



**2010 National NHS staff survey**

**Results from Countess of Chester Hospital NHS Foundation Trust**

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## 1. Introduction to this report

This report presents the findings of the 2010 national NHS staff survey conducted in Countess of Chester 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 <http://www.cqc.org.uk/aboutcqc/howwedoit/engagingwithproviders/nhsstaffsurveys.cfm>.

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

Please note that the number of Key Findings has decreased from 40 to 38 this year, and the numbering of some Key Findings has changed since 2009. Full details of the changes can be found in the document ***Making Sense of your staff survey data***.

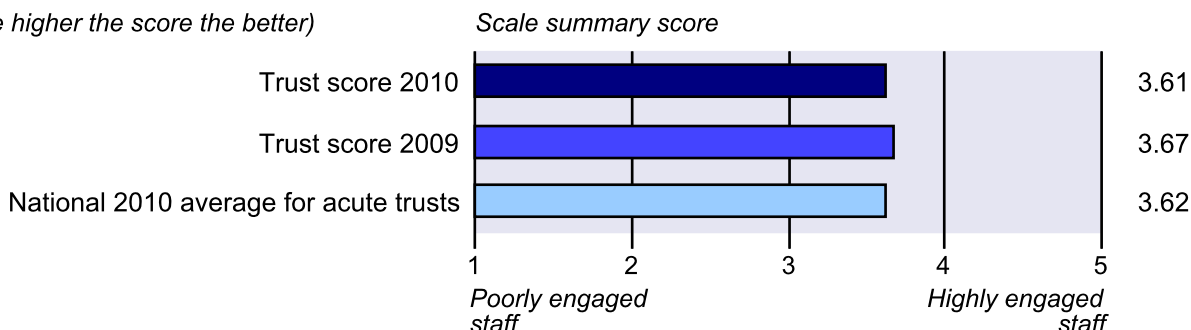
Responses to the individual survey questions can be found in Appendix 4 of this report, along with details of which survey questions were used to calculate the Key Findings.

## 2. Overall indicator of staff engagement for Countess of Chester Hospital NHS Foundation Trust

The figure below shows how Countess of Chester 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 3.61 was average 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 Countess of Chester 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 2009 survey.

	Change since 2009 survey	Ranking, compared with all acute trusts
<b>OVERALL STAFF ENGAGEMENT</b>	<b>! Decrease (worse than 09)</b>	<b>• Average</b>
<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>	<b>• No change</b>	<b>! Below (worse than) average</b>
<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>	<b>! Decrease (worse than 09)</b>	<b>• Average</b>
<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>	<b>! Decrease (worse than 09)</b>	<b>• Average</b>

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

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>.

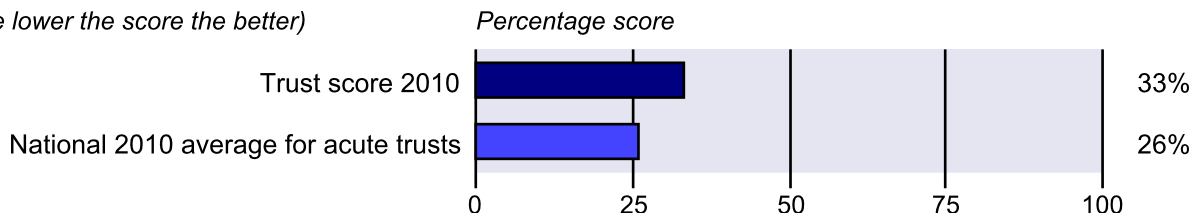


This page highlights the four Key Findings for which Countess of Chester Hospital NHS Foundation Trust compares least favourably with other acute trusts in England. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

### BOTTOM FOUR RANKING SCORES

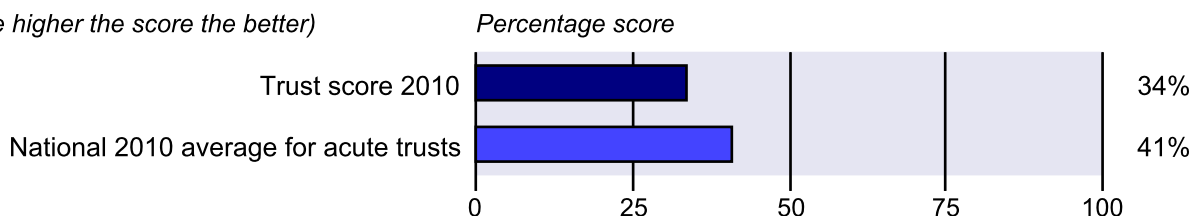
**! KF29. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell**

*(the lower the score the better)*



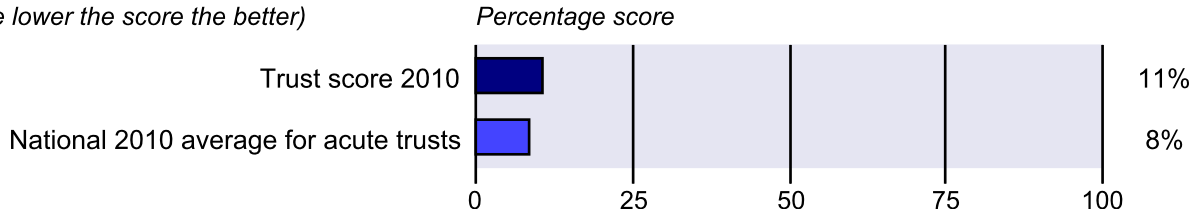
**! KF10. Percentage of staff feeling there are good opportunities to develop their potential at work**

*(the higher the score the better)*



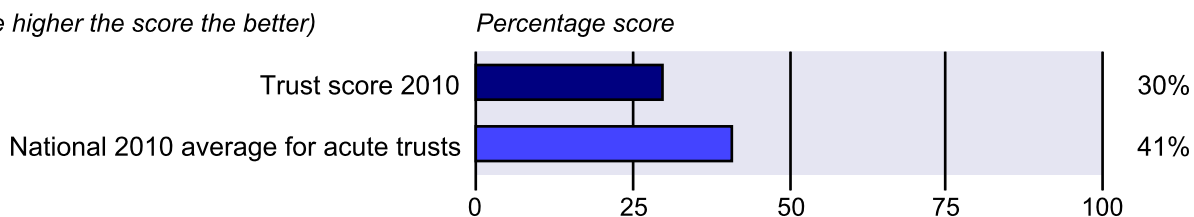
**! KF23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months**

*(the lower the score the better)*



**! KF36. Percentage of staff having equality and diversity training in last 12 months**

*(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). Countess of Chester 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.***

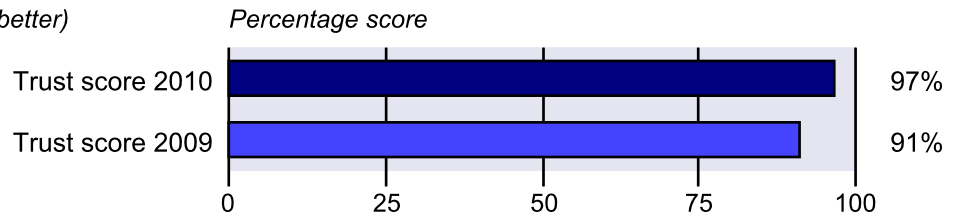
### 3.2 Largest Local Changes since the 2009 Survey

This page highlights the three Key Findings where staff experiences have improved at Countess of Chester Hospital NHS Foundation Trust since the 2009 survey.

#### WHERE STAFF EXPERIENCE HAS IMPROVED

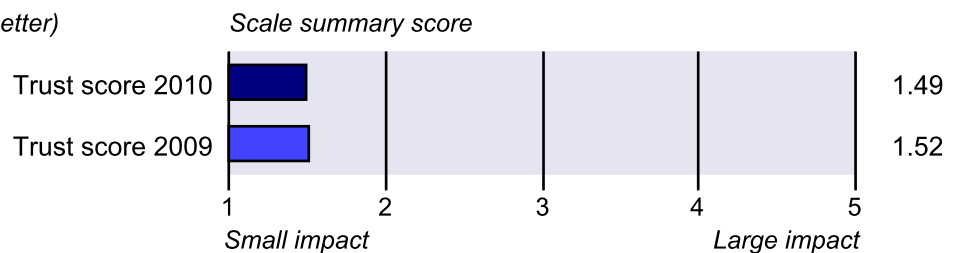
##### ✓ KF21. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



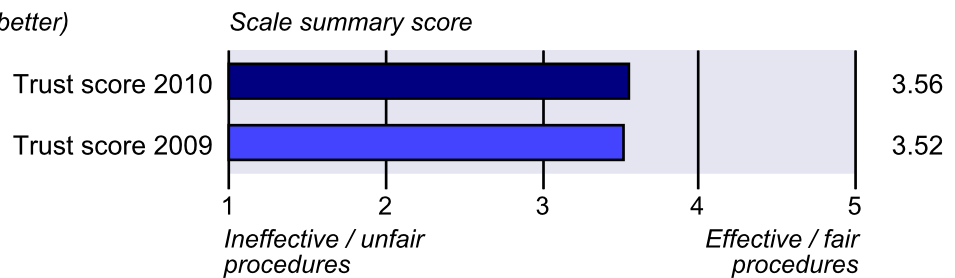
##### ✓ KF28. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)



##### ✓ KF22. Fairness and effectiveness of incident reporting procedures

(the higher the score the better)

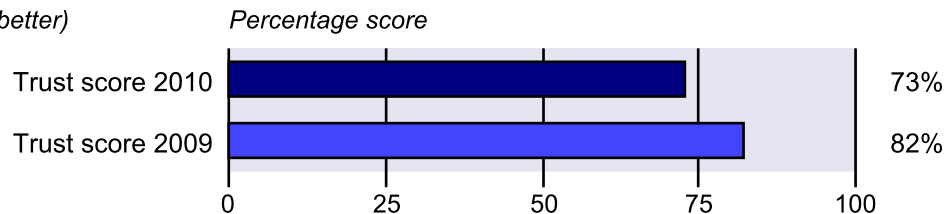


This page highlights the four Key Findings where staff experiences have deteriorated since the 2009 survey. It is suggested that these areas might be seen as a starting point for local action to improve as an employer. (However, please note that, as shown in section 3.3, when compared with other acute trusts in England, the scores for Key findings KF19, and KF27 are better than average).

### WHERE STAFF EXPERIENCE HAS DETERIORATED

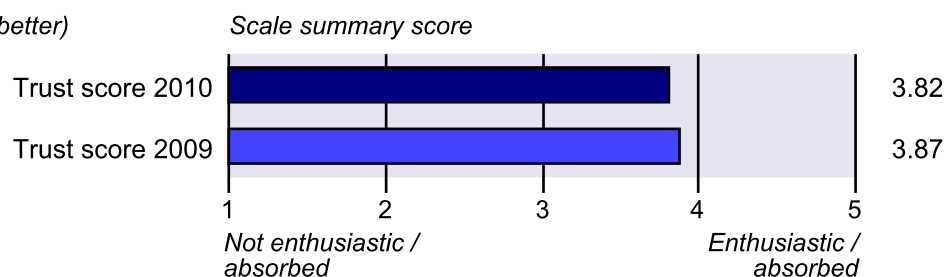
#### ! KF19. Percentage of staff saying hand washing materials are always available

(the higher the score the better)



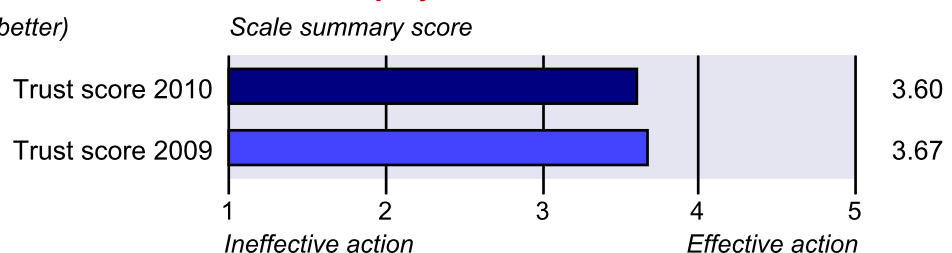
#### ! KF35. Staff motivation at work

(the higher the score the better)



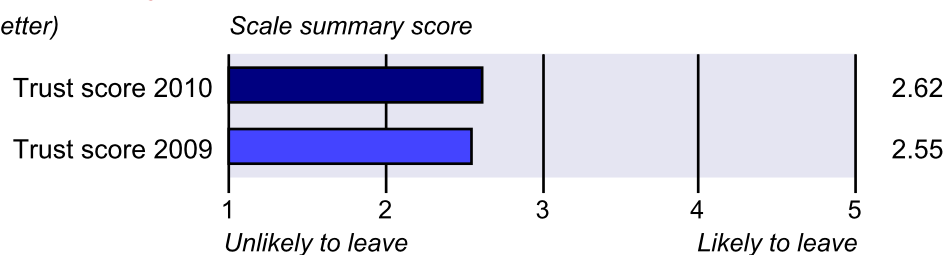
#### ! KF27. Perceptions of effective action from employer towards violence and harassment

(the higher the score the better)



#### ! KF33. Staff intention to leave jobs

(the lower the score the better)



Because the Key Findings vary considerably in terms of subject matter and format (e.g. some are percentage scores, others are scale scores), a straightforward comparison of score changes is not the appropriate way to establish which Key Findings have deteriorated the most. Rather, the extent of 09-10 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 Countess of Chester Hospital NHS Foundation Trust

#### KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2009

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2009

'Change since 2009 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2009 survey

-- Because of changes to the format of the survey questions this year, comparisons with the 2009 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 2009 survey	Ranking, compared with all acute trusts 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	• No change	• Average
KF2. % agreeing that their role makes a difference to patients	• No change	• Average
KF3. % feeling valued by their work colleagues	• No change	✓ Above (better than) average
KF4. Quality of job design	• No change	! Below (worse than) average
* <i>KF5. Work pressure felt by staff</i>	• No change	! Above (worse than) average
KF6. Effective team working	--	✓ Above (better than) average
KF7. Trust commitment to work-life balance	• No change	✓ Above (better than) average
* <i>KF8. % working extra hours</i>	• No change	✓ Below (better than) average
KF9. % using flexible working options	--	• 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	! Lowest (worst) 20%
KF11. % receiving job-relevant training, learning or development in last 12 mths	• No change	✓ Above (better than) average
KF12. % appraised in last 12 mths	• No change	• Average
KF13. % having well structured appraisals in last 12 mths	• No change	• Average
KF14. % appraised with personal development plans in last 12 mths	• No change	! Below (worse than) average
KF15. Support from immediate managers	• No change	✓ Above (better than) average
<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	• Average
* <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	✓ Lowest (best) 20%
<b>Infection control and hygiene</b>		
KF19. % saying hand washing materials are always available	! Decrease (worse than 09)	✓ Highest (best) 20%

### 3.3. Summary of all Key Findings for Countess of Chester Hospital NHS Foundation Trust (cont)

	Change since 2009 survey	Ranking, compared with all acute trusts in 2010
<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	✓ Increase (better than 09)	✓ Above (better than) average
KF22. Fairness and effectiveness of incident reporting procedures	✓ Increase (better than 09)	✓ Highest (best) 20%
<b>Violence and harassment</b>		
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	--	! Highest (worst) 20%
* KF24. % experiencing physical violence from staff in last 12 mths	--	✓ Lowest (best) 20%
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	--	✓ Below (better than) average
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	--	• Average
KF27. Perceptions of effective action from employer towards violence and harassment	! Decrease (worse than 09)	✓ Above (better than) average
<b>Health and well-being</b>		
* KF28. Impact of health and well-being on ability to perform work or daily activities	✓ Decrease (better than 09)	✓ Lowest (best) 20%
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	• No change	! Highest (worst) 20%
<b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b>		
KF30. % reporting good communication between senior management and staff	• No change	• Average
KF31. % able to contribute towards improvements at work	• No change	! Below (worse than) average
<b>ADDITIONAL THEME: Staff satisfaction</b>		
KF32. Staff job satisfaction	• No change	! Below (worse than) average
* KF33. Staff intention to leave jobs	! Increase (worse than 09)	! Above (worse than) average
KF34. Staff recommendation of the trust as a place to work or receive treatment	! Decrease (worse than 09)	• Average
KF35. Staff motivation at work	! Decrease (worse than 09)	• Average
<b>ADDITIONAL THEME: Equality and diversity</b>		
KF36. % having equality and diversity training in last 12 mths	• No change	! Lowest (worst) 20%
KF37. % believing the trust provides equal opportunities for career progression or promotion	• No change	• Average
* KF38. % experiencing discrimination at work in last 12 mths	--	✓ Lowest (best) 20%

## 4. Full description of Key Findings for Countess of Chester Hospital NHS Foundation Trust

406 staff at Countess of Chester Hospital NHS Foundation Trust took part in this survey. This is a response rate of 48%<sup>1</sup> which is below average for acute trusts in England, and compares with a response rate of 50% in this trust in the 2009 survey.

