

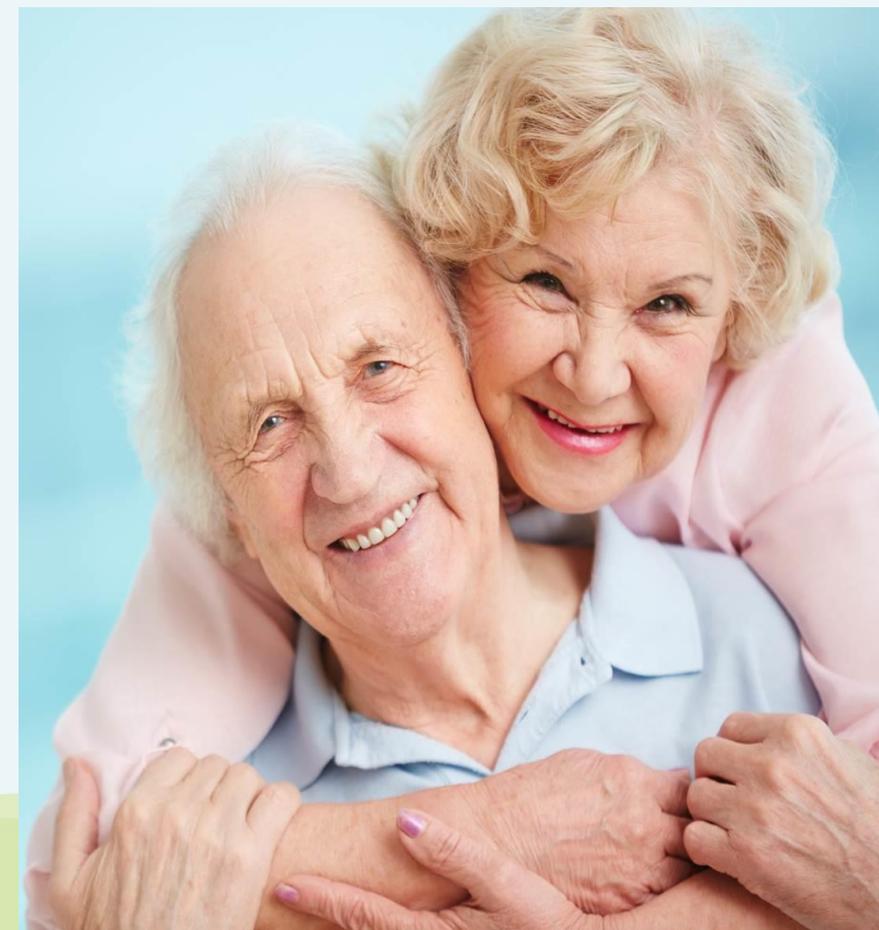
Two stylized blue birds flying in the upper left corner of the slide.

Using patient and staff experience feedback to guide improvement and COVID-19 recovery

Annie Laverty Executive Chief People Officer NENC ICB

A small graphic of stylized green trees on the left side of the text.

**Anna Burhouse Director of Quality Development
Northumbria Healthcare NHS Foundation Trust**



Important Lesson No 1

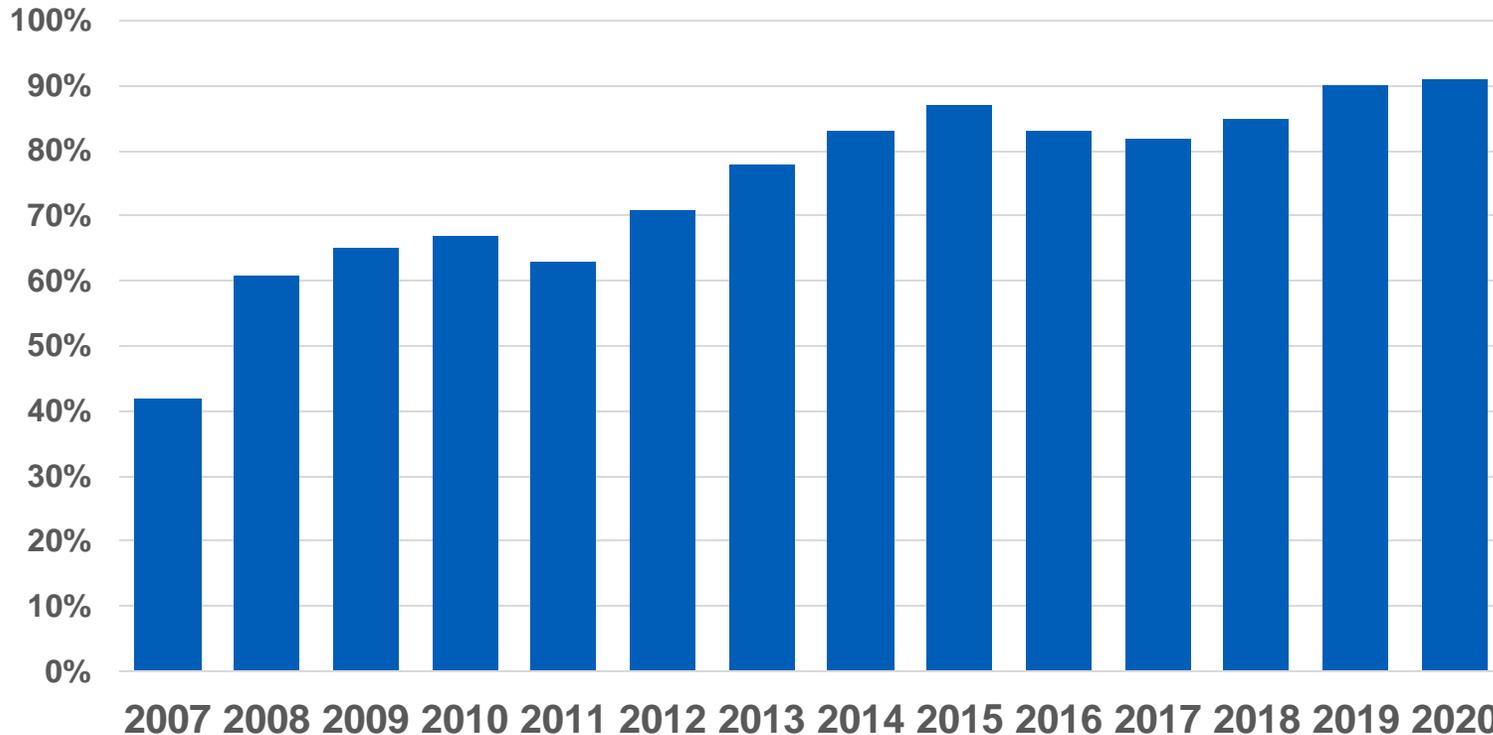


Moving the dot on our data



Northumbria Healthcare
NHS Foundation Trust

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 2020 the Trust scored 91%

2013 systematic review

- Patient experience is consistently associated with patient safety and clinical effectiveness across a wide range of disease areas
- We should resist side-lining patient experience as too subjective or mood orientated, divorced from “real” clinical work of measuring safety and effectiveness”
- Organisations that are more person centred have better clinical outcomes and are safer

Our focus on measurement

- Timely
- Owned
- Actionable
- Specific
- Talked about



Responding to feedback



Northumbria Healthcare
NHS Foundation Trust

- Feedback from more than 50,000 people, every year, since 2009
- Measuring what matters most to patients in a variety of ways and at different points of care
- 'Right time' data giving site, specialty, and individual consultant data, externally validated to feed through our appraisal system
- Real time measurement fed back to clinical teams within 6 hours of speaking to patients

Including those who find it hardest to be heard ...



Northumbria Healthcare
NHS Foundation Trust

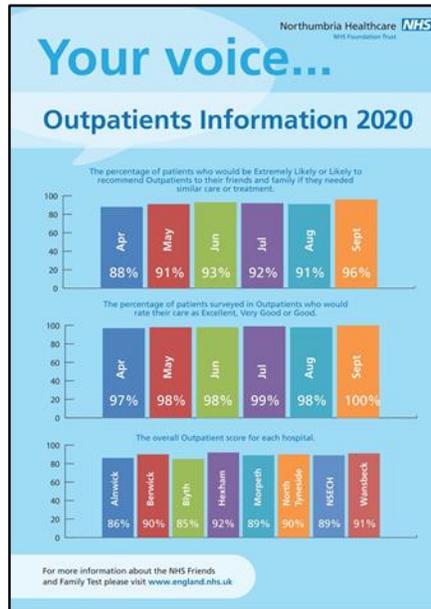
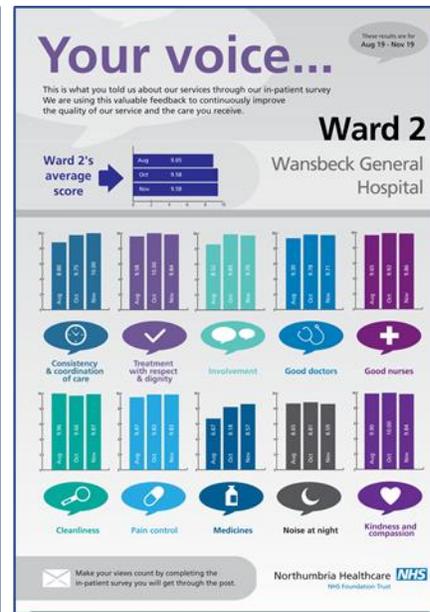
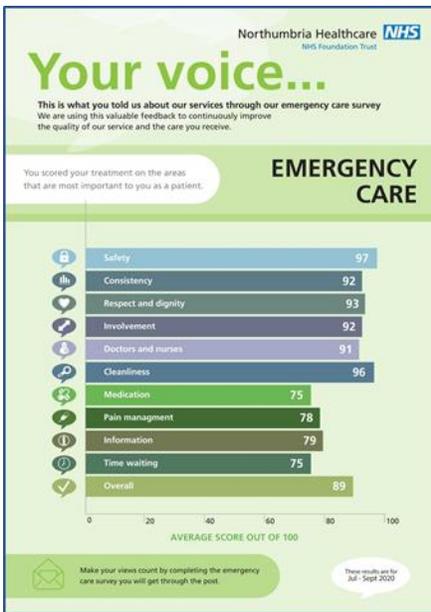


