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**Cambridgeshire
Community Services**
NHS Trust

Staff Survey 2021 and the Continuous Improvement of our Culture



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Context.....Our Culture

- We are proud of the culture we have and continue to create across the Trust and are proud of our staff survey results that reflect what we have achieved.
- This has been enabled by a relentless focus on our people and their experience of working within the Trust.
- As we strive to continually improve and learn, there is of course more that we need to pay attention to, to create an even better culture!
- We also must be mindful about the significant impact the last 2 years of the pandemic has had on our people and on in particular their health, wellbeing and morale.
- Our 2021 staff survey results remain positive, however, we do not want to be complacent and as part of living and continuing to build our culture, we need to support people to recover and regain their resilience.



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Your sexual health
Where to go for help and advice

How do we measure how we are doing to create our culture?



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National Staff Opinion Survey is a key tool for us to use

now aligned to the 7 themes of the people promise, plus

- staff engagement
- morale



2021 National Staff Survey

- 53% response rate (61% median response rate)
- 1417 questionnaires completed
- Benchmarked against other Community Trusts (16 in the group)



2021 National Staff Survey – Response rate by service area

- Ambulatory – 54%
- Bedfordshire and Luton Adults – 50%
- Bedfordshire Children’s – 48%
- Cambridgeshire and Norfolk Children’s – 51%
- Corporate – 79%
- LSV – 49%
- Luton Children’s – 49%



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2021 National Staff Survey

- Top Community Trust:
 - We each have a voice that counts
 - We work flexibly
- 0.1 below the Top score:
 - We are compassionate and inclusive
 - We are recognised and rewarded
 - We are safe and healthy
 - We are a team
 - Staff Engagement
 - Morale
- Average Score:
 - We are always learning



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2021 National Staff Survey

- **Highest score in the East of England in 8 of the 9 themes as follows:**
 1. **Compassionate and inclusive** – joint highest score
 2. **Recognised and rewarded** – highest score
 3. **Each have voice that counts** - joint highest score
 4. **Safe and healthy** – Joint highest score
 5. **We are always learning** – not here
 6. **We work flexibly** – highest score
 7. **We are a team** – highest score
 8. **Staff Engagement** – joint highest score
 9. **Morale** – joint highest score



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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



