

2010 National NHS staff survey

Brief summary of results from The Whittington Hospital NHS Trust

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1. Introduction to this report

This report presents the findings of the 2010 national NHS staff survey conducted in The Whittington Hospital NHS Trust.

In section 2 of this report, we present an overall indicator of staff engagement. Full details of how this indicator was created can be found in the document ***Making sense of your staff survey data***, which can be downloaded from <http://www.cqc.org.uk/aboutcqc/howwedoit/engagingwithproviders/nhsstaffsurveys.cfm>.

In sections 3 to 6 of this report, the findings of the questionnaire have been summarised and presented in the form of 38 Key Findings.

These sections of the report have been structured around the four pledges to staff in the NHS Constitution which was published in January 2009 (<http://www.dh.gov.uk/nhsconstitution>) plus two additional themes:

- Staff Pledge 1: To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.
- Staff Pledge 2: To provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.
- Staff Pledge 3: To provide support and opportunities for staff to maintain their health, well-being and safety.
- Staff Pledge 4: To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.
- Additional theme: Staff satisfaction
- Additional theme: Equality and diversity

As in previous years, there are two types of Key Finding:

- percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions
- scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5

Please note that the number of Key Findings has decreased from 40 to 38 this year, and the numbering of some Key Findings has changed since 2009. Full details of the changes can be found in the document ***Making Sense of your staff survey data***.

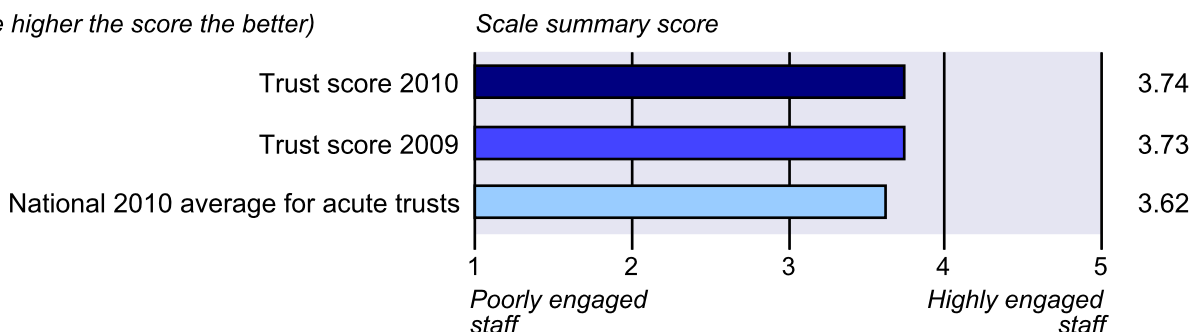
A longer and more detailed report of the 2010 survey results for The Whittington Hospital NHS Trust can be downloaded from: <http://www.cqc.org.uk/aboutcqc/howwedoit/engagingwithproviders/nhsstaffsurveys.cfm>. This report provides detailed breakdowns of the Key Finding scores by directorate, occupational groups and demographic groups, and details of each question included in the core questionnaire.

2. Overall indicator of staff engagement for The Whittington Hospital NHS Trust

The figure below shows how The Whittington Hospital NHS Trust compares with other acute trusts on an overall indicator of staff engagement. Possible scores range from 1 to 5, with 1 indicating that staff are poorly engaged (with their work, their team and their trust) and 5 indicating that staff are highly engaged. The trust's score of 3.74 was in the **highest (best) 20%** when compared with trusts of a similar type.

OVERALL STAFF ENGAGEMENT

(the higher the score the better)



This overall indicator of staff engagement has been calculated using the questions that make up Key Findings 31, 34 and 35. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 31); their willingness to recommend the trust as a place to work or receive treatment (Key Finding 34); and the extent to which they feel motivated and engaged with their work (Key Finding 35).

The table below shows how The Whittington Hospital NHS Trust compares with other acute trusts on each of the sub-dimensions of staff engagement, and whether there has been a change since the 2009 survey.

	Change since 2009 survey	Ranking, compared with all acute trusts
OVERALL STAFF ENGAGEMENT	• No change	✓ Highest (best) 20%
KF31. Staff ability to contribute towards improvements at work <i>(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)</i>	• No change	! Below (worse than) average
KF34. Staff recommendation of the trust as a place to work or receive treatment <i>(the extent to which staff think care of patients/service users is the Trust's top priority, would recommend their Trust to others as a place to work, and would be happy with the standard of care provided by the Trust if a friend or relative needed treatment.)</i>	✓ Increase (better than 09)	✓ Highest (best) 20%
KF35. Staff motivation at work <i>(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)</i>	• No change	✓ Above (better than) average

Full details of how the overall indicator of staff engagement was created can be found in the document ***Making sense of your staff survey data***.

The Department of Health has produced a framework to help NHS organisations develop local staff engagement policies. This can be downloaded from <http://www.dh.gov.uk/en/Managingyourorganisation/Workforce/NHSStaffExperience/index.htm>.

3. Summary of 2010 Key Findings for The Whittington Hospital NHS Trust

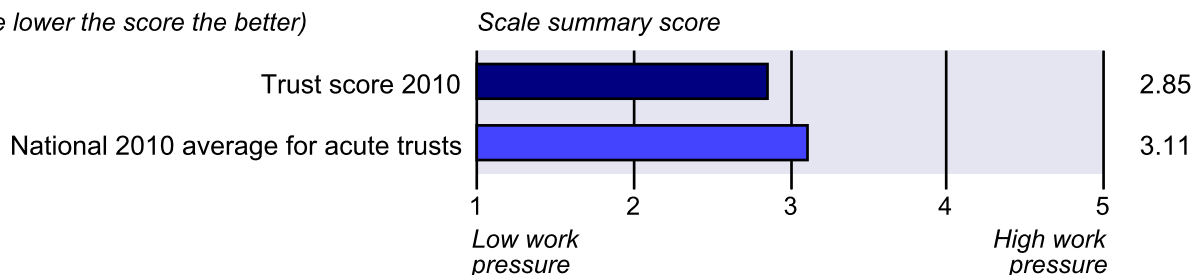
3.1 Top and Bottom Ranking Scores

This page highlights the four Key Findings for which The Whittington Hospital NHS Trust compares most favourably with other acute trusts in England.

TOP FOUR RANKING SCORES

✓ KF5. Work pressure felt by staff

(the lower the score the better)



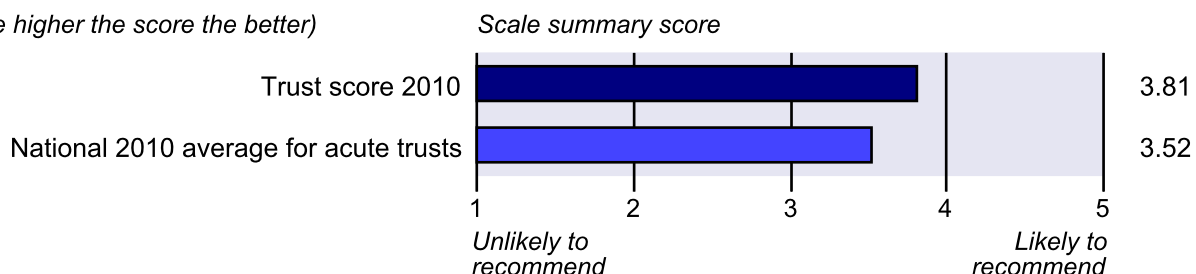
✓ KF7. Trust commitment to work-life balance

(the higher the score the better)



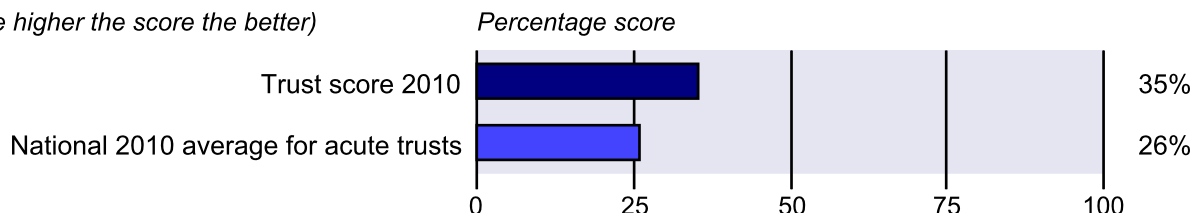
✓ KF34. Staff recommendation of the trust as a place to work or receive treatment

(the higher the score the better)



✓ KF30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



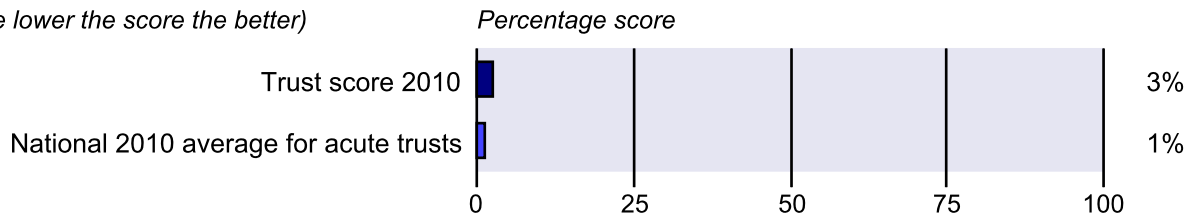
For each of the 38 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). The Whittington Hospital NHS Trust's four highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 1. Further details about this can be found in the document *Making sense of your staff survey data*.

