

2011 National NHS staff survey

**Brief summary of results from Chelsea And Westminster
Hospital NHS Foundation Trust**

Table of Contents

1: Introduction to this report	3
2: Overall indicator of staff engagement for Chelsea And Westminster Hospital NHS Foundation Trust	4
3: Summary of 2011 Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust	5
4: Full description of 2011 Key Findings for Chelsea And Westminster Hospital NHS Foundation Trust (including comparisons with the trust's 2010 survey and with other acute trusts)	10

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.

In sections 3 and 4 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

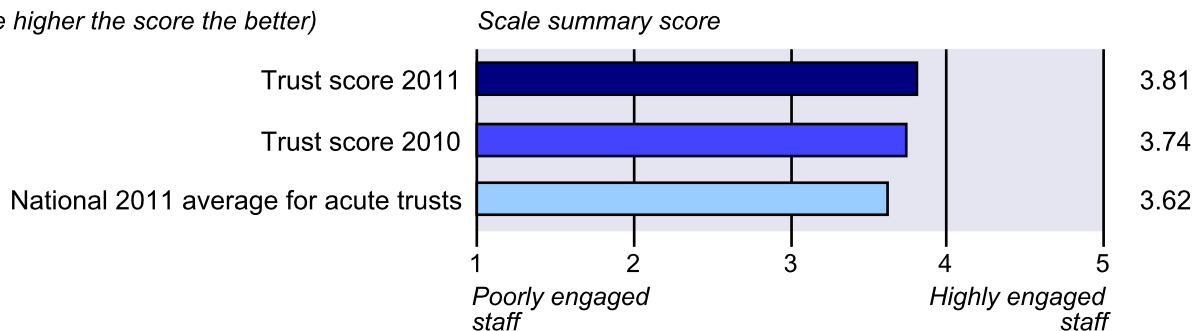
A longer and more detailed report of the 2011 survey results for Chelsea And Westminster Hospital NHS Foundation Trust can be downloaded from: www.nhsstaffsurveys.com. This report provides detailed breakdowns of the Key Finding scores by directorate, occupational groups and demographic groups, and details of each question included in the core questionnaire.

2. Overall indicator of staff engagement for 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
OVERALL STAFF ENGAGEMENT	• No change	✓ Highest (best) 20%
KF31. Staff ability to contribute towards improvements at work <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%
KF34. Staff recommendation of the trust as a place to work or receive treatment <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%
KF35. Staff motivation at work <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

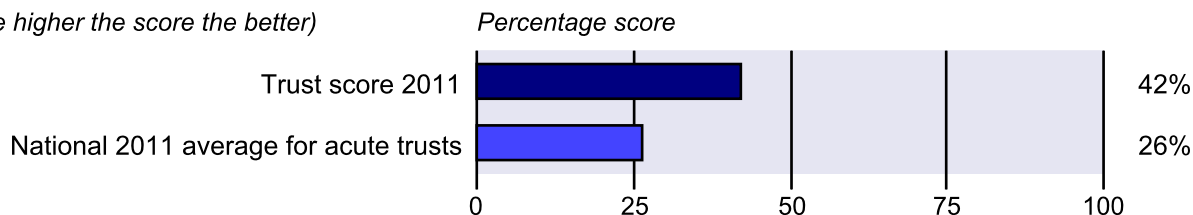
3.1 Top and Bottom Ranking Scores

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

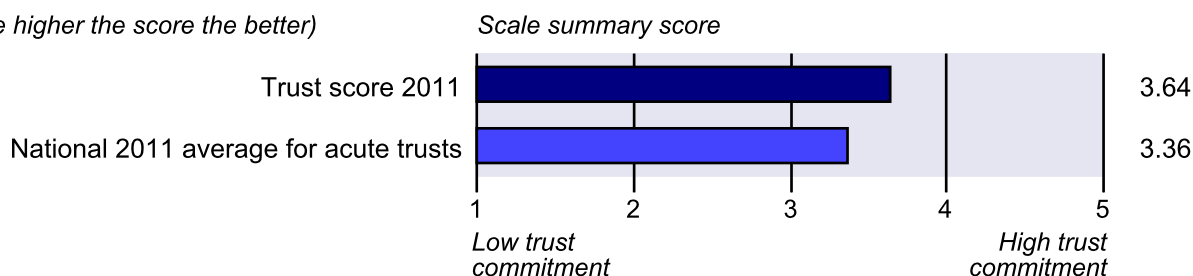
✓ KF30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



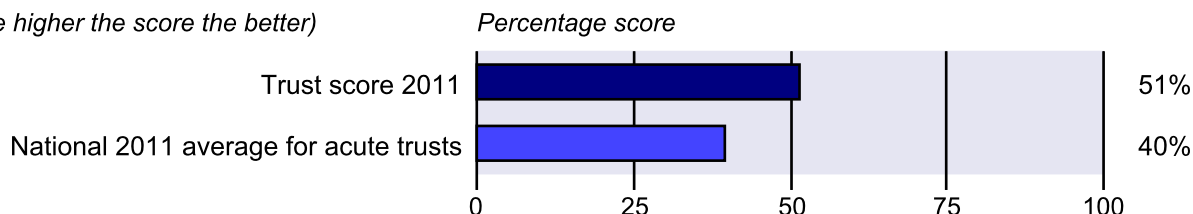
✓ KF7. Trust commitment to work-life balance

(the higher the score the better)



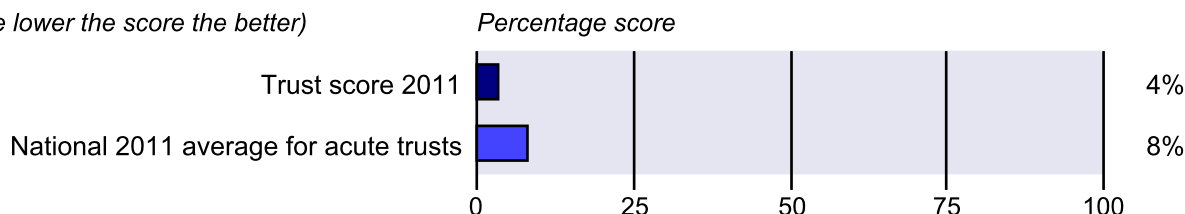
✓ KF10. Percentage of staff feeling there are good opportunities to develop their potential at work

(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)



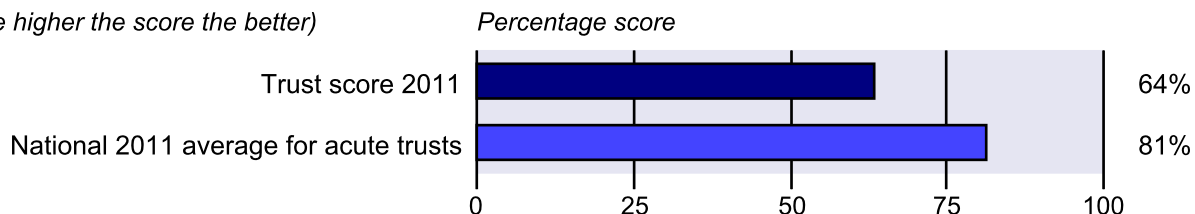
For each of the 38 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 147 (the bottom ranking score). Chelsea And Westminster Hospital NHS Foundation Trust's four highest ranking scores are presented here, i.e. those for which the trust's Key Finding score 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

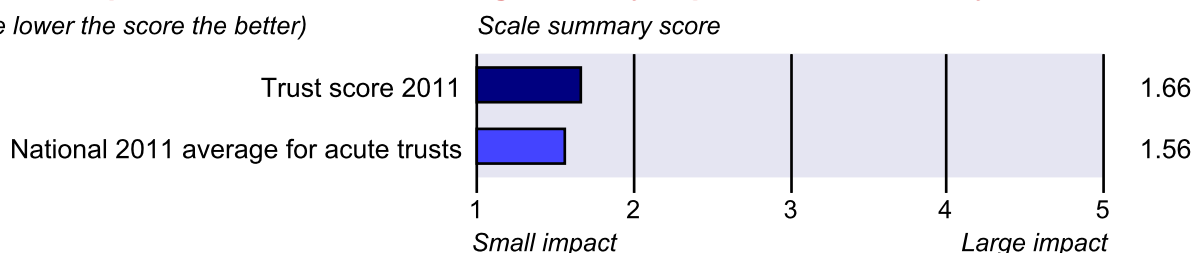
! KF16. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)



