Ashford and St. Peter's Hospitals NHS
NHS Trust

TRUST BOARD
29th April 2010

TITLE	**Staff Attitude Survey Results 2009**
EXECUTIVE SUMMARY	The Staff Attitude Survey results are evidence of significant improvements in the staff experience both in terms of comparison with previous surveys and benchmark Trusts.
BOARD ASSURANCE (Risk) / IMPLICATIONS	The results provide comparative data with benchmark Trusts and the Trust is awaiting confirmation of being one of the most improved Trusts nationally.
STAKEHOLDER / PATIENT IMPACT AND VIEWS	A workshop was held on Wednesday 14 April with over 50 colleagues to both review the results and draft improvement plans for further development with the wider staff team (ie 3000 staff).
EQUALITY AND DIVERSITY ISSUES	The results, whilst showing an improvement from 2008, still place the Trust in the lowest 20% of Trusts in terms of discrimination at work and there is a targeted improvement plan to address this key priority as part of the Single Equality Scheme and plan.
LEGAL ISSUES	N/A
The Trust Board is asked to:	Note the results and delivery plan.
Submitted by:	Raj Bhamber Director of Workforce and Organisational Development
Date:	21 April 2010
Decision:	For Noting

National NHS staff survey 2009

Brief summary of results from Ashford and St Peter's Hospitals NHS Trust

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1. Introduction to this report

This report presents the findings of the 2009 national NHS staff survey conducted in Ashford and St Peter's Hospitals NHS Trust. For the second year, the survey report has been structured around the four pledges to staff in the NHS Constitution which was published in January 2009 (http://www.dh.gov.uk/nhsconstitution).

As in previous years, the detailed content of the questionnaire has been summarised and presented in the form of Key Findings. This year there are 40 Key Findings which appear throughout the report under the following six headings:

- 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

Please note that the number of Key Findings has risen from 36 to 40 this year, and the numbering of some Key Findings has changed since 2008. Full details of these changes can be found in the document ***Making sense of your staff survey data***, which can be downloaded from http://www.cqc.org.uk/usingcareservices/healthcare/nhsstaffsurveys.cfm.

A longer and more detailed report of the 2009 survey results for Ashford and St Peter's Hospitals NHS Trust can be downloaded from: http://www.cqc.org.uk/usingcareservices/healthcare/nhsstaffsurveys.cfm. 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. Summary of 2009 Key Findings for Ashford and St Peter's Hospitals NHS Trust

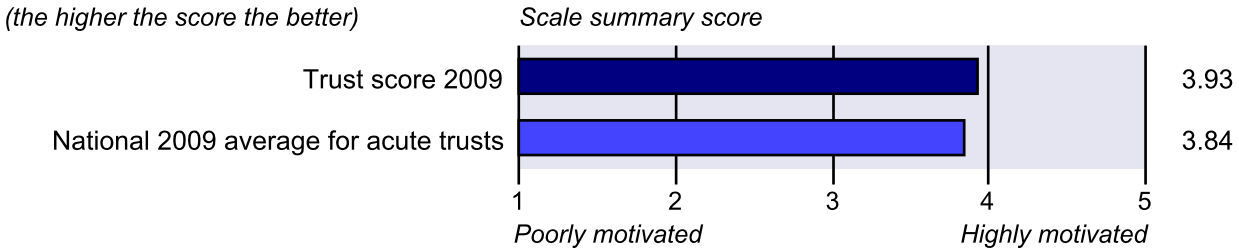
2.1 Top and Bottom Ranking Scores

This page highlights the four Key Findings for which Ashford and St Peter's Hospitals NHS Trust compares most favourably with other acute trusts in England.

TOP FOUR RANKING SCORES

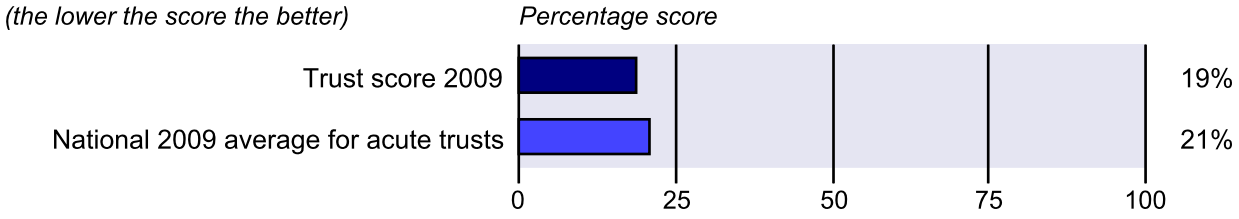
✓ KF37. Staff motivation at work

(the higher the score the better)



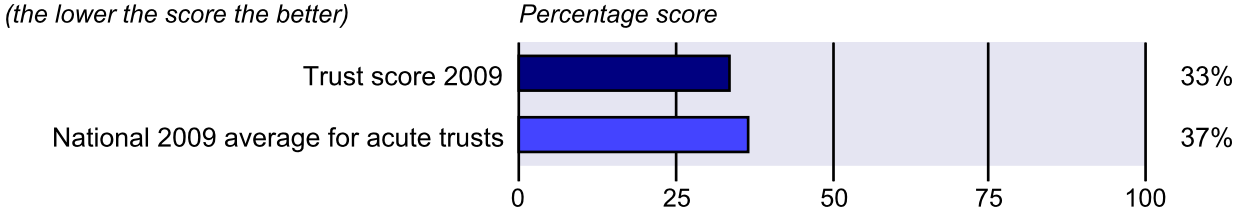
✓ KF26. Percentage of staff experiencing harassment, bullying or abuse from patients / relatives in last 12 months

(the lower the score the better)



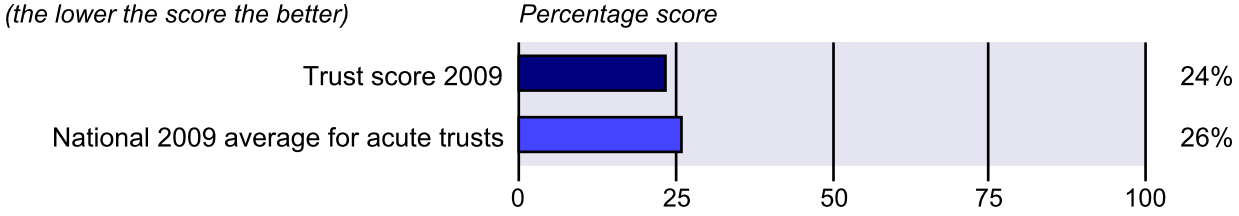
✓ KF21. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



✓ KF30. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell

(the lower the score the better)



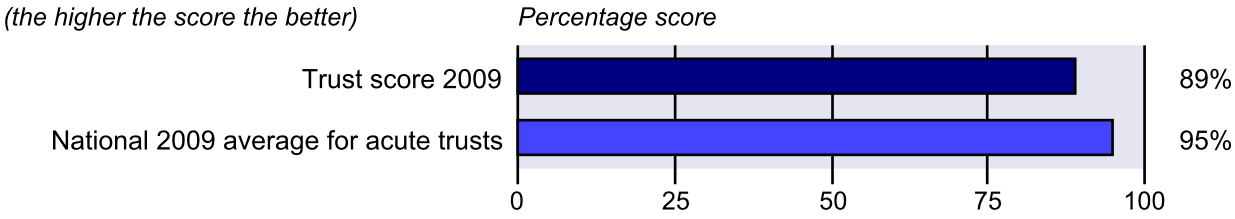
For each of the 40 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). Ashford and St Peter's Hospitals NHS Trust's four highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 1. Further details about this can be found in the document ***Making sense of your staff survey data***, which can be downloaded from http://www.cqc.org.uk/usingcareservices/healthcare/nhsstaffsurveys.cfm.

This page highlights the four Key Findings for which Ashford and St Peter's Hospitals 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 the trust's action planning.

BOTTOM FOUR RANKING SCORES

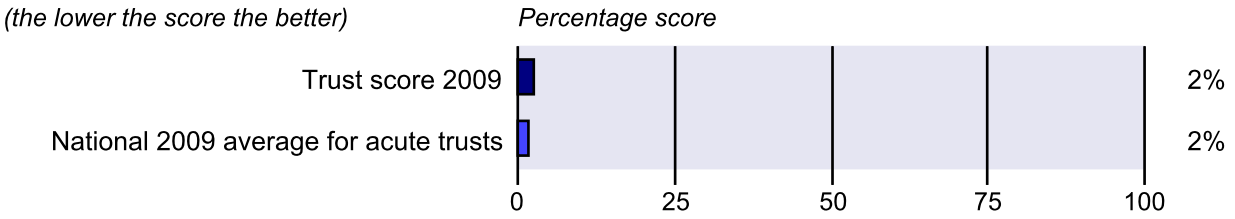
! KF22. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



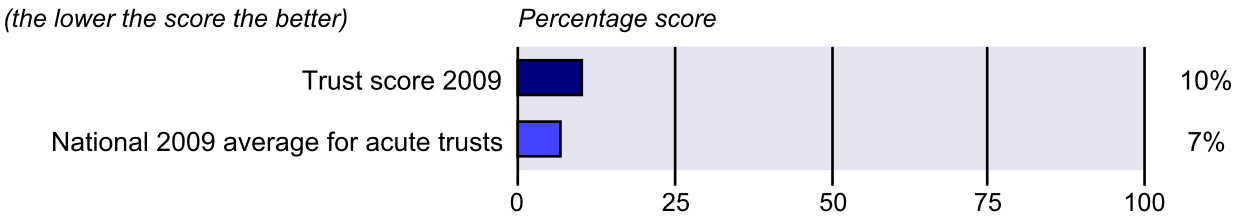
! KF25. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



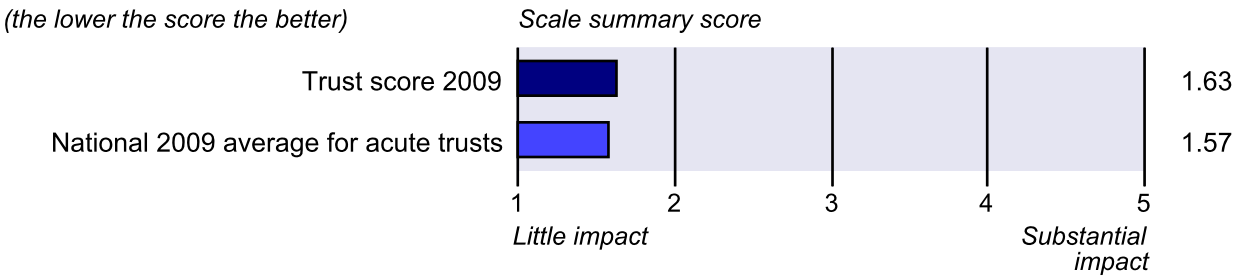
! KF40. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



! KF29. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)



For each of the 40 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). Ashford and St Peter's Hospitals NHS Trust's four lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 147. Further details about this can be found in the document ***Making sense of your staff survey data***, which can be downloaded from http://www.cqc.org.uk/usingcareservices/healthcare/nhsstaffsurveys.cfm.

