

Board of Directors (Public)

Item 5.4

Board Report

Subject: Staff Survey 2014-Summary Report
Date of meeting: 31st March 2015
Prepared by: Debbie Herring, Director of Strategy & OD
Presented by: Debbie Herring, Director of Strategy & OD

Data Quality Rating	BAF Ref	Level of Assurance (Full / Incomplete/ Concerned / Immediate Action)
Gold	8	None

1. Executive Summary

This summary provides an overview of results from the annual national survey of Liverpool Heart and Chest staff and compares the findings to the national picture and where possible to other specialist Trusts.

Overall the Trust is performing well in the 2014 survey compared with other Trusts. There are consistently high scores for patient care, appraisals and job satisfaction. However, in keeping with the Trusts vision to be the best NHS employer by 2019, action plans are being developed with staff and Managers in each local area and a number of corporate priorities are being identified. The Trust has also committed to the Listening into Action (LiA) national programme to improve staff engagements and involvement.

2. Introduction

This summary provides an overview of results from the annual national survey of Liverpool Heart and Chest staff and compares the findings to the national picture.

The 2014 NHS Staff Survey involved 287 NHS organisations in England. Over 624,000 NHS staff were invited to participate using a self-completion postal questionnaire survey or electronically via email. Within LHCH the data was collected using the self-completion postal questionnaire survey, provided by Quality Heath.

Nationally responses from 255,000 NHS staff were received, a response rate of 42% (49% in 2013). LHCH surpassed the national average with a response rate of 63% (58% in 2013). All full-time and part-time staff who were directly employed by LHCH on September 1st 2014 were eligible. Fieldwork for the survey was carried out between late September and early December 2014.

The results are primarily intended for use by NHS organisations to help them review and improve staff experience so that staff can provide better patient care. The Care Quality Commission will use the results from the survey to monitor on going compliance with essential standards of quality and safety. The survey will also support accountability of the Secretary of State for Health to Parliament for delivery of the NHS Constitution.

3. Background

This summary provides results from the 2014 survey structured around four of the pledges in the NHS Constitution, with the additional themes relating to “equality and diversity”, “raising concerns” and “patient experience measures”. The NHS Constitution outlined the principles and values of the NHS in England including four pledges that set out what staff should expect from NHS employers. The following pledges are part of the commitment of the NHS to provide high-quality working environments for staff:

Pledge 1: To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers, and to communities.

Pledge 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.

Pledge 3: To provide support and opportunities for staff to maintain their health, wellbeing and safety

Pledge 4: To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

4. The results in summary

(Please note that numbers have been rounded to the nearest % for readability, numbers may differ with a higher degree of precision)

Appendix 1 shows the Staff Engagement and Key Findings headlines and Appendix 2 the Trusts top 5 improved scores and the top 5 declined scores

64% (65% in 2013) of NHS staff said that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation. In comparison LHCH has maintained the excellent result of 92% of staff who said that if a friend or relative needed treatment they would be happy with the standard of care provided, placing LHCH 4th nationally. In addition, 86% of LHCH employees said that care of patients and service users is their organisation's top priority compared to the national average of 67%.

Nationally the number of staff receiving appraisals has remained stable at 83%, however only 38% of staff said these appraisals were well structured (same as in 2013). Again LHCH perform favourably against the national average with 87% of staff receiving appraisals and 46% agreeing that these were well structured.

Nationally only 41% of all staff felt that their trust values their work, within LHCH this rises to 51%. The proportion of LHCH staff who indicated that they would recommend their organisation as a place to work has decreased from 74% in 2013 to 69% in 2014. This trend is mirrored across the NHS with the national picture decreasing from 58% in 2013 to 56% in 2014. However in the latest round of the Staff Friends and Family Test which we ran in LHCH February this year the response to this question was 75%.

Only 45% of LHCH employees said that communication between senior managers and staff is effective, however this is higher than the national average of 37%. Less than a third of all NHS staff (29%) reported that senior managers act on feedback from staff, LHCH performed considerably better with a score of 39%. Despite this, 74% of LHCH staff said that they are able to make suggestions on how they could improve the work of their team or department.

14% of NHS staff reported experiencing physical violence from patients, their relatives or other members of the public in the previous 12 months. LHCH scores much lower with 9% of staff report experiencing physical violence from patients, their relatives or other members of the public in the previous 12 months.

15% of LHCH staff report that they experienced bullying, harassment and abuse from patients, their relatives or other members of the public in the previous 12 months compared with 28% of all staff nationally.

Two-thirds (66%) of incidents of physical violence were reported compared to 64% in 2013, LHCH under performs in this area with only 46% of employees reporting the incident. However 57% of staff reported bullying, harassment and abuse cases compared to 44% nationally.

5. Further Analysis

Alongside the standard reporting, Quality Health was also commissioned to provide further benchmarked analysis of the survey results mapped against the pledges. This report can be seen in Appendix 4. Each question that corresponded to a pledge was analysed and ranked according the following criteria;

Negative variance to NHS Acute Trusts \geq -5% (0.25)	Red
Negative variance to NHS Acute Trusts \geq -3% (0.15), $<$ -5% (0.25)	Amber
Positive variance to NHS Acute Trusts \geq 5% (0.25)	Green

Under these rankings LHCH received 59 Green ratings, 1 Amber rating and 1 Red. Further breakdown of the ratings are included throughout this report within the relevant pledge sections.

