

Reporting to:	Trust Board - 31 March 2016
Title	Staff Survey Results 2015
Sponsoring Director	Victoria Maher Workforce Director
Author(s)	Paula Dabbs Head of Organisational Development and Transformation
Previously considered by	Workforce Committee
Executive Summary	<p>Between September and December 2015, the national NHS staff survey was undertaken, inviting staff to share their experiences of working in Shrewsbury and Telford Hospitals NHS Trust. As in 2014, the Board 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.</p> <p>In total 5,445 surveys were circulated with 2,309 completed, a response rate of 44% (above acute and national benchmarks)</p> <p>This year's survey results suggest that the many targeted work streams being undertaken throughout the Trust are leading to 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</p> <p>Summarised scores are presented within the paper in the following way;</p> <ul style="list-style-type: none"> • 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 <p>The paper ends with a summary of proposed next steps.</p>
Strategic Priorities	
1. Quality and Safety	<input checked="" type="checkbox"/> Reduce harm, deliver best clinical outcomes and improve patient experience. <input type="checkbox"/> Address the existing capacity shortfall and process issues to consistently deliver national healthcare standards <input type="checkbox"/> Develop a clinical strategy that ensures the safety and short term sustainability of our clinical services pending the outcome of the Future Fit Programme <input type="checkbox"/> To undertake a review of all current services at specialty level to inform future service and business decisions <input type="checkbox"/> 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	<input checked="" type="checkbox"/> Through our People Strategy develop, support and engage with our workforce to make our organisation a great place to work
3. Innovation	<input type="checkbox"/> Support service transformation and increased productivity through technology and continuous improvement strategies
4. Community and Partnership	<input type="checkbox"/> Develop the principle of 'agency' in our community to support a prevention agenda and improve the health and well-being of the population <input type="checkbox"/> Embed a customer focussed approach and improve relationships through our

5 Financial Strength: Sustainable Future	<p>stakeholder engagement strategies</p> <p><input type="checkbox"/> Develop a transition plan that ensures financial sustainability and addresses liquidity issues pending the outcome of the Future Fit Programme</p>
Board Assurance Framework (BAF) Risks	<p><input type="checkbox"/> If we do not deliver safe care then patients may suffer avoidable harm and poor clinical outcomes and experience</p> <p><input type="checkbox"/> If we do not implement our falls prevention strategy then patients may suffer serious injury</p> <p><input type="checkbox"/> 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</p> <p><input type="checkbox"/> Risk to sustainability of clinical services due to potential shortages of key clinical staff</p> <p><input type="checkbox"/> 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</p> <p><input checked="" type="checkbox"/> 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</p> <p><input type="checkbox"/> If we do not have a clear clinical service vision then we may not deliver the best services to patients</p> <p><input type="checkbox"/> 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</p>
Care Quality Commission (CQC) Domains	<p><input checked="" type="checkbox"/> Safe</p> <p><input checked="" type="checkbox"/> Effective</p> <p><input checked="" type="checkbox"/> Caring</p> <p><input type="checkbox"/> Responsive</p> <p><input checked="" type="checkbox"/> Well led</p>
<p><input type="checkbox"/> Receive <input type="checkbox"/> Review</p> <p><input checked="" type="checkbox"/> Note <input type="checkbox"/> Approve</p>	<p>Recommendation</p> <p>Trust Board is asked to:</p> <ul style="list-style-type: none"> • Note the report • Support the recommended approach as set out in the paper • Ask the Workforce sub-committee on behalf of the Board to monitor progress

1. Introduction

Between September and December 2015, 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 Board opted to undertake a full census of all staff across the Trust recognising that the link 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 5,445 surveys were distributed with 2,309 completed. Our response rate in the 2015 survey of 44% is unfortunately a decrease when comparing to 46% last year; however, the 44% response rate was higher than average against both National and Acute sector response rates.

2. 2015 National Staff Survey- Survey Results

The results of the survey are received by the Trust in two ways. The main survey provider (Quality Health) provides the 'raw data' scores for every single question, and provides a comparison with the average score for other Trusts as well as progress over the prior year. These scores are broken down into 5 main areas – *Your Job, Your Personal Development, Your Managers, Your Organisation and Your Health, Wellbeing and Safety at work.*

This report does not however break the score down into staff groups or divisions and as such allows for general conclusions rather than targeted actions. 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 echo 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 themes: *Staff job satisfaction, Equality and diversity and Patient experience measures*

2.1 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 58 individual questions where a direct comparison can be made to 2014 results shows:

Indicator- change from SaTH 2014 results	Number of questions
Improved	43
Declined	8 (< 1% decrease)
No change	7

The Trust improved scores on 43 (74%), reduced scores on 8 (14%) and witnessed no change on 7 (12%). This shows a marked improvement over last year. The decreasing scores focus on our reporting culture, with involvement indicators (particularly at senior manager level) remaining static. Of greater significance was the narrowing of the gap between ourselves and other Trusts. Clearly, whilst recognising the need to make progress on our own issues, the relative position of SaTH to other Trusts is an important consideration.

2.2 Within the 'Picker' consolidated findings where the questions are compressed into 32 'key findings', our progress is demonstrated

Indicator	Number of key findings
Statistically significant >3% change	9
Small improvement	4
No change	9
No comparison	10

3. Key Findings in the SaTH 2015 Survey

The experiences of staff working in SaTH and the results of the survey are set in the context of both local and national ongoing challenges. This year's survey results suggest that the many targeted work streams being undertaken throughout the Trust are leading to 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. **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

3.1 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 overleaf shows the progress made by the Trust in terms of employee engagement over the last 3 years with an increase in 2 of the 3 scores making up the staff engagement index, with KF1 and KF4 being two of our statistically significant improvement scores. The average for acute trusts is 3.80 so whilst we have narrowed the margin to 0.07, 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
	Overall Staff Engagement	3.57	3.62	3.73
KF7	Staff ability to contribute to improvements at work	N/A	3.66	3.66
KF1	Staff recommendation as a place to work or receive treatment	3.36	3.45	3.62
KF4	Staff motivation at work	3.80	3.79	3.91

It's important to note that significant improvements have been made with KF1 and KF4. Whilst there is no notable decline in KF7 it indicates that focus should be placed upon how we involve our staff with decisions that affect them. If a 0.1 improvement were made to this indicator we would have moved into the average nationally.

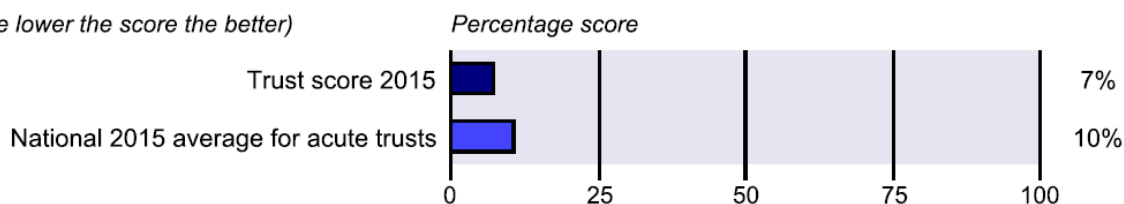
3.2 Top and Bottom Ranking Scores

3.2.1 Top Five Ranking Scores

This highlights the five key areas in which the Trust compares favourably with other acute trusts in England

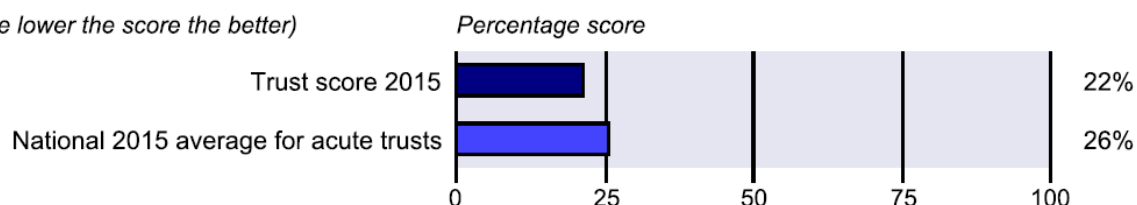
✓ **KF20.** Percentage of staff experiencing discrimination at work in the last 12 months

(the lower the score the better)



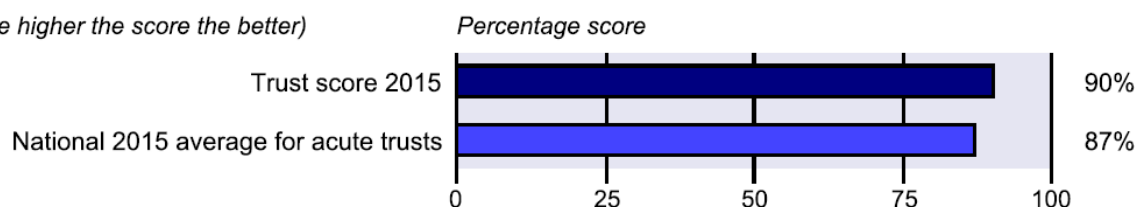
✓ **KF26** Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months

(the lower the score the better)

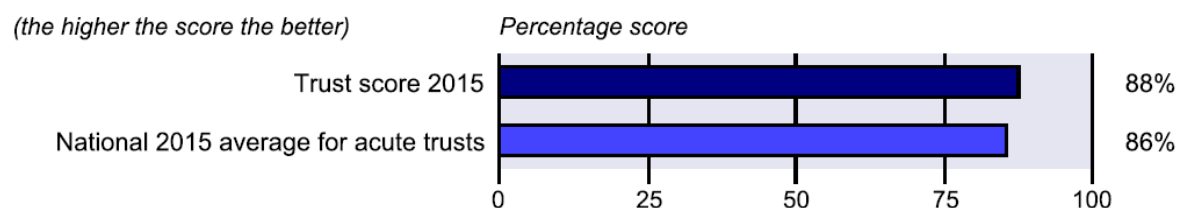


✓ **KF21.** Percentage of staff believing that the organisation provides equal opportunities for career progression of promotion

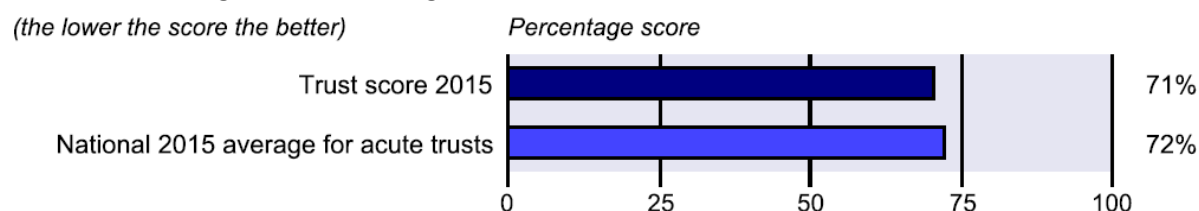
(the higher the score the better)



✓ **KF11.** Percentage of staff appraised in the last 12 months



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

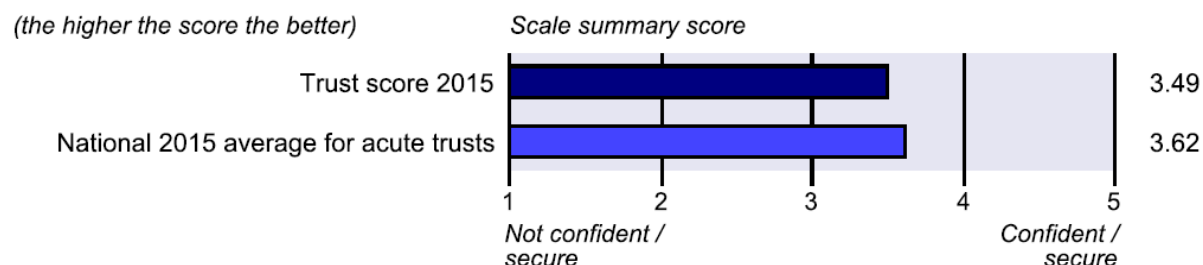


In addition to being our top five key findings, we score **better than the national average in all and are in the top 20% of Acute Trusts for 3 indicators.**

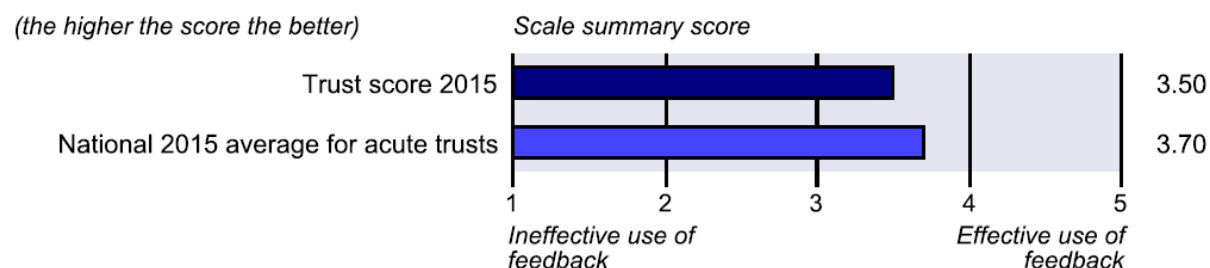
3.2.2 Bottom Ranking Scores

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

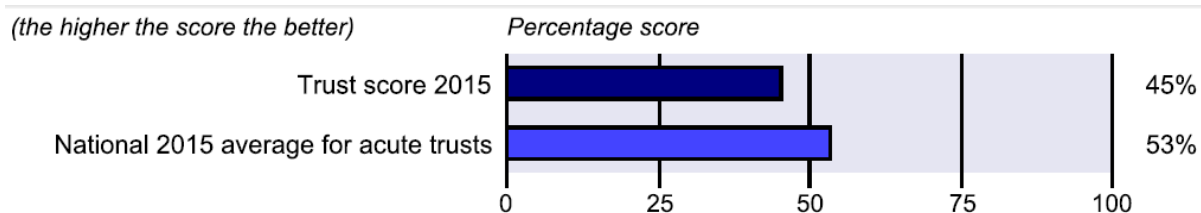
KF31. Staff confidence and security in reporting unsafe clinical practice



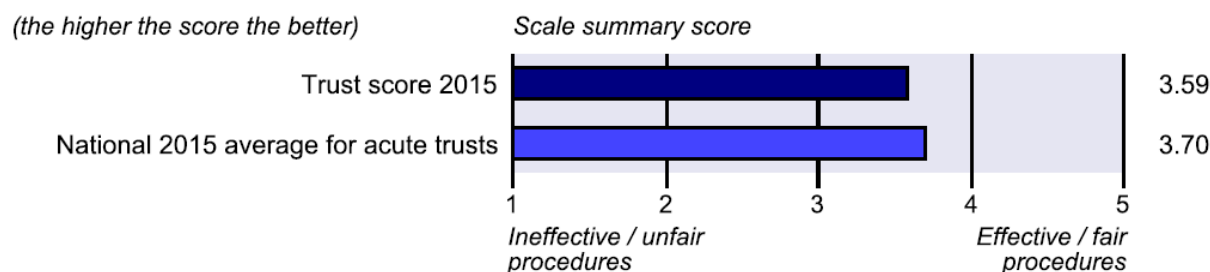
KF32. Effective use of patient / service user feedback



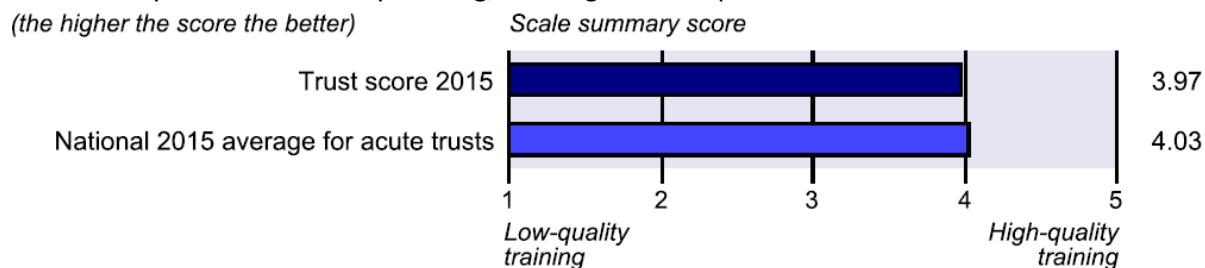
KF24. Percentage of staff colleagues reporting most recent experience of violence



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



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



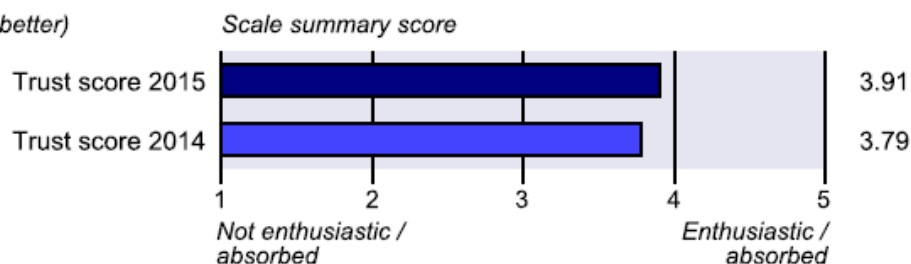
Clearly significant focus will need to be put into addressing the issues raised around our reporting culture, however workforce committee have approved a proposal to implement a new approach to raising concerns. The Workforce Committee will monitor this.

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

3.2.3 Local Improvements and deteriorations since last year

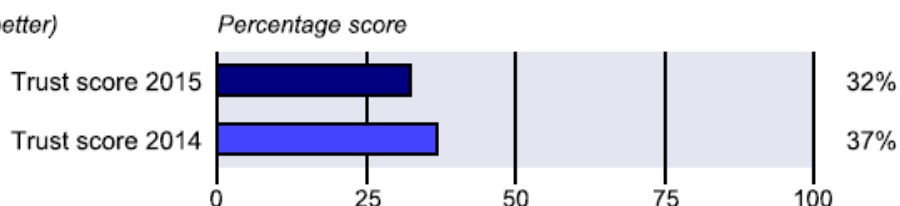
✓**KF4.** Staff motivation at work

(the higher the score the better)



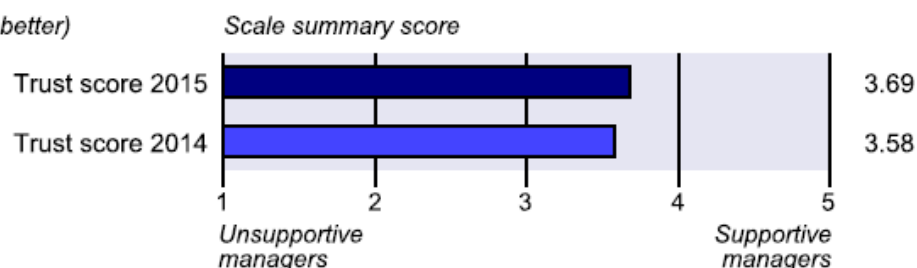
✓ **KF28.** Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



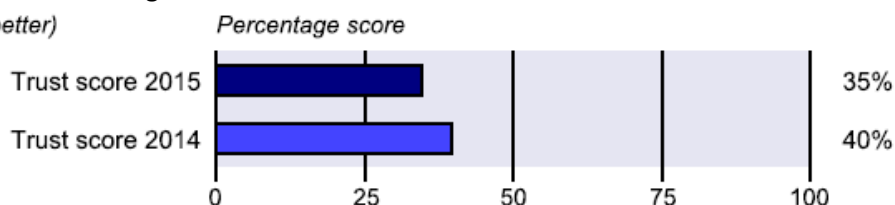
✓ **KF10.** Support from immediate managers

(the higher the score the better)



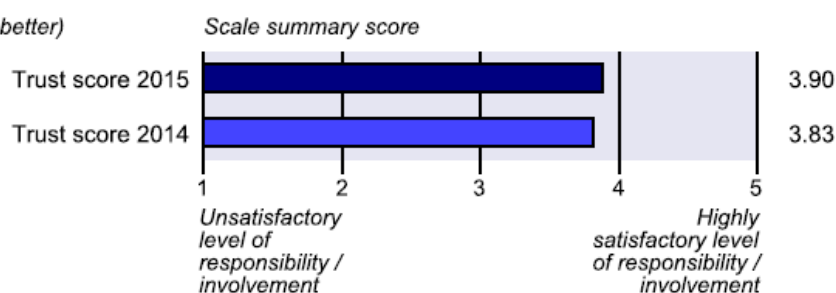
✓ **KF17.** Percentage of staff suffering work related stress in last 12 months

(the lower the score the better)



✓ **KF8.** Staff satisfaction with level of responsibility and involvement

(the higher the score the better)



It is important to note that the survey did not highlight any areas where the staff experience had deteriorated.

