Staff Survey 2015

Board meeting

October 2015

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CQC Staff Survey data breakdown

Including:

- ✓ Key metrics and main headlines
- ✓ Benchmarking and classification of scores
- ✓ EDHR Key Metric Data
- ✓ Possible Areas For Focus
- ✓ Verbatim Comment Summary Analysis

Key Metrics

- Survey took place from 20th July to 17th August
- 2,444 staff completed the survey

Key Metric	2015	2014
Total number of responses	2444	2145
Response Rate	81%	85%
Employee Engagement Index	65	64
Statements comparable with previous year	58	76
Scores increasing on previous year*	46 (79%)	48 (63%)
Scores with no change on previous year*	4 (7%)	4 (5%)
Scores decreasing on previous year*	8 (14%)	24 (32%)
Scores above 80%	16	13

*Percentage positive responses – 'agree' and 'strongly agree' scores combined. The figure in brackets is the total divided by the number of statements comparable with the previous year, expressed as percentage

The main headlines…

65
employee
engagement

66%
overall
satisfaction

- CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety and publishes findings to help people choose care: **93% agree**
- I understand the values of CQC: **92% agree**
- CQC makes sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourages care services to improve: **90% agree**
- I believe that the work CQC does with service providers improves standards of care: **90% agree**

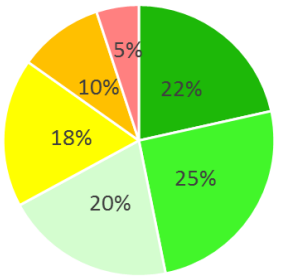
- I feel communications across different parts of CQC are effective: **31% agree**
- I believe that changes are effectively implemented in CQC: **33% agree**
- Morale is good in CQC: **33% agree**
- I have the opportunity to contribute my views before decisions are made that affect me: **39% agree**

Benchmarking of CQC Overall Scores

- Our survey supplier, Bright Blue, have undertaken further analysis of the CQC Overall scores, including:
  1. Benchmarking against performance against other organisations such as:
     - Civil Service People Survey and NHS England;
     - Broad sectors e.g. health and social care, professional services, and financial services
  2. Classification of overall scores into six categories using a matching colour coded system:

% OF STATEMENTS*	CLASSIFICATION OF SCORES
22%	>80%: Market leading, maintain this standard
25%	70 – 79%: Good standard, with some room for improvement within certain parts of the organisation
20%	60 – 69%: Acceptable, but room for improvement in some of the organisation
18%	50 – 59%: In need of improvement across most of the organisation
10%	40 – 49%: In need of significant improvement across all areas of the organisation
5%	<40%: Priority for improvement and urgent attention required

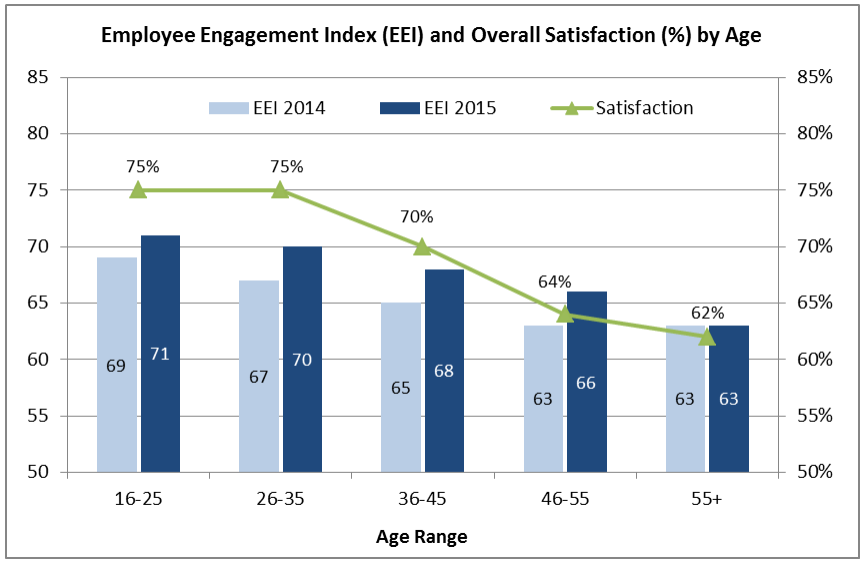
CQC Overall Classification:

