2016 National NHS staff survey

Brief summary of results from NHS Camden CCG
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1. Introduction to this report

This report presents the findings of the 2016 national NHS staff survey conducted in NHS Camden CCG.

In section 2 of this report, we present an overall indicator of staff engagement. Full details of how this indicator was created can be found in the document *Making sense of your staff survey data*, which can be downloaded from www.nhsstaffsurveys.com.

In sections 3 and 4 of this report, the findings of the questionnaire have been summarised and presented in the form of 32 Key Findings.

These sections of the report have been structured thematically so that Key Findings are grouped appropriately. There are nine themes within this report:

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

Please note, two Key Findings have had their calculation changed and there have been minor changes to the benchmarking groups for social enterprises since last year. For more detail on these changes, please see the *Making sense of your staff survey data* document.

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

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

A longer and more detailed report of the 2016 survey results for NHS Camden CCG can be downloaded from: www.nhsstaffsurveys.com. This report provides detailed breakdowns of the Key Finding scores by directorate, occupational groups and demographic groups, and details of each question included in the core questionnaire.
Your Organisation

The scores presented below are un-weighted question level scores for questions Q21a, Q21b, Q21c and Q21d and the un-weighted score for Key Finding 1. The percentages for Q21a – Q21d are created by combining the responses for those who “Agree” and “Strongly Agree” compared to the total number of staff that responded to the question.

Q21a, Q21c and Q21d feed into Key Finding 1 “Staff recommendation of the organisation as a place to work or receive treatment”.

<table>
<thead>
<tr>
<th>Question</th>
<th>Your Organisation in 2016</th>
<th>Average (median) for CCGs</th>
<th>Your Organisation in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q21a “Care of patients / service users is my organisation's top priority”</td>
<td>73%</td>
<td>79%</td>
<td>84%</td>
</tr>
<tr>
<td>Q21b “My organisation acts on concerns raised by patients / service users”</td>
<td>69%</td>
<td>80%</td>
<td>70%</td>
</tr>
<tr>
<td>Q21c “I would recommend my organisation as a place to work”</td>
<td>49%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>Q21d “If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation”</td>
<td>57%</td>
<td>59%</td>
<td>59%</td>
</tr>
<tr>
<td>KF1 Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)</td>
<td>3.58</td>
<td>3.83</td>
<td>3.78</td>
</tr>
</tbody>
</table>
2. Overall indicator of staff engagement for NHS Camden CCG

The figure below shows how NHS Camden CCG compares with other CCGs on an overall indicator of staff engagement. Possible scores range from 1 to 5, with 1 indicating that staff are poorly engaged (with their work, their team and their organisation) and 5 indicating that staff are highly engaged. The organisation's score of 3.71 was below (worse than) average when compared with organisations of a similar type.

OVERALL STAFF ENGAGEMENT

This overall indicator of staff engagement has been calculated using the questions that make up Key Findings 1, 4 and 7. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 7); their willingness to recommend the organisation as a place to work or receive treatment (Key Finding 1); and the extent to which they feel motivated and engaged with their work (Key Finding 4).

The table below shows how NHS Camden CCG compares with other CCGs on each of the sub-dimensions of staff engagement, and whether there has been a significant change since the 2015 survey.

<table>
<thead>
<tr>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERALL STAFF ENGAGEMENT</td>
<td>• No change</td>
</tr>
<tr>
<td></td>
<td>! Below (worse than) average</td>
</tr>
</tbody>
</table>

KF1. Staff recommendation of the organisation as a place to work or receive treatment
(the extent to which staff think care of patients/service users is the organisation’s top priority, would recommend their organisation to others as a place to work, and would be happy with the standard of care provided by the organisation if a friend or relative needed treatment.)

• No change
! Below (worse than) average

KF4. Staff motivation at work
(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)

• No change
! Below (worse than) average

KF7. Staff ability to contribute towards improvements at work
(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)

• No change
! Below (worse than) average

Full details of how the overall indicator of staff engagement was created can be found in the document Making sense of your staff survey data.
3. Summary of 2016 Key Findings for NHS Camden CCG

3.1 Top and Bottom Ranking Scores

This page highlights the five Key Findings for which NHS Camden CCG compares most favourably with other CCGs in England.

