

Our Voice – Let's Talk

Directorate & Team Results

24/05/2022

Graham Bowditch, Jamie Parker, Hannah Cain, Anna Butterfield, Pav Akhtar



Insights Presentation

Deep dive of Data

- By Directorate (Slides 3 & 4)
- By Location (5, 6 & 7)
- By Band (8 & 9)
- Main Peakon insights (10)
- WRES and WDES data and insights (11-16)
- Overall insights (17)
- Appendices Slides – Includes
 - Team Engagement scores (19 & 20)
 - Band response rates (21)
 - Response rates, Directorate (22), Centres (23)
 - Engagement scores and NPS (24 onwards)

2022 Engagement Scores- Directorates

1-6=Detractors, 7-8=Passives, 9-10=Advocates



Blood and Transplant

Directorate	Score	Var.to 2020	Strengths	Priorities
Quality	8.2	0	Autonomy, Management Support, Goal Setting	Reward, Workload, Environment
Strategy and Transformation	8.2	-	Strategy- Mission, Autonomy- Remote Work, Management Support- Openness	Environment- Informal Space, Reward- Discussion, Growth- Career Path
Organ and Tissue Donation and Transplantation	7.9	0	Goal Setting, Meaningful Work, Peer Relationships	Reward, Environment, Growth
DDTS	7.9	-0.1	Autonomy, Management Support, Peer Relationships	Reward, Growth, Workload
People	7.9	0	Autonomy, Management Support, Goal Setting	Reward, Environment, Workload
Clinical Services	7.6	0	Goal Setting, Peer Relationships, Management Support	Reward, Growth, Workload
Finance	7.6	-0.2	Goal Setting, Management Support, Meaningful Work	Reward, Growth, Workload
Plasma for Medicine - Provisional	7.6	-	Management Support, Peer Relationships, Autonomy	Reward, Environment, Workload
Blood Supply BD	7.3	0	Peer Relationships, Peer Relationships- Quality, Organisaional Fit- Equality	Autonomy, Autonomy- Remote Work, Environment- Informal Space
Blood Supply M&L	7.2	0	Workload, Environment-Informal Space	Strategy, Autonomy- Remote Work, Recognition- Performance
Donor Experience and Communications	7.3	-	Autonomy, Autonomy- Flexibility, Autonomy- Remote Work	Reward, Organisational Fit- Equality, Reward-process

Engagement Data- Directorates



Blood and Transplant

1-6=Detractors, 7-8=Passives, 9-10=Advocates

Segment	Engage-ment	Accompli-shment	Autonomy	Environmen-t	Freedom of Opinions	Goal-Setting	Growth	Managem-ent Support	Meaningful Work	Organisati-onal Fit	Peer Relationships	Recognition	Reward	Strategy	Workload	Respon-dents
Quality	8.2	7.8	8.8	7.5	8.4	8.7	7.6	8.8	8.3	7.6	8.6	7.9	7	7.9	7	130
Strategy and Transformation	8.2	7.4	8.5	7.2	8.3	8.9	6.8	8.6	7.7	7.6	8.5	6.8	6.8	8.8	8.3	14
Organ & Tissue Donation and Transplantation	7.9	7.6	7.1	7	7.7	8.6	7.1	8	8.3	7.4	8.1	7.3	6.6	7.7	7.1	531
DDTS	7.9	7.4	8.5	7.3	7.9	8.1	6.8	8.3	7.9	7.7	8.2	7.4	6.5	7.6	7	211
People	7.9	7.5	8.6	7.1	8.1	8.3	7.1	8.5	7.8	7.4	8.2	7.6	7	7.5	6.6	147
Clinical Services	7.6	7.1	7.1	6.9	7.4	8.3	6.6	7.8	7.8	7.1	8	6.8	6.1	7	6.8	769
Finance	7.6	7.2	8.1	7.5	7.6	8.2	6.7	8.1	8.1	7.3	7.9	7	6.4	7.4	6.9	155
Plasma for Medicine - Provisional	7.6	8	8.2	6.9	7.9	8.2	7.6	8.7	8.2	7.5	8.3	7.8	6.6	7.7	7	12
NHS Blood and Transplant	7.5	7	6.6	6.7	7.3	8.4	6.4	7.8	7.9	7	8	6.8	5.9	7	6.8	4335
Donor Experience and Communications	7.3	7.1	8.5	6.9	7.8	8.3	6.4	8.3	7.7	7.1	8	7.2	5.6	7.1	6.9	169
Blood Supply BD	7.3	6.7	5.3	6.1	7.1	8.5	6.1	7.7	8	6.8	8.1	6.6	5.5	6.7	6.4	1341
Blood Supply M&L	7.2	6.5	6.1	6.6	6.7	8.3	5.9	7.2	7.6	6.6	7.4	6.2	5.3	6.4	7	846