This page highlights the four Key Findings for which The Whittington Hospital NHS Trust compares least favourably with other acute trusts in England. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

BOTTOM FOUR RANKING SCORES

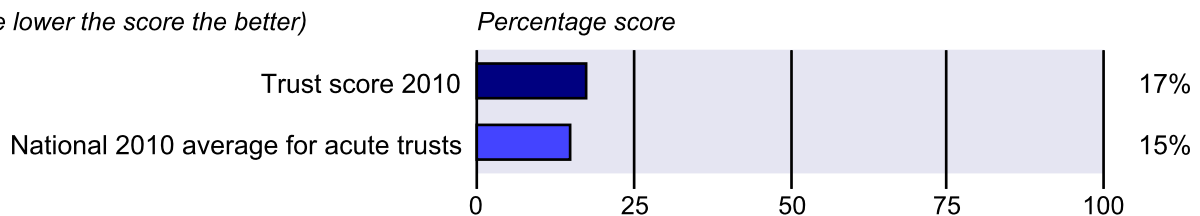
! KF24. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



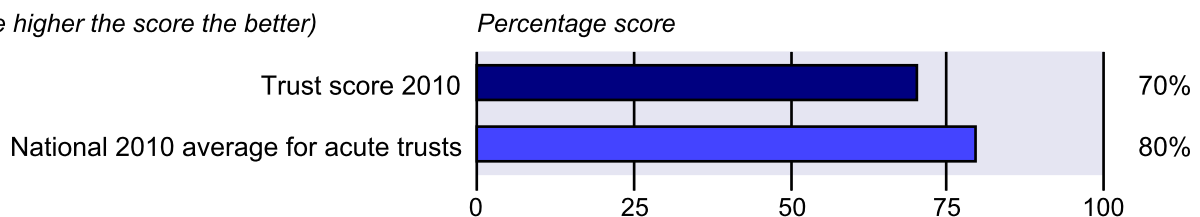
! KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



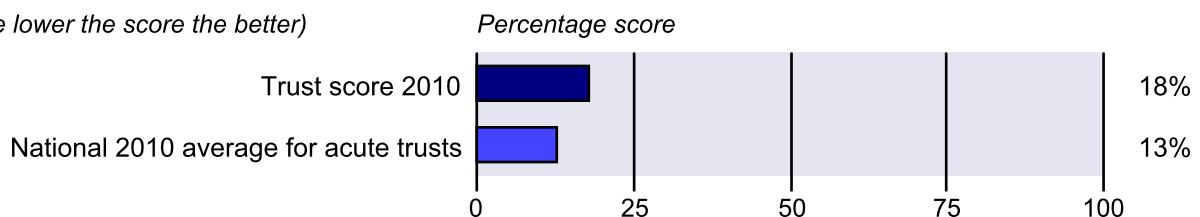
! KF16. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)



! KF38. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



For each of the 38 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). The Whittington Hospital NHS Trust's four lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 147. Further details about this can be found in the document *Making sense of your staff survey data*.

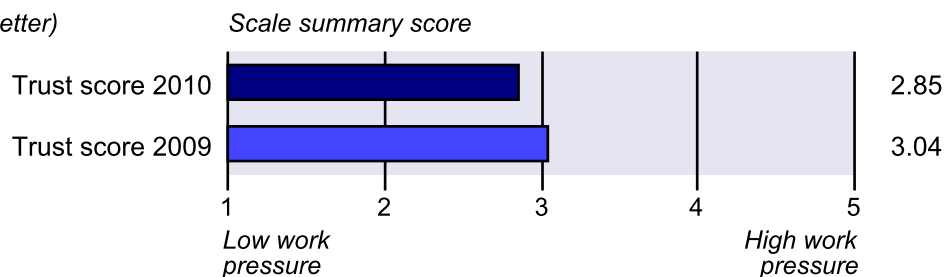
3.2 Largest Local Changes since the 2009 Survey

This page highlights the four Key Findings where staff experiences have improved the most at The Whittington Hospital NHS Trust since the 2009 survey. (This is a positive local result. However, please note that, as shown in section 3.3, when compared with other acute trusts in England, the score for Key finding KF28 is worse than average).

WHERE STAFF EXPERIENCE HAS IMPROVED

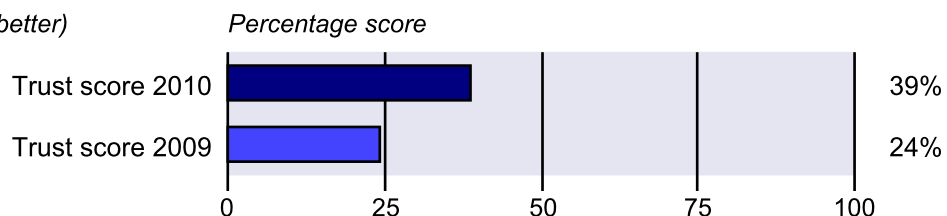
✓ KF5. Work pressure felt by staff

(the lower the score the better)



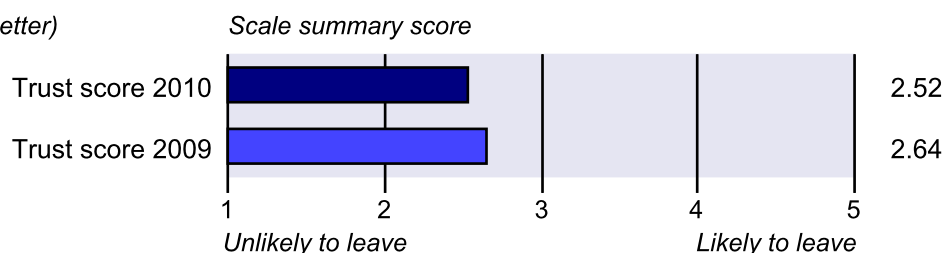
✓ KF36. Percentage of staff having equality and diversity training in last 12 months

(the higher the score the better)



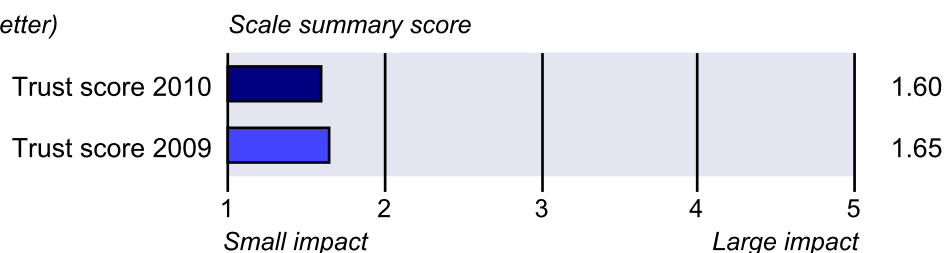
✓ KF33. Staff intention to leave jobs

(the lower the score the better)



✓ KF28. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)



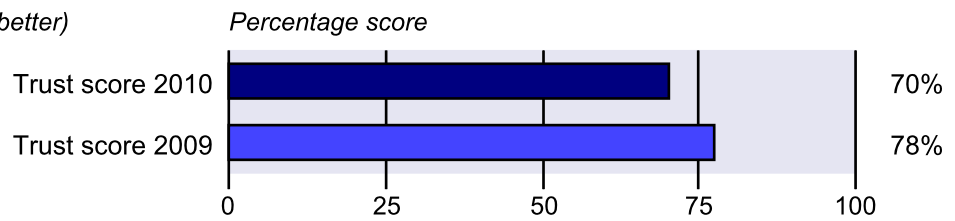
Because the Key Findings vary considerably in terms of subject matter and format (e.g. some are percentage scores, others are scale scores), a straightforward comparison of score changes is not the appropriate way to establish which Key Findings have improved the most. Rather, the extent of 09-10 change for each Key Finding has been measured in relation to the national variation for that Key Finding. Further details about this can be found in the document **Making sense of your staff survey data**.

This page highlights the Key Finding that has deteriorated at The Whittington Hospital NHS Trust since the 2009 survey. It is suggested that this might be seen as a starting point for local action to improve as an employer.

WHERE STAFF EXPERIENCE HAS DETERIORATED

! KF16. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)



3.3. Summary of all Key Findings for The Whittington Hospital NHS Trust

KEY	
✓	Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2009
!	Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2009
	'Change since 2009 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2009 survey
--	Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible
*	For most of the Key Finding scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in <i>italics</i> , the lower the score the better

	Change since 2009 survey	Ranking, compared with all acute trusts in 2010
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.		
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	• No change	✓ Highest (best) 20%
KF2. % agreeing that their role makes a difference to patients	• No change	! Below (worse than) average
KF3. % feeling valued by their work colleagues	• No change	! Below (worse than) average
KF4. Quality of job design	• No change	✓ Highest (best) 20%
* <i>KF5. Work pressure felt by staff</i>	✓ Decrease (better than 09)	✓ Lowest (best) 20%
KF6. Effective team working	--	! Below (worse than) average
KF7. Trust commitment to work-life balance	✓ Increase (better than 09)	✓ Highest (best) 20%
* <i>KF8. % working extra hours</i>	• No change	! Above (worse than) average
KF9. % using flexible working options	--	• Average
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.		
KF10. % feeling there are good opportunities to develop their potential at work	• No change	✓ Above (better than) average
KF11. % receiving job-relevant training, learning or development in last 12 mths	• No change	✓ Highest (best) 20%
KF12. % appraised in last 12 mths	• No change	! Below (worse than) average
KF13. % having well structured appraisals in last 12 mths	• No change	✓ Above (better than) average
KF14. % appraised with personal development plans in last 12 mths	• No change	! Below (worse than) average
KF15. Support from immediate managers	• No change	✓ Above (better than) average
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.		
Occupational health and safety		
KF16. % receiving health and safety training in last 12 mths	! Decrease (worse than 09)	! Lowest (worst) 20%
* <i>KF17. % suffering work-related injury in last 12 mths</i>	• No change	• Average
* <i>KF18. % suffering work-related stress in last 12 mths</i>	• No change	• Average
Infection control and hygiene		
KF19. % saying hand washing materials are always available	• No change	! Below (worse than) average

3.3. Summary of all Key Findings for The Whittington Hospital NHS Trust (cont)

	Change since 2009 survey	Ranking, compared with all acute trusts in 2010
Errors and incidents		
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	• No change	✓ Below (better than) average
KF21. % reporting errors, near misses or incidents witnessed in the last mth	• No change	! Below (worse than) average
KF22. Fairness and effectiveness of incident reporting procedures	• No change	✓ Above (better than) average
Violence and harassment		
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	--	✓ Below (better than) average
* KF24. % experiencing physical violence from staff in last 12 mths	--	! Highest (worst) 20%
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	--	! Highest (worst) 20%
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	--	! Above (worse than) average
KF27. Perceptions of effective action from employer towards violence and harassment	• No change	• Average
Health and well-being		
* KF28. Impact of health and well-being on ability to perform work or daily activities	✓ Decrease (better than 09)	! Above (worse than) average
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	• No change	✓ Below (better than) average
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.		
KF30. % reporting good communication between senior management and staff	• No change	✓ Highest (best) 20%
KF31. % able to contribute towards improvements at work	• No change	! Below (worse than) average
ADDITIONAL THEME: Staff satisfaction		
KF32. Staff job satisfaction	✓ Increase (better than 09)	✓ Highest (best) 20%
* KF33. Staff intention to leave jobs	✓ Decrease (better than 09)	• Average
KF34. Staff recommendation of the trust as a place to work or receive treatment	✓ Increase (better than 09)	✓ Highest (best) 20%
KF35. Staff motivation at work	• No change	✓ Above (better than) average
ADDITIONAL THEME: Equality and diversity		
KF36. % having equality and diversity training in last 12 mths	✓ Increase (better than 09)	• Average
KF37. % believing the trust provides equal opportunities for career progression or promotion	• No change	! Lowest (worst) 20%
* KF38. % experiencing discrimination at work in last 12 mths	--	! Highest (worst) 20%

4. Full description of Key Findings for The Whittington Hospital NHS Trust

301 staff at The Whittington Hospital NHS Trust took part in this survey. This is a response rate of 38%¹ which is in the lowest 20% of acute trusts in England, and compares with a response rate of 41% in this trust in the 2009 survey.

