

Inspecting **Informing** Improving



National NHS staff survey 2008

**Brief summary of results from Birmingham East and North
Primary Care Trust**

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1. Introduction to this report

This report presents the findings of the 2008 national NHS staff survey conducted in Birmingham East and North Primary Care Trust. For the first time this 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 36 such 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 a survey question 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 26 to 36 this year, and the numbering of these Key Findings has changed since 2007. 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.healthcarecommission.org.uk/staffsurvey08>.

2. Summary of 2008 Key Findings for Birmingham East and North Primary Care Trust

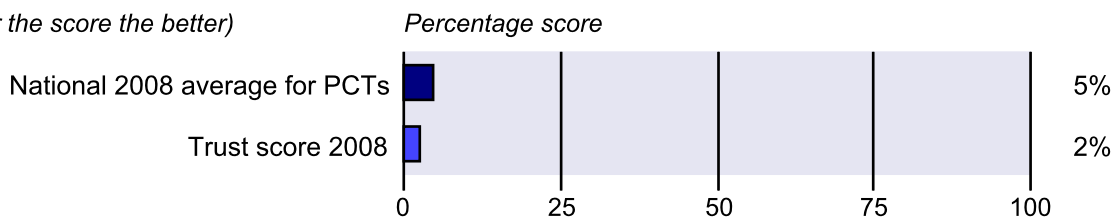
2.1 Top and Bottom Ranking Scores

This page highlights the four Key Findings for which Birmingham East and North Primary Care Trust compares most favourably with other PCTs in England.

TOP FOUR RANKING SCORES

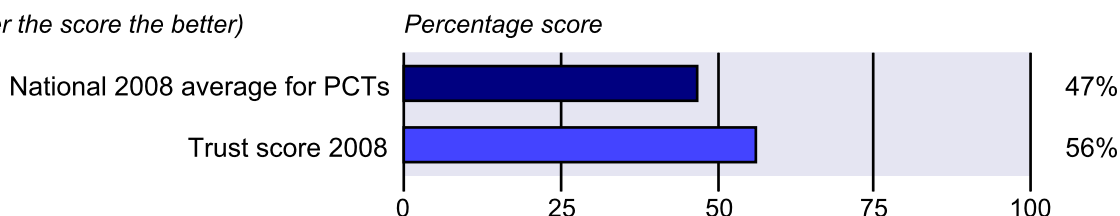
✓ KF24. Percentage of staff experiencing physical violence from patients / relatives in last 12 months

(the lower the score the better)



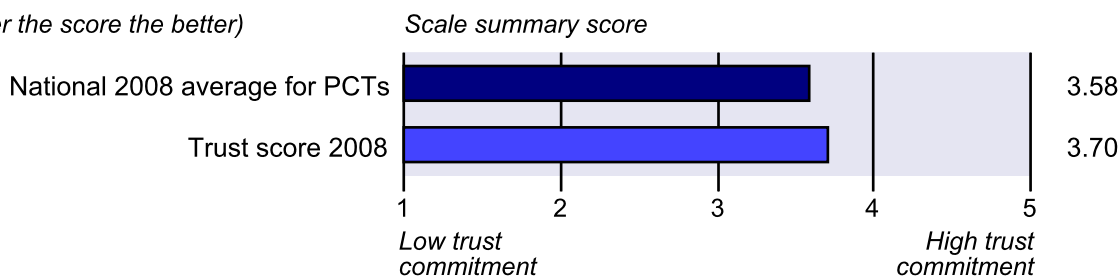
✓ KF30. Percentage of staff agreeing that they understand their role and where it fits in

(the higher the score the better)



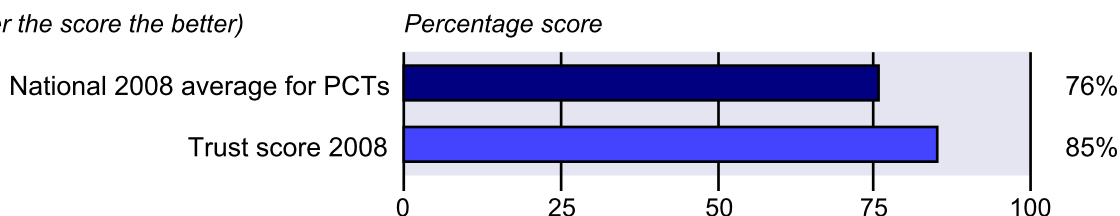
✓ KF8. Trust commitment to work-life balance

(the higher the score the better)



✓ KF17. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)



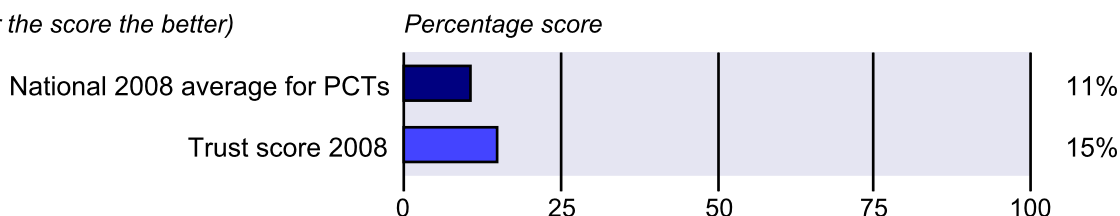
For each of the 36 Key Findings, the PCTs in England were placed in order from 1 (the top ranking score) to 123 (the bottom ranking score). Birmingham East and North Primary Care Trust's four highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest 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.healthcarecommission.org.uk/staffsurvey08>.

This page highlights the four Key Findings for which Birmingham East and North Primary Care Trust compares most unfavourably with other PCTs 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

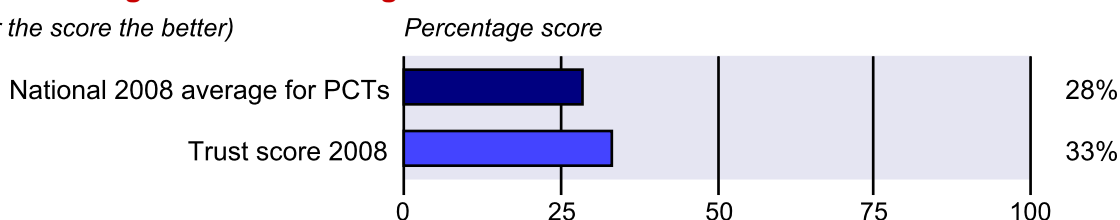
! KF18. Percentage of staff suffering work-related injury in last 12 months

(the lower the score the better)



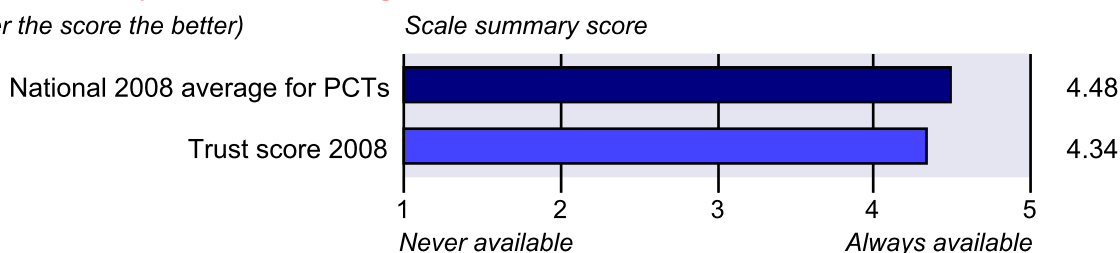
! KF19. Percentage of staff suffering work-related stress in last 12 months

(the lower the score the better)



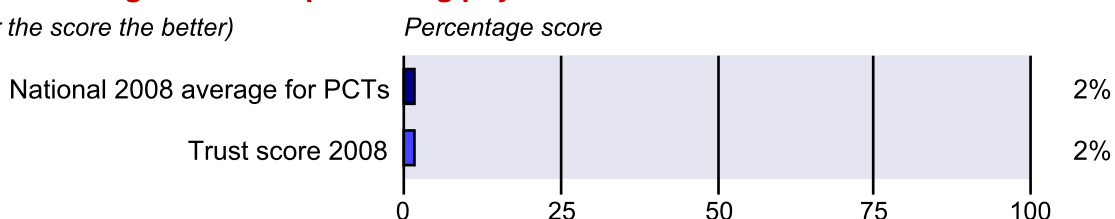
! KF20. Availability of hand washing materials

(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)



For each of the 36 Key Findings, the PCTs in England were placed in order from 1 (the top ranking score) to 123 (the bottom ranking score). Birmingham East and North Primary Care Trust's four lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 123. Further details about this can be found in the document ***Making sense of your staff survey data***, which can be downloaded from <http://www.healthcarecommission.org.uk/staffsurvey08>.