2022 Engagement Data- Locations



1-6=Detractors, 7-8=Passives, 9-10=Advocates

Blood and Transplant

Location	Score	Var.to 2020	Strengths	Priorities
Plymouth	8.5	-0.4	Recognition, Organisational Fit, Freedom of Opinions	Autonomy- Remote Work, Growth- Career Path, Environment- Informal Space
Southampton	8.4	+0.4	Meaningful Work, Accomplishment, Freedom of Opinions- Manager	Autonomy, Autonomy- Remote Work, Growth- Career Path
Barnsley	7.7	0	Organisational Fit- Equality, Organisational Fit- Response, Peer Relationships- Friends	Autonomy, Growth- Career Path, Environment- Collaboration
Manchester	7.7	-0.1	Growth, Peer Relationships, Peer Relationships- Friends	Strategy, Autonomy- Remote Work, Strategy- Communication
Newcastle	7.7	-0.4	Organisational Fit, Environment, Organisational Fit- Response	Peer Relationships, Peer Relationships- Quality, Freedom of Opinions- Team
Home	7.7	-	Autonomy, Autonomy- Flexibility, Autonomy- Remote Work	Organisational Fit- Response, Growth- Career Path, Reward- Discussion
Bristol	7.6	0	Autonomy, Autonomy- Remote Work, Environment- Informal Space	Meaningful Work, Meaningful Work- Significance, Organisational Fit- Equality
Lancaster	7.6	+0.1	Organisational Fit- Equality, Organisational Fit- Response, Management Support- Caring	Autonomy, Autonomy- Remote Work, Environment- Informal Space
Oxford	7.4	+0.3	Peer Relationships- Quality, Goal Setting, Goal Setting- Alignment	Autonomy, Autonomy- Remote Work, Growth- Career Path
Colindale	7.2	+0.2	Goal-Setting, Goal-Setting- Alignment, Meaningful Work	Peer Relationships, Organisational Fit- Equality, Autonomy- Remote Work
Birmingham	7.2	-0.3	Goal-Setting, Goal-Setting- Alignment, Meaningful Work- Significance	Organisational Fit, Management Support- Caring, Management Support- Openness
Tooting	7.2	+0.1	Goal-Setting, Meaningful Work- Significance, Goal-Setting- Alignment	Peer Relationships, Organisational Fit- Equality, Environment- Informal Space
Liverpool	7.1	-0.3	Peer Relationships- Quality, Meaningful Work- Significance, Goal-Setting- Alignment	Autonomy, Autonomy- Remote Work, Freedom of Opinions- Manager
Cambridge	7.1	-0.3	Goal-Setting, Meaningful Work- Significance, Goal-Setting- Alignment	Growth- Career Path, Accomplishment- Challenging, Environment- Informal Space
Basildon	6.6	+0.5	Peer Relationships- Quality, Goal-Setting, Meaningful Work	Accomplishment, Organisational Fit- Response, Freedom of Opinions- Manager

Engagement Data – Major sites



Blood and Transplant

1-6=Detractors, 7-8=Passives, 9-10=Advocates

Site	Engage ment	Accomplishment	Autonomy	Environmen t	Freedom of Opinions	Goal- Setting	Growth	Manage ment Support	Meaningf ul Work	Organisati onal Fit	Peer Relationsh ips	Recognitio n	Reward	Strategy	Workload	Responde nts
Plymouth	8.5	7.4	6.4	6.8	8.4	9.1	6.7	8.7	8.3	7.9	8.4	8.5	6.9	7.8	7.8	52
Southampton	8.4	7.9	6.4	7	8.1	9	7.1	8.9	8.7	7.8	8.7	7.6	6.4	7.8	7.5	139
Barnsley	7.7	7	6.5	6.7	7.4	8.5	6.4	7.8	7.9	7.2	8.2	6.9	6.2	7.1	6.7	599
Manchester	7.7	7	6.7	6.7	7.4	8.5	6.7	8.1	7.9	7.1	8.2	6.9	6.1	6.8	7.1	354
Newcastle	7.7	7.2	6.8	7.1	7.3	8.4	6.6	7.8	8.1	7.3	7.8	7.1	6.2	7.1	7	249
Home	7.7	7.5	9.1	7.5	8.1	8.5	7	8.3	8.3	7.2	8.3	7.6	6.6	7.3	7.3	60
Bristol	7.6	7.1	7	7	7.5	8.4	6.6	8	7.8	7.2	8	6.9	6	7.2	7	887
Lancaster	7.6	7	6	6.4	7.6	8.7	6.3	8.1	7.6	7.2	8.3	6.5	6.3	6.8	6.5	37
NHS Blood and Transplant	7.5	7	6.6	6.7	7.3	8.4	6.4	7.8	7.9	7	8	6.8	5.9	7	6.8	4335
Oxford	7.4	7	6.2	6.7	7.4	8.4	6.5	7.8	8.2	6.8	8.2	6.9	5.9	6.9	6.6	134
Colindale	7.2	7	6.5	6.3	7	8.4	6.3	7.5	7.9	6.7	7.5	6.6	5.6	6.9	6.7	505
Birmingham	7.2	6.9	6.7	6.7	7	8.3	6.2	7.5	7.9	6.7	7.7	6.4	5.7	6.9	6.7	378
Tooting	7.2	6.8	6.5	6.4	7.1	8.4	6.3	7.7	7.9	6.7	7.8	6.6	5.7	7	6.4	370
Liverpool	7.1	6.5	5.7	6.3	6.7	7.9	5.9	7	7.6	6.7	7.9	6.1	5.3	6.6	6.4	295
Cambridge	7.1	6.7	6.3	6.3	7.2	8.3	5.8	7.9	7.9	7.1	7.8	6.7	5.6	6.7	6.6	186
Basildon	6.6	6.3	6.3	5.8	6.6	7.8	5.5	7	7.7	6.4	7.7	6	4.9	6	6.1	76