**please note that some ratings will be counted more than once due to them appearing in more than one Key Finding*

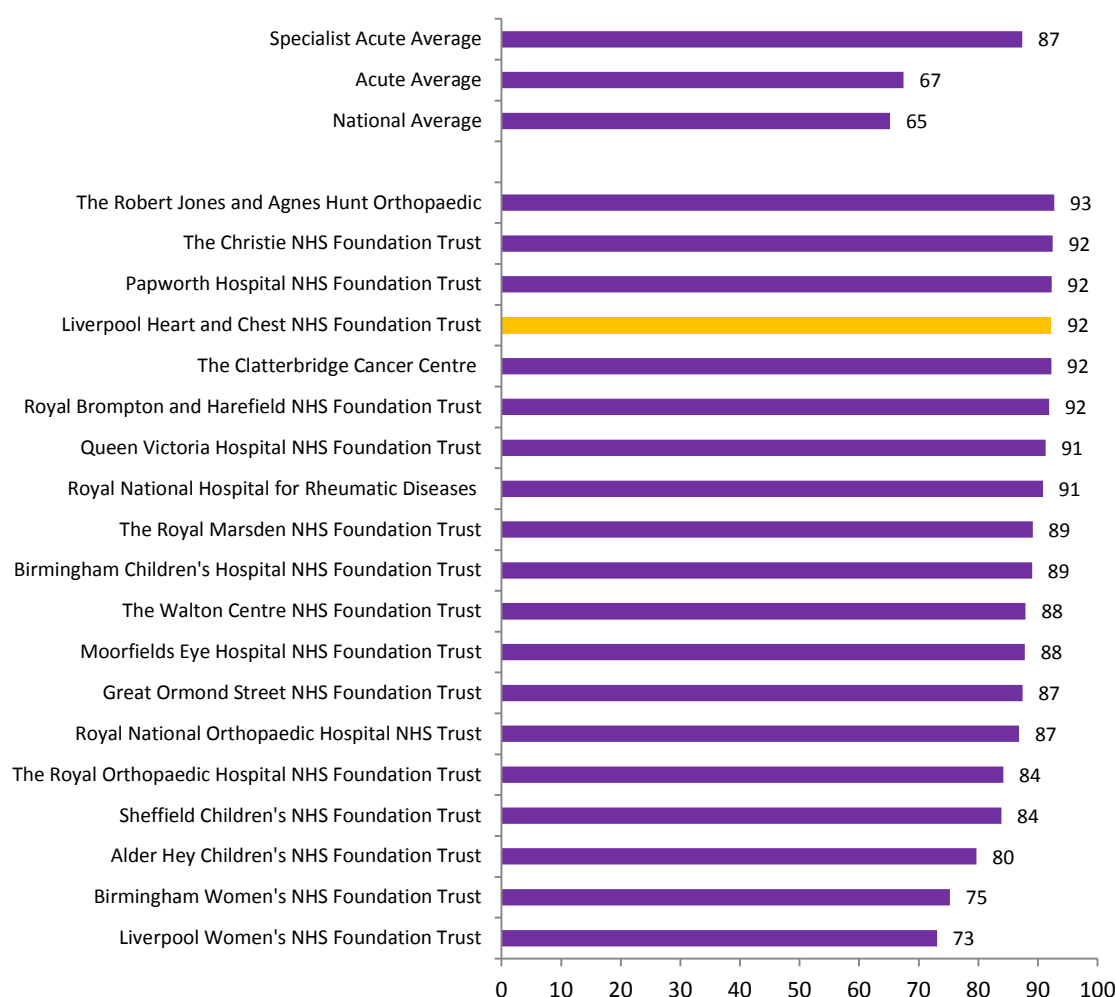
Pledge 1: Roles, Responsibilities and Rewarding Jobs

The patient experience

Chart 1 shows that 65% of NHS staff said that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation, compared to 87% of staff who work within a Specialist Acute Trust. The chart breaks this down further and looks at the individual scores of each Specialist Acute Trust, with LHCH placed 4th with 92%.

In addition, 86% of LHCH employees said that care of patients and service users is their organisation's top priority compared to the national average of 67%.

% agreeing and strongly agreeing "If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"



Team working

98% of LHCH staff identify as working within a team compared to 96% nationally. Over three quarters (82%) of employees within LHCH agree that team members have a set of shared objectives and that team members have to communicate closely with each other to achieve these objectives (82%), outperforming the national scores of 77% and 79% respectively.

Job satisfaction

Nationally results for job satisfaction are slightly up from last year with just over three-quarters of staff (79%) satisfied with the support they receive from colleagues and 74% satisfied with the amount of responsibility they are given. Within LHCH 84% of employees are satisfied with the support they receive from colleagues and 76% are satisfied with the amount of responsibility they are given.

51% of LHCH staff are satisfied with the extent to which they felt that their organisation values their work, compared to 41% nationally. 35% of LHCH staff are satisfied with their level of pay compared to 33% nationally.

Clearly defined job roles and work pressure

88% of LHCH employees said that they know what their work responsibilities are (compared to 84% of staff nationally) and 80% said they have clear, planned goals and

objectives for their job (73% nationally). However, only 39% feel that there are enough staff to enable them to do their jobs properly (29% nationally).

Benchmark Analysis

Within Pledge 1 LHCH received 6 Green ratings, 1 Amber rating and 0 Reds (shown below).

Green	I am able to do my job to a standard I am personally pleased with.
	I am satisfied with the quality of care I give to patients / service users.
	I am able to deliver the patient care I aspire to.
	I have adequate materials, supplies and equipment to do my work.
	There are enough staff at this organisation for me to do my job properly.
Amber	Work pressure felt by staff

**please note that some ratings will be counted more than once due to them appearing in more than one Key Finding*

Pledge 2: Personal Development, Access to Training and Support from Line Management

Staff appraisals

Nationally the number of staff receiving appraisals has remained stable at 83%, however only 38% of staff said these appraisals were well structured (same as in 2013). Again LHCH perform favourably against the national average with 87% of staff receiving appraisals and 46% agreeing that these were well structured.