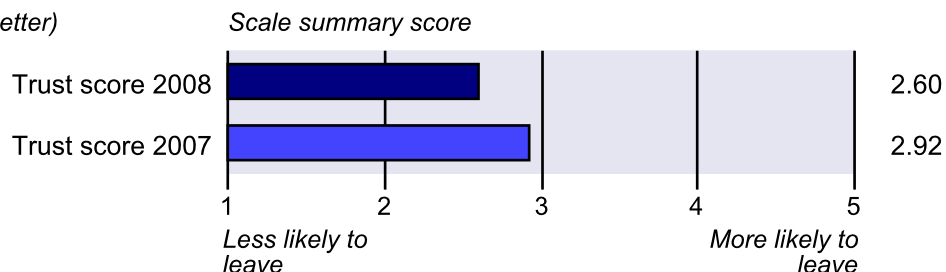
2.2 Largest Local Changes since the 2007 Survey

This page highlights the four Key Findings where staff experiences have improved the most at Birmingham East and North Primary Care Trust since the 2007 survey. (This is a positive local result. However, please note that, as shown in section 2.3, when compared with other PCTs in England, the score for Key finding KF19 is worse than average).

WHERE STAFF EXPERIENCE HAS IMPROVED

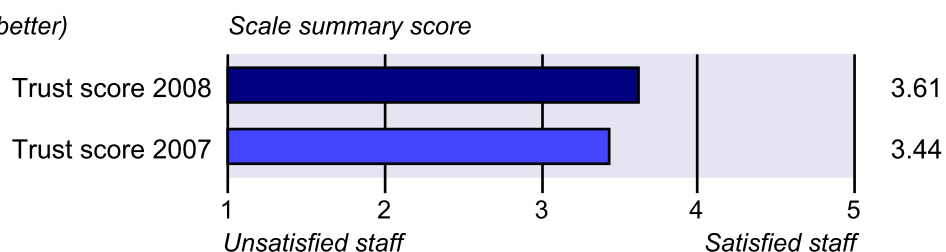
✓ KF33. Staff intention to leave jobs

(the lower the score the better)



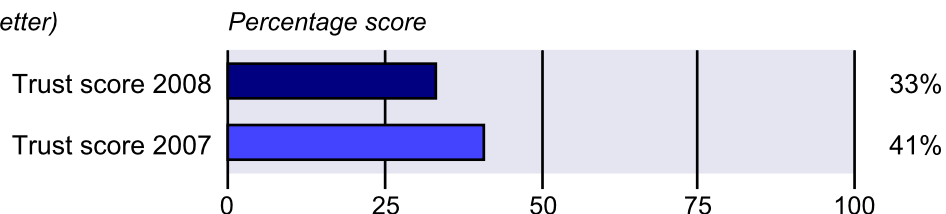
✓ KF32. Staff job satisfaction

(the higher the score the better)



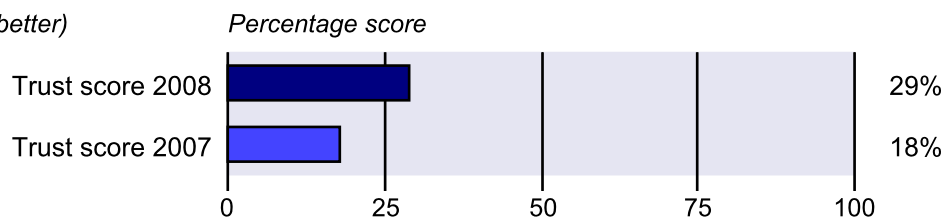
✓ KF19. Percentage of staff suffering work-related stress in last 12 months

(the lower the score the better)



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

(the higher the score the better)



Because the Key Findings vary considerably in terms of subject matter and format (e.g. some are percentage scores, other 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 07-08 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.healthcarecommission.org.uk/staffsurvey08>.

2.3. Summary of all Key Findings for Birmingham East and North Primary Care Trust

KEY

- ✓ Green = Positive finding, e.g. in the best 20% of PCTs, better than average, better than 2007
- ! Red = Negative finding, e.g. in the worst 20% of PCTs, worse than average, worse than 2007
- Key Finding was not calculated in the 2007 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 asterisked and in *italics*, the lower the score the better

	Change since 2007 survey	Ranking, compared with all PCTs in 2008
STAFF PLEDGE 1: To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.		
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	--	• Average
KF2. % agreeing that their role makes a difference to patients	--	• Average
KF3. % feeling valued by their work colleagues	--	• Average
KF4. % agreeing that they have an interesting job	--	! Below (worse than) average
KF5. Quality of job design	✓ Increase (better than 07)	• Average
* <i>KF6. Work pressure felt by staff</i>	✓ Decrease (better than 07)	✓ Below (better than) 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 07)	✓ Highest (best) 20%
* <i>KF9. % working extra hours</i>	• No change	✓ Below (better than) average
KF10. % using flexible working options	• No change	• 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	--	✓ Above (better than) average
KF12. % receiving job-relevant training, learning or development in last 12 months	• No change	• Average
KF13. % appraised in last 12 months	✓ Increase (better than 07)	! Below (worse than) average
KF14. % having well structured appraisals in last 12 months	✓ Increase (better than 07)	• Average
KF15. % appraised with personal development plans in last 12 months	✓ Increase (better than 07)	! Below (worse than) average
KF16. Support from immediate managers	✓ Increase (better than 07)	✓ Above (better than) average
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.		
Health and safety		
KF17. % receiving health and safety training in last 12 months	• No change	✓ Highest (best) 20%
* <i>KF18. % suffering work-related injury in last 12 months</i>	• No change	! Highest (worst) 20%
* <i>KF19. % suffering work-related stress in last 12 months</i>	✓ Decrease (better than 07)	! Highest (worst) 20%
KF20. Availability of hand washing materials	• No change	! Lowest (worst) 20%

2.3. Summary of all Key Findings for Birmingham East and North Primary Care Trust (cont)

	Change since 2007 survey	Ranking, compared with all PCTs in 2008
Errors and incidents		
* KF21. % witnessing potentially harmful errors, near misses or incidents in last month	• No change	✓ Below (better than) average
KF22. % reporting errors, near misses or incidents witnessed in the last month	• No change	• Average
KF23. Fairness and effectiveness of procedures for reporting errors, near misses or incidents	✓ Increase (better than 07)	! Below (worse than) average
Violence and harassment		
* KF24. % experiencing physical violence from patients / relatives in last 12 months	• No change	✓ Lowest (best) 20%
* KF25. % experiencing physical violence from staff in last 12 months	• No change	• Average
* KF26. % experiencing harassment, bullying or abuse from patients / relatives in last 12 months	• No change	✓ Below (better than) average
* KF27. % experiencing harassment, bullying or abuse from staff in last 12 months	• No change	• Average
KF28. Perceptions of effective action from employer towards violence and harassment	✓ Increase (better than 07)	✓ Above (better than) average
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.		
KF29. % reporting good communication between senior management and staff	--	✓ Highest (best) 20%
KF30. % agreeing that they understand their role and where it fits in	--	✓ Highest (best) 20%
KF31. % able to contribute towards improvements at work	--	✓ Highest (best) 20%
ADDITIONAL THEME: Staff satisfaction		
KF32. Staff job satisfaction	✓ Increase (better than 07)	✓ Above (better than) average
* KF33. Staff intention to leave jobs	✓ Decrease (better than 07)	• Average
KF34. % that would recommend the trust as a place to work	--	✓ Highest (best) 20%
ADDITIONAL THEME: Equality and diversity		
KF35. % having equality and diversity training in last 12 months	--	✓ Above (better than) average
KF36. % believing trust provides equal opportunities for career progression or promotion	✓ Increase (better than 07)	• Average

3. Full description of Key Findings for Birmingham East and North Primary Care Trust

468 staff at Birmingham East and North Primary Care Trust took part in this survey. This is a response rate of 65%¹ which is above average for PCTs in England, and compares with a response rate of 61% in this trust in the 2007 survey.

