

Inspecting **Informing** Improving



National NHS staff survey 2007

Results from The Whittington Hospital NHS Trust

1. NHS Staff Survey 2007 documentation

This report is one of several ways in which we present the results of the National NHS Staff Survey 2007:

- 1) This **feedback report** summarises the main 2007 survey results for The Whittington Hospital NHS Trust, and includes:
 - comparisons on 26 Key Scores with other acute trusts nationally
 - comparisons with the 2006 and 2005 staff survey results at The Whittington Hospital NHS Trust
 - breakdowns of the Key Scores within the trust by occupational group, directorate, other work characteristics
 - breakdowns of the Key Scores within the trust by age, gender, disability, and ethnic background
 - information about how the trust can use the survey results in support of Improving Working Lives and the Health and Safety Executive's Management Standards
- 2) A separate **summary report** can be downloaded from: <http://www.healthcarecommission.org.uk/staffsurveys/>. The summary report is a shorter version of this feedback report, which may be useful for wider circulation within the trust.
- 3) A **series of detailed spreadsheets** can be downloaded from: <http://www.healthcarecommission.org.uk/staffsurveys/>, in which you can find:
 - responses of staff in your trust to every core survey question
 - responses in every trust in England
 - the average responses for each major trust type (e.g. all acute trusts, all ambulance trusts)
 - the average trust responses within each strategic health authority
 - the average responses for each major occupational and demographic group within the major trust types
- 4) The document ***Making sense of your staff survey data*** can be downloaded from <http://www.healthcarecommission.org.uk/staffsurveys/>. This includes details about the calculation of Key Scores, including the weighting method used, and confidence intervals.
- 5) The documents listed above are produced for every trust participating in the survey by the NHS Staff Survey Advice Centre. However, some trusts may have commissioned additional reports of the 2007 survey findings from their survey contractor.

2. Introduction to this report

The Whittington Hospital NHS Trust is classified as an acute trust, and the trusts used for comparison in this report are other acute trusts nationally.

The Whittington Hospital NHS Trust had, at the time of sampling, 2143 staff who were eligible to receive the survey¹. Questionnaires were sent to a random sample of 775 staff. 365 completed questionnaires were returned, representing a response rate of 47%². This is below average for acute trusts in England, and compares with a response rate of 40% in this trust in the 2006 survey.

The rest of this report is structured as follows:

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¹This includes only staff employed directly by the trust (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly elsewhere in the trust.

²Questionnaires could only be counted if they were received complete with their ID number by the closing date

3. Description of the 2007 survey results for The Whittington Hospital NHS Trust

This report focuses on 26 key areas which include data from all sections of the core questionnaire: work life balance; appraisal, training, learning and development; team working, supervision, communication and staff involvement; safety at work; and staff attitudes. Later in the report, charts and tables show how The Whittington Hospital NHS Trust compares with other acute trusts on each of these Key Scores, how they have changed since previous surveys, and how scores differ for staff groups within the trust. In this section, we provide an introduction to the scores and describe the main results for The Whittington Hospital NHS Trust.

All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

3.1 Work life balance

KEY SCORE 1 (KS 1): Percentage of staff working extra hours

(the lower the score the better)

74% of staff at the trust said that, in an average week, they work longer than the hours for which they are contracted. The trust's score of 74% was in the highest 20% of acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 77% of staff gave this response.

KEY SCORE 2 (KS 2): Quality of work life balance

(the higher the score the better)

Staff were asked questions to assess the extent to which they believe that their trust and immediate manager are committed to helping them find a good balance between their work and home life. Possible scores range from 1 to 5, with 1 representing virtually no commitment from the trust, and 5 representing excellent commitment from the trust to helping staff achieve a good balance. The trust's score of 3.38 was above average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when the trust score was 3.36.

KEY SCORE 3 (KS 3): Percentage of staff using flexible working options

(the higher the score the better)

67% of staff at the trust said that they had taken advantage of at least one of the following flexible working options in their current job: flexi-time, working reduced hours (i.e. part-time), working from home, annualised hours, working during school term-time only, making team decisions about rotas, and job-sharing. The trust's score of 67% was in the lowest 20% of acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 63% of staff gave this response.

For more survey findings about work life balance, please see appendix 3.

3.2 Appraisal, training, learning and development

KEY SCORE 4 (KS 4): Percentage of staff appraised within previous 12 months

(the higher the score the better)

56% of staff at the trust said that they had received an appraisal, performance development review, Knowledge and Skills Framework (KSF) development review or other such review in the last 12 months. The trust's score of 56% was below average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 54% of staff gave this response.

KEY SCORE 5 (KS 5): Percentage of staff having well structured appraisal reviews within previous 12 months

(the higher the score the better)

24% of staff at the trust said that they had received an appraisal or performance development review in the last 12 months, in which they had agreed clear objectives for their work, which they had found useful in helping them improve how they do their job, and which had left them feeling that their work is valued by their employer. The trust's score of 24% was above average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 28% of staff gave this response.

KEY SCORE 6 (KS 6): Percentage of staff appraised with personal development plans within previous 12 months

(the higher the score the better)

47% of staff at the trust said that they had agreed a personal development plan as part of their appraisal or performance development review in the last 12 months. The trust's score of 47% was below average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 45% of staff gave this response.

KEY SCORE 7 (KS 7): Percentage of staff receiving job-relevant training, learning or development in previous 12 months

(the higher the score the better)

74% of staff at the trust said that they had received training, learning or development in the previous 12 months which had helped them perform their jobs better, stay up-to-date with their jobs or stay up-to-date with professional requirements. The trust's score of 74% was below average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 79% of staff gave this response.

For more survey findings about appraisals, training, learning and development (including different methods of learning; training in specific areas such as equality and diversity, awareness, major incidents, handling violence, alcohol and drugs, computer skills, infection control and handling confidential information), please see appendix 3.

3.3 Team working, supervision, communication and staff involvement

KEY SCORE 8 (KS 8): Percentage of staff working in a well structured team environment

(the higher the score the better)

41% of staff at the trust said that they work in a team of 15 or fewer people which has clear objectives, and in which team members work closely together to achieve their objectives, and meet regularly to discuss the team's effectiveness and how it could be improved. The trust's score of 41% was in the highest 20% of acute trusts in England. However, the trust's 2007 score has shown a statistically significant decrease since the 2006 survey, when 49% of staff gave this response.

KEY SCORE 9 (KS 9): Quality of job design (clear job content, feedback and staff involvement)

(the higher the score the better)

Staff were asked questions to assess the extent to which they feel they have clear goals in their jobs, are given clear feedback on their performance and are given the opportunity to participate in decision making. A 'well designed' job is one that is rated highly on all these aspects. Possible scores range from 1 to 5, with 1 representing jobs that are poor in design, and 5 representing jobs that are very well designed. The trust's score of 3.38 was in the highest 20% of acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when the trust score was 3.40.

KEY SCORE 10 (KS 10): Support from immediate managers

(the higher the score the better)

Staff were asked questions to assess the extent to which they feel that their immediate manager provides them with support, guidance and feedback on their work, and takes into account their opinions before making decisions that affect their work. Possible scores range from 1 to 5, with 1 representing very unsupportive managers, and 5 representing highly supportive managers. The trust's score of 3.49 was in the lowest 20% of acute trusts in England. However, the trust's 2007 score has shown a statistically significant increase since the 2006 survey, when the trust score was 3.44. A change in the location of these questions this year may account for part of this change.

KEY SCORE 11 (KS 11): Extent of positive feeling within organisation (communication, staff involvement, innovation and patient care)

(the higher the score the better)

Staff were asked questions about the wider organisational climate, or general feeling within the trust. The questions covered a range of issues including communication within the trust, employee involvement, innovation and patient care. Possible scores range from 1 to 5, with 1 representing a very negative feeling within the organisation, and 5 representing a very positive feeling within the organisation. The trust's score of 3.01 was in the highest 20% of acute trusts in England. Because of substantial question wording changes this year, comparisons with the 2006 survey are not included in this report.

For more survey findings about team working, supervision, communication and staff involvement (including findings on equal opportunities and discrimination), please see appendix 3.

3.4 Safety at work

KEY SCORE 12 (KS 12): Percentage of staff having health and safety training in previous 12 months

(the higher the score the better)

73% of staff at the trust said that they had received health and safety training (the definition of which included fire training and manual handling) in the previous 12 months. The trust's score of 73% was average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 70% of staff gave this response.

KEY SCORE 13 (KS 13): Percentage of staff suffering work related injury in previous 12 months

(the lower the score the better)

21% of staff at the trust said that, in the previous year, they had been injured or felt unwell as a result of one of the following problems: moving and handling; needlestick and sharps injuries; slips, trips or falls; or exposure to dangerous substances. The trust's score of 21% was above average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 16% of staff gave this response.

KEY SCORE 14 (KS 14): Percentage of staff suffering work related stress in previous 12 months

(the lower the score the better)

38% of staff at the trust said that, in the previous year, they had suffered from work related stress. The trust's score of 38% was in the highest 20% of acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 34% of staff gave this response.

KEY SCORE 15 (KS 15): Percentage of staff witnessing potentially harmful errors, near misses or incidents in previous month

(the lower the score the better)

37% of staff at the trust said that, in the previous month, they had witnessed at least one error, near miss or incident which could have hurt patients or staff. The trust's score of 37% was above average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 40% of staff gave this response.

KEY SCORE 16 (KS 16): Percentage of staff reporting errors, near misses or incidents

(the higher the score the better)

87% of staff who had witnessed such an error, near miss or incident said that they, or a colleague, had reported it. The trust's score of 87% was in the lowest 20% of acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 92% of staff gave this response.

KEY SCORE 17 (KS 17): Fairness and effectiveness of procedures for reporting errors, near misses or incidents

(the higher the score the better)

Staff were asked questions to assess the climate and culture of incident reporting in their trust. In particular, the questions asked whether staff are aware of the procedures for reporting errors, near misses and incidents; to what extent staff feel that the trust encourages such reports, and then treats the reports fairly and confidentially; and to what extent the trust takes action to ensure that such incidents do not happen again. Possible scores range from 1 to 5, with 1 representing very unfair and ineffective procedures, and 5 representing very fair and effective procedures. The trust's score of 3.36 was average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when the trust score was 3.37.

KEY SCORE 18 (KS 18): Percentage of staff experiencing physical violence from patients or relatives in previous 12 months

(the lower the score the better)

11% of staff had experienced physical violence from patients, service users or their relatives in the previous 12 months. The trust's score of 11% was average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 12% of staff gave this response.

KEY SCORE 19 (KS 19): Percentage of staff experiencing physical violence from staff in previous 12 months

(the lower the score the better)

2% of staff had experienced physical violence from colleagues or managers in the previous 12 months. The trust's score of 2% was average for acute trusts in England. The trust's 2007 score has shown a statistically significant decrease since the 2006 survey, when 5% of staff gave this response.

KEY SCORE 20 (KS 20): Percentage of staff experiencing harassment, bullying or abuse from patients or relatives in previous 12 months

(the lower the score the better)

29% of staff had experienced harassment, bullying or abuse from patients, service users or their relatives in the previous 12 months. The trust's score of 29% was in the highest 20% of acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 35% of staff gave this response.

