

<b>Report to:</b>	Board of Directors				
<b>Date of Meeting:</b>	24 September 2014				
<b>Report Title:</b>					
<b>Status:</b>	<b>For information</b>	<b>Discussion</b>	<b>Assurance</b>	<b>Approval</b>	<b>Regulatory requirement</b>
Mark relevant box with X	X		X		
<b>Prepared by:</b>	Nick Parker. Head of HR and Workforce Development				
<b>Executive Sponsor (presenting):</b>					
<b>Appendices (list if applicable):</b>	Appendix 1 – 2013 Staff Survey Assurance Report				

<b>Purpose of the Report</b>
To provide assurance to the Board regarding progress and actions since the Staff Survey in 2013.

<b>Key points for discussion</b>
<p>The Board of Directors is asked to note the progress and action taken in relation to:</p> <p><b>Staff Appraisals</b></p> <p>The Trust introduced new appraisal arrangements during 2013. Data from HR and Pulse Surveys suggests that there has been a significant improvement in compliance levels, with 85% Performance and Development Review (PDR) forms returned by 15 September 2014; and the July Pulse Survey (a quarterly survey of a sample of staff from across the Trust) indicating that 91% of staff had had an appraisal compared to 79% the previous quarter. HR and Workforce Development will be undertaking a quality review of the new arrangements, so that further improvements can be made in time for the 2015 appraisal round.</p> <p><b>Work pressure.</b></p> <p>Actions taken to date include:</p> <ul style="list-style-type: none"> <li>• The commencement of a project to design the future workforce, with engagement of key staff from the across the Trust, training for staff in the use of the Calderdale Framework (a tool to support workforce redesign); and the further development of advanced practice roles.</li> <li>• The establishment of a workforce resilience group chaired by the Chief Executive, focusing on building resilience within the medical and nursing workforce.</li> <li>• Further investment in the workforce.</li> <li>• A recruitment project aimed at streamlining recruitment processes, through better planning and the use of technology; and the use of social media</li> <li>• The completion of a ‘wellness’ project in conjunction with Sheffield Hallam University to support staff with eating, exercise and mental wellbeing’. The pilot is currently being evaluated in order to inform a new ‘wellbeing’ approach that will be rolled out in January 2015.</li> <li>• The development of a resilience training module for all staff that will be available in October 2014.</li> </ul> <p><b>Senior management communication and engagement with staff.</b></p> <p>Since the 2013 survey, the Chief Executive has completed a round of presentations involving approximately 350 staff on the Right Care Vision, with a video being made available for those staff that</p>

unable to attend one of the sessions. These sessions generated ideas for improving patient care and experience and informed the development of a set of Right Care 'principles'. A group of 'Right Care' Champions (staff volunteers) has also been established to help shape communications and promote 'Right Care' communications in teams.

Executive Directors have continued their listening sessions with groups of staff, with a new programme planned for Autumn/Winter 2014.

The Board of Directors will also be considering Board engagement with staff at its strategy day in October 2014.

### **Front line staff experiencing abuse, aggression and violence.**

The Trust had already established a 'Violence and Aggression' group with representatives from Quality and Safety, Wards, HR and Security to monitor incidents and ensure adequate security and support is available to staff. HR have conducted a review of the incidences of abuse, violence and aggression and the support available to staff. The review found that the measures already in place were supportive, but that there is a need for further awareness raising in relation to Trust policies, completion of AEFs and training available; and that the overall approach may benefit from further targeted research and support within specific teams. These recommendations will be taken forward by HR with the 'Violence and Aggression' Group.

### **The experience of disabled staff.**

The survey indicated that the experiences of disabled staff were less favourable than the experiences of staff without a disability. The Head of HR has discussed this with the Staff Side Working Group and is progressing the issues identified with the Head of IT. In addition, the Head of Equality and Diversity and a member of the HR team will be running a focus group with disabled staff and staff interested in disability issues to identify actions that can be taken to improve experience.

### **Other actions**

In addition to the progress and actions described above:

- HR have provided a detailed analysis of survey results at departmental level to managers for them to consider issues within teams and develop local action plans. Managers have provided a note of the actions they are taking to the Head of HR;
- The Trust has undergone a re assessment against the Investors in People Standard to inform future actions in relation to people management; and
- The Staff Survey results have informed the development of the 'People Plan' as part of Right Care.

