

## Staff Survey 2013 Report

Item 14h

Governing Body meeting

5 June 2014

<b>Author(s)</b>	Suzie Paradine, HR Manager
<b>Sponsor</b>	Ian Atkinson, Accountable Officer
<b>Is your report for Approval / Consideration / Noting</b>	
Noting	
<b>Are there any Resource Implications (including Financial, Staffing etc)?</b>	
No	
<b>Audit Requirement</b>	
<b><u>CCG Objectives</u></b>	
<b><i>Which of the CCG's objectives does this paper support?</i></b>	
<b>Principal Objective:</b> Organisational development to ensure CCG meets organisational health and capability requirements set out in the 6 domains (Annex C NHS England CCG Assurance Framework)	
<b>Principal Risk:</b> 5.4 Inability to develop appropriately skilled leadership and workforce within CCG's directly employed staff (Domain 6)	
<b><u>Equality impact assessment</u></b>	
<b><i>Have you carried out an Equality Impact Assessment and is it attached?</i></b> No	
<b><i>If not, why not?</i></b> Not applicable	
<b><u>PPE Activity</u></b>	
<b><i>How does your paper support involving patients, carers and the public?</i></b> Not applicable	
<b>Recommendations</b>	
The Governing Body is asked to note the contents of the report and agree the implementation of the recommended actions.	

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#### **1.0 Introduction**

The national staff survey is designed to provide insight into opinion on many aspects of staff experience and staff engagement. The survey contains data on a wide range of employment issues and also includes data on staff views on issues raised by the Francis Report (published in February 2013) including organisational culture and quality of care. The organisation recognises that strong and effective staff engagement is essential in ensuring that financial challenges are met, productivity improved with better outcomes for patients and the public.

The importance of staff experience and engagement is recognised by the staff pledges which are part of the NHS Constitution which require NHS organisations to:

- Provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.
- Provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.
- Provide support and opportunities for staff to maintain their health, well-being and safety.
- Engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

The survey results will be used by the Department of Health, NHS England, Care Quality Commission and other national bodies as part of organisational compliance and to inform future policy developments.

The organisation participated in the national NHS Staff Survey 2013 and received a response rate of 91% from directly employed staff. The results have been shared with all employees and discussed at the Joint Staff Consultative Forum, Engage for Success Group and as part of a dedicated focus group session.

#### **2.0 Key Findings**

The response rate to the staff survey was exemplary and therefore reflects the full range of views across the organisation. The vast majority of responses were more positive than the national average across the NHS, CCGs and predecessor organisations.

A summary of the key findings from the survey are presented below;

### **Personal Development**

- 90% have had an appraisal, annual review, development review or Knowledge and Skills Framework (KSF) development review in the last 12 months.
- For the employees that have had an appraisal, 69% stated it improved how they did their job and 86% that it helped agree clear objectives
- 57% stated that training, learning and development has helped in doing their job more effectively and 65% confirmed it had helped in staying up to date with professional requirements.

### **Your Job**

- 91% felt they sometimes, often or always look forward going to work.
- 66% agreed or strongly agreed that they had a clear, planned goals and objectives for their job.
- 73% agreed or strongly agreed that they are able to do their job to a standard they are personally pleased with.
- 44% agreed or strongly agreed that they are unable to meet all the conflicting demands on their time at work.
- 33% disagreed or strongly disagreed that there is enough staff in the organisation to enable them to do their job properly.
- 80% are satisfied or very satisfied with the support they get from their immediate manager.
- 57% are satisfied or very satisfied and 19% are dissatisfied or very dissatisfied with the extent that the organisation values their work

### **Your Managers and Organisation**

- 78% agreed or strongly agreed that their immediate manager encourages those who work for her / him to work as a team
- 70% agreed or strongly agreed and 11% disagree or strongly disagreed that their immediate manager asks for their opinion before making decisions that affect their work.
- 61% agreed or strongly agreed and 25% disagreed or strongly disagreed that communication between senior management and staff is effective.
- 54% agreed or strongly agreed and 18% disagreed or strongly disagreed that senior managers in the organisation try and involve staff in important decisions
- 53% agreed or strongly agreed that senior managers act on staff feedback
- 86% agree or strongly agreed that care of patients / service users is the organisation's top priority.
- 76% agree or strongly agreed that they would recommend the organisation as a place to work.

