

The background features a light blue sky with two stylized birds in flight in the upper left. The lower portion of the image shows a green landscape with rolling hills. On the left, there is a cluster of green trees. On the right, there are three stylized house icons in shades of blue and green. Large, soft white clouds are scattered across the sky.

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.



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- 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.



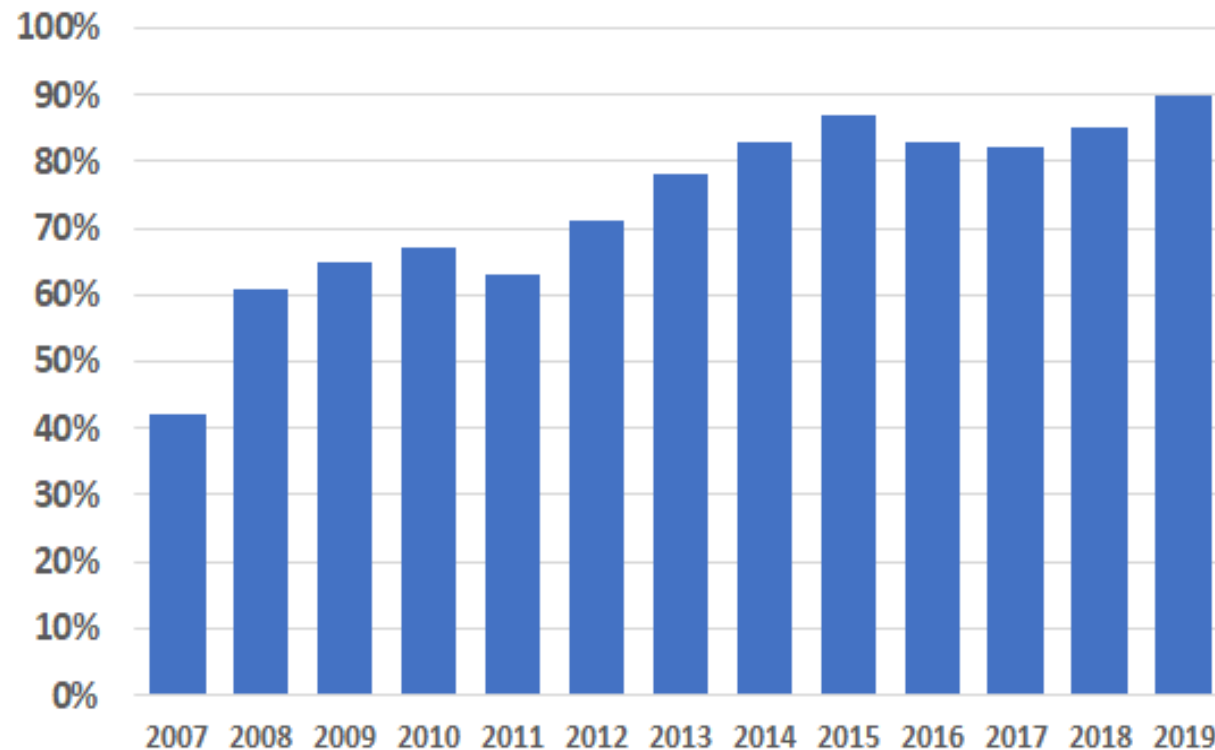
Northumbria Healthcare
NHS Foundation Trust

- 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



In 2019 the Trust scored 90%

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

– Chinese proverb

Going back to basics?