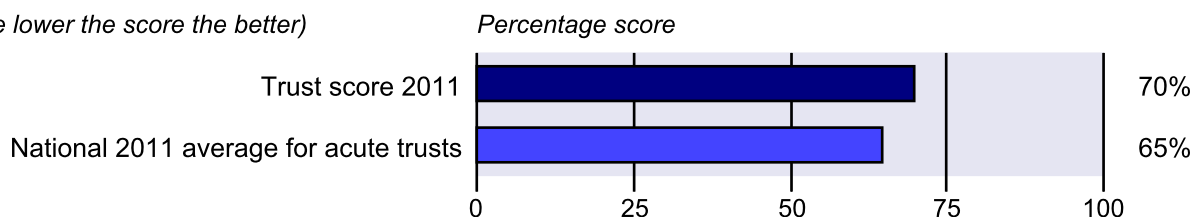
! KF28. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)



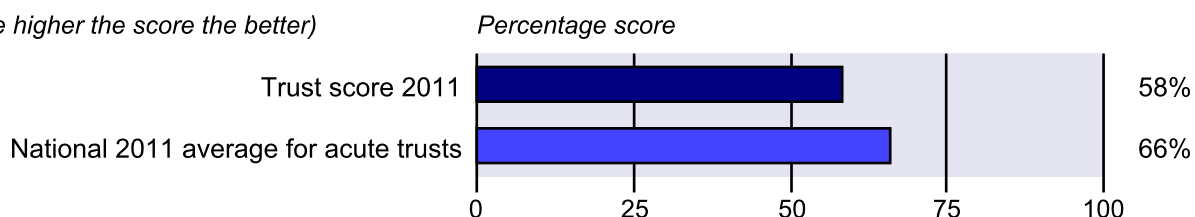
! KF8. Percentage of staff working extra hours

(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

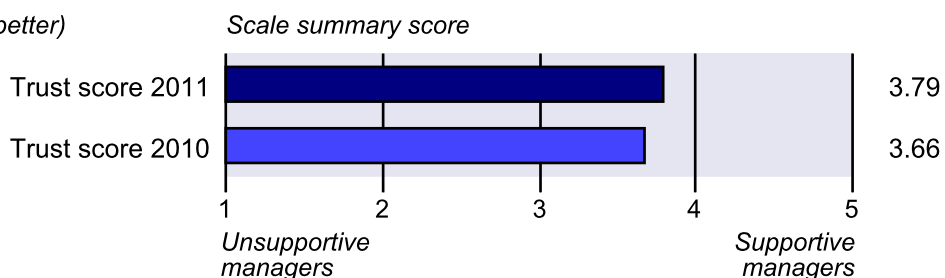
✓ KF23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



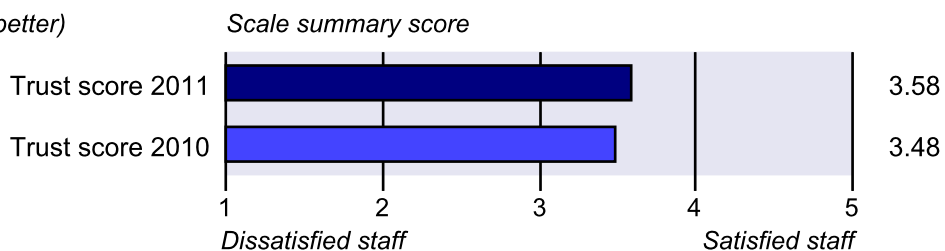
✓ KF15. Support from immediate managers

(the higher the score the better)



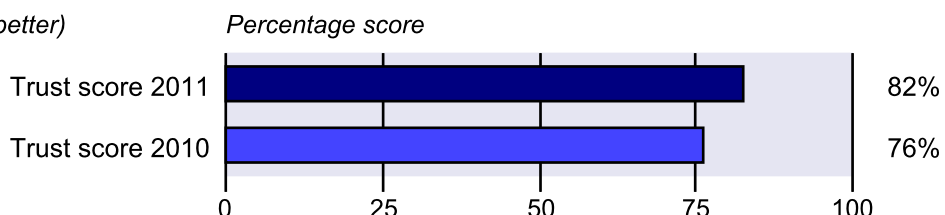
✓ KF32. Staff job satisfaction

(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
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.		
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	✓ 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
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.		
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%
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.		
Occupational health and safety		
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
Infection control and hygiene		
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
Errors and incidents		
* 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%
Violence and harassment		
* 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%
Health and well-being		
* 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%
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.		
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%
ADDITIONAL THEME: Staff satisfaction		
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
ADDITIONAL THEME: Equality and diversity		
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%¹ 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.

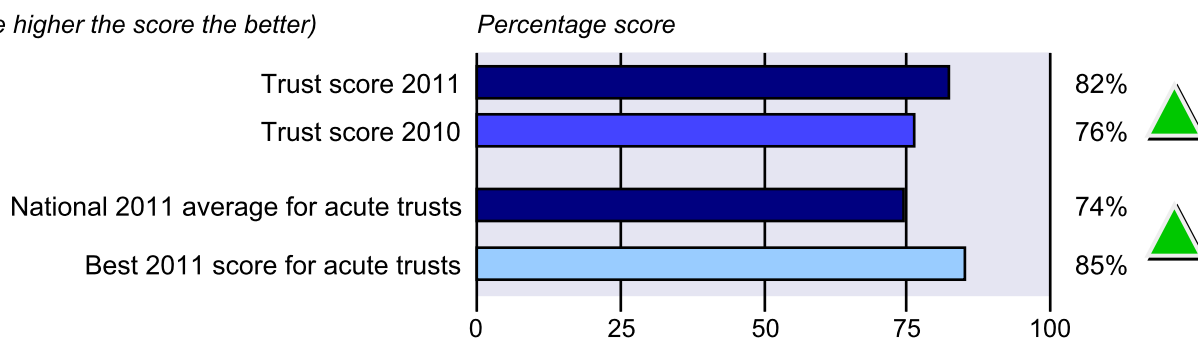
This section presents each of the 38 Key Findings, using data from the trust's 2011 survey, and compares these to other acute trusts in England and to the trust's performance in the 2010 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two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

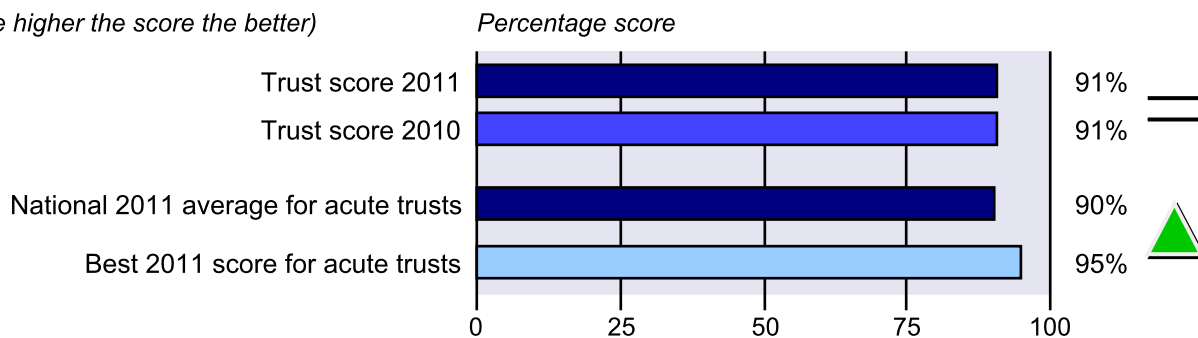
KEY FINDING 1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver

(the higher the score the better)



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

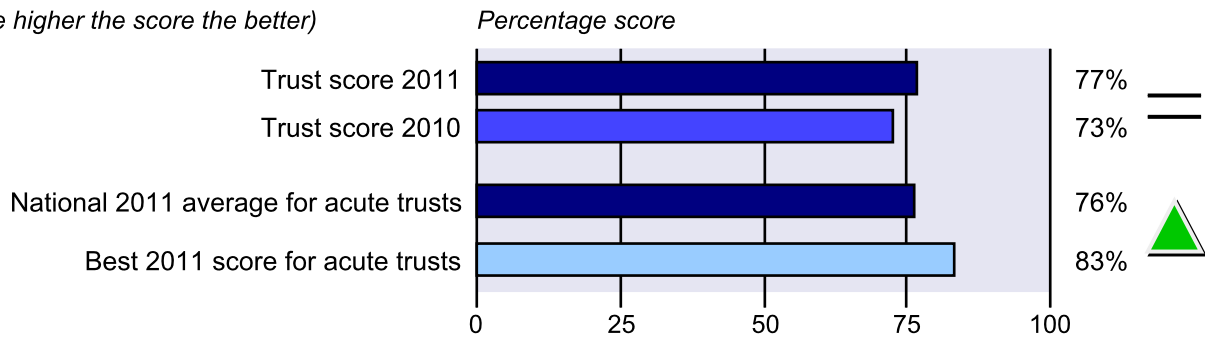
(the higher the score the better)



¹At 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.

