



Governors Council

Report of:	Head of Communications & Foundation Secretary
Title:	Communications Survey
Date:	9 th March 2007
Action:	For information

Summary:

A summary of the results of the communications survey completed across the Trust in November and December 2006 is attached. The report makes recommendations for action in light of these results, and will inform the development of a communications strategy for the Trust.

The Board of Directors approved the recommendations at its last meeting.

Recommendation:

The Governors Council is asked to note the contents of this report.

Communications Survey Report

1. Executive Summary

- 1.1 The Communications Survey was distributed to 900 staff and completed at the end of 2006, with a 47.5% response rate. The survey confirmed that staff generally feel well informed about what's going on in their Divisions, in the Trust and in the wider NHS. Monthly Briefing and Making Waves are well received and widely read and the intranet is well used. However, there are some important learning points from the survey. These include improving face to face communications, raising awareness of our Governors and actively targeting the local media that our staff access regularly. The survey's results will be used to inform the development of a wider communications strategy for the Trust.

2. Purpose

- 2.1 The new Communications and Foundation Department was established in June 2006. Part of its remit was to develop a communications strategy for the Trust, with a focus on internal communications. To ensure that this strategy accurately reflects the current views and opinions of Trust staff about communications, a communications survey was commissioned using a random selection of staff to assess a series of objectives. The survey was completed in November and December 2006. The data was analysed, and the recommendations and action plan developed from the survey's findings will be used to inform the development of the communications strategy.

3. Objectives of the Communications Survey

- Objective 1: What methods of internal communications do staff use?
- Objective 2: How effective do they perceive these methods to be?
- Objective 3: How do staff access communications made available to them?
- Objective 4: What external information sources do staff access?
- Objective 5: What improvements do staff want to see? What's missing?

4. Methodology

- 4.1 Various methods to collate staff opinions were assessed. Other Trusts have used staff surveys in questionnaire format very successfully, and samples of these were collated and gave a good indication of the type of information that could be collected.

4.2 Once the method of collation was agreed, the structure of the questionnaire was developed. Trust internal communications use a variety of methods so a broad range of questions were developed to gain staffs' understanding of the following key areas:

- Foundation Trust status (to assess level of understanding following authorisation in August 2006)
- Electronic communications
- Monthly briefing
- Making Waves
- Divisional/Departmental Structure
- General questions to provide information on how well informed staff felt they were about their division/department, the Trust, the NHS
- External forms of communication used, e.g. types of newspapers read and the local radio stations listened to.

4.3 The Trust Audit Department supported the Communications team in developing a questionnaire that would be simple to analyse and would deliver the information we were seeking. The Audit Department advised that one third of the organisation, 900 staff, should be sampled. Liaison with Human Resources and Payroll enabled us to generate a random selection of staff in the key groups: Nursing & Midwifery, Allied Health Professions, Administrative, Health Sciences, Support Services (Estates/Hotel Services), and Medical.

4.4 The questionnaire was sent out to the random selection of staff by internal post in November with a closing date of 8th December.

4.5 A small incentive in the form of Argos vouchers was offered to encourage staff to complete the questionnaire.

5. Analysis of findings

5.1 An excellent response of 47.5% was achieved which compares very favourably to an average questionnaire response rate of 33.3%. A full analysis of the survey is attached at Appendix 2. A summary of findings is presented below:

5.2 Being a Foundation Trust

- **99%** of staff know that we are a Foundation Trust
- **81%** have an understanding of what this means
- **80%** are aware that they are a member of the Trust.
- Only **50%** of respondents know who the Governors are
- **59%** do not know who to contact regarding any queries about the Foundation Trust.

5.3 Electronic Communications

- **94%** of staff have access to a computer
- **91%** access e-mail and intranet
- **56%** use the intranet regularly
- **63%** of staff use the intranet regularly for items listed in Appendix 2A
- **52%** are aware of the electronic discussion board
- **8%** use it regularly, the main purpose of which is to sell things
- **32%** have visited the Trust website
- **10%** only visit the Trust website regularly or once a week or more.

