

2016 Staff Survey Briefing

Governing Body meeting

25 May 2017

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Purpose of Paper	
This paper provides a summary of the key findings from the 2016 Staff Survey. The paper also asks the Governing Body to agree a recommended timeline for action in relation to sharing the results and a staff survey action plan with staff.	
Key Issues	
The organisational response rate and key findings are detailed in section 2 of the report.	
Is your report for Approval / Consideration / Noting	
Noting.	
Recommendations / Action Required by Governing Body	
The Governing Body is asked to note the content of the report and agree the timeline for action.	
Governing Body Assurance Framework	
<p><i>Which of the CCG's objectives does this paper support?</i></p> <p>5. Organisational development to ensure CCG meets organisational health and capability requirements</p> <p>Principal risk 5.5 Insufficient workforce, talent management and succession planning could lead to inability to deliver organisational objectives and priorities.</p>	
Are there any Resource Implications (including Financial, Staffing etc)?	
Not Applicable	
Have you carried out an Equality Impact Assessment and is it attached?	
Not Applicable	
<i>Have you involved patients, carers and the public in the preparation of the report?</i>	
Not Applicable	

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1. Introduction

The National Staff Survey 2016 was sent via email to all directly employed staff of the organisation at 31 August 2016. The survey is designed to provide insight into opinion on many aspects of staff experience and engagement. The survey contains data on a wide range of employment issues including wellbeing, satisfaction levels and line manager relationships. The importance of staff experience and engagement is recognised by the staff pledges which are part of the NHS Constitution and which require NHS organisations 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.
- Provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.
- Provide support and opportunities for staff to maintain their health, well-being and safety.
- 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.

The survey results will be used by the Department of Health, NHS England, Care Quality Commission and other national bodies as part of organisational compliance and to inform future policy developments.

2. Response Rate and Key Findings

The organisation received an overall **81%** response rate. Response rates for previous years are as follows:

Year	Response Rate
2015	75%
2014	84%
2013	91%

A summary of the key findings from the survey are presented below. The 2016 Comparator figure is the national average score of all CCG's that took part in the 2016 Staff Survey:

POSITIVE SCORES				
Area	2014 Result	2015 Result	2016 Result	2016 Comparator
Staff that strongly agree that their role makes a difference to patients / service users.	NA	15%	25%	24%
Staff that agree or strongly agree that their manager values their work.	NA	78%	83%	82%
Staff that agree or strongly agree that their immediate line manager encourages those who work for him / her to work as a team.	83%	78%	78%	80%
Staff that agree the organisational values were discussed as part of the appraisal process.	NA	66%	79%	84%
IMPROVED SCORES BUT FURTHER IMPROVEMENT REQUIRED				
Area	2014 Result	2015 Result	2016 Result	2016 Comparator
Staff that agree or strongly agree that they are satisfied with the quality of care they give to patients / service users.	76%	71%	74%	77%
Of the staff that have experienced harassment, bullying or abuse at work, those that have reported it within the organisation.	24%	33%	48%	38%
Of staff that have come to work when feeling unwell, staff put themselves under pressure to come to work [when not feeling well enough to perform their duties].	98%	100%	94%	94%
Staff that agreed that the training and development that they have received over the last 12 months has helped them to improve how they did their job	NA	70%	73%	80%
AREAS FOR IMPROVEMENT				
Area	2014 Result	2015 Result	2016 Result	2016 Comparator
Staff that stated that they rarely or never feel enthusiastic about their job.	5%	5%	10%	6%
Staff that agreed or strongly agreed that they always know what their work responsibilities are.	83%	80%	72%	78%
Staff that agreed or strongly agreed that they are able to make improvements happen in their area of work.	81%	74%	61%	72%
Staff that agree or strongly agree that they are able to meet the conflicting demands on their time at work.	49%	49%	39%	48%
Staff that agree or strongly agree that there are enough staff at this organisation to do their job properly.	50%	49%	38%	45%

Staff that agree or strongly agree that they know who the senior managers are at NHS Sheffield CCG.	94%	92%	80%	91%
Staff that have experienced harassment, bullying or abuse at work from managers on 1 or more occasions.	10%	7%	11%	11%

3. Next Steps

An action plan is currently being formulated in relation to the results with staff engagement and input. Below is a summary of actions that have already been taken:

- A summary of results and comparisons with local CCGs has been shared with the Staff Forum and their input into the organisational action plan has been requested
- Meetings with each of the Directors have been held or arranged to discuss directorate level result and agree action plans and outcomes specifically for the directorate
- “Bullying and Harassment prevention” training has been arranged and advertised for all staff to attend over the next 9 months
- “HR essentials for line managers” training has been arranged and advertised for line managers to attend over the next 9 months

A recommended timeline of action is presented below:

ACTION	DATE
Staff Survey results 2016 shared with all employees by Accountable Officer via email	10 th March 2017
Summary of results shared with Staff Forum and discussion to inform action plan	21 st March 2017
Summary of results shared with SMT and discussion to inform action plan	21 st March 2017
Summary of results shared with JSCF and discussion to inform action plan	5 th April 2017
Summary of Directorate level results discussed with each Director	3 rd May 2017
Summary of results shared with Governing Body and discussion to inform action plan	25 th May 2017
Action plan shared with all employees	31 st May 2017

4. Recommendations

The Governing Body is asked to note the contents of the Staff Survey 2016 Summary Report and recommended timeline of action.

Paper prepared by: Esther Short, HR Business Partner
On behalf of: Penny Brooks, Chief Nurse
21 April 2017



NHS National Staff Survey 2016

NHS Sheffield CCG

Final Survey Compositional Results

Produced on February 14, 2017
by Quality Health

Survey Results (Compositional Tables)

This report sets out the results from the NHS National Staff Survey 2016, ordered in exactly the same way as in the survey questionnaire sent to participants.

These results show your organisation's data for the full response set (all respondents, and all questions) held by Quality Health, whereas the earlier SRMs (Initial and Finalised Comparator Group) reported the **basic** official sample received for the **core** questions that were submitted to the National Co-ordination Centre on your behalf.

Reading the columns of figures

The results are shown firstly in absolute numbers, then as percentage responses. The first two columns show your results from the 2015 survey. The next two columns show your results for the 2016 survey, the final two columns show the results for your comparator group - CCG. Please note that where there is no data for a current survey question then dashes are displayed in the first two columns.

The purpose of presenting the figures in this way is to give a direct, at-a-glance, comparison between NHS Sheffield CCG's results and the overall results from other organisations in the CCG comparator group.

