Reporting to:	**Trust Board, 30 March 2017**
Title	Annual Staff Survey Results 2016
Sponsoring Director	Victoria Maher, Workforce Director
Author(s)	Paula Dabbs, Head of Organisational Development and Transformation
Previously considered by	Workforce Committee
Executive Summary	Between September and December 2016, the national NHS staff survey was undertaken, inviting staff to share their experiences of working in Shrewsbury and Telford Hospitals NHS Trust. As in 2015, the Trust opted to undertake a full census of all staff across the Trust recognising that the link between employee engagement and patient experience is so fundamental that it is vital to give the opportunity for our entire workforce to have their say.
	In total 5,445 surveys were circulated with 2,044 completed, a response rate of 37% (below acute and national benchmarks)
	This year's survey results suggest that the many targeted work streams being undertaken throughout the Trust are leading to incremental improvements, which in many areas are rewarding. There is, however, still significant work to be done in maintaining and accelerating progress and this will require sustained energy and commitment over the next few years
	Summarised scores are presented within the paper in the following way;
	• Staff Engagement
	• Top and Bottom Ranking Scores against national acute sector benchmarks
	• Improvements and deterioration since last year
	• Selected other scores, our values and progress from 2010
	The paper ends with a summary of results, current work and next steps.

Strategic Priorities	
1. Quality and Safety	☒ Reduce harm, deliver best clinical outcomes and improve patient experience.
	☐ Address the existing capacity shortfall and process issues to consistently deliver national healthcare standards
	☐ Develop a clinical strategy that ensures the safety and short term sustainability of our clinical services pending the outcome of the Future Fit Programme
	☐ To undertake a review of all current services at specialty level to inform future service and business decisions
	☐ Develop a sustainable long term clinical services strategy for the Trust to deliver our vision of future healthcare services through our Future Fit Programme
2. People	☒ Through our People Strategy develop, support and engage with our workforce to make our organisation a great place to work
3. Innovation	☐ Support service transformation and increased productivity through technology and continuous improvement strategies
4 Community and Partnership	☐ Develop the principle of 'agency' in our community to support a prevention agenda and improve the health and well-being of the population
	☐ Embed a customer focussed approach and improve relationships through our stakeholder engagement strategies
5 Financial Strength: Sustainable Future	☐ Develop a transition plan that ensures financial sustainability and addresses liquidity issues pending the outcome of the Future Fit Programme

Board Assurance Framework (BAF) Risks	☐ If we do not deliver **safe care** then patients may suffer avoidable harm and poor clinical outcomes and experience ☐ If we do not implement our **falls prevention** strategy then patients may suffer serious injury ☐ If the local health and social care economy does not reduce the **Fit To Transfer** (FTT) waiting list from its current unacceptable levels then patients may suffer serious harm ☐ Risk to **sustainability** of clinical services due to potential shortages of key clinical staff ☐ If we do not achieve safe and efficient **patient flow** and improve our processes and capacity and demand planning then we will fail the national quality and performance standards ☒ If we do not get good levels of **staff engagement** to get a culture of continuous improvement then staff morale and patient outcomes may not improve ☐ If we do not have a clear **clinical service vision** then we may not deliver the best services to patients ☐ If we are unable to resolve our (historic) shortfall in **liquidity** and the structural imbalance in the Trust's **Income & Expenditure** position then we will not be able to fulfil our financial duties and address the modernisation of our ageing estate and equipment
Care Quality Commission (CQC) Domains	☒ Safe ☒ Effective ☒ Caring ☐ Responsive ☒ Well led
☐ **Receive** ☐ **Review** ☒ **Note** ☐ **Approve**	**Recommendation** Trust Board is asked to: • Note the report • Support the recommended approach as set out in the paper • Monitor progress through Workforce Committee

Annual Staff Survey 2016/17

1. Introduction

Between September and December 2016, the national NHS staff survey was undertaken, inviting staff to share their experiences of working at the Shrewsbury and Telford Hospitals NHS Trust. As in previous years, the Trust opted to undertake a full census of all staff across the Trust recognising that the relationship between employee experience and patient experience is so fundamental that it is vital to give the opportunity for our entire workforce to have their say.

In total 5,685 surveys were distributed with 2,044 completed. Our response rate in the 2016 survey was 37% which is unfortunately a decrease when comparing to 44% last year; however, this year saw the Trust take a mixed mode approach as 65% of staff we sent a paper survey and 35% were sent an electronic survey. Feedback from the areas piloting the use of an electronic submission was largely positive. However, there were a number of areas where electronic access for our staff was difficult and we feel this had a detrimental impact to the response rate overall, steps will be taken this year to the improve the opportunities for access. It is however important to note that out of all surveys returned, 30% were paper based and 47% were electronic.

2. 2016 National Staff Survey – Survey Results

The results of the survey are received by the Trust in five key documents: a Quality Health Management Report, Staff Survey Co-ordination Report, Bespoke Management Breakdown, Free text comments and SOLAR Portal System.

Document	Description
Quality Health Management Report	Offers an organisational overview of the results showing previous year comparisons and also comparison to other Acute Trusts. This report provides a breakdown against all 31 Key Findings and engagement score.
Staff Survey Co-ordination Report	An organisational, care group and demographic breakdown against Key Findings, engagement scores and most increases/decreases from last year.
Bespoke Management Report	Quality Health provides a Care Group, Centre, Centre by site and Department breakdown against the Key Findings and Engagement Scores. This will serve as the primary benchmark for engagement initiatives.
SOLAR Portal System	The portal provides raw data for all 100+ questions against answers on a Likert scale, which are broken down to Care Group, Centre, Department and Site.
Free text comments	This year the Trust opted to include a free text comment box. Quality Health will break this down to Care Group level.

The main published report sees the findings of the questionnaires summarised by the national survey centre Picker Europe on behalf of NHS England and presented in the form of 32 key findings (KF) categorised to support the four NHS Constitution pledges to staff.

Staff Pledge 1: *To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities*.
Staff Pledge 2: *To provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed*.
Staff Pledge 3: *To provide support and opportunities for staff to maintain their health, well-being and safety*.
Staff Pledge 4: *To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families*.
*Additional theme*s: *Staff job satisfaction, Equality and diversity and Patient experience measures*

3.0 Trust year on year comparisons

There are some inconsistencies between the presentations of the scores given by Quality Health compared to Picker, given their distinct categorisation of themes. In terms of the 'raw data' scores provided by Quality Health, the response to the individual questions where a direct comparison can be made to 2015 and 2016 results shows:

Indicator- change from SaTH	2015	2016
Improved	9	4
Declined	1	0
No change	48	86
No year on year comparison possible	32	0

3.1 Within the 'Picker' consolidated findings the questions are compressed into 32 'key findings'. The following table shows year on year progress when each key finding is compared to the national acute sector benchmark. Eg the change in 2014 from 2013 saw 5 key findings move to better than average

	2016 change since 2015	2015 change since 2014	2014 change since 2013	2013 change since 2012
Better than average	9	11	5	2
Worse than average	1	0	2	0
No change	22	11	21	26
No comparison	0	10	2	1

4. Key Findings in the SaTH 2016 Survey

The experiences of staff working in SaTH and the results of the survey are set in the context of both local and national on-going challenges. However there is significant work to be done in maintaining and accelerating progress and this will require sustained energy and commitment over the next few years. **A full breakdown of Trust scores can be found in the information pack**, however summarised scores are presented below in the following way;

- Staff Engagement
- Top and Bottom Ranking Scores
- Improvements and deterioration since last year
- Selected other scores, including key findings at Directorate level, Our values and progress from 2010

4.1 Staff Engagement

The overall indicator of staff engagement has been calculated using the questions that make up Key Findings (KFs) 1, 4 and 7, relating to the following aspects of staff engagement:
- *Staff members' perceived ability to contribute to improvements at work (KF 7);*
- *Their willingness to recommend the trust as a place to work/receive treatment (KF 1);*
- *The extent to which they feel motivated and engaged with their work (KF 4).*

The table below shows the progress made by the Trust in terms of employee engagement over the last 4 years with an increase in 1 of the 3 scores making up the staff engagement index, with KF7 being our statistically significant improvement score. The average engagement score for acute trusts is 3.81 so whilst we have narrowed the margin, we are still not quite there. Therefore, it is vital that we continue to improve our staff engagement for the benefit of our staff and patients.

Key finding (KF)	Staff Engagement (out of 5)	2013	2014	2015	2016
	Overall Staff Engagement	3.57	3.62	3.73	3.75
KF7	Staff ability to contribute to improvements at work	78%	66%	66%	70%
KF1	Staff recommendation as a place to work or receive treatment	3.36	3.45	3.62	3.62
KF4	Staff motivation at work	3.80	3.79	3.91	3.91

Staff engagement is a key measure of employment experience. There is a robust evidence base which demonstrates the relationship between engaged staff, patient outcomes and operational performance.
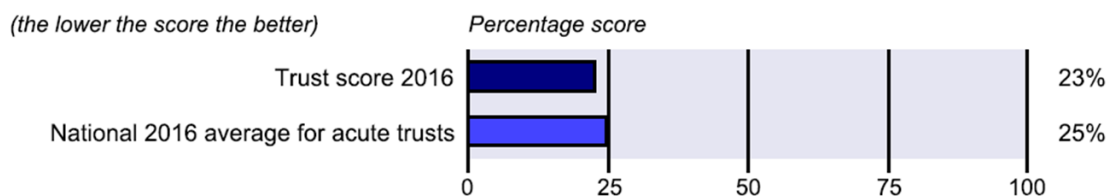
Last year we acknowledged we needed to explore further how we get staff involved with decisions and improvements at work. It's pleasing to see that KF7 has increased by 4%; however we haven't seen the movement in advocacy or motivation, therefore through the response plan we will try and understand the reasons for these scores in more detail.
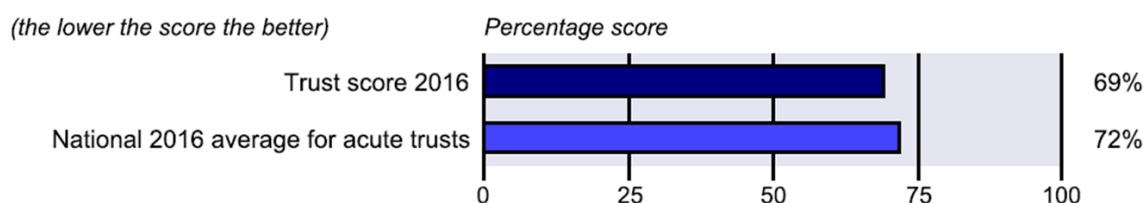
4.2 Top and Bottom Ranking Scores

4.2.1 Top Five Ranking Scores (within the top 20% against acute sector benchmarks)

This highlights the five key areas in which the Trust compares favourably with other acute trusts in England
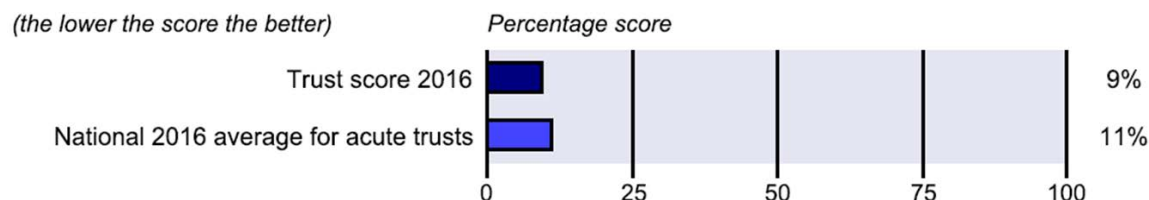
✓ **KF26.** % of staff experiencing harassment, bullying or abuse from staff in the last 12 months

(the lower the score the better)   Percentage score

Trust score 2016	23%
National 2016 average for acute trusts	25%

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

(the lower the score the better)   Percentage score

Trust score 2016	69%
National 2016 average for acute trusts	72%

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

(the lower the score the better)   Percentage score

Trust score 2016	9%
National 2016 average for acute trusts	11%

✓ **KF11.** % of staff believing that the organisation provides equal opportunities for career progression and promotion

(the higher the score the better)   Percentage score

Trust score 2016	88%
National 2016 average for acute trusts	87%
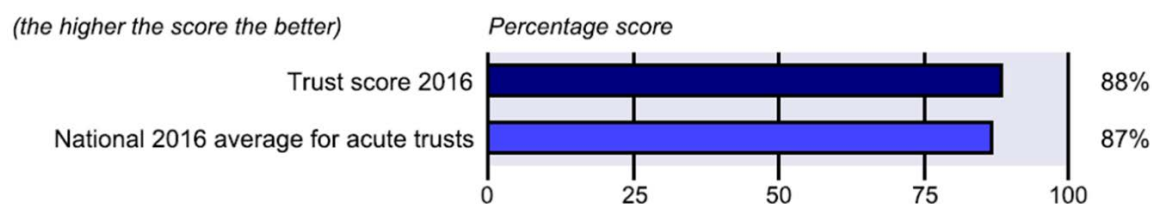
✓ **KF29.** % of reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)   Percentage score

Trust score 2016	91%
National 2016 average for acute trusts	90%
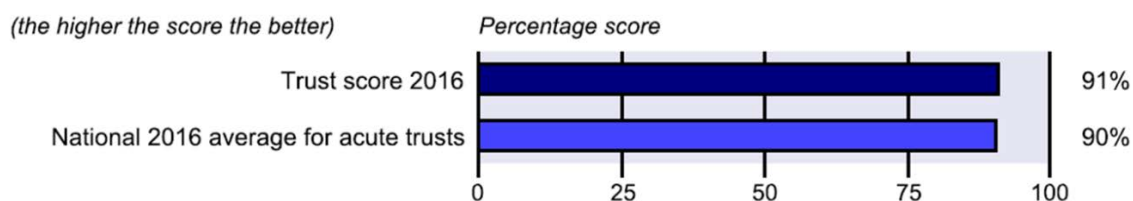
4.2.2 Bottom Ranking Scores

These are the five Key Findings for which the Trust compares least favourably with other Acute trusts in England.

! KF31. Staff confidence and security in reporting unsafe clinical practice
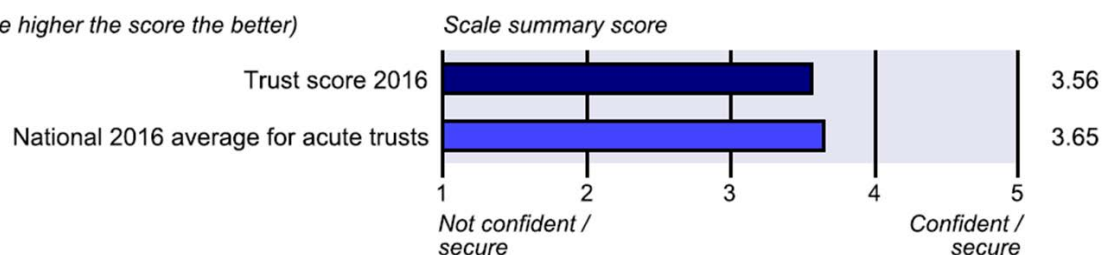
! KF32. Effective use of patient / service use feedback
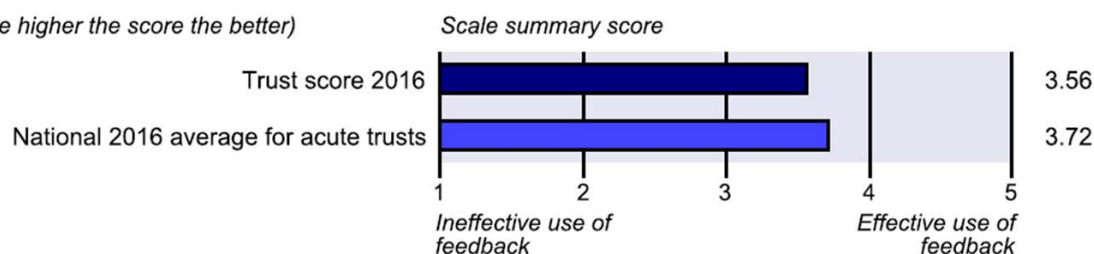
! KF2. Staff satisfaction with the quality of work and care they are able to deliver
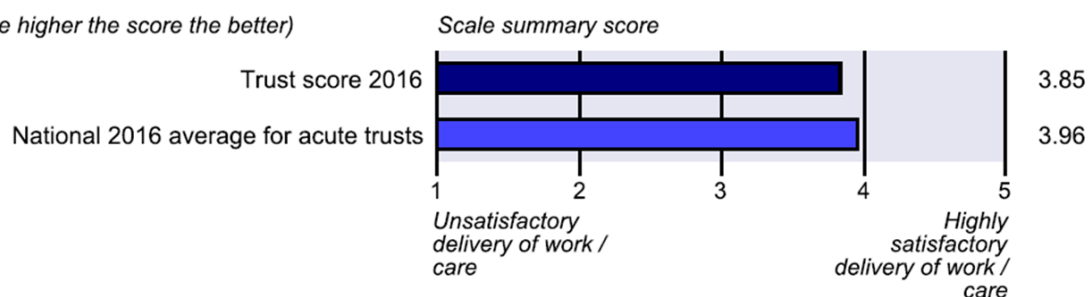
! KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents
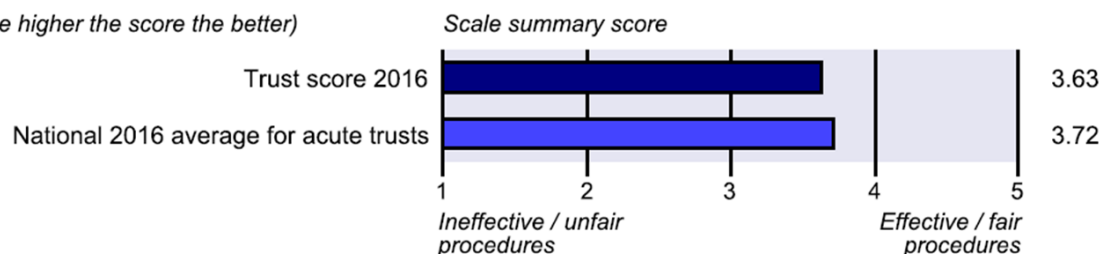
! KF22. % of staff experiencing physical violence from patients, relatives or the public in the last 12 months
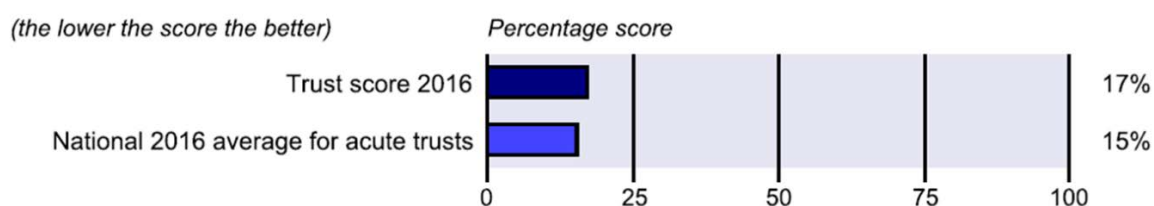
Clearly significant focus will need to be put into addressing the issues raised around our reporting culture, however workforce committee have approved a proposal to implement a new approach to raising concerns. The Workforce Committee will monitor this.

The results overleaf highlight improvements and deteriorations at Trust level compared to last year.

