

## **2015 National NHS staff survey**

**Brief summary of results from Sheffield Teaching Hospitals NHS  
Foundation Trust**

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## 1. Introduction to this report

This report presents the findings of the 2015 national NHS staff survey conducted in Sheffield Teaching Hospitals NHS Foundation Trust.

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

In sections 3 and 4 of this report, the findings of the questionnaire have been summarised and presented in the form of 32 Key Findings.

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

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

Please note, the questionnaire, key findings and benchmarking groups have all undergone substantial revision since the previous staff survey. For more detail on these changes, please see the ***Making sense of your staff survey data*** document.

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

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

A longer and more detailed report of the 2015 survey results for Sheffield Teaching Hospitals NHS Foundation Trust can be downloaded from: [www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com). This report provides detailed breakdowns of the Key Finding scores by directorate, occupational groups and demographic groups, and details of each question included in the core questionnaire.

## Your Organisation

The scores presented below are un-weighted question level scores for questions Q21a, Q21b, Q21c and Q21d and the un-weighted score for Key Finding 1. The percentages for Q21a – Q21d are created by combining the responses for those who “Agree” and “Strongly Agree” compared to the total number of staff that responded to the question.

Q21a, Q21c and Q21d feed into Key Finding 1 “Staff recommendation of the organisation as a place to work or receive treatment”.

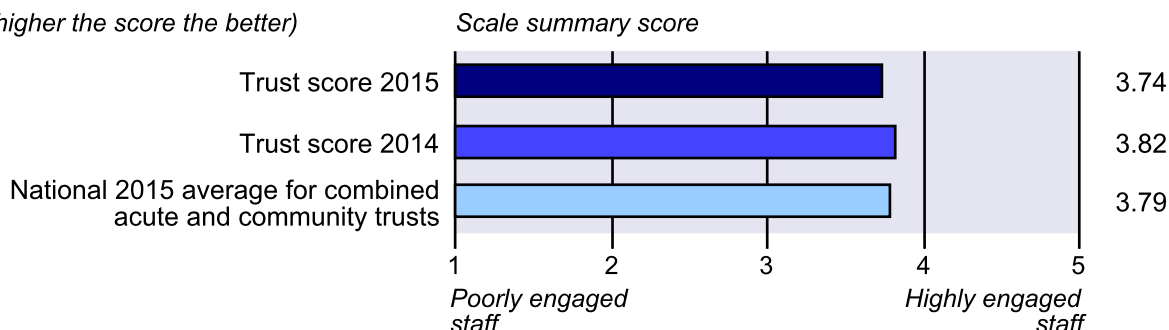
		<b>Your Trust in 2015</b>	<b>Average (median) for combined acute and community trusts</b>	<b>Your Trust in 2014</b>
Q21a	"Care of patients / service users is my organisation's top priority"	73%	73%	76%
Q21b	"My organisation acts on concerns raised by patients / service users"	73%	72%	77%
Q21c	"I would recommend my organisation as a place to work"	64%	58%	70%
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	76%	67%	78%
KF1.	Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)	3.82	3.71	3.91

## 2. Overall indicator of staff engagement for Sheffield Teaching Hospitals NHS Foundation Trust

The figure below shows how Sheffield Teaching Hospitals NHS Foundation Trust compares with other combined acute and community 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 3.74 was **below (worse than) 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 1, 4 and 7. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 7); their willingness to recommend the trust as a place to work or receive treatment (Key Finding 1); and the extent to which they feel motivated and engaged with their work (Key Finding 4).

The table below shows how Sheffield Teaching Hospitals NHS Foundation Trust compares with other combined acute and community trusts on each of the sub-dimensions of staff engagement, and whether there has been a change since the 2014 survey.

	Change since 2014 survey	Ranking, compared with all combined acute and community trusts
<b>OVERALL STAFF ENGAGEMENT</b>	• No change	<b>! Below (worse than) average</b>
<b>KF1. 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>	• No change	• Average
<b>KF4. Staff motivation at work</b>		
<i>(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)</i>	• No change	<b>! Below (worse than) average</b>
<b>KF7. Staff ability to contribute towards improvements at work</b>		
<i>(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)</i>	• No change	<b>! Below (worse than) 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.***

### 3. Summary of 2015 Key Findings for Sheffield Teaching Hospitals NHS Foundation Trust

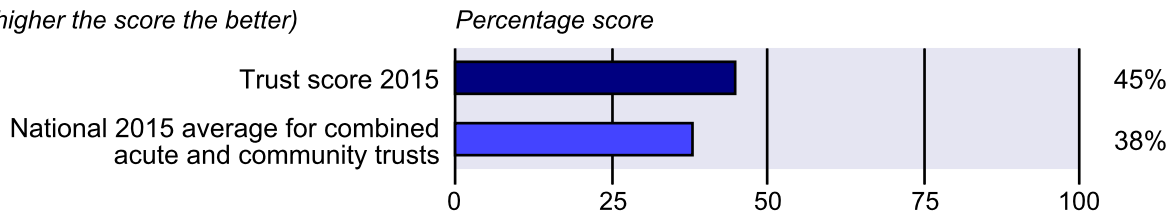
#### 3.1 Top and Bottom Ranking Scores

This page highlights the five Key Findings for which Sheffield Teaching Hospitals NHS Foundation Trust compares most favourably with other combined acute and community trusts in England.

##### TOP FIVE RANKING SCORES

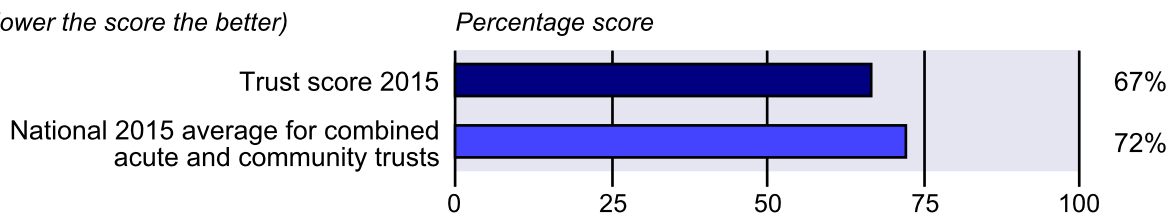
#### ✓ KF27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse

(the higher the score the better)



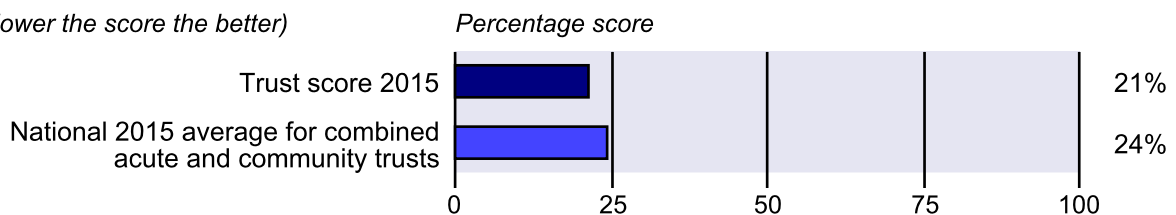
#### ✓ KF16. Percentage of staff working extra hours

(the lower the score the better)



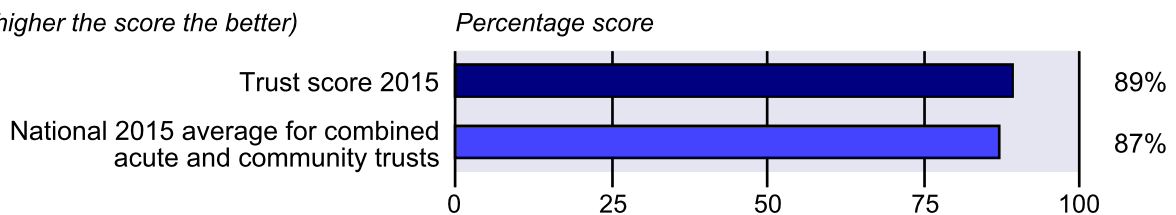
#### ✓ KF26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



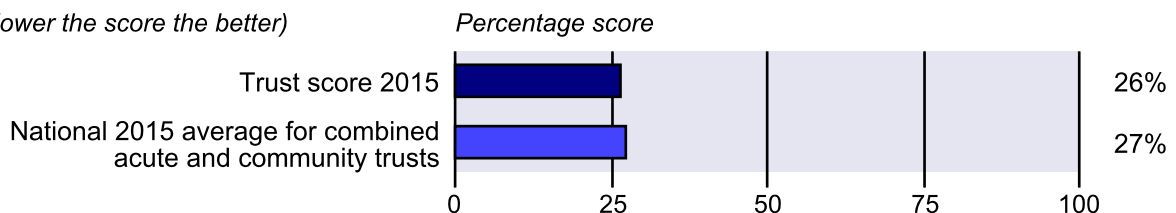
#### ✓ KF21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion

(the higher the score the better)



#### ✓ KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



For each of the 32 Key Findings, the combined acute and community trusts in England were placed in order from 1 (the top ranking score) to 39 (the bottom ranking score). Sheffield Teaching Hospitals NHS Foundation Trust's five highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 1. Further details about this can be found in the document ***Making sense of your staff survey data***.