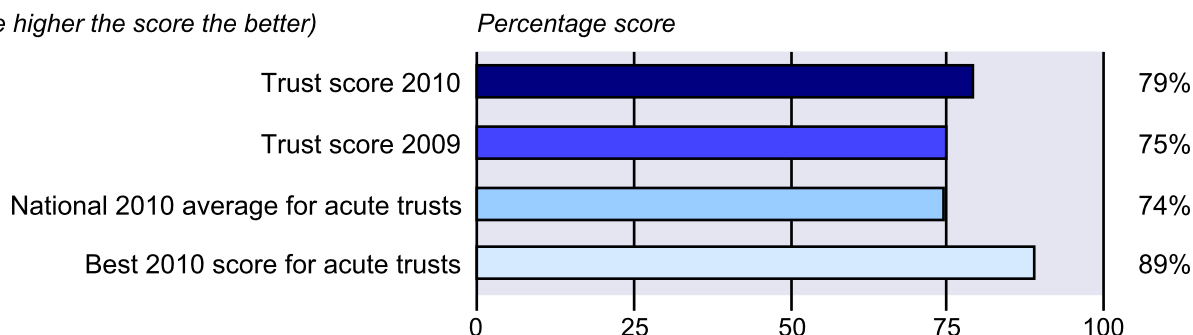
This section presents each of the 38 Key Findings, using data from the trust's 2010 survey, and compares these to other acute trusts in England and to the trust's performance in the 2009 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two additional themes of staff satisfaction and equality and diversity.

Positive findings are highlighted in green (e.g. where the trust is in the best 20% of trusts, or where the score has improved since 2009). **Negative findings** are highlighted in red (e.g. where the trust's score is in the worst 20% of trusts, or where the score is not as good as 2009).

STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.

KEY FINDING 1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver

(the higher the score the better)



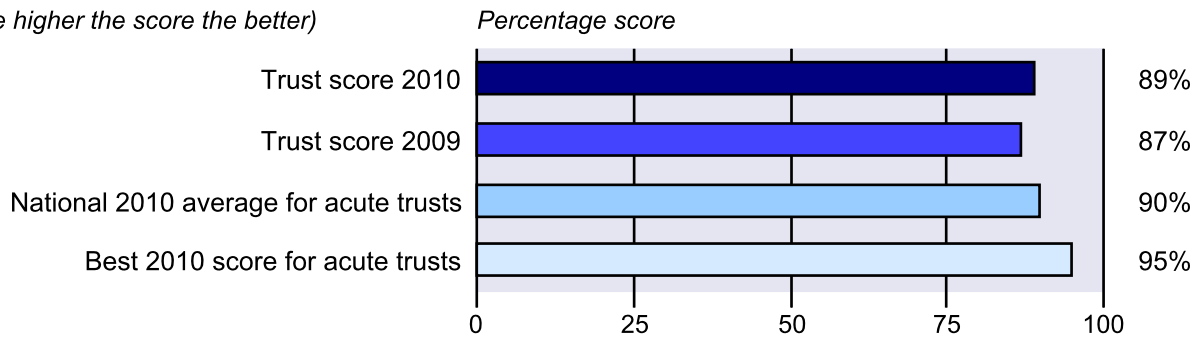
79% of staff in the trust agreed with at least two of the following three statements: that they are satisfied with the quality of care they give to patients; that they are able to deliver the patient care they aspire to; and that they are able to do their job to a standard they are personally pleased with.

- The trust's score of 79% was in the **highest (best) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 75%.

¹At the time of sampling, 2346 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 787 staff. This 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. When calculating the response rate, questionnaires could only be counted if they were received with their ID number intact, by the closing date.

KEY FINDING 2. Percentage of staff agreeing that their role makes a difference to patients

(the higher the score the better)

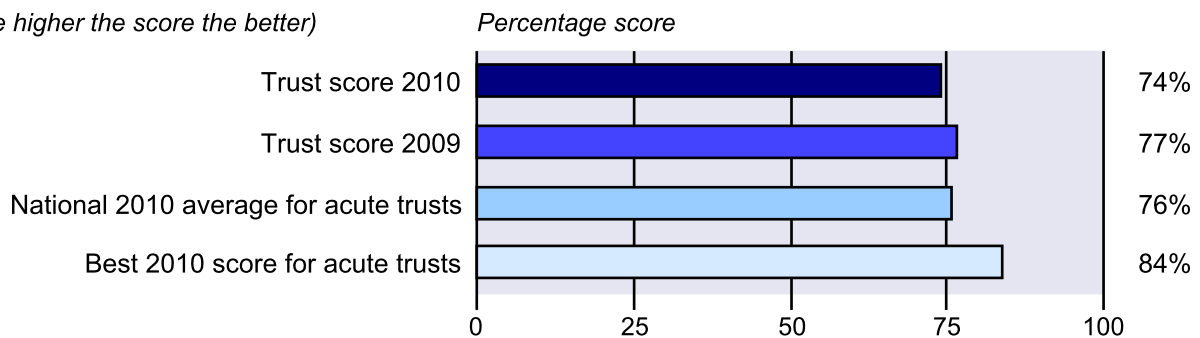


89% of staff in the trust agreed that their role makes a difference to patients or service users.

- The trust's score of 89% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 87%.

KEY FINDING 3. Percentage of staff feeling valued by their work colleagues

(the higher the score the better)

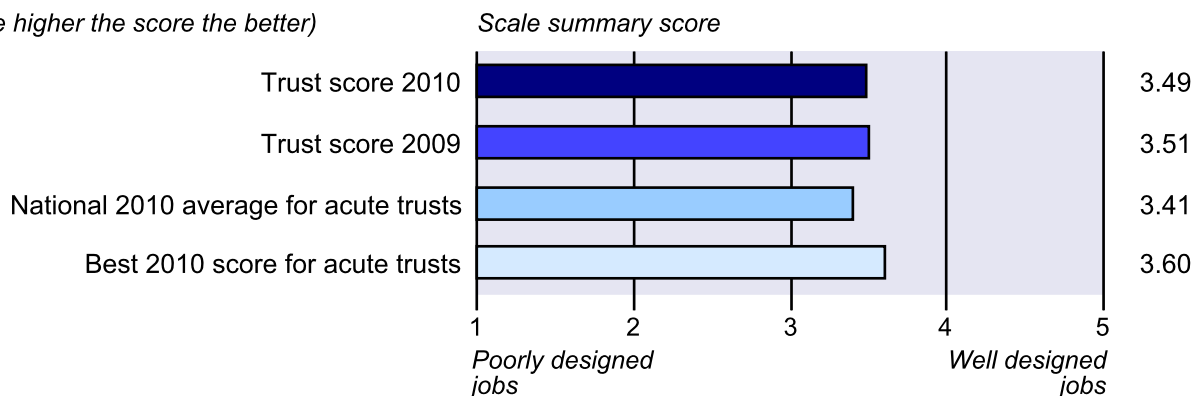


74% of staff in the trust agreed with at least three of the following four statements: that their colleagues treat them with respect; that their colleagues seek their opinions; that they are trusted to do their job; and that they feel part of a team.

- The trust's score of 74% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 77%.

KEY FINDING 4. Quality of job design (clear job content, feedback and staff involvement)

(the higher the score the better)

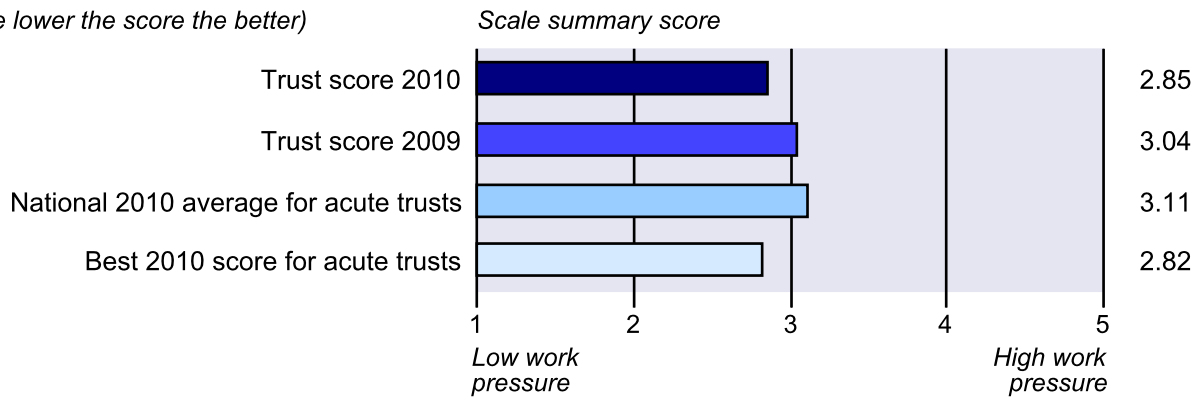


Staff were asked questions to assess the extent to which they feel they have clear goals in their jobs, are given clear feedback on their performance and are given the opportunity to participate in decision making. A 'well designed' job is one that is rated highly on all these aspects. Possible scores range from 1 to 5, with 1 representing jobs that are poorly designed, and 5 representing jobs that are well designed.

- The trust's score of 3.49 was in the **highest (best) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.51.

KEY FINDING 5. Work pressure felt by staff

(the lower the score the better)

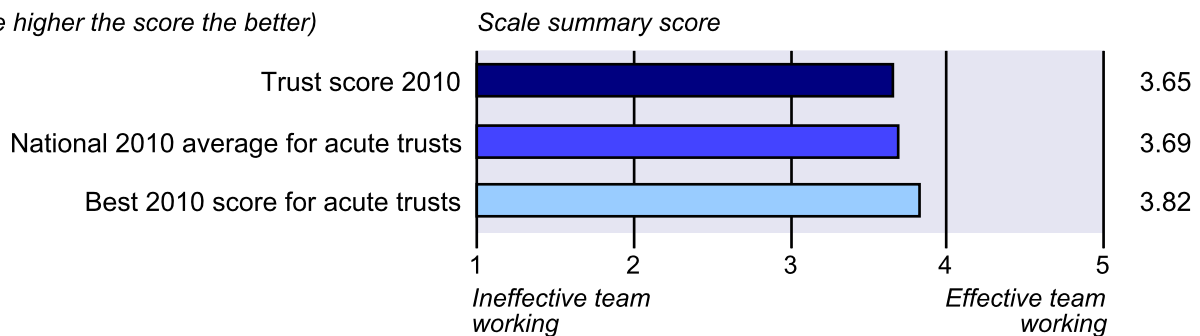


Staff were asked questions to assess the extent to which they feel there is adequate time, equipment and staffing for them to do their job properly. Possible scores range from 1 to 5, with 1 representing that staff experience low work pressures, and 5 representing that staff experience high work pressures.

