

Staff Satisfaction Survey (December 2012)

Background

- This was the fourth in a series of quarterly staff surveys designed to monitor staff satisfaction levels.
- The survey was live from 19th December 2012 until 10th January 2013.
- The survey was available via STAFFnet and was built using SharePoint technology.
- The following channels were utilised to advertise the survey;
 - Homepage of STAFFnet
 - Friday Round Up (x3)
 - All user email (x1)
- The survey was available to all members of staff who have a login to use Southend University Hospital systems.
- A consistent set of 14 questions linked to staff satisfaction have been used in each of the surveys.

Response rates

- There were 558 responses to the survey; this represents approximately 12% of Trust employees.
- The response rate was higher than in May and August 2012 but lower than January 2012 when the survey was first launched.

Survey	Response rate
January 2012	725
May 2012	413
August 2012	262
December 2012	558

- Caution should be applied when considering the data by Business Unit and Staff Group; the response rates are as follows:

Business Unit	Response rate (%)
Musculoskeletal	13
Theatres, critical care and anaesthetics	9
Diagnostic and therapeutic	12
Women's and children's	9
Surgery	12
Medicine	9
Ophthalmology	17
Corporate services (IT, Finance, EFM etc)	18

Occupational group	Response rate (%)
Additional clinical services eg HCA	4
Admin & clerical, eg PA, senior manager	25

Allied health professional, eg physiotherapist, radiographer	19
Estates & ancillary, eg porter, engineer	5
Healthcare scientist, eg biomedical scientist	15
Medical & dental, eg FY1, Trust grade doctor	7
Nursing & midwifery registered, eg midwife, staff nurse	9
Scientific & technical, eg pharmacist, optometrist	15

Data Validity

- As a result of the improved response rate, the value of the December 2012 data is higher than May and August 2012 but remains limited; it should be considered alongside other sources of information on staff satisfaction, including the results from the main staff surveys, and with local discussion.

December 2012 Results: by total number of respondents

- A graphical representation of the results is attached (see appendix 1). When analysed by total number of respondents the key highlights are as follows;
 - The December 2012 results show a positive trend in terms of staff satisfaction when compared with the August 2012 results. There has been an increase in positive responses for 10 of 14 questions; there was also a reduction in negative responses for all 14 questions.
 - The fall in positive responses was experienced in the following areas:
 - I am enthusiastic about my job (-1%)
 - I feel up to date on the key issues and developments within the hospital (-1%)
 - I consider the Trust's top priority to be the care of patients and service users (-2%)
 - If I were a patient at the hospital, I would be happy with the standard of care provided (-1%)
 - Notably there was a significant increase in the number of neutral responses for the question 'If I were a patient at the hospital, I would be happy with the standard of care provided;' this increased from 24% in August 2012 to 34% in December 2012.
 - When comparing August 2012 data to December 2012 data, there was a shift from negative to neutral responses for the question 'I would recommend the hospital as a place to work;' 29% to 21% negative compared to 24% to 30% neutral.
 - 50% of staff gave a positive response to the question 'I would recommend the hospital as a place to work;' this is higher than in the previous 3 surveys (January 48%, May 42% and August 48%).
 - Less than half of respondents felt they would be happy with the standard of care provided if they were a patient of the hospital (47%). This is a marginal fall from August 2012 (48%), however is an increase on the May 2012 results (43%) and the same as January 2012 (47%).
 - 63% of respondents felt that the Trust did treat them fairly as an employee. This is the highest positive response received across the four surveys; 55% in August, 52% in May and 59% in January.