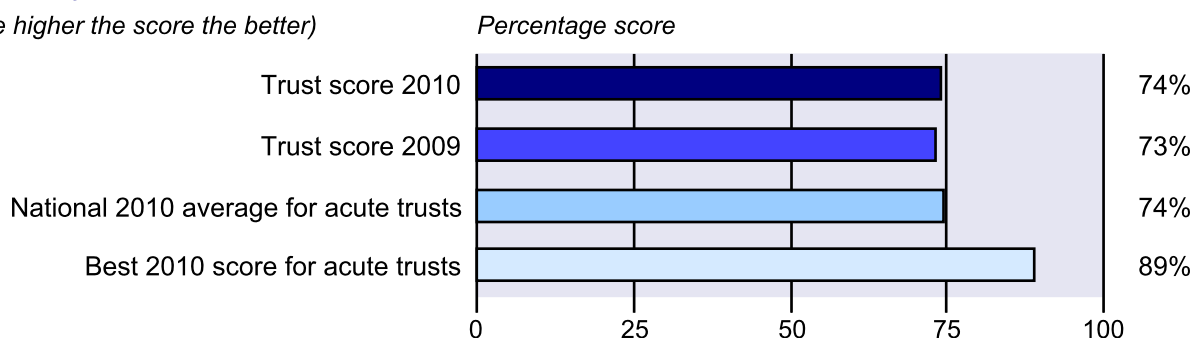
This section presents each of the 38 Key Findings, using data from the trust's 2010 survey, and compares these to other acute trusts in England and to the trust's performance in the 2009 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two additional themes of staff satisfaction and equality and diversity.

**Positive findings** are highlighted in green (e.g. where the trust is in the best 20% of trusts, or where the score has improved since 2009). **Negative findings** are highlighted in red (e.g. where the trust's score is in the worst 20% of trusts, or where the score is not as good as 2009).

### 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)



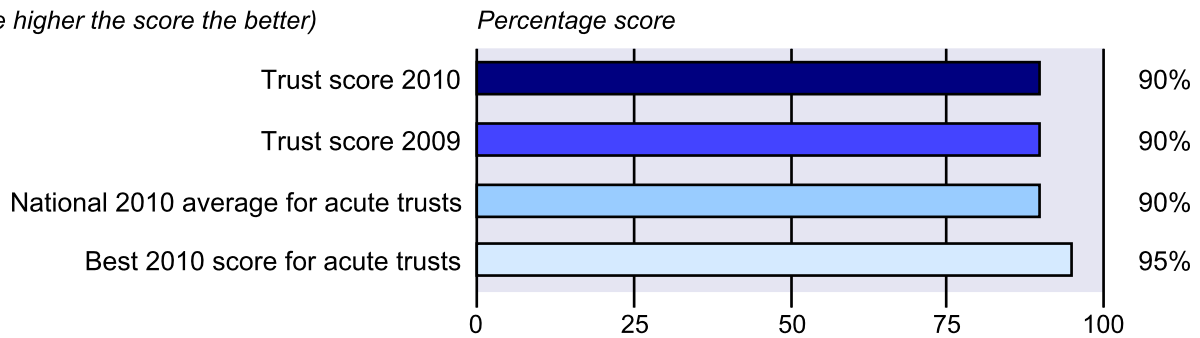
74% of staff in the trust agreed with at least two of the following three statements: that they are satisfied with the quality of care they give to patients; that they are able to deliver the patient care they aspire to; and that they are able to do their job to a standard they are personally pleased with.

- The trust's score of 74% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 73%.

<sup>1</sup>At the time of sampling, 3243 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 845 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 2. Percentage of staff agreeing that their role makes a difference to patients

(the higher the score the better)

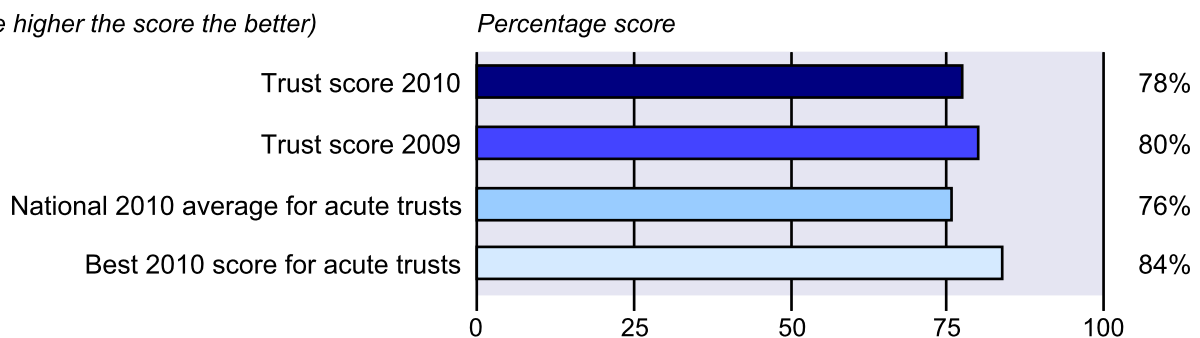


90% of staff in the trust agreed that their role makes a difference to patients or service users.

- The trust's score of 90% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 90%.

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

(the higher the score the better)

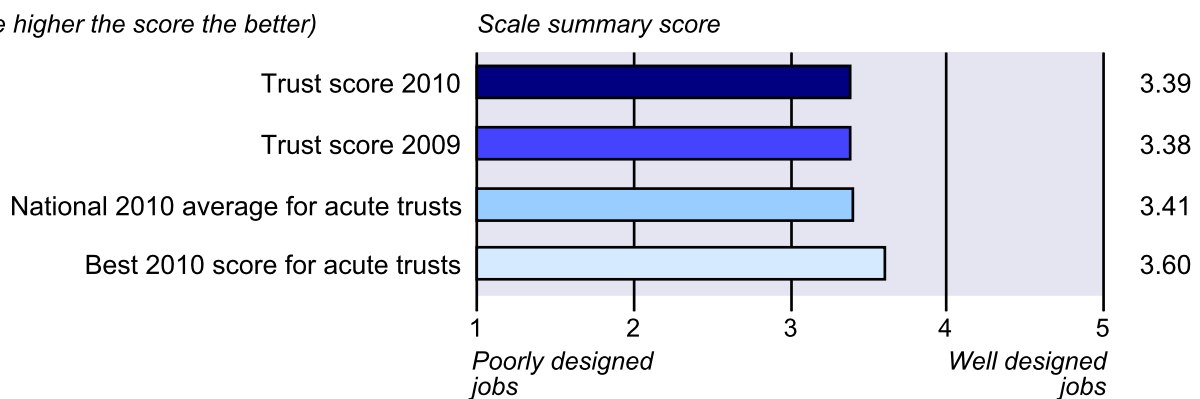


78% of staff in the trust agreed with at least three of the following four statements: that their colleagues treat them with respect; that their colleagues seek their opinions; that they are trusted to do their job; and that they feel part of a team.

- The trust's score of 78% was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 80%.

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

(the higher the score the better)

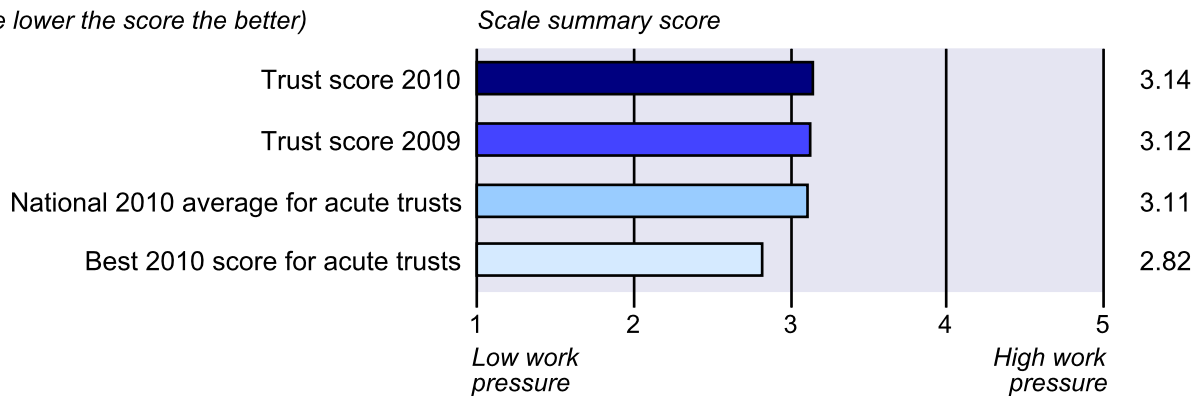


Staff were asked questions to assess the extent to which they feel they have clear goals in their jobs, are given clear feedback on their performance and are given the opportunity to participate in decision making. A 'well designed' job is one that is rated highly on all these aspects. Possible scores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

- The trust's score of 3.39 was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.38.

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

(the lower the score the better)

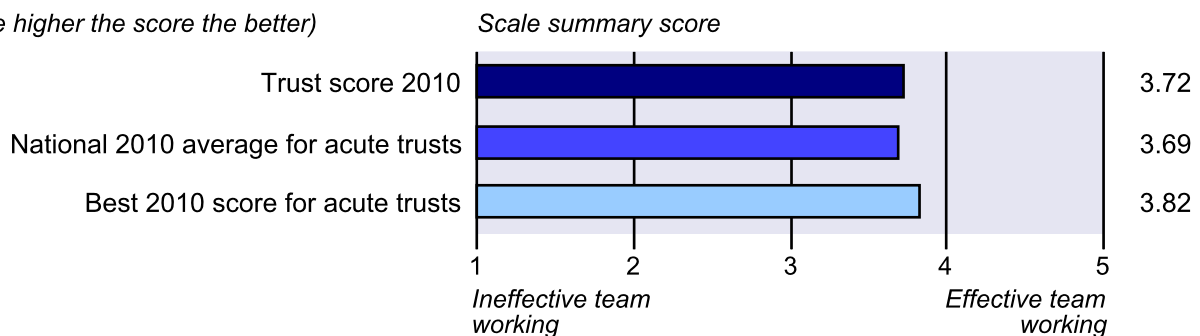


Staff were asked questions to assess the extent to which they feel there is adequate time, equipment and staffing for them to do their job properly. Possible scores range from 1 to 5, with 1 representing that staff experience low work pressures, and 5 representing that staff experience high work pressures.

- The trust's score of 3.14 was **above (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.12.

### KEY FINDING 6. Effective team working

(the higher the score the better)

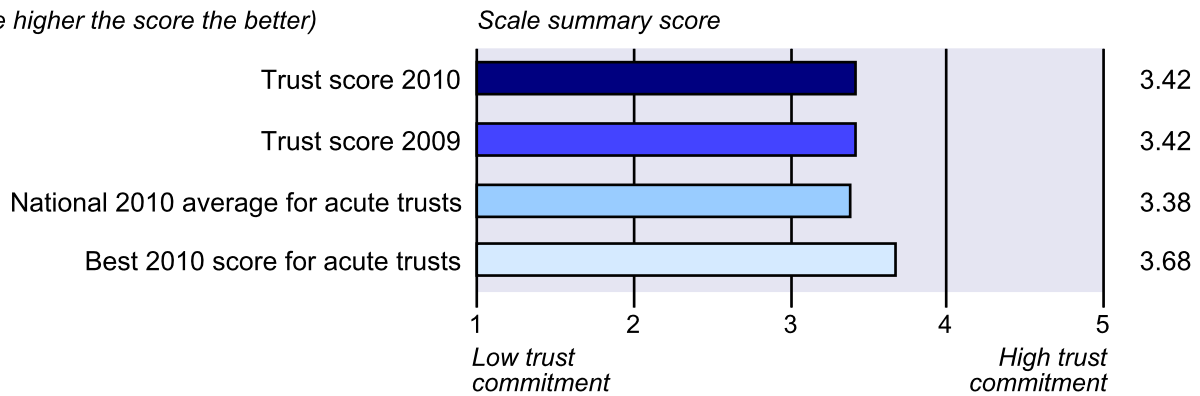


Staff were asked questions to assess the extent to which they feel they work in a team where team members have shared objectives, meet often to discuss the team's effectiveness and have to communicate closely with each other to achieve the team's objectives. An 'effective' team is one that is rated highly on these aspects. Possible scores range from 1 to 5, with 1 representing ineffective teamwork, and 5 representing effective teamwork.

- The trust's score of 3.72 was **above (better than) average** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

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

(the higher the score the better)

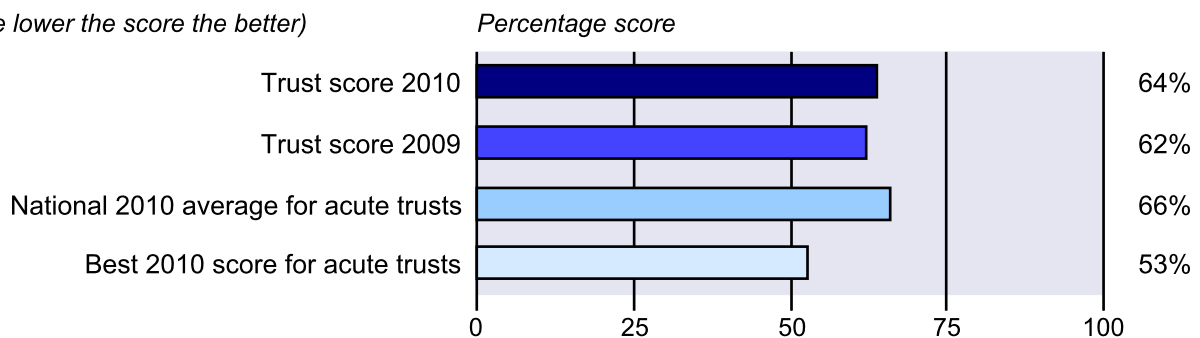


Staff were asked questions to assess the extent to which they believe that their trust and immediate manager are committed to helping them find a good balance between their work and home life. Possible scores range from 1 to 5, with 1 representing low commitment from the trust, and 5 representing high commitment from the trust.

- The trust's score of 3.42 was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.42.

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

(the lower the score the better)

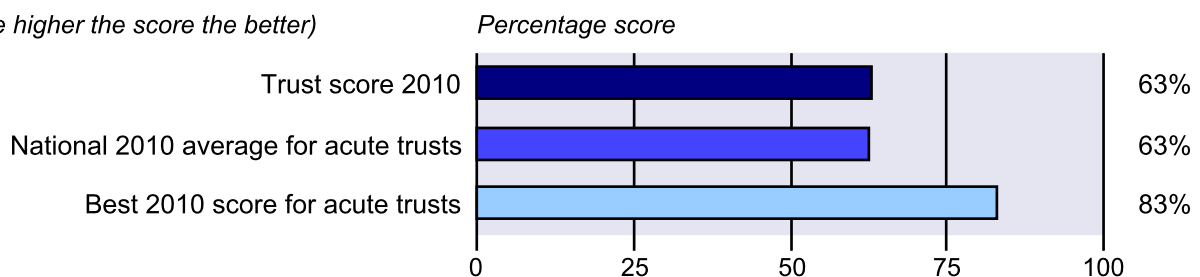


64% of staff at the trust said that, in an average week, they work longer than the hours for which they are contracted.

- The trust's score of 64% was **below (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 62%.

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

(the higher the score the better)



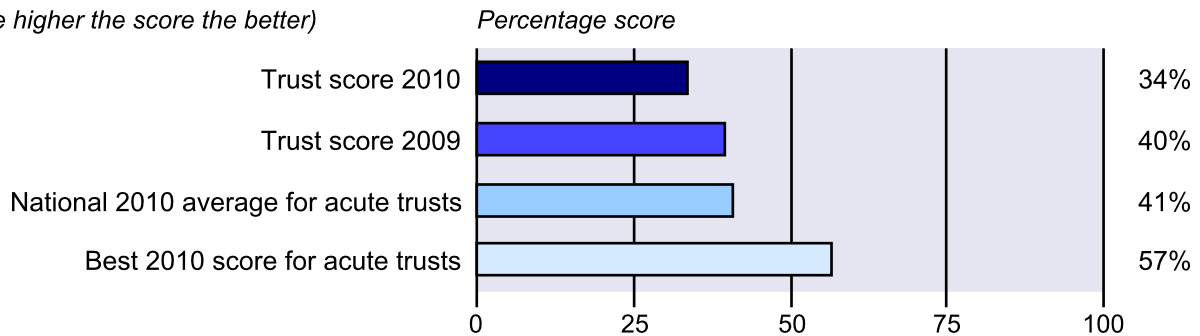
63% of staff at the trust said that at least one of the following flexible working options applied to them: flexi-time; working reduced hours (e.g. part-time); working from home; working an agreed number of hours over the year (e.g. annualised hours); working during school term-time only; making team decisions about rotas; or job-sharing.

- The trust's score of 63% was average when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

**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)

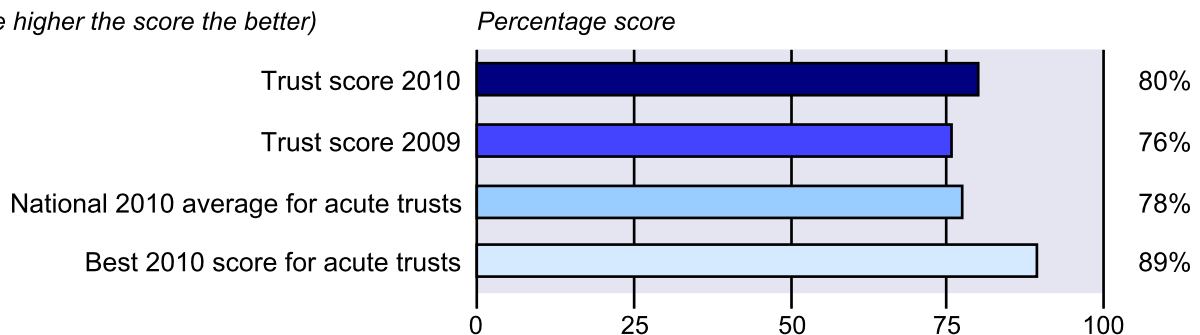


34% of staff at the trust agreed with at least three of the following four statements: that there are opportunities for them to progress in their job; that they are supported to keep up-to-date with developments in their field; that they are encouraged to develop their own expertise; and that there is strong support for training in their area of work.