3.2.4 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	National average
79%	97%	88%

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

3.2.5 Directorate Key findings

The below table illustrates Care Group and Directorate performance against the surveys Key Findings. Results marked **green** show top 3 areas, **red** show bottom 3 areas.

Key Findings by Other 1	National Sector (Unweighted)	QH Sector 2015	Organisation 2015	Chief Information Unit	Corporate Governance Directorate	Estates and Facilities Directorate	Finance Directorate	Information Technology Unit	Medical Directorate	Quality and Safety Directorate	Scheduled Care	Support Services Care Group	Unscheduled Care	Children's Care Group	Workforce Directorate
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															
KF1: Staff recommendation of the organisation as a place to work or receive treatment (+)	3.75	3.73	3.62	3.20	4.01	3.75	3.61	3.46	3.74	3.89	3.55	3.48	3.57	3.81	4.03
KF2: Staff satisfaction with the quality of work and care they are able to deliver (+)	3.94	3.90	3.89	-	4.23	4.04	3.86	3.64	3.96	4.18	3.96	3.76	3.77	3.99	3.85
KF3: Percentage of staff agreeing that their role makes a difference to patients / service users (+)	90%	90%	90%	-	76%	88%	58%	100%	94%	78%	93%	91%	88%	93%	89%
KF4: Staff motivation at work (+)	3.94	3.90	3.91	3.26	4.24	3.97	3.74	3.76	3.89	4.14	3.87	3.79	3.99	4.03	3.94
KF5: Recognition and value of staff by managers and the organisation (+)	3.43	3.41	3.42	3.07	4.05	3.37	3.55	3.63	3.50	3.68	3.39	3.38	3.31	3.47	3.79

KF8: Staff satisfaction with level of responsibility and involvement (+)	3.92	3.91	3.90	3.54	4.23	3.76	3.91	3.91	3.86	4.18	3.86	3.92	3.91	3.99	4.01
KF9: Effective team working (+)	3.74	3.72	3.70	2.98	4.10	3.60	3.81	3.84	3.95	4.09	3.63	3.70	3.67	3.81	4.02
KF14: Staff satisfaction with resourcing and support (+)	3.31	3.28	3.27	3.29	3.77	3.31	3.49	3.20	3.51	3.53	3.31	3.12	3.12	3.38	3.40

STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.

KF10: Support from immediate managers (+)	3.70	3.69	3.70	3.26	4.36	3.46	3.92	4.00	3.84	4.05	3.68	3.66	3.65	3.79	3.96
KF11: Percentage of staff appraised in last 12 months (+)	85%	85%	87%	67%	94%	76%	83%	76%	95%	86%	89%	86%	90%	91%	94%
KF12: Quality of appraisals (+)	3.06	3.02	2.93	2.22	3.64	2.87	2.72	2.54	3.40	3.21	2.90	2.87	2.96	2.91	3.30
KF13: Quality of non-mandatory training, learning or development (+)	4.03	4.01	3.97	3.79	3.97	3.83	3.60	3.39	3.93	4.15	3.92	3.98	4.04	4.08	4.14

STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Health and wellbeing

KF15: Percentage of staff satisfied with the opportunities for flexible working patterns (+)	49%	48%	45%	61%	85%	40%	72%	38%	59%	59%	41%	39%	44%	46%	77%
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KF16: Percentage of staff working extra hours (-)	72%	71%	71%	50%	67%	45%	69%	76%	79%	83%	73%	69%	77%	79%	57%
KF17: Percentage of staff suffering work related stress in last 12 months (-)	35%	35%	35%	39%	15%	31%	25%	30%	41%	28%	34%	35%	44%	33%	40%
KF18: Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell (-)	59%	53%	55%	61%	48%	52%	48%	45%	54%	45%	54%	53%	62%	55%	62%
KF19: Organisation and management interest in and action on health and wellbeing (+)	3.57	3.58	3.57	3.28	4.26	3.50	3.93	3.83	3.83	4.11	3.53	3.51	3.45	3.65	3.88

STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Violence and harassment

KF22: Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months (-)	15%	15%	17%	0%	0%	9%	0%	0%	8%	10%	16%	14%	45%	5%	2%
KF23: Percentage of staff experiencing physical violence from staff in last 12 months (-)	2%	2%	2%	0%	0%	6%	0%	0%	0%	3%	2%	1%	4%	2%	0%
KF24: Percentage of staff/colleagues reporting most recent experience of violence (+)	-	67%	59%	-	-	47%	-	-	-	-	56%	42%	67%	75%	-
KF25: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months (-)	28%	29%	28%	6%	6%	15%	3%	0%	10%	14%	28%	25%	50%	31%	8%

KF26: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months (-)	26%	26%	21%	28%	12%	24%	14%	10%	21%	17%	21%	19%	25%	22%	17%
KF27: Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse (+)	-	44%	41%	-	-	43%	18%	-	-	-	38%	33%	49%	40%	-

STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.

KF6: Percentage of staff reporting good communication between senior management and staff (+)	31%	30%	26%	22%	58%	27%	31%	10%	46%	41%	20%	29%	20%	30%	42%
KF7: Percentage of staff able to contribute towards improvements at work (+)	70%	69%	67%	50%	85%	58%	69%	90%	74%	83%	64%	69%	62%	69%	88%

ADDITIONAL THEME: Equality and diversity

KF20: Percentage of staff experiencing discrimination at work in the last 12 months (-)	11%	10%	7%	12%	0%	7%	3%	5%	10%	0%	8%	6%	11%	5%	0%
KF21: Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion (+)	87%	87%	90%	54%	96%	89%	87%	-	86%	92%	90%	93%	91%	90%	89%

ADDITIONAL THEME: Errors and incidents

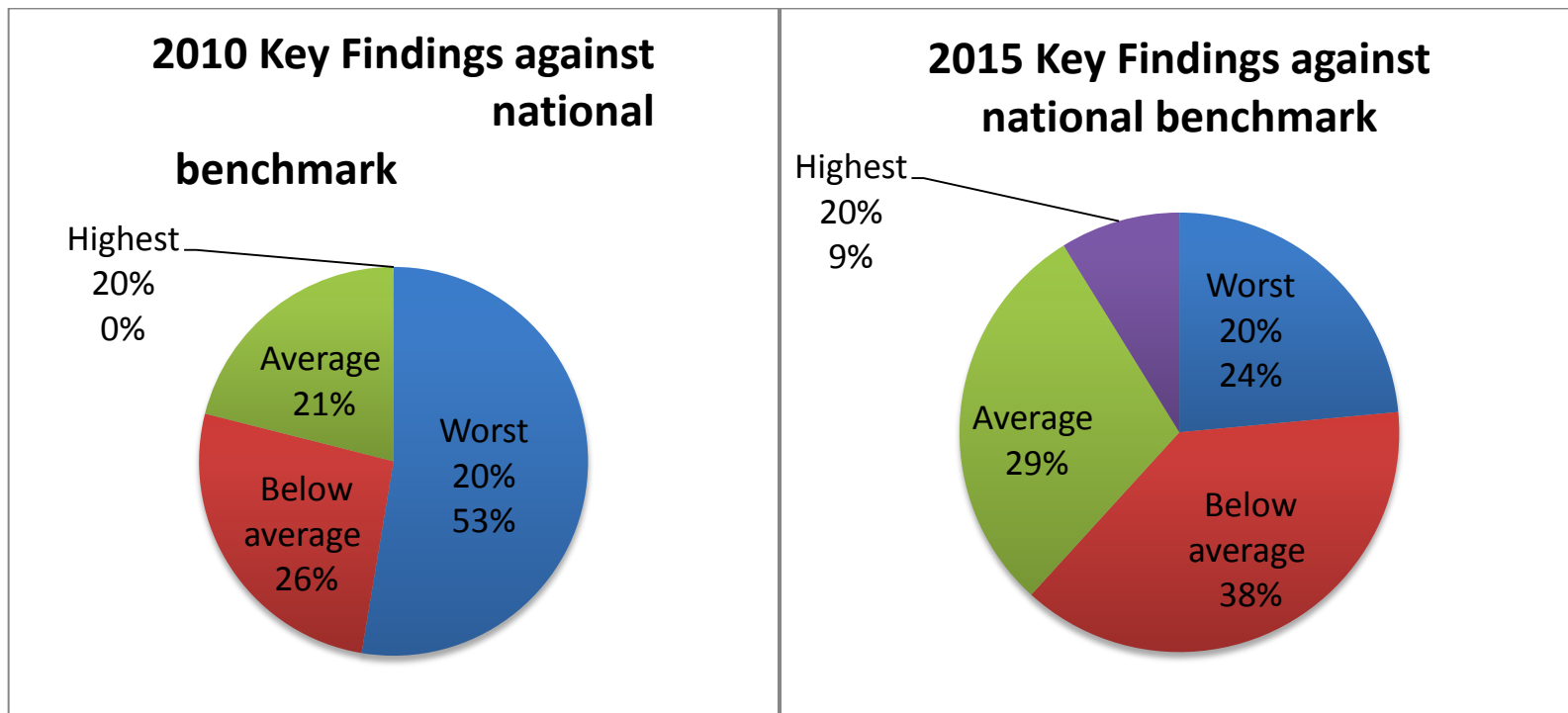
KF28: Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month (-)	31%	32%	32%	17%	6%	20%	6%	5%	15%	41%	36%	34%	44%	32%	8%
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KF29: Percentage of staff reporting errors, near misses or incidents witnessed in the last month (+)	-	90%	89%	-	-	73%	-	-	-	91%	89%	90%	91%	94%	-
KF30: Fairness and effectiveness of procedures for reporting errors, near misses and incidents (+)	3.70	3.68	3.59	2.97	3.90	3.54	3.40	3.45	3.61	3.88	3.53	3.61	3.59	3.71	3.68
KF31: Staff confidence and security in reporting unsafe clinical practice (+)	3.62	3.58	3.49	2.86	3.61	3.36	3.44	2.88	3.51	3.91	3.49	3.45	3.51	3.62	3.58
ADDITIONAL THEME: Patient experience measures															
KF32: Effective use of patient / service user feedback (+)	3.69	3.65	3.50	-	-	3.56	-	-	-	-	3.42	3.37	3.53	3.64	4.10
Overall Staff Engagement (+)	3.80	3.77	3.73	3.29	4.14	3.73	3.71	3.77	3.85	4.06	3.67	3.65	3.72	3.85	4.02
Sample Size	132,208	58,597	2,303	18	33	208	65	21	39	29	688	457	397	281	52

Please note the sample sizes displayed in relation to the findings and their statistical significance

3.2.6 Progress from 2010 against national benchmarks

Cultural change does not happen overnight. The below charts illustrate the improvements in staff experience over the last 5 years. This does not represent the experience we want our staff to have, it does show improvement.



4.0 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

- Workforce Committee
- Hospital Executive Committee
- Care Group Boards
- Directorate meetings
- Clinical team meetings
- Employee representatives- staff side TNCC
- 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. **Appendix 1.**

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.

4.1 Next steps

1. Launch year 2 'Our Commitments' which is designed to engage staff in what they believe will make a difference to their employment experience and driven at team, department, centre and directorate level
2. June board will receive a summary on the aggregated commitments made by the Care Groups and launch the Trust 3 key areas of focus in response.
3. The engagement scores will be our primary indicator in agreeing focussed OD interventions across the Trust, developed in partnership at service level and managed through Workforce Committee.
4. Implement open sessions for staff to explore some of the responses seen, particularly in relation to reporting
5. Triangulate the feedback from CEO led 'the way we work' sessions to develop what involvement looks like within the Trust

6. Disseminate information through the HR Business Partners where triangulation with other workforce metrics will be made to inform local actions.

5. Recommendations

Trust Board is asked to:

- Note the report
- Support the recommended approach as set out in the paper
- Ask the Workforce sub-committee to monitor progress

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



OUR NHS STAFF SURVEY AT A GLANCE

An improving picture, with work to do

2014

2015

THE OVERALL STAFF ENGAGEMENT SCORE

3.62 ★★☆☆☆

3.73 ★★★★★



THE OVERALL STAFF MOTIVATION SCORE

3.79 ★★☆☆☆

3.91 ★★★★★



I FEEL ABLE TO CONTRIBUTE TO IMPROVEMENTS

66% 10 people icons (6 black, 4 white)

66% 10 people icons (6 black, 4 white)



MY ROLE MAKES A DIFFERENCE

90% 10 people icons (9 black, 1 white)

90% 10 people icons (9 black, 1 white)



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

3.45 ★★☆☆☆

3.62 ★★★★★



I NEED TO WORK LONGER HOURS TO GET MY JOB DONE

71% 1 clock icon (71% filled)

71% 1 clock icon (71% filled)



STAFF EXPERIENCING BULLYING, HARRASSMENT OR ABUSE FROM PATIENTS

30% 1 donut chart icon (30% filled)

28% 1 donut chart icon (28% filled)



STAFF EXPERIENCING BULLYING, HARRASSMENT OR ABUSE FROM STAFF

22% 1 donut chart icon (22% filled)

22% 1 donut chart icon (22% filled)



STAFF REPORTING TO WORK WHEN FEELING UNWELL

64% 1 thermometer icon (64% filled)

58% 1 thermometer icon (58% filled)



STAFF GETTING AN APPRAISAL

84% 10 checkmark icons (8 checked)

88% 10 checkmark icons (9 checked)



STAFF CONFIDENCE IN REPORT CONCERNS

3.50 ★★☆☆☆

3.49 ★★★★★



SUPPORT FROM IMMEDIATE LINE MANAGERS

3.58 ★★☆☆☆

3.69 ★★★★★



2015 National NHS staff survey

Results from Shrewsbury And Telford Hospital NHS Trust

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1. Introduction to this report

This report presents the findings of the 2015 national NHS staff survey conducted in 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 around four of the seven pledges to staff in the NHS Constitution which was published in March 2013 (<http://www.nhs.uk/choiceintheNHS/Rightsandpledges/NHSConstitution>) plus three additional themes:

- 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 education and training for their jobs, and line management support to enable them to fulfil their potential.
- 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: Equality and diversity
- Additional theme: Errors and incidents
- Additional theme: Patient experience measures

Please note, the questionnaire, key findings and benchmarking groups have all undergone substantial revision since the previous staff survey. 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”.

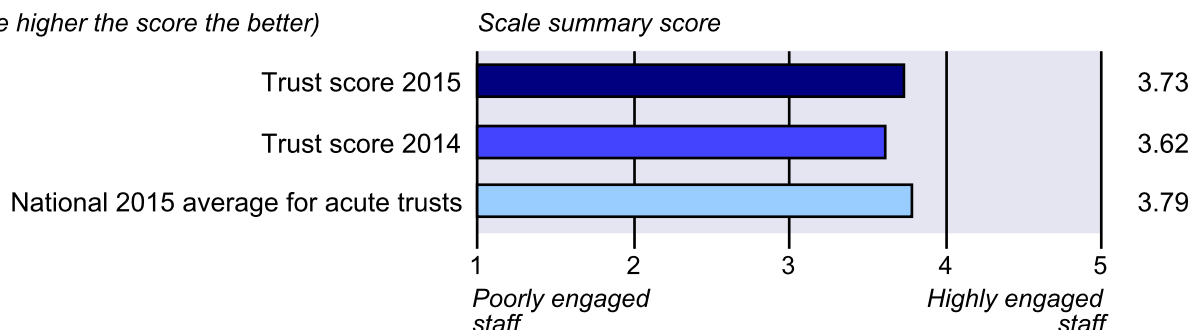
		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Q21a	"Care of patients / service users is my organisation's top priority"	68%	75%	60%
Q21b	"My organisation acts on concerns raised by patients / service users"	65%	73%	61%
Q21c	"I would recommend my organisation as a place to work"	57%	61%	50%
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	62%	70%	54%
KF1.	Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)	3.62	3.76	3.45

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

The figure below shows how 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 3.73 was **below (worse than) average** when compared with trusts of a similar type.

OVERALL STAFF ENGAGEMENT

(the higher the score the better)



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 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 change since the 2014 survey.