Suggestions on how the website could be improved are listed in Appendix 2B.

5.4 Monthly Briefing

- **55%** of staff are aware that the Monthly Briefing is available electronically and access it
- For those that do not access Monthly Briefing electronically **6%** do not have access to a PC, **23%** would prefer a paper copy and **10%** are not interested
- For those that do access Monthly Briefing **57%** found it informative and **45%** found it useful, however the comments of the **9%** who neither found it useful or informative are listed in Appendix 2C
- **71%** of staff feel able to question their Line Manager on any items included in the Monthly Briefing.

5.5 Making Waves

- **78%** get to regularly see a copy of Making Waves
- **72%** see this in the Ward/Department and **23%** in the Staff Dining Room
- **78%** are happy with the way Making Waves is distributed
- **80%** are happy with the frequency of Making Waves
- Only **10%** would like Making Waves to be more frequent
- **79%** actually read Making Waves with **78%** finding the new format easy to read
- **83%** of staff find it a good way of keeping informed
- **11%** keep back issues.

5.6 Divisional/Departmental Structure

- **63%** of staff are aware of the Divisional/Departmental structures
- **91%** staff know which Department they work in.

5.7 General

- **85%** of staff consider themselves to be either very well informed, well informed or fairly well informed about what is going on in their Division/ Department
- **85%** of staff consider themselves to be either very well informed, well informed or fairly well informed about what is going on in the Trust
- **81%** of staff consider themselves to be either very well informed, well informed or fairly well informed about what is going on in the NHS
- When asked what the Trust might do to improve existing communication **20%** of staff responded and their views are attached at Appendix 2D.

5.8 Staff were asked if they regularly read a local newspaper and if so which one:-

Eastern Daily Press	30%
Evening News	3%
Great Yarmouth Mercury	38%
Lowestoft Journal	22%
Beccles & Bungay Journal	6%
Great Yarmouth Advertiser	38%
Lowestoft Advertiser	20%

5.9 Staff were also asked if they regularly listen to local radio and if so which station:-

The Beach	34%
Radio Broadland	39%
Radio Norfolk	10%
Radio Suffolk	2%
Radio Norwich	4%
Vibe FM	10%

6. Conclusions and Recommendations

6.1 In summary, we can draw the following conclusions from the above data and from the free comments section. Please see Appendix 1 for the full action plan on recommendations.

6.2 The Good News

- Good awareness of the fact we are a Foundation Trust and what this means
- Good, wide access to electronic forms of communication, although paper copies will be needed for some staff groups
- Good use of the intranet, although it's hoped this will increase with the recent launch of the new system
- Generally monthly briefing is received and found to be useful and informative by those who read it

- Managers are perceived to be accessible with the knowledge to answer questions on Monthly Brief
- Making Waves is widely read and the new format has been well received. The survey suggests this is one of the best ways we have of communicating with staff. Its frequency of quarterly is absolutely spot on
- Staff generally feel well informed about what's going on in their Divisions, in the Trust and in the wider NHS.

6.3 Further Work is Needed

- To raise awareness of our Governors – particularly our staff Governors
- To make sure staff know where to come with queries on Foundation Trust issues
- To develop our website so this too becomes a resource for staff
- There's more work to do to ensure Monthly Briefing is seen to be in touch with the organisation and trusted to be truthful and accurate and to increase its coverage
- Domestic staff may not access information as easily as other staff groups
- To target the papers and radio stations that our staff read/listen to. For example, we always get good coverage on Radio Norfolk but only 10% of staff listen to it. Whereas 39% of staff listen to Broadland who never give us coverage
- To increase two way communication and face to face discussion between staff and senior managers and map the Divisional communications processes.

6.4 The results of this communications survey will be translated into a communications strategy.

6.5 If the action plan is implemented effectively, there will be clear benefits through:

- Improved understanding of Trust internal communications processes – where and how to access information on key issues
- Improved face to face communication with senior managers – and thereby an increase in information shared
- Reduction in a reliance on the rumour mill
- Better two way communication and responsiveness to staff questions on key issues

6.6 The Board of Directors is asked to consider and approve this report for implementation through the Corporate Image and Communications Board, the Marketing Group and associated work streams that will be established.

