NHS
North Central London
Clinical Commissioning Group

Summary of the recent Supporting Staff during Covid-19 survey

Introduction

- The aim of the survey was to hear staff views and comments on health and wellbeing, communication, working arrangements and areas of improvement during this unexpected time.

- The survey was available for completion online from 27 April to 10 May 2020.

- A total of 227 staff completed the survey.

- Thank you to all staff that took the time to complete the survey.

Positive feedback

- The majority of staff who completed the survey strongly agree with the current support that the CCG has been providing to support staff during the Covid-19 pandemic.

- Staff felt able to maintain effective working relationships with managers and colleagues across the CCG whilst working remotely.

- Staff identified that the CCG is providing effective communications and acknowledged the level of communication the CCG has put in place to ensure staff are kept updated on the most recent information is useful.

- Whilst there is room for improvement, the majority of staff identified that they have the correct technology to support them in their role and working remotely, for example, working phone, laptop, network connection, Intranet access etc.
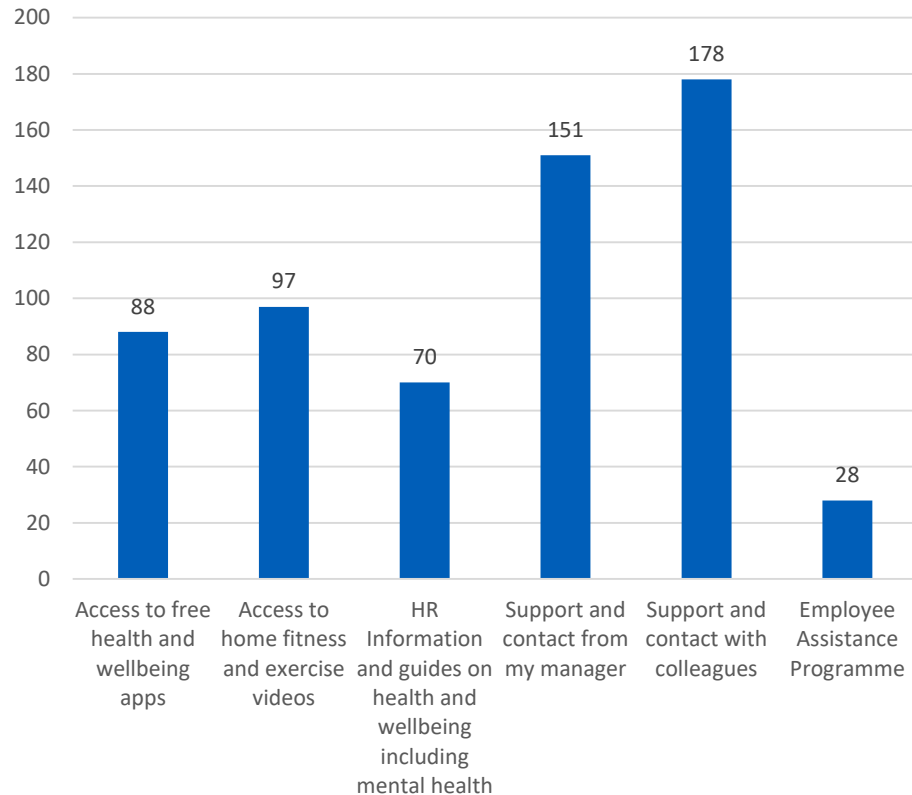
Areas for improvement

Staff have taken considerable time to feedback a number of comments to support the CCG in developing and implementing a number of improvements to further support staff during this time.

The key areas for improvement are:

- Working hours and management of work load.

- IT/network issues, including access and information on intranet.

- Line Management support.

- Informal virtual forums for staff across the CCG to interact.

- Support with home workstation set-ups.

- Approach to staff briefings and streamlining of critical information.

- Clarity of consultation process.

1: Which types of mental, health and wellbeing support do you find most useful during this time?

Areas for improvement

- Provide adequate clarity to help with the shift in certain roles and the current working arrangements.

- IT issues: system downtime, shared folders, NCL intranet page, Outlook down time, laptop software and Jabber phone not working properly.

- General information from HR.

- Guidance from manager to support difficult work decisions and an acknowledgment of staff contributions.

- Maintaining a work-life balance e.g. introducing a timetable on "wellbeing breaks", virtual gatherings and mental health support on 'coping with loneliness' for employees living alone.

- Clarity regarding the plans for the wave 2 and 3 restructure.

