

Hospice Survey 2018

Guidance notes

Background

At Birdsong we believe that staff surveys are a powerful way for an organisation to keep in touch with what their people are thinking and feeling. We have been running staff surveys across the UK voluntary sector since 2004 and have developed a range of services to enable sector leaders and HR professionals to gather the honest opinions of their people.

Hospice UK works with Birdsong to offer hospices the opportunity to participate in a Hospice Staff and/or Volunteer Survey. This is the tenth year that we have run the survey together.

The Hospice Survey 2018 has been set up to provide hospices with a cost-effective means of seeking staff and/or volunteer opinions about their roles and their workplace. It enables benchmarking against the other hospices taking part, as well as a wider benchmark of other charities.

In 2017 40 hospices took part, involving around 7,800 staff and volunteers.

Key information

Important dates

If you would like your hospice to take part in this year's survey, **please register online by Friday 11th May**. We will not be able to accept new registrations after this date.

The Hospice Survey 2018 will be open from **Monday 4th June – Friday 13th July**.

After the survey has closed we analyse the results and prepare the report(s) for each hospice. You will receive your reports by **17th August**.

You can run the Hospice Survey at other times of year, if that works better for your organisation. **You can run a standalone survey anytime between October and April.**

Registering to take part

In order to take part in the survey **you will need to register online**. To do this visit our website: birdsong.co.uk and follow the *Hospice Survey* link. Please read these notes before registering.

You will be able to complete a trial registration on our website first if you wish, so that you can see what is involved in the registration process.

You can also view and try out a test version of the survey and look at example reports.

Please give us as much notice as you can - a minimum of one month is appreciated.

Deciding who is taking part

The survey is structured so that it can be taken by:

- Paid staff only
- Volunteers only
- Paid staff and volunteers

Survey questions are worded appropriately depending on which of the above groups is chosen. So, for example, here are three example question wordings:

- I would recommend this charity as an employer
- I would recommend this charity as a place to volunteer
- I would recommend this charity as an employer or a place to volunteer

Questions that are not relevant to volunteers, such as those relating to pay, will not be visible to any volunteers who take the survey.

Benchmarking

As standard, all hospices receive an Overall Results report comparing their survey results with the *All Hospices* and *Charity Pulse* benchmarks.

The *All Hospices* benchmark is derived from the combined responses of all the hospices taking part in this summer's survey.

The *Charity Pulse* benchmark is based on the most recent three years of responses to 200 Birdsong staff surveys, involving over 25,000 individuals working in charities.

New this year

This year we are introducing an additional benchmark: The *Top Performers* benchmark. This benchmark provides a comparison for hospices wanting to challenge themselves a little more. It is based on the survey results of the Top 40 performing Birdsong staff surveys of the last three years. If this is of interest to your hospice, a separate *Top Performers* report can be selected during the survey registration process.

Pricing

The core cost for taking the survey and receiving an Overall Results report is **£300 + VAT**.

There is a fixed price structure for the survey reports, with various options available at additional cost. The details of these are set out in **Appendix 1**.

In addition, we offer consultancy services to support you after you have received your survey results. The pricing for these services is also detailed in this appendix.

The same price structure applies to both staff and volunteer surveys.

Taking the survey

Once everything is arranged, the survey questionnaire is completed via a web-based survey link, which you pass on to your staff. Hard copy questionnaires can be provided for individuals who do not have access to the internet.

Overall Results report

The main output of the survey process is a graphical Overall Results report comparing your hospice's responses with the *All Hospices* and *Charity Pulse 2018* benchmarks.

The *All Hospices* benchmark provided in your report will include just staff, just volunteers or both (reported together or separately), depending on which groups you include in your survey.

This report also highlights your hospice's top and bottom performance areas. This allows an *at a glance* view of your best and worst areas of staff satisfaction.

Optional Reports

You can further analyse your results by choosing from the following comparison reports:

- Top Performers
- Previous years
- Staff / volunteers
- Managers / Non-managers
- Clinical / Non-clinical
- Length of service
- Location
- Department

In addition, you can specify custom sub-analyses unique to your hospice. This could be, for example, to analyse the responses from different job types.

Please note that if you specify a sub-analysis that has more than three categories (for example, you specified a department sub-analysis and there are four or more departments), then the report will be produced in a tabular rather than graphical form.

Please do not identify individual categories that are likely to have fewer than 10 respondents as this could compromise the anonymity of responses.

Verbatim Comments

You can also add open questions to the survey, so that respondents can enter narrative responses. Open questions can be useful because they allow for more detailed information from respondents or for you to raise specific topics that are important to your hospice.

Before the survey launches

Give your staff and/or volunteers advance notice that the survey will be taking place and tell them why you would like them to take part.

Make sure that all of your people have access to the internet (or provide the alternative hard copy questionnaire).