Heat Map Insights- by Site

Note: circles highlight the populations with most influence on scores

1-6=Detractors, 7-8=Passives, 9-10=Advocates

	Plymouth	South-ampton	Barnsley	Man-chester	Newcastle	Home	Bristol	Lancaster	NHSBT	Oxford	Colindale	Birming-ham	Tooting	Liverpool	Cambridge	Basil-don
Overall	8.5 (52)	8.4 (139)	7.7 (599)	7.7 (354)	7.7 (249)	7.7 (60)	7.6 (887)	7.6 (37)	7.5 (4335)	7.4 (134)	7.2 (505)	7.2 (378)	7.2 (370)	7.1 (295)	7.1 (186)	6.6 (76)
Blood Supply BD	8.4 (27)	8.5 (93)	7.6 (255)	7.9 (110)	7.4 (80)		7.1 (130)	7.3 (21)	7.3 (1341)	7.0 (60)	6.7 (120)	6.7 (117)	7.0 (156)	6.3 (41)	6.8 (100)	6.2 (24)
Blood Supply M&L	8.9 (16)	7.8 (8)	7.5 (66)	7.1 (144)	6.5 (33)		7.5 (211)	7.7 (8)	7.2 (846)	7.3 (20)	7.0 (156)	7.4 (66)	6.8 (50)	7.6 (21)	6.9 (19)	6 (23)
OTDT	8.5 (7)	8.5 (14)	8.2 (42)	7.7 (17)	8.3 (52)	7.8 (15)	8.1 (114)	8.2 (6)	7.9 (531)	9.0 (11)	8.1 (38)	7.8 (32)	7.8 (36)	7.0 (122)	7.6 (15)	8.6 (10)
Donor Experience and Communications			7.7 (10)	8.3 (7)	8.5 (18)	7.6 (8)	7.7 (14)		7.3 (169)		6.5 (16)	6.9 (26)	7.2 (46)	7.4 (10)		6.7 (9)
Clinical Services		7.7 ((11)	7.6 (101)	8.2 (24)	7.7 (33)	8.0 (10)	7.5 (204)		7.6 (769)	7.7 (35)	7.7 (116)	7.2 (71)	7.3 (47)	7.4 (74)	8.0 (38)	
Finance		8.0 (6)	8.3(43)	8.7 (6)	8.2 (18)		7.3 (46)		7.6 (155)		6.6 (8)	7.3 (11)	5.7 (6)			
People			7.6 (36)	8.3 (13)	7.3 (6)	7.1 (7)	8.0 (46)		7.9 (147)		8.0 (14)		7.8 (8)			
Quality			8.2 (12)	8.4 (22)			8.0 (39)		8.2 (130)		8.0 (12)	8.0 (8)	8.6 (8)	8.4 (11)		
DDTS			7.9 (29)	7.5 (9)			8.1 (81)		7.9 (211)		7.8 (23)	7.6 (35)	7.9 (6)	7.1 (12)		

2022 Engagement Data - Bands



1-6=Detractors, 7-8=Passives, 9-10=Advocates

Blood and Transplant

Band	Score	Var. to2020	Strengths	Priorities
ET	8.8	-	Autonomy, Strategy, Remote Working	Caring- Management Support
8d	8	0	Autonomy- Remote Work, Goal-Setting- Alignment, Strategy- Mission	Workload, Environment- Informal Space, Growth- Career Path
SLT Members	7.9	-	Autonomy, Remote Work, Challenging	Workload, Reward, Organisational Fit
7	7.9	-0.2	Goal-Setting, Goal-Setting- Alignment, Meaningful Work- Significance	Reward- Discussion, Environment- Informal Space, Growth- Career Path
8a	7.9	0	Autonomy- Remote Work, Goal-Setting- Alignment, Management Support- Caring	Reward- Discussion, Growth- Career Path, Reward- Process
8b	7.9	-0.1	Autonomy- Remote Work, Goal-Setting- Alignment, Peer Relationships- Quality	Reward- Discussion, Workload, Growth- Career Path
6	7.6	0	Goal Setting, Goal-Setting- Alignment, Meaningful Work- Significance	Autonomy- Remote Work, Reward- Discussion, Environment- Informal Space
8c	7.4	+0.2	Autonomy- Remote Work, Goal-Setting- Alignment, Strategy- Mission	Environment- Informal Space, Reward- Discussion, Workload
4	7.3	-0.3	Goal Setting, Goal-Setting-Alignment, Meaningful Work- Significance	Autonomy- Remote Work, Growth- Career Path, Reward-Process
5	7.3	-0.4	Goal Setting, Goal-Setting- Alignment, Peer Relationships- Quality	Reward- Process, Autonomy- Remote Work, Reward- Discussion
3	7.1	-0.2	Goal Setting, Meaningful Work – Significance, Peer Relationships	Autonomy, Growth- Career Path, Autonomy- Remote Work

2022 Engagement Data – Grades

1-6=Detractors, 7-8=Passives, 9-10=Advocates

Grades	Engagement	Accomplishment	Autonomy	Environment	Freedom of Opinions	Goal-Setting	Growth	Management Support	Meaningful Work	Organisational Fit	Peer Relationships	Recognition	Reward	Strategy	Workload	Size
ET Members	9	8.8	9.4	8.3	8.3	9.4	7.6	8.1	9.3	8.1	8.8	8.6	7.4	9	8	9
8d	8	8.1	8.6	7.2	8	8.5	7.5	8.2	8.8	7.4	8.3	7.6	7.4	7.8	6.3	51
7	7.9	7.6	7.8	7	7.8	8.5	7.1	8.2	8.2	7.4	8.1	7.4	6.7	7.5	6.9	784
8a	7.9	7.6	8.5	7.2	8	8.4	7.2	8.5	8.1	7.3	8.2	7.4	6.7	7.6	6.6	327
8b	7.9	7.5	8.5	7	8	8.4	7.2	8.3	8.2	7.2	8.2	7.5	6.6	7.3	6.1	149
SLT	7.9	8.2	8.9	7.4	8.1	8.7	7.4	8.3	8.6	7.5	8.5	7.8	7.3	8.2	6.9	67
6	7.6	7.1	6.7	6.7	7.5	8.3	6.7	8	8	7.1	8	6.9	6.3	7.1	6.8	537
8c	7.4	7.8	8.7	6.6	8	8.5	7.5	8.2	8.5	7.2	8.1	7.5	6.8	7.6	5.8	74
4	7.3	6.6	6.1	6.8	7.1	8.4	6	7.7	7.8	6.8	7.8	6.7	5.4	6.7	6.9	585
5	7.3	6.8	6.7	6.8	7.1	8.3	6.7	7.4	7.6	6.9	7.8	6.6	5.8	6.8	7	308
3	7.1	6.5	5.1	6.2	6.7	8.4	5.6	7.3	7.8	6.7	7.9	6.2	5.1	6.6	6.8	1157

Note: fewer than 6 B9's completed, so we are not able to see their data

Highlights from Insights- So What?

...Directorates

...Centres

...Bands

What influences engagement in..

- **Autonomy** and **Growth** heavily influence engagement in directorates*
- **Freedom of Opinions- Manager** heavily influences engagement in centres*
- **Autonomy-Remote Working** heavily influences engagement among all bands*

Where are things going well/not as well in....