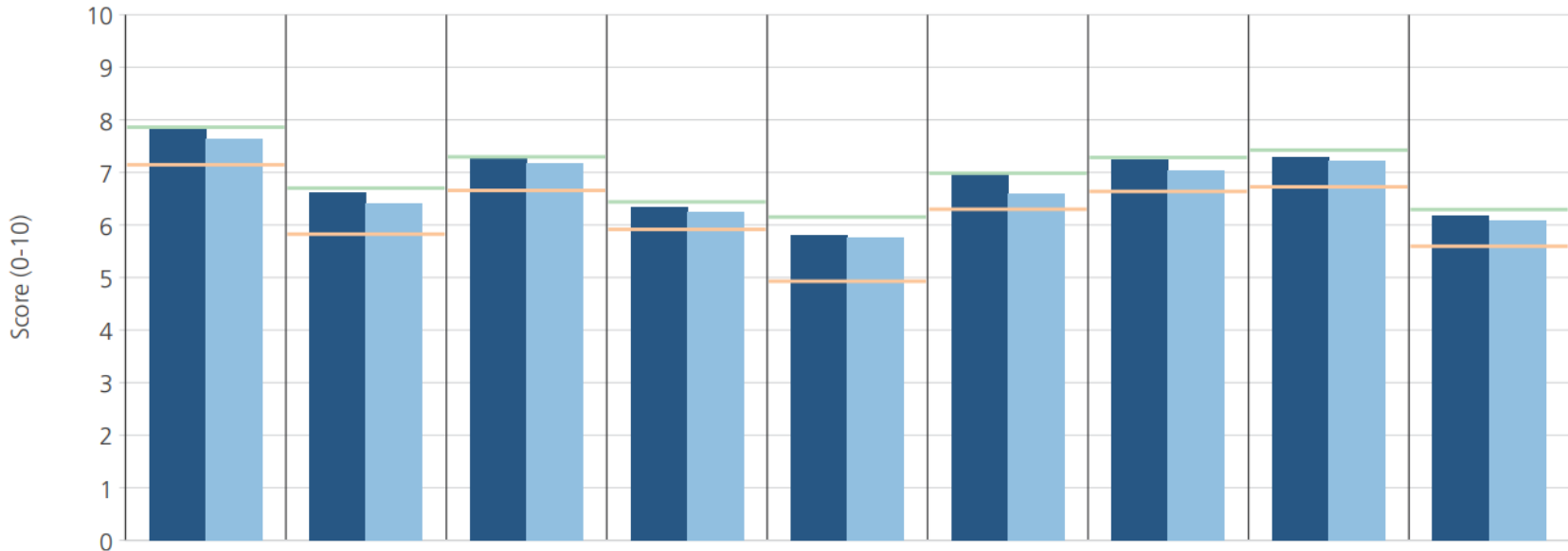
We work flexibly



We are a team

Staff Engagement

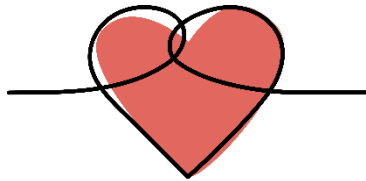
Morale



Best	7.9	6.7	7.3	6.4	6.2	7.0	7.3	7.4	6.3
Your org	7.8	6.6	7.3	6.3	5.8	7.0	7.2	7.3	6.2
Average	7.6	6.4	7.2	6.2	5.8	6.6	7.0	7.2	6.1
Worst	7.1	5.8	6.7	5.9	4.9	6.3	6.6	6.7	5.6
Responses	1,416	1,410	1,410	1,413	1,377	1,405	1,411	1,417	1,417

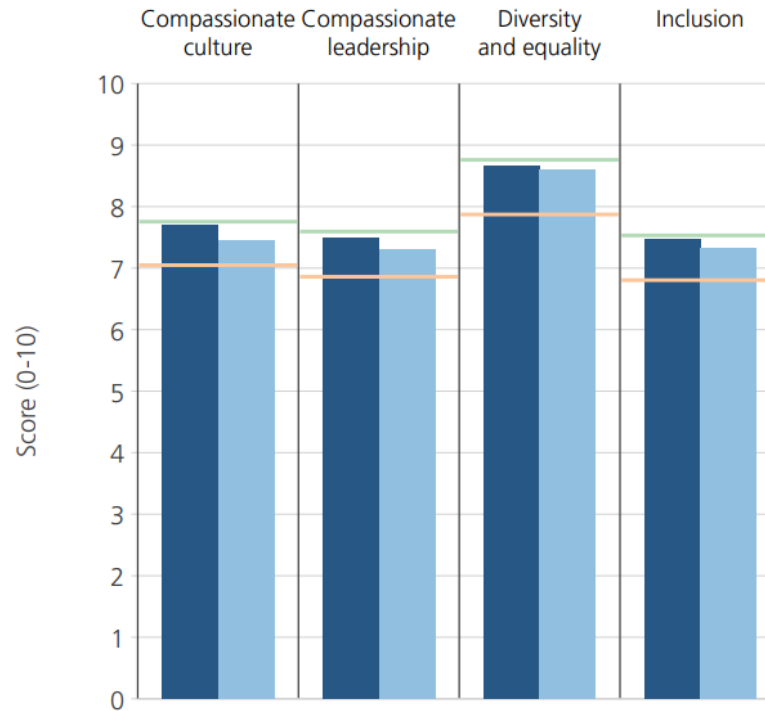


Your sexual health
Where to go for help and advice



We are
compassionate
and **inclusive**

Promise element 1: We are compassionate and inclusive



Best	7.8	7.6	8.8	7.5
Your org	7.7	7.5	8.7	7.5
Average	7.5	7.3	8.6	7.3
Worst	7.0	6.9	7.9	6.8

