



Report Cover Sheet

Report to:	Trust Board	
Date of the Meeting:	29 th May 2019	
Agenda Item:	P1-107-19	
Title:	NHS Staff Survey Update	
Report prepared by:	Philippa Dick, OD Practitioner	
Executive Lead:	Jayne Shaw, Director of Workforce & OD	
Status of the Report:	Public	Private
	X	

Paper previously considered by:	
Date & Decision:	

Purpose of the Paper/Key Points for Discussion:	<p>The purpose of this presentation is to provide an overview of the 2018 Staff Survey process, to share a further breakdown of results and analysis by department, advising of hot spot areas and on progress to date and next steps relating to our key areas for improvement.</p> <p>The Trust Board is asked to review the information, discuss progress and support next steps.</p>
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Action Required:	Discuss	✓
	Approve	✓
	For Information/Noting	

Next steps required	<p>Following Trust Board feedback, further work is required to refresh and further develop action plans aligned to other Trust strategies and implementation plans taking into consideration and acting on feedback from the planned focus groups in Q2 and intelligence from other related pulse surveys such as the Staff Friends and Family Test.</p>
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The paper links to the following strategic priorities (please tick)

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

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	✓
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.	✓
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.	✓
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		✓
Disability		✓
Gender		✓
Race		✓
Sexual Orientation		✓
Gender Reassignment		✓
Religion/Belief		✓
Pregnancy and Maternity		✓

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

Board of Directors
29th May 2019

2018 NHS Staff Survey Update



WORKFORCE
for the future



CARE
for the future



CONNECTING
for the future



BUILDING
for the future



Aims of Presentation

- To provide an overview of the 2018 Staff Survey Process
- To share a further breakdown of results and analysis by department and hot spot areas
- To advise on progress to date and next steps relating to our key areas for improvement



Recap on progress so far

- The Survey is administered on our behalf by Quality Health
- 2018 Survey window – October & November 2018
- 62% completion rate, equal to last year, higher than Quality Health's overall response rate (45%) and the National Sector response rate of 53%
- Results presented at various committee meetings and Quality Health presented results at the senior Leaders Forum in March
- Trust and departmental results provided to departmental managers; managers tasked with communicating results with teams and developing departmental improvement plans by 30th April
- Progress reported at Directorate & Departmental review meetings and on dashboards
- Progress monitored via Workforce and OD Committee, reporting up to Quality Committee



What we are currently doing

- Continuing to focus on key areas identified for improvement following last year's survey & aligning Trust action plans
 - Supporting staff to improve their health and wellbeing (particularly mental health)
 - Improving staff engagement and involvement in change
 - Enhance the quality of appraisals
 - In addition – how we can continue to improve the effectiveness of immediate line managers and the support they provide to staff
- Planning to conduct focus groups with staff in June/July, in partnership, to better understand the following:
 - declining scores in staff recommending CCC as a place of work and
 - some of the themes from the comments reports
 - what we can do to take positive action to improve that will have the most impact



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Summary of Results by Theme & Department



