

Improving the Staff Opinion Strategy 2011/2012

Introduction

Staff engagement and effective internal communications are vital components of a successful organisation. Engagement and communication are fundamental to high morale, adaptation to and adoption of change, staff retention, a high performing workforce and excellent customer (patient) service and experience. Too often staff engagement and communication are afterthoughts to change programmes instead of being embedded in everything an organisation does or seeks to do.

Addressing the issues arising from the staff annual staff opinion survey (SOS) is an important way in which the Trust can improve morale and overall feelings of engagement; staff have raised issues and they must be addressed, be seen to be addressed, and the outcomes fed back to staff in a timely manner.

Current and Past Position

What is our engagement statistically so far on SOS returns?

2007/08 -	57%
2008/09 -	64%
2009/10 -	54%
2010/11 -	51%
2011/2012 -	60% (TARGET)
2012/2013 -	75% (TARGET)

Unfortunately 2010/2011 has seen a drop in the survey return rate and a reduction in score in some areas.

National Trends

- More training is being undertaken through E learning and on line, in all types of Trust e.g. in acute hospitals numbers using e-training up from 45% to 53%; up 17 points in PCTs to 69%
- More training being done on equality / diversity, H&S, preventing violence, in all types of Trust. Specialist training in MHTs up marginally but not on CPA. Infection control training flat.
- Proportion of staff having an appraisal up: acute trusts 67% to 74%; PCTs 72% to 80%; Ambulance 54% to 71%; MHTs 71% to 77%
- Number of staff having clear planned goals and objectives for work is up in all types of Trust reflecting higher levels of appraisals
- Job satisfaction scores up marginally in respect of pay levels but not on other items
- Communication scores marginally worse in Acute Trusts but better in MHTs and PCTs. Communication scores are low almost everywhere
- Proportion of staff thinking that care of patients was Trusts top priority down in Acute Trusts, flat in Ambulance, PCTs and MHTs
- Staff perception that Trusts act fairly on career progression down in all types of Trust. Fewer staff think there are opportunities for progression; fewer would recommend their Trusts as a place to work. More felt pressure from manager to come to work
- Work related stress up marginally in Acute Trusts, PCTs, static in Ambulance

The future strategy to increase engagement and returns

Bedford Hospital needs to maximise its employee feedback and really deliver the action plans that come out of the annual survey results. We need to be seen to be doing something, we need to communicate what we are doing, '**You said, we did**'. The communication and marketing of the next SOS has to be seen to be exciting and different and not just another survey.

Organisational Development will have pages on the new E HR and E OD web based share point system, this will enable us to have a Staff Opinion Survey and Engagement Page for updates and feedback. OD also aims to run interactive workshops where staff can come and voice their feedback in person and discuss where the Trust is with the feedback action plans. These workshops will have an executive director in attendance including the Chief Executive to emphasise the Trusts' commitment to valuing and listening to its staff. Other strands to this strategy will be:

- Communicate, communicate, communicate!
- Executive endorsement and performance management to ensure that the actions plans are delivered
- Increasing engagement by identifying some engagement champions.
- Engaging with managers and leaders
- OD and HR support to drive the supporting action plans to ensure their delivery.
- Effective, well thought through actions plans that tackle a few key issues than try to tackle too much and not deliver.
- There will be a Staff Opinion update page on the new E HR/OD site

Next Steps

- Strategy paper to EDs 9th May, results presentation to be given to EMB 16th May, paper to Trust Board May 2011.
- High level Trust action plan to be approved and shared as soon as possible to engage with staff.
- Results by Division and broken down into departments are now available, these are not in line with the new SLM as the survey went out using the old divisions. Decision needs to be agreed on how these should be shared and communicated Trust –wide as soon as possible; the HR Business Partner teams have had access to this information so are ready to work with the Trust and service lines on actions plans.
- Launch of a new Staff Engagement Strategy 2011.

Action plan

Taking five key issues from the 2010 SOS feedback a high level action now requires Executive endorsement.

The action plan is attached below.

Topic	Action	Timescale	Responsibility
Communication: <ul style="list-style-type: none"> • Communication between senior management and staff needs to be more effective • Management need to act on feedback 	<ul style="list-style-type: none"> • CEO has commenced Roadshows open to all staff three times per quarter • New weekly and monthly communications • Staff Matters publication to commence • Managers need to make all staff aware of the various update mediums and also ensure team meetings include updates on Trust news/status etc. • Action plans built around staff feedback need to involve staff and be effectively shared so that that they can see that action is actually being taken. 	All have commenced May 2010	CEO/Communication department Business Unit Management
Appraisals: <ul style="list-style-type: none"> • The percentage of staff that have received an appraisal in the past 12 months requires improvement • Staff don't feel that they receive clear feedback on their work or how well that they are performing within their role 	<ul style="list-style-type: none"> • OD has a 2010/2011 objective of improving the appraisal rate within the Trust to 90% • The Learning and Education Team will be providing focussed support to Trust managers and staff to improve the current percentage. • The use of eAppraisal is being investigated along with a shortened version of the current KSF paperwork • To improve staff engagement, staff need to be able to give but to especially receive feedback with regards to their performance within their role, their team and the work that they undertake. 	Ongoing 2010/2011 Ongoing 2010/2011 Post full roll-out of elearning, Autumn 2010 Ongoing 2010/2011	OD Learning and Education Team Learning and Education Team All Trust Managers
Staff engagement: <ul style="list-style-type: none"> • Staff don't feel satisfied with the extent the Trust values their work • Staff don't feel that there are opportunities to progress within 	<ul style="list-style-type: none"> • OD will re-launch a Staff Engagement Strategy 2011 • An increase in quality appraisals should see an increase in staff feeling valued in their contribution • Leadership training will include staff engagement and performance management • A new Trust customer care programme will be launched summer 2011 • Opportunities to progress within role – OD will ensure that the annual Training Needs Analysis 	Summer 2011 Ongoing Summer 2011 awaiting dates Summer 2011 Autumn 2011	OD All Trust Managers OD OD OD

<p>their job</p> <ul style="list-style-type: none"> Staff don't feel that senior managers involve staff in important decisions 	<p>remains in line with the workforce/QIPP plan to ensure that staff do have the requisite skills for the future of healthcare in Bedford</p>		
<p>Risk management:</p> <ul style="list-style-type: none"> The percentage of staff who felt that care of patients was the Trust's top priority was less than the national average Staff feel that Trust blamed/punished them for making errors A higher than national average amount of staff saw an error or near miss in the last month impacting on patients. 	<ul style="list-style-type: none"> Health & Safety (H&S) training stats need to improve from 81%, a move to a new elearning programme with a robust H&S course will see greater compliance in training attendance A programme to raise awareness and improve compliance against CQC <i>Essential Standards and Quality of Safety</i> is underway and relevant training will be provided to Trust managers as part of their leadership training. High Impact Actions – a national project of eight specific areas for improvement including Never Events and Risk Management, Bedford Hospital is producing eight Care Bundles. Improved Risk Awareness/Management/Mitigation training content & workshops in induction and at all clinical updates. 	<p>Summer 2011</p> <p>Current project</p> <p>Ongoing</p> <p>Current improvement project</p>	<p>OD</p> <p>Corporate Nursing/OD</p> <p>Corporate Nursing</p> <p>Corporate Nursing/OD</p>

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