

## **2014 National NHS staff survey**

**Brief summary of results from East Kent Hospitals University  
NHS Foundation Trust**

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## 1. Introduction to this report

This report presents the findings of the 2014 national NHS staff survey conducted in East Kent Hospitals University NHS Foundation Trust.

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

In sections 3 and 4 of this report, the findings of the questionnaire have been summarised and presented in the form of 29 Key Findings.

These sections of the report have been structured around 4 of the seven pledges to staff in the NHS Constitution which was published in March 2013 (<http://www.nhs.uk/choiceintheNHS/Rightsandpledges/NHSConstitution>) plus three additional themes:

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

Please note that the NHS pledges were amended in 2014, however the report has been structured around 4 of the pledges which have been maintained since 2009. For more information regarding this please see the “Making Sense of Your Staff Survey Data” document.

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

- percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions
- scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5

A longer and more detailed report of the 2014 survey results for East Kent Hospitals University NHS Foundation Trust can be downloaded from: [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com). This report provides detailed breakdowns of the Key Finding scores by directorate, occupational groups and demographic groups, and details of each question included in the core questionnaire.

## Your Organisation

The scores presented below are un-weighted question level scores for questions Q12a - 12d and the un-weighted score for Key Finding 24. The percentages for Q12a – Q12d are created by combining the responses for those who “Agree” and “Strongly Agree” compared to the total number of staff that responded to the question.

Q12a, Q12c and Q12d feed into Key Finding 24 “Staff recommendation of the trust as a place to work or receive treatment”.

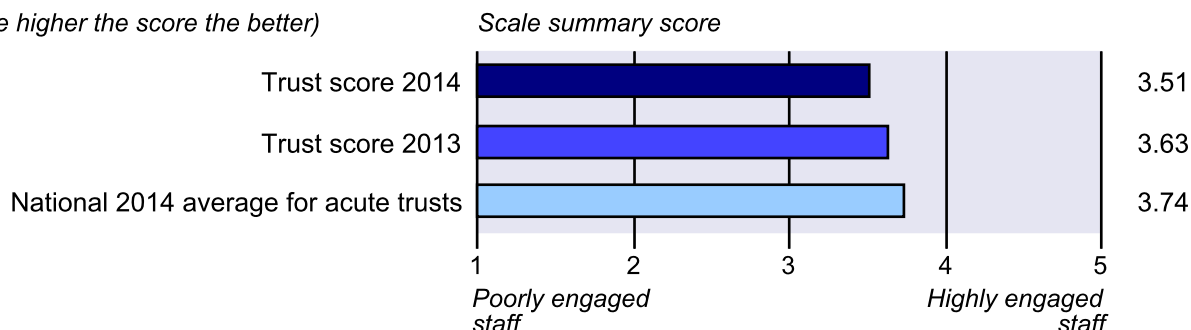
		<b>Your Trust in 2014</b>	<b>Average (median) for acute trusts</b>	<b>Your Trust in 2013</b>
Q12a	"Care of patients / service users is my organisation's top priority"	57	70	61
Q12b	"My organisation acts on concerns raised by patients / service users"	53	71	64
Q12c	"I would recommend my organisation as a place to work"	40	58	53
Q12d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	53	65	57
KF24.	Staff recommendation of the trust as a place to work or receive treatment (Q12a, 12c-d)	3.32	3.67	3.54

## 2. Overall indicator of staff engagement for East Kent Hospitals University NHS Foundation Trust

The figure below shows how East Kent Hospitals University NHS Foundation Trust compares with other acute trusts on an overall indicator of staff engagement. Possible scores range from 1 to 5, with 1 indicating that staff are poorly engaged (with their work, their team and their trust) and 5 indicating that staff are highly engaged. The trust's score of 3.51 was in the **lowest (worst) 20%** when compared with trusts of a similar type.

### OVERALL STAFF ENGAGEMENT

(the higher the score the better)



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

The table below shows how East Kent Hospitals University NHS Foundation Trust compares with other acute trusts on each of the sub-dimensions of staff engagement, and whether there has been a change since the 2013 survey.

	Change since 2013 survey	Ranking, compared with all acute trusts
<b>OVERALL STAFF ENGAGEMENT</b>	<b>! Decrease (worse than 13)</b>	<b>! Lowest (worst) 20%</b>
<b>KF22. Staff ability to contribute towards improvements at work</b> <i>(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.)</i>	• No change	<b>! Lowest (worst) 20%</b>
<b>KF24. Staff recommendation of the trust as a place to work or receive treatment</b> <i>(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.)</i>	<b>! Decrease (worse than 13)</b>	<b>! Lowest (worst) 20%</b>
<b>KF25. Staff motivation at work</b> <i>(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)</i>	<b>! Decrease (worse than 13)</b>	<b>! Lowest (worst) 20%</b>

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

### 3. Summary of 2014 Key Findings for East Kent Hospitals University NHS Foundation Trust

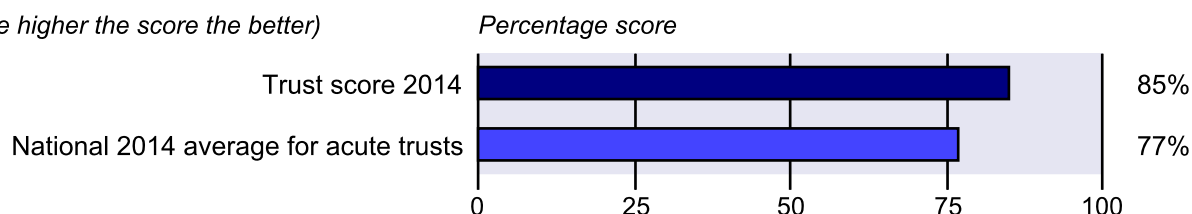
#### 3.1 Top and Bottom Ranking Scores

This page highlights the five Key Findings for which East Kent Hospitals University NHS Foundation Trust compares most favourably with other acute trusts in England.

#### TOP FIVE RANKING SCORES

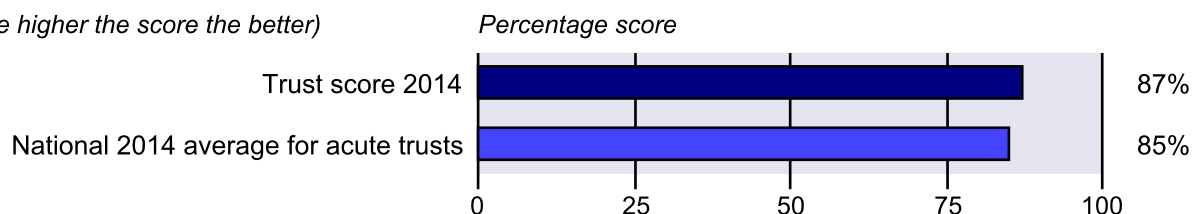
##### ✓ KF10. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)



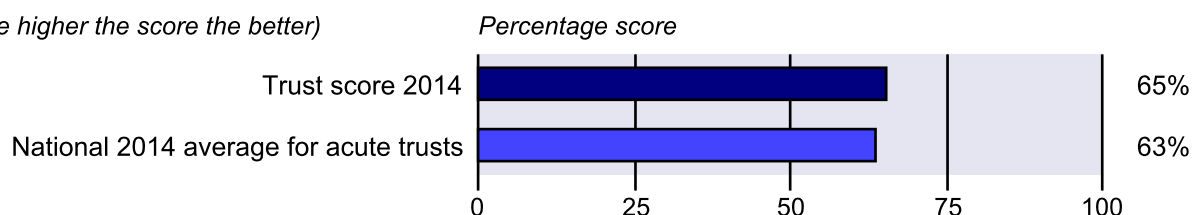
##### ✓ KF7. Percentage of staff appraised in last 12 months

(the higher the score the better)



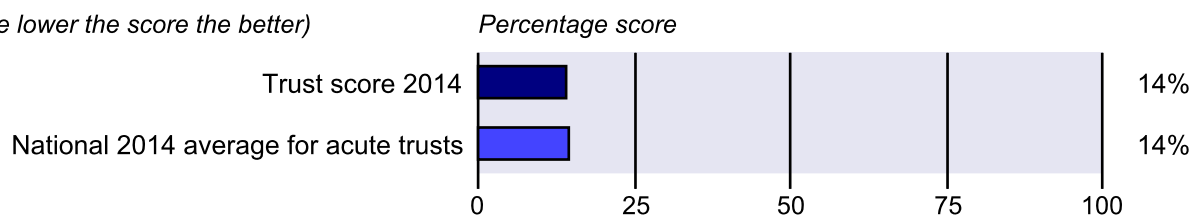
##### ✓ KF26. Percentage of staff having equality and diversity training in last 12 months

(the higher the score the better)



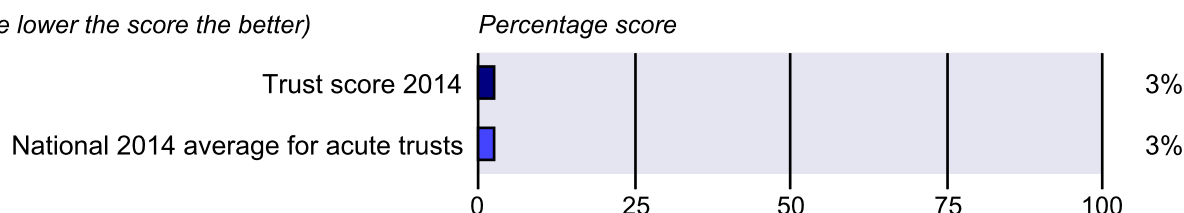
##### ✓ KF16. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



##### ✓ KF17. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



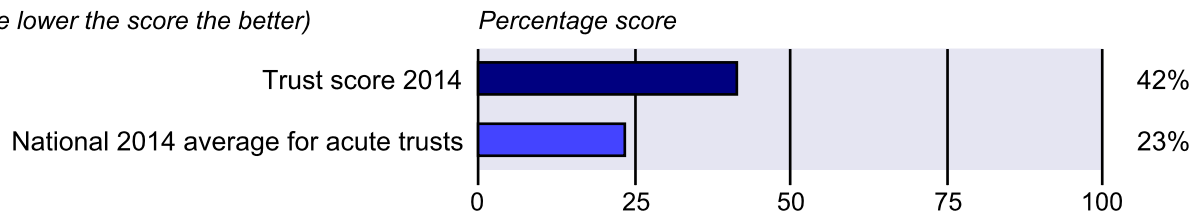
For each of the 29 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 138 (the bottom ranking score). East Kent Hospitals University NHS Foundation Trust's five highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 1. Further details about this can be found in the document ***Making sense of your staff survey data***.

