

# Harnessing the power of experience

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# Insight and Feedback team

<https://www.england.nhs.uk/ourwork/insight/insight-resources/>

## Insight resources

We want to help providers and commissioners to understand the use of patient insight better and to use it effectively in delivering local services. Publications on this page are designed to help build understanding and skills in this area and we will add new topics over time.

## Bite-size guides

Our series of short guides are produced regularly as a quick reference to a particular topic. If you want to suggest future topics for inclusion, please email: [england.insight-queries@nhs.net](mailto:england.insight-queries@nhs.net).

- [Bite-size guide to 'seeking feedback in distressing or highly emotional situations'](#)
- [Bite-size guide to 'writing an effective questionnaire'](#)
- [Bite-size guide to 'building greater insight through qualitative research'](#)
- [Bite-size guide to 'helping people with a learning disability to give feedback'](#). [An easy read companion to this guide is available.](#)
- [Bite-size guide to 'how and when to commission new insight and feedback'](#)
- [Bite-size guide to 'what's already available'](#)
- [Bite-size guide to 'Patient Reported Outcome Measures \(PROMS\)'](#)

**To contact us with a question or to join our NHS Insight Network:**  
[england.insight-queries@nhs.net](mailto:england.insight-queries@nhs.net)



Healthwatch Sutton  
A&E Report  
St Helier Hospital  
August 2018




## Experience as a key part of understanding quality

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# Making the case for experience

- The “experience economy”
- Experience gap – the difference between what you think you’re delivering and what the customer thinks
- Organisations that are not managing their experiences, are unknowingly racing to the bottom
- If we are not competing on experience, we will not survive, we are on a race to the bottom
- Either intentionally racing to the top, or unknowingly racing to the bottom
- Customers will pay the “experience premium”



My chemotherapy has left me vulnerable to walk far or stand for long periods of time so I have been having transport to hospital and use of a wheelchair on arrival. My consultant said "Do you really need that wheelchair" I was so upset my daughter made a complaint about him. He doesn't know the pain I'm in once I leave his office after a 10 minute appointment.

Qualtrics, 2019

# Staff experience & patient experience

A range of research reports have demonstrated clear links between levels of *engagement*

- how motivated staff are,
- how much they are able to suggest and implement improvements, and
- how prepared they are to speak positively about their organisation,

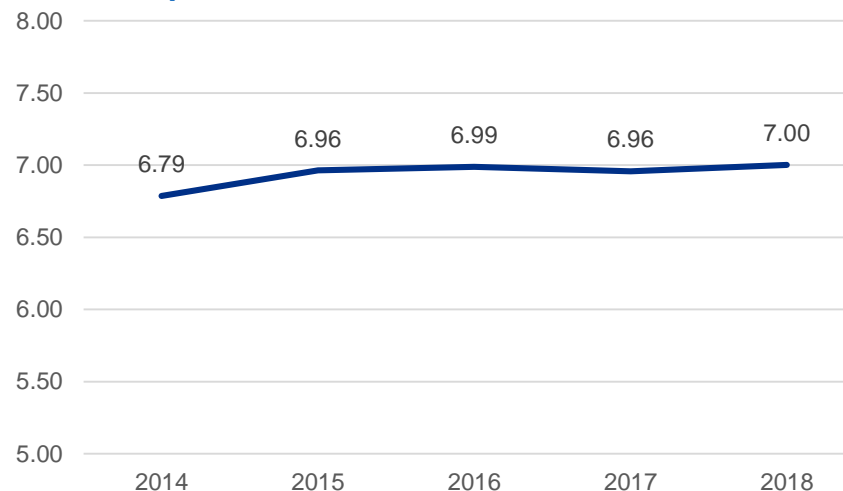
and a range of outcomes for trusts including:

- patient satisfaction,
- patient mortality,
- trust performance ratings,
- staff absenteeism
- and turnover.

