2017 National NHS staff survey

Brief summary of results from NHS West Hampshire CCG
Table of Contents

1: Introduction to this report 3
2: Overall indicator of staff engagement for NHS West Hampshire CCG 5
3: Summary of 2017 Key Findings for NHS West Hampshire CCG 6
4: Full description of 2017 Key Findings for NHS West Hampshire CCG (including comparisons with the organisation’s 2016 survey and with other CCGs) 15
1. Introduction to this report

This report presents the findings of the 2017 national NHS staff survey conducted in NHS West Hampshire 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](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 2017 survey results for NHS West Hampshire CCG 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>Your Organisation in 2017 (%)</th>
<th>Average (median) for CCGs (%)</th>
<th>Your Organisation in 2016 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q21a</td>
<td>“Care of patients / service users is my organisation's top priority”</td>
<td>74%</td>
<td>76%</td>
</tr>
<tr>
<td>Q21b</td>
<td>“My organisation acts on concerns raised by patients / service users”</td>
<td>82%</td>
<td>79%</td>
</tr>
<tr>
<td>Q21c</td>
<td>“I would recommend my organisation as a place to work”</td>
<td>63%</td>
<td>66%</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>62%</td>
<td>59%</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>3.78</td>
<td>3.78</td>
</tr>
</tbody>
</table>
2. Overall indicator of staff engagement for NHS West Hampshire CCG

The figure below shows how NHS West Hampshire 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 3.86 was 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 West Hampshire CCG compares with other CCGs on each of the sub-dimensions of staff engagement, and whether there has been a significant change since the 2016 survey.

<table>
<thead>
<tr>
<th>Change since 2016 survey</th>
<th>Ranking, compared with all CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OVERALL STAFF ENGAGEMENT</strong></td>
<td>• No change • 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 • 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 ✔ Above (better 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 2017 Key Findings for NHS West Hampshire CCG

3.1 Top and Bottom Ranking Scores

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

### TOP FIVE RANKING SCORES

- **KF29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month**
  - **Percentage score**
  - **National 2017 average for CCGs:** 92%
  - **Organisation score 2017:** 94%

- **KF27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse**
  - **Percentage score**
  - **National 2017 average for CCGs:** 40%
  - **Organisation score 2017:** 54%

- **KF18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves**
  - **Percentage score**
  - **National 2017 average for CCGs:** 49%
  - **Organisation score 2017:** 40%

- **KF13. Quality of non-mandatory training, learning or development**
  - **Scale summary score**
  - **National 2017 average for CCGs:** 3.97
  - **Organisation score 2017:** 4.08
  - **Low-quality training:**
  - **High-quality training:**

- **KF16. Percentage of staff working extra hours**
  - **Percentage score**
  - **National 2017 average for CCGs:** 73%
  - **Organisation score 2017:** 67%

For each of the 32 Key Findings, the CCGs in England were placed in order from 1 (the top ranking score) to 69 (the bottom ranking score). NHS West Hampshire 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 West Hampshire 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**

1. **KF11. Percentage of staff appraised in last 12 months**
   - **Percentage score**
     - Organisation score 2017: 75%
     - National 2017 average for CCGs: 84%

2. **KF7. Percentage of staff able to contribute towards improvements at work**
   - **Percentage score**
     - Organisation score 2017: 74%
     - National 2017 average for CCGs: 80%

3. **KF6. Percentage of staff reporting good communication between senior management and staff**
   - **Percentage score**
     - Organisation score 2017: 43%
     - National 2017 average for CCGs: 50%

4. **KF8. Staff satisfaction with level of responsibility and involvement**
   - **Scale summary score**
     - Organisation score 2017: 3.79
     - National 2017 average for CCGs: 3.86

5. **KF3. Percentage of staff agreeing that their role makes a difference to patients / service users**
   - **Percentage score**
     - Organisation score 2017: 75%
     - National 2017 average for CCGs: 77%

For each of the 32 Key Findings, the CCGs in England were placed in order from 1 (the top ranking score) to 69 (the bottom ranking score). NHS West Hampshire CCG’s five lowest ranking scores are presented here, i.e. those for which the organisation’s Key Finding score is ranked closest to 69. Further details about this can be found in the document *Making sense of your staff survey data.*
3.2 Largest Local Changes since the 2016 Survey

This page highlights the three Key Findings where staff experiences have improved at NHS West Hampshire CCG since the 2016 survey.