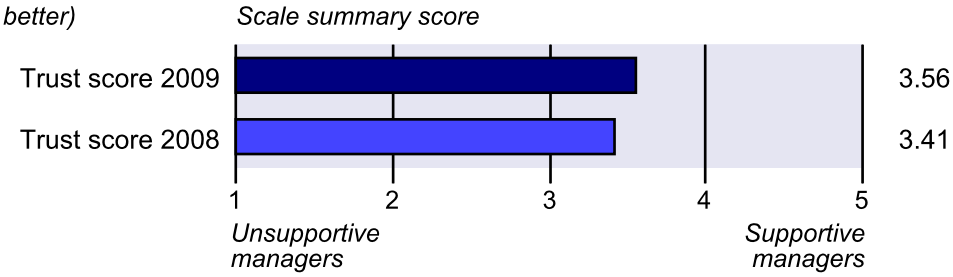
2.2 Largest Local Changes since the 2008 Survey

This page highlights the four Key Findings where staff experiences have improved the most at Ashford and St Peter's Hospitals NHS Trust since the 2008 survey. (This is a positive local result. However, please note that, as shown in section 2.3, when compared with other acute trusts in England, the scores for Key findings KF16, and KF39 are worse than average).

WHERE STAFF EXPERIENCE HAS IMPROVED

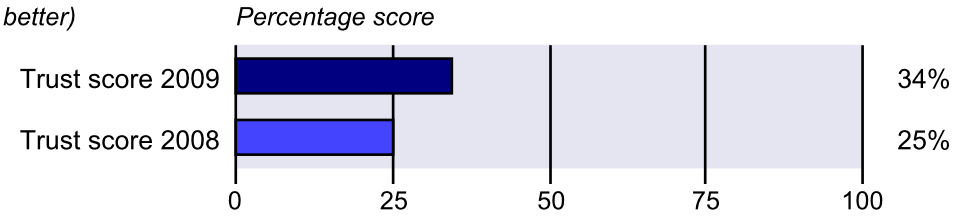
✓KF16. Support from immediate managers

(the higher the score the better)



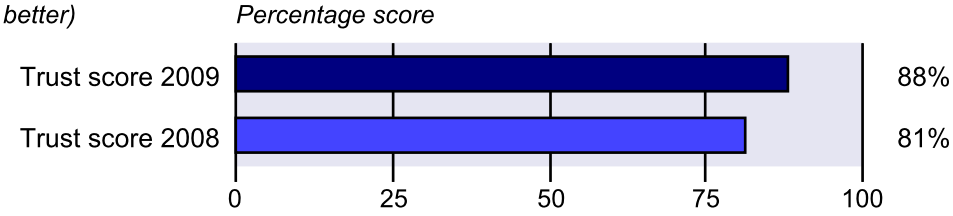
✓KF14. Percentage of staff having well structured appraisals in last 12 months

(the higher the score the better)



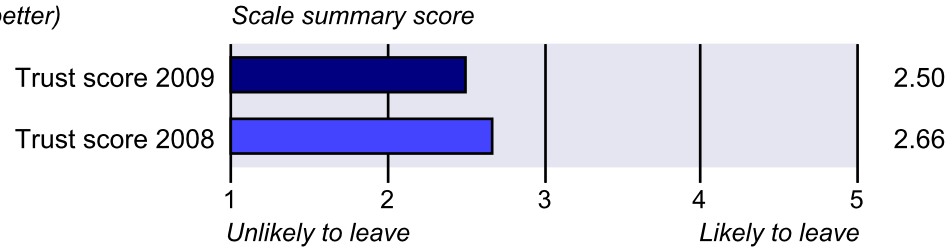
✓KF39. Percentage of staff believing trust provides equal opportunities for career progression or promotion

(the higher the score the better)



✓KF35. Staff intention to leave jobs

(the lower the score the better)



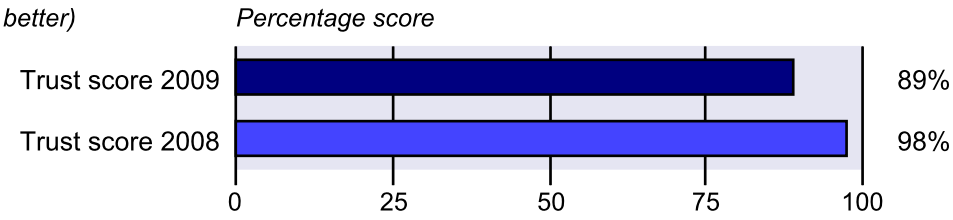
Because the Key Findings vary considerably in terms of subject matter and format (e.g. some are percentage scores, others are scale scores), a straightforward comparison of score changes is not the appropriate way to establish which Key Findings have improved the most. Rather, the extent of 08-09 change 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***, which can be downloaded from http://www.cqc.org.uk/usingcareservices/healthcare/nhsstaffsurveys.cfm.

This page highlights the Key Finding that has deteriorated at Ashford and St Peter's Hospitals NHS Trust since the 2008 survey. It is suggested that this might be seen as a starting point for the trust's action planning.

WHERE STAFF EXPERIENCE HAS DETERIORATED

! KF22. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



2.3. Summary of all Key Findings for Ashford and St Peter's Hospitals NHS Trust

KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2008

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2008

'Change since 2008 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2008 survey

-- Key Finding was not calculated in the 2008 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 2008 survey	Ranking, compared with all acute trusts in 2009
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	✓ Above (better than) average
KF2. % agreeing that their role makes a difference to patients	• No change	• Average
KF3. % feeling valued by their work colleagues	• No change	• Average
KF4. % agreeing that they have an interesting job	• No change	! Below (worse than) average
KF5. Quality of job design	✓ Increase (better than 08)	• Average
* *KF6. Work pressure felt by staff*	✓ Decrease (better than 08)	• Average
KF7. % working in a well structured team environment	• No change	✓ Above (better than) average
KF8. Trust commitment to work-life balance	✓ Increase (better than 08)	• Average
* *KF9. % working extra hours*	• No change	• Average
KF10. % using flexible working options	• No change	✓ Above (better 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.		
KF11. % feeling there are good opportunities to develop their potential at work	• No change	✓ Above (better than) average
KF12. % receiving job-relevant training, learning or development in last 12 mths	• No change	✓ Above (better than) average
KF13. % appraised in last 12 mths	✓ Increase (better than 08)	• Average
KF14. % having well structured appraisals in last 12 mths	✓ Increase (better than 08)	✓ Above (better than) average
KF15. % appraised with personal development plans in last 12 mths	✓ Increase (better than 08)	! Below (worse than) average
KF16. Support from immediate managers	✓ Increase (better than 08)	! Below (worse than) average
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.		
Occupational health and safety		
KF17. % receiving health and safety training in last 12 mths	• No change	! Below (worse than) average
* *KF18. % suffering work-related injury in last 12 mths*	• No change	! Above (worse than) average
* *KF19. % suffering work-related stress in last 12 mths*	• No change	! Above (worse than) average
Infection control and hygiene		
KF20. % saying hand washing materials are always available	• No change	! Below (worse than) average

2.3. Summary of all Key Findings for Ashford and St Peter's Hospitals NHS Trust (cont)

	Change since 2008 survey	Ranking, compared with all acute trusts in 2009
Errors and incidents		
* *KF21. % witnessing potentially harmful errors, near misses or incidents in last mth*	• No change	✓ Lowest (best) 20%
KF22. % reporting errors, near misses or incidents witnessed in the last mth	! Decrease (worse than 08)	! Lowest (worst) 20%
KF23. Fairness and effectiveness of incident reporting procedures	✓ Increase (better than 08)	✓ Above (better than) average
Violence and harassment		
* *KF24. % experiencing physical violence from patients / relatives in last 12 mths*	• No change	! Above (worse than) average
* *KF25. % experiencing physical violence from staff in last 12 mths*	• No change	! Highest (worst) 20%
* *KF26. % experiencing harassment, bullying or abuse from patients / relatives in last 12 mths*	• No change	✓ Lowest (best) 20%
* *KF27. % experiencing harassment, bullying or abuse from staff in last 12 mths*	• No change	! Above (worse than) average
KF28. Perceptions of effective action from employer towards violence and harassment	• No change	! Below (worse than) average
Health and well-being		
* *KF29. Impact of health and well-being on ability to perform work or daily activities*	--	! Highest (worst) 20%
* *KF30. % feeling pressure in last 3 mths to attend work when feeling unwell*	--	✓ Below (better than) 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.		
KF31. % reporting good communication between senior management and staff	• No change	✓ Above (better than) average
KF32. % agreeing that they understand their role and where it fits in	✓ Increase (better than 08)	✓ Above (better than) average
KF33. % able to contribute towards improvements at work	• No change	✓ Above (better than) average
ADDITIONAL THEME: Staff satisfaction		
KF34. Staff job satisfaction	✓ Increase (better than 08)	• Average
* *KF35. Staff intention to leave jobs*	✓ Decrease (better than 08)	• Average
KF36. Staff recommendation of the trust as a place to work or receive treatment	--	✓ Above (better than) average
KF37. Staff motivation at work	--	✓ Highest (best) 20%
ADDITIONAL THEME: Equality and diversity		
KF38. % having equality and diversity training in last 12 mths	• No change	! Below (worse than) average
KF39. % believing trust provides equal opportunities for career progression or promotion	✓ Increase (better than 08)	! Below (worse than) average
* *KF40. % experiencing discrimination at work in last 12 mths*	• No change	! Highest (worst) 20%

3. Full description of Key Findings for Ashford and St Peter's Hospitals NHS Trust

523 staff at Ashford and St Peter's Hospitals NHS Trust took part in this survey. This is a response rate of 64%[1] which is in the highest 20% of acute trusts in England, and compares with a response rate of 42% in this trust in the 2008 survey.