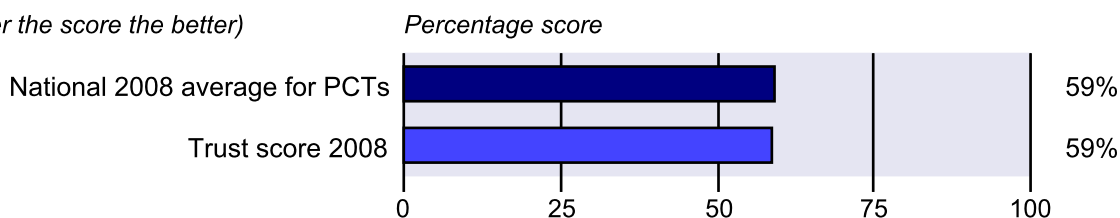
This section presents each of the 36 Key Findings from the trust's 2008 survey and compares these to other PCTs in England, and to the trust's own 2007 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two additional themes of staff satisfaction 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 2007). **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 2007).

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.

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)

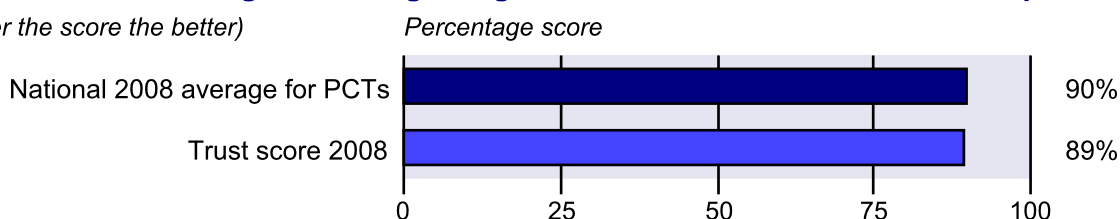


59% of staff in the trust agreed with at least two of the following three statements - that they are satisfied with the quality of care they give to patients, that they are able to deliver the patient care they aspire to, and that they are able to do their job to a standard they are personally pleased with.

- The trust's score of 59% was average for PCTs in England.
- These questions were not asked in 2007.

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

(the higher the score the better)



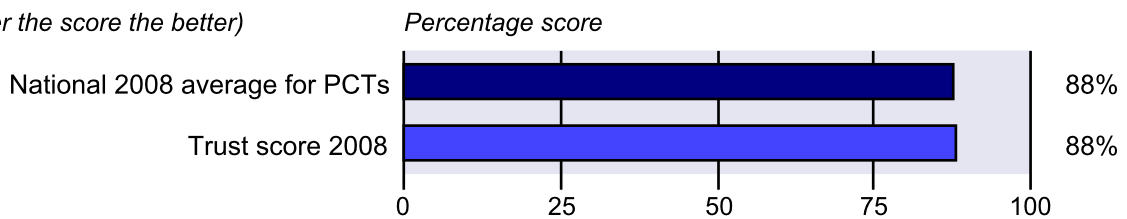
89% of staff in the trust agreed that their role makes a difference to patients or service users.

- The trust's score of 89% was average for PCTs in England.
- This question was not asked in 2007.

¹At the time of sampling, 1666 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 717 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)

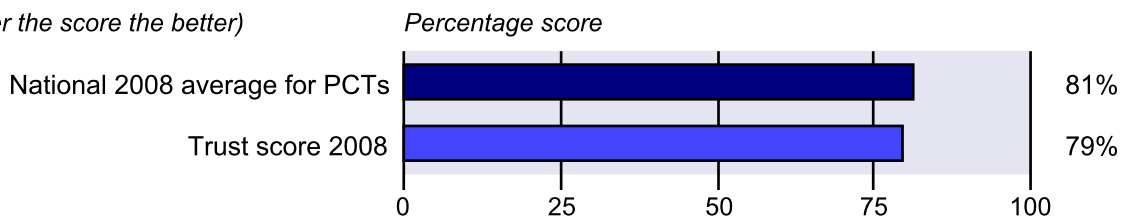


88% of staff in the trust agreed with at least three of the following four statements - that their colleagues treat them with respect, that their colleagues seek their opinions, that they are trusted to do their job, and that they feel part of a team.

- The trust's score of 88% was average for PCTs in England.
- These questions were not asked in 2007.

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

(the higher the score the better)

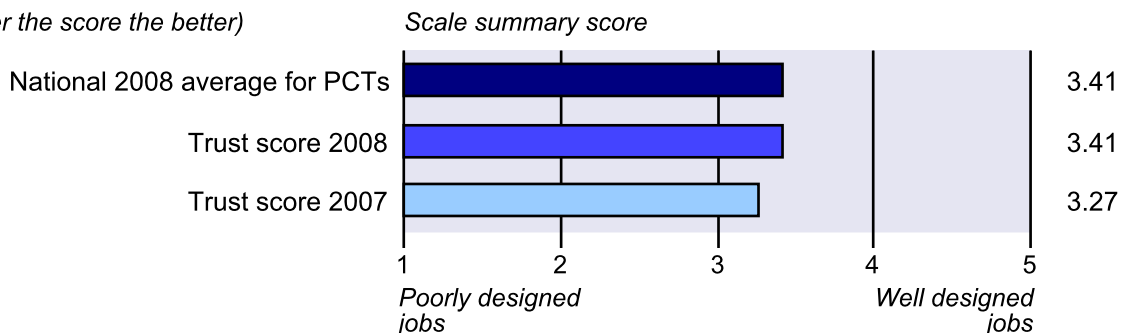


79% of staff in the trust agreed that they have an interesting job.

- The trust's score of 79% was **below (worse than) average** for PCTs in England.
- This question was not asked in 2007.

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

(the higher the score the better)

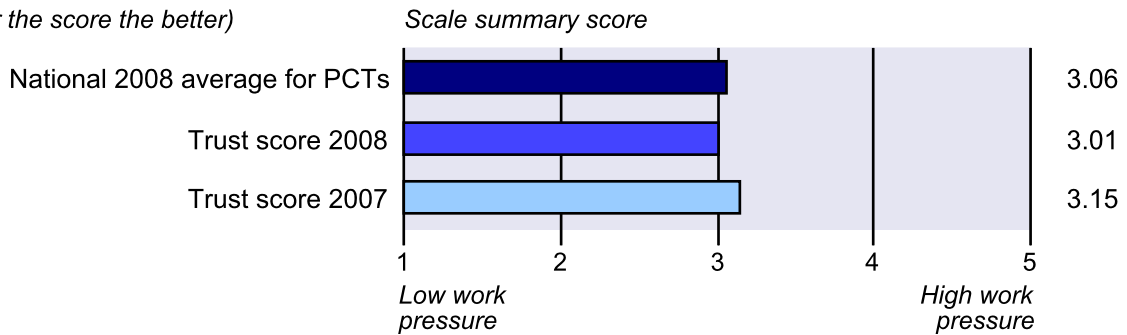


Staff were asked questions to assess the extent to which they feel they have clear goals in their jobs, are given clear feedback on their performance and are given the opportunity to participate in decision making. A 'well designed' job is one that is rated highly on all these aspects. Possible scores 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 3.41 was average for PCTs in England.
- It is a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 3.27.

