

NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
STAFF SURVEY RESULTS 2015

Date of the meeting	20/07/2016
Author	E Parson, Head of Workforce and Engagement
Sponsoring Board Member	T Goodson, Chief Officer
Purpose of Report	To provide an update on the progress made following the NHS staff survey 2015, including progress made following the NHS staff survey 2014 and the results of the survey for 2015.
Recommendation	The Governing Body is asked to note the report.
Stakeholder Engagement	All staff across the CCG are invited to complete the staff survey. The survey is collated anonymously online and the results reviewed and analysed. Staff have been involved in the progress made following the staff survey results through task and finish groups, Our Voice Our Forum and team meetings.
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: EP

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 great place to work. This report provides an update on the progress made following the NHS staff survey 2015, with a focus on the areas which we need to improve upon.
- 1.2 The report also provides a summary of progress since 2014 and a summary of the results from the 2015 survey, which were presented to Directors in February 2015.

2. Summary of Progress – since 2014

- 2.1 Following the NHS Staff Survey in 2014, an update was provided to the Governing Body on 15 July 2015 regarding the progress that had been made. Since this date work has continued and updates, above those captured under progress from 2015, are provided here.
- 2.2 Personal Development: The Managers Essentials programme continues to be developed with new programmes introduced in 2016 including managing attendance and employee relations support. Specific development needs have also been addressed ranging from communication and media skills through to project management development.
- 2.3 Team and Role: The appraisal process has continued to evolve with a revised approach for 16/17; the performance ratings previously applied have been removed to ensure a more supportive conversation is created.

3. Summary of 2015 results

- 3.1 A summary of the highlights of the 2015 staff survey are provided below. This is based on the results for the organisation; results for each directorate are also [available here](#).
- 3.2 Positive results – 70% or more agreeing with the question:

84% of staff said they had received an appraisal (scorecard records 95%) of those 82% said it helped them agree clear work objectives, 74% said it left them feeling valued (up from 68% in 2014).

82% of staff said they are trusted to do their job and 74% state they feel they can complete their job to a standard they are proud of.

76% said they are able to make suggestions to improve the work of their team/ department (down from 82% in 2014), 71% are happy with the amount of responsibility they are given.

70% are happy with the support they get from their line manager (down from 78% in 2014), 85% with the support they get from their colleagues (up from 80% in 2014).

71% said their team have a shared set of objectives and 75% said the team communicate regularly about these.

77% of staff said they are capable of becoming a leader in their area of work.

A number of positive indications were given about the support from managers; in terms of team working, support with a difficult piece of work, in a personal crisis, and the value shown in the work staff do.

People were also positive about the work environment; safety (89%), clean work space (72%), the right equipment (80%) (up from 79% in 2014).

3.3 Areas for development – 30% or more disagreeing with the question:

28% of staff were dissatisfied with the opportunities for career development and 39% of staff had not a discussion with their manager in the last 12 months around fulfilling their potential at work.

30% of staff were dissatisfied with their level of pay.

In terms of the executive team, 43% of staff felt the communication between the executive team and staff was not effective, and 45% of staff said they did not involve them in important decisions.

In terms of senior managers, 31% of staff felt the communication between senior managers and staff was not effective, and 34% of staff said they did not involve them in important decisions.

In regards to health and wellbeing, 37% have suffered work related stress in the last 12 months (down from 44% in 2014), 64% said they came to work despite not feeling well enough to, 66% put pressure on themselves to attend (down from 81% in 2014).

3.4 What is particularly important to note are the following staff experience results over the last 12 months. By way of giving assurance, the Workforce Team work closely with managers and staff when matters arise and are known, responding to them promptly and in line with the CCG's policies.

3 staff experienced physical violence from service users on more than 1 occasion;

1 member of staff experienced physical violence from a manager;

1 member of staff experienced physical violence from a colleague;

32 members of staff experienced bullying or harassment from service users on more than 1 occasion;

36 members of staff experienced bullying or harassment from a manager (13 on more than 3 occasions);

32 members of staff experienced bullying or harassment from a colleague (8 on more than 3 occasions);

16 members of staff have experienced discrimination from a manager or colleague

4. Summary of Progress – from 2015

4.1 Health and wellbeing: We focused on reviewing both our internal processes for supporting people to maintain a healthy work life balance, as well as create opportunities to encourage people to get involved. This included activities to improve the working environment as well as their individual approach to healthy living. The work has included:

- A review and update of the referral process to Occupational Health, and supporting particularly areas of the organisation in terms of their working environment.
- A greater focus on short and long term absence, supporting managers and staff, and identifying people or teams who need support at the earliest stage.
- Introduced an exit interview process to understand why people leave, to be reported by them through the monthly workforce scorecard.
- Introduced the 'Pedometer Challenge' which saw directors and teams across the organisation get involved in a wellbeing challenge. During the period this challenge was on, an extensive range of free activities were available to staff across both sites including physical activities (such as body combat, wake and shake) through to information and advice (such as body composition, Nordic walking). We have sought feedback, which has been incredibly positive, and will be used to inform the CCG's wellbeing plan.
- A buddy system with volunteers who wanted to provide support to staff who may need additional help and may not feel they can approach their line manager. Buddies are being supported with guidance and training in order to fulfil their role.
- Additional access to the Workforce Team, through drop in sessions and attendance at team meetings.

4.2 Communication: We have held a number of focus groups to seek ideas from staff about how to improve communication in the organisation. Staff want to see more cross site working and develop ways to keep people informed, regular updates particularly on big announcements and changes, as well as see more visibility from Directors with the opportunities to meet them. The work to date has included:

- Created an opportunity at the staff event in June 2016 for CDG teams to update and keep people informed in the organisation.
- Created an opportunity at the staff event for people to have their say and inform the working environment.
- Developed the staff briefings held to give Directors more visibility.

- Developed the engagement and communications approach for specific activity, for example, for the accommodation review we will be holding a local briefing for affected staff, also providing opportunities to engage through focus groups to inform the work as well as other ways to get involved such as through a survey or via the intranet.

4.3 Career Development: We have held a number of focus groups to seek ideas from staff about how to improve the opportunities for career development in the organisation. Staff want a clearer career framework with opportunities to develop; not necessarily within same role or for promotion, more in terms of job enrichment. Staff see the job descriptions as too rigid, and staff also said they do not always see the approach we take to recruitment and how temporary staff are appointed.

This feedback has been shared with Deputy Directors to inform the Organisational Development Plan for the organisation, and further actions will be identified.

5. Conclusion

5.1 The CCG actively encourages staff to provide feedback and this report provides a summary of how well the organisation listens and seeks to act on this feedback.

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