

## Board of Directors (Public)

### Item 3.5

## board report

**Subject:** Safety Culture Survey- Progress Report  
**Date of meeting:** 31<sup>st</sup> March 2015  
**Prepared by:** Helen Martin, Governance & Safety Lead,  
**Presented by:** Sue Pemberton, Director of Nursing and Quality

Data Quality Rating	BAF Ref	Impact on BAF
Bronze	1,2, 8	none

### 1. Background

In November 2014 the Board of Directors received a report detailing the culture survey that the Trust had participated in July and August 2014. The report highlighted the reasons for the survey and the high level results trust wide. This report is to provide an update on progress with the action planning phase from the culture survey.

### 2. Progress to date

Following receipt of the culture survey results neutral facilitators were identified to meet with the staff Trust wide. Managers were given access to their results and a follow up meeting was arranged to discuss the results for clarification of the survey with the managers.

The neutral facilitators met with the teams and reviewed the results for their area. The teams were asked to identify the areas they wanted to concentrate on improving. This had the advantage of staff taking ownership for the improvements that were to be made.

The main themes identified from the culture survey were:

- Poor communications within teams;
- Poor communication between teams;
- Poor access to training due to staffing levels;

- Limited information regarding training opportunities available; lack of recognition for non-clinical teams.
- Staff expressed that they feel they only see a senior manager when things go wrong. There appeared to be a general lack of understanding of what a Senior Manager role involved.

In all of the areas a lead was identified to take forward the actions such as arranging team meetings and meeting with the managers of the areas to discuss how communications could be improved.

### **3. Meeting with Managers**

A separate meeting was 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 had achieved with regards to completing actions for their areas.

They had received the results and had made time or had plans in place to ensure the actions were taken forward. None were surprised that communication within teams and between teams had been raised as an issue. It was felt that time for team meetings was often neglected due to staffing constraints or how busy the clinical areas were. They felt that they do not have time to communicate with staff as they spend much of their time attending meetings. In some instances they felt as though they are not always communicated with regarding wider organisational plans and in turn cannot communicate these plans to staff. They expressed feeling like they are 'forgotten employees' and that they require more support sometimes and that support should be given in a timely way.

The Managers were asked about morale in the Trust. All acknowledged that 'morale' is quite subjective and requires clarification as to its meaning and that it can have different meanings for different levels of staff. Often the staff who comment negatively regarding the Trust are the staff who have worked at the Trust for a considerable length of time and would not consider working anywhere else.

They saw the benefit of new staff coming into the organisation from other healthcare environments and bringing their experiences of working elsewhere, with them. Some staff groups were unclear who the Senior Management team were, including the Executive team.

### **4. Neutral Facilitator feedback**

A feedback session was held with the neutral facilitators. They provided feedback on the survey and its administration. The overall feeling was that having a neutral facilitator worked in eliciting rich information from staff following the survey. Staff commented that often they complete surveys and get no feedback from them, so going out to meet with the teams afforded them the opportunity to discuss their answers and also to clarify any issues. The teams appreciated this approach and it was felt this should be replicated with other surveys, however more neutral facilitators would be required if this approach was adopted.

Both neutral facilitators and managers expressed that there are too many surveys being conducted and staff are reluctant to complete them. It was asked if the surveys could be amalgamated into one annual survey. They expressed that although surveys are conducted, nothing appears to change. In general, regarding the survey itself, they felt that some of the questions could be worded

differently to provide clarity and that the survey was very clinically focused which did not provide adequate responses for non-clinical staff.

Feedback included that the administration of the survey was good and the system provided by Pascal Metrics was easy to use however the webinars were felt to be too basic for the level of staff attending them.

## **5. Summary and next steps**

All areas are working on their actions following the culture survey. To ensure that these actions are sustained the Trust has launched the “your chance to shine campaign”. As part of this we have asked teams to consider the learning from the culture survey and to share their actions at team brief and share the learning with managers across the trust. It is important that these actions are monitored to ensure they are implemented and the changes sustained. Local managers are accountable for ensuring this is taken forward and the senior managers trust wide need to ensure this is embedded.

Throughout this programme of work there has been a process of staff engagement with all teams across the trust and listening and discussion regarding the issues that affect the culture within the wards and departments. The key is to ensure that this rich information is taken forward and built into our plans for future staff involvement. Following this survey the Executive team have set dates for quality and safety walkrounds which are planned through until August of this year. During these walk rounds a set of questions are used to engage with the staff which are sent out prior to the visit – one of the questions asking about the culture survey and the associated actions in the respective areas. It is important that feedback is given to areas following these visits and a plan is in place to ensure this happens monthly under the banner of “you said, we did”. This process will allow all executive team members to spend time with teams trust wide.

The executive team have considered these results and have agreed to have boards on all wards where the trusts vision will be highlighted along with the key strategic objectives. Alongside this information we will display the top five communication messages we would like teams to know each month following team brief. This is alongside the email communications they currently receive following the team brief process.

In addition the Trust has recently agreed to sign up to the “Listening into Action programme” which will be the method through which we take forward engagement with all staff across the organisation.

## **6. Recommendations**

The Board of Directors are asked to receive the progress update following the culture survey and receive assurance that the action planning from this will be monitored via the Executive safety and quality walk rounds and the “Your chance to shine campaign” and the work on the staff survey actions, which will form part of the Listening into Action programme of work.

To agree that a repeat culture survey be considered in April 2016.

