

## 2010 National NHS Staff Survey Making sense of your survey data

<b>Contents</b>	<b>Page</b>
<b>1. Introduction</b> Details of the survey outputs to be published by the Care Quality Commission.	<b>2</b>
<b>2. Main and summary feedback reports</b> Details of the 38 Key Findings used in the trust feedback reports, what they mean, how they are calculated.	<b>3</b>
<b>3. Changes to the Key Findings since the 2009 survey</b> Details of how the 38 Key Findings have changed since the 2009 survey.	<b>15</b>
<b>4. Methods used for weighting scores</b> Details of the weighting procedures used in the trust feedback reports.	<b>20</b>
<b>5. Benchmarking groups and range of scores</b> Details of the ranges of scores for each of the 38 Key Findings, plus response rate information for each type of trust.	<b>22</b>
<b>6. Ranking of trusts and largest local changes</b> Details of the calculations used to determine the Key Findings for which a trust compares most favourably or unfavourably with other trusts of a similar type, and the Key Findings which have shown the largest improvement or deterioration within the trust since the 2009 survey.	<b>37</b>
<b>7. Overall indicator of staff engagement</b> Details of how the data on an overall indicator of staff engagement have been calculated.	<b>40</b>
<b>8. Main feedback reports Appendix 4</b> Details of how the data presented in appendix 4 of the feedback report have been calculated.	<b>42</b>
<b>9. Staff survey data used by the Care Quality Commission</b>	<b>65</b>
<b>10. Staff survey data that can be used to monitor the Health and Safety Executive (HSE) Management Standards</b>	<b>66</b>

## 1. Introduction

In March 2011 the Care Quality Commission will publish survey outputs for NHS trusts:

- **Main feedback reports for all trusts in England**

These reports present data from the 2010 survey (and 2009 if available) on 38 key areas known as 'Key Findings' and include the top and bottom ranking Key Findings, local changes in the Key Findings since 2009, benchmarked analysis of Key Findings against other trusts 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.

- **Summary feedback reports for all trusts in England**

These reports present data from the 2010 survey (and 2009 if available) on the 38 Key Findings and include the top and bottom ranking Key Findings, local changes in the Key Findings since 2009, and benchmarked analysis of Key Findings against other trusts of a similar type.

More details about the main and summary feedback reports and the 38 Key Findings are provided in sections 2 to 8 below.

In addition to the survey outputs for trusts listed above, the Care Quality Commission will also publish a national briefing document outlining the main national level findings from the 2010 NHS staff survey including changes from previous years.

## 2. Main and summary feedback reports

The feedback reports produced for each trust focus on 38 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 table 1 below.

This year there are 38 Key Findings. The Key Findings are presented under the following six headings, which echo the four pledges to staff in the NHS Constitution ([www.dh.gov.uk/nhsconstitution](http://www.dh.gov.uk/nhsconstitution)), and two additional themes:

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

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 12, 'Percentage of staff appraised in the last 12 months' represents the percentage of people in each trust who responded to the question "In the last 12 months, have you had an appraisal or Knowledge and Skills Framework (KSF) development review?" by ticking "yes, KSF development review" and / or "Yes, other type of appraisal, performance development review or Annual Review of Competence Progression (ARCP)". The responses for each respondent are then summarised for the entire trust using the weighting procedure described in section 4.

### 2.2 Scale summary scores

The remaining scores were worked out by assigning numbers to a series of responses, and calculating the average score. For example, Key Finding 33 '*Staff intention to leave jobs*' was calculated in the following way: staff were asked the extent to which they agreed with the following three statements: "*I often think about leaving this Trust*"; "*I will probably look for a new job at a new organisation in the next 12 months*"; and "*As soon as I can find another job, I will leave this Trust*". If they answered, "strongly disagree" to an item, they would score 1 for that item. If they answered "disagree", they would score 2; if they answered, "neither agree nor disagree", they would score 3; if they answered "agree", they would score 4; and if they answered "strongly agree", they would score 5. 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 trust using the weighting procedure described in section 4.

## 2.3 Benchmarking groups and questionnaires

Table 1 below describes each of the Key Findings and the variables used to calculate them (including question numbers from the appropriate sector specific questionnaire). For the benchmarking analysis presented in the main and summary feedback reports, seven main benchmarking groups were used and trusts used one of four different versions of the core questionnaire, as detailed below:

<b>version of core questionnaire</b>	<b>used by:</b>
acute trust	acute <b>and</b> acute specialist trusts
ambulance trust	ambulance trusts
mental health and learning disability trust	mental health and learning disability trusts <b>and</b> PCTs with mental health and/or learning disability services
primary care trust	PCTs <b>and</b> commissioning only PCTs

**Table 1: How the 38 Key Findings are calculated**

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>STAFF PLEDGE 1: To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.</b>					
<b>Key Finding 1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver</b>					
This is the percentage of staff who agreed or strongly agreed with at least two of the following three statements: "I am able to do my job to a standard I am personally pleased with", "I am satisfied with the quality of care I give to patients / service users" and "I am able to deliver the patient care I aspire to". Note: staff giving 'not applicable to me' responses to the last two statements were excluded when calculating this score.	11g, 22a and 22c	11g, 23a and 23c	12g, 23a and 23c	11g, 22a and 22c	12g, 23a and 23c
<b>Key Finding 2. Percentage of staff agreeing that their role makes a difference to patients</b>					
This is the percentage of staff who agreed or strongly agreed with the following statement: "I feel that my role makes a difference to patients / service users". Note: staff giving 'not applicable to me' responses were excluded when calculating this score.	22b	23b	23b	22b	23b
<b>Key Finding 3. Percentage of staff feeling valued by their work colleagues</b>					
This is the percentage of staff who agreed or strongly agreed with at least three of the following four statements: "The people I work with treat me with respect", "The people I work with seek my opinions", "I am trusted to do my job", and "I feel I belong to a team".	15a to 15d	15a to 15d	16a to 16d	15a to 15d	16a to 16d
<b>Key Finding 4. Quality of job design (clear job content, feedback and staff involvement)</b>					
This scale assesses the extent to which staff are performing jobs that are well designed and rich in content. This includes having clear goals, providing clear feedback on performance, and giving staff the opportunity to participate in decision making. Possible scores range from 1 to 5, with 1 representing jobs that are poorly designed, and 5 representing jobs that are well designed. (See section 2.2 above for information about how this type of score is calculated.)	11a to 11c, 14a, b, and d	11a to 11c, 14a, b, and d	12a to 12c, 15a, b, and d	11a to 11c, 14a, b, and d	12a to 12c, 15a, b, and d

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<p><b>Key Finding 5. Work pressure felt by staff</b></p> <p>The work pressure score assesses the extent to which staff have a workload that is more than they can cope with and includes the extent to which staff feel there is a lack of time or resources to do their job well. Possible scores range from 1 to 5, with 1 representing that staff experience low work pressures, and 5 representing that staff experience high work pressures. (See section 2.2 above for information about how this type of score is calculated.)</p>	11d, e, f and 14c	11d, e, f and 14c	12d, e, f and 15c	11d, e, f and 14c	12d, e, f and 15c
<p><b>Key Finding 6. Effective team working</b></p> <p>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. (See section 2.2 above for information about how this type of score is calculated.)</p>	10a to 10d	10a to 10d	11a to 11d	10a to 10d	11a to 11d
<p><b>Key Finding 7. Trust commitment to work-life balance</b></p> <p>The work-life balance score relates to staff perception of the level of commitment shown by the trust and immediate manager in helping them to achieve a balance between work and home life. It assesses the extent to which there is practical commitment to helping staff find a good work-life balance. Possible scores range from 1 to 5, with 1 representing low commitment from the trust, and 5 representing high commitment from the trust. (See section 2.2 above for information about how this type of score is calculated.)</p>	2a to 2c	2a to 2c	2a to 2c	2a to 2c	2a to 2c

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<p><b>Key Finding 8. Percentage of staff working extra hours</b></p> <p>This is the percentage of staff that said that, in an average week, they work longer than the hours for which they are contracted. This was calculated from those ticking “Up to 5 hours per week” / “6 – 10 hours per week” or “More than 11 hours per week” to question 1b (additional paid hours) or 1c (additional unpaid hours).</p>	1b and 1c	1b and 1c	1b and 1c	1b and 1c	1b and 1c
<p><b>Key Finding 9. Percentage of staff using flexible working options</b></p> <p>This is the percentage of staff who said that at least one of the following flexible working options applied to them: working flexi time (e.g. able to vary start and finish times); working reduced hours (e.g. part time); working from home in normal working hours; working an agreed number of hours over the year (e.g. annualised hours); working during school term-time only; being in a team that makes its own decisions about rotas; or job sharing with someone else.</p>	3	3	3	3	3
<p><b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b></p>					
<p><b>Key Finding 10. Percentage of staff feeling there are good opportunities to develop their potential at work</b></p> <p>This is the percentage of staff who agreed or strongly agreed with at least three of the following four statements: "There are opportunities for me to progress in my job", "I am supported to keep up to date with developments in my field", "I am encouraged to develop my own expertise" and "There is strong support for training in my area of work".</p>	20a to 20d	21a to 21d	21a to 21d	20a to 20d	21a to 21d
<p><b>Key Finding 11. Percentage of staff receiving job-relevant training, learning or development in last 12 months</b></p> <p>This is the percentage of staff who in the past 12 months received any form of training, learning or development from their employer, <b>and</b> also agreed or strongly agreed with at least one of the following statements: “My training, learning and development has helped me to do my job better”, “It has helped me stay up-to-date with my job”, and “It has helped me stay up-to-date with professional requirements”.</p>	4a to 4g, 5a to 5i and 6a to c	4a to 4g, 5a to 5i and 6a to c	4a to 4g, 5a to 5i, 6a to 6f and 7a to c	4a to 4g, 5a to 5i and 6a to c	4a to 4g, 5a to 5i, 6a to 6f and 7a to c

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<p><b>Key Finding 12. Percentage of staff appraised in last 12 months</b></p> <p>This is the percentage of staff who answered “yes” to having a “KSF development review” <b>and / or</b> “Other type of appraisal, performance development review or ARCP” in the last 12 months.</p>	8a	8a	9a	8a	9a
<p><b>Key Finding 13. Percentage of staff having well structured appraisals in last 12 months</b></p> <p>This is the percentage of staff who had a “KSF development review” <b>and / or</b> “Other type of appraisal, performance review or ARCP” in the previous 12 months <b>and</b> also answered “yes” to each of the following three questions: “Did the appraisal / review... help you to improve how you do your job?”, “... help you agree clear objectives for your work?” and “...leave you feeling that your work is valued by your Trust?”</p>	8a to 8d	8a to 8d	9a to 9d	8a to 8d	9a to 9d
<p><b>Key Finding 14. Percentage of staff appraised with personal development plans in last 12 months</b></p> <p>This is the percentage of staff who answered “yes” to having a “KSF development review” <b>and / or</b> “Other type of appraisal, performance development review or ARCP” and also answered “yes” to having agreed a Personal Development Plan as part of that review.</p>	8a and 9a	8a and 9a	9a and 10a	8a and 9a	9a and 10a
<p><b>Key Finding 15. Support from immediate managers</b></p> <p>Support from immediate managers assesses the extent to which staff feel their manager or supervisor provides them with support, guidance and feedback on their work and takes into account their opinions before making decisions that affect their work.</p> <p>Possible scores range from 1 to 5, with 1 representing unsupportive managers, and 5 representing supportive managers. (See section 2.2 above for information about how this type of score is calculated.)</p>	7a to 7e	7a to 7e	8a to 8e	7a to 7e	8a to 8e

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>					
<b>- Health and safety</b>					
<b>Key Finding 16. Percentage of staff receiving health and safety training in last 12 months</b>					
This is the percentage of staff who had received health and safety training paid for or provided by their trust, in the last 12 months	5b	5b	5b	5b	5b
<b>Key Finding 17. Percentage of staff suffering work related injury in last 12 months</b>					
This is the percentage of staff who, in the previous year, had been injured or felt unwell as a result of one of the following problems: moving and handling; needle stick and sharps injuries; slips, trips or falls; or exposure to dangerous substances.	32a to 32d	33a to 33d	33a to 33d	32a to 32d	33a to 33d
<b>Key Finding 18. Percentage of staff suffering work related stress in last 12 months</b>					
This is the percentage of staff who said that, in the last 12 months, they had been injured or felt unwell as a result of work related stress.	32e	33e	33e	32e	33e
<b>- Infection control and hygiene</b>					
<b>Key Finding 19. Percentage of staff saying hand washing materials are always available</b>					
This is the percentage of staff who said that hand washing materials, such as hot water, soap and paper towels, or alcohol rubs, were always available when needed by staff, patients / service users, and visitors to the trust. To allow for some staff being unaware of the position in relation to patients/service users and visitors, the key finding is defined as the percentage of staff who answered::					
<ul style="list-style-type: none"> <li>• ‘Always’ to hand washing materials being available when they are needed by <i>staff</i> , <b>and</b></li> <li>• ‘Always’ or ‘Don’t know’ to them being available when they are needed by <i>patients / service users</i> , <b>and</b></li> <li>• ‘Always’ or ‘Don’t know’ to them being available when they are needed by visitors to the trust</li> </ul>	33a to c	34a and b	34a to c	33a and b	34a and b
Questions about visitors were only asked of staff in acute trusts, acute specialist trusts and mental health / learning disability trusts. For other types of trust the key finding is based only on the questions about materials being available to staff and patients / service users.					

