**NHS**

2012 National NHS staff survey

Brief summary of results from Shrewsbury And Telford Hospital NHS Trust

**Table of Contents**

# 1. Introduction to this report

This report presents the findings of the 2012 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 and 4 of this report, the findings of the questionnaire have been summarised and presented in the form of 28 Key Findings.

These sections of the report have been structured around the four pledges to staff in the NHS Constitution which was published in January 2009 (http://www.dh.gov.uk/nhsconstitution) plus two 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 training for their jobs and line management support to succeed.

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

- Staff Pledge 4: To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

- Additional theme: Staff satisfaction

- Additional theme: Equality and diversity

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

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

- scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5
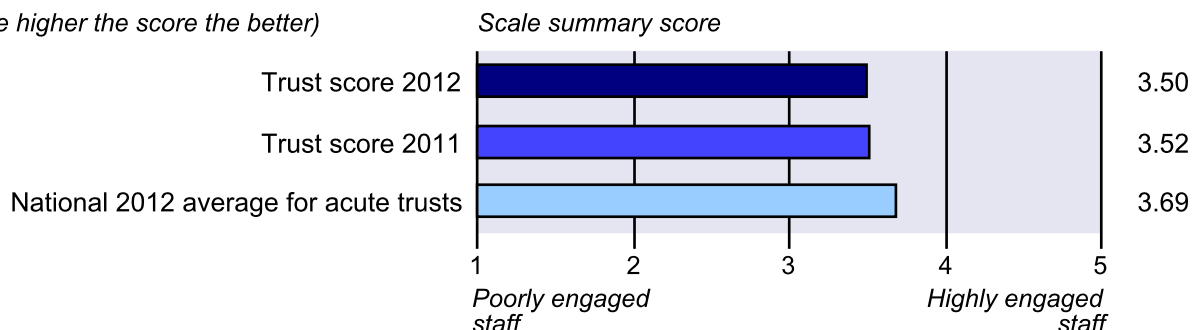
A longer and more detailed report of the 2012 survey results for Shrewsbury And Telford Hospital NHS Trust can be downloaded from: www.nhsstaffsurveys.com. This report provides detailed breakdowns of the Key Finding scores by directorate, occupational groups and demographic groups, and details of each question included in the core questionnaire.

## 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 3.50 was in the lowest (worst) 20% when compared with trusts of a similar type.

### OVERALL STAFF ENGAGEMENT

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

| | |
|---|---|
| Trust score 2012 | 3.50 |
| Trust score 2011 | 3.52 |
| National 2012 average for acute trusts | 3.69 |

1        2        3        4        5
*Poorly engaged staff*                          *Highly engaged staff*

This overall indicator of staff engagement has been calculated using the questions that make up Key Findings 22, 24 and 25. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 22); their willingness to recommend the trust as a place to work or receive treatment (Key Finding 24); and the extent to which they feel motivated and engaged with their work (Key Finding 25).

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 2011 survey.

| | Change since 2011 survey | Ranking, compared with all acute trusts |
|---|---|---|
| **OVERALL STAFF ENGAGEMENT** | • No change | ! Lowest (worst) 20% |
| **KF22. Staff ability to contribute towards improvements at work**<br><br>*(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)* | ✓ Increase (better than 11) | ! Lowest (worst) 20% |
| **KF24. Staff recommendation of the trust as a place to work or receive treatment**<br><br>*(the extent to which staff think care of patients/service users is the Trust's top priority, would recommend their Trust to others as a place to work, and would be happy with the standard of care provided by the Trust if a friend or relative needed treatment.)* | • No change | ! Lowest (worst) 20% |
| **KF25. Staff motivation at work**<br><br>*(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)* | • 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***.

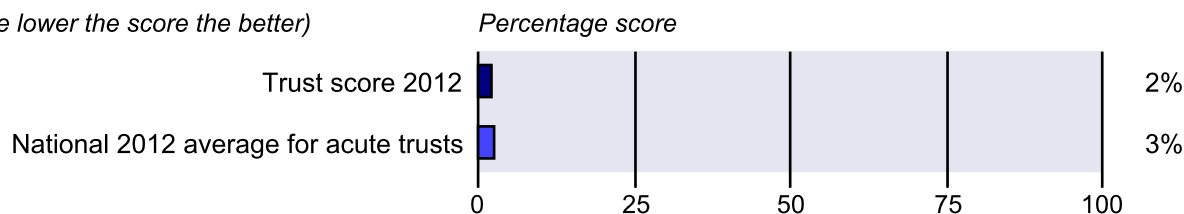# 3. Summary of 2012 Key Findings for Shrewsbury And Telford Hospital NHS Trust

## 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.
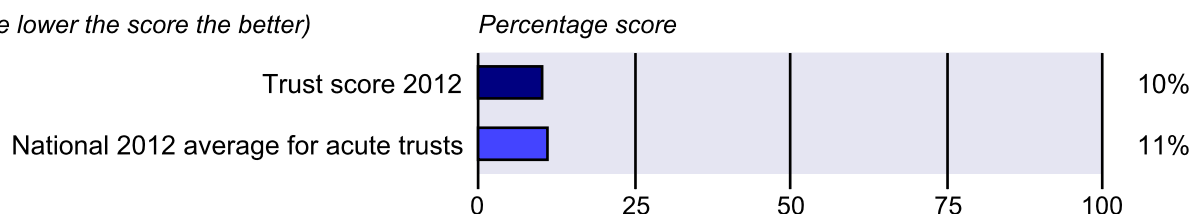
### TOP FIVE RANKING SCORES

### ✓ KF17. Percentage of staff experiencing physical violence from staff in last 12 months
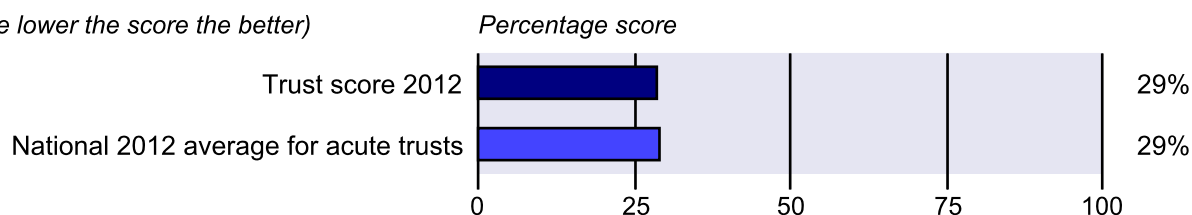
*(the lower the score the better)*      *Percentage score*

| | |
|---|---|
| Trust score 2012 | 2% |
| National 2012 average for acute trusts | 3% |

0    25    50    75    100

### ✓ KF28. Percentage of staff experiencing discrimination at work in last 12 months

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

| | |
|---|---|
| Trust score 2012 | 10% |
| National 2012 average for acute trusts | 11% |

0    25    50    75    100

### ✓ KF20. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell

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

| | |
|---|---|
| Trust score 2012 | 29% |
| National 2012 average for acute trusts | 29% |

0    25    50    75    100

### ✓ KF6. Percentage of staff receiving job-relevant training, learning or development in last 12 months

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

| | |
|---|---|
| Trust score 2012 | 81% |
| National 2012 average for acute trusts | 81% |

0    25    50    75    100

### ✓ KF12. Percentage of staff saying hand washing materials are always available

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

| | |
|---|---|
| Trust score 2012 | 60% |
| National 2012 average for acute trusts | 60% |

0    25    50    75    100

---

For each of the 28 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 142 (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.

<p style="text-align:center;color:red;">**BOTTOM FIVE RANKING SCORES**</p>

### ! KF22. Percentage of staff able to contribute towards improvements at work

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

| | |
|---|---|
| Trust score 2012 | 60% |
| National 2012 average for acute trusts | 68% |

0    25    50    75    100

### ! KF9. Support from immediate managers

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

| | |
|---|---|
| Trust score 2012 | 3.42 |
| National 2012 average for acute trusts | 3.61 |

1    2    3    4    5
*Unsupportive managers*          *Supportive managers*

### ! KF13. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

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

| | |
|---|---|
| Trust score 2012 | 40% |
| National 2012 average for acute trusts | 34% |

0    25    50    75    100

### ! KF21. Percentage of staff reporting good communication between senior management and staff

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

| | |
|---|---|
| Trust score 2012 | 19% |
| National 2012 average for acute trusts | 27% |

0    25    50    75    100

### ! KF23. Staff job satisfaction

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

| | |
|---|---|
| Trust score 2012 | 3.45 |
| National 2012 average for acute trusts | 3.58 |