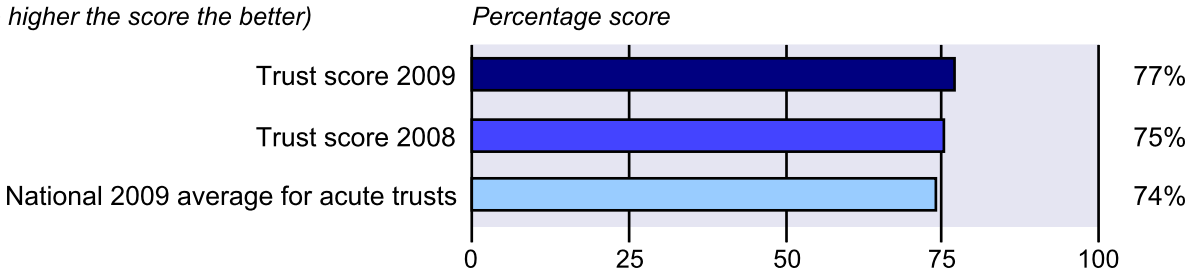
This section presents each of the 40 Key Findings, using data from the trust's 2009 survey, and compares these to other acute trusts in England and to the trust's performance in the 2008 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two additional themes of staff satisfaction and equality and diversity.

Positive findings are highlighted in green (e.g. where the trust is in the best 20% of trusts, or where the score has improved since 2008). Negative findings are highlighted in red (e.g. where the trust's score is in the worst 20% of trusts, or where the score is not as good as 2008).

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)

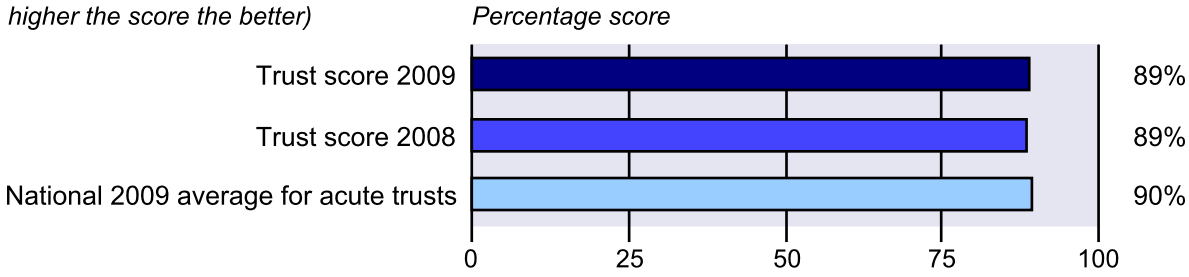


77% of staff in the trust agreed with at least two of the following three statements: that they are satisfied with the quality of care they give to patients; that they are able to deliver the patient care they aspire to; and that they are able to do their job to a standard they are personally pleased with.

- The trust's score of 77% was above (better than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 75%.

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

(the higher the score the better)



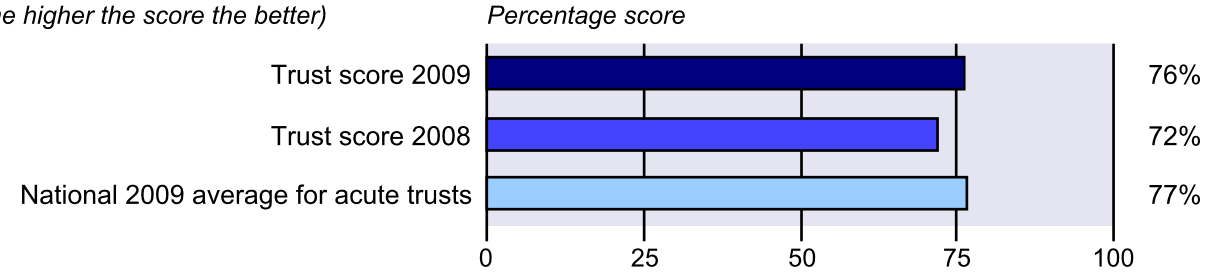
89% of staff in the trust agreed that their role makes a difference to patients or service users.

- The trust's score of 89% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 89%.

[1]At the time of sampling, 2977 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 823 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 complete with their ID number by the closing date.

KEY FINDING 3. Percentage of staff feeling valued by their work colleagues

(the higher the score the better)

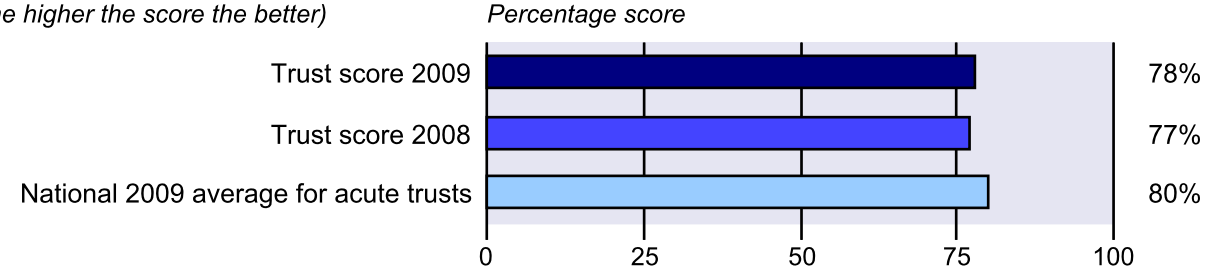


76% of staff in the trust agreed with at least three of the following four statements: that their colleagues treat them with respect; that their colleagues seek their opinions; that they are trusted to do their job; and that they feel part of a team.

- The trust's score of 76% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 72%.

KEY FINDING 4. Percentage of staff agreeing that they have an interesting job

(the higher the score the better)

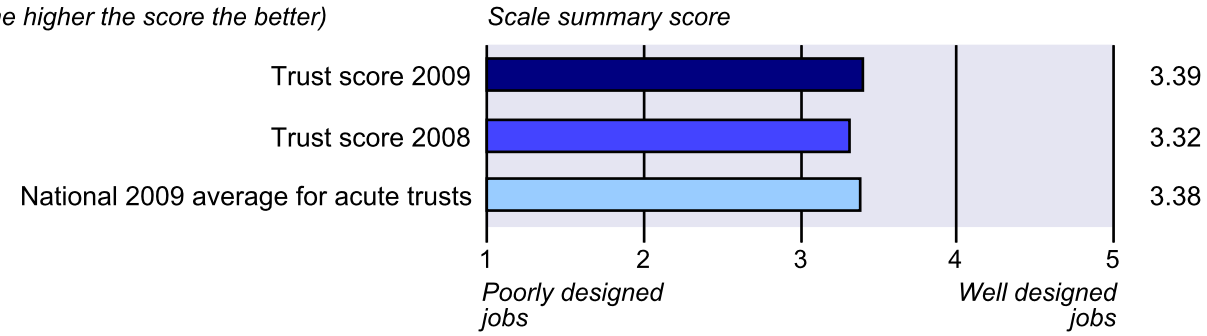


78% of staff in the trust agreed that they have an interesting job.

- The trust's score of 78% was below (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 77%.

KEY FINDING 5. Quality of job design (clear job content, feedback and staff involvement)

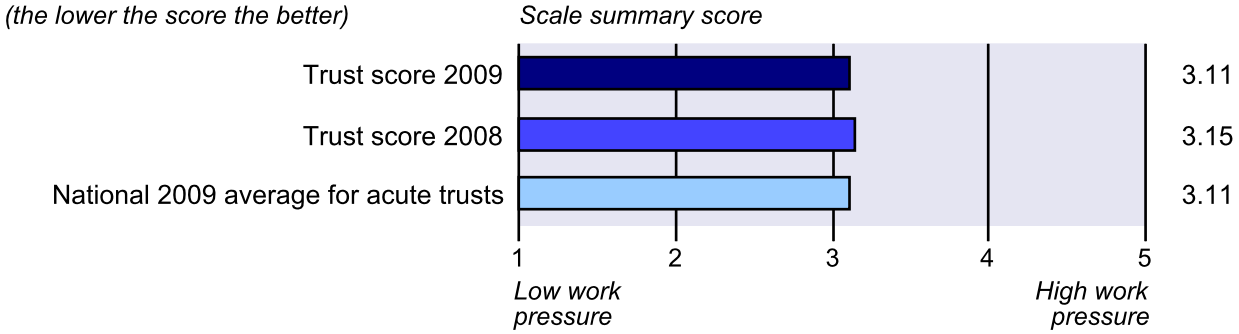
(the higher the score the better)



Staff were asked questions to assess the extent to which they feel they have clear goals in their jobs, are given clear feedback on their performance and are given the opportunity to participate in decision making. A 'well designed' job is one that is rated highly on all these aspects. Possible scores range from 1 to 5, with 1 representing jobs that are poor in design, and 5 representing jobs that are very well designed.

- The trust's score of 3.39 was average when compared with trusts of a similar type.
- It is a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 3.32.

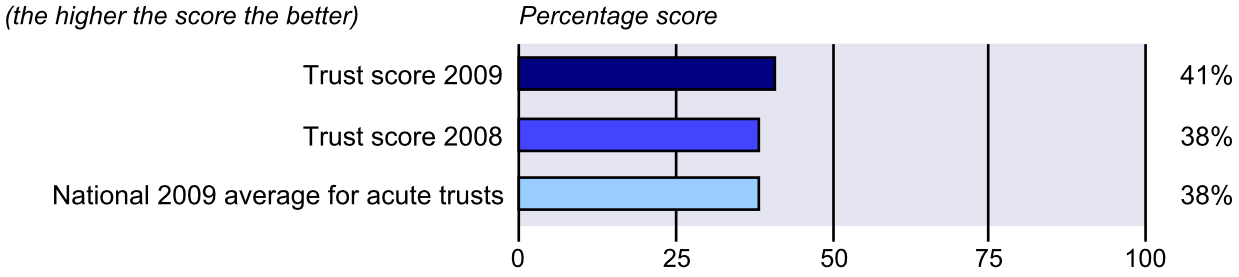
KEY FINDING 6. Work pressure felt by staff



Staff were asked questions to assess the extent to which they feel there is adequate time, equipment and staffing for them to do their job properly. Possible scores range from 1 to 5, with 1 representing virtually no pressure felt by staff, and 5 representing extremely high feelings of work pressure.