	Change since 2014 survey	Ranking, compared with all acute trusts
OVERALL STAFF ENGAGEMENT	✓ Increase (better than 14)	! 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.)	✓ Increase (better than 14)	! Below (worse than) average
KF4. Staff motivation at work		
(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)	✓ Increase (better than 14)	! 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.)	• No change	! Lowest (worst) 20%

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 2015 Key Findings for Shrewsbury And Telford Hospital NHS Trust

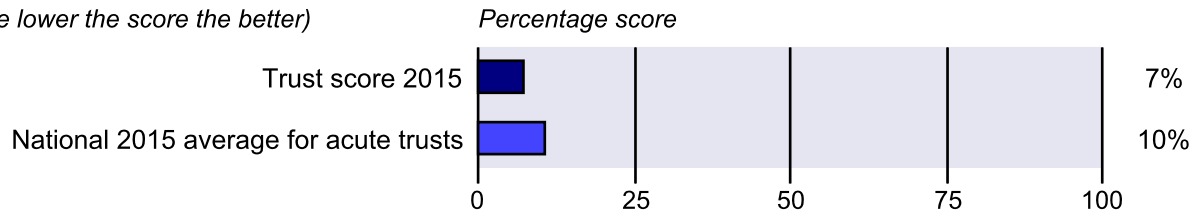
3.1 Top and Bottom Ranking Scores

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

TOP FIVE RANKING SCORES

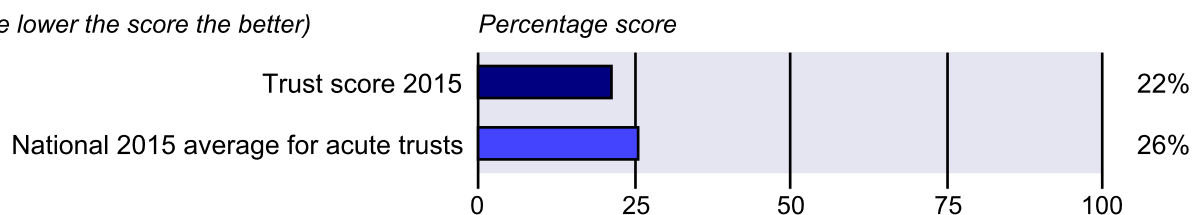
✓ KF20. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



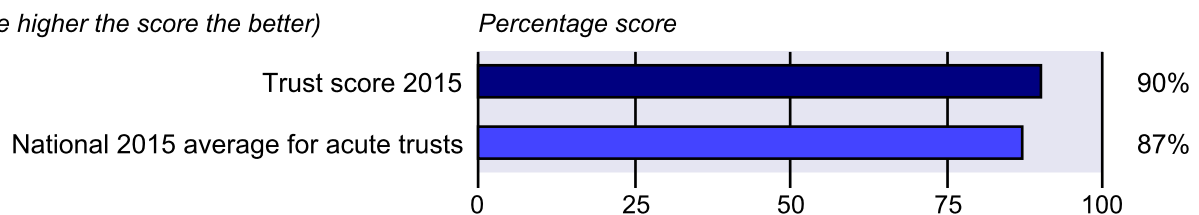
✓ KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



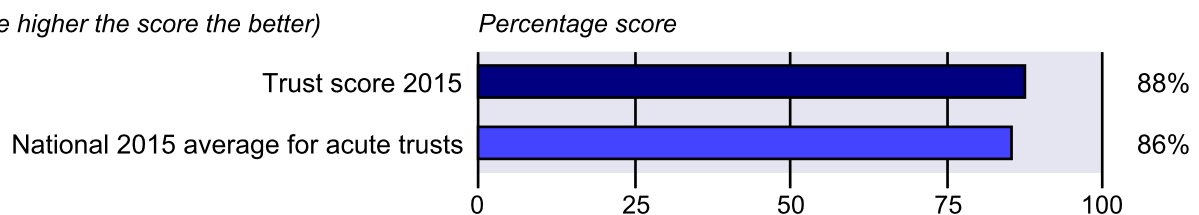
✓ KF21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion

(the higher the score the better)



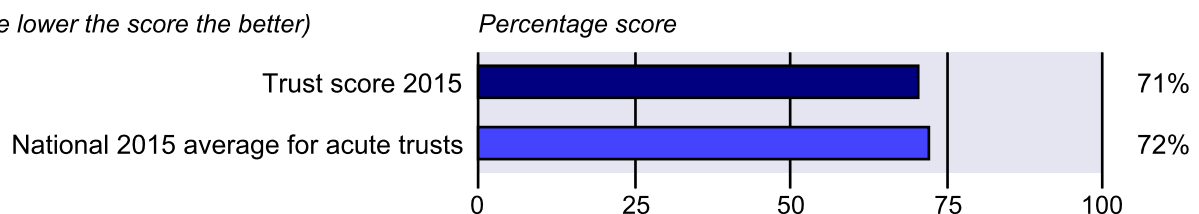
✓ KF11. Percentage of staff appraised in last 12 months

(the higher the score the better)



✓ KF16. Percentage of staff working extra hours

(the lower the score the better)



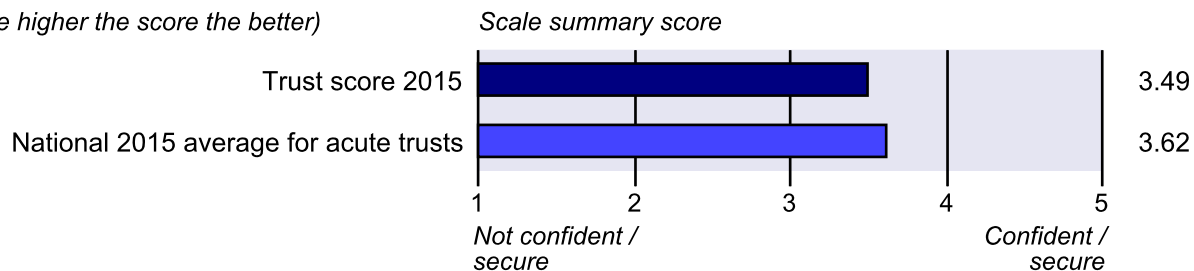
For each of the 32 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 99 (the bottom ranking score). Shrewsbury And Telford Hospital NHS Trust's five highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest 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 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

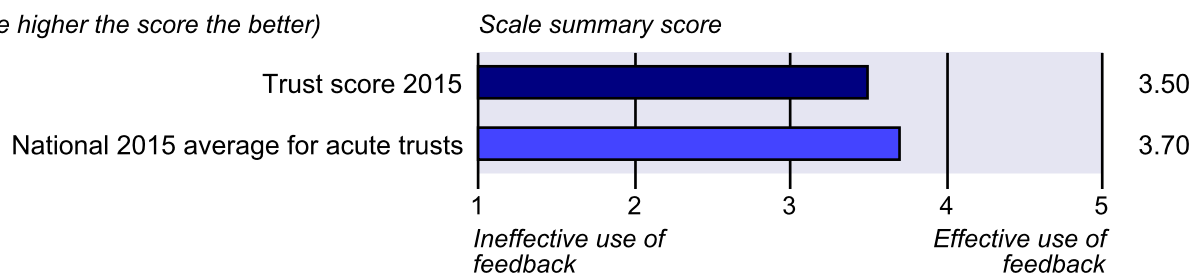
! KF31. Staff confidence and security in reporting unsafe clinical practice

(the higher the score the better)



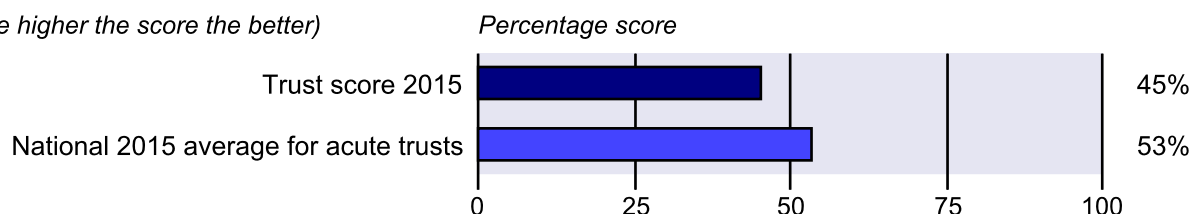
! KF32. Effective use of patient / service user feedback

(the higher the score the better)



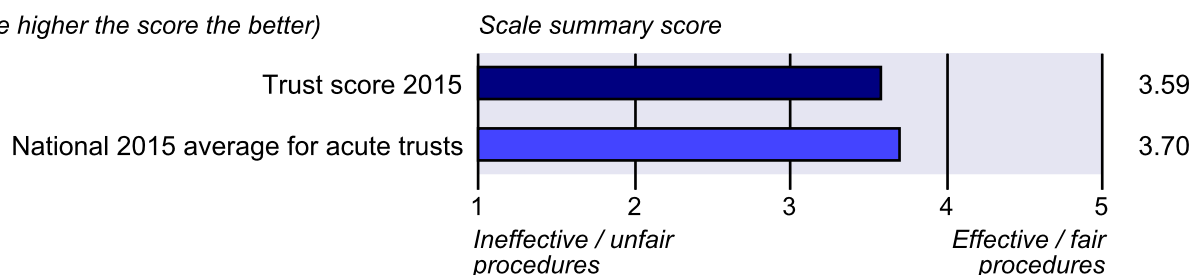
! KF24. Percentage of staff / colleagues reporting most recent experience of violence

(the higher the score the better)



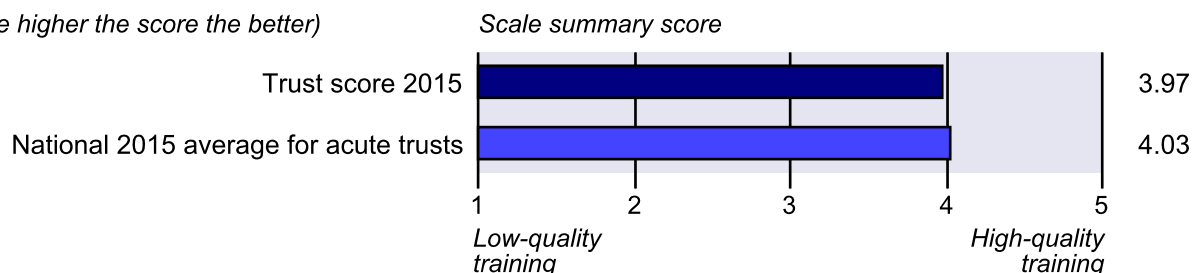
! KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

(the higher the score the better)



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

(the higher the score the better)



For each of the 32 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 99 (the bottom ranking score). Shrewsbury And Telford Hospital NHS Trust's five lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 99. Further details about this can be found in the document ***Making sense of your staff survey data***.

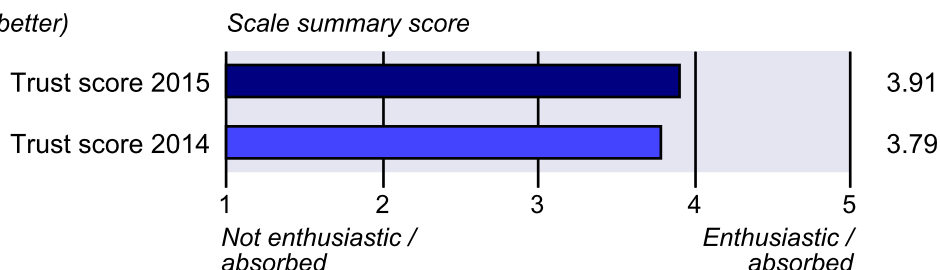
3.2 Largest Local Changes since the 2014 Survey

This page highlights the five Key Findings where staff experiences have improved at Shrewsbury And Telford Hospital NHS Trust since the 2014 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 KF4, and KF28 are worse than average).

WHERE STAFF EXPERIENCE HAS IMPROVED

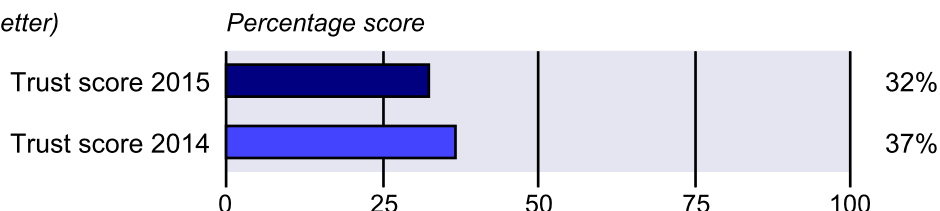
✓ KF4. Staff motivation at work

(the higher the score the better)



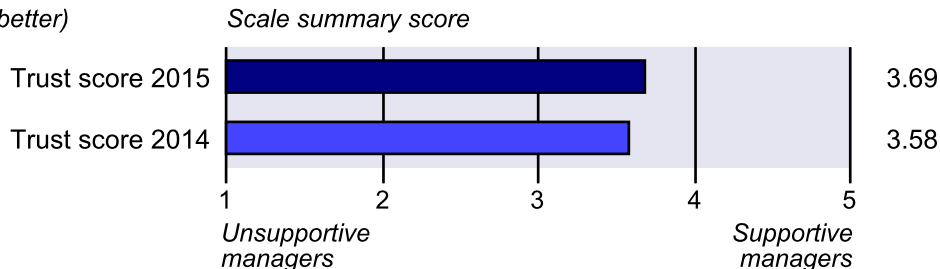
✓ KF28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



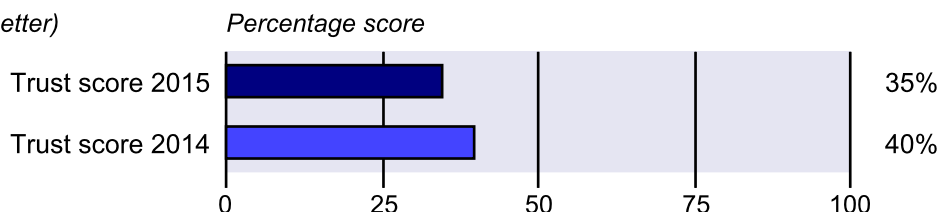
✓ KF10. Support from immediate managers

(the higher the score the better)



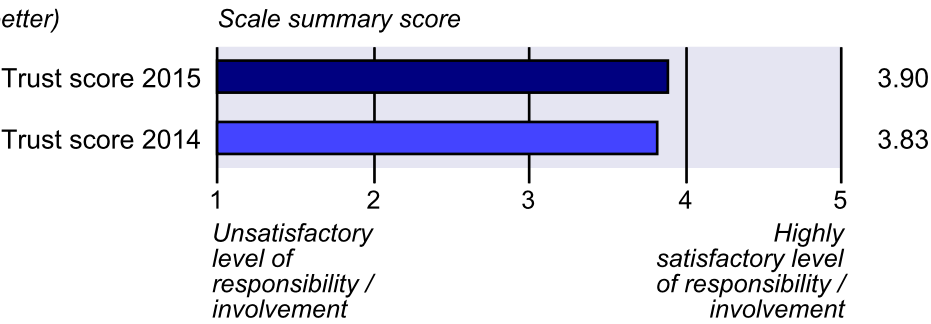
✓ KF17. Percentage of staff suffering work related stress in last 12 months

(the lower the score the better)



✓ **KF8. Staff satisfaction with level of responsibility and involvement**

(the higher the score the better)



3.2. Summary of all Key Findings for 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 2014 survey.

Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2014 survey.

Grey = No change, e.g. there has been no statistically significant change in this Key Finding since the 2014 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 2014 survey

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

KF11. % appraised in last 12 mths

* *KF16. % working extra hours*

* *KF17. % suffering work related stress in last 12 mths*

* *KF18. % feeling pressure in last 3 mths to attend work when feeling unwell*

* *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

KF6. % reporting good communication between senior management and staff

KF7. % able to contribute towards improvements at work

* *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 the last mth

-1.0 -0.6 -0.2 0.2 0.6 1.0

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

KF10. Support from immediate managers

KF31. Staff confidence and security in reporting unsafe clinical practice

KF32. Effective use of patient / service user feedback

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

KEY

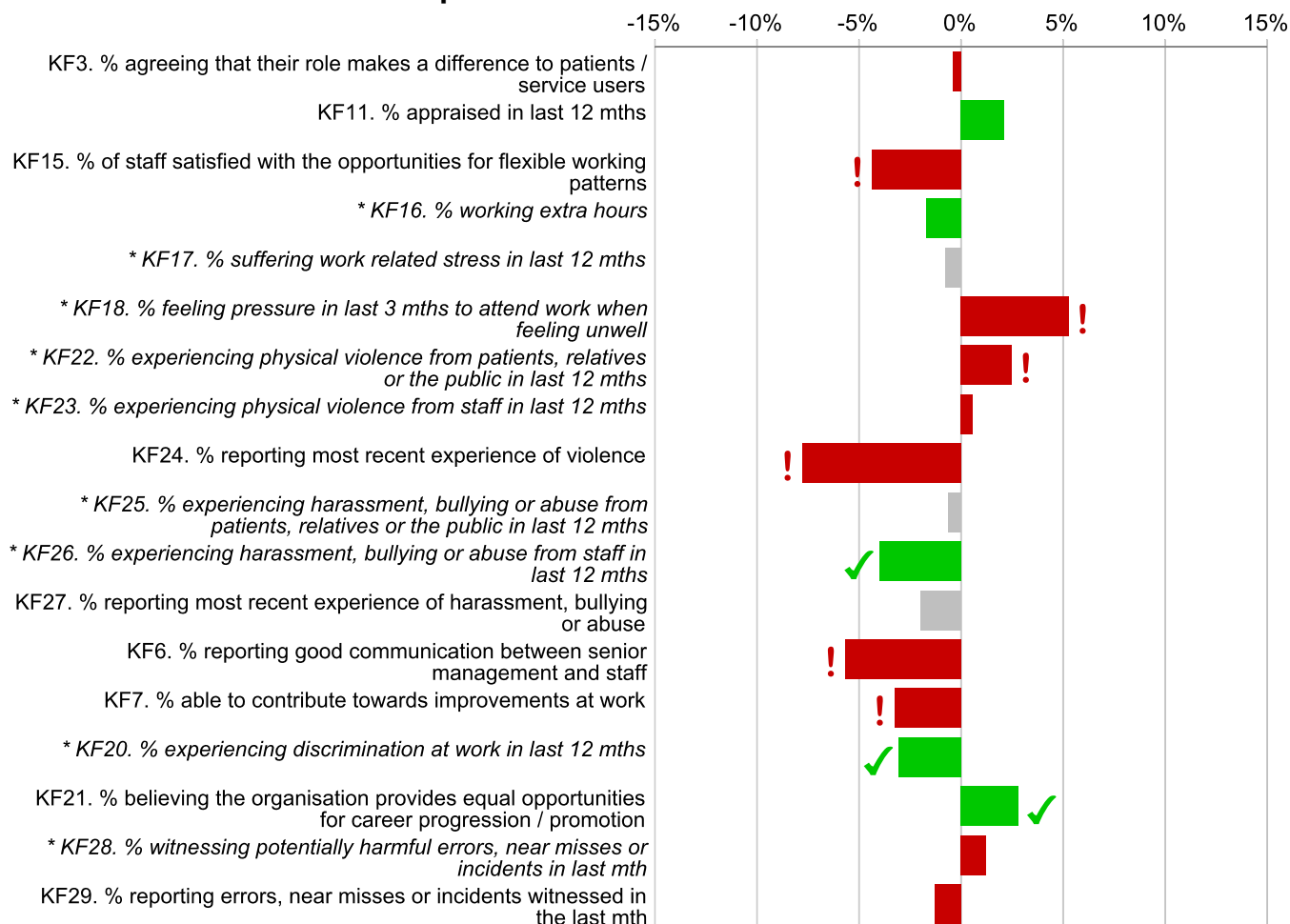
Green = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts

Red = Negative finding, e.g. 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 2015



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

KEY

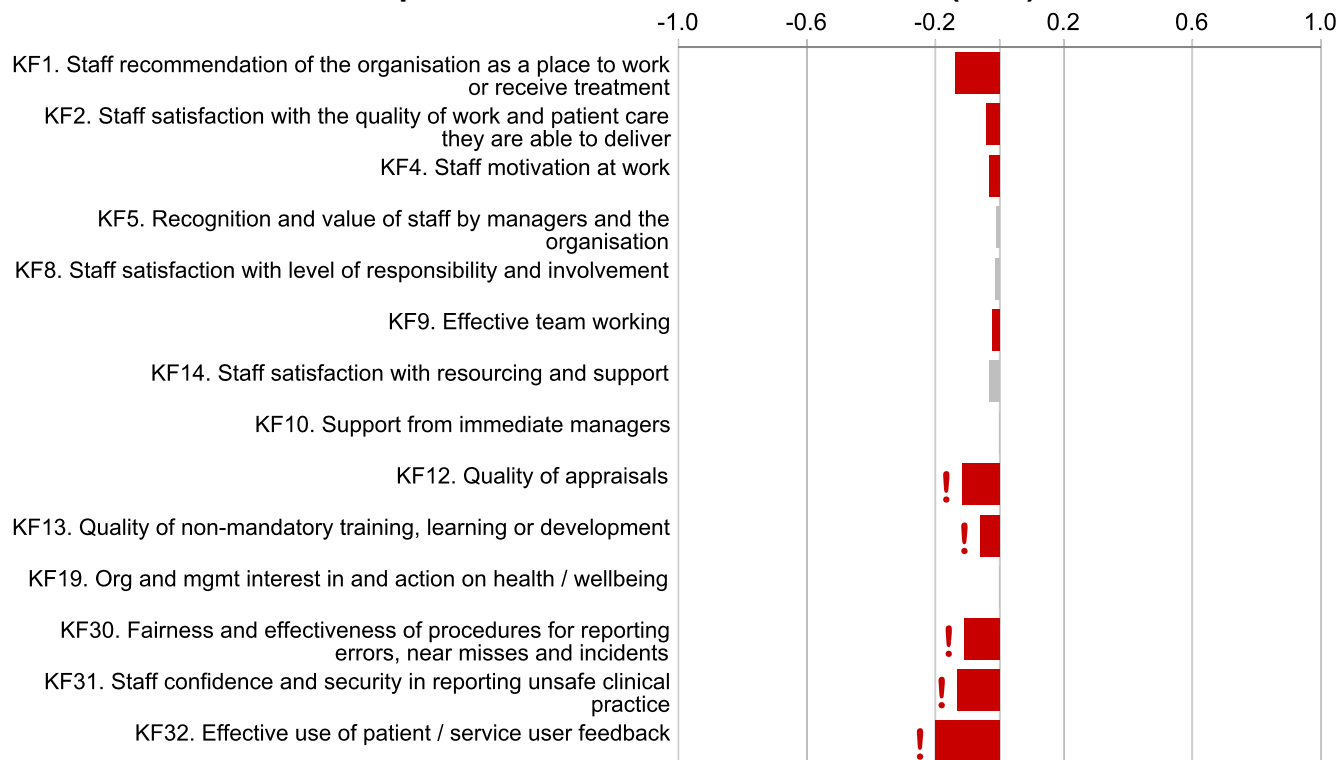
Green = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts

Red = Negative finding, e.g. 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 2015 (cont)



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

KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2014.

