

○ Staff Survey 2007

Burton Hospitals NHS Trust

February 2008

Preliminary Report

Section 1	Introduction
Section 2	Survey Response <i>survey activity and respondent profile</i>
Section 3	Problem Score Summary <i>overview of results by section</i>
Section 4	Ranked Problem Scores <i>where most staff report room for improvement</i>
Section 5	Historical Comparisons <i>comparing results with previous years</i>
Section 6	External Benchmarks <i>comparing results with other trusts</i>
Section 7	Internal Benchmarks <i>comparing results within the trust</i>
Appendix 1	Frequency Tables <i>a detailed breakdown of your results</i>
Appendix 2	Questionnaire



SECTION 1

○ Introduction

Staff Survey 2007 - Acute Trusts

Burton Hospitals NHS Trust

Background to the Survey

The results presented here are from the Staff Survey 2007, carried out by Picker Institute Europe on behalf of the Burton Hospitals NHS Trust. This survey is an annual study, first run in 2003, and is required by the Healthcare Commission for all NHS trusts in England. The Picker Institute was commissioned by 35 acute trusts and the report will present this Trust's results in comparison to the average for these acute trusts.

Survey Methodology

The survey was undertaken using a postal questionnaire sent, in most cases, to staff work addresses in October 2007. Basic sample sizes were set according to the number of eligible staff employed, although trusts could survey more staff if they wished.

Staff eligible to receive questionnaire	Basic Sample size
Up to 600	Census
601-1000	600
1001-1500	700
1501-2000	750
2001-3000	800
Over 3000	850

Staff were sent a questionnaire, a covering letter from the Healthcare Commission and a freepost return envelope. Trusts had the option of personalising the Healthcare Commission letter by adding their letterhead, an additional trust specific paragraph and their CEO's signature. Some trusts also chose to send their own letter.

Staff wishing to complete the survey filled it in and returned it to the Picker Institute in the FREEPOST envelope. Non-responders were sent a reminder card after 3 weeks and another questionnaire after a further 3 weeks.

The Picker Institute ran a freephone helpline for staff who had any queries or concerns about the survey. Staff wishing to opt-out of the survey could do so by returning the questionnaire blank, or by calling the freephone helpline.

For a detailed description of the survey methodology, please see the published guidance for this survey:

<http://www.nhsstaffsurveys.com>

The questionnaire

The questionnaire used for the Staff Survey 2007 was developed by the NHS Survey Advice Centre, based at Aston University. A copy of the questionnaire is provided in the Appendix of this report.

Problem scores

At the Picker Institute, we use the concept of '**problem scores**' as a summary measure, to help monitor your results over time and to show how your Trust compares to the average score for all Picker Institute trusts.

What is a problem score?

The problem score shows the percentage of staff who gave a negative response to applicable questions. Not all questions will have a problem score; exceptions include background details such as gender, ethnic group, age etc.

How are problem scores calculated?

We calculate the problem scores by showing where staff are not satisfied and for certain questions this will mean combining response categories.

For example, for the following question. 'My employer is committed to helping staff balance their work and home life' we have combined the responses ' Strongly disagree' and 'Disagree', to create a single problem score. In the Frequency Tables section of this report, asterisks indicate which response categories have been combined to create the problem.

3a - My employer is committed to helping staff balance their work and home life.		
All staff	n	%
* Strongly disagree	124	6.4
* Disagree	297	15.3
Neither agree nor disagree	625	32.3
Agree	716	37.0
Strongly agree	140	7.2
Not answered	35	1.8
Problem Score: 21.7%	1937	

Problem score text: 'Employer not committed to work/home balance' 22%.

How should we use problem scores?

As the name suggests, problem scores indicate where there may be a problem within the Trust, and may need further investigation.

It is useful to keep in mind, that **lower scores reflect better performance.**

Problem scores are an **interpretation of the data** made by the Picker Institute. Any comparisons made within the Trust (internal benchmarks, historic comparisons) or between trusts (external benchmarks) are made using these scores. When data is provided to the Healthcare Commission, only the raw data is provided, not the problem scores.

Low numbers of respondents

The questionnaire used includes some filter questions, whereby only relevant questions are asked of respondents. So, for example, staff who have not had an appraisal will not be asked subsequent questions about the appraisal.

This means that fewer staff will answer some of the questions in the questionnaire. Where fewer than 50 staff have answered a particular question, the problem score will be shown within square brackets [43%]. If this is the case, the result should be treated with caution, as the number of staff answering is relatively small.

Significant Differences

In the report we have identified questions where there are significant differences between your Trust and the 'Picker average', or between your Trust this year and the previous survey. By 'significant' difference, we mean that the finding is statistically reliable and that the difference is 'real'. The calculation used to test the statistical significance of scores is the two-sample t-test.

Rounding of percentages

Note that throughout the report (with the exception of the Frequency Tables) partial percentages have been rounded to the nearest full number. For example 12.8% is rounded up to 13%, while 5.3% would be rounded down to 5%.

Respondent comments

Staff had the option of adding additional comments at the end of the questionnaire. These verbatim comments can be found on the results website <https://www.picker-results.org>, under Respondent Comments.



SECTION 2

 **Survey Response**

survey activity and respondent profile

Survey Response

This section of the report shows the activity recorded for the survey, including:

- mailing dates
- response rates
- freephone calls

Survey: Staff Survey 2007 - Acute Trusts

NHS Trust: Burton Hospitals NHS Trust

Hospitals / sites: Corporate, HR & Finance
Estates & Facilities
Medicine & Diagnostic Services
Women, Children & Surgical Care

Dates of Fieldwork:

Initial Mailing	25 September 2007
First Reminder	16 October 2007
Final Reminder	06 November 2007

Response Rate:	<u>Initial Mailing</u>	<u>800</u>
	Completed questionnaire	477
	Opted out	5
	Ineligible for survey	15
	Blank questionnaire returned	0
	Total Eligible	785
	Returned completed	477
	Overall Response Rate	60.8%
	<small>(total returned as a percentage of total eligible)</small>	
	Average Response Rate	47.7%
	<small>(based on all Picker Trusts)</small>	

The Picker Institute runs a **freephone** Helpline for staff. The lines are open from 8am-8pm Monday to Friday and Saturdays from 9am to midday. Your Trust received a total of 4 calls to the freephone helpline.



SECTION 3

 **Problem Score Summary**

overview of results by section

Problem Score Summary

This section shows your problem score* for each question and a comparison against the average score for the 35 acute trusts which commissioned the Picker Institute to conduct their Staff Survey in 2007.

Significant differences between your Trust and the average are indicated as follows:

- + scores significantly better than average
- scores significantly worse than average

Trust The problem score for your Trust
Average Average score for all Picker acute trusts

* For an explanation of problem scores and significant differences please see Section 1.
 Note that **lower scores indicate better performance.**

Lower scores are better

Work-Life Balance

		Trust	Average
2a	Trust not committed to staff work/home balance	22 %	25 %
2b	Manager does not help find good work-life balance	20 %	21 %
2c	Cannot approach manager about flexible working	22 %	19 %

Management and Supervision

		Trust	Average
4a	Immediate manager does not encourage team working	12 %	12 %
4b	Immediate manager cannot be counted upon to help with tasks	15 %	15 %
4c	Immediate manager does not give clear feedback	24 %	22 %
4d	Immediate manager does not ask for my opinion	34 %	27 % -
4e	Immediate manager not supportive in personal crisis	11 %	10 %
4f	Immediate manager does not help when workload unmanageable	22 %	23 %

Appraisal

		Trust	Average
6a	No appraisal/KSF review in last 12 months	12 %	36 % +
6b	Appraisal/review not helpful	48 %	45 %
6c	Clear work objectives not agreed during appraisal	23 %	22 %
6d	Appraisal/performance review: left feeling work not valued	50 %	45 % -
7a	No Personal Development Plan agreed in last 12 months	11 %	12 %
7b	No training, learning and dev. received from plan	19 %	21 %
7c	Manager has not supported accessing training and dev.	24 %	18 % -

Training, Learning and Development

		Trust	Average	
8a	No taught courses in past 12 months	28 %	37 %	+
8b	No on-the-job training in past 12 months	55 %	62 %	+
8c	No mentor in past 12 months	76 %	77 %	
8d	No shadowing someone in past 12 months	77 %	78 %	
8e	No e-learning/online training in past 12 months	83 %	68 %	-
8f	No keeping up to date with developments in work area	34 %	32 %	
9a	No training in age awareness	28 %	66 %	+
9b	No training in disability awareness	26 %	64 %	+
9c	No training in gender awareness	27 %	67 %	+
9d	No training in racial awareness	25 %	64 %	+
9e	No training in sexual orientation awareness	29 %	68 %	+
9f	No training in religious awareness	29 %	66 %	+
10a	No health and safety training	2 %	9 %	+
10b	No training in what to do if there is a major incident/emergency	35 %	35 %	
10c	No training in how to handle violence to staff/patients/service users	32 %	49 %	+
10d	No infection control training	7 %	19 %	+
10e	No computer skills training	39 %	41 %	
10f	No training in how to handle confidential information	26 %	34 %	+
10g	No training in how to ask patients about their use of alcohol/drugs	50 %	53 %	
10h	No training in how to handle patients under the influence of alcohol/drugs	51 %	56 %	+
10i	No training in advising patients on their diagnosis/medication	39 %	43 %	
11a	Training did not help me do job better	12 %	11 %	
11b	Training has not improved chances of promotion	44 %	38 %	-
11c	Training has not helped me stay up-to-date with job	14 %	12 %	
11d	Training has not helped me stay up-to-date with prof. requirements	10 %	12 %	

Your Job

		Trust	Average	
12b	Team does not have clear objectives	12 %	16 %	+
12c	Do not work closely with other team members	10 %	12 %	
12d	Team does not meet regularly	35 %	37 %	
13a	Do not have clear, planned goals and objectives	13 %	13 %	
13b	Often have trouble working out whether doing job well	27 %	24 %	
13c	Not involved in deciding changes that affect work	33 %	30 %	
13d	Cannot meet conflicting demands on my time at work	41 %	41 %	
13e	Do not have adequate materials, supplies and equipment to do my work	27 %	29 %	
13f	Not enough staff at Trust to do my job properly	53 %	52 %	
14a	Often think about leaving current employer	36 %	36 %	
14b	Will probably look for new job in next 12 months	24 %	26 %	
14c	As soon as can find new job, will leave	18 %	20 %	
14d	If left current job would not want to stay in NHS	20 %	18 %	
14e_3	Considering leaving job: would like more pay	21 %	22 %	
14e_4	Considering leaving job: my work is not valued	26 %	24 %	
14e_5	Considering leaving job: due to relationship with manager	6 %	7 %	
14e_10	Considering leaving job: don't want to work in NHS	7 %	5 %	
15a	Very/dissatisfied with recognition for good work	37 %	33 %	
15b	Very/dissatisfied with support from manager	23 %	20 %	
15c	Very/dissatisfied with freedom to choose work method	14 %	15 %	
15d	Very/dissatisfied with support from colleagues	6 %	9 %	+
15e	Very/dissatisfied with responsibility given	11 %	13 %	
15f	Very/dissatisfied: opportunities to use abilities	17 %	16 %	
15g	Very/dissatisfied extent Trust values my work	41 %	38 %	
15h	Very/dissatisfied with my level of pay	46 %	48 %	
16a	Do not always know what work responsibilities are	8 %	9 %	
16b	Not consulted about changes that affect work	32 %	30 %	
16c	Do not have time to carry out all my work	47 %	47 %	
16d	Do not get feedback about how well I am doing my job	38 %	38 %	
16e	Relationships at work are strained	30 %	29 %	
16f	Cannot decide on own how to go about work	14 %	14 %	

Your Organisation

		Trust	Average	
17a	Senior managers do not try to involve staff in important decisions	51 %	48 %	
17b	Communication between senior management and staff is not effective	49 %	47 %	
17c	Senior managers do not encourage staff suggestions for improving service	33 %	37 %	
17d	Different parts of Trust do not communicate	44 %	44 %	
17e	Care of patients is not Trusts top priority	23 %	21 %	
17f	Patient information is not treated confidentially by staff	5 %	4 %	
18a	Trust does not act fairly: career progression	5 %	10 %	+
18b	Have experienced discrimination at Trust in last 12 months	4 %	9 %	+
19a	Would not know how to report negligence/wrongdoing	18 %	23 %	+
19b	No confidential system to report concerns	4 %	4 %	

Harassment, Bullying and Violence

		Trust	Average	
20	Do not know how to report physical violence/harassment at work	14 %	21 %	+
21a	Physical violence from patients/service users	11 %	9 %	
21b	Physical violence from relatives of patients	3 %	4 %	
21c	Physical violence from other members of the public	1 %	2 %	
21d	Physical violence from manager/team leader	0 %	1 %	+
21e	Physical violence from colleagues	1 %	2 %	
21g	Last experience of physical violence not reported	36 %	30 %	
22a	Harassment/bullying/abuse from patients	21 %	21 %	
22b	Harassment/bullying/abuse from patients relatives	18 %	19 %	
22c	Harassment/bullying/abuse from other members of the public	6 %	6 %	
22d	Harassment/bullying/abuse from manager/team leader	9 %	9 %	
22e	Harassment/bullying/abuse from colleagues	15 %	15 %	
22f	Last experience of harassment/bullying/abuse not reported	48 %	48 %	
23a	Trust does not take effective action when staff physically attacked by the public	5 %	7 %	
23b	Trust does not take effective action when staff physically attacked by other staff	2 %	4 %	+
23c	Trust does not take effective action when staff bullied/harassed/abused by the public	7 %	9 %	
23d	Trust does not take effective action when staff bullied/harassed/abused by other staff	12 %	13 %	

Errors, Near Misses and Incidents

		Trust	Average	
24	Do not know how to report errors/near misses/incidents	8 %	12 %	+
25a	In last month, saw errors/near misses/incidents that could hurt staff	24 %	21 %	
25b	Last error/near miss/incident seen that could hurt staff not reported	2 %	6 %	+
26a	In last month, saw errors/near misses/incidents that could hurt patients	29 %	31 %	
26b	Last error/near miss/incident seen that could hurt patients not reported	6 %	5 %	
27a	Trust does not treat fairly staff involved in errors	4 %	6 %	
27b	Trust does not encourage reporting of errors	1 %	3 %	+
27c	Trust does not treat error reports confidentially	4 %	5 %	
27d	Trust blames/punishes people involved in errors/near misses or incidents	12 %	12 %	
27e	Trust does not take action to ensure errors not repeated	7 %	8 %	
27f	Staff not informed about errors in Trust	27 %	28 %	
27g	Staff not given feedback about changes made in response to reported errors	26 %	26 %	

Occupational Health and Safety

		Trust	Average
28a	Injured/unwell: moving and handling	13 %	13 %
28b	Injured/unwell: needlestick and sharps injuries	4 %	4 %
28c	Injured/unwell: slips, trips or falls	3 %	4 %
28d	Injured/unwell: exposure to dangerous substances	1 %	2 %
28e	Injured/unwell: work related stress	32 %	32 %
29a	No access to counselling services	4 %	4 %
29b	No access to occupational health services	1 %	1 %
30a	Trust does not provide advice for staff on diet	22 %	18 %
30b	Trust does not provide advice for staff on alcohol consumption	17 %	16 %
30c	Trust does not provide advice for staff on exercise	19 %	16 %
30d	Trust does not provide help for staff that want to stop smoking	6 %	4 %
30e	Trust does not provide help with the cost of gym membership	24 %	20 %
30f	Trust does not provide bicycle racks	10 %	10 %
30g	Trust does not provide healthy food in Trust canteens	13 %	16 %

Infection Control and Hygiene

		Trust	Average	
31a	Trust doesn't promote hand washing to staff	7 %	9 %	
31b	Trust doesn't promote hand washing to patients/service users/visitors	12 %	13 %	
31c	Infection control does not apply to me	7 %	9 %	
32a	Hot water, soap etc not available to staff	3 %	5 %	+
32b	Hot water, soap etc not available to patients/service users	4 %	6 %	+
32c	Hot water, soap etc not available to visitors to the Trust.	5 %	7 %	



SECTION 4

○ Ranked Problem Scores

where most staff report room for improvement

Ranked Problem Scores

This section ranks the scores from the highest problem score (most respondents reporting room for improvement) to lowest problem score (fewest respondents reporting room for improvement).

Significant differences between your Trust and the average are indicated as follows:

- + scores significantly better than average
- scores significantly worse than average

Trust
Average

The problem score for your Trust
Average score for all Picker acute trusts

Lower scores are better

Problem scores 50%+

		Trust	Average	
8e	No e-learning/online training in past 12 months	83 %	68 %	-
8d	No shadowing someone in past 12 months	77 %	78 %	
8c	No mentor in past 12 months	76 %	77 %	
8b	No on-the-job training in past 12 months	55 %	62 %	+
13f	Not enough staff at Trust to do my job properly	53 %	52 %	
17a	Senior managers do not try to involve staff in important decisions	51 %	48 %	
10h	No training in how to handle patients under the influence of alcohol/drugs	51 %	56 %	+
6d	Appraisal/performance review: left feeling work not valued	50 %	45 %	-
10g	No training in how to ask patients about their use of alcohol/drugs	50 %	53 %	










Problem scores 40% - 49%

		Trust	Average	
17b	Communication between senior management and staff is not effective	49 %	47 %	
6b	Appraisal/review not helpful	48 %	45 %	
22f	Last experience of harassment/bullying/abuse not reported	48 %	48 %	
16c	Do not have time to carry out all my work	47 %	47 %	
15h	Very/dissatisfied with my level of pay	46 %	48 %	
17d	Different parts of Trust do not communicate	44 %	44 %	
11b	Training has not improved chances of promotion	44 %	38 %	-
13d	Cannot meet conflicting demands on my time at work	41 %	41 %	
15g	Very/dissatisfied extent Trust values my work	41 %	38 %	

Problem scores 30% - 39%

		Trust	Average
10e	No computer skills training	39 %	41 %
10i	No training in advising patients on their diagnosis/medication	39 %	43 %
16d	Do not get feedback about how well I am doing my job	38 %	38 %
15a	Very/dissatisfied with recognition for good work	37 %	33 %
14a	Often think about leaving current employer	36 %	36 %
21g	Last experience of physical violence not reported	36 %	30 %
10b	No training in what to do if there is a major incident/emergency	35 %	35 %
12d	Team does not meet regularly	35 %	37 %
8f	No keeping up to date with developments in work area	34 %	32 %
4d	Immediate manager does not ask for my opinion	34 %	27 % -
17c	Senior managers do not encourage staff suggestions for improving service	33 %	37 %
13c	Not involved in deciding changes that affect work	33 %	30 %
28e	Injured/unwell: work related stress	32 %	32 %
16b	Not consulted about changes that affect work	32 %	30 %
10c	No training in how to handle violence to staff/patients/service users	32 %	49 % +
16e	Relationships at work are strained	30 %	29 %

Problem scores 20% - 29%

		Trust	Average
26a	In last month, saw errors/near misses/incidents that could hurt patients	29 %	31 %
9e	No training in sexual orientation awareness	29 %	68 % 
9f	No training in religious awareness	29 %	66 % 
9a	No training in age awareness	28 %	66 % 
8a	No taught courses in past 12 months	28 %	37 % 
9c	No training in gender awareness	27 %	67 % 
13b	Often have trouble working out whether doing job well	27 %	24 %
13e	Do not have adequate materials, supplies and equipment to do my work	27 %	29 %
27f	Staff not informed about errors in Trust	27 %	28 %
10f	No training in how to handle confidential information	26 %	34 % 
14e_4	Considering leaving job: my work is not valued	26 %	24 %
9b	No training in disability awareness	26 %	64 % 
27g	Staff not given feedback about changes made in response to reported errors	26 %	26 %
9d	No training in racial awareness	25 %	64 % 
14b	Will probably look for new job in next 12 months	24 %	26 %
7c	Manager has not supported accessing training and dev.	24 %	18 % 
25a	In last month, saw errors/near misses/incidents that could hurt staff	24 %	21 %
4c	Immediate manager does not give clear feedback	24 %	22 %
30e	Trust does not provide help with the cost of gym membership	24 %	20 %
6c	Clear work objectives not agreed during appraisal	23 %	22 %
15b	Very/dissatisfied with support from manager	23 %	20 %
17e	Care of patients is not Trusts top priority	23 %	21 %
4f	Immediate manager does not help when workload unmanageable	22 %	23 %
2c	Cannot approach manager about flexible working	22 %	19 %
30a	Trust does not provide advice for staff on diet	22 %	18 %
2a	Trust not committed to staff work/home balance	22 %	25 %
22a	Harassment/bullying/abuse from patients	21 %	21 %
14e_3	Considering leaving job: would like more pay	21 %	22 %
2b	Manager does not help find good work-life balance	20 %	21 %
14d	If left current job would not want to stay in NHS	20 %	18 %

Problem scores 10% - 19%

		Trust	Average
30c	Trust does not provide advice for staff on exercise	19 %	16 %
7b	No training, learning and dev. received from plan	19 %	21 %
19a	Would not know how to report negligence/wrongdoing	18 %	23 % +
22b	Harassment/bullying/abuse from patients relatives	18 %	19 %
14c	As soon as can find new job, will leave	18 %	20 %
30b	Trust does not provide advice for staff on alcohol consumption	17 %	16 %
15f	Very/dissatisfied: opportunities to use abilities	17 %	16 %
4b	Immediate manager cannot be counted upon to help with tasks	15 %	15 %
22e	Harassment/bullying/abuse from colleagues	15 %	15 %
16f	Cannot decide on own how to go about work	14 %	14 %
20	Do not know how to report physical violence/harassment at work	14 %	21 % +
15c	Very/dissatisfied with freedom to choose work method	14 %	15 %
11c	Training has not helped me stay up-to-date with job	14 %	12 %
30g	Trust does not provide healthy food in Trust canteens	13 %	16 %
13a	Do not have clear, planned goals and objectives	13 %	13 %
28a	Injured/unwell: moving and handling	13 %	13 %
11a	Training did not help me do job better	12 %	11 %
12b	Team does not have clear objectives	12 %	16 % +
23d	Trust does not take effective action when staff bullied/harassed/abused by other staff	12 %	13 %
27d	Trust blames/punishes people involved in errors/near misses or incidents	12 %	12 %
4a	Immediate manager does not encourage team working	12 %	12 %
6a	No appraisal/KSF review in last 12 months	12 %	36 % +
31b	Trust doesn't promote hand washing to patients/service users/visitors	12 %	13 %
7a	No Personal Development Plan agreed in last 12 months	11 %	12 %
15e	Very/dissatisfied with responsibility given	11 %	13 %
21a	Physical violence from patients/service users	11 %	9 %
4e	Immediate manager not supportive in personal crisis	11 %	10 %
30f	Trust does not provide bicycle racks	10 %	10 %
11d	Training has not helped me stay up-to-date with prof. requirements	10 %	12 %
12c	Do not work closely with other team members	10 %	12 %

Problem scores 0% - 9%

		Trust	Average
22d	Harassment/bullying/abuse from manager/team leader	9 %	9 %
24	Do not know how to report errors/near misses/incidents	8 %	12 % +
16a	Do not always know what work responsibilities are	8 %	9 %
23c	Trust does not take effective action when staff bullied/harassed/abused by the public	7 %	9 %
31c	Infection control does not apply to me	7 %	9 %
10d	No infection control training	7 %	19 % +
27e	Trust does not take action to ensure errors not repeated	7 %	8 %
31a	Trust doesn't promote hand washing to staff	7 %	9 %
14e_10	Considering leaving job: don't want to work in NHS	7 %	5 %
15d	Very/dissatisfied with support from colleagues	6 %	9 % +
30d	Trust does not provide help for staff that want to stop smoking	6 %	4 %
26b	Last error/near miss/incident seen that could hurt patients not reported	6 %	5 %
22c	Harassment/bullying/abuse from other members of the public	6 %	6 %
14e_5	Considering leaving job: due to relationship with manager	6 %	7 %
23a	Trust does not take effective action when staff physically attacked by the public	5 %	7 %
32c	Hot water, soap etc not available to visitors to the Trust.	5 %	7 %
18a	Trust does not act fairly: career progression	5 %	10 % +
17f	Patient information is not treated confidentially by staff	5 %	4 %
29a	No access to counselling services	4 %	4 %
27a	Trust does not treat fairly staff involved in errors	4 %	6 %
28b	Injured/unwell: needlestick and sharps injuries	4 %	4 %
27c	Trust does not treat error reports confidentially	4 %	5 %
32b	Hot water, soap etc not available to patients/service users	4 %	6 % +
18b	Have experienced discrimination at Trust in last 12 months	4 %	9 % +
19b	No confidential system to report concerns	4 %	4 %
28c	Injured/unwell: slips, trips or falls	3 %	4 %
32a	Hot water, soap etc not available to staff	3 %	5 % +
21b	Physical violence from relatives of patients	3 %	4 %
23b	Trust does not take effective action when staff physically attacked by other staff	2 %	4 % +
25b	Last error/near miss/incident seen that could hurt staff not reported	2 %	6 % +
10a	No health and safety training	2 %	9 % +
21e	Physical violence from colleagues	1 %	2 %
21c	Physical violence from other members of the public	1 %	2 %
27b	Trust does not encourage reporting of errors	1 %	3 % +
28d	Injured/unwell: exposure to dangerous substances	1 %	2 %
29b	No access to occupational health services	1 %	1 %
21d	Physical violence from manager/team leader	0 %	1 % +



SECTION 5

 **Historical Comparisons**


comparing results with previous years

Historical Comparisons

The Staff survey is currently repeated on an annual basis – by looking at changes in results over time it is possible to focus on those areas where performance might be slipping. Examining areas where performance has improved will help you to measure the effects of any improvements that have been put in place. Please note that only four years of historical data are presented in this report but full details as well as a graphical representation can be found on the on-line reporting website at <https://www.picker-results.org>

This section shows the problem scores for this year's survey and a comparison against the scores from the previous surveys. Significant differences are indicated as follows:

 scores significantly better than previous survey

 scores significantly worse than previous survey

2004 The problem score for 2004

2005 The problem score for 2005

2006 The problem score for 2006

2007 The problem score for 2007

Lower scores are better





Work-Life Balance

		2004	2005	2006	2007
2a	Trust not committed to staff work/home balance	29 %	29 %	24 %	22 %
2b	Manager does not help find good work-life balance	25 %	23 %	17 %	20 %
2c	Cannot approach manager about flexible working	23 %	19 %	20 %	22 %

Management and Supervision

		2004	2005	2006	2007
4a	Immediate manager does not encourage team working	16 %	17 %	13 %	12 %
4b	Immediate manager cannot be counted upon to help with tasks	18 %	21 %	15 %	15 %
4c	Immediate manager does not give clear feedback	32 %	34 %	29 %	24 %
4d	Immediate manager does not ask for my opinion	34 %	34 %	30 %	34 %
4e	Immediate manager not supportive in personal crisis	12 %	13 %	11 %	11 %

Appraisal

		2004	2005	2006	2007
6a	No appraisal/KSF review in last 12 months	22 %	48 %	45 %	12 % 
6b	Appraisal/review not helpful	40 %	32 %	35 %	48 % 
6c	Clear work objectives not agreed during appraisal	22 %	14 %	13 %	23 % 
6d	Appraisal/performance review: left feeling work not valued	37 %	41 %	42 %	50 % 
7a	No Personal Development Plan agreed in last 12 months	-	26 %	14 %	11 %
7b	No training, learning and dev. received from plan	-	18 %	24 %	19 %
7c	Manager has not supported accessing training and dev.	-	16 %	18 %	24 %

Training, Learning and Development

		2004	2005	2006	2007	
8a	No taught courses in past 12 months	37 %	34 %	32 %	28 %	
8b	No on-the-job training in past 12 months	58 %	59 %	55 %	55 %	
8c	No mentor in past 12 months	80 %	73 %	78 %	76 %	
8d	No shadowing someone in past 12 months	78 %	75 %	78 %	77 %	
8e	No e-learning/online training in past 12 months	76 %	79 %	80 %	83 %	
8f	No keeping up to date with developments in work area	-	35 %	33 %	34 %	
10a	No health and safety training	-	5 %	4 %	2 %	
10b	No training in what to do if there is a major incident/emergency	-	41 %	41 %	35 %	
10c	No training in how to handle violence to staff/patients/service users	-	51 %	46 %	32 %	+
10d	No infection control training	-	18 %	17 %	7 %	+
10e	No computer skills training	-	39 %	41 %	39 %	
10f	No training in how to handle confidential information	-	38 %	39 %	26 %	+
10g	No training in how to ask patients about their use of alcohol/drugs	-	-	53 %	50 %	
10h	No training in how to handle patients under the influence of alcohol/drugs	-	-	58 %	51 %	+
10i	No training in advising patients on their diagnosis/medication	-	-	43 %	39 %	
11a	Training did not help me do job better	-	-	13 %	12 %	
11b	Training has not improved chances of promotion	-	-	42 %	44 %	
11c	Training has not helped me stay up-to-date with job	-	-	15 %	14 %	
11d	Training has not helped me stay up-to-date with prof. requirements	-	-	13 %	10 %	

Your Job

		2004	2005	2006	2007	
12b	Team does not have clear objectives	14 %	15 %	14 %	12 %	
12c	Do not work closely with other team members	10 %	9 %	11 %	10 %	
12d	Team does not meet regularly	46 %	43 %	38 %	35 %	
13a	Do not have clear, planned goals and objectives	13 %	11 %	13 %	13 %	
13b	Often have trouble working out whether doing job well	28 %	30 %	24 %	27 %	
13c	Not involved in deciding changes that affect work	33 %	34 %	30 %	33 %	
13d	Cannot meet conflicting demands on my time at work	43 %	42 %	41 %	41 %	
14a	Often think about leaving current employer	37 %	42 %	37 %	36 %	
14b	Will probably look for new job in next 12 months	28 %	26 %	22 %	24 %	
14c	As soon as can find new job, will leave	20 %	18 %	17 %	18 %	
14d	If left current job would not want to stay in NHS	22 %	21 %	25 %	20 %	
15a	Very/dissatisfied with recognition for good work	35 %	35 %	33 %	37 %	
15b	Very/dissatisfied with support from manager	25 %	27 %	21 %	23 %	
15c	Very/dissatisfied with freedom to choose work method	16 %	15 %	13 %	14 %	
15d	Very/dissatisfied with support from colleagues	9 %	9 %	10 %	6 %	+
15e	Very/dissatisfied with responsibility given	12 %	15 %	10 %	11 %	
15f	Very/dissatisfied: opportunities to use abilities	21 %	21 %	18 %	17 %	
15g	Very/dissatisfied extent Trust values my work	35 %	45 %	39 %	41 %	
16a	Do not always know what work responsibilities are	10 %	11 %	10 %	8 %	
16b	Not consulted about changes that affect work	32 %	35 %	31 %	32 %	
16c	Do not have time to carry out all my work	43 %	48 %	43 %	47 %	
16d	Do not get feedback about how well I am doing my job	44 %	50 %	42 %	38 %	
16e	Relationships at work are strained	37 %	32 %	33 %	30 %	
16f	Cannot decide on own how to go about work	16 %	15 %	15 %	14 %	

Your Organisation

		2004	2005	2006	2007	
17d	Different parts of Trust do not communicate	43 %	51 %	49 %	44 %	
17e	Care of patients is not Trusts top priority	24 %	25 %	25 %	23 %	
18a	Trust does not act fairly: career progression	9 %	8 %	8 %	5 %	
18b	Have experienced discrimination at Trust in last 12 months	-	5 %	7 %	4 %	+
19a	Would not know how to report negligence/wrongdoing	18 %	22 %	21 %	18 %	
19b	No confidential system to report concerns	4 %	3 %	6 %	4 %	

Harassment, Bullying and Violence

		2004	2005	2006	2007	
20	Do not know how to report physical violence/harassment at work	12 %	21 %	16 %	14 %	
21a	Physical violence from patients/service users	13 %	11 %	12 %	11 %	
21b	Physical violence from relatives of patients	4 %	4 %	3 %	3 %	
21d	Physical violence from manager/team leader	0 %	0 %	1 %	0 %	+
21e	Physical violence from colleagues	1 %	1 %	0 %	1 %	-
22a	Harassment/bullying/abuse from patients	20 %	22 %	19 %	21 %	
22b	Harassment/bullying/abuse from patients relatives	18 %	18 %	18 %	18 %	
22d	Harassment/bullying/abuse from manager/team leader	9 %	8 %	7 %	9 %	
22e	Harassment/bullying/abuse from colleagues	13 %	11 %	16 %	15 %	

Errors, Near Misses and Incidents

		2004	2005	2006	2007	
24	Do not know how to report errors/near misses/incidents	-	12 %	11 %	8 %	
25a	In last month, saw errors/near misses/incidents that could hurt staff	34 %	29 %	25 %	24 %	
26a	In last month, saw errors/near misses/incidents that could hurt patients	43 %	40 %	36 %	29 %	+
27a	Trust does not treat fairly staff involved in errors	-	6 %	5 %	4 %	
27b	Trust does not encourage reporting of errors	-	3 %	3 %	1 %	+
27c	Trust does not treat error reports confidentially	-	5 %	5 %	4 %	
27e	Trust does not take action to ensure errors not repeated	-	10 %	8 %	7 %	
27f	Staff not informed about errors in Trust	-	36 %	34 %	27 %	+
27g	Staff not given feedback about changes made in response to reported errors	-	32 %	30 %	26 %	

Occupational Health and Safety

		2004	2005	2006	2007	
28a	Injured/unwell: moving and handling	15 %	17 %	16 %	13 %	
28b	Injured/unwell: needlestick and sharps injuries	4 %	3 %	5 %	4 %	
28c	Injured/unwell: slips, trips or falls	5 %	5 %	4 %	3 %	
28d	Injured/unwell: exposure to dangerous substances	2 %	2 %	3 %	1 %	+
28e	Injured/unwell: work related stress	40 %	37 %	37 %	32 %	

Infection Control and Hygiene

		2004	2005	2006	2007
32a	Hot water, soap etc not available to staff	-	7 %	4 %	3 %
32b	Hot water, soap etc not available to patients/service users	-	4 %	4 %	4 %
32c	Hot water, soap etc not available to visitors to the Trust.	-	4 %	5 %	5 %



SECTION 6

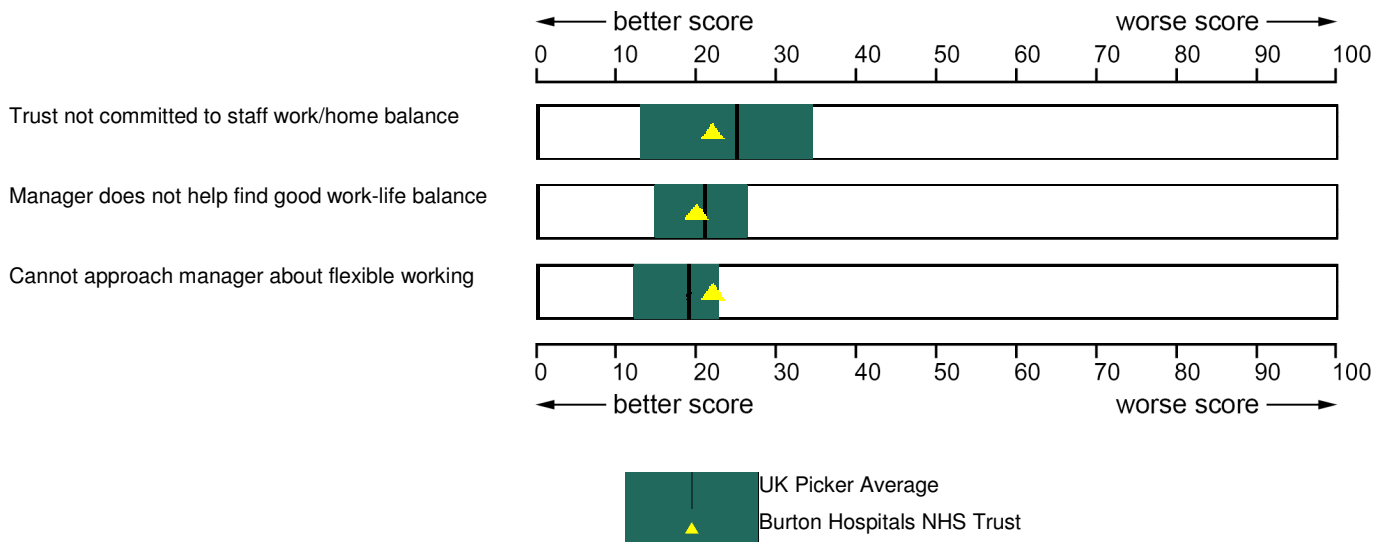
 External Benchmarks

comparing results with other trusts

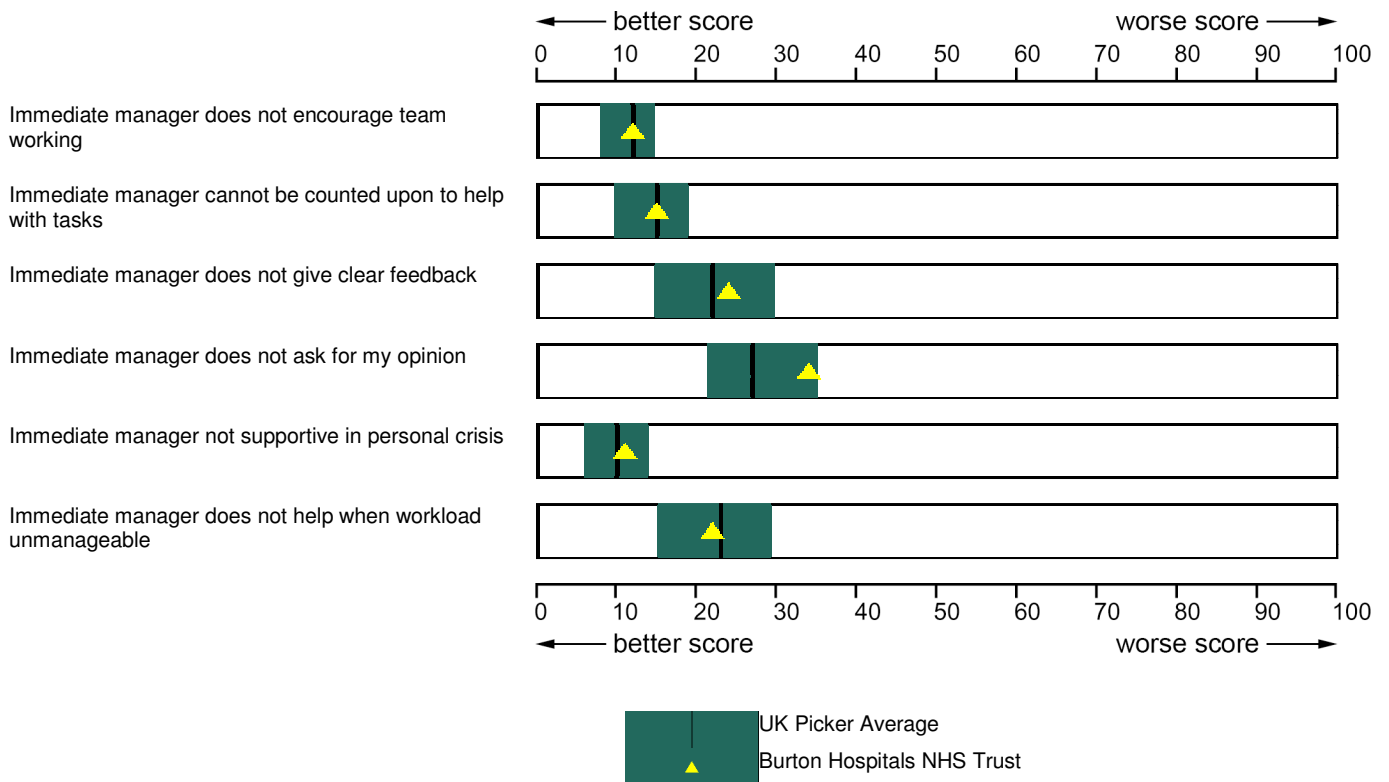
External Benchmarks

This section shows how your Trust compared to the 35 acute trusts which commissioned the Picker Institute to conduct their Staff Survey in 2007. The range of scores are shown as a green bar from the best score (to the left), to the worst (to the right). The average is the black line. Your Trust is shown as the yellow triangle.

