

Developing Our Estates Strategy

Staff Questionnaire

October 2021

Contents

Introduction	p3
Aims and Objectives	p3
Sample	p3
Methodology	p3
Results	p4
Discussion	p9
Conclusion	p12
Recommendations	p12

Introduction

We are currently developing our Estates Strategy which will outline our priorities and intentions to best use our hospital buildings over the next five years, to support the delivery of healthcare services. Without our staff, patients, relatives, carers and clinical services, we would not require our hospital buildings; therefore, people are at the heart of our estates strategy. To best serve our people, we asked our staff to complete a questionnaire to understand how we can enhance the environment and facilities to improve their experience.

Please see “Developing our Estates Strategy Staff Questionnaire” (Appendix 1).

Aims and Objectives

A questionnaire was developed to enable staff to provide feedback in regards to their experiences both before arrival at our hospital sites, and during time spent at our hospital sites. Staff were asked to consider their experiences of transport to the hospital sites, food and drink, and the hospital estates and facilities.

The aim of the questionnaire was to gain a staff perspective in identifying ways in which we can enhance our environment and facilities to improve staff experience.

Sample

There were a total of 101 respondents and the results were anonymous. The questionnaire was not limited to a particular sample group, and was aimed at the wider staff audience to gain as many responses as possible.

Methodology

Below are the steps taken to gain patient feedback:

1. A staff questionnaire was developed by our Strategy and Business Planning Manager
2. The staff questionnaire was approved by the Estates, Facilities and Capital Governance Structure
3. The Patient Experience Team then developed an electronic questionnaire using a system called Envoy
4. The link to the electronic questionnaire was then shared and made available for staff to access via trust communications and social media
5. A paper version of the questionnaire was also made available to staff without computer access
6. The questionnaire remained live for two weeks before closing
7. Once the questionnaire closed the data was collected and collated using Microsoft Excel. Please see “Data Analysis – Staff Questionnaire” (Appendix 2)

8. Staff feedback was used to inform our Estates Strategy

Results

A total of 101 staff responded to the questionnaire. Some questions received more than 101 responses, as staff were able to select multiple responses. Staff were also able to skip questions, and other questions were follow-up questions for certain responses given, so received less responses. Details of the numbers of responses to each question can be seen in the raw data in Appendix 2. Some free text comments received were the same as others, so these have been collated and summarised.

Part 1 – Before you arrive

Shift Pattern

63% of the staff who responded to the questionnaire reported that they work weekdays, 20% worked a mix of weekdays and weekend days, 1% of staff reported they worked solely weekend days, 1% solely nights, and 15% reported they worked a mix of all shift types.

Transport

The most common reported method of transport to travel to our hospital sites was by car, with 70% of staff driving and using hospital car parking, and a further 5% arriving by car but not using parking. 15% of respondents reported that they used public transport, 5% reported that they walked, and 4% cycle. 1% of staff selected “other” as their method of transport, and 3 staff reported that they arrive by either motorbike or electric scooter.

When asked why they chose their method of transport, 54% of staff reported that their choice was due to convenience, and 25% reported that caring commitments such as childcare, school runs, or other carers responsibilities affected their decision. Only 1% of staff reported that their mobility affected their choice of transport. 9% of staff reported that the hospital was near them, and 6% reported that they had a travel pass. 5% of staff reported other reasons for choosing their method of transport, as summarised:

- Quickness
- Ease
- Don't drive
- Live too far away for public transport
- Cost
- Fitness
- Working across multiple sites
- Start/finish times of shifts early or late
- Safety concerns waiting for buses
- Bus times don't accommodate

When asked how the trust could support staff to use more eco-friendly transport options, 52% of responses demonstrated that they would still choose to travel by car. 22% voted for improving bus routes, 4% of votes supported improving cycle routes, 4% supported improving bike stores, 4% supported improving shower and changing facilities, and a further 9% of votes were for increasing the number of shower and changing facilities. 5% of votes were for “other” suggestions, 5 free text comments were provided by staff, and all 5 suggested electrical car charging points.

From the 22% of staff who voted for improving bus routes, 1 staff member voted for improving the frequency of buses, 2 felt that the areas covered by the bus routes should be improved, and 4 members of staff selected both frequency and areas covered. Staff were then asked which site they were referring to when considering bus routes, only one staff member voted and selected both sites.

