Whittington Health NHS

Trust Board Meeting

DATE:	25 April 2012

TITLE:	Staff Survey 2011

SPONSOR: Chief Operating Officer	**REPORT FROM:** Director of people

PURPOSE OF REPORT
The Trust Board is asked to:

    1 discuss and agree the Staff Survey action plan
    2 confirm the proposed monitoring arrangements

EXECUTIVE SUMMARY:

Staff participated in an annual staff survey in the autumn of 2011. This year's survey results are the first since becoming an Integrated Care Organisation. The survey deals with staff attitudes and beliefs about various aspects of their work and serves as a baseline for Whittington Health to identify issues to be addressed.

Results show comparisons between Whittington Health in relation to other acute Trusts in England. Unfortunately there was not a category to allow comparisons between Integrated Care Organisations so the results do not compare 'like for like'.

The four key findings where Whittington's results compared the most favourably against other acute Trusts and in the best 20% were:

    √ Trust commitment to work-life balance – Trust score 3.59 against national average 3.36 (scores range between 1-5 - the higher the score the better)

    √ Effective Team Working – Trust score 3.82 against national average 3.72 (the higher the score the better)

    √ Percentage of staff receiving job-relevant training, learning or development in last 12 months – Trust score 83% against national average 78% (the higher the score the better)

    √ Percentage of staff having well structured appraisals in last 12 months – Trust score 42% against national average 24% (the higher the score the better)

The four key findings where Whittington's results compared the least favourably against other acute Trust's and in the worst 20% were:

    × Percentage of staff experiencing physical violence from staff in last 12 months – Trust score 3% against national average 1% (the lower the score the better)

× Impact of health and wellbeing on ability to perform work or daily activities – Trust score 1.63 against national average 1.56 (the lower the score the better)

× Percentage of staff saying hand washing materials are always available – Trust score 53% against national average 66% (the higher the score the better)

× Percentage of staff agreeing that their roles make a difference to patients – Trust score 88% against national average 90% (the higher the score the better)

The Department of Health have calculated an overall staff engagement score based on specific survey questions. Possible scores range between 1 and 5 with 1 indicating staff are poorly engaged with their work, their team, their Trust) and 5 indicating staff are highly engaged. The Whittington's score of 3.74 was in the highest (best) 20% against other acute Trust's. The overall NHS staff engagement figure fell from 3.63 in 2010 to 3.61 in 2011; therefore it is encouraging that the Trust has retained a high staff engagement figure throughout a year which has seen considerable change within the organisation.

These survey results have been analysed by the clinical divisions, facilities and estates directorate, who have developed their own action plans. These have been compiled into a Trust wide action which is presented for agreement by the Trust Board.

PROPOSED ACTION: to agree staff survey action plan

APPENDICES: Summary of Whittington Health staff survey 2011

DECLARATION
In completing this report, I confirm that the implications associated with the proposed action shown above have been considered – any exceptions are reported in the Supporting Information:

Implications for the NHS Constitution, CQC registration
Financial, regulatory and legal implications of proposed action
Risk management, Annual Plan/IBP
Moving Ahead – how does this report support any of the Trust's 5 Strategic Goals

1 Background

1.1 Staff participated in an annual staff survey in the autumn of 2011. The results have now been published by the CQC. This year's survey results are the first since becoming an Integrated Care Organisation. The survey covers staff attitudes and beliefs about various aspects of their work and serves as a baseline for Whittington Health.

1.2 A total of 850 randomly selected staff were sent a questionnaire. 38.7% staff returned a completed questionnaire, a slight improvement from the previous year's response rate at 38.2%, although there is room for significant improvement.

1.3 Thirty-eight key findings are produced by the Department of Health and published by the CQC. These are attached for information. Results show comparisons between Whittington Health in relation to other acute Trusts in England. Unfortunately there was not a category to allow comparisons between Integrated Care Organisations so the results do not compare 'like for like'.

2 Whittington Health key findings

2.1 The four key findings where Whittington's results compared the most favourably against other acute Trusts and in the best 20% were:

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3 National picture

3.1 The Department of Health have calculated an overall staff engagement score. Possible scores range between 1 and 5 with 1 indicating staff are poorly engaged with their work, their team, their Trust) and 5 indicating staff are highly engaged. The Whittington's score of 3.74 was in the highest (best) 20% against other acute Trust's.

3.2 The overall NHS staff engagement figure fell from 3.63 in 2010 to 3.61 in 2011; therefore it is encouraging that the Trust has retained a high staff engagement figure throughout a year which has seen considerable change within the organisation.

4 Priorities for action

4.1 Analysis of the key scores has been undertaken and it is proposed that the organisation focuses on its bottom ranking scores:

4.2 This year each clinical division and the facilities directorate have received their own analysis of issues and have devised their own action plans to address highlighted issues as follows:

- ♦ **Women, Children and Families:** Response rate and Working hours

- ♦ **Surgery, Diagnostics and Cancer:** Recognition of good work, Career progression and Discrimination

- ♦ **Integrated Care and Acute Medicine:** Bullying and Harassment, Work Related Stress

- ♦ **Facilities:** E-Learning, Equality and Diversity and Bullying & Harassment

4.3 These plans have now been amalgamated into a trust wide plan, however the delivery will be concentrated at a local level to ensure actions are most meaningful.

Action	Lead	Timescale
Work Pressure felt by staff • Run focus groups with staff to identify specific themes/concerns e.g unclear roles, resource constraints, flexible working options, lack of recognition etc issues for action	Director of People	May/June 2012
• Monitor staff turnover trends	Director of People	On-going
• Role model positive behaviour on working long hours	All Directors All managers	Immediate
• Review work-life balance policies	Director of	June 2012

Action	Lead	Timescale
	People	
Health and Wellbeing		
• Review of health and wellbeing policies	Director of People	April 2012
• Implementation of health and wellbeing Strategy	Director of People	Strategy to EC May 2012 with implementation plan
Handwashing Materials		
• Environmental hospital audits	Director of Nursing and Patient Experience	On-going
• Extensive Hand Hygiene pack made available to community staff to ensure mobile staff have hygiene equipment needed	Director of Nursing and Patient Experience	On-going
• Promote messages developed corporately around hand washing and encourage local feedback from areas if hand washing materials are not available	Director of Patient Experience in conjunction with Communications	May 2012
• Implementation of new hand hygiene policy	Director of Nursing and Patient Experience	May 2012
Bullying & Harassment/Violence		
• Implement new procedures for Bullying and Harassment and Grievances	Director of People	June 2012
• Raise awareness of policy/support available	Director of People in conjunction with Communications	June 2012
• All frontline staff to be trained in conflict avoidance	Director of Facilities/All managers	By December 2012

Action	Lead	Timescale
• Continue to undertake security inspections/surveys	Director of Facilities	On-going

Action	**Lead**	**Timescale**
Equality & Diversity		
• Publicise equality and diversity training promote e-learning E&D training through appraisal meetings	Director of People	On-going
• Implementation of Whittington Health's Equality Objectives 2012 - 2015	Director of People	Immediate/on-going
• Continue to monitor grievances/disciplinaries/bullying and harassment cases to identify if any particular areas of concern	Director of People	On-going
Dissatisfaction with recognition of good work		
• Review practice for staff meetings to ensure managers meet staff on regular basis as teams and individuals.	All managers	May 2012
• Review appraisal progress to ensure staff have feedback	Director of People	On-going
Career Progression		
• Ongoing audit of outcomes at recruitment stage for substantive posts/secondments and acting up opportunities (gather data)	Director of People	May 2012/ongoing
• Produce guidelines/briefing for managers re good /best practice	Director of People	June 2012
• Ensure that leadership development opportunities are publicized and that staff are given equal access to these	Director of People	May 2012
• Review % of long term bank staff not on substantive Trust contracts	Director of People	June2012

Response Rate		
• Explore possibilities for conducting on-line surveys for 2012 survey	Director of People	September 2012
• Publicise to staff the benefits of completing survey i.e. last year we were told as a result we did ….	Director of People in conjunction with Communications	June 2012 onwards
• Distribute forms to staff via managers to enable discussion about giving time off for completion	All managers	September/October 2012
• Communications strategy to market/publicize staff survey cycle	Communications	September/October 2012

5 Recommendations

5.1 This year's staff survey result is the first for the Trust since becoming an ICO and affords a starting point on which to benchmark ourselves against future results. It also provides an opportunity to share with staff what they say we are already doing well at and how the survey will be used to improve upon areas of concern.

5.2 The Trust Board are asked to agree the following:

- The action plan as detailed above
- Results and survey plans to be publicised to staff and trade unions encouraging feedback
- The new Workforce and Development group be asked to monitor the achievement of the action plan at their quarterly meetings.

2011 National NHS staff survey

Brief summary of results from The Whittington Hospital NHS Trust

Table of Contents

1. Introduction to this report

This report presents the findings of the 2011 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 www.nhsstaffsurveys.com.

In sections 3 and 4 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
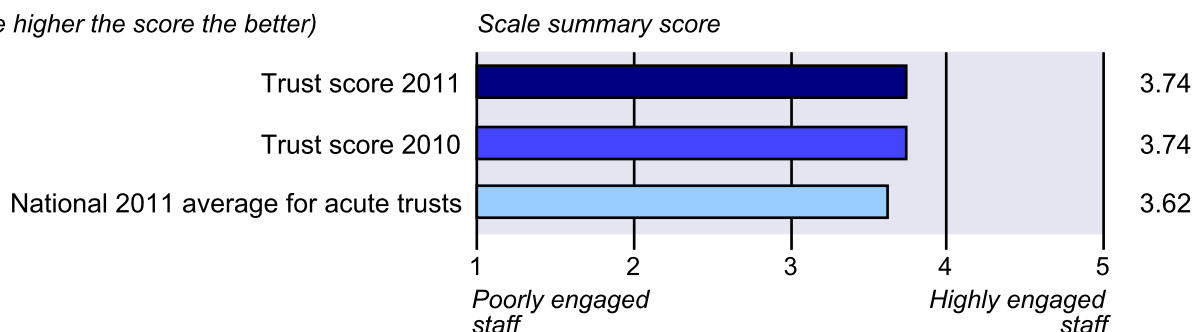
A longer and more detailed report of the 2011 survey results for The Whittington Hospital NHS Trust can be downloaded from: www.nhsstaffsurveys.com. This report provides detailed breakdowns of the Key Finding scores by directorate, occupational groups and demographic groups, and details of each question 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)   *Scale summary score*

Trust score 2011	3.74
Trust score 2010	3.74
National 2011 average for acute trusts	3.62

1   2   3   4   5

Poorly engaged staff   *Highly engaged staff*

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 2010 survey.

	Change since 2010 survey	Ranking, compared with all acute trusts
OVERALL STAFF ENGAGEMENT	• No change	✓ Highest (best) 20%
KF31. Staff ability to contribute towards improvements at work *(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.)*	• No change	✓ Above (better than) average
KF34. Staff recommendation of the trust as a place to work or receive treatment *(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.)*	• No change	✓ Highest (best) 20%
KF35. Staff motivation at work *(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)*	• No change	✓ Highest (best) 20%

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.