Conventions

The percentages are calculated after excluding those respondents that did not answer that particular question. All percentages are rounded to the nearest whole number. When added together, the percentages for all answers to a particular question may not total 100% because of this rounding.

The number of respondents that did not answer a particular question is shown as the "Missing" figure at the bottom of the actual number of responses. In some cases, the "Missing" figure is quite high, because it includes respondents who did not answer that question, or group of questions, because it was not applicable to their circumstances.

On some questions there are also some figures which are italicised. These figures have been recalculated to exclude responses where the respondent has provided a non-specific response or where the question was not applicable to the respondent's circumstances. For example, questions such as Q6a (I am satisfied with the quality of care I give to patients / service users.) where the Not applicable to me response and those not answering ("Missing"), are excluded.

Changes made to the data

There are some questions reported which have been 'routed' (i.e. where respondents are directed to a subsequent question depending on their answer to the lead question). Sometimes there are conflicts in the answers that respondents give to these questions and the data is corrected to account for this. In this instance, respondents answering No to Q9d (In the last three months have you ever come to work despite not feeling well enough to perform your duties?) are directed to 'go to Question 10' - if a respondent answers 'No' to Q9d and also answers Q9e-g about types of pressure to come to work when unwell, then their responses to Q9e-g will be deleted.

YOUR JOB

1. Do you have face-to-face contact with patients / service users as part of your job?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes, frequently	8	7%	29	14%	182	15%
Yes, occasionally	47	41%	68	32%	441	35%
No	61	53%	117	55%	624	50%
Missing	0		1		4	

For each of the statements below, how often do you feel this way about your job?

2a. I look forward to going to work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	3	3%	9	4%	27	2%
Rarely	5	4%	20	9%	96	8%
Sometimes	42	37%	71	33%	369	30%
Often	47	41%	88	41%	589	47%
Always	17	15%	26	12%	166	13%
Missing	2		1		4	

2b. I am enthusiastic about my job.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	1	1%	3	1%	9	1%
Rarely	4	4%	19	9%	64	5%
Sometimes	29	25%	47	22%	266	21%
Often	53	46%	93	43%	586	47%
Always	27	24%	52	24%	321	26%
Missing	2		1		5	

YOUR JOB (continued)

2c. Time passes quickly when I am working.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	2	2%	1	0%	5	0%
Rarely	3	3%	7	3%	41	3%
Sometimes	21	18%	45	21%	232	19%
Often	53	46%	76	36%	466	37%
Always	35	31%	85	40%	499	40%
Missing	2		1		8	

To what extent do you agree or disagree with the following statements about your job?

3a. I always know what my work responsibilities are.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	1	1%	5	2%	17	1%
Disagree	12	10%	30	14%	126	10%
Neither agree nor disagree	11	10%	26	12%	127	10%
Agree	72	63%	97	46%	656	53%
Strongly agree	19	17%	55	26%	309	25%
Missing	1		2		16	

3b. I am trusted to do my job.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	0	0%	1	0%	8	1%
Disagree	3	3%	14	7%	56	5%
Neither agree nor disagree	8	7%	20	9%	88	7%
Agree	57	50%	98	46%	568	46%
Strongly agree	47	41%	78	37%	511	42%
Missing	1		4		20	

YOUR JOB (continued)

3c. I am able to do my job to a standard I am personally pleased with.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	0	0%	5	2%	19	2%
Disagree	10	9%	31	15%	104	8%
Neither agree nor disagree	14	12%	25	12%	141	11%
Agree	61	53%	98	46%	678	55%
Strongly agree	30	26%	54	25%	290	24%
Missing	1		2		19	

To what extent do you agree or disagree with the following statements about your work?

4a. There are frequent opportunities for me to show initiative in my role.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	1	1%	6	3%	24	2%
Disagree	8	7%	22	10%	91	7%
Neither agree nor disagree	12	10%	28	13%	170	14%
Agree	62	53%	97	45%	632	51%
Strongly agree	33	28%	62	29%	332	27%
Missing	0		0		2	

4b. I am able to make suggestions to improve the work of my team / department.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	1	1%	6	3%	15	1%
Disagree	6	5%	14	7%	61	5%
Neither agree nor disagree	11	10%	21	10%	111	9%
Agree	59	52%	115	54%	672	54%
Strongly agree	37	32%	57	27%	387	31%
Missing	2		2		5	

YOUR JOB (continued)

4c. I am involved in deciding on changes introduced that affect my work area / team / department.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	5	4%	17	8%	45	4%
Disagree	18	16%	51	24%	184	15%
Neither agree nor disagree	17	15%	41	19%	260	21%
Agree	50	43%	66	31%	505	41%
Strongly agree	26	22%	39	18%	249	20%
Missing	0		1		8	

4d. I am able to make improvements happen in my area of work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	6	3%	19	2%
Disagree	10	9%	24	11%	95	8%
Neither agree nor disagree	18	16%	52	24%	238	19%
Agree	62	53%	90	42%	614	49%
Strongly agree	24	21%	41	19%	275	22%
Missing	0		2		10	

4e. I am able to meet all the conflicting demands on my time at work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	6	5%	20	9%	67	5%
Disagree	26	23%	67	31%	296	24%
Neither agree nor disagree	27	23%	44	21%	283	23%
Agree	48	42%	66	31%	515	41%
Strongly agree	8	7%	17	8%	86	7%
Missing	1		1		4	

YOUR JOB (continued)

4f. I have adequate materials, supplies and equipment to do my work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	3	3%	13	6%	25	2%
Disagree	15	13%	34	16%	126	10%
Neither agree nor disagree	17	15%	29	14%	179	14%
Agree	60	52%	108	51%	713	57%
Strongly agree	20	17%	29	14%	204	16%
Missing	1		2		4	

4g. There are enough staff at this organisation for me to do my job properly.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	7	6%	26	12%	85	7%
Disagree	27	23%	64	30%	326	26%
Neither agree nor disagree	25	22%	43	20%	285	23%
Agree	51	44%	65	30%	452	36%
Strongly agree	6	5%	17	8%	94	8%
Missing	0		0		9	

4h. The team I work in has a set of shared objectives.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	3	3%	7	3%	27	2%
Disagree	12	10%	25	12%	99	8%
Neither agree nor disagree	16	14%	25	12%	155	13%
Agree	62	53%	107	50%	676	55%
Strongly agree	23	20%	50	23%	282	23%
Missing	0		1		12	

YOUR JOB (continued)

4i. The team I work in often meets to discuss the team's effectiveness.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	5	4%	8	4%	34	3%
Disagree	10	9%	34	16%	151	12%
Neither agree nor disagree	16	14%	33	15%	161	13%
Agree	60	53%	96	45%	591	47%
Strongly agree	23	20%	44	20%	308	25%
Missing	2		0		6	

4j. Team members have to communicate closely with each other to achieve the team's objectives.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	4	3%	2	1%	11	1%
Disagree	7	6%	13	6%	50	4%
Neither agree nor disagree	16	14%	31	15%	184	15%
Agree	56	48%	109	51%	654	53%
Strongly agree	33	28%	57	27%	346	28%
Missing	0		3		6	

How satisfied are you with each of the following aspects of your job?