Of the 52% of responses demonstrating that staff would still choose to travel by car, 23 provided reasons for still choosing to travel by car, the most common reason was for childcare or carer commitments, followed by the distance staff had to travel to work, other reasons are summarised:

- I would still choose to travel by motorbike
- Concerns with personal safety when using public transport
- I need to drive for my job
- Bus times/routes don't accommodate me
- Convenience
- Car is quicker
- I start too early
- Public transport would take too long/ would interfere with my work/life balance

Out of the sample, staff reported that they travelled from the following areas to reach our hospital sites:

- Bebington
- Clatterbridge
- Birkenhead
- Woodchurch
- Bromborough
- Poulton Road
- Claughton
- Upton
- Liscard
- Greasby
- Merseyside
- Nantwich
- Neston
- Eastham
- Oxton

Part 2 – Your time spent at our hospital sites

Food and Drink

65% of respondents reported that they purchase food and drink from our shops, cafeterias and vending machines while at our hospital sites, and 35% voted that they don't.

6% of staff rated the selection of food and drink from our shops, cafeterias and vending machines as poor, and 1% rated it as very poor. 27% rated the selection of food and drink as very good, 34% rated it as good, and 25% rated it as average. 7% of staff selected "don't know".

9 staff left general comments, summarised:

- Far too expensive, how can 2 pieces of toast be 85p then the next day £1.85?
- Lovely
- Great food in the bowmans
- Would like to see a freshly cooked night service like we used to have
- Cost
- Being coeliac my options are always limited
- Clatterbridge would benefit from a shop or more selection of vegan products

When asked how we can improve our food and drinks offer that we provide in our shops, cafeterias and vending machines, 32% of votes were for healthier choices, 25% were for more variety, 12% of votes were for better quality, and 9% of votes were for options to be closer to clinical areas. 19% of votes received were for "Don't know", and 3% were for "Other". 6 free text responses were received:

- Would like to see a fresh roll/sandwich bar or salad available during daytime
- Far too expensive
- I'm happy with what we have
- Healthier vegetarian hot food
- Full sugar drinks
- Vending machine cheaper

When asked what they would like, 26 free text responses were received, the most common answer was more salad/ a salad bar, and the two other most common answers were healthier options and more vegan/vegetarian options, the other answers were as summarised:

- More vegetables
- Less carbohydrates
- Freshly prepared sandwich bar
- Clatterbridge canteen open earlier in the morning
- Breakfast bars
- More fruit
- Bring back more hot food options at Annabelle's
- Breakfast smoothies
- Food available during night shifts

- More vending machines
- Don't introduce commercial companies - keep it reasonably priced
- Better quality
- Healthy choices in vending machines
- Lamb and mint sandwiches
- More plant based options

Staff were then asked where on the hospital sites they would like improvements to be made to the food and drink offers, and the most common answer was that The Bowmans Restaurant was too far for some staff in Arrowe Park Hospital to walk to within their allocated break time. Other free text responses are summarised as:

- Bowmans
- Annabelle's
- Old Post Grad centre on 2nd Floor (it is close to most wards)
- Arrowe Park Hospital
- Clatterbridge Hospital
- Willow House, CBH

Estates and Facilities

Staff were asked if they knew how to contact Estates and Facilities, 70% of staff reported they did, and 30% reported they did not. Of those staff who reported they did know how to contact Estates and Facilities, 41% reported they do so via telephone, 22% make contact through their line manager, 18% contact known individuals, and 19% go through the helpdesk.

Staff were asked to rate the overall service and responsiveness of Estates and Facilities, and only 4% rated this as very poor. 22% of the staff reported that the service was very good, 40% rated it good, and the remaining 34% rated it as average. However, when being asked if staff were aware of the Estates and Facilities helpdesk response times, 84% of staff responded with no and 16% of staff voted yes.

Staff were then asked how the estates and facilities helpdesk service could be improved, the most common answer was quicker response times, and providing updates on completed works and response times, other free text responses are summarised as:

- Develop awareness of the service
- Establish online helpdesk
- Not sure
- Be more approachable
- Use millennium
- Provide notices to managers
- Expand the team at Clatterbridge Hospital
- Engage with staff at the breast unit
- Work with a more preventative approach rather than reactive.
- Helpdesk should be open longer during the day

Environment

When asked how we can improve our environment to improve staff experience, 31 responses were received. The most common answer was to improve the security office at Clatterbridge hospital to provide adequate furniture and facilities and improve the appearance and cleanliness of the space. Other common answers were modernisation, better equipment, better break out areas and improving air conditioning/heating control. Other free text responses are summarised as:

- More car parking
- Better drinking water options and signage
- Don't know
- Car charging points for electric cars
- More green space
- Cleaner toilets
- New ITU
- Improve patient facilities/ward environments for patients and families
- More storage
- Improve leaks
- Improve funding
- Improve physiotherapy department and gym
- Move departments off site that can be moved to make more space

Staff were then asked how they would rate our buildings, facilities and environment in relation to supporting staff wellbeing; 8% of results were for very good, 15% for good, and 36% for average. 23% of respondents rated the buildings, facilities and environment in relation to staff wellbeing as poor, and a further 15% rated it very poor; 3% of staff selected "Don't know"

Free text responses are summarised:

- Invest in structure of satellite rooms
- Renew
- Not sure
- Pick up on a person vibe if they don't seem themselves then ask how they are etc
- Give staff rest room like everyone else
- Brighter environment, more daylight and fresh air
- The 'whistleblowing' concerns raising procedure is ineffective
- Improve cleanliness of toilets
- Treatment needed in a lot of areas
- Improve the break areas
- Modernise
- Air conditioning/heating
- Less space to relax since Covid
- Less hot desking

Finally, staff were asked how they would rate our buildings, facilities and environment in relation to supporting them to carry out their role and complete their job. 6% of results were for very good, 18% for good, and 43% for average. 18% of respondents rated the buildings, facilities and environment in relation to them doing

their job as poor, and a further 15% rated it very poor. Free text comments are summarised as:

- Invest in department needs
- Communication
- Lifts and other equipment are often faulty and can take a while to fix
- Lack of space/poor air ventilation
- Modernisation
- Staff should be close to patients
- Ensure they are cleaned properly
- Improve security office at Clatterbridge Hospital – provide equipment and furniture
- New ITU – lots of issues on risk register
- Better equipment
- Better storage

Limitations

A limitation acknowledged is that due to a small sample size, the results may not be widely generalisable, or representative of the wider staff population, therefore, continued staff engagement is recommended.

Discussion

The results are split into two parts: Before you arrive, and Your time spent at our hospital sites. There were 5 key areas of discussion:

- Shift pattern
- Transport
- Food and drink
- Estates and Facilities
- Environment

Shift Pattern

The majority of staff who responded to the questionnaire work weekdays or a mix of weekdays and weekend days, only 1% of staff who responded to the questionnaire worked weekend days only, and 1% worked solely nights, suggesting that the majority of staff who responded to the questionnaire are not familiar with services such as estates and facilities helpdesk and food and drink options out of hours. It is important to note that staff working outside of these hours may have reported a different experience.

Transport

The majority of staff reported that they arrive to hospital by car. Caring commitments such as childcare or other carer responsibilities was the main reason staff gave for

choosing to travel by car. It also appeared that a lot of staff travel a considerable distance to work, meaning that public transport was not available from where they live, or it would take too long for them to travel to and from work without it impacting too much on their work/life balance. Another point raised by a number of staff members was that they had concerns regarding personal safety when accessing public transport due to their shift times, staff reported starting early or finishing late and there being less transport at those times, and they expressed not wanting to wait alone in the dark. Another staff member specified the lack of CCTV at Clatterbridge leaving them feeling vulnerable waiting for a bus. A number of staff also reported needing their car to complete their work role. Consequently, 52% of the staff who responded to the questionnaire reported that they would still choose to travel by car when given the option of support to use an eco-friendly method of transport. This would suggest that even if efforts were made to improve public transport or cycle access to our hospital sites, the most common form of transport may still be by car due to staff continuing to have caring commitments and living too far away to access public transport. However, there would be opportunity to consider what measures could be put into place to make staff who do access public transport feel safer whilst waiting for buses to arrive on our hospital sites.

When asked how the trust could support staff to use more eco-friendly transport options, a popular suggestion raised by staff was to introduce charging points for electric cars. There were a number of suggestions about improving the car parks in general, however the most popular comment was the suggestion of these electric charging points. In addition, staff also voted for improving cycle routes and bike stores, with a number of free text comments suggesting they didn't feel the current bike stores were safe. Staff also supported the suggestion of improving the current shower facilities and increasing the number of them available to staff across hospital sites for staff who may choose to cycle or run into work.