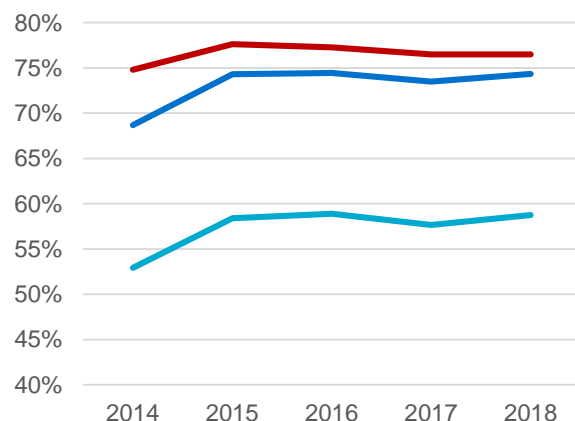
The more engaged a workforce is, the better the outcomes for patients; the **difference between an average and good trust** as measured by engagement scores in the staff survey is equivalent to around a 5% decrease in absenteeism or turnover, or about **a 4% decrease in mortality**.

# Staff Engagement Score (out of 10)

Staff engagement was one of the areas of the 2018 NHS Staff Survey where the overall indicator remained broadly stable (at seven out of ten).

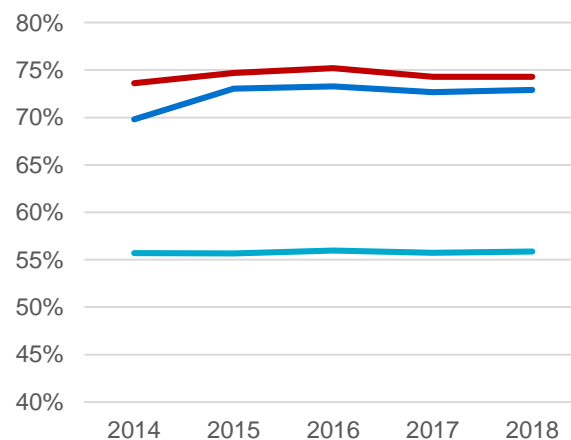


## Motivation



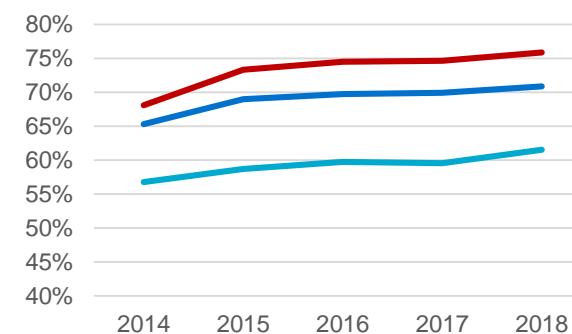
- q2c - Time passes quickly when I am working.
- q2b - I am enthusiastic about my job.
- q2a - I look forward to going to work.

## Involvement



- q4b - I am able to make suggestions to improve the work of my team / department.
- q4a - There are frequent opportunities for me to show initiative in my role.
- q4d - I am able to make improvements happen in my area of work.

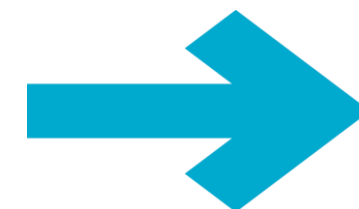
## Advocacy



- q21a - Care of patients / service users is my organisation's top priority.
- q21d - If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation.
- q21c - I would recommend my organisation as a place to work.

# Analysis of free text comments (2016-2018)

- The most frequent three word comment over the last three years is “not enough staff”
- Other common frequencies, and becoming more common in 2017 and 2018 are “support each other”, “work life balance” and “not fit purpose”
- The most common four words in comments over the last three years are “morale all time low” and “if your face fit”. “Over last few year” was the highest in 2018. “line manag very support” and “not what you know” have become more common in 2017 and 2018.



# Comments linked to higher engagement scores (2018)

- Staff with an engagement score of 9 or above (out of 10) were **more than four times as likely** to use the word “**proud**” in their comments as staff with a lower engagement score.
- They were **more than twice as likely** to use the word “**enjoy**” (or its derivatives, such as enjoying, enjoyment).
- They were **more likely** to talk about “**support**”, and around **twice as likely** to talk about **support from line managers** or **supporting each other**.
- Staff with a high engagement score were around **one third as likely** to talk about **staff morale** than staff with a lower engagement score, and around **half as likely** to say there was **not enough** of something, or that they **needed more** of something.
- They were **one third as likely** to mention **bullying**, and also **less likely** to mention **stress, pressure** and **pay**.