KEY FINDING 6. Work pressure felt by staff

(the lower the score the better)

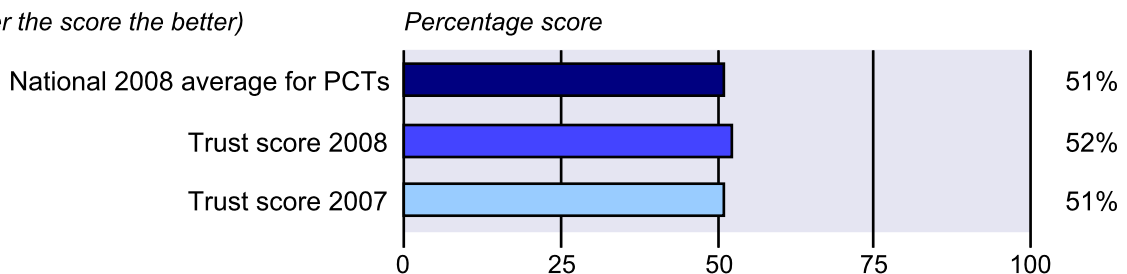


Staff were asked questions to assess the extent to which they feel there is adequate time, equipment and staffing for them to do their job properly. Possible scores range from 1 to 5, with 1 representing virtually no pressure felt by staff, and 5 representing extremely high feelings of work pressure.

- The trust's score of 3.01 was **below (better than) average** for PCTs in England.
- It is also a statistically significant **decrease since 2007 (i.e. a better score than in 2007)**, when the trust scored 3.15.

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

(the higher the score the better)

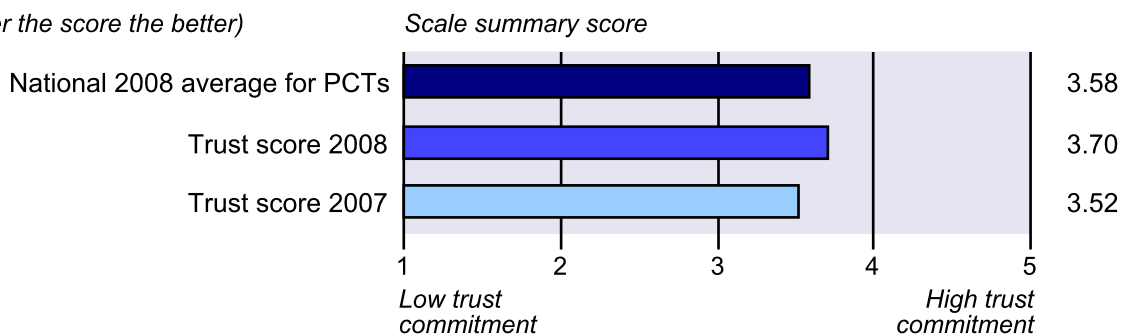


52% of staff at the trust said that they work in a team of 15 or fewer people which has clear objectives, and in which team members work closely together to achieve their objectives, and meet regularly to discuss the team's effectiveness and how it could be improved.

- The trust's score of 52% was **above (better than) average** for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 51%.

KEY FINDING 8. Trust commitment to work-life balance

(the higher the score the better)

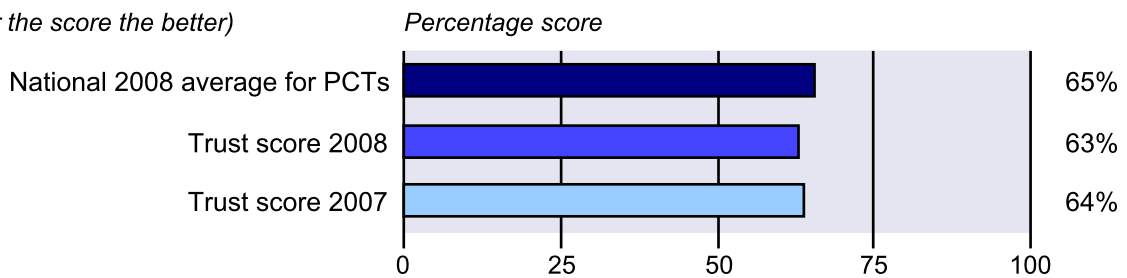


Staff were asked questions to assess the extent to which they believe that their trust and immediate manager are committed to helping them find a good balance between their work and home life. Possible scores range from 1 to 5, with 1 representing virtually no commitment from the trust, and 5 representing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

- The trust's score of 3.70 was in the **highest (best) 20%** of PCTs in England.
- It is also a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 3.52.

KEY FINDING 9. Percentage of staff working extra hours

(the lower the score the better)

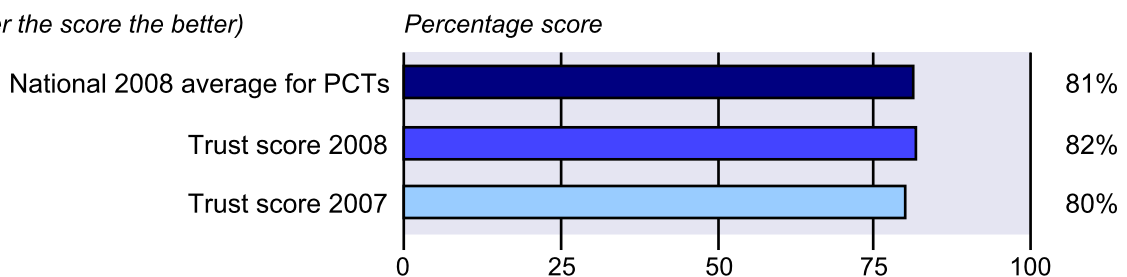


63% of staff at the trust said that, in an average week, they work longer than the hours for which they are contracted.

- The trust's score of 63% was **below (better than) average** for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 64%.

KEY FINDING 10. Percentage of staff using flexible working options

(the higher the score the better)



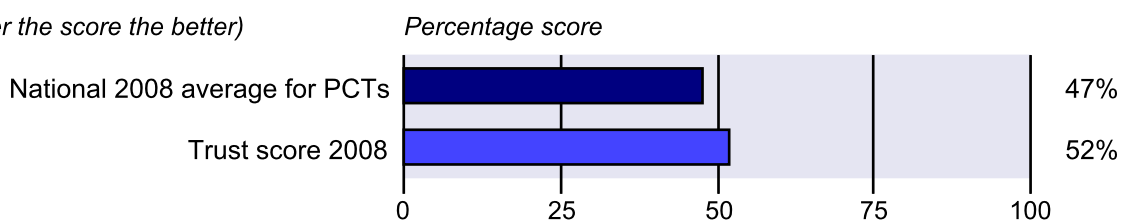
82% of staff at the trust said that they had taken advantage of at least one of the following flexible working options in their current job: flexi-time, working reduced hours (i.e. part-time), working from home, annualised hours, working during school term-time only, making team decisions about rotas, and job-sharing.

- The trust's score of 82% was average for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 80%.

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)

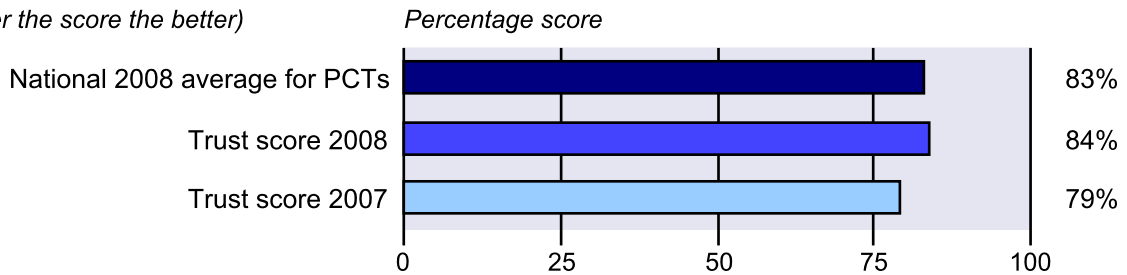


52% of staff at the trust agreed with at least three of the following four statements - that there are opportunities for them to progress in their job, that they are supported to keep up-to-date with developments in their field, that they are encouraged to develop their own expertise and that there is strong support for training in their area of work.

- The trust's score of 52% was **above (better than) average** for PCTs in England.
- These questions were not asked in 2007.