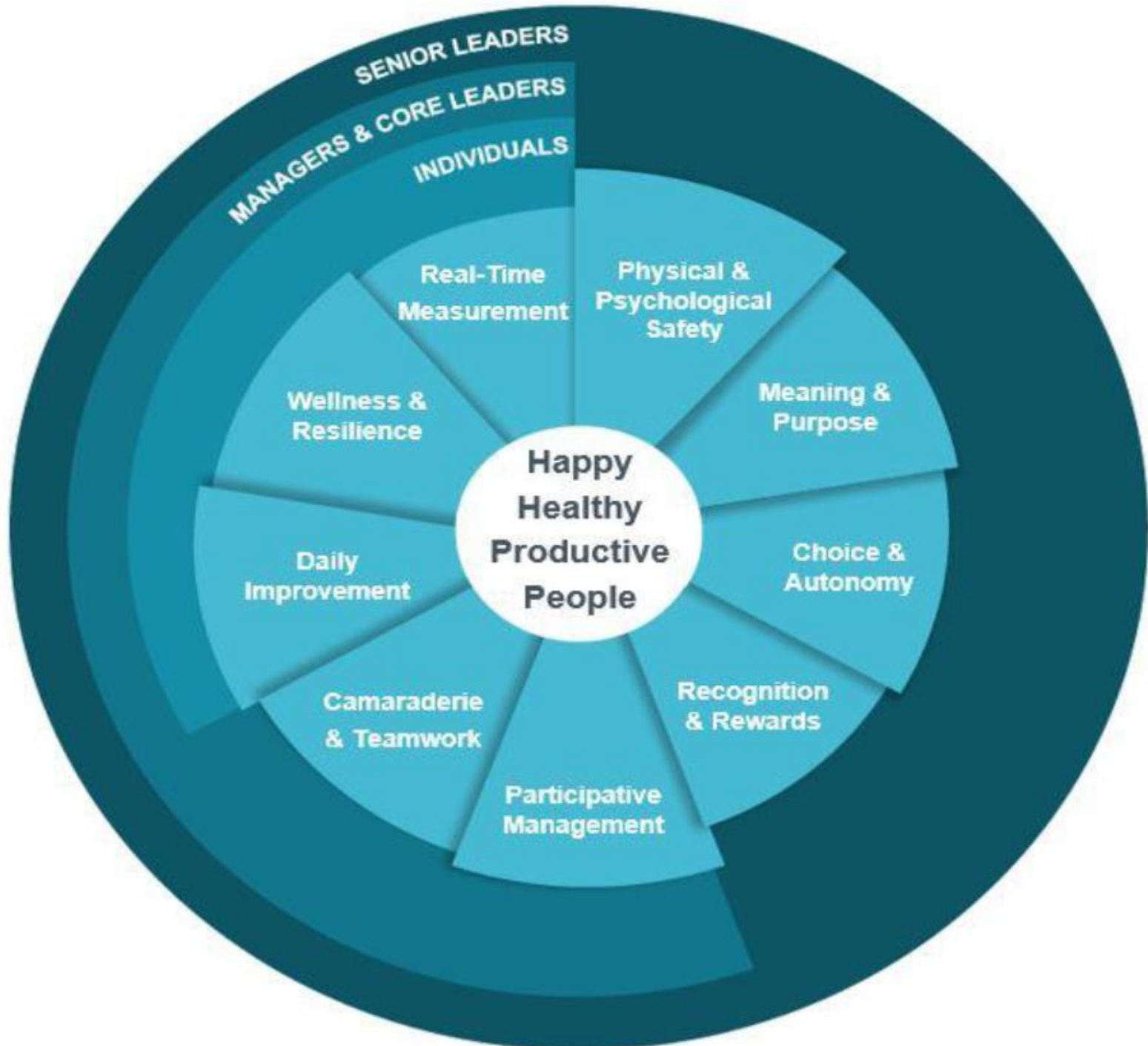


- Evidence of what works
- Focus on a manageable number of core domains
- Linked to innovation and improvement
- Measuring in real time
- Understanding what matters to our staff

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



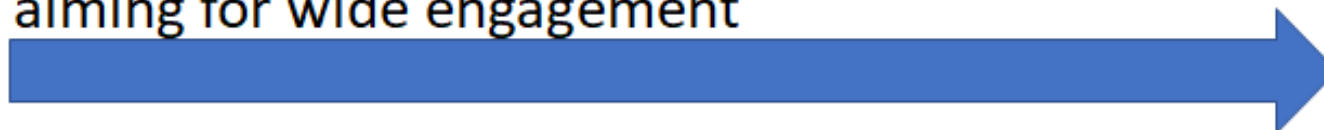


Our approach to measurement and improvement



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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

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THE NORTHUMBRIA WORD

STAFF MAGAZINE

Summer 2019

HAPPIER, HEALTHIER, PRODUCTIVE TEAMS

Check out page 16 for more jobs

Also in this issue:

- IT'S ALMOST TIME FOR YOUR FLU JAB
- STAFF AWARDS SHORTLIST
- IT'S NOT OKAY

building a caring future

STAFF EXPERIENCE PROGRAMME

WORKING WITH YOU TO BUILD HAPPIER HEALTHIER & MORE PRODUCTIVE TEAMS

Research tells us being happy at work leads to people being more energised, engaged and motivated. It means people are more likely to contribute and achieve their goals.

As your happiness impacts on our performance, it was important we considered this a part of our staff experience programme.

Every member of staff was sent a personalised link to a Happiness Survey. 3,139 completed the survey and received their own personalised Happiness Report.