- The trust's score of 34% was in the **lowest (worst) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 40%.

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

(the higher the score the better)

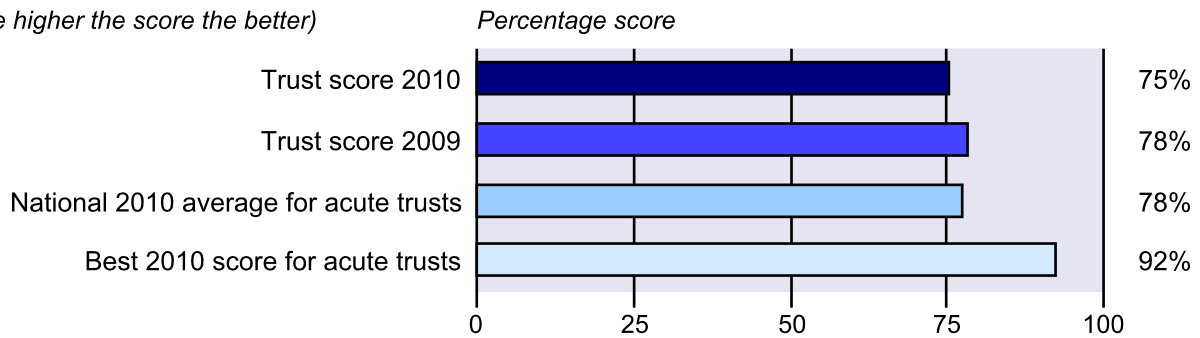


80% of staff at the trust said that they had received training, learning or development in the last 12 months which had helped them perform their jobs better, stay up-to-date with their jobs or stay up-to-date with professional requirements.

- The trust's score of 80% was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 76%.

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

(the higher the score the better)

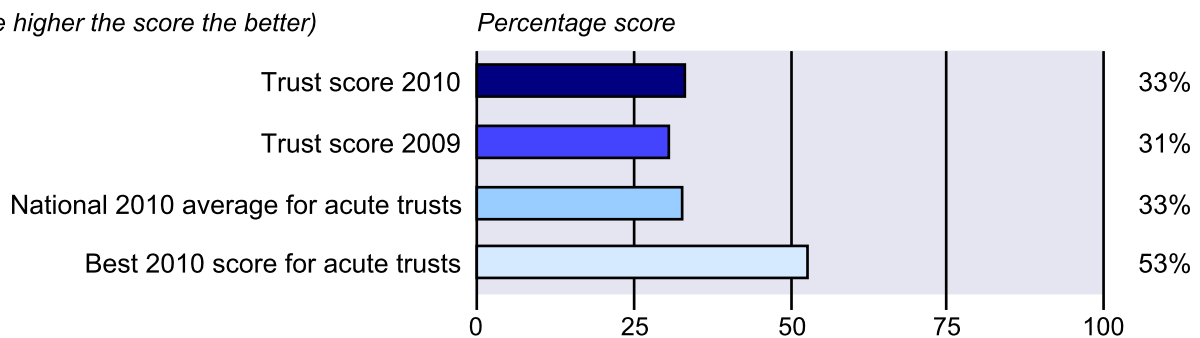


75% of staff at the trust said that they had received an appraisal, performance development review, Knowledge and Skills Framework (KSF) development review or other such review in the last 12 months.

- The trust's score of 75% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 78%.

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

(the higher the score the better)

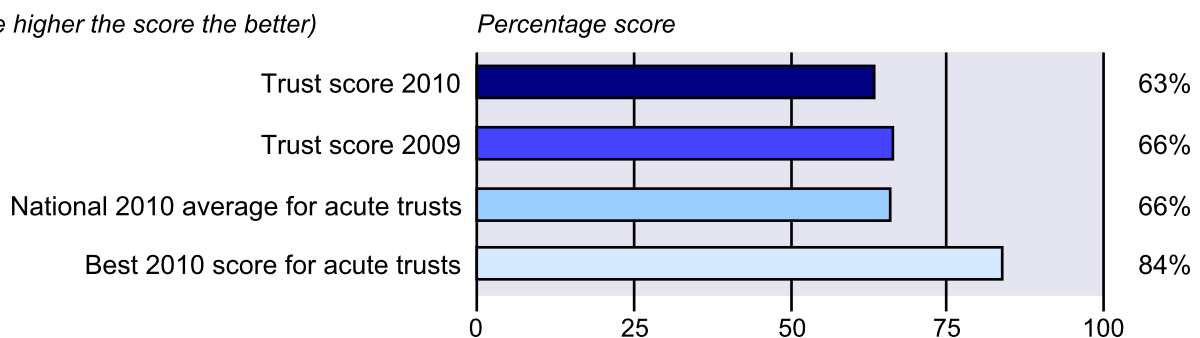


33% of staff at the trust said that they had received an appraisal or performance development review in the last 12 months, in which they had agreed clear objectives for their work, which they had found useful in helping them improve how they do their job, and which had left them feeling that their work is valued by their employer.

- The trust's score of 33% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 31%.

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

(the higher the score the better)

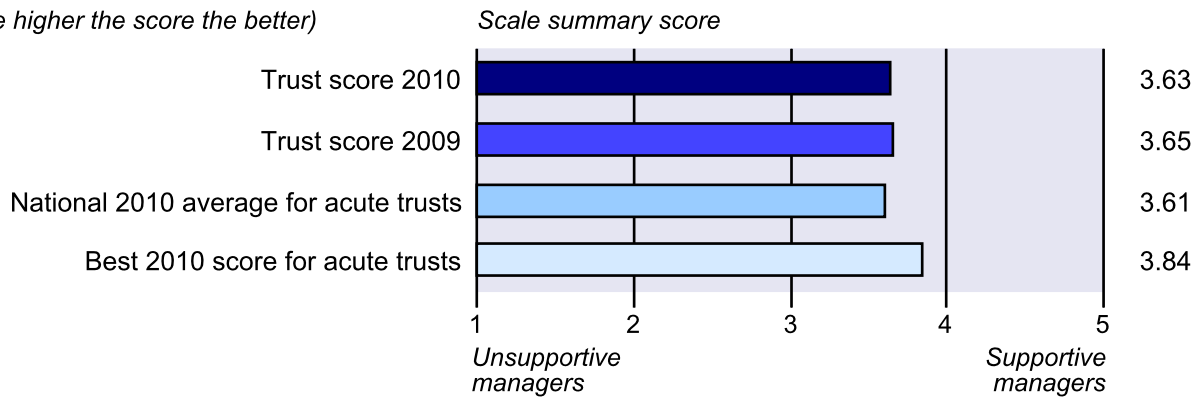


63% of staff at the trust said that they had agreed a personal development plan as part of their appraisal or performance development review in the last 12 months.

- The trust's score of 63% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 66%.

### KEY FINDING 15. Support from immediate managers

(the higher the score the better)



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

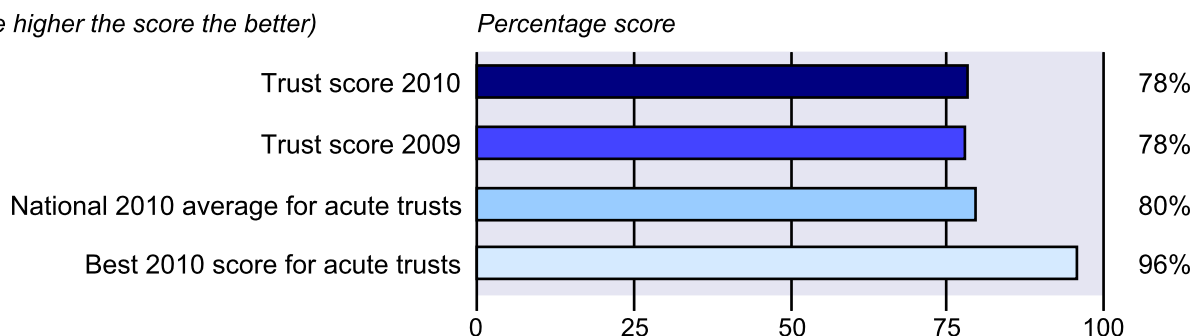
- The trust's score of 3.63 was **above (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.65.

**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)

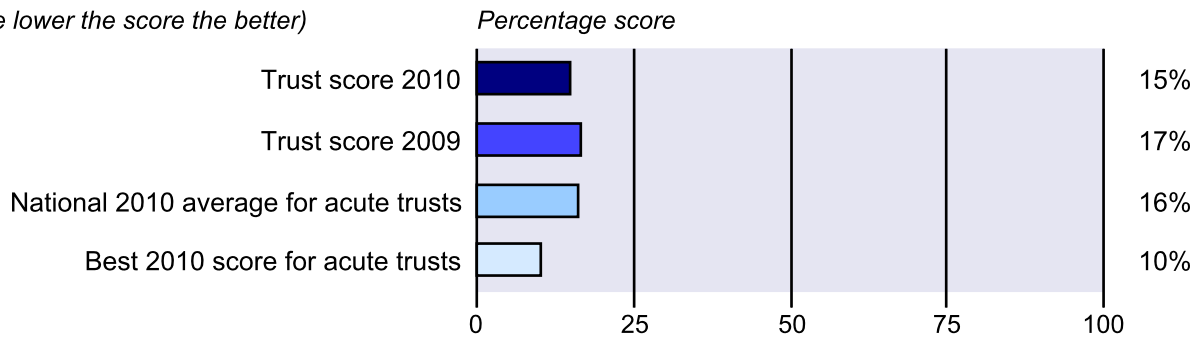


78% of staff at the trust said that they had received health and safety training (which included fire training and manual handling) in the last 12 months.

- The trust's score of 78% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 78%.

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

(the lower the score the better)

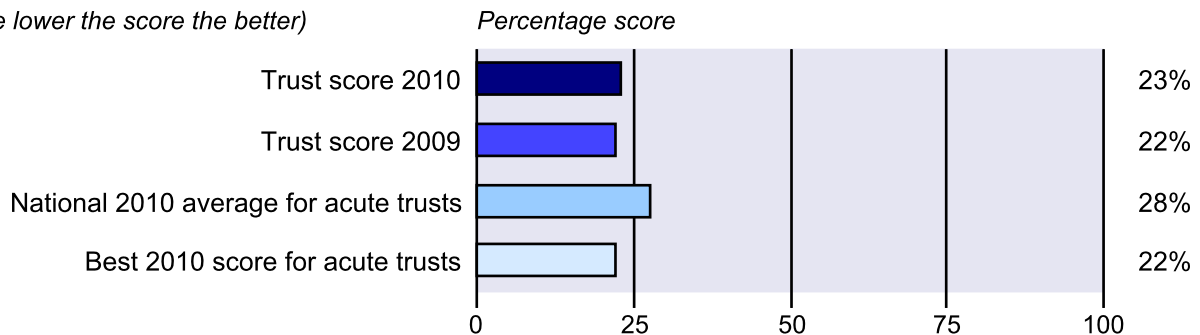


15% of staff at the trust said that, in the last year, they had been injured or felt unwell as a result of at least one of the following: moving and handling; needlestick and sharps injuries; slips, trips or falls; or exposure to dangerous substances.

- The trust's score of 15% was **below (better than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 17%.

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

(the lower the score the better)



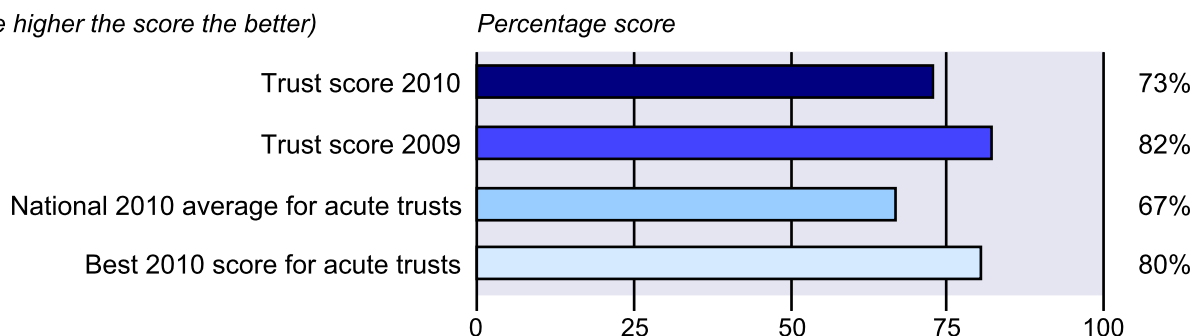
23% of staff at the trust said that, in the last year, they had suffered from work related stress.

- The trust's score of 23% was in the **lowest (best) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 22%.

## Infection control and hygiene

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

(the higher the score the better)



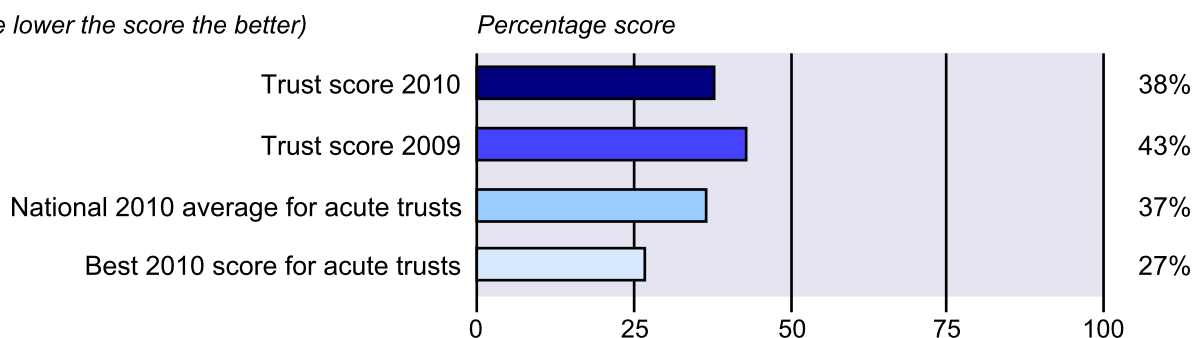
73% of staff at the trust said that hand washing materials, such as hot water, soap and paper towels, or alcohol rubs, are always available to staff, patients or service users, and visitors to the trust.

- The trust's score of 73% was in the **highest (best) 20%** when compared with trusts of a similar type.
- However, it is a statistically significant **decrease since 2009 (i.e. a worse score than in 2009)** when the trust scored 82%.

## 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)

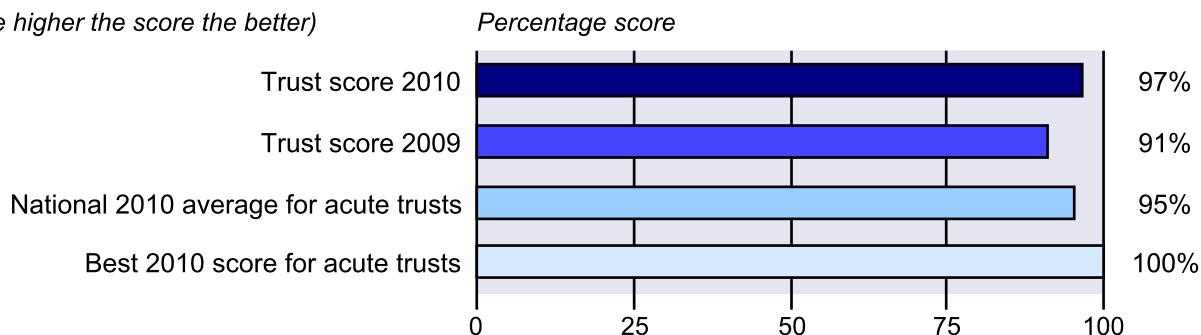


38% of staff at the trust said that, in the previous month, they had witnessed at least one error, near miss or incident which could have hurt staff, patients or service users.

- The trust's score of 38% was **above (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 43%.

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

(the higher the score the better)

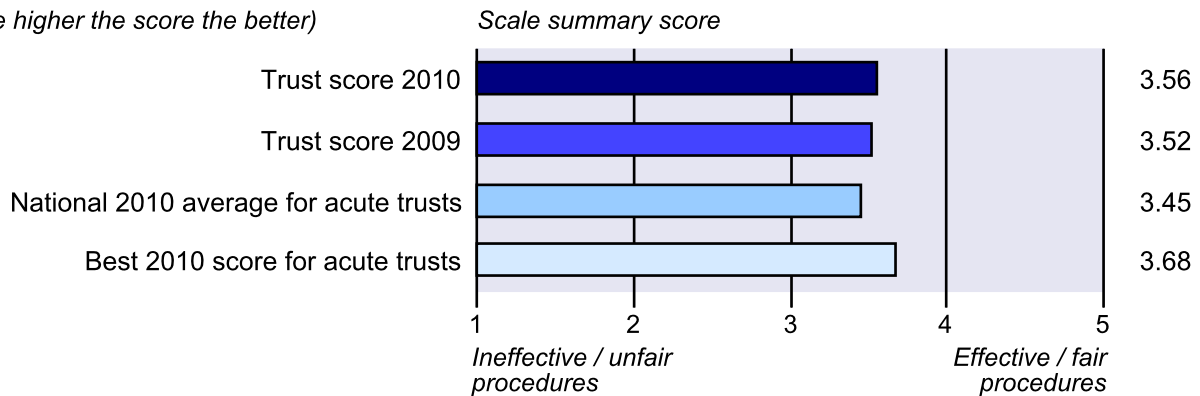


97% of staff who had witnessed an error, near miss or incident in the last month said that they, or a colleague, had reported it.

