

NHS COUNTY DURHAM AND DARLINGTON JOINT BOARD

NHS Staff Survey 2010

1. Introduction

The 2010 survey completed in December 2010 was the eighth national staff survey undertaken. The survey collected views of staff about their work and the organisation that they work for and to gather information that would help organisations review and improve the work experiences of staff so that they can provide better care to patients. The results of the survey will feed the Care Quality Commission's (CQC'S) regulatory activities such as the monitoring of ongoing compliance and reviews. The Department of Health will also use the results to inform commissioning, service improvement and performance measurement, and to review and inform NHS policies. The results were published in March 2011.

220 staff in NHS County Durham and Darlington (NHSCDD) took part in the survey which is a response rate of 45% compared to a response rate of 63% in 2009. The national response rate for 2010 was 54%.

The survey was conducted against a background of major organisational change with a large number of staff leaving the organisation.

The survey report was structured around the four pledges to staff in the NHS Constitution which was published in January 2009 along with two additional themes. The report also presents an overall indicator of staff engagement.

The purpose of this report is to provide information and an action plan in respect of the annual NHS Staff Survey 2010. A breakdown of the results along with the average score for commissioning only PCTs and our score for 2009 is shown in Appendix 1, including proposed actions on how to address areas of development. Positive aspects identified are shown in appendix two.

Document management				
Version	Date	Summary	Owner's Name	Approved
1.0	25/5/11	Presented to management executive	Paul Docherty/John Kernan	Yes
2.0	7/6/11	Presented to joint board	Paul Docherty/John Kernan	

2. Implications and risks

The staff survey report focuses on 38 key findings which include all sections of the core questionnaire, the four pledges and two additional themes (staff satisfaction and equality and diversity). The report also gives an overall indicator of staff engagement, calculated using the responses to nine individual questions which make up three key findings related to staff engagement. The survey has provided staff with an opportunity to make their views known on a range of areas.

The importance of staff engagement is detailed in the 2011/12 NHS Operating Framework – *“High levels of staff engagement will help deliver the quality and productivity challenges organisations face and lead to improved outcomes for patients and better financial management in the NHS.”*

Staff satisfaction is also key and the staff survey gives us a survey based measure of job satisfaction for our staff. A more satisfied workforce is likely to be more sustainable with motivated and involved staff being better placed to know what is working well and how to improve services for the benefit of patients and the public. The risk of not implementing an action plan to address development areas is a demotivated, disengaged workforce.

3. Recommendations

The joint board is asked to

- note the contents of the staff survey summary report and the identified action plan.

4. Author and sponsor director

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Director: Amanda Hume
Title : Director of Planned Care
Date: June 2011

Purpose of Paper	Information Sharing	
	Development / discussion	
	Decision / action	x
This paper supports / has implications for:		
NHS County Durham and Darlington's Strategic Priorities	Delivery: 5 year strategic plan	
	Maintenance: business critical	x
	Transition: Implementing Equity and Excellence	
Performance Measures	Vital Signs VSB17 2010-11.	
QIPP	n/a	
NHS Constitution	The survey report was structured around the four pledges to staff in the NHS Constitution	
Equality and Diversity	No negative impact	
Impact on / Involvement of partners	The results of the survey are available on other websites such as the Care Quality Commission and the NHS Choices Website.	
Other policies / Issues	Staff engagement	

Staff survey results and action plan

The following table shows results from both the 2009 and 2010 staff survey alongside the average score for commissioning only PCT's in England. Where there is a shortfall i.e. a lower score, actions to take are identified. However, this does not mean that where we have scored the same or better than the average that we should be complacent. We should constantly engage with staff to find ways to improve staff satisfaction.

*denotes for further discussion regarding lead and co-ordinator responsibilities at ME.

Staff Pledge 1: To provide all staff with clear roles and responsibilities and rewarding jobs

Key Finding (KF)	County Durham PCT 2009	County Durham PCT 2010	Average for (commission only)PCTs in England	Action required	Lead	Timescale	SML term
Higher scores better	Trust Score 2009	Trust Score 2010					
KF1 % of staff feeling satisfied with the quality of work and patient care they are able to deliver	75%	57%	67%	1. Agree key messages that reinforce our aims and how these impact on health and well being of the population 2. Communicate and publicise the above messages to staff 3. Within directorates managers to review their current processes for reinforcing the messages on how individual roles make a difference to patients	Mary Bewley and All Assistant Directors	Completed end of September	L
KF2 % of staff agreeing that their role makes a difference to patients	85%	72%	82%	As above	As above	As above	As above
KF3 % of staff feeling valued by their work colleagues	78%	82%	77%	None	N/A	N/A	N/A
KF4 Quality of job design (clear job content, feedback and staff				None	N/A	N/A	N/A