This page highlights the five Key Findings for which East Kent Hospitals University NHS Foundation Trust compares least favourably with other acute trusts in England. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

## BOTTOM FIVE RANKING SCORES

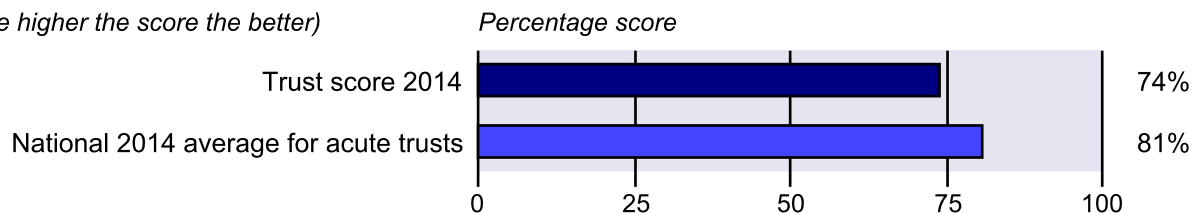
### ! KF19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



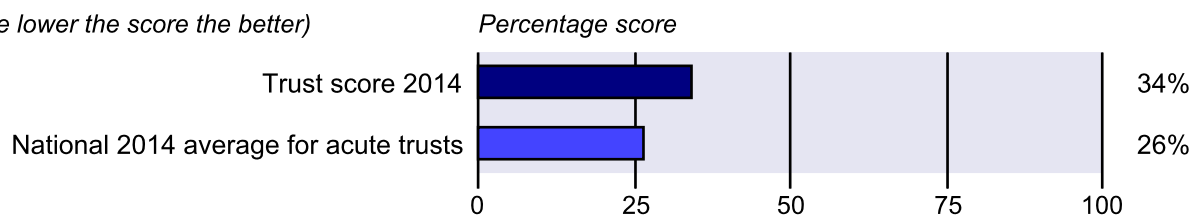
### ! KF6. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)



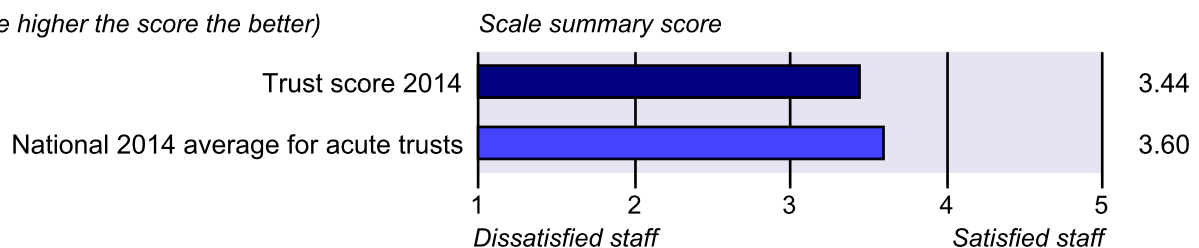
### ! KF20. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell

(the lower the score the better)



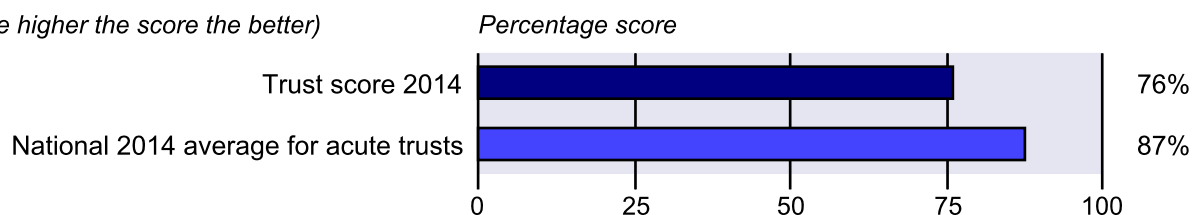
### ! KF23. Staff job satisfaction

(the higher the score the better)



### ! KF27. Percentage of staff believing the trust provides equal opportunities for career progression or promotion

(the higher the score the better)



For each of the 29 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 138 (the bottom ranking score). East Kent Hospitals University NHS Foundation Trust's five lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 138. Further details about this can be found in the document ***Making sense of your staff survey data.***

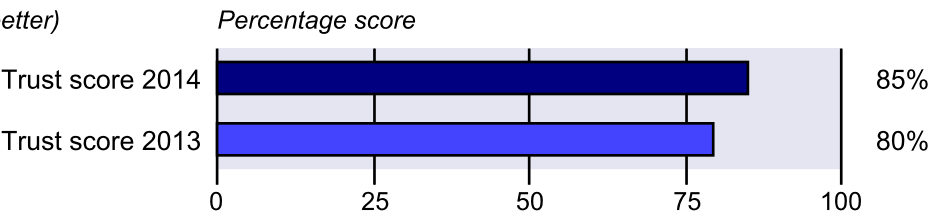
### 3.2 Largest Local Changes since the 2013 Survey

This page highlights the Key Finding that has improved at East Kent Hospitals University NHS Foundation Trust since the 2013 survey.

#### WHERE STAFF EXPERIENCE HAS IMPROVED

✓ **KF10. Percentage of staff receiving health and safety training in last 12 months**

(the higher the score the better)



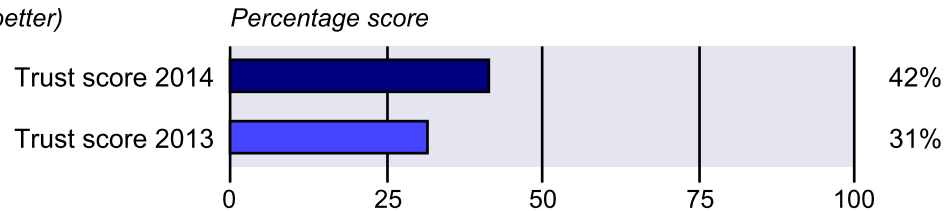


This page highlights the five Key Findings where staff experiences have deteriorated since the 2013 survey. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

## WHERE STAFF EXPERIENCE HAS DETERIORATED

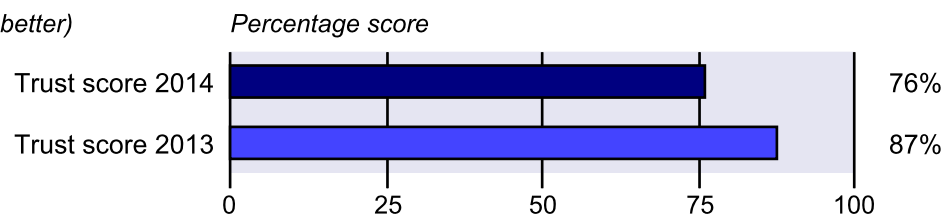
### ! KF19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



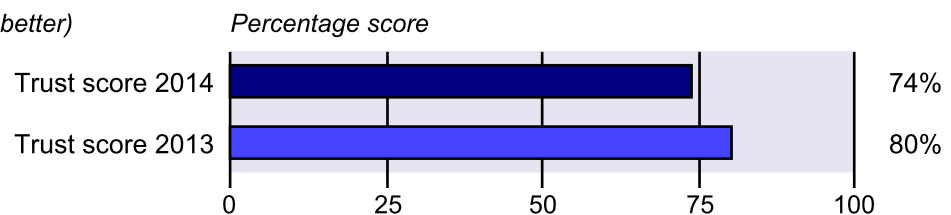
### ! KF27. Percentage of staff believing the trust provides equal opportunities for career progression or promotion

(the higher the score the better)



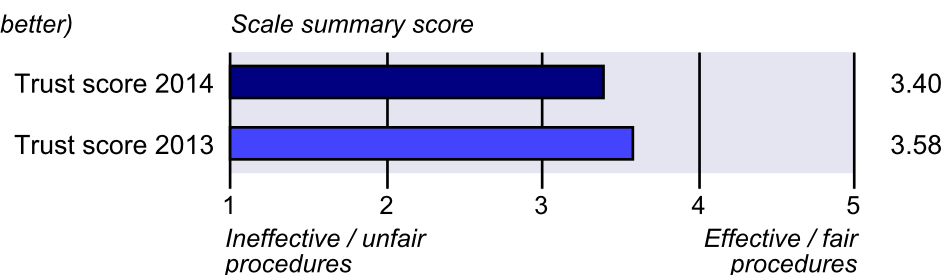
### ! KF6. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)