### **Your Health, Wellbeing and Safety at Work**

- 50% agreed or strongly agreed and 18% disagreed or strongly disagreed that in general, their job is good for their health
- 71% agreed or strongly agreed that their immediate manager takes a positive interest in their health and wellbeing.

- 48% have come to work in the last three months when they have not felt well enough to perform their duties.
- 29% stated that during the last 12 months they have felt unwell as a result of work related stress.
- 78% agreed or strongly agreed that the organisation encourages the reporting of errors, near misses and incidents
- 94% stated that they would know how to report a concern regarding fraud, malpractice or wrongdoing, 83% would feel safe raising their concern and 74% would feel confident that the organisation would address their concern.
- 11% have personally experience harassment, bullying or abuse at work from managers or colleagues in the last 12 months.
- 0% have personally experienced discrimination at work from their manager or colleague in the last 12 months.

### 3.0 Recommended Action Plan

In accordance with the staff survey results, a range of potential actions can be identified. These are described by each theme area below. Actions for improvement from the Staff Focus Group sessions held with the Accountable Officer are also included. This set of actions will be considered as part of the wider work on the revision of the organisational development strategy. A single OD plan will be produced for the organisation and this will take into account the following proposals:

#### Personal Development

- Review the quality, provision and relevance of learning and development for employees
- Continually monitor the provision of appraisals and provide training regarding the conduct of appraisals in order to provide clear objectives for employees and to improve the identification of personal development needs.
- Provide a comprehensive directory of available learning and development and how to access this.

#### Your Job

- Ensure employees have clear, agreed and regularly reviewed job descriptions
- Ensure teams have shared objectives that are communicated clearly and understood
- Put in place regular and clear feedback mechanisms to ensure employees know how well they have performed their work outside of the appraisal system and that this is linked to planned goals and objectives
- Ensure there is a mechanism to receive proposals from employees for improving processes and systems with a commitment to respond to proposal constructively and in a timely manner
- Communicate the improvements that the organisation has made in the last 12 months and link to the work undertaken by employees to achieve this.

#### Your Managers and Organisation

- Make the organisations role clear using a range of communication methods/ tools which describe policy and key performance indicators, share patient/ partner

feedback and describe how employee contribute to the overall service delivery

- Ensure managers are clear regarding their responsibilities in terms of provision of feedback to employees through 1:1s which is positive and constructive.
- Improve communication skills of managers by provision of training and development in effective communication styles
- Ensure the behaviours of managers and employees re consistent with organisational values and are linked to the appraisal process.
- Ensure that there are mechanisms for employee involvement when making decisions
- Ensure there are adequate and efficient technological resources to enable employees to undertake their role effectively
- Review of organisational structures and capacity to ensure relevant and manageable
- Ensure all employees are encouraged and enabled to build effective working relationships across teams, involving clinical leadership and practices as a membership organisation.

#### **Your Health, Wellbeing and Safety at Work**

- Ensure employees are aware of the Raising Concerns/ Whistleblowing Policy and how to report any concerns
- Improve awareness of the need to report harassment, bullying and abuse confidentially and train managers in dealing with issues effectively and appropriately
- Ensure the organisations Policy on handling errors, near misses and incidents are transparent and effectively communicated to employees
- Investigate the issue of work related stress and analyse ways in which the organisation can meet legitimate problems
- Ensure employees are aware of wellbeing services available.
- Review working patterns across the organisation

#### **4.0 Action Plan**

The Governing Body is asked to note the contents of the report and support the proposal that the draft action plan be considered as part of the wider organisational development plan.

Paper prepared by Suzie Paradine, HR Manager

On behalf of Idris Griffiths, Chief Operating Officer

27 May 2014