Transparency

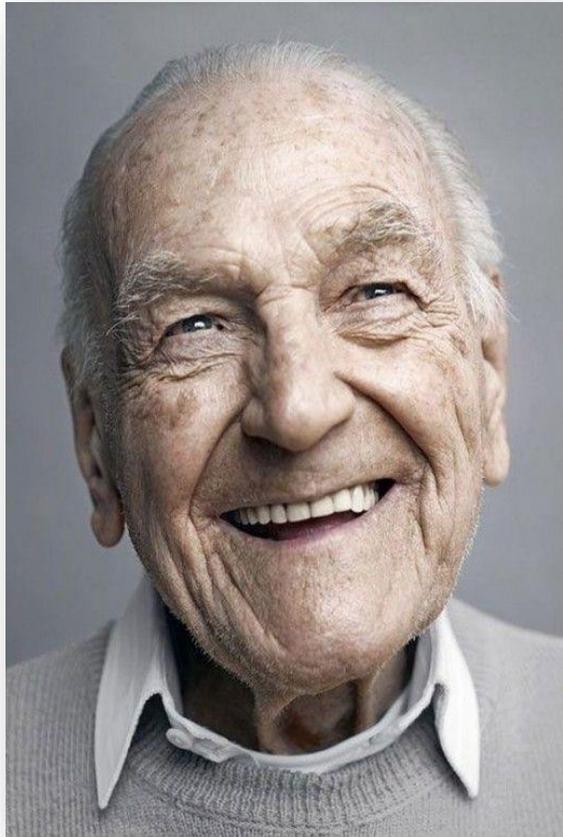
Be open and honest about current state, expectations, and actions needed for improvement.

If you're going to be naked it's good to be buff.





Providing a granular understanding of the experience of care



I am a person. I am not a number. I am not my disease.

I am the subject matter expert on how I experience the care I receive and whether it meets my needs.

I see things that you don't see and hear things that you don't hear....

CQC National Inpatient Survey



Northumbria Healthcare
NHS Foundation Trust

Trust	The Emergency / AE Department	Waiting List & planned admissions	Waiting to get to a bed on a ward	The hospital and ward	Doctors	Nurses	Care and treatment	Operations and Procedures	Leaving Hospital	Feedback on care and research	Respect and dignity	Overall experience	Average Score	Number of statically "better" sections
The Royal Marsden	N/A	9.3	8.9	8.6	9.2	9.0	8.9	9.0	8.2	3.7	9.6	8.9	8.5	11
Queen Victoria Hospital	N/A	9.3	9.2	N/A	9.5	9.1	9.0	8.7	8.4	2.3	9.7	9.1	8.4	10
Royal Papworth Hospital	N/A	9.1	8.9	9.0	9.3	9.0	8.9	8.7	7.9	3.0	9.7	9.1	8.4	10
Liverpool Heart and Chest Hospital	N/A	9.3	9.2	8.8	9.4	9.0	8.9	8.6	7.7	1.8	9.6	9.1	8.3	10
The Christie	N/A	9.6	8.7	8.5	9.3	8.8	8.7	8.5	8.1	2.1	9.5	8.8	8.2	10
The Robert Jones and Agnes Hunt Orthopaedic Hospital	N/A	9.0	9.1	N/A	9.5	8.9	9.1	9.3	8.4	3.4	9.7	9.2	8.6	9
The Clatterbridge Cancer Centre	N/A	9.6	9.3	N/A	9.4	8.5	8.8	8.8	8.2	2.7	9.4	8.9	8.4	9
Liverpool Women's	N/A	9.2	8.9	N/A	9.5	8.5	8.7	9.0	8.0	1.6	9.4	8.9	8.2	8
Royal Brompton & Harefield	N/A	8.9	9.3	8.5	9.1	8.9	8.7	8.3	7.7	2.0	9.6	8.8	8.2	8
The Walton Centre	N/A	8.9	9.3	8.5	9.1	8.8	8.6	8.1	7.3	2.3	9.5	8.9	8.1	8
The Royal Orthopaedic Hospital	N/A	8.8	8.5	N/A	9.2	8.1	8.6	8.5	8.2	3.6	9.1	8.7	8.1	6
Northumbria Healthcare NHS Foundation Trust	9.0	9.1	7.5	8.3	9.0	8.4	8.5	8.8	7.7	1.8	9.4	8.5	8.0	5

Offering better patient experience



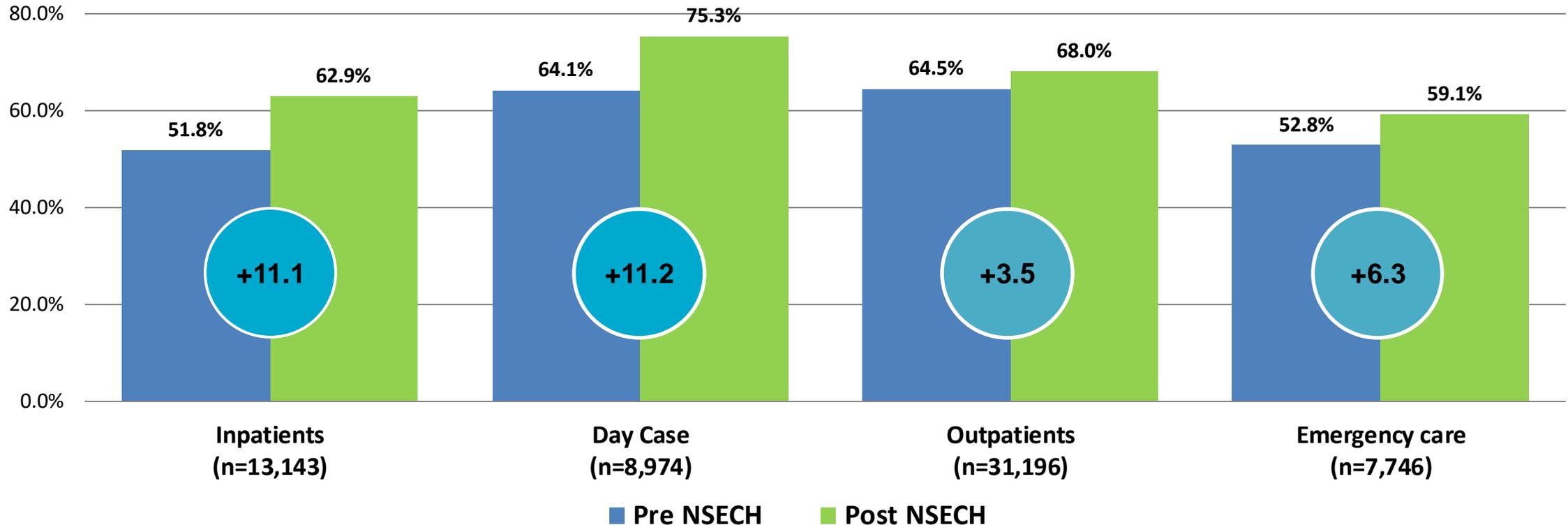
Northumbria Healthcare
NHS Foundation Trust

- Inpatients in 2021 – best in North East region and top 10% nationally.
- National outpatient survey – 5th best in the country.
- 2021 maternity care survey – top decile
- 2021 A&E experience results – top 20%.
- 2015, 2016, 2017 Trust of the Year at the National Patient Experience awards
- CHKS – Trust of the Year 2016, 2017, 2018 based on national data