Training, learning and development

In the last 12 months across the NHS, health and safety training (75%) and handling confidential information about patients / service users (79%) are the most common areas where staff participated. LHCH scores much higher across these areas, with health and safety training at 94% and handling confidential information about patients / service users at 95%.

The proportion of staff who have received training in how to deliver a good patient / service user experience has remained stable nationally at 50%. Within LHCH this score is greatly exceeded with 87% of staff having received this training.

Of LHCH employees who had received some kind of training, learning or development in the past 12 months, 66% felt that it had helped them to do their job more effectively and 73% felt that it helped them to stay up-to-date with professional requirements. 65% felt their training, learning and development helped them to deliver a better patient / service user experience.

Line management and supervisor support

Within LHCH 75% of staff reported that their manager helps them with difficult tasks and 78% felt supported in a personal crisis (compared to the national picture of 67% and 73% respectively).

Nationally 58% of employees feel that their manager gives them clear feedback about their work compared to 63% in LHCH and 66% said they are satisfied with the support they get from their immediate manager compared to 77% within LHCH.

Benchmark Analysis

Within Pledge 2 LHCH received 9 Green ratings, 0 Amber rating and 0 Reds (shown below).

Green	% having well-structured appraisals in last 12 months
	Did it help you to improve how you do your job?
	Did it help you agree clear objectives for your work?
	Did it leave you feeling that your work is valued by your organisation?
	My immediate manager encourages those who work for her / him to work as a team
	My immediate manager can be counted on to help me with a difficult task at work
	My immediate manager gives me clear feedback on my work
	My immediate manager asks for my opinion before making decisions that affect my work
	My immediate manager is supportive in a personal crisis

**please note that some ratings will be counted more than once due to them appearing in more than one Key Finding*

Pledge 3: Maintaining Health, Wellbeing and Safety

Health and well-being

Staff were asked whether their immediate manager takes a positive interest in their health and well-being with 56% nationally saying that this is the case. Employees at LHCH responded slightly more favourably with 59% agreeing. However, in LHCH only 48% (43% nationally) said their organisation takes positive action on health and well-being.

Nationally 65% of staff reported that they had attended work in the previous three months despite not feeling well enough to perform duties, LHCH perform better than the national average with 58%. Of those LHCH employees who had attended work while unwell, 89% stated that they had put themselves under pressure to attend (91% nationally); 31% felt under pressure from their manager (30% nationally) and 19% from other colleagues to attend (23% nationally).

39% of NHS staff reported that during the last 12 months they have felt unwell as a result of work related stress, compared to 32% of LHCH staff

Violence, harassment, bullying and abuse

14% of NHS staff overall reported experiencing physical violence from patients, their relatives or other members of the public in the previous 12 months, compared to 8% within LHCH. Nationally 28% of staff reported that they experienced bullying, harassment and abuse from patients, their relatives or other members of the public in the previous 12 months, again LHCH performed better than the national average with 15%.

Within LHCH 1% of all staff said they had experienced physical violence from other staff (3% nationally). 24% of staff nationally reported they had experienced bullying, harassment or abuse from either their line manager or other colleagues compared to 16% within LCH.

Nationally two thirds (66%) of incidents of physical violence and 44% of bullying, harassment or abuse cases were reported. Within LHCH these figures are 46% of incidents of physical violence and 57% of bullying, harassment or abuse cases were reported.

Errors, near misses and incidents

Nationally 85% of all staff felt encouraged by their organisation to report errors, near misses and incidents. This figure is higher within LHCH at 88%. Within LHCH 12% of all staff felt that reporting of errors would lead to punishment or blaming of those involved, which was again better than the national average of 14%.

67% of LHCH staff (62% nationally) felt that incident reporting was handled confidentially, while 72% thought that action was taken to prevent similar errors occurring in the future (62% nationally). Although reporting rates were high, the percentage of staff that felt

informed about errors, near misses or incidents was 47% (45% nationally), and staff who felt that they were given feedback on changes made as a result of errors, near misses and incidents remains low at 45% (44% nationally).

Benchmark Analysis

Within Pledge 2 LHCH received 15 Green ratings, 0 Amber rating and 0 Reds (shown below).

Green	My organisation treats staff who are involved in an error, near miss or incident fairly
	My organisation treats reports of errors, near misses or incidents confidentially.
	When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again
	I would feel secure raising concerns about unsafe clinical practice
	% experiencing physical violence from patients, relatives or the public in last 12 months
	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?
	In the last 12 months how many times have you personally experienced physical violence at work from managers/ team leaders or other colleagues?
	% receiving health and safety training in last 12 months
	% suffering work-related stress
	% witnessing potentially harmful errors, near misses or incidents in last month
	In the last month have you seen any errors, near misses, or incidents that could have hurt staff?
	In the last month have you seen any errors, near misses, or incidents that could have hurt patients / service users?

**please note that some ratings will be counted more than once due to them appearing in more than one Key Finding*

Pledge 4: Engaging Staff in Decisions that Affect Them

Trust management

In LHCH 85% of staff (81% nationally) said they could identify who the senior managers are in their organisation, but only 38% (31% nationally) felt that their managers involve staff in important decisions. Nationally just over one third of staff felt that communication between managers and staff is effective (37%) and just over a quarter (29%) reported that senior managers act on feedback from staff. In comparison, within LHCH 45% felt that communication between managers and staff is effective and 39% reported that senior managers act on feedback from staff.