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>- Errors and incidents</b>					
<b>Key Finding 20. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month</b>					
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 <b>and / or</b> staff.	25a and / or 26a	26a and / or 27a	26a and / or 27a	25a and / or 26a	26a and / or 27a
<b>Key Finding 21. Percentage of staff reporting errors, near misses or incidents witnessed in the last month</b>					
This is the percentage of staff who had, in the last month, seen errors, near misses, or incidents that could have hurt staff or patients <b>and</b> said that they or a colleague had reported it.	25a & b and / or 26a & b	26a & b and / or 27a & b	26a & b and / or 27a & b	25a & b and / or 26a & b	26a & b and / or 27a & b
Respondents who had not seen any errors, near misses or incidents in the last month, or did not know whether such errors had been reported, were excluded from the calculation.					
<b>Key Finding 22. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</b>					
This scale assesses culture of incident reporting in trusts. The scale measures the extent to which staff are aware of the procedures for reporting errors, near misses and incidents; to what extent they feel that the trust encourages such reports, and then treats the reports fairly and confidentially; and to what extent the trust takes action to ensure that such incidents do not happen again.	27a to 27g	28a to 28g	28a to 28g	27a to 27g	28a to 28g
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. (See section 2.2 above for information about how this type of score is calculated.)					

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>- Violence and harassment</b>					
<b>Key Finding 23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months</b>					
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.	28a	29a	29a	28a	29a
<b>Key Finding 24. Percentage of staff experiencing physical violence from staff in last 12 months</b>					
This is the percentage of staff who, in the previous 12 months, had experienced physical violence from colleagues or managers.	28b	29b	29b	28b	29b
<b>Key Finding 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</b>					
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.	29a	30a	30a	29a	30a
<b>Key Finding 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months</b>					
This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse from colleagues or managers.	29b	30b	30b	29b	30b
<b>Key Finding 27. Perceptions of effective action from employer towards violence and harassment</b>					
Staff were asked questions about whether their employer takes effective action if staff are physically attacked, bullied, harassed or abused. Possible scores range from 1 to 5, with 1 representing the perception that the trust does not take effective action, and 5 representing the perception that the trust does take effective action. (See section 2.2 above for information about how this type of score is calculated.)	30a to 30d	31a to 31d	31a to 31d	30a to 30d	31a to 31d

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>- Health and well-being</b>					
<b>Key Finding 28. Impact of health and well-being on ability to perform work or daily activities</b>					
Staff were asked questions about the extent to which physical health and emotional problems have impacted on their abilities to perform their work or other daily activities.					
Possible scores range from 1 to 5, with 1 indicating that physical health and emotional problems have little impact on their abilities to perform their work or other daily activities, and 5 indicating that physical health and emotional problems have a large impact on their abilities to perform their work or other daily activities. (See section 2.2 above for information about how this type of score is calculated).	36 and / or 37	36 and / or 37	36 and / or 37	35 and / or 36	36 and / or 37
<b>Key Finding 29. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell</b>					
This is the percentage of staff who said that in the last three months they had felt pressure from either their manager <b>and / or</b> colleagues to attend work when they had not felt well enough to perform their duties.	39a to c	39a to c	39a to c	38a to c	39a to c
<b>STAFF PLEDGE 4: To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.</b>					
<b>Key Finding 30. Percentage of staff reporting good communication between senior management and staff</b>					
This is the percentage of people who agreed or strongly agreed with at least four of the following six statements: "Senior managers here try to involve staff in important decisions"; "Communication between senior management and staff is effective"; "Senior managers encourage staff to suggest new ideas for improving services"; "I know who the senior managers are here"; "Healthcare professionals and managers in non-clinical roles work well together in my area of work"; and "Senior managers act on staff feedback".	16a to c, f, and 23d, e	16a to c, f, and 24d, e	17a to c, f, and 24d, e	16a to c, f, and 23d, e	17a to c, f, and 24d, e
<b>Key Finding 31. Percentage of staff able to contribute towards improvements at work</b>					
This is the percentage of people who agreed or strongly agreed with at least two of the following three statements: "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"; and "I am able to make improvements happen in my area of work".	23a to 23c	24a to 24c	24a to 24c	23a to 23c	24a to 24c

<i>Key Findings</i>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>ADDITIONAL THEME: Staff satisfaction</b>					
<b>Key Finding 32. Staff job satisfaction</b>					
<p>This scale measures job satisfaction in the following areas: recognition for good work; support from immediate managers and colleagues; freedom to choose methods of working; amount of responsibility; opportunities to use skills; and the extent to which the trust is seen to value the work of staff.</p> <p>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. (See section 2.2 above for information about how this type of score is calculated.)</p>	13a to g	13a to g	14a to g	13a to g	14a to g
<b>Key Finding 33. Staff intention to leave jobs</b>					
<p>Intention to leave is a measure of the extent to which staff are considering leaving their organisation and looking for a new job either within or outside of the NHS.</p> <p>Possible scores range from 1 to 5, with 1 representing that staff are unlikely to leave jobs, and 5 representing that staff are likely to leave their jobs. (See section 2.2 above for information about how this type of score is calculated.)</p>	12a to 12c	12a to 12c	13a to 13c	12a to 12c	13a to 13c
<b>Key Finding 34. Staff recommendation of the trust as a place to work or receive treatment</b>					
<p>Staff were asked whether or not they thought care of patients and service users was the trust's top priority, whether or not they would recommend their trust to others as a place to work, and whether they would be happy with the standard of care provided by the trust if a friend or relative needed treatment.</p> <p>Possible scores range from 1 to 5, with 1 representing that staff would be unlikely to recommend the trust as a place to work or receive treatment, and 5 representing that staff would be likely to recommend the trust as a place to work or receive treatment. (See section 2.2 above for information about how this type of score is calculated.)</p>	16e and 21a, b	16e and 22a, b	17e and 22a, b	16e and 21a, b	17e and 22a, b

<b>Key Findings</b>	Question number(s) in the different versions of the 2010 Core questionnaire				
	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Key Finding 35. Staff motivation at work</b> Staff were asked questions about the extent to which they look forward to going to work, and are enthusiastic and absorbed in their jobs. Possible scores range from 1 to 5, with 1 representing that staff are not enthusiastic and absorbed by their work, and 5 representing that staff are enthusiastic and absorbed by their work. (See section 2.2 above for information about how this type of score is calculated.)	24a to c	25a to c	25a to c	24a to c	25a to c
<b>ADDITIONAL THEME: Equality and diversity</b>					
<b>Key Finding 36. Percentage of staff having equality and diversity training in the last 12 months</b> This is the percentage of staff who said that they had received equality and diversity training in the last 12 months.	5a	5a	5a	5a	5a
<b>Key Finding 37. Percentage believing that trust provides equal opportunities for career progression or promotion</b> This is the percentage of staff who said that their trust acts fairly with regards to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age. (Note: staff giving 'Don't Know' responses were excluded when calculating this score.)	17	17	18	17	18
<b>Key Finding 38. Percentage of staff experiencing discrimination at work in the last 12 months</b> 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 <b>and / or</b> from colleagues or managers in the last 12 months.	18a and b	18a and b	19a and b	18a and b	19a and b

### 3. Changes to the Key Findings since the 2009 survey

The number of Key Findings displayed in trust feedback reports has decreased from 40 in 2009 to 38 in 2010. The table below lists the Key Findings in 2010 and also, where appropriate, the number of the corresponding Key Findings from 2009.

**Table 2: List of Key Findings in 2010 and 2009**

2010 Key Finding	Equivalent in 2009	Change since 2009
KF1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver	KF1	No change
KF2. Percentage of staff agreeing that their role makes a difference to patients	KF2	No change
KF3. Percentage of staff feeling valued by their work colleagues	KF3	No change
KF4. Quality of job design (clear job content, feedback and staff involvement)	KF5	No change
KF5. Work pressure felt by staff	KF6	No change
KF6. Effective team working	KF7	Change in the wording and format of the questions used to calculate the Key Finding – see below for more details
KF7. Trust commitment to work-life balance	KF8	No change
KF8. Percentage of staff working extra hours	KF9	No change
KF9. Percentage of staff using flexible working options	KF10	Change in the wording and format of the questions used to calculate the Key Finding – see below for more details
KF10. Percentage of staff feeling there are good opportunities to develop their potential at work	KF11	No change
KF11. Percentage of staff receiving job-relevant training, learning or development in last 12 months	KF12	No change
KF12. Percentage of staff appraised in last 12 months	KF13	No change
KF13. Percentage of staff having well structured appraisals in last 12 months	KF14	No change
KF14. Percentage of staff appraised with personal development plans in last 12 months	KF15	No change
KF15. Support from immediate managers	KF16	No change
KF16. Percentage of staff having health and safety training in last 12 months	KF17	No change
KF17. Percentage of staff suffering work-related injury in last 12 months	KF18	No change
KF18. Percentage of staff suffering work-related stress in last 12 months	KF19	No change
KF19. Percentage of staff saying hand washing materials are always available	KF20	No change

2010 Key Finding	Equivalent in 2009	Change since 2009
KF20. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month	KF21	No change
KF21. Percentage of staff reporting errors, near misses or incidents witnessed in the last month	KF22	No change
KF22. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	KF23	No change
KF23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months	KF24	Change in the wording and format of the questions used to calculate the Key Finding – see below for more details
KF24. Percentage of staff experiencing physical violence from staff in last 12 months	KF25	Change in the wording and format of the questions used to calculate the Key Finding – see below for more details
KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	KF26	Change in the wording and format of the questions used to calculate the Key Finding – see below for more details
KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	KF27	Change in the wording and format of the questions used to calculate the Key Finding – see below for more details
KF27. Perceptions of effective action from employer towards violence and harassment	KF28	No change
KF28. Impact of health and well-being on ability to perform work or daily activities	KF29	No change
KF29. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell	KF30	No change
KF30. Percentage of staff reporting good communication between senior management and staff	KF31	No change
KF31. Percentage of staff able to contribute towards improvements at work	KF33	No change
KF32. Staff job satisfaction	KF34	No change
KF33. Staff intention to leave jobs	KF35	No change
KF34. Staff recommendation of the trust as a place to work or receive treatment	KF36	No change
KF35. Staff motivation at work	KF37	No change
KF36. Percentage of staff having equality and diversity training in last 12 months	KF38	No change
KF37. Percentage of staff believing trust provides equal opportunities for career progression or promotion	KF39	No change
KF38. Percentage of staff experiencing discrimination at work in last 12 months	KF40	Change in the wording and format of the questions used to calculate the Key Finding – see below for more details

## **KF6. Effective team working**

### *Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey, we have changed the wording and the format of the questions, and also the method used to calculate the Key Finding:

#### **2010**

a) Do you work in a team? (Yes/No)

(If Yes to a) three supplementary questions were asked:

- b) Team members have a set of shared objectives (answered on a 5 point scale strongly disagree to strongly agree)
- c) Team members often meet to discuss the team's effectiveness (answered on a 5 point scale strongly disagree to strongly agree)
- d) Team members have to communicate closely with each other to achieve the team's objectives (answered on a 5 point scale strongly disagree to strongly agree)

The extent to which teams are well structured is calculated by the taking the average score from parts b), c) and d) for respondents who have answered Yes to part a).

#### **2009**

a) Do you work in a team? (Yes/No)

(If Yes to a) four supplementary questions were asked:

- b) Does your team have clear objectives? (Yes/No)
- c) Do you have to work closely with other team members to achieve the team's objectives? (Yes/No)
- d) Does the team meet regularly and discuss its effectiveness and how it could be improved? (Yes/No)
- e) How many core members are there in your team? (2-5 / 6-9 / 10-15 / More than 15).

