

health

Department of Health
NORTHERN CAPE

This is to confirm that this policy has been reviewed according to the agreed time-frames and no changes to the current policy are required.

Policy on Staff Satisfaction Surveys

Version control

Version: 02

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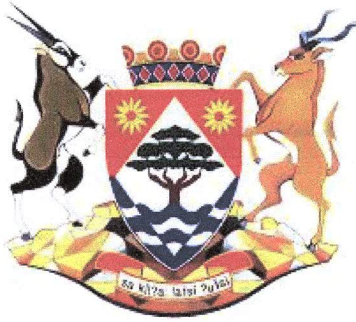
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Approved by the Head of Ms Gugulethu MATLAOPANE

Department: *Gugulethu*

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Policy on Staff Satisfaction Surveys

Version control

Version:	01
Publishing Date:	14 th November 2011
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Foreword by the MEC for Health

The Government has set the Department of Health, both nationally and provincially, major goals to achieve over the coming years. These goals include, among others, to provide strategic leadership and improve management; to accelerate the revitalisation of all health care infrastructure; to improve the quality of health services in preparation for the National Health Insurance (NHI), to accelerate the management of HIV/AIDS, STIs, TB and other communicable diseases; and to promote mass mobilisation for better health for all.

It is against this backdrop that the Northern Cape Department of Health is reviewing and updating all existing Policies and Procedures and, where needed, introducing new ones. These policies will ensure that staff know what is expected from them as individuals and as employees of the Department, as well as informing the public and its representatives of what they can expect from the Department.

There is good evidence to suggest that staff attitudes and experiences have an impact on how well staff do their job and this in turn affects the quality of patient care. It is important, therefore, to conduct regular surveys of staff views about working life in the Northern Cape Department of Health, and to use this information to make improvements.

I commend this policy to you.



Mr Mxolisi Sokatsha
MEC for Health

Date

08/12/2011

Vision, Mission and Values

Vision

Health Service Excellence for All

Mission

Working together, we are committed to provide quality health care services. We will promote a healthy society in which we care for one another and take responsibility for our own health. Our caring, multi-skilled professionals will integrate comprehensive services, using evidence-based care-strategies and partnerships to maximize efficiencies for the benefit of all.

Values

- Respect (towards colleagues and clients, rule of law and cultural diversity)
- Integrity (Honesty, Discipline, and Ethics)
- Excellence through effectiveness, efficiency, innovation and quality health care.
- Humanity (Caring Institution, Facility and Community)
- Empower our people

Policy Aim

1. There is good research evidence to suggest that staff attitudes and experiences have an impact on how well staff do their job and this in turn affects the quality of patient care. This policy aims to ascertain how staff feel about their work so that managers can use these results to improve working conditions and practices, and thereby improve the quality of patient care.

Policy Scope

2. This policy is applicable to all staff employed by the Northern Cape Department of Health.

Policy Statement

3. It is the policy of the Northern Cape Department of Health that:
 - 3.1. Each member of staff will be encouraged to complete a *generic staff satisfaction survey form* once every 12 months. The data will be captured manually on a paper-based questionnaire or via electronic data capture systems (e.g. web-based survey).
 - 3.2. The *generic staff satisfaction survey form* will be used in all parts of the organisation so that comparisons of the results can be made between different parts of the organisation.
 - 3.3. The data will be anonymised to prevent individual staff members being identified.
 - 3.4. The results of the survey will be analysed and a report produced that will be made available to managers.
 - 3.5. Managers will be required to take cognisance of the results of the survey and incorporate these into their quality improvement plans.
4. This policy must be read in conjunction with the *generic staff satisfaction survey form*.

Roles and Responsibilities

5. The Director for Standards Compliance & Quality Management is responsible for facilitating the annual staff satisfaction surveys, including provision, distribution and collection of forms (or electronic data capturing systems), data input, analysis, report production and dissemination of findings.
6. District Managers, Tertiary and Regional Hospital CEOs, Programme Manager, supported and guided by the Human Resource Directorate, are responsible for implementing quality improvement plans in their respective areas based on the results.

Review and Distribution

7. The Director for Standards Compliance & Quality Management is the responsible manager for this Policy and for ensuring it is reviewed and updated.
8. This policy and accompanying *generic staff satisfaction survey form* will be reviewed after 12 months but before 18 months of the last publication date. If necessary an updated version will be issued, if not a formal cover letter will be issued to supplement the cover of this Policy (identifying a revised publication date).
9. The Director for Policy & Planning will distribute updated versions to:
 - Member of the Executive Council for Health
 - Head of Department of Health
 - All Chief Directors, Directors and Deputy Directors (who will in turn distribute to their staff as appropriate.)

Acknowledgements and Sources

10. This Policy is based on the requirements of the Batho Pele- "People First" White Paper on Transforming Public Service Delivery (DPSA 1997), the National Patients' Rights Charter (DoH 1999), the National Health Act (RSA 2003), and the National Core Standards (DoH 2011).

