



# How Staff Rate Leadership and Culture in Every NHS Trust

## An Early Warning System

LiA Scatter Maps and League Tables 2018



# NHS National Staff Survey results analysis - Introduction

The LiA Scatter Maps show an analysis of the 32 Key Findings from the latest National Staff Survey (NSS) results – produced by Picker Europe for the NHS. Each Trusts' results are reflected at a grid reference on a 32 by 32 'Scatter Map' that shows how staff have rated the Trust's leadership and culture over the past year. Every Trust is compared with it's peers in the following cohorts:

- Acute
- Acute and Community
- Acute Specialists
- Ambulance
- Community
- Mental Health and Learning Disability
- Mental Health, Learning Disability and Community.

The Scatter Maps are simple to understand:

- The higher up you are, the better your Trust is performing against your peers in the eyes of your staff
- The further to the right you are, the more positive your trend, year-on-year
- The red and green boxes reflect whether an individual Trust's results are better or worse than last year: red for worse, green for better.

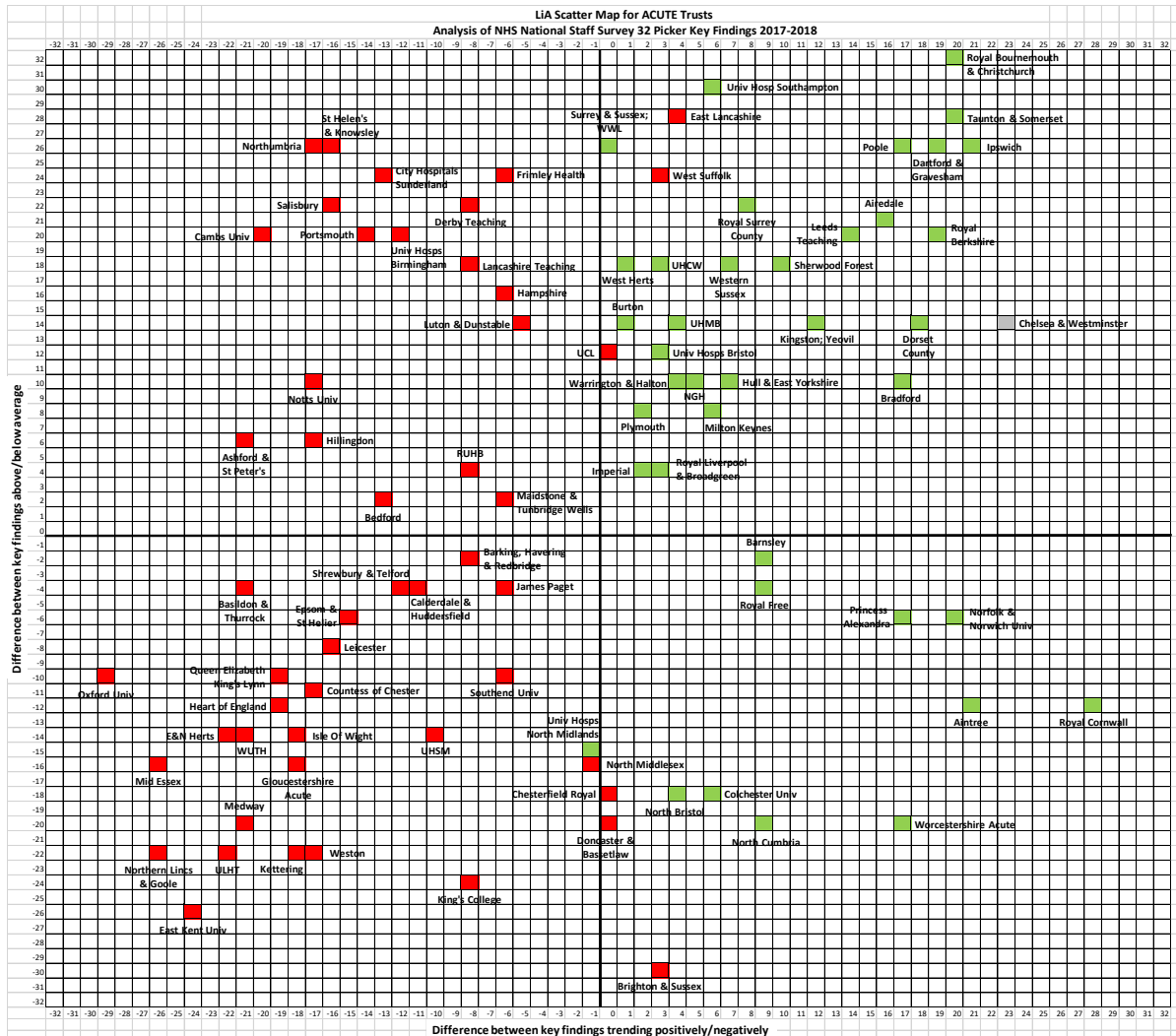
So, the best quadrant to find your Trust in is 'top right': an above average performance and a positive trend. Second best is 'top left': a positive relative performance according to staff, but they are less positive than the same time last year. The second worst quadrant is 'bottom right': below median performance with some encouraging positivity from staff to soften the blow. The worst quadrant is 'bottom left', with staff views on leadership and culture resoundingly negative.