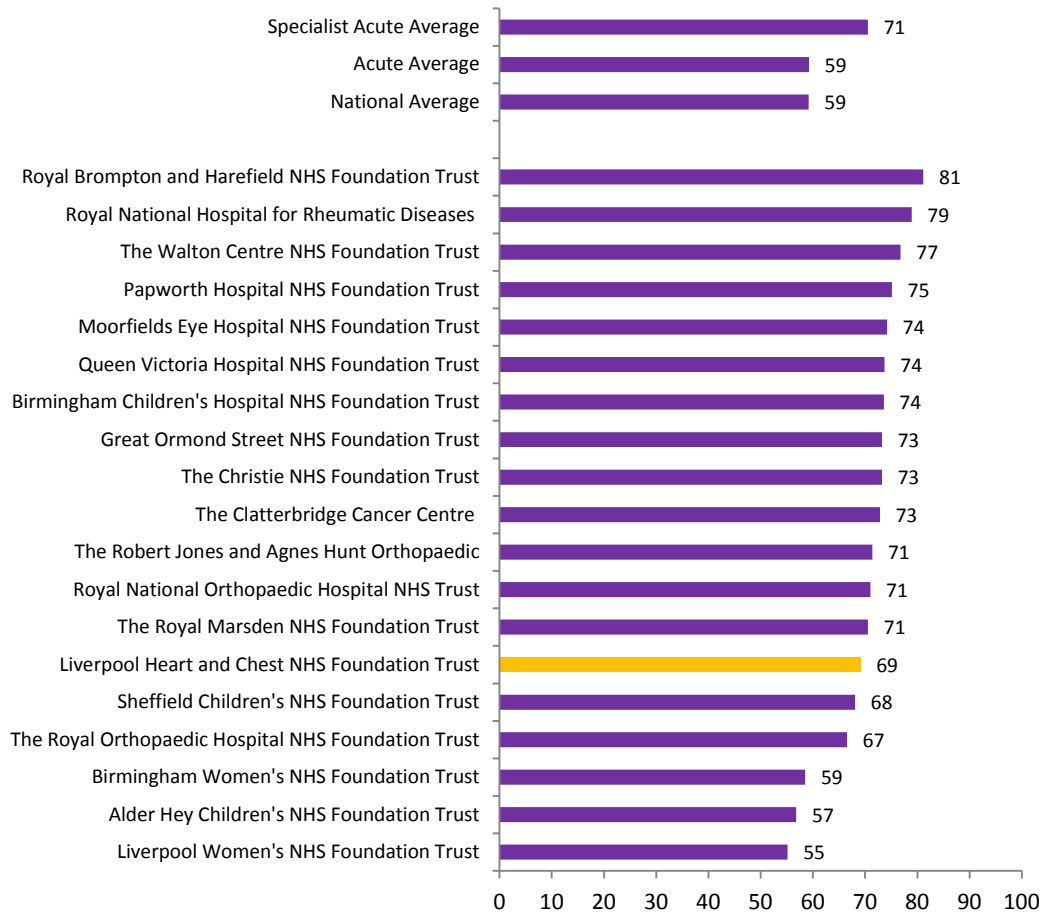
Improving the way we work

The proportion of staff saying they are able to make suggestions on how they could improve the work of their team or department nationally is 74%, the same amount of staff responded positively within LHCH. 72% of LHCH employees felt that they have frequent opportunities to show initiative in their role, compared to 70% nationally.

Staff as advocates

Nationally over half (56%) of all staff would recommend their organisation as a place to work, within LHCH this figure is higher with 69% of LHCH employees willing to recommend the Trust as a place to work. However when compared against other Specialist Acute Trusts LHCH is towards the lower end of the scores. Our latest Staff FFT outcome of 75% may be an indication of improvement but it has to be borne in mind that this is 75% of a considerably lower response rate to the staff survey.

% agreeing and strongly agreeing "I would recommend my organisation as a place to work"



Staff motivation

52% of all staff indicated that they often or always look forward to going to work, compared to 51% at LHCH. In LHCH 74% of employees were often or always enthusiastic about their jobs (68% nationally) and 79% (74% nationally) of staff said that time passed by quickly when they were working.

Benchmark Analysis

Within Pledge 1 LHCH received 12 Green ratings, 0 Amber rating and 1 Red (shown below).

Green	% experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
	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?
	% experiencing harassment, bullying or abuse from staff in last 12 months
	In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers / team leader or other colleagues?
	Have you felt pressure from your manager to come to work?
	Have you felt pressure from your colleagues to come to work?
	% reporting good communication between senior management and staff
	I know who the senior managers are here
	Communication between senior management and staff is effective
	Senior managers here try to involve staff in important decisions
	Senior managers act on staff feedback
	I am able to make improvements happen in my area of work
Red	In the last three months have you ever come to work despite not feeling well enough to perform your duties?

**please note that some ratings will be counted more than once due to them appearing in more than one Key Finding*

6. Additional Themes

The themes in this section are not mentioned specifically by the staff pledges, but are still covered by the NHS Constitution.

Raising concerns (Whistle-blowing)

The majority of LHCH staff would know how to report any concerns they have about unsafe clinical practice (95% compared to 93% nationally), 72% (68% nationally) would feel secure raising these concerns about unsafe clinical practice and 69% (57% nationally) would feel confident that their organisation would address their concern.

Equality and diversity

Within LHCH 1% (6% nationally) of staff said that they had experienced discrimination at work from patients, relatives or other members of the public in the previous 12 months, and 5% of staff reported that they had experienced discrimination at work from other colleagues (8% nationally).

