2017 National NHS staff survey

Results from North Staffordshire Combined Healthcare NHS Trust
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1. Introduction to this report

This report presents the findings of the 2017 national NHS staff survey conducted in North Staffordshire Combined Healthcare NHS 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.

In sections 3, 4, 6 and 7 of this report, the findings of the questionnaire have been summarised and presented in the form of 32 Key Findings.

In section 5 of this report, the data required for the Workforce Race Equality Standard (WRES) is presented.

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

Responses to the individual survey questions can be found in Appendix 3 of this report, along with details of which survey questions were used to calculate the Key Findings.
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>Year 2017</th>
<th>Year 2016</th>
<th>Median for mental health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q21a “Care of patients / service users is my organisation’s top priority”</td>
<td>70%</td>
<td>73%</td>
<td>70%</td>
</tr>
<tr>
<td>Q21b “My organisation acts on concerns raised by patients / service users”</td>
<td>74%</td>
<td>75%</td>
<td>77%</td>
</tr>
<tr>
<td>Q21c “I would recommend my organisation as a place to work”</td>
<td>53%</td>
<td>57%</td>
<td>50%</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>61%</td>
<td>61%</td>
<td>61%</td>
</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)</td>
<td>3.62</td>
<td>3.67</td>
<td>3.56</td>
</tr>
</tbody>
</table>
2. Overall indicator of staff engagement for North Staffordshire Combined Healthcare NHS Trust

The figure below shows how North Staffordshire Combined Healthcare NHS Trust compares with other mental health / learning disability 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 3.76 was average when compared with trusts of a similar type.

**OVERALL STAFF ENGAGEMENT**

![Scale summary score graph]

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 North Staffordshire Combined Healthcare NHS Trust compares with other mental health / learning disability trusts 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 mental health</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OVERALL STAFF ENGAGEMENT</strong></td>
<td>• No change</td>
</tr>
<tr>
<td><strong>KF1. Staff recommendation of the trust as a place to work or receive treatment</strong></td>
<td>• No change</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>• No change</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>• No change</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 2017 Key Findings for North Staffordshire Combined Healthcare NHS Trust

3.1 Top and Bottom Ranking Scores

This page highlights the five Key Findings for which North Staffordshire Combined Healthcare NHS Trust compares most favourably with other mental health / learning disability trusts in England.

**TOP FIVE RANKING SCORES**

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

*THE HIGHER THE SCORE THE BETTER*

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>91%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>85%</td>
</tr>
</tbody>
</table>

**KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents**

*THE HIGHER THE SCORE THE BETTER*

<table>
<thead>
<tr>
<th></th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.84</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.75</td>
</tr>
</tbody>
</table>

**KF26. 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 2017</td>
<td>18%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>21%</td>
</tr>
</tbody>
</table>

**KF32. 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>Trust score 2017</td>
<td>3.81</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.72</td>
</tr>
</tbody>
</table>

**KF28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month**

*THE LOWER THE SCORE THE BETTER*

<table>
<thead>
<tr>
<th></th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>22%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>27%</td>
</tr>
</tbody>
</table>
This page highlights the five Key Findings for which North Staffordshire Combined Healthcare NHS Trust compares least favourably with other mental health / learning disability 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**

! **KF13. Quality of non-mandatory training, learning or development**  
*(the higher the score the better)*  

<table>
<thead>
<tr>
<th>Score</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.99</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.06</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>0</th>
<th>25</th>
<th>50</th>
<th>75</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>70%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>73%</td>
</tr>
</tbody>
</table>

! **KF3. Percentage of staff agreeing that their role makes a difference to patients / service users**  
*(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 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>85%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>88%</td>
</tr>
</tbody>
</table>

! **KF27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse**  
*(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 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>57%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>61%</td>
</tr>
</tbody>
</table>

! **KF31. Staff confidence and security in reporting unsafe clinical practice**  
*(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 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.60</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.71</td>
</tr>
</tbody>
</table>

For each of the 32 Key Findings, the mental health / learning disability trusts in England were placed in order from 1 (the top ranking score) to 26 (the bottom ranking score). North Staffordshire Combined Healthcare NHS Trust’s five lowest ranking scores are presented here, i.e. those for which the trust’s Key Finding score is ranked closest to 26. Further details about this can be found in the document *Making sense of your staff survey data.*
### 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.

<table>
<thead>
<tr>
<th>Change since 2016 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>
</tr>
<tr>
<td>*KF20. % experiencing discrimination at work in last 12 mths</td>
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</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
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</tr>
<tr>
<td>*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
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<td></td>
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<tr>
<td>*KF17. % feeling unwell due to work related stress in last 12 mths</td>
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<td></td>
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<tr>
<td>*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
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</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td></td>
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</tr>
<tr>
<td>*KF16. % working extra hours</td>
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<td></td>
</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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<td></td>
<td></td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td></td>
<td></td>
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<tr>
<td>*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>*KF23. % experiencing physical violence from staff in last 12 mths</td>
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<td></td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
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</tr>
<tr>
<td>*KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
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<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>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
3.2. Summary of all Key Findings for North Staffordshire Combined Healthcare NHS Trust

**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.

<table>
<thead>
<tr>
<th>Change since 2016 survey (cont)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<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>

<table>
<thead>
<tr>
<th>1.0</th>
<th>0.6</th>
<th>0.2</th>
<th>0.0</th>
<th>0.6</th>
<th>1.0</th>
</tr>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>
3.2. Summary of all Key Findings for North Staffordshire Combined Healthcare NHS Trust

**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 mental health in 2017

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td></td>
</tr>
<tr>
<td>*KF20. % experiencing discrimination at work in last 12 mths</td>
<td></td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td></td>
</tr>
<tr>
<td>*KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td></td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td></td>
</tr>
<tr>
<td>*KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td></td>
</tr>
<tr>
<td>*KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td></td>
</tr>
<tr>
<td>*KF16. % working extra hours</td>
<td></td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td></td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td></td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td></td>
</tr>
<tr>
<td>*KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td></td>
</tr>
<tr>
<td>*KF23. % experiencing physical violence from staff in last 12 mths</td>
<td></td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</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>
</tr>
<tr>
<td>*KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td></td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td></td>
</tr>
</tbody>
</table>
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**KEY**
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- **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 mental health in 2017 (cont)

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

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>Change since 2016 survey</th>
<th>Ranking, compared with all mental health 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>✓ Above (better than) average</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>• No change</td>
<td>• Average</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>• No change</td>
<td>! Below (worse 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>✓ Below (better than) 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>✓ 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>• No change</td>
<td>✓ Above (better than) average</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>• No change</td>
<td>! Below (worse than) 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>✓ Below (better than) 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>• Average</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>• No change</td>
<td>✓ Above (better than) 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>• No change</td>
<td>• Average</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>• No change</td>
<td>• Average</td>
</tr>
</tbody>
</table>
### 3.3. Summary of all Key Findings for North Staffordshire Combined Healthcare NHS Trust (cont)

<table>
<thead>
<tr>
<th>Category</th>
<th>Change since 2016 survey</th>
<th>Ranking, compared with all mental health in 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job satisfaction</strong></td>
<td></td>
<td></td>
</tr>
<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>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>✔ Above (better than) average</td>
</tr>
<tr>
<td><strong>Managers</strong></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><strong>Patient care &amp; experience</strong></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>! Below (worse than) average</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>No change</td>
<td>✔ Above (better than) average</td>
</tr>
<tr>
<td><strong>Violence, harassment &amp; bullying</strong></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>! Above (worse than) average</td>
</tr>
<tr>
<td>* KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>No change</td>
<td>Average</td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td>No change</td>
<td>Average</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>✔ Below (better 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 North Staffordshire Combined Healthcare NHS Trust

North Staffordshire Combined Healthcare NHS Trust had 706 staff take part in this survey. This is a response rate of 52%, which is average for mental health / learning disability trusts in England (52%), and compares with a response rate of 51% in this trust in the 2016 survey.

This section presents each of the 32 Key Findings, using data from the trust's 2017 survey, and compares these to other mental health / learning disability trusts in England and to the trust'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 trust is better than average, or where the score has improved since 2016). Negative findings are highlighted with a red arrow (e.g. where the trust’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>Trust score 2017</td>
<td>93%</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>91%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>89%</td>
</tr>
<tr>
<td>Best 2017 score for mental health</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 2017</td>
<td>3.16</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.10</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.22</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>3.47</td>
</tr>
</tbody>
</table>

---

1Questionnaires were sent to all 1363 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

Scale summary score

| Trust score 2017 | 3.99 |
| Trust score 2016 | 4.02 |
| National 2017 average for mental health | 4.06 |
| Best 2017 score for mental health | 4.18 |

Low-quality training High-quality training

Equality & diversity

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

Percentage score

| Trust score 2017 | 12% |
| Trust score 2016 | 10% |
| National 2017 average for mental health | 14% |
| Best 2017 score for mental health | 10% |

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

Percentage score

| Trust score 2017 | 91% |
| Trust score 2016 | 88% |
| National 2017 average for mental health | 85% |
| Best 2017 score for mental health | 92% |

Errors & incidents

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

Percentage score

| Trust score 2017 | 22% |
| Trust score 2016 | 20% |
| National 2017 average for mental health | 27% |
| Best 2017 score for mental health | 17% |
KEY FINDING 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

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

\begin{itemize}
  \item Trust score 2017: 96%
  \item Trust score 2016: 96%
  \item National 2017 average for mental health: 93%
  \item Best 2017 score for mental health: 98%
\end{itemize}

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

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

\begin{itemize}
  \item Trust score 2017: 3.84
  \item Trust score 2016: 3.82
  \item National 2017 average for mental health: 3.75
  \item Best 2017 score for mental health: 3.87
\end{itemize}

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

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

\begin{itemize}
  \item Trust score 2017: 3.60
  \item Trust score 2016: 3.61
  \item National 2017 average for mental health: 3.71
  \item Best 2017 score for mental health: 3.93
\end{itemize}

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})

\begin{itemize}
  \item Trust score 2017: 37%
  \item Trust score 2016: 39%
  \item National 2017 average for mental health: 42%
  \item Best 2017 score for mental health: 35%
\end{itemize}
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})

\begin{itemize}
  \item Trust score 2017: 53%
  \item Trust score 2016: 54%
  \item National 2017 average for mental health: 53%
  \item Best 2017 score for mental health: 48%
\end{itemize}

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

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

\begin{itemize}
  \item Trust score 2017: 3.80
  \item Trust score 2016: 3.71
  \item National 2017 average for mental health: 3.77
  \item Best 2017 score for mental health: 3.94
\end{itemize}

Working patterns

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

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

\begin{itemize}
  \item Trust score 2017: 60%
  \item Trust score 2016: 60%
  \item National 2017 average for mental health: 60%
  \item Best 2017 score for mental health: 74%
\end{itemize}

KEY FINDING 16. Percentage of staff working extra hours

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

\begin{itemize}
  \item Trust score 2017: 73%
  \item Trust score 2016: 72%
  \item National 2017 average for mental health: 72%
  \item Best 2017 score for mental health: 66%
\end{itemize}
KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment

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

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Scale Summary Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.63</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.56</td>
</tr>
<tr>
<td>National 2017 average</td>
<td>3.67</td>
</tr>
<tr>
<td>Best 2017 score for mental</td>
<td>4.14</td>
</tr>
</tbody>
</table>

KEY FINDING 4. Staff motivation at work

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

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Scale Summary Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.91</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.90</td>
</tr>
<tr>
<td>National 2017 average</td>
<td>3.91</td>
</tr>
<tr>
<td>Best 2017 score for mental</td>
<td>4.01</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Percentage Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>70%</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>70%</td>
</tr>
<tr>
<td>National 2017 average</td>
<td>73%</td>
</tr>
<tr>
<td>Best 2017 score for mental</td>
<td>79%</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Scale Summary Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.88</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.83</td>
</tr>
<tr>
<td>National 2017 average</td>
<td>3.88</td>
</tr>
<tr>
<td>Best 2017 score for mental</td>
<td>4.03</td>
</tr>
</tbody>
</table>
KEY FINDING 9. Effective team working

(the higher the score the better)

<table>
<thead>
<tr>
<th>Measure</th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.86</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.87</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.84</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>3.93</td>
</tr>
</tbody>
</table>

KEY FINDING 14. Staff satisfaction with resourcing and support

(the higher the score the better)

<table>
<thead>
<tr>
<th>Measure</th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.39</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.41</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.35</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>3.55</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>Measure</th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.59</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.56</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.59</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>3.85</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>Measure</th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>35%</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>35%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>36%</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>54%</td>
</tr>
</tbody>
</table>
**KEY FINDING 10. Support from immediate managers**  
*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Metric</th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.95</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.88</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.95</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>4.05</td>
</tr>
</tbody>
</table>

**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>Metric</th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.83</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.84</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.83</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>4.10</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>Metric</th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>85%</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>87%</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>88%</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>90%</td>
</tr>
</tbody>
</table>

**KEY FINDING 32. Effective use of patient / service user feedback**  
*(the higher the score the better)*

<table>
<thead>
<tr>
<th>Metric</th>
<th>Scale summary score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust score 2017</td>
<td>3.81</td>
</tr>
<tr>
<td>Trust score 2016</td>
<td>3.76</td>
</tr>
<tr>
<td>National 2017 average for mental health</td>
<td>3.72</td>
</tr>
<tr>
<td>Best 2017 score for mental health</td>
<td>3.89</td>
</tr>
</tbody>
</table>
KEY FINDING 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

- Trust score 2017: 24%
- Trust score 2016: 22%
- National 2017 average for mental health: 22%
- Best 2017 score for mental health: 12%

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

- Trust score 2017: 2%
- Trust score 2016: 3%
- National 2017 average for mental health: 3%
- Best 2017 score for mental health: 1%

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

- Trust score 2017: 94%
- Trust score 2016: 93%
- National 2017 average for mental health: 93%
- Best 2017 score for mental health: 98%

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

- Trust score 2017: 31%
- Trust score 2016: 31%
- National 2017 average for mental health: 32%
- Best 2017 score for mental health: 21%
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>Percentage score</th>
<th>Trust score 2017</th>
<th>Trust score 2016</th>
<th>National 2017 average for mental health</th>
<th>Best 2017 score for mental health</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18%</td>
<td>19%</td>
<td>21%</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>Percentage score</th>
<th>Trust score 2017</th>
<th>Trust score 2016</th>
<th>National 2017 average for mental health</th>
<th>Best 2017 score for mental health</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>57%</td>
<td>57%</td>
<td>61%</td>
<td>71%</td>
</tr>
</tbody>
</table>
## 5. Workforce Race Equality Standard (WRES)

The scores presented below are the un-weighted question level score for question Q17b and un-weighted scores for Key Findings 25, 26, and 21, split between White and Black and Minority Ethnic (BME) staff, as required for the Workforce Race Equality Standard.