Rebecca Driver

Head of Communications and Foundation Secretary

12th February 2007

Appendix 1: Recommendations and Action Plan

Communications Survey Action Plan					
	Recommendation	Lead	Tactics and Progress	Timescale	Outcome Measurement
1.	Raise the Profile of our Governors.	AF	Regular features in Making Waves Reminders of their work on Trust wide email Staff governor dining room sessions Staff governor email Use intranet	Ongoing Late Feb 07 Completed	Raised awareness amongst staff of Governors
2.	Promote access to information on being a foundation Trust.	AF	Ensure all communications remind staff of FT status and role of Monitor etc, and contact to AF	Ongoing	Staff know where to come with queries
3.	Improve and develop the Intranet as a communications tool.	AF/AP	Ongoing – clear action plan in place	Ongoing	Wider use of intranet by staff
4.	Improve and develop our Website.	RD	Action plan in place	October 2007	New website in place and used
5.	Monthly briefing – improve dissemination.	RD	Consider paper copies for some staff groups Consider communications book in ward and department areas Review content to make sure it's accessible and open Set up a notice board and feedback process for staff in the restaurant	May 07	Wider take up of monthly brief – aim for 80% take up by March 2008.
6.	Target media coverage to those areas staff read/listen to.	RD	Develop closer links with Beach Radio and Radio Broadland – both widely listened to by staff	Ongoing	Improved coverage

	Recommendation	Lead	Tactics and Progress	Timescale	Outcome Measurement
7.	Continue to develop Making Waves.	RD	Include pages on wider NHS issues, operational news, a letters page, and features on staff other than nursing and medical	Ongoing	Changes implemented in each quarterly publication
8.	Review Divisional communications structures to ensure effective cascade arrangements are in place.	RD	Review communications structures with DMs Consider more face to face briefings for DMs with staff Consider Divisional email briefings Work with managers to find ways to get information out to support staff Review ward meetings structure and effectiveness	May 07	Clear comms channels reviewed, documented and used effectively
9.	Increase the opportunity for staff to ask questions of senior management with face to face communications sessions, to reduce the 'top down' feel and create two way information flow.	RD	Establish regular open forums for staff with CEO Establish a timetable regular 'walk-abouts' for Executive Directors (and Non Execs on a less frequent basis) Have a Q&A section in Making Waves for the CEO Consider a regular 'surgery' for staff to access Execs	Ongoing work - aim to have in place by September 07	Recommendations agreed and set up

APPENDIX 2

Being a Foundation Trust			
Do you know that the JPUH is a Foundation Trust?	99% Yes		1% No
Do you understand what being a Foundation Trust means?	81% Yes		19% No
Do you think being a Foundation Trust is a good thing?	69% Yes	11% No	10% Unsure
Did you know you are a member of the Foundation Trust?	80% Yes		20% No
Do you know who your Staff Governors are?	50% Yes		50% No
Do you know who to contact if you have any queries about the Foundation Trust?	41% Yes		59% No
Do you have regular staff meetings with your Manager?	65% Yes		34% No
Electronic Communications			
Do you have access to a computer?	94% Yes		6% No
Do you have access to e-mail?	91% Yes		7% No
Do you have access to the intranet?	91% Yes		7% No
Do you use the intranet?	33% rarely	56% regularly	11% never
If you do have access to the intranet what sort of information do you look for?	63% responded (See Appendix 1A)		
Are you aware of the electronic discussion board?	52% Yes		48% No
If you are aware of the electronic discussion board do you use it?	19% rarely	8% regularly	41% never
Do you use the electronic discussion board to sell items?	8% Yes		76%
Have you visited the Trust	32% Yes		68% No

