



MAKING SENSE OF YOUR STAFF SURVEY DATA 2017

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1 Introduction

In March 2018 the Coordination Centre publishes outputs from the 2017 NHS Staff Survey for participating organisations. These include:

- **Main feedback reports for all organisations in England:** These reports present data from the 2017 survey on 32 key areas known as 'Key Findings' and include the top and bottom ranking Key Findings, local changes in the Key Findings since 2015 and 2016 (if this data is available), benchmarked analysis of Key Findings against other organisations of a similar type, breakdowns of the Key Finding scores by directorate, occupational groups and demographic groups, and details of each question included in the core questionnaire. The feedback reports also contain data required for the Workforce Race Equality Standard (WRES).
- **Summary feedback reports for all organisations in England:** These reports present a summary of the key data from the main feedback reports. They contain results from the 2017 survey on the 32 Key Findings and include the top and bottom ranking Key Findings, local changes in the Key Findings since 2015 (if this data is available), and benchmarked analysis of Key Findings against other organisations of a similar type.
- **National trend data:** Two spreadsheets that contain national level: a) question results, and b) KF results from the last five years. Both spreadsheets contain base sizes for each question and KF in each year, and details of non-comparable questions or KFs. All of the results, except those for the demographic questions, in this output are weighted.

More details about the main and summary feedback reports and the 32 Key Findings are provided in Sections 2 to 7 below.

In addition to the survey outputs for organisations that are listed above, a national briefing will be published that outlines the key national level findings from the 2017 NHS Staff Survey, including changes from previous years. A supporting document which summarises the key research findings from the NHS Staff Survey and suggests what NHS organisations can do to learn from these will also be published in order to create better conditions for both staff and patients. Both these documents will be available to download from www.nhsstaffsurveys.com.

The NHS Staff Survey provides an opportunity for organisations to survey their staff in a consistent and systematic manner. This makes it possible to build up a picture of staff experience and, with care, to compare and monitor change over time and to identify variations between different staff groups. Obtaining feedback from staff, and taking account of their views and priorities, is vital for driving real service improvements in the NHS.

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

Please note that there are a number of changes made for the Staff Survey 2017 in comparison to previous iterations. First, results for social enterprises have been weighted using the benchmark group proportions from the relevant trust benchmark group (see section 3 for information on weighting) so that these organisations can compare themselves to trusts that provide a similar service. Second, we have updated the data cleaning process and response rate calculation. This means that results published this year are not directly comparable to results published in previous years. Data from previous years that has been published as part of the 2017 survey has been re-calculated where necessary to enable fair historical comparisons.

Details of the criteria used by NHS organisations to determine staff eligibility for inclusion in the survey are provided in Appendix A of this document.

2 Key Findings

The feedback reports produced for each organisation focus on 32 key areas (known as 'Key Findings'). These are mostly summary scores for groups of questions, which when taken together, give more information about each area of interest. Each of the Key Findings, and the variables used to calculate them, are described in 2.3 below.

This year, there are 32 Key Findings. The Key Findings are presented in the feedback reports under the following nine themes:

- Appraisals & support for development
- Equality & diversity
- Errors & incidents
- Health & wellbeing
- Job satisfaction
- Managers
- Patient care & experience
- Violence, harassment & bullying
- Working patterns

As in previous years, there are two types of Key Finding: *percentage scores* and *scale summary scores*.

2.1 Percentage scores

These scores were calculated as the percentage of respondents who gave a specific answer to a question, or a defined set of responses to a series of questions. For example, Key Finding 11: 'Percentage of staff appraised in the last 12 months' represents the percentage of people in each organisation who responded to the question "In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?" by ticking "Yes", out of all those who answered either "Yes" or "No" ("Can't remember" responses are excluded from the calculation). The responses for each respondent are then summarised for the entire organisation using the weighting procedure described in Section 3.

2.2 Scale scores

The remaining scores were worked out by assigning numbers to a series of responses, and calculating the average score. For example, Key Finding 4 'Staff motivation at work' was calculated in the following way: staff were asked the extent to which they agreed with the following three statements: "I look forward to going to work"; "I am enthusiastic about my job"; and "Time passes quickly when I am working". Scoring for responses is as follows:

If a respondent answered...	Their response would score...
Strongly disagree	1
Disagree	2
Neither agree nor disagree	3
Agree	4
Strongly agree	5

As an example, if a respondent were to score 2, 3 and 5 for the statements, then their average score would be $(2 + 3 + 5) / 3 = 3.33$. The average scores for all respondents are then summarised for the entire organisation using the weighting procedure described in Section 3.

Full detail of the Key Findings and their calculations can be found in Table 1, below.

2.3 Calculation of Key Findings

Table 1: Key Findings and their calculation, listed by theme

Key Findings	Question number(s)
Appraisals & support for development	
<p>Key Finding 11. Percentage of staff appraised in last 12 months</p> <p>This is the percentage of staff who answered “yes” to having an appraisal, annual review, development review or Knowledge and Skills Framework (KSF) development review in the last 12 months.</p> <p>Calculation: Percentage of those who said “yes” to question 20a, out of those who answered either ‘yes’ or ‘no’ to the question (the ‘can’t remember’ response is not scored and is excluded from calculations).</p>	q20a
<p>Key Finding 12. Quality of appraisals</p> <p>This scale considers the quality of appraisals experienced by staff in the past 12 months, assessing whether these helped staff improve how they do their jobs, agree clear objectives for their work, and left them feeling that their work is valued by their organisation. Possible scores range from 1 to 5, with 1 representing poor-quality appraisals and 5 representing high-quality appraisals.</p> <p>Calculation: The mean of the scores for each question ('yes definitely' = 5, 'yes, to some extent' =3 and 'no' =1), including all those who answered at least two of three questions.</p>	q20b-d
<p>Key Finding 13. Quality of non-mandatory training, learning or development</p> <p>This scale evaluates the quality of any non-mandatory training, learning or development staff have received, assessing whether it has helped them do their job more effectively, stay up-to-date with professional requirements and deliver a better patient/service user experience. Possible scores range from 1 to 5, with 1 representing poor-quality training and 5 representing high-quality training.</p> <p>Calculation: The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), including all those who answered any of the questions (the 'not applicable' response is not scored and is excluded from the calculation).</p>	q18b-d
Equality & diversity	
<p>Key Finding 20. Percentage of staff experiencing discrimination at work in the last 12 months</p> <p>This is the percentage of staff who said that they had experienced discrimination from patients / service users, their relatives or other members of the public and / or from colleagues or managers in the last 12 months.</p> <p>Calculation: Those who answered ‘yes’ to questions 17a and/or 17b, or who did not answer either of questions 17a or 17b, but selected any of the types of discrimination in question 17c, out of all those who responded to questions 17a and/or 17b, or who did not respond to 17a or b but selected any of the options for question 17c.</p>	q17a-b
<p>Key Finding 21. Percentage believing that organisation provides equal opportunities for career progression or promotion</p> <p>This is the percentage of staff who said that their organisation acts fairly with regards to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.</p>	q16

Key Findings

Question number(s)

Calculation: Those who answered 'yes' to question 16, out of all those who answered the question, excluding the 'don't know' response.

Errors & incidents

Key Finding 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

This is the percentage of staff who, in the previous month, had witnessed at least one error or near miss that could have potentially hurt patients, service users or staff.

q11a and/or

Calculation: Those who answered 'yes' to questions 11a and/or 11b, out of all those who responded to either or both questions.

q11b

Key Finding 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

This is the percentage of staff who had seen errors, near misses, or incidents in the last month that could have hurt staff or patients and said that they or a colleague had reported the last incident they saw.

Calculation: Those who answered 'yes, I reported it', 'yes, a colleague reported it' or both of those responses to question 11c, out of all those who responded to the question. Note: respondents who had not seen any errors, near misses or incidents in the last month were not able to answer question 11c and are therefore not included in the calculation of this Key Finding.

q11c

Key Finding 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

This scale assesses culture of incident reporting in organisations. The scale measures the extent to which staff feel that their organisation encourages reporting of errors, near misses and incidents, treats the staff involved fairly, takes action to ensure that such incidents do not happen again, and gives feedback about changes made in response to reported incidents. 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.

q12a to q12d

Calculation: The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), including all those who responded to at least three of four questions (the 'don't know' response is not scored and is excluded from the calculation).

Key Finding 31. Staff confidence and security in reporting unsafe clinical practice

This scale assesses whether staff would feel secure raising concerns about unsafe clinical practice, and whether they are confident that their organisation would address their concerns.

q13b-c

Calculation: The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), out of all those who answered both questions.

Health & wellbeing

Key Finding 17. Percentage of staff feeling unwell due to work related stress in last 12 months

This is the percentage of staff who said that, in the last 12 months, they had felt unwell as a result of work related stress.

q9c

Key Findings

Question number(s)

Calculation: Those who answered 'yes' to question 9c, out of all those who answered the question.

Key Finding 18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves

This is the percentage of staff who said that in the last three months they had felt pressure from their manager, colleagues and/or themselves to attend work when they had not felt well enough to perform their duties.

Calculation: Those who answered 'yes' to at least one of questions 9e, 9f, or 9g, out of all those who answered question 9d. Those who respond 'yes' to 9d but do not answer any of 9e, 9f and 9g are excluded.

q9d-g

Key Finding 19. Organisation and management interest in and action on health and wellbeing

This scale assesses the extent to which staff agree their immediate manager takes a positive interest in their health and wellbeing, and that their organisation takes positive action on health and wellbeing. Possible scores range from 1 to 5, where 1 represents no interest in or action on health and wellbeing, and 5 represents interest in and action on health and wellbeing.

Calculation: The mean of the two questions scored on a scale of 1-5 (question 9a has three responses scored 'yes, definitely'=5, 'yes, to some extent'=3 and 'no'=1, while question 7f has five responses scored from 'strongly disagree'=1 to 'strongly agree'=5), including all those who have answered both questions.

q7f, q9a

Working patterns

Key Finding 15. Percentage of staff satisfied with the opportunities for flexible working patterns

This is the percentage of staff that are satisfied with the opportunities for flexible working patterns within their organisation.

Calculation: Those who selected 'satisfied' or 'very satisfied' to question q5h, out of all those who answered the question.

q5h

Key Finding 16. Percentage of staff working extra hours

This is the percentage of staff that said that, in an average week, they work longer than the hours for which they are contracted.

Calculation: Those who selected "Up to 5 hours per week" or "6 – 10 hours per week" or "11 or more hours per week" to questions 10b (additional paid hours) and/or 10c (additional unpaid hours) out of all those who answered either or both question.

q10b-c

Job satisfaction

Key Finding 1. Staff recommendation of the organisation as a place to work or receive treatment

Staff are asked whether or not they thought care of patients and service users was the organisation's top priority, whether or not they would recommend their organisation to others as a place to work, and whether they would be happy with the standard of care provided by the organisation 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 organisation as a place to work or receive treatment, and 5 representing that staff would be likely to recommend the organisation as a place to work or receive treatment.

q21a, c, d

Calculation: The mean of scores for each question (strongly disagree = 1; strongly agree = 5), including all those who answered at least two of the three questions.

