

Board of Directors (in Public)
Item 2.4

Subject: Safety Culture Survey 2017
Date of meeting: 31st October 2017
Prepared by: Helen Martin, Governance & Safety Lead,
Presented by: Sue Pemberton, Director of Nursing

BAF Ref	Impact on BAF
1.1, 1.2	None

1. Executive Summary

In 2014 the Trust commissioned a staff safety culture survey, employing the services of Pascal Metrics, an American company, with established credentials in measuring safety culture. The survey allowed the Trust to establish a baseline in respect of the safety culture Trustwide. Since 2014, the Trust has worked to strengthen the safety culture by embedding numerous initiatives to promote an open and transparent culture. This has included:

- The introduction of the daily safety huddle led by the Chief Executive
- Implementation of the safety seven
- Established HALT as an organisational safety imperative
- Committed to the national Sign up to Safety campaign
- Implemented Trust wide patient safety/human factors champions trained via the AQuA programme
- Introduction of Datix risk management software to support incident/near miss reporting and complaints and claims management
- Introduction of the quarterly SOLE (Safety Organisational Learning 'E') bulletin
- Quarterly organisational learning sessions
- Bi weekly learning and sharing sessions
- Implemented a learning from deaths policy and strengthened the mortality review process
- Adopted the Speak out Safely campaign
- Identified Freedom to Speak up Guardian/Champions
- Implemented a human factors strategy
- Utilised big conversations with staff

In June 2017, the Trust decided to repeat the culture survey to measure progress. The results identified that there were no specific wards/departments whose results were significantly worse than others. The main areas Trustwide that highlighted a slight deterioration from 2014 were:

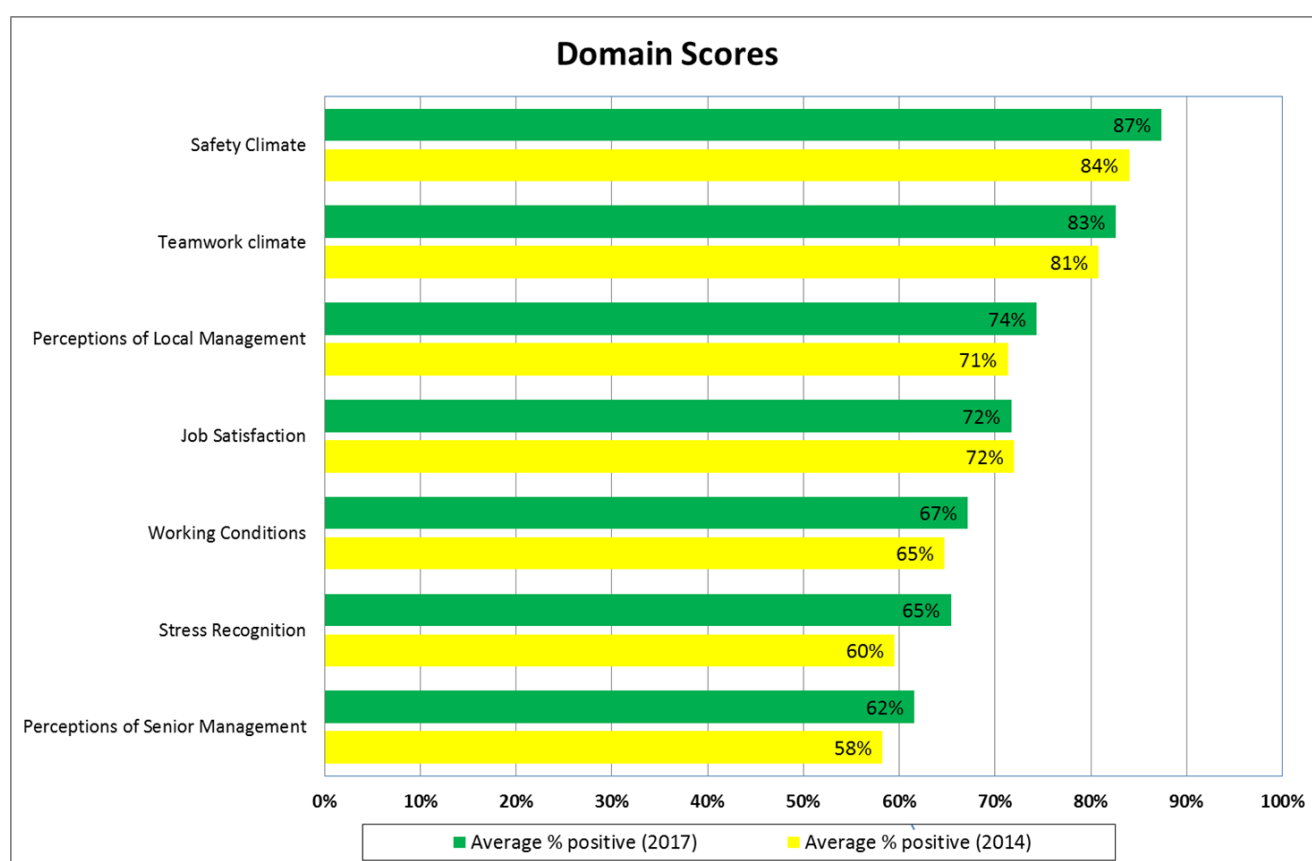
- Morale of staff
- Difficulty speaking up
- Disagreements in the workplace are resolved appropriately
- Levels of staffing

