

## Appendix 1

### South Downs Health NHS Trust

#### Staff Survey Results 2003

##### 1. Introduction

This report provides the initial analysis of the results of the fourth staff survey giving an overview of the picture across the Trust. As last year, more specific departmental feedback will be given to managers to assist them in the action planning process. Feedback is also being sent to every member of staff in the Trust.

(Thanks are due to staff in corporate services at the Local Authority for their work in analysing the results).

##### 2. The respondents

A total of 1010 completed questionnaires were returned by South Downs Health staff, giving a response rate of 43%, this compares to a response rate of 42% last year and 39% in 2001. This small increase in response rate continues a positive trend over the last couple of years.

Participants were asked a number of 'personal data' questions to facilitate analysis of the results by defined parameters. Of the respondents, 55.5% were full time, 37.2% were part time and 5.7% were bank only. This is a very similar split to the response rates from last two year's surveys. 1.5% did not respond to this question.

Information was also collected on equal opportunities related characteristics. The response rates showed that 77.3% of respondents were female, 21.6% male 1.1% did not answer; 1.9% stated that they had a disability with a surprisingly high 45.8% not answering the question, these figures are close to those reported in 2002 and 2001. On ethnic origin, the figures reported were as follows (2002 figures in brackets): Asian or Asian British 1.7% (2.3%), Black or Black British 0.9% (1.0%), Mixed background 0.8% (0.9%), White 93.1% (92.5%), other ethnic group 0.8% (1.1%), 2.8% (2.2%) of respondents failed to respond to this questions.

##### 3. The results - SDH employees

There were 52 questions in total in the main survey, these were divided into five broad themes: morale/motivation/management relations; organisational culture/staff involvement/communication; supervision/training/development; equal opportunities and health/safety/welfare.

Positive (agree and strongly agree) and negative (disagree and strongly disagree) responses were merged to give three sets of responses to each broad theme, the higher the 'positive' figure the higher the satisfaction rating for that particular theme.

The following information reports back on these five themes at Trust wide level.

##### 3.1 Morale/motivation/management relations

The questions in this theme asked about feeling valued by the trust, job enjoyment, feedback received, feeling able to admit to mistakes, expectations, job security, and recommending the Trust as an employer.

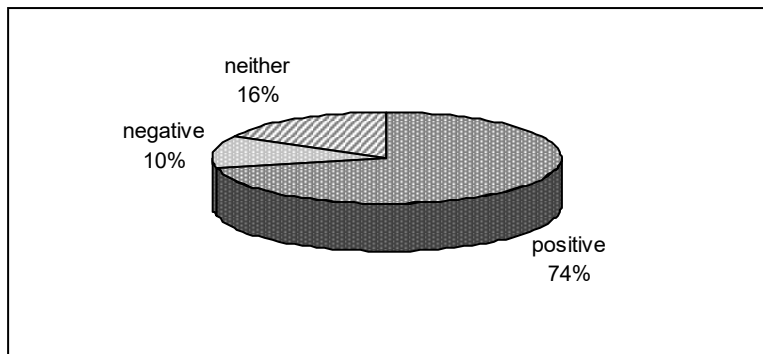


Fig 1

The range of responses within this theme was quite broad, with very positive responses 95%, 89% and 84% on knowledge of standards of behaviour expected, feeling able to admit to mistakes and levels of job enjoyment respectively; but only 61% of respondents feeling they get regular feedback about the work they do and 60% feel that morale in their team is good. It is encouraging to note that in respect of receiving feedback this positive figure has increased by 3% from last year.