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

(the higher the score the better)

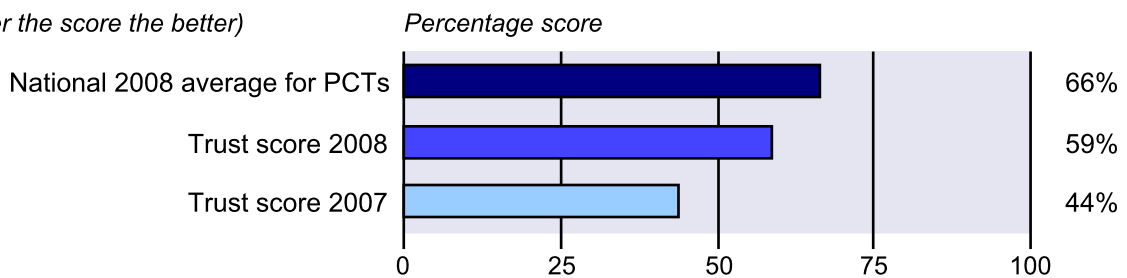


84% of staff at the trust said that they had received training, learning or development in the last 12 months which had helped them perform their jobs better, stay up-to-date with their jobs or stay up-to-date with professional requirements.

- The trust's score of 84% was average for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 79%.

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

(the higher the score the better)

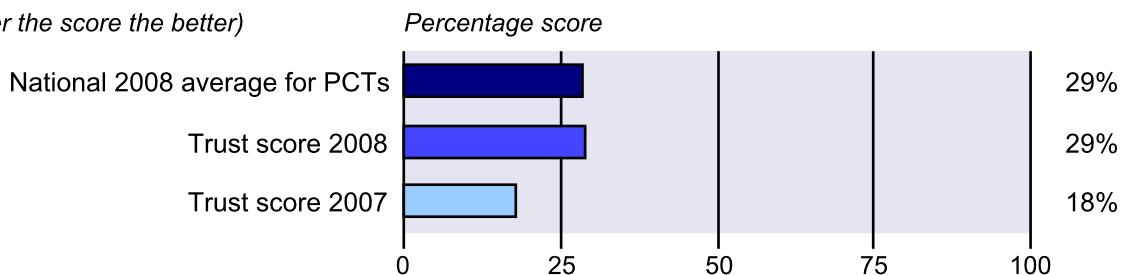


59% of staff at the trust said that they had received an appraisal, performance development review, Knowledge and Skills Framework (KSF) development review or other such review in the last 12 months.

- The trust's score of 59% was **below (worse than) average** for PCTs in England.
- However, it is a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 44%.

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

(the higher the score the better)

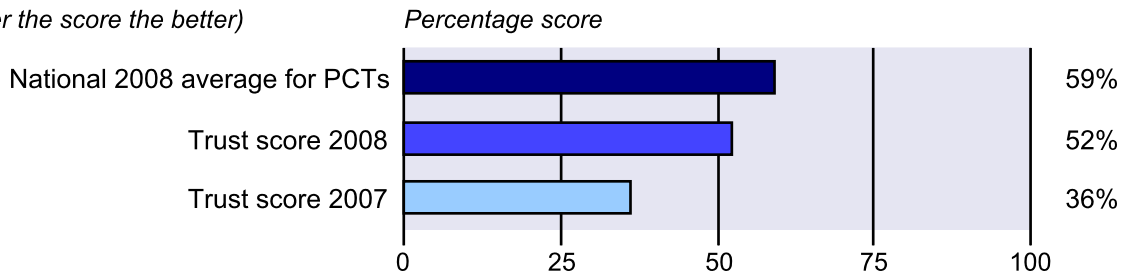


29% of staff at the trust said that they had received an appraisal or performance development review in the last 12 months, in which they had agreed clear objectives for their work, which they had found useful in helping them improve how they do their job, and which had left them feeling that their work is valued by their employer.

- The trust's score of 29% was average for PCTs in England.
- It is a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 18%.

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

(the higher the score the better)

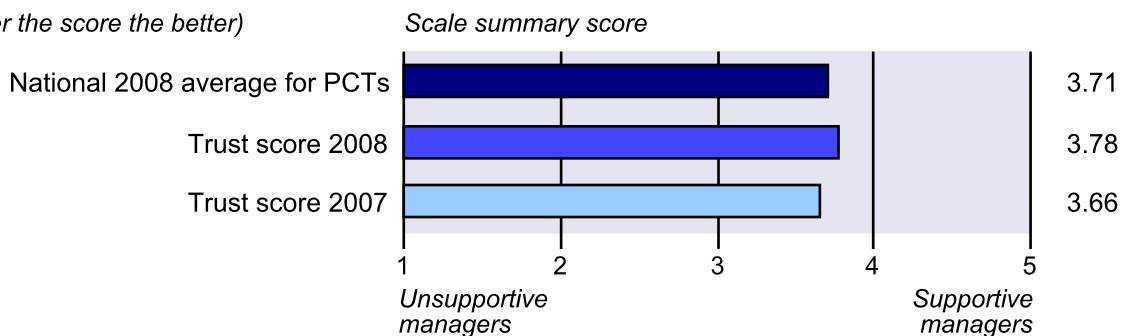


52% of staff at the trust said that they had agreed a personal development plan as part of their appraisal or performance development review in the last 12 months.

- The trust's score of 52% was **below (worse than) average** for PCTs in England.
- However, it is a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 36%.

KEY FINDING 16. Support from immediate managers

(the higher the score the better)



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.

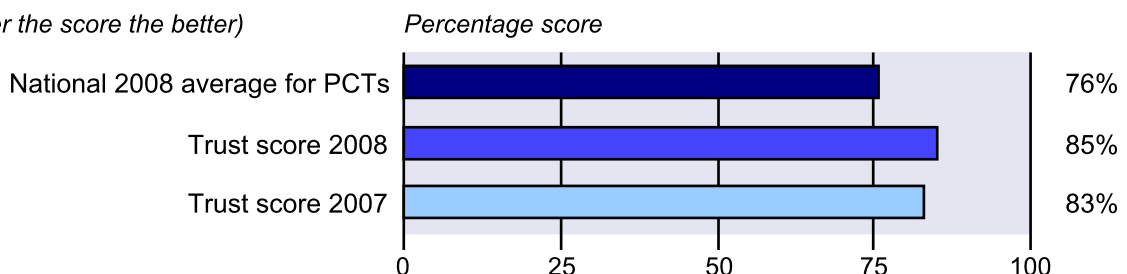
- The trust's score of 3.78 was **above (better than) average** for PCTs in England.
- It is also a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 3.66.

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

Health and safety

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

(the higher the score the better)

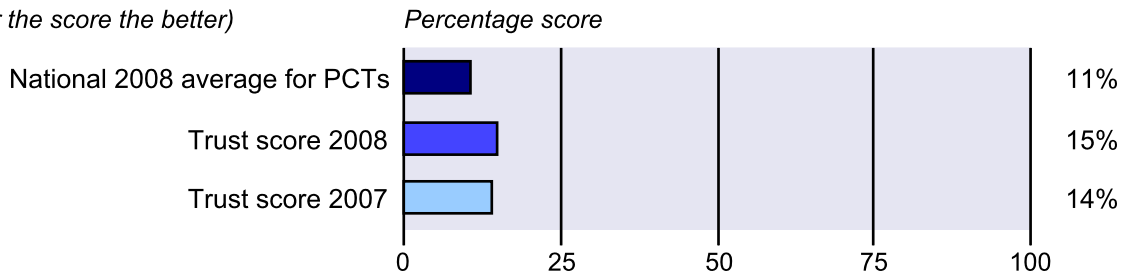


85% of staff at the trust said that they had received health and safety training (the definition of which included fire training and manual handling) in the last 12 months.

- The trust's score of 85% was in the **highest (best) 20%** of PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 83%.