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

## BOTTOM FIVE RANKING SCORES

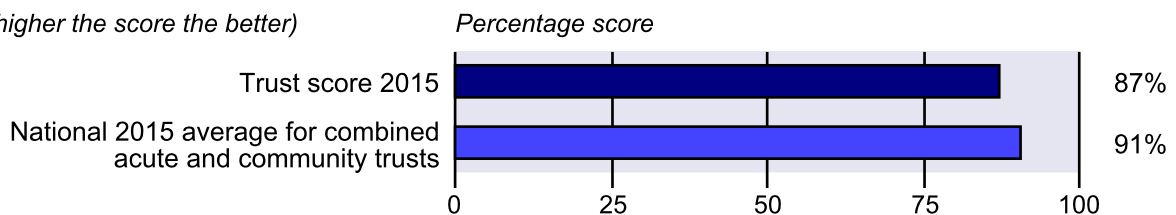
### ! KF13. Quality of non-mandatory training, learning or development

(the higher the score the better)



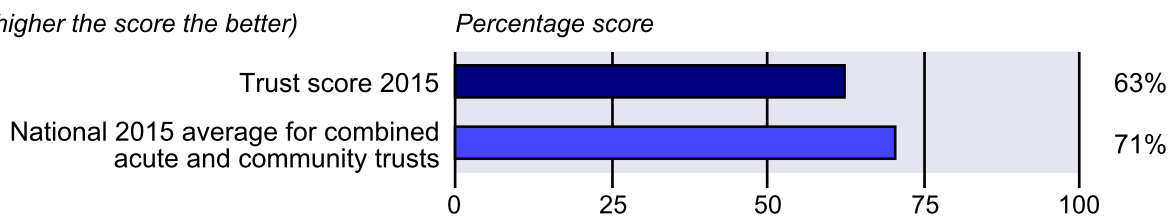
### ! KF3. Percentage of staff agreeing that their role makes a difference to patients / service users

(the higher the score the better)



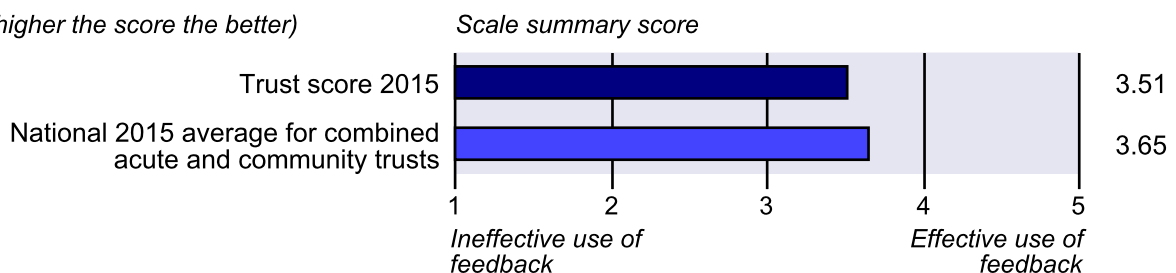
### ! KF7. Percentage of staff able to contribute towards improvements at work

(the higher the score the better)



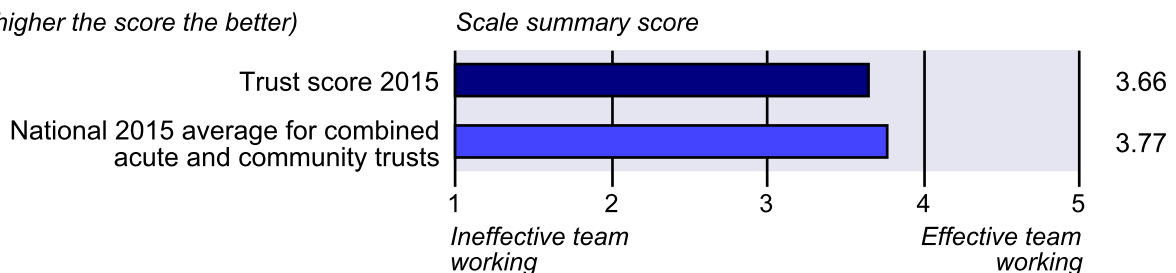
### ! KF32. Effective use of patient / service user feedback

(the higher the score the better)



### ! KF9. Effective team working

(the higher the score the better)



For each of the 32 Key Findings, the combined acute and community trusts in England were placed in order from 1 (the top ranking score) to 39 (the bottom ranking score). Sheffield Teaching Hospitals NHS Foundation Trust's five lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 39. Further details about this can be found in the document ***Making sense of your staff survey data***.

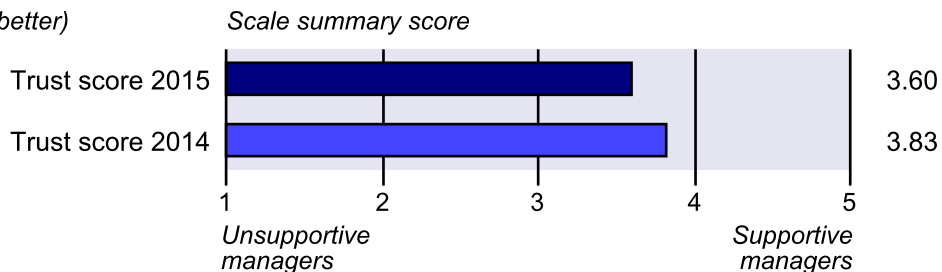
### 3.2 Largest Local Changes since the 2014 Survey

This page highlights the three Key Findings where staff experiences have deteriorated since the 2014 survey. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

#### WHERE STAFF EXPERIENCE HAS DETERIORATED

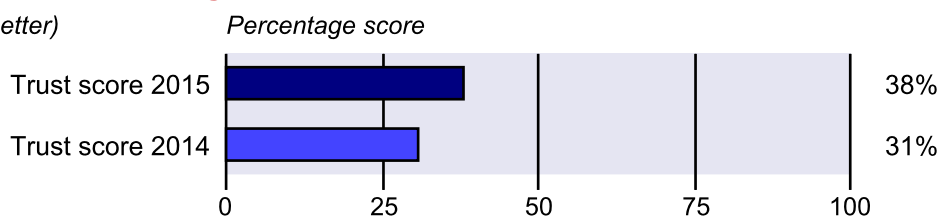
##### ! KF10. Support from immediate managers

(the higher the score the better)



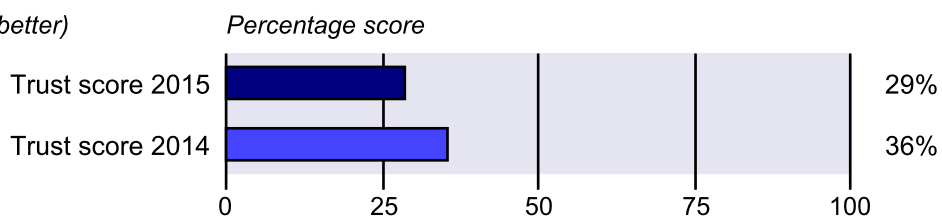
##### ! KF17. Percentage of staff suffering work related stress in last 12 months

(the lower the score the better)



##### ! KF6. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)





### 3.3. Summary of all Key Findings for Sheffield Teaching Hospitals NHS Foundation Trust

#### KEY

Green = Positive finding, e.g. there has been a statistically significant positive change in the Key Finding since the 2014 survey.

Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2014 survey.

Grey = No change, e.g. there has been no statistically significant change in this Key Finding since the 2014 survey.

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

#### Change since 2014 survey

-15% -10% -5% 0% 5% 10% 15%

KF11. % appraised in last 12 mths

\* KF16. % working extra hours

\* KF17. % suffering work related stress in last 12 mths

\* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell

\* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths

\* KF23. % experiencing physical violence from staff in last 12 mths

KF24. % reporting most recent experience of violence

\* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths

\* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths

KF27. % reporting most recent experience of harassment, bullying or abuse

KF6. % reporting good communication between senior management and staff

KF7. % able to contribute towards improvements at work

\* KF20. % experiencing discrimination at work in last 12 mths

KF21. % believing the organisation provides equal opportunities for career progression / promotion

\* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth

KF29. % reporting errors, near misses or incidents witnessed in the last mth

-1.0 -0.6 -0.2 0.2 0.6 1.0

KF1. Staff recommendation of the organisation as a place to work or receive treatment