**TOP FIVE RANKING SCORES**

**KF13. Quality of non-mandatory training, learning or development**

*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>National 2016 average for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Scale summary score</td>
</tr>
<tr>
<td></td>
<td>4.10</td>
</tr>
<tr>
<td></td>
<td>3.97</td>
</tr>
</tbody>
</table>

**KF22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months**

*(the lower the score the better)*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>National 2016 average for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage score</td>
</tr>
<tr>
<td></td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>0%</td>
</tr>
</tbody>
</table>

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

*(the lower the score the better)*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>National 2016 average for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage score</td>
</tr>
<tr>
<td></td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>9%</td>
</tr>
</tbody>
</table>

**KF32. Effective use of patient/service user feedback**

*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>National 2016 average for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Scale summary score</td>
</tr>
<tr>
<td></td>
<td>3.92</td>
</tr>
<tr>
<td></td>
<td>3.90</td>
</tr>
</tbody>
</table>

**KF18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves**

*(the lower the score the better)*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>National 2016 average for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage score</td>
</tr>
<tr>
<td></td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>45%</td>
</tr>
</tbody>
</table>

For each of the 32 Key Findings, the CCGs in England were placed in order from 1 (the top ranking score) to 70 (the bottom ranking score). NHS Camden CCG’s five highest ranking scores are presented here, i.e. those for which the organisation’s Key Finding score is ranked closest to 1. Further details about this can be found in the document *Making sense of your staff survey data.*
This page highlights the five Key Findings for which NHS Camden CCG compares least favourably with other CCGs in England. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

**BOTTOM FIVE RANKING SCORES**

**KF21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion**

(\textit{the higher the score the better})

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>76%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>88%</td>
</tr>
</tbody>
</table>

**KF6. Percentage of staff reporting good communication between senior management and staff**

(\textit{the higher the score the better})

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>28%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>51%</td>
</tr>
</tbody>
</table>

**KF20. Percentage of staff experiencing discrimination at work in the last 12 months**

(\textit{the lower the score the better})

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>10%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>6%</td>
</tr>
</tbody>
</table>

**KF4. Staff motivation at work**

(\textit{the higher the score the better})

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>3.69</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>3.89</td>
</tr>
</tbody>
</table>

**KF8. Staff satisfaction with level of responsibility and involvement**

(\textit{the higher the score the better})

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>3.65</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>3.87</td>
</tr>
</tbody>
</table>

For each of the 32 Key Findings, the CCGs in England were placed in order from 1 (the top ranking score) to 70 (the bottom ranking score). NHS Camden CCG’s five lowest ranking scores are presented here, i.e., those for which the organisation’s Key Finding score is ranked closest to 70. Further details about this can be found in the document \textit{Making sense of your staff survey data}. 
3.2 Largest Local Changes since the 2015 Survey

This page highlights the Key Finding that has improved at NHS Camden CCG since the 2015 survey. (This is a positive local result. However, please note that, as shown in section 3.3, when compared with other CCGs in England, the score for Key finding KF31 is worse than average).

WHERE STAFF EXPERIENCE HAS IMPROVED

✓ KF31. Staff confidence and security in reporting unsafe clinical practice

(\textit{the higher the score the better})

<table>
<thead>
<tr>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>Not confident / secure</td>
</tr>
<tr>
<td>3.78</td>
</tr>
<tr>
<td>Confident / secure</td>
</tr>
<tr>
<td>3.51</td>
</tr>
</tbody>
</table>

Because the Key Findings vary considerably in terms of subject matter and format (e.g. some are percentage scores, others are scale scores), a straightforward comparison of score changes is not the appropriate way to establish which Key Findings have improved the most. Rather, the extent of 2015-2016 change for each Key Finding has been measured in relation to the national variation for that Key Finding. Further details about this can be found in the document \textit{Making sense of your staff survey data}. 
### 3.2. Summary of all Key Findings for NHS Camden CCG

**KEY**

- **Green** = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2015 survey.
- **Red** = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2015 survey.
- **Grey** = No change, e.g. there has been no statistically significant change in this Key Finding since the 2015 survey.

For most of the Key Finding scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in *italics*, the lower the score the better.

