



Report Cover Sheet

Report to:	Board of Directors	
Date of the Meeting:	27 November 2019	
Agenda Item:	P1/203/19	
Title:	Staff Survey Update	
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:	To update the Board of Directors on the actions undertaken following receipt of the 2018 National Staff Survey results, inform the Board of the Quarter 1 and 2 Staff Friends and Family results and provide a position statement in relation to the 2019 National Staff Survey.
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Action Required:	Discuss	
	Approve	
	For Information/Noting	x

Next steps required	Approved actions detailed in the recommendations
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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	
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	

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.	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.

1. Background

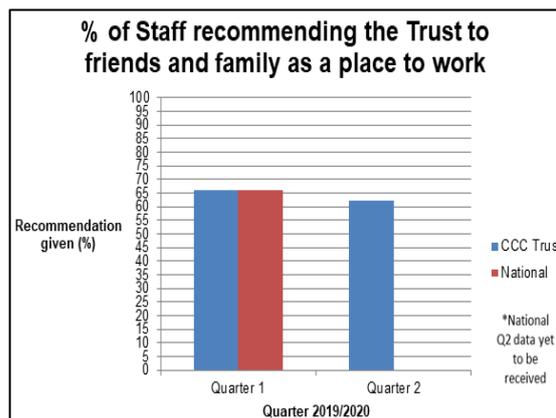
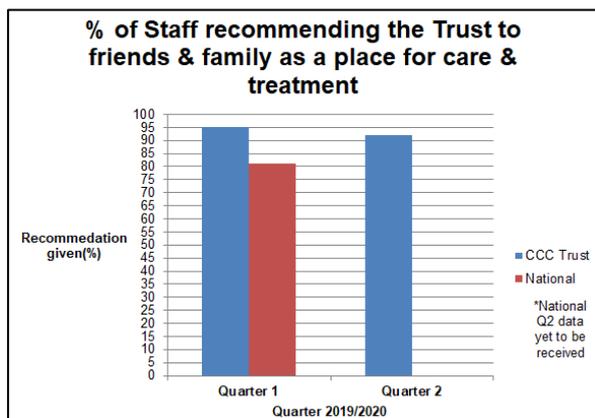
- 1.1 The annual NHS Staff Survey is one of the most widely used methods for measuring staff engagement.
- 1.2 Staff satisfaction and engagement are key to delivering high quality, values-based care and are directly associated with patient experience and outcomes.
- 1.3 The annual staff survey is an important means of providing workforce assurance and highlighting areas for improvement actions. It is a requirement of all NHS organisations and the staff engagement score from the survey forms a key element of the CQC's measures.

2. 2018 Staff Survey

- 2.1 The 2018 Staff Survey was conducted between September and November 2018. The Trust response rate was 62% against a national average of 45%.
- 2.2 Results are themed into 10 areas. A breakdown of the results have previously been shared with the Board and a copy can also be found at Appendix 1
- 2.3 Overall, our Trust 2018 results were very similar to our comparator group and there were no significant changes from the 2017 results.
- 2.4 We continue to focus on four priority areas:
 - ✓ Supporting staff to improve their health and wellbeing
 - ✓ Improving staff engagement and involvement in change
 - ✓ Enhancing the quality of appraisals
 - ✓ Improving the effectiveness of immediate line managers and the support they provide for staff
- 2.5 Results are also available by Directorate/Service and respective areas have developed Improvement Plans which are monitored at directorate and department meetings and also via the Directorate Performance meetings.

3. Staff Friends and Family - Quarter 1 and 2

- 3.1 In addition to the staff survey the Trust also conducts a quarterly Staff Friends and Family Test. The Staff Friends and Family Test is a feedback tool which enables NHS staff to give regular feedback about their organisation as a place of work and to receive care or treatment. In addition to these 2 questions, staff can also provide additional comments.
- 3.2 The results of the Trusts Q1 and Q2 Staff Friends and Family Test are detailed below;



3.3 Friends and Family Results by Staff Group

Recommend the trust as a place to receive care -

Staff Group	% Recommend	% Not Recommend
Add Prof Scientific and Technic	88%	0%
Additional Clinical Services	92%	8%
Administrative and Clerical	93%	3%
Allied Health Professionals	94%	6%
Nursing and Midwifery Registered	94%	4%

Recommend the trust as a place to work

Staff Group	% Recommend	% Not Recommend
Add Prof Scientific and Technic	81%	6%
Additional Clinical Services	75%	17%
Administrative and Clerical	67%	15%
Allied Health Professionals	53%	30%
Nursing and Midwifery Registered	50%	29%

3.4 The comments received as part of the Q2 results are varied and while there are a number of positive statements there are a number of themes which have emerged which include references to management style and reducing levels of morale.

The results will be analysed further alongside the 2019 results from the national survey.

4. Process and Deliverables

4.1 Following the 2018 Staff Survey results, 13 staff listening events were held to gather further intelligence on what's working well at the Trust and what areas could be improved to make the Trust a great place to work and receive care.

4.2 Work has been underway throughout the year to progress work based on all of the feedback received and a number of improvements have been implemented. This includes;

- Launching a new Employee Assistance Programme
- Regular executive and non-executive walkabouts
- Increased frequency of the Clatterbridge 2020 briefings
- Developed a 'Myth Buster' in an attempt to dispel rumours and provide facts
- Introduction of a monthly Manager Checklist which is a one stop shop signposting managers to key information and actions required of them during the forthcoming month to support the preparation for the opening of CCC-L
- Introduced a new process for PADR's
- Launched #ThankyouThursday and staff Thank You cards for colleagues to recognise and thank each other for great work
- Held an internal event to recognise long service
- Resilience training

4.3 We have also communicated a 'You said.....We did...' as a means of sharing the improvement made. See appendix 2

5. Staff Survey 2019

5.1 The 2019 staff survey was issued to all staff on 1st October 2019, and for the time staff received the survey solely via email. The survey is open until the 29th November 2019, with the embargoed report expected late January 2020.

5.2 We have set ourselves an internal target of a 70% response rate. As at the 12th November 2019 the Trust's response rate was 56% (730 Surveys completed). This is slightly higher than the position for the same period last year.

5.3 As with previous years, we have incentivised completion of the survey and new for this year is an end of survey prize draw.

6. Next Steps

6.1 Trust and departmental actions plans will continue to be monitored via the Staff Engagement Group and Workforce, Education and OD Commitment to ensure action on key areas for improvement are being progressed.

6.2 The Learning and OD Team will continue to work with the staff survey champions and Managers to encourage staff to complete the 2019 survey before 29th November.

6.3 On receipt of the 2019 staff survey results in February 2020, a full data analysis of the results will be undertaken and revised improvements plans developed for implementation during 2020/2021.

7. Conclusion

- 7.1 Staff are the Trusts key resource; the engagement, satisfaction and health and well-being of the workforce is of critical to optimal performance and enabling achievement of the Trusts vision, values and strategic objectives.
- 7.2 The Trust is commitment to ensuring its crates an environment and culture that enables the Trust to be the best place to work and receive care.
- 7.3 However, it is recognised and evidenced that during any period of significant change, staff morale, motivation and engagement is likely declined and therefore is of pivotal importance that staff engagement and Trust wide culture remains as a high priority on the Trust's agenda.

8. Recommendations

- 8.1 The Board of Directors is asked to;
- Note the contents of the report and the work undertaken to date
 - Request a future report detailing the key findings of the 2019 staff survey