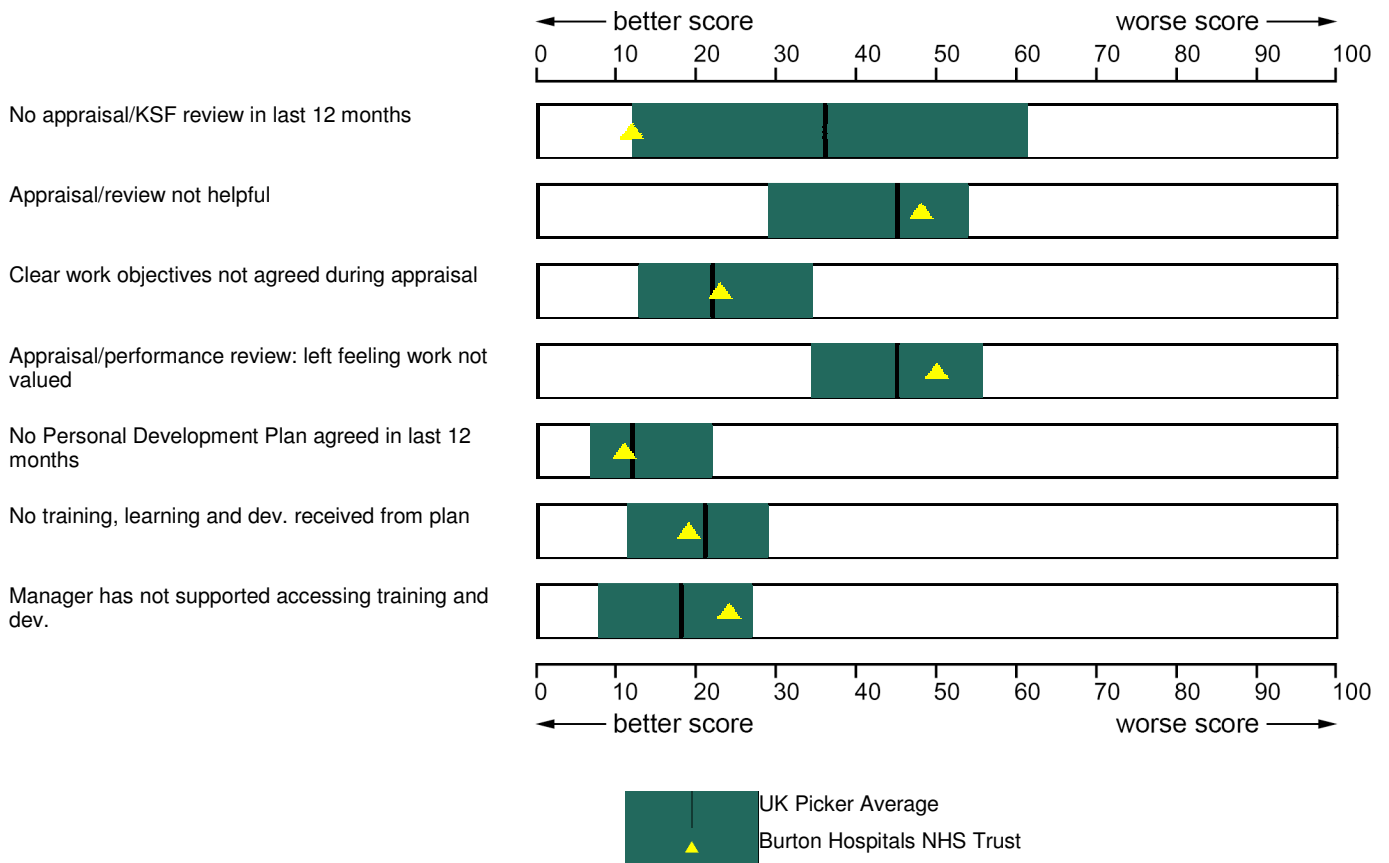
Work-Life Balance



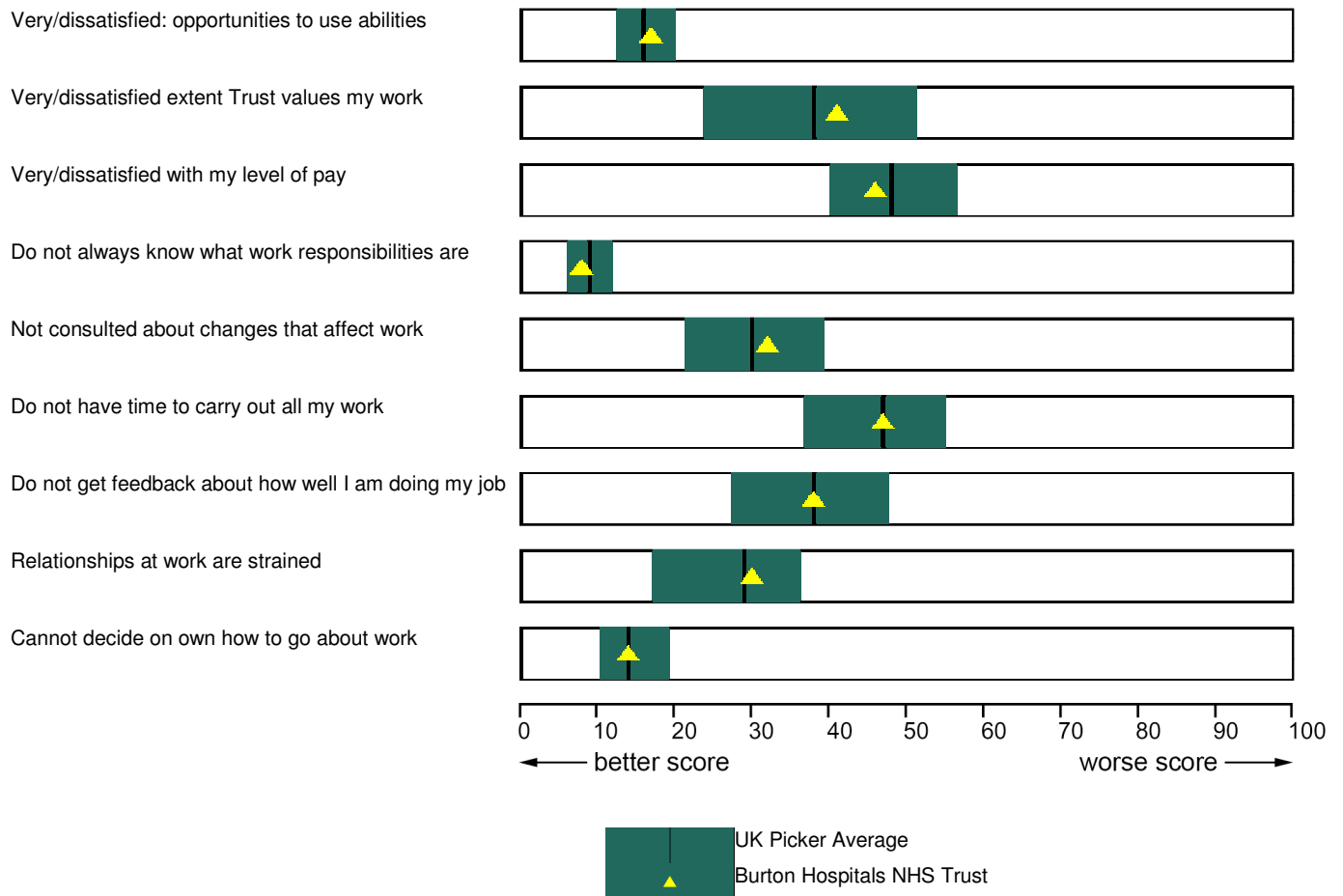
Management and Supervision



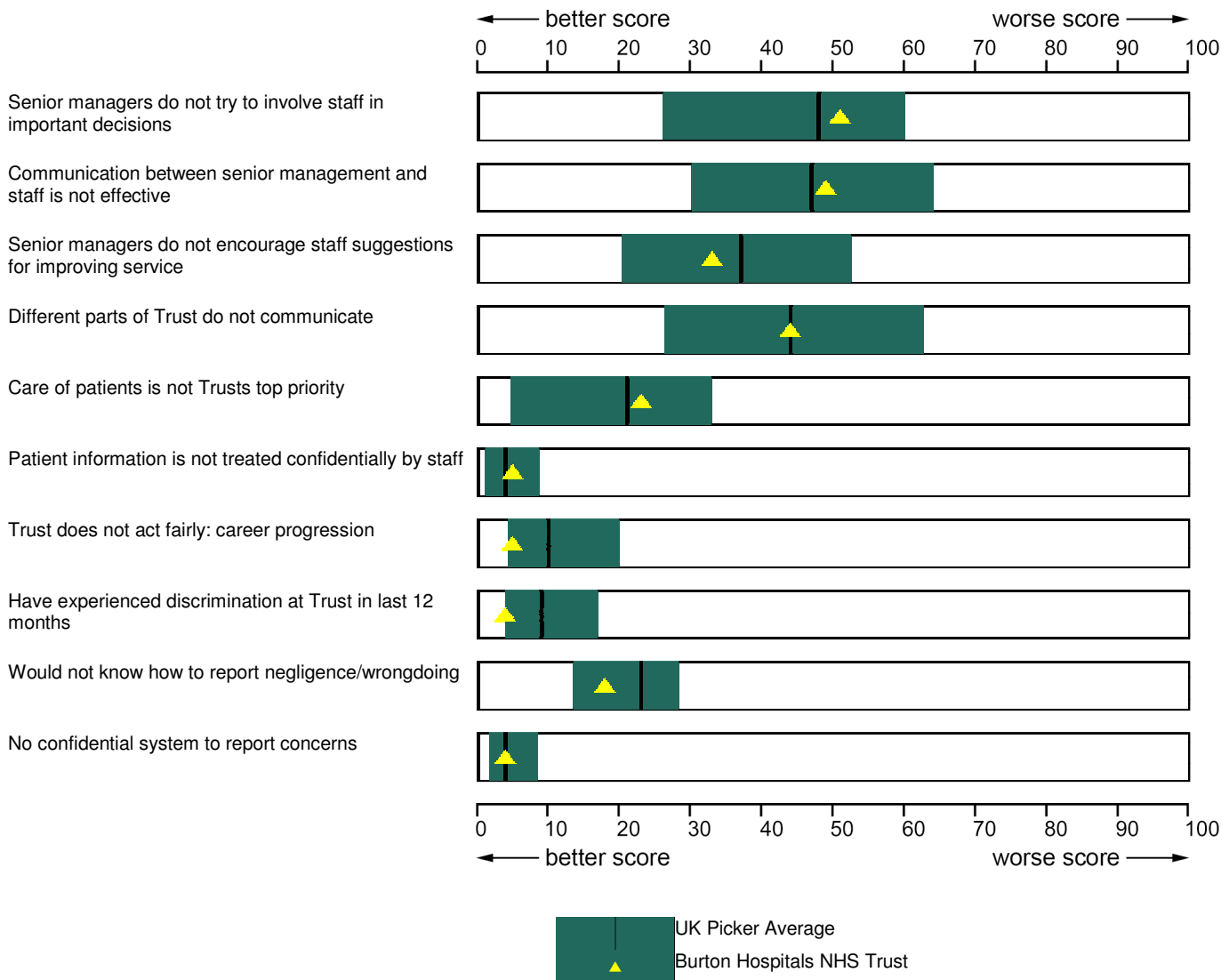
Appraisal



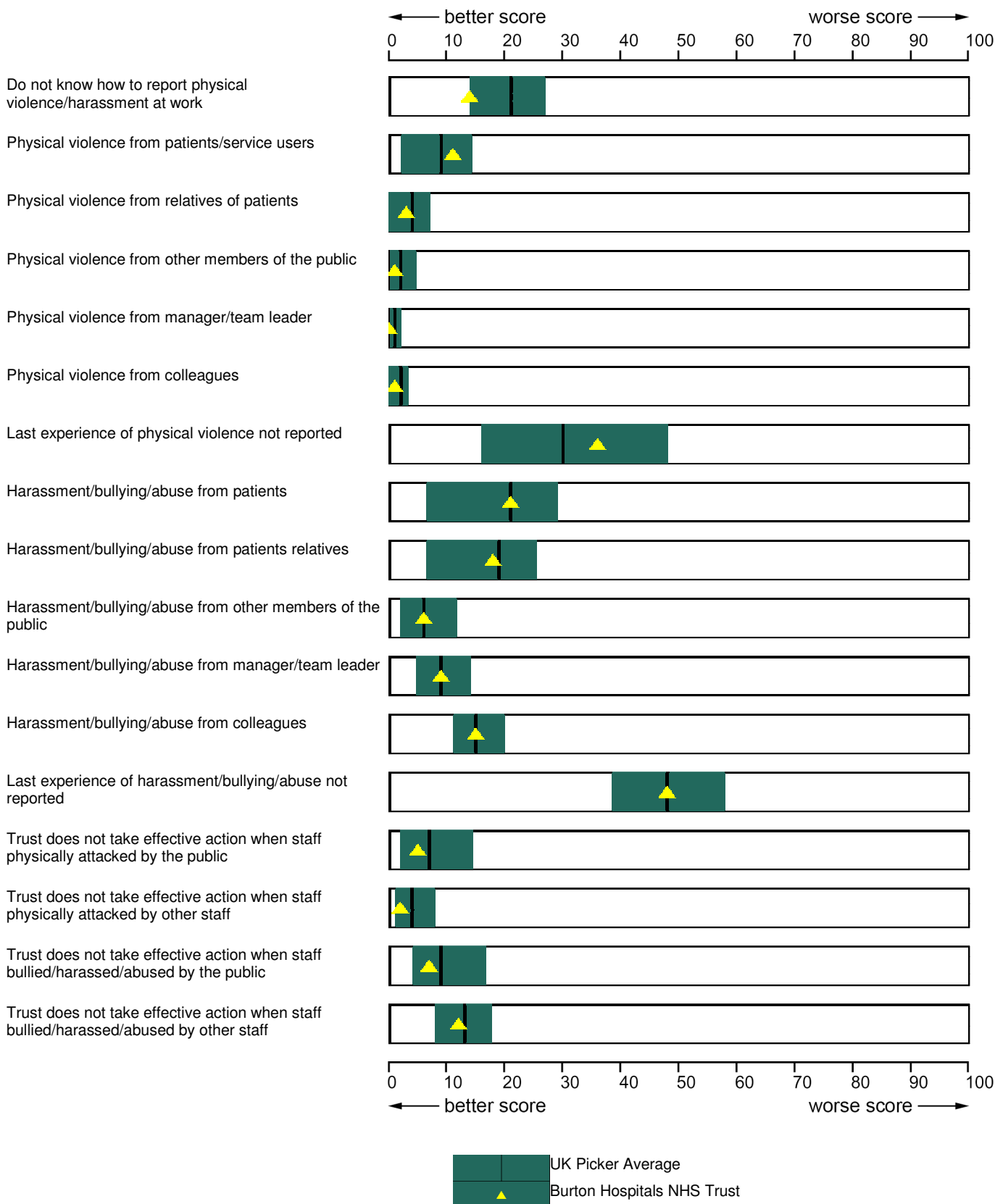




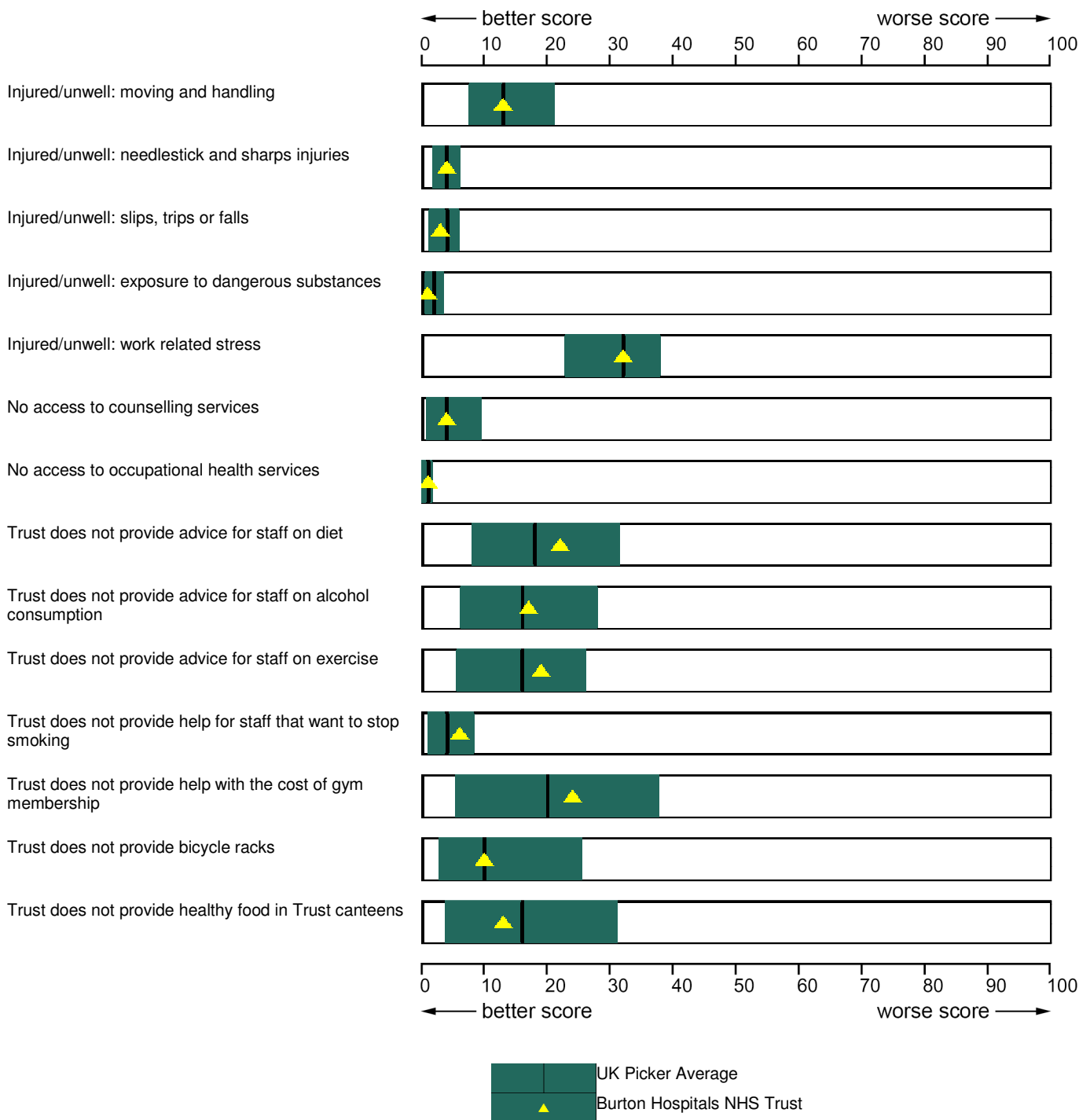
Your Organisation



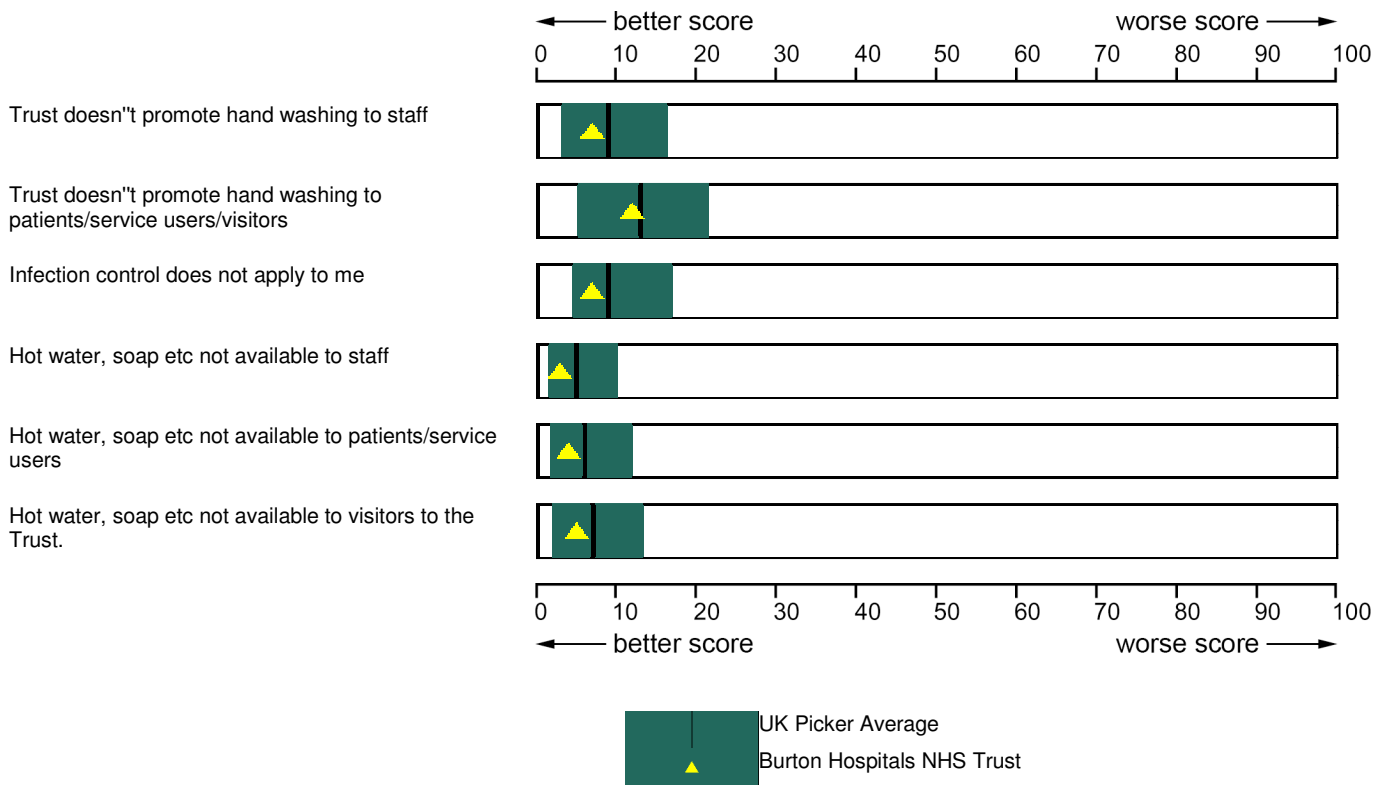
Harassment, Bullying and Violence



Occupational Health and Safety



Infection Control and Hygiene





SECTION 7

 **Internal Benchmarks**

comparing results within the trust

Internal Benchmarks

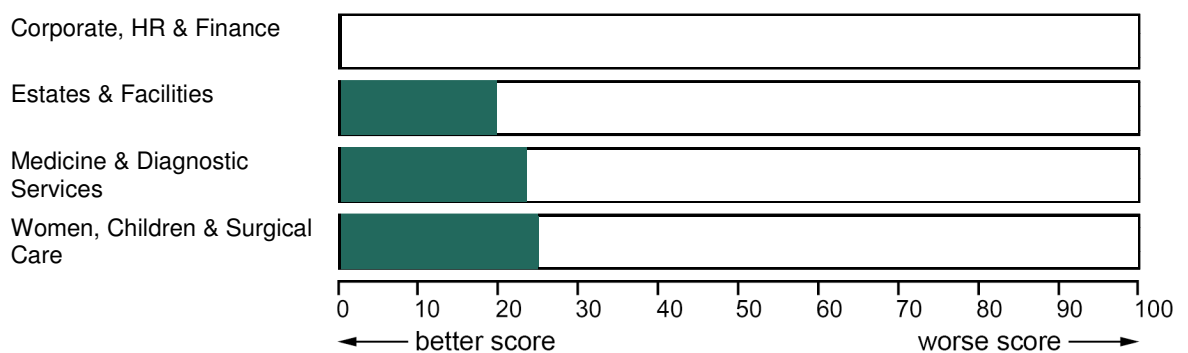
This section shows how the scores for each site, department or speciality compare - please take care when drawing comparisons if the number of questionnaires completed by a unit (site, directorate etc) is small.

It will not display any results for individual units where less than 11 staff members have responded. These are marked with an asterisk.

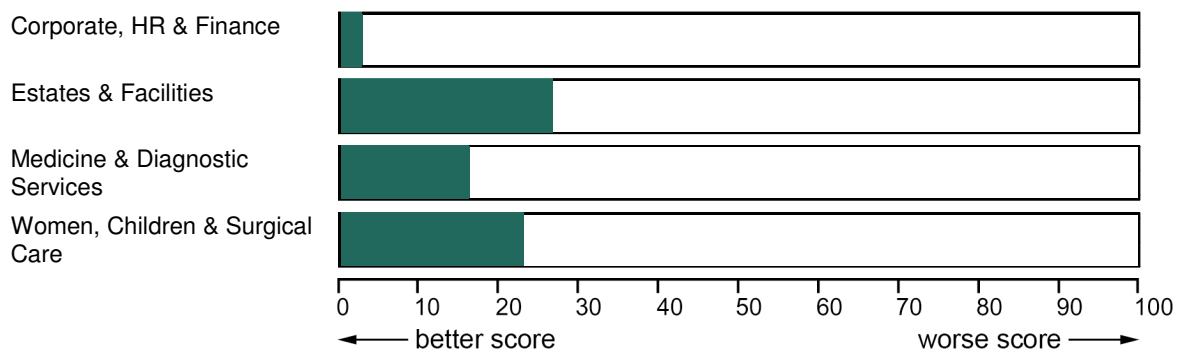
Locality	Mailing Qty	Completed
Corporate, HR & Finance	47	35
Estates & Facilities	137	86
Medicine & Diagnostic Services	233	140
Women, Children & Surgical Care	383	216

Work-Life Balance

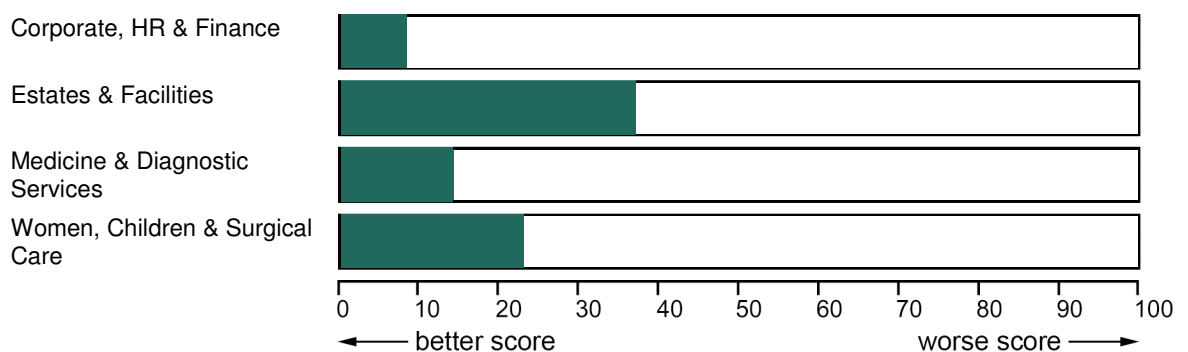
2a - Trust not committed to staff work/home balance



2b - Manager does not help find good work-life balance

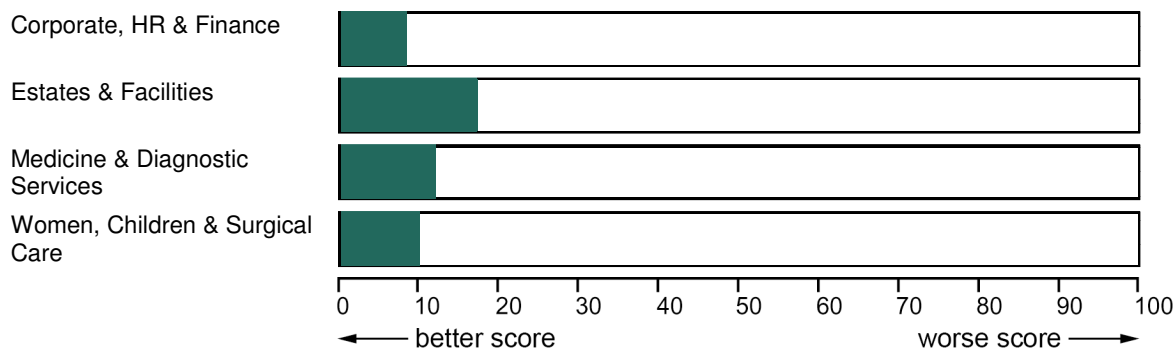


2c - Cannot approach manager about flexible working

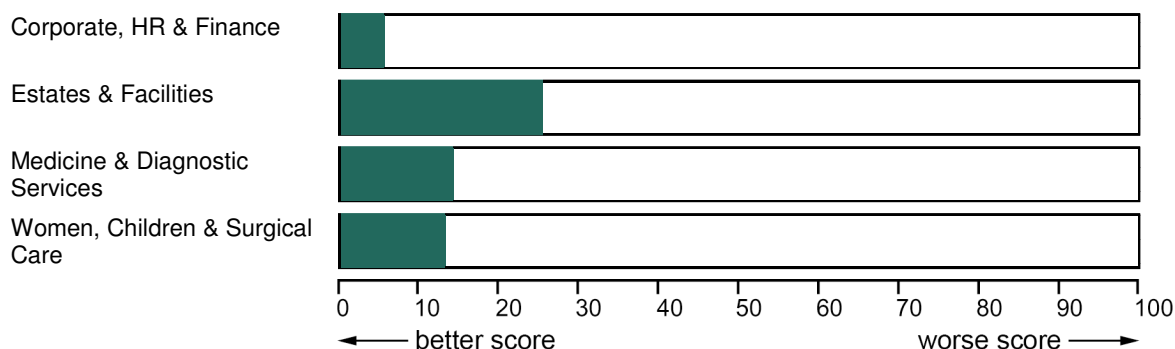


Management and Supervision

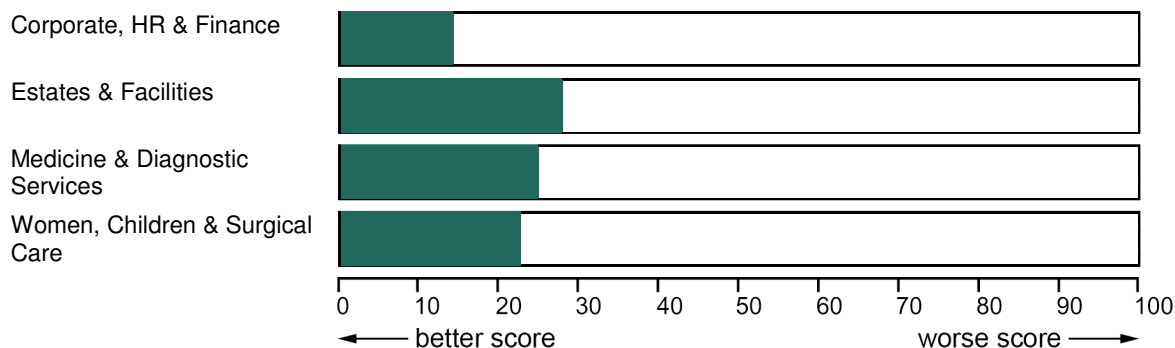
4a - Immediate manager does not encourage team working



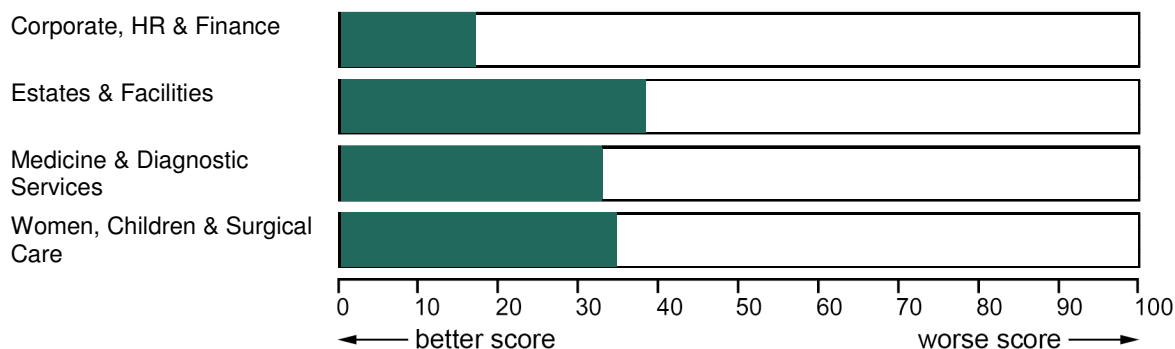
4b - Immediate manager cannot be counted upon to help with tasks



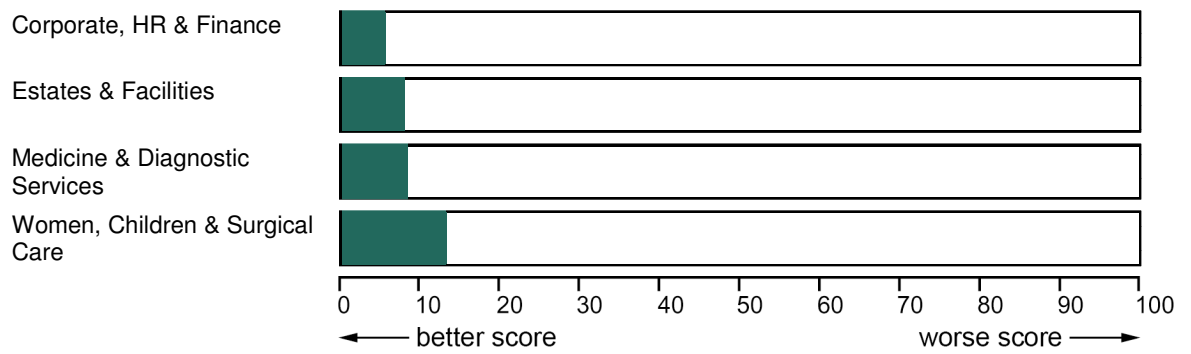
4c - Immediate manager does not give clear feedback



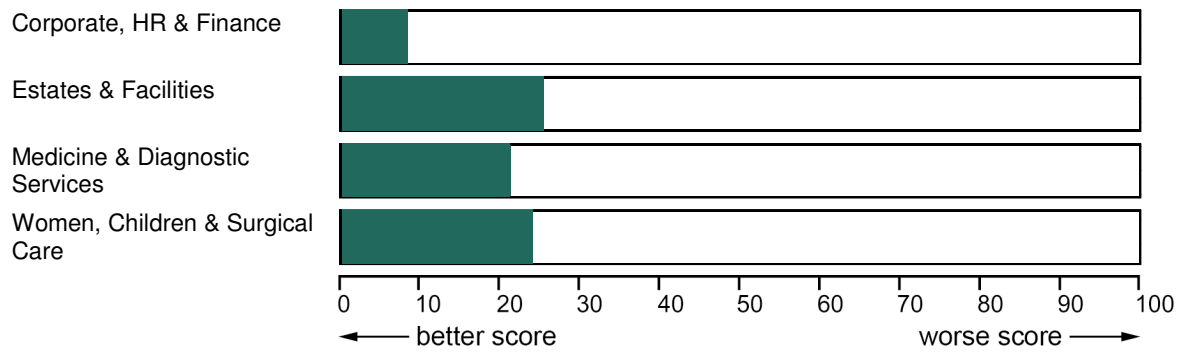
4d - Immediate manager does not ask for my opinion



4e - Immediate manager not supportive in personal crisis

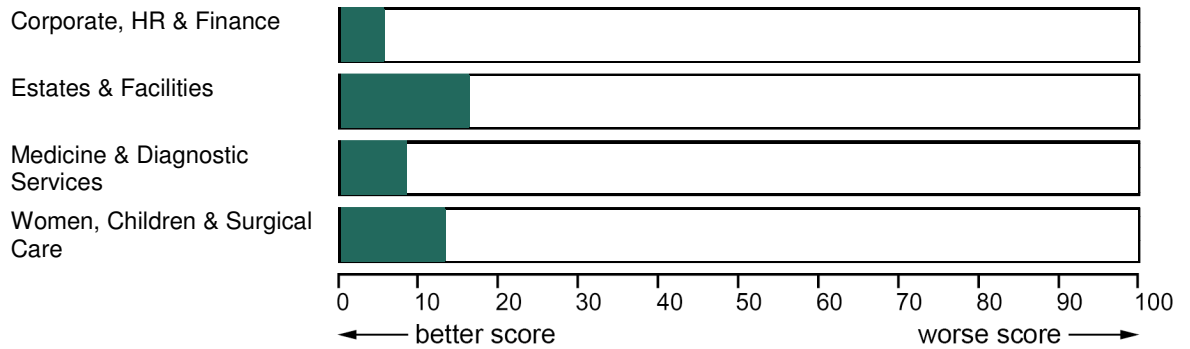


4f - Immediate manager does not help when workload unmanageable

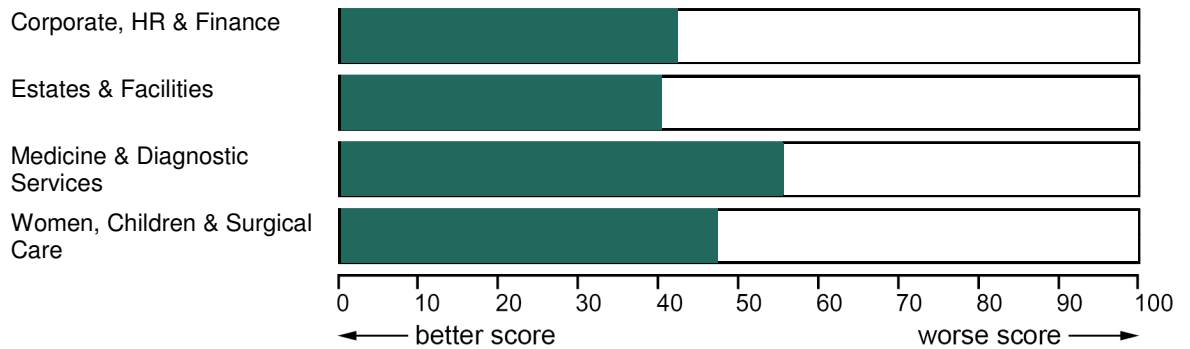


Appraisal

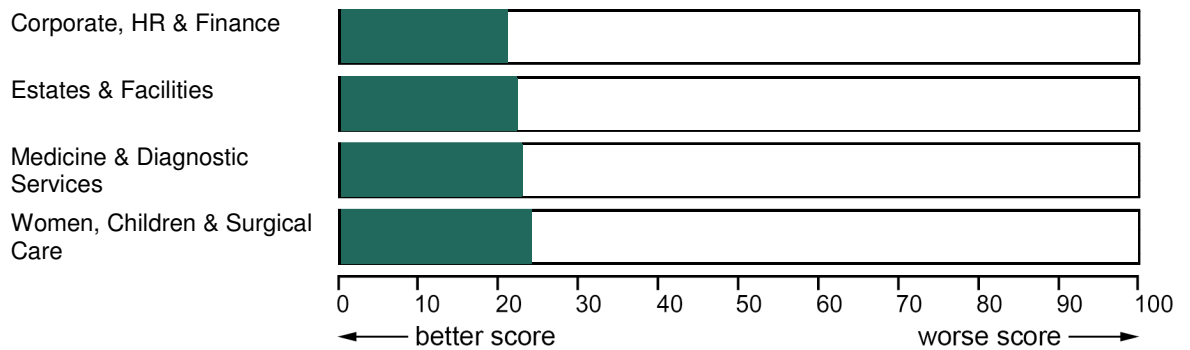
6a - No appraisal/KSF review in last 12 months



