year's results show a statistically significant improvement in 9 out of the 31 key findings that relate directly to the NHS Constitution Staff Pledges when compared with the same measures from last year. There were no areas of statistically significant decline within this period.</p> <p>When the Trust's 2010 National CQC Staff Survey results are compared nationally, the Trust features in the top 20% of comparative Trusts for 14 of the 38 key findings and 'above median' for a further 11.</p> <p>Staff engagement was measured for the second time this year. The Trust's score for 2010 was 3.72 out of a possible 5; this is one of the 14 indicators where the Trust's performance was in the top 20% of comparative Trusts.</p> <p>On the basis of 'happy – or happier! – staff = happy patients', this sustained shift bodes well for the sustained improvements in the longer-term for desired outcomes and impact on staff, patients and Trust performance.</p>
Action Requested:	Members of the Trust Board is asked to note the contents of the report, and promote the engagement of managers and staff in the development of internal action plans as appropriate.
Report of:	Director of HR
Author: Contact Details:	Michelle Fish, Divisional HR Manager Tel: 5432 Email: Michell.Fish@nhs.net

Resource Implications:	
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 Trust 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

Background Details

1	<p>Background/Context</p> <p>The 2010 National CQC Staff Survey took place between October and December 2010. Although the response rate for this year's survey is disappointing, 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.</p>
2	<p>Detailed Results</p> <p>The following section provides details of the main highlights from the results of the 2010 National CQC 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.</p> <p>STAFF PLEDGE 1 – To provide all staff with clear roles, responsibilities and rewarding jobs</p> <p>The Trust's performance against a range of indicators that contribute to this pledge showed significant statistical improvement in 3 of the 9 areas surveyed. However, the Trust's performance when compared with the national picture identifies that the Trust remains 'below median' against 4 of the indicators; considering that the Trust is only below median for a total of 5 indicators within the 2010 National CQC Staff Survey, NHS Constitution Staff Pledge 1 is identified as being the Trust's weakest area of performance.</p> <p>Areas identified as being 'below median' relate to staff feeling valued by their colleagues (statistically unchanged from 2009), effective team working, working extra hours (statistically unchanged from 2009) and the use of</p>

flexible working options.

In contrast, Trust performance against indicators related to staff feeling satisfied with the quality of work and patient care they are able to deliver, quality of job design and feelings of work pressure was favourable comparative to national performance. There was statistically significant improvement in two of these three areas when compared with the Trust's 2009 results.

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 is extremely positive; 3 of the 6 indicators have improved when compared with the 2009 National CQC Staff Survey results and 4 of the 6 are 'above median' against comparative Trusts.

Results from the previous year's National CQC Staff Survey identified that the Trust performed in the lowest 20% for staff reporting to have received job relevant training, learning or development in the last 12 months. This year's result show a statistically significant improvement (+7%) when compared with 2009; moving the Trust to the 'above median' category for this indicator.

Similarly, the Trust's performance for support from immediate line managers has improved for the second consecutive year. In the 2008 National CQC Staff Survey the Trust's performance against this indicator saw the Trust in the lowest 20% when compared with other comparable Trusts, and whilst our performance improved in 2009 it remained 'below median' nationally. The improvements witnessed in the 2010 National CQC Staff Survey move the Trust into the 'above median' category.

The percentage of staff reporting to have received a well structured appraisal in the last 12 months continues to be in the top 20% when compared with national comparators.

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

Results relating to the 5 key themes measured under this pledge identify this as the Trust's strongest area of performance in terms of the 2010 National CQC Staff Survey. In all 14 indicators are measured in this category; 9 are in the top 20% when compared with comparative Trusts, 3 are 'above median' and the remaining 2 are 'median'.

Results from the 2009 National CQC Staff Survey identified that the Trust was performing in the worst 20% in the 2 areas featured within the theme of violence and harassment. Changes to the format of the survey questions mean that the Trust is unable to compare annual results for the indicator relating to the percentage of staff experiencing physical violence from staff in the last 12 months; however we are able to confirm that the Trust's 2010 performance is now 'median' when compared nationally. Staff perceptions of effective action from employer towards violence and aggression show statistically significant improvement, and this is now one of the indicators where the Trust's performance is in the top 20% when compared with comparable Trust's.

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.

Staff reporting good communication between senior management and staff has improved this year (+8%), taking the Trust's performance nationally from below average to the top 20%.

The percentage of staff responding that they are able to contribute towards improvements is statistically unchanged, however changes in national performance against this indicator have resulted in a change in the Trust's performance rating; from 'below median' to 'median'.

ADDITIONAL THEME: Staff satisfaction

The Trust performed 'above median' when compared with other comparable Trusts in 3 of the 4 areas surveyed; staff job satisfaction, staff intention to leave jobs, and staff recommendation of the Trust as a place to work or receive treatment. This position is unchanged from the 2009 National CQC Staff Survey results.

In contrast, when staff were asked questions about the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs, as a means of measuring staff motivation at work, the Trust's score was in the worst 20% when compared with other Acute Trusts. Again, this position is unchanged from last year's results.

ADDITIONAL THEME: Equality and diversity

There has been no statistically significant change since the 2009 survey, with 91% of staff at the Trust reporting that the Trust acts fairly with regard to career progression or promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age. The Trust's performance in this area is 'above median' when compared nationally.

Changes to the format of the survey questions mean that the Trust is unable to compare annual results for the indicator relating to staff experiencing discrimination at work in the last 12 months; however the Trust's performance was 'below median' (favourable) against comparable Trusts.

The percentage of staff reporting to have received equality and diversity training in the last 12 months was statistically unchanged when compared with the 2009 National CQC Staff Survey results, and therefore the Trust's performance remains 'below median' for this indicator when compared nationally.

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PROPOSED ACTION

Overall the survey results for 2010 National CQC Staff Survey show significant improvement in a many areas. However, there are a number of indicators that continue to prove challenging for the Trust; in particular aforementioned areas related to team working and flexible working.

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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