Further observations and analysis are available in a series of blog posts on the Listening into Action blog <https://bit.ly/LiABlog>

If you would like to discuss your results in more details please contact Gordon Forbes on 07734 812311 or [gforbes@optimiselimited.co.uk](mailto:gforbes@optimiselimited.co.uk)



# 2017/2018 LiA Scatter Map – ACUTE TRUSTS





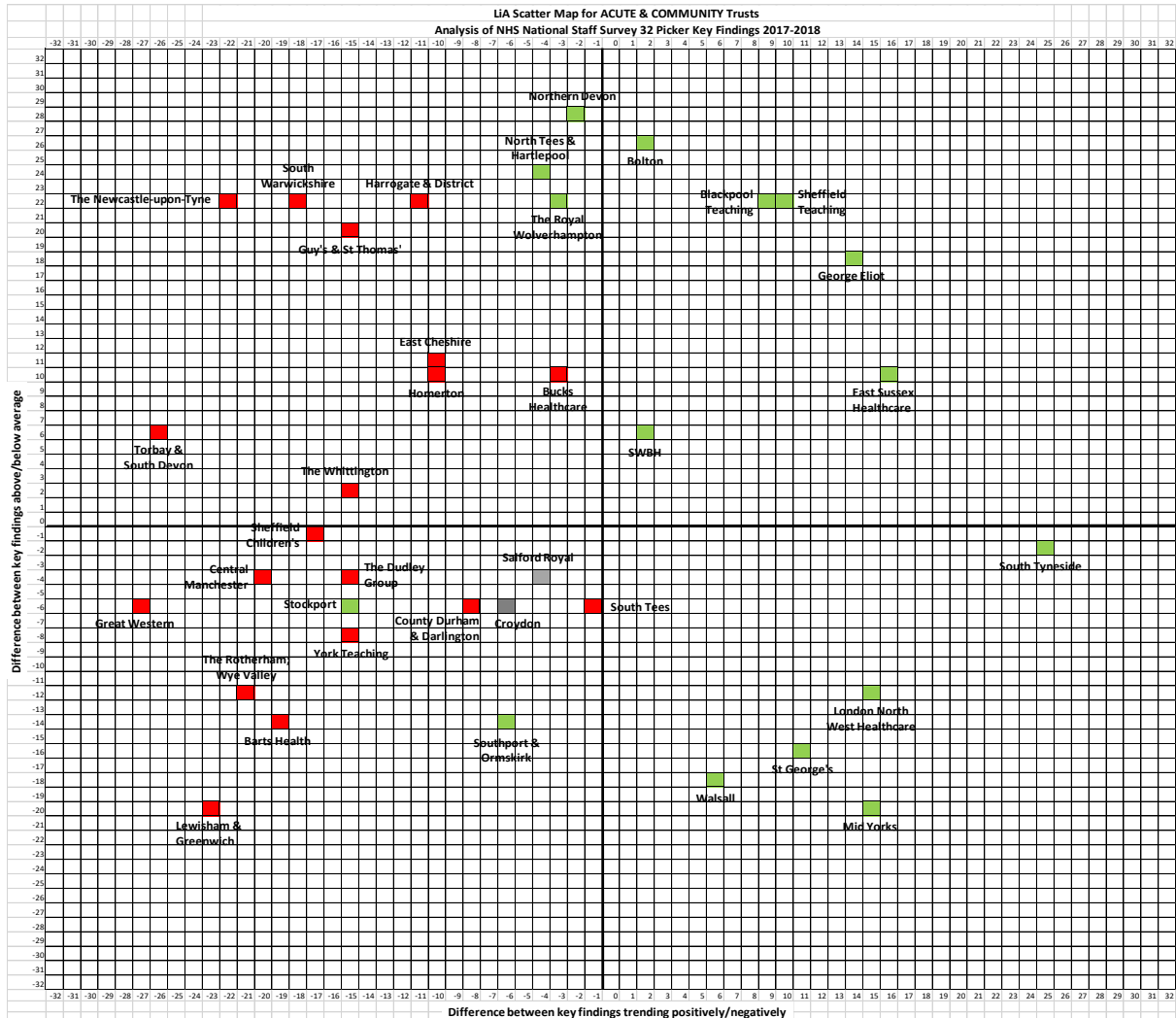
# 2017/2018 LiA League Table - ACUTE Trusts

| 2017-2018 Trust Ranking | +/- change | Trust Name                                         |
|-------------------------|------------|----------------------------------------------------|
| 1                       | -          | The Royal Bournemouth & Christchurch Hospitals FT  |
| 2                       | 2          | University Hospital Southampton FT                 |
| 3                       | 12         | Taunton & Somerset FT                              |
| 4                       | 2          | East Lancashire Trust                              |
| 5                       | 65         | The Ipswich Hospital Trust                         |
| 6                       | 16         | Dartford & Gravesham Trust                         |
| 7                       | 14         | Poole Hospital FT                                  |
| 8=                      | 4          | Surrey & Sussex Healthcare Trust                   |
| 8=                      | 8          | Wrightington Wigan & Leigh FT                      |
| 10                      | 5          | St Helens & Knowsley Teaching Hospitals Trust      |
| 11                      | 8          | Northumbria Healthcare FT                          |
| 12                      | 4          | West Suffolk FT                                    |
| 13                      | 4          | Frimley Health FT                                  |
| 14                      | 8          | City Hospitals Sunderland FT                       |
| 15                      | 11         | Royal Surrey County Hospital FT                    |
| 16                      | 3          | Derby Teaching FT                                  |
| 17                      | 6          | Salisbury FT                                       |
| 18                      | 22         | Airedale FT                                        |
| 19                      | 40         | Royal Berkshire FT                                 |
| 20                      | 11         | Leeds Teaching Hospitals Trust                     |
| 21                      | 11         | University Hospitals of Birmingham FT              |
| 22                      | 8          | Portsmouth Hospitals Trust                         |
| 23                      | 3          | Cambridge University Hospitals FT                  |
| 24                      | 13         | Sherwood Forest FT                                 |
| 25                      | 5          | Western Sussex Hospitals FT                        |
| 26                      | 25         | University Hospitals Coventry & Warwickshire Trust |
| 27                      | 1          | West Hertfordshire Hospitals Trust                 |
| 28                      | 1          | Lancashire Teaching Hospitals FT                   |
| 29                      | 4          | Hampshire Hospitals FT                             |
| 30                      | n/a        | Chelsea & Westminster Hospital FT                  |
| 31                      | 31         | Dorset County Hospital FT                          |
| 32=                     | -          | Kingston Hospital Trust                            |
| 32=                     | 2          | Yeovil District FT                                 |
| 34                      | 15         | University Hospitals of Morecambe Bay FT           |
| 35                      | 29         | Burton Hospitals FT                                |
| 36                      | 3          | Luton & Dunstable Hospital FT                      |
| 37                      | 2          | University Hospitals Bristol FT                    |
| 38                      | 3          | University College London Hospitals FT             |
| 39                      | 30         | Bradford Teaching FT                               |
| 40                      | 7          | Hull & East Yorkshire Trust                        |
| 41                      | 4          | Northampton General Hospital Trust                 |
| 42                      | 4          | Warrington & Halton FT                             |
| 43                      | 24         | Nottingham University Hospitals Trust              |
| 44                      | 22         | Milton Keynes Hospital FT                          |
| 45                      | 12         | Plymouth Hospitals Trust                           |
| 46                      | 15         | The Hillingdon Hospitals FT                        |