1    2    3    4    5
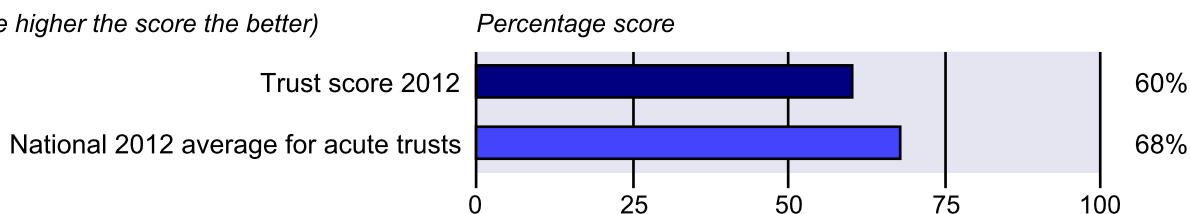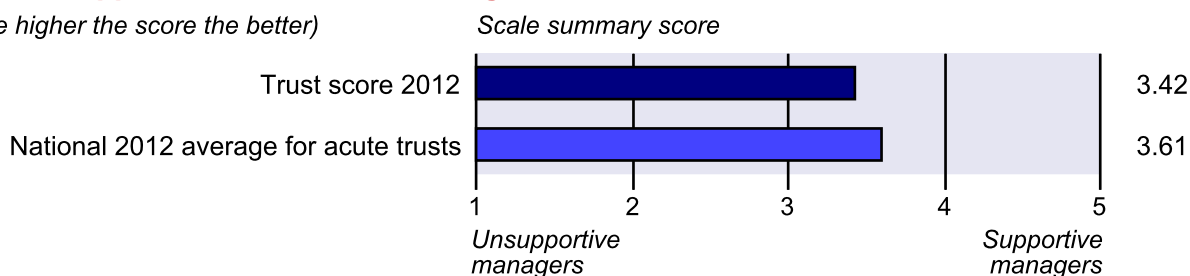*Dissatisfied staff*          *Satisfied staff*

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For each of the 28 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 142 (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 142. Further details about this can be found in the document ***Making sense of your staff survey data***.

## 3.2 Largest Local Changes since the 2011 Survey

This page highlights the four Key Findings where staff experiences have improved the most at Shrewsbury And Telford Hospital NHS Trust since the 2011 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 KF8, KF22, and KF23 are worse than average).

### WHERE STAFF EXPERIENCE HAS IMPROVED

### ✓ KF22. Percentage of staff able to contribute towards improvements at work

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

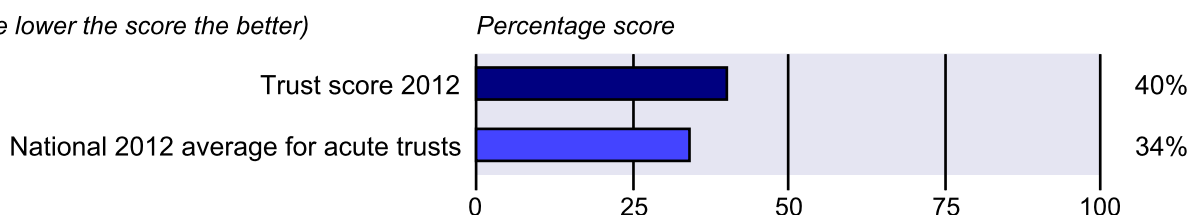| | |
|---|---|
| Trust score 2012 | 60% |
| Trust score 2011 | 53% |

0　　25　　50　　75　　100

### ✓ KF23. Staff job satisfaction

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

| | |
|---|---|
| Trust score 2012 | 3.45 |
| Trust score 2011 | 3.35 |

1　　2　　3　　4　　5

*Dissatisfied staff*　　　　　　*Satisfied staff*

### ✓ KF8. Percentage of staff having well structured appraisals in last 12 months

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

| | |
|---|---|
| Trust score 2012 | 31% |
| Trust score 2011 | 24% |

0　　25　　50　　75　　100

### ✓ KF7. Percentage of staff appraised in last 12 months

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

| | |
|---|---|
| Trust score 2012 | 82% |
| Trust score 2011 | 76% |

0　　25　　50　　75　　100

---
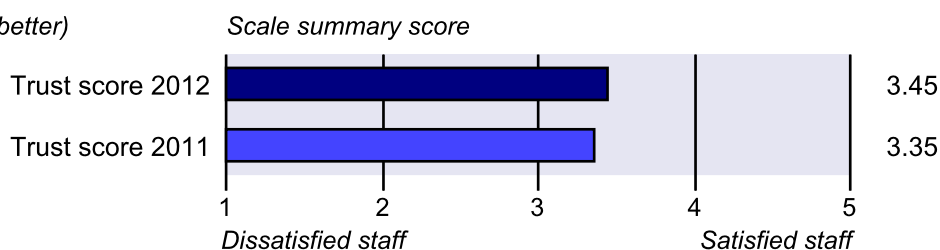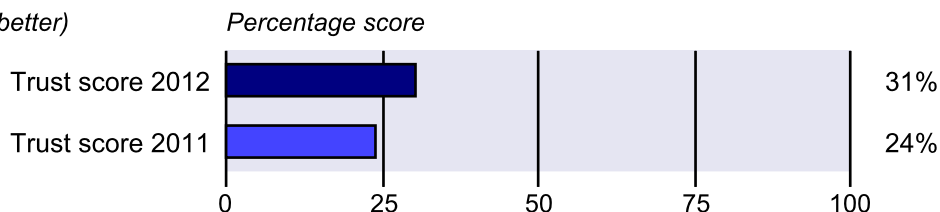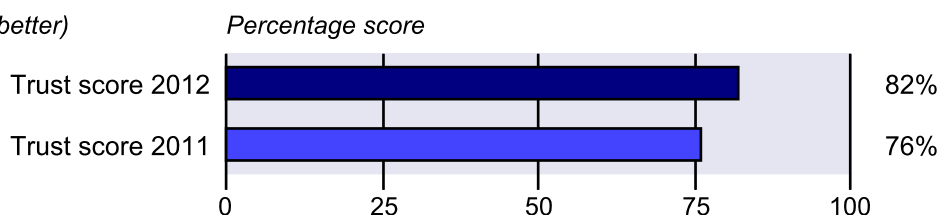
Because the Key Findings vary considerably in terms of subject matter and format (e.g. some are percentage scores, others are scale scores), a straightforward comparison of score changes is not the appropriate way to establish which Key Findings have improved the most. Rather, the extent of 10-11 change for each Key Finding has been measured in relation to the national variation for that Key Finding. Further details about this can be found in the document ***Making sense of your staff survey data***.

This page highlights the two Key Findings where staff experiences have deteriorated since the 2011 survey. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

## WHERE STAFF EXPERIENCE HAS DETERIORATED

### ！ KF14. Percentage of staff reporting errors, near misses or incidents witnessed in the last month
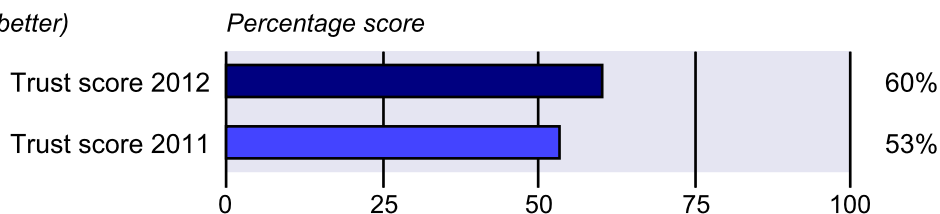
*(the higher the score the better)*          *Percentage score*

| | |
|---|---|
| Trust score 2012 | 89% |
| Trust score 2011 | 96% |

0    25    50    75    100

### ！ KF12. Percentage of staff saying hand washing materials are always available

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

| | |
|---|---|
| Trust score 2012 | 60% |
| Trust score 2011 | 68% |

0    25    50    75    100

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

KEY
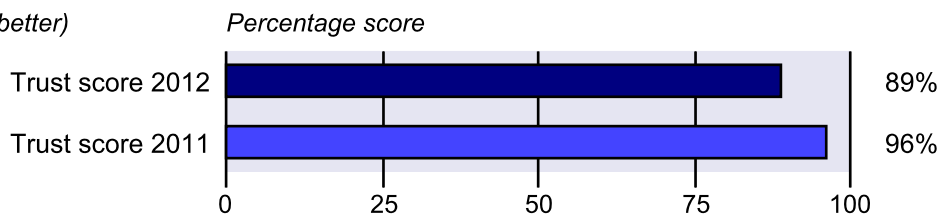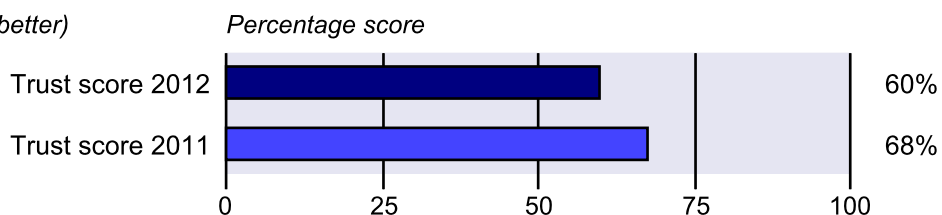
Green = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2011 survey.

Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2011 survey.

Grey = No change, e.g. there has been no statistically significant change in this Key Finding since the 2011 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 asterix and in *italics*, the lower the score the better.