It contained hints and tips to improve or maintain your happiness at work. The lowest received collective data and this is what it told us...

3,139 completed the Happiness Survey

Comparison to industry average

Category	Northumbria	Industry Average
Culture	64.4%	74.4%
Voice	62.7%	71.8%
Commitment	68.4%	71.5%
Efficiency	73.5%	71.5%
Purpose	65.8%	74.5%
Camaraderie	64.5%	71.5%

Northumbria performs significantly better than the industry average in all but a few areas.

Greater engaged, productive employees to industry average

Category	Northumbria	Industry Average
Engaged in the work they do	64.4%	74.4%
Want to do more in the last 12 months	64.4%	71.5%
Want to do more in the next 12 months	68.5%	68.5%
Want to do more in the next 6 months	67.7%	64.5%
Want to do more in the next 3 months	64.5%	63.5%

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Want to do more in the next 6 months	67.7%	64.5%
Want to do more in the next 3 months	64.5%	63.5%

Key findings from the survey:

- 86%** respondents agree that it's their responsibility to help improve the patient experience.
- 80%** respondents believe that it's their responsibility to help improve the patient experience.
- 75%** respondents believe that it's their responsibility to help improve the patient experience.

Overall Score: 73.0% (Northumbria) vs 77.6% (Industry Average)

#It's not ok campaign



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IT'S NOT OKAY
TO RAISE YOUR VOICE
TO PHYSICALLY THREATEN
TO SWEAR OR INTIMIDATE

Hello my name is Claire.
I'm a doctor here.
I'm here to help you.

"Let's be polite to each other"
This allows us to focus our time and effort on giving you the care you need.

building a caring future

NHS Northumbria Healthcare NHS Foundation Trust

IT'S NOT OKAY
TO RAISE YOUR VOICE
TO PHYSICALLY THREATEN
TO SWEAR OR INTIMIDATE

Hello my name is Shapla.
I'm a nutritional assistant here.
I'm here to help you.

"Let's be polite to each other."
This allows us to focus our time and effort on giving you the care you need.

building a caring future

NHS Northumbria Healthcare NHS Foundation Trust

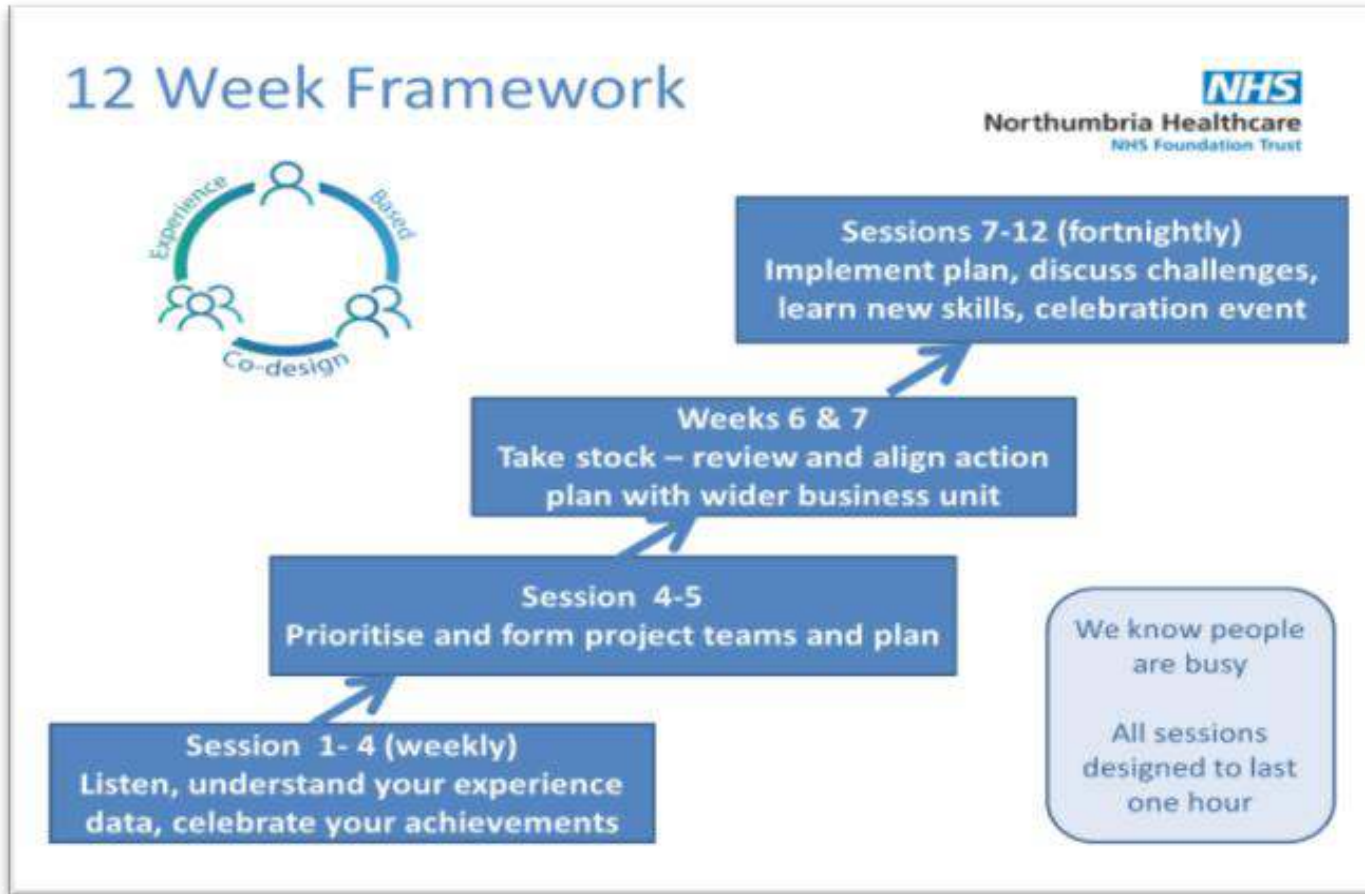
IT'S NOT OKAY
TO RAISE YOUR VOICE
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Hello my name is Dorothy. I'm a community nurse here. I'm here to help you.