Responses 1,415 1,415 1,415 1,408

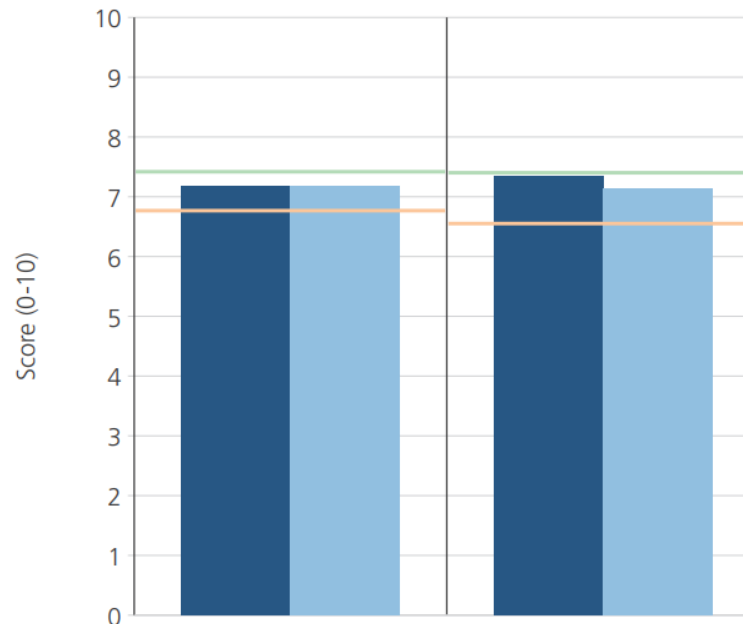


We each have
**a voice that
counts**

Promise element 3: We each have a voice that counts

Autonomy and control

Raising concerns

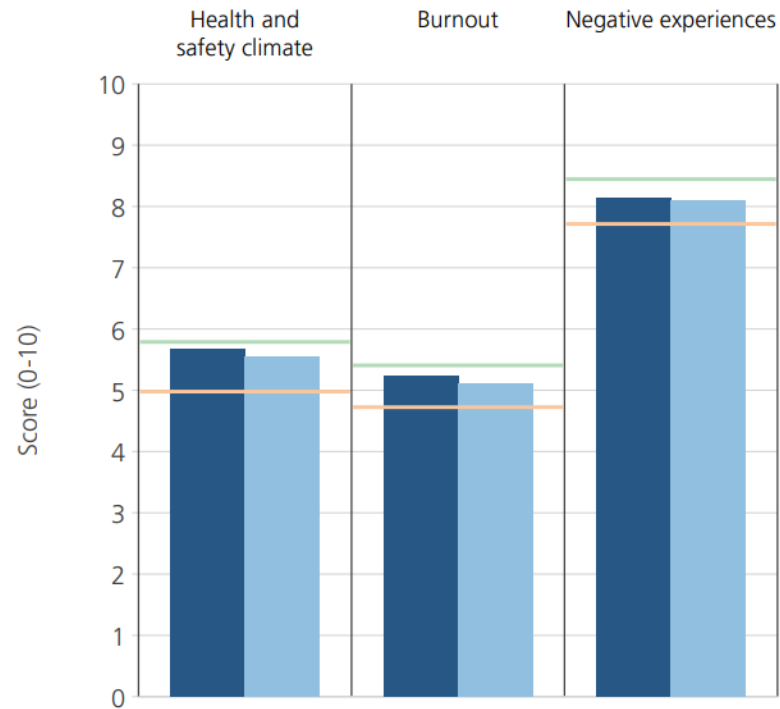


Best	7.4	7.4
Your org	7.2	7.4
Average	7.2	7.1
Worst	6.8	6.6
Responses	1,416	1,411



