2016 National NHS staff survey

Brief summary of results from Lancashire Teaching Hospitals
NHS Foundation Trust
Table of Contents

1: Introduction to this report 3
2: Overall indicator of staff engagement for Lancashire Teaching Hospitals NHS Foundation Trust 5
3: Summary of 2016 Key Findings for Lancashire Teaching Hospitals NHS Foundation Trust 6
4: Full description of 2016 Key Findings for Lancashire Teaching Hospitals NHS Foundation Trust (including comparisons with the trust’s 2015 survey and with other acute trusts) 15
1. Introduction to this report

This report presents the findings of the 2016 national NHS staff survey conducted in Lancashire Teaching Hospitals NHS Foundation Trust.

In section 2 of this report, we present an overall indicator of staff engagement. Full details of how this indicator was created can be found in the document *Making sense of your staff survey data*, which can be downloaded from [www.nhsstaffsurveys.com](http://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 Lancashire Teaching Hospitals NHS Foundation Trust can be downloaded from: [www.nhsstaffsurveys.com](http://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>Statement</th>
<th>Your Trust in 2016</th>
<th>Average (median) for acute trusts</th>
<th>Your Trust in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q21a</td>
<td>“Care of patients / service users is my organisation’s top priority”</td>
<td>73%</td>
<td>76%</td>
<td>70%</td>
</tr>
<tr>
<td>Q21b</td>
<td>“My organisation acts on concerns raised by patients / service users”</td>
<td>70%</td>
<td>74%</td>
<td>69%</td>
</tr>
<tr>
<td>Q21c</td>
<td>“I would recommend my organisation as a place to work”</td>
<td>58%</td>
<td>62%</td>
<td>54%</td>
</tr>
<tr>
<td>Q21d</td>
<td>“If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation”</td>
<td>65%</td>
<td>70%</td>
<td>65%</td>
</tr>
<tr>
<td>KF1.</td>
<td>Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)</td>
<td>3.68</td>
<td>3.77</td>
<td>3.64</td>
</tr>
</tbody>
</table>
2. Overall indicator of staff engagement for Lancashire Teaching Hospitals NHS Foundation Trust

The figure below shows how Lancashire Teaching Hospitals NHS Foundation Trust compares with other acute trusts on an overall indicator of staff engagement. Possible scores range from 1 to 5, with 1 indicating that staff are poorly engaged (with their work, their team and their trust) and 5 indicating that staff are highly engaged. The trust's score of 3.80 was average when compared with trusts 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 trust 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 Lancashire Teaching Hospitals NHS Foundation Trust compares with other acute trusts 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 acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OVERALL STAFF ENGAGEMENT</strong></td>
<td>✓ Increase (better than 15) • Average</td>
</tr>
<tr>
<td><strong>KF1. Staff recommendation of the trust as a place to work or receive treatment</strong></td>
<td>• No change ! Below (worse than) average</td>
</tr>
<tr>
<td>(the extent to which staff think care of patients/service users is the trust’s top priority, would recommend their trust to others as a place to work, and would be happy with the standard of care provided by the trust if a friend or relative needed treatment.)</td>
<td></td>
</tr>
<tr>
<td><strong>KF4. Staff motivation at work</strong></td>
<td>✓ Increase (better than 15) • Average</td>
</tr>
<tr>
<td>(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)</td>
<td></td>
</tr>
<tr>
<td><strong>KF7. Staff ability to contribute towards improvements at work</strong></td>
<td>✓ Increase (better than 15) ✓ Highest (best) 20%</td>
</tr>
<tr>
<td>(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.)</td>
<td></td>
</tr>
</tbody>
</table>

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 Lancashire Teaching Hospitals NHS Foundation Trust

3.1 Top and Bottom Ranking Scores

This page highlights the five Key Findings for which Lancashire Teaching Hospitals NHS Foundation Trust compares most favourably with other acute trusts in England.