KF4. Staff motivation at work

KF8. Staff satisfaction with level of responsibility and involvement

KF10. Support from immediate managers

KF31. Staff confidence and security in reporting unsafe clinical practice

KF32. Effective use of patient / service user feedback

### 3.3. Summary of all Key Findings for Sheffield Teaching Hospitals NHS Foundation Trust

#### KEY

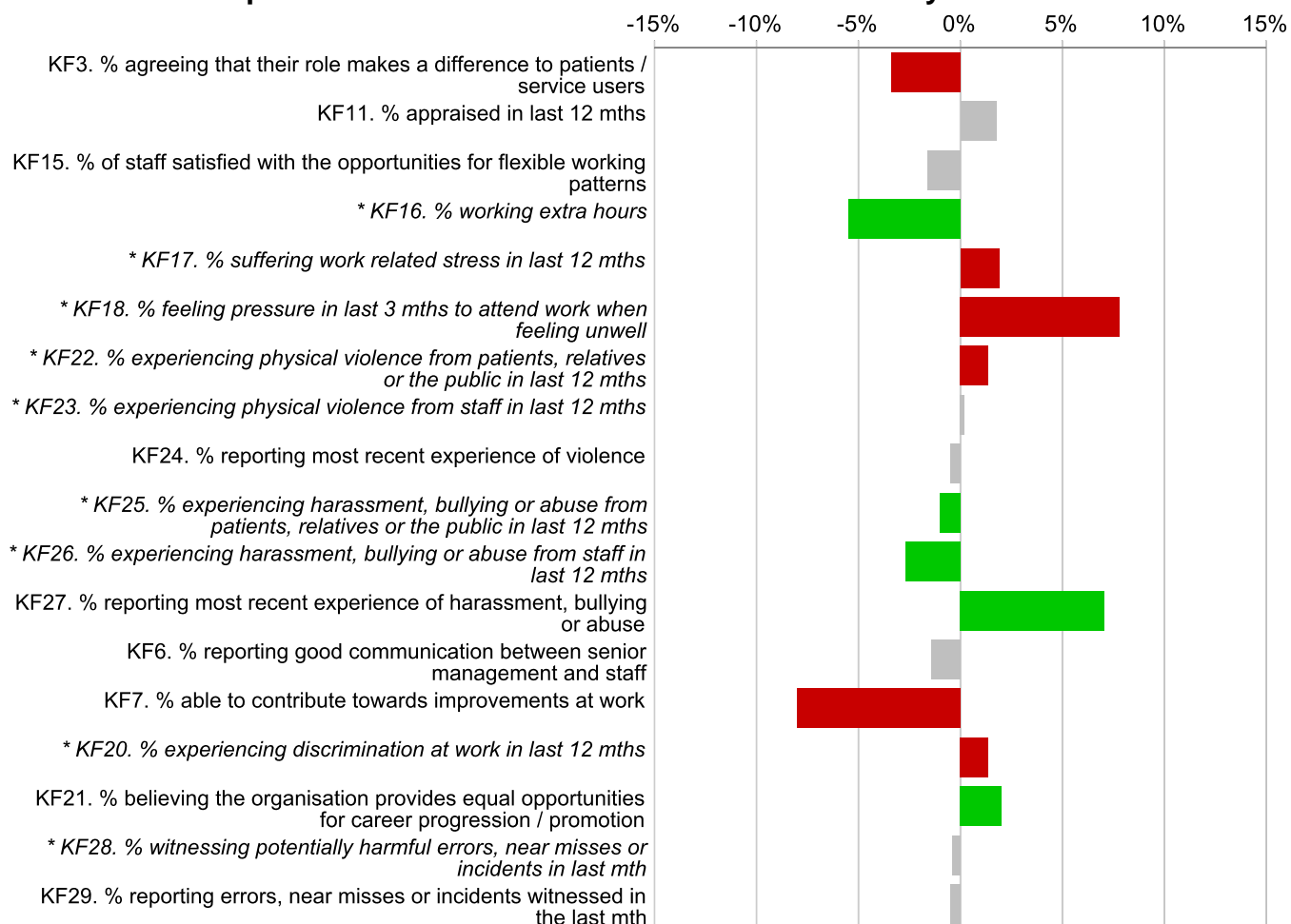
Green = Positive finding, e.g. better than average.

Red = Negative finding, e.g. worse than average.

Grey = Average.

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

#### Comparison with all combined acute and community trusts in 2015



### 3.3. Summary of all Key Findings for Sheffield Teaching Hospitals NHS Foundation Trust

#### KEY

Green = Positive finding, e.g. better than average.

Red = Negative finding, e.g. worse than average.

Grey = Average.

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

#### Comparison with all combined acute and community trusts in 2015 (cont)



### 3.4. Summary of all Key Findings for Sheffield Teaching Hospitals NHS Foundation Trust

#### KEY

✓ Green = Positive finding, e.g. better than average, better than 2014.

! Red = Negative finding, e.g. worse than average, worse than 2014.

'Change since 2014 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2014 survey.

-- Because of changes to the format of the survey questions this year, comparisons with the 2014 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 2014 survey      Ranking, compared with all combined acute and community trusts in 2015

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

KF1. Staff recommendation of the organisation as a place to work or receive treatment	• No change	• Average
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	--	! Below (worse than) average
KF3. % agreeing that their role makes a difference to patients / service users	--	! Below (worse than) average
KF4. Staff motivation at work	• No change	! Below (worse than) average
KF5. Recognition and value of staff by managers and the organisation	--	! Below (worse than) average
KF8. Staff satisfaction with level of responsibility and involvement	• No change	! Below (worse than) average
KF9. Effective team working	--	! Below (worse than) average
KF14. Staff satisfaction with resourcing and support	--	• Average

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

KF10. Support from immediate managers	! Decrease (worse than 14)	! Below (worse than) average
KF11. % appraised in last 12 mths	• No change	• Average
KF12. Quality of appraisals	--	! Below (worse than) average
KF13. Quality of non-mandatory training, learning or development	--	! Below (worse than) average

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

##### Health and well-being

KF15. % of staff satisfied with the opportunities for flexible working patterns	--	• Average
* KF16. % working extra hours	• No change	✓ Below (better than) average
* KF17. % suffering work related stress in last 12 mths	! Increase (worse than 14)	! Above (worse than) average
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	• No change	! Above (worse than) average
KF19. Org and mgmt interest in and action on health / wellbeing	--	! Below (worse than) average

### 3.4. Summary of all Key Findings for Sheffield Teaching Hospitals NHS Foundation Trust (cont)

	Change since 2014 survey	Ranking, compared with all combined acute and community trusts in 2015
<b>Violence and harassment</b>		
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	• No change	! Above (worse than) average
* KF23. % experiencing physical violence from staff in last 12 mths	• No change	• Average
KF24. % reporting most recent experience of violence	• No change	• Average
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	• No change	✓ Below (better than) average
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	• No change	✓ Below (better than) average
KF27. % reporting most recent experience of harassment, bullying or abuse	• No change	✓ Above (better than) average
<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>		
KF6. % reporting good communication between senior management and staff	! Decrease (worse than 14)	• Average
KF7. % able to contribute towards improvements at work	• No change	! Below (worse than) average
<b>ADDITIONAL THEME: Equality and diversity</b>		
* KF20. % experiencing discrimination at work in last 12 mths	• No change	! Above (worse than) average
KF21. % believing the organisation provides equal opportunities for career progression / promotion	• No change	✓ Above (better than) average
<b>ADDITIONAL THEME: Errors and incidents</b>		
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	• No change	• Average
KF29. % reporting errors, near misses or incidents witnessed in the last mth	• No change	• Average
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	--	• Average
KF31. Staff confidence and security in reporting unsafe clinical practice	• No change	! Below (worse than) average
<b>ADDITIONAL THEME: Patient experience measures</b>		
KF32. Effective use of patient / service user feedback	• No change	! Below (worse than) average

## 4. Key Findings for Sheffield Teaching Hospitals NHS Foundation Trust

419 staff at Sheffield Teaching Hospitals NHS Foundation Trust took part in this survey. This is a response rate of 51%<sup>1</sup> which is above average for combined acute and community trusts in England, and compares with a response rate of 42% in this trust in the 2014 survey.

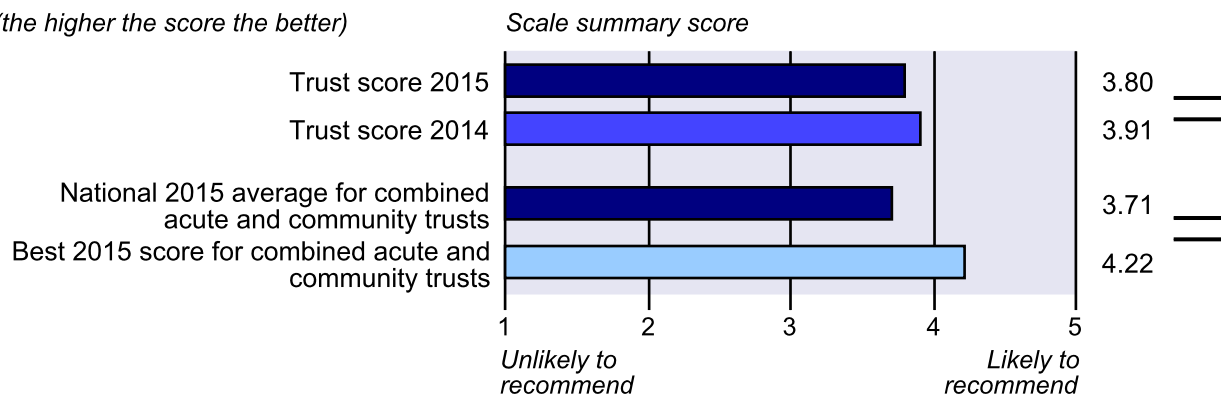
This section presents each of the 32 Key Findings, using data from the trust's 2015 survey, and compares these to other combined acute and community trusts in England and to the trust's performance in the 2014 survey. The findings are arranged under seven headings – the four staff pledges from the NHS Constitution, and the three additional themes of equality and diversity, errors and incidents, and patient experience measures.