website on www.jpaget.co.uk for Internal access?			
If you have visited the Trust website, how often?	32% rarely (less than once a month)	7% regularly (at least once a month)	3% once a week or more
Do you have any suggestions on how the website could be improved?	7% responded – See Appendix 1B		
Monthly Briefing			
If you are aware that the Monthly Briefing is available electronically, do you access it?	55% Yes		36% No
If you do not access the Monthly Briefing electronically, it is because:	6% do not have to a PC	23% would prefer a paper copy	10% are not interested
If you do access monthly briefing how do you find it?	57% found it informative 3% did not find it informative		45% found it useful 6% did not find it useful
For those of you who did not access Monthly Briefing, please state why	7% responded – please see Appendix 1C		
Are you able to ask question of your Line Manager on any items included in the Monthly briefing?	71% Yes		11% no No
Making Waves			
Do you regularly get to see a copy of Making Waves?	78% Yes		21% No
If you see a copy of Making Waves, is it in the Ward/Department or in the Staff Dining Room?	72% in Ward/Department 23% not in Ward/Department	23% in Staff Dining Room 9% not in Staff Dining Room	
Are you happy with the way Making Waves is distributed?	78% Yes		12% no
Are you happy with its frequency?	80% yes		6% no
If you are not happy with its frequency how would you prefer it to be?	10% more frequently		1% less frequently
You may get to see a copy, but do you actually read it?	79% Yes		8% No

Is the new format easy to read?	78% Yes		1% No	
If you answered NO, please state how this could be improved?	4% commented			
Is it a good way of keeping you informed?	83% Yes		2% No	
Do you keep back issues for reference?	11% Yes		76% No	
Divisional/Departmental Structure				
Are you aware of the Divisional/Departmental structures?	63% Yes		12% No	24% Unsure
Do you know which Division/Department you work in?	91% Yes	3% No		6% Unsure
General				
Do you consider yourself to be well informed about what is going on in your Division/Department?	14% not at all	52% fairly well informed	24% well informed	9% very well informed
Do you consider yourself to be well informed about what is going on in the Trust?	17% not at all	62% fairly well informed	18% well informed	3% very well informed
Do you consider yourself to be well informed about what is going on in the NHS?	19% not at all	64% fairly well informed	14% well informed	3% very well informed
Tell us what you think we might do to improve our existing communications?	20% of staff commented – Please see Appendix 1D			
Do you regularly read a local newspaper, if so please indicate:	30% Eastern Daily Press 3% Evening News 38% Great Yarmouth Mercury 22% Lowestoft Journal 6% Beccles and Bungay Journal 38% Great Yarmouth Advertiser 20% Lowestoft Advertiser			
Do you regularly listen to local radio, if so which station?	34% The Beach 39% Radio Broadland 10% Radio Norfolk 2% Radio Suffolk 4% Radio Norwich 10 Vibe FM			

IF YOU HAVE ACCESS TO THE INTRANET WHAT SORT OF INFORMATION DO YOU LOOK FOR?

Of the 63% that responded the following is a condensed guideline of what information is being accessed.

Guidelines
Vacancies
Policies and Procedures
General Information
Car Manufacturer websites
Weather
News
Travel
Car Parks
Radiology Reports
Emails
KSF/PDP
Team Brief
Log maintenance call
Divisional/Directorate information – comments on how poor this is
DoH
NICE
NSF
CAMS
BNF
HM Customs – VAT regulations!
Banking
Literature searches
Care Plans
Primary Care Information
Staff Notices
Discussion Board
General information relating to specialty/study
Route planning
Medical Publications
Google
E-mail
Menus
Discussion Board
Monthly Brief
Train Timetables
Pathology reports
MSN

SUGGESTION FOR IMPROVING THE WEB SITE

Of the 7% that responded the following is a guideline of how staff feel the website could be improved.

