



Report Cover Sheet

Report to:	Board of Directors	
Date of the Meeting:	31 March 2021	
Agenda Item:	P1/050/21	
Title:	2020 Staff Survey Results	
Report prepared by:	Stephanie Thomas, Head of Learning and OD	
Executive Lead:	Jayne Shaw, Director of Workforce and OD	
Status of the Report:	Public	Private
	X	

Paper previously considered by:	N/A
Date & Decision:	

Purpose of the Paper/Key Points for Discussion:	<p>This presentation provides the Board of Directors with an overview of the key findings from the 2020.</p> <p>Staff satisfaction and engagement are key to delivering high quality, values-based care and are directly associated with patient experience and outcomes.</p> <p>The NHS Staff Survey is carried out every year and is sent to over 1 million staff. Although there are some minor changes and some new questions may be added from year to year, by and large the survey remains the same - Several additional questions were added to the 2020 survey to focus on the impacts of Covid-19.</p> <p>The 2020 staff survey took place during September – November 2020. The response rate to the 2020 survey was 58% (862) which was less than in 2019 when the response rate was 66%, but was above the 2020 median response rate for our sector which was 56%.</p> <p>The survey results are categorised under 10 themes which are scored on a scale of 0-10 where a higher score indicates a better result. In 2020 the Trust improved its score in 9 out of the 10 themes, with two themes, Health and Wellbeing and Staff Environment – Bullying and Harassment seeing a significant increase and the Trust was the top performing specialist acute trust in 4 out of the 10 themes.</p> <p>Based on the pressures and climate in which the 2020 survey was undertaken the results are pleasing and show positive progress on our continuous culture and engagement journey.</p>
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Action Required:	Discuss	x
	Approve	
	For Information/Noting	

Next steps required	<p>The next steps include;</p> <ul style="list-style-type: none"> Engage with teams/directorates to share local results Develop team based improvement plans to support making CCC a great place to work and receive care Continued focus on wellbeing, staff engagement and quality of care Engage with Teams across the Trust to develop improvement plans to support making CCC a great place to work Ensure actions related to the trust priority areas (H&W, Quality of Care and staff engagement)
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally	x	Collaborative system leadership to deliver better patient care	x
Retain and develop outstanding staff	x	Be enterprising	
Invest in research & innovation to deliver excellent patient care in the future		Maintain excellent quality, operational and financial performance	x

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	x
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	x
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	x
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right	

influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	

Equality & Diversity Impact Assessment

Are there concerns that the policy/service could have an adverse impact on:	YES	NO
Age		x
Disability		X
Gender		X
Race		X
Sexual Orientation		X
Gender Reassignment		X
Religion/Belief		X
Pregnancy and Maternity		X

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.



The Clatterbridge
Cancer Centre
NHS Foundation Trust

2020 NHS Staff Survey

Background

The NHS Staff Survey is carried out every year, and is sent to over 1 million staff. Although there are some minor changes and some new questions may be added from year to year, by and large the survey remains the same.

This makes it a valuable source of insight in understanding the perspectives and concerns of our staff, and whether we are making progress over time in line with our Workforce and OD Strategy.

2020 staff survey

The national staff survey took place from Sep-Nov 2020 – not just in the midst of a pandemic but also during the transition period of opening CCC-L.

The results of the 2020 survey were published on 12 March 2020. The Trusts results are available, along with all other NHS organisations, at www.nhsstaffsurveyresults.com/. The Trusts response rate was **58%** (862) which was a decline from 2019, 66% (853) but above the sector average of 56%.

The Trusts themed results from the survey are benchmarked against 14 other Acute Specialist Trusts across England. There are 10 themes (decrease from 11 in 2019) with a scoring of 0 – 10 (0 being the lowest and 10 being the highest). Additional Covid related questions were added to the 2020 survey.

The results from the survey and ongoing staff feedback are used to co-create the trusts priorities and key areas of focus for the next 12 months, alongside existing strategies.

2019/20 Key priorities

Based on 2019's survey results we focused on 4 key areas; H&W, communication, leadership and recognition .