Patient experience measures

73% of staff within the NHS report that patient experience measures are collected in their directorate / department, 56% receives regular updates about patient / service user experience feedback and 50% report that this feedback is used to make improvements in their directorate / department. In comparison 94% of employees with LHCH report that patient experience measures are collected in their directorate / department, 67% receives regular updates about patient / service user experience feedback and 66% report that this feedback is used to make improvements in their directorate / department

7. Conclusion and Next Steps

Across the results most scores for LHCH have remained static when compared to 2013. However LHCH scores at much higher level than most Acute Trusts. High performing areas within LHCH are the number of appraisals carried out within the Trust, high levels

of job satisfaction and far more staff than elsewhere say they can deliver the care that they aspire to. There is a continuation of the high scores for the care of patients and staff are clearly engaged with the Trust's vision for the future.

8. Recommendations

The Board is asked to note the presentation and the report on the 2014 NHS Staff Survey results and approve the next steps and actions.

The overall recommendations are as follows;

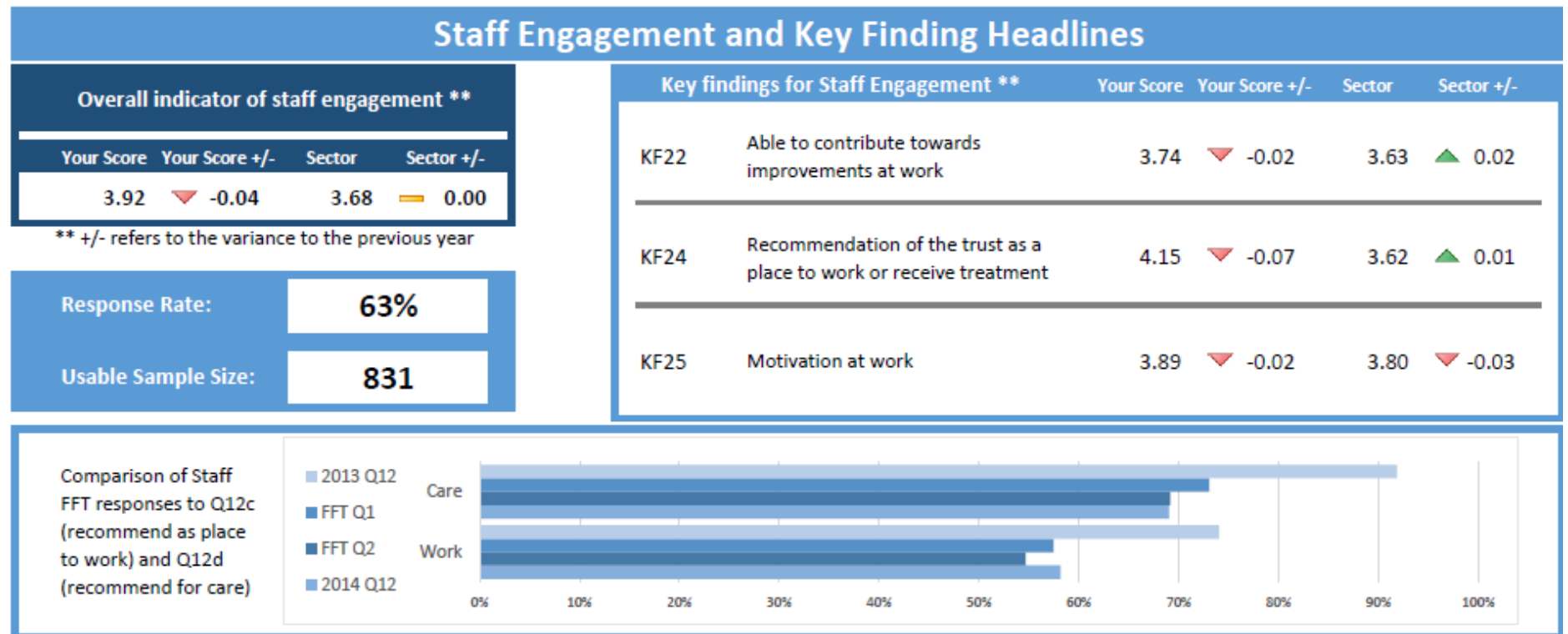
The HR team are in the process of breaking down the results to Departmental level and these will be shared with managers who will be asked to work with their staff to identify the 3 key areas for improvement in their area and their action plans for achievement. Action plans will be presented to the Quality Committee and progress monitored by the Executive Team.

Running alongside this, 3 key areas for action will be identified from a Trust wide perspective and associated action plans developed. These will be picked up through the Listening into Action programme that is commencing in the Trust this month.

A Leadership development programme has been developed and this will be implemented as soon as the new divisional teams are in place.

The LiA programme is the approach that will be used to enhance staff engagement and involvement.

Appendix 1



Appendix 2

Top 5 Scores									
Improved				Declined					
		2013	2014	+ ↑			2013	2014	- ↓
1	Received equality and diversity training in the last 12 months	61%	71%	10%	1	Agreed training helped to deliver a better patient / service user experience	70%	65%	-5%
2	Disagreed that staff are unable to meet all the conflicting demands on their time at work	29%	34%	4%	2	Agreed that they would recommend their organisation as a place to work	74%	69%	-5%
3	Agreed that their immediate manager is supportive in a personal crisis	74%	78%	4%	3	Agreed that training helped to do job more effectively	70%	66%	-4%
4	Agreed that they are satisfied with the quality of care they give	89%	93%	4%	4	Staff often / always look forward to going to work	55%	51%	-4%
5	Agreed they are able to deliver the patient care they aspire to	80%	84%	4%	5	Agreed that senior managers try to involve staff in important decisions	41%	38%	-4%

Focus

- Pick 3 or 4 key issues from the management recommendations and focus on these
- Map them to your corporate objectives
- Take urgent action to improve performance
- Use your performance management system to monitor implementation

Communicate

- Communicate the Trust's values, policies, actions, to disparate groups of staff with different views particularly those outside the corporate centre
- Never consider communication as "completed": repeat messages

Embed

- Continue to focus on embedding and improving the appraisal system
- Combine strong leadership with good staff engagement