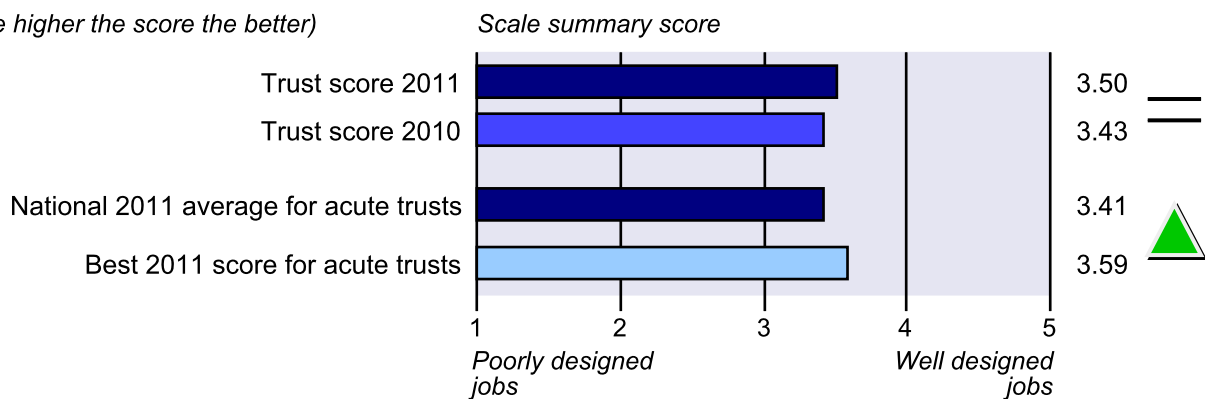
KEY FINDING 3. Percentage of staff feeling valued by their work colleagues

(the higher the score the better)



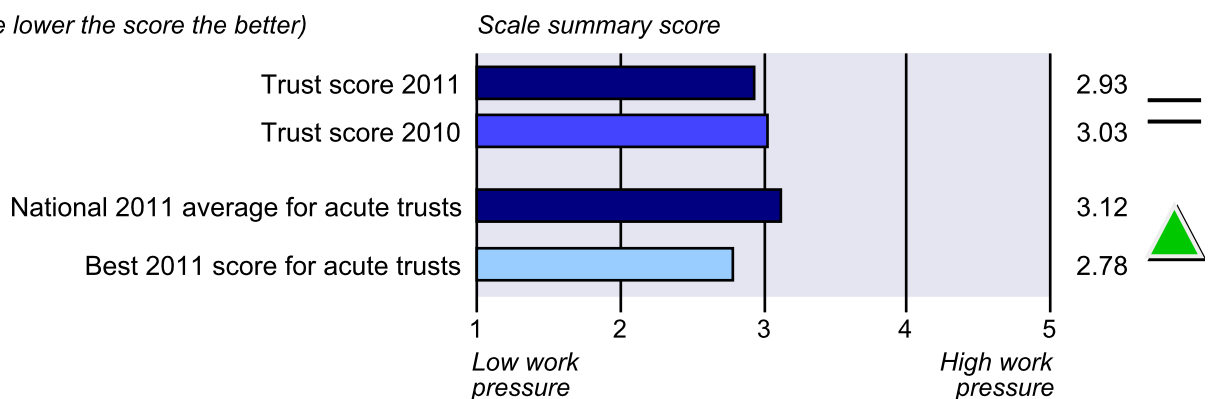
KEY FINDING 4. Quality of job design (clear job content, feedback and staff involvement)

(the higher the score the better)



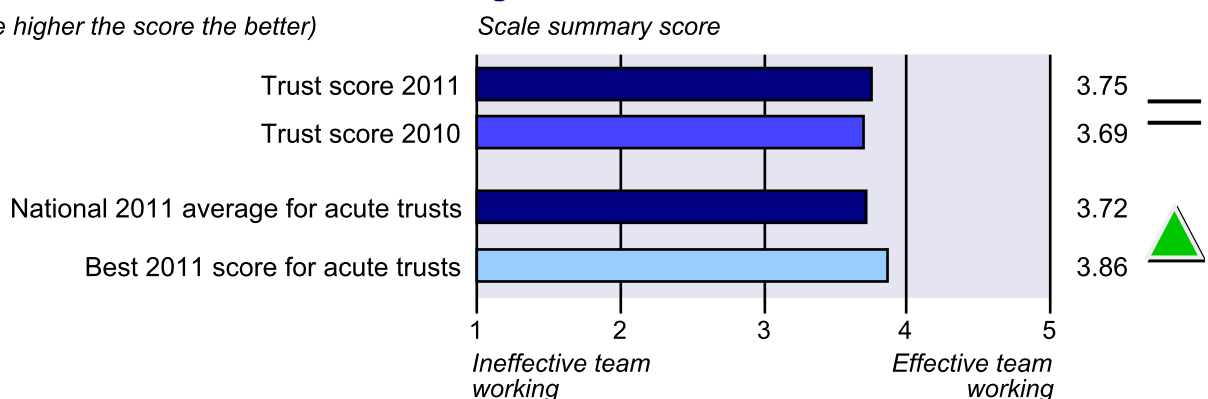
KEY FINDING 5. Work pressure felt by staff

(the lower the score the better)



KEY FINDING 6. Effective team working

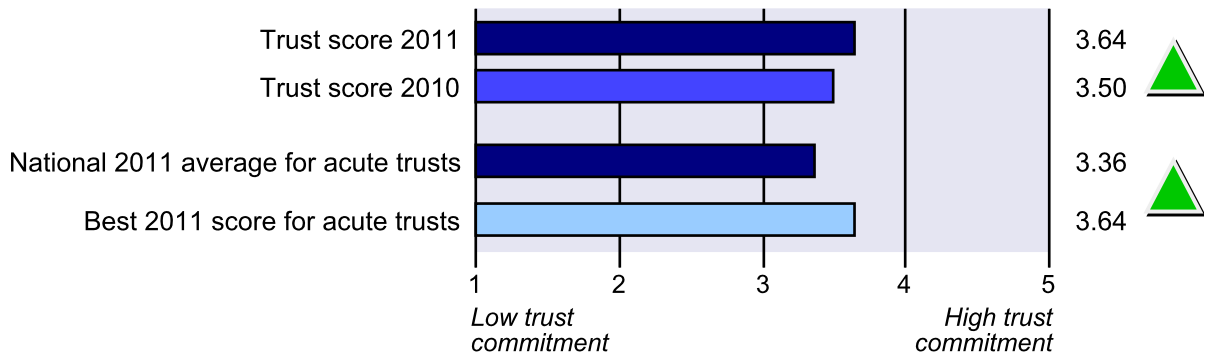
(the higher the score the better)



KEY FINDING 7. Trust commitment to work-life balance

(the higher the score the better)

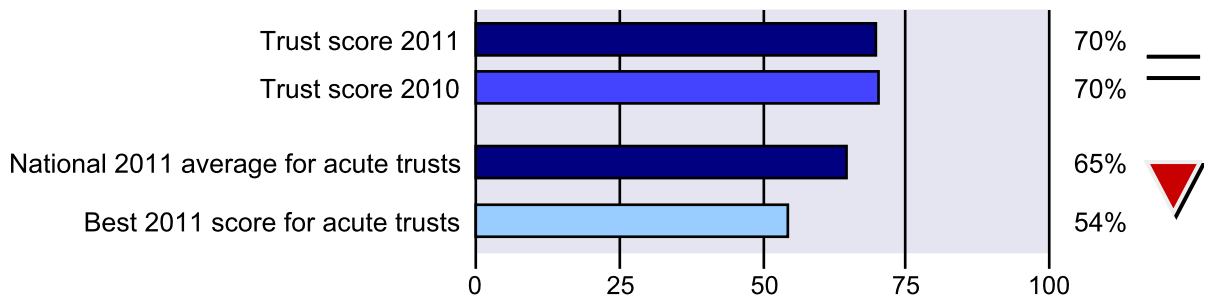
Scale summary score



KEY FINDING 8. Percentage of staff working extra hours

(the lower the score the better)

