

**NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
STAFF SURVEY 2019**

Date of the meeting	15/07/2020
Author	M Attridge - Head of Workforce
Sponsoring Board member	T Goodson – Chief Officer
Purpose of Report	To provide an update on the results of the NHS staff survey 2019 and a summary of steps taken, referencing to the Organisational Development Framework update.
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 2019 and closed in early December 2019. All staff were encouraged to complete the survey and have their say. The results were published in February 2020. Earlier reporting of the results was deferred as a result of Covid-19.
- 1.2 This report provides a summary of the results of the 2019 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 and other staff feedback has been captured and continues to inform 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 86.8% with 321 people out of a possible 370 completing the survey. This was the highest response rate to date the CCG has achieved both in terms of percentage and numbers of staff. 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 reporting was 80.0%.
- 2.2 Compared to the 2018 survey the CCG scored significantly better in 5 questions. The remaining questions showed statistically no significant difference.
- 2.3 The CCG was significantly better than other CCGs in 9 out of the 89 questions and significantly worse than other CCGs in 8 questions. The remaining questions showed no significant difference.
- 2.4 The most improved areas from the CCG's 2018 survey results focused on the organisation taking positive action on health and wellbeing, employees being satisfied with the recognition they received for good work, discussions of CCG values taking place at appraisals and regular feedback on patient/ service user experience.
- 2.5 The least improved from the 2018 survey covered whether staff had had training in the last 12 months, encouragement from immediate line managers and immediate line managers the valuing work of staff.
- 2.6 The CCG compared well with the average of other CCGs regarding the materials to do their work, appraisals being undertaken, improved reporting of bullying and harassment, feedback from service users to make informed decisions and organisational values being discussed in appraisals.
- 2.7 The CCG compared less well with the average of other CCGs in involving staff in important decisions, knowledge of work responsibilities and ability in doing a job to a standard they were pleased with.

3. People and Culture Programme

- 3.1 A number of the areas highlighted by the results of the 2019 staff survey link to work that part of the People and Culture Programme within the CCG. The People and Culture Programme has representation from each Directorate and meets on a bi-monthly basis.

- 3.2 Working groups under the People and Culture Programme are led by CCG employees. Through 2019 the working groups focused on Face to Face Communications, Appraisals, Staff Wellbeing, Meetings and Training.
- 3.3 In late 2019 two further working groups were added on the Working Environment and Sustainability and a review of HR policies.
- 3.4 In June 2020 a working group was further formed in response to the Black Lives Matter protests.
- 3.5 The results of the 2019 CCG staff survey have therefore been set out in line with the People and Culture Programmes works under five cultural themes; Vision and Values, Goals and Performance, Learning and Innovation, Teamwork, Support and Compassion. We have updated previously on the work of the People and Culture Programme through GB workshops and meetings. The GB members at the time were also interviewed by members of the People and Culture Programme at its commencement.

Vision and values

Survey Question area	2016	2017	2018	2019	Other CCGs	Comments
Appraisal/performance review: organisational values definitely discussed	40%	43%	33%	44%	35%	Important to note that 44% were positive on this and 41% were neutral so only 15% actively disagreed.
The appraisal process definitely left feeling work is valued	26%	27%	29%	34%	38%	34% were positive on this and 41% were neutral so 25% actively disagreed.
How satisfied are you with... the value your organisation places on my work.	48%	50%	50%	53%	56%	53% were positive on this and 27% were neutral so 19% actively disagreed.

Goals and Performance

	2016	2017	2018	2019	Other CCGs	Comments
Communication between senior management and staff is effective	46%	39%	41%	46%	53%	46% were positive on this and 22% were neutral so 32% actively disagreed.
I know who senior managers are	93%	91%	94%	91%	92%	91% positive, 5% neutral and just 4% negative
Senior managers try to involve staff in important decisions	42%	36%	36%	40%	50%	40% were positive on this and 27% were neutral so 33% actively disagreed.
Clear work objectives definitely agreed during appraisal	36%	34%	28%	35%	40%	35% were positive on this and 51% were neutral so only 15% actively disagreed.
Team members have a set of shared objectives	74%	69%	72%	71%	70%	71% were positive on this and 16% were neutral so only 13% actively disagreed.
Always know what work responsibilities are	73%	70%	67%	69%	75%	69% were positive on this and 16% were neutral so only 15% actively disagreed.

	2016	2017	2018	2019	Other CCGs	Comments
I feel that my role makes a difference to service users	71%	78%	69%	76%	77%	76% were positive on this and 16% were neutral so only 9% actively disagreed.
My appraisal helped me improve how I do my job	20%	18%	17%	20%	24%	20% were positive on this and 43% were neutral so only 37% actively disagreed.

