ENCLOSURE 10

Birmingham Women's NHS
NHS Foundation Trust

SUBJECT :	NHS Staff Survey Report 2012
REPORT BY :	Gerry Dryden, Associate Director of Workforce, Education & Development
AUTHOR :	Gerry Dryden, Associate Director of Workforce, Education & Development

RECOMMENDATIONS

The Board is asked to:

- Consider this report and its appendices.
- Note the work that has been undertaken in response to the issues identified from the analysis of the results from the 2011 survey.
- Note the proposed top line actions (in response to the issues identified from the analysis of the 2012 survey results) as set out in Appendix 4.

Links to Strategic objectives	Patients – to deliver an excellent experience that exceeds our patients' expectations.
	People/staff/resources – to develop an exceptional organisation where people achieve their potential.

Links to BAF risks	Recruitment, retention and development
	Development & Retention of staff to provide capacity and capability to deliver the service
	Staff absence patterns

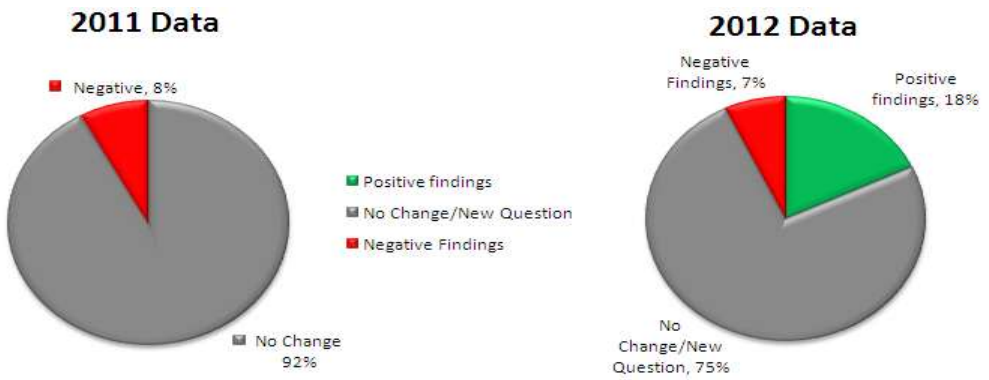
Links to compliance requirements	Care Quality Commission
	2013/14 NHS Standard Contract
	MONITOR

EXECUTIVE SUMMARY

The results from the 2012 NHS Staff Survey have now been published.

The 2012 response rate was 3% higher than in the previous year (2011 51%, 2012 54%). Although the response rate has improved it was still only within the average range for acute specialist trusts (our national bench-mark group).

As the chart below illustrates the results from the 2012 survey show a significant improvement on those achieved the previous year.



One of the key [composite] questions within the survey results concerns whether participants would recommend their Trust as a place to work or receive treatment.

In 2011 the score for this question was 3.56 (the closer to a score of 5 the better), this increased to 3.87 in 2012. It should be noted that whilst this increase is welcomed, this score like several others, falls a little behind the national average [score] for *acute specialist trusts*. However, the Board might wish to note that, in 2012, the Liverpool Women's NHS Foundation Trust score for this question was 3.41, Birmingham Children's score was 3.74, Royal Orthopaedic Hospital was 3.81 and University Hospitals Birmingham score was 3.83.

From an analysis of the 2012 results seven priorities have been initially identified for staff, management, Board and trades union consultation, these being the aim to:

- Ensure that everyone understands their role/responsibility and how these underpin the delivery of high quality/patient focus care.
- Ensure that everyone has a well structured/quality appraisal.
- Ensure that everyone receives relevant health & safety training every 12 months.
- Reduce incidences of harassment and bullying.
- Ensure that everyone feels engaged and able to improve the way they work.
- The need to ensure that everyone feels able to recommend the Trust as a place to work/receive treatment.
- Increase the percentage of staff who feel the Trust provides equal opportunities for career progression or promotion.

Appendix 4 contains the provisional action plan, which will be finalised following the on-going consultation process with the Trust's workforce and managers over the next month.

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NHS Staff Survey Report 2012

Introduction

This report provides a résumé of the results from the 2012 NHS Staff Survey, contrasting these with the outcomes from the previous year (2011).