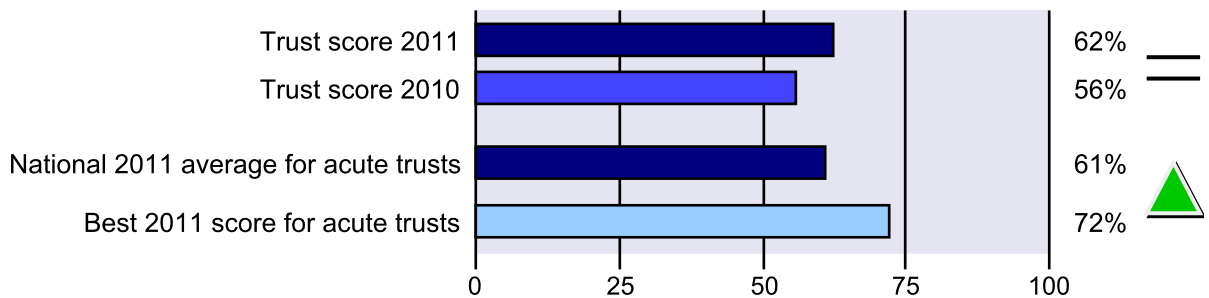
Percentage score



KEY FINDING 9. Percentage of staff using flexible working options

(the higher the score the better)

Percentage score

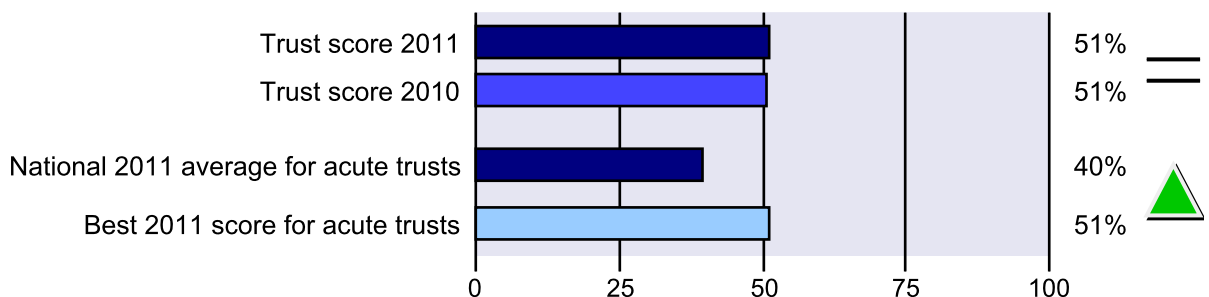


STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.

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

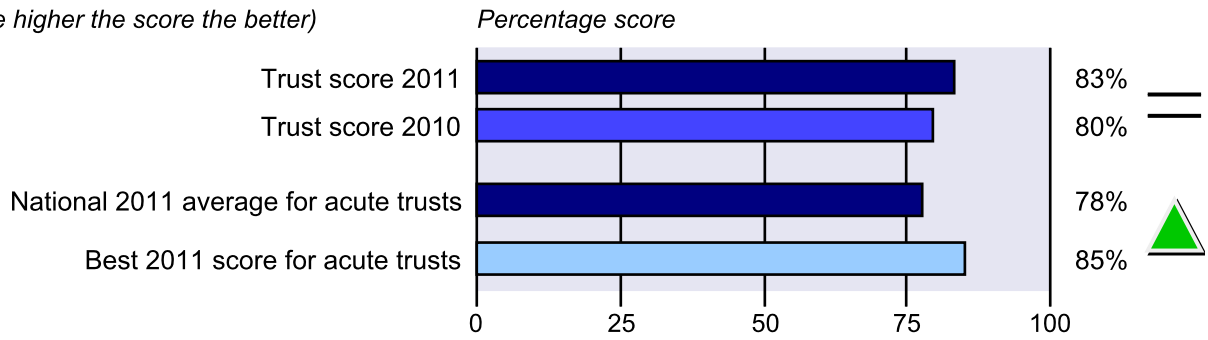
(the higher the score the better)

Percentage score



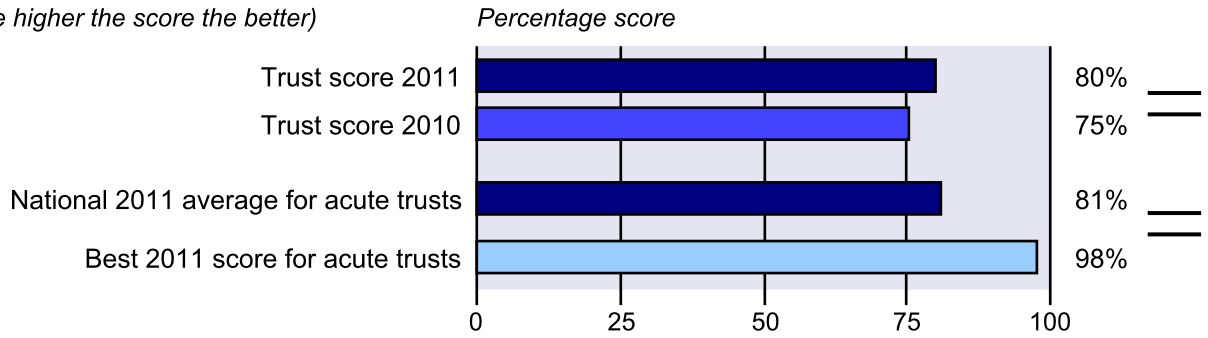
KEY FINDING 11. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)



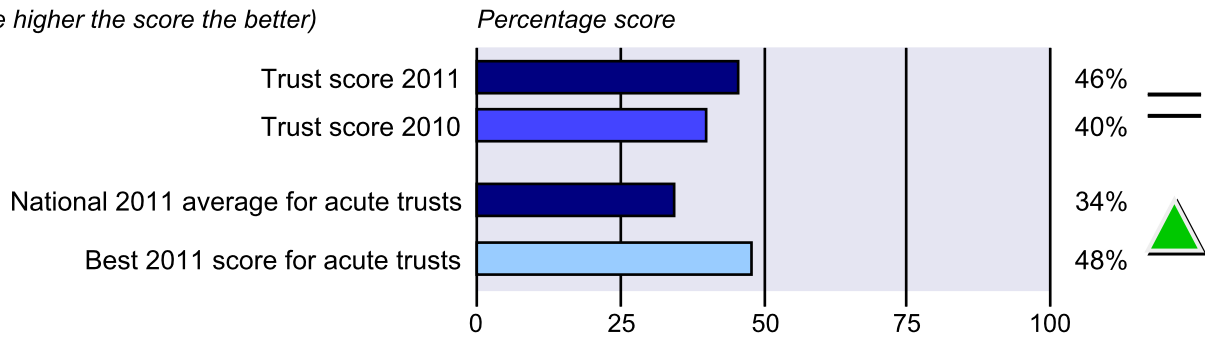
KEY FINDING 12. Percentage of staff appraised in last 12 months

(the higher the score the better)



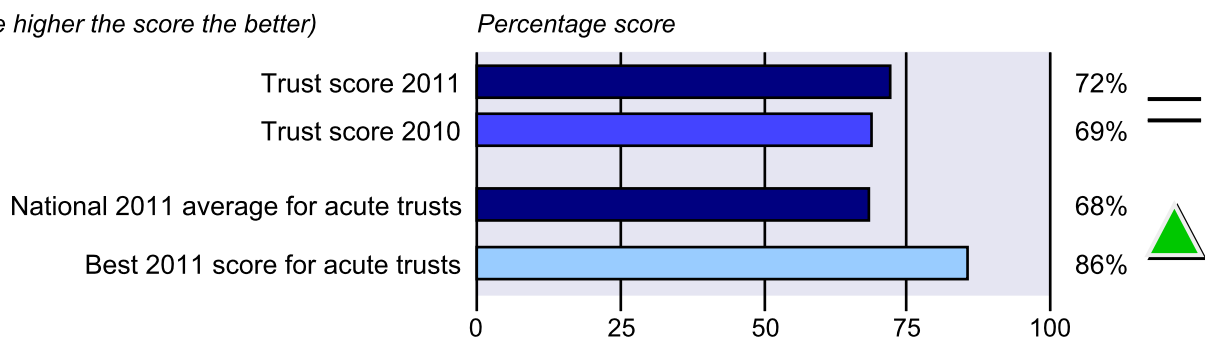
KEY FINDING 13. Percentage of staff having well structured appraisals in last 12 months

(the higher the score the better)