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2014.

'Change since 2014 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2014 survey.

-- Because of changes to the format of the survey questions this year, comparisons with the 2014 score are not 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 2014 survey Ranking, compared with all acute trusts in 2015

STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.

KF1. Staff recommendation of the organisation as a place to work or receive treatment	✓ Increase (better than 14)	! Below (worse than) average
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	--	! Below (worse than) average
KF3. % agreeing that their role makes a difference to patients / service users	--	! Below (worse than) average
KF4. Staff motivation at work	✓ Increase (better than 14)	! Below (worse than) average
KF5. Recognition and value of staff by managers and the organisation	--	• Average
KF8. Staff satisfaction with level of responsibility and involvement	✓ Increase (better than 14)	• Average
KF9. Effective team working	--	! Below (worse than) average
KF14. Staff satisfaction with resourcing and support	--	• Average

STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.

KF10. Support from immediate managers	✓ Increase (better than 14)	• Average
KF11. % appraised in last 12 mths	✓ Increase (better than 14)	✓ Above (better than) average
KF12. Quality of appraisals	--	! Lowest (worst) 20%
KF13. Quality of non-mandatory training, learning or development	--	! Lowest (worst) 20%

STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Health and well-being

KF15. % of staff satisfied with the opportunities for flexible working patterns	--	! Lowest (worst) 20%
* KF16. % working extra hours	• No change	✓ Below (better than) average
* KF17. % suffering work related stress in last 12 mths	✓ Decrease (better than 14)	• Average
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	• No change	! Highest (worst) 20%
KF19. Org and mgmt interest in and action on health / wellbeing	--	• Average

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

	Change since 2014 survey	Ranking, compared with all acute trusts in 2015
Violence and harassment		
* 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	• No change	! Lowest (worst) 20%
* 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	• Average
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.		
KF6. % reporting good communication between senior management and staff	✓ Increase (better than 14)	! Lowest (worst) 20%
KF7. % able to contribute towards improvements at work	• No change	! Lowest (worst) 20%
ADDITIONAL THEME: Equality and diversity		
* KF20. % experiencing discrimination at work in last 12 mths	✓ Decrease (better than 14)	✓ Lowest (best) 20%
KF21. % believing the organisation provides equal opportunities for career progression / promotion	✓ Increase (better than 14)	✓ Highest (best) 20%
ADDITIONAL THEME: Errors and incidents		
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	✓ Decrease (better than 14)	! Above (worse than) average
KF29. % reporting errors, near misses or incidents witnessed in the last mth	• No change	! Below (worse than) average
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	--	! Lowest (worst) 20%
KF31. Staff confidence and security in reporting unsafe clinical practice	• No change	! Lowest (worst) 20%
ADDITIONAL THEME: Patient experience measures		
KF32. Effective use of patient / service user feedback	✓ Increase (better than 14)	! Lowest (worst) 20%

4. Key Findings for Shrewsbury And Telford Hospital NHS Trust

2309 staff at Shrewsbury And Telford Hospital NHS Trust took part in this survey. This is a response rate of 44%¹ which is average for acute trusts in England, and compares with a response rate of 46% in this trust in the 2014 survey.

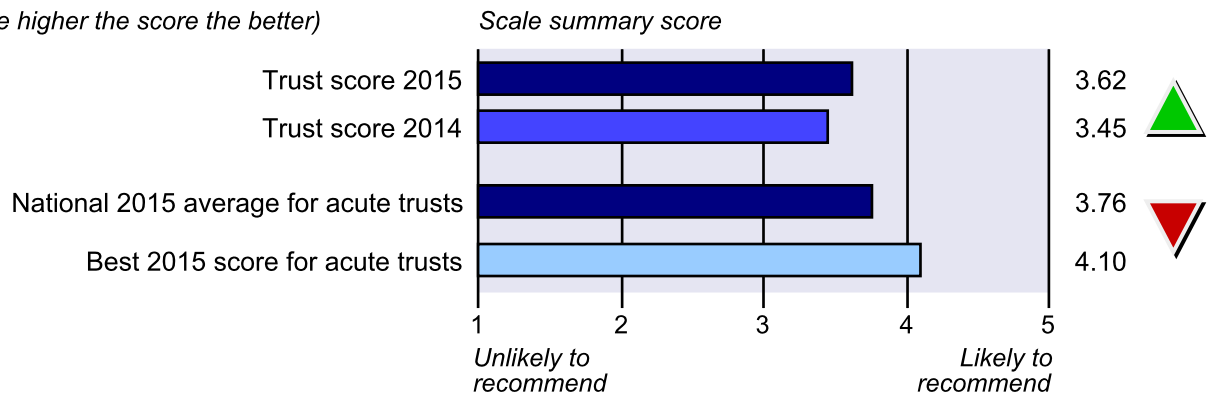
This section presents each of the 32 Key Findings, using data from the trust's 2015 survey, and compares these to other acute trusts in England and to the trust's performance in the 2014 survey. The findings are arranged under seven headings – the four staff pledges from the NHS Constitution, and the three additional themes of equality and diversity, errors and incidents, and patient experience measures.

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 2014). **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 2014). An equals sign indicates that there has been no change.

STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.

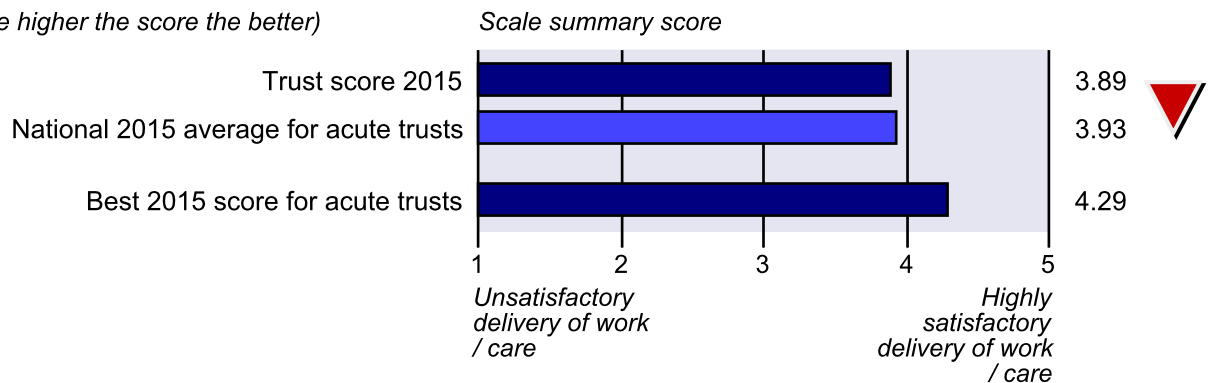
KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment

(the higher the score the better)



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

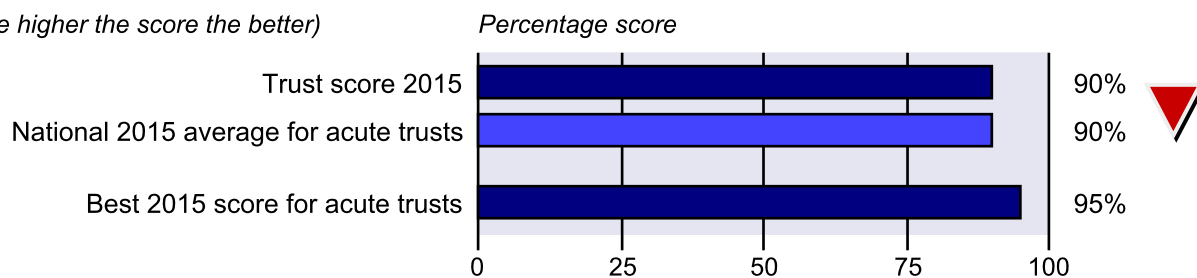
(the higher the score the better)



¹Questionnaires were sent to all 5290 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.

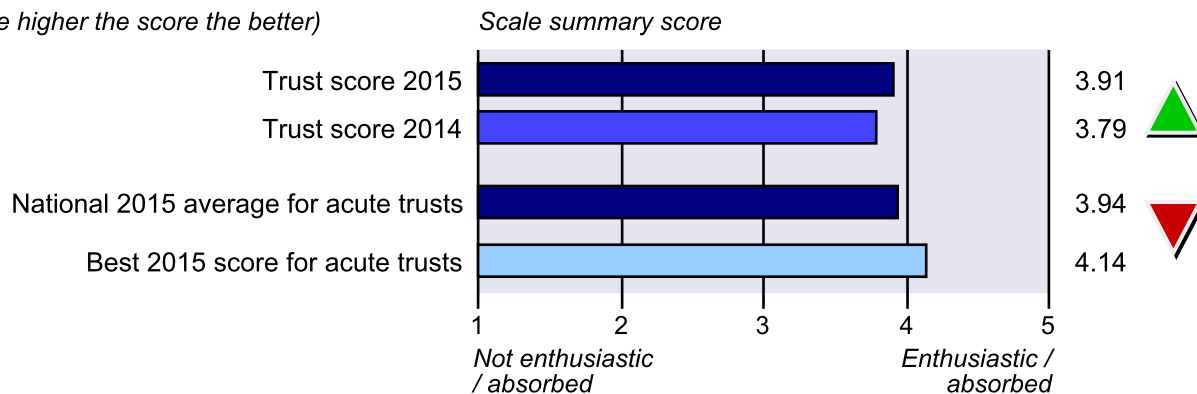
KEY FINDING 3. Percentage of staff agreeing that their role makes a difference to patients / service users

(the higher the score the better)



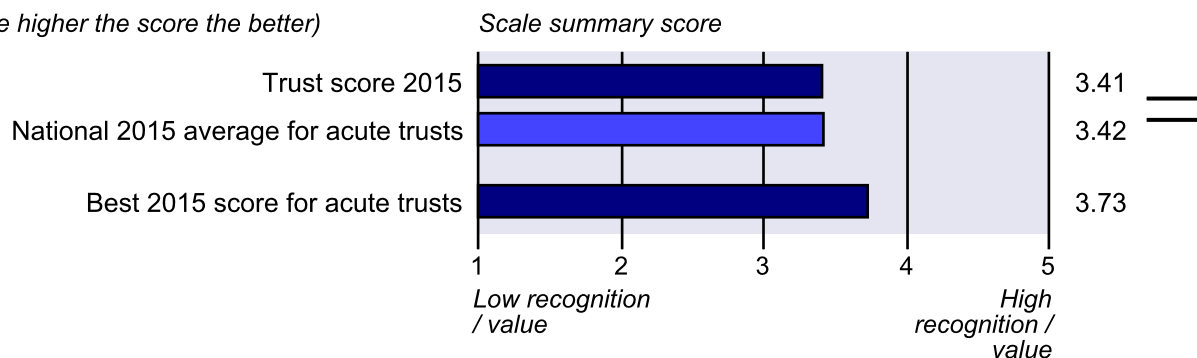
KEY FINDING 4. Staff motivation at work

(the higher the score the better)



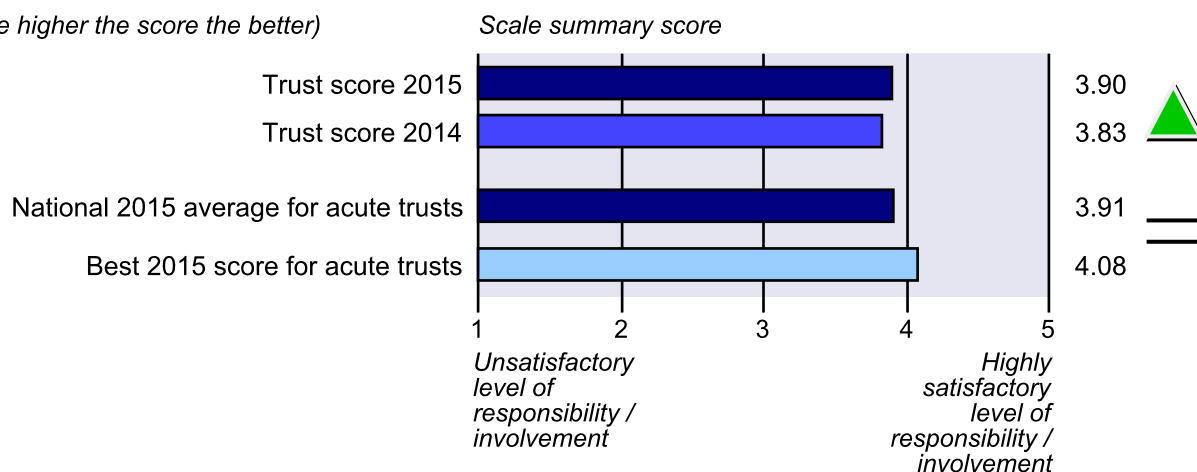
KEY FINDING 5. Recognition and value of staff by managers and the organisation

(the higher the score the better)



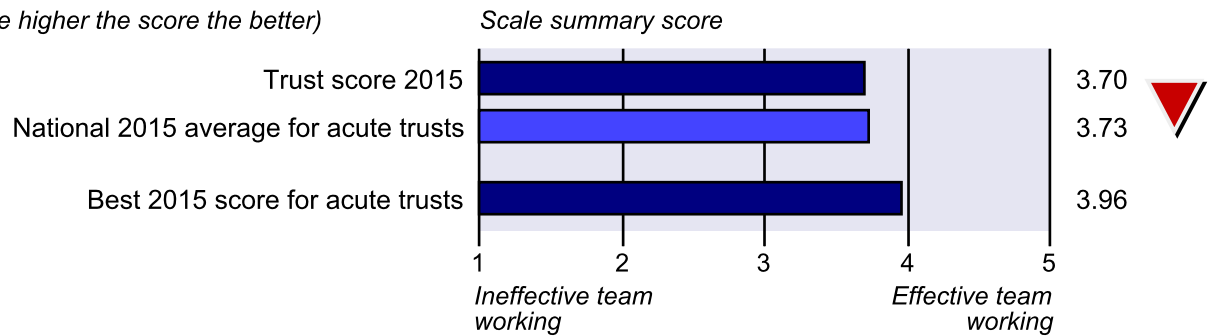
KEY FINDING 8. Staff satisfaction with level of responsibility and involvement

(the higher the score the better)



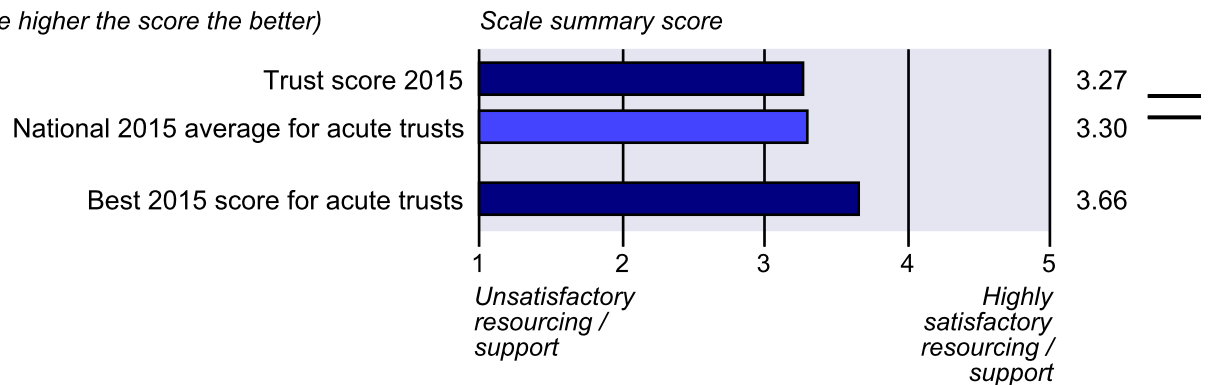
KEY FINDING 9. Effective team working

(the higher the score the better)



KEY FINDING 14. Staff satisfaction with resourcing and support

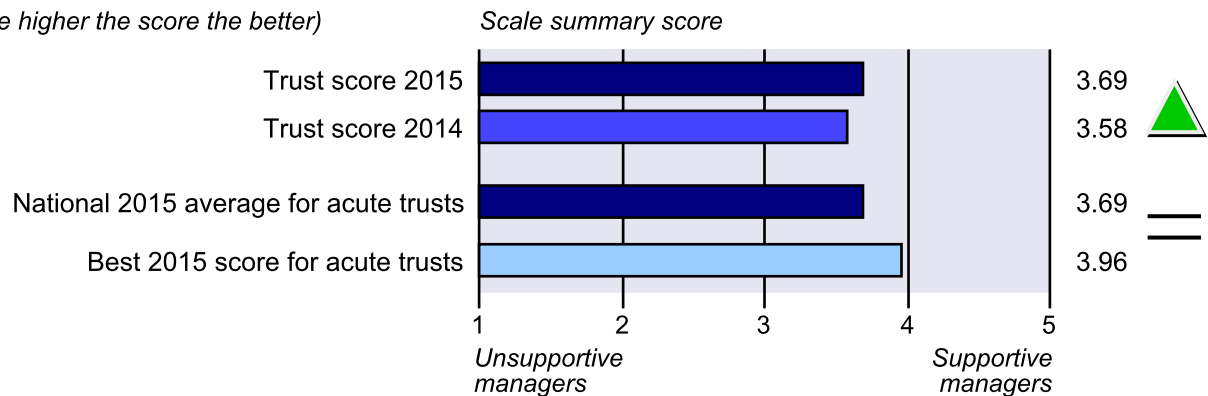
(the higher the score the better)



STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.

