

**2011 National NHS staff survey**

**Results from Chelsea And Westminster Hospital NHS  
Foundation Trust**

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## 1. Introduction to this report

This report presents the findings of the 2011 national NHS staff survey conducted in Chelsea And Westminster Hospital 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 to 6 of this report, the findings of the questionnaire have been summarised and presented in the form of 38 Key Findings.

These sections of the report have been structured around the four pledges to staff in the NHS Constitution which was published in January 2009 (<http://www.dh.gov.uk/nhsconstitution>) plus two additional themes:

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

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

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

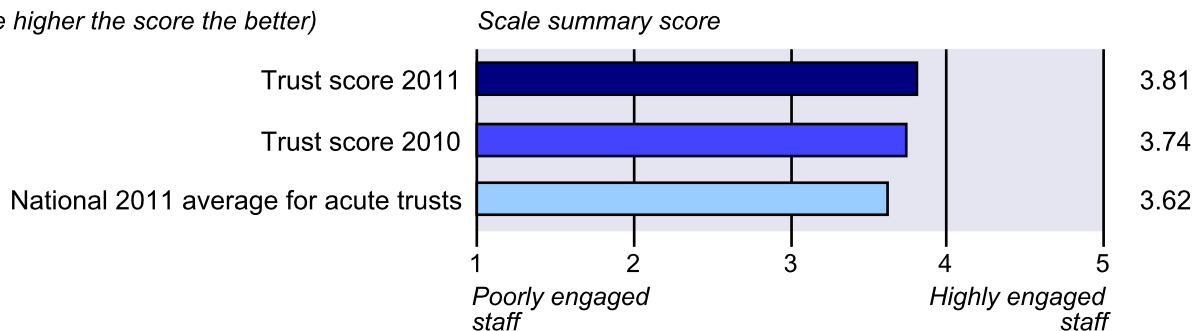
Responses to the individual survey questions can be found in Appendix 3 of this report, along with details of which survey questions were used to calculate the Key Findings.

## 2. Overall indicator of staff engagement for Chelsea And Westminster Hospital NHS Foundation Trust

The figure below shows how Chelsea And Westminster Hospital 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 3.81 was in the **highest (best) 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 31, 34 and 35. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 31); their willingness to recommend the trust as a place to work or receive treatment (Key Finding 34); and the extent to which they feel motivated and engaged with their work (Key Finding 35).

The table below shows how Chelsea And Westminster Hospital 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 2010 survey.

	Change since 2010 survey	Ranking, compared with all acute trusts
<b>OVERALL STAFF ENGAGEMENT</b>	• No change	✓ Highest (best) 20%
<b>KF31. 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	✓ Highest (best) 20%
<b>KF34. 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>	✓ Increase (better than 10)	✓ Highest (best) 20%
<b>KF35. 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>	• No change	• Average

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***.

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>.

### 3. Summary of 2011 Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust

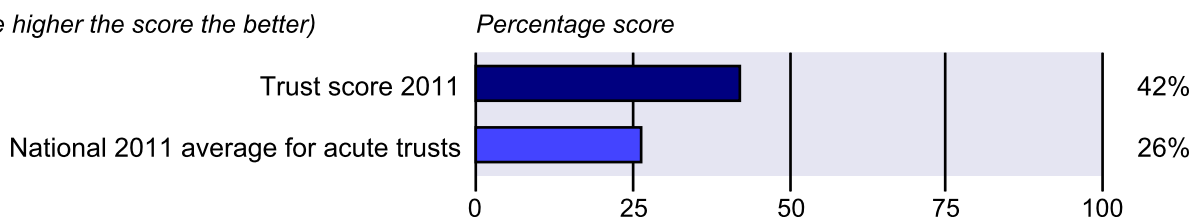
#### 3.1 Top and Bottom Ranking Scores

This page highlights the four Key Findings for which Chelsea And Westminster Hospital NHS Foundation Trust compares most favourably with other acute trusts in England.

#### TOP FOUR RANKING SCORES

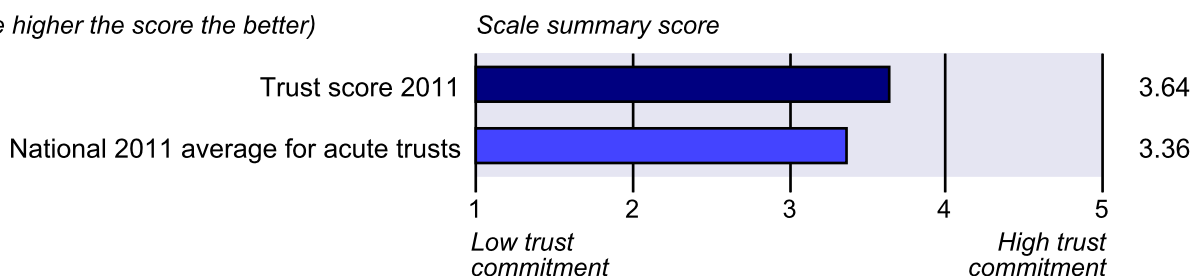
##### ✓ KF30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



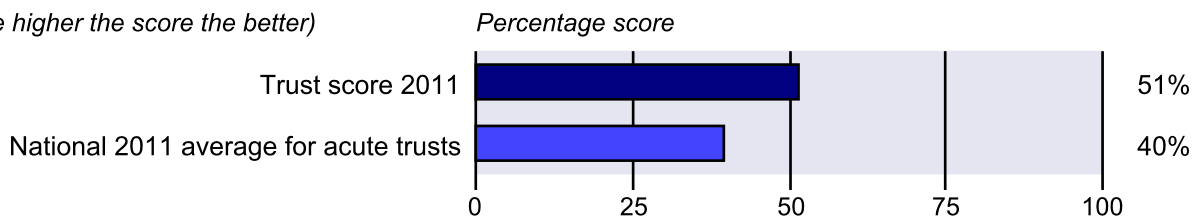
##### ✓ KF7. Trust commitment to work-life balance

(the higher the score the better)



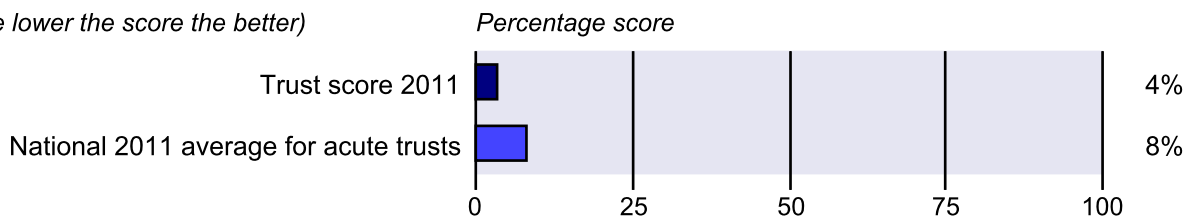
##### ✓ KF10. Percentage of staff feeling there are good opportunities to develop their potential at work

(the higher the score the better)



##### ✓ KF23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



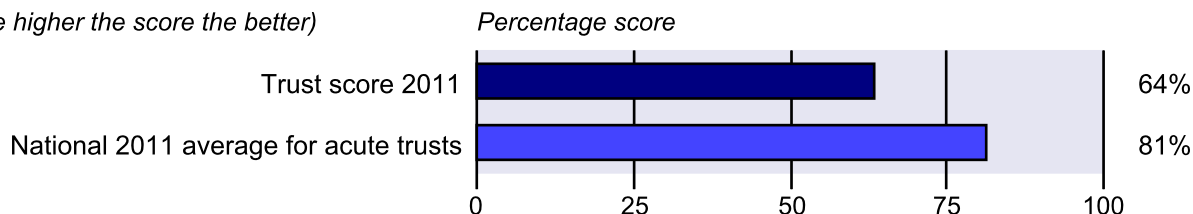
For each of the 38 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). Chelsea And Westminster Hospital NHS Foundation Trust's four highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 1. Further details about this can be found in the document **Making sense of your staff survey data**.

This page highlights the four Key Findings for which Chelsea And Westminster Hospital 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 FOUR RANKING SCORES

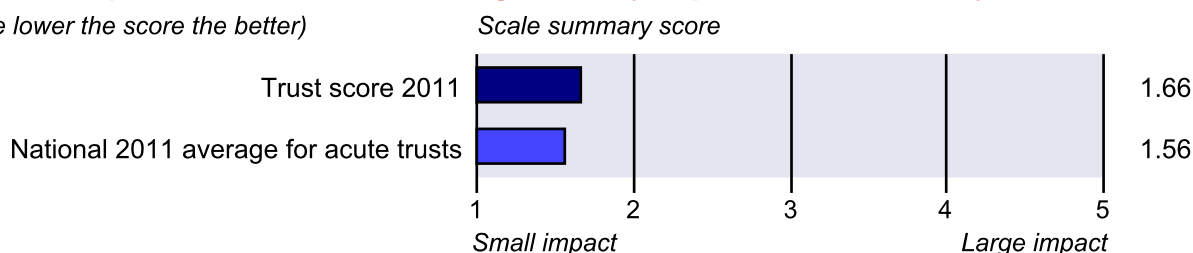
#### ! KF16. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)



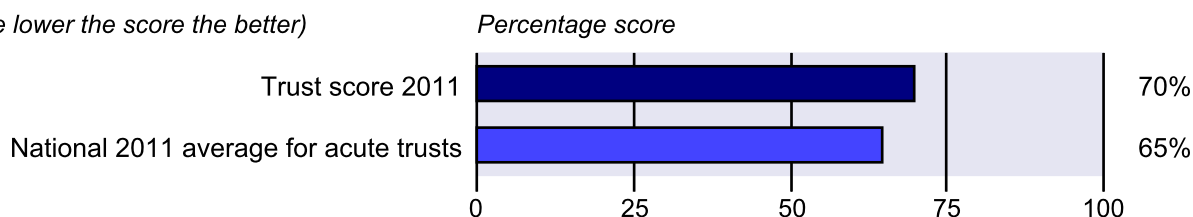
#### ! KF28. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)



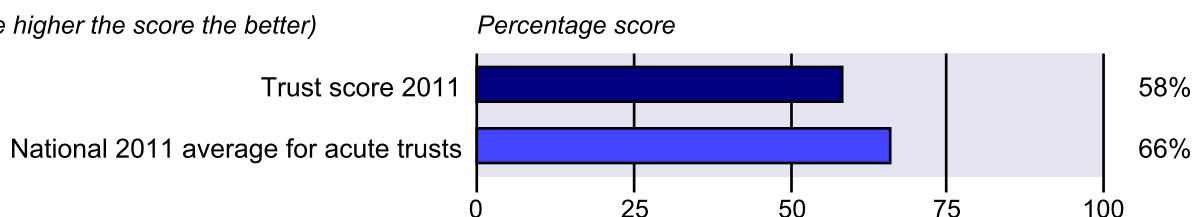
#### ! KF8. Percentage of staff working extra hours

(the lower the score the better)



#### ! KF19. Percentage of staff saying hand washing materials are always available

(the higher the score the better)



For each of the 38 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). Chelsea And Westminster Hospital NHS Foundation 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*.

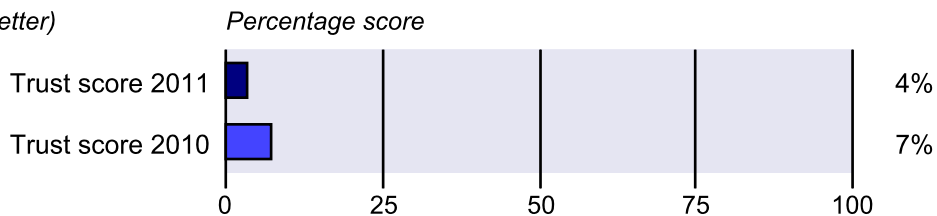
### 3.2 Largest Local Changes since the 2010 Survey

This page highlights the four Key Findings where staff experiences have improved the most at Chelsea And Westminster Hospital NHS Foundation Trust since the 2010 survey.

#### WHERE STAFF EXPERIENCE HAS IMPROVED

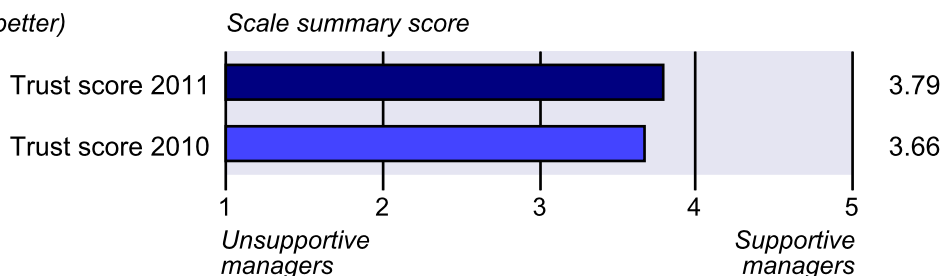
##### ✓ KF23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



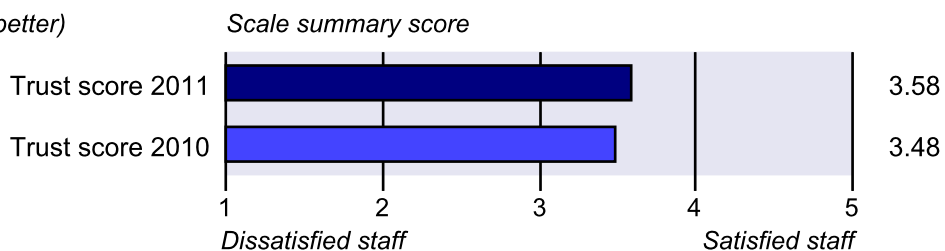
##### ✓ KF15. Support from immediate managers

(the higher the score the better)



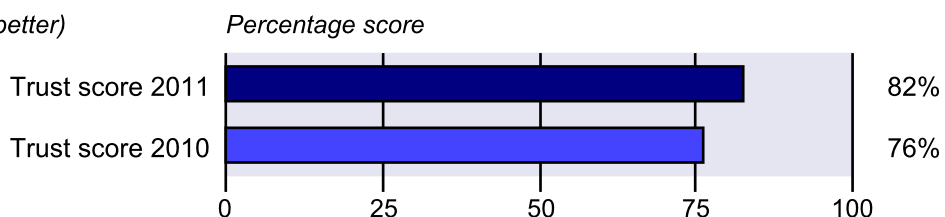
##### ✓ KF32. Staff job satisfaction

(the higher the score the better)



##### ✓ KF1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver

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

### 3.3. Summary of all Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust

#### KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2010

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2010

'Change since 2010 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2010 survey

-- Because of changes to the format of the survey questions this year, comparisons with the 2010 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 2010 survey	Ranking, compared with all acute trusts in 2011
<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	✓ Increase (better than 10)	✓ Highest (best) 20%
KF2. % agreeing that their role makes a difference to patients	• No change	✓ Above (better than) average
KF3. % feeling valued by their work colleagues	• No change	✓ Above (better than) average
KF4. Quality of job design	• No change	✓ Highest (best) 20%
* <i>KF5. Work pressure felt by staff</i>	• No change	✓ Lowest (best) 20%
KF6. Effective team working	• No change	✓ Above (better than) average
KF7. Trust commitment to work-life balance	✓ Increase (better than 10)	✓ Highest (best) 20%
* <i>KF8. % working extra hours</i>	• No change	! Highest (worst) 20%
KF9. % using flexible working options	• No change	✓ Above (better than) average
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>		
KF10. % feeling there are good opportunities to develop their potential at work	• No change	✓ Highest (best) 20%
KF11. % receiving job-relevant training, learning or development in last 12 mths	• No change	✓ Highest (best) 20%
KF12. % appraised in last 12 mths	• No change	• Average
KF13. % having well structured appraisals in last 12 mths	• No change	✓ Highest (best) 20%
KF14. % appraised with personal development plans in last 12 mths	• No change	✓ Above (better than) average
KF15. Support from immediate managers	✓ Increase (better than 10)	✓ Highest (best) 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>		
KF16. % receiving health and safety training in last 12 mths	• No change	! Lowest (worst) 20%
* <i>KF17. % suffering work-related injury in last 12 mths</i>	• No change	✓ Below (better than) average
* <i>KF18. % suffering work-related stress in last 12 mths</i>	• No change	• Average
<b>Infection control and hygiene</b>		
KF19. % saying hand washing materials are always available	• No change	! Lowest (worst) 20%

### 3.3. Summary of all Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust (cont)

	Change since 2010 survey	Ranking, compared with all acute trusts in 2011
<b>Errors and incidents</b>		
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	• No change	! Above (worse than) average
KF21. % reporting errors, near misses or incidents witnessed in the last mth	• No change	• Average
KF22. Fairness and effectiveness of incident reporting procedures	• No change	✓ Highest (best) 20%
<b>Violence and harassment</b>		
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	✓ Decrease (better than 10)	✓ Lowest (best) 20%
* KF24. % experiencing physical violence from staff in last 12 mths	• No change	✓ Below (better than) average
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	• No change	• Average
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	• No change	✓ Lowest (best) 20%
KF27. Perceptions of effective action from employer towards violence and harassment	• No change	✓ Highest (best) 20%
<b>Health and well-being</b>		
* KF28. Impact of health and well-being on ability to perform work or daily activities	• No change	! Highest (worst) 20%
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	• No change	✓ Lowest (best) 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>		
KF30. % reporting good communication between senior management and staff	• No change	✓ Highest (best) 20%
KF31. % able to contribute towards improvements at work	• No change	✓ Highest (best) 20%
<b>ADDITIONAL THEME: Staff satisfaction</b>		
KF32. Staff job satisfaction	✓ Increase (better than 10)	✓ Highest (best) 20%
* KF33. Staff intention to leave jobs	• No change	! Above (worse than) average
KF34. Staff recommendation of the trust as a place to work or receive treatment	✓ Increase (better than 10)	✓ Highest (best) 20%
KF35. Staff motivation at work	• No change	• Average
<b>ADDITIONAL THEME: Equality and diversity</b>		
KF36. % having equality and diversity training in last 12 mths	• No change	! Below (worse than) average
KF37. % believing the trust provides equal opportunities for career progression or promotion	• No change	! Below (worse than) average
* KF38. % experiencing discrimination at work in last 12 mths	• No change	! Highest (worst) 20%

## 4. Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust

475 staff at Chelsea And Westminster Hospital NHS Foundation Trust took part in this survey. This is a response rate of 61%<sup>1</sup> which is in the highest 20% of acute trusts in England, and compares with a response rate of 64% in this trust in the 2010 survey.