| 2017-2018 Trust Ranking | +/- change | Trust Name                                           |
|-------------------------|------------|------------------------------------------------------|
| 47                      | 30         | Ashford & St Peter's FT                              |
| 48                      | 4          | Royal Liverpool & Broadgreen University Hospitals FT |
| 49                      | 11         | Imperial College Healthcare Trust                    |
| 50                      | 10         | Royal United Hospitals Bath FT                       |
| 51                      | 2          | Maidstone & Tunbridge Wells Trust                    |
| 52                      | 16         | Bedford Hospital Trust                               |
| 53                      | 20         | Barnsley FT                                          |
| 54                      | 8          | Barking Havering & Redbridge University Trust        |
| 55                      | 10         | Royal Free London FT                                 |
| 56                      | -          | James Paget University Hospitals FT                  |
| 57                      | 5          | Calderdale & Huddersfield FT                         |
| 58                      | 3          | Shrewsbury & Telford Hospital Trust                  |
| 59                      | 36         | Basildon & Thurrock University FT                    |
| 60                      | 22         | Norfolk & Norwich University Hospitals FT            |
| 61                      | 30         | The Princess Alexandra Hospital Trust                |
| 62                      | 7          | Epsom & St Helier University Hospitals Trust         |
| 63                      | 23         | University Hospitals of Leicester Trust              |
| 64                      | 16         | Southend University Hospital FT                      |
| 65                      | 2          | The Queen Elizabeth Hospital King's Lynn FT          |
| 66                      | 48         | Oxford University Hospitals FT                       |
| 67                      | 13         | Countess of Chester Hospital FT                      |
| 68                      | 20         | Royal Cornwall Hospitals Trust                       |
| 69                      | 15         | Aintree University Hospital FT                       |
| 70                      | 3          | Heart of England FT                                  |
| 71                      | 31         | University Hospital of South Manchester FT           |
| 72                      | 1          | Isle of Wight Acute Sector Trust                     |
| 73                      | 23         | Wirral University Teaching Hospital FT               |
| 74                      | 50         | East & North Hertfordshire Trust                     |
| 75                      | 8          | University Hospitals of North Midlands Trust         |
| 76                      | 3          | North Middlesex University Hospitals Trust           |
| 77                      | 5          | Gloucestershire Hospitals FT                         |
| 78                      | 71         | Mid Essex Hospital Services Trust                    |
| 79                      | 2          | Colchester Hospital University FT                    |
| 80                      | 6          | North Bristol Trust                                  |
| 81                      | 6          | Chesterfield Royal Hospital FT                       |
| 82                      | 3          | Worcestershire Acute Hospitals Trust                 |
| 83                      | 4          | North Cumbria University Hospitals Trust             |
| 84                      | 4          | Doncaster & Bassetlaw Hospitals FT                   |
| 85                      | 9          | Medway FT                                            |
| 86                      | 9          | Weston Area Health Trust                             |
| 87                      | 29         | Kettering General Hospital FT                        |
| 88                      | 20         | United Lincolnshire Hospitals Trust                  |
| 89                      | 12         | Northern Lincolnshire & Goole Hospitals FT           |
| 90                      | 11         | King's College Hospital FT                           |
| 91                      | 2          | East Kent Hospitals University FT                    |
| 92                      | 2          | Brighton & Sussex University Hospitals Trust         |