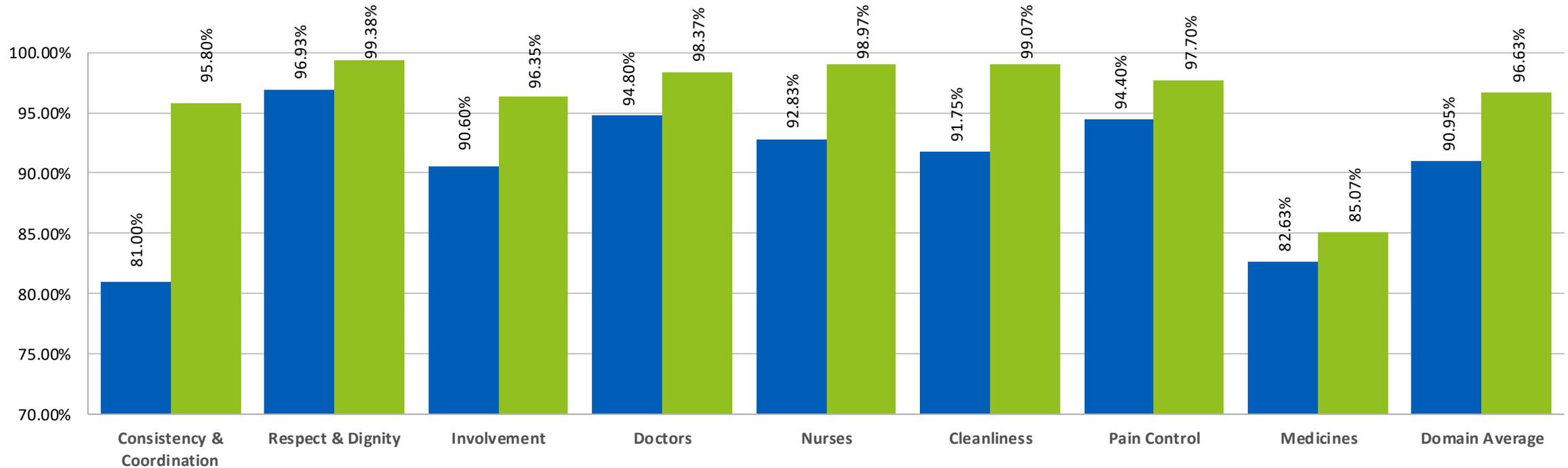
Pre and Post NSECH

% of patients who rated their care as Excellent - Pre and Post NSECH



All areas of care statistically better post NSECH

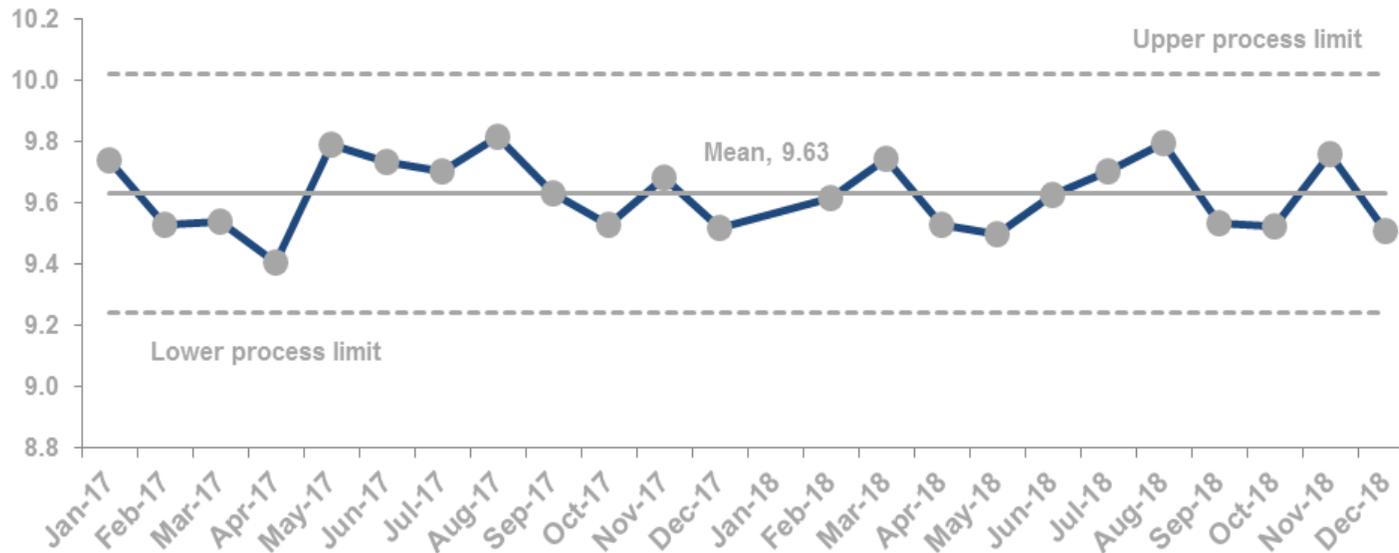
Pre and Post NSECH



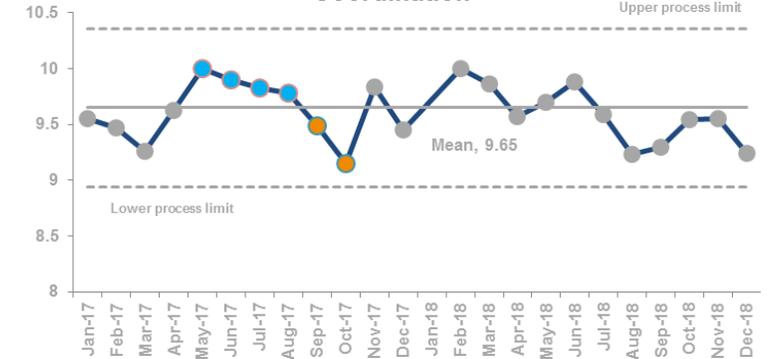
	Consistency & Coordination	Respect & Dignity	Involvement	Doctors	Nurses	Cleanliness	Pain Control	Medicines	Domain Average
	81.00%	96.93%	90.60%	94.80%	92.83%	91.75%	94.40%	82.63%	90.95%
	95.80%	99.38%	96.35%	98.37%	98.97%	99.07%	97.70%	85.07%	96.63%
Increase:	14.80%	2.46%	5.75%	3.57%	6.14%	7.32%	3.30%	2.43%	5.68%

Ward 1 NSECH over time

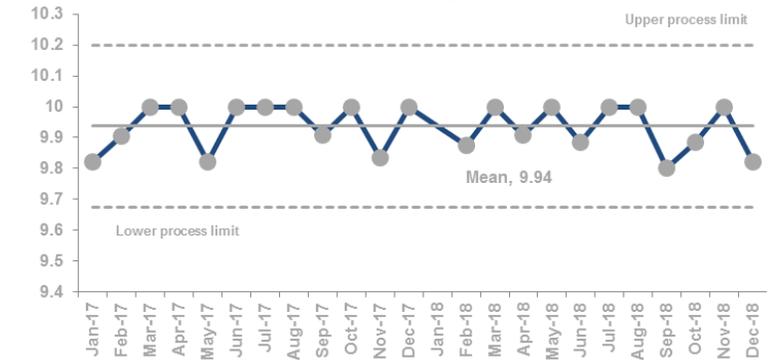
Real Time Domain Scores over the 2 year period
January 2017 to December 2018
Overall Domain Average

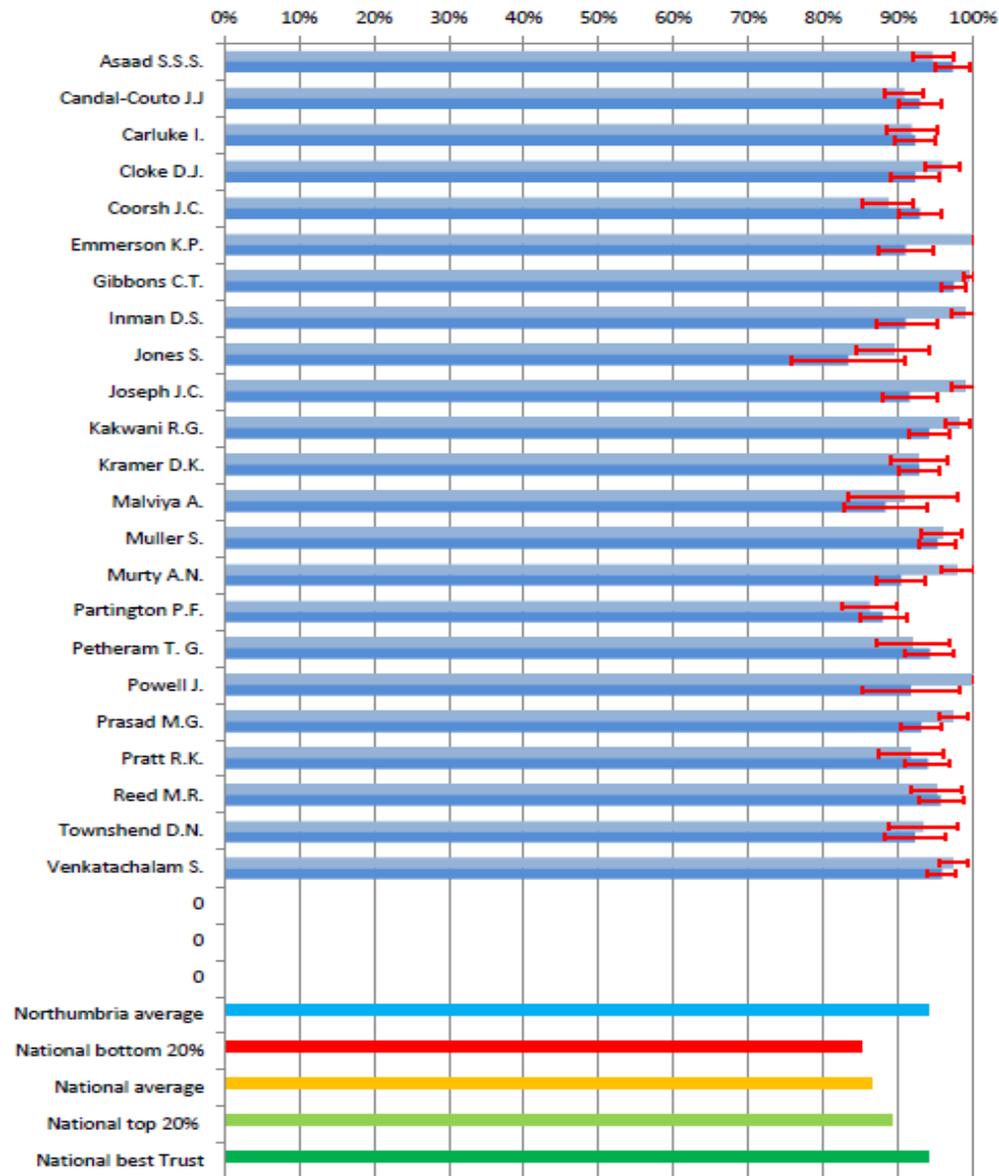


Real Time Domain Scores over the 2 year period
January 2017 to December 2018
Coordination



Real Time Domain Scores over the 2 year period
January 2017 to December 2018
Respect & Dignity





ORTHOPAEDICS Outpatient Survey

Did you have enough time to discuss your health or medical problem with the doctor?