In order to preserve the anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score.

<table>
<thead>
<tr>
<th></th>
<th>KF25</th>
<th>KF26</th>
<th>KF21</th>
<th>Q17b</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</td>
<td>Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months</td>
<td>Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion</td>
<td>In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues?</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>BME</td>
<td>White</td>
<td>BME</td>
</tr>
<tr>
<td></td>
<td>31%</td>
<td>43%</td>
<td>16%</td>
<td>37%</td>
</tr>
<tr>
<td></td>
<td>32%</td>
<td>36%</td>
<td>21%</td>
<td>26%</td>
</tr>
<tr>
<td></td>
<td>32%</td>
<td>37%</td>
<td>19%</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>7%</td>
<td>21%</td>
<td>6%</td>
<td>14%</td>
</tr>
</tbody>
</table>
6. Key Findings by work group characteristics

Tables 6.1 to 6.4 show the Key Findings at North Staffordshire Combined Healthcare NHS Trust broken down by work group characteristics: occupational groups, staff groups, directorates and full time/part time staff.

Technical notes:

- 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

- For most of the Key Findings presented in tables 6.1 to 6.4, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.

- Care should be taken not to over interpret the findings if scores differ slightly. For example, if for 'KF11. % appraised in the last 12 months' staff in Group A score 45%, and staff in Group B score 40%, it may appear that a higher proportion of staff in Group A have had appraisals than staff in Group B. However, because of small numbers in these sub-groups, it is probably not statistically significant. A more sensible interpretation would be that, on average, similar proportions of staff in Group A and B have had appraisals.

- Please note that, unlike the overall trust scores, data in this section are not weighted.

- Please also note that all percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

- In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score.
Table 6.1: Key Findings for different occupational groups

<table>
<thead>
<tr>
<th>Appraisals &amp; support for development</th>
<th>Mental Health Nurses</th>
<th>Other Registered Nurses</th>
<th>Nursing / Healthcare Assistants</th>
<th>Medical / Dental</th>
<th>Occupational Therapy</th>
<th>Other Allied Health Professionals</th>
<th>General Management</th>
<th>Admin &amp; Clerical</th>
<th>Central Functions / Corporate Services</th>
<th>Maintenance / Ancillary</th>
<th>Social Care Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>96</td>
<td>89</td>
<td>98</td>
<td>83</td>
<td>96</td>
<td>94</td>
<td>92</td>
<td>87</td>
<td>89</td>
<td>93</td>
<td>98</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>3.31</td>
<td>2.94</td>
<td>3.32</td>
<td>3.40</td>
<td>2.97</td>
<td>3.06</td>
<td>3.91</td>
<td>2.80</td>
<td>3.15</td>
<td>3.15</td>
<td>2.95</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>3.96</td>
<td>3.98</td>
<td>4.15</td>
<td>4.01</td>
<td>3.98</td>
<td>4.05</td>
<td>-</td>
<td>3.75</td>
<td>3.74</td>
<td>4.13</td>
<td>4.01</td>
</tr>
<tr>
<td>Equality &amp; diversity</td>
<td></td>
<td></td>
<td></td>
<td></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>14</td>
<td>11</td>
<td>18</td>
<td>36</td>
<td>8</td>
<td>8</td>
<td>0</td>
<td>3</td>
<td>9</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>90</td>
<td>91</td>
<td>93</td>
<td>100</td>
<td>89</td>
<td>90</td>
<td>-</td>
<td>95</td>
<td>93</td>
<td>80</td>
<td>78</td>
</tr>
<tr>
<td>Errors &amp; incidents</td>
<td></td>
<td></td>
<td></td>
<td></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>28</td>
<td>36</td>
<td>33</td>
<td>44</td>
<td>20</td>
<td>20</td>
<td>8</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>96</td>
<td>-</td>
<td>100</td>
<td>73</td>
<td>-</td>
<td>100</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>3.93</td>
<td>3.73</td>
<td>3.82</td>
<td>3.57</td>
<td>3.86</td>
<td>3.87</td>
<td>4.00</td>
<td>3.86</td>
<td>3.88</td>
<td>3.70</td>
<td>3.74</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>3.72</td>
<td>3.63</td>
<td>3.68</td>
<td>3.22</td>
<td>3.84</td>
<td>3.51</td>
<td>3.83</td>
<td>3.69</td>
<td>3.51</td>
<td>3.28</td>
<td>3.81</td>
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<tr>
<td>Health and wellbeing</td>
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<td></td>
<td></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>46</td>
<td>34</td>
<td>28</td>
<td>20</td>
<td>44</td>
<td>42</td>
<td>25</td>
<td>35</td>
<td>19</td>
<td>42</td>
<td>37</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>60</td>
<td>54</td>
<td>37</td>
<td>48</td>
<td>44</td>
<td>52</td>
<td>33</td>
<td>56</td>
<td>53</td>
<td>55</td>
<td>56</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>3.81</td>
<td>3.66</td>
<td>3.86</td>
<td>3.41</td>
<td>3.86</td>
<td>3.67</td>
<td>4.33</td>
<td>3.91</td>
<td>3.98</td>
<td>3.81</td>
<td>3.84</td>
</tr>
<tr>
<td>Working patterns</td>
<td></td>
<td></td>
<td></td>
<td></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>58</td>
<td>66</td>
<td>60</td>
<td>48</td>
<td>64</td>
<td>65</td>
<td>83</td>
<td>64</td>
<td>77</td>
<td>53</td>
<td>66</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>85</td>
<td>81</td>
<td>61</td>
<td>84</td>
<td>88</td>
<td>73</td>
<td>100</td>
<td>55</td>
<td>87</td>
<td>62</td>
<td>59</td>
</tr>
<tr>
<td>Number of respondents</td>
<td>197</td>
<td>29</td>
<td>60</td>
<td>25</td>
<td>25</td>
<td>89</td>
<td>12</td>
<td>103</td>
<td>47</td>
<td>32</td>
<td>41</td>
</tr>
</tbody>
</table>

Due to low numbers of respondents, no scores are shown for the following occupational groups: Adult / General Nurses, Physiotherapy, Other Scientific & Technical, Emergency Care Practitioner and Paramedics.
Table 6.1: Key Findings for different occupational groups (cont)

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>Mental Health Nurses</th>
<th>Other Registered Nurses</th>
<th>Nursing / Healthcare Assistants</th>
<th>Medical / Dental</th>
<th>Occupational Therapy</th>
<th>Other Allied Health Professionals</th>
<th>General Management</th>
<th>Admin &amp; Clerical</th>
<th>Corporate Services</th>
<th>Maintenance / Ancillary</th>
<th>Social Care Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>3.62</td>
<td>3.64</td>
<td>3.53</td>
<td>3.31</td>
<td>3.75</td>
<td>3.66</td>
<td>4.06</td>
<td>3.60</td>
<td>3.64</td>
<td>3.56</td>
<td>3.56</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>4.01</td>
<td>3.91</td>
<td>3.90</td>
<td>3.89</td>
<td>4.04</td>
<td>3.98</td>
<td>4.03</td>
<td>3.75</td>
<td>3.83</td>
<td>3.74</td>
<td>3.87</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>78</td>
<td>69</td>
<td>61</td>
<td>72</td>
<td>76</td>
<td>71</td>
<td>75</td>
<td>64</td>
<td>74</td>
<td>53</td>
<td>71</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>3.97</td>
<td>3.56</td>
<td>3.86</td>
<td>3.87</td>
<td>3.98</td>
<td>3.92</td>
<td>3.88</td>
<td>3.81</td>
<td>3.68</td>
<td>3.88</td>
<td>3.98</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td>4.02</td>
<td>3.71</td>
<td>3.77</td>
<td>3.91</td>
<td>4.01</td>
<td>3.95</td>
<td>4.03</td>
<td>3.66</td>
<td>3.86</td>
<td>3.31</td>
<td>4.19</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td>3.39</td>
<td>3.04</td>
<td>3.33</td>
<td>3.00</td>
<td>3.40</td>
<td>3.38</td>
<td>3.50</td>
<td>3.55</td>
<td>3.45</td>
<td>3.47</td>
<td>3.45</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Managers</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td>3.66</td>
<td>3.41</td>
<td>3.58</td>
<td>3.42</td>
<td>3.63</td>
<td>3.53</td>
<td>3.92</td>
<td>3.61</td>
<td>3.70</td>
<td>3.40</td>
<td>3.74</td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>44</td>
<td>34</td>
<td>38</td>
<td>32</td>
<td>20</td>
<td>34</td>
<td>50</td>
<td>26</td>
<td>34</td>
<td>25</td>
<td>34</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td>4.03</td>
<td>3.68</td>
<td>3.95</td>
<td>3.71</td>
<td>3.90</td>
<td>3.90</td>
<td>4.19</td>
<td>3.95</td>
<td>4.02</td>
<td>3.78</td>
<td>4.15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Patient care &amp; experience</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
<td>3.85</td>
<td>3.50</td>
<td>4.08</td>
<td>3.28</td>
<td>3.84</td>
<td>3.92</td>
<td>-</td>
<td>3.80</td>
<td>-</td>
<td>4.20</td>
<td>3.74</td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>89</td>
<td>86</td>
<td>83</td>
<td>88</td>
<td>92</td>
<td>93</td>
<td>91</td>
<td>75</td>
<td>69</td>
<td>70</td>
<td>83</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>3.88</td>
<td>3.84</td>
<td>3.62</td>
<td>3.47</td>
<td>4.02</td>
<td>3.82</td>
<td>-</td>
<td>3.79</td>
<td>3.79</td>
<td>-</td>
<td>3.64</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Violence, harassment &amp; bullying</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td>32</td>
<td>57</td>
<td>53</td>
<td>16</td>
<td>36</td>
<td>24</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>* KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>3</td>
<td>0</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td>95</td>
<td>93</td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>89</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>43</td>
<td>50</td>
<td>37</td>
<td>64</td>
<td>32</td>
<td>32</td>
<td>8</td>
<td>22</td>
<td>4</td>
<td>10</td>
<td>36</td>
</tr>
<tr>
<td>* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>20</td>
<td>14</td>
<td>12</td>
<td>28</td>
<td>8</td>
<td>20</td>
<td>17</td>
<td>16</td>
<td>13</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>60</td>
<td>69</td>
<td>89</td>
<td>25</td>
<td>-</td>
<td>68</td>
<td>-</td>
<td>57</td>
<td>-</td>
<td>-</td>
<td>63</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall staff engagement</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3.84</td>
<td>3.74</td>
<td>3.67</td>
<td>3.63</td>
<td>3.89</td>
<td>3.81</td>
<td>3.96</td>
<td>3.65</td>
<td>3.77</td>
<td>3.57</td>
<td>3.74</td>
</tr>
</tbody>
</table>

| Number of respondents                                                          |                      |                         |                                 |                  |                      |                                   |                   |                |                   |                       |                  |
|                                                                                | 197                  | 29                      | 60                              | 25               | 25                   | 89                                | 12                | 103            | 47                | 32                    | 41                |
Table 6.2: Key Findings for different staff groups