- The trust's score of 2.85 was in the **lowest (best) 20%** when compared with trusts of a similar type.
- It is also a statistically significant **decrease since 2009 (i.e. a better score than in 2009)** when the trust scored 3.04.

KEY FINDING 6. Effective team working

(the higher the score the better)

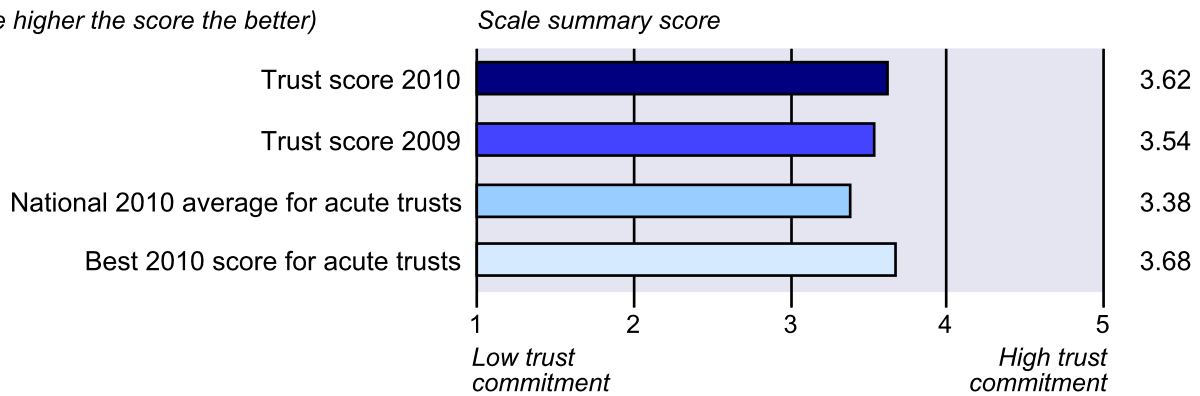


Staff were asked questions to assess the extent to which they feel they work in a team where team members have shared objectives, meet often to discuss the team's effectiveness and have to communicate closely with each other to achieve the team's objectives. An 'effective' team is one that is rated highly on these aspects. Possible scores range from 1 to 5, with 1 representing ineffective teamwork, and 5 representing effective teamwork.

- The trust's score of 3.65 was **below (worse than) average** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

KEY FINDING 7. Trust commitment to work-life balance

(the higher the score the better)

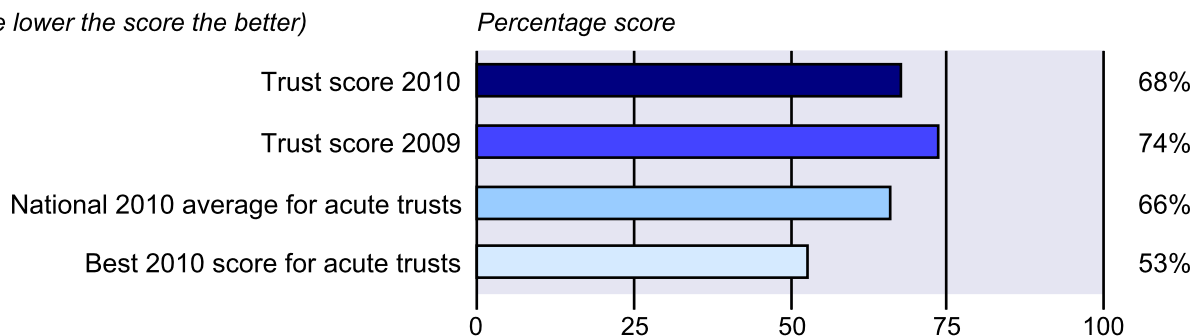


Staff were asked questions to assess the extent to which they believe that their trust and immediate manager are committed to helping them find a good balance between their work and home life. Possible scores range from 1 to 5, with 1 representing low commitment from the trust, and 5 representing high commitment from the trust.

- The trust's score of 3.62 was in the **highest (best) 20%** when compared with trusts of a similar type.
- It is also a statistically significant **increase since 2009 (i.e. a better score than in 2009)** when the trust scored 3.54.

KEY FINDING 8. Percentage of staff working extra hours

(the lower the score the better)

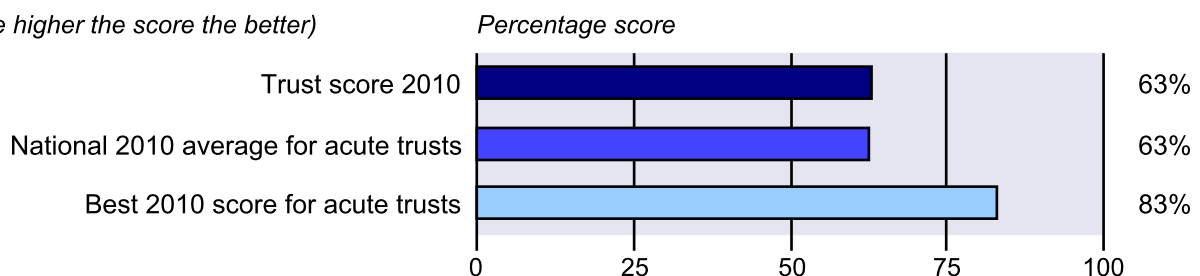


68% of staff at the trust said that, in an average week, they work longer than the hours for which they are contracted.

- The trust's score of 68% was **above (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 74%.

KEY FINDING 9. Percentage of staff using flexible working options

(the higher the score the better)



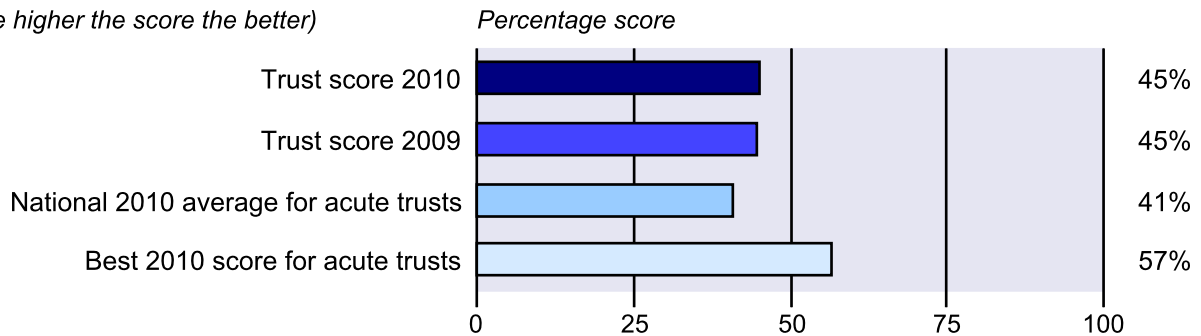
63% of staff at the trust said that at least one of the following flexible working options applied to them: flexi-time; working reduced hours (e.g. part-time); working from home; working an agreed number of hours over the year (e.g. annualised hours); working during school term-time only; making team decisions about rotas; or job-sharing.

- The trust's score of 63% was average when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.

KEY FINDING 10. Percentage of staff feeling there are good opportunities to develop their potential at work

(the higher the score the better)

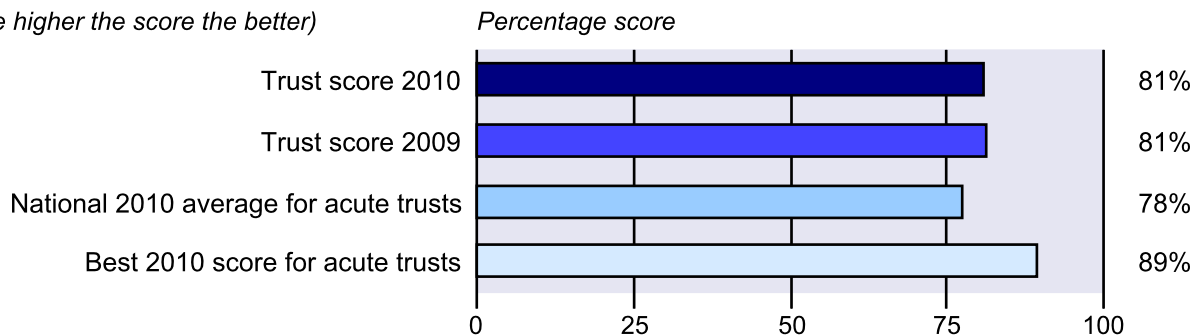


45% of staff at the trust agreed with at least three of the following four statements: that there are opportunities for them to progress in their job; that they are supported to keep up-to-date with developments in their field; that they are encouraged to develop their own expertise; and that there is strong support for training in their area of work.

- The trust's score of 45% was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 45%.

KEY FINDING 11. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)

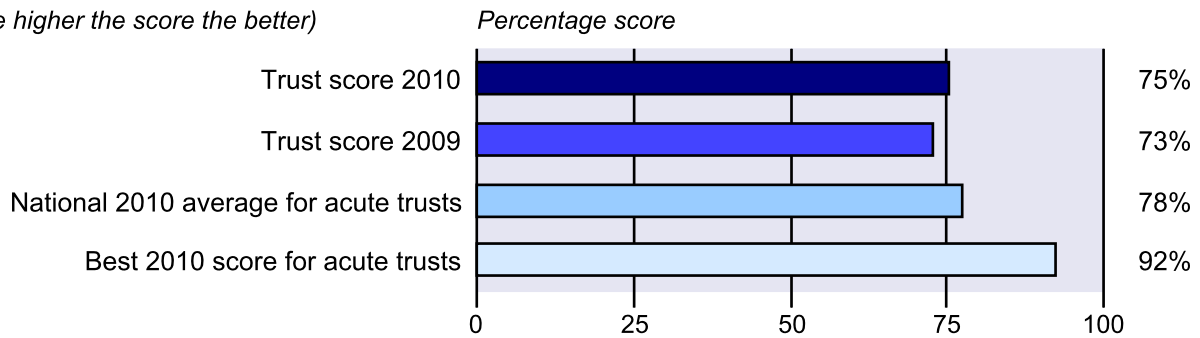


81% of staff at the trust said that they had received training, learning or development in the last 12 months which had helped them perform their jobs better, stay up-to-date with their jobs or stay up-to-date with professional requirements.

- The trust's score of 81% was in the **highest (best) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 81%.