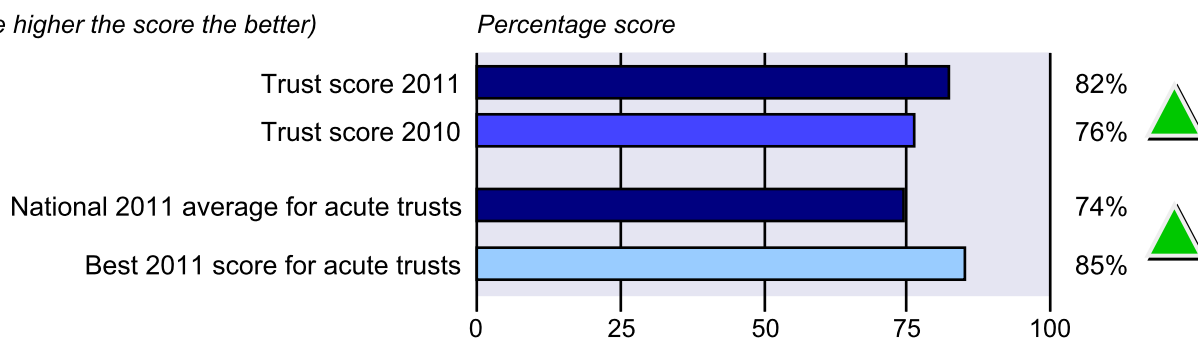
This section presents each of the 38 Key Findings, using data from the trust's 2011 survey, and compares these to other acute trusts in England and to the trust's performance in the 2010 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two additional themes of staff satisfaction and equality and diversity.

**Positive findings** are indicated with a **green arrow** (e.g. where the trust is in the best 20% of trusts, or where the score has improved since 2010). **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 2010). An equals sign indicates that there has been no change.

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

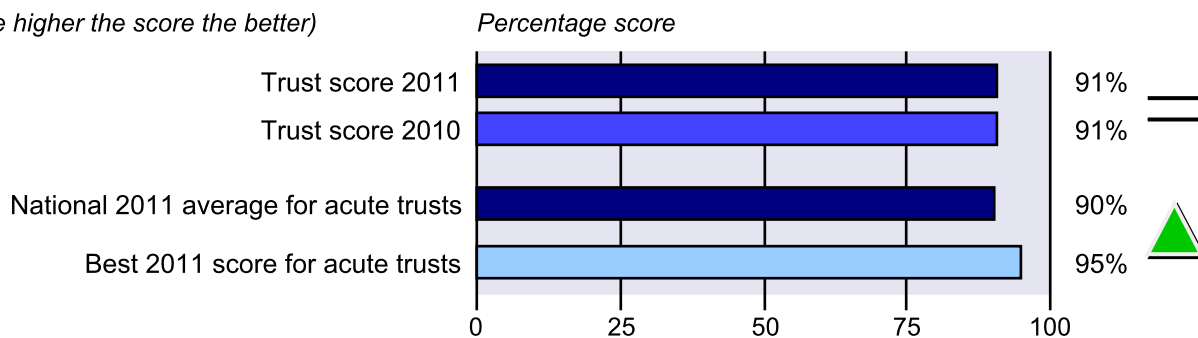
#### KEY FINDING 1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver

(the higher the score the better)



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

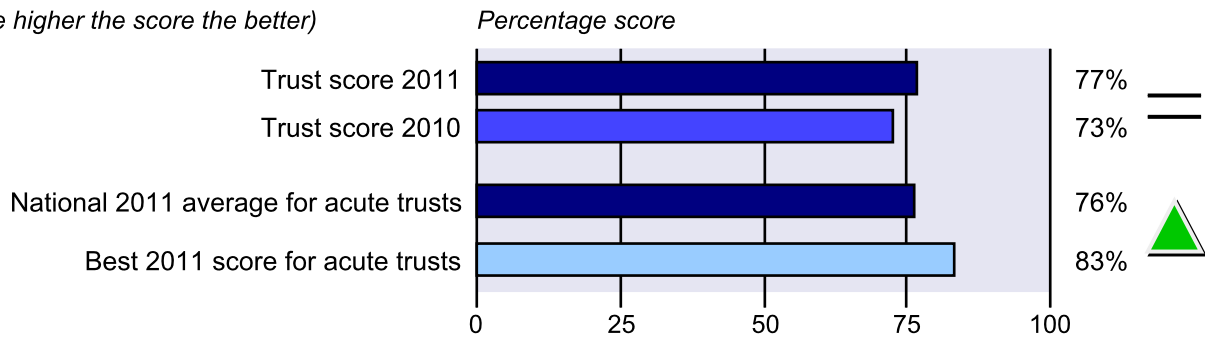
(the higher the score the better)



<sup>1</sup>At the time of sampling, 2861 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 773 staff. This includes only staff employed directly by the trust (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly elsewhere in the trust. When calculating the response rate, questionnaires could only be counted if they were received with their ID number intact, by the closing date.

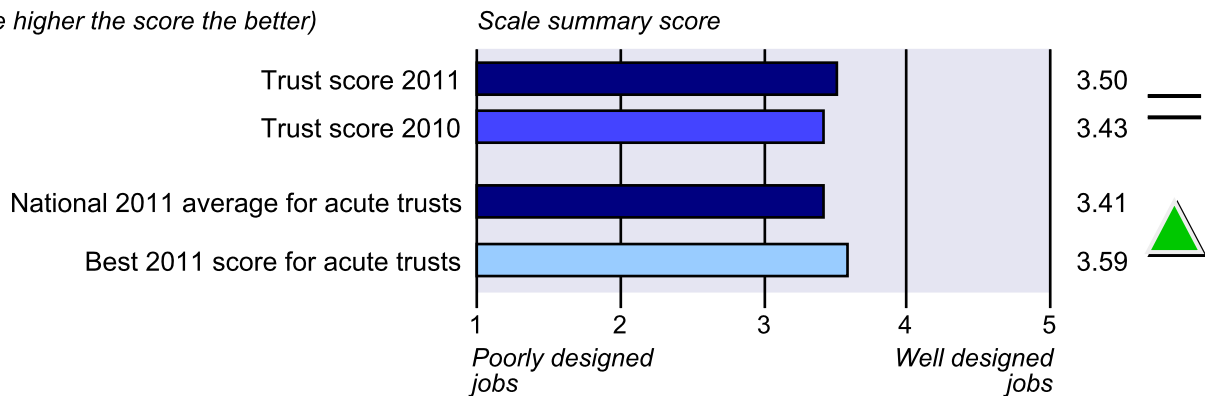
### KEY FINDING 3. Percentage of staff feeling valued by their work colleagues

(the higher the score the better)



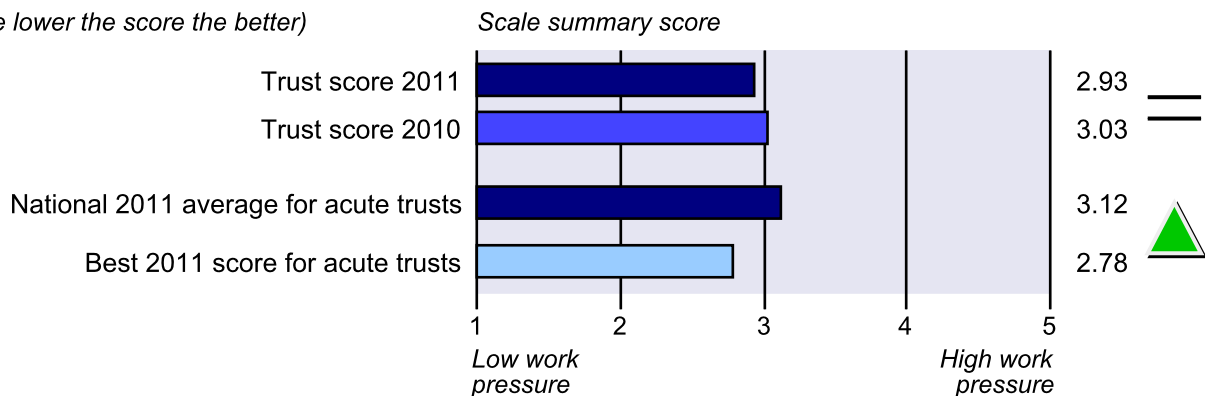
### KEY FINDING 4. Quality of job design (clear job content, feedback and staff involvement)

(the higher the score the better)



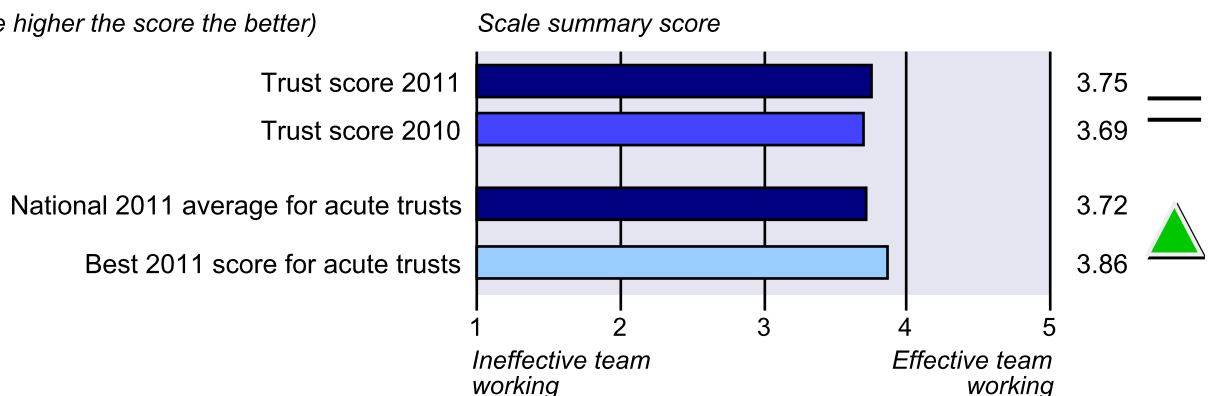
### KEY FINDING 5. Work pressure felt by staff

(the lower the score the better)



### KEY FINDING 6. Effective team working

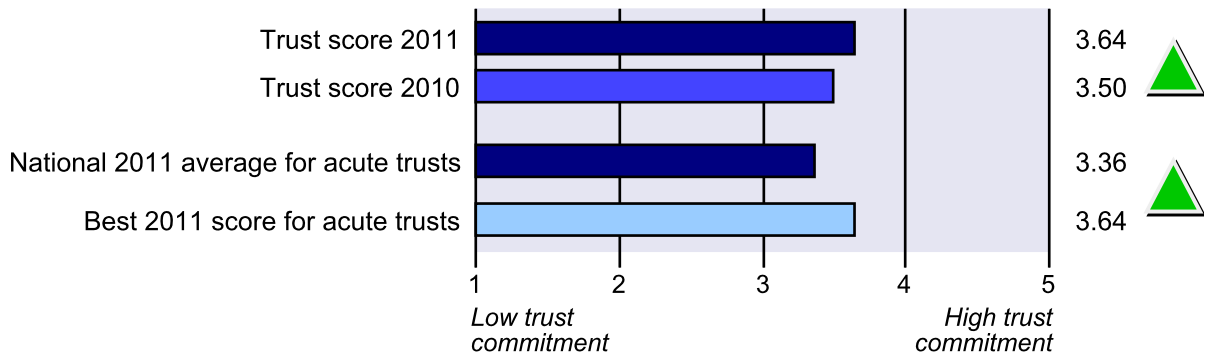
(the higher the score the better)



### KEY FINDING 7. Trust commitment to work-life balance

(the higher the score the better)

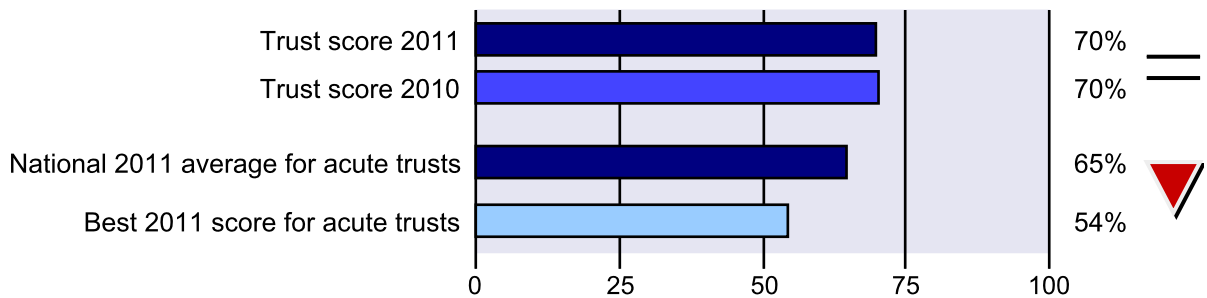
Scale summary score



### KEY FINDING 8. Percentage of staff working extra hours

(the lower the score the better)

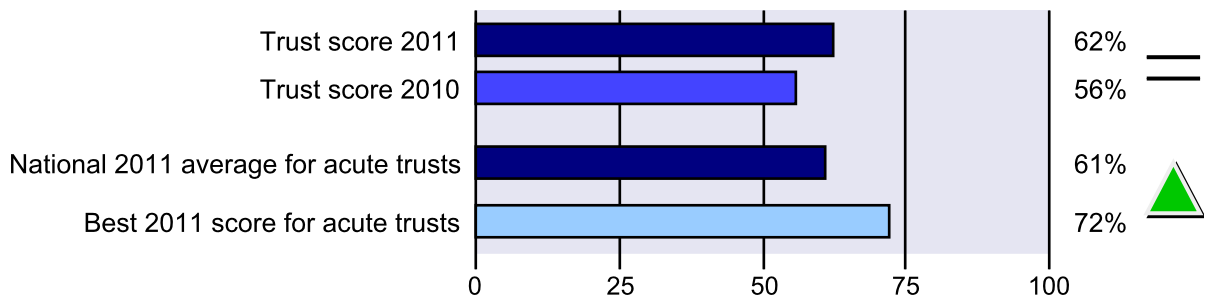
Percentage score



### KEY FINDING 9. Percentage of staff using flexible working options

(the higher the score the better)