- The trust's score of 3.11 was average when compared with trusts of a similar type.
- It is a statistically significant decrease since 2008 (i.e. a better score than in 2008) when the trust scored 3.15.

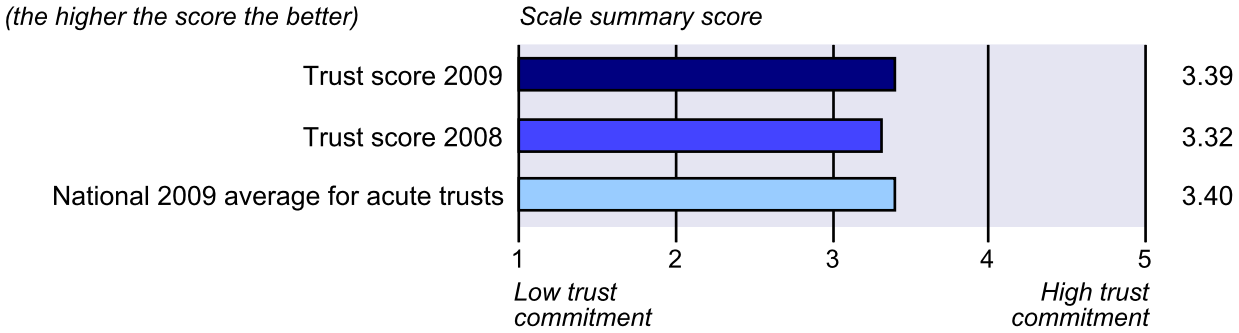
KEY FINDING 7. Percentage of staff working in a well structured team environment



41% of staff at the trust said that they work in a team of 15 or fewer people which has clear objectives, and in which team members work closely together to achieve their objectives, and meet regularly to discuss the team's effectiveness and how it could be improved.

- The trust's score of 41% was above (better than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 38%.

KEY FINDING 8. Trust commitment to work-life balance

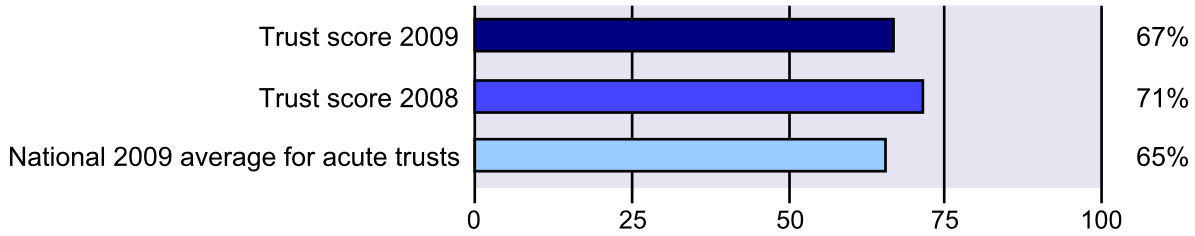


Staff were asked questions to assess the extent to which they believe that their trust and immediate manager are committed to helping them find a good balance between their work and home life. Possible scores range from 1 to 5, with 1 representing virtually no commitment from the trust, and 5 representing excellent commitment from the trust to helping staff achieve a good work-life balance.

- The trust's score of 3.39 was average when compared with trusts of a similar type.
- It is a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 3.32.

KEY FINDING 9. Percentage of staff working extra hours

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

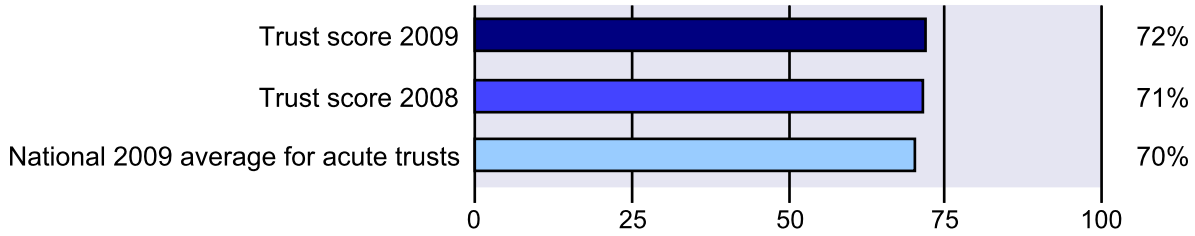


67% of staff at the trust said that, in an average week, they work longer than the hours for which they are contracted.

- The trust's score of 67% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 71%.

KEY FINDING 10. Percentage of staff using flexible working options

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



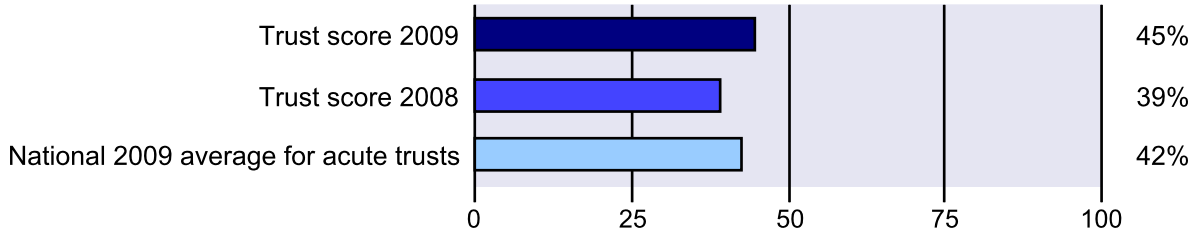
72% of staff at the trust said that they had taken advantage of at least one of the following flexible working options in their current job: flexi-time; working reduced hours (i.e. part-time); working from home; annualised hours; working during school term-time only; making team decisions about rotas; or job-sharing.

- The trust's score of 72% was above (better than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 71%.

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

KEY FINDING 11. Percentage of staff feeling there are good opportunities to develop their potential at work

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

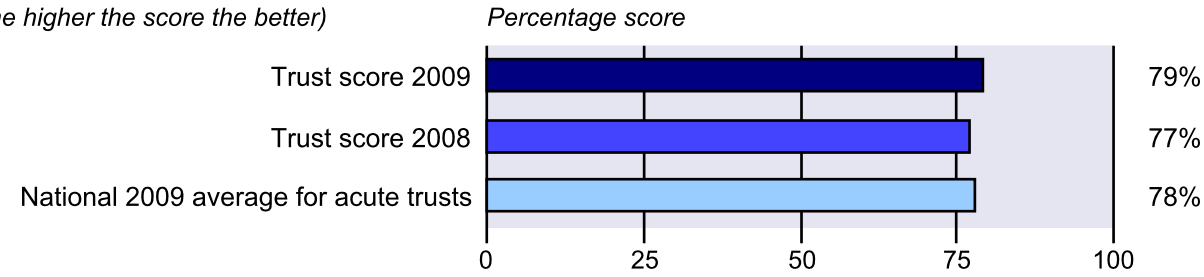


45% of staff at the trust agreed with at least three of the following four statements: that there are opportunities for them to progress in their job; that they are supported to keep up-to-date with developments in their field; that they are encouraged to develop their own expertise; and that there is strong support for training in their area of work.

- The trust's score of 45% was above (better than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 39%.

KEY FINDING 12. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)

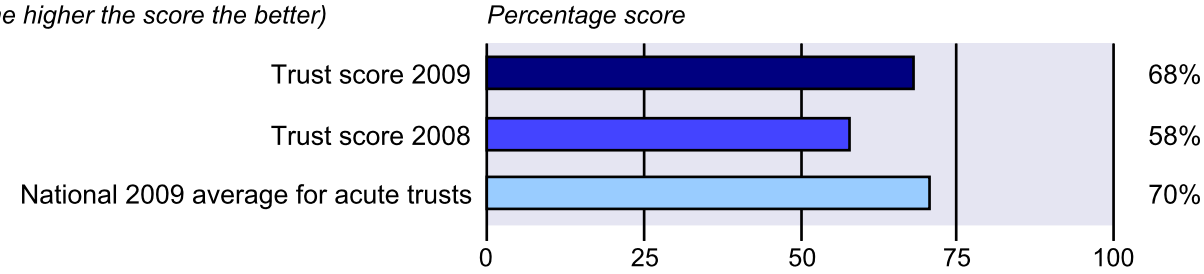


79% of staff at the trust said that they had received training, learning or development in the last 12 months which had helped them perform their jobs better, stay up-to-date with their jobs or stay up-to-date with professional requirements.

- The trust's score of 79% was above (better than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 77%.

KEY FINDING 13. Percentage of staff appraised in last 12 months

(the higher the score the better)

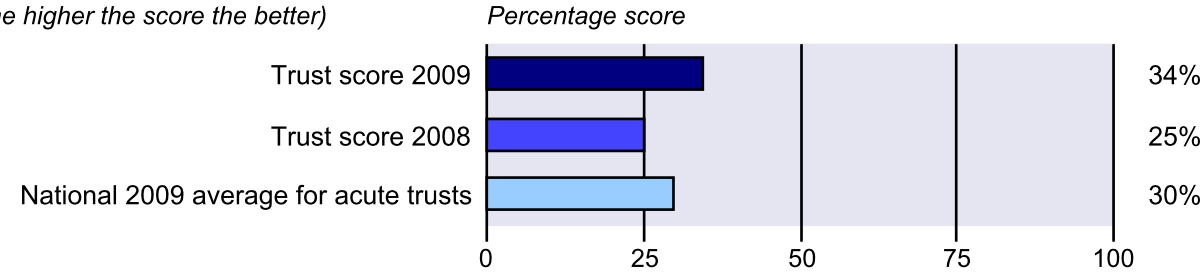


68% of staff at the trust said that they had received an appraisal, performance development review, Knowledge and Skills Framework (KSF) development review or other such review in the last 12 months.

- The trust's score of 68% was average when compared with trusts of a similar type.
- It is a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 58%.

