



Northumbria Healthcare  
NHS Foundation Trust

THE

**NORTHUMBRIA WAY**

PEOPLE CARING FOR PEOPLE



# Staff Engagement/Improving Staff Experience

Improving Staff Health and Wellbeing at Northumbria Healthcare  
NHS Foundation Trust

building a caring future

HOSPITAL | COMMUNITY | HOME

[www.northumbria.nhs.uk](http://www.northumbria.nhs.uk)

# Our Geography

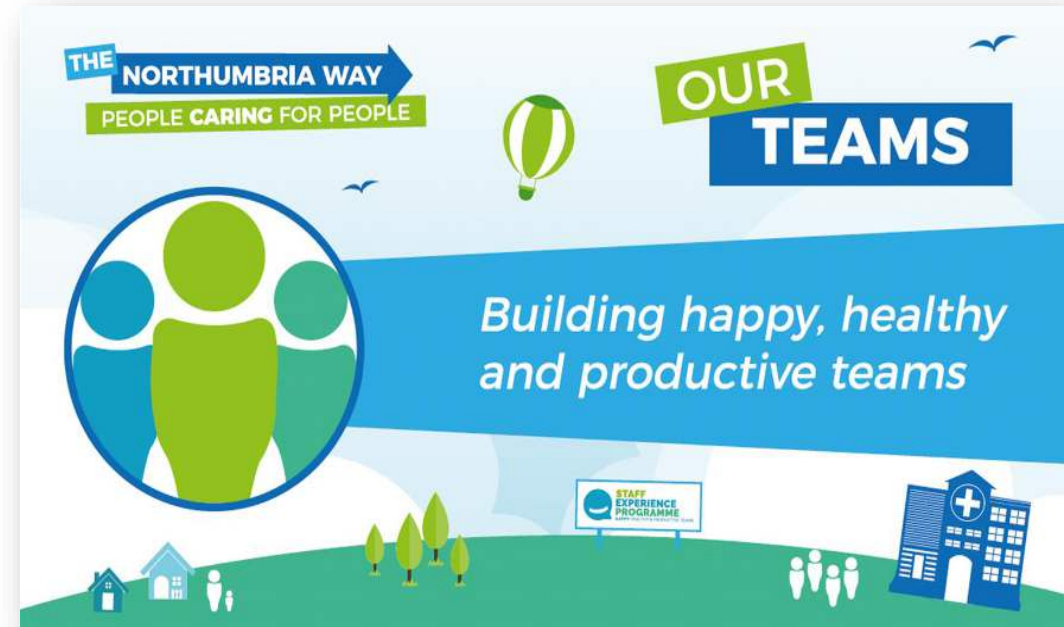
## OUR

## HOSPITAL SITES

- 1 HEXHAM GENERAL HOSPITAL**  
Corbidge Road, Hexham, NE46 1QJ
- 2 NORTH TYNESIDE GENERAL HOSPITAL**  
Rake Lane, North Shields, NE29 8NH
- 3 WANSBECK GENERAL HOSPITAL**  
Woodhorn Lane, Ashington, NE63 9JJ
- 4 THE NORTHUMBRIA HOSPITAL**  
Northumbria Way, Cramlington, NE23 6NZ
- 5 ALNWICK INFIRMARY**  
South Road, Alnwick, NE66 2NS
- 6 BERWICK INFIRMARY**  
Infirmary Square, Berwick-upon-Tweed, TD15 1LT
- 7 BLYTH COMMUNITY HOSPITAL**  
Thoroton Street, Blyth, NE24 1DX
- 8 HALTWHISTLE WAR MEMORIAL HOSPITAL**  
Westgate, Haltwhistle, NE49 9AJ
- 9 THE WHALTON UNIT**  
South Road, Morpeth, NE61 2BT
- 10 ROTHBURY COMMUNITY HOSPITAL**  
Whitton Bank Road, Rothbury, NE65 7RW