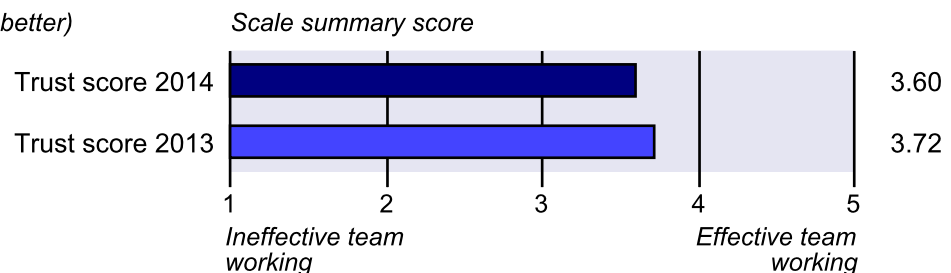
### ! KF14. Fairness and effectiveness of incident reporting procedures

(the higher the score the better)



### ! KF4. Effective team working

(the higher the score the better)



### 3.3. Summary of all Key Findings for East Kent Hospitals University NHS Foundation Trust

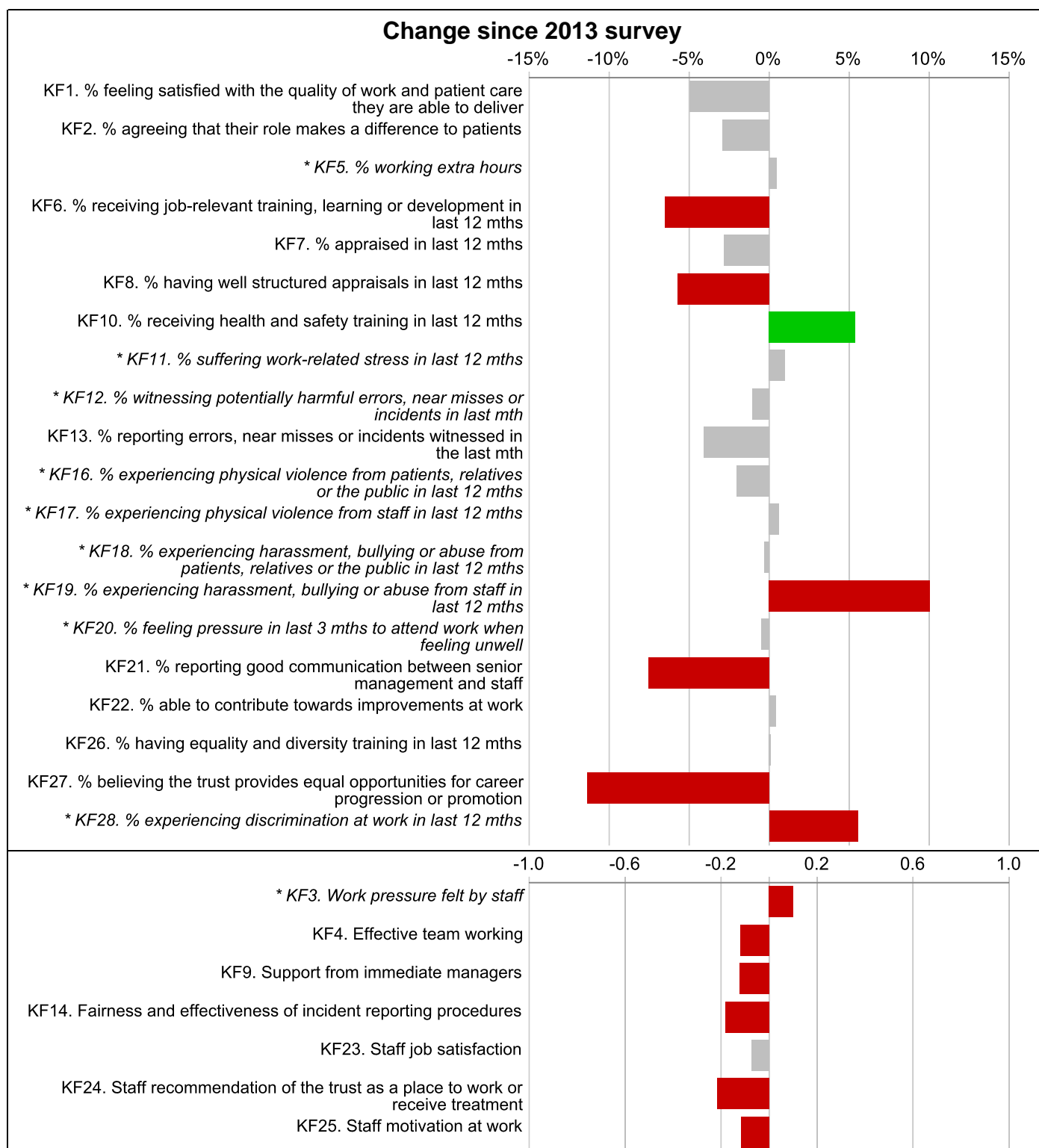
#### KEY

Green = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2013 survey.

Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2013 survey.

Grey = No change, e.g. there has been no statistically significant change in this Key Finding since the 2013 survey.

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



### 3.3. Summary of all Key Findings for East Kent Hospitals University NHS Foundation Trust

#### KEY

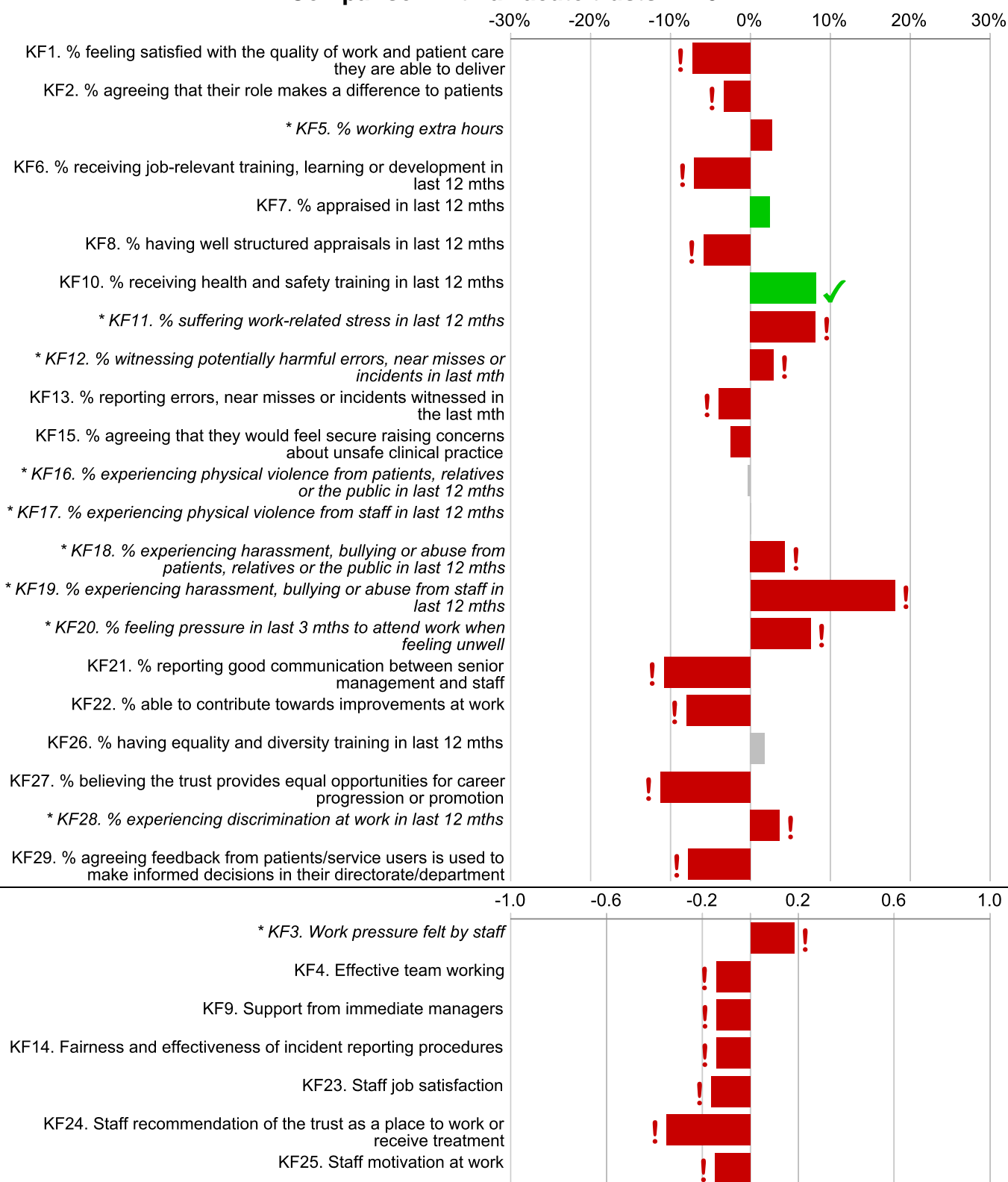
Green = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts

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

Grey = Average.

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

#### Comparison with all acute trusts in 2014



### 3.4. Summary of all Key Findings for East Kent Hospitals University NHS Foundation Trust

#### KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2013.

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2013.

