



Report Cover Sheet

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|-----------------------|---|---------|
| Report to: | Board of Directors | |
| Date of the Meeting: | 25 March 2020 | |
| Agenda Item: | P1-057-20 | |
| Title: | NHS Staff Survey 2019 | |
| 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>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 annual NHS Staff Survey is an important element in the Trust's methods of engaging with staff, and the staff engagement score from the survey forms a key element of the Care Quality Commission's measures linked to registration.</p> <p>This presentation provides the Board of Directors with a high level overview of the key findings from the 2019 survey at both at Trust and Directorate level, based on national data and benchmarking and sets out next steps.</p> |
|---|---|

| | | |
|------------------|------------------------|---|
| Action Required: | Discuss | x |
| | Approve | |
| | For Information/Noting | |

| | |
|---------------------|--|
| Next steps required | |
|---------------------|--|

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 | x |

| | |
|---|---|
| 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. | x |
| 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. | x |
| 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. | x |

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.



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Staff Survey Results 2019



Background

The NHS annual staff survey 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.

The survey is made up of 90 questions, of which, a number of key questions feed into the eleven themes to provide a high level overview of the Trusts results.



2019 Staff Survey

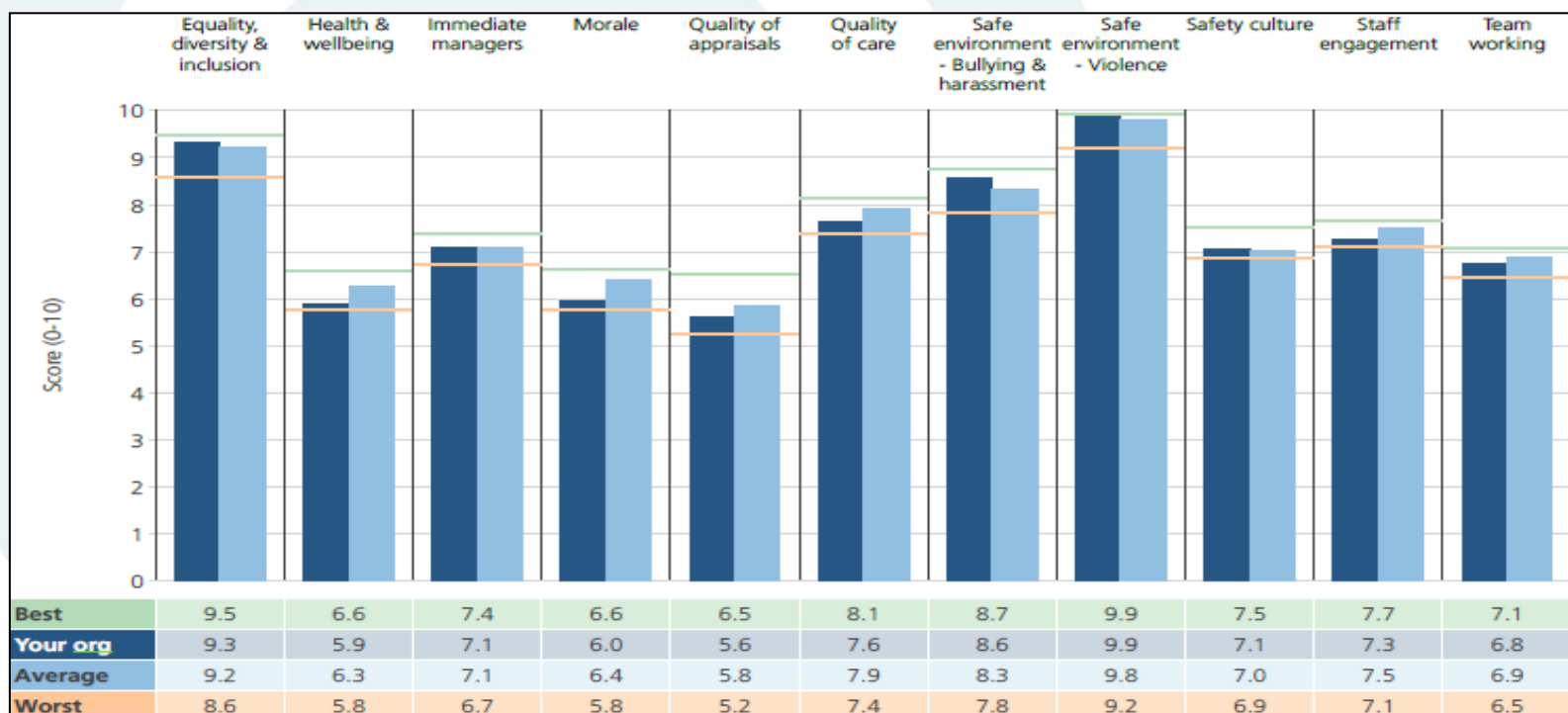
- Survey open for 8 weeks from 1 October to 29 November
- Trust response rate was **66%** compared to 62% in 2018, and is the highest response rate seen by the Trust
- The results of the 2019 survey were published on 18 February 2020 and are available, along with all other NHS organisations, at www.nhsstaffsurveyresults.com/
- The Trusts themed results are benchmarked against 18 other Acute Specialist Trusts across England
- There are 11 themes (an increase from 10 in 2018) with a scoring of 0 – 10 (0 being the lowest and 10 being the highest)



