

REPORT TO THE TRUST BOARD - 28 MARCH 2013

Title	Staff Survey Results 2012
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Executive summary

The Trust is committed to improving staff experience and the levels of staff engagement and staff satisfaction in order to impact positively on the care provided to our patients and service users. The annual staff survey is the main indicator used to gauge the experience of staff and is a measure of how effectively our Human Resources (HR) and Organisational Development (OD) strategies are being implemented within the Trust.

This report provides a summary of the results of the 2012 Staff Survey for Leicestershire Partnership Trust undertaken in the Autumn of 2012. It summarises the areas where the Trust has improved on its performance since the 2011 survey and the areas where there needs to be additional focus in order to achieve improvement in 2013. It looks at both the Trust's year on year position and its comparative or benchmarked position against similar trusts across the country. Where possible, results have also been correlated against the outcome of the January 2013 Pulse Survey.

The report looks at comparisons across the divisions and sub-divisions within the Trust where it can be seen that there are significant variations. Results for Families Young People and Childrens' (FYPC), Community Health Services (CHS) West and Enabling are generally positive with focused work needing to be undertaken in Learning Disabilities (LD), Adult Mental Health (AMH) Access and CHS City. These findings support the development of local action plans in addition to specific Trust-wide action.

The Trust has made statistically significant improvement against 2 key findings and has deteriorated to an extent that is significantly significant against 4. There has been no statistically significant change against 15 indicators and, due to changes in the number and format of the indicators, there is no comparable data for the remaining 7 of the total of 28 indicators. The Trust's overall staff engagement score has improved although is below the national average.

The areas for specific focus within the Trust have been grouped under the following themes:

1. Staff health and wellbeing (specifically focusing on stress)
2. Management Support
3. Effective Team Working

4. Communication and engagement

Work will be undertaken through the Healthy Organisation Group, Divisions and Services to identify the actions needed to improve performance against these indicators with an action plan to be finalised for the Workforce and OD Committee in May 2013.

Recommendation

Trust Board is recommended to:

1. Review and consider the summary findings of the 2012 Staff Opinion Survey.
2. Task the Healthy Organisation Group with developing a Trust-wide action plan to address the findings of the survey and to monitor delivery of divisional/service action plans.
3. Agree the key themes of Staff health and wellbeing (specifically focusing on stress), management support, effective team working and communication and engagement to form the basis of action planning.

Related Trust objectives	We will attract, retain and develop a diverse, capable and flexible workforce.
Risk and assurance	Staff experience is included in BAF risk 116 and 639. Results of all staff surveys will impact on both. Risk 116: If we are unable to recruit or retain our staff then skill mix may be inadequate for service delivery and the provision of quality care. Risk 639: If employment relations are poor, staff may be demotivated and disengaged leading to a deterioration in service delivery and quality.
Legal implications/ regulatory requirements	National staff survey used by CQC to gauge staff experience within the Trust.
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*Disclaimer: This report is submitted to the Trust Board for amendment or approval as appropriate. It should not be regarded or published as Trust Policy until it is formally agreed at the Board meeting, which the press and public are entitled to attend.	

TRUST BOARD - 28 MARCH 2013

STAFF OPINION SURVEY 2012 **SUMMARY OF KEY FINDINGS**

1. Introduction

This report provides a summary of the key findings for LPT from the national Staff Survey undertaken in the Autumn of 2012. It summarises the areas where the Trust has improved on its performance since the 2011 survey and the areas where there needs to be additional focus in order to achieve improvement in 2013. It looks at both the Trust's year on year position and its comparative or benchmarked position against similar trusts across the country. It also looks at comparisons across the divisions and sub-divisions within the Trust and cross-references to results of the January 2013 Staff Pulse Survey where possible.

2. Aim

The aim of the report is to:

- Provide a summary of key findings from the 2012 Staff Opinion Survey.
- Identify areas to focus on in development of an action plan for the Trust to address the findings of the survey.

3. Recommendations

Trust Board is recommended to:

1. Review and consider the summary findings of the 2012 Staff Opinion Survey.
2. Task the Healthy Organisation Group with developing a Trust-wide action plan to address the findings of the survey and to monitor delivery of divisional/service action plans.
3. Agree the key themes of Staff health and wellbeing (specifically focusing on stress), management support, effective team working, communication and engagement to form the basis of action planning.

