2015 HSCNI Staff Survey

Regional Report

Version 2.0 Final

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by Quality Health Ltd

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Section 1

Introduction

Section 1 - Introduction

Quality Health managed the regional Staff Survey for Health and Social Care Northern Ireland between October 2015 and December 2015.

1. Survey Methodology and Sampling

A total of 15 organisations across HSCNI participated in the survey, using either an all online or mixed mode approach.

The five Health and Social Care Trusts and the Northern Ireland Ambulance Trust opted for a mixed mode approach. The purpose of doing this was to ensure that all staff had a mechanism to engage in the survey, particularly staff working in remote locations with no internet access and staff who do not access IT equipment regularly or at all as part of their role. Approximately 60% of staff in these organisations were invited to participate online. The remaining 40% were invited to participate via a hard copy of the e-mail invitation, directing them to the online questionnaire (Belfast only); or were provided with a full paper copy of the questionnaire to complete, which included the option to complete the survey online, if preferred. These paper invitations were sent either directly to staff at their home address or directly to the Trust for internal distribution through the internal post. Western Trust and Southern Trust were the only trusts to use internal distribution (Western Trust using only internal distribution and Southern Trust using a hybrid).

A number of reminders were sent to non-responders at timed intervals: a total of three reminders were sent via e-mail for the online contingent, each containing details of how to access the questionnaire; and for the paper contingent, two reminders were sent - a first reminder letter, and a final reminder which included a further copy of the questionnaire. Western and Southern Trust opted for the latter for their paper contingent, due to time constraints and had the final reminder mailing only.

All organisations surveyed a full census of staff, with sample sizes ranging from 19 to 22,567. The overall number of staff surveyed in HSCNI was 70,213. 17,796 completed questionnaires were returned from this sample. Response rates for the survey are detailed at page 12 of this report.

2. Reporting Methodology and Non-specific Responses

In common with the approach adopted by the Care Quality Commission and used for NHS England surveys, for all questions other than demographic questions, Quality Health has classified certain response options as "non-specific". Non-specific responses are not included in the base numbers used to obtain percentage scores.

Non-specific responses are those which indicate that either the question did not apply to the respondent, such as "Not applicable to me", or that the respondent was unable to give an answer to the question, such as "Can't remember" or "Too early to tell" or "Don’t know".

The rationale for doing this is that excluding non-specific responses from these calculations makes it easier to make comparisons between results for different organisations, as we are presenting only the results from those respondents who felt able to give an evaluative response to questions.

This methodology has been applied to ALL the data presented in this report - HSCNI 2012 results, HSCNI 2015 results and NHS England 2014 results. This means that, for those HSCNI 2012 questions that are comparable to HSCNI 2015 and contain non-specific response options, the score presented herein for the HSCNI 2012 question will differ from that published in 2012.

Section 1 - Introduction

3. Organisational Context

It is important when considering the results presented within this report to recognise that the survey covers fifteen organisations, of different sizes and with different functions. Only six of these (the five Health and Social Care Trusts, and the Ambulance Service) have responsibility for the provision of direct patient care, varying in size from 1,104 to 22,321 staff. Some organisations have no responsibility for the provision of direct patient care, and this should be taken into account when considering the results of those questions in the survey that focus on this area, where a lower score would be expected from these organisations.

Section 2

Executive Summary and Recommendations

Section 2 - Executive Summary and Recommendations

Performance and analysis over time

Overall

Overall, staff in Northern Ireland are generally positive about their jobs, with improvements over time, and positive comparisons to scores on equivalent questions in England.

61% of staff in Northern Ireland say that they would recommend their organisation as a place to work (Q29j; an improvement from 56% in 2012; and better than the equivalent 54% in England). 67% of staff say that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation (Q29i), although there is a big gap between the top performing organisation at over 80% and the lowest at under 40% (although this score wasn't from any of the six organisations with responsibility for the provision of direct patient care). 73% of staff say that care of patients is their organisation's top priority (Q29h; an improvement from 59% in 2012; and better than the equivalent 66% in England).

71% of staff in Northern Ireland say that they are enthusiastic about their job (Q28b).

89% of staff in Northern Ireland say that they feel their role makes a difference (Q16b). 88% of staff say that they are satisfied with the quality of care they give (Q16a). 79% of staff say that they are able to do their job to a standard they are personally pleased with (Q15b); this has increased significantly from the 65% reported in 2012.

Amongst the highest scoring individual questions, 1% of staff say that they experienced physical violence from their manager (although this is still concerning); 99% say that they have access to occupational health services; and 1% say that they have felt injured or unwell as a result of exposure to dangerous substances at work. Amongst the lowest scoring individual questions, only 32% of staff say that their organisation takes effective action if discrimination is reported; only 30% say that communication between senior management and staff is effective; and 70% say they worked additional hours to meet deadlines.

Overall staff engagement can be calculated using a series of 'Key Findings' covering different aspects of the survey, and is measured on a scale of 1 to 5. The average score in Northern Ireland is 3.72, with a range between organisations from 3.06 to 4.02. These have also been broken down by personnel area, with a closer range from 3.02 to 3.87. The equivalent score in England is 3.69. Detail of how overall staff engagement and Key Findings have been calculated can be found at pages 24 and 30 of this report.

Your personal development

There are some significant differences between organisations on many of the personal development questions, and in most areas Northern Ireland does score better than the equivalent scores in England.

67% of staff in Northern Ireland say that they received effective induction on commencement (Q1a), and 52% on change of role (Q1b), but there is a significant range of scores between organisations: under 25% to over 80% on the former; 0% to over 60% on the latter.

Your personal development (continued)

65% of staff in Northern Ireland say they had an appraisal (Q4a), an improvement from 52% in 2012, although this is still significantly below the equivalent 84% in England. Where these took place, 58% of staff say that they helped them improve how they did their job (Q4b); 78% say they agreed clear objectives for their work (Q4c); and 62% say it left them feeling valued (Q4d). 79% of staff say they agreed a Personal Development Plan (Q5a), a significant improvement from 46% in 2012; and 75% of staff say these plans have been actioned (Q5b).

Your job

Scores to questions about their jobs are generally good and improving, although a significant proportion of staff still report that they are working additional hours because of insufficient resources.

67% of staff in Northern Ireland say that they work over their contracted hours (Q6b), fewer than the 73% who reported this in 2012. However, 51% of staff say that this is acceptable (Q8). The commonest reasons for working additional hours (Q7a to Q7i) are: because they want to provide the best care they can (82%); because they don't want to let their colleagues down (75%); to meet deadlines; and/or because it's impossible to do the job otherwise (63%). 44% of staff say that they can meet the conflicting demands of their work (Q10c), although this has improved from 32% in 2012, and is significantly better than the equivalent 28% in England. 35% of staff say that there are enough staff in their team/area/department to do the job properly (Q10e); this is significantly better than the equivalent 29% in England. 34% of staff say that they have time to carry out all of their work (Q10f), an improvement from 28% in 2012.

Fewer staff than in 2012 (81% compared to 89%) say that their team communicates closely to achieve objectives (Q9e).

Significantly more staff than in 2012 (92% compared to 79%) say that they know what is expected of them at work (Q10a), and this is now significantly better than the equivalent 84% in England, a very high score overall.

Significantly more staff than in 2012 (50% compared to 41%) say that they are involved in decisions that affect their work (Q10b).

61% of staff say that they have adequate materials, supplies and equipment to do their work (Q10d), although this is significantly better than the equivalent 55% in England.

Flexible working / work-life balance

39% of staff who responded to the survey say that their organisation is committed to helping them achieve a balance between work and home life (Q18a). 58% of staff say that they can approach their immediate manager to talk about flexible working (Q18c). However, 45% say that their manager is able to help them in this (Q18b; a drop from 53% in 2012).

Section 2 - Executive Summary and Recommendations

Your managers

Staff views of their managers are mixed, with some significant movements – in both directions – over time.

There have been some significant improvements since 2012. 55% of staff in Northern Ireland now say that their immediate manager asks their opinion before making decisions that affect their work (Q19c; an improvement from 51% in 2012). 29% of staff say that senior managers try to involve them in important decisions (Q20a; an improvement from 25% in 2012). 38% of staff say that senior managers act on staff feedback (Q11f; an improvement from 29% in 2012), significantly better than the equivalent 28% in England.

In other cases, particularly around senior management, the scores have dropped. 52% of staff in Northern Ireland now say that senior management build strong, positive relationships with the community (Q21b; a drop from 60% in 2012). 63% of staff say that senior management build strong, co-operative links with other organisations (Q21c; a drop from 70% in 2012). 54% of staff say that senior management set out a clear vision of where their organisation is headed (Q21a; a drop from 61% in 2012), and there is a big gap between the top performing organisation at 80% and the lowest at just over 30%.

83% staff in Northern Ireland say that they know who the senior managers are in their organisation (Q29g). However, only 30% of staff say that communication between senior managers and staff is effective (Q20b; lower than the equivalent 36% in England).

Your organisation

74% of staff in Northern Ireland say that feedback from patients, clients and service users is collected (Q23a), although this is lower than the equivalent 89% in England. Where it is, 61% of staff say that they are given regular updates on it (Q23b). 66% of staff say that this feedback is used to make decisions (Q23c), which is significantly better than the equivalent 54% in England.

88% of staff in Northern Ireland say that they are aware of their organisation's policy and process for raising concerns about negligence and wrongdoing (Q24a); and 81% of staff say that they are aware of their organisation's whistle-blowing process (Q24d). 80% of staff say that they would be confident to speak up and raise concerns if they had cause to (Q24b); and 65% say that they are confident their organisation would appropriately handle the investigation that resulted (Q24c).

772 staff in Northern Ireland (5%) say that they had personally experienced discrimination from patients, their relatives or other members of the public (Q25c). 1,299 staff (8%) say that they had personally experienced discrimination from their manager, team leader or other colleagues (Q25d). The biggest proportions of these (Q25e) are to do with religion (22%), gender (18%), age (15%) and ethnic background (13%). 28% of staff said that they reported any discrimination experienced (Q25f); and 32% say that their organisation took effective action as a result.

Section 2 - Executive Summary and Recommendations

Communication and engagement

Scores on communication and engagement are generally improving, and compare well to the equivalent questions in England, but there is still considerable scope for improvement on many questions.

45% of staff in Northern Ireland say that their organisation communicates effectively with staff about what it is trying to achieve (Q26a); this is a significant improvement from 39% in 2012. 43% of staff say that different parts of their organisation communicate effectively with each other (Q26b); this is a significant improvement from 23% in 2012.

57% of staff in Northern Ireland say that they look forward to going to work (Q28a; better than the equivalent 51% in England). 80% of staff say that time passes quickly while they are working (Q28c; better than the equivalent 74% in England). 66% of staff say that there are frequent opportunities to show initiative in their role (Q29b; an improvement from 58% in 2012).