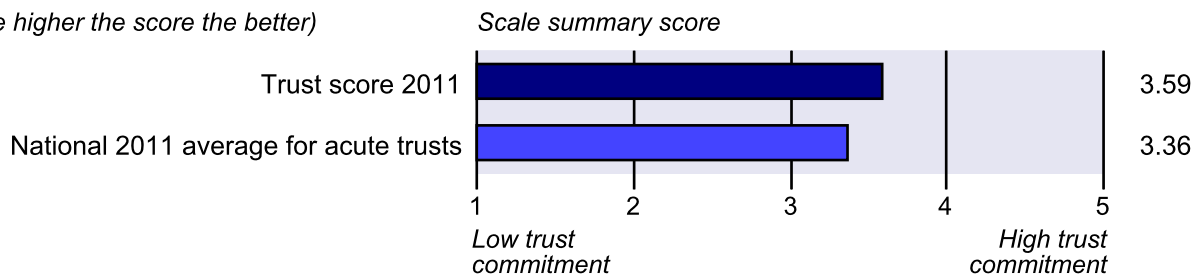# 3. Summary of 2011 Key Findings for The Whittington Hospital NHS Trust

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

✓ KF7. Trust commitment to work-life balance

(the higher the score the better)   *Scale summary score*

	Score
Trust score 2011	3.59
National 2011 average for acute trusts	3.36

Low trust commitment (1) ... *High trust commitment* (5)

✓ KF6. Effective team working

(the higher the score the better)   *Scale summary score*

	Score
Trust score 2011	3.82
National 2011 average for acute trusts	3.72

Ineffective team working (1) ... *Effective team working* (5)

✓ KF11. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)   *Percentage score*

	Score
Trust score 2011	83%
National 2011 average for acute trusts	78%

✓ KF13. Percentage of staff having well structured appraisals in last 12 months
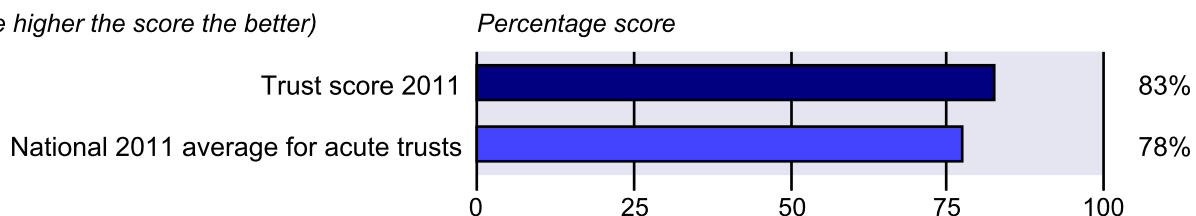
(the higher the score the better)   *Percentage score*

	Score
Trust score 2011	42%
National 2011 average for acute trusts	34%
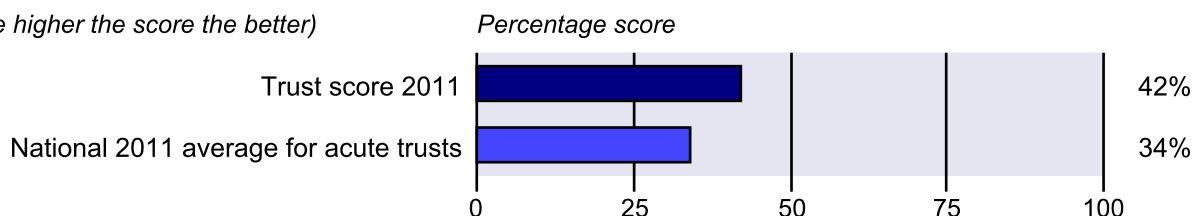
For each of the 38 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). The Whittington Hospital NHS Trust's four highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest 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.
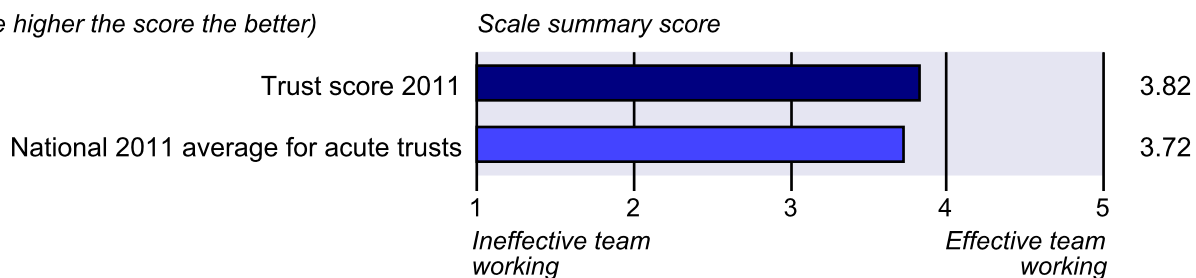
BOTTOM FOUR RANKING SCORES

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

(the lower the score the better)   *Percentage score*

Trust score 2011	3%
National 2011 average for acute trusts	1%

0   25   50   75   100

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

(the lower the score the better)   *Scale summary score*

Trust score 2011	1.63
National 2011 average for acute trusts	1.56

1   2   3   4   5
Small impact   *Large impact*

! KF19. Percentage of staff saying hand washing materials are always available

(the higher the score the better)   *Percentage score*

Trust score 2011	53%
National 2011 average for acute trusts	66%

0   25   50   75   100

! KF2. Percentage of staff agreeing that their role makes a difference to patients

(the higher the score the better)   *Percentage score*

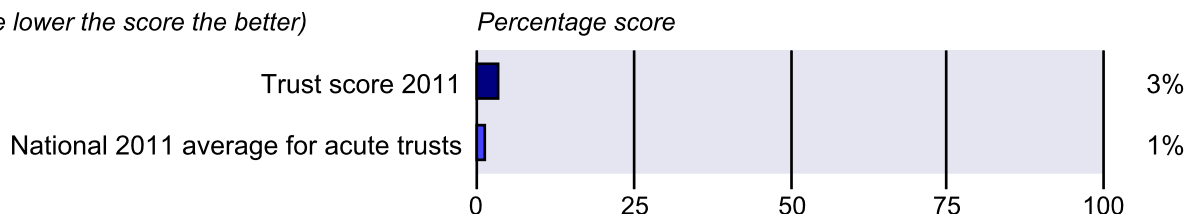|	
Trust score 2011	88%
National 2011 average for acute trusts	90%

0   25   50   75   100
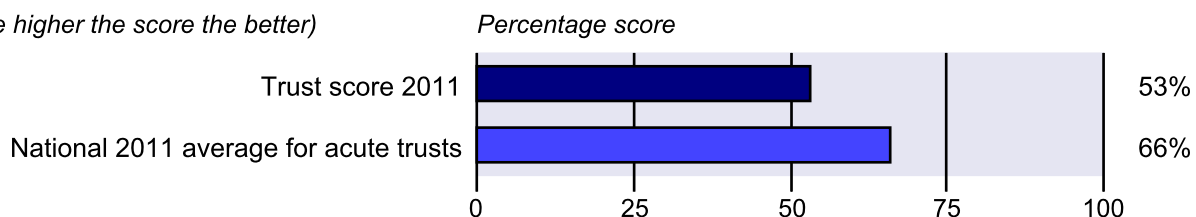
For each of the 38 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). The Whittington Hospital NHS Trust's four lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest 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 2010 Survey

This page highlights the Key Finding that has improved at The Whittington Hospital NHS Trust since the 2010 survey.

WHERE STAFF EXPERIENCE HAS IMPROVED

✓ **KF6. Effective team working**

(the higher the score the better)   *Scale summary score*

Trust score 2011	3.82
Trust score 2010	3.66

1   2   3   4   5

Ineffective team working   *Effective team working*
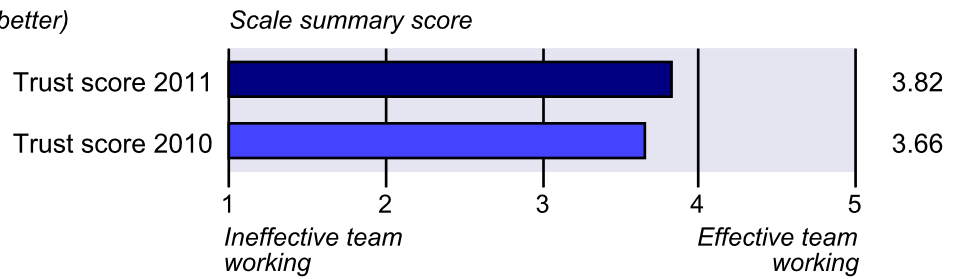
This page highlights the two Key Findings where staff experiences have deteriorated since the 2010 survey. It is suggested that these areas might be seen as a star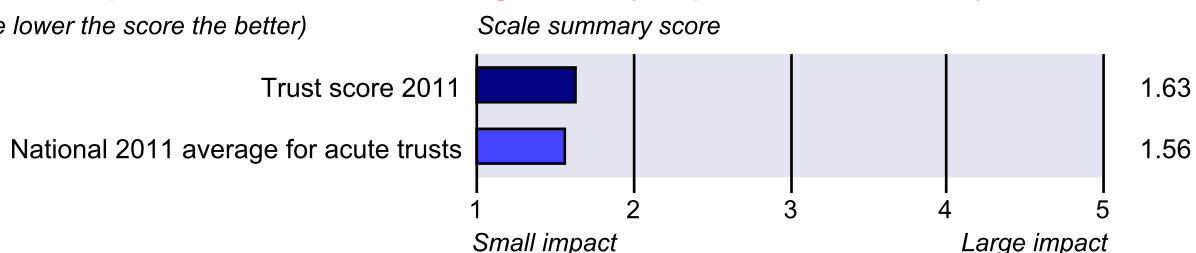ting point for local action to improve as an employer. (However, please note that, as shown in section 3.3, when compared with other acute trusts in England, the score for Key finding KF5 is better than average).

