

Q2 2015 Staff Perceptions

Exit Interviews Quarter 2 2015/16

Background

This report covers exit interviews from 1st July 2015 to 30th September 2015. Of the 287 leavers during this period 49 staff responded to the offer to provide feedback either by completing an exit questionnaire or having a face to face interview. This compares to 30 staff responding in Q1 March 2015. It should be noted that Q2 has been a busy period with continued high demand for services and the CQC inspection visit.

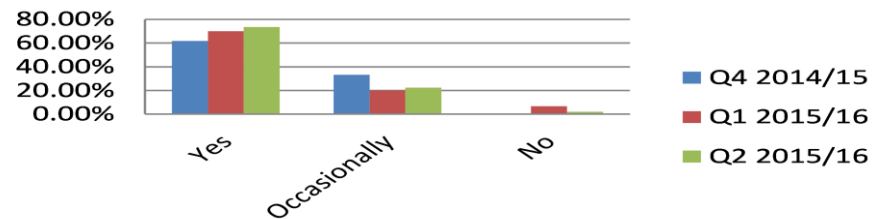
As reported last quarter following a notable drop in the number of exit interviews being undertaken a decision was made to contact staff who have not requested an exit interview to ask if they have been offered one/would like one. In addition where the line manager or higher line manager is shown as the person undertaking the exit interview, a reminder is sent and receipt of the exit interview questionnaire is monitored and chased where necessary. Following this change the number of staff agreeing to give feedback as they leave has increase, although the percentage of leavers choosing to do this remains low.

HR Business Partners (HRBPs), Assistant HRBPs, the Health & Safety Manager etc. continue to be informed where an exit interview raises a concern or identifies an issue. This enables discrete work to be undertaken to explore and address any areas of concern. Any significant concerns initiate an investigated. HRBPs and AHRBPs also share examples of good practice to support managers and facilitate good practice. In addition HR triangulate the information from exit interviews with KPIs, staff survey and the quarterly staff FFT to better understand the staff experience.

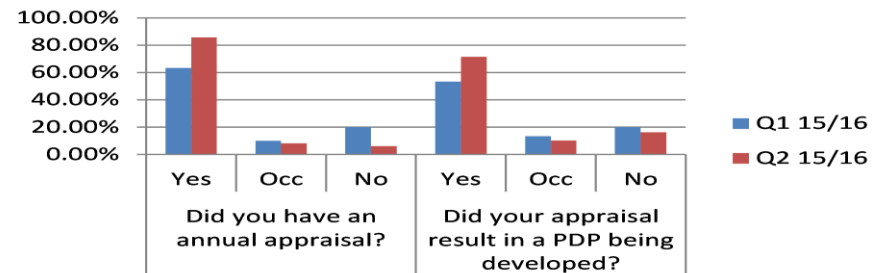
Improvements

- A 5% increase in the number of staff saying that they had the opportunity to discuss problems with their line manager. This builds on the 11% in Q4 and 8% increase in the last quarter.
- An increase in staff engagement with 36.67% saying that engagement in their work area is generally good or very good compared to 46.94% last quarter.
- A 22% increase in staff reporting that they had an annual appraisal and 12% increase in the appraisal resulting in a PDP.

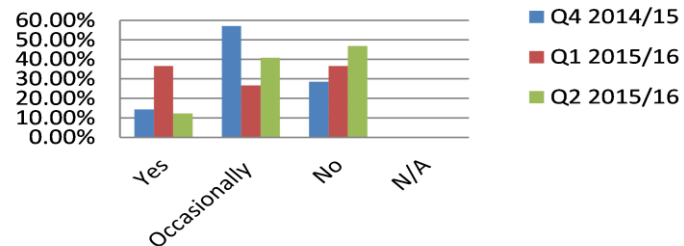
Opportunity to discuss problems with manager



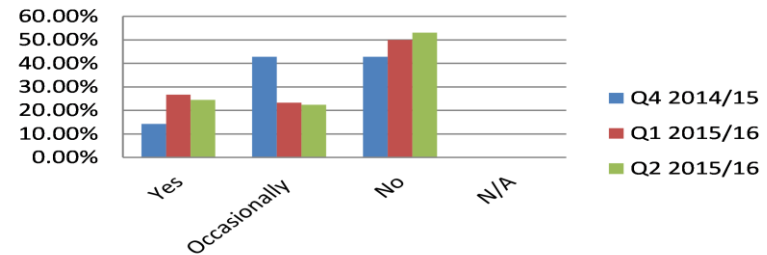
Appraisal and PDP graph.