KEY FINDING 14. Percentage of staff having well structured appraisals in last 12 months

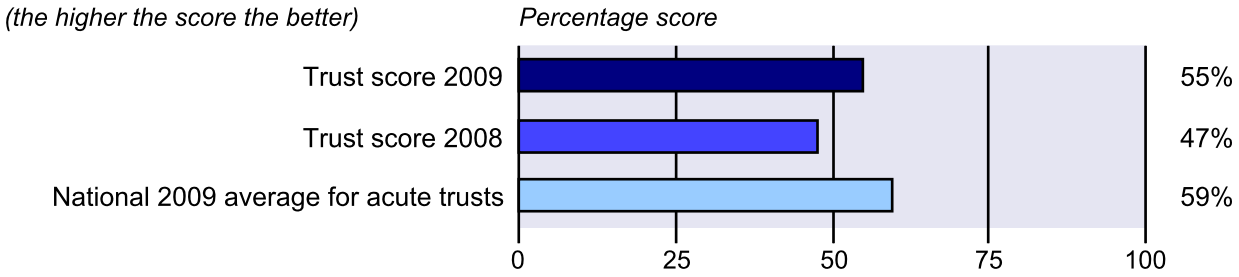
(the higher the score the better)



34% of staff at the trust said that they had received an appraisal or performance development review in the last 12 months, in which they had agreed clear objectives for their work, which they had found useful in helping them improve how they do their job, and which had left them feeling that their work is valued by their employer.

- The trust's score of 34% was above (better than) average when compared with trusts of a similar type.
- It is also a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 25%.

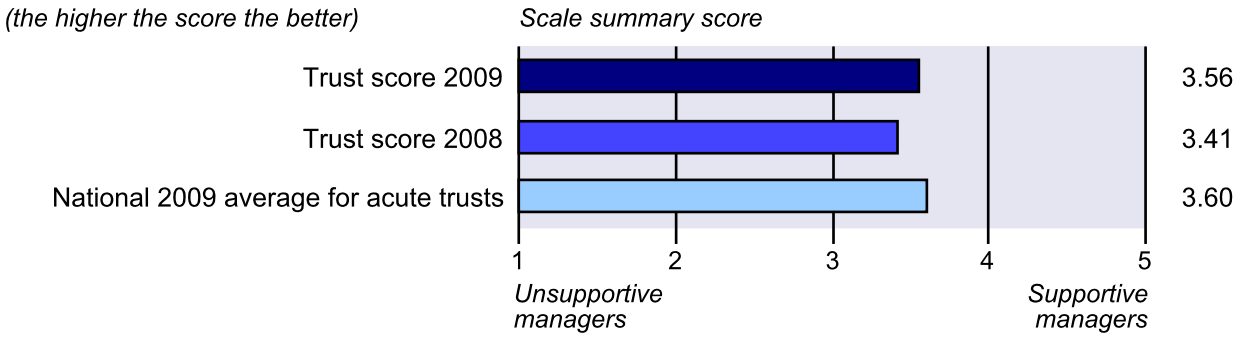
KEY FINDING 15. Percentage of staff appraised with personal development plans in last 12 months



55% of staff at the trust said that they had agreed a personal development plan as part of their appraisal or performance development review in the last 12 months.

- The trust's score of 55% was below (worse than) average when compared with trusts of a similar type.
- However, it is a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 47%.

KEY FINDING 16. Support from immediate managers



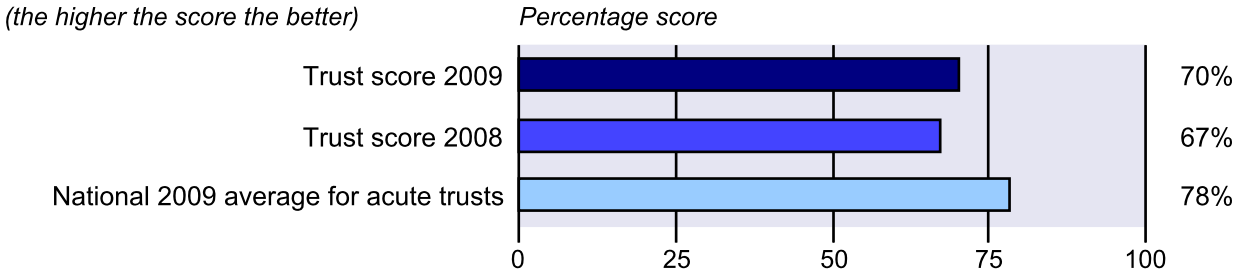
Staff were asked questions to assess the extent to which they feel that their immediate manager provides them with support, guidance and feedback on their work, and takes into account their opinions before making decisions that affect their work. Possible scores range from 1 to 5, with 1 representing very unsupportive managers, and 5 representing highly supportive managers.

- The trust's score of 3.56 was below (worse than) average when compared with trusts of a similar type.
- However, it is a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 3.41.

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

Occupational health and safety

KEY FINDING 17. Percentage of staff receiving health and safety training in last 12 months

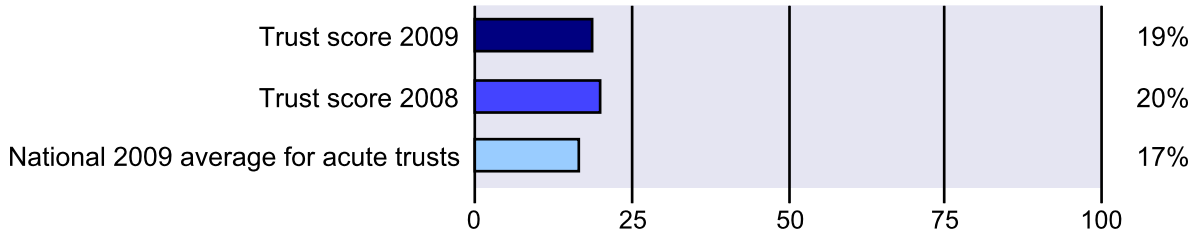


70% of staff at the trust said that they had received health and safety training (the definition of which included fire training and manual handling) in the last 12 months.

- The trust's score of 70% was below (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 67%.

KEY FINDING 18. Percentage of staff suffering work-related injury in last 12 months

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

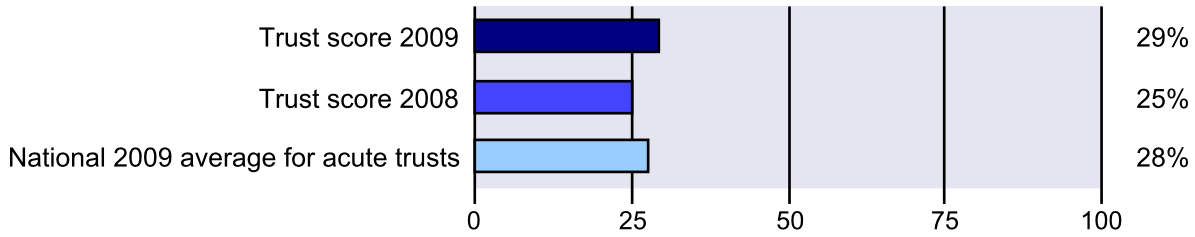


19% of staff at the trust said that, in the last year, they had been injured or felt unwell as a result of at least one of the following: moving and handling; needlestick and sharps injuries; slips, trips or falls; or exposure to dangerous substances.

- The trust's score of 19% was above (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 20%.

KEY FINDING 19. Percentage of staff suffering work-related stress in last 12 months

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



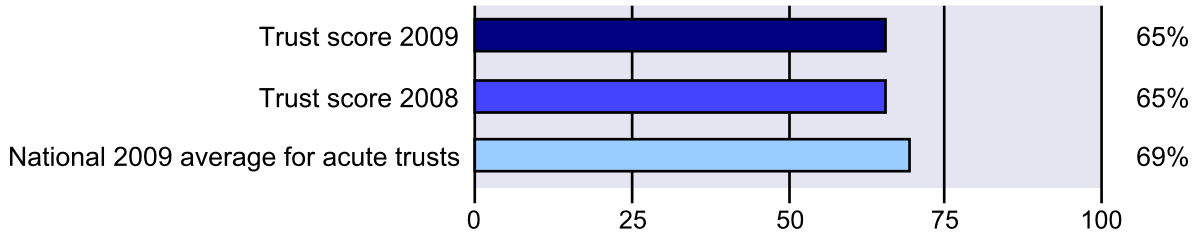
29% of staff at the trust said that, in the last year, they had suffered from work related stress.

- The trust's score of 29% was above (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 25%.

Infection control and hygiene

KEY FINDING 20. Percentage of staff saying hand washing materials are always available

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



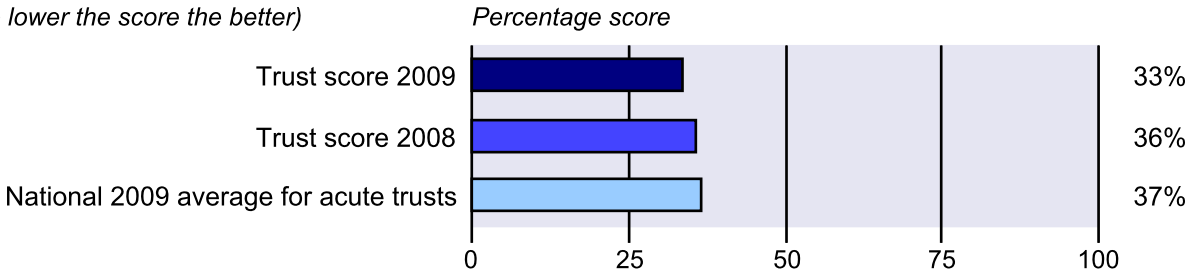
65% of staff at the trust said that hand washing materials, such as hot water, soap and paper towels, or alcohol rubs, are always available to staff, patients or service users, and visitors to the trust.

- The trust's score of 65% was below (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 65%.