KEY SCORE 21 (KS 21): Percentage of staff experiencing harassment, bullying or abuse from staff in previous 12 months

(the lower the score the better)

25% of staff had experienced harassment, bullying or abuse from colleagues or managers in the previous 12 months. The trust's score of 25% was in the highest 20% of acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when 26% of staff gave this response.

KEY SCORE 22 (KS 22): Perceptions of effective action from trust towards violence and harassment

(the higher the score the better)

Staff were asked questions about the extent to which they think their trust takes effective action if staff are physically attacked or bullied, harassed or abused. Possible scores range from 1 to 5, with 1 representing the perception that the trust never takes any effective action, and 5 representing the perception that the trust always takes effective action. The trust's score of 3.49 was below average for acute trusts in England. Because of substantial question wording changes this year, comparisons with the 2006 survey are not included in this report.

KEY SCORE 23 (KS 23): Availability of hand washing materials

(the higher the score the better)

Staff were asked questions about the availability of materials for hand washing for staff, patients and visitors to the trust. Possible scores range from 1 to 5, with 1 representing no availability, and 5 representing full availability. The trust's score of 4.37 was in the lowest 20% of acute trusts in England. However, the trust's 2007 score has shown a statistically significant increase since the 2006 survey, when the trust score was 4.31.

For more survey findings about safety at work (including training in handling violence and aggression, awareness of reporting procedures for incidents of violence and harassment, whistle blowing, and infection control and hygiene), please see appendix 3.

3.5 Staff attitudes

KEY SCORE 24 (KS 24): Staff job satisfaction

(the higher the score the better)

Staff were asked questions about how satisfied they are with various aspects of their job including: recognition for good work; support from their immediate manager and colleagues; freedom to choose methods of working; amount of responsibility; opportunities to use their abilities; and the extent to which the trust values their work. Possible scores range from 1 to 5, with 1 representing very unsatisfied staff and 5 representing very satisfied staff. The trust's score of 3.35 was below average for acute trusts in England. The trust's 2007 score has shown a statistically significant decrease since the 2006 survey, when the trust score was 3.44.

KEY SCORE 25 (KS 25): Work pressure felt by staff

(the lower the score the better)

Staff were asked questions to assess the extent to which they feel their workload is larger than they can cope with. Possible scores range from 1 to 5, with 1 representing virtually no pressure felt by staff, and 5 representing extremely high feelings of work pressure. The trust's score of 3.16 was below average for acute trusts in England. The trust's 2007 score has not changed significantly since the 2006 survey, when the trust score was 3.13.

KEY SCORE 26 (KS 26): Staff intention to leave jobs

(the lower the score the better)

Staff were asked questions to assess the extent to which they are considering leaving their trust and looking for a new job, either within or outside the NHS. Possible scores range from 1 to 5, with 1 representing staff who have no intention of leaving their jobs, and 5 representing staff who are very keen to leave their jobs. The trust's score of 2.81 was above average for acute trusts in England. The trust's 2007 score has shown a statistically significant increase since the 2006 survey, when the trust score was 2.73.

For more survey findings about staff attitudes, please see appendix 3.

4. Summary scores and benchmarks for key variables

The following two pages present the 26 Key Scores described in Section 3 graphically.







To aid presentation in charts, the scores are organised in a different order from section 3. There are two basic types of scores:

- **percentage scores** (Figure 4.1), i.e. percentage of respondents giving a particular response to a survey question or series of questions
- **scale summary scores** (Figure 4.2), calculated by converting staff responses to particular questions into scores; for each of the 10 Key Scores in Figure 4.2, the minimum score is always 1 and the maximum score is 5

How to interpret figures 4.1 and 4.2

Figures 4.1 and 4.2 display your trust's 26 Key Scores, compared with national benchmarks for acute trusts. (The same data are displayed in tabular form in Tables 1 and 2 in Appendix 1).

In the figures:

-  Your trust's score is represented by a small red circle.
-  The black lines to either side of this circle represent the confidence interval around the trust score (a measure of how accurate the trust score is).
-  The light green section of the coloured bar represents the best 20% of trusts
-  The dark green section represents the worst 20% of trusts
-  The medium green section represents the middle 60% of trusts
-  The median (middle) trust score is represented by the vertical line within the medium green section

The shading in the charts has been designed so that the different sections (light, medium, dark) are clearly visible when printed out in black and white.

What a high or low score means

As the survey covers both positive and negative staff experiences, we have separated the scores in Figs 4.1 and 4.2 to indicate whether a higher, or a lower score is preferable.

To aid your interpretation, the shading is always consistent:

- light green is always the best 20% of trusts
- dark green is always the worst 20% of trusts

In figure 4.1:

- for the first eight Key Scores, the higher score is better
- for the last eight Key Scores, the lower score is better

Similarly, in figure 4.2:

- for the first eight Key Scores, the higher score is better
- for the last two Key Scores, the lower score is better

Figure 4.1: Graph showing percentage scores for The Whittington Hospital NHS Trust compared with other acute trusts nationally

(Higher scores better)

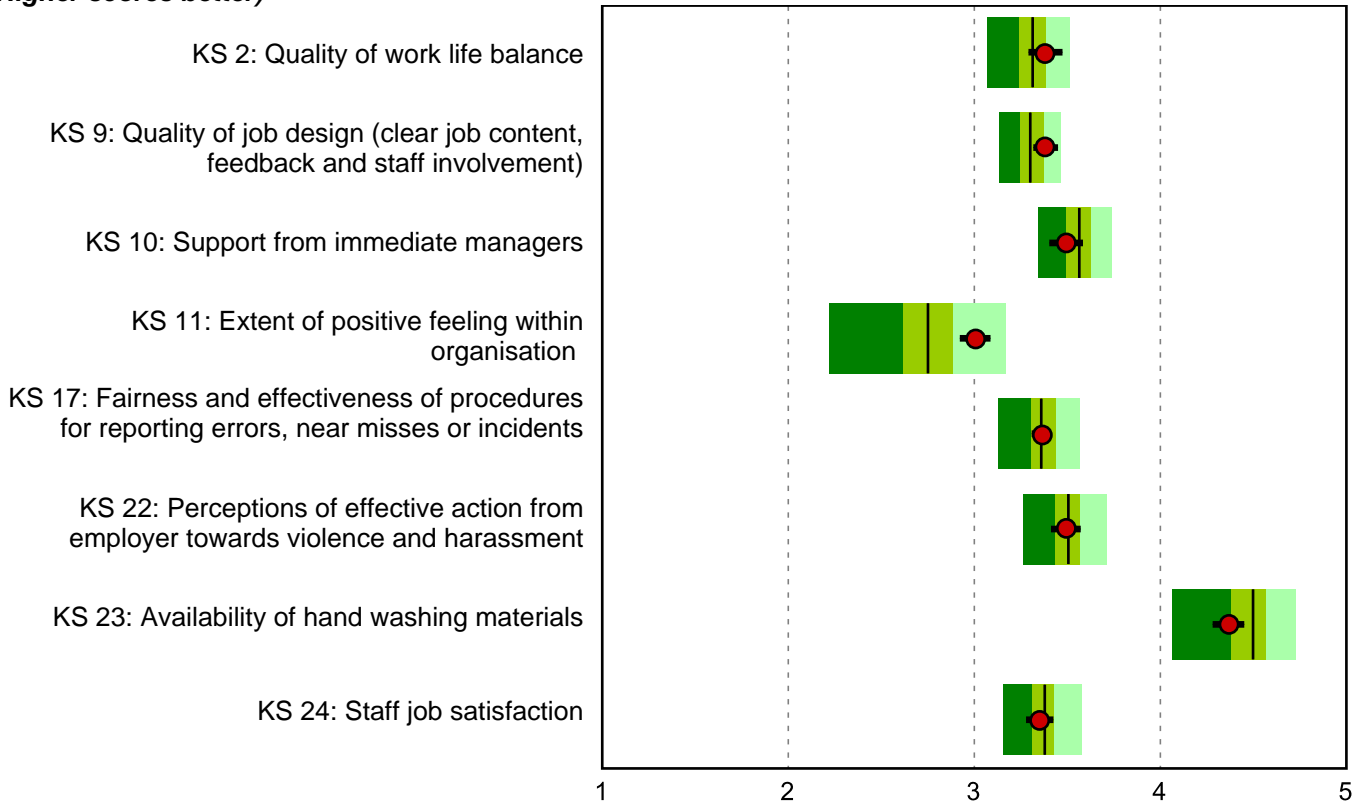


(Lower scores better)

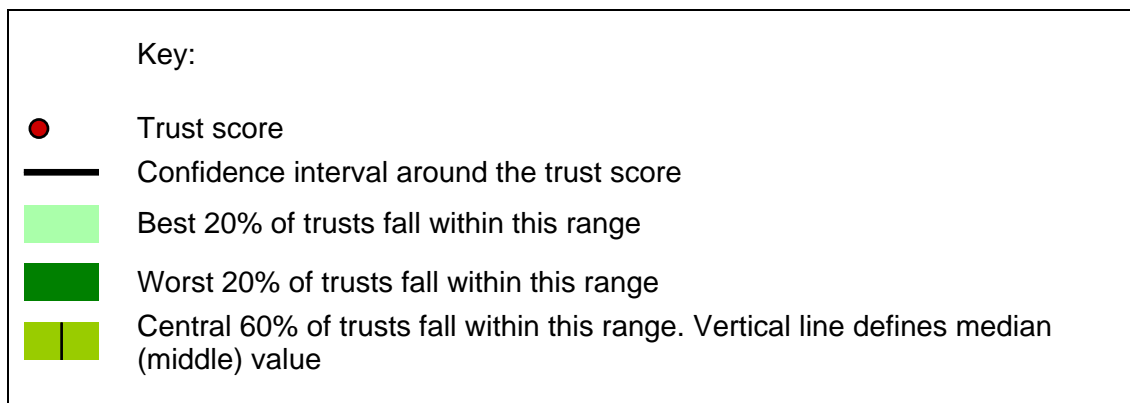
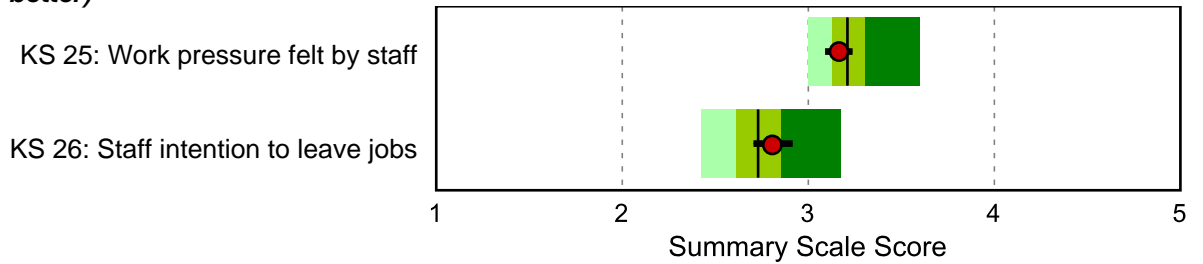


Figure 4.2: Graph showing scale summary scores for The Whittington Hospital NHS Trust compared with other acute trusts nationally

(Higher scores better)



(Lower scores better)



Source: National NHS Staff Survey 2007

5. Changes since the 2006 survey

Tables 5.1 and 5.2 show changes in the 26 Key Scores for The Whittington Hospital NHS Trust since the 2006 survey.