Respondents were classified as working in a structured team if they answer 'Yes' to part a) and also 'Yes' to parts b), c) and d), and also that the team has fewer than 15 members.

Because of the changes, comparisons between the 2010 Key Finding and those from previous years are not possible.

## **KF9. Percentage of staff using flexible working options**

### *Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey, we have changed the wording and the format of the questions used to calculate the Key Finding:

#### **2010**

In your job at this trust, do any of the flexible working options apply to you? (tick all that apply)

- Working flexi-time
- Working reduced hours (e.g. part-time)
- Working from home in normal working hours
- Working an agreed number of hours over the year (e.g. annualised hours)
- Working during school term-time only
- My team making its own decisions about rotas
- Job-sharing with someone else
- Not used any flexible working options

Respondents are classified as using flexible working options if they had indicated that at least one of the options listed applied to their role.

#### **2009**

In your job at this trust, do any of the following statements about flexible working apply to you?

- a) I work flexi-time (Yes/No)
- b) I work reduced hours (e.g. part-time) (Yes/No)
- c) I work from home in normal working hours (Yes/No)
- d) I work annualised hours (e.g. work an agreed number of hours over the year) (Yes/No)
- e) I work during school term-time only (Yes/No)
- f) My team makes their decisions about rotas (Yes/No)
- g) I job share with someone else (Yes/No)

Respondents were classified as using flexible working options if they had ticked 'Yes' to at least one of the parts a) to g).

Because of the changes, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.

### **KF23. Percentage of staff experiencing physical violence from patients, relatives or the public in last the 12 months**

*Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey, we have changed the wording and the format of the questions used to calculate the Key Finding:

#### **2010**

In the last 12 months have you personally experienced physical violence at work from any of the following?

a) Patients / service users, their relatives or other members of the public (Yes / No)

Respondents are classified as having experienced physical violence from patients, their relatives or members of the public if they ticked 'Yes' to the single item.

#### **2009**

In the last 12 months have you personally experienced physical violence at work from any of the following?

a) Patients / service users (Yes / No)

b) Relatives of patients / service users (Yes / No)

c) Other members of the public (Yes / No)

Last year the Key Finding was calculated only the basis of whether respondents had experienced physical violence from patients or their relatives (e.g. if they ticked 'Yes' to either part a) or part b) and did not include part c) in the calculation).

Because of the changes, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.

### **KF24. Percentage of staff experiencing physical violence from staff in last the 12 months**

*Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey, we have changed the wording and the format of the questions used to calculate the Key Finding:

#### **2010**

In the last 12 months have you personally experienced physical violence at work from any of the following?

b) Manager / team leader or other colleagues (Yes / No)

Respondents are classified as having experienced physical violence from their manager / team leader or other colleagues if they ticked 'Yes' to the single item.

#### **2009**

In the last 12 months have you personally experienced physical violence at work from any of the following?

d) Manager / team leader (Yes / No)

e) Other colleagues (Yes / No)

Respondents were classified as having experienced physical violence from manager / team leader or other colleagues if they ticked 'Yes' to either part d) or part e).

Because of the changes, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.

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

*Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey, we have changed the wording and the format of the questions used to calculate the Key Finding:

#### **2010**

In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following?

a) Patients / service users, their relatives or other members of the public (Yes / No)

Respondents are classified as having experienced harassment, bullying or abuse from patients, their relatives or members of the public if they ticked 'Yes' to the single item.

## **2009**

In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following?

- a) Patients / service users (Yes / No)
- b) Relatives of patients / service users (Yes / No)
- c) Other members of the public (Yes / No)

Last year the Key Finding was calculated only the basis of whether respondents had experienced harassment, bullying or abuse from patients or their relatives (e.g. if they ticked 'Yes' to either part a) or part b) and did not include part c) in the calculation).

Because of the changes, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.

## **KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last the 12 months**

*Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey, we have changed the wording and the format of the questions used to calculate the Key Finding:

### **2010**

In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following?

- b) Manager / team leader or other colleagues (Yes / No)

Respondents were classified as having experienced harassment, bullying or abuse from their manager / team leader or other colleagues if they ticked 'Yes' to the single item.

### **2009**

In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following?

- d) Manager / team leader (Yes / No)
- e) Other colleagues (Yes / No)

Respondents were classified as having experienced harassment, bullying or abuse from manager / team leader or other colleagues if they ticked 'Yes' to either part d) or part e).

Because of the changes to the format of the question, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.

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

*Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey, we have changed the wording and the format of the questions used to calculate the Key Finding:

### **2010**

In the last 12 months have you personally experienced discrimination at work from any of the following?

- a) Patients / service users, their relatives or other members of the public (Yes / No)
- b) Manager / team leader or other colleagues (Yes / No)

Respondents were classified as having experienced discrimination if they ticked 'Yes' to either of the options listed.

### **2009**

- Have you experienced discrimination at this trust in the last 12 months? (Yes / No)

Respondents were classified as having experienced discrimination if they ticked 'Yes' to the single item.

Because of the changes to the format of the question, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.

#### 4. Methods used for weighting scores

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

In order to make one NHS trust's scores comparable with other trusts of the same type, individuals' scores within each trust (with the exception of commissioning only PCTs) were weighted so that the occupational group profile of the trust reflects that of a typical trust of its type. Occupational groups were collapsed into six 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 trust were determined by the frequency of responses in an average trust of that type. These are shown below:

<b>Acute trusts (excluding specialist trusts):</b>		<b>Acute (specialist) trusts:</b>	
Nursing:	36.1%	Nursing:	33.0%
Medical & Dental:	8.3%	Medical & Dental:	7.6%
Allied Health Professionals:	10.3%	Allied Health Professionals:	13.0%
General management:	1.9%	General management:	2.5%
Scientific & Technical:	8.9%	Scientific & Technical:	9.1%
Admin & Clerical staff:	17.5%	Admin & Clerical staff:	17.2%
All other groups combined:	16.9%	All other groups combined:	17.7%
<b>Ambulance trusts:</b>		<b>Mental health and learning disability trusts:</b>	
General management:	2.5%	Nursing:	39.3%
Admin & Clerical staff:	4.4%	Medical & Dental:	5.1%
Paramedics/Emergency Care Practitioners:	30.9%	Allied Health Professionals:	16.8%
Ambulance Technicians/ Emergency Care Assistants:	22.6%	General management:	2.2%
Patient Transport Service:	13.7%	Admin & Clerical staff:	14.3%
Ambulance control staff:	11.2%	All other groups combined:	22.3%
All other groups combined:	14.6%		
<b>PCTs:</b>		<b>PCTs with mental health/learning disability services:</b>	
Nursing:	30.9%	Nursing:	29.8%
Allied health professionals:	15.7%	Allied health professionals:	16.0%
General management:	3.0%	General management:	5.1%
Admin & Clerical staff:	15.0%	Admin & Clerical staff:	16.4%
All other groups combined:	35.3%	All other groups combined:	32.7%

For example, to calculate the weight to be applied to nurses in mental health and learning disability trusts, the average proportion of nurses in all mental health and learning disability trusts is divided by the proportion of nurses in that particular trust. If, therefore, responses from a mental health trust included 42.3% nurses and 2.7% managers, each nurse's response would be weighted (multiplied) by  $(0.393 / 0.423)$ ; and each manager's response would be weighted by  $(0.022 / 0.027)$ , and so on for each occupational group, before taking an average across all weighted responses to form the trust score.

In a few cases, there were fewer than three respondents from one of these broad groups within a trust. In these situations the calculations described above could not be performed, so these respondents were classified as "other" and the calculation of the trust score done on the basis of the other groups (using an unbiased estimate of the missing group, based on the other trust data so the overall trust score was not affected).

For comparisons with 2008 and 2009 scores, the data from previous years were re-weighted according to the 2010 weights. This means any differences found cannot be attributed to the weighting procedure.

For commissioning only PCTs, the data reported in the trust and summary feedback reports are **unweighted** because of the relatively small size and nature of the occupational group profile (predominantly managerial or administrative roles) of these types of PCTs.

## 5. Benchmarking groups and range of scores

In Sections 3 and 4 of the full and summary feedback reports, the Key Findings for a trust are benchmarked against other trusts of a similar type in England. This benchmarking information is also presented in Appendix 2 of the full feedback reports.

For each of the 38 Key Findings, trusts were placed in order from 1 (the top or 'best' ranking score among trusts of a similar type) to X (the bottom or 'worst' ranking score among trusts of a similar type).

For acute trusts, mental health and learning disability trusts, and PCTs 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 147 acute trusts in England, so for each of the 38 Key Findings, trusts were placed in order from 1 (the top or 'best' ranking score) to 147 (the bottom or 'worst' ranking score).

For Key Findings where higher scores are better:

Highest ('best') 20%	Trust scores ranked between 1 and 29 on a KF
Above ('better than') average	Trust scores ranked between 30 and 59 on a KF
Average	Trust scores ranked between 60 and 88 on a KF
Below ('worse than') average	Trust scores ranked between 89 and 118 on a KF
Lowest ('worst') 20%	Trust scores ranked between 119 and 147 on a KF

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

Highest ('worst') 20%	Trust scores ranked between 119 and 147 on a KF
Above ('worse than') average	Trust scores ranked between 89 and 118 on a KF
Average	Trust scores ranked between 60 and 88 on a KF
Below ('better than') average	Trust scores ranked between 30 and 59 on a KF
Lowest ('best') 20%	Trust scores ranked between 1 and 29 on a KF

Because of the small number of acute specialist trusts, ambulance trusts, PCTs with mental health/learning disability services, and commissioning only PCTs participating in the 2010 national NHS staff survey we do not present details of which trusts are in the lowest 20% / highest 20% on a Key Finding. The benchmarking groups are still created on the basis of the rankings attained on each of the 38 Key Findings, but we only present three benchmarking groups (below average, average, and above average).

For example, there are 12 ambulance trusts in England (including the ambulance division of Isle of Wight PCT), so for each of the 38 Key Findings, trusts were placed in order from 1 (the top or 'best' ranking score) to 12 (the bottom or 'worst' ranking score).

For Key Findings where higher scores are better:

Above ('better than') average	Trust scores ranked between 1 and 4 on a KF
Average	Trust scores ranked between 5 and 8 on a KF
Below ('worse than') average	Trust scores ranked between 9 and 12 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	Trust scores ranked between 9 and 12 on a KF
Average	Trust scores ranked between 5 and 8 on a KF
Below ('better than') average	Trust scores ranked between 1 and 4 on a KF

Tables 3 to 5 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 38 Key Findings for acute trusts, mental health and learning disability trusts, and PCTs.