# Valuing Staff Experience



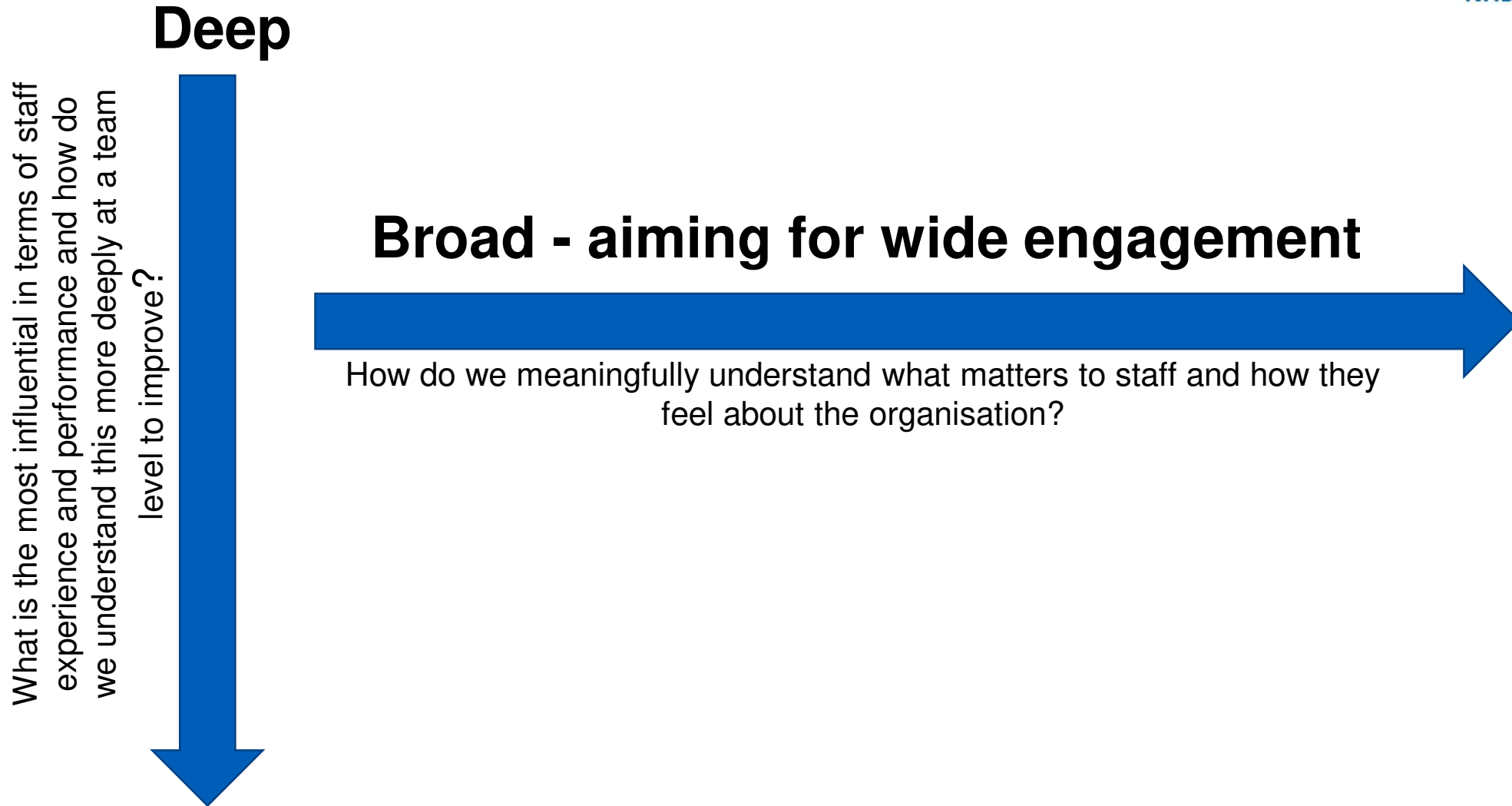
*“Staff engagement trumps all other measures for predicting the quality of organisational outcomes”*

*– Michael West*

# Our Approach



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# Standard Reporting



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January 2023 - Staff Experience Survey



Child Health Directorate

Based on 202 returns (BU response rate 58%, Trustwide 43%)

Sustainable Engagement - Trustwide vs Team/BU Mean Rating Scores	Trust Jan-23 (n=4420)	Team/BU Jan-23 (n=202)	Difference Trust vs Team/BU
I have the tools and equipment I need to do my job to the best of my ability	70.8	74.1	3.4
I have the energy I need to get me through my day at work	63.8	68.1	4.3
I have a good understanding of the Trust's vision and strategy	75.5	77.0	1.5
I believe strongly in Northumbria's goals and objectives	77.3	79.3	2
I am proud to work for Northumbria	79.1	82.1	2.9
I am willing to go beyond what is required to help the Trust succeed	78.4	77.5	-0.9
<b>Sustainable Engagement Average</b>	<b>74.1</b>	<b>76.3</b>	<b>2.2</b>