It is likely that we would see some small change simply due to sample differences between the two years: therefore the final column of the tables shows whether the change in your trust is statistically significant or not. If a change is not significant, then there is no evidence of a real change in the trust score.

Tables 5.3 and 5.4 show changes in the Key Scores for The Whittington Hospital NHS Trust since the 2005 survey.

All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

The calculation of some Key Scores has changed slightly since previous years. In addition, there are slight differences in the weightings applied to the data. To enable comparison between years, scores from 2005 and 2006 have been re-calculated and re-weighted using the 2007 formulae, so may appear slightly different from figures in previous feedback reports.

More details about these changes can be found in appendix 2, and the document ***Making sense of your staff survey data***, which can be downloaded from <http://www.healthcarecommission.org.uk/staffsurveys/>.

For Key Scores 7, 11 and 22, comparisons with previous years have not always been possible because the question content, wording or format has changed substantially from that in previous years.

Table 5.1: Changes in percentage scores for The Whittington Hospital NHS Trust since 2006 survey

Percentage score	The Whittington Hospital NHS Trust			
	2007 score	2006 score	Change	Statistically significant?
Higher scores better	%	%	%	
Response rate	47	40	7	-
KS 3: % using flexible working options	67	63	4	No
KS 4: % appraised in last 12 months	56	54	2	No
KS 5: % having well structured appraisals in last 12 months	24	28	-4	No
KS 6: % appraised with personal development plans in last 12 months	47	45	2	No
KS 7: % receiving job-relevant training, learning or development in last 12 months	74	79	-5	No
KS 8: % working in a well structured team environment	41	49	-8	Yes
KS 12: % having health and safety training in last 12 months	73	70	3	No
KS 16: % reporting errors, near misses or incidents	87	92	-5	No
Lower scores better	%	%	%	
KS 1: % working extra hours	74	77	-3	No
KS 13: % suffering work-related injury in last 12 months	21	16	5	No
KS 14: % suffering work-related stress in last 12 months	38	34	4	No
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	37	40	-3	No
KS 18: % experiencing physical violence from patients/relatives in last 12 months	11	12	-1	No
KS 19: % experiencing physical violence from staff in last 12 months	2	5	-3	Yes
KS 20: % experiencing harassment, bullying or abuse from patients/relatives in last 12 months	29	35	-6	No
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	25	26	-1	No

Table 5.2: Changes in scale summary scores for The Whittington Hospital NHS Trust since 2006 survey

Scale score	The Whittington Hospital NHS Trust			
	2007 score	2006 score	Change	Statistically significant?
Higher scores better				
KS 2: Quality of work life balance	3.38	3.36	0.02	No
KS 9: Quality of job design (clear job content, feedback and staff involvement)	3.38	3.40	-0.02	No
KS 10: Support from immediate managers	3.49	3.44	0.05	Yes
KS 11: Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)	3.01	-	-	-
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.36	3.37	-0.01	No
KS 22: Perceptions of effective action from employer towards violence and harassment	3.49	-	-	-
KS 23: Availability of hand washing materials	4.37	4.31	0.06	Yes
KS 24: Staff job satisfaction	3.35	3.44	-0.09	Yes
Lower scores better				
KS 25: Work pressure felt by staff	3.16	3.13	0.03	No
KS 26: Staff intention to leave jobs	2.81	2.73	0.08	Yes

Table 5.3: Changes in percentage scores for The Whittington Hospital NHS Trust since 2005 survey

Percentage score	The Whittington Hospital NHS Trust			
	2007 score	2005 score	Change	Statistically significant?
Higher scores better	%	%	%	
Response rate	47	41	6	-
KS 3: % using flexible working options	67	69	-2	No
KS 4: % appraised in last 12 months	56	62	-6	No
KS 5: % having well structured appraisals in last 12 months	24	34	-10	Yes
KS 6: % appraised with personal development plans in last 12 months	47	51	-4	No
KS 7: % receiving job-relevant training, learning or development in last 12 months	74	-	-	-
KS 8: % working in a well structured team environment	41	45	-4	No
KS 12: % having health and safety training in last 12 months	73	66	7	Yes
KS 16: % reporting errors, near misses or incidents	87	91	-4	No
Lower scores better	%	%	%	
KS 1: % working extra hours	74	80	-6	No
KS 13: % suffering work-related injury in last 12 months	21	25	-4	No
KS 14: % suffering work-related stress in last 12 months	38	43	-5	No
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	37	51	-14	Yes
KS 18: % experiencing physical violence from patients/relatives in last 12 months	11	14	-3	No
KS 19: % experiencing physical violence from staff in last 12 months	2	4	-2	No
KS 20: % experiencing harassment, bullying or abuse from patients/relatives in last 12 months	29	30	-1	No
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	25	21	4	No

Table 5.4: Changes in scale summary scores for The Whittington Hospital NHS Trust since 2005 survey

Scale score	The Whittington Hospital NHS Trust			
	2007 score	2005 score	Change	Statistically significant?
Higher scores better				
KS 2: Quality of work life balance	3.38	3.26	0.12	Yes
KS 9: Quality of job design (clear job content, feedback and staff involvement)	3.38	3.41	-0.03	No
KS 10: Support from immediate managers	3.49	3.41	0.08	Yes
KS 11: Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)	3.01	-	-	-
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.36	3.35	0.01	No
KS 22: Perceptions of effective action from employer towards violence and harassment	3.49	-	-	-
KS 23: Availability of hand washing materials	4.37	4.40	-0.03	No
KS 24: Staff job satisfaction	3.35	3.36	-0.01	No
Lower scores better				
KS 25: Work pressure felt by staff	3.16	3.13	0.03	No
KS 26: Staff intention to leave jobs	2.81	2.69	0.12	Yes

6. Summary scores for occupational group, directorate, other work characteristics

Tables 6.1.1 to 6.3.2 show the scores for several groups defined by work categories in this trust.

Care should be taken not to over interpret the findings if scores differ only slightly. For example, if medical and dental staff score 3.22 on job satisfaction, and general managers 3.31, it may appear that general managers are more satisfied than medical and dental staff. However, this difference is very small, and would probably not be statistically significant. A more sensible interpretation would be that, on average, medical and dental staff have similar job satisfaction to general managers.

Please note that, unlike the overall Trust scores, data in this section are not weighted.

All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score.

Table 6.1.1: Percentage scores for different occupational groups

	Occupational group						
	All nurses	Medical & Dental	All Allied Health Professionals	Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services	Maintenance / Ancillary
Higher scores better	%	%	%	%	%	%	%
KS 3: % using flexible working options	69	70	61	50	70	87	59
KS 4: % appraised in last 12 months	56	83	72	53	36	66	37
KS 5: % having well structured appraisals in last 12 months	28	25	26	13	17	19	25
KS 6: % appraised with personal development plans in last 12 months	49	83	67	40	28	38	23
KS 7: % receiving job-relevant training, learning or development in last 12 months	87	81	70	76	52	58	63
KS 8: % working in a well structured team environment	39	31	53	41	37	58	41
KS 12: % having health and safety training in last 12 months	83	70	87	54	56	72	62
KS 16: % reporting errors, near misses or incidents	98	100	86	89	-	-	-
Lower scores better	%	%	%	%	%	%	%
KS 1: % working extra hours	79	77	66	72	60	77	79
KS 13: % suffering work-related injury in last 12 months	31	13	16	19	16	3	17
KS 14: % suffering work-related stress in last 12 months	48	33	38	41	34	24	20
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	49	60	37	49	13	3	21
KS 18: % experiencing physical violence from patients/relatives in last 12 months	23	7	5	5	2	0	7
KS 19: % experiencing physical violence from staff in last 12 months	1	3	0	3	4	0	3
KS 20: % experiencing harassment, bullying or abuse from patients/relatives in last 12 months	46	33	26	15	22	0	7
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	34	13	18	31	20	16	10
Number of respondents	127	30	39	39	48	33	30

In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score. In addition, due to low numbers of respondents, no scores are shown for the group: General Management.

Table 6.1.2: Scale summary scores for different occupational groups

	Occupational group						
	All nurses	Medical & Dental	All Allied Health Professionals	Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services	Maintenance / Ancillary
Higher scores better							
KS 2: Quality of work life balance	3.26	3.32	3.51	3.50	3.44	3.66	3.38
KS 9: Quality of job design (clear job content, feedback and staff involvement)	3.37	3.44	3.47	3.26	3.34	3.38	3.38
KS 10: Support from immediate managers	3.42	3.48	3.66	3.54	3.50	3.64	3.38
KS 11: Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)	2.99	3.34	3.05	2.87	2.70	3.15	3.17
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.45	3.55	3.29	3.24	3.17	3.26	3.36
KS 22: Perceptions of effective action from employer towards violence and harassment	3.49	3.54	3.55	3.52	3.40	3.31	3.76
KS 23: Availability of hand washing materials	4.55	3.99	4.26	4.21	4.17	4.19	4.74
KS 24: Staff job satisfaction	3.30	3.48	3.46	3.24	3.24	3.39	3.58
Lower scores better							
KS 25: Work pressure felt by staff	3.35	3.11	3.29	3.04	3.04	2.84	2.83
KS 26: Staff intention to leave jobs	2.83	2.36	2.77	2.87	3.00	3.12	2.43
Number of respondents	127	30	39	39	48	33	30

In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score. In addition, due to low numbers of respondents, no scores are shown for the group: General Management.

Table 6.2.1: Percentage scores for different directorates

	Directorate								
	MEDICINE & THERAPIES	SURGERY & CANCER	WOMEN & CHILDREN'S	FACILITIES	OUTPATIENTS & DIAGNOSTICS	PHARMACY	IM&T	FINANCE	HUMAN RESOURCES & CORPORATE
Higher scores better	%	%	%	%	%	%	%	%	%
KS 3: % using flexible working options	68	65	75	55	51	64	82	83	-
KS 4: % appraised in last 12 months	69	62	59	38	48	27	65	38	91
KS 5: % having well structured appraisals in last 12 months	33	27	24	19	17	7	13	23	-
KS 6: % appraised with personal development plans in last 12 months	63	54	55	22	38	21	25	38	-
KS 7: % receiving job-relevant training, learning or development in last 12 months	80	86	86	66	67	79	38	69	-
KS 8: % working in a well structured team environment	39	44	34	35	38	36	50	69	73
KS 12: % having health and safety training in last 12 months	72	83	76	69	57	40	72	62	100
KS 16: % reporting errors, near misses or incidents	90	97	100	-	-	-	-	-	-
Lower scores better	%	%	%	%	%	%	%	%	%
KS 1: % working extra hours	72	76	72	79	69	67	71	85	-
KS 13: % suffering work-related injury in last 12 months	18	32	26	21	15	14	12	0	18
KS 14: % suffering work-related stress in last 12 months	39	38	53	29	38	47	33	0	18
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	42	51	49	23	29	67	6	0	9
KS 18: % experiencing physical violence from patients/relatives in last 12 months	18	19	13	5	3	7	0	0	0
KS 19: % experiencing physical violence from staff in last 12 months	0	4	2	3	0	7	0	0	9
KS 20: % experiencing harassment, bullying or abuse from patients/relatives in last 12 months	38	38	44	10	23	27	0	0	9
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	24	29	33	15	15	47	18	15	36
Number of respondents	77	74	56	41	42	15	18	13	11