WHERE STAFF EXPERIENCE HAS DETERIORATED

！ KF5. Work pressure felt by staff

(the lower the score the better)   *Scale summary score*

Trust score 2011	3.06
Trust score 2010	2.86

1   2   3   4   5

Low work pressure   *High work pressure*

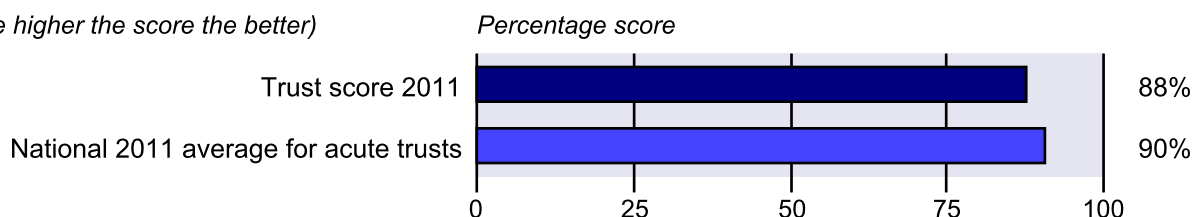**！ KF19. Percentage of staff saying hand washing materials are always available**

(the higher the score the better)   *Percentage score*

Trust score 2011	53%
Trust score 2010	62%

0   25   50   75   100
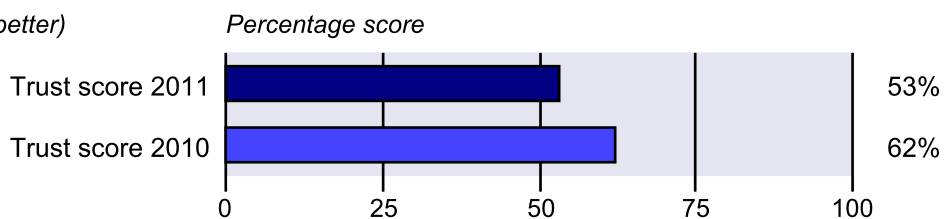
3.3. Summary of all Key Findings for The Whittington Hospital NHS Trust

KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2010

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2010

'Change since 2010 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2010 survey

-- Because of changes to the format of the survey questions this year, comparisons with the 2010 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 asterix and in *italics*, the lower the score the better

	Change since 2010 survey	Ranking, compared with all acute trusts in 2011
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	✓ Above (better than) average
KF2. % agreeing that their role makes a difference to patients	• No change	! Lowest (worst) 20%
KF3. % feeling valued by their work colleagues	• No change	✓ Above (better than) average
KF4. Quality of job design	• No change	✓ Highest (best) 20%
* *KF5. Work pressure felt by staff*	! Increase (worse than 10)	✓ Below (better than) average
KF6. Effective team working	✓ Increase (better than 10)	✓ Highest (best) 20%
KF7. Trust commitment to work-life balance	• No change	✓ Highest (best) 20%
* *KF8. % working extra hours*	• No change	! Above (worse than) average
KF9. % using flexible working options	• No change	• 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	✓ Highest (best) 20%
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	• Average
KF13. % having well structured appraisals in last 12 mths	• No change	✓ Highest (best) 20%
KF14. % appraised with personal development plans in last 12 mths	• No change	• Average
KF15. Support from immediate managers	• No change	✓ Highest (best) 20%
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	• No change	! Lowest (worst) 20%
* *KF17. % suffering work-related injury in last 12 mths*	• No change	✓ Below (better than) average
* *KF18. % suffering work-related stress in last 12 mths*	• No change	! Above (worse than) average
Infection control and hygiene		
KF19. % saying hand washing materials are always available	! Decrease (worse than 10)	! Lowest (worst) 20%

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

	Change since 2010 survey	Ranking, compared with all acute trusts in 2011
Errors and incidents		
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	• No change	• Average
KF21. % reporting errors, near misses or incidents witnessed in the last mth	• No change	• 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	• No change	✓ Below (better than) average
* KF24. % experiencing physical violence from staff in last 12 mths	• No change	! Highest (worst) 20%
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	• No change	✓ Lowest (best) 20%
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	• No change	! Above (worse than) average
KF27. Perceptions of effective action from employer towards violence and harassment	• No change	✓ Above (better than) average
Health and well-being		
* KF28. Impact of health and well-being on ability to perform work or daily activities	• No change	! Highest (worst) 20%
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	• No change	✓ Lowest (best) 20%
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	✓ Above (better than) average
ADDITIONAL THEME: Staff satisfaction		
KF32. Staff job satisfaction	• No change	✓ Highest (best) 20%
* KF33. Staff intention to leave jobs	• No change	! Above (worse than) average
KF34. Staff recommendation of the trust as a place to work or receive treatment	• No change	✓ Highest (best) 20%
KF35. Staff motivation at work	• No change	✓ Highest (best) 20%
ADDITIONAL THEME: Equality and diversity		
KF36. % having equality and diversity training in last 12 mths	• No change	! Below (worse than) 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	• No change	! Above (worse than) average

4. Key Findings for The Whittington Hospital NHS Trust

327 staff at The Whittington Hospital NHS Trust took part in this survey. This is a response rate of 39%[1] which is in the highest 20% of acute trusts in England, and compares with a response rate of 38% in this trust in the 2010 survey.
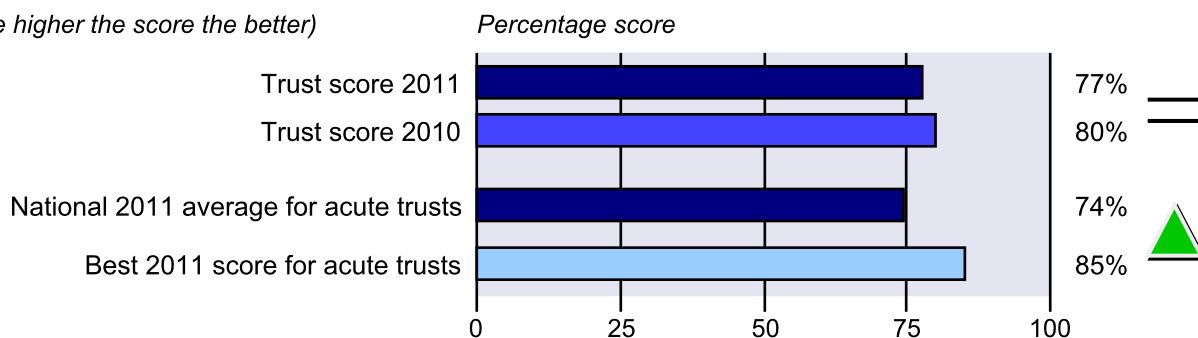
This section presents each of the 38 Key Findings, using data from the trust's 2011 survey, and compares these to other acute trusts in England and to the trust's performance in the 2010 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two additional themes of staff satisfaction and equality and diversity.

Positive findings are indicated with a green arrow (e.g. where the trust is in the best 20% of trusts, or where the score has improved since 2010). Negative findings are highlighted with a red arrow (e.g. where the trust's score is in the worst 20% of trusts, or where the score is not as good as 2010). An equals sign indicates that there has been no change.

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)   *Percentage score*

Trust score 2011	77%
Trust score 2010	80%
National 2011 average for acute trusts	74%
Best 2011 score for acute trusts	85%

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

(the higher the score the better)   *Percentage score*

Trust score 2011	88%
Trust score 2010	90%
National 2011 average for acute trusts	90%
Best 2011 score for acute trusts	95%

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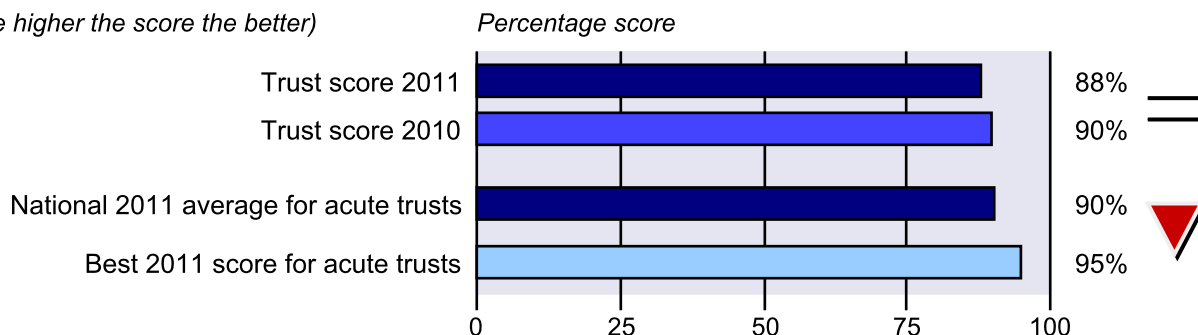
[1]At the time of sampling, 4166 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 844 staff. This includes only staff employed directly by the trust (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly 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 3. Percentage of staff feeling valued by their work colleagues

(the higher the score the better)　　　　*Percentage score*

Trust score 2011	79%
Trust score 2010	74%
National 2011 average for acute trusts	76%
Best 2011 score for acute trusts	83%

0　25　50　75　100
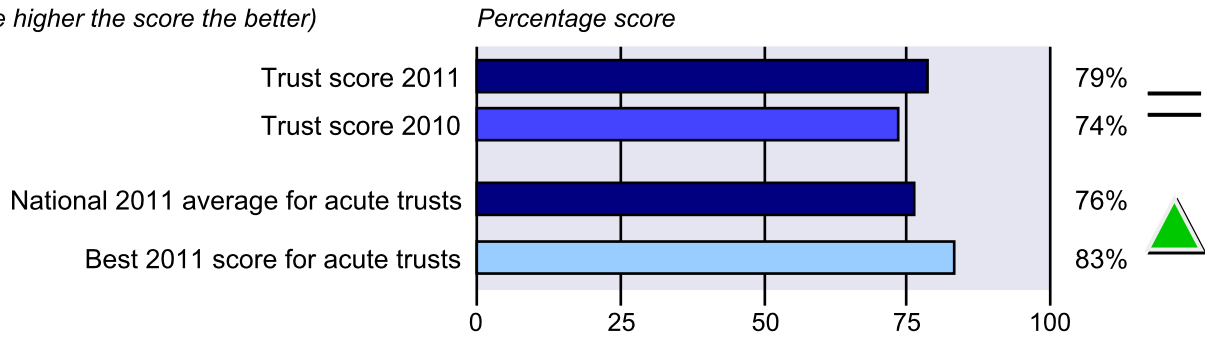
KEY FINDING 4. Quality of job design (clear job content, feedback and staff involvement)

(the higher the score the better)　　　　*Scale summary score*

Trust score 2011	3.49
Trust score 2010	3.48
National 2011 average for acute trusts	3.41
Best 2011 score for acute trusts	3.59

1　2　3　4　5

Poorly designed jobs　　　　*Well designed jobs*
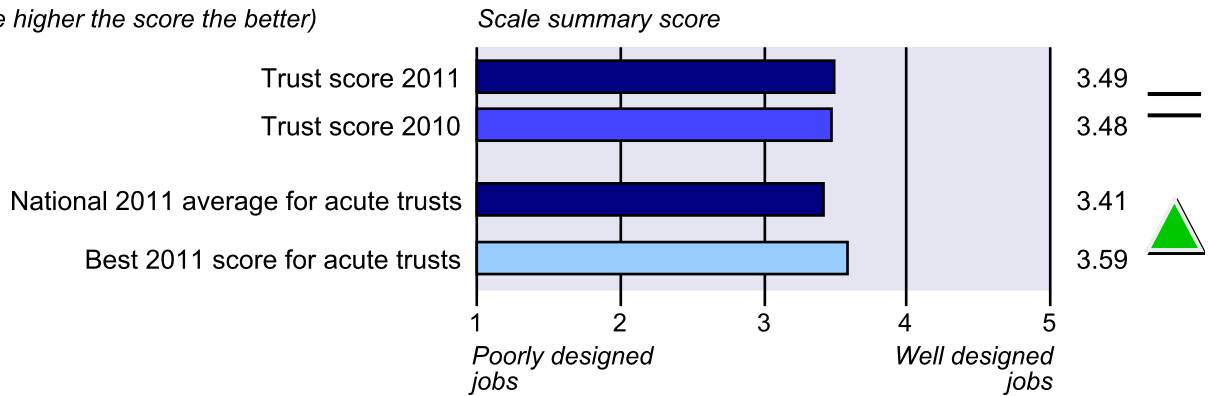
KEY FINDING 5. Work pressure felt by staff