# 2017/2018 LiA Scatter Map – ACUTE & COMMUNITY Trusts



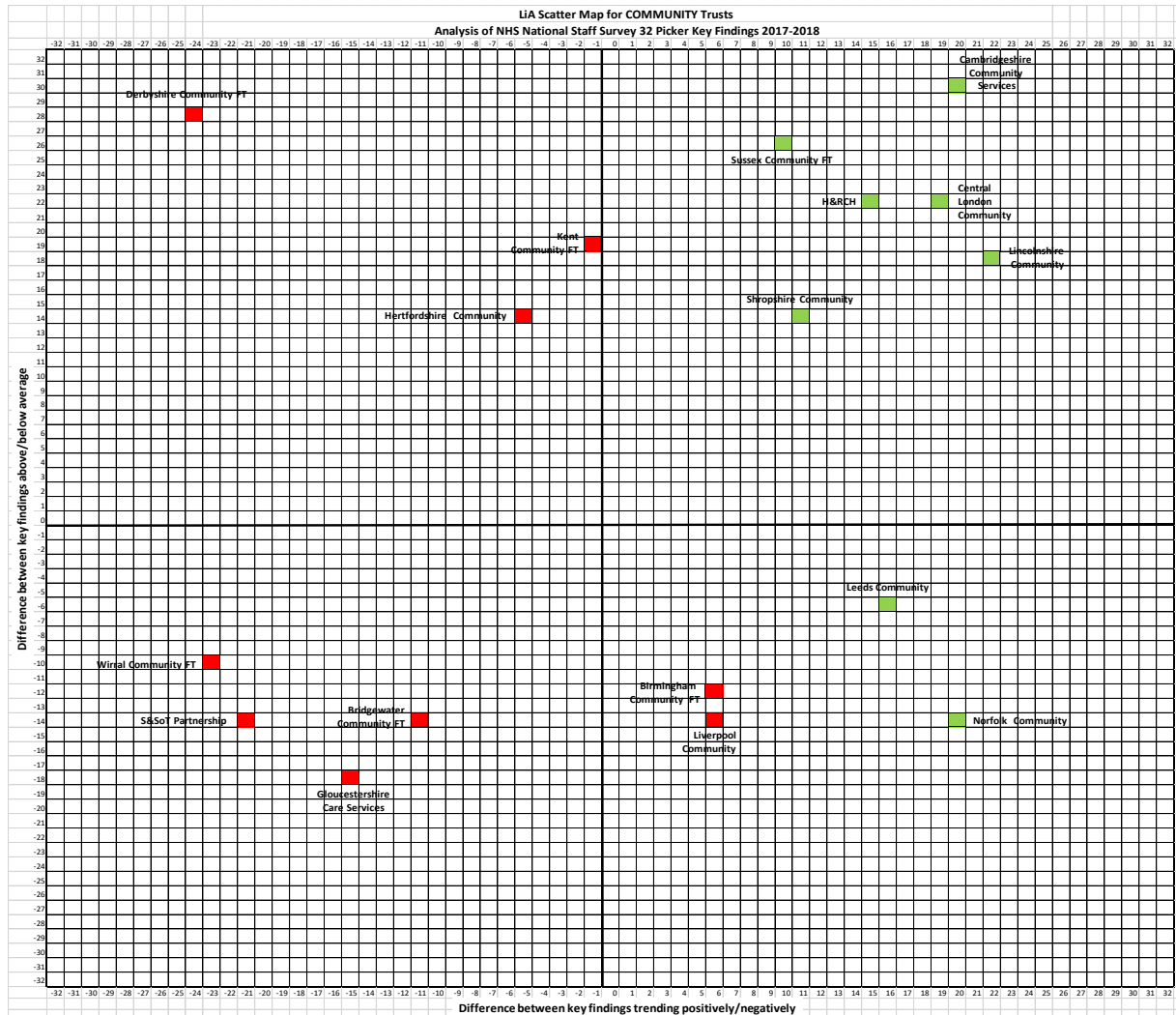


# 2017/2018 LiA League Table – ACUTE & COMMUNITY Trusts

| 2017-2018 Ranking | +/- | Trust                                      |
|-------------------|-----|--------------------------------------------|
| 1                 | 2   | Northern Devon Healthcare Trust            |
| 2                 | 10  | Bolton FT                                  |
| 3                 | 4   | North Tees & Hartlepool FT                 |
| 4                 | 6   | Sheffield Teaching Hospitals FT            |
| 5                 | 3   | Blackpool Teaching Hospitals FT            |
| 6                 | 8   | The Royal Wolverhampton Hospitals Trust    |
| 7                 | 6   | Harrogate & District FT                    |
| 8                 | 4   | South Warwickshire FT                      |
| 9                 | 7   | The Newcastle Upon Tyne Hospitals FT       |
| 10                | 4   | Guy's & St Thomas' FT                      |
| 11                | 9   | George Eliot Trust                         |
| 12                | 3   | East Cheshire Trust                        |
| 13                | 16  | East Sussex Healthcare Trust               |
| 14                | 4   | Buckinghamshire Healthcare Trust           |
| 15                | 4   | Homerton University Hospital FT            |
| 16                | 7   | Sandwell & West Birmingham Hospitals Trust |
| 17                | 12  | Torbay and South Devon FT                  |
| 18                | 1   | The Whittington Hospital Trust             |
| 19                | 2   | Sheffield Children's FT                    |
| 20                | 13  | South Tyneside FT                          |
| 21                | 6   | Salford Royal FT                           |
| 22                | 13  | The Dudley Group FT                        |
| 23                | 10  | Central Manchester University Hospitals FT |
| 24                | 2   | South Tees Hospitals FT                    |
| 25                | n/a | Croydon Health Services Trust              |
| 26                | 4   | County Durham & Darlington FT              |
| 27                | 2   | Stockport FT                               |
| 28                | 11  | Great Western Hospitals FT                 |
| 29                | 4   | York Teaching FT                           |
| 30=               | 7   | Wye Valley Trust                           |
| 30=               | 5   | The Rotherham FT                           |
| 32                | 1   | London North West Healthcare Trust         |
| 33                | 2   | Southport & Ormskirk Hospital Trust        |
| 34                | 2   | Barts Health Trust                         |
| 35                | 2   | St George's Healthcare FT                  |
| 36                | 2   | Walsall Healthcare Trust                   |
| 37                | 1   | Mid Yorkshire Hospitals Trust              |
| 38                | 5   | Lewisham and Greenwich Trust               |