61% of staff in Northern Ireland say that they would recommend their organisation as a place to work (Q29j; an improvement from 56% in 2012; and better than the equivalent 54% in England). 67% of staff say that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation (Q29i), although there is a big gap between the top performing organisation at over 80% and the lowest at under 40% (although this score wasn't from any of the six organisations with responsibility for the provision of direct patient care). 73% of staff say that care of patients is their organisation's top priority (Q29h; an improvement from 59% in 2012; and better than the equivalent 66% in England).

Health, safety and well-being at work

Policies around providing general health and well-being advice to staff appear to be achieving excellent results. However, there are some concerning scores around some aspects of health, safety and well-being at work – particularly around the number, and reporting, of certain types of incidents.

2,366 staff in Northern Ireland (14%) say that they had experienced physical violence from patients, their relatives or other members of the public (Q30a). 92 staff say that they had experienced physical violence from their manager (Q30b). 231 staff say that they had experienced physical violence from other colleagues (Q30c). 77% of staff say that they had reported such violence (Q30d). Where it was reported, there were significant differences between organisations in whether staff say that effective action was taken as a result: for physical violence from patients (Q32a), their relatives or other members of the public, this ranged from under 30% to over 70%; for physical violence from other staff (Q32b), it ranged from under 25% to nearly 70%.

4,163 staff in Northern Ireland (25% of respondents) say that they had experienced harassment, bullying or abuse from patients, their relatives or other members of the public (Q31a). 2,073 staff (12%) say that they had experienced harassment, bullying or abuse from their manager (Q31b). 2,600 staff (16%) say that they had experienced harassment, bullying or abuse from other colleagues (Q31c). 54% of staff say that they had reported this (Q31d), better than the equivalent score of 51% in England, and there were significant differences between organisations (from under 30% to 80%). Where it was reported, there were significant differences between organisations in whether staff say that effective action was taken as a result: for harassment, bullying or abuse from patients (Q32c), their relatives or other members of the public, this ranged from under 25% to over 60%; for harassment, bullying or abuse from other staff (Q32d), it ranged from under 25% to 60%.

Health, safety and well-being at work (continued)

A significant proportion of staff in Northern Ireland (36%) say that they were injured or felt unwell as a result of work-related stress (Q33e).

There has been a focus on implementing policies and practices on general physical and mental health and well-being, and clear improvements can be seen. 89% of staff in Northern Ireland say that their organisation provides advice on mental health and well-being (Q35a). 67% of staff say that their organisation provides advice on diet (Q35b; an improvement from 42% in 2012). 73% of staff say that their organisation provides advice on alcohol consumption (Q35c; an improvement from 51% in 2012). 78% of staff say that their organisation provides advice on exercise (Q35d; an improvement from 57% in 2012). 91% of staff say that their organisation provides help to stop smoking (Q35e; an improvement from 79% in 2012). 91% of staff say that their organisation provides access to the cycle to work scheme (Q35f; an improvement from 82% in 2012). 67% of staff say that their organisation provides healthy good in the canteen (Q35g; an improvement from 62% in 2012, although there are wide variations between the top – over 70% - and bottom – 20% - organisations).

91% of staff in Northern Ireland say that they know how to report errors, near misses and incidents (Q37a), and 95% of staff say that they or a colleague did report these when they happened (Q37d). 45% of staff say that their organisation would treat staff involved fairly (Q39a); 55% of staff say that their organisation informs staff about incidents that happen (Q39f); and 52% of staff say that their organisation feeds back to staff what has been done in response. There are some big differences between organisations on these questions.

82% of staff in Northern Ireland say that their organisation does enough to promote the importance of hand hygiene to staff (Q40a), and 72% of staff say their organisation does enough to promote this to patients and other visitors (Q40b). However, there are significant differences between the best and worst performing organisations: just over 30% to 90% on the former, and under 30% to over 80% on the latter. Four of the five Health and Social Care Trusts score over 80% on promoting the importance of hand hygiene to staff.

Recommendations and action points

The recommendations and action points are provided based on the overall scores across the whole of Northern Ireland. However, it is important to acknowledge that a range of different types and sizes of organisations participated in this survey – ranging from large Health and Social Care Trusts with over 10,000 and 20,000 employees responsible for delivering front line patient and client care, to smaller organisations many of which do not provide direct care to patients and clients with employee numbers ranging 19 to 1,293. Direct comparisons cannot always be made and organisations will need to interpret the recommendations based on their own results, the service they provide and the composition of their workforce.

1. Communication and engagement with staff is critical, and underpins good performance in every other area of the survey. Build on the Engagement Strategy that is already in place to ensure that it remains a key priority for each organisation

2. Share the results of this survey widely with staff, as part of this Engagement Strategy. Publicise results, and work with staff groups to understand more about areas with lower scores. Develop mechanisms for staff to feed into action planning for improvement as a result

3. Share good practice in engagement and communications between organisations. Identify which have the better scores for staff engagement, and learn from successful initiatives that have been put in place

4. Ensure all staff have effective inductions when they join an organisation, and when they change jobs

5. Continue the improvement in the coverage of appraisals – a significant number of staff still say that they do not have one. Where they take place, ensure that clear objectives are agreed for work and for personal development. Continue the improvement in agreeing Personal Development Plans, and ensure that these are followed up and actioned

6. Significant numbers of staff report working additional hours. Consider whether resources are deployed in the most appropriate places. Drill down into the data for each organisation to identify the hotspots of particular concern

7. Investigate the areas where staff say there are not enough materials to carry out their jobs, and action as appropriate

8. Consider approaches and review strategies to improve work life balance. Ensure that managers understand what they can and cannot offer to staff as part of this, and why this appears to have dropped since 2012

9. Review approaches in lower performing organisations for senior managers to communicate with staff – particularly around the vision and priorities of the organisation

10. Where possible, involve staff in decision-making that affects their roles

11. Review strategies and mechanisms for obtaining feedback on patient experience and patient outcomes. Where this is collected, share it with staff. Use this feedback to inform change and improvement, and ensure that staff are aware that this has been done

12. Within each organisation, review the approach to communicating whistleblowing policies, and other processes for staff to raise concerns. Ensure that all staff know that these are in place, and how to use them. Reassure staff they will be afforded appropriate protection and that the organisation will take them seriously and take action where necessary

13. Consider internal communications more generally – particularly around how different parts of each organisation communicate with each other

14. Ensure that senior and middle managers recognise that positive staff engagement requires that communication is a two-way process. Develop appropriate strategies for obtaining staff views and feedback. Ensure that this is properly considered and acted on, and that feedback is given to staff on the resulting actions

15. Ensure the continued visibility of senior managers in each organisation, and that they are personally involved in developing and delivering key communications

16. Consider further strategies for involving staff in key decisions in each organisation. Act on staff feedback, and ensure that actions taken are widely communicated back to staff

17. Where there are hotspots of reported discrimination in organisations, drill down into the results to understand where this is happening, and on what basis and consider action as appropriate. Encourage staff to report all incidents of discrimination, from patients/clients/service users and from their managers/colleagues

18. Identify and tackle any hotspots in individual organisations around physical violence towards staff: from patients/their relatives/the public, managers, and other colleagues. Encourage staff to report any incidents when they occur. Ensure staff know what action has been taken as a result

19. Identify and tackle any hotspots in individual organisations around harassment, bullying and abuse of staff: from patients/their relatives/the public, managers, and other colleagues. Encourage staff to report any incidents when they occur. Ensure staff know what action has been taken as a result

20. Consider the issue of reported injury and work-related stress, and analyse ways in which organisations can meet legitimate problems. In particular, consider what can be done to improve communication, reduce conflicting pressures, and eliminate barriers to effective working

21. Maintain the good progress on implementation and communication of policies and practices around general physical and mental health and well-being

22. Improve the provision of healthy food in workplace canteens for those organisations that are under-performing

23. Where necessary, review processes around reporting errors, near misses and incidents – and around reporting concerns about unsafe clinical practice. Ensure staff know how to report incidents. Encourage staff to report incidents, and ensure that they feel safe doing so. Communicate whatever action is taken as a result

24. Review which organisations are performing poorly in relation to promoting the importance of hand hygiene to staff, patients and visitors. Make necessary improvements, learning from some of the top performers in this area.

25. Within each organisation, review Heat Maps to identify areas of lower performance, and scores for different personnel areas. Develop action plans as appropriate.