4.2.3 Local Improvements and deteriorations since last year

✓**KF24.** % of staff reporting most recent experience of violence
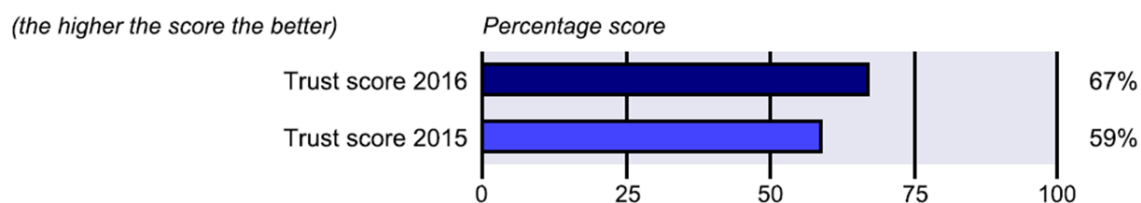
✓ **KF13.** Quality of non-mandatory training, learning or development

✓**KF24.** % of staff reporting most recent experience of violence
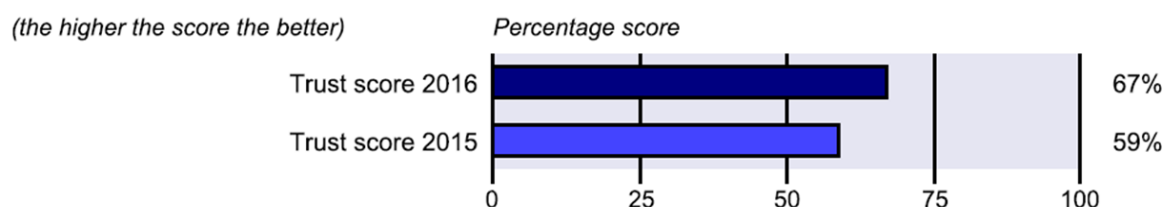
✓ **KF13.** Quality of non-mandatory training, learning or development

(the higher the score the better)   *Scale summary score*

Trust score 2016	4.04
Trust score 2015	3.97

Low-quality training   *High-quality training*

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

(the higher the score the better)   *Percentage score*

Trust score 2016	70%
Trust score 2015	66%
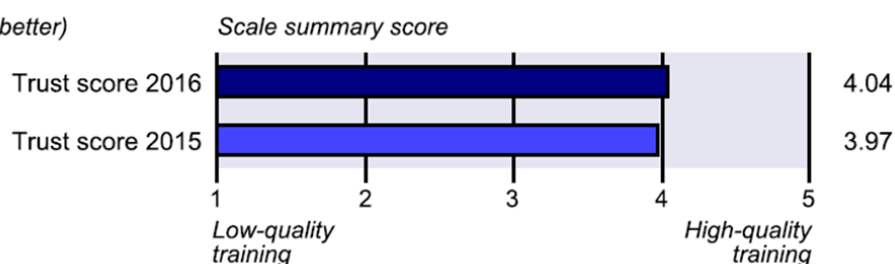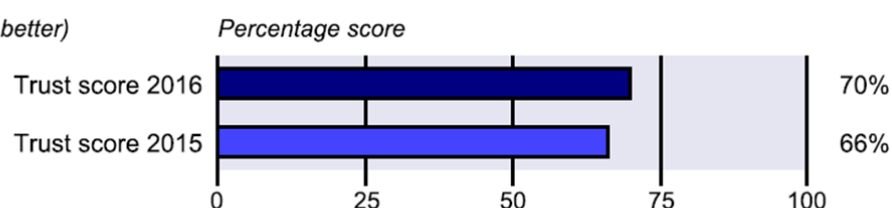
✓ **KF18.** % of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleague or themselves

(the lower the score the better)   *Percentage score*
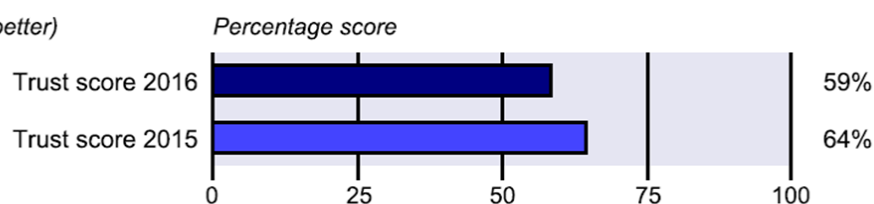
Trust score 2016	59%
Trust score 2015	64%

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

(the higher the score the better)   *Percentage score*

Trust score 2016	48%
Trust score 2015	45%

! KF20. % of staff experiencing discrimination at work in the last 12 months

(the lower the score the better)   *Percentage score*

Trust score 2016	9%
Trust score 2015	7%
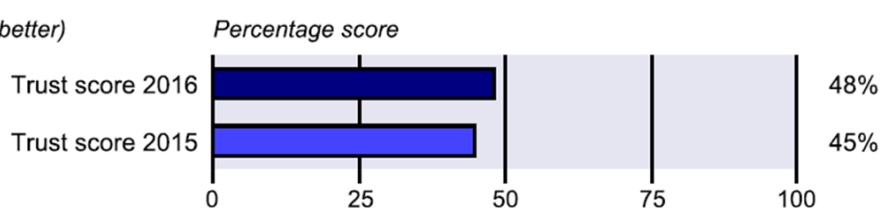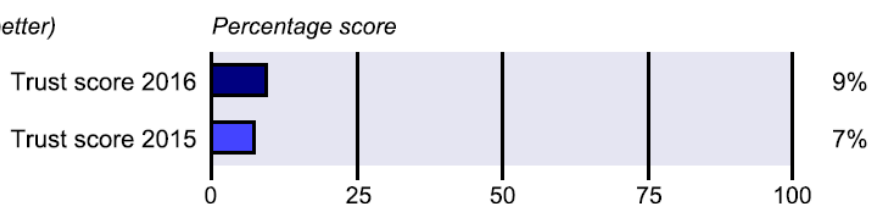
4.2.4 Our Values

As part of our journey to be a values driven organisation, it is important that our staff are aware of our values. The table below demonstrates our position.

23a. Are you aware of the Shrewsbury and Telford Hospital NHS Trusts values?

Response 2014	Response 2015	Response 2016	National average
79%	97%	99%	96%

This is our highest percentage score against whole sector (all acute, community, mental health and specialist trusts) national averages.

The question relating to whether the values are lived has changed each year within the survey; therefore there is no direct comparator. We have however seen improvement from 51% of our staff feeling the values were seen in everyday practice in 2014 to 66% in 2016.

4.2.5 Progress from 2010 against national benchmarks

Cultural change does not happen overnight. The below chart illustrates the improvements in staff experience over the last 6 years. This does not represent the experience we want our staff to have, it does show improvement

2011 Key Findings against national benchmark

Best | Better than | Average | Worst than | Worst

2016 Key Findings against national benchmark

Best | Better than | Average | Worst than | Worst
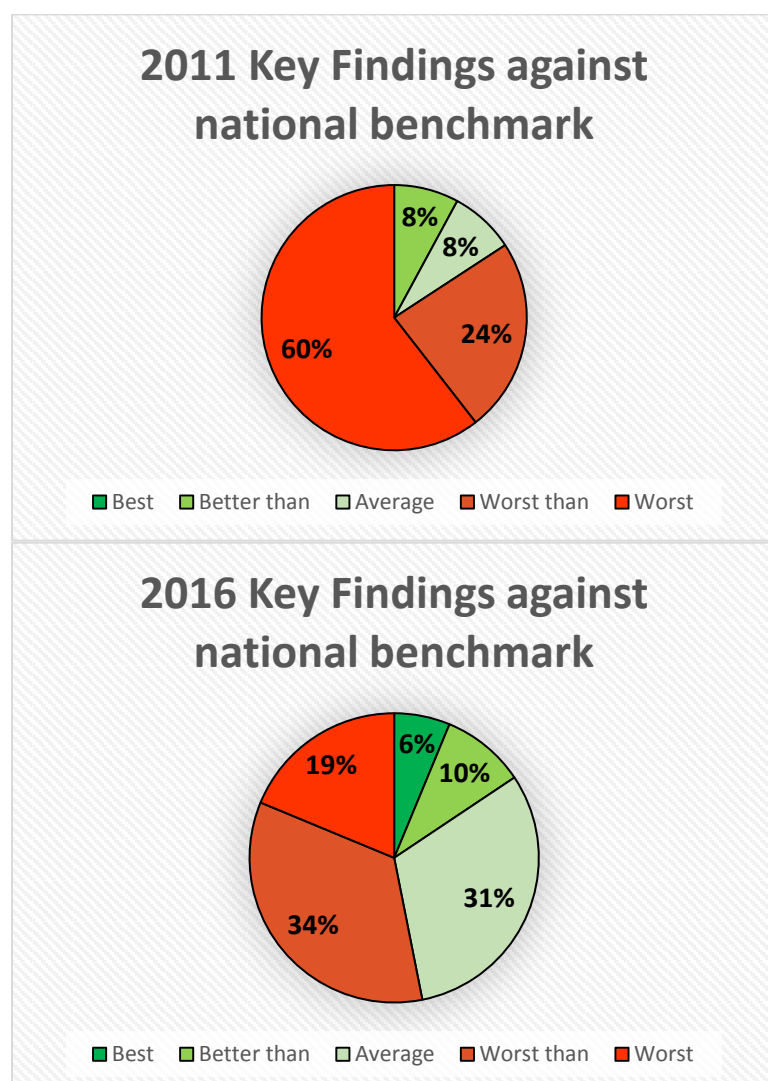
5.0 Summary

All responses can be categorised against 5 key headings below .Summary observations conclude that compared to the rest of the sector, the majority of scores are around average. However, the Trust's scores in the 'Organisation' section are mainly below the sector score.

5.1 Your Job
Many of the Trusts scores in this section have shown **slight movement** in both directions since last year. The scores remain either average or generally just below average, when compared to the rest of the sector.
For example, staff saying they look forward to going to work has seen a slight improvement from 57% last year to 59% this year; and staff who are enthusiastic about their job has seen a decline of 4% (71%, down from 75% last year).

5.2 Your Managers
The Trust scores are around average in this section, but **all have shown some improvement** since last year.
For example, on the questions about immediate managers, there has been improvement in immediate managers giving clear feedback (60% of staff say this, compared to 57% last year). And staff saying their immediate manager values their work (up to 71% from 69% last year).
79% of staff say that they know who senior managers are. But - like the rest of the sector - scores around senior manager communication are low. 34% of staff say that communication between senior management and staff is effective. Only 30% say that senior managers involve them in important decisions. And only 29% say that senior managers act on their feedback.

5.3 Your Health and Well-being

All scores in this section are either average or above average when compared to the rest of the sector. There are some scores which have **increased**.
For example, 56% of staff say that they have attended work when unwell (compared to 58% last year). The percentage of staff saying that they have felt unwell due to work related stress has dropped very slightly from 35% last year, to 34% this year.
Staff who said they experienced harassment, bullying and abuse (HBA) from the public has decreased (26% this year, compared to 28% last year). But staff experiencing HBA from other colleagues (16% last year, to 17% this year) and managers (10% last year to 11% this year) has increased.

5.4 Personal Development

When compared to the rest of the sector, **most scores are around average or above, and have again generally improved** since last year. The percentage of staff saying that they have received training in the last 12 months is above average and has increased by 2% this year (78%, this year, compared to 76% last year). The numbers of staff agreeing that the training they received helped them do their job more effectively has also increased (from 81% last year, to 85% this year).
The coverage of appraisals is at 86% and is average for the sector. But the number of staff who said that their appraisal helped them do their job more effectively has improved from last year, 69% up from 64%.

5.5 Your Organisation

All scores are below average when compared to the rest of the sector, some significantly so. Most scores have **remained static or have slightly worsened** since last year. 68% of staff say that

patient/service user care is the Trust's top priority, a score that has shown no movement since last year and is below sector average.

The Trust scores on the two NHS Staff Friends and Family Test questions have remained static or declined, and are below average. 56% of staff say that they would recommend the Trust as a place to work (compared to 57% last year); and 62% of staff would be happy with the standard of care if a friend or relative were treated at the Trust (static from last year).

6.0 Conclusions and Next steps

Whilst it is clear that significant progress has been made, it is ever more important that traction is maintained on the areas of improvement, with areas of concern requiring even more effort. It is not the aspiration of SaTH to reach the average standard of engagement achieved by other Trusts, but to set its stall to be amongst the best. The argument setting out the link between highly engaged staff and improved patient experience has long been accepted by the Board and is increasingly recognised and owned by our Care groups.

There are a number of work streams in progress and the intention is to continue with those programmes. The staff survey results provide a checkpoint to progress, it is vital that these results are shared with key stakeholders to obtain their perspectives. These have and will include

- o   Workforce Committee

- o   Senior Leadership Team

- o   Care Group Boards

- o   Directorate meetings

- o   Clinical team meetings

- o   Employee representatives- staff side TNCC

- o   Open sessions with staff

The data is broadly described however it will be important for different staff groups and care groups to analyse and localise these results, where applicable. This process will be aided through the production of an infographic of our key results for dissemination*. **In the information pack***

 It will also be important that these groups are encouraged by the positive progress being made and the fact that their efforts are beginning to bear fruit. Maintaining our approach of rolling action which is augmented by additional insights and activities each year remains the most likely way of embedding engagement as something that happens daily and is not just talked about. This is reflected in the increased engagement scores for each of our Care groups.

6.1 Next steps

There are a number of work streams in progress and the intention is to continue with those programmes. Workforce committee receive a monthly full agenda item on staff survey, led by the Care group representatives on committee. In brief some of our current works which will help facilitate improvements are:

6.1.2 Our Values guardians (freedom to speak up guardians) are newly appointed within the Trust and will be instrumental in supporting our interventions to help us improve our culture of reporting in our drive to be the safest and kindest.

6.1.3 Our leadership Academy will support our leaders in understanding their unique position in improving our employee experience through eg a Values Based Leadership programme, Safest and kindest leadership, transforming care, best people management programmes. We will also shortly see the launch of our VIP agreement which sets a very clear expectation of required behaviours from our leaders and those they lead

6.1.4 A continued focus on equality and diversity.

6.1.5 A targeted approach utilising the staff engagement scores, triangulated with other workforce data sets within departments/ teams to drive improvements within these scores.

6.16 Enhancing our health and wellbeing offer with a focus on supportive mental health service provision for our staff.

This year we continue to have numerous staff conversations to disseminate the results but more importantly to give our staff the opportunity to feedback on what would make their employee experience better. We expect to redefine some of our current work programmes in response to this feedback.

Workforce committee will receive and approve these plans as they evolve.

7. Recommendations

Trust Board are asked to:

• Note the report

• Support the recommended approach as set out in the paper

• To monitor progress through Workforce Committee

For further information please contact Paula.dabbs@sath.nhs.uk or ext 2270

The Shrewsbury and Telford Hospital **NHS**
NHS Trust

OUR NHS STAFF SURVEY AT A GLANCE
An improving picture, with work to do

2015/16   2016/17

THE OVERALL STAFF **ENGAGEMENT** SCORE

3.73 ★★★☆☆   3.75 ★★★☆☆   ⬆

THE OVERALL STAFF **MOTIVATION** SCORE

3.91 ★★★☆☆   3.91 ★★★★☆   ➡

I FEEL ABLE TO **CONTRIBUTE TO IMPROVEMENTS**

66% 🧍🧍🧍🧍🧍🧍🧍🧍🧍🧍   70% 🧍🧍🧍🧍🧍🧍🧍🧍🧍🧍   ⬆

MY ROLE **MAKES A DIFFERENCE**

90% 🧍🧍🧍🧍🧍🧍🧍🧍🧍🧍   89% 🧍🧍🧍🧍🧍🧍🧍🧍🧍🧍   ⬇

I WOULD RECOMMEND MY PLACE OF WORK TO A FRIEND FOR PATIENT CARE OR A JOB

3.62 ★★★☆☆   3.62 ★★★☆☆   ➡

I NEED TO **WORK LONGER** HOURS TO GET MY JOB DONE

71% 🕐   70% 🕐   ⬇

STAFF EXPERIENCING **BULLYING, HARRASSMENT OR ABUSE FROM PATIENTS**

28% ◔   27% ◕   ⬇

STAFF EXPERIENCING **BULLYING, HARRASSMENT OR ABUSE FROM STAFF**

22% ◔   23% ◕   ⬆

STAFF **REPORTING TO WORK** WHEN FEELING **UNWELL**

58% 🌡   56% 🌡   ⬇

STAFF GETTING AN **APPRAISAL**

88% ✓✓✓✓✓✓✓✓✓✓   88% ✓✓✓✓✓✓✓✓✓✓   ➡

STAFF CONFIDENCE IN **REPORTING CONCERNS**

3.49 ★★★☆☆   3.58 ★★★☆☆   ⬆

SUPPORT FROM IMMEDIATE **LINE MANAGERS**

3.69 ★★★☆☆   3.74 ★★★☆☆   ⬆

For more information go to **www.sath.nhs.uk/staffsurvey**

2016 National NHS staff survey

Results from The Shrewsbury And Telford Hospital NHS Trust

Table of Contents

1. Introduction to this report

This report presents the findings of the 2016 national NHS staff survey conducted in The Shrewsbury And Telford Hospital NHS Trust.

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

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

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

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

- Appraisals & support for development

- Equality & diversity

- Errors & incidents

- Health and wellbeing

- Working patterns

- Job satisfaction

- Managers

- Patient care & experience

- Violence, harassment & bullying

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

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

- percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions

- scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5

Responses to the individual survey questions can be found in Appendix 3 of this report, along with details of which survey questions were used to calculate the Key Findings.

Your Organisation

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

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

		Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
Q21a	"Care of patients / service users is my organisation's top priority"	68%	76%	68%
Q21b	"My organisation acts on concerns raised by patients / service users"	65%	74%	65%
Q21c	"I would recommend my organisation as a place to work"	56%	62%	57%
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	62%	70%	62%
KF1.	Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)	3.62	3.77	3.62

2. Overall indicator of staff engagement for The Shrewsbury And Telford Hospital NHS Trust

The figure below shows how The Shrewsbury And Telford Hospital NHS Trust compares with other acute trusts on an overall indicator of staff engagement. Possible scores range from 1 to 5, with 1 indicating that staff are poorly engaged (with their work, their team and their trust) and 5 indicating that staff are highly engaged. The trust's score of 3.75 was below (worse than) average when compared with trusts of a similar type.

OVERALL STAFF ENGAGEMENT

(the higher the score the better)

Scale summary score

Trust score 2016	3.75
Trust score 2015	3.73
National 2016 average for acute trusts	3.81

1 2 3 4 5

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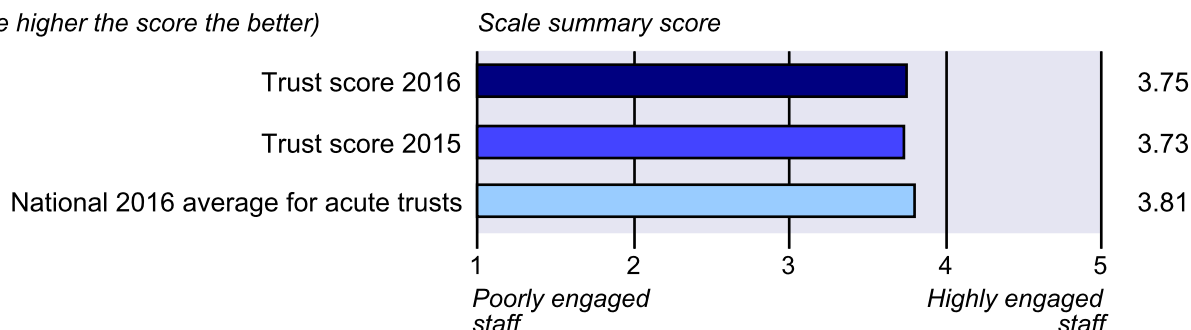
This overall indicator of staff engagement has been calculated using the questions that make up Key Findings 1, 4 and 7. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 7); their willingness to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

The table below shows how The Shrewsbury And Telford Hospital NHS Trust compares with other acute trusts on each of the sub-dimensions of staff engagement, and whether there has been a significant change since the 2015 survey.

	Change since 2015 survey	Ranking, compared with all acute trusts
OVERALL STAFF ENGAGEMENT	• No change	! Below (worse than) average
KF1. Staff recommendation of the trust as a place to work or receive treatment *(the extent to which staff think care of patients/service users is the trust's top priority, would recommend their trust to others as a place to work, and would be happy with the standard of care provided by the trust if a friend or relative needed treatment.)*	• No change	! Lowest (worst) 20%
KF4. Staff motivation at work *(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)*	• No change	! Below (worse than) average
KF7. Staff ability to contribute towards improvements at work *(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)*	✓ Increase (better than 15)	• Average

Full details of how the overall indicator of staff engagement was created can be found in the document ***Making sense of your staff survey data***.

3. Summary of 2016 Key Findings for The Shrewsbury And Telford Hospital NHS Trust

3.1 Top and Bottom Ranking Scores

This page highlights the five Key Findings for which The Shrewsbury And Telford Hospital NHS Trust compares most favourably with other acute trusts in England.

