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This document is also available from the Co-ordination Centre website at:
http://www.nhsstaffsurveys.com
1 Introduction

This document contains details of the calculation of the Key Findings used in the 2015 NHS Staff Survey (section 1), as well as their comparability to the 2014 survey (section 2). This is an extract from the 'Making Sense of Your Staff Survey Data' document, which contains further detail on the analysis and reporting used in the NHS Staff Survey.

2 Key Findings and their calculation, listed by staff pledge

<table>
<thead>
<tr>
<th>Key Findings</th>
<th>Question number(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>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.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Key Finding 1. Staff recommendation of the organisation as a place to work or receive treatment</strong></td>
<td></td>
</tr>
<tr>
<td>Staff are asked whether or not they thought care of patients and service users was the organisation’s top priority, whether or not they would recommend their organisation to others as a place to work, and whether they would be happy with the standard of care provided by the organisation if a friend or relative needed treatment. Possible scores range from 1 to 5, with 1 representing that staff would be unlikely to recommend the organisation as a place to work or receive treatment, and 5 representing that staff would be likely to recommend the organisation as a place to work or receive treatment. Calculation: The mean of scores for each question (strongly disagree = 1; strongly agree = 5), including all those who answered at least two of the three questions.</td>
<td>q21a, c, d</td>
</tr>
<tr>
<td><strong>Key Finding 2. Staff satisfaction with the quality of work and care they are able to deliver</strong></td>
<td></td>
</tr>
<tr>
<td>This scale measures job satisfaction in the following areas: ability to perform to a standard the staff member is pleased with; the quality of care provided to patients or service users, and; ability to deliver care. Possible scores range from 1 to 5, with 1 representing that staff are dissatisfied with their jobs, and 5 representing that staff are satisfied with their jobs. Calculation: The mean of scores for each question (strongly disagree = 1; strongly agree = 5), including all those who answered at least two of the three questions (the 'not applicable' response is not scored and is excluded from calculations).</td>
<td>q3c, q6a, q6c</td>
</tr>
<tr>
<td><strong>Key Finding 3. Percentage of staff agreeing that their role makes a difference to patients / service users</strong></td>
<td></td>
</tr>
<tr>
<td>This is the percentage of staff who feel their role makes a difference to patients or service users. Calculation: Those who answered ‘agree’ or ‘strongly agree’ to question 6b, out of all those who answered the question (the ‘not applicable’ response is not scored and is excluded from calculations).</td>
<td>q6b</td>
</tr>
<tr>
<td><strong>Key Finding 4. Staff motivation at work</strong></td>
<td></td>
</tr>
<tr>
<td>Staff are asked questions about the extent to which they look forward to going to work, and are enthusiastic and absorbed in their jobs. Possible scores range from 1 to 5, with 1 representing that staff are not enthusiastic and absorbed by their work, and 5 representing that staff are enthusiastic and absorbed by their work. Calculation: The mean of scores for each question (never = 1; always = 5), including all those who answered at least two of three questions.</td>
<td>q2a-c</td>
</tr>
</tbody>
</table>
**Key Finding 5. Recognition and value of staff by managers and the organisation**

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

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

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

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

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

**Key Finding 9. Effective team working**

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

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

**Key Finding 14. Staff satisfaction with resourcing and support**

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

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

**STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.**

**Key Finding 10. Support from immediate managers**

This Key Finding assesses the extent to which staff feel their immediate manager provides them with support, guidance and feedback on their work, takes into account their opinions before making decisions that affect their work, and encourages effective teamwork.

Possible scores range from 1 to 5, with 1 representing unsupportive managers, and 5 representing supportive managers.

Calculation: The mean of scores for each question (very dissatisfied/strongly disagree = 1; very satisfied/strongly agree = 5), including all those who answered at least five of six questions.
### Key Finding 11. Percentage of staff appraised in last 12 months

This is the percentage of staff who answered "yes" to having an appraisal, annual review, development review or Knowledge and Skills Framework (KSF) development review in the last 12 months.

**Calculation:** Percentage of those who said "yes" to question 20a, out of those who answered either 'yes' or 'no' to the question (the ‘can’t remember’ response is not scored and is excluded from calculations).

