

'You matter, we care'

Trust Board (Part 1)	Date: 25 March 2014
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Title:	Annual Staff Survey Results
Item:	BD/14/320

Executive Director lead and presenter	Director of Organisational Development
Report author(s)	Director of Organisational Development

History:	<i>Directors' Team 18 March</i>
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This report is for:	
Decision	
Discussion	
To Note	X

The following impacts have been identified and assessed in relation to this report:	
Equality	None identified
Quality	None identified
Privacy	None identified

Executive Summary of key issues
<p>AWP Staff Survey Results for 2014 place us in the bottom five Mental Health NHS Trusts for the measure of 'overall staff engagement'. Staff Survey results show an unacceptable downward trajectory; of 29 key findings reported, AWP scores are below average for 23 when compared with Mental Health/ Learning Disability Trusts.</p> <p>Our areas of greatest concern are:</p> <ul style="list-style-type: none"> • Bullying and harassment of staff • Senior Leaders communication • Staff feeling under pressure to come to work when unwell • Staff working extra hours • Staff receiving job-relevant training, learning and development <p>This paper sets out the main themes of the staff survey, our areas of greatest concern and</p>

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provides a comparison by Local Delivery Unit (LDU) that illustrates local variation and the size of the gap that must be closed in each locality.

Workforce Development Plans have been developed for each locality informed by staff survey feedback, workforce profile and service development priorities. Locality Clinical Directors will attend Board and present the following:

- Local themes emerging from staff survey results
- Local actions to address
- Metrics that will evidence movement in year

The organisational development programme, Enabling Excellence, has delivered a range of programmes to develop individuals, teams and leaders. Survey results demonstrate the need to apply these approaches in a more targeted and focused manner to tackle head on the themes in the staff survey.

Implementation of Locality Workforce Development plans will be monitored via the Operational Senior Management Team and Triumvirate Performance Reviews. Impact of actions will be monitored via the Staff Friends and Family Test, expressed as a 'heat map' showing improvement by locality.

Board is asked to **note** staff survey findings, the focused and targeted approach to address survey themes by Locality and mechanisms to monitor the impact of on staff engagement and experience in year.

This report addresses these Strategic Priorities:

We will deliver the best care	X
We will support and develop our staff	X
We will continually improve what we do	X
We will use our resources wisely	X
We will be future focussed	X

1. Introduction

AWP Staff Survey Results for 2014 remain disappointing and show an unacceptable downward trajectory. Full survey results, including comparison with other Mental Health providers) are available [here](#). Staff Survey results are reported as 29 key findings; AWP results are below average for 23 key findings when compared with Mental Health/ Learning Disability NHS Trusts.

Staff Survey results pose risk to the organisation in three key areas: care quality; commissioner reputation; and recruitment and retention of staff. This risk is represented on the strategic risk register, IBP13.

This paper sets out the main themes of the staff survey, our areas of greatest concern and provides a comparison by Local Delivery Unit (LDU) that illustrates local variation and the size of the gap that must be closed in each locality.

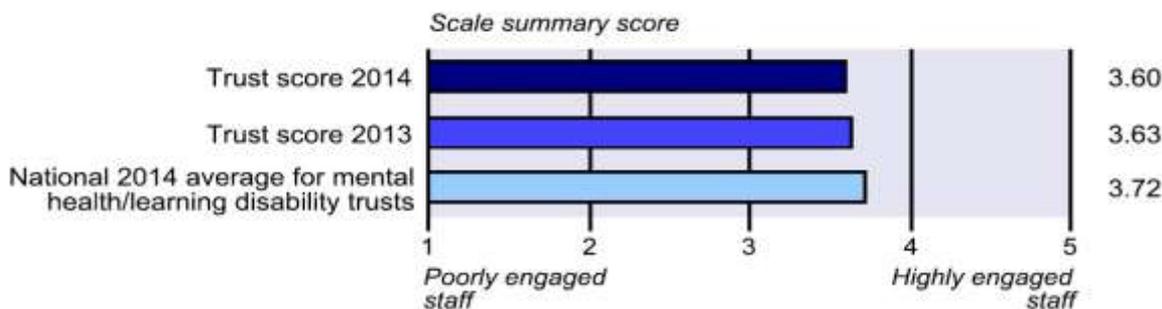
2. Summary of Results

The full report published on the 24 February 2015 converts 91 individual survey questions into 29 key findings that align with 4 staff pledges described in the NHS constitution. A further score of overall staff engagement is calculated. The published report describes our position in relation to comparable NHS providers and allows for internal comparison between local delivery units.