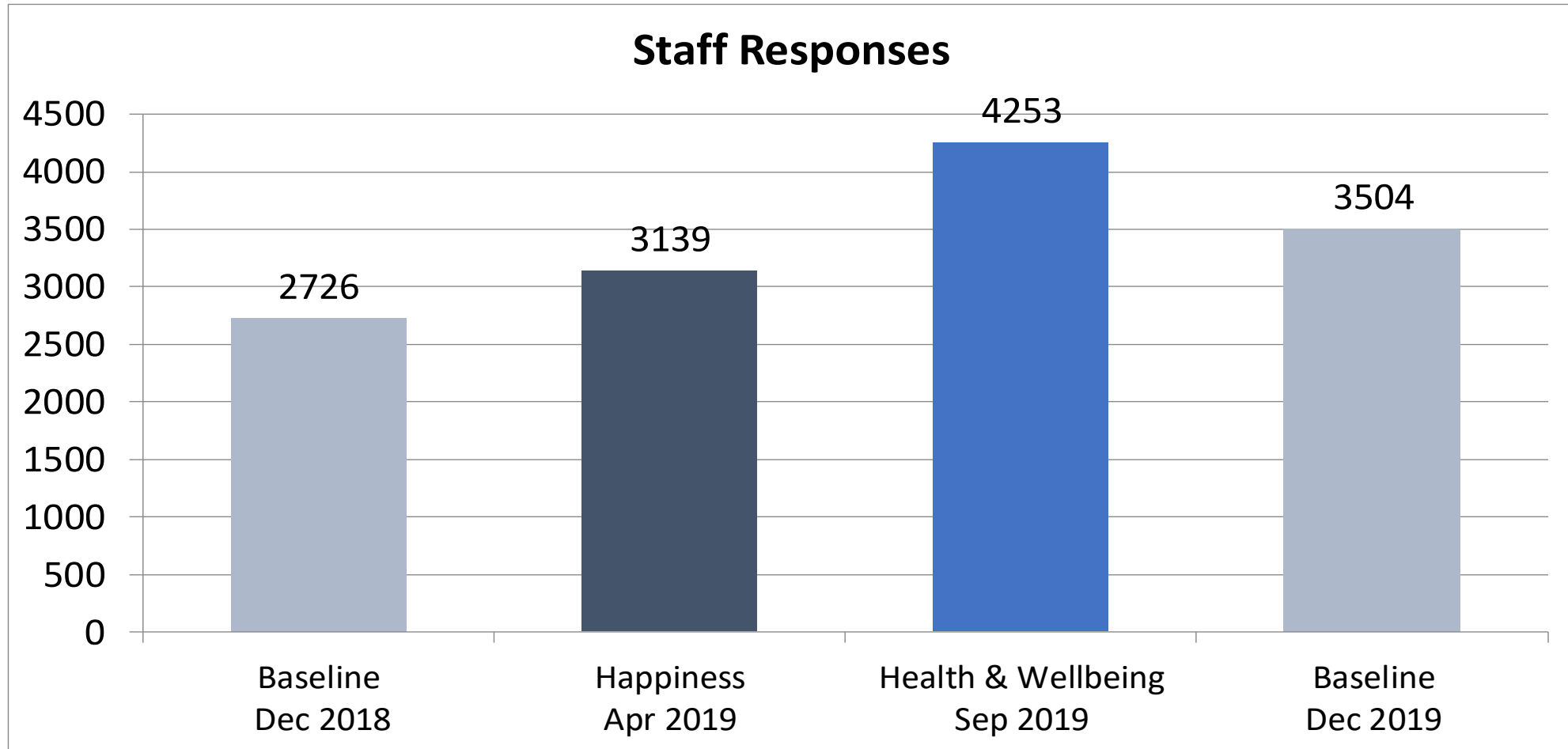
"Let's be polite to each other."
This allows us to focus our time and effort on giving you the care you need.