KEY FINDING 12. Percentage of staff appraised in last 12 months

(the higher the score the better)

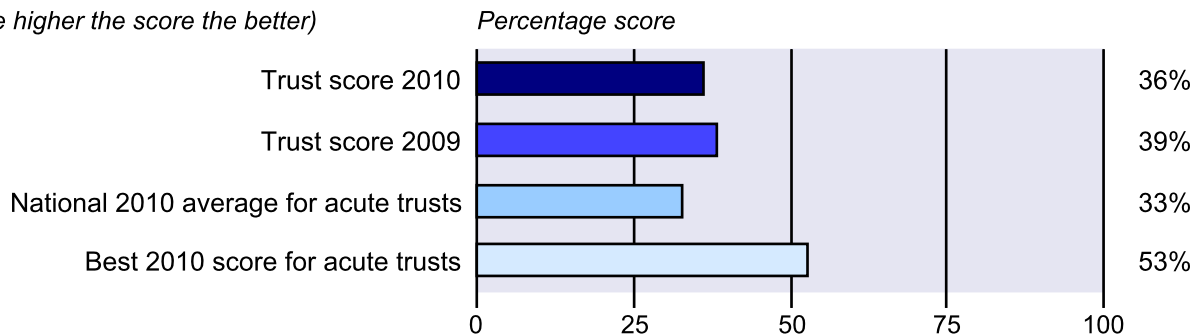


75% of staff at the trust said that they had received an appraisal, performance development review, Knowledge and Skills Framework (KSF) development review or other such review in the last 12 months.

- The trust's score of 75% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 73%.

KEY FINDING 13. Percentage of staff having well structured appraisals in last 12 months

(the higher the score the better)

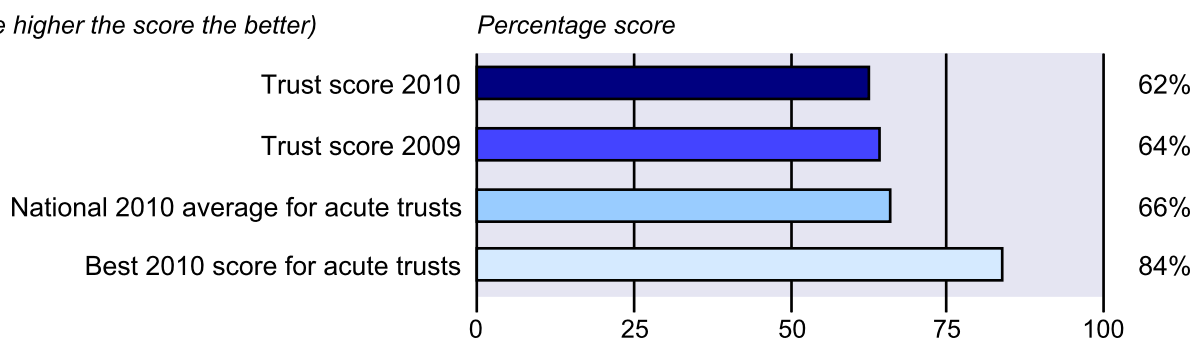


36% of staff at the trust said that they had received an appraisal or performance development review in the last 12 months, in which they had agreed clear objectives for their work, which they had found useful in helping them improve how they do their job, and which had left them feeling that their work is valued by their employer.

- The trust's score of 36% was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 39%.

KEY FINDING 14. Percentage of staff appraised with personal development plans in last 12 months

(the higher the score the better)

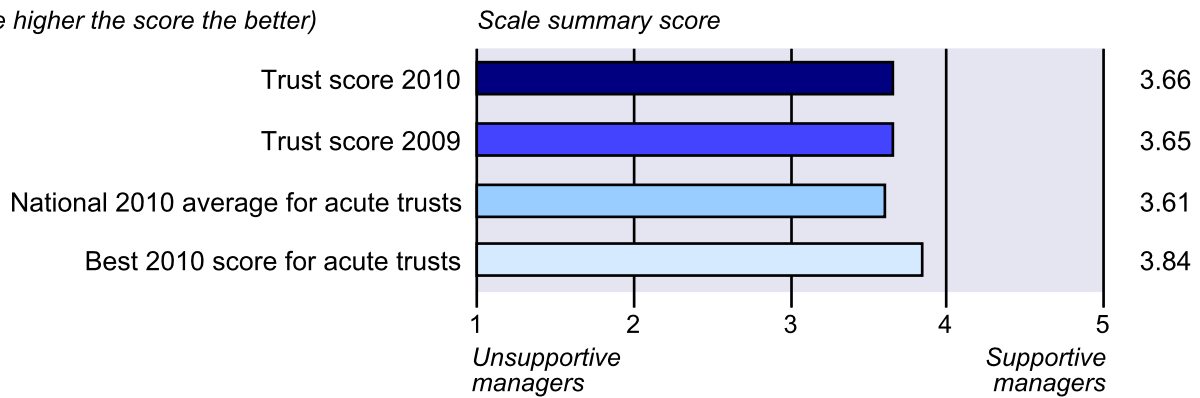


62% of staff at the trust said that they had agreed a personal development plan as part of their appraisal or performance development review in the last 12 months.

- The trust's score of 62% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 64%.

KEY FINDING 15. 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 unsupportive managers, and 5 representing supportive managers.

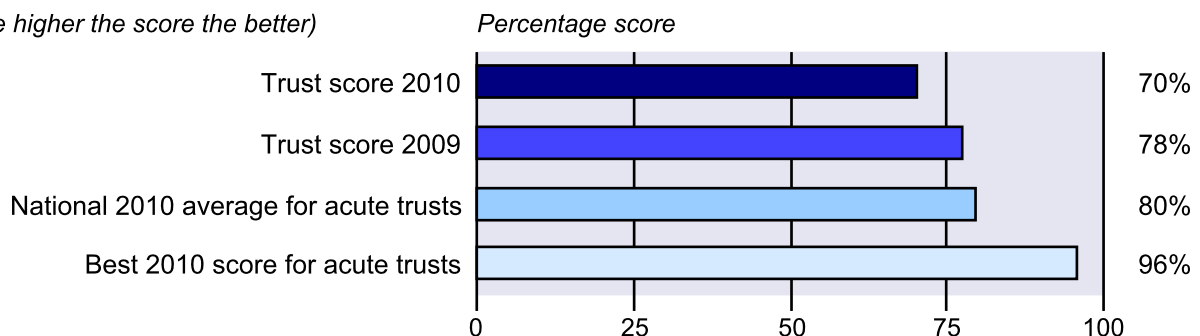
- The trust's score of 3.66 was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.65.

STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Occupational health and safety

KEY FINDING 16. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)

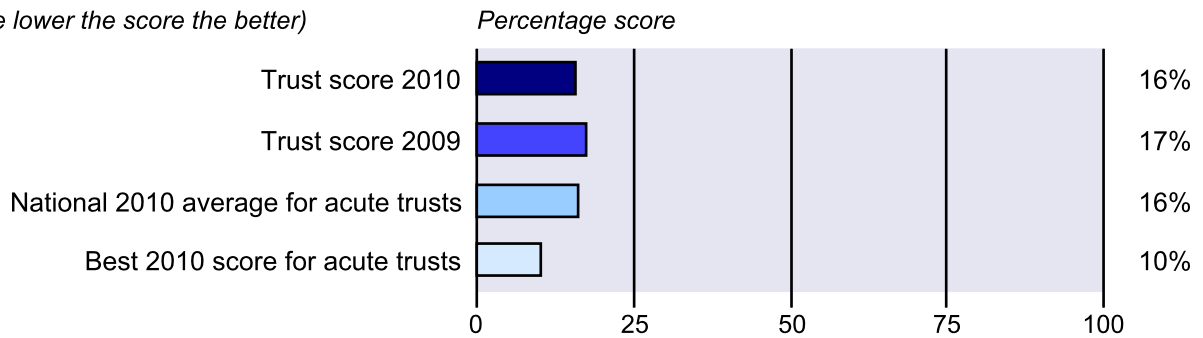


70% of staff at the trust said that they had received health and safety training (which included fire training and manual handling) in the last 12 months.

- The trust's score of 70% was in the **lowest (worst) 20%** when compared with trusts of a similar type.
- It is also a statistically significant **decrease since 2009 (i.e. a worse score than in 2009)** when the trust scored 78%.

KEY FINDING 17. Percentage of staff suffering work-related injury in last 12 months

(the lower the score the better)

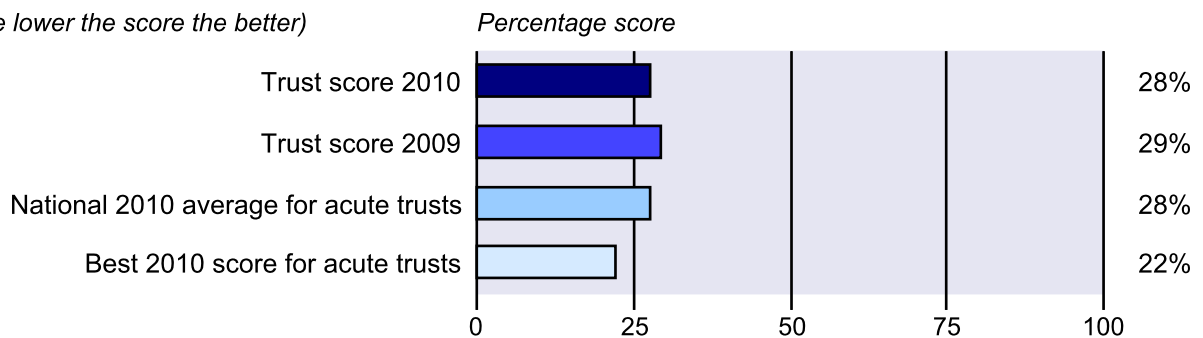


16% of staff at the trust said that, in the last year, they had been injured or felt unwell as a result of at least one of the following: moving and handling; needlestick and sharps injuries; slips, trips or falls; or exposure to dangerous substances.

- The trust's score of 16% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 17%.