<table>
<thead>
<tr>
<th></th>
<th>Add Prof Scientific and Technic</th>
<th>Additional Clinical Services</th>
<th>Administrative and Clinical</th>
<th>Allied Health Professionals</th>
<th>Estates and Ancillary</th>
<th>Medical and Dental</th>
<th>Nursing and Midwifery Registered</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Appraisals &amp; support for development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>93</td>
<td>97</td>
<td>88</td>
<td>93</td>
<td>94</td>
<td>88</td>
<td>96</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>2.89</td>
<td>3.20</td>
<td>3.04</td>
<td>2.95</td>
<td>3.00</td>
<td>3.38</td>
<td>3.29</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>4.09</td>
<td>4.02</td>
<td>3.82</td>
<td>4.00</td>
<td>4.05</td>
<td>4.01</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Equality &amp; diversity</strong></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>12</td>
<td>16</td>
<td>8</td>
<td>7</td>
<td>14</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>89</td>
<td>90</td>
<td>92</td>
<td>84</td>
<td>85</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td><strong>Errors &amp; incidents</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>26</td>
<td>27</td>
<td>5</td>
<td>31</td>
<td>9</td>
<td>40</td>
<td>29</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>95</td>
<td>97</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>95</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>3.78</td>
<td>3.82</td>
<td>3.88</td>
<td>3.81</td>
<td>3.74</td>
<td>3.67</td>
<td>3.91</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>3.52</td>
<td>3.69</td>
<td>3.60</td>
<td>3.81</td>
<td>3.28</td>
<td>3.30</td>
<td>3.73</td>
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<tr>
<td><strong>Health and wellbeing</strong></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>46</td>
<td>36</td>
<td>31</td>
<td>41</td>
<td>42</td>
<td>16</td>
<td>42</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>53</td>
<td>50</td>
<td>54</td>
<td>45</td>
<td>64</td>
<td>44</td>
<td>56</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>3.56</td>
<td>3.79</td>
<td>3.90</td>
<td>3.95</td>
<td>3.92</td>
<td>3.54</td>
<td>3.84</td>
</tr>
<tr>
<td><strong>Working patterns</strong></td>
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<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>66</td>
<td>56</td>
<td>67</td>
<td>69</td>
<td>53</td>
<td>48</td>
<td>61</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>74</td>
<td>60</td>
<td>68</td>
<td>81</td>
<td>61</td>
<td>84</td>
<td>84</td>
</tr>
<tr>
<td><strong>Number of respondents</strong></td>
<td>74</td>
<td>135</td>
<td>186</td>
<td>29</td>
<td>36</td>
<td>25</td>
<td>221</td>
</tr>
</tbody>
</table>

Please note that the staff groups classification was provided by North Staffordshire Combined Healthcare NHS Trust
Table 6.2: Key Findings for different staff groups (cont)

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>Add Prof Scientific and Technic</th>
<th>Additional Clinical Services</th>
<th>Administrative and Clinical</th>
<th>Allied Health Professionals</th>
<th>Estates and Ancillary</th>
<th>Medical and Dental</th>
<th>Nursing and Midwifery</th>
<th>Registered</th>
</tr>
</thead>
<tbody>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>3.42</td>
<td>3.65</td>
<td>3.65</td>
<td>3.78</td>
<td>3.77</td>
<td>3.43</td>
<td>3.63</td>
<td></td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>3.91</td>
<td>3.92</td>
<td>3.81</td>
<td>4.09</td>
<td>3.64</td>
<td>3.96</td>
<td>4.02</td>
<td></td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>66</td>
<td>66</td>
<td>69</td>
<td>79</td>
<td>50</td>
<td>76</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>3.92</td>
<td>3.89</td>
<td>3.75</td>
<td>3.96</td>
<td>3.88</td>
<td>3.96</td>
<td>3.96</td>
<td></td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td>3.97</td>
<td>3.94</td>
<td>3.70</td>
<td>4.11</td>
<td>3.40</td>
<td>3.95</td>
<td>4.02</td>
<td></td>
</tr>
</tbody>
</table>

Managers

| KF5. Recognition and value of staff by managers and the organisation            | 3.41                            | 3.64                         | 3.60                       | 3.55                       | 3.42                 | 3.54              | 3.70                  |            |
| KF6. % reporting good communication between senior management and staff         | 31                              | 37                           | 32                         | 17                         | 22                   | 36                | 43                    |            |
| KF10. Support from immediate managers                                          | 3.86                            | 4.00                         | 3.93                       | 3.86                       | 3.83                 | 3.84              | 4.05                  |            |

Patient care & experience

| KF2. Staff satisfaction with the quality of work and care they are able to deliver | 3.53                            | 4.06                         | 3.73                       | 3.75                       | 4.17                 | 3.42              | 3.85                  |            |
| KF3. % agreeing that their role makes a difference to patients / service users | 84                              | 86                           | 75                         | 93                         | 80                   | 92                | 89                    |            |
| KF32. Effective use of patient / service user feedback                          | 3.72                            | 3.72                         | 3.80                       | 4.00                       | -                   | 3.61              | 3.88                  |            |

Violence, harassment & bullying

| * KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths | 11                              | 43                           | 3                          | 38                         | 11                   | 16                | 37                    |            |
| * KF23. % experiencing physical violence from staff in last 12 mths               | 0                               | 4                            | 2                          | 3                          | 3                    | 0                 | 3                     |            |
| KF24. % reporting most recent experience of violence                             | -                               | 100                          | -                          | 83                         | -                    | -                 | 95                    |            |
| * KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths | 28                              | 40                           | 15                         | 31                         | 20                   | 64                | 41                    |            |
| * KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths  | 19                              | 15                           | 17                         | 14                         | 8                    | 24                | 19                    |            |
| KF27. % reporting most recent experience of harassment, bullying or abuse       | 52                              | 78                           | 53                         | -                          | -                    | 25                | 63                    |            |

Overall staff engagement

| Number of respondents | 74 | 135 | 186 | 29 | 36 | 25 | 221 |            |

Please note that the staff groups classification was provided by North Staffordshire Combined Healthcare NHS Trust
Table 6.3: Key Findings for different directorates

<table>
<thead>
<tr>
<th>KF11. % appraised in last 12 mths</th>
<th>AMH Community Directorate</th>
<th>AMH In Patient Directorate</th>
<th>Chief Executives Office and Children and Young People Directorate</th>
<th>Directorate of Nursing and Quality</th>
<th>Estates Agency</th>
<th>Finance and Performance Management Department</th>
<th>Learning Disabilities and Mental Health Directorate</th>
<th>Psychiatry and Old age Psychiatry Department</th>
<th>Operations (Corporate Services)</th>
<th>Substance Misuse Working and Leadership Directorate</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>97</td>
<td>88</td>
<td>64</td>
<td>94</td>
<td>79</td>
<td>100</td>
<td>90</td>
<td>92</td>
<td>95</td>
<td>97</td>
<td>96</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>2.97</td>
<td>3.64</td>
<td>-</td>
<td>3.08</td>
<td>-</td>
<td>3.10</td>
<td>2.85</td>
<td>2.78</td>
<td>2.90</td>
<td>3.26</td>
<td>3.42</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>3.86</td>
<td>4.20</td>
<td>-</td>
<td>4.24</td>
<td>-</td>
<td>4.16</td>
<td>4.15</td>
<td>3.60</td>
<td>3.94</td>
<td>3.99</td>
<td>4.09</td>
</tr>
</tbody>
</table>

**Equality & diversity**

| KF20. % experiencing discrimination at work in last 12 mths | 13 | 25 | 9 | 4 | 7 | 0 | 27 | 4 | 11 | 7 | 9 | 24 | 13 |
| KF21. % believing the organisation provides equal opportunities for career progression / promotion | 86 | 98 | 82 | 96 | - | 95 | 69 | 85 | 86 | 91 | 90 | 91 | 92 |

**Errors & incidents**

| KF28. % witnessing potentially harmful errors, near misses or incidents in last mth | 24 | 34 | 9 | 22 | 21 | 8 | 5 | 8 | 38 | 19 | 14 | 27 | 8 |
| KF29. % reporting errors, near misses or incidents witnessed in last mth | 93 | 95 | - | 100 | - | - | - | - | 95 | 92 | - | 91 | - |
| KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents | 3.72 | 3.94 | 4.27 | 4.02 | 3.81 | 4.07 | 3.68 | 3.53 | 3.85 | 3.91 | 3.87 | 3.76 | 3.83 |
| KF31. Staff confidence and security in reporting unsafe clinical practice | 3.59 | 3.53 | 3.91 | 3.76 | 3.25 | 3.65 | 3.43 | 3.19 | 3.72 | 3.73 | 3.66 | 3.82 | 3.50 |

**Health and wellbeing**

| KF17. % feeling unwell due to work related stress in last 12 mths | 43 | 34 | 27 | 40 | 50 | 38 | 36 | 22 | 36 | 35 | 50 | 40 | 23 |
| KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure | 60 | 58 | 55 | 46 | 57 | 50 | 45 | 48 | 53 | 48 | 73 | 64 | 41 |

**Working patterns**

| KF15. % satisfied with the opportunities for flexible working patterns | 62 | 56 | 73 | 70 | 43 | 58 | 59 | 70 | 52 | 66 | 52 | 57 | 58 |
| KF16. % working extra hours | 74 | 68 | 82 | 75 | 50 | 73 | 50 | 68 | 80 | 73 | 77 | 73 | 76 |

Please note that the directorates classification was provided by North Staffordshire Combined Healthcare NHS Trust

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Table 6.3: Key Findings for different directorates (cont)

### Job satisfaction

<table>
<thead>
<tr>
<th>KF1</th>
<th>Staff recommendation of the organisation as a place to work or receive treatment</th>
<th>AMH Community Directorate</th>
<th>AMH In Patient Directorate</th>
<th>Adult Community and Mental Health Directorate</th>
<th>Chief Executives Office and Young People’s Directorate</th>
<th>Directorate of Clinical and Medical</th>
<th>Directorate of Nursing and Quality</th>
<th>Estates Agency</th>
<th>Finance and Performance Management</th>
<th>Learning Disabilities and Old Age Psychiatry Operations (Corporate)</th>
<th>Substance Misuse and Workforce Leadership Directorate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>3.37</td>
<td>3.90</td>
<td>3.91</td>
<td>3.62</td>
<td>3.72</td>
<td>3.74</td>
<td>3.43</td>
<td>3.31</td>
<td>3.62</td>
<td>3.80</td>
</tr>
<tr>
<td>KF4</td>
<td>Staff motivation at work</td>
<td>3.83</td>
<td>4.05</td>
<td>4.12</td>
<td>4.04</td>
<td>3.64</td>
<td>3.97</td>
<td>3.80</td>
<td>3.81</td>
<td>4.06</td>
<td>3.61</td>
</tr>
<tr>
<td>KF7</td>
<td>% able to contribute towards improvements at work</td>
<td>69</td>
<td>75</td>
<td>82</td>
<td>70</td>
<td>50</td>
<td>73</td>
<td>50</td>
<td>67</td>
<td>71</td>
<td>77</td>
</tr>
<tr>
<td>KF8</td>
<td>Staff satisfaction with level of responsibility and involvement</td>
<td>3.80</td>
<td>4.05</td>
<td>3.91</td>
<td>3.97</td>
<td>3.94</td>
<td>3.94</td>
<td>3.83</td>
<td>3.48</td>
<td>3.77</td>
<td>4.02</td>
</tr>
<tr>
<td>KF9</td>
<td>Effective team working</td>
<td>3.88</td>
<td>3.87</td>
<td>3.91</td>
<td>3.94</td>
<td>4.10</td>
<td>3.96</td>
<td>3.33</td>
<td>3.80</td>
<td>3.81</td>
<td>4.15</td>
</tr>
<tr>
<td>KF14</td>
<td>Staff satisfaction with resourcing and support</td>
<td>3.34</td>
<td>3.48</td>
<td>3.68</td>
<td>3.38</td>
<td>3.27</td>
<td>3.62</td>
<td>3.43</td>
<td>3.46</td>
<td>3.10</td>
<td>3.48</td>
</tr>
</tbody>
</table>

### Managers

| KF5 | Recognition and value of staff by managers and the organisation               | 3.45 | 3.70 | 3.64 | 3.68 | 3.31 | 3.86 | 3.23 | 3.48 | 3.53 | 3.75 | 3.74 | 3.56 | 3.74 |
| KF6 | % reporting good communication between senior management and staff           | 33   | 38   | 64   | 36   | 43   | 35   | 23   | 7    | 38   | 45   | 48   | 21   |
| KF10| Support from immediate managers                                               | 3.77 | 4.02 | 3.86 | 3.96 | 3.93 | 4.27 | 3.83 | 3.96 | 3.80 | 4.22 | 4.06 | 3.92 | 3.92 |

### Patient care & experience

| KF2 | Staff satisfaction with the quality of work and care they are able to deliver | 3.60 | 4.14 | -    | 3.89 | -    | 4.29 | 4.24 | -    | 3.63 | 4.03 | -    | 3.84 | -    |
| KF3 | % agreeing that their role makes a difference to patients / service users     | 85   | 87   | -    | 86   | -    | 95   | 73   | 38   | 89   | 90   | -    | 79   | 86   |
| KF32| Effective use of patient / service user feedback                              | 3.68 | 3.82 | -    | 3.82 | -    | 3.95 | -    | -    | 3.91 | 3.89 | 3.58 | 3.96 | 3.57 |