NHS Northumbria Healthcare NHS Foundation Trust

Experience based co-design

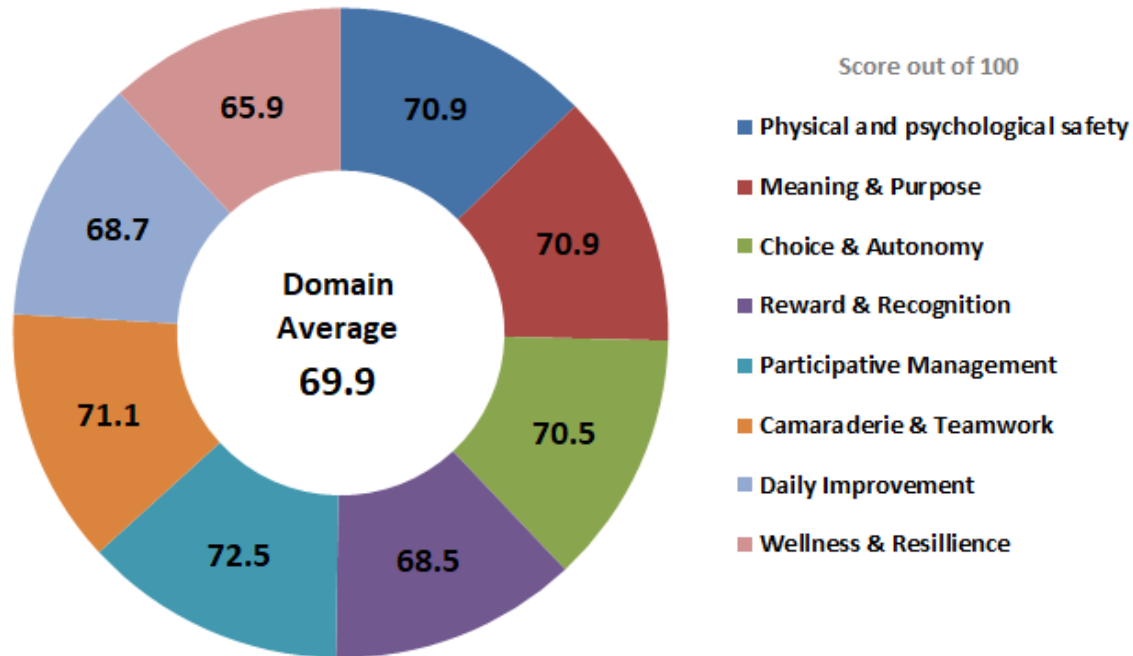


With a deep understanding of their results, teams are learning how to translate their felt experience into something that can guide improvement and change