TOP FIVE RANKING SCORES

✓KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)   *Percentage score*

Trust score 2016	23%
National 2016 average for acute trusts	25%

0   25   50   75   100

✓KF16. Percentage of staff working extra hours

(the lower the score the better)   *Percentage score*

Trust score 2016	69%
National 2016 average for acute trusts	72%

0   25   50   75   100

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

(the lower the score the better)   *Percentage score*

Trust score 2016	9%
National 2016 average for acute trusts	11%

0   25   50   75   100

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

(the higher the score the better)   *Percentage score*

Trust score 2016	88%
National 2016 average for acute trusts	87%

0   25   50   75   100

✓KF29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)   *Percentage score*

Trust score 2016	91%
National 2016 average for acute trusts	90%

0   25   50   75   100
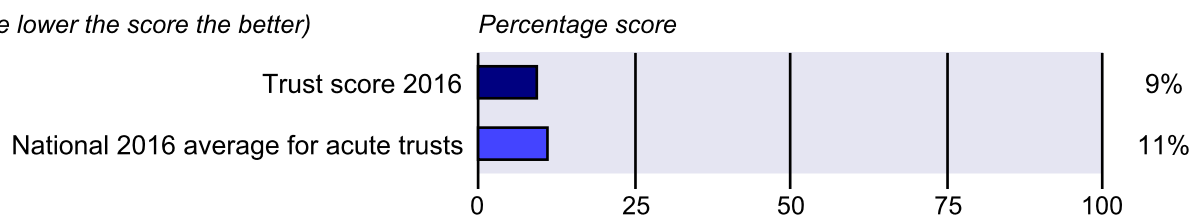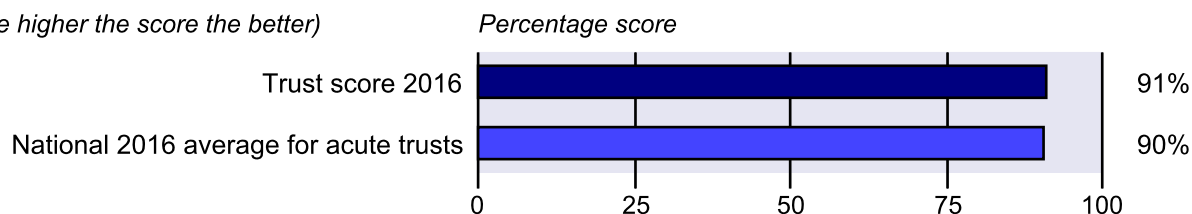
For each of the 32 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 98 (the bottom ranking score). The Shrewsbury And Telford Hospital NHS Trust's five highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 1. Further details about this can be found in the document *Making sense of your staff survey data*.
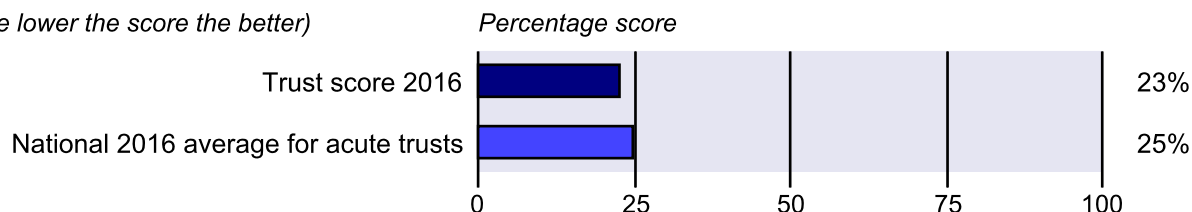
This page highlights the five Key Findings for which The Shrewsbury And Telford Hospital NHS Trust compares least favourably with other acute trusts in England. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

BOTTOM FIVE RANKING SCORES

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

(the higher the score the better)   Scale summary score

Trust score 2016	3.56
National 2016 average for acute trusts	3.65

1 2 3 4 5

Not confident / secure   *Confident / secure*

! KF32. Effective use of patient / service user feedback

(the higher the score the better)   Scale summary score

Trust score 2016	3.56
National 2016 average for acute trusts	3.72

1 2 3 4 5

Ineffective use of feedback   *Effective use of feedback*

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

(the higher the score the better)   Scale summary score

Trust score 2016	3.63
National 2016 average for acute trusts	3.72

1 2 3 4 5

Ineffective / unfair procedures   *Effective / fair procedures*

! KF2. Staff satisfaction with the quality of work and care they are able to deliver

(the higher the score the better)   Scale summary score

Trust score 2016	3.85
National 2016 average for acute trusts	3.96

1 2 3 4 5

Unsatisfactory delivery of work / care   *Highly satisfactory delivery of work / care*

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

(the lower the score the better)   Percentage score

Trust score 2016	17%
National 2016 average for acute trusts	15%

0 25 50 75 100
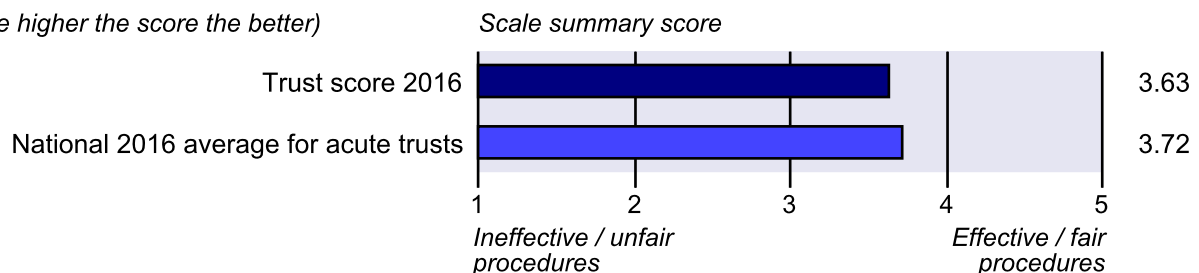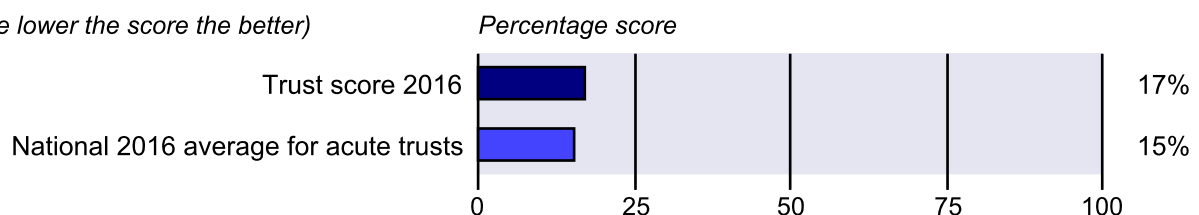
3.2 Largest Local Changes since the 2015 Survey

This page highlights the five Key Findings where staff experiences have improved at The Shrewsbury And Telford Hospital NHS Trust since the 2015 survey. (This is a positive local result. However, please note that, as shown in section 3.3, when compared with other acute trusts in England, the scores for Key findings KF13, and KF18 are worse than average).

WHERE STAFF EXPERIENCE HAS IMPROVED

✓ KF24. Percentage of staff / colleagues reporting most recent experience of violence

(the higher the score the better)   *Percentage score*

Trust score 2016	67%
Trust score 2015	59%

0   25   50   75   100

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

(the higher the score the better)   *Scale summary score*

Trust score 2016	4.04
Trust score 2015	3.97

1   2   3   4   5
Low-quality training   *High-quality training*

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

(the higher the score the better)   *Percentage score*

Trust score 2016	70%
Trust score 2015	66%

0   25   50   75   100

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

(the lower the score the better)   *Percentage score*

Trust score 2016	59%
Trust score 2015	64%

0   25   50   75   100

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

(the higher the score the better)   *Percentage score*

Trust score 2016	48%
Trust score 2015	45%

0   25   50   75   100
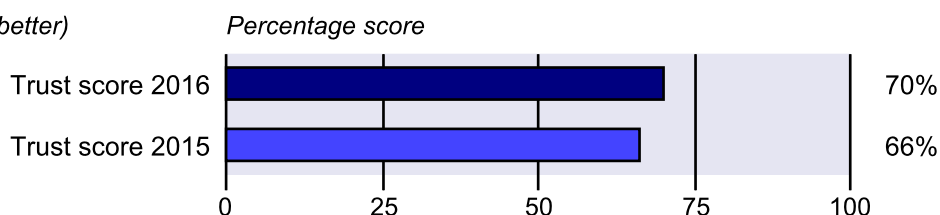
Because the Key Findings vary considerably in terms of subject matter and format (e.g. some are percentage scores, others are scale scores), a straightforward comparison of score changes is not the appropriate way to establish which Key Findings have improved the most. Rather, the extent of 2015-2016 change for each Key Finding has been measured in relation to the national variation for that Key Finding. Further details about this can be found in the document *Making sense of your staff survey data*.

This page highlights the Key Finding that has deteriorated at The Shrewsbury And Telford Hospital NHS Trust since the 2015 survey. It is suggested that this might be seen as a starting point for local action to improve as an employer. (However, please note that, as shown in section 3.3, when compared with other acute trusts in England, the score for Key finding KF20 is better than average).

WHERE STAFF EXPERIENCE HAS DETERIORATED

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

(the lower the score the better)   *Percentage score*

Trust score 2016	9%
Trust score 2015	7%

0   25   50   75   100

3.3. Summary of all Key Findings for The Shrewsbury And Telford Hospital NHS Trust

KEY

Green = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2015 survey.

Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2015 survey.

Grey = No change, e.g. there has been no statistically significant change in this Key Finding since the 2015 survey.

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

Change since 2015 survey

| | -15% | -10% | -5% | 0% | 5% | 10% | 15% |

KF11. % appraised in last 12 mths

* KF20. % experiencing discrimination at work in last 12 mths

KF21. % believing the organisation provides equal opportunities for career progression / promotion

* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth

KF29. % reporting errors, near misses or incidents witnessed in last mth

* KF17. % feeling unwell due to work related stress in last 12 mths

* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure

KF15. % satisfied with the opportunities for flexible working patterns

* KF16. % working extra hours

KF7. % able to contribute towards improvements at work

KF6. % reporting good communication between senior management and staff

KF3. % agreeing that their role makes a difference to patients / service users

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

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

KF24. % reporting most recent experience of violence

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

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

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

3.3. Summary of all Key Findings for The Shrewsbury And Telford Hospital NHS Trust

KEY

Green = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2015 survey.

Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2015 survey.

Grey = No change, e.g. there has been no statistically significant change in this Key Finding since the 2015 survey.

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

Change since 2015 survey (cont)

| | -1.0 | -0.6 | -0.2 | 0.2 | 0.6 | 1.0 |

KF12. Quality of appraisals

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

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

KF31. Staff confidence and security in reporting unsafe clinical practice

KF19. Org and mgmt interest in and action on health and wellbeing

KF1. Staff recommendation of the organisation as a place to work or receive treatment

KF4. Staff motivation at work

KF8. Staff satisfaction with level of responsibility and involvement

KF9. Effective team working

KF14. Staff satisfaction with resourcing and support

KF5. Recognition and value of staff by managers and the organisation

KF10. Support from immediate managers

KF2. Staff satisfaction with the quality of work and care they are able to deliver

KF32. Effective use of patient / service user feedback

3.3. Summary of all Key Findings for The Shrewsbury And Telford Hospital NHS Trust

KEY

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

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

Grey = Average.

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

Comparison with all acute trusts in 2016

	-15%	-10%	-5%	0%	5%	10%	15%

KF11. % appraised in last 12 mths

* KF20. % experiencing discrimination at work in last 12 mths

KF21. % believing the organisation provides equal opportunities for career progression / promotion

* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth

KF29. % reporting errors, near misses or incidents witnessed in last mth

* KF17. % feeling unwell due to work related stress in last 12 mths

* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure

KF15. % satisfied with the opportunities for flexible working patterns

* KF16. % working extra hours

KF7. % able to contribute towards improvements at work

KF6. % reporting good communication between senior management and staff

KF3. % agreeing that their role makes a difference to patients / service users

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

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

KF24. % reporting most recent experience of violence

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

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

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

3.3. Summary of all Key Findings for The Shrewsbury And Telford Hospital NHS Trust

KEY

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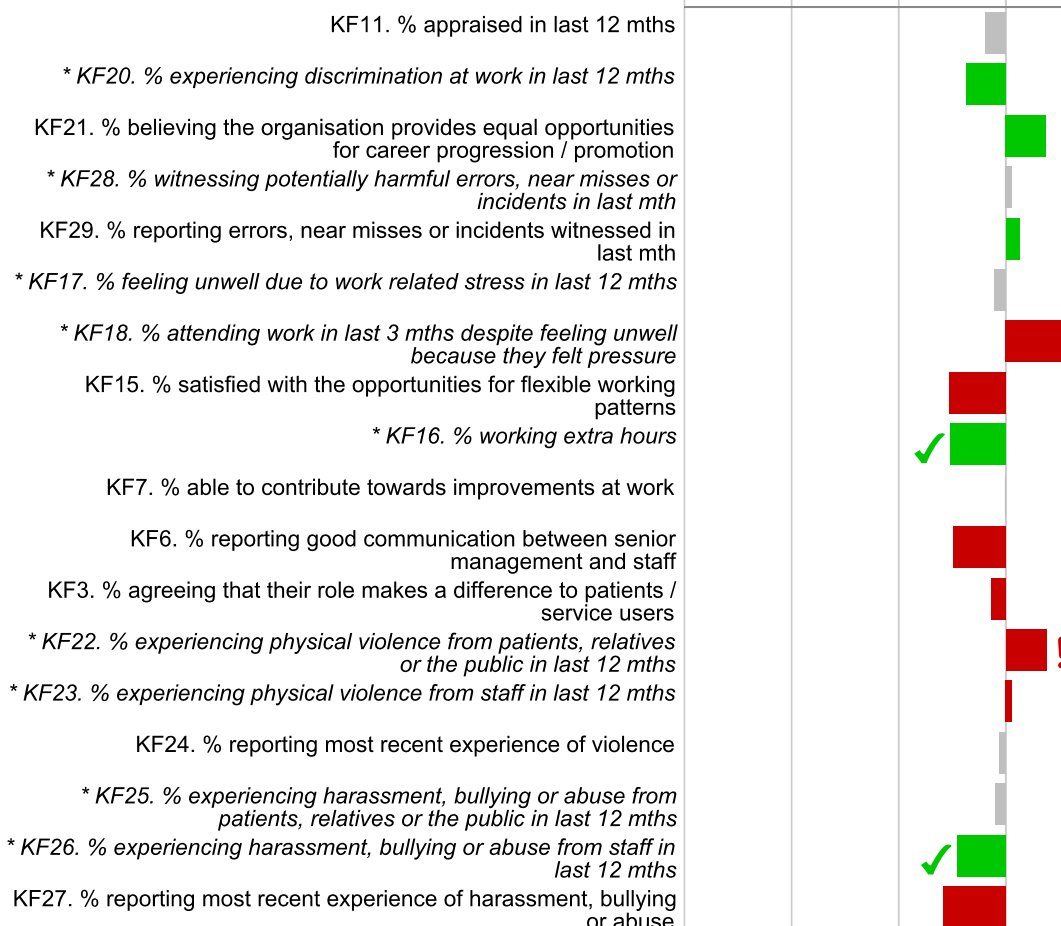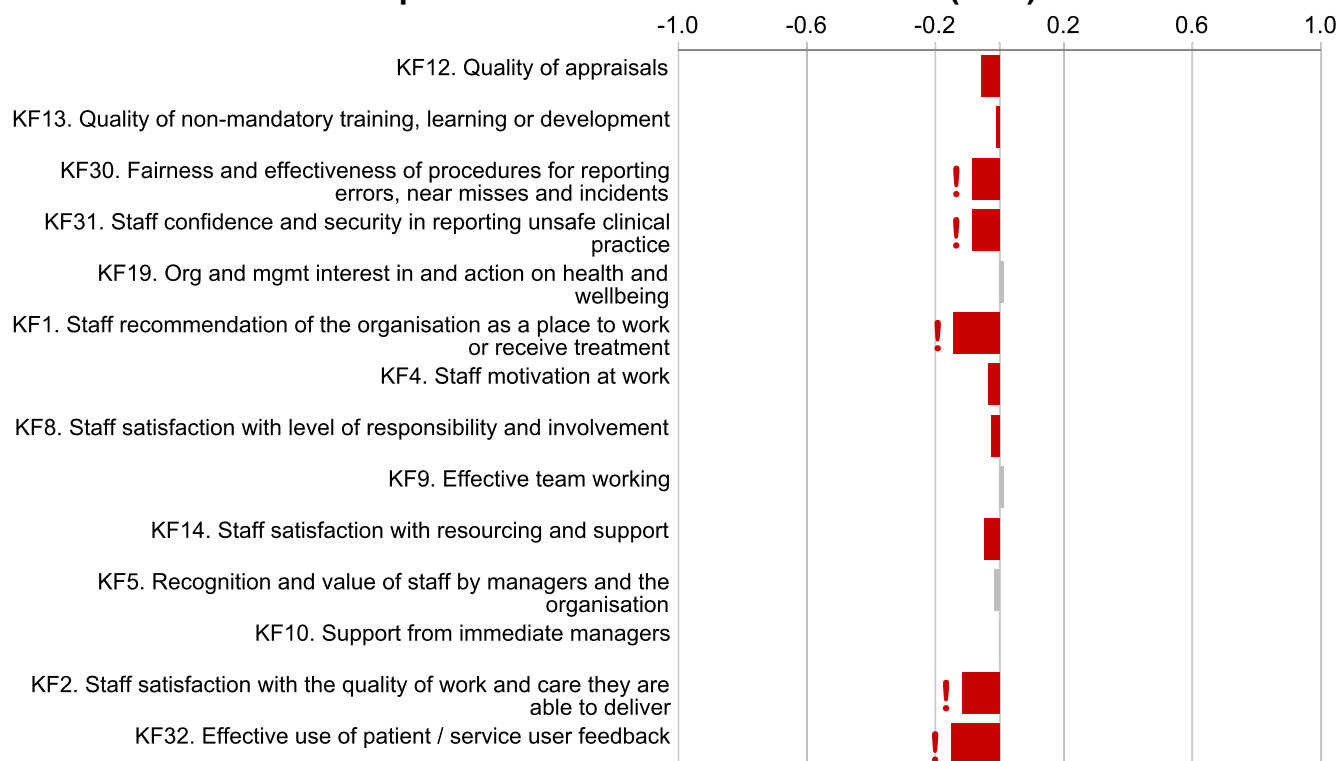
Red = Negative finding, i.e. worse than average. If a ! is shown the score is in the worst 20% of acute trusts.

Grey = Average.

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

Comparison with all acute trusts in 2016 (cont)

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

13

3.4. Summary of all Key Findings for The Shrewsbury And Telford Hospital NHS Trust

KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2015.

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2015.

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

-- No comparison to the 2015 data is possible.

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

	Change since 2015 survey	Ranking, compared with all acute trusts in 2016
Appraisals & support for development		
KF11. % appraised in last 12 mths	• No change	• Average
KF12. Quality of appraisals	✓ Increase (better than 15)	! Below (worse than) average
KF13. Quality of non-mandatory training, learning or development	✓ Increase (better than 15)	! Below (worse than) average
Equality & diversity		
* *KF20. % experiencing discrimination at work in last 12 mths*	! Increase (worse than 15)	✓ Below (better than) average
KF21. % believing the organisation provides equal opportunities for career progression / promotion	• No change	✓ Above (better than) average
Errors & incidents		
* *KF28. % witnessing potentially harmful errors, near misses or incidents in last mth*	• No change	• Average
KF29. % reporting errors, near misses or incidents witnessed in last mth	• No change	✓ Above (better than) average
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	• No change	! Lowest (worst) 20%
KF31. Staff confidence and security in reporting unsafe clinical practice	✓ Increase (better than 15)	! Lowest (worst) 20%
Health and wellbeing		
* *KF17. % feeling unwell due to work related stress in last 12 mths*	• No change	• Average
* *KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure*	✓ Decrease (better than 15)	! Above (worse than) average
KF19. Org and mgmt interest in and action on health and wellbeing	• No change	• Average
Working patterns		
KF15. % satisfied with the opportunities for flexible working patterns	✓ Increase (better than 15)	! Below (worse than) average
* *KF16. % working extra hours*	• No change	✓ Lowest (best) 20%

3.4. Summary of all Key Findings for The Shrewsbury And Telford Hospital NHS Trust (cont)

	Change since 2015 survey	Ranking, compared with all acute trusts in 2016
Job satisfaction		
KF1. Staff recommendation of the organisation as a place to work or receive treatment	• No change	! Lowest (worst) 20%
KF4. Staff motivation at work	• No change	! Below (worse than) average
KF7. % able to contribute towards improvements at work	✓ Increase (better than 15)	• Average
KF8. Staff satisfaction with level of responsibility and involvement	• No change	! Below (worse than) average
KF9. Effective team working	✓ Increase (better than 15)	• Average
KF14. Staff satisfaction with resourcing and support	• No change	! Below (worse than) average
Managers		
KF5. Recognition and value of staff by managers and the organisation	• No change	• Average
KF6. % reporting good communication between senior management and staff	✓ Increase (better than 15)	! Below (worse than) average
KF10. Support from immediate managers	• No change	• Average
Patient care & experience		
KF2. Staff satisfaction with the quality of work and care they are able to deliver	• No change	! Lowest (worst) 20%
KF3. % agreeing that their role makes a difference to patients / service users	• No change	! Below (worse than) average
KF32. Effective use of patient / service user feedback	• No change	! Lowest (worst) 20%
Violence, harassment & bullying		
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	• No change	! Highest (worst) 20%
* *KF23. % experiencing physical violence from staff in last 12 mths*	• No change	! Above (worse than) average
KF24. % reporting most recent experience of violence	✓ Increase (better than 15)	• Average
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	• No change	• Average
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	• No change	✓ Lowest (best) 20%
KF27. % reporting most recent experience of harassment, bullying or abuse	• No change	! Below (worse than) average

4. Key Findings for The Shrewsbury And Telford Hospital NHS Trust

The Shrewsbury And Telford Hospital NHS Trust had 2057 staff take part in this survey. This is a response rate of 37%[1] which is below average for acute trusts in England, and compares with a response rate of 44% in this trust in the 2015 survey.
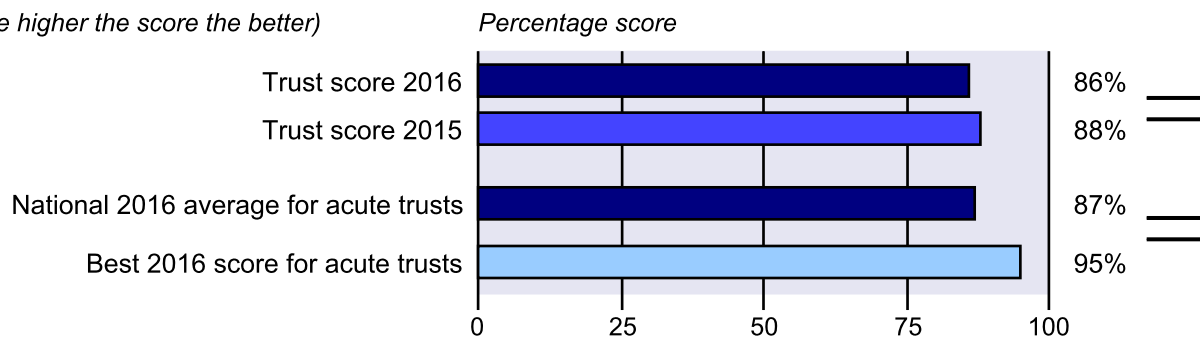
This section presents each of the 32 Key Findings, using data from the trust's 2016 survey, and compares these to other acute trusts in England and to the trust's performance in the 2015 survey. The findings are arranged under nine themes: appraisals and support for development, equality and diversity, errors and incidents, health and wellbeing, working patterns, job satisfaction, managers, patient care and experience , and violence, harassment and bullying.