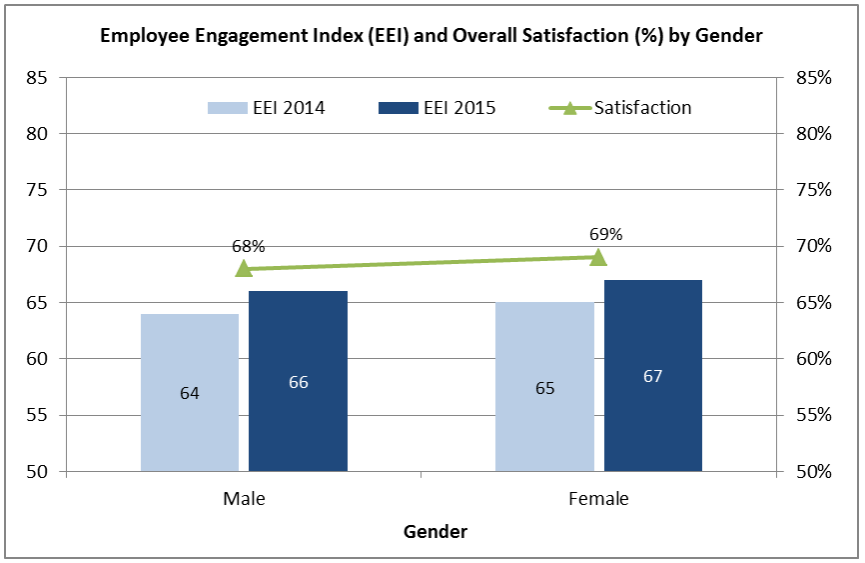


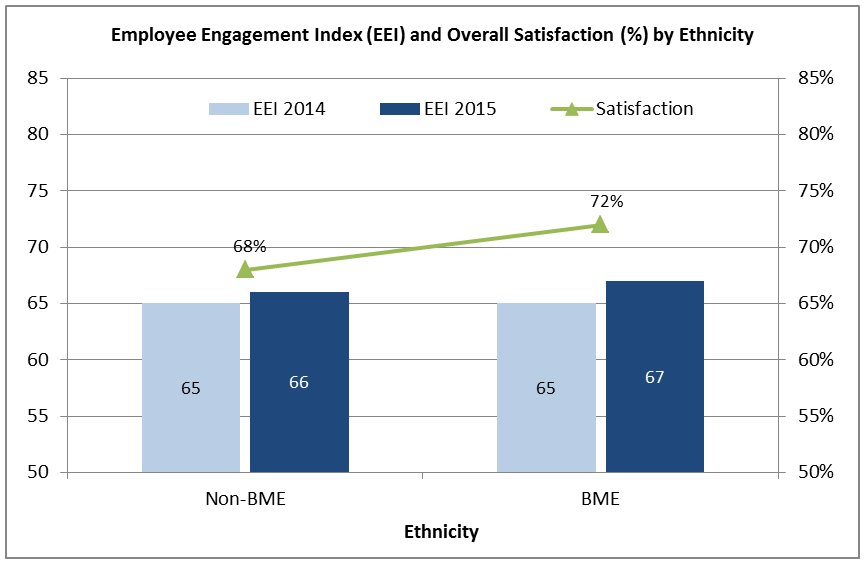
Classification of CQC Overall Scores

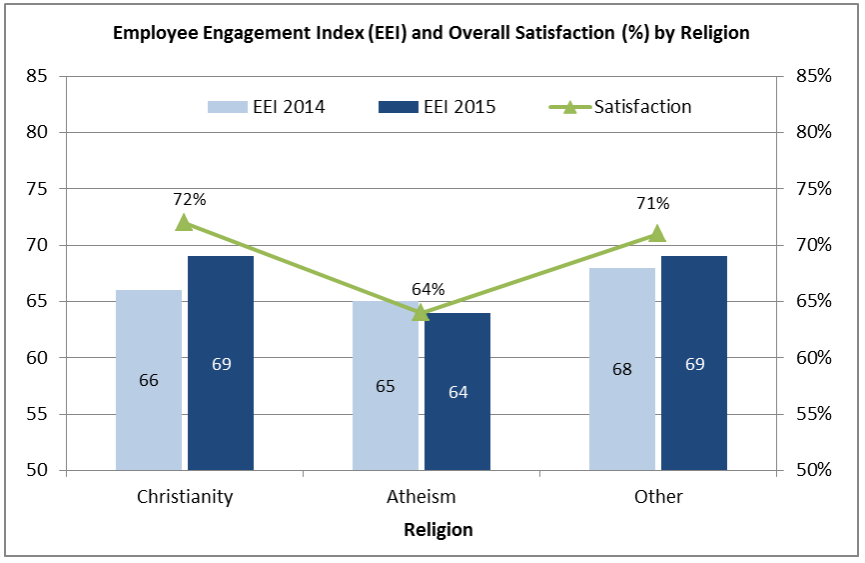
Survey Theme	Classification of Scores						Total
	>80%	70-79%	60-69%	50-59%	40-49%	<40%	
Overall Perceptions of CQC	2	2	2	1	2	1	**10**
Purpose, Role and Future Direction	2	1	-	-	-	-	**3**
Values	2	5	3	1	-	-	**11**
My Role	2	1	2	2	-	-	**7**
Leadership and Management	1	7	3	1	-	-	**12**
Teamwork	3	-	1	1	-	-	**5**
Learning & Development	1	1	2	3	-	-	**7**
Communication	-	-	1	-	1	1	**3**
Managing Change	-	-	1	1	1	2	**5**
Service Focus	3	-	-	-	-	-	**3**
Inclusion, Wellbeing, Behaviour at Work	1	3	1	3	-	-	**8**
Reward	-	-	-	1	2	-	**3**
Survey Actions	-	-	-	-	2	-	**2**
Total count	**17**	**20**	**16**	**14**	**8**	**4**	**79**
Total expressed as %	**22%**	**25%**	**20%**	**18%**	**10%**	**5%**	**100%**

EDHR Key Metric Data (1)