NORTHERN CAPE DEPARTMENT OF HEALTH

5. My supervisor and managers

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Thinking about your current supervisor and line managers, to what extent do you agree or disagree with the following statements?

- | | | | | | |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|
| a. My supervisor encourages those who work for her/him to work as a team | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| b. My supervisor can be counted on to help me with a difficult task at work | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| c. My supervisor gives me clear feedback on my work | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| d. My supervisor is supportive in a personal crisis | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| e. My supervisor helps me when my workload is not manageable | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| f. My managers make sure that I am clear about what my job is | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| g. My managers ask for my opinion before making decisions that affect my work | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| h. My senior managers provide positive role models by encouraging a culture of caring and positive attitude that supports service delivery | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |

6. Harassment, bullying or abuse at work

Yes No

Thinking about the last 12 months, have you personally experienced harassment, bullying or abuse at work from any of the following (this includes the use of inappropriate words or non-physical behaviour that caused you distress)?

- | | | |
|---|------------------------|------------------------|
| a. From patients / clients | <input type="text"/> 1 | <input type="text"/> 2 |
| b. From the relatives of patients / clients | <input type="text"/> 1 | <input type="text"/> 2 |
| c. From other members of the public | <input type="text"/> 1 | <input type="text"/> 2 |
| d. From my manager / supervisor / team leader | <input type="text"/> 1 | <input type="text"/> 2 |
| e. From other colleagues | <input type="text"/> 1 | <input type="text"/> 2 |

If YES to any of the above, please answer f below

- f. The last time I experienced harassment, bullying or abuse, I or a colleague report it

1 Yes, I reported it 2 Yes, a colleague reported it 3 No 4 Don't know

7. I feel that the Department takes effective action if staff are...

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

- | | | | | | |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| a. ...bullied, harassed, abused or attacked by patients / clients, their relatives or other members of the public | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| b. ...bullied, harassed, abused or attacked by other members of staff | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |

8. Adverse events, errors, near misses and incidents

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Thinking about adverse events, errors, near misses and incidents at work over the last 12 months, to what extent do you agree or disagree with the following statements?

- | | | | | | |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| a. My unit/section treats staff who are involved in an error, near miss or incident fairly | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| b. My unit/section encourages us to report errors, near misses or incidents | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| c. When errors, near misses or incidents are reported, my unit/section takes action to ensure that they do not happen again | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| d. We are informed about errors, near misses and incidents that happen in my section/unit | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |
| e. We are given feedback about changes made in response to reported errors, near misses and incidents | <input type="text"/> 1 | <input type="text"/> 2 | <input type="text"/> 3 | <input type="text"/> 4 | <input type="text"/> 5 |

GENERIC STAFF SATISFACTION SURVEY FORM

Establishment: Year Month

1. My employment

- a. I manage or supervise other staff at work 1 ☐ Yes 2 ☐ No
- b. I have face-to-face contact with patients as part of my job 1 ☐ Yes, frequently 2 ☐ Yes, infrequently 3 ☐ No
- c. I have worked for the Department of Health (including in other Provinces) for this many years
- 1 ☐ < 1 2 ☐ 1 - 3 3 ☐ 4 - 10 4 ☐ 10 - 20 5 ☐ >20
- d. My work is based in
- 1 ☐ Frances Baard District Health 2 ☐ John Taolo Gaetsewe District Health 3 ☐ Namakwa District Health
- 4 ☐ Pixley ka Seme District Health 5 ☐ Siyanda District Health 6 ☐ Provincial offices
- 7 ☐ Tertiary Hospital (Kimberley) 8 ☐ Regional Hospitals (e.g. Upington) 9 ☐ Specialised hospitals
- e. My occupation group is (I have selected only the one that suits best my current role)
- 1 ☐ Nurse 2 ☐ Doctor 3 ☐ Allied Health Professional
- 4 ☐ Emergency Care Practitioner 5 ☐ Admin & Clerical 6 ☐ Senior Mgr (>L12)

2. My performance appraisals and personal development

Yes No

- a. I have had a performance appraisal or review in the last 12 months ☐ 1 ☐ 2
- b. I have agreed a Personal Development Plan in the last 12 months ☐ 1 ☐ 2

3. My training, learning or development

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Thinking about any training or development that you have done in the last 12 months, to what extent do you agree or disagree with the following statements?
(Consider taught courses and more informal ways of learning e.g. supervised on-the-job learning, shadowing, reading)

My training, learning and development has ...

- a. ... helped me to do my job better ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- b. ... helped me stay up-to-date with my job/professional requirements ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

4. My job

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Thinking about your current job, to what extent do you agree or disagree with the following statements?

- a. I have clear planned objectives for my job ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- b. I often have trouble working out whether I am doing well or poorly in my job ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- c. I am involved in deciding on changes introduced that affect my work area / team / section ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- d. My views are taken into consideration on issues of quality and quality improvement ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- e. I have adequate materials, supplies and equipment to do my work ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- f. There are enough staff in my section for me to do my job properly ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- g. I am able to do my job to a standard I am personally pleased with ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- h. I am enthusiastic about my job / I look forward to going to work ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5