

**NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
STAFF SURVEY 2018**

Date of the meeting	15/05/2019
Author	M Attridge, Senior Workforce Lead S Bonfanti, Senior Insight Lead
Sponsoring Board member	T Goodson – Chief Officer
Purpose of Report	To provide an update on the results of the NHS staff survey 2018 and a summary of next steps.
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.

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	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: MA

1. Introduction

- 1.1 The NHS Staff Survey was launched to CCG staff in October 2018 and closed in early December 2018. All staff were encouraged to complete the survey and have their say. The results were published in February 2019.
- 1.2 This report provides a summary of the results of the 2018 staff survey for the CCG. A summary dashboard is provided in appendix 1. The full report online is available [here](#).
- 1.3 The insight from this survey has been captured and informed the People and Culture Programme, summarised in CCG's Organisational Development Framework for 2019/2020 to 2020/2021.

2. Results

- 2.1 As an overview the response rate for the survey was 85.3% with 296 people out of a possible 347 completing the survey. The response rate has grown year on year from 78% of staff completing the survey in 2015. The average response rate from other CCG organisations was 78%.
- 2.2 Compared to the 2017 survey the CCG scored significantly better in 2 questions and significantly worse in 3. The remaining questions showed no significant difference.
- 2.3 The CCG was significantly better than other CCGs in 5 out of the 90 questions and significantly worse than other CCG's in 16 questions. The remaining questions showed no significant difference.
- 2.4 The most improved areas from the CCGs 2017 survey results focused on opportunities for flexible working, the ability to make improvements, pay satisfaction, improved reporting of bullying and harassment and improved treatment of those involved in errors or incidents
- 2.5 Areas of concern from the 2017 survey covered the availability of staff, making a difference to service users, and the absence of values discussed at appraisal.
- 2.6 The CCG compared well with the average of other CCGs in areas of materials to do their work, appraisals being undertaken, improved reporting of bullying and harassment, feedback from service users is used to make informed decisions and line manager takes a positive interest in staff health and wellbeing
- 2.7 The CCG compared less well with the averaged of other CCGs in effective communications between senior managers and staff, involving staff in important decisions, knowledge of work responsibilities, satisfaction in value placed on individual work and the extent to which appraisal helped staff to improve how they do their job.

3. People and Culture Programme

- 3.1 A number of the areas highlighted by the results of the 2018 staff survey link to work underway as part of the People and Culture Programme within the CCG. These have been captured under the 5 cultural themes; Vision and values, Goals and Performance, Learning and Innovation, Teamwork, Support and compassion.

Vision and values

	2016	2017	2018	Other CCGs	Comments
Appraisal/performance review: organisational values definitely discussed	40%	43%	33%	32%	Important to note that 33% were positive on this and 51% were neutral so only 15% actively disagreed.
The appraisal process included a discussion of the values of my organisation	40%	43%	33%	32%	33% were positive on this and 51% were neutral so 15% actively disagreed.
How satisfied are you with... the value your organisation places on my work.	48%	50%	50%	56%	50% were positive on this and 24% were neutral so 27% actively disagreed.

Goals and Performance

	2016	2017	2018	Other CCGs	Comments
Communication between senior management and staff is effective	46%	39%	41%	51%	41% were positive on this and 26% were neutral so 33% actively disagreed.
I know who senior managers are	93%	91%	94%	91%	94% positive, 2% neutral and just 3% negative
Senior managers try to involve staff in important decisions	42%	36%	36%	44%	36% were positive on this and 29% were neutral so 35% actively disagreed.
Clear work objectives definitely agreed during appraisal	36%	34%	28%	39%	28% were positive on this and 56% were neutral so only 15% actively disagreed.
Team members have a set of shared objectives	74%	69%	72%	70%	72% were positive on this and 17% were neutral so only 11% actively disagreed.
Always know what work responsibilities are	73%	70%	67%	74%	67% were positive on this and 16% were neutral so only 17% actively disagreed.
I feel that my role makes a difference to service users	71%	78%	69%	76%	69% were positive on this and 22% were neutral so only 8% actively disagreed.
My appraisal helped me improve how I do my job	20%	18%	17%	23%	17% were positive on this and 46% were neutral so only 37% actively disagreed.