Key Finding 4. Staff motivation at work

Staff are 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.

q2a-c

Calculation: The mean of scores for each question (never = 1; always = 5), including all those who answered at least two of three questions.

Key Finding 7. Percentage of staff able to contribute towards improvements at work

This is the percentage of people who agreed or strongly agreed with at least two of the following three statements: "There are frequent opportunities for me to show initiative in my role"; "I am able to make suggestions to improve the work of my team / department"; and "I am able to make improvements happen in my area of work".

q4a-b, q4d

Calculation: Those who answered 'agree' or 'strongly agree' to at least two of the three questions, out of all those who responded to at least two of three questions.

Key Finding 8. Staff satisfaction with the level of responsibility and involvement

This score measures the extent to which staff are satisfied with the amount of responsibility they are afforded in their positions, their knowledge of their work responsibilities, opportunities to use their skills, being trusted to do their jobs, and involvement in changes in their workplace, team or department. Possible scores range from 1 to 5, with 1 representing an unsatisfactory level of responsibility/involvement, and 5 representing a satisfactory level of responsibility/involvement.

q3a-b, q4c,
q5d-e

Calculation: The mean of scores for each question (very dissatisfied/strongly disagree = 1; very satisfied/strongly agree = 5), including all those who answered at least four of five questions.

Key Finding 9. Effective team working

The effective team working score assesses the extent to which staff 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.

q4h-j

Calculation: The mean of scores for each question (strongly disagree = 1; strongly agree = 5), including all those who answered at least two of three questions, and who answered 'yes' to question 30a (indicating that they do work in a team).

Key Findings

Question number(s)

Key Finding 14. Staff satisfaction with resourcing and support

This scale measures staff satisfaction with their ability to meet conflicting demands on their time, as well as adequacy of supplies and resources, staffing levels and support from colleagues. Possible scores range from 1 to 5, with 1 representing staff dissatisfaction with the available resources and support, and 5 representing high satisfaction with the available resources and support.

q4e-g, q5c

Calculation: The mean of scores for each question (very dissatisfied/strongly disagree = 1; very satisfied/strongly agree = 5), out of all those who answered at least three of four questions.

Managers

Key Finding 5. Recognition and value of staff by managers and the organisation

Recognition and value of staff by managers and the organisation assesses whether staff feel valued by their organisation and immediate manager, and whether they are satisfied with the recognition they receive for good work. Possible scores range from 1 to 5, with 1 representing low recognition and value, and 5 representing high recognition and value.

q5a, q5f, q7g

Calculation: The mean of scores for each question (very dissatisfied = 1; very satisfied = 5), including all those who answered at least two of three questions.

Key Finding 6. Percentage of staff reporting good communication between senior management and staff

This is the percentage of people who agreed or strongly agreed with at least three of the following four statements: "Senior managers here try to involve staff in important decisions"; "Communication between senior management and staff is effective"; "I know who the senior managers are here"; and "Senior managers act on staff feedback".

q8a-d

Calculation: Those who answered 'agree' or 'strongly agree' to at least three of the four questions, out of all those who responded to at least three of the four questions.

Key Finding 10. Support from immediate managers

This Key Finding assesses the extent to which staff feel their immediate manager provides them with support, guidance and feedback on their work, takes into account their opinions before making decisions that affect their work, and encourages effective teamwork. Possible scores range from 1 to 5, with 1 representing unsupportive managers, and 5 representing supportive managers.

q5b, q7a-e

Calculation: The mean of scores for each question (very dissatisfied/strongly disagree = 1; very satisfied/strongly agree = 5), including all those who answered at least five of six questions.

Patient care & experience

Key Finding 2. Staff satisfaction with the quality of work and care they are able to deliver

This scale measures job satisfaction in the following areas: ability to perform to a standard the staff member is pleased with; the quality of care provided to patients or service users, and; ability to deliver care. 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.

q3c, q6a, q6c

Calculation: The mean of scores for each question (strongly disagree = 1; strongly agree = 5), including all those who answered at least two of the three questions (the 'not applicable' response is not scored and is excluded from calculations).

Key Findings

Question
number(s)

Key Finding 3. Percentage of staff agreeing that their role makes a difference to patients / service users

This is the percentage of staff who feel their role makes a difference to patients or service users.

Calculation: Those who answered 'agree' or 'strongly agree' to question 6b, out of all those who answered the question (the 'not applicable' response is not scored and is excluded from calculations). q6b

Key Finding 32. Effective use of patient / service user feedback

This is the percentage of staff who agreed or strongly agreed that feedback from patients / service users is used to inform changes, that their organisation acts on patient / service user concerns, and that staff receive regular updates on patient / service user experience feedback. Possible scores range from 1 to 5, with 1 representing an ineffective use of feedback, and 5 representing an effective use of patient/service user feedback.

q21b, q22b-c

Calculation: The mean of scores for each question ('strongly disagree' = 1; 'strongly agree' = 5), including all those who responded to all three questions (the 'don't know' response is not scored and is excluded from calculations).

Violence, harassment & bullying

Key Finding 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

This is the percentage of staff who, in the previous 12 months, had experienced physical violence from patients / service users, their relatives or other members of the public.

Calculation: Those who answered any of '1-2', '3-5', '6-10' or 'more than 10' to question 14a (i.e. any of response options 2-5), out of all those who answered question 14a. q14a

Key Finding 23. Percentage of staff experiencing physical violence from staff in last 12 months

This is the percentage of staff who, in the previous 12 months, had experienced physical violence from colleagues or managers.

Calculation: Those who answered any of '1-2', '3-5', '6-10' or 'more than 10' to questions 14b or 14c (i.e. any of response options 2-5), out of all those who answered either or both questions. q14b-c

Key Finding 24. Percentage of staff/colleagues reporting most recent experience of physical violence in last 12 months

This is the percentage of staff who said that either they or a colleague (or both) reported the most recent experience of physical violence they witnessed in the last 12 months.

Calculation: Those who answered 'yes, I reported it', 'yes, a colleague reported it', or both of those responses to question 14d, out of all those who reported at least one incident of violence (q14a-q14c) and answered either 'yes' or 'no' to question 14d. q14d

Key Findings

Question number(s)

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

This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse at work from patients / service users, patients / service users, their relatives or other members of the public.

q15a

Calculation: Those who answered any of '1-2', '3-5', '6-10' or 'more than 10' to question 15a (i.e. any of response options 2-5), out of all those who responded to the question.

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

This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse from colleagues or managers.

Calculation: Those who answered any of '1-2', '3-5', '6-10' or 'more than 10' to questions 15b or 15c (i.e. any of response options 2-5), out of all those who answered either or both questions.

q15b-c

Key Finding 27. Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse in last 12 months

This is the percentage of staff who said that either they or a colleague (or both) reported the most recent experience of harassment, bullying or abuse they witnessed in the last 12 months.

Calculation: Those who answered 'yes, I reported it', 'yes, a colleague reported it', or both of those responses to question 15d out of all those who reported at least one incident of harassment, bullying or abuse (q15a-q15c) and answered either 'yes' or 'no' to question 15d.

q15d

2.4 Changes to the Key Findings since the 2016 survey

All of the 2017 Key Findings are directly comparable to those from the 2016 iteration of the survey.

3 Methods used for weighting scores

NHS organisations of the same type are likely to have different numbers of employees in each occupational group. This can be due to a number of reasons: for example, some organisations issue contracts for services such as catering and cleaning, while other organisations supply them in-house. These differences can have a significant effect on organisation results, as it is known that different occupational groups tend to answer some questions in different ways. For instance, managers are known to respond more positively than other groups to some questions and an organisation that has a particularly large number of managers may have more positive results simply because of this imbalance. This is why the data are weighted. The weighting procedure described below ensures that no organisation will appear better or worse than others because of any occupational group differences.

In order to make one NHS organisation's scores comparable with other organisations of the same type, individuals' scores within each organisation (with the exception of CCGs, CSUs, mental health social enterprises, scientific and technical organisations, community social enterprises and community surgical services) were weighted so that the occupational group profile of the organisation reflects that of a typical organisation of its type. Occupational groups were collapsed into thirteen broad categories, so "Nursing" includes all types of registered and unregistered nurses and midwives, and "Medical & Dental" includes consultants and other medical and dental staff, including those in training.

The weights applied for each type of organisation were determined by the frequency of responses in an average organisation of that type. These are shown in Table 3, below.

For example, to calculate the weight to be applied to nurses in an acute specialist organisation, the average proportion of nurses in all acute specialist organisations is divided by the proportion of nurses in that particular organisation. Therefore in 2017, if responses from an acute specialist organisation included 42.34% nurses and 2.77% managers, each nurse's response would be weighted (multiplied) by $(0.3067 / 0.4234)$; and each manager's response would be weighted by $(0.0351 / 0.0277)$, and so on for each occupational group, before taking an average across all weighted responses to form the organisation score.

Data for organisations in the social enterprise – mental health group were weighted using the average occupational group proportions from the mental health/learning disability trusts group.

Data for organisations in the social enterprise – community group were weighted using the average occupational group proportions from the community trusts group.

For comparisons between 2015/2016 and 2017 scores, the data from previous years were re-weighted according to the 2017 weights. For clinical commissioning groups (CCGs), commissioning support units (CSUs) and community surgical services the data reported in the organisation and summary feedback reports are **un-weighted**. For CCGs this is because of the relatively small size and nature of the occupational group profile within these organisations. The remaining types of organisations could not be weighted in 2017 as too few organisations of each type took part in the survey.

Table 3: Occupation proportions by organisation type

	Acute trusts	Combined acute and community trusts	Acute specialist trusts	Mental health / learning disability trusts	Combined mental health / learning disability and community trusts	Community trusts	Ambulance trusts
All Nurses	33.87%	33.41%	30.67%	36.37%	36.26%	37.66%	-
Medical/Dental	9.01%	8.32%	7.54%	5.35%	4.16%	-	-
Allied Health Professionals	11.55%	13.93%	13.47%	19.72%	22.24%	22.83%	-
General Management	2.53%	2.69%	3.51%	2.45%	2.31%	2.24%	2.85%
Other Scientific and Technical including pharmacy	7.86%	7.27%	8.98%	-	-	-	-
Admin and Clerical	15.95%	15.05%	15.52%	12.98%	14.61%	14.54%	3.63%
Paramedics	-	-	-	-	-	-	37.42%
Ambulance Technician	-	-	-	-	-	-	18.81%
Ambulance Control	-	-	-	-	-	-	12.39%
Patient Transport Service	-	-	-	-	-	-	7.05%
Central Functions	5.02%	5.04%	6.92%	6.04%	5.89%	5.48%	4.50%
Social Care Staff	-	-	-	2.02%	1.06%	-	-
Other	14.21%	14.30%	13.38%	15.09%	13.48%	17.25%	13.35%

4 Benchmarking groups and range of scores

For the benchmarking analysis presented in the main and summary feedback reports, thirteen benchmarking groups were used:

- Acute trusts
- Combined acute and community trusts
- Acute specialist trusts
- Mental health / learning disability trusts
- Combined mental health / learning disability *and* community trusts
- Community trusts
- Ambulance trusts
- Clinical commissioning groups (CCGs)
- Commissioning support units (CSUs)*
- Social enterprises – mental health*
- Social enterprises – community
- Community surgical services*

Please note that benchmarking will be absent for organisation types with fewer than two participating organisations. In such cases, the score for the single organisation in these groups is listed as the benchmark group average. The benchmarking groups containing only a single organisation are identified above with an asterisk (*).