## Change since 2011 survey

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

KF1. % feeling satisfied with the quality of work and patient care they are able to deliver

KF2. % agreeing that their role makes a difference to patients

*\* KF5. % working extra hours*

KF7. % appraised in last 12 mths

KF8. % having well structured appraisals in last 12 mths

KF10. % receiving health and safety training in last 12 mths

*\* KF11. % suffering work-related stress in last 12 mths*

KF12. % saying hand washing materials are always available

*\* KF13. % witnessing potentially harmful errors, near misses or incidents in last mth*

KF14. % reporting errors, near misses or incidents witnessed in the last mth

*\* KF20. % feeling pressure in last 3 mths to attend work when feeling unwell*

KF22. % able to contribute towards improvements at work

KF26. % having equality and diversity training in last 12 mths

KF27. % believing the trust provides equal opportunities for career progression or promotion

*\* KF28. % experiencing discrimination at work in last 12 mths*

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

KF4. Effective team working

KF9. Support from immediate managers

KF15. Fairness and effectiveness of incident reporting procedures

KF23. Staff job satisfaction

KF24. Staff recommendation of the trust as a place to work or receive treatment

KF25. Staff motivation at work

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## 3.3. 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 avearge. 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 asterix and in *italics*, the lower the score the better.

### Comparison with all acute trusts in 2012



KF1. % feeling satisfied with the quality of work and patient care they are able to deliver
KF2. % agreeing that their role makes a difference to patients
*KF5. % working extra hours*
KF6. % receiving job-relevant training, learning or development in last 12 mths
KF7. % appraised in last 12 mths
KF8. % having well structured appraisals in last 12 mths
KF10. % receiving health and safety training in last 12 mths
*KF11. % suffering work-related stress in last 12 mths*
KF12. % saying hand washing materials are always available
*KF13. % witnessing potentially harmful errors, near misses or incidents in last mth*
KF14. % reporting errors, near misses or incidents witnessed in the last mth
*KF16. % experiencing physical violence from patients, relatives or the public in last 12 mths*
*KF17. % experiencing physical violence from staff in last 12 mths*
*KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths*
*KF19. % experiencing harassment, bullying or abuse from staff in last 12 mths*
*KF20. % feeling pressure in last 3 mths to attend work when feeling unwell*
KF21. % reporting good communication between senior management and staff
KF22. % able to contribute towards improvements at work
KF26. % having equality and diversity training in last 12 mths
KF27. % believing the trust provides equal opportunities for career progression or promotion
*KF28. % experiencing discrimination at work in last 12 mths*

*KF3. Work pressure felt by staff*
KF4. Effective team working
KF9. Support from immediate managers
KF15. Fairness and effectiveness of incident reporting procedures
KF23. Staff job satisfaction
KF24. Staff recommendation of the trust as a place to work or receive treatment
KF25. Staff motivation at work

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### 3.4. 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 2011.

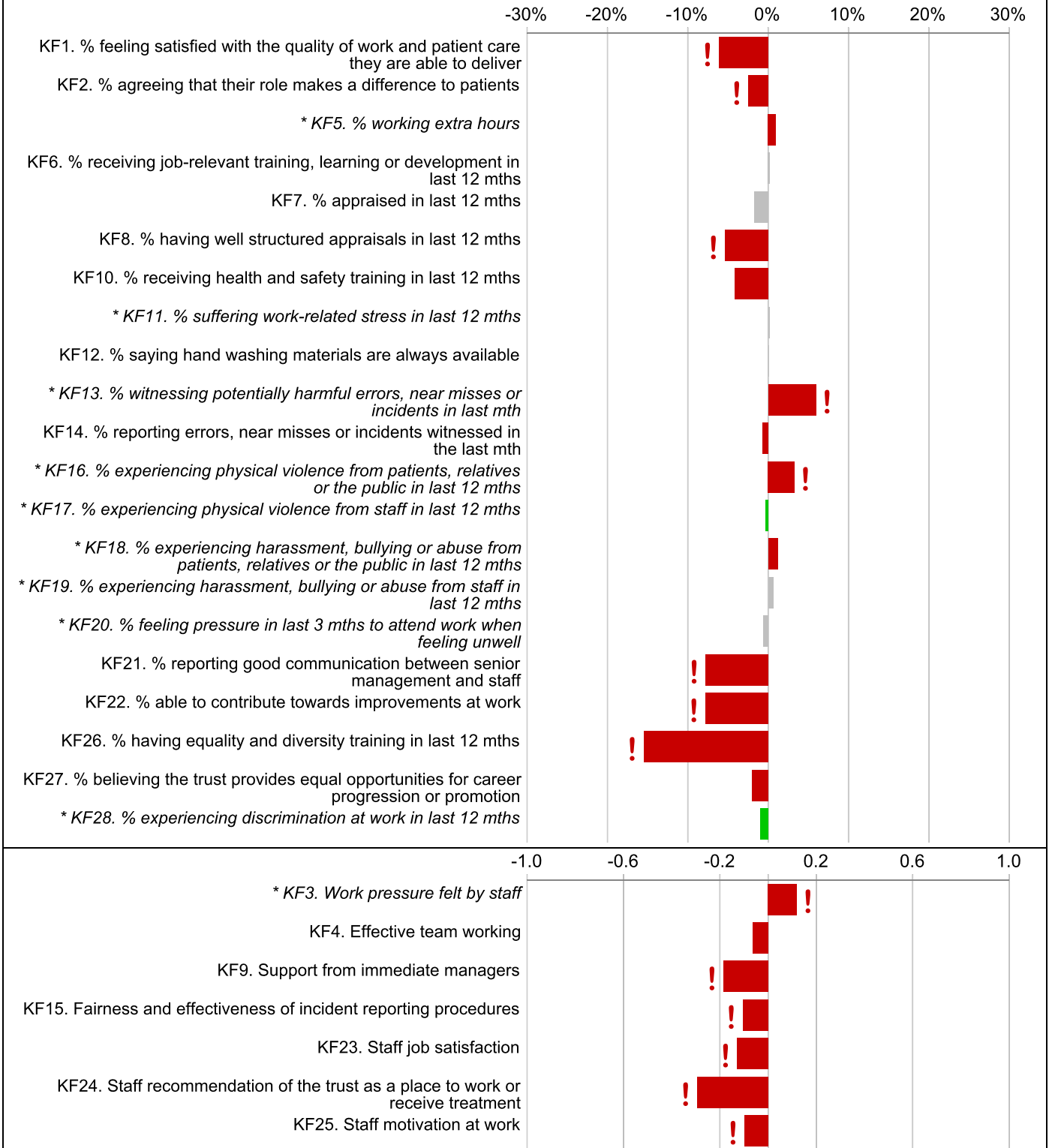! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2011.

'Change since 2011 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2011 survey.

-- Because of changes to the format of the survey questions this year, comparisons with the 2011 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 asterix and in *italics*, the lower the score the better.

| | Change since 2011 survey | Ranking, compared with all acute trusts in 2012 |
|---|---|---|
| **STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.** | | |
| KF1. % feeling satisfied with the quality of work and patient care they are able to deliver | • No change | ! Lowest (worst) 20% |
| KF2. % agreeing that their role makes a difference to patients | • No change | ! Lowest (worst) 20% |
| \* *KF3. Work pressure felt by staff* | -- | ! Highest (worst) 20% |
| KF4. Effective team working | • No change | ! Below (worse than) average |
| \* *KF5. % working extra hours* | • No change | ! Above (worse than) average |
| **STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.** | | |
| KF6. % receiving job-relevant training, learning or development in last 12 mths | -- | • Average |
| KF7. % appraised in last 12 mths | ✓ Increase (better than 11) | • Average |
| KF8. % having well structured appraisals in last 12 mths | ✓ Increase (better than 11) | ! Lowest (worst) 20% |
| KF9. Support from immediate managers | • No change | ! Lowest (worst) 20% |
| **STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.** | | |
| **Occupational health and safety** | | |
| KF10. % receiving health and safety training in last 12 mths | • No change | ! Below (worse than) average |
| \* *KF11. % suffering work-related stress in last 12 mths* | • No change | • Average |
| **Infection control and hygiene** | | |
| KF12. % saying hand washing materials are always available | ! Decrease (worse than 11) | • Average |
| **Errors and incidents** | | |
| \* *KF13. % witnessing potentially harmful errors, near misses or incidents in last mth* | • No change | ! Highest (worst) 20% |
| KF14. % reporting errors, near misses or incidents witnessed in the last mth | ! Decrease (worse than 11) | ! Below (worse than) average |
| KF15. Fairness and effectiveness of incident reporting procedures | • No change | ! Lowest (worst) 20% |

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

| | Change since 2011 survey | Ranking, compared with all acute trusts in 2012 |
|---|---|---|
| **Violence and harassment** | | |
| * *KF16. % experiencing physical violence from patients, relatives or the public in last 12 mths* | -- | ! Highest (worst) 20% |
| * *KF17. % experiencing physical violence from staff in last 12 mths* | -- | ✓ Below (better than) average |
| * *KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths* | -- | ! Above (worse than) average |
| * *KF19. % experiencing harassment, bullying or abuse from staff in last 12 mths* | -- | • Average |
| **Health and well-being** | | |
| * *KF20. % feeling pressure in last 3 mths to attend work when feeling unwell* | • 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.** | | |
| KF21. % reporting good communication between senior management and staff | -- | ! Lowest (worst) 20% |
| KF22. % able to contribute towards improvements at work | ✓ Increase (better than 11) | ! Lowest (worst) 20% |
| **ADDITIONAL THEME: Staff satisfaction** | | |
| KF23. Staff job satisfaction | ✓ Increase (better than 11) | ! Lowest (worst) 20% |
| KF24. Staff recommendation of the trust as a place to work or receive treatment | • No change | ! Lowest (worst) 20% |
| KF25. Staff motivation at work | • No change | ! Lowest (worst) 20% |
| **ADDITIONAL THEME: Equality and diversity** | | |
| KF26. % having equality and diversity training in last 12 mths | • No change | ! Lowest (worst) 20% |
| KF27. % believing the trust provides equal opportunities for career progression or promotion | • No change | ! Below (worse than) average |
| * *KF28. % experiencing discrimination at work in last 12 mths* | • No change | ✓ Below (better than) average |