The data used in this report is drawn from two sources; firstly the report prepared by Quality Health (QH), the surveying company used by this Trust and secondly from the report prepared for the National NHS Staff Survey Co-ordination Centre (NNHSCC) by the Picker Institute (the full and summary report can be accessed via either the NNHSCC or the Picker Institute web-site). Links to the summary and full report are:

http://nhsstaffsurveys.com/cms/uploads/Individual%20Trust%20reports%202012/NHS_staff_survey_2012_RLU_sum.pdf

http://nhsstaffsurveys.com/cms/uploads/Individual%20Trust%20reports%202012/NHS_staff_survey_2012_RLU_full.pdf

The NNHSCC report highlights the outcome of the survey against 28 key findings, and bench marks the results against those for similar trusts in one of seven bench-mark groups (see Appendix 1 for list of bench-mark groups).

For the purpose of the NNHSCC report the survey results for this Trust has been bench-marked with other acute specialist trusts (see Appendix 2 for list of trusts in this bench-mark group).

Background

The NHS Staff Survey was introduced in 2003 by the Commission for Health Improvement; its initial purpose was to gauge the mood of the NHS workforce and to establish the effectiveness of nationally agreed Human Resources policies within the context of each trust. Its purpose is now defined as being to:

1. Help NHS organisations to review and improve the staff experience so that they can provide better health care.
2. Provide CQC with data with which they monitor NHS organisation's compliance with essential standards of quality and safety.
3. Assist the NHS Commissioning Board to make better commissioning decisions.

The NNHSCC report is categorised against the four staff pledges contained within the NHS Constitution, plus two additional themes covering staff satisfaction and equality and diversity

The four staff pledges commit NHS organisations to:

- Providing all staff with clear roles, responsibilities and rewarding jobs.

- Providing all staff with personal development, access to appropriate training for their job, and line management support to succeed.
- Providing support and opportunities for staff to maintain their health, well-being and safety.
- Engage staff in decisions that affect them, the service they provide and empower them to put forward ways to deliver better and safer services.

The number of key questions has reduced from 38 in 2011 to 28 in 2012. As with previous years the 2012 survey contained a number of new questions, therefore a direct comparison with those used in 2011 is not always possible.

Résumé of the results from 2011Survey

The table below provides a resume of the results from the 2011 NHS Staff survey:

Category	No. of questions in category	Change since 2010 – positive findings	Change since 2010/new questions	Change since 2010 – negative findings
Staff pledge 1	9	0	9	0
Staff pledge 2	6	0	6	0
Staff pledge 3	14	0	14	0
Staff pledge 4	2	0	1	1
Staff satisfaction	4	0	3	1
Equality & Diversity	4	0	4	1
Total	**38**	**0**	**35**	**3**

Following an analysis of the results from this survey, the following were identified as actions:

- Increase the number of staff who are satisfied with the extent to which the Trust values their work.
- Increase the number of those who agree that communication between and staff is effective.
- Increase the number of staff receiving equality and diversity training.
- Reduce the number of cases of staff reporting bullying & harassment incidents.

Results from the 2012 Survey

In 2012, 403 members of staff participated in this survey (the survey sample was 743); this gave a response rate of 54%, which is average for acute specialist trusts. The average response rate for acute trusts in 2012 was 48%. The 2012 response rate for this Trust was 3% higher than in 2011.

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A full summary of the results from the 2012 survey including comparisons with the 2011 results and those achieved within bench-marked group is attached as Appendix 3.

The table below provides a résumé of the results from the 2012 survey.