Health & wellbeing

- Health & wellbeing hub on intranet
- Resilience & mental health awareness training
- More Mental Health First Aiders
- Healthy lifestyle & mindset initiatives
- 'Wellbeing Wednesday' virtual drop-ins
- Promoted our Employee Assistance Programme
- Health & wellbeing added to corporate induction

Communication

- CCC Live staff events and Q&As on MS Teams Live
- Much more internal comms incl COVID bulletins
- Staff listening events & focus groups
- Social media posts highlighting team & individual work
- Developing a new intranet that will be much more user-friendly

Leadership/managers

- New Leadership & Development Passport
- Introduced leadership masterclasses
- Increased personal development & leadership training
- Launched bespoke Level 5 leadership programme
- Increase apprenticeships offer

Staff recognition

- More ways of showing our appreciation e.g. Thank You Thursdays, staff pamper packs
- Long Service Policy now recognises more service anniversaries
- Staff Achievement Awards relaunched

CCC – Key Headlines

2020 Staff Survey: Results Summary



Improvements and strengths

- ✓ Staff engagement increased to 7.4 (7.3 in 2019)
- ✓ Increased morale: significantly fewer staff planning/thinking about leaving
- ✓ Significantly improved scores for Health & Wellbeing
- ✓ Significantly better than sector for satisfaction with immediate managers
- ✓ Above average for enthusiasm about your job and opportunities to show initiative
- ✓ Best score in sector for providing a safe environment, bullying & harassment, and violence

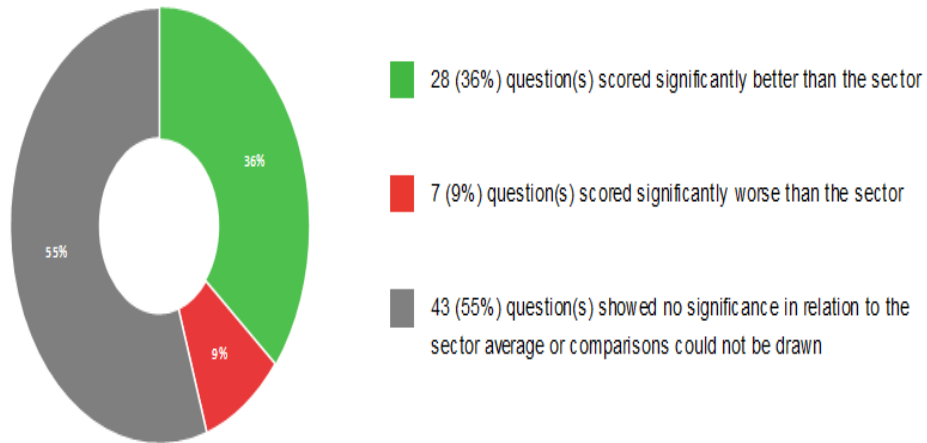
Areas we want to improve on

- Significant improvement on recommending us as a place to work but still further to go
- Big improvements on Health & Wellbeing but we want to do even better
- You set high standards for yourselves & the services you provide. We want to help you achieve them