Higher Score = More Desirable

Score \* is significantly BETTER or ^ is significantly WORSE

Emotional Exhaustion/Burnout - Trustwide vs Team/BU Mean Rating Scores	Trust Jan-23 (n=4420)	Team/BU Jan-23 (n=202)	Difference Trust vs Team/BU
I am still happy I chose this career/job	71.5	74.0	2.8
I am the person I want to be at work	68.1	70.8	2.7
I feel connected to others	69.0	73.8	4.7
I feel invigorated after making a positive difference to others	74.5	78.2	3.8
I often feel difficult emotions at work	45.0	46.7	1.8
<b>Burnout &amp; Exhaustion Average</b>	<b>65.6</b>	<b>68.7</b>	<b>3.1</b>

Higher Score = More Desirable

Score \* is significantly BETTER or ^ is significantly WORSE

NHSE Engagement - Trustwide vs Team/BU % Agree/Strongly Agree or % Often/Always

NHSE Engagement - Trustwide vs Team/BU % Agree/Strongly Agree or % Often/Always	Trust Jan-23 (n=4420)	Team/BU Jan-23 (n=202)	Difference Trust vs Team/BU
I look forward to going to work	51%	53%	3%
I am enthusiastic about my job	69%	73%	5%
Time passes quickly when I am working	72%	76%	4%
There are frequent opportunities for me to show initiative in my role	67%	73%	6%
I am able to make suggestions to improve the work of my team/department	71%	81%	10%
I am able to make improvements happen in my area of work	58%	64%	5%
Care of patients/service users is my organisation's top priority	83%	90%	6%
I would recommend my organisation as a place to work	73%	81%	8%
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	77%	83%	6%
<b>Employee Engagement Domain Average</b>	<b>69%</b>	<b>75%</b>	<b>6%</b>

Higher Score = More Desirable

Score \* is significantly BETTER or ^ is significantly WORSE

Northumbria Healthcare NHS Foundation Trust

### Northumbria Healthcare Staff Experience Programme: Engagement & Belonging Survey

Department Results - NHS England Engagement Score Average

	Team	Responses	NHS England Engagement Score
1	Chaplaincy (COR)	10	95.6%
2	Communications (COR)	15	93.3%
3	Ward 20 - NTGH (MED)	13	93.2%
4	Ward 21 - NTGH (MED)	10	91.1%
5	Oncology Day Unit (CLI)	17	90.2%
6	Ward 3 - HGH (SUR)	22	89.9%
7	Patient Experience (COR)	18	89.5%
8	Respiratory Medicine (MED)	20	88.9%
9	Secretarial/Clerical Staff (MED)	11	88.9%
10	Trust Management (COR)	11	88.9%
11	Anaesthetics (SUR)	22	87.9%
12	Community Learning Disabilities (COM)	29	87.7%
13	Human Resources / OD (COR)	46	87.7%
14	Nutrition & Dietetics (MED)	15	87.4%
15	Diabetes (MED)	29	86.2%
16	Ward 7 - NTGH (SUR)	16	86.1%
17	Other (COR)	28	84.9%
18	Education (COR)	34	84.3%
19	Podiatry (COM)	23	84.1%
20	Community Administration (COM)	10	83.3%
21	Digital Services (COR)	38	83.3%
22	Hospital to Home Team (COM)	10	82.2%
23	NEP Shared System Group (COR)	10	82.2%
24	Speech & Language Therapy (Children) (COM)	25	81.8%
25	Ward 3 - NSECH (MED)	20	81.7%
26	Cardiology (MED)	25	81.3%