### Key Finding 12. Quality of appraisals

This scale considers the quality of appraisals experienced by staff in the past 12 months, assessing whether these helped staff improve how they do their jobs, agree clear objectives for their work, and left them feeling that their work is valued by their organisation. Possible scores range from 1 to 5, with 1 representing poor-quality appraisals and 5 representing high-quality appraisals.

**Calculation:** The mean of the scores for each question (‘yes definitely’ = 5, ‘yes, to some extent’ =3 and ‘no’ =1), including all those who answered at least two of three questions.

### Key Finding 13. Quality of non-mandatory training, learning or development

This scale evaluates the quality of any non-mandatory training, learning or development staff have received, assessing whether it has helped them do their job more effectively, stay up-to-date with professional requirements and deliver a better patient/service user experience. Possible scores range from 1 to 5, with 1 representing poor-quality training and 5 representing high-quality training.

**Calculation:** The mean of scores for each question (‘strongly disagree’ = 1; ‘strongly agree’ = 5), including all those who answered any of the questions (the ‘not applicable’ response is not scored and is excluded from the calculation).

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

#### Health and well-being

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

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

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

### Key Finding 16. Percentage of staff working extra hours

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

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

### Key Finding 17. Percentage of staff suffering work related stress in last 12 months

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

**Calculation:** Those who answered ‘yes’ to question 9c, out of all those who answered the question.
Key Finding 18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell

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

Calculation: Those who answered ‘yes’ to at least one of questions 9e, 9f, or 9g, out of all those who answered ‘yes’ to question 9d.

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

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

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

Violence and harassment

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

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

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

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

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

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

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

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

Calculation: Those who answered ‘yes, I reported it’, ‘yes, a colleague reported it’, or both of those responses to question 14d, out of all those who report experiencing at least one incidence of violence (questions 14a-14c) in the past 12 months.
**Key Finding 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months**

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

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

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

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

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

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

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

Calculation: Those who answered ‘yes, I reported it’, ‘yes, a colleague reported it’, or both of those responses to question 15d out of all those who report experiencing at least one incidence of harassment, bullying or abuse (questions 15a-15c) in the past 12 months.

**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.**

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

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

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

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

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

Calculation: Those who answered ‘agree’ or ‘strongly agree’ to at least two of the three questions, out of all those who responded to at least two of three questions.
ADDITIONAL THEME: Equality and diversity

Key Finding 20. Percentage of staff experiencing discrimination at work in the last 12 months

This is the percentage of staff who said that they had experienced discrimination from patients / service users, their relatives or other members of the public and / or from colleagues or managers in the last 12 months.

Calculation: Those who answered 'yes' to questions 17a and/or 17b, or who did not answer either of questions 17a or 17b, but selected any of the types of discrimination in question 17c, out of all those who responded to questions 17a and/or 17b, or who did not respond to 17a or b but selected any of the options for question 17c.

Key Finding 21. Percentage believing that organisation provides equal opportunities for career progression or promotion

This is the percentage of staff who said that their organisation acts fairly with regards to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.

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

ADDITIONAL THEME: Errors and incidents

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

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

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

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

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

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

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

This scale assesses culture of incident reporting in organisations. The scale measures the extent to which staff feel that their organisation encourages reporting of errors, near misses and incidents, treats the staff involved fairly, takes action to ensure that such incidents do not happen again, and gives feedback about changes made in response to reported incidents. Possible scores range from 1 to 5, with 1 representing procedures that are perceived to be unfair and ineffective, and 5 representing procedures that are perceived to be fair and effective.

Calculation: The mean of scores for each question (‘strongly disagree’ = 1; ‘strongly agree’ = 5), including all those who responded to at least three of four questions (the ‘don’t know’ response is not scored and is excluded from the calculation).
### Key Finding 31. Staff confidence and security in reporting unsafe clinical practice

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

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

### ADDITIONAL THEME: Patient experience measures

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

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

Calculation: The mean of scores for each question (‘strongly disagree’ = 1; ‘strongly agree’ = 5), including all those who responded to all three questions (the ‘don’t know’ response is not scored and is excluded from calculations).
3 Changes to the Key Findings since the 2014 survey

In 2015, the Key Findings were restructured in accordance with significant changes made to the questionnaire. This resulted in a number of changes and additions to the Key Findings themselves, as well as a complete renumbering of all remaining Key Findings.