- **Quality** has overall **highest scores**, **Blood Supply M&L** overall **lower scores**
- **Southampton and Plymouth** has overall **highest scores**, **Basildon & Liverpool** overall **lower scores**
- **ET & 8D** has overall **higher scores**, **B8c** are **outliers** Bands 3 & 4 overall **lower scores**

What are the strengths, priorities in....

- **Workload** is a common **priority** for all directorates **except** OTDT and Donor Experience
- Highest and lowest scoring centres scores are most heavily influenced by **Blood Supply**. **Addressing priorities here, will impact centre scores.**
- **Goal Setting** is a Common Strength among all Bands
- **Workload** is a Common **Priority** among higher Bands, **Growth** is a common **priority** among lower bands.

*Heavily influencing engagement = it shows as a priority for low scoring areas in this category, and a strength for high scoring ones

2022 Engagement Scores- Diverse Groups

Group	Score	Var. to 2020
LGBT+	7.6	-0.3
Non LGBT+	7.6	-0.1
Female	7.6	0
BAME	7.5	+0.1
Non BAME	7.5	-0.2
No Disability	7.5	-0.1
Male	7.3	0
Disabled	7.1	-0.1

See slides 14
& 15 for
more
information

Blood and Transplant

<u>Question</u>	<u>BAME</u>	<u>Non-BAME</u>	<u>Disabled</u>	<u>Non-Disabled</u>
	have	have	have	have
In the past 12 months, I have experienced harassment, bullying, or abuse from donors, patients, relatives, or members of the public	13%	14%	18%	13%
In the past 12 months, I have experienced harassment, bullying and abuse from managers and/or colleagues.	18%	12%	15%	13%
In the past 12 months I have experienced discrimination from my manager, team leader and/or other colleagues (Tick 10 for Yes, 0 for No). Discrimination means treating you unfairly because of who you are based on a protected Characteristic, under the Equality Act, 2010.	15%	7%	15%	7%
I have felt pressured to come to work by my manager even if I am not feeling well enough to perform my duties. (10 Indicates you HAVE felt pressured)	14%	11%	14%	11%

WRES Trends since 2018

2018		2022		
NON BAME	BAME	NON BAME	NON- BAME	BAME
YES	YES	YES	YES	YES
% of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	13.90%	16.50%	14% (increase)	13% (decrease)
% of staff experiencing harassment, bullying or abuse from managers and or colleagues in last 12 months	13.90% (Same as above)	16.50% (Same as above)	12% (decrease)	18% (increase)
% staff personally experienced discrimination at work from Manager/team leader or other colleague	7.27%	11.10%	7% (decrease)	15% (increase)

Protected Characteristics- Insights



Blood and Transplant

1-6=Detractors, 7-8=Passives, 9-10=Advocates

Segment	Size	Engage- ment	Accomplis- hment	Auto- nomy	Environ- ment	Freedom of Opinions	Goal- Setting	Growth	Manage- ment Support	Meaning- ful Work	Organisati- onal Fit	Peer Relation- ships	Recog- nition	Reward	Strategy	Workload
NHS Blood and Transplant	4335	7.5	7	6.6	6.7	7.3	8.4	6.4	7.8	7.9	7	8	6.8	5.9	7	6.8
BAME [Ethnicity 2022]	633	7.5	7	6.6	7	7.1	8.3	6.5	7.6	8	6.9	7.8	6.8	5.9	7.2	7
Non BAME [Ethnicity 2022]	3432	7.5	7	6.6	6.6	7.3	8.4	6.5	7.8	7.9	7.1	8	6.8	6	7	6.8
Disabled [Disability 2022]	230	7.1	6.7	6.7	6.5	7	8.2	6	7.4	7.7	6.5	7.8	6.3	5.5	6.8	6.5
No [Disability Category]	3450	7.5	7	6.6	6.7	7.3	8.4	6.5	7.8	8	7.1	8	6.8	6	7	6.8

Lower Scoring Diverse Groups- Insights



1-6=Detractors, 7-8=Passives, 9-10=Advocates

Blood and Transplant

	BAME		Disability		Men	
CENTRE TOP SCORES	NEWCASTLE	8.7 (6)	BARNSELY & MANCHESTER	7.7 (35 & 17)	PLYMOUTH	8.8 (16)
	OXFORD, CAMBRIDGE	8.0 (16) & (11)	CAMBRIDGE	7.3 (7)	HOME, SOUTHAMPTON	7.9 (24 & 21)
	BRISTOL	7.8 (114)	LIVERPOOL & BRISTOL	7.2 (18 & 57)	BRISTOL	7.5 (316)
	LIVERPOOL	6.3 (6)	TOOTING	5.9 (19)	BASILDON	6.2 (32)
BOTTOM SCORES	HOME	7.1 (7)	BIRMINGHAM	6.3 (19)	LIVERPOOL	6.7 (82)
	COLINDALE & BARNSELY	7.3	OXFORD	6.4 (10)	CAMBRIDGE	6.9 (41)
DIRECTORATE TOP SCORES	QUALITY	8.3 (24)	QUALITY	8.5 (9)	QUALITY	8.2 (42)
	OTDT	8.2 (33)	FINANCE	7.9 (14)	DDTS	7.7 (139)
	DDTS	7.9 (51)	DDTS	7.5 (20)	PEOPLE	7.5 (29)
	FINANCE	6.9 (18)	BLOOD SUPPLY M&L	6.5 (36)	BLOOD SUPPLY BD	7.0 (205)
BOTTOM SCORES	DONOR EXPERIENCE	7.1 (31)	BLOOD SUPPLY BD & CLINICAL SERVICES	6.8 (63 & 36)	BLOOD SUPPLY M&L & DONOR EXPERIENCE	7.1 (485 & 57)
	BLOOD SUPPLY, CLINICAL SERVICES, PEOPLE	7.4	OTDT & DONOR EXPERIENCE	7.3 (19 & 10)	FINANCE	7.3 (57)