In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score. Please note that the breakdown by directorate was provided by The Whittington Hospital NHS Trust

Table 6.2.2: Scale summary scores for different directorates

	Directorate								
	MEDICINE & THERAPIES	SURGERY & CANCER	WOMEN & CHILDREN'S	FACILITIES	OUTPATIENTS & DIAGNOSTICS	PHARMACY	IM&T	FINANCE	HUMAN RESOURCES & CORPORATE
Higher scores better									
KS 2: Quality of work life balance	3.36	3.27	3.29	3.31	3.51	3.42	3.30	3.82	-
KS 9: Quality of job design (clear job content, feedback and staff involvement)	3.42	3.39	3.34	3.29	3.38	3.15	3.23	3.51	-
KS 10: Support from immediate managers	3.53	3.36	3.54	3.36	3.56	3.34	3.19	3.80	4.29
KS 11: Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)	3.13	2.85	3.08	3.00	2.99	2.77	2.90	3.12	3.36
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.36	3.34	3.48	3.29	3.31	3.31	3.14	3.26	3.49
KS 22: Perceptions of effective action from employer towards violence and harassment	3.50	3.40	3.59	3.65	3.48	3.50	3.37	3.17	-
KS 23: Availability of hand washing materials	4.31	4.42	4.40	4.68	4.10	4.33	-	-	-
KS 24: Staff job satisfaction	3.40	3.22	3.37	3.45	3.33	3.15	3.20	3.47	-
Lower scores better									
KS 25: Work pressure felt by staff	3.38	3.22	3.28	2.89	3.19	2.86	3.06	2.71	-
KS 26: Staff intention to leave jobs	2.94	2.93	2.53	2.53	2.73	3.05	3.42	2.97	2.36
Number of respondents	77	74	56	41	42	15	18	13	11

In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score. Please note that the breakdown by directorate was provided by The Whittington Hospital NHS Trust

Table 6.3.1: Percentage scores for different work groups

	Full time / part time ^a		Line managers / non line managers		Shift workers / non-shift workers	
	Full time	Part time	Line managers	Non line managers	Shift workers	Non shift workers
Higher scores better	%	%	%	%	%	%
KS 3: % using flexible working options	61	96	69	65	66	67
KS 4: % appraised in last 12 months	57	53	67	52	58	57
KS 5: % having well structured appraisals in last 12 months	25	21	30	22	28	23
KS 6: % appraised with personal development plans in last 12 months	47	49	58	43	51	47
KS 7: % receiving job-relevant training, learning or development in last 12 months	75	80	82	72	80	74
KS 8: % working in a well structured team environment	41	47	46	41	31	46
KS 12: % having health and safety training in last 12 months	75	58	77	72	80	69
KS 16: % reporting errors, near misses or incidents	96	79	92	97	96	91
Lower scores better	%	%	%	%	%	%
KS 1: % working extra hours	80	46	79	72	86	69
KS 13: % suffering work-related injury in last 12 months	21	13	15	23	32	14
KS 14: % suffering work-related stress in last 12 months	37	39	33	40	47	32
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	38	31	41	36	49	32
KS 18: % experiencing physical violence from patients/relatives in last 12 months	11	10	10	12	22	5
KS 19: % experiencing physical violence from staff in last 12 months	2	2	0	3	3	1
KS 20: % experiencing harassment, bullying or abuse from patients/relatives in last 12 months	29	21	28	28	39	22
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	25	19	20	26	34	19
Number of respondents	308	50	128	211	116	237

^a Full time is defined as staff contracted to work 30 hours or more a week

Table 6.3.2: Scale summary scores for different work groups

	Full time / part time ^a		Line managers / non line managers		Shift workers / non-shift workers	
	Full time	Part time	Line managers	Non line managers	Shift workers	Non shift workers
Higher scores better						
KS 2: Quality of work life balance	3.32	3.75	3.50	3.33	3.12	3.51
KS 9: Quality of job design (clear job content, feedback and staff involvement)	3.38	3.44	3.57	3.30	3.29	3.44
KS 10: Support from immediate managers	3.46	3.71	3.63	3.45	3.27	3.61
KS 11: Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)	3.03	3.02	3.29	2.93	2.94	3.09
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.36	3.36	3.45	3.33	3.35	3.37
KS 22: Perceptions of effective action from employer towards violence and harassment	3.47	3.68	3.57	3.46	3.41	3.55
KS 23: Availability of hand washing materials	4.38	4.35	4.37	4.40	4.46	4.34
KS 24: Staff job satisfaction	3.34	3.48	3.56	3.28	3.16	3.46
Lower scores better						
KS 25: Work pressure felt by staff	3.16	3.11	3.26	3.08	3.26	3.11
KS 26: Staff intention to leave jobs	2.81	2.73	2.70	2.85	2.87	2.78
Number of respondents	308	50	128	211	116	237

^a Full time is defined as staff contracted to work 30 hours or more a week

7. Summary scores for different demographic groups

Tables 7.1.1 to 7.2.2 show the scores for different demographic groups in this trust.

Care should be taken not to over interpret the findings if scores differ only slightly. For example, if male staff score 3.22 on job satisfaction, and women score 3.31, it may appear that women are more satisfied than men. However, this difference is very small, and would probably be statistically insignificant. A more sensible interpretation would be that, on average, men and women have similar job satisfaction on average.

Please note that, unlike the overall Trust scores, data in this section are not weighted.

All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score.

Table 7.1.1: Percentage scores for different age groups

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
Higher scores better	%	%	%	%
KS 3: % using flexible working options	55	61	73	80
KS 4: % appraised in last 12 months	45	58	61	54
KS 5: % having well structured appraisals in last 12 months	18	24	29	25
KS 6: % appraised with personal development plans in last 12 months	38	48	51	47
KS 7: % receiving job-relevant training, learning or development in last 12 months	83	69	79	73
KS 8: % working in a well structured team environment	42	37	46	44
KS 12: % having health and safety training in last 12 months	79	74	72	66
KS 16: % reporting errors, near misses or incidents	92	93	91	95
Lower scores better	%	%	%	%
KS 1: % working extra hours	71	75	76	76
KS 13: % suffering work-related injury in last 12 months	34	27	13	10
KS 14: % suffering work-related stress in last 12 months	42	42	37	26
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	46	43	29	32
KS 18: % experiencing physical violence from patients/relatives in last 12 months	14	14	7	8
KS 19: % experiencing physical violence from staff in last 12 months	2	3	2	1
KS 20: % experiencing harassment, bullying or abuse from patients/relatives in last 12 months	30	29	23	28
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	26	30	20	18
Number of respondents	57	113	112	73

Table 7.1.2: Scale summary scores for different age groups

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
Higher scores better				
KS 2: Quality of work life balance	3.49	3.30	3.46	3.34
KS 9: Quality of job design (clear job content, feedback and staff involvement)	3.46	3.27	3.40	3.48
KS 10: Support from immediate managers	3.74	3.32	3.56	3.53
KS 11: Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)	3.00	2.96	3.07	3.04
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.33	3.28	3.41	3.43
KS 22: Perceptions of effective action from employer towards violence and harassment	3.36	3.39	3.54	3.69
KS 23: Availability of hand washing materials	4.47	4.24	4.44	4.45
KS 24: Staff job satisfaction	3.42	3.26	3.36	3.50
Lower scores better				
KS 25: Work pressure felt by staff	3.13	3.20	3.10	3.13
KS 26: Staff intention to leave jobs	2.88	3.01	2.84	2.36
Number of respondents	57	113	112	73

Table 7.2.1: Percentage scores for other demographic groups

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
Higher scores better	%	%	%	%	%	%
KS 3: % using flexible working options	59	70	74	66	65	71
KS 4: % appraised in last 12 months	56	56	57	57	60	50
KS 5: % having well structured appraisals in last 12 months	26	23	21	25	26	23
KS 6: % appraised with personal development plans in last 12 months	43	48	48	48	53	39
KS 7: % receiving job-relevant training, learning or development in last 12 months	69	78	73	76	77	72
KS 8: % working in a well structured team environment	47	40	44	42	44	40
KS 12: % having health and safety training in last 12 months	77	71	75	72	76	69
KS 16: % reporting errors, near misses or incidents	91	93	76	95	92	96
Lower scores better	%	%	%	%	%	%
KS 1: % working extra hours	80	72	70	75	73	77
KS 13: % suffering work-related injury in last 12 months	18	20	33	18	17	24
KS 14: % suffering work-related stress in last 12 months	34	38	49	35	32	44
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	35	38	40	36	35	41
KS 18: % experiencing physical violence from patients/relatives in last 12 months	9	12	10	11	10	12
KS 19: % experiencing physical violence from staff in last 12 months	3	2	5	2	1	3
KS 20: % experiencing harassment, bullying or abuse from patients/relatives in last 12 months	16	31	33	27	24	33
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	16	28	37	23	16	37
Number of respondents	97	259	44	312	215	142

Table 7.2.2: Scale summary scores for other demographic groups

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
Higher scores better						
KS 2: Quality of work life balance	3.48	3.38	3.41	3.39	3.52	3.20
KS 9: Quality of job design (clear job content, feedback and staff involvement)	3.42	3.38	3.38	3.39	3.38	3.41
KS 10: Support from immediate managers	3.53	3.50	3.31	3.53	3.58	3.39
KS 11: Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)	3.12	2.99	2.91	3.05	3.06	2.98
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.38	3.35	3.35	3.37	3.34	3.40
KS 22: Perceptions of effective action from employer towards violence and harassment	3.54	3.48	3.31	3.52	3.47	3.53
KS 23: Availability of hand washing materials	4.22	4.43	4.47	4.38	4.35	4.43
KS 24: Staff job satisfaction	3.45	3.33	3.21	3.39	3.45	3.25
Lower scores better						
KS 25: Work pressure felt by staff	3.06	3.17	3.57	3.08	3.17	3.10
KS 26: Staff intention to leave jobs	2.84	2.79	2.56	2.82	2.76	2.85
Number of respondents	97	259	44	312	215	142

8. Work and demographic profile of the respondents

The occupational group of the staff survey respondents is shown in table 8.1, other work characteristics are shown in table 8.2, and demographic characteristics are shown in table 8.3.