Appendix 4

Qualifying negative variance to NHS Acute Trusts >= -5% (0.25)		Total Reds	1	3	2	7	20	7						
Qualifying negative variance to NHS Acute Trusts >= -3% (0.15), <-5% (0.25)		Total Ambers	1	1	1	6	7	5						
Qualifying positive variance to NHS Acute Trusts >= 5% (0.25)		Total Greens	59	72	70	52	37	49						
		NHS Acute Trusts	Trust		C&CM Directorate		Clinical Support		Corporate Directorate		Non Clinical Support		SACC Directorate	
Key Finding	Question		Base	Score	Base	Score	Base	Score	Base	Score	Base	Score	Base	Score
	Overall staff engagement	3.75	831	3.93	300	4.01	84	4.00	148	3.92	106	3.75	193	3.87
STAFF PLEDGE 1: To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and														
KF1	% feeling satisfied with the quality of work and patient care they are able to deliver	78%	707	76%	261	73%	68	79%	123	80%	95	75%	160	76%
	Q6d. I am able to do my job to a standard I am personally pleased with.	78%	820	85%	294	88%	83	83%	148	76%	103	85%	148	76%
	Q9a. I am satisfied with the quality of care I give to patients / service users.	82%	708	93%	290	96%	76	93%	75	85%	87	92%	75	85%
	Q9c. I am able to deliver the patient care I aspire to.	67%	661	84%	287	91%	75	77%	52	75%	73	82%	52	75%
KF2	% agreeing that their role makes a difference to patients	90%	766	93%	294	95%	77	95%	116	87%	96	92%	183	94%
	Q9b. I feel that my role makes a difference to patients / service users.	89%	766	93%	294	95%	77	95%	116	87%	96	92%	116	87%
KF3	Work pressure felt by staff	3.06	825	2.81	297	2.72	82	2.83	147	2.67	106	2.97	193	2.96
	Q7e. I am unable to meet all the conflicting demands on my time at work. *	44%	819	40%	294	34%	82	43%	146	38%	106	49%	146	38%
	Q7f. I have adequate materials, supplies and equipment to do my work.	54%	825	70%	297	76%	82	63%	147	74%	106	67%	147	74%
	Q7g. There are enough staff at this organisation for me to do my job properly.	28%	824	39%	295	40%	83	41%	147	48%	106	33%	147	48%
KF4	Effective team working	3.75	795	3.83	292	3.93	82	4.04	138	3.86	97	3.54	186	3.69
	Q4b. Team members have a set of shared objectives.	77%	795	82%	292	86%	82	88%	139	81%	98	76%	139	81%
	Q4c. Team members often meet to discuss the team's effectiveness.	58%	794	63%	292	63%	82	78%	138	71%	96	52%	138	71%
	Q4d. Team members have to communicate closely with each other to achieve the team's objectives.	79%	795	82%	292	84%	82	85%	138	82%	97	76%	138	82%

		NHS Acute Trusts	Trust		C&CM Directorate		Clinical Support		Corporate Directorate		Non Clinical Support		SACC Directorate	
Key Finding	Question		Base	Score	Base	Score	Base	Score	Base	Score	Base	Score	Base	Score
STAFF PLEDGE 1: To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and														
KFS*	% working extra hours	71%	811	64%	293	64%	82	67%	147	68%	102	46%	187	70%
	Q25b. On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? *	33%	800	30%	287	31%	81	31%	145	14%	102	28%	145	14%
	Q25c. On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours? *	58%	788	53%	283	57%	80	59%	145	62%	99	22%	145	62%
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.														
KF6	% receiving job-relevant training, learning or development in last 12 mths	81%	763	80%	287	81%	79	82%	128	77%	88	73%	181	85%
	Q2a. Training helped staff to do my job more effectively.	65%	817	66%	294	67%	83	67%	145	60%	105	57%	145	60%
	Q2b. Training helped staff stay up-to-date with professional requirements.	72%	812	73%	291	76%	83	77%	148	65%	99	65%	148	65%
	Q2c. Training helped staff to deliver a better patient/ service user experience.	62%	811	65%	293	69%	82	66%	146	56%	100	57%	146	56%
KF7	% appraised in last 12 mths	84%	823	86%	296	92%	83	93%	148	81%	104	67%	192	88%
	Q3a. In the last 12 months , have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?	84%	813	87%	295	92%	83	93%	147	82%	100	70%	147	82%
KF8	% having well structured appraisals in last 12 mths	38%	792	45%	289	51%	81	47%	144	44%	97	36%	181	42%
	Q3a. In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?	84%	813	87%	295	92%	83	93%	147	82%	100	70%	147	82%
	Q3b. Did it help you to improve how you do your job?	52%	691	60%	267	60%	76	68%	118	61%	67	64%	118	61%
	Q3c. Did it help you agree clear objectives for your work?	76%	687	82%	264	86%	76	87%	116	81%	68	76%	116	81%
	Q3d. Did it leave you feeling that your work is valued by your organisation?	62%	684	71%	264	73%	75	63%	116	70%	68	69%	116	70%