- The trust's score of 97% was **above (better than) average** when compared with trusts of a similar type.
- It is also a statistically significant **increase since 2009 (i.e. a better score than in 2009)** when the trust scored 91%.

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

(the higher the score the better)



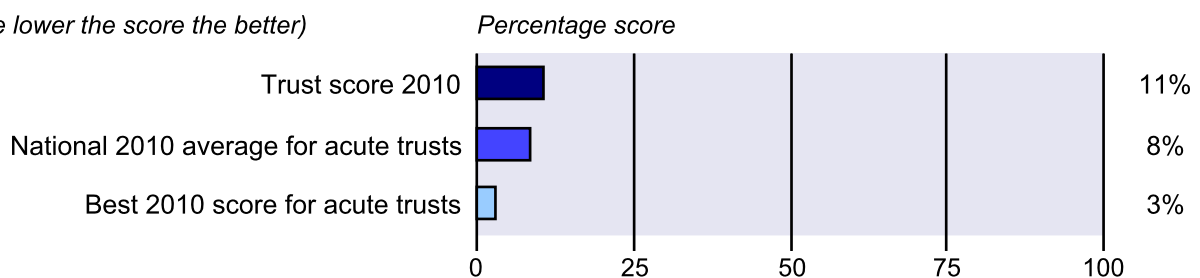
Staff were asked questions to assess the culture of error and incident reporting in their trust. In particular, the questions asked whether staff are aware of the procedures for reporting errors, near misses and incidents; to what extent staff feel that the trust encourages such reports, and then treats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

- The trust's score of 3.56 was in the **highest (best) 20%** when compared with trusts of a similar type.
- It is also a statistically significant **increase since 2009 (i.e. a better score than in 2009)** when the trust scored 3.52.

## 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)

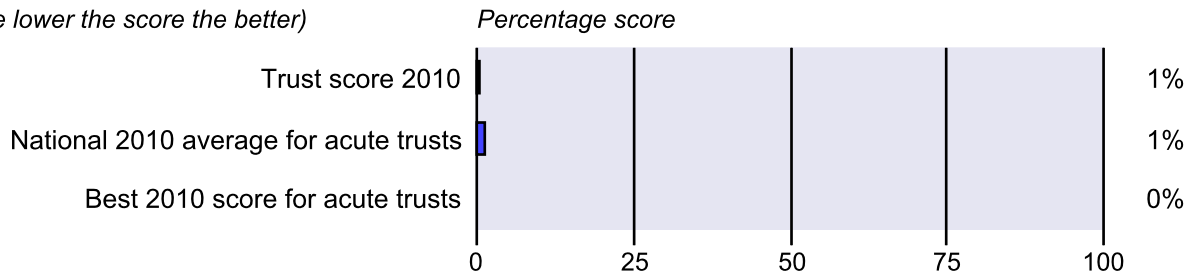


11% of staff at the trust said that they had experienced physical violence from patients, service users, their relatives or other members of the public in the previous 12 months.

- The trust's score of 11% was in the **highest (worst) 20%** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

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

(the lower the score the better)

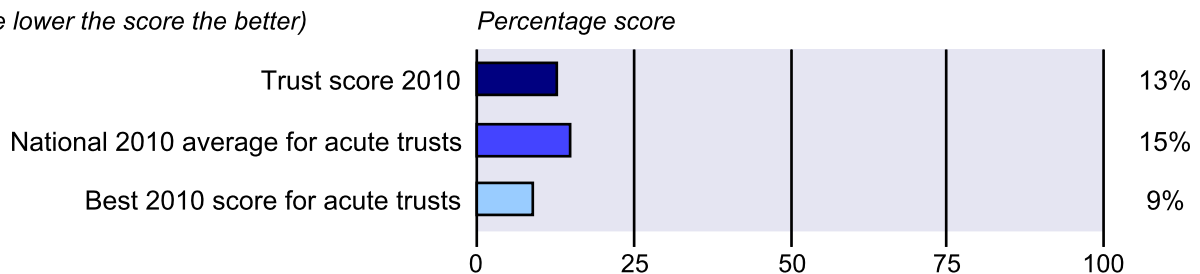


1% of staff at the trust said that they had experienced physical violence from colleagues or managers in the previous 12 months.

- The trust's score of 1% was in the **lowest (best) 20%** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

## 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)

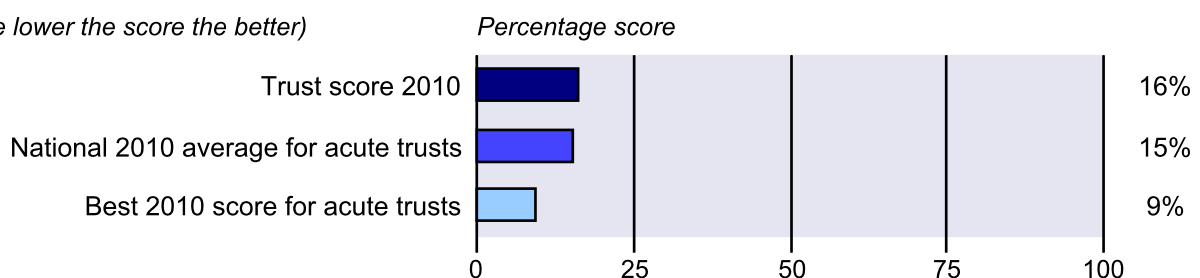


13% of staff at the trust said that they had experienced harassment, bullying or abuse from patients, service users, their relatives or other members of the public in the previous 12 months.

- The trust's score of 13% was **below (better than) average** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

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

(the lower the score the better)

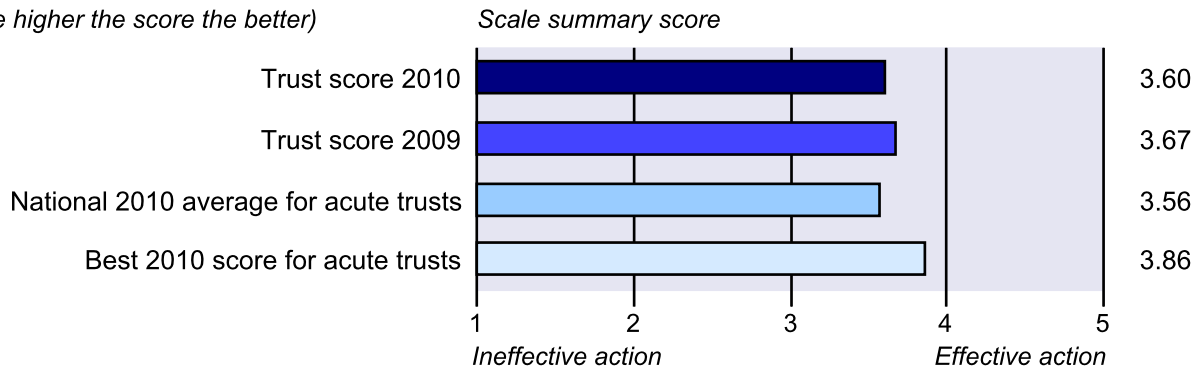


16% of staff at the trust said that they had experienced harassment, bullying or abuse from colleagues or managers in the previous 12 months.

- The trust's score of 16% was **average** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

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

(the higher the score the better)



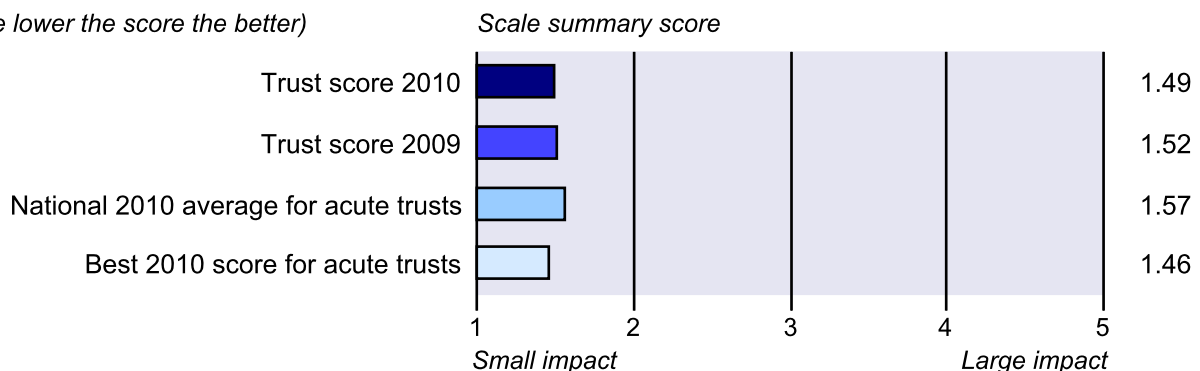
Staff were asked questions about the extent to which they think their trust takes effective action if staff are physically attacked, bullied, harassed or abused. Possible scores range from 1 to 5, with 1 representing the perception that the trust does not take effective action, and 5 representing the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

- The trust's score of 3.60 was **above (better than) average** when compared with trusts of a similar type.
- However, it is a statistically significant **decrease since 2009 (i.e. a worse score than in 2009)** when the trust scored 3.67.

## 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)

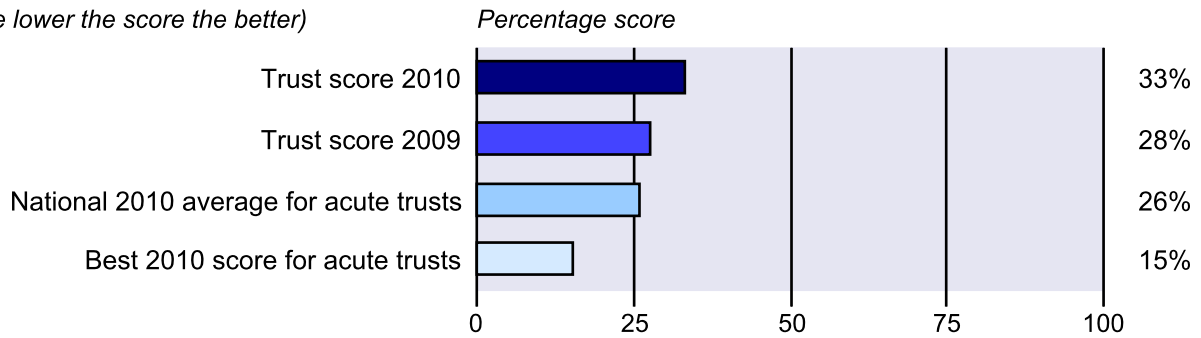


Staff were asked questions about the extent to which physical health and emotional problems have impacted on their abilities to perform their work or other daily activities. Possible scores range from 1 to 5, with 1 indicating that physical health and emotional problems have a small impact on their abilities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

- The trust's score of 1.49 was in the **lowest (best) 20%** when compared with trusts of a similar type.
- It is also a statistically significant **decrease since 2009 (i.e. a better score than in 2009)** when the trust scored 1.52.

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

*(the lower the score the better)*



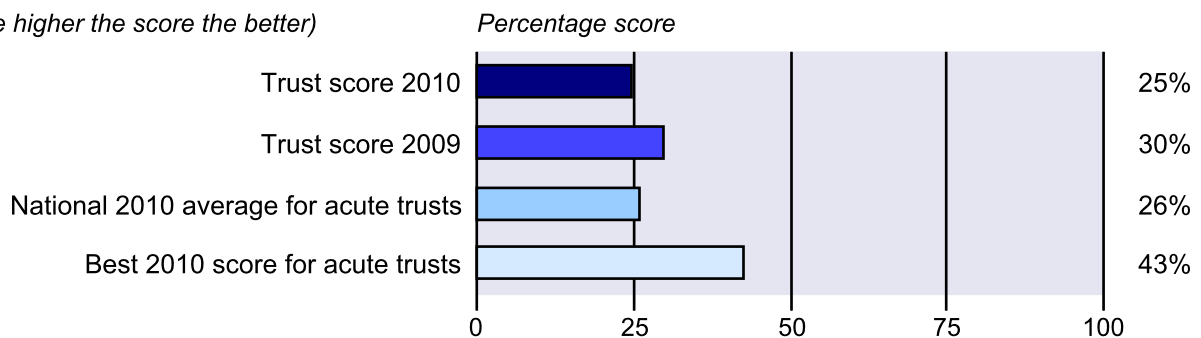
33% of staff at the trust said that, in the last three months, they had felt pressure from either their manager or colleagues to attend work when they had not felt well enough to perform their duties.

- The trust's score of 33% was in the **highest (worst) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 28%.

**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)*

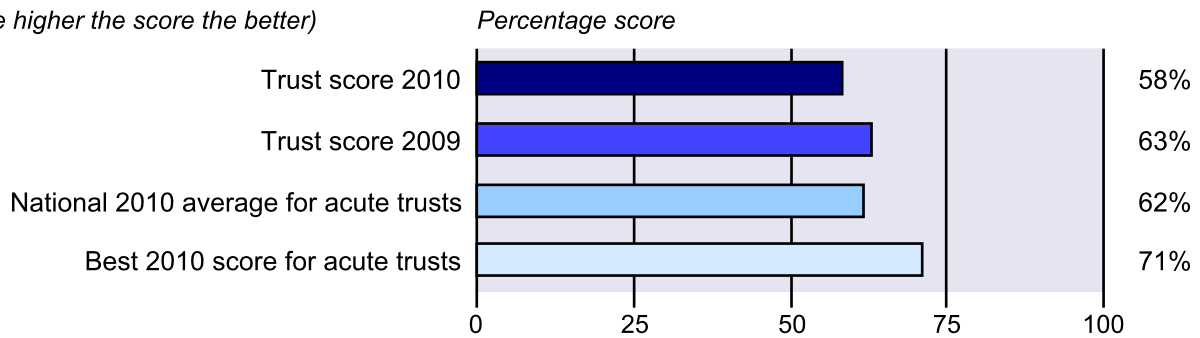


25% of staff agreed with at least four of the following six statements: that they know who senior managers are; that senior managers communicate effectively with staff; that they try to involve staff in important decisions; that they encourage staff to suggest new ideas for improving services; that they act on staff feedback; and that healthcare professionals and managers in non-clinical roles work well together.

- The trust's score of 25% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 30%.

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

(the higher the score the better)



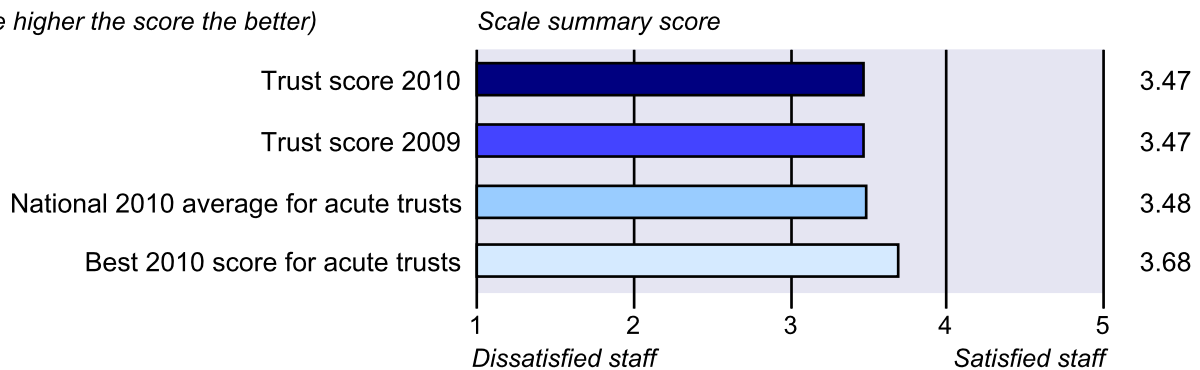
58% of staff at the trust agreed with at least two of the following three statements: that they are able to make suggestions to improve the work of their team; that there are frequent opportunities for them to show initiative in their role; and that they are able to make improvements at work.

- The trust's score of 58% was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 63%.