2: I feel I have appropriate support and contact with my manager and other work colleagues during this time.

42%	47%	10%	1%

- 🟦 strongly agree
- 🟦 agree
- 🟥 disagree
- 🟥 strongly disagree

Areas for improvement

- Using Microsoft Teams to hear about NCL CCG workstreams and informal conversations.
- Managers communicate more effectively with their team members and have regular 1-2-1 meetings.
- Techniques to managing workload.
- Effective delegation of work.
- Improve the wider organisation relationships across NCL.
- Provide a clinical support group for staff with clinical backgrounds.

3: I feel I have the right amount of contact with my colleagues during this time.

26%	62%	11%	1%

■ strongly agree   ■ agree   ■ disagree   ■ strongly disagree
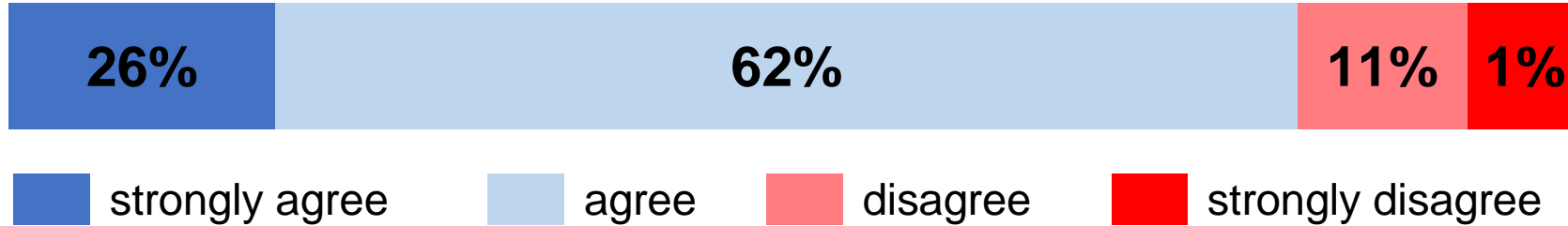
Areas for improvement

- Encourage virtual lunches and cross-team sessions outside of staff meetings so that staff across NCL can have an informal environment to catch up and engage with staff from other teams.

- HR can look into creating and leading peer group support network where staff in similar roles can share good practice and resolve common issues.

- The volume of work and the fast-paced demand for an outcome puts pressure on staff to deliver outside of working hours, with no opportunity to take TOIL due to the workload.

4: NCL CCG communication mechanisms that are in place allow me to keep fully up to date with all issues associated with Covid-19 I need to know as a staff member

30%	59%	8%	2%
strongly agree	agree	disagree	strongly disagree
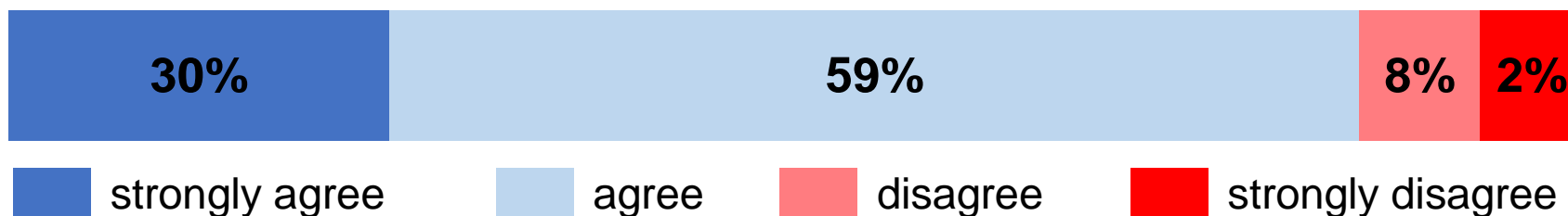
Areas for improvement

- Introduce an NCL-wide leadership MS Teams meeting to include the Accountable Officer, as a useful way of bringing the Directors together and to get more updates on NCL workstreams.
- Issues with accessing the NCL CCG intranet. Ensure all staff are on the mailing list to receive the NCL newsletter.
- Streamline the information and updates sent to staff weekly to reduce duplication and information overload.
- An update on how the current Covid-19 situation will affect the continuation of the Wave 2 restructure to reduce the level of uncertainty for employees affected by the proposals.
- Improve the communications from the NCL central team.
- Change the default Homepage on the internet browser to NCL CCG intranet page, ensure it is consistent with the quality of content provided by the HR team.