Positive findings are indicated with a green arrow (e.g. where the trust is in the best 20% of trusts, or where the score has improved since 2015). Negative findings are highlighted with a red arrow (e.g. where the trust's score is in the worst 20% of trusts, or where the score is not as good as 2015). An equals sign indicates that there has been no change.
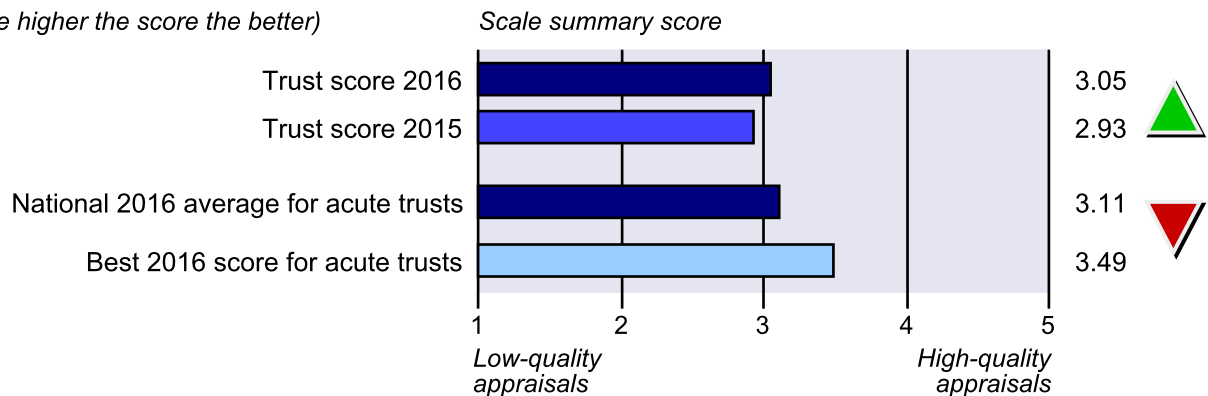
Appraisals & support for development

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

(the higher the score the better)   *Percentage score*

	Score	
Trust score 2016	86%	—
Trust score 2015	88%	—
National 2016 average for acute trusts	87%	—
Best 2016 score for acute trusts	95%	

KEY FINDING 12. Quality of appraisals

(the higher the score the better)   *Scale summary score*

	Score	
Trust score 2016	3.05	▲
Trust score 2015	2.93	
National 2016 average for acute trusts	3.11	▼
Best 2016 score for acute trusts	3.49	

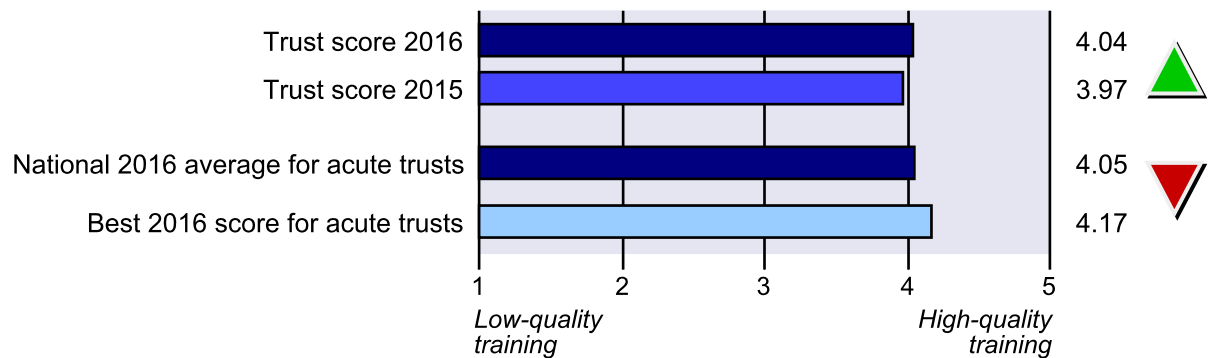*Low-quality appraisals*   *High-quality appraisals*

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[1]Questionnaires were sent to all 5575 staff eligible to receive the survey. This includes only staff employed directly by the trust (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly elsewhere in the trust. When calculating the response rate, questionnaires could only be counted if they were received with their ID number intact, by the closing date.

KEY FINDING 13. Quality of non-mandatory training, learning or development

(the higher the score the better)   Scale summary score

Trust score 2016	4.04 ▲
Trust score 2015	3.97
National 2016 average for acute trusts	4.05 ▼
Best 2016 score for acute trusts	4.17

1   2   3   4   5

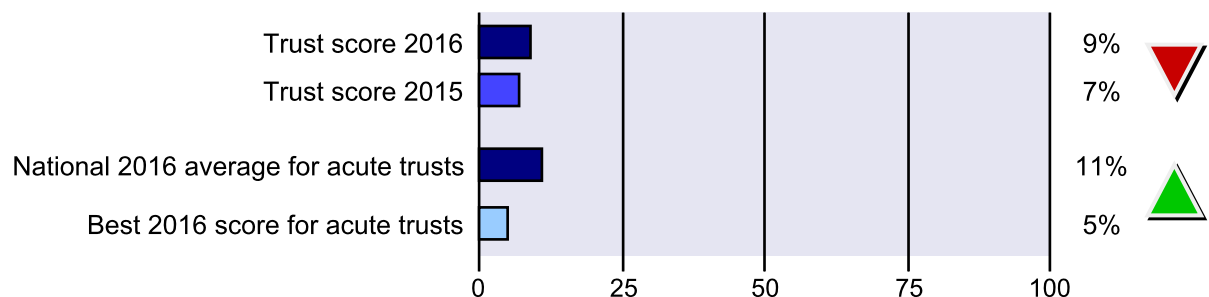*Low-quality training*   *High-quality training*

Equality & diversity

KEY FINDING 20. Percentage of staff experiencing discrimination at work in the last 12 months
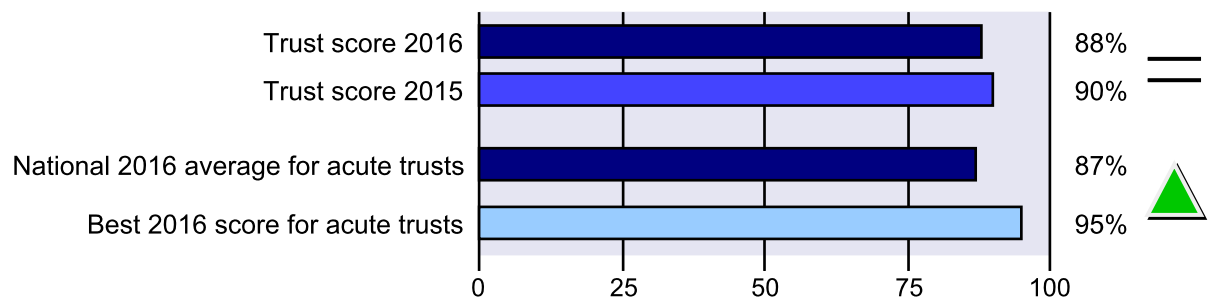
(the lower the score the better)   Percentage score

Trust score 2016	9% ▼
Trust score 2015	7%
National 2016 average for acute trusts	11% ▲
Best 2016 score for acute trusts	5%

0   25   50   75   100

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

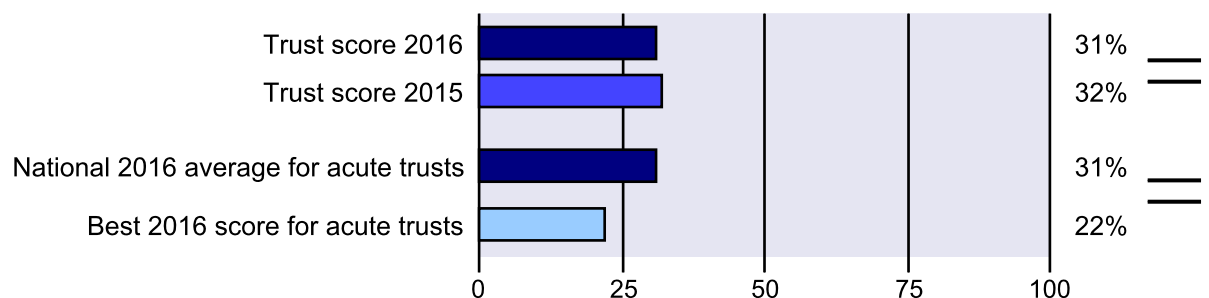*(the higher the score the better)*   Percentage score

Trust score 2016	88% —
Trust score 2015	90%
National 2016 average for acute trusts	87% ▲
Best 2016 score for acute trusts	95%

0   25   50   75   100

Errors & incidents

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

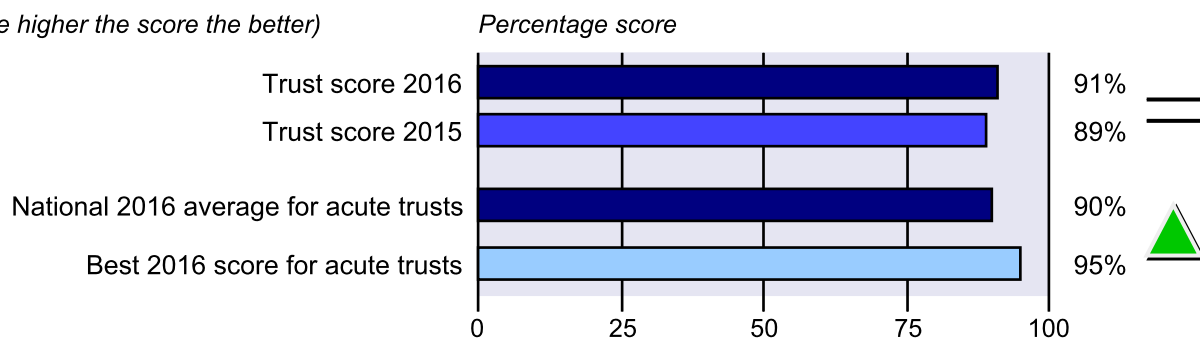*(the lower the score the better)*   Percentage score
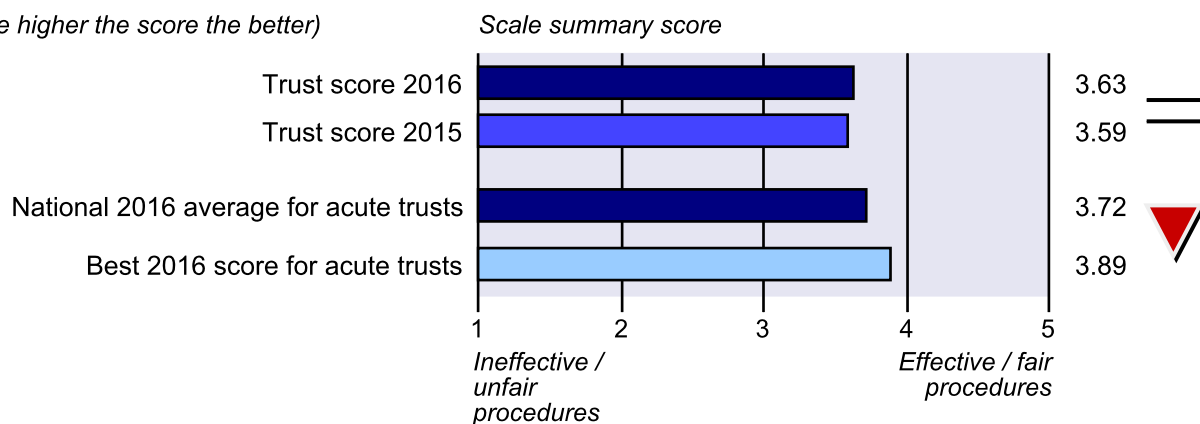
Trust score 2016	31% —
Trust score 2015	32%
National 2016 average for acute trusts	31% —
Best 2016 score for acute trusts	22%

0   25   50   75   100

17

KEY FINDING 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month
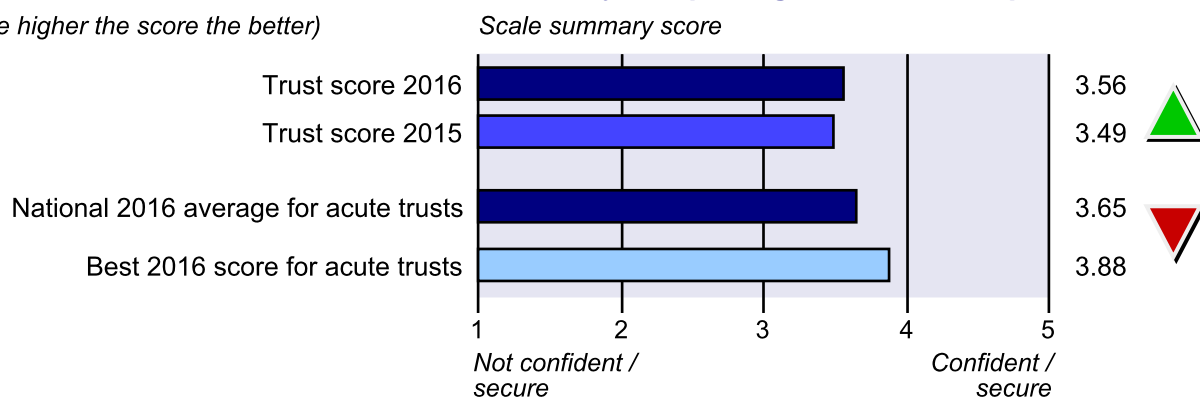
(the higher the score the better)   *Percentage score*

Trust score 2016	91%
Trust score 2015	89%
National 2016 average for acute trusts	90%
Best 2016 score for acute trusts	95%

0   25   50   75   100

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

(the higher the score the better)   *Scale summary score*

Trust score 2016	3.63
Trust score 2015	3.59
National 2016 average for acute trusts	3.72
Best 2016 score for acute trusts	3.89

1   2   3   4   5

Ineffective /   *Effective / fair*
unfair   *procedures*
procedures

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

(the higher the score the better)   *Scale summary score*

Trust score 2016	3.56
Trust score 2015	3.49
National 2016 average for acute trusts	3.65
Best 2016 score for acute trusts	3.88

1   2   3   4   5

Not confident /   *Confident /*
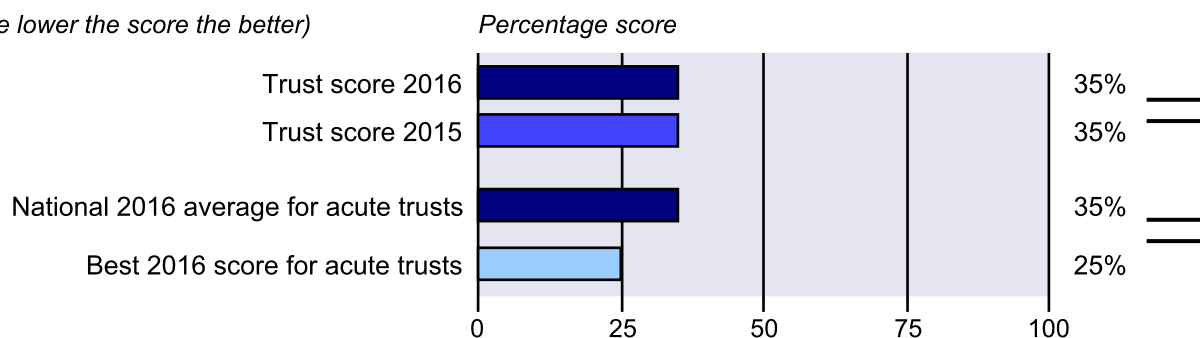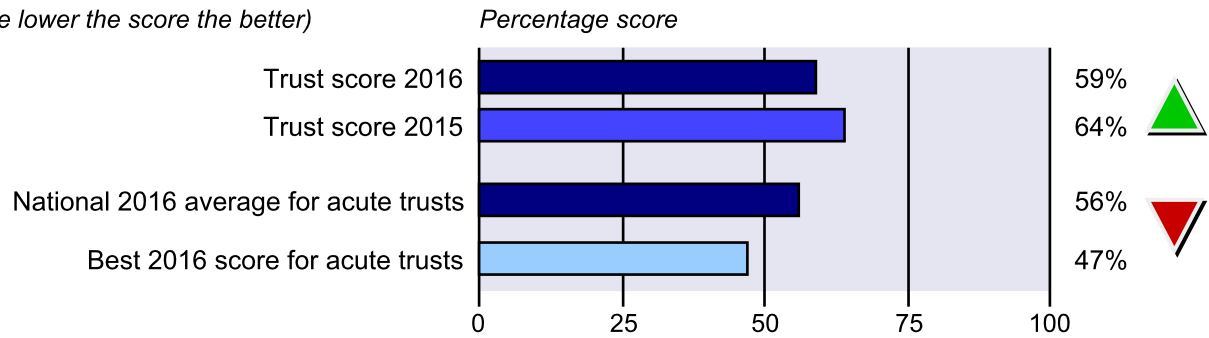*secure*   *secure*

Health and wellbeing

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

(the lower the score the better)   *Percentage score*

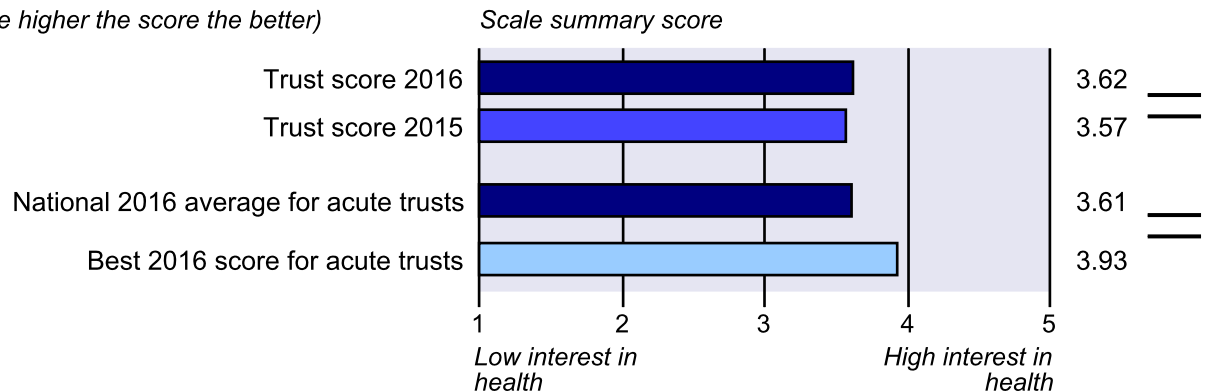|	
Trust score 2016	35%
Trust score 2015	35%
National 2016 average for acute trusts	35%
Best 2016 score for acute trusts	25%

0   25   50   75   100

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

(the lower the score the better)   Percentage score

Trust score 2016	59% ▲
Trust score 2015	64%
National 2016 average for acute trusts	56% ▼
Best 2016 score for acute trusts	47%

0   25   50   75   100

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

(the higher the score the better)   Scale summary score

Trust score 2016	3.62 —
Trust score 2015	3.57 —
National 2016 average for acute trusts	3.61 —
Best 2016 score for acute trusts	3.93

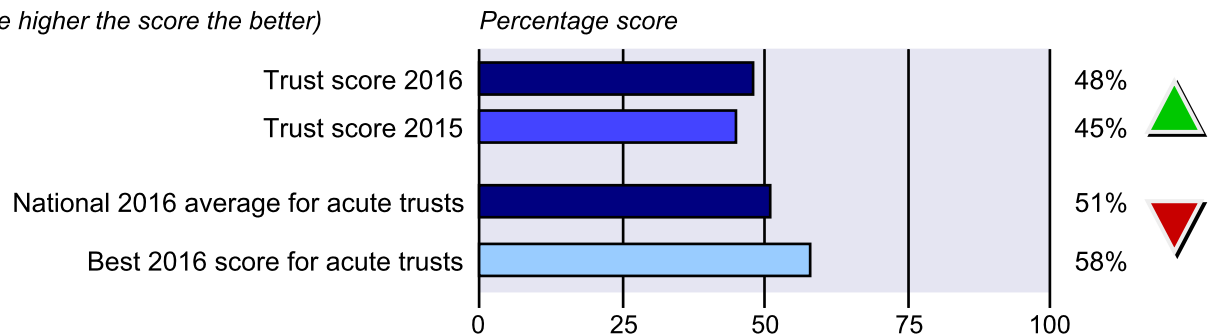1   2   3   4   5

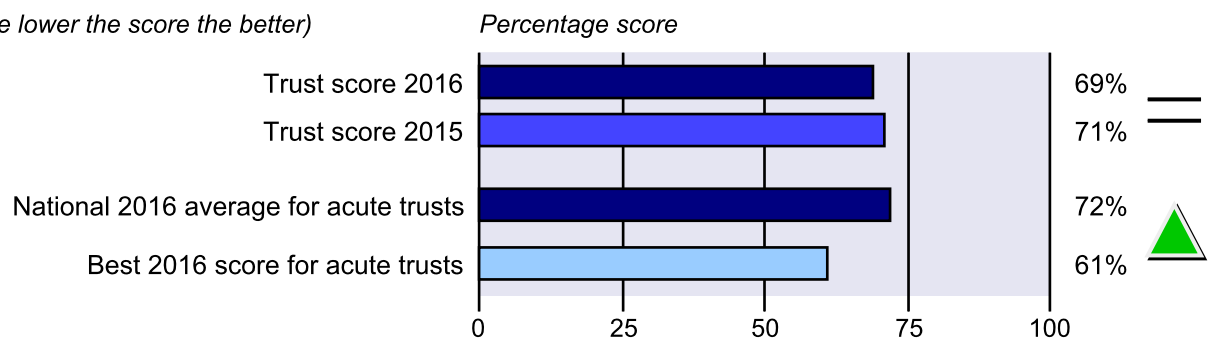*Low interest in health*   *High interest in health*