Important lesson no 2



“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

Latest national staff survey



Northumbria Healthcare
NHS Foundation Trust

- A third of staff in England are considering leaving their jobs with nearly in 5 thinking of leaving the NHS entirely
- % staff recommending the NHS as a place to work fell from 67 to 60 per cent
- Just 27% of people working in the NHS feel that there are enough staff in their organisation for them to do their job properly
- Almost half of NHS staff have felt unwell due to work-related stress – the highest level recorded over the last 7 years
- Two in four staff don't feel they have adequate materials, supplies and equipment to do their job properly – lower still for those working on Covid- specific wards
- Bullying and harassment scores and equal access to promotion worse for BME colleagues, widening the existing disparity.



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

Michael West

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

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





Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence
Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- Justice and fairness
Equity, psychological safety, positive diversity and universal inclusion
- Work conditions and working schedules
Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

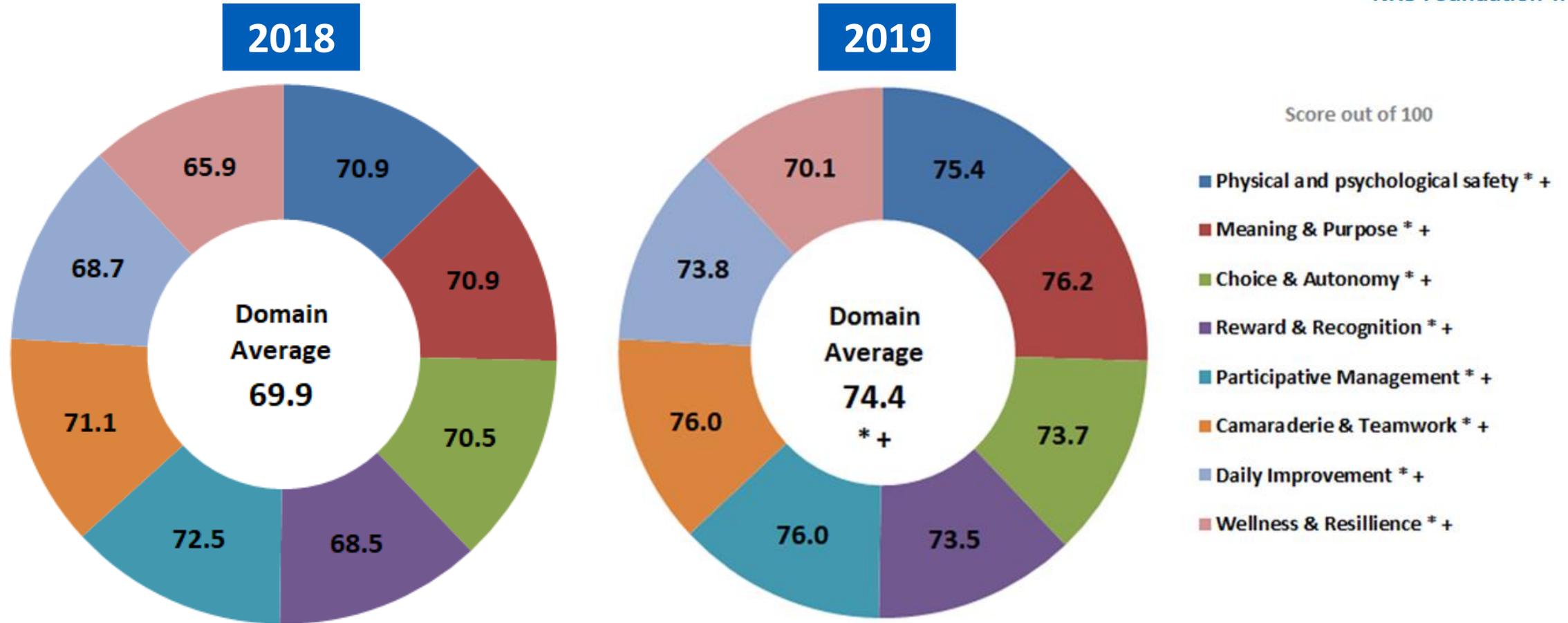
- Teamworking
Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- Culture and leadership
Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

Contribution

The need to experience effectiveness in work and deliver valued outcomes

- Workload
Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- Management and supervision
The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- Education, learning and development
Flexible, high-quality development opportunities that promote continuing growth and development for all

Staff Baseline Survey 2018 v 2019



All staff experience domains statistically better than baseline.

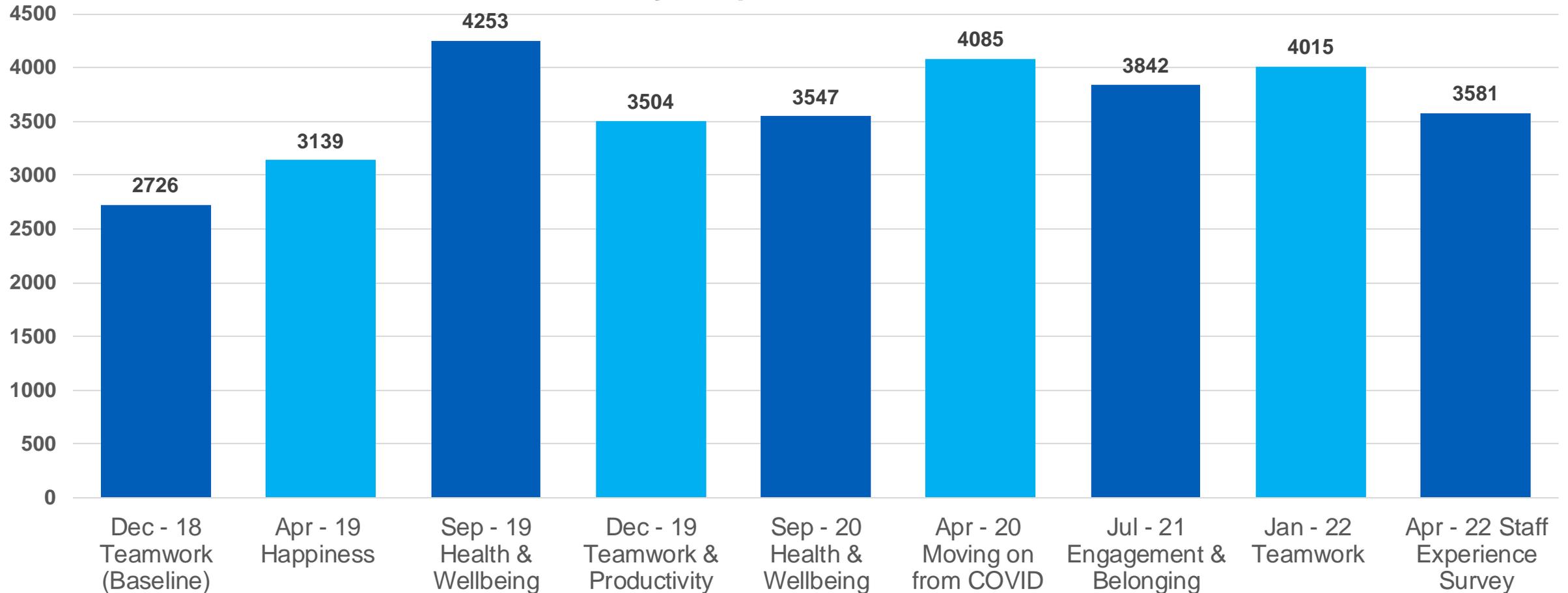
Sustainable Engagement Indicator Questions

	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 *+

**All Sustainable Engagement Indicator Questions
domains statistically better than baseline.**

Responses over time

Survey Responses Over Time



Team Level Information



Northumbria Healthcare
NHS Foundation Trust



Northumbria Healthcare
NHS Foundation Trust

Northumbria Healthcare Staff Experience Programme: Moving on from COVID Survey 2021

Department Results – Sustainable Engagement Average

	Team	Responses	Sustainable Engagement Indicator
1	Trust Management (COR)	11	91.3
2	Patient Experience (COR)	20	86.9
3	Ward 3 - HGH (SUR)	17	84.3
4	Northumbria Healthcare Facilities Management Ltd	25	84.0
5	Ward 20 - NTGH (MED)	11	83.7
6	Ward 10 - NSECH (MED)	12	83.3
7	Communications (COR)	13	83.0
8	Staff Bank	10	82.5
9	Obstetrics & Gynaecology (SUR)	20	81.5
10	Speech & Language Therapy (Adults) (COM)	17	81.4
11	Other (COR)	26	81.3
12	Ward 4 - HGH (SUR)	11	80.7
13	Continuing Healthcare Nurse Assessors (COM)	10	80.0
14	Other (CHI)	10	79.6
15	Care Point - Hospital (COM)	11	79.5
16	Education (COR)	35	79.2
17	Ward 1 - Berwick Infirmary (MED)	21	79.0
18	Emergency Care and Medicine Business Unit (MED)	27	78.5
19	Diabetes (MED)	37	78.4
20	Digital Services (COR)	44	78.3
21	Children's Assessment Unit (CHI)	14	78.0
22	Histopathology/Mortuary (CLI)	13	77.6
23	Ward 6 - NSECH (MED)	13	77.6