In Sections 3 and 4 of the full and summary feedback reports, the Key Findings for an organisation are benchmarked against other organisations of a similar type in England. This benchmarking information is also presented in Appendix 1 of the full feedback reports.

For each of the 32 Key Findings, organisations were placed in order from 1 (the top or 'best' ranking score among organisations of a similar type) to X (the bottom or 'worst' ranking score among organisations of a similar type).

For acute trusts five benchmarking groups (lowest 20%, below average, average, above average, and highest 20%) are then created on the basis of these rankings.

For example, there are 93 acute trusts in England, so for each of the 32 Key Findings, organisations were placed in order from 1 (the top or 'best' ranking score) to 98 (the bottom or 'worst' ranking score).

For Key Findings where higher scores are better:

- | | |
|---------------------------------|--|
| • Highest ('best') 20% | Organisation scores ranked between 1 and 19 on a KF |
| • Above ('better than') average | Organisation scores ranked between 20 and 37 on a KF |
| • Average | Organisation scores ranked between 38 and 56 on a KF |
| • Below ('worse than') average | Organisation scores ranked between 57 and 74 on a KF |
| • Lowest ('worst') 20% | Organisation scores ranked between 75 and 93 on a KF |

While for Key Findings where lower scores are better (which are asterisked and in italics in the reports):

- Highest ('worst') 20% Organisation scores ranked between 75 and 93 on a KF
- Above ('worse than') average Organisation scores ranked between 57 and 74 on a KF
- Average Organisation scores ranked between 38 and 56 on a KF
- Below ('better than') average Organisation scores ranked between 20 and 37 on a KF
- Lowest ('best') 20% Organisation scores ranked between 1 and 19 on a KF

Due to the smaller size of all benchmarking groups aside from acute trusts, we do not present details of which organisations are in the lowest 20% / highest 20% on each Key Finding. The benchmarking groups are still created on the basis of the rankings attained on each of the 32 Key Findings, but we only present three benchmarking groups (below average, average, and above average).

For example, there are 11 ambulance organisations in England (including the ambulance division of Isle of Wight), so for each of the 32 Key Findings, organisations were placed in order from 1 (the top or 'best' ranking score) to 11 (the bottom or 'worst' ranking score).

For Key Findings where higher scores are better:

- Above ('better than') average Organisation scores ranked between 1 and 4 on a KF
- Average Organisation scores ranked between 5 and 8 on a KF
- Below ('worse than') average Organisation scores ranked between 9 and 11 on a KF

While for Key Findings where lower scores are better (which are asterisked and in italics in the reports):

- Above ('worse than') average Organisation scores ranked between 9 and 11 on a KF
- Average Organisation scores ranked between 5 and 8 on a KF
- Below ('better than') average Organisation scores ranked between 1 and 4 on a KF

Table 4 below displays details of the lowest score attained, the threshold for the lowest 20%, the average (median) score, the threshold for the highest 20% and the highest score attained for each of the 32 Key Findings for acute trusts. Tables 5 to 11 contain the lowest score attained, threshold for below average, the average (median) score, the threshold for above average, and the highest score attained for each of the 32 Key Findings for all other trust types, as well as CCGs. CSUs, mental health social enterprises, scientific and technical organisations, community social enterprises and community surgical services have been excluded from these tables as they have significantly fewer participating organisations.

Table 4: Range of scores for acute trusts

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
<i>Response rate</i>	28.9%	38.7%	44.0%	50.1%	72.9%
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.34	3.58	3.75	3.94	4.12

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.69	3.82	3.91	3.99	4.21
KF3. % agreeing that their role makes a difference to patients / service users	85.9%	88.9%	90.0%	91.2%	92.7%
KF4. Staff motivation at work	3.76	3.87	3.92	3.96	4.07
KF5. Recognition and value of staff by managers and the organisation	3.21	3.36	3.45	3.53	3.71
KF6. % reporting good communication between senior management and staff	20.1%	27.9%	33.3%	37.9%	47.7%
KF7. % able to contribute towards improvements at work	59.4%	67.1%	70.0%	72.4%	78.0%
KF8. Staff satisfaction with level of responsibility and involvement	3.76	3.86	3.91	3.96	4.04
KF9. Effective team working	3.59	3.67	3.72	3.80	3.88
KF10. Support from immediate managers	3.55	3.67	3.74	3.81	3.94
KF11. % appraised in last 12 mths	65.4%	81.3%	86.5%	90.8%	96.0%
KF12. Quality of appraisals	2.83	3.01	3.11	3.20	3.52
KF13. Quality of non-mandatory training, learning or development	3.90	4.01	4.05	4.10	4.22
KF14. Staff satisfaction with resourcing and support	3.12	3.23	3.31	3.40	3.58
KF15 % satisfied with the opportunities for flexible working patterns	40.1%	47.4%	50.8%	53.7%	60.3%
*KF16. % working extra hours	62.0%	69.3%	71.8%	73.8%	77.9%
*KF17. % feeling unwell due to work related stress in last 12 mths	27.9%	34.0%	36.4%	40.1%	45.9%
*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	42.4%	49.2%	52.2%	55.2%	58.9%
KF19. Org and mgmt interest in and action on health and wellbeing	3.34	3.51	3.62	3.71	3.92
*KF20. % experiencing discrimination at work in last 12 mths	7.5%	9.8%	12.0%	14.1%	24.7%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	68.6%	82.3%	84.8%	88.1%	93.8%
*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	9.4%	13.4%	14.8%	17.3%	21.8%
*KF23. % experiencing physical violence from staff in last 12 mths	0.9%	1.7%	2.1%	2.7%	4.9%
KF24. % reporting most recent experience of violence	55.2%	63.5%	66.5%	72.4%	79.1%

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	20.1%	25.5%	27.8%	30.4%	35.6%
*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	19.1%	22.4%	25.3%	28.3%	37.9%
KF27. % reporting most recent experience of harassment, bullying or abuse	36.0%	42.1%	44.9%	47.4%	59.0%
*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	23.5%	28.4%	30.5%	33.0%	42.3%
KF29. % reporting errors, near misses or incidents witnessed in last mth	85.7%	88.7%	90.1%	91.4%	97.8%
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.46	3.64	3.73	3.79	3.88
KF31. Staff confidence and security in reporting unsafe clinical practice	3.43	3.58	3.65	3.71	3.83
KF32. Effective use of patient / service user feedback	3.41	3.62	3.71	3.78	3.96
Overall engagement score	3.54	3.72	3.79	3.88	3.96

* An asterisk indicates a Key Finding for which a lower score is better.

Table 5: Range of scores for combined acute and community trusts

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
<i>Response rate</i>	27.3%	40.2%	42.8%	47.7%	54.3%
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.38	3.64	3.75	3.79	4.18
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.73	3.86	3.90	3.96	4.16
KF3. % agreeing that their role makes a difference to patients / service users	86.4%	89.5%	90.1%	90.8%	93.3%
KF4. Staff motivation at work	3.80	3.88	3.91	3.93	4.01
KF5. Recognition and value of staff by managers and the organisation	3.27	3.41	3.44	3.51	3.62
KF6. % reporting good communication between senior management and staff	21.6%	31.6%	33.2%	34.7%	42.8%
KF7. % able to contribute towards improvements at work	60.3%	68.5%	69.8%	71.0%	76.5%

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
KF8. Staff satisfaction with level of responsibility and involvement	3.81	3.88	3.89	3.93	4.05
KF9. Effective team working	3.54	3.72	3.74	3.78	3.91
KF10. Support from immediate managers	3.57	3.73	3.76	3.78	3.99
KF11. % appraised in last 12 mths	74.2%	84.5%	86.4%	89.5%	94.6%
KF12. Quality of appraisals	2.87	3.05	3.11	3.14	3.46
KF13. Quality of non-mandatory training, learning or development	3.95	4.03	4.06	4.09	4.17
KF14. Staff satisfaction with resourcing and support	3.13	3.25	3.27	3.34	3.48
KF15 % satisfied with the opportunities for flexible working patterns	40.8%	49.8%	51.2%	52.4%	60.8%
*KF16. % working extra hours	63.1%	68.6%	70.6%	73.0%	76.9%
*KF17. % feeling unwell due to work related stress in last 12 mths	30.4%	36.2%	38.1%	39.9%	44.6%
*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	47.4%	51.5%	53.3%	54.0%	60.3%
KF19. Org and mgmt interest in and action on health and wellbeing	3.41	3.58	3.63	3.67	3.83
*KF20. % experiencing discrimination at work in last 12 mths	6.7%	9.5%	10.2%	11.8%	22.3%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	71.3%	82.4%	85.3%	87.8%	93.2%
*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	8.8%	13.1%	14.1%	14.9%	19.1%
*KF23. % experiencing physical violence from staff in last 12 mths	0.8%	1.6%	1.9%	2.2%	3.8%
KF24. % reporting most recent experience of violence	59.3%	64.9%	66.9%	70.2%	82.4%
*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	19.1%	25.4%	26.8%	27.8%	33.3%
*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	19.5%	22.6%	23.6%	24.9%	32.5%
KF27. % reporting most recent experience of harassment, bullying or abuse	41.1%	46.0%	46.8%	48.3%	53.6%
*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	22.4%	28.0%	29.3%	30.2%	34.7%
KF29. % reporting errors, near misses or incidents witnessed in last mth	80.2%	90.1%	90.5%	90.9%	94.2%

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.50	3.70	3.73	3.76	3.93
KF31. Staff confidence and security in reporting unsafe clinical practice	3.44	3.61	3.67	3.71	3.84
KF32. Effective use of patient / service user feedback	3.43	3.64	3.69	3.73	3.93
Overall engagement score	3.60	3.75	3.78	3.82	3.99

* An asterisk indicates a Key Finding for which a lower score is better.