**Positive findings** are indicated with a **green arrow** (e.g. where the trust is better than average, or where the score has improved since 2014). **Negative findings** are highlighted with a **red arrow** (e.g. where the trust's score is worse than average, or where the score is not as good as 2014). An equals sign indicates that there has been no change.

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

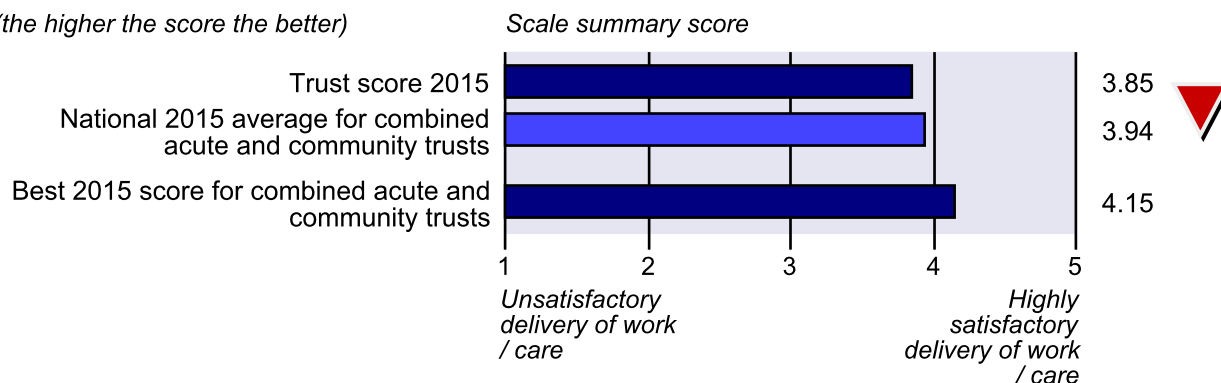
#### KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment

(the higher the score the better)



#### KEY FINDING 2. Staff satisfaction with the quality of work and patient care they are able to deliver

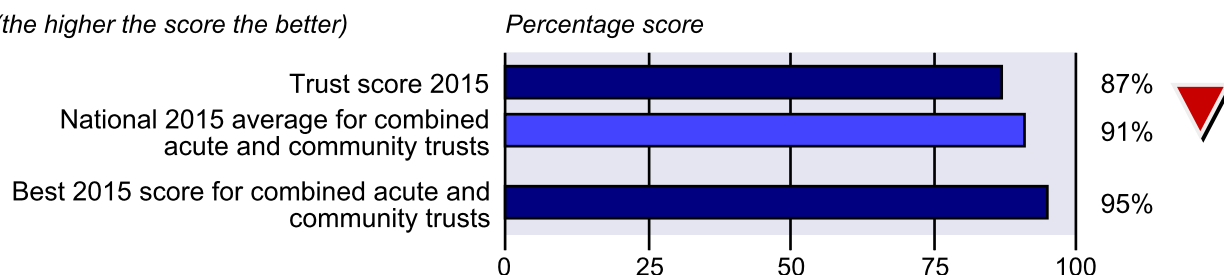
(the higher the score the better)



<sup>1</sup>At the time of sampling, 15374 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 825 staff. This includes only staff employed directly by the trust (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly elsewhere in the trust. When calculating the response rate, questionnaires could only be counted if they were received with their ID number intact, by the closing date.

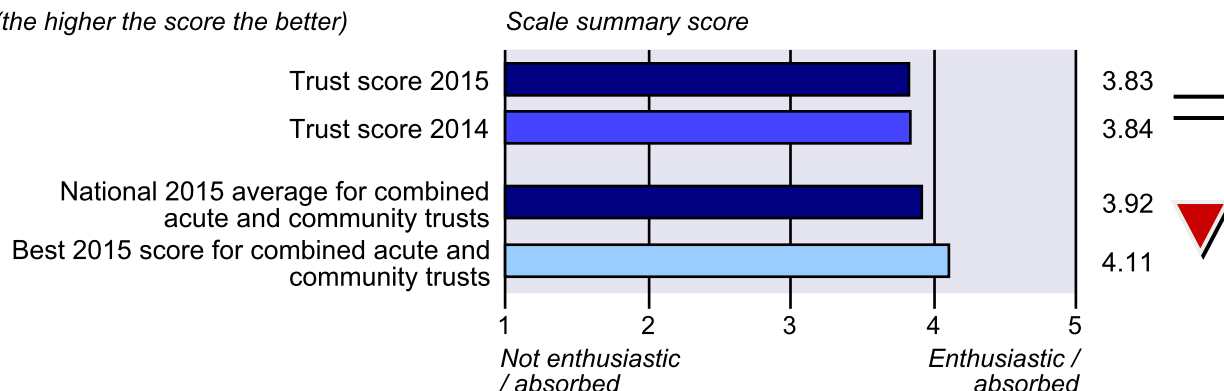
### KEY FINDING 3. Percentage of staff agreeing that their role makes a difference to patients / service users

(the higher the score the better)



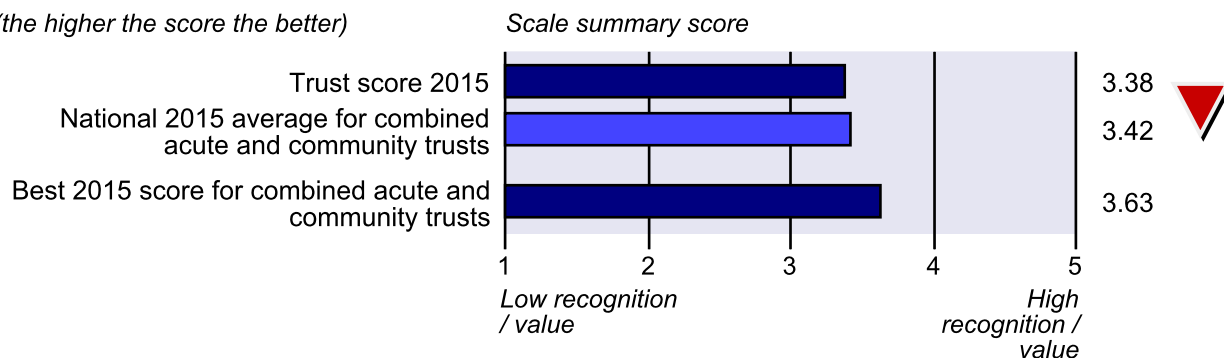
### KEY FINDING 4. Staff motivation at work

(the higher the score the better)



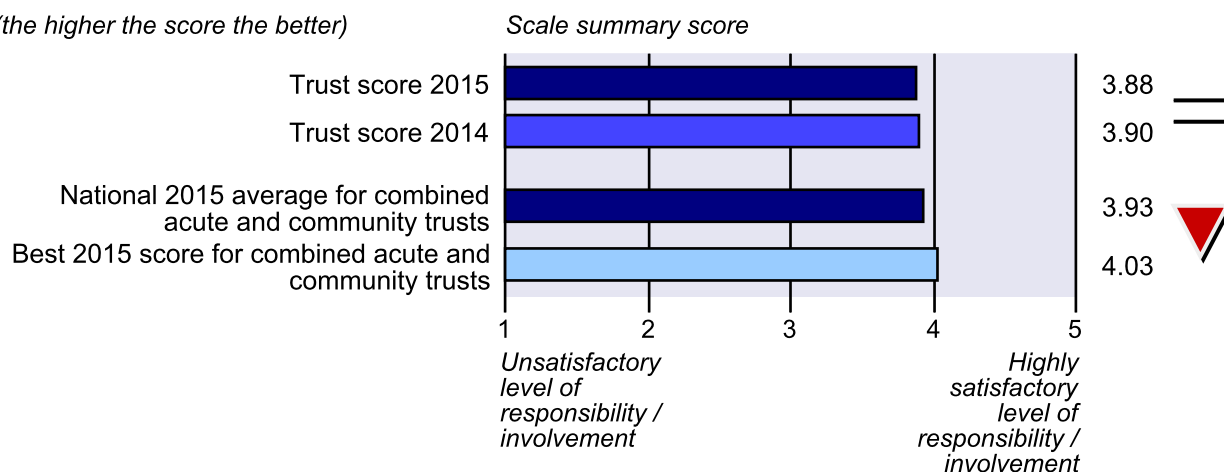
### KEY FINDING 5. Recognition and value of staff by managers and the organisation

(the higher the score the better)