<table>
<thead>
<tr>
<th>Change since 2015 survey</th>
<th>-15%</th>
<th>-10%</th>
<th>-5%</th>
<th>0%</th>
<th>5%</th>
<th>10%</th>
<th>15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>*KF20. % experiencing discrimination at work in last 12 mths</td>
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<tr>
<td>KF21. % believing the organisation provides equal opportunities</td>
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<tr>
<td>for career progression / promotion</td>
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<tr>
<td>*KF28. % witnessing potentially harmful errors, near misses or</td>
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<tr>
<td>incidents in last mth</td>
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<tr>
<td>*KF17. % feeling unwell due to work related stress in last 12 mths</td>
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<tr>
<td>*KF18. % attending work in last 3 mths despite feeling unwell</td>
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<td></td>
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<tr>
<td>because they felt pressure</td>
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<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
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</tr>
<tr>
<td>*KF16. % working extra hours</td>
<td></td>
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</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td></td>
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</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
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</tr>
<tr>
<td>*KF23. % experiencing physical violence from staff in last 12 mths</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
<td></td>
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</tr>
<tr>
<td>*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
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<td></td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3.2. Summary of all Key Findings for NHS Camden CCG

#### KEY

- **Green** = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2015 survey.
- **Red** = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2015 survey.
- **Grey** = No change, e.g. there has been no statistically significant change in this Key Finding since the 2015 survey.

For most of the Key Finding scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in *italics*, the lower the score the better.

<table>
<thead>
<tr>
<th>Change since 2015 survey (cont)</th>
<th>-1.0</th>
<th>-0.6</th>
<th>-0.2</th>
<th>0.2</th>
<th>0.6</th>
<th>1.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF12. Quality of appraisals</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td></td>
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</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td></td>
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<td></td>
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<td></td>
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</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>


3.2. Summary of all Key Findings for NHS Camden CCG

KEY
Green = Positive finding, e.g. better than average.
Red = Negative finding, i.e. worse than average.
Grey = Average.

For most of the Key Finding scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in italics, the lower the score the better.

### Comparison with all CCGs in 2016

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>Score Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>-30% to 30%</td>
</tr>
<tr>
<td>KF20. % experiencing discrimination at work in last 12 mths</td>
<td>-20% to 20%</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>-10% to 10%</td>
</tr>
<tr>
<td>KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>0% to 30%</td>
</tr>
<tr>
<td>KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td>-10% to 30%</td>
</tr>
<tr>
<td>KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>-20% to 20%</td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>0% to 30%</td>
</tr>
<tr>
<td>KF16. % working extra hours</td>
<td>-10% to 30%</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>0% to 30%</td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>-10% to 30%</td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>-20% to 20%</td>
</tr>
<tr>
<td>KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td>-10% to 30%</td>
</tr>
<tr>
<td>KF23. % experiencing physical violence from staff in last 12 mths</td>
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<td>KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>0% to 30%</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>0% to 30%</td>
</tr>
</tbody>
</table>
3.2. Summary of all Key Findings for NHS Camden CCG

**KEY**

- Green = Positive finding, e.g. better than average.
- Red = Negative finding, i.e. worse than average.
- Grey = Average.

For most of the Key Finding scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in italics, the lower the score the better.

### Comparison with all CCGs in 2016 (cont)

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF12. Quality of appraisals</td>
<td>-0.2</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>-0.6</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>-0.2</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>0.2</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>0.6</td>
</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>1.0</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>-1.0</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>-0.6</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td>-0.2</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td>0.2</td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td>0.6</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td>1.0</td>
</tr>
<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
<td>-1.0</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>-0.6</td>
</tr>
</tbody>
</table>
3.3. Summary of all Key Findings for NHS Camden CCG

<table>
<thead>
<tr>
<th>KEY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Green = Positive finding, e.g. better than average, better than 2015.</td>
<td>! Red = Negative finding, e.g. worse than average, worse than 2015.</td>
</tr>
<tr>
<td>‘Change since 2015 survey’ indicates whether there has been a statistically significant change in the Key Finding since the 2015 survey.</td>
<td>-- No comparison to the 2015 data is possible.</td>
</tr>
<tr>
<td>For most of the Key Finding scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in <em>italics</em>, the lower the score the better.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all CCGs in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisals &amp; support for development</td>
<td></td>
</tr>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>No change</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>No change</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>No change</td>
</tr>
<tr>
<td>Equality &amp; diversity</td>
<td></td>
</tr>
<tr>
<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
<td>No change</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>No change</td>
</tr>
<tr>
<td>Errors &amp; incidents</td>
<td></td>
</tr>
<tr>
<td>* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>No change</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>--</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>No change</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>✓ Increase (better than 15)</td>
</tr>
<tr>
<td>Health and wellbeing</td>
<td></td>
</tr>
<tr>
<td>* KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td>No change</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>No change</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>No change</td>
</tr>
<tr>
<td>Working patterns</td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>No change</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>No change</td>
</tr>
</tbody>
</table>
### 3.3. Summary of all Key Findings for NHS Camden CCG (cont)