KEY FINDING 18. Percentage of staff suffering work-related stress in last 12 months

(the lower the score the better)



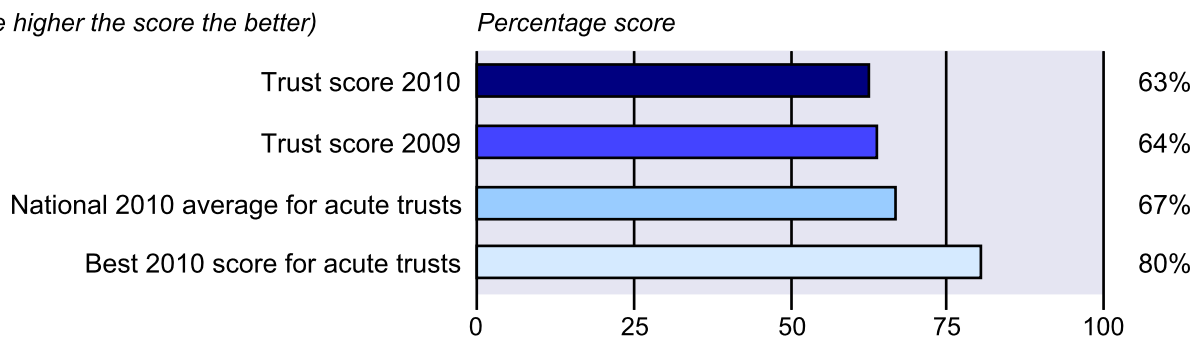
28% of staff at the trust said that, in the last year, they had suffered from work related stress.

- The trust's score of 28% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 29%.

Infection control and hygiene

KEY FINDING 19. Percentage of staff saying hand washing materials are always available

(the higher the score the better)



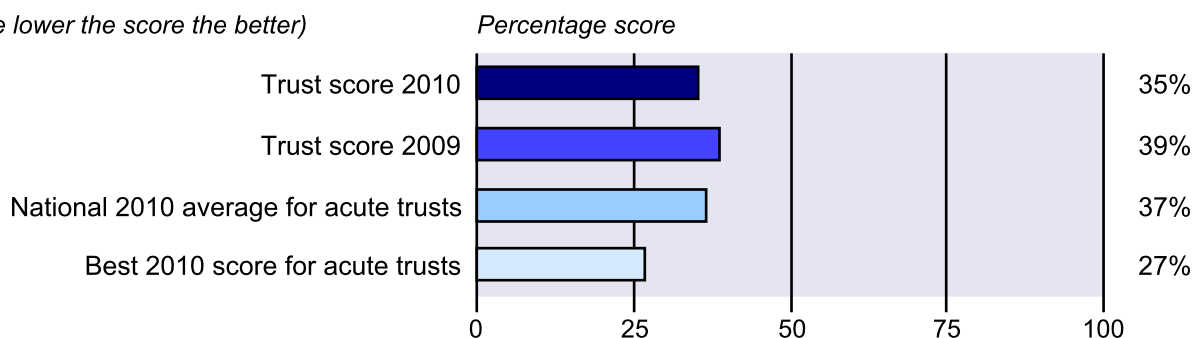
63% of staff at the trust said that hand washing materials, such as hot water, soap and paper towels, or alcohol rubs, are always available to staff, patients or service users, and visitors to the trust.

- The trust's score of 63% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 64%.

Errors and incidents

KEY FINDING 20. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)

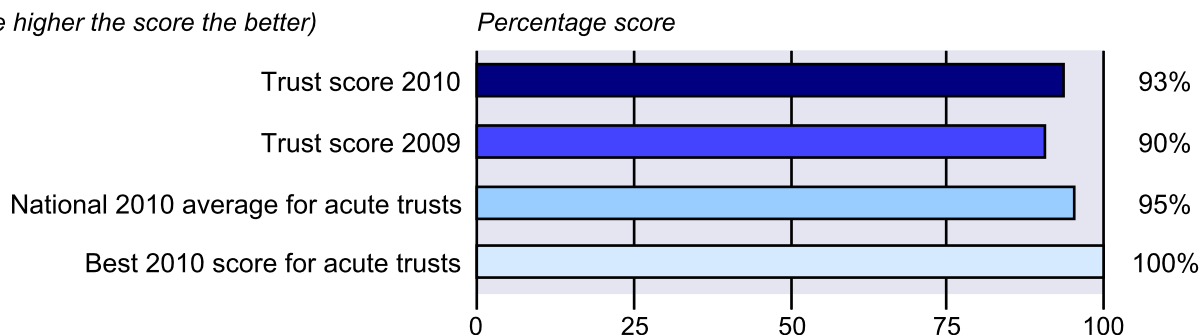


35% of staff at the trust said that, in the previous month, they had witnessed at least one error, near miss or incident which could have hurt staff, patients or service users.

- The trust's score of 35% was **below (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 39%.

KEY FINDING 21. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)

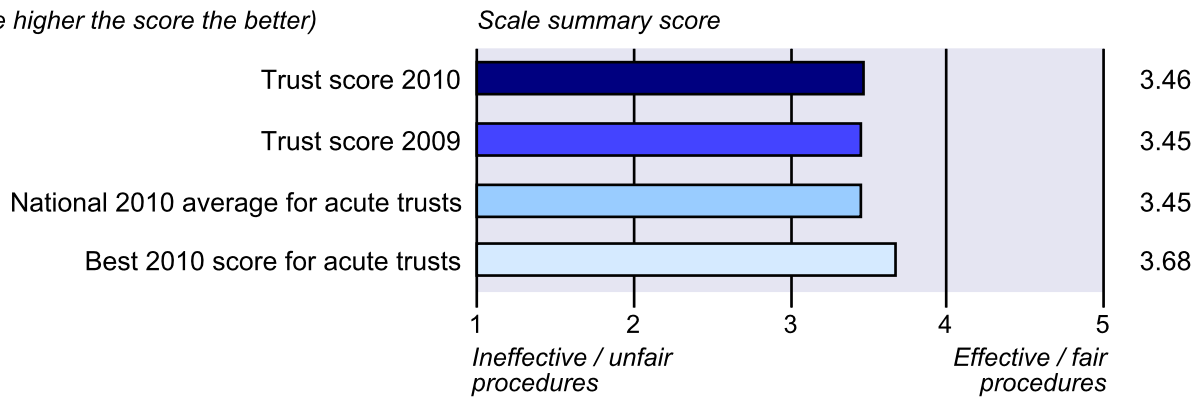


93% of staff who had witnessed an error, near miss or incident in the last month said that they, or a colleague, had reported it.

- The trust's score of 93% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 90%.

KEY FINDING 22. Fairness and effectiveness of incident reporting procedures

(the higher the score the better)



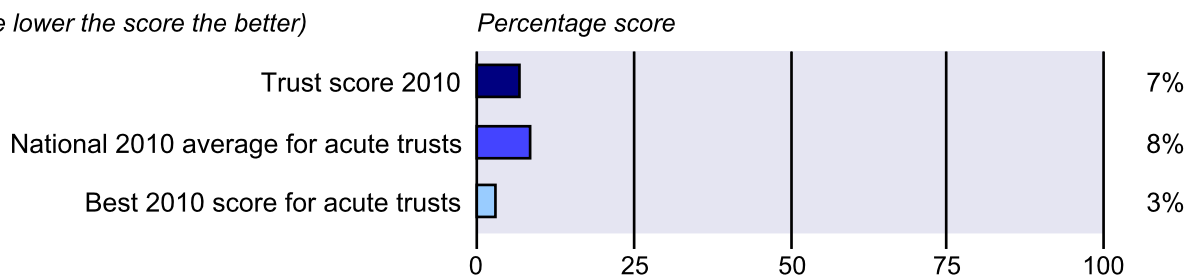
Staff were asked questions to assess the culture of error and incident reporting in their trust. In particular, the questions asked whether staff are aware of the procedures for reporting errors, near misses and incidents; to what extent staff feel that the trust encourages such reports, and then treats 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 procedures that are perceived to be unfair and ineffective, and 5 representing procedures that are perceived to be fair and effective.

- The trust's score of 3.46 was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.45.

Violence and harassment

KEY FINDING 23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)

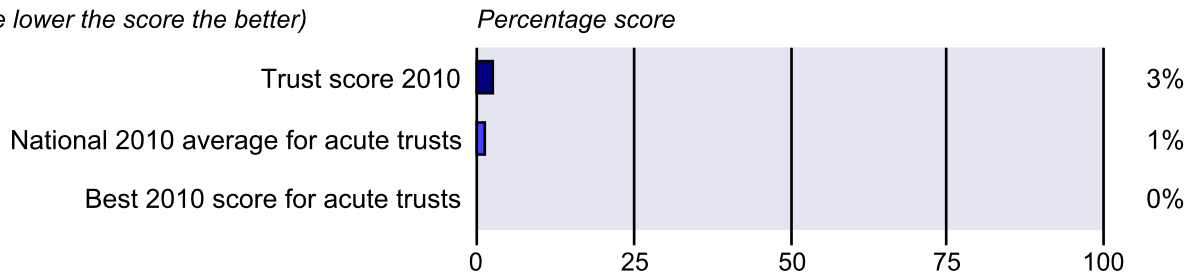


7% of staff at the trust said that they had experienced physical violence from patients, service users, their relatives or other members of the public in the previous 12 months.

- The trust's score of 7% was **below (better than) average** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

KEY FINDING 24. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)

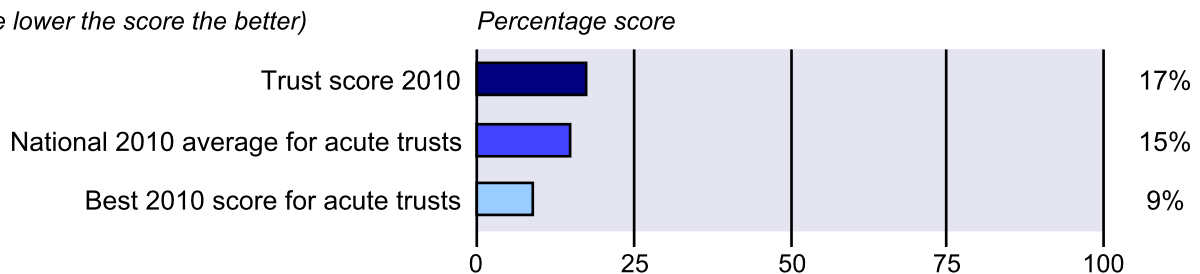


3% of staff at the trust said that they had experienced physical violence from colleagues or managers in the previous 12 months.

- The trust's score of 3% was in the **highest (worst) 20%** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

KEY FINDING 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)

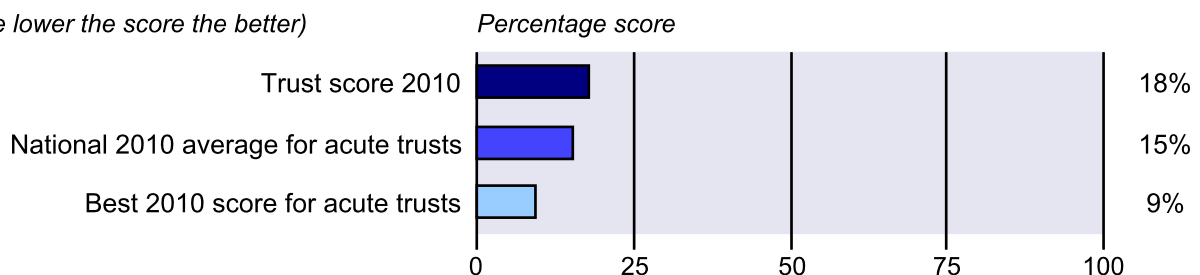


17% of staff at the trust said that they had experienced harassment, bullying or abuse from patients, service users, their relatives or other members of the public in the previous 12 months.

