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Leicestershire Partnership NHS Trust

Staff Survey and Staff Engagement Trust Board presentation

May 2022

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www.leicspart.nhs.uk

Response rate

Leicestershire Partnership NHS Trust

2021 NHS Staff Survey

Organisation details

Completed questionnaires	2,863
2021 response rate	52%

See response rate trend for the last 5 years

Survey details

Survey mode	Online
Sample type	Census

This organisation is benchmarked against:

Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts

2021 benchmarking group details

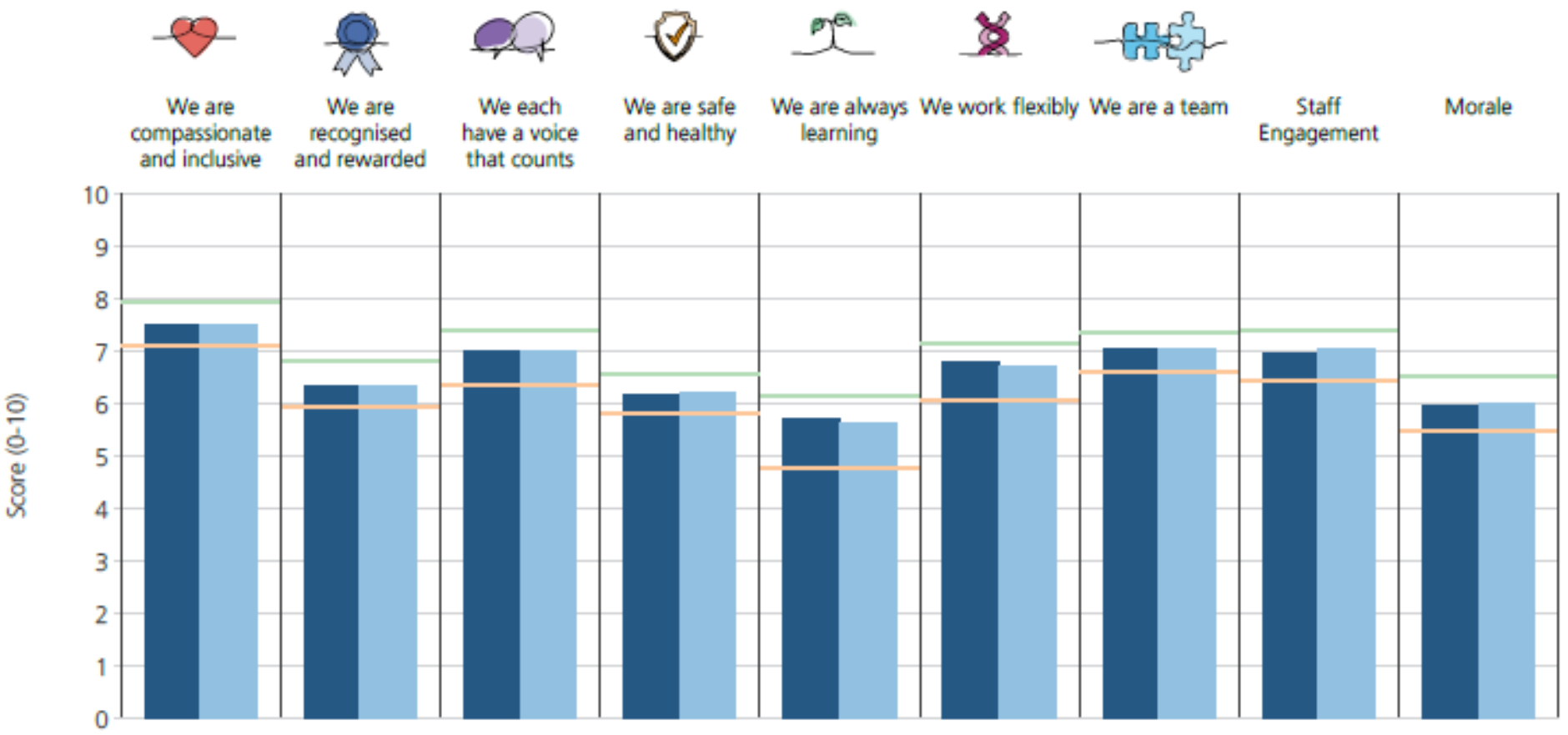
Organisations in group: **51**

Median response rate: **52%**

No. of completed questionnaires:

116,567

Results by theme



	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagement	Morale
Best	7.9	6.8	7.4	6.6	6.1	7.1	7.4	7.4	6.5
Your org	7.5	6.3	7.0	6.2	5.7	6.8	7.0	7.0	6.0
Average	7.5	6.3	7.0	6.2	5.6	6.7	7.1	7.0	6.0
Worst	7.1	5.9	6.4	5.8	4.8	6.1	6.6	6.5	5.5
Responses	2,862	2,853	2,840	2,848	2,786	2,840	2,826	2,862	2,863

Statistical significance

People Promise elements	2020 score	2020 respondents	2021 score	2021 respondents	Statistically significant change?
We are compassionate and inclusive			**7.5**	2862	N/A
We are recognised and rewarded			**6.3**	2853	N/A
We each have a voice that counts			**7.0**	2840	N/A
We are safe and healthy			**6.2**	2848	N/A
We are always learning			**5.7**	2786	N/A
We work flexibly			**6.8**	2840	N/A
We are a team			**7.0**	2826	N/A
Themes	**2020 score**	**2020 respondents**	**2021 score**	**2021 respondents**	**Statistically significant change?**
Staff Engagement	**7.0**	2772	**7.0**	2862	Not significant
Morale	**6.0**	2773	**6.0**	2863	Not significant

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The headlines

2021 Staff Survey: Results summary

All nine themes are scored on a 0-10 scale, where a higher score is more positive than a lower score. These theme scores are created by scoring question results and grouping these results together. You can see how we have scored on each of the themes compared to the national benchmark average score.

NHS
Leicestershire Partnership
NHS Trust

We are compassionate and inclusive

LPT Trust score:

7.5

Average benchmark score: 7.5

We are recognised and rewarded

LPT Trust score:

6.3

Average benchmark score: 6.3

We each have a voice that counts

LPT Trust score:

7

Average benchmark score: 7

We are safe and healthy

LPT Trust score:

6.2

Average benchmark score: 6.2

We are always learning

LPT Trust score:

5.7

Average benchmark score: 5.6

We work flexibly

LPT Trust score:

6.8

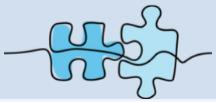
Average benchmark score: 6.7

We are a team

LPT Trust score:

7

Average benchmark score: 7.1



Staff engagement

LPT Trust score:

7

Average benchmark score: 7

Morale

LPT Trust score:

6

Average benchmark score: 6

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WRES data

LPT has seen an improvement across all four indicators since 2020 and is performing significantly better than the national average across all of these. However, some of the results are slightly less positive than the pre 2020 results. The most significant improvements are seen in indicators six and seven (Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months and Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion).

Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months		
	2020	**2021**
White: LPT	22.30%	21.80%
BAME: LPT	24.40%	24.30%
White: National	25.40%	26.20%
BAME: National	32.10%	31.80%

Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months		
	2020	**2021**
White: LPT	19.80%	18.80%
BAME: LPT	24.80%	20.90%
White: National	19.60%	18.10%
BAME: National	25%	22.90%

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion		
	2020	**2021**
White: LPT	65.20%	67.10%
BAME: LPT	48.20%	52.80%
White: National	60.90%	61%
BAME: National	45.50%	46.80%

Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months		
	2020	**2021**
White: LPT	5.90%	6.40%
BAME: LPT	14.50%	13.50%
White: National	5.60%	6%
BAME: National	15.10%	14.40%

WDES data

Out of the eight indicators LPT have seen improvements in seven of these since 2020. Three of the eight indicators are performing above the national average. There has been a marked improvement in staff reporting that they have equal opportunities for career progression and development.

Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months		
	2020	**2021**
With Long-Term Condition: LPT	30.70%	26.30%
Without LTC: LPT	20.20%	21.40%
With Long-Term Condition: National	31.80%	32.20%
Without LTC: National	24.70%	24.70%

Percentage of staff experiencing harassment, bullying or abuse from managers in last 12 months		
	2020	**2021**
With Long-Term Condition: LPT	17.70%	16.20%
Without LTC: LPT	8.90%	7.20%
With Long-Term Condition: National	15.20%	13.40%
Without LTC: National	8.50%	7.10%

Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion		
	2020	**2021**
With Long-Term Condition: LPT	54.60%	59%
Without LTC: LPT	64.10%	65.70%
With Long-Term Condition: National	54.30%	54.40%
Without LTC: National	60%	60.20%

Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work		
	2020	**2021**
With Long-Term Condition: LPT	79.40%	79.90%
With Long-Term Condition: National	81.40%	78.80%