WHERE STAFF EXPERIENCE HAS IMPROVED

✓ KF16. Percentage of staff working extra hours
   *(the lower the score the better)*
   
<table>
<thead>
<tr>
<th>Percentage score</th>
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<tbody>
<tr>
<td>Trust score 2017</td>
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<td>Trust score 2016</td>
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</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>
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<tr>
<td>Trust score 2017</td>
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<tr>
<td>Trust score 2016</td>
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✓ KF15. Percentage of staff satisfied with the opportunities for flexible working patterns
   *(the higher the score the better)*
   
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<thead>
<tr>
<th>Percentage score</th>
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<tbody>
<tr>
<td>Trust score 2017</td>
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<td>Trust score 2016</td>
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</tbody>
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## 3.2. Summary of all Key Findings for NHS West Hampshire CCG

**KEY**

- **Green** = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2016 survey.
- **Red** = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2016 survey.
- **Grey** = No change, e.g. there has been no statistically significant change in this Key Finding since the 2016 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.

### Change since 2016 survey

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>Score</th>
<th>-15%</th>
<th>-10%</th>
<th>-5%</th>
<th>0%</th>
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<tbody>
<tr>
<td>KF11. % appraised in last 12 mths</td>
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<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
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<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
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<td>* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
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<td>* KF17. % feeling unwell due to work related stress in last 12 mths</td>
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<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
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<td>* KF16. % working extra hours</td>
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<td>KF7. % able to contribute towards improvements at work</td>
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<td>KF6. % reporting good communication between senior management and staff</td>
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<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
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<td>* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
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<td>* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
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<tr>
<td>* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
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<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
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<table>
<thead>
<tr>
<th>Change since 2016 survey (cont)</th>
<th>-1.0</th>
<th>-0.6</th>
<th>-0.2</th>
<th>0.2</th>
<th>0.6</th>
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<tbody>
<tr>
<td>KF12. Quality of appraisals</td>
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<td>KF13. Quality of non-mandatory training, learning or development</td>
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<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
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<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
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<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
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<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
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<td>KF4. Staff motivation at work</td>
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<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
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<td>KF9. Effective team working</td>
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<td>KF14. Staff satisfaction with resourcing and support</td>
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<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
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<td>KF10. Support from immediate managers</td>
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<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
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<tr>
<td>KF32. Effective use of patient / service user feedback</td>
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</tr>
</tbody>
</table>
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### Comparison with all CCGs in 2017

<table>
<thead>
<tr>
<th>KF11. % appraised in last 12 mths</th>
<th>-15%</th>
<th>-10%</th>
<th>-5%</th>
<th>0%</th>
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<th>10%</th>
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</tr>
</thead>
<tbody>
<tr>
<td>KF20. % experiencing discrimination at work in last 12 mths</td>
<td>Red</td>
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<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>Green</td>
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<td>KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>Red</td>
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<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>Grey</td>
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<td>Grey</td>
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<td>Green</td>
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<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>Green</td>
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<td>KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
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<td>Grey</td>
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<td>KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>Grey</td>
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<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>Green</td>
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### Comparison with all CCGs in 2017 (cont)

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>Score 1.0</th>
<th>Score 0.6</th>
<th>Score -0.2</th>
<th>Score 0.2</th>
<th>Score 0.6</th>
<th>Score 1.0</th>
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</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td></td>
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<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></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3.3. Summary of all Key Findings for NHS West Hampshire CCG