- The trust's score of 17% was in the **highest (worst) 20%** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)

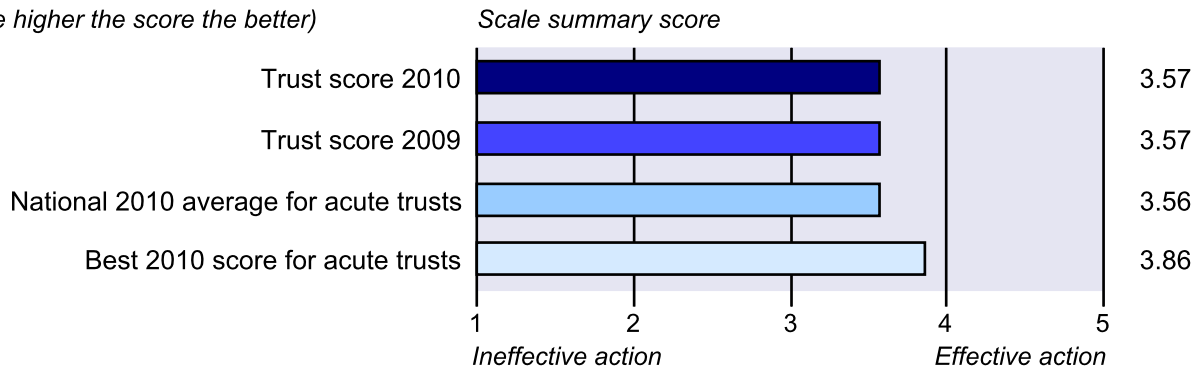


18% of staff at the trust said that they had experienced harassment, bullying or abuse from colleagues or managers in the previous 12 months.

- The trust's score of 18% was **above (worse than) average** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

KEY FINDING 27. Perceptions of effective action from employer towards violence and harassment

(the higher the score the better)



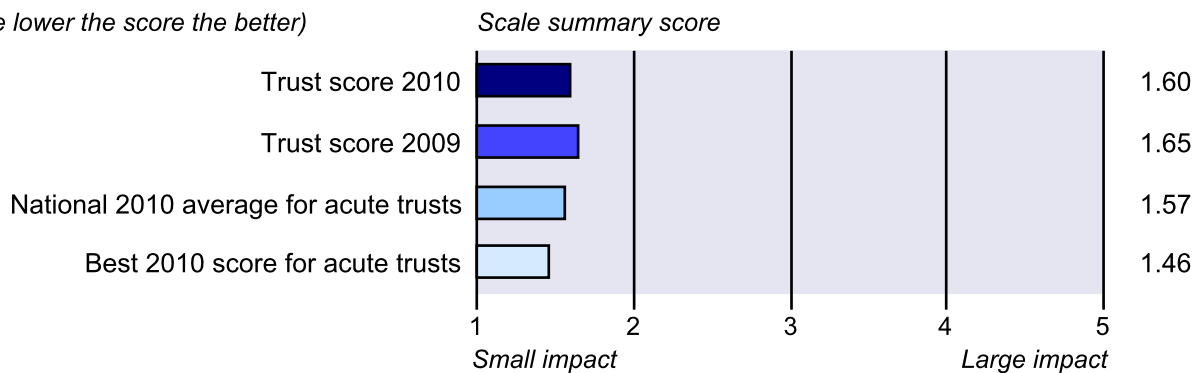
Staff were asked questions about the extent to which they think their trust takes effective action if staff are physically attacked, bullied, harassed or abused. Possible scores range from 1 to 5, with 1 representing the perception that the trust does not take effective action, and 5 representing the perception that the trust does take effective action.

- The trust's score of 3.57 was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.57.

Health and well-being

KEY FINDING 28. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)

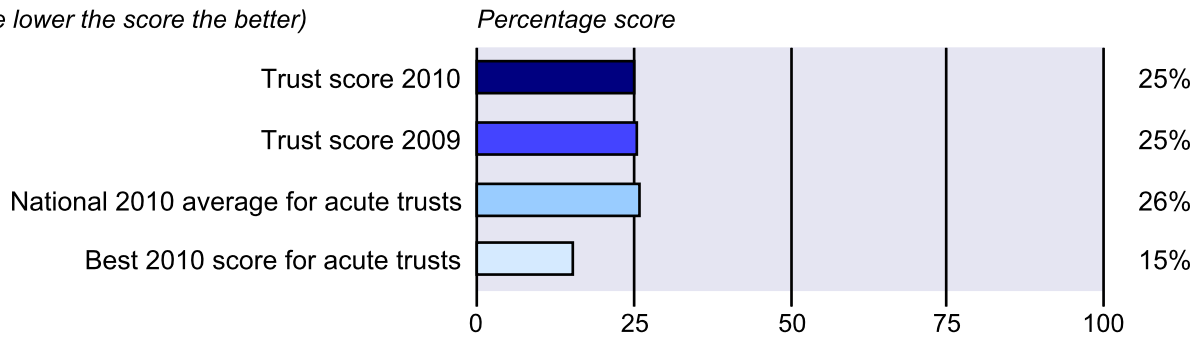


Staff were asked questions about the extent to which physical health and emotional problems have impacted on their abilities to perform their work or other daily activities. Possible scores range from 1 to 5, with 1 indicating that physical health and emotional problems have a small impact on their abilities to perform their work or other daily activities, and 5 indicating that physical health and emotional problems have a large impact on their abilities to perform their work or other daily activities.

- The trust's score of 1.60 was **above (worse than) average** when compared with trusts of a similar type.
- However, it is a statistically significant **decrease since 2009 (i.e. a better score than in 2009)** when the trust scored 1.65.

KEY FINDING 29. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell

(the lower the score the better)



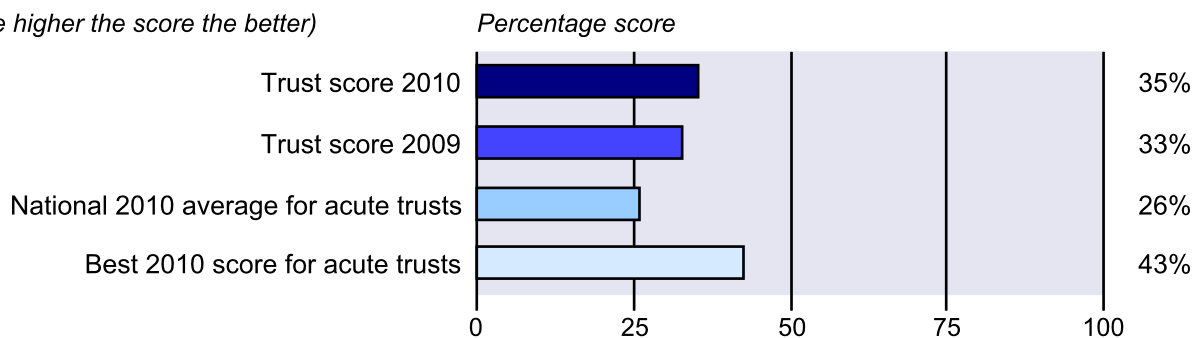
25% of staff at the trust said that, in the last three months, they had felt pressure from either their manager or colleagues to attend work when they had not felt well enough to perform their duties.

- The trust's score of 25% was **below (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 25%.

STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.

KEY FINDING 30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)

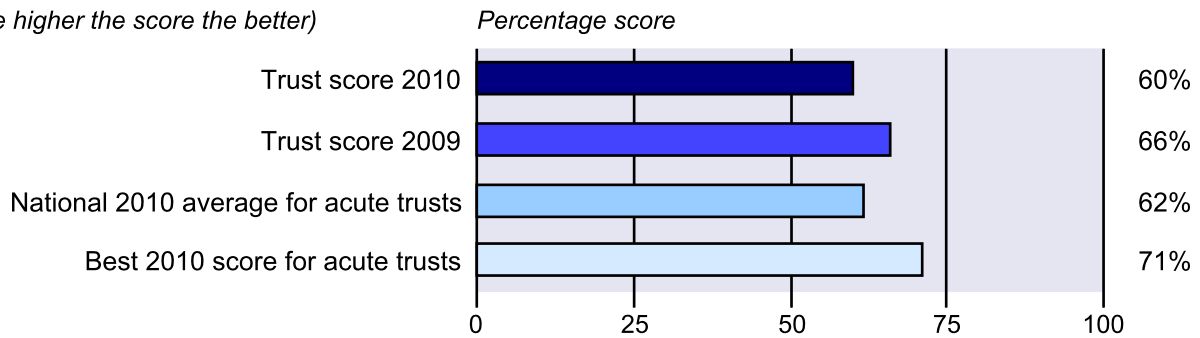


35% of staff agreed with at least four of the following six statements: that they know who senior managers are; that senior managers communicate effectively with staff; that they try to involve staff in important decisions; that they encourage staff to suggest new ideas for improving services; that they act on staff feedback; and that healthcare professionals and managers in non-clinical roles work well together.

- The trust's score of 35% was in the **highest (best) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 33%.

KEY FINDING 31. Percentage of staff able to contribute towards improvements at work

(the higher the score the better)



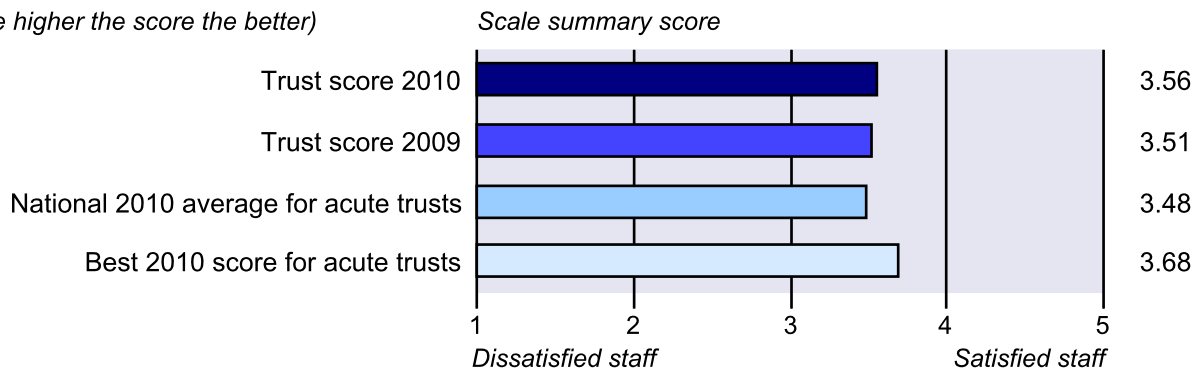
60% of staff at the trust agreed with at least two of the following three statements: that they are able to make suggestions to improve the work of their team; that there are frequent opportunities for them to show initiative in their role; and that they are able to make improvements at work.