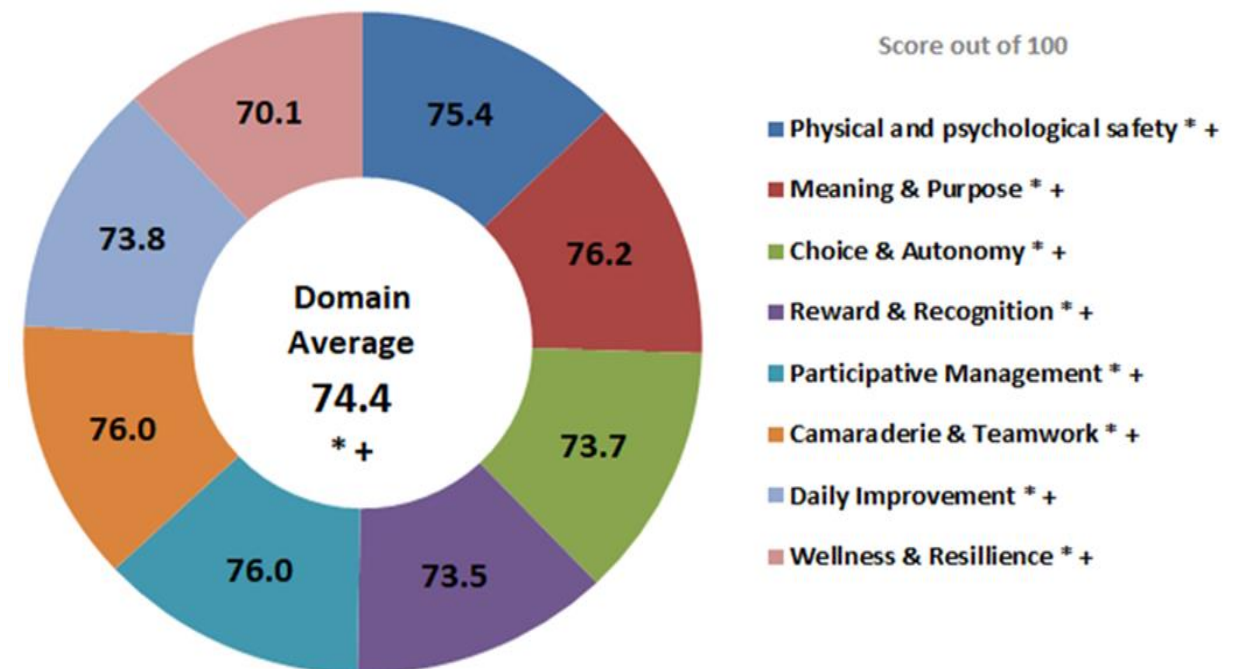


Comparison data 2018 v 2019

2018



2019



Sustainable Engagement

Sustainable engagement
is an **experience** not an
event.



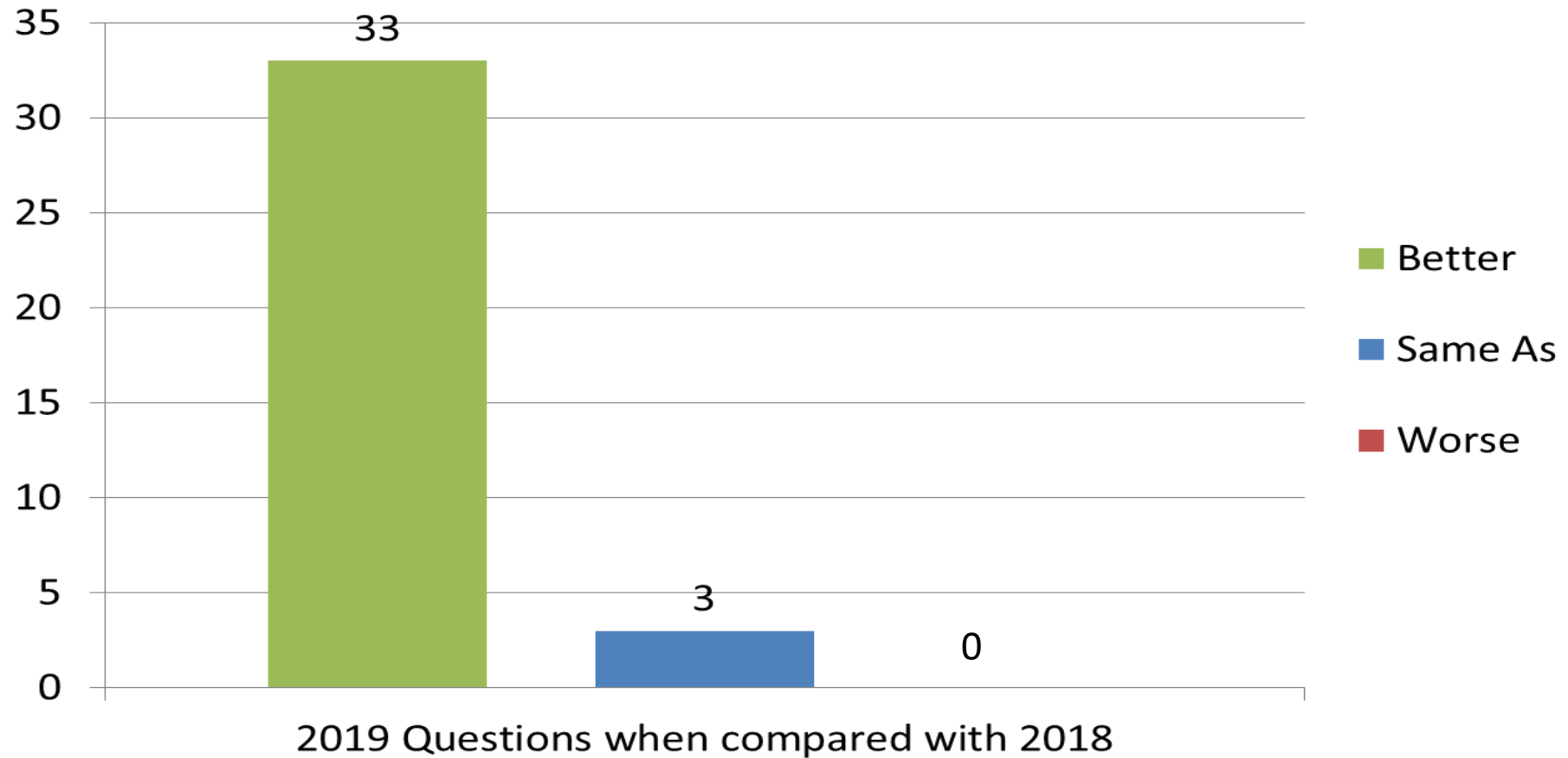
Sustainable Engagement Indicator Questions