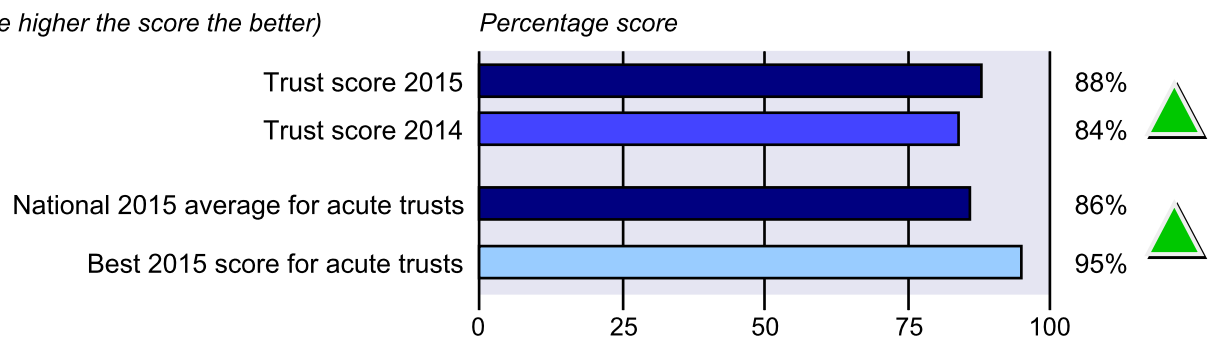
KEY FINDING 10. Support from immediate managers

(the higher the score the better)



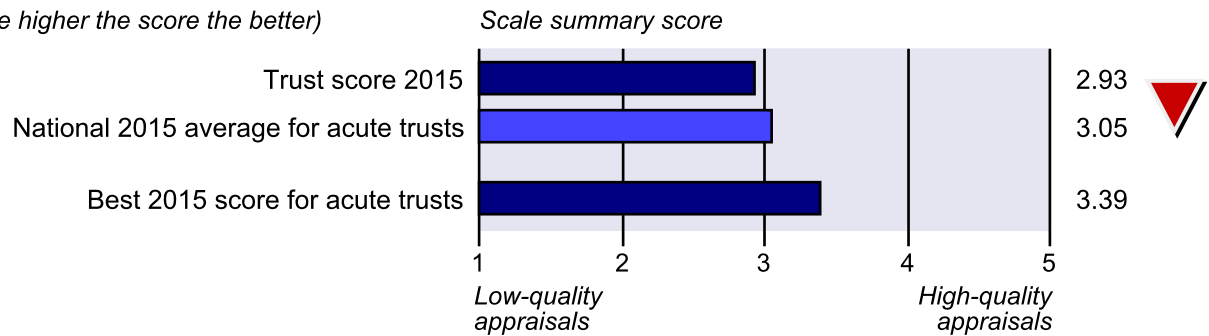
KEY FINDING 11. Percentage of staff appraised in last 12 months

(the higher the score the better)



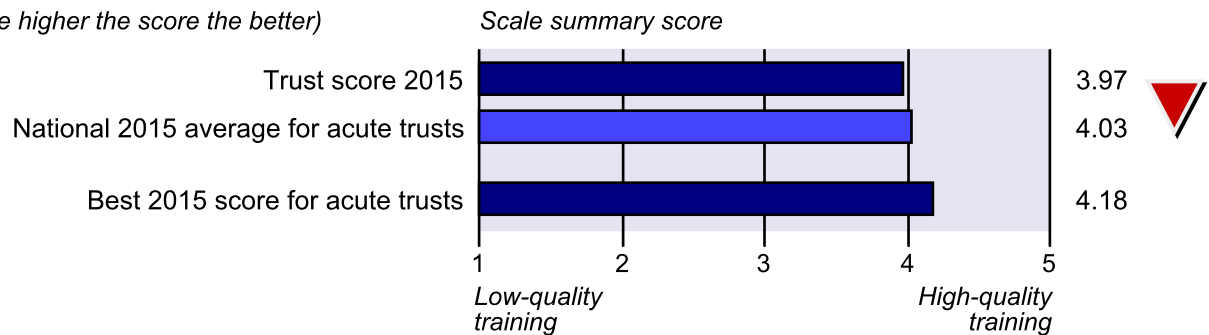
KEY FINDING 12. Quality of appraisals

(the higher the score the better)



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

(the higher the score the better)

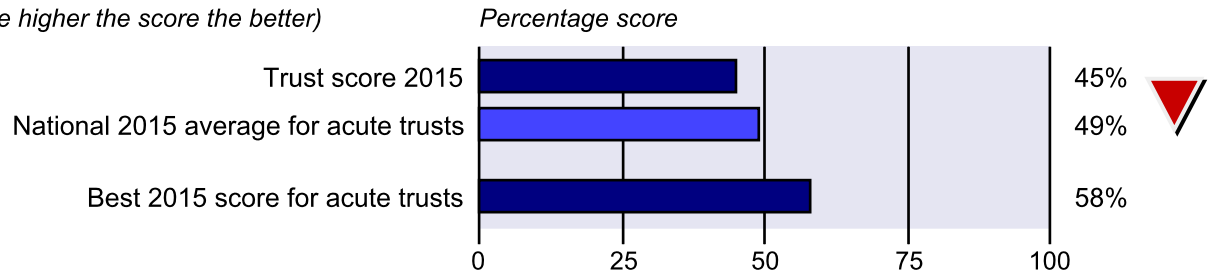


STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Health and well-being

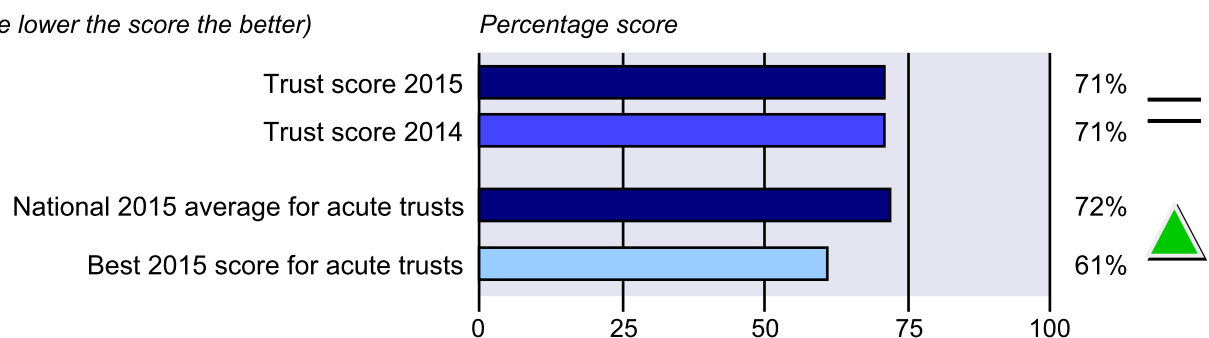
KEY FINDING 15. Percentage of staff satisfied with the opportunities for flexible working patterns

(the higher the score the better)



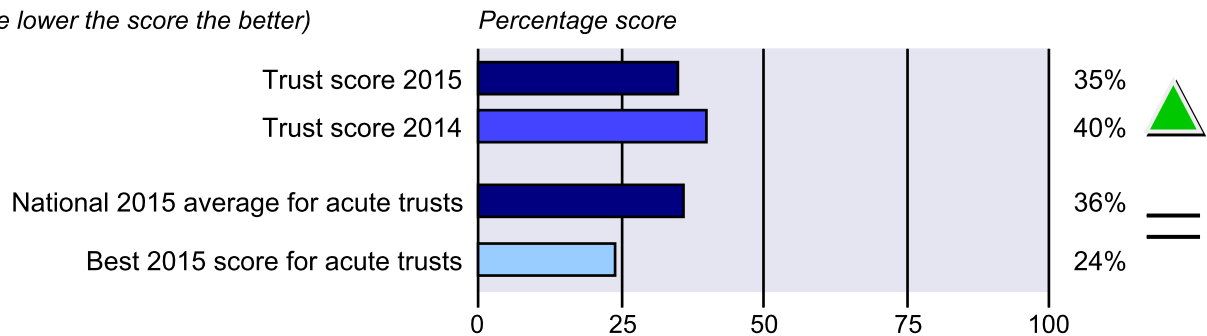
KEY FINDING 16. Percentage of staff working extra hours

(the lower the score the better)



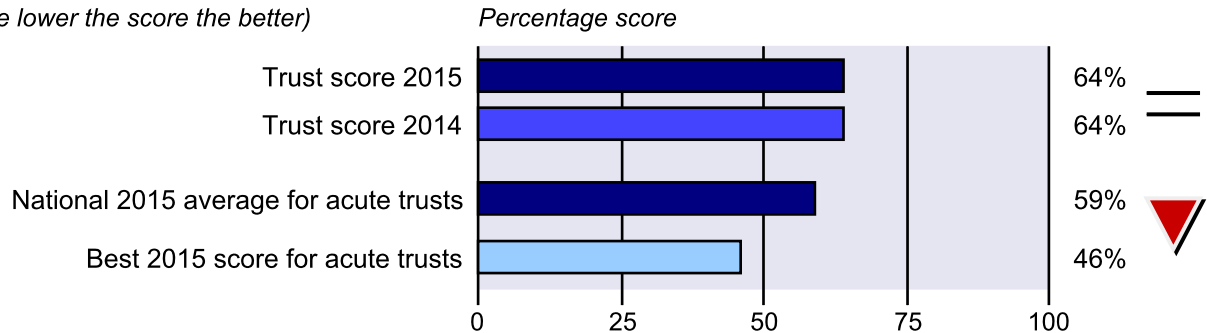
KEY FINDING 17. Percentage of staff suffering work related stress in last 12 months

(the lower the score the better)



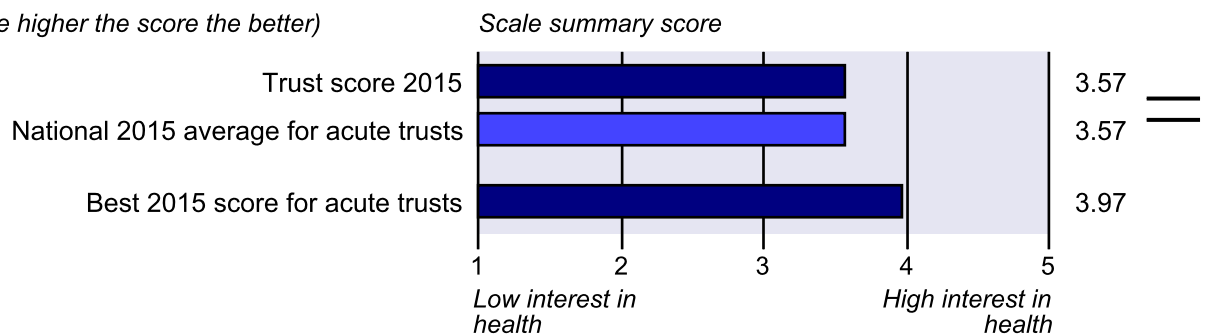
KEY FINDING 18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell

(the lower the score the better)



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

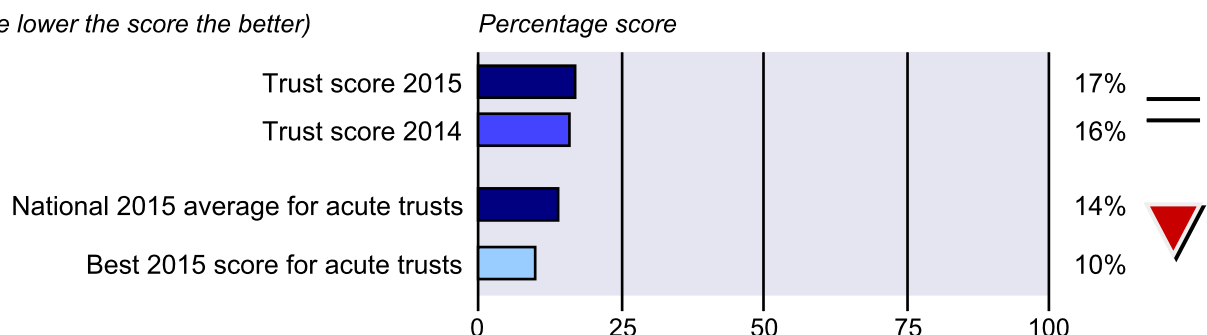
(the higher the score the better)



Violence and harassment

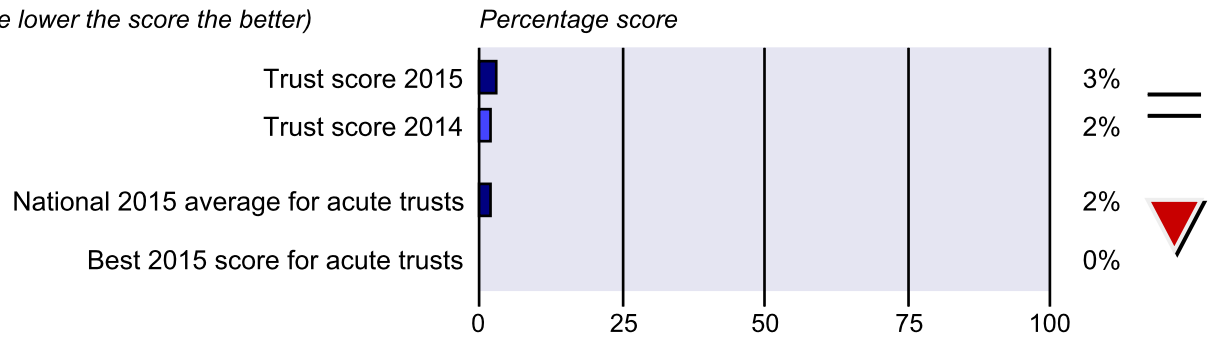
KEY FINDING 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



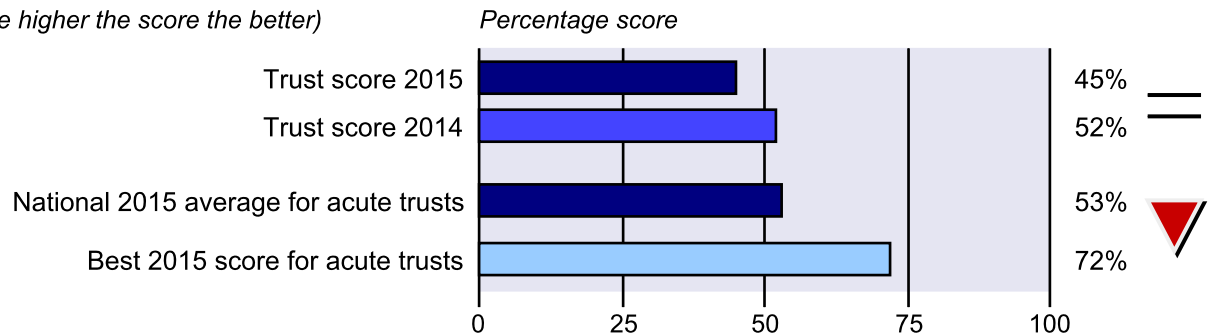
KEY FINDING 23. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



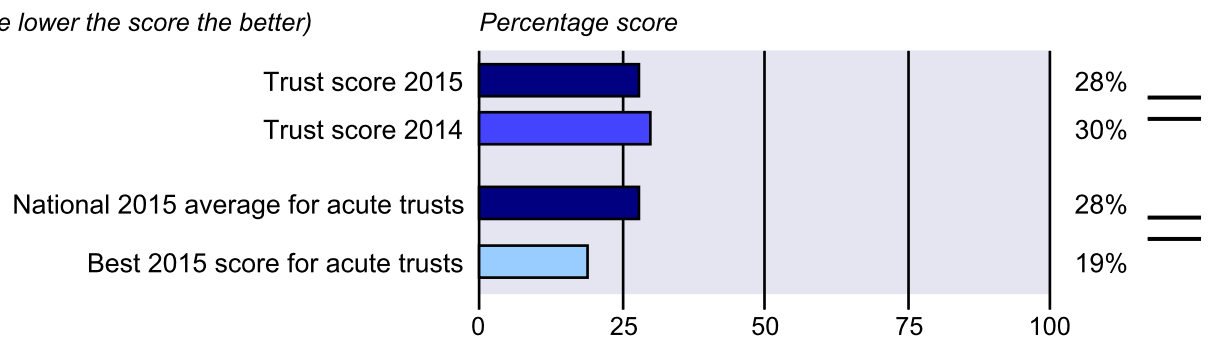
KEY FINDING 24. Percentage of staff / colleagues reporting most recent experience of violence

(the higher the score the better)



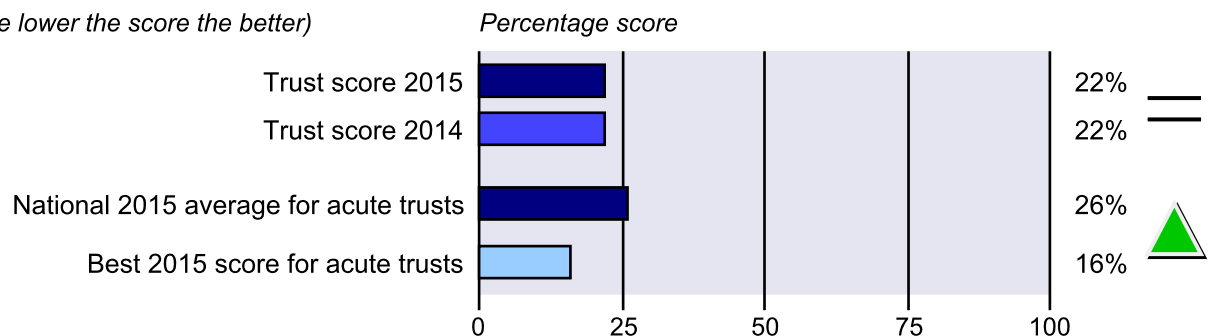
KEY FINDING 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



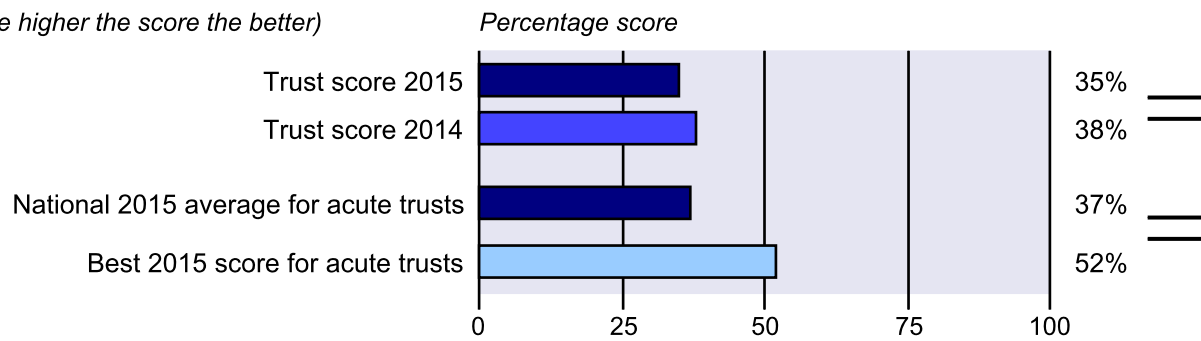
KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



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

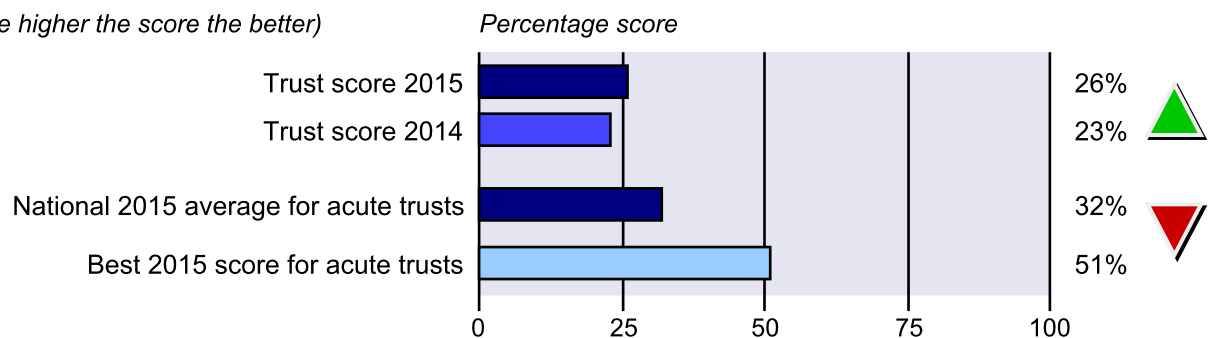
(the higher the score the better)



STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.