<table>
<thead>
<tr>
<th>Key Findings</th>
<th>Change since 2016 survey</th>
<th>Ranking, compared with all CCGs in 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Appraisals &amp; support for development</strong></td>
<td></td>
<td></td>
</tr>
<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>No change</td>
<td>✓ Above (better than) average</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>No change</td>
<td>✓ Above (better than) average</td>
</tr>
<tr>
<td><strong>Equality &amp; diversity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
<td>No change</td>
<td>• Average</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>No change</td>
<td>✓ Above (better than) average</td>
</tr>
<tr>
<td><strong>Errors &amp; incidents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>No change</td>
<td>• Average</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>--</td>
<td>• Average</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>No change</td>
<td>• Average</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>No change</td>
<td>• Average</td>
</tr>
<tr>
<td><strong>Health and wellbeing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td>No change</td>
<td>• Average</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>No change</td>
<td>✓ Below (better than) average</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>No change</td>
<td>• Average</td>
</tr>
<tr>
<td><strong>Working patterns</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>✓ Increase (better than 16)</td>
<td>• Average</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>✓ Decrease (better than 16)</td>
<td>✓ Below (better than) average</td>
</tr>
</tbody>
</table>
### 3.3. Summary of all Key Findings for NHS West Hampshire CCG (cont)

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>Change since 2016 survey</th>
<th>Ranking, compared with all CCGs in 2017</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>Average</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>No change</td>
<td>✓ Above (better 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>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>
<tr>
<td>Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>Patient care &amp; experience</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>No change</td>
<td>Average</td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>Violence, harassment &amp; bullying</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>--</td>
<td>✓ Below (better 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>✓ Decrease (better than 16)</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>Average</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>No change</td>
<td>✓ Above (better than) average</td>
</tr>
</tbody>
</table>
4. Key Findings for NHS West Hampshire CCG

NHS West Hampshire CCG had 186 staff take part in this survey. This is a response rate of 75%, which is below average for CCGs in England (80%), and compares with a response rate of 70% in this organisation in the 2016 survey.

This section presents each of the 32 Key Findings, using data from the organisation's 2017 survey, and compares these to other CCGs in England and to the organisation's performance in the 2016 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 2016). 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 2016). 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 2017</td>
<td>75%</td>
</tr>
<tr>
<td>Organisation score 2016</td>
<td>76%</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
<td>84%</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
<td>100%</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 2017</td>
<td>3.55</td>
</tr>
<tr>
<td>Organisation score 2016</td>
<td>3.60</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
<td>3.33</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
<td>4.26</td>
</tr>
</tbody>
</table>

---

1Questionnaires were sent to all 248 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

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

\begin{itemize}
  \item Organisation score 2017: Scale summary score 4.08
  \item Organisation score 2016: Scale summary score 4.00
  \item National 2017 average for CCGs: Scale summary score 3.97
  \item Best 2017 score for CCGs: Scale summary score 4.37
\end{itemize}

\textbf{Equality & diversity}

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

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

\begin{itemize}
  \item Organisation score 2017: Percentage score 6%
  \item Organisation score 2016: Percentage score 8%
  \item National 2017 average for CCGs: Percentage score 8%
  \item Best 2017 score for CCGs: Percentage score 0%
\end{itemize}

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

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

\begin{itemize}
  \item Organisation score 2017: Percentage score 88%
  \item Organisation score 2016: Percentage score 86%
  \item National 2017 average for CCGs: Percentage score 86%
  \item Best 2017 score for CCGs: Percentage score 100%
\end{itemize}

\textbf{Errors & incidents}

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

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

\begin{itemize}
  \item Organisation score 2017: Percentage score 10%
  \item Organisation score 2016: Percentage score 8%
  \item National 2017 average for CCGs: Percentage score 9%
  \item Best 2017 score for CCGs: Percentage score 0%
\end{itemize}
KEY FINDING 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(utilities: the higher the score the better)

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
</tr>
</tbody>
</table>

KEY FINDING 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

(utilities: the higher the score the better)

<table>
<thead>
<tr>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
</tr>
</tbody>
</table>

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

(utilities: the higher the score the better)

<table>
<thead>
<tr>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</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

(utilities: the lower the score the better)

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</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

(Key finding: the lower the score the better)

- Organisation score 2017: 40%
- Organisation score 2016: 44%
- National 2017 average for CCGs: 49%
- Best 2017 score for CCGs: 27%

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

(Key finding: the higher the score the better)

- Organisation score 2017: 3.80
- Organisation score 2016: 3.71
- National 2017 average for CCGs: 3.85
- Best 2017 score for CCGs: 4.49

Working patterns

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

(Key finding: the higher the score the better)

- Organisation score 2017: 71%
- Organisation score 2016: 57%
- National 2017 average for CCGs: 73%
- Best 2017 score for CCGs: 94%