2.1 Trust wide analysis

The measure 'overall staff engagement' is a composite of three key findings: ability to contribute to improvements at work; confidence to recommend the organisation as a place to work or receive treatment and staff motivation at work. When comparing our staff engagement score with other Mental Health NHS Trusts we are ranked in the bottom five Trusts.

AWP staff engagement score:



AWP **top ranking** scores are as follows:

- Percentage of staff appraised in the last 12 months
- Percentage of staff receiving health and safety training in the last 12 months
- Percentage of staff agreeing that they would feel secure raising concerns about unsafe clinical practice
- Percentage of staff having equality and diversity training in the last 12 months
- Fairness and effectiveness of incident reporting

AWP **bottom ranking** scores are as follows:

- Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell
- Percentage of staff receiving job-relevant training, learning or development in last 12 months
- Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

- Percentage of staff reporting good communication between senior management and staff
- Effective team working

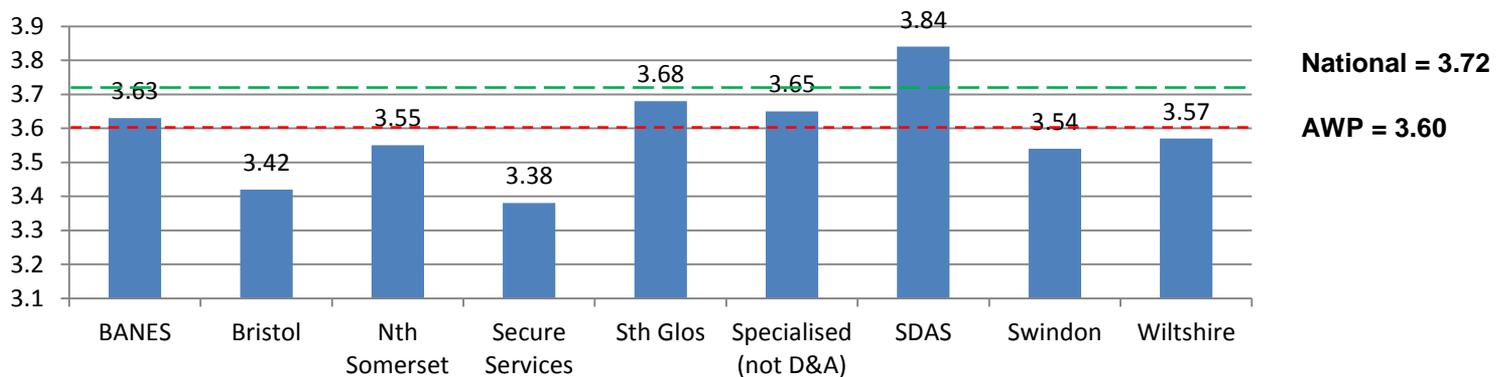
Our areas of **greatest concern** are:

- Bullying and harassment of staff
- Senior Leaders communication
- Staff feeling under pressure to come to work when unwell
- Staff working extra hours
- Staff receiving job-relevant training, learning and development

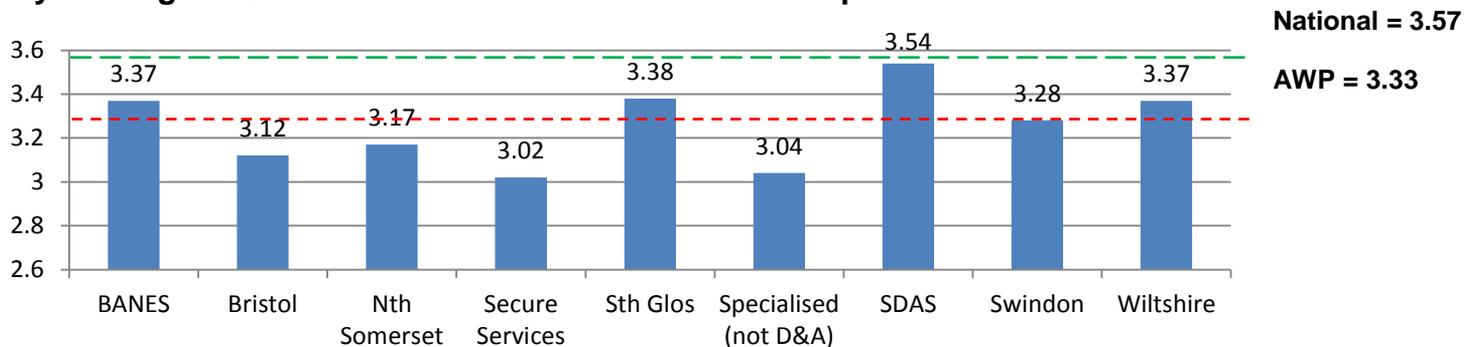
2.2 Local variation

Staff survey results have been analysed to determine local priorities for each service delivery unit. Two key measures are presented below provide a snap shot of staff engagement across the organisation.