Updated list of staff discounts
Floor plans of hospital
Details of ward visiting times
Current Performance
Success stories
Patients thank you
Burrage Centre info
Employee of Month
Update internal directory
More links to other NHS sites
Update of Departmental Profiles
Need to look more "professional"
Search element
Links to satellite sites
Include car park info under "visiting us" in contents
Info regarding X-Ray/Pathology/Clinics/Pharmacy
Advertising of courses externally i.e. GPs PCT staff
More IT training for use of pcs in Dining Room/Library

**IF YOU DO NOT FIND THE MONTHLY BRIEFING INFORMATIVE OR USEFUL,
PLEASE STATE WHY**

Of the 7% that responded the following views were made

More content needed – very sanitised
Edited and bias view of what is happening – very remote
What is monthly briefing?
Cannot make monthly briefing and decisions already made
No access to pc
Info not always pertinent
Much shorter that used to be, only concentrates on Foundation/Performance type information
Very acute based
Lack of time to read
Preference for personal briefing rather than electronic
Still waiting for login
Not relevant to person/Unit
Don't know where to find it

TELL US WHAT YOU THINK WE MIGHT DO TO IMPROVE OUR EXISTING COMMUNICATIONS?

20% of staff responded with the following:-

- Stop covering up cracks with lies!!
- Communicate with each other in department and other departments communicate better with each other. Talk and tell everyone not just one person but all who need to know.
- Need to tell staff about what is happening before we read about it in the papers!
- Whilst I am relatively well informed about Trust activities it is because I seek that information out. I don't believe that some important service developments are communicated well to staff until they have happened. The Trust Intranet is rubbish, no real system, poor referencing, can't find anything you look for. Suggest it's scrapped completely and started afresh, then people might actually use it!
- Liaise more fully and listen and act upon suggestions given by Staff side representatives at Joint Consultation Forums and like meetings.
- Sending a de-briefing letter with relevant information, not everyone uses computers.
- Distribute a copy of making waves to members of staff.
- Managers to have regular staff updates which include staff at all levels.
- Ensure that the information provided is current and up to date.
- Directorate system was far better for information responsiveness & open management. New arrangements take no heed of minions, supplies & equipment shortages. Sensible suggestions always seem to be met with a negative response, if any cost - yet more broken promises. Look at Maternity Theatre, total fiasco, Day-case Unit etc.
- We seem only to be told what the Manager wants us to know and not always the full truth. We hear things through the grapevine.
- Divisional and Departmental newsletters would be useful, also Divisional e-mail bulletins.
- Send information to all staff, not just heads of Department / Division.
- I do because of my role of Matron, however I think more Junior Staff don't know, maybe Making Waves should have a page of current NHS issues/local NHS issues.
- Perhaps staff forums and question times would be useful.
- More staff meetings would probably be beneficial.
- Include key issues run down for National, Regional and hospital in communication Monthly briefing / Making Waves[single paragraph]).
- Communicate either via Memo or regular meetings, not just by "Hear Say" as at present, as this only can lead to rumours and not facts.
- Stop using unexplained abbreviations.
- Team briefing meetings as years ago.
- Put information on the Intranet.
- Keep monthly briefing to bullet points, as would be quicker to read.
- Difficult paper info enables me to read at home but I realise cost of this. Computer is difficult as time not available always, not office job.
- Don't think anybody knows where the NHS is going.
- Due to workload I'm unable to keep up with everything e.g. read Making Waves.
- Need more meetings with management on ways to improve ways of working and any Departmental and Trust changes.
- Have less, but better directed. I don't have time to read everything.