### TOP FIVE RANKING SCORES

**✓ KF15. Percentage of staff satisfied with the opportunities for flexible working patterns**

*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Percentage score</th>
<th>Trust score 2016</th>
<th>National 2016 average for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>55%</td>
<td>51%</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>Percentage score</th>
<th>Trust score 2016</th>
<th>National 2016 average for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>23%</td>
<td>27%</td>
</tr>
</tbody>
</table>

**✓ KF16. Percentage of staff working extra hours**

*(the lower the score the better)*

<table>
<thead>
<tr>
<th>Percentage score</th>
<th>Trust score 2016</th>
<th>National 2016 average for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>68%</td>
<td>72%</td>
</tr>
</tbody>
</table>

**✓ KF7. Percentage of staff able to contribute towards improvements at work**

*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Percentage score</th>
<th>Trust score 2016</th>
<th>National 2016 average for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>74%</td>
<td>70%</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>Percentage score</th>
<th>Trust score 2016</th>
<th>National 2016 average for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>13%</td>
<td>15%</td>
</tr>
</tbody>
</table>

For each of the 32 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 98 (the bottom ranking score). Lancashire Teaching Hospitals NHS Foundation Trust’s five highest ranking scores are presented here, i.e. those for which the trust’s Key Finding score is ranked closest to 1. Further details about this can be found in the document *Making sense of your staff survey data.*
This page highlights the five Key Findings for which Lancashire Teaching Hospitals NHS Foundation Trust compares least favourably with other acute trusts in England. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

**BOTTOM FIVE RANKING SCORES**

**KF24. Percentage of staff / colleagues reporting most recent experience of violence**  
*(the higher the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>64%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>67%</td>
</tr>
</tbody>
</table>

**KF29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month**  
*(the higher the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>89%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>90%</td>
</tr>
</tbody>
</table>

**KF11. 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>Trust score 2016</td>
<td>84%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>87%</td>
</tr>
</tbody>
</table>

**KF2. 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>Trust score 2016</td>
<td>3.90</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>3.96</td>
</tr>
</tbody>
</table>

**KF1. Staff recommendation of the organisation as a place to work or receive treatment**  
*(the higher the score the better)*

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.69</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>3.76</td>
</tr>
</tbody>
</table>

For each of the 32 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 98 (the bottom ranking score). Lancashire Teaching Hospitals NHS Foundation Trust’s five lowest ranking scores are presented here, i.e. those for which the trust’s Key Finding score is ranked closest to 98. Further details about this can be found in the document *Making sense of your staff survey data.*
3.2 Largest Local Changes since the 2015 Survey

This page highlights the five Key Findings where staff experiences have improved at Lancashire Teaching Hospitals NHS Foundation Trust since the 2015 survey.

WHERE STAFF EXPERIENCE HAS IMPROVED

✓ KF7. Percentage of staff able to contribute towards improvements at work
   (the higher the score the better)

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>74%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>70%</td>
</tr>
</tbody>
</table>

✓ KF9. Effective team working
   (the higher the score the better)

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.78</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>3.70</td>
</tr>
</tbody>
</table>

✓ KF19. Organisation and management interest in and action on health and wellbeing
   (the higher the score the better)

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.63</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>3.47</td>
</tr>
</tbody>
</table>

✓ KF10. Support from immediate managers
   (the higher the score the better)

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.77</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>3.67</td>
</tr>
</tbody>
</table>

✓ KF15. Percentage of staff satisfied with the opportunities for flexible working patterns
   (the higher the score the better)

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>55%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>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 *Making sense of your staff survey data*.
### 3.2. Summary of all Key Findings for Lancashire Teaching Hospitals NHS Foundation Trust

**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>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF20. % experiencing discrimination at work in last 12 mths</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*KF16. % working extra hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*KF23. % experiencing physical violence from staff in last 12 mths</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.2. Summary of all Key Findings for Lancashire Teaching Hospitals NHS Foundation Trust

<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>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td></td>
<td></td>
<td></td>
<td>0.6</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>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF19. Org and mgnt interest in and action on health and wellbeing</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<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>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td></td>
<td></td>
<td></td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3.2. Summary of all Key Findings for Lancashire Teaching Hospitals NHS Foundation Trust

**KEY**

- **Green** = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts.
- **Red** = Negative finding, i.e. worse than average. If a ! is shown the score is in the worst 20% of acute trusts.
- **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 acute trusts in 2016