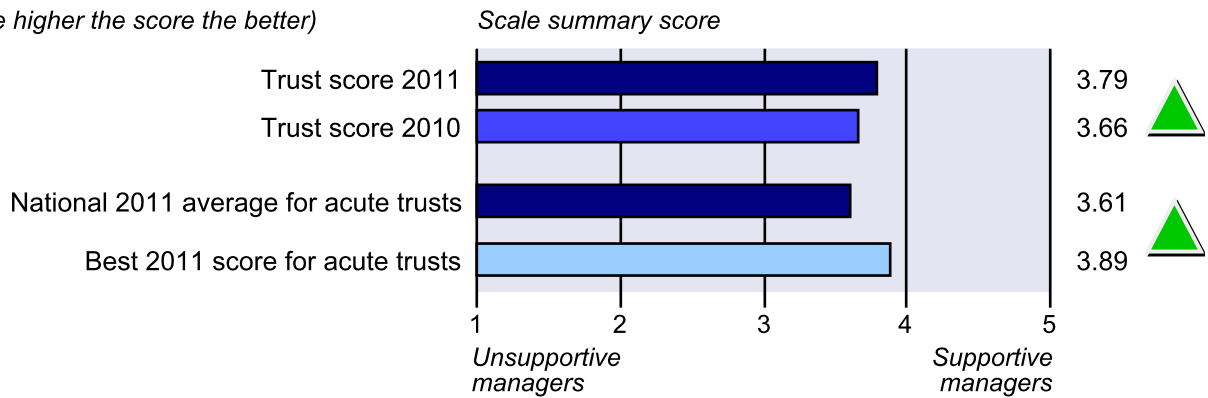
KEY FINDING 14. Percentage of staff appraised with personal development plans in last 12 months

(the higher the score the better)



KEY FINDING 15. Support from immediate managers

(the higher the score the better)

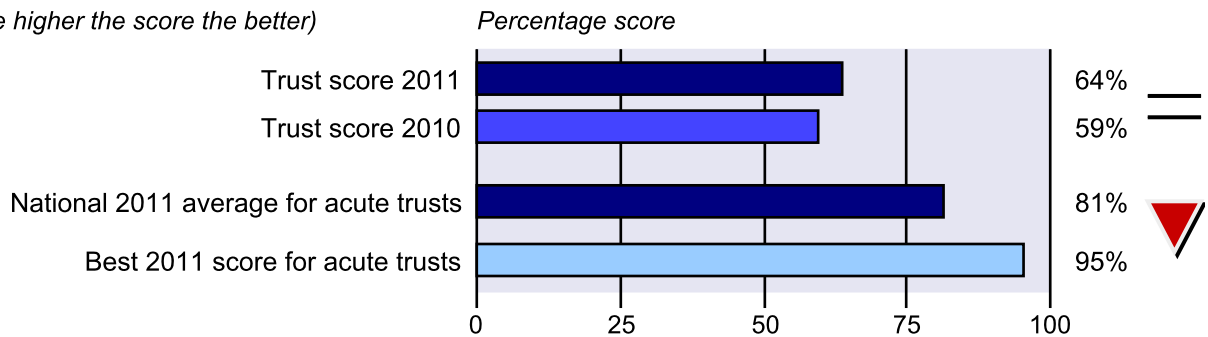


STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Occupational health and safety

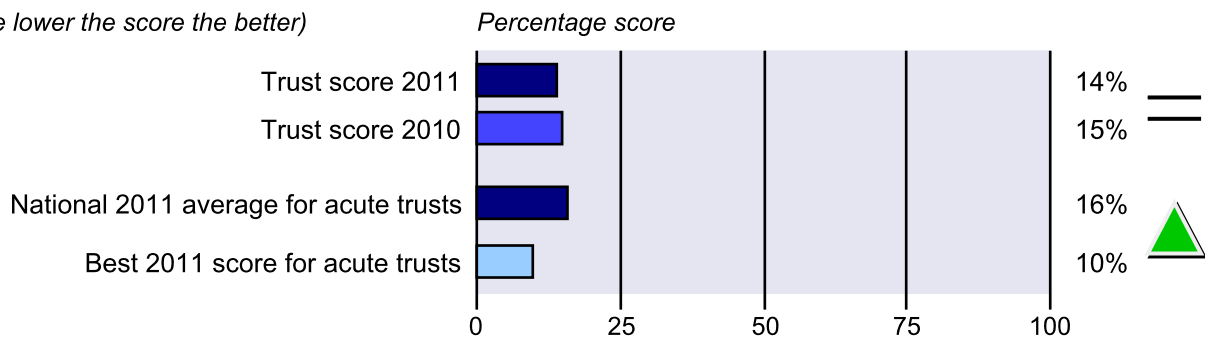
KEY FINDING 16. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)



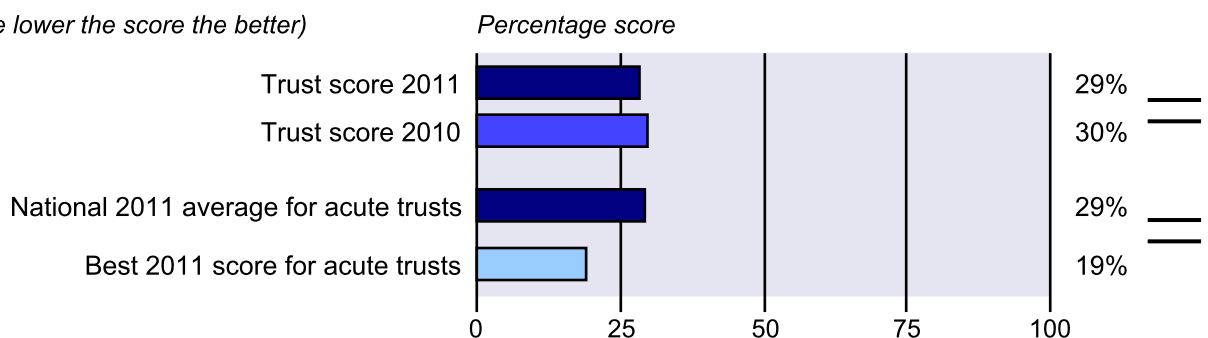
KEY FINDING 17. Percentage of staff suffering work-related injury in last 12 months

(the lower the score the better)



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

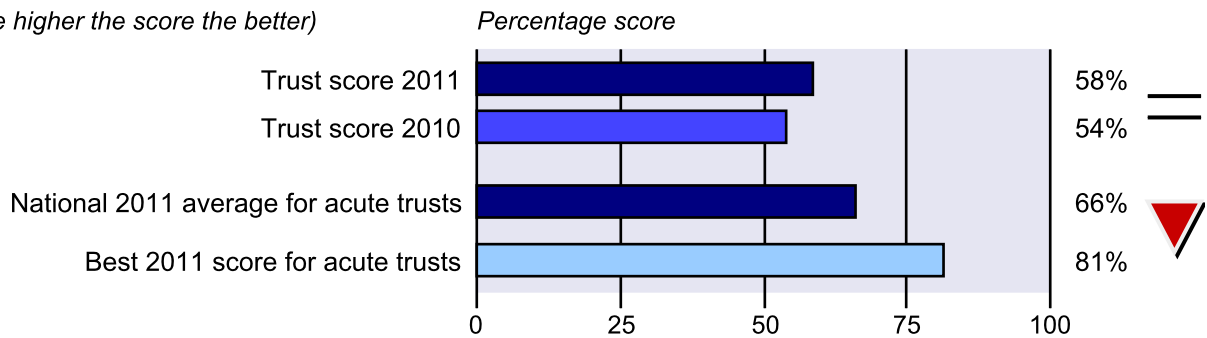
(the lower the score the better)



Infection control and hygiene

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

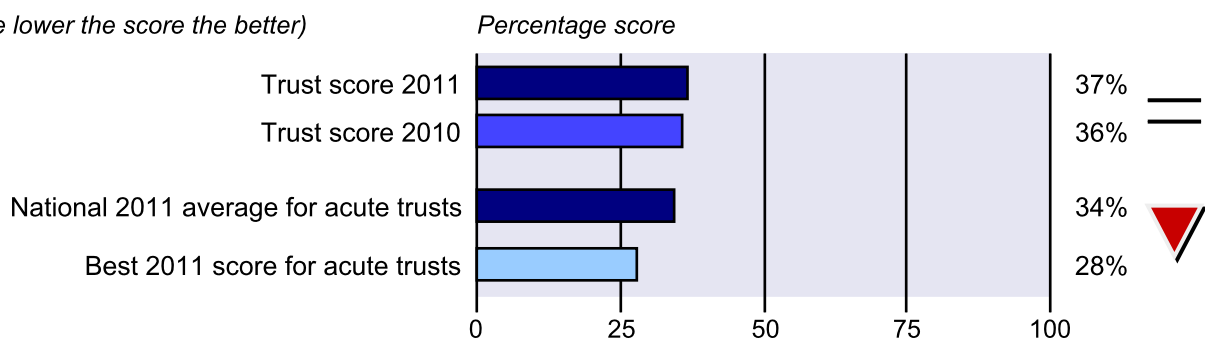
(the higher the score the better)