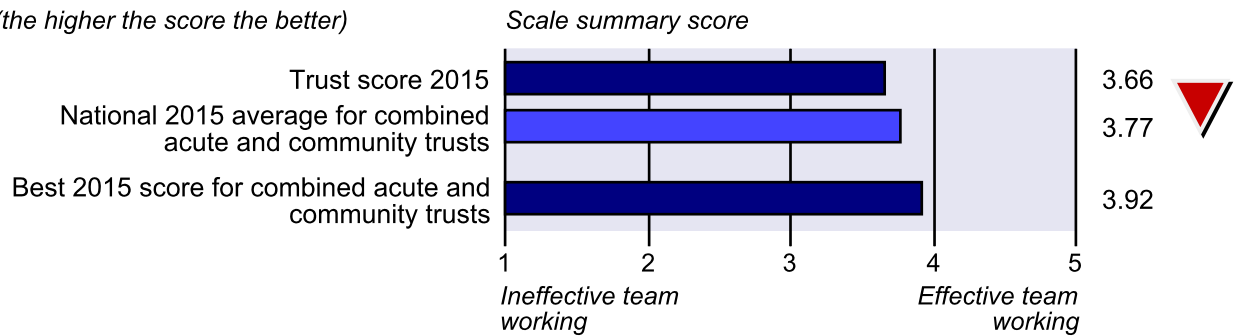
### KEY FINDING 8. Staff satisfaction with level of responsibility and involvement

(the higher the score the better)



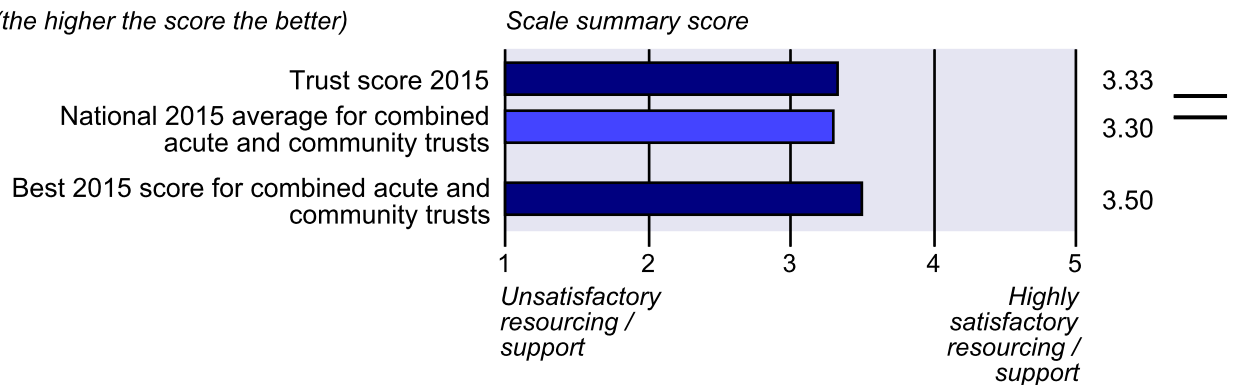
## KEY FINDING 9. Effective team working

(the higher the score the better)



## KEY FINDING 14. Staff satisfaction with resourcing and support

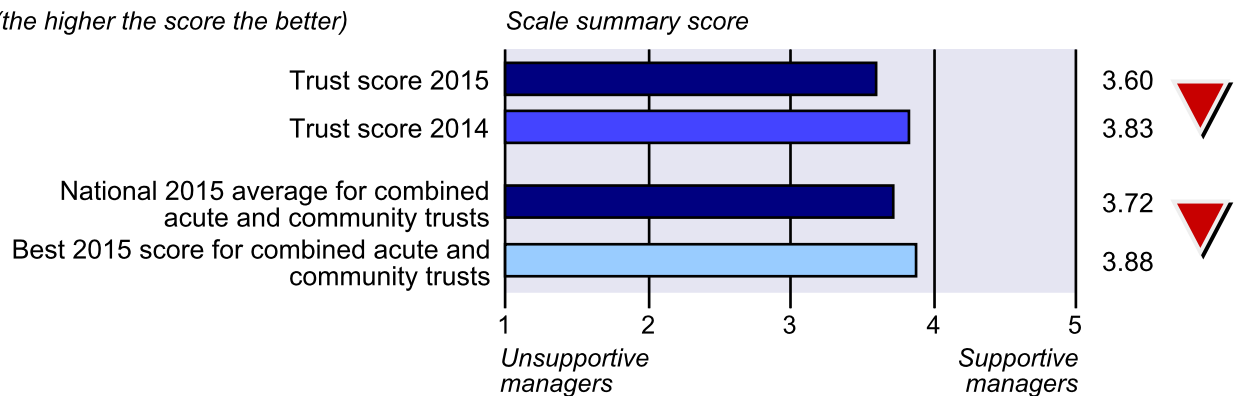
(the higher the score the better)



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

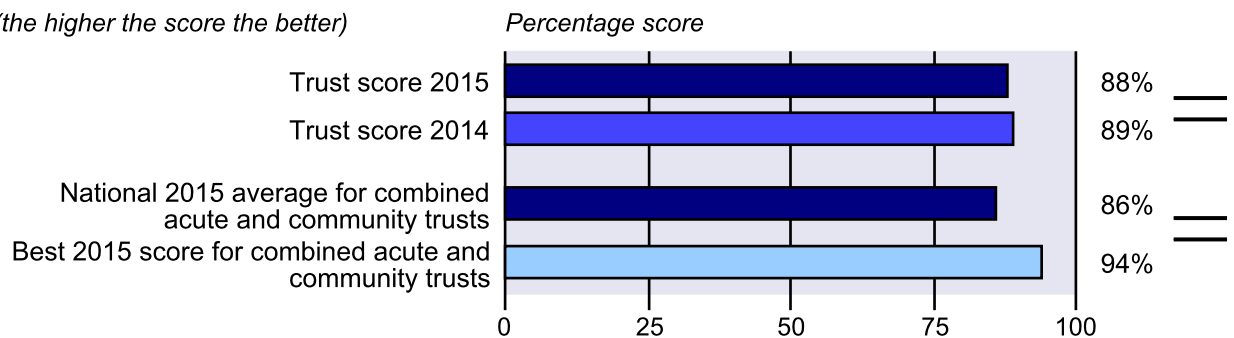
## KEY FINDING 10. Support from immediate managers

(the higher the score the better)



## KEY FINDING 11. Percentage of staff appraised in last 12 months

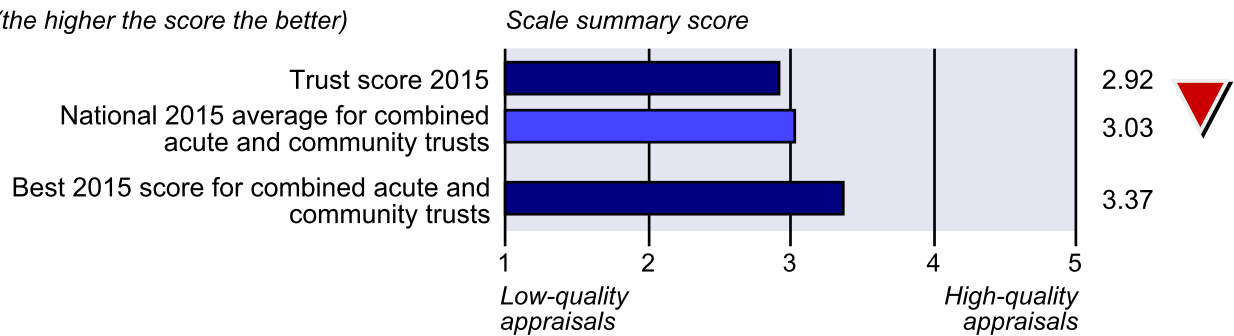
(the higher the score the better)





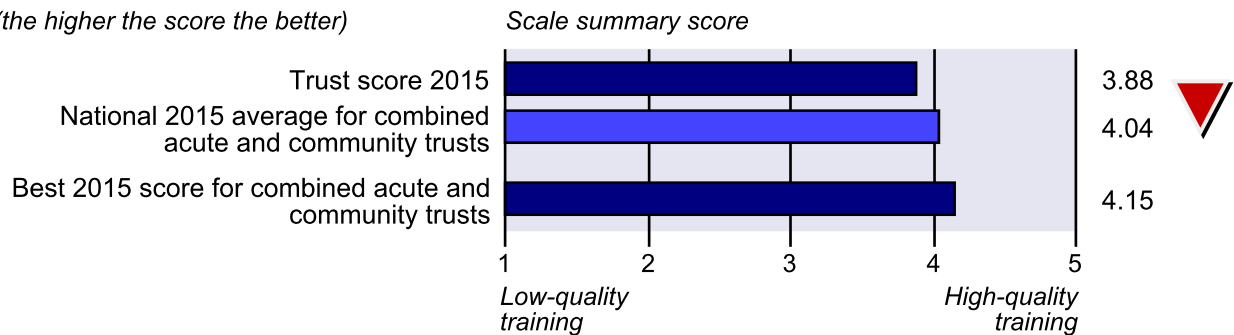
## KEY FINDING 12. Quality of appraisals

(the higher the score the better)



## KEY FINDING 13. Quality of non-mandatory training, learning or development

(the higher the score the better)