Northumbria Healthcare
NHS Foundation Trust

Northumbria Healthcare Staff Experience Programme: Moving on from COVID Survey 2021

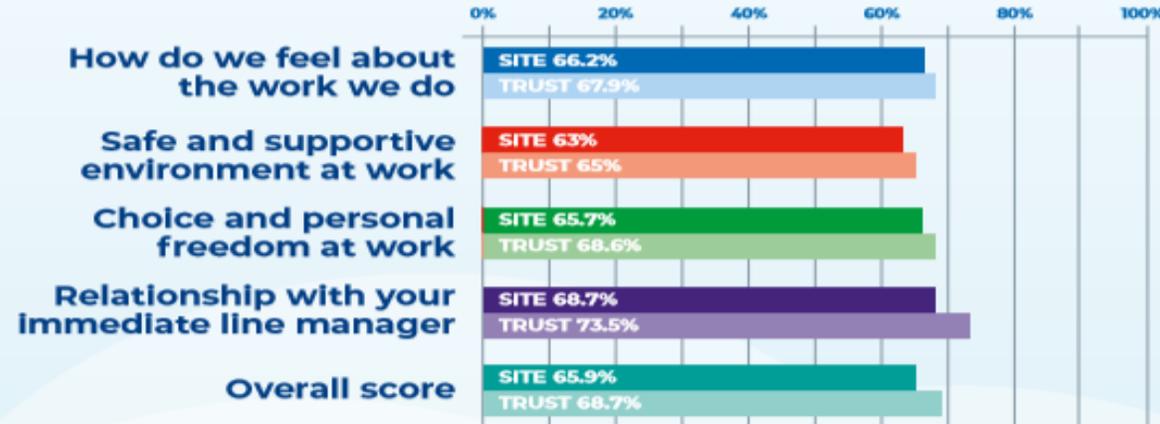
Department Results – Burnout & Exhaustion Average

	Team	Responses	Burnout Overall Score
1	Gastroenterology (MED)	12	77.5
2	Trust Management (COR)	11	77.3
3	Ward 20 - NTGH (MED)	11	76.8
4	Speech & Language Therapy (Adults) (COM)	17	75.6
5	Other (COR)	26	74.6
6	Patient Experience (COR)	20	74.5
7	Ward 3 - HGH (SUR)	17	74.4
8	Communications (COR)	13	74.2
9	Staff Bank	10	74.0
10	Care Point - Hospital (COM)	11	73.6
11	Oncology Day Unit (CLI)	21	73.3
12	Obstetrics & Gynaecology (SUR)	20	73.3
13	Northumbria Healthcare Facilities Management Ltd	25	73.0
14	Emergency Care and Medicine Business Unit (MED)	27	73.0
15	Respiratory Medicine (MED)	26	72.9
16	Ward 1 - Berwick Infirmary (MED)	21	72.4
17	Sexual Health Services (COM)	17	71.8
18	Ward 4 - HGH (SUR)	11	71.4
19	Rheumatology (MED)	15	71.3
20	Ward 2 - HGH (SUR)	12	71.3
21	Medicine (MED)	17	70.9
22	Other (EST)	68	70.8
23	Ward 1 - Alnwick Infirmary (MED)	15	70.7
24	Other (CHI)	10	70.5

STAFF EXPERIENCE SURVEY RESULTS

PATIENT EXPERIENCE MEASUREMENT

HEALTH & WELL BEING SURVEY



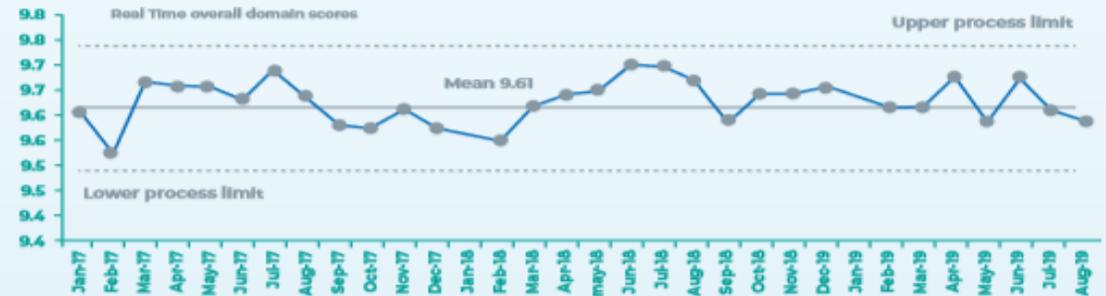
SUSTAINABLE ENGAGEMENT INDICATOR QUESTIONS

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%	75.1%	64.6%	-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