4. Discussion

4.1 Format of the Survey

The staff survey is split into six sections and covers the following areas:

1. Your personal development
2. Your job
3. Your managers
4. Your organisation
5. Your health, wellbeing and safety at work
6. Background details

The Department of Health report is structured around the four staff pledges in the NHS Constitution plus two additional themes:

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

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

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

Responses to questions are grouped into and presented as 28 Key Findings (a reduction from 38 in 2011) aligned to the 6 themes outlined above.

In addition to the key findings included in the Department of Health report, the Trust also asked staff additional questions relating to occupational health, health and safety, leadership and career development and patient experience.

4.2 Response rate

Within LPT, 5049 staff were surveyed and 2656 staff responded giving a response rate of 53%. For the purposes of the Department of Health report, a random sample of 800 staff is selected. Of the random sample, 411 staff completed and returned a survey which equates to 51%. This is a decrease from the 59% return rate in 2011 but average for mental health/learning disability trusts in England. It should be noted that, despite the nature of LPT as an integrated community/mental health/learning disabilities trust, the sector used for comparison and benchmarking purposes in the Department of Health report is mental health/learning disability trusts.

4.3 Key findings

The table below shows the positioning of the 28 key findings for the results of the LPT 2012 staff survey. LPT has made improvements in the proportion of key findings that are in each category e.g. 21% of key findings are better than average compared to 13% in 2011.

	LPT 2012	LPT 2011	LPT 2010
Worst 20%	10	16	28
Worse than average	8	12	5
Average	5	5	0
Better than average	6	5	5
Top 20%	0	0	0
Total	28	38	38

4.4 Key findings by directorate

The full Department of Health report provides a breakdown of key findings by the following 'directorates':

- Adult learning disabilities
- Adult Mental Health – Access
- Adult Mental Health Community

- Adult Mental Health – Complex Care
- CHS – City
- CHS – East
- CHS – West
- Enabling
- FYPC Childrens and families
- FYPC Communities and youth services
- Hosted

The results, as in previous years, show a wide variation in performance against many of the key indicators and the text in boxes in the following section highlights where significant variation exists. (See appendix 1 for more detailed breakdown). The sample size is relatively small for some divisions/services so the results should be viewed with some caution. (Quality Health, who have undertaken the administration for the survey have now released census data split into individual services and this data is being checked prior to release). It would appear from the breakdown that is available however that, whilst the Trust must focus on addressing some key issues across the organisation, it is important that actions in divisions and services are tailored to meet the needs identified within that division or service. It is also important that we learn from the higher performing areas and share good practice across the Trust. The results indicate that particular focus is needed in ALD, AMH Access and CHS City with the best performing areas being Communities and Youth Services, Children and Families and CHS West. This correlates broadly with the Staff Pulse Survey results.

In addition to the directorate analysis, further work will need to be undertaken to look at the results in terms of staff groups and demography including age, gender ethnic background and disability where there appears to be some variation.

4.5 Main areas of improvement/deterioration

The two key findings where staff experience has improved the most are as follows:

- KF22 Percentage of staff able to contribute towards improvements at work (score of 72% - increase from 61% in 2011). This is above the national sector average)

The threshold for the top 20% of Trusts is 75%, ALD, AMH Community and Complex, all localities in CHS and FYPC Communities and Youth scored above this threshold. The lowest scores were in AMH Access and Hosted with 50% and 55% respectively. National average 71%.

- KF7 Percentage of staff appraised in last 12 months (score of 84% - increase from 76% in 2011. Reported as 86% in Quality Health full report). This remains below the national sector average.

99% in Communities and Youth Services to 53% in AMH Access. National average 87%. CHS East, Enabling and Communities and Youth Services would all have been in the top 20% of Trusts with scores above the 91% threshold.

There are no other key findings that have seen a significant improvement to be included in the Department of Health report. The Quality Health report, which gives a breakdown

for responses to each individual question in the survey indicates that the Trust has improved in the following areas:

Question	2012	2011	National average
Able to do job to a standard they are pleased with	72%	55%	78%
Satisfied to the extent to which organisation values their work	38%	29%	43%
Communication between senior management and staff is effective	38%	28%	38%
Care of patients is the Trust's top priority	59%	49%	62%

The Pulse Survey indicated that 41% of staff feel the work they do is valued by the Trust which broadly correlates with the findings above and is just slightly below the national average although this varies between 51% in enabling and 29% in AMH.

