

Integrated Care Board

Date of meeting	17 July 2024
Title of paper	Staff Survey Report
Presented by	Sarah O'Brien, Chief Nursing Officer
Author	Andrea Anderson, Director of People
Agenda item	16
Confidential	No

Executive summary

The NHS national staff survey and quarterly Pulse survey results provide a regular barometer of staff experience and are a key indicator of the engagement and culture within the Integrated Care Board (ICB).

The ICB has participated in two NHS annual staff surveys in 2022 and in October 2023. Whilst there are some improvements for Lancashire and South Cumbria (LSC) in 2023 (moved from bottom decile to middle decile) and overall LSC ICB scores are higher than other NW ICBs in most domains, there are some areas of significant concern from the surveys which the ICB is determined to address.

The quarterly Pulse surveys for January and April 2024 are showing a degree of decline in scores. It is recognised that there have been significant financial and operational pressures during this time as well as industrial action and it is hypothesised that these may be contributory factors to the decline in staff survey scores.

In response, the ICB has committed to developing a significant Organisational Development (OD) plan internally and also a System wide OD support offer. This aligns with the 5 year Workforce Strategy approved by the ICB.

Recommendations

The Board is requested to:

1. Note the contents of the report and actions taken to date to address the areas of concern within the staff surveys.
2. To receive a further report at its meeting in 6 months time.

Which Strategic Objective/s does the report relate to:

		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	√
SO2	To equalise opportunities and clinical outcomes across the area	√
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	√
SO4	Meet financial targets and deliver improved productivity	√

SO5	Meet national and locally determined performance standards and targets	√
SO6	To develop and implement ambitious, deliverable strategies	√

Implications

	Yes	No	N/A	Comments
Associated risks	√			<i>Risk ID BAF 003. SO3 – Making working in LSC an attractive and desirable option for existing and potential employees</i>
Are associated risks detailed on the ICB Risk Register?	√			
Financial Implications	√			Turnover costs, sickness costs, recruitment costs

Where paper has been discussed (list other committees/forums that have discussed this paper)

Meeting	Date	Outcomes
Executive Directors Board Strategy Session People Committee People and Culture Steering Group	Feb 24, April 24 June 24 April 24 May 24	Outcomes have been described below in the paper

Conflicts of interest associated with this report

Detail to include actions taken or insert 'not applicable'

Impact assessments

	Yes	No	N/A	Comments
Quality impact assessment completed		√		
Equality impact assessment completed		√		
Data privacy impact assessment completed		√		

Report authorised by:

Sarah O' Brien, Chief Nursing Officer

Integrated Care Board – 17 July 2024

Staff Survey Report

1. Introduction

- 1.1 The national NHS staff survey and quarterly Pulse survey results provide a regular barometer of staff experience, satisfaction and are a key indicator of the engagement and culture within the ICB.
- 1.2 The ICB has participated in two NHS annual staff surveys, one in 2022 (four months after formation) and then in October 2023. Compared to other ICBs whose scores have declined, our ICB has improved nationally from the bottom decile to a middle position. Overall, LSC ICB scores are higher than other North West ICBs in most domains. Nonetheless, some of the results are of concern and the ICB is determined to address the areas of concern.
- 1.3 The quarterly pulse surveys for January and April 2024 are showing a degree of decline in scores. There have been significant further financial and vacancy pressures, increased assurance processes, winter pressures and industrial action during this period which may be contributory factors.
- 1.4 In response, the ICB has committed to developing a significant OD plan internally and also a System wide OD support offer. This aligns with the 5 year Workforce Strategy approved by the ICB in May 2024.

2. Summary of the Staff survey and Pulse survey results

- 2.1 Appendix A provides an overview of the key results from the staff survey and Pulse surveys and our comparison chart with the other North West ICBs.
- 2.2 Although the annual staff survey has shown an improvement from 2022 to 2023 the pulse survey as a more recent barometer is starting to show a decline in staff experience. The ICB are determined to address the areas of concern and are committed to supporting staff at work.
- 2.3 The staff survey results are analysed at organisational and directorate level. To further understand the areas of concern, ICB executives have held several “Big conversation” engagement events at both directorate and whole ICB level. Each directorate has fed back one key action to take forward corporately alongside the implementation of local actions.
- 2.4 The ‘Big Conversations’ were also used as an opportunity to share and discuss the ICB vision as this had been an area of confusion in the surveys.