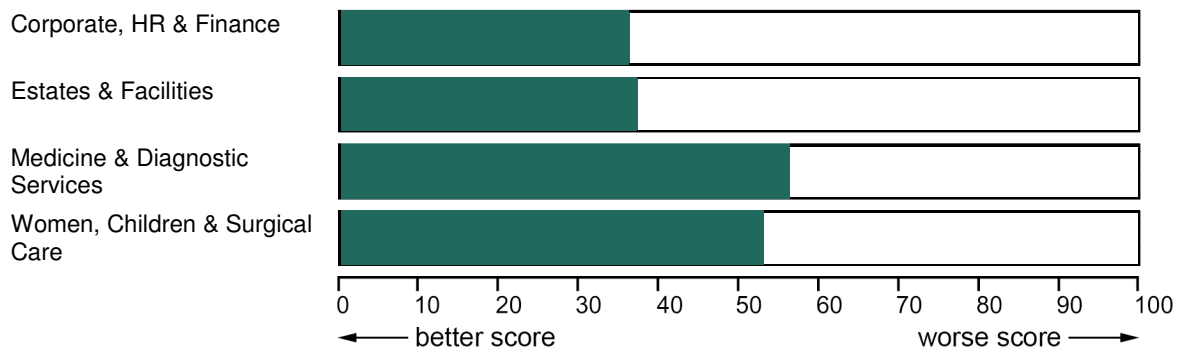
6b - Appraisal/review not helpful



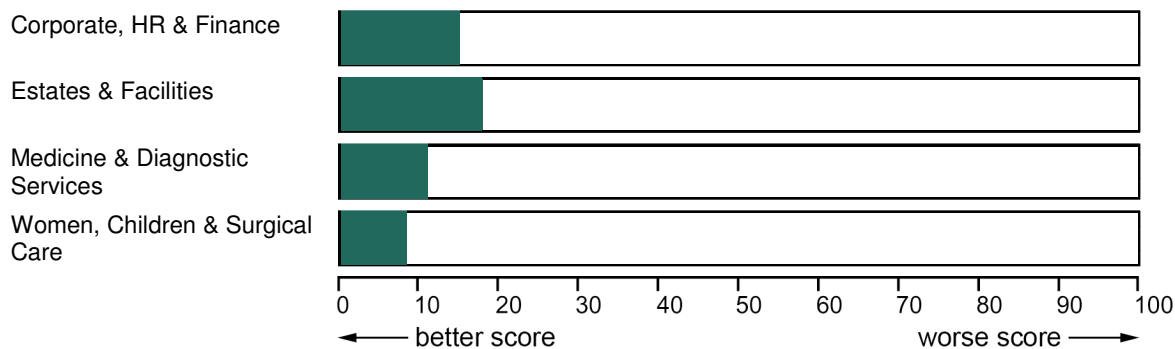
6c - Clear work objectives not agreed during appraisal



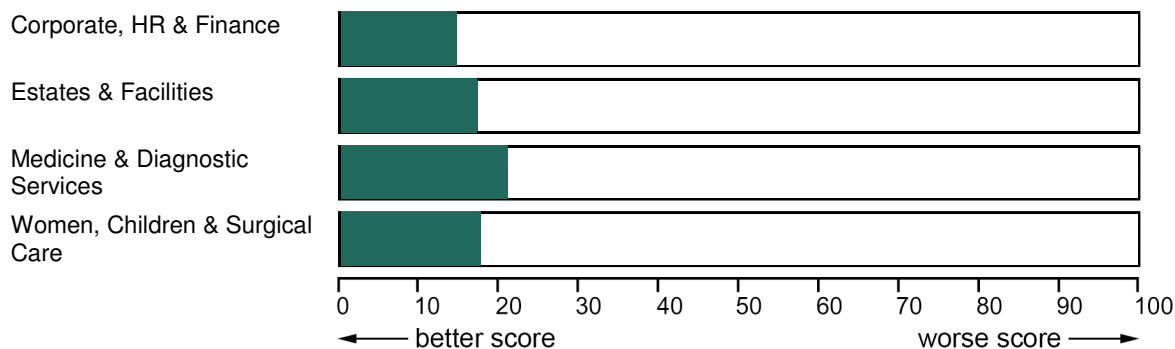
6d - Appraisal/performance review: left feeling work not valued



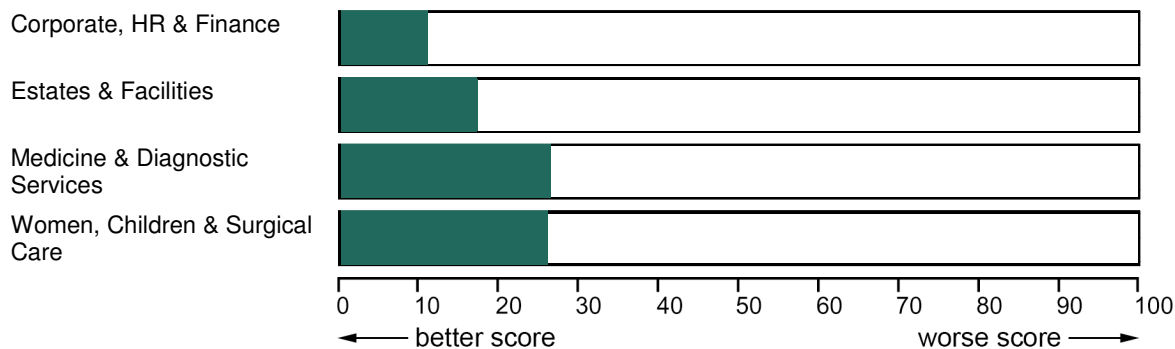
7a - No Personal Development Plan agreed in last 12 months



7b - No training, learning and dev. received from plan

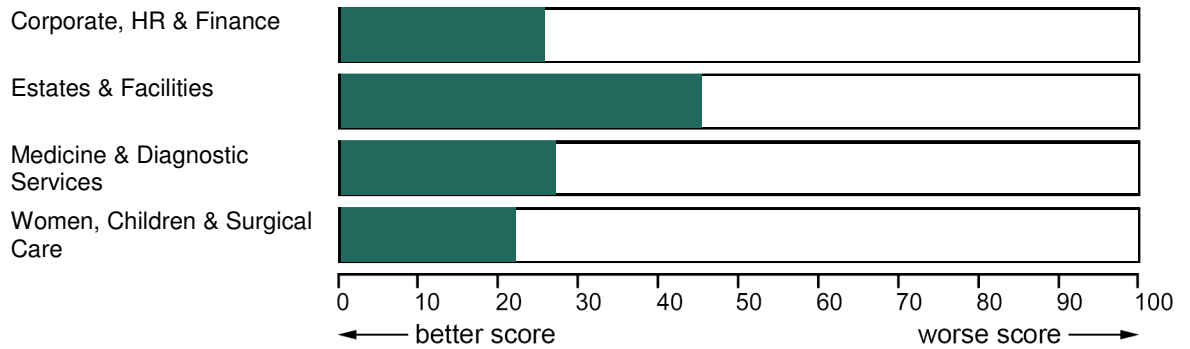


7c - Manager has not supported accessing training and dev.

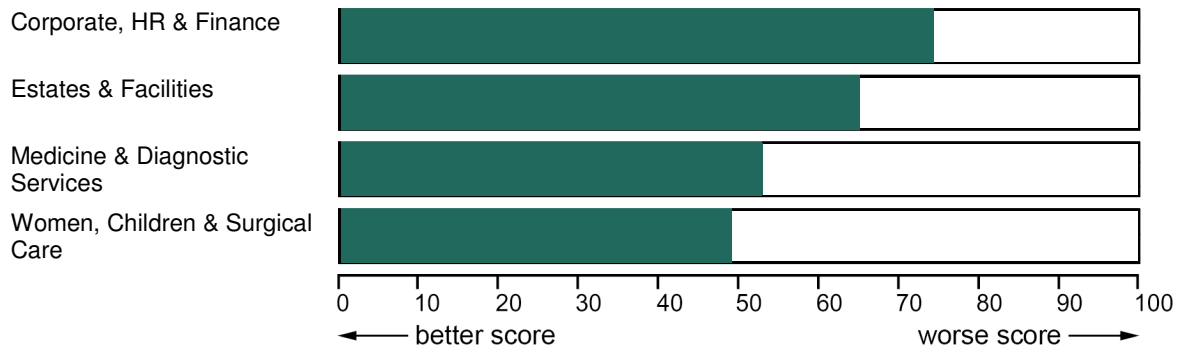


Training, Learning and Development

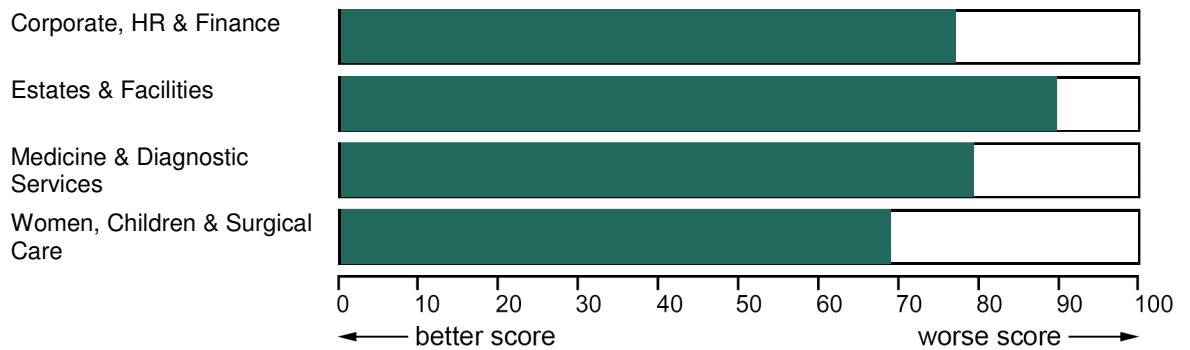
8a - No taught courses in past 12 months



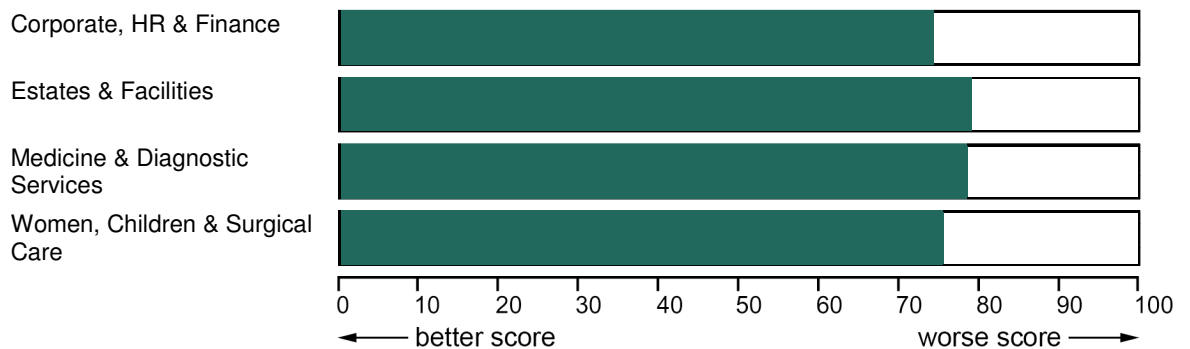
8b - No on-the-job training in past 12 months



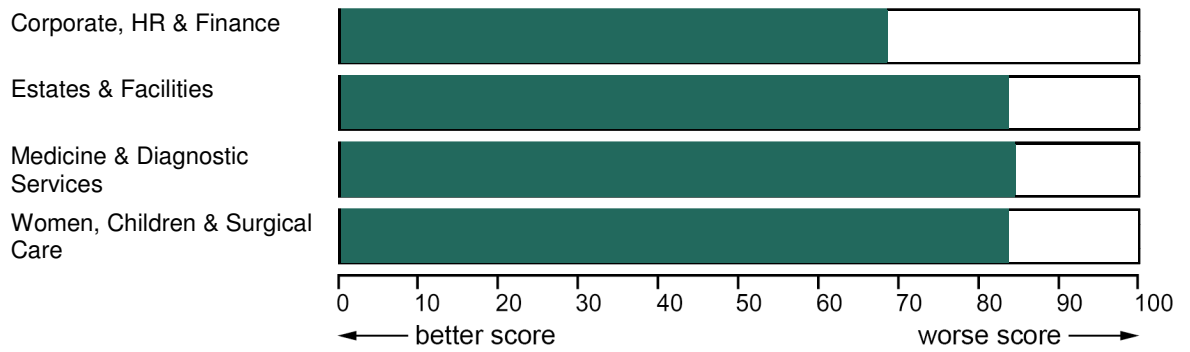
8c - No mentor in past 12 months



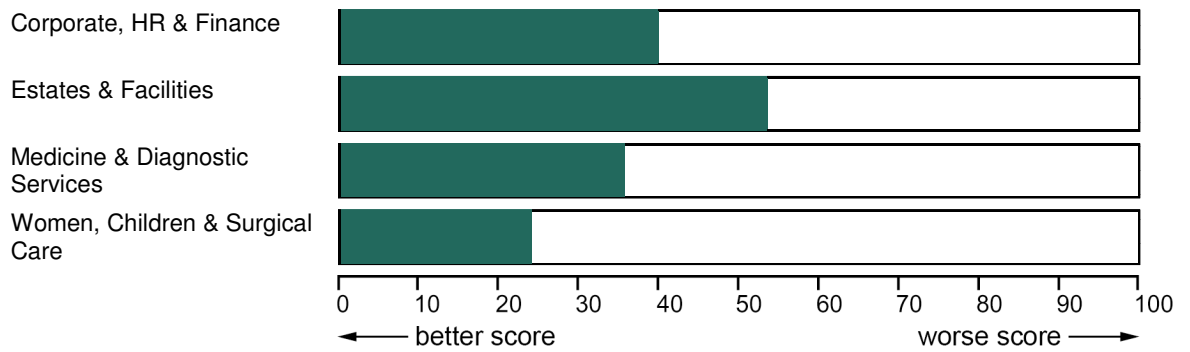
8d - No shadowing someone in past 12 months



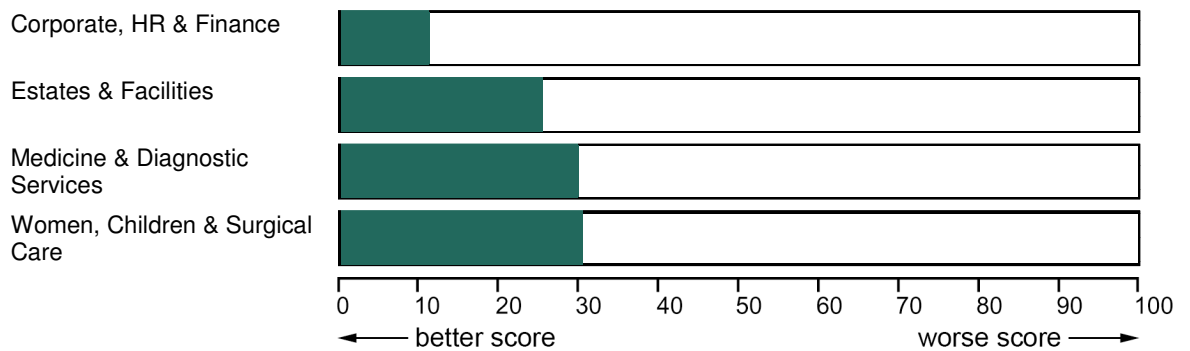
8e - No e-learning/online training in past 12 months



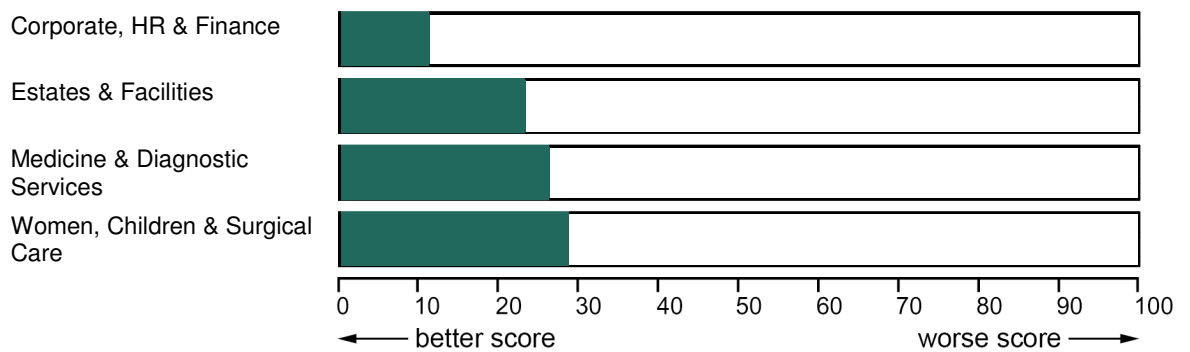
8f - No keeping up to date with developments in work area



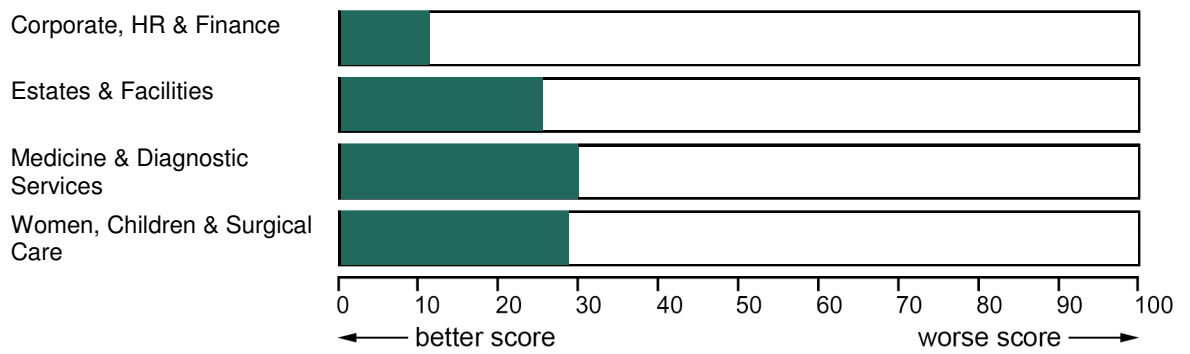
9a - No training in age awareness



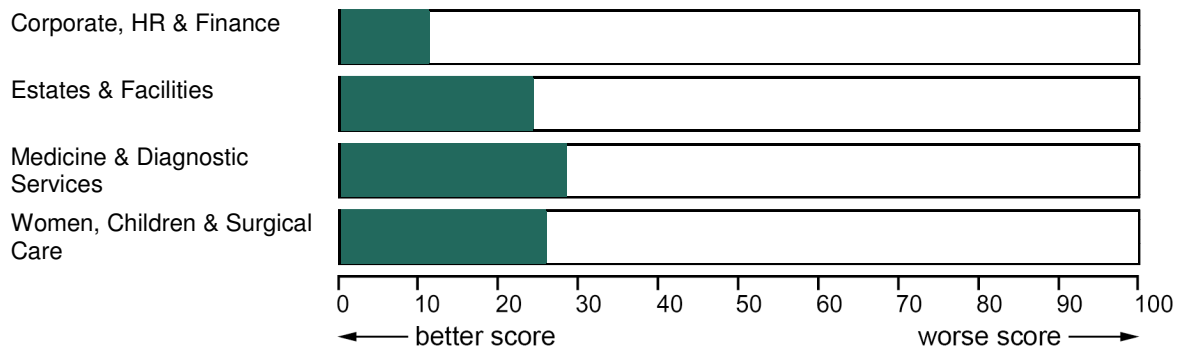
9b - No training in disability awareness



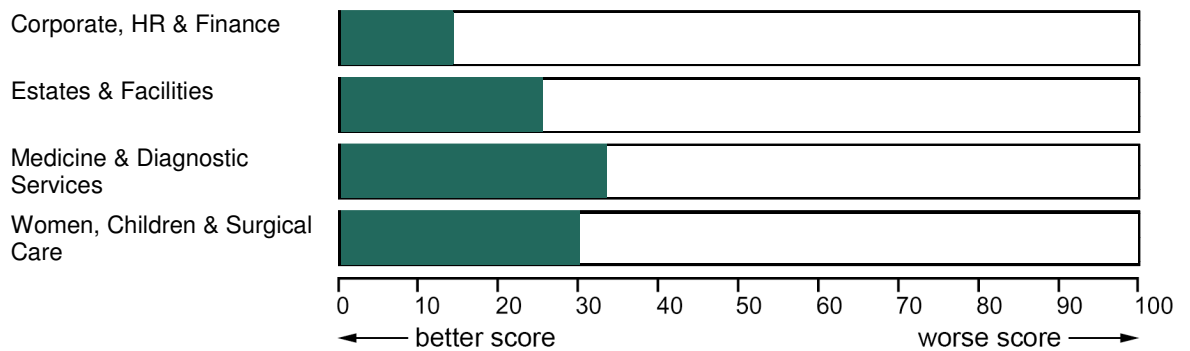
9c - No training in gender awareness



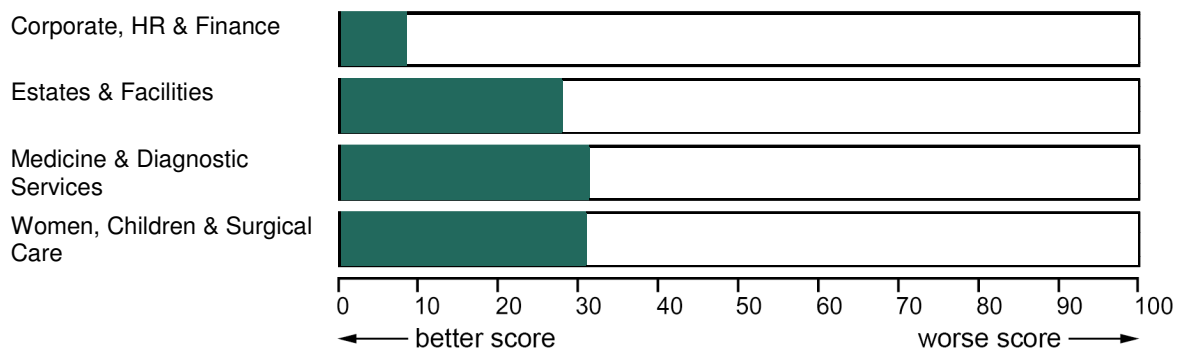
9d - No training in racial awareness



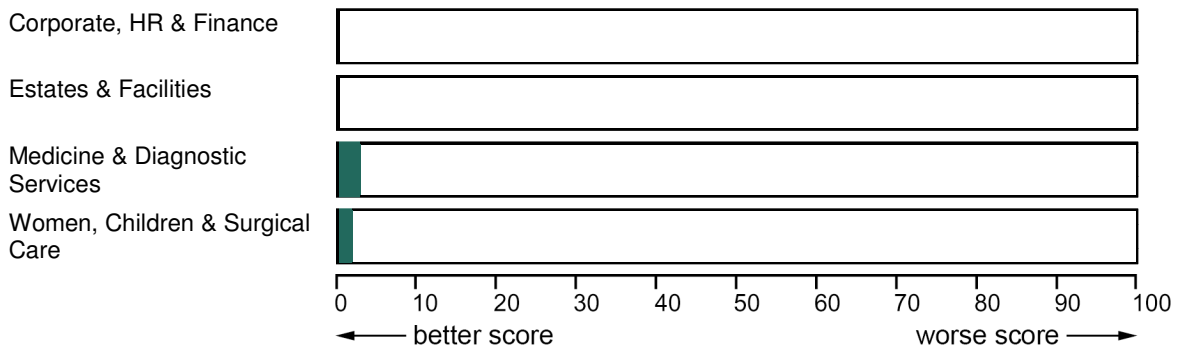
9e - No training in sexual orientation awareness



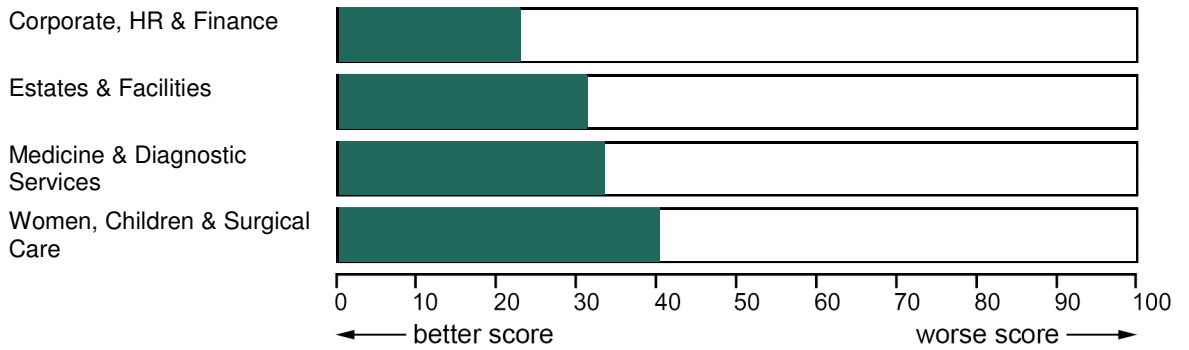
9f - No training in religious awareness



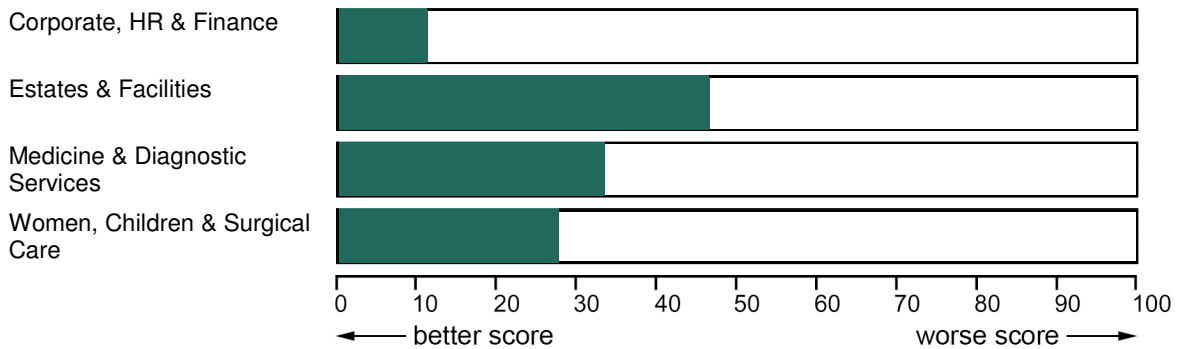
10a - No health and safety training



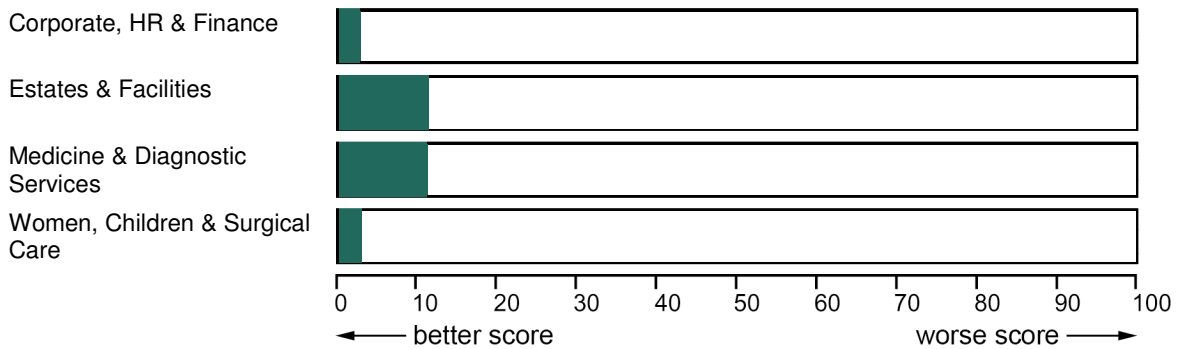
10b - No training in what to do if there is a major incident/emergency



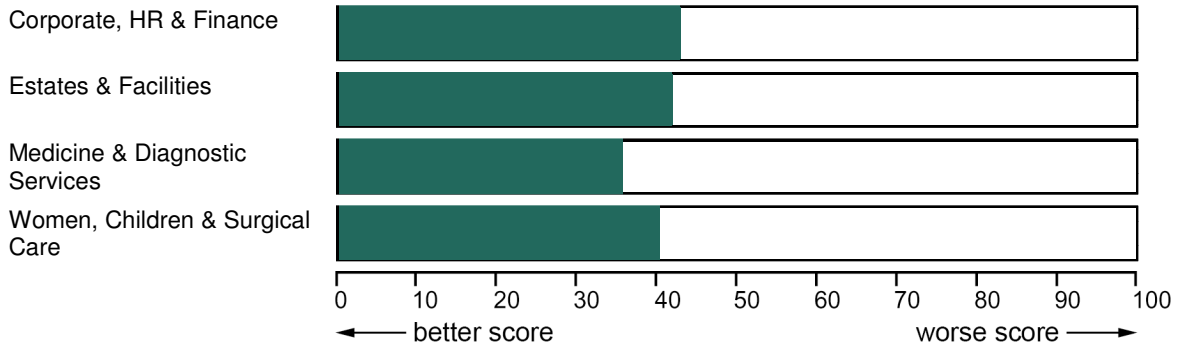
10c - No training in how to handle violence to staff/patients/service users



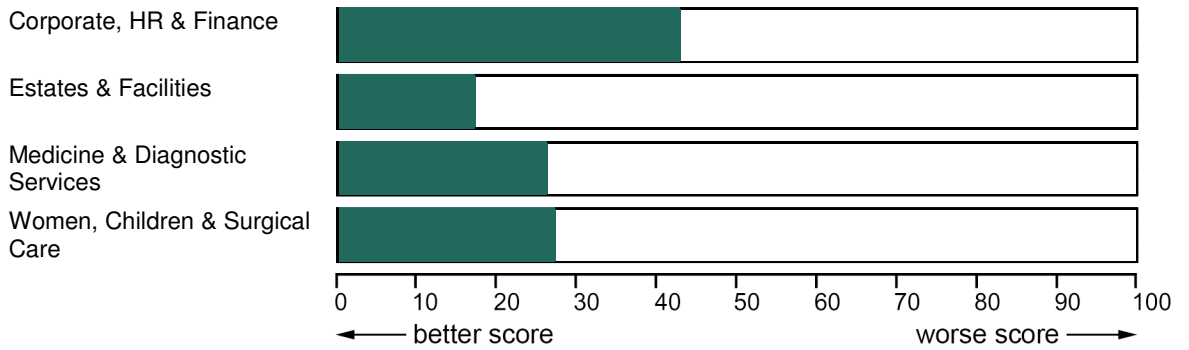
10d - No infection control training



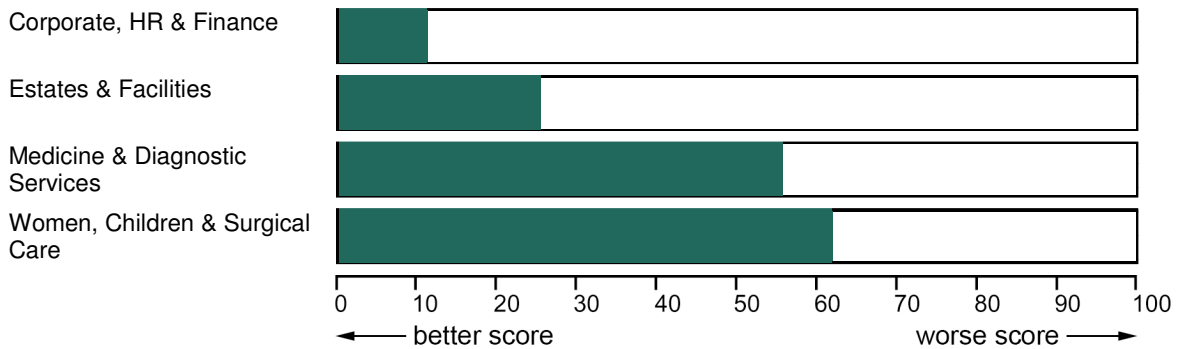
10e - No computer skills training



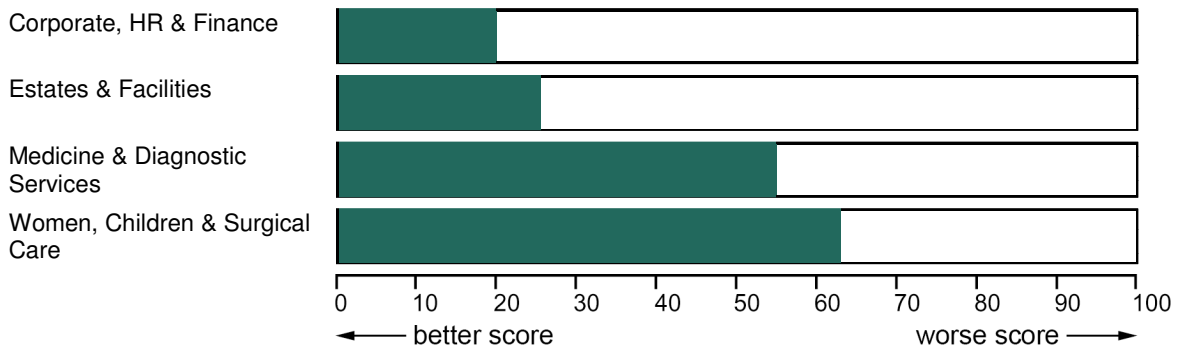
10f - No training in how to handle confidential information



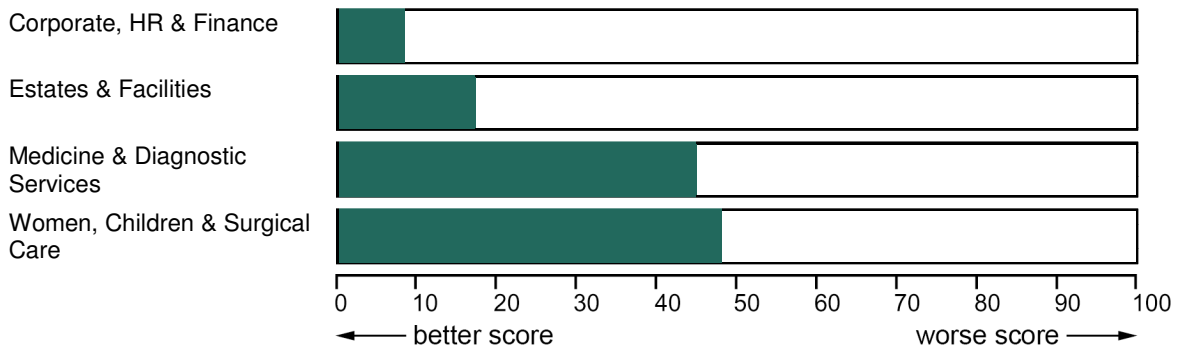
10g - No training in how to ask patients about their use of alcohol/drugs



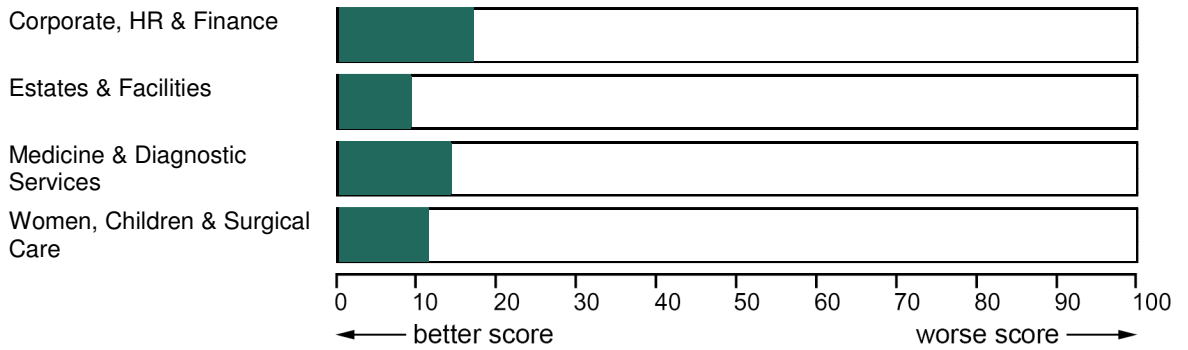
10h - No training in how to handle patients under the influence of alcohol/drugs



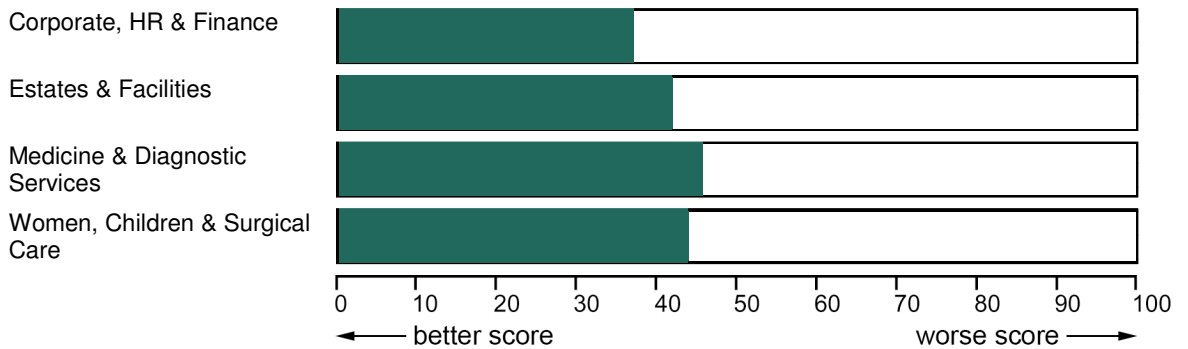
10i - No training in advising patients on their diagnosis/medication