December 2012 Results: by Business Unit and Occupational Group

- Responses were received from all business units and across all occupational groups. See appendix 2.
- Appendix 3 shows two tables giving an indication of the responses by business unit and occupational group that were worked out as follows:

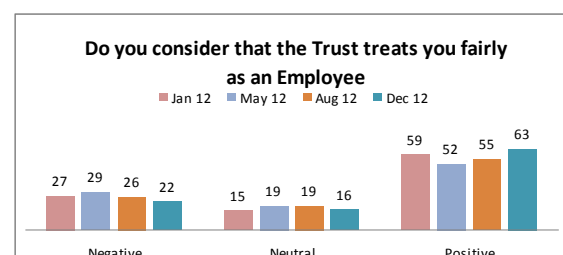
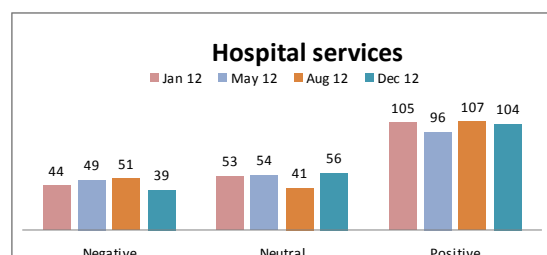
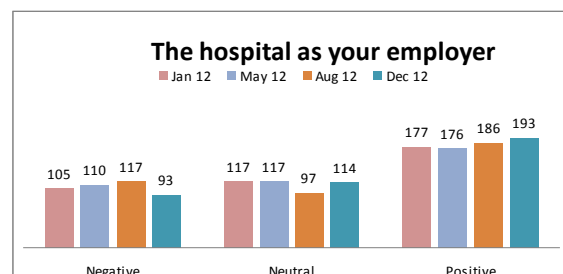
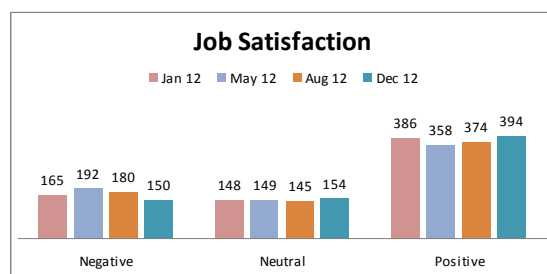
The response scores were grouped as:

Negative - red
Neutral - amber
Positive - green

The greater figure of the three is represented in the tables by the associated colour. It does not represent majority opinion.

Key trends for 2012

- All four surveys undertaken in 2012 comprised 14 questions linked to staff satisfaction divided into of four themed areas:
 1. Job satisfaction
 2. The hospital as your employer
 3. The services the hospital provides
 4. Does the hospital treat you fairly as an employee
- The results have been analysed across 2012 by these four themed areas:



- It can be seen that there has only been marginal fluctuations in the overall levels of positive, negative and neutral responses throughout 2012 when considered by themed area.

Actions

- The raw data will be shared with the HR Relationship Managers for analysis by business unit and occupational group and to feed into local Business Unit Action Plans. It will be looked at in conjunction with local sources of information on staff satisfaction and in the context of local action plans arising from the main staff survey and previous quarterly surveys.
- The December 2012 results are shared with employees via Core Brief together with the key trends identified for 2012.
 - The results should be communicated to all staff groups to demonstrate the value of taking part in the survey and 'having a voice.'
 - The results should be communicated alongside updates on:
 - Have Your Say group
 - The cultural change group
 - Hospital heroes
 - You Said, We did
- The Board to note the proposed methodology for 2013 at Appendix 4.

Feedback from 'Have Your Say Group' (HYSG)

In November 2012, the Director of Human Resources held a facilitated session with members of the HYSG to explore the possible reasons behind the results of the local staff survey question:-

'If I were a patient at the hospital, I would be happy with the standard of care provided'.

A very small number of staff attended the meeting, therefore the output should be considered alongside other sources of information such staff satisfaction surveys, patient surveys and nursing performance dashboards. A brief summary of the output is given below:-

- Staff felt that there were times when they could not meet their own personal professional standards, as they have to focus on other duties such as completing forms and documents;
- Staff that are patients in the hospital have a higher level of knowledge which may alert them to issues;
- Personal experience of hospital treatment and care or that of friends and family; examples given were:-
 - Loss of patient notes;
 - Response to patients by ward staff;
 - Lack of information;
 - Quality of patient care;
 - Hospital appointment cancellations and in-patients being moved around the hospital;
 - Response to patients buzzers;
 - Instances where patients sent to the wrong clinics, or issued with incorrect forms.
- Perception that there is varying degree of care on our in-patient wards;
- Patients find it difficult to navigate the Outpatient department;
- Attitude and behaviour of some of our doctors.