### Violence, harassment & bullying

* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths

|                   | 12 | 67 | 0 | 25 | 0 | 15 | 14 | 0 | 51 | 30 | 10 | 29 | 3 |

* KF23. % experiencing physical violence from staff in last 12 mths

|                   | 1 | 8 | 0 | 4 | 0 | 0 | 10 | 0 | 0 | 3 | 0 | 0 | 0 |

* KF24. % reporting most recent experience of violence

|                   | 100 | 100 | - | 89 | - | - | - | - | - | 93 | 94 | - | - |

* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths

|                   | 38 | 47 | 9 | 31 | 21 | 19 | 9 | 4 | 44 | 32 | 24 | 48 | 8 |

* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths

|                   | 18 | 20 | 27 | 15 | 36 | 15 | 14 | 11 | 13 | 14 | 22 | 26 | 18 |

* KF27. % reporting most recent experience of harassment, bullying or abuse

|                   | 63 | 92 | - | 61 | - | - | - | - | 71 | 62 | - | 50 | - |

### Overall staff engagement

|                   | 3.63 | 3.92 | 4.01 | 3.79 | 3.69 | 3.86 | 3.59 | 3.55 | 3.73 | 3.92 | 3.66 | 3.76 | 3.80 |

### Number of respondents

|                   | 169 | 64 | 11 | 69 | 14 | 26 | 22 | 27 | 56 | 137 | 23 | 42 | 39 |

Please note that the directorates classification was provided by North Staffordshire Combined Healthcare NHS Trust
### Table 6.4: Key Findings for different work groups

<table>
<thead>
<tr>
<th>Category</th>
<th>Full time / part time&lt;sup&gt;a&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Appraisals &amp; support for development</strong></td>
<td></td>
</tr>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>93</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>3.18</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>3.99</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equality &amp; diversity</strong></td>
<td></td>
</tr>
<tr>
<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
<td>12</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>91</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Errors &amp; incidents</strong></td>
<td></td>
</tr>
<tr>
<td>* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>24</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>93</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>3.84</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>3.62</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Health and wellbeing</strong></td>
<td></td>
</tr>
<tr>
<td>* KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td>38</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>55</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>3.82</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Working patterns</strong></td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>60</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Number of respondents</strong></td>
<td>592</td>
</tr>
</tbody>
</table>

<sup>a</sup> Full time is defined as staff contracted to work 30 hours or more a week
Table 6.4: Key Findings for different work groups (cont)

<table>
<thead>
<tr>
<th></th>
<th>Full time</th>
<th>Part time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job satisfaction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>3.61</td>
<td>3.71</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>3.93</td>
<td>3.84</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>72</td>
<td>65</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>3.89</td>
<td>3.82</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td>3.91</td>
<td>3.73</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td>3.40</td>
<td>3.33</td>
</tr>
<tr>
<td><strong>Managers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td>3.61</td>
<td>3.54</td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>38</td>
<td>23</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td>3.98</td>
<td>3.89</td>
</tr>
<tr>
<td><strong>Patient care &amp; experience</strong></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>3.83</td>
<td>3.85</td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>86</td>
<td>85</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>3.81</td>
<td>3.81</td>
</tr>
<tr>
<td><strong>Violence, harassment &amp; bullying</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td>27</td>
<td>9</td>
</tr>
<tr>
<td>* KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td>96</td>
<td>-</td>
</tr>
<tr>
<td>* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
<td>34</td>
<td>19</td>
</tr>
<tr>
<td>* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>61</td>
<td>48</td>
</tr>
<tr>
<td><strong>Overall staff engagement</strong></td>
<td>3.78</td>
<td>3.70</td>
</tr>
<tr>
<td><strong>Number of respondents</strong></td>
<td>592</td>
<td>105</td>
</tr>
</tbody>
</table>

* Full time is defined as staff contracted to work 30 hours or more a week
7. Key Findings by demographic groups

Tables 7.1 and 7.2 show the Key Findings at North Staffordshire Combined Healthcare NHS Trust broken down by different demographic groups: age group, gender, disability and ethnic background.

Technical notes:

- 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

- For most of the Key Findings presented in tables 7.1 and 7.2, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.

- Care should be taken not to over interpret the findings if scores differ slightly. For example, if for 'KF11. % appraised in the last 12 months' staff in Group A score 45%, and staff in Group B score 40%, it may appear that a higher proportion of staff in Group A have had appraisals than staff in Group B. However, because of small numbers in these sub-groups, it is probably not statistically significant. A more sensible interpretation would be that, on average, similar proportions of staff in Group A and B have had appraisals.

- Please note that, unlike the overall trust scores, data in this section are not weighted.

- Please also note that all percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

- In order to preserve anonymity of individual staff, a score is replaced with a dash if the demographic group in question contributed fewer than 11 responses to that score.
Table 7.1: Key Findings for different age groups

<table>
<thead>
<tr>
<th>Age group</th>
<th>16-30</th>
<th>31-40</th>
<th>41-50</th>
<th>51+</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Appraisals &amp; support for development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>89</td>
<td>90</td>
<td>95</td>
<td>94</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>3.72</td>
<td>3.19</td>
<td>3.05</td>
<td>3.09</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>4.20</td>
<td>3.97</td>
<td>4.00</td>
<td>3.91</td>
</tr>
<tr>
<td><strong>Equality &amp; diversity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
<td>8</td>
<td>11</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>98</td>
<td>92</td>
<td>90</td>
<td>89</td>
</tr>
<tr>
<td><strong>Errors &amp; incidents</strong></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>34</td>
<td>21</td>
<td>22</td>
<td>18</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>92</td>
<td>100</td>
<td>96</td>
<td>89</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>4.04</td>
<td>3.88</td>
<td>3.83</td>
<td>3.84</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>3.79</td>
<td>3.74</td>
<td>3.60</td>
<td>3.57</td>
</tr>
<tr>
<td><strong>Health and wellbeing</strong></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>38</td>
<td>32</td>
<td>37</td>
<td>38</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>48</td>
<td>52</td>
<td>55</td>
<td>54</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>4.04</td>
<td>3.91</td>
<td>3.85</td>
<td>3.71</td>
</tr>
<tr>
<td><strong>Working patterns</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>66</td>
<td>75</td>
<td>59</td>
<td>57</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>75</td>
<td>77</td>
<td>76</td>
<td>68</td>
</tr>
<tr>
<td><strong>Number of respondents</strong></td>
<td>73</td>
<td>114</td>
<td>227</td>
<td>269</td>
</tr>
</tbody>
</table>
Table 7.1: Key Findings for different age groups (cont)

<table>
<thead>
<tr>
<th>Age group</th>
<th>Age 16-30</th>
<th>Age 31-40</th>
<th>Age 41-50</th>
<th>Age 51+</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job satisfaction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>3.94</td>
<td>3.64</td>
<td>3.55</td>
<td>3.62</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>3.90</td>
<td>3.97</td>
<td>3.94</td>
<td>3.90</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>75</td>
<td>73</td>
<td>75</td>
<td>66</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>3.99</td>
<td>3.97</td>
<td>3.85</td>
<td>3.87</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td>4.04</td>
<td>3.94</td>
<td>3.90</td>
<td>3.82</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td>3.62</td>
<td>3.48</td>
<td>3.33</td>
<td>3.37</td>
</tr>
<tr>
<td><strong>Managers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td>3.89</td>
<td>3.72</td>
<td>3.51</td>
<td>3.58</td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>40</td>
<td>40</td>
<td>37</td>
<td>31</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td>4.21</td>
<td>4.08</td>
<td>3.92</td>
<td>3.90</td>
</tr>
<tr>
<td><strong>Patient care &amp; experience</strong></td>
<td></td>
<td></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>3.99</td>
<td>3.81</td>
<td>3.76</td>
<td>3.88</td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>88</td>
<td>86</td>
<td>86</td>
<td>85</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>4.01</td>
<td>3.85</td>
<td>3.76</td>
<td>3.77</td>
</tr>
<tr>
<td><strong>Violence, harassment &amp; bullying</strong></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>46</td>
<td>20</td>
<td>24</td>
<td>20</td>
</tr>
<tr>
<td>* KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td>100</td>
<td>100</td>
<td>98</td>
<td>90</td>
</tr>
<tr>
<td>* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
<td>42</td>
<td>27</td>
<td>35</td>
<td>28</td>
</tr>
<tr>
<td>* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>18</td>
<td>11</td>
<td>17</td>
<td>19</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>83</td>
<td>69</td>
<td>58</td>
<td>53</td>
</tr>
<tr>
<td><strong>Overall staff engagement</strong></td>
<td>3.91</td>
<td>3.81</td>
<td>3.76</td>
<td>3.74</td>
</tr>
<tr>
<td><strong>Number of respondents</strong></td>
<td>73</td>
<td>114</td>
<td>227</td>
<td>269</td>
</tr>
</tbody>
</table>
Table 7.2: Key Findings for other demographic groups

<table>
<thead>
<tr>
<th></th>
<th>Gender</th>
<th>Disability</th>
<th>Ethnic background</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Prefer to self-describe</td>
</tr>
<tr>
<td>Appraisals &amp; support for development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>97</td>
<td>93</td>
<td>-</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>3.31</td>
<td>3.11</td>
<td>-</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>4.03</td>
<td>3.98</td>
<td>-</td>
</tr>
<tr>
<td>Equality &amp; diversity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
<td>18</td>
<td>11</td>
<td>-</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>85</td>
<td>92</td>
<td>-</td>
</tr>
<tr>
<td>Errors &amp; incidents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth</td>
<td>25</td>
<td>21</td>
<td>-</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>97</td>
<td>92</td>
<td>-</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>3.81</td>
<td>3.87</td>
<td>-</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>3.60</td>
<td>3.66</td>
<td>-</td>
</tr>
<tr>
<td>Health and wellbeing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td>37</td>
<td>37</td>
<td>-</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>49</td>
<td>55</td>
<td>-</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>3.86</td>
<td>3.81</td>
<td>-</td>
</tr>
<tr>
<td>Working patterns</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>60</td>
<td>62</td>
<td>-</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>78</td>
<td>71</td>
<td>-</td>
</tr>
<tr>
<td>Number of respondents</td>
<td>138</td>
<td>540</td>
<td>5</td>
</tr>
</tbody>
</table>
Table 7.2: Key Findings for other demographic groups (cont)

<table>
<thead>
<tr>
<th></th>
<th>Gender</th>
<th>Disability</th>
<th>Ethnic background</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Prefer to self-describe</td>
</tr>
<tr>
<td><strong>Job satisfaction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>3.55</td>
<td>3.66</td>
<td>-</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>3.92</td>
<td>3.93</td>
<td>-</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>72</td>
<td>71</td>
<td>-</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>3.97</td>
<td>3.88</td>
<td>-</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td>3.95</td>
<td>3.87</td>
<td>-</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td>3.37</td>
<td>3.41</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Managers</strong></td>
<td>3.56</td>
<td>3.62</td>
<td>-</td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>36</td>
<td>36</td>
<td>-</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td>3.98</td>
<td>3.97</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Patient care &amp; experience</strong></td>
<td>3.85</td>
<td>3.84</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>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>81</td>
<td>87</td>
<td>-</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>3.75</td>
<td>3.83</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Violence, harassment &amp; bullying</strong></td>
<td>30</td>
<td>23</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>
</tr>
<tr>
<td>* KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>5</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td>92</td>
<td>95</td>
<td>-</td>
</tr>
<tr>
<td>* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
<td>36</td>
<td>31</td>
<td>-</td>
</tr>
<tr>
<td>* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>17</td>
<td>17</td>
<td>-</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>56</td>
<td>62</td>
<td>-</td>
</tr>
<tr>
<td><strong>Overall staff engagement</strong></td>
<td>3.76</td>
<td>3.78</td>
<td>-</td>
</tr>
<tr>
<td><strong>Number of respondents</strong></td>
<td>138</td>
<td>540</td>
<td>5</td>
</tr>
</tbody>
</table>
8. Work and demographic profile of the survey respondents

The occupational group of the staff survey respondents is shown in table 8.1, other work characteristics are shown in table 8.2, and demographic characteristics are shown in table 8.3.