(the lower the score the better)　　　　*Scale summary score*

Trust score 2011	3.06
Trust score 2010	2.86
National 2011 average for acute trusts	3.12
Best 2011 score for acute trusts	2.78

1　2　3　4　5

Low work pressure　　　　*High work pressure*
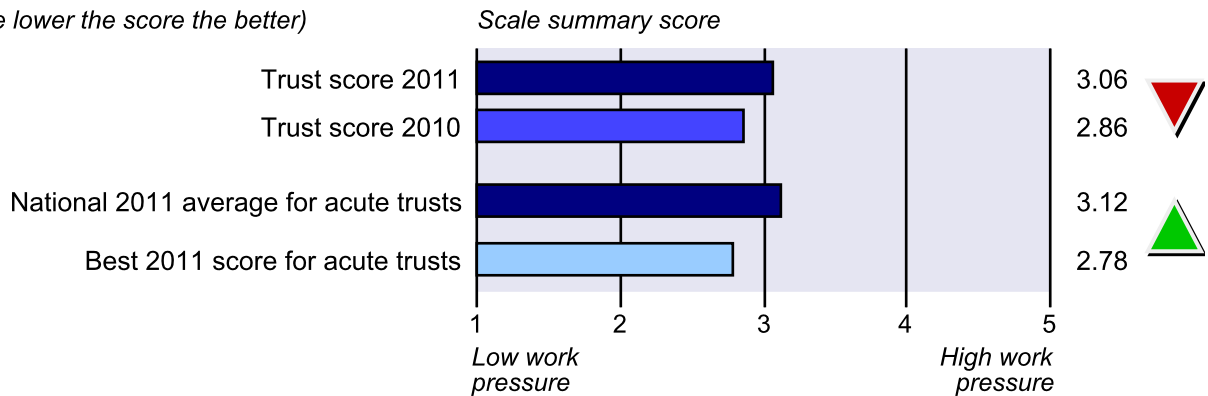
KEY FINDING 6. Effective team working

(the higher the score the better)　　　　*Scale summary score*

Trust score 2011	3.82
Trust score 2010	3.66
National 2011 average for acute trusts	3.72
Best 2011 score for acute trusts	3.86

1　2　3　4　5

Ineffective team working　　　　*Effective team working*
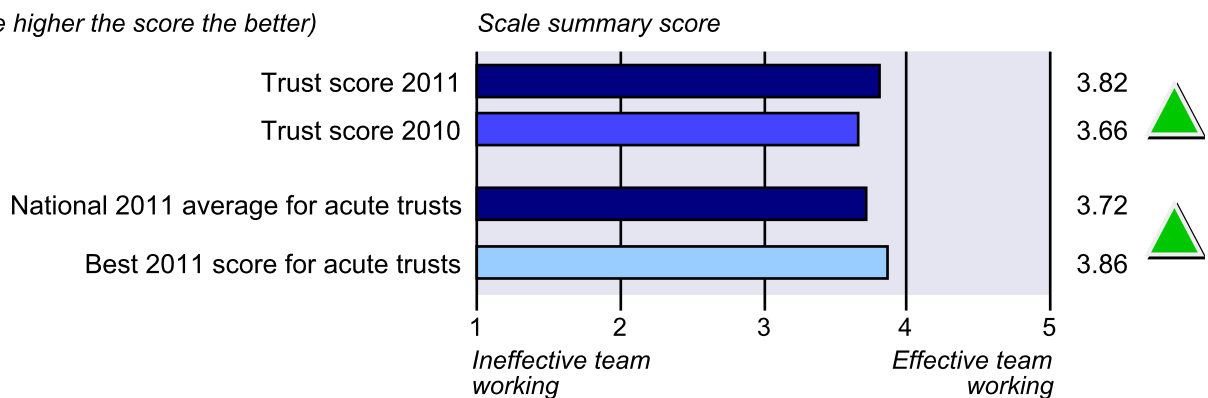
KEY FINDING 7. Trust commitment to work-life balance

(the higher the score the better)   *Scale summary score*

Trust score 2011	3.59
Trust score 2010	3.63
National 2011 average for acute trusts	3.36
Best 2011 score for acute trusts	3.64

Scale: 1 2 3 4 5

Low trust commitment   *High trust commitment*
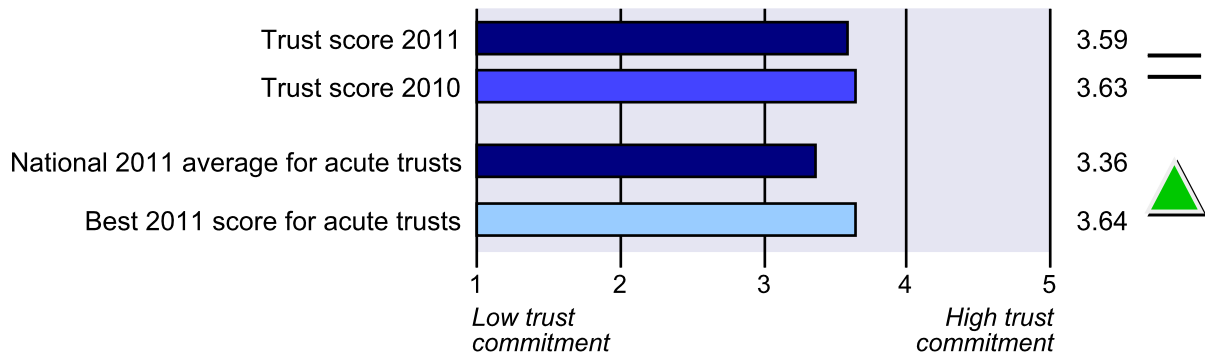
KEY FINDING 8. Percentage of staff working extra hours

(the lower the score the better)   *Percentage score*

Trust score 2011	69%
Trust score 2010	68%
National 2011 average for acute trusts	65%
Best 2011 score for acute trusts	54%

Scale: 0 25 50 75 100
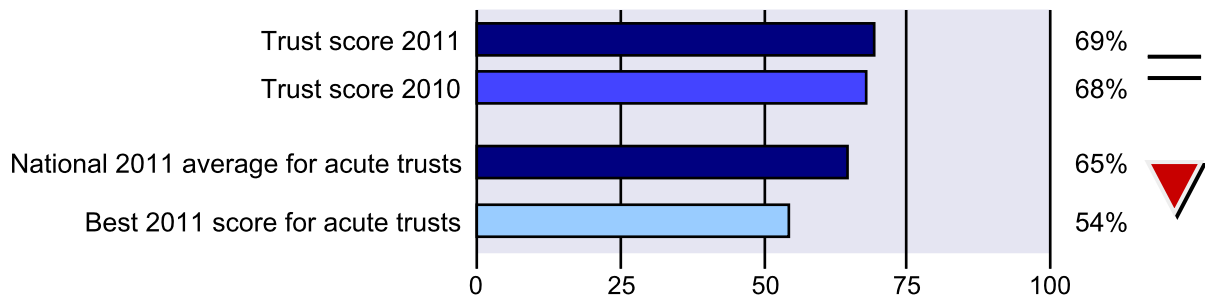
KEY FINDING 9. Percentage of staff using flexible working options

(the higher the score the better)   *Percentage score*
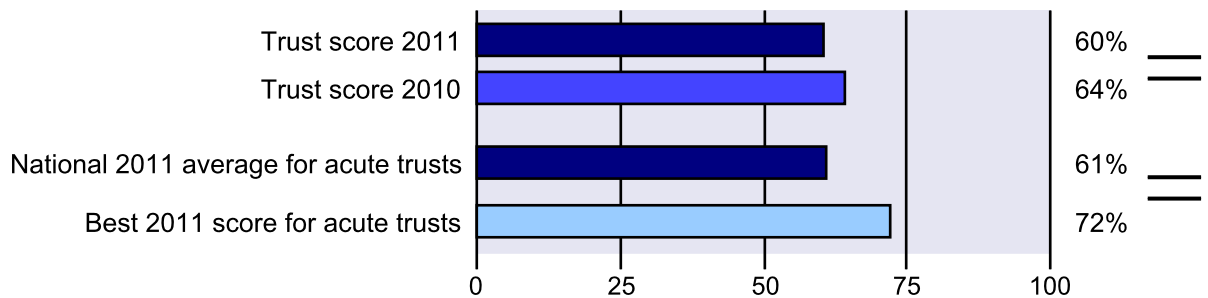
Trust score 2011	60%
Trust score 2010	64%
National 2011 average for acute trusts	61%
Best 2011 score for acute trusts	72%

Scale: 0 25 50 75 100

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)   *Percentage score*

Trust score 2011	44%
Trust score 2010	45%
National 2011 average for acute trusts	40%
Best 2011 score for acute trusts	51%

Scale: 0 25 50 75 100
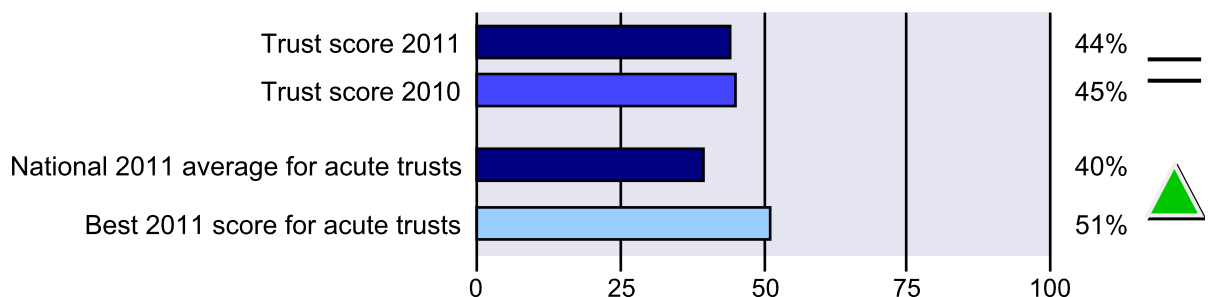
KEY FINDING 11. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)   *Percentage score*

Trust score 2011	83%
Trust score 2010	80%
National 2011 average for acute trusts	78%
Best 2011 score for acute trusts	85%

0   25   50   75   100

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

(the higher the score the better)   *Percentage score*

Trust score 2011	80%
Trust score 2010	76%
National 2011 average for acute trusts	81%
Best 2011 score for acute trusts	98%

0   25   50   75   100
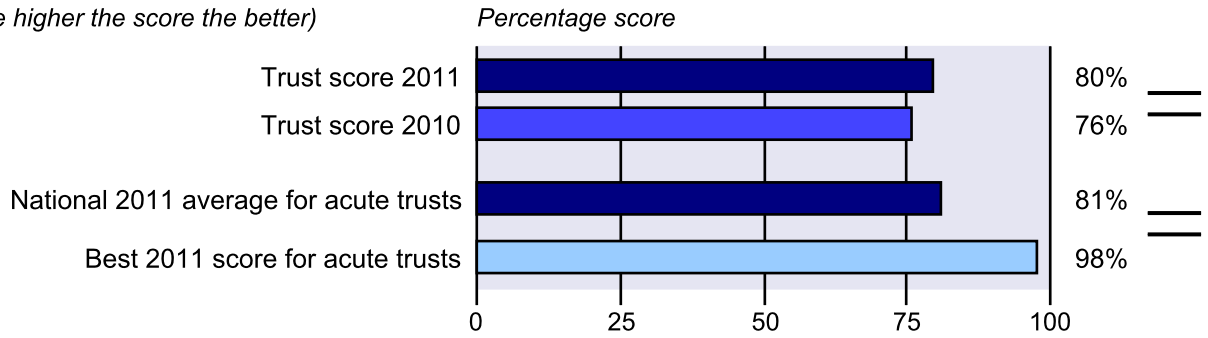
KEY FINDING 13. Percentage of staff having well structured appraisals in last 12 months