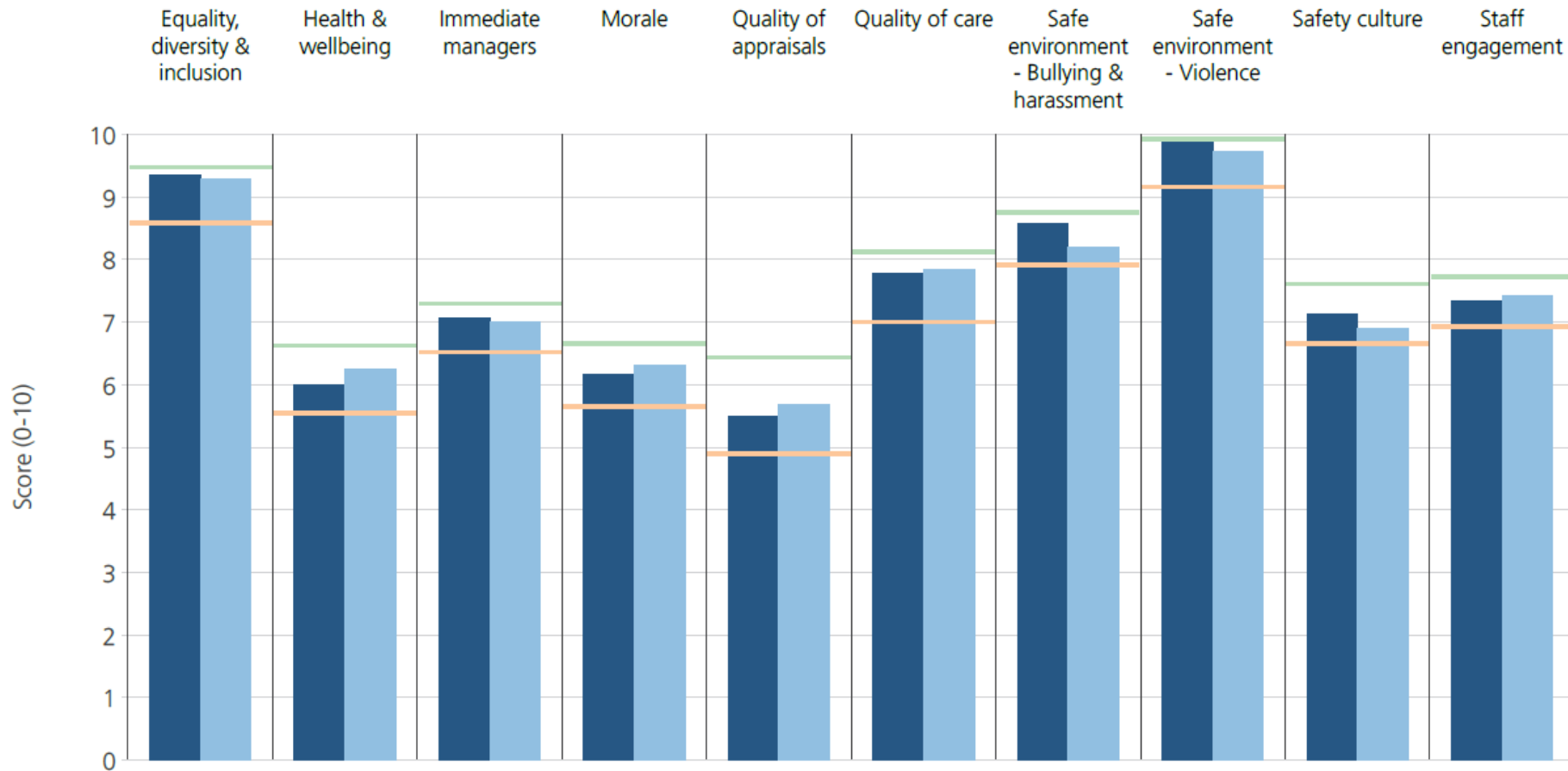
Ranked Themes

1 - 10	Theme No	Theme Name	Trust Score (0 – 10)	Sector Score (0 – 10)
1.	Theme 8	Safe Environment - Violence	9.9	9.7
2.	Theme 1	Equality, Diversity & Inclusion	9.4	9.3
3.	Theme 7	Safe Environment – Bullying & Harassment	8.6	8.2
4.	Theme 6	Quality of Care	7.8	7.8
5.	Theme 10	Staff Engagement	7.3	7.4
6.	Theme 9	Safety Culture	7.1	6.9
7.	Theme 3	Immediate Managers	7.1	7.0
8.	Theme 4	Morale	6.2	6.3
9.	Theme 2	Health & Wellbeing	6.0	6.3
10.	Theme 5	Quality of Appraisals	5.5	5.7

Summary of Results - Themes



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Best	9.5	6.6	7.3	6.7	6.4	8.1	8.8	9.9	7.6	7.7
Your org	9.4	6.0	7.1	6.2	5.5	7.8	8.6	9.9	7.1	7.3
Average	9.3	6.3	7.0	6.3	5.7	7.8	8.2	9.7	6.9	7.4
Worst	8.6	5.6	6.5	5.6	4.9	7.0	7.9	9.2	6.7	6.9
Responses	748	757	752	739	700	595	748	750	753	756

Hotspot Areas – Violence

Theme	Trust Score	Sector Score
Safe Environment - Violence	9.9	9.7

Top Performing	Score
All other departments: Admin Services; Cancer Alliance; Chemo Admin; Chemo Outpatients; Corporate/Support Services; Diagnostic Imaging; Finance; HO –Other Clinical & Admin; IM&T & Information; Inpatient Wards; Quality; Medical; Patient Support Non Clinical; Physics/Tech Services; R&I; WOD	10

Bottom Performing	Score
Delamere Hubs	9.9
HO - Wards	9.9
Patient Support Clinical	9.9
Radiotherapy	9.9
Pharmacy	9.8