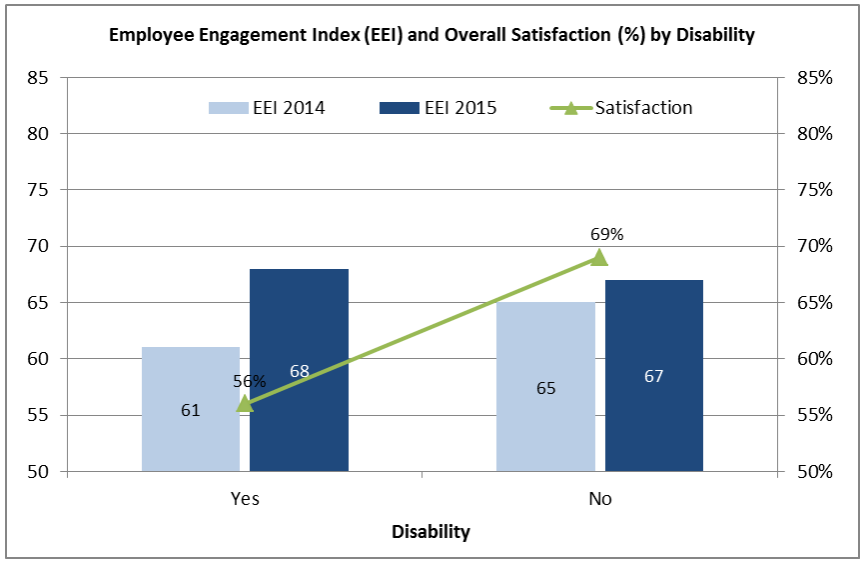


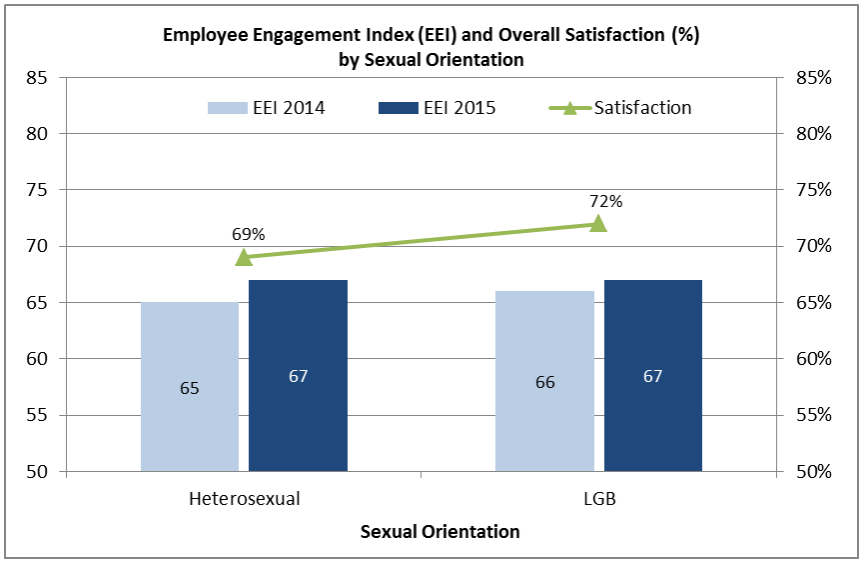


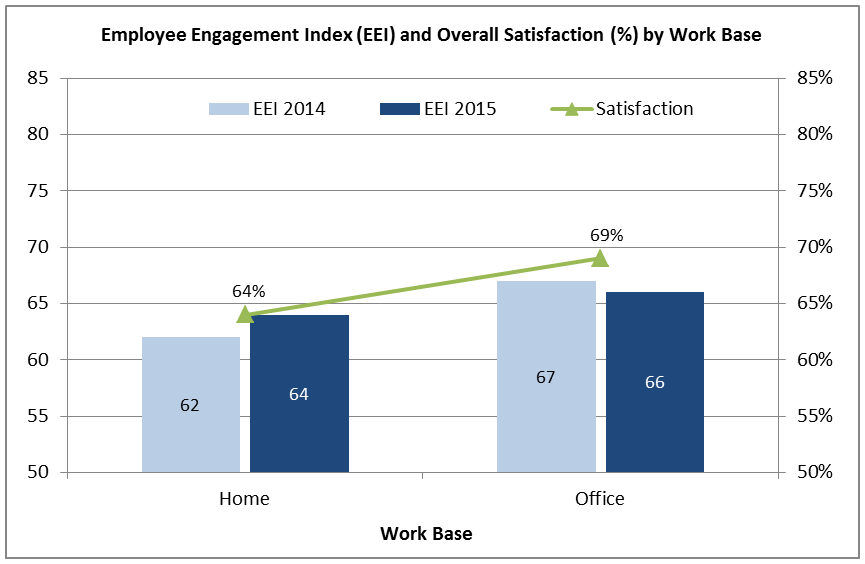


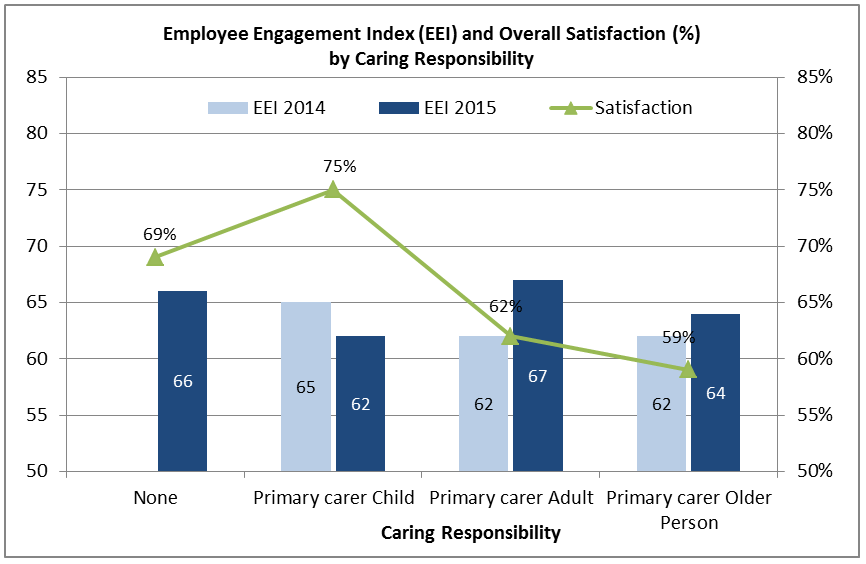


EDHR Key Metric Data (2)









Possible Areas For Focus

Scores for the following four statements have decreased in consecutive surveys:

No.		Statement	2015 % positive	2014 % positive	2013 % positive	Total % Diff
59	Managing Change	The reasons behind organisational changes are clearly communicated	53%	61%	68%	-15%
60	Managing Change	I understand the reasons why organisational changes are made	62%	69%	76%	-14%
58	Communication	I feel communications across different parts of CQC are effective	31%	33%	37%	-6%
87	Survey Actions	I believe action will be taken on the results of this survey	49%	52%	54%	-5%