Working patterns

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

(the higher the score the better)   Percentage score

Trust score 2016	48% ▲
Trust score 2015	45%
National 2016 average for acute trusts	51% ▼
Best 2016 score for acute trusts	58%

0   25   50   75   100

KEY FINDING 16. Percentage of staff working extra hours

(the lower the score the better)   Percentage score

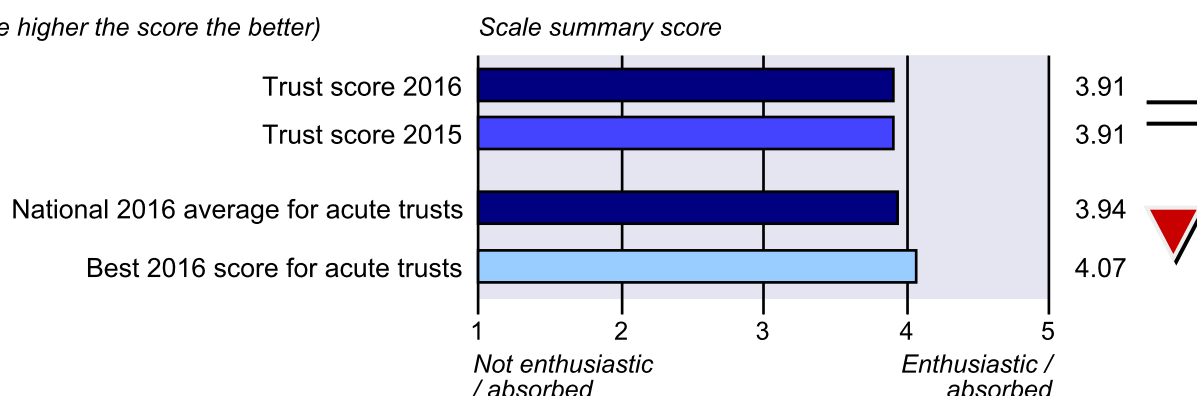|	
Trust score 2016	69% —
Trust score 2015	71%
National 2016 average for acute trusts	72% ▲
Best 2016 score for acute trusts	61%

0   25   50   75   100

19

KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment
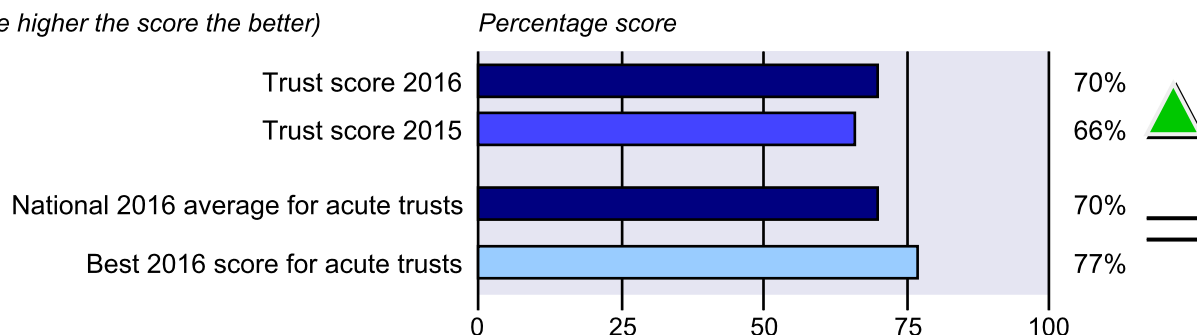
(the higher the score the better)   Scale summary score

Trust score 2016	3.62
Trust score 2015	3.62
National 2016 average for acute trusts	3.76
Best 2016 score for acute trusts	4.10

Unlikely to recommend   *Likely to recommend*
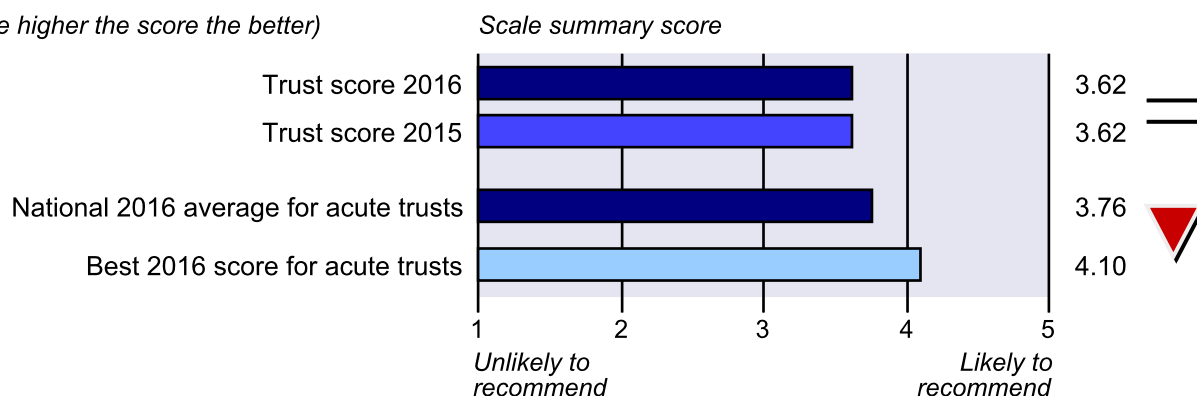
KEY FINDING 4. Staff motivation at work

(the higher the score the better)   Scale summary score

Trust score 2016	3.91
Trust score 2015	3.91
National 2016 average for acute trusts	3.94
Best 2016 score for acute trusts	4.07

Not enthusiastic / absorbed   *Enthusiastic / absorbed*

KEY FINDING 7. Percentage of staff able to contribute towards improvements at work
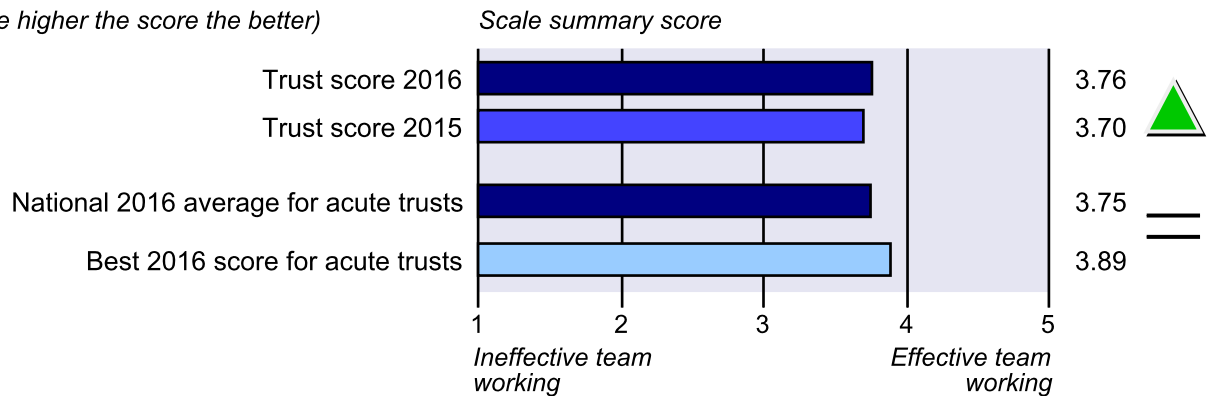
(the higher the score the better)   Percentage score

Trust score 2016	70%
Trust score 2015	66%
National 2016 average for acute trusts	70%
Best 2016 score for acute trusts	77%

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

(the higher the score the better)   Scale summary score
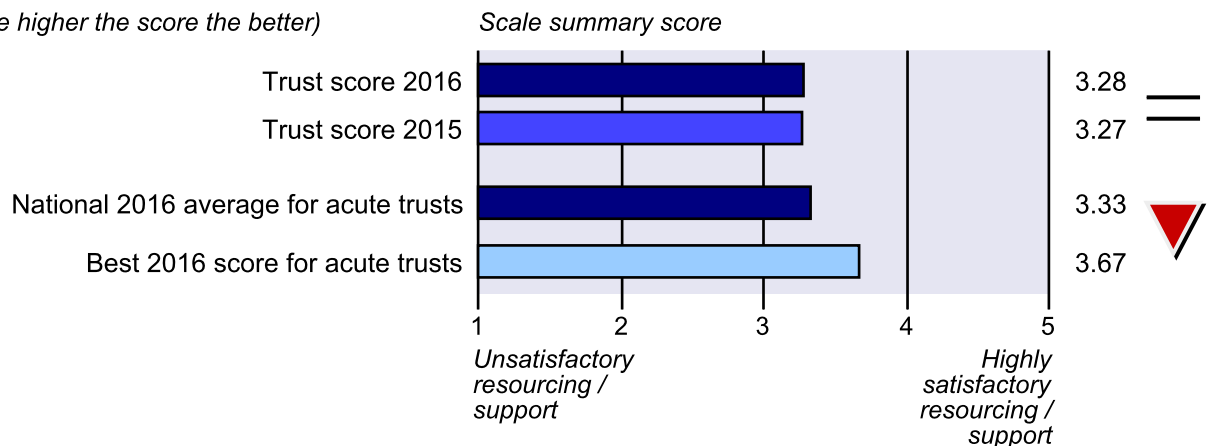
Trust score 2016	3.89
Trust score 2015	3.90
National 2016 average for acute trusts	3.92
Best 2016 score for acute trusts	4.06

Unsatisfactory level of responsibility / involvement   *Highly satisfactory level of responsibility / involvement*
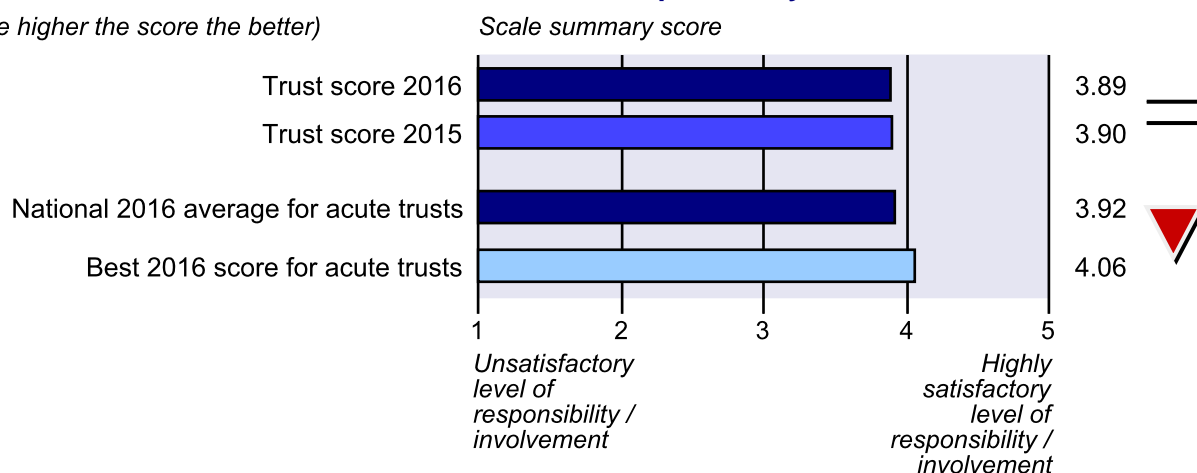
KEY FINDING 9. Effective team working

(the higher the score the better)   Scale summary score

	Score	
Trust score 2016	3.76	▲
Trust score 2015	3.70	
National 2016 average for acute trusts	3.75	═
Best 2016 score for acute trusts	3.89	

Scale: 1 to 5
1 = Ineffective team working
5 = Effective team working

KEY FINDING 14. Staff satisfaction with resourcing and support

(the higher the score the better)   Scale summary score

	Score	
Trust score 2016	3.28	═
Trust score 2015	3.27	
National 2016 average for acute trusts	3.33	▼
Best 2016 score for acute trusts	3.67	

Scale: 1 to 5
1 = Unsatisfactory resourcing / support
5 = Highly satisfactory resourcing / support

Managers

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

(the higher the score the better)   Scale summary score

	Score	
Trust score 2016	3.44	═
Trust score 2015	3.41	
National 2016 average for acute trusts	3.45	═
Best 2016 score for acute trusts	3.67	

Scale: 1 to 5
1 = Low recognition / value
5 = High recognition / value
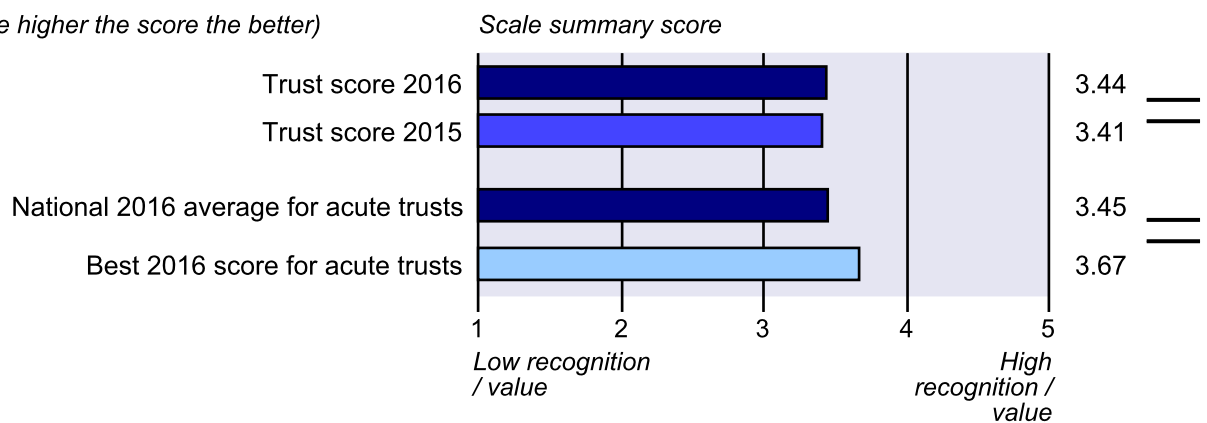
KEY FINDING 6. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)   Percentage score

	Score	
Trust score 2016	30%	▲
Trust score 2015	26%	
National 2016 average for acute trusts	33%	▼
Best 2016 score for acute trusts	46%	

Scale: 0 to 100
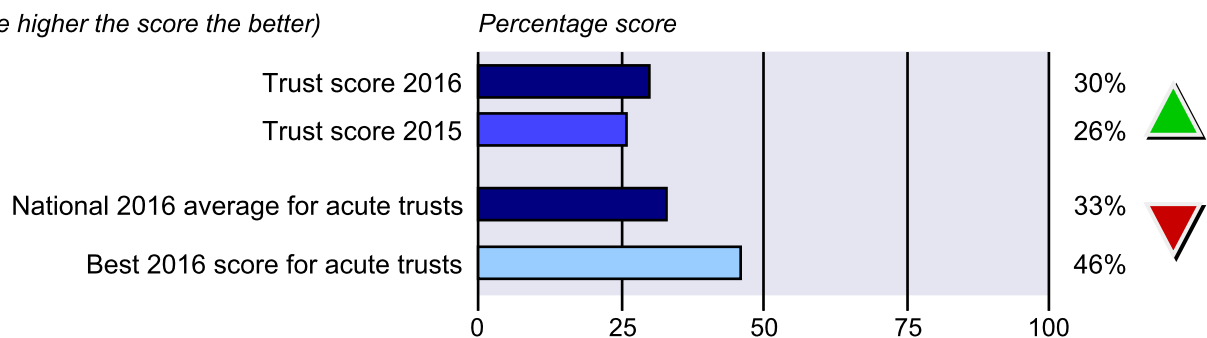
KEY FINDING 10. Support from immediate managers

(the higher the score the better)　　　　　*Scale summary score*

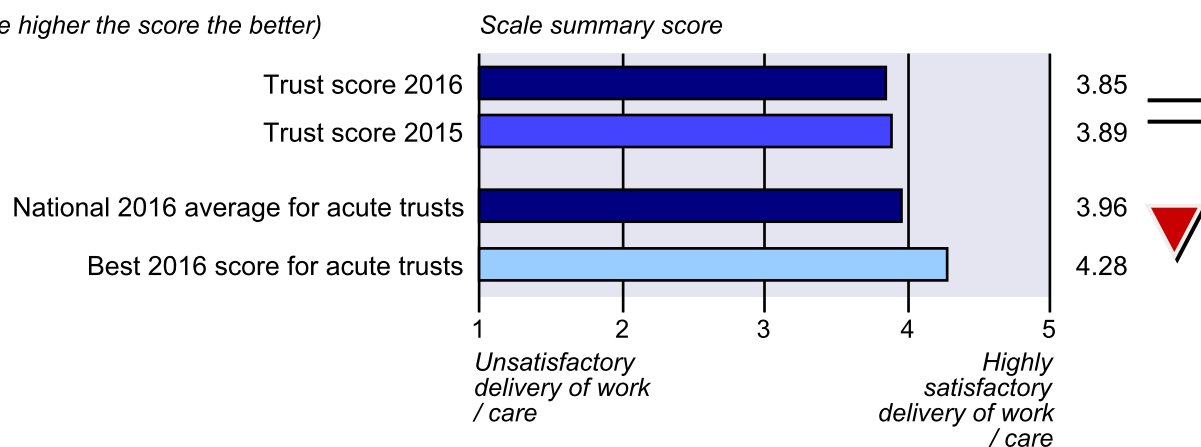|	
Trust score 2016	3.73
Trust score 2015	3.69
National 2016 average for acute trusts	3.73
Best 2016 score for acute trusts	3.92

1　　2　　3　　4　　5

Unsupportive managers　　　　　　*Supportive managers*
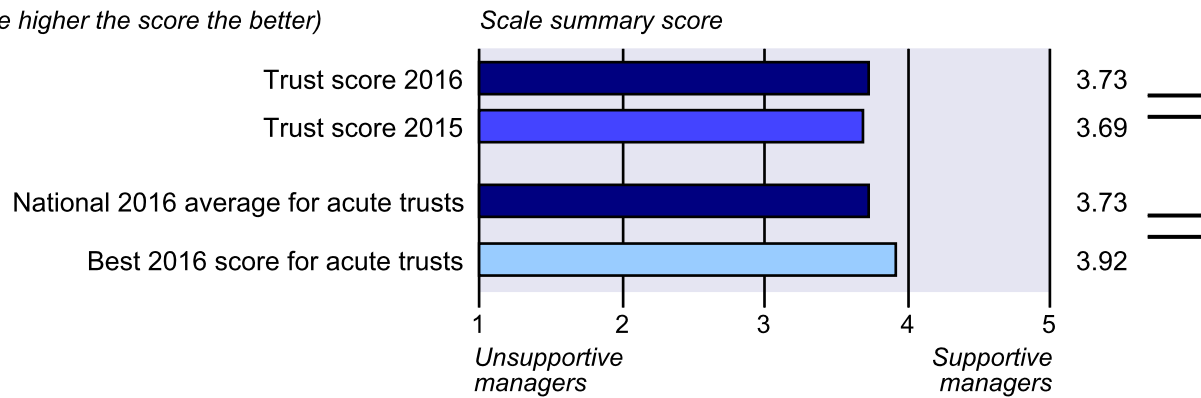
Patient care & experience

KEY FINDING 2. Staff satisfaction with the quality of work and care they are able to deliver
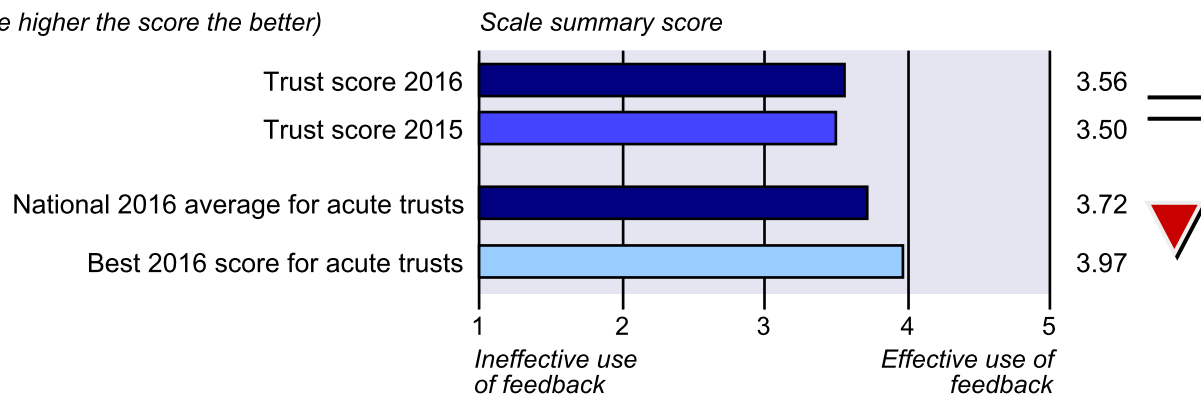
(the higher the score the better)　　　　　*Scale summary score*

Trust score 2016	3.85
Trust score 2015	3.89
National 2016 average for acute trusts	3.96
Best 2016 score for acute trusts	4.28

1　　2　　3　　4　　5

Unsatisfactory delivery of work / care　　　　　*Highly satisfactory delivery of work / care*

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

(the higher the score the better)　　　　　*Percentage score*

Trust score 2016	90%
Trust score 2015	90%
National 2016 average for acute trusts	90%
Best 2016 score for acute trusts	94%