Learning and innovation

	2016	2017	2018	2019	Other CCGs	Comments
Supported by manager to receive training, learning or development definitely identified in appraisal	55%	51%	50%	57%	58%	57% positive, 32% neutral and just 12% negative
Had training, learning or development in the last 12 months	81%	69%	68%	63%	65%	63% yes and 37% no
Organisation acts fairly: career progression	82%	84%	82%	82%	85%	82% yes and 18% no
Had appraisal in the last 12 months	95%	95%	97%	96%	82%	96% yes and 4% no
Feedback from service users is used to make informed decisions	73%	76%	75%	75%	72%	75% were positive on this and 15% were neutral so only 10% actively disagreed.

Team work

	2016	2017	2018	2019	Other CCGs	Comments
Team members often meet to discuss the team's effectiveness	73%	68%	68%	67%	67%	67% were positive on this and 13% were neutral so only 20% actively disagreed.
Relationships at work are unstrained	-	-	45%	51%	54%	51% positive, 34% neutral and so 16% say relationships are strained
Feel trusted to do my job	82%	81%	81%	85%	87%	85% were positive and 9% were neutral so only 6% actively disagreed.
Able to make improvements happen in my area of work	63%	58%	67%	64%	69%	64% were positive and 20% were neutral so only 16% actively disagreed.
I have a choice in deciding how to do my work	-	-	66%	69%	72%	69% were positive and 25% were neutral so only 6% actively disagreed.
There are enough staff at this organisation	55%	49%	39%	44%	42%	44% were positive and 20% were neutral so only 35% actively disagreed.
I always know what my work responsibilities are	73%	70%	67%	69%	75%	69% were positive and 16% were neutral so only 15% actively disagreed.

Support and compassion

	2016	2017	2018	2019	Other CCGs	Comments
Organisation definitely takes positive action on health and well-being	41%	36%	30%	41%	36%	41% positive, 53% neutral and just 6% negative
Satisfied with support from immediate manager	74%	73%	72%	74%	76%	74% were positive on this and 11% were neutral so only 16% actively disagreed.
Immediate manager supportive in a personal crisis	82%	84%	85%	87%	84%	87% positive, 9% neutral and just 4% negative
Not felt unwell due to work related stress in last 12 months	67%	64%	57%	61%	66%	61% yes and 39% no
In last 3 months, have not come to work when not feeling well enough to perform duties	48%	44%	48%	52%	51%	52% yes and 48% no
Satisfied with opportunities for flexible working patterns	59%	68%	77%	79%	74%	79% positive, 10% neutral and just 10% negative
Immediate manager asks for my opinion before making decisions that affect my work	61%	60%	64%	63%	67%	63% were positive and 18% were neutral so only 19% actively disagreed.
The last time you experienced harassment or bullying you reported it	58%	43%	52%	54%	43%	54% yes and 46% no
My organisation treats people involved in an error or incident fairly	58%	54%	61%	65%	66%	65% were positive and 32% were neutral so only 4% actively disagreed.
My line manager takes a positive interest in my health and wellbeing	80%	78%	82%	80%	77%	80% were positive and 13% were neutral so only 7% actively disagreed.

4. Next steps

- 4.1 Changing organisational culture is a continuous process which takes time, however we are already starting to see positive changes across the CCG. We have an established People and Culture Programme and are now able to add new work streams into this and ensure employee voices are heard. We frequently involve and engage staff in decisions which affect them to secure honest and detailed feedback.
- 4.2 We will continue to bring together our staff engagement mechanisms such as Our Voice Our Forum, staff events, Spotlight Awards, Trade Union meetings and internal staff communications to ensure a consistent thread to staff engagement.
- 4.3 In November 2019 the CCG launched the Development Zone to ensure a full suite of training and development opportunities to CCG staff, in direct response to this survey. We are adding to and building on the success of this programme to ensure it continues to meet the needs of staff.
- 4.4 In direct response to the questions around training we are also strengthening our links to other NHS organisations in Dorset to ensure sharing of learning and

development opportunities. We are keen to work with our partners, sharing our resources and expertise.

- 4.5 Further assurance of detail action addressing the staff survey results included as part of the Organisational Development Framework for 2019/2020 to 2020/2021.

5. Conclusion

- 5.1 The CCG has a clear understanding of the views and feedback from staff and acts upon them.
- 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 and experience for our staff.