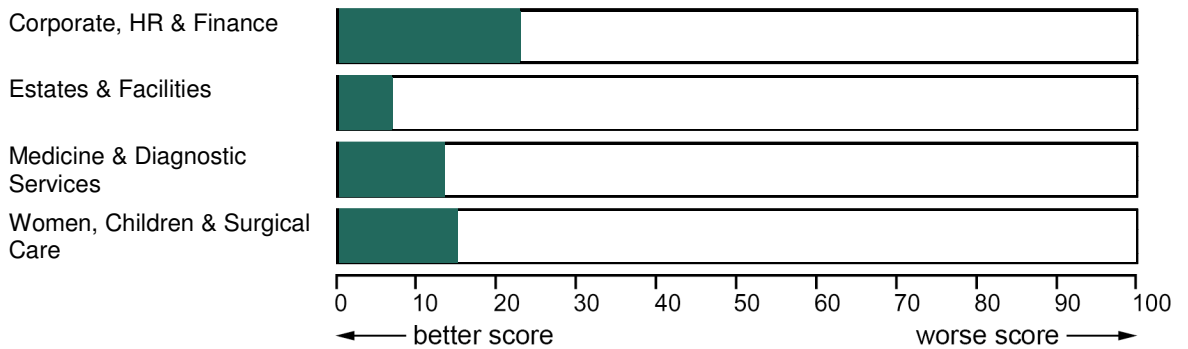
11a - Training did not help me do job better



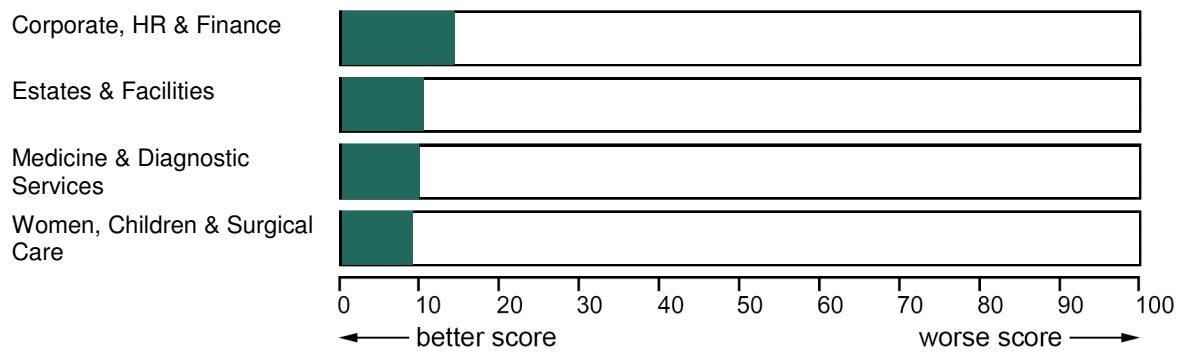
11b - Training has not improved chances of promotion



11c - Training has not helped me stay up-to-date with job

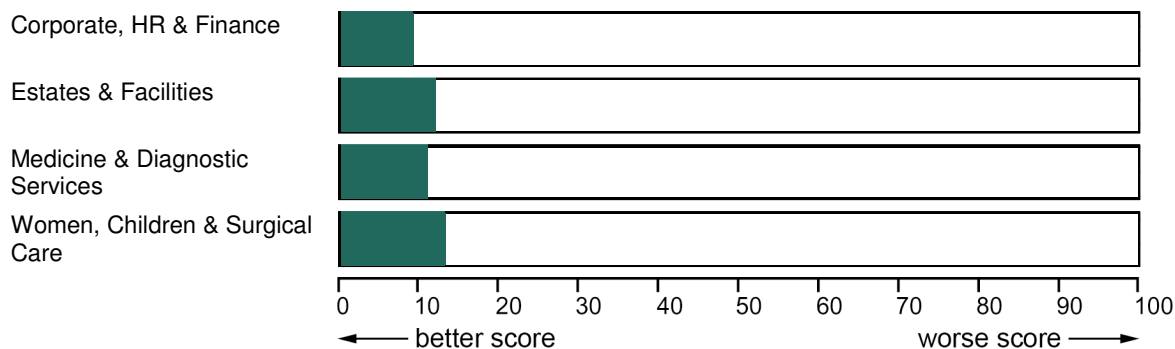


11d - Training has not helped me stay up-to-date with prof. requirements

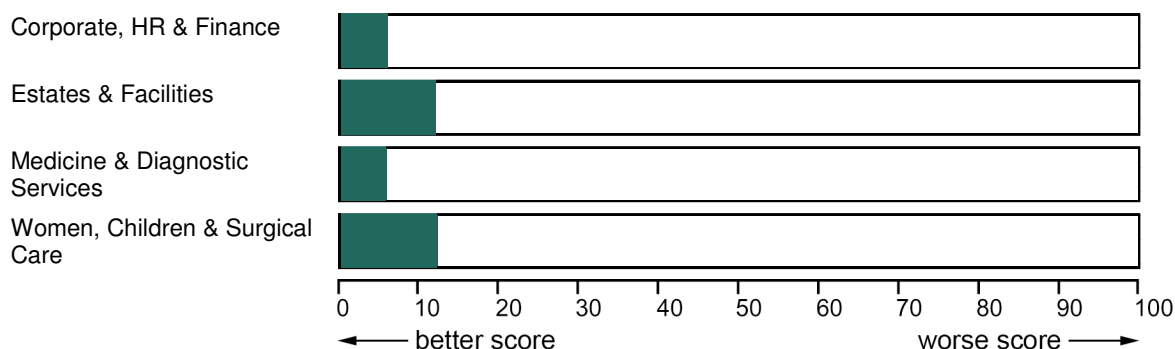


Your Job

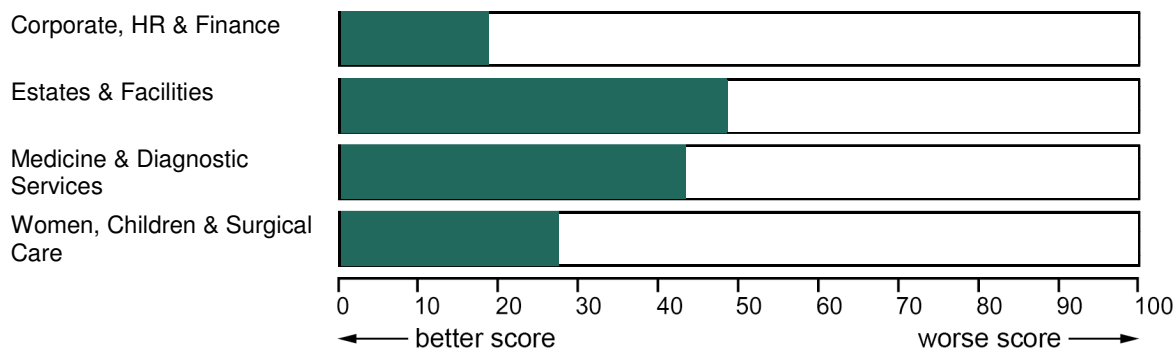
12b - Team does not have clear objectives



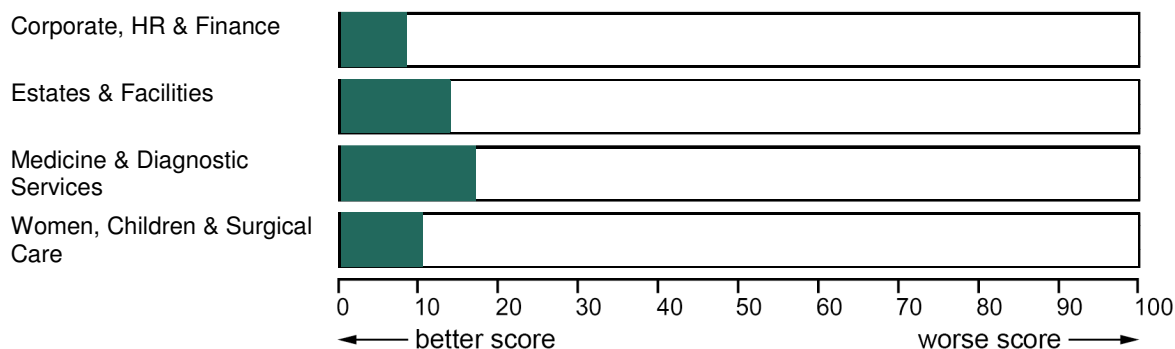
12c - Do not work closely with other team members



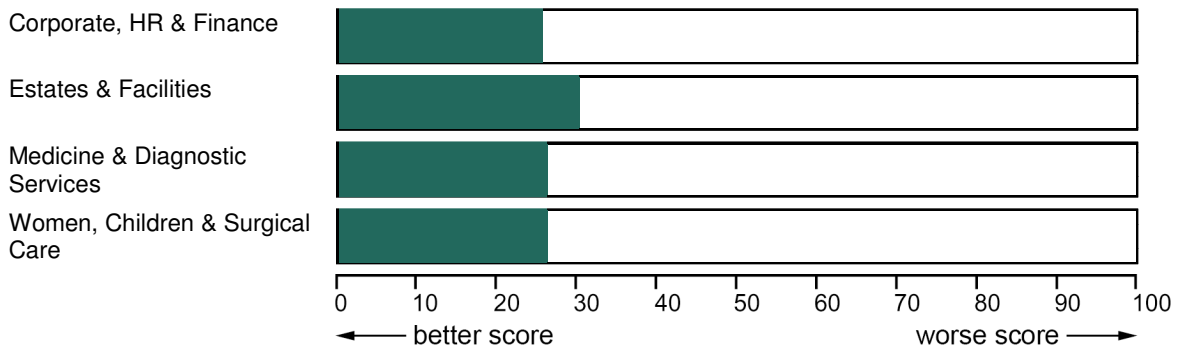
12d - Team does not meet regularly



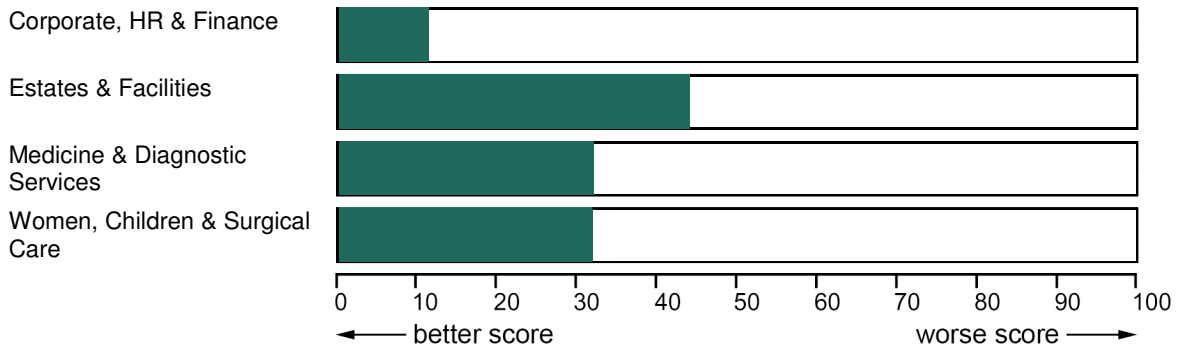
13a - Do not have clear, planned goals and objectives



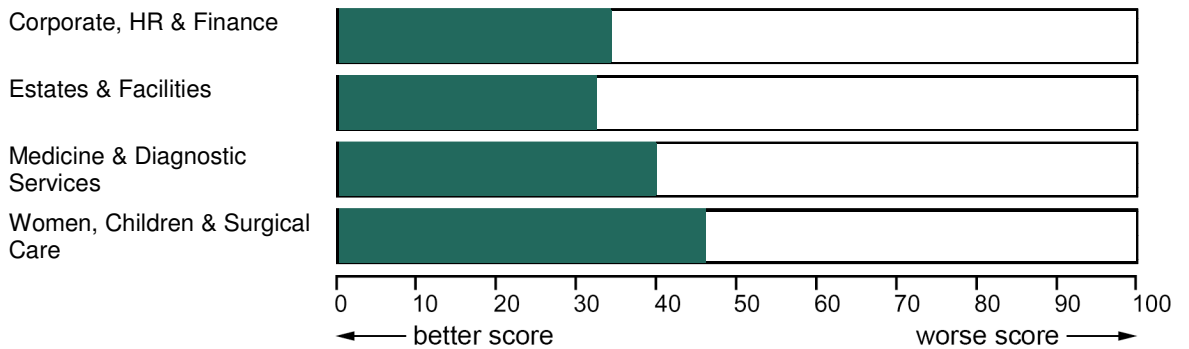
13b - Often have trouble working out whether doing job well



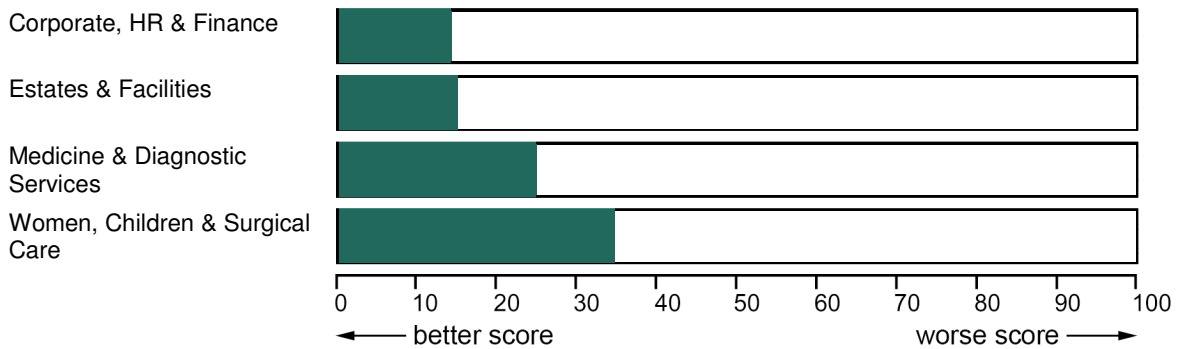
13c - Not involved in deciding changes that affect work



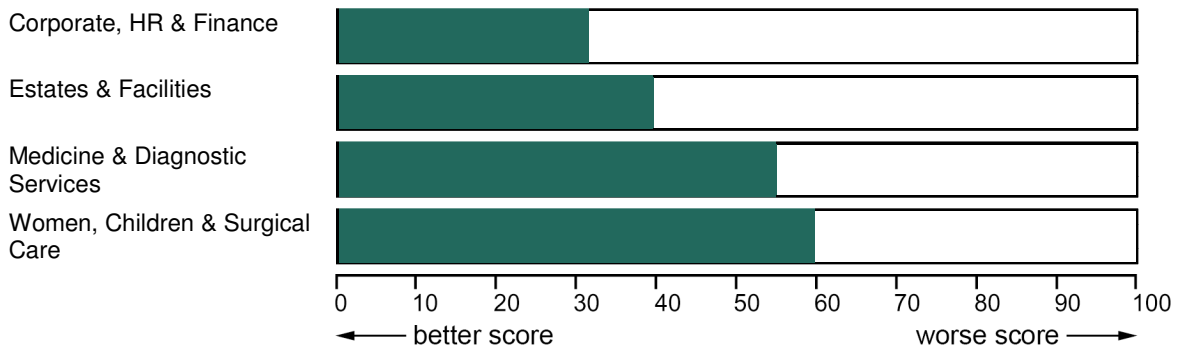
13d - Cannot meet conflicting demands on my time at work



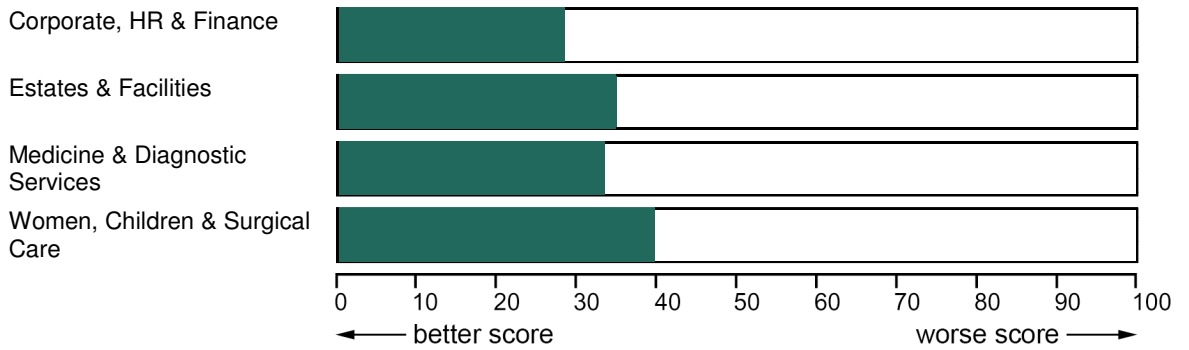
13e - Do not have adequate materials, supplies and equipment to do my work



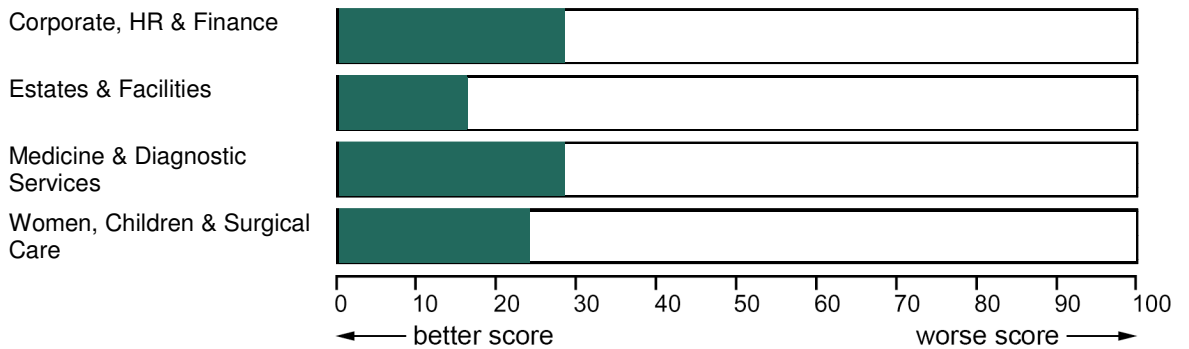
13f - Not enough staff at Trust to do my job properly



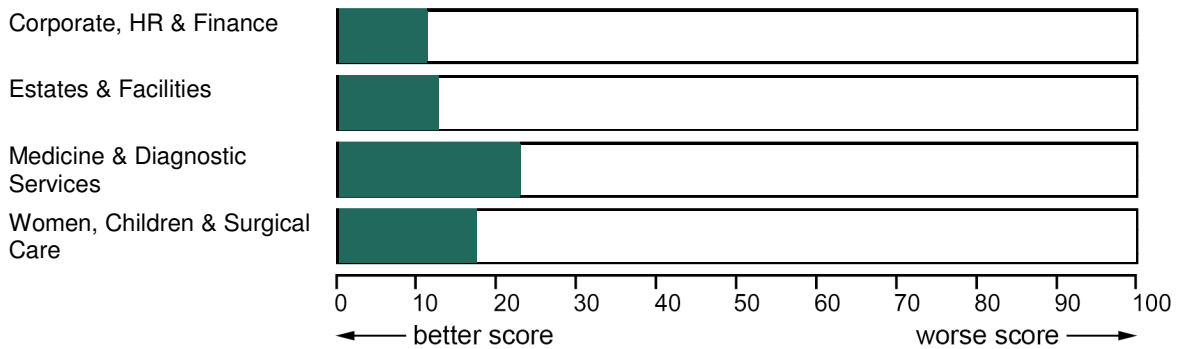
14a - Often think about leaving current employer



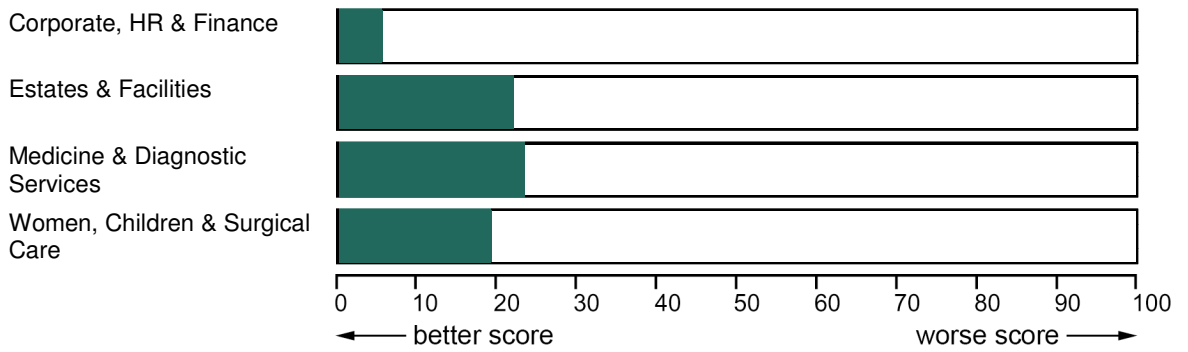
14b - Will probably look for new job in next 12 months



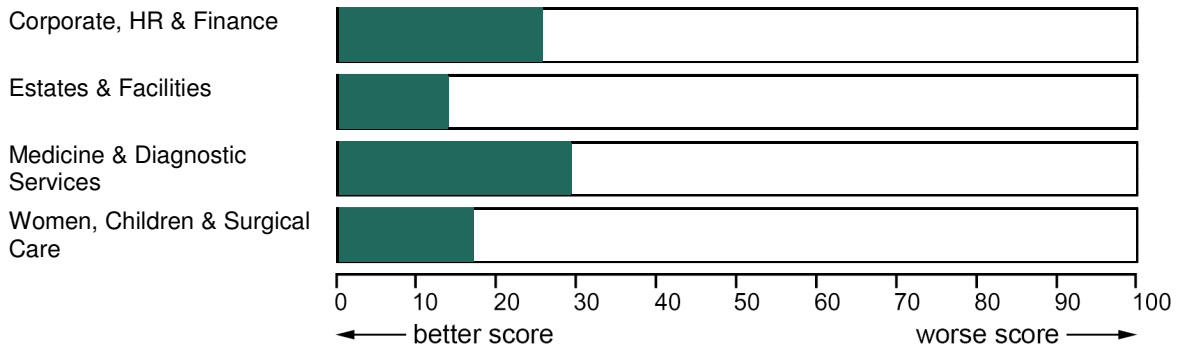
14c - As soon as can find new job, will leave



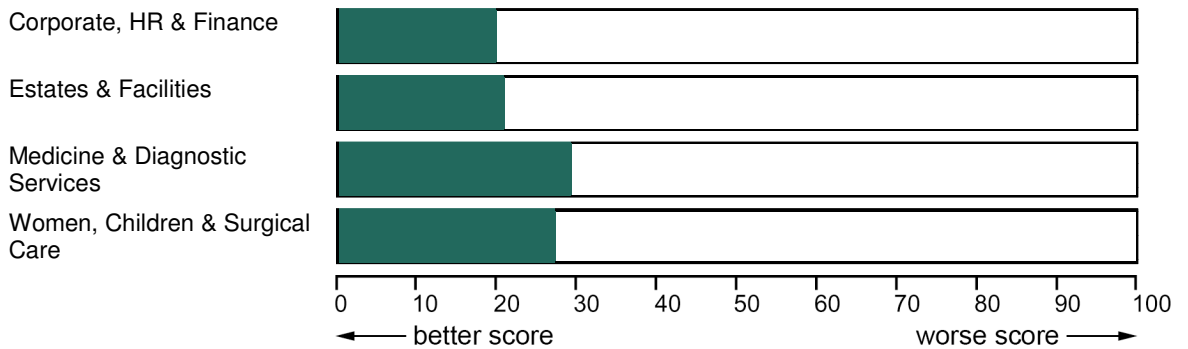
14d - If left current job would not want to stay in NHS



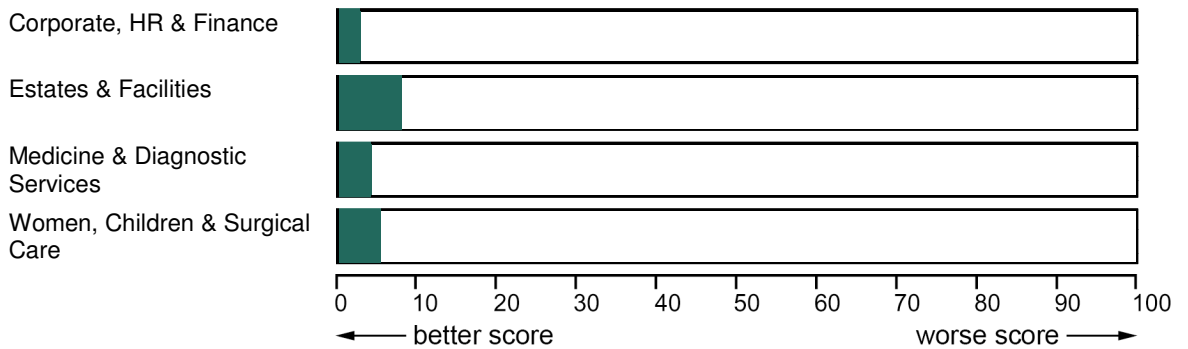
14e_3 - Considering leaving job: would like more pay



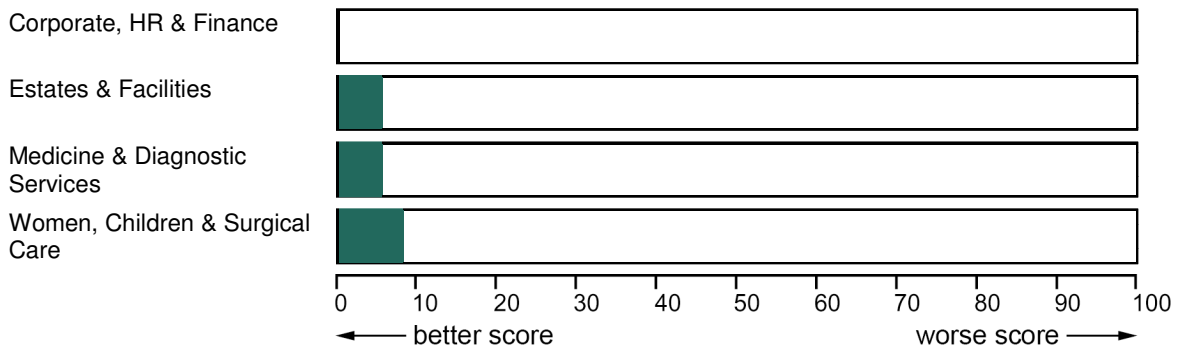
14e_4 - Considering leaving job: my work is not valued



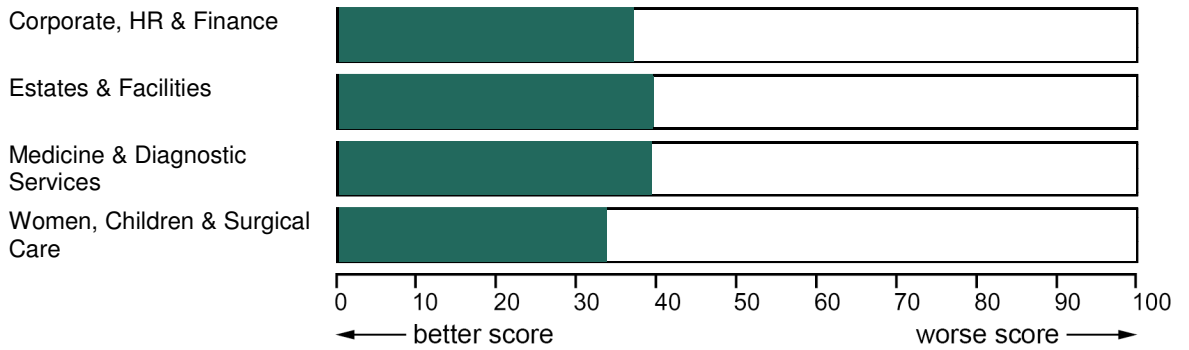
14e_5 - Considering leaving job: due to relationship with manager



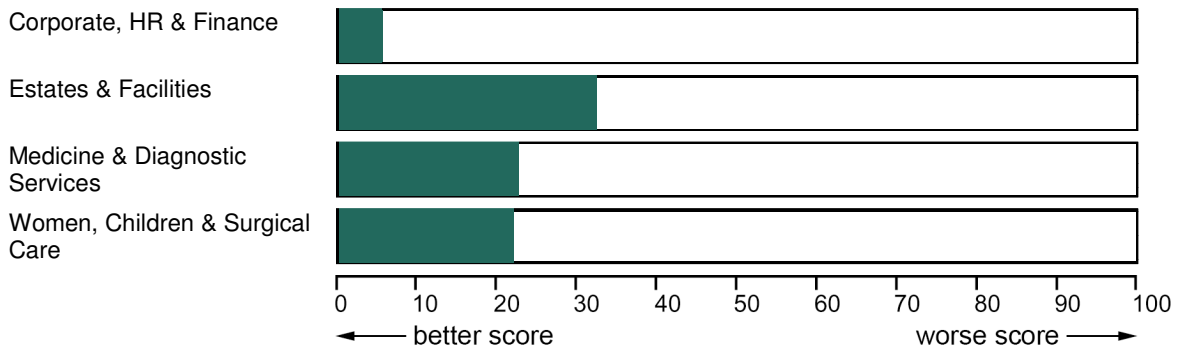
14e_10 - Considering leaving job: don't want to work in NHS



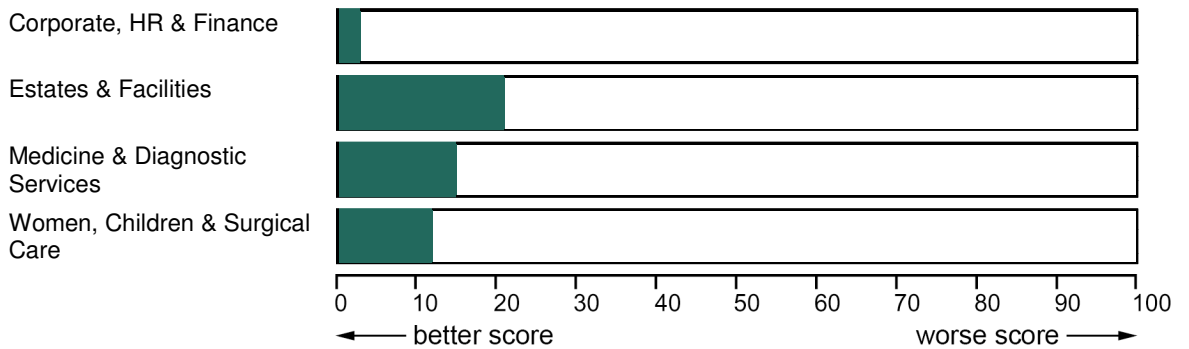
15a - Very/dissatisfied with recognition for good work



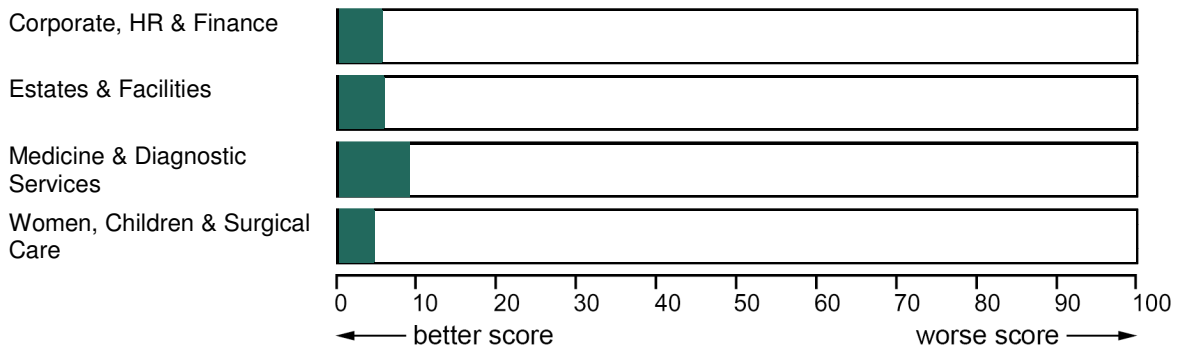
15b - Very/dissatisfied with support from manager



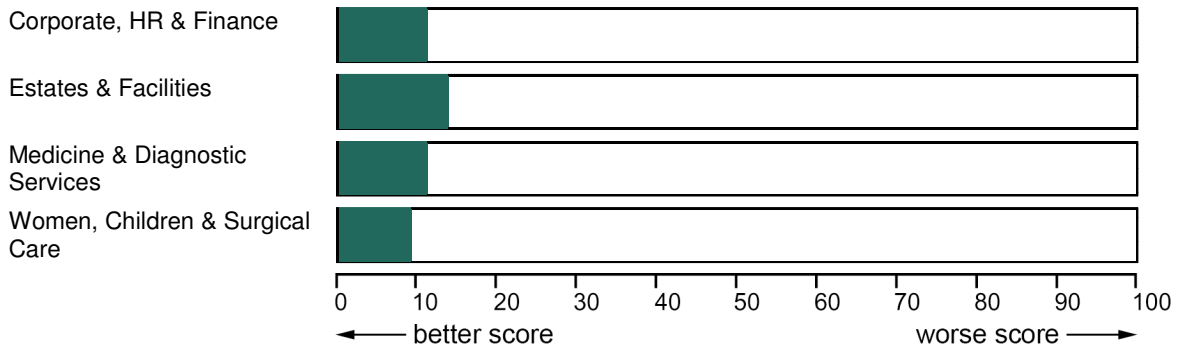
15c - Very/dissatisfied with freedom to choose work method



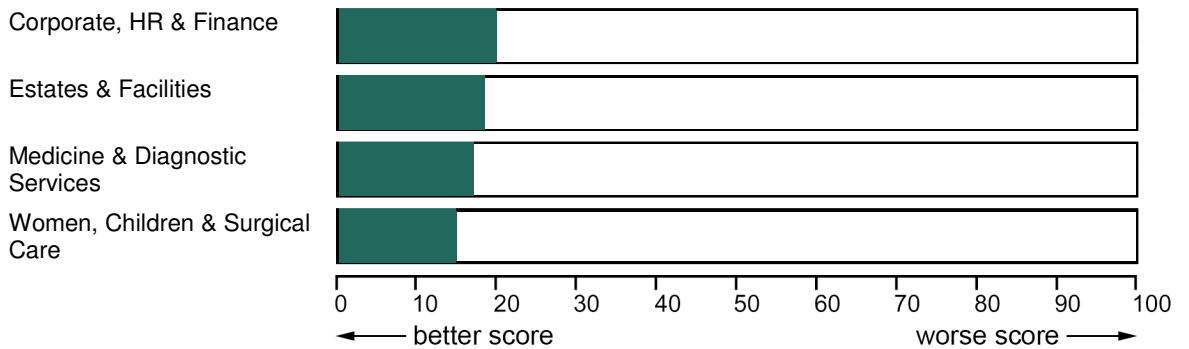
15d - Very/dissatisfied with support from colleagues



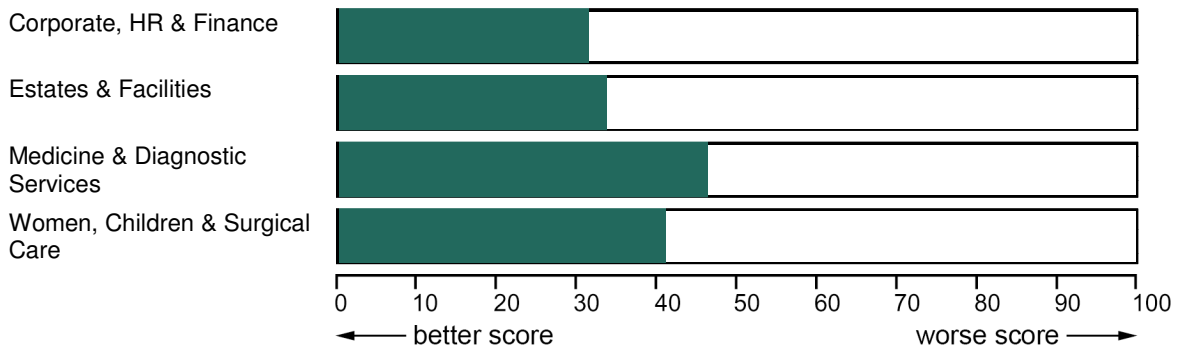
15e - Very/dissatisfied with responsibility given



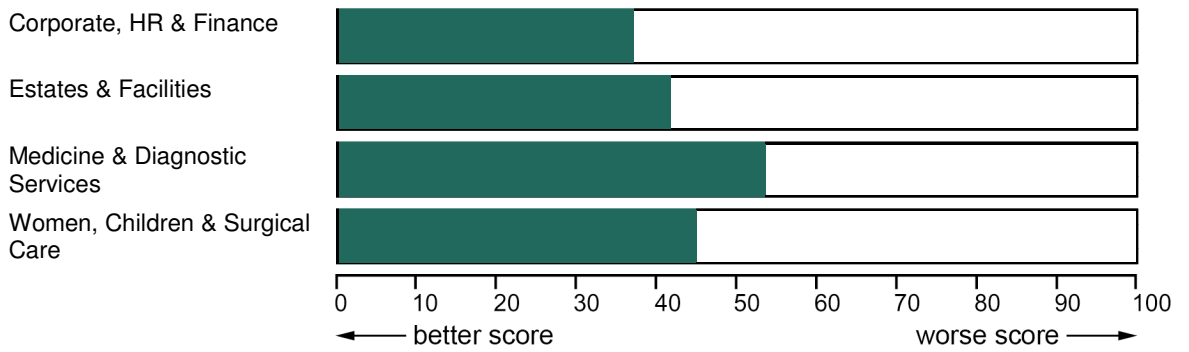
15f - Very/dissatisfied: opportunities to use abilities



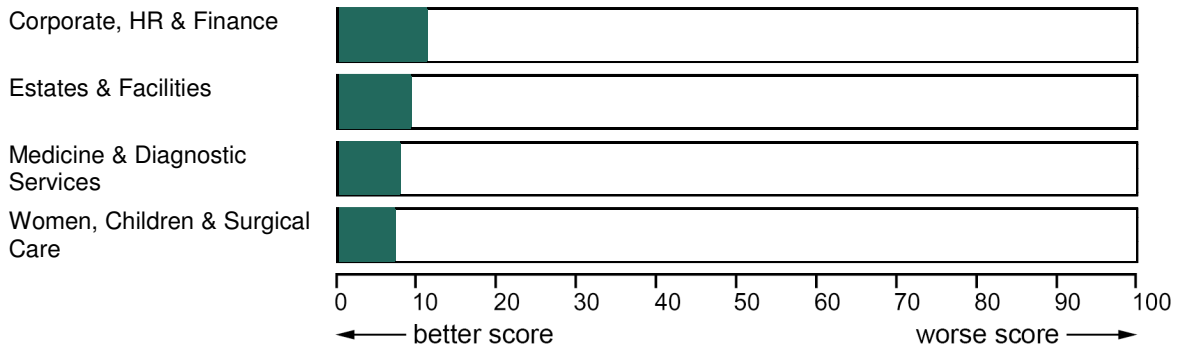
15g - Very/dissatisfied extent Trust values my work