# 2017/2018 LiA Scatter Map – COMMUNITY Trusts





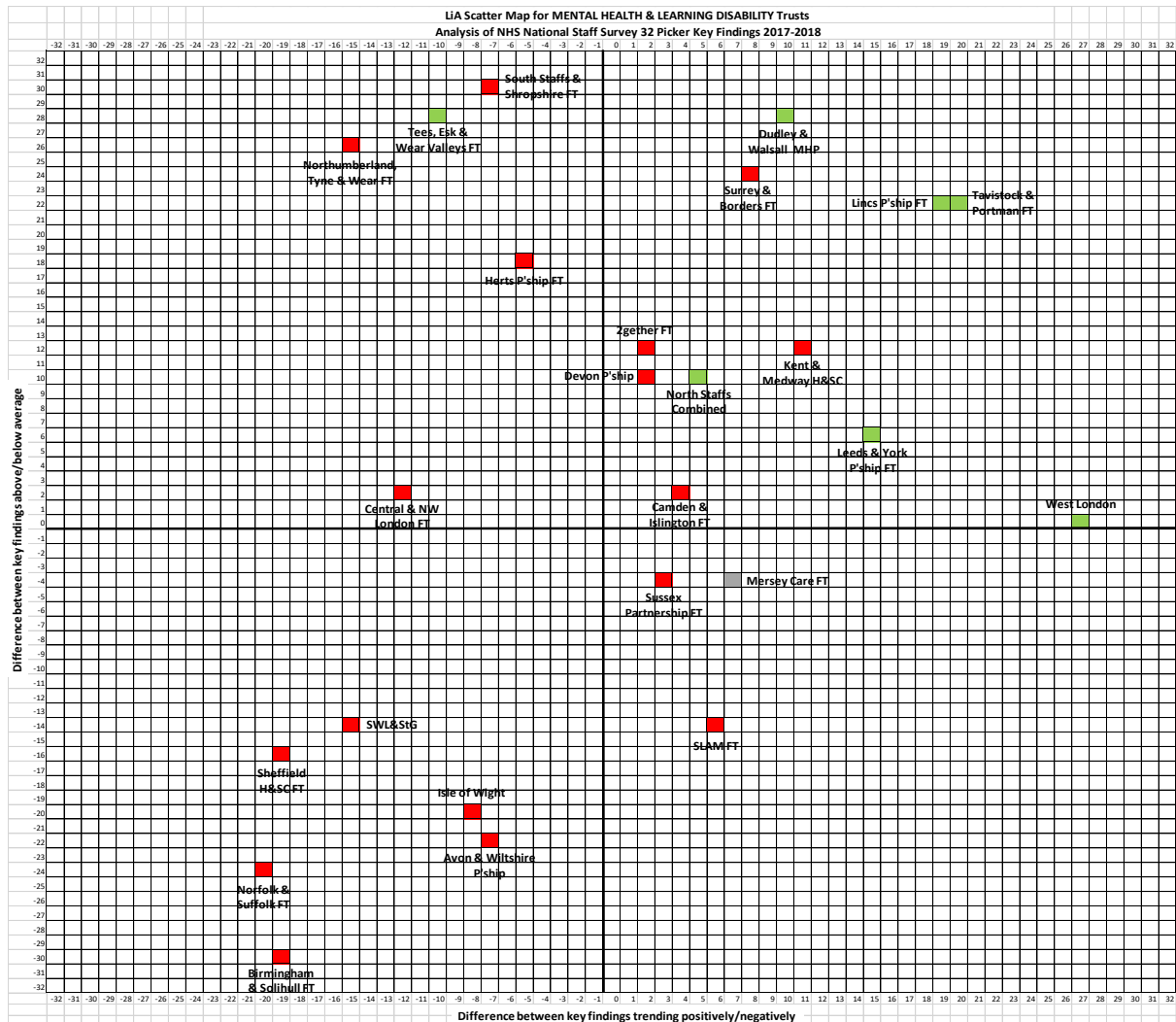
## 2017/2018 LiA League Table – COMMUNITY Trusts

| 2017-2018 Ranking | +/- | Community Trust Name                         |
|-------------------|-----|----------------------------------------------|
| 1                 | 1   | Cambridgeshire Community Services            |
| 2                 | 1   | Derbyshire Community Health Services FT      |
| 3                 | -   | Sussex Community FT                          |
| 4                 | 4   | Central London Community Healthcare          |
| 5                 | 1   | Hounslow & Richmond Community Healthcare     |
| 6                 | 11  | Lincolnshire Community Health Services       |
| 7                 | 2   | Kent Community FT                            |
| 8                 | 3   | Shropshire Community Health                  |
| 9                 | 2   | Hertfordshire Community                      |
| 10                | 3   | Leeds Community Healthcare                   |
| 11                | 1   | Wirral Community FT                          |
| 12                | 2   | Birmingham Community Healthcare FT           |
| 13                | 3   | Norfolk Community Health & Care              |
| 14                | 1   | Liverpool Community Health                   |
| 15                | 6   | Bridgewater Community Healthcare FT          |
| 16                | 12  | Staffordshire and Stoke-on-Trent Partnership |
| 17                | 5   | Gloucestershire Care Services                |