Table 8.1: Occupational group of respondents

Occupational group	Number questionnaires returned	Percentage of survey respondents
<i>Nurses, Midwives and Nursing Assistants</i>		
Registered Nurses - Adult / General	81	23%
Registered Nurses - Children	10	3%
Midwives	17	5%
Other Registered Nurses	4	1%
Nursing auxiliary / Nursing assistant / Healthcare assistant	15	4%
<i>Medical and Dental</i>		
Medical / Dental - Consultant	17	5%
Medical / Dental - In Training	9	3%
Medical / Dental - Other	4	1%
<i>Allied Health Professionals</i>		
Occupational Therapy	6	2%
Physiotherapy	12	3%
Radiography	3	1%
Other qualified Allied Health Professionals	9	3%
Support to Allied Health Professionals	9	3%
<i>Scientific and Technical / Healthcare Scientists</i>		
Pharmacy	15	4%
Other qualified Scientific and Technical / Healthcare Scientists	17	5%
Support to Scientific and Technical / Healthcare Scientists	7	2%
<i>Other groups</i>		
Admin and Clerical	48	13%
Central Functions / Corporate Services	33	9%
Maintenance / Ancillary	30	8%
General Management	9	3%
Other	2	1%
Did not specify	8	

Sums of percentages may add to more than 100% due to rounding and does not include 'did not specify' responses

Table 8.2: Work characteristics of respondents

	Number questionnaires returned	Percentage of survey respondents
<i>Full time / part time</i>		
Full time	308	86%
Part time	50	14%
Did not specify	7	
<i>Shift work</i>		
Shift worker	116	33%
Non-shift worker	237	67%
Did not specify	12	
<i>Line manager / non line manager</i>		
Line manager	128	38%
Not line manager	211	62%
Did not specify	26	
<i>Length of time in trust</i>		
Less than a year	31	9%
Between 1 to 2 years	60	17%
Between 3 to 5 years	82	23%
Between 6 to 10 years	77	22%
Between 11 to 15 years	24	7%
Over 15 years	83	23%
Did not specify	8	

Sums of percentages may add to more than 100% due to rounding and does not include 'did not specify' responses

Table 8.3: Demographic characteristics of respondents

	Number questionnaires returned	Percentage of survey respondents
Age group		
Between 16 and 30	57	16%
Between 31 and 40	113	32%
Between 41 and 50	112	32%
51 and over	73	21%
Did not specify	10	
Gender		
Male	97	27%
Female	259	73%
Did not specify	9	
Ethnic background		
White	215	60%
Black and minority ethnic	142	40%
Did not specify	8	
Disabled status		
Disabled	44	12%
Not disabled	312	88%
Did not specify	9	

Sums of percentages may add to more than 100% due to rounding and does not include 'did not specify' responses

Appendix 1: Information used to create figures 4.1 & 4.2

Table A1.1: Percentage scores for The Whittington Hospital NHS Trust benchmarked against other acute trusts (information shown in figure 4.1)

Percentage score	The Whittington Hospital NHS Trust			National scores for acute trusts			
	Trust score	95% Confidence Interval	Median score	Threshold for lowest 20%	Threshold for highest 20%	Lowest score attained	Highest score attained
Higher scores better	%	%	%	%	%	%	%
Response rate	47	-	52	44	59	31	68
KS 3: % using flexible working options	67	[63, 72]	71	69	73	59	77
KS 4: % appraised in last 12 months	56	[51, 61]	61	49	72	35	89
KS 5: % having well structured appraisals in last 12 months	24	[20, 29]	23	19	28	12	39
KS 6: % appraised with personal development plans in last 12 months	47	[42, 52]	52	40	63	28	83
KS 7: % receiving job-relevant training, learning or development in last 12 months	74	[70, 79]	76	73	78	66	85
KS 8: % working in a well structured team environment	41	[36, 46]	36	33	40	26	44
KS 12: % having health and safety training in last 12 months	73	[69, 77]	73	63	81	48	92
KS 16: % reporting errors, near misses or incidents	87	[79, 96]	93	90	96	85	100
Lower scores better	%	%	%	%	%	%	%
KS 1: % working extra hours	74	[69, 78]	68	64	72	53	78
KS 13: % suffering work-related injury in last 12 months	21	[17, 25]	19	17	21	12	27
KS 14: % suffering work-related stress in last 12 months	38	[34, 43]	32	29	35	24	46
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	37	[33, 42]	35	32	38	26	46
KS 18: % experiencing physical violence from patients/relatives in last 12 months	11	[8, 14]	12	10	13	7	20
KS 19: % experiencing physical violence from staff in last 12 months	2	[1, 3]	1	1	2	0	4
KS 20: % experiencing harassment, bullying or abuse from patients/relatives in last 12 months	29	[25, 33]	25	23	28	19	37
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	25	[21, 29]	19	17	22	11	30

Table A1.2: Scale summary scores for The Whittington Hospital NHS Trust benchmarked against other acute trusts (information shown in figure 4.2)

Scale summary score	The Whittington Hospital NHS Trust		National scores for acute trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for lowest 20%	Threshold for highest 20%	Lowest score attained	Highest score attained
Higher scores better							
KS 2: Quality of work life balance	3.38	[3.29, 3.47]	3.31	3.24	3.38	3.07	3.51
KS 9: Quality of job design (clear job content, feedback and staff involvement)	3.38	[3.32, 3.45]	3.30	3.25	3.38	3.13	3.47
KS 10: Support from immediate managers	3.49	[3.40, 3.58]	3.56	3.50	3.63	3.34	3.74
KS 11: Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)	3.01	[2.92, 3.09]	2.75	2.62	2.88	2.22	3.17
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.36	[3.31, 3.41]	3.36	3.30	3.44	3.13	3.56
KS 22: Perceptions of effective action from employer towards violence and harassment	3.49	[3.41, 3.57]	3.51	3.43	3.57	3.27	3.71
KS 23: Availability of hand washing materials	4.37	[4.28, 4.45]	4.50	4.38	4.57	4.07	4.73
KS 24: Staff job satisfaction	3.35	[3.28, 3.43]	3.38	3.31	3.43	3.16	3.58
Lower scores better							
KS 25: Work pressure felt by staff	3.16	[3.09, 3.24]	3.21	3.13	3.31	3.00	3.60
KS 26: Staff intention to leave jobs	2.81	[2.71, 2.92]	2.73	2.61	2.85	2.43	3.17

Appendix 2: Changes to Key Scores

This year there have been changes to the wording of questions used to calculate some Key Scores, or to the actual calculation of some Key Scores since previous years. This appendix will outline details of the changes made. More details about these changes can be found in the document ***Making sense of your staff survey data***, which can be downloaded from www.healthcarecommission.org.uk/staffsurveys/.

A copy of the 2007 questionnaire can be downloaded from the Advice Centre website at www.nhsstaffsurveys.com/.

Key Score	Change made to Key Score
KS4: % staff appraised in last 12 months (Q6a)	<p><i>Question wording change</i></p> <p>In previous years this was calculated as the % staff that ticked 'Yes' to the following question:</p> <ul style="list-style-type: none"> <i>Have you had an appraisal or performance review in the last 12 months? (Yes / No)</i> <p>In 2007, the question wording (Q6a) has been changed to:</p> <ul style="list-style-type: none"> <i>In the last 12 months, have you had an appraisal or Knowledge and Skills Framework (KSF) development review? (Yes, KSF development review / Yes, other type of appraisal, performance development review or RITA / No)</i> <p>The 2007 Key Score has been calculated as the percentage of staff that ticked 'Yes, KSF development review' and / or 'Yes, other type of appraisal, performance development review'</p>
KS5: % staff having well structured appraisals in last 12 months (Q6a-d)	<p><i>Question wording and lay out change</i></p> <p>In previous years, this Key Score was calculated as the percentage of staff who were appraised in the last 12 months (defined in KS4), and who also answered 'Yes' to each of the following questions:</p> <ul style="list-style-type: none"> <i>Was your appraisal or performance development review useful in helping to improve how you do your job? (Yes / No)</i> <i>Did you agree clear objectives for your work during the appraisal / review? (Yes / No)</i> <i>Did the appraisal or performance development review leave you feeling your work is valued by your trust? (Yes / No)</i> <p>In 2007, the Key Score was calculated in the same way, but the wording and lay out of the follow-up questions (Q6b-d) was changed as follows:</p> <p><i>Did the appraisal / review...</i></p> <ul style="list-style-type: none"> <i>...help you to improve how you do your job? (Yes / No)</i> <i>...help you agree clear objectives for your work? (Yes / No)</i> <i>...leave you feeling that your work is valued by your trust? (Yes / No)</i> <p>NOTE: Given these changes both to the initial appraisal question (Q6a) and the follow-up questions (Q6b-d) in the 2007 questionnaire, comparisons between the 2007 Key Score and those of previous years should be treated with some caution.</p>

Key Score	Change made to Key Score
<p>KS6: % appraised with personal development plans in last 12 months (Q6a and Q7a)</p>	<p><i>Question wording change</i></p> <p>In previous years, this Key Score was calculated as the percentage of staff who were appraised in the last 12 months (defined in KS4), and who also answered 'Yes' to the following question:</p> <ul style="list-style-type: none"> • <i>In the past 12 months, as part of your appraisal or performance development review, did you agree a Personal Development Plan?</i> (Yes / No) <p>In 2007, the Key Score was calculated in the same way, but the wording of the follow-up question (Q7a) was changed to:</p> <ul style="list-style-type: none"> • <i>In the last 12 months, as part of your KSF development review, appraisal, performance development review or RITA, did you agree a Personal Development Plan?</i> (Yes / No)
<p>KS10: Support from immediate managers (Q4a-e)</p>	<p><i>Question location change</i></p> <p>This Key Score is calculated using the responses to five questions about the extent to which immediate managers were perceived as offering support, guidance, feedback and involvement in decision-making.</p> <p>In 2007, these questions were asked very early on in the questionnaire (Q4). In previous years, these questions (identically worded) were located about half-way through the questionnaire, after other more general questions about feedback and staff involvement, appraisals, training and job satisfaction, which may have affected respondents' subsequent responses about immediate managerial support.</p> <p>NOTE: For this reason, comparisons between the 2007 Key Score and those of previous years should be treated with some caution.</p>
<p>KS11: Extent of positive feeling (communication, staff involvement, innovation & patient care) (Q17a-e)</p>	<p><i>Question wording change, and change in Key Score calculation</i></p> <p>In previous years, this Key Score was calculated using the responses to the following six questions:</p> <p><i>To what extent do you agree or disagree with the following?</i></p> <ol style="list-style-type: none"> a) <i>Managers here try to involve staff in important decisions</i> b) <i>Communication between management and staff is effective</i> c) <i>Managers encourage staff to suggest new ideas for improving services</i> d) <i>On the whole, the different parts of the trust communicate effectively with each other</i> e) <i>Care of patients / service users is my trust's top priority</i> f) <i>If I were a patient of this Trust, I would be happy with the standard of care provided</i> <p>In 2007, it was decided to omit question f; the Key Score calculation is therefore based on the responses to the first five questions only. In addition, parts a), b) and c) focused on 'senior' managers, rather than 'managers', as shown below:</p> <p><i>To what extent do you agree or disagree with the following?</i></p> <ol style="list-style-type: none"> a) <i>Senior managers here try to involve staff in important decisions</i> b) <i>Communication between senior management and staff is effective</i> c) <i>Senior managers encourage staff to suggest new ideas for improving services</i> d) <i>On the whole, the different parts of the trust communicate effectively with each other</i> e) <i>Care of patients / service users is my trust's top priority</i> <p>NOTE: Because of these changes, comparisons between the 2007 Key Score and those of previous years are inadvisable.</p>

Key Score**Change made to Key Score**

KS15: % staff witnessing potentially harmful errors, near misses or incidents (Q25a and Q26a)

Question wording and layout change

In previous years, the wording and order of the questions about witnessing and reporting of errors, near misses and incidents were as shown below, and Key Score 15 was calculated as the percentage of staff that ticked 'Yes' in response to statement i) and/or ii):

- *In the last month, I have seen errors, near misses or incidents that could hurt patients / service users (Yes / No)*
- *In the last month, I have seen errors, near misses or incidents that could hurt staff (Yes / No)*
- *I know how to report errors, near misses or incidents (Yes / No)*
- *The last time you saw an error, near miss or incident, did you or a colleague report it? (Yes / No / Don't know / Have never seen any errors, near misses or incidents)*

In 2007, the question wording, order and layout were changed as follows, and the Key Score was calculated as the percentage of staff that ticked 'Yes' in response to Q25a and / or Q26a:

- *Q24: If you witnessed an error, near miss or incident that could have hurt either staff or patients / service users, would you know how to report it? (Yes / No)*
- *Q25a: In the last month, have you seen any errors, near misses or incidents that could have hurt staff? (Yes / No)
IF YES at Q25a*
- *Q25b: The **last** time you saw an error, near miss or incident that could have hurt **staff**, did you or a colleague report it? (Yes, I reported it / Yes, a colleague reported it / No / Don't know)*
- *Q26a: In the last month, have you seen any errors, near misses or incidents that could hurt patients / service users? (Yes / No)
IF YES at Q26a:*
- *Q26b: The **last** time you saw an error, near miss or incident that could have hurt **patients / service** users, did you or a colleague report it? (Yes, I reported it / Yes, a colleague reported it / No / Don't know)*

KS16: % reporting harmful errors, near misses or incidents (Q25a/Q26a and Q25b/Q26b)

Question wording and layout change, and change in Key Score calculation

As described in detail above for KS15, in 2007 the question format for this series of questions was changed. In previous years, a single question was asked about whether or not recently witnessed errors, near misses or incidents had been reported. In 2007, separate questions were asked about the reporting of incidents that could have hurt staff (Q25b) and the reporting of incidents that could have hurt patients (Q26b).

