

## **HUMAN RESOURCES DIRECTORATE**

### **NATIONAL STAFF SURVEY RESULTS 2012**

#### **1. INTRODUCTION**

This report has been written to provide feedback on the results for the South London and Maudsley NHS Foundation Trust. The Trust has participated each year in the national staff survey since 2000.

The 2012 survey comprised a sample of 850 employees of the workforce.

#### **2. SURVEY PURPOSE**

The aim of the national staff survey is to gather information that help Trusts provide better care for patients and improve working lives of those who provide this care.

The survey results will help the NHS to underpin Improving Working Lives and the Positively Diverse Programme, and will provide the basis to identify how Trust policies are working in practice.

The survey contains questions about the job, work with colleagues, leadership and supervision staff receive and staff views on their healthcare organisation. These are grouped under the 4 pledges from the NHS Constitution and two additional themes on staff satisfaction and equality and diversity. As with previous surveys there is a set of core mandatory questions, which will assist in developing national performance measures and ratings. Again this year, we asked an optional range of questions, the results of these are in the Key Findings section.

The results from the staff survey are being used by the Care Quality Commission (CQC) to assess the Trust's performance.

#### **3. TRUST RESULTS**

This year a sample of 850 employees of Trust's eligible workforce was asked to complete the survey. The response rate to the survey was 412 staff which gave an overall response rate of 49%, an improvement on the response rate of the previous year which was 47%.

A full copy of the Trust's results can be found on the SLAM Intranet and website.

Respondents

The response rate to the survey for the Trust, as measured by the CQC was 49% and was below average for mental health and learning disabilities Trusts in England. It is an improvement on the previous year response rate of 47% in 2011. For previous years the response rates have been – 43% in 2010, 44.2% in 2009; 49% in 2008; 51% in 2007, 47% in 2006; 48% in 2005; 47% in 2004; 36% in 2003; 24% in 2002; 27% in 2001; 26% in 2000;

In comparison to other London Mental Health Trusts, the response rate for the South London and Maudsley NHS Foundation Trust is just above the average.

Trust Name	Response Rate 2012	Response Rate 2011	DIFFERENCE
Barnet, Enfield & Haringey	60%	45%	+15%
Camden & Islington	55%	68%	-13%
South West London and St. George's	52%	42%	+10%
Oxleas	51%	56%	-5%
<b>South London and Maudsley</b>	<b>49%</b>	<b>47%</b>	<b>+2%</b>
Central & North West London	47%	53%	-6%
West London	47%	54%	-7%
Tavistock and Portman	45%	52%	-7%
North East London	38%	45%	-7%
East London	37%	40%	-3%

A full comparison of all the scores for London Mental Health Trusts is attached (Appendix A). In addition scores for the two other NHS trusts within Kings Health Partners - Guy's & St. Thomas's NHS Foundation Trust and Kings College Hospital Foundation Trust have also been included.

A breakdown of response rates for CAGs services highlights a number of services across the Trust had better response rates than others.

<b>Clinical Academic Group/Directorate</b>	<b>Response rate</b>	<b>% difference from last year</b>
Addictions	62.5%	+16.5%
Behavioural & Dev	42.8%	+0.8%
Corporate	63.6%	-4.4%
Older Adults	43%	+2%
Clinical Support	33.3%	-29.7%
CAMHS	65%	+18%
Mood, Anxiety and Personality	44.7%	-12.3%
Psychological Medicine	46%	+4%
Psychosis	41.7%	2.7%

Nursing (qualified and unqualified) comprised 40% of all respondents whereas Psychologists, Psychotherapists and Allied Health Professions accounted for 25% with Administrative and Clerical staff at 15%. Only 5% of all respondents were general management and 8.5% were medical staff.

In terms of gender profile, the proportion of respondents was greater for females at 71% (Trust profile 67%) than males at 29% (Trust profile 33%). The age profile of respondents is overly represented for the age groups 16-30, 31-40 and 41-50 compared to the Trust profile, and significantly under represented for the age groups 51 and over.

