Supporting Happy, Healthy and Productive Teams
“Each day we will have the privilege of meeting people at critical moments in their lives – many will be worried, frightened, sick and suffering - they will share their stories with us and allow us to work with them to help. The gifts of confidence, hope, knowledge and safety can only come from a workforce that feels confident, hopeful, competent and safe themselves” –

- Professor Michael West
Why Staff Experience matters.

• 1 in 11 people will choose to leave the NHS permanently each year
• Almost 8 in 10 (77%) will report unrealistic demands on their time
• Nearly a third (31.5%) are frustrated that they cannot provide the level of care that they would wish to
• Last year 40.3% of staff felt unwell due to work-related stress – the highest level recorded over the last 5 years

Staff are reporting “growing pressure, frustration…, and rising levels of bullying and harassment” with BAME colleagues experiencing the worst conditions of all (Interim People Plan, 2019).
Why Staff Experience matters.

• Systematic review in 2016 confirming the association between staff burn out and patient safety and neglect (Hall et al, 2016).
• Financial cost of poor mental health in the NHS equates to £1,794-£2,174 per employee per year (HEE report 2019)
• Overall NHS sickness absence estimated to be £2.4 billion.
• If better staff experience could contribute to reducing sickness and absence by just one day, per person, per year, an additional 6000 full time members of staff could be employed on the savings of £150m (NHSE, 2017).

“It can’t be right that a sector focused on promoting the health and well being of our population is putting at risk the health and wellbeing of 1 in 20 of its national workforce” (Kings Fund 2020)
Moving the dot on our data

Care of patients / service users is my organisation’s top priority

“You cannot make things happen, but you can create a space in which what you want is more likely to happen.”

– Chinese proverb

In 2019 the Trust scored 90%
Going back to basics?

- Evidence of what works
- Focus on a manageable number of core domains
- Linked to innovation and improvement
- Measuring in real time
- Understanding what matters to our staff
Staff Engagement – What Successful Organisations Prioritise

• A compelling strategic narrative
• Inclusive leadership
• Staff in charge of service change
• Values and integrity
• Visibility of senior leaders
• Underpinned by Board stability
Our approach to measurement and improvement

Broad - aiming for wide engagement

How do we meaningfully understand what matters to staff and how they feel about the organisation?

Deep

What is the most influential in terms of staff experience and performance? How do we understand this more deeply at a team level to improve?
A well designed communication strategy
#It’s not ok campaign
Experience based co-design

With a deep understanding of their results, teams are learning how to translate their felt experience into something that can guide improvement and change.
Staff Responses

- Baseline Dec 2018: 2726
- Happiness Apr 2019: 3139
- Health & Wellbeing Sep 2019: 4253
- Baseline Dec 2019: 3504
Comparison data 2018 v 2019

2018

- Physical and psychological safety: 65.9
- Meaning & Purpose: 70.9
- Choice & Autonomy: 70.5
- Reward & Recognition: 72.5
- Participative Management: 71.1
- Camaraderie & Teamwork: 71.1
- Daily Improvement: 68.5
- Wellness & Resilience: 68.7

Domain Average: 69.9

2019

- Physical and psychological safety: 70.1
- Meaning & Purpose: 75.4
- Choice & Autonomy: 73.8
- Reward & Recognition: 76.0
- Participative Management: 76.0
- Camaraderie & Teamwork: 76.2
- Daily Improvement: 73.5
- Wellness & Resilience: 76.0