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>Score Range</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>-15% -10% -5% 0% 5% 10% 15%</td>
<td>✓</td>
</tr>
<tr>
<td>KF20. % experiencing discrimination at work in last 12 mths</td>
<td>*</td>
<td>✓</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>*</td>
<td>✓</td>
</tr>
<tr>
<td>KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>*</td>
<td>✓</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>*</td>
<td>✓</td>
</tr>
<tr>
<td>KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td>*</td>
<td>✓</td>
</tr>
<tr>
<td>KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF16. % working extra hours</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>✓</td>
<td>✓</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>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
3.2. Summary of all Key Findings for Lancashire Teaching Hospitals NHS Foundation Trust

**KEY**

Green = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts.
Red = Negative finding, i.e. worse than average. If a ! is shown the score is in the worst 20% of acute trusts.
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.

<table>
<thead>
<tr>
<th>Comparison with all acute trusts in 2016 (cont)</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF12. Quality of appraisals</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
</tr>
<tr>
<td>KF19. Org and mgnt interest in and action on health and wellbeing</td>
</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
</tr>
<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
</tr>
</tbody>
</table>
### 3.3. Summary of all Key Findings for Lancashire Teaching Hospitals NHS Foundation Trust

**KEY**
- ✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2015.
- ! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2015.

‘Change since 2015 survey’ indicates whether there has been a statistically significant change in the Key Finding since the 2015 survey.

-- No comparison to the 2015 data is possible.

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

<table>
<thead>
<tr>
<th>Appraisals &amp; support for development</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all acute trusts in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>• No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>✓ Increase (better than 15)</td>
<td>Average</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>✓ Increase (better than 15)</td>
<td>Average</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equality &amp; diversity</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all acute trusts in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
<td>• No change</td>
<td>✓ Lowest (best) 20%</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>• No change</td>
<td>• Average</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Errors &amp; incidents</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all acute trusts in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>• No change</td>
<td>✓ Below (better than) average</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>• No change</td>
<td>! Below (worse than) average</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>✓ Increase (better than 15)</td>
<td>• Average</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>✓ Increase (better than 15)</td>
<td>✓ Above (better than) average</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health and wellbeing</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all acute trusts in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>* KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td>✓ Decrease (better than 15)</td>
<td>• Average</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>✓ Decrease (better than 15)</td>
<td>✓ Lowest (best) 20%</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>✓ Increase (better than 15)</td>
<td>• Average</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Working patterns</th>
<th>Change since 2015 survey</th>
<th>Ranking, compared with all acute trusts in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>✓ Increase (better than 15)</td>
<td>✓ Highest (best) 20%</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>• No change</td>
<td>✓ Lowest (best) 20%</td>
</tr>
</tbody>
</table>
### Job satisfaction

| KF1. Staff recommendation of the organisation as a place to work or receive treatment | No change | ! Below (worse than) average |
| KF4. Staff motivation at work | Increase (better than 15) | Average |
| KF7. % able to contribute towards improvements at work | Increase (better than 15) | Highest (best) 20% |
| KF8. Staff satisfaction with level of responsibility and involvement | Increase (better than 15) | Above (better than) average |
| KF9. Effective team working | Increase (better than 15) | Above (better than) average |
| KF14. Staff satisfaction with resourcing and support | Increase (better than 15) | Average |

### Managers

| KF5. Recognition and value of staff by managers and the organisation | Increase (better than 15) | Average |
| KF6. % reporting good communication between senior management and staff | Increase (better than 15) | Above (better than) average |
| KF10. Support from immediate managers | Increase (better than 15) | Above (better than) average |

### Patient care & experience

| KF2. Staff satisfaction with the quality of work and care they are able to deliver | Increase (better than 15) | ! Below (worse than) average |
| KF3. % agreeing that their role makes a difference to patients / service users | No change | Above (better than) average |
| KF32. Effective use of patient / service user feedback | No change | Average |

### Violence, harassment & bullying

* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths | No change | Lowest (best) 20% |
* KF23. % experiencing physical violence from staff in last 12 mths | No change | Below (better than) average |
| KF24. % reporting most recent experience of violence | No change | ! Below (worse than) average |
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths | No change | Lowest (best) 20% |
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths | Decrease (better than 15) | Below (better than) average |
| KF27. % reporting most recent experience of harassment, bullying or abuse | No change | Average |
4. Key Findings for Lancashire Teaching Hospitals NHS Foundation Trust

Lancashire Teaching Hospitals NHS Foundation Trust had 3144 staff take part in this survey. This is a response rate of 44%\(^1\) which is average for acute trusts in England, and compares with a response rate of 35\% in this trust in the 2015 survey.