We are
safe and
healthy

Promise element 4: We are safe and healthy



Best	5.8	5.4	8.4
Your org	5.7	5.2	8.1
Average	5.5	5.1	8.1
Worst	5.0	4.7	7.7

Responses 1,415 1,417 1,415

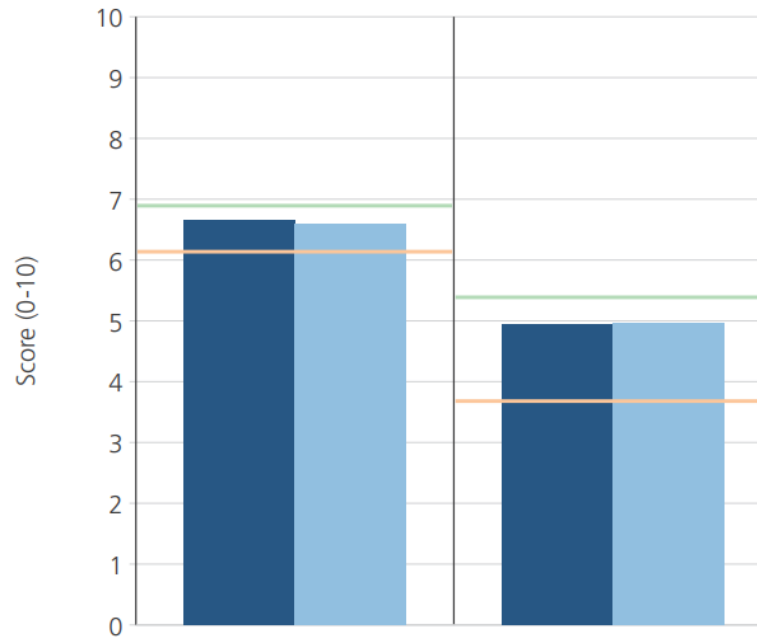


Promise element 5: We are always learning

Development Appraisals

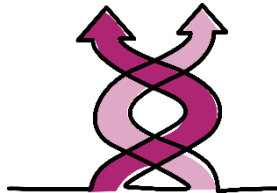


We are
**always
learning**



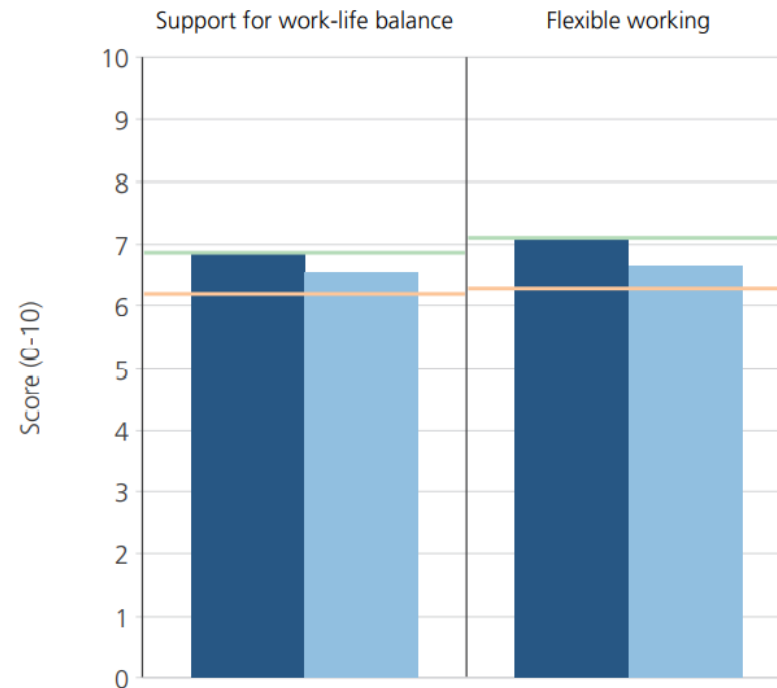
Best	6.9	5.4
Your org	6.6	4.9
Average	6.6	5.0
Worst	6.1	3.7

Responses 1,412 1,381

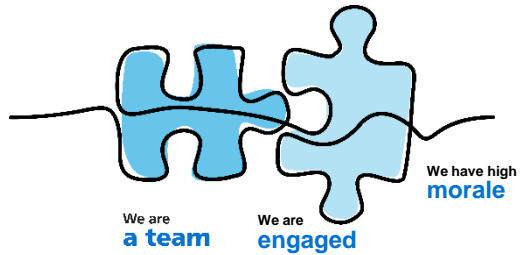


We work
flexibly

Promise element 6: We work flexibly



Best	6.9	7.1
Your org	6.9	7.1
Average	6.6	6.7
Worst	6.2	6.3
Responses	1,417	1,405