The ethnicity of respondents shows a greater proportion of white respondents than Black and Minority Ethnic (BME) staff in comparison to the Trust profile. The percentage of BME respondents has increased from last year and was 37% (35% in previous year) out of a 42% workforce profile. The Trust staffing profile is 55% white with 63% of respondents from this group.

The number of disabled respondents has remained the same from the previous year at 18%. However, the number of staff recorded as having a disability (from the 20011/12 Workforce Report) was 96 which equates to 2% of the workforce.

### A)Key Findings – overall Trust

#### **The following are the top five ranking scores for the Trust compared to Mental Health Trusts in England:**

- Percentage of staff able to contribute towards improvements at work.  
Trust Score: **79%**                      National Average: **71%**
- Effective team working.  
Trust Score: **3.93 (79%)**                      National Average: **3.83 (77%)**
- Percentage of staff agreeing that their role makes a difference to patients.  
Trust Score: **92%**                      National Average: **90%**
- Percentage of staff receiving job-relevant training, learning or development in the last 12 months.  
Trust Score: **86%**                      National Average: **82%**
- Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver.  
Trust Score: **81%**                      National Average: **78%**

#### **The following are the lowest five ranking scores for the Trust compared to Mental Trusts in England:**

- Percentage of staff experiencing discrimination at work in the last 12 months.  
Trust Score: **24%**                      National Average: **13%**
- Percentage of staff believing the trust provides equal opportunities for career progression or promotion.  
Trust Score: **78%**                      National Average: **90%**
- Percentage of staff having equality and diversity training in the last 12 months.  
Trust Score: **35%**                      National Average: **59%**
- Percentage of staff appraised in the last 12 months.  
Trust Score: **77%**                      National Average: **87%**
- Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month.  
Trust Score: **31%**                      National Average: **27%**

**The following is the area where the experience of staff has improved on the previous annual survey:**

- Percentage of staff able to contribute to improvements at work.  
Trust Score 2012: **79%**                  Trust Score 2011: **71%**

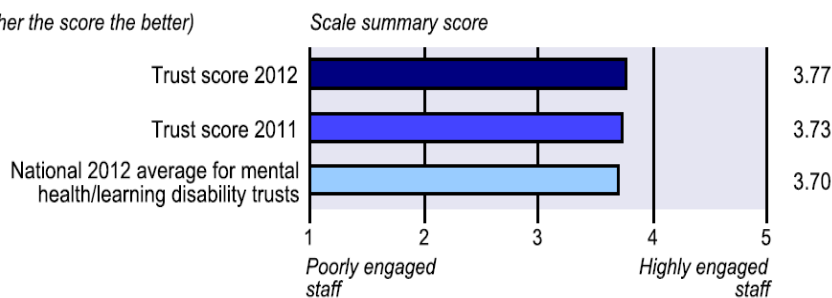
**The following is the area where the experience of staff has deteriorated on the previous annual survey:**

- Percentage of staff suffering work-related stress in the last 12 months.  
Trust Score 2012: **42%**                  Trust Score 2011: **33%**
  
- Percentage of staff receiving health and safety training in the last 12 months.  
Trust Score 2012: **68%**                  Trust Score 2011: **85%**

In addition, our Trust score for overall staff engagement was **3.77** (3.73 in 2011) compared to a score of 3.70 which was the national average for all mental health/learning disability Trusts.

**OVERALL STAFF ENGAGEMENT**

*(the higher the score the better)*



The table below shows how South London and Maudsley NHS Foundation Trust compares with other mental health/learning disability trusts on each of the sub-dimensions of staff engagement, and whether there has been a change since the 2011 survey.