(the higher the score the better)   *Percentage score*
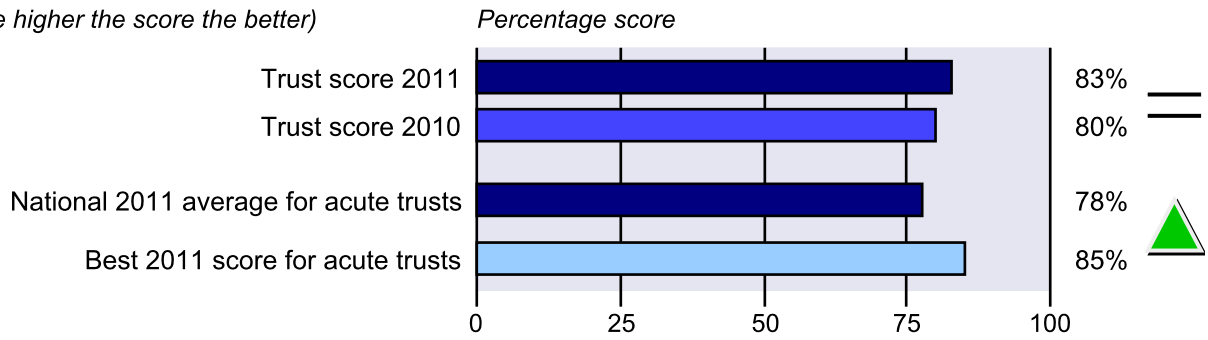
Trust score 2011	42%
Trust score 2010	37%
National 2011 average for acute trusts	34%
Best 2011 score for acute trusts	48%

0   25   50   75   100
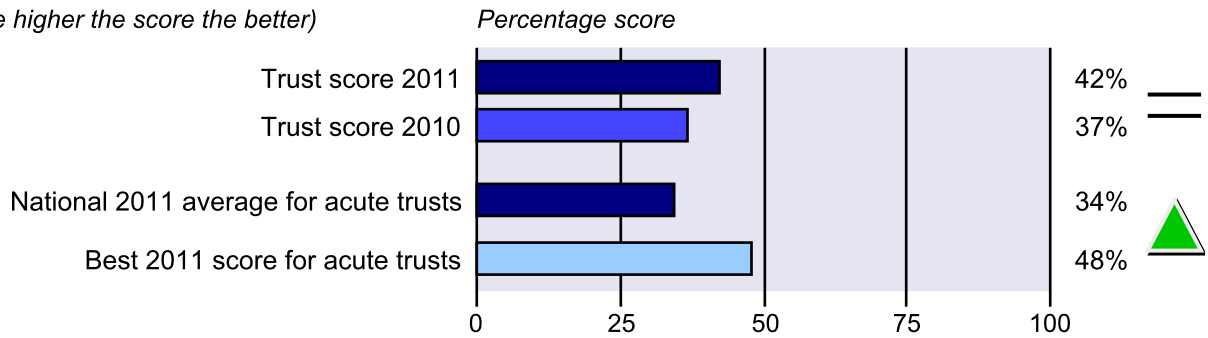
KEY FINDING 14. Percentage of staff appraised with personal development plans in last 12 months

(the higher the score the better)   *Percentage score*

Trust score 2011	68%
Trust score 2010	64%
National 2011 average for acute trusts	68%
Best 2011 score for acute trusts	86%

0   25   50   75   100
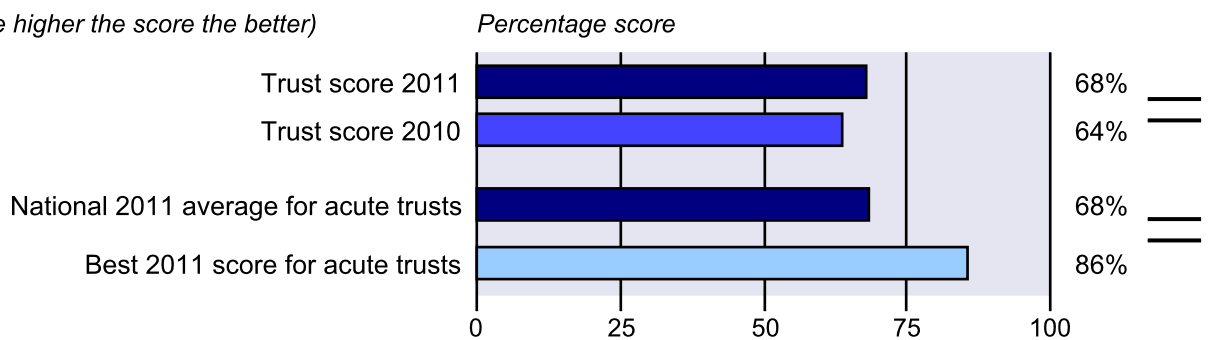
KEY FINDING 15. Support from immediate managers

(the higher the score the better)   *Scale summary score*
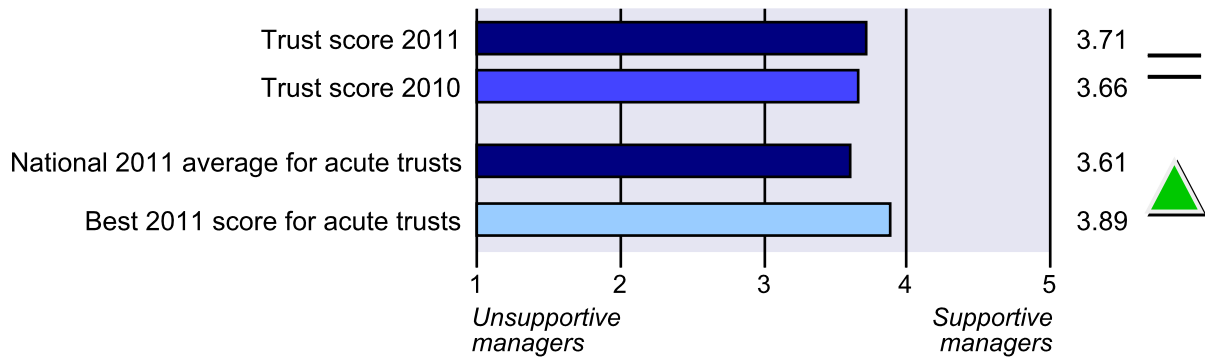
Trust score 2011	3.71
Trust score 2010	3.66
National 2011 average for acute trusts	3.61
Best 2011 score for acute trusts	3.89

1 2 3 4 5

Unsupportive managers   *Supportive managers*

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)   *Percentage score*

Trust score 2011	70%
Trust score 2010	70%
National 2011 average for acute trusts	81%
Best 2011 score for acute trusts	95%

0 25 50 75 100
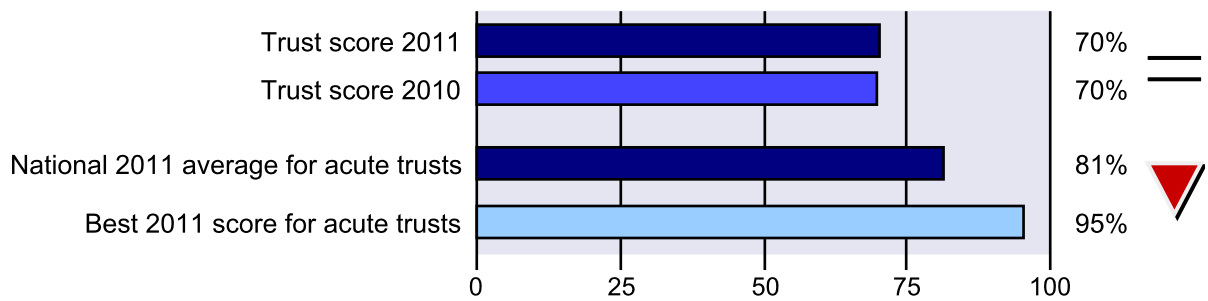
KEY FINDING 17. Percentage of staff suffering work-related injury in last 12 months

(the lower the score the better)   *Percentage score*

Trust score 2011	13%
Trust score 2010	16%
National 2011 average for acute trusts	16%
Best 2011 score for acute trusts	10%

0 25 50 75 100

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

(the lower the score the better)   *Percentage score*

Trust score 2011	31%
Trust score 2010	28%
National 2011 average for acute trusts	29%
Best 2011 score for acute trusts	19%

0 25 50 75 100

Infection control and hygiene
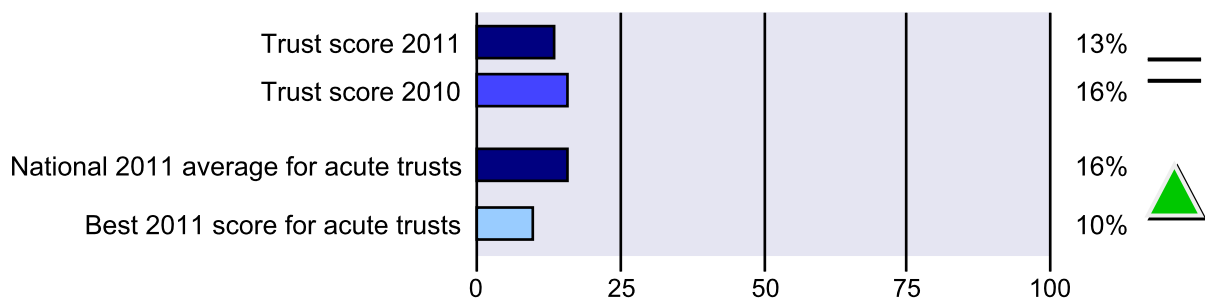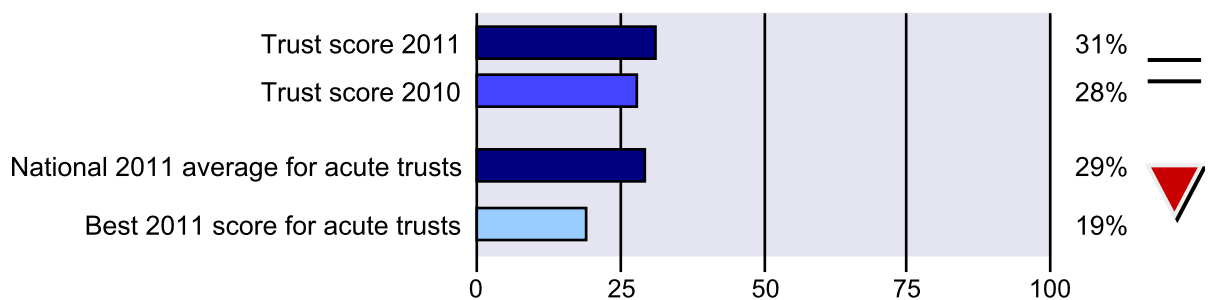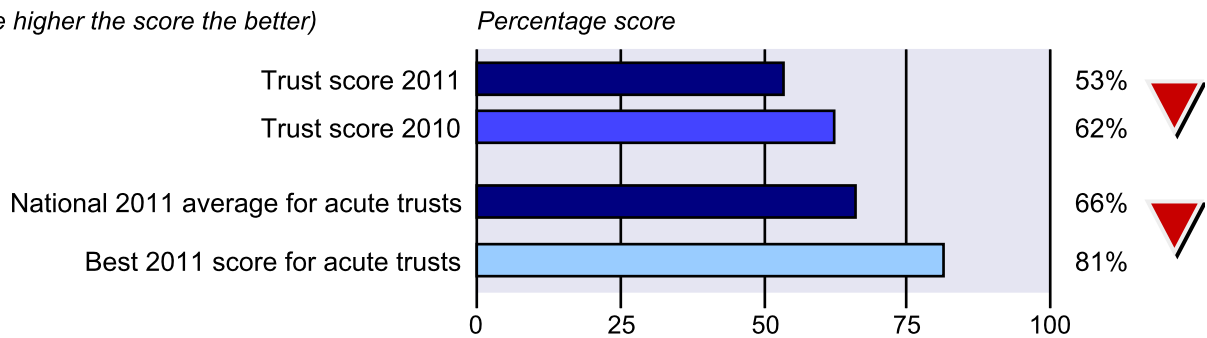
KEY FINDING 19. Percentage of staff saying hand washing materials are always available