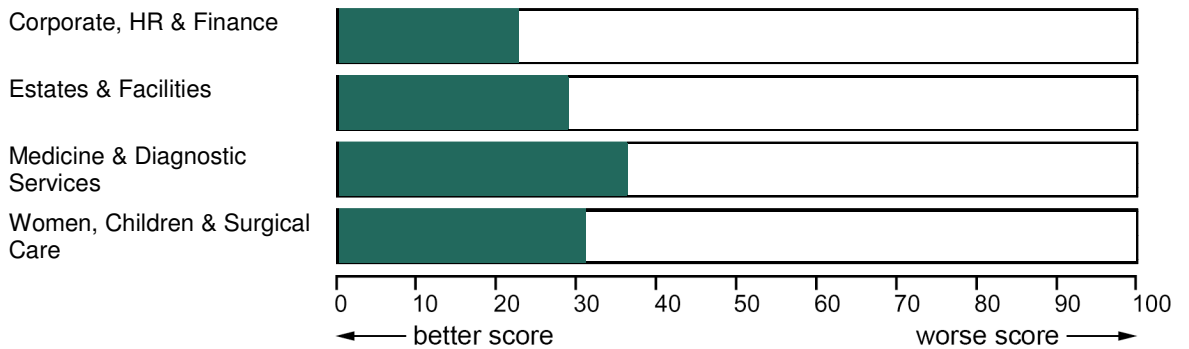
15h - Very/dissatisfied with my level of pay



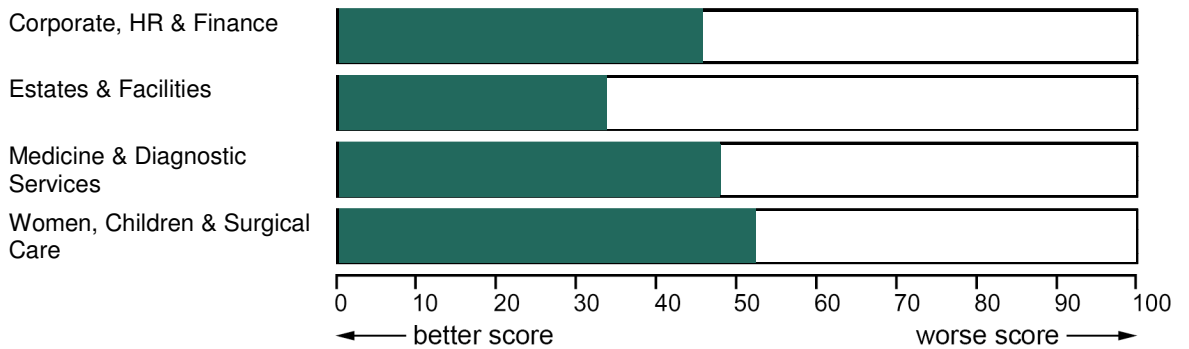
16a - Do not always know what work responsibilities are



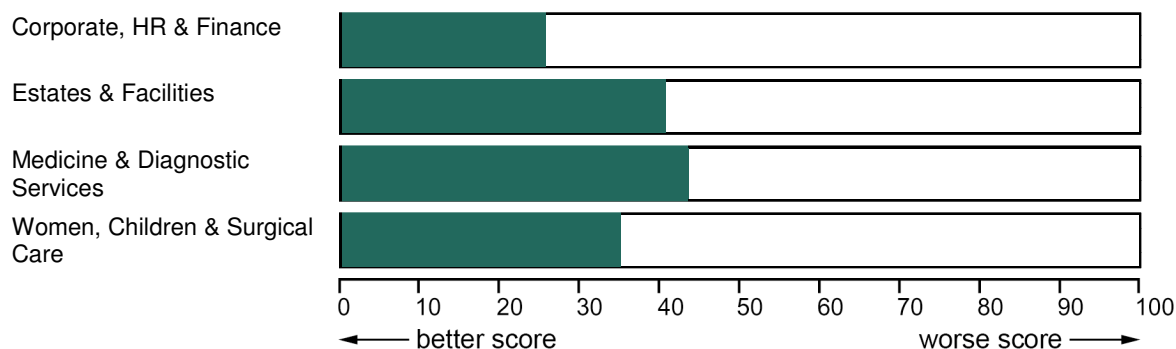
16b - Not consulted about changes that affect work



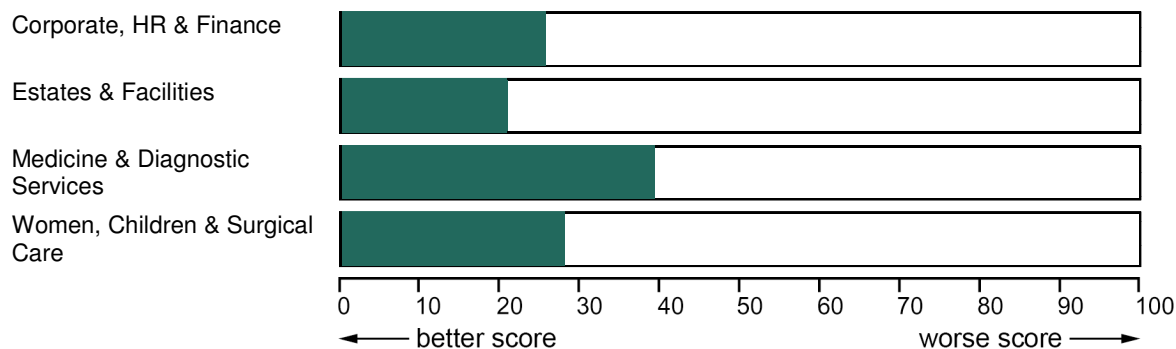
16c - Do not have time to carry out all my work



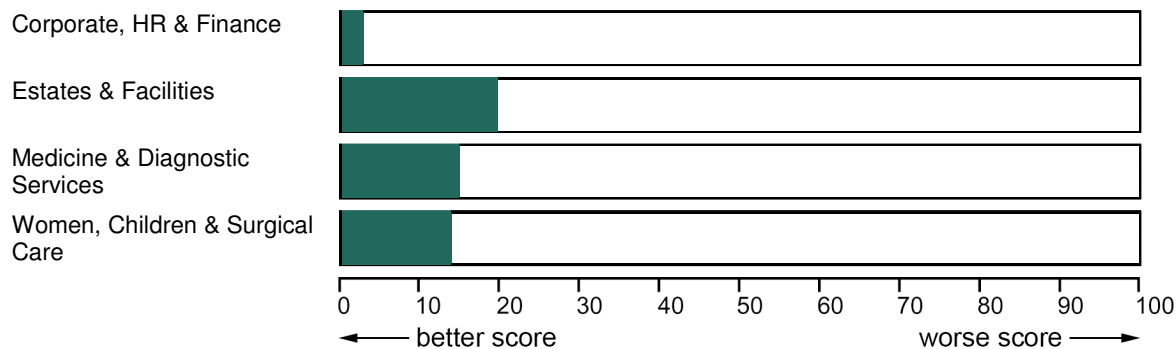
16d - Do not get feedback about how well I am doing my job



16e - Relationships at work are strained

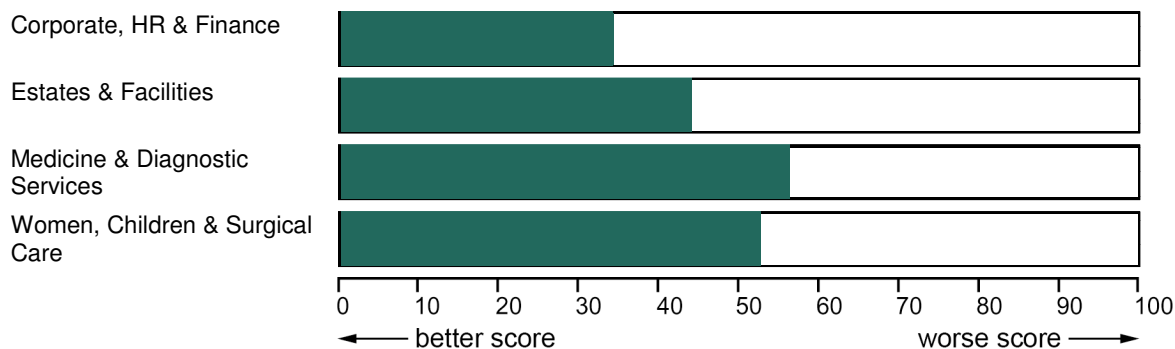


16f - Cannot decide on own how to go about work

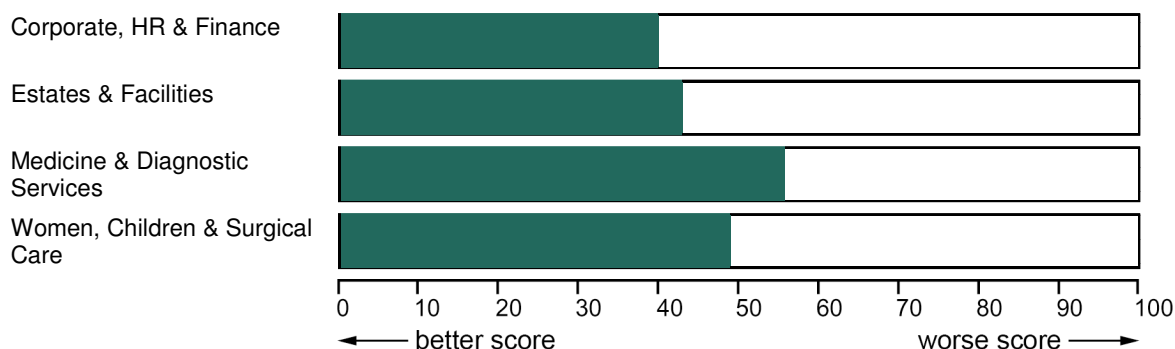


Your Organisation

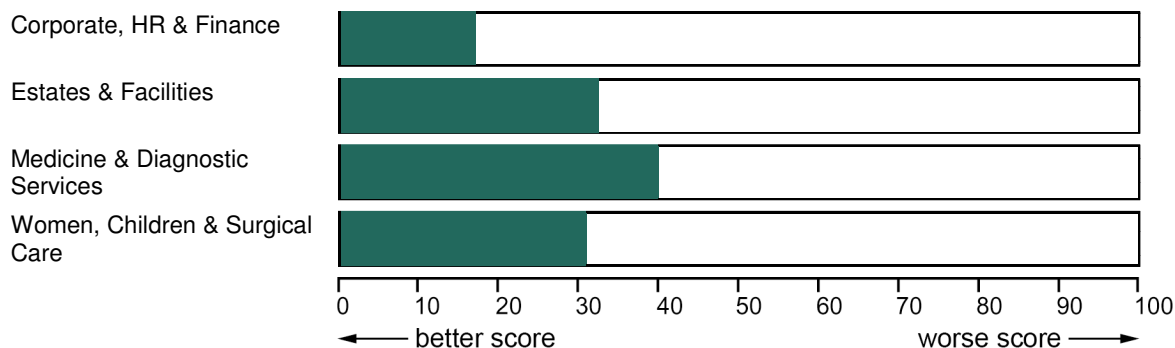
17a - Senior managers do not try to involve staff in important decisions



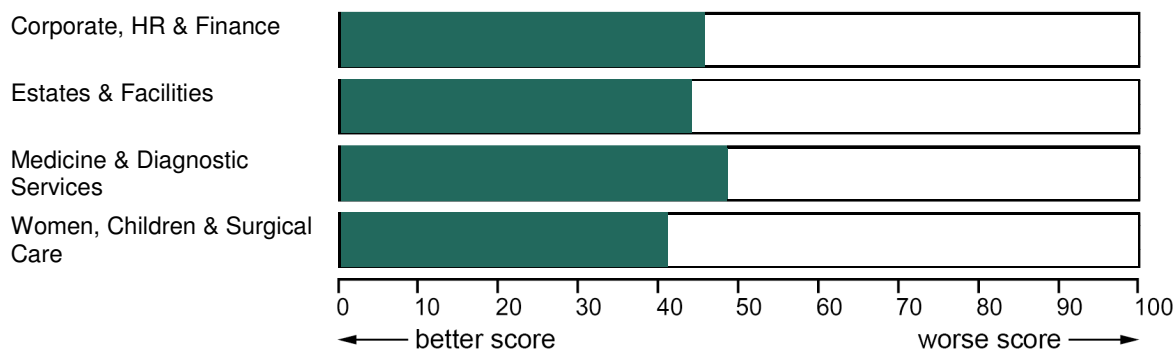
17b - Communication between senior management and staff is not effective



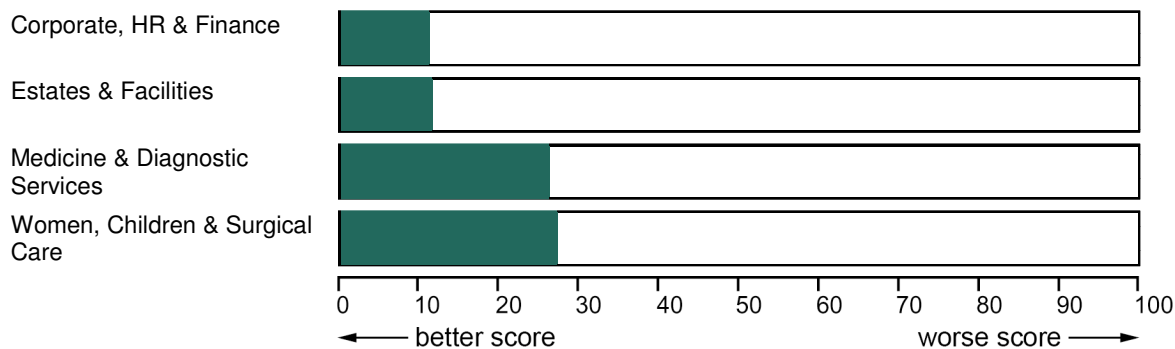
17c - Senior managers do not encourage staff suggestions for improving service



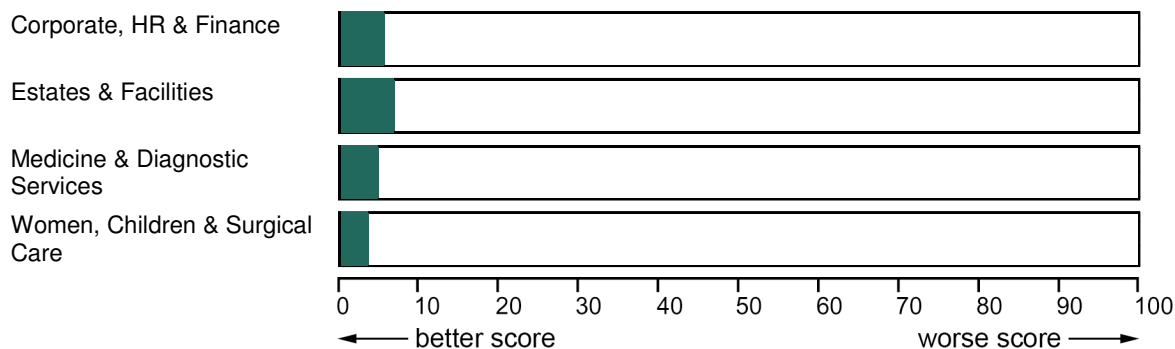
17d - Different parts of Trust do not communicate



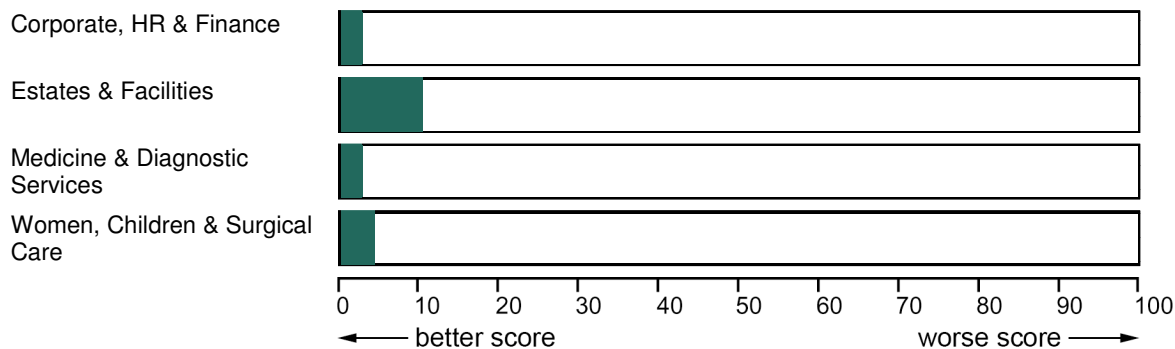
17e - Care of patients is not Trusts top priority



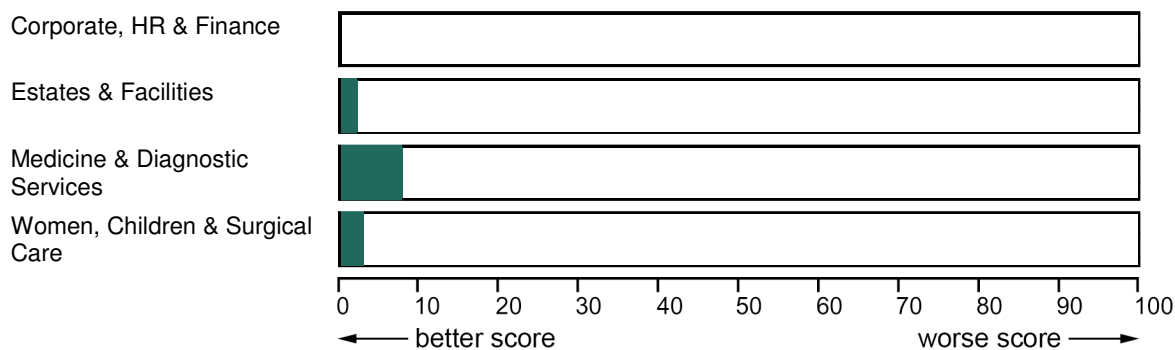
17f - Patient information is not treated confidentially by staff



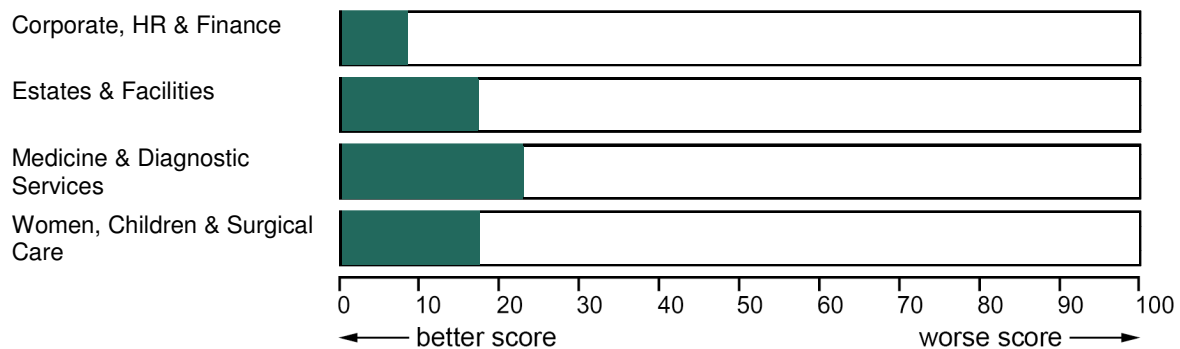
18a - Trust does not act fairly: career progression



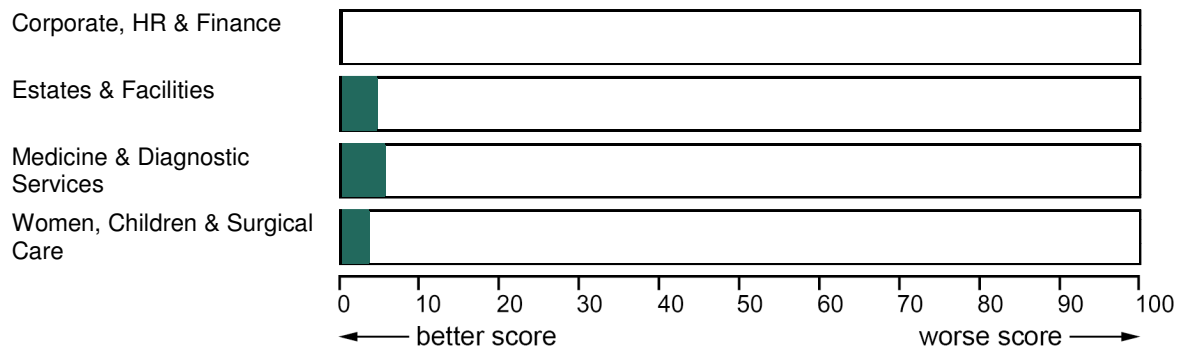
18b - Have experienced discrimination at Trust in last 12 months



19a - Would not know how to report negligence/wrongdoing

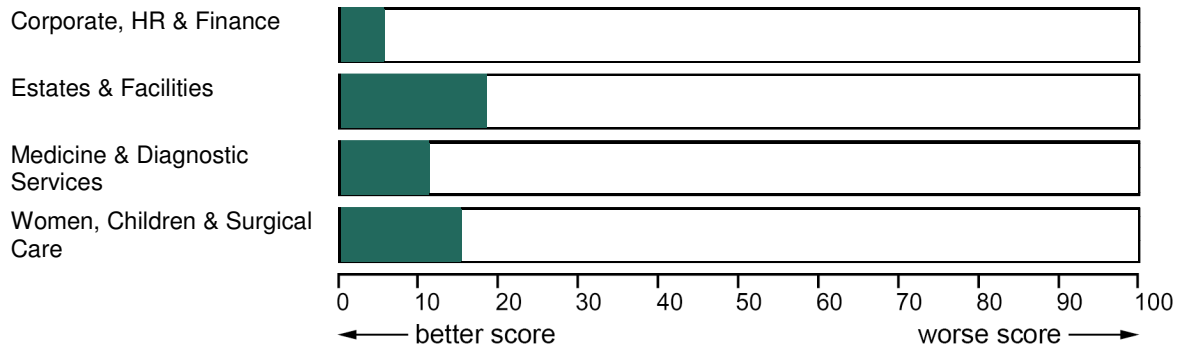


19b - No confidential system to report concerns

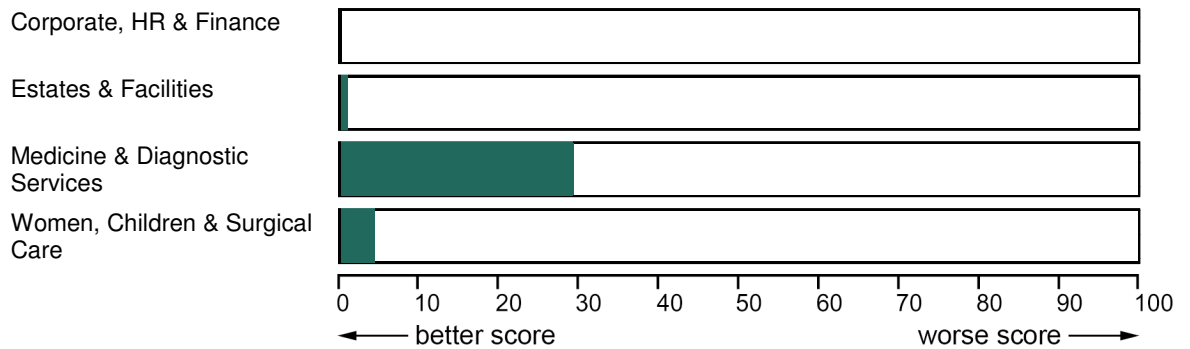


Harassment, Bullying and Violence

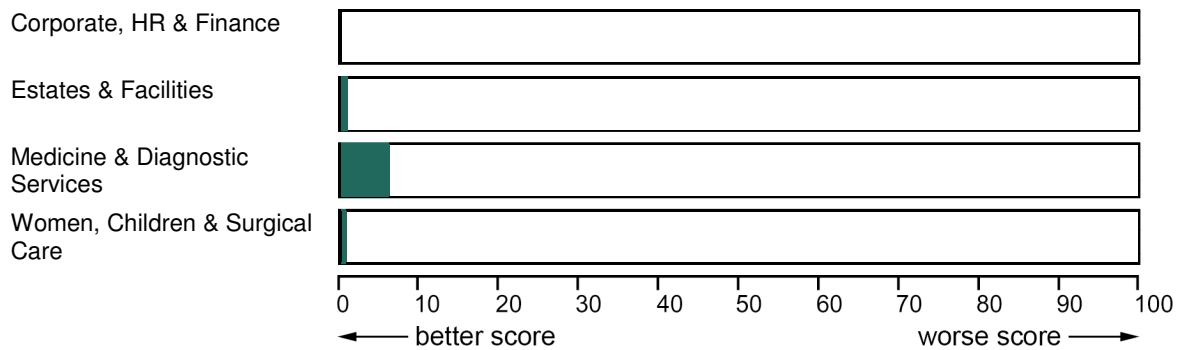
20 - Do not know how to report physical violence/harassment at work



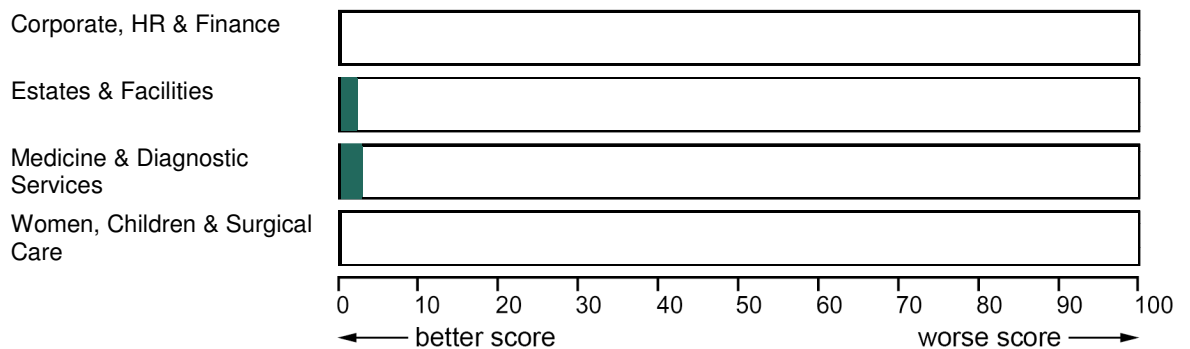
21a - Physical violence from patients/service users



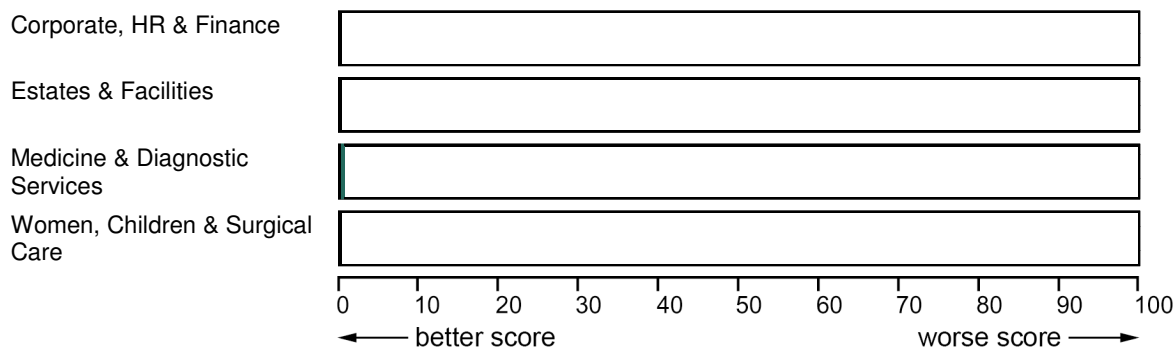
21b - Physical violence from relatives of patients



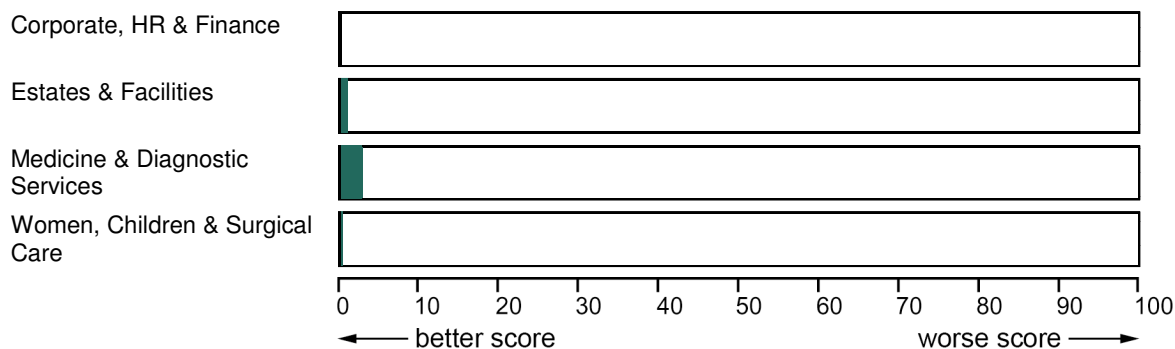
21c - Physical violence from other members of the public



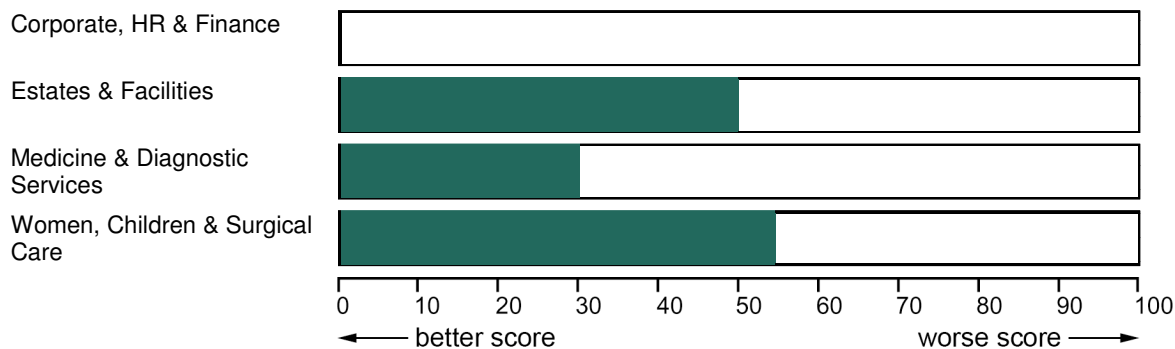
21d - Physical violence from manager/team leader



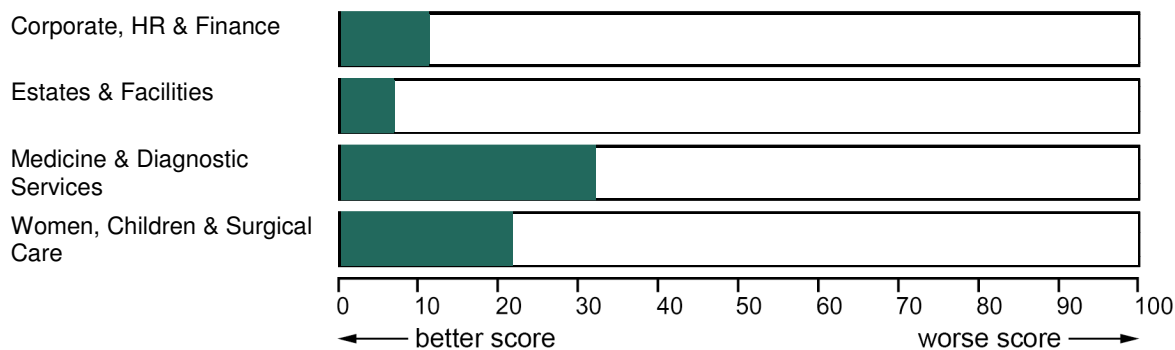
21e - Physical violence from colleagues



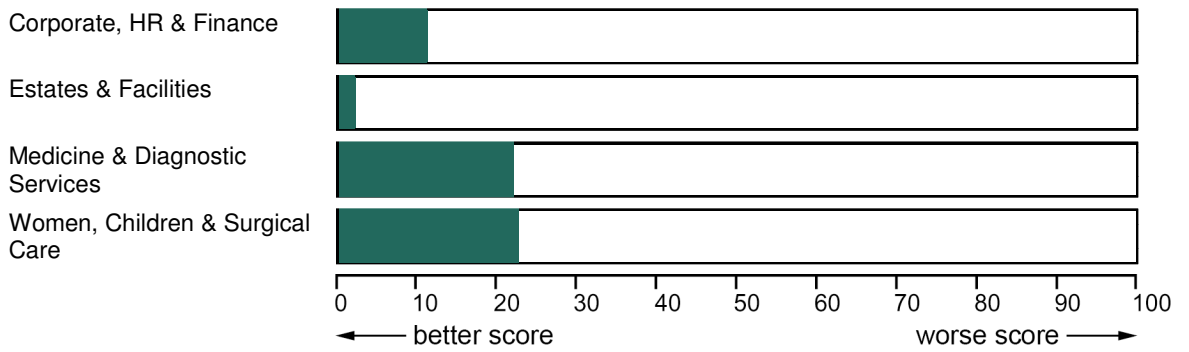
21g - Last experience of physical violence not reported



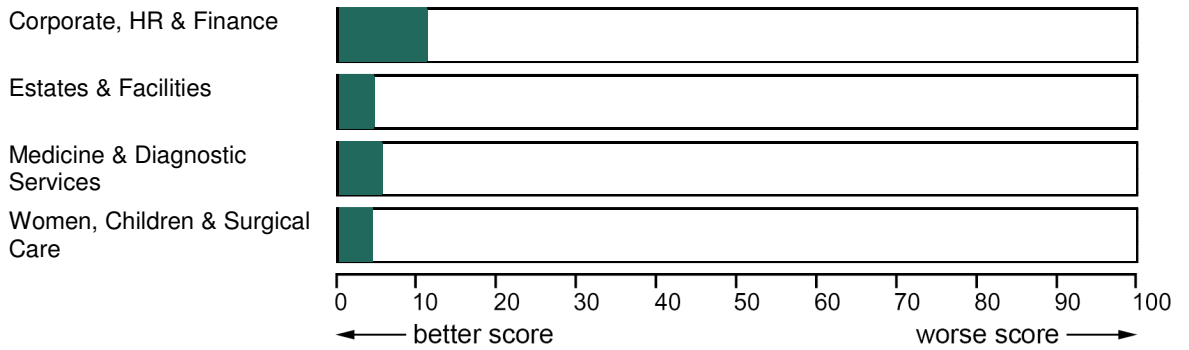
22a - Harassment/bullying/abuse from patients



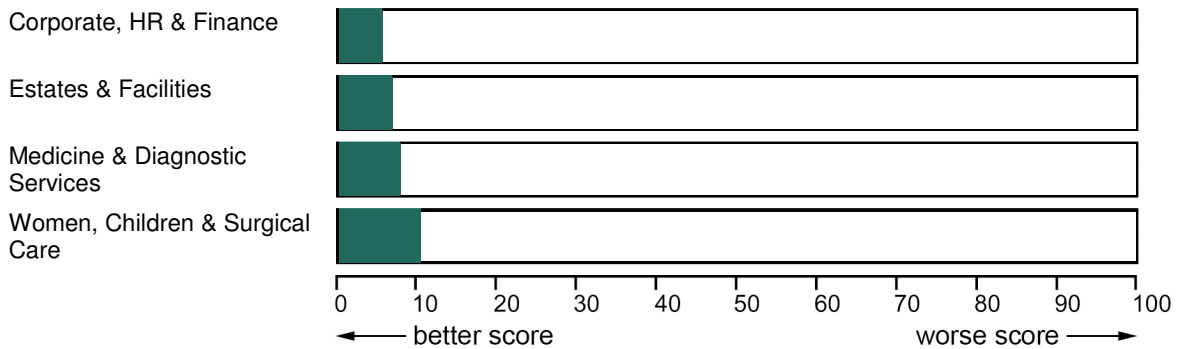
22b - Harassment/bullying/abuse from patients relatives



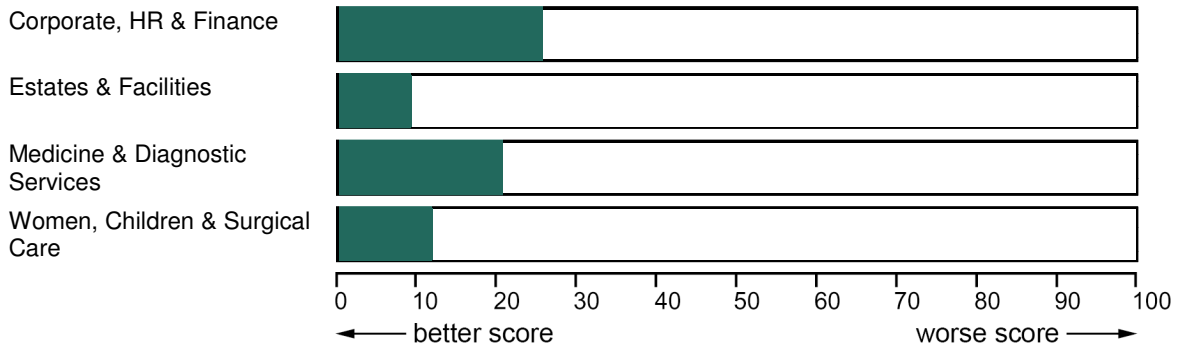
22c - Harassment/bullying/abuse from other members of the public



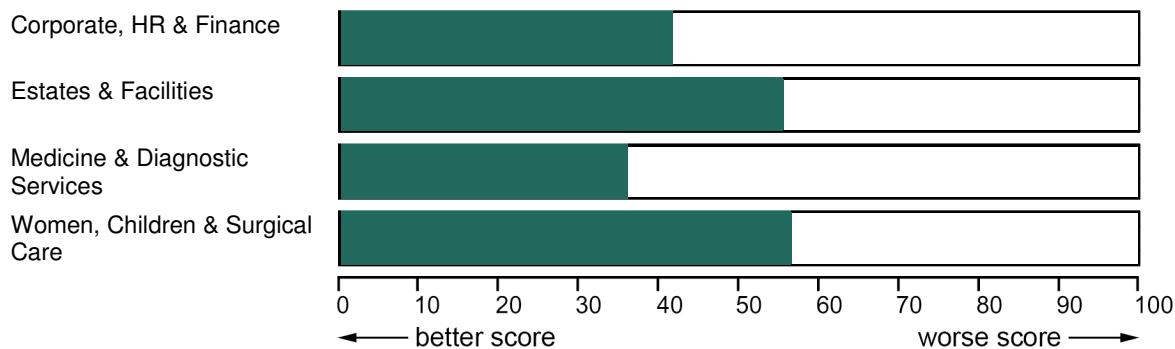
22d - Harassment/bullying/abuse from manager/team leader



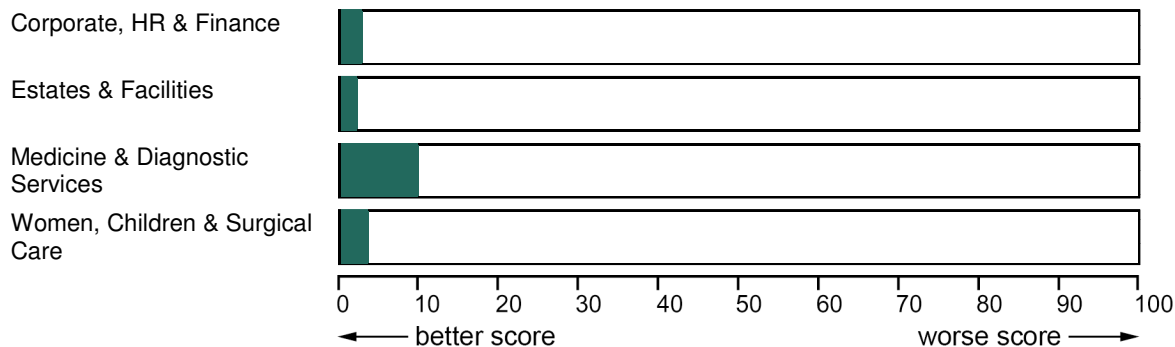
22e - Harassment/bullying/abuse from colleagues