'Change since 2013 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2013 survey.

-- Because of changes to the format of the survey questions this year, comparisons with the 2013 score are not possible.

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

	Change since 2013 survey	Ranking, compared with all acute trusts in 2014
<b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>		
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	• No change	! Lowest (worst) 20%
KF2. % agreeing that their role makes a difference to patients	• No change	! Lowest (worst) 20%
* <i>KF3. Work pressure felt by staff</i>	! Increase (worse than 13)	! Highest (worst) 20%
KF4. Effective team working	! Decrease (worse than 13)	! Lowest (worst) 20%
* <i>KF5. % working extra hours</i>	• No change	! Above (worse than) average
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.</b>		
KF6. % receiving job-relevant training, learning or development in last 12 mths	! Decrease (worse than 13)	! Lowest (worst) 20%
KF7. % appraised in last 12 mths	• No change	✓ Above (better than) average
KF8. % having well structured appraisals in last 12 mths	! Decrease (worse than 13)	! Lowest (worst) 20%
KF9. Support from immediate managers	! Decrease (worse than 13)	! Lowest (worst) 20%
<b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>		
<b>Occupational health and safety</b>		
KF10. % receiving health and safety training in last 12 mths	✓ Increase (better than 13)	✓ Highest (best) 20%
* <i>KF11. % suffering work-related stress in last 12 mths</i>	• No change	! Highest (worst) 20%
<b>Errors and incidents</b>		
* <i>KF12. % witnessing potentially harmful errors, near misses or incidents in last mth</i>	• No change	! Highest (worst) 20%
KF13. % reporting errors, near misses or incidents witnessed in the last mth	• No change	! Lowest (worst) 20%
KF14. Fairness and effectiveness of incident reporting procedures	! Decrease (worse than 13)	! Lowest (worst) 20%
KF15. % agreeing that they would feel secure raising concerns about unsafe clinical practice	--	! Below (worse than) average

### 3.4. Summary of all Key Findings for East Kent Hospitals University NHS Foundation Trust (cont)

	Change since 2013 survey	Ranking, compared with all acute trusts in 2014
<b>Violence and harassment</b>		
* KF16. % experiencing physical violence from patients, relatives or the public in last 12 mths	• No change	• Average
* KF17. % experiencing physical violence from staff in last 12 mths	• No change	• Average
* KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	• No change	! Highest (worst) 20%
* KF19. % experiencing harassment, bullying or abuse from staff in last 12 mths	! Increase (worse than 13)	! Highest (worst) 20%
<b>Health and well-being</b>		
* KF20. % feeling pressure in last 3 mths to attend work when feeling unwell	• No change	! Highest (worst) 20%
<b>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.</b>		
KF21. % reporting good communication between senior management and staff	! Decrease (worse than 13)	! Lowest (worst) 20%
KF22. % able to contribute towards improvements at work	• No change	! Lowest (worst) 20%
<b>ADDITIONAL THEME: Staff satisfaction</b>		
KF23. Staff job satisfaction	• No change	! Lowest (worst) 20%
KF24. Staff recommendation of the trust as a place to work or receive treatment	! Decrease (worse than 13)	! Lowest (worst) 20%
KF25. Staff motivation at work	! Decrease (worse than 13)	! Lowest (worst) 20%
<b>ADDITIONAL THEME: Equality and diversity</b>		
KF26. % having equality and diversity training in last 12 mths	• No change	• Average
KF27. % believing the trust provides equal opportunities for career progression or promotion	! Decrease (worse than 13)	! Lowest (worst) 20%
* KF28. % experiencing discrimination at work in last 12 mths	! Increase (worse than 13)	! Highest (worst) 20%
<b>ADDITIONAL THEME: Patient experience measures</b>		
<b>Patient/Service user experience Feedback</b>		
KF29. % agreeing feedback from patients/service users is used to make informed decisions in their directorate/department	--	! Lowest (worst) 20%

#### 4. Key Findings for East Kent Hospitals University NHS Foundation Trust

2924 staff at East Kent Hospitals University NHS Foundation Trust took part in this survey. This is a response rate of 41%<sup>1</sup> which is below average for acute trusts in England, and compares with a response rate of 50% in this trust in the 2013 survey.

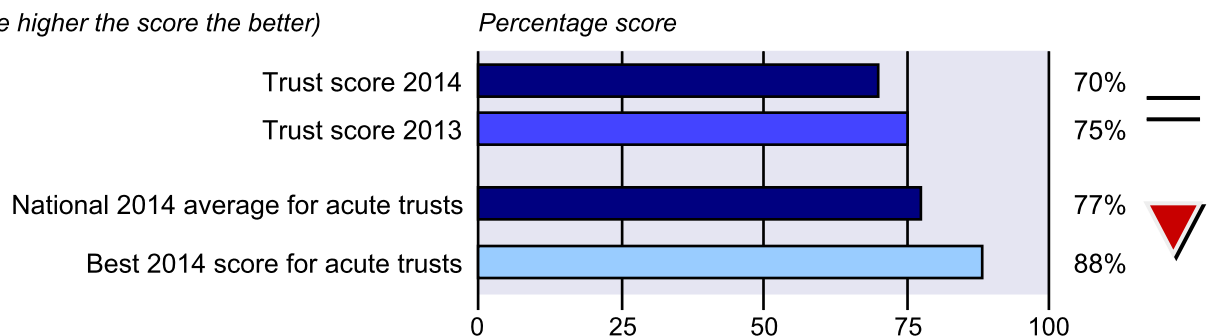
This section presents each of the 29 Key Findings, using data from the trust's 2014 survey, and compares these to other acute trusts in England and to the trust's performance in the 2013 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the three additional themes of staff satisfaction, equality and diversity and patient experience measures.

**Positive findings** are indicated with a **green arrow** (e.g. where the trust is in the best 20% of trusts, or where the score has improved since 2013). **Negative findings** are highlighted with a **red arrow** (e.g. where the trust's score is in the worst 20% of trusts, or where the score is not as good as 2013). An equals sign indicates that there has been no change.

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

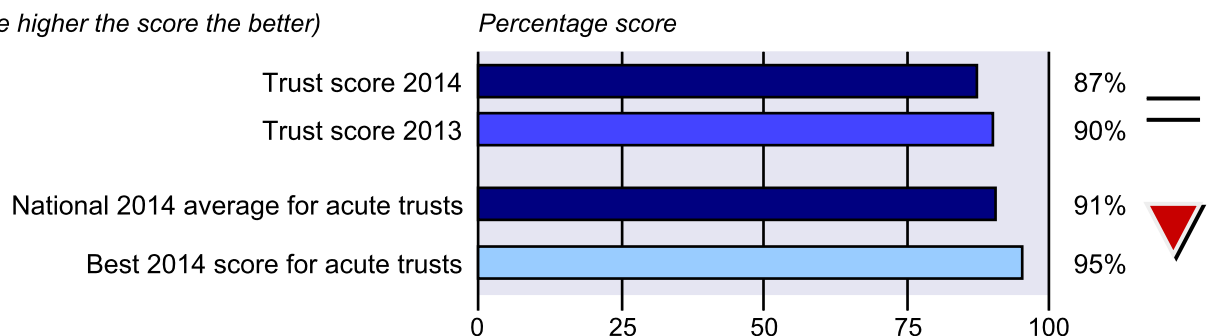
##### KEY FINDING 1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver

(the higher the score the better)



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

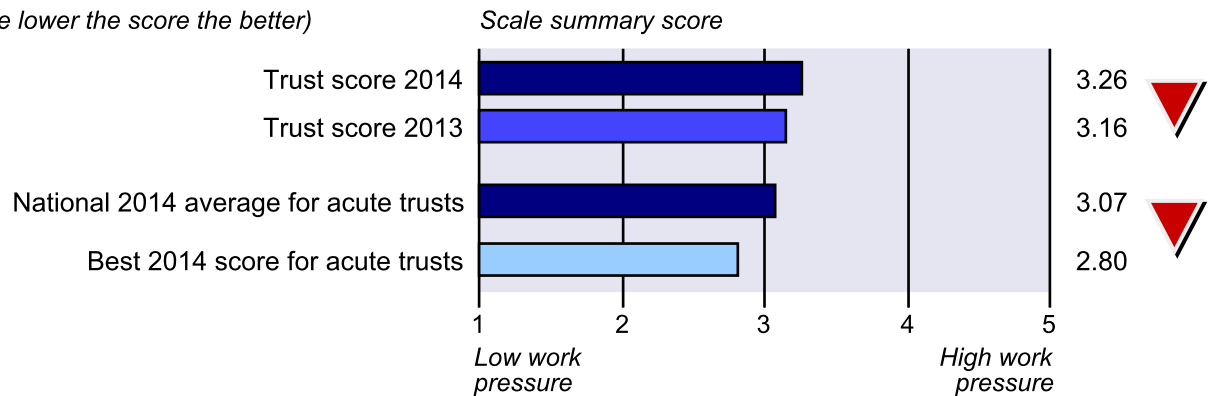
(the higher the score the better)



<sup>1</sup>Questionnaires were sent to all 7089 staff eligible to receive the survey. This includes only staff employed directly by the trust (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly elsewhere in the trust. When calculating the response rate, questionnaires could only be counted if they were received with their ID number intact, by the closing date.