Percentage score

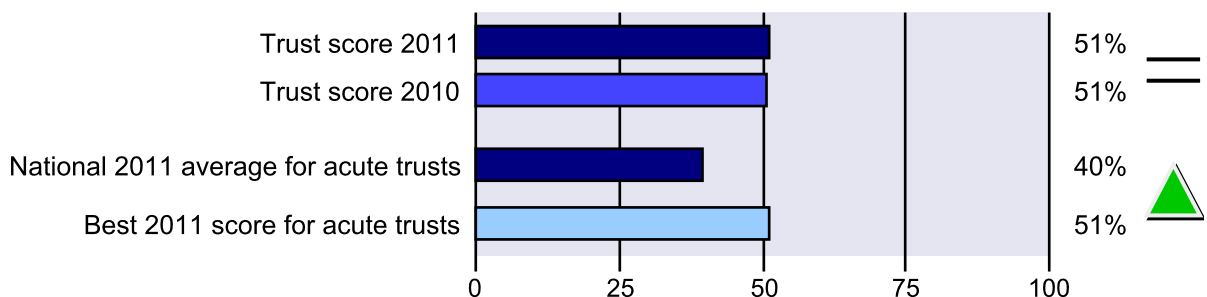


**STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.**

### KEY FINDING 10. Percentage of staff feeling there are good opportunities to develop their potential at work

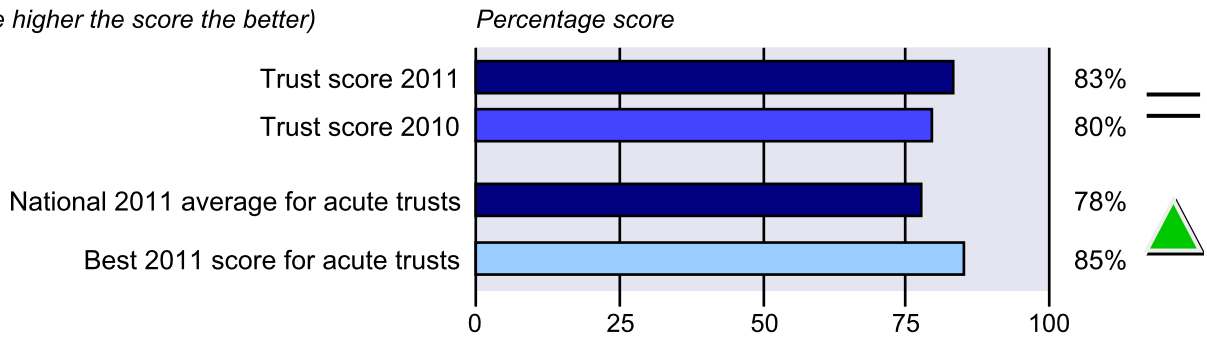
(the higher the score the better)

Percentage score



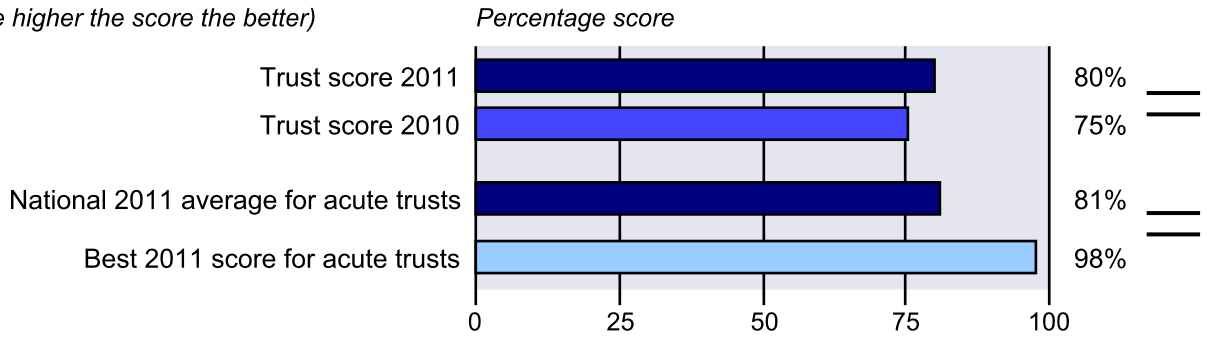
**KEY FINDING 11. Percentage of staff receiving job-relevant training, learning or development in last 12 months**

*(the higher the score the better)*



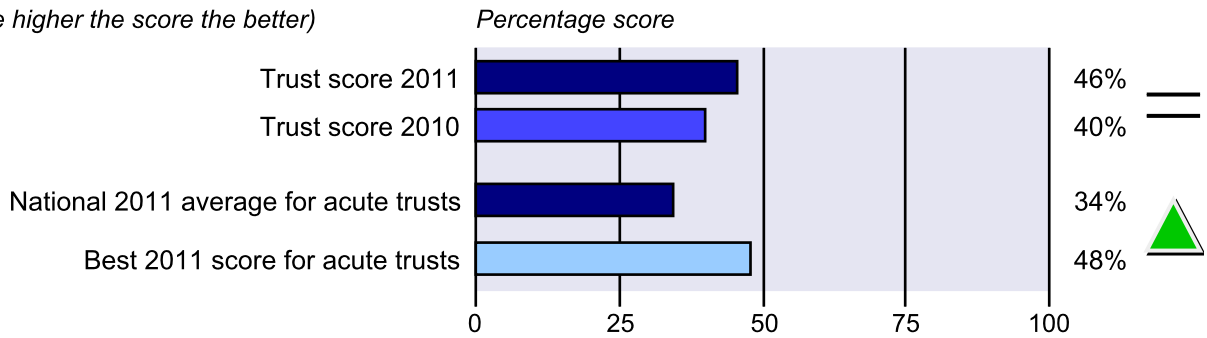
**KEY FINDING 12. Percentage of staff appraised in last 12 months**

*(the higher the score the better)*



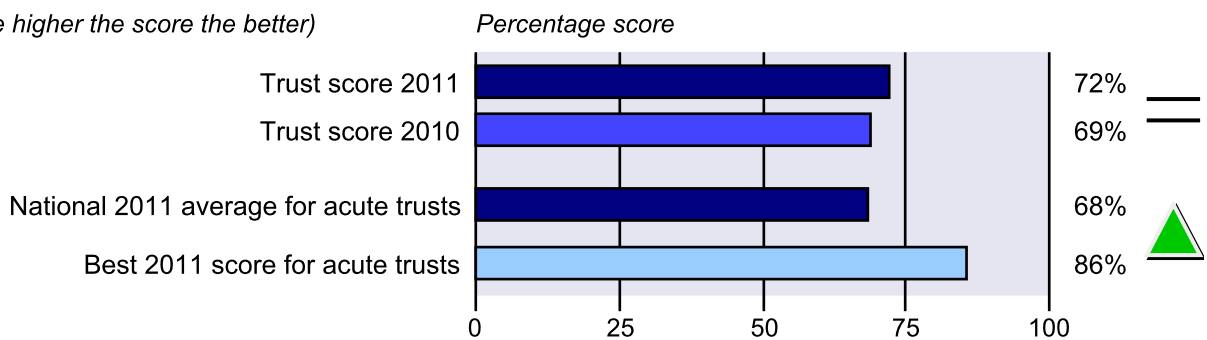
**KEY FINDING 13. Percentage of staff having well structured appraisals in last 12 months**

*(the higher the score the better)*



**KEY FINDING 14. Percentage of staff appraised with personal development plans in last 12 months**

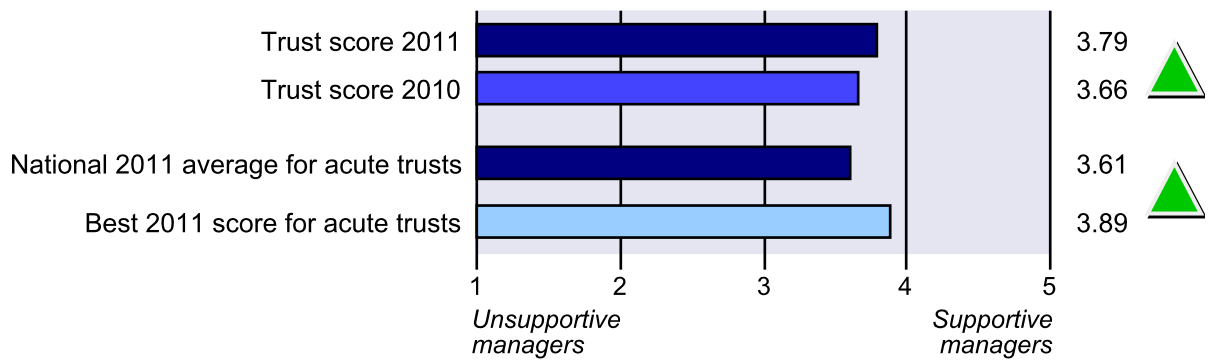
*(the higher the score the better)*



### KEY FINDING 15. Support from immediate managers

(the higher the score the better)

Scale summary score



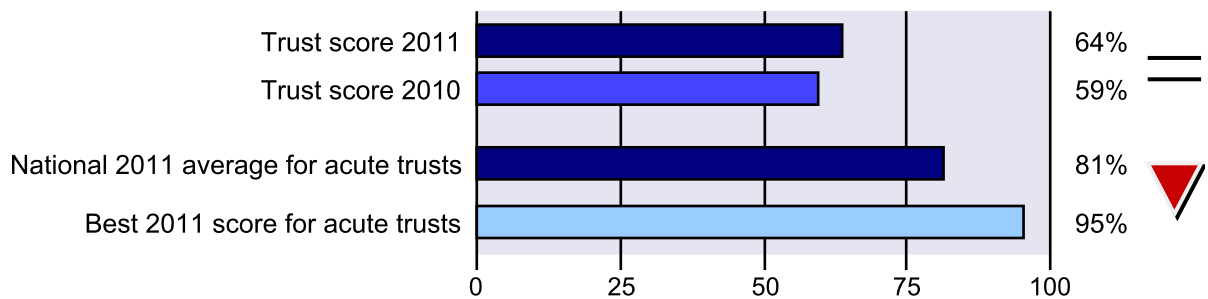
**STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.**

### Occupational health and safety

### KEY FINDING 16. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)

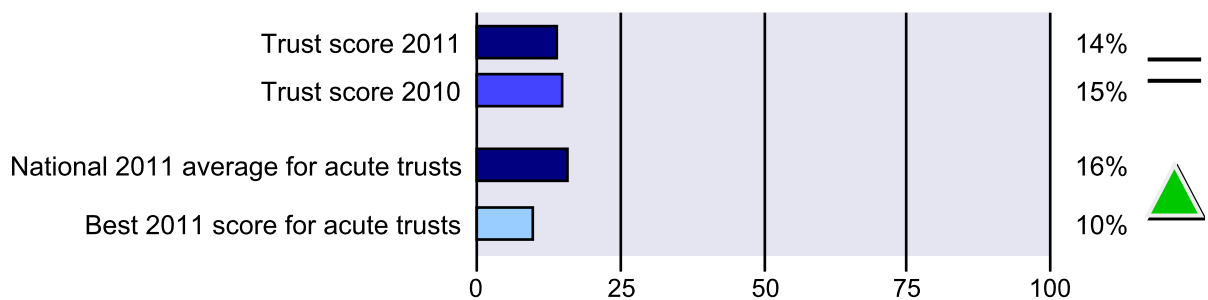
Percentage score



### KEY FINDING 17. Percentage of staff suffering work-related injury in last 12 months

(the lower the score the better)

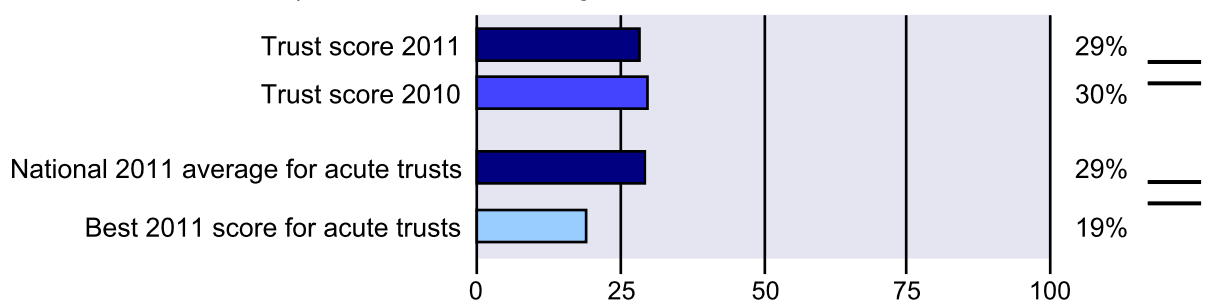
Percentage score



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

(the lower the score the better)

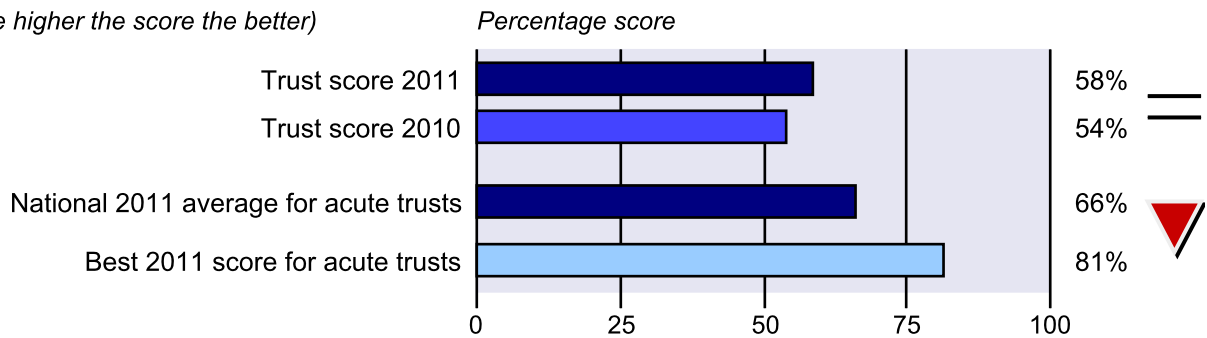
Percentage score



## Infection control and hygiene

### KEY FINDING 19. Percentage of staff saying hand washing materials are always available

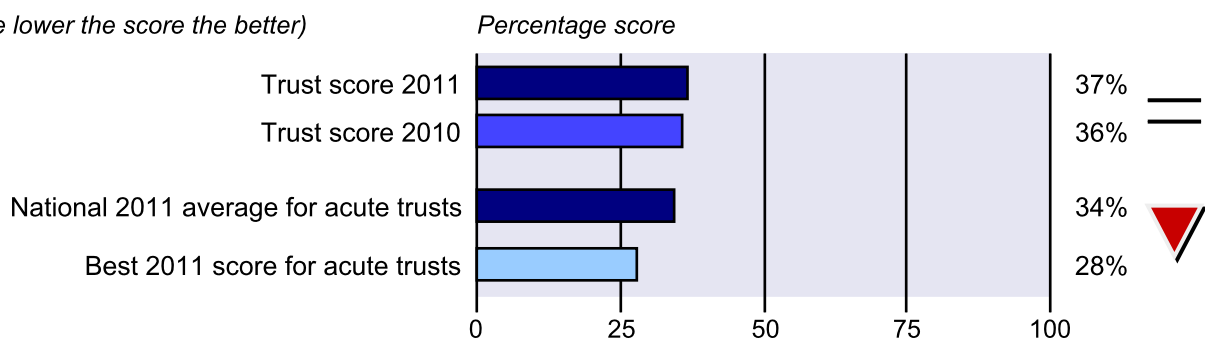
(the higher the score the better)



## Errors and incidents

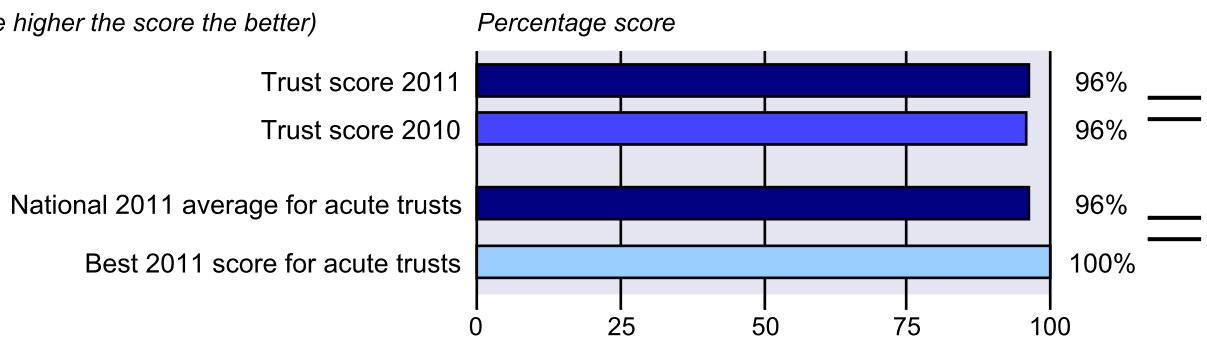
### KEY FINDING 20. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



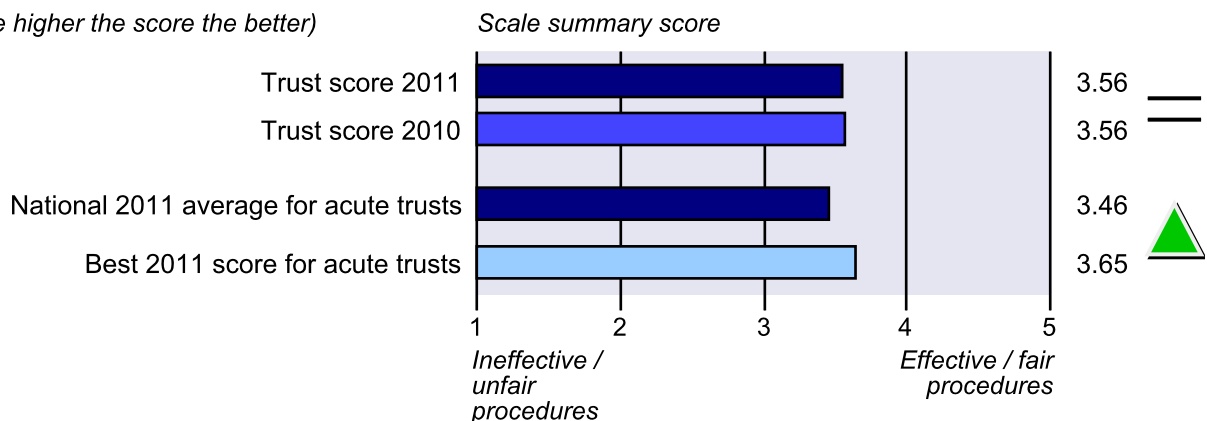
### KEY FINDING 21. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



