



### Report Cover Sheet

|                       |   |         |
|-----------------------|---|---------|
| Report to:            | Trust Board                               |         |
| Date of the Meeting:  | 29 July 2020                              |         |
| Agenda Item:          | P1-116-20                                 |         |
| 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: | <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 and identifies our key areas of focus as part of the Trusts staff survey action plan (appendix 1). These areas are;</p> <ul style="list-style-type: none"> <li>• Health and Wellbeing</li> <li>• Staff Engagement</li> <li>• Leadership &amp; Management Development</li> <li>• Quality of Appraisals</li> <li>• Equality and Inclusion</li> </ul> <p>The presentation also provides an update on our Staff Friends and Family Quarter 1 results.</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"> <li>• Implementation of actions included in high level trust action plan</li> <li>• Continue to support directorates to deliver against locally developed action plans</li> </ul> |
|---------------------|---|

The paper links to the following strategic priorities (please tick)

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

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Trust Board – July 2020  
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# Staff Survey Update

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# Background

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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.

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

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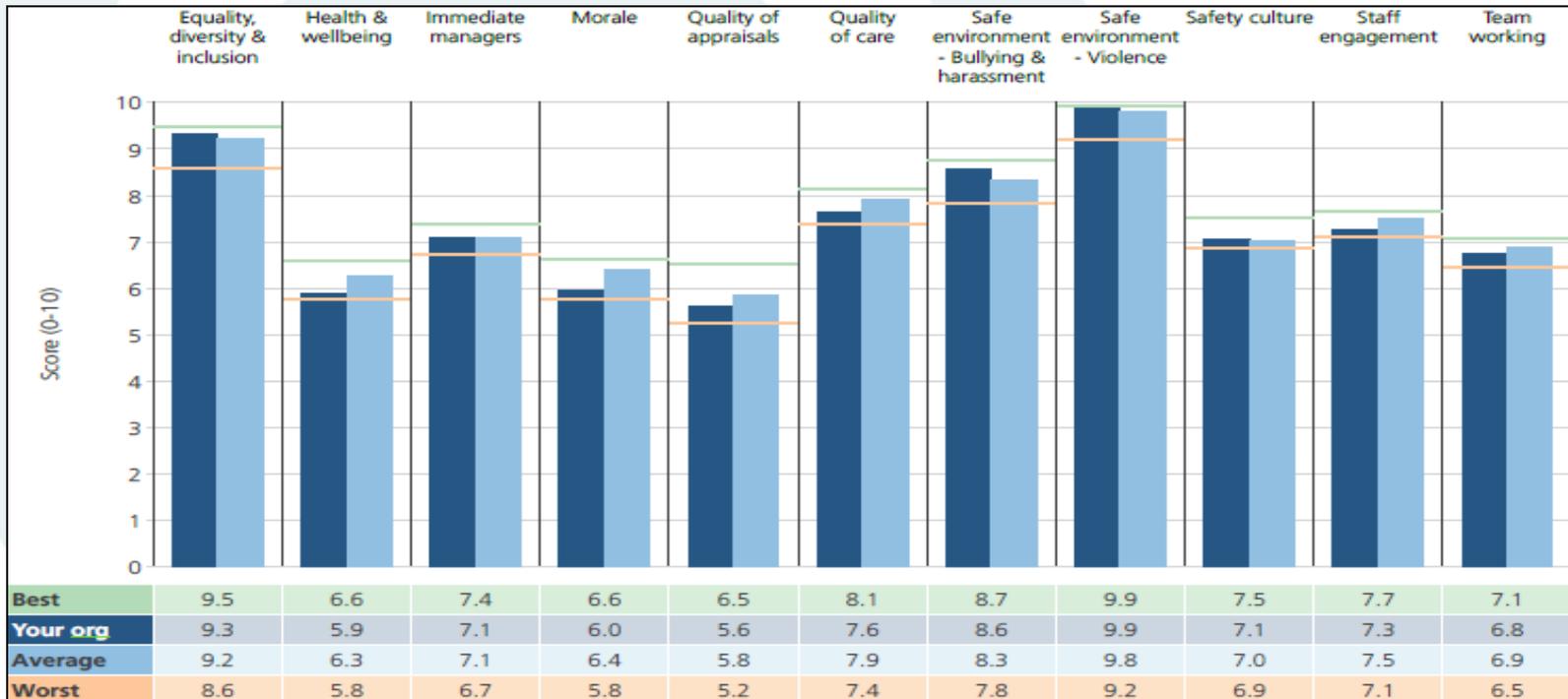
- The Trusts response rate was **66%** which is **4% higher** than last year and the highest response rate seen by the Trust
- The results of the 2019 survey were published on 18 February 2020 and are available, along with all other NHS organisations, at [www.nhsstaffsurveyresults.com/](http://www.nhsstaffsurveyresults.com/)
- The Trusts themed results are benchmarked against 18 other Acute Specialist Trusts across England and form the bases of this presentation
- 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

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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

- 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

| 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        |



# 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

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



# Trust Action Plan

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The Trust staff survey action plan has been developed and focuses on 5 key areas. These are;

- Health and Wellbeing
- Staff Engagement
- Leadership & Management Development
- Quality of Appraisals
- Equality and Inclusion

Progress on implementing the action plan has been delayed due to Covid-19, but recovery plans are now in place.