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all CCGs in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td>No change</td>
<td>Average</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Managers</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all CCGs in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Patient care &amp; experience</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all CCGs in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>No change</td>
<td>Average</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Violence, harassment &amp; bullying</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all CCGs in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td>--</td>
<td>✓ Below (better than) average</td>
</tr>
<tr>
<td>KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>No change</td>
<td>! Above (worse than) average</td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>No change</td>
<td>! Above (worse than) average</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>No change</td>
<td>! Below (worse than) average</td>
</tr>
</tbody>
</table>
4. Key Findings for NHS Camden CCG

NHS Camden CCG had 81 staff take part in this survey. This is a response rate of 77%\(^1\) which is average for CCGs in England, and compares with a response rate of 67% in this organisation in the 2015 survey.

This section presents each of the 32 Key Findings, using data from the organisation's 2016 survey, and compares these to other CCGs in England and to the organisation's performance in the 2015 survey. The findings are arranged under nine themes: appraisals and support for development, equality and diversity, errors and incidents, health and wellbeing, working patterns, job satisfaction, managers, patient care and experience, and violence, harassment and bullying.

Positive findings are indicated with a green arrow (e.g. where the organisation is better than average, or where the score has improved since 2015). Negative findings are highlighted with a red arrow (e.g. where the organisation’s score is worse than average, or where the score is not as good as 2015). An equals sign indicates that there has been no change.

**Appraisals & support for development**

**KEY FINDING 11. Percentage of staff appraised in last 12 months**

*(the higher the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>75%</td>
</tr>
<tr>
<td>Organisation score 2015</td>
<td>86%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>84%</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>98%</td>
</tr>
</tbody>
</table>

**KEY FINDING 12. Quality of appraisals**

*(the higher the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>3.14</td>
</tr>
<tr>
<td>Organisation score 2015</td>
<td>3.19</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>3.40</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>4.12</td>
</tr>
</tbody>
</table>

---

\(^1\)Questionnaires were sent to all 105 staff eligible to receive the survey. This includes only staff employed directly by the organisation (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly elsewhere in the organisation. When calculating the response rate, questionnaires could only be counted if they were received with their ID number intact, by the closing date.
KEY FINDING 13. Quality of non-mandatory training, learning or development

(Recall the higher the score the better)

Scale summary score

- Organisation score 2016: 4.10
- Organisation score 2015: 4.07
- National 2016 average for CCGs: 3.97
- Best 2016 score for CCGs: 4.39

Low-quality training | High-quality training

Equality & diversity

KEY FINDING 20. Percentage of staff experiencing discrimination at work in the last 12 months

(Recall the lower the score the better)

- Organisation score 2016: 10%
- Organisation score 2015: 4%
- National 2016 average for CCGs: 6%
- Best 2016 score for CCGs: 0%

Percentage score

0 25 50 75 100

KEY FINDING 21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion

(Recall the higher the score the better)

- Organisation score 2016: 76%
- Organisation score 2015: 81%
- National 2016 average for CCGs: 88%
- Best 2016 score for CCGs: 100%

Percentage score

0 25 50 75 100

Errors & incidents

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

(Recall the lower the score the better)

- Organisation score 2016: 10%
- Organisation score 2015: 4%
- National 2016 average for CCGs: 7%
- Best 2016 score for CCGs: 0%

Percentage score

0 25 50 75 100
KEY FINDING 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

(\textit{the higher the score the better})

<table>
<thead>
<tr>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ineffective / unfair procedures</td>
</tr>
<tr>
<td>Effective / fair procedures</td>
</tr>
</tbody>
</table>

KEY FINDING 31. Staff confidence and security in reporting unsafe clinical practice

(\textit{the higher the score the better})

<table>
<thead>
<tr>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not confident / secure</td>
</tr>
<tr>
<td>Confident / secure</td>
</tr>
</tbody>
</table>

Health and wellbeing

KEY FINDING 17. Percentage of staff feeling unwell due to work related stress in the last 12 months

(\textit{the lower the score the better})

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>33%</td>
</tr>
</tbody>
</table>

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

(\textit{the lower the score the better})