5a. The recognition I get for good work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Very dissatisfied	3	3%	13	6%	37	3%
Dissatisfied	12	10%	25	12%	113	9%
Neither satisfied nor dissatisfied	23	20%	44	21%	250	20%
Satisfied	51	44%	97	45%	618	50%
Very satisfied	27	23%	35	16%	226	18%
Missing	0		1		7	

YOUR JOB (continued)

5b. The support I get from my immediate manager.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Very dissatisfied	1	1%	8	4%	32	3%
Dissatisfied	14	12%	18	8%	78	6%
Neither satisfied nor dissatisfied	14	12%	29	13%	157	13%
Satisfied	37	32%	88	41%	519	42%
Very satisfied	50	43%	72	33%	456	37%
Missing	0		0		9	

5c. The support I get from my work colleagues.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Very dissatisfied	0	0%	2	1%	10	1%
Dissatisfied	3	3%	10	5%	38	3%
Neither satisfied nor dissatisfied	14	12%	23	11%	140	11%
Satisfied	50	43%	115	54%	673	54%
Very satisfied	49	42%	64	30%	379	31%
Missing	0		1		11	

5d. The amount of responsibility I am given.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Very dissatisfied	1	1%	3	1%	19	2%
Dissatisfied	11	9%	23	11%	94	8%
Neither satisfied nor dissatisfied	13	11%	38	18%	188	15%
Satisfied	62	53%	111	52%	675	54%
Very satisfied	29	25%	40	19%	264	21%
Missing	0		0		11	

YOUR JOB (continued)

5e. The opportunities I have to use my skills.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Very dissatisfied	6	5%	15	7%	48	4%
Dissatisfied	17	15%	32	15%	127	10%
Neither satisfied nor dissatisfied	16	14%	33	15%	196	16%
Satisfied	54	47%	97	45%	615	50%
Very satisfied	23	20%	38	18%	254	20%
Missing	0		0		11	

5f. The extent to which my organisation values my work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Very dissatisfied	4	3%	11	5%	46	4%
Dissatisfied	21	18%	48	22%	165	13%
Neither satisfied nor dissatisfied	25	22%	55	26%	321	26%
Satisfied	45	39%	71	33%	521	42%
Very satisfied	21	18%	29	14%	188	15%
Missing	0		1		10	

5g. My level of pay.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Very dissatisfied	7	6%	13	6%	63	5%
Dissatisfied	21	18%	54	25%	203	16%
Neither satisfied nor dissatisfied	24	21%	33	15%	272	22%
Satisfied	40	34%	87	40%	554	45%
Very satisfied	24	21%	28	13%	147	12%
Missing	0		0		12	

YOUR JOB (continued)

5h. The opportunities for flexible working patterns.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Very dissatisfied	2	2%	4	2%	25	2%
Dissatisfied	2	2%	15	7%	82	7%
Neither satisfied nor dissatisfied	6	5%	20	9%	169	14%
Satisfied	44	38%	93	43%	555	45%
Very satisfied	62	53%	82	38%	408	33%
Missing	0		1		12	

Do the following statements apply to you and your job?

6a. I am satisfied with the quality of care I give to patients / service users.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Not applicable to me	69	60%	118	55%	655	53%
* <i>Strongly disagree</i>	2	4%	1	1%	4	1%
* <i>Disagree</i>	6	13%	8	8%	21	4%
* <i>Neither agree nor disagree</i>	5	11%	16	16%	110	19%
* <i>Agree</i>	25	54%	46	47%	321	54%
* <i>Strongly agree</i>	8	17%	26	27%	134	23%
Missing	1		0		6	

6b. I feel that my role makes a difference to patients / service users.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Not applicable to me	19	17%	49	23%	279	22%
* <i>Strongly disagree</i>	1	1%	2	1%	10	1%
* <i>Disagree</i>	6	6%	7	4%	32	3%
* <i>Neither agree nor disagree</i>	15	16%	31	19%	162	17%
* <i>Agree</i>	59	62%	83	51%	527	55%
* <i>Strongly agree</i>	14	15%	41	25%	231	24%
Missing	2		2		10	

YOUR JOB (continued)

6c. I am able to deliver the care I aspire to.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Not applicable to me	64	56%	117	54%	667	54%
* <i>Strongly disagree</i>	5	10%	4	4%	12	2%
* <i>Disagree</i>	12	24%	12	12%	50	9%
* <i>Neither agree nor disagree</i>	12	24%	25	26%	179	31%
* <i>Agree</i>	14	27%	41	42%	236	41%
* <i>Strongly agree</i>	8	16%	16	16%	101	17%
Missing	1		0		6	

YOUR MANAGERS

To what extent do you agree or disagree with the following statements about your immediate manager? My immediate manager...

7a. ...encourages those who work for her / him to work as a team.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	5	2%	18	1%
Disagree	11	9%	20	9%	67	5%
Neither agree nor disagree	12	10%	22	10%	169	14%
Agree	49	42%	100	47%	544	44%
Strongly agree	42	36%	67	31%	440	36%
Missing	0		1		13	

7b. ...can be counted on to help me with a difficult task at work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	4	2%	17	1%
Disagree	11	10%	17	8%	76	6%
Neither agree nor disagree	11	10%	35	16%	167	13%
Agree	45	39%	85	40%	497	40%
Strongly agree	46	40%	73	34%	481	39%
Missing	1		1		13	

7c. ...gives me clear feedback on my work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	3	3%	5	2%	22	2%
Disagree	12	10%	25	12%	105	8%
Neither agree nor disagree	18	16%	32	15%	207	17%
Agree	42	37%	92	43%	509	41%
Strongly agree	40	35%	60	28%	393	32%
Missing	1		1		15	

YOUR MANAGERS (continued)