We have highlighted groups, that sit across multiple groups

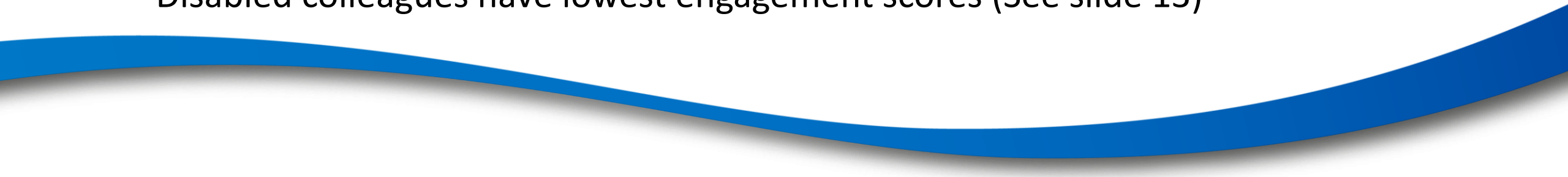
Lower Scoring Diverse Groups:

	BAME		Disability		Men	
BAND TOP SCORES	8D	8.1 (7)	8B	8.4 (10)	8D	8.1 (27)
	7	7.9 (120)	8A	8.0 (23)	8B	7.9 (68)
	5, 6, 8B	7.6	7	7.5 (34)	7	7.8 (220)
BOTTOM SCORES	3, 8A	7.2 (147)	3	6.6 (57)	4, 5	6.7 (152 & 123)
	4	7.3 (76)	6	6.7 ((31)	3	7.0 (343)
	8C	7.4 (7)	8c	6.9 (8)	8c	7.2 (34)

We have highlighted groups, that sit across multiple groups

Highlights- So What?

WDES/WRES Data

- Lower Scoring Diverse group lower trends: ***Liverpool, Blood Supply, Donor Experience, Band 3, Band 8C***
 - Lower Scoring Diverse group higher trends, ***Quality, DDTS, Band 8B, Band 8D***
 - Bullying, Harassment and Abuse from Managers is higher for BAME colleagues (18%) vs 14% for non BAME
 - BAME and Disabled Colleagues still experiencing higher levels of discrimination than non BAME/Disabled
 - BAME and Disabled colleagues experiencing more pressure to come to work, despite not feeling well enough.
 - Disabled colleagues have lowest engagement scores (See slide 13)
- 

Combined insights

Highlights from Insights- So What?



Blood and Transplant

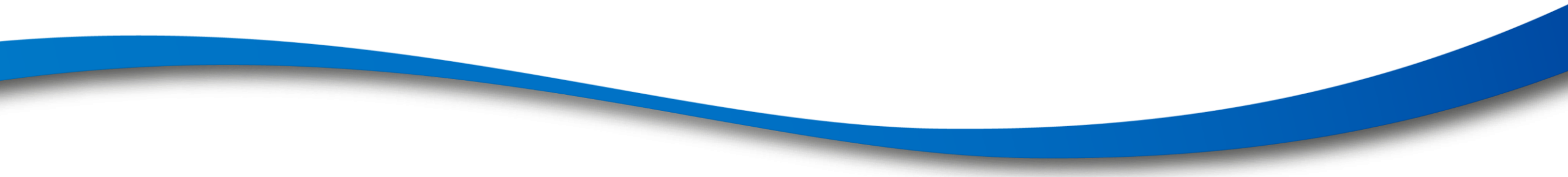
	...Directorates	...Centres	...Bands
What influences engagement in..	<ul style="list-style-type: none"> Autonomy and Growth heavily influence engagement in directorates* 	<ul style="list-style-type: none"> Freedom of Opinions- Manager heavily influences engagement in centres* 	<ul style="list-style-type: none"> Autonomy-Remote Working heavily influences engagement among all bands*
Where are things going well/not as well in....	<ul style="list-style-type: none"> Quality has overall highest scores, Blood Supply M&L overall lower scores 	<ul style="list-style-type: none"> Southampton and Plymouth has overall highest scores, Basildon & Liverpool overall lower scores 	<ul style="list-style-type: none"> ET & 8D has overall higher scores, B8c are outliers Bands 3 & 4 overall lower scores
What are the strengths, priorities in....	<ul style="list-style-type: none"> Workload: is a common priority for all directorates except OTDT and Donor Experience 	<ul style="list-style-type: none"> Highest and lowest scoring centres scores are most heavily influenced by Blood Supply. Addressing priorities here, will impact centre scores. 	<ul style="list-style-type: none"> Goal Setting is a Common Strength among all Bands Workload is a Common Priority among higher Bands, Growth is a common priority among lower bands.

*Heavily influencing engagement – it shows as a priority for low scoring areas in this category, and a strength for high scoring ones

WRES

- Lower Scoring Diverse group lower trends: **Liverpool, Blood Supply, Donor Experience, Band 3, Band 8C**
- Lower Scoring Diverse group higher trends, **Quality, DDTS, Band 8B, Band 8D**
- Bullying, Harassment and Abuse from Managers is higher for BAME colleagues (18%) vs 14% for non BAME
- BAME and Disabled Colleagues still experiencing higher levels of discrimination than non BAME/Disabled
- BAME and Disabled colleagues experiencing more pressure to come to work, despite not feeling well enough.
- Disabled colleagues have lowest engagement scores (Slide 13)

APPENDICES- ENGAGEMENT SCORES & NPS



2022- Team Engagement Scores

Blood and Transplant

Finance (7.6)	Score	Dif to 2020
Facilities Barnsley	9.2	
NHSBT Pay Support	8.8	+0.1
Estates	8.7	-0.1
Finance Operations	8.6	+0.3
Construction Team	8	-0.1
Facilities Filton	7.7	+0.4
Blood and Specialist Services Finance Team	7.6	-
DTS Customer Services Contracts	7.1	-0.4
Procurement	6.8	-0.7