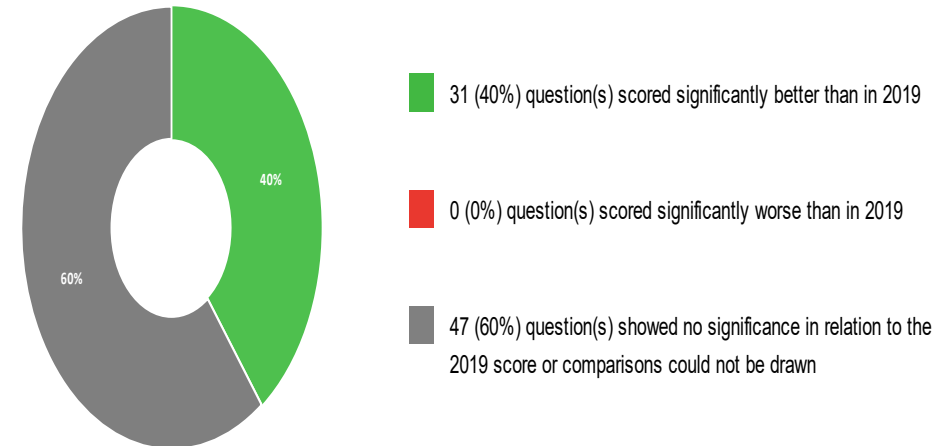


Headline findings - question benchmarking

Sector Benchmarking

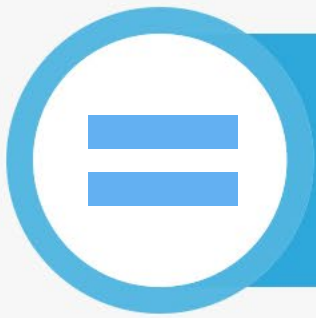


CCC Benchmarking



Breakdown of Themes





Equality, Diversity & Inclusion

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 1 - Equality, Diversity & Inclusion	9.3	Not Significant	9.5	Significantly Better	9.2
14. Does your <u>organisation</u> act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?	85.9%	Significantly Improved	90.9%	Significantly Better	87.1%
15a. Experienced discrimination at work from patients / service users, their relatives or other members of the public in the last 12 months. (Lower score is better)	2.5%	Not Significant	1.8%	Significantly Better	4.1%
15b. Experienced discrimination at work from a manager / team leader or other colleagues in the last 12 months. (Lower score is better)	5.6%	Not Significant	4.6%	Significantly Better	8.3%
26b. Has your employer made adequate adjustment(s) to enable you to carry out your work?	74.7%	Not Significant	73.3%	Not Significant	76.7%



Health & Wellbeing

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 2 - Health & Wellbeing	5.9	Significantly Improved	6.6	Not Significant	6.5
5h. [How satisfied are you with] The opportunities for flexible working patterns.	54.7%	Significantly Improved	61.1%	Not Significant	60.5%
11a. Does your <u>organisation</u> take positive action on health and well-being?	23.2%	Significantly Improved	32.4%	Significantly Worse	36.9%
11b. In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? (Lower score is better)	21.4%	Not Significant	19.6%	Significantly Better	26.6%
11c. During the last 12 months have you felt unwell as a result of work related stress? (Lower score is better)	42.6%	Significantly Improved	35.5%	Significantly Better	39.5%
11d. In the last three months have you ever come to work despite not feeling well enough to perform your duties? (Lower score is better)	56.6%	Significantly Improved	41%	Not Significant	40.2%



Immediate Managers

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 3 - Immediate Managers	7.0	Not Significant	7.3	Not Significant	7.1
5b. How satisfied are you with] The support I get from my immediate manager.	73.9%	Not Significant	76.4%	Significantly Better	73.4%
8c. My immediate manager gives me clear feedback on my work.	65.3%	Not Significant	67.7%	Not Significant	65.7%
8d. My immediate manager asks for my opinion before making decisions that affect my work.	57.3%	Significantly Improved	62.6%	Not Significant	61.3%
8f. My immediate manager takes a positive interest in my health and well-being.	72.9%	Not Significant	77%	Significantly Better	74.3%
8g. My immediate manager values my work.	74.6%	Significantly Improved	79.9%	Significantly Better	76%



Morale

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 4 - Morale	6.0	Not Significant	6.4	Not Significant	6.4
4c. I am involved in deciding on changes introduced that affect my work area / team / department	55.7%	Not Significant	54.9%	Not Significant	54.9%
4j. I receive the respect I deserve from my colleagues at work	71.8%	Not Significant	75.9%	Not Significant	72.4%
6a. I have unrealistic time pressures (% disagreeing)	22.4%	Significantly Improved	27%	Not Significant	28%
6b. I have a choice in deciding how to do my work.	54.5%	Not Significant	57.9%	Not Significant	58%
6c. Relationships at work are strained (% disagreeing)	42.3%	Significantly Improved	55.6%	Significantly Better	49.1%



Morale

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 4 - Morale	6.0	Not Significant	6.4	Not Significant	6.4
8a. My immediate manager encourages me at work.	73.8%	Not Significant	76.6%	Significantly Better	73.2%
19a. I often think about leaving this organization. (Lower score is better)	33.5%	Significantly Improved	25.7%	Not Significant	23.5%
19b. I will probably look for a job at a new <u>organisation</u> in the next 12 months. (Lower score is better)	27.4%	Significantly Improved	22.9%	Not Significant	21.5%
19c. As soon as I can find another job, I will leave this organization. (Lower score is better)	17.8%	Significantly Improved	13.8%	Not Significant	14.1%