7d. ...asks for my opinion before making decisions that affect my work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	9	4%	35	3%
Disagree	14	12%	25	12%	123	10%
Neither agree nor disagree	13	11%	38	18%	230	19%
Agree	47	41%	91	43%	483	39%
Strongly agree	40	34%	50	23%	364	29%
Missing	0		2		16	

7e. ...is supportive in a personal crisis.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	1	1%	5	2%	13	1%
Disagree	4	3%	9	4%	29	2%
Neither agree nor disagree	7	6%	25	12%	168	14%
Agree	38	33%	67	32%	419	34%
Strongly agree	65	57%	106	50%	604	49%
Missing	1		3		18	

7f. ...takes a positive interest in my health and well-being.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	6	3%	13	1%
Disagree	7	6%	13	6%	53	4%
Neither agree nor disagree	15	13%	29	14%	195	16%
Agree	35	30%	78	36%	457	37%
Strongly agree	57	49%	88	41%	517	42%
Missing	0		1		16	

YOUR MANAGERS (continued)

7g. ...values my work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	1	1%	1	0%	15	1%
Disagree	7	6%	18	8%	50	4%
Neither agree nor disagree	18	16%	19	9%	157	13%
Agree	37	32%	100	47%	515	42%
Strongly agree	53	46%	76	36%	498	40%
Missing	0		1		16	

To what extent do you agree or disagree with the following statements about senior managers where you work?

8a. I know who the senior managers are here.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	1	1%	3	1%	7	1%
Disagree	5	4%	24	11%	42	3%
Neither agree nor disagree	4	3%	17	8%	53	4%
Agree	45	39%	98	46%	525	42%
Strongly agree	61	53%	73	34%	611	49%
Missing	0		0		13	

8b. Communication between senior management and staff is effective.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	10	9%	27	13%	64	5%
Disagree	21	18%	59	28%	203	16%
Neither agree nor disagree	33	28%	61	29%	304	25%
Agree	35	30%	55	26%	469	38%
Strongly agree	17	15%	12	6%	197	16%
Missing	0		1		14	

YOUR MANAGERS (continued)

8c. Senior managers here try to involve staff in important decisions.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	11	10%	33	15%	77	6%
Disagree	25	22%	59	27%	219	18%
Neither agree nor disagree	32	28%	72	33%	362	29%
Agree	35	30%	40	19%	412	33%
Strongly agree	12	10%	11	5%	167	14%
Missing	1		0		14	

8d. Senior managers act on staff feedback.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	6	5%	24	11%	58	5%
Disagree	20	17%	46	21%	163	13%
Neither agree nor disagree	38	33%	87	40%	463	37%
Agree	38	33%	48	22%	410	33%
Strongly agree	14	12%	10	5%	144	12%
Missing	0		0		13	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK

Health & well-being

9a. Does your organisation take positive action on health and well-being?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes, definitely	67	58%	117	55%	581	47%
Yes, to some extent	46	40%	91	43%	603	49%
No	2	2%	5	2%	51	4%
Missing	1		2		16	

9b. In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	26	23%	46	22%	193	16%
No	89	77%	166	78%	1,043	84%
Missing	1		3		15	

9c. During the last 12 months have you felt unwell as a result of work related stress?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	35	30%	82	38%	365	30%
No	81	70%	132	62%	871	70%
Missing	0		1		15	

9d. In the last three months have you ever come to work despite not feeling well enough to perform your duties?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	51	44%	109	51%	575	46%
No	65	56%	105	49%	662	54%
Missing	0		1		14	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

9e. Have you felt pressure from your manager to come to work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	9	18%	27	25%	88	15%
No	42	82%	82	75%	481	85%
Missing	65		106		682	

9f. Have you felt pressure from colleagues to come to work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	4	8%	17	16%	82	14%
No	47	92%	91	84%	486	86%
Missing	65		107		683	

9g. Have you put yourself under pressure to come to work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	51	100%	102	94%	535	94%
No	0	0%	6	6%	35	6%
Missing	65		107		681	

10a. How many hours a week are you contracted to work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Up to 29 hours	19	17%	42	20%	201	16%
30 or more hours	96	83%	169	80%	1,027	84%
Missing	1		4		23	

10b. On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
0 hours	105	94%	185	89%	1,096	91%
Up to 5 hours	7	6%	20	10%	80	7%
6 - 10 hours	0	0%	2	1%	14	1%
11 or more hours	0	0%	1	0%	10	1%
Missing	4		7		51	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

10c. On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
0 hours	51	44%	84	40%	502	41%
Up to 5 hours	47	41%	80	38%	483	40%
6 - 10 hours	13	11%	35	17%	175	14%
11 or more hours	5	4%	11	5%	62	5%
Missing	0		5		29	

In the last month have you seen any errors, near misses, or incidents that could have hurt...

11a. Staff	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	2	2%	4	2%	31	3%
No	114	98%	208	98%	1,201	97%
Missing	0		3		19	

11b. Patients / service users	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	10	9%	18	9%	82	7%
No	105	91%	193	91%	1,145	93%
Missing	1		4		24	

11c. The last time you saw an error, near miss or incident that could have hurt staff or patients / service users, did you or a colleague report it?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes, I reported it	1	10%	11	58%	56	60%
* Yes, a colleague reported it	7	70%	5	26%	28	30%
* Yes, both myself and a colleague reported it	1	10%	2	11%	6	6%
* No	1	10%	1	5%	4	4%
Don't know	1	9%	2	10%	4	4%
Missing	105		194		1,153	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

To what extent do you agree or disagree with the following?

12a. My organisation treats staff who are involved in an error, near miss or incident fairly.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Don't know	42	36%	73	34%	380	31%
* Strongly disagree	0	0%	3	2%	15	2%
* Disagree	0	0%	5	4%	22	3%
* Neither agree nor disagree	22	30%	61	43%	293	34%
* Agree	40	54%	56	40%	386	45%
* Strongly agree	12	16%	16	11%	140	16%
Missing	0		1		15	

12b. My organisation encourages us to report errors, near misses or incidents.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Don't know	6	5%	19	9%	93	8%
* Strongly disagree	0	0%	0	0%	9	1%
* Disagree	1	1%	3	2%	14	1%
* Neither agree nor disagree	9	8%	31	16%	127	11%
* Agree	71	65%	129	66%	671	59%
* Strongly agree	29	26%	31	16%	320	28%
Missing	0		2		17	