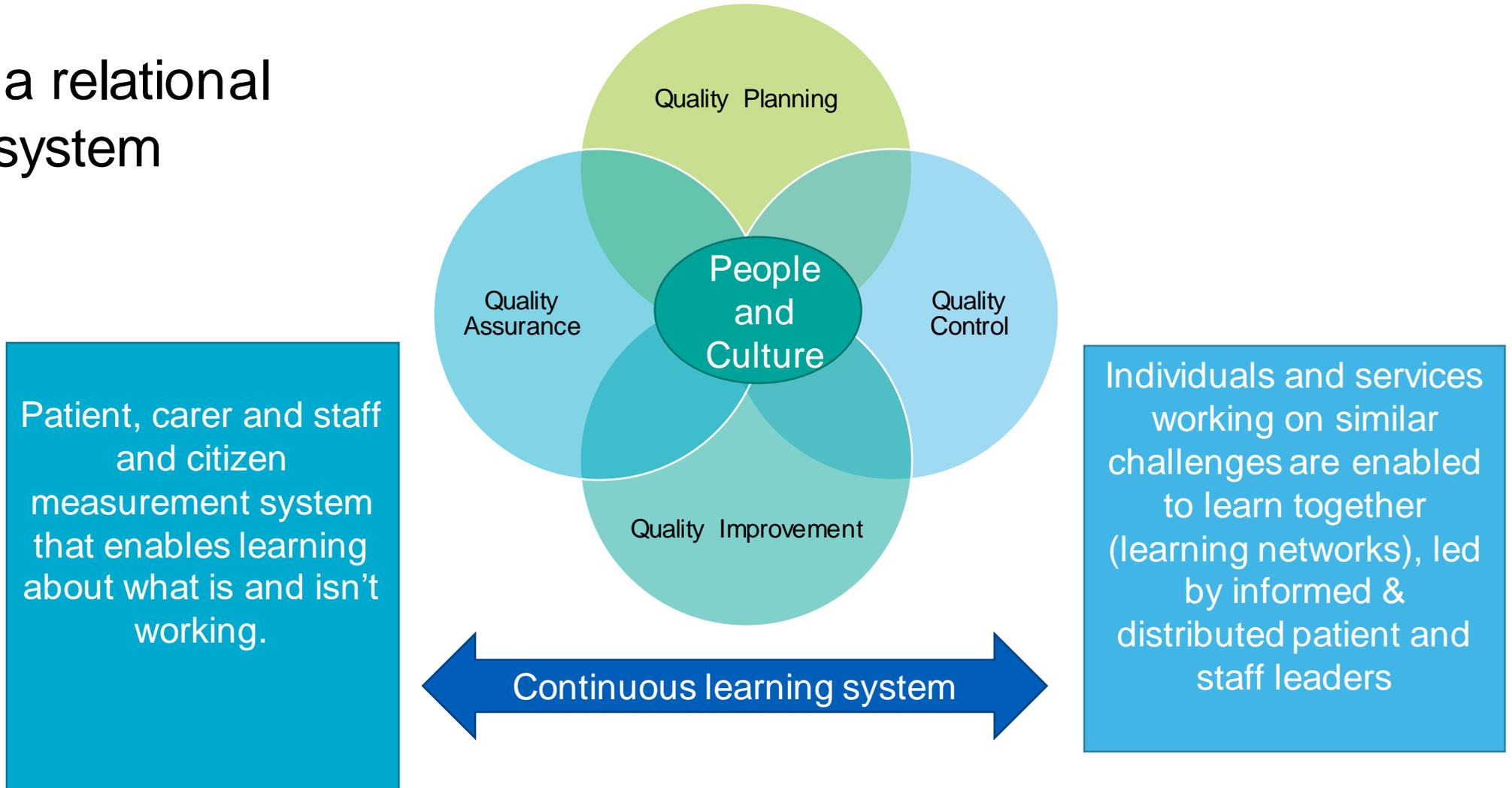
building a caring future

HOSPITAL | COMMUNITY | HOME



The influence on quality

Creating a relational learning system



Independent Research

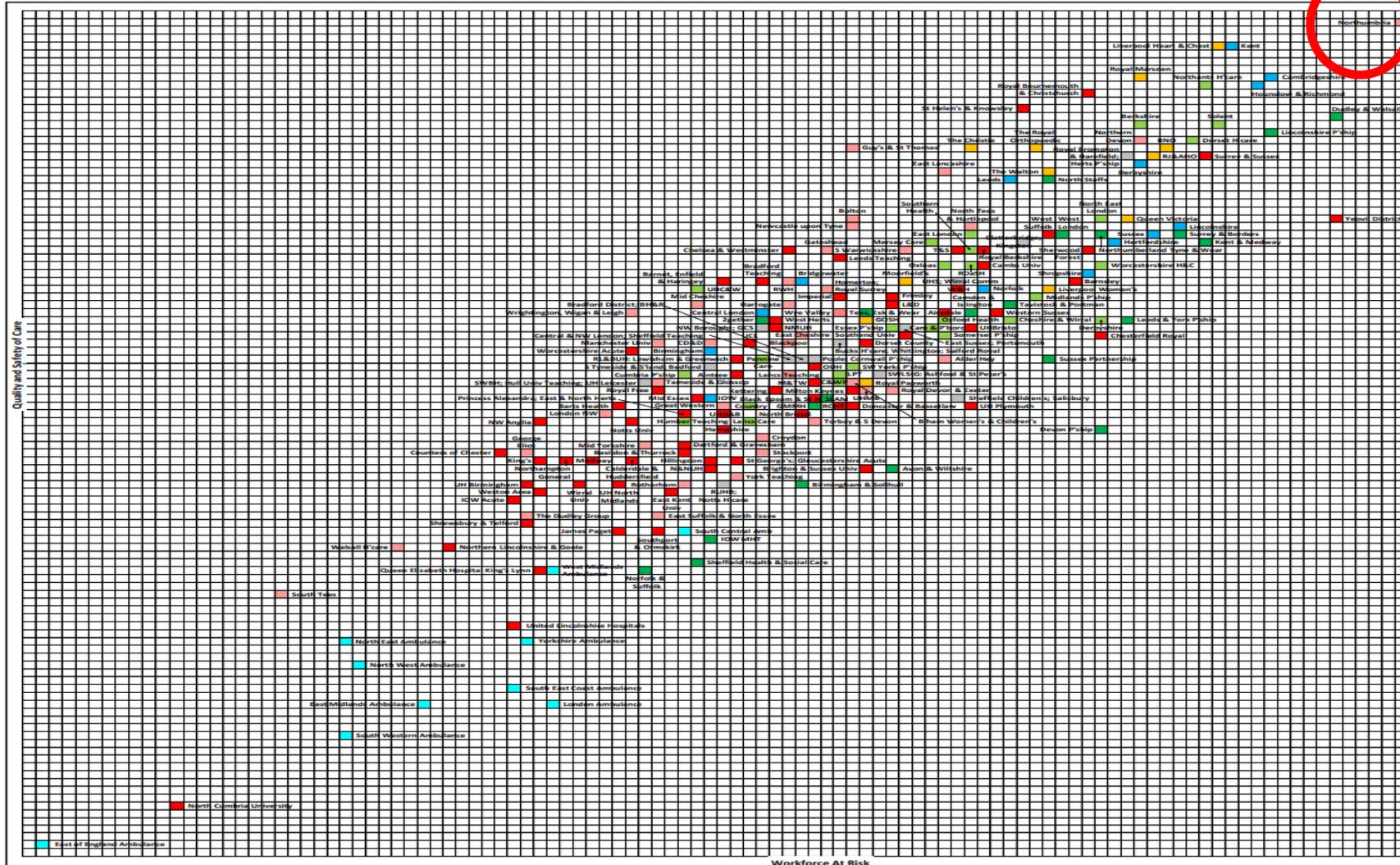


Northumbria Healthcare
NHS Foundation Trust

Listening into Action



2020 LiA National Scatter Map: Quality/Safety of Care vs Workforce at Risk



Key

- Acute
- Acute and Community
- Acute Specialist
- Mental Health / Learning Disability
- Mental Health / Learning Disability / Community
- Community
- Ambulance
- 2 Trusts or more of different types occupy the same coordinates

Contact: Gordon Forbes 07734 812311
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Staff Survey Results



Northumbria Healthcare
NHS Foundation Trust

**Best place to work in
the NHS**

**Leading the way of
all acute and
combined Trusts**

**Best in class in 5 out
of the 9 domains of
the People promise**

**Best response rate
in the NHS
80%**

Organisational Questions



- Northumbria best in class in 7 out of 9 questions ★
- Northumbria scores are significantly better than the National average in all 9 questions

Speak up, listen up, follow up



Northumbria Healthcare
NHS Foundation Trust

Our staff are the most likely to report:

- Feeling secure about raising concerns about unsafe practice
- Feeling confident that the Trust would address their concerns
- The organisation acts on concerns raised by patients

Best acute organisation in 2021 for:

- Staff engagement
- Staff morale
- Equality, Diversity and Inclusion
- We are compassionate and inclusive
- We are safe and healthy
- We have a voice that counts
- Best place to work and receive care

Corona Voice

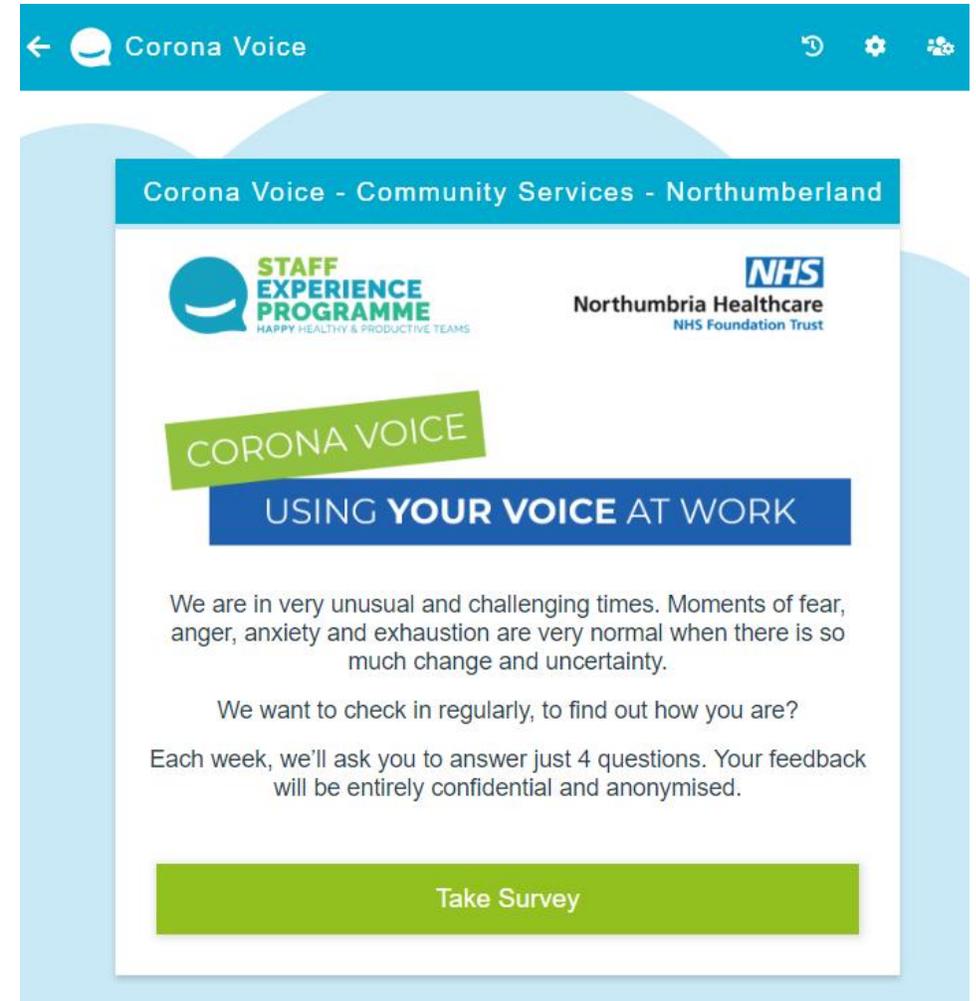
The real time staff experience platform was available to staff from 6th April to 5th July.

Good engagement with **10,043** responses.

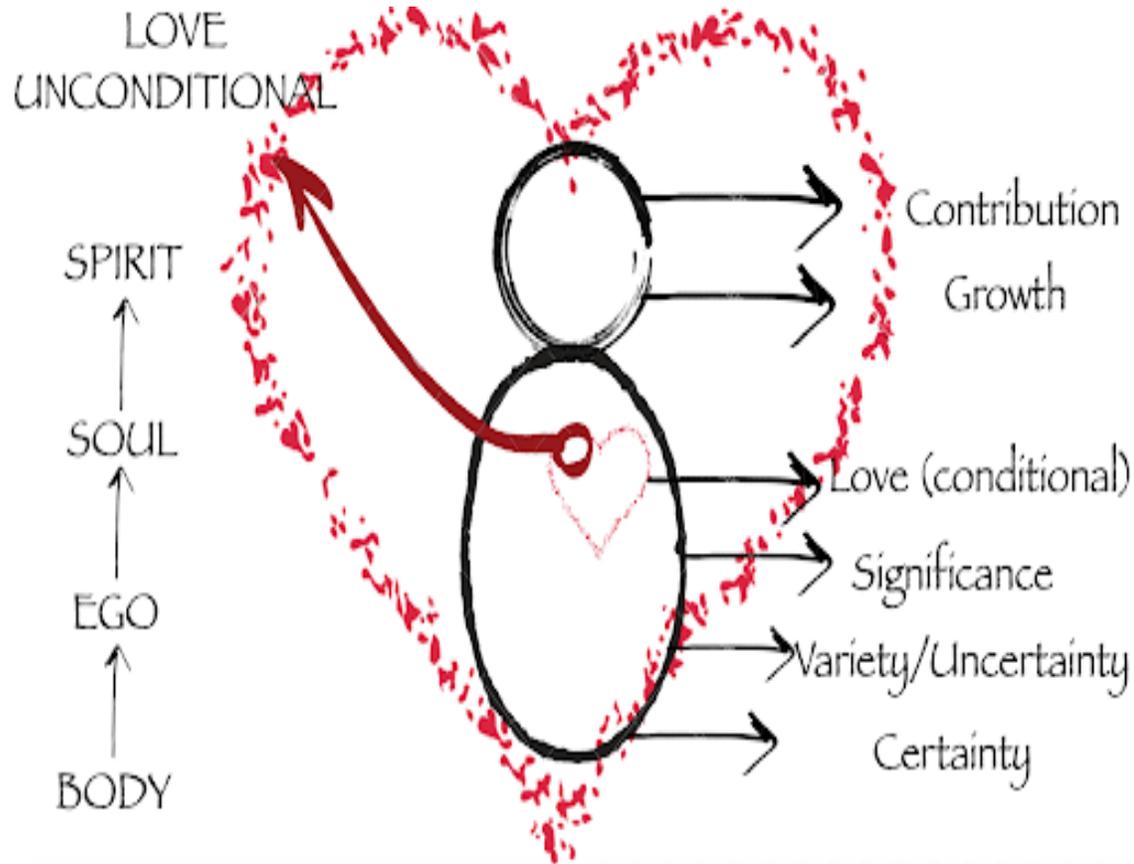
Allowed us to gather real time staff feedback