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

(the lower the score the better)

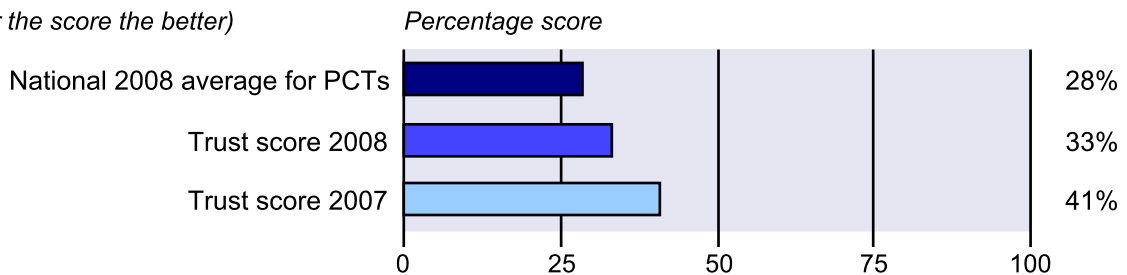


15% of staff at the trust said that, in the last year, they had been injured or felt unwell as a result of at least one of the following: moving and handling; needlestick and sharps injuries; slips, trips or falls; or exposure to dangerous substances.

- The trust's score of 15% was in the **highest (worst) 20%** of PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 14%.

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

(the lower the score the better)

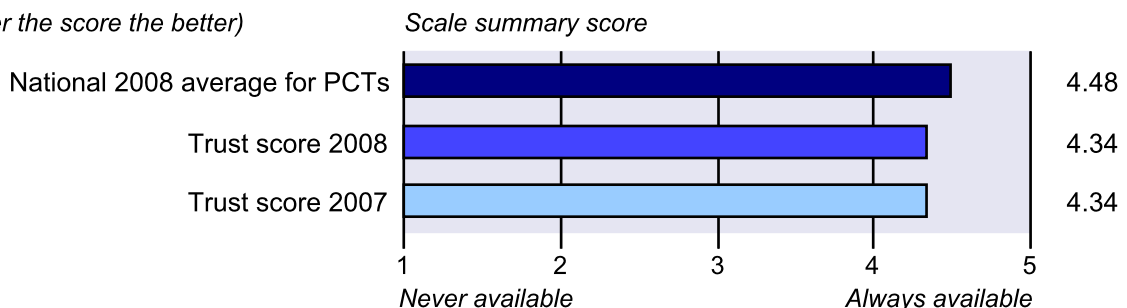


33% of staff at the trust said that, in the last year, they had suffered from work related stress.

- The trust's score of 33% was in the **highest (worst) 20%** of PCTs in England.
- However, it is a statistically significant **decrease since 2007 (i.e. a better score than in 2007)**, when the trust scored 41%.

KEY FINDING 20. Availability of hand washing materials

(the higher the score the better)



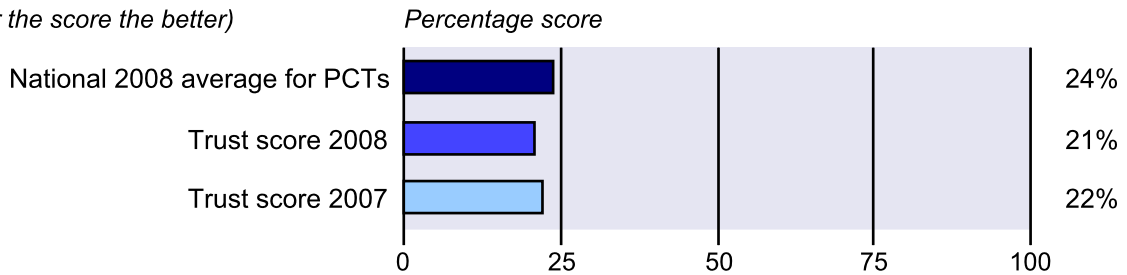
Staff were asked questions about the availability of hand washing materials, such as hot water, soap and paper towels, or alcohol rubs, to staff and patients or service users. Possible scores range from 1 to 5, with 1 representing no availability, and 5 representing full availability.

- The trust's score of 4.34 was in the **lowest (worst) 20%** of PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 4.34.

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)

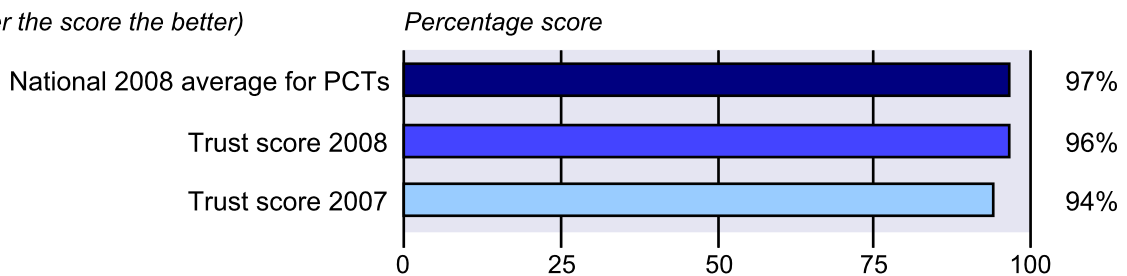


21% of staff at the trust said that, in the previous month, they had witnessed at least one error, near miss or incident which could have hurt staff, patients or service users.

- The trust's score of 21% was **below (better than) average** for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 22%.

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

(the higher the score the better)

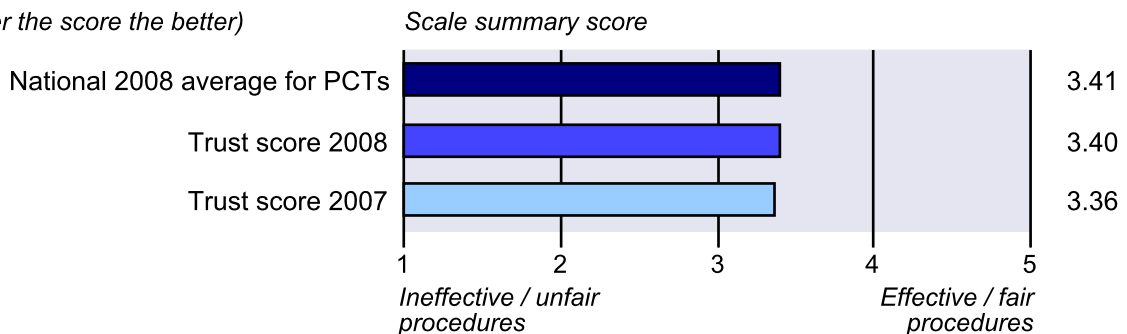


96% of staff who had witnessed such an error, near miss or incident in the last month said that they, or a colleague, had reported it.

- The trust's score of 96% was average for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 94%.

KEY FINDING 23. Fairness and effectiveness of procedures for reporting errors, near misses or incidents

(the higher the score the better)



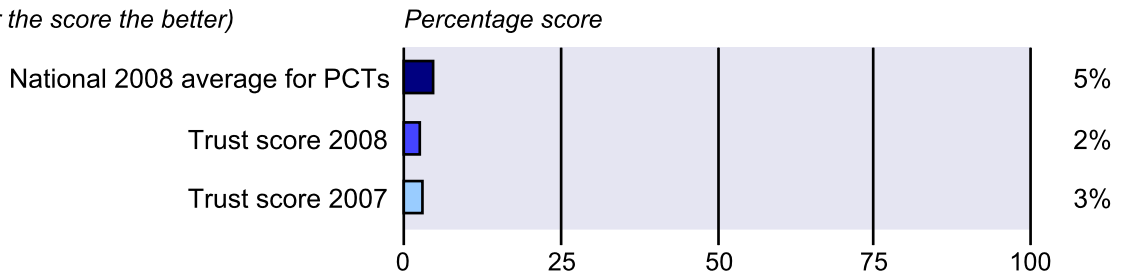
Staff were asked questions to assess the climate and culture of incident reporting in their trust. In particular, the questions asked whether staff are aware of the procedures for reporting errors, near misses and incidents; to what extent staff feel that the trust encourages such reports, and then treats 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 unfair and ineffective procedures, and 5 representing fair and effective procedures.

- The trust's score of 3.40 was **below (worse than) average** for PCTs in England.
- However, it is a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 3.36.