Key themes for improvement

Level	Areas where staff feedback needs improvement	Contributors
1. Trust-wide Concerns and actions to address issues affecting the majority of colleagues regardless of role or area of Trust	• Care of patients / service users is my organisation's top priority, or that the Trust acts on patient/service user concerns • Work pressures: staff feel exhausted, burnt out and frustrated • Staff recognition and feeling valued • Not enough staff to do their job properly – recruitment • Staff empowered to make improvements in their area of work	Exec team, HR, OD, FTSU, EDI, HWB team, Staffside, communications and engagement, safety teams, change champions, etc.
2. Specific staff groups Concerns and actions to address issues affecting specific identifiable staff groups that may be spread across the Trust, such as those with protected characteristics.	• Those working in covid areas: more recognition, flexible working, and support for health and wellbeing • BME staff still experience less equal opportunities compared to white peers and experience of discrimination from managers	EDI team, Staff Networks, health and wellbeing champions, change champions (with OD and engagement teams).
3. Local areas Directorate specific - services or teams identified for intensive support	• Medical staff and DMH community, inpatient and MHSOP staff – focus as part of DMH leadership OD work • Identify any lower performing areas in FYPC.LD and CHS and link with high performing teams for peer to peer leadership support.	Directorate DMTs, service/team managers, OD team, staff engagement lead

Big 4 Trust-wide priorities

Reset and Rebuild

Reducing inequalities in staff experience and engagement

Reducing workforce capacity and demand gap

Support for targeted local plans for specific staff groups and directorates

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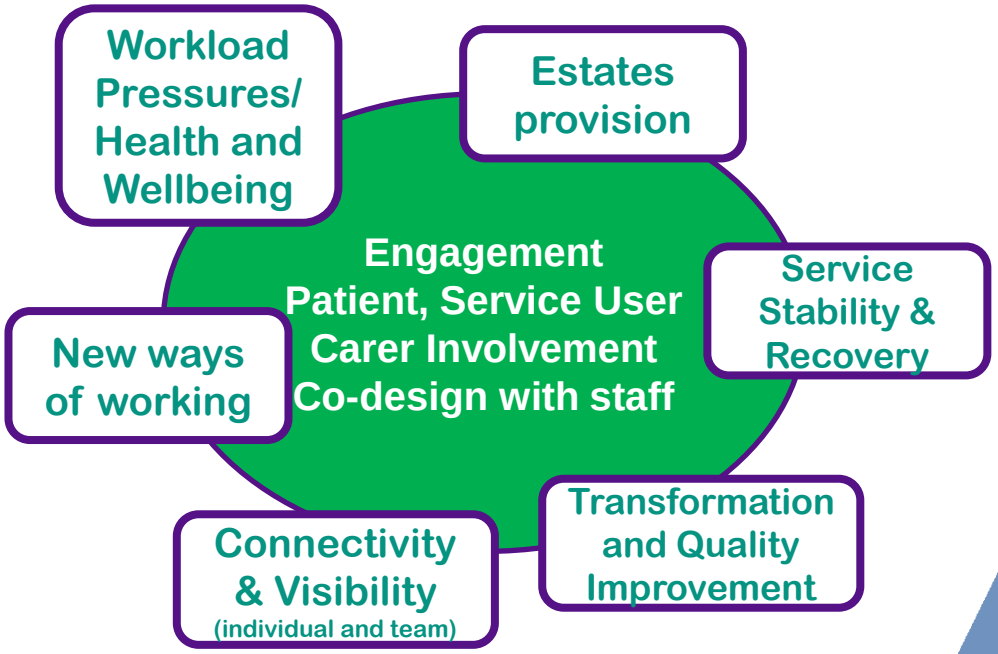
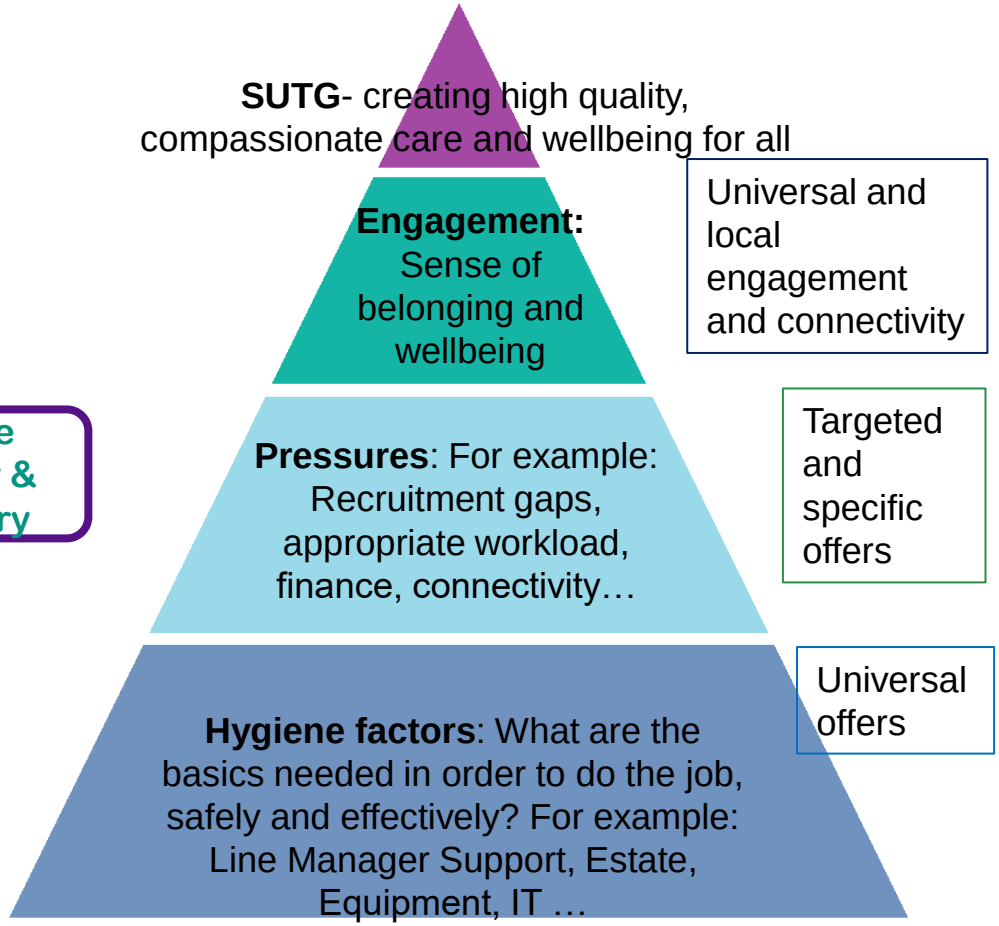
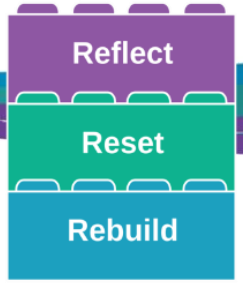
Reset and Rebuild