# 2017/2018 LiA Scatter Map – MENTAL HEALTH & LD Trusts

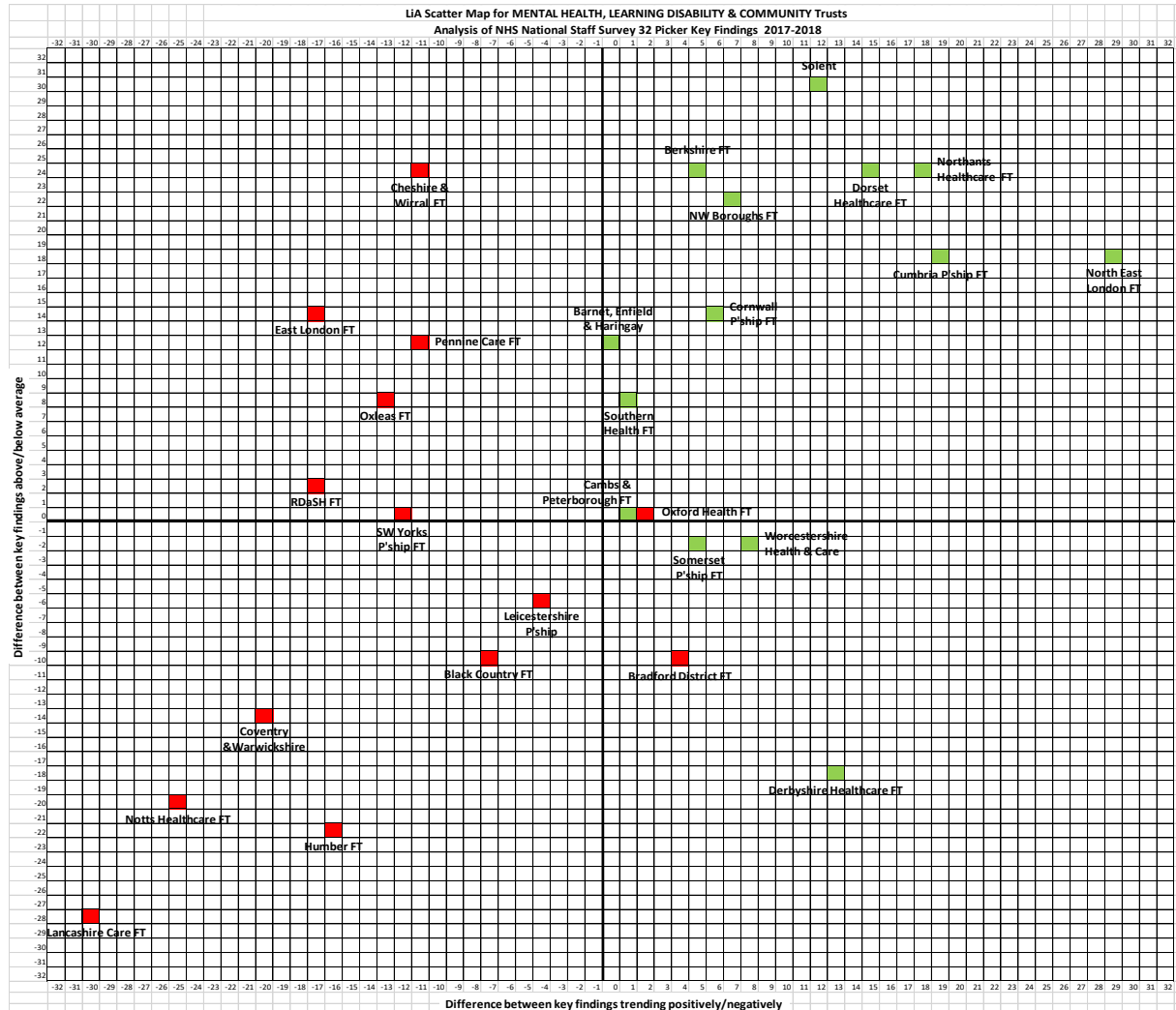




## 2017/2018 LiA League Table – MENTAL HEALTH & LD Trusts

| 2017-2018 Ranking | +/- | Trust                                             |
|-------------------|-----|---------------------------------------------------|
| 1                 | -   | South Staffordshire and Shropshire Healthcare FT  |
| 2                 | 2   | Dudley and Walsall Mental Health Partnership      |
| 3                 | 2   | Tees, Esk and Wear Valleys FT                     |
| 4                 | 2   | Northumberland Tyne & Wear FT                     |
| 5                 | 2   | Surrey & Borders Partnership FT                   |
| 6                 | 13  | Tavistock & Portman FT                            |
| 7                 | 3   | Lincolnshire Partnership FT                       |
| 8                 | 2   | Hertfordshire Partnership FT                      |
| 9                 | -   | Kent & Medway NHS & Social Care Partnership Trust |
| 10                | 4   | 2gether FT                                        |
| 11                | -   | North Staffordshire Combined Healthcare Trust     |
| 12                | 4   | Devon Partnership Trust                           |
| 13                | 3   | Leeds and York Partnership FT                     |
| 14                | 1   | Camden & Islington FT                             |
| 15                | -   | Central & North West London FT                    |
| 16                | 4   | West London Mental Health Trust                   |
| 17                | n/a | Mersey Care FT                                    |
| 18                | 6   | Sussex Partnership FT                             |
| 19                | -   | South London and Maudsley FT                      |
| 20                | 4   | South West London & St George's MHT               |
| 21                | 4   | Sheffield Health and Social Care FT               |
| 22                | -   | Isle of Wight Mental Health Sector Trust          |
| 23                | 2   | Avon & Wiltshire Mental Health Partnership Trust  |
| 24                | -   | Norfolk & Suffolk FT                              |
| 25                | 2   | Birmingham & Solihull Mental Health FT            |