Plasma	Engagement
PFM Change Delivery	7.3

DDTS (7.9)	Score	Dif to 2020
Product Centre - Clinical Services	9.1	-
ODR	8.7	-
Digital Delivery	8.1	-
Live Services - Service Management	8.1	-
ICT Performance & Business Development	8.1	-
Live Services - Technology Services	7.9	-
DDTS	7.8	-0.6
Architecture	7.6	-
Live Services - IT Service Operations	7.5	-
Blood Tech Strategy	7.5	-
DDTS Demand & Portfolio	7.4	-

Quality (8.2)	Score	Dif to 2020
QA Direct	9.3	+0.8
QA South West	8.8	+0.2
QA IMP Team	8.4	+0.3
Quality Assurance	8.3	-0.1
QA South East	7.7	+0.1
Quality	7.7	-
QA North	7.4	+0.6
Assistant Director Governance & Resilience	6.7	

People (7.9)	Score	Dif to 2020
People	8.9	-
Leadership, Performance and Culture	8.3	-
People & Culture Partnering	8	-
HR - Operations	7.8	-
Talent Acquisition & Recruitment	7.8	-
Health, Wellbeing and Governance	7.6	-
People Services	7.3	-0.8
HR Workforce Specialist Services	7.1	+0.5

Blood and Transplant

Clinical Services (7.6)	Score	Dif to 2020
Clinical Services	9.4	
Patient Blood Management	9.3	1
RTC Admin	8.5	0.1
SHOT	8.5	
Diagnostic Development & Sales	8.4	0.4
S&CS - CTU	8.4	-0.6
Therapeutic Apheresis Sevices	8.3	-0.6
Therapeutic Apheresis Services - London	8.3	3
Associate Medical Director - ODT	8.3	-
RCI Reference Birmingham	8.2	0
RCI Reference Newcastle	8.2	0.4
Cord Blood Bank Colindale	8.1	0
Clinical Manufacturing and Microbiology	8.1	0.9
RCI	8.1	0
Patients Speciality	8	0.7
BBMR Bristol	8	0.7
RCI Reagents Liverpool	7.9	-1
H&I Barnsley	7.9	-
CD Laboratory	7.9	0.2
Statistics & Clinical Research	7.8	-
CST - Clinical Support Team	7.8	-
Stem Cells Oxf - Service	7.8	-0.3

Clinical Services	Score	Dif to 2020
SPS Strategic Delivery	7.8	0
H&I Bristol	7.7	-0.3
CBC	7.7	-0.8
Donor Medicine	7.7	-
CMT	7.6	-0.6
Stem Cells Sthptn -Servic	7.6	0
IBGRL Red Cell Reference	7.5	-0.2
H&I Newcastle	7.4	-0.4
H&I Management	7.4	0.4
H&I Tooting	7.3	-0.2
RCI Reference Barnsley	7.2	-
H&I Colindale	7.2	1.1
H&I Birmingham	7	0.4
RCI Reference Tooting	7	-0.9
RCI Reference Bristol	7	0
Stem Cells Barnsley-Service	6.9	-
Hospital Customer Services	6.9	-0.6
RCI Reference Liverpool	6.7	-1
RCI Reference Colindale	6.6	0.3
Fetal RHD Screening	6.5	-
Stem Cells Liverpool - Service	6.4	-0.3
Blood Transfusion & Components	6.2	-
Stem Cells Bri - Service	6.2	-1
Molecular Diagnostics	6.1	-1.5
Stem Cells Birm - Service	5.8	-1.1

OTDT (7.9)	Score	Dif to 2020
Information Services - ODT	8.9	0.7
Education, Governance, Aftercare and Nursing	8.8	-
SN-OD Team - South West - ODT	8.8	-0.2
Organ Donation	8.7	
SN-OD Team - South Central - ODT	8.6	-0.2
Strategy Transformation and Business Development - OTDT	8.6	-
UK Commissioning & Service Development	8.6	-
SN-OD Team - Yorkshire - ODT	8.5	-0.6
SN-OD Team - London - ODT	8.2	0.4
SN-OD Team - Scotland - ODT	8.2	0.1
SN-OD Team - Northern Ireland - ODT	8.2	-0.4
SN-OD Team - South East - ODT	8	-1.1
SN-OD Team - Northern - ODT	8	-0.5
SN-OD Team - North West - ODT	7.9	-0.5
Tissue Services Liverpool Eye Bank	7.8	-
SN-OD Team - Eastern - ODT	7.7	-0.3
Support Services - ODT	7.6	-0.5
SN-OD Team - Midlands - ODT	7.5	-1.2
Clinical Development	7.5	-
Tissue Services South Donation Team	7.4	-0.1
Donor Family Aftercare	7.2	-
SN-OD Team - South Wales - ODT	7.1	-1.4
Hub Operations	6.9	-
Tissue Services National Referral Centre	6.9	-0.3
Tissue Services NW Donation Team	6.9	3.3
Tissue Bank LIV	6.3	-0.8
Customer Care	4.6	-

Band- Response Rates

	BAME	NON Bame	Disabled	Non Disabled
3	37% (of 255)	42% (of 1499)	58% (of 79)	42% (of 1499)
4	38% (of 130)	61% (of 616)	70% (of 33)	57% (of 632)
5	48% (of 104)	62% (of 298)	66% (of 26)	56% (of 329)
6	49% (of 138)	59% (of 550)	70% (of 35)	55% (of 580)
7	54% (of 163)	67% (of 750)	78% (of 38)	65% (of 771)
8a	61% (of 59)	78% (of 302)	81% (of 25)	75% (of 298)
8b	60% (of 18)	74% (of 142)	74% (of 12)	71% (of 125)
8c	69% (of 9)	82% (of 69)	92% (of 8)	80% (of 59)
8d	64% (of 7)	79% (of 50)	N/A	83% (of 46)