Table 6: Range of scores for acute specialist trusts

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
<i>Response rate</i>	35.6%	46.0%	52.8%	54.1%	62.0%
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.83	3.95	4.16	4.19	4.26
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.78	3.95	4.02	4.07	4.23
KF3. % agreeing that their role makes a difference to patients / service users	89.1%	89.9%	90.5%	91.9%	94.7%
KF4. Staff motivation at work	3.86	3.91	3.94	3.95	4.08
KF5. Recognition and value of staff by managers and the organisation	3.42	3.50	3.53	3.61	3.69
KF6. % reporting good communication between senior management and staff	29.2%	32.1%	35.5%	42.0%	47.8%
KF7. % able to contribute towards improvements at work	67.6%	70.2%	72.8%	75.1%	78.0%
KF8. Staff satisfaction with level of responsibility and involvement	3.85	3.91	3.93	3.97	4.04
KF9. Effective team working	3.69	3.76	3.79	3.82	3.91
KF10. Support from immediate managers	3.70	3.76	3.81	3.88	3.95
KF11. % appraised in last 12 mths	70.0%	87.3%	88.0%	90.2%	96.2%
KF12. Quality of appraisals	2.93	3.07	3.16	3.30	3.45
KF13. Quality of non-mandatory training, learning or development	3.89	4.05	4.08	4.10	4.15
KF14. Staff satisfaction with resourcing and support	3.20	3.38	3.41	3.50	3.62

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
KF15 % satisfied with the opportunities for flexible working patterns	47.3%	51.4%	54.0%	56.2%	60.9%
*KF16. % working extra hours	66.1%	70.9%	74.7%	75.5%	76.4%
*KF17. % feeling unwell due to work related stress in last 12 mths	28.3%	33.2%	35.3%	36.2%	40.1%
*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	45.4%	48.1%	50.0%	51.3%	56.5%
KF19. Org and mgmt interest in and action on health and wellbeing	3.57	3.65	3.73	3.77	3.98
*KF20. % experiencing discrimination at work in last 12 mths	6.4%	8.0%	9.0%	9.8%	16.0%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	79.8%	83.8%	87.6%	88.2%	90.7%
*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	2.5%	3.8%	6.9%	8.7%	18.9%
*KF23. % experiencing physical violence from staff in last 12 mths	0.6%	1.0%	1.2%	1.3%	3.0%
KF24. % reporting most recent experience of violence	53.6%	68.6%	70.1%	71.7%	81.1%
*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	12.4%	17.3%	21.0%	23.3%	24.6%
*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	17.9%	21.9%	22.9%	25.6%	30.1%
KF27. % reporting most recent experience of harassment, bullying or abuse	39.6%	44.5%	47.5%	49.1%	54.4%
*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	21.0%	25.5%	27.5%	30.9%	35.8%
KF29. % reporting errors, near misses or incidents witnessed in last mth	86.3%	91.6%	92.1%	92.9%	96.5%
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.68	3.77	3.80	3.88	4.04
KF31. Staff confidence and security in reporting unsafe clinical practice	3.57	3.68	3.71	3.80	3.94
KF32. Effective use of patient / service user feedback	3.59	3.75	3.83	3.86	4.00
Overall engagement score	3.80	3.88	3.95	4.00	4.07

* An asterisk indicates a Key Finding for which a lower score is better.

Table 7: Range of scores for mental health and learning disability trusts

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
<i>Response rate</i>	33.8%	46.9%	52.1%	55.3%	67.5%
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.26	3.63	3.67	3.69	4.14
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.55	3.81	3.83	3.87	4.10
KF3. % agreeing that their role makes a difference to patients / service users	82.2%	87.2%	87.8%	88.8%	90.5%
KF4. Staff motivation at work	3.71	3.87	3.91	3.94	4.01
KF5. Recognition and value of staff by managers and the organisation	3.33	3.53	3.59	3.64	3.85
KF6. % reporting good communication between senior management and staff	25.6%	34.1%	36.1%	40.1%	53.6%
KF7. % able to contribute towards improvements at work	65.6%	72.8%	73.4%	74.8%	79.4%
KF8. Staff satisfaction with level of responsibility and involvement	3.73	3.85	3.88	3.92	4.03
KF9. Effective team working	3.62	3.80	3.84	3.88	3.93
KF10. Support from immediate managers	3.69	3.89	3.95	3.96	4.05
KF11. % appraised in last 12 mths	73.2%	87.3%	89.2%	91.1%	94.8%
KF12. Quality of appraisals	2.89	3.12	3.22	3.25	3.47
KF13. Quality of non-mandatory training, learning or development	3.96	4.03	4.06	4.09	4.18
KF14. Staff satisfaction with resourcing and support	3.10	3.28	3.35	3.39	3.55
KF15 % satisfied with the opportunities for flexible working patterns	42.1%	56.5%	59.7%	61.2%	73.6%
*KF16. % working extra hours	65.8%	69.9%	72.5%	73.7%	82.9%
*KF17. % feeling unwell due to work related stress in last 12 mths	34.8%	39.0%	41.5%	42.8%	51.8%
*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	48.2%	51.4%	53.3%	55.3%	59.3%
KF19. Org and mgmt interest in and action on health and wellbeing	3.42	3.69	3.77	3.80	3.94
*KF20. % experiencing discrimination at work in last 12 mths	10.2%	12.7%	14.4%	16.9%	23.0%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	71.0%	80.8%	84.6%	87.8%	91.5%

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	11.8%	19.4%	21.6%	23.0%	28.0%
*KF23. % experiencing physical violence from staff in last 12 mths	0.5%	2.1%	2.5%	3.1%	6.0%
KF24. % reporting most recent experience of violence	89.5%	91.7%	92.7%	94.3%	98.4%
*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	21.4%	29.8%	32.4%	34.4%	38.1%
*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	16.0%	19.5%	21.1%	23.9%	32.9%
KF27. % reporting most recent experience of harassment, bullying or abuse	55.2%	58.5%	61.1%	63.2%	71.3%
*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	16.5%	24.9%	26.9%	28.0%	34.4%
KF29. % reporting errors, near misses or incidents witnessed in last mth	88.8%	91.5%	93.5%	93.9%	98.1%
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.53	3.72	3.75	3.80	3.87
KF31. Staff confidence and security in reporting unsafe clinical practice	3.34	3.63	3.71	3.74	3.93
KF32. Effective use of patient / service user feedback	3.41	3.64	3.72	3.76	3.89
Overall engagement score	3.54	3.76	3.79	3.82	4.01

* An asterisk indicates a Key Finding for which a lower score is better.

Table 8: Range of scores for combined mental health and learning disability and community trusts

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
Response rate	31.7%	41.9%	44.7%	48.6%	62.6%
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.40	3.64	3.68	3.73	3.90
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.61	3.80	3.85	3.90	4.00
KF3. % agreeing that their role makes a difference to patients / service users	82.6%	88.4%	89.0%	89.9%	91.8%
KF4. Staff motivation at work	3.75	3.89	3.93	3.95	4.04

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
KF5. Recognition and value of staff by managers and the organisation	3.32	3.51	3.54	3.59	3.66
KF6. % reporting good communication between senior management and staff	21.0%	31.9%	33.9%	37.3%	46.8%
KF7. % able to contribute towards improvements at work	61.4%	70.7%	73.2%	74.3%	76.2%
KF8. Staff satisfaction with level of responsibility and involvement	3.69	3.83	3.90	3.91	3.98
KF9. Effective team working	3.61	3.80	3.85	3.88	3.96
KF10. Support from immediate managers	3.66	3.85	3.89	3.93	4.00
KF11. % appraised in last 12 mths	75.8%	90.1%	91.6%	93.6%	96.6%
KF12. Quality of appraisals	2.87	3.06	3.10	3.16	3.39
KF13. Quality of non-mandatory training, learning or development	3.94	4.04	4.06	4.09	4.15
KF14. Staff satisfaction with resourcing and support	3.17	3.32	3.33	3.36	3.50
KF15 % satisfied with the opportunities for flexible working patterns	50.2%	57.0%	58.2%	58.9%	63.8%
*KF16. % working extra hours	65.0%	68.6%	71.1%	72.2%	76.9%
*KF17. % feeling unwell due to work related stress in last 12 mths	33.0%	38.4%	40.0%	41.2%	51.6%
*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	47.8%	51.7%	52.6%	53.4%	61.1%
KF19. Org and mgmt interest in and action on health and wellbeing	3.50	3.68	3.70	3.75	3.87
*KF20. % experiencing discrimination at work in last 12 mths	6.5%	9.3%	11.3%	12.4%	20.1%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	75.2%	85.0%	86.3%	87.8%	91.4%
*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	8.6%	12.6%	14.2%	16.4%	21.2%
*KF23. % experiencing physical violence from staff in last 12 mths	0.8%	1.4%	1.6%	1.9%	5.7%
KF24. % reporting most recent experience of violence	77.1%	86.3%	88.5%	89.2%	94.8%
*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	21.9%	25.4%	26.0%	28.1%	33.9%
*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	16.1%	19.7%	20.4%	20.8%	27.5%
KF27. % reporting most recent experience of harassment, bullying or abuse	50.6%	55.6%	56.9%	58.9%	65.6%

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	17.0%	21.4%	22.7%	23.7%	29.5%
KF29. % reporting errors, near misses or incidents witnessed in last mth	87.9%	91.4%	92.3%	92.9%	95.1%
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.55	3.72	3.76	3.79	3.92
KF31. Staff confidence and security in reporting unsafe clinical practice	3.38	3.67	3.72	3.76	3.90
KF32. Effective use of patient / service user feedback	3.28	3.59	3.69	3.74	3.99
Overall engagement score	3.56	3.74	3.79	3.82	3.93

* An asterisk indicates a Key Finding for which a lower score is better.