### KEY FINDING 22. Fairness and effectiveness of incident reporting procedures

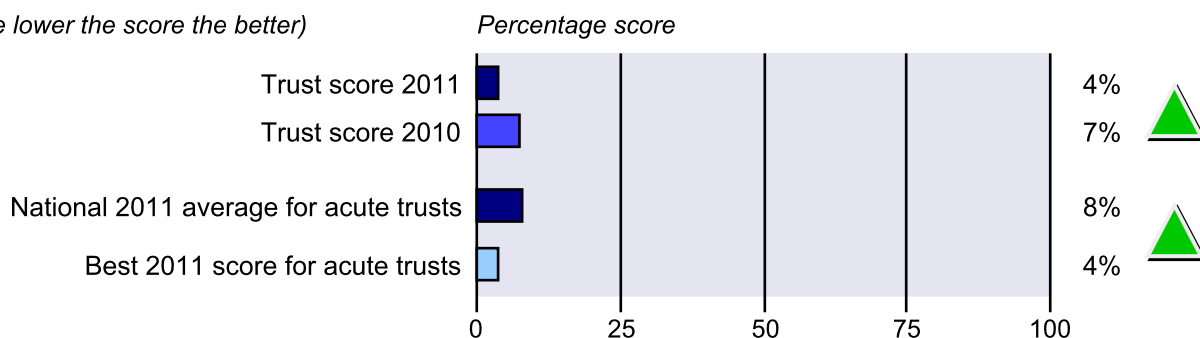
(the higher the score the better)



## Violence and harassment

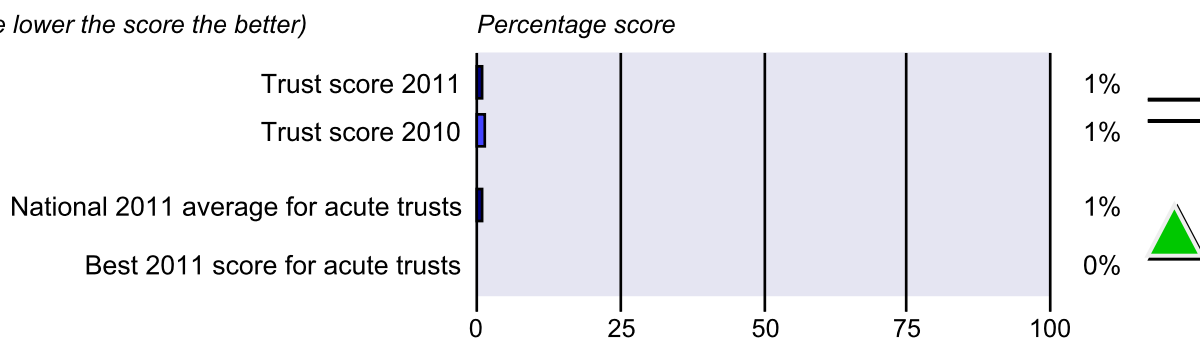
### KEY FINDING 23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



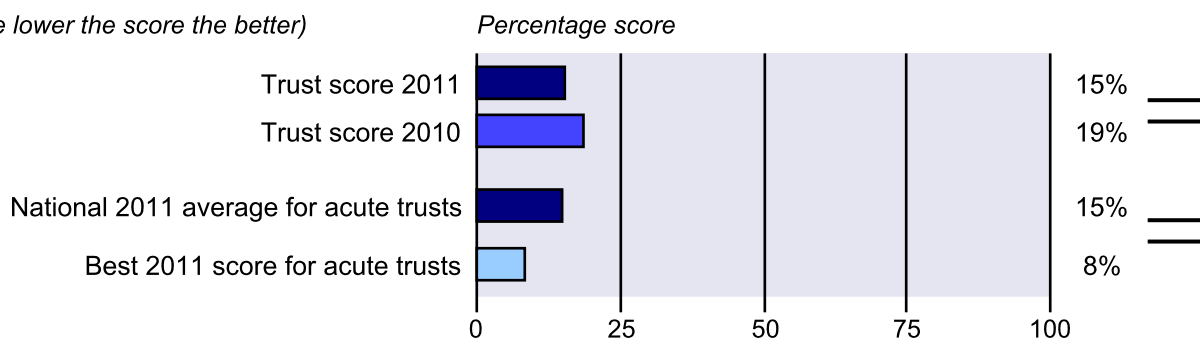
### KEY FINDING 24. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



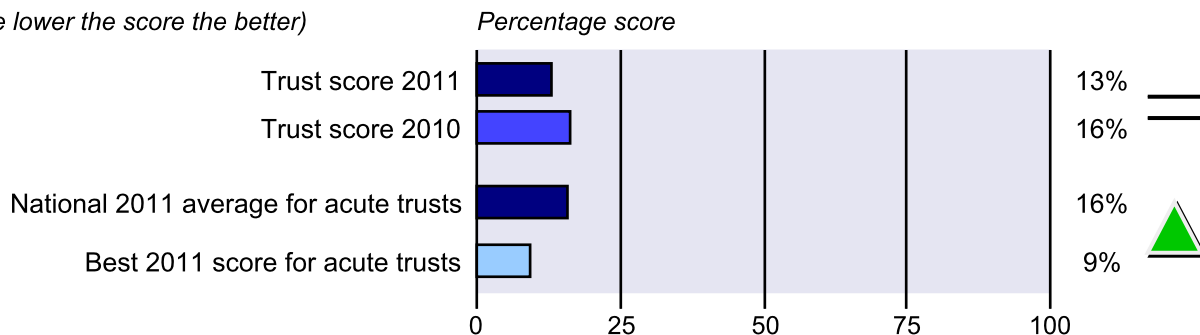
### KEY FINDING 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



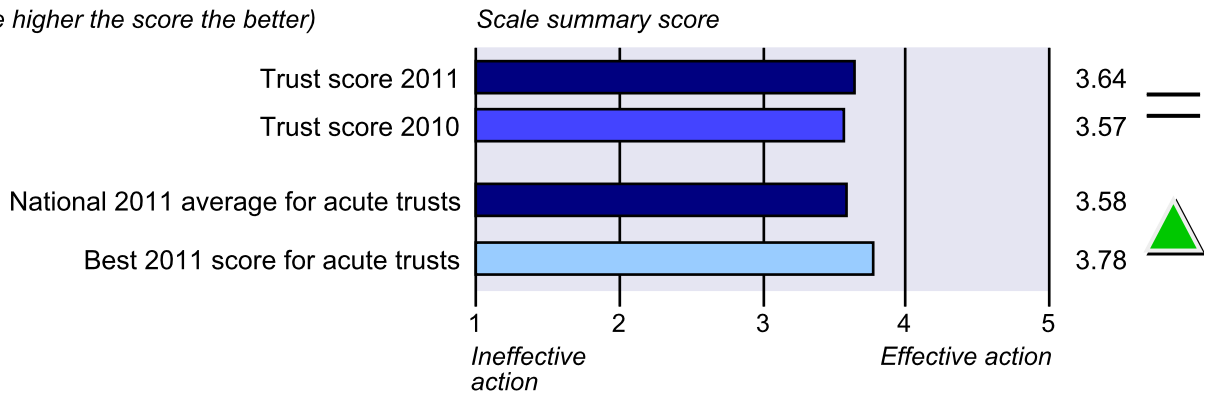
### KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



**KEY FINDING 27. Perceptions of effective action from employer towards violence and harassment**

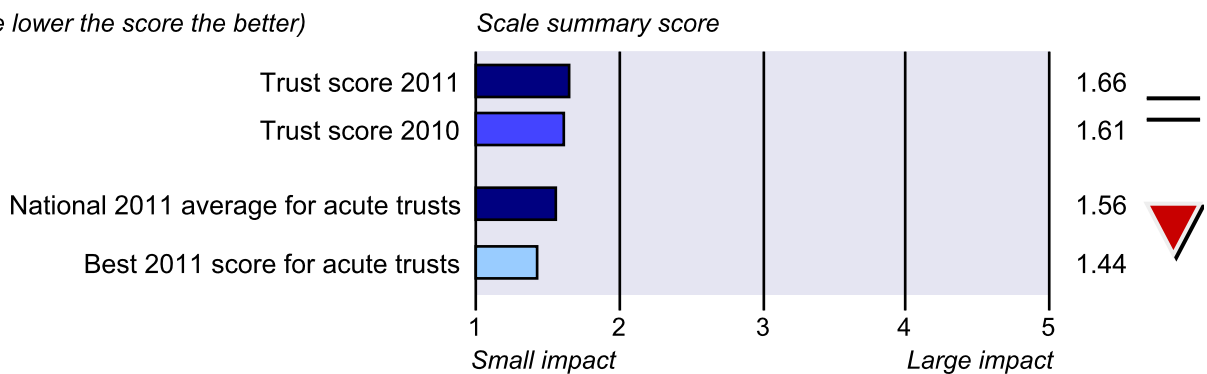
(the higher the score the better)



**Health and well-being**

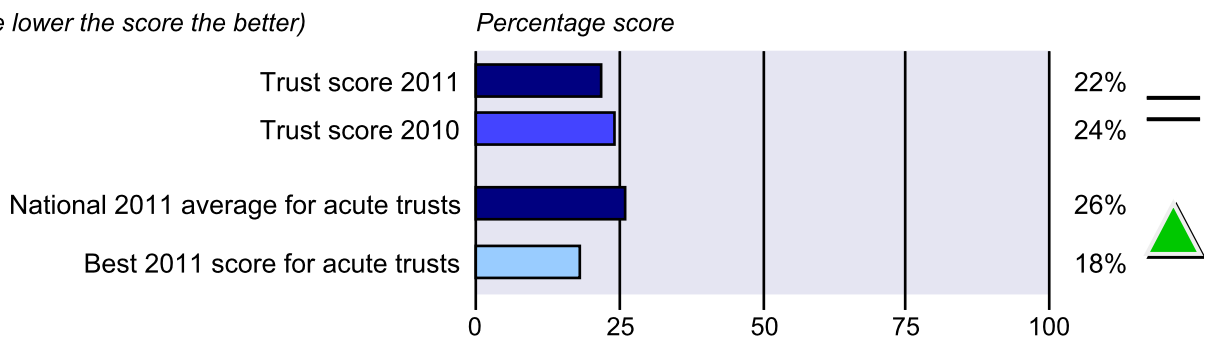
**KEY FINDING 28. Impact of health and well-being on ability to perform work or daily activities**

(the lower the score the better)



**KEY FINDING 29. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell**

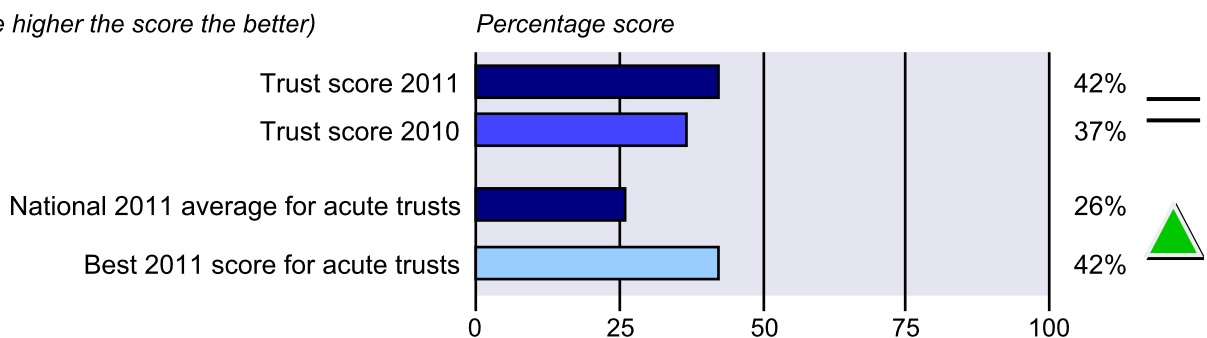
(the lower the score the better)



**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.**

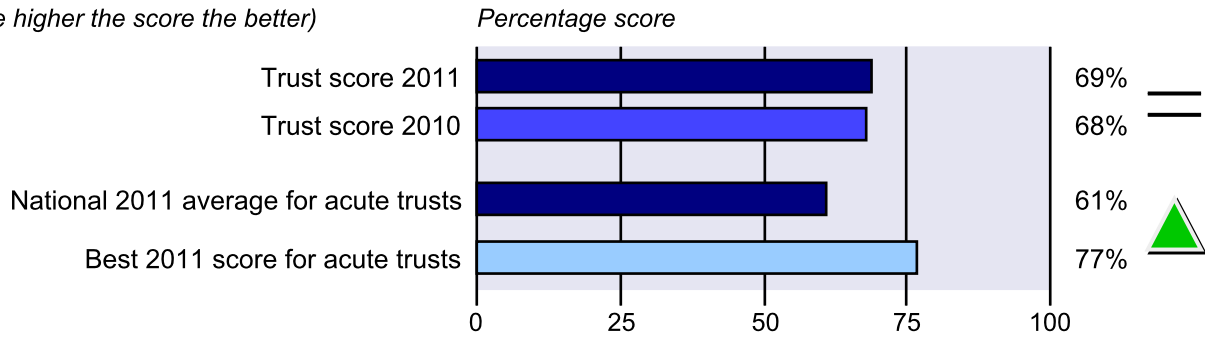
**KEY FINDING 30. Percentage of staff reporting good communication between senior management and staff**

(the higher the score the better)



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

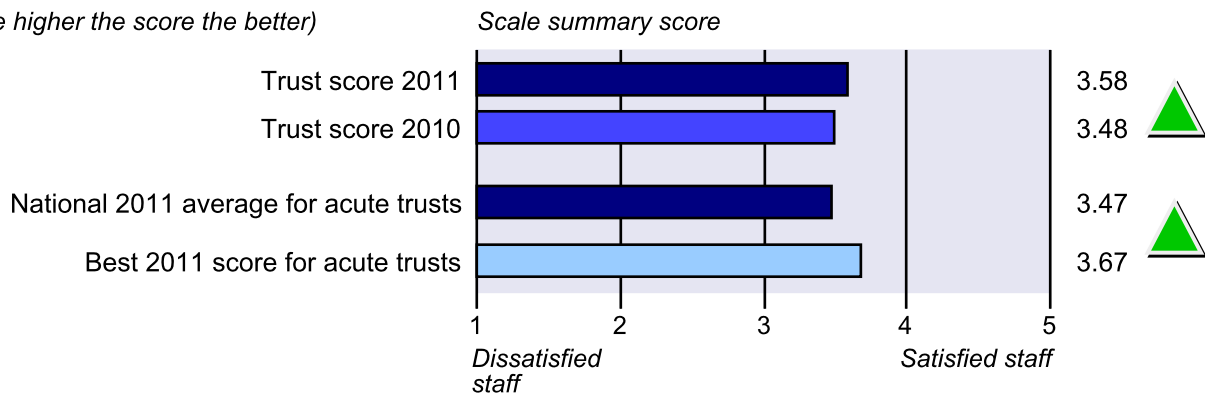
(the higher the score the better)



### ADDITIONAL THEME: Staff satisfaction

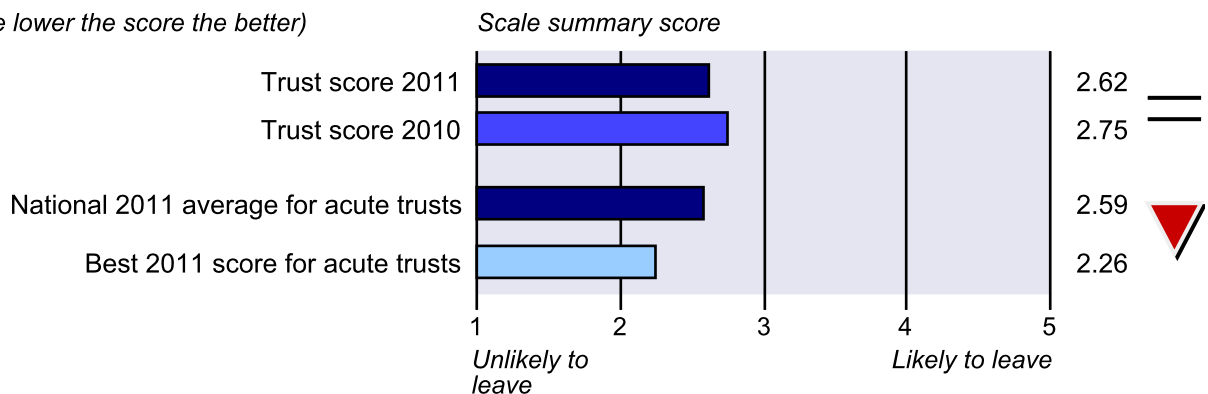
#### KEY FINDING 32. Staff job satisfaction