Scores for the following three statements have previously increased but have decreased in 2015:

No.	Survey Theme	Statement	2015 % positive	2014 % positive	2013 % positive	Total % Diff
88	Survey Actions	I am aware that activity as a result of the last staff survey in 2014 led to change	46%	53%	50%	-4%
17	Values	I believe the values and behaviours of Executive leaders (CEO and Executive Team) are consistent with the values of CQC	65%	70%	65%	0%
18	Values	I believe the values and behaviours of senior leaders in my part of the organisation (Director and “Heads of”) are consistent with the values of CQC	65%	66%	55%	10%

Verbatim Comments

This year's survey asked CQC staff a number of questions that allowed free text responses. These questions were:

1. What is the best thing about working for CQC?
2. Reasons why your personal morale is good
3. Reasons why your personal morale is not good

The following slides capture some of the analysis points from all the comments provided.

1. What is the best thing about working for CQC?

There are 50 re-occurring themes across this question, and the top four themes (contributing to over 50% of the comments) were:

Theme	Distribution
Colleagues are friendly / inclusive / we work well as a team	20%
The work we do is important and makes a difference to peoples lives	17%
Flexible options / hours / work from home	16%
Addressing poor care / poor providers / initiating improvement	13%

Verbatim Comments

2. Reasons why your personal morale is not good

There are 56 re-occurring themes across this answer, however the top four themes (contributing to over 50% of the comments) were:

Theme	Distribution
Workloads can be too heavy	15%
Don't feel that the organisation values staff	9%
The pressure staff are under leads to stress	7%
Some targets are unrealistic	6%

3. Reasons why your personal morale is good

There are 36 recurrent themes over the 1412 comments. The top four re-occurring ones are below (making up over 50% of the comments):

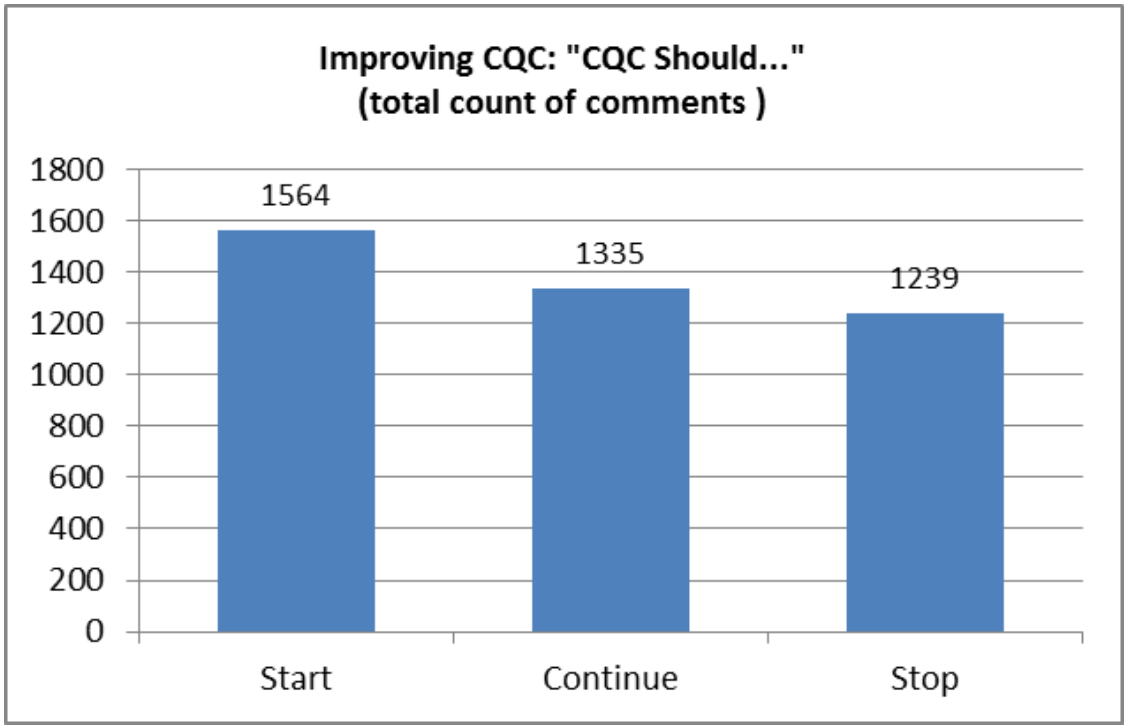
Theme	Distribution
I work with a good team of people	23%
I have a good manager / supportive	16%
I like my job / role	10%
I feel I'm valued / respected within the organisation	6%