Table 8.1: Occupational group of respondents

<table>
<thead>
<tr>
<th>Occupational group</th>
<th>Number questionnaires returned</th>
<th>Percentage of survey respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Allied Health Professionals</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational Therapy</td>
<td>25</td>
<td>4%</td>
</tr>
<tr>
<td>Physiotherapy</td>
<td>6</td>
<td>1%</td>
</tr>
<tr>
<td>Clinical Psychology</td>
<td>36</td>
<td>5%</td>
</tr>
<tr>
<td>Psychotherapy</td>
<td>12</td>
<td>2%</td>
</tr>
<tr>
<td>Arts Therapy</td>
<td>5</td>
<td>1%</td>
</tr>
<tr>
<td>Other qualified Allied Health Professionals</td>
<td>5</td>
<td>1%</td>
</tr>
<tr>
<td>Support to Allied Health Professionals</td>
<td>31</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Scientific and Technical / Healthcare Scientists</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pharmacy</td>
<td>7</td>
<td>1%</td>
</tr>
<tr>
<td>Support to Scientific and Technical / Healthcare Scientists</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Medical and Dental</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical / Dental - Consultant</td>
<td>16</td>
<td>2%</td>
</tr>
<tr>
<td>Medical / Dental - In Training</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>Medical / Dental - Other</td>
<td>7</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Nurses, Midwives and Nursing Assistants</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Nurses - Adult / General</td>
<td>5</td>
<td>1%</td>
</tr>
<tr>
<td>Registered Nurses - Mental Health</td>
<td>197</td>
<td>29%</td>
</tr>
<tr>
<td>Registered Nurses - Learning Disabilities</td>
<td>23</td>
<td>3%</td>
</tr>
<tr>
<td>Registered Nurses - Children</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>Registered Nurses - District / Community</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>Other Registered Nurses</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>Nursing auxiliary / Nursing assistant / Healthcare assistant</td>
<td>60</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Social Care Staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approved social workers / Social workers / Residential social workers</td>
<td>19</td>
<td>3%</td>
</tr>
<tr>
<td>Social care managers</td>
<td>3</td>
<td>0%</td>
</tr>
<tr>
<td>Social care support staff</td>
<td>19</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Other groups</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Health / Health Improvement</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>Commissioning managers / support staff</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>Admin and Clerical</td>
<td>103</td>
<td>15%</td>
</tr>
<tr>
<td>Central Functions / Corporate Services</td>
<td>47</td>
<td>7%</td>
</tr>
<tr>
<td>Maintenance / Ancillary</td>
<td>32</td>
<td>5%</td>
</tr>
<tr>
<td>General Management</td>
<td>12</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>1%</td>
</tr>
<tr>
<td>Did not specify</td>
<td>21</td>
<td></td>
</tr>
</tbody>
</table>

Sums of percentages may add up to more than 100% due to rounding, and do not include ‘did not specify’ responses
Table 8.2: Work characteristics of respondents

<table>
<thead>
<tr>
<th>Number questionnaires returned</th>
<th>Percentage of survey respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full time / part time</strong></td>
<td></td>
</tr>
<tr>
<td>Full time</td>
<td>592</td>
</tr>
<tr>
<td>Part time</td>
<td>105</td>
</tr>
<tr>
<td>Did not specify</td>
<td>9</td>
</tr>
<tr>
<td><strong>Length of time in organisation</strong></td>
<td></td>
</tr>
<tr>
<td>Less than a year</td>
<td>44</td>
</tr>
<tr>
<td>Between 1 to 2 years</td>
<td>92</td>
</tr>
<tr>
<td>Between 3 to 5 years</td>
<td>69</td>
</tr>
<tr>
<td>Between 6 to 10 years</td>
<td>94</td>
</tr>
<tr>
<td>Between 11 to 15 years</td>
<td>104</td>
</tr>
<tr>
<td>Over 15 years</td>
<td>291</td>
</tr>
<tr>
<td>Did not specify</td>
<td>12</td>
</tr>
</tbody>
</table>

Sums of percentages may add up to more than 100% due to rounding, and do not include ‘did not specify’ responses
Table 8.3: Demographic characteristics of respondents

<table>
<thead>
<tr>
<th>Age group</th>
<th>Number questionnaires returned</th>
<th>Percentage of survey respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between 16 and 30</td>
<td>73</td>
<td>11%</td>
</tr>
<tr>
<td>Between 31 and 40</td>
<td>114</td>
<td>17%</td>
</tr>
<tr>
<td>Between 41 and 50</td>
<td>227</td>
<td>33%</td>
</tr>
<tr>
<td>51 and over</td>
<td>269</td>
<td>39%</td>
</tr>
<tr>
<td>Did not specify</td>
<td>23</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number questionnaires returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>138</td>
<td>20%</td>
</tr>
<tr>
<td>Female</td>
<td>540</td>
<td>78%</td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>5</td>
<td>1%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>10</td>
<td>1%</td>
</tr>
<tr>
<td>Did not specify</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ethnic background</th>
<th>Number questionnaires returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>661</td>
<td>96%</td>
</tr>
<tr>
<td>Black and minority ethnic</td>
<td>30</td>
<td>4%</td>
</tr>
<tr>
<td>Did not specify</td>
<td>15</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Disability</th>
<th>Number questionnaires returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disabled</td>
<td>152</td>
<td>23%</td>
</tr>
<tr>
<td>Not disabled</td>
<td>513</td>
<td>77%</td>
</tr>
<tr>
<td>Did not specify</td>
<td>41</td>
<td></td>
</tr>
</tbody>
</table>

Sums of percentages may add up to more than 100% due to rounding, and do not include 'did not specify' responses.
Appendix 1

Key Findings for North Staffordshire Combined Healthcare NHS Trust benchmarked against other mental health / learning disability trusts

Technical notes:

- The first column in table A1 shows the trust's scores for each of the Key Findings. The same data are displayed in section 3 and 4 of this report.

- The second column in table A1 shows the 95% confidence intervals around the trust's scores for each of the Key Findings.

- The third column in table A1 shows the average (median) score for each of the Key Findings for mental health / learning disability trusts. The same data are displayed in section 3 and 4 of this report.

- The fourth and fifth columns in table A1 show the thresholds for below and above average scores for each of the Key Findings for mental health / learning disability trusts. The data are used to describe comparisons with other trusts as displayed in section 3 and 4 of this report.

- The sixth column in table A1 shows the lowest score attained for each of the Key Findings by an mental health / learning disability trust.

- The seventh column in table A1 shows the highest score attained for each of the Key Findings by an mental health / learning disability trust.

- For most of the Key Findings presented in table A1, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative score. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.

- Please note that the data presented in table A1 are rounded to the nearest whole number for percentage scores and to two decimal places for scale summary scores.
<table>
<thead>
<tr>
<th></th>
<th>Your trust</th>
<th>National scores for mental health</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Trust score</td>
<td>95% Confidence Interval</td>
</tr>
<tr>
<td>Response rate</td>
<td>52</td>
<td>-</td>
</tr>
<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>93</td>
<td>[91, 95]</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>3.99</td>
<td>[3.93, 4.05]</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>12</td>
<td>[9, 15]</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>91</td>
<td>[88, 93]</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>22</td>
<td>[19, 25]</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>91</td>
<td>[86, 96]</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>3.84</td>
<td>[3.79, 3.90]</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>3.60</td>
<td>[3.52, 3.68]</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>37</td>
<td>[33, 41]</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>53</td>
<td>[50, 57]</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>3.80</td>
<td>[3.73, 3.88]</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>60</td>
<td>[57, 64]</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>73</td>
<td>[70, 77]</td>
</tr>
</tbody>
</table>
# Table A1: Key Findings for North Staffordshire Combined Healthcare NHS Trust benchmarked against other mental health / learning disability trusts (cont)

<table>
<thead>
<tr>
<th></th>
<th>Your trust</th>
<th>National scores for mental health</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Trust score</td>
<td>95% Confidence Interval</td>
</tr>
<tr>
<td><strong>Job satisfaction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the organisation as a place</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to work or receive treatment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>3.91</td>
<td>[3.85, 3.97]</td>
</tr>
<tr>
<td>KF7. % able to contribute</td>
<td>70</td>
<td>[66, 74]</td>
</tr>
<tr>
<td>towards improvements at work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF8. Staff satisfaction with</td>
<td>3.88</td>
<td>[3.82, 3.94]</td>
</tr>
<tr>
<td>level of responsibility and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>involvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>resourcing and support</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Managers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>staff by managers and the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>organisation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF6. % reporting good</td>
<td>35</td>
<td>[31, 39]</td>
</tr>
<tr>
<td>communication between</td>
<td></td>
<td></td>
</tr>
<tr>
<td>senior management and staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF10. Support from immediate</td>
<td>3.95</td>
<td>[3.88, 4.01]</td>
</tr>
<tr>
<td>managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Patient care &amp; experience</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF2. Staff satisfaction with</td>
<td>3.83</td>
<td>[3.75, 3.91]</td>
</tr>
<tr>
<td>the quality of work and care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>they are able to deliver</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF3. % agreeing that their</td>
<td>85</td>
<td>[82, 88]</td>
</tr>
<tr>
<td>role makes a difference to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>patients / service users</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF32. Effective use of patient</td>
<td>3.81</td>
<td>[3.74, 3.88]</td>
</tr>
<tr>
<td>/ service user feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Violence, harassment &amp;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>bullying**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF22. % experiencing</td>
<td>24</td>
<td>[20, 27]</td>
</tr>
<tr>
<td>physical violence from</td>
<td></td>
<td></td>
</tr>
<tr>
<td>patients, relatives or the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>public in last 12 mths</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF23. % experiencing</td>
<td>2</td>
<td>[1, 4]</td>
</tr>
<tr>
<td>physical violence from</td>
<td></td>
<td></td>
</tr>
<tr>
<td>staff in last 12 mths</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF24. % reporting most recent</td>
<td>94</td>
<td>[90, 98]</td>
</tr>
<tr>
<td>experience of violence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF25. % experiencing</td>
<td>31</td>
<td>[27, 34]</td>
</tr>
<tr>
<td>harassment, bullying or abuse</td>
<td></td>
<td></td>
</tr>
<tr>
<td>from patients, relatives or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>the public in last 12 mths</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF26. % experiencing</td>
<td>18</td>
<td>[15, 20]</td>
</tr>
<tr>
<td>harassment, bullying or abuse</td>
<td></td>
<td></td>
</tr>
<tr>
<td>from staff in last 12 mths</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF27. % reporting most</td>
<td>57</td>
<td>[50, 64]</td>
</tr>
<tr>
<td>recent experience of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>harassment, bullying or abuse</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Marks indicate above average or below average.
Appendix 2

Changes to the Key Findings since the 2015 and 2016 staff surveys

Technical notes:

• For most of the Key Findings presented in tables A2.1 and A2.2, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.

• It is likely that we would see some small change simply due to sample differences between the two years. The final column of the tables shows whether the change in your trust is statistically significant or not. If a change is not significant, then there is no evidence of a real change in the trust score.

• Please note that the trust scores and change scores presented in tables A2.1 and A2.2 are rounded to the nearest whole number for percentage scores and to two decimal places for scale summary scores.

• All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

• In certain cases a dash (-) appears in Table A2.2. This is either because the Key Finding was not calculated in previous years, or there have been changes in how the Key Finding has been calculated this year.

To enable comparison between years, scores from 2016 and 2015 have been re-calculated and re-weighted using the 2017 formulae, so may appear slightly different from figures in previous feedback reports. More details about these changes can be found in the document Making sense of your staff survey data, which can be downloaded from www.nhsstaffsurveys.com.
## Table A2.1: Changes in the Key Findings for North Staffordshire Combined Healthcare NHS Trust since 2016 survey

<table>
<thead>
<tr>
<th></th>
<th>North Staffordshire Combined Healthcare NHS Trust</th>
<th>2017</th>
<th>2016</th>
<th>Change</th>
<th>Statistically significant?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>score</td>
<td>score</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Response rate</td>
<td></td>
<td>52</td>
<td>51</td>
<td>0</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Appraisals &amp; support for development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td></td>
<td>93</td>
<td>91</td>
<td>2</td>
<td>No</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td></td>
<td>3.16</td>
<td>3.10</td>
<td>0.06</td>
<td>No</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td></td>
<td>3.99</td>
<td>4.02</td>
<td>-0.03</td>
<td>No</td>
</tr>
<tr>
<td><strong>Equality &amp; diversity</strong></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>12</td>
<td>10</td>
<td>2</td>
<td>No</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td></td>
<td>91</td>
<td>88</td>
<td>3</td>
<td>No</td>
</tr>
<tr>
<td><strong>Errors &amp; incidents</strong></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>22</td>
<td>20</td>
<td>2</td>
<td>No</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td></td>
<td>91</td>
<td>96</td>
<td>-5</td>
<td>No</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td></td>
<td>3.84</td>
<td>3.82</td>
<td>0.02</td>
<td>No</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td></td>
<td>3.60</td>
<td>3.61</td>
<td>-0.01</td>
<td>No</td>
</tr>
<tr>
<td><strong>Health and wellbeing</strong></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>37</td>
<td>39</td>
<td>-2</td>
<td>No</td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td></td>
<td>53</td>
<td>54</td>
<td>-1</td>
<td>No</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td></td>
<td>3.80</td>
<td>3.71</td>
<td>0.09</td>
<td>No</td>
</tr>
<tr>
<td><strong>Working patterns</strong></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>60</td>
<td>60</td>
<td>0</td>
<td>No</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td></td>
<td>73</td>
<td>72</td>
<td>1</td>
<td>No</td>
</tr>
</tbody>
</table>
### Table A2.1: Changes in the Key Findings for North Staffordshire Combined Healthcare NHS Trust since 2016 survey (cont)