Northumbria Healthcare NHS Foundation Trust

### Northumbria Healthcare Staff Experience Programme: Engagement & Belonging Survey

Department Results - Sustainable Engagement Overall Score

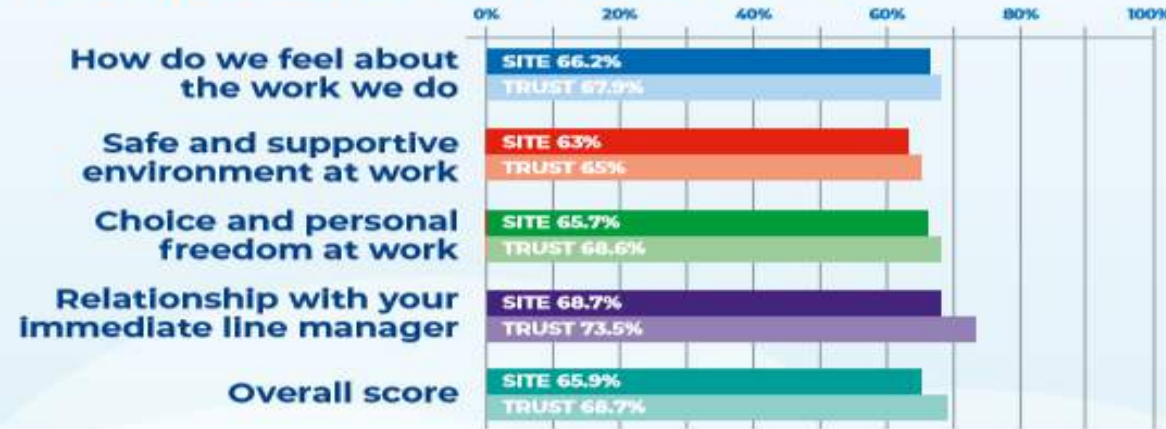
	Team	Responses	Sustainable Engagement Indicator
1	Trust Management (COR)	11	93.9
2	Communications (COR)	15	88.3
3	Ward 20 - NTGH (MED)	13	86.5
4	Patient Experience (COR)	18	86.3
5	Ward 3 - HGH (SUR)	22	86.2
6	Podiatry (COM)	23	85.9
7	Respiratory Medicine (MED)	20	85.4
8	Ward 2 (Blyth Ward) - BCH (MED)	12	85.4
9	Ward 21 - NTGH (MED)	10	85.0
10	Rheumatology (MED)	15	84.4
11	Community Administration (COM)	10	84.2
12	Oncology Day Unit (CLI)	17	83.1
13	Human Resources / OD (COR)	46	83.1
14	Community Learning Disabilities (COM)	29	82.0
15	SCBU (CHI)	16	82.0
16	Chaplaincy (COR)	10	81.7
17	Catering Services (NHFM)	22	81.6
18	Fleet Solutions (COR)	12	81.6
19	Education (COR)	34	81.5
20	NEP Shared System Group (COR)	10	80.8
21	Nutrition & Dietetics (MED)	15	80.6
22	Digital Services (COR)	38	80.3
23	Diabetes (MED)	29	79.9
24	Outpatients (SUR)	21	79.6
25	Endoscopy (SUR)	29	79.5
26	Community Dental Services (SUR)	17	79.4
27	Health Records (SUR)	18	79.4
28	Northumbria Healthcare Facilities Management Ltd	17	79.2