(the higher the score the better)



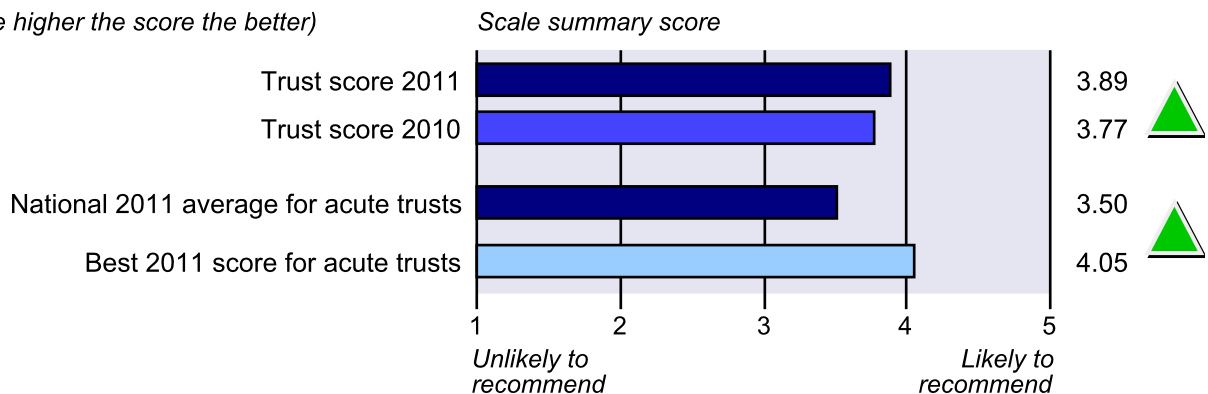
#### KEY FINDING 33. Staff intention to leave jobs

(the lower the score the better)



#### KEY FINDING 34. Staff recommendation of the trust as a place to work or receive treatment

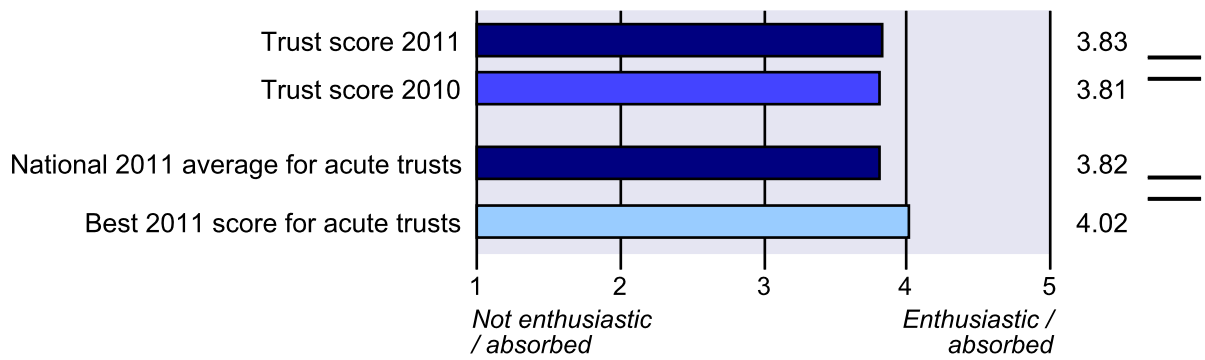
(the higher the score the better)



### KEY FINDING 35. Staff motivation at work

(the higher the score the better)

Scale summary score

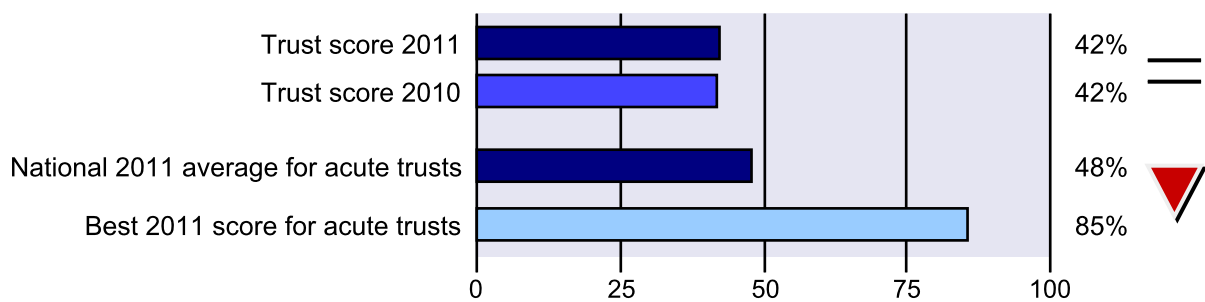


## ADDITIONAL THEME: Equality and diversity

### KEY FINDING 36. Percentage of staff having equality and diversity training in last 12 months

(the higher the score the better)

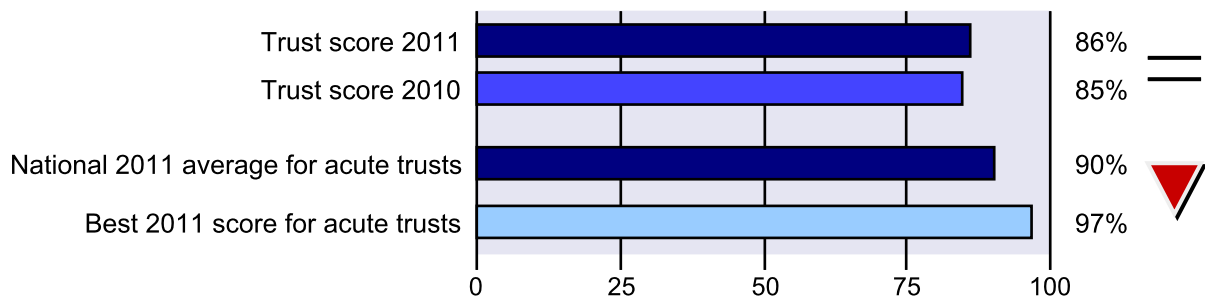
Percentage score



### KEY FINDING 37. Percentage of staff believing the trust provides equal opportunities for career progression or promotion

(the higher the score the better)

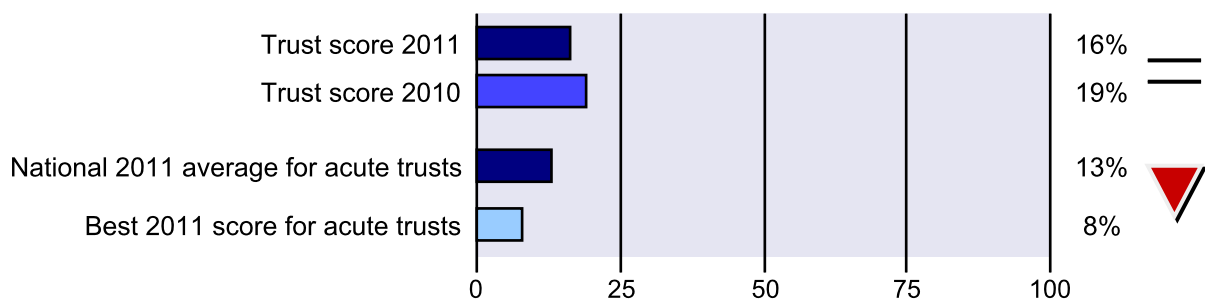
Percentage score



### KEY FINDING 38. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)

Percentage score



## 5. Key Findings by work group characteristics

Tables 5.1 to 5.3 show the Key Findings at Chelsea And Westminster Hospital NHS Foundation Trust broken down by work group characteristics: occupational groups, directorates, full time/part time staff and line managers/non-line managers.

Technical notes:

- As in previous years, there are two types of Key Finding:
  - percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions
  - scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5
- For most of the Key Findings presented in tables 5.1 to 5.3, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- Care should be taken not to over interpret the findings if scores differ slightly. For example, if for 'KF13. % having well structured appraisals in last 12 months' staff in Group A score 45%, and staff in Group B score 40%, it may appear that a higher proportion of staff in Group A have had well structured appraisals than staff in Group B. However, because of small numbers in these sub-groups, it is probably not statistically significant. A more sensible interpretation would be that, on average, similar proportions of staff in Group A and B have well structured appraisals.
- Please note that, unlike the overall Trust scores, data in this section are not weighted.
- Please also note that all percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.
- In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score.

**Table 5.1: Key Findings for different occupational groups**

	All nurses	Medical & Dental	All Allied Health Professionals	General Management	Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services
<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	86	83	81	-	89	77	60
KF2. % agreeing that their role makes a difference to patients	96	87	92	93	96	84	74
KF3. % feeling valued by their work colleagues	78	87	83	75	75	72	64
KF4. Quality of job design	3.60	3.43	3.50	3.45	3.57	3.42	3.30
* KF5. <i>Work pressure felt by staff</i>	2.96	3.05	2.98	3.31	2.80	2.88	3.02
KF6. Effective team working	3.78	3.91	3.75	3.71	3.86	3.70	3.42
KF7. Trust commitment to work-life balance	3.70	3.23	3.61	3.50	3.66	3.69	3.71
* KF8. <i>% working extra hours</i>	68	91	73	94	78	47	70
KF9. % using flexible working options	62	54	53	63	65	65	69
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>							
KF10. % feeling there are good opportunities to develop their potential at work	58	67	50	44	60	36	30
KF11. % receiving job-relevant training, learning or development in last 12 mths	87	90	87	81	94	78	63
KF12. % appraised in last 12 mths	77	89	83	88	83	74	79
KF13. % having well structured appraisals in last 12 mths	43	39	43	38	56	41	52
KF14. % appraised with personal development plans in last 12 mths	72	84	75	55	77	65	63
KF15. Support from immediate managers	3.82	3.66	3.70	3.53	3.84	3.78	3.77
<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>							
KF16. % receiving health and safety training in last 12 mths	73	51	73	38	80	41	54
* KF17. <i>% suffering work-related injury in last 12 mths</i>	19	10	15	13	6	13	8
* KF18. <i>% suffering work-related stress in last 12 mths</i>	30	15	23	38	25	34	31
<b>Infection control and hygiene</b>							
KF19. % saying hand washing materials are always available	68	64	44	63	61	46	43
<b>Number of respondents</b>	185	54	64	16	51	59	28

Due to low numbers of respondents, no scores are shown for the following occupational group: Maintenance / Ancillary.

**Table 5.1: Key Findings for different occupational groups (cont)**

	All nurses	Medical & Dental	All Allied Health Professionals	General Management	Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services
<b>Errors and incidents</b>							
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	48	57	44	6	49	19	4
KF21. % reporting errors, near misses or incidents witnessed in the last mth	98	97	100	-	96	82	-
KF22. Fairness and effectiveness of incident reporting procedures	3.65	3.56	3.53	3.69	3.77	3.41	3.38
<b>Violence and harassment</b>							
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	8	2	2	0	0	0	0
* KF24. % experiencing physical violence from staff in last 12 mths	1	4	0	0	0	2	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	22	17	5	13	8	20	4
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	15	13	13	20	6	16	8
KF27. Perceptions of effective action from employer towards violence and harassment	3.62	3.70	3.64	3.77	3.82	3.59	3.72
<b>Health and well-being</b>							
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.64	1.44	1.55	1.50	1.62	1.90	1.54
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	24	19	22	43	20	27	8
<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>							
KF30. % reporting good communication between senior management and staff	42	50	34	63	47	32	39
KF31. % able to contribute towards improvements at work	72	69	70	75	76	56	71
<b>ADDITIONAL THEME: Staff satisfaction</b>							
KF32. Staff job satisfaction	3.65	3.67	3.61	3.39	3.65	3.42	3.39
* KF33. Staff intention to leave jobs	2.57	2.04	2.49	3.19	2.73	2.89	2.89
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.87	3.88	3.92	3.96	4.04	3.82	3.89
KF35. Staff motivation at work	3.94	3.99	3.87	3.38	3.75	3.60	3.64
<b>ADDITIONAL THEME: Equality and diversity</b>							
KF36. % having equality and diversity training in last 12 mths	43	36	53	25	51	38	41
KF37. % believing the trust provides equal opportunities for career progression or promotion	81	100	94	-	94	87	84
* KF38. % experiencing discrimination at work in last 12 mths	21	7	14	13	6	17	14
<b>Number of respondents</b>	185	54	64	16	51	59	28

Due to low numbers of respondents, no scores are shown for the following occupational group: Maintenance / Ancillary.

**Table 5.2: Key Findings for different directorates**

	N&M (Reg)	A&C	Med & Den	AHP (Reg)	N&M (Supp)	Snr Mgr	Sci & Prof	Prof & Tech (Supp)	Prof & Tech (Reg)
<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	84	76	83	81	89	83	91	80	91
KF2. % agreeing that their role makes a difference to patients	96	82	87	91	91	93	95	94	100
KF3. % feeling valued by their work colleagues	79	71	87	100	64	78	74	67	85
KF4. Quality of job design	3.60	3.39	3.43	3.63	3.46	3.57	3.66	3.47	3.63
* KF5. <i>Work pressure felt by staff</i>	3.04	2.84	3.05	2.97	2.62	3.18	2.82	2.64	2.75
KF6. Effective team working	3.77	3.69	3.91	4.00	3.63	3.74	4.02	4.03	3.58
KF7. Trust commitment to work-life balance	3.67	3.70	3.23	3.74	3.63	3.65	3.59	3.96	3.59
* KF8. <i>% working extra hours</i>	75	51	91	84	47	94	96	65	69
KF9. % using flexible working options	64	67	54	58	50	65	67	67	67
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>									
KF10. % feeling there are good opportunities to develop their potential at work	60	33	67	65	42	50	77	44	69
KF11. % receiving job-relevant training, learning or development in last 12 mths	88	77	90	95	85	66	91	89	92
KF12. % appraised in last 12 mths	79	75	89	86	78	81	78	88	75
KF13. % having well structured appraisals in last 12 mths	47	44	39	47	39	39	57	59	58
KF14. % appraised with personal development plans in last 12 mths	73	67	84	82	71	57	78	81	67
KF15. Support from immediate managers	3.83	3.76	3.66	3.79	3.67	3.77	4.00	3.82	3.92
<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>									
KF16. % receiving health and safety training in last 12 mths	73	46	51	84	78	50	83	76	77
* KF17. <i>% suffering work-related injury in last 12 mths</i>	19	13	10	11	26	3	9	12	0
* KF18. <i>% suffering work-related stress in last 12 mths</i>	33	30	15	24	20	31	26	24	31
<b>Infection control and hygiene</b>									
KF19. % saying hand washing materials are always available	66	48	64	41	76	50	61	78	54
<b>Number of respondents</b>	158	91	54	37	36	32	23	18	13

Please note that the directorates classification was provided by Chelsea And Westminster Hospital NHS Foundation Trust

**Table 5.2: Key Findings for different directorates (cont)**

	N&M (Reg)	A&C	Med & Den	AHP (Reg)	N&M (Supp)	Snr Mgr	Sci & Prof	Prof & Tech (Supp)	Prof & Tech (Reg)
<b>Errors and incidents</b>									
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	51	15	57	47	33	16	83	28	15
KF21. % reporting errors, near misses or incidents witnessed in the last mth	99	85	97	100	92	-	95	-	-
KF22. Fairness and effectiveness of incident reporting procedures	3.61	3.40	3.56	3.59	3.69	3.64	3.74	3.82	3.75
<b>Violence and harassment</b>									
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	9	0	2	3	3	0	0	0	0
* KF24. % experiencing physical violence from staff in last 12 mths	1	1	4	0	0	0	0	0	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	25	16	17	3	6	3	17	6	0
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	15	16	13	9	20	3	9	6	8
KF27. Perceptions of effective action from employer towards violence and harassment	3.60	3.57	3.70	3.82	3.59	3.87	3.62	4.01	3.92
<b>Health and well-being</b>									
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.68	1.80	1.44	1.63	1.46	1.44	1.65	1.81	1.35
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	27	25	19	15	11	17	20	7	23
<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>									
KF30. % reporting good communication between senior management and staff	42	34	50	49	42	59	65	39	23
KF31. % able to contribute towards improvements at work	74	58	69	81	56	84	83	72	77
<b>ADDITIONAL THEME: Staff satisfaction</b>									
KF32. Staff job satisfaction	3.65	3.38	3.67	3.81	3.53	3.64	3.79	3.66	3.65
* KF33. Staff intention to leave jobs	2.57	2.99	2.04	2.35	2.68	2.50	2.88	2.26	2.64
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.84	3.80	3.88	4.04	4.00	4.18	4.07	3.98	3.91
KF35. Staff motivation at work	3.91	3.59	3.99	3.92	4.08	3.83	3.62	4.06	3.82
<b>ADDITIONAL THEME: Equality and diversity</b>									
KF36. % having equality and diversity training in last 12 mths	45	37	36	59	47	28	43	59	62
KF37. % believing the trust provides equal opportunities for career progression or promotion	84	81	100	100	76	88	93	-	-
* KF38. % experiencing discrimination at work in last 12 mths	24	19	7	11	11	6	4	6	0
<b>Number of respondents</b>	158	91	54	37	36	32	23	18	13