Errors and incidents

KEY FINDING 21. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)

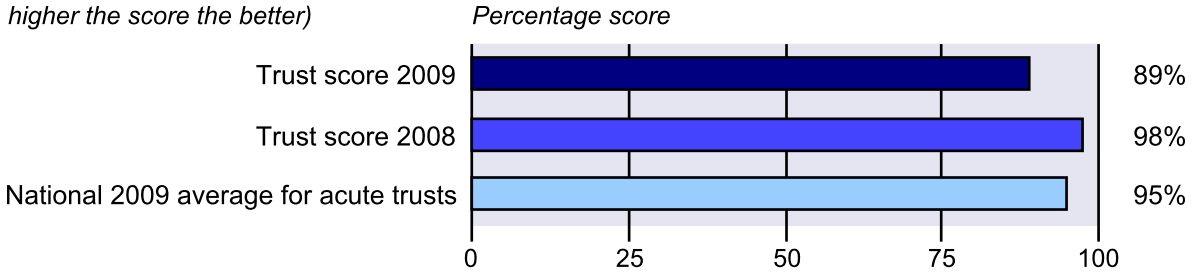


33% of staff at the trust said that, in the previous month, they had witnessed at least one error, near miss or incident which could have hurt staff, patients or service users.

- The trust's score of 33% was in the lowest (best) 20% when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 36%.

KEY FINDING 22. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)

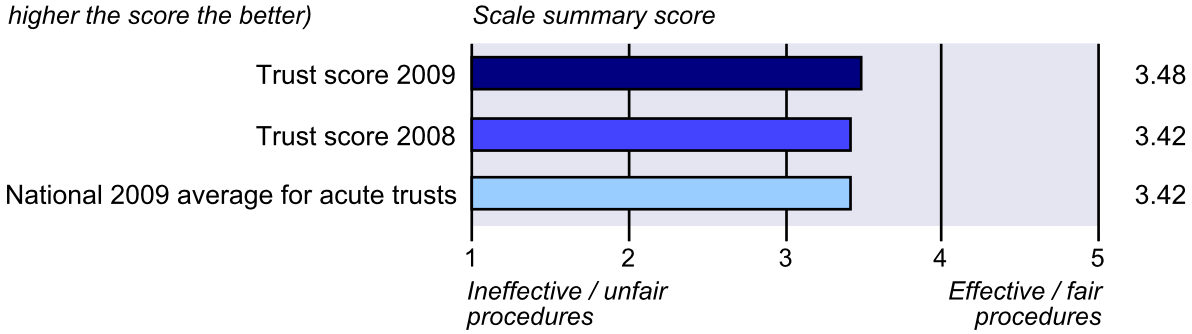


89% of staff who had witnessed an error, near miss or incident in the last month said that they, or a colleague, had reported it.

- The trust's score of 89% was in the lowest (worst) 20% when compared with trusts of a similar type.
- It is also a statistically significant decrease since 2008 (i.e. a worse score than in 2008) when the trust scored 98%.

KEY FINDING 23. Fairness and effectiveness of incident reporting procedures

(the higher the score the better)



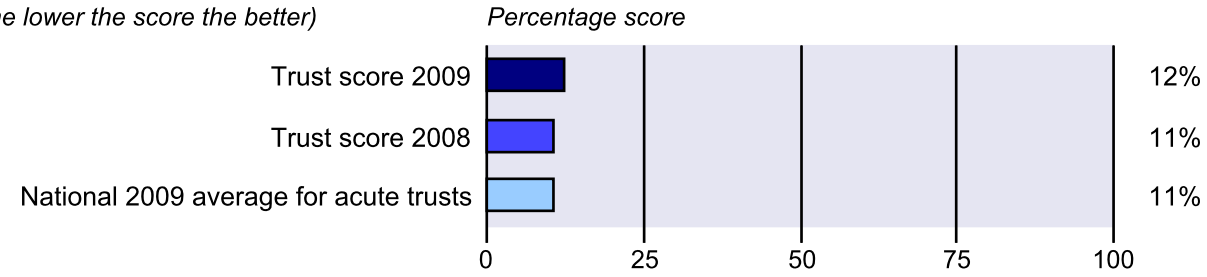
Staff were asked questions to assess the climate and culture of error and incident reporting in their trust. In particular, the questions asked whether staff are aware of the procedures for reporting errors, near misses and incidents; to what extent staff feel that the trust encourages such reports, and then treats the reports fairly and confidentially; and to what extent the trust takes action to ensure that such incidents do not happen again. Possible scores range from 1 to 5, with 1 representing procedures that are perceived to be unfair and ineffective, and 5 representing procedures that are perceived to be highly fair and effective.

- The trust's score of 3.48 was above (better than) average when compared with trusts of a similar type.
- It is also a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 3.42.

Violence and harassment

KEY FINDING 24. Percentage of staff experiencing physical violence from patients / relatives in last 12 months

(the lower the score the better)

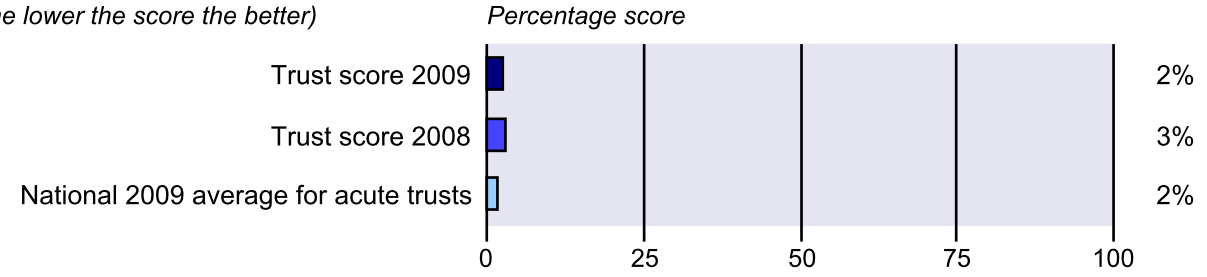


12% of staff at the trust said that they had experienced physical violence from patients, service users or their relatives in the previous 12 months.

- The trust's score of 12% was above (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 11%.

KEY FINDING 25. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)

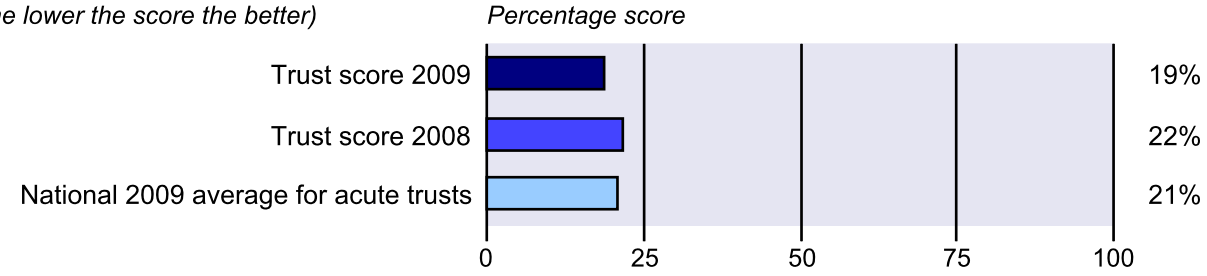


2% of staff at the trust said that they had experienced physical violence from colleagues or managers in the previous 12 months.

- The trust's score of 2% was in the highest (worst) 20% when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 3%.

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

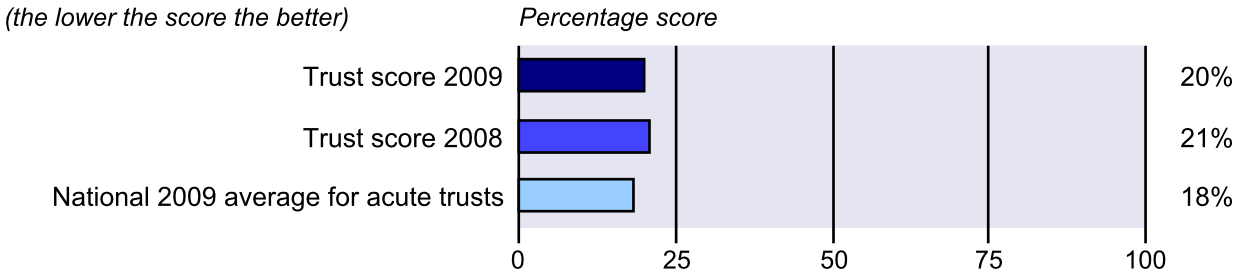
(the lower the score the better)



19% of staff at the trust said that they had experienced harassment, bullying or abuse from patients, service users or their relatives in the previous 12 months.

- The trust's score of 19% was in the lowest (best) 20% when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 22%.

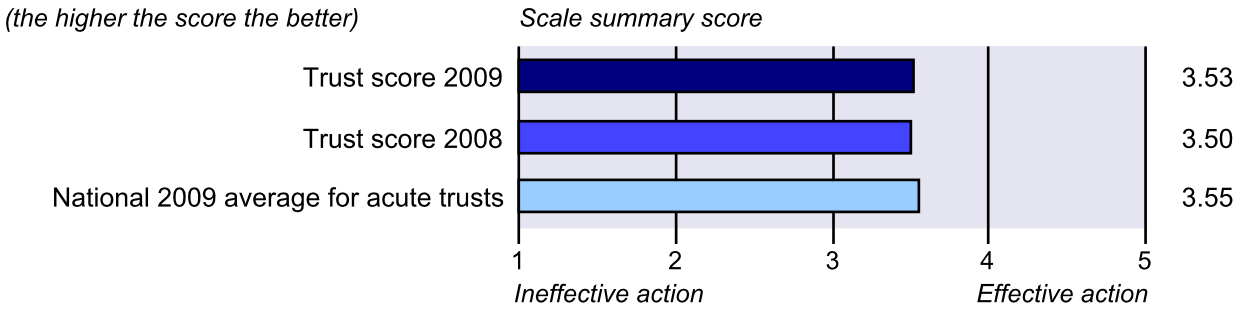
KEY FINDING 27. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months



20% of staff at the trust said that they had experienced harassment, bullying or abuse from colleagues or managers in the previous 12 months.

- The trust's score of 20% was above (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 21%.