Errors and incidents

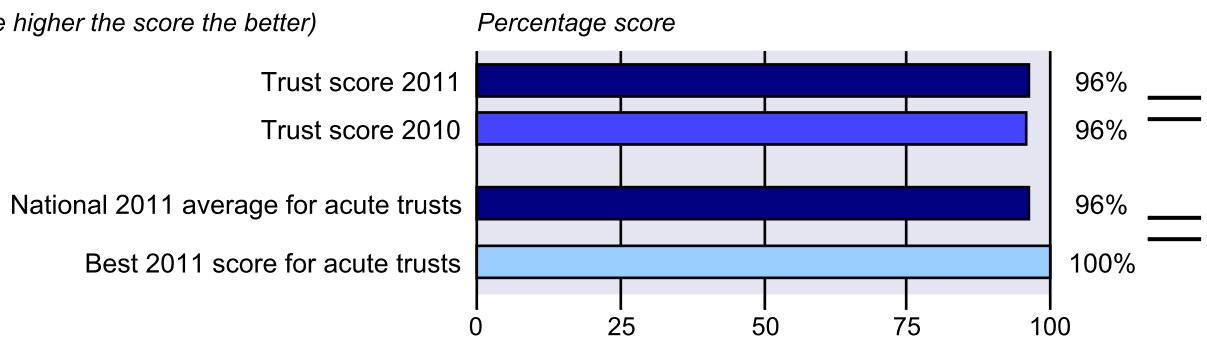
KEY FINDING 20. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



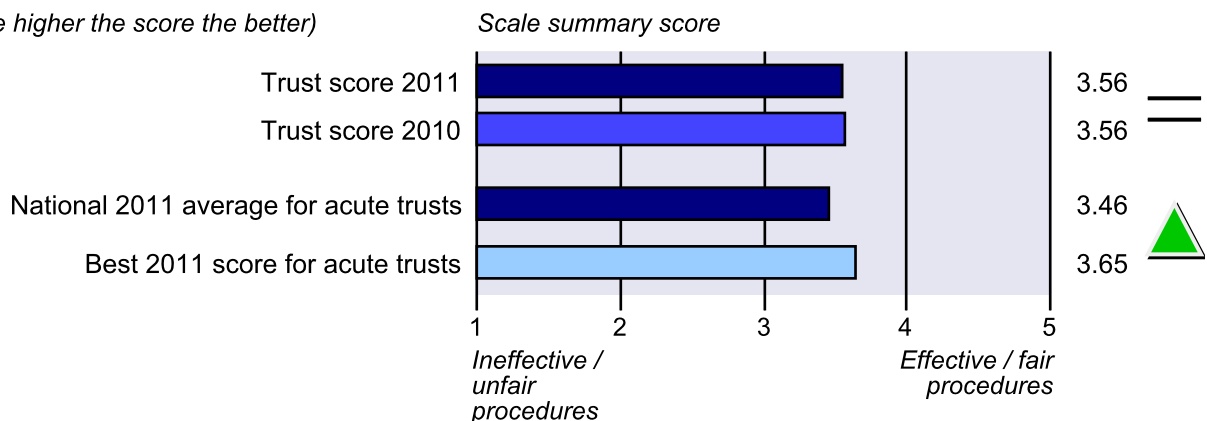
KEY FINDING 21. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



KEY FINDING 22. Fairness and effectiveness of incident reporting procedures

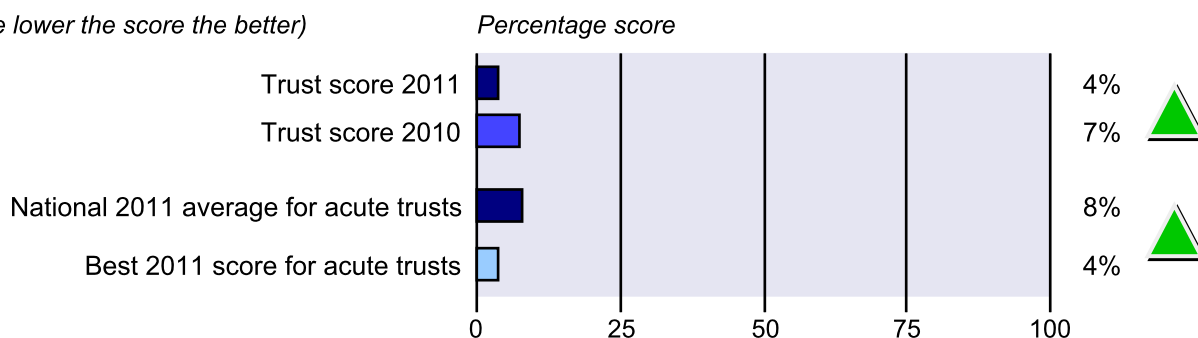
(the higher the score the better)



Violence and harassment

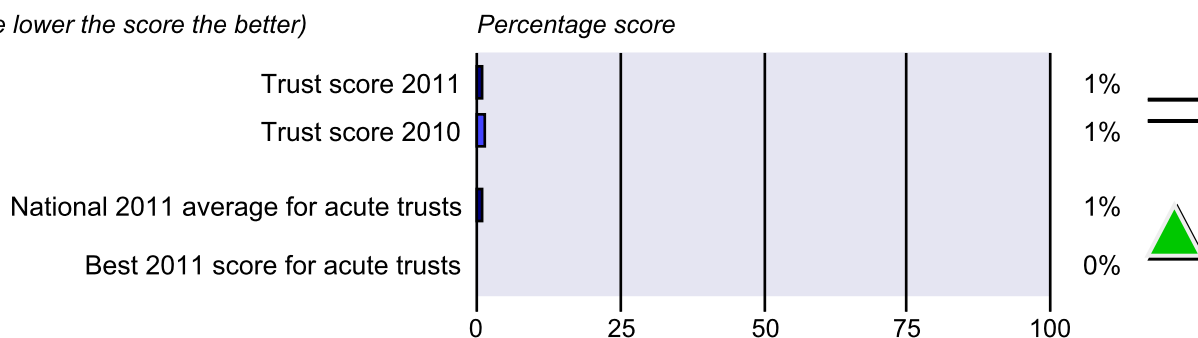
KEY FINDING 23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



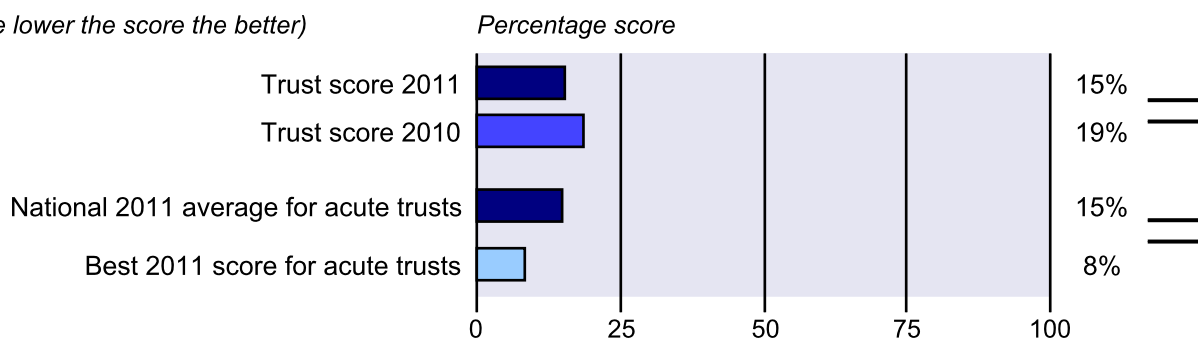
KEY FINDING 24. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



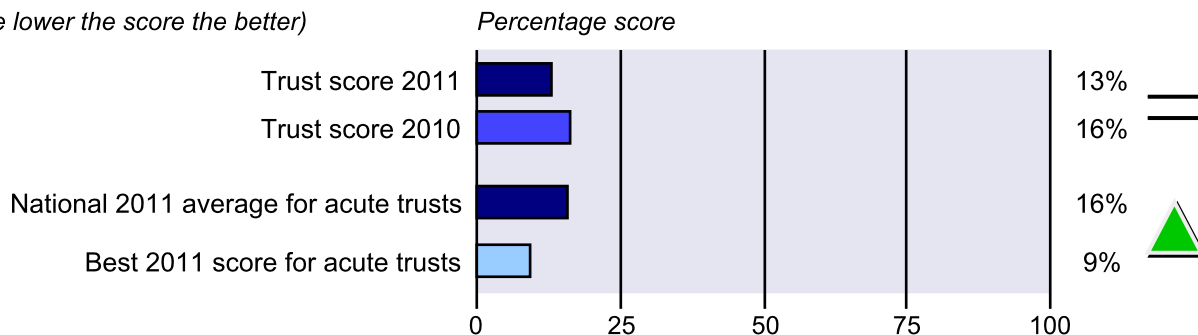
KEY FINDING 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