	Change since 2011 survey	Ranking, compared with all mental health trusts
<b>OVERALL STAFF ENGAGEMENT</b>	• No change	✓ Above (better than) average
<b>KF22. Staff ability to contribute towards improvements at work</b> <i>(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)</i>	✓ Increase (better than 11)	✓ Highest (best) 20%
<b>KF24. Staff recommendation of the trust as a place to work or receive treatment</b> <i>(the extent to which staff think care of patients/service users is the Trust's top priority, would recommend their Trust to others as a place to work, and would be happy with the standard of care provided by the Trust if a friend or relative needed treatment.)</i>	• No change	✓ Above (better than) average
<b>KF25. Staff motivation at work</b> <i>(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)</i>	• No change	! Below (worse than) average

#### 4. OVERALL; SUMMARY

From the 28 categories within the survey covering the four pledges, staff satisfaction and equality and diversity, the following were reported:

- 19 categories remain unchanged from the previous year
- 6 categories were less positive than previous year
- 3 categories were more positive than previous year

#### 5. AREAS FOR ACTION

In previous years, we have developed an Action Plan for the Trust based on a broad range of indicators arising from the Survey. This has also been the same approach adopted by the CAGs. This year, we have decided to focus all attention on two critical themes which have been consistently raised in previous years.

The first concerns violence and aggression against our staff, for which we have arranged a working group in partnership with the staff-side to look at this further. The second theme concerns perceptions of discrimination amongst our staff. We are looking to undertake an audit to establish the reasons for the reduced uptake of equality and diversity training, and we intend to work with focus groups, the BME networks to further understand the reasons for these perceptions and how this can be addressed.

## 6. LOCAL QUESTIONS

Base		3842 100%
	No reply	14 0%
Q1a. I understand how my work contributes to the success of the Trust.	Strongly Disagree	58 2%
	Disagree	169 4%
	Neither agree nor disagree	486 13%
	Agree	2238 58%
	Strongly agree	877 23%

Base		3842 100%
	No reply	22 1%
Q1b. My team understands how it contributes to meeting the needs of its service users	Strongly Disagree	33 1%
	Disagree	119 3%
	Neither agree nor disagree	382 10%
	Agree	2263 59%
	Strongly agree	1023 27%

Base		3842 100%
	No reply	19 0%
Q1c. People are	Strongly Disagree	147

held accountable for the quality of their work		4%
	Disagree	478 12%
	Neither agree nor disagree	706 18%
	Agree	2012 52%
	Strongly agree	480 12%

Base		3842 100%
	No reply	45 1%
Q1d. My team is held accountable for meeting the needs of its service users.	Strongly Disagree	44 1%
	Disagree	157 4%
	Neither agree nor disagree	521 14%
	Agree	2182 57%
	Strongly agree	893 23%

Base		3842 100%
	No reply	16 0%
Q1e. I have a good understanding about the mission and goals of the Trust	Strongly Disagree	66 2%
	Disagree	298 8%
	Neither agree nor disagree	832 22%
	Agree	2079 54%
	Strongly agree	551



		14%
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Base		3842 100%
	No reply	20 1%
Q1f. I have a good understanding of the Trust's values	Strongly Disagree	85 2%
	Disagree	354 9%
	Neither agree nor disagree	926 24%
	Agree	1937 50%
	Strongly agree	520 14%

Base		2700 100%
	No reply	21 1%
Q1g. I have a good understanding about the mission and goals of King's Health Partners.	Strongly Disagree	207 8%
	Disagree	642 24%
	Neither agree nor disagree	887 33%
	Agree	783 29%
	Strongly agree	160 6%

Base		2700 100%
	No reply	18 1%
Q1h. I have a	Strongly Disagree	217

good understanding of why Clinical Academic Groups (CAG's) have been established.		8%
	Disagree	518 19%
	Neither agree nor disagree	733 27%
	Agree	987 37%
	Strongly agree	227 8%

Base		3842 100%
	No reply	13 0%
Q1i. The Trust newsletter ('SLaM News') is a useful way of finding out about what's happening at SLaM.	Strongly Disagree	93 2%
	Disagree	212 6%
	Neither agree nor disagree	711 19%
	Agree	2204 57%
	Strongly agree	609 16%