# 2017/2018 LiA Scatter Map – MENTAL HEALTH, LD & COMM Trusts

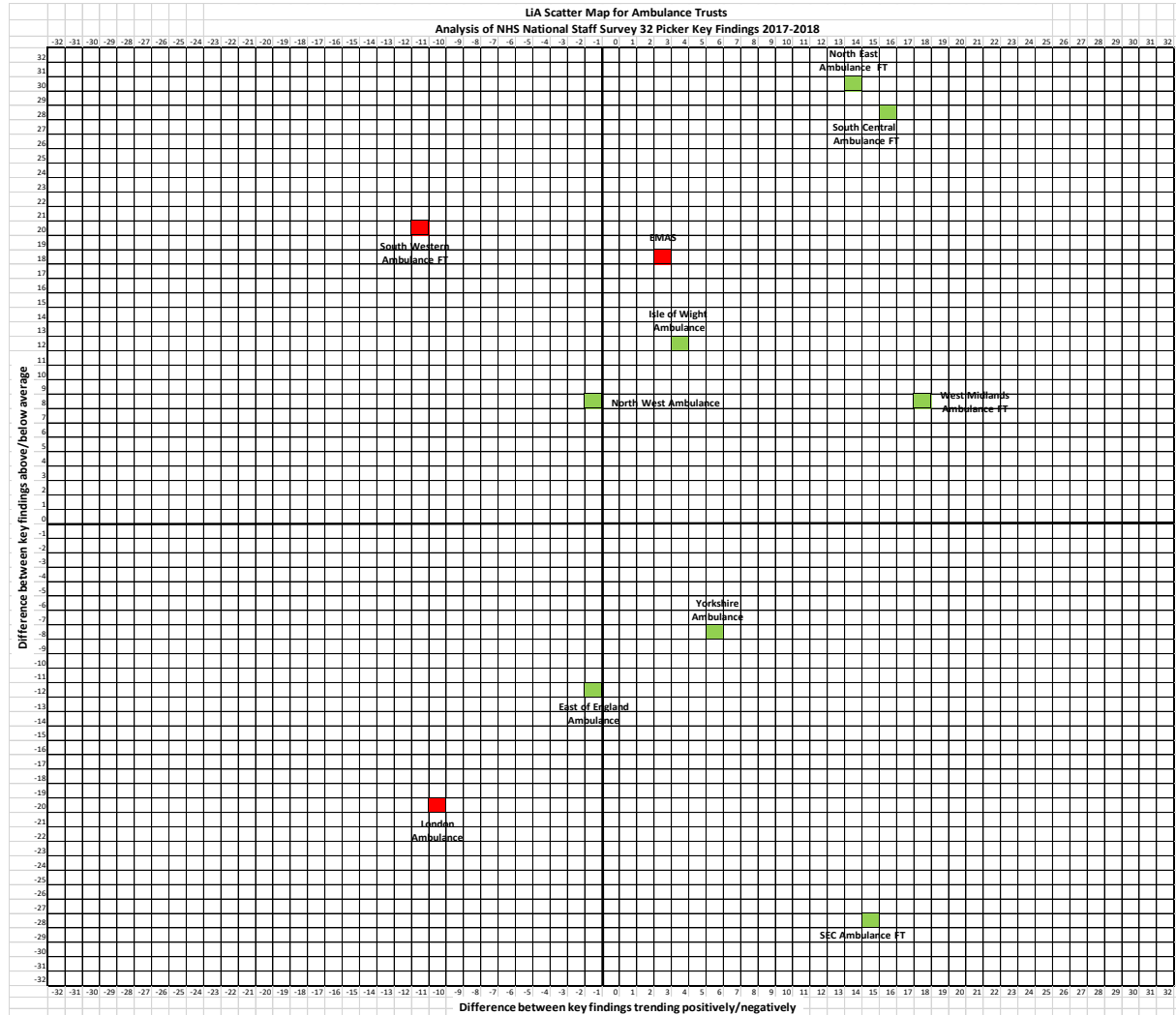




# 2017/2018 LiA League Table – MENTAL HEALTH, LD & COMM Trusts

| 2017-2018 Ranking | +/- | Trust                                          |
|-------------------|-----|------------------------------------------------|
| 1                 | 3   | Solent Trust                                   |
| 2                 | 4   | Northamptonshire Healthcare FT                 |
| 3                 | 1   | Dorset University Healthcare FT                |
| 4                 | 1   | Berkshire Healthcare FT                        |
| 5                 | 4   | Cheshire & Wirral Partnership FT               |
| 6                 | 10  | NW Boroughs Partnership FT                     |
| 7                 | 18  | North East London FT                           |
| 8                 | 18  | Cumbria Partnership FT                         |
| 9                 | 5   | Cornwall Partnership FT                        |
| 10                | 2   | East London FT                                 |
| 11                | 1   | Barnet, Enfield & Haringey Mental Health Trust |
| 12                | 5   | Pennine Care FT                                |
| 13                | 2   | Southern Health FT                             |
| 14                | 5   | Oxleas FT                                      |
| 15                | 12  | Rotherham, Doncaster & South Humber FT         |
| 16                | 3   | Oxford Health FT                               |
| 17                | 3   | Cambridgeshire & Peterborough FT               |
| 18                | 7   | South West Yorkshire Partnership FT            |
| 19                | 3   | Worcestershire Health and Care Trust           |
| 20                | 3   | Somerset Partnership FT                        |
| 21                | -   | Leicestershire Partnership Trust               |
| 22                | 5   | Bradford District Care FT                      |
| 23                | 1   | Black Country Partnership FT                   |
| 24                | 5   | Coventry & Warwickshire Partnership Trust      |
| 25                | 2   | Derbyshire Healthcare FT                       |
| 26                | 8   | Nottinghamshire Healthcare FT                  |
| 27                | 1   | Humber FT                                      |
| 28                | 16  | Lancashire Care FT                             |