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>North Staffordshire Combined Healthcare NHS Trust</th>
<th>2017 score</th>
<th>2016 score</th>
<th>Change</th>
<th>Statistically significant?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job satisfaction</strong></td>
<td></td>
<td></td>
<td></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>3.63</td>
<td>3.56</td>
<td>0.07</td>
<td>No</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td></td>
<td>3.91</td>
<td>3.90</td>
<td>0.01</td>
<td>No</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td></td>
<td>70</td>
<td>70</td>
<td>0</td>
<td>No</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td></td>
<td>3.88</td>
<td>3.83</td>
<td>0.05</td>
<td>No</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td></td>
<td>3.86</td>
<td>3.87</td>
<td>-0.01</td>
<td>No</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td></td>
<td>3.39</td>
<td>3.41</td>
<td>-0.01</td>
<td>No</td>
</tr>
<tr>
<td><strong>Managers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td></td>
<td>3.59</td>
<td>3.56</td>
<td>0.04</td>
<td>No</td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td></td>
<td>35</td>
<td>35</td>
<td>0</td>
<td>No</td>
</tr>
<tr>
<td>KF10. Support from immediate managers</td>
<td></td>
<td>3.95</td>
<td>3.88</td>
<td>0.07</td>
<td>No</td>
</tr>
<tr>
<td><strong>Patient care &amp; experience</strong></td>
<td></td>
<td></td>
<td></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>3.83</td>
<td>3.84</td>
<td>-0.01</td>
<td>No</td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td></td>
<td>85</td>
<td>87</td>
<td>-2</td>
<td>No</td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td></td>
<td>3.81</td>
<td>3.76</td>
<td>0.05</td>
<td>No</td>
</tr>
<tr>
<td><strong>Violence, harassment &amp; bullying</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
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<td>24</td>
<td>22</td>
<td>1</td>
<td>No</td>
</tr>
<tr>
<td>* KF23. % experiencing physical violence from staff in last 12 mths</td>
<td></td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>No</td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td></td>
<td>94</td>
<td>93</td>
<td>2</td>
<td>No</td>
</tr>
<tr>
<td>* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
<td></td>
<td>31</td>
<td>31</td>
<td>0</td>
<td>No</td>
</tr>
<tr>
<td>* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td></td>
<td>18</td>
<td>19</td>
<td>-2</td>
<td>No</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td></td>
<td>57</td>
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<td>0</td>
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<td>Table A2.2: Changes in the Key Findings for North Staffordshire Combined Healthcare NHS Trust since 2015 survey</td>
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<tr>
<td>-------------------------------------------------------------------------------------------------</td>
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<td><strong>North Staffordshire Combined Healthcare NHS Trust</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 score</td>
<td>2015 score</td>
<td>Change</td>
<td>Statistically significant?</td>
<td></td>
<td></td>
</tr>
<tr>
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<tr>
<td>52</td>
<td>60</td>
<td>-9</td>
<td>-</td>
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<tr>
<td><strong>Appraisals &amp; support for development</strong></td>
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<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>93</td>
<td>87</td>
<td>6</td>
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<tr>
<td>KF12. Quality of appraisals</td>
<td>3.16</td>
<td>3.07</td>
<td>0.09</td>
<td>No</td>
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</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>3.99</td>
<td>4.05</td>
<td>-0.06</td>
<td>No</td>
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<td><strong>Equality &amp; diversity</strong></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
<td>12</td>
<td>10</td>
<td>2</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>91</td>
<td>87</td>
<td>4</td>
<td>No</td>
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<tr>
<td><strong>Errors &amp; incidents</strong></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>22</td>
<td>26</td>
<td>-4</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
<td>91</td>
<td>91</td>
<td>-1</td>
<td>No</td>
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<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>3.84</td>
<td>3.72</td>
<td>0.13</td>
<td>Yes</td>
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</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>3.60</td>
<td>3.43</td>
<td>0.16</td>
<td>Yes</td>
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<tr>
<td><strong>Health and wellbeing</strong></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>* KF17. % feeling unwell due to work related stress in last 12 mths</td>
<td>37</td>
<td>40</td>
<td>-3</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>53</td>
<td>54</td>
<td>-1</td>
<td>No</td>
<td></td>
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<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>3.80</td>
<td>3.57</td>
<td>0.24</td>
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<tr>
<td><strong>Working patterns</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>60</td>
<td>58</td>
<td>3</td>
<td>No</td>
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</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>73</td>
<td>74</td>
<td>-1</td>
<td>No</td>
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<tr>
<td>Job satisfaction</td>
<td>2017 score</td>
<td>2015 score</td>
<td>Change</td>
<td>Statistically significant?</td>
<td></td>
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<td>------------------</td>
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<td>---------------------------</td>
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<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>3.63</td>
<td>3.48</td>
<td>0.14</td>
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<td>KF4. Staff motivation at work</td>
<td>3.91</td>
<td>3.88</td>
<td>0.03</td>
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<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>70</td>
<td>70</td>
<td>0</td>
<td>No</td>
<td></td>
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<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>3.88</td>
<td>3.84</td>
<td>0.04</td>
<td>No</td>
<td></td>
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<tr>
<td>KF9. Effective team working</td>
<td>3.86</td>
<td>3.84</td>
<td>0.02</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td>3.39</td>
<td>3.31</td>
<td>0.09</td>
<td>Yes</td>
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<td>Managers</td>
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</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td>3.59</td>
<td>3.52</td>
<td>0.07</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>35</td>
<td>31</td>
<td>4</td>
<td>No</td>
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<tr>
<td>KF10. Support from immediate managers</td>
<td>3.95</td>
<td>3.85</td>
<td>0.09</td>
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<tr>
<td>Patient care &amp; experience</td>
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<td></td>
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<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
<td>3.83</td>
<td>3.79</td>
<td>0.04</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>85</td>
<td>87</td>
<td>-2</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>3.81</td>
<td>3.67</td>
<td>0.14</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Violence, harassment &amp; bullying</td>
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</tr>
<tr>
<td>* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td>24</td>
<td>25</td>
<td>-1</td>
<td>No</td>
<td></td>
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<tr>
<td>* KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>2</td>
<td>4</td>
<td>-1</td>
<td>No</td>
<td></td>
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<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td>94</td>
<td>93</td>
<td>1</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
<td>31</td>
<td>31</td>
<td>0</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>18</td>
<td>20</td>
<td>-2</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>57</td>
<td>57</td>
<td>0</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3

Data tables: 2017 Key Findings and the responses to all survey questions

For each of the 32 Key Findings (Table A3.1) and each individual survey question in the core version of the questionnaire (Table A3.2), this appendix presents your trust’s 2017 survey response, the average (median) 2017 response for mental health / learning disability trusts, and your trust’s 2016 survey response (where applicable).

In Table A3.1, the question numbers used to calculate the 32 Key Findings are also listed in the first column.

In Table A3.2, the responses to the survey questions are presented in the order that they appear within the core version of the 2017 questionnaire.

Technical notes:

- In certain cases a dash (-) appears in Tables A3.1 or A3.2. This is in order to preserve anonymity of individual staff, where there were fewer than 11 responses to a survey question or Key Finding.

- Please note that the figures reported in tables A3.1 and A3.2 are un-weighted, and, as a consequence there may be some slight differences between these figures and the figures reported in sections 3 and 4 and Appendix 2 of this report, which are weighted according to the occupational group profile of a typical mental health / learning disability trust.

- The question data within this section excludes any non-specific responses (‘Don’t know’/’Can’t remember’).

- More details about the calculation of Key Findings and the weighting of data 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)
Table A3.1: Key Findings for North Staffordshire Combined Healthcare NHS Trust benchmarked against other mental health / learning disability trusts

<table>
<thead>
<tr>
<th>Category</th>
<th>Question number(s)</th>
<th>Your Trust in 2017</th>
<th>Average (median) for mental health</th>
<th>Your Trust in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Appraisals &amp; support for development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF11. % appraised in last 12 mths</td>
<td>Q20a</td>
<td>93</td>
<td>89</td>
<td>91</td>
</tr>
<tr>
<td>KF12. Quality of appraisals</td>
<td>Q20b-d</td>
<td>3.14</td>
<td>3.20</td>
<td>3.09</td>
</tr>
<tr>
<td>KF13. Quality of non-mandatory training, learning or development</td>
<td>Q18b-d</td>
<td>3.98</td>
<td>4.06</td>
<td>4.01</td>
</tr>
<tr>
<td><strong>Equality &amp; diversity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KF20. % experiencing discrimination at work in last 12 mths</td>
<td>Q17a-b</td>
<td>12</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>KF21. % believing the organisation provides equal opportunities for career progression / promotion</td>
<td>Q16</td>
<td>90</td>
<td>85</td>
<td>88</td>
</tr>
<tr>
<td><strong>Errors &amp; incidents</strong></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>Q11a-b</td>
<td>22</td>
<td>27</td>
<td>20</td>
</tr>
<tr>
<td>KF29. % reporting errors, near misses or incidents witnessed in last mth</td>
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<td>93</td>
<td>93</td>
<td>96</td>
</tr>
<tr>
<td>KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents</td>
<td>Q12a-d</td>
<td>3.85</td>
<td>3.76</td>
<td>3.82</td>
</tr>
<tr>
<td>KF31. Staff confidence and security in reporting unsafe clinical practice</td>
<td>Q13b-c</td>
<td>3.63</td>
<td>3.72</td>
<td>3.61</td>
</tr>
<tr>
<td><strong>Health and wellbeing</strong></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>Q9c</td>
<td>37</td>
<td>41</td>
<td>39</td>
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<tr>
<td>* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure</td>
<td>Q9d-g</td>
<td>54</td>
<td>53</td>
<td>55</td>
</tr>
<tr>
<td>KF19. Org and mgmt interest in and action on health and wellbeing</td>
<td>Q7f, 9a</td>
<td>3.82</td>
<td>3.77</td>
<td>3.73</td>
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<tr>
<td><strong>Working patterns</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KF15. % satisfied with the opportunities for flexible working patterns</td>
<td>Q5h</td>
<td>61</td>
<td>60</td>
<td>61</td>
</tr>
<tr>
<td>* KF16. % working extra hours</td>
<td>Q10b-c</td>
<td>73</td>
<td>72</td>
<td>71</td>
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<tr>
<td>Question number(s)</td>
<td>Your Trust in 2017</td>
<td>Average (median) for mental health</td>
<td>Your Trust in 2016</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>-------------------</td>
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<td><strong>Job satisfaction</strong></td>
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<td></td>
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<tr>
<td>KF1. Staff recommendation of the organisation as a place to work or receive treatment</td>
<td>Q21a, 21c-d</td>
<td>3.62</td>
<td>3.67</td>
<td>3.56</td>
</tr>
<tr>
<td>KF4. Staff motivation at work</td>
<td>Q2a-c</td>
<td>3.92</td>
<td>3.90</td>
<td>3.90</td>
</tr>
<tr>
<td>KF7. % able to contribute towards improvements at work</td>
<td>Q4a-b, 4d</td>
<td>71</td>
<td>73</td>
<td>71</td>
</tr>
<tr>
<td>KF8. Staff satisfaction with level of responsibility and involvement</td>
<td>Q3a-b, 4c, 5d-e</td>
<td>3.88</td>
<td>3.88</td>
<td>3.84</td>
</tr>
<tr>
<td>KF9. Effective team working</td>
<td>Q4h-j</td>
<td>3.88</td>
<td>3.84</td>
<td>3.89</td>
</tr>
<tr>
<td>KF14. Staff satisfaction with resourcing and support</td>
<td>Q4e-g, 5c</td>
<td>3.40</td>
<td>3.34</td>
<td>3.40</td>
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<tr>
<td><strong>Managers</strong></td>
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<td></td>
</tr>
<tr>
<td>KF5. Recognition and value of staff by managers and the organisation</td>
<td>Q5a, 5f, 7g</td>
<td>3.61</td>
<td>3.60</td>
<td>3.57</td>
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<tr>
<td>KF6. % reporting good communication between senior management and staff</td>
<td>Q8a-d</td>
<td>35</td>
<td>36</td>
<td>35</td>
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<tr>
<td>KF10. Support from immediate managers</td>
<td>Q5b, 7a-e</td>
<td>3.96</td>
<td>3.94</td>
<td>3.90</td>
</tr>
<tr>
<td><strong>Patient care &amp; experience</strong></td>
<td></td>
<td></td>
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<tr>
<td>KF2. Staff satisfaction with the quality of work and care they are able to deliver</td>
<td>Q3c, 6a, 6c</td>
<td>3.83</td>
<td>3.83</td>
<td>3.84</td>
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<tr>
<td>KF3. % agreeing that their role makes a difference to patients / service users</td>
<td>Q6b</td>
<td>85</td>
<td>88</td>
<td>87</td>
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<tr>
<td>KF32. Effective use of patient / service user feedback</td>
<td>Q21b, 22b-c</td>
<td>3.81</td>
<td>3.70</td>
<td>3.76</td>
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<td><strong>Violence, harassment &amp; bullying</strong></td>
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</tr>
<tr>
<td>* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths</td>
<td>Q14a</td>
<td>24</td>
<td>21</td>
<td>23</td>
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<tr>
<td>* KF23. % experiencing physical violence from staff in last 12 mths</td>
<td>Q14b-c</td>
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<td>3</td>
<td>2</td>
</tr>
<tr>
<td>KF24. % reporting most recent experience of violence</td>
<td>Q14d</td>
<td>95</td>
<td>93</td>
<td>93</td>
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<tr>
<td>* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths</td>
<td>Q15a</td>
<td>32</td>
<td>32</td>
<td>32</td>
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<tr>
<td>* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths</td>
<td>Q15b-c</td>
<td>17</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>KF27. % reporting most recent experience of harassment, bullying or abuse</td>
<td>Q15d</td>
<td>60</td>
<td>61</td>
<td>59</td>
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### Table A3.2: Survey questions benchmarked against other mental health / learning disability trusts