## ADDITIONAL THEME: Staff satisfaction

### KEY FINDING 32. Staff job satisfaction

(the higher the score the better)

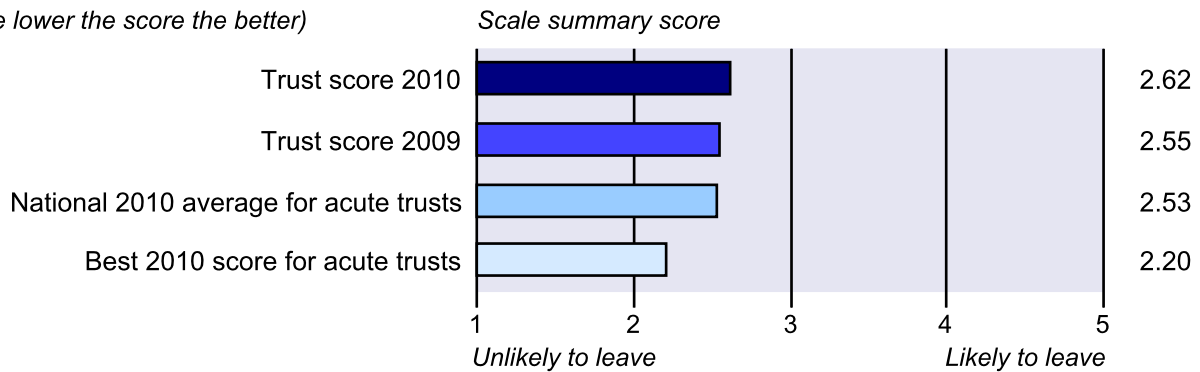


Staff were asked questions about how satisfied they are with various aspects of their job including: recognition for good work; support from their immediate manager and colleagues; freedom to choose methods of working; amount of responsibility; opportunities to use their skills; and the extent to which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

- The trust's score of 3.47 was **below (worse than) average** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 3.47.

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

(the lower the score the better)

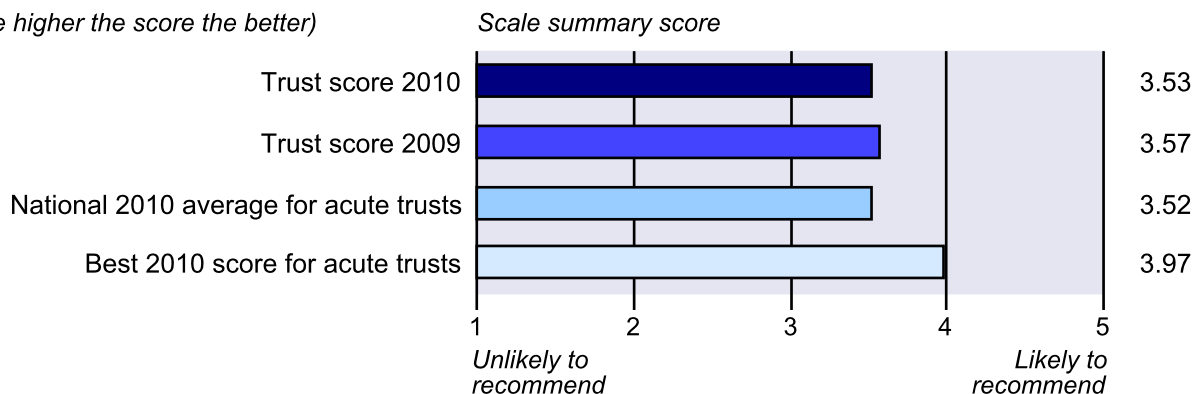


Staff were asked questions to assess the extent to which they are considering leaving their trust and looking for a new job. Possible scores range from 1 to 5, with 1 representing that staff are unlikely to leave jobs, and 5 representing that staff are likely to leave their jobs.

- The trust's score of 2.62 was **above (worse than) average** when compared with trusts of a similar type.
- It is also a statistically significant **increase since 2009 (i.e. a worse score than in 2009)** when the trust scored 2.55.

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

(the higher the score the better)

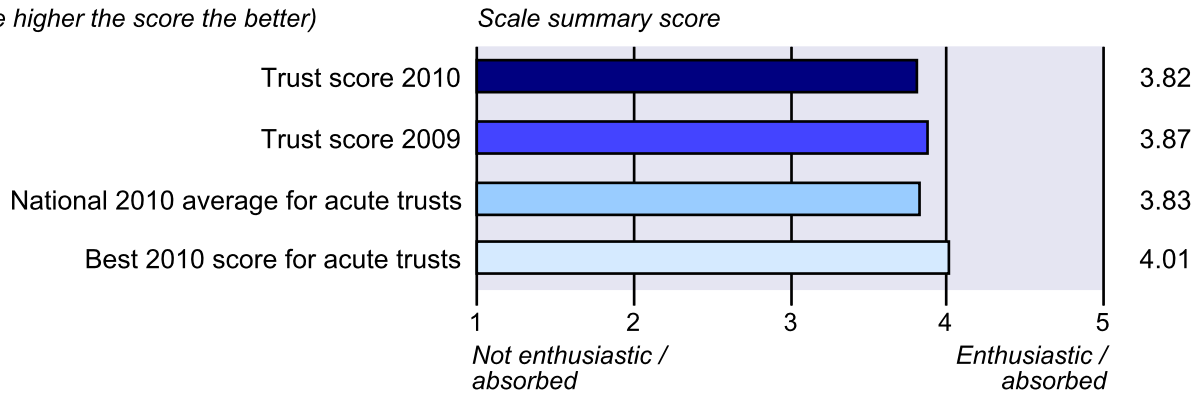


Staff were asked whether or not they thought care of patients and service users was the trust's top priority, whether or not they would recommend their trust to others as a place to work, and whether they would be happy with the standard of care provided by the trust if a friend or relative needed treatment.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

- The trust's score of 3.53 was average when compared with trusts of a similar type.
- It is a statistically significant **decrease since 2009 (i.e. a worse score than in 2009)** when the trust scored 3.57.

### KEY FINDING 35. Staff motivation at work

(the higher the score the better)



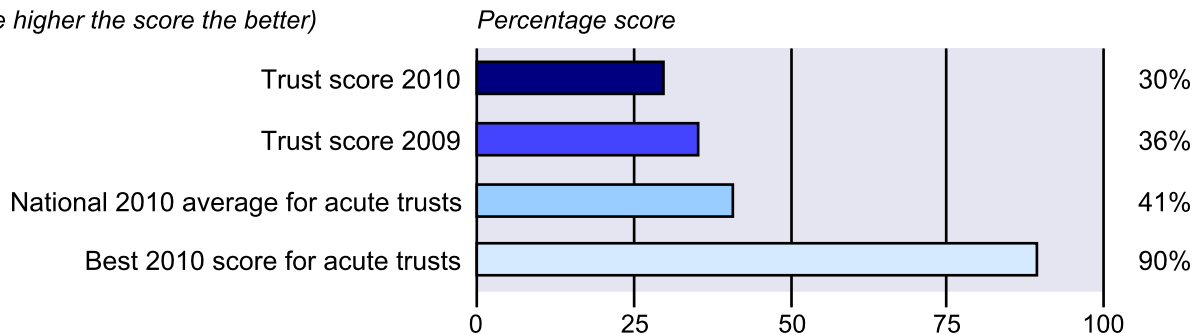
Staff were asked questions about the extent to which they look forward to going to work, and are enthusiastic and absorbed in their jobs. Possible scores range from 1 to 5, with 1 representing that staff are not enthusiastic and absorbed by their work, and 5 representing that staff are enthusiastic and absorbed by their work.

- The trust's score of 3.82 was average when compared with trusts of a similar type.
- It is a statistically significant **decrease since 2009 (i.e. a worse score than in 2009)** when the trust scored 3.87.

### 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)

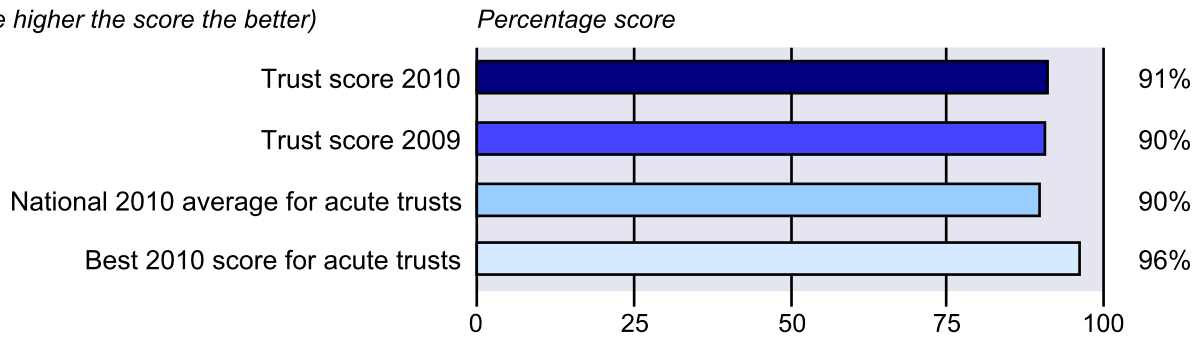


30% of staff at the trust said that they had received equality and diversity training (the definition of which included training on the awareness of age, disability, gender, race, sexual orientation and religion) in the last 12 months.

- The trust's score of 30% was in the **lowest (worst) 20%** when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 36%.

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

(the higher the score the better)

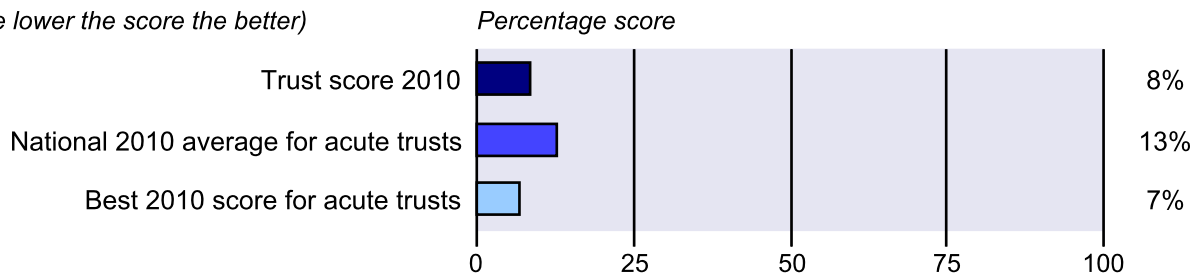


91% of staff at the trust said that the trust acts fairly with regard to career progression or promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.

- The trust's score of 91% was average when compared with trusts of a similar type.
- It has not changed significantly since the 2009 survey when the trust scored 90%.

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

(the lower the score the better)



8% of staff at the trust said that they had experienced discrimination from patients, relatives or other members of the public and/or from colleagues or managers in the previous 12 months.

- The trust's score of 8% was in the **lowest (best) 20%** when compared with trusts of a similar type.
- Because of changes to the format of the survey questions this year, comparisons with the 2009 score are not possible.

## 5. Key Findings by work group characteristics

Tables 5.1 to 5.4 show the Key Findings at Countess of Chester Hospital NHS Foundation Trust broken down by work group characteristics: occupational groups, staff 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 5.4, 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	Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services	Maintenance / Ancillary
<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	64	90	82	80	77	-	87
KF2. % agreeing that their role makes a difference to patients	90	97	94	94	91	-	81
KF3. % feeling valued by their work colleagues	77	100	82	84	70	73	66
KF4. Quality of job design	3.36	3.67	3.46	3.35	3.29	3.29	3.49
* KF5. <i>Work pressure felt by staff</i>	3.30	3.10	3.09	3.13	3.11	2.92	2.70
KF6. Effective team working	3.72	3.98	3.83	3.77	3.65	3.69	3.55
KF7. Trust commitment to work-life balance	3.26	3.38	3.63	3.37	3.48	3.87	3.38
* KF8. <i>% working extra hours</i>	68	80	62	68	45	71	59
KF9. % using flexible working options	64	50	48	39	84	93	39
<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	35	80	30	27	20	33	28
KF11. % receiving job-relevant training, learning or development in last 12 mths	85	97	84	86	68	73	69
KF12. % appraised in last 12 mths	74	82	82	81	68	93	71
KF13. % having well structured appraisals in last 12 mths	41	39	18	30	27	20	34
KF14. % appraised with personal development plans in last 12 mths	67	82	76	63	50	85	29
KF15. Support from immediate managers	3.65	3.93	3.75	3.52	3.56	3.60	3.46
<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	84	73	86	78	80	80	70
* KF17. <i>% suffering work-related injury in last 12 mths</i>	12	13	20	14	18	0	25
* KF18. <i>% suffering work-related stress in last 12 mths</i>	26	10	18	16	29	27	22
<b>Infection control and hygiene</b>							
KF19. % saying hand washing materials are always available	83	57	74	62	63	67	81
<b>Number of respondents</b>	126	30	50	37	87	15	33

Due to low numbers of respondents, no scores are shown for the following occupational group: General Management.

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

	All nurses	Medical & Dental	All Allied Health Professionals	Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services	Maintenance / Ancillary
<b>Errors and incidents</b>							
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	54	53	34	49	15	7	19
KF21. % reporting errors, near misses or incidents witnessed in the last mth	99	87	100	100	92	-	-
KF22. Fairness and effectiveness of incident reporting procedures	3.61	3.81	3.53	3.59	3.47	3.56	3.32
<b>Violence and harassment</b>							
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	25	3	6	0	2	0	0
* KF24. % experiencing physical violence from staff in last 12 mths	1	3	0	0	0	0	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	26	10	8	8	5	0	0
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	15	13	10	22	19	27	19
KF27. Perceptions of effective action from employer towards violence and harassment	3.64	3.62	3.43	3.43	3.58	3.80	3.86
<b>Health and well-being</b>							
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.63	1.12	1.36	1.39	1.55	1.43	1.41
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	42	11	26	45	35	27	29
<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	23	37	18	24	18	27	26
KF31. % able to contribute towards improvements at work	53	87	58	57	62	60	48
<b>ADDITIONAL THEME: Staff satisfaction</b>							
KF32. Staff job satisfaction	3.40	3.79	3.62	3.27	3.37	3.41	3.59
* KF33. Staff intention to leave jobs	2.77	1.91	2.38	2.95	2.79	2.90	2.14
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.44	3.89	3.49	3.55	3.42	3.51	3.75
KF35. Staff motivation at work	3.76	4.16	3.89	3.57	3.82	3.62	4.10
<b>ADDITIONAL THEME: Equality and diversity</b>							
KF36. % having equality and diversity training in last 12 mths	33	38	29	19	32	27	11
KF37. % believing the trust provides equal opportunities for career progression or promotion	92	100	94	89	89	91	77
* KF38. % experiencing discrimination at work in last 12 mths	10	3	6	9	7	20	13
<b>Number of respondents</b>	126	30	50	37	87	15	33

Due to low numbers of respondents, no scores are shown for the following occupational group: General Management.

**Table 5.2: Key Findings for different staff groups**

	Prof Scientific and Technic	Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered
<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	70	89	72	75	89	85	90	58
KF2. % agreeing that their role makes a difference to patients	95	94	87	97	84	93	97	88
KF3. % feeling valued by their work colleagues	80	76	73	81	62	93	100	77
KF4. Quality of job design	3.18	3.44	3.30	3.39	3.46	3.60	3.67	3.35
* KF5. <i>Work pressure felt by staff</i>	3.10	2.80	3.10	3.37	2.70	3.39	3.10	3.43
KF6. Effective team working	3.60	3.83	3.65	3.77	3.49	3.88	3.98	3.71
KF7. Trust commitment to work-life balance	3.25	3.57	3.55	3.52	3.39	3.38	3.38	3.22
* KF8. <i>% working extra hours</i>	75	33	52	72	54	86	80	82
KF9. % using flexible working options	40	60	84	44	41	38	50	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	30	35	22	16	32	29	80	38
KF11. % receiving job-relevant training, learning or development in last 12 mths	80	82	68	94	73	86	97	83
KF12. % appraised in last 12 mths	80	74	68	88	83	64	82	77
KF13. % having well structured appraisals in last 12 mths	20	41	27	16	47	21	39	37
KF14. % appraised with personal development plans in last 12 mths	50	59	54	84	42	62	82	74
KF15. Support from immediate managers	3.19	3.79	3.56	3.74	3.50	3.87	3.93	3.59
<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	75	83	76	88	68	79	73	84
* KF17. <i>% suffering work-related injury in last 12 mths</i>	15	11	14	25	24	21	13	11
* KF18. <i>% suffering work-related stress in last 12 mths</i>	40	15	27	16	19	14	10	28
<b>Infection control and hygiene</b>								
KF19. % saying hand washing materials are always available	70	80	62	72	84	64	57	83
<b>Number of respondents</b>	20	55	126	32	38	14	30	91

Please note that the staff groups presented here are local administrative classifications used by the trust, unlike the data in Table 5.1 which are derived from respondents' answers to the question about occupational group in the survey

**Table 5.2: Key Findings for different staff groups (cont)**

	Prof Scientific and Technic	Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered
<b>Errors and incidents</b>								
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	70	36	15	44	17	43	53	56
KF21. % reporting errors, near misses or incidents witnessed in the last mth	100	95	94	100	-	-	87	100
KF22. Fairness and effectiveness of incident reporting procedures	3.63	3.58	3.49	3.45	3.29	3.67	3.81	3.64
<b>Violence and harassment</b>								
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	5	20	2	9	0	0	3	24
* KF24. % experiencing physical violence from staff in last 12 mths	0	2	0	0	0	0	3	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	10	16	3	13	0	7	10	28
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	30	13	19	9	17	21	13	15
KF27. Perceptions of effective action from employer towards violence and harassment	3.35	3.71	3.61	3.23	3.81	3.55	3.62	3.61
<b>Health and well-being</b>								
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.67	1.56	1.49	1.31	1.39	1.36	1.12	1.60
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	50	33	29	33	31	42	11	39
<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	15	22	24	13	28	29	37	23
KF31. % able to contribute towards improvements at work	50	36	63	63	44	79	87	58
<b>ADDITIONAL THEME: Staff satisfaction</b>								
KF32. Staff job satisfaction	3.29	3.52	3.42	3.48	3.58	3.53	3.79	3.36
* KF33. Staff intention to leave jobs	2.43	2.73	2.81	2.35	2.21	2.90	1.91	2.80
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.42	3.72	3.45	3.31	3.74	3.61	3.89	3.37
KF35. Staff motivation at work	3.68	3.80	3.77	3.85	3.99	3.86	4.16	3.71
<b>ADDITIONAL THEME: Equality and diversity</b>								
KF36. % having equality and diversity training in last 12 mths	10	36	29	25	19	36	38	33
KF37. % believing the trust provides equal opportunities for career progression or promotion	73	97	90	100	80	91	100	91
* KF38. % experiencing discrimination at work in last 12 mths	16	10	8	9	8	7	3	8
<b>Number of respondents</b>	20	55	126	32	38	14	30	91