Before you launch, we will provide you with your online link to the survey to include in your launch email to staff and/or volunteers. Here is some example wording that you can use:

Our staff survey opens today - please click here to take part:

<https://surveys.birdsong.co.uk/s3/hospicesurvey-2018> - EXAMPLE ONLY

The questionnaire will only take you 10 minutes to complete.

We want to know what you really think, so the survey is being managed externally. No one at **Your Hospice Name** will see any individual responses. (If you are asking your staff to submit verbatim comments you might want to add: Any comments you make in response to open questions will be seen by....)

The survey closes on so make sure that you have completed the questionnaire by then. We will feedback the summary results to you at/by ...

Thank you in advance for your help with this process. We are committed to making **Your Hospice Name** a great place to work and we need your opinions to help us continue to improve.

Clarifying terms used in the survey questions

You can also include appropriate guidance in the launch communication to clarify terms used in the survey, for example, *diversity* or *senior management*.

During the survey

A three-week period is an ideal length of time for the survey, but you may wish to give your people a longer period to complete it.

Encourage responses by publicising the survey through, for example:

- notice boards
- asking managers to encourage their teams to take part
- intranet
- staff forums

It is helpful to send out reminder emails to further encourage response. The final week of the survey is a particularly good time to do this.

We will provide you with a live reporting link, so that you can check the progress of your responses at any time.

After the survey has closed

We get your survey report(s) to you as quickly as possible after your survey has closed - usually within three weeks. To maintain staff confidence in the process, plan to make the survey results available to your people at the earliest opportunity, highlighting the most significant findings - both positive and negative.

To maximise the motivational impact of the survey, take some prompt action in response to the findings. If appropriate, ask staff for their views on which are the most important and/or urgent areas for improvement.

Be honest about what you can and cannot change.

After you have received your results : How we can help you further?

We believe that a staff survey is just the beginning of a journey to improve staff satisfaction, engagement and motivation.

Birdsong has considerable experience of supporting charities following staff surveys and some charities find it useful to have further involvement from us after they receive their results.

We can produce additional reports that further analyse and interpret your data, examples of this include:

- **Findings report**

An executive summary report highlighting key variances, trends, strengths and areas for further investigation.

- **Comments Summary Report**

A written report summarising the comments and suggestions made by staff.

We can also work with you directly to help you in moving forward, examples of this include:

- **Staff presentation/ workshops**

A presentation of the survey results and key findings to staff. This can be combined with facilitated group discussions to identify priority areas for improvement.

- **Staff focus groups**

In depth discussions with groups of staff or volunteers to follow up and explore issues arising from the survey.

- **Telephone support**

We are always happy to discuss your survey results with you and address any questions arising from the reports.

Any Questions?

If you have any queries or would like to discuss any aspect of the Hospice Survey process, please contact: Frances or Sam on 01462 790439 – frances@birdsong.co.uk or sam@birdsong.co.uk.

Appendix 1 - Survey Costs

All the costs detailed below *exclude* VAT, which is charged at the standard rate of 20%.

Core survey cost

| | | |
|----------------------------------|-------------|----------------------|
| Including Overall Results report | £300 | Summer survey period |
| | £475 | Other times of year |

Optional reports

| | | |
|-----------------------------|--------------------|----------------------------|
| Top Performers - New | £150 | Special introductory price |
| Previous years | £150 | Two years |
| | £200 | Three years |
| Staff / Volunteers | £100 | |
| Managers / Non-managers | £100 | |
| Clinical / Non-clinical | £100 | |
| Length of service | £150 – £200 | See Note 1 below |
| Location | £150 – £300 | See Note 2 below |
| Department | £150 – £300 | See Note 2 below |
| Custom sub analyses | £150 – £300 | See Note 2 below |
| Verbatim comments report | £125 | |

Other services

| | | |
|---|------------------|-------------------|
| PDF version of the questionnaire - for printing out paper copies | £50 | |
| Inputting hard copy responses | £3 | Per questionnaire |
| Comments Summary Report | From £375 | |
| Findings report | From £750 | |
| Staff presentation/workshops | From £750 | |
| Staff focus groups | From £375 | |

Note 1 – The report cost depends on the number of reporting categories:

- Up to three: **£150**
- Up to six: **£200**

Note 2 – The report cost depends on the number of reporting categories:

- Up to three: **£150**
- Up to six: **£200**
- Up to nine: **£250**
- Up to twelve: **£300**

The Organisation

1. I understand what this charity wants to achieve as an organisation
2. I feel well informed about what is happening within the charity
3. Communication between different teams/departments is effective
4. Communication between staff and senior management is effective
5. I have confidence in the senior management team
6. I have confidence in the trustee board
7. Diversity is valued at this charity
8. Morale in this charity is high

Your Well-being

9. I enjoy the work I do
10. I enjoy working with the people in this charity
11. I like my working environment
12. I feel like I am making a difference
13. I feel appreciated
14. I am treated with fairness and respect
15. I rarely get stressed at work
16. Working for this charity contributes positively to my health and well-being

Resourcing (this section is seen by staff only)