A relatively small number of staff travel to our sites using public transport, just 15%. 22% of staff reported that improved bus routes would support them to take a more eco-friendly method of transport to work, however only 1 staff member voted for how they could be improved. Staff appeared to travel from areas across Wirral and further into Cheshire and Merseyside, so a suggestion would be that more information should be obtained about locations and times if any changes to bus routes were to be considered.

Food and Drink

Food and drink was a popular section of the questionnaire, with one of the questions receiving 130 responses. 65% of our staff report that they purchase food and drink from our shops, cafeterias and vending machines, and they generally rated the selection well, with only 7% rating it less than average, and 61% rating it as very good or good.

25% of votes indicated that staff would like more variety in food and drink; some groups of staff such as those who work nights, or those who were vegan, vegetarian or coeliac reported that they found the options to be limited. More information should be gathered about staff experiences of food and drink offerings at night or at the

weekends, however from the sample group, it is clear that there is room for improvement in regards to vegetarian and vegan options.

The most common request was for healthier choices. A considerable number of responses suggested introducing a salad bar across both sites, offering more fruit and vegetables, less carbohydrates, a freshly prepared sandwich bar or breakfast smoothies.

Staff also clearly expressed that the location of the shops and cafeterias is a problem in some cases, as the hot food options have been reduced at Annabelles' café, and walking to The Bowman's Restaurant in the basement takes too long for some staff members, meaning they would use up their break walking there and back and not have time to eat. A number of staff suggested introducing a food offering in the post graduate centre at Arrowe Park on the 2nd floor as it is close to most clinical areas.

Estates and Facilities

The majority of staff reported that they knew how to contact estates and facilities; most staff do so via the telephone, and others make contact through their line manager or known individuals, only 19% of staff use the helpdesk. Staff generally gave good feedback on their experiences of the service, with 66% of responses rating it as good or very good. However, 84% of staff reported they were not aware of the response times, and a popular suggestion from the free text responses was to improve communication with staff about waiting times, updates on completed works, and developing general awareness of the service. A number of staff also suggested developing an online helpdesk similar to the trust IT portal.

Environment

When asked about staff experience of the environment, feedback was mixed. In relation to their wellbeing, more staff rated the buildings and estate as poor or very poor than those who rated it as good or very good. Suggestions made by staff were to improve break areas, renew and modernise, improve air quality and lighting quality, considering temperature control, and to improve cleanliness in some areas. In a number of questions in this section, a considerable number of comments were relating to the security office at Clatterbridge, reporting that it consists of furniture that had been thrown away from other areas, that there are no adequate facilities for breaks or making food or drink, and that it generally needed modernising and cleaning. Responses were also mixed when asked to rate the building and estate in relation to supporting staff to complete their roles. Staff requested that investment is made into department needs, and a number of staff requested improvements to equipment, cleanliness, and air conditioning.

Conclusion

The staff questionnaire results suggest that Staff generally require their cars to complete their work role or other carers responsibilities, and feedback from staff appeared to suggest that they would like improvements to be made to car park facilities rather than public transport options. However, there did appear to be interest in improving the shower facilities and introducing measures of reassurance to staff who do access public transport.

Staff seem to be interested in the food and drink offers on site, and demonstrated they would like more healthy options available to them, perhaps in different locations across the sites. There was also a drive for more vegetarian and vegan options to be made available in our shops, cafeterias and vending machines.

Staff feedback was generally positive about contacting estates and facilities, however they recommended improving communication regarding response times and progress on current works. In contrast, responses regarding the buildings and estates was mixed, but clear themes emerged regarding improving staff break areas, and air conditioning/heating facilities.

It is important to consider that the majority of the staff who completed this survey do not work night shifts or weekend days, and that, along with the small sample size, means it is important to consider that these results may not be widely generalisable to the wider staff group.

Recommendations

- Consider the use of electric car charging points in our car parks
- Examine the options to increase reassurance of safety at the bus stops across our hospital sites
- Improve bike stores and shower facilities for staff who would like to cycle or run to work
- Introduce healthier options across our hospital shops, cafeterias and vending machines, considering both vegetarian and vegan options
- Introduce food options closer to clinical areas.
- Increase communication from estates and facilities to share response times and updates on progress
- Increase staff break areas
- Assess the suitability of estates in the security office at Clatterbridge Hospital
- Improve ventilation, air conditioning and heating systems across both hospital sites

Appendix 1

Developing our Estates Strategy Patient Questionnaire



Estates Strategy -
Staff Questionnaire v

Appendix 2

Data Analysis – Patient Questionnaire



Data Analysis - Staff
Questionnaire.xlsx