Please note that the staff groups presented here are local administrative classifications used by the trust, unlike the data in Table 5.1 which are derived from respondents' answers to the question about occupational group in the survey

**Table 5.3: Key Findings for different directorates**

	Corporate Non Clinical	Diag & Therapies Division	Facilities Division	Finance & Performance	PLANNED DIVISION	URGENT CARE DIVISION
<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	84	50	76	68
KF2. % agreeing that their role makes a difference to patients	100	93	82	78	91	92
KF3. % feeling valued by their work colleagues	88	79	65	83	76	77
KF4. Quality of job design	3.47	3.40	3.52	3.25	3.37	3.37
* KF5. <i>Work pressure felt by staff</i>	2.92	3.17	2.72	3.19	3.12	3.25
KF6. Effective team working	3.82	3.88	3.45	3.63	3.64	3.76
KF7. Trust commitment to work-life balance	3.78	3.37	3.44	3.66	3.33	3.42
* KF8. <i>% working extra hours</i>	47	69	59	62	58	67
KF9. % using flexible working options	93	46	41	91	65	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	24	30	38	26	30	42
KF11. % receiving job-relevant training, learning or development in last 12 mths	81	88	76	67	75	86
KF12. % appraised in last 12 mths	59	83	79	86	67	80
KF13. % having well structured appraisals in last 12 mths	29	25	44	32	28	41
KF14. % appraised with personal development plans in last 12 mths	50	72	40	69	56	74
KF15. Support from immediate managers	3.84	3.58	3.61	3.46	3.59	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	71	86	69	80	80	79
* KF17. <i>% suffering work-related injury in last 12 mths</i>	6	14	21	14	14	17
* KF18. <i>% suffering work-related stress in last 12 mths</i>	29	19	18	23	25	21
<b>Infection control and hygiene</b>						
KF19. % saying hand washing materials are always available	69	72	82	50	73	73
<b>Number of respondents</b>	17	77	35	35	124	104

Please note that the directorates classification was provided by Countess of Chester Hospital NHS Foundation Trust

**Table 5.3: Key Findings for different directorates (cont)**

	Corporate Non Clinical	Diag & Therapies Division	Facilities Division	Finance & Performance	PLANNED DIVISION	URGENT CARE DIVISION
<b>Errors and incidents</b>						
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	19	45	15	17	30	54
KF21. % reporting errors, near misses or incidents witnessed in the last mth	-	100	-	-	97	95
KF22. Fairness and effectiveness of incident reporting procedures	3.55	3.65	3.33	3.42	3.55	3.62
<b>Violence and harassment</b>						
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	0	5	0	3	4	27
* KF24. % experiencing physical violence from staff in last 12 mths	0	0	0	0	0	2
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	0	6	0	3	14	23
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	12	19	15	21	18	10
KF27. Perceptions of effective action from employer towards violence and harassment	3.58	3.47	3.91	3.68	3.61	3.57
<b>Health and well-being</b>						
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.44	1.48	1.44	1.45	1.44	1.57
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	6	36	26	37	32	37
<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	35	22	27	26	24	22
KF31. % able to contribute towards improvements at work	82	60	52	60	53	62
<b>ADDITIONAL THEME: Staff satisfaction</b>						
KF32. Staff job satisfaction	3.72	3.40	3.67	3.40	3.45	3.47
* KF33. Staff intention to leave jobs	2.82	2.61	2.05	2.92	2.72	2.60
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.68	3.53	3.74	3.42	3.44	3.53
KF35. Staff motivation at work	3.76	3.82	4.22	3.61	3.72	3.88
<b>ADDITIONAL THEME: Equality and diversity</b>						
KF36. % having equality and diversity training in last 12 mths	35	24	14	31	36	33
KF37. % believing the trust provides equal opportunities for career progression or promotion	100	96	90	86	91	91
* KF38. % experiencing discrimination at work in last 12 mths	6	8	12	12	3	12
<b>Number of respondents</b>	17	77	35	35	124	104

Please note that the directorates classification was provided by Countess of Chester Hospital NHS Foundation Trust

**Table 5.4: 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	72	79	71	76
KF2. % agreeing that their role makes a difference to patients	90	90	92	90
KF3. % feeling valued by their work colleagues	78	74	86	73
KF4. Quality of job design	3.36	3.44	3.59	3.31
* KF5. <i>Work pressure felt by staff</i>	3.19	2.99	3.34	3.05
KF6. Effective team working	3.76	3.63	3.97	3.62
KF7. Trust commitment to work-life balance	3.39	3.51	3.51	3.41
* KF8. <i>% working extra hours</i>	68	51	81	56
KF9. % using flexible working options	56	77	67	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	34	28	42	29
KF11. % receiving job-relevant training, learning or development in last 12 mths	79	80	86	77
KF12. % appraised in last 12 mths	78	69	84	72
KF13. % having well structured appraisals in last 12 mths	33	29	38	30
KF14. % appraised with personal development plans in last 12 mths	68	52	76	58
KF15. Support from immediate managers	3.60	3.67	3.81	3.56
<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	79	79	79	79
* KF17. <i>% suffering work-related injury in last 12 mths</i>	16	13	15	15
* KF18. <i>% suffering work-related stress in last 12 mths</i>	25	17	29	21
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	69	78	73	72
<b>Number of respondents</b>	<b>274</b>	<b>130</b>	<b>114</b>	<b>281</b>

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

**Table 5.4: 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	43	20	54	29
KF21. % reporting errors, near misses or incidents witnessed in the last mth	97	96	98	96
KF22. Fairness and effectiveness of incident reporting procedures	3.60	3.45	3.72	3.48
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	12	6	11	9
* KF24. % experiencing physical violence from staff in last 12 mths	0	2	1	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	14	7	15	11
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	19	12	20	15
KF27. Perceptions of effective action from employer towards violence and harassment	3.59	3.60	3.71	3.56
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.50	1.43	1.43	1.50
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	33	32	31	33
<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	26	19	31	21
KF31. % able to contribute towards improvements at work	58	58	78	51
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	3.43	3.52	3.57	3.43
* KF33. Staff intention to leave jobs	2.65	2.58	2.68	2.59
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.53	3.49	3.53	3.51
KF35. Staff motivation at work	3.81	3.82	3.92	3.77
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	33	21	40	25
KF37. % believing the trust provides equal opportunities for career progression or promotion	90	92	95	89
* KF38. % experiencing discrimination at work in last 12 mths	10	6	8	8
<b>Number of respondents</b>	<b>274</b>	<b>130</b>	<b>114</b>	<b>281</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 Countess of Chester 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	80	73	74	74
KF2. % agreeing that their role makes a difference to patients	93	92	93	87
KF3. % feeling valued by their work colleagues	73	82	73	81
KF4. Quality of job design	3.34	3.31	3.39	3.45
* KF5. <i>Work pressure felt by staff</i>	2.98	3.34	3.21	3.01
KF6. Effective team working	3.82	3.71	3.67	3.76
KF7. Trust commitment to work-life balance	3.51	3.53	3.43	3.36
* KF8. <i>% working extra hours</i>	70	77	59	55
KF9. % using flexible working options	50	73	64	63
<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	26	37	33	34
KF11. % receiving job-relevant training, learning or development in last 12 mths	77	82	81	78
KF12. % appraised in last 12 mths	66	81	77	75
KF13. % having well structured appraisals in last 12 mths	29	30	32	36
KF14. % appraised with personal development plans in last 12 mths	60	73	61	62
KF15. Support from immediate managers	3.54	3.67	3.64	3.65
<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	84	82	72	82
* KF17. <i>% suffering work-related injury in last 12 mths</i>	16	16	15	14
* KF18. <i>% suffering work-related stress in last 12 mths</i>	20	29	29	16
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	66	65	72	78
<b>Number of respondents</b>	61	76	124	136

**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	40	45	40	26
KF21. % reporting errors, near misses or incidents witnessed in the last mth	100	97	98	94
KF22. Fairness and effectiveness of incident reporting procedures	3.58	3.44	3.60	3.55
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	11	15	11	5
* KF24. % experiencing physical violence from staff in last 12 mths	0	1	1	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	13	18	11	10
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	13	23	19	11
KF27. Perceptions of effective action from employer towards violence and harassment	3.50	3.44	3.66	3.68
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.57	1.57	1.45	1.41
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	34	39	34	27
<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	21	22	31	19
KF31. % able to contribute towards improvements at work	48	58	62	62
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	3.45	3.39	3.43	3.57
* KF33. Staff intention to leave jobs	2.91	2.67	2.71	2.38
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.63	3.40	3.50	3.55
KF35. Staff motivation at work	3.61	3.77	3.76	3.99
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	32	37	28	26
KF37. % believing the trust provides equal opportunities for career progression or promotion	95	85	91	93
* KF38. % experiencing discrimination at work in last 12 mths	10	16	8	3
<b>Number of respondents</b>	61	76	124	136

**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	80	73	64	76	73	100
KF2. % agreeing that their role makes a difference to patients	90	91	90	90	90	100
KF3. % feeling valued by their work colleagues	85	75	79	77	76	92
KF4. Quality of job design	3.46	3.37	3.38	3.39	3.37	3.95
* KF5. <i>Work pressure felt by staff</i>	3.20	3.11	3.13	3.13	3.16	2.47
KF6. Effective team working	3.84	3.70	3.65	3.74	3.71	4.11
KF7. Trust commitment to work-life balance	3.53	3.42	3.22	3.47	3.43	3.59
* KF8. <i>% working extra hours</i>	73	60	59	64	63	62
KF9. % using flexible working options	48	67	77	61	64	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	43	31	38	32	32	69
KF11. % receiving job-relevant training, learning or development in last 12 mths	72	81	78	80	79	92
KF12. % appraised in last 12 mths	74	76	79	75	76	62
KF13. % having well structured appraisals in last 12 mths	28	33	40	30	32	38
KF14. % appraised with personal development plans in last 12 mths	60	64	67	63	63	62
KF15. Support from immediate managers	3.77	3.60	3.66	3.62	3.62	3.83
<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	72	81	79	79	79	77
* KF17. <i>% suffering work-related injury in last 12 mths</i>	21	14	30	13	15	8
* KF18. <i>% suffering work-related stress in last 12 mths</i>	25	23	38	21	24	15
<b>Infection control and hygiene</b>						
KF19. % saying hand washing materials are always available	67	73	74	71	72	69
<b>Number of respondents</b>	76	321	53	341	380	13

**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	42	35	40	36	37	23
KF21. % reporting errors, near misses or incidents witnessed in the last mth	97	97	100	97	97	-
KF22. Fairness and effectiveness of incident reporting procedures	3.50	3.56	3.54	3.55	3.54	3.77
<b>Violence and harassment</b>						
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	11	10	8	10	10	0
* KF24. % experiencing physical violence from staff in last 12 mths	0	1	0	1	1	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	11	13	13	12	13	0
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	13	17	25	15	16	8
KF27. Perceptions of effective action from employer towards violence and harassment	3.53	3.62	3.63	3.59	3.60	3.81
<b>Health and well-being</b>						
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.46	1.48	1.92	1.41	1.48	1.38
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	28	34	43	31	33	25
<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	28	23	25	23	22	54
KF31. % able to contribute towards improvements at work	66	57	53	60	58	69
<b>ADDITIONAL THEME: Staff satisfaction</b>						
KF32. Staff job satisfaction	3.51	3.46	3.53	3.46	3.45	4.12
* KF33. Staff intention to leave jobs	2.75	2.59	2.73	2.61	2.65	1.87
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.52	3.52	3.51	3.51	3.49	4.26
KF35. Staff motivation at work	3.79	3.82	3.92	3.80	3.79	4.33
<b>ADDITIONAL THEME: Equality and diversity</b>						
KF36. % having equality and diversity training in last 12 mths	29	30	33	29	30	36
KF37. % believing the trust provides equal opportunities for career progression or promotion	85	93	86	92	91	-
* KF38. % experiencing discrimination at work in last 12 mths	8	8	11	8	8	8
<b>Number of respondents</b>	<b>76</b>	<b>321</b>	<b>53</b>	<b>341</b>	<b>380</b>	<b>13</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	73	18%
Registered Nurses - Children	7	2%
Midwives	13	3%
Nursing auxiliary / Nursing assistant / Healthcare assistant	33	8%
<b><i>Medical and Dental</i></b>		
Medical / Dental - Consultant	15	4%
Medical / Dental - In Training	4	1%
Medical / Dental - Other	11	3%
<b><i>Allied Health Professionals</i></b>		
Occupational Therapy	4	1%
Physiotherapy	16	4%
Radiography	7	2%
Other qualified Allied Health Professionals	13	3%
Support to Allied Health Professionals	10	3%
<b><i>Scientific and Technical / Healthcare Scientists</i></b>		
Pharmacy	14	4%
Other qualified Scientific and Technical / Healthcare Scientists	15	4%
Support to Scientific and Technical / Healthcare Scientists	8	2%
<b><i>Other groups</i></b>		
Admin and Clerical	87	22%
Central Functions / Corporate Services	15	4%
Maintenance / Ancillary	33	8%
General Management	4	1%
Other	16	4%
Did not specify	8	

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	274	68%
Part time	130	32%
Did not specify	2	
<b><i>Line manager / non line manager</i></b>		
Line manager	114	29%
Not line manager	281	71%
Did not specify	11	
<b><i>Length of time in trust</i></b>		
Less than a year	22	6%
Between 1 to 2 years	57	14%
Between 3 to 5 years	65	16%
Between 6 to 10 years	96	24%
Between 11 to 15 years	56	14%
Over 15 years	100	25%
Did not specify	10	

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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	61	15%
Between 31 and 40	76	19%
Between 41 and 50	124	31%
51 and over	136	34%
Did not specify	9	
<b>Gender</b>		
Male	76	19%
Female	321	81%
Did not specify	9	
<b>Ethnic background</b>		
White	380	97%
Black and minority ethnic	13	3%
Did not specify	13	
<b>Disability</b>		
Disabled	53	13%
Not disabled	341	87%
Did not specify	12	

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

## Appendix 1

### Changes to the calculation of the Key Findings this year

This year there have been changes to the wording of questions used to calculate some Key Findings, or to the actual calculation of some Key Findings since previous years.

This appendix will outline details of the changes made. More details can be found in the ***Making Sense of your staff survey data*** document.

Key Finding	Change made to Key Finding
<b>KF6. Effective team working</b>	<p><i>Question wording and lay out changes</i></p> <p>Although there was a similar Key Finding presented in the 2009 survey, we have changed the wording and the format of the questions, and also the method used to calculate the Key Finding:</p> <p><b>2010</b></p> <p>a) Do you work in a team? (Yes/No) (If Yes to a) three supplementary questions were asked:</p> <p>b) Team members have a set of shared objectives (answered on a 5 point scale strongly disagree to strongly agree)</p> <p>c) Team members often meet to discuss the team's effectiveness (answered on a 5 point scale strongly disagree to strongly agree)</p> <p>d) Team members have to communicate closely with each other to achieve the team's objectives (answered on a 5 point scale strongly disagree to strongly agree)</p> <p>The effective team working score is calculated by the taking the average score from parts b), c) and d) for respondents who have answered Yes to part a). Possible scores range from 1 to 5, with 1 representing ineffective teamwork, and 5 representing effective teamwork.</p> <p><b>2009</b></p> <p>a) Do you work in a team? (Yes/No) (If Yes to a) four supplementary questions were asked:</p> <p>b) Does your team have clear objectives? (Yes/No)</p> <p>c) Do you have to work closely with other team members to achieve the team's objectives? (Yes/No)</p> <p>d) Does the team meet regularly and discuss its effectiveness and how it could be improved? (Yes/No)</p> <p>e) How many core members are there in your team? (2-5 / 6-9 / 10-15 / More than 15)</p> <p>Respondents were classified as working in a structured team if they answer 'Yes' to part a) and also 'Yes' to parts b), c) and d), and also that the team has fewer than 15 members.</p> <p>Because of the changes, comparisons between the 2010 Key Finding and those from previous years are not possible.</p>

Key Finding	Change made to Key Finding
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**KF9. % using flexible working options**

*Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey we have changed the wording and the format of the questions used to calculate the Key Finding:

**2010**

In your job at this trust, do any of the flexible working options apply to you? (tick all that apply)

- Working flexi-time
- Working reduced hours (e.g. part-time)
- Working from home in normal working hours
- Working an agreed number of hours over the year (e.g. annualised hours)
- Working during school term-time only
- My team making its own decisions about rotas
- Job-sharing with someone else
- Not used any flexible working options

Respondents are classified as using flexible working options if they had indicated that at least one of the options listed applied to their role.

**2009**

In your job at this trust, do any of the following statements about flexible working apply to you?

- a) I work flexi-time (Yes/No)
- b) I work reduced hours (e.g. part-time) (Yes/No)
- c) I work from home in normal working hours (Yes/No)
- d) I work annualised hours (e.g. work an agreed number of hours over the year) (Yes/No)
- e) I work during school term-time only (Yes/No)
- f) My team makes their decisions about rotas (Yes/No)
- g) I job share with someone else (Yes/No)

Respondents were classified as using flexible working options if they had ticked 'Yes' to at least one of the parts a) to g).

Because of the changes, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.

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**KF23. % experiencing physical violence from patients, relatives or the public in last the 12 months**

*Question wording and lay out changes*

Although there was a similar Key Finding presented in the 2009 survey we have changed the wording and the format of the questions used to calculate the Key Finding:

**2010**

In the last 12 months have you personally experienced physical violence at work from any of the following?

- a) Patients / service users, their relatives or other members of the public (Yes / No)

Respondents are classified as having experienced physical violence from patients, their relatives or members of the public if they ticked 'Yes' to the single item.

**2009**

In the last 12 months have you personally experienced physical violence at work from any of the following?

- a) Patients / service users (Yes / No)
- b) Relatives of patients / service users (Yes / No)
- c) Other members of the public (Yes / No)

Last year the Key Finding was calculated on the basis of whether respondents had experienced physical violence from patients or their relatives (i.e. if they ticked 'Yes' to either part a) or part b) and did not include part c) in the calculation).

Because of the changes, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.

Key Finding	Change made to Key Finding
<p><b>KF24. % experiencing physical violence from staff in last the 12 months</b></p>	<p><i>Question wording and lay out changes</i></p> <p>Although there was a similar Key Finding presented in the 2009 survey we have changed the wording and the format of the questions used to calculate the Key Finding:</p> <p><b>2010</b></p> <p>In the last 12 months have you personally experienced physical violence at work from any of the following?</p> <p>b) Manager / team leader or other colleagues (Yes / No)</p> <p>Respondents are classified as having experienced physical violence from their manager / team leader or other colleagues if they ticked 'Yes' to the single item.</p> <p><b>2009</b></p> <p>In the last 12 months have you personally experienced physical violence at work from any of the following?</p> <p>d) Manager / team leader (Yes / No)</p> <p>e) Other colleagues (Yes / No)</p> <p>Respondents were classified as having experienced physical violence from manager / team leader or other colleagues if they ticked 'Yes' to either part d) or part e).</p> <p>Because of the changes, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.</p>
<p><b>KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last the 12 months</b></p>	<p><i>Question wording and lay out changes</i></p> <p>Although there was a similar Key Finding presented in the 2009 survey we have changed the wording and the format of the questions used to calculate the Key Finding:</p> <p><b>2010</b></p> <p>In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following?</p> <p>a) Patients / service users, their relatives or other members of the public (Yes / No)</p> <p>Respondents are classified as having experienced harassment, bullying or abuse from patients, their relatives or members of the public if they ticked 'Yes' to the single item.</p> <p><b>2009</b></p> <p>In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following?</p> <p>a) Patients / service users (Yes / No)</p> <p>b) Relatives of patients / service users (Yes / No)</p> <p>c) Other members of the public (Yes / No)</p> <p>Last year the Key Finding was calculated on the basis of whether respondents had experienced harassment, bullying or abuse from patients or their relatives (i.e. if they ticked 'Yes' to either part a) or part b) and did not include part c) in the calculation).</p> <p>Because of the changes, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.</p>

Key Finding	Change made to Key Finding
<p><b>KF26. % experiencing harassment, bullying or abuse from staff in last the 12 months</b></p>	<p><i>Question wording and lay out changes</i></p> <p>Although there was a similar Key Finding presented in the 2009 survey we have changed the wording and the format of the questions used to calculate the Key Finding:</p> <p><b>2010</b></p> <p>In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following?</p> <p>b) Manager / team leader or other colleagues (Yes / No)</p> <p>Respondents were classified as having experienced harassment, bullying or abuse from their manager / team leader or other colleagues if they ticked 'Yes' to the single item.</p> <p><b>2009</b></p> <p>In the last 12 months have you personally experienced harassment, bullying or abuse at work from any of the following?</p> <p>d) Manager / team leader (Yes / No)</p> <p>e) Other colleagues (Yes / No)</p> <p>Respondents were classified as having experienced harassment, bullying or abuse from manager / team leader or other colleagues if they ticked 'Yes' to either part d) or part e).</p> <p>Because of the changes to the format of the question, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.</p>
<p><b>KF38. % experiencing discrimination at work in last 12 months</b></p>	<p><i>Question wording and lay out changes</i></p> <p>Although there was a similar Key Finding presented in the 2009 survey we have changed the wording and the format of the questions used to calculate the Key Finding:</p> <p><b>2010</b></p> <p>In the last 12 months have you personally experienced discrimination at work from any of the following?</p> <p>a) Patients / service users, their relatives or other members of the public (Yes / No)</p> <p>b) Manager / team leader or other colleagues (Yes / No)</p> <p>Respondents were classified as having experienced discrimination if they ticked 'Yes' to either of the options listed.</p> <p><b>2009</b></p> <ul style="list-style-type: none"> <li>• Have you experienced discrimination at this trust in the last 12 months? (Yes / No)</li> </ul> <p>Respondents were classified as having experienced discrimination if they ticked 'Yes' to the single item.</p> <p>Because of the changes to the format of the question, comparisons between the 2010 Key Finding and those from previous years are unreliable therefore have not been presented in the feedback reports.</p>

## Appendix 2

### Key Findings for Countess of Chester 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 A2: Key Findings for Countess of Chester 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	48	-	52	44	57	33	71
<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	74	[70, 79]	74	70	78	61	89
KF2. % agreeing that their role makes a difference to patients	90	[87, 93]	90	88	92	83	95
KF3. % feeling valued by their work colleagues	78	[74, 81]	76	74	79	68	84
KF4. Quality of job design	3.39	[3.33, 3.45]	3.41	3.34	3.46	3.19	3.60
* KF5. Work pressure felt by staff	3.14	[3.07, 3.22]	3.11	3.02	3.19	2.82	3.41
KF6. Effective team working	3.72	[3.65, 3.79]	3.69	3.64	3.74	3.48	3.82
KF7. Trust commitment to work-life balance	3.42	[3.34, 3.50]	3.38	3.32	3.48	3.15	3.68
* KF8. % working extra hours	64	[60, 68]	66	61	70	53	75
KF9. % using flexible working options	63	[58, 68]	63	59	65	53	83
<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	34	[29, 38]	41	37	46	28	57
KF11. % receiving job-relevant training, learning or development in last 12 mths	80	[76, 84]	78	75	80	68	89
KF12. % appraised in last 12 mths	75	[71, 79]	78	68	83	51	92
KF13. % having well structured appraisals in last 12 mths	33	[29, 37]	33	28	37	20	53
KF14. % appraised with personal development plans in last 12 mths	63	[59, 68]	66	57	72	41	84
KF15. Support from immediate managers	3.63	[3.55, 3.71]	3.61	3.53	3.68	3.29	3.84
<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	78	[75, 82]	80	72	86	47	96
* KF17. % suffering work-related injury in last 12 mths	15	[11, 18]	16	14	19	10	23
* KF18. % suffering work-related stress in last 12 mths	23	[19, 27]	28	25	31	22	38
<b>Infection control and hygiene</b>							
KF19. % saying hand washing materials are always available	73	[69, 77]	67	58	72	40	80

**Table A2: Key Findings for Countess of Chester 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	38	[34, 42]	37	33	39	27	45
KF21. % reporting errors, near misses or incidents witnessed in the last mth	97	[94, 100]	95	93	97	89	100
KF22. Fairness and effectiveness of incident reporting procedures	3.56	[3.51, 3.61]	3.45	3.39	3.51	3.21	3.68
<b>Violence and harassment</b>							
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	11	[8, 14]	8	7	10	3	13
* KF24. % experiencing physical violence from staff in last 12 mths	1	[0, 1]	1	1	2	0	4
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	13	[10, 16]	15	12	17	9	20
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	16	[13, 20]	15	13	18	9	23
KF27. Perceptions of effective action from employer towards violence and harassment	3.60	[3.55, 3.66]	3.56	3.50	3.63	3.28	3.86
<b>Health and well-being</b>							
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.49	[1.44, 1.53]	1.57	1.52	1.62	1.46	1.74
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	33	[26, 40]	26	23	29	15	35
<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	25	[18, 31]	26	21	31	12	43
KF31. % able to contribute towards improvements at work	58	[54, 62]	62	58	65	49	71
<b>ADDITIONAL THEME: Staff satisfaction</b>							
KF32. Staff job satisfaction	3.47	[3.42, 3.51]	3.48	3.43	3.54	3.28	3.68
* KF33. Staff intention to leave jobs	2.62	[2.56, 2.68]	2.53	2.42	2.63	2.20	2.96
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.53	[3.44, 3.62]	3.52	3.38	3.66	2.94	3.97
KF35. Staff motivation at work	3.82	[3.79, 3.84]	3.83	3.76	3.89	3.64	4.01
<b>ADDITIONAL THEME: Equality and diversity</b>							
KF36. % having equality and diversity training in last 12 mths	30	[23, 37]	41	32	54	20	90
KF37. % believing the trust provides equal opportunities for career progression or promotion	91	[86, 95]	90	85	92	70	96
* KF38. % experiencing discrimination at work in last 12 mths	8	[5, 12]	13	10	17	7	27

## Appendix 3

### Changes to the Key Findings since the 2008 and 2009 staff surveys

Technical notes:

- For most of the Key Findings presented in tables A3.1 and A3.2, 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 A3.1 and A3.2 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%.
- **Positive findings** are highlighted in **green** (e.g. where the score has improved since 2008 or 2009), while **negative findings** are highlighted in **red** (e.g. where the score is not as good as in 2008 or 2009).
- In certain cases a dash (-) appears in Table A3.1 or A3.2. 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 2009 and 2008 have been re-calculated and re-weighted using the 2010 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 <http://www.cqc.org.uk/aboutcqc/howwedoit/engagingwithproviders/nhsstaffsurveys.cfm>.

**Table A3.1: Changes in the Key Findings for Countess of Chester Hospital NHS Foundation Trust since 2009 survey**

	Countess of Chester Hospital NHS Foundation Trust			
	2010 score	2009 score	Change	Statistically significant?
Response rate	48	50	-2	-
<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	74	73	1	No
KF2. % agreeing that their role makes a difference to patients	90	90	0	No
KF3. % feeling valued by their work colleagues	78	80	-2	No
KF4. Quality of job design	3.39	3.38	0.00	No
* KF5. <i>Work pressure felt by staff</i>	3.14	3.12	0.02	No
KF6. Effective team working	3.72	-	-	--
KF7. Trust commitment to work-life balance	3.42	3.42	-0.01	No
* KF8. <i>% working extra hours</i>	64	62	2	No
KF9. % using flexible working options	63	-	-	--
<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	34	40	-6	No
KF11. % receiving job-relevant training, learning or development in last 12 mths	80	76	4	No
KF12. % appraised in last 12 mths	75	78	-3	No
KF13. % having well structured appraisals in last 12 mths	33	31	2	No
KF14. % appraised with personal development plans in last 12 mths	63	66	-3	No
KF15. Support from immediate managers	3.63	3.65	-0.02	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	78	78	1	No
* KF17. <i>% suffering work-related injury in last 12 mths</i>	15	17	-2	No
* KF18. <i>% suffering work-related stress in last 12 mths</i>	23	22	1	No
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	73	82	-9	Yes

**Table A3.1: Changes in the Key Findings for Countess of Chester Hospital NHS Foundation Trust since 2009 survey (cont)**

	Countess of Chester Hospital NHS Foundation Trust			
	2010 score	2009 score	Change	Statistically significant?
<b>Errors and incidents</b>				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	38	43	-5	No
KF21. % reporting errors, near misses or incidents witnessed in the last mth	97	91	6	Yes
KF22. Fairness and effectiveness of incident reporting procedures	3.56	3.52	0.04	Yes
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	11	-	-	--
* 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	13	-	-	--
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	16	-	-	--
KF27. Perceptions of effective action from employer towards violence and harassment	3.60	3.67	-0.07	Yes
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.49	1.52	-0.03	Yes
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	33	28	5	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	25	30	-5	No
KF31. % able to contribute towards improvements at work	58	63	-5	No
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	3.47	3.47	0.00	No
* KF33. Staff intention to leave jobs	2.62	2.55	0.07	Yes
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.53	3.57	-0.04	Yes
KF35. Staff motivation at work	3.82	3.87	-0.06	Yes
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	30	36	-6	No
KF37. % believing the trust provides equal opportunities for career progression or promotion	91	90	0	No
* KF38. % experiencing discrimination at work in last 12 mths	8	-	-	--

**Table A3.2: Changes in the Key Findings for Countess of Chester Hospital NHS Foundation Trust since 2008 survey**

	Countess of Chester Hospital NHS Foundation Trust			
	2010 score	2008 score	Change	Statistically significant?
Response rate	48	53	-5	-
<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	74	72	2	No
KF2. % agreeing that their role makes a difference to patients	90	90	0	No
KF3. % feeling valued by their work colleagues	78	76	2	No
KF4. Quality of job design	3.39	3.33	0.05	Yes
* KF5. <i>Work pressure felt by staff</i>	3.14	3.06	0.09	Yes
KF6. Effective team working	3.72	-	-	--
KF7. Trust commitment to work-life balance	3.42	3.32	0.09	Yes
* KF8. <i>% working extra hours</i>	64	64	0	No
KF9. % using flexible working options	63	-	-	--
<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	34	49	-15	Yes
KF11. % receiving job-relevant training, learning or development in last 12 mths	80	77	3	No
KF12. % appraised in last 12 mths	75	62	14	Yes
KF13. % having well structured appraisals in last 12 mths	33	27	6	No
KF14. % appraised with personal development plans in last 12 mths	63	53	11	Yes
KF15. Support from immediate managers	3.63	3.51	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	78	81	-3	No
* KF17. <i>% suffering work-related injury in last 12 mths</i>	15	14	1	No
* KF18. <i>% suffering work-related stress in last 12 mths</i>	23	24	-1	No
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	73	74	-1	No

**Table A3.2: Changes in the Key Findings for Countess of Chester Hospital NHS Foundation Trust since 2008 survey (cont)**

	Countess of Chester Hospital NHS Foundation Trust			
	2010 score	2008 score	Change	Statistically significant?
<b>Errors and incidents</b>				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	38	39	-1	No
KF21. % reporting errors, near misses or incidents witnessed in the last mth	97	99	-2	No
KF22. Fairness and effectiveness of incident reporting procedures	3.56	3.49	0.06	Yes
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	11	-	-	--
* 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	13	-	-	--
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	16	-	-	--
KF27. Perceptions of effective action from employer towards violence and harassment	3.60	3.64	-0.04	Yes
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.49	-	-	--
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	33	-	-	--
<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	25	30	-6	No
KF31. % able to contribute towards improvements at work	58	60	-1	No
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	3.47	3.44	0.03	No
* KF33. Staff intention to leave jobs	2.62	2.54	0.07	Yes
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.53	-	-	--
KF35. Staff motivation at work	3.82	-	-	--
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	30	32	-2	No
KF37. % believing the trust provides equal opportunities for career progression or promotion	91	92	-1	No
* KF38. % experiencing discrimination at work in last 12 mths	8	-	-	--

## Appendix 4

### Data tables: 2010 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 A4.2), this appendix presents your trust's 2010 survey response, the average (median) 2010 response for acute trusts, and your trust's 2009 survey response (where applicable).

In Table A4.1, the question numbers used to calculate the 38 Key Findings are also listed in the first column.

In Table A4.2, the responses to the survey questions are presented in the order that they appear within the core version of the 2010 questionnaire.

#### Technical notes:

- In certain cases a dash (-) appears in the 'Your Trust in 2009' column in Tables A4.1 or A4.2. This is because of changes to the format of survey questions or the calculation of the Key Findings so comparisons with the 2009 score are not possible.
- In certain cases a dash (-) appears in Tables A4.1 or A4.2. 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 A4.1 and A4.2 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: <http://www.cqc.org.uk/aboutcqc/howwedoit/engagingwithproviders/nhsstaffsurveys.cfm>
- 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: <http://www.nhsstaffsurveys.com/>.