- 2.5 In April 2024 the ICB formed the People and Culture monthly Steering Group with representatives from all Directorates and with all levels of staff. This group acts as a staff forum to drive cultural and workforce change across the organisation focusing on the outputs from the Big Conversations and staff surveys, Equality, Diversity and Inclusion as well as Talent and Appraisal, values and key HR policies.

3. Progress to date and next steps

The following OD interventions and workforce developments have been implemented since the 2023 staff survey:

- Directorate Big Conversations and related action plans
- Implementation of staff networks – BAME, Disability, LGBTQ+ and women's
- Implementation of the Belonging Plan
- Pledge to the age friendly workforce framework and anti-racism framework
- Senior Leadership Team development sessions
- Relaunch of revised ICB Vision and Values
- Establishment of the People and Culture Steering Group including the following sub groups:
 - Values task and finish group
 - Talent and Appraisal
 - Reasonable Adjustments
 - Big Conversations planning and co-ordination
 - Review of HR and OD Dashboard content

Next Steps:

- Additional capacity to support OD and cultural work across the ICB has been approved and will be recruited to imminently
- The ICB is developing a “culture heat map” to triangulate staff survey results, Freedom to speak up, Sickness and turnover rates and then additional support can be directed to the appropriate areas
- Establishment of a Leadership Development Strategy and forum for 300+ leadership community
- Redesign and roll out of Talent and Appraisal forms and processes based on feedback from the staff survey.
- Identification of training needs across directorates and a co-ordinated approach to training and development for all.
- An ICB Staff partnership forum with staff side is being established

4. Conclusion

- 4.1 The ICB formed in July 2022. It was formed from eight predecessor CCG organisations and staff from the Commissioning Support Unit and NHS England. Additional TUPEs of more staff have also occurred.
- 4.2 This has resulted in a significant journey of organisational change for staff with different teams and cultures coming together into one organisation spanning a large system. It has been a complex and challenging process and the staff survey results reflect this.
- 4.3 The first period of the ICB's formation involved setting up the statutory functions and establishment of key strategic objectives and assurance processes within a backdrop of challenging financial and performance parameters.
- 4.4 This next period will see a significant investment in the uniting of our teams and directorates through a clear organisational development and leadership approach embedding a clear vision and values alongside talent and development opportunities for staff.

5. Recommendations

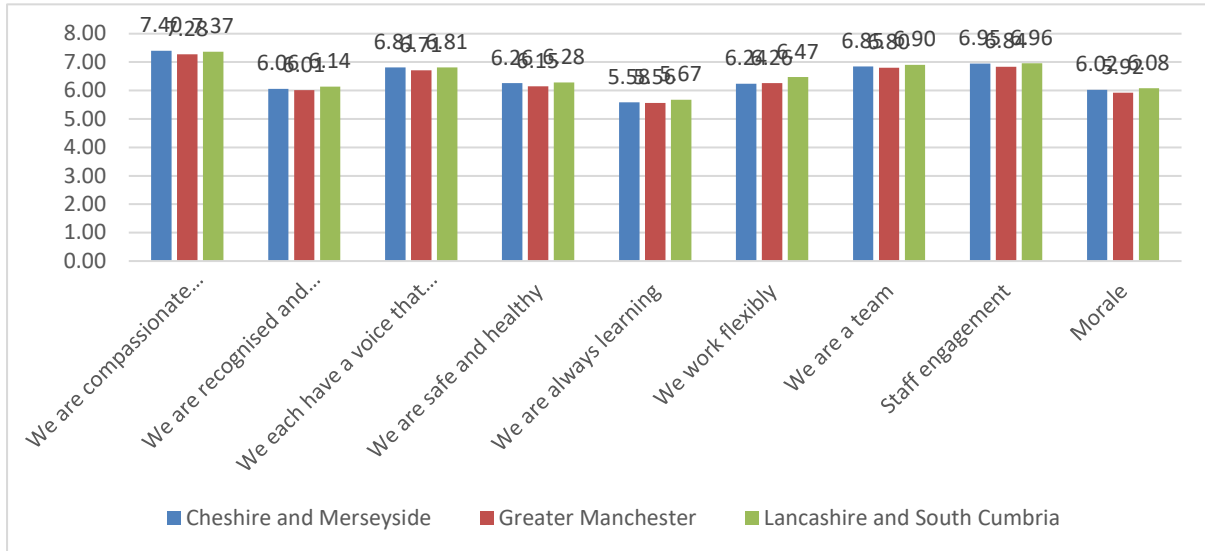
- 5.1 The Board is requested to:
 1. Note the contents of the report and actions taken to date to address the areas of concern within the staff surveys.
 2. To receive a further report at its meeting in 6 months time.

