

NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
2017 NHS STAFF SURVEY

Date of the meeting	18/07/2018
Author	F Pingarelli – Leadership & Talent Management Lead
Sponsoring Board member	T Goodson, Chief Officer
Purpose of Report	To provide the Governing Body with details of the staff survey results and agreed next steps for action.
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 are reviewed, analysed and published. Staff were involved in the development of the action plan and progress updates will be shared with staff frequently.
Previous GB / Committee/s, Dates	NA

Monitoring and Assurance Summary

This report links to the following Strategic Objectives	<ul style="list-style-type: none"> • Prevention at Scale • Integrated Community and Primary Care Services • One Acute Network • Digitally Enabled Dorset • Leading and Working Differently 		
	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: FNP

1. Introduction

- 1.1 The NHS Staff Survey was launched to CCG staff in October 2017 and all staff were encouraged to complete the survey and have their say.
- 1.2 This report provides an outline of the staff survey results and agreed next steps of action.

2. Results

- 2.1 A report of the results was fed back to the Directors at their Performance meeting on 20 February and to the wider leadership team across the organisation at an Organisational Development event on 9 March. The report highlighting the results is attached in Appendix 1.
- 2.2 As an overview the response rate for the survey was 85.6%. This had reduced slightly since 2016 from a response rate of 89.7%. The average response rate from other CCG organisations was 78.6%.
- 2.3 Although the results at a glance indicate there has not been significant changes since 2016, almost 60% of the questions saw a decrease in positive scoring since 2016.
- 2.4 The most significant improvements were seen in the following questions; Opportunities for flexible working which increased from 59% in 2016 to 68% in 2017; Feel my role makes a difference which increased from 71% to 78% and Senior Managers acting on feedback which increased from 38% to 45%.
- 2.5 The most significant worsening in scores were seen in the question relating to not experiencing bullying and harassment from manager which worsened from 87% in 2016 to 78% in 2017. Also the question asking if they had received training and development in the last 12 months decreased from 81% to 69%.
- 2.6 The employee engagement score overall reduced from 3.73 in 2016 to 3.71 in 2017. The engagement score is made up of three areas, Advocacy, Involvement and Motivation. The score for Advocacy and Involvement reduced and Motivation increased slightly. See Appendix one for details.
- 2.7 In comparison to other CCG's, Dorset was 55th out of 70 in terms of the engagement score. The highest was 4.39 and lowest 3.31 and ours was 3.71.

3. Next Steps and Actions.

- 3.1 Each of the Directorates have been given their detailed results and are working on specific action plans to improve their own results compared to 2017.
- 3.2 Workforce have also launched the calendar of support which focuses particular support and guidance to areas people had raised as concerns

The People and Culture Programme

- 3.3 During the presentation of the results at the event on 9 March it was agreed that further work should be undertaken in understanding the staff survey results and the culture of the organisation. The Director of Leadership and OD from a Dorset acute Trust gave a precis of its journey in developing their culture over the last three years and the positive impact it has had on their staff survey results. It was agreed that Dorset CCG should adopt and adapt this three stage approach of Discover, Design and Deliver, as part of an action plan around improving the survey results. This model is now being promoted by NHS Improvement as part of its OD best practice approach in the area of culture.
- 3.4 On 3 April the OD team took a proposal of an adapted approach to the Directors who agreed the context, framework approach and funding requirements.
- 3.5 The Discovery period began in May with the establishment and development of a team of Culture Champions and formally launched to the organisation in June.
- 3.6 A variety of diagnostics will be carried out between June and August to establish where we are now in relation to five cultural themes – Vision and Values; Goals and Performance; Support and Compassion; Learning and Innovation and Team Work.

Summary of activity during the Discovery Period

- Create and develop the People and Culture Champion Team
- Conduct diagnostics for Discovery Phase including:
 - Outcomes dashboard (theming existing data – survey results, stakeholder 360 feedback, workforce data)
 - Governing Body and Board Interviews
 - Online Survey
 - Focus Groups
- Roll out of One Day organisational wide workshop called “Understanding and Developing your Strengths”. This not only provides important development in Emotional Intelligence which contribute to improving the scores in training and development and bullying and harassment that have reduced, but will also provide us with important diagnostic information of the behaviours and motivations of everyone in the organisation which make up its culture.
- The GB will also have two short development sessions, externally delivered, at the beginning and at the end of the Discovery period that link in with the above.

9.9

- Synthesis Stage - summary of key themes established from all data.
- Board Report and Presentation - Consolidate the findings to produce a short report and presentation on the initial themes for the Governing Body by 22nd August.

Author's name and Title: Francesca Pingarelli, Workforce Lead

Date: 11th June 2018

APPENDICES	
Appendix 1	Staff Survey Results Summary
Appendix 2	People and Culture Programme Summary