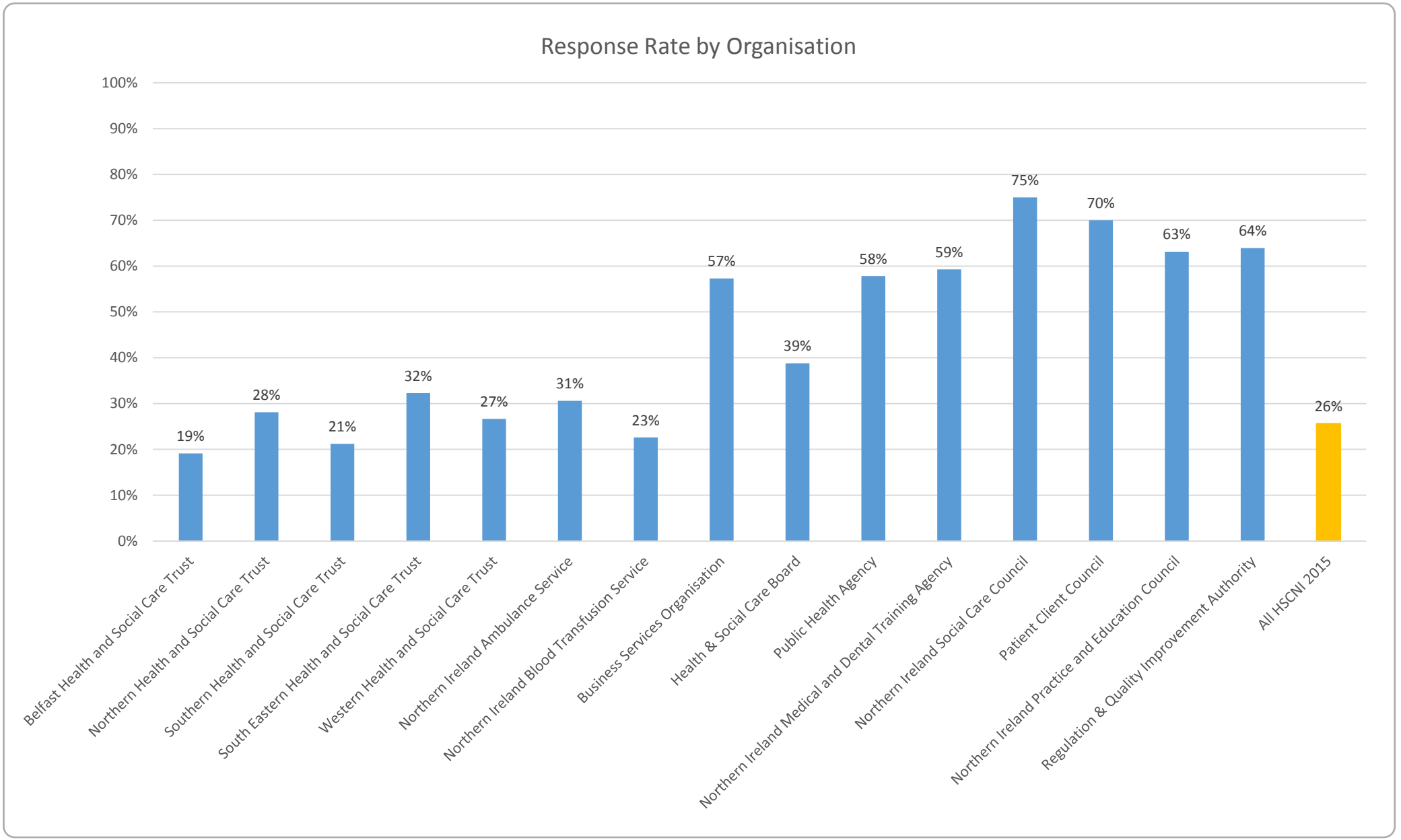
Section 3

Response Rate Summaries

Response Rates Summary: Organisation

The official sample size for the 2015 HSCNI Staff Survey was 70,213. 17,796 completed questionnaires were returned from this sample. 191 members of staff returned their questionnaires without filling them in. A group of 699 staff were excluded from the official sample as ineligible. The response rate to the 2015 HSCNI Staff Survey was therefore 26% (17,796 usable responses from a final sample of 69,514). The table and chart below show the response rate by Organisation.

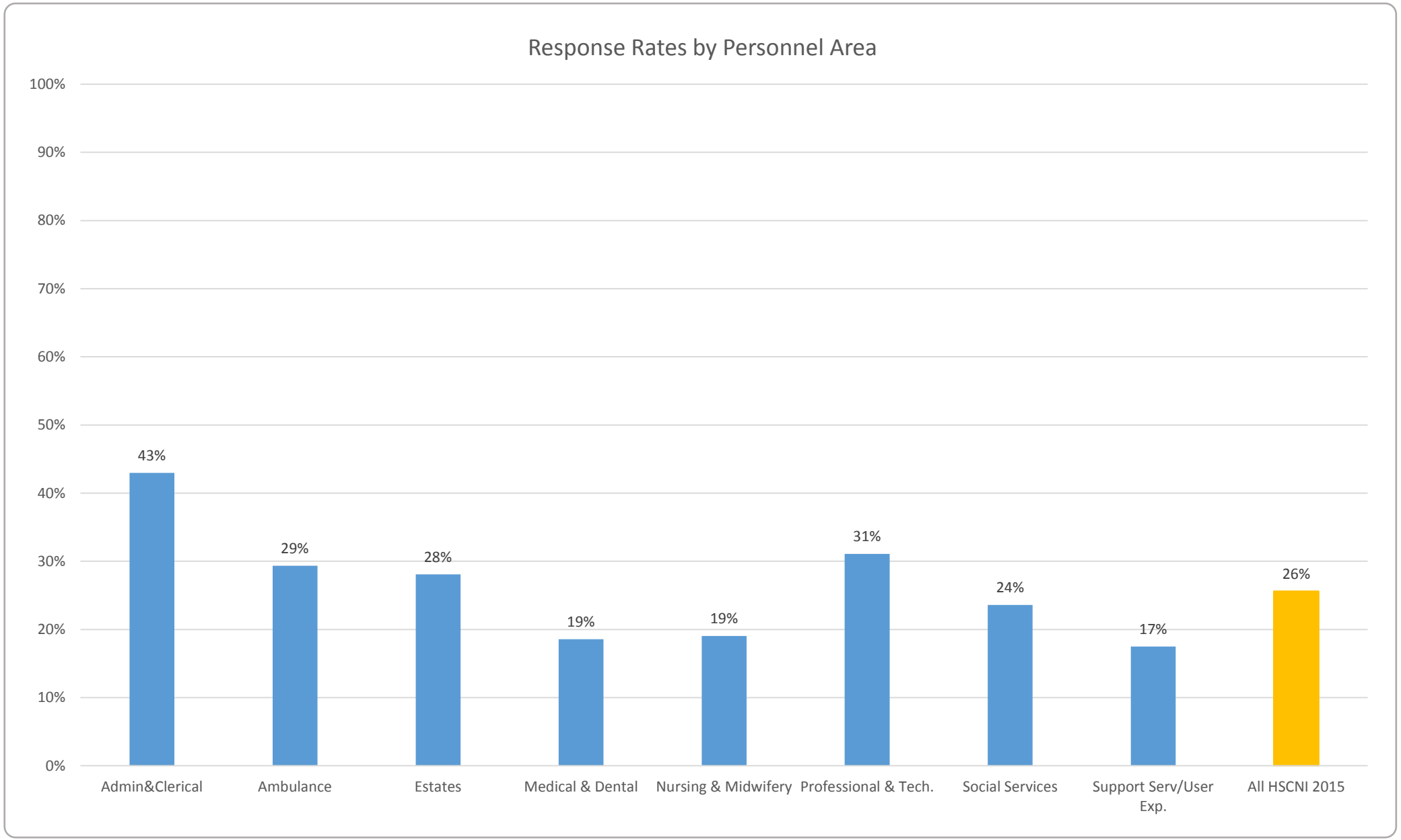
Organisation	Sample Size	Excluded	Adjusted Sample	Not Returned	Blank	Refused	Completed	Response Rate
Belfast Health and Social Care Trust	22,567	246	22,321	17,991	50	16	4,264	19%
Northern Health and Social Care Trust	12,974	83	12,891	9,228	30	9	3,624	28%
Southern Health and Social Care Trust	10,308	30	10,278	8,082	20	0	2,176	21%
South Eastern Health and Social Care Trust	10,965	252	10,713	7,216	27	11	3,459	32%
Western Health and Social Care Trust	9,538	14	9,524	6,927	58	0	2,539	27%
Northern Ireland Ambulance Service	1,108	4	1,104	765	1	0	338	31%
Northern Ireland Blood Transfusion Service	186	0	186	144	0	0	42	23%
Business Services Organisation	1,326	33	1,293	548	4	0	741	57%
Health & Social Care Board	591	21	570	348	1	0	221	39%
Public Health Agency	325	12	313	132	0	0	181	58%
Northern Ireland Medical and Dental Training Agency	54	0	54	22	0	0	32	59%
Northern Ireland Social Care Council	62	2	60	15	0	0	45	75%
Patient Client Council	31	1	30	9	0	0	21	70%
Northern Ireland Practice and Education Council	19	0	19	7	0	0	12	63%
Regulation & Quality Improvement Authority	159	1	158	57	0	0	101	64%
All HSCNI 2015	70,213	699	69,514	51,491	191	36	17,796	26%


Response Rate by Organisation
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
19%
28%
21%
32%
27%
31%
23%
57%
39%
58%
59%
75%
70%
63%
64%
26%
Belfast Health and Social Care Trust
Northern Health and Social Care Trust
Southern Health and Social Care Trust
South Eastern Health and Social Care Trust
Western Health and Social Care Trust
Northern Ireland Ambulance Service
Northern Ireland Blood Transfusion Service
Business Services Organisation
Health & Social Care Board
Public Health Agency
Northern Ireland Medical and Dental Training Agency
Northern Ireland Social Care Council
Patient Client Council
Northern Ireland Practice and Education Council
Regulation & Quality Improvement Authority
All HSCNI 2015

Response Rates Summary: Personnel Area

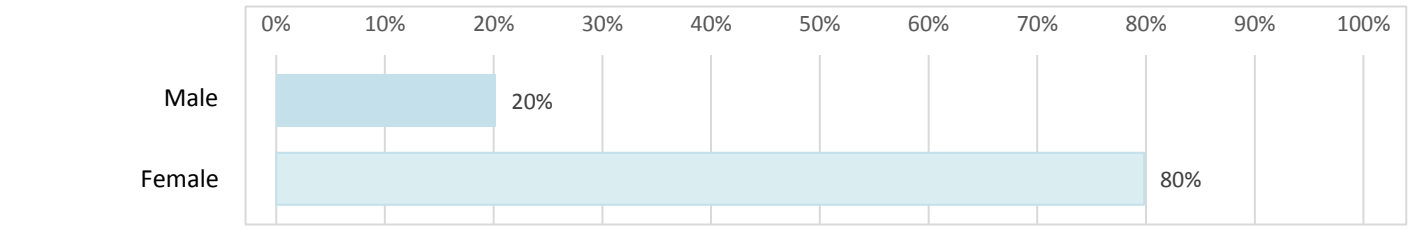
The table and chart below show the response rate by Personnel Area, as identified in the sample data.

Personell Area	Sample Size	Excluded	Adjusted Sample	Not Returned	Blank	Refused	Completed	Response Rate
Admin&Clerical	12,477	114	12,363	6,991	56	2	5,314	43%
Ambulance	1,020	4	1,016	717	1	0	298	29%
Estates	696	5	691	495	2	0	194	28%
Medical & Dental	4,685	39	4,646	3,778	5	0	863	19%
Nursing & Midwifery	24,189	274	23,915	19,279	67	15	4,554	19%
Professional & Tech.	8,421	52	8,369	5,732	30	5	2,602	31%
Social Services	12,162	132	12,030	9,167	16	9	2,838	24%
Support Serv/User Exp.	6,563	79	6,484	5,332	14	5	1,133	17%
All HSCNI 2015	70,213	699	69,514	51,491	191	36	17,796	26%