Andrea Anderson, Director of People

28/6/24

Appendix A – Staff survey and Pulse survey results

Graph 1 – Comparison of NW ICBs staff survey results (Oct 23)



Graph 2 – Overview of LSC ICB staff survey results and a national comparison using the People Promise dimensions

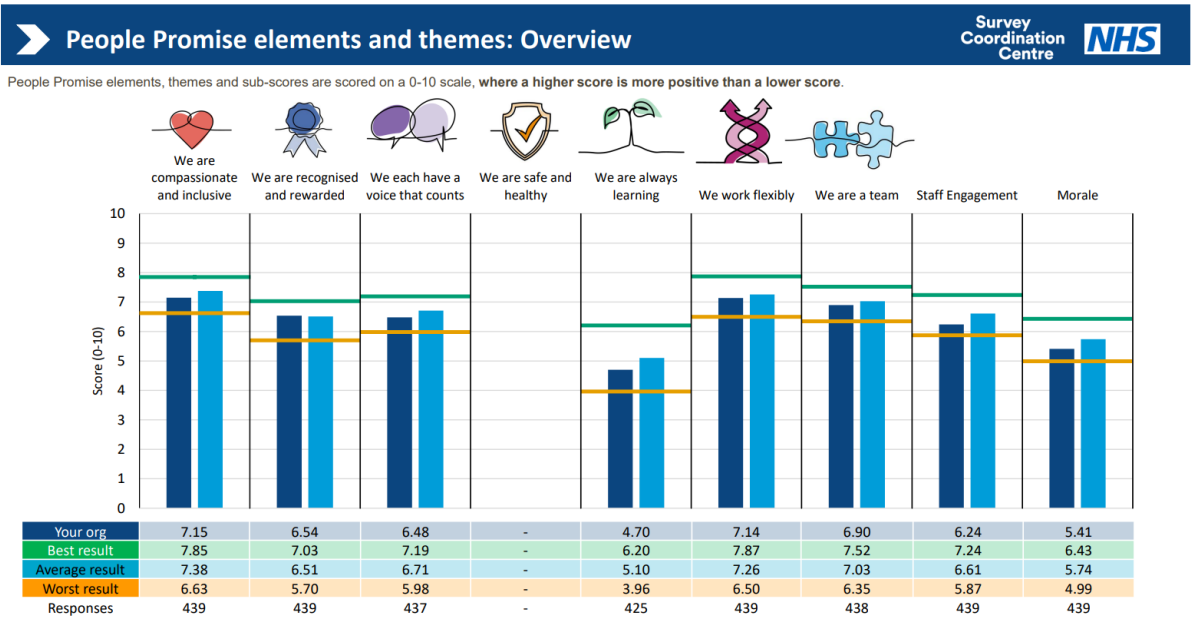


Table 1 – Most improved and most deteriorated scores for LSC ICB compared to the Picker average (those NHS Orgs who used Picker to analyse their staff survey results)

Top 5 scores vs Organisation Average	Org	Picker Avg	Bottom 5 scores vs Organisation Average	Org	Picker Avg
q31b. Disability: organisation made reasonable adjustment(s) to enable me to carry out work	87%	78%	q25a. Care of patients/service users is organisation's top priority	48%	67%
q14d. Last experience of harassment/bullying/abuse reported	52%	44%	q25b. Organisation acts on concerns raised by patients/service users	47%	63%
q4c. Satisfied with level of pay	60%	56%	q25c. Would recommend organisation as place to work	37%	52%
q11e. Not felt pressure from manager to come to work when not feeling well enough	92%	88%	q3h. Have adequate materials, supplies and equipment to do my work	56%	71%
q10b. Don't work any additional paid hours per week for this organisation, over and above contracted hours	97%	94%	q3a. Always know what work responsibilities are	58%	71%