		NHS Acute Trusts	Trust		C&CM Directorate		Clinical Support		Corporate Directorate		Non Clinical Support		SACC Directorate	
Key Finding	Question		Base	Score	Base	Score	Base	Score	Base	Score	Base	Score	Base	Score
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.														
KF9	Support from immediate managers	3.66	828	3.84	297	3.96	84	3.74	148	3.88	106	3.63	193	3.77
	Q10a. My immediate manager encourages those who work for her / him to work as a team.	69%	829	80%	298	86%	84	76%	148	77%	106	76%	148	77%
	Q10b. My immediate manager can be counted on to help me with a difficult task at work.	67%	827	75%	297	80%	84	73%	148	78%	105	67%	148	78%
	Q10c. My immediate manager gives me clear feedback on my work.	55%	828	63%	297	67%	84	58%	148	68%	106	55%	148	68%
	Q10d. My immediate manager asks for my opinion before making decisions that affect my work.	50%	828	58%	297	60%	84	61%	148	66%	106	44%	148	66%
	Q10e. My immediate manager is supportive in a personal crisis.	71%	828	78%	297	78%	84	73%	148	84%	106	80%	148	84%
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.														
KF10	% receiving health and safety training in last 12 mths	76%	155	81%	39	87%	19	77%	43	71%	29	73%	25	87%
	Q1a. Health and safety training.	77%	803	81%	289	87%	83	77%	143	71%	98	73%	143	71%
KF11 *	% suffering work-related stress in last 12 mths	37%	814	32%	292	25%	83	33%	145	32%	104	38%	190	39%
	Q16. During the last 12 months have you felt unwell as a result of work related stress? *	62%	814	32%	292	25%	83	33%	145	32%	104	38%	145	32%
KF12 *	% witnessing potentially harmful errors, near misses or incidents in last mth	33%	635	24%	235	22%	56	34%	129	13%	93	12%	122	37%
	Q17a. In the last month have you seen any errors, near misses, or incidents that could have hurt staff? *	80%	813	14%	292	12%	83	11%	147	8%	103	8%	147	8%
	Q17b. In the last month have you seen any errors, near misses, or incidents that could have hurt patients / service users? *	70%	792	20%	287	19%	78	31%	144	9%	95	9%	144	9%
KF13	% reporting errors, near misses or incidents witnessed in the last mth	90%	196	89%	65	83%	28	96%	19	89%	13	92%	71	90%
	Q17a. In the last month have you seen any errors, near misses, or incidents that could have hurt staff? *	80%	813	14%	292	12%	83	11%	147	8%	103	8%	147	8%
	Q17b. In the last month have you seen any errors, near misses, or incidents that could have hurt patients / service users? *	70%	792	20%	287	19%	78	31%	144	9%	95	9%	144	9%
	Q17c. The last time you saw an error, near miss or incident that could have hurt staff or patients / service users, did you or a colleague report it?	94%	183	95%	58	93%	27	100%	18	94%	12	100%	18	94%

		NHS Acute Trusts	Trust		C&CM Directorate		Clinical Support		Corporate Directorate		Non Clinical Support		SACC Directorate	
Key Finding	Question		Base	Score	Base	Score	Base	Score	Base	Score	Base	Score	Base	Score
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.														
KF14	Fairness and effectiveness of incident reporting procedures	3.54	823	3.63	296	3.66	83	3.77	147	3.58	106	3.50	191	3.66
	Q18a. My organisation treats staff who are involved in an error, near miss or incident fairly.	46%	821	52%	296	51%	84	60%	147	48%	106	45%	147	48%
	Q18b. My organisation encourages us to report errors, near misses or incidents.	85%	825	88%	296	89%	84	92%	148	86%	106	83%	148	86%
	Q18c. My organisation treats reports of errors, near misses or incidents confidentially.	62%	819	67%	294	66%	83	73%	148	68%	106	61%	148	68%
	Q18d. My organisation blames or punishes people who are involved in errors, near misses or incidents. *	13%	819	12%	295	9%	83	4%	147	9%	104	15%	147	9%
	Q18e. When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	61%	823	72%	296	74%	83	78%	148	67%	106	64%	148	67%
	Q18f. We are informed about errors, near misses and incidents that happen in the organisation.	44%	823	47%	296	46%	83	52%	147	41%	106	39%	147	41%
	Q18g. We are given feedback about changes made in response to reported errors, near misses and incidents.	43%	823	45%	295	47%	83	48%	148	36%	106	38%	148	36%
KF15	% agreeing that they would feel secure raising concerns about unsafe clinical practice	68%	813	72%	293	76%	83	77%	146	66%	103	63%	188	72%
	Q19b. I would feel secure raising concerns about unsafe clinical practice.	65%	813	72%	293	76%	83	77%	146	66%	103	63%	146	66%
KF16 *	% experiencing physical violence from patients, relatives or the public in last 12 mths	14%	821	9%	295	8%	84	5%	148	0%	105	3%	189	23%
	Q20a. 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? *	85%	821	9%	295	8%	84	5%	148	0%	105	3%	148	0%
KF17 *	% experiencing physical violence from staff in last 12 mths	3%	814	1%	292	1%	84	0%	148	1%	102	0%	188	4%
	Q20b. In the last 12 months how many times have you personally experienced physical violence at work from managers/ team leaders or other colleagues? *	97%	814	1%	292	1%	84	0%	148	1%	102	0%	148	1%