KEY FINDING 28. Perceptions of effective action from employer towards violence and harassment

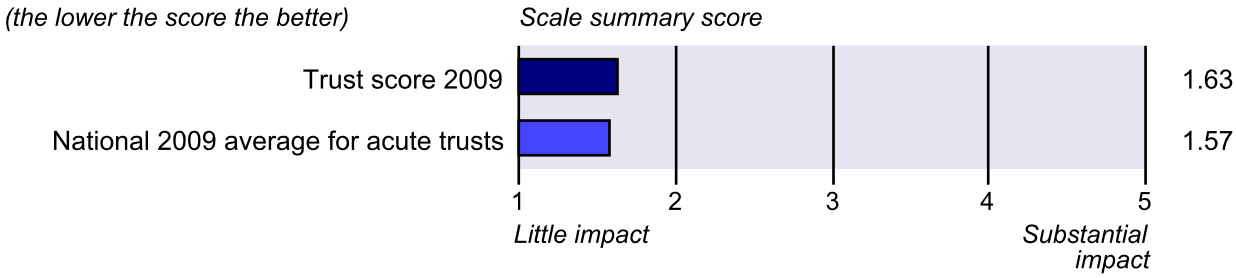


Staff were asked questions about the extent to which they think their trust takes effective action if staff are physically attacked, bullied, harassed or abused. Possible scores range from 1 to 5, with 1 representing the perception that the trust does not take effective action, and 5 representing the perception that the trust takes highly effective action.

- The trust's score of 3.53 was below (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 3.50.

Health and well-being

KEY FINDING 29. Impact of health and well-being on ability to perform work or daily activities

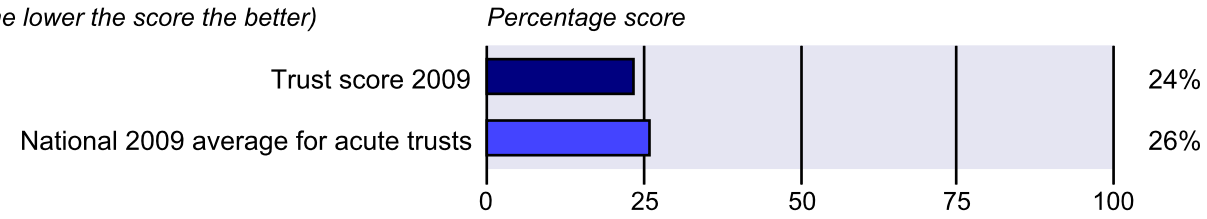


Staff were asked questions about the extent to which physical health and emotional problems have impacted on their abilities to perform their work or other daily activities. Possible scores range from 1 to 5, with 1 indicating that physical health and emotional problems have little impact on their abilities to perform their work or other daily activities, and 5 indicating that physical health and emotional problems have substantial impact on their abilities to perform their work or other daily activities.

- The trust's score of 1.63 was in the highest (worst) 20% when compared with trusts of a similar type.
- This Key Finding was not calculated in the 2008 survey.

KEY FINDING 30. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell

(the lower the score the better)



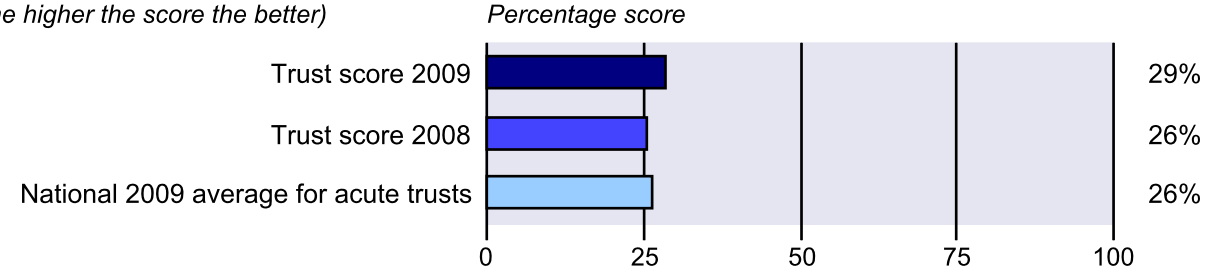
24% of staff at the trust said that, in the last three months, they had felt pressure from either their manager or colleagues to attend work when they had not felt well enough to perform their duties.

- The trust's score of 24% was below (better than) average when compared with trusts of a similar type.
- This Key Finding was not calculated in the 2008 survey.

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 31. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)

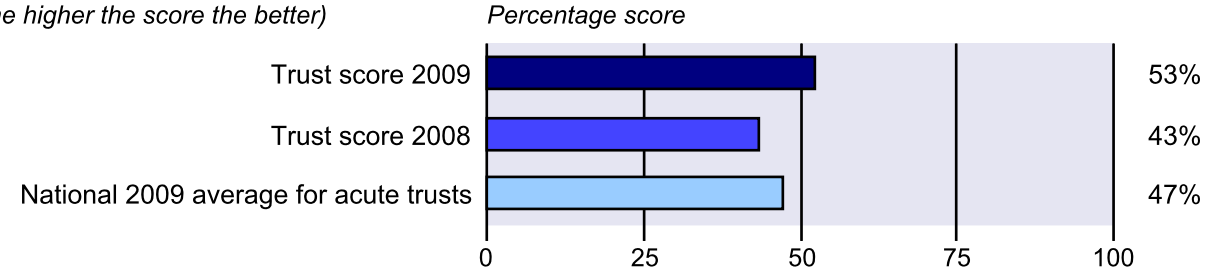


29% of staff agreed with at least four of the following six statements: that they know who senior managers are; that senior managers communicate effectively with staff; that they try to involve staff in important decisions; that they encourage staff to suggest new ideas for improving services; that they act on staff feedback; and that healthcare professionals and managers in non-clinical roles work well together.

- The trust's score of 29% was above (better than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 26%.

KEY FINDING 32. Percentage of staff agreeing that they understand their role and where it fits in

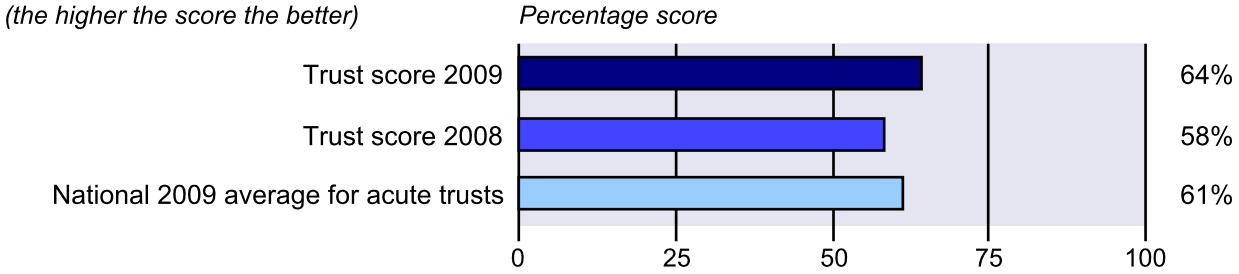
(the higher the score the better)



53% of staff at the trust agreed with at least three of the following four statements: that the trust communicates clearly with staff about what it is trying to achieve; that they personally know how their role contributes to this aim; that they know how the trust contributes to what the NHS is trying to achieve; and that they understand the national vision for the NHS.

- The trust's score of 53% was above (better than) average when compared with trusts of a similar type.
- It is also a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 43%.

KEY FINDING 33. Percentage of staff able to contribute towards improvements at work

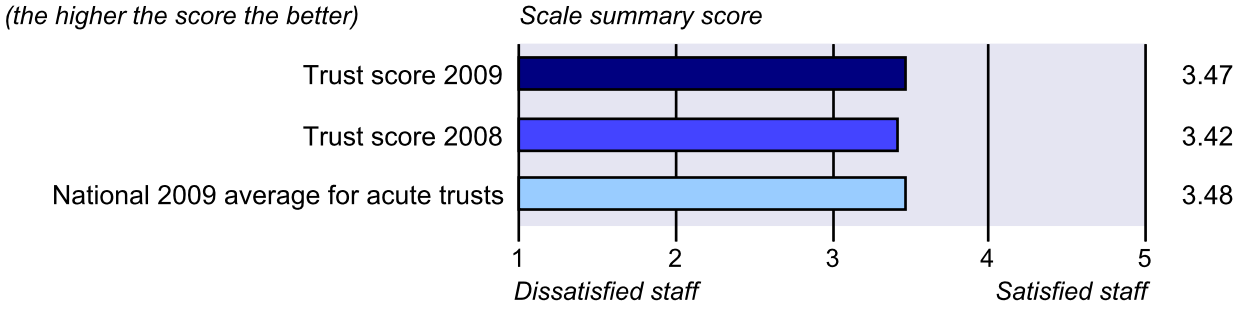


64% of staff at the trust agreed with at least two of the following three statements: that they are able to make suggestions to improve the work of their team; that there are frequent opportunities for them to show initiative in their role; and that they are able to make improvements at work.

- The trust's score of 64% was above (better than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 58%.

ADDITIONAL THEME: Staff satisfaction

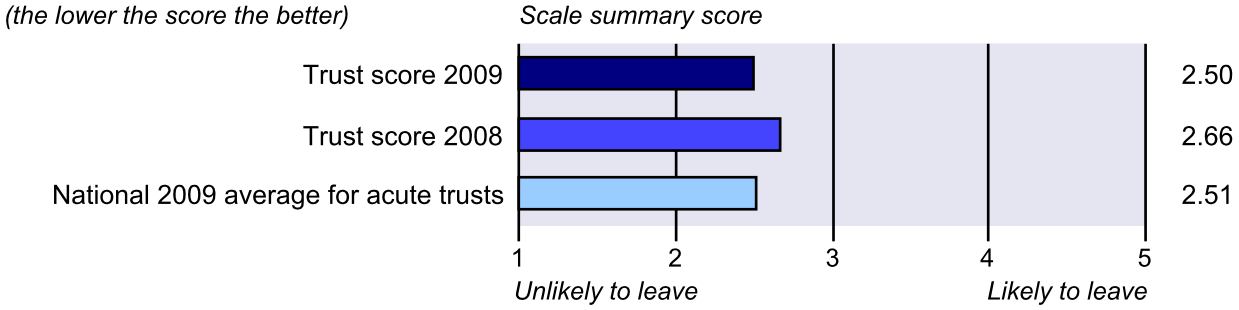
KEY FINDING 34. Staff job satisfaction



Staff were asked questions about how satisfied they are with various aspects of their job including: recognition for good work; support from their immediate manager and colleagues; freedom to choose methods of working; amount of responsibility; opportunities to use their skills; and the extent to which the trust values their work. Possible scores range from 1 to 5, with 1 representing very dissatisfied staff and 5 representing very satisfied staff.

- The trust's score of 3.47 was average when compared with trusts of a similar type.
- It is a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 3.42.