Within those overall figures there were quite wide variations in responses from different areas of the Trust:

- Within psychology 94% of staff feel valued compared with only 36% of staff within hotel services.
- Within the community AIDS/HIV team, community rehab team, sexual health and learning disabilities (residential) 100% of staff enjoy their jobs, whilst only 62% of staff within learning disabilities (community) enjoy their job. (The Trust average for this question is 84%).
- Within South Coast Audit 92% of staff get regular feedback (an increase of 12% from last year), whilst only 29% of staff within hotel services report getting regular feedback.
- Within clinical effectiveness, personnel, Sussex Rehab (Shoreham), and community AIDS/HIV team all reported 100% of staff feeling able to admit to mistakes at work. However only 75% of staff within Estates and substance misuse felt able to admit to mistakes at work.
- 95% of staff in Trust HQ feel morale within their team is good whilst only 27% of staff within foot health feel team morale is good. This is a 10% increase on last year's lowest positive score of 18%.
- 92% of staff in clinical effectiveness feel they are encouraged to develop, whilst only 23% of staff in hotel services feel the same. Whilst this is still the lowest positive score it is a 2% increase from last year.
- Staff within 17 service areas are 100% clear about the Trust's expectations of behaviour, this figure has not changed from last year. However only 70% of staff within business support are clear. This is a decrease of 12% based on last year's lowest positive score.
- 88% of staff in intermediate care feel secure in their job, but only 18% of staff within IT feel secure. This is a 4% decrease based on last year's lowest positive score.

Overall improvements from 2002 have included rises in positive responses of over 5% in being encouraged to develop, work being valued and respondents thinking the organisation is a good employer.

### 3.2 Organisational culture/staff involvement/communication

The questions in this theme asked about how informed people feel about changes to trust services, how they feel about those changes, team meetings, involvement in decision making, team working, trust talk and access to trade union support.

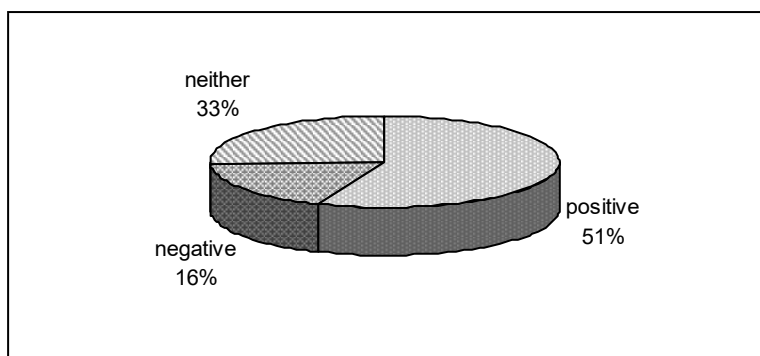


Fig. 2

The range of positive responses was even broader within this theme, with positive responses of 76% and 74% on co-operation within teams and access to trade union support respectively. The same answers received the highest response rates in 2003. Much lower positive responses of 35% were reported in relation to staff feeling positive about how change has affected their service and that staff views are listened to and considered by those in charge of decision making. These were also the lowest scoring questions in last year's survey.

Again there are quite wide variations between departments:

- Clinical effectiveness reported 92% of staff feel they have been kept informed about changes to Trust services. South Coast Audit reported 77% of their staff feel the same (which was the second highest positive score). However, only 23% of staff within Learning Disabilities (Residential) feel informed about changes. Whilst this is the lowest positive score it is a 6% increase on last year.
- 62% of staff in Trust HQ feel positive about these changes, but only 14% of staff in hotel services feel positive. The overall average outcome for the Trust was 35%.
- 90% of staff in Trust HQ feel free to question things in their department, but only 33% of staff in transport/portering feel able to do so.
- 90% of staff in school nursing feel they can play a part in decision making, whereas only 31% of staff in learning disabilities (community) feel the same.
- 100% of staff in palliative care feel people in their team work well together whilst only 17% of staff in substance misuse feel the same. This represents a disappointing 30% decrease on last year's positive score of 47%.
- 77% of staff within learning disabilities (community) Trust Talk is a reliable source of information, whereas only 14% of staff in South Coast Audit feel the same. The overall Trust average is 53%
- 69% of staff within South Coast Audit feel the views of staff are listened to and considered by those who make decisions, whilst 20% of school nursing staff felt the same.