Quality of Care

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 5 - Quality of Care	7.6	Not Significant	7.7	Not Significant	7.9
7a. I am satisfied with the quality of care I give to patients / service users.	86.1%	Not Significant	86.3%	Not Significant	88.4%
7b. I feel that my role makes a difference to patients / service users.	90.9%	Not Significant	90.1%	Not Significant	90.8%
7c. I am able to deliver the care I aspire to.	71.1%	Not Significant	73%	Significantly Worse	79.1%



Safe Environment - Bullying & Harassment

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 6 - Safe Environment - Bullying & Harassment	8.6	Significantly Improved	9.0	Significantly Better	8.4
13a. Experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public in the last 12 months. (Lower score is better)	14.6%	Significantly Improved	10.4%	Significantly Better	17.1%
13b. Experienced harassment, bullying or abuse at work from managers in the last 12 months. (Lower score is better)	11.2%	Significantly Improved	7.2%	Significantly Better	11.3%
13c. Experienced harassment, bullying or abuse at work from other colleagues in the last 12 months. (Lower score is better)	17.1%	Significantly Improved	11.5%	Significantly Better	18.7%



Safe Environment - Violence

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 7 - Safe Environment - Violence	9.9	Not Significant	9.9	Significantly Better	9.8
12a. Experienced physical violence at work from patients / service users, their relatives or other members of the public in the last 12 months. (Lower score is better)	1.6%	Not Significant	1.4%	Significantly Better	4.4%
12b. Experienced physical violence at work from managers in the last 12 months. (Lower score is better)	0.1%	Not Significant	0%	Significantly Better	0.5%
12c. Experienced physical violence at work from other colleagues in the last 12 months. (Lower score is better)	0.2%	Not Significant	0.1%	Significantly Better	1.3%



Safety Culture

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 8 - Safety Culture	7.1	Not Significant	7.3	Not Significant	7.0
16a. My <u>organisation</u> treats staff who are involved in an error, near miss or incident fairly.	64.7%	Significantly Improved	70.8%	Not Significant	65.9%
16c. When errors, near misses or incidents are reported, my <u>organisation</u> takes action to ensure that they do not happen again.	81.1%	Not Significant	81.3%	Significantly Better	78.4%
16d. We are given feedback about changes made in response to reported errors, near misses and incidents.	68.6%	Not Significant	70.2%	Not Significant	65.6%
17b. I would feel secure raising concerns about unsafe clinical practice.	73.8%	Significantly Improved	80.2%	Significantly Better	75.6%
17c. I am confident that my <u>organisation</u> would address my concern.	66.1%	Significantly Improved	73.6%	Significantly Better	65.8%
18b. My <u>organisation</u> acts on concerns raised by patients / service users.	80.5%	Not Significant	82.9%	Not Significant	82.9%



Staff Engagement

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 9 - Staff Engagement	7.3	Not Significant	7.4	Not Significant	7.4
2a. I look forward to going to work.	56.6%	Not Significant	60.3%	Not Significant	61.9%
2b. I am enthusiastic about my job.	75.9%	Not Significant	76.1%	Not Significant	75.2%
2c. Time passes quickly when I am working.	79.5%	Not Significant	78.2%	Not Significant	78.1%
4a. There are frequent opportunities for me to show initiative in my role.	74.7%	Not Significant	77.8%	Not Significant	74.9%
4b. I am able to make suggestions to improve the work of my team / department.	75.8%	Significantly Improved	79.9%	Significantly Better	76.9%
4d. I am able to make improvements happen in my area of work.	59.1%	Not Significant	61.7%	Not Significant	60.8%
18a. Care of patients / service users is my <u>organisation's</u> top priority..	83%	Significantly Improved	88.5%	Not Significant	89.2%
18c. I would recommend my <u>organisation</u> as a place to work.	63.6%	Significantly Improved	68.4%	Significantly Worse	75%
18d. If a friend or relative needed treatment I would be happy with the standard of care provided by this <u>organisation</u> .	87.3%	Not Significant	89.5%	Not Significant	91.7%



Team Working

Theme/Question	2019 Score	Significance	2020 Score	Significance	Sector Score
Theme 10 - Team Working	6.7	Not Significant	6.9	Not Significant	6.8
4h. The team I work in has a set of shared objectives.	77.4%	Not Significant	79%	Significantly Better	74.8%
4h. The team I work in often meets to discuss the team's effectiveness.	61.5%	Not Significant	65.7%	Not Significant	63.6%

Directorate breakdown

The table below shows the themes RAG rated against the Trust score for each Directorate