Directorate- Response Rates



Blood and Transplant

	BAME	NON Bame	Disabled	Non Disabled
Blood Supply BD	41 % (of 203)	50% (of 1649)	64% (of 81)	49% (of 1627)
Blood Supply M&L	38% (of 312)	53% (of 894)	58% (of 51)	48% (of 1036)
Clinical Services	46% (of 220)	59% (of 782)	75% (of 41)	55% (of 868)
OTDT	50% (of 47)	66% (of 554)	74% (of 21)	65% (of 520)
DDTS	49% (of 76)	68% (of 173)	69% (of 24)	61% (of 213)
Donor Experience & Communications	51% (of 45)	77% (of 142)	67% (of 13)	71% (of 146)
Finance	58% (of 23)	68% (of 156)	72% (of 16)	66% (of 144)
People	67% (of 26)	78% (of 129)	96% (of 16)	76% (of 125)
Quality	76% (of 24)	82% (of 109)	74% (of 9)	82% (of 114)
Strategy & Transformation	N/A	66% (of 11)	N/A	40% (of 9)
Plasma for Medicine				

Centres- Response Rates



Blood and Transplant

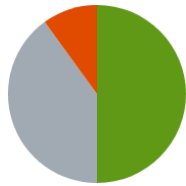
	BAME	NON Bame	Disabled	Non Disabled
Bristol	46% (of 171)	59% (of 958)	70% (of 69)	56% (of 972)
Barnsley	50% (of 65)	57% (of 705)	75% (of 42)	56% (of 655)
Colindale	44% (of 295)	58% (of 366)	63% (of 26)	50% (of 587)
Birmingham	45% (of 117)	57% (of 365)	73% (of 24)	53% (of 415)
Tooting	50% (of 140)	54% (of 347)	63% (of 25)	52% (of 423)
Manchester	31% (of 102)	56% (of 374)	52% (of 23)	50% (of 406)
Liverpool	47% (of 10)	57% (of 376)	57% (of 21)	58% (of 333)
Newcastle	42% (of 11)	63% (of 271)	81% (of 16)	61% (of 243)
Cambridge	54% (of 18)	53% (of 235)	63% (of 9)	54% (of 220)
Southampton	N/A	54% (of 181)	N/A	53% (of 160)
Oxford	34% (of 33)	55% (of 155)	72% (of 12)	49% (of 159)
Basildon	N/A	49% (of 104)	N/A	48% (of 93)
Home	71% (of 9)	84% (of 55)	N/A	88% (of 54)
Plymouth	N/A	83% (of 50)	N/A	79% (of 42)
Lancaster	N/A	33% (of 64)	N/A	36% (of 52)
Stoke Gifford	42% (of 25)	66% (of 147)	66% (of 10)	63% (of 148)

2022 Engagement Scores – Clinical Services, Finance, People, OTDT

Clinical Services

7.6

7.6 in 2020

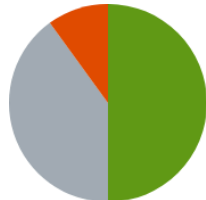


43% promoters
36% passives
21% detractors

Finance

7.6

7.8 in 2020

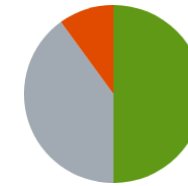


48% promoters
32% passives
20% detractors

People

7.9

7.9 in 2020

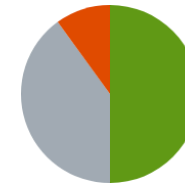


52% promoters
36% passives
12% detractors

Organ and Tissue Donation and Transplantation

7.9

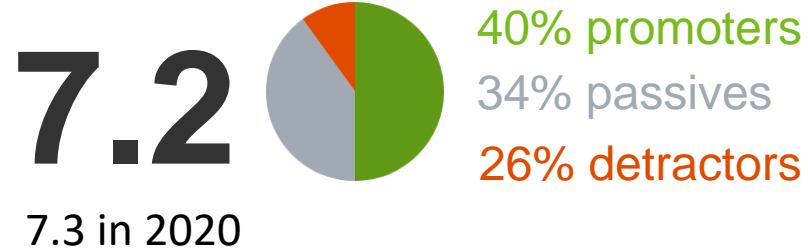
7.9 in 2020



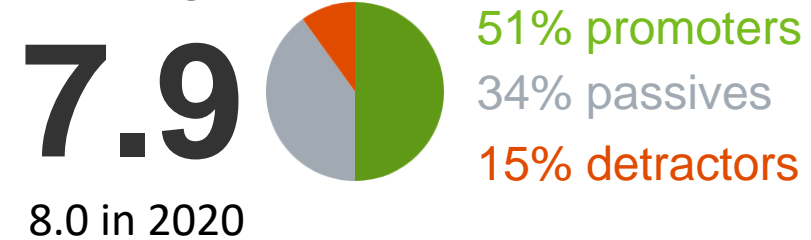
54% promoters
32% passives
14% detractors