0　　25　　50　　75　　100
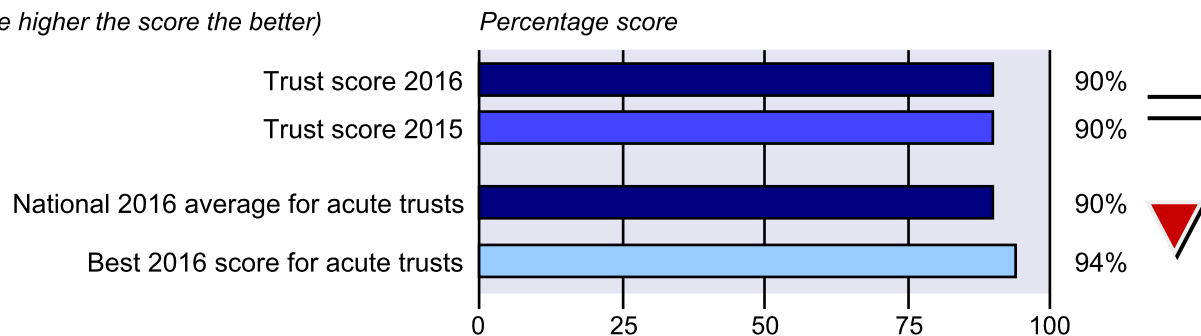
KEY FINDING 32. Effective use of patient / service user feedback

(the higher the score the better)　　　　　*Scale summary score*

Trust score 2016	3.56
Trust score 2015	3.50
National 2016 average for acute trusts	3.72
Best 2016 score for acute trusts	3.97

1　　2　　3　　4　　5

Ineffective use of feedback　　　　　　*Effective use of feedback*

Violence, harassment & bullying

KEY FINDING 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months
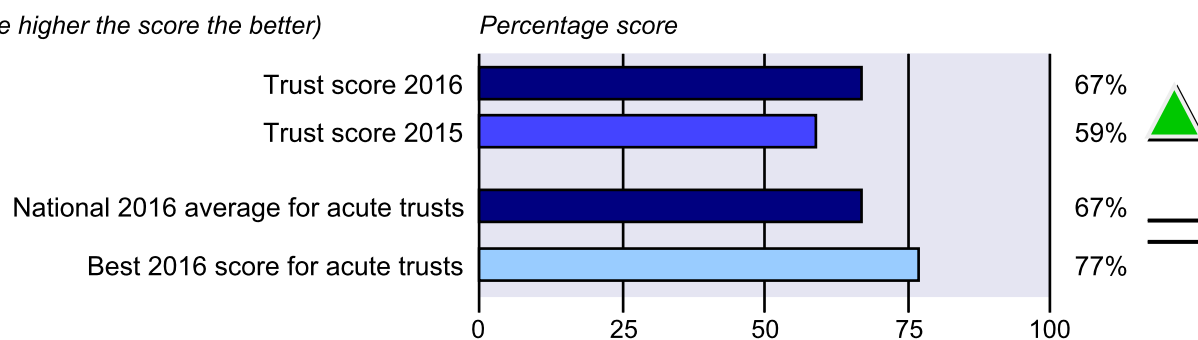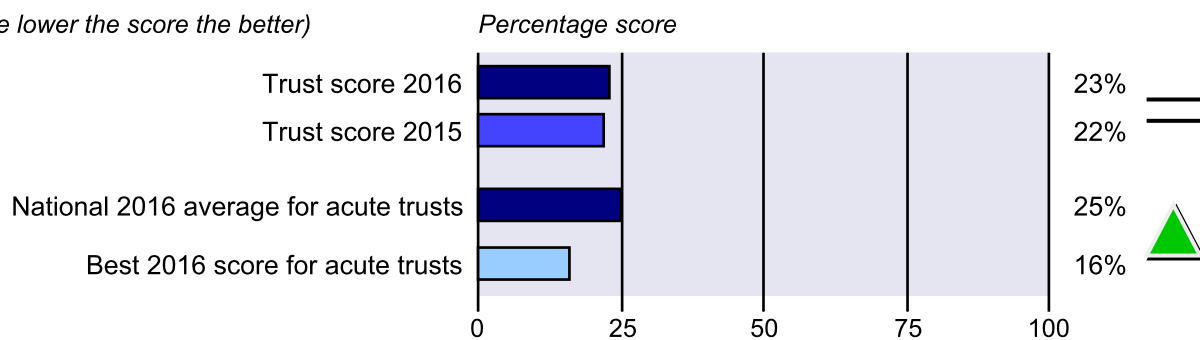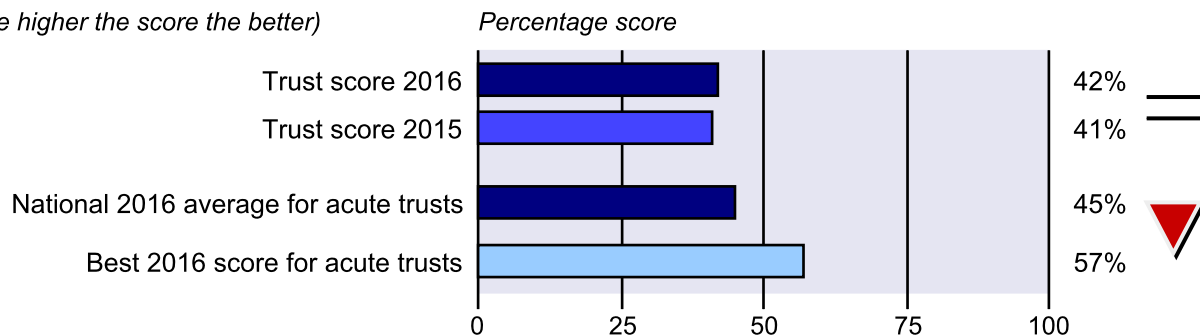
(the lower the score the better)   Percentage score

Trust score 2016	17%
Trust score 2015	17%
National 2016 average for acute trusts	15%
Best 2016 score for acute trusts	8%

0   25   50   75   100
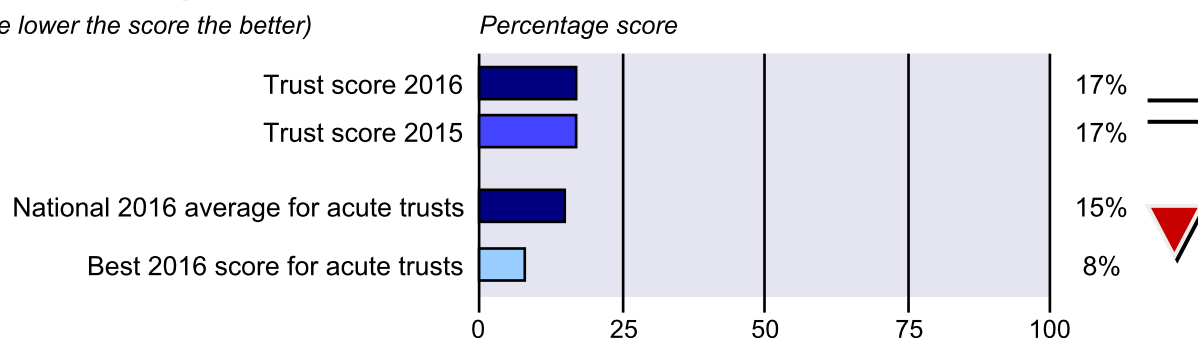
KEY FINDING 23. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)   Percentage score

Trust score 2016	2%
Trust score 2015	2%
National 2016 average for acute trusts	2%
Best 2016 score for acute trusts	0%

0   25   50   75   100
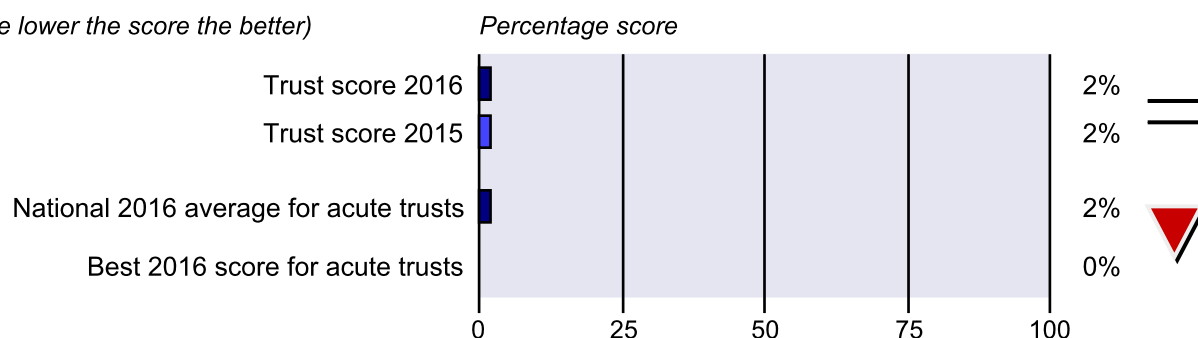
KEY FINDING 24. Percentage of staff / colleagues reporting most recent experience of violence

(the higher the score the better)   Percentage score

Trust score 2016	67%
Trust score 2015	59%
National 2016 average for acute trusts	67%
Best 2016 score for acute trusts	77%

0   25   50   75   100

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

(the lower the score the better)   Percentage score

Trust score 2016	27%
Trust score 2015	28%
National 2016 average for acute trusts	27%
Best 2016 score for acute trusts	20%

0   25   50   75   100
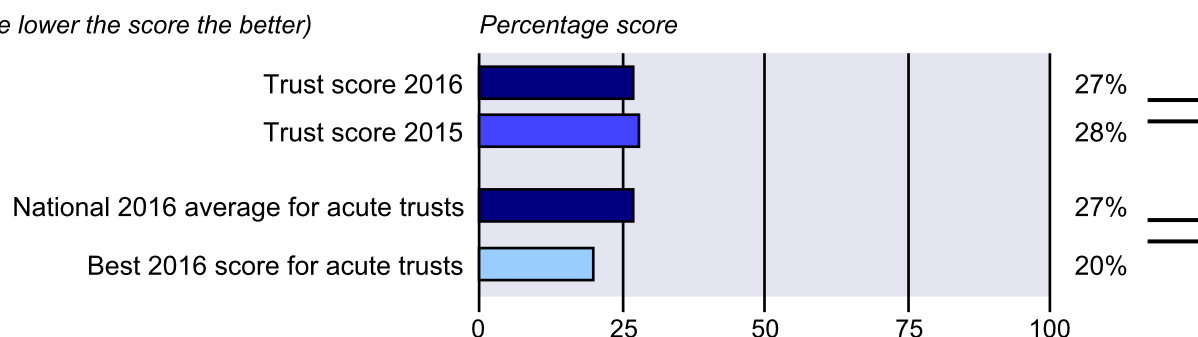
KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)   *Percentage score*

Trust score 2016	23%
Trust score 2015	22%
National 2016 average for acute trusts	25%
Best 2016 score for acute trusts	16%

0   25   50   75   100

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

(the higher the score the better)   *Percentage score*

Trust score 2016	42%
Trust score 2015	41%
National 2016 average for acute trusts	45%
Best 2016 score for acute trusts	57%

0   25   50   75   100

5. Workforce Race Equality Standard (WRES)

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

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

			Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
KF25	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	27%	27%	28%
		BME	21%	26%	32%
KF26	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	23%	24%	21%
		BME	20%	27%	24%
KF21	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	White	89%	88%	91%
		BME	81%	76%	81%
Q17b	In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues?	White	5%	6%	5%
		BME	11%	14%	10%

6. Key Findings by work group characteristics

Tables 6.1 to 6.4 show the Key Findings at The Shrewsbury And Telford Hospital NHS Trust broken down by work group characteristics: occupational groups, directorates, staff groups and full time/part time staff.

Technical notes:

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

    - percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions

    - scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5

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

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

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

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

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

Table 6.1: Key Findings for different occupational groups

	Adult / General Nurses	Other Registered Nurses	Nursing / Healthcare Assistants	Medical / Dental	Occupational Therapy	Physiotherapy	Radiography	Other Allied Health Professionals	General Management	Other Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services	Maintenance / Ancillary
Appraisals & support for development													
KF11. % appraised in last 12 mths	87	93	79	95	96	94	89	92	84	84	84	80	83
KF12. Quality of appraisals	3.12	3.00	3.17	2.97	3.14	2.96	2.84	3.05	3.50	3.00	2.90	3.19	3.08
KF13. Quality of non-mandatory training, learning or development	4.16	4.23	4.17	4.05	4.08	4.19	3.93	4.03	3.86	3.93	3.73	4.10	3.97
Equality & diversity													
* KF20. % experiencing discrimination at work in last 12 mths	11	11	16	18	0	6	8	7	2	3	6	7	7
KF21. % believing the organisation provides equal opportunities for career progression / promotion	85	87	93	92	94	91	91	91	93	94	86	83	88
Errors & incidents													
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	45	42	35	46	24	24	44	32	15	36	15	4	21
KF29. % reporting errors, near misses or incidents witnessed in last mth	96	93	90	91	-	92	86	91	-	94	86	-	77
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.61	3.72	3.72	3.62	3.83	3.61	3.75	3.47	3.77	3.71	3.55	3.53	3.66
KF31. Staff confidence and security in reporting unsafe clinical practice	3.57	3.69	3.69	3.72	3.76	3.69	3.42	3.46	3.75	3.53	3.47	3.46	3.44
Health and wellbeing													
* KF17. % feeling unwell due to work related stress in last 12 mths	39	37	33	30	36	31	31	34	28	39	36	30	29
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	66	58	66	48	54	59	57	67	49	62	50	48	66
KF19. Org and mgmt interest in and action on health and wellbeing	3.54	3.50	3.60	3.52	3.52	3.83	3.38	3.61	3.96	3.58	3.66	3.90	3.69
Working patterns													
KF15. % satisfied with the opportunities for flexible working patterns	45	50	39	43	56	47	40	45	62	46	53	69	45
* KF16. % working extra hours	85	88	56	84	63	83	59	78	94	70	53	65	41
Number of respondents	396	103	175	167	25	49	63	102	53	149	298	115	221

Due to low numbers of respondents, no scores are shown for the following occupational groups: Public Health / Health Improvement and Commissioning Staff.

Table 6.1: Key Findings for different occupational groups (cont)

	Adult / General Nurses	Other Registered Nurses	Nursing / Healthcare Assistants	Medical / Dental	Occupational Therapy	Physiotherapy	Radiography	Other Allied Health Professionals	General Management	Other Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services	Maintenance / Ancillary
Job satisfaction													
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.42	3.68	3.95	3.69	3.61	3.55	3.42	3.62	3.82	3.61	3.58	3.68	3.69
KF4. Staff motivation at work	3.96	3.89	4.10	4.03	3.93	3.94	3.81	3.90	4.03	3.73	3.77	3.82	3.96
KF7. % able to contribute towards improvements at work	74	80	58	71	80	67	75	74	92	69	66	78	57
KF8. Staff satisfaction with level of responsibility and involvement	3.93	4.02	3.85	4.08	3.84	3.94	3.93	3.91	4.08	3.82	3.75	3.94	3.79
KF9. Effective team working	3.82	3.82	3.75	3.85	3.83	3.94	3.61	3.85	4.04	3.67	3.65	3.85	3.59
KF14. Staff satisfaction with resourcing and support	3.17	3.15	3.39	3.32	2.81	3.04	3.19	3.20	3.39	3.18	3.39	3.55	3.34
Managers													
KF5. Recognition and value of staff by managers and the organisation	3.37	3.39	3.48	3.48	3.27	3.47	3.45	3.44	3.82	3.36	3.37	3.73	3.43
KF6. % reporting good communication between senior management and staff	21	27	29	29	32	29	21	31	47	28	30	47	41
KF10. Support from immediate managers	3.79	3.69	3.76	3.62	3.70	3.87	3.71	3.72	4.14	3.71	3.63	4.01	3.60
Patient care & experience													
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.67	3.65	4.18	3.94	3.24	3.36	3.99	3.86	3.74	3.79	3.94	3.83	4.01
KF3. % agreeing that their role makes a difference to patients / service users	90	92	95	96	96	96	92	94	91	85	81	80	88
KF32. Effective use of patient / service user feedback	3.54	3.76	3.49	3.56	3.26	3.41	3.60	3.34	4.05	3.56	3.60	3.72	3.77
Violence, harassment & bullying													
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	38	13	52	9	4	27	11	9	2	5	1	0	7
* *KF23. % experiencing physical violence from staff in last 12 mths*	3	2	4	1	4	0	2	1	0	1	1	0	8
KF24. % reporting most recent experience of violence	71	-	71	69	-	36	-	-	-	-	-	-	50
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	42	36	40	25	16	27	41	26	10	18	22	5	10
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	27	28	18	20	12	13	17	18	19	27	24	17	24
KF27. % reporting most recent experience of harassment, bullying or abuse	51	58	47	28	-	36	40	25	-	21	37	42	51
Overall staff engagement	3.71	3.80	3.86	3.82	3.80	3.74	3.65	3.77	4.03	3.66	3.66	3.82	3.71
Number of respondents	396	103	175	167	25	49	63	102	53	149	298	115	221

Due to low numbers of respondents, no scores are shown for the following occupational groups: Public Health / Health Improvement and Commissioning Staff.

Table 6.2: Key Findings for different directorates

	Chief Executive	Chief Operating Officer	Corporate Service Delivery	Director of Corporate Governance	Director of Quality and Safety/Chief Nurse	Finance Director	Medical Director	Workforce Director
Appraisals & support for development								
KF11. % appraised in last 12 mths	92	87	92	84	75	77	94	88
KF12. Quality of appraisals	-	3.00	3.42	3.19	3.22	3.06	3.21	3.35
KF13. Quality of non-mandatory training, learning or development	4.21	4.06	-	3.99	4.30	3.94	4.00	4.02
Equality & diversity								
* KF20. % experiencing discrimination at work in last 12 mths	17	10	33	7	12	7	0	7
KF21. % believing the organisation provides equal opportunities for career progression / promotion	-	89	-	88	88	83	95	81
Errors & incidents								
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	17	37	17	19	33	10	7	7
KF29. % reporting errors, near misses or incidents witnessed in last mth	-	92	-	79	100	81	-	-
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	-	3.64	-	3.66	3.60	3.51	3.64	3.62
KF31. Staff confidence and security in reporting unsafe clinical practice	3.92	3.58	3.96	3.49	3.89	3.39	3.66	3.53
Health and wellbeing								
* KF17. % feeling unwell due to work related stress in last 12 mths	17	36	33	27	45	29	39	35
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	45	60	73	60	71	48	46	54
KF19. Org and mgmt interest in and action on health and wellbeing	4.08	3.55	3.71	3.78	3.81	3.86	3.84	3.92
Working patterns								
KF15. % satisfied with the opportunities for flexible working patterns	67	45	58	50	67	61	63	62
* KF16. % working extra hours	75	73	92	41	80	64	76	64
Number of respondents	12	1466	12	249	43	173	31	69

Please note that the directorates classification was provided by The Shrewsbury And Telford Hospital NHS Trust

Table 6.2: Key Findings for different directorates (cont)

	Chief Executive	Chief Operating Officer	Corporate Service Delivery	Director of Corporate Governance	Director of Quality and Safety/Chief Nurse	Finance Director	Medical Director	Workforce Director
Job satisfaction								
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.82	3.59	3.78	3.73	3.49	3.60	3.83	3.77
KF4. Staff motivation at work	4.17	3.91	3.97	3.97	4.02	3.76	3.97	3.91
KF7. % able to contribute towards improvements at work	83	70	67	61	88	73	81	87
KF8. Staff satisfaction with level of responsibility and involvement	4.07	3.90	3.69	3.83	4.01	3.88	3.77	4.08
KF9. Effective team working	4.30	3.74	3.61	3.63	4.13	3.80	3.92	3.98
KF14. Staff satisfaction with resourcing and support	3.67	3.22	3.38	3.46	3.22	3.54	3.40	3.35
Managers								
KF5. Recognition and value of staff by managers and the organisation	4.03	3.40	3.44	3.46	3.42	3.55	3.49	3.86
KF6. % reporting good communication between senior management and staff	75	26	25	44	35	35	42	49
KF10. Support from immediate managers	3.94	3.71	3.57	3.65	3.71	3.92	3.62	4.11
Patient care & experience								
KF2. Staff satisfaction with the quality of work and care they are able to deliver	-	3.82	-	4.03	3.95	3.79	4.08	3.75
KF3. % agreeing that their role makes a difference to patients / service users	92	91	82	88	91	79	81	92
KF32. Effective use of patient / service user feedback	-	3.54	-	3.78	4.00	3.60	-	-
Violence, harassment & bullying								
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	0	22	17	7	10	1	3	0
* *KF23. % experiencing physical violence from staff in last 12 mths*	0	2	0	6	7	1	0	0
KF24. % reporting most recent experience of violence	-	68	-	56	-	-	-	-
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	8	32	25	12	10	10	6	7
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	42	23	25	23	29	20	16	16
KF27. % reporting most recent experience of harassment, bullying or abuse	-	43	-	54	29	34	-	64
Overall staff engagement	4.09	3.73	3.76	3.75	3.85	3.72	3.88	3.93
Number of respondents	12	1466	12	249	43	173	31	69

Please note that the directorates classification was provided by The Shrewsbury And Telford Hospital NHS Trust