All Sustainable Engagement Indicator Questions domains statistically better than baseline.	Baseline 2018 (2726)	Current 2019 (3500)	Diff +/-
I have the tools and equipment I need to do my job to the best of my ability	65	71.2	6.2 *+
I have the energy I need to get me through my day at work	67.6	71.4	3.8 *+
I have a good understanding of the Trust's vision and strategy	74.8	79.4	4.7 *+
I believe strongly in Northumbria's goals and objectives	75.4	80.1	4.7 *+
I am proud to work for Northumbria	76.5	82.6	6.1 *+
I am willing to go beyond what is required to help the Trust succeed	78.7	82.7	4.0 *+
Overall sustainable Engagement Indicator score	73.0	77.9	4.9 *+

Individual baseline survey questions



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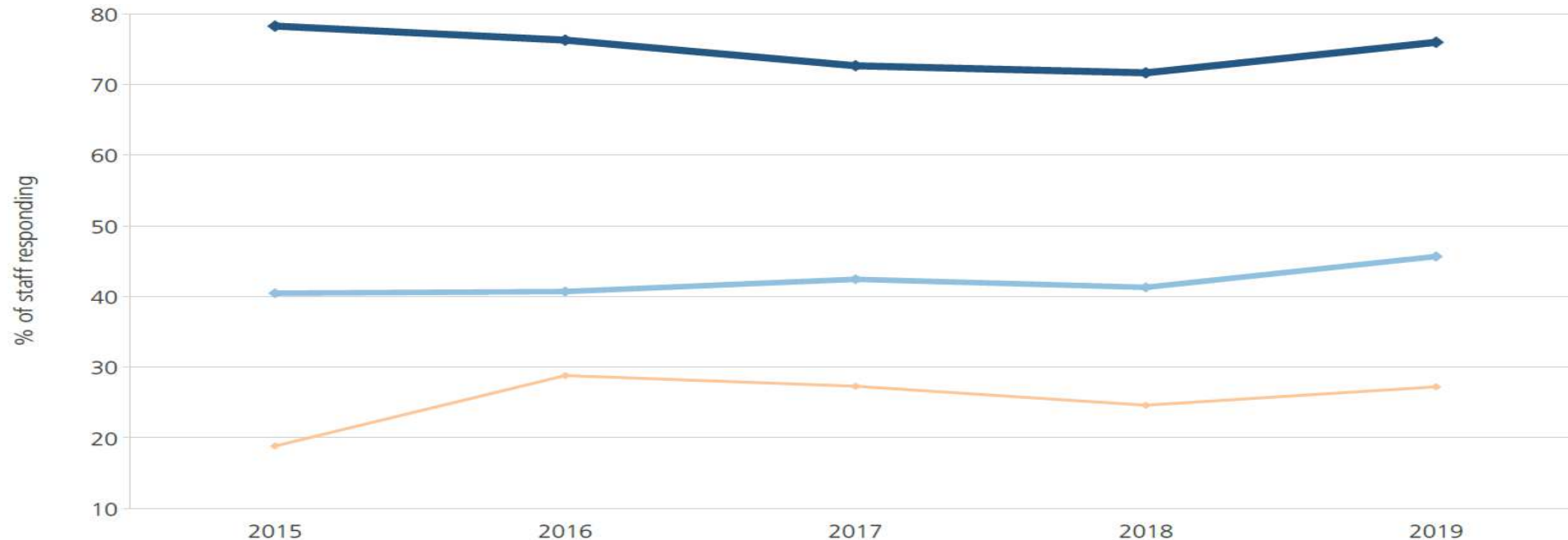
National staff experience results