<table>
<thead>
<tr>
<th>Contact with patients</th>
<th>Your Trust in 2017</th>
<th>Average (median) for mental health</th>
<th>Your Trust in 2016</th>
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<tbody>
<tr>
<td>Q1</td>
<td>88</td>
<td>87</td>
<td>89</td>
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<table>
<thead>
<tr>
<th>Staff motivation at work</th>
<th>Your Trust in 2017</th>
<th>Average (median) for mental health</th>
<th>Your Trust in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2a &quot;I look forward to going to work&quot;</td>
<td>58</td>
<td>58</td>
<td>55</td>
</tr>
<tr>
<td>Q2b &quot;I am enthusiastic about my job&quot;</td>
<td>70</td>
<td>73</td>
<td>72</td>
</tr>
<tr>
<td>Q2c &quot;Time passes quickly when I am working&quot;</td>
<td>80</td>
<td>77</td>
<td>81</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job design</th>
<th>Your Trust in 2017</th>
<th>Average (median) for mental health</th>
<th>Your Trust in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3a &quot;I always know what my work responsibilities are&quot;</td>
<td>81</td>
<td>83</td>
<td>78</td>
</tr>
<tr>
<td>Q3b &quot;I am trusted to do my job&quot;</td>
<td>89</td>
<td>90</td>
<td>88</td>
</tr>
<tr>
<td>Q3c &quot;I am able to do my job to a standard I am personally pleased with&quot;</td>
<td>76</td>
<td>77</td>
<td>74</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities to develop potential at work</th>
<th>Your Trust in 2017</th>
<th>Average (median) for mental health</th>
<th>Your Trust in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4a &quot;There are frequent opportunities for me to show initiative in my role&quot;</td>
<td>70</td>
<td>75</td>
<td>73</td>
</tr>
<tr>
<td>Q4b &quot;I am able to make suggestions to improve the work of my team / department&quot;</td>
<td>77</td>
<td>78</td>
<td>75</td>
</tr>
<tr>
<td>Q4c &quot;I am involved in deciding on changes introduced that affect my work area / team / department&quot;</td>
<td>54</td>
<td>55</td>
<td>53</td>
</tr>
<tr>
<td>Q4d &quot;I am able to make improvements happen in my area of work&quot;</td>
<td>60</td>
<td>60</td>
<td>56</td>
</tr>
<tr>
<td>Q4e &quot;I am able to meet all the conflicting demands on my time at work&quot;</td>
<td>42</td>
<td>44</td>
<td>43</td>
</tr>
<tr>
<td>Q4f &quot;I have adequate materials, supplies and equipment to do my work&quot;</td>
<td>62</td>
<td>57</td>
<td>60</td>
</tr>
<tr>
<td>Q4g &quot;There are enough staff at this organisation for me to do my job properly&quot;</td>
<td>29</td>
<td>33</td>
<td>31</td>
</tr>
<tr>
<td>Q4h &quot;The team I work in has a set of shared objectives&quot;</td>
<td>76</td>
<td>74</td>
<td>75</td>
</tr>
<tr>
<td>Q4i &quot;The team I work in often meets to discuss the team's effectiveness&quot;</td>
<td>69</td>
<td>68</td>
<td>70</td>
</tr>
<tr>
<td>Q4j &quot;Team members have to communicate closely with each other to achieve the team's objectives&quot;</td>
<td>81</td>
<td>81</td>
<td>81</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff job satisfaction</th>
<th>Your Trust in 2017</th>
<th>Average (median) for mental health</th>
<th>Your Trust in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q5a &quot;The recognition I get for good work&quot;</td>
<td>61</td>
<td>59</td>
<td>58</td>
</tr>
<tr>
<td>Q5b &quot;The support I get from my immediate manager&quot;</td>
<td>77</td>
<td>74</td>
<td>73</td>
</tr>
<tr>
<td>Q5c &quot;The support I get from my work colleagues&quot;</td>
<td>88</td>
<td>84</td>
<td>87</td>
</tr>
<tr>
<td>Q5d &quot;The amount of responsibility I am given&quot;</td>
<td>77</td>
<td>75</td>
<td>74</td>
</tr>
<tr>
<td>Q5e &quot;The opportunities I have to use my skills&quot;</td>
<td>73</td>
<td>70</td>
<td>72</td>
</tr>
<tr>
<td>Q5f &quot;The extent to which my organisation values my work&quot;</td>
<td>45</td>
<td>46</td>
<td>44</td>
</tr>
<tr>
<td>Q5g &quot;My level of pay&quot;</td>
<td>43</td>
<td>33</td>
<td>47</td>
</tr>
<tr>
<td>Q5h &quot;The opportunities for flexible working patterns&quot;</td>
<td>61</td>
<td>60</td>
<td>61</td>
</tr>
</tbody>
</table>
### Contribution to patient care

% agreeing / strongly agreeing with the following statements:

<table>
<thead>
<tr>
<th>Question (Q)</th>
<th>Statement</th>
<th>2017 Average (median)</th>
<th>2016 Average (median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q6a</td>
<td>&quot;I am satisfied with the quality of care I give to patients / service users&quot;</td>
<td>79</td>
<td>79</td>
</tr>
<tr>
<td>Q6b</td>
<td>&quot;I feel that my role makes a difference to patients / service users&quot;</td>
<td>85</td>
<td>88</td>
</tr>
<tr>
<td>Q6c</td>
<td>&quot;I am able to deliver the patient care I aspire to&quot;</td>
<td>65</td>
<td>63</td>
</tr>
</tbody>
</table>

### Your managers

% agreeing / strongly agreeing with the following statements:

<table>
<thead>
<tr>
<th>Question (Q)</th>
<th>Statement</th>
<th>2017 Average (median)</th>
<th>2016 Average (median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q7a</td>
<td>&quot;My immediate manager encourages those who work for her/him to work as a team&quot;</td>
<td>83</td>
<td>79</td>
</tr>
<tr>
<td>Q7b</td>
<td>&quot;My immediate manager can be counted on to help me with a difficult task at work&quot;</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Q7c</td>
<td>&quot;My immediate manager gives me clear feedback on my work&quot;</td>
<td>70</td>
<td>69</td>
</tr>
<tr>
<td>Q7d</td>
<td>&quot;My immediate manager asks for my opinion before making decisions that affect my work&quot;</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>Q7e</td>
<td>&quot;My immediate manager is supportive in a personal crisis&quot;</td>
<td>82</td>
<td>80</td>
</tr>
<tr>
<td>Q7f</td>
<td>&quot;My immediate manager takes a positive interest in my health and well-being&quot;</td>
<td>76</td>
<td>75</td>
</tr>
<tr>
<td>Q7g</td>
<td>&quot;My immediate manager values my work&quot;</td>
<td>77</td>
<td>78</td>
</tr>
<tr>
<td>Q8a</td>
<td>&quot;I know who the senior managers are here&quot;</td>
<td>89</td>
<td>86</td>
</tr>
<tr>
<td>Q8b</td>
<td>&quot;Communication between senior management and staff is effective&quot;</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>Q8c</td>
<td>&quot;Senior managers here try to involve staff in important decisions&quot;</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Q8d</td>
<td>&quot;Senior managers act on staff feedback&quot;</td>
<td>34</td>
<td>35</td>
</tr>
</tbody>
</table>

### Health and well-being

% saying:

<table>
<thead>
<tr>
<th>Question (Q)</th>
<th>Statement</th>
<th>2017 Average (median)</th>
<th>2016 Average (median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q9a</td>
<td>their organisation definitely takes positive action on health and well-being</td>
<td>38</td>
<td>34</td>
</tr>
<tr>
<td>Q9b</td>
<td>they have have experienced musculoskeletal problems (MSK) in the last 12 months as a result of work activities</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Q9c</td>
<td>they have have felt unwell in the last 12 months as a result of work related stress</td>
<td>37</td>
<td>41</td>
</tr>
<tr>
<td>Q9d</td>
<td>in the last three months they had gone to work despite not feeling well enough to perform their duties</td>
<td>57</td>
<td>57</td>
</tr>
</tbody>
</table>

If attended work despite not feeling well enough (YES to Q9d), % saying they...

<table>
<thead>
<tr>
<th>Question (Q)</th>
<th>Statement</th>
<th>2017 Average (median)</th>
<th>2016 Average (median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q9e</td>
<td>...had felt pressure from their manager to come to work</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>Q9f</td>
<td>...had felt pressure from their colleagues to come to work</td>
<td>12</td>
<td>16</td>
</tr>
<tr>
<td>Q9g</td>
<td>...had put themselves under pressure to come to work</td>
<td>93</td>
<td>92</td>
</tr>
</tbody>
</table>

### Working hours

% working:

<table>
<thead>
<tr>
<th>Question (Q)</th>
<th>Statement</th>
<th>2017 Average (median)</th>
<th>2016 Average (median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q10a</td>
<td>working part time (up to 29 hours a week)</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>Q10b</td>
<td>working additional PAID hours</td>
<td>24</td>
<td>25</td>
</tr>
<tr>
<td>Q10c</td>
<td>working additional UNPAID hours</td>
<td>66</td>
<td>63</td>
</tr>
</tbody>
</table>

### Witnessing and reporting errors, near misses and incidents

% witnessing:

<table>
<thead>
<tr>
<th>Question (Q)</th>
<th>Statement</th>
<th>2017 Average (median)</th>
<th>2016 Average (median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q11a</td>
<td>errors, near misses or incidents in the last month that could have hurt staff</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Q11b</td>
<td>errors, near misses or incidents in the last month that could have hurt patients / service users</td>
<td>17</td>
<td>22</td>
</tr>
<tr>
<td>Q11c</td>
<td>If they witnessed an error, near miss or incident that could have hurt staff or patients / service users (YES to Q11a or YES to Q11b), % saying the last time this happened, either they or a colleague had reported it</td>
<td>94</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>Fairness and effectiveness of procedures for reporting errors, near misses or incidents</td>
<td></td>
<td>Raising concerns about unsafe clinical practice</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>% agreeing / strongly agreeing with the following statements:</td>
<td></td>
<td>Your Trust in 2017</td>
<td>Average (median) for mental health</td>
</tr>
<tr>
<td>Q12a &quot;My organisation treats staff who are involved in an error, near miss or incident fairly&quot;</td>
<td></td>
<td>51</td>
<td>52</td>
</tr>
<tr>
<td>Q12b &quot;My organisation encourages us to report errors, near misses or incidents&quot;</td>
<td></td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>Q12c &quot;When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again&quot;</td>
<td></td>
<td>73</td>
<td>69</td>
</tr>
<tr>
<td>Q12d &quot;We are given feedback about changes made in response to reported errors, near misses and incidents&quot;</td>
<td></td>
<td>73</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Fairness and effectiveness of procedures for reporting errors, near misses or incidents</td>
<td></td>
<td>Raising concerns about unsafe clinical practice</td>
</tr>
<tr>
<td>Q13a % saying if they were concerned about unsafe clinical practice they would know how to report it</td>
<td></td>
<td>97</td>
<td>97</td>
</tr>
<tr>
<td>% agreeing / strongly agreeing with the following statements:</td>
<td></td>
<td>Your Trust in 2017</td>
<td>Average (median) for mental health</td>
</tr>
<tr>
<td>Q13b &quot;I would feel secure raising concerns about unsafe clinical practice&quot;</td>
<td></td>
<td>67</td>
<td>72</td>
</tr>
<tr>
<td>Q13c &quot;I am confident that the organisation would address my concern&quot;</td>
<td></td>
<td>57</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>Experiencing and reporting physical violence at work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q14a Never</td>
<td></td>
<td>76</td>
<td>79</td>
</tr>
<tr>
<td>Q14a 1 to 2 times</td>
<td></td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Q14a 3 to 5 times</td>
<td></td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Q14a 6 to 10 times</td>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Q14a More than 10 times</td>
<td></td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>% experiencing physical violence at work from managers in last 12 months...</td>
<td></td>
<td>Your Trust in 2017</td>
<td>Average (median) for mental health</td>
</tr>
<tr>
<td>Q14b Never</td>
<td></td>
<td>99</td>
<td>99</td>
</tr>
<tr>
<td>Q14b 1 to 2 times</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Q14b 3 to 5 times</td>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Q14b 6 to 10 times</td>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Q14b More than 10 times</td>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>% experiencing physical violence at work from other colleagues in last 12 months...</td>
<td></td>
<td>Your Trust in 2017</td>
<td>Average (median) for mental health</td>
</tr>
<tr>
<td>Q14c Never</td>
<td></td>
<td>98</td>
<td>98</td>
</tr>
<tr>
<td>Q14c 1 to 2 times</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Q14c 3 to 5 times</td>
<td></td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Q14c 6 to 10 times</td>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Q14c More than 10 times</td>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Q14d (If YES to Q14a, Q14b or Q14c) % saying the last time they experienced an incident of physical violence, either they or a colleague had reported it</td>
<td></td>
<td>95</td>
<td>93</td>
</tr>
<tr>
<td>% experiencing harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public in last 12 months...</td>
<td></td>
<td>Your Trust in 2017</td>
<td>Average (median) for mental health</td>
</tr>
<tr>
<td>Q15a Never</td>
<td></td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>Q15a 1 to 2 times</td>
<td></td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Q15a 3 to 5 times</td>
<td></td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Q15a 6 to 10 times</td>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Q15a More than 10 times</td>
<td></td>
<td>6</td>
<td>6</td>
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</table>
### Your Trust in 2017