The table below contains a list of 2015 Key Findings and their comparability to 2014.

**Table 1  Key Finding changes from 2014 to 2015**

<table>
<thead>
<tr>
<th>KF number</th>
<th>KF description</th>
<th>2014 Comparability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>2</td>
<td>Staff satisfaction with the quality of work and care they are able to deliver</td>
<td>Not comparable</td>
</tr>
<tr>
<td>3</td>
<td>Percentage of staff agreeing that their role makes a difference to patients / service users</td>
<td>Not comparable</td>
</tr>
<tr>
<td>4</td>
<td>Staff motivation at work</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>5</td>
<td>Recognition and value of staff by managers and the organisation</td>
<td>Not comparable</td>
</tr>
<tr>
<td>6</td>
<td>Percentage of staff reporting good communication between senior management and staff</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>7</td>
<td>Percentage of staff able to contribute towards improvements at work</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>8</td>
<td>Staff satisfaction with level of responsibility and involvement</td>
<td>New KF with newly calculated 2014 comparison</td>
</tr>
<tr>
<td>9</td>
<td>Effective team working</td>
<td>Not comparable</td>
</tr>
<tr>
<td>10</td>
<td>Support from immediate managers</td>
<td>Updated KF (not directly comparable) with newly calculated 2014 comparison</td>
</tr>
<tr>
<td>11</td>
<td>Percentage of staff appraised in last 12 months</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>12</td>
<td>Quality of appraisals</td>
<td>Not comparable</td>
</tr>
<tr>
<td>13</td>
<td>Quality of non-mandatory training, learning or development</td>
<td>Not comparable</td>
</tr>
<tr>
<td>14</td>
<td>Staff satisfaction with resourcing and support</td>
<td>Not comparable</td>
</tr>
<tr>
<td>15</td>
<td>Percentage of staff satisfied with the opportunities for flexible working patterns</td>
<td>Not comparable</td>
</tr>
<tr>
<td>16</td>
<td>Percentage of staff working extra hours</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>17</td>
<td>Percentage of staff suffering work related stress in last 12 months</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>18</td>
<td>Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell</td>
<td>Updated KF (not directly comparable) with newly calculated 2014 comparison</td>
</tr>
<tr>
<td>19</td>
<td>Organisation and management interest in and action on health and wellbeing</td>
<td>Not comparable</td>
</tr>
<tr>
<td>KF number</td>
<td>KF description</td>
<td>2014 Comparability</td>
</tr>
<tr>
<td>-----------</td>
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<td>---------------------------------------------------------</td>
</tr>
<tr>
<td>20</td>
<td>Percentage of staff experiencing discrimination at work in the last 12 months</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>21</td>
<td>Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>22</td>
<td>Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>23</td>
<td>Percentage of staff experiencing physical violence from staff in last 12 months</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>24</td>
<td>Percentage of staff/colleagues reporting most recent experience of violence</td>
<td>New KF with newly calculated 2014 comparison</td>
</tr>
<tr>
<td>25</td>
<td>Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>26</td>
<td>Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months</td>
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</tr>
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<td>27</td>
<td>Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse</td>
<td>New KF with newly calculated 2014 comparison</td>
</tr>
<tr>
<td>28</td>
<td>Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>29</td>
<td>Percentage of staff reporting errors, near misses or incidents witnessed in the last month</td>
<td>Directly comparable</td>
</tr>
<tr>
<td>30</td>
<td>Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>Not comparable</td>
</tr>
<tr>
<td>31</td>
<td>Staff confidence and security in reporting unsafe clinical practice</td>
<td>Updated KF (not directly comparable) with newly calculated 2014 comparison</td>
</tr>
<tr>
<td>32</td>
<td>Effective use of patient / service user feedback</td>
<td>Updated KF (not directly comparable) with newly calculated 2014 comparison</td>
</tr>
<tr>
<td>N/A</td>
<td>Overall engagement score</td>
<td>Directly comparable</td>
</tr>
</tbody>
</table>