% Experience problems balancing your work and personal life



% feeling under pressure to work extra hours

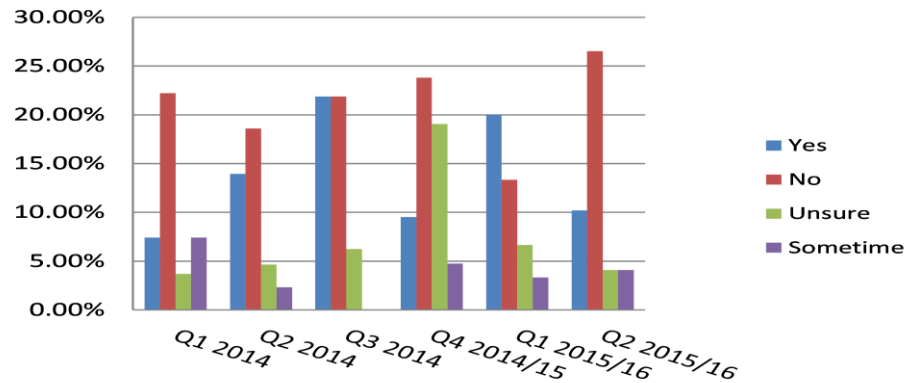


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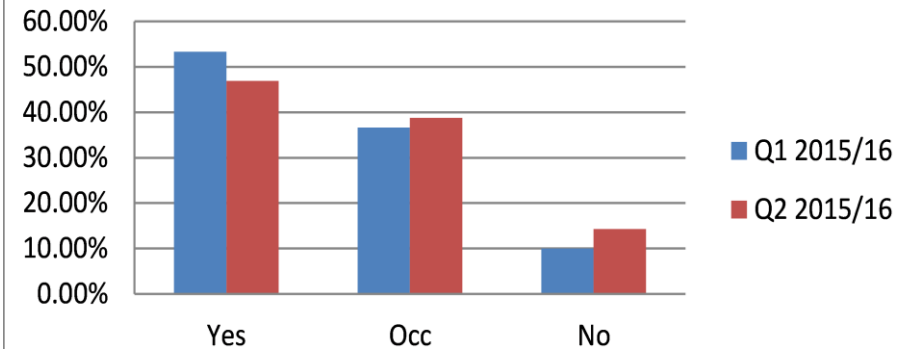
Deterioration

- There has been a decrease in the number of staff saying they were given feedback or thanks for a job well done or similar.
- There is a decrease in the number of staff saying that they feel well informed on Trust wide issues (10%) and departmental issues (4%).
- A 13% increase in staff saying that a concern they raised was not listened to or suitably addressed.
- A small number of staff saying that they were subjected to physical violence from staff? (See Actions section)

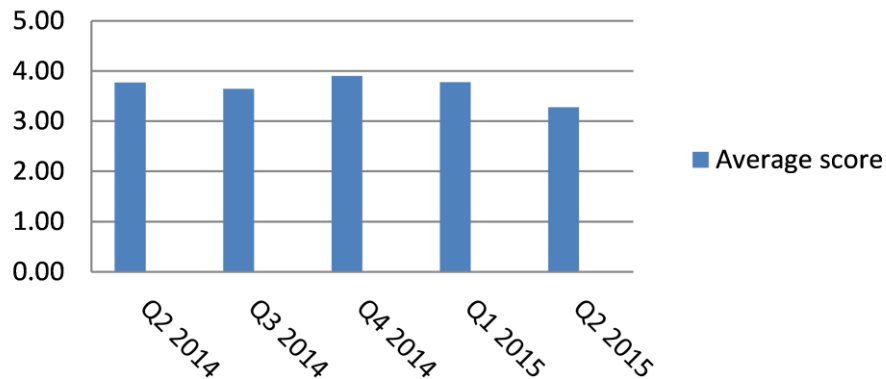
% staff saying at exit interview whether or not they felt that the concern they had raised was listened to and addressed



Were you ever given feedback or thanks regarding a 'job well done' or similar?



Average staff satisfaction score

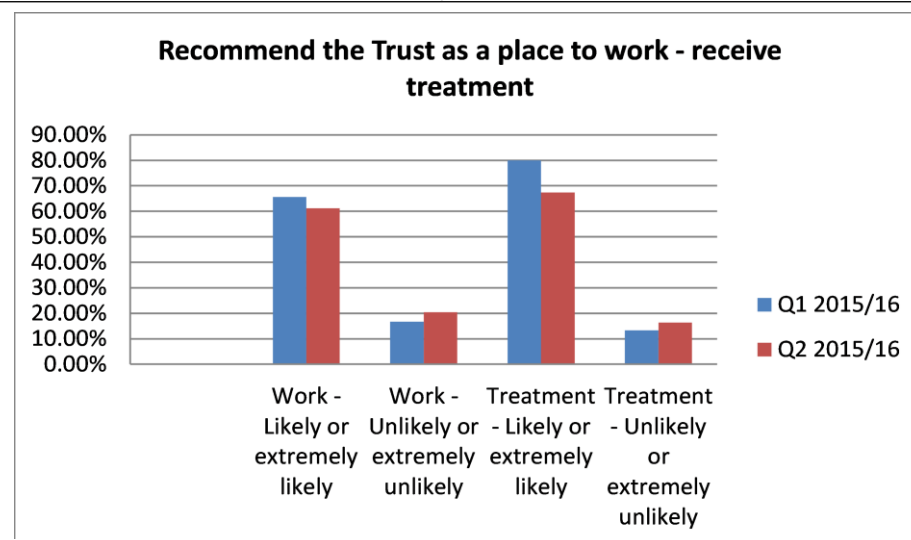


Action:

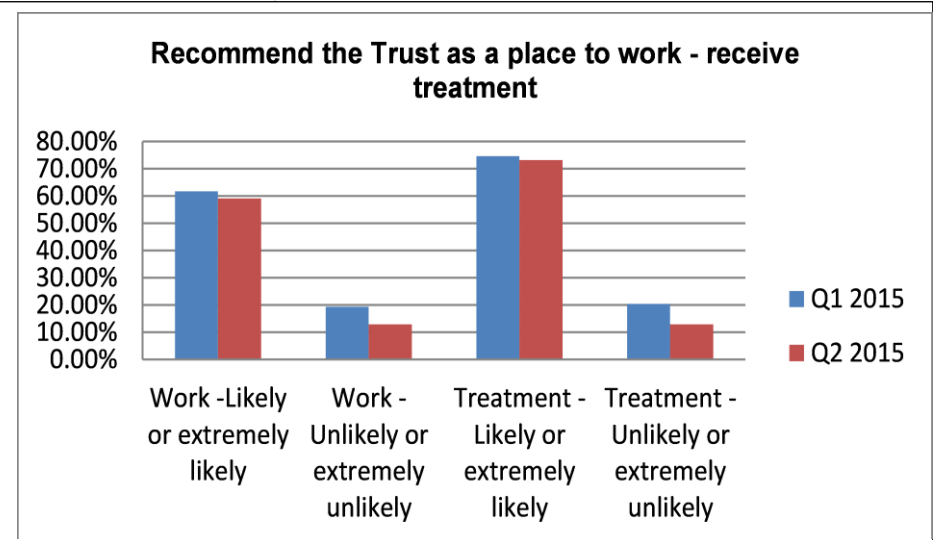
- Work life balance - The Trust's; recruitment drive, increased establishment and the expansion of the Trust's bank should help to reduce the need for staff to work additional hours enabling them to better balance their work and personal life.
- Improved management practice - Managers have access to a wide range of in-house training opportunities to enable them to better understand the importance of good employment practice, including listening to and valuing staff and recognising their ideas and endeavours.
- Improving behaviours - The Quality for All values and behaviours set out clear expectations for managers and staff. Managing staff to these values and further embedding of the Quality for All standards will create a respectful and supportive working environment.
- Raising Concerns – The Trust's Raising Concerns – Whistleblowing Policy is currently being reviewed. The introduction of Freedom to Speak Up Guardians will provide staff, requiring it, with help and support to raise their concern and ensure that it is listened and responded to.
- Investigations – A number of issues identified through exit interviews are under investigation.

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Q2 2015 Exit Interview Friends & Family Test



Q2 2015 Staff FFT Survey results



Q2 Staff FFT and Pulse Survey Results

In September all staff we given the opportunity to complete to the Staff FFT. The Trust elected to use this to undertake a pulse survey on Raising Concerns. Hard copy questionnaires were sent to clinical areas at all 3 hospital sites and all staff were able to complete the survey online via Survey Monkey. Twenty-two staff completed the survey online and 318 returned a hard copy. The Staff FFT results are shown above and include a comparison to the Q1 results. It is interesting to compare the FFT results with the response to the FFT questions in the exit interviews for the same periods.

The raising concerns pulse survey identified that:

- 78.61% of staff were aware of the Trust's Raising Concern's – Whistleblowing Policy
- 58.18% of staff felt that the Trust had the right process in place for raising concern and 28.79% were unsure
- 96.08% said that they would raise a concern with their line manager
- 78.51% reported that they would feel confident/safe in raising a concern
- 59.17% of staff were aware of the support available if they raised a concern with 20.96% saying they weren't aware and 21.86% being unsure
- 29.28% had raised a concern in the last 12 months with 32.17% saying the concern was acted upon, 13.29% saying it was too soon to know, 20.28% unsure and 34.27 saying that their concern had not been acted upon
- Of those staff raising a concern 39.10% received feedback and 51.88% said they did not receive any feedback about what happened after they had raised a concern
- Over 50% of staff felt that the Trust wanted to; hear about, address and learn from concerns (see graph)

The Trust's Rising Concerns – Whistleblowing Policy is under review and 2 Freedom to Speak Up Guardians have recently been appointed and trained to support staff should they require it when raising a concern. A Communication plan is being developed to raise staff awareness of the revised policy and the role of the Freedom to Speak Up Guardians

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