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

485 staff at Shrewsbury And Telford Hospital NHS Trust took part in this survey. This is a response rate of 57%[1] which is in the highest 20% of acute trusts in England, and compares with a response rate of 56% in this trust in the 2011 survey.
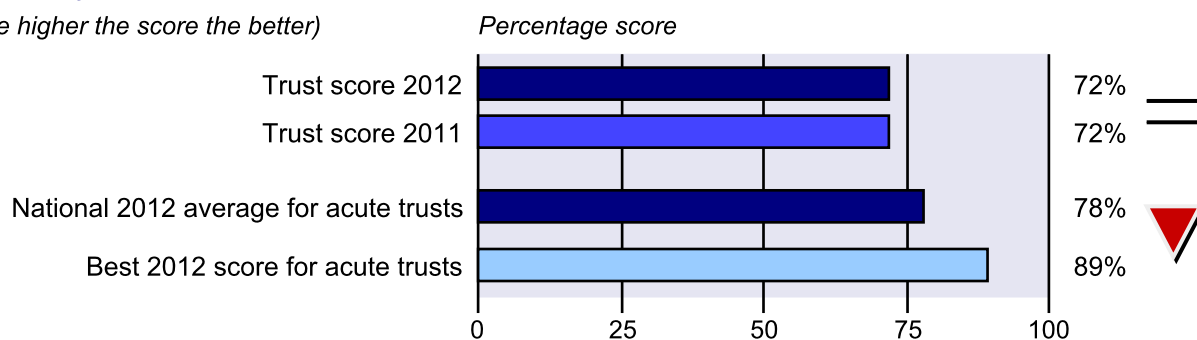
This section presents each of the 28 Key Findings, using data from the trust's 2012 survey, and compares these to other acute trusts in England and to the trust's performance in the 2011 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two additional themes of staff satisfaction and equality and diversity.

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 2011). 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 2011). An equals sign indicates that there has been no change.

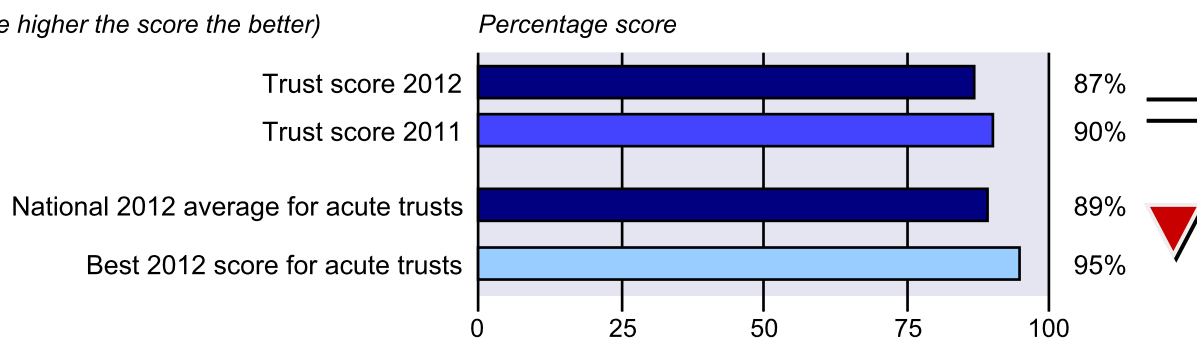## STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.

### KEY FINDING 1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver

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

| | |
|---|---|
| Trust score 2012 | 72% |
| Trust score 2011 | 72% |
| National 2012 average for acute trusts | 78% |
| Best 2012 score for acute trusts | 89% |

### KEY FINDING 2. Percentage of staff agreeing that their role makes a difference to patients

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

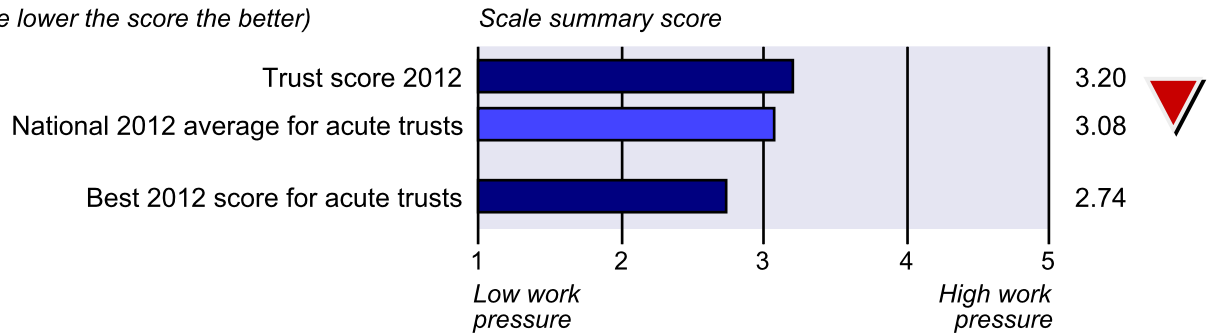| | |
|---|---|
| Trust score 2012 | 87% |
| Trust score 2011 | 90% |
| National 2012 average for acute trusts | 89% |
| Best 2012 score for acute trusts | 95% |

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[1]At the time of sampling, 5136 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 844 staff. 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.
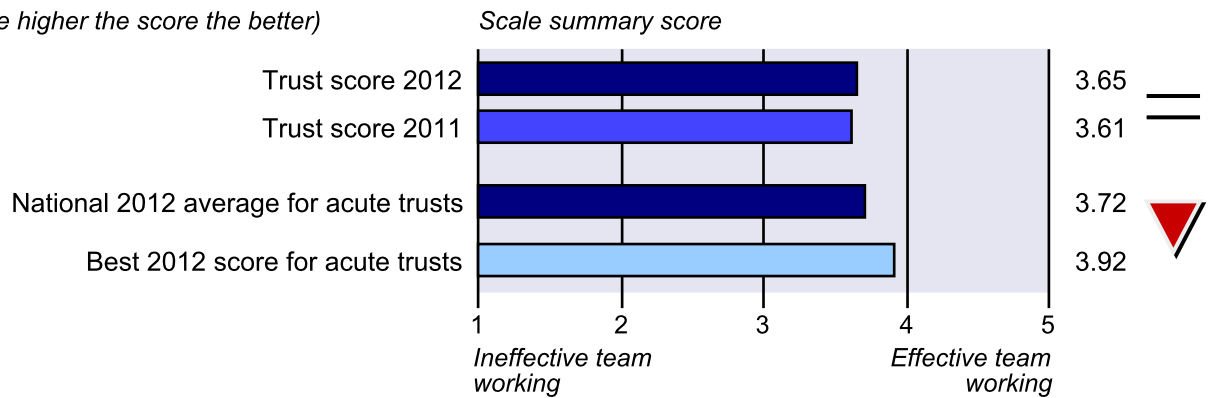
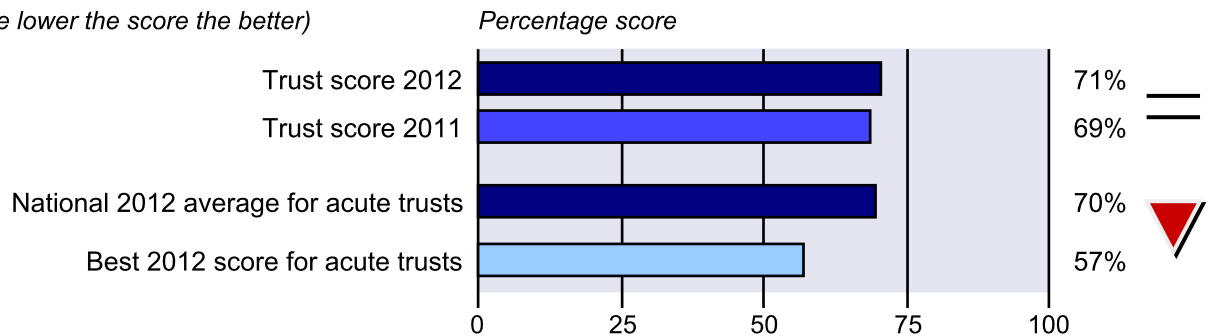## KEY FINDING 3. Work pressure felt by staff

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

| | Score |
|---|---|
| Trust score 2012 | 3.20 ▽ |
| National 2012 average for acute trusts | 3.08 |
| Best 2012 score for acute trusts | 2.74 |

Scale: 1 — 2 — 3 — 4 — 5

*Low work pressure* ... *High work pressure*

## KEY FINDING 4. Effective team working

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

| | Score |
|---|---|
| Trust score 2012 | 3.65 — |
| Trust score 2011 | 3.61 — |
| National 2012 average for acute trusts | 3.72 ▽ |
| Best 2012 score for acute trusts | 3.92 |

