



National Staff Survey 2020

Summary Report

Leeds and York Partnership NHS Foundation
Trust

Bank Staff Vs. Substantive Staff

Produced by Quality Health

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Introduction

This report has been created with the purpose of presenting your topline results for the 2020 Bank Staff Survey. It serves as a supplementary report to the full Quality Health management report, highlighting key results from the questions of the Bank Survey. Some of the main features included in this report are:

- Staff Engagement Scores
- Ranked/Top and Bottom Results for your Bank Staff
- Significant Results Compared to your Substantive Staff

The report is split into two sections, presenting results at Theme level (pages 4 - 6) and Question level (pages 7 - 11). A header at the top of each page indicates which results are being reported.

Response Rates

Questionnaires were sent to 496 staff in your organisation.

After excluding respondents that were later known to be ineligible, a usable sample of 496 remained.

From the usable sample, 125 questionnaires were returned yielding a response rate of 25.2%.

Publishing and Publicising your Results

This is a confidential report from Quality Health to the organisation. The decision about whether or not to publish it - or publicise its contents to staff or patients - is entirely up to each organisation. However, our strong advice, in the spirit of openness and transparency, is that the results should be publicised through all available channels.

Publicity could include:

- presentations to the Board on key strategic issues
- distribution of findings to Clinical Governance teams, and to Divisional and Departmental heads
- discussions on the results with staff representatives
- publication of results on the internet
- display presentations in appropriate locations in the organisation

Whatever decision is taken locally, there will be a national publication of the results for each organisation. **Until the Coordination Centre publishes the national results, there is an embargo on the publication of any survey results from the benchmarked analysis in the reports. At the time of preparing this report, a date of publication had not been announced by the Coordination Centre.**

Staff Engagement

In the National Staff Survey, Staff Engagement is measured across three themes:

- **Advocacy**, measured by Q20a, Q20c and Q20d (Staff recommendation of the trust as a place to work or receive treatment).
- **Motivation**, measured by Q2a, Q2b and Q2c (Staff motivation at work).
- **Involvement**, measured by Q4a, Q4b and Q4d (Staff ability to contribute towards improvement at work).

Overall Staff Engagement is measured as an average across these three themes. Staff Engagement scores fall between 0 and 10, where the higher the score, the more engaged the staff.

Overall Staff Engagement

Presented in the chart below are the range of Overall Staff Engagement Scores for bank and substantive staff. Your bank staff's score is (7.35) and its position is marked orange. The blue bar represents your substantive staff's score.



Staff Engagement Themes

Presented below are the engagement scores for each of the themes that comprise Overall Staff Engagement. Engagement scores for substantive staff have also been put in for comparison. The percentage difference between the scores is represented by the coloured gap between the bars. Significant differences between them have also been indicated.

| Theme | Staff Engagement Scores | |
|--------------------------|-------------------------|-----------------------|
| Overall Staff Engagement | Bank | 7.35 |
| | Sub. | 7.21 +0.14 (Not sig.) |
| Advocacy | Bank | 7.67 |
| | Sub. | 7.18 +0.49 (Not sig.) |
| Motivation | Bank | 7.93 |
| | Sub. | 7.22 +0.71 (Not sig.) |
| Involvement | Bank | 6.51 |
| | Sub. | 7.25 +0.74 (Not sig.) |

Ranked Themes

The Themes ranked from 1 to 10 for your bank staff are shown below. Themes can be considered as summary scores for groups of questions which, when taken together, give more information about a particular area. Themes are presented as scale scores (on a scale of 0 to 10).

Ranked Themes for your organisation

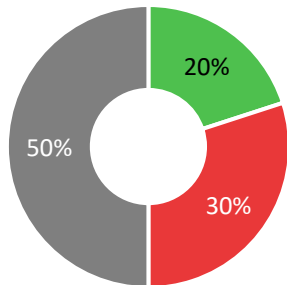
Score

| | | | |
|----|----------|--|------|
| 1 | Theme 7 | Safe Environment - Violence | 8.46 |
| 2 | Theme 5 | Quality of Care | 8.32 |
| 3 | Theme 2 | Health & Wellbeing | 7.99 |
| 4 | Theme 6 | Safe Environment - Bullying & Harassment | 7.96 |
| 5 | Theme 1 | Equality, Diversity & Inclusion | 7.76 |
| 6 | Theme 9 | Staff Engagement | 7.35 |
| 7 | Theme 8 | Safety Culture | 6.83 |
| 8 | Theme 3 | Immediate Managers | 6.66 |
| 9 | Theme 4 | Morale | 6.66 |
| 10 | Theme 10 | Team Working | 6.48 |

Significant Themes

Compared to substantive

This section summarises the Themes where your bank staff have scored significantly higher or lower than your substantive staff.