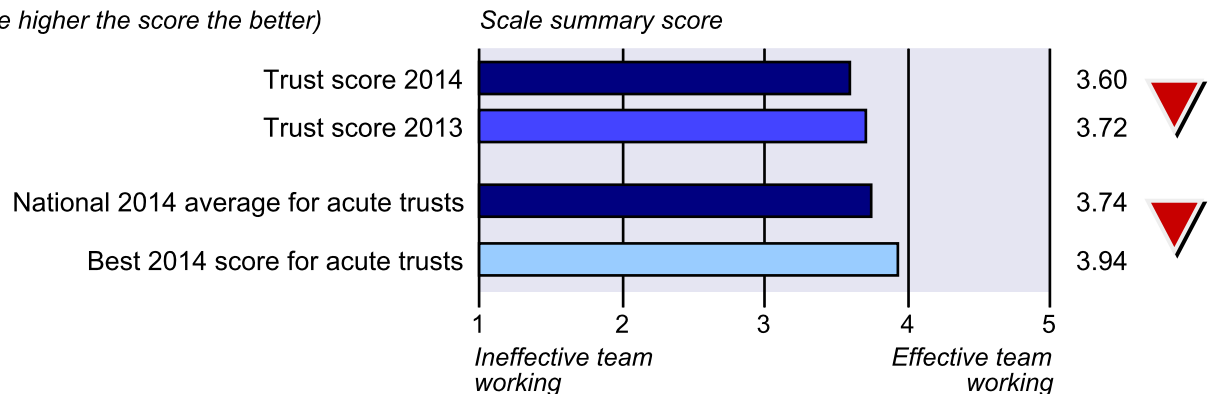
### KEY FINDING 3. Work pressure felt by staff

(the lower the score the better)



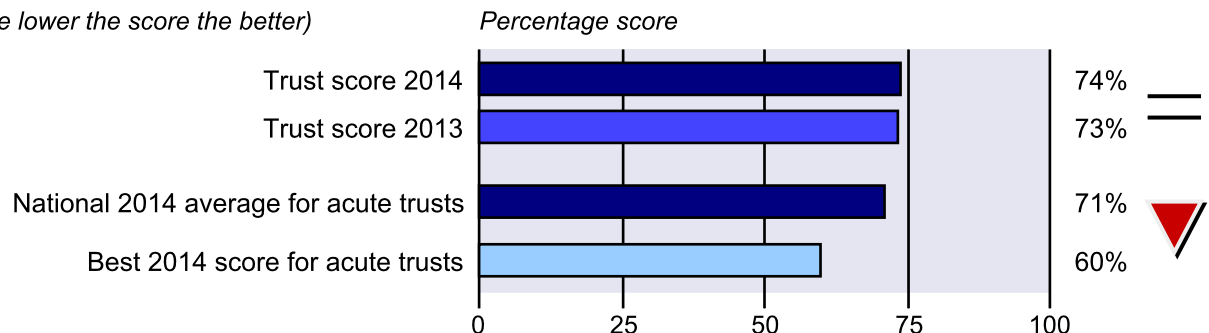
### KEY FINDING 4. Effective team working

(the higher the score the better)



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

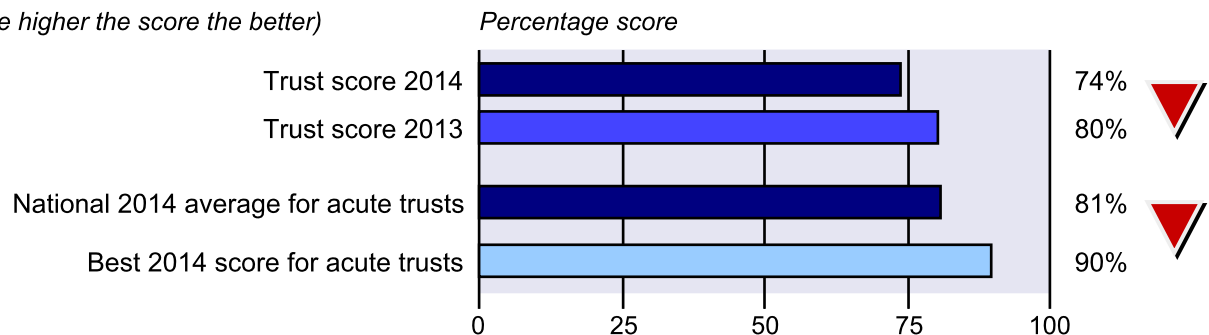
(the lower the score the better)



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

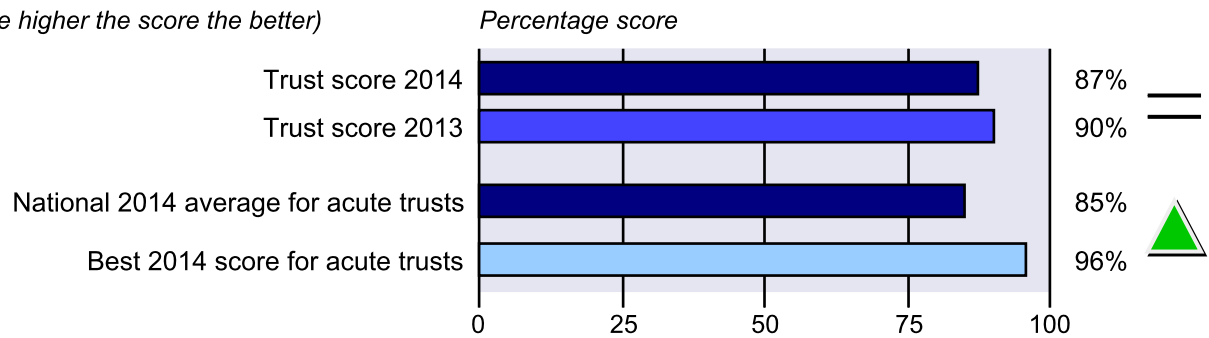
### KEY FINDING 6. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)



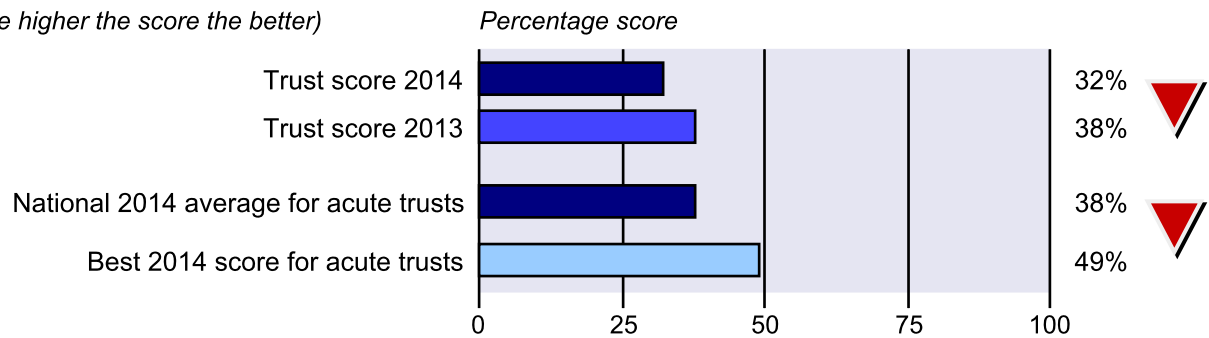
### KEY FINDING 7. Percentage of staff appraised in last 12 months

(the higher the score the better)



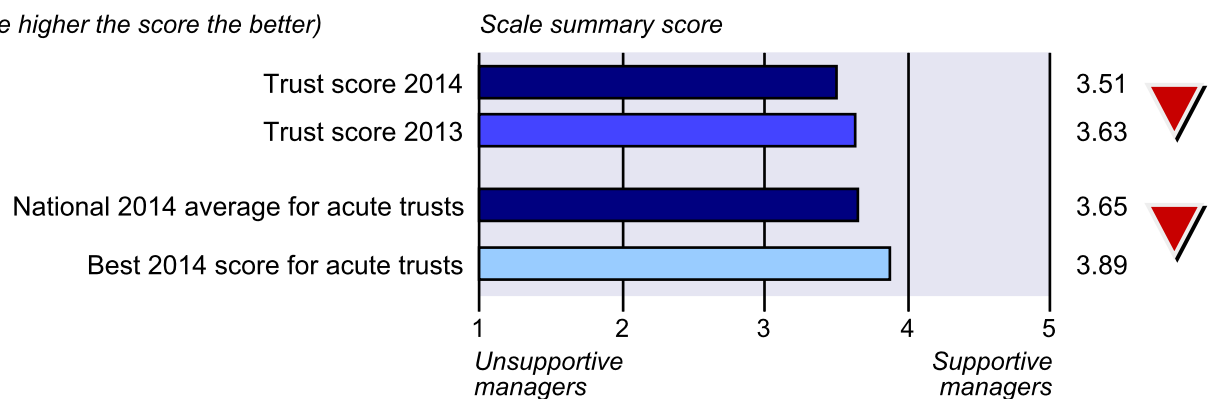
### KEY FINDING 8. Percentage of staff having well structured appraisals in last 12 months

(the higher the score the better)



### KEY FINDING 9. Support from immediate managers

(the higher the score the better)