- Making Waves mag - on Ward and more copies occasional meetings with Matrons, Update, explain Trust changes.
- To make sure every Department gets the chance to know exactly what is going on.
- Making Waves concentrates on Consultant/Managerial people. The "little" people in the organisation need recognition as well - a job well done by a cleaner or HCA is worth mentioning.
- Be honest about what is really happening politically within Trust and NHS. Just how bad is it?
- Consider staff who work "out of hours" when arranging meetings.
- More direct information about what is going on in the Trust i.e. re-deployment of staff instead of listening to rumours.
- Not everyone has access to a PC and as most staff are not sitting in an office all day, they do not find using a PC the best or the most efficient way to access this information. Use other methods, verbal communication?
- Fine as it is.
- More communication from Line Managers on a regular basis so staff will know when the next meeting is due. To enable staff to prepare, plan and be supported.
- Insist that managers both line and divisional meet staff at least bi-monthly. Have computers working in Theatre rest rooms. Give me my agreed time to do my Union reps work and U/R (learning reps role).
- I think a staff meeting within Department will help rather than only those senior staff are the only one seems to know what happening maybe due to they have time to sit and read and the junior staff or the one down the line are the one doing the job.
- Employ managers that are good communicators. Give training on communication to managers.
- I think JPH communications are fairly good. There is a great deal of information if you know where to look and how to access it. Think access is one problem not lack of into. Stop the rumour mill, but how?
- There is no communication between management and all staff. The domestics in the hospital are given no information. It is all word of mouth, be more up front with staff.
- Sometimes there are too many passwords to remember like, Pathology access, HISS access, e-mail access and QS access etc.etc.
- More frequent issues of making waves, not necessarily very colourful but most informative. To represent the total opinion of the entire Trust.
- I am satisfied with all this.
- To have leaflet or memorandum every week or to be included in Ward meeting if there is any change, improvements.
- All forms of communication are utilised by the Trust, I can think of no improvements.
- Single e-mails rather than including amongst other info. for important hospital/Trust information.
- Get management to talk more to their staff.
- Have regular ward meetings.
- Talk together more.
- Use plain English to explain what is happening. Tell staff how they fit into the jigsaw of change both as a Department, Trust and nationally. People (Staff) need to know this don't assume staff know things, that management take for granted. Tell good news & bad.
- Face to face meeting regularly with my Managers. I would like to feel that I matter when we make changes and I certainly do not feel that I do at the moment.
- More honesty about what is happening within the Trust, to avoid hearing about it by chance and when 'divine whispers' may have distorted the picture.
- Discuss with staff/take them in confidence before taking any decision affecting them.
- Regular team briefing which should include the Trust Nursing Briefing.

- More frequent meetings for Trust issues not just divisional issues.
- e-mails are checked regularly so this would be a good channel for information.
- This is down to 'Line Managers' Heads of section passing on information. If the information is not given by my Manager, I cannot pass it on.
- No idea - Managers in my department extremely unapproachable!!
- Well informed but only through National media.
- Why is the government imposing these cut backs? Will Ipswich Hospital be bailed out? What is going to happen to staff on the merging of the PCTs. Questions like this need to be addressed.
- Staff meetings.
- Monthly briefing could include photographs to link people with relevant info or make some important articles repeated in next 'making waves' issue to include images to link faces with places with info provided.
- I think communications are improving all the time but more so since Rebecca Driver & Ann Filby took over this function. At last somebody is answering criticism in the local press!
- Standard format for Managers to use at monthly meetings including feedback from previous briefs.
- If possible hospital journal once a month for all the hospital staff.
- e-mail it to us like the canteen menu etc.
- More mails as internal mail.
- Have a regular column (weekly) in the Gt Yarmouth Mercury / Advertiser.
- In the Making Waves we have where Doctors say a bit about themselves, what about the Depts themselves i.e. names of people who work in that department and their job, it would make departments a bit more approachable if there is a name to a face etc. not that people aren't friendly enough, they are.
- What about an 'open access clinic' with Trust Board members/staff governors. As in 'parliamentary clinics' to discuss individual concerns or raise issues.
- Have an area on the Intranet where media items and government policies on the NHS can be posted and commented on.
- Cascade information to relevant wards thoroughly rather than gossip or grapevine. Too much is happening within Trust which has caused unrest and unsettled staff. Rumours are not conducive to a healthy working environment.
- The NHS seems to change every other month - it's really difficult to keep abreast. Staff are bombarded with info - however only a small amount can actually filter through.
- Internal mails.
- Notice Board in Canteen or other places in Hospital.
- Advice on proposed initiatives as opposed to once they are instigated. A lot of info is obtained via close colleagues and network.
- To be open in future plans.
- To discuss existing decision with staff and be more informative.
- Cut down on unimportant emails so people actually read the important ones.
- Managers could be more open with any future changes.
- Not everyone has access to PCs or indeed like using them especially older staff. Information should still be paper based to each Department.