# 5: I would welcome virtual team activities organised between staff colleagues

29%	48%	21%	3%
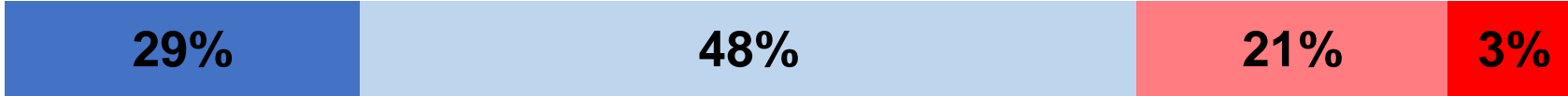
■ strongly agree   ■ agree   ■ disagree   ■ strongly disagree

Key concerns

- Need for informal environment to bond and socialise amongst teams.

- Lack of capacity and time to join team activities as a result of workload.

# 6: I feel well supported by the CCG in managing my caring responsibilities during this period

21%	64%	12%	3%
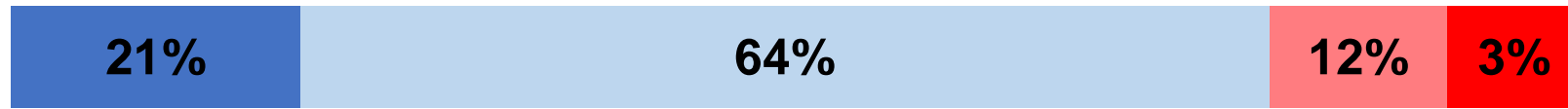
■ strongly agree   ■ agree   ■ disagree   ■ strongly disagree

Key concerns

- Some respondents have commented that although they have the flexible hours to support their care responsibilities, there has been an increase in workload, which makes it difficult to balance the demands of both.

- Some respondents stated that they were not asked by their manager if they require such flexibility.

7: I have a clear understanding on the role and priorities of the CCG in responding to the COVID-19 pandemic

34%	52%	12%	2%

■ strongly agree   ■ agree   ■ disagree   ■ strongly disagree
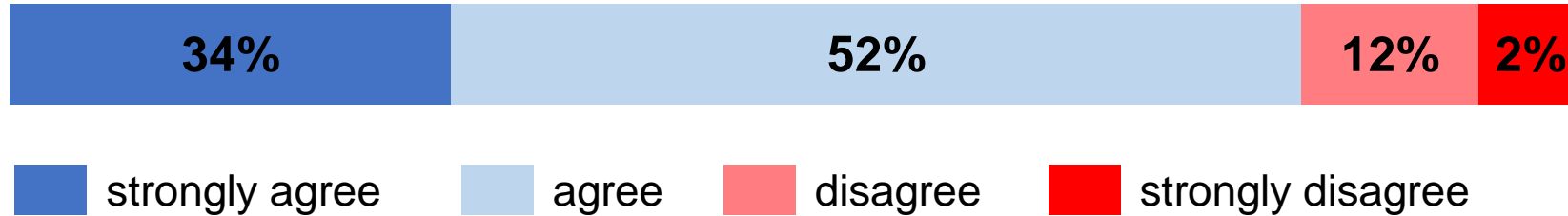
Areas for improvement

- Additional information requested on initiatives from other teams and boroughs, ensuring that staff are aware of NCL central and borough responsibilities.

- Improve the leadership strategy to support collaborative working across NCL boroughs and central teams, and cross-team relationships.

- Clarity sought on redeployment of staff as current redeployment has resulted in under-resourced teams in some areas, thereby increasing pressure on the team members.

- Managers are encouraged to be more proactive than reactive, and to be more flexible with their work expectations whilst staff are home during a difficult time, trying to work.

8: Whilst working from home I am still able to work closely with colleagues from other teams and boroughs as we respond to COVID-19

34%	54%	10%	3%

■ strongly agree   ■ agree   ■ disagree   ■ strongly disagree
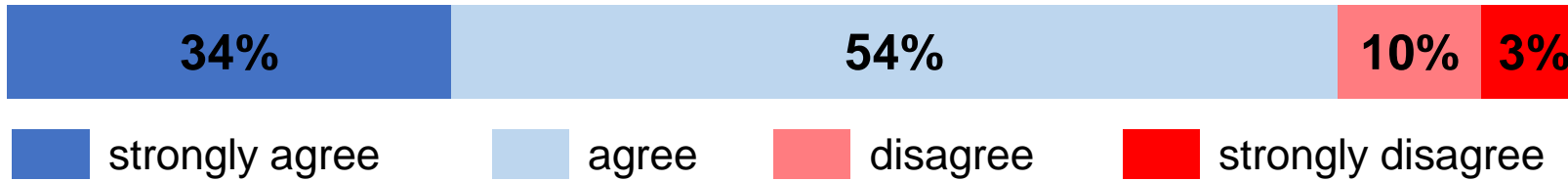
Areas for improvement