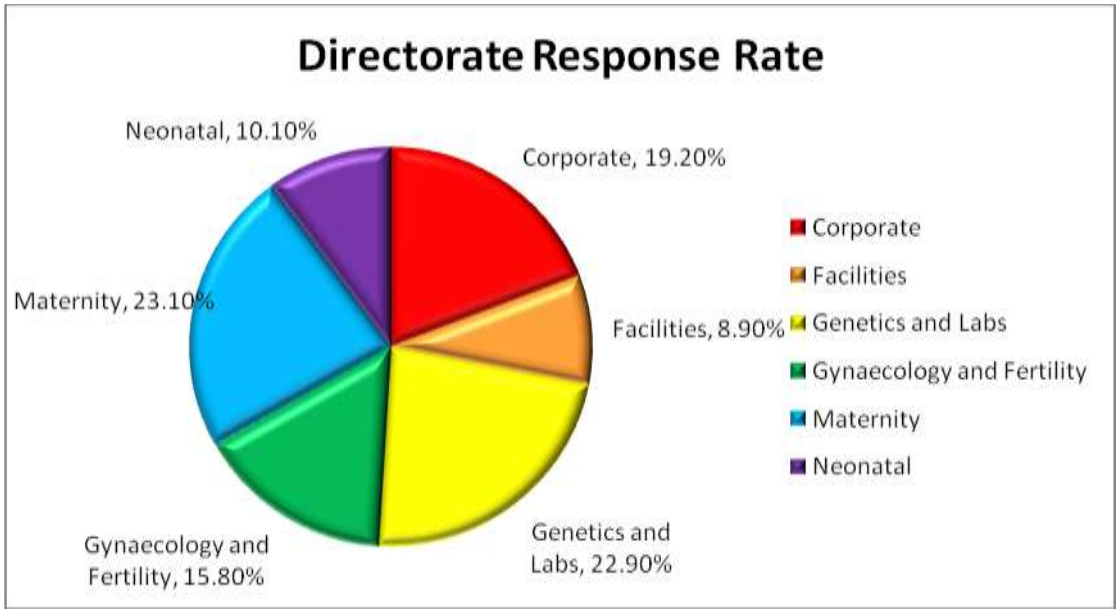
Category	No. of questions in category	Change since 2011 – positive findings	Change since 2011/new questions	Change since 2011 – negative findings
Staff pledge 1	5	1	3	1
Staff pledge 2	4	0	4	0
Staff pledge 3	11	1	9	1
Staff pledge 4	2	1	1	0
Staff satisfaction	3	1	2	0
Equality & Diversity	3	1	2	0
Total	**28**	**5**	**21**	**2**

The next table shows the Trust's performance against the actions identified included in the 2012 Action Plan:

Action	2011 score	2012 score	Direction of travel (RAG rated)
Increase the number of staff who are satisfied with the extent to which the Trust values their work. (1)	68%	77%	+ 9%
Increase the number of those who agree that communication between and staff is effective. (2)	N/A	32%	The national average for acute specialist trusts in 2012 was 33%
Increase the number of staff receiving equality and diversity training. (3)	34%	47%	+ 13%
Reduce the number of cases of staff reporting bullying & harassment incidents. (4)	N/A	20	The national average for acute specialist trusts in 2012 was 21%
Reduce the number of cases of staff reporting bullying & harassment incidents. (5)	N/A	25%	The national average for acute specialist trusts in 2012 was 23%

(1) Key finding 1: the % of staff feeling satisfied with the quality of work & patient care they are able to deliver.
(2) Key finding 21: the % of staff reporting good communication between senior management and staff.
(3) Key finding 26: the % of staff having equality & diversity training in last 12 months (**NB**. The Trust's Mandatory & Statutory Training Policy requires Trust staff to undertake this training on induction and every three years thereafter)
(4) The % of staff experiencing harassment, bullying or abuse from patients, relatives or public in the last 12 month.
(5) The % of staff experiencing harassment, bullying or abuse from staff in last 12 months.

The next chart illustrates the 2012 response rate for each Directorate.



It is possible to drill down on the survey result to produce bespoke reports for each directorate, which show their individual scores for each question. The data in the table below shows the spread of results for directorate in response to question 12 (a) "Care of patients/service users is my organisation's top priority".

	Corp.	Fac.	Gen. & Labs	Gynae.	Mat.	Neo.	National (1)
Strongly agree	33%	26%	19%	13%	19%	27%	19%
Agree	42%	57%	56%	68%	53%	51%	44%
Neither agree nor Disagree	25%	14%	17%	11%	14%	15%	21%
Disagree	0	3%	7%	6%	13%	7%	12%
Strongly Disagree	0	0	2%	2%	0	0	4%

(1) National % based on those trusts using Quality Health to provide the survey

Using this reporting facility each directorate has been provided with a bespoke report to work through and agree local actions.