Promise element 7: We are a team

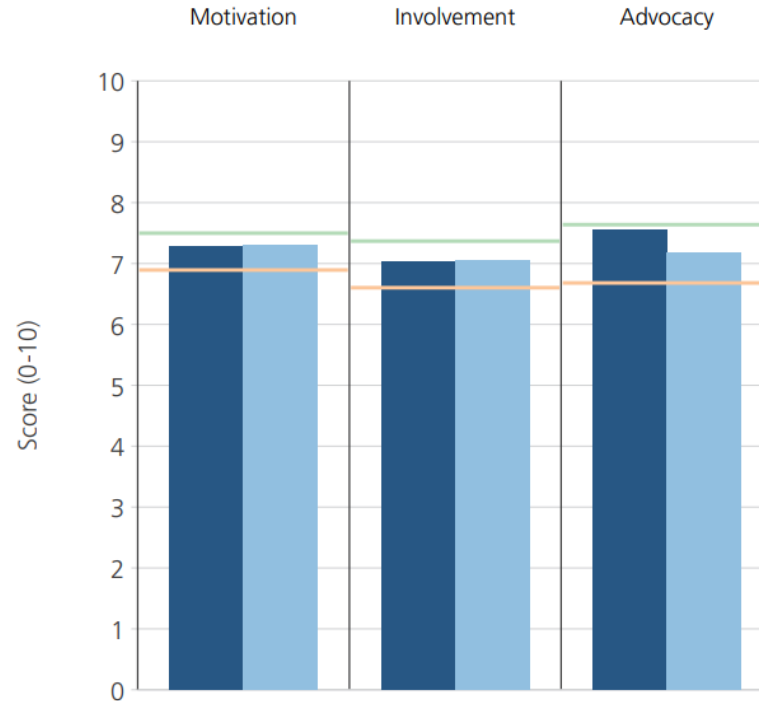
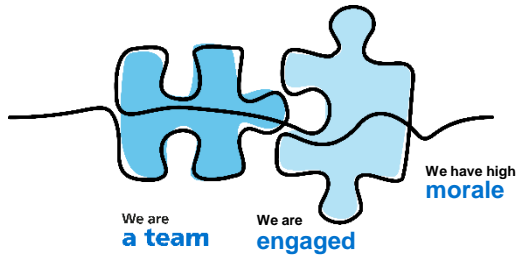


Best	7.2	7.4
Your org	7.1	7.4
Average	7.0	7.1
Worst	6.6	6.7

Responses 1,413 1,415



Staff Engagement

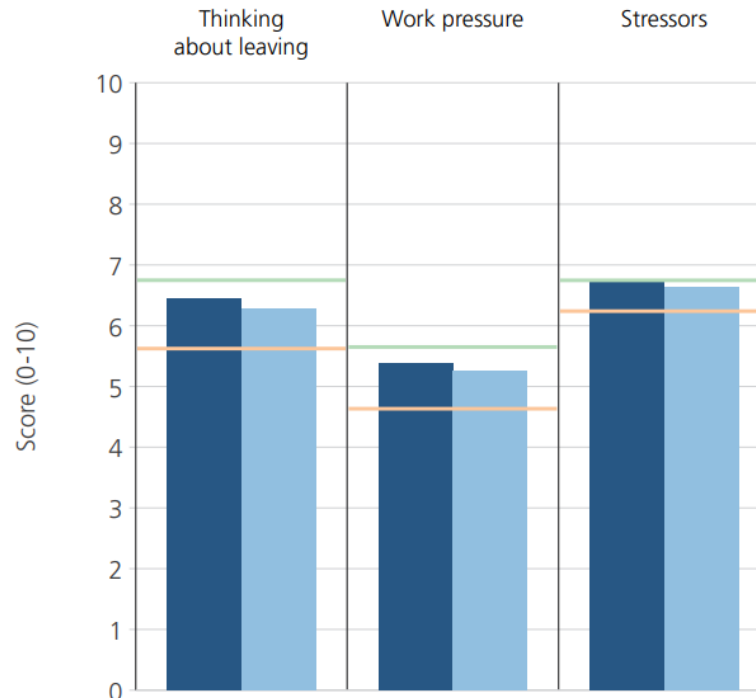
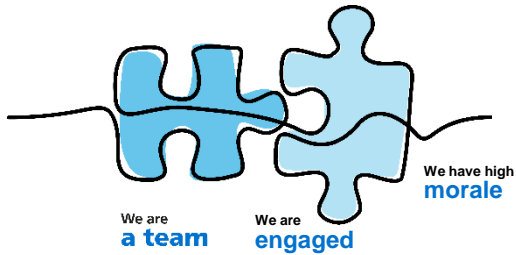


Best	7.5	7.4	7.6
Your org	7.3	7.0	7.5
Average	7.3	7.1	7.2
Worst	6.9	6.6	6.7

Responses 1,410 1,416 1,414



Morale



Best	6.7	5.6	6.7
Your org	6.4	5.4	6.7
Average	6.3	5.3	6.6
Worst	5.6	4.6	6.2

Responses 1,414 1,414 1,410



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Workforce Equality Standards

- Race (WRES)
- Disability (WDES)



Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months

	2020	2021
White: Your org	16.8%	20.3%
BME: Your org	23.8%	25.7%
White: Average	21.9%	20.6%
BME: Average	23.4%	24.3%
White: Responses	1,257	1,246
BME: Responses	143	144

Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

	2020	2021
White: Your org	13.3%	15.5%
BME: Your org	21.5%	25.7%
White: Average	16.9%	15.9%
BME: Average	22.9%	20.0%
White: Responses	1,259	1,248
BME: Responses	144	144

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion

	2020	2021
White: Your org	71.0%	68.2%
BME: Your org	46.9%	49.3%
White: Average	66.3%	66.0%
BME: Average	46.8%	50.3%
White: Responses	1,260	1,247
BME: Responses	147	148

Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months

	2020	2021
White: Your org	3.7%	4.3%
BME: Your org	11.9%	18.1%
White: Average	4.3%	4.3%
BME: Average	13.5%	12.7%
White: Responses	1,251	1,244
BME: Responses	143	149



Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months

	2020	2021
Staff with a LTC or illness: Your org	24.2%	26.1%
Staff without a LTC or illness: Your org	15.6%	18.8%
Staff with a LTC or illness: Average	26.6%	26.8%
Staff without a LTC or illness: Average	20.7%	19.5%
Staff with a LTC or illness: Responses	306	371
Staff without a LTC or illness: Responses	1,109	1,014

Percentage of staff experiencing harassment, bullying or abuse from managers in last 12 months

	2020	2021
Staff with a LTC or illness: Your org	9.1%	13.9%
Staff without a LTC or illness: Your org	6.2%	5.8%
Staff with a LTC or illness: Average	14.8%	12.2%
Staff without a LTC or illness: Average	6.9%	6.5%
Staff with a LTC or illness: Responses	307	366
Staff without a LTC or illness: Responses	1,101	1,009



Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months

	2020	2021
Staff with a LTC or illness: Your org	15.5%	16.2%
Staff without a LTC or illness: Your org	9.0%	10.8%
Staff with a LTC or illness: Average	19.2%	19.0%
Staff without a LTC or illness: Average	11.6%	10.7%
Staff with a LTC or illness: Responses	304	365
Staff without a LTC or illness: Responses	1,093	1,006

Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it

	2020	2021
Staff with a LTC or illness: Your org	57.6%	58.7%
Staff without a LTC or illness: Your org	56.1%	54.4%
Staff with a LTC or illness: Average	56.8%	55.7%
Staff without a LTC or illness: Average	57.5%	58.1%
Staff with a LTC or illness: Responses	99	121
Staff without a LTC or illness: Responses	228	237



Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion

	2020	2021
Staff with a LTC or illness: Your org	64.1%	62.2%
Staff without a LTC or illness: Your org	69.0%	67.2%
Staff with a LTC or illness: Average	59.2%	60.1%
Staff without a LTC or illness: Average	65.0%	65.1%
Staff with a LTC or illness: Responses	309	370
Staff without a LTC or illness: Responses	1,112	1,020

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties

	2020	2021
Staff with a LTC or illness: Your org	15.3%	18.8%
Staff without a LTC or illness: Your org	14.7%	13.7%
Staff with a LTC or illness: Average	24.9%	22.4%
Staff without a LTC or illness: Average	17.9%	14.3%
Staff with a LTC or illness: Responses	177	239
Staff without a LTC or illness: Responses	421	461



Percentage of staff satisfied with the extent to which their organisation values their work

	2020	2021
Staff with a LTC or illness: Your org	53.2%	49.5%
Staff without a LTC or illness: Your org	60.7%	59.8%
Staff with a LTC or illness: Average	47.5%	43.0%
Staff without a LTC or illness: Average	56.1%	54.2%
Staff with a LTC or illness: Responses	308	368
Staff without a LTC or illness: Responses	1,104	1,020

Miro

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
Staff with a LTC or illness: Your org	84.6%	79.5%
Staff with a LTC or illness: Average	81.5%	77.4%
Staff with a LTC or illness: Responses	201	229



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Next Steps

- Trust-wide Staff Survey Action Plan agreed 22/23
 - Violence and aggression from service users
 - Improving the appraisal experience
 - Flexibility, kindness and allyship towards disabled workforce
 - Inform, educate and upskill all managers and staff in improving the experience of our culturally diverse workforce
- Service Specific Action Plans to be developed
- Delivery of Quality Strategy and People Strategy – Just and Learning Culture and ‘Think QI’
- Diversity and Inclusion Action Plan agreed for 22/23
- Sharing our approach with NHS Employers