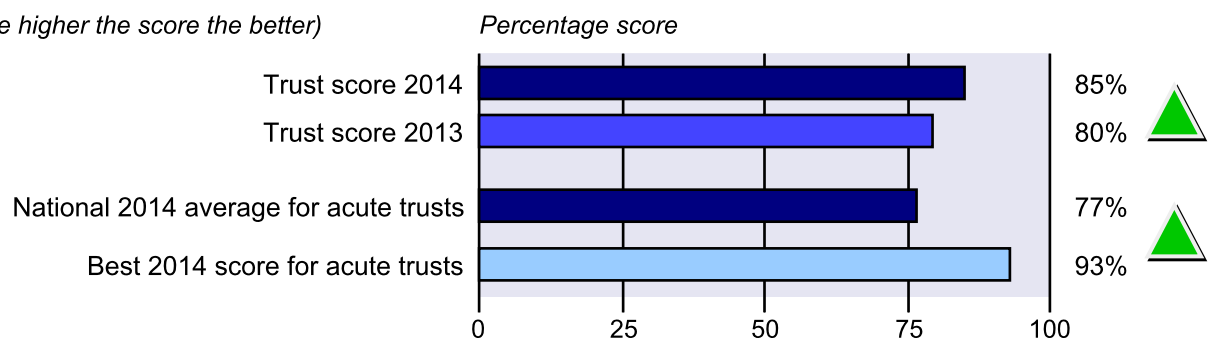


**STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.**

### Occupational health and safety

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

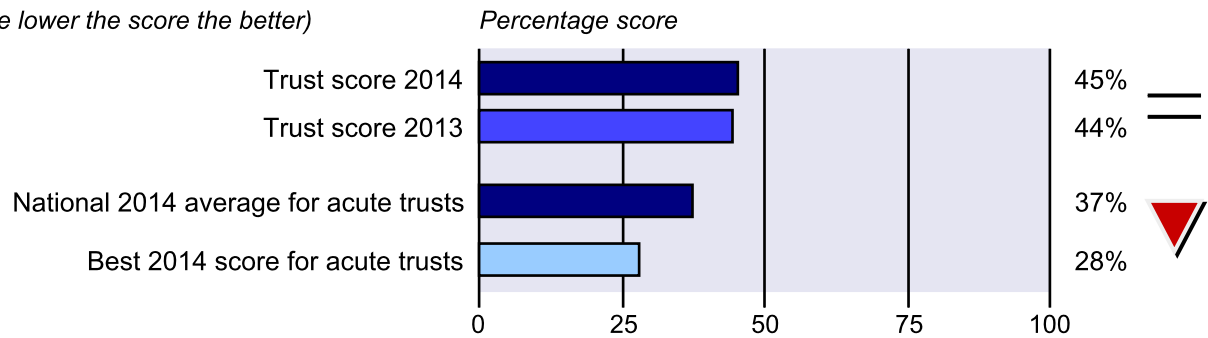
(the higher the score the better)





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

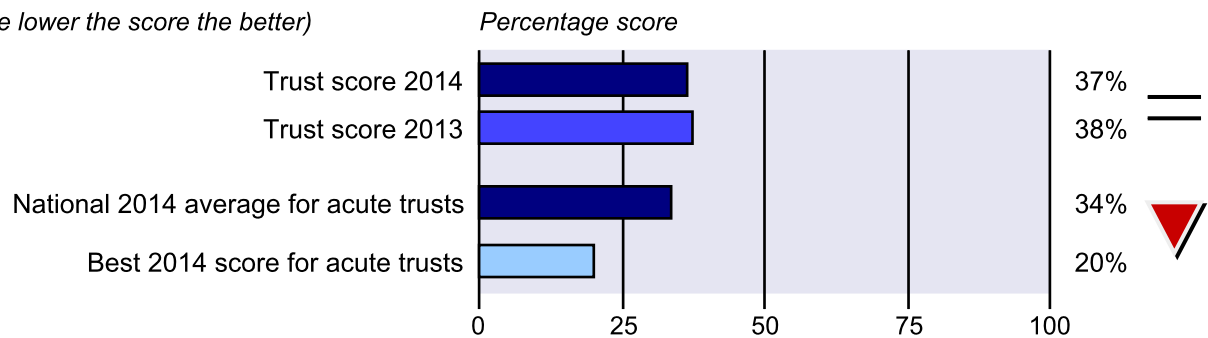
(the lower the score the better)



## Errors and incidents

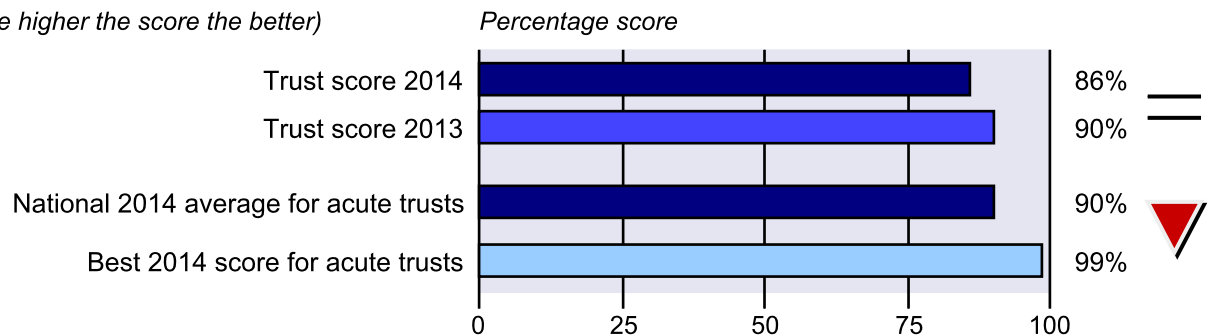
### KEY FINDING 12. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



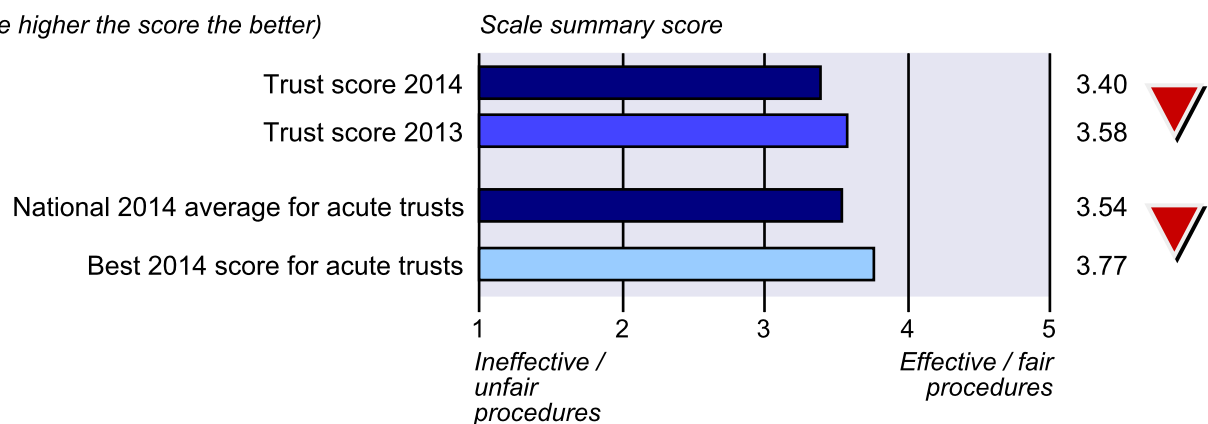
### KEY FINDING 13. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



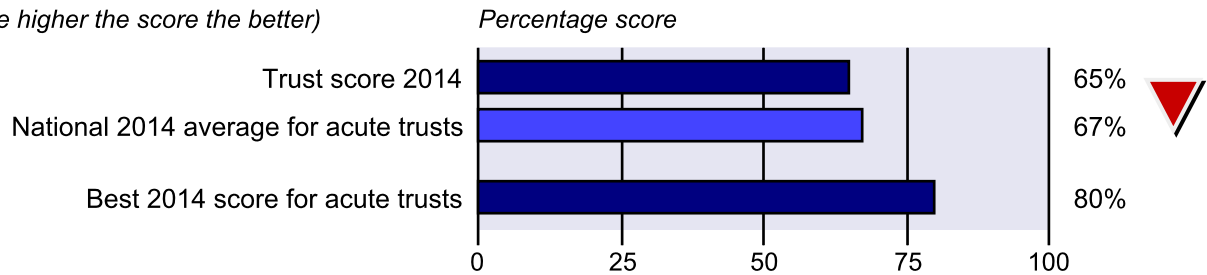
### KEY FINDING 14. Fairness and effectiveness of incident reporting procedures

(the higher the score the better)



### KEY FINDING 15. Percentage of staff agreeing that they would feel secure raising concerns about unsafe clinical practice

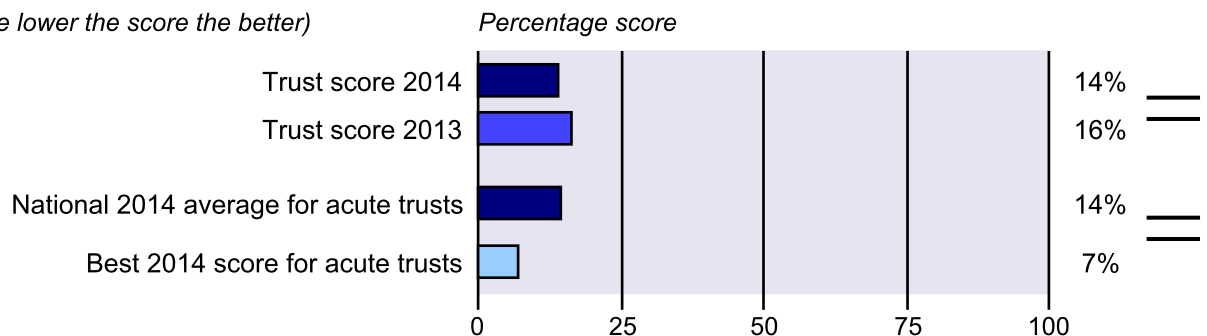
(the higher the score the better)