Table 9: Range of scores for community trusts

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
<i>Response rate</i>	39.8%	48.6%	50.1%	55.0%	62.0%
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.50	3.70	3.76	3.82	3.98
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.65	3.76	3.80	3.91	4.07
KF3. % agreeing that their role makes a difference to patients / service users	87.4%	89.3%	90.0%	90.2%	92.6%
KF4. Staff motivation at work	3.84	3.89	3.94	3.97	4.07
KF5. Recognition and value of staff by managers and the organisation	3.39	3.44	3.53	3.55	3.72
KF6. % reporting good communication between senior management and staff	22.9%	31.2%	35.8%	37.5%	44.8%
KF7. % able to contribute towards improvements at work	64.5%	68.8%	71.3%	71.9%	76.6%
KF8. Staff satisfaction with level of responsibility and involvement	3.81	3.84	3.87	3.90	3.97
KF9. Effective team working	3.72	3.81	3.82	3.86	4.00
KF10. Support from immediate managers	3.75	3.82	3.86	3.89	4.01
KF11. % appraised in last 12 mths	79.5%	89.9%	90.9%	92.8%	97.9%
KF12. Quality of appraisals	2.86	2.99	3.13	3.22	3.34

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
KF13. Quality of non-mandatory training, learning or development	3.96	4.04	4.08	4.11	4.18
KF14. Staff satisfaction with resourcing and support	3.15	3.25	3.30	3.38	3.47
KF15 % satisfied with the opportunities for flexible working patterns	43.7%	56.2%	57.1%	60.0%	67.3%
*KF16. % working extra hours	60.2%	69.0%	70.9%	73.0%	76.9%
*KF17. % feeling unwell due to work related stress in last 12 mths	34.7%	37.6%	38.6%	42.7%	45.5%
*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	46.8%	51.9%	54.6%	55.6%	59.0%
KF19. Org and mgmt interest in and action on health and wellbeing	3.55	3.66	3.75	3.77	3.91
*KF20. % experiencing discrimination at work in last 12 mths	4.9%	7.9%	9.0%	9.5%	13.4%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	80.0%	87.9%	88.5%	89.5%	92.4%
*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	3.4%	6.2%	8.4%	8.8%	14.3%
*KF23. % experiencing physical violence from staff in last 12 mths	0.4%	0.5%	0.8%	0.9%	1.8%
KF24. % reporting most recent experience of violence	64.4%	74.8%	76.2%	79.6%	84.4%
*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	19.5%	22.6%	23.4%	25.1%	31.1%
*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	15.3%	17.4%	18.9%	20.1%	24.3%
KF27. % reporting most recent experience of harassment, bullying or abuse	40.6%	52.1%	52.6%	53.2%	57.0%
*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	16.7%	19.9%	20.5%	22.5%	29.1%
KF29. % reporting errors, near misses or incidents witnessed in last mth	89.0%	92.4%	93.4%	94.1%	95.7%
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.66	3.76	3.81	3.85	3.95
KF31. Staff confidence and security in reporting unsafe clinical practice	3.58	3.72	3.80	3.83	3.94
KF32. Effective use of patient / service user feedback	3.54	3.68	3.69	3.72	3.95
Overall engagement score	3.67	3.77	3.78	3.85	3.97

* An asterisk indicates a Key Finding for which a lower score is better.

Table 10: Range of scores for ambulance trusts

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
<i>Response rate</i>	34.1%	37.6%	41.9%	47.8%	61.1%
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.10	3.38	3.44	3.51	3.66
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.58	3.75	3.81	3.88	4.03
KF3. % agreeing that their role makes a difference to patients / service users	83.5%	85.9%	87.5%	88.8%	90.3%
KF4. Staff motivation at work	3.47	3.62	3.65	3.66	3.78
KF5. Recognition and value of staff by managers and the organisation	2.82	2.98	3.01	3.11	3.35
KF6. % reporting good communication between senior management and staff	13.5%	18.5%	19.6%	21.5%	26.3%
KF7. % able to contribute towards improvements at work	41.0%	42.3%	44.5%	46.1%	54.0%
KF8. Staff satisfaction with level of responsibility and involvement	3.39	3.56	3.59	3.66	3.76
KF9. Effective team working	3.02	3.10	3.23	3.29	3.42
KF10. Support from immediate managers	3.31	3.42	3.44	3.59	3.85
KF11. % appraised in last 12 mths	52.2%	71.8%	80.6%	82.2%	93.4%
KF12. Quality of appraisals	2.48	2.60	2.65	2.74	2.96
KF13. Quality of non-mandatory training, learning or development	3.78	3.85	3.90	3.93	4.00
KF14. Staff satisfaction with resourcing and support	2.90	3.12	3.16	3.17	3.35
KF15 % satisfied with the opportunities for flexible working patterns	28.9%	33.5%	34.3%	35.2%	37.7%
*KF16. % working extra hours	80.9%	83.3%	84.6%	86.6%	87.6%
*KF17. % feeling unwell due to work related stress in last 12 mths	42.0%	46.2%	47.9%	50.1%	59.2%
*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	51.7%	61.0%	61.7%	62.4%	63.7%
KF19. Org and mgmt interest in and action on health and wellbeing	3.17	3.21	3.25	3.45	3.60
*KF20. % experiencing discrimination at work in last 12 mths	13.2%	17.8%	18.6%	21.8%	27.2%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	59.2%	67.1%	69.3%	74.0%	82.9%

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	27.6%	32.1%	33.5%	34.4%	40.1%
*KF23. % experiencing physical violence from staff in last 12 mths	1.9%	2.1%	2.2%	2.6%	2.8%
KF24. % reporting most recent experience of violence	54.8%	63.2%	65.3%	68.6%	83.9%
*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	41.3%	44.9%	47.9%	49.3%	55.7%
*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	21.1%	24.1%	28.4%	29.7%	41.3%
KF27. % reporting most recent experience of harassment, bullying or abuse	30.5%	36.2%	38.1%	40.9%	43.0%
*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	29.4%	34.3%	34.8%	35.9%	42.2%
KF29. % reporting errors, near misses or incidents witnessed in last mth	78.6%	79.6%	82.4%	84.3%	91.3%
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.18	3.34	3.41	3.47	3.59
KF31. Staff confidence and security in reporting unsafe clinical practice	3.30	3.44	3.49	3.56	3.68
KF32. Effective use of patient / service user feedback	2.98	3.22	3.24	3.30	3.36
Overall engagement score	3.22	3.38	3.45	3.49	3.58

* An asterisk indicates a Key Finding for which a lower score is better.

Table 11: Range of scores for clinical commissioning groups (CCGs)

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
Response rate	64.1%	75.9%	79.9%	82.4%	100.0%
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.06	3.70	3.78	3.88	4.54
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.28	3.67	3.74	3.81	4.22
KF3. % agreeing that their role makes a difference to patients / service users	56.7%	73.9%	77.1%	80.5%	92.1%
KF4. Staff motivation at work	3.45	3.78	3.87	3.91	4.40

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
KF5. Recognition and value of staff by managers and the organisation	3.05	3.66	3.72	3.84	4.31
KF6. % reporting good communication between senior management and staff	12.6%	42.6%	50.0%	55.4%	93.3%
KF7. % able to contribute towards improvements at work	47.1%	74.2%	80.0%	83.0%	95.6%
KF8. Staff satisfaction with level of responsibility and involvement	3.35	3.76	3.86	3.91	4.32
KF9. Effective team working	3.26	3.72	3.83	3.91	4.31
KF10. Support from immediate managers	3.46	3.86	3.94	4.10	4.52
KF11. % appraised in last 12 mths	40.7%	78.6%	83.7%	88.6%	100.0%
KF12. Quality of appraisals	2.51	3.20	3.33	3.47	4.26
KF13. Quality of non-mandatory training, learning or development	3.67	3.92	3.97	4.02	4.37
KF14. Staff satisfaction with resourcing and support	3.07	3.40	3.46	3.56	3.99
KF15 % satisfied with the opportunities for flexible working patterns	36.1%	68.9%	73.5%	78.9%	94.1%
*KF16. % working extra hours	56.0%	68.9%	73.2%	76.2%	89.7%
*KF17. % feeling unwell due to work related stress in last 12 mths	10.8%	30.1%	35.2%	37.4%	52.9%
*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	26.7%	44.9%	48.9%	52.0%	64.7%
KF19. Org and mgmt interest in and action on health and wellbeing	3.14	3.78	3.85	3.99	4.49
*KF20. % experiencing discrimination at work in last 12 mths	0.0%	5.6%	7.6%	9.4%	20.5%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	50.0%	80.6%	85.6%	87.3%	100.0%
*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	0.0%	0.0%	0.0%	1.2%	4.9%
*KF23. % experiencing physical violence from staff in last 12 mths	0.0%	0.0%	0.0%	0.0%	4.7%
KF24. % reporting most recent experience of violence	-	-	-	-	-
*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	0.0%	8.1%	10.0%	11.6%	25.0%
*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	1.1%	16.7%	20.1%	24.0%	48.5%

Key Finding	Lowest score attained	Below average	Average (median) score	Above average	Highest score attained
KF27. % reporting most recent experience of harassment, bullying or abuse	14.3%	36.3%	40.0%	46.7%	69.2%
*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	0.0%	6.1%	8.5%	10.1%	18.0%
KF29. % reporting errors, near misses or incidents witnessed in last mth	76.9%	90.9%	92.3%	100.0%	100.0%
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.14	3.68	3.76	3.85	4.19
KF31. Staff confidence and security in reporting unsafe clinical practice	3.32	3.82	3.87	3.96	4.45
KF32. Effective use of patient / service user feedback	3.47	3.78	3.88	3.95	4.61
Overall engagement score	3.31	3.79	3.86	3.92	4.39

* An asterisk indicates a Key Finding for which a lower score is better.

5 Ranking of organisations and largest local changes

5.1 Ranking of organisations

Section 3.1 of the full and summary feedback reports highlights the Key Findings for which an organisation compares most favourably with other organisations of a similar type in England. Please note that we do not create a ranking from all organisations in England as organisations of different types are not directly comparable. Comparisons can only be made between organisations within the same benchmarking group.

The Key Findings on which an organisation compares most favourably with its peers have been selected as follows:

For each of the 32 Key Findings, organisations were placed in order from 1 (the top or 'best' ranking score among organisation of a similar type) to X (the bottom or 'worst' ranking score among organisations of a similar type).

For example, there are 93 acute trusts in England, so for each of the 32 Key Findings, organisations were placed in order from 1 (the top ranking score) to 93 (the bottom ranking score). Section 3.1 displays the top five ranking scores (i.e. the five Key Findings for which the organisation is ranked closest to 1), and the bottom five ranking scores (i.e. the five Key Findings for which the organisation is ranked closest to 93).

For some organisations, fewer than five top and bottom ranking scores are displayed. This is because an additional filter has been applied to the data. For acute trusts, a Key Finding score is only presented as a 'top ranking score' (Section 3.1) if the organisation is ranked as 'average', 'better than average' or 'in the best 20%' when compared with organisations of a similar type for that Key Finding.

However, for all other organisation types, a Key Finding score is only presented as a 'top ranking score' if the organisation is ranked as 'average' or 'better than average' for that Key Finding. This filter has been applied to avoid a score being presented both as 'top ranking' in Section 3.1 of the report, and then as a poor performance (i.e. 'worse than average') in Sections 3.3 and 4.

Similarly, for acute trusts, a Key Finding score is only presented as a 'bottom ranking score' (Section 3.1) if the organisation is ranked as 'average', 'worse than average' or 'in the worst 20%' when compared with organisations of a similar type for that Key Finding.

For all other organisations, a Key Finding score is only presented as a 'bottom ranking score' if the organisation is ranked as 'average' or 'worse than average' when compared with organisations of a similar type for that Key Finding. These filters have been applied to avoid presentation of a score in both Section 3.1 as 'bottom ranking', and then as a good performance (i.e. 'better than average') in Sections 3.3 and 4.