	E&D	H&W	Immediate Manager	Morale	Quality of Care	Environment – B&H	Environment – Violence	Safety Culture	Staff Engagement	Team Working
Corporate Directorate	9.7	7.0	7.5	6.4	8.0	9.2	10.0	7.3	7.7	7.1
Chemotherapy Services Directorate	9.6	6.5	7.3	6.3	8.0	9.0	9.9	7.7	7.6	7.1
Haemato-Oncology Directorate	9.5	6.1	7.5	5.9	7.8	9.2	10.0	7.1	7.1	7.0
Hosted Service Directorate	10.0	8.3	8.4	7.3		10.0	10.0	7.8	8.0	7.4
Integrated Care Directorate	9.5	6.0	7.6	6.0	6.8	8.5	9.8	6.4	7.1	6.6
Quality Directorate	9.6	7.8	9.0	8.5		10.0	10.0	8.9	8.6	8.4
Radiation Services Directorate	9.2	6.0	6.5	6.3	7.9	8.8	10.0	7.3	7.2	6.6
Research Directorate	9.4	6.3	7.6	5.8	7.6	9.0	10.0	6.9	7.0	7.1

C&M trust performance

This table shows each themes score for Cheshire and Merseyside trusts, with the top performing scores highlighted in green.

Trust	EDI	H&W	Immediate managers	Morale	Quality of care	Environment - bullying and harassment	environment – violence	Safety culture	Staff engagement	Team working
The Clatterbridge Cancer Centre NHS FT	9.5	6.6	7.3	6.4	7.7	9.0	9.9	7.3	7.4	6.9
Alder Hey NHSFT	9.4	6.4	6.9	6.6	7.6	8.7	9.8	7.1	7.1	6.8
Bridgewater community NHSFT	9.5	6.2	7.0	6.4	7.5	8.7	9.9	7.1	7.2	6.9
Cheshire and Wirral Partnership NHSFT	9.4	6.5	7.3	6.4	7.5	8.5	9.5	7.0	7.2	6.7
Countess of Chester NHSFT	9.1	6.0	6.7	6.2	7.4	8.1	9.4	6.6	7.0	6.3
East Cheshire Trust	9.1	6.0	6.9	6.2	7.4	8.1	9.4	6.6	7.0	6.5
Liverpool Heart and Chest Hospital NHSFT	9.5	6.7	7.3	6.4	8.0	8.8	9.6	7.5	7.6	7.0
Liverpool University FT	9.1	6.0	6.6	6.0	7.6	8.2	9.4	6.6	6.9	6.4
Liverpool Women's NHSFT	9.5	6.5	6.8	6.3	7.6	8.7	9.8	6.9	7.1	6.8
Mersey Care NHSFT	9.2	6.5	7.4	6.5	7.6	8.4	9.5	7.2	7.2	7.0
Mid Cheshire NHSFT	9.4	6.2	6.9	6.4	7.5	8.3	9.4	7.1	7.2	6.5
North West Boroughs NHSFT	9.3	6.5	7.5	6.4	7.7	8.6	9.6	7.0	7.2	7.1
Southport and Ormskirk NHS Trust	9.2	6.3	6.7	6.2	7.5	8.1	9.5	6.5	6.8	6.3
St Helens and Knowsley Teaching Hospital	9.4	6.7	7.3	6.7	8.1	8.5	9.5	7.2	7.6	7.0
Warrington and Halton NHSFT	9.4	6.5	6.9	6.3	7.6	8.4	9.5	6.9	7.1	6.5
Wirral Community Health and Care NHSFT	9.4	6.1	7.2	6.3	7.3	8.7	9.9	7.0	7.1	6.6
Wirral University Hospitals	9.3	6.0	6.6	6.1	7.5	8.1	9.5	6.6	6.9	6.3
The Walton centre NHSFT	9.3	6.8	7.1	6.6	8.1	8.5	9.3	7.2	7.6	7.0

Summary & next steps

Summary and next steps

Based on the pressures and climate in which the 2020 survey was undertaken the results are pleasing and show positive progress of our continuous culture and engagement journey.



Engage with
teams/directorates to
share local results



Develop team based
improvement plans



Continue to engage with
teams to focus on how
we can make CCC an
even better place to
work and receive care



Continued focus on
wellbeing, staff
engagement and
morale, quality of care
and team working