**Table 3: 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
Response rate	33	44	52	57	71
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	61	70	74	78	89
KF2. % agreeing that their role makes a difference to patients	83	88	90	92	95
KF3. % feeling valued by their work colleagues	68	74	76	79	84
KF4. Quality of job design (clear job content, feedback and staff involvement)	3.19	3.34	3.41	3.46	3.60
* KF5. Work pressure felt by staff	2.82	3.02	3.11	3.19	3.41
KF6. Effective team working	3.48	3.64	3.69	3.74	3.82
KF7. Trust commitment to work-life balance	3.15	3.32	3.38	3.48	3.68
* KF8. % staff working extra hours	53	61	66	70	75
KF9. % using flexible working options	53	59	63	65	83
KF10. % feeling there are good opportunities to develop their potential at work	28	37	41	46	57
KF11. % receiving job-relevant training, learning or development in last 12 months	68	75	78	80	89
KF12. % appraised in last 12 months	51	68	78	83	92
KF13. % having well structured appraisals in last 12 months	20	28	33	37	53
KF14. % appraised with personal development plans in last 12 months	41	57	66	72	84
KF15. Support from immediate managers	3.29	3.53	3.61	3.68	3.84
KF16. % having health and safety training in last 12 months	47	72	80	86	96
* KF17. % suffering work-related injury in last 12 months	10	14	16	19	23
* KF18. % suffering work-related stress in last 12 months	22	25	28	31	38
KF19. % saying hand washing materials are always available	40	58	67	72	80

*An asterix indicates a Key finding for which a lower score is better*

**Table 3: Range of scores for acute trusts (cont)**

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
* KF20. % witnessing potentially harmful errors, near misses or incidents in last month	27	33	37	39	45
KF21. % reporting errors, near misses or incidents witnessed in the last month	89	93	95	97	100
KF22. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.21	3.39	3.45	3.51	3.68
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 months	3	7	8	10	13
* KF24. % experiencing physical violence from staff in last 12 months	0	1	1	2	4
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	9	12	15	17	20
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 months	9	13	15	18	23
KF27. Perceptions of effective action from employer towards violence and harassment	3.28	3.50	3.56	3.63	3.86
* KF28. Impact of health and wellbeing on ability to perform work or daily activities	1.46	1.52	1.57	1.62	1.74
* KF29. % feeling pressure to attend work when feeling unwell in last 3 months	15	23	26	29	35
KF30. % reporting good communication between senior management and staff	12	21	26	31	43
KF31. % able to contribute towards improvements at work	49	58	62	65	71
KF32. Staff job satisfaction	3.28	3.43	3.48	3.54	3.68
* KF33. Staff intention to leave jobs	2.20	2.42	2.53	2.63	2.96
KF34. Staff recommendation of the trust as a place to work or receive treatment	2.94	3.38	3.52	3.66	3.97
KF35. Staff motivation at work	3.64	3.76	3.83	3.89	4.01
KF36. % having equality and diversity training in the last 12 months	20	32	41	54	90
KF37. % believing trust provides equal opportunities for career progression or promotion	70	85	90	92	96
* KF38. % experiencing discrimination at work in last 12 months	7	10	13	17	27

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

**Table 4: Range of scores for mental health and learning disability trusts**

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
Response rate	40	48	54	61	70
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	63	70	75	79	87
KF2. % agreeing that their role makes a difference to patients	85	88	90	92	94
KF3. % feeling valued by their work colleagues	70	77	79	81	89
KF4. Quality of job design (clear job content, feedback and staff involvement)	3.23	3.35	3.42	3.50	3.74
* KF5. Work pressure felt by staff	2.80	2.94	3.01	3.14	3.23
KF6. Effective team working	3.65	3.73	3.80	3.86	4.11
KF7. Trust commitment to work-life balance	3.38	3.50	3.59	3.68	3.94
* KF8. % staff working extra hours	53	60	65	69	83
KF9. % using flexible working options	55	63	67	71	89
KF10. % feeling there are good opportunities to develop their potential at work	34	40	45	49	70
KF11. % receiving job-relevant training, learning or development in last 12 months	73	77	80	82	87
KF12. % appraised in last 12 months	63	75	82	89	95
KF13. % having well structured appraisals in last 12 months	25	33	40	47	67
KF14. % appraised with personal development plans in last 12 months	52	67	73	81	89
KF15. Support from immediate managers	3.55	3.73	3.80	3.88	4.16
KF16. % having health and safety training in last 12 months	58	69	80	90	95
* KF17. % suffering work-related injury in last 12 months	3	6	8	10	13
* KF18. % suffering work-related stress in last 12 months	17	28	31	35	39
KF19. % saying hand washing materials are always available	40	52	58	63	70

*An asterix indicates a Key finding for which a lower score is better*

**Table 4: Range of scores for mental health and learning disability trusts (cont)**

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
* KF20. % witnessing potentially harmful errors, near misses or incidents in last month	7	24	28	32	37
KF21. % reporting errors, near misses or incidents witnessed in the last month	88	94	97	99	100
KF22. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.29	3.37	3.45	3.53	3.75
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 months	3	13	14	17	36
* KF24. % experiencing physical violence from staff in last 12 months	0	1	1	2	4
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	4	15	18	21	25
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 months	5	12	14	15	22
KF27. Perceptions of effective action from employer towards violence and harassment	3.40	3.50	3.58	3.65	3.96
* KF28. Impact of health and wellbeing on ability to perform work or daily activities	1.39	1.57	1.62	1.66	1.73
* KF29. % feeling pressure to attend work when feeling unwell in last 3 months	7	17	19	22	27
KF30. % reporting good communication between senior management and staff	19	25	31	35	62
KF31. % able to contribute towards improvements at work	57	64	67	70	79
KF32. Staff job satisfaction	3.42	3.53	3.60	3.64	3.94
* KF33. Staff intention to leave jobs	2.15	2.46	2.55	2.67	2.74
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.10	3.30	3.49	3.59	4.14
KF35. Staff motivation at work	3.69	3.76	3.82	3.89	4.03
KF36. % having equality and diversity training in the last 12 months	29	38	47	62	81
KF37. % believing trust provides equal opportunities for career progression or promotion	78	86	89	93	97
* KF38. % experiencing discrimination at work in last 12 months	6	12	14	18	24

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

**Table 5: Range of scores for PCTs**

Key Finding		Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
	Response rate	35	50	58	63	76
KF1.	% feeling satisfied with the quality of work and patient care they are able to deliver	59	68	72	78	82
KF2.	% agreeing that their role makes a difference to patients	83	86	88	90	94
KF3.	% feeling valued by their work colleagues	73	78	80	82	87
KF4.	Quality of job design (clear job content, feedback and staff involvement)	3.25	3.36	3.43	3.50	3.62
* KF5.	Work pressure felt by staff	2.79	2.97	3.07	3.16	3.36
KF6.	Effective team working	3.64	3.75	3.80	3.86	3.93
KF7.	Trust commitment to work-life balance	3.40	3.51	3.60	3.68	3.84
* KF8.	% staff working extra hours	49	58	65	69	74
KF9.	% using flexible working options	66	73	78	81	91
KF10.	% feeling there are good opportunities to develop their potential at work	28	35	40	45	53
KF11.	% receiving job-relevant training, learning or development in last 12 months	69	77	79	82	86
KF12.	% appraised in last 12 months	60	72	79	84	94
KF13.	% having well structured appraisals in last 12 months	23	31	36	40	51
KF14.	% appraised with personal development plans in last 12 months	52	63	69	77	85
KF15.	Support from immediate managers	3.51	3.69	3.76	3.82	3.95
KF16.	% having health and safety training in last 12 months	49	69	78	86	95
* KF17.	% suffering work-related injury in last 12 months	6	9	10	12	15
* KF18.	% suffering work-related stress in last 12 months	22	27	30	33	37
KF19.	% saying hand washing materials are always available	34	50	57	64	77

*An asterix indicates a Key finding for which a lower score is better*

**Table 5: Range of scores for PCTs (cont)**

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
* KF20. % witnessing potentially harmful errors, near misses or incidents in last month	14	18	21	23	29
KF21. % reporting errors, near misses or incidents witnessed in the last month	87	93	96	99	100
KF22. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.28	3.38	3.45	3.51	3.77
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 months	0	1	2	4	13
* KF24. % experiencing physical violence from staff in last 12 months	0	0	1	1	3
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	5	8	10	12	16
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 months	7	10	12	14	22
KF27. Perceptions of effective action from employer towards violence and harassment	3.44	3.55	3.61	3.68	3.77
* KF28. Impact of health and wellbeing on ability to perform work or daily activities	1.49	1.54	1.60	1.66	1.75
* KF29. % feeling pressure to attend work when feeling unwell in last 3 months	10	16	19	21	28
KF30. % reporting good communication between senior management and staff	21	28	34	39	47
KF31. % able to contribute towards improvements at work	55	65	68	72	79
KF32. Staff job satisfaction	3.45	3.53	3.60	3.65	3.78
* KF33. Staff intention to leave jobs	2.31	2.59	2.71	2.85	2.99
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.09	3.35	3.47	3.62	3.81
KF35. Staff motivation at work	3.65	3.75	3.82	3.89	4.01
KF36. % having equality and diversity training in the last 12 months	20	38	48	60	84
KF37. % believing trust provides equal opportunities for career progression or promotion	77	90	92	95	97
* KF38. % experiencing discrimination at work in last 12 months	6	8	9	11	22

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

Because of the small number of acute specialist trusts, ambulance trusts, PCTs with mental health/learning disability services, and commissioning only PCTs participating in the 2010 national NHS staff survey we do not present details of which trusts are in the lowest 20% / highest 20% on a Key Finding. The benchmarking groups are still created, but we only present three benchmarking groups (below average, average, and above average). 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 38 Key Findings are displayed in tables 6 to 9 below.

**Table 6: Range of scores for acute specialist trusts**

Key Finding	Lowest score attained	Threshold for below average	Average (median) score	Threshold for above average	Highest score attained
Response rate	40	50	54	58	63
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	64	77	79	82	86
KF2. % agreeing that their role makes a difference to patients	86	90	90	91	93
KF3. % feeling valued by their work colleagues	74	76	78	80	87
KF4. Quality of job design (clear job content, feedback and staff involvement)	3.37	3.45	3.48	3.49	3.54
* KF5. Work pressure felt by staff	2.74	2.89	2.96	3.05	3.17
KF6. Effective team working	3.65	3.70	3.75	3.78	3.87
KF7. Trust commitment to work-life balance	3.36	3.48	3.53	3.56	3.70
* KF8. % staff working extra hours	56	63	65	67	76
KF9. % using flexible working options	52	64	65	66	72
KF10. % feeling there are good opportunities to develop their potential at work	40	43	45	50	60
KF11. % receiving job-relevant training, learning or development in last 12 months	74	77	79	81	85
KF12. % appraised in last 12 months	43	77	79	81	85
KF13. % having well structured appraisals in last 12 months	28	35	36	38	44
KF14. % appraised with personal development plans in last 12 months	38	67	68	72	79
KF15. Support from immediate managers	3.52	3.62	3.66	3.72	3.85
KF16. % having health and safety training in last 12 months	66	79	84	87	92
* KF17. % suffering work-related injury in last 12 months	8	12	13	15	18
* KF18. % suffering work-related stress in last 12 months	18	24	26	27	31
KF19. % saying hand washing materials are always available	48	65	68	69	86

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

**Table 6: Range of scores for acute specialist trusts (cont)**

Key Finding	Lowest score attained	Threshold for below average	Average (median) score	Threshold for above average	Highest score attained
* KF20. % witnessing potentially harmful errors, near misses or incidents in last month	18	30	33	34	42
KF21. % reporting errors, near misses or incidents witnessed in the last month	90	95	96	97	98
KF22. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.46	3.50	3.53	3.57	3.65
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 months	1	2	3	4	10
* KF24. % experiencing physical violence from staff in last 12 months	0	1	1	2	2
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	6	8	9	10	14
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 months	10	13	14	15	22
KF27. Perceptions of effective action from employer towards violence and harassment	3.48	3.61	3.67	3.70	3.80
* KF28. Impact of health and wellbeing on ability to perform work or daily activities	1.46	1.54	1.57	1.57	1.61
* KF29. % feeling pressure to attend work when feeling unwell in last 3 months	12	21	23	24	30
KF30. % reporting good communication between senior management and staff	20	33	35	37	45
KF31. % able to contribute towards improvements at work	58	64	66	69	72
KF32. Staff job satisfaction	3.47	3.55	3.57	3.61	3.80
* KF33. Staff intention to leave jobs	2.26	2.38	2.46	2.54	2.64
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.47	3.87	3.93	3.99	4.21
KF35. Staff motivation at work	3.75	3.79	3.85	3.91	4.00
KF36. % having equality and diversity training in the last 12 months	23	42	45	52	70
KF37. % believing trust provides equal opportunities for career progression or promotion	84	91	92	93	96
* KF38. % experiencing discrimination at work in last 12 months	5	9	10	11	17

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

**Table 7: Range of scores for ambulance trusts**

Key Finding	Lowest score attained	Threshold for below average	Average (median) score	Threshold for above average	Highest score attained
Response rate	31	38	43	51	56
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	60	74	76	79	85
KF2. % agreeing that their role makes a difference to patients	84	86	88	90	93
KF3. % feeling valued by their work colleagues	60	69	70	73	77
KF4. Quality of job design (clear job content, feedback and staff involvement)	2.78	2.90	3.00	3.02	3.12
* KF5. Work pressure felt by staff	2.88	2.97	3.11	3.18	3.32
KF6. Effective team working	2.98	3.22	3.29	3.33	3.41
KF7. Trust commitment to work-life balance	2.64	2.91	3.04	3.13	3.28
* KF8. % staff working extra hours	73	77	80	82	86
KF9. % using flexible working options	39	41	43	47	59
KF10. % feeling there are good opportunities to develop their potential at work	14	23	26	27	33
KF11. % receiving job-relevant training, learning or development in last 12 months	63	68	70	72	78
KF12. % appraised in last 12 months	45	62	69	75	93
KF13. % having well structured appraisals in last 12 months	12	16	21	21	29
KF14. % appraised with personal development plans in last 12 months	27	44	53	61	76
KF15. Support from immediate managers	3.01	3.16	3.19	3.35	3.45
KF16. % having health and safety training in last 12 months	25	46	59	63	82
* KF17. % suffering work-related injury in last 12 months	27	30	32	37	42
* KF18. % suffering work-related stress in last 12 months	23	28	30	33	42
KF19. % saying hand washing materials are always available	26	35	43	49	55