Response Rate Trend



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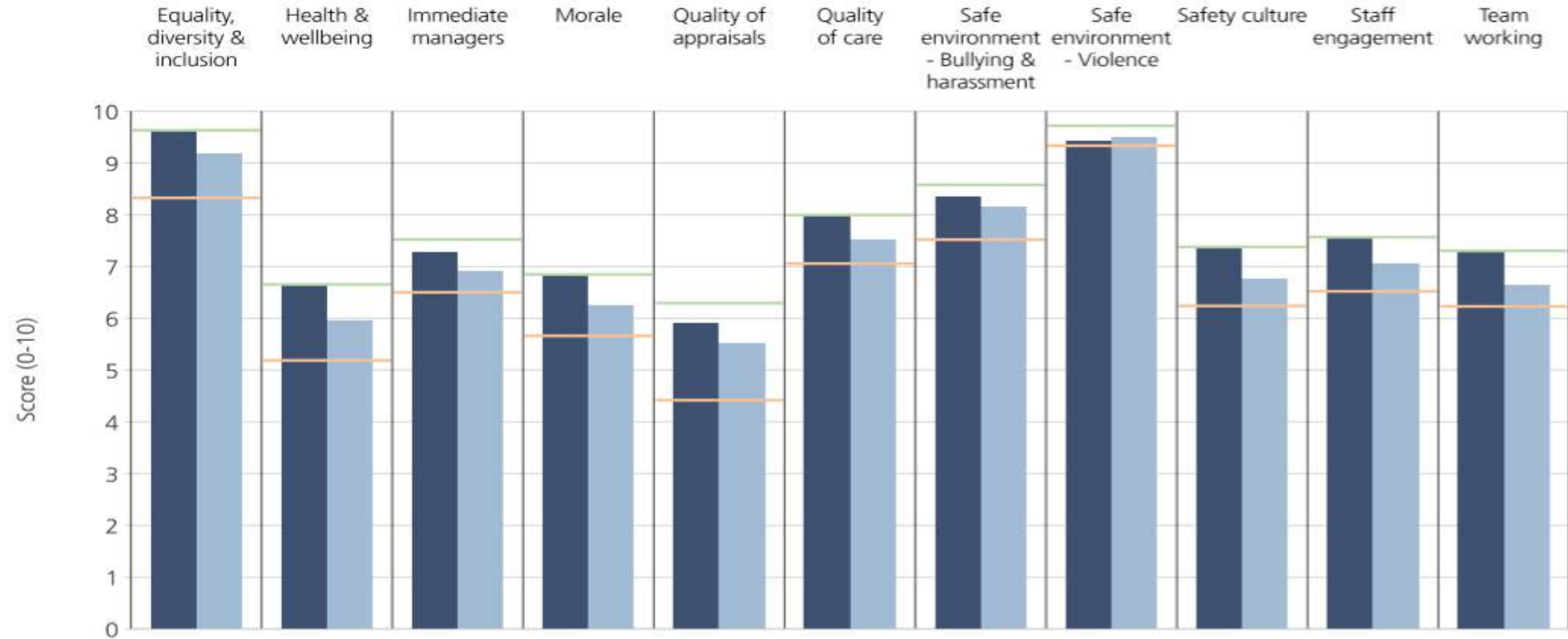
76.0%
Best
in the
NHS

	2015	2016	2017	2018	2019
Best	78.3%	76.3%	72.6%	71.6%	76.0%
Your org	78.3%	76.3%	72.6%	71.6%	76.0%
Median	40.4%	40.7%	42.4%	41.3%	45.6%
Worst	18.8%	28.8%	27.3%	24.6%	27.2%

2019 Staff Survey Results



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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	6.7
Worst	8.3	5.2	6.5	5.7	4.4	7.1	7.5	9.3	6.2	6.5	6.2
Responses	928	925	929	924	840	832	922	926	925	930	917

2019 Staff Survey Results



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- 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](#)