# 2017/2018 LiA Scatter Map – AMBULANCE Trusts

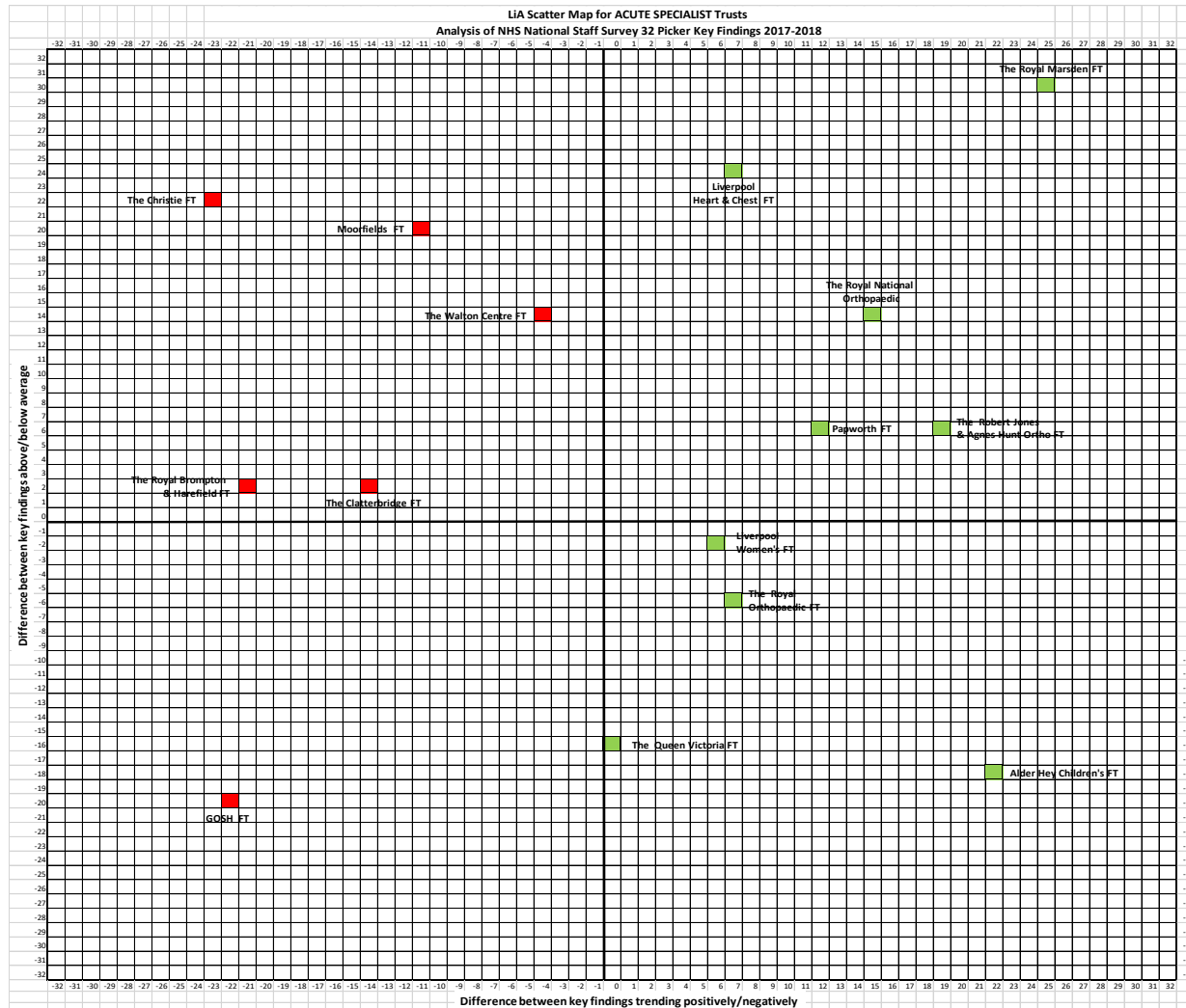




## 2017/2018 LiA League Table – AMBULANCE Trusts

| 2017-2018 Ranking | Trend | Ambulance Trust Name                  |
|-------------------|-------|---------------------------------------|
| 1                 | 2     | North East Ambulance Service FT       |
| 2                 | -     | South Central Ambulance Service FT    |
| 3                 | 2     | South Western Ambulance Service FT    |
| 4                 | -     | East Midlands Ambulance Service       |
| 5                 | -     | Isle of Wight Ambulance Service       |
| 6                 | 1     | West Midlands Ambulance Service FT    |
| 7                 | 1     | North West Ambulance Service          |
| 8                 | -     | Yorkshire Ambulance Service           |
| 9                 | 1     | East of England Ambulance Service     |
| 10                | 2     | London Ambulance Service              |
| 11                | -     | South East Coast Ambulance Service FT |

# 2017/2018 LiA Scatter Map – ACUTE SPECIALIST Trusts





## 2017/2018 LiA League Table – ACUTE SPECIALIST Trusts

| 2017- 2018 Ranking | +/- | Acute Specialist Trust                            |
|--------------------|-----|---------------------------------------------------|
| 1                  | 2   | The Royal Marsden FT                              |
| 2                  | -   | Liverpool Heart & Chest FT                        |
| 3                  | 2   | The Christie FT                                   |
| 4                  | -   | Moorfields Eye Hospital FT                        |
| 5                  | 2   | Royal National Orthopaedic Hospital Trust         |
| 6                  | 1   | The Walton Centre FT                              |
| 7                  | 4   | The Robert Jones & Agnes Hunt Orthopaedic Hosp FT |
| 8                  | 5   | Papworth Hospital FT                              |
| 9                  | 3   | The Clatterbridge Cancer Centre FT                |
| 10                 | 1   | Royal Brompton & Harefield FT                     |
| 11                 | 1   | Liverpool Women's FT                              |
| 12                 | 2   | The Royal Orthopaedic Hospital FT                 |
| 13                 | 2   | Queen Victoria Hospital FT                        |
| 14                 | -   | Alder Hey Children's FT                           |
| 15                 | 7   | Great Ormond Street Hosp for Children FT          |





# Methodology/toolkit tested with 150 hospitals and 500,000 staff



### LiA 12 Month Journey

Route map aligns effort with priorities, and provides structure, rigour, discipline

Creating a positive climate and focus for the year

Improving the safety and quality of patient care

Embedding and sustaining LiA as 'the way we do things'

Unblocking the way for staff

### LiA Methodology

Centres on: 1) Improving patient care, and 2) Unblocking the way for staff



### LiA Navigator®

Extensive web-based system supplements Navigation Days and day-to-day remote support



### LiA Pulse Check

Have your say in a no risk way

### LiA Pulse Check

How 1000s staff feel the organisation is doing with 5 point 'heat map' for each department



### LiA Leadership Audit

How 100 leaders feel the organisation is doing, cut by the same 5 points to enable mapping



### LiA SmartBox

Repository of great ideas from LiA organisations provides inspiration and avoids reinvention



### LiA Teams

Pioneering teams show the impact of LiA, create a compelling evidence-base, fuel rapid spread



### LiA CrowdFixing

Staff share great ideas to 'unlock the way' with Quick Wins and LiA Response Teams mobilised



### LiA Exec Dashboard

Knowledge is power

### LiA Dashboard

Simple view of teams, actions, measures and progress for the LiA Sponsor Group and Exec Team



## Contact us



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[www.listeningintoaction.co.uk](http://www.listeningintoaction.co.uk)

Includes 'The Best Medicine: 100 Powerful Stories of Staff-Led Change  
from the 5<sup>th</sup> Biggest Employee in the World

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