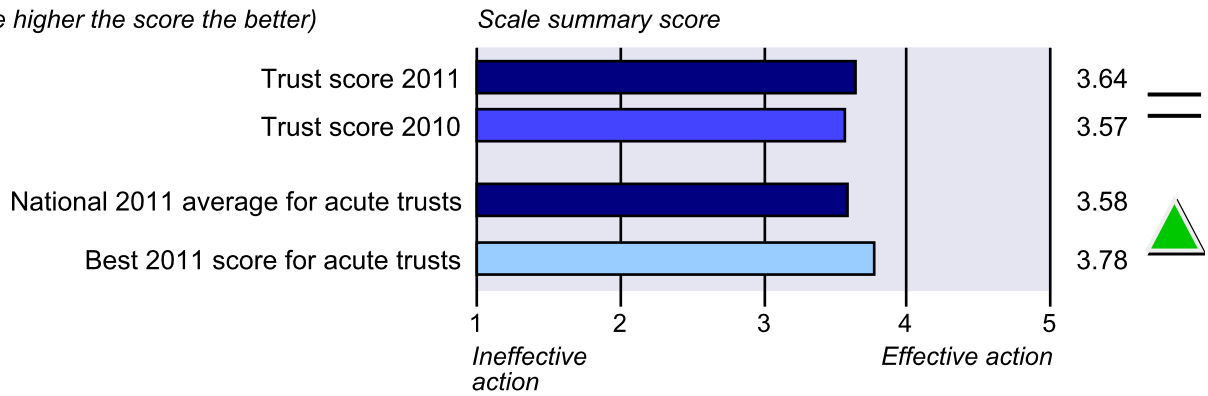
KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



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

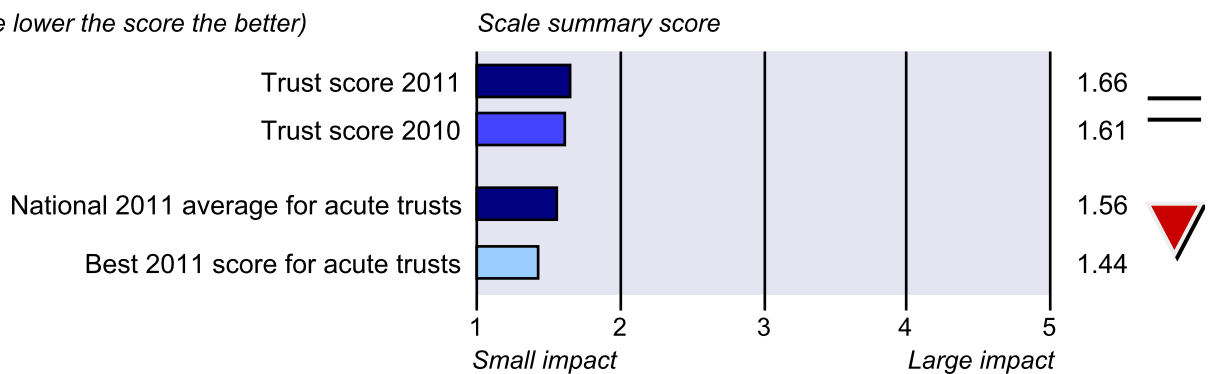
(the higher the score the better)



Health and well-being

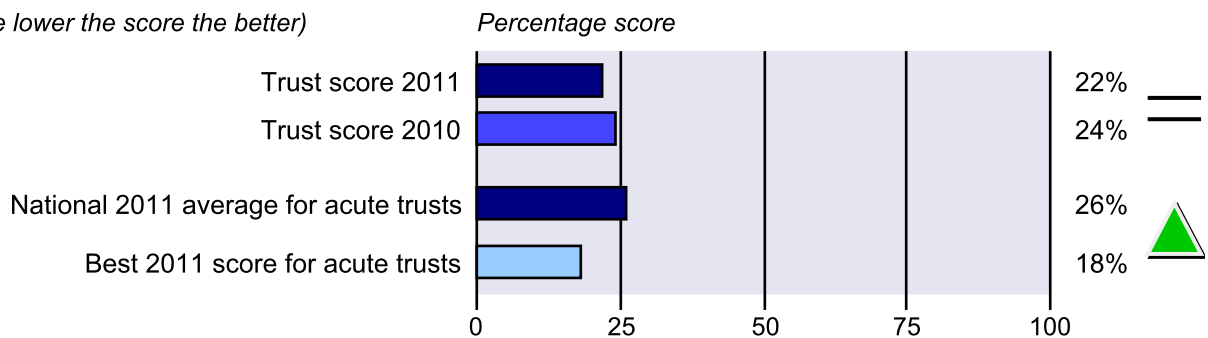
KEY FINDING 28. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)



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

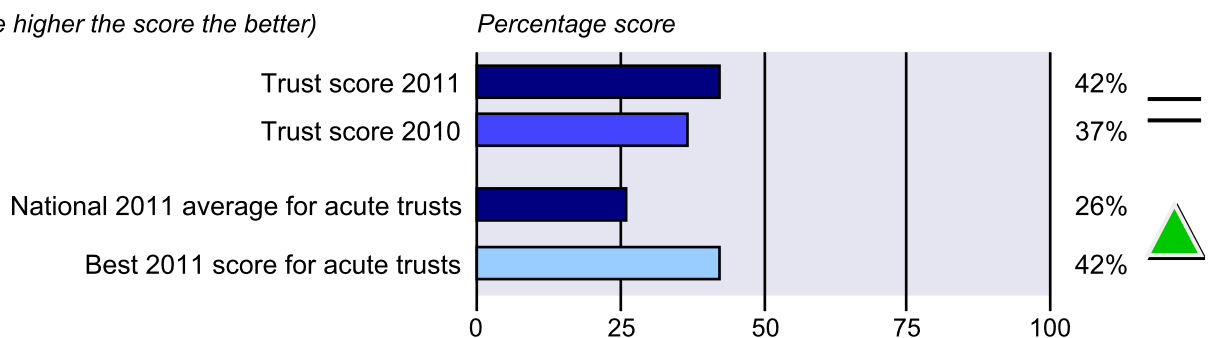
(the lower the score the better)



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.

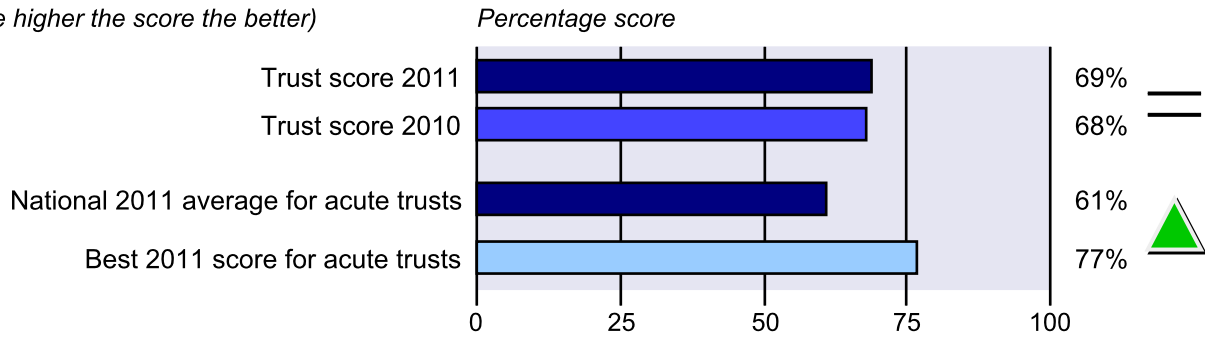
KEY FINDING 30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