This section presents each of the 32 Key Findings, using data from the trust's 2016 survey, and compares these to other acute trusts in England and to the trust'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, job satisfaction, managers, patient care and experience, and violence, harassment and bullying.

Positive findings are indicated with a green arrow (e.g. where the trust is in the best 20\% of trusts, or where the score has improved since 2015). Negative findings are highlighted with a red arrow (e.g. where the trust's score is in the worst 20\% of trusts, or where the score is not as good as 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>Trust score 2016</td>
<td>84%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>84%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>87%</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>95%</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>Trust score 2016</td>
<td>3.12</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>3.01</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>3.11</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>3.49</td>
</tr>
</tbody>
</table>

\(^1\)Questionnaires were sent to all 7177 staff eligible to receive the survey. This includes only staff employed directly by the trust (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly elsewhere in the trust. When calculating the response rate, questionnaires could only be counted if they were received with their ID number intact, by the closing date.
KEY FINDING 13. Quality of non-mandatory training, learning or development

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

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>4.05</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>3.99</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>4.05</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>4.17</td>
</tr>
</tbody>
</table>

Equality & diversity

KEY FINDING 20. 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>Trust score 2016</td>
<td>9%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>10%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>11%</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>5%</td>
</tr>
</tbody>
</table>

KEY FINDING 21. 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>Trust score 2016</td>
<td>86%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>85%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>87%</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>95%</td>
</tr>
</tbody>
</table>

Errors & incidents

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

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

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>30%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>31%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>31%</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>22%</td>
</tr>
</tbody>
</table>
KEY FINDING 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

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

<table>
<thead>
<tr>
<th>Score Type</th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>89%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>91%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>90%</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>95%</td>
</tr>
</tbody>
</table>

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>Score Type</th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.73</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>3.67</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>3.72</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>3.89</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>Score Type</th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.67</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>3.60</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>3.65</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>3.88</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>Score Type</th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>36%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>40%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>35%</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>25%</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

(the lower the score the better)

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
</tr>
<tr>
<td>Trust score 2015</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
</tr>
</tbody>
</table>

KEY FINDING 19. Organisation and management interest in and action on health and wellbeing

(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>Trust score 2015</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
</tr>
</tbody>
</table>

Working patterns

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

(the higher the score the better)

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
</tr>
<tr>
<td>Trust score 2015</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
</tr>
</tbody>
</table>

KEY FINDING 16. Percentage of staff working extra hours

(the lower the score the better)

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
</tr>
<tr>
<td>Trust score 2015</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
</tr>
</tbody>
</table>
KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment

*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>Trust score 2016</th>
<th>Trust score 2015</th>
<th>National 2016 average for acute trusts</th>
<th>Best 2016 score for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likely to recommend</td>
<td>3.69</td>
<td>3.64</td>
<td>3.76</td>
<td>4.10</td>
</tr>
<tr>
<td>Unlikely to recommend</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

KEY FINDING 4. Staff motivation at work

*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>Trust score 2016</th>
<th>Trust score 2015</th>
<th>National 2016 average for acute trusts</th>
<th>Best 2016 score for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enthusiastic / absorbed</td>
<td>3.93</td>
<td>3.89</td>
<td>3.94</td>
<td>4.07</td>
</tr>
<tr>
<td>Not enthusiastic / absorbed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Percentage score</th>
<th>Trust score 2016</th>
<th>Trust score 2015</th>
<th>National 2016 average for acute trusts</th>
<th>Best 2016 score for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>74%</td>
<td>70%</td>
<td>70%</td>
<td>77%</td>
<td></td>
</tr>
</tbody>
</table>