Hotspot Areas – Equality, Diversity & Inclusion



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Theme	Trust Score	Sector Score
Equality, Diversity & Inclusion	9.4	9.3

Top Performing	Score
Cancer Alliance	10
Diagnostic Imaging	10
Corporate/Support Services	9.8
Fundraising	9.8
WOD	9.8

Bottom Performing	Score
IM&T & Information	9
Medical	9
Radiotherapy	8.8
Patient Support Non Clinical	8.1



Hotspot Areas – Bullying & Harassment

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Theme	Trust Score	Sector Score
Safe Environment - Bullying & Harassment	8.6	8.2

Top Performing	Score
Cancer Alliance	9.8
Finance	9.6
Fundraising	9.5
WOD	9.5

Bottom Performing	Score
Diagnostic Imaging	8.1
Radiotherapy	8.1
Medical	7.5
Patient Support Clinical	7.4
Patient Support Non Clinical	6.9



Hotspot Areas – Quality of Care

Theme	Trust Score	Sector Score
Quality of Care	7.8	7.8

Top Performing	Score
Chemo Outpatients	9.1
Chemo Admin	8.6
Delamere Hubs	8.4
Diagnostic Imaging	8.3
Radiotherapy	8.1

Bottom Performing	Score
Medical	7.4
Physics/Technical Services	7.4
IM&T & Information	7.1
Quality	6.5



Hotspot Areas – Staff Engagement

Theme	Trust Score	Sector Score
Staff Engagement	7.3	7.4

Top Performing	Score
Chemo Outpatients	8.5
Fundraising	8.2
Cancer Alliance	8.1
WOD	8.1
Chemo Outpatients	8.5

Bottom Performing	Score
Admin Services	6.9
Patient Support Clinical	6.9
Patient Support Non Clinical	6.6
Finance	6.1



Hotspot Areas – Safety Culture

Theme	Trust Score	Sector Score
Safety Culture	7.1	6.9

Top Performing	Score
Quality	8.4
Chemo Outpatients	8.1
WOD	7.8
IM&T & Information	7.6
Pharmacy	7.6

Bottom Performing	Score
Finance	6.7
Physics/Technical Services	6.7
HO - Other Clinical & Admin	6.6
Patient Support Clinical	6.5
HO - Wards	6.4



Hotspot Areas – Immediate Managers



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Theme	Trust Score	Sector Score
Immediate Managers	7.1	7.0

Top Performing	Score
Chemo Outpatients	9.3
Quality	8.4
HO - Other Clinical & Admin	8
Cancer Alliance	7.9
Fundraising	7.9

Bottom Performing	Score
Patient Support Clinical	6.3
Radiotherapy	6.3
Medical	6.1
Finance	5.7
Patient Support Non Clinical	5.4



Hotspot Areas – Morale

Theme	Trust Score	Sector Score
Morale	6.2	6.3

Top Performing	Score
Chemo Outpatients	7.6
Cancer Alliance	7.2
Diagnostic Imaging	7.1
Delamere Hubs	7
Chemo Outpatients	7.6

Bottom Performing	Score
Corporate/Support Services	5.7
R&I	5.5
Patient Support Clinical	5.4
Patient Support Non Clinical	4.8
Finance	4.6



Hotspot Areas – Health & Wellbeing



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Theme	Trust Score	Sector Score
Health & Wellbeing	6.0	6.3

Top Performing	Score
Cancer Alliance	8.2
HO - Wards	7.7
WOD	7.4
Chemo Outpatients	6.9
Physics/Technical Services	6.9

Bottom Performing	Score
Medical	5.8
Patient Support Clinical	5.5
Radiotherapy	5.4
Inpatient Wards	5.3
Patient Support Non Clinical	4



Hotspot Areas – Quality of Appraisals



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Theme	Trust Score	Sector Score
Quality of Appraisals	5.5	5.7

Top Performing	Score
Chemo Outpatients	8.6
Fundraising	7
Quality	6.2
Delamere Hubs	6.1

Bottom Performing	Score
HO - Other Clinical & Admin	4.9
Radiotherapy	4.9
Physics/Technical Services	4.8
Patient Support Clinical	4.5
Patient Support Non Clinical	4.4
Finance	3.7