- 2 (20%) Theme(s) scored significantly better than your substantive staff
- 3 (30%) Theme(s) scored significantly worse than your substantive staff
- 5 (50%) Theme(s) showed no significant difference in relation to the substantive score

Your significant Theme scores are summarised below. Your bank staff's score is set side by side with the substantive staff's score, with the difference between the two represented by the coloured bar to the right.

Significantly Better Scores

| Theme | Bank | Sub. | Difference | |
|----------------------------|------|------|------------|--|
| Theme 2 Health & Wellbeing | 7.99 | 6.51 | +1.49 | <div style="width: 100%; height: 15px; background-color: green; border-left: 1px dashed black;"></div> |
| Theme 5 Quality of Care | 8.32 | 7.28 | +1.05 | <div style="width: 100%; height: 15px; background-color: green; border-left: 1px dashed black;"></div> |

Significantly Worse Scores

| Theme | Bank | Sub. | Difference | |
|---|------|------|------------|--|
| Theme 1 Equality, Diversity & Inclusion | 7.76 | 9.11 | -1.36 | <div style="width: 100%; height: 15px; background-color: red; border-left: 1px dashed black;"></div> |
| Theme 3 Immediate Managers | 6.66 | 7.63 | -0.96 | <div style="width: 100%; height: 15px; background-color: red; border-left: 1px dashed black;"></div> |
| Theme 7 Safe Environment - Violence | 8.46 | 9.36 | -0.90 | <div style="width: 100%; height: 15px; background-color: red; border-left: 1px dashed black;"></div> |

Top and Bottom Questions Scores

Top 10 Scores for your organisation

| | | | Score |
|----|-----|---|-------|
| 1 | 12b | In the last 12 months how many times have you personally experienced physical violence at work from managers. | 2% |
| 2 | 17a | If you were concerned about unsafe clinical practice, would you know how to report it? | 98% |
| 3 | 12c | In the last 12 months how many times have you personally experienced physical violence at work from other colleagues. | 4% |
| 4 | 11a | Does your organisation take positive action on health and well-being? | 95% |
| 5 | 13b | In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers. | 6% |
| 6 | 7b | I feel that my role makes a difference to patients/service users. | 94% |
| 7 | 3b | I am trusted to do my job. | 93% |
| 8 | 11f | Have you felt pressure from colleagues to come to work? | 8% |
| 9 | 7c | I am able to deliver the care I aspire to. | 92% |
| 10 | 2b | I am enthusiastic about my job. | 91% |

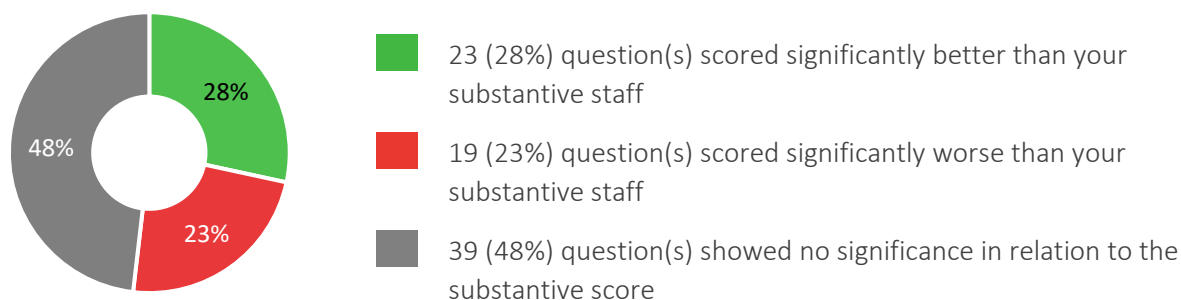
Bottom 10 Scores for your organisation

| | | | Score |
|----|-----|---|-------|
| 1 | 11g | Have you put yourself under pressure to come to work? | 100% |
| 2 | 4c | I am involved in deciding on changes introduced that affect my work area/team/department. | 34% |
| 3 | 5g | My level of pay. | 39% |
| 4 | 9c | Senior managers here try to involve staff in important decisions. | 40% |
| 5 | 6c | Relationships at work are strained. | 60% |
| 6 | 6b | I have a choice in deciding how to do my work. | 41% |
| 7 | 9d | Senior managers act on staff feedback. | 42% |
| 8 | 6a | I have unrealistic time pressures. | 58% |
| 9 | 8d | My immediate manager asks for my opinion before making decisions that affect my work. | 45% |
| 10 | 4d | I am able to make improvements happen in my area of work. | 48% |

Significant Questions

Compared to substantive




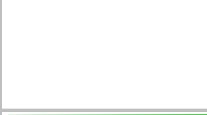











This section summarises questions where your bank staff have scored significantly higher or lower than your substantive staff.