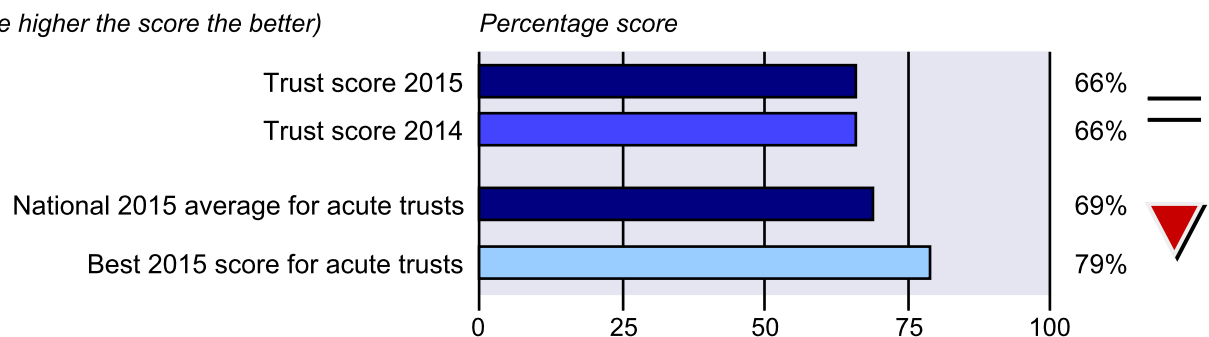
KEY FINDING 6. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



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

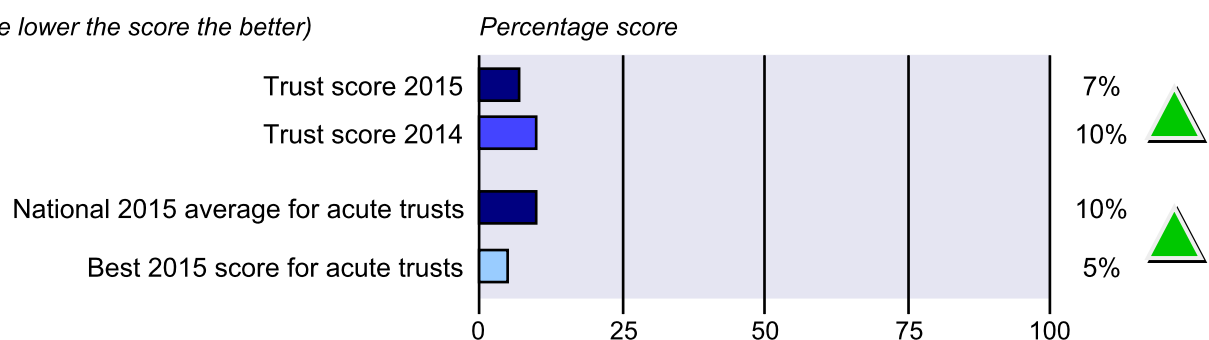
(the higher the score the better)



ADDITIONAL THEME: Equality and diversity

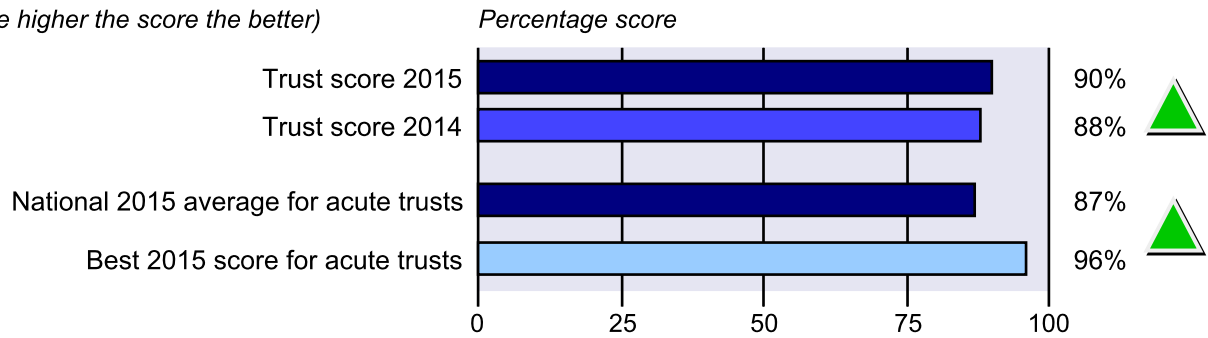
KEY FINDING 20. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



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

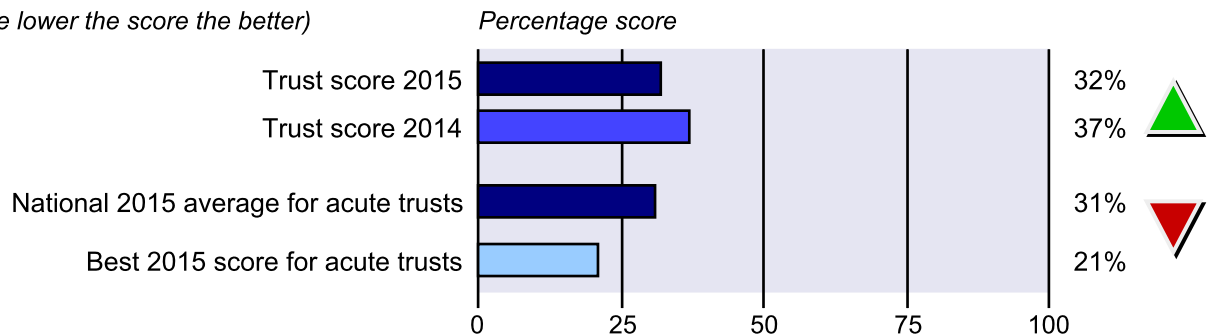
(the higher the score the better)



ADDITIONAL THEME: Errors and incidents

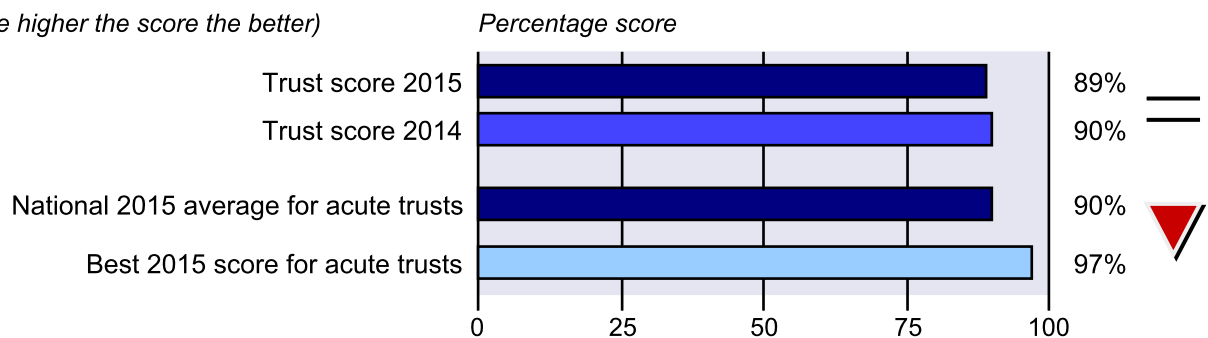
KEY FINDING 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



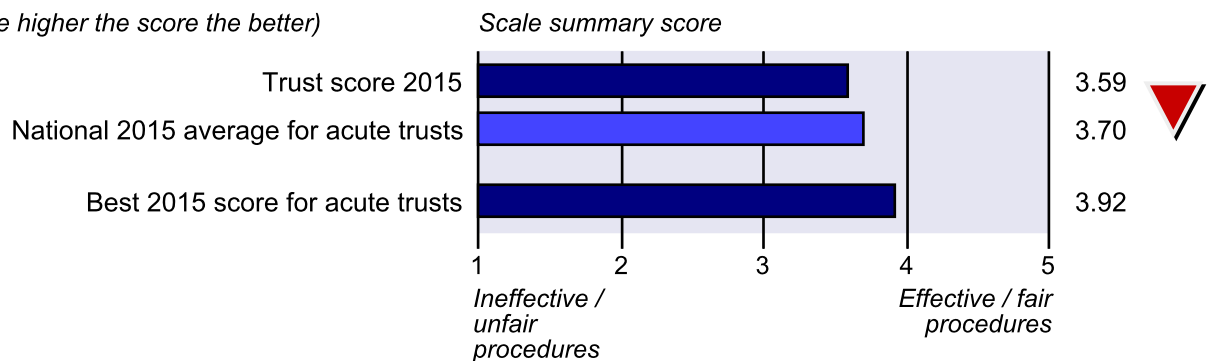
KEY FINDING 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



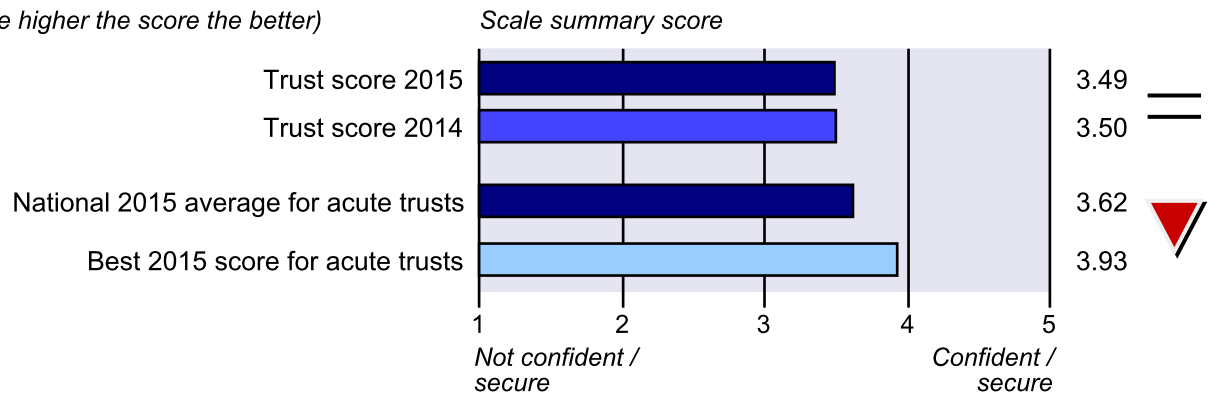
KEY FINDING 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

(the higher the score the better)



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

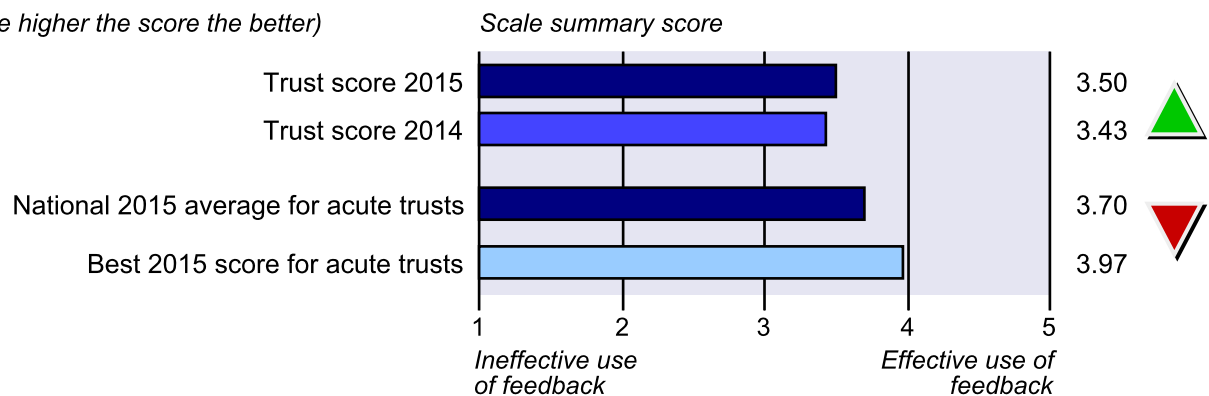
(the higher the score the better)



ADDITIONAL THEME: Patient experience measures

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

(the higher the score the better)



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.

Note that for question 17b, the percentage featured is that of “Yes” responses to the question. Key Finding and question numbers have changed since 2014.

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 2015	Average (median) for acute trusts	Your Trust in 2014
KF25	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	28%	28%	30%
		BME	32%	28%	28%
KF26	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	21%	25%	22%
		BME	24%	28%	25%
KF21	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	White	91%	89%	89%
		BME	81%	75%	73%
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	10%	13%	14%

6. Key Findings by work group characteristics

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

Technical notes:

- As in previous years, there are two types of Key Finding:
 - percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions
 - scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5
- For most of the Key Findings presented in tables 6.1 to 6.4, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- Care should be taken not to over interpret the findings if scores differ slightly. For example, if for 'KF11. % appraised in the last 12 months' staff in Group A score 45%, and staff in Group B score 40%, it may appear that a higher proportion of staff in Group A have had appraisals than staff in Group B. However, because of small numbers in these sub-groups, it is probably not statistically significant. A more sensible interpretation would be that, on average, similar proportions of staff in Group A and B have had appraisals.
- Please note that, unlike the overall trust scores, data in this section are not weighted.
- Please also note that all percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.
- In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score.

Table 6.1: Key Findings for different occupational groups

	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
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.													
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.52	3.76	3.85	3.58	3.62	3.52	3.34	3.55	3.85	3.51	3.57	3.71	3.79
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.73	3.85	4.25	3.83	3.51	3.54	3.90	3.88	3.88	3.86	3.98	3.82	3.93
KF3. % agreeing that their role makes a difference to patients / service users	91	91	93	94	94	99	92	94	88	90	84	81	86
KF4. Staff motivation at work	3.94	4.00	4.10	3.93	3.97	3.95	3.67	3.91	4.12	3.64	3.86	3.78	3.98
KF5. Recognition and value of staff by managers and the organisation	3.41	3.42	3.50	3.43	3.50	3.54	3.30	3.48	3.73	3.27	3.31	3.62	3.37
KF8. Staff satisfaction with level of responsibility and involvement	3.96	4.03	3.90	3.96	3.89	4.07	3.82	4.00	4.05	3.85	3.80	3.94	3.78
KF9. Effective team working	3.77	3.87	3.71	3.80	3.85	3.82	3.51	3.86	4.08	3.66	3.47	3.87	3.60
KF14. Staff satisfaction with resourcing and support	3.20	3.31	3.43	3.28	3.16	3.14	3.07	3.22	3.46	3.09	3.31	3.45	3.29
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.													
KF10. Support from immediate managers	3.85	3.78	3.84	3.48	3.77	3.96	3.60	3.71	3.90	3.56	3.55	3.92	3.54
KF11. % appraised in last 12 mths	92	94	87	91	85	81	84	88	88	87	87	85	77
KF12. Quality of appraisals	3.08	2.74	3.06	3.04	3.19	2.99	2.71	2.91	3.37	2.82	2.76	3.01	2.84
KF13. Quality of non-mandatory training, learning or development	4.10	4.09	3.98	4.02	3.97	4.08	3.82	3.99	3.92	3.97	3.76	3.78	3.84
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.													
Health and well-being													
KF15. % of staff satisfied with the opportunities for flexible working patterns	44	41	47	32	48	48	35	41	78	38	48	68	41
* KF16. % working extra hours	84	86	64	85	55	78	68	70	92	71	60	68	49
* KF17. % suffering work related stress in last 12 mths	40	35	33	33	24	33	30	33	23	40	35	31	31
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	72	65	67	61	62	61	62	70	63	61	63	62	61
KF19. Org and mgmt interest in and action on health / wellbeing	3.57	3.61	3.63	3.40	3.72	3.84	3.28	3.55	4.01	3.49	3.53	3.91	3.56
Number of respondents	437	142	215	172	34	67	103	124	52	189	357	135	153

Due to low numbers of respondents, no scores are shown for the following occupational groups: Social Care Staff, Public Health / Health Improvement, Commissioning Staff and Emergency Care Assistant. Due to an error in the 2014 calculation, data for the following occupational groups in table 6.1 are not comparable to those in the equivalent table (5.1) in the 2014 reports: Other Allied Health Professionals, Other Scientific and Technical.

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
Violence and harassment													
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	38	6	42	12	9	27	21	8	2	8	3	0	12
* KF23. % experiencing physical violence from staff in last 12 mths	3	1	4	2	0	0	2	2	0	2	2	0	7
KF24. % reporting most recent experience of violence	46	-	52	33	-	44	39	9	-	38	33	-	43
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	45	37	34	29	15	21	38	22	10	18	25	3	18
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	27	20	19	26	9	9	25	18	18	21	22	13	23
KF27. % reporting most recent experience of harassment, bullying or abuse	39	44	40	27	-	24	19	21	64	31	35	24	40
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.													
KF6. % reporting good communication between senior management and staff	21	31	25	25	38	39	16	27	55	28	22	36	27
KF7. % able to contribute towards improvements at work	68	73	55	67	79	72	56	75	92	67	62	83	57
ADDITIONAL THEME: Equality and diversity													
* KF20. % experiencing discrimination at work in last 12 mths	10	4	10	10	3	4	9	11	4	5	7	2	7
KF21. % believing the organisation provides equal opportunities for career progression / promotion	89	91	94	91	100	100	87	94	93	89	87	86	90
ADDITIONAL THEME: Errors and incidents													
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	46	38	30	51	15	24	32	29	20	43	22	8	25
KF29. % reporting errors, near misses or incidents witnessed in the last mth	93	98	91	93	-	94	88	88	-	93	80	64	64
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.61	3.71	3.67	3.54	3.59	3.56	3.56	3.59	3.70	3.69	3.46	3.53	3.58
KF31. Staff confidence and security in reporting unsafe clinical practice	3.58	3.75	3.63	3.47	3.41	3.64	3.35	3.36	3.77	3.40	3.31	3.36	3.46
ADDITIONAL THEME: Patient experience measures													
KF32. Effective use of patient / service user feedback	3.54	3.53	3.60	3.44	3.38	3.22	3.30	3.41	3.83	3.62	3.34	3.89	3.77
Overall staff engagement	3.73	3.85	3.81	3.71	3.77	3.76	3.50	3.75	4.05	3.60	3.66	3.82	3.75
Number of respondents	437	142	215	172	34	67	103	124	52	189	357	135	153

Due to low numbers of respondents, no scores are shown for the following occupational groups: Social Care Staff, Public Health / Health Improvement, Commissioning Staff and Emergency Care Assistant. Due to an error in the 2014 calculation, data for the following occupational groups in table 6.1 are not comparable to those in the equivalent table (5.1) in the 2014 reports: Other Allied Health Professionals, Other Scientific and Technical.