Staff Survey Results and the Francis Report

Although there are no specific recommendations within the Francis Report ("Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry") relating to how trusts should use the information from this survey, it is implied in a number of the Report's sections that NHS organisations should use it as one of their measures of its cultural well-being and its staffs commitment to patient care.

Since the publication of this Report particular focus has been directed to the question relating to whether staff would recommend their trust as a place to work or receive treatment (Key finding 24).

Within the survey questionnaire itself there are four key questions which contribute to the Trust score for this key finding. The four questions are:

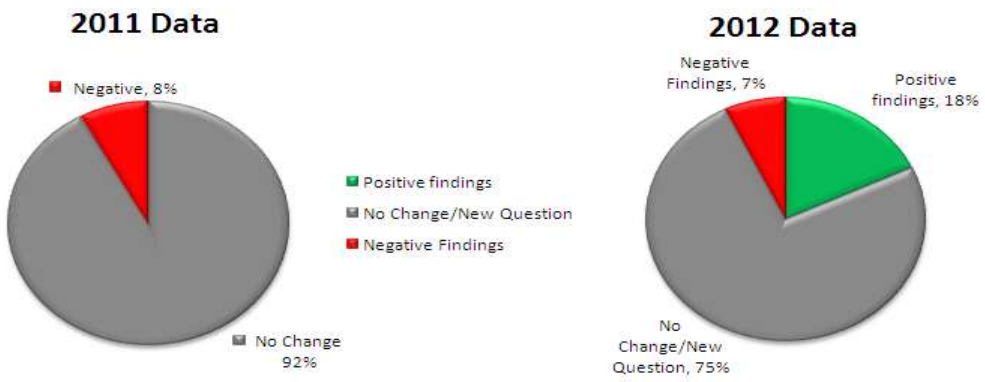
- Care of patients is the organisation's top priority (76%)
- Organisation act on patient concerns (78%)
- If a relative needed treatment, they would be happy with the standard of care (77%)
- Staff would recommend the organisation as a place to work (66%)

The figures in brackets show the percentage of participants from 2012 survey who either agreed/strongly agreed with these statements.0

Whilst these results are very positive and the score for this key finding has increased by 0.31 since 2011, the Trust's score is 0.19 lower than the (2012) average for acute specialist trusts. It should be noted that the Trust score for this key finding was 0.46 higher than that achieved by the Liverpool Women's NHS Foundation Trust and 0.30 higher than the 2012 average for acute Trusts.

Concluding Comments/Next Steps

As the next chart illustrates the results from the 2012 survey show a significant improvement on those achieved in 2011.



Whist the majority of the Trust's scores are showing a statistical improvement on those achieved in 2011, they still fall a little behind in many cases the national average for acute specialist trust (our bench-mark group). They are more favourable when compared with the acute trust category.

From an analysis of the 2012 results seven priorities have been initially identified for wider consultation, these being the aim to:

- Assist individuals to understand how their role/responsibility underpins the delivery of high quality/patient focus care.
- Increase the percentage of staff who have a well structured/quality appraisal.
- Increase the percentage of staff receiving relevant health & safety training every 12 months.
- Reduce incidences of harassment and bullying.
- Continue to develop a culture in which there is a high level of staff engagement and staff feel able to improve the way they work.
- Aspire to ensure that all staff feel able to recommend the Trust as a place to work/receive treatment.
- Increase the percentage of staff who feel the Trust provides equal opportunities for career progression or promotion.

The outcome from the 2012 survey has already been shared with Directorate Management Teams, the Management Board, the Medical Staffing Committee and the Joint Negotiating Committee (JNC). In early April a series of staff drop in sessions will be held and Manager's Network Forum will be consulted over the results. The purpose of these sessions is to ensure that there is effective staff engagement and to:

(1) Provide attendees with feedback on the results from the 2012 survey.
(2) To test out and agree the response priorities (see Appendix 4).
(3) To agree how we communicate progress on agreed priorities.

These sessions will be supplemented with inserts in the monthly Core Brief and on EVE.

Progress on achieving agreed priorities will be monitored via Directorate Focus groups and through the use of regular "survey monkeys".