**STAFF EXPERIENCE SURVEY RESULTS**

**PATIENT EXPERIENCE MEASUREMENT**

**HEALTH & WELL BEING SURVEY**



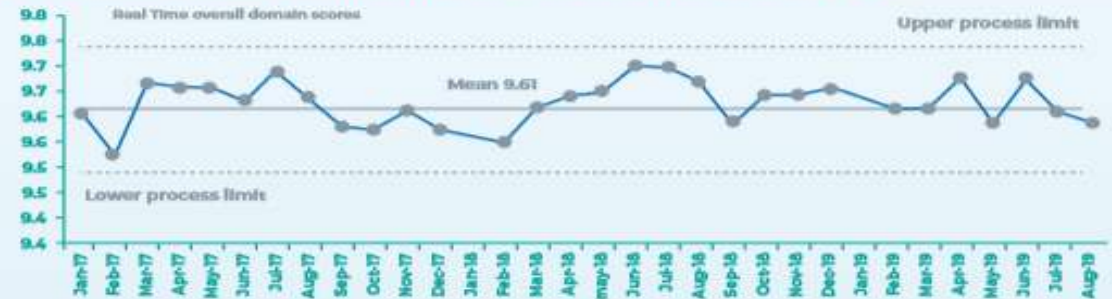
**SUSTAINABLE ENGAGEMENT INDICATOR QUESTIONS**

Question	Staff experience survey - Dec 18	Happiness at work survey - Apr 19	Health & well being survey - Sep 19	Dec 18 / Sep 19 Diff
I have to the tools and equipment I need to do my job to the best of my ability	63.7%	71.7%	73.1%	9.4%*
I have the energy I need to get me through my day at work	65.3%	75.3%	84.8%	-0.7%
I have a good understanding of the Trusts' vision and strategy	73.4%	79.0%	77.1%	3.7%
I believe strongly in Northumbria's goals and objectives	74.3%	77.6%	77.8%	3.5%
I am proud to work for Northumbria	75.3%	79.9%	81.4%	6.1%*
I am willing to go beyond what is required to help the Trust succeed	78.0%	80.1%	80.9%	2.9%
Overall Score	71.7%	77.2%	75.8%	4.1%

\* = Significantly different

Takes place on all wards and considers; coordination of care, dignity and respect, involvement, cleanliness, pain control, explanation of medicines, noise at night, kindness and compassion and views on doctors and nurses.

Ratings are given on a scale of 0 to 10 and the chart below shows the average of all of these scores collated from all wards at The Northumbria hospital.



**NHS Choices**



**4 STARS**

**THE NORTHUMBRIA HOSPITAL OVERALL RATING**

**95%**

**OF PATIENTS WOULD RECOMMEND THEIR CARE TO OTHERS**

**98%** of patients rating their care as excellent, very good or good.

The staff are excellent and treat me with full dignity and kindness. They tell me what's planned and are very professional, yet kind. I've been asked several times whether I'm in any pain. I've been in hospital a few times and this is the best experience I've had, including my last admission here. I'm so impressed and would highly recommend it.

They work well together, I've been well looked after. I don't get the opportunity to ask many questions. The cleaners are in everyday and everyone always washes their hands. I'd highly recommend this ward, The Northumbria has a good name.

It's wonderful, I've had no problems whatsoever. I can hear the staff talking to each other, offering to help out. There is good team spirit here. They discuss many things at length with me. I'm accepted nicely when I press my buzzer, it gives me peace of mind as I know they're busy and don't want to bother them. The doctors are very, very nice humans. It's a beautiful room. I told the staff my medication wasn't working and so the doctor came in this morning to change it. I've started new medications, they've told me about the possible side effects.

**BETTER STAFF ENGAGEMENT = BETTER CARE**



building a caring future



# Public health in an acute trust

2018 2019 2020 2021 2022 2023

Since 2018, our team has grown from a single consultant, to a diverse multi-disciplinary team of more than 30 people



This includes our health coaches, Best Start in Life advisors, tobacco dependency treatment specialists, data analysts, Operational Service Managers, and importantly, *staff health and wellbeing...*



Why do we take this approach?

Reduce inequalities

Improve health

Better outcomes

# Staff Health Needs Assessment

In April 2022, we refreshed our annual staff health and wellbeing survey to carry out our first full staff health needs assessment