Verbatim Comments: Improving CQC

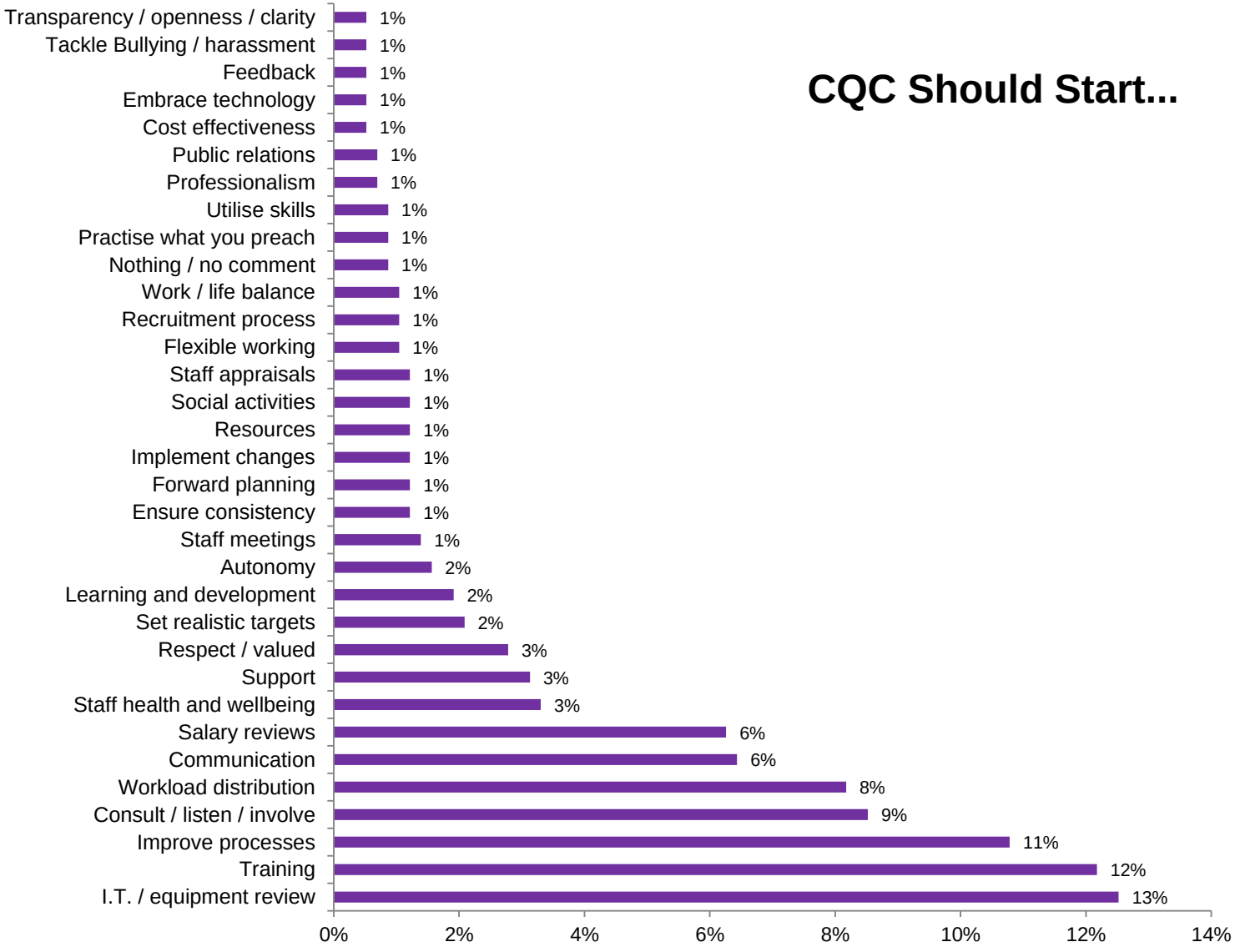
A total of 4138 comments were provided about what CQC should: start, continue, or stop.