HYSG said that they had expressed concerns about their experience with their manager, the ward manager or Director of Nursing.

Improvements suggested by the HYSG:-

- By embedding our core values and all staff taking responsibility;
- Customer care training;
- Increasing staffing levels so more time can be spent with patients;

Actions

- Customer care training for staff has commenced;
- Nurse staffing levels are monitored regularly through the use of the Safer Nursing Care Tool;
- Quality Impact Assessments are undertaken for planned organisational change;
- Re-launch the Whistleblowing Policy to staff in February 2013 to raise awareness to staff on how to raise concerns;

Anne Marie Blanke
HR Relationship Manager
15th January 2013

Appendix 3

Table 1: Business Unit

	Theatres, Critical care & Anaesthetics	Corporate services (IT, Finance, HR, EFM etc)	Diagnostic and therapeutic	Medicine	Musculoskeletal	Ophthalmology	Surgery	Women's and children's
Number of responses	28	151	99	92	59	21	65	43
% Response rate	9	18	12	9	13	17	12	9
I look forward to going to work.								
I am enthusiastic about my job.								
I am able to do my job to a standard I am personally pleased with.								
I am able to show initiative in my role.								
My manager encourages me to suggest new ideas for improving services.								
I am able to make improvements happen in my area of work.								
I am satisfied with the recognition I get for good work.								
I would recommend the hospital as a place to work.								
Our hospital is committed to helping employees balance their work and home lives.								
I feel up to date on the key issues and developments within the hospital.								
I am briefed within my department on the key issues and developments within the hospital.								
I consider the Trust's top priority to be the care of patients and service users.								
If I were a patient at the hospital, I would be happy with the standard of care provided.								
Do you consider that the Trust treats you fairly as an employee?								

Table 2: Occupational Group

	Additional clinical services eg Pharmacist, HCA	Admin & clerical, eg PA, senior manager	Allied health professional, eg physiotherapist, radiographer	Estates & ancillary, eg porter, engineer	Healthcare scientist, eg biomedical scientist	Medical & dental, eg FY1, Trust grade doctor	Nursing & midwifery registered, eg midwife, staff nurse	Scientific & technical, eg optometrist
Number of responses	39	258	52	17	21	37	108	26
% Response rate	4	25	19	5	15	7	9	15
I look forward to going to work.								
I am enthusiastic about my job.								
I am able to do my job to a standard I am personally pleased with.								
I am able to show initiative in my role.								
My manager encourages me to suggest new ideas for improving services.								
I am able to make improvements happen in my area of work.								
I am satisfied with the recognition I get for good work.								
I would recommend the hospital as a place to work.								
Our hospital is committed to helping employees balance their work and home lives.								
I feel up to date on the key issues and developments within the hospital.								
I am briefed within my department on the key issues and developments within the hospital.								
I consider the Trust's top priority to be the care of patients and service users.								
If I were a patient at the hospital, I would be happy with the standard of care provided.								
Do you consider that the Trust treats you fairly as an employee?								

Appendix 4

Measuring Employee Engagement in 2013

Context

- The questions asked in the 2012 surveys were designed to monitor and track levels of staff satisfaction; however there are benefits from moving away from measuring satisfaction towards measuring engagement
- Data from an employee engagement survey would provide the Trust with employee feedback to help them to identify where they are maximising employee potential and where attention is needed to improve staff motivation, productivity and retention. Whereas satisfaction at work may stem from having good relationships with colleagues, a relaxed manager or an easy commute to work, factors that do not necessarily benefit the business.
- The 2009 MacLeod and Clarke review, which was commissioned by the Government to identify ways of improving productivity in the UK, found that engagement can be key to unlocking productivity. It says: 'employee engagement strategies enable people to be the best they can at work, recognising that this can happen only if they feel respected, involved, heard, well led and valued by those they work for and with ... engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it success.'
- Whilst the questions contained in the 2012 surveys gave a good indication of whether employees were satisfied, they did not do a very good job of measuring why. They were not easily actionable i.e. 'I look forward to going to work' could be influenced by so many different factors.