Table 6.3: Key Findings for different staff groups

	Add Prof Scientific and Technic	Additional Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered
Appraisals & support for development								
KF11. % appraised in last 12 mths	84	81	84	93	83	89	95	89
KF12. Quality of appraisals	2.80	3.14	3.07	2.95	3.09	2.92	2.98	3.08
KF13. Quality of non-mandatory training, learning or development	3.93	4.07	3.90	4.12	3.94	3.97	4.06	4.17
Equality & diversity								
* KF20. % experiencing discrimination at work in last 12 mths	5	12	6	6	8	6	19	11
KF21. % believing the organisation provides equal opportunities for career progression / promotion	91	94	86	94	87	94	91	85
Errors & incidents								
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	35	29	14	40	19	36	50	45
KF29. % reporting errors, near misses or incidents witnessed in last mth	95	90	88	89	78	88	91	95
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.55	3.69	3.59	3.64	3.66	3.66	3.64	3.62
KF31. Staff confidence and security in reporting unsafe clinical practice	3.53	3.62	3.53	3.56	3.44	3.38	3.73	3.60
Health and wellbeing								
* KF17. % feeling unwell due to work related stress in last 12 mths	49	32	35	34	25	38	29	39
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	66	66	52	55	65	62	48	64
KF19. Org and mgmt interest in and action on health and wellbeing	3.42	3.64	3.78	3.56	3.68	3.57	3.51	3.52
Working patterns								
KF15. % satisfied with the opportunities for flexible working patterns	38	40	61	43	45	49	43	46
* KF16. % working extra hours	83	57	62	73	39	74	88	87
Number of respondents	61	313	558	156	244	73	155	496

Please note that the staff groups classification was provided by The Shrewsbury And Telford Hospital NHS Trust

Table 6.3: Key Findings for different staff groups (cont)

	Add Prof Scientific and Technic	Additional Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered
Job satisfaction								
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.43	3.82	3.66	3.52	3.68	3.60	3.69	3.46
KF4. Staff motivation at work	3.68	4.03	3.83	3.87	3.97	3.59	4.04	3.95
KF7. % able to contribute towards improvements at work	63	65	75	75	55	62	71	75
KF8. Staff satisfaction with level of responsibility and involvement	3.75	3.86	3.87	3.95	3.77	3.87	4.09	3.95
KF9. Effective team working	3.63	3.73	3.78	3.83	3.51	3.73	3.87	3.81
KF14. Staff satisfaction with resourcing and support	2.91	3.38	3.43	3.06	3.36	3.30	3.27	3.15
Managers								
KF5. Recognition and value of staff by managers and the organisation	3.18	3.49	3.53	3.37	3.42	3.40	3.46	3.36
KF6. % reporting good communication between senior management and staff	25	30	38	23	41	26	30	21
KF10. Support from immediate managers	3.59	3.76	3.81	3.71	3.59	3.74	3.62	3.76
Patient care & experience								
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.57	4.17	3.91	3.56	4.04	3.86	3.89	3.65
KF3. % agreeing that their role makes a difference to patients / service users	88	95	84	93	87	79	97	91
KF32. Effective use of patient / service user feedback	3.11	3.53	3.71	3.34	3.66	3.59	3.59	3.59
Violence, harassment & bullying								
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	10	34	1	12	9	1	10	34
* *KF23. % experiencing physical violence from staff in last 12 mths*	0	4	0	1	8	1	1	3
KF24. % reporting most recent experience of violence	-	71	-	38	55	-	69	70
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	23	32	14	31	14	15	26	42
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	32	19	21	16	23	19	20	28
KF27. % reporting most recent experience of harassment, bullying or abuse	16	45	39	36	52	11	29	52
Overall staff engagement	3.56	3.81	3.78	3.72	3.70	3.63	3.82	3.72
Number of respondents	61	313	558	156	244	73	155	496

Please note that the staff groups classification was provided by The Shrewsbury And Telford Hospital NHS Trust

Table 6.4: Key Findings for different work groups

	Full time / part time[a]	
	Full time	Part time
Appraisals & support for development		
KF11. % appraised in last 12 mths	87	84
KF12. Quality of appraisals	3.05	3.07
KF13. Quality of non-mandatory training, learning or development	4.06	3.98
Equality & diversity		
* KF20. % experiencing discrimination at work in last 12 mths	10	9
KF21. % believing the organisation provides equal opportunities for career progression / promotion	88	91
Errors & incidents		
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	33	24
KF29. % reporting errors, near misses or incidents witnessed in last mth	92	86
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.64	3.61
KF31. Staff confidence and security in reporting unsafe clinical practice	3.56	3.58
Health and wellbeing		
* KF17. % feeling unwell due to work related stress in last 12 mths	36	30
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	60	55
KF19. Org and mgmt interest in and action on health and wellbeing	3.65	3.56
Working patterns		
KF15. % satisfied with the opportunities for flexible working patterns	46	58
* KF16. % working extra hours	69	65
Number of respondents	1582	424

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[a] Full time is defined as staff contracted to work 30 hours or more a week

Table 6.4: Key Findings for different work groups (cont)

	Full time / part time[a]	
	Full time	Part time
Job satisfaction		
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.62	3.62
KF4. Staff motivation at work	3.90	3.96
KF7. % able to contribute towards improvements at work	71	68
KF8. Staff satisfaction with level of responsibility and involvement	3.90	3.88
KF9. Effective team working	3.77	3.73
KF14. Staff satisfaction with resourcing and support	3.29	3.29
Managers		
KF5. Recognition and value of staff by managers and the organisation	3.45	3.42
KF6. % reporting good communication between senior management and staff	31	26
KF10. Support from immediate managers	3.75	3.71
Patient care & experience		
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.86	3.84
KF3. % agreeing that their role makes a difference to patients / service users	90	90
KF32. Effective use of patient / service user feedback	3.59	3.46
Violence, harassment & bullying		
* _KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths_	18	15
* _KF23. % experiencing physical violence from staff in last 12 mths_	2	2
KF24. % reporting most recent experience of violence	68	62
* _KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths_	26	27
* _KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths_	23	19
KF27. % reporting most recent experience of harassment, bullying or abuse	43	44
Overall staff engagement	3.75	3.74
Number of respondents	1582	424

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[a] Full time is defined as staff contracted to work 30 hours or more a week

7. Key Findings by demographic groups

Tables 7.1 and 7.2 show the Key Findings at The Shrewsbury And Telford Hospital NHS Trust broken down by different demographic groups: age group, gender, disability and ethnic background.

Technical notes:

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

    - percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions

    - scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5

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

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

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

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

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

Table 7.1: Key Findings for different age groups

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
Appraisals & support for development				
KF11. % appraised in last 12 mths	79	86	88	88
KF12. Quality of appraisals	3.17	3.10	3.06	2.99
KF13. Quality of non-mandatory training, learning or development	4.10	4.10	4.05	3.98
Equality & diversity				
* KF20. % experiencing discrimination at work in last 12 mths	13	8	10	8
KF21. % believing the organisation provides equal opportunities for career progression / promotion	90	90	86	89
Errors & incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	35	35	33	25
KF29. % reporting errors, near misses or incidents witnessed in last mth	92	93	89	91
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.73	3.61	3.59	3.64
KF31. Staff confidence and security in reporting unsafe clinical practice	3.65	3.54	3.61	3.51
Health and wellbeing				
* KF17. % feeling unwell due to work related stress in last 12 mths	34	31	38	34
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	59	62	57	60
KF19. Org and mgmt interest in and action on health and wellbeing	3.69	3.62	3.61	3.62
Working patterns				
KF15. % satisfied with the opportunities for flexible working patterns	46	53	51	45
* KF16. % working extra hours	63	71	71	69
Number of respondents	322	358	581	741

Table 7.1: Key Findings for different age groups (cont)

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
Job satisfaction				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.75	3.63	3.61	3.58
KF4. Staff motivation at work	3.82	3.86	3.95	3.95
KF7. % able to contribute towards improvements at work	66	72	74	68
KF8. Staff satisfaction with level of responsibility and involvement	3.85	3.85	3.93	3.92
KF9. Effective team working	3.76	3.78	3.78	3.75
KF14. Staff satisfaction with resourcing and support	3.37	3.25	3.30	3.26
Managers				
KF5. Recognition and value of staff by managers and the organisation	3.48	3.45	3.43	3.43
KF6. % reporting good communication between senior management and staff	34	31	31	29
KF10. Support from immediate managers	3.84	3.73	3.74	3.69
Patient care & experience				
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.91	3.82	3.81	3.88
KF3. % agreeing that their role makes a difference to patients / service users	92	90	89	90
KF32. Effective use of patient / service user feedback	3.46	3.56	3.54	3.63
Violence, harassment & bullying				
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	25	21	16	13
* *KF23. % experiencing physical violence from staff in last 12 mths*	1	1	3	4
KF24. % reporting most recent experience of violence	54	76	69	68
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	28	25	24	28
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	19	19	25	23
KF27. % reporting most recent experience of harassment, bullying or abuse	34	47	42	44
Overall staff engagement	3.74	3.74	3.78	3.74
Number of respondents	322	358	581	741

Table 7.2: Key Findings for other demographic groups

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
Appraisals & support for development						
KF11. % appraised in last 12 mths	86	86	89	86	86	83
KF12. Quality of appraisals	2.95	3.09	2.85	3.10	3.00	3.72
KF13. Quality of non-mandatory training, learning or development	4.00	4.06	3.93	4.06	4.02	4.27
Equality & diversity						
* KF20. % experiencing discrimination at work in last 12 mths	13	8	15	8	8	24
KF21. % believing the organisation provides equal opportunities for career progression / promotion	84	90	81	90	89	81
Errors & incidents						
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	32	30	38	29	30	32
KF29. % reporting errors, near misses or incidents witnessed in last mth	92	90	89	91	91	94
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.57	3.65	3.51	3.66	3.62	3.79
KF31. Staff confidence and security in reporting unsafe clinical practice	3.48	3.58	3.45	3.58	3.55	3.73
Health and wellbeing						
* KF17. % feeling unwell due to work related stress in last 12 mths	33	35	51	32	35	23
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	58	59	75	56	60	52
KF19. Org and mgmt interest in and action on health and wellbeing	3.63	3.62	3.54	3.65	3.62	3.73
Working patterns						
KF15. % satisfied with the opportunities for flexible working patterns	48	49	44	49	48	58
* KF16. % working extra hours	74	67	66	69	68	70
Number of respondents	413	1566	285	1700	1858	154

Table 7.2: Key Findings for other demographic groups (cont)

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
Job satisfaction						
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.59	3.63	3.49	3.65	3.59	3.97
KF4. Staff motivation at work	3.83	3.93	3.77	3.94	3.89	4.18
KF7. % able to contribute towards improvements at work	71	70	61	72	70	74
KF8. Staff satisfaction with level of responsibility and involvement	3.88	3.90	3.74	3.93	3.88	4.04
KF9. Effective team working	3.73	3.77	3.68	3.78	3.75	3.83
KF14. Staff satisfaction with resourcing and support	3.29	3.28	3.15	3.31	3.27	3.52
Managers						
KF5. Recognition and value of staff by managers and the organisation	3.43	3.44	3.25	3.48	3.42	3.69
KF6. % reporting good communication between senior management and staff	33	30	25	31	30	40
KF10. Support from immediate managers	3.69	3.75	3.62	3.76	3.72	3.88
Patient care & experience						
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.81	3.86	3.80	3.87	3.82	4.18
KF3. % agreeing that their role makes a difference to patients / service users	89	90	87	90	89	93
KF32. Effective use of patient / service user feedback	3.54	3.56	3.53	3.57	3.54	3.84
Violence, harassment & bullying						
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	13	18	19	17	17	18
* *KF23. % experiencing physical violence from staff in last 12 mths*	3	2	4	2	3	1
KF24. % reporting most recent experience of violence	68	66	73	65	66	77
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	21	28	36	24	27	21
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	22	23	38	20	23	20
KF27. % reporting most recent experience of harassment, bullying or abuse	30	46	41	43	42	46
Overall staff engagement	3.71	3.76	3.59	3.78	3.73	3.99
Number of respondents	413	1566	285	1700	1858	154

8. Work and demographic profile of the survey respondents

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

Table 8.1: Occupational group of respondents

Occupational group	Number questionnaires returned	Percentage of survey respondents
Allied Health Professionals		
Occupational Therapy	25	1%
Physiotherapy	49	2%
Radiography	63	3%
Clinical Psychology	1	0%
Psychotherapy	2	0%
Other qualified Allied Health Professionals	70	4%
Support to Allied Health Professionals	29	1%
Scientific and Technical / Healthcare Scientists		
Pharmacy	38	2%
Other qualified Scientific and Technical / Healthcare Scientists	73	4%
Support to Scientific and Technical / Healthcare Scientists	38	2%
Medical and Dental		
Medical / Dental - Consultant	107	5%
Medical / Dental - In Training	21	1%
Medical / Dental - Other	39	2%
Operational ambulance staff		
Paramedic	1	0%
Nurses, Midwives and Nursing Assistants		
Registered Nurses - Adult / General	396	20%
Registered Nurses - Children	37	2%
Midwives	46	2%
Registered Nurses - District / Community	1	0%
Other Registered Nurses	19	1%
Nursing auxiliary / Nursing assistant / Healthcare assistant	175	9%
Other groups		
Public Health / Health Improvement	3	0%
Commissioning managers / support staff	2	0%
Admin and Clerical	298	15%
Central Functions / Corporate Services	115	6%
Maintenance / Ancillary	221	11%
General Management	53	3%
Other	54	3%
Did not specify	81	

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

Table 8.2: Work characteristics of respondents

	Number questionnaires returned	Percentage of survey respondents
Full time / part time		
Full time	1582	79%
Part time	424	21%
Did not specify	51	
Length of time in organisation		
Less than a year	174	9%
Between 1 to 2 years	267	13%
Between 3 to 5 years	322	16%
Between 6 to 10 years	355	18%
Between 11 to 15 years	293	15%
Over 15 years	589	29%
Did not specify	57	

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

Table 8.3: Demographic characteristics of respondents

	Number questionnaires returned	Percentage of survey respondents
Age group		
Between 16 and 30	322	16%
Between 31 and 40	358	18%
Between 41 and 50	581	29%
51 and over	741	37%
Did not specify	55	
Gender		
Male	413	21%
Female	1566	79%
Did not specify	78	
Ethnic background		
White	1858	92%
Black and minority ethnic	154	8%
Did not specify	45	
Disability		
Disabled	285	14%
Not disabled	1700	86%
Did not specify	72	

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

Appendix 1

Key Findings for The Shrewsbury And Telford Hospital NHS Trust benchmarked against other acute trusts

Technical notes:

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

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

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

- The fourth and fifth columns in table A1 show the thresholds for the lowest and highest 20% for each of the Key Findings for acute trusts. The data are used to describe comparisons with other trusts as displayed in section 3 and 4 of this report.

- The sixth column in table A1 shows the lowest score attained for each of the Key Findings by an acute trust.

- The seventh column in table A1 shows the highest score attained for each of the Key Findings by an acute trust.

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

- Please note that the data presented in table A1 are rounded to the nearest whole number for percentage scores and to two decimal places for scale summary scores.

Table A1: Key Findings for The Shrewsbury And Telford Hospital NHS Trust benchmarked against other acute trusts

	Your trust		National scores for acute trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for lowest 20%	Threshold for highest 20%	Lowest score attained	Highest score attained
Response rate	37	-	43	36	48	31	77
Appraisals & support for development							
KF11. % appraised in last 12 mths	86	[85, 88]	87	82	90	70	95
KF12. Quality of appraisals	3.05	[2.99, 3.11]	3.11	2.99	3.22	2.76	3.49
KF13. Quality of non-mandatory training, learning or development	4.04	[4.01, 4.07]	4.05	4.01	4.10	3.94	4.17
Equality & diversity							
* KF20. % experiencing discrimination at work in last 12 mths	9	[8, 11]	11	9	13	5	23
KF21. % believing the organisation provides equal opportunities for career progression / promotion	88	[87, 90]	87	83	89	67	95
Errors & incidents							
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	31	[29, 33]	31	29	33	22	43
KF29. % reporting errors, near misses or incidents witnessed in last mth	91	[89, 93]	90	89	92	85	95
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.63	[3.60, 3.66]	3.72	3.65	3.79	3.49	3.89
KF31. Staff confidence and security in reporting unsafe clinical practice	3.56	[3.53, 3.60]	3.65	3.59	3.74	3.41	3.88
Health and wellbeing							
* KF17. % feeling unwell due to work related stress in last 12 mths	35	[33, 37]	35	32	38	25	44
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	59	[56, 61]	56	52	61	47	68
KF19. Org and mgmt interest in and action on health and wellbeing	3.62	[3.58, 3.66]	3.61	3.52	3.70	3.32	3.93
Working patterns							
KF15. % satisfied with the opportunities for flexible working patterns	48	[46, 50]	51	48	53	43	58
* KF16. % working extra hours	69	[67, 71]	72	69	74	61	79

Table A1: Key Findings for The Shrewsbury And Telford Hospital NHS Trust benchmarked against other acute trusts (cont)

	Your trust		National scores for acute trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for lowest 20%	Threshold for highest 20%	Lowest score attained	Highest score attained
Job satisfaction							
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.62	[3.58, 3.65]	3.76	3.62	3.91	3.34	4.10
KF4. Staff motivation at work	3.91	[3.88, 3.94]	3.94	3.88	3.98	3.80	4.07
KF7. % able to contribute towards improvements at work	70	[68, 72]	70	68	73	63	77
KF8. Staff satisfaction with level of responsibility and involvement	3.89	[3.87, 3.92]	3.92	3.87	3.97	3.79	4.06
KF9. Effective team working	3.76	[3.73, 3.79]	3.75	3.71	3.81	3.59	3.89
KF14. Staff satisfaction with resourcing and support	3.28	[3.25, 3.32]	3.33	3.25	3.40	3.09	3.67
Managers							
KF5. Recognition and value of staff by managers and the organisation	3.44	[3.40, 3.47]	3.45	3.38	3.53	3.28	3.67
KF6. % reporting good communication between senior management and staff	30	[28, 32]	33	28	37	20	46
KF10. Support from immediate managers	3.73	[3.69, 3.77]	3.73	3.66	3.79	3.54	3.92
Patient care & experience							
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.85	[3.80, 3.89]	3.96	3.86	4.02	3.65	4.28
KF3. % agreeing that their role makes a difference to patients / service users	90	[88, 91]	90	89	91	88	94
KF32. Effective use of patient / service user feedback	3.56	[3.51, 3.61]	3.72	3.62	3.78	3.42	3.97
Violence, harassment & bullying							
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	17	[15, 19]	15	13	17	8	21
* *KF23. % experiencing physical violence from staff in last 12 mths*	2	[2, 3]	2	2	3	0	4
KF24. % reporting most recent experience of violence	67	[62, 72]	67	63	71	49	77
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	27	[25, 29]	27	25	30	20	38
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	23	[21, 24]	25	23	28	16	36
KF27. % reporting most recent experience of harassment, bullying or abuse	42	[38, 46]	45	42	48	37	57

Appendix 2

Changes to the Key Findings since the 2014 and 2015 staff surveys

Technical notes:

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

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

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

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

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

To enable comparison between years, scores from 2015 and 2014 have been re-calculated and re-weighted using the 2016 formulae, so may appear slightly different from figures in previous feedback reports. More details about these changes can be found in the document *Making sense of your staff survey data*, which can be downloaded from www.nhsstaffsurveys.com.