*An asterix indicates a Key finding for which a lower score is better*

**Table 7: Range of scores for ambulance trusts (cont)**

Key Finding	Lowest score attained	Threshold for lower than average	Average (median) score	Threshold for higher than average	Highest score attained
* KF20. % witnessing potentially harmful errors, near misses or incidents in last month	25	29	34	35	39
KF21. % reporting errors, near misses or incidents witnessed in the last month	85	88	89	91	95
KF22. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	2.86	3.03	3.08	3.12	3.39
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 months	14	17	19	20	22
* KF24. % experiencing physical violence from staff in last 12 months	0	1	1	2	3
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	22	25	27	28	32
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 months	12	14	14	16	28
KF27. Perceptions of effective action from employer towards violence and harassment	3.10	3.36	3.44	3.49	3.57
* KF28. Impact of health and wellbeing on ability to perform work or daily activities	1.44	1.53	1.55	1.61	1.74
* KF29. % feeling pressure to attend work when feeling unwell in last 3 months	23	27	31	34	42
KF30. % reporting good communication between senior management and staff	5	10	13	14	22
KF31. % able to contribute towards improvements at work	29	33	37	38	48
KF32. Staff job satisfaction	2.99	3.14	3.17	3.24	3.36
* KF33. Staff intention to leave jobs	2.31	2.41	2.51	2.61	2.98
KF34. Staff recommendation of the trust as a place to work or receive treatment	2.75	3.10	3.17	3.28	3.53
KF35. Staff motivation at work	3.46	3.56	3.64	3.69	3.82
KF36. % having equality and diversity training in the last 12 months	20	26	39	54	82
KF37. % believing trust provides equal opportunities for career progression or promotion	52	67	75	77	79
* KF38. % experiencing discrimination at work in last 12 months	13	18	20	23	29

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

**Table 8: Range of scores for commissioning only PCTs**

Key Finding	Lowest score attained	Threshold for below average	Average (median) score	Threshold for above average	Highest score attained
Response rate	23	53	61	66	81
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	51	64	67	71	79
KF2. % agreeing that their role makes a difference to patients	72	80	82	84	90
KF3. % feeling valued by their work colleagues	67	76	77	80	90
KF4. Quality of job design (clear job content, feedback and staff involvement)	3.15	3.38	3.44	3.50	3.64
* KF5. Work pressure felt by staff	2.63	2.82	2.89	2.96	3.13
KF6. Effective team working	3.48	3.70	3.75	3.79	4.04
KF7. Trust commitment to work-life balance	3.51	3.68	3.72	3.77	4.08
* KF8. % staff working extra hours	31	62	69	73	79
KF9. % using flexible working options	68	79	85	88	95
KF10. % feeling there are good opportunities to develop their potential at work	23	37	39	42	54
KF11. % receiving job-relevant training, learning or development in last 12 months	64	71	74	76	84
KF12. % appraised in last 12 months	44	69	76	81	94
KF13. % having well structured appraisals in last 12 months	18	32	36	38	52
KF14. % appraised with personal development plans in last 12 months	34	58	65	74	87
KF15. Support from immediate managers	3.48	3.74	3.80	3.84	4.09
KF16. % having health and safety training in last 12 months	20	62	70	75	94
* KF17. % suffering work-related injury in last 12 months	0	4	5	6	16
* KF18. % suffering work-related stress in last 12 months	17	27	28	29	36
KF19. % saying hand washing materials are always available	25	42	52	54	76

*An asterix indicates a Key finding for which a lower score is better*

**Table 8: Range of scores for commissioning only PCTs (cont)**

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
* KF20. % witnessing potentially harmful errors, near misses or incidents in last month	5	9	10	11	22
KF21. % reporting errors, near misses or incidents witnessed in the last month	83	94	100	100	100
KF22. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.20	3.34	3.37	3.41	3.59
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 months	0	0	0	0	3
* KF24. % experiencing physical violence from staff in last 12 months	0	0	0	1	6
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	0	3	3	5	12
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 months	3	11	13	14	25
KF27. Perceptions of effective action from employer towards violence and harassment	3.42	3.52	3.55	3.58	3.91
* KF28. Impact of health and wellbeing on ability to perform work or daily activities	1.45	1.58	1.60	1.62	1.80
* KF29. % feeling pressure to attend work when feeling unwell in last 3 months	8	15	17	18	26
KF30. % reporting good communication between senior management and staff	20	35	38	41	60
KF31. % able to contribute towards improvements at work	64	72	75	76	84
KF32. Staff job satisfaction	3.43	3.60	3.64	3.69	3.91
* KF33. Staff intention to leave jobs	2.39	2.94	3.08	3.18	3.54
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.09	3.36	3.41	3.49	3.72
KF35. Staff motivation at work	3.44	3.64	3.70	3.76	3.88
KF36. % having equality and diversity training in the last 12 months	15	36	45	55	73
KF37. % believing trust provides equal opportunities for career progression or promotion	76	88	90	92	100
* KF38. % experiencing discrimination at work in last 12 months	0	8	9	10	19

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

**Table 9: Range of scores for PCTs with mental health / learning disability services**

Key Finding	Lowest score attained	Threshold for lowest 20%	Average (median) score	Threshold for highest 20%	Highest score attained
Response rate	40	55	60	62	69
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	67	71	73	75	81
KF2. % agreeing that their role makes a difference to patients	81	87	88	89	90
KF3. % feeling valued by their work colleagues	75	78	80	81	83
KF4. Quality of job design (clear job content, feedback and staff involvement)	3.29	3.41	3.48	3.52	3.59
* KF5. Work pressure felt by staff	2.80	2.99	3.05	3.10	3.21
KF6. Effective team working	3.68	3.81	3.85	3.86	3.92
KF7. Trust commitment to work-life balance	3.36	3.62	3.68	3.71	3.82
* KF8. % staff working extra hours	50	59	63	66	74
KF9. % using flexible working options	68	76	78	80	84
KF10. % feeling there are good opportunities to develop their potential at work	26	39	42	45	53
KF11. % receiving job-relevant training, learning or development in last 12 months	69	77	79	80	85
KF12. % appraised in last 12 months	65	73	78	84	96
KF13. % having well structured appraisals in last 12 months	25	33	38	41	51
KF14. % appraised with personal development plans in last 12 months	56	65	68	76	86
KF15. Support from immediate managers	3.66	3.74	3.80	3.83	3.91
KF16. % having health and safety training in last 12 months	60	77	83	86	93
* KF17. % suffering work-related injury in last 12 months	5	9	9	11	14
* KF18. % suffering work-related stress in last 12 months	22	27	28	30	34
KF19. % saying hand washing materials are always available	42	54	58	62	75

*An asterix indicates a Key finding for which a lower score is better*

**Table 9: Range of scores for PCTs with mental health / learning disability services (cont)**

Key Finding	Lowest score attained	Threshold for below average	Average (median) score	Threshold for above average	Highest score attained
* KF20. % witnessing potentially harmful errors, near misses or incidents in last month	14	18	20	22	26
KF21. % reporting errors, near misses or incidents witnessed in the last month	90	96	98	98	100
KF22. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	3.31	3.45	3.48	3.51	3.58
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 months	1	3	4	5	8
* KF24. % experiencing physical violence from staff in last 12 months	0	1	1	1	2
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	6	10	11	12	14
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 months	9	11	12	13	16
KF27. Perceptions of effective action from employer towards violence and harassment	3.45	3.58	3.64	3.67	3.75
* KF28. Impact of health and wellbeing on ability to perform work or daily activities	1.50	1.56	1.59	1.61	1.65
* KF29. % feeling pressure to attend work when feeling unwell in last 3 months	15	17	18	20	22
KF30. % reporting good communication between senior management and staff	23	34	36	39	46
KF31. % able to contribute towards improvements at work	61	67	69	72	76
KF32. Staff job satisfaction	3.48	3.60	3.62	3.69	3.75
* KF33. Staff intention to leave jobs	2.42	2.66	2.69	2.73	2.88
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.12	3.46	3.51	3.59	3.79
KF35. Staff motivation at work	3.64	3.78	3.81	3.83	3.90
KF36. % having equality and diversity training in the last 12 months	31	40	47	55	72
KF37. % believing trust provides equal opportunities for career progression or promotion	80	91	93	94	96
* KF38. % experiencing discrimination at work in last 12 months	6	8	10	11	17

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

## 6. Ranking of trusts and largest local changes

### 6.1 Ranking of trusts

Section 3.1 of the full and summary feedback reports highlights the Key Findings for which a trust compares most favourably with other trusts of a similar type in England. These Key Findings have been selected as follows:

For each of the 38 Key Findings, trusts were placed in order from 1 (the top or 'best' ranking score among trusts of a similar type) to X (the bottom or 'worst' ranking score among trusts of a similar type).

For example, there are 147 acute trusts in England, so for each of the 38 Key Findings, trusts were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). Section 3.1 displays the top four ranking scores (i.e. the four Key Findings for which the trust is ranked closest to 1), and the bottom four ranking scores (i.e. the four Key Findings for which the trust is ranked closest to 147).

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

However, for acute specialist trusts, ambulance trusts, PCTs with mental health/learning disability services and commissioning only PCTs, a Key Finding score is only presented as a 'top ranking score' if the trust 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, mental health and learning disability trusts and PCTs, a Key Finding score is only presented as a 'bottom ranking score' (section 3.1) if the trust is ranked as 'average', 'worse than average' or 'in the worst 20%' when compared with trusts of a similar type for that Key Finding.

For acute specialist trusts, ambulance trusts, PCTs with mental health/learning disability services and commissioning only PCTs, a Key Finding score is only presented as a 'bottom ranking score' if the trust is ranked as 'average', or 'worse than average' when compared with trusts 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 a trust could have exactly the same ranking for a number of different Key Findings, which makes the selection of the top and bottom four ranking scores a little more difficult. In these cases, a further calculation is conducted which takes into account the relative difference between that trust's score on a Key Finding and the score attained by the top ranking trust of that type nationally.

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

For example, an acute trust might be ranked 20 on two Key Findings – KF10 'Percentage of staff feeling there are good opportunities to develop their potential at work' and KF12 '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 trust's score for each of these Key Findings compares with the 'best' acute trust scores attained nationally for KF10 and 12.

The calculation is detailed below:

- Key Finding 10: *Percentage of staff feeling there are good opportunities to develop their potential at work*
  - Trust's score = 55%
  - Highest score attained by an acute trust = 57%
  - National variation (standard deviation) for acute trusts = 0.038
  - Relative difference =  $(0.55 - 0.57 = -0.02) / 0.038 = -0.526$
- Key Finding 12: *Percentage of staff appraised in last 12 months*
  - Trust's score = 87%
  - Highest score attained by an acute trust = 92%
  - National variation (standard deviation) for acute trusts = 0.105
  - Relative difference =  $(0.87 - 0.92 = -0.05) / 0.105 = -0.190$

Thus, the trust's score for Key Finding 12 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**). KF12 would therefore be chosen for presentation in section 3.1 as one of the top four ranking scores.

Similarly, if an acute trust was ranked 120 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 trust's score for each of these Key Findings compares with the 'best' acute trust scores attained nationally.

As the following calculations show, the trust's score for Key Finding 7 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**). KF7 would therefore be chosen for presentation in section 3.1 as one of the bottom four ranking scores.

- Key Finding 4: *Quality of job design*
  - Trust's score = 3.41
  - Highest score attained by an acute trust = 3.60
  - National variation (standard deviation) for acute trusts = 0.069
  - Relative difference =  $(3.41 - 3.60 = -0.19) / 0.069 = -2.75$
- Key Finding 7: *Trust commitment to work-life balance*
  - Trust's score = 3.34
  - Highest score attained by an acute trust = 3.66
  - National variation (standard deviation) for acute trusts = 0.092
  - Relative difference =  $(3.34 - 3.66 = -0.32) / 0.092 = -3.48$

## 6.2 Largest local changes

Section 3.2 of the full and summary feedback reports highlights up to eight Key Findings where staff experiences have shown a statistically significant improvement or deterioration since 2009.

Please note that because of the changes made to the calculation of KF6, KF9, KF23, KF24, KF25, KF26 and KF38 (see section 3 of this document for more details) it is not possible to compare the 2009 and 2010 results in sections 3 or 4 of the feedback reports.