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>45%</td>
</tr>
</tbody>
</table>
KEY FINDING 19. Organisation and management interest in and action on health and wellbeing

*Working patterns*

KEY FINDING 15. Percentage of staff satisfied with the opportunities for flexible working patterns

KEY FINDING 16. Percentage of staff working extra hours

*Job satisfaction*

KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment
KEY FINDING 4. Staff motivation at work

*(the higher the score the better)*

**Scale summary score**

- Organisation score 2016: 3.69
- Organisation score 2015: 3.85
- National 2016 average for CCGs: 3.89
- Best 2016 score for CCGs: 4.38

KEY FINDING 7. Percentage of staff able to contribute towards improvements at work

*(the higher the score the better)*

**Percentage score**

- Organisation score 2016: 77%
- Organisation score 2015: 75%
- National 2016 average for CCGs: 80%
- Best 2016 score for CCGs: 94%

KEY FINDING 8. Staff satisfaction with level of responsibility and involvement

*(the higher the score the better)*

**Scale summary score**

- Organisation score 2016: 3.65
- Organisation score 2015: 3.79
- National 2016 average for CCGs: 3.87
- Best 2016 score for CCGs: 4.21

KEY FINDING 9. Effective team working

*(the higher the score the better)*

**Scale summary score**

- Organisation score 2016: 3.83
- Organisation score 2015: 3.79
- National 2016 average for CCGs: 3.87
- Best 2016 score for CCGs: 4.20
KEY FINDING 14. Staff satisfaction with resourcing and support

| Organisation score 2016 | 3.44 |
| Organisation score 2015 | 3.50 |
| National 2016 average for CCGs | 3.54 |
| Best 2016 score for CCGs | 3.95 |

KEY FINDING 5. Recognition and value of staff by managers and the organisation

| Organisation score 2016 | 3.62 |
| Organisation score 2015 | 3.69 |
| National 2016 average for CCGs | 3.79 |
| Best 2016 score for CCGs | 4.20 |

KEY FINDING 6. Percentage of staff reporting good communication between senior management and staff

| Organisation score 2016 | 28% |
| Organisation score 2015 | 39% |
| National 2016 average for CCGs | 51% |
| Best 2016 score for CCGs | 85% |

KEY FINDING 10. Support from immediate managers

| Organisation score 2016 | 3.86 |
| Organisation score 2015 | 3.89 |
| National 2016 average for CCGs | 4.00 |
| Best 2016 score for CCGs | 4.44 |
**Patient care & experience**

**KEY FINDING 2.** Staff satisfaction with the quality of work and care they are able to deliver

*(the higher the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>3.54</td>
</tr>
<tr>
<td>Organisation score 2015</td>
<td>3.81</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>3.75</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>4.18</td>
</tr>
</tbody>
</table>

**KEY FINDING 3.** Percentage of staff agreeing that their role makes a difference to patients / service users

*(the higher the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>72%</td>
</tr>
<tr>
<td>Organisation score 2015</td>
<td>85%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>78%</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>91%</td>
</tr>
</tbody>
</table>

**KEY FINDING 32.** Effective use of patient / service user feedback

*(the higher the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>3.92</td>
</tr>
<tr>
<td>Organisation score 2015</td>
<td>3.63</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>3.90</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>4.45</td>
</tr>
</tbody>
</table>

**Violence, harassment & bullying**

**KEY FINDING 22.** Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

*(the lower the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2016</td>
<td>0%</td>
</tr>
<tr>
<td>Organisation score 2015</td>
<td>0%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>0%</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>0%</td>
</tr>
</tbody>
</table>
KEY FINDING 23. Percentage of staff experiencing physical violence from staff in last 12 months

*The lower the score the better*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2015</td>
<td>1%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>0%</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>0%</td>
</tr>
</tbody>
</table>

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

*The lower the score the better*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2015</td>
<td>6%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>9%</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>0%</td>
</tr>
</tbody>
</table>

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

*The lower the score the better*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>28%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2015</td>
<td>30%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>18%</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>0%</td>
</tr>
</tbody>
</table>

KEY FINDING 27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse

*The higher the score the better*

<table>
<thead>
<tr>
<th>Organisation score 2016</th>
<th>26%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2015</td>
<td>29%</td>
</tr>
<tr>
<td>National 2016 average for CCGs</td>
<td>42%</td>
</tr>
<tr>
<td>Best 2016 score for CCGs</td>
<td>62%</td>
</tr>
</tbody>
</table>