Common themes are listed on the following slides. Initial analysis indicates the following:

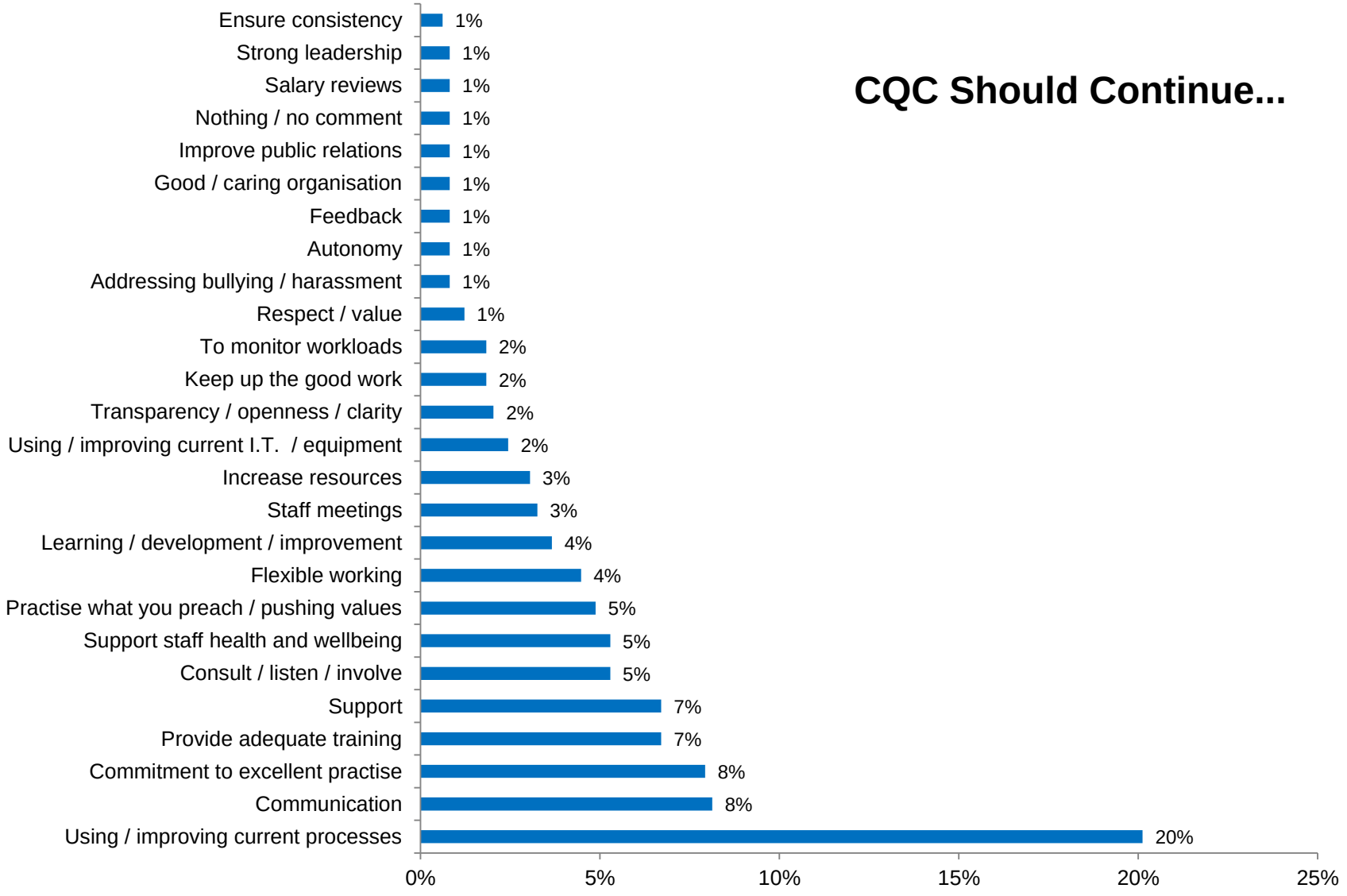
- **Start:** 45 themes
- **Continue:** 41 themes
- **Stop:** 65 themes