# Health and Wellbeing - What we are doing

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## Our priority areas of focus are;

- Mental Health First Aid – Target to train 100 managers
- Team Psychological Support – Team Time sessions, OD Team building sessions and Team Coaching
- Further develop of agile working
- Introduction of pre-retirement programme
- Continued roll out of Resilience Training
- Further embed VivUp Employee Assistance Programme, including team support sessions in response to COVID
- Increased staff wellbeing activities, including launch of the Trusts Health & Wellbeing Plan



# Staff Engagement – What we are doing

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## Our main priority areas are;

- Enhance our approach to staff recognition, which includes;
  - Launch Random Act of Kindness innovative
  - Develop e-thank you scheme
  - Introduce ‘Good Thinking!’ Scheme
  - Refresh and renew our staff awards
- Review of Trust values and behaviours
- Big Conversation Event
- Relaunch staff engagement group – Directorate groups to be established
- Increase Board Visibility



# Leadership and Management Development – What we are doing

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## Our main priority areas are;

- Roll out of Management Passport in September 2020
- Continued development and roll out of leadership and personal effectiveness programmes
- Introduction of a managers induction programme
- Roll out of Leadership Masterclasses
- Bespoke CCC Level 5 accredited leadership programme in development for launch in October 2020
- Development of leadership competencies by 2021



# Quality of Appraisals/Career Development – What we are doing

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## Our main priority areas are;

- Enhancing Talent Management and Succession Planning – key area of WOD Year 2 Implementation Plans
- Reviewing our approach to PADR to ensure it supports managers to have quality conversations with staff.
- Focus on ‘Growing our own Talent’ through effective use of apprenticeship pathways and management and leadership programme
- Implementing career clinics to offer staff IAG on career pathways



# Equality and Inclusion – What we are doing

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## Our main priority areas are;

- Develop a robust implementation plan to deliver the Trust wide EDI Strategy
- Launch the NHS Rainbow Badge initiative
- Develop and implement staff networks for BAME and other minority groups such as those with Disabilities and LGBT
- Implement EDI training for senior leaders and managers to raise awareness and to create an inclusive culture



# Staff Friends & Family Test Update

The National Staff FFT is a quarterly survey that acts as a temperature check for the Trust in-between the annual staff survey.

The standard reportable questions asked on the Staff FFT are relating to; recommending the Trust as a place to work and recommending the Trust as a place to receive care.

The Trust Q1 2020/21 survey was undertaken in June and showed a significant increase of 7% in the number of staff recommending the Trust as a place to work and a small decrease in the number of staff recommending CCC as a place to receive care.

| Staff FFT Questions  | Q2 2019/20 | Q3 2019/20   | Q4 2019/20 | Q1 2020/21 |
|--|------------|--|------------|------------|
| "How likely are you to recommend this organisation to friends and family if they needed <u>care or treatment</u> " | 92%        | 87%  | 96%        | 95%        |
| "How likely are you to recommend this organisation to friends and family as a <u>place to work</u> "               | 62%        | 64%  | 66%        | 73%        |
| Response Rates   | 24% (318)  | 66% (853)<br>Incorporated as part of NHS Staff Survey, results not directly comparable | 30% (431)  | 33% (491)  |



# Staff Friends & Family Test Update

For 2020/21 the Trust has developed four additional local questions to be included in the staff FFT to act as a further temperature check against its key priority areas of focus for 2020/21.

The results for Q1 are detailed below

| Additional Local SFFT Questions                            | Q1<br>2020/21 |
|--|---------------|
| I am enthusiastic about my role                            | 89%           |
| The Trust takes positive action on health and wellbeing    | 75%           |
| My immediate line manager supports my health and wellbeing | 81%           |
| I feel recognition and valued by the Trust                 | 60%           |

Staff FFT results are now included on the Directorate Performance Reports



# Summary and next steps

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- The Trust staff survey action plan was developed mid March 2020, but due to Covid 19 progress on implementing actions has been delayed. Recovery plans are now in place to mitigate this and will be monitored via WOD Committee
- Department action plans were due to be submitted in March 2020, but this was extended June due to Covid 19
- All actions plans have now been received and L&OD will continue to support departments with monitoring progress against these action plans
- Staff FFT results to be reported on Directorate performance dashboard to help identify hotspot areas and trends