It is important to note that as a Trust we are aware of certain areas where we have identified cultural issues apart from the surveys we carry out. Throughout the CQC mock inspection carried out earlier this area, it was noted that radiology, pulmonary function, CCU, Cath labs, Birch ward and community administration staff expressed dissatisfaction in relation to teamwork and morale, predominantly. Following the mock inspection individual listening events were carried out in these areas to understand how they could identify actions to improve. Work is on-going with the actions identified. In addition, there have been some concerns identified in relation to the theatre culture, following an incident that occurred where staff did not speak out. The surgical division are addressing these issues by discussing the incident and the culture issues that were evident in this, with the staff in the department.

All of the remaining areas as shown on the chart below showed improvements or remained the same, demonstrating that the Trust has made good progress overall.

2. Results

The graph below shows the overall domain scores for the Trust. A total of 63% of staff completed the survey in 2017 compared with 68% in 2014.



The survey results that have been achieved remain largely positive with practically each domain exhibiting an improving trend.

A breakdown of the top three positive and least three positive scores within the domains are as follows:

The top three most positive areas are

I know the proper channels to direct questions regarding patient safety (safety)	95%
I would feel safe being treated here as a patient (safety)	93%
I am encouraged by my colleagues to report any safety concerns I may have (safety)	92%

The top three positive scores are all in the safety domain. This offers a clear indication that safety is embedded in the culture of the organisation.

The least three positive areas are

Problem personnel are dealt with constructively by senior management (working conditions)	52%
Morale in this work setting is high (job satisfaction)	51%
The levels of staffing in this work setting is sufficient to handle patient numbers (perceptions of senior management)	42%

The three areas highlighted as least positive are the key areas for improvement within the divisions and departments along with any specific areas for improvement identified in each individual area. Managers are being supported in their individual divisions to address the issues raised.

3.0 Action Planning and Support

As with the 2014 survey, neutral facilitators were identified to meet with the staff to discuss their individual results. These included senior members of staff, mainly from the corporate division. Managers were sent their results and a separate meeting was arranged to discuss the results of the survey with them.

The teams were asked to identify the areas they wished to focus on for improvement. The main themes identified by this process were low morale, working conditions/environment and staffing. The results of the feedback meetings were provided to the managers of the department to work on creating an action plan for improvement.

3.1 Meeting with Managers and Neutral Facilitator feedback

A separate meeting is being held with the managers of the areas to allow them an opportunity to feedback how they felt about the results of the culture survey and what they will be implementing with regards to completing the actions for their areas. A feedback session is being planned with the neutral facilitators to take place in November 2017.

4.0 Conclusion

The Trust has undertaken a follow up culture survey in 2017 to assess progress following the initial survey in 2014. The results provide rich data regarding the improving safety culture in the organisation. Meeting with the teams following the survey has given staff an opportunity to speak and feel listened to and in taking forward actions that they have chosen to work on in their teams to make improvements. The Trust is making good progress in strengthening and building the safety culture Trustwide.

5.0 Recommendations

The Board of Directors are asked to receive the findings of the culture survey and note the good progress with the safety culture.