- The trust's score of 60% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 66%.

ADDITIONAL THEME: Staff satisfaction

KEY FINDING 32. 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 skills; and the extent to which the trust values their work. Possible scores range from 1 to 5, with 1 representing that staff are dissatisfied with their jobs, and 5 representing that staff are satisfied with their jobs.

- The trust's score of 3.56 was in the **highest (best) 20%** when compared with trusts of a similar type.
- It is also a statistically significant **increase since 2009 (i.e. a better score than in 2009)** when the trust scored 3.51.

KEY FINDING 33. Staff intention to leave jobs

(the lower the score the better)

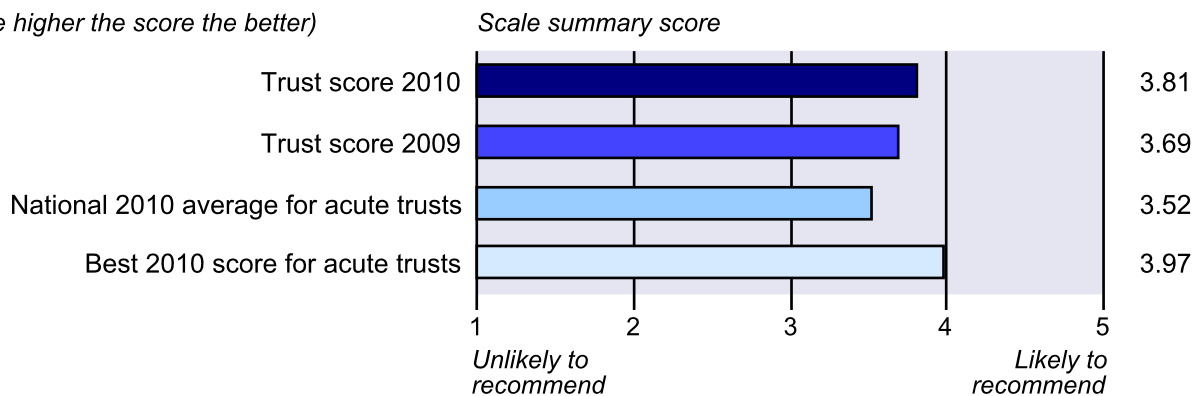


Staff were asked questions to assess the extent to which they are considering leaving their trust and looking for a new job. Possible scores range from 1 to 5, with 1 representing that staff are unlikely to leave jobs, and 5 representing that staff are likely to leave their jobs.

- The trust's score of 2.52 was average when compared with trusts of a similar type.
- It is a statistically significant decrease since 2009 (i.e. a better score than in 2009) when the trust scored 2.64.

KEY FINDING 34. Staff recommendation of the trust as a place to work or receive treatment

(the higher the score the better)

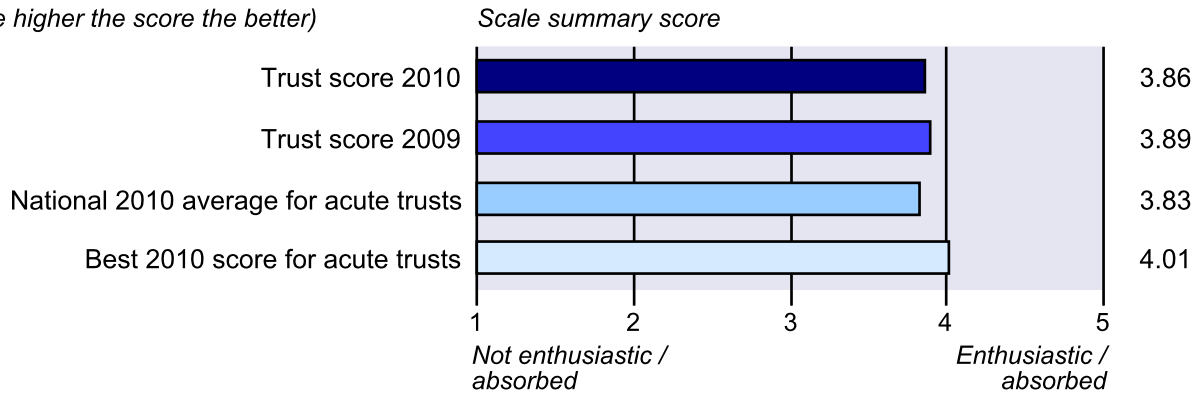


Staff were asked whether or not they thought care of patients and service users was the trust's top priority, whether or not they would recommend their trust to others as a place to work, and whether they would be happy with the standard of care provided by the trust if a friend or relative needed treatment. Possible scores range from 1 to 5, with 1 representing that staff would be unlikely to recommend the trust as a place to work or receive treatment, and 5 representing that staff would be likely to recommend the trust as a place to work or receive treatment.

- The trust's score of 3.81 was in the highest (best) 20% when compared with trusts of a similar type.
- It is also a statistically significant increase since 2009 (i.e. a better score than in 2009) when the trust scored 3.69.

KEY FINDING 35. Staff motivation at work

(the higher the score the better)



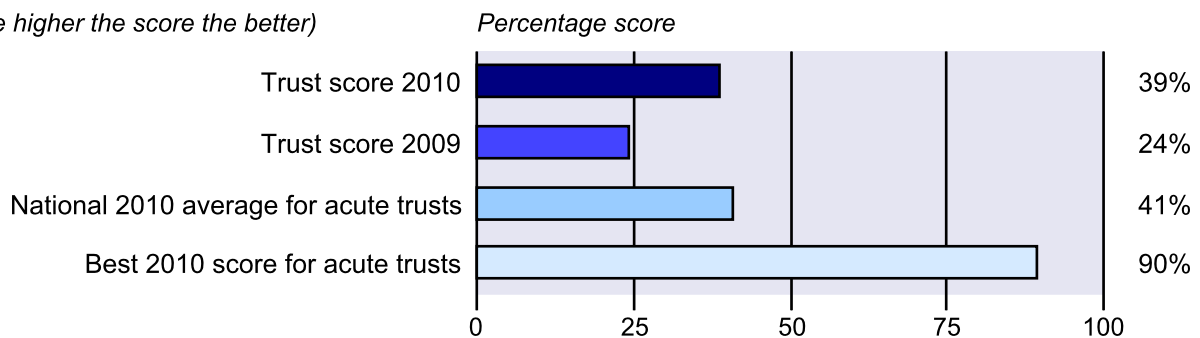
Staff were asked questions about the extent to which they look forward to going to work, and are enthusiastic and absorbed in their jobs. Possible scores range from 1 to 5, with 1 representing that staff are not enthusiastic and absorbed by their work, and 5 representing that staff are enthusiastic and absorbed by their work.

- The trust's score of 3.86 was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.89.

ADDITIONAL THEME: Equality and diversity

KEY FINDING 36. Percentage of staff having equality and diversity training in last 12 months

(the higher the score the better)

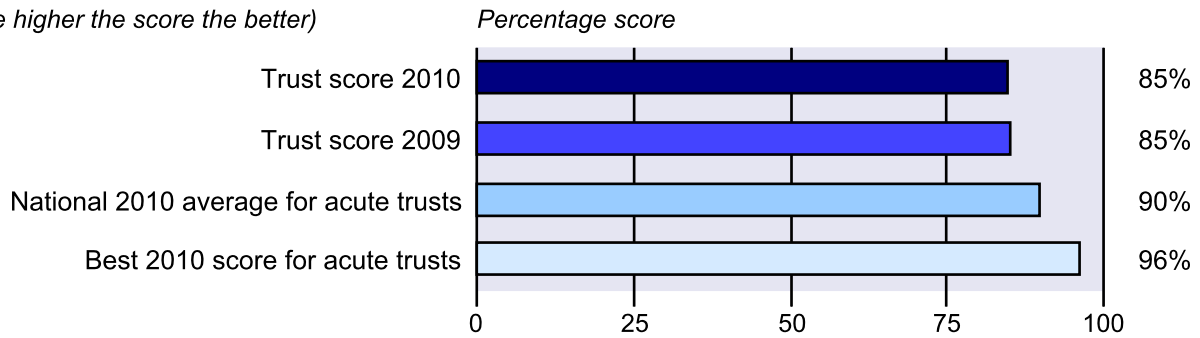


39% of staff at the trust said that they had received equality and diversity training (the definition of which included training on the awareness of age, disability, gender, race, sexual orientation and religion) in the last 12 months.

- The trust's score of 39% was average when compared with trusts of a similar type.
- It is a statistically significant **increase since 2009 (i.e. a better score than in 2009)** when the trust scored 24%.

KEY FINDING 37. Percentage of staff believing the trust provides equal opportunities for career progression or promotion

(the higher the score the better)

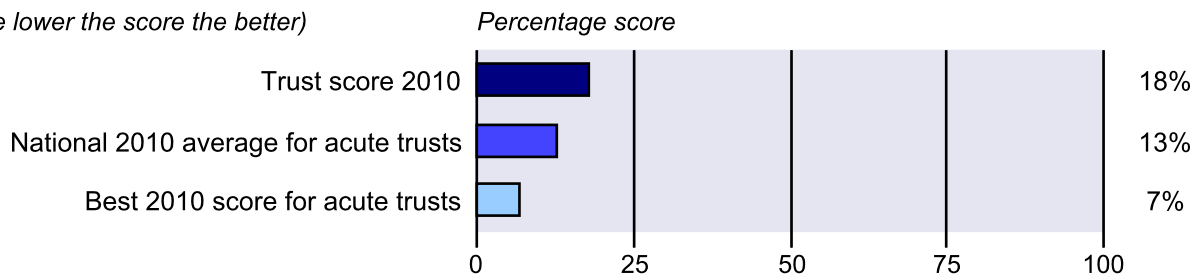


85% of staff at the trust said that the trust acts fairly with regard to career progression or promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.

- The trust's score of 85% was in the **lowest (worst) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 85%.

KEY FINDING 38. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



18% of staff at the trust said that they had experienced discrimination from patients, relatives or other members of the public and/or from colleagues or managers in the previous 12 months.

- The trust's score of 18% was in the **highest (worst) 20%** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.