Scale: 1 — 2 — 3 — 4 — 5

*Ineffective team working* ... *Effective team working*

## KEY FINDING 5. Percentage of staff working extra hours

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

| | Score |
|---|---|
| Trust score 2012 | 71% — |
| Trust score 2011 | 69% — |
| National 2012 average for acute trusts | 70% ▽ |
| Best 2012 score for acute trusts | 57% |

Scale: 0 — 25 — 50 — 75 — 100

---
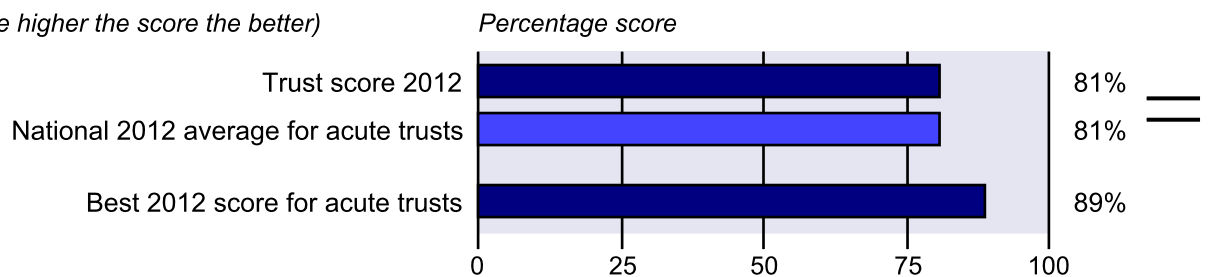
**STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.**
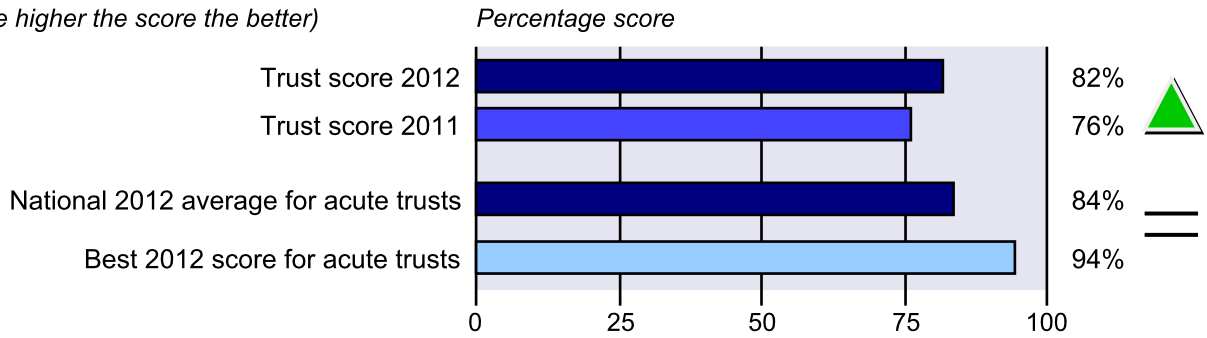
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## KEY FINDING 6. Percentage of staff receiving job-relevant training, learning or development in last 12 months
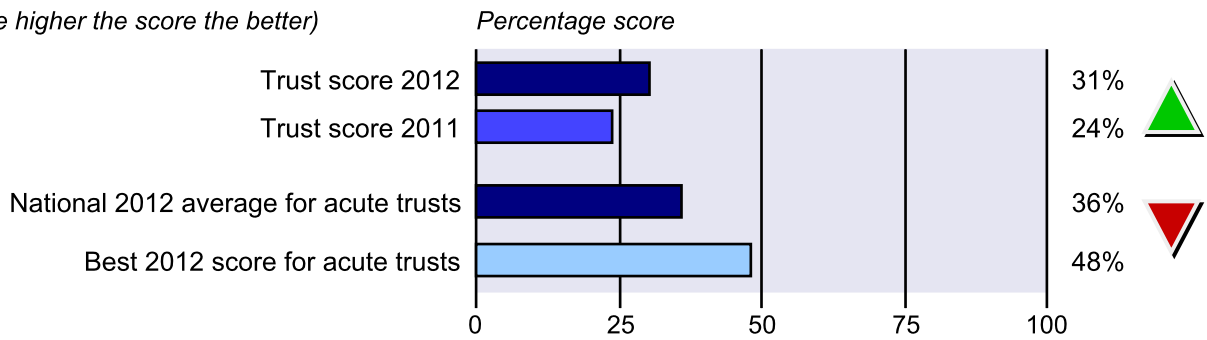
*(the higher the score the better)*　　　　*Percentage score*

| | Score |
|---|---|
| Trust score 2012 | 81% — |
| National 2012 average for acute trusts | 81% — |
| Best 2012 score for acute trusts | 89% |

Scale: 0 — 25 — 50 — 75 — 100

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## KEY FINDING 7. Percentage of staff appraised in last 12 months

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

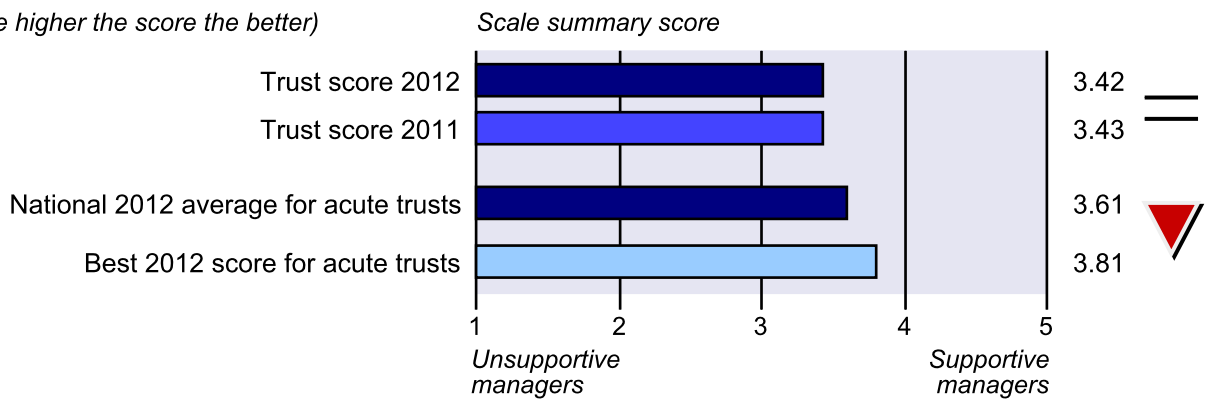| | |
|---|---|
| Trust score 2012 | 82% ▲ |
| Trust score 2011 | 76% |
| National 2012 average for acute trusts | 84% ▬ |
| Best 2012 score for acute trusts | 94% |

## KEY FINDING 8. Percentage of staff having well structured appraisals in last 12 months

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

| | |
|---|---|
| Trust score 2012 | 31% ▲ |
| Trust score 2011 | 24% |
| National 2012 average for acute trusts | 36% ▼ |
| Best 2012 score for acute trusts | 48% |

## KEY FINDING 9. Support from immediate managers

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

| | |
|---|---|
| Trust score 2012 | 3.42 ▬ |
| Trust score 2011 | 3.43 |
| National 2012 average for acute trusts | 3.61 ▼ |
| Best 2012 score for acute trusts | 3.81 |

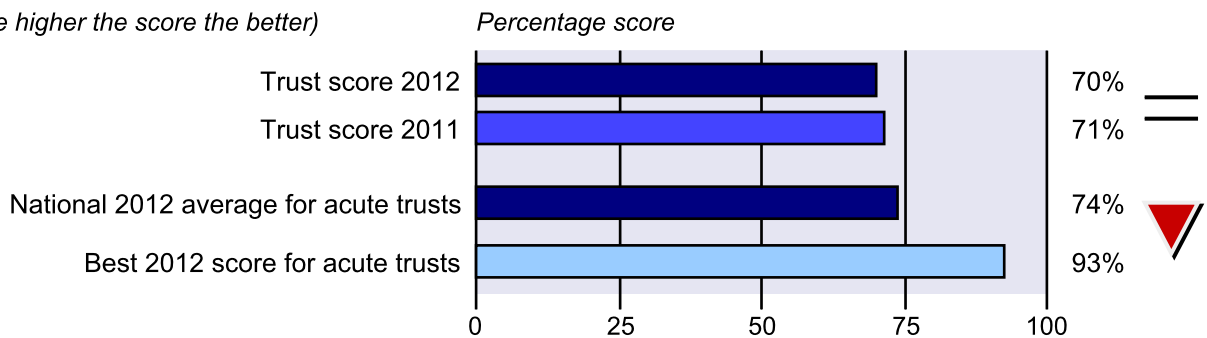*Unsupportive managers*                    *Supportive managers*