It is also possible that an organisation could have exactly the same ranking for a number of different Key Findings, which makes the selection of the top and bottom five ranking scores a little more difficult. In these cases, a further calculation is conducted which takes into account the relative difference between that organisation's score on a Key Finding and the score attained by the top ranking organisation of that type nationally.

$$\text{Relative difference} = (\text{organisation score} - \text{best score attained}) / \text{standard deviation in national score.}$$

For example, an acute trust might receive a rank of 20 on two Key Findings – KF3 'Percentage of staff agreeing that their role makes a difference to patients' and KF11 'Percentage of staff appraised in last 12 months'. In order to work out which of these Key Findings is most positive, and

therefore should be chosen for presentation in Section 3.1 as a 'top ranking score', we need to look at how the organisation's score for each of these Key Findings compares with the 'best' acute trust scores attained nationally for KF3 and 11.

The example calculation is detailed below:

- Key Finding 3: *Percentage of staff agreeing that their role makes a difference to patients*
 - Trust's score = 87%
 - Highest score attained by an acute trust = 92%
 - National variation (standard deviation) for acute trusts = 0.105
 - Relative difference = $(0.87 - 0.92 = -0.05) / 0.105 = -0.190$
- Key Finding 11: *Percentage of staff appraised in last 12 months*
 - Trust's score = 55%
 - Highest score attained by an acute trust = 57%
 - National variation (standard deviation) for acute trusts = 0.038
 - Relative difference = $(0.55 - 0.57 = -0.02) / 0.038 = -0.526$

Thus, the organisation's score for Key Finding 3 is the 'better' (most positive) performance as it is closer to the best score attained nationally by an acute trust (i.e. the 'relative difference' is **closest to zero**). KF3 would therefore be chosen for presentation in Section 3.1 as one of the top four ranking scores.

Similarly, if an acute trust received a rank of 80 on two Key Findings, in order to work out which of these Key Findings was the 'worse' performance, and therefore should be chosen for presentation as a 'bottom ranking score' in Section 3.1, we need to look at how the organisation's score for each of these Key Findings compares with the 'best' acute trust scores attained nationally.

As the following calculations show, the organisation's score for Key Finding 30 is the 'worse' performance as it is furthest away from the best score attained nationally by an acute trust for that Key Finding (i.e. the 'relative difference' is furthest **away from zero**). KF30 would therefore be chosen for presentation in Section 3.1 as one of the bottom four ranking scores.

- Key Finding 10: *Support from immediate managers*
 - Organisation's score = 3.41
 - Highest score attained by an acute trust = 3.60
 - National variation (standard deviation) for acute trust = 0.069
 - Relative difference = $(3.41 - 3.60 = -0.19) / 0.069 = -2.75$
- Key Finding 30: *Fairness and effectiveness of incident reporting procedures*
 - Organisation's score = 3.34
 - Highest score attained by an acute trust = 3.66
 - National variation (standard deviation) for acute trust = 0.092
 - Relative difference = $(3.34 - 3.66 = -0.32) / 0.092 = -3.48$

5.2 Largest local changes

Section 3.2 in the full and summary feedback reports highlights up to ten Key Findings where staff experiences have shown a statistically significant improvement or deterioration since 2016.

Where more than five Key Findings have improved in the organisation since 2016, the five scores which have improved the most are presented in the first part of Section 3.2: 'Where staff experience has improved'. Similarly, where more than five Key Findings have deteriorated since 2016, the five scores which have deteriorated the most are presented in the second part of Section 3.2: 'Where staff experience has deteriorated'. 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 an appropriate way to establish which Key

Findings have improved or deteriorated the most. Rather, the extent of 2016-2017 change for each Key Finding has been measured in relation to the national variation for that Key Finding.

The extent of change is calculated in the following way:

$$\text{Relative change} = (\text{organisation score in 2017} - \text{organisation score in 2016}) / \text{standard deviation in national score.}$$

For example, if an acute trust's score has significantly improved on KF3 'Percentage of staff agreeing that their role makes a difference to patients' and on KF11 'Percentage of staff working extra hours', the following calculations would be conducted to identify which Key Finding has seen the greatest local improvement, as defined above:

- Key Finding 3: *Percentage of staff agreeing that their role makes a difference to patients*
 - Organisation's score in 2017 = 87%
 - Organisation's score in 2016 = 85%
 - National variation (standard deviation) for acute trusts = 0.105
 - Relative change = $(0.87 - 0.85 = 0.02) / 0.105 = 0.190$
- Key Finding 11: *Percentage of staff appraised in last 12 months*
 - Organisation's score in 2017 = 55%
 - Organisation's score in 2016 = 53%
 - National variation (standard deviation) for acute trusts = 0.038
 - Relative change = $(0.55 - 0.53 = 0.02) / 0.038 = 0.526$

Based on the calculations above, Key Finding 11 would be deemed to have shown the greater local improvement of the two Key Findings because the relative change score for KF11 is **furthest away from zero**.

Similarly, if the organisation's score has significantly deteriorated on KF10 'Support from immediate managers' and KF30 'Fairness and effectiveness of incident reporting procedures', the scores would be differentiated in the following way:

- Key Finding 10: *Support from immediate managers*
 - Organisation's score in 2017 = 3.41
 - Organisation's score in 2016 = 3.60
 - National variation (standard deviation) for acute trusts = 0.069
 - Relative change = $(3.41 - 3.60 = -0.19) / 0.069 = -2.75$
- Key Finding 30: *Fairness and effectiveness of incident reporting procedures*
 - Organisation's score in 2017 = 3.34
 - Organisation's score in 2016 = 3.66
 - National variation (standard deviation) for acute trusts = 0.092
 - Relative change = $(3.34 - 3.66 = -0.22) / 0.092 = -2.39$

Based on the calculations above, Key Finding 10 would be deemed to have shown the greater local deterioration of the two Key Findings because the relative change score for KF10 is **furthest away from zero**.

6 Overall indicator of staff engagement

Section 2 of the full and summary feedback reports contains an overall indicator of staff engagement. This has been calculated using the responses to nine individual questions which make up three Key Findings related to staff engagement. Details of the questions used are provided below:

- **KF1: Staff recommendation of the organisation as a place to work or receive treatment**
 - Care of patients / service users is my organisation's top priority.
 - I would recommend my organisation as a place to work.
 - If a friend of relative needed treatment, I would be happy with the standard of care provided by this organisation.
- **KF4: Staff motivation at work**
 - I look forward to going to work.
 - I am enthusiastic when I am working.
 - Time passes quickly when I am working.
- **KF7: Staff ability to contribute towards improvement at work**
 - I am able to make suggestions to improve the work of my team / department.
 - There are frequent opportunities for me to show initiative in my role.
 - I am able to make improvements happen in my area of work.

Firstly, three scale summary scores were calculated by assigning numbers to a series of responses, and calculating the average score. For example, for KF1 'Staff recommendation of the organisation as a place to work or receive treatment' staff were asked the extent to which they agreed with the following three statements: "Care of patients / service users is my organisation's top priority", "I would recommend my organisation as a place to work", and "If a friend of relative needed treatment, I would be happy with the standard of care provided by this organisation." Scoring for each response is as follows:

If a respondent answered...	Their response would score...
Strongly disagree	1
Disagree	2
Neither agree nor disagree	3
Agree	4
Strongly agree	5

If a respondent were to score 4, 3 and 5 for the three statements then their average score would be $(4 + 3 + 5) = 12 / 3 = 4.00$.

The same process was also conducted for the other Key Findings (4 and 7) to create three scale summary scores for each respondent.¹

From this, the overall indicator of staff engagement was created by taking the average from these three scale summary scores. For example, if a respondent had an overall score of 3.67 on KF7 'Staff ability to contribute towards improvement at work', an overall score of 4.00 on KF1 'Staff recommendation of the organisation as a place to work or receive treatment', and an overall score of 4.33 on KF4 'Staff motivation at work' then their overall staff engagement score would be $(3.67 + 4.00 + 4.33) = 12 / 3 = 4.00$. The overall staff engagement scores for all respondents are then

¹ Please note that for this part of the analysis KF7 'Staff ability to contribute towards improvement at work' has been recalculated as a scale summary score rather than a percentage score, as it appears throughout the rest of the feedback report. This has been done so that the overall staff engagement score can be calculated.

summarised for the entire organisation using the weighting procedure described in Section 3 of this document.

Section 2 of the full and summary feedback reports contains the overall staff engagement score for the organisation, which is then compared with the national average for organisations of a similar type.

The table below displays the lowest score attained, the threshold for the worst 20%, the threshold for being worse than average, the average (median) score, the threshold for being better than average, the threshold for the best 20%, and the highest score attained for acute trusts.

Because all benchmarking groups, except for the acute trusts group, contain small numbers of organisations we do not provide details of whether these organisations fall in the lowest 20% / highest 20% of organisations. Instead, the table below only displays details of the lowest score attained, the threshold for being worse than average, the threshold for being better than average, the average (median) score, and the highest score attained for organisations that are *not* acute trusts. Data is not displayed for CSUs, mental health social enterprises, community social enterprises and community surgical services as there are fewer than three organisations in each of these benchmarking groups.

Table 12: Range of scores for the overall indicator of staff engagement by organisation type

	Lowest score attained	Threshold for lowest 20%	Threshold for worse than average	Average (median) score	Threshold for better than average	Threshold for highest 20%	Highest score attained
Acute trusts	3.54	3.72	3.77	3.79	3.82	3.88	3.96
Combined acute and community trusts	3.60		3.75	3.78	3.82		3.99
Acute specialist trusts	3.80		3.88	3.95	4.00		4.07
Mental health / learning disability trusts	3.54		3.76	3.79	3.82		4.01
Combined mental health / learning disability and community trusts	3.56		3.74	3.79	3.82		3.93
Community trusts	3.67		3.77	3.78	3.85		3.97
Ambulance trusts	3.22		3.38	3.45	3.49		3.58
CCGs	3.31		3.79	3.86	3.92		4.39

7 Main feedback reports appendix 3

In Appendix 3 of the full feedback reports we present data for each of the 32 Key Findings (Table A3.1), and also responses to all the questions in the core version of the questionnaire (Table A3.2).

The figures in Table A3.1 are calculated as described earlier in Section 2 of this document.

The figures in Table A3.2 are presented as percentage figures. Table 13 below shows how the figures have been calculated.

Technical notes:

- The figures reported in Tables A3.1 and A3.2 are **un-weighted**. As a consequence of this, there may be some slight differences between these figures and the figures reported in Sections 3 and 4 and Appendix 1 (benchmarking information) and Appendix 2 (local changes) of the main feedback report, which are weighted according to the occupational group profile of a typical organisation. More details about the weighting of data are given in section 3 of this document.
- In certain cases a dash (-) appears in Tables A3.1 or A3.2. This is in order to preserve anonymity of individual staff, where there were fewer than 11 responses to a survey question or Key Finding.