Domain Average: 74.4

Score out of 100

www.northumbria.nhs.uk
Sustainable engagement is an experience, not an event.
<table>
<thead>
<tr>
<th>Sustainable Engagement Indicator Questions</th>
<th>Baseline 2018 (2726)</th>
<th>Current 2019 (3500)</th>
<th>Diff +/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have the tools and equipment I need to do my job to the best of my ability</td>
<td>65</td>
<td>71.2</td>
<td>6.2</td>
</tr>
<tr>
<td>I have the energy I need to get me through my day at work</td>
<td>67.6</td>
<td>71.4</td>
<td>3.8</td>
</tr>
<tr>
<td>I have a good understanding of the Trust’s vision and strategy</td>
<td>74.8</td>
<td>79.4</td>
<td>4.7</td>
</tr>
<tr>
<td>I believe strongly in Northumbria’s goals and objectives</td>
<td>75.4</td>
<td>80.1</td>
<td>4.7</td>
</tr>
<tr>
<td>I am proud to work for Northumbria</td>
<td>76.5</td>
<td>82.6</td>
<td>6.1</td>
</tr>
<tr>
<td>I am willing to go beyond what is required to help the Trust succeed</td>
<td>78.7</td>
<td>82.7</td>
<td>4.0</td>
</tr>
<tr>
<td>Overall sustainable Engagement Indicator score</td>
<td>73.0</td>
<td>77.9</td>
<td>4.9</td>
</tr>
</tbody>
</table>

All Sustainable Engagement Indicator Questions domains statistically better than baseline.
Individual baseline survey questions

2019 Questions when compared with 2018

- Better: 33
- Same As: 3
- Worse: 0
National staff experience results
Response Rate Trend

76.0% Best in the NHS

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best</td>
<td>78.3%</td>
<td>76.3%</td>
<td>72.6%</td>
<td>71.6%</td>
<td>76.0%</td>
</tr>
<tr>
<td>Your org</td>
<td>78.3%</td>
<td>76.3%</td>
<td>72.6%</td>
<td>71.6%</td>
<td>76.0%</td>
</tr>
<tr>
<td>Median</td>
<td>40.4%</td>
<td>40.7%</td>
<td>42.4%</td>
<td>41.3%</td>
<td>45.6%</td>
</tr>
<tr>
<td>Worst</td>
<td>18.8%</td>
<td>28.8%</td>
<td>27.3%</td>
<td>24.6%</td>
<td>27.2%</td>
</tr>
</tbody>
</table>
2019 Staff Survey Results

<table>
<thead>
<tr>
<th>Category</th>
<th>Score (0-10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>9.6</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>6.7</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.5</td>
</tr>
<tr>
<td>Morale</td>
<td>6.8</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>6.3</td>
</tr>
<tr>
<td>Quality of care</td>
<td>8.0</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>8.6</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.7</td>
</tr>
<tr>
<td>Safety culture</td>
<td>7.4</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.6</td>
</tr>
<tr>
<td>Team working</td>
<td>7.3</td>
</tr>
</tbody>
</table>

**Best**
- 9.6
- 6.7
- 7.5
- 6.8
- 6.3
- 8.0
- 8.6
- 9.7
- 7.4
- 7.6
- 7.3

**Your org**
- 9.6
- 6.7
- 7.3
- 6.8
- 5.9
- 8.0
- 8.4
- 9.4
- 7.4
- 7.6
- 7.3

**Average**
- 9.2
- 6.0
- 6.9
- 6.2
- 5.5
- 7.5
- 8.2
- 9.5
- 6.8
- 7.1
- 7.3

**Worst**
- 8.3
- 5.2
- 6.5
- 5.7
- 4.4
- 7.1
- 7.5
- 9.3
- 6.2
- 6.5
- 6.7

**Responses**
- 928
- 925
- 929
- 924
- 840
- 832
- 922
- 926
- 925
- 930
- 917
2019 Staff Survey Results

- Equality, diversity & inclusion
- Health & wellbeing
- Morale
- Quality of care
- Safety culture
- Staff engagement
- Team working

Best in class in 7 out of the 11 domains
Summary

• We called 2019 our year of discovery – we’ve learnt lots
• We’ve seen outstanding results nationally – improving pride and joy at work is possible. Good can also get better.
• The strong correlation with local staff experience results is reassuring
• We’ve had a lot of fun with our pilot improvement teams
• Our key areas for improvement are now very transparent: 2020 our year of action
• An integrated action plan has already been agreed, with supporting driver diagram reported through workforce committee in March
• We’re keen to learn with other NHS organisations if these results are scalable - #StaffExperienceCollaborative2020