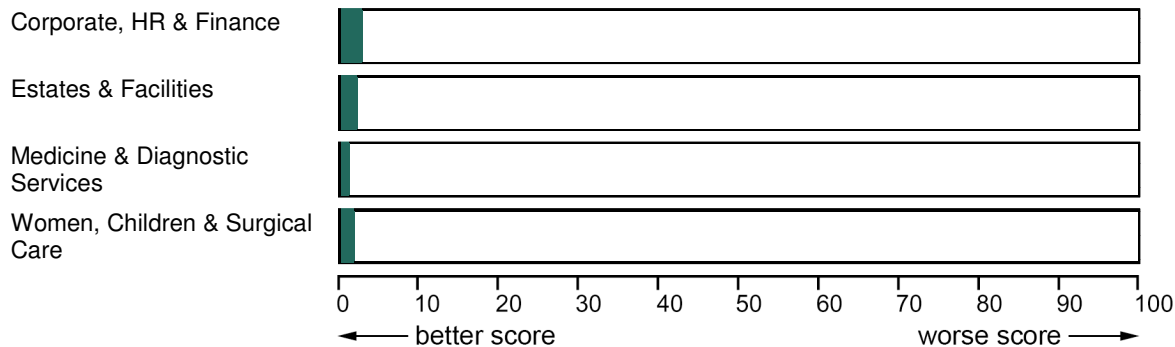
22f - Last experience of harassment/bullying/abuse not reported



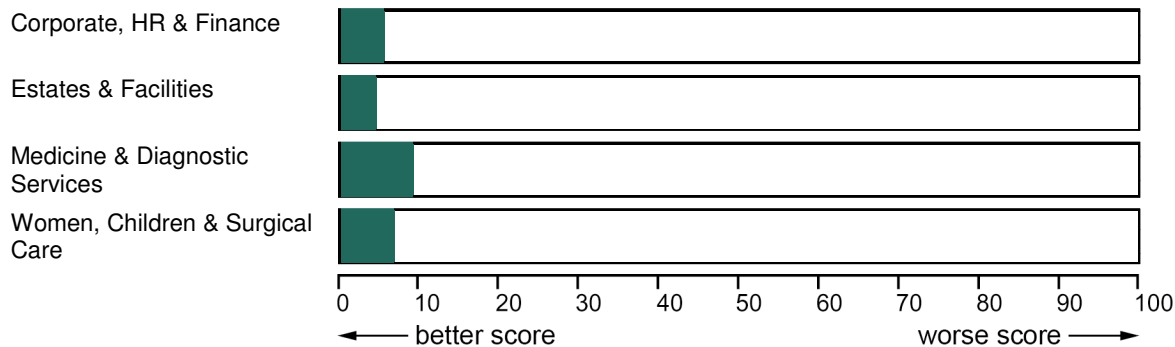
23a - Trust does not take effective action when staff physically attacked by the public



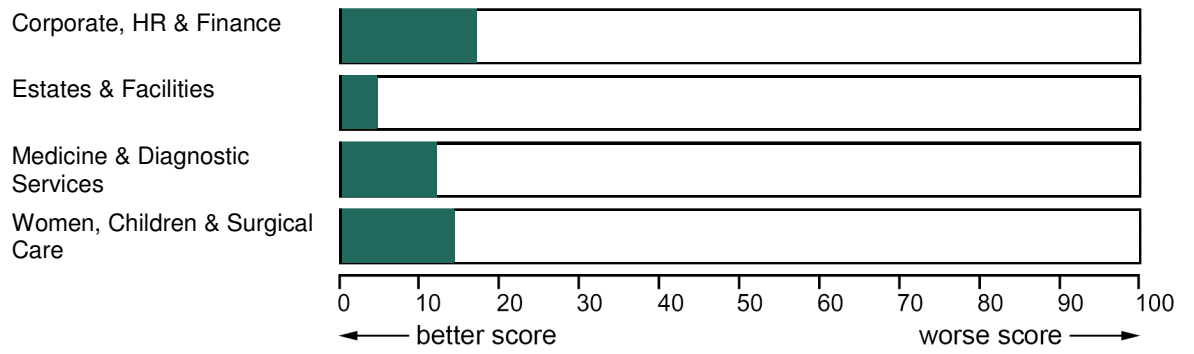
23b - Trust does not take effective action when staff physically attacked by other staff



23c - Trust does not take effective action when staff bullied/harassed/abused by the public

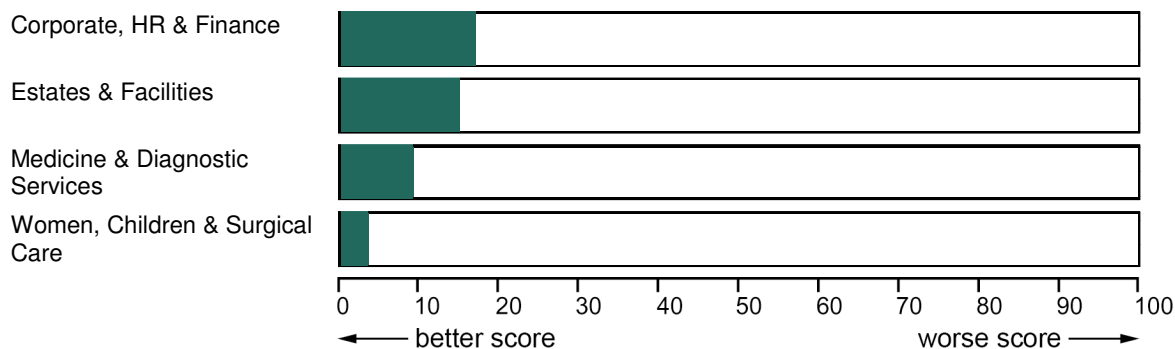


23d - Trust does not take effective action when staff bullied/harassed/abused by other staff

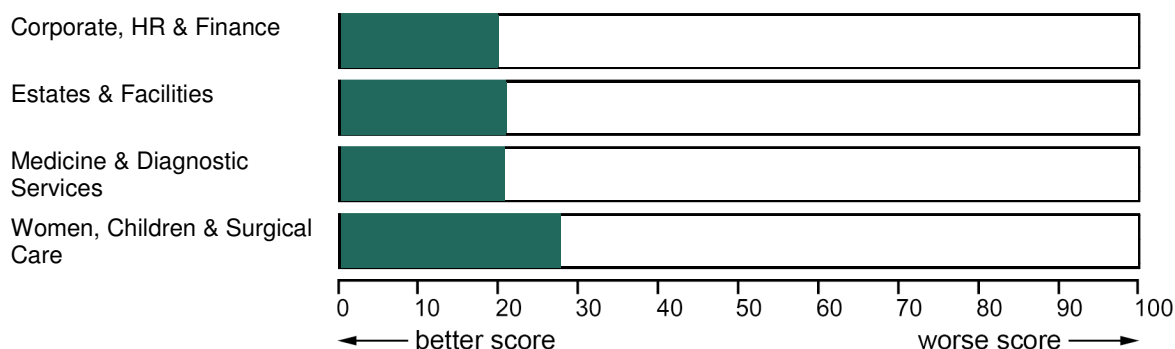


Errors, Near Misses and Incidents

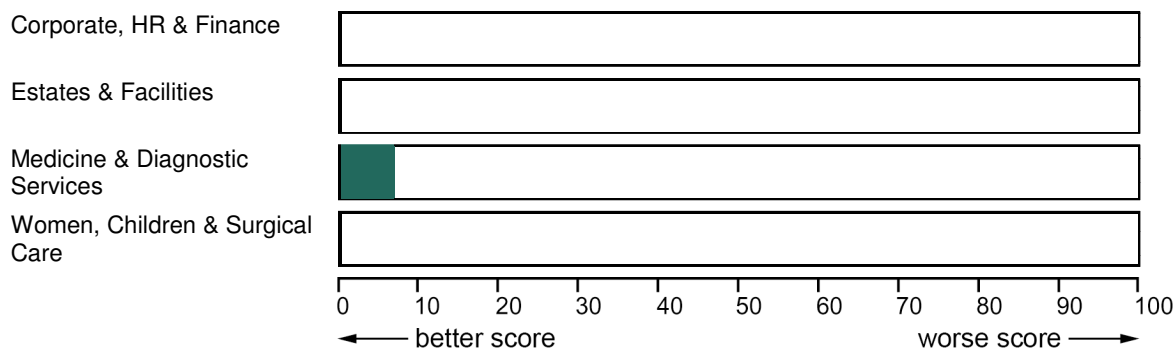
24 - Do not know how to report errors/near misses/incidents



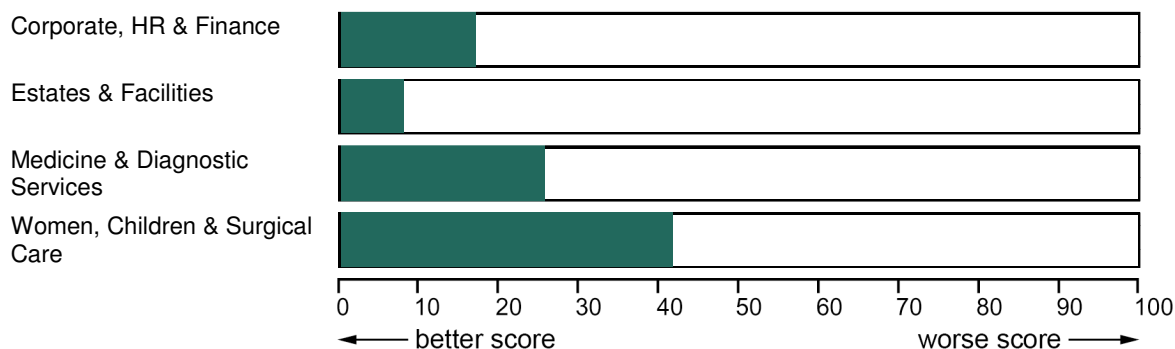
25a - In last month, saw errors/near misses/incidents that could hurt staff



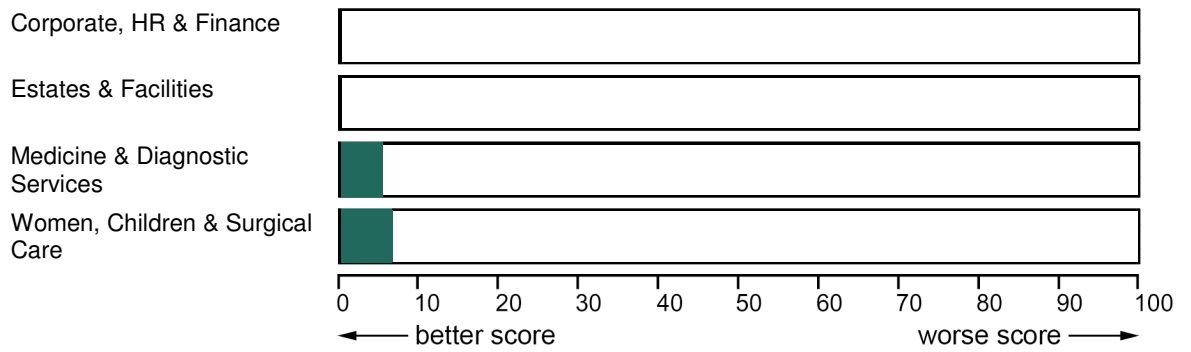
25b - Last error/near miss/incident seen that could hurt staff not reported



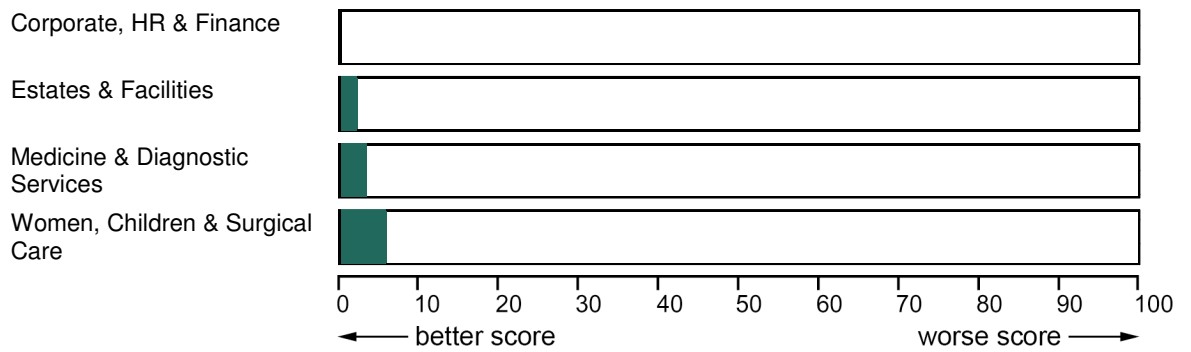
26a - In last month, saw errors/near misses/incidents that could hurt patients



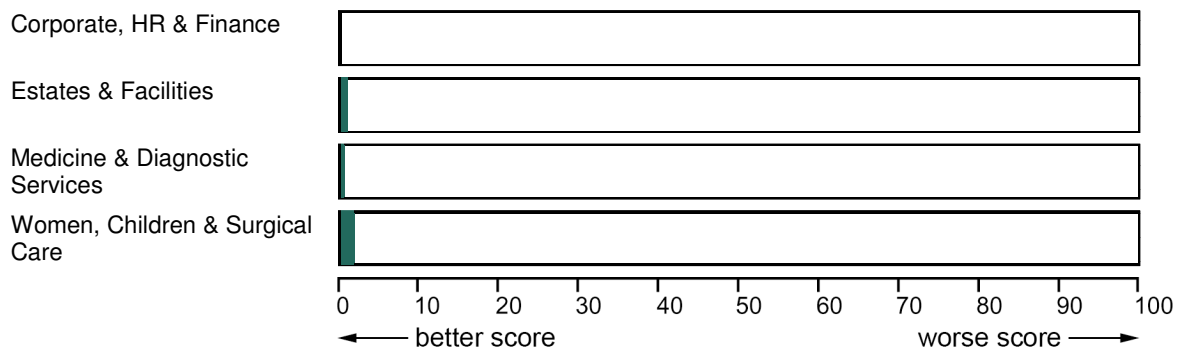
26b - Last error/near miss/incident seen that could hurt patients not reported



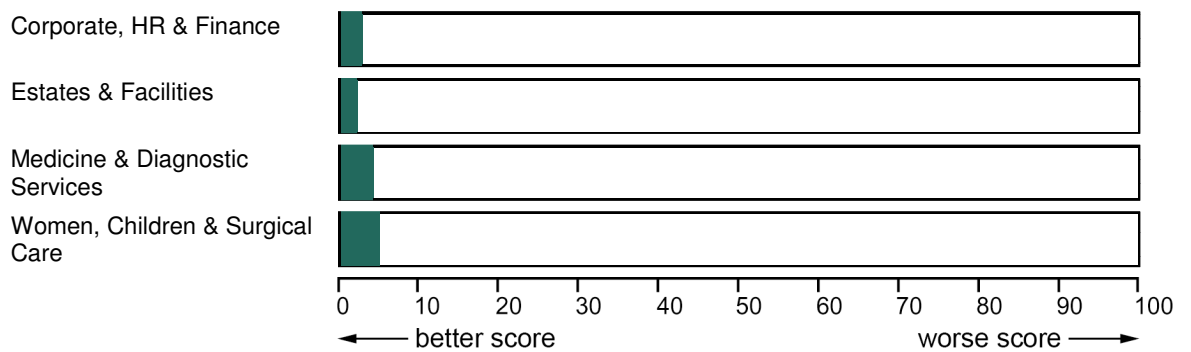
27a - Trust does not treat fairly staff involved in errors



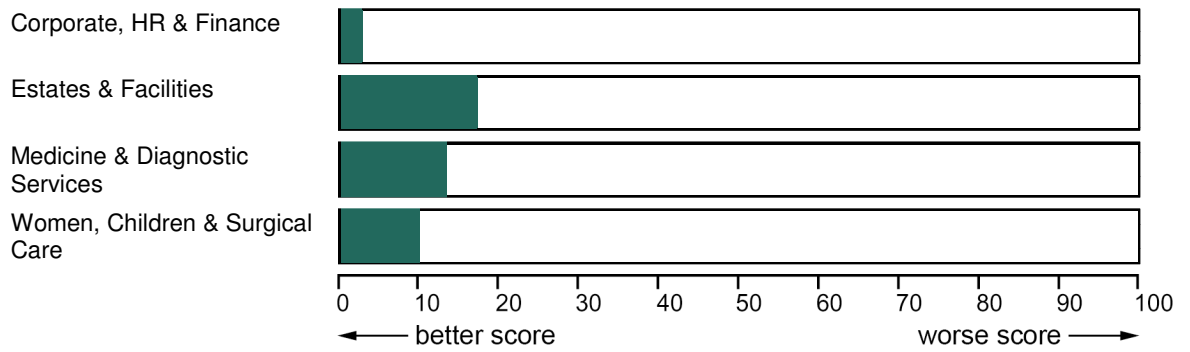
27b - Trust does not encourage reporting of errors



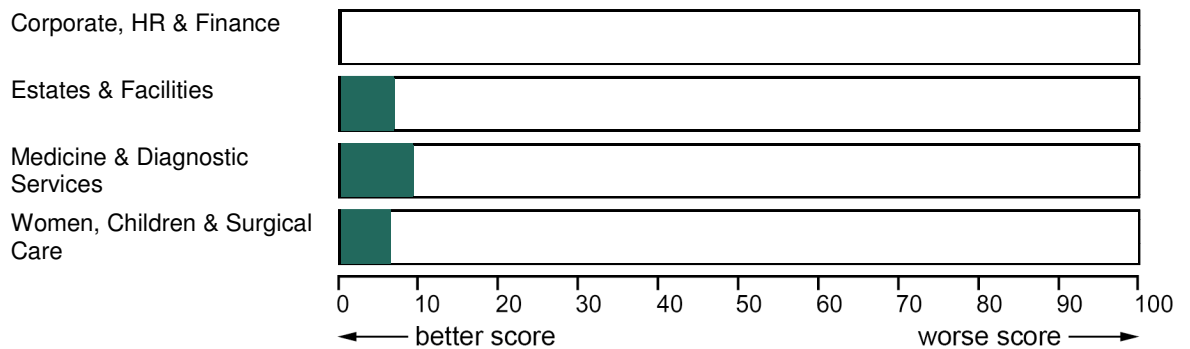
27c - Trust does not treat error reports confidentially



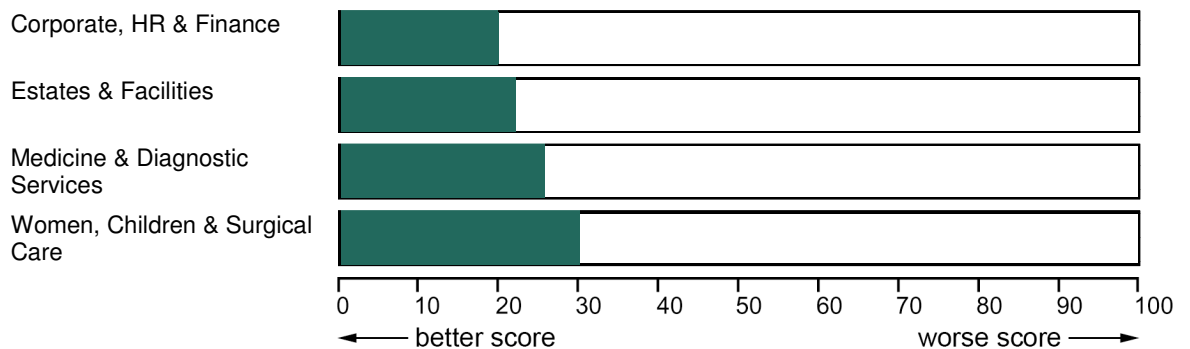
27d - Trust blames/punishes people involved in errors/near misses or incidents



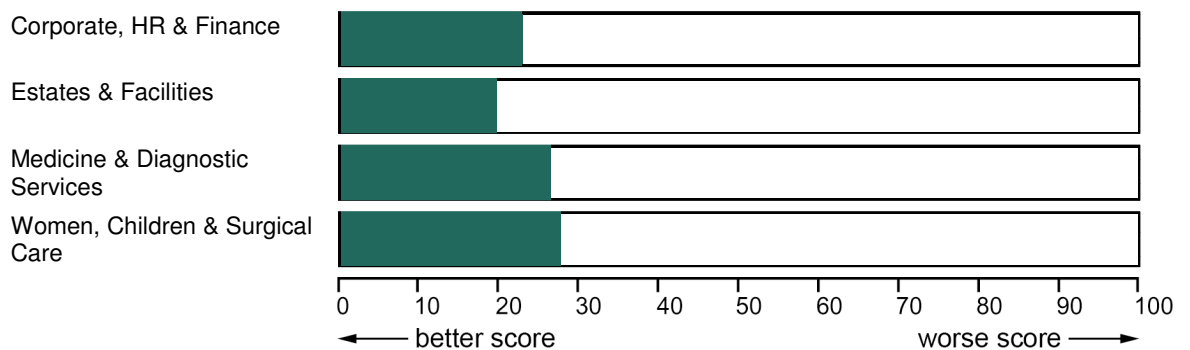
27e - Trust does not take action to ensure errors not repeated



27f - Staff not informed about errors in Trust

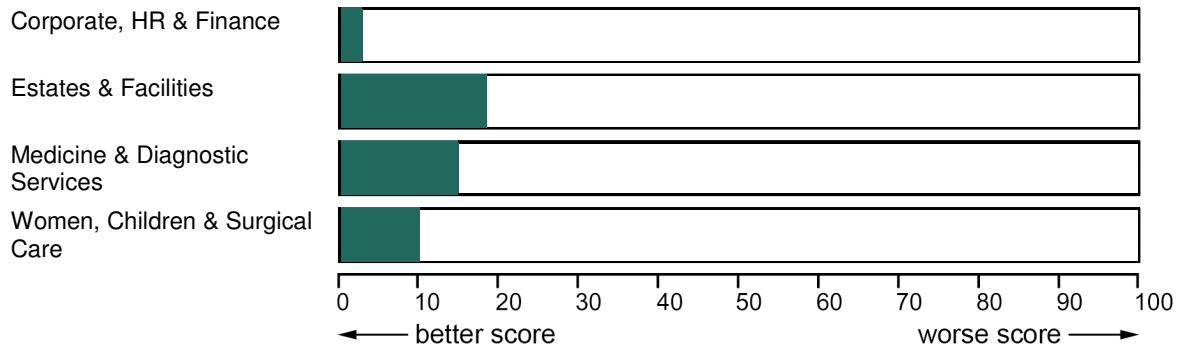


27g - Staff not given feedback about changes made in response to reported errors

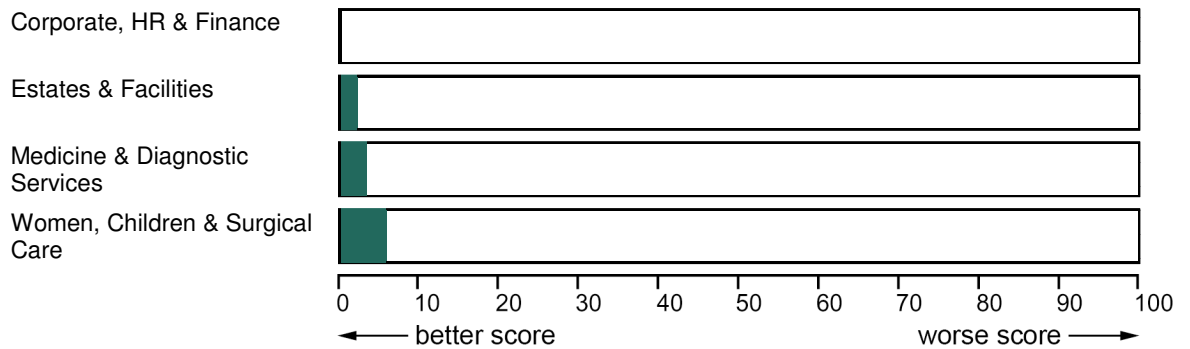


Occupational Health and Safety

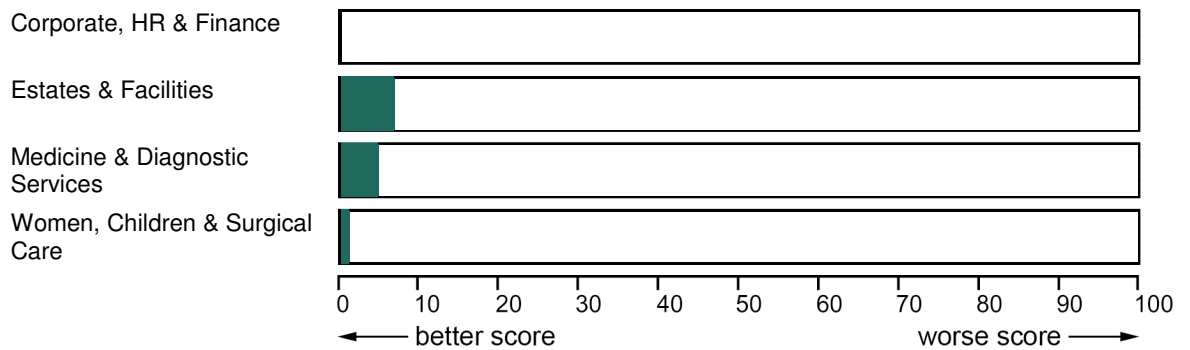
28a - Injured/unwell: moving and handling



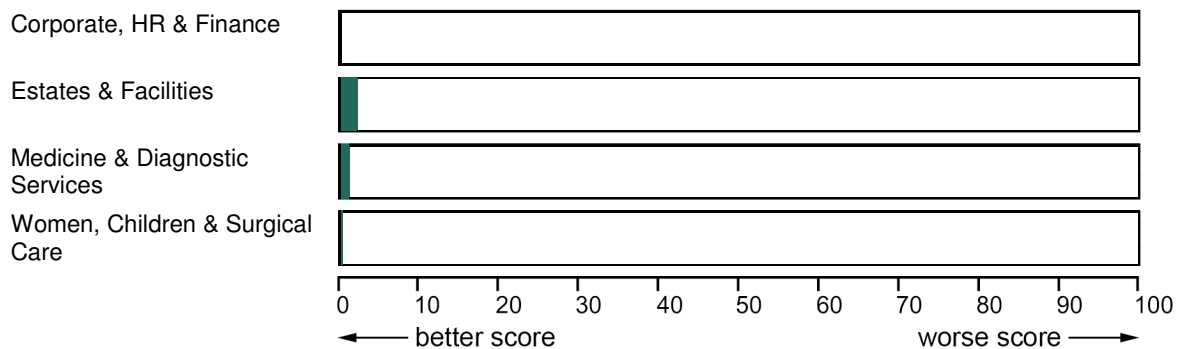
28b - Injured/unwell: needlestick and sharps injuries



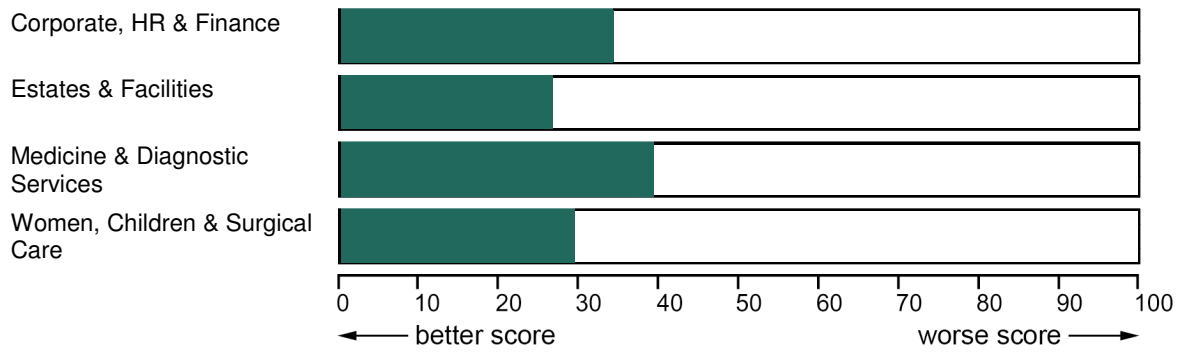
28c - Injured/unwell: slips, trips or falls



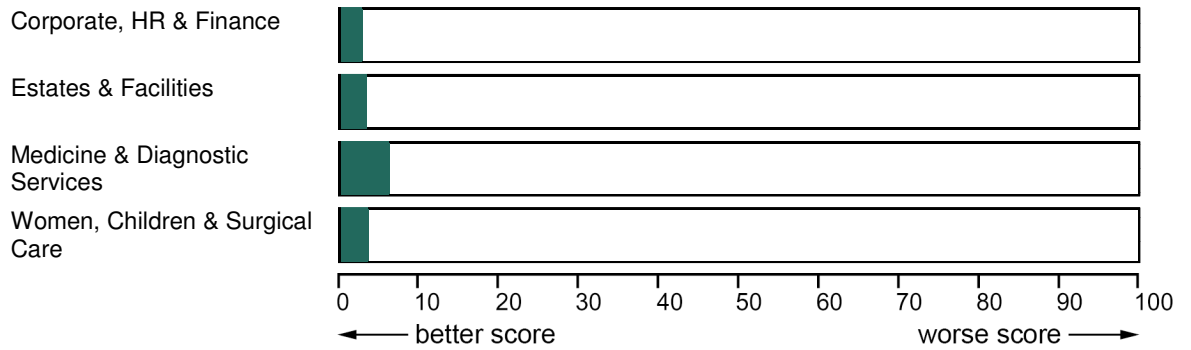
28d - Injured/unwell: exposure to dangerous substances



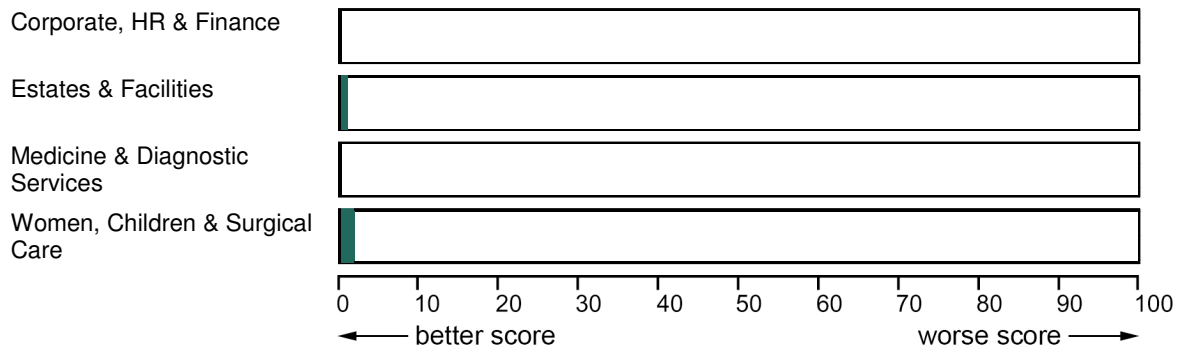
28e - Injured/unwell: work related stress



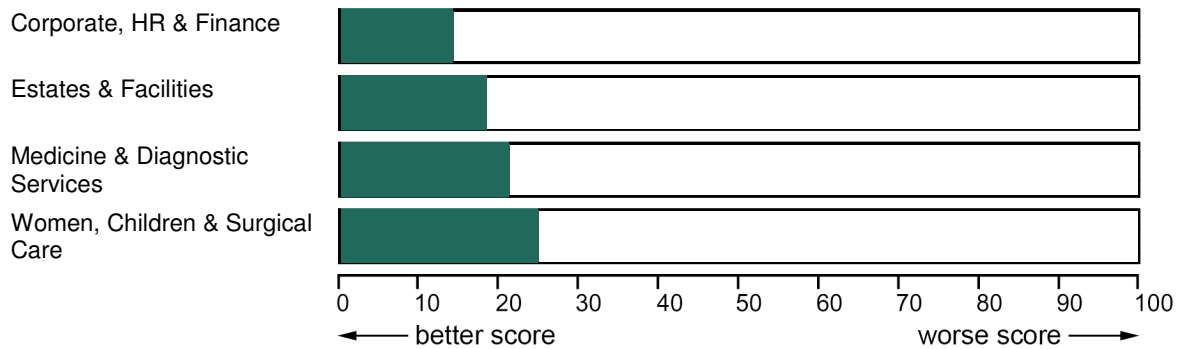
29a - No access to counselling services



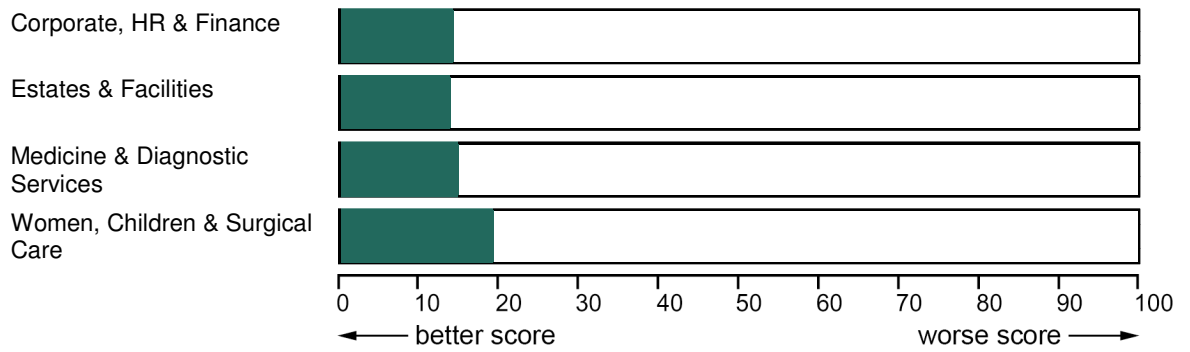
29b - No access to occupational health services



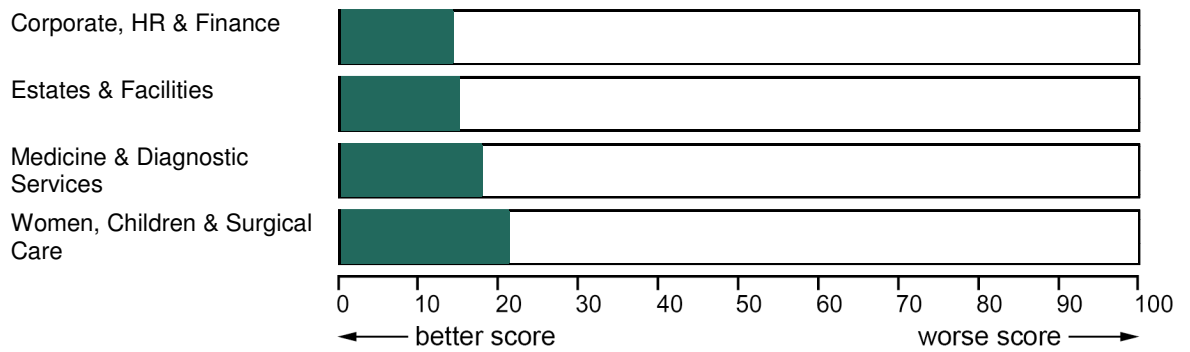
30a - Trust does not provide advice for staff on diet



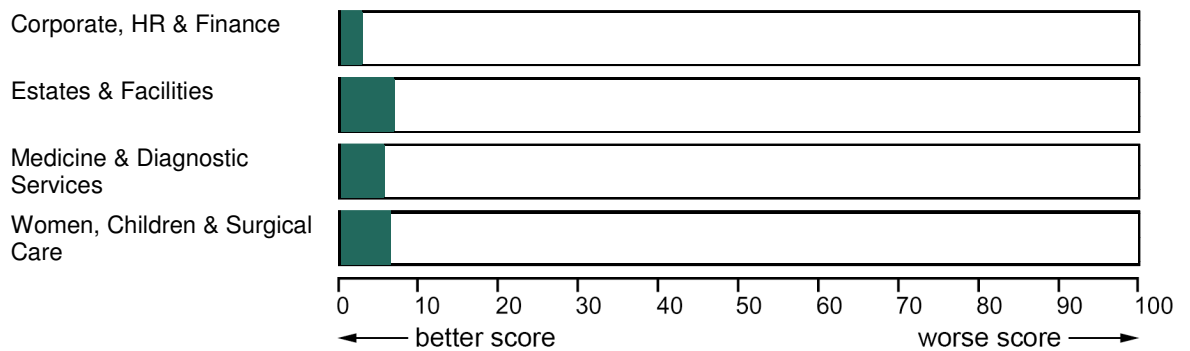
30b - Trust does not provide advice for staff on alcohol consumption



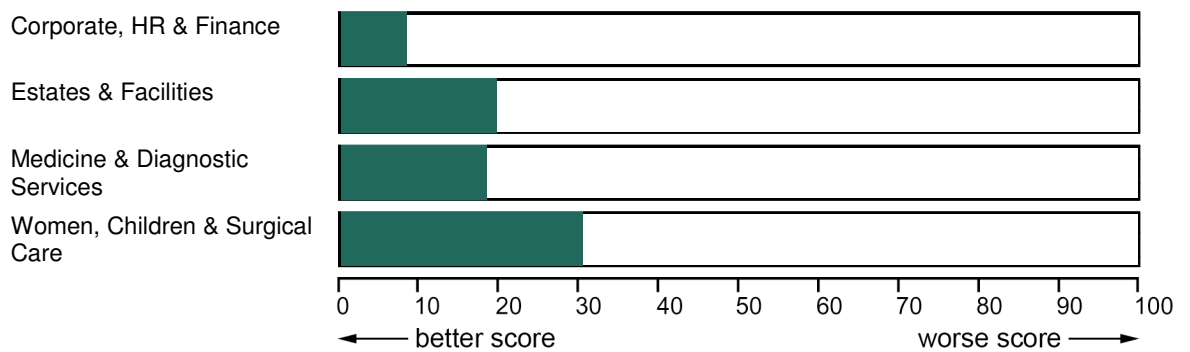
30c - Trust does not provide advice for staff on exercise



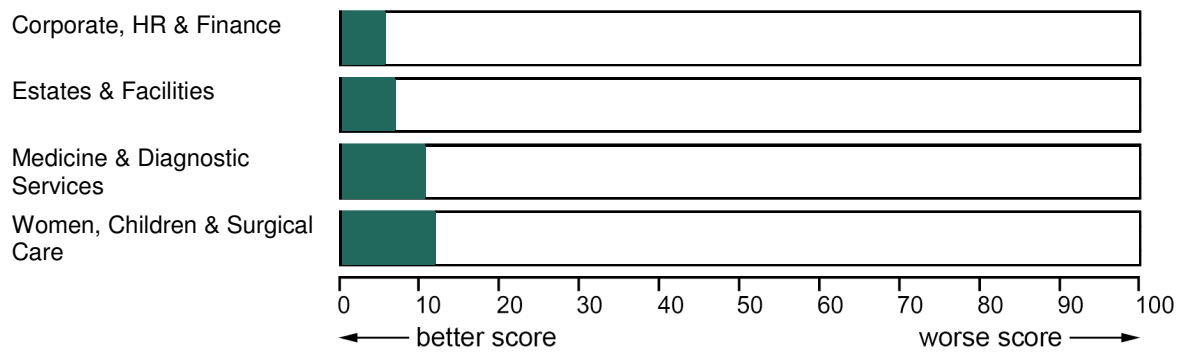
30d - Trust does not provide help for staff that want to stop smoking