**Table A4.1: Key Findings for Countess of Chester Hospital NHS Foundation Trust benchmarked against other acute trusts**

	Question number(s)	Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
<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	75	75	73
KF2. % agreeing that their role makes a difference to patients	Q22b	90	90	90
KF3. % feeling valued by their work colleagues	Q15a-d	77	76	80
KF4. Quality of job design	Q11a-c, 14a, b, d	3.38	3.41	3.39
* KF5. <i>Work pressure felt by staff</i>	Q11d-f, 14c	3.13	3.11	3.11
KF6. Effective team working	Q10a-d	3.72	3.70	-
KF7. Trust commitment to work-life balance	Q2a-c	3.43	3.39	3.44
* KF8. <i>% working extra hours</i>	Q1b-c	63	66	62
KF9. % using flexible working options	Q3	63	63	-
<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	33	41	40
KF11. % receiving job-relevant training, learning or development in last 12 mths	Q4a-g, 5a-i, 6a-c	80	78	76
KF12. % appraised in last 12 mths	Q8a	75	77	79
KF13. % having well structured appraisals in last 12 mths	Q8a-d	32	33	31
KF14. % appraised with personal development plans in last 12 mths	Q8a, 9a	63	65	66
KF15. Support from immediate managers	Q7a-e	3.63	3.61	3.67
<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	79	80	78
* KF17. <i>% suffering work-related injury in last 12 mths</i>	Q32a-d	15	16	17
* KF18. <i>% suffering work-related stress in last 12 mths</i>	Q32e	23	28	22
<b>Infection control and hygiene</b>				
KF19. % saying hand washing materials are always available	Q33a-c	72	67	82

**Table A4.1: Key Findings for Countess of Chester Hospital NHS Foundation Trust benchmarked against other acute trusts (cont)**

	Question number(s)	Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
<b>Errors and incidents</b>				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	Q25a, 26a	36	36	42
KF21. % reporting errors, near misses or incidents witnessed in the last mth	Q25a-b, 26a-b	97	96	94
KF22. Fairness and effectiveness of incident reporting procedures	Q27a-g	3.55	3.45	3.52
<b>Violence and harassment</b>				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	Q28a	10	8	-
* KF24. % experiencing physical violence from staff in last 12 mths	Q28b	1	1	-
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	Q29a	12	15	-
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	Q29b	16	15	-
KF27. Perceptions of effective action from employer towards violence and harassment	Q30a-d	3.60	3.56	3.68
<b>Health and well-being</b>				
* KF28. Impact of health and well-being on ability to perform work or daily activities	Q36, 37	1.48	1.56	1.52
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	Q39a-c	33	26	27
<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	24	26	30
KF31. % able to contribute towards improvements at work	Q23a-c	58	62	64
<b>ADDITIONAL THEME: Staff satisfaction</b>				
KF32. Staff job satisfaction	Q13a-g	3.47	3.48	3.48
* KF33. Staff intention to leave jobs	Q12a-c	2.62	2.52	2.54
KF34. Staff recommendation of the trust as a place to work or receive treatment	Q16e, 21a-b	3.52	3.51	3.58
KF35. Staff motivation at work	Q24a-c	3.82	3.82	3.88
<b>ADDITIONAL THEME: Equality and diversity</b>				
KF36. % having equality and diversity training in last 12 mths	Q5a	30	41	36
KF37. % believing the trust provides equal opportunities for career progression or promotion	Q17	91	90	91
* KF38. % experiencing discrimination at work in last 12 mths	Q18a-b	8	13	-

**Table A4.2: Survey questions benchmarked against other acute trusts**

		Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
<b>Working hours</b>				
Q1a	% working part time	32	24	28
Q1b	% working additional PAID hours	30	31	30
Q1c	% working additional UNPAID hours	49	53	50
<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"	38	41	45
Q2b	"My immediate manager helps me find a good work-life balance"	54	54	59
Q2c	"I can approach my immediate manager to talk openly about flexible working"	65	63	67
<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)	32	32	-
Q3	Working reduced hours (e.g. part time)	28	25	-
Q3	Working from home in normal working hours	6	6	-
Q3	Working to agreed number of hours over the year (e.g. annualised hours)	6	6	-
Q3	Working during school term-time only	2	1	-
Q3	Team making their own decisions about rotas	12	15	-
Q3	Job sharing with someone else	3	3	-
<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)	65	66	68
Q4b	Supervised on-the-job training	36	34	33
Q4c	Having a mentor	16	17	12
Q4d	Shadowing someone	19	17	16
Q4e	e-learning / online training	38	45	33
Q4f	Keeping up-to-date with developments in work (e.g. reading books or attending workshops)	62	64	62
Q4g	Other method of training, learning or development	11	10	13
<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)	30	41	36
Q5b	Health and safety training (e.g. fire training, manual handling)	79	80	78
Q5c	What to do if there is a major incident or emergency	35	37	41
Q5d	How to prevent or handle violence and aggression to staff, patients / service users (e.g. Conflict Resolution training)	22	28	24
Q5e	Infection control (e.g. guidance on hand-washing, MRSA, waste management, disposal of sharps / needles)	65	70	69
Q5f	Computer skills (e.g. using Trust IT systems, spreadsheets, databases, Internet, email etc.)	28	28	25
Q5g	How to handle confidential information about patients / service users	43	44	44
Q5h	How to give information to patients / service users on condition, medication, side effects etc.	19	19	21
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)	26	23	-

		Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
<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	68	65	65
Q6b	It has helped me stay up-to-date with my job	72	69	68
Q6c	It has helped me stay up-to-date with professional requirements	68	68	64
<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"	71	69	75
Q7b	"My immediate manager can be counted on to help me with a difficult task at work"	70	67	72
Q7c	"My immediate manager gives me clear feedback on my work"	57	55	57
Q7d	"My immediate manager asks for my opinion before making decisions that affect my work"	50	51	51
Q7e	"My immediate manager is supportive in a personal crisis"	73	70	75
<b>Appraisals and personal development plans</b>				
Q8a	% saying they had received an appraisal or performance development review in the last 12 months	75	77	79
Q8a	Yes, KSF development review	37	51	55
Q8a	Yes, other type of appraisal or performance development review	41	25	25
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	53	54	51
Q8c	% saying their appraisal or development review had helped them agree clear objectives for their work	83	78	80
Q8d	% saying their appraisal or development review had made them feel their work was valued by the Trust	57	58	55
Q9a	% saying they had agreed a personal development plan as part of their appraisal or development review	86	87	86
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	50	50	47
Q9c	% saying they had received support from their immediate manager in accessing the training, learning and development identified in the plan	57	57	57
<b>Team-based working</b>				
Q10a	% working in a team	95	94	93
If (YES to Q10a) they work in a team:				
Q10b	% agreeing / strongly agreeing team members have a set of shared objectives	77	76	-
Q10c	% agreeing / strongly agreeing team members often meet to discuss the team's effectiveness	54	57	-
Q10d	% agreeing / strongly agreeing the team members have to communicate closely with each other to achieve the team's objectives	77	78	-

		Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
<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"	71	72	68
Q11b	"I often have trouble working out whether I am doing well or poorly in this job"	22	23	25
Q11c	"I am involved in deciding on changes introduced that affect my work area / team / department"	46	49	50
Q11d	"I cannot meet all the conflicting demands on my time at work"	45	42	44
Q11e	"I have adequate materials, supplies and equipment to do my work"	61	57	62
Q11f	"There are enough staff at this Trust for me to do my job properly"	26	30	29
Q11g	"I am able to do my job to a standard I am personally pleased with"	62	62	63
<b>Staff intention to leave</b>				
% agreeing / strongly agreeing with the following statements:				
Q12a	"I often think about leaving this Trust"	31	29	28
Q12b	"I will probably look for a job at a new organisation in the next 12 months"	20	19	19
Q12c	"As soon as I can find another job, I will leave this Trust"	16	14	15
<b>Staff job satisfaction</b>				
% satisfied or very satisfied with the following aspects of their job:				
Q13a	"The recognition I get for good work"	43	43	42
Q13b	"The support I get from my immediate manager"	63	60	60
Q13c	"The freedom I have to choose my own method of working"	56	60	58
Q13d	"The support I get from my work colleagues"	76	76	80
Q13e	"The amount of responsibility I am given"	71	72	73
Q13f	"The opportunities I have to use my skills"	66	67	67
Q13g	"The extent to which my Trust values my work"	31	33	32
Q13h	"My level of pay"	39	38	39
<b>Job design and work pressure (2)</b>				
% agreeing / strongly agreeing with the following statements:				
Q14a	"I always know what my work responsibilities are"	82	82	80
Q14b	"I am consulted about changes that affect my work area / team / department"	46	51	52
Q14c	"I do not have time to carry out all my work"	50	45	51
Q14d	"I get clear feedback about how well I am doing my job"	35	35	38
Q14e	"Relationships at work are strained"	25	27	26
Q14f	"I can decide on my own how to go about doing my work"	62	65	65
<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"	77	76	79
Q15b	"The people I work with seek my opinions"	75	74	78
Q15c	"I am trusted to do my job"	92	91	93
Q15d	"I feel I belong to a team"	75	75	79
Q15e	"I often do more than is required"	86	85	88
Q15f	"I try to help colleagues in my Trust whenever I can"	98	97	97

		Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
<b>Senior management</b>				
% agreeing / strongly agreeing with the following statements:				
Q16a	"Senior managers here try to involve staff in important decisions"	23	24	26
Q16b	"Communication between senior management and staff is effective"	23	24	24
Q16c	"Senior managers encourage staff to suggest new ideas for improving services"	41	38	44
Q16d	"On the whole, the different parts of the Trust communicate effectively with each other"	20	20	24
Q16e	"Care of patients / service users is my Trust's top priority"	58	58	62
Q16f	"I know who the senior managers are here"	69	68	76
Q16g	"Senior managers where I work are committed to patient care"	51	50	58
Q16h	"Patient information is treated confidentially by staff in this Trust"	88	85	88
<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	91	90	91
<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	3	6	-
Q18b	% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months	6	9	-
% saying they had experienced discrimination on the grounds of:				
Q18c	Ethnic background	0	4	-
Q18c	Gender	2	2	-
Q18c	Religion	0	0	-
Q18c	Sexual orientation	0	0	-
Q18c	Disability	0	1	-
Q18c	Age	2	2	-
Q18c	Other reason(s)	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	84	86	-
Q19b	% saying they would feel safe in raising their concern	75	73	-
Q19c	% saying they would feel confident that the Trust would address their concern	60	52	-
<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"	25	35	36
Q20b	"I am supported to keep up-to-date with developments in my field"	52	55	55
Q20c	"I am encouraged to develop my own expertise"	53	56	58
Q20d	"There is strong support for training in my area of work"	35	43	40
<b>Working in the NHS</b>				
% agreeing / strongly agreeing with the following statements:				
Q21a	"I would recommend my Trust as a place to work"	53	55	61
Q21b	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this Trust"	69	63	64

		Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
<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"	89	88	86
Q22b	"I feel that my role makes a difference to patients / service users"	90	90	90
Q22c	"I am able to deliver the patient care I aspire to"	69	70	69
<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"	68	70	72
Q23b	"There are frequent opportunities for me to show initiative in my role"	56	62	63
Q23c	"I am able to make improvements happen in my area of work"	50	53	54
Q23d	"Healthcare professionals and managers in non-clinical roles work well together in my area of work"	45	46	48
Q23e	"Senior managers act on staff feedback"	24	29	34
<b>Staff motivation at work</b>				
% saying often or always to the following statements:				
Q24a	"I look forward to going to work"	47	52	55
Q24b	"I am enthusiastic about my job"	66	67	71
Q24c	"Time passes quickly when I am working"	75	76	79
<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	21	21	23
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	91
Q26a	% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	29	29	35
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	96
<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"	41	44	45
Q27b	"My Trust encourages us to report errors, near misses or incidents"	87	83	88
Q27c	"My Trust treats reports of errors, near misses or incidents confidentially"	64	62	67
Q27d	"My Trust blames or punishes people who are involved in errors, near misses or incidents"	11	11	13
Q27e	"When errors, near misses or incidents are reported, my Trust takes action to ensure that they do not happen again"	62	56	64
Q27f	"We are informed about errors, near misses and incidents that happen in the Trust"	47	35	41
Q27g	"We are given feedback about changes made in response to reported errors, near misses and incidents"	48	37	42
<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	10	8	-
Q28b	Manager / team leader or other colleagues	1	1	-

		Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
	(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	5	7	-
Q28c	1 to 2 times	34	52	-
Q28c	3 to 5 times	29	25	-
Q28c	6 to 10 times	18	7	-
Q28c	More than 10 times	13	7	-
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	83	69	-
<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	12	15	-
Q29b	Manager / team leader or other colleagues	16	15	-
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	55	52	-
<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"	58	57	65
Q30b	...physically attacked by other members of staff"	59	59	67
Q30c	...bullied, harassed or abused by patients / service users, their relatives or other members of the public"	54	52	60
Q30d	...bullied, harassed or abused by other members of staff"	50	49	56
<b>Support for staff</b>				
Q31a	% saying they have access to counselling services at their Trust	63	66	69
Q31b	% saying they have access to occupational health services at their Trust	95	96	96
<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	11	11	11
Q32b	Needlestick and sharps injuries	1	3	2
Q32c	Slips, trips and falls	3	3	3
Q32d	Exposure to dangerous substances	1	1	2
Q32e	Work-related stress	23	28	22
<b>Availability of hand washing materials</b>				
	% saying hot water, soap and paper towels, or alcohol rubs are available for staff:			
Q33a	Always	76	73	85
Q33a	Most of the time	21	23	15
Q33a	Sometimes	2	2	0
Q33a	Never	0	0	0
Q33a	Don't know	1	1	0
	% saying hot water, soap and paper towels, or alcohol rubs are available for patients / service users:			
Q33b	Always	71	68	82
Q33b	Most of the time	19	21	11
Q33b	Sometimes	1	2	1
Q33b	Never	0	0	0
Q33b	Don't know	8	10	6

		Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
% saying hot water, soap and paper towels, or alcohol rubs are available for visitors to the trust:				
Q33c	Always	70	67	81
Q33c	Most of the time	20	22	12
Q33c	Sometimes	1	2	1
Q33c	Never	0	0	0
Q33c	Don't know	9	10	6
<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"	93	89	91
Q34b	"The Trust does enough to promote the importance of hand washing to patients, service users and trust visitors"	81	80	85
Q34c	"Infection control applies to me in my role"	87	85	85
<b>Health and well-being</b>				
% saying overall their health during the past four weeks was:				
Q35	Excellent	22	19	23
Q35	Very good	30	28	30
Q35	Good	31	30	24
Q35	Fair	13	17	14
Q35	Poor	4	5	6
Q35	Very poor	1	1	2
% 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	67	62	68
Q36	A little bit	19	21	16
Q36	Some	9	12	9
Q36	Quite a lot	5	4	6
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	70	64	68
Q37	Very little	21	21	19
Q37	Somewhat	8	10	9
Q37	Quite a lot	2	3	3
Q37	Could not do daily activities	0	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"	42	44	45
Q38b	"My immediate manager takes a positive interest in my health and well-being"	48	50	52
<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:	70	66	62
(If YES to Q39a): % saying they...				
Q39b	...had felt pressure from their manager to come to work	40	33	35
Q39c	...had felt pressure from their colleagues to come to work	21	24	28
Q39d	...had put themselves under pressure to come to work	90	91	92
<b>BACKGROUND DETAILS</b>				
Gender				
Q40a	Male	19	20	18
Q40a	Female	81	80	82

		Your Trust in 2010	Average (median) for acute trusts	Your Trust in 2009
<b>Age group</b>				
Q40b	Between 16 and 30	15	15	17
Q40b	Between 31 and 40	19	22	19
Q40b	Between 41 and 50	31	31	33
Q40b	51 and over	34	31	31
<b>Ethnic background</b>				
Q41	White	97	90	97
Q41	Mixed	0	1	0
Q41	Asian / Asian British	3	6	1
Q41	Black / Black British	0	2	0
Q41	Chinese	1	0	0
Q41	Other	0	1	1
<b>Disability</b>				
Q42a	% saying they have a long-standing illness, health problem or disability	13	14	11
Q42b	(If YES to Q42a and if adjustments felt necessary): % saying their employer has made adequate adjustment(s) to enable them to carry out their work	83	70	61
<b>Managing staff</b>				
Q43	% saying that they manage staff within the Trust	29	30	29
<b>Contact with patients</b>				
Q44	% saying they have face-to-face contact with patients / service users as part of their job	86	86	83
<b>Length of time at the Trust (or its predecessors)</b>				
Q45	Less than 1 year	6	7	8
Q45	1 to 2 years	14	14	17
Q45	3 to 5 years	16	15	19
Q45	6 to 10 years	24	25	23
Q45	11 to 15 years	14	13	11
Q45	More than 15 years	25	25	22
<b>Occupational group</b>				
Q46	Registered Nurses and Midwives	23	29	28
Q46	Nursing or Healthcare Assistants	8	8	8
Q46	Medical and Dental	8	8	7
Q46	Allied Health Professionals	13	11	10
Q46	Scientific and Technical / Healthcare Scientists	9	9	9
Q46	Admin and Clerical	22	18	19
Q46	Central Functions / Corporate Services	4	6	6
Q46	Maintenance / Ancillary	8	7	8
Q46	General Management	1	2	3
Q46	Other	4	2	2

## Appendix 5

### Other NHS staff survey 2010 documentation

This report is one of several ways in which we present the results of the 2010 national NHS staff survey:

- 1) A separate summary report of the main 2010 survey results for Countess of Chester Hospital NHS Foundation Trust can be downloaded from: <http://www.cqc.org.uk/aboutcqc/howwedoit/engagingwithproviders/nhsstaffsurveys.cfm>. 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 2010 survey and making comparisons with previous years, will be available from <http://www.cqc.org.uk/aboutcqc/howwedoit/engagingwithproviders/nhsstaffsurveys.cfm> in March 2011.
- 3) The document ***Making sense of your staff survey data***, which can be downloaded from <http://www.cqc.org.uk/aboutcqc/howwedoit/engagingwithproviders/nhsstaffsurveys.cfm>. 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