Please note that the directorates classification was provided by Chelsea And Westminster Hospital NHS Foundation Trust

**Table 5.3: Key Findings for different work groups**

	Full time / part time <sup>a</sup>		Line managers / non line managers	
	Full time	Part time	Line managers	Non line managers
<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	83	83	85	81
KF2. % agreeing that their role makes a difference to patients	92	92	95	90
KF3. % feeling valued by their work colleagues	77	84	89	71
KF4. Quality of job design	3.50	3.60	3.65	3.41
* KF5. <i>Work pressure felt by staff</i>	2.98	2.79	3.10	2.85
KF6. Effective team working	3.78	3.73	3.88	3.69
KF7. Trust commitment to work-life balance	3.59	3.78	3.61	3.63
* KF8. <i>% working extra hours</i>	74	55	84	64
KF9. % using flexible working options	57	92	66	58
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>				
KF10. % feeling there are good opportunities to develop their potential at work	54	46	65	46
KF11. % receiving job-relevant training, learning or development in last 12 mths	85	88	89	83
KF12. % appraised in last 12 mths	80	80	86	76
KF13. % having well structured appraisals in last 12 mths	45	38	51	40
KF14. % appraised with personal development plans in last 12 mths	72	76	80	68
KF15. Support from immediate managers	3.78	3.69	3.83	3.73
<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>				
KF16. % receiving health and safety training in last 12 mths	65	62	63	65
* KF17. <i>% suffering work-related injury in last 12 mths</i>	15	6	12	15
* KF18. <i>% suffering work-related stress in last 12 mths</i>	30	13	32	24
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	59	64	65	55
<b>Number of respondents</b>	413	56	185	276

<sup>a</sup> Full time is defined as staff contracted to work 30 hours or more a week

**Table 5.3: Key Findings for different work groups (cont)**

	Full time / part time <sup>a</sup>		Line managers / non line managers	
	Full time	Part time	Line managers	Non line managers
<b>Errors and incidents</b>				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	42	31	44	38
KF21. % reporting errors, near misses or incidents witnessed in the last mth	97	94	97	96
KF22. Fairness and effectiveness of incident reporting procedures	3.59	3.55	3.71	3.51
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	4	4	4	3
* KF24. % experiencing physical violence from staff in last 12 mths	1	0	1	1
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	17	9	16	15
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	13	13	14	12
KF27. Perceptions of effective action from employer towards violence and harassment	3.64	3.77	3.80	3.57
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.63	1.61	1.60	1.63
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	24	15	20	23
<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>				
KF30. % reporting good communication between senior management and staff	43	38	56	34
KF31. % able to contribute towards improvements at work	70	62	84	61
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	3.58	3.68	3.77	3.49
* KF33. Staff intention to leave jobs	2.61	2.48	2.41	2.71
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.91	3.80	3.99	3.84
KF35. Staff motivation at work	3.82	3.90	3.95	3.76
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	43	38	39	46
KF37. % believing the trust provides equal opportunities for career progression or promotion	87	86	92	83
* KF38. % experiencing discrimination at work in last 12 mths	16	13	16	15
<b>Number of respondents</b>	<b>413</b>	<b>56</b>	<b>185</b>	<b>276</b>

<sup>a</sup> Full time is defined as staff contracted to work 30 hours or more a week

## 6. Key Findings by demographic groups

Tables 6.1 and 6.2 show the Key Findings at Chelsea And Westminster Hospital NHS Foundation Trust broken down by different demographic groups: age group, gender, disability and ethnic background.

Technical notes:

- As in previous years, there are two types of Key Finding:
  - percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions
  - scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5
- For most of the Key Findings presented in tables 6.1 and 6.2, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- Care should be taken not to over interpret the findings if scores differ slightly. For example, if for 'KF13. % having well structured appraisals in last 12 months' staff in Group A score 45%, and staff in Group B score 40%, it may appear that a higher proportion of staff in Group A have had well structured appraisals than staff in Group B. However, because of small numbers in these sub-groups, it is probably not statistically significant. A more sensible interpretation would be that, on average, similar proportions of staff in Group A and B have well structured appraisals.
- Please note that, unlike the overall Trust scores, data in this section are not weighted.
- Please also note that all percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.
- In order to preserve anonymity of individual staff, a score is replaced with a dash if the demographic group in question contributed fewer than 11 responses to that score.

**Table 6.1: Key Findings for different age groups**

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
<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	82	80	85	86
KF2. % agreeing that their role makes a difference to patients	93	90	91	95
KF3. % feeling valued by their work colleagues	71	84	82	77
KF4. Quality of job design	3.42	3.52	3.65	3.49
* KF5. <i>Work pressure felt by staff</i>	2.94	2.97	2.93	2.96
KF6. Effective team working	3.74	3.80	3.80	3.76
KF7. Trust commitment to work-life balance	3.59	3.65	3.67	3.59
* KF8. <i>% working extra hours</i>	72	76	72	67
KF9. % using flexible working options	52	68	68	58
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>				
KF10. % feeling there are good opportunities to develop their potential at work	59	57	51	48
KF11. % receiving job-relevant training, learning or development in last 12 mths	86	89	87	79
KF12. % appraised in last 12 mths	70	86	82	84
KF13. % having well structured appraisals in last 12 mths	40	50	45	44
KF14. % appraised with personal development plans in last 12 mths	66	77	76	74
KF15. Support from immediate managers	3.79	3.82	3.84	3.66
<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>				
KF16. % receiving health and safety training in last 12 mths	76	64	55	60
* KF17. <i>% suffering work-related injury in last 12 mths</i>	23	12	10	11
* KF18. <i>% suffering work-related stress in last 12 mths</i>	30	29	26	25
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	52	57	59	69
<b>Number of respondents</b>	120	123	102	120

**Table 6.1: Key Findings for different age groups (cont)**

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
<b>Errors and incidents</b>				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	48	42	40	31
KF21. % reporting errors, near misses or incidents witnessed in the last mth	98	96	95	97
KF22. Fairness and effectiveness of incident reporting procedures	3.53	3.55	3.71	3.57
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	7	2	4	2
* KF24. % experiencing physical violence from staff in last 12 mths	2	0	2	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	19	15	13	14
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	13	13	16	10
KF27. Perceptions of effective action from employer towards violence and harassment	3.67	3.68	3.68	3.58
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.66	1.71	1.53	1.61
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	28	23	16	23
<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>				
KF30. % reporting good communication between senior management and staff	38	46	51	36
KF31. % able to contribute towards improvements at work	65	74	77	63
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	3.55	3.57	3.73	3.60
* KF33. Staff intention to leave jobs	2.78	2.71	2.43	2.41
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.96	3.87	3.97	3.80
KF35. Staff motivation at work	3.67	3.77	3.87	4.02
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	58	45	35	30
KF37. % believing the trust provides equal opportunities for career progression or promotion	91	89	90	80
* KF38. % experiencing discrimination at work in last 12 mths	13	16	18	15
<b>Number of respondents</b>	120	123	102	120

**Table 6.2: Key Findings for other demographic groups**

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
<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	84	82	85	82	79	89
KF2. % agreeing that their role makes a difference to patients	91	92	89	92	91	94
KF3. % feeling valued by their work colleagues	80	78	63	80	84	66
KF4. Quality of job design	3.54	3.50	3.45	3.51	3.49	3.55
* KF5. <i>Work pressure felt by staff</i>	3.00	2.95	3.06	2.94	3.04	2.78
KF6. Effective team working	3.85	3.75	3.57	3.80	3.80	3.72
KF7. Trust commitment to work-life balance	3.61	3.64	3.63	3.61	3.59	3.68
* KF8. <i>% working extra hours</i>	81	69	59	74	76	63
KF9. % using flexible working options	55	64	57	62	61	64
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>						
KF10. % feeling there are good opportunities to develop their potential at work	49	55	44	55	57	46
KF11. % receiving job-relevant training, learning or development in last 12 mths	81	87	82	86	84	88
KF12. % appraised in last 12 mths	85	79	82	80	78	86
KF13. % having well structured appraisals in last 12 mths	49	45	48	44	37	59
KF14. % appraised with personal development plans in last 12 mths	73	72	70	73	71	76
KF15. Support from immediate managers	3.80	3.78	3.79	3.76	3.78	3.76
<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>						
KF16. % receiving health and safety training in last 12 mths	60	65	48	67	65	65
* KF17. <i>% suffering work-related injury in last 12 mths</i>	13	15	18	13	10	20
* KF18. <i>% suffering work-related stress in last 12 mths</i>	27	28	40	26	29	25
<b>Infection control and hygiene</b>						
KF19. % saying hand washing materials are always available	61	59	63	59	61	57
<b>Number of respondents</b>	111	342	57	397	300	157

**Table 6.2: Key Findings for other demographic groups (cont)**

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
<b>Errors and incidents</b>						
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	41	40	27	43	45	31
KF21. % reporting errors, near misses or incidents witnessed in the last mth	98	96	87	98	98	96
KF22. Fairness and effectiveness of incident reporting procedures	3.59	3.58	3.51	3.59	3.57	3.61
<b>Violence and harassment</b>						
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	3	4	6	4	4	3
* KF24. % experiencing physical violence from staff in last 12 mths	2	1	2	1	1	1
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	15	15	19	15	15	15
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	15	12	17	13	14	11
KF27. Perceptions of effective action from employer towards violence and harassment	3.66	3.65	3.55	3.67	3.68	3.63
<b>Health and well-being</b>						
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.58	1.65	2.03	1.58	1.59	1.74
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	20	24	28	22	21	24
<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>						
KF30. % reporting good communication between senior management and staff	41	44	39	43	45	35
KF31. % able to contribute towards improvements at work	72	69	55	71	71	67
<b>ADDITIONAL THEME: Staff satisfaction</b>						
KF32. Staff job satisfaction	3.62	3.60	3.43	3.61	3.64	3.52
* KF33. Staff intention to leave jobs	2.56	2.60	2.70	2.58	2.51	2.77
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.96	3.88	3.74	3.91	3.88	3.92
KF35. Staff motivation at work	3.78	3.84	3.79	3.85	3.82	3.83
<b>ADDITIONAL THEME: Equality and diversity</b>						
KF36. % having equality and diversity training in last 12 mths	46	42	32	44	43	44
KF37. % believing the trust provides equal opportunities for career progression or promotion	92	87	82	88	94	71
* KF38. % experiencing discrimination at work in last 12 mths	15	15	28	14	11	24
<b>Number of respondents</b>	<b>111</b>	<b>342</b>	<b>57</b>	<b>397</b>	<b>300</b>	<b>157</b>

## 7. Work and demographic profile of the survey respondents

The occupational group of the staff survey respondents is shown in table 7.1, other work characteristics are shown in table 7.2, and demographic characteristics are shown in table 7.3.

**Table 7.1: Occupational group of respondents**

Occupational group	Number questionnaires returned	Percentage of survey respondents
<b><i>Nurses, Midwives and Nursing Assistants</i></b>		
Registered Nurses - Adult / General	104	22%
Registered Nurses - Mental Health	1	0%
Registered Nurses - Children	18	4%
Midwives	27	6%
Health Visitors	1	0%
Other Registered Nurses	3	1%
Nursing auxiliary / Nursing assistant / Healthcare assistant	31	7%
<b><i>Medical and Dental</i></b>		
Medical / Dental - Consultant	32	7%
Medical / Dental - In Training	17	4%
Medical / Dental - Other	5	1%
<b><i>Allied Health Professionals</i></b>		
Occupational Therapy	4	1%
Physiotherapy	15	3%
Radiography	15	3%
Other qualified Allied Health Professionals	19	4%
Support to Allied Health Professionals	11	2%
<b><i>Scientific and Technical / Healthcare Scientists</i></b>		
Pharmacy	34	7%
Other qualified Scientific and Technical / Healthcare Scientists	6	1%
Support to Scientific and Technical / Healthcare Scientists	11	2%
<b><i>Other groups</i></b>		
Admin and Clerical	59	13%
Central Functions / Corporate Services	28	6%
Maintenance / Ancillary	2	0%
General Management	16	3%
Other	5	1%
Did not specify	11	

Sums of percentages may add up to more than 100% due to rounding, and do not include 'did not specify' responses

**Table 7.2: Work characteristics of respondents**

	Number questionnaires returned	Percentage of survey respondents
<b><i>Full time / part time</i></b>		
Full time	413	88%
Part time	56	12%
Did not specify	6	
<b><i>Line manager / non line manager</i></b>		
Line manager	185	40%
Not line manager	276	60%
Did not specify	14	
<b><i>Length of time in trust</i></b>		
Less than a year	48	10%
Between 1 to 2 years	97	21%
Between 3 to 5 years	120	26%
Between 6 to 10 years	96	21%
Between 11 to 15 years	56	12%
Over 15 years	45	10%
Did not specify	13	

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Sums of percentages may add up to more than 100% due to rounding, and do not include 'did not specify' responses

**Table 7.3: Demographic characteristics of respondents**

	Number questionnaires returned	Percentage of survey respondents
<b>Age group</b>		
Between 16 and 30	120	26%
Between 31 and 40	123	26%
Between 41 and 50	102	22%
51 and over	120	26%
Did not specify	10	
<b>Gender</b>		
Male	111	25%
Female	342	75%
Did not specify	22	
<b>Ethnic background</b>		
White	300	66%
Black and minority ethnic	157	34%
Did not specify	18	
<b>Disability</b>		
Disabled	57	13%
Not disabled	397	87%
Did not specify	21	

Sums of percentages may add up to more than 100% due to rounding, and do not include 'did not specify' responses

## Appendix 1

### Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust benchmarked against other acute trusts

Technical notes:

- The first column in table A2 shows the trust's scores for each of the Key Findings. The same data are displayed in section 3 and 4 of this report.
- The second column in table A2 shows the 95% confidence intervals around the trust's scores for each of the Key Findings.
- The third column in table A2 shows the average (median) score for each of the Key Findings for acute trusts. The same data are displayed in section 3 and 4 of this report.
- The fourth and fifth columns in table A2 show the thresholds for the lowest and highest 20% for each of the Key Findings for acute trusts. The data are used to describe comparisons with other trusts as displayed in section 3 and 4 of this report.
- The sixth column in table A2 shows the lowest score attained for each of the Key Findings by an acute trust.
- The seventh column in table A2 shows the highest score attained for each of the Key Findings by an acute trust.
- For most of the Key Findings presented in table A2, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative score. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- Please note that the data presented in table A2 are rounded to the nearest whole number for percentage scores and to two decimal places for scale summary scores.