## Violence and harassment

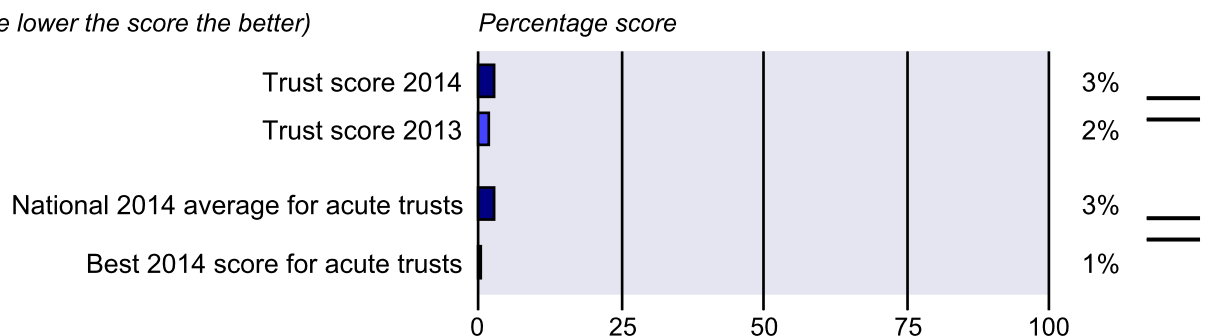
### KEY FINDING 16. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



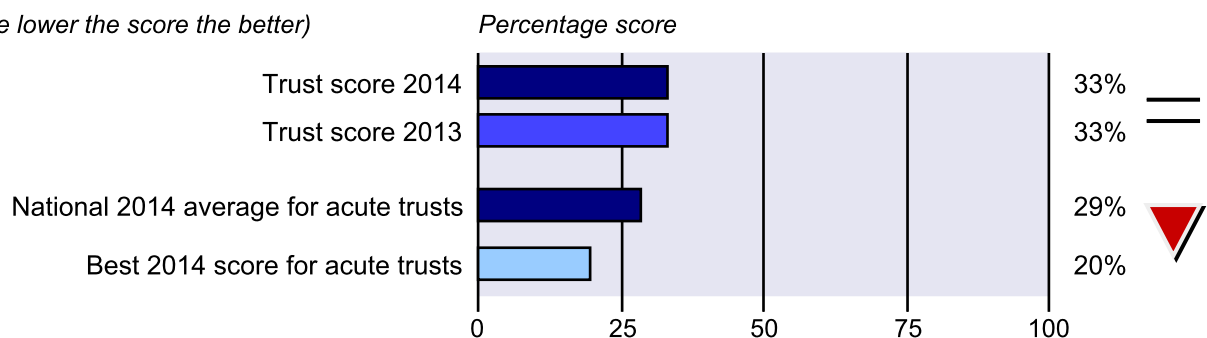
### KEY FINDING 17. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



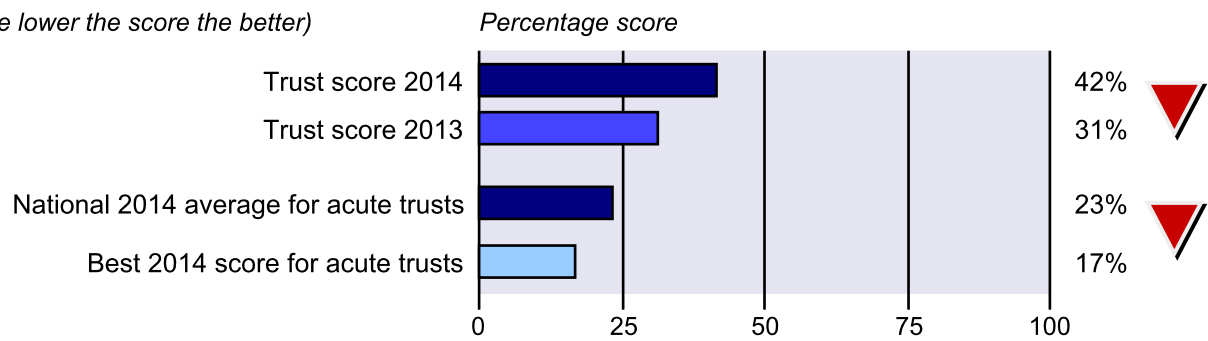
### KEY FINDING 18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



## KEY FINDING 19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

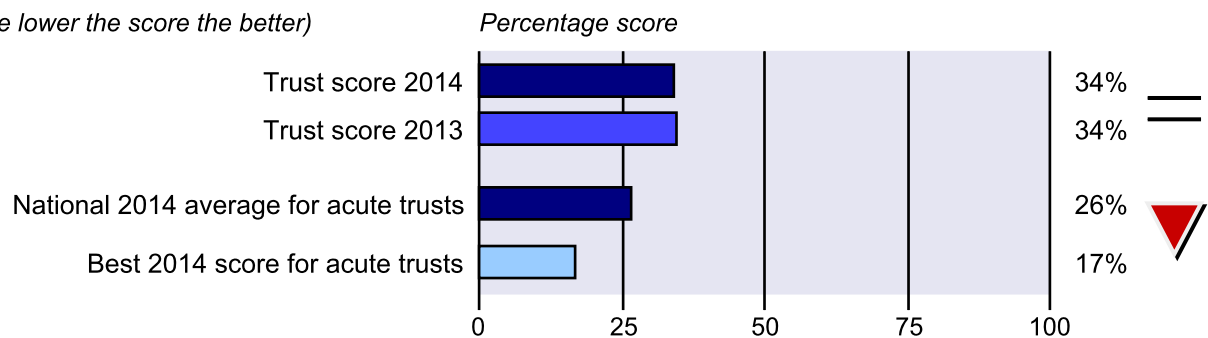
(the lower the score the better)



## Health and well-being

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

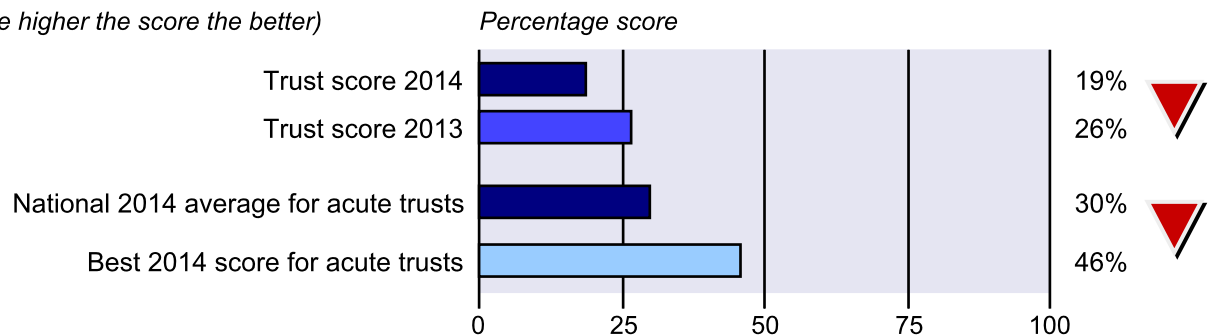
(the lower the score the better)



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

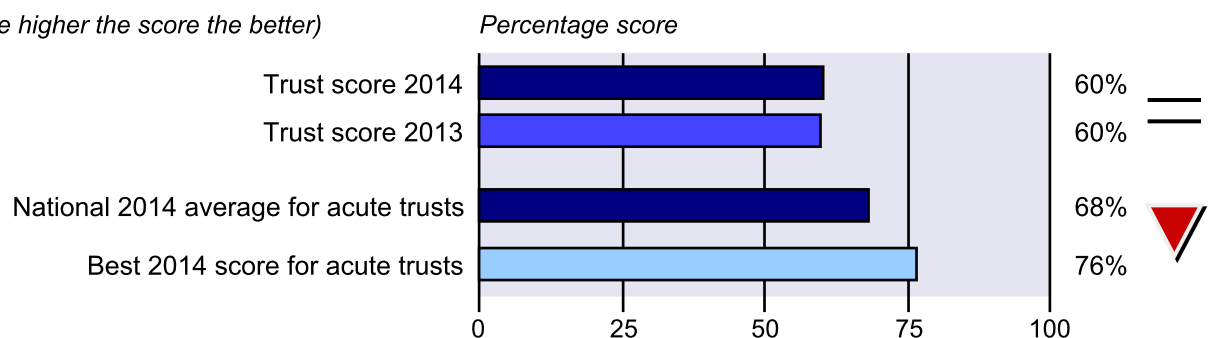
## KEY FINDING 21. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