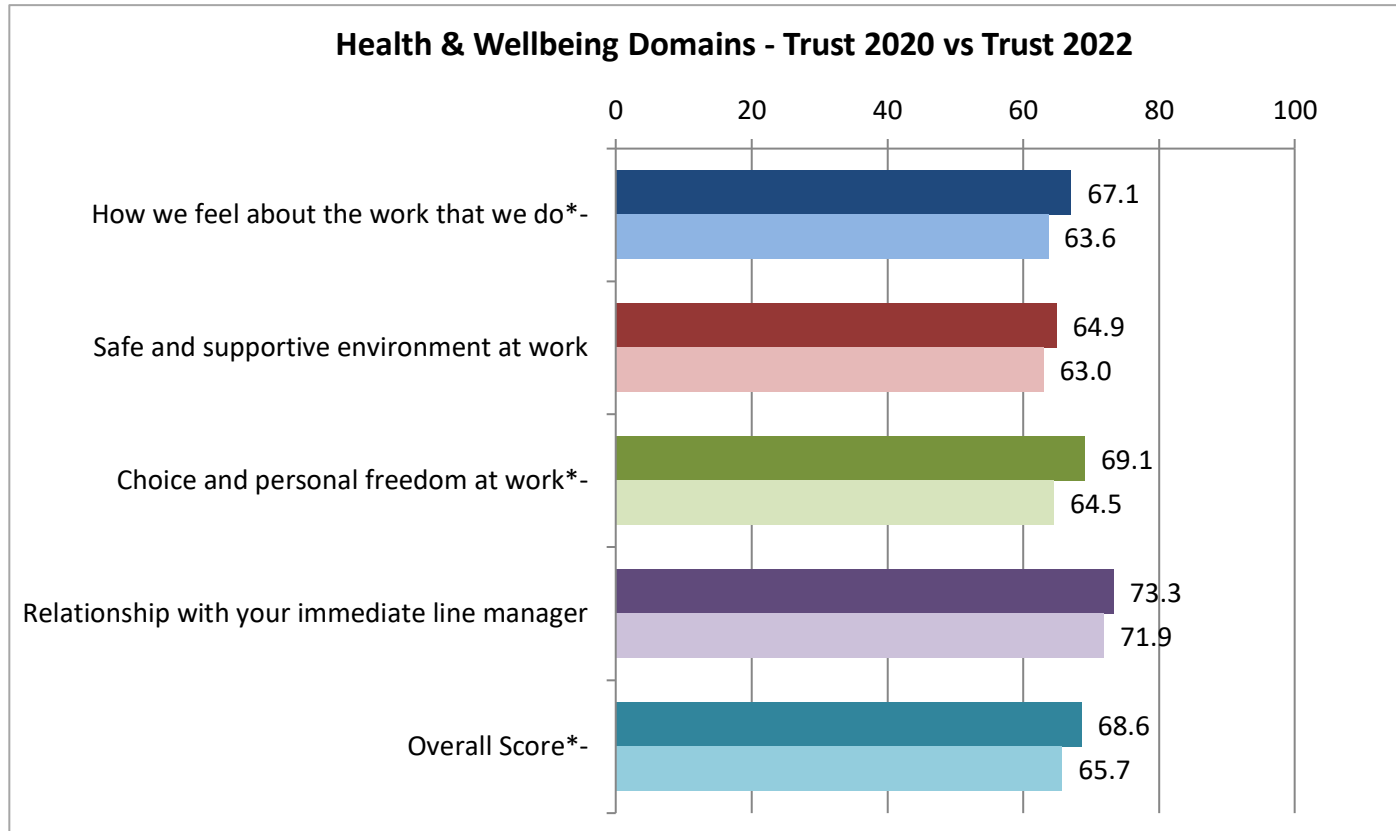




# Health & Wellbeing Measurement



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Darker shade = September 2020  
Lighter shade = July 2022

- **Questions with most significant decline:** I am able to perform my job effectively, work often effects my ability to be my best self at home, money worries/financial pressures effect ability to do job/come to work
- **Question with significant improvement:** I have access to a separate space at work for reflecting and sharing ideas with colleagues

Score \*+ significantly BETTER or \*- significantly WORSE



# Financial Wellbeing Measurement

## Banding Comparison



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	Returns	I am worried about my current financial situation	I am able to meet my monthly expenses	I know where I can go for help and support with my financial wellbeing	I am prepared for unexpected expenses that might occur during the month	Over the next 12 months I think my financial situation will be: much worse → much better
<b>Trustwide</b>	<b>3581</b>	<b>53.0</b>	<b>71.5</b>	<b>51.5</b>	<b>58.7</b>	<b>37.5</b>
Apprentice	19	59.2	69.7	47.4	56.6	71.8
Band 2	680	48.2	67.0	49.6	53.0	40.5
Band 3	555	47.1	66.7	48.1	51.1	37.0
Band 4	262	49.2	69.3	52.0	55.4	36.0
Band 5	530	49.1	70.0	49.8	54.8	36.5
Band 6	540	54.2	73.3	51.4	60.6	36.1
Band 7	402	57.0	76.3	56.7	65.5	37.0
Band 8	208	66.2	80.5	56.2	71.1	38.1
Band 9+	13	69.2	84.6	65.4	78.8	53.7
Consultant	127	74.6	83.9	56.9	77.4	40.4
GP	16	73.4	71.9	54.7	76.6	41.6
Registrar	17	63.2	76.5	36.8	67.6	45.1
SAS & Associate Specialist	11	59.1	79.5	54.5	70.5	47.1
I do not wish to provide	169	52.9	71.3	53.4	64.8	31.1

 statistically significant compared to Trust (+)  
 statistically significant compared to Trust (-)

Higher score = More Desirable

# Financial Wellbeing Focus Groups

## Who:

Staff working for Northumbria Healthcare Facilities Management who are a wholly-owned subsidiary of Northumbria Healthcare NHS Foundation Trust.