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Reducing the inequalities in staff experience and engagement

Equality, leadership and culture

- Refresh culture change champions programme
- Continued embedding of leadership behaviours and FTSU
- EDI objectives:
  1. Zero tolerance
  2. Cultural competency,
  3. Reverse mentoring
  4. Equality objectives in appraisals

People Promise exemplar participation

for further cultural diagnostic and review of interventions

Health and wellbeing

focus on financial wellbeing and mental health

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Reducing the workforce capacity and demand gap

Recruitment marketing

Trust recruitment events

Targeted marketing at HSWC/admin, Nursing, AHPs

International recruitment

Targeted demand and capacity work

Undertaken at directorate level with targeted service areas

Quality improvement and transformation

Supporting quality improvement, local autonomy and co-design with service users linked to Foundations 4 High Standards.

Group learning and sharing through positive communications

Support for targeted local plans for specific staff groups and directorates

Each directorate has developed a number of areas of focus specific to their services around engagement, health and wellbeing and service pressures.

Specific targeted interventions can be supported by OD and staff engagement for low performing areas

Link with high performing teams for peer to peer leadership support

Specific staff group focus areas will be supported by Trust-wide and directorate level activity.

Staff communications and engagement framework

Staff feedback:
- NHS Staff survey
- Pulse
- Big conversations

Tier 1: All staff check-ins
- Monthly Team Brief
- Senior Leadership Group
- Big Conversations

Tier 2: Directorate check-ins
- Themed directorate team briefs
- Directorate Big Conversations
- Local listening events and co-design workshops

Tier 3: Targeted staff support
- Staff support networks
- Health and wellbeing champions
- Change champions network
- FTSU partners and Staff-side
- Communications champions

Tier 4: local enabling resources
- Team discussion resources
- Easy access to Pulse Survey and other feedback mechanisms
- QI network support for local ideas
- Leadership behaviours

Our Future Our Way

Improving culture, leadership, inclusion

WeImproveQ

Trustwide Quality Improvement

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