Overall Staff Engagement



Key Finding 24: Staff recommendation of the trust as a place to work/receive care



Presenting information in this way identifies LDUs with particular challenge in relation to staff engagement and the extent of the gap between an individual Locality and the national average.

In addition to the areas of greatest concern described in 2.1 each LDU has identified particular priorities for staff engagement and development. Locality Clinical Directors will attend Board and provide additional insight into the following:

- Local themes emerging from staff survey results
- Local actions to address
- Metrics that will evidence movement in year

Each LDU has reviewed local survey results in detail using individual survey questions to identify areas of concern and **Locality Workforce Development Plans** developed accordingly.

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Workforce development priorities will be presented to the Employee Strategy and Engagement Committee on 24 March to enable in year progress to be scrutinised by Committee through Locality Deep Dive presentations.

3. Context

Staff survey results are influenced by a range of factors that include organisational capacity, systems and structures. Known challenges for AWP include recruitment of substantive staff, demand and capacity issues and frustration caused by the electronic patient record system. These issues are being actively progressed through an intensive focus on recruitment, improvements to the acute care pathway and replacement of the electronic patient record.

Clinical Directors report that staff continue to report legacy issues in relation to service redesign; the impact of cost improvement plans on staff; and dissatisfaction with the roster system, Allocate.

Alongside the above capacity and system developments, it is critical that the current focus on sustainable staff engagement is maintained through our approach to organisational development.

Investment in organisational development to date has addressed issues that are fundamental to sustainable change. These include;

- Leadership and management development
- Team effectiveness
- Core training and development opportunities e.g. revision of statutory and mandatory training
- Staff rewards and recognition
- Health and wellbeing support

Survey results demonstrates the need for a more targeted and focused approach to tackle head on the themes in the staff survey. Action will be led by LDUs, supported by corporate services, and change will be achieved by a bespoke and targeted workforce development plan for each Locality. Investment and support will be proportionate with the scale of the challenge for each LDU.

4. Next Steps

Recognising the imperative of achieving rapid and sustainable improvements in staff experience and engagement the following actions will be taken.

4.1 Locality Workforce and Staff Engagement Plans presented to ESEC in May 2015

4.2 Trust wide action plan presented to ESEC in May 2015

4.3 We will learn from the best performing mental health trusts and implement proven strategies locally. The 'buddying' arrangement with Nottinghamshire Healthcare and intelligence from South West London and St Georges will facilitate benchmarking and learning opportunities.

4.4 An external partner has been invited to scrutinise our actions to address staff engagement and advise on how the depth and pace of change can be accelerated

5. Monitoring Impact

The following metrics will monitor change in staff engagement and experience during the year.

Frequency	Measure
Monthly	IQ Measures <ul style="list-style-type: none"> - Supervision rates - Appraisal rates - Sickness absence - Compliance with statutory and mandatory training
Quarterly	Staff Turnover Staff Friends and Family Test % of teams engaged in Team based Working Programme No of leaders engaged in ILM 5 development programme
Annual	Annual Staff Survey

The Staff Friends and Family Test will remain our internal staff survey and a heat map describing local variation will evidence in year progress in staff experience and engagement by locality.

Implementation of staff engagement and workforce development plans will be monitored via the Operational Senior Management Team and Triumvirate Performance Reviews.

Board oversight of implementation and impact will be maintained through the Employee Strategy and Engagement Committee. Trust Board will receive quarterly reports describing Staff Friends and Family test results and annual staff survey results.

6. Summary

The Board have commitment 'to support and develop staff' as a strategic priority, 2014 staff survey results reinforce the importance of this focus. The organisational development programme, Enabling Excellence, has delivered key programmes to engage all staff and develop leaders; these programmes must now be delivered as an operational priority.

Locality Workforce Development Plans define actions in response to local survey themes and workforce profile. Analysis of survey results by Locality clearly evidence where the need for investment is greatest and support will be provided accordingly.

The Employee Strategy and Engagement Committee will receive detailed action plans describing Trust wide and Locality actions and milestones in May and through its work plan provide assurance to Board that actions have been implemented.

Board is asked to **note** staff survey findings, the focused and targeted approach to address survey themes by Locality and mechanisms to monitor the impact of on staff engagement and experience in year.