(the higher the score the better)   Percentage score

Trust score 2011	53%	▼
Trust score 2010	62%	
National 2011 average for acute trusts	66%	▼
Best 2011 score for acute trusts	81%	

0   25   50   75   100

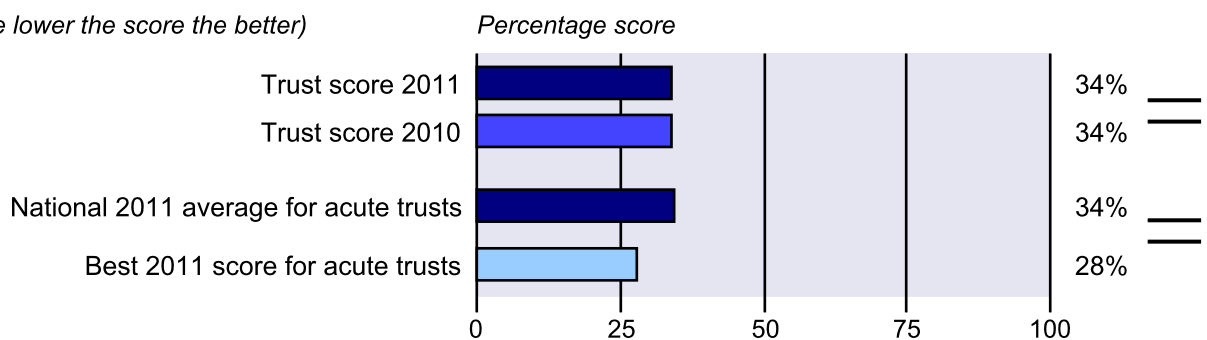## Errors and incidents

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

(the lower the score the better)   Percentage score

Trust score 2011	34%	—
Trust score 2010	34%	—
National 2011 average for acute trusts	34%	—
Best 2011 score for acute trusts	28%	—

0   25   50   75   100

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

(the higher the score the better)   Percentage score

Trust score 2011	96%	—
Trust score 2010	97%	—
National 2011 average for acute trusts	96%	—
Best 2011 score for acute trusts	100%	—

0   25   50   75   100
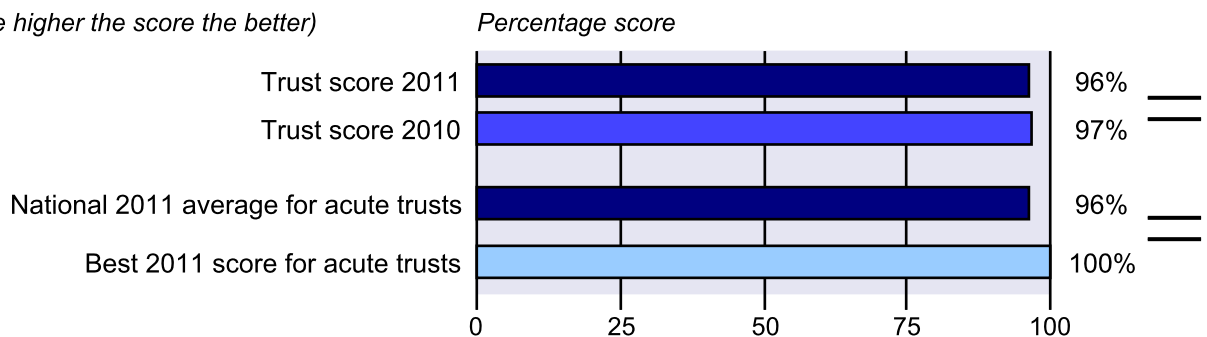
KEY FINDING 22. Fairness and effectiveness of incident reporting procedures

(the higher the score the better)   Scale summary score

Trust score 2011	3.48	—
Trust score 2010	3.46	—
National 2011 average for acute trusts	3.46	▲
Best 2011 score for acute trusts	3.65	

1   2   3   4   5

Ineffective / unfair procedures   *Effective / fair procedures*
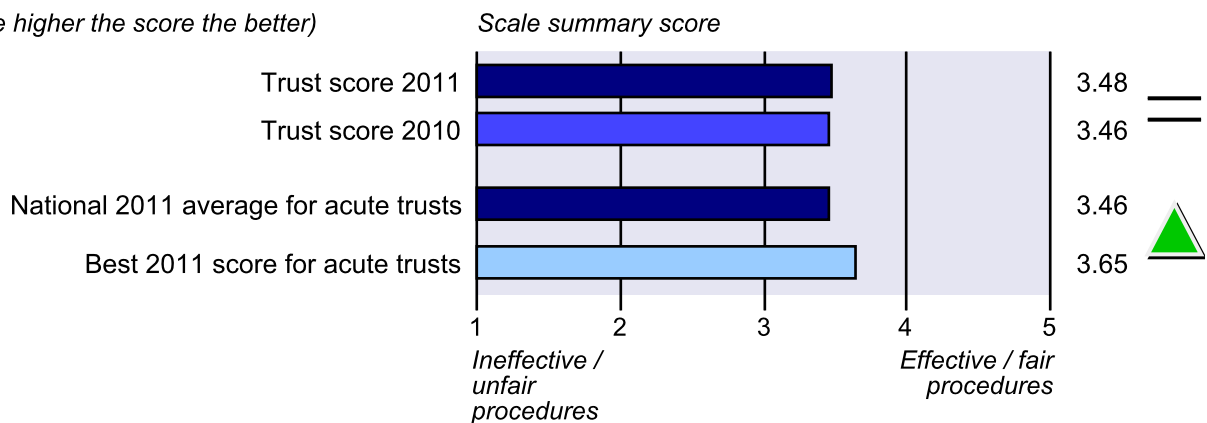
Violence and harassment

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)　　Percentage score

	Percentage	
Trust score 2011	7%	—
Trust score 2010	6%	—
National 2011 average for acute trusts	8%	▲
Best 2011 score for acute trusts	4%	

0　25　50　75　100

KEY FINDING 24. Percentage of staff experiencing physical violence from staff in last 12 months
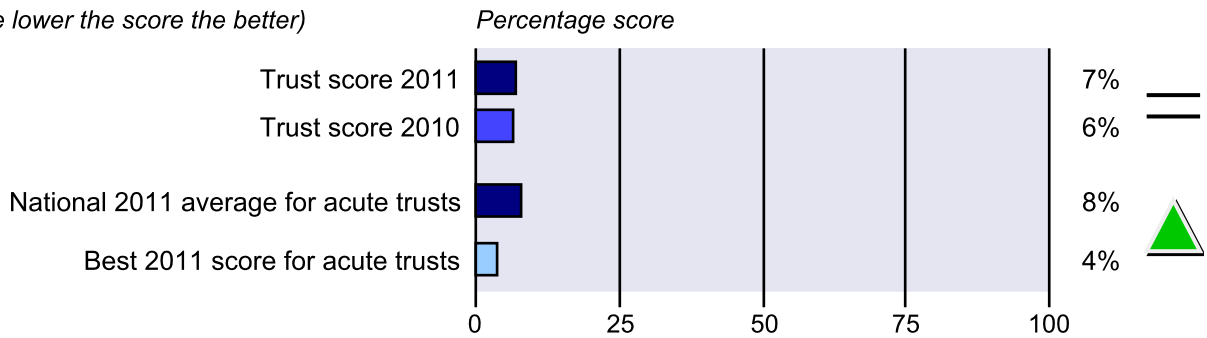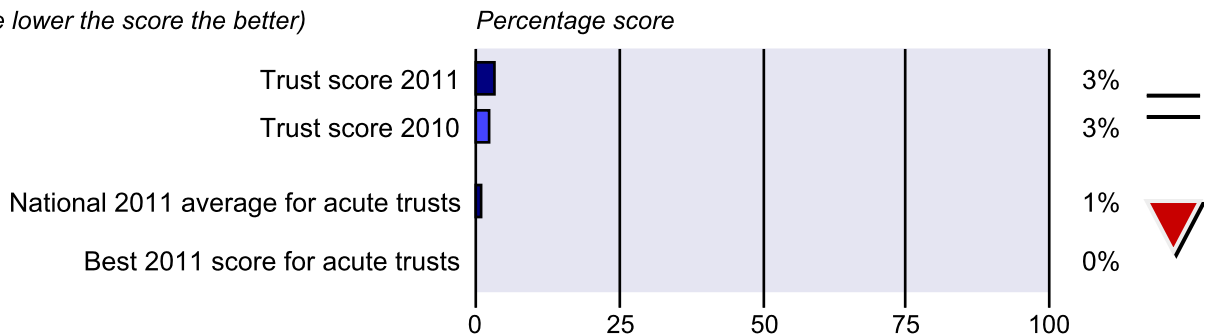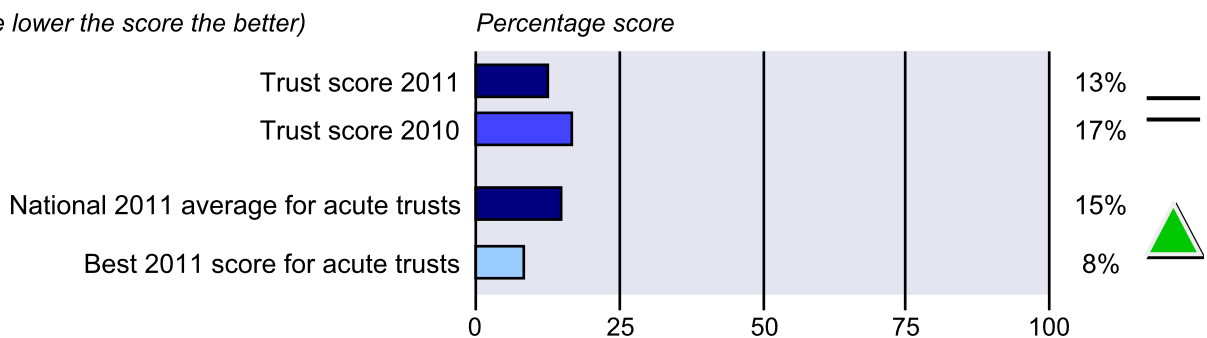
(the lower the score the better)　　Percentage score