### **Next Steps**

The refreshed People Plan will be presented to the Board of Directors at the October meeting. The 2014 Staff Survey will take place between September and December 2014 with the results available February 2015.

### **Recommendation**

To receive and note the 2013 Staff Survey.

## Appendix 1

### 2013 STAFF SURVEY ASSURANCE REPORT

#### Issue

The Board of Directors is asked to note progress and actions taken since the last Staff Survey in 2013.

#### Background

The 2013 National NHS Staff Survey results were published on 25 February 2014. The Board of Directors considered the results at the Board meeting on 26 March 2014.

The Board of Directors will recall that overall there had been an improvement in the level of staff engagement for Airedale NHS Foundation Trust. In 2013 overall engagement was 3.77 (out of 5), compared to 3.73 in 2012 and 3.6 in 2011. The overall engagement score was above (better than) average when compared with trusts of a similar type.

There had also been an improvement in relation to the key finding 'staff recommendation of the Trust as a place to work or receive treatment', which was above (better than) average, with an overall score of 3.79 compared to 3.65 in 2012 and an average of 3.68 for acute trusts. There was a 9% increase in the number of staff saying that care of patients is the organisations top priority; a 9% increase in staff saying that the organisation acts on concerns raised by patients; an 8% increase in staff saying they would recommend the organisation as a place to work; and a 6% increase in staff saying that if a friend or relative needed treatment they would be happy with the standard of care provided.

When compared with other acute trusts Airedale NHS Foundation Trust compared favourably against a number of indicators, most notably:

- Staff believing the Trust provides equal opportunities for career progression and promotion – 93% compared to an average of 88%
- Staff suffering work related stress in the last 12 months – 32% compared with 37% average
- Staff having equality and diversity training in the last 12 months – 74% compared to 60% average
- Staff experiencing harassment, bullying or abuse from staff in the last 12 months – 20% compared to 24% average
- Availability of hand washing materials – 69% compared to 60% average.

However, there were also areas where the Trust compared less favourably with other acute trusts namely:

- Staff appraisals in last 12 months – 80% compared to average of 85%.
- Staff feeling pressure in the last 3 months to attend work when feeling unwell – 30% compared to average of 28%
- Staff believing their role makes a difference to patients – 89% compared to average of 91%.
- Staff reporting good communication between senior management and staff – 26% compared to 29% average.
- Staff feeling satisfied with the quality of work and patient care they are able to deliver – 76% compared to average of 79%.

The Trust also compared less favourably with other acute trusts in relation to work pressure felt by staff and the support from immediate line managers.

The Board discussed and agreed the following areas of focus:

- Staff appraisals;
- Work pressure;
- Senior management communication and engagement;
- Support to front line staff experiencing abuse, aggression and violence; and
- The experiences of disabled staff.

It was also agreed that:

- HR should discuss with staff side any further actions needed to address key areas of concern.
- A more detailed analysis at departmental level would be provided to managers so that they could consider issues within teams and develop local action plans.
- The results from the survey would be communicated to all staff to encourage involvement in action planning.
- The results and actions would inform the development of the 'People Plan' as part of Right Care.

## **Progress and actions**

### **Staff Appraisals**

The Trust introduced new appraisal arrangements during 2013 that link incremental progression to the delivery of performance objectives and focus accountability for undertaking appraisals on individuals and their line managers. The first Performance and Development Review (PDR) discussions under these new arrangements took place during April – July 2014 with completed PDR forms being returned to HR and Workforce Development. The HR and Workforce Development Team have monitored returns and progress chased as appropriate. The current PDR form return rate stands at 79% as of 3 September 2014, though feedback suggests that the PDR completion rate is higher. Managers have been given a deadline of 30 September to return any outstanding PDR forms and will be held to account via their line managers if they fail to do so. The July Pulse Survey (a quarterly survey of a sample of staff from across the Trust) indicated that 91% of staff had received an appraisal, which is a significant improvement on both the 2013 Staff Survey result and previous Pulse surveys (91% v 79% previous quarter). There was also an improvement on the percentage reporting that they had received a well structured appraisal (an increase of 5% on the previous quarter). HR and Workforce Development will be undertaking a quality review of completed forms and a short evaluation of the new arrangements so that further improvements can be made in time for the 2015 appraisal round.