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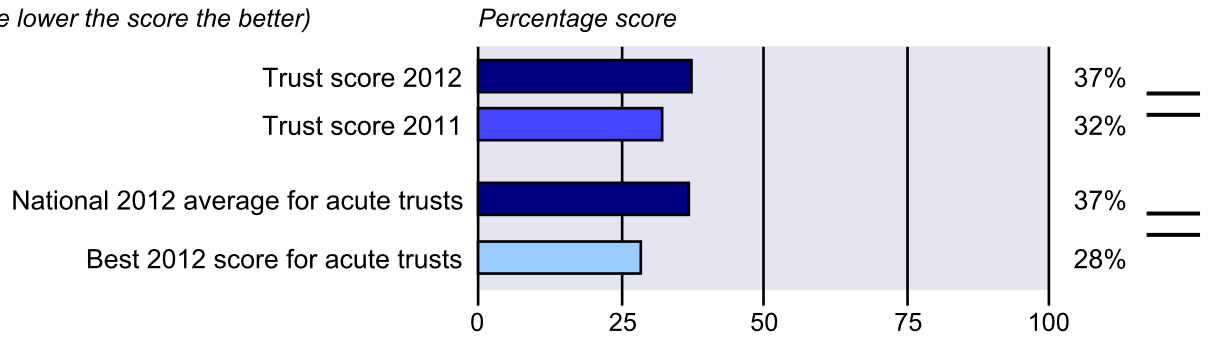
### Occupational health and safety

## KEY FINDING 10. Percentage of staff receiving health and safety training in last 12 months

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

| | |
|---|---|
| Trust score 2012 | 70% ▬ |
| Trust score 2011 | 71% |
| National 2012 average for acute trusts | 74% ▼ |
| Best 2012 score for acute trusts | 93% |

## KEY FINDING 11. Percentage of staff suffering work-related stress in last 12 months

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

| | |
|---|---|
| Trust score 2012 | 37% |
| Trust score 2011 | 32% |
| National 2012 average for acute trusts | 37% |
| Best 2012 score for acute trusts | 28% |

0    25    50    75    100

## Infection control and hygiene

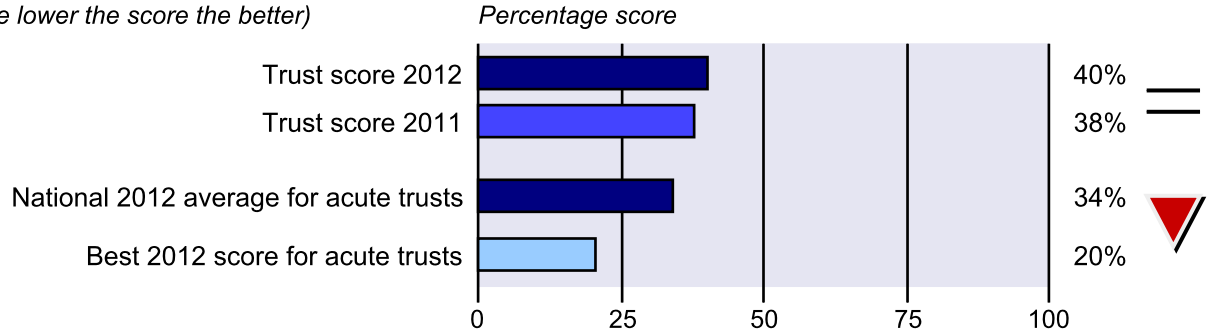## KEY FINDING 12. Percentage of staff saying hand washing materials are always available

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

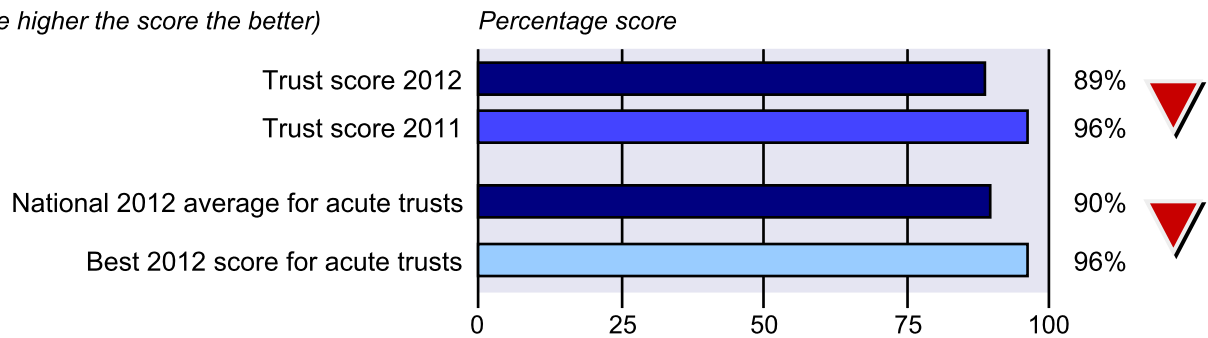| | |
|---|---|
| Trust score 2012 | 60% |
| Trust score 2011 | 68% |
| National 2012 average for acute trusts | 60% |
| Best 2012 score for acute trusts | 77% |

0    25    50    75    100
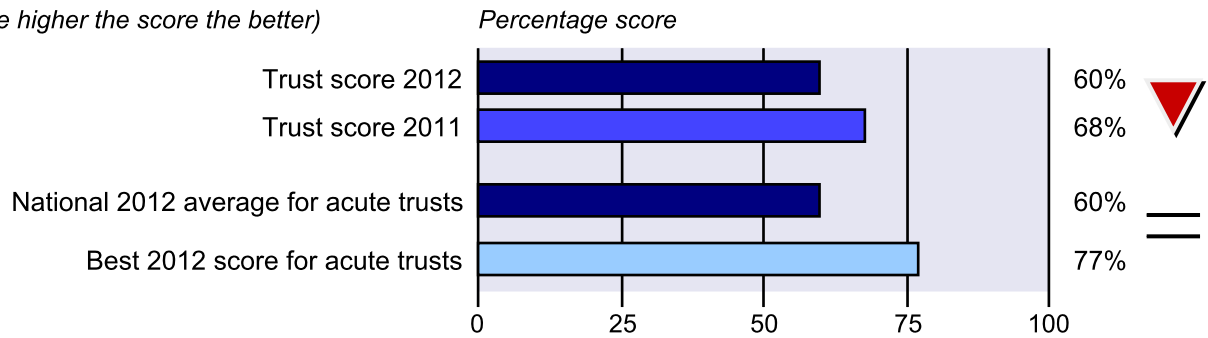
## Errors and incidents

## KEY FINDING 13. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

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

| | |
|---|---|
| Trust score 2012 | 40% |
| Trust score 2011 | 38% |
| National 2012 average for acute trusts | 34% |
| Best 2012 score for acute trusts | 20% |

0    25    50    75    100

## KEY FINDING 14. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

*(the higher the score the better)*          *Percentage score*
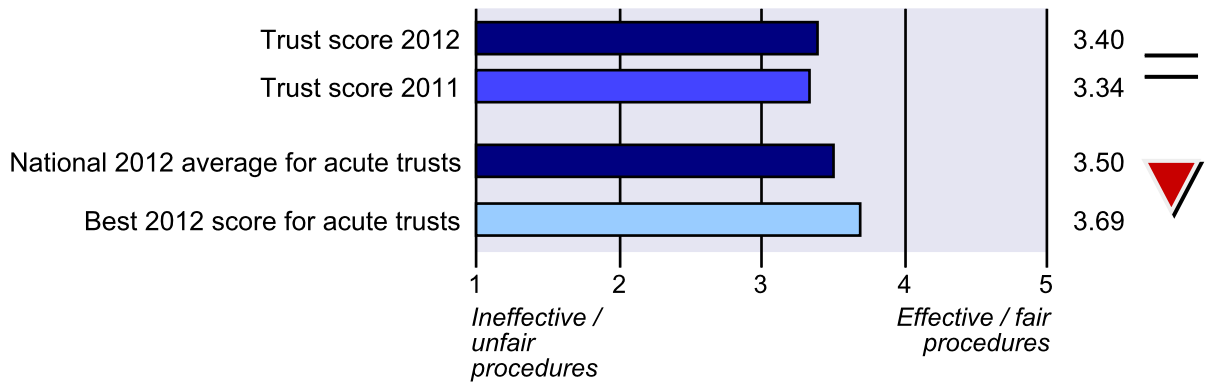
| | |
|---|---|
| Trust score 2012 | 89% |
| Trust score 2011 | 96% |
| National 2012 average for acute trusts | 90% |
| Best 2012 score for acute trusts | 96% |

0    25    50    75    100

## KEY FINDING 15. Fairness and effectiveness of incident reporting procedures

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

| | |
|---|---|
| Trust score 2012 | 3.40 |
| Trust score 2011 | 3.34 |
| National 2012 average for acute trusts | 3.50 |
| Best 2012 score for acute trusts | 3.69 |

1　2　3　4　5

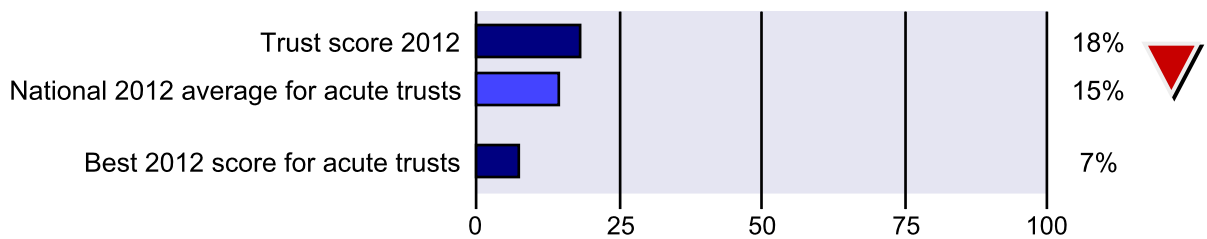*Ineffective / unfair procedures*　　　*Effective / fair procedures*