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

*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>Trust score 2016</th>
<th>Trust score 2015</th>
<th>National 2016 average for acute trusts</th>
<th>Best 2016 score for acute trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highly satisfactory level of responsibility / involvement</td>
<td>3.94</td>
<td>3.88</td>
<td>3.92</td>
<td>4.06</td>
</tr>
<tr>
<td>Unsatisfactory level of responsibility / involvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
KEY FINDING 9. Effective team working  
*(the higher the score the better)*  
**Scale summary score**

<table>
<thead>
<tr>
<th>Component</th>
<th>2016</th>
<th>2015</th>
<th>National 2016 average</th>
<th>Best 2016 score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.78</td>
<td>3.70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust score 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>3.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>3.89</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

KEY FINDING 14. Staff satisfaction with resourcing and support  
*(the higher the score the better)*  
**Scale summary score**

<table>
<thead>
<tr>
<th>Component</th>
<th>2016</th>
<th>2015</th>
<th>National 2016 average</th>
<th>Best 2016 score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.34</td>
<td>3.26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust score 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>3.33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>3.67</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Managers

KEY FINDING 5. Recognition and value of staff by managers and the organisation  
*(the higher the score the better)*  
**Scale summary score**

<table>
<thead>
<tr>
<th>Component</th>
<th>2016</th>
<th>2015</th>
<th>National 2016 average</th>
<th>Best 2016 score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>3.48</td>
<td>3.38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust score 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>3.45</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>3.67</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

KEY FINDING 6. Percentage of staff reporting good communication between senior management and staff  
*(the higher the score the better)*  
**Percentage score**

<table>
<thead>
<tr>
<th>Component</th>
<th>2016</th>
<th>2015</th>
<th>National 2016 average</th>
<th>Best 2016 score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>35%</td>
<td>32%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust score 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>33%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>46%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
KEY FINDING 10. Support from immediate managers

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

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.77</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td></td>
<td></td>
<td></td>
<td>3.67</td>
<td></td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td></td>
<td></td>
<td></td>
<td>3.73</td>
<td></td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td></td>
<td></td>
<td></td>
<td>3.92</td>
<td></td>
</tr>
</tbody>
</table>

Patient care & experience

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

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

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.90</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td></td>
<td></td>
<td></td>
<td>3.81</td>
<td></td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td></td>
<td></td>
<td></td>
<td>3.96</td>
<td></td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td></td>
<td></td>
<td></td>
<td>4.28</td>
<td></td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Percentage score</th>
<th>0</th>
<th>25</th>
<th>50</th>
<th>75</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>91%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>89%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td></td>
<td></td>
<td></td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td></td>
<td></td>
<td></td>
<td>94%</td>
<td></td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.70</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.68</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td></td>
<td></td>
<td></td>
<td>3.72</td>
<td></td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td></td>
<td></td>
<td></td>
<td>3.97</td>
<td></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

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

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
</tr>
<tr>
<td>Trust score 2015</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
</tr>
</tbody>
</table>

13%  
12%  
15%  
8%

KEY FINDING 23. Percentage of staff experiencing physical violence from staff in last 12 months

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

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
</tr>
<tr>
<td>Trust score 2015</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
</tr>
</tbody>
</table>

2%  
1%  
2%  
0%

KEY FINDING 24. Percentage of staff / colleagues reporting most recent experience of violence

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

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
</tr>
<tr>
<td>Trust score 2015</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
</tr>
</tbody>
</table>

64%  
66%  
67%  
77%

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

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

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
</tr>
<tr>
<td>Trust score 2015</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
</tr>
</tbody>
</table>

23%  
25%  
27%  
20%
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></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>24%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>26%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>25%</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>16%</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></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2016</td>
<td>45%</td>
</tr>
<tr>
<td>Trust score 2015</td>
<td>42%</td>
</tr>
<tr>
<td>National 2016 average for acute trusts</td>
<td>45%</td>
</tr>
<tr>
<td>Best 2016 score for acute trusts</td>
<td>57%</td>
</tr>
</tbody>
</table>