Most improved scores	Org 2023	Org 2022	Most declined scores	Org 2023	Org 2022
q23a. Received appraisal in the past 12 months	66%	48%	q3i. Enough staff at organisation to do my job properly	19%	32%
q3e. Involved in deciding changes that affect work	55%	44%	q3g. Able to meet conflicting demands on my time at work	34%	46%
q14d. Last experience of harassment/bullying/abuse reported	52%	44%	q8a. Teams within the organisation work well together to achieve objectives	26%	36%
q24d. Feel supported to develop my potential	52%	43%	q25c. Would recommend organisation as place to work	37%	46%
q11d. In last 3 months, have not come to work when not feeling well enough to perform duties	49%	41%	q5c. Relationships at work are unstrained	45%	53%

Table 2 – LSC ICB percentage scores compared to the National average scores for the CQC Well – Led Domain measure questions

CQC Well-Led Domain question	2023	2022	National Average
Would recommend the organisation as place to work	37%	46%	52%
If a friend/relative needed treatment would be happy with standard of care provided by organisation	37%	41%	48%
Care of patients/service users is organisation's top priority.	48%	54%	67%

Table 3 – Results summary

Positive	Negative
Our overall position has increased positively nationally, but there is significant variation within the ICB – how can we level up? Colleagues do not feel bullied or harassed.	Colleagues are not clear on the purpose of the ICB and what its priorities are, and that the senior leadership team is not aligned.
Work around line management has resulted in many good improvements	A strong feeling that there is not enough staff in the organisation to carry out their roles effectively and to meet the requirements of the ICB.
in all categories around colleague's experience of line management.	There is variability of staff experience from colleagues with protected characteristics.
We are very supportive as an organisation at making reasonable adjustments to support staff working effectively and safely.	Colleagues feel that the organisation would not act on concerns and in relation to issues raised by patients.
Talent conversations have resulted in positive increases in staff receiving a meaningful appraisal and feeling supported to develop their potential.	Relationships in some areas remained strained.
	Health and wellbeing scores have slightly decreased on the previous year.

LSC ICB Pulse survey results- CQC Well-led domains (n= 232 in January 24 and n= 173 in April 24)

Chart 1- January 2024 Pulse survey results

Question	Distribution	UK PLC	Organisation Type* (Engagement)	Trust Type* (Engagement)
Care of patients / service users is my organisation's top priority		-	-17.2	-
I would recommend my organisation as a place to work		-39.6	-14.5	-
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation		-	-22.7	-

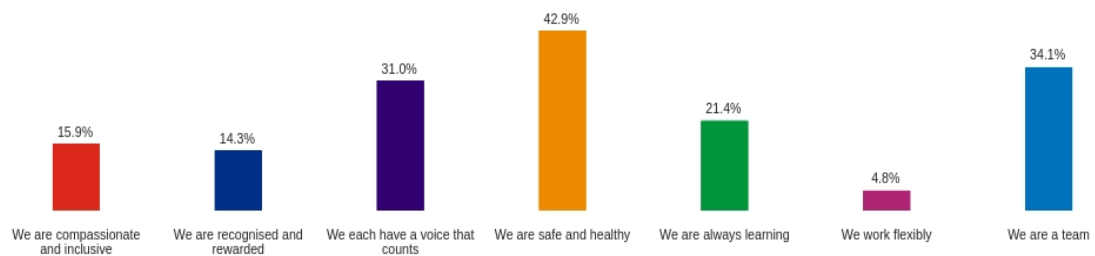
Chart 2 – April 24 Pulse survey results

Question	Distribution	UK PLC	Organisation Type* (Engagement)	Trust Type* (Engagement)
Care of patients / service users is my organisation's top priority		-	-14.8	-
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation		-	-17.4	-
I would recommend my organisation as a place to work		-39.0	-13.1	-

Scores related to the People Promise dimensions

Graph 2 January 2024

People Promise Elements



Graph 3 April 24

People Promise Elements



Table 4 – Themes from Pulse surveys

Positive	Negative
Staff value and are refreshed from annual leave	Increasing number of comments relating to bullying.
Some teams are working well together	Not enough staff to deliver services and feeling of being overwhelmed.
We are starting to make progress in challenging times	Lack of compassion and empathy from senior managers.
There is lots of work to do but I feel supported	Cohesion of the senior leadership team.
	Too much focus on the £ and not care or people
	Lack of clarity on ICB priorities and vision.
	Lack of communication within teams.
	No practical health and well being support.
	Lack of understanding of what other teams are doing and duplication.