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)

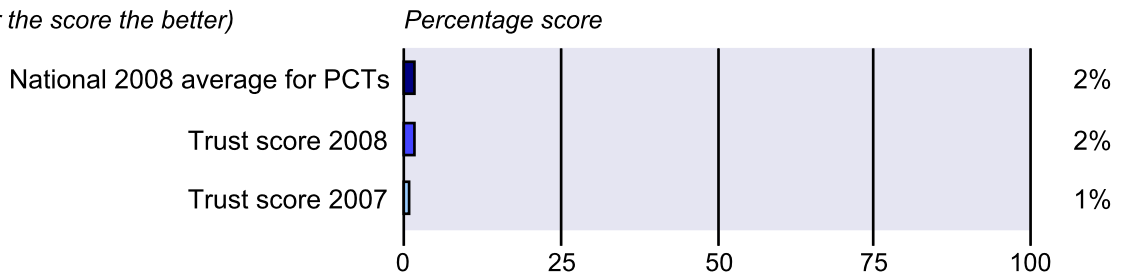


2% of staff at the trust said that they had experienced physical violence from patients, service users or their relatives in the previous 12 months.

- The trust's score of 2% was in the **lowest (best) 20%** of PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 3%.

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

(the lower the score the better)

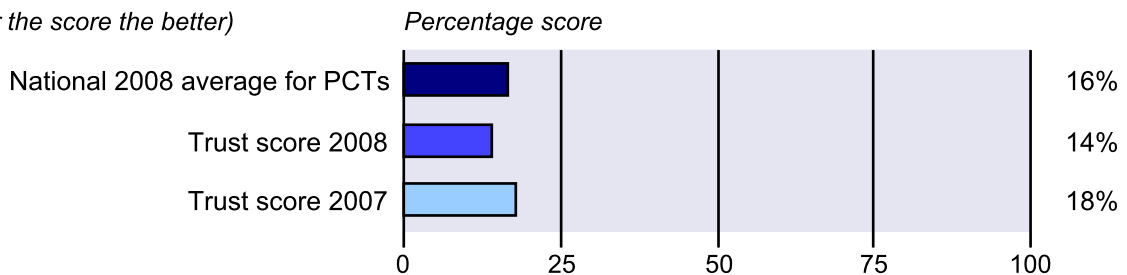


2% of staff at the trust said that they had experienced physical violence from colleagues or managers in the previous 12 months.

- The trust's score of 2% was average for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 1%.

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

(the lower the score the better)

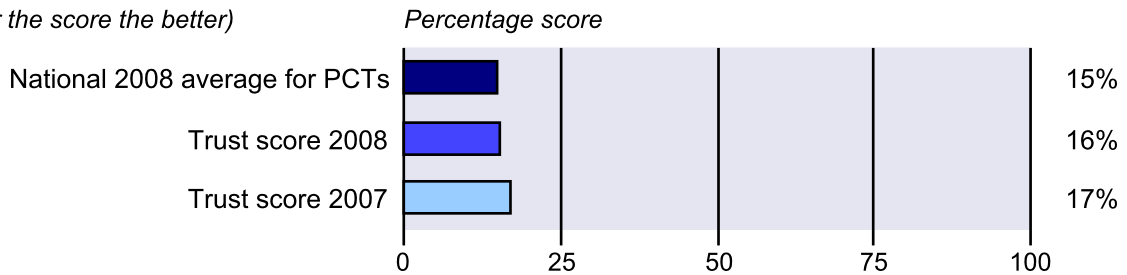


14% of staff at the trust said that they had experienced harassment, bullying or abuse from patients, service users or their relatives in the previous 12 months.

- The trust's score of 14% was **below (better than) average** for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 18%.

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

(the lower the score the better)

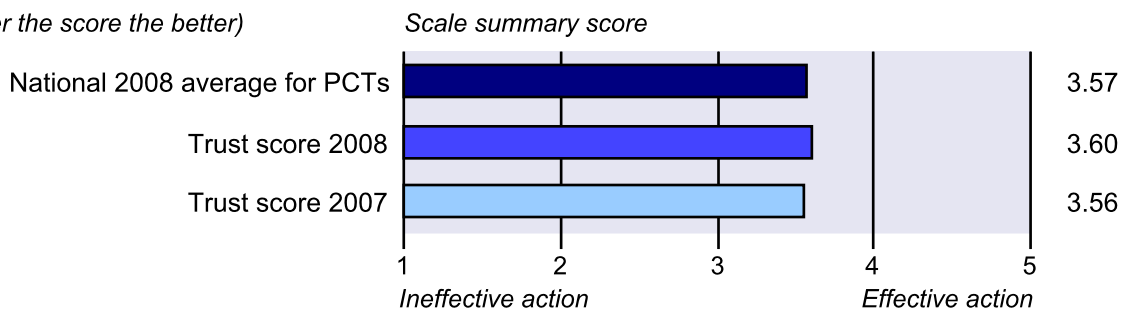


16% of staff at the trust said that they had experienced harassment, bullying or abuse from colleagues or managers in the previous 12 months.

- The trust's score of 16% was average for PCTs in England.
- It has not changed significantly since the 2007 survey, when the trust scored 17%.

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

(the higher the score the better)



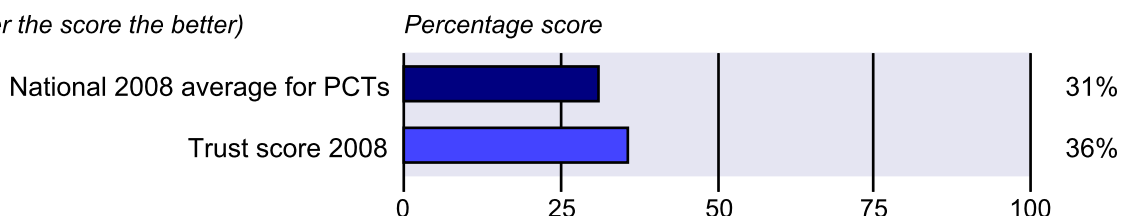
Staff were asked questions about the extent to which they think their trust takes effective action if staff are physically attacked, bullied, harassed or abused. Possible scores range from 1 to 5, with 1 representing the perception that the trust never takes any effective action, and 5 representing the perception that the trust always takes effective action.

- The trust's score of 3.60 was **above (better than) average** for PCTs in England.
- It is also a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 3.56.

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.

KEY FINDING 29. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)

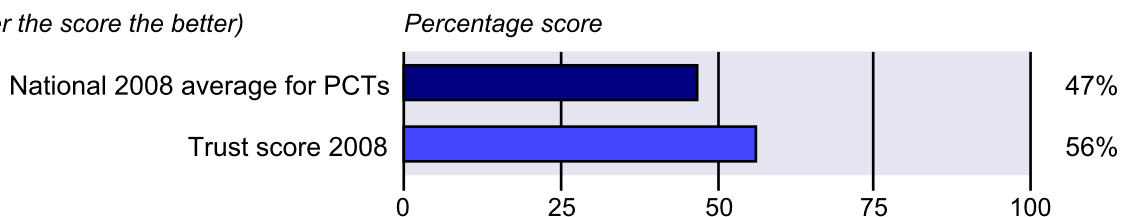


36% of staff agreed with at least four of the following six statements - that they know who senior managers are, that senior managers communicate effectively with staff, that they try to involve staff in important decisions, that they encourage staff to suggest new ideas for improving services, that they act on staff feedback and that healthcare professionals and managers in non-clinical roles work well together.

- The trust's score of 36% was in the **highest (best) 20%** of PCTs in England.
- These questions were not asked in 2007.

KEY FINDING 30. Percentage of staff agreeing that they understand their role and where it fits in

(the higher the score the better)

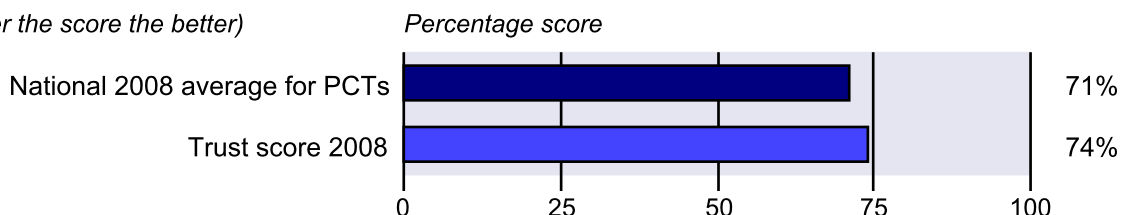


56% of staff at the trust agreed with at least three of the following four statements - that the trust communicates clearly with staff about what it is trying to achieve, that they personally know how their role contributes to this, that they know how the trust contributes to what the NHS is trying to achieve and that they understand the national vision for the NHS.