Where more than four Key Findings have improved in the trust since 2009, the four 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 four Key Findings have deteriorated since 2009, the four 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 the appropriate way to establish which Key Findings have

improved or deteriorated the most. Rather, the extent of 09-10 change for each Key Finding has been measured in relation to the national variation for that Key Finding.

The extent of change is calculated in the following way:

*Relative change = (trust score in 2010 - trust score in 2009) / standard deviation in national score.*

For example, if an acute trust's score has significantly improved on KF10 '*Percentage of staff feeling there are good opportunities to develop their potential at work*' and on KF12 '*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 10: *Percentage of staff feeling there are good opportunities to develop their potential at work*
  - Trust's score in 2010 = 55%
  - Trust's score in 2009 = 53%
  - National variation (standard deviation) for acute trusts = 0.038
  - Relative change =  $(0.55 - 0.53 = 0.02) / 0.038 = 0.526$
  
- Key Finding 12: *Percentage of staff appraised in last 12 months*
  - Trust's score in 2010 = 87%
  - Trust's score in 2009 = 85%
  - National variation (standard deviation) for acute trusts = 0.105
  - Relative change =  $(0.87 - 0.85 = 0.02) / 0.105 = 0.190$

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

Similarly, if the trust's score has significantly deteriorated on KF4 '*Quality of job design*' and KF8 '*Trust commitment to work-life balance*', the scores would be differentiated in the following way:

- Key Finding 4: *Quality of job design*
  - Trust's score in 2010 = 3.41
  - Trust's score in 2009 = 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 7: *Trust commitment to work-life balance*
  - Trust's score in 2010 = 3.34
  - Trust's score in 2009 = 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 4 would be deemed to have shown the greater local deterioration of the two Key Findings because the relative change score for KF4 is **furthest away from zero**.

## 7. Overall indicator of staff engagement

In Section 2 of the full and summary feedback we report 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:

- KF31 '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.
  
- KF34 'Staff recommendation of the trust as a place to work or receive treatment'
  - Care of patients / service users is my trust's top priority.
  - I would recommend my trust as a place to work.
  - If a friend of relative needed treatment, I would be happy with the standard of care provided by this trust.
  
- KF35 '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.

Firstly, three scale summary scores were calculated by assigning numbers to a series of responses, and calculating the average score. For example, for KF34 'Staff recommendation of the trust 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 trust's top priority", "I would recommend my trust 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 trust". If they answered "strongly disagree", they would score 1; if they answered, "disagree", they would score 2; if they answered, "neither agree nor disagree", they would score 3; if they answered "agree", they would score 4; and if they answered "strongly agree", they would score 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 (31 and 35) to create three scale summary scores for each respondent.<sup>1</sup>

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 KF31 'Staff ability to contribute towards improvement at work', an overall score of 4.00 on KF34 'Staff recommendation of the trust as a place to work or receive treatment', and an overall score of 4.33 on KF35 '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 summarised for the entire trust using the weighting procedure described in section 4 of this document.

Section 2 of the full and summary feedback reports the overall staff engagement score for the trust, which is then compared with the national average for trusts 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 all types of trust (apart from ambulance trusts).

---

<sup>1</sup> Please note that for this part of the analysis KF31 'Staff ability to contribute towards improvement at work' has been recast and calculated 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.

Because of the small number of acute specialist trusts, ambulance trusts, PCTs with mental health/learning disability services, and commissioning only PCTs participating in the 2010 national NHS staff survey we do not present details of where ambulance trusts are in the lowest 20% / highest 20%. Therefore, 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 ambulance trusts.

**Table 10: Range of scores for the overall indicator of staff engagement by trust type**

Overall staff engagement	Acute Trusts	Acute Specialist Trusts	Ambulance Trusts	Mental Health and Learning Disability Trusts	Primary Care Trusts	Commissioning only PCTs	PCTs with MH / LD services
Lowest score attained	3.32	3.60	3.01	3.45	3.47	3.43	3.42
Threshold for lowest 20%	3.55	--	--	3.55	3.59	--	--
Threshold for worse than average	3.61	3.77	3.27	3.62	3.64	3.56	3.63
Average (median) score	3.62	3.80	3.30	3.64	3.66	3.66	3.68
Threshold for better than average	3.65	3.84	3.33	3.67	3.68	3.68	3.74
Threshold for highest 20%	3.71	--	--	3.70	3.73	--	--
Highest score attained	3.87	3.97	3.53	4.02	3.84	3.82	3.80

## 8. Main feedback reports Appendix 4

In Appendix 4 of the full feedback reports we present data for each of the 38 Key Findings (Table A4.1), and also responses to all the questions in the core version of the questionnaire (Table A4.2).

The figures in table A4.1 are calculated as described earlier in section 2, table 1 of this document.

The figures in table A4.2 are presented as percentage figures. Table 11 below shows how the figures have been calculated.

Technical notes:

- For commissioning only PCTs the figures presented throughout the reports are **un-weighted**.
- For all other type of trust the figures reported in Tables A4.1 and A4.2 are **un-weighted**. As a consequence, there may be some slight differences between these figures and the figures reported in sections 3 and 4 and Appendix 2 (benchmarking information) and Appendix 3 (local changes) of main feedback report, which are weighted according to the occupational group profile of a typical trust. More details about the weighting of data are given in section 4 of this document.
- In certain cases a dash (-) appears in the 'Your Trust in 2009' column in Tables A4.1 or A4.2. This is because of changes to the format of survey questions or the calculation of the Key Findings so comparisons with the 2009 score are not possible. Changes made to the Key Findings since 2009 are described in more detail in section 3 of this document.
- In certain cases a dash (-) appears in Tables A4.1 or A4.2. This is in order to preserve anonymity of individual staff, where there were fewer than 11 responses to a survey question or Key Finding.
- The survey questions are presented in the order that they appear in the relevant version of the core 2010 questionnaire:

### version of core questionnaire

### used by:

acute trust

acute **and** acute specialist trusts

ambulance trust

ambulance trusts

mental health and learning disability trust

mental health and learning disability trusts **and** PCTs with mental health and/or learning disability services

primary care trust

PCTs **and** commissioning only PCTs

**Table 11: How the scores in Appendix 2 of the feedback reports are calculated**

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Working hours</b>						
% working part time	Proportion of respondents who ticked 'Up to 29 hours'	1a	1a	1a	1a	1a
% working additional PAID hours	Proportion of respondents who ticked 'up to 5 hours', '6 to 10 hours', or '11 or more than hours'	1b	1b	1b	1b	1b
% working additional UNPAID hours	Proportion of respondents who ticked 'up to 5 hours', '6 to 10 hours', or '11 or more than hours'	1c	1c	1c	1c	1c
<b>Quality of work-life balance</b>						
% agreeing / strongly agreeing with the following statements:						
"My Trust is committed to helping staff balance their work and home life"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	2a	2a	2a	2a	2a
"My immediate manager helps me find a good work-life balance"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	2b	2b	2b	2b	2b
"I can approach my immediate manager to talk openly about flexible working"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	2c	2c	2c	2c	2c

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Flexible working options</b>						
% saying the following flexible working options applied to them:						
Working flexi-time (e.g. able to vary start & finish times)	Proportion of respondents who ticked option 1	3	3	3	3	3
Working reduced hours (e.g. part time)	Proportion of respondents who ticked option 2	3	3	3	3	3
Working from home in normal working hours	Proportion of respondents who ticked option 3	3	3	3	3	3
Working to an agreed number of hours over the year (e.g. annualised hours)	Proportion of respondents who ticked option 4	3	3	3	3	3
Working during school term-time only	Proportion of respondents who ticked option 5	3	3	3	3	3
Team making their own decisions about rotas	Proportion of respondents who ticked option 6	3	3	3	3	3
Job sharing with someone else	Proportion of respondents who ticked option 7	3	3	3	3	3
<b>Types of training, learning or development</b>						
% having taken part in the following types of training, learning or development in the last 12 months:						
Taught courses (internal or external)	Proportion of respondents who ticked 'Yes'	4a	4a	4a	4a	4a
Any supervised on-the-job training	Proportion of respondents who ticked 'Yes'	4b	4b	4b	4b	4b
Having a mentor	Proportion of respondents who ticked 'Yes'	4c	4c	4c	4c	4c
Shadowing someone	Proportion of respondents who ticked 'Yes'	4d	4d	4d	4d	4d
e-learning / online training	Proportion of respondents who ticked 'Yes'	4e	4e	4e	4e	4e
Keeping up-to-date with developments in your type of work	Proportion of respondents who ticked 'Yes'	4f	4f	4f	4f	4f
Other methods of training, learning or development	Proportion of respondents who specified another method	4g	4g	4g	4g	4g

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Areas of training, learning or development</b>						
% having received training, learning or development in the following areas in the last 12 months:						
Equality and diversity training (e.g. awareness of age, disability, gender, race, sexual orientation, religion)	Proportion of respondents who ticked 'Yes, in the last 12 months'	5a	5a	5a	5a	5a
Health and safety training (e.g. fire training, manual handling)	Proportion of respondents who ticked 'Yes, in the last 12 months'	5b	5b	5b	5b	5b
What to do if there is a major incident or emergency	Proportion of respondents who ticked 'Yes, in the last 12 months'	5c	5c	5c	5c	5c
How to prevent or handle violence and aggression to staff, patients / service users (e.g. Conflict Resolution training)	Proportion of respondents who ticked 'Yes, in the last 12 months'	5d	5d	5d	5d	5d
Infection control (e.g. guidance on hand-washing, MRSA, waste management, disposal of sharps / needles)	Proportion of respondents who ticked 'Yes, in the last 12 months'	5e	5e	5e	5e	5e
Computer skills (e.g. using Trust IT systems, spreadsheets, databases, Internet, email etc.)	Proportion of respondents who ticked 'Yes, in the last 12 months'	5f	5f	5f	5f	5f
How to handle confidential information about patients / service users	Proportion of respondents who ticked 'Yes, in the last 12 months'	5g	5g	5g	5g	5g
How to give information to patients / service users on condition, medication, side effects etc.	Proportion of respondents who ticked 'Yes, in the last 12 months'	5h	5h	5h	5h	5h
How to deliver a good patient / service user experience (e.g. monitor the patient / service user experience, and use the feedback to make improvements)	Proportion of respondents who ticked 'Yes, in the last 12 months'	5i	5i	5i	5i	5i

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Mental Health specific training, learning or development</b>						
% having received training, learning or development in the following areas in the last 12 months:						
How to undertake the Care Programme Approach (CPA) as part of the National Service Framework for Mental Health	Proportion of respondents who ticked 'Yes, in the last 12 months'	--	--	6a	--	6a
How to conduct a mental health risk assessment	Proportion of respondents who ticked 'Yes, in the last 12 months'	--	--	6b	--	6b
How to identify patients / service users at risk of committing suicide (e.g. suicide prevention)	Proportion of respondents who ticked 'Yes, in the last 12 months'	--	--	6c	--	6c
How to assess and support carers of patients with a mental health disorder	Proportion of respondents who ticked 'Yes, in the last 12 months'	--	--	6d	--	6d
How to assess and treat patients / service users with Dual Diagnosis	Proportion of respondents who ticked 'Yes, in the last 12 months'	--	--	6e	--	6e
Psychological therapies (as specified in NICE guidance)	Proportion of respondents who ticked 'Yes, in the last 12 months'	--	--	6f	--	6f
<b>Job-relevant training, learning and development</b>						
% who had received training, learning and development in the last 12 months agreeing / strongly agreeing that:						
It has helped me to do my job better	Proportion of respondents who had received at least one type of training listed and either 'agree' or 'strongly agree' with the statement	4a to 4g, 5a to 5i and 6a	4a to 4g, 5a to 5i and 6a	4a to 4g, 5a to 5i, 6a to 6h and 7a	4a to 4g, 5a to 5i and 6a	4a to 4g, 5a to 5i, 6a to 6h and 7a
It has helped me stay up-to-date with my job	Proportion of respondents who had received at least one type of training listed and either 'agree' or 'strongly agree' with the statement	4a to 4g, 5a to 5i and 6b	4a to 4g, 5a to 5i and 6b	4a to 4g, 5a to 5i, 6a to 6h and 7b	4a to 4g, 5a to 5i and 6b	4a to 4g, 5a to 5i, 6a to 6h and 7b
It has helped me stay up-to-date with professional requirements	Proportion of respondents who had received at least one type of training listed and either 'agree' or 'strongly agree' with the statement	4a to 4g, 5a to 5i and 6c	4a to 4g, 5a to 5i and 6c	4a to 4g, 5a to 5i, 6a to 6h and 7c	4a to 4g, 5a to 5i and 6c	4a to 4g, 5a to 5i, 6a to 6h and 7c