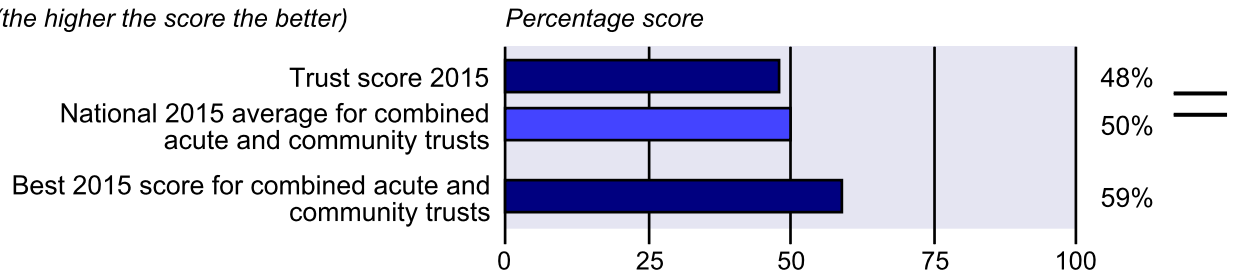


**STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.**

### Health and well-being

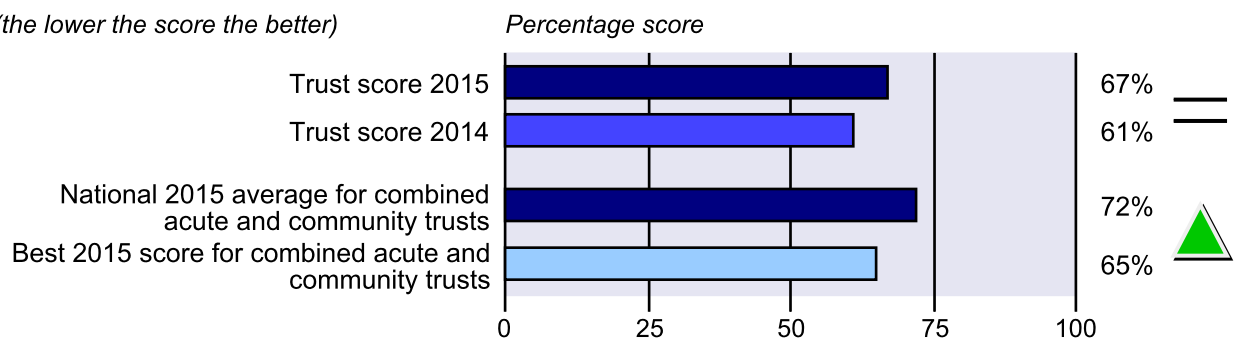
## KEY FINDING 15. Percentage of staff satisfied with the opportunities for flexible working patterns

(the higher the score the better)



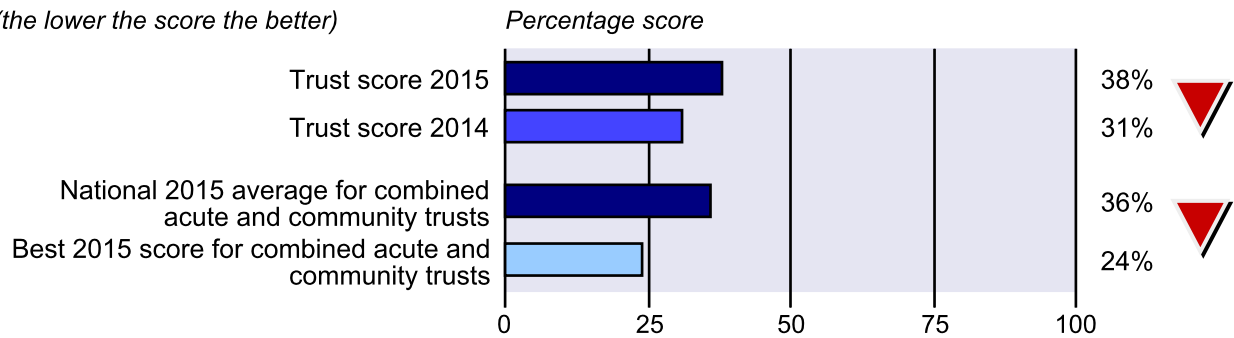
## KEY FINDING 16. Percentage of staff working extra hours

(the lower the score the better)



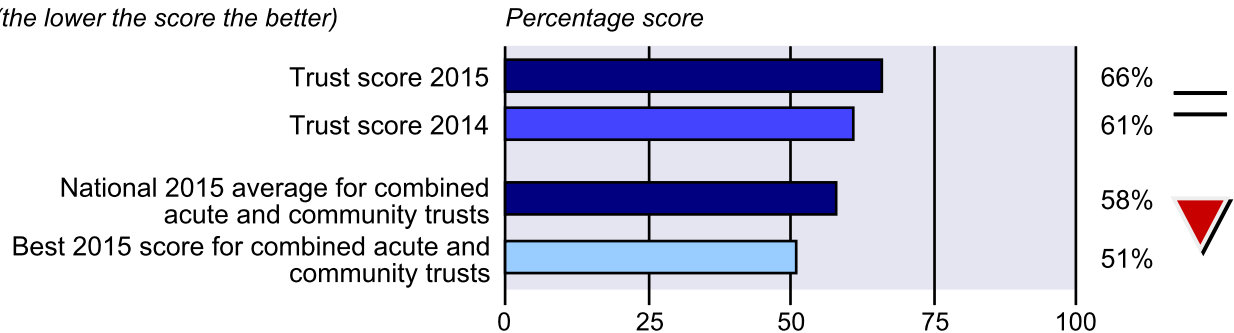
### KEY FINDING 17. Percentage of staff suffering work related stress in last 12 months

(the lower the score the better)



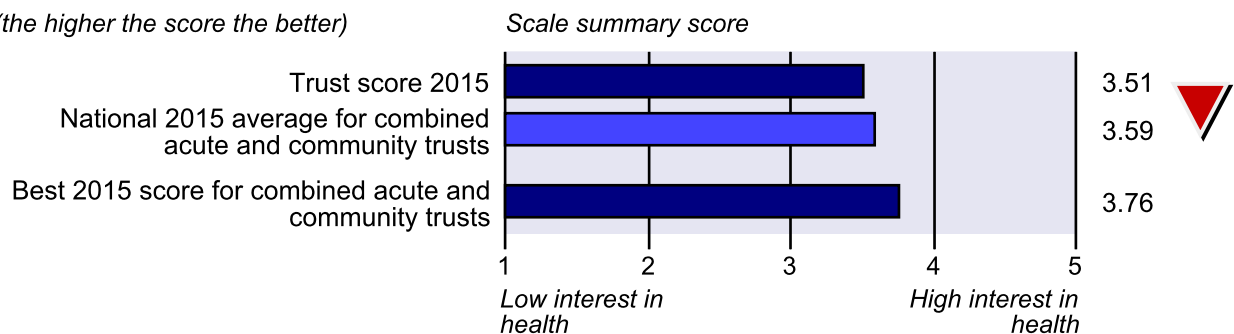
### KEY FINDING 18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell

(the lower the score the better)



### KEY FINDING 19. Organisation and management interest in and action on health and wellbeing

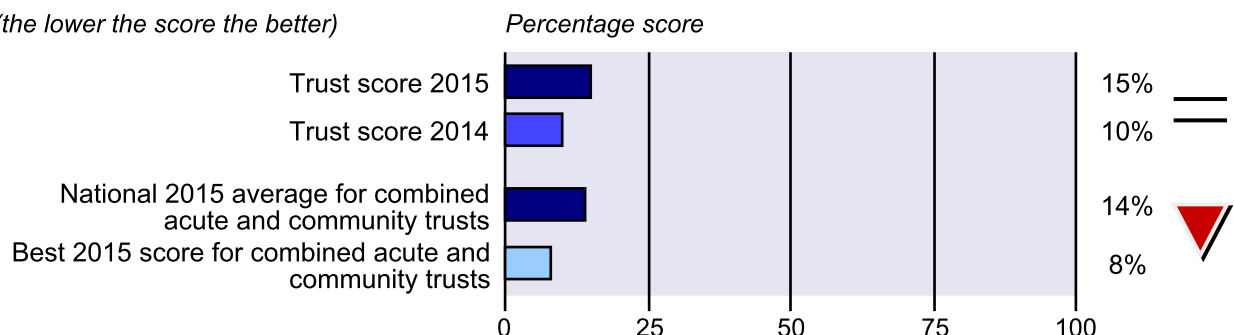
(the higher the score the better)



## Violence and harassment

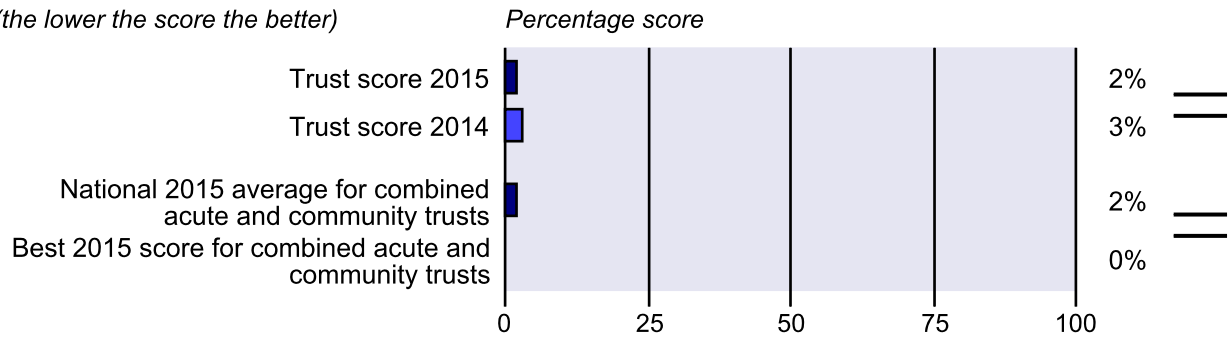
### KEY FINDING 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