Hotspot Areas – Departments



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Department	Frequency in bottom performing category for Trust	Themes
Finance	5	Staff Eng; Safety Culture; Immediate Managers; Morale; Quality of Appraisals;
Medical	5	EDI; B&H; Quality of Care; Immediate Managers; H&WB
Radiotherapy	6	Violence; EDI; B&H; Immediate Managers; H&WB; Quality of Appraisals;
Patient Support Non Clinical	7	DEI; B&H; Staff Eng; Immediate Managers; Morale; H&WB; Quality of Appraisals
Patient Support Clinical	8	Violence; B&H; Staff Eng; Safety Culture; Immediate Managers; Morale; H&WB; Quality of Appraisals



Health & Wellbeing

- Health and Wellbeing in the bottom two ranked themes
- 88% staff responded positively that CCC takes a positive interest in H&WB, declined since last year & below sector score
- 40% of staff report feeling unwell due to work related stress in the last 12 months, worse than sector, no significant change from last year
- Scores relating to staff satisfaction with resourcing & support are low
- Scores relating to having the right equipment, food and catering facilities and having a place to go for rest – worse than sector and 2017

Themes from Comments Report

- Lack of opportunities for flexible working
- Increasing workload
- Insufficient resourcing – Specialised Nursing/Nursing staff
- Office areas overcrowded and noisy



Health & Wellbeing – What we are doing



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- Increased focus - included in both the Workforce & OD Strategies
- Priority areas of focus identified as part of Trust's H&WB Action Plan
 - Mental Health First Aid
 - Targeted Team interventions
 - Review Flexible Working
 - Working Longer/Later life transitions
 - Line Manager Wellbeing Support (Change Management, Manager Essentials)
 - Resilience Training
- Launch of VivUp staff benefits programme including EAP
- CWP specialist counselling provision SLA
- Launched the Respect for Each Other campaign



Staff Engagement

- Overall staff engagement score is 7.32, slightly lower than the equivalent score last year (7.4 in 2017) & the National Sector score (7.4)
- 68% of staff agree that they would recommend CCC as a place to work - this is below sector score (72%) & last year's score (74%)
- 30% of staff said that they often think about leaving CCC, below national sector score (25%)
- Scores relating to Senior Management communication and involvement are lower than last year and below sector
- 77% of staff feel that the Trust has a clear vision for the future however only 47% feel part of the vision, slight decline from last year

Themes from Comments Report

- Senior management visibility, communication and involvement in decision making
- Lack of information and inconsistent messages re TCC and senior management appointments



Staff Engagement – What we are doing

- Key element of the OD Strategy & implementation plan
- Comms, Marketing and Engagement Strategy developed
- Implementation of the Town Hall Engagement Events; Review of Team Brief format; Establishment of TEG (Trust Executive Group Meeting);
- TCC Engagement Events
- Focus groups planned with staff to identify what we can do to improve



Quality of Appraisals/Career Development

- 94% staff reported having an appraisal in the last 12 months, improved since last year and in the top 20% of sector
- There has been a significant improvement in two of the scores relating to the quality of appraisals – leaving staff feeling valued & the Trust's values being discussed as part of it
- Scores around opportunities and support for career development are relatively low. Only 49% feel there are opportunities to develop within the Trust, a decline from last year (56%)



Quality of Appraisals/Career Development – What we are doing

- Launch of the electronic PADR process to provide more structure to enable meaningful, value added discussions with an increased focus on our Values and career development
- Enhancing Talent Management – key area of OD & Workforce Strategies & Implementation Plans
- Education Strategy – strength the provision of education and training & career pathways
- Development of the 'We are Video' and other initiatives as part of the recruitment & retention plans



Immediate Managers

- All scores relating to immediate managers have shown improvement
- 75% of staff are satisfied with the support that they get from their immediate managers and 73% are satisfied that manager takes an interest in Health & Wellbeing

Themes from Comments Report

- Staff feeling undervalued due to lack of recognition, support and respect



Immediate Managers – What we are doing

- Developing leadership capacity and capability key element of OD and Workforce strategies
 - Further development and roll out of leadership programmes
 - Development of leadership framework
 - New manager induction and management development programme
 - Performance Management/Holding to account



Next Steps

- Continue to support departments with action plans and monitor progress
- Refreshed Staff Survey Action Plan aligned to Trust Strategies and Implementation plans
- Provide regular updates on progress – You Said; We did
- Renew our contract with Quality Health, moving to a fully on line survey
- Proposal that Quality Health will also run our quarterly Staff Friends and Family Test
 - alignment of NHS staff survey with Staff FFT
 - ability to conduct quarterly pulse checks
 - Improved data analysis & reporting



A large, light blue, stylized graphic of the letter 'C' that curves around the word 'Questions?'.

Questions?