We chose motivation at work for our single indicator of staff engagement

Acted as a thermometer gauge across a range of sites, including those at home



Scared but not alone



Analysis of transcript from more than 3500 comments

- I. Listen to me
- II. Care about me
- III. Keep me safe
- IV. Keep me connected
- V. Lead me
- VI. Keep me going
- VII. Notice me – honour my work

<https://www.hsj.co.uk/workforce/scared-but-not-alone-caring-for-staff-during-covid-19/7028102.article>

SAFEGUARDING YOUR

TEAM'S MENTAL HEALTH

PSYCHOLOGY SUPPORT

STAFF PSYCHOLOGY & COUNSELLING SERVICE:

StaffPsychology CounsellingService
@northumbria-healthcare.nhs.uk

North Tyneside General Hospital
0191 293 4373
ext. 34373

Wansbeck General Hospital
01670 529213
ext. 33213

**SPECIALIST
1:1
PSYCHOLOGICAL
ASSESSMENT
AND THERAPY**

Via telephone support/
virtual support/face to
face where appropriate
will be provided by SPCS
prioritising at-risk staff
(for new & existing referrals)

TEAM SUPPORT

Consultancy & telephone support
for team leads, Leader's pack, Coaching,
Training- virtual & face-to-face options,
Mindfulness groups & drop ins, Facilitated
group discussion, e.g. reflective practice groups,
Post trauma & bereavement support

RESOURCES FOR ALL STAFF

Health & Wellbeing website:
www.northumbrianhsstaffwellbeing.co.uk

National helpline, text service & online chat: <https://people.nhs.uk/>

Staff Psychology & Counselling Service intranet home page:
<http://intranet2.northumbria.nhs.uk/home/staffpsychology/home-page/>

Trauma support information:
<http://intranet2.northumbria.nhs.uk/home/staffpsychology/home-page/menu/latest-news-working-title/>

Free access to apps via website

If urgent support is required due to risk
related concerns contact:

GP INITIAL RESPONSE/CRISIS TEAM:

North Tyneside & Northumberland
0303 123 1146

Newcastle & Gateshead
0191 814 8899

South Tyneside & Sunderland
0303 123 1145

999 or attend **NSECH A&E/
Psychiatric liaison service**

Safeguarding
0191 293 4212
or email

adultsafeguarding@northumbria.nhs.uk

NHS

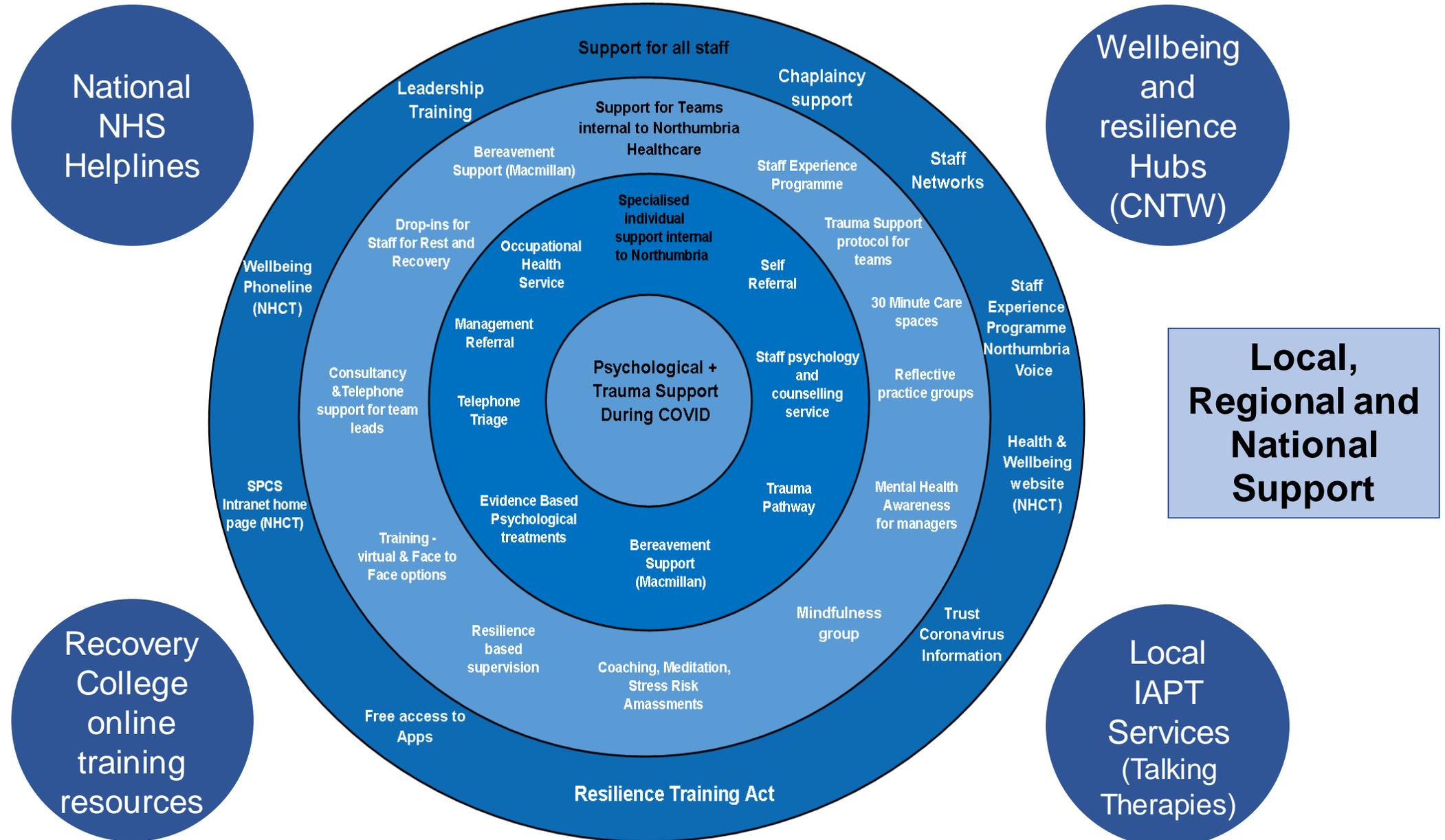
Northumbria Healthcare
NHS Foundation Trust

Pyramid well-being model

Northumbria awarded the Maintaining Excellence level of the Better Health at work awards. The highest level you can achieve.

Also awarded Ambassador status in recognition of all the work to support staff through 2020.

A comprehensive and integrated approach



These are a few of our favourite things...



Northumbria Healthcare
NHS Foundation Trust



Sharing the love this Valentine's Day

You're the apple of my eye

You're bacon me crazy

Be kind to each other this Valentine's Day.
From 14 – 28 February we are giving every member of staff on shift a **FREE*** breakfast offering such as fruit, granola pot or breakfast butty.

*Staff can select one breakfast item up to the value of £2. This is available for staff on shift between these dates. Nightshift and community staff will receive up to £2 towards items available during their shift break or items that can be taken off site back to base sites.

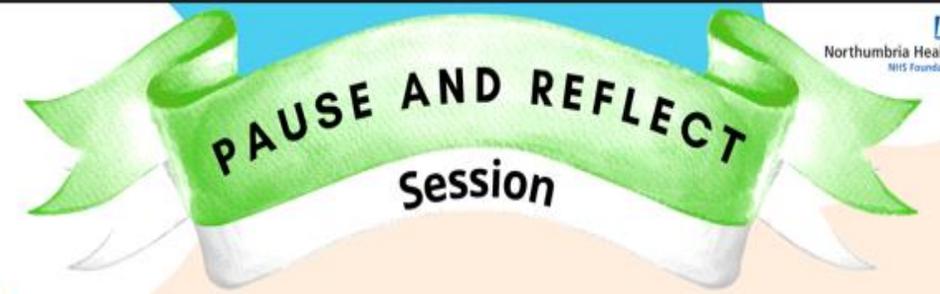
building a caring future



Pause and reflect

Developed from our experience of offering post traumatic growth team workshops called **R3P** (Recovery, Readjustment and Reintegration) for teams to have in depth discussions about their experience of working during the pandemic.