17. The workload in my role is reasonable
18. The results expected of me are realistic
19. I rarely work more than my contracted hours in a week
20. I do not feel under pressure to work long hours
21. I am happy with the flexible working practices here
22. I am not concerned about my job security

Working practices

23. This charity's processes and procedures help me to carry out my role effectively
24. Poor performance is dealt with effectively at this charity
25. This charity makes best possible use of supporters' time and money
26. This charity is doing everything it can to reduce its impact on the environment

People management

- 27. I am clear about what is expected of me in my role
- 28. My views are listened to and valued
- 29. I feel empowered to take decisions that are relevant to my role
- 30. I receive useful feedback on how I am performing
- 31. I have recently received praise for my work
- 32. It is safe to challenge the way things are done here
- 33. In the last year I have not been bullied at work
- 34. I get the support I need to enable me to do my work well
- 35. My line manager is a good person to work for

Training and development

- 36. This charity makes best use of my abilities
- 37. I receive the training/development I need to enable me to do my work well
- 38. I am happy with the personal development opportunities here

Career and reward (this section is seen by staff only)

- 39. I feel supported in developing my career
- 40. My pay is competitive in comparison to people doing similar work in the charity sector
- 41. I feel that pay is handled fairly

Overall

- 42. Overall, I am satisfied with my job
- 43. I am proud to work for this charity
- 44. I believe in the aims of this charity
- 45. I would recommend this charity as an employer
- 46. I plan to be working for this charity in a year's time
- 47. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation

Why has the Charity Pulse benchmark changed this year?

For the past 11 years Birdsong has been running the *Charity Pulse* staff satisfaction survey each spring, in conjunction with *Third Sector* magazine. The survey has been open to anyone working for a UK charity, and the responses to the survey have formed the basis of the Birdsong *Charity Pulse* benchmark.

Over the last few years, the number of people taking part in the *Charity Pulse* survey has fallen and it has become clear that if we continue to gather data this way, the benchmark will no longer be robust.

In light of this, we have created a new *Charity Pulse* benchmark that is based on the results of the staff surveys that Birdsong runs with charities. The data for the new benchmark is based on the last three years' worth of data and is drawn from a larger data set of around 25,000 responses.

The new *Charity Pulse* benchmark is more challenging than the old one, by an average of 8%. More specifically, the average *Total agree* benchmark figure for a survey question in the *Charity Pulse 2017* benchmark was 57% - the comparable figure in the new *Charity Pulse* benchmark is 65%.

Will our survey results be included in Birdsong's benchmarks?

Yes, each hospice's results will be included in Birdsong's *All Hospices* and *Charity Pulse* benchmarks. Any top performing hospices will also be included in Birdsong's *Top Performers* benchmark.

Will anyone else see our hospice's survey results?

No, each hospice's survey results are confidential to them. Each hospice taking part in the survey will see a list of this year's participating hospices. Hospice UK will also see the list of participating hospices.

Can anyone identify individual responses in any way?

Birdsong never releases survey information that could allow an individual to be identified.

Is it possible for an individual to take the Hospice Survey more than once?

Yes, we do not limit access to the Hospice Survey questionnaire. The reasoning behind our approach is as follows:

- The only way to guarantee one survey response per individual is to send out a personalised invitation to each person with a unique link to the survey. We do not favour this approach because it impairs the perception of survey confidentiality, which reduces response rates and inhibits honest feedback.
- The other option to limit multiple responses is through the use of browser cookies. We do not take this approach because it is very easy for participants to get around this by

using multiple devices. Furthermore, many server environments delete cookies or prevent them from being used.

- Individuals in some charities share computers, so multiple access is needed.

If an individual wants to take the survey more than once (and most, of course, do not), it is rarely a critical problem for a charity. They are not precise exercises and your respondents' responses will vary depending on, for example:

- Their mood on the day
- Any significant activities taking place within your charity when the survey is running. For example, reorganisations typically increase concerns about job security.
- External drivers, such as national events. For example, the result of the Brexit vote negatively impacted the morale of most charity individuals.

Staff and volunteer surveys are designed to provide a guide to future organisational development and the response data should be considered in that context.

Do you include partially completed responses in our survey results?

No, we only include survey responses where the respondent has reached the end of the survey. Individuals do not have to answer every survey question (we do not force responses), but they must click on the *Submit* button to provide a valid response. The benefit of this approach is that if a respondent has to leave the survey part way through, they can return to the survey link on another occasion and retake the survey from scratch. By discounting partial responses, we remove the risk of double-counting genuine responses.

How long do you retain returned paper copies?

If you ask Birdsong to data capture survey responses returned on paper questionnaires, we will retain them for three months after the survey has closed and then destroy them.

What information do you keep about me?

We retain your contact details. We only use this information to email you about the annual Birdsong/Hospice UK Survey. If you no longer wish us to hold your details, please email Frances at frances@birdsong.co.uk, with *Hospice Survey Unsubscribe* in the subject line.