

THE SHREWSBURY AND TELFORD HOSPITAL NHS TRUST

**Trust Board – 29 March 2012
STAFF SURVEY 2011**

EXECUTIVE RESPONSIBLE	Victoria Maher, Workforce Director
AUTHOR (if different from above)	
CORPORATE OBJECTIVE	A. Financial strength B. Patients, GP and Commissioners C. Quality D: Learning and Growth
GOAL	A4. Maximise the productivity and efficiency of our services B2. Ensure our patients have a good experience C1. Ensure that we learn from mistakes and embrace what works well C3. Provide the right care, right time, right place, right professional C6. Ensure our patients suffer no avoidable harm D1. Learn to improve, innovate and cooperate continuously D3. Devolve responsibility and accountability and cooperate with each other D4. Adopt and develop a clinically led structure D5. Ensure that information management and technology works for us D6. Adopt behaviours that match our core values D7. Build service and redesign capacity and capability D8. Invest in a more flexible and responsive workforce
EXECUTIVE SUMMARY	<ul style="list-style-type: none"> • The NHS National Staff Survey took place between October and December 2011. • The survey is based on the four staff pledges within the NHS constitution and two additional themes – staff satisfaction and Equality & Diversity. • The survey provides the Board with an insight into how staff feel. • The results require improvement; the focus will be to ensure a positive employment experience. • The organisation is committed to ensuring that every employee has a positive employment experience whilst with the Trust.
RECOMMENDATION(S)	<p>The Board are asked:</p> <ul style="list-style-type: none"> • To CONSIDER the contents of the paper, and APPROVE the recommendations.

1.0 Background

The NHS National Staff Survey took place between October and December 2011. An independent contractor survey's a random sample of 850 staff across the Trust. The results were returned anonymously and analysed, with results have been issued by the CQC this month.

The survey asks questions based on the four pledges to staff from the NHS constitution.

Pledge 1	To provide staff with clear roles, responsibilities and rewarding jobs for teams and individuals that make a difference
Pledge 2	To provide all staff with personal development, access to appropriate training and line manager support
Pledge 3	To provide support and opportunities for staff to maintain their health, wellbeing and safety
Pledge 4	To engage staff in decisions that affect them and the services that they provide

There were also 2 additional themes: Staff satisfaction and Equality & Diversity.

There are 2 types of key finding % score or scale summary score which is calculated by converting staff responses to particular questions into particular score therefore the minimum is 1 and the maximum 5. This is presented as 38 key findings.

The Board take the staff survey results very seriously and believe strongly in listening and responding to the feedback given by staff.

The response rate for Shrewsbury and Telford Hospital NHS Trust (SATH) was 56% an increase of 2%.

2.0 Introduction

This paper highlights the results of the 2011 National Staff Survey and provides a description of how the organisation plans to respond to the results.

The 38 key findings are benchmarked against Acute Trusts across England, the benchmark is illustrated below.

Benchmark	Number of results
Worst 20%	24
Below Average	8
Average	3
Above Average	3
Top 20%	0

Results are currently being shared with staff including Trust wide briefings to all staff with detailed presentations to the Leadership Team and centre management teams.

3. Analysis of Results

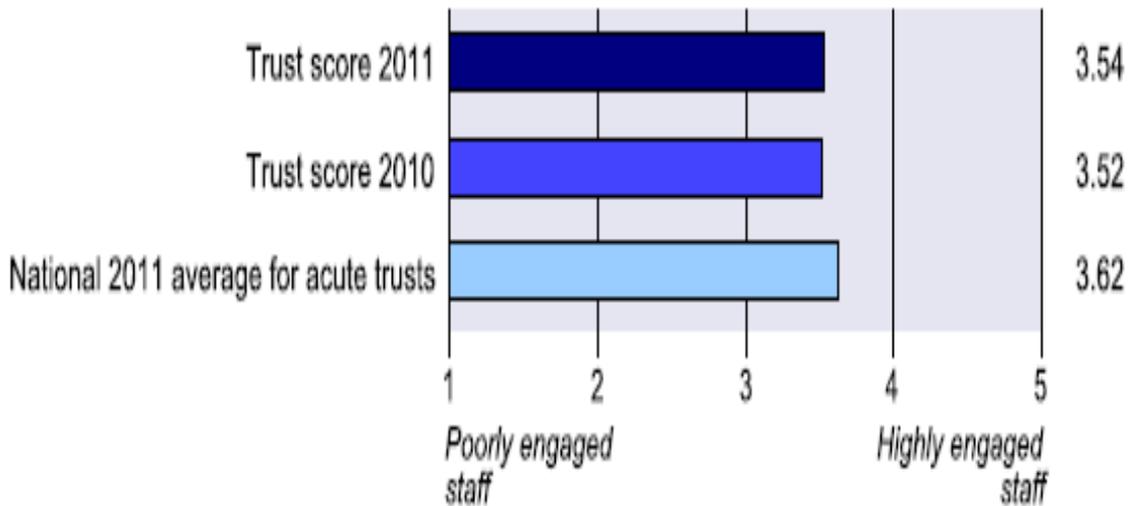
3.1 Staff Engagement

A number of results are reviewed to provide the organisation with an overall Staff Engagement score. A small improvement can be seen since 2010 however against peer group SaTH results are below the national average.

OVERALL STAFF ENGAGEMENT

(the higher the score the better)

Scale summary score



3.2 Top Four Ranking Results

From the 2011 survey the organisation has four responses that are the top ranking, these results show strong performance and in all cases are better than national average.