Specialist Acute Trusts - Comparison

In comparison to other Specialist Acute Trusts, CCC are;

- The best performing Trust in the theme 'Safe environment – Violence'
- Achieving average or above average for 5 of the themes
- Performing below average for 6 of the themes
- Performing above the worst score in all 11 themes



2018 Comparison of Results

| Theme | 2018 Score | 2019 Score |
|--|------------|------------|
| Equality, diversity & inclusion | 9.4 | 9.3 |
| Health & wellbeing | 6.0 | 5.9 |
| Immediate managers | 7.1 | 7.1 |
| Morale | 6.2 | 6.0 |
| Quality of appraisals | 5.5 | 5.6 |
| Quality of care | 7.8 | 7.6 |
| Safe environment – Bullying & harassment | 8.6 | 8.6 |
| Safe environment – Violence | 9.9 | 9.9 |
| Safety Culture | 7.1 | 7.1 |
| Staff engagement | 7.3 | 7.3 |
| Team working | 6.9 | 6.8 |

- Based on national analysis the Trusts results for all 11 themes are classed as 'No Significant Change' from 2018
- 5 of the themes has seen no change from 2018
- 5 of the themes has seen a small decrease, with Morale and Quality of Care seeing the biggest decrease of 0.2%
- Quality of Appraisal is the only theme to have seen an increase
- **Our highest performing themes are;**
 - Safe environment – violence
 - Equality, diversity and inclusion
 - Safe environment – bullying and harassment
- **Our lowest performing themes are;**
 - Quality of appraisals
 - Health and wellbeing
 - Morale



Analysis of Theme Questions



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The table shows the number of questions within each theme where the Trust was rated best, above average, average, below average or worse, in comparison to other Specialist Acute Trusts. It also shows our performance against 2018 for each question.

| Theme | Sector Comparison | | | | | 2018 CCC Comparison | | |
|---------------------------------------|-------------------|---------------|----------|---------------|----------|---------------------|----------|-----------|
| | Best | Above Average | Average | Below Average | Worst | Increase | Equal | Decrease |
| Equality & Diversity | - | 2 | - | 2 | - | 1 | 1 | 2 |
| Health & Wellbeing | - | 1 | - | 4 | - | 2 | - | 3 |
| Managers | - | 3 | - | 4 | - | 1 | 1 | 5 |
| Morale | - | 1 | - | 8 | - | 2 | - | 7 |
| Quality of Appraisal | - | 1 | - | 3 | - | 4 | - | - |
| Quality of Care | - | - | - | 3 | - | - | 1 | 2 |
| Environment – Bullying and Harassment | - | 3 | - | - | - | 2 | - | 1 |
| Environment – Violence | 3 | - | - | - | - | 2 | - | 1 |
| Safety Culture | - | 2 | - | 4 | - | 3 | - | 3 |
| Staff Engagement | - | - | 1 | 7 | 1 | 3 | - | 6 |
| Team Building | - | 1 | - | 1 | - | - | - | 2 |
| Total | 3 | 14 | 1 | 36 | 1 | 20 | 3 | 32 |

Top 5 Ranked Questions

The table below shows the **theme questions** that have seen the biggest increase from 2018

| Theme | Theme Question | 2018 | 2019 |
|----------------------|--|-------|-------|
| Safety Culture | When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again | 77.9% | 81% |
| Morale | I have a choice in deciding how to do my work | 51.7% | 54.4% |
| Staff Engagement | Time passes quickly when I am working | 77.1% | 79.6% |
| Quality of Appraisal | It helped me agree clear objectives for my work | 31.3% | 32.7% |
| Safety Culture | My organisation treats staff who are involved in an error, near miss or incident fairly | 63.3% | 64.6% |



Lowest 5 Ranked Questions

The table below shows the **theme questions** that have seen the greatest decrease from 2018

| Theme | Theme Question | 2018 | 2019 |
|-------------------|--|-------|-------|
| Morale | Relationships at work are strained | 70.8% | 68.5% |
| Morale | I will probably look for a job at a new organisation in the next 12 months | 22.7% | 27.5% |
| Engagement | I would recommend my organisation as a place to work | 68% | 63.5% |
| Quality of Care | I am able to deliver the care I aspire to | 74.9% | 71% |
| Immediate Manager | My immediate manager asks for my opinion before making decisions that affect my work | 61.2% | 57.4% |