Ahead of the 2013 survey (which is expected late September/early October) every member of staff will receive a flyer with their payslip detailing progress to date on each of the agreed priorities.

Appendix 4 contains the provisional action plan, which will be finalised and shared with the Board following the on-going consultation process with the Trust's workforce/representative groups.

Recommendations

The Board is asked to:

- Consider this report and its appendices.
- Note the work that has been undertaken in response to the issues identified from the analysis of the results from the 2011 survey.
- Note the proposed top line actions (in response to the issues identified from the analysis of the 2012 survey results) as set out in Appendix 4.

Gerry Dryden
Associate Director of Workforce, Education & Development

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APPENDIX 1 – Bench-mark Groupings

Acute Specialist Trusts

Acute Trusts

Ambulance Trusts

Mental Health/Learning Disability Trusts

Commissioning Only PCTs

Community Trusts

Social Enterprises

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APPENDIX 2 – Trusts within the Acute Specialist Trusts Bench-marking Group

1. Alder Hey Children's NHS Foundation Trust
2. Birmingham Children's NHS Foundation Trust
3. Birmingham Women's NHS Foundation Trust
4. Great Ormond Street Hospital for Children NHS Foundation Trust
5. Liverpool Heart & Chest NHS Foundation Trust
6. Liverpool Women's NHS Foundation Trust
7. Moorfields Eye Hospital NHS Foundation Trust
8. Papworth Hospital NHS Foundation Trust
9. Queen Victoria Hospital NHS Foundation Trust
10. Royal Brompton & Harefield NHS Foundation Trust
11. Royal National Hospital for Rheumatic Diseases NHS Foundation Trust
12. Royal National Orthopaedic Hospital NHS Trust
13. Sheffield Children's NHS Foundation Trust
14. The Christie NHS Foundation Trust
15. The Clatterbridge Cancer Centre NHS Foundation Trust
16. The Robert Jones & Agnes Hunt Orthopaedic Hospital NHS Foundation Trust
17. The Royal Marsden NHS Foundation Trust
18. The Royal Orthopaedic NHS Foundation Trust
19. The Walton Centre NHS Foundation Trust

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APPENDIX 3 – 2012 Key Findings

Staff pledge 1: "To provide all staff with clear roles, responsibilities and rewarding jobs

Key finding 1: % of staff feeling satisfied with quality of work and patient care they are able to deliver	
Trust score 2011	68%
Trust score 2012	77% ↑
National average for acute specialist Trusts	82% ↓
Best score for acute specialist Trusts	89%
National average for acute Trusts	78%
Best score for acute Trusts	89%
NB. The higher the score the better	

Key finding 2: % of staff agreeing that their role makes a difference to patient care	
Trust score 2011	87%
Trust score 2012	91% **=**
National average for acute specialist Trusts	91% **=**
Best score for acute specialist Trusts	95%
National average for acute Trusts	89%
Best score for acute Trusts	95%
NB. The higher the score the better	

Key finding 3: Work pressure felt by staff	
Trust score 2012	3.03
National average for acute specialist Trusts	2.88 ↓
Best score for acute specialist Trusts	2.63
National average for acute Trusts	3.08
Best score for acute Trusts	2.74
NB. The lower the score the better	

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Key finding 4: Effective team working	
Trust score 2011	3.68
Trust score 2012	3.72 =
National average for acute specialist Trusts	3.77 ↓
Best score for acute specialist Trusts	3.88
National average for acute Trusts	3.72
Best score for acute Trusts	3.92
NB. The higher the score the better	

Key finding 5: % of staff working extra hours	
Trust score 2011	59%
Trust score 2012	67%↓
National average for acute specialist Trusts	72% ↑
Best score for acute specialist Trusts	63%
National average for acute Trusts	70%
Best score for acute Trusts	57%
NB. The lower the score the better	

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

Key finding 6: % of staff receiving job-relevant training, learning or development in the last 12 months	
Trust score 2012	83%
National average for acute specialist Trusts	81% **=**
Best score for acute specialist Trusts	85%
National average for acute Trusts	81%
Best score for acute Trusts	89%
NB. The higher the score the better	