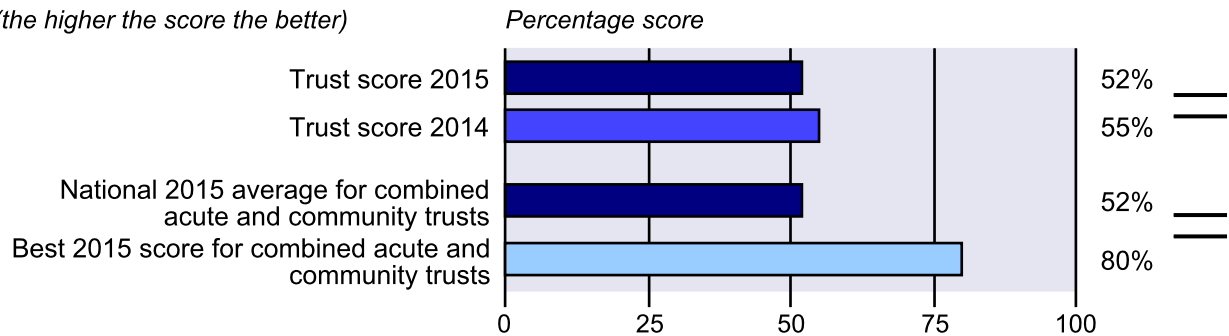
### KEY FINDING 23. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



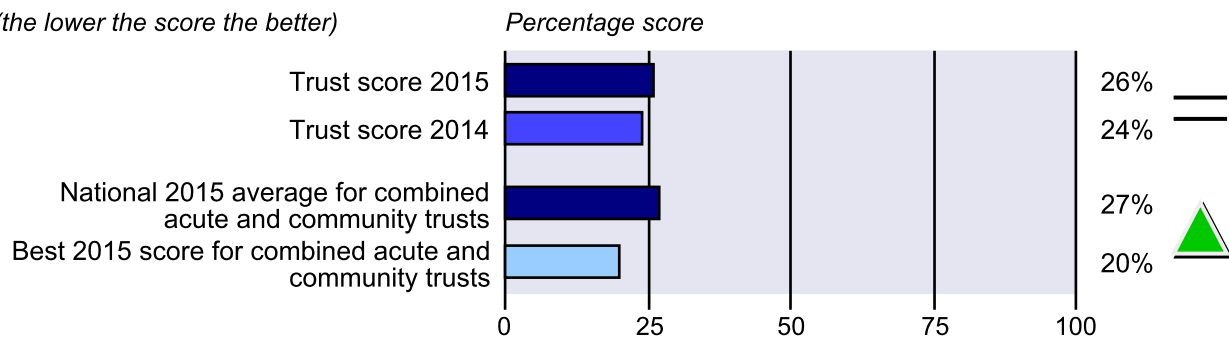
### KEY FINDING 24. Percentage of staff / colleagues reporting most recent experience of violence

(the higher the score the better)



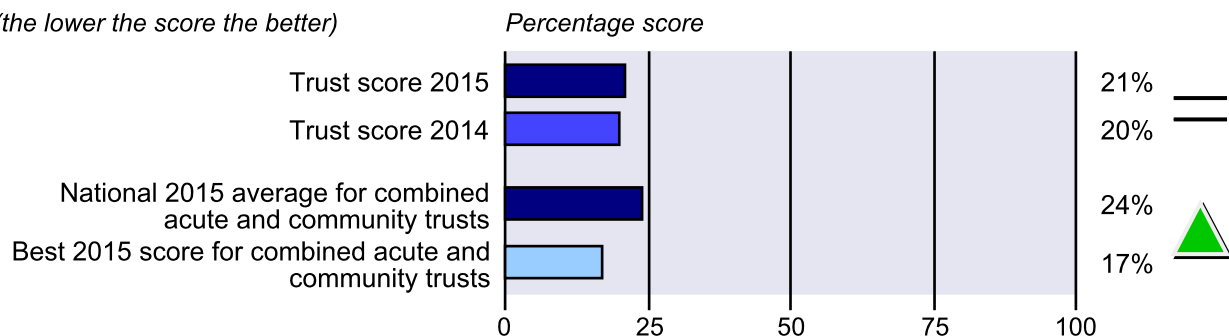
### KEY FINDING 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



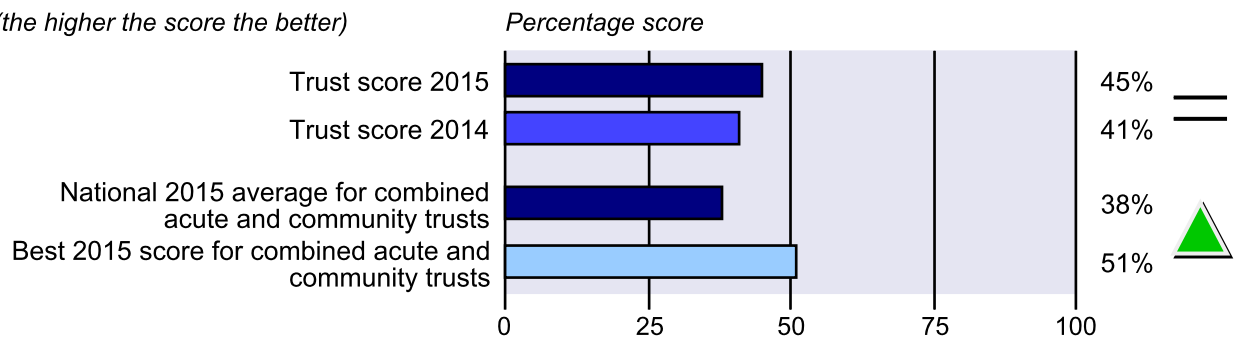
### KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



## KEY FINDING 27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse

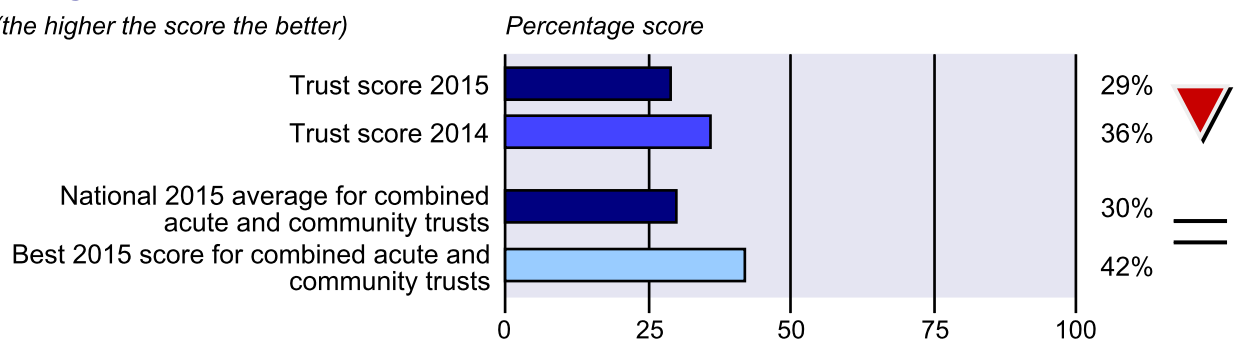
(the higher the score the better)



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

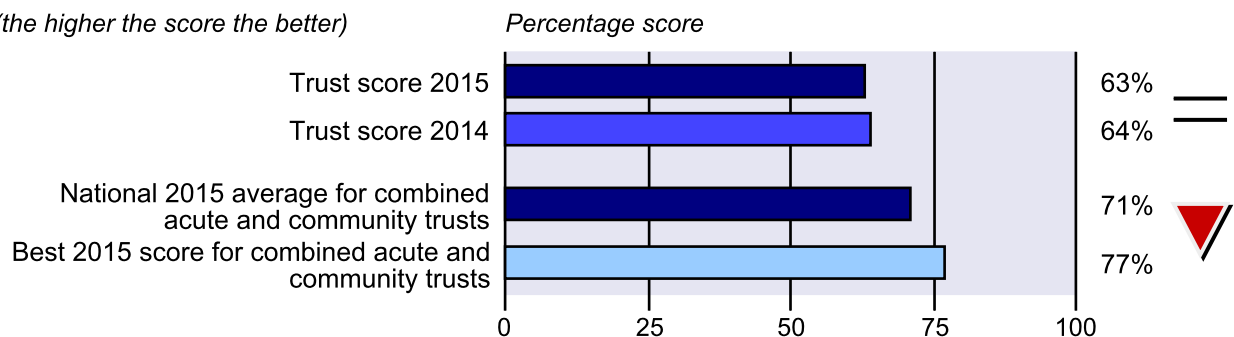
## KEY FINDING 6. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