Table 6.2: 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
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.								
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.33	3.76	3.65	3.41	3.77	3.51	3.58	3.56
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.74	4.23	3.95	3.54	4.06	3.83	3.79	3.74
KF3. % agreeing that their role makes a difference to patients / service users	91	93	84	94	85	90	95	91
KF4. Staff motivation at work	3.68	3.95	3.88	3.86	3.96	3.69	3.96	3.95
KF5. Recognition and value of staff by managers and the organisation	3.08	3.50	3.44	3.43	3.35	3.33	3.46	3.39
KF8. Staff satisfaction with level of responsibility and involvement	3.89	3.92	3.86	3.96	3.72	3.81	3.98	3.98
KF9. Effective team working	3.49	3.72	3.62	3.76	3.55	3.80	3.83	3.78
KF14. Staff satisfaction with resourcing and support	2.97	3.44	3.34	3.02	3.33	3.11	3.22	3.21
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.								
KF10. Support from immediate managers	3.53	3.81	3.68	3.73	3.45	3.60	3.49	3.81
KF11. % appraised in last 12 mths	81	86	87	83	77	90	91	93
KF12. Quality of appraisals	2.43	3.02	2.89	2.94	2.91	2.82	3.06	2.96
KF13. Quality of non-mandatory training, learning or development	3.94	3.96	3.80	4.03	3.81	3.97	4.02	4.09
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.								
Health and well-being								
KF15. % of staff satisfied with the opportunities for flexible working patterns	25	45	56	45	38	42	31	42
* KF16. % working extra hours	79	60	65	78	39	73	88	85
* KF17. % suffering work related stress in last 12 mths	52	34	34	33	27	32	34	39
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	62	64	64	63	59	60	63	70
KF19. Org and mgmt interest in and action on health / wellbeing	3.41	3.66	3.66	3.55	3.43	3.53	3.35	3.56
Number of respondents	58	400	604	206	199	101	159	582

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

Table 6.2: 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
Violence and harassment								
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	7	30	2	19	10	2	13	30
* KF23. % experiencing physical violence from staff in last 12 mths	2	4	1	0	6	2	1	3
KF24. % reporting most recent experience of violence	-	50	43	36	44	-	32	49
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	14	29	18	31	15	13	32	43
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	18	19	16	23	22	27	26
KF27. % reporting most recent experience of harassment, bullying or abuse	28	39	34	19	37	18	26	41
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.								
KF6. % reporting good communication between senior management and staff	19	28	29	32	25	23	24	23
KF7. % able to contribute towards improvements at work	64	59	70	72	54	69	68	70
ADDITIONAL THEME: Equality and diversity								
* KF20. % experiencing discrimination at work in last 12 mths	14	8	5	6	7	6	12	8
KF21. % believing the organisation provides equal opportunities for career progression / promotion	92	92	86	94	90	95	92	90
ADDITIONAL THEME: Errors and incidents								
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	49	28	18	31	21	43	55	44
KF29. % reporting errors, near misses or incidents witnessed in the last mth	89	86	79	92	71	91	93	95
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.60	3.67	3.49	3.58	3.59	3.66	3.53	3.63
KF31. Staff confidence and security in reporting unsafe clinical practice	3.38	3.57	3.38	3.48	3.43	3.30	3.47	3.62
ADDITIONAL THEME: Patient experience measures								
KF32. Effective use of patient / service user feedback	3.57	3.59	3.48	3.28	3.70	3.44	3.43	3.52
Overall staff engagement	3.51	3.76	3.75	3.67	3.71	3.63	3.72	3.75
Number of respondents	58	400	604	206	199	101	159	582

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

Table 6.3: Key Findings for different directorates

	Chief Information Unit	Corporate Governance Directorate Estates and Facilities Directorate	Finance Directorate	Information Technology Unit	Medical Directorate	Quality and Safety Directorate	Scheduled Care	Support Services Care Group	Unscheduled Care	Women and Children's Care Group	Workforce Directorate
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.											
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.20	4.01	3.75	3.61	3.46	3.74	3.89	3.55	3.48	3.57	4.03
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	-	4.23	4.04	3.86	3.64	3.96	4.18	3.96	3.76	3.77	3.85
KF3. % agreeing that their role makes a difference to patients / service users	-	76	88	58	100	94	78	93	91	88	89
KF4. Staff motivation at work	3.26	4.24	3.97	3.74	3.76	3.89	4.14	3.87	3.79	3.99	3.94
KF5. Recognition and value of staff by managers and the organisation	3.07	4.05	3.37	3.55	3.63	3.50	3.68	3.39	3.38	3.31	3.79
KF8. Staff satisfaction with level of responsibility and involvement	3.54	4.23	3.76	3.91	3.91	3.86	4.18	3.86	3.92	3.91	4.01
KF9. Effective team working	2.98	4.10	3.63	3.81	3.84	3.95	4.11	3.64	3.70	3.68	4.02
KF14. Staff satisfaction with resourcing and support	3.29	3.77	3.31	3.49	3.20	3.51	3.53	3.31	3.12	3.12	3.40
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.											
KF10. Support from immediate managers	3.26	4.36	3.46	3.92	4.00	3.84	4.05	3.68	3.66	3.65	3.96
KF11. % appraised in last 12 mths	67	94	77	84	76	95	86	89	86	90	94
KF12. Quality of appraisals	2.22	3.64	2.87	2.72	2.54	3.40	3.21	2.90	2.87	2.96	3.30
KF13. Quality of non-mandatory training, learning or development	3.79	3.97	3.83	3.60	3.39	3.93	4.15	3.92	3.98	4.04	4.14
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.											
Health and well-being											
KF15. % of staff satisfied with the opportunities for flexible working patterns	61	85	40	72	38	59	59	41	39	44	77
* KF16. % working extra hours	50	67	45	69	76	79	83	73	69	77	57
* KF17. % suffering work related stress in last 12 mths	39	15	31	25	30	41	28	34	35	44	40
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	65	59	61	54	47	68	54	65	62	71	65
KF19. Org and mgmt interest in and action on health / wellbeing	3.28	4.26	3.50	3.93	3.83	3.83	4.11	3.53	3.51	3.45	3.88
Number of respondents	18	33	211	66	21	39	29	688	457	398	52

Table 6.3: Key Findings for different directorates (cont)

	Chief Information Unit	Corporate Governance Directorate Estates and Facilities Directorate	Finance Directorate	Information Technology Unit	Medical Directorate	Quality and Safety Directorate	Scheduled Care	Support Services Care Group	Unscheduled Care	Women and Children's Care Group	Workforce Directorate	
Violence and harassment												
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	0	0	9	0	0	8	10	16	14	45	5	2
* KF23. % experiencing physical violence from staff in last 12 mths	0	0	6	0	0	0	3	2	1	4	2	0
KF24. % reporting most recent experience of violence	-	-	32	-	-	-	-	42	35	51	71	-
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	6	6	15	3	0	10	14	28	25	50	31	8
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	28	12	24	14	10	21	17	21	19	25	22	17
KF27. % reporting most recent experience of harassment, bullying or abuse	-	-	38	18	-	-	-	32	29	41	34	17
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.												
KF6. % reporting good communication between senior management and staff	22	58	27	31	10	46	41	20	29	20	30	42
KF7. % able to contribute towards improvements at work	50	85	58	69	90	74	83	64	69	62	69	88
ADDITIONAL THEME: Equality and diversity												
* KF20. % experiencing discrimination at work in last 12 mths	12	0	8	3	5	11	0	8	6	11	5	0
KF21. % believing the organisation provides equal opportunities for career progression / promotion	54	96	89	87	-	86	92	90	93	91	90	89
ADDITIONAL THEME: Errors and incidents												
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	17	6	20	6	5	15	41	36	34	44	32	8
KF29. % reporting errors, near misses or incidents witnessed in the last mth	-	-	71	-	-	-	91	89	89	91	94	-
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	2.97	3.90	3.54	3.40	3.45	3.61	3.88	3.53	3.61	3.59	3.71	3.68
KF31. Staff confidence and security in reporting unsafe clinical practice	2.86	3.61	3.36	3.44	2.88	3.51	3.91	3.49	3.45	3.51	3.62	3.58
ADDITIONAL THEME: Patient experience measures												
KF32. Effective use of patient / service user feedback	-	-	3.56	-	-	-	-	3.42	3.37	3.53	3.64	4.10
Overall staff engagement	3.29	4.14	3.73	3.71	3.77	3.85	4.06	3.67	3.65	3.72	3.85	4.02
Number of respondents	18	33	211	66	21	39	29	688	457	398	282	52

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

Table 6.4: Key Findings for different work groups

	Full time / part time ^a	
	Full time	Part time
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.		
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.64	3.55
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.89	3.85
KF3. % agreeing that their role makes a difference to patients / service users	89	91
KF4. Staff motivation at work	3.89	3.92
KF5. Recognition and value of staff by managers and the organisation	3.42	3.41
KF8. Staff satisfaction with level of responsibility and involvement	3.90	3.91
KF9. Effective team working	3.74	3.61
KF14. Staff satisfaction with resourcing and support	3.27	3.26
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.		
KF10. Support from immediate managers	3.70	3.69
KF11. % appraised in last 12 mths	88	88
KF12. Quality of appraisals	2.98	2.79
KF13. Quality of non-mandatory training, learning or development	3.99	3.91
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.		
Health and well-being		
KF15. % of staff satisfied with the opportunities for flexible working patterns	42	53
* KF16. % working extra hours	72	66
* KF17. % suffering work related stress in last 12 mths	36	30
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	67	59
KF19. Org and mgmt interest in and action on health / wellbeing	3.59	3.53
Number of respondents	1693	579

^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
Violence and harassment		
* 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	3	1
KF24. % reporting most recent experience of violence	47	41
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	28	27
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	19
KF27. % reporting most recent experience of harassment, bullying or abuse	36	30
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.		
KF6. % reporting good communication between senior management and staff	27	23
KF7. % able to contribute towards improvements at work	69	60
ADDITIONAL THEME: Equality and diversity		
* KF20. % experiencing discrimination at work in last 12 mths	8	4
KF21. % believing the organisation provides equal opportunities for career progression / promotion	90	90
ADDITIONAL THEME: Errors and incidents		
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	35	26
KF29. % reporting errors, near misses or incidents witnessed in the last mth	90	84
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.60	3.55
KF31. Staff confidence and security in reporting unsafe clinical practice	3.49	3.48
ADDITIONAL THEME: Patient experience measures		
KF32. Effective use of patient / service user feedback	3.54	3.37
Overall staff engagement	3.74	3.68
Number of respondents	1693	579

^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 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+
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.73	3.63	3.63	3.56
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.99	3.88	3.87	3.87
KF3. % agreeing that their role makes a difference to patients / service users	91	92	90	89
KF4. Staff motivation at work	3.77	3.85	3.95	3.96
KF5. Recognition and value of staff by managers and the organisation	3.49	3.45	3.43	3.37
KF8. Staff satisfaction with level of responsibility and involvement	3.85	3.96	3.94	3.88
KF9. Effective team working	3.76	3.72	3.77	3.64
KF14. Staff satisfaction with resourcing and support	3.40	3.26	3.25	3.23
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF10. Support from immediate managers	3.80	3.77	3.72	3.62
KF11. % appraised in last 12 mths	82	89	87	90
KF12. Quality of appraisals	3.23	2.94	2.96	2.82
KF13. Quality of non-mandatory training, learning or development	4.11	4.00	3.97	3.90
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Health and well-being				
KF15. % of staff satisfied with the opportunities for flexible working patterns	45	49	45	43
* KF16. % working extra hours	67	71	73	70
* KF17. % suffering work related stress in last 12 mths	33	39	36	33
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	65	64	65	64
KF19. Org and mgmt interest in and action on health / wellbeing	3.65	3.55	3.61	3.54
Number of respondents	378	408	593	893

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

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
Violence and harassment				
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	23	21	18	12
* KF23. % experiencing physical violence from staff in last 12 mths	2	2	2	3
KF24. % reporting most recent experience of violence	47	40	46	48
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	29	28	29	27
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	16	20	22	23
KF27. % reporting most recent experience of harassment, bullying or abuse	37	39	35	32
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF6. % reporting good communication between senior management and staff	36	26	28	21
KF7. % able to contribute towards improvements at work	67	71	67	64
ADDITIONAL THEME: Equality and diversity				
* KF20. % experiencing discrimination at work in last 12 mths	8	9	8	6
KF21. % believing the organisation provides equal opportunities for career progression / promotion	93	92	89	89
ADDITIONAL THEME: Errors and incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	36	37	35	27
KF29. % reporting errors, near misses or incidents witnessed in the last mth	89	92	90	86
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.70	3.63	3.53	3.57
KF31. Staff confidence and security in reporting unsafe clinical practice	3.60	3.55	3.48	3.44
ADDITIONAL THEME: Patient experience measures				
KF32. Effective use of patient / service user feedback	3.41	3.56	3.52	3.50
Overall staff engagement	3.72	3.74	3.76	3.71
Number of respondents	378	408	593	893

Table 7.2: Key Findings for other demographic groups

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.						
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.49	3.65	3.44	3.65	3.61	3.71
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.76	3.91	3.86	3.88	3.87	4.13
KF3. % agreeing that their role makes a difference to patients / service users	89	91	89	90	90	91
KF4. Staff motivation at work	3.75	3.94	3.83	3.92	3.90	4.05
KF5. Recognition and value of staff by managers and the organisation	3.29	3.45	3.26	3.45	3.41	3.51
KF8. Staff satisfaction with level of responsibility and involvement	3.81	3.93	3.81	3.92	3.90	3.95
KF9. Effective team working	3.70	3.71	3.56	3.74	3.70	3.84
KF14. Staff satisfaction with resourcing and support	3.19	3.29	3.13	3.29	3.26	3.38
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.						
KF10. Support from immediate managers	3.52	3.75	3.54	3.74	3.71	3.66
KF11. % appraised in last 12 mths	84	88	90	88	88	86
KF12. Quality of appraisals	2.83	2.96	2.61	2.99	2.91	3.36
KF13. Quality of non-mandatory training, learning or development	3.92	3.99	3.79	4.00	3.96	4.14
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.						
Health and well-being						
KF15. % of staff satisfied with the opportunities for flexible working patterns	40	46	41	46	45	42
* KF16. % working extra hours	73	70	69	72	71	70
* KF17. % suffering work related stress in last 12 mths	40	34	50	32	34	39
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	64	64	79	62	64	65
KF19. Org and mgmt interest in and action on health / wellbeing	3.47	3.60	3.44	3.60	3.58	3.54
Number of respondents	410	1837	350	1878	2137	137

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

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
Violence and harassment						
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	14	18	19	16	17	18
* KF23. % experiencing physical violence from staff in last 12 mths	3	2	3	2	2	3
KF24. % reporting most recent experience of violence	40	46	48	45	46	33
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	23	29	34	27	28	32
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	21	21	32	19	21	24
KF27. % reporting most recent experience of harassment, bullying or abuse	33	35	31	36	35	33
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.						
KF6. % reporting good communication between senior management and staff	22	27	19	28	26	31
KF7. % able to contribute towards improvements at work	64	67	57	68	67	60
ADDITIONAL THEME: Equality and diversity						
* KF20. % experiencing discrimination at work in last 12 mths	11	7	10	7	7	19
KF21. % believing the organisation provides equal opportunities for career progression / promotion	84	92	85	91	91	81
ADDITIONAL THEME: Errors and incidents						
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	39	31	35	32	32	36
KF29. % reporting errors, near misses or incidents witnessed in the last mth	86	90	91	89	89	93
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.48	3.62	3.49	3.61	3.58	3.77
KF31. Staff confidence and security in reporting unsafe clinical practice	3.35	3.53	3.40	3.51	3.49	3.57
ADDITIONAL THEME: Patient experience measures						
KF32. Effective use of patient / service user feedback	3.33	3.53	3.30	3.53	3.50	3.53
Overall staff engagement	3.60	3.76	3.59	3.76	3.73	3.80
Number of respondents	410	1837	350	1878	2137	137

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	34	2%
Physiotherapy	67	3%
Radiography	103	5%
Psychotherapy	2	0%
Other qualified Allied Health Professionals	81	4%
Support to Allied Health Professionals	41	2%
Scientific and Technical / Healthcare Scientists		
Pharmacy	43	2%
Other qualified Scientific and Technical / Healthcare Scientists	100	4%
Support to Scientific and Technical / Healthcare Scientists	46	2%
Medical and Dental		
Medical / Dental - Consultant	99	4%
Medical / Dental - In Training	34	2%
Medical / Dental - Other	39	2%
Operational ambulance staff		
Emergency care assistant	1	0%
Nurses, Midwives and Nursing Assistants		
Registered Nurses - Adult / General	437	20%
Registered Nurses - Children	36	2%
Midwives	92	4%
Health Visitors	1	0%
Registered Nurses - District / Community	1	0%
Other Registered Nurses	12	1%
Nursing auxiliary / Nursing assistant / Healthcare assistant	215	10%
Social Care Staff		
Social care support staff	1	0%
Other groups		
Public Health / Health Improvement	2	0%
Commissioning managers / support staff	2	0%
Admin and Clerical	357	16%
Central Functions / Corporate Services	135	6%
Maintenance / Ancillary	153	7%
General Management	52	2%
Other	43	2%
Did not specify	80	

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
<i>Full time / part time</i>		
Full time	1693	75%
Part time	579	25%
Did not specify	37	
<i>Length of time in organisation</i>		
Less than a year	162	7%
Between 1 to 2 years	273	12%
Between 3 to 5 years	358	16%
Between 6 to 10 years	395	17%
Between 11 to 15 years	390	17%
Over 15 years	703	31%
Did not specify	28	

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
<i>Age group</i>		
Between 16 and 30	378	17%
Between 31 and 40	408	18%
Between 41 and 50	593	26%
51 and over	893	39%
Did not specify	37	
<i>Gender</i>		
Male	410	18%
Female	1837	82%
Did not specify	62	
<i>Ethnic background</i>		
White	2137	94%
Black and minority ethnic	137	6%
Did not specify	35	
<i>Disability</i>		
Disabled	350	16%
Not disabled	1878	84%
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

Appendix 1

Key Findings for 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 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	44	-	41	34	49	25	78
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.							
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.62	[3.58, 3.65]	3.76	3.60	3.90	3.30	4.10
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.89	[3.85, 3.93]	3.93	3.86	4.02	3.63	4.29
KF3. % agreeing that their role makes a difference to patients / service users	90	[89, 91]	90	89	91	86	95
KF4. Staff motivation at work	3.91	[3.88, 3.94]	3.94	3.89	3.99	3.77	4.14
KF5. Recognition and value of staff by managers and the organisation	3.41	[3.38, 3.45]	3.42	3.35	3.52	3.23	3.73
KF8. Staff satisfaction with level of responsibility and involvement	3.90	[3.87, 3.92]	3.91	3.87	3.97	3.76	4.08
KF9. Effective team working	3.70	[3.67, 3.73]	3.73	3.68	3.79	3.58	3.96
KF14. Staff satisfaction with resourcing and support	3.27	[3.24, 3.30]	3.30	3.22	3.40	3.09	3.66
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.							
KF10. Support from immediate managers	3.69	[3.65, 3.73]	3.69	3.62	3.77	3.52	3.96
KF11. % appraised in last 12 mths	88	[86, 89]	86	81	89	71	95
KF12. Quality of appraisals	2.93	[2.88, 2.99]	3.05	2.94	3.17	2.71	3.39
KF13. Quality of non-mandatory training, learning or development	3.97	[3.93, 4.00]	4.03	3.97	4.07	3.91	4.18
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.							
Health and well-being							
KF15. % of staff satisfied with the opportunities for flexible working patterns	45	[43, 47]	49	46	53	40	58
* KF16. % working extra hours	71	[69, 72]	72	69	75	61	80
* KF17. % suffering work related stress in last 12 mths	35	[33, 37]	36	32	39	24	45
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	64	[62, 67]	59	55	64	46	73
KF19. Org and mgmt interest in and action on health / wellbeing	3.57	[3.53, 3.61]	3.57	3.48	3.65	3.30	3.97

Table A1: Key Findings for 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
Violence and harassment							
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	17	[15, 18]	14	12	17	10	22
* KF23. % experiencing physical violence from staff in last 12 mths	3	[2, 3]	2	1	3	0	5
KF24. % reporting most recent experience of violence	45	[41, 50]	53	48	59	36	72
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	28	[26, 30]	28	25	31	19	38
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	[20, 23]	26	23	29	16	42
KF27. % reporting most recent experience of harassment, bullying or abuse	35	[32, 38]	37	30	42	10	52
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.							
KF6. % reporting good communication between senior management and staff	26	[24, 28]	32	26	36	19	51
KF7. % able to contribute towards improvements at work	66	[64, 68]	69	67	72	63	79
ADDITIONAL THEME: Equality and diversity							
* KF20. % experiencing discrimination at work in last 12 mths	7	[6, 8]	10	9	13	5	20
KF21. % believing the organisation provides equal opportunities for career progression / promotion	90	[89, 92]	87	83	90	76	96
ADDITIONAL THEME: Errors and incidents							
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	32	[30, 34]	31	29	33	21	38
KF29. % reporting errors, near misses or incidents witnessed in the last mth	89	[86, 91]	90	88	92	82	97
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.59	[3.56, 3.62]	3.70	3.62	3.76	3.45	3.92
KF31. Staff confidence and security in reporting unsafe clinical practice	3.49	[3.45, 3.53]	3.62	3.53	3.69	3.38	3.93
ADDITIONAL THEME: Patient experience measures							
KF32. Effective use of patient / service user feedback	3.50	[3.45, 3.55]	3.70	3.58	3.77	3.39	3.97