Base		3842 100%
	No reply	18 0%
Q1j. The Trust's weekly e-bulletin is a useful way of finding out about what's happening at SLaM.	Strongly Disagree	93 2%
	Disagree	214 6%
	Neither agree nor disagree	811 21%
	Agree	2141 56%
	Strongly agree	565

		15%
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Base		3842 100%
	No reply	13 0%
Q1k. The Trust intranet is a useful way of finding out about what's happening at SLaM.	Strongly Disagree	104 3%
	Disagree	288 7%
	Neither agree nor disagree	676 18%
	Agree	2142 56%
	Strongly agree	619 16%

Base		713 100%
	No reply	4 1%
Q1l. I understand what is meant by the term Care Pathway.	Strongly Disagree	11 2%
	Disagree	51 7%
	Neither agree nor disagree	96 13%
	Agree	385 54%
	Strongly agree	166 23%

Base		713 100%
	No reply	15 2%
Q1m. I am actively involved	Strongly Disagree	122 17%

in research within my CAG.	Disagree	212 30%
	Neither agree nor disagree	181 25%
	Agree	130 18%
	Strongly agree	53 7%

Base		3470 100%
	No reply	372 11%
Q3a. The Trust is an environmentally friendly organisation	Strongly Disagree	207 6%
	Disagree	585 17%
	Neither agree nor disagree	1012 29%
	Agree	1139 33%
	Strongly agree	155 4%

Base		3470 100%
	No reply	364 10%
Q3b. The Trust cares about the health of its staff as an employer	Strongly Disagree	164 5%
	Disagree	421 12%
	Neither agree nor disagree	914 26%
	Agree	1429 41%
	Strongly agree	178 5%

Base		3470
		100%
	No reply	354 10%
Q3c. My line manager provides me with regular information about the goals of the Trust	Strongly Disagree	196 6%
	Disagree	531 15%
	Neither agree nor disagree	759 22%
	Agree	1259 36%
	Strongly agree	371 11%