2022 Engagement Scores – Blood Supply, Quality, DDTS, Plasma

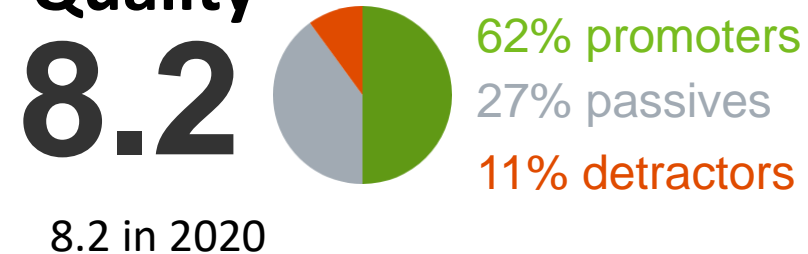
Blood Supply



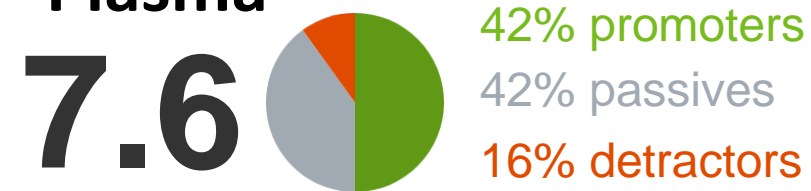
DDTS



Quality



Plasma

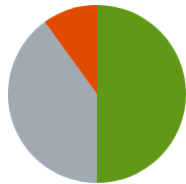


2022 Diverse Group Engagement Scores

Male

7.3

7.6 in 2020

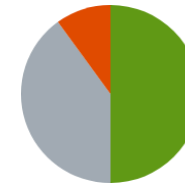


42% promoters
33% passives
25% detractors

Female

7.6

7.6 in 2020



45% promoters
34% passives
21% detractors

LGBT+

7.6

7.9 in 2020

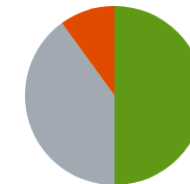


47% promoters
32% passives
21% detractors

Non LGBT+

7.6

7.7 in 2020



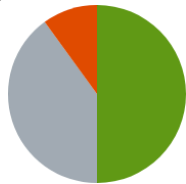
48% promoters
33% passives
19% detractors

2022 Diverse Group Engagement Scores

Disabled

7.1

7.3 in 2020



37% promoters
34% passives
29% detractors

No Disability

7.5

7.6 in 2020



45% promoters
34% passives
21% detractors

Bame

7.5

7.4 in 2020

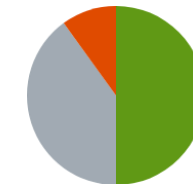


44% promoters
34% passives
22% detractors

Non Bame

7.5

7.7 in 2020



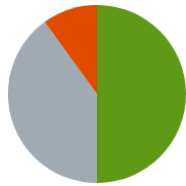
45% promoters
34% passives
21% detractors

2022 Location Engagement Scores

Bristol

7.6

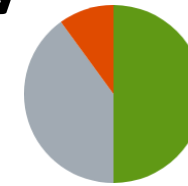
7.8 in 2020



46% promoters
35% passives
19% detractors

Barnsley

7.7



47% promoters
35% passives
18% detractors

Colindale

7.2

7.0 in 2020

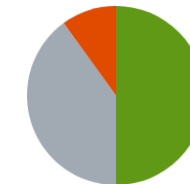


38% promoters
35% passives
27% detractors

Birmingham

7.2

7.5 in 2020



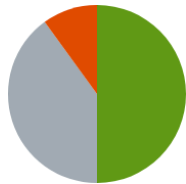
42% promoters
28% passives
30% detractors

2022 Location Engagement Scores

Tooting

7.2

7.3 in 2020



37% promoters
37% passives
26% detractors

Manchester

7.7

7.8 in 2020

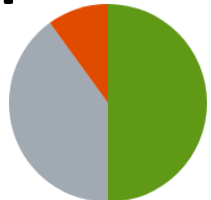


46% promoters
35% passives
19% detractors

Liverpool

7.1

7.4 in 2020

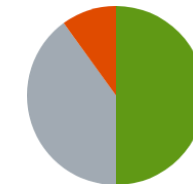


39% promoters
34% passives
27% detractors

Newcastle

7.7

8.0 in 2020



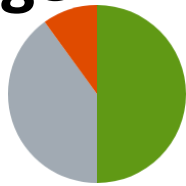
55% promoters
25% passives
20% detractors

2022 Location Engagement Scores

Cambridge

7.1

7.4 in 2020



40% promoters
33% passives
27% detractors

Southampton

8.4

7.4 in 2020



63% promoters
32% passives
5% detractors

Oxford

7.4

7.4 in 2020

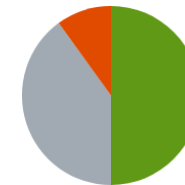


38% promoters
40% passives
22% detractors

Basildon

6.6

6.1 in 2020



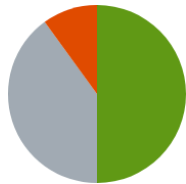
29% promoters
33% passives
38% detractors

2022 Location Engagement Scores

Lancaster

7.6

7.4 in 2020

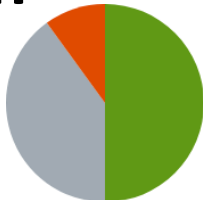


46% promoters
35% passives
19% detractors

Plymouth

8.5

7.4 in 2020



69% promoters
23% passives
8% detractors

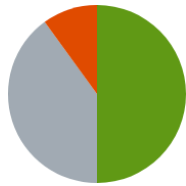
NHSBT Engagement score is 7.5

2022 Engagement Scores by Band

Band 3

7.1

7.3 in 2020

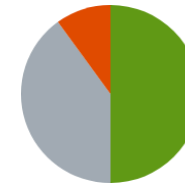


38% promoters
32% passives
30% detractors

Band 4

7.3

7.4 in 2020



42% promoters
33% passives
25% detractors

Band 5

7.3

7.7 in 2020

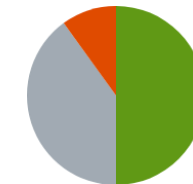


41% promoters
36% passives
23% detractors

Band 6

7.6

7.6 in 2020



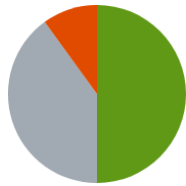
47% promoters
31% passives
22% detractors

2022 Engagement Scores by Band

Band 7

7.9

8.1 in 2020

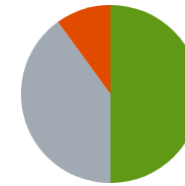


52% promoters
35% passives
13% detractors

Band 8a

7.9

7.9 in 2020



50% promoters
35% passives
15% detractors

Band 8b

7.9

8.0 in 2020

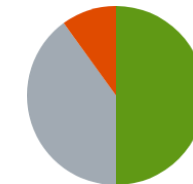


47% promoters
39% passives
14% detractors

Band 8c

7.4

7.2 in 2020



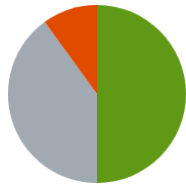
46% promoters
36% passives
18% detractors

2022 Engagement Scores by Band

Band 8d

8.0

8.0 in 2020



59% promoters

31% passives

10% detractors