Table A2.1: Changes in the Key Findings for The Shrewsbury And Telford Hospital NHS Trust since 2015 survey

	The Shrewsbury And Telford Hospital NHS Trust			
	2016 score	**2015 score**	**Change**	**Statistically significant?**
Response rate	37	44	-7	N/A
Appraisals & support for development				
KF11. % appraised in last 12 mths	86	88	-1	No
KF12. Quality of appraisals	3.05	2.93	0.12	Yes
KF13. Quality of non-mandatory training, learning or development	4.04	3.97	0.08	Yes
Equality & diversity				
* *KF20. % experiencing discrimination at work in last 12 mths*	9	7	2	Yes
KF21. % believing the organisation provides equal opportunities for career progression / promotion	88	90	-2	No
Errors & incidents				
* *KF28. % witnessing potentially harmful errors, near misses or incidents in last mth*	31	32	-1	No
KF29. % reporting errors, near misses or incidents witnessed in last mth	91	89	2	No
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.63	3.59	0.04	No
KF31. Staff confidence and security in reporting unsafe clinical practice	3.56	3.49	0.07	Yes
Health and wellbeing				
* *KF17. % feeling unwell due to work related stress in last 12 mths*	35	35	0	No
* *KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure*	59	64	-6	Yes
KF19. Org and mgmt interest in and action on health and wellbeing	3.62	3.57	0.05	No
Working patterns				
KF15. % satisfied with the opportunities for flexible working patterns	48	45	3	Yes
* *KF16. % working extra hours*	69	71	-2	No

Table A2.1: Changes in the Key Findings for The Shrewsbury And Telford Hospital NHS Trust since 2015 survey (cont)

	The Shrewsbury And Telford Hospital NHS Trust			
	2016 score	**2015 score**	**Change**	**Statistically significant?**
Job satisfaction				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.62	3.62	0.00	No
KF4. Staff motivation at work	3.91	3.91	0.00	No
KF7. % able to contribute towards improvements at work	70	66	4	Yes
KF8. Staff satisfaction with level of responsibility and involvement	3.89	3.90	0.00	No
KF9. Effective team working	3.76	3.70	0.06	Yes
KF14. Staff satisfaction with resourcing and support	3.28	3.27	0.01	No
Managers				
KF5. Recognition and value of staff by managers and the organisation	3.44	3.41	0.02	No
KF6. % reporting good communication between senior management and staff	30	26	4	Yes
KF10. Support from immediate managers	3.73	3.69	0.04	No
Patient care & experience				
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.85	3.89	-0.04	No
KF3. % agreeing that their role makes a difference to patients / service users	90	90	0	No
KF32. Effective use of patient / service user feedback	3.56	3.50	0.06	No
Violence, harassment & bullying				
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	17	17	0	No
* *KF23. % experiencing physical violence from staff in last 12 mths*	2	2	0	No
KF24. % reporting most recent experience of violence	67	59	8	Yes
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	27	28	-1	No
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	23	22	1	No
KF27. % reporting most recent experience of harassment, bullying or abuse	42	41	1	No

Table A2.2: Changes in the Key Findings for The Shrewsbury And Telford Hospital NHS Trust since 2014 survey

	The Shrewsbury And Telford Hospital NHS Trust			
	2016 score	**2014 score**	**Change**	**Statistically significant?**
Response rate	37	46	-9	-
Appraisals & support for development				
KF11. % appraised in last 12 mths	86	84	2	No
KF12. Quality of appraisals	3.05	-	-	-
KF13. Quality of non-mandatory training, learning or development	4.04	-	-	-
Equality & diversity				
* *KF20. % experiencing discrimination at work in last 12 mths*	9	10	0	No
KF21. % believing the organisation provides equal opportunities for career progression / promotion	88	88	1	No
Errors & incidents				
* *KF28. % witnessing potentially harmful errors, near misses or incidents in last mth*	31	37	-6	Yes
KF29. % reporting errors, near misses or incidents witnessed in last mth	91	90	1	No
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.63	-	-	-
KF31. Staff confidence and security in reporting unsafe clinical practice	3.56	3.50	0.06	Yes
Health and wellbeing				
* *KF17. % feeling unwell due to work related stress in last 12 mths*	35	39	-5	Yes
* *KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure*	59	64	-6	Yes
KF19. Org and mgmt interest in and action on health and wellbeing	3.62	-	-	-
Working patterns				
KF15. % satisfied with the opportunities for flexible working patterns	48	-	-	-
* *KF16. % working extra hours*	69	71	-2	No

Table A2.2: Changes in the Key Findings for The Shrewsbury And Telford Hospital NHS Trust since 2014 survey (cont)

	The Shrewsbury And Telford Hospital NHS Trust			
	2016 score	**2014 score**	**Change**	**Statistically significant?**
Job satisfaction				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.62	3.46	0.16	Yes
KF4. Staff motivation at work	3.91	3.79	0.12	Yes
KF7. % able to contribute towards improvements at work	70	66	4	Yes
KF8. Staff satisfaction with level of responsibility and involvement	3.89	3.83	0.06	Yes
KF9. Effective team working	3.76	-	-	-
KF14. Staff satisfaction with resourcing and support	3.28	-	-	-
Managers				
KF5. Recognition and value of staff by managers and the organisation	3.44	-	-	-
KF6. % reporting good communication between senior management and staff	30	24	7	Yes
KF10. Support from immediate managers	3.73	3.59	0.15	Yes
Patient care & experience				
KF2. Staff satisfaction with the quality of work and care they are able to deliver	3.85	-	-	-
KF3. % agreeing that their role makes a difference to patients / service users	90	-	-	-
KF32. Effective use of patient / service user feedback	3.56	3.43	0.13	Yes
Violence, harassment & bullying				
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	17	17	1	No
* *KF23. % experiencing physical violence from staff in last 12 mths*	2	2	0	No
KF24. % reporting most recent experience of violence	67	62	5	No
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	27	30	-3	Yes
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	23	22	0	No
KF27. % reporting most recent experience of harassment, bullying or abuse	42	44	-1	No

Appendix 3

Data tables: 2016 Key Findings and the responses to all survey questions

For each of the 32 Key Findings (Table A3.1) and each individual survey question in the core version of the questionnaire (Table A3.2), this appendix presents your trust's 2016 survey response, the average (median) 2016 response for acute trusts, and your trust's 2015 survey response (where applicable).

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

In Table A3.2, the responses to the survey questions are presented in the order that they appear within the core version of the 2016 questionnaire.

Technical notes:

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

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

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

- More details about the calculation of Key Findings and the weighting of data can be found in the document *Making sense of your staff survey data*, which can be downloaded from: www.nhsstaffsurveys.com

Table A3.1: Key Findings for The Shrewsbury And Telford Hospital NHS Trust benchmarked against other acute trusts

	Question number(s)	Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
Appraisals & support for development				
KF11. % appraised in last 12 mths	Q20a	86	87	88
KF12. Quality of appraisals	Q20b-d	3.05	3.11	2.93
KF13. Quality of non-mandatory training, learning or development	Q18b-d	4.04	4.05	3.97
Equality & diversity				
* KF20. % experiencing discrimination at work in last 12 mths	Q17a-b	9	11	7
KF21. % believing the organisation provides equal opportunities for career progression / promotion	Q16	88	86	90
Errors & incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	Q11a-b	31	31	32
KF29. % reporting errors, near misses or incidents witnessed in last mth	Q11c	91	90	89
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	Q12a-d	3.63	3.72	3.59
KF31. Staff confidence and security in reporting unsafe clinical practice	Q13b-c	3.56	3.66	3.49
Health and wellbeing				
* KF17. % feeling unwell due to work related stress in last 12 mths	Q9c	34	35	35
* KF18. % attending work in last 3 mths despite feeling unwell because they felt pressure	Q9d-g	59	56	65
KF19. Org and mgmt interest in and action on health and wellbeing	Q7f, 9a	3.63	3.62	3.57
Working patterns				
KF15. % satisfied with the opportunities for flexible working patterns	Q5h	48	51	45
* KF16. % working extra hours	Q10b-c	69	71	71

Table A3.1: Key Findings for The Shrewsbury And Telford Hospital NHS Trust benchmarked against other acute trusts (cont)

	Question number(s)	Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
Job satisfaction				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	Q21a, 21c-d	3.62	3.77	3.62
KF4. Staff motivation at work	Q2a-c	3.91	3.94	3.91
KF7. % able to contribute towards improvements at work	Q4a-b, 4d	70	70	67
KF8. Staff satisfaction with level of responsibility and involvement	Q3a-b, 4c, 5d-e	3.89	3.93	3.90
KF9. Effective team working	Q4h-j	3.76	3.75	3.71
KF14. Staff satisfaction with resourcing and support	Q4e-g, 5c	3.29	3.34	3.27
Managers				
KF5. Recognition and value of staff by managers and the organisation	Q5a, 5f, 7g	3.44	3.46	3.42
KF6. % reporting good communication between senior management and staff	Q8a-d	31	33	26
KF10. Support from immediate managers	Q5b, 7a-e	3.73	3.73	3.70
Patient care & experience				
KF2. Staff satisfaction with the quality of work and care they are able to deliver	Q3c, 6a, 6c	3.85	3.97	3.89
KF3. % agreeing that their role makes a difference to patients / service users	Q6b	90	90	90
KF32. Effective use of patient / service user feedback	Q21b, 22b-c	3.56	3.71	3.50
Violence, harassment & bullying				
* *KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths*	Q14a	17	15	17
* *KF23. % experiencing physical violence from staff in last 12 mths*	Q14b-c	3	2	2
KF24. % reporting most recent experience of violence	Q14d	67	67	59
* *KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*	Q15a	26	27	28
* *KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths*	Q15b-c	22	24	21
KF27. % reporting most recent experience of harassment, bullying or abuse	Q15d	43	45	41

Table A3.2: Survey questions benchmarked against other acute trusts

		Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
	Contact with patients			
Q1	% saying they have face-to-face contact with patients / service users as part of their job	85	84	86
	Staff motivation at work			
	% saying often or always to the following statements:			
Q2a	"I look forward to going to work"	59	60	57
Q2b	"I am enthusiastic about my job"	71	75	75
Q2c	"Time passes quickly when I am working"	79	78	78
	Job design			
	% agreeing / strongly agreeing with the following statements:			
Q3a	"I always know what my work responsibilities are"	88	89	89
Q3b	"I am trusted to do my job"	91	92	92
Q3c	"I am able to do my job to a standard I am personally pleased with"	78	81	80
	Opportunities to develop potential at work			
	% agreeing / strongly agreeing with the following statements:			
Q4a	"There are frequent opportunities for me to show initiative in my role"	74	73	71
Q4b	"I am able to make suggestions to improve the work of my team / department"	74	75	73
Q4c	"I am involved in deciding on changes introduced that affect my work area / team / department"	49	52	50
Q4d	"I am able to make improvements happen in my area of work"	55	56	51
Q4e	"I am able to meet all the conflicting demands on my time at work"	45	46	42
Q4f	"I have adequate materials, supplies and equipment to do my work"	51	56	51
Q4g	"There are enough staff at this organisation for me to do my job properly"	29	31	28
Q4h	"The team I work in has a set of shared objectives"	73	73	72
Q4i	"The team I work in often meets to discuss the team's effectiveness"	58	58	56
Q4j	"Team members have to communicate closely with each other to achieve the team's objectives"	78	78	77
	Staff job satisfaction			
	% satisfied or very satisfied with the following aspects of their job:			
Q5a	"The recognition I get for good work"	51	52	51
Q5b	"The support I get from my immediate manager"	67	67	67
Q5c	"The support I get from my work colleagues"	81	81	81
Q5d	"The amount of responsibility I am given"	76	75	78
Q5e	"The opportunities I have to use my skills"	73	72	73
Q5f	"The extent to which my organisation values my work"	42	44	39
Q5g	"My level of pay"	38	36	37
Q5h	"The opportunities for flexible working patterns"	48	51	45
	Contribution to patient care			
	% agreeing / strongly agreeing with the following statements:			
Q6a	"I am satisfied with the quality of care I give to patients / service users"	80	83	81
Q6b	"I feel that my role makes a difference to patients / service users"	90	90	90
Q6c	"I am able to deliver the patient care I aspire to"	64	70	66

		Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
	Your managers			
	% agreeing / strongly agreeing with the following statements:			
Q7a	"My immediate manager encourages those who work for her/him to work as a team"	74	73	73
Q7b	"My immediate manager can be counted on to help me with a difficult task at work"	70	70	69
Q7c	"My immediate manager gives me clear feedback on my work"	60	60	57
Q7d	"My immediate manager asks for my opinion before making decisions that affect my work"	51	54	51
Q7e	"My immediate manager is supportive in a personal crisis"	76	73	75
Q7f	"My immediate manager takes a positive interest in my health and well-being"	66	66	64
Q7g	"My immediate manager values my work"	71	70	69
Q8a	"I know who the senior managers are here"	79	82	76
Q8b	"Communication between senior management and staff is effective"	34	40	32
Q8c	"Senior managers here try to involve staff in important decisions"	30	33	27
Q8d	"Senior managers act on staff feedback"	29	32	25
	Health and well-being			
Q9a	% saying their organisation definitely takes positive action on health and well-being	32	32	30
Q9b	% saying they have have experienced musculoskeletal problems (MSK) in the last 12 months as a result of work activities	26	25	26
Q9c	% saying they have have felt unwell in the last 12 months as a result of work related stress	34	35	35
Q9d	% saying in the last three months they had gone to work despite not feeling well enough to perform their duties	63	61	68
	If attended work despite not feeling well enough (YES to Q9d), % saying they...			
Q9e	...had felt pressure from their manager to come to work	24	27	27
Q9f	...had felt pressure from their colleagues to come to work	20	22	23
Q9g	...had put themselves under pressure to come to work	93	92	93
	Working hours			
Q10a	% working part time (up to 29 hours a week)	21	21	25
Q10b	% working additional PAID hours	34	35	39
Q10c	% working additional UNPAID hours	55	57	55
	Witnessing and reporting errors, near misses and incidents			
Q11a	% witnessing errors, near misses or incidents in the last month that could have hurt staff	16	16	18
Q11b	% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	26	26	27
Q11c	If they witnessed an error, near miss or incident that could have hurt staff or patients / service users (YES to Q11a or YES to Q11b), % saying the last time this happened, either they or a colleague had reported it	95	95	93

		Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
	Fairness and effectiveness of procedures for reporting errors, near misses or incidents			
	% agreeing / strongly agreeing with the following statements:			
Q12a	"My organisation treats staff who are involved in an error, near miss or incident fairly"	51	54	48
Q12b	"My organisation encourages us to report errors, near misses or incidents"	85	87	83
Q12c	"When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again"	65	69	63
Q12d	"We are given feedback about changes made in response to reported errors, near misses and incidents"	51	55	47
	Raising concerns about unsafe clinical practice			
Q13a	% saying if they were concerned about unsafe clinical practice they would know how to report it	93	95	92
	% agreeing / strongly agreeing with the following statements:			
Q13b	"I would feel secure raising concerns about unsafe clinical practice"	65	69	60
Q13c	"I am confident that the organisation would address my concern"	52	57	49
	Experiencing and reporting physical violence at work			
	% experiencing physical violence at work from patients / service users, their relatives or other members of the public in last 12 months...			
Q14a	Never	83	85	83
Q14a	1 to 2 times	9	9	10
Q14a	3 to 5 times	4	3	4
Q14a	6 to 10 times	2	1	1
Q14a	More than 10 times	2	1	1
	% experiencing physical violence at work from managers in last 12 months...			
Q14b	Never	99	99	99
Q14b	1 to 2 times	1	0	1
Q14b	3 to 5 times	0	0	0
Q14b	6 to 10 times	0	0	0
Q14b	More than 10 times	0	0	0
	% experiencing physical violence at work from other colleagues in last 12 months...			
Q14c	Never	98	98	98
Q14c	1 to 2 times	2	1	2
Q14c	3 to 5 times	0	0	0
Q14c	6 to 10 times	0	0	0
Q14c	More than 10 times	0	0	0
Q14d	(If YES to Q14a, Q14b or Q14c) % saying the last time they experienced an incident of physical violence, either they or a colleague had reported it	67	67	59
	Experiencing and reporting harassment, bullying and abuse at work			
	% experiencing harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public in last 12 months...			
Q15a	Never	74	73	72
Q15a	1 to 2 times	16	17	18
Q15a	3 to 5 times	6	6	6
Q15a	6 to 10 times	2	2	2
Q15a	More than 10 times	2	3	2

		Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
	% experiencing harassment, bullying or abuse at work from managers in last 12 months...			
Q15b	Never	89	87	90
Q15b	1 to 2 times	8	9	7
Q15b	3 to 5 times	2	2	2
Q15b	6 to 10 times	1	1	0
Q15b	More than 10 times	1	1	1
	% experiencing harassment, bullying or abuse at work from other colleagues in last 12 months...			
Q15c	Never	83	82	84
Q15c	1 to 2 times	12	13	11
Q15c	3 to 5 times	2	3	3
Q15c	6 to 10 times	1	1	1
Q15c	More than 10 times	1	1	1
Q15d	(If YES to Q15a, Q15b or Q15c) % saying the last time they experienced an incident of harassment, bullying or abuse, either they or a colleague had reported it	43	45	41
	Equal opportunities			
Q16	% saying the organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	88	86	90
	Discrimination			
Q17a	% saying they had experienced discrimination from patients / service users, their relatives or other members of the public in the last 12 months	5	6	3
Q17b	% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months	6	7	5
	% saying they had experienced discrimination on the grounds of:			
Q17c	Ethnic background	3	4	2
Q17c	Gender	2	2	1
Q17c	Religion	0	0	0
Q17c	Sexual orientation	0	0	0
Q17c	Disability	1	1	0
Q17c	Age	2	2	1
Q17c	Other reason(s)	3	3	3
	Job-relevant training, learning and development			
Q18a	% having received non-mandatory training, learning or development in the last 12 months	78	72	75
	% who had received training, learning and development in the last 12 months (YES to Q18a) agreeing / strongly agreeing with the following statements:			
Q18b	"It has helped me to do my job more effectively"	85	84	81
Q18c	"It has helped me stay up-to-date with professional requirements"	89	88	87
Q18d	"It has helped me to deliver a better patient / service user experience"	81	82	80
Q19	% who had received mandatory training in the last 12 months	94	97	94
	Appraisals			
Q20a	% saying they had received an appraisal or performance development review in the last 12 months	86	87	88

		Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
	If (YES to Q20a) had received an appraisal or performance development review in the last 12 months:			
Q20b	% saying their appraisal or development review definitely helped them to improve how they do their job	18	22	17
Q20c	% saying their appraisal or development review definitely helped them agree clear objectives for their work	31	34	27
Q20d	% saying their appraisal or development review definitely made them feel their work was valued by the organisation	29	30	27
Q20e	% saying the values of their organisation were definitely discussed as part of the appraisal	41	33	31
Q20f	% saying their appraisal or development review had identified training, learning or development needs	71	65	69
	If (YES to Q20a) had received an appraisal or performance development review AND (YES to Q20f) training, learning or development needs identified as part of their appraisal or development review:			
Q20g	% saying their manager definitely supported them to receive training, learning or development	54	51	53
Your organisation				
	% agreeing / strongly agreeing with the following statements:			
Q21a	"Care of patients / service users is my organisation's top priority"	68	76	68
Q21b	"My organisation acts on concerns raised by patients / service users"	65	74	65
Q21c	"I would recommend my organisation as a place to work"	56	62	57
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	62	70	62
Patient / service user experience measures				
	% saying 'Yes'			
Q22a	"Is patient / service user experience feedback collected within your directorate / department?"	86	90	89
	If patient / service user feedback collected (YES to Q22a), % agreeing or strongly agreeing with the following statements:			
Q22b	"I receive regular updates on patient / service user experience feedback in my directorate / department"	55	62	51
Q22c	"Feedback from patients / service users is used to make informed decisions within my directorate / department"	50	58	46
BACKGROUND DETAILS				
	Gender			
Q23a	Male	21	21	18
Q23a	Female	79	79	82
	Age group			
Q23b	Between 16 and 30	16	16	17
Q23b	Between 31 and 40	18	20	18
Q23b	Between 41 and 50	29	27	26
Q23b	51 and over	37	37	39
	Ethnic background			
Q24	White	92	89	94
Q24	Mixed	1	1	1
Q24	Asian / Asian British	6	7	4
Q24	Black / Black British	1	2	1
Q24	Chinese	0	0	0
Q24	Other	1	1	0

		Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
	Sexuality			
Q25	Heterosexual (straight)	93	92	93
Q25	Gay Man	1	1	1
Q25	Gay Woman (lesbian)	1	1	0
Q25	Bisexual	0	1	0
Q25	Other	0	0	0
Q25	Preferred not to say	5	6	5
	Religion			
Q26	No religion	33	33	31
Q26	Christian	57	55	61
Q26	Buddhist	1	1	0
Q26	Hindu	1	1	1
Q26	Jewish	0	0	0
Q26	Muslim	1	2	1
Q26	Sikh	0	0	0
Q26	Other	1	1	1
Q26	Preferred not to say	5	5	4
	Disability			
Q27a	% saying they have a long-standing illness, health problem or disability	14	16	16
Q27b	If long-standing disability (YES to Q27a and if adjustments felt necessary), % saying their employer has made adequate adjustment(s) to enable them to carry out their work	74	74	72
	Length of time at the organisation (or its predecessors)			
Q28	Less than 1 year	9	9	7
Q28	1 to 2 years	13	14	12
Q28	3 to 5 years	16	15	16
Q28	6 to 10 years	18	19	17
Q28	11 to 15 years	15	16	17
Q28	More than 15 years	29	27	31
	Occupational group			
Q29	Registered Nurses and Midwives	25	28	26
Q29	Nursing or Healthcare Assistants	9	8	10
Q29	Medical and Dental	8	9	8
Q29	Allied Health Professionals	12	12	15
Q29	Scientific and Technical / Healthcare Scientists	8	8	8
Q29	Social Care staff	0	0	0
Q29	Emergency Care Practitioner	0	0	0
Q29	Paramedic	0	0	0
Q29	Emergency Care Assistant	0	0	0
Q29	Ambulance Technician	0	0	0
Q29	Ambulance Control Staff	0	0	0
Q29	Patient Transport Service	0	0	0
Q29	Public Health / Health Improvement	0	0	0
Q29	Commissioning staff	0	0	0
Q29	Admin and Clerical	15	18	16
Q29	Central Functions / Corporate Services	6	5	6
Q29	Maintenance / Ancillary	11	6	7
Q29	General Management	3	3	2
Q29	Other	3	3	2

		Your Trust in 2016	Average (median) for acute trusts	Your Trust in 2015
	Team working			
Q30a	% working in a team	95	96	96
	(If YES to Q30a): Number of core members in their team			
Q30b	2-5	22	24	22
Q30b	6-9	20	21	19
Q30b	10-15	17	18	20
Q30b	More than 15	40	38	38

Appendix 4

Other NHS staff survey 2016 documentation

This report is one of several ways in which we present the results of the 2016 national NHS staff survey:

1) A separate summary report of the main 2016 survey results for The Shrewsbury And Telford Hospital NHS Trust can be downloaded from: www.nhsstaffsurveys.com. The summary report is a shorter version of this feedback report, which may be useful for wider circulation within the trust.

2) A national briefing document, describing the national Key Findings from the 2016 survey and making comparisons with previous years, will be available from www.nhsstaffsurveys.com in March 2017.

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

4) A series of detailed spreadsheets are available on request from www.nhsstaffsurveys.com. In these detailed spreadsheets you can find:
    - responses of staff in your trust to every core survey question
    - responses in every trust in England
    - the average responses for each major trust type (e.g. all acute trusts, all ambulance trusts)
    - the average trust responses within each strategic health authority
    - the average responses for each major occupational and demographic group within the major trust types