12c. When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Don't know	28	24%	49	23%	251	20%
* Strongly disagree	0	0%	0	0%	3	0%
* Disagree	2	2%	4	2%	14	1%
* Neither agree nor disagree	14	16%	48	29%	218	22%
* Agree	52	59%	90	55%	529	54%
* Strongly agree	20	23%	22	13%	214	22%
Missing	0		2		22	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

12d. We are given feedback about changes made in response to reported errors, near misses and incidents.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Don't know	20	17%	45	21%	234	19%
* Strongly disagree	3	3%	5	3%	32	3%
* Disagree	18	19%	27	16%	102	10%
* Neither agree nor disagree	28	29%	67	40%	321	32%
* Agree	34	35%	55	33%	402	40%
* Strongly agree	13	14%	14	8%	141	14%
Missing	0		2		19	

Raising concerns about unsafe clinical practice

13a. If you were concerned about unsafe clinical practice, would you know how to report it?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes	95	99%	165	94%	1,000	95%
* No	1	1%	11	6%	57	5%
Don't know	16	14%	36	17%	173	14%
Missing	4		3		21	

13b. I would feel secure raising concerns about unsafe clinical practice.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	2	1%	20	2%
Disagree	6	5%	3	1%	22	2%
Neither agree nor disagree	16	14%	62	29%	249	20%
Agree	60	52%	101	47%	615	50%
Strongly agree	31	27%	45	21%	328	27%
Missing	1		2		17	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

13c. I am confident that my organisation would address my concern.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	3	3%	2	1%	21	2%
Disagree	2	2%	5	2%	17	1%
Neither agree nor disagree	23	20%	72	34%	303	25%
Agree	61	53%	97	46%	605	49%
Strongly agree	26	23%	37	17%	288	23%
Missing	1		2		17	

In the last 12 months how many times have you personally experienced physical violence at work from...?

14a. Patients / service users, their relatives or other members of the public	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	116	100%	210	99%	1,223	99%
1-2	0	0%	3	1%	9	1%
3-5	0	0%	0	0%	0	0%
6-10	0	0%	0	0%	0	0%
More than 10	0	0%	0	0%	1	0%
Missing	0		2		18	

14b. Managers	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	116	100%	212	100%	1,229	100%
1-2	0	0%	0	0%	1	0%
3-5	0	0%	0	0%	0	0%
6-10	0	0%	0	0%	0	0%
More than 10	0	0%	0	0%	0	0%
Missing	0		3		21	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

14c. Other colleagues	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	116	100%	211	100%	1,224	100%
1-2	0	0%	0	0%	1	0%
3-5	0	0%	0	0%	0	0%
6-10	0	0%	0	0%	0	0%
More than 10	0	0%	0	0%	0	0%
Missing	0		4		26	

14d. The last time you experienced physical violence at work, did you or a colleague report it?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes, I reported it	2	100%	6	75%	35	71%
* Yes, a colleague reported it	0	0%	0	0%	3	6%
* Yes, both myself and a colleague reported it	0	0%	0	0%	0	0%
* No	0	0%	2	25%	11	22%
Don't know	0	0%	0	0%	1	0%
Not applicable	111	98%	196	96%	1,145	96%
Missing	3		11		56	

In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...?

15a. Patients / service users, their relatives or other members of the public	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	110	95%	186	87%	1,095	89%
1-2	4	3%	16	8%	77	6%
3-5	1	1%	7	3%	37	3%
6-10	0	0%	2	1%	7	1%
More than 10	1	1%	2	1%	9	1%
Missing	0		2		26	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

15b. Managers	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	109	94%	187	88%	1,091	89%
1-2	3	3%	18	8%	86	7%
3-5	2	2%	5	2%	19	2%
6-10	2	2%	3	1%	13	1%
More than 10	0	0%	0	0%	12	1%
Missing	0		2		30	

15c. Other colleagues	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	109	95%	191	90%	1,108	91%
1-2	4	3%	17	8%	79	7%
3-5	2	2%	3	1%	12	1%
6-10	0	0%	1	0%	8	1%
More than 10	0	0%	0	0%	5	0%
Missing	1		3		39	

15d. The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes, I reported it	7	33%	21	40%	94	33%
* Yes, a colleague reported it	0	0%	4	8%	14	5%
* Yes, both myself and a colleague reported it	0	0%	0	0%	0	0%
* No	14	67%	28	53%	176	62%
Don't know	0	0%	2	1%	7	1%
Not applicable	93	82%	148	73%	883	75%
Missing	2		12		77	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

16. Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes	81	93%	121	83%	773	89%
* No	6	7%	25	17%	98	11%
Don't know	28	24%	68	32%	356	29%
Missing	1		1		24	

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

17a. Patients / service users, their relatives or other members of the public	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	1	1%	5	2%	17	1%
No	115	99%	208	98%	1,214	99%
Missing	0		2		20	

17b. Manager / team leader or other colleagues	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	1	1%	8	4%	40	3%
No	115	99%	205	96%	1,190	97%
Missing	0		2		21	

YOUR HEALTH, WELL-BEING AND SAFETY AT WORK (continued)

17c. On what grounds have you experienced discrimination?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Ethnic background	1	50%	3	27%	10	20%
Missing	1		8		40	
Gender	1	50%	2	18%	7	14%
Missing	1		9		43	
Religion	0	0%	0	0%	2	4%
Missing	2		11		48	
Sexual orientation	0	0%	0	0%	1	2%
Missing	2		11		49	
Disability	0	0%	1	9%	4	8%
Missing	2		10		46	
Age	0	0%	1	9%	6	12%
Missing	2		10		44	
Other (Please Specify)	0	0%	5	45%	17	34%
Missing	2		6		33	

YOUR PERSONAL DEVELOPMENT

18a. Have you had any training, learning or development in the last 12 months?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes	90	79%	155	76%	887	75%
* No	24	21%	49	24%	303	25%
Can't remember	1	1%	4	2%	24	2%
Missing	1		7		37	

To what extent do you agree or disagree with the following statements?