# Comments linked to lower engagement scores (2018)

- Staff with an engagement score of 2 or lower (out of 10) were **more than four times as likely** to mention **bullying** and over **three times as likely** to mention **discrimination** in their comments than staff with a higher engagement score
- They were **more than twice as likely** to use the word **blame** and were **more likely** to include “**staff not**”, “**does not**” and “**manager not**” (including derivatives like management, managing) in their comments
- They were also **more likely** to mention **mental health** and **morale**
- Staff with a low engagement score were **less likely** to talk about **support** and **less likely** to use the word “**improve**” (including derivatives like improvement, improving)

# Shared responsibility – experience along a pathway

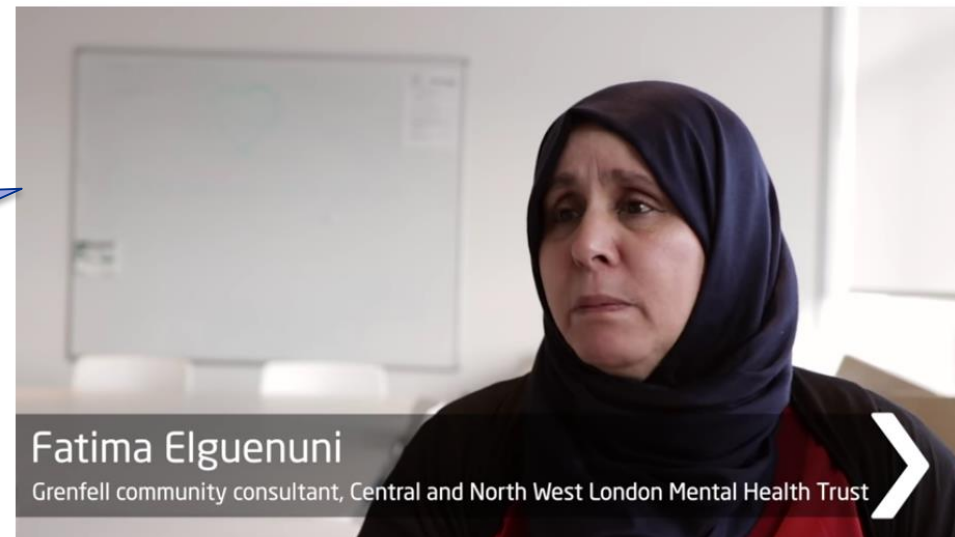
**My original diagnosis was delayed by my GP as he mistook a 60-year-old, post-menopausal woman showing blood in her urine for a urine infection, giving antibiotics over a 5-month period, before hospital referral.**

**Now I am palliative and have a limited time with my 26-year-old son who is a talented musician/composer. I will not see any future grandchildren, go to his wedding, etc. Angry is not the word. Educate GPs who prefer staring at computer screens than the whole person. First, do no harm.**

I had breast cancer for the first time 10 years ago. When I asked about the risk to my daughter, the oncologist recommended that she see GP at age 30 and request to go on breast screening programme. He laughed and dismissed the idea. Two years later (the day I finished radiotherapy) she was diagnosed with a grade 3 aggressive breast tumour which didn't respond to chemotherapy, and now needs a mastectomy. I think an oncologist's view such as this should be put in writing to relevant GPs to avoid such dismissal of young people who are at risk to help avoid this. If my daughter had a mammogram two years ago, maybe this large tumour may have been caught before this end result for a young woman.

# Community vulnerability; community trust

It taught us that when you rely on systems and keep relying on systems, there is a danger the minute you remove that element of “let’s think about the individual rather than a system” – you know that there’s potentially danger of miscommunication



<https://www.kingsfund.org.uk/audio-video/fatima-elguenuni-grenfell>

“that’s the biggest lesson: unless we understand the individual we will not be able to deliver anything effective, and Grenfell has taught me that because individuals were saying things many, many years ago but they weren’t listened to, and then we ended up with 72 people losing their lives because people weren’t listened to”

“I don’t care what you call it as long as you act on what you hear”

# Thank you

NHS England and NHS Improvement

