

**'You matter, we care'**

Trust Board Meeting (Part 1 or Part 2) Part 2	Date: 25 September 2013
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Title:	Staff Survey Progress Report
Item:	

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History:	<i>ESEC agreed updates to be provided to board on a regular basis</i>
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This report is for:	
Decision	
Discussion	
To Note	X

Executive summary of key issues:
<p>The Trust performed poorly against other NHS organisations in the 2012 National NHS Staff Survey. The 2012 survey was conducted with a sample of 850 staff with a response rate of 58%. The 2013 National NHS Staff Survey will commence in late September 2013 and AWP will survey all substantive and fixed term staff for the first time in the national survey.</p> <p>AWP has conducted two internal online surveys, in December 2012 and June 2013, with the surveys open to all staff. The results have been shared with the senior management team and identify a range of concerns with both business process issues and low levels of staff engagement.</p> <p>The creation of the fixed term Programme Director – Development post is welcomed in the context of a focus on improved staff engagement within the organisation, alongside increased involvement of staff in clinical decision making and governance through appropriate structures. The appointment of the Health and Wellbeing Manager will also be tasked with introducing and improving initiatives that will impact upon staff survey results.</p>

This report addresses these Strategic Objectives:	
Consolidate	Yes
Integrate	
Expand	

This report addresses these Values:		
<b>Passion</b>	Doing our best, all of the time	X
<b>Respect</b>	Listening, understanding and valuing what you tell us	X
<b>Integrity</b>	Being open, honest, straightforward and reliable	X
<b>Diversity</b>	Relating to everyone as an individual	X
<b>Excellence</b>	Striving to provide the highest quality support	X

## 1. NHS Staff Survey

The 2012 national survey showed an overall staff engagement score of 3.57 out of 5.00 against a national average for mental health and learning disability trusts of 3.70. The issue of staff engagement has been addressed through a number of initiatives that have been actioned since that time and are outlined below.

The detailed results of the national survey were reported to the Board in March 2013 (Item 17). The following areas have been identified as of particular concern and have been addressed as follows:

### 1.1. Supervision:

The revised recording of supervision via the IQ system has identified inconsistencies which are being resolved in order to assure the Board that staff working within the organisation are receiving regular and meaningful supervision. The supervision policy is under review to clarify for staff what supervision is and what they should expect.

The requirement for all staff to receive supervision is a key target for all people managers and, where this is not taking place, managers will be required to provide assurance to the triumvirates, and through the Managing Directors to the Employee Strategy and Engagement Committee (ESEC) of the plans in place to address any gaps.

### 1.2. Appraisal:

The appraisal completion rates are reported to ESEC on a bi-monthly basis. A completion rate of 85% has been set and the Trust will work towards achieving a 100% completion rate across the organisation in the medium term.

The Trust's Appraisal Policy is being redrafted with the intention that it provides a fair and equitable process for managers and staff to set SMART objectives and make informed decisions on incremental progression from April 2014 onwards. The Trust's medical appraisal process will be reviewed to ensure the clinicians' appraisals are a high standard which will support the delivery of a high standard of service quality and for revalidation purposes.

The process for recording and monitoring completed appraisals is being reviewed to ensure that it is easy to use and provides accurate data in a timely manner for assurance purposes.

### 1.3. Staff recommendation of the Trust as a good place to work:

There has been a strong leadership focus and the organisation will be taking forward the Friends and Family test with a focus on the quality of care the Trust provides. There is a correlation between the quality of the service provided and the level of employee engagement. The focus of the Board and triumvirates on this key question will lead to improved alignment of staff with the Trust's vision. Alongside this there is a commitment within the Trust and HR strategy to engage the enthusiasm of staff to improve service quality. This work will be closely linked to the engagement work carried out by the Programme Director for Development.

#### **1.4. Bullying and harassment / violence against staff from staff colleagues:**

The Employee Strategy and Engagement Committee has examined this issue in detail, receiving both written and verbal updates during 2013. In Specialised Services where this appeared to be a particular concern, evidenced through the staff survey and other routes, the management team have set up a range of opportunities for staff to raise concerns outside the line management structure if appropriate.

The level of violence by staff against staff that was reported in the NHS staff survey is not borne out through other reporting mechanisms including incident reporting, through HR processes or the option of contacting the Chief Executive directly with concerns. The perceived lack of reporting of individual issues remains a cause for concern and we are seeking to ensure that reporting through this year's survey is not a result of misunderstood questions.

#### **1.5. Fairness and effectiveness of incident reporting:**

The Chief Executive promotes a clear message that formal disciplinary processes are used only in cases where there is intent or serious misconduct. Concerns have been raised in the past that junior members of staff are disciplined when more senior members of staff or the wider system issues are not addressed. Managers and the HR team members who provide specialist advice are asked to reflect on this approach when considering their response to issues.

#### **1.6. Staff reporting work-related stress:**

The areas of concern described above (lack of supervision, bullying and harassment, and low levels of engagement) are key contributors to work related stress. Addressing these issues, as described above is therefore likely to have a positive impact on stress, although it is recognised that the comprehensive cultural change required within the organisation will take time to embed.

It is recognised that the recent substantial organisational change and consultation processes will have a significant impact on some groups of staff and therefore the survey results for the 2013 survey will be affected by the recent experience of staff affected by change.

The Trust is in the process of retendering the provision of occupational health services, with a strong focus on the new provider being capable of supporting staff with stress-related and mental health conditions to ensure appropriate action is taken and support provided. A paper on the internal trauma support service has also recently been submitted which proposes changes to improve this service and is being considered.

#### **1.7. Availability of Hand Hygiene tools:**

Work has taken place with the Infection Control team to raise awareness for staff of accessibility of hand hygiene resources, particularly for community teams where this was an area of concern. A further internal assessment of the availability of hand hygiene tools has been undertaken by the Infection Control team and they are delivering improved access to hand hygiene resources as a result of this.

## **2. Next steps**

### **2.1. On-going reporting**

Appraisal, supervision and absence levels will continue to be reported via ESEC to the Board.

### **2.2. Management action**

All managers will be tasked to provide action plans which will be considered within the L/SDUs where survey outcome indicators do not achieve the required standards. Managers will also be required to be pro-active in engaging with staff and ensuring that systems, processes and communications are effectively used to appropriately support and challenge staff.

### **2.3. 2013 National NHS Staff Survey**

AWP is due to participate in the national 2013 staff survey from late September to December 2013. The survey will be sent to all staff, using a combination of email and paper documents to ensure that those with limited IT access can contribute effectively.

The 2013 survey results will be available by March 2014 and will be broken down by L/SDU as well as by staff group and area of work.

### **2.4. Strategic approach**

The Trust will continue to build engagement with staff through a focus on improving the quality of care and through cultural change programmes. This will be supported by HR through its workforce strategy, supporting improved management capability through better recruitment, undertaking targeted training and development programmes and reducing the complexity of HR processes to ensure effective staff management .