18b. My training, learning or development has helped me to do my job more effectively.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Not applicable to me	0	0%	0	0%	6	1%
* Strongly disagree	1	1%	0	0%	4	0%
* Disagree	2	2%	4	3%	18	2%
* Neither agree nor disagree	5	6%	13	8%	102	12%
* Agree	57	63%	106	69%	541	62%
* Strongly agree	25	28%	31	20%	212	24%
Missing	26		61		368	

18c. My training, learning or development has helped me to stay up-to-date with professional requirements.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Not applicable to me	15	17%	16	10%	102	12%
* Strongly disagree	1	1%	1	1%	7	1%
* Disagree	2	3%	5	4%	17	2%
* Neither agree nor disagree	11	15%	22	16%	104	13%
* Agree	43	58%	83	60%	435	56%
* Strongly agree	17	23%	27	20%	217	28%
Missing	27		61		369	

YOUR PERSONAL DEVELOPMENT (Continued)

18d. My training, learning or development has helped me to deliver a better patient / service user experience.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Not applicable to me	27	30%	32	21%	180	21%
* Strongly disagree	1	2%	0	0%	2	0%
* Disagree	2	3%	3	2%	12	2%
* Neither agree nor disagree	10	16%	23	19%	143	20%
* Agree	35	56%	76	63%	393	56%
* Strongly agree	15	24%	19	16%	148	21%
Missing	26		62		373	

19. Have you had any mandatory training in the last 12 months?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes	114	99%	202	98%	1,174	98%
* No	1	1%	4	2%	27	2%
Can't remember	0	0%	4	2%	20	2%
Missing	1		5		30	

20a. In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes	101	89%	165	79%	993	83%
* No	13	11%	45	21%	206	17%
Can't remember	1	1%	3	1%	24	2%
Missing	1		2		28	

20b. Did it help you to improve how you do your job?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes, definitely	19	19%	30	18%	238	24%
Yes, to some extent	52	51%	90	55%	555	56%
No	30	30%	43	26%	199	20%
Missing	15		52		259	

YOUR PERSONAL DEVELOPMENT (Continued)

20c. Did it help you agree clear objectives for your work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes, definitely	39	39%	61	37%	423	43%
Yes, to some extent	48	48%	75	46%	477	48%
No	14	14%	28	17%	92	9%
Missing	15		51		259	

20d. Did it leave you feeling that your work is valued by your organisation?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes, definitely	31	31%	43	26%	362	37%
Yes, to some extent	45	45%	85	52%	454	46%
No	25	25%	35	21%	174	18%
Missing	15		52		261	

20e. Were the values of your organisation discussed as part of the appraisal process?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes, definitely	25	25%	48	29%	412	42%
Yes, to some extent	41	41%	81	50%	417	42%
No	35	35%	34	21%	155	16%
Missing	15		52		267	

20f. Were any training, learning or development needs identified?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	80	79%	114	70%	747	76%
No	21	21%	48	30%	231	24%
Missing	15		53		273	

YOUR PERSONAL DEVELOPMENT (Continued)

20g. Did your manager support you to receive this training, learning or development?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes, definitely	49	61%	69	61%	462	62%
Yes, to some extent	28	35%	40	35%	245	33%
No	3	4%	5	4%	37	5%
Missing	36		101		507	

YOUR ORGANISATION

To what extent do these statements reflect your view of your organisation as a whole?

21a. Care of patients / service users is my organisation s top priority.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	5	2%	21	2%
Disagree	7	6%	11	5%	39	3%
Neither agree nor disagree	15	13%	44	21%	178	14%
Agree	61	53%	102	48%	603	49%
Strongly agree	31	27%	50	24%	388	32%
Missing	0		3		22	

21b. My organisation acts on concerns raised by patients /service users.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	4	2%	17	1%
Disagree	2	2%	3	1%	11	1%
Neither agree nor disagree	13	11%	59	28%	235	19%
Agree	65	56%	102	48%	616	50%
Strongly agree	34	29%	43	20%	348	28%
Missing	0		4		24	

21c. I would recommend my organisation as a place to work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	3	3%	13	6%	44	4%
Disagree	5	4%	29	14%	92	8%
Neither agree nor disagree	16	14%	42	20%	241	20%
Agree	61	53%	91	43%	520	42%
Strongly agree	31	27%	36	17%	329	27%
Missing	0		4		25	

YOUR ORGANISATION (continued)

21d. If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	2	2%	3	1%	15	1%
Disagree	0	0%	3	1%	18	1%
Neither agree nor disagree	37	33%	77	38%	435	36%
Agree	53	47%	93	45%	505	42%
Strongly agree	21	19%	29	14%	232	19%
Missing	3		10		46	

Patient / service user experience measures

22a. Is patient / service user experience feedback collected within your directorate / department? (e.g. Friends and Family Test, patient surveys etc.)	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes	26	62%	56	75%	301	73%
* No	16	38%	19	25%	113	27%
Don't know	22	19%	41	19%	218	18%
Not applicable to me	52	45%	96	45%	588	48%
Missing	0		3		31	

To what extent do you agree with the following statements about feedback from patients / service users?

22b. I receive regular updates on patient / service user experience feedback in my directorate / department (e.g. via line managers or communications teams).	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Strongly disagree	1	4%	1	2%	5	2%
* Disagree	5	19%	10	20%	26	9%
* Neither agree nor disagree	5	19%	13	27%	74	27%
* Agree	8	31%	17	35%	115	42%
* Strongly agree	7	27%	8	16%	57	21%
Don't know	0	0%	7	13%	20	7%
Missing	90		159		954	

YOUR ORGANISATION (continued)

22c. Feedback from patients / service users is used to make informed decisions within my directorate / department.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* <i>Strongly disagree</i>	0	0%	1	2%	4	1%
* <i>Disagree</i>	0	0%	1	2%	6	2%
* <i>Neither agree nor disagree</i>	5	20%	13	29%	65	24%
* <i>Agree</i>	12	48%	21	47%	129	48%
* <i>Strongly agree</i>	8	32%	9	20%	65	24%
Don't know	1	4%	11	20%	29	10%
Missing	90		159		953	

23a. Are you aware of NHS Sheffield CCG's Values and Behaviours?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes, definitely	-	-	130	61%	495	65%
Yes, to some extent	-	-	76	36%	243	32%
No	-	-	7	3%	26	3%
Missing	-		2		406	

23b. Do managers demonstrate the values at work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	-	-	2	1%	4	1%
Rarely	-	-	16	8%	36	5%
Sometimes	-	-	81	39%	212	29%
Often	-	-	88	43%	335	45%
Always	-	-	19	9%	150	20%
Missing	-		9		433	

YOUR ORGANISATION (continued)

23c. Do other colleagues demonstrate the values at work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Never	-	-	1	0%	1	0%
Rarely	-	-	4	2%	18	2%
Sometimes	-	-	73	35%	205	28%
Often	-	-	112	54%	390	53%
Always	-	-	16	8%	123	17%
Missing	-	-	9	-	433	-

BACKGROUND INFORMATION

About you

24a. Gender:	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Male	24	21%	36	18%	249	21%
Female	89	79%	168	82%	925	79%
Missing	3		11		77	