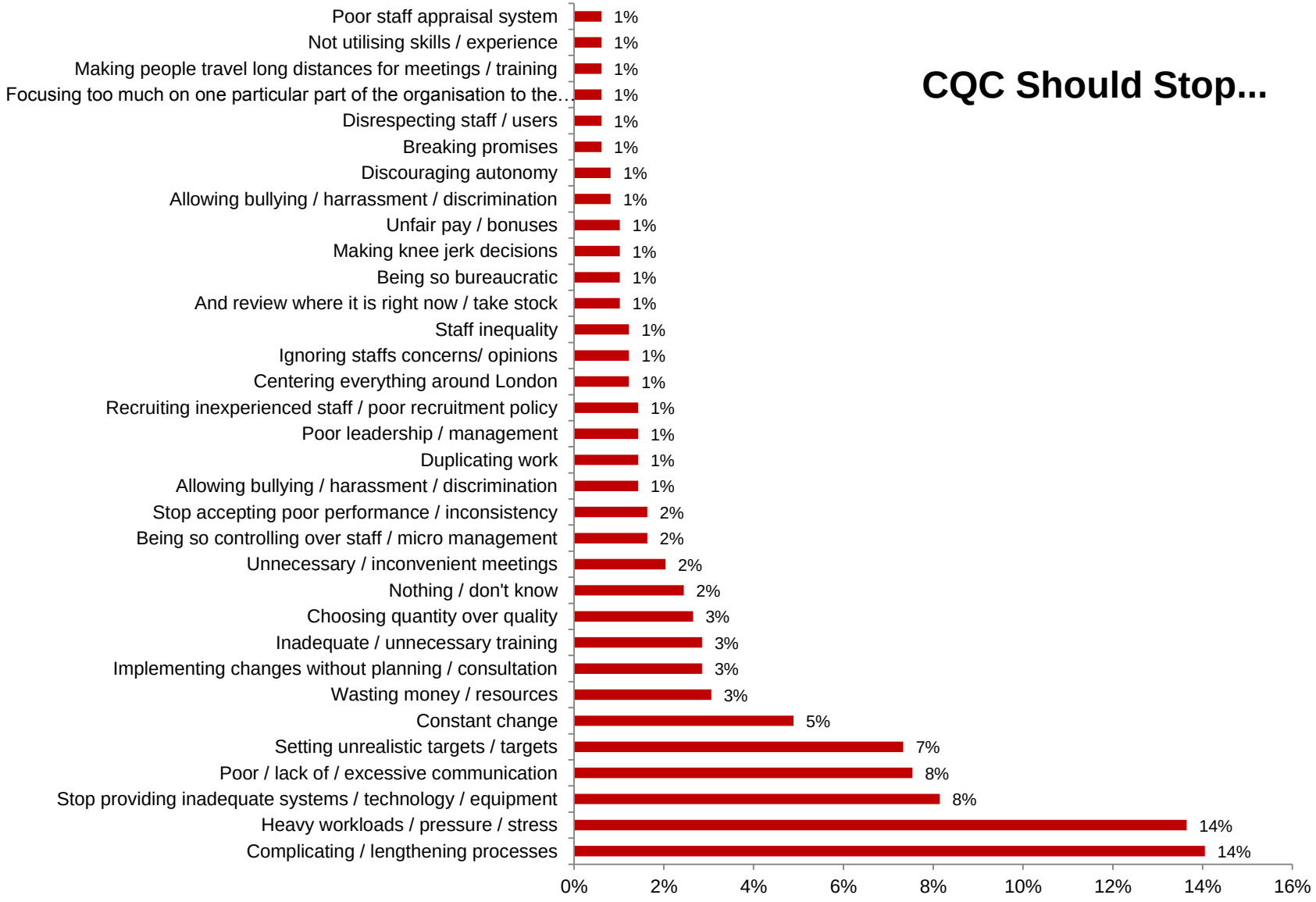
Improving CQC: Start Common Themes



Improving CQC: Continue Common Themes



Improving CQC Stop: Common Themes



Next steps

Sept

- Scorecard dissemination on September 18th
- All scorecard holders can plan local actions from this date

Oct

- Facilitated workshops to be held cross directorate in October to understand some of the results (from the CQC overall scorecard

Nov

- All scorecard holders should weave their directorate level actions into their business plan (under the current objective 3.2), these actions should also aim to support the delivery of the business plan as well as be a response to directorate level scorecard results

Dec +

- OD and Internal engagement to work with scorecard holders to create two video blogs for the intranet in Jan and May to update staff on what is and has happened since the survey.