The Key Score in 2007 is calculated as the percentage of staff who had, in the last month, witnessed incidents that could have hurt staff (Q25a) and/or patients/service users (Q26a), and that they or a colleague reported (Q25b / Q26b). (Respondents who did not know whether or not an incident was reported were excluded from the Key Score calculation).

NOTE: Because of these changes to question wording and format in 2007, and the consequent change in the Key Score calculation, caution should be exercised when interpreting trend data for this Key Score.

Key Score	Change made to Key Score
KS17: Fairness and effectiveness of procedures for reporting errors, near misses and incidents (Q27a-g)	<p><i>Question wording change</i></p> <p>This Key Score is calculated using the responses to seven statements about the culture of incident reporting within the trust. The Key Score calculation has not changed since 2006; however, the wording of one of these seven statements (Q27d) was changed slightly in 2007 as follows:</p> <p>2006: <i>My Trust blames or punishes people who make errors, near misses or incidents</i></p> <p>2007: <i>My Trust blames or punishes people who are involved in errors, near misses or incidents</i></p>
KS18: % staff experiencing physical violence from patients / relatives in last 12 months (Q21a-b)	<p><i>Question wording change</i></p> <p>In previous years, the Key Score was calculated as the percentage of staff that ticked 'Yes' to part a) and/or b) of the following question:</p> <p><i>In the last 12 months, have you experienced physical violence from any of the following?</i></p> <p>a) <i>Patients / service users</i> b) <i>Relatives of patients / service users</i> c) <i>Manager / team leader</i> d) <i>Colleagues</i></p> <p>In 2007, the words 'personally' and 'at work' were added to the question text, and an additional category was inserted as follows:</p> <p><i>In the last 12 months, have you personally experienced physical violence at work from any of the following?</i></p> <p>a) <i>Patients / service users</i> b) <i>Relatives of patients / service users</i> c) <i>Other members of the public</i> d) <i>Manager / team leader</i> e) <i>Other colleagues</i></p> <p>There has been no change to the way in which the Key Score has been calculated in 2007. (Responses about violence from 'other members of the public' have not been included, and national analysis indicates that the addition of this extra category within the question makes no significant difference to the proportion of staff ticking 'Yes' at parts a) and b) above).</p>
KS19: % staff experiencing physical violence from staff in last 12 months (Q21d-e)	<p><i>Question wording change</i></p> <p>The slight question wording change (the addition of the words 'personally' and 'at work') for this score is described in detail above for KS18</p>
KS20: % staff experiencing harassment, bullying or abuse from patients or relatives in last 12 months (Q22a-b)	<p><i>Question wording change</i></p> <p>In previous years, the Key Score was calculated as the percentage of staff that ticked 'Yes' to part a) and/or b) of the following question:</p> <p><i>In the last 12 months, have you experienced harassment, bullying or abuse from any of the following?</i></p> <p>a) <i>Patients / service users</i> b) <i>Relatives of patients / service users</i> c) <i>Manager / team leader</i> d) <i>Colleagues</i></p> <p>In 2007, the words 'personally' and 'at work' were added to the question text, and an additional category was inserted as follows:</p> <p><i>In the last 12 months, have you personally experienced harassment, bullying or abuse at work from any of the following?</i></p> <p>a) <i>Patients / service users</i> b) <i>Relatives of patients / service users</i> c) <i>Other members of the public</i> d) <i>Manager / team leader</i> e) <i>Other colleagues</i></p> <p>There has been no change to the way in which the Key Score has been calculated in 2007. (Responses about harassment from 'other members of the public' have not been included, and national analysis indicates that the addition of this extra category within the question makes no significant difference to the proportion of staff ticking 'Yes' at parts a) and b) above).</p>

Key Score	Change made to Key Score
KS21: % staff experiencing harassment, bullying or abuse from staff in last 12 months (Q22d-e)	<p><i>Question wording change</i></p> <p>The slight question wording change for this score (the addition of the words 'personally' and 'at work') is described in detail above for KS20.</p>
KS22: Perceptions of effective action from employer towards violence and harassment (Q23a-d)	<p><i>Question wording change and change in Key Score calculation</i></p> <p>In previous years, this Key Score was calculated using the responses to the following questions:</p> <p><i>To what extent do you agree or disagree with the following?</i></p> <ul style="list-style-type: none"> • <i>My Trust takes effective action if staff are physically attacked</i> • <i>My Trust takes effective action if staff are bullied, harassed or abused</i> • <i>My Trust takes effective action if staff are racially harassed</i> • <i>My Trust takes effective action if staff are sexually harassed (Strongly disagree Strongly agree)</i> <p>In 2007, the Key Score has been calculated using the responses to questions that omit reference to racial and sexual harassment and which ask separately about action following incidents perpetrated by staff and those perpetrated by patients or members of the public). Staff were asked to indicate their agreement with the following statements:</p> <p><i>My trust takes effective action if staff are...</i></p> <ul style="list-style-type: none"> • <i>...physically attacked by patients / service users, their relatives or other members of the public</i> • <i>...physically attacked by other members of staff</i> • <i>...bullied, harassed or abused by patients / service users, their relatives or other members of the public</i> • <i>...bullied, harassed or abused by other members of staff (Strongly disagree Strongly agree)</i> <p>NOTE: Because of the substantial changes to the question content, comparisons between the 2007 Key Score and those of previous years are inadvisable.</p>
KS25: Work pressure felt by staff (Q13d-f, Q16c)	<p><i>Question wording change and change in Key Score calculation</i></p> <p>In previous years, this Key Score was calculated using the responses to the following questions:</p> <p><i>To what extent do you agree or disagree with the following?</i></p> <ul style="list-style-type: none"> • <i>I cannot meet all the conflicting demands on my time at work</i> • <i>I do not have time to carry out all my work</i> • <i>I am asked to do work without adequate resources to complete it</i> • <i>I am required to do unimportant tasks which prevent me completing more important ones (Strongly disagree Strongly agree)</i> <p>In 2007, this Key Score has been calculated on the basis of responses to the following four questions, two of which are different to previous years:</p> <p><i>To what extent do you agree or disagree with the following?</i></p> <ul style="list-style-type: none"> • <i>I cannot meet all the conflicting demands on my time at work</i> • <i>I do not have time to carry out all my work</i> • <i>I have adequate materials, supplies and equipment to do my work</i> • <i>There are enough staff at this Trust for me to do my job properly (Strongly disagree Strongly agree)</i> <p>NOTE: Because of these changes, comparisons between the 2007 Key Score and those from previous years should be treated with some caution.</p>

Appendix 3: All survey questions and Key Scores benchmarked against other acute trusts

This appendix provides benchmark data for each of the 26 Key Scores (table A3.1), and all of the questions included in the core version of the questionnaire (table A3.2). A copy of this questionnaire can be downloaded from the Advice Centre website at: <http://www.nhsstaffsurveys.com/>.

For each Key Score and survey question, the following tables present your trust's 2007 survey response, the average (median) 2007 response for acute trusts, and your trust's 2006 survey response (where applicable).

In certain cases a dash (-) appears in the 'Your Trust in 2006' column. This could be because the question was not asked in previous years (e.g. "My immediate manager helps me when my workload is not manageable"), or where a similar question was asked in previous years the wording of the question has changed substantially (e.g. "Managers" changed to "Senior managers" in the statement "Senior managers here try to involve staff in important decisions"), or the responses options to the question have changed since previous years (e.g. response options to "Do you have access to counselling services at your Trust" changed from Yes/No to Yes/No/Don't know).

Please note that the figures reported in tables A3.1 and A3.2 are un-weighted, and, as a consequence there may be some slight differences between these figures and the figures reported in sections 3, 4 and 5 and Appendix 1 of this report, which are weighted according to the occupational group profile of a typical acute trust.

More details about the calculation of figures in tables A3.1 and A3.2, and the weighting of data can be found in the document ***Making sense of your staff survey data***, which can be downloaded from <http://www.healthcarecommission.org.uk/staffsurveys/>.

Table A3.1: Key Scores benchmarked against other acute trusts

Key Score	Question number(s)	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
KS 1: % working extra hours	Q1b-c	74%	68%	77%
KS 2: Quality of work life balance	Q2a-c	3.39	3.31	3.35
KS 3: % using flexible working options	Q3a-g	67%	71%	63%
KS 4: % appraised in last 12 months	Q6a	57%	61%	56%
KS 5: % having well structured appraisal in last 12 months	Q6a-d	25%	23%	28%
KS 6: % appraised with personal development plans in last 12 months	Q6a, Q7a	48%	52%	46%
KS 7: % receiving job-relevant training, learning or development in last 12 months	Q8a-g, Q9a-f, Q10a-i, Q11a, c, d	75%	76%	80%
KS 8: % working in a well structured team environment	Q12a-e	42%	36%	49%
KS 9: Quality of job design (clear job content, feedback and staff involvement)	Q13a-c, Q16a, b, d	3.39	3.30	3.40
KS 10: Support from immediate managers	Q4a-e	3.50	3.56	3.44
KS 11: Extent of positive feeling (communication, staff involvement, innovation & patient care)	Q17a-e	3.02	2.75	-
KS 12: % receiving health and safety training in last 12 months	Q10a	73%	73%	69%
KS 13: % suffering work-related injury in last 12 months	Q28a-d	20%	19%	16%
KS 14: % suffering work-related stress in last 12 months	Q28e	37%	32%	33%
KS 15: % witnessing potentially harmful errors, near misses or incidents in last month	Q25a, Q26a	37%	35%	40%
KS 16: % reporting errors, near misses or incidents	Q25a/Q26a, Q25b/Q26b	93%	95%	92%
KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents	Q27a-g	3.36	3.37	3.37
KS 18: % experiencing physical violence from patients / relatives in last 12 months	Q21a-b	11%	12%	12%
KS 19: % experiencing physical violence from staff in last 12 months	Q21d-e	2%	1%	5%
KS 20: % experiencing harassment, bullying or abuse from patients / relatives in last 12 months	Q22a-b	28%	25%	34%
KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months	Q22d-e	24%	19%	26%
KS 22: Perceptions of effective action from employer towards violence and harassment	Q23a-d	3.50	3.50	-
KS 23: Availability of hand washing materials	Q32a-c	4.38	4.51	4.32
KS 24: Staff job satisfaction	Q15a-g	3.37	3.38	3.44
KS 25: Work pressure felt by staff	Q13d-f, Q16c	3.15	3.21	3.14
KS 26: Staff intention to leave jobs	Q14a-c	2.80	2.73	2.72