Key finding 7: % of staff appraised in last 12 months	
Trust score 2011	78%
Trust score 2012	80% **=**
National average for acute specialist Trusts	83% **=**
Best score for acute specialist Trusts	89%
National average for acute Trusts	84%
Best score for acute Trusts	94%
NB. The higher the score the better	

Key finding 8: % of staff having a well structured appraisal in the last 12 months	
Trust score 2011	30%
Trust score 2012	36% **=**
National average for acute specialist Trusts	36% **=**
Best score for acute specialist Trusts	49%
National average for acute Trusts	36%
Best score for acute Trusts	48%
NB. The higher the score the better	

Key finding 9: Support from immediate managers	
Trust score 2011	3.62
Trust score 2012	3.67 =
National average for acute specialist Trusts	3.69 =
Best score for acute specialist Trusts	3.85
National average for acute Trusts	3.61
Best score for acute Trusts	3.81
NB. The higher the score the better	

Staff pledge 3: "To provide support and opportunities for staff to maintain their health, well-being and safety"

Occupational Health

Key finding 10: % of staff receiving health & safety training in the last 12 months	
Trust score 2011	88%
Trust score 2012	66% ↓
National average for acute specialist Trusts	76% ↓
Best score for acute specialist Trusts	93%
National average for acute Trusts	74%
Best score for acute Trusts	93%
NB. The higher the score the better	

Key finding 11: % of staff suffering work-related stress in last 12 months	
Trust score 2011	31%
Trust score 2012	36% **=**
National average for acute specialist Trusts	32% ↓
Best score for acute specialist Trusts	25%
National average for acute Trusts	37%
Best score for acute Trusts	28%
NB. The lower the score the better	

Infection control & hygiene

Key finding 12: % of staff saying hand washing material are always available	
Trust score 2011	66%
Trust score 2012	62% **=**
National average for acute specialist Trusts	61% **=**
Best score for acute specialist Trusts	81%
National average for acute Trusts	60%
Best score for acute Trusts	77%
NB. The higher the score the better	

Errors & incidents

Key finding 13: % of staff saying hand washing material are always available	
Trust score 2011	23%
Trust score 2012	29% **=**
National average for acute specialist Trusts	30% **=**
Best score for acute specialist Trusts	21%
National average for acute Trusts	34%
Best score for acute Trusts	20%
NB. The lower the score the better	

Key finding 14: % of staff reporting errors, near misses or incidents witnessed in last 12 months	
Trust score 2011	97%
Trust score 2012	95% **=**
National average for acute specialist Trusts	92% ↑
Best score for acute specialist Trusts	100%
National average for acute Trusts	90%
Best score for acute Trusts	96%
NB. The higher the score the better	

Key finding 15: Fairness and effectiveness of incident reporting procedure	
Trust score 2011	3.41
Trust score 2012	3.59 ↑
National average for acute specialist Trusts	3.60 **=**
Best score for acute specialist Trusts	3.69
National average for acute Trusts	3.50
Best score for acute Trusts	3.69
NB. The higher the score the better	

Violence & harassment

Key finding 16: % of staff of staff experiencing physical violence from patients, relatives or the public in the last 12 months	
Trust score 2012	2% ↑
National average for acute specialist Trusts	6%
Best score for acute specialist Trusts	2%
National average for acute Trusts	15%
Best score for acute Trusts	7%
NB. The lower the score the better	

Key finding 17: % of staff of staff experiencing physical violence from staff in the last 12 months	
Trust score 2012	1% **=**
National average for acute specialist Trusts	2%
Best score for acute specialist Trusts	1%
National average for acute Trusts	3%
Best score for acute Trusts	0%
NB. The lower the score the better	

Key finding 18: % of staff of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	
Trust score 2012	20% **=**
National average for acute specialist Trusts	21%
Best score for acute specialist Trusts	14%
National average for acute Trusts	30%
Best score for acute Trusts	19%
NB. The lower the score the better	

Key finding 19: % of staff of staff experiencing harassment, bullying or abuse from staff in the last 12 months	
Trust score 2012	25% ↓
National average for acute specialist Trusts	23%
Best score for acute specialist Trusts	15%
National average for acute Trusts	24%
Best score for acute Trusts	16%
NB. The lower the score the better	

Health & well-being

Key finding 20: % of staff feeling pressure in the last 3 months to attend work when feeling unwell	
Trust score 2011	27% **=**
Trust score 2012	25%
National average for acute specialist Trusts	23% ↓
Best score for acute specialist Trusts	20%
National average for acute Trusts	29%
Best score for acute Trusts	21%
NB. The lower the score the better	

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Staff pledge 4: "To engage staff in decisions that affect them, the services they provide and employer them to put forward ways to deliver better and safer services".