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Management and supervision</b>						
% 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	7a	7a	8a	7a	8a
"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	7b	7b	8b	7b	8b
"My immediate manager gives me clear feedback on my work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	7c	7c	8c	7c	8c
"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	7d	7d	8d	7d	8d
"My immediate manager is supportive in a personal crisis"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	7e	7e	8e	7e	8e
<b>Appraisals and personal development plans</b>						
% saying they had received an appraisal or performance development review in the last 12 months	Proportion of respondents who ticked 'Yes, KSF development review' and / or 'Yes, other type of appraisal, performance development review or ARCP'	8a	8a	9a	8a	9a
% saying they had received a KSF development review'	Proportion of respondents who ticked 'Yes, KSF development review'	8a	8a	9a	8a	9a
% saying they had received another type of appraisal or performance development review	Proportion of respondents who ticked 'Yes, other type of appraisal, performance development review or ARCP'	8a	8a	9a	8a	9a

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
% saying their appraisal had helped them to improve how they do their job	Proportion of respondents who stated they had received an appraisal and ticked 'Yes' to part b	8a and 8b	8a and 8b	9a and 9b	8a and 8b	9a and 9b
% saying their appraisal had helped them agree clear objectives for their work	Proportion of respondents who stated they had received an appraisal and ticked 'Yes' to part c	8a and 8c	8a and 8c	9a and 9c	8a and 8c	9a and 9c
% saying their appraisal had made them feel their work was valued by the Trust	Proportion of respondents who stated they had received an appraisal and ticked 'Yes' to part d	8a and 8d	8a and 8d	9a and 9d	8a and 8d	9a and 9d
% saying they had agreed a personal development plan as part of their appraisal or development review	Proportion of respondents who stated they had received an appraisal and ticked 'Yes' to 9/10a	8a and 9a	8a and 9a	9a and 10a	8a and 9a	9a and 10a
% saying they had received training, learning and development identified in their personal development plan	Proportion of respondents who stated they had received an appraisal and ticked 'Yes' to part 9/10b	8a and 9b	8a and 9b	9a and 10b	8a and 9b	9a and 10b
% saying they had received support from immediate manager in accessing training, learning and development identified in personal development plan	Proportion of respondents who stated they had received an appraisal and ticked 'Yes' to part 9/10c	8a and 9c	8a and 9c	9a and 10c	8a and 9c	9a and 10c

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Team-based working</b>						
% working in a team	Proportion of respondents who answered 'Yes'	10a	10a	11a	10a	11a
% agreeing / strongly agreeing team members have a set of shared objectives	Proportion of respondents who stated they worked in a team (part a) and who answered either 'agree' or 'strongly agree' with part b	10a and 10b	10a and 10b	11a and 11b	10a and 10b	11a and 11b
% agreeing / strongly agreeing team members often meet to discuss the team's effectiveness	Proportion of respondents who stated they worked in a team (part a) and who answered either 'agree' or 'strongly agree' with part c	10a and 10c	10a and 10c	11a and 11c	10a and 10c	11a and 11c
% agreeing / strongly agreeing team members have to communicate closely with each other to achieve the team's objectives	Proportion of respondents who stated they worked in a team (part a) and who answered either 'agree' or 'strongly agree' with part d	10a and 10d	10a and 10d	11a and 11d	10a and 10d	11a and 11d
<b>Job design and work pressure (1)</b>						
% agreeing / strongly agreeing with the following statements:						
"I have clear, planned goals and objectives for my job"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	11a	11a	12a	11a	12a
"I often have trouble working out whether I am doing well or poorly in this job"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	11b	11b	12b	11b	12b
"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	11c	11c	12c	11c	12c
"I cannot meet all the conflicting demands on my time at work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	11d	11d	12d	11d	12d

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
"I have adequate materials, supplies and equipment to do my work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	11e	11e	12e	11e	12e
"There are enough staff at this Trust for me to do my job properly"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	11f	11f	12f	11f	12f
"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	11g	11g	12g	11g	12g
<b>Staff intention to leave</b>						
% agreeing / strongly agreeing with the following statements:						
"I often think about leaving this Trust"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	12a	12a	13a	12a	13a
"I will probably look for a job at a new organisation in the next 12 months"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	12b	12b	13b	12b	13b
"As soon as I can find another job, I will leave this Trust"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	12c	12c	13c	12c	13c
<b>Staff job satisfaction</b>						
% satisfied or very satisfied with the following aspects of their job:						
"The recognition I get for good work"	Proportion of respondents who stated they were either 'satisfied' or 'very satisfied'	13a	13a	14a	13a	14a
"The support I get from my immediate manager"	Proportion of respondents who stated they were either 'satisfied' or 'very satisfied'	13b	13b	14b	13b	14b
"The freedom I have to choose my own method of working"	Proportion of respondents who stated they were either 'satisfied' or 'very satisfied'	13c	13c	14c	13c	14c

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
"The support I get from my work colleagues"	Proportion of respondents who stated they were either 'satisfied' or 'very satisfied'	13d	13d	14d	13d	14d
"The amount of responsibility I am given"	Proportion of respondents who stated they were either 'satisfied' or 'very satisfied'	13e	13e	14e	13e	14e
"The opportunities I have to use my skills"	Proportion of respondents who stated they were either 'satisfied' or 'very satisfied'	13f	13f	14f	13f	14f
"The extent to which my Trust values my work"	Proportion of respondents who stated they were either 'satisfied' or 'very satisfied'	13g	13g	14g	13g	14g
"My level of pay"	Proportion of respondents who stated they were either 'satisfied' or 'very satisfied'	13h	13h	14h	13h	14h
<b>Job design and work pressure (2)</b>						
% 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	14a	14a	15a	14a	15a
"I am consulted about changes that affect my work area / team / department"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	14b	14b	15b	14b	15b
"I do not have time to carry out all my work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	14c	14c	15c	14c	15c
"I get clear feedback about how well I am doing my job"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	14d	14d	15d	14d	15d
"Relationships at work are strained"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	14e	14e	15e	14e	15e

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
"I can decide on my own how to go about doing my work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	14f	14f	15f	14f	15f
<b>Being respected at work</b>						
% agreeing / strongly agreeing with the following statements:						
"The people I work with treat me with respect"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	15a	15a	16a	15a	16a
"The people I work with seek my opinions"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	15b	15b	16b	15b	16b
"I am trusted to do my job"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	15c	15c	16c	15c	16c
"I feel I belong to a team"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	15d	15d	16d	15d	16d
"I often do more than is required"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	15e	15e	16e	15e	16e
"I try to help colleagues in my Trust whenever I can"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	15f	15f	16f	15f	16f

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Senior management</b>						
% agreeing / strongly agreeing with the following statements:						
"Senior managers here try to involve staff in important decisions"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	16a	16a	17a	16a	17a
"Communication between senior management and staff is effective"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	16b	16b	17b	16b	17b
"Senior managers encourage staff to suggest new ideas for improving services"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	16c	16c	17c	16c	17c
"On the whole, the different parts of the Trust communicate effectively with each other"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	16d	16d	17d	16d	17d
"Care of patients / service users is my Trust's top priority"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	16e	16e	17e	16e	17e
"I know who the senior managers are here"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	16f	16f	17f	16f	17f
"Senior managers where I work are committed to patient care"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	16g	16g	17g	16g	17g
"Patient information is treated confidentially by staff in this Trust"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	16h	16h	17h	16h	17h
"Staff are kept informed about important changes by Trust headquarters"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	--	16i	--	--	--
"Communication between Trust headquarters and other parts of the Trust is good"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	--	16j	--	--	--

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Equal opportunities</b>						
% saying the Trust acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	Proportion of respondents who ticked 'Yes' ( <i>Note: 'Don't know' responses are excluded from the base</i> )	17	17	18	17	18
% 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 ticked 'Yes'	18a	18a	19a	18a	19a
% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months	Proportion of respondents who ticked 'Yes'	18b	18b	19b	18b	19b
If had experienced discrimination , % saying they had experienced discrimination on the grounds of:						
Ethnic background	Proportion of respondents who ticked 'Yes' with part b and state 'Ethnic background' at part c	18c	18c	19c	18c	19c
Gender	Proportion of respondents who ticked 'Yes' with part b and state 'Gender' at part c	18c	18c	19c	18c	19c
Religion	Proportion of respondents who ticked 'Yes' with part b and state 'Religion' at part c	18c	18c	19c	18c	19c
Sexual orientation	Proportion of respondents who ticked 'Yes' with part b and state 'Sexual orientation' at part c	18c	18c	19c	18c	19c
Disability	Proportion of respondents who ticked 'Yes' with part b and state 'Disability' at part c	18c	18c	19c	18c	19c
Age	Proportion of respondents who ticked 'Yes' with part b and state 'Age' at part c	18c	18c	19c	18c	19c
Other reason(s)	Proportion of respondents who ticked 'Yes' with part b and state 'Other reason(s)' at part c	18c	18c	19c	18c	19c

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Whistle blowing and confidentiality</b>						
% saying if they were concerned about fraud, malpractice or wrongdoing, they would know how to report it	Proportion of respondents who ticked 'Yes'	19a	19a	20a	19a	20a
% saying they would feel safe in raising their concern	Proportion of respondents who ticked 'Yes' ( <i>'Don't know' responses are included in the base</i> )	19b	19b	20b	19b	20b
% saying they would feel confident that the Trust would address their concern	Proportion of respondents who ticked 'Yes' ( <i>'Don't know' responses are included in the base</i> )	19c	19c	20c	19c	20c
<b>Ambulance vehicles</b>						
% agreeing / strongly agreeing with the following statements:						
"Ambulance vehicles are kept in a good state of repair"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement ( <i>'Not applicable to me' responses excluded from the base</i> )	--	20a	--	--	--
"Ambulance vehicles provide a safe working environment"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement ( <i>'Not applicable to me' responses excluded from the base</i> )	--	20b	--	--	--
<b>Opportunities to develop potential at work</b>						
% agreeing / strongly agreeing with the following statements:						
"There are opportunities for me to progress in my job"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	20a	21a	21a	20a	21a
"I am supported to keep up-to-date with developments in my field"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	20b	21b	21b	20b	21b
"I am encouraged to develop my own expertise"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	20c	21c	21c	20c	21c
"There is strong support for training in my area of work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	20d	21d	21d	20d	21d

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Working in the NHS</b>						
% agreeing / strongly agreeing with the following statements:						
"I would recommend my Trust as a place to work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	21a	22a	22a	21a	22a
"If a friend or relative needed treatment, I would be happy with the standard of care provided by this Trust"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	21b	22b	22b	21a	22b
<b>Your contribution to patient care</b>						
% 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 ( <i>'Not applicable to me' responses excluded from the base</i> )	22a	23a	23a	22a	23a
"I feel that my role makes a difference to patients / service users"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement ( <i>'Not applicable to me' responses excluded from the base</i> )	22b	23b	23b	22b	23b
"I am able to deliver the patient care I aspire to"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement ( <i>'Not applicable to me' responses excluded from the base</i> )	22c	23c	23c	22c	23c
<b>Improving the way we work</b>						
% agreeing / strongly agreeing with the following statements:						
"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	23a	24a	24a	23a	24a
"There are frequent opportunities for me to show initiative in my role"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	23b	24b	24b	23b	24b

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
"I am able to make improvements happen in my area of work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	23c	24c	24c	23c	24c
"Healthcare professionals and managers in non-clinical roles work well together in my area of work"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	23d	24d	24d	23d	24d
"Senior managers act on staff feedback"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	23e	24e	24e	23e	24e
<b>Staff engagement</b>						
% always / often with the following statements:						
"I look forward to going to work"	Proportion of respondents who either 'always' or 'often' with the statement	24a	25a	25a	24a	25a
"I am enthusiastic about my job"	Proportion of respondents who either 'always' or 'often' with the statement	24b	25b	25b	24b	25b
"Time passes quickly when I am working"	Proportion of respondents who either 'always' or 'often' with the statement	24c	25c	25c	24c	25c
<b>Witnessing and reporting errors, near misses and incidents</b>						
% witnessing errors, near misses or incidents in the last month that could have hurt staff	Proportion of respondents who ticked 'Yes'	25a	26a	26a	25a	26a
% saying the last time they witnessed an error, near miss or incident that could have hurt staff, either they or a colleague had reported it	Proportion of respondents who ticked 'Yes' to part a and 'Yes, I reported it' and/or 'Yes, a colleague reported it' to part b ( <i>Don't know' responses excluded from the base</i> )	25a and 25b	26a and 26b	26a and 26b	25a and 25b	26a and 26b