KEY FINDING 16. Percentage of staff working extra hours

(Key finding: the lower the score the better)

- Organisation score 2017: 67%
- Organisation score 2016: 79%
- National 2017 average for CCGs: 73%
- Best 2017 score for CCGs: 56%
KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment

**Scale summary score**

- Organisation score 2017: 3.78
- Organisation score 2016: 3.67
- National 2017 average for CCGs: 3.78
- Best 2017 score for CCGs: 4.54

KEY FINDING 4. Staff motivation at work

**Scale summary score**

- Organisation score 2017: 3.93
- Organisation score 2016: 3.89
- National 2017 average for CCGs: 3.87
- Best 2017 score for CCGs: 4.40

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

**Percentage score**

- Organisation score 2017: 74%
- Organisation score 2016: 74%
- National 2017 average for CCGs: 80%
- Best 2017 score for CCGs: 96%

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

**Scale summary score**

- Organisation score 2017: 3.79
- Organisation score 2016: 3.74
- National 2017 average for CCGs: 3.86
- Best 2017 score for CCGs: 4.32
KEY FINDING 9. Effective team working
*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>Organisation score 2017</th>
<th>Organisation score 2016</th>
<th>National 2017 average for CCGs</th>
<th>Best 2017 score for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective team working</td>
<td>3.78</td>
<td>3.82</td>
<td>3.83</td>
<td>4.31</td>
</tr>
<tr>
<td>Ineffective team working</td>
<td></td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>Organisation score 2017</th>
<th>Organisation score 2016</th>
<th>National 2017 average for CCGs</th>
<th>Best 2017 score for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly satisfactory resourcing / support</td>
<td>3.50</td>
<td>3.39</td>
<td>3.46</td>
<td>3.99</td>
</tr>
<tr>
<td>Unsatisfactory resourcing / support</td>
<td></td>
<td></td>
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<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)*

<table>
<thead>
<tr>
<th>Scale summary score</th>
<th>Organisation score 2017</th>
<th>Organisation score 2016</th>
<th>National 2017 average for CCGs</th>
<th>Best 2017 score for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>High recognition / value</td>
<td>3.72</td>
<td>3.63</td>
<td>3.72</td>
<td>4.31</td>
</tr>
<tr>
<td>Low recognition / value</td>
<td></td>
<td></td>
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<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)*

<table>
<thead>
<tr>
<th>Percentage score</th>
<th>Organisation score 2017</th>
<th>Organisation score 2016</th>
<th>National 2017 average for CCGs</th>
<th>Best 2017 score for CCGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>43%</td>
<td></td>
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<tr>
<td>51%</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>50%</td>
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<td></td>
</tr>
<tr>
<td>93%</td>
<td></td>
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</tr>
</tbody>
</table>
KEY FINDING 10. Support from immediate managers

(10. the higher the score the better)

| Organisation score 2017 | 3.92 |
| Organisation score 2016 | 3.89 |
| National 2017 average for CCGs | 3.94 |
| Best 2017 score for CCGs | 4.52 |

Patient care & experience

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

(10. the higher the score the better)

| Organisation score 2017 | 3.69 |
| Organisation score 2016 | 3.58 |
| National 2017 average for CCGs | 3.74 |
| Best 2017 score for CCGs | 4.22 |

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

(10. the higher the score the better)

| Organisation score 2017 | 75% |
| Organisation score 2016 | 72% |
| National 2017 average for CCGs | 77% |
| Best 2017 score for CCGs | 92% |

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

(10. the higher the score the better)

| Organisation score 2017 | 3.81 |
| Organisation score 2016 | 3.97 |
| National 2017 average for CCGs | 3.88 |
| Best 2017 score for CCGs | 4.61 |
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>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
</tr>
</tbody>
</table>

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>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
</tr>
</tbody>
</table>

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>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</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

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

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
</tr>
</tbody>
</table>
KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse 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>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation score 2017</td>
</tr>
<tr>
<td>Organisation score 2016</td>
</tr>
<tr>
<td>National 2017 average for CCGs</td>
</tr>
<tr>
<td>Best 2017 score for CCGs</td>
</tr>
</tbody>
</table>