Table A3.2: Key Scores benchmarked against other acute trusts

Survey Question	Question number	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
WORK-LIFE BALANCE		%	%	%
% working part time	Q1a	14	26	13
% working additional paid hours	Q1b	40	34	38
% working additional unpaid hours	Q1c	55	54	65
% working rotating shifts	Q1d	33	34	34
% working night shifts	Q1e	52	50	50
% agreeing / strongly agreeing with following the statements:				
"My Trust is committed to helping staff balance their work and home life"	Q2a	52	38	45
"My immediate manager helps me find a good work-life balance"	Q2b	47	50	50
"I can approach my immediate manager to talk openly about flexible working"	Q2c	60	60	64
% using the following flexible working options:				
Work flexi-time (e.g. able to vary start & finish times)	Q3a	31	27	31
Work reduced hours (e.g. part time)	Q3b	17	33	18
Work from home in normal working hours	Q3c	6	5	7
Work to annualised hours (working an agreed number of hours over the year)	Q3d	24	22	16
Work during school term-time only	Q3e	1	1	0
Team makes its own decisions about rotas	Q3f	23	27	22
Job share with someone else	Q3g	3	4	4
MANAGEMENT AND SUPERVISION		%	%	%
% agreeing / strongly agreeing with following the statements:				
"My immediate manager encourages those who work for her/him to work as a team"	Q4a	67	70	68
"My immediate manager can be counted on to help me with a difficult task at work"	Q4b	65	67	64
"My immediate manager gives me clear feedback on my work"	Q4c	47	52	43
"My immediate manager asks for my opinion before making decisions that affect my work"	Q4d	48	49	49
"My immediate manager is supportive in a personal crisis"	Q4e	66	69	67
"My immediate manager helps me when my workload is not manageable"	Q4f	51	48	-
% who manage other staff	Q5	38	30	47
APPRAISAL		%	%	%
% saying they had received an appraisal or performance development review in the last 12 months				
Yes, KSF development review	Q6a	40	40	-
Yes, other type of appraisal, development review (incl RITA)	Q6a	15	19	-
% saying their appraisal had helped them to improve how they do their job	Q6b	62	52	67
% saying their appraisal had helped them agree clear objectives for their work	Q6c	82	76	88
% saying their appraisal had made them feel their work was valued by the Trust	Q6d	54	52	58
% saying they had agreed a personal development plan as part of their appraisal or development review	Q7a	88	87	85

Survey Question	Question number	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
% saying they had received training, learning and development identified in personal development plan	Q7b	59	51	50
% saying they had received support from immediate manager in accessing training, learning and development identified in personal development plan	Q7c	66	57	61
TRAINING, LEARNING AND DEVELOPMENT		%	%	%
% having taken part in the following types of training, learning or development in the last 12 months:				
Taught courses (internal or external)	Q8a	58	59	66
Supervised on-the-job training	Q8b	28	32	29
Having a mentor	Q8c	14	15	23
Shadowing someone	Q8d	14	15	16
e-learning / online training	Q8e	14	23	19
Keeping up to date with developments in work (e.g. reading books or attending workshops)	Q8f	63	62	66
Other method of training, learning or development	Q8g	12	11	12
% having received training, learning or development in the following equality and diversity areas in the last 12 months:				
Age	Q9a	9	13	-
Disability	Q9b	8	13	17
Gender	Q9c	8	11	13
Race	Q9d	8	12	17
Sexual orientation	Q9e	7	10	-
Religion	Q9f	8	11	14
% having received training, learning or development in the following areas in the last 12 months:				
Health and safety training (e.g. fire training, manual handling)	Q10a	73	73	69
What to do if there is a major incident or emergency	Q10b	41	35	37
How to prevent or handle violence and aggression to either staff, patients or service users (e.g. Conflict Resolution training)	Q10c	14	21	20
Infection control (e.g. guidance on hand-washing, MRSA, waste management, disposal of sharps / needles)	Q10d	52	58	54
Computer skills (e.g. using Trust IT systems, spreadsheets, databases, intranet, email etc.)	Q10e	22	28	27
How to handle confidential information about patients / service users	Q10f	37	29	39
How to ask patients / service users about their use of alcohol or drugs (including illegal drugs)	Q10g	8	6	12
How to handle patients / service users who are drunk or under the influence of drugs (including illegal drugs)	Q10h	6	6	10
How to give information to patients / service users on diagnosis, medication, side effects etc.	Q10i	13	11	20
% who had received training, learning and development in the last 12 months agreeing / strongly agreeing that:				
It has helped me to do my job better	Q11a	64	61	66
It has improved my chances of promotion	Q11b	25	18	26
It has helped me stay up-to-date with my job	Q11c	67	65	70
It has helped me stay up-to-date with professional requirements	Q11d	64	64	69
YOUR JOB		%	%	%
% working in a team	Q12a	91	92	94
% working in a team which has clear objectives	Q12b	83	84	87

Survey Question	Question number	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
% working in a team where team members work closely to achieve the team's objectives	Q12c	85	87	89
% working in a team which meets regularly to discuss its effectiveness and how it could be improved	Q12d	59	61	67
% working in a team which has fewer than 16 core members	Q12e	85	74	87
% agreeing / strongly agreeing with following the statements:				
"I have clear, planned goals and objectives for my job"	Q13a	69	62	73
"I often have trouble working out whether I am doing well or poorly in this job"	Q13b	22	25	19
"I am involved in deciding on changes introduced that affect my work area / team / department"	Q13c	50	46	50
"I cannot meet all the conflicting demands on my time at work"	Q13d	42	42	42
"I have adequate materials, supplies and equipment to do my work"	Q13e	50	50	42
"There are enough staff at this Trust for me to do my job properly"	Q13f	29	24	-
% agreeing / strongly agreeing with following the statements:				
"I often think about leaving this Trust"	Q14a	35	36	36
"I will probably look for a job at a new organisation in the next 12 months"	Q14b	27	24	27
"As soon as I can find another job, I will leave this Trust"	Q14c	21	18	20
"If I leave my current job, I would want to stay in the NHS"	Q14d	54	46	49
% saying they were considering leaving for the following reasons:				
Career development	Q14e	22	15	18
Change of career	Q14e	7	8	8
Would like more pay	Q14e	17	16	17
Not being valued for my work	Q14e	20	20	-
Relationship with manager	Q14e	6	5	-
Family / personal reasons	Q14e	7	6	7
Health reasons	Q14e	3	2	-
End of contract	Q14e	2	1	-
Retirement	Q14e	2	3	3
Don't want to work in NHS	Q14e	5	5	9
Other reason(s)	Q14e	8	5	8
% satisfied or very satisfied with the following aspects of their job:				
"The recognition I get for good work"	Q15a	39	37	46
"The support I get from my immediate manager"	Q15b	53	56	61
"The freedom I have to choose my own method of working"	Q15c	56	58	61
"The support I get from my work colleagues"	Q15d	70	73	75
"The amount of responsibility I am given"	Q15e	64	68	67
"The opportunities I have to use my skills"	Q15f	57	63	66
"The extent to which my Trust values my work"	Q15g	31	26	33
"My level of pay"	Q15h	27	27	-

Survey Question	Question number	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
% agreeing / strongly agreeing with the following statements:				
"I always know what my work responsibilities are"	Q16a	83	80	83
"I am consulted about changes that affect my work area / team / department"	Q16b	47	48	51
"I do not have time to carry out all my work"	Q16c	45	48	48
"I get clear feedback about how well I am doing my job"	Q16d	35	30	34
"Relationships at work are strained"	Q16e	28	29	26
"I can decide on my own how to go about doing my work"	Q16f	62	62	65
YOUR ORGANISATION		%	%	%
% agreeing / strongly agreeing with the following statements:				
"Senior managers here try to involve staff in important decisions"	Q17a	31	22	-
"Communication between senior management and staff is effective"	Q17b	30	21	-
"Senior managers encourage staff to suggest new ideas for improving services"	Q17c	41	31	-
"On the whole, the different parts of the Trust communicate effectively with each other"	Q17d	27	16	-
"Care of patients / service users is my Trust's top priority"	Q17e	60	46	59
"Patient information is treated confidentially by staff in this Trust"	Q17f	78	80	-
% saying the Trust acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	Q18a	55	54	54
% saying they have experienced discrimination in the last 12 months	Q18b	16	8	14
% saying they have experienced discrimination on the grounds of:				
Ethnic background	Q18c	10	3	8
Gender	Q18c	1	1	1
Religion	Q18c	2	0	1
Sexual orientation	Q18c	1	0	0
Disability	Q18c	1	1	1
Age	Q18c	2	1	2
Other reason(s)	Q18c	4	2	4
% saying they would know how to report concerns about negligence or wrongdoing by staff	Q19a	74	77	75
% saying there is a system to report such concerns confidentially	Q19b	55	58	53
HARASSMENT, BULLYING AND ABUSE		%	%	%
% saying they would know how to report an incident of violence, harassment, bullying or abuse	Q20	77	80	78
% saying they have personally experienced physical violence at work in the last 12 months from the following:				
Patients / service users	Q21a	10	11	11
Relatives of patients / service users	Q21b	6	4	6
Other members of the public	Q21c	3	2	-
Manager / team leader	Q21d	1	1	2
Other colleagues	Q21e	2	1	5

Survey Question	Question number	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
% experiencing physical violence at work from patients / service users, their relatives or other members of the public in last 12 months:				
None	Q21f	8	3	-
1 to 2 times	Q21f	47	57	-
3 to 5 times	Q21f	29	24	-
6 to 10 times	Q21f	13	7	-
More than 10 times	Q21f	3	7	-
% saying the last time they experienced an incident of physical violence, they or a colleague had reported it	Q21g	59	63	69
% saying they have personally experienced harassment, bullying or abuse at work in the last 12 months from the following:				
Patients / service users	Q22a	24	22	29
Relatives of patients / service users	Q22b	21	19	25
Other members of the public	Q22c	7	7	-
Manager / team leader	Q22d	12	9	13
Other colleagues	Q22e	19	14	19
% saying the last time they experienced an incident of harassment, bullying or abuse, they or a colleague had reported it	Q22f	43	48	43
% agreeing / strongly agreeing with the statements "My Trust takes effective action if staff are...				
...physically attacked by patients / service users, their relatives or other members of the public"	Q23a	52	53	-
...physically attacked by other members of staff"	Q23b	55	55	-
...bullied, harassed or abused by patients / service users, their relatives or other members of the public"	Q23c	47	49	-
...bullied, harassed or abused by other members of staff"	Q23d	48	45	-
ERRORS, NEAR MISSES AND INCIDENTS		%	%	%
% saying they would know how to report errors, near misses or incidents that could hurt staff, patients or service users	Q24	89	88	79
% witnessing errors, near misses or incidents in the last month that could have hurt staff	Q25a	20	20	23
% saying the last time they witnessed an error, near miss or incident that could have hurt staff, they or a colleague had reported it	Q25b	93	94	93
% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	Q26a	33	30	36
% saying the last time they witnessed an error, near miss or incident that could have hurt patients / service users, they or a colleague had reported it	Q26b	93	95	91
% saying the last error, near miss or incident they had witnessed that could hurt patients / service users was due to:				
Clinical assessment / treatment given	Q26c	56	48	-
Medical equipment	Q26c	21	22	-
Staffing levels	Q26c	45	44	-
Communication	Q26c	24	27	-
Problems with admission, transfer, or discharge of patient / service user	Q26c	20	16	-
Other reason(s)	Q26c	16	13	-