There are 4 key findings where staff experience has deteriorated. These are:

- KF11 Percentage of staff suffering work-related stress in the last 12 months (score of 49% - increase from 36% in 2011 which is in the worst 20%). Quality Health reports 47% of all staff.

21% lowest score in Hosted services compared to 69% in AMH Community. All areas with exception of CHS West at 36% are worse than the national sector average. National average 41%.

- KF13 Percentage of staff witnessing potentially harmful errors, near misses or incidents in the last month. (Score of 30% - increase from 23% in 2011). This is above the national sector average).

Highest percentages are in AMH Access 72% and Complex 50% with high percentages in CHS dropping to 13% in Children and Families and 22% in Communities and Youth Services. National average 27%.

- KF10 Percentage of staff receiving health and safety training last 12 months. (Score of 58% - decrease from 75% in 2011). This is below the national sector average.

79% in AMH Complex Care and 47% in Communities and Youth Services. National average 73%.

- KF12 Percentage of staff saying hand washing materials are always available. (Score of 49% - decrease from 59% in 2011). This is below the national sector average)

31% in AMH Community and 37% in AMH Access compared to 65% in CHS West and 66% in hosted both of which would have been in the top 20% of trusts - threshold 60%. National average 55%.

There are no other key findings that have seen a significant deterioration to be included in the Department of Health report. The Quality Health report, which gives a breakdown for responses to each individual question in the survey indicates that the Trust has deteriorated in the following areas:

Question	2012	2011	National average
Received training on infection control in the last 12 months	64%	70%	71%
They or colleague reported physical violence	79%	84%	86%

4.6 Top and bottom ranking scores

The five key findings where the trust compares most favourably with the sector average are:

- KF6 Percentage of staff receiving job-relevant training, learning or development in last 12 months. (Score of 85% against national average of 82%). No comparison with 2011.

Highest percentages 93% in AMH Complex Care, 89% in AMH Access, Communities and Youth and CHS East)

- KF16 Percentage of staff experiencing physical violence from patients, relatives or the public in the last 12 months. (Score of 16% against national average of 20%) No comparison with 2011.

Highest percentage in AMH Complex Care 62% with 0% in AMH Community. (5 clinical areas above the sector average and 4 below).

- KF21 Percentage of staff reporting good communication between senior management and staff. (Score of 32% against national average of 30%). No comparison with 2011.

47% in Communities and Youth Services and 42% in Children and Families compared to 16% in AMH Access and 18% in CHS East.

- KF22 Percentage of staff able to contribute to improvements at work. (Score of 72% against national average of 71%). Increase from 61% in 2011.

The threshold for the top 20% of Trusts is 75%, ALD, AMH Community and Complex, all localities in CHS and FYPC Communities and Youth scored above this threshold. The lowest scores were in AMH Access and Hosted with 50% and 55% respectively.

- KF14 Percentage of staff reporting errors, near misses or incidents witnessed in the last month. (Score of 94% against a national average of 93%). No significant change from 97% reported in 2011.

ALD, AMH Access and CHS West reporting 100%. Lowest % 76% in Communities and Youth Services.

The five key findings where the trust compares least favourably with the sector average are:

- KF20 Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell. (Score of 29% against a national average of 22%). 23% in 2011 although not considered to be a statistically significant increase.

21% in CHS West compared to 42% in ALD.

- KF9 Support from immediate managers. (Score of 3.66 against a national average of 3.77). No significant change from 3.68 in 2011.

4.00 in AMH Complex Care and 3.90 in Enabling compared to 3.28 in AMH

Access and 3.33 in ALD.

- KF4 Effective team working. (Score of 3.74 against national average of 3.83). Increase from 3.68 in 2011 not statistically significant.

3.97 in Communities and Youth Services compared to 3.54 in ALD. 6 areas below the Trust and national average.

- KF11 Percentage of staff suffering work related stress in last 12 months. (Score of 49% against national average of 41%). 36% in 2011.

21% lowest score in Hosted services compared to 69% in AMH Community. All areas with exception of CHS West at 36% are worse than the national sector average. National average 41%.

- KF3 Work pressure felt by staff. (Score of 3.16 against national average of 3.02%). No comparison with 2011.

Highest scores 3.45 in CHS East and 3.36 in CHS City compared to 2.73 in hosted and 2.97 in enabling.