Key Finding (KF)	County Durham PCT 2009	County Durham PCT 2010	Average for (commission only)PCTs in England	Action required	Lead	Timescale	SML term
involvement) (1 representing jobs that are poor in design, and 5 representing jobs that are very well designed)	3.53	3.41	3.44				
KF6 Effective team working (1 representing ineffective teamwork and 5 representing effective teamwork)	N/A	3.65	4.04	* 1. Directorates to discuss at team meetings to gather further insight into this score	Directorate leads	Feedback to produce action plan for the end of September	S
KF7 Trust commitment to work-life balance (1 representing low commitment from the trust and immediate manager and 5 representing high commitment from the trust and immediate manager)	3.88	3.78	3.72	None	N/A	N/A	N/A
KF9 % of staff using flexible working options	N/A	92%	85%	None	N/A	N/A	N/A
Lower scores better							
KF5 Work pressure felt by staff (1 representing that staff experience low work pressures and 5 representing that staff experience high work pressures)	2.68	2.92	2.89	None	N/A	N/A	N/A
KF8 % of staff working extra hours	54%	59%	69%	None	N/A	N/A	N/A

Staff Pledge 2: To provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.

Key Finding (KF)	County Durham PCT 2009	County Durham PCT 2010	Average for PCTs in England	Action required	Lead	Timescale	SML term
Higher scores better	Trust Score 2009	Trust Score 2010					
KF10 % of staff feeling there are good opportunities to develop their potential at work	55%	36%	39%	*1. Directorates to discuss at team meetings to gather further insight into this score	Directorate leads *feedback into next stage action plan	End of September	S
KF11 % of staff receiving job-relevant training, learning or development in last 12 months	83%	74%	74%	None	N/A	N/A	N/A
KF12 % of staff appraised in last 12 months	58%	44%	76%	1. New training to be arranged on appraisal and KSF 2. Obtain details of appraisal training already done by staff 3. Communicate and publicise training available 4. Communicate importance of appraisal and managers responsibility to carry out appraisal 5. Directorates to re-inforce importance	*further raising of profile and promotion and to provide additional information for corporate communications within NHSCDD	End of September	S
KF13 % of staff having well structured appraisals in last 12 months	30%	24%	36%	1.Facilitate feedback from staff why they feel their appraisal was not well structured 2. Ensure training meeting necessary needs and managers are following processes correctly	*small number of focus groups and feedback into promotional activities as highlighted above.	End of July	S

KF14 % of staff appraised with personal development plans in last 12 Months	49%	34%	65%	As above	Please see above	Please see above	S
KF15 Support from immediate manager (1 representing unsupportive managers, and 5 representing supportive managers)	3.99	3.85	3.80	None	N/A	N/A	N/A

Staff Pledge 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Key Finding (KF)	County Durham PCT	County Durham PCT	Average for PCTs in England	Action required	Lead	Timescale	SML term
Higher scores better	Trust Score 2009	Trust Score 2010					
KF16 % of staff receiving health and safety training in last 12 months	38%	20%	70%	1. Check who has received H&S training and when 2. Monitor attendance and issue reminders 3. Ensure adequate H&S training is provided to meet demand	D Gallagher	End of September	S
KF19 % of staff saying hand washing materials are always available	60%	53%	52%	None	N/A	N/A	S
Lower scores better							
KF17 % of staff suffering work-related injury in last 12 months	4%	3%	5%	None	N/A	N/A	N/A
KF18 % of staff suffering work-related stress in last 12 months	24%	30%	28%	Further detailed survey work around this area – a focus group to discuss in more detail around this issue	D Gallagher	End of September	S

Errors and incidents

Key Finding (KF)	County Durham PCT	County Durham PCT	Average for PCTs in England	Action required	Lead	Timescale	SML term
Higher scores better	Trust Score 2009	Trust Score 2010					
KF21 % of staff reporting errors, near misses or incidents witnessed in last month	100%	100%	100%	None	N/A	N/A	N/A
KF22 Fairness and effectiveness of procedures for reporting errors, near misses or incidents (1 representing procedures that are perceived to be unfair and ineffective and 5 representing procedures that are perceived to be fair and effective)	3.41	3.36	3.37	None	N/A	N/A	N/A
Lower scores better							
KF20 % of staff witnessing potentially harmful errors, near misses or incidents in last month	9%	11%	10%	None	N/A	N/A	N/A