24b. Age:	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
16 - 20	1	1%	1	0%	12	1%
21 - 30	8	7%	18	9%	122	10%
31 - 40	26	23%	53	25%	300	25%
41 - 50	46	40%	75	36%	415	34%
51 - 65	32	28%	63	30%	356	29%
66+	1	1%	0	0%	6	0%
Missing	2		5		40	

BACKGROUND INFORMATION (continued)

25. What is your ethnic background?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
White						
British	105	94%	192	92%	1,070	89%
Irish	1	1%	2	1%	18	1%
Any other White background	1	1%	2	1%	21	2%
Mixed						
White and Black Caribbean	0	0%	1	0%	4	0%
White and Black African	0	0%	0	0%	1	0%
White and Asian	0	0%	0	0%	2	0%
Any other mixed background	0	0%	2	1%	5	0%
Asian / Asian British						
Indian	1	1%	2	1%	27	2%
Pakistani	1	1%	1	0%	12	1%
Bangladeshi	0	0%	0	0%	2	0%
Any other Asian background	0	0%	1	0%	9	1%
Black / Black British						
Caribbean	1	1%	2	1%	12	1%
African	2	2%	3	1%	16	1%
Any other Black background	0	0%	0	0%	1	0%
Chinese and other ethnic background						
Chinese	0	0%	0	0%	3	0%
Any other ethnic background	0	0%	0	0%	6	0%
Missing	4		7		42	

BACKGROUND INFORMATION (continued)

26. Which of the following best describes how you think of yourself?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Heterosexual (straight)	105	92%	195	93%	1,119	93%
Gay Man	0	0%	0	0%	8	1%
Gay Woman (lesbian)	1	1%	0	0%	7	1%
Bisexual	1	1%	3	1%	3	0%
Other	0	0%	1	0%	5	0%
I would prefer not to say	7	6%	11	5%	67	6%
Missing	2		5		42	

27. What is your religion?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
No religion	49	43%	82	39%	387	32%
Christian	53	46%	105	50%	694	57%
Buddhist	0	0%	1	0%	4	0%
Hindu	1	1%	1	0%	12	1%
Jewish	0	0%	1	0%	4	0%
Muslim	2	2%	3	1%	27	2%
Sikh	0	0%	0	0%	5	0%
Any other religion	1	1%	3	1%	10	1%
I would prefer not to say	8	7%	13	6%	75	6%
Missing	2		6		33	

BACKGROUND INFORMATION (continued)

28. Disability

28a. Do you have a long-standing illness, health problem or disability?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	17	15%	25	12%	146	12%
No	99	85%	186	88%	1,075	88%
Missing	0		4		30	

28b. Has your employer made adequate adjustment(s) to enable you to carry out your work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
* Yes	8	100%	9	75%	64	84%
* No	0	0%	3	25%	12	16%
No adjustment required	9	53%	13	52%	70	48%
Missing	99		190		1,105	

29. How many years have you worked for this organisation?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Less than 1 year	10	9%	35	17%	205	17%
1 - 2 years	26	22%	39	19%	265	22%
3 - 5 years	12	10%	39	19%	250	21%
6 - 10 years	36	31%	38	19%	198	17%
11 - 15 years	15	13%	27	13%	145	12%
More than 15 years	17	15%	25	12%	130	11%
Missing	0		12		58	

BACKGROUND INFORMATION (continued)

30. What is your occupational group?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Allied Health Professionals / Healthcare Scientists / Scientific and Technical						
Occupational Therapy	0	0%	0	0%	4	0%
Physiotherapy	0	0%	0	0%	1	0%
Radiography	0	0%	0	0%	0	0%
Pharmacy	24	21%	28	13%	117	10%
Clinical Psychology	0	0%	0	0%	0	0%
Psychotherapy	0	0%	0	0%	0	0%
Arts therapy	0	0%	0	0%	0	0%
Other qualified Allied Health Professionals	0	0%	1	0%	5	0%
Support to Allied Health Professionals	0	0%	0	0%	0	0%
Other qualified Scientific and Technical or Healthcare Scientists	0	0%	0	0%	1	0%
Support to healthcare scientists	0	0%	1	0%	1	0%
Medical and Dental						
Medical / Dental - Consultant	4	3%	3	1%	20	2%
Medical / Dental - In Training	0	0%	0	0%	0	0%
Medical / Dental - Other	0	0%	3	1%	3	0%
Ambulance (operational)						
Emergency Care Practitioner	0	0%	0	0%	0	0%
Paramedic	0	0%	0	0%	0	0%
Emergency Care Assistant	0	0%	0	0%	0	0%
Ambulance Technician	0	0%	0	0%	0	0%
Ambulance Control Staff	0	0%	0	0%	0	0%
Patient Transport Service	0	0%	0	0%	0	0%
Public Health						
Public Health / Health Improvement	1	1%	0	0%	0	0%
Commissioning						
Commissioning managers / Support staff	45	39%	63	30%	468	39%

BACKGROUND INFORMATION (continued)

30. What is your occupational group? (Continued)	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Registered Nurses and Midwives						
Adult / General	15	13%	28	13%	139	12%
Mental health	0	0%	0	0%	13	1%
Learning disabilities	1	1%	8	4%	17	1%
Children	1	1%	1	0%	5	0%
Midwives	0	0%	0	0%	0	0%
Health Visitors	0	0%	0	0%	7	1%
District / Community	0	0%	1	0%	1	0%
Other Registered Nurses	1	1%	2	1%	10	1%
Nursing or Healthcare Assistants						
Nursing auxiliary / Nursing assistant / Healthcare assistant	0	0%	0	0%	0	0%
Social Care						
Approved social workers / Social workers / Residential social workers	0	0%	0	0%	2	0%
Social care managers	0	0%	0	0%	0	0%
Social care support staff	0	0%	0	0%	0	0%
Wider Healthcare Team						
Admin & Clerical	8	7%	22	10%	135	11%
Central Functions / Corporate Services	7	6%	25	12%	120	10%
Maintenance / Ancillary	0	0%	0	0%	0	0%
General Management						
General Management	5	4%	20	10%	86	7%
Other occupational group	4	3%	4	2%	53	4%
Missing	0		5		43	
31a. Do you work in a team?						
	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	115	99%	210	99%	1,194	98%
No	1	1%	2	1%	29	2%
Missing	0		3		28	

BACKGROUND INFORMATION (continued)