Key finding 21: % of staff of staff reporting good communication between senior managers and staff	
Trust score 2012	32%
National average for acute specialist Trusts	33% **=**
Best score for acute specialist Trusts	41%
National average for acute Trusts	27%
Best score for acute Trusts	44%
NB. The higher the score the better	

Key finding 22: % of staff able to contribute towards improvement at work	
Trust score 2011	61%
Trust score 2012	69% ↑
National average for acute specialist Trusts	71% ↓
Best score for acute specialist Trusts	77%
National average for acute Trusts	68%
Best score for acute Trusts	77%
NB. The higher the score the better	

Additional Theme: Staff satisfaction

Key finding 23: Staff satisfaction	
Trust score 2011	3.48
Trust score 2012	3.58 **=**
National average for acute specialist Trusts	3.66 **=**
Best score for acute specialist Trusts	3.79
National average for acute Trusts	3.58
Best score for acute Trusts	3.77
NB. The higher the score the better	

Key finding 24: Staff recommendation of the trust as a place to work or receive treatment	
Trust score 2011	3.56
Trust score 2012	3.87 ↑
National average for acute specialist Trusts	4.06 ↓
Best score for acute specialist Trusts	4.24
National average for acute Trusts	3.57
Best score for acute Trusts	4.08
NB. The higher the score the better	

Key finding 25: Staff motivation at work	
Trust score 2011	3.76 **=**
Trust score 2012	3.74
National average for acute specialist Trusts	3.88 ↓
Best score for acute specialist Trusts	4.02
National average for acute Trusts	3.84
Best score for acute Trusts	4.05
NB. The higher the score the better	

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Additional Theme: "Equality & diversity".

Key finding 26: % of staff having equality and diversity training in the last 12 months	
Trust score 2011	34%
Trust score 2012	47% ↑
National average for acute specialist Trusts	61% ↓
Best score for acute specialist Trusts	61%
National average for acute Trusts	55%
Best score for acute Trusts	89%
NB. The higher the score the better	

Key finding 27: % of staff believing the trust provides equal opportunities for career progression or promotion	
Trust score 2011	87%
Trust score 2012	87% **=**
National average for acute specialist Trusts	88% ↓
Best score for acute specialist Trusts	98%
National average for acute Trusts	88%
Best score for acute Trusts	97%
NB. The higher the score the better	

Key finding 28: % of staff experiencing discrimination at work in last 12 months	
Trust score 2011	11%
Trust score 2012	8% **=**
National average for acute specialist Trusts	8% **=**
Best score for acute specialist Trusts	4%
National average for acute Trusts	11%
Best score for acute Trusts	6%
NB. The lower the score the better	

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LEFEND	
↑	A green arrow indicates a positive finding e.g. where the trust is better than average, or where the score has improved since 2011
↓	A red arrow indicates a negative findings e.g. where the trust's score is worse than average, or where the score is not as good as 2011.
=	An equal sign indicates no [significant statistical] change

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Appendix 4 – Provisional Action Plan - Responding to 2012 Staff Survey ("The Super Seven")

Aim	Addressing Key Finding(s)	Proposed Actions	Lead	Timeline for completion of action				Expected outcome (Improvement to be measured against the 2012 national average score for acute specialist trusts)
				Q1	Q2	Q3	Q4	
Increase the percentage of staff who understand their role/responsibility and how these underpin the delivery of high quality/patient focus care.	KF 1, KF2 & KF4							
		Include statement in all new job descriptions outlining how the role contributes directly or indirectly to the delivery of high quality/patient focus care.	Senior HR Business Partner (Operations) and Line managers					Improved score for KF 1 & KF 2 as measured by the 2013 staff survey.
		Amend performance review	Senior HR Business Partner (Training &					Improved score for KF1, KF2 & KF4 as