	Percentage	
Trust score 2011	3%	—
Trust score 2010	3%	—
National 2011 average for acute trusts	1%	▼
Best 2011 score for acute trusts	0%	

0　25　50　75　100

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)　　Percentage score

	Percentage	
Trust score 2011	13%	—
Trust score 2010	17%	—
National 2011 average for acute trusts	15%	▲
Best 2011 score for acute trusts	8%	

0　25　50　75　100

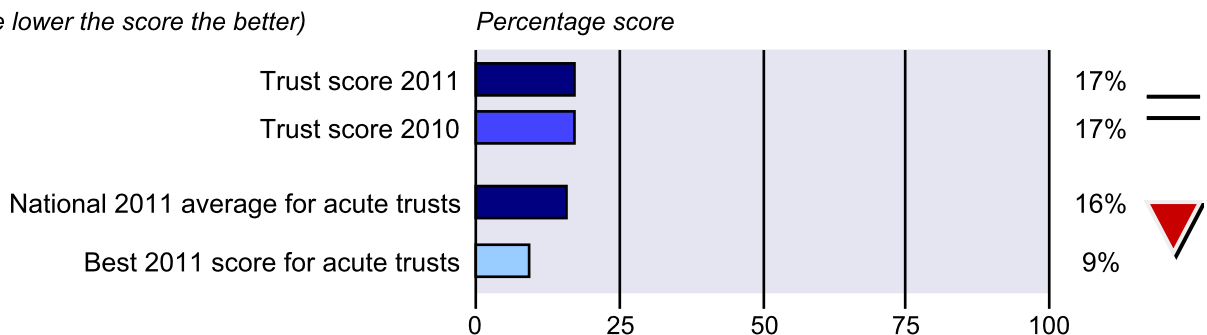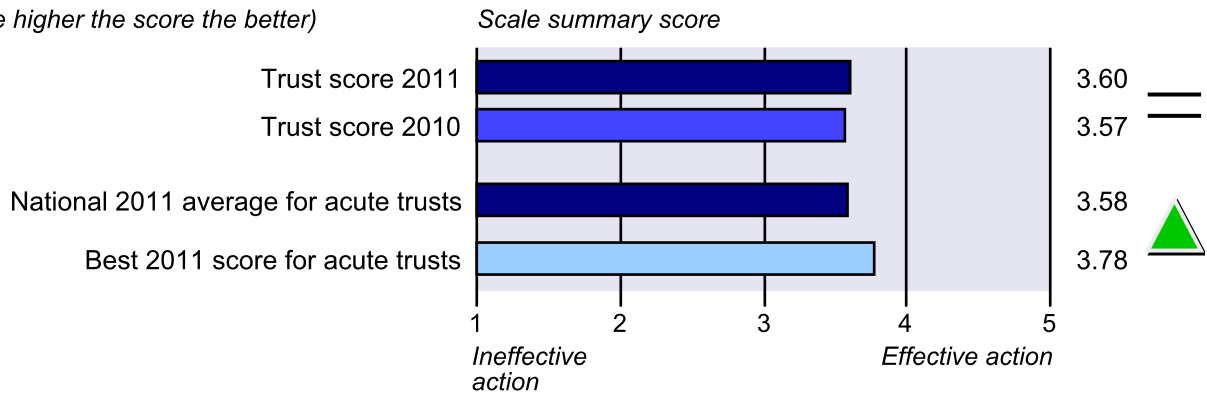### KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)　　Percentage score

	Percentage	
Trust score 2011	17%	—
Trust score 2010	17%	—
National 2011 average for acute trusts	16%	▼
Best 2011 score for acute trusts	9%	

0　25　50　75　100

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

(the higher the score the better)   Scale summary score

	Score	
Trust score 2011	3.60	—
Trust score 2010	3.57	—
National 2011 average for acute trusts	3.58	▲
Best 2011 score for acute trusts	3.78	

1   2   3   4   5
Ineffective action   *Effective action*
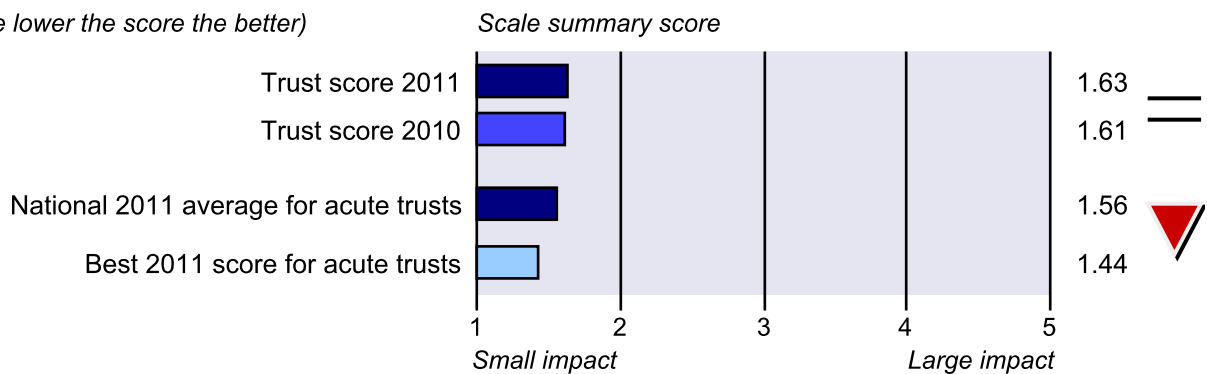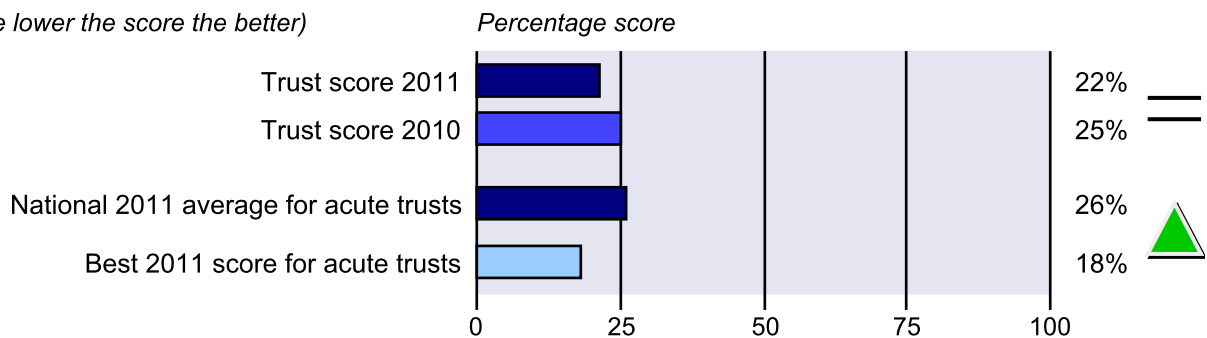
Health and well-being

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

(the lower the score the better)   Scale summary score

	Score	
Trust score 2011	1.63	—
Trust score 2010	1.61	—
National 2011 average for acute trusts	1.56	▼
Best 2011 score for acute trusts	1.44	

1   2   3   4   5
Small impact   *Large impact*

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

(the lower the score the better)   Percentage score

	Score	
Trust score 2011	22%	—
Trust score 2010	25%	—
National 2011 average for acute trusts	26%	▲
Best 2011 score for acute trusts	18%	

0   25   50   75   100

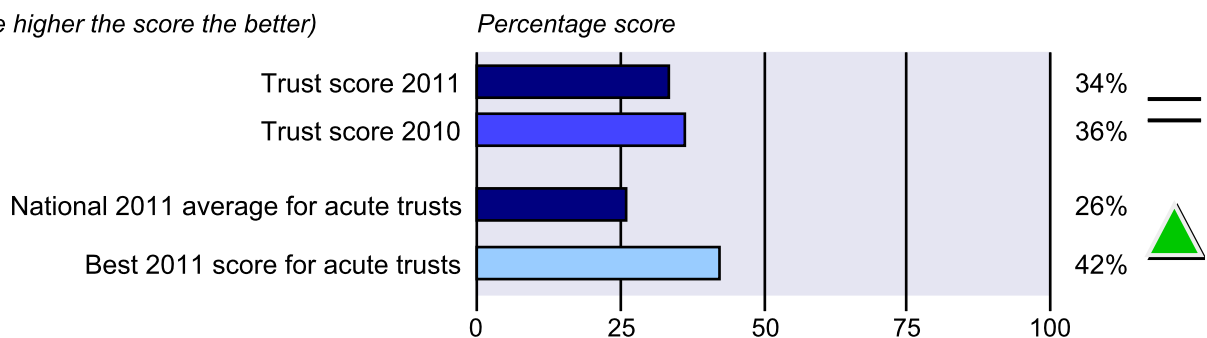## STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.