Appendix 2

Changes to the Key Findings since the 2013 and 2014 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 A2.1 or 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 2014 and 2013 have been re-calculated and re-weighted using the 2015 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 Shrewsbury And Telford Hospital NHS Trust since 2014 survey

	Shrewsbury And Telford Hospital NHS Trust			
	2015 score	2014 score	Change	Statistically significant?
Response rate	44	46	-3	-
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.62	3.45	0.16	Yes
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.89	-	-	--
KF3. % agreeing that their role makes a difference to patients / service users	90	-	-	--
KF4. Staff motivation at work	3.91	3.79	0.12	Yes
KF5. Recognition and value of staff by managers and the organisation	3.41	-	-	--
KF8. Staff satisfaction with level of responsibility and involvement	3.90	3.83	0.07	Yes
KF9. Effective team working	3.70	-	-	--
KF14. Staff satisfaction with resourcing and support	3.27	-	-	--
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF10. Support from immediate managers	3.69	3.58	0.11	Yes
KF11. % appraised in last 12 mths	88	84	3	Yes
KF12. Quality of appraisals	2.93	-	-	--
KF13. Quality of non-mandatory training, learning or development	3.97	-	-	--
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Health and well-being				
KF15. % of staff satisfied with the opportunities for flexible working patterns	45	-	-	--
* KF16. % working extra hours	71	71	-1	No
* KF17. % suffering work related stress in last 12 mths	35	40	-5	Yes
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	64	64	0	No
KF19. Org and mgmt interest in and action on health / wellbeing	3.57	-	-	--

Table A2.1: Changes in the Key Findings for Shrewsbury And Telford Hospital NHS Trust since 2014 survey (cont)

	Shrewsbury And Telford Hospital NHS Trust			
	2015 score	2014 score	Change	Statistically significant?
Violence and harassment				
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	17	16	0	No
* KF23. % experiencing physical violence from staff in last 12 mths	3	2	0	No
KF24. % reporting most recent experience of violence	45	52	-6	No
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	28	30	-2	No
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	22	-1	No
KF27. % reporting most recent experience of harassment, bullying or abuse	35	38	-3	No
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF6. % reporting good communication between senior management and staff	26	23	3	Yes
KF7. % able to contribute towards improvements at work	66	66	0	No
ADDITIONAL THEME: Equality and diversity				
* KF20. % experiencing discrimination at work in last 12 mths	7	10	-2	Yes
KF21. % believing the organisation provides equal opportunities for career progression / promotion	90	88	2	Yes
ADDITIONAL THEME: Errors and incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	32	37	-4	Yes
KF29. % reporting errors, near misses or incidents witnessed in the last mth	89	90	-1	No
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.59	-	-	--
KF31. Staff confidence and security in reporting unsafe clinical practice	3.49	3.50	-0.01	No
ADDITIONAL THEME: Patient experience measures				
KF32. Effective use of patient / service user feedback	3.50	3.43	0.07	Yes

Table A2.2: Changes in the Key Findings for Shrewsbury And Telford Hospital NHS Trust since 2013 survey

	Shrewsbury And Telford Hospital NHS Trust			
	2015 score	2013 score	Change	Statistically significant?
Response rate	44	55	-11	-
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.62	3.35	0.27	Yes
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.89	-	-	--
KF3. % agreeing that their role makes a difference to patients / service users	90	-	-	--
KF4. Staff motivation at work	3.91	3.79	0.12	Yes
KF5. Recognition and value of staff by managers and the organisation	3.41	-	-	--
KF8. Staff satisfaction with level of responsibility and involvement	3.90	3.79	0.10	Yes
KF9. Effective team working	3.70	-	-	--
KF14. Staff satisfaction with resourcing and support	3.27	-	-	--
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF10. Support from immediate managers	3.69	3.52	0.17	Yes
KF11. % appraised in last 12 mths	88	78	10	Yes
KF12. Quality of appraisals	2.93	-	-	--
KF13. Quality of non-mandatory training, learning or development	3.97	-	-	--
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Health and well-being				
KF15. % of staff satisfied with the opportunities for flexible working patterns	45	-	-	--
* KF16. % working extra hours	71	70	1	No
* KF17. % suffering work related stress in last 12 mths	35	38	-3	Yes
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	64	64	0	No
KF19. Org and mgmt interest in and action on health / wellbeing	3.57	-	-	--

Table A2.2: Changes in the Key Findings for Shrewsbury And Telford Hospital NHS Trust since 2013 survey (cont)

	Shrewsbury And Telford Hospital NHS Trust			
	2015 score	2013 score	Change	Statistically significant?
Violence and harassment				
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	17	16	1	No
* KF23. % experiencing physical violence from staff in last 12 mths	3	3	-1	No
KF24. % reporting most recent experience of violence	45	54	-8	Yes
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	28	26	1	No
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	23	-2	No
KF27. % reporting most recent experience of harassment, bullying or abuse	35	35	0	No
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF6. % reporting good communication between senior management and staff	26	22	4	Yes
KF7. % able to contribute towards improvements at work	66	64	3	No
ADDITIONAL THEME: Equality and diversity				
* KF20. % experiencing discrimination at work in last 12 mths	7	9	-1	No
KF21. % believing the organisation provides equal opportunities for career progression / promotion	90	89	1	No
ADDITIONAL THEME: Errors and incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	32	35	-3	No
KF29. % reporting errors, near misses or incidents witnessed in the last mth	89	89	0	No
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.59	-	-	--
KF31. Staff confidence and security in reporting unsafe clinical practice	3.49	-	-	--
ADDITIONAL THEME: Patient experience measures				
KF32. Effective use of patient / service user feedback	3.50	-	-	--

Appendix 3

Data tables: 2015 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 2015 survey response, the average (median) 2015 response for acute trusts, and your trust's 2014 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 2015 questionnaire.

Technical notes:

- In certain cases a dash (-) appears in the 'Your Trust in 2014' column in Tables A3.1 or A3.2. This is because of changes to the format of survey questions or the calculation of the Key Findings so comparisons with the 2014 score are not possible.
- 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.
- 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 Shrewsbury And Telford Hospital NHS Trust benchmarked against other acute trusts

	Question number(s)	Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	Q21a, 21c-d	3.62	3.76	3.45
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	Q3c, 6a, 6c	3.89	3.93	-
KF3. % agreeing that their role makes a difference to patients / service users	Q6b	90	90	-
KF4. Staff motivation at work	Q2a-c	3.91	3.95	3.78
KF5. Recognition and value of staff by managers and the organisation	Q5a, 5f, 7g	3.42	3.42	-
KF8. Staff satisfaction with level of responsibility and involvement	Q3a, 3b, 4c, 5d, 5e	3.90	3.91	3.83
KF9. Effective team working	Q4h-j	3.71	3.73	-
KF14. Staff satisfaction with resourcing and support	Q4e-g, 5c	3.27	3.31	-
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF10. Support from immediate managers	Q5b, 7a-e	3.70	3.69	3.59
KF11. % appraised in last 12 mths	Q20a	88	86	84
KF12. Quality of appraisals	Q20b-d	2.93	3.05	-
KF13. Quality of non-mandatory training, learning or development	Q18b-d	3.97	4.02	-
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Health and well-being				
KF15. % of staff satisfied with the opportunities for flexible working patterns	Q5h	45	49	-
* KF16. % working extra hours	Q10b-c	71	72	72
* KF17. % suffering work related stress in last 12 mths	Q9c	35	36	39
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	Q9d-g	65	59	64
KF19. Org and mgmt interest in and action on health / wellbeing	Q7f, 9a	3.57	3.57	-

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

	Question number(s)	Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Violence and harassment				
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	Q14a	17	14	16
* KF23. % experiencing physical violence from staff in last 12 mths	Q14b-c	2	2	2
KF24. % reporting most recent experience of violence	Q14d	45	53	52
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	Q15a	28	28	30
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	Q15b-c	21	26	22
KF27. % reporting most recent experience of harassment, bullying or abuse	Q15d	35	37	37
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF6. % reporting good communication between senior management and staff	Q8a-d	26	32	24
KF7. % able to contribute towards improvements at work	Q4a-b, 4d	67	70	66
ADDITIONAL THEME: Equality and diversity				
* KF20. % experiencing discrimination at work in last 12 mths	Q17a-b	7	11	9
KF21. % believing the organisation provides equal opportunities for career progression / promotion	Q16	90	87	88
ADDITIONAL THEME: Errors and incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	Q11a-b	32	31	37
KF29. % reporting errors, near misses or incidents witnessed in the last mth	Q11c	89	90	90
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	Q12a-d	3.59	3.70	-
KF31. Staff confidence and security in reporting unsafe clinical practice	Q13b-c	3.49	3.63	3.50
ADDITIONAL THEME: Patient experience measures				
KF32. Effective use of patient / service user feedback	Q21b, 22b-c	3.50	3.70	3.43

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

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Contact with patients				
Q1	% saying they have face-to-face contact with patients / service users as part of their job	86	84	86
Staff motivation at work				
% saying often or always to the following statements:				
Q2a	"I look forward to going to work"	57	59	49
Q2b	"I am enthusiastic about my job"	75	75	67
Q2c	"Time passes quickly when I am working"	78	78	74
Job design				
% agreeing / strongly agreeing with the following statements:				
Q3a	"I always know what my work responsibilities are"	89	89	85
Q3b	"I am trusted to do my job"	92	93	91
Q3c	"I am able to do my job to a standard I am personally pleased with"	80	81	76
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"	71	73	69
Q4b	"I am able to make suggestions to improve the work of my team / department"	73	75	73
Q4c	"I am involved in deciding on changes introduced that affect my work area / team / department"	50	52	51
Q4d	"I am able to make improvements happen in my area of work"	51	55	51
Q4e	"I am able to meet all the conflicting demands on my time at work"	42	44	-
Q4f	"I have adequate materials, supplies and equipment to do my work"	51	55	47
Q4g	"There are enough staff at this organisation for me to do my job properly"	28	29	24
Q4h	"The team I work in has a set of shared objectives"	72	71	-
Q4i	"The team I work in often meets to discuss the team's effectiveness"	56	57	-
Q4j	"Team members have to communicate closely with each other to achieve the team's objectives"	77	78	-
Staff job satisfaction				
% satisfied or very satisfied with the following aspects of their job:				
Q5a	"The recognition I get for good work"	51	51	44
Q5b	"The support I get from my immediate manager"	67	66	64
Q5c	"The support I get from my work colleagues"	81	80	78
Q5d	"The amount of responsibility I am given"	78	75	74
Q5e	"The opportunities I have to use my skills"	73	72	71
Q5f	"The extent to which my organisation values my work"	39	42	38
Q5g	"My level of pay"	37	36	34
Q5h	"The opportunities for flexible working patterns"	45	49	-
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"	81	83	-
Q6b	"I feel that my role makes a difference to patients / service users"	90	90	-
Q6c	"I am able to deliver the patient care I aspire to"	66	68	-

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
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"	73	72	70
Q7b	"My immediate manager can be counted on to help me with a difficult task at work"	69	69	67
Q7c	"My immediate manager gives me clear feedback on my work"	57	58	51
Q7d	"My immediate manager asks for my opinion before making decisions that affect my work"	51	52	47
Q7e	"My immediate manager is supportive in a personal crisis"	75	72	71
Q7f	"My immediate manager takes a positive interest in my health and well-being"	64	64	-
Q7g	"My immediate manager values my work"	69	69	-
Q8a	"I know who the senior managers are here"	76	82	76
Q8b	"Communication between senior management and staff is effective"	32	39	29
Q8c	"Senior managers here try to involve staff in important decisions"	27	32	25
Q8d	"Senior managers act on staff feedback"	25	31	23
Health and well-being				
Q9a	% saying their organisation definitely takes positive action on health and well-being	30	31	-
Q9b	% saying they have experienced musculoskeletal problems (MSK) in the last 12 months as a result of work activities	26	25	-
Q9c	% saying they have felt unwell in the last 12 months as a result of work related stress	35	36	39
Q9d	% saying in the last three months they had gone to work despite not feeling well enough to perform their duties	68	64	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	27	29	30
Q9f	...had felt pressure from their colleagues to come to work	23	22	23
Q9g	...had put themselves under pressure to come to work	93	91	93
Working hours				
Q10a	% working part time (up to 29 hours a week)	25	22	26
Q10b	% working additional PAID hours	39	35	36
Q10c	% working additional UNPAID hours	55	58	58
Witnessing and reporting errors, near misses and incidents				
Q11a	% witnessing errors, near misses or incidents in the last month that could have hurt staff	18	17	21
Q11b	% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	27	27	32
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	93	94	94

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
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"	48	53	-
Q12b	"My organisation encourages us to report errors, near misses or incidents"	83	88	-
Q12c	"When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again"	63	68	-
Q12d	"We are given feedback about changes made in response to reported errors, near misses and incidents"	47	54	-
Raising concerns about unsafe clinical practice				
Q13a	% saying if they were concerned about unsafe clinical practice they would know how to report it	92	94	91
% agreeing / strongly agreeing with the following statements:				
Q13b	"I would feel secure raising concerns about unsafe clinical practice"	60	68	62
Q13c	"I am confident that the organisation would address my concern"	49	56	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	86	84
Q14a	1 to 2 times	10	9	10
Q14a	3 to 5 times	4	3	4
Q14a	6 to 10 times	1	1	1
Q14a	More than 10 times	1	1	1
% experiencing physical violence at work from managers in last 12 months...				
Q14b	Never	99	99	-
Q14b	1 to 2 times	1	0	-
Q14b	3 to 5 times	0	0	-
Q14b	6 to 10 times	0	0	-
Q14b	More than 10 times	0	0	-
% experiencing physical violence at work from other colleagues in last 12 months...				
Q14c	Never	98	98	-
Q14c	1 to 2 times	2	1	-
Q14c	3 to 5 times	0	0	-
Q14c	6 to 10 times	0	0	-
Q14c	More than 10 times	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	59	67	62
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	72	72	70
Q15a	1 to 2 times	18	17	19
Q15a	3 to 5 times	6	6	7
Q15a	6 to 10 times	2	2	2
Q15a	More than 10 times	2	3	2

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
% experiencing harassment, bullying or abuse at work from managers in last 12 months...				
Q15b	Never	90	87	-
Q15b	1 to 2 times	7	9	-
Q15b	3 to 5 times	2	2	-
Q15b	6 to 10 times	0	1	-
Q15b	More than 10 times	1	1	-
% experiencing harassment, bullying or abuse at work from other colleagues in last 12 months...				
Q15c	Never	84	81	-
Q15c	1 to 2 times	11	13	-
Q15c	3 to 5 times	3	4	-
Q15c	6 to 10 times	1	1	-
Q15c	More than 10 times	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	41	43	43
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	90	87	88
Discrimination				
Q17a	% saying they had experienced discrimination from patients / service users, their relatives or other members of the public in the last 12 months	3	5	4
Q17b	% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months	5	7	6
% saying they had experienced discrimination on the grounds of:				
Q17c	Ethnic background	2	4	2
Q17c	Gender	1	2	1
Q17c	Religion	0	0	0
Q17c	Sexual orientation	0	0	0
Q17c	Disability	0	1	1
Q17c	Age	1	2	2
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	75	72	-
% 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"	81	83	-
Q18c	"It has helped me stay up-to-date with professional requirements"	87	87	-
Q18d	"It has helped me to deliver a better patient / service user experience"	80	81	-
Q19	% who had received mandatory training in the last 12 months	94	97	-
Appraisals				
Q20a	% saying they had received an appraisal or performance development review in the last 12 months	88	86	84

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
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	17	20	-
Q20c	% saying their appraisal or development review definitely helped them agree clear objectives for their work	27	33	-
Q20d	% saying their appraisal or development review definitely made them feel their work was valued by the organisation	27	29	-
Q20e	% saying the values of their organisation were definitely discussed as part of the appraisal	31	30	-
Q20f	% saying their appraisal or development review had identified training, learning or development needs	69	66	70
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	53	51	-
Your organisation				
% agreeing / strongly agreeing with the following statements:				
Q21a	"Care of patients / service users is my organisation's top priority"	68	75	60
Q21b	"My organisation acts on concerns raised by patients / service users"	65	73	61
Q21c	"I would recommend my organisation as a place to work"	57	61	50
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	62	70	54
Patient / service user experience measures				
% saying 'Yes'				
Q22a	"Is patient / service user experience feedback collected within your directorate / department?"	89	91	87
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"	51	61	49
Q22c	"Feedback from patients / service users is used to make informed decisions within my directorate / department"	46	57	44
BACKGROUND DETAILS				
Gender				
Q23a	Male	18	21	19
Q23a	Female	82	79	81
Age group				
Q23b	Between 16 and 30	17	16	14
Q23b	Between 31 and 40	18	19	16
Q23b	Between 41 and 50	26	26	24
Q23b	51 and over	39	38	46
Ethnic background				
Q24	White	94	89	93
Q24	Mixed	1	1	1
Q24	Asian / Asian British	4	6	4
Q24	Black / Black British	1	2	1
Q24	Chinese	0	0	0
Q24	Other	0	1	0

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Sexuality				
Q25	Heterosexual (straight)	93	92	93
Q25	Gay Man	1	1	1
Q25	Gay Woman (lesbian)	0	1	0
Q25	Bisexual	0	1	0
Q25	Other	0	0	0
Q25	Preferred not to say	5	6	5
Religion				
Q26	No religion	31	31	28
Q26	Christian	61	57	63
Q26	Buddhist	0	1	0
Q26	Hindu	1	2	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	4	5	5
Disability				
Q27a	% saying they have a long-standing illness, health problem or disability	16	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	72	74	73
Length of time at the organisation (or its predecessors)				
Q28	Less than 1 year	7	9	6
Q28	1 to 2 years	12	12	9
Q28	3 to 5 years	16	14	18
Q28	6 to 10 years	17	20	16
Q28	11 to 15 years	17	17	19
Q28	More than 15 years	31	27	32
Occupational group				
Q29	Registered Nurses and Midwives	26	28	26
Q29	Nursing or Healthcare Assistants	10	8	8
Q29	Medical and Dental	8	9	8
Q29	Allied Health Professionals	15	12	15
Q29	Scientific and Technical / Healthcare Scientists	8	9	9
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	16	17	17
Q29	Central Functions / Corporate Services	6	6	6
Q29	Maintenance / Ancillary	7	6	6
Q29	General Management	2	2	2
Q29	Other	2	3	2

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Team working				
Q30a	% working in a team	96	96	-
(If YES to Q30a): Number of core members in their team				
Q30b	2-5	22	23	-
Q30b	6-9	19	21	-
Q30b	10-15	20	18	-
Q30b	More than 15	38	37	-

Appendix 4

Other NHS staff survey 2015 documentation

This report is one of several ways in which we present the results of the 2015 national NHS staff survey:

- 1) A separate summary report of the main 2015 survey results for 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 2015 survey and making comparisons with previous years, will be available from www.nhsstaffsurveys.com in March 2015.
- 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