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	Proportion of respondents who ticked 'Yes'	26a	27a	27a	26a	27a
% saying the last time they witnessed an error, near miss or incident that could have hurt patients / service users, either they or a colleague had reported it	Proportion of respondents who ticked 'Yes' to part a and 'Yes, I reported it' and/or 'Yes, a colleague reported it' to part b ( <i>Don't know' responses excluded</i> )	26a and 26b	27a and 27b	27a and 27b	26a and 26b	27a and 27b
<b>Fairness and effectiveness of procedures for reporting errors, near misses and incidents</b>						
% agreeing / strongly agreeing with the following statements:						
"My Trust 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	27a	28a	28a	27a	28a
"My Trust encourages us to report errors, near misses or incidents"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	27b	28b	28b	27b	28b
"My Trust treats reports of errors, near misses or incidents confidentially"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	27c	28c	28c	27c	28c
"My Trust blames or punishes people who are involved in errors, near misses or incidents"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	27d	28d	28d	27d	28d
"When errors, near misses or incidents are reported, my Trust takes action to ensure that they do not happen again"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	27e	28e	28e	27e	28e
"We are informed about errors, near misses and incidents that happen in the Trust"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	27f	28f	28f	27f	28f
"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	27g	28g	28g	27g	28g

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Experiencing and reporting physical violence at work</b>						
% saying they have personally experienced physical violence at work in the last 12 months from the following:						
Patients / service users, relatives of patients / service users or other members of the public	Proportion of respondents who ticked 'Yes'	28a	29a	29a	28a	29a
Manager / team leader or other colleagues	Proportion of respondents who ticked 'Yes'	28b	29b	29b	28b	29b
% experiencing physical violence at work from patients / service users, their relatives or other members of the public in last 12 months:						
No times	Proportion of respondents who ticked 'Yes' to either part a or b and 'none / no times' to part c	28a – b 28c	29a – b 29c	29a – b 29c	28a – b 28c	29a – b 29c
1 to 2 times	Proportion of respondents who ticked 'Yes' to either part a or b and '1 to 2 times' to part c	28a – b 28c	29a – b 29c	29a – b 29c	28a – b 28c	29a – b 29c
3 to 5 times	Proportion of respondents who ticked 'Yes' to either part a or b and '3 to 5 times' to part c	28a – b 28c	29a – b 29c	29a – b 29c	28a – b 28c	29a – b 29c
6 to 10 times	Proportion of respondents who ticked 'Yes' to either part a or b and '6 to 10 times' to part c	28a – b 28c	29a – b 29c	29a – b 29c	28a – b 28c	29a – b 29c
More than 10 times	Proportion of respondents who ticked 'Yes' to either part a or b and 'more than 10 times' to part c	28a – b 28c	29a – b 29c	29a – b 29c	28a – b 28c	29a – b 29c
% saying the last time they experienced an incident of physical violence, either they or a colleague had reported it	Proportion of respondents who ticked 'Yes' to either part a or b and 'Yes, I reported it' and/or 'Yes, a colleague reported it' to part d ( <i>Note: 'Don't know' responses are excluded from the base</i> )	28a – b 28d	29a – b 29d	29a – b 29d	28a – b 28d	29a – b 29d

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCTs	PCTs with MH/LD services
<b>Experiencing and reporting harassment, bullying and abuse at work</b>						
% saying they have personally experienced harassment, bullying or abuse at work in the last 12 months from the following:						
Patients / service users, relatives of patients / service users or other members of the public	Proportion of respondents who ticked 'Yes'	29a	30a	30a	29a	30a
Manager / team leader or other colleagues	Proportion of respondents who ticked 'Yes'	29b	30b	30b	29b	30b
% 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 ticked 'Yes' to either part a or b and 'Yes, I reported it' and/or 'Yes, a colleague reported it' to part c (Note: 'Don't know' responses are excluded from the base)	29a – b 29c	30a – b 30c	30a – b 30c	29a – b 29c	30a – b 30c
<b>Effectiveness of action following violence, harassment, bullying and abuse at work</b>						
% agreeing / strongly agreeing with the statements "My Trust takes effective action if staff are...						
...physically attacked by patients / service users, their relatives or other members of the public"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	30a	31a	31a	30a	31a
...physically attacked by other members of staff"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	30b	31b	31b	30b	31b
...bullied, harassed or abused by patients / service users, their relatives or other members of the public"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	30c	31c	31c	30c	31c
...bullied, harassed or abused by other members of staff"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	30d	31d	31d	30d	31d
<b>Support for staff</b>						
% saying they have access to counselling services at their Trust	Proportion of respondents who ticked 'Yes' (Note: 'Don't know' responses are included in the base)	31a	32a	32a	31a	32a
% saying they have access to occupational health services at their Trust	Proportion of respondents who ticked 'Yes' (Note: 'Don't know' responses are included in the base)	31b	32b	32b	31b	32b

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCT	PCTs with MH/LD services
<b>Injuries and illness at work</b>						
% saying they have suffered injuries or felt unwell in the last 12 months as a result of the following problems at work:						
Moving and handling	Proportion of respondents who ticked 'Yes'	32a	33a	33a	32a	33a
Needle-stick and sharps injuries	Proportion of respondents who ticked 'Yes'	32b	33b	33b	32b	33b
Slips, trips and falls	Proportion of respondents who ticked 'Yes'	32c	33c	33c	32c	33c
Exposure to dangerous substances	Proportion of respondents who ticked 'Yes'	32d	33d	33d	32d	33d
Work-related stress	Proportion of respondents who ticked 'Yes'	32e	33e	33e	32e	33e
<b>Availability of hand washing materials</b>						
% saying hot water, soap and paper towels, or alcohol rubs are available for staff:						
Always	Proportion of respondents who ticked 'always'	33a	34a	34a	33a	34a
Most of the time	Proportion of respondents who ticked 'most of the time'	33a	34a	34a	33a	34a
Sometimes	Proportion of respondents who ticked 'sometimes'	33a	34a	34a	33a	34a
Never	Proportion of respondents who ticked 'never'	33a	34a	34a	33a	34a
Don't know	Proportion of respondents who ticked 'don't know'	33a	34a	34a	33a	34a
% saying hot water, soap and paper towels, or alcohol rubs are available for patients / service users:						
Always	Proportion of respondents who ticked 'always'	33b	34b	34b	33b	34b
Most of the time	Proportion of respondents who ticked 'most of the time'	33b	34b	34b	33b	34b
Sometimes	Proportion of respondents who ticked 'sometimes'	33b	34b	34b	33b	34b
Never	Proportion of respondents who ticked 'never'	33b	34b	34b	33b	34b
Don't know	Proportion of respondents who ticked 'don't know'	33b	34b	34b	33b	34b

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCT	PCTs with MH/LD services
% saying hot water, soap and paper towels, or alcohol rubs are available for visitors to the trust:						
Always	Proportion of respondents who ticked 'always'	33c	--	34c	--	34c
Most of the time	Proportion of respondents who ticked 'most of the time'	33c	--	34c	--	34c
Sometimes	Proportion of respondents who ticked 'sometimes'	33c	--	34c	--	34c
Never	Proportion of respondents who ticked 'never'	33c	--	34c	--	34c
Don't Know	Proportion of respondents who ticked 'don't know'	33c	--	34c	--	34c
<b>Promotion of infection control</b>						
% agreeing / strongly agreeing with the statements:						
"The Trust does enough to promote the importance of hand washing to staff"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	34a	--	--	--	--
"The Trust does enough to promote the importance of hand washing to patients, service users and trust visitors"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	34b	--	--	--	--
"Infection control applies to me in my role"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	34c	--	--	--	--

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCT	PCTs with MH/LD services
<b>Health and well-being</b>						
% saying overall their health during the past four weeks was:						
Excellent	Proportion of respondents who ticked 'excellent'	35	35	35	34	35
Very good	Proportion of respondents who ticked 'very good'	35	35	35	34	35
Good	Proportion of respondents who ticked 'good'	35	35	35	34	35
Fair	Proportion of respondents who ticked 'fair'	35	35	35	34	35
Poor	Proportion of respondents who ticked 'poor'	35	35	35	34	35
Very poor	Proportion of respondents who ticked 'very poor'	35	35	35	34	35
% saying during the past four weeks, how much difficulty they had had in doing their daily work, both at home and away from home, because of their physical health:						
None at all	Proportion of respondents who ticked 'none at all'	36	36	36	35	36
A little bit	Proportion of respondents who ticked 'a little bit'	36	36	36	35	36
Some	Proportion of respondents who ticked 'some'	36	36	36	35	36
Quite a lot	Proportion of respondents who ticked 'quite a lot'	36	36	36	35	36
Could not do daily work	Proportion of respondents who ticked 'could not do daily work'	36	36	36	35	36

Survey Question	How it was calculated	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCT	PCTs with MH/LD services
% saying during the past four weeks, how much personal or emotional problems had kept them from doing their usual work or other daily activities:						
Not at all	Proportion of respondents who ticked 'not at all'	37	37	37	36	37
Very little	Proportion of respondents who ticked 'very little'	37	37	37	36	37
Somewhat	Proportion of respondents who ticked 'somewhat'	37	37	37	36	37
Quite a lot	Proportion of respondents who ticked 'quite a lot'	37	37	37	36	37
Could not do daily activities	Proportion of respondents who ticked 'could not do daily activities'	37	37	37	36	37
% agreeing / strongly agreeing with the following statements:						
"In general, my job is good for my health"	Proportion of respondents who either 'agree' or 'strongly agree' with the statement	38a	38a	38a	37a	38a
"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	38b	38b	38b	37b	38b
% saying in the last three months they had gone to work despite not feeling well enough to perform their duties:	Proportion of respondents who ticked 'Yes'	39a	39a	39a	38a	39a
(If YES to part a) % saying they...						
...have felt pressure from their manager to come to work	Proportion of respondents who ticked 'Yes' to parts a and b	39a and 39b	39a and 39b	39a and 39b	38a and 38b	39a and 39b
...have felt pressure from their colleagues to come to work	Proportion of respondents who ticked 'Yes' to parts a and c	39a and 39c	39a and 39c	39a and 39c	38a and 38c	39a and 39c
...have put themselves under pressure to come to work	Proportion of respondents who ticked 'Yes' to parts a and d	39a and 39d	39a and 39d	39a and 39d	38a and 38d	39a and 39d

## **9. Staff survey data that are relevant to the 2010/10 Periodic Review**

Many of the survey questions included in the 2010 national NHS staff survey can be used by Trusts to improve working conditions and practices and to monitor against the pledges to staff. Survey findings will be used by the Care Quality Commission as part of the ongoing monitoring of compliance with the essential standards of quality and safety. For further information, please see: <http://www.cqc.org.uk/aboutcqc/whatwedo/monitoringessentialstandardsqualityandsafety.cfm>

## 10. Staff survey data that can be used to monitor the Health and Safety Executive (HSE) Management Standards

Most of the questions in the 2010 national NHS staff survey are directly relevant to the Health and Safety Executive's (HSE) Management Standards. Details of the questions which map onto the HSE Management Standards can be found in the following table.

**Table 12: Details of data that can be used to monitor the Health and Safety Executive (HSE) Management Standards**

	Question text	acute / acute specialist trusts	ambulance trusts	mental health & learning disability trusts	PCTs / Commissioning only PCT	PCTs with MH/LD services
Control	I can decide on my own how to go about doing my work	14f	14f	15f	14f	15f
Role	I have clear, planned goals and objectives for my job	11a	11a	12a	11a	12a
Relationships	In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following? (b) manager / team leader or other colleagues	29b	30b	30b	29b	30b
Relationships	Relationships at work are strained	14e	14e	15e	14e	15e
Demands	I cannot meet all the conflicting demands on my time at work	11d	11d	12d	11d	12d
Demands	I have adequate materials, supplies and equipment to do my work	11e	11e	12e	11e	12e
Demands	There is enough staff at this Trust for me to do my job properly	11f	11f	12f	11f	12f
Demands	I do not have time to carry out all my work	14c	14c	15c	14c	15c
Change	I am consulted about changes that affect my work area / team / department	14b	14b	15b	14b	15b
Support	I am satisfied with the support I get from my work colleagues	13d	13d	14d	13d	14d
Support	I am satisfied with the support I get from my immediate manager	13b	13b	14b	13b	14b