Learning and innovation

	2016	2017	2018	Other CCGs	Comments
Supported by manager to receive training, learning or development definitely identified in appraisal	55%	51%	50%	57%	50% positive, 41% neutral and just 9% negative
Had training, learning or development in the last 12 months	81%	69%	68%	65%	68% yes and 32% no
Organisation acts fairly: career progression	82%	84%	82%	82%	82% yes and 18% no

Had appraisal in the last 12 months	95%	95%	97%	84%	97% yes and 3% no
Feedback from service users is used to make informed decisions	73%	76%	75%	68%	75% were positive on this and 19% were neutral so only 6% actively disagreed.

Team work

	2016	2017	2018	Other CCGs	Comments
Team members often meet to discuss the team's effectiveness	73%	68%	68%	68%	68% were positive on this and 14% were neutral so only 18% actively disagreed.
Relationships at work are unstrained	-	-	45%	50%	45% positive, 38% neutral and so 16% say relationships are strained
Feel trusted to do my job	82%	81%	81%	84%	81% were positive and 9% were neutral so only 10% actively disagreed.
Able to make improvements happen in my area of work	63%	58%	67%	70%	67% were positive and 17% were neutral so only 17% actively disagreed.
I have a choice in deciding how to do my work	-	-	66%	71%	66% were positive and 26% were neutral so only 8% actively disagreed.
There are enough staff at this organisation	55%	49%	39%	41%	39% were positive and 26% were neutral so only 35% actively disagreed.
I always know what my work responsibilities are	73%	70%	67%	74%	67% were positive and 16% were neutral so only 17% actively disagreed.

Support and compassion

	2016	2017	2018	Other CCGs	Comments
Organisation definitely takes positive action on health and well-being	41%	36%	30%	33%	30% positive, 62% neutral and just 8% negative
Satisfied with support from immediate manager	74%	73%	72%	75%	72% were positive on this and 11% were neutral so only 17% actively disagreed.
Immediate manager supportive in a personal crisis	82%	84%	85%	81%	85% positive, 10% neutral and just 6% negative
Not felt unwell due to work related stress in last 12 months	67%	64%	57%	62%	57% yes and 43% no
In last 3 months, have not come to work when not feeling well enough to perform duties	48%	44%	48%	49%	48% yes and 52% no
Satisfied with opportunities for flexible working patterns	59%	68%	77%	72%	77% positive, 13% neutral and just 10% negative
Immediate manager asks for my opinion before making decisions that affect my work	61%	60%	64%	67%	64% were positive and 15% were neutral so only 21% actively disagreed.
The last time you experienced harassment or bullying you reported it	58%	43%	52%	44%	52% yes and 48% no

My organisation treats people involved in an error or incident fairly	58%	54%	61%	64%	61% were positive and 33% were neutral so only 6% actively disagreed.
My line manager takes a positive interest in my health and wellbeing	80%	78%	82%	76%	82% were positive and 9% were neutral so only 9% actively disagreed.

4. Next steps

- 4.1 Changing organisational culture is a continuous process which takes time. We are at the beginning of our journey and, so far, we have had excellent engagement and feedback from staff. More so than ever before we have asked staff to provide honest and detailed feedback.
- 4.2 We will continue to incorporate the feedback from the staff survey's as well as feedback through the People and Culture work into the development of our organisation.
- 4.3 The collation of the next steps and actions is captured as part of the Organisational Development Framework for 2019/2020 to 2020/2021.

5. Conclusion

- 5.1 The CCG is confident that it has a clear understanding of the views and feedback from staff.
- 5.2 The CCG is committed to realising the ambitions set out in the refreshed Organisational Development Framework for 2019/2020 to 2020/2021, regularly reviewing progress to continue to improve the working environment for our staff.

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Date: 29 April 2019

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APPENDICES	
Appendix 1	Staff Survey 2018 summary