## Violence and harassment

## KEY FINDING 16. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months
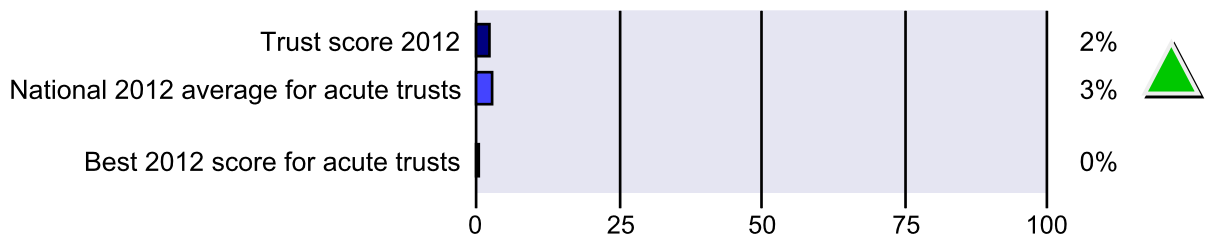
*(the lower the score the better)*　　　*Percentage score*

| | |
|---|---|
| Trust score 2012 | 18% |
| National 2012 average for acute trusts | 15% |
| Best 2012 score for acute trusts | 7% |

0　25　50　75　100

## KEY FINDING 17. Percentage of staff experiencing physical violence from staff in last 12 months

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

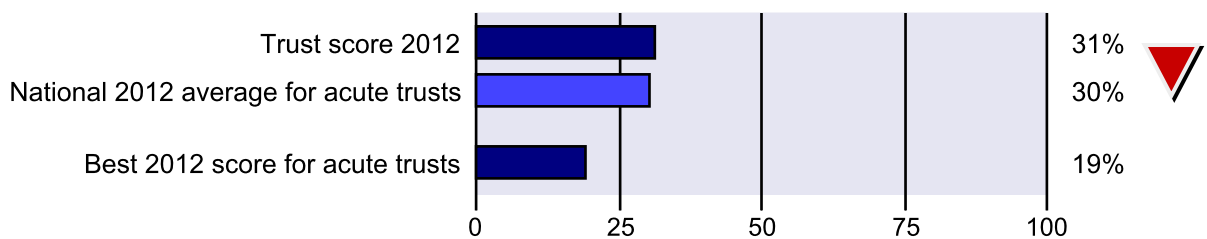| | |
|---|---|
| Trust score 2012 | 2% |
| National 2012 average for acute trusts | 3% |
| Best 2012 score for acute trusts | 0% |

0　25　50　75　100

## KEY FINDING 18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
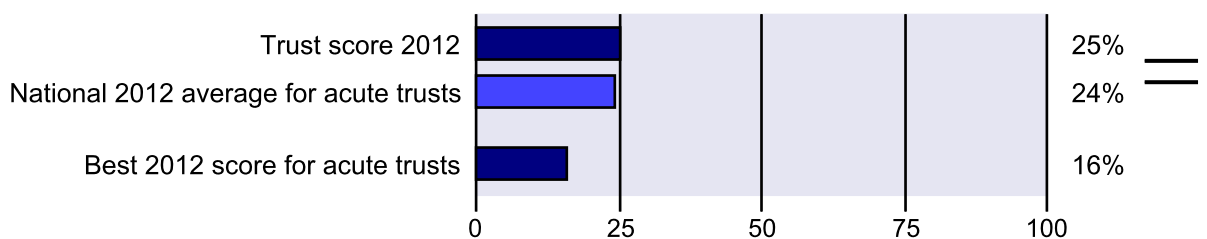
*(the lower the score the better)*　　　*Percentage score*

| | |
|---|---|
| Trust score 2012 | 31% |
| National 2012 average for acute trusts | 30% |
| Best 2012 score for acute trusts | 19% |

0　25　50　75　100

## KEY FINDING 19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
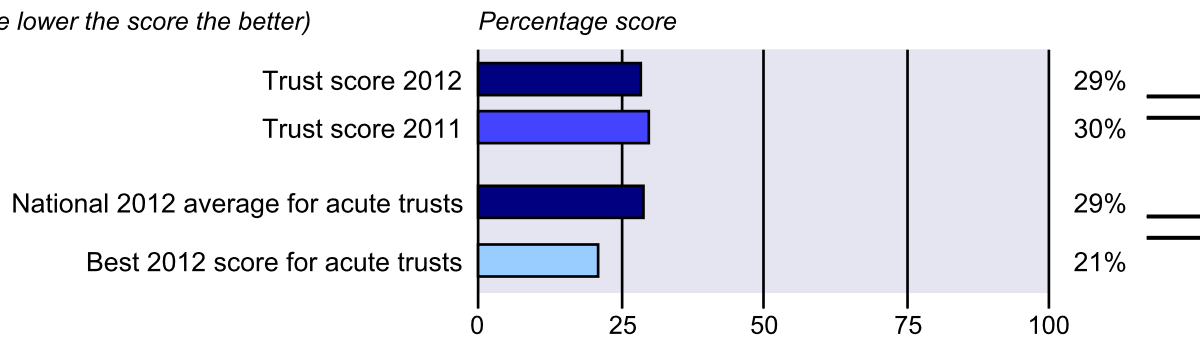
*(the lower the score the better)*　　　*Percentage score*

| | |
|---|---|
| Trust score 2012 | 25% |
| National 2012 average for acute trusts | 24% |
| Best 2012 score for acute trusts | 16% |

0　25　50　75　100

## Health and well-being

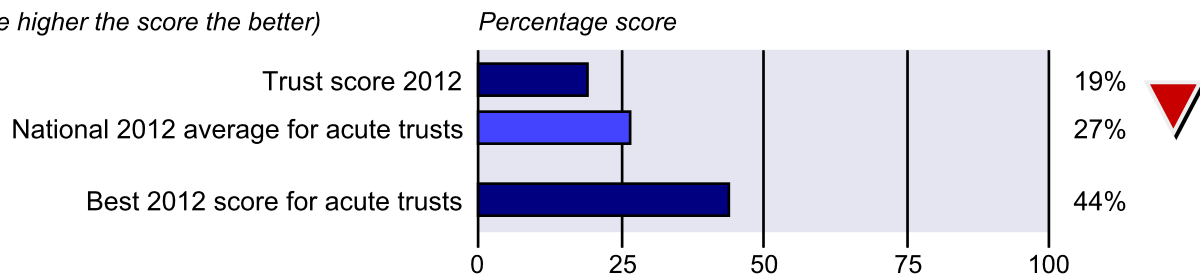### KEY FINDING 20. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell

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

| | |
|---|---|
| Trust score 2012 | 29% |
| Trust score 2011 | 30% |
| National 2012 average for acute trusts | 29% |
| Best 2012 score for acute trusts | 21% |

0    25    50    75    100

## 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.
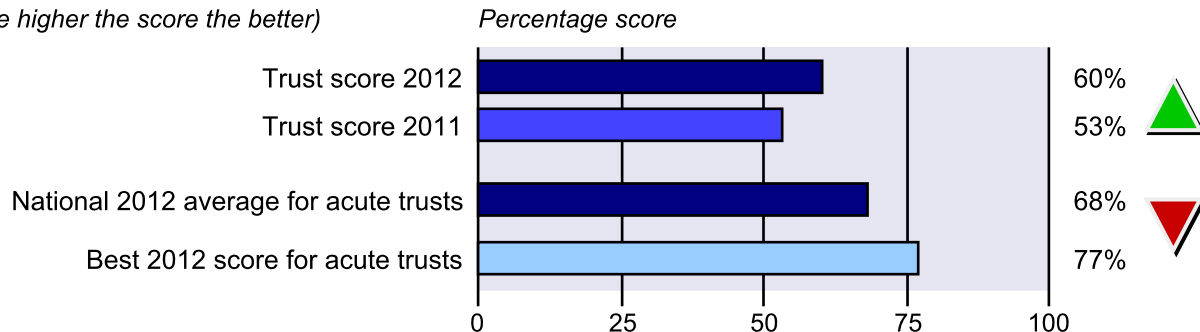
### KEY FINDING 21. Percentage of staff reporting good communication between senior management and staff

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

| | |
|---|---|
| Trust score 2012 | 19% |
| National 2012 average for acute trusts | 27% |
| Best 2012 score for acute trusts | 44% |

0    25    50    75    100

### KEY FINDING 22. Percentage of staff able to contribute towards improvements at work

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

| | |
|---|---|
| Trust score 2012 | 60% |
| Trust score 2011 | 53% |
| National 2012 average for acute trusts | 68% |
| Best 2012 score for acute trusts | 77% |