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Key Finding	Question		Base	Score	Base	Score	Base	Score	Base	Score	Base	Score	Base	Score
STAFF PLEDGE 4: To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working														
KF18 *	% experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	27%	816	15%	295	19%	84	17%	146	3%	102	7%	189	21%
	Q21a. 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? *	72%	816	15%	295	19%	84	17%	146	3%	102	7%	146	3%
KF19 *	% experiencing harassment, bullying or abuse from staff in last 12 mths	24%	805	16%	293	17%	83	17%	147	14%	97	13%	185	17%
	Q21b. In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers / team leader or other colleagues? *	76%	805	16%	293	17%	83	17%	147	14%	97	13%	147	14%
KF20 *	% feeling pressure in last 3 mths to attend work when feeling unwell	26%	819	21%	294	24%	82	17%	147	16%	105	19%	191	24%
	Q15a. In the last three months have you ever come to work despite not feeling well enough to perform your duties? *	39%	825	58%	297	60%	83	49%	147	58%	106	62%	147	58%
	Q15b. Have you felt pressure from your manager to come to work? *	68%	468	31%	174	36%	40	30%	85	25%	64	25%	85	25%
	Q15c. Have you felt pressure from your colleagues to come to work? *	75%	466	19%	173	16%	40	23%	84	12%	64	17%	84	12%
KF21	% reporting good communication between senior management and staff	30%	827	39%	298	39%	82	37%	148	46%	106	31%	193	38%
	Q11a. I know who the senior managers are here.	80%	822	85%	297	84%	82	88%	148	91%	103	77%	148	91%
	Q11b. Communication between senior management and staff is effective.	35%	827	45%	298	48%	83	42%	147	50%	106	37%	147	50%
	Q11c. Senior managers here try to involve staff in important decisions.	29%	824	38%	297	39%	82	34%	147	42%	105	29%	147	42%
	Q11d. Senior managers act on staff feedback.	28%	826	39%	298	38%	82	37%	148	48%	106	31%	148	48%
KF22	% able to contribute towards improvements at work	69%	827	70%	297	72%	83	82%	148	72%	106	61%	193	65%
	Q7a. There are frequent opportunities for me to show initiative in my role.	68%	823	72%	296	73%	83	84%	146	74%	106	68%	146	74%
	Q7b. I am able to make suggestions to improve the work of my team / department.	72%	825	74%	296	76%	83	84%	148	76%	105	63%	148	76%
	Q7d. I am able to make improvements happen in my area of work.	53%	825	61%	296	61%	83	72%	147	68%	106	43%	147	68%

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Key Finding	Question		Base	Score	Base	Score	Base	Score	Base	Score	Base	Score	Base	Score
ADDITIONAL THEME: Staff satisfaction														
KF23	Staff job satisfaction	3.61	826	3.69	296	3.77	83	3.71	148	3.69	106	3.52	193	3.64
	Q8a. How satisfied are you with the recognition you get for good work?	48%	824	55%	294	56%	83	55%	148	59%	106	50%	148	59%
	Q8b. How satisfied are you with the support you get from your immediate manager?	64%	827	72%	297	76%	83	71%	148	76%	106	65%	148	76%
	Q8c. How satisfied are you with the freedom you have to choose your own method of working?	64%	825	69%	297	67%	83	78%	148	82%	105	65%	148	82%
	Q8d. How satisfied are you with the support you get from your work colleagues?	78%	827	80%	297	86%	83	80%	148	78%	106	71%	148	78%
	Q8e. How satisfied are you with the amount of responsibility you are given?	74%	826	76%	297	76%	83	83%	148	73%	105	73%	148	73%
	Q8f. How satisfied are you with the opportunities you have to use your skills?	71%	821	72%	293	77%	83	69%	148	68%	105	62%	148	68%
	Q8g. How satisfied are you with the extent to which the organisation values your work?	40%	824	51%	295	52%	83	48%	148	55%	105	45%	148	55%
KF24	Staff recommendation of the trust as a place to work or receive treatment	3.71	829	4.15	298	4.27	84	4.19	148	4.14	106	4.00	193	4.02
	Q12a. Care of patients / service users is my organisation's top priority.	67%	829	86%	298	89%	84	85%	148	86%	106	83%	148	86%
	Q12c. I would recommend my organisation as a place to work.	55%	829	69%	298	76%	84	69%	148	69%	106	55%	148	69%
	Q12d. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	64%	827	92%	297	93%	84	95%	148	92%	106	93%	148	92%
KF25	Staff motivation at work	3.85	819	3.89	294	3.95	82	3.85	148	3.77	104	3.76	191	3.96
	Q5a. I look forward to going to work.	51%	823	51%	297	57%	82	41%	148	52%	105	38%	148	52%
	Q5b. I am enthusiastic about my job.	68%	819	74%	294	80%	82	67%	148	70%	103	61%	148	70%
	Q5c. Time passes quickly when I am working.	74%	819	79%	294	78%	82	77%	148	76%	105	87%	148	76%

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Key Finding	Question		Base	Score	Base	Score	Base	Score	Base	Score	Base	Score	Base	Score
ADDITIONAL THEME: Equality and diversity														
KF26	% having equality and diversity training in last 12 mths	62%	797	71%	286	76%	83	78%	143	58%	97	59%	188	76%
	Q1b. Equality and diversity training.	65%	797	71%	286	76%	83	78%	143	58%	97	59%	143	58%
KF27	% believing the trust provides equal opportunities for career progression or promotion	87%	549	90%	201	93%	56	89%	86	92%	67	91%	139	85%
	Q22. Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?	87%	549	90%	201	93%	56	89%	86	92%	67	91%	86	92%
KF28 *	% experiencing discrimination at work in last 12 mths	11%	820	5%	293	3%	84	6%	148	7%	104	3%	191	9%
	Q23a. In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public? *	95%	816	1%	291	0%	84	1%	146	0%	104	1%	146	0%
	Q23b. In the last 12 months have you personally experienced discrimination at work from your manager / team leader or other colleagues? *	92%	812	5%	289	3%	84	5%	148	7%	101	2%	148	7%
ADDITIONAL THEME: Patient experience measures														
KF29	% agreeing that feedback from patients/service users is used to make informed decisions in their directorate / department	56%	177	66%	79	64%	25	56%	16	72%	14	65%	43	69%
	Q13a. Is patient / service user experience feedback collected within your directorate / department?	87%	588	94%	250	94%	66	97%	64	91%	53	87%	64	91%
	Q13c. Feedback from patients / service users is used to make informed decisions within my directorate / department.	54%	516	66%	222	64%	57	56%	57	72%	40	65%	57	72%