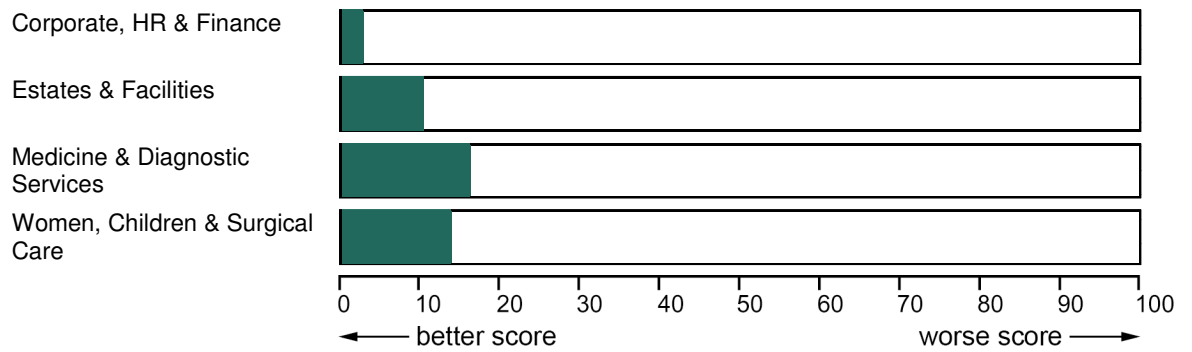
30e - Trust does not provide help with the cost of gym membership



30f - Trust does not provide bicycle racks

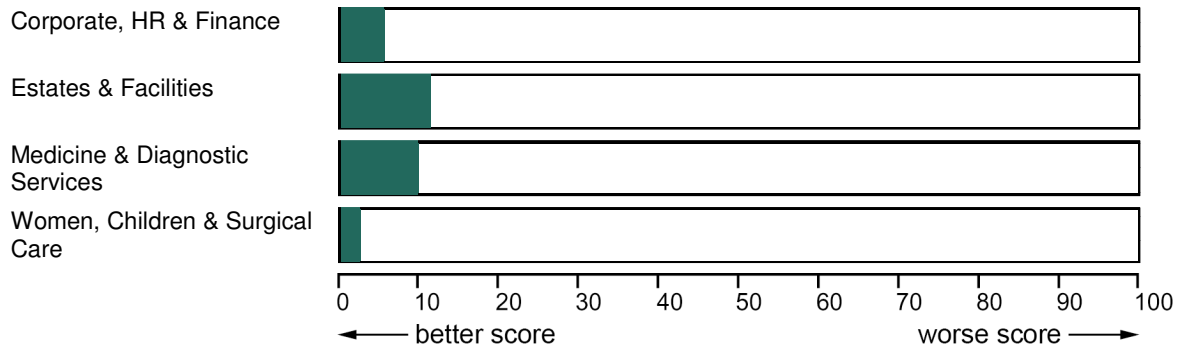


30g - Trust does not provide healthy food in Trust canteens

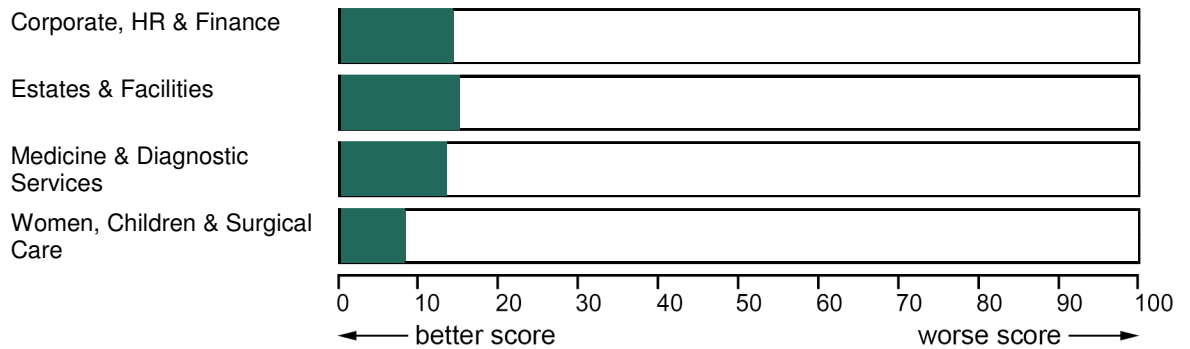


Infection Control and Hygiene

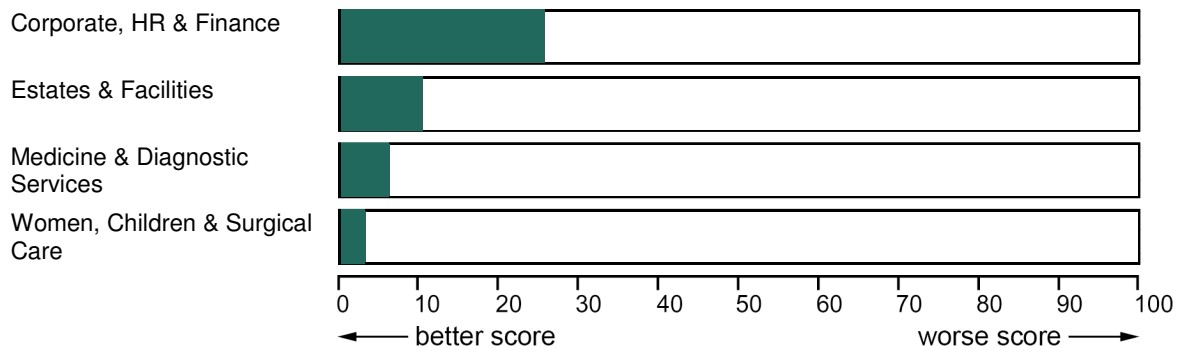
31a - Trust doesn't promote hand washing to staff



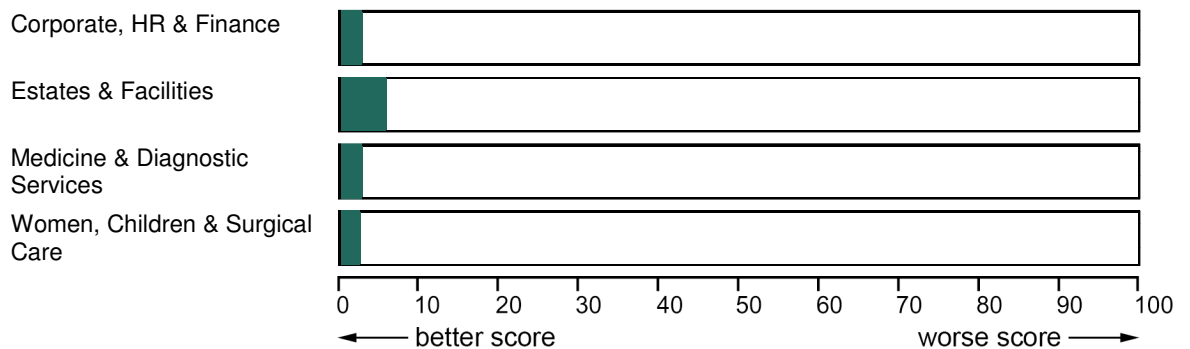
31b - Trust doesn't promote hand washing to patients/service users/visitors



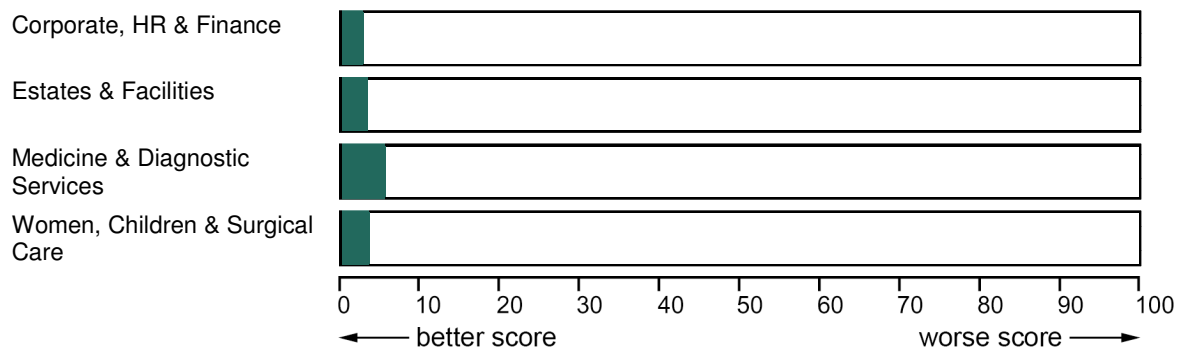
31c - Infection control does not apply to me



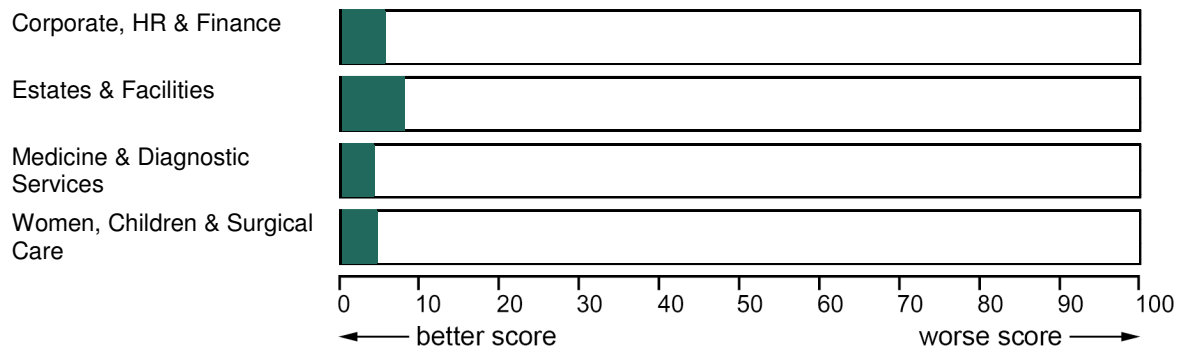
32a - Hot water, soap etc not available to staff



32b - Hot water, soap etc not available to patients/service users



32c - Hot water, soap etc not available to visitors to the Trust.





Appendix 1

Frequency Tables

a detailed breakdown of your results

Frequency Tables

This section shows a breakdown of responses for each question. It also shows which groups of staff responded to each question and how the problem score was calculated. The response categories that have been combined to calculate the problem score are indicated with an asterisk. The tables show a comparison between your Trust and the average for the 35 acute trusts which commissioned the Picker Institute to conduct their Staff Survey 2007.

Work-Life Balance

1a - How many hours a week are you contracted to work?

All Staff	This Trust		All trusts	
	n	%	n	%
Up to 29 hours	130	27.3	3,780	19.7
30 or more hours a week	342	71.7	15,291	79.6
Not answered	5	1.0	141	0.7
	477		19,212	

1b - On average, how many additional PAID hours do you work per week for this Trust, over and above your contracted hours?

All Staff	This Trust		All trusts	
	n	%	n	%
0 hours per week	314	65.8	11,843	61.6
Up to 5 hours per week	88	18.4	3,010	15.7
6-10 hours per week	38	8.0	1,928	10.0
More than 11 hours per week	16	3.4	1,222	6.4
Not answered	21	4.4	1,209	6.3
	477		19,212	

1c - On average, how many additional UNPAID hours do you work per week for this Trust, over and above your contracted hours?

All Staff	This Trust		All trusts	
	n	%	n	%
0 hours per week	235	49.3	7,950	41.4
Up to 5 hours per week	199	41.7	7,780	40.5
6-10 hours per week	26	5.5	1,868	9.7
More than 11 hours per week	9	1.9	752	3.9
Not answered	8	1.7	862	4.5
	477		19,212	

1d - Do you work rotating shifts?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, regularly	163	34.2	5,140	26.8
Yes, occasionally	19	4.0	1,146	6.0
No	283	59.3	12,339	64.2
Not answered	12	2.5	587	3.1
	477		19,212	

1e - Do your working hours include any time between 7pm and 7am?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, regularly	179	37.5	6,295	32.8
Yes, occasionally	70	14.7	2,925	15.2
No	208	43.6	9,280	48.3
Not answered	20	4.2	712	3.7
	477		19,212	

2a - My Trust is committed to helping staff balance their work and home life.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	24	5.0	1,376	7.2
* Disagree	80	16.8	3,343	17.4
Neither agree nor disagree	179	37.5	6,655	34.6
Agree	163	34.2	6,650	34.6
Strongly agree	29	6.1	915	4.8
Not answered	2	0.4	273	1.4
Problem score - This Trust	477	21.8 %	19,212	
Problem score - All trusts				24.6%

2b - My immediate manager helps me find a good work-life balance

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	28	5.9	1,266	6.6
* Disagree	69	14.5	2,803	14.6
Neither agree nor disagree	131	27.5	5,370	28.0
Agree	200	41.9	7,247	37.7
Strongly agree	46	9.6	2,249	11.7
Not answered	3	0.6	277	1.4
Problem score - This Trust	477	20.4 %	19,212	
Problem score - All trusts				21.2%

2c - I can approach my immediate manager to talk openly about flexible working.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	31	6.5	1,238	6.4
* Disagree	74	15.5	2,388	12.4
Neither agree nor disagree	91	19.1	3,851	20.0
Agree	209	43.8	8,126	42.3
Strongly agree	68	14.3	3,339	17.4
Not answered	4	0.8	270	1.4
Problem score - This Trust 22.0 %	477		19,212	
Problem score - All trusts 18.9%				

3a - In my job at this Trust I work flexi-time.

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	118	24.7	5,280	27.5
No	333	69.8	12,584	65.5
Not answered	26	5.5	1,348	7.0
	477		19,212	

3b - In my job at this Trust I work reduced hours.

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	178	37.3	4,912	25.6
No	271	56.8	12,717	66.2
Not answered	28	5.9	1,583	8.2
	477		19,212	

3c - In my job at this Trust I work from home in normal working hours.

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	25	5.2	1,057	5.5
No	412	86.4	16,136	84.0
Not answered	40	8.4	2,019	10.5
	477		19,212	

3d - In my job at this Trust I work to annualised hours.

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	97	20.3	3,974	20.7
No	340	71.3	13,246	68.9
Not answered	40	8.4	1,992	10.4
	477		19,212	

3e - In my job at this Trust I work during school term-time only.

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	2	0.4	186	1.0
No	433	90.8	16,899	88.0
Not answered	42	8.8	2,127	11.1
	477		19,212	

3f - In my job at this Trust my team makes their own decisions about rotas.

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	153	32.1	5,214	27.1
No	289	60.6	11,980	62.4
Not answered	35	7.3	2,018	10.5
	477		19,212	

3g - In my job at this Trust I job share with someone else.

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	13	2.7	664	3.5
No	426	89.3	16,458	85.7
Not answered	38	8.0	2,090	10.9
	477		19,212	

Management and Supervision

4a - My immediate manager....encourages those who work for her/him to work as a team.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	17	3.6	731	3.8
* Disagree	40	8.4	1,536	8.0
Neither agree nor disagree	83	17.4	3,403	17.7
Agree	238	49.9	9,392	48.9
Strongly agree	99	20.8	3,976	20.7
Not answered	0	0	174	0.9
Problem score - This Trust 12.0 %	477		19,212	
Problem score - All trusts 11.8%				

4b - My immediate manager....can be counted on to help me with a difficult task at work.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	19	4.0	891	4.6
* Disagree	54	11.3	1,943	10.1
Neither agree nor disagree	100	21.0	3,432	17.9
Agree	206	43.2	8,695	45.3
Strongly agree	96	20.1	4,041	21.0
Not answered	2	0.4	210	1.1
Problem score - This Trust 15.3 %	477		19,212	
Problem score - All trusts 14.8%				

4c - My immediate manager....gives me clear feedback on my work.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	27	5.7	1,199	6.2
* Disagree	86	18.0	3,103	16.2
Neither agree nor disagree	113	23.7	4,607	24.0
Agree	187	39.2	7,342	38.2
Strongly agree	63	13.2	2,722	14.2
Not answered	1	0.2	239	1.2
Problem score - This Trust 23.7 %	477		19,212	
Problem score - All trusts 22.4%				

4d - My immediate managerasks for my opinion before making decisions that affect my work.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	37	7.8	1,747	9.1
* Disagree	123	25.8	3,515	18.3
Neither agree nor disagree	101	21.2	4,276	22.3
Agree	156	32.7	6,858	35.7
Strongly agree	58	12.2	2,546	13.3
Not answered	2	0.4	270	1.4
Problem score - This Trust 33.6 %	477		19,212	
Problem score - All trusts 27.4%				

4e - My immediate manager....is supportive in a personal crisis.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	21	4.4	824	4.3
* Disagree	29	6.1	1,171	6.1
Neither agree nor disagree	92	19.3	3,831	19.9
Agree	222	46.5	8,259	43.0
Strongly agree	111	23.3	4,879	25.4
Not answered	2	0.4	248	1.3
Problem score - This Trust 10.5 %	477		19,212	
Problem score - All trusts 10.4%				

4f - My immediate manager....helps me when my workload is not manageable.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	36	7.5	1,377	7.2
* Disagree	71	14.9	2,981	15.5
Neither agree or disagree	155	32.5	5,411	28.2
Agree	157	32.9	6,770	35.2
Strongly agree	55	11.5	2,407	12.5
Not answered	3	0.6	266	1.4
Problem score - This Trust 22.4 %	477		19,212	
Problem score - All trusts 22.7%				

5 - Do you manage staff within the Trust?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	126	26.4	6,070	31.6
No	323	67.7	12,086	62.9
Not answered	28	5.9	1,056	5.5
	477		19,212	

Appraisal

6a - In the last 12 months, have you had an appraisal or Knowledge and Skills Framework (KSF) development review?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, KSF development review	326	68.3	7,852	40.9
Yes, other type of appraisal, performance development review or RITA	75	15.7	3,724	19.4
* No	57	11.9	6,886	35.8
Yes, KSF development review and other type of appraisal, performance development review or RITA	11	2.3	128	0.7
Not answered	8	1.7	622	3.2
Problem score - This Trust 11.9 %	477		19,212	
Problem score - All trusts 35.8%				

6b - Did the appraisal/review help you to improve how you do your job?

Staff who had appraisal/KSF review	This Trust		All trusts	
	n	%	n	%
Yes	201	48.8	6,175	52.8
* No	199	48.3	5,258	44.9
Not answered	12	2.9	271	2.3
Problem score - This Trust 48.3 %	412		11,704	
Problem score - All trusts 44.9%				

6c - Did the appraisal/review help you agree clear objectives for your work?

Staff who had appraisal/KSF review	This Trust		All trusts	
	n	%	n	%
Yes	305	74.0	8,781	75.0
* No	96	23.3	2,623	22.4
Not answered	11	2.7	300	2.6
Problem score - This Trust 23.3 %	412		11,704	
Problem score - All trusts 22.4%				

6d - Did the appraisal/review leave you feeling your work is valued by your Trust?

Staff who had appraisal/KSF review	This Trust		All trusts	
	n	%	n	%
Yes	191	46.4	6,136	52.4
* No	207	50.2	5,217	44.6
Not answered	14	3.4	351	3.0
Problem score - This Trust 50.2 %	412		11,704	
Problem score - All trusts 44.6%				

7a - In the last 12 months, as part of your KSF development review, appraisal, performance development review or RITA, did you agree a Personal Development Plan?

	This Trust		All trusts	
	n	%	n	%
Staff who had appraisal/KSF review				
Yes	346	84.0	9,692	82.8
* No	47	11.4	1,358	11.6
Not answered	19	4.6	654	5.6
Problem score - This Trust 11.4 %	412		11,704	
Problem score - All trusts 11.6%				

7b - Have you received the training, learning and development that was identified in that plan?

	This Trust		All trusts	
	n	%	n	%
Staff who agreed personal development plan				
Yes	200	57.8	4,888	50.4
* No	64	18.5	2,061	21.3
Too early to say	77	22.3	2,626	27.1
Not answered	5	1.4	117	1.2
Problem score - This Trust 18.5 %	346		9,692	
Problem score - All trusts 21.3%				

7c - Has your immediate manager supported you in accessing this training, learning or development?

	This Trust		All trusts	
	n	%	n	%
Staff who agreed personal development plan				
Yes	189	54.6	5,580	57.6
* No	83	24.0	1,788	18.4
Too early to say	68	19.7	2,173	22.4
Not answered	6	1.7	151	1.6
Problem score - This Trust 24.0 %	346		9,692	
Problem score - All trusts 18.4%				

Training, Learning and Development

8a - In the last 12 months, have you taken any taught courses (internal or external)?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	332	69.6	11,515	59.9
* No	134	28.1	7,132	37.1
Not answered	11	2.3	565	2.9
Problem score - This Trust 28.1 %	477		19,212	
Problem score - All trusts 37.1%				

8b - In the last 12 months, have you taken part in any supervised on-the-job training?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	194	40.7	6,245	32.5
* No	262	54.9	11,931	62.1
Not answered	21	4.4	1,036	5.4
Problem score - This Trust 54.9 %	477		19,212	
Problem score - All trusts 62.1%				

8c - In the last 12 months, have you had a mentor?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	95	19.9	3,234	16.8
* No	364	76.3	14,851	77.3
Not answered	18	3.8	1,127	5.9
Problem score - This Trust 76.3 %	477		19,212	
Problem score - All trusts 77.3%				

8d - In the last 12 months, have you taken part in shadowing someone?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	88	18.4	3,043	15.8
* No	367	76.9	14,985	78.0
Not answered	22	4.6	1,184	6.2
Problem score - This Trust 76.9 %	477		19,212	
Problem score - All trusts 78%				

8e - In the last 12 months, have you taken part in e-learning/online training?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	58	12.2	4,999	26.0
* No	395	82.8	13,120	68.3
Not answered	24	5.0	1,093	5.7
Problem score - This Trust 82.8 %	477		19,212	
Problem score - All trusts 68.3%				

8f - In the last 12 months, have you kept up to date with developments in your type of work (e.g. by reading books or journals, or by attending seminars or workshops)?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	298	62.5	12,216	63.6
* No	162	34.0	6,206	32.3
Not answered	17	3.6	790	4.1
Problem score - This Trust 34.0 %	477		19,212	
Problem score - All trusts 32.3%				

9a - Have you had any training, learning or development (paid for or provided by your Trust) in the following equality and diversity areas ...Age?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	239	50.1	3,116	16.2
Yes, more than 12 months ago	77	16.1	2,257	11.7
* No	134	28.1	12,623	65.7
Not answered	27	5.7	1,216	6.3
Problem score - This Trust 28.1 %	477		19,212	
Problem score - All trusts 65.7%				

9b - Have you had any training, learning or development (paid for or provided by your Trust) in the following equality and diversity areas ...Disability?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	242	50.7	3,237	16.8
Yes, more than 12 months ago	79	16.6	2,559	13.3
* No	123	25.8	12,206	63.5
Not answered	33	6.9	1,210	6.3
Problem score - This Trust 25.8 %	477		19,212	
Problem score - All trusts 63.5%				

9c - Have you had any training, learning or development (paid for or provided by your Trust) in the following equality and diversity areas ...Gender?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	234	49.1	2,816	14.7
Yes, more than 12 months ago	81	17.0	2,287	11.9
* No	130	27.3	12,826	66.8
Not answered	32	6.7	1,283	6.7
Problem score - This Trust 27.3 %	477		19,212	
Problem score - All trusts 66.8%				

9d - Have you had any training, learning or development (paid for or provided by your Trust) in the following equality and diversity areas ...Race?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	240	50.3	3,031	15.8
Yes, more than 12 months ago	84	17.6	2,635	13.7
* No	121	25.4	12,328	64.2
Not answered	32	6.7	1,218	6.3
Problem score - This Trust 25.4 %	477		19,212	
Problem score - All trusts 64.2%				

9e - Have you had any training, learning or development (paid for or provided by your Trust) in the following equality and diversity areas ...Sexual orientation?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	225	47.2	2,678	13.9
Yes, more than 12 months ago	78	16.4	2,140	11.1
* No	139	29.1	13,087	68.1
Not answered	35	7.3	1,307	6.8
Problem score - This Trust 29.1 %	477		19,212	
Problem score - All trusts 68.1%				

9f - Have you had any training, learning or development (paid for or provided by your Trust) in the following equality and diversity areas ...Religion?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	221	46.3	2,852	14.8
Yes, more than 12 months ago	83	17.4	2,356	12.3
* No	138	28.9	12,733	66.3
Not answered	35	7.3	1,271	6.6
Problem score - This Trust 28.9 %	477		19,212	
Problem score - All trusts 66.3%				

10a - Have you had any training, learning or development (paid for or provided by your Trust) in health and safety e.g. fire training, manual handling?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	420	88.1	13,164	68.5
Yes, more than 12 months ago	41	8.6	3,794	19.7
* No	8	1.7	1,806	9.4
Not applicable to me	2	0.4	209	1.1
Not answered	6	1.3	239	1.2
Problem score - This Trust 1.7 %	477		19,212	
Problem score - All trusts 9.4%				

10b - Have you had any training, learning or development (paid for or provided by your Trust) in what to do if there is a major incident or emergency?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	179	37.5	6,857	35.7
Yes, more than 12 months ago	71	14.9	3,750	19.5
* No	169	35.4	6,770	35.2
Not applicable to me	44	9.2	1,324	6.9
Not answered	14	2.9	511	2.7
Problem score - This Trust 35.4 %	477		19,212	
Problem score - All trusts 35.2%				

10c - Have you had any training, learning or development (paid for or provided by your Trust) in how to prevent or handle violence and aggression to staff, patients / service users (e.g. Conflict Resolution Training)?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	193	40.5	3,966	20.6
Yes, more than 12 months ago	95	19.9	3,545	18.5
* No	151	31.7	9,469	49.3
Not applicable to me	25	5.2	1,723	9.0
Not answered	13	2.7	509	2.6
Problem score - This Trust 31.7 %	477		19,212	
Problem score - All trusts 49.3%				

10d - Have you had any training, learning or development (paid for or provided by your Trust) in infection control (e.g. guidance on hand-washing, MRSA, waste management, disposal of sharps / needles)?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	359	75.3	10,143	52.8
Yes, more than 12 months ago	47	9.9	3,093	16.1
* No	34	7.1	3,564	18.6
Not applicable to me	26	5.5	1,983	10.3
Not answered	11	2.3	429	2.2
Problem score - This Trust 7.1 %	477		19,212	
Problem score - All trusts 18.6%				

10e - Have you had any training, learning or development (paid for or provided by your Trust) in computer skills (e.g. using Trust IT systems, spreadsheets, databases, Internet, email etc)?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	136	28.5	5,562	29.0
Yes, more than 12 months ago	108	22.6	4,420	23.0
* No	188	39.4	7,893	41.1
Not applicable to me	30	6.3	883	4.6
Not answered	15	3.1	454	2.4
Problem score - This Trust 39.4 %	477		19,212	
Problem score - All trusts 41.1%				

10f - Have you had any training, learning or development (paid for or provided by your Trust) in how to handle confidential information about patients/service users?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	188	39.4	6,350	33.1
Yes, more than 12 months ago	116	24.3	4,768	24.8
* No	126	26.4	6,455	33.6
Not applicable to me	32	6.7	1,157	6.0
Not answered	15	3.1	482	2.5
Problem score - This Trust 26.4 %	477		19,212	
Problem score - All trusts 33.6%				

10g - Have you had any training, learning or development (paid for or provided by your Trust) in how to ask patients / service users about their use of alcohol or drugs (including illegal drugs)?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	28	5.9	1,165	6.1
yes, more than 12 months ago	30	6.3	1,187	6.2
* No	238	49.9	10,091	52.5
Not applicable to me	161	33.8	6,111	31.8
Not answered	20	4.2	658	3.4
Problem score - This Trust 49.9 %	477		19,212	
Problem score - All trusts 52.5%				

10h - Have you had any training, learning or development (paid for or provided by your Trust) in how to handle patients / service users who are drunk or under the influence of drugs (including illegal drugs)?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	46	9.6	1,056	5.5
Yes, more than 12 months ago	29	6.1	1,147	6.0
* No	242	50.7	10,820	56.3
Not applicable to me	138	28.9	5,588	29.1
Not answered	22	4.6	601	3.1
Problem score - This Trust 50.7 %	477		19,212	
Problem score - All trusts 56.3%				

10i - Have you had any training, learning or development (paid for or provided by your Trust) in how to give information to patients / service users on diagnosis, medication, side effects etc.?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, in the last 12 months	60	12.6	2,199	11.4
Yes, more than 12 months ago	43	9.0	1,980	10.3
* No	185	38.8	8,245	42.9
Not applicable to me	167	35.0	6,186	32.2
Not answered	22	4.6	602	3.1
Problem score - This Trust 38.8 %	477		19,212	
Problem score - All trusts 42.9%				

11a - Thinking of any training, learning or development that you have done in the last 12 months, to what extent do you agree.... My training, learning and development has helped me to do my job better.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	14	2.9	734	3.8
* Disagree	45	9.4	1,419	7.4
Neither agree nor disagree	144	30.2	5,068	26.4
Agree	212	44.4	8,634	44.9
Strongly agree	55	11.5	2,345	12.2
Not answered	7	1.5	1,012	5.3
Problem score - This Trust 12.3 %	477		19,212	
Problem score - All trusts 11.2%				

11b - Thinking of any training, learning or development that you have done in the last 12 months, to what extent do you agree.... It has improved my chances of promotion.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	64	13.4	2,506	13.0
* Disagree	144	30.2	4,774	24.8
Neither agree nor disagree	187	39.2	7,016	36.5
Agree	53	11.1	2,813	14.6
Strongly agree	18	3.8	949	4.9
Not answered	11	2.3	1,154	6.0
Problem score - This Trust 43.6 %	477		19,212	
Problem score - All trusts 37.9%				

11c - Thinking of any training, learning or development that you have done in the last 12 months, to what extent do you agree.... It has helped me stay up-to-date with my job.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	16	3.4	863	4.5
* Disagree	50	10.5	1,520	7.9
Neither agree nor disagree	109	22.9	4,237	22.1
Agree	246	51.6	9,442	49.1
Strongly agree	47	9.9	2,141	11.1
Not answered	9	1.9	1,009	5.3
Problem score - This Trust 13.9 %	477		19,212	
Problem score - All trusts 12.4%				

11d - Thinking of any training, learning or development that you have done in the last 12 months, to what extent do you agree.... It has helped me stay up-to-date with professional requirements.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	18	3.8	863	4.5
* Disagree	30	6.3	1,440	7.5
Neither agree nor disagree	118	24.7	4,454	23.2
Agree	253	53.0	9,170	47.7
Strongly agree	50	10.5	2,220	11.6
Not answered	8	1.7	1,065	5.5
Problem score - This Trust 10.1 %	477		19,212	
Problem score - All trusts 12%				

Your Job

12a - Do you work in a team?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	443	92.9	17,513	91.2
No	31	6.5	1,419	7.4
Not answered	3	0.6	280	1.5
	477		19,212	

12b - Does your team have clear objectives?

Staff who work in a team	This Trust		All trusts	
	n	%	n	%
Yes	385	86.9	14,424	82.4
* No	54	12.2	2,778	15.9
Not answered	4	0.9	311	1.8
Problem score - This Trust 12.2 %	443		17,513	
Problem score - All trusts 15.9%				

12c - Do you have to work closely with other team members to achieve the teams objectives?

Staff who work in a team	This Trust		All trusts	
	n	%	n	%
Yes	393	88.7	14,976	85.5
* No	44	9.9	2,168	12.4
Not answered	6	1.4	369	2.1
Problem score - This Trust 9.9 %	443		17,513	
Problem score - All trusts 12.4%				

12d - Does the team meet regularly to discuss its effectiveness and how it could be improved?

Staff who work in a team	This Trust		All trusts	
	n	%	n	%
Yes	282	63.7	10,699	61.1
* No	154	34.8	6,455	36.9
Not answered	7	1.6	359	2.0
Problem score - This Trust 34.8 %	443		17,513	
Problem score - All trusts 36.9%				

12e - How many core members are there in your team?

Staff who work in a team	This Trust		All trusts	
	n	%	n	%
2-5	128	28.9	5,594	31.9
6-9	103	23.3	4,372	25.0
10-15	80	18.1	2,979	17.0
More than 15	120	27.1	4,192	23.9
Not answered	12	2.7	376	2.1
	443		17,513	

13a - I have, clear, planned goals and objectives for my job

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	13	2.7	645	3.4
* Disagree	49	10.3	1,920	10.0
Neither agree nor disagree	118	24.7	4,344	22.6
Agree	244	51.2	9,870	51.4
Strongly agree	50	10.5	2,148	11.2
Not answered	3	0.6	285	1.5
Problem score - This Trust 13.0 %	477		19,212	
Problem score - All trusts 13.4%				

13b - I often have trouble working out whether I am doing well or poorly in this job

All Staff	This Trust		All trusts	
	n	%	n	%
Strongly disagree	38	8.0	1,912	10.0
Disagree	182	38.2	7,728	40.2
Neither agree nor disagree	125	26.2	4,695	24.4
* Agree	102	21.4	3,788	19.7
* Strongly agree	27	5.7	787	4.1
Not answered	3	0.6	302	1.6
Problem score - This Trust 27.1 %	477		19,212	
Problem score - All trusts 23.8%				

**13c - I am involved in deciding on changes introduced that affect my work
area/team/department**

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	46	9.6	1,702	8.9
* Disagree	110	23.1	4,056	21.1
Neither agree nor disagree	104	21.8	4,106	21.4
Agree	180	37.7	7,481	38.9
Strongly agree	33	6.9	1,556	8.1
Not answered	4	0.8	311	1.6
Problem score - This Trust 32.7 %	477		19,212	
Problem score - All trusts 30%				

13d - I cannot meet all the conflicting demands on my time at work

All Staff	This Trust		All trusts	
	n	%	n	%
Strongly disagree	14	2.9	858	4.5
Disagree	123	25.8	4,836	25.2
Neither agree nor disagree	140	29.4	5,260	27.4
* Agree	147	30.8	5,596	29.1
* Strongly agree	49	10.3	2,316	12.1
Not answered	4	0.8	346	1.8
Problem score - This Trust 41.1 %	477		19,212	
Problem score - All trusts 41.2%				

13e - I have adequate materials, supplies and equipment to do my work

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	31	6.5	1,626	8.5
* Disagree	97	20.3	4,024	20.9
Neither agree nor disagree	89	18.7	3,452	18.0
Agree	223	46.8	8,653	45.0
Strongly agree	35	7.3	1,205	6.3
Not answered	2	0.4	252	1.3
Problem score - This Trust 26.8 %	477		19,212	
Problem score - All trusts 29.4%				

13f - There are enough staff at this Trust for me to do my job properly

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	110	23.1	4,150	21.6
* Disagree	141	29.6	5,885	30.6
Neither agree nor disagree	107	22.4	4,064	21.2
Agree	97	20.3	4,219	22.0
Strongly agree	22	4.6	664	3.5
Not answered	0	0	230	1.2
Problem score - This Trust 52.7 %	477		19,212	
Problem score - All trusts 52.2%				

14a - I often think about leaving this Trust.

All Staff	This Trust		All trusts	
	n	%	n	%
Strongly disagree	60	12.6	2,050	10.7
Disagree	134	28.1	5,502	28.6
Neither agree nor disagree	105	22.0	4,425	23.0
* Agree	124	26.0	4,636	24.1
* Strongly agree	49	10.3	2,344	12.2
Not answered	5	1.0	255	1.3
Problem score - This Trust 36.3 %	477		19,212	
Problem score - All trusts 36.3%				

14b - I will probably look for a new job at a new organisation in the next 12 months.

All Staff	This Trust		All trusts	
	n	%	n	%
Strongly disagree	82	17.2	2,628	13.7
Disagree	156	32.7	6,510	33.9
Neither agree nor disagree	114	23.9	4,689	24.4
* Agree	84	17.6	3,215	16.7
* Strongly agree	32	6.7	1,806	9.4
Not answered	9	1.9	364	1.9
Problem score - This Trust 24.3 %	477		19,212	
Problem score - All trusts 26.1%				

14c - As soon as I can find another job, I will leave this Trust.

All Staff	This Trust		All trusts	
	n	%	n	%
Strongly disagree	90	18.9	3,217	16.7
Disagree	168	35.2	6,922	36.0
Neither agree nor disagree	125	26.2	4,800	25.0
* Agree	58	12.2	2,213	11.5
* Strongly agree	27	5.7	1,594	8.3
Not answered	9	1.9	466	2.4
Problem score - This Trust 17.9 %	477		19,212	
Problem score - All trusts 19.8%				

14d - If I leave my current job, I would want to stay in the NHS

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	31	6.5	1,205	6.3
* Disagree	65	13.6	2,268	11.8
Neither agree nor disagree	151	31.7	5,729	29.8
Agree	158	33.1	6,677	34.8
Strongly agree	56	11.7	2,727	14.2
Not answered	16	3.4	606	3.2
Problem score - This Trust 20.1 %	477		19,212	
Problem score - All trusts 18.1%				

14e_1 - If you are considering leaving your job, please indicate why this should be...If you are considering leaving your job, please indicate why this should be...Career Development?

All Staff	This Trust		All trusts	
	n	%	n	%
Career development	103	21.6	4,651	24.2
Not answered	374	78.4	14,561	75.8
	477		19,212	

14e_2 - If you are considering leaving your job, please indicate why this should be...Change of career?

All Staff	This Trust		All trusts	
	n	%	n	%
Change of career	64	13.4	1,963	10.2
Not answered	413	86.6	17,249	89.8
	477		19,212	

14e_3 - If you are considering leaving your job, please indicate why this should be...Would like more pay?

All Staff	This Trust		All trusts	
	n	%	n	%
* Would like more pay	99	20.8	4,178	21.7
Not answered	378	79.2	15,034	78.3
Problem score - This Trust 20.8 %	477		19,212	
Problem score - All trusts 21.7%				

14e_4 - If you are considering leaving your job, please indicate why this should be...Not being valued for my work?

All Staff	This Trust		All trusts	
	n	%	n	%
* Not being valued for my work	125	26.2	4,542	23.6
Not answered	352	73.8	14,670	76.4
Problem score - This Trust 26.2 %	477		19,212	
Problem score - All trusts 23.6%				

14e_5 - If you are considering leaving your job, please indicate why this should be...Relationship with manager?

All Staff	This Trust		All trusts	
	n	%	n	%
* Relationship with manager	26	5.5	1,395	7.3
Not answered	451	94.5	17,817	92.7
Problem score - This Trust 5.5 %	477		19,212	
Problem score - All trusts 7.3%				

14e_6 - If you are considering leaving your job, please indicate why this should be...Family / personal reasons?

All Staff	This Trust		All trusts	
	n	%	n	%
Family / personal reasons	47	9.9	1,843	9.6
Not answered	430	90.1	17,369	90.4
	477		19,212	

14e_7 - If you are considering leaving your job, please indicate why this should be...Health reasons?

All Staff	This Trust		All trusts	
	n	%	n	%
Health reasons	20	4.2	602	3.1
Not answered	457	95.8	18,610	96.9
	477		19,212	

14e_8 - If you are considering leaving your job, please indicate why this should be...End of contract?