## KEY FINDING 7. Percentage of staff able to contribute towards improvements at work

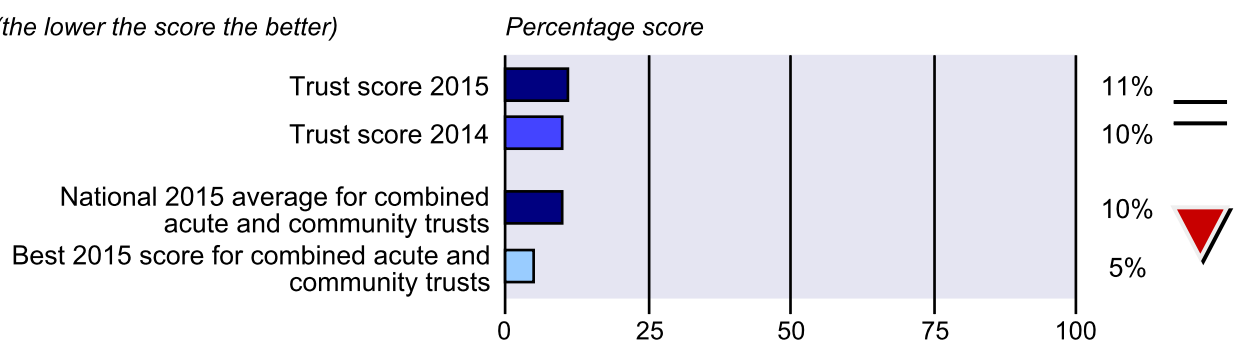
(the higher the score the better)



## ADDITIONAL THEME: Equality and diversity

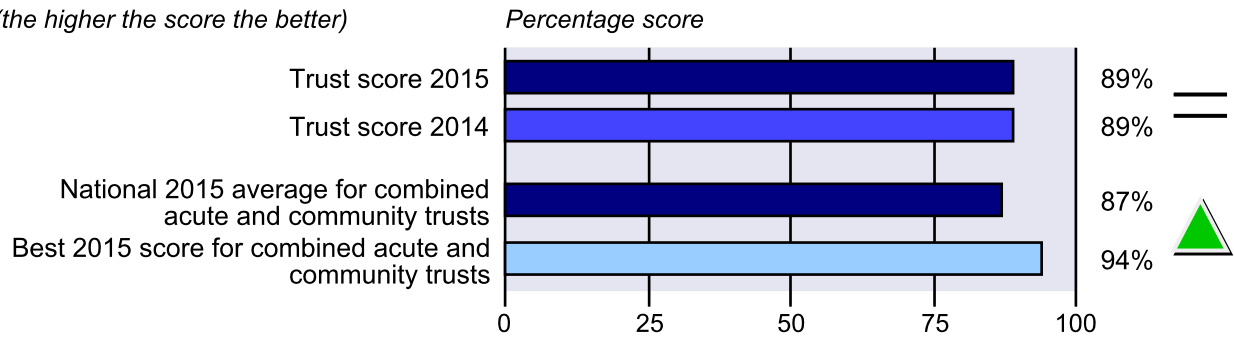
## KEY FINDING 20. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



## KEY FINDING 21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion

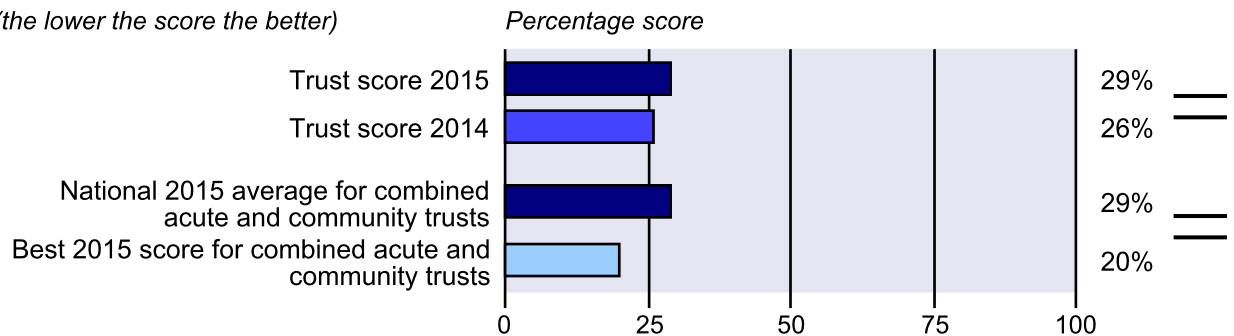
(the higher the score the better)



## ADDITIONAL THEME: Errors and incidents

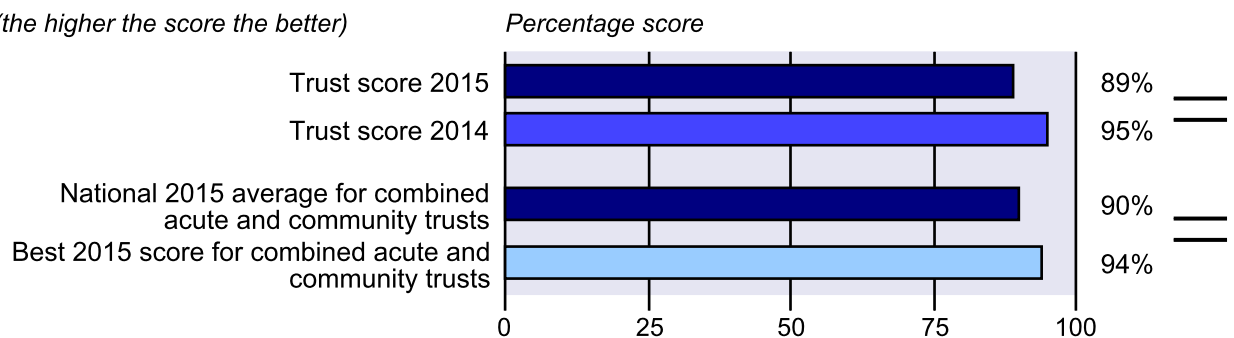
## KEY FINDING 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



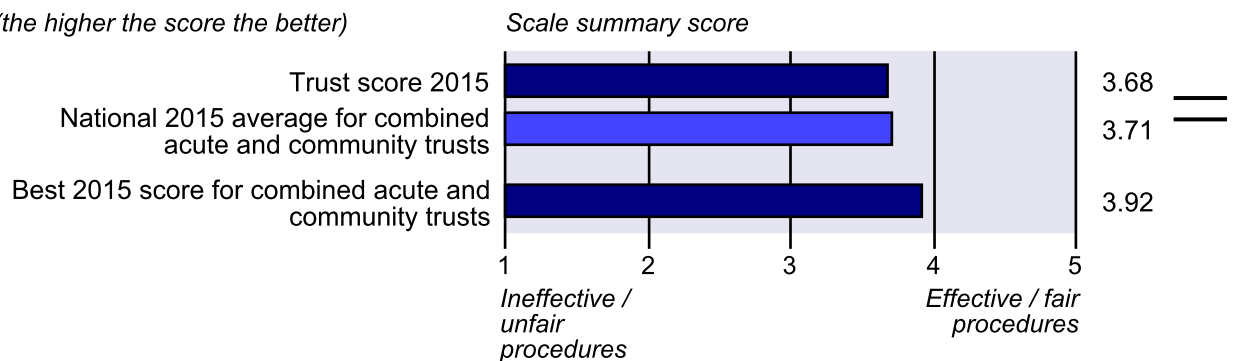
## KEY FINDING 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



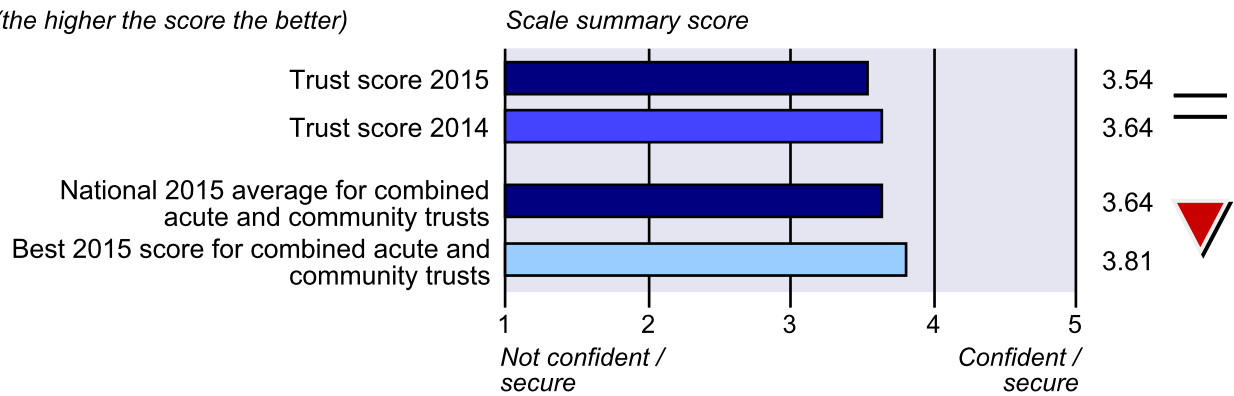
## KEY FINDING 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

(the higher the score the better)



### KEY FINDING 31. Staff confidence and security in reporting unsafe clinical practice

(the higher the score the better)



### ADDITIONAL THEME: Patient experience measures

### KEY FINDING 32. Effective use of patient / service user feedback

(the higher the score the better)