Directorate Breakdown

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

| | Equality, diversity & inclusion | Health & wellbeing | Immediate Manager | Morale | Quality of appraisals | Quality of care | Safe environment – bullying & harassment | Safe environment – violence | Safety culture | Staff engagement | Team working |
|-------------------------------------|---------------------------------|--------------------|-------------------|--------|-----------------------|-----------------|--|-----------------------------|----------------|------------------|--------------|
| Admin Services | 9.4 | 5.9 | 6.7 | 6 | 5.3 | 7.9 | 8.3 | 10 | 6.9 | 7 | 6.3 |
| Cancer Alliance | 9.6 | 7.6 | 7.8 | 6.1 | 5.6 | N/A | 8.9 | 10 | 6.7 | 7.9 | 7 |
| CET & CGST | 9.4 | 6 | 8 | 4.9 | 5.4 | N/A | 9.2 | 10 | 7.6 | 6.8 | 8.4 |
| Chemotherapy Outpatients | 9.2 | 6.7 | 8.4 | 6.9 | 7.6 | 8.2 | 8.6 | 10 | 7.6 | 7.8 | 7.7 |
| Corporate / Support Services | 9.3 | 7 | 7.4 | 6.4 | 6.4 | 7.7 | 8.6 | 10 | 7.1 | 7.8 | 7.5 |
| Delamere Hubs | 9.3 | 5.2 | 7.2 | 6 | 5.6 | 7.4 | 8.4 | 9.8 | 7.1 | 7.5 | 7.2 |
| Diagnostic Imaging | 9.3 | 5.9 | 6.6 | 6.5 | 4.7 | 8.1 | 8.5 | 10 | 7 | 7.8 | 6.9 |
| Finance | 9 | 5.6 | 6 | 5.1 | 5.3 | N/A | 8.6 | 10 | 7.2 | 6.9 | 6.2 |
| Fundraising | 9.7 | 6.9 | 8.6 | 7.4 | 7.3 | N/A | 10 | 10 | 7.2 | 8.5 | 8.6 |
| Haemato oncology - Clinical & Admin | 9 | 5.7 | 7.2 | 5.8 | 5.9 | 7.4 | 8.3 | 9.8 | 6 | 6.8 | 6.9 |
| Haemato oncology | 9.8 | 6 | 7.8 | 6.1 | 6.6 | 7.8 | 9 | 10 | 7.1 | 7.1 | 6.8 |
| IM&T | 9.2 | 6.1 | 7.3 | 5.8 | 5.6 | 7.3 | 9.2 | 9.9 | 7.1 | 7.2 | 6.8 |
| In Patient Wards | 9.4 | 5.4 | 7.9 | 5.4 | 5.3 | 6.7 | 8.2 | 9.6 | 7 | 6.8 | 5.7 |
| IPC & Education & Safeguarding | 9.7 | 6.5 | 8.3 | 6.3 | 7.3 | N/A | 9.4 | 10 | 7.3 | 8 | 7.9 |
| Medical | 9 | 6.1 | 5.9 | 6.7 | 4.6 | 7.7 | 8.7 | 10 | 6.9 | 7.3 | 6.1 |
| Patient Support Clinical | 9.4 | 5.7 | 7.3 | 5.5 | 5.3 | 7.7 | 7.8 | 9.9 | 6.7 | 7.2 | 6.5 |
| Patient Support Non Clinical | 8.8 | 5.7 | 7.9 | 5 | 5.7 | N/A | 7.2 | 10 | 5.9 | 6.3 | 7.1 |
| Pharmacy | 9.3 | 6.2 | 6.6 | 5.9 | 6.2 | 7.5 | 8.8 | 10 | 7.5 | 7.4 | 7.3 |
| Physics | 9.6 | 6.9 | 6.5 | 6.4 | 5.1 | 7.5 | 9.2 | 10 | 7.3 | 7.5 | 6.6 |
| Radiotherapy | 9.3 | 5.2 | 6.4 | 6 | 5.1 | 8.3 | 8.5 | 10 | 7.4 | 7 | 6.7 |
| Research & Innovation | 9.5 | 5.6 | 7.1 | 5.5 | 6.2 | 8.1 | 8.5 | 9.9 | 7.1 | 7.2 | 6.8 |
| W&OD | 9.1 | 6.7 | 7.7 | 5.7 | 5.7 | N/A | 9.3 | 10 | 7.7 | 8.1 | 7.4 |