Violence and harassment

Key Finding (KF)	County Durham PCT	County Durham PCT	Average for PCTs in England	Action required	Lead	Timescale	SML term
Higher scores better	Trust Score 2009	Trust Score 2010					
KF27 Perceptions of effective action from employer towards violence and harassment (1 representing the perception that the trust does not take effective action and 5 representing the perception that the trust	3.67	3.52	3.55	*1. Directorates to discuss at team meetings to gather further insight into this score	Directorates to ask for volunteers to discuss in a confidential focus group environment	End of September	M

does take effective action)					*NHSCDD to consider a single co-ordination point for nominations		
Lower scores better							
KF23 % of staff experiencing physical violence from patients/relatives in last 12 months	N/A	0%	0%	None	N/A	N/A	N/A
KF24 % of staff experiencing physical violence from staff in last 12 months	N/A	0%	0%	None	N/A	N/A	N/A
KF25 % of staff experiencing harassment, bullying or abuse from patients/relatives in last 12 months	N/A	5%	3%	1. Carry out further analysis by directorates	Directorates to ask for volunteers to discuss in a confidential focus group environment *Consider a single co-ordination point for nominations	End of September	S
KF26 % of staff experiencing harassment, bullying or abuse from staff in last 12 months	N/A	14%	13%	None	N/A	N/A	N/A
KF28 Impact of health and well-being on ability to perform work or daily activities (1 indicating that physical health and emotional problems have a small impact and 5 indicating a large impact)	1.52	1.75	1.60	*1. Directorates to discuss at team meetings to gather further insight into this score	Directorates to ask for volunteers to discuss in a focus group environment *Consider a single co-ordination point for nominations	End of September	S
KF29 % of staff feeling pressure in last 3 months to attend work when feeling unwell	12%	15%	17%	None	N/A	N/A	N/A

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

	County Durham PCT	County Durham PCT	Average for PCTs in England	Action required	Lead	Timescale	SML term
Higher scores better	Trust Score 2009	Trust Score 2010					
KF30 % of staff reporting good communication between senior management and staff	42%	32%	38%	1. Communications survey recently undertaken. To implement action from local survey.	Mary Bewley	Findings can be complemented with recent comms survey information and feedback	M
KF31 % of staff able to contribute towards improvements at work	78%	75%	75%	None	N/A	N/A	N/A

Additional Theme: Staff Satisfaction

	County Durham PCT	County Durham PCT	Average for PCTs in England	Action required	Lead	Timescale	SML term
Higher scores better	Trust Score 2009	Trust Score 2010					
KF32 Staff job satisfaction (1 representing staff are dissatisfied with their jobs and 5 representing satisfied staff)	3.76	3.65	3.64	None	N/A	N/A	N/A
KF34 Staff recommendation of the trust as a place to work or receive treatment(1 representing staff are unlikely to recommend trust and 5	3.63	3.15	3.41	*1. Directorates to discuss at team meetings to gather further insight into this score	Cath Dawson/PMO	End of September	M

representing staff would be likely to recommend)							
KF35 Staff motivation at work (1 representing that staff are not enthusiastic and absorbed by their work and 5 representing that staff are enthusiastic and absorbed)	3.85	3.60	3.70	*1. Directorates to discuss at team meetings to gather further insight into this score	Cath Dawson/PMO	End of September	M
Lower scores better							
KF33 Staff intention to leave jobs (1 representing staff are unlikely to leave jobs and 5 representing staff are likely to leave their jobs)	2.46	3.26	3.08	*1. Directorates to discuss at team meetings to gather further insight into this score	Cath Dawson/PMO	End of September	M

Additional Theme: Equality and Diversity

	County Durham PCT	County Durham PCT	Average for PCTs in England	Action required	Lead	Timescale	SML term
Higher scores better	Trust Score 2009	Trust Score 2010					
KF36 % of staff having equality and diversity training in last 12 months	N/A	23%	38%	1.Publicise training sessions 2 Scope available e learning packages e.g. Skills for Health e-learning module 3 Managers to ensure training is planned and staff are released to undertake.	Internal communications to highlight and promote opportunities for E&D training. Promotion e.g. through In the Know.	By end of August.	S
KF37 % of staff believing trust provides equal opportunities for career progression or promotion	94%	87%	90%	*1. Directorates to discuss at team meetings to gather further insight into this score	Cath Dawson/PMO	End of September	M
Lower scores better							
KF38 % of staff experiencing discrimination at work in last 12 months	N/A	10%	9%	*1. Directorates to discuss at team meetings to gather further insight into this score	Cath Dawson/PMO	End of September	M
Overall Staff Engagement –	3.78	3.5	3.66	Actions and timescales as per KF 34 & 35			

calculated using questions that make up KF31, 34 and 35 (higher score better) (1 being poorly engaged staff and 5 being highly engaged staff)

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* For directorate discussions a set of structures questions for staff sessions will be developed to help produce further details to these actions within the new teams. This will also be supplemented by further local surveys through IntheKnow, using 'survey monkey' tool.

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NHS COUNTY DURHAM & DARLINGTON

POSITIVE KEY MESSAGES

NHS National Staff Survey 2010

- **Above average percentage of staff feeling valued by their work colleagues**
- **The Trusts commitment to work-life balance**
- **Above average percentage of staff using flexible working options**
- **Below average of percentage of staff working extra hours**
- **The high percentage of staff whose immediate line manager is supportive**
- **The low percentage of staff suffering work-related injury in last 12 months**