

## Staff Survey 2014 Report

Governing Body meeting

Item 12f

5 March 2015

<b>Author(s)</b>	Esther Short, 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 2014 and received a response rate of 84% from directly employed staff. The results have been shared with all employees and discussed at the Joint Staff Consultative Forum and Engage for Success Group.

It is important to note, when comparing the results of the 2013 and 2014 Staff Survey that there has been an increase in workforce due to the TUPE transfer of 51 employees from NHS West and South Yorkshire and Bassetlaw Commissioning Support Unit to the CCG of the Communications, Medicines Management and Primary Care Development Nursing teams on 1 April 2014.

## 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.

The responses below are the most improved areas with an increase of 5% or more based on the 2013 survey:

- **84%** agreed or strongly agreed that team members have a shared set of objectives, an increase from **72%** in 2013.
- **82%** agreed or strongly agreed that they are able to do their job to a standard they are personally pleased with, an increase from **73%** in 2013.
- **83%** agreed or strongly agreed that their immediate manager encourages those who work for her / him to work as a team, an increase from **78%** in 2013.
- **81%** agree or strongly agreed that they would recommend the organisation as a place to work, an increase from **76%** in 2013.
- **58%** agreed or strongly agreed that in general, their job is good for their health, an increase from **50%** in 2013.
- **86%** agreed or strongly agreed that the organisation encourages the reporting of errors, near misses and incidents, an increase from **78%** in 2013.
- **83%** said they had received on the job training, an increase from **76%** in 2013.
- **80%** of team members often meet to discuss the team's effectiveness compared to **71%** in 2013.
- **76%** agreed or strongly agreed that they have clear, planned goals and objectives for their job compared to **66%** in 2013.

The responses below are the key areas for development with a decrease of 5% or more based on the 2013 survey:

- **44%** of staff agreed they are able to deliver the patient care they aspire to, compared to **61%** in 2013.
- **43%** of staff agreed that senior managers act on staff feedback compared to **54%** in 2013.
- **72%** of staff agreed that they would be happy with standard of care for friend / relative compared to **82%** in 2013.
- **70%** of staff reported the last time they saw an error, near miss or incident that could have hurt staff or patients / service users compared to **100%** of staff in 2013.

## 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 Joint Staff Consultative Forum and Engage for Success Group 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		
Result	Action	Deadline Date
For the employees that have had an appraisal, <b>63%</b> stated it improved how they did their job.	<ol style="list-style-type: none"> <li>Continually monitor the provision of appraisals and share the information as part of monthly HR update reports with Directors / senior managers.</li> <li>Provide training sessions to staff regarding the conduct of appraisals, including: <ul style="list-style-type: none"> <li>How to provide clear objectives</li> <li>How individual and team objectives link to overall organisational goals</li> <li>How to identify personal development needs</li> </ul> </li> <li>Share and promote the learning and development directory for staff, including details of how to access any financial support that may be available.</li> <li>Review the quality, provision and relevance of learning and development for employees.</li> <li>Agree an organisational process for the approval of training requests and share with all staff.</li> </ol>	Ongoing
For the employees that have had an appraisal <b>83%</b> feel that it helped agree clear objectives for their work.		April 2015
<b>59%</b> stated that training, learning and development has helped in doing their job more effectively.		May 2015  April 2015  April 2015

YOUR JOB		
Result	Action	Deadline Date
<b>49%</b> agreed or strongly agreed that they are unable to meet all the conflicting demands on their time at work.	<ol style="list-style-type: none"> <li>Improve communication skills of managers by provision of training and development in effective communication styles.</li> <li>Develop and deliver a series of workshops for managers on implementing policies and procedures and best practice, to include the following: <ul style="list-style-type: none"> <li>The importance of providing clear feedback to employees through 1:1s which is constructive.</li> <li>How to ensure employees know how well they have performed their work outside of the appraisal system and that this is</li> </ul> </li> </ol>	Ongoing
<b>82%</b> are satisfied or very satisfied with the support they get from their immediate manager.		Workshops to start in June 2015
<b>59%</b> are satisfied or very satisfied with the extent that the organisation values their work.		

	<p>linked to planned goals and objectives.</p> <ul style="list-style-type: none"> <li>• Ensuring behaviours are consistent with organisational values and are linked to the appraisal process.</li> <li>• How to ensure employees are encouraged and enabled to build effective working relationships across teams.</li> </ul>	
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### YOUR MANAGERS AND YOUR ORGANISATION

Result	Action	Deadline Date
<b>81%</b> agree or strongly agreed that care of patients / service users is the organisation's top priority.	1. Make the organisations role clear using a range of communication methods/ tools which describe policy and key performance indicators.	Ongoing
<b>75%</b> agreed or strongly agreed that their immediate manager asks for their opinion before making decisions that affect their work.	2. Share patient/ partner feedback and describe how employees contribute to the overall service delivery.	Ongoing
<b>55%</b> agreed or strongly agreed that communication between senior management and staff is effective.	3. Work in conjunction with the Staff Engagement Group to introduce a corporate staff suggestion scheme.	May 2015
<b>51%</b> agreed or strongly agreed that senior managers in the organisation try and involve staff in important decisions.	4. Ensure there is a commitment to respond to proposals constructively and in a timely manner.	Ongoing
<b>43%</b> agreed or strongly agreed that senior managers act on staff feedback.	5. Ensure that there are mechanisms for employee involvement when making decisions.	Ongoing
	6. Improve communication skills of managers by provision of training and development in effective communication styles.	Ongoing

### YOUR HEALTH, WELLBEING AND SAFETY AT WORK

Result	Action	Deadline Date
<b>10%</b> have personally experience harassment, bullying or abuse at work from managers or colleagues in the last 12 months.	1. Ensure the organisations values and underpinning behaviours are communicated to staff.	April 2015
	2. Improve awareness amongst staff of the need to report harassment, bullying and abuse confidentially.	Ongoing
	3. Improve awareness amongst line	Via training

<p><b>50%</b> have come to work in the last three months when they have not felt well enough to perform their duties.</p>	<p>managers in dealing with issues effectively and appropriately in relation to allegations of bullying and harassment both informally and formally.</p>	<p>sessions in August 2015</p>
<p><b>29%</b> stated that during the last 12 months they have felt unwell as a result of work related stress.</p>	<p>4. Ensure staff are familiar with the CCGs bullying and harassment policy and actively encourage the informal resolution of issues.</p>	<p>May 2015</p>
<p><b>74%</b> agreed or strongly agreed that their immediate manager takes a positive interest in their health and well-being.</p>	<p>5. Investigate the issue of work related stress and analyse ways in which the organisation can meet legitimate problems.</p> <p>6. Ensure employees are aware of the wellbeing services available and how to access them.</p>	<p>Ongoing</p> <p>Ongoing</p>

#### 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 Esther Short, HR Manager

On behalf of Ian Atkinson, Accountable Officer

24 February 2015