Your significant question scores are summarised below. Your bank staff's score is set side by side with the substantive staff's score, with the difference between the two represented by the coloured bar to the right.




Significantly Better Scores

| Question | Bank | Sub. | Difference |
|--|------|------|------------|
| 2a I look forward to going to work. | 78% | 61% | +17.04% |
| 2b I am enthusiastic about my job. | 91% | 75% | +16.85% |
| 3a I always know what my work responsibilities are. | 89% | 83% | +6.36% |
| 3c I am able to do my job to a standard I am personally pleased with. | 90% | 78% | +11.96% |
| 4e I am able to meet all the conflicting demands on my time at work. | 69% | 48% | +20.48% |
| 4f I have adequate materials, supplies and equipment to do my work. | 78% | 69% | +8.97% |
| 4g There are enough staff at this organisation for me to do my job properly. | 57% | 43% | +14.84% |
| 5h The opportunities for flexible working patterns. | 83% | 73% | +10.47% |

| | | | | | |
|-----|--|-----|-----|---|---------|
| 6a | I have unrealistic time pressures. | 15% | 26% |  | -11.33% |
| 7a | I am satisfied with the quality of care I give to patients/service users. | 91% | 78% |  | +12.81% |
| 7b | I feel that my role makes a difference to patients/service users. | 94% | 86% |  | +7.81% |
| 7c | I am able to deliver the care I aspire to. | 92% | 65% |  | +26.81% |
| 10c | On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours? | 21% | 56% |  | -35.02% |
| 11b | In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? | 19% | 29% |  | -10.14% |
| 11c | During the last 12 months have you felt unwell as a result of work related stress? | 20% | 45% |  | -24.35% |
| 11d | In the last three months have you ever come to work despite not feeling well enough to perform your duties? | 11% | 43% |  | -31.93% |
| 17a | If you were concerned about unsafe clinical practice, would you know how to report it? | 98% | 95% |  | +2.78% |
| 20a | Care of patients/service users is my organisation's top priority. | 89% | 80% |  | +8.48% |
| 20b | My organisation acts on concerns raised by patients/service users. | 83% | 75% |  | +7.95% |
| 20c | I would recommend my organisation as a place to work. | 82% | 72% |  | +10.02% |
| 20d | If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation. | 78% | 68% |  | +10.59% |
| 21a | I often think about leaving this organisation. | 10% | 25% |  | -14.35% |
| 21b | I will probably look for a job at a new organisation in the next 12 months. | 9% | 19% |  | -10.75% |

Significantly Worse Scores

| Question | Your Org. | Comp. | Difference |
|---|-----------|-------|------------|
| 4b I am able to make suggestions to improve the work of my team/department. | 66% | 81% | -15.61% |
| 4c I am involved in deciding on changes introduced that affect my work area/team/department. | 34% | 60% | -26.47% |
| 4d I am able to make improvements happen in my area of work. | 48% | 66% | -18.18% |
| 4i The team I work in often meets to discuss the team's effectiveness. | 55% | 69% | -14.11% |
| 6b I have a choice in deciding how to do my work. | 41% | 64% | -23.28% |
| 8a My immediate manager encourages me at work. | 64% | 81% | -17.26% |
| 8b My immediate manager can be counted on to help me with a difficult task at work. | 72% | 82% | -9.91% |
| 8c My immediate manager gives me clear feedback on my work. | 53% | 74% | -21.58% |
| 8d My immediate manager asks for my opinion before making decisions that affect my work. | 45% | 69% | -23.75% |
| 8e My immediate manager is supportive in a personal crisis. | 64% | 83% | -19.47% |
| 8f My immediate manager takes a positive interest in my health and well-being. | 69% | 81% | -11.82% |
| 9a I know who the senior managers are here. | 66% | 87% | -20.75% |
| 10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? | 40% | 28% | +11.48% |
| 11g Have you put yourself under pressure to come to work? | 100% | 95% | +4.73% |
| 12a In the last 12 months how many times have you personally experienced physical violence at work from patients/service users, their relatives or other members of the public. | 41% | 18% | +22.63% |

| | | | | | |
|-----|---|-----|-----|---|---------|
| 13a | In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients/service users, their relatives or other members of the public. | 39% | 26% |  | +12.66% |
| 14 | Does your organisation act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age? | 76% | 87% |  | -11.46% |
| 15a | In the last 12 months have you personally experienced discrimination at work from any of the patients/service users, their relatives or other members of the public. | 27% | 9% |  | +17.78% |
| 15b | In the last 12 months have you personally experienced discrimination at work from any of the managers/team leaders or other colleagues. | 13% | 6% |  | +6.44% |