- The trust's score of 56% was in the **highest (best) 20%** of PCTs in England.
- These questions were not asked in 2007.

KEY FINDING 31. Percentage of staff able to contribute towards improvements at work

(the higher the score the better)



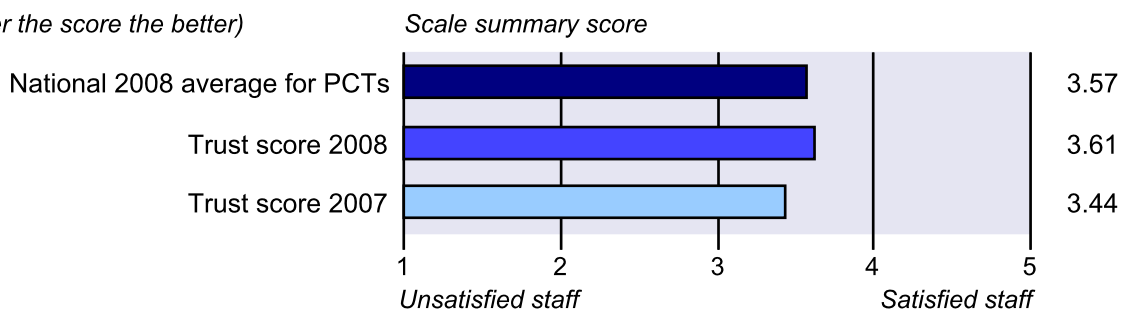
74% of staff at the trust agreed with at least two of the following three statements - that they are able to make suggestions to improve the work of their team, that there are frequent opportunities for them to show initiative in their role, and that they are able to make improvements at work.

- The trust's score of 74% was in the **highest (best) 20%** of PCTs in England.
- These questions were not asked in 2007.

ADDITIONAL THEME: Staff satisfaction

KEY FINDING 32. Staff job satisfaction

(the higher the score the better)

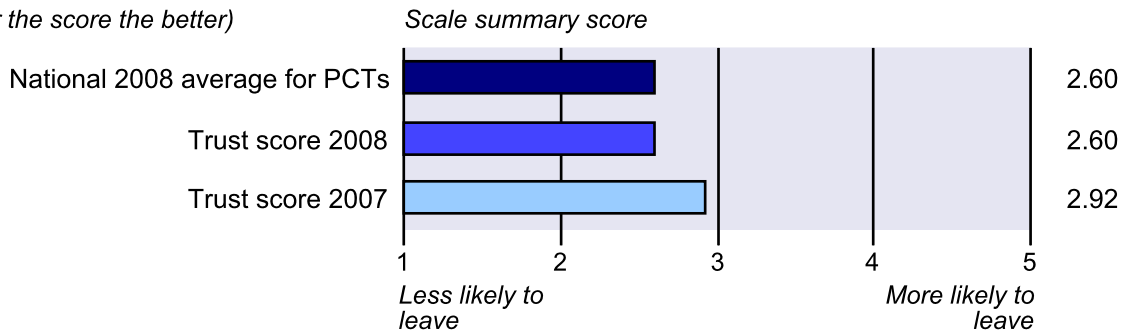


Staff were asked questions about how satisfied they are with various aspects of their job including: recognition for good work; support from their immediate manager and colleagues; freedom to choose methods of working; amount of responsibility; opportunities to use their skills; and the extent to which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

- The trust's score of 3.61 was **above (better than) average** for PCTs in England.
- It is also a statistically significant **increase since 2007 (i.e. a better score than in 2007)**, when the trust scored 3.44.

KEY FINDING 33. Staff intention to leave jobs

(the lower the score the better)

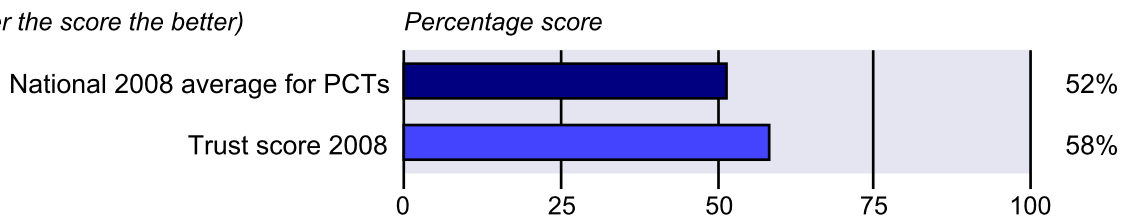


Staff were asked questions to assess the extent to which they are considering leaving their trust and looking for a new job, either within or outside the NHS. Possible scores range from 1 to 5, with 1 representing staff who have no intention of leaving their jobs, and 5 representing staff who are very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

- The trust's score of 2.60 was average for PCTs in England.
- It is a statistically significant decrease since 2007 (i.e. a better score than in 2007), when the trust scored 2.92.

KEY FINDING 34. Percentage of staff that would recommend the trust as a place to work

(the higher the score the better)



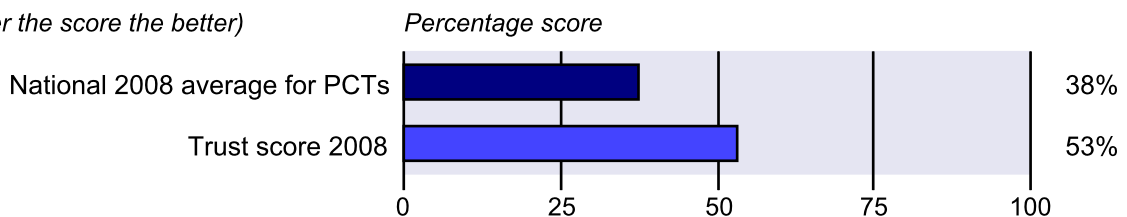
58% of staff at the trust said they would recommend their Trust to others as a place to work.

- The trust's score of 58% was in the highest (best) 20% of PCTs in England.
- This question was not asked in 2007.

ADDITIONAL THEME: Equality and diversity

KEY FINDING 35. Percentage of staff having equality and diversity training in last 12 months

(the higher the score the better)

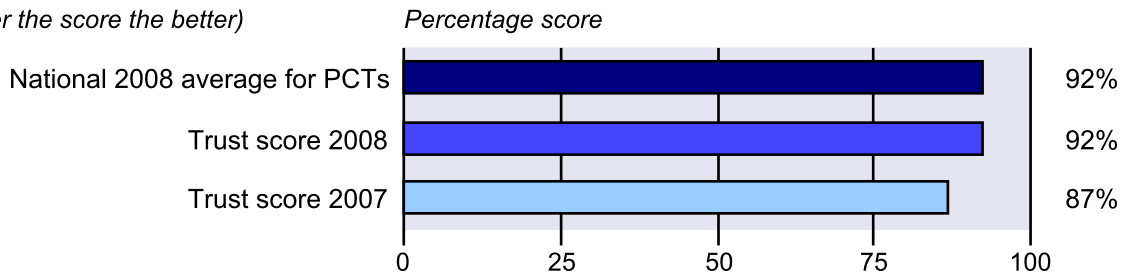


53% of staff at the trust said that they had received equality and diversity training (the definition of which included training on the awareness of age, disability, gender, race, sexual orientation and religion) in the last 12 months.

- The trust's score of 53% was above (better than) average for PCTs in England.
- This question was not asked in this format in 2007.

KEY FINDING 36. Percentage of staff believing trust provides equal opportunities for career progression or promotion

(the higher the score the better)



92% 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 92% was average for PCTs in England.
- It is a statistically significant increase since 2007 (i.e. a better score than in 2007), when the trust scored 87%.