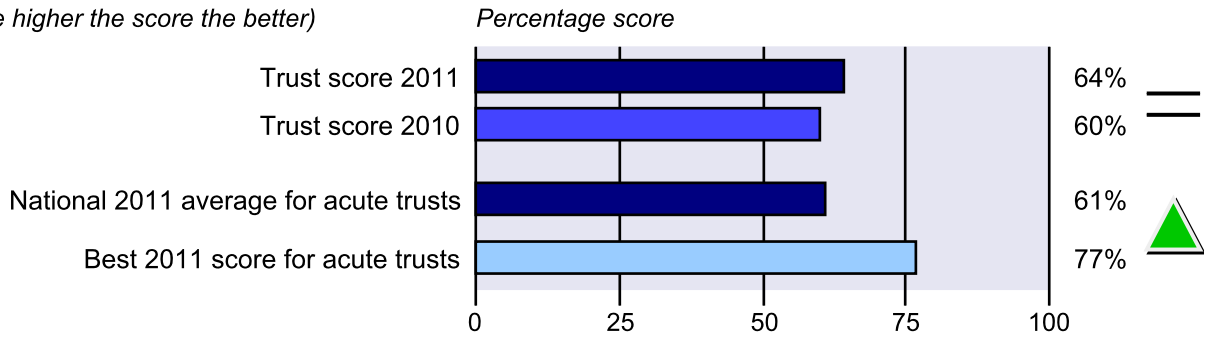## KEY FINDING 30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)   Percentage score

	Score	
Trust score 2011	34%	—
Trust score 2010	36%	—
National 2011 average for acute trusts	26%	▲
Best 2011 score for acute trusts	42%	

0   25   50   75   100

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

(the higher the score the better)　　　　　　*Percentage score*

Trust score 2011	64%
Trust score 2010	60%
National 2011 average for acute trusts	61%
Best 2011 score for acute trusts	77%

0　25　50　75　100

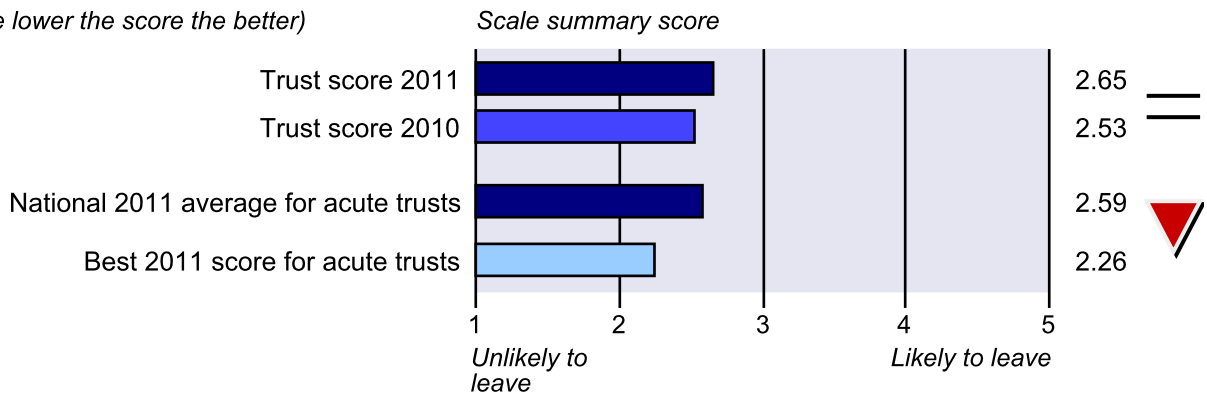## ADDITIONAL THEME: Staff satisfaction

KEY FINDING 32. Staff job satisfaction

(the higher the score the better)　　　　　　*Scale summary score*

Trust score 2011	3.55
Trust score 2010	3.55
National 2011 average for acute trusts	3.47
Best 2011 score for acute trusts	3.67

1　2　3　4　5

Dissatisfied staff　　　　　　*Satisfied staff*
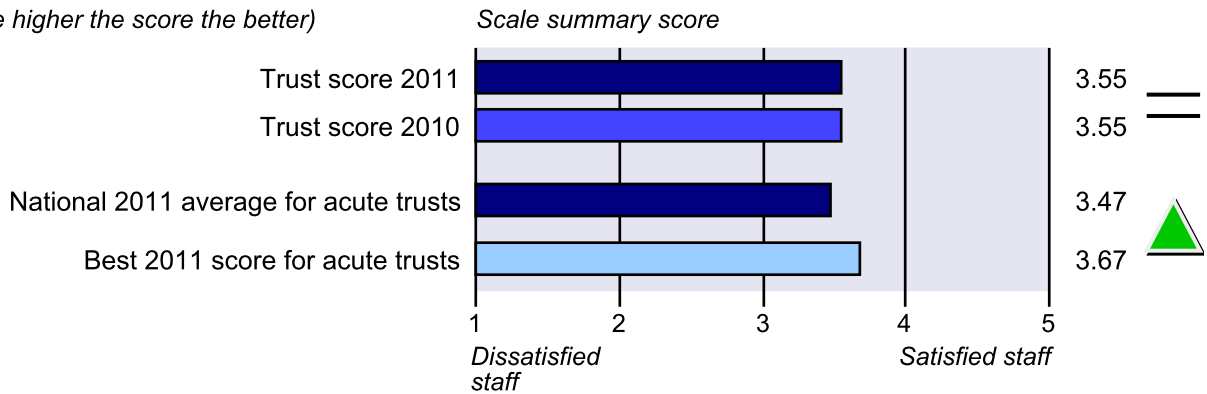
KEY FINDING 33. Staff intention to leave jobs

(the lower the score the better)　　　　　　*Scale summary score*

Trust score 2011	2.65
Trust score 2010	2.53
National 2011 average for acute trusts	2.59
Best 2011 score for acute trusts	2.26

1　2　3　4　5

Unlikely to leave　　　　　　*Likely to leave*

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

(the higher the score the better)　　　　　　*Scale summary score*

Trust score 2011	3.70
Trust score 2010	3.81
National 2011 average for acute trusts	3.50
Best 2011 score for acute trusts	4.05

1　2　3　4　5

Unlikely to recommend　　　　　　*Likely to recommend*
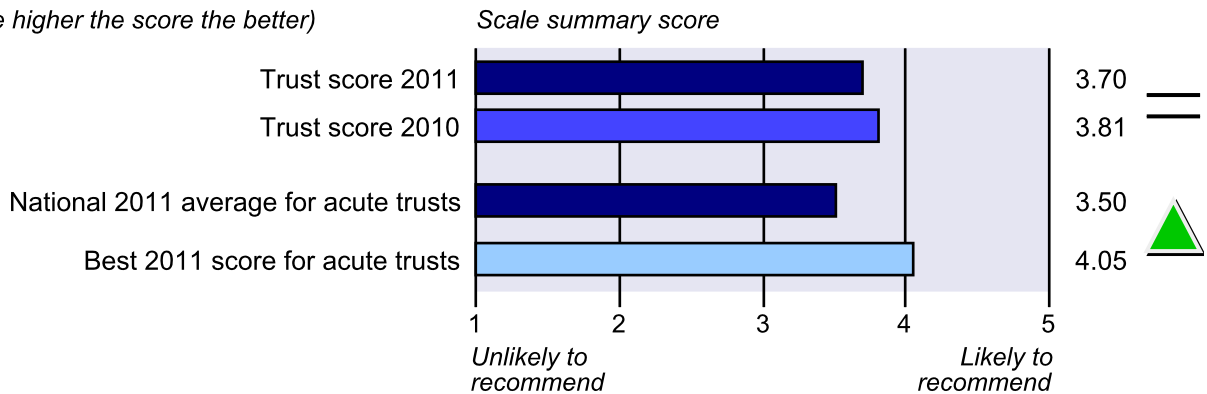
KEY FINDING 35. Staff motivation at work

(the higher the score the better)   *Scale summary score*

Trust score 2011	3.91
Trust score 2010	3.85
National 2011 average for acute trusts	3.82
Best 2011 score for acute trusts	4.02

Scale: 1 — 2 — 3 — 4 — 5

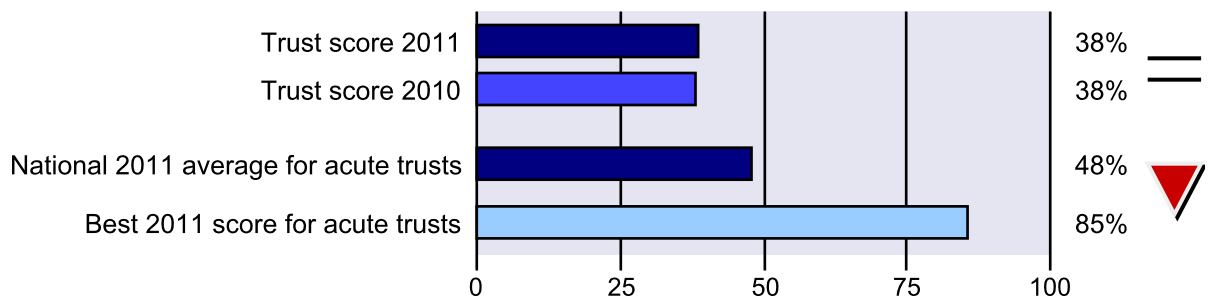*Not enthusiastic / absorbed*   *Enthusiastic / absorbed*
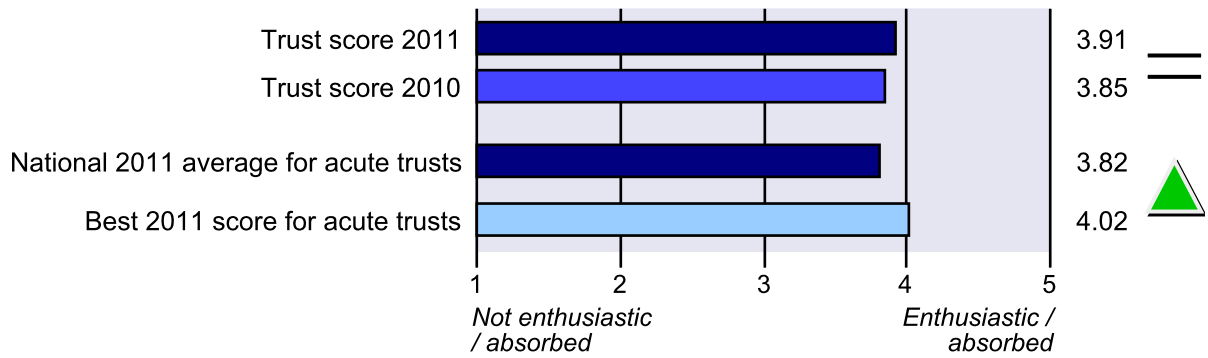
ADDITIONAL THEME: Equality and diversity

KEY FINDING 36. Percentage of staff having equality and diversity training in last 12 months
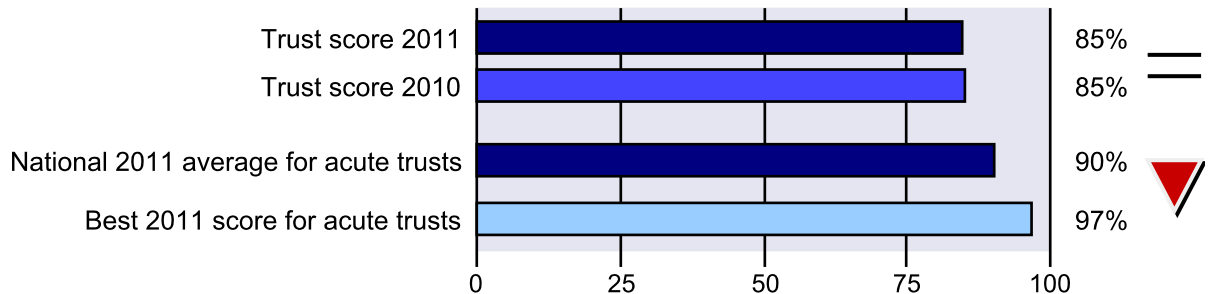
(the higher the score the better)   *Percentage score*

Trust score 2011	38%
Trust score 2010	38%
National 2011 average for acute trusts	48%
Best 2011 score for acute trusts	85%

Scale: 0 — 25 — 50 — 75 — 100

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

(the higher the score the better)   *Percentage score*

Trust score 2011	85%
Trust score 2010	85%
National 2011 average for acute trusts	90%
Best 2011 score for acute trusts	97%

Scale: 0 — 25 — 50 — 75 — 100

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

(the lower the score the better)   *Percentage score*

Trust score 2011	14%
Trust score 2010	17%
National 2011 average for acute trusts	13%
Best 2011 score for acute trusts	8%

Scale: 0 — 25 — 50 — 75 — 100