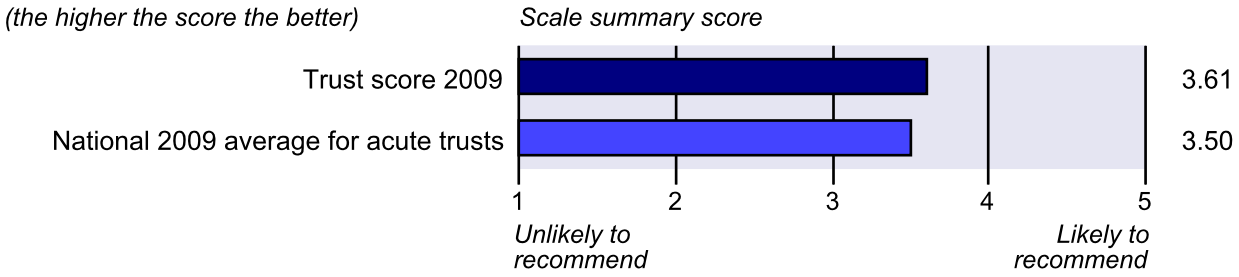
KEY FINDING 35. Staff intention to leave jobs



Staff were asked questions to assess the extent to which they are considering leaving their trust and looking for a new job. Possible scores range from 1 to 5, with 1 representing staff who have no intention of leaving their jobs, and 5 representing staff who are very keen to leave their jobs.

- The trust's score of 2.50 was average when compared with trusts of a similar type.
- It is a statistically significant decrease since 2008 (i.e. a better score than in 2008) when the trust scored 2.66.

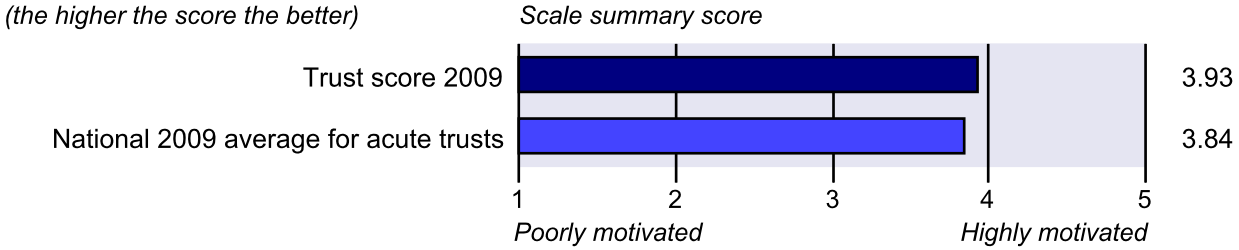
KEY FINDING 36. Staff recommendation of the trust as a place to work or receive treatment



Staff were asked whether or not they thought care of patients and service users was the trust's top priority, whether or not they would recommend their trust to others as a place to work, and whether they would be happy with the standard of care provided by the trust if a friend or relative needed treatment. Possible scores range from 1 to 5, with 1 representing staff who would not recommend the trust as a place to work or receive treatment and 5 representing staff who would strongly recommend the trust as a place to work or receive treatment.

- The trust's score of 3.61 was above (better than) average when compared with trusts of a similar type.
- This Key Finding was not calculated in the 2008 survey.

KEY FINDING 37. Staff motivation at work

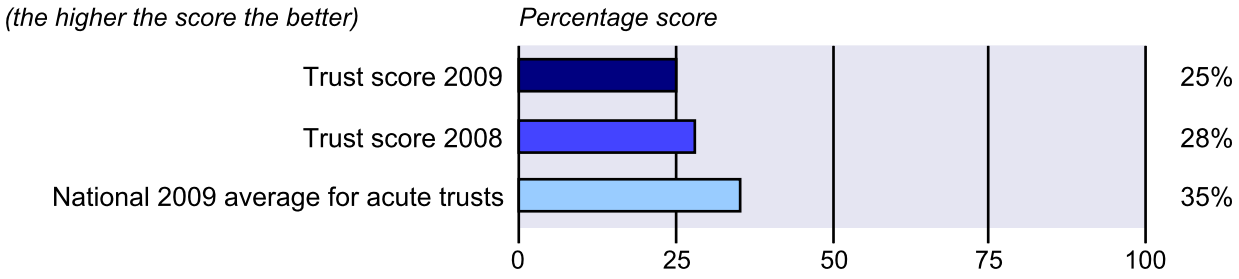


Staff were asked questions about the extent to which they look forward to going to work, and are enthusiastic and absorbed in their jobs. Possible scores range from 1 to 5, with 1 representing staff who feel poorly motivated and 5 representing highly motivated staff.

- The trust's score of 3.93 was in the highest (best) 20% when compared with trusts of a similar type.
- This Key Finding was not calculated in the 2008 survey.

ADDITIONAL THEME: Equality and diversity

KEY FINDING 38. Percentage of staff having equality and diversity training in last 12 months

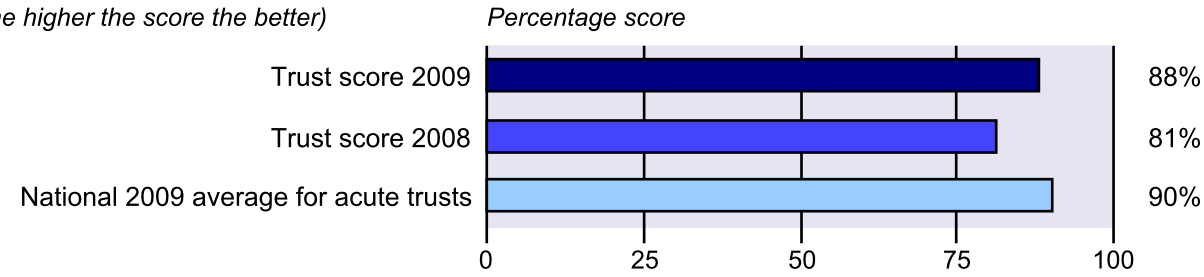


25% of staff at the trust said that they had received equality and diversity training (the definition of which included training on the awareness of age, disability, gender, race, sexual orientation and religion) in the last 12 months.

- The trust's score of 25% was below (worse than) average when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 28%.

KEY FINDING 39. Percentage of staff believing trust provides equal opportunities for career progression or promotion

(the higher the score the better)

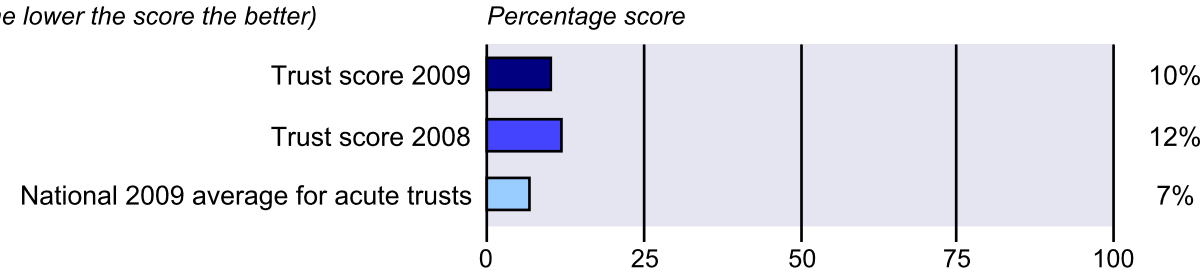


88% of staff at the trust said that the trust acts fairly with regard to career progression or promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.

- The trust's score of 88% was below (worse than) average when compared with trusts of a similar type.
- However, it is a statistically significant increase since 2008 (i.e. a better score than in 2008) when the trust scored 81%.

KEY FINDING 40. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



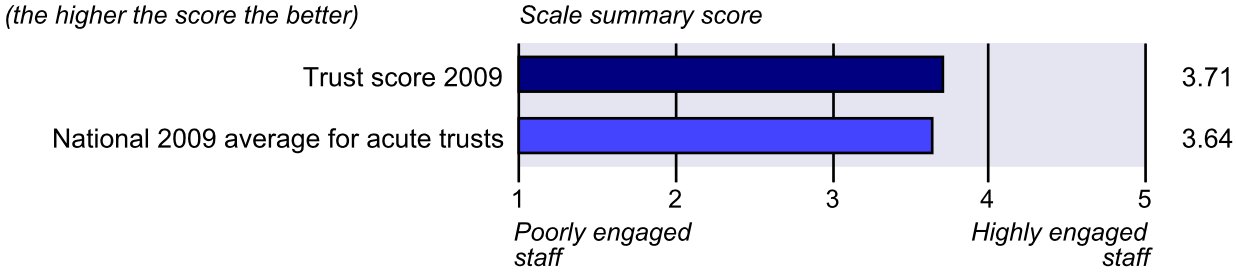
10% of staff at the trust said that they had experienced discrimination in the previous 12 months.

- The trust's score of 10% was in the highest (worst) 20% when compared with trusts of a similar type.
- It has not changed significantly since the 2008 survey when the trust scored 12%.

4. Overall staff engagement score for Ashford and St Peter's Hospitals NHS Trust benchmarked against other acute trusts

The figure below shows how Ashford and St Peter's Hospitals NHS Trust compares with other acute trusts on an overall measure 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 3.71 was above (better than) average when compared with trusts of a similar type.

OVERALL STAFF ENGAGEMENT



This overall staff engagement score has been calculated for the first time this year. It uses the individual questions that make up Key Findings 33, 36 and 37. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 33); their willingness to recommend the trust as a place to work or receive treatment (Key Finding 36); and the extent to which they feel motivated and engaged with their work (Key Finding 37).

The table below shows how Ashford and St Peter's Hospitals NHS Trust compares with other acute trusts on each of the sub-dimensions of staff engagement.

	Ranking, compared with all acute trusts
OVERALL STAFF ENGAGEMENT	✓ Above (better than) average
KF33. 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.)*	✓ Above (better than) average
KF36. 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.)*	✓ Above (better than) average
KF37. Staff motivation at work *(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)*	✓ Highest (best) 20%

Full details of how the overall staff engagement measure was created can be found in the document ***Making sense of your staff survey data***, which can be downloaded from http://www.cqc.org.uk/usingcareservices/healthcare/nhsstaffsurveys.cfm.

The Department of Health has produced a framework to help NHS organisations develop local staff engagement policies. This can be downloaded from http://www.dh.gov.uk/en/Managingyourorganisation/Workforce/NHSStaffExperience/index.htm.