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

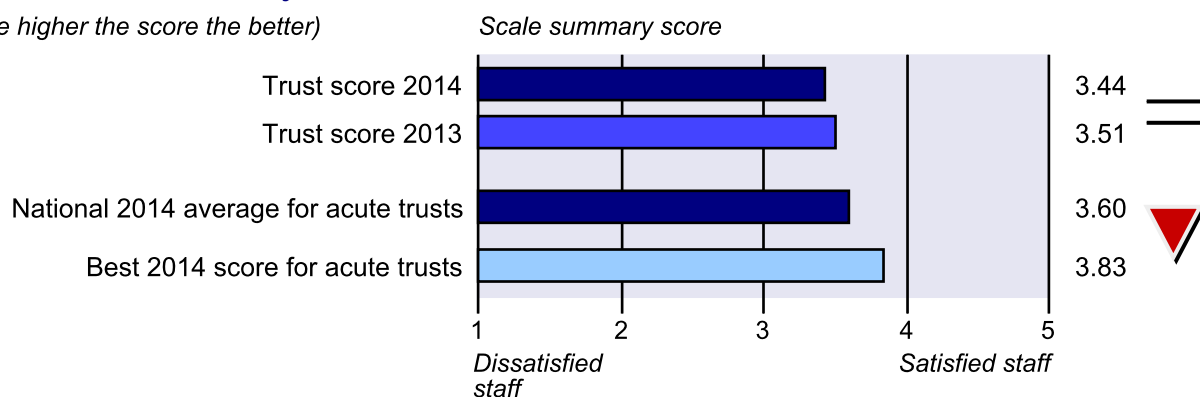
(the higher the score the better)



## ADDITIONAL THEME: Staff satisfaction

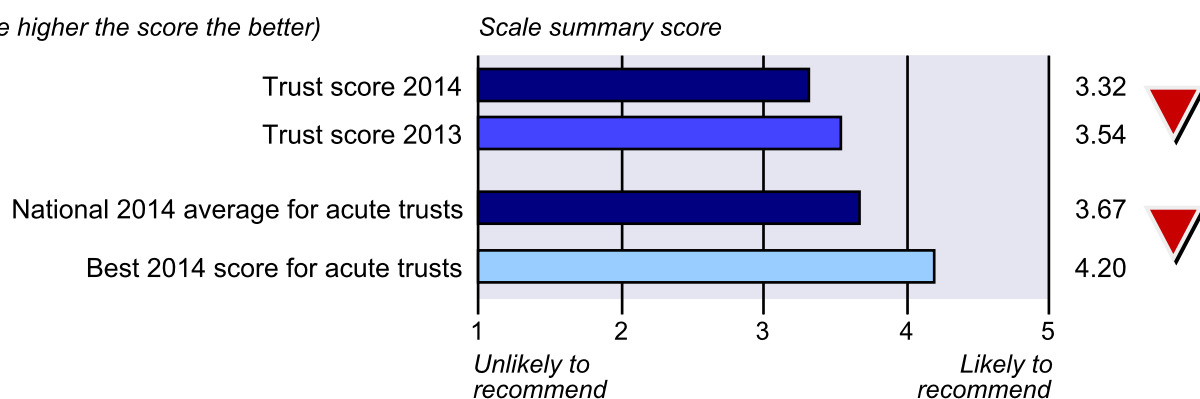
### KEY FINDING 23. Staff job satisfaction

(the higher the score the better)



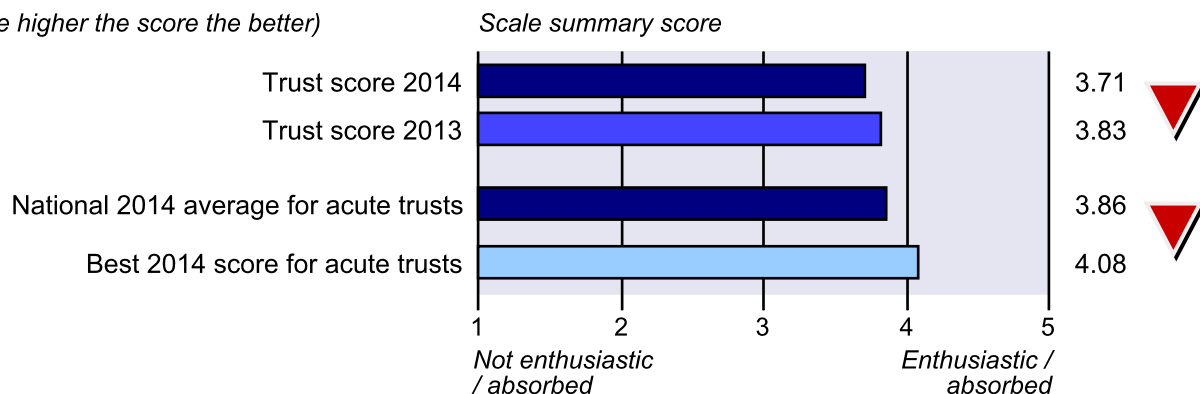
### KEY FINDING 24. Staff recommendation of the trust as a place to work or receive treatment

(the higher the score the better)



### KEY FINDING 25. Staff motivation at work

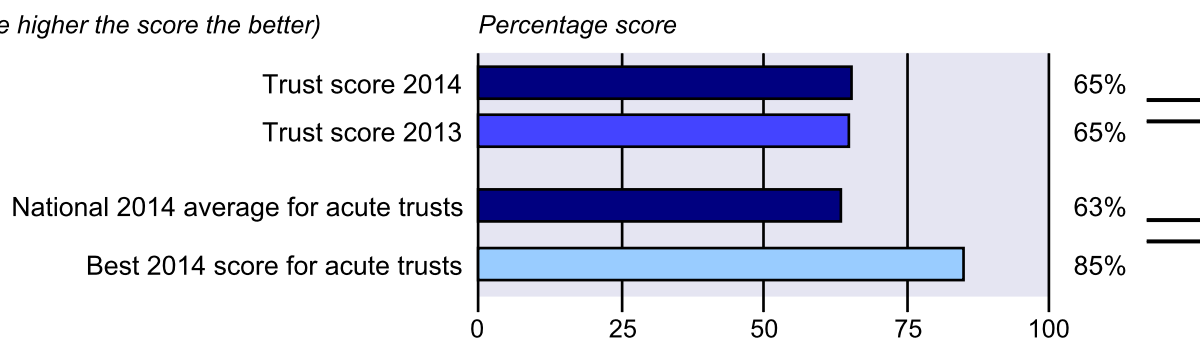
(the higher the score the better)



## ADDITIONAL THEME: Equality and diversity

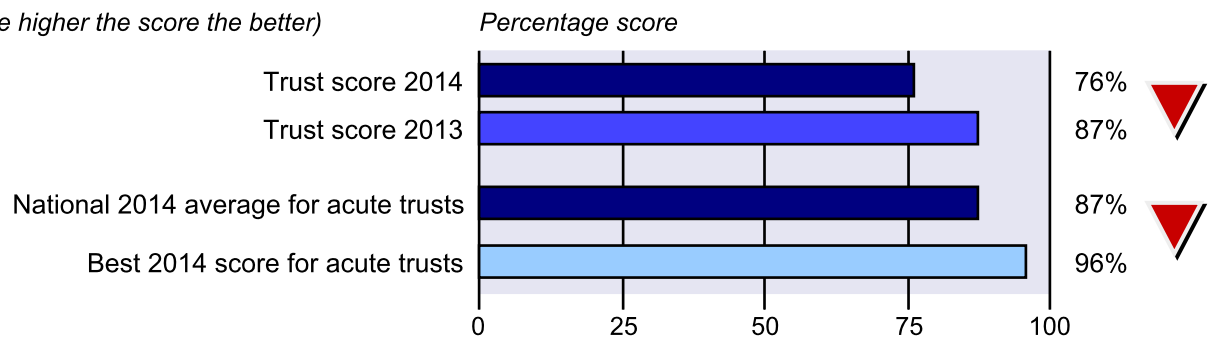
### KEY FINDING 26. Percentage of staff having equality and diversity training in last 12 months

(the higher the score the better)



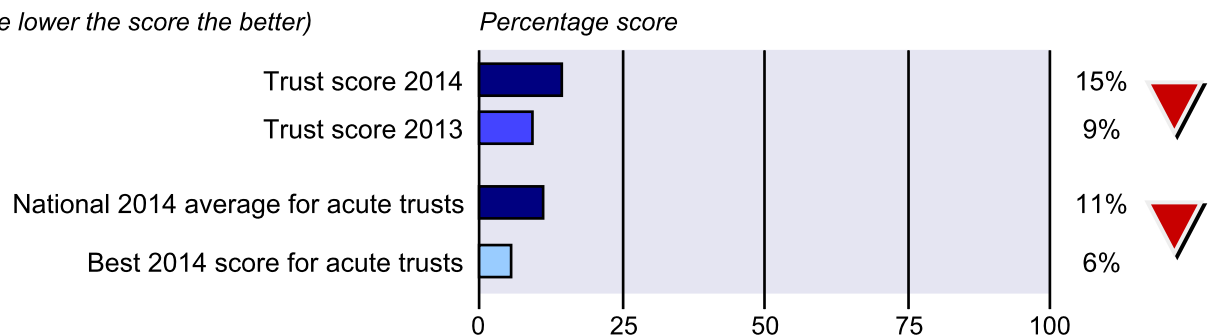
## KEY FINDING 27. Percentage of staff believing the trust provides equal opportunities for career progression or promotion

(the higher the score the better)



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

(the lower the score the better)



## ADDITIONAL THEME: Patient experience measures

### Patient/Service user experience Feedback

## KEY FINDING 29. Percentage of staff agreeing that feedback from patients/service users is used to make informed decisions in their directorate/department

(the higher the score the better)