4.7 Additional Questions

The additional questions asked in relation to occupational health, health and safety, leadership and career development and patient experience highlight some specific issues in comparison to the responses given by other Trusts. The details below give LPT's response followed by the response of all trusts. These will need to be analysed further when we have a divisional and service breakdown from Quality Health. Questions have been included where there is a variance from the 'all Trusts' response of 5% or greater.

Positive

Question	LPT	All Trusts
Staff have a place from breaks from work	47%	41%

Negative

Question	LPT	All Trusts
Food and catering for staff is poor	46%	40%
Senior managers promote patient safety	65%	70%
The team discusses ways to improve patient safety	61%	66%
Patient feedback is taken into consideration when evaluating improvements to patient safety	54%	60%
Career development opportunities exist	42%	47%
Staff have the capability to become a leader in their work area	62%	67%
Patients have confidence and trust in the doctors	61%	67%
Patients have confidence and trust in the AHPs	68%	73%
Staff involve patients in decisions about their care and treatment	79%	84%
Patients receive enough emotional support from staff	68%	74%
Patients get understandable answers from doctors	52%	63%

Patients get understandable answers from AHPs	67%	73%
Patients receive consistent information about their treatment	56%	63%

4.8 Staff engagement

Trusts are given an overall indicator of staff engagement. The trust's score of 3.61 on a scale score of 1 to 5, with 1 being the least engaged and 5 being the most engaged, is below the national average of 3.70 but is an improvement from the 2011 score of 3.55 which was in the bottom 20% of similar trusts. The Trust's staff engagement framework and 'listening events' planned to commence by the end of quarter 1 are aimed at further improving staff engagement across the Trust. The score for this indicator is informed by following key findings:

- KF22 Staff ability to contribute towards improvements at work
Trust's position 72% against national average of 71%. Range from 50 in AMH Access to 86 in AMH Complex Care.
- KF24 Staff recommendation of the trust as a place to work or receive treatment
Trust's position 3.44 against national average of 3.54. Range from 2.82 in AMH Access to 3.65 in Children and Families.
- KF25 Staff motivation at work
Trust's position 3.73 against national average 3.84. Range from 3.50 in AMH Access to 4.06 in CHS East.

In response to the specific questions relating to recommendation of the Trust to work or receive treatment, the national survey and Pulse Survey show the following:

Question	National Survey 2012	National Survey 2011	Pulse Survey Jan 2013
I would recommend the organisation as a place to work	49%	42%	48%
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	54%	54%	57%

The Pulse Survey indicates variation in responses to the above questions with 60% of FYPC staff recommending the Trust as a place to work and 34% of AMH. 70% of FYPC staff and 66% of CHS staff would be happy with the standard of care provided with just 37% of staff in AMH.

4.8 Priority Themes for 2013/14

The results of the 2012 survey would suggest that the priority themes identified in 2011 will remain largely unchanged in response to the 2012 survey results. The priority themes for 2013/14 are categorised as follows:

- Staff health and wellbeing (specifically focusing on stress)
- Management Support
- Effective Team Working

- Communication and engagement

A trust-wide action plan will be developed by the Healthy Organisation Group, informed by divisions and services for approval by Workforce and OD Committee in May 2013. This will be underpinned by locality/service action plans to focus on specific local issues.

5. Conclusion

The Trust has made some progress in improving staff experience and has increased the proportion of key findings in the Staff Survey that are average and above average compared to national results. Overall staff engagement has improved. Focused actions to address the priority themes identified will assist the Trust to achieve further improvement during 2013/14. Staff Pulse Surveys to be undertaken in April and July will gauge whether actions taken are beginning to have a positive impact on staff experience.

Key:	Worse than national and worse than LPT
	Worse than national and better than LPT
	Better than national and worse than LPT
	Better than national and better than LPT