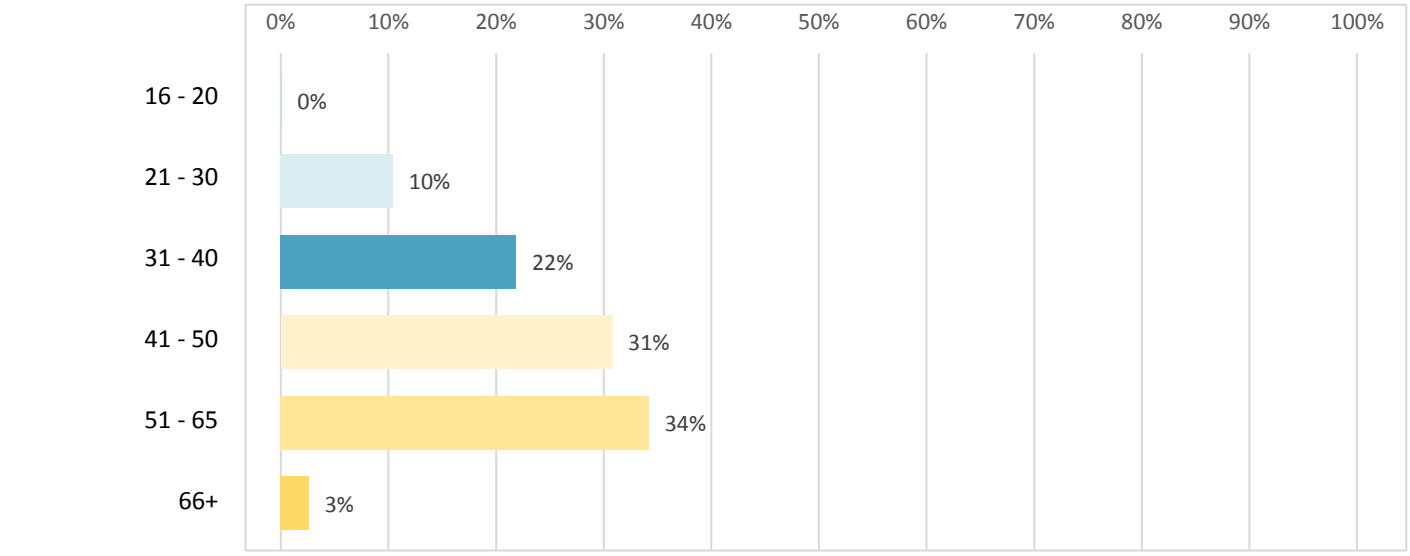

Response Rates by Personnel Area
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
43%
29%
28%
19%
19%
31%
24%
17%
26%
Admin&Clerical
Ambulance
Estates
Medical & Dental
Nursing & Midwifery
Professional & Tech.
Social Services
Support Serv/User Exp.
All HSCNI 2015

Respondent Demographics

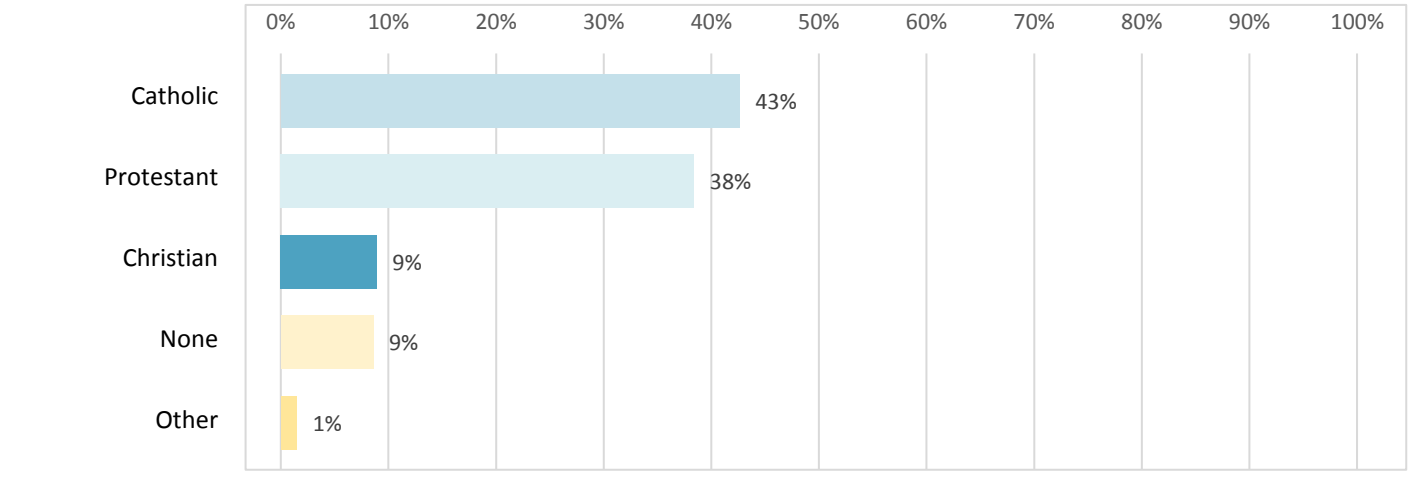
Gender:



Age:

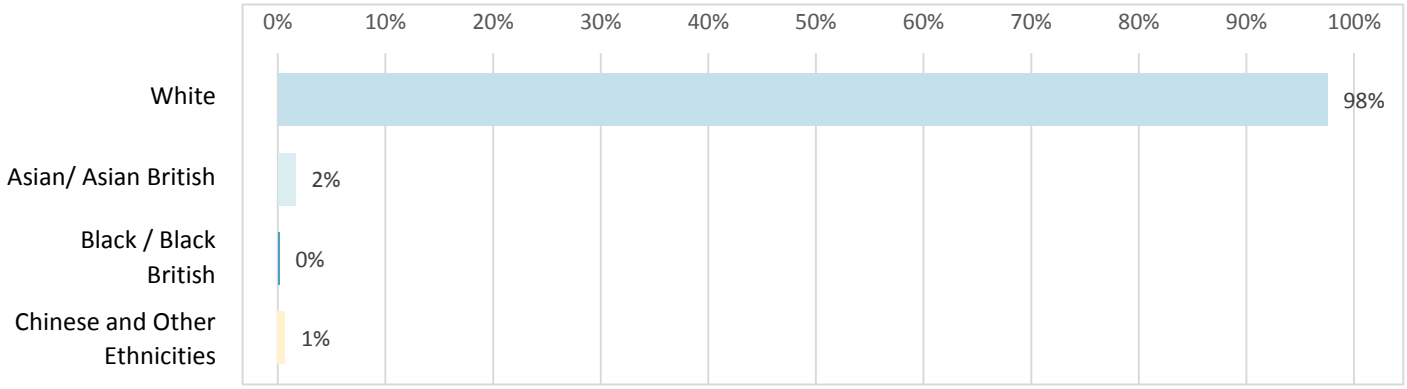


Religion:

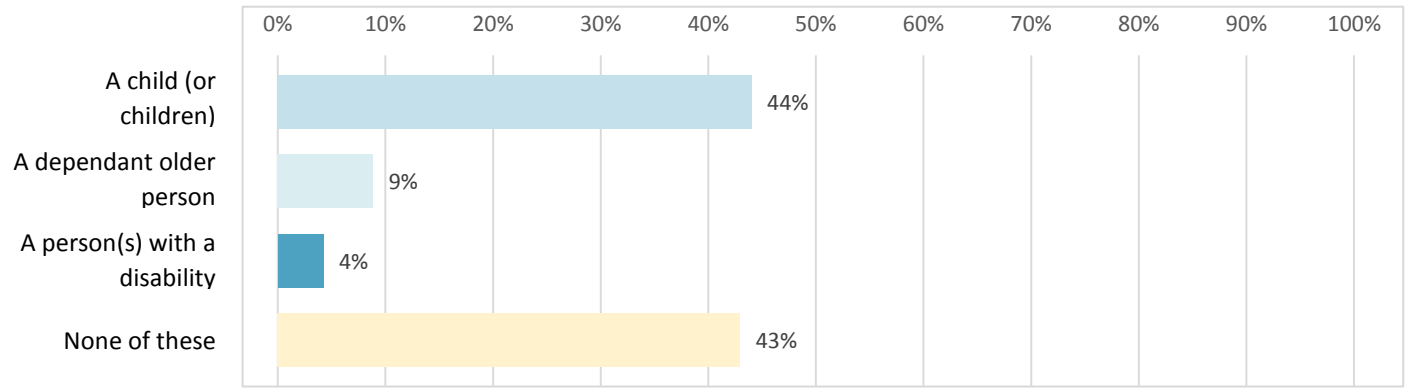


Respondent Demographics (continued)

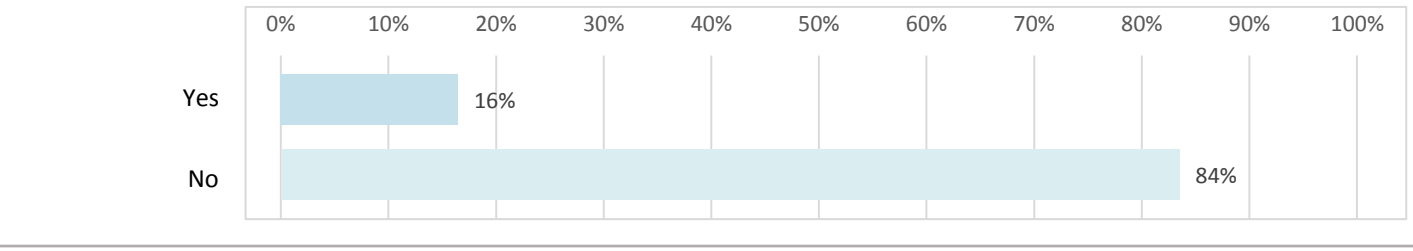
Ethnicity:



Dependants:

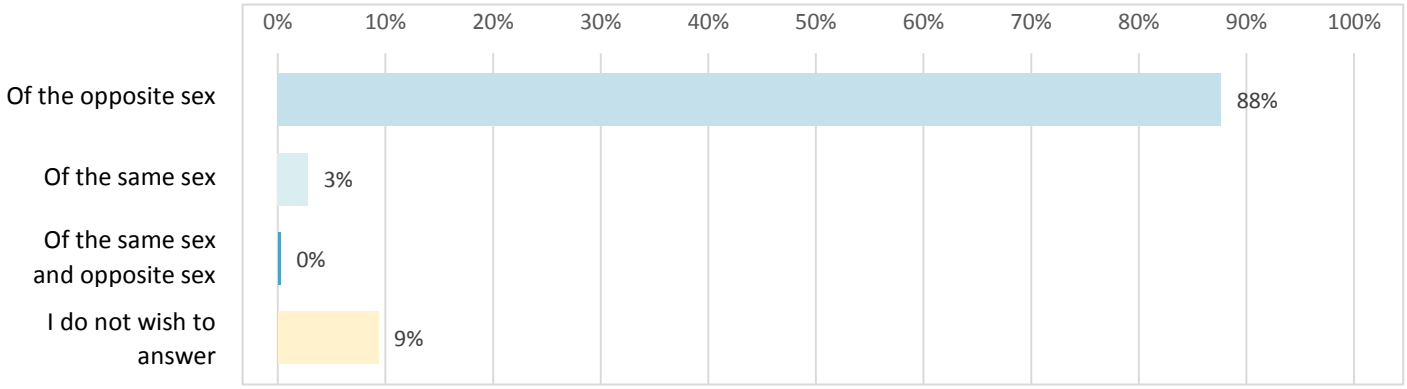


Disability:

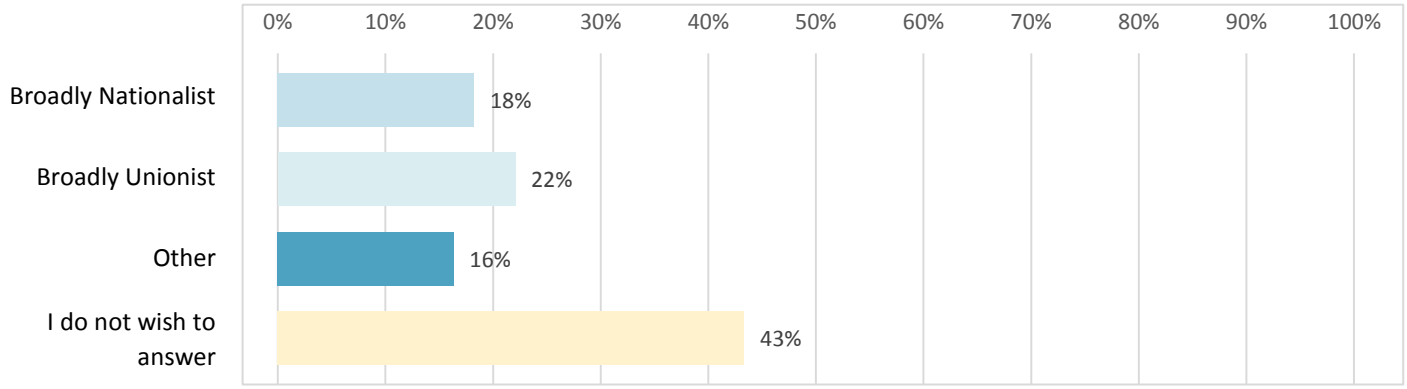


Respondent Demographics (continued)

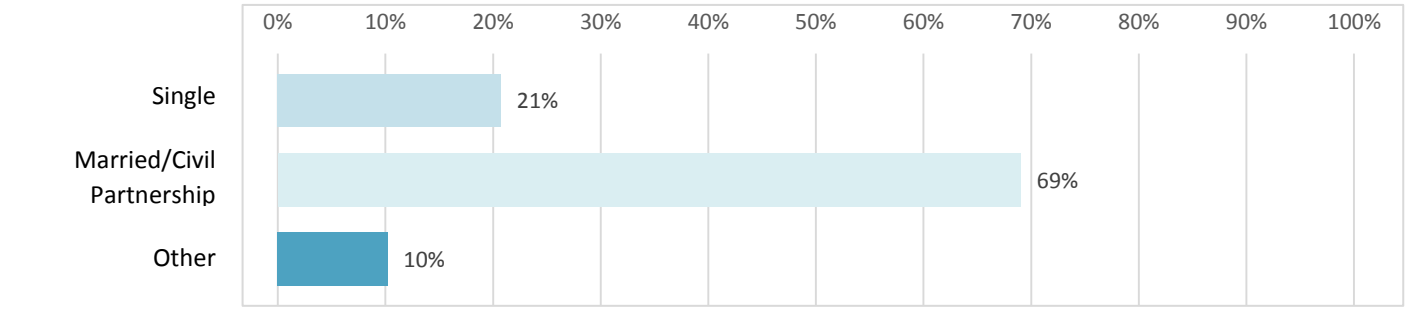
Sexual Orientation:



Political Opinion:



Marital Status:



Section 4

Engagement Scores

How overall staff engagement is calculated

The overall indicator of staff engagement has been calculated using the responses to nine individual questions which make up three Key Findings related to staff engagement. Details of the questions used are provided below:

- KF22 'Staff ability to contribute towards improvement at work'
  - I am able to make suggestions to improve the work of my team / department.
  - There are frequent opportunities for me to show initiative in my role.
  - I am able to make improvements happen in my area of work.

- KF24 'Staff recommendation of the trust as a place to work or receive treatment'
  - Care of patients / service users is my organisation's top priority.
  - I would recommend my organisation as a place to work.
  - If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation.

- KF25 'Staff motivation at work'
  - I look forward to going to work.
  - I am enthusiastic when I am working.
  - Time passes quickly when I am working.

Firstly, three scale summary scores were calculated by assigning numbers to a series of responses, and calculating the average score. For example, for KF24 'Staff recommendation of the organisation as a place to work or receive treatment' staff were asked the extent to which they agreed with the following three statements: "Care of patients / service users is my organisation's top priority", "I would recommend my organisation as a place to work", and "If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation". If they answered "strongly disagree", they would score 1; if they answered, "disagree", they would score 2; if they answered, "neither agree nor disagree", they would score 3; if they answered "agree", they would score 4; and if they answered "strongly agree", they would score 5. If a respondent were to score 4, 3 and 5 for the three statements then their average score would be (4 + 3 + 5) = 12 / 3 = 4.00.

The same process was also conducted for the other Key Findings (22 and 25) to create three scale summary scores for each respondent.

From this, the overall indicator of staff engagement was created by taking the average from these three scale summary scores. For example, if a respondent had an overall score of 3.67 on KF22 'Staff ability to contribute towards improvement at work', an overall score of 4.00 on KF24 'Staff recommendation of the organisation as a place to work or receive treatment', and an overall score of 4.33 on KF25 'Staff motivation at work' then their overall staff engagement score would be (3.67 + 4.00 + 4.33) = 12 / 3 = 4.00. The overall staff engagement scores for all respondents are then summarised to create scores at the required level for reporting (i.e. region, organisation and personnel area).

Engagement scores by organisation

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCNI15	Belfast Health and Social Care Trust	Northern Health and Social Care Trust	Southern Health and Social Care Trust	South Eastern Health and Social Care Trust	Western Health and Social Care Trust	Northern Ireland Ambulance Service	Northern Ireland Blood Transfusion Service	Business Services Organisation	Health & Social Care Board	Public Health Agency	Northern Ireland Medical and Dental Training Agency	Northern Ireland Social Care Council	Patient Client Council	Northern Ireland Practice and Education Council	Regulation & Quality Improvement Authority
Total Reds			0	0	0	0	0	13	5	6	6	12	1	7	1	9	3
Total Amber			0	1	0	0	0	0	1	3	2	0	2	2	0	1	2
Total Green			0	0	1	1	0	0	1	0	0	0	5	3	8	1	4
Q29b. (+) Frequent opportunities to show initiative in their role	69%	66%	67%	66%	68%	67%	67%	52%	72%	63%	65%	55%	91%	61%	85%	50%	62%
Q29d. (+) Able to make improvements happen in their area of work	55%	56%	56%	52%	60%	56%	56%	21%	51%	60%	60%	55%	81%	68%	86%	70%	68%
Q29e. (+) Able to make suggestions to improve the work of their team / department	73%	67%	69%	66%	70%	69%	68%	25%	69%	67%	70%	58%	84%	75%	81%	50%	79%
KF22. Staff ability to contribute towards improvements at work	3.37	3.17	3.22	3.07	3.34	3.22	3.22	1.29	3.08	3.20	3.25	2.89	4.22	3.75	4.05	3.00	3.55
Q29h. (+) Care of patients is the organisation's top priority	66%	73%	73%	73%	76%	79%	73%	38%	72%	65%	61%	53%	70%	61%	86%	25%	81%
Q29i. (+) If a friend or relative needed treatment they would be happy with the standard of care provided by the organisation	62%	67%	69%	65%	71%	71%	72%	48%	69%	47%	43%	39%	46%	33%	65%	13%	49%
Q29j. (+) Would recommend the organisation as a place to work	54%	61%	59%	58%	67%	65%	64%	29%	38%	59%	52%	43%	66%	50%	67%	50%	53%
KF24. Staff recommendation of the trust as a place to work or receive treatment	3.60	3.71	3.71	3.68	3.81	3.81	3.76	2.98	3.67	3.56	3.47	3.31	3.70	3.52	4.12	3.29	3.79

Engagement scores by organisation

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCNI15	Belfast Health and Social Care Trust	Northern Health and Social Care Trust	Southern Health and Social Care Trust	South Eastern Health and Social Care Trust	Western Health and Social Care Trust	Northern Ireland Ambulance Service	Northern Ireland Blood Transfusion Service	Business Services Organisation	Health & Social Care Board	Public Health Agency	Northern Ireland Medical and Dental Training Agency	Northern Ireland Social Care Council	Patient Client Council	Northern Ireland Practice and Education Council	Regulation & Quality Improvement Authority
Total Reds			0	0	0	0	0	13	5	6	6	12	1	7	1	9	3
Total Amber			0	1	0	0	0	0	1	3	2	0	2	2	0	1	2
Total Green			0	0	1	1	0	0	1	0	0	0	5	3	8	1	4
Q28a. (+) Look forward to going to work	51%	57%	55%	60%	62%	58%	59%	46%	41%	47%	49%	45%	53%	39%	57%	40%	56%
Q28b. (+) Enthusiastic about their job	67%	71%	72%	73%	74%	72%	72%	64%	56%	60%	64%	57%	69%	52%	71%	40%	67%
Q28c. (+) Time passes quickly when they are working	74%	80%	80%	83%	83%	81%	81%	59%	56%	68%	74%	63%	84%	64%	71%	67%	73%
KF25. Staff motivation at work	3.81	3.90	3.88	3.98	4.01	3.92	3.94	3.53	3.50	3.59	3.69	3.55	3.89	3.56	3.84	3.77	3.78
Overall Staff Engagement	3.69	3.72	3.72	3.73	3.81	3.77	3.75	3.06	3.58	3.56	3.58	3.42	3.88	3.63	4.02	3.63	3.79
Number of Respondents	118,969	17,796	4,264	3,624	2,176	3,459	2,539	338	42	741	221	181	32	45	21	12	101

Engagement scores by personnel area

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCN15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			3	13	1	1	0	0	0	6
Total Amber			2	0	1	1	0	2	0	0
Total Green			0	0	1	2	0	1	5	0
Q29b. (+) Frequent opportunities to show initiative in their role	69%	66%	64%	53%	68%	67%	70%	68%	70%	51%
Q29d. (+) Able to make improvements happen in their area of work	55%	56%	58%	16%	64%	58%	56%	61%	55%	42%
Q29e. (+) Able to make suggestions to improve the work of their team / department	73%	67%	67%	20%	66%	73%	69%	74%	70%	46%
KF22. Staff ability to contribute towards improvements at work	3.37	3.17	3.16	1.12	3.33	3.42	3.28	3.41	3.26	2.25
Q29h. (+) Care of patients is the organisation's top priority	66%	73%	72%	35%	69%	65%	77%	70%	78%	74%
Q29i. (+) If a friend or relative needed treatment they would be happy with the standard of care provided by the organisation	62%	67%	61%	47%	60%	68%	72%	67%	73%	66%
Q29j. (+) Would recommend the organisation as a place to work	54%	61%	59%	29%	58%	56%	62%	58%	69%	61%
KF24. Staff recommendation of the trust as a place to work or receive treatment	3.60	3.71	3.68	2.93	3.61	3.58	3.78	3.65	3.87	3.71