**Table A1: Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust benchmarked against other acute trusts**

	Your trust		National scores for acute trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for lowest 20%	Threshold for highest 20%	Lowest score attained	Highest score attained
Response rate	61	-	52	45	60	32	75
<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	82	[79, 86]	74	70	78	58	85
KF2. % agreeing that their role makes a difference to patients	91	[88, 94]	90	89	92	85	95
KF3. % feeling valued by their work colleagues	77	[73, 81]	76	73	79	66	83
KF4. Quality of job design	3.50	[3.44, 3.57]	3.41	3.34	3.46	3.22	3.59
* KF5. Work pressure felt by staff	2.93	[2.86, 3.01]	3.12	3.03	3.22	2.78	3.37
KF6. Effective team working	3.75	[3.68, 3.83]	3.72	3.65	3.76	3.46	3.86
KF7. Trust commitment to work-life balance	3.64	[3.56, 3.71]	3.36	3.28	3.46	3.08	3.64
* KF8. % working extra hours	70	[66, 74]	65	61	69	54	76
KF9. % using flexible working options	62	[58, 67]	61	57	65	47	72
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>							
KF10. % feeling there are good opportunities to develop their potential at work	51	[47, 56]	40	35	44	26	51
KF11. % receiving job-relevant training, learning or development in last 12 mths	83	[80, 87]	78	75	80	67	85
KF12. % appraised in last 12 mths	80	[76, 84]	81	74	86	51	98
KF13. % having well structured appraisals in last 12 mths	46	[41, 51]	34	31	39	17	48
KF14. % appraised with personal development plans in last 12 mths	72	[68, 77]	68	62	75	42	86
KF15. Support from immediate managers	3.79	[3.71, 3.87]	3.61	3.54	3.68	3.35	3.89
<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>							
KF16. % receiving health and safety training in last 12 mths	64	[59, 68]	81	73	86	45	95
* KF17. % suffering work-related injury in last 12 mths	14	[11, 17]	16	13	18	10	25
* KF18. % suffering work-related stress in last 12 mths	29	[24, 33]	29	26	32	19	41
<b>Infection control and hygiene</b>							
KF19. % saying hand washing materials are always available	58	[54, 63]	66	59	72	43	81

**Table A1: Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust benchmarked against other acute trusts (cont)**

	Your trust		National scores for acute trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for lowest 20%	Threshold for highest 20%	Lowest score attained	Highest score attained
<b>Errors and incidents</b>							
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	37	[32, 41]	34	32	39	28	47
KF21. % reporting errors, near misses or incidents witnessed in the last mth	96	[94, 99]	96	95	98	91	100
KF22. Fairness and effectiveness of incident reporting procedures	3.56	[3.50, 3.61]	3.46	3.40	3.53	3.19	3.65
<b>Violence and harassment</b>							
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	4	[2, 5]	8	6	9	4	13
* KF24. % experiencing physical violence from staff in last 12 mths	1	[0, 2]	1	1	2	0	5
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	15	[12, 19]	15	13	17	8	20
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	13	[10, 16]	16	13	18	9	24
KF27. Perceptions of effective action from employer towards violence and harassment	3.64	[3.57, 3.71]	3.58	3.50	3.64	3.36	3.78
<b>Health and well-being</b>							
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.66	[1.58, 1.73]	1.56	1.51	1.61	1.44	1.78
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	22	[18, 26]	26	23	30	18	38
<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>							
KF30. % reporting good communication between senior management and staff	42	[37, 47]	26	21	31	8	42
KF31. % able to contribute towards improvements at work	69	[64, 73]	61	57	64	51	77
<b>ADDITIONAL THEME: Staff satisfaction</b>							
KF32. Staff job satisfaction	3.58	[3.52, 3.65]	3.47	3.41	3.54	3.26	3.67
* KF33. Staff intention to leave jobs	2.62	[2.53, 2.72]	2.59	2.46	2.69	2.26	3.01
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.89	[3.83, 3.95]	3.50	3.33	3.66	2.84	4.05
KF35. Staff motivation at work	3.83	[3.75, 3.90]	3.82	3.75	3.88	3.59	4.02
<b>ADDITIONAL THEME: Equality and diversity</b>							
KF36. % having equality and diversity training in last 12 mths	42	[38, 47]	48	37	59	19	85
KF37. % believing the trust provides equal opportunities for career progression or promotion	86	[82, 90]	90	85	92	72	97
* KF38. % experiencing discrimination at work in last 12 mths	16	[13, 20]	13	11	16	8	30

## Appendix 2

### Changes to the Key Findings since the 2009 and 2010 staff surveys

Technical notes:

- For most of the Key Findings presented in tables A2.1 and A2.2, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- It is likely that we would see some small change simply due to sample differences between the two years. The final column of the tables shows whether the change in your trust is statistically significant or not. If a change is not significant, then there is no evidence of a real change in the trust score.
- Please note that the trust scores and change scores presented in tables A2.1 and A2.2 are rounded to the nearest whole number for percentage scores and to two decimal places for scale summary scores.
- All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.
- In certain cases a dash (-) appears in Table A2.1 or A2.2. This is either because the Key Finding was not calculated in previous years, or there have been changes in how the Key Finding has been calculated this year.

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To enable comparison between years, scores from 2010 and 2009 have been re-calculated and re-weighted using the 2011 formulae, so may appear slightly different from figures in previous feedback reports. More details about these changes can be found in the document ***Making sense of your staff survey data***, which can be downloaded from [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com).

**Table A2.1: Changes in the Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust since 2010 survey**

	Chelsea And Westminster Hospital NHS Foundation Trust			
	2011 score	2010 score	Change	Statistically significant?
Response rate	61	64	-3	-
<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	82	76	6	Yes
KF2. % agreeing that their role makes a difference to patients	91	91	0	No
KF3. % feeling valued by their work colleagues	77	73	4	No
KF4. Quality of job design	3.50	3.43	0.08	No
* KF5. <i>Work pressure felt by staff</i>	2.93	3.03	-0.09	No
KF6. Effective team working	3.75	3.69	0.06	No
KF7. Trust commitment to work-life balance	3.64	3.50	0.13	Yes
* KF8. <i>% working extra hours</i>	70	70	0	No
KF9. % using flexible working options	62	56	7	No
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>				
KF10. % feeling there are good opportunities to develop their potential at work	51	51	1	No
KF11. % receiving job-relevant training, learning or development in last 12 mths	83	80	4	No
KF12. % appraised in last 12 mths	80	75	4	No
KF13. % having well structured appraisals in last 12 mths	46	40	6	No
KF14. % appraised with personal development plans in last 12 mths	72	69	4	No
KF15. Support from immediate managers	3.79	3.66	0.12	Yes
<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>				
KF16. % receiving health and safety training in last 12 mths	64	59	4	No
* KF17. <i>% suffering work-related injury in last 12 mths</i>	14	15	-1	No
* KF18. <i>% suffering work-related stress in last 12 mths</i>	29	30	-1	No
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	58	54	5	No

**Table A2.1: Changes in the Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust since 2010 survey (cont)**

	Chelsea And Westminster Hospital NHS Foundation Trust			
	2011 score	2010 score	Change	Statistically significant?
<b>Errors and incidents</b>				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	37	36	1	No
KF21. % reporting errors, near misses or incidents witnessed in the last mth	96	96	1	No
KF22. Fairness and effectiveness of incident reporting procedures	3.56	3.56	0.00	No
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	4	7	-4	Yes
* KF24. % experiencing physical violence from staff in last 12 mths	1	1	0	No
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	15	19	-3	No
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	13	16	-3	No
KF27. Perceptions of effective action from employer towards violence and harassment	3.64	3.57	0.07	No
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.66	1.61	0.04	No
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	22	24	-2	No
<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>				
KF30. % reporting good communication between senior management and staff	42	37	5	No
KF31. % able to contribute towards improvements at work	69	68	1	No
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	3.58	3.48	0.10	Yes
* KF33. Staff intention to leave jobs	2.62	2.75	-0.12	No
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.89	3.77	0.12	Yes
KF35. Staff motivation at work	3.83	3.81	0.02	No
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	42	42	0	No
KF37. % believing the trust provides equal opportunities for career progression or promotion	86	85	1	No
* KF38. % experiencing discrimination at work in last 12 mths	16	19	-3	No

**Table A2.2: Changes in the Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust since 2009 survey**

	Chelsea And Westminster Hospital NHS Foundation Trust			
	2011 score	2009 score	Change	Statistically significant?
Response rate	61	65	-4	-
<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	82	77	6	Yes
KF2. % agreeing that their role makes a difference to patients	91	90	0	No
KF3. % feeling valued by their work colleagues	77	76	1	No
KF4. Quality of job design	3.50	3.46	0.05	No
* KF5. <i>Work pressure felt by staff</i>	2.93	3.05	-0.12	Yes
KF6. Effective team working	3.75	-	-	--
KF7. Trust commitment to work-life balance	3.64	3.51	0.13	Yes
* KF8. <i>% working extra hours</i>	70	74	-4	No
KF9. % using flexible working options	62	-	-	--
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>				
KF10. % feeling there are good opportunities to develop their potential at work	51	51	0	No
KF11. % receiving job-relevant training, learning or development in last 12 mths	83	82	1	No
KF12. % appraised in last 12 mths	80	76	3	No
KF13. % having well structured appraisals in last 12 mths	46	40	6	No
KF14. % appraised with personal development plans in last 12 mths	72	69	3	No
KF15. Support from immediate managers	3.79	3.72	0.07	No
<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>				
KF16. % receiving health and safety training in last 12 mths	64	62	2	No
* KF17. <i>% suffering work-related injury in last 12 mths</i>	14	16	-2	No
* KF18. <i>% suffering work-related stress in last 12 mths</i>	29	28	1	No
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	58	54	4	No

**Table A2.2: Changes in the Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust since 2009 survey (cont)**

	Chelsea And Westminster Hospital NHS Foundation Trust			
	2011 score	2009 score	Change	Statistically significant?
<b>Errors and incidents</b>				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	37	39	-2	No
KF21. % reporting errors, near misses or incidents witnessed in the last mth	96	94	2	No
KF22. Fairness and effectiveness of incident reporting procedures	3.56	3.55	0.00	No
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	4	-	-	--
* KF24. % experiencing physical violence from staff in last 12 mths	1	-	-	--
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	15	-	-	--
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	13	-	-	--
KF27. Perceptions of effective action from employer towards violence and harassment	3.64	3.54	0.10	Yes
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.66	-	-	--
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	22	-	-	--
<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>				
KF30. % reporting good communication between senior management and staff	42	36	6	No
KF31. % able to contribute towards improvements at work	69	67	1	No
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	3.58	3.51	0.08	No
* KF33. Staff intention to leave jobs	2.62	2.73	-0.11	No
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.89	-	-	--
KF35. Staff motivation at work	3.83	-	-	--
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	42	42	0	No
KF37. % believing the trust provides equal opportunities for career progression or promotion	86	84	2	No
* KF38. % experiencing discrimination at work in last 12 mths	16	-	-	--

## Appendix 3

### Data tables: 2011 Key Findings and the responses to all survey questions

For each of the 38 Key Findings (Table A3.1) and each individual survey question in the core version of the questionnaire (Table A3.2), this appendix presents your trust's 2011 survey response, the average (median) 2011 response for acute trusts, and your trust's 2010 survey response (where applicable).

In Table A3.1, the question numbers used to calculate the 38 Key Findings are also listed in the first column.

In Table A3.2, the responses to the survey questions are presented in the order that they appear within the core version of the 2011 questionnaire.

#### Technical notes:

- In certain cases a dash (-) appears in the 'Your Trust in 2010' column in Tables A3.1 or A3.2. This is because of changes to the format of survey questions or the calculation of the Key Findings so comparisons with the 2010 score are not possible.
- In certain cases a dash (-) appears in Tables A3.1 or A3.2. This is in order to preserve anonymity of individual staff, where there were fewer than 11 responses to a survey question or Key Finding.
- Please note that the figures reported in tables A3.1 and A3.2 are un-weighted, and, as a consequence there may be some slight differences between these figures and the figures reported in sections 3 and 4 and Appendix 2 of this report, which are weighted according to the occupational group profile of a typical acute trust.
- More details about the calculation of Key Findings and the weighting of data can be found in the document ***Making sense of your staff survey data***, which can be downloaded from: [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com)
- The question numbers refer to the acute trust version of the core questionnaire. A copy of the core questionnaire can be downloaded from the Advice Centre website at: [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com).

**Table A3.1: Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust benchmarked against other acute trusts**

	Question number(s)	Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
<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	Q11g, 22a, 22c	83	74	78
KF2. % agreeing that their role makes a difference to patients	Q22b	92	90	92
KF3. % feeling valued by their work colleagues	Q15a-d	78	76	75
KF4. Quality of job design	Q11a-c, 14a, b, d	3.52	3.41	3.43
* KF5. <i>Work pressure felt by staff</i>	Q11d-f, 14c	2.95	3.12	3.05
KF6. Effective team working	Q10a-d	3.78	3.72	3.70
KF7. Trust commitment to work-life balance	Q2a-c	3.62	3.37	3.48
* KF8. <i>% working extra hours</i>	Q1b-c	72	65	73
KF9. % using flexible working options	Q3	61	61	55
<b>STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.</b>				
KF10. % feeling there are good opportunities to develop their potential at work	Q20a-d	53	40	54
KF11. % receiving job-relevant training, learning or development in last 12 mths	Q4a-g, 5a-i, 6a-c	85	78	81
KF12. % appraised in last 12 mths	Q8a	80	81	75
KF13. % having well structured appraisals in last 12 mths	Q8a-d	45	35	39
KF14. % appraised with personal development plans in last 12 mths	Q8a, 9a	73	68	68
KF15. Support from immediate managers	Q7a-e	3.78	3.61	3.66
<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>				
KF16. % receiving health and safety training in last 12 mths	Q5b	65	82	60
* KF17. <i>% suffering work-related injury in last 12 mths</i>	Q32a-d	14	16	15
* KF18. <i>% suffering work-related stress in last 12 mths</i>	Q32e	28	29	30
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	Q33a-c	59	66	54

**Table A3.1: Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust benchmarked against other acute trusts (cont)**

	Question number(s)	Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
<b>Errors and incidents</b>				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	Q25a, 26a	40	35	39
KF21. % reporting errors, near misses or incidents witnessed in the last mth	Q25a-b, 26a-b	97	96	96
KF22. Fairness and effectiveness of incident reporting procedures	Q27a-g	3.58	3.45	3.57
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	Q28a	4	8	8
* KF24. % experiencing physical violence from staff in last 12 mths	Q28b	1	1	1
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	Q29a	15	15	20
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	Q29b	13	16	16
KF27. Perceptions of effective action from employer towards violence and harassment	Q30a-d	3.65	3.58	3.57
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	Q36, 37	1.63	1.56	1.60
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	Q39a-c	22	26	24
<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>				
KF30. % reporting good communication between senior management and staff	Q16a-c, f, 23d-e	43	26	37
KF31. % able to contribute towards improvements at work	Q23a-c	70	61	69
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	Q13a-g	3.60	3.47	3.49
* KF33. Staff intention to leave jobs	Q12a-c	2.59	2.58	2.73
KF34. Staff recommendation of the trust as a place to work or receive treatment	Q16e, 21a-b	3.90	3.51	3.78
KF35. Staff motivation at work	Q24a-c	3.84	3.82	3.82
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	Q5a	43	48	39
KF37. % believing the trust provides equal opportunities for career progression or promotion	Q17	87	90	86
* KF38. % experiencing discrimination at work in last 12 mths	Q18a-b	16	13	20

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

		Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
<b>Working hours</b>				
Q1a	% working part time	12	24	10
Q1b	% working additional PAID hours	36	29	35
Q1c	% working additional UNPAID hours	62	53	65
<b>Quality of work-life balance</b>				
% agreeing / strongly agreeing with the following statements:				
Q2a	"My Trust is committed to helping staff balance their work and home life"	56	38	49
Q2b	"My immediate manager helps me find a good work-life balance"	62	53	59
Q2c	"I can approach my immediate manager to talk openly about flexible working"	69	62	66
<b>Flexible working options</b>				
% saying the following flexible working options applied to them:				
Q3	Working flexi-time (e.g. able to vary start & finish times)	28	30	25
Q3	Working reduced hours (e.g. part time)	21	25	16
Q3	Working from home in normal working hours	10	6	8
Q3	Working to agreed number of hours over the year (e.g. annualised hours)	7	6	8
Q3	Working during school term-time only	1	1	0
Q3	Team making their own decisions about rotas	14	15	15
Q3	Job sharing with someone else	3	3	2
<b>Types of training, learning and development</b>				
% having taken part in the following types of training, learning or development in the last 12 months:				
Q4a	Taught courses (internal or external)	69	66	73
Q4b	Supervised on-the-job training	37	33	35
Q4c	Having a mentor	24	15	25
Q4d	Shadowing someone	25	17	22
Q4e	e-learning / online training	78	63	76
Q4f	Keeping up-to-date with developments in work (e.g. reading books or attending workshops)	71	64	72
Q4g	Other method of training, learning or development	8	9	8
<b>Areas of training, learning and development</b>				
% having received training, learning or development in the following areas in the last 12 months:				
Q5a	Equality and diversity training (e.g. awareness of age, disability, gender, race, sexual orientation, religion)	43	48	39
Q5b	Health and safety training (e.g. fire training, manual handling)	65	82	60
Q5c	What to do if there is a major incident or emergency	57	39	46
Q5d	How to prevent or handle violence and aggression to staff, patients / service users (e.g. Conflict Resolution training)	22	30	21
Q5e	Infection control (e.g. guidance on hand-washing, MRSA, waste management, disposal of sharps / needles)	62	71	62
Q5f	Computer skills (e.g. using Trust IT systems, spreadsheets, databases, Internet, email etc.)	35	27	40
Q5g	How to handle confidential information about patients / service users	69	63	70
Q5h	How to give information to patients / service users on condition, medication, side effects etc.	32	22	30
Q5i	How to deliver a good patient / service user experience (e.g. monitor the patient / service user experience, and use the feedback to make improvements)	39	26	37

		Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
<b>Job-relevant training, learning and development</b>				
% who had received training, learning and development in the last 12 months (YES to any part of Q4a-g or Q5a-i) agreeing / strongly agreeing that:				
Q6a	It has helped me to do my job better	76	63	72
Q6b	It has helped me stay up-to-date with my job	77	68	72
Q6c	It has helped me stay up-to-date with professional requirements	75	69	72
<b>Management and supervision</b>				
% agreeing / strongly agreeing with the following statements:				
Q7a	"My immediate manager encourages those who work for her/him to work as a team"	75	70	71
Q7b	"My immediate manager can be counted on to help me with a difficult task at work"	74	67	69
Q7c	"My immediate manager gives me clear feedback on my work"	61	56	60
Q7d	"My immediate manager asks for my opinion before making decisions that affect my work"	59	51	57
Q7e	"My immediate manager is supportive in a personal crisis"	75	70	70
<b>Appraisals and personal development plans</b>				
Q8a	% saying they had received an appraisal or performance development review in the last 12 months	80	81	75
Q8a	Yes, KSF development review	49	54	56
Q8a	Yes, other type of appraisal or performance development review	32	27	20
If (YES to Q8a) had received an appraisal or performance development review in the last 12 months:				
Q8b	% saying their appraisal or development review had helped them to improve how they do their job	68	55	66
Q8c	% saying their appraisal or development review had helped them agree clear objectives for their work	83	78	85
Q8d	% saying their appraisal or development review had made them feel their work was valued by the Trust	66	57	61
Q9a	% saying they had agreed a personal development plan as part of their appraisal or development review	92	86	92
If (YES to Q8a) had received an appraisal or performance development review AND (YES to Q9a) had agreed a personal development plan as part of their appraisal or development review:				
Q9b	% saying they had received the training, learning and development identified in the plan	54	50	54
Q9c	% saying they had received support from their immediate manager in accessing the training, learning and development identified in the plan	60	56	60
<b>Team-based working</b>				
Q10a	% working in a team	97	95	97
If (YES to Q10a) they work in a team:				
Q10b	% agreeing / strongly agreeing team members have a set of shared objectives	76	76	77
Q10c	% agreeing / strongly agreeing team members often meet to discuss the team's effectiveness	61	59	61
Q10d	% agreeing / strongly agreeing the team members have to communicate closely with each other to achieve the team's objectives	80	78	78

		Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
<b>Job design and work pressure (1)</b>				
% agreeing / strongly agreeing with the following statements:				
Q11a	"I have clear, planned goals and objectives for my job"	75	72	79
Q11b	"I often have trouble working out whether I am doing well or poorly in this job"	22	22	24
Q11c	"I am involved in deciding on changes introduced that affect my work area / team / department"	55	48	53
Q11d	"I cannot meet all the conflicting demands on my time at work"	37	42	42
Q11e	"I have adequate materials, supplies and equipment to do my work"	63	56	62
Q11f	"There are enough staff at this Trust for me to do my job properly"	37	29	36
Q11g	"I am able to do my job to a standard I am personally pleased with"	71	62	61
<b>Staff intention to leave</b>				
% agreeing / strongly agreeing with the following statements:				
Q12a	"I often think about leaving this Trust"	25	30	30
Q12b	"I will probably look for a job at a new organisation in the next 12 months"	26	21	30
Q12c	"As soon as I can find another job, I will leave this Trust"	16	15	17
<b>Staff job satisfaction</b>				
% satisfied or very satisfied with the following aspects of their job:				
Q13a	"The recognition I get for good work"	50	43	46
Q13b	"The support I get from my immediate manager"	67	60	63
Q13c	"The freedom I have to choose my own method of working"	61	59	59
Q13d	"The support I get from my work colleagues"	77	76	74
Q13e	"The amount of responsibility I am given"	71	71	72
Q13f	"The opportunities I have to use my skills"	72	67	70
Q13g	"The extent to which my Trust values my work"	47	31	37
Q13h	"My level of pay"	37	37	33
<b>Job design and work pressure (2)</b>				
% agreeing / strongly agreeing with the following statements:				
Q14a	"I always know what my work responsibilities are"	83	82	79
Q14b	"I am consulted about changes that affect my work area / team / department"	56	50	55
Q14c	"I do not have time to carry out all my work"	42	46	47
Q14d	"I get clear feedback about how well I am doing my job"	43	36	40
Q14e	"Relationships at work are strained"	24	29	23
Q14f	"I can decide on my own how to go about doing my work"	61	63	57
<b>Being respected and valued at work</b>				
% agreeing / strongly agreeing with the following statements:				
Q15a	"The people I work with treat me with respect"	80	77	76
Q15b	"The people I work with seek my opinions"	76	74	72
Q15c	"I am trusted to do my job"	93	91	87
Q15d	"I feel I belong to a team"	78	76	77
Q15e	"I often do more than is required"	85	85	84
Q15f	"I try to help colleagues in my Trust whenever I can"	97	97	96

		Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
<b>Senior management</b>				
% agreeing / strongly agreeing with the following statements:				
Q16a	"Senior managers here try to involve staff in important decisions"	39	25	35
Q16b	"Communication between senior management and staff is effective"	41	25	35
Q16c	"Senior managers encourage staff to suggest new ideas for improving services"	57	38	47
Q16d	"On the whole, the different parts of the Trust communicate effectively with each other"	38	20	32
Q16e	"Care of patients / service users is my Trust's top priority"	78	59	71
Q16f	"I know who the senior managers are here"	77	68	76
Q16g	"Senior managers where I work are committed to patient care"	68	51	58
Q16h	"Patient information is treated confidentially by staff in this Trust"	91	86	87
<b>Equal opportunities</b>				
Q17	% saying the Trust acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	87	90	86
<b>Discrimination</b>				
Q18a	% saying they had experienced discrimination from patients / service users, their relatives or other members of the public in the last 12 months	10	6	14
Q18b	% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months	8	9	10
% saying they had experienced discrimination on the grounds of:				
Q18c	Ethnic background	9	3	10
Q18c	Gender	2	2	3
Q18c	Religion	0	0	1
Q18c	Sexual orientation	1	0	1
Q18c	Disability	0	1	1
Q18c	Age	2	2	3
Q18c	Other reason(s)	3	4	4
<b>Raising concerns at work</b>				
Q19a	% saying if they were concerned about fraud, malpractice or wrongdoing they would know how to report it	85	88	88
Q19b	% saying they would feel safe in raising their concern	76	73	76
Q19c	% saying they would feel confident that the Trust would address their concern	61	53	62
<b>Opportunities to develop potential at work</b>				
% agreeing / strongly agreeing with the following statements:				
Q20a	"There are opportunities for me to progress in my job"	48	33	47
Q20b	"I am supported to keep up-to-date with developments in my field"	61	55	65
Q20c	"I am encouraged to develop my own expertise"	64	55	63
Q20d	"There is strong support for training in my area of work"	55	42	57
<b>Working in the NHS</b>				
% agreeing / strongly agreeing with the following statements:				
Q21a	"I would recommend my Trust as a place to work"	73	52	66
Q21b	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this Trust"	80	62	78

		Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
<b>Contribution to patient care</b>				
% agreeing / strongly agreeing with the following statements:				
Q22a	"I am satisfied with the quality of care I give to patients / service users"	91	88	92
Q22b	"I feel that my role makes a difference to patients / service users"	92	90	92
Q22c	"I am able to deliver the patient care I aspire to"	80	70	76
<b>Improving the way we work</b>				
% agreeing / strongly agreeing with the following statements:				
Q23a	"I am able to make suggestions to improve the work of my team / department"	74	70	73
Q23b	"There are frequent opportunities for me to show initiative in my role"	67	61	69
Q23c	"I am able to make improvements happen in my area of work"	65	52	61
Q23d	"Healthcare professionals and managers in non-clinical roles work well together in my area of work"	58	45	52
Q23e	"Senior managers act on staff feedback"	41	30	38
<b>Staff motivation at work</b>				
% saying often or always to the following statements:				
Q24a	"I look forward to going to work"	54	51	54
Q24b	"I am enthusiastic about my job"	68	67	69
Q24c	"Time passes quickly when I am working"	74	76	75
<b>Witnessing and reporting errors, near misses and incidents</b>				
Q25a	% witnessing errors, near misses or incidents in the last month that could have hurt staff	24	19	24
Q25b	(If YES to Q25a): % saying the last time they witnessed an error, near miss or incident that could have hurt staff, either they or a colleague had reported it	96	94	95
Q26a	% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	34	28	33
Q26b	(If YES to Q26a): % saying the last time they witnessed an error, near miss or incident that could have hurt patients / service users, either they or a colleague had reported it	97	97	97
<b>Fairness and effectiveness of procedures for reporting errors, near misses or incidents</b>				
% agreeing / strongly agreeing with the following statements:				
Q27a	"My Trust treats staff who are involved in an error, near miss or incident fairly"	53	43	51
Q27b	"My Trust encourages us to report errors, near misses or incidents"	87	84	84
Q27c	"My Trust treats reports of errors, near misses or incidents confidentially"	65	62	67
Q27d	"My Trust blames or punishes people who are involved in errors, near misses or incidents"	10	11	12
Q27e	"When errors, near misses or incidents are reported, my Trust takes action to ensure that they do not happen again"	64	57	64
Q27f	"We are informed about errors, near misses and incidents that happen in the Trust"	47	37	48
Q27g	"We are given feedback about changes made in response to reported errors, near misses and incidents"	47	38	48
<b>Experiencing and reporting physical violence at work</b>				
% saying they have personally experienced physical violence at work in the last 12 months from the following:				
Q28a	Patients / service users, their relatives or other members of the public	4	8	8
Q28b	Manager / team leader or other colleagues	1	1	1

		Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
	(If YES to Q28a or b): % experiencing physical violence at work from patients / service users, their relatives or other members of the public in last 12 months...			
Q28c	No times	10	6	8
Q28c	1 to 2 times	65	53	51
Q28c	3 to 5 times	10	25	21
Q28c	6 to 10 times	5	6	10
Q28c	More than 10 times	10	8	10
Q28d	(If YES to Q28a to b): % saying the last time they experienced an incident of physical violence, either they or a colleague had reported it	71	69	71
<b>Experiencing and reporting harassment, bullying and abuse at work</b>				
	% saying they have personally experienced harassment, bullying or abuse at work in the last 12 months from the following:			
Q29a	Patients / service users, their relatives or other members of the public	15	15	20
Q29b	Manager / team leader or other colleagues	13	16	16
Q29c	(If YES to Q29a or b): % saying the last time they experienced an incident of harassment, bullying or abuse, either they or a colleague had reported it	52	50	69
<b>Effectiveness of action following violence, harassment, bullying and abuse at work</b>				
	% agreeing / strongly agreeing with the statements "My Trust takes effective action if staff are..."			
Q30a	...physically attacked by patients / service users, their relatives or other members of the public"	64	58	58
Q30b	...physically attacked by other members of staff"	61	58	58
Q30c	...bullied, harassed or abused by patients / service users, their relatives or other members of the public"	56	53	52
Q30d	...bullied, harassed or abused by other members of staff"	55	49	49
<b>Support for staff</b>				
Q31a	% saying they have access to counselling services at their Trust	63	66	66
Q31b	% saying they have access to occupational health services at their Trust	98	97	97
<b>Injuries and illness at work</b>				
	% saying they have suffered injuries or have felt unwell in the last 12 months as a result of the following problems at work:			
Q32a	Moving and handling	8	11	9
Q32b	Needlestick and sharps injuries	5	3	4
Q32c	Slips, trips and falls	2	3	4
Q32d	Exposure to dangerous substances	1	1	1
Q32e	Work-related stress	28	29	31
<b>Availability of hand washing materials</b>				
	% saying hot water, soap and paper towels, or alcohol rubs are available for staff:			
Q33a	Always	67	72	61
Q33a	Most of the time	29	24	35
Q33a	Sometimes	3	3	3
Q33a	Never	0	0	0
Q33a	Don't know	1	1	1
	% saying hot water, soap and paper towels, or alcohol rubs are available for patients / service users:			
Q33b	Always	63	66	57
Q33b	Most of the time	26	21	32
Q33b	Sometimes	3	2	3
Q33b	Never	0	0	0
Q33b	Don't know	8	11	7

		Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
% saying hot water, soap and paper towels, or alcohol rubs are available for visitors to the trust:				
Q33c	Always	61	64	57
Q33c	Most of the time	28	21	31
Q33c	Sometimes	3	3	3
Q33c	Never	0	0	0
Q33c	Don't know	8	11	8
<b>Promotion of infection control</b>				
% agreeing / strongly agreeing with the following statements:				
Q34a	"The Trust does enough to promote the importance of hand washing to staff"	90	88	89
Q34b	"The Trust does enough to promote the importance of hand washing to patients, service users and trust visitors"	87	78	79
Q34c	"Infection control applies to me in my role"	85	86	85
<b>Health and well-being</b>				
% saying overall their health during the past four weeks was:				
Q35	Excellent	23	20	18
Q35	Very good	26	29	27
Q35	Good	31	29	33
Q35	Fair	14	17	16
Q35	Poor	5	5	5
Q35	Very poor	1	1	1
% saying during the past four weeks, how much difficulty they had had in doing their daily work, both at home and away from home, because of their physical health:				
Q36	None at all	59	64	63
Q36	A little bit	22	20	22
Q36	Some	14	12	11
Q36	Quite a lot	4	4	4
Q36	Could not do daily work	1	1	1
% saying during the past four weeks, how much personal or emotional problems had kept them from doing their usual work or other daily activities:				
Q37	Not at all	59	64	61
Q37	Very little	24	22	20
Q37	Somewhat	12	10	12
Q37	Quite a lot	3	3	6
Q37	Could not do daily activities	1	0	0
<b>Health and well-being</b>				
% agreeing / strongly agreeing with the following statements:				
Q38a	"In general, my job is good for my health"	46	44	46
Q38b	"My immediate manager takes a positive interest in my health and well-being"	60	51	54
<b>Health and well-being</b>				
Q39a	% saying in the last three months they had gone to work despite not feeling well enough to perform their duties:	66	64	70
(If YES to Q39a): % saying they...				
Q39b	...had felt pressure from their manager to come to work	28	34	27
Q39c	...had felt pressure from their colleagues to come to work	22	24	23
Q39d	...had put themselves under pressure to come to work	94	92	91
<b>BACKGROUND DETAILS</b>				
Gender				
Q40a	Male	25	20	23
Q40a	Female	75	80	77

		Your Trust in 2011	Average (median) for acute trusts	Your Trust in 2010
<b>Age group</b>				
Q40b	Between 16 and 30	26	14	26
Q40b	Between 31 and 40	26	19	34
Q40b	Between 41 and 50	22	27	23
Q40b	51 and over	26	39	17
<b>Ethnic background</b>				
Q41	White	66	90	67
Q41	Mixed	3	1	2
Q41	Asian / Asian British	14	6	16
Q41	Black / Black British	15	2	13
Q41	Chinese	3	0	1
Q41	Other	1	1	1
<b>Sexuality</b>				
Q42	Heterosexual (straight)	85	93	-
Q42	Gay Man	4	1	-
Q42	Gay Woman (lesbian)	1	0	-
Q42	Bisexual	1	0	-
Q42	Other	1	0	-
Q42	Preferred not to say	8	5	-
<b>Religion</b>				
Q43	No religion	25	25	-
Q43	Christian	55	62	-
Q43	Buddhist	1	0	-
Q43	Hindu	3	2	-
Q43	Jewish	1	0	-
Q43	Muslim	3	2	-
Q43	Sikh	2	0	-
Q43	Other	3	2	-
Q43	Preferred not to say	7	4	-
<b>Disability</b>				
Q44a	% saying they have a long-standing illness, health problem or disability	13	16	12
Q44b	(If YES to Q44a and if adjustments felt necessary): % saying their employer has made adequate adjustment(s) to enable them to carry out their work	87	71	65
<b>Managing staff</b>				
Q45	% saying that they manage staff within the Trust	40	30	39
<b>Contact with patients</b>				
Q46	% saying they have face-to-face contact with patients / service users as part of their job	90	86	90
<b>Length of time at the Trust (or its predecessors)</b>				
Q47	Less than 1 year	10	7	14
Q47	1 to 2 years	21	12	22
Q47	3 to 5 years	26	18	20
Q47	6 to 10 years	21	23	25
Q47	11 to 15 years	12	15	11
Q47	More than 15 years	10	25	8

		<b>Your Trust in 2011</b>	<b>Average (median) for acute trusts</b>	<b>Your Trust in 2010</b>
	<b>Occupational group</b>			
Q48	Registered Nurses and Midwives	33	30	38
Q48	Nursing or Healthcare Assistants	7	8	6
Q48	Medical and Dental	12	8	12
Q48	Allied Health Professionals	14	12	15
Q48	Scientific and Technical / Healthcare Scientists	11	8	5
Q48	Admin and Clerical	13	17	13
Q48	Central Functions / Corporate Services	6	5	6
Q48	Maintenance / Ancillary	0	6	0
Q48	General Management	3	2	2
Q48	Other	1	2	3

## Appendix 4

### Other NHS staff survey 2011 documentation

This report is one of several ways in which we present the results of the 2011 national NHS staff survey:

- 1) A separate summary report of the main 2011 survey results for Chelsea And Westminster Hospital NHS Foundation Trust can be downloaded from: [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com). The summary report is a shorter version of this feedback report, which may be useful for wider circulation within the trust.
- 2) A national briefing document, describing the national Key Findings from the 2011 survey and making comparisons with previous years, will be available from [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com) in March 2012.
- 3) The document ***Making sense of your staff survey data***, which can be downloaded from [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com). This includes details about the calculation of Key Findings and the data weighting method used.
- 4) A series of detailed spreadsheets are available on request from the Care Quality Commission. In these detailed spreadsheets you can find:
  - responses of staff in your trust to every core survey question
  - responses in every trust in England
  - the average responses for each major trust type (e.g. all acute trusts, all ambulance trusts)
  - the average trust responses within each strategic health authority
  - the average responses for each major occupational and demographic group within the major trust types