- Not enough time to liaise with other teams.
- Mandatory email policy requiring all staff to ensure they have their contact details on their signature for all outgoing emails and replies. There should be an email etiquette on the use of cc, to ensure only appropriate recipients are copied into outgoing emails and replies.
- Clarity regarding the inconsistency across NHSE on the requirement for certain staff to attend work while others work from home.
- There is some disconnect between NCL and local applications across workstreams which reflects in the duplication with regards to NCL initiatives and some local interagency strategies.
- Consider providing support to teams affected by the transition of the Wave 1b restructure, especially teams where they have had a number of changes to their Director.

9: I have a clear understanding of my role and priorities in supporting the CCG to respond to the COVID-19 pandemic

38%	46%	11%	4%

- ■ strongly agree
- ■ agree
- ■ disagree
- ■ strongly disagree
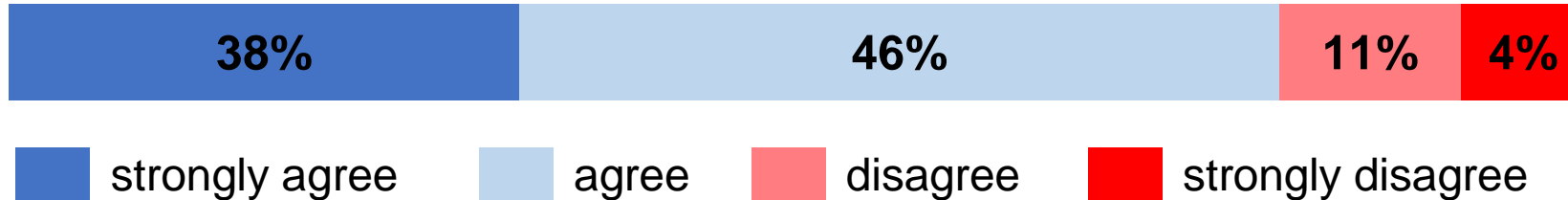
Areas for improvement
- Increased use of technology and emails sent during this period makes it challenging to get a clear steer and clarity from individuals who might be able to provide the information required, because they have not read all their emails due to attendance at meetings and other urgent priorities.
- Some helpful guide for staff and managers on agile remote working to provide the right approach and steer staff towards a culture of an effective and efficient way to working remotely.
- Changing priorities and demands makes it difficult to keep up with the priorities; and has an effect on staff mental health.
- Management to consider an effective, transparent, open matrix working relationships and shared use of resources across NCL CCG.

10: I have an appropriately set-up workstation at home

24%	**44%**	**23%**	**8%**

■ strongly agree ■ agree ■ disagree ■ strongly disagree
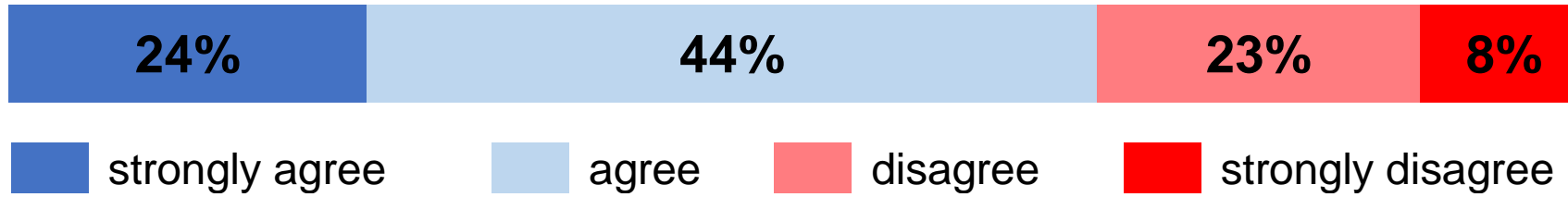
Areas for improvement

- Some respondents are finding it difficult to set up a suitable workstation with a laptop, which exposes them to musculoskeletal issues. Their current workstation does not adhere to the health and safety requirement due to lack of proper workstation equipment. Staff will benefit from an ergonomic workstation to support them while working remotely.