### **Work pressure.**

Work pressure is a key area of concern for staff and unions both locally and nationally. Addressing work pressures and building workforce resilience is a key component of the Right Care Workforce Programme. Actions taken to date include:

- The commencement of a project to design the future workforce, with engagement of key staff from the across the Trust, training for staff in the use of the Calderdale Framework (a tool to support workforce redesign); and the further development of advanced practice roles.
- The Chief Executive establishing and chairing a workforce resilience group, focused on building resilience within the medical and nursing workforce
- Further investment in the workforce – an additional £600K investment in staffing for ward 9, community and 6 Advanced Nurse Practitioner roles.

- A recruitment project with the aim of streamlining recruitment processes, through better planning and the use of technology; and utilising social media to attract suitable applicants to work at the Trust. Early indications from this work have been promising.
- The completion of a 'wellness' project in conjunction with Sheffield Hallam University to support staff with eating, exercise and mental wellbeing'. Sixty staff participated in the pilot and initial feedback has been positive. The pilot is currently being evaluated in order to inform a new 'well being' approach that will be rolled out in January 2015.
- The development of a resilience training module for all staff that will be available in October 2014.

### **Senior management communication and engagement with staff.**

Since the 2013 survey, the Chief Executive has completed a round of presentations with staff on the Right Care Vision, with a video being made available for those staff that were unable to attend one of the sessions. Feedback from the sessions led to the development of a set of 'Right Care' Principles to support the vision and values. A group of 'Right Care' Champions (staff volunteers) has also been established to help shape communications and promote 'Right Care' communications in teams.

Executive Directors have continued their listening sessions with groups of staff, with a new programme planned for Autumn/Winter 2014.

The recent Investors in People assessment has indicated that there is still more to do with regard to managers being able to translate 'Right Care' messages within teams and involving team members in the change process. This will be an area of focus going forward.

The Board of Directors will be considering Board engagement with staff at its strategy day in October 2014.

### **Front line staff experiencing abuse, aggression and violence.**

Whilst the Trust compares favourably with other Trusts in this area, the Board of Directors were rightly concerned about the levels of reported incidences amongst front line staff; and the need for staff to feel supported.

The Trust had already established a 'Violence and Aggression' group with representatives from Quality and Safety, Wards, HR and Security to monitor incidents and ensure adequate security and support is available to staff. HR have conducted a review of the incidences of abuse, violence and aggression and the support available to staff and reported to EAG in September 2014. The review found that the measures already in place were supportive, but that there is a need for further awareness raising in relation to the application of Trust policies, completion of AEFs and training available; and that the overall approach may benefit from further targeted research and support within specific teams. These recommendations will be taken forward by HR with the 'Violence and Aggression' Group.

### **The experience of disabled staff.**

The survey indicated that the experiences of disabled staff were less favourable than the experiences of staff without a disability. The Head of HR has discussed this with the Staff Side Working Group who have indicated that there may be issues in relation to staff reporting that they have a disability (only 1.8% of the workforce when asked have indicated that they have a disability); and some delays in disabled staff getting reasonable adjustments because of a lack of expertise re the equipment available and funding. These issues are being taken forward by the Head of HR in conjunction with the Head of IT. In addition, the Head of Equality and Diversity and a member of the HR team will be running a focus group with disabled staff and staff interested in disability issues to identify actions that can be taken to improve experience.

### **Other actions**

in addition to the progress and actions described above:

- HR have provided a detailed analysis of survey results at departmental level to managers for them to consider issues within teams and develop local action plans. Managers have provided a note of the actions they are taking to the Head of HR;
- The Trust has undergone a re assessment against the Investors in People Standard to inform future actions; and
- The Staff Survey results have informed the development of the 'People Plan' as part of Right Care.

### **Next Steps**

The refreshed People Plan will be presented to the Board of Directors at the October meeting. The 2014 Staff Survey will take place between September – December 2014 with the results available February 2015.