

**NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY
STAFF SURVEY UPDATE**

Date of the meeting	19/07/2017
Author	H Straw, Workforce Lead
Sponsoring Board member	T Goodson, Chief Officer
Purpose of Report	To provide Governing Body members with an update on the 2016 NHS Staff Survey results, how we compare to other CCGs and improvements since the 2015 survey.
Recommendation	The Governing Body is asked to note the report
Stakeholder Engagement	All staff across the CCG were invited to complete the 2016 national NHS staff survey. Staff were involved in the development of the action plan and the progress made through a variety of engagement channels.
Previous GB / Committee/s, Dates	N/A

Monitoring and Assurance Summary

This report links to the following Strategic Principles	<ul style="list-style-type: none"> • Services designed around people • Preventing ill health and reducing inequalities • Sustainable healthcare services • Care closer to home 		
	Yes [e.g. ✓]	Any action required?	
		Yes Detail in report	No
All three Domains of Quality (Safety, Quality, Patient Experience)	✓		✓
Board Assurance Framework Risk Register	✓		✓
Budgetary Impact	✓		✓
Legal/Regulatory	✓		✓
People/Staff	✓	✓	
Financial/Value for Money/Sustainability	✓		✓
Information Management & Technology	✓		✓
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
I confirm that I have considered the implications of this report on each of the matters above, as indicated	✓		✓

Initials : HS

1. Introduction

- 1.1 The CCG is committed to listening, understanding and acting on areas of development for the organisation in order to create a dynamic and supportive place for staff to work. This report provides an update on the 2016 NHS Staff Survey results, how we compare to other CCGs and improvements since the 2015 survey.
- 1.2 The NHS Staff Survey was launched in October 2016 and all staff were invited and encouraged to complete the survey. The survey is collated anonymously online and the results are analysed and published by an independent organisation. As this is a national survey, the results can be readily compared with other CCGs in England.
- 1.3 Whilst the 2015 survey was developed locally in consultation with Our Voice Our Forum, it was largely based on the national survey therefore as an organisation we are also able to consider and compare the 2016 results against the 2015 results for our organisation.
- 1.4 This report summarises the results, engagement methods used to involve staff in the findings and an update on the progress made to date in response to the 2017/2018 action plan which is attached as Appendix 1 to this report.

2. Summary of Results

- 2.1 In 2016, the CCG achieved its highest completion rate for a Staff Survey totalling 89.7%; 15.7% higher than the national average CCG response rate of 74% and 11% higher than the CCG completion rate in 2015. The survey continues to be an important listening tool and opportunity for staff involvement and engagement. The full and summary results are published [here](#).

Comparison with other CCGs

- 2.2 The results of the questionnaire have been summarised into 32 key findings and then grouped into nine themes. In comparison with other CCGs, Dorset CCG was significantly better in 5 key findings, average in 5 key findings and below average in 20 key findings.
- 2.3 The key findings which Dorset CCG compares most favourably with other CCGs are:
 - Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse
 - Percentage of staff appraised in last 12 months
 - Percentage of staff working extra hours
 - Staff satisfaction with resourcing and support
 - Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

2.4 The areas which Dorset CCG compares least favourably with other CCGs are:

- Staff confidence and security in reporting unsafe clinical practice
- Staff motivation at work
- Percentage of staff satisfied with the opportunities for flexible working patterns
- Quality of appraisals
- Percentage of staff able to contribute towards improvements at work

Comparison to 2015 results

2.5 The results of the 2016 survey have been compared with the local survey results from 2015; the key findings indicate that we have made the most significant improvements in the following areas:

- Recognition for good work
- Support from immediate manager
- Opportunities I have to use my skills
- My immediate manager encourages those who work for her/him to work as a team
- My immediate manager can be counted on to help me with a difficult task at work
- My immediate manager gives me clear feedback on my work
- My immediate manager takes a positive interest in my health and well-being
- My immediate manager values my work
- Communication between Senior Managers and staff is effective
- Felt unwell as a result of work related stress

2.6 In contrast, the areas where the results have most significantly decreased are:

- Support from my work colleagues
- My level of pay
- Opportunities for flexible working patterns
- My role makes a difference to patients/service users
- Pressure to come to work

3. Engagement

- 3.1 Since the publication of the 2016 results in March 2017 all Directorates have reviewed their own results, compared these with the 2015 results and discussed the findings within their teams.
- 3.2 The CCG also engaged with staff to obtain feedback on the results through a number of channels; anonymously via the intranet, directly to Workforce, through focus groups, trade union meetings or via Our Voice Our Forum. In comparison to last year, the focus groups has been the least effective way of engaging and involving staff in the results and in contrast there has been an increase in directorate and team led discussions which have led to greater ownership of the action plan.
- 3.3 All the feedback collated through these engagement channels has informed the action plan.

4. Summary of Progress

- 4.1 Building on the progress of the 2015 Staff Survey results presented to the Governing Body in July 2016, and responding directly to the areas of development identified above, the CCG has progressed a number of actions, most notably;
- Developed and launched the *Way We Work Guidance* in response to improving the organisations approach to flexible working and working across different locations and sites in Dorset. This has been hugely supported by the significant changes in the IT support to the CCG.
 - Sought further feedback from staff with regards to the Personal Development Conversation (appraisal) to understand from staff how we can continue to make improvements to their experience and the value of this discussion with their line manager.
 - Developed and launched the *Spotlight Awards* for all staff to nominate someone they believe has demonstrated one of the CCG values. Staff can be nominated at any point during the year, with an annual review to decide the overall recognition award for the year for each value.
 - Developed and launched an online survey in July 2017 to understand the organisation's culture and in response to concerns raised via the Staff Survey and through Our Voice Our Forum in regards to bullying and harassment.

5. Conclusion

- 5.1 The action plan set out in Appendix 1 is iterative and will continue to be developed and updated as further information and insight is gained.

- 5.2 Overall, improvements have been made in a number of key areas since the 2015 survey; however in comparison to other CCGs the results are concerning. The CCG is committed to regularly reviewing progress and working with staff to continue to make improvements to the working environment. The approach we have taken will enable us to target certain areas of the organisation, focus on specific issues and continuously involve staff.

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Date: 5 July 2017

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APPENDICES	
Appendix 1	Staff Survey Action Plan