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

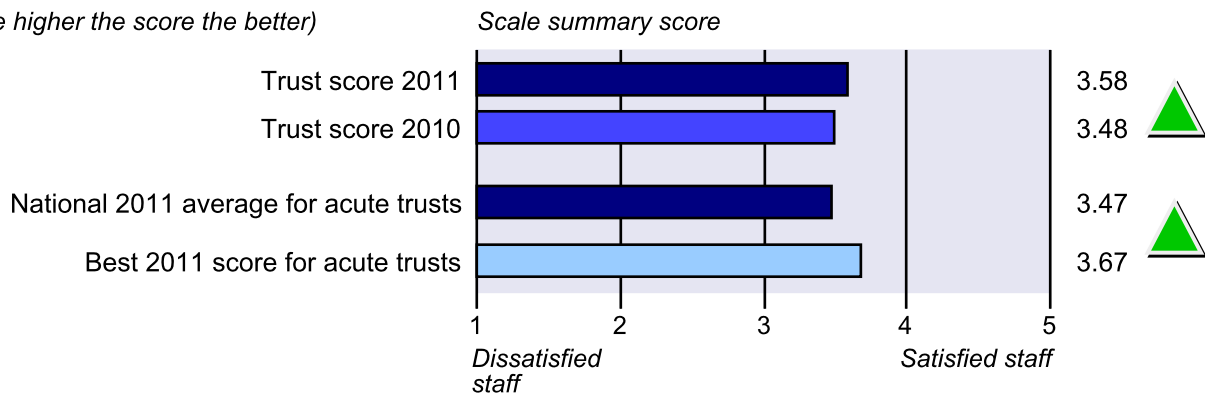
(the higher the score the better)



ADDITIONAL THEME: Staff satisfaction

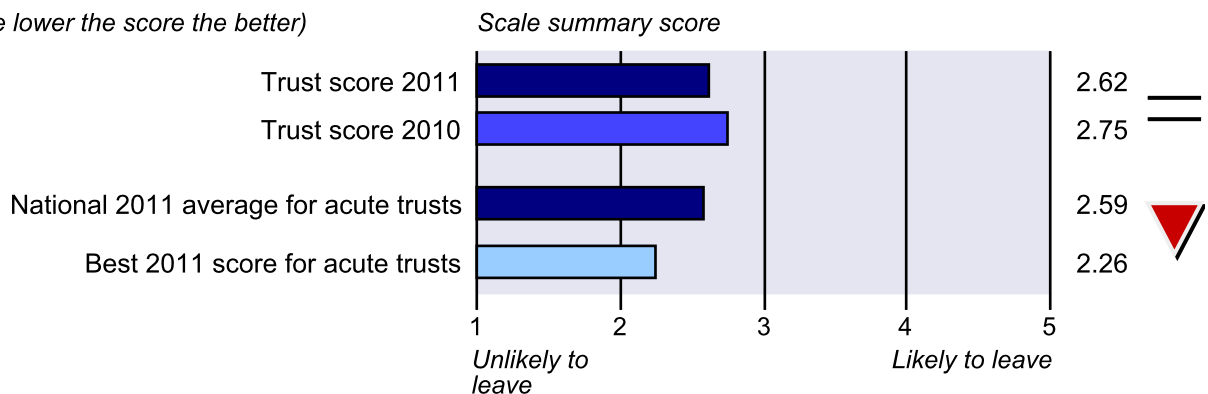
KEY FINDING 32. Staff job satisfaction

(the higher the score the better)



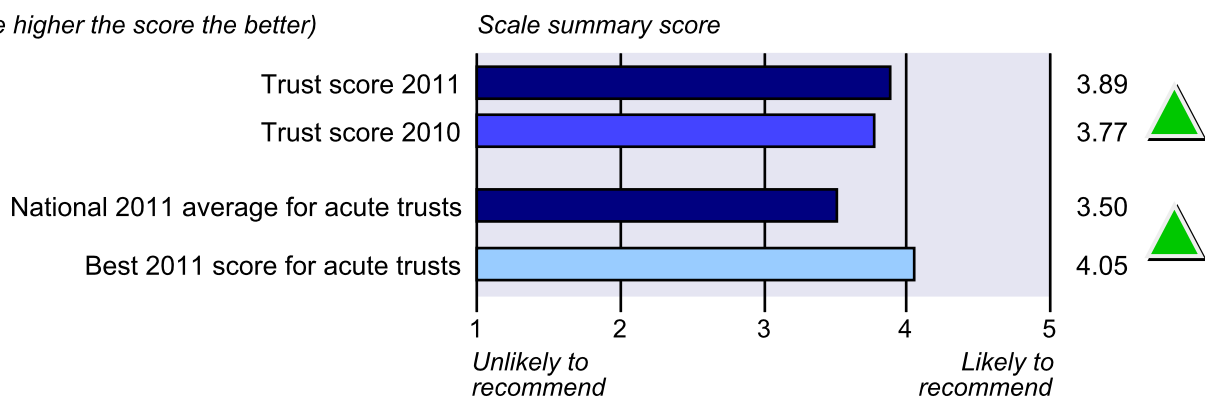
KEY FINDING 33. Staff intention to leave jobs

(the lower the score the better)



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

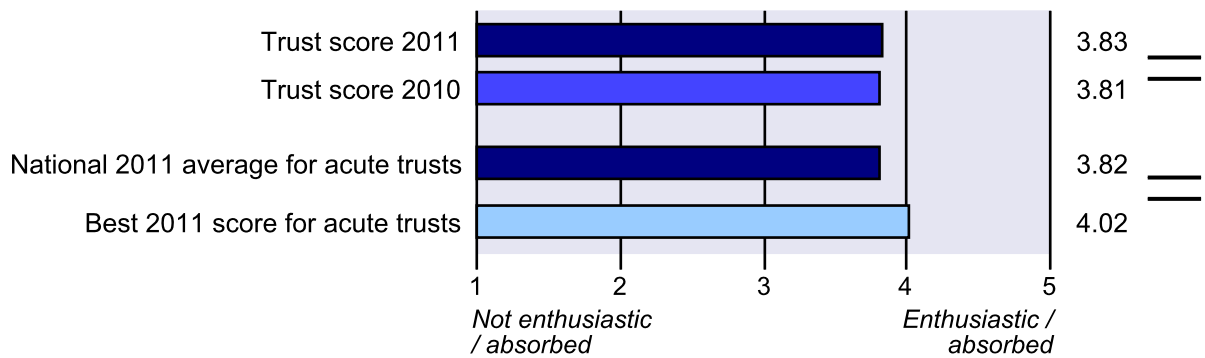
(the higher the score the better)



KEY FINDING 35. Staff motivation at work

(the higher the score the better)

Scale summary score

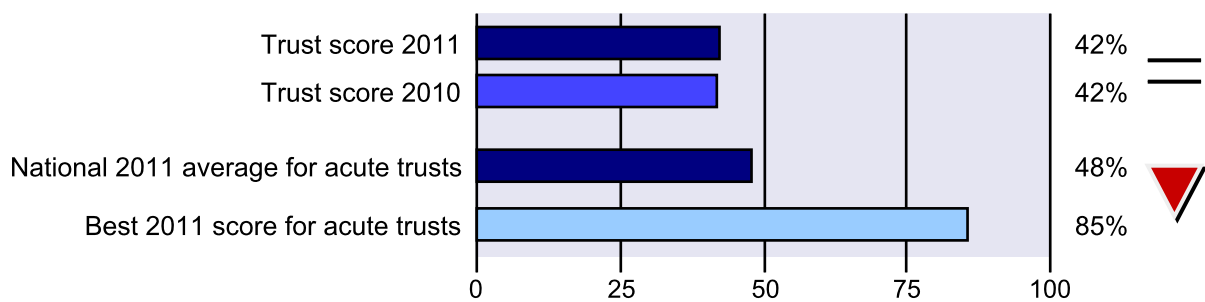


ADDITIONAL THEME: Equality and diversity

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

(the higher the score the better)

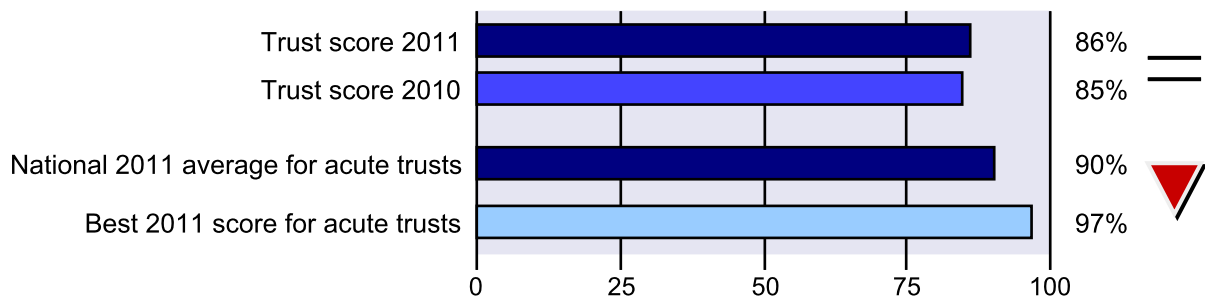
Percentage score



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