Breakdown by Staff Group



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The table below shows the themes RAG rated against the Trust average and indicates if there has been an increase, decrease or equal score to that of 2018

| | Equality, diversity & inclusion | | Health & wellbeing | | Immediate Manager | | Morale | | Quality of appraisals | | Quality of care | | Safe environment – bullying & harassment | | Safe environment – violence | | Safety culture | | Staff engagement | | Team working |
|-----------------------------|---------------------------------|---|--------------------|---|-------------------|---|--------|---|-----------------------|---|-----------------|---|--|---|-----------------------------|---|----------------|---|------------------|---|--------------|
| Prof Scientific and Technic | 9.3 | = | 6.9 | ↑ | 6.9 | = | 6.3 | ↑ | 6.4 | ↑ | 7.6 | ↓ | 8.6 | ↑ | 10 | = | 7.5 | ↑ | 7.6 | ↑ | 7.2 |
| Clinical Services | 9.3 | ↓ | 6 | ↑ | 6.9 | ↓ | 5.8 | ↓ | 6 | ↓ | 8.2 | ↓ | 8.2 | ↓ | 9.8 | ↑ | 7.2 | ↓ | 7.1 | ↓ | 6.8 |
| Administrative and Clerical | 9.3 | = | 6.1 | ↓ | 7.2 | ↑ | 5.8 | ↓ | 5.7 | ↑ | 7.6 | ↑ | 8.6 | ↓ | 10 | = | 7 | ↓ | 7.2 | ↓ | 6.8 |
| AHP | 9.3 | = | 5.2 | ↓ | 6.4 | ↓ | 5.9 | ↓ | 4.9 | ↓ | 8.2 | ↑ | 8.4 | ↑ | 10 | = | 7.3 | ↑ | 7.1 | ↓ | 6.7 |
| Healthcare Scientists | 9.8 | = | 6.7 | ↓ | 6.7 | ↓ | 6.5 | ↓ | 5.3 | = | 7.5 | ↓ | 9.3 | ↓ | 10 | = | 7.3 | ↑ | 7.7 | ↓ | 6.6 |
| Medical | 9.2 | ↑ | 6.2 | ↑ | 6.4 | ↑ | 6.9 | ↑ | 5 | ↓ | 7.7 | ↑ | 8.8 | ↑ | 10 | = | 7.1 | ↑ | 7.5 | ↑ | 6.3 |
| Nursing | 9.4 | = | 5.5 | ↓ | 7.6 | ↑ | 5.8 | ↓ | 5.6 | ↓ | 7.2 | ↓ | 8.4 | ↓ | 9.9 | ↑ | 6.9 | = | 7.2 | ↓ | 6.8 |

Please note, there is no comparable data for Team Working from 2018



Other Key Headlines – All Questions

Results in comparison to 2018

Out of 90 survey questions with a positive or negative response, in comparison to last year's scores:

- 44 questions – scores declined (49%)
- 28 questions – scores improved (31%)
- 18 questions – scores remained the same (20%)

Results in comparison to our Comparator Group (Acute Specialist Trusts)

Out of the 90 questions:

- 57 questions (63%) – the Comparator score is higher than CCC
- 25 questions (28%) - the Comparator score is lower than CCC
- 8 questions (9%) - the Comparator score is the same as CCC



Summary

It is recognised and evidenced that during any period of significant change, staff morale, motivation and engagement is likely to decline and therefore it is encouraging to see that there has been no significant change to the Trusts themed scores from 2018.

In comparison to other Specialist Acute Trusts, CCC is currently performing average or above average for 5 themes and below average for 6 themes.

However, the Trust is committed to improving performance against all themes, as part of its continuous improvement programme and our ambition is to perform above average across all themes over the next 4 years.

Priority theme areas for action emerging from the survey include quality of care, quality of appraisals, health and wellbeing and morale. These areas will be used to inform the Trusts high-level improvement plan for 2020.



Action / Next Steps

- Results have been shared with Senior Leaders across the Trust for dissemination to staff within their Directorates by Mid March
- A draft high-level Trust improvement has been developed and will be approved and monitored via Workforce, Education and OD Committee
- The Workforce and OD Implementation Plan for 2020/21 has been updated to ensure key priorities from the survey are included
- Directorate Improvement Plans are to be developed by 31 March and will be monitored via the Directorate Performance Reviews
- 4 additional questions will be added to the Staff Family and Family Test (FFT) to act as a 'pulse check' for our improvement journey. These questions will focus on Health and Wellbeing, Morale and Staff Engagement
- Staff FFT scores and completion rates will form part of Directorate Performance Reviews from April 2020
- A quarterly 'You said...' 'We did..' campaign will commence from April 2020



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Any Questions?