0    25    50    75    100
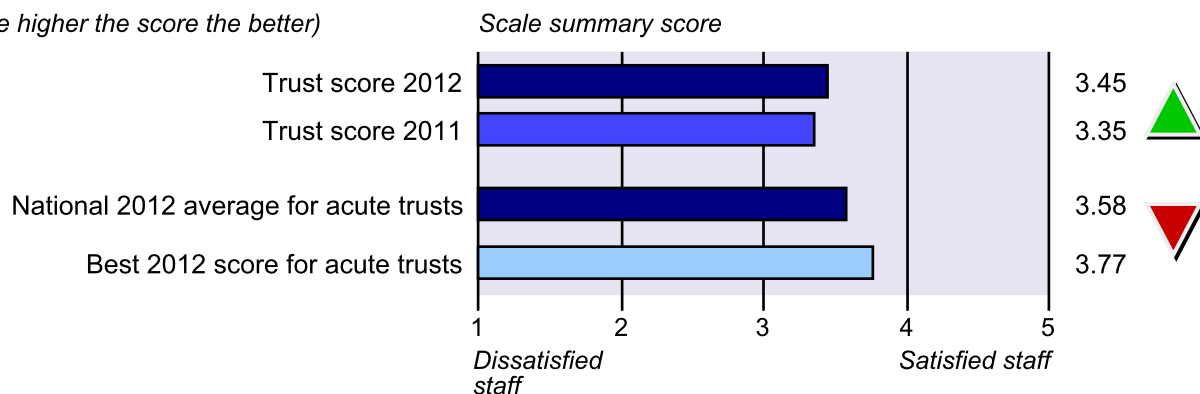
## ADDITIONAL THEME: Staff satisfaction

### KEY FINDING 23. Staff job satisfaction

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

| | |
|---|---|
| Trust score 2012 | 3.45 |
| Trust score 2011 | 3.35 |
| National 2012 average for acute trusts | 3.58 |
| Best 2012 score for acute trusts | 3.77 |

1    2    3    4    5
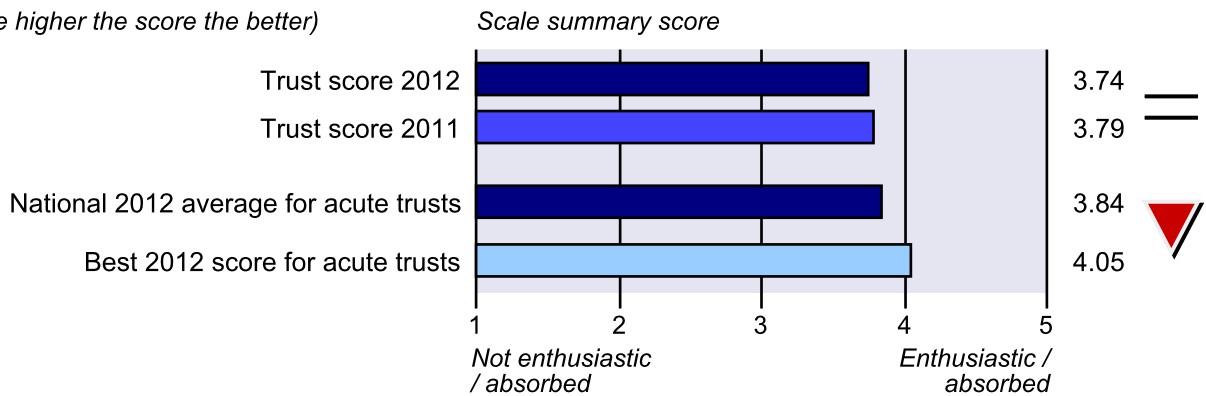*Dissatisfied staff*                          *Satisfied staff*

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## KEY FINDING 24. Staff recommendation of the trust as a place to work or receive treatment

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

| | |
|---|---|
| Trust score 2012 | 3.27 |
| Trust score 2011 | 3.31 |
| National 2012 average for acute trusts | 3.57 |
| Best 2012 score for acute trusts | 4.08 |

*Unlikely to recommend*       *Likely to recommend*
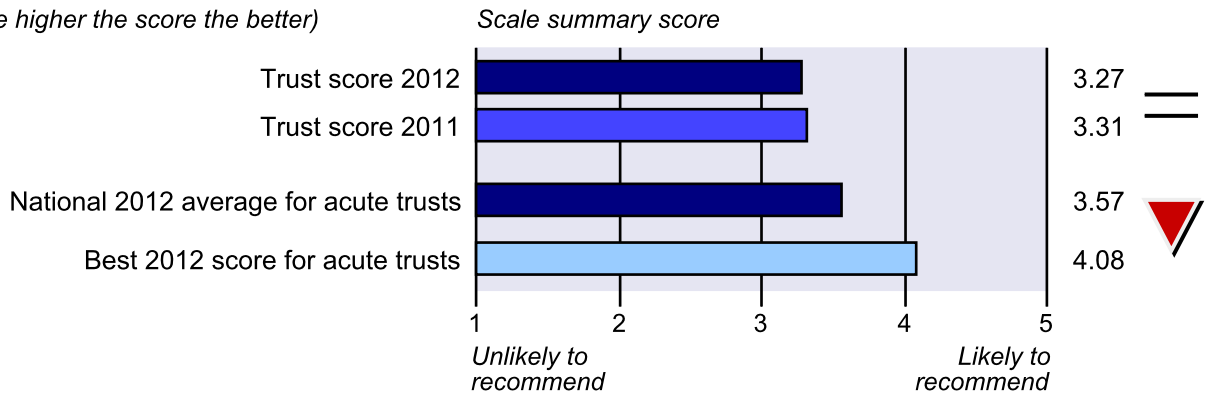
## KEY FINDING 25. Staff motivation at work

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

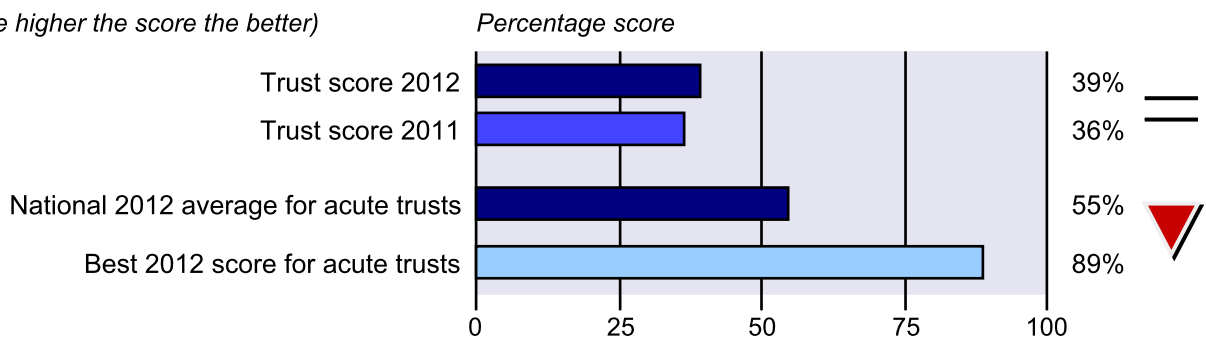| | |
|---|---|
| Trust score 2012 | 3.74 |
| Trust score 2011 | 3.79 |
| National 2012 average for acute trusts | 3.84 |
| Best 2012 score for acute trusts | 4.05 |

*Not enthusiastic / absorbed*       *Enthusiastic / absorbed*
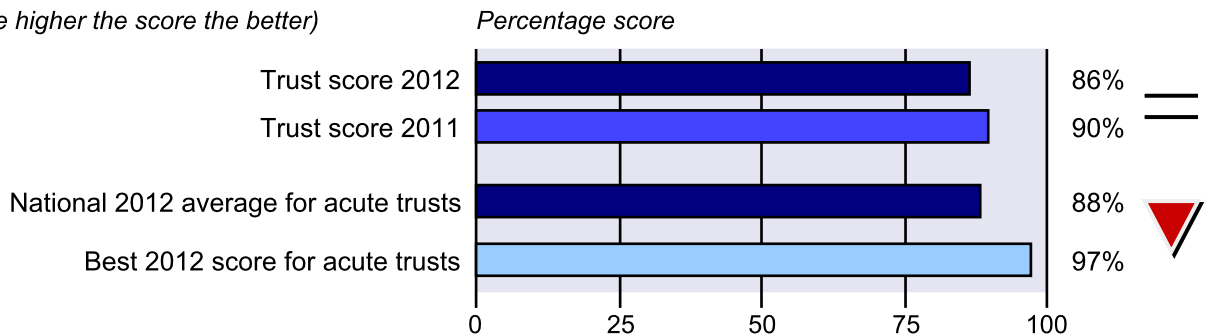
## ADDITIONAL THEME: Equality and diversity

## KEY FINDING 26. Percentage of staff having equality and diversity training in last 12 months

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

| | |
|---|---|
| Trust score 2012 | 39% |
| Trust score 2011 | 36% |
| National 2012 average for acute trusts | 55% |
| Best 2012 score for acute trusts | 89% |

## KEY FINDING 27. Percentage of staff believing the trust provides equal opportunities for career progression or promotion

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

| | |
|---|---|
| Trust score 2012 | 86% |
| Trust score 2011 | 90% |
| National 2012 average for acute trusts | 88% |
| Best 2012 score for acute trusts | 97% |

**KEY FINDING 28. Percentage of staff experiencing discrimination at work in last 12 months**

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

| | |
|---|---|
| Trust score 2012 | 10% |
| Trust score 2011 | 14% |
| National 2012 average for acute trusts | 11% |
| Best 2012 score for acute trusts | 6% |

0    25    50    75    100