Author's name and Title: Micki Attridge, Head of Workforce

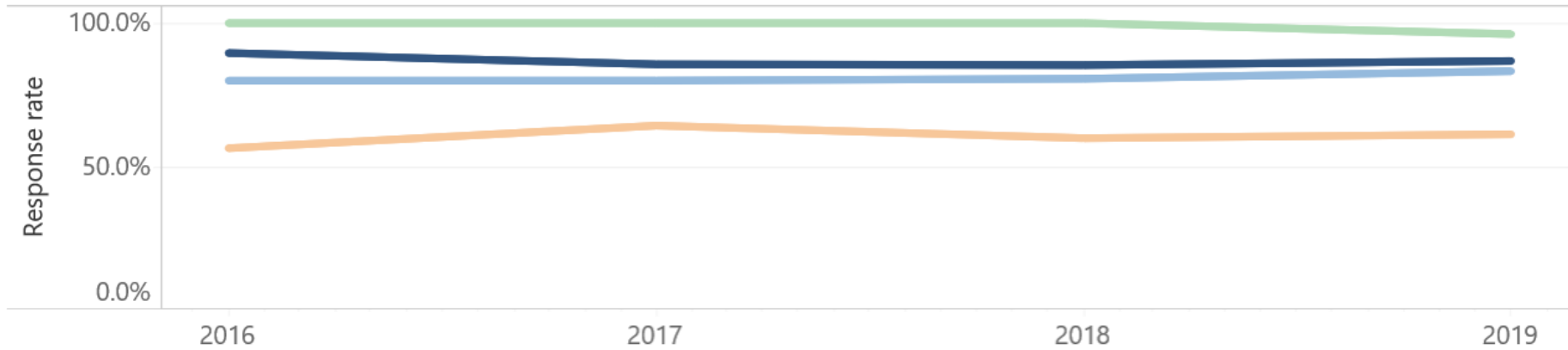
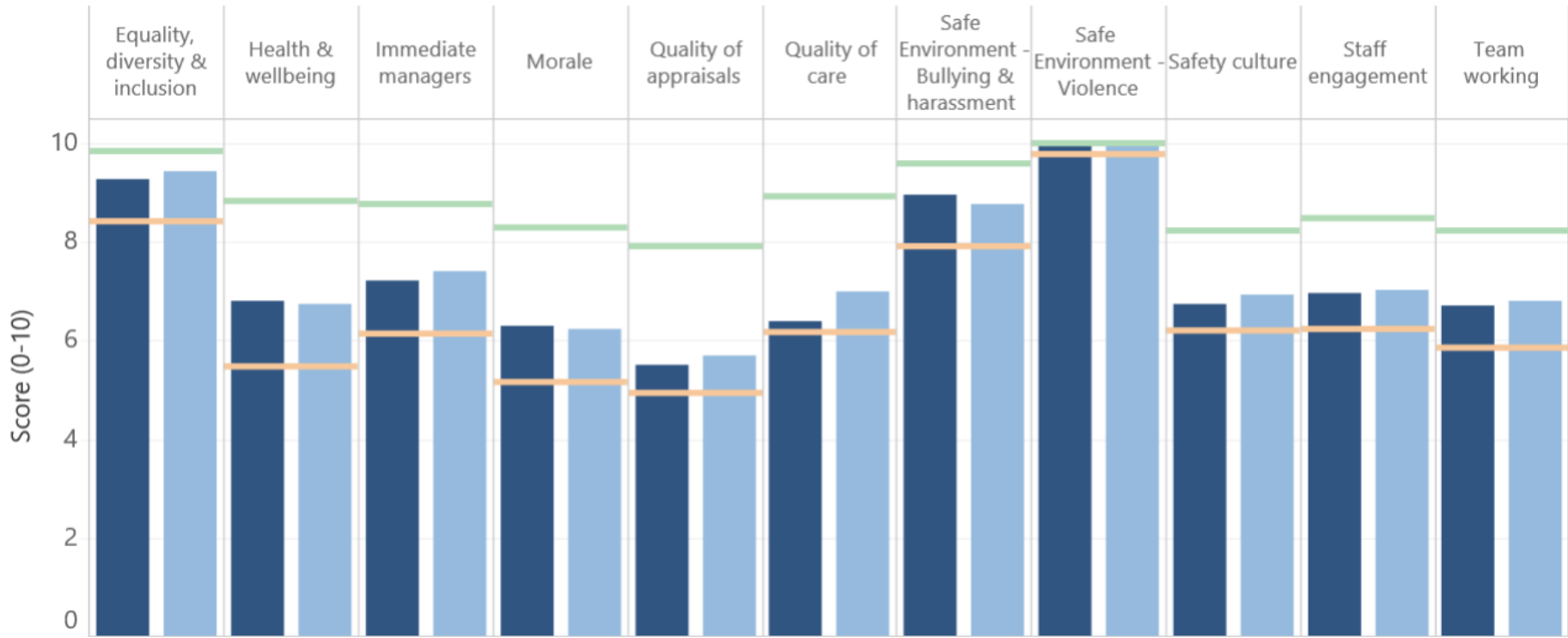
Date: 22 June 2020

Telephone Number: 01202 541544

APPENDICES	
Appendix 1	Staff Survey 2019 summary

Select an organisation:

NHS Dorset CCG



Click on the legend to highlight:

- Organisation score
- Benchmark group - Average

- Benchmark group - Best
- Benchmark group - Worst