Survey Question	Question number	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
% agreeing / strongly agreeing with the following statements:				
"My Trust treats staff who are involved in an error, near miss or incident fairly"	Q27a	41	42	42
"My Trust encourages us to report errors, near misses or incidents"	Q27b	76	77	75
"My Trust treats reports of errors, near misses or incidents confidentially"	Q27c	54	55	53
"My Trust blames or punishes people who are involved in errors, near misses or incidents"	Q27d	16	12	14
"When errors, near misses or incidents are reported, my Trust takes action to ensure that they do not happen again"	Q27e	55	51	53
"We are informed about errors, near misses and incidents that happen in the Trust"	Q27f	30	32	33
"We are given feedback about changes made in response to reported errors, near misses and incidents"	Q27g	31	34	36
OCCUPATIONAL HEALTH AND SAFETY		%	%	%
% suffering injuries or having felt unwell in the last 12 months as a result of the following problems at work:				
Moving and handling	Q28a	14	13	11
Needlestick and sharps injuries	Q28b	5	3	3
Slips, trips and falls	Q28c	4	4	4
Exposure to dangerous substances	Q28d	4	2	3
Work-related stress	Q28e	38	32	34
% saying they have access to counselling services at their Trust	Q29a	63	60	-
% saying they have access to occupational health services at their Trust	Q29b	97	97	-
% saying the Trust provides:				
Advice for staff on diet	Q30a	27	15	-
Advice for staff on alcohol consumption	Q30b	31	19	-
Advice for staff on exercise	Q30c	32	21	-
Help for staff that want to stop smoking	Q30d	78	72	-
Help with the cost of gym membership	Q30e	70	23	-
Bicycle racks	Q30f	73	59	-
Healthy food in Trust canteens	Q30g	66	57	-
INFECTION CONTROL AND HYGIENE		%	%	%
% agreeing / strongly agreeing with following the statements:				
"The Trust does enough to promote the importance of hand washing to staff"	Q31a	77	83	-
"The Trust does enough to promote the importance of hand washing to patients, service users and trust visitors"	Q31b	59	71	-
"Infection control applies to me in my role"	Q31c	79	84	-
% saying hot water, soap and paper towels, or alcohol rubs are available for staff:				
Always	Q32a	54	65	54
Most of the time	Q32a	33	28	33
Sometimes	Q32a	8	3	8
Never	Q32a	1	0	1
Don't know	Q32a	5	2	0

Survey Question	Question number	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
% saying hot water, soap and paper towels, or alcohol rubs are available for patients / service users:				
Always	Q32b	47	57	46
Most of the time	Q32b	31	27	28
Sometimes	Q32b	5	5	8
Never	Q32b	0	0	1
Don't know	Q32b	18	11	17
% saying hot water, soap and paper towels, or alcohol rubs are available for visitors to the trust:				
Always	Q32c	46	56	42
Most of the time	Q32c	29	27	29
Sometimes	Q32c	6	5	9
Never	Q32c	1	0	1
Don't know	Q32c	18	12	20
BACKGROUND DETAILS		%	%	%
Gender				
Male	Q33a	27	20	29
Female	Q33a	73	80	71
Age group				
Between 16 and 30	Q33b	16	16	17
Between 31 and 40	Q33b	32	23	32
Between 41 and 50	Q33b	32	32	30
51 and over	Q33b	21	28	22
Ethnic background				
White	Q34	60	90	61
Mixed	Q34	2	1	3
Asian / Asian British	Q34	15	6	15
Black / Black British	Q34	17	2	18
Chinese	Q34	3	0	2
Other	Q34	3	1	1
% saying they had a long-standing illness, health problem or disability	Q35a	12	12	7
% saying their employer has made adequate adjustment(s) to enable you to carry out your work	Q35b	40	44	-
% saying they have face-to-face contact with patients / service users as part of their job	Q36	83	87	-
Length of time at the Trust (or its predecessors)				
Less than 1 year	Q37	9	7	8
1 to 2 years	Q37	17	11	16
3 to 5 years	Q37	23	23	25
6 to 10 years	Q37	22	22	20
11 to 15 years	Q37	7	11	9
More than 15 years	Q37	23	26	22

Survey Question	Question number	Your Trust in 2007	Average (median) for acute trusts	Your Trust in 2006
Occupational group				
Registered Nurses and Midwives	Q38	31	32	32
Nursing or Healthcare Assistants	Q38	4	8	5
Medical and Dental	Q38	8	9	11
Allied Health Professionals	Q38	11	10	7
Scientific and Technical / Healthcare Scientists	Q38	11	9	11
Admin and Clerical	Q38	13	17	18
Central Functions / Corporate Services	Q38	9	5	5
Maintenance / Ancillary	Q38	8	6	5
General Management	Q38	3	1	3
Other	Q38	1	2	2

Appendix 4: Staff survey data in the Healthcare Commission's Annual Health Check

Many of the survey questions included in the National NHS Staff Survey are directly relevant to the Department of Health's 'Standards for Better Health', and may therefore be used by the Healthcare Commission in the 2007/8 annual health check.

More information about the 2007/8 annual health check, including details about which survey questions will be used, will be made available on the Healthcare Commission website here: <http://www.healthcarecommission.org.uk/healthcareproviders/serviceproviderinformation/annualhealthcheck/annualhealthcheck2007/2008.cfm>.

Appendix 5: Questions that can be used by trusts to continue monitoring against the Improving Working Lives (IWL) standard

Although IWL is no longer monitored by the Department of Health, its principles are core to good human resource management. The following table takes each of the six areas of good practice, as listed in the IWL Standard (2000) and referred to in the IWL Practice Plus National Audit Instrument, and lists the Key Scores and survey questions that are relevant to each area.

A copy of the questionnaire can be downloaded from Advice Centre website at <http://www.nhsstaffsurveys.com/>.

IWL area	Key Scores / Question
Human Resource Strategy and Management	<p>Relevant key scores</p> <p>KS 4: % appraised in last 12 months Q6a</p> <p>KS 5: % having well structured appraisal in last 12 months Q6a-d</p> <p>KS 6: % appraised with personal development plans in last 12 months Q6a / Q7a</p> <p>KS 8: % working in a well structured team environment Q12a-e</p> <p>KS 10: Support from immediate managers Q4a-e</p> <p>KS 26: Staff intention to leave jobs Q14a-c</p> <p>Other relevant questions in core questionnaire</p> <p>Q4f, Q7b-c, Q14d-e</p>
Equality and Diversity	<p>Relevant key scores</p> <p>KS 10: Support from immediate managers Q4a-e</p> <p>KS 24: Staff job satisfaction Q15a-g</p> <p>Other relevant questions in core questionnaire</p> <p>Q4f, Q9a-f, Q15h, Q18a-c</p>
Staff Involvement and Communication	<p>Relevant key scores</p> <p>KS 9: Quality of job design (clear job content, feedback and staff involvement) Q13a-c, Q16a, b, d</p> <p>KS 10: Support from immediate managers Q4a-e</p> <p>KS 11: Extent of positive feeling (communication, staff involvement, innovation & patient care) Q17a-e</p> <p>Other relevant questions in core questionnaire</p> <p>Q4f, Q15a</p>
Flexible Working	<p>Relevant key scores</p> <p>KS 2: Quality of work life balance Q2a-c</p> <p>KS 3: % using flexible working options Q3a-g</p>

IWL area	Key Scores / Question
Healthy Workplace	<p>Relevant key scores</p> <p>KS 1: % working extra hours Q1b-c</p> <p>KS 12: % receiving health and safety training Q10a</p> <p>KS 13: % suffering work-related injury in last 12 months Q28a-d</p> <p>KS 14: % suffering work-related stress in last 12 months Q28e</p> <p>KS 15: % witnessing potentially harmful errors, near misses or incidents in last month Q25a, Q26a</p> <p>KS 16: % reporting harmful errors, near misses or incidents Q25a, Q26a / Q25b, Q26b</p> <p>KS 17: Fairness and effectiveness of procedures for reporting errors, near misses or incidents Q27a-g</p> <p>KS 18: % experiencing physical violence from patients / relatives in last 12 months Q21a-b</p> <p>KS 19: % experiencing physical violence from staff in last 12 months Q21d-e</p> <p>KS 20: % experiencing harassment, bullying or abuse from patients / relatives in last 12 months Q22a-b</p> <p>KS 21: % experiencing harassment, bullying or abuse from staff in last 12 months Q22d-e</p> <p>KS 22: Perceptions of effective action from employer towards violence harassment Q23a-d</p> <p>KS 23: Availability of hand washing materials Q32a-c</p> <p>KS 25: Work pressure felt by staff Q13d-f, Q16c</p> <p>Other relevant questions in core questionnaire</p> <p>Q1a, Q10b-d, g, h, Q20, Q21c, f-g, Q22c, f, Q24, Q26c, Q29a-b, Q30a-g, Q31a-c</p>
Training and Development	<p>Relevant key scores</p> <p>KS 7: % receiving job-relevant training, learning or development in last 12 months Q8a-g, Q9a-f, Q10a-i, Q11a, c, d</p> <p>KS 12: % receiving health and safety training Q10a</p> <p>Other relevant questions in core questionnaire</p> <p>Q11b, Q18a</p>

Appendix 6: Questions that map to the Health and Safety Executive Management Standards

Details of the questions which map onto the HSE Management Standards can be found in the following table. A copy of the questionnaire can be downloaded from Advice Centre website at <http://www.nhsstaffsurveys.com/>.

Please see Appendix 3 for a full listing of all Key Scores and survey questions for your trust.

HSE Management Standards	Question
Control	Q16f I can decide on my own how to go about doing my work
Role	Q13a I have clear, planned goals and objectives for my job
Relationships	Q22d In the last 12 months have you personally experienced harassment, bullying or abuse at work from your manager / team leader?
Relationships	Q22e In the last 12 months have you personally experienced harassment, bullying or abuse at work from other colleagues?
Relationships	Q16e Relationships at work are strained
Demands	Q13d I cannot meet all the conflicting demands on my time at work
Demands	Q13e I have adequate materials, supplies and equipment to do my work
Demands	Q13f There are enough staff at this trust for me to do my job properly
Demands	Q16c I do not have time to carry out all my work
Change	Q16b I am consulted about changes that affect my work area / team / department
Support	Q15d I am satisfied with the support I get from my work colleagues
Support	Q15b I am satisfied with the support I get from my immediate manager