## CQC Staff Survey - 2012

### Comparator with London trusts and national average

H = High is positive

L = Low is positive

<b>Staff Pledge 1: To provide all staff with clear roles, responsibilities and rewarding jobs</b>		BEH	C&I	CNWL	East Lon	NEL	Oxleas	SLaM (2012)	SWL StG	& Portman	West London	National average	Guys & St Thomas's	Kings College Hospital
H	1 % of staff feeling satisfied with the quality of work and patient care they are able to deliver	80%	71%	81%	82%	79%	86%	81%	77%	79%	79%	78%	83%	85%
H	2 % of staff agreeing that their role makes a difference to patients	90%	87%	92%	91%	90%	93%	92%	89%	86%	87%	90%	89%	94%
H	3 Work pressure felt by staff*	61%	64%	60%	59%	59%	57%	60%	61%	60%	60%	56%	57%	58%
H	4 Effective team working*	78%	75%	78%	77%	78%	80%	79%	76%	77%	75%	77%	77%	75%
L	5 % of staff working extra hours	67%	73%	70%	75%	70%	72%	71%	74%	80%	72%	70%	76%	71%
<b>Staff pledge 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed</b>		BEH	C&I	CNWL	East Lon	NEL	Oxleas	SLaM	SWL StG	Tavistock & Portman	West London	National average	Guys & St Thomas's	Kings College Hospital
H	6 % of staff receiving job-relevant training, learning or development in last 12 months	81%	84%	78%	81%	83%	85%	86%	79%	73%	81%	87%	85%	84%
H	7 % of staff appraised in last 12 months`	93%	88%	84%	89%	78%	90%	77%	95%	86%	86%	87%	82%	82%
H	8 % of staff having well structured appraisals in last 12 months	51%	49%	51%	54%	35%	54%	43%	45%	45%	43%	41%	47%	42%
H	9 Support from immediate managers*	77%	76%	75%	78%	75%	79%	76%	74%	76%	74%	75%	74%	76%
<b>Staff pledge 3: To provide support and opportunities for staff to maintain their health, well-being and safety</b>		BEH	C&I	CNWL	East Lon	NEL	Oxleas	SLaM	SWL StG	Tavistock & Portman	West London	National average	Guys & St Thomas's	Kings College Hospital
H	10 % of staff receiving health and safety training in last 12 months	45%	52%	63%	74%	75%	81%	68%	51%	66%	76%	73%	67%	66%
L	11 % of staff suffering work-related stress in last 12 months	33%	51%	43%	37%	42%	36%	43%	40%	43%	42%	41%	37%	35%
H	12 % of staff saying had washing materials are always available	55%	33%	51%	37%	49%	63%	42%	36%	50%	41%	55%	57%	48%
L	13 % of staff witnessing potentially harmful errors, near misses or incidents in last 12 months	31%	30%	27%	32%	21%	23%	31%	29%	18%	33%	27%	33%	36%
H	14 % of staff reporting errors, near misses or incidents witnessed in last 12 months	88%	95%	97%	89%	94%	97%	94%	93%	76%	89%	93%	94%	89%
H	15 Fairness and effectiveness of incident reporting procedures*	71%	69%	64%	70%	72%	75%	70%	67%	73%	68%	70%	72%	73%
L	16 % of staff experiencing physical violence from patients, relatives or the public in last 12 months	24%	22%	18%	20%	11%	15%	26%	20%	7%	27%	20%	8%	17%
L	17 % of staff experiencing physical violence from staff in last 12 months	9%	7%	6%	5%	3%	4%	6%	4%	1%	11%	4%	2%	2%
L	18 % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	38%	44%	30%	35%	28%	28%	38%	32%	18%	40%	30%	25%	35%
L	19 % of staff experiencing harassment, bullying or abuse from staff in last 12 months	22%	20%	20%	22%	17%	19%	23%	21%	18%	30%	21%	22%	29%
L	20 % of staff feeling pressure in last 3 months to attend work when feeling unwell	22%	25%	27%	21%	21%	19%	21%	23%	9%	27%	22%	26%	25%
<b>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</b>		BEH	29	CNWL	East Lon	NEL	Oxleas	SLaM	SWL StG	Tavistock & Portman	West London	National average	Guys & St Thomas's	Kings College Hospital
H	21 % of staff reporting good communications between senior management and staff	30%	29%	37%	37%	28%	44%	31%	23%	51%	26%	30%	37%	40%
H	22 % of staff able to contribute towards improvements at work	71%	70%	72%	76%	67%	79%	79%	70%	76%	67%	71%	74%	75%
H	23 Staff job satisfaction*	72%	71%	73%	75%	72%	77%	73%	72%	74%	70%	73%	74%	73%
H	24 Staff recommendation of the Trust as a place to work or receive treatment*	70%	65%	75%	73%	71%	81%	73%	68%	80%	69%	71%	82%	81%
H	25 Staff motivation at work*	79%	74%	78%	78%	79%	80%	76%	77%	77%	78%	77%	79%	79%

H	26	% of staff having equality and diversity training in last 12 months	39%	35%	49%	50%	65%	81%	<b>35%</b>	35%	61%	58%	59%	38%	44%
H	27	% of staff believing the trust provides equal opportunities for career progression or promotion	80%	80%	81%	78%	90%	95%	<b>78%</b>	74%	85%	74%	90%	81%	81%
L	28	% of staff experiencing discrimination at work in last 12 months	20%	19%	18%	23%	12%	17%	<b>24%</b>	18%	10%	24%	13%	17%	19%

\* Note that those indicators marked with an asterisk are total scores for multiple survey questions. The CQC provide a score out of 5.0 and they have been multiplied by 20 to provide a percentage score