	National Median for MH Trusts	LPT 2012	Threshold for Top 20%	ALD	AMH Access	AMH Community	AMH Complex Care	CHS City	CHS East	CHS West	Enabling	FYPC Children and Families	FYPC Communities and Youth Services	Hosted	LPT 2011	Change
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.																
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	78	72	81	71	78	64	64	64	56	65	93	77	81	73	67	5
KF2. % agreeing that their role makes a difference to patients	90	87	91	87	78	87	93	88	88	100	83	86	92	84	89	-2
* KF3. Work pressure felt by staff	3.02	3.16	2.93	3.27	3.08	3.33	3.05	3.36	3.45	3.18	2.97	3.08	3.19	2.73	-	-
KF4. Effective team working	3.83	3.74	3.88	3.54	3.56	3.87	3.95	3.41	3.85	3.69	3.65	3.86	3.97	3.64	3.68	0.06
* KF5. % working extra hours	70	68	65	60	50	65	85	71	78	85	73	53	71	47	65	3
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.																
KF6. % receiving job-relevant training, learning or development in last 12 mths	82	85	85	76	89	83	93	81	89	85	85	86	89	76	-	-
KF7. % appraised in last 12 mths	87	84	91	81	53	77	86	74	93	85	95	88	99	63	76	8
KF8. % having well structured appraisals in last 12 mths	41	38	46	33	26	31	64	24	41	33	41	48	49	25	33	5
KF9. Support from immediate managers	3.77	3.66	3.84	3.33	3.28	3.70	4.00	3.47	3.79	3.81	3.90	3.68	3.75	3.38	3.68	-0.01
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety																
Occupational health and safety																
KF10. % receiving health and safety training in last 12 mths	73	58	82	67	63	56	79	65	54	58	64	63	47	53	75	-17
* KF11. % suffering work-related stress in last 12 months	41	49	39	64	50	69	50	49	50	36	51	48	51	21	36	12
Infection control and hygiene																
KF12. % saying hand washing materials are always available	55	49	60	48	37	31	57	50	55	65	41	52	45	66	59	-10
Errors and incidents																
* KF13. % witnessing potentially harmful errors, near misses or incidents in last mth	27	30	23	48	72	27	50	44	33	47	13	13	22	18	23	7
KF14. % reporting errors, near misses or incidents witnessed in the last mth	93	94	95	100	100	-	-	94	92	100	-	-	76	-	97	-3
KF15. Fairness and effectiveness of incident reporting procedures	3.52	3.49	3.59	3.45	3.10	3.54	3.64	3.45	3.63	3.76	3.45	3.59	3.52	3.23	3.45	0.04
Violence and harassment																
* KF16. % experiencing physical violence from patients, relatives or the public in last 12 mths	20	16	15	44	35	0	62	31	10	26	0	16	4	3	-	-
* KF17. % experiencing physical violence from staff in last 12 mths	4	4	3	4	15	0	15	5	0	0	0	7	1	8	-	-
* KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	30	30	27	24	60	35	54	44	43	35	7	27	22	8	-	-
* KF19. % experiencing harassment, bullying or abuse from staff in last 12 mths	21	25	18	36	26	23	31	30	21	18	15	25	25	24	-	-
Health and well-being																
* KF20. % feeling pressure in last 3 mths to attend work when feeling unwell	22	29	19	42	41	27	38	41	26	21	28	22	29	29	23	6
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.																
KF21. % reporting good communication between senior management and staff	30	32	34	20	16	27	36	19	18	38	33	42	47	26	-	-
KF22. % able to contribute towards improvements at work	71	72	75	72	50	85	86	64	75	76	78	66	84	55	61	11
ADDITIONAL THEME: Staff satisfaction																
KF23. Staff job satisfaction	3.66	3.63	3.72	3.44	3.30	3.69	3.75	3.43	3.64	3.76	3.70	3.75	3.76	3.40	3.53	0.1
KF24. Staff recommendation of the trust as a place to work or receive treatment	3.54	3.44	3.68	3.31	2.82	3.18	3.45	3.30	3.39	3.69	3.60	3.65	3.58	3.32	3.36	0.08
KF25. Staff motivation at work	3.84	3.73	3.9	3.75	3.50	3.64	3.62	3.74	3.70	4.06	3.60	3.89	3.92	3.40	3.75	-0.01
ADDITIONAL THEME: Equality and diversity																
KF26. % having equality and diversity training in last 12 mths	59	42	73	42	50	29	29	43	41	47	40	57	35	36	46	-5
KF27. % believing the trust provides equal opportunities for career progression or promotion	90	85	92	90	82	63	83	84	96	93	71	100	90	69	88	-3
* KF28. % experiencing discrimination at work in last 12 mths	13	13	10	20	32	19	15	14	5	9	15	13	10	8	15	-2
Overall staff engagement	3.71	3.61		3.50	3.24	3.54	3.64	3.50	3.63	3.85	3.64	3.75	3.78	3.30	3.55	0.06

Total Red	18	21	14	12	21	12	8	10	3	7	17
Total Amber	4	3	5	3	5	3	3	2	8	3	2
Total Green	6	4	8	12	1	13	17	15	16	18	8