Table 13: How scores in Appendix 3 of the benchmark reports are calculated

Survey Question	How it was calculated	Question number
Contact with patients		
% saying they have face-to-face contact with patients / service users as part of their jobs	Proportion of respondents who said 'Yes, frequently' or 'Yes, occasionally'	Q1
Staff motivation at work		
% saying often or always to the following statements:		
"I look forward to going to work"	Proportion of respondents who responded either 'often' or 'always' to the statement	Q2a
"I am enthusiastic about my job"	Proportion of respondents who responded either 'often' or 'always' to the statement	Q2b
"Time passes quickly when I am working."	Proportion of respondents who responded either 'often' or 'always' to the statement	Q2c
Job design		
% agreeing / strongly agreeing with the following statements:		
"I always know what my work responsibilities are"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q3a
"I am trusted to do my job"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q3b
"I am able to do my job to a standard I am personally pleased with"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q3c
Opportunities to develop potential at work		
% agreeing / strongly agreeing with the following statements:		
"There are frequent opportunities for me to show initiative in my role"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4a
"I am able to make suggestions to improve the work of my team / department"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4b
"I am involved in deciding on changes introduced that affect my work area / team / department"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4c
"I am able to make improvements happen in my area of work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4d
"I am able to meet all the conflicting demands on my time at work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4e
"I have adequate materials, supplies and equipment to do my work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4f
"There are enough staff at this organisation for me to do my job properly"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4g
% agreeing / strongly agreeing team members have a set of shared objectives	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4h
% agreeing / strongly agreeing team members often meet to discuss the team's effectiveness	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4i
% agreeing / strongly agreeing the team members have to communicate closely with each other to achieve the team's objectives	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q4j

Survey Question	How it was calculated	Question number
Staff job satisfaction		
% satisfied or very satisfied with the following aspects of their job:		
"The recognition I get for good work"	Proportion of respondents who say they are either 'satisfied' or 'very satisfied'	Q5a
"The support I get from my immediate manager"	Proportion of respondents who say they are either 'satisfied' or 'very satisfied'	Q5b
"The support I get from my work colleagues"	Proportion of respondents who say they are either 'satisfied' or 'very satisfied'	Q5c
"The amount of responsibility I am given"	Proportion of respondents who say they are either 'satisfied' or 'very satisfied'	Q5d
"The opportunities I have to use my skills"	Proportion of respondents who say they are either 'satisfied' or 'very satisfied'	Q5e
"The extent to which my organisation values my work"	Proportion of respondents who say they are either 'satisfied' or 'very satisfied'	Q5f
"My level of pay"	Proportion of respondents who say they are either 'satisfied' or 'very satisfied'	Q5g
"The opportunities for flexible working patterns"	Proportion of respondents who say they are either 'satisfied' or 'very satisfied'	Q5h
Contribution to patient care		
% agreeing / strongly agreeing with the following statements:		
"I am satisfied with the quality of care I give to patients / service users"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement (not 'not applicable' excluded)	Q6a
"I feel that my role makes a difference to patients / service users"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement (not 'not applicable' excluded)	Q6b
"I am able to deliver the patient care I aspire to"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement (not 'not applicable' excluded)	Q6c
Your managers		
% agreeing / strongly agreeing with the following statements:		
"My immediate manager encourages those who work for her/him to work as a team"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q7a
"My immediate manager can be counted on to help me with a difficult task at work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q7b
"My immediate manager gives me clear feedback on my work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q7c
"My immediate manager asks for my opinion before making decisions that affect my work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q7d
"My immediate manager is supportive in a personal crisis"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q7e
"My immediate manager takes a positive interest in my health and well-being"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q7f
"My immediate manager values my work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q7g
"I know who the senior managers are here"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q8a
"Communication between senior management and staff is effective"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q8b

Survey Question	How it was calculated	Question number
"Senior managers here try to involve staff in important decisions"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q8c
"Senior managers act on staff feedback"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q8d
Health and well-being		
% saying their organisation definitely takes positive action on health and well-being	Proportion of respondents who said 'Yes, definitely'	Q9a
% saying they have experienced musculoskeletal problems (MSK) as a result of work activities	Proportion of respondents who said 'Yes'	Q9b
% saying they have felt unwell in the last 12 months as a result of work related stress:	Proportion of respondents who said 'Yes'	Q9c
% saying in the last three months they had gone to work despite not feeling well enough to perform their duties:	Proportion of respondents who said 'Yes'	Q9d
(If YES to Q9d) % saying they...		
...had felt pressure from their manager to come to work	Proportion of respondents who said 'Yes' to 9e out of those who responded 'yes' to 9d	Q9e
...had felt pressure from their colleagues to come to work	Proportion of respondents who said 'Yes' to 9f out of those who responded 'yes' to 9d	Q9f
...had put themselves under pressure to come to work	Proportion of respondents who said 'Yes' to 9g out of those who responded 'yes' to 9d	Q9g
Working hours		
% working part time	Proportion of respondents who said 'Up to 29 hours'	Q10a
% working additional PAID hours	Proportion of respondents who said 'up to 5 hours', '6 to 10 hours', or '11 or more than hours'	Q10b
% working additional UNPAID hours	Proportion of respondents who said 'up to 5 hours', '6 to 10 hours', or '11 or more than hours'	Q10c
Witnessing and reporting errors, near misses and incidents		
% witnessing errors, near misses or incidents in the last month that could have hurt staff	Proportion of respondents who said 'Yes'	Q11a
% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	Proportion of respondents who said 'Yes'	Q11b
(If YES to Q11a or YES to Q11b): % saying the last time they witnessed an error, near miss or incident that could have hurt staff or patients / service users, either they or a colleague had reported it	Proportion of respondents who said 'Yes, I reported it' or 'Yes, a colleague reported it' and answered 'Yes' to Q11a or Q11b	Q11c
Fairness and effectiveness of procedures for reporting errors, near misses or incidents		
% agreeing / strongly agreeing with the following statements:		
"My organisation treats staff who are involved in an error, near miss or incident fairly"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement ('don't know' excluded)	Q12a
"My organisation encourages us to report errors, near misses or incidents"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement ('don't know' excluded)	Q12b

Survey Question	How it was calculated	Question number
"When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement ('don't know' excluded)	Q12c
"We are given feedback about changes made in response to reported errors, near misses and incidents"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement ('don't know' excluded)	Q12d
Raising concerns at work		
% saying if they were concerned about unsafe clinical practice they would know how to report it	Proportion of respondents who said 'Yes'	Q13a
% saying they would feel secure raising concerns about unsafe clinical practice	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q13b
% saying they are confident that the organisation would address their concern	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q13c
Experiencing and reporting physical violence at work		
% experiencing physical violence at work from patients / service users, their relatives or other members of the public in last 12 months...		
Never	Proportion of respondents who said 'Never'	Q14a
1 to 2 times	Proportion of respondents who said '1 to 2 times'	Q14a
3 to 5 times	Proportion of respondents who said '3 to 5 times'	Q14a
6 to 10 times	Proportion of respondents who said '6 to 10 times'	Q14a
More than 10 times	Proportion of respondents who said 'More than 10 times'	Q14a
% experiencing physical violence at work from managers in last 12 months...		
Never	Proportion of respondents who said 'Never'	Q14b
1 to 2 times	Proportion of respondents who said '1 to 2 times'	Q14b
3 to 5 times	Proportion of respondents who said '3 to 5 times'	Q14b
6 to 10 times	Proportion of respondents who said '6 to 10 times'	Q14b
More than 10 times	Proportion of respondents who said 'More than 10 times'	Q14b
% experiencing physical violence at work from other colleagues in last 12 months...		
Never	Proportion of respondents who said 'Never'	Q14c
1 to 2 times	Proportion of respondents who said '1 to 2 times'	Q14c
3 to 5 times	Proportion of respondents who said '3 to 5 times'	Q14c
6 to 10 times	Proportion of respondents who said '6 to 10 times'	Q14c
More than 10 times	Proportion of respondents who said 'More than 10 times'	Q14c
(If have experienced any physical violence, i.e. answering 1 or more times to Q14a, Q14b, or Q14c): % saying the last time they experienced an incident of physical violence, either they or a colleague had reported it	Proportion of respondents who said 'Yes, I reported it' or 'Yes, a colleague reported it' (excluding 'don't know' and 'not applicable')	Q14d

Survey Question	How it was calculated	Question number
Experiencing and reporting harassment, bullying and abuse at work		
% experiencing harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public in last 12 months...		
Never	Proportion of respondents who said 'Never'	Q15a
1 to 2 times	Proportion of respondents who said '1 to 2 times'	Q15a
3 to 5 times	Proportion of respondents who said '3 to 5 times'	Q15a
6 to 10 times	Proportion of respondents who said '6 to 10 times'	Q15a
More than 10 times	Proportion of respondents who said 'More than 10 times'	Q15a
% experiencing harassment, bullying or abuse at work from managers in last 12 months...		
Never	Proportion of respondents who said 'Never'	Q15b
1 to 2 times	Proportion of respondents who said '1 to 2 times'	Q15b
3 to 5 times	Proportion of respondents who said '3 to 5 times'	Q15b
6 to 10 times	Proportion of respondents who said '6 to 10 times'	Q15b
More than 10 times	Proportion of respondents who said 'More than 10 times'	Q15b
% experiencing harassment, bullying or abuse at work from other colleagues in last 12 months...		
Never	Proportion of respondents who said 'Never'	Q15c
1 to 2 times	Proportion of respondents who said '1 to 2 times'	Q15c
3 to 5 times	Proportion of respondents who said '3 to 5 times'	Q15c
6 to 10 times	Proportion of respondents who said '6 to 10 times'	Q15c
More than 10 times	Proportion of respondents who said 'More than 10 times'	Q15c
(If have experienced any harassment, bullying or abuse, i.e. answering 1 or more times to Q15a, Q15b or Q15c): % saying the last time they experienced an incident of harassment, bullying or abuse, either they or a colleague had reported it	Proportion of respondents who said 'Yes, I reported it' or 'Yes, a colleague reported it' (excluding 'don't know' and 'not applicable')	Q15d
Equal opportunities		
% saying the organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	Proportion of respondents who said 'Yes' ('don't know' excluded)	Q16