Proposed Methodology for 2013

Aims

- To measure and track levels of employee engagement throughout 2013.
- To understand the key factors influencing and affecting employee engagement Trust-wide and by Business Unit and Occupational Group.
- To Action Plan at a local level based on findings.

Scope

- Trust wide.

Timescale

- To maintain quarterly surveys; this ensures sufficient regularity to track and compare survey results but not so often that employees become bored with the exercise and less willing to take part.

Survey Design

- That the surveys centre on the following suggested themes;
 - Vision and objectives
 - Quality and Patient Focus
 - Respect for management
 - Respect for employees
 - Communication
 - Performance and accountability
 - Opportunities for development
 - Feedback
 - Teamwork
 - Reward
 - Workplace and resources
 - Work/Life Balance, Stress and Work pace
 - Fairness
 - Personal expression and diversity
- Neutral ('on the fence') and free text responses are not permitted.
- That the surveys are made available via STAFFnet and built using SharePoint technology.

Survey communications

- That the surveys continue to be promoted centrally via STAFFnet homepage, Friday Round Up, Core Brief and 'All Users emails'
- That survey champions within each Business Unit are appointed with responsibility for promoting completion of the surveys.
- That all communications focus on;
 - The reasons for conducting the survey
 - Completion time
 - Deadline for completion
 - Assurance of confidentiality and anonymity
 - Helpline details
 - What the Trust will do with the information and what it has done in the past
 - Consider rewarding the Business Unit with the highest responses (%) with £tbc to invest in the development of their service.

Survey Distribution

- Online only; it is recognised that this potentially disenfranchises approximately 12% of employees, predominately within Estates and Facilities Management, but it is not administratively feasible to run a paper-based survey alongside an online survey. Consideration was given to using Patient Experience Tracker PET however (1) this would utilise valuable volunteer time (2) could be considered a conflict with anonymity.

Improving response rates

- Key to improving the response rate are the following;
 - Demonstrating senior-level commitment to the survey
 - Setting aside time for survey completion
 - Appointing survey champions within each Business Unit
 - Reminder communications
 - Prize for the Business Unit with the highest percentage response rate
 - Reminders of confidentiality

Data Analysis

- Analysis by Total Response and by Business Unit and Occupational Group.
- Quarter by quarter comparison and key trends

Acting on the survey results

- Action planning by Business Unit; data to be considered alongside other sources of information linked to employee engagement.
- Communication cascade via Core Brief.
- Quarterly Board Report

Appendix 5

Action Plan – Staff Satisfaction Survey (December 2012)

No.	Area	Action	Lead	Executive Director	Completion Date
1	Quarterly Survey Results for 2012	Data to be shared with HR Relationship Managers for analysis by Business Unit and occupational groups and to feed into local Business Unit Action Plans	Anne-Marie Blanke	Sandra Le Blanc	31.1.13
2	Quarterly Survey Results for 2012	Results of survey to be shared with employees via Core Brief together with key trends identified for 2012	Keith Warrior	Sandra Le Blanc	8.2.13
3	Have Your Say Panel Feedback	Re-launch Whistleblowing policy	Sandra Le Blanc	Sandra Le Blanc	28.2.13
4	Measuring Employee Engagement in 2013	To agree the Employee Engagement survey questions and explore suggestions on improving response rates with Corporate Team	Anne-Marie Blanke	Sandra Le Blanc	26.2.13
5	Measuring Employee Engagement in 2013	Business Units and Corporate Areas to identify Survey Champions	Anne-Marie Blanke	Sandra Le Blanc	8.3.12
6	Measuring Employee Engagement in 2013	Results of Employee Engagement Survey reported to Trust Board.	Anne-Marie Blanke	Sandra Le Blanc	24.4.12