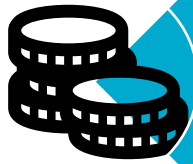
## Aims:

To explore the financial wellbeing needs of NHFM staff and explore their utilisation of the Trust's current financial wellbeing offer.





# Key themes identified



Widespread concern about cost of living



Work-related factors which impact upon financial wellbeing



Many in this group described complex issues and additional life pressures



Staff largely unaware of available support



Excellent examples of supportive managers and team peer support



Digital exclusion cited by most as a barrier



Wider ramifications of finances on overall wellbeing



Mixed attitudes towards accepting support from the Trust

# Supporting our staff (1)



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one travel tickets  
North East  
NORTHERN  
ARRIVA  
Stagecoach  
METRO  
**DISCOUNTED TRAVEL PASS**  
Discounted Travel Pass

Northumbria Healthcare - Staff  
Kayleigh Bradley · 1 h · 📍

Thurs-YAY  
Absolutely amazing effort in this mornings Low Impact Circuits class 🙌  
Join me on a Thursday morning 7:15-7:45am and then 8-8:30am  
Great work by everyone and some good laughs too.



When it comes to personal finances, we have partnered with Northumberland Community Bank (NCB), to help you save money and have access to affordable low-interest loans.

By saving with NCB you help your colleagues in need giving them access to affordable loans.

Northumberland Community Bank  
[CLICK HERE TO FIND OUT MORE](#)

**W**  
**WAGESTREAM**

Wagestream is for bank workers and staff who work overtime or additional hours/shifts claimed via HealthRoster.

It is a tool for everyday life that lets you get paid your way by letting you track your bank and overtime wages across all of your assignments in real-time, get instant access of up to 50% of the wages you've already earned, learn easy tips to manage your money and save your wages straight from your pay.

[CLICK HERE TO WATCH VIDEO](https://youtu.be/AzhzzMEWS0)  
<https://youtu.be/AzhzzMEWS0>



# Supporting our staff (2)



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## Click and connect sessions

The last Wednesday of the month Via MS Teams- email:



Northumberland Community Bank

Northumbria Healthcare NHS Foundation Trust

### SUPPORTING YOUR FINANCIAL WELLBEING

We've partnered with Northumberland Community Bank so you can...

- Save money quickly and easily**  
Choose to deduct any amount (minimum of £5) from your salary directly into savings each month.
- Access loans with no set up or early repayment fees**  
If you need to borrow this is a good alternative to payday loans and similar. Repayments are deducted directly from your salary each month.

If you would like to speak to the bank directly please call 01670 522779 or visit the branch at Town Hall, 65 Station Road, Ashington, NE63 8RU.

If you're worried or stressed about your finances please speak to your line manager or a trusted colleague. Scan the QR code below to see further support available.

To find out more visit: [www.northumberlandcommunitybank.co.uk](http://www.northumberlandcommunitybank.co.uk)

GROWING A HEALTHIER WORKFORCE  
PEOPLE LOOKING AFTER PEOPLE




# Sustainability



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- Our approach to Staff Health & Wellbeing and our use of data is ‘built in, not bolt on’.
- Agreement from a senior level for a core set of health & wellbeing questions to be included in our April Staff Survey, with the potential to add questions where necessary. This will allow for comparison, measurement, refinement, and continual improvement.
- Ability to be able to consider the survey results from a Business Unit, and specified staff group level (including grades and protected characteristics) will allow for an even more targeted and nuanced approach (which has already been seen in the targeted work described here).
- Health & wellbeing is embedded within a range of structures, including the HR reporting process and is part of core business for the Trust there is confidence that our data-driven approach to staff wellbeing will continue to be embedded in the future.
- There is a significant element of addressing potential inequalities through routine comparison of staff data as it applies to staff with protected characteristics.

# Sharing the learning



Develop a survey and carry out some focus groups – engage staff to ensure high response rate

Engage decision makers, stakeholders and leaders – ensure buy-in to the process



Analyse and visualise your data in as user-friendly a way as possible

Make recommendations that are achievable, evidence-based and work towards reducing inequality





Northumbria Healthcare  
NHS Foundation Trust



# Thank you



building a caring future

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