	Trust Score 2011	National 2011 Average for Acute Trusts
KF21 – Percentage of staff reporting errors, near misses or incidents witnessed in the last month	97%	96%
KF19 – Percentage of staff saying hand washing materials are always available	69%	66%
KF37 – Percentage of staff believing the Trust provides equal opportunities for career development or promotion	91%	90%
KF2 – Percentage of staff agreeing that their role makes a difference to patients	91%	90%

3.3 Bottom Four Ranking Results

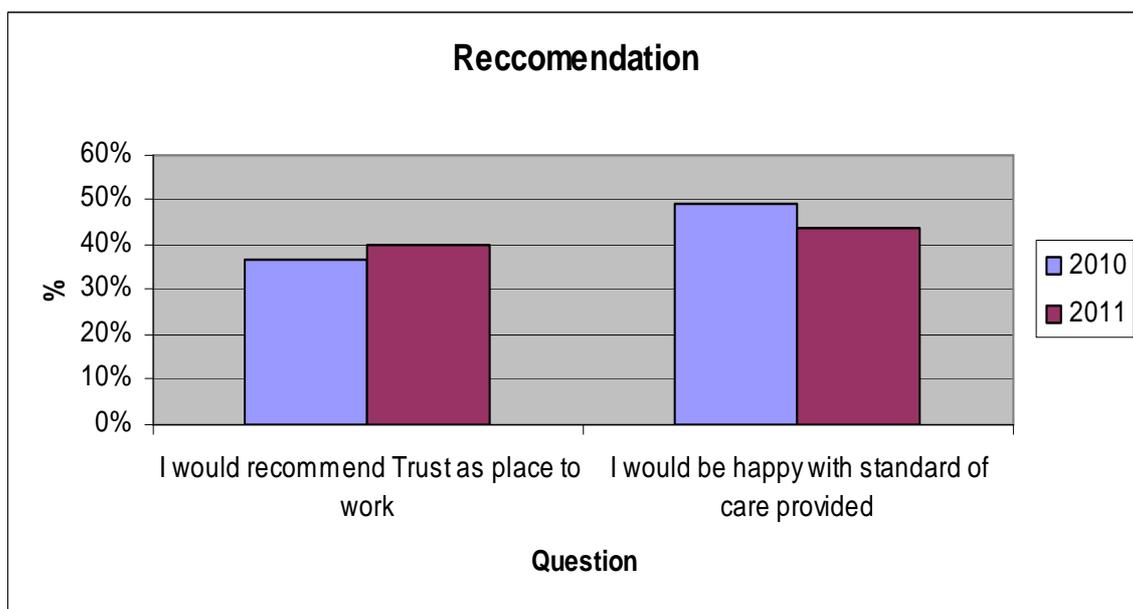
The below illustrates the four results which are the bottom four for the Trust, they represent an area of improvement for the organisation.

	Trust Score 2011	National 2011 Average for Acute Trusts
KF23 – Percentage of staff experiencing physical violence from patients, relatives or the public in the last 12 months	13%	8%
KF15 – Support from immediate managers	3.44	3.61
KF9 – Percentage of staff using flexible working options	53%	61%
KF17 – Percentage of staff suffering work-related injury in last 12 months	21%	16%

3.4 Overview of Results

Appendix 1 contains a summary of results from the survey, the results are disappointing and turning them round in the year ahead will be a major focus for the Board. The management team are concerned by the results and are very clear that the focus must be to ensure that our Workforce have a positive employment experience. This benefits not only our employees but also our patients.

A concern rests in how staff feel regarding recommending SaTH as a place to work and to receive care, as can be seen below we have seen a slight increase in recommend as a place to work. In terms of recommending as a place to receive care this has decreased.



Improving these results will be crucial.

4. Improving our employment experience

This is not the feedback the Board want from our staff. As an organisation our focus will be on improvement, therefore this year our approach will be as follows

- We will aim to increase our promoters (recommend as place to work and receive care) by 10% for 2012/13.
- We will focus on improving our employment experience.
- We are holding staff conversations so we can agree with staff what great looks like to our Workforce.
- We will conduct temperature checks through out the year to understand how staff are feeling and support a change in focus if required.
- Our Workforce metrics will also support progress review; absence, turnover and appraisal coverage.
- Our Leadership Academy is live with two programmes taking place now and a further two later in the year.
- We are developing our Workforce Strategy which has the clear vision of making SaTH a great place to work, through Health and Wellbeing, Staff Engagement and Recognition.
- We have already launched Staff Engagement through the 'Listening into Action' model.
- We have shifted our focus from absence management to Health and Wellbeing.
- For the 2012 survey every member of staff will be asked to complete a questionnaire.

5. Monitoring Improvement

The 2012 Staff Survey will be issued in September/October this year therefore change must be achieved over the next six months. This will be monitored by the Workforce Director through work completed by the Workforce team supporting the centres. Monthly updates will be shared with the Executive team. In addition a monthly update will be provided to Finance and Performance Committee through the Workforce Report.

6. Conclusion

The results do not represent a positive employment experience and as such significant improvement must be achieved. The organisation has a clear focus which will support the change required.

7. Recommendations

The Board are asked to **approve** the following recommendations

- A change in approach to addressing the Staff Survey results
- To support the achievement of a better employment experience through the development activities highlighted above, for example Workforce Strategy