31b. How many core members are there in your team?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
2-5	36	31%	58	28%	298	25%
6-9	27	23%	66	31%	354	30%
10-15	19	17%	35	17%	266	22%
More than 15	33	29%	51	24%	267	23%
Missing	1		5		66	

LEADERSHIP AND CAREER DEVELOPMENT

32a. There are opportunities for me to develop my career in this organisation.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	26	12%	64	7%
Disagree	-	-	38	18%	145	17%
Neither agree nor disagree	-	-	45	21%	205	23%
Agree	-	-	85	40%	373	42%
Strongly agree	-	-	17	8%	91	10%
Missing	-	-	4	-	373	-

32b. The person I report to creates opportunities for my professional growth	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	18	9%	38	4%
Disagree	-	-	18	9%	90	10%
Neither agree nor disagree	-	-	61	29%	208	24%
Agree	-	-	90	43%	401	46%
Strongly agree	-	-	24	11%	140	16%
Missing	-	-	4	-	374	-

32c. I am able to access the right learning and development materials when I need to.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	13	6%	30	3%
Disagree	-	-	23	11%	64	7%
Neither agree nor disagree	-	-	50	24%	207	24%
Agree	-	-	104	49%	443	51%
Strongly agree	-	-	22	10%	132	15%
Missing	-	-	3	-	375	-

LEADERSHIP AND CAREER DEVELOPMENT (continued)

32d. Learning and development activities I have completed in the last 12 months have helped to improve my chances of career progression.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	22	10%	51	6%
Disagree	-	-	32	15%	122	14%
Neither agree nor disagree	-	-	72	34%	299	34%
Agree	-	-	66	31%	302	34%
Strongly agree	-	-	19	9%	103	12%
Missing	-	-	4	-	374	-

33a. I take into account feedback from colleagues when making positive changes in my area of work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	2	1%	5	1%
Disagree	-	-	5	2%	8	1%
Neither agree nor disagree	-	-	8	4%	50	6%
Agree	-	-	161	76%	622	71%
Strongly agree	-	-	36	17%	192	22%
Missing	-	-	3	-	374	-

33b. I am encouraged to become a leader in my area of work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	14	7%	29	3%
Disagree	-	-	21	10%	91	10%
Neither agree nor disagree	-	-	45	22%	195	22%
Agree	-	-	93	44%	371	43%
Strongly agree	-	-	36	17%	186	21%
Missing	-	-	6	-	379	-

LEADERSHIP AND CAREER DEVELOPMENT (continued)

33c. I have the capability to become a leader in my area of work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	4	2%	10	1%
Disagree	-	-	10	5%	38	4%
Neither agree nor disagree	-	-	35	17%	150	17%
Agree	-	-	111	53%	440	50%
Strongly agree	-	-	49	23%	237	27%
Missing	-	-	6	-	376	-

33d. I feel encouraged to motivate others in my area of work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	8	4%	16	2%
Disagree	-	-	18	9%	52	6%
Neither agree nor disagree	-	-	38	18%	172	20%
Agree	-	-	109	52%	436	50%
Strongly agree	-	-	38	18%	197	23%
Missing	-	-	4	-	378	-

33e. It is important for me to be a positive role model to others in my organisation.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	3	1%	6	1%
Disagree	-	-	4	2%	9	1%
Neither agree nor disagree	-	-	16	8%	76	9%
Agree	-	-	116	56%	461	53%
Strongly agree	-	-	70	33%	318	37%
Missing	-	-	6	-	381	-

LEADERSHIP AND CAREER DEVELOPMENT (continued)

33f. It is important for me to be accountable for the decisions I make in my area of work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	0	0%	2	0%
Disagree	-	-	3	1%	5	1%
Neither agree nor disagree	-	-	9	4%	43	5%
Agree	-	-	116	55%	468	54%
Strongly agree	-	-	83	39%	356	41%
Missing	-	-	4	-	377	-

34a. My organisation has a clear vision for the future.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	7	3%	28	3%
Disagree	-	-	30	14%	74	8%
Neither agree nor disagree	-	-	61	29%	212	24%
Agree	-	-	91	43%	402	46%
Strongly agree	-	-	23	11%	159	18%
Missing	-	-	3	-	376	-

34b. I feel like I am part of my organisation s vision for the future.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	15	7%	40	5%
Disagree	-	-	34	16%	95	11%
Neither agree nor disagree	-	-	80	39%	315	36%
Agree	-	-	62	30%	302	35%
Strongly agree	-	-	16	8%	114	13%
Missing	-	-	8	-	385	-

LEADERSHIP AND CAREER DEVELOPMENT (continued)

35a. In the last 12 months have you had a conversation with your manager about fulfilling your potential at work?	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Yes	-	-	123	58%	535	61%
No	-	-	89	42%	345	39%
Missing	-	-	3	-	371	-

35b. The conversation left me feeling valued.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	1	1%	12	2%
Disagree	-	-	6	5%	26	5%
Neither agree nor disagree	-	-	11	9%	60	11%
Agree	-	-	76	62%	296	55%
Strongly agree	-	-	28	23%	140	26%
Missing	-	-	93	-	717	-

35c. The conversation helped me identify how I can achieve my full potential at work.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	1	1%	13	2%
Disagree	-	-	10	8%	35	7%
Neither agree nor disagree	-	-	25	20%	92	17%
Agree	-	-	60	49%	280	52%
Strongly agree	-	-	26	21%	114	21%
Missing	-	-	93	-	717	-

LEADERSHIP AND CAREER DEVELOPMENT (continued)

35d. The conversation encouraged me to perform the best I can in my role.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	0	0%	9	2%
Disagree	-	-	6	5%	18	3%
Neither agree nor disagree	-	-	9	7%	61	12%
Agree	-	-	80	66%	305	58%
Strongly agree	-	-	26	21%	137	26%
Missing	-	-	94	-	721	-

35e. The conversation led to an opportunity for my professional development.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	4	3%	22	4%
Disagree	-	-	15	12%	57	11%
Neither agree nor disagree	-	-	30	25%	127	24%
Agree	-	-	51	42%	220	41%
Strongly agree	-	-	22	18%	108	20%
Missing	-	-	93	-	717	-

35f. The conversation has made me more engaged in my role.	2015		2016		Comparator	
	Respondents	%	Respondents	%	Respondents	%
Strongly disagree	-	-	2	2%	15	3%
Disagree	-	-	13	11%	38	7%
Neither agree nor disagree	-	-	27	22%	136	25%
Agree	-	-	63	52%	247	46%
Strongly agree	-	-	17	14%	98	18%
Missing	-	-	93	-	717	-