<table>
<thead>
<tr>
<th>Question</th>
<th>2017</th>
<th>Median</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q15b</td>
<td>% experiencing harassment, bullying or abuse at work from managers in last 12 months...</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 to 2 times</td>
<td>6</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>3 to 5 times</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>6 to 10 times</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>More than 10 times</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Q15c</td>
<td>% experiencing harassment, bullying or abuse at work from other colleagues in last 12 months...</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 to 2 times</td>
<td>8</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>3 to 5 times</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>6 to 10 times</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>More than 10 times</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Q15d</td>
<td>(If YES to Q15a, Q15b or Q15c) % saying the last time they experienced an incident of harassment, bullying or abuse, either they or a colleague had reported it</td>
<td>59</td>
<td>61</td>
</tr>
</tbody>
</table>

### Equal opportunities

<table>
<thead>
<tr>
<th>Question</th>
<th>2017</th>
<th>Median</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q16</td>
<td>% saying the organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age</td>
<td>90</td>
<td>85</td>
</tr>
</tbody>
</table>

### Discrimination

<table>
<thead>
<tr>
<th>Question</th>
<th>2017</th>
<th>Median</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q17a</td>
<td>% saying they had experienced discrimination from patients / service users, their relatives or other members of the public in the last 12 months</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Q17b</td>
<td>% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Q17c</td>
<td>% saying they had experienced discrimination on the grounds of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethnic background</td>
<td>29</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>Gender</td>
<td>20</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td>Religion</td>
<td>8</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>2</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Disability</td>
<td>9</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td>Age</td>
<td>23</td>
<td>24</td>
<td>21</td>
</tr>
<tr>
<td>Other reason(s)</td>
<td>32</td>
<td>30</td>
<td>32</td>
</tr>
</tbody>
</table>

### Job-relevant training, learning and development

<table>
<thead>
<tr>
<th>Question</th>
<th>2017</th>
<th>Median</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q18a</td>
<td>% having received non-mandatory training, learning or development in the last 12 months</td>
<td>76</td>
<td>76</td>
</tr>
<tr>
<td>Q18b</td>
<td>&quot;It has helped me to do my job more effectively&quot;</td>
<td>77</td>
<td>84</td>
</tr>
<tr>
<td>Q18c</td>
<td>&quot;It has helped me stay up-to-date with professional requirements&quot;</td>
<td>87</td>
<td>87</td>
</tr>
<tr>
<td>Q18d</td>
<td>&quot;It has helped me to deliver a better patient / service user experience&quot;</td>
<td>77</td>
<td>82</td>
</tr>
<tr>
<td>Q19</td>
<td>% who had received mandatory training in the last 12 months</td>
<td>99</td>
<td>99</td>
</tr>
</tbody>
</table>

### Appraisals

<table>
<thead>
<tr>
<th>Question</th>
<th>2017</th>
<th>Median</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q20a</td>
<td>% saying they had received an appraisal or performance development review in the last 12 months</td>
<td>93</td>
<td>89</td>
</tr>
</tbody>
</table>
If (YES to Q20a) had received an appraisal or performance development review in the last 12 months:

<table>
<thead>
<tr>
<th>Question</th>
<th>Your Trust in 2017</th>
<th>Average (median) for mental health</th>
<th>Your Trust in 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q20b</td>
<td>% saying their appraisal or development review definitely helped them to improve how they do their job</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>Q20c</td>
<td>% saying their appraisal or development review definitely helped them agree clear objectives for their work</td>
<td>34</td>
<td>37</td>
</tr>
<tr>
<td>Q20d</td>
<td>% saying their appraisal or development review definitely made them feel their work was valued by the organisation</td>
<td>30</td>
<td>31</td>
</tr>
<tr>
<td>Q20e</td>
<td>% saying the values of their organisation were definitely discussed as part of the appraisal</td>
<td>43</td>
<td>37</td>
</tr>
<tr>
<td>Q20f</td>
<td>% saying their appraisal or development review had identified training, learning or development needs</td>
<td>63</td>
<td>68</td>
</tr>
</tbody>
</table>

If (YES to Q20a) had received an appraisal or performance development review AND (YES to Q20f) training, learning or development needs identified as part of their appraisal or development review:

<table>
<thead>
<tr>
<th>Question</th>
<th>Your organisation</th>
<th>Patient / service user experience measures</th>
<th>BACKGROUND DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q20g</td>
<td>% saying their manager definitely supported them to receive training, learning or development</td>
<td>61</td>
<td>57</td>
</tr>
</tbody>
</table>

Your organisation

% agreeing / strongly agreeing with the following statements:

<table>
<thead>
<tr>
<th>Question</th>
<th>Your organisation</th>
<th>Patient / service user experience measures</th>
<th>BACKGROUND DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q21a</td>
<td>&quot;Care of patients / service users is my organisation's top priority&quot;</td>
<td>70</td>
<td>73</td>
</tr>
<tr>
<td>Q21b</td>
<td>&quot;My organisation acts on concerns raised by patients / service users&quot;</td>
<td>74</td>
<td>75</td>
</tr>
<tr>
<td>Q21c</td>
<td>&quot;I would recommend my organisation as a place to work&quot;</td>
<td>53</td>
<td>57</td>
</tr>
<tr>
<td>Q21d</td>
<td>&quot;If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation&quot;</td>
<td>61</td>
<td>61</td>
</tr>
</tbody>
</table>

Patient / service user experience measures

% saying 'Yes'

<table>
<thead>
<tr>
<th>Question</th>
<th>Your organisation</th>
<th>Patient / service user experience measures</th>
<th>BACKGROUND DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q22a</td>
<td>&quot;Is patient / service user experience feedback collected within your directorate / department?&quot;</td>
<td>97</td>
<td>93</td>
</tr>
</tbody>
</table>

If patient / service user feedback collected (YES to Q22a), % agreeing or strongly agreeing with the following statements:

<table>
<thead>
<tr>
<th>Question</th>
<th>Your organisation</th>
<th>Patient / service user experience measures</th>
<th>BACKGROUND DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q22b</td>
<td>&quot;I receive regular updates on patient / service user experience feedback in my directorate / department&quot;</td>
<td>68</td>
<td>58</td>
</tr>
<tr>
<td>Q22c</td>
<td>&quot;Feedback from patients / service users is used to make informed decisions within my directorate / department&quot;</td>
<td>61</td>
<td>57</td>
</tr>
</tbody>
</table>

BACKGROUND DETAILS

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
<th>Prefer to self-describe</th>
<th>Prefer not to say</th>
<th>Age group</th>
<th>Ethnic background</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20</td>
<td>78</td>
<td>1</td>
<td>1</td>
<td>11</td>
<td>Q24 White</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>71</td>
<td>0</td>
<td>3</td>
<td>13</td>
<td>Q24 Mixed</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>78</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>Q24 Asian / Asian British</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>4</td>
<td>16</td>
<td>Q24 Black / Black British</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>Q24 Chinese</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Q24 Other</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Sexuality</td>
<td>Your Trust in 2017</td>
<td>Average (median) for mental health</td>
<td>Your Trust in 2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------------</td>
<td>-----------------------------------</td>
<td>--------------------</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Q25</td>
<td></td>
<td></td>
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<tr>
<td>Heterosexual (straight)</td>
<td>89</td>
<td>87</td>
<td>91</td>
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<td></td>
<td></td>
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<tr>
<td>Gay Man</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Gay Woman (lesbian)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bisexual</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preferred not to say</td>
<td>7</td>
<td>8</td>
<td>5</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Religion</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Q26</td>
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</tr>
<tr>
<td>No religion</td>
<td>36</td>
<td>39</td>
<td>33</td>
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<tr>
<td>Christian</td>
<td>54</td>
<td>47</td>
<td>57</td>
<td></td>
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<tr>
<td>Buddhist</td>
<td>1</td>
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<td>0</td>
<td></td>
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<tr>
<td>Hindu</td>
<td>0</td>
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<td>1</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Jewish</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td></td>
</tr>
<tr>
<td>Muslim</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
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<tr>
<td>Sikh</td>
<td>0</td>
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<td></td>
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<tr>
<td>Other</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preferred not to say</td>
<td>6</td>
<td>8</td>
<td>6</td>
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</tr>
<tr>
<td>Disability</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Q27a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% saying they have a long-standing illness, health problem or disability</td>
<td>23</td>
<td>21</td>
<td>21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q27b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If long-standing disability (YES to Q27a and if adjustments felt necessary), % saying their employer has made adequate adjustment(s) to enable them to carry out their work</td>
<td>85</td>
<td>77</td>
<td>82</td>
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<tr>
<td>Length of time at the organisation (or its predecessors)</td>
<td></td>
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<td></td>
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<tr>
<td>Q28</td>
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<td></td>
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<tr>
<td>Less than 1 year</td>
<td>6</td>
<td>9</td>
<td>9</td>
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</tr>
<tr>
<td>1 to 2 years</td>
<td>13</td>
<td>15</td>
<td>12</td>
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<tr>
<td>3 to 5 years</td>
<td>10</td>
<td>16</td>
<td>6</td>
<td></td>
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</tr>
<tr>
<td>6 to 10 years</td>
<td>14</td>
<td>18</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 to 15 years</td>
<td>15</td>
<td>15</td>
<td>19</td>
<td></td>
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</tr>
<tr>
<td>More than 15 years</td>
<td>42</td>
<td>27</td>
<td>40</td>
<td></td>
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<tr>
<td>Occupational group</td>
<td></td>
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<td></td>
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<tr>
<td>Q29</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Registered Nurses and Midwives</td>
<td>34</td>
<td>30</td>
<td>32</td>
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<td></td>
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<tr>
<td>Nursing or Healthcare Assistants</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td></td>
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<td></td>
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<tr>
<td>Medical and Dental</td>
<td>4</td>
<td>6</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Allied Health Professionals</td>
<td>18</td>
<td>21</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scientific and Technical / Healthcare Scientists</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Care staff</td>
<td>6</td>
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<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Care Practitioner</td>
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<td>0</td>
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<td></td>
</tr>
<tr>
<td>Paramedic</td>
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</tr>
<tr>
<td>Emergency Care Assistant</td>
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<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ambulance Technician</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ambulance Control Staff</td>
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<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient Transport Service</td>
<td>0</td>
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<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Health / Health Improvement</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioning staff</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin and Clerical</td>
<td>15</td>
<td>14</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Functions / Corporate Services</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance / Ancillary</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Management</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team working</td>
<td>Your Trust in 2017</td>
<td>Average (median) for mental health</td>
<td>Your Trust in 2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------</td>
<td>-----------------------------------</td>
<td>-------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q30a % working in a team</td>
<td>98</td>
<td>97</td>
<td>98</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(If YES to Q30a): Number of core members in their team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q30b 2-5</td>
<td>16</td>
<td>17</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q30b 6-9</td>
<td>16</td>
<td>18</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q30b 10-15</td>
<td>16</td>
<td>21</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q30b More than 15</td>
<td>52</td>
<td>42</td>
<td>51</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 4
Other NHS staff survey 2017 documentation

This report is one of several ways in which we present the results of the 2017 national NHS staff survey:

1) A separate summary report of the main 2017 survey results for North Staffordshire Combined Healthcare NHS Trust can be downloaded from: www.nhsstaffsurveys.com. The summary report is a shorter version of this feedback report, which may be useful for wider circulation within the trust.

2) A national briefing document, describing the national Key Findings from the 2017 survey and making comparisons with previous years, will be available from www.nhsstaffsurveys.com in March 2018.

3) The document Making sense of your staff survey data, which can be downloaded from www.nhsstaffsurveys.com. This includes details about the calculation of Key Findings and the data weighting method used.

4) A series of detailed spreadsheets will be made available after publication via www.nhsstaffsurveys.com. In these detailed spreadsheets you will be able to find:
   - responses of staff in your trust to every core survey question
   - responses in every trust in England
   - the average responses for each major trust type (e.g. all acute trusts, all ambulance trusts)
   - the average responses for each major occupational and demographic group within the major trust types