11: I have the correct technology to support me in my role for example, working phone, laptop, network connection, Intranet access

26%	49%	21%	3%

- strongly agree
- agree
- disagree
- strongly disagree
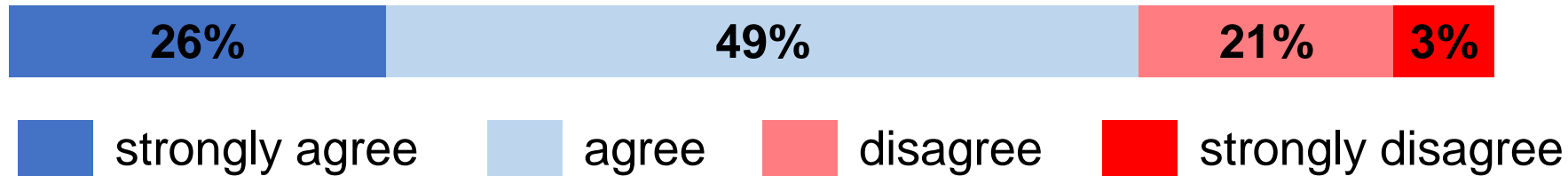
Areas of improvement

- Out of date software on laptop leading to constant system crash.

- Dysfunctional Jabber phone with connectivity issues, leading to staff using their personal phone to make official calls.

- Some employees do not have work phones and there is an extra cost attached to calling IT on their 0845 number.

Question 12: Which type of communication do you find most useful and informative during this time?
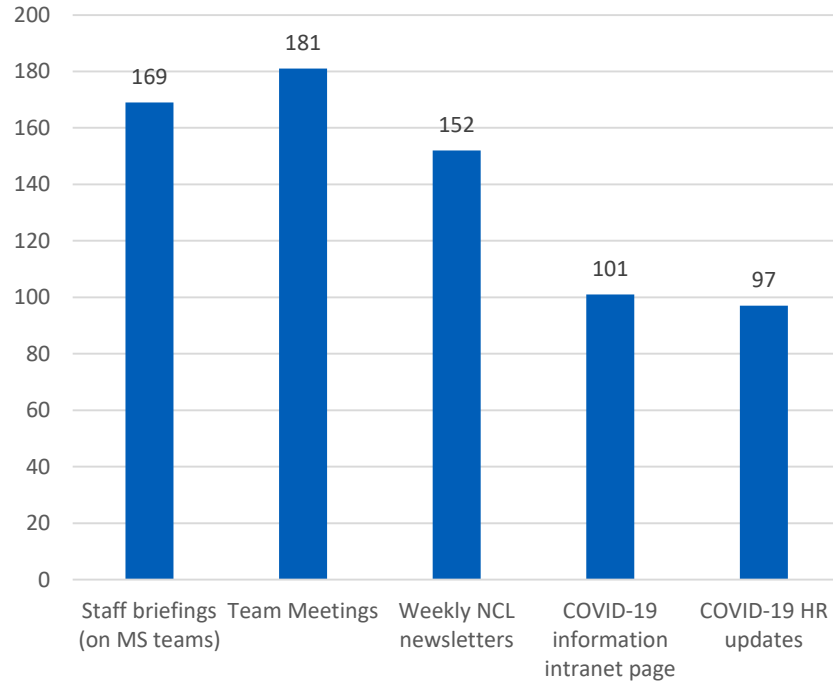
Areas of improvement

- A post-COVID-19 recovery plan to ensure there is appropriate technology in place to support remote meetings and work without regular network issues.

- There should be a balance with managing work priorities and delivery expectations on the environment and impact on staff wellbeing.

- A streamlined and straightforward message to avoid overwhelming staff in their limited time, with the information published weekly.

- Consider staff briefs on a bi-weekly basis and later in the day; and with more time for discussion to provide opportunity to clarify issues.

- A central location where to find general information about NCL contacts and teams.

- Encourage employee participation and involvement in the development of any proposals.

Next steps

- Action planning work is being undertaken to address the areas for improvement.

- The overall aim of the proposed action plan is to develop and implement a number of improvements to further support staff during Covid-19.

- The work associated with the action plan will be led by the HR team.

- We will keep staff updated on initiatives and opportunities to be involved in future staff briefings.