Compared with last year's survey, responses to seven questions are more positive, two are more negative and two have remained unchanged. The increase in positive feelings related to staff feeling free to question, team work is well planned, teams share and discuss information and the views of staff are listened to. However, only 76% of staff feel there is good team co-operation compared to last year's score of 77%.

### 3.3 Supervision, Training and Development

The questions in this theme asked about clarity regarding roles and responsibilities at work, adequacy of training, supervision, personal development plans, resources available and use of initiative at work.

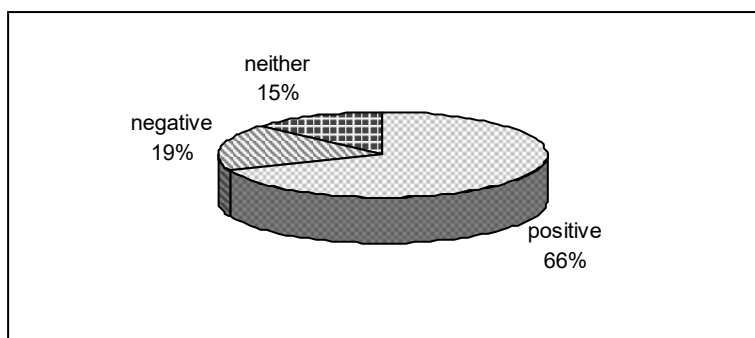


Fig. 3

Very positive responses of 88% and 84% were given regarding clarity in roles and responsibilities and feeling encouraged to use initiative when appropriate, but only 56% of respondents reported having the resources needed to do jobs effectively. The question that got the highest negative score was about having a personal development plan, 26% of staff report not having one. However, overall the Trust's average score identified that 62% of staff do have a personal development plan.

The variations between departments were as follows:

- 100% of staff working in psychology and are clear about their roles and responsibilities at work whilst only 67% of staff in the substance misuse team felt the same.
- 95% of staff in community dentistry feel they have received adequate training to enable them to do their jobs, but only 46% of staff in learning disabilities (residential) feel the same .
- 100% of staff in clinical effectiveness, community rehab team, psychology and school nursing report receive regular supervision sessions whilst only 27% of staff in hotel services report the same.
- 100% of staff in IT and South Coast Audit report having a personal development plan, with only 9% of staff in Foot Health and hotel services reporting the same.
- 100% of staff in clinical effectiveness and community AIDS/HIV team, report that their supervision is helpful whilst only 33% of staff in transport/portering services report the same.
- 89% of staff in palliative care report having sufficient resources to do the job but only 18% of staff within Foot Health reported the same.

Compared with the results of last year's survey, positive responses to 8 questions have increased, one has decreased – in respect of receiving adequate training to do the job. Encouragingly there has been 4% increase in staff receiving regular supervision sessions and a 7% increase in talking about work and development during these sessions. There is also a 6% increase in the number of staff who now have a personal development plan.

### 3.4 Equal Opportunities

The questions in this theme related to whether staff feel the Trust is committed to implementing equal opportunities, whether staff have experienced harassment at work and how effectively the Trust has dealt with harassment, violence and bullying.

On the question of harassment, 0.9% of respondents (9 people) reported experiencing racial harassment, (compared to 1.8% 20 people in 2002) 1.6% (16 people) experiencing sexual harassment (compared to 1.9% in 2002) and 10% (101 people) reporting harassment on other grounds (compared to 12.5% 141 people in 2002. In looking at the source of harassment, the most significant source was patients, followed by colleagues and then managers. On average 54% of respondents feel that the Trust has taken effective action to prevent harassment, a 1% increase from last year.

82% of respondents feel that the Trust is committed to implementing equal opportunities for all staff, an increase from last year's survey of 3%.

### 3.5 Health, Safety and Welfare

The questions in this theme relate to work related stress, work life balance, working environments, accidents and violence at work and occupational health services.