		(appraisal) document to include a requirement for the appraised to describe how they believe their role contributes to the delivery of high quality/patient focus care.	Development)					measured by the 2013 staff survey.
Increase the percentage of staff having a well structured/quality appraisal.	KF7 & KF8							
		Organise workshops for managers on how to conduct an “effective appraisal”	Associate Director of Workforce, Educations & Development/Senior HR Business Partner (Training & Development)					Improved score for KF 7 & KF8 as measured by the 2013 staff survey.
		Organise drop in sessions for non-medical & dental staff on “how to get the most out of your appraisal”.	Senior HR Business Partner (Training & Development)					Improved score for KF 8 as measured by the 2013 staff survey.

		Revise performance review (appraisal) document to include an assessment process to be completed by the appraised to complete at the end of the process.	Associate Director of Workforce, Educations & Development/Senior HR Business Partner (Training & Development)					Improved score for KF 8 as measured by the 2013 staff survey.
		Collect and publish performance rating data.	Senior HR Business Partner (Training & Development)					Improved score for KF 7 & KF8 as measured by the 2013 staff survey.
Ensure that everyone receives relevant health & safety training every 12 months.	KF10							
		All staff to receive additional Level 1 training annually.	Patient Safety & Risk Manager					Improved score for KF 10 as measured by the 2013 staff survey.
Reduce incidences of harassment and bullying	KF18 & KF19							
		Collate data and	Associate Director					Improved score for

		publish regular updates on the number of reported incidents of harassment, bullying & abuse towards Trust staff from patients, relatives, the public and other staff.	of Workforce, Educations & Development Senior HR Business Partner (Operations)/Line managers					KF 18 & KF19 as measured by the 2013 staff survey.
		Provide more regular Conflict Resolution refresher training; publish data on the number of staff compliant.	Senior HR Business Partner (Training & Development)					Improved score for KF 18 & KF19 as measured by the 2013 staff survey.
Increase the percentage of staff who feel engaged and able to improve the way they work.	KF22							
		Arrange feedback sessions on 2012 staff survey results and proposed actions	Associate Director of Workforce, Educations & Development					Improved score for KF 22 as measured by the 2013 staff survey.
		Through the	Staff Engagement					Improved score for

		Together We Can (TWC) Ambassador Group review, refresh and re-launch the "What if" scheme	Facilitator/TWC Ambassador Group/ Communications Manager					KF 22 as measured by the 2013 staff survey.
Increase the percentage of staff who feel able to recommend the Trust as a place to work/receive treatment.	KF24							
		Ensure that staff have access to and are briefed on the Trust's performance as measured by both the Staff and Patient Satisfaction surveys.	Director of Nursing & Midwifery/Associate Director of Workforce, Education & Development/ Communications Manager					Improved score for KF 24 as measured by the 2013 staff survey.
		Ensure that staff/Trust achievements are acknowledged and reported (via Core Brief/EVE etc.)	All managers/ Communications Manager					Improved score for KF 24 as measured by the 2013 staff survey.

		Develop a new "recruitment pack" for applicants.	Senior HR Business Partner (Training & Development)/ Associate Director of Workforce, Education & Development/ Communications Manager					Improved score for KF 24 as measured by the 2013 staff survey.
		Ensure that data on the number of applicants etc. to made available on a regular basis.	Senior HR Business Partner (Training & Development)/ Recruitment Supervisor/ Communications Manager.					Improved score for KF 24 as measured by the 2013 staff survey.
Increase the percentage of staff who feel the Trust provides equal opportunities for career progression or promotion.	KF27							
		Ensure that data on promotion/career progression is	Senior HR Business Partner (Training & Development)/					Improved score for KF 27 as measured by the 2013 staff

		made available on a regular basis.	Recruitment Supervisor Communications Manager					survey.
		Ensure that every candidate is offered the opportunity to receive feedback on their interview performance.	Appointing Managers					Improved score for KF 27 as measured by the 2013 staff survey.
		Organise career coaching/drop in sessions (advice on completing application forms, interview techniques etc.	Senior HR Business Partner (Training & Development)/ Recruitment Supervisor/ Associate Director of Workforce, Education & Development					Improved score for KF 27 as measured by the 2013 staff survey.