Pause and reflect workshops are being offered on an 'opt-in' basis to provide space to have in-depth discussions about challenging events or where there is a dominant team issue that needs to be explored.



What does this involve?

- This is a one-off session, facilitated by two members of the Staff Experience team
- It follows a structured approach which has been found to be helpful for teams who have been through challenging events or who have a dominant issue that they would value thinking about - or if they purely want to stop and think!
- This is very much a peer support model which allows people to share thoughts and experiences in a safe and confidential space
- The sessions are evaluated by those attending but content is not documented or reported away from the session
- A pause and reflect session can be facilitated as a stand-alone session or can lead onto other offers from the Staff Experience Team

Your Session is planned for:

DATE:

TIME:

VENUE

Expect the session to last around 3 hours

We look forward to meeting you. In the meantime, if you have any questions or would like to find out more:

Staff Experience Workshops

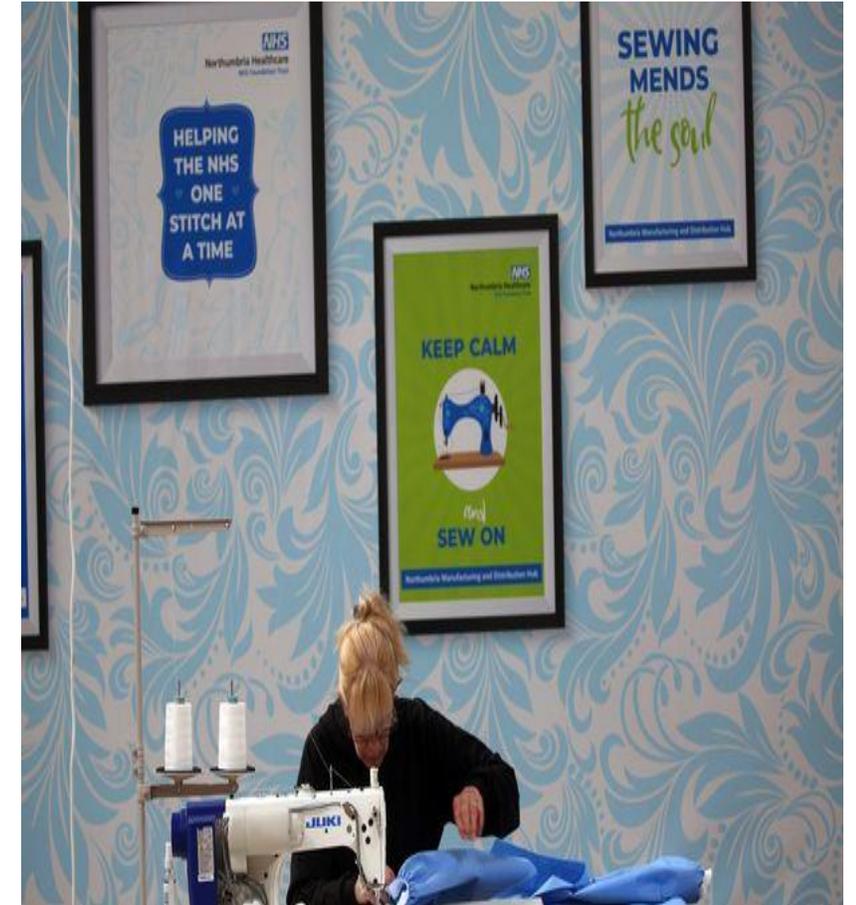
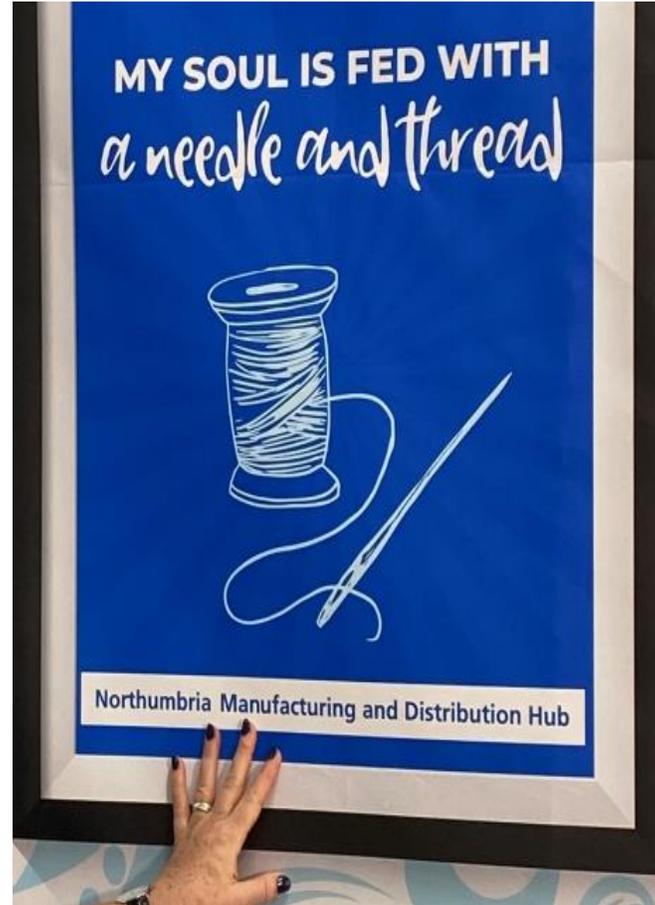
- Structured team based staff experience workshops
- Typically 1 hour long weekly sessions over a period of 3 months
- Designed to capture staff experience
- Highlight the team's strengths
- Address barriers to team working
- Lead to the development of team owned improvement plan



Innovating for patient & staff safety

NHS

Northumbria Healthcare
NHS Foundation Trust



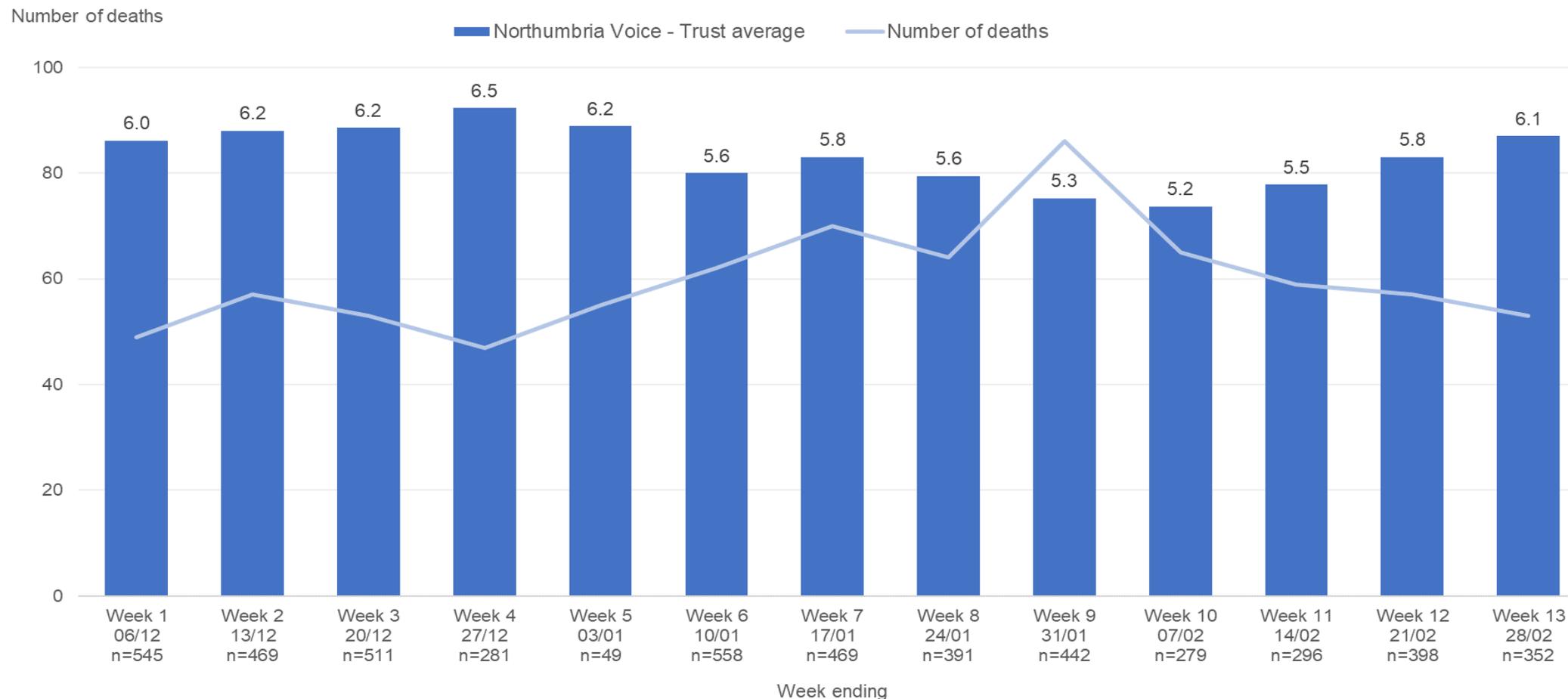
building a caring future

HOSPITAL | COMMUNITY | HOME

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Changes in scores over time

Northumbria Voice - Trust Average - Week on Week



Some final thoughts ...

- Everybody wants to do better **trust them**
- Leaders are everywhere **find them**
- People achieve good things every day, big & small **celebrate them**
- Some people wish things could be different **listen to them**
- Everybody matters **show them**

Two stylized blue birds flying in the upper left corner of the slide.

Thank you for listening

Any questions ?