On the questions relating to work related stress, work life balance and work environments, positive/negative feelings expressed are as follows

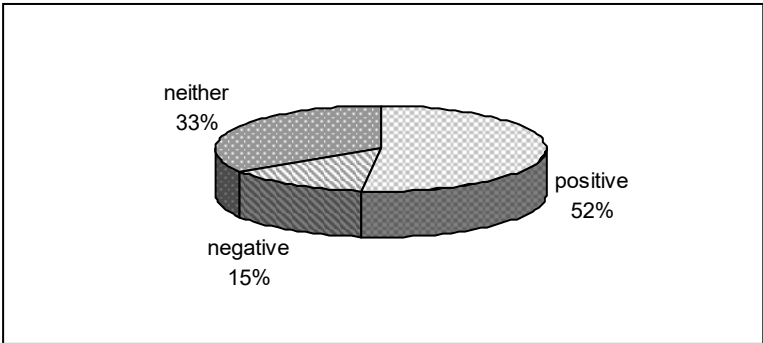


Fig. 4

56% of respondents feel they have a work environment that is safe and comfortable, which is a 1% decrease on last year's results. 11% of respondents report taking time off work because of work related stress, which also reflects a 1% decrease from last year.

86% of staff in the Community Rehab Team feel that support is available to deal with work related stress if needed, whereas only 31% of staff within Learning Disabilities (Community) feel the same. 82% of staff in Foot Health feel the Trust has appropriate policies to help them balance their work and outside commitments, but only 36% of staff in hotel services feel the same. 94% of staff in psychology feel they have a safe and comfortable working environment but only 14% of staff in the Community Rehab Team feel the same.

With regard to accidents and violence, 7% of respondents had an accident at work in the last year, a decrease of 1%. 20% of respondents had experienced a violent incident at work in the last year, which is an encouraging 2% decrease from last year.

With regard to occupational health services, 84% of respondents know how to access occupational health, an increase of 3%. 46% know how to access counselling services, which is a 5% increase from last year.

### 4. Comparisons between SDH staff and seconded staff

On the whole SDH staff report feeling more positive about most aspects of working for their employer than feelings reported by the seconded staff. The survey asked people for their views about the organisation that they are employed by - the Trust for SDH staff and the City Council for seconded staff. Staff in SDH reported feeling more positive about being valued, enjoying their job, the organisation being a good employer, job security, being informed about change and feeling able to question decisions. Seconded staff reported feeling more positive than SDH staff about getting regular feedback about work, being clear about their roles and responsibilities, knowing the expected standards of behaviour, having a personal development plan and talking about work and development at supervision. Both SDH and seconded staff were equally positive about how helpful supervision is.

## **5. Integrated Services**

A number of supplementary questions were asked of staff in integrated services about the management and impact of those changes. Across both SDH staff and seconded staff the numbers of staff reporting feeling positive about the management and impact of integration were far lower than the number feeling positive about more general aspects of the survey. Within those lower overall numbers of staff feeling positive, the majority of questions in this section received a more positive response from seconded staff than from SDH staff.

42% of SDH and 40% of seconded staff felt they were given sufficient opportunities to obtain and share information before the changes took place.

31% of seconded staff and 20% of SDH staff felt that concerns raised by staff about the changes were adequately addressed.

61% of seconded staff but only 21% of SDH staff experienced disruption to their normal pattern of work during the change.

33% of SDH staff and 30% of seconded staff feel that integration has had a positive effect on their service.

19% of SDH staff and 18% of seconded staff feel that integration has had a positive effect on their professional identity.

76% of seconded staff, but only 12% of SDH staff are clear about their roles and responsibilities within the service they work.

39% of seconded staff, but only 8% of SDH feel that management structures and reporting arrangements are clear within their services.

56% of seconded staff, but only 9% of SDH staff felt they received sufficient support from their line manager during the initial period of integration.

## **6. Next Stages**

Results will be provided on a question by question basis to managers via the operational management group. There will be a requirement for all departmental managers to discuss the results with their teams and draw up action plans to address issues of concern. These will be monitored through the Operational Management Group.

Results will be provided to all staff individually during January.

**Fiona Whiting**  
**Director of Personnel and Organisational Development**  
**November 2003**