Survey Question	How it was calculated	Question number
Discrimination		
% saying they had experienced discrimination from patients / service users, their relatives or other members of the public in the last 12 months	Proportion of respondents who said 'Yes'	Q17a
% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months	Proportion of respondents who said 'Yes'	Q17b
% saying they had experienced discrimination on the grounds of:		
Ethnic background	Proportion of respondents who said they have experienced discrimination based on ethnic background (out of those who answered 'yes' to 17a or b, or who did not answer both 17a or b but did answer 17c)	Q17c
Gender	Proportion of respondents who said they have experienced discrimination based on gender (out of those who answered 'yes' to 17a or b, or who did not answer both 17a or b but did answer 17c)	Q17c
Religion	Proportion of respondents who said they have experienced discrimination based on religion (out of those who answered 'yes' to 17a or b, or who did not answer both 17a or b but did answer 17c)	Q17c
Sexual orientation	Proportion of respondents who said they have experienced discrimination based on sexual orientation (out of those who answered 'yes' to 17a or b, or who did not answer both 17a or b but did answer 17c)	Q17c
Disability	Proportion of respondents who said they have experienced discrimination based on disability (out of those who answered 'yes' to 17a or b, or who did not answer both 17a or b but did answer 17c)	Q17c
Age	Proportion of respondents who said they have experienced discrimination based on age (out of those who answered 'yes' to 17a or b, or who did not answer both 17a or b but did answer 17c)	Q17c
Other reason(s)	Proportion of respondents who said they have experienced discrimination for other reason(s) (out of those who answered 'yes' to 17a or b, or who did not answer both 17a or b but did answer 17c)	Q17c
Job-relevant training, learning and development		
% saying they received non-mandatory training, learning or personal development in the last 12 months	Proportion of respondents who said 'Yes' ('can't remember' excluded)	Q18a

Survey Question	How it was calculated	Question number
% who had received training, learning and development in the last 12 months (YES to Q18a) agreeing / strongly agreeing that:		
"It has helped me to do my job more effectively"	Proportion of respondents who selected either 'agree' or 'strongly agree' (excluding 'not applicable')	Q18b
"It has helped me stay up-to-date with professional requirements"	Proportion of respondents who selected either 'agree' or 'strongly agree' (excluding 'not applicable')	Q18c
"It has helped me to deliver a better patient / service user experience"	Proportion of respondents who selected either 'agree' or 'strongly agree' (excluding 'not applicable')	Q18d
% saying they received mandatory training in the last 12 months	Proportion of respondents who said 'Yes' ('can't remember' excluded)	Q19
Appraisals		
% saying they had received an appraisal or performance development review in the last 12 months	Proportion of respondents who answered 'yes' ('can't remember' excluded)	Q20a
If (YES to Q20a) had received an appraisal or performance development review in the last 12 months:		
% saying their appraisal or development review definitely helped them to improve how they do their job	Proportion of respondents who stated they had received an appraisal and said 'Yes, definitely' to the statement	Q20b
% saying their appraisal or development review definitely helped them agree clear objectives for their work	Proportion of respondents who stated they had received an appraisal and said 'Yes, definitely' to the statement	Q20c
% saying their appraisal or development review definitely made them feel their work was valued by the organisation	Proportion of respondents who stated they had received an appraisal and said 'Yes, definitely' to the statement	Q20d
% saying the values of their organisation were definitely discussed as part of the appraisal process	Proportion of respondents who stated they had received an appraisal and said 'Yes, definitely' to the statement	Q20e
% saying their appraisal or development review had identified training, learning or development needs	Proportion of respondents who stated they had received an appraisal and answered 'yes'	Q20f
If (YES to Q20a) had received an appraisal AND (YES to Q20f) training, learning or development needs identified as part of their appraisal or development review:		
% saying their manager definitely supported them to receive training, learning or development	Proportion of respondents who answered 'Yes, definitely', out of those who answered 'Yes' to 20f.	Q20g
Your organisation		
% agreeing / strongly agreeing with the following statements:		
"Care of patients / service users is my organisation's top priority"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q21a
"My organisation acts on concerns raised by patients / service users"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q21b
"I would recommend my organisation as a place to work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q21c
"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	Q21d

Survey Question	How it was calculated	Question number
Patient / service user experience measures		
% saying patient / service user experience feedback is collected within their directorate / department	Proportion of respondents who said 'Yes' (excluding 'not applicable to me' and 'don't know')	Q22a
% agreeing / strongly agreeing with the following statements:		
"I receive regular updates on patient / service user experience feedback in my directorate / department"	Proportion of respondents who 'agree' or 'strongly agree' with the statement, out of those saying 'Yes' to 22a ('don't know' excluded)	Q22b
"Feedback from patients / service users is used to make informed decisions within my directorate / department"	Proportion of respondents who 'agree' or 'strongly agree' with the statement, out of those saying 'Yes' to 22a ('don't know' excluded)	Q22c
Background details		
Gender		
Male	Proportion of people who said 'Male'	Q23a
Female	Proportion of people who said 'Female'	Q23a
Prefer to self-describe	Proportion of people who said 'Prefer to self-describe'	Q23a
Prefer not to say	Proportion of people who said 'Prefer not to say'	Q23a
Age group		
Between 16 and 30	Proportion of people who said '16-20' or '21-30'	Q23b
Between 31 and 40	Proportion of people who said '31-40'	Q23b
Between 41 and 50	Proportion of people who said '41-50'	Q23b
51 and over	Proportion of people who said '51-65' or '66+'	Q23b
Ethnic background		
White	Proportion of people who said White: British, Irish, or any other White background	Q24
Mixed	Proportion of people who said Mixed: White and Black Caribbean, White and Black Asian, White and Asian, or any other mixed background.	Q24
Asian / Asian British	Proportion of people who said Asian/Asian British: Indian, Pakistani, Bangladeshi, or any other Asian background	Q24
Black / Black British	Proportion of people who said Black/Black British: Caribbean, African, or any other Black background	Q24
Chinese	Proportion of people who said Chinese	Q24
Other	Proportion of people who said any other ethnic background	Q24

Survey Question	How it was calculated	Question number
Sexuality		
Heterosexual (straight)	Proportion of people who said 'Heterosexual (straight)'	Q25
Gay Man	Proportion of people who said 'Gay Man'	Q25
Gay Woman (lesbian)	Proportion of people who said 'Gay Woman (lesbian)'	Q25
Bisexual	Proportion of people who said 'Bisexual'	Q25
Other	Proportion of people who said 'Other'	Q25
Preferred not to say	Proportion of people who said 'I would prefer not to say'	Q25
Religion		
No religion	Proportion of people who said 'No religion'	Q26
Christian	Proportion of people who said 'Christian'	Q26
Buddhist	Proportion of people who said 'Buddhist'	Q26
Hindu	Proportion of people who said 'Hindu'	Q26
Jewish	Proportion of people who said 'Jewish'	Q26
Muslim	Proportion of people who said 'Muslim'	Q26
Sikh	Proportion of people who said 'Sikh'	Q26
Other	Proportion of people who said 'Other'	Q26
Preferred not to say	Proportion of people who said 'I would prefer not to say'	Q26
Disability		
% saying they have a long-standing illness, health problem or disability	Proportion of people who said they have a long-standing illness, health problem or disability	Q27a
(If YES to Q27a and if adjustments felt necessary) % saying their employer has made adequate adjustment(s) to enable them to carry out their work	Proportion of people saying their employer has made adequate adjustment(s) to enable them to carry out their work, out of those who answered 'yes' to 27a.	Q27b
Length of time at the organisation (or its predecessors)		
Less than 1 year	Proportion of people who said 'Less than 1 year'	Q28
1 to 2 years	Proportion of people who said '1-2 years'	Q28
3 to 5 years	Proportion of people who said '3-5 years'	Q28
6 to 10 years	Proportion of people who said '6-10 years'	Q28
11 to 15 years	Proportion of people who said '11-15 years'	Q28
More than 15 years	Proportion of people who said 'More than 15 years'	Q28
Occupational group		
Registered Nurses and Midwives	Proportion of people who selected any of the registered nurses and midwives categories	Q29
Nursing or Healthcare Assistants	Proportion of people who said 'Nursing auxiliary / Nursing assistant / Healthcare assistant'	Q29
Medical and Dental	Proportion of people who selected any of the medical and dental categories	Q29

Survey Question	How it was calculated	Question number
Allied Health Professionals	Proportion of people who selected any of the following categories: occupational therapy, physiotherapy, radiography, clinical psychology, psychotherapy, other qualified allied health professionals, support to allied health professionals.	Q29
Scientific and Technical / Healthcare Scientists	Proportion of people who selected any of the following categories: pharmacy, other qualified scientific and technical or healthcare scientists, support to healthcare scientists	Q29
Social Care staff	Proportion of people who selected any of the social care staff categories	Q29
Emergency Care Practitioner	Proportion of people who said 'Emergency Care Practitioner'	Q29
Paramedic	Proportion of people who said 'Paramedic'	Q29
Emergency Care Assistant	Proportion of people who said 'Emergency Care Assistant'	Q29
Ambulance Technician	Proportion of people who said 'Ambulance Technician'	Q29
Ambulance Control Staff	Proportion of people who said 'Ambulance Control Staff'	Q29
Patient Transport Service	Proportion of people who said 'Patient Transport Service'	Q29
Public Health / Health Improvement	Proportion of people who said 'Public Health / Health Improvement'	Q29
Commissioning staff	Proportion of people who said 'Commissioning staff'	Q29
Admin and Clerical	Proportion of people who said 'Admin and Clerical'	Q29
Central Functions / Corporate Services	Proportion of people who said 'Central Functions / Corporate Services'	Q29
Maintenance / Ancillary	Proportion of people who said 'Maintenance / Ancillary'	Q29
General Management	Proportion of people who said 'General Management'	Q29
Other	Proportion of people who said 'Other'	Q29
Team-based working		
% working in a team	Proportion of respondents who answered 'Yes'	Q30a
If (Yes to Q30a) work in a team, % saying they work in a team with...		
2-5 members	Proportion of respondents who said '2-5'	Q30b
6-9 members	Proportion of respondents who said '6-9'	Q30b
10-15 members	Proportion of respondents who said '10-15'	Q30b
More than 15 members	Proportion of respondents who said 'More than 15'	Q30b

Appendix A: Eligibility criteria

The following criteria were applied by NHS organisations when drawing the list of staff eligible for inclusion in the survey. After compiling this list, organisations then either took a random sample of staff included, or sent the survey to all staff on the list if they were conducting a census.

The list included:

- All full time and part-time staff who were directly employed by the organisation on 1 September 2017;
- Employees on all types of contract;
- Permanent, fixed period, locum, or temporary staff;
- Staff on secondment to a different organisation, but only if they were still on the participating organisation's payroll and had been on secondment for less than a year;
- Hosted staff (i.e. staff seconded to the participating organisation from elsewhere) who had a substantive contract with the organisation, but only if they were on the payroll of, and being paid by, the participating organisation;
- Any staff member meeting the above criteria who was on parental leave.

The list excluded:

- Staff who started working for the organisation after 1 September 2017;
- Staff who were on long-term sick leave² on 1 September 2017;
- Staff on unpaid career breaks;
- Suspended staff;
- All staff employed by sub-contracted organisations or outside contractors;
- Bank staff (unless they also had substantive organisation contracts);
- Seconded staff who were not being paid by the participating organisation;
- Student nurses;
- Non-executive directors.

² Usually defined as at least 90 days.