All Staff	This Trust		All trusts	
	n	%	n	%
End of contract	7	1.5	347	1.8
Not answered	470	98.5	18,865	98.2
	477		19,212	

14e_9 - If you are considering leaving your job, please indicate why this should be...Retirement?

All Staff	This Trust		All trusts	
	n	%	n	%
Retirement	33	6.9	1,244	6.5
Not answered	444	93.1	17,968	93.5
	477		19,212	

14e_10 - If you are considering leaving your job, please indicate why this should be...Don't want to work in NHS?

All Staff	This Trust		All trusts	
	n	%	n	%
* Don't want to work in NHS	31	6.5	979	5.1
Not answered	446	93.5	18,233	94.9
Problem score - This Trust 6.5 %	477		19,212	
Problem score - All trusts 5.1%				

14e_11 - If you are considering leaving your job, please indicate why this should be...Other?

All Staff	This Trust		All trusts	
	n	%	n	%
Other	26	5.5	1,308	6.8
Not answered	451	94.5	17,904	93.2
	477		19,212	

15a - How satisfied I am with the recognition I get for good work

All Staff	This Trust		All trusts	
	n	%	n	%
* Very dissatisfied	35	7.3	1,826	9.5
* Dissatisfied	140	29.4	4,420	23.0
Neither satisfied nor dissatisfied	147	30.8	5,295	27.6
Satisfied	126	26.4	6,414	33.4
Very satisfied	24	5.0	1,004	5.2
Not answered	5	1.0	253	1.3
Problem score - This Trust 36.7 %	477		19,212	
Problem score - All trusts 32.5%				

15b - How satisfied I am with the support I get from my immediate manager

All Staff	This Trust		All trusts	
	n	%	n	%
* Very dissatisfied	27	5.7	1,212	6.3
* Dissatisfied	83	17.4	2,667	13.9
Neither satisfied nor dissatisfied	119	24.9	4,510	23.5
Satisfied	184	38.6	8,000	41.6
Very satisfied	57	11.9	2,568	13.4
Not answered	7	1.5	255	1.3
Problem score - This Trust 23.1 %	477		19,212	
Problem score - All trusts 20.2%				

15c - How satisfied I am with the freedom I have to choose my own method of working

All Staff	This Trust		All trusts	
	n	%	n	%
* Very dissatisfied	18	3.8	741	3.9
* Dissatisfied	48	10.1	2,092	10.9
Neither satisfied nor dissatisfied	151	31.7	5,044	26.3
Satisfied	206	43.2	8,773	45.7
Very satisfied	44	9.2	2,266	11.8
Not answered	10	2.1	296	1.5
Problem score - This Trust 13.9 %	477		19,212	
Problem score - All trusts 14.7%				

15d - How satisfied I am with the support I get from my work colleagues

All Staff	This Trust		All trusts	
	n	%	n	%
* Very dissatisfied	6	1.3	404	2.1
* Dissatisfied	24	5.0	1,392	7.2
Neither satisfied nor dissatisfied	95	19.9	3,604	18.8
Satisfied	266	55.8	10,625	55.3
Very satisfied	80	16.8	2,972	15.5
Not answered	6	1.3	215	1.1
Problem score - This Trust 6.3 %	477		19,212	
Problem score - All trusts 9.3%				

15e - How satisfied I am with the amount of responsibility I am given

All Staff	This Trust		All trusts	
	n	%	n	%
* Very dissatisfied	9	1.9	549	2.9
* Dissatisfied	43	9.0	1,890	9.8
Neither satisfied nor dissatisfied	115	24.1	3,882	20.2
Satisfied	257	53.9	10,588	55.1
Very satisfied	47	9.9	2,054	10.7
Not answered	6	1.3	249	1.3
Problem score - This Trust 10.9 %	477		19,212	
Problem score - All trusts 12.7%				

15f - How satisfied I am with the opportunities I have to use my skills

All Staff	This Trust		All trusts	
	n	%	n	%
* Very dissatisfied	11	2.3	716	3.7
* Dissatisfied	68	14.3	2,287	11.9
Neither satisfied nor dissatisfied	97	20.3	3,923	20.4
Satisfied	249	52.2	9,964	51.9
Very satisfied	45	9.4	2,057	10.7
Not answered	7	1.5	265	1.4
Problem score - This Trust 16.6 %	477		19,212	
Problem score - All trusts 15.6%				

15g - How satisfied I am with the extent to which my Trust values my work

All Staff	This Trust		All trusts	
	n	%	n	%
* Very dissatisfied	59	12.4	2,411	12.5
* Dissatisfied	135	28.3	4,792	24.9
Neither satisfied nor dissatisfied	155	32.5	6,492	33.8
Satisfied	103	21.6	4,561	23.7
Very satisfied	20	4.2	676	3.5
Not answered	5	1.0	280	1.5
Problem score - This Trust 40.7 %	477		19,212	
Problem score - All trusts 37.5%				

15h - How satisfied I am with my level of pay

All Staff	This Trust		All trusts	
	n	%	n	%
* Very dissatisfied	79	16.6	3,366	17.5
* Dissatisfied	142	29.8	5,900	30.7
Neither satisfied nor dissatisfied	121	25.4	4,535	23.6
Satisfied	110	23.1	4,632	24.1
Very satisfied	19	4.0	508	2.6
Not answered	6	1.3	271	1.4
Problem score - This Trust 46.4 %	477		19,212	
Problem score - All trusts 48.2%				

16a - I always know what my work responsibilities are

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	0	0	277	1.4
* Disagree	39	8.2	1,425	7.4
Neither agree nor disagree	59	12.4	2,143	11.2
Agree	300	62.9	11,963	62.3
Strongly agree	77	16.1	3,252	16.9
Not answered	2	0.4	152	0.8
Problem score - This Trust 8.2 %	477		19,212	
Problem score - All trusts 8.9%				

16b - I am consulted about changes that affect my work area/team/department

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	28	5.9	1,591	8.3
* Disagree	123	25.8	4,239	22.1
Neither agree nor disagree	91	19.1	4,009	20.9
Agree	194	40.7	7,839	40.8
Strongly agree	38	8.0	1,324	6.9
Not answered	3	0.6	210	1.1
Problem score - This Trust 31.7 %	477		19,212	
Problem score - All trusts 30.3%				

16c - I do not have time to carry out all my work

All Staff	This Trust		All trusts	
	n	%	n	%
Strongly disagree	15	3.1	667	3.5
Disagree	108	22.6	4,281	22.3
Neither agree nor disagree	126	26.4	5,044	26.3
* Agree	162	34.0	6,437	33.5
* Strongly agree	63	13.2	2,538	13.2
Not answered	3	0.6	245	1.3
Problem score - This Trust 47.2 %	477		19,212	
Problem score - All trusts 46.7%				

16d - I get clear feedback about how well I am doing my job

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	40	8.4	1,831	9.5
* Disagree	141	29.6	5,486	28.6
Neither agree nor disagree	147	30.8	5,541	28.8
Agree	122	25.6	5,308	27.6
Strongly agree	25	5.2	788	4.1
Not answered	2	0.4	258	1.3
Problem score - This Trust 38.0 %	477		19,212	
Problem score - All trusts 38.1%				

16e - Relationships at work are strained

All Staff	This Trust		All trusts	
	n	%	n	%
Strongly disagree	43	9.0	1,609	8.4
Disagree	149	31.2	6,559	34.1
Neither agree nor disagree	139	29.1	5,264	27.4
* Agree	106	22.2	4,092	21.3
* Strongly agree	37	7.8	1,430	7.4
Not answered	3	0.6	258	1.3
Problem score - This Trust 30.0 %	477		19,212	
Problem score - All trusts 28.7%				

16f - I can decide on my own how to go about doing my work

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	14	2.9	554	2.9
* Disagree	55	11.5	2,174	11.3
Neither agree nor disagree	115	24.1	4,390	22.9
Agree	235	49.3	9,639	50.2
Strongly agree	53	11.1	2,242	11.7
Not answered	5	1.0	213	1.1
Problem score - This Trust 14.4 %	477		19,212	
Problem score - All trusts 14.2%				

Your Organisation

17a - Senior managers here try to involve staff in important decisions

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	67	14.0	3,353	17.5
* Disagree	176	36.9	5,797	30.2
Neither agree nor disagree	136	28.5	5,343	27.8
Agree	80	16.8	3,992	20.8
Strongly agree	15	3.1	517	2.7
Not answered	3	0.6	210	1.1
Problem score - This Trust 50.9 %	477		19,212	
Problem score - All trusts 47.6%				

17b - Communication between senior management and staff is effective

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	69	14.5	3,178	16.5
* Disagree	166	34.8	5,851	30.5
Neither agree nor disagree	133	27.9	5,521	28.7
Agree	92	19.3	4,012	20.9
Strongly agree	13	2.7	449	2.3
Not answered	4	0.8	201	1.0
Problem score - This Trust 49.3 %	477		19,212	
Problem score - All trusts 47%				

17c - Senior managers encourage staff to suggest new ideas for improving services

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	42	8.8	2,516	13.1
* Disagree	115	24.1	4,584	23.9
Neither agree nor disagree	152	31.9	5,826	30.3
Agree	150	31.4	5,513	28.7
Strongly agree	13	2.7	551	2.9
Not answered	5	1.0	222	1.2
Problem score - This Trust 32.9 %	477		19,212	
Problem score - All trusts 37%				

17d - On the whole, the different parts of the Trust communicate effectively with each other

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	63	13.2	2,731	14.2
* Disagree	148	31.0	5,713	29.7
Neither agree nor disagree	168	35.2	6,847	35.6
Agree	84	17.6	3,378	17.6
Strongly agree	11	2.3	279	1.5
Not answered	3	0.6	264	1.4
Problem score - This Trust 44.2 %	477		19,212	
Problem score - All trusts 44%				

17e - Care of patients/service users is my Trusts top priority

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	33	6.9	1,446	7.5
* Disagree	77	16.1	2,657	13.8
Neither agree nor disagree	136	28.5	5,036	26.2
Agree	168	35.2	7,383	38.4
Strongly agree	58	12.2	2,406	12.5
Not answered	5	1.0	284	1.5
Problem score - This Trust 23.0 %	477		19,212	
Problem score - All trusts 21.4%				

17f - Patient information is treated confidentially by staff in this Trust

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	11	2.3	300	1.6
* Disagree	12	2.5	545	2.8
Neither agree nor disagree	60	12.6	3,041	15.8
Agree	273	57.2	10,809	56.3
Strongly agree	116	24.3	4,272	22.2
Not answered	5	1.0	245	1.3
Problem score - This Trust 4.8 %	477		19,212	
Problem score - All trusts 4.4%				

18a - Does your Trust act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	273	57.2	10,186	53.0
* No	24	5.0	1,919	10.0
Do not know	174	36.5	6,761	35.2
Not answered	6	1.3	346	1.8
Problem score - This Trust 5.0 %	477		19,212	
Problem score - All trusts 10%				

18b - Have you experienced discrimination at this Trust in the last 12 months?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	20	4.2	1,739	9.1
No	442	92.7	16,784	87.4
Not answered	15	3.1	689	3.6
Problem score - This Trust 4.2 %	477		19,212	
Problem score - All trusts 9.1%				

18c_1 - On what grounds did you experience discrimination - ethnic background

Staff experiencing discrimination in last 12 months	This Trust		All trusts	
	n	%	n	%
Ethnic Background	1	5.0	805	46.3
Not answered	19	95.0	934	53.7
	20		1,739	

18c_2 - On what grounds did you experience discrimination - gender

Staff experiencing discrimination in last 12 months	This Trust		All trusts	
	n	%	n	%
Gender	3	15.0	182	10.5
Not answered	17	85.0	1,557	89.5
	20		1,739	

18c_3 - On what grounds did you experience discrimination - religion

Staff experiencing discrimination in last 12 months	This Trust		All trusts	
	n	%	n	%
Religion	0	0	104	6.0
Not answered	20	100.0	1,635	94.0
	20		1,739	

18c_4 - On what grounds did you experience discrimination - sexual orientation

Staff experiencing discrimination in last 12 months	This Trust		All trusts	
	n	%	n	%
Sexual orientation	0	0	70	4.0
Not answered	20	100.0	1,669	96.0
	20		1,739	

18c_5 - On what grounds did you experience discrimination - disability

Staff experiencing discrimination in last 12 months	This Trust		All trusts	
	n	%	n	%
Disability	0	0	89	5.1
Not answered	20	100.0	1,650	94.9
	20		1,739	

18c_6 - On what grounds did you experience discrimination - age

Staff experiencing discrimination in last 12 months	This Trust		All trusts	
	n	%	n	%
Age	5	25.0	256	14.7
Not answered	15	75.0	1,483	85.3
	20		1,739	

18c_7 - On what grounds did you experience discrimination - other

Staff experiencing discrimination in last 12 months	This Trust		All trusts	
	n	%	n	%
Other	4	20.0	462	26.6
Not answered	16	80.0	1,277	73.4
	20		1,739	

19a - If you are concerned about negligence or wrongdoing by staff in this Trust, would you know how to report your concerns?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	380	79.7	14,379	74.8
* No	88	18.4	4,336	22.6
Not answered	9	1.9	497	2.6
Problem score - This Trust 18.4 %	477		19,212	
Problem score - All trusts 22.6%				

19b - Is there a system to report such concerns confidentially?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	296	62.1	11,045	57.5
* No	20	4.2	825	4.3
Don't know	156	32.7	7,029	36.6
Not answered	5	1.0	313	1.6
Problem score - This Trust 4.2 %	477		19,212	
Problem score - All trusts 4.3%				

Harassment, Bullying and Violence

20 - If you experienced an incident of physical violence, harassment, bullying or abuse at work, would you know how to report it?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	406	85.1	14,999	78.1
* No	67	14.0	3,982	20.7
Not answered	4	0.8	231	1.2
Problem score - This Trust 14.0 %	477		19,212	
Problem score - All trusts 20.7%				

21a - In the last 12 months have you personally experienced physical violence at work from ...Patients/service users

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	52	10.9	1,784	9.3
No	419	87.8	17,157	89.3
Not answered	6	1.3	271	1.4
Problem score - This Trust 10.9 %	477		19,212	
Problem score - All trusts 9.3%				

21b - In the last 12 months have you personally experienced physical violence at work from ...Relatives of patients/service users

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	12	2.5	755	3.9
No	457	95.8	18,105	94.2
Not answered	8	1.7	352	1.8
Problem score - This Trust 2.5 %	477		19,212	
Problem score - All trusts 3.9%				

21c - In the last 12 months have you personally experienced physical violence at work from ...Other members of the public

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	6	1.3	390	2.0
No	462	96.9	18,442	96.0
Not answered	9	1.9	380	2.0
Problem score - This Trust 1.3 %	477		19,212	
Problem score - All trusts 2%				

21d - In the last 12 months have you personally experienced physical violence at work from ...Manager / team leader

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	1	0.2	146	0.8
No	468	98.1	18,691	97.3
Not answered	8	1.7	375	2.0
Problem score - This Trust 0.2 %	477		19,212	
Problem score - All trusts 0.8%				

21e - In the last 12 months have you personally experienced physical violence at work from ...Other colleagues

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	6	1.3	288	1.5
No	459	96.2	18,532	96.5
Not answered	12	2.5	392	2.0
Problem score - This Trust 1.3 %	477		19,212	
Problem score - All trusts 1.5%				

21f - In the last 12 months, how many times have you experienced physical violence from patients/service users, their relatives or other members of the public whilst at work

Staff experiencing violence in last 12 months	This Trust		All trusts	
	n	%	n	%
None	4	6.9	191	8.8
1-2	29	50.0	1,155	53.1
3-5	13	22.4	467	21.5
6-10	2	3.4	119	5.5
More than 10	7	12.1	128	5.9
Not answered	3	5.2	115	5.3
	58		2,175	

21g - The last time you experienced physical violence, did you or a colleague report it?

Staff experiencing violence in last 12 months	This Trust		All trusts	
	n	%	n	%
Yes, I reported it	25	43.1	942	43.3
Yes, a colleague reported it	6	10.3	219	10.1
* No	21	36.2	657	30.2
Don't know	0	0	110	5.1
Yes, I reported it and a colleague reported it	0	0	30	1.4
Not answered	6	10.3	217	10.0
Problem score - This Trust 36.2 %	58		2,175	
Problem score - All trusts 30.2%				

22a - In the last 12 months, have you personally experienced harassment, bullying or abuse at work from ...Patients / Service Users?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	102	21.4	3,999	20.8
No	367	76.9	14,654	76.3
Not answered	8	1.7	559	2.9
Problem score - This Trust 21.4 %	477		19,212	
Problem score - All trusts 20.8%				

22b - In the last 12 months, have you personally experienced harassment, bullying or abuse at work from ...Relatives of patients / Service Users?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	86	18.0	3,559	18.5
No	380	79.7	15,016	78.2
Not answered	11	2.3	637	3.3
Problem score - This Trust 18.0 %	477		19,212	
Problem score - All trusts 18.5%				

22c - In the last 12 months, have you personally experienced harassment, bullying or abuse at work from ...Other members of the public

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	26	5.5	1,237	6.4
No	439	92.0	17,201	89.5
Not answered	12	2.5	774	4.0
Problem score - This Trust 5.5 %	477		19,212	
Problem score - All trusts 6.4%				

22d - In the past 12 months, have you experienced harassment, bullying or abuse from...Manager / team leader

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	42	8.8	1,810	9.4
No	425	89.1	16,712	87.0
Not answered	10	2.1	690	3.6
Problem score - This Trust 8.8 %	477		19,212	
Problem score - All trusts 9.4%				

22e - In the last 12 months, have you personally experienced harassment, bullying or abuse at work from ...Other colleagues?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	72	15.1	2,899	15.1
No	395	82.8	15,681	81.6
Not answered	10	2.1	632	3.3
Problem score - This Trust 15.1 %	477		19,212	
Problem score - All trusts 15.1%				

22f - The last time you experienced harassment, bullying or abuse, did you or a colleague report it?

Staff experiencing harassment/bullying/abuse in last 12 months	This Trust		All trusts	
	n	%	n	%
Yes, I reported it	70	38.0	2,736	37.5
Yes, a colleague reported it	10	5.4	364	5.0
* No	88	47.8	3,482	47.7
Don't know	5	2.7	178	2.4
Yes, I reported it and a colleague reported it	0	0	58	0.8
Not answered	11	6.0	477	6.5
Problem score - This Trust 47.8 %	184		7,295	
Problem score - All trusts 47.7%				

23a - My Trust takes effective action if staff are ...Physically attacked by patients / service users, their relatives or other members of the public

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	5	1.0	446	2.3
* Disagree	20	4.2	875	4.6
Neither agree nor disagree	160	33.5	7,365	38.3
Agree	237	49.7	8,117	42.2
Strongly agree	46	9.6	1,872	9.7
Not answered	9	1.9	537	2.8
Problem score - This Trust 5.2 %	477		19,212	
Problem score - All trusts 6.9%				

23b - My Trust takes effective action if staff are ...Physically attacked by other members of staff

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	2	0.4	246	1.3
* Disagree	7	1.5	417	2.2
Neither agree nor disagree	151	31.7	7,721	40.2
Agree	245	51.4	8,224	42.8
Strongly agree	63	13.2	2,029	10.6
Not answered	9	1.9	575	3.0
Problem score - This Trust 1.9 %	477		19,212	
Problem score - All trusts 3.5%				

23c - My Trust takes effective action if staff are ...bullied, harassed or abused by patients / service users, their relatives or other members of the public

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	6	1.3	530	2.8
* Disagree	28	5.9	1,258	6.5
Neither agree nor disagree	171	35.8	7,674	39.9
Agree	219	45.9	7,575	39.4
Strongly agree	45	9.4	1,613	8.4
Not answered	8	1.7	562	2.9
Problem score - This Trust 7.2 %	477		19,212	
Problem score - All trusts 9.3%				

23d - My Trust takes effective action if staff are ...bullied, harassed or abused by other members of staff

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	17	3.6	821	4.3
* Disagree	41	8.6	1,659	8.6
Neither agree nor disagree	160	33.5	7,741	40.3
Agree	202	42.3	6,977	36.3
Strongly agree	49	10.3	1,487	7.7
Not answered	8	1.7	527	2.7
Problem score - This Trust 12.2 %	477		19,212	
Problem score - All trusts 12.9%				

Errors, Near Misses and Incidents

24 - If you witnessed an error, near miss or incident that could have hurt either staff or patients / service users, would you know how to report it?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	430	90.1	16,646	86.6
* No	40	8.4	2,365	12.3
Not answered	7	1.5	201	1.0
Problem score - This Trust 8.4 %	477		19,212	
Problem score - All trusts 12.3%				

25a - In the last month have you seen errors, near misses, or incidents that could have hurt staff?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	114	23.9	4,033	21.0
No	352	73.8	14,882	77.5
Not answered	11	2.3	297	1.5
Problem score - This Trust 23.9 %	477		19,212	
Problem score - All trusts 21%				

25b - The last time you saw an error, near miss or incident that could have hurt staff, did you or a colleague report it?

Staff seeing error/near miss/ incident that could hurt staff in last month	This Trust		All trusts	
	n	%	n	%
Yes, I reported it	74	64.9	2,577	63.9
Yes, a colleague reported it	33	28.9	966	24.0
* No	2	1.8	258	6.4
Don't know	3	2.6	94	2.3
Yes, I reported it and a colleague reported it	1	0.9	64	1.6
Not answered	1	0.9	74	1.8
Problem score - This Trust 1.8 %	114		4,033	
Problem score - All trusts 6.4%				

26a - In the last month have you seen errors, near misses, or incidents that could have hurt patients/service users.

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	139	29.1	5,865	30.5
No	316	66.2	12,786	66.6
Not answered	22	4.6	561	2.9
Problem score - This Trust 29.1 %	477		19,212	
Problem score - All trusts 30.5%				

26b - The last time you saw an error, near miss or incident that could have hurt patients / service users, did you or a colleague report it?

	This Trust		All trusts	
	n	%	n	%
Staff seeing error/near miss/ incident that could hurt patients in last month				
Yes, I reported it	89	64.0	3,781	64.5
Yes, a colleague reported it	33	23.7	1,460	24.9
* No	8	5.8	294	5.0
Don't know	3	2.2	109	1.9
Yes, I reported it and a colleague reported it	4	2.9	102	1.7
Not answered	2	1.4	119	2.0
Problem score - This Trust 5.8 %	139		5,865	
Problem score - All trusts 5%				

26c_1 - Please indicate the reason for the last error, near miss or incident that could have hurt patients/service users...Clinical assessment/treatment given?

	This Trust		All trusts	
	n	%	n	%
Staff seeing error/near miss/ incident that could hurt patients in last month				
Clinical assessment / treatment given	68	48.9	2,932	50.0
Not answered	71	51.1	2,933	50.0
	139		5,865	

26c_2 - Please indicate the reason for the last error, near miss or incident you saw that could have hurt patients / service users ...Medical equipment?

	This Trust		All trusts	
	n	%	n	%
Staff seeing error/near miss/ incident that could hurt patients in last month				
Medical equipment	29	20.9	1,362	23.2
Not answered	110	79.1	4,503	76.8
	139		5,865	

26c_3 - Please indicate the reason for the last error, near miss or incident you saw that could have hurt patients / service users ...Staffing levels?

	This Trust		All trusts	
	n	%	n	%
Staff seeing error/near miss/ incident that could hurt patients in last month				
Staffing levels	56	40.3	2,443	41.7
Not answered	83	59.7	3,422	58.3
	139		5,865	

26c_4 - Please indicate the reason for the last error, near miss or incident you saw that could have hurt patients / service users ...Communication?

Staff seeing error/near miss/ incident that could hurt patients in last month	This Trust		All trusts	
	n	%	n	%
Communication	38	27.3	1,690	28.8
Not answered	101	72.7	4,175	71.2
	139		5,865	

26c_5 - Please indicate the reason for the last error, near miss or incident you saw that could have hurt patients / service users ...Problem with the admission, transfer, or discharge if patient / service user?

Staff seeing error/near miss/ incident that could hurt patients in last month	This Trust		All trusts	
	n	%	n	%
Problem with the admission, transfer, or discharge if patient / service user	19	13.7	946	16.1
Not answered	120	86.3	4,919	83.9
	139		5,865	

26c_6 - Please indicate the reason for the last error, near miss or incident you saw that could have hurt patients / service users ...Other reason(s)?

Staff seeing error/near miss/ incident that could hurt patients in last month	This Trust		All trusts	
	n	%	n	%
Other reason(s)	19	13.7	722	12.3
Not answered	120	86.3	5,143	87.7
	139		5,865	

27a - My Trust treats staff who are involved in an error, near miss or incident fairly.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	7	1.5	285	1.5
* Disagree	13	2.7	849	4.4
Neither agree nor disagree	225	47.2	9,539	49.7
Agree	202	42.3	7,252	37.7
Strongly agree	20	4.2	731	3.8
Not answered	10	2.1	556	2.9
Problem score - This Trust 4.2 %	477		19,212	
Problem score - All trusts 5.9%				

27b - My Trust encourages us to report errors, near misses or incidents.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	3	0.6	164	0.9
* Disagree	3	0.6	488	2.5
Neither agree nor disagree	61	12.8	3,702	19.3
Agree	310	65.0	11,676	60.8
Strongly agree	92	19.3	2,773	14.4
Not answered	8	1.7	409	2.1
Problem score - This Trust 1.2 %	477		19,212	
Problem score - All trusts 3.4%				

27c - My Trust treats reports of errors, near misses or incidents confidentially.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	4	0.8	224	1.2
* Disagree	16	3.4	742	3.9
Neither agree nor disagree	164	34.4	7,281	37.9
Agree	233	48.8	8,906	46.4
Strongly agree	49	10.3	1,542	8.0
Not answered	11	2.3	517	2.7
Problem score - This Trust 4.2 %	477		19,212	
Problem score - All trusts 5%				

27d - My Trust blames or punishes people who are involved in errors, near misses or incidents

All Staff	This Trust		All trusts	
	n	%	n	%
Strongly disagree	32	6.7	1,053	5.5
Disagree	129	27.0	5,250	27.3
Neither agree nor disagree	250	52.4	10,028	52.2
* Agree	47	9.9	1,970	10.3
* Strongly agree	10	2.1	321	1.7
Not answered	9	1.9	590	3.1
Problem score - This Trust 12.0 %	477		19,212	
Problem score - All trusts 11.9%				

27e - When errors, near misses or incidents are reported, my Trust takes action to ensure that they do not happen again.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	5	1.0	334	1.7
* Disagree	28	5.9	1,105	5.8
Neither agree nor disagree	176	36.9	7,376	38.4
Agree	227	47.6	8,609	44.8
Strongly agree	30	6.3	1,274	6.6
Not answered	11	2.3	514	2.7
Problem score - This Trust 6.9 %	477		19,212	
Problem score - All trusts 7.5%				

27f - We are informed about errors, near misses and incidents that happen in the Trust.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	21	4.4	960	5.0
* Disagree	106	22.2	4,330	22.5
Neither agree nor disagree	175	36.7	7,026	36.6
Agree	141	29.6	5,656	29.4
Strongly agree	20	4.2	749	3.9
Not answered	14	2.9	491	2.6
Problem score - This Trust 26.6 %	477		19,212	
Problem score - All trusts 27.5%				

27g - We are given feedback about changes made in response to reported errors, near misses and incidents.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	29	6.1	1,090	5.7
* Disagree	93	19.5	3,919	20.4
Neither agree nor disagree	185	38.8	7,066	36.8
Agree	137	28.7	5,937	30.9
Strongly agree	20	4.2	724	3.8
Not answered	13	2.7	476	2.5
Problem score - This Trust 25.6 %	477		19,212	
Problem score - All trusts 26.1%				

Occupational Health and Safety

28a - During the last 12 months have you been injured or felt unwell as a result of..... Moving and handling?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	60	12.6	2,562	13.3
No	407	85.3	16,128	83.9
Not answered	10	2.1	522	2.7
Problem score - This Trust 12.6 %	477		19,212	
Problem score - All trusts 13.3%				

28b - During the last 12 months have you been injured or felt unwell as a result of..... Needlestick and sharps injuries?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	20	4.2	686	3.6
No	446	93.5	17,741	92.3
Not answered	11	2.3	785	4.1
Problem score - This Trust 4.2 %	477		19,212	
Problem score - All trusts 3.6%				

28c - During the last 12 months have you been injured or felt unwell as a result of..... Slips, trips or falls?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	16	3.4	726	3.8
No	449	94.1	17,718	92.2
Not answered	12	2.5	768	4.0
Problem score - This Trust 3.4 %	477		19,212	
Problem score - All trusts 3.8%				

28d - During the last 12 months have you been injured or felt unwell as a result of..... Exposure to dangerous substances?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	5	1.0	365	1.9
No	458	96.0	18,024	93.8
Not answered	14	2.9	823	4.3
Problem score - This Trust 1.0 %	477		19,212	
Problem score - All trusts 1.9%				

28e - During the last 12 months have you been injured or felt unwell as a result of..... Work-related stress?

All Staff	This Trust		All trusts	
	n	%	n	%
* Yes	154	32.3	6,208	32.3
No	313	65.6	12,505	65.1
Not answered	10	2.1	499	2.6
Problem score - This Trust 32.3 %	477		19,212	
Problem score - All trusts 32.3%				

29a - Do you have access to counselling services at your trust?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	317	66.5	11,856	61.7
* No	21	4.4	824	4.3
Don't know	132	27.7	6,252	32.5
Not answered	7	1.5	280	1.5
Problem score - This Trust 4.4 %	477		19,212	
Problem score - All trusts 4.3%				

29b - Do you have access to occupational health services at your trust?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	450	94.3	18,295	95.2
* No	5	1.0	158	0.8
Don't know	14	2.9	495	2.6
Not answered	8	1.7	264	1.4
Problem score - This Trust 1.0 %	477		19,212	
Problem score - All trusts 0.8%				

30a - Does your trust provide ...Advice for staff on diet?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	65	13.6	3,602	18.7
* No	105	22.0	3,515	18.3
Don't know	302	63.3	11,766	61.2
Not answered	5	1.0	329	1.7
Problem score - This Trust 22.0 %	477		19,212	
Problem score - All trusts 18.3%				

30b - Does your trust provide ...Advice for staff on alcohol consumption?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	79	16.6	3,691	19.2
* No	80	16.8	3,044	15.8
Don't know	313	65.6	12,152	63.3
Not answered	5	1.0	325	1.7
Problem score - This Trust	16.8 %			
Problem score - All trusts			15.8%	

30c - Does your trust provide ...Advice for staff on exercise?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	77	16.1	4,830	25.1
* No	89	18.7	3,039	15.8
Don't know	306	64.2	10,994	57.2
Not answered	5	1.0	349	1.8
Problem score - This Trust	18.7 %			
Problem score - All trusts			15.8%	

30d - Does your trust provide ...Help for staff who want to stop smoking?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	333	69.8	13,324	69.4
* No	29	6.1	838	4.4
Don't know	110	23.1	4,743	24.7
Not answered	5	1.0	307	1.6
Problem score - This Trust	6.1 %			
Problem score - All trusts			4.4%	

30e - Does your trust provide ...Help with the cost of gym membership?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	131	27.5	5,272	27.4
* No	112	23.5	3,890	20.2
Don't know	227	47.6	9,701	50.5
Not answered	7	1.5	349	1.8
Problem score - This Trust	23.5 %			
Problem score - All trusts			20.2%	

30f - Does your trust provide ...Bicycle racks?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	259	54.3	10,156	52.9
* No	49	10.3	1,870	9.7
Don't know	160	33.5	6,846	35.6
Not answered	9	1.9	340	1.8
Problem score - This Trust 10.3 %	477		19,212	
Problem score - All trusts 9.7%				

30g - Does your trust provide ...Healthy food in Trust canteens?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	287	60.2	10,280	53.5
* No	63	13.2	3,112	16.2
Don't know	120	25.2	5,483	28.5
Not answered	7	1.5	337	1.8
Problem score - This Trust 13.2 %	477		19,212	
Problem score - All trusts 16.2%				

Infection Control and Hygiene

31a - To what extent do you agree....The Trust does enough to promote the importance of handwashing to staff.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	8	1.7	393	2.0
* Disagree	24	5.0	1,276	6.6
Neither agree nor disagree	27	5.7	2,091	10.9
Agree	260	54.5	9,957	51.8
Strongly agree	154	32.3	5,255	27.4
Not answered	4	0.8	240	1.2
Problem score - This Trust 6.7 %	477		19,212	
Problem score - All trusts 8.7%				

31b - To what extent do you agree....The Trust does enough to promote the importance of hand washing to patients, service users and trust visitors.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	8	1.7	500	2.6
* Disagree	47	9.9	1,977	10.3
Neither agree nor disagree	63	13.2	3,390	17.6
Agree	239	50.1	9,026	47.0
Strongly agree	115	24.1	4,029	21.0
Not answered	5	1.0	290	1.5
Problem score - This Trust 11.6 %	477		19,212	
Problem score - All trusts 12.9%				

31c - To what extent do you agree....Infection control applies to me in my role.

All Staff	This Trust		All trusts	
	n	%	n	%
* Strongly disagree	10	2.1	574	3.0
* Disagree	24	5.0	1,235	6.4
Neither agree nor disagree	25	5.2	1,725	9.0
Agree	174	36.5	7,141	37.2
Strongly agree	240	50.3	8,188	42.6
Not answered	4	0.8	349	1.8
Problem score - This Trust 7.1 %	477		19,212	
Problem score - All trusts 9.4%				

32a - Hot water, soap and paper towels, or alcohol rubs, are available when they are needed by....Staff.

All Staff	This Trust		All trusts	
	n	%	n	%
Always	354	74.2	11,365	59.2
Most of the time	94	19.7	5,986	31.2
* Sometimes	14	2.9	937	4.9
* Never	2	0.4	58	0.3
Do not know	6	1.3	619	3.2
Not answered	7	1.5	247	1.3
Problem score - This Trust 3.3 %	477		19,212	
Problem score - All trusts 5.2%				

32b - Hot water, soap and paper towels, or alcohol rubs, are available when they are needed by....Patients/service users.

All Staff	This Trust		All trusts	
	n	%	n	%
Always	312	65.4	9,771	50.9
Most of the time	87	18.2	5,411	28.2
* Sometimes	19	4.0	1,134	5.9
* Never	1	0.2	54	0.3
Do not know	49	10.3	2,523	13.1
Not answered	9	1.9	319	1.7
Problem score - This Trust 4.2 %	477		19,212	
Problem score - All trusts 6.2%				

32c - Hot water, soap and paper towels, or alcohol rubs, are available when they are needed by....Visitors to the Trust.

All Staff	This Trust		All trusts	
	n	%	n	%
Always	305	63.9	9,526	49.6
Most of the time	86	18.0	5,416	28.2
* Sometimes	23	4.8	1,262	6.6
* Never	2	0.4	66	0.3
Do not know	53	11.1	2,625	13.7
Not answered	8	1.7	317	1.7
Problem score - This Trust 5.2 %	477		19,212	
Problem score - All trusts 6.9%				

Background Details

33a - Gender

All Staff	This Trust		All trusts	
	n	%	n	%
Male	76	15.9	4,197	21.8
Female	391	82.0	14,719	76.6
Not answered	10	2.1	296	1.5
	477		19,212	

33b - Age

All Staff	This Trust		All trusts	
	n	%	n	%
16-20	7	1.5	116	0.6
21-30	76	15.9	3,161	16.5
31-40	112	23.5	5,070	26.4
41-50	171	35.8	5,819	30.3
51-65	100	21.0	4,610	24.0
66+	2	0.4	129	0.7
Not answered	9	1.9	307	1.6
	477		19,212	

34 - What is your ethnic background?

All Staff	This Trust		All trusts	
	n	%	n	%
British	412	86.4	13,271	69.1
Irish	4	0.8	419	2.2
Any other White background	10	2.1	803	4.2
White and Black Caribbean	0	0	62	0.3
White and Black African	0	0	55	0.3
White and Asian	1	0.2	119	0.6
Any other mixed background	1	0.2	95	0.5
Indian	12	2.5	869	4.5
Pakistani	11	2.3	170	0.9
Bangladeshi	0	0	135	0.7
Any other Asian background	4	0.8	666	3.5
Caribbean	1	0.2	524	2.7
African	5	1.0	909	4.7
Any other Black background	0	0	57	0.3
Chinese	2	0.4	204	1.1
Any other ethnic background	3	0.6	304	1.6
Not answered	11	2.3	550	2.9
	477		19,212	

35a - Do you have a long-standing illness, health problem or disability?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes	55	11.5	2,151	11.2
No	414	86.8	16,771	87.3
Not answered	8	1.7	290	1.5
	477		19,212	

35b - Has your employer made adequate adjustment(s) to enable you to carry out your work?

Staff with long-standing illness, health problem or disability	This Trust		All trusts	
	n	%	n	%
Yes	24	43.6	884	41.1
No	4	7.3	384	17.9
No adjustment required	22	40.0	739	34.4
Not answered	5	9.1	144	6.7
	55		2,151	

36 - Do you have face-to-face contact with patients / service users as part of your job?

All Staff	This Trust		All trusts	
	n	%	n	%
Yes, frequently	338	70.9	13,359	69.5
Yes, occasionally	69	14.5	2,959	15.4
No	62	13.0	2,678	13.9
Not answered	8	1.7	216	1.1
	477		19,212	


37 - How many years have you worked for this Trust?

All Staff	This Trust		All trusts	
	n	%	n	%
Less than 1 year	34	7.1	1,554	8.1
1-2 years	49	10.3	2,428	12.6
3-5 years	99	20.8	4,670	24.3
6-10 years	99	20.8	4,004	20.8
11-15 years	50	10.5	2,049	10.7
More than 15 years	134	28.1	4,276	22.3
Not answered	12	2.5	231	1.2
	477		19,212	

38 - What is your occupational group?

All Staff	This Trust		All trusts	
	n	%	n	%
Occupational Therapy	7	1.5	154	0.8
Physiotherapy	11	2.3	336	1.7
Radiography	13	2.7	563	2.9
Pharmacy	12	2.5	469	2.4
Clinical Psychology	1	0.2	51	0.3
Other qualified Allied Health Professionals	11	2.3	432	2.2
Other qualified Scientific and Technical or Healthcare Scientists	13	2.7	1,025	5.3
Support to Allied Health Professionals	6	1.3	213	1.1
Support to Scientific and Technical or Healthcare Scientists	10	2.1	339	1.8
Medical / Dental - Consultant	17	3.6	989	5.1
Medical / Dental - In Training	15	3.1	601	3.1
Medical / Dental - Other	6	1.3	294	1.5
Nursing: Adult / General	101	21.2	4,584	23.9
Nursing: Children	9	1.9	621	3.2
Nursing: Midwives	26	5.5	618	3.2
Nursing: Other Registered Nurses	0	0	155	0.8
Nursing auxiliary / Nursing assistant / Healthcare assistant	39	8.2	1,323	6.9
Admin & Clerical	76	15.9	3,116	16.2
Central Functions / Corporate Services	17	3.6	1,113	5.8
Maintenance / Ancillary	51	10.7	726	3.8
General Management	4	0.8	343	1.8
Other occupational group	15	3.1	453	2.4
Not answered	17	3.6	694	3.6
	477		19,212	



Appendix 2
 Questionnaire