Engagement scores by personnel area

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCN15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			3	13	1	1	0	0	0	6
Total Amber			2	0	1	1	0	2	0	0
Total Green			0	0	1	2	0	1	5	0
Q28a. (+) Look forward to going to work	51%	57%	51%	47%	60%	59%	61%	53%	67%	56%
Q28b. (+) Enthusiastic about their job	67%	71%	64%	66%	71%	73%	76%	73%	79%	65%
Q28c. (+) Time passes quickly when they are working	74%	80%	75%	57%	84%	82%	85%	81%	85%	75%
KF25. Staff motivation at work	3.81	3.90	3.75	3.53	3.89	3.86	4.01	3.86	4.14	3.88
Overall Staff Engagement	3.69	3.72	3.66	3.02	3.69	3.67	3.80	3.71	3.87	3.60
Number of Respondents	118,969	17,796	5,314	298	194	861	4,554	2,604	2,838	1,133

Section 5

Key Findings

How the Key Findings are calculated

Key Findings	Question Number(s)
Please note that 'key findings' relate to a question, or group of questions, originally taken from the 2014 NHS National Staff Survey. Where relevant these will be included for HSCNI. However, some may be excluded where not directly comparable due to differing requirements or timescales.	
Key Finding 1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver This is the percentage of staff who agreed or strongly agreed with at least two of the following three statements: "I am able to do my job to a standard I am personally pleased with", "I am satisfied with the quality of care I give to patients / service users" and "I am able to deliver the patient care I aspire to". Note: staff giving 'not applicable to me' responses to the last two statements were excluded when calculating this score.	Q15b Q16a Q16c
Key Finding 2. Percentage of staff agreeing that their role makes a difference to patients This is the percentage of staff who agreed or strongly agreed with the following statement: "I feel that my role makes a difference to patients / service users". Note: staff giving 'not applicable to me' responses were excluded when calculating this score.	Q16b
Key Finding 3. Work pressure felt by staff The work pressure score assesses the extent to which staff have a workload that is more than they can cope with and includes the extent to which staff feel there is a lack of time or resources to do their job well. 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.	Q10c Q10d Q10e
Key Finding 4. Effective team working The effective team working score assesses the extent to which staff 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.	Q9c Q9d Q9e
Key Finding 5. Percentage of staff working extra hours This is the percentage of staff that said that, in an average week, they work longer than the hours for which they are contracted. This was calculated from those ticking " up to and including 5 hours"/ " over 5 hours, up to and including 10 hours"/ "over 10 hours" to question 6c (paid hours) or 6d (additional unpaid hours)..	Q6c Q6d
Key Finding 6. Percentage of staff receiving job-relevant training, learning or development in last 12 months This is the percentage of staff who in the past 12 months received any form of training, learning or development from their employer, and also agreed or strongly agreed with at least one of the following statements: "My training, learning and development has helped me to do my job more effectively", "It has helped me to deliver a better patient / service user experience", and "It has helped me stay up-to-date with professional requirements".	Q3a Q3b Q3c

How the Key Findings are calculated

Key Findings	Question Number(s)
Key Finding 7. Percentage of staff appraised in last 12 months This is the percentage of staff who answered “yes” to having an 'appraisal, annual review, development review or KSF development review' in the last 12 months	Q4a
Key Finding 8. Percentage of staff having well structured appraisals in last 12 months This is the percentage of staff who had an appraisal in the previous 12 months and also answered “yes” to each of the following three questions: “Did it help you to improve how you do your job?”, "Did it help you agree clear objectives for your work?” and “Did it leave you feeling that your work is valued by your organisation?”	Q4b Q4c Q4d
Key Finding 9. Support from immediate managers Support from immediate managers assesses the extent to which staff feel their manager or supervisor 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.	Q19a Q19b Q19c Q19d Q29f
Key Finding 11. Percentage of staff suffering work related stress in last 12 months This is the percentage of staff who said that, in the last 12 months, they had felt unwell as a result of work related stress.	Q33e
Key Finding 12. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month This is the percentage of staff who, in the previous month, had witnessed at least one error or near miss that could have potentially hurt patients and / or staff.	Q37b Q37c
Key Finding 13. Percentage of staff reporting errors, near misses or incidents witnessed in the last month This is the percentage of staff who had, in the last month, seen errors, near misses, or incidents that could have hurt staff or patients and said that they or a colleague had reported it. Respondents who had not seen any errors, near misses or incidents in the last month, or did not know whether such errors had been reported, were excluded from the calculation.	Q37d

How the Key Findings are calculated

Key Findings	Question Number(s)
Key Finding 14. Fairness and effectiveness of procedures for reporting errors, near misses and incidents This scale assesses culture of incident reporting in organisations. The scale measures the extent to which staff are aware of the procedures for reporting errors, near misses and incidents; to what extent they feel that the organisation encourages such reports, and then treats the reports fairly and confidentially; and to what extent the organisation 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.	Q39a Q39b Q39c Q39d Q39e Q39f Q39g
Key Finding 15. Percentage agreeing that they would feel secure raising concerns about unsafe clinical practice This is the percentage of staff who agreed or strongly agreed that they would feel secure raising concerns about unsafe clinical practice.	Q38b
Key Finding 16. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months This is the percentage of staff who, in the previous 12 months, had experienced physical violence from patients / service users, their relatives or other members of the public.	Q30a
Key Finding 17. Percentage of staff experiencing physical violence from staff in last 12 months This is the percentage of staff who, in the previous 12 months, had experienced physical violence from colleagues or managers.	Q30b Q30c
Key Finding 18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public.	Q31a
Key Finding 19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months This is the percentage of staff who, in the previous 12 months, had experienced harassment, bullying or abuse from colleagues or managers.	Q31b Q31c

How the Key Findings are calculated

Key Findings	Question Number(s)
Key Finding 21. Percentage of staff reporting good communication between senior management and staff This is the percentage of people who agreed or strongly agreed with at least three of the following four statements: "Senior managers act on staff feedback"; "Senior managers here try to involve staff in important decisions"; "Communication between senior management and staff is effective"and staff "receive clear feedback from their manager".	Q11f Q20a Q20b Q29f
Key Finding 22. Percentage of staff able to contribute towards improvements at work This is the percentage of people who agreed or strongly agreed with at least two of the following three statements: "There are frequent opportunities for me to show initiative in my role"; "I am able to make suggestions to improve the work of my team / department"; and "I am able to make improvements happen in my area of work".	Q29b Q29d Q29e
Key Finding 23. Staff job satisfaction This scale measures job satisfaction in the following areas: recognition for good work; support from immediate managers and colleagues; freedom to choose methods of working; amount of responsibility; opportunities to use skills; and the extent to which the organisation is seen to value the work of staff. 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.	Q13a Q13b Q13c Q13d Q13e Q13f Q13g
Key Finding 24. Staff recommendation of the organisation as a place to work or receive treatment Staff were asked whether or not they thought care of patients and service users was the organisation's top priority, whether or not they would recommend their organisation to others as a place to work, and whether they would be happy with the standard of care provided by the organisation 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 organisation as a place to work or receive treatment, and 5 representing that staff would be likely to recommend the organisation as a place to work or receive treatment.	Q29h Q29i Q29j
Key Finding 25. Staff motivation at work 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.	Q28a Q28b Q28c

How the Key Findings are calculated

Key Findings	Question Number(s)
Key Finding 27. Percentage believing that the organisation provides equal opportunities for career progression or promotion This is the percentage of staff who said that their organisation acts fairly with regards to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age. (Note: staff giving 'Don't Know' responses were excluded when calculating this score.)	Q25a
Key Finding 28. Percentage of staff experiencing discrimination at work in the last 12 months This is the percentage of staff who said that they had experienced discrimination from patients / service users, their relatives or other members of the public and / or from colleagues or managers in the last 12 months.	Q25c Q25d
Key Finding 29. Percentage agreeing that feedback from patients/service users is used to make informed decisions in their directorate / department This is the percentage of staff who agreed or strongly agreed that feedback from patients/service users is used to inform changes.	Q23a Q23c

Key Finding heat map by organisation

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

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Total Reds			0	1	1	0	2	85	29	26	28	51	15	26	12	26	11
Total Amber			4	5	2	5	3	3	3	5	6	6	7	5	4	5	7
Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q15b. (+) Able to do their job to a standard they are personally pleased with	-	79%	78%	77%	81%	79%	81%	73%	83%	83%	76%	73%	81%	84%	90%	91%	84%
Q16a. (+) Satisfied with the quality of care they give	82%	86%	86%	84%	87%	86%	87%	83%	85%	88%	75%	76%	95%	90%	94%	100%	94%
Q16c. (+) Able to deliver the standard of care they aspire to	67%	69%	68%	69%	72%	70%	71%	64%	62%	72%	54%	55%	56%	78%	71%	50%	73%
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	76%	78%	77%	77%	80%	79%	81%	76%	79%	81%	63%	64%	74%	90%	88%	100%	84%
Q16b. (+) Feel their role makes a difference	89%	89%	90%	90%	90%	89%	91%	91%	83%	84%	76%	76%	83%	72%	76%	75%	92%
KF2. % agreeing that their role makes a difference to patients	89%	89%	90%	90%	90%	89%	91%	91%	83%	84%	76%	76%	83%	72%	76%	75%	92%

Key Finding heat map by organisation

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Total Reds			0	1	1	0	2	85	29	26	28	51	15	26	12	26	11
Total Amber			4	5	2	5	3	3	3	5	6	6	7	5	4	5	7
Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q10c. (+) Can meet the conflicting demands of their work	28%	44%	43%	43%	44%	45%	43%	24%	49%	54%	50%	47%	47%	55%	67%	58%	57%
Q10d. (+) Have adequate materials, supplies and equipment to do their work	55%	61%	58%	60%	67%	58%	59%	42%	70%	73%	74%	63%	78%	80%	67%	92%	87%
Q10e. (+) Enough staff in team / area / department to do the job properly	28%	35%	34%	35%	36%	32%	35%	14%	40%	45%	49%	36%	25%	52%	43%	58%	54%
* ***KF3. Work pressure felt by staff***	3.10	2.95	2.97	2.96	2.88	2.99	2.96	3.54	2.80	2.68	2.69	2.85	2.77	2.50	2.59	2.25	2.49
Q9c. (+) Team has a set of shared objectives	77%	77%	76%	77%	78%	78%	76%	63%	80%	78%	74%	63%	73%	84%	75%	88%	86%
Q9d. (+) Team often meets to discuss their effectiveness	61%	57%	56%	57%	62%	59%	55%	16%	46%	56%	56%	38%	63%	71%	60%	88%	72%
_Agg Q9e_Agg. (+) Team communicate closely to achieve objectives	79%	81%	81%	82%	82%	80%	82%	70%	80%	79%	78%	69%	87%	86%	75%	63%	83%
KF4. Effective team working	3.76	3.71	3.71	3.72	3.77	3.75	3.69	3.10	3.65	3.69	3.65	3.40	3.93	3.92	3.73	3.88	3.94

Key Finding heat map by organisation

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCNI15	Belfast Health and Social Care Trust	Northern Health and Social Care Trust	Southern Health and Social Care Trust	South Eastern Health and Social Care Trust	Western Health and Social Care Trust	Northern Ireland Ambulance Service	Northern Ireland Blood Transfusion Service	Business Services Organisation	Health & Social Care Board	Public Health Agency	Northern Ireland Medical and Dental Training Agency	Northern Ireland Social Care Council	Patient Client Council	Northern Ireland Practice and Education Council	Regulation & Quality Improvement Authority
Total Reds			0	1	1	0	2	85	29	26	28	51	15	26	12	26	11
Total Amber			4	5	2	5	3	3	3	5	6	6	7	5	4	5	7
Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
* *Q6c. (-) Have worked additional paid hours*	30%	50%	49%	55%	48%	51%	45%	95%	65%	32%	13%	13%	41%	20%	36%	0%	11%
* *Q6d. (-) Have worked additional unpaid hours*	59%	71%	73%	68%	72%	71%	75%	39%	50%	70%	88%	91%	58%	92%	73%	100%	82%
* ***KF5. % working extra hours***	71%	95%	95%	96%	95%	95%	95%	100%	97%	90%	94%	95%	88%	100%	88%	100%	89%

Key Finding heat map by organisation

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Total Reds			0	1	1	0	2	85	29	26	28	51	15	26	12	26	11
Total Amber			4	5	2	5	3	3	3	5	6	6	7	5	4	5	7
Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q3a. (+) Training has helped them to do their job more effectively	66%	69%	69%	72%	71%	73%	71%	45%	54%	58%	49%	53%	72%	59%	60%	50%	66%
Q3b. (+) Training has helped them to stay up-to-date with professional requirements	73%	70%	71%	74%	73%	73%	71%	53%	46%	50%	47%	47%	66%	50%	55%	42%	63%
Q3c. (+) Training has helped them to deliver a better patient experience	63%	63%	63%	66%	66%	68%	64%	40%	39%	49%	34%	28%	62%	47%	55%	42%	43%
KF6. % receiving job-relevant training, learning or development in last 12 months	80%	80%	81%	81%	80%	83%	81%	68%	68%	70%	57%	59%	94%	64%	61%	60%	70%
_Agg Q4a_Agg. (+) Had an appraisal / review in last 12 months	84%	65%	64%	67%	67%	71%	54%	25%	93%	65%	74%	86%	75%	95%	85%	100%	98%
KF7. % appraised in last 12 months	84%	65%	64%	67%	67%	71%	54%	25%	93%	65%	74%	86%	75%	95%	85%	100%	98%

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Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q4b. (+) Appraisal improved how they do their job	54%	58%	57%	57%	63%	58%	62%	48%	38%	52%	49%	46%	54%	51%	76%	75%	51%
Q4c. (+) Appraisal agreed clear objectives for their work	77%	78%	76%	78%	80%	79%	82%	48%	81%	76%	72%	74%	83%	88%	94%	100%	82%
Q4d. (+) Appraisal left them feeling their work is valued by the organisation	62%	62%	58%	63%	67%	64%	62%	29%	65%	62%	61%	58%	75%	71%	82%	75%	76%
KF8. % having well structured appraisals in last 12 months	38%	31%	30%	32%	36%	35%	27%	6%	30%	31%	33%	34%	41%	47%	65%	67%	45%

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Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q19a. (+) Immediate manager encourages those who work for her / him to work as a team	70%	72%	71%	74%	76%	73%	72%	32%	72%	75%	72%	56%	81%	80%	81%	92%	78%
Q19b. (+) Their immediate manager can be counted on to help them with a difficult task at work	69%	70%	68%	71%	73%	69%	70%	39%	67%	77%	72%	63%	75%	84%	90%	92%	70%
Q19c. (+) Their immediate manager asks for their opinion before making decisions that affect their work	52%	55%	54%	54%	59%	53%	55%	21%	56%	64%	68%	57%	72%	71%	86%	83%	66%
Q19d. (+) Their immediate manager is supportive in a personal crisis	73%	75%	73%	74%	78%	74%	74%	59%	67%	80%	79%	77%	74%	87%	95%	83%	78%
Q29f. (+) Receive clear feedback from their manager	58%	58%	55%	59%	62%	59%	58%	15%	62%	62%	61%	50%	72%	77%	86%	90%	70%
KF9. Support from immediate managers	3.67	3.65	3.61	3.67	3.75	3.65	3.63	2.78	3.63	3.79	3.77	3.52	4.04	4.03	4.37	4.25	3.88

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Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
* *Q33e. (-) Injured or felt unwell as a result of work-related stress*	39%	36%	36%	38%	32%	37%	36%	68%	36%	30%	33%	31%	23%	27%	10%	30%	28%
* ***KF11. % suffering work-related stress in last 12 months***	39%	36%	36%	38%	32%	37%	36%	68%	36%	30%	33%	31%	23%	27%	10%	30%	28%
* *Q37b. (-) Witnessed errors, near misses or incidents that could have hurt staff*	19%	17%	19%	18%	14%	21%	16%	39%	5%	5%	4%	5%	3%	0%	10%	0%	5%
* *Q37c. (-) Witnessed errors, near misses or incidents that could have hurt patients*	26%	22%	26%	24%	17%	27%	21%	34%	11%	3%	2%	1%	7%	0%	5%	0%	1%
* ***KF12. % witnessing potentially harmful errors, near misses or incidents in last month***	31%	26%	30%	28%	21%	31%	25%	43%	16%	7%	6%	6%	7%	0%	10%	0%	5%
_Agg Q37d_Agg. (+) They or a colleague reported the last error, incident or near miss they saw that could have hurt staff or patients	94%	95%	95%	96%	91%	96%	95%	86%	83%	76%	91%	80%	50%		100%		100%
KF13. % reporting errors, near misses or incidents witnessed in the last month	94%	95%	95%	96%	91%	96%	95%	86%	83%	76%	91%	80%	50%	-	100%	-	100%

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Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q39a. (+) Organisation treats staff involved in an error, near miss or incident fairly	45%	45%	45%	46%	48%	49%	45%	23%	51%	36%	32%	22%	42%	39%	57%	50%	38%
Q39b. (+) Organisation encourages us to report errors, near misses or incidents	85%	78%	80%	80%	80%	81%	77%	64%	82%	58%	59%	43%	65%	70%	76%	50%	62%
Q39c. (+) Organisation treats reports of errors, near misses or incidents confidentially	62%	59%	59%	62%	63%	62%	60%	34%	59%	44%	50%	35%	48%	41%	57%	50%	56%
* *Q39d. (-) Organisation blames or punishes people involved in an error, near miss or incident*	14%	15%	14%	16%	16%	14%	16%	39%	10%	14%	11%	13%	13%	9%	10%	0%	14%
Q39e. (+) Organisation takes action to ensure that, when errors, near misses or incidents are reported, they do not happen again	61%	61%	61%	66%	63%	64%	62%	28%	77%	51%	46%	39%	52%	41%	58%	50%	57%
Q39f. (+) Organisation informs staff about errors, near misses or incidents that happen	44%	55%	54%	63%	54%	59%	53%	17%	46%	42%	32%	25%	37%	30%	42%	63%	36%
Q39g. (+) Organisation gives feedback about changes made in response to reported errors, near misses or incidents	43%	52%	50%	61%	53%	57%	51%	15%	46%	40%	31%	24%	39%	27%	45%	43%	47%
KF14. Fairness and effectiveness of incident reporting procedures	3.51	3.53	3.53	3.59	3.55	3.59	3.52	2.84	3.49	3.38	3.39	3.21	3.45	3.33	3.62	3.60	3.49

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	Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
	Q38b. (+) Would feel secure raising concerns about unsafe clinical practice	66%	60%	63%	62%	63%	63%	60%	45%	54%	38%	47%	38%	47%	35%	40%	50%	61%
	KF15. % agreeing that they would feel secure raising concerns about unsafe clinical practice	66%	60%	63%	62%	63%	63%	60%	45%	54%	38%	47%	38%	47%	35%	40%	50%	61%
_Agg	* *Q30a_Agg. (-) Experienced physical violence from patients, their relative or other members of the public*	15%	14%	12%	17%	12%	16%	14%	51%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	* ***KF16. % experiencing physical violence from patients, relatives or the public in last 12 months***	15%	14%	12%	17%	12%	16%	14%	51%	0%	0%	0%	0%	0%	0%	0%	0%	0%
_Agg	* *Q30b_Agg. (-) Experienced physical violence from their manager*	-	1%	0%	1%	1%	0%	1%	3%	3%	0%	0%	0%	0%	0%	0%	0%	0%
Agg	* *Q30c_Agg. (-) Experienced physical violence from other colleagues*	-	1%	1%	2%	1%	2%	2%	5%	3%	1%	0%	1%	0%	0%	0%	0%	0%
	* ***KF17. % experiencing physical violence from staff in last 12 months***	3%	2%	1%	2%	1%	2%	2%	6%	3%	1%	0%	1%	0%	0%	0%	0%	0%

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	Total Reds			0	1	1	0	2	85	29	26	28	51	15	26	12	26	11
	Total Amber			4	5	2	5	3	3	3	5	6	6	7	5	4	5	7
	Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
_Agg	* *Q31a_Agg. (-) Experienced harassment, bullying or abuse from patients, their relative or other members of the public*	28%	25%	23%	26%	23%	28%	27%	64%	3%	8%	4%	7%	13%	2%	29%	11%	3%
	* ***KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months***	28%	25%	23%	26%	23%	28%	27%	64%	3%	8%	4%	7%	13%	2%	29%	11%	3%
_Agg	* *Q31b_Agg. (-) Experienced harassment, bullying or abuse from their manager*	-	12%	13%	12%	10%	12%	13%	25%	5%	10%	13%	21%	6%	9%	0%	13%	16%
Agg	* *Q31c_Agg. (-) Experienced harassment, bullying or abuse from other colleagues*	-	16%	17%	14%	14%	16%	18%	25%	18%	10%	15%	15%	6%	5%	5%	22%	12%
	* ***KF19. % experiencing harassment, bullying or abuse from staff in last 12 months***	23%	22%	24%	21%	20%	21%	25%	38%	21%	17%	25%	27%	13%	11%	5%	22%	21%

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Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q11f. (+) Senior managers act on staff feedback	28%	38%	36%	37%	43%	40%	36%	7%	28%	43%	37%	29%	55%	34%	38%	36%	43%
Q20a. (+) Senior managers try to involve staff in important decisions	30%	29%	28%	26%	34%	31%	26%	4%	21%	36%	34%	24%	50%	36%	48%	42%	41%
Q20b. (+) Communication between senior management and staff is effective	36%	30%	30%	28%	34%	33%	27%	3%	15%	38%	30%	21%	45%	24%	33%	50%	37%
Q29f. (+) Receive clear feedback from their manager	58%	58%	55%	59%	62%	59%	58%	15%	62%	62%	61%	50%	72%	77%	86%	90%	70%
KF21. % reporting good communication between senior management and staff	23%	28%	28%	26%	33%	31%	25%	3%	18%	37%	33%	24%	44%	18%	33%	33%	36%

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Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q29b. (+) Frequent opportunities to show initiative in their role	69%	66%	67%	66%	68%	67%	67%	52%	72%	63%	65%	55%	91%	61%	85%	50%	62%
Q29d. (+) Able to make improvements happen in their area of work	55%	56%	56%	52%	60%	56%	56%	21%	51%	60%	60%	55%	81%	68%	86%	70%	68%
Q29e. (+) Able to make suggestions to improve the work of their team / department	73%	67%	69%	66%	70%	69%	68%	25%	69%	67%	70%	58%	84%	75%	81%	50%	79%
KF22. % able to contribute towards improvements at work	67%	63%	64%	61%	67%	64%	64%	26%	62%	64%	65%	58%	84%	75%	81%	60%	71%

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Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q13a. (+) Satisfied with recognition for good work	49%	46%	44%	46%	49%	48%	43%	11%	48%	49%	52%	46%	63%	62%	67%	67%	58%
Q13b. (+) Satisfied with support from immediate manager	66%	62%	60%	62%	66%	63%	62%	31%	60%	70%	69%	55%	75%	82%	86%	75%	76%
Q13c. (+) Satisfied with freedom to choose their own method of working	65%	63%	63%	60%	64%	63%	63%	40%	70%	70%	74%	63%	84%	73%	100%	83%	68%
Q13d. (+) Satisfied with support from work colleagues	79%	76%	75%	77%	77%	76%	76%	66%	60%	75%	75%	70%	84%	80%	81%	67%	82%
Q13e. (+) Satisfied with the amount of responsibility they are given	74%	69%	69%	70%	71%	70%	68%	53%	65%	65%	65%	55%	78%	67%	86%	75%	73%
Q13f. (+) Satisfied with the opportunities they have to use their skills	70%	67%	66%	70%	69%	69%	66%	59%	45%	61%	60%	50%	81%	56%	76%	64%	67%
Q13g. (+) Satisfied with the extent to which the organisation values their work	41%	38%	35%	38%	43%	40%	36%	9%	33%	41%	34%	35%	47%	47%	67%	42%	48%
KF23. Staff job satisfaction	3.60	3.48	3.46	3.49	3.55	3.52	3.46	2.87	3.44	3.51	3.50	3.34	3.85	3.66	4.06	3.86	3.73

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Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q29h. (+) Care of patients is the organisation's top priority	66%	73%	73%	73%	76%	79%	73%	38%	72%	65%	61%	53%	70%	61%	86%	25%	81%
Q29i. (+) If a friend or relative needed treatment they would be happy with the standard of care provided by the organisation	62%	67%	69%	65%	71%	71%	72%	48%	69%	47%	43%	39%	46%	33%	65%	13%	49%
Q29j. (+) Would recommend the organisation as a place to work	54%	61%	59%	58%	67%	65%	64%	29%	38%	59%	52%	43%	66%	50%	67%	50%	53%
KF24. Staff recommendation of the organisation as a place to work or receive treatment	3.60	3.71	3.71	3.68	3.81	3.81	3.76	2.98	3.67	3.56	3.47	3.31	3.70	3.52	4.12	3.29	3.79
Q28a. (+) Look forward to going to work	51%	57%	55%	60%	62%	58%	59%	46%	41%	47%	49%	45%	53%	39%	57%	40%	56%
Q28b. (+) Enthusiastic about their job	67%	71%	72%	73%	74%	72%	72%	64%	56%	60%	64%	57%	69%	52%	71%	40%	67%
Q28c. (+) Time passes quickly when they are working	74%	80%	80%	83%	83%	81%	81%	59%	56%	68%	74%	63%	84%	64%	71%	67%	73%
KF25. Staff motivation at work	3.81	3.90	3.88	3.98	4.01	3.92	3.94	3.53	3.50	3.59	3.69	3.55	3.89	3.56	3.84	3.77	3.78

Key Finding heat map by organisation

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCNI15	Belfast Health and Social Care Trust	Northern Health and Social Care Trust	Southern Health and Social Care Trust	South Eastern Health and Social Care Trust	Western Health and Social Care Trust	Northern Ireland Ambulance Service	Northern Ireland Blood Transfusion Service	Business Services Organisation	Health & Social Care Board	Public Health Agency	Northern Ireland Medical and Dental Training Agency	Northern Ireland Social Care Council	Patient Client Council	Northern Ireland Practice and Education Council	Regulation & Quality Improvement Authority
Total Reds			0	1	1	0	2	85	29	26	28	51	15	26	12	26	11
Total Amber			4	5	2	5	3	3	3	5	6	6	7	5	4	5	7
Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q25a. (+) Organisation acts fairly with regard to their employment regardless of differences		94%	95%	95%	96%	94%	94%	77%	91%	95%	98%	94%	97%	97%	100%	90%	97%
KF27. % believing the organisation provides equal opportunities for career progression or promotion	87%	94%	95%	95%	96%	94%	94%	77%	91%	95%	98%	94%	97%	97%	100%	90%	97%
* *Q25c. (-) Personally experienced discrimination from patients, relatives or other members of the public*	6%	5%	4%	4%	4%	5%	4%	22%	3%	1%	0%	1%	0%	0%	5%	0%	0%
* *Q25d. (-) Personally experienced discrimination from their manager, team leader or other colleagues*	7%	8%	8%	7%	7%	8%	8%	18%	5%	6%	4%	9%	3%	5%	0%	0%	7%
* ***KF28. % experiencing discrimination at work in last 12 months***	11%	10%	10%	9%	9%	10%	10%	33%	5%	7%	5%	9%	3%	5%	5%	0%	7%

Key Finding heat map by organisation

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Total Reds			0	1	1	0	2	85	29	26	28	51	15	26	12	26	11
Total Amber			4	5	2	5	3	3	3	5	6	6	7	5	4	5	7
Total Green			1	2	9	5	0	1	19	26	23	14	52	48	61	46	48
Q23a. (+) Feedback is collected	89%	74%	69%	77%	75%	82%	71%	26%	57%	79%	62%	65%	79%	90%	88%		94%
Q23c. (+) Feedback used to make informed decisions	54%	66%	64%	65%	68%	69%	64%	23%	67%	72%	86%	74%	91%	75%	85%		74%
KF29. % agreeing that feedback from patients/service users is used to make informed decisions in their directorate / department	54%	66%	64%	65%	68%	69%	64%	23%	67%	72%	86%	74%	91%	75%	85%	-	74%
Overall Staff Engagement	3.68	3.72	3.72	3.73	3.81	3.77	3.75	3.06	3.58	3.56	3.58	3.42	3.88	3.63	4.02	3.63	3.79
Number of Respondents	118,969	17,796	4,264	3,624	2,176	3,459	2,539	338	42	741	221	181	32	45	21	12	101

Key Finding heat map by personnel area

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q15b. (+) Able to do their job to a standard they are personally pleased with	-	79%	83%	75%	71%	71%	75%	74%	81%	89%
Q16a. (+) Satisfied with the quality of care they give	82%	86%	87%	84%	77%	82%	84%	85%	87%	91%
Q16c. (+) Able to deliver the standard of care they aspire to	67%	69%	69%	64%	54%	58%	69%	65%	74%	83%
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	76%	78%	80%	77%	65%	71%	77%	75%	81%	88%
Q16b. (+) Feel their role makes a difference	89%	89%	80%	92%	82%	93%	93%	94%	93%	88%
KF2. % agreeing that their role makes a difference to patients	89%	89%	80%	92%	82%	93%	93%	94%	93%	88%

Key Finding heat map by personnel area

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
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Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q10c. (+) Can meet the conflicting demands of their work	28%	44%	51%	23%	44%	32%	39%	37%	45%	60%
Q10d. (+) Have adequate materials, supplies and equipment to do their work	55%	61%	70%	40%	50%	42%	59%	51%	62%	62%
Q10e. (+) Enough staff in team / area / department to do the job properly	28%	35%	40%	14%	27%	25%	28%	26%	42%	51%
* ***KF3. Work pressure felt by staff***	3.10	2.95	2.76	3.57	3.12	3.29	3.05	3.17	2.86	2.64
Q9c. (+) Team has a set of shared objectives	77%	77%	75%	63%	72%	78%	79%	78%	80%	64%
Q9d. (+) Team often meets to discuss their effectiveness	61%	57%	54%	13%	60%	55%	59%	59%	64%	40%
Q9e_Agg. (+) Team communicate closely to achieve objectives	79%	81%	79%	69%	74%	83%	84%	82%	83%	66%
KF4. Effective team working	3.76	3.71	3.65	3.06	3.60	3.73	3.78	3.77	3.83	3.35

Key Finding heat map by personnel area

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	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
* *Q6c. (-) Have worked additional paid hours*	30%	50%	34%	99%	65%	33%	53%	44%	59%	85%
* *Q6d. (-) Have worked additional unpaid hours*	59%	71%	74%	34%	64%	93%	77%	78%	60%	27%
* ***KF5. % working extra hours***	71%	95%	93%	100%	94%	97%	96%	97%	95%	92%

Key Finding heat map by personnel area

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	NHS 2014	HSCN15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q3a. (+) Training has helped them to do their job more effectively	66%	69%	58%	46%	59%	63%	77%	74%	82%	63%
Q3b. (+) Training has helped them to stay up-to-date with professional requirements	73%	70%	53%	53%	56%	68%	82%	75%	83%	61%
Q3c. (+) Training has helped them to deliver a better patient experience	63%	63%	48%	40%	46%	55%	74%	68%	79%	55%
KF6. % receiving job-relevant training, learning or development in last 12 months	80%	80%	68%	69%	72%	80%	87%	84%	89%	74%
Q4a_Agg. (+) Had an appraisal / review in last 12 months	84%	65%	60%	25%	54%	87%	66%	72%	70%	47%
KF7. % appraised in last 12 months	84%	65%	60%	25%	54%	87%	66%	72%	70%	47%

Key Finding heat map by personnel area

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	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q4b. (+) Appraisal improved how they do their job	54%	58%	50%	49%	41%	49%	63%	59%	67%	56%
Q4c. (+) Appraisal agreed clear objectives for their work	77%	78%	74%	49%	61%	74%	81%	82%	82%	69%
Q4d. (+) Appraisal left them feeling their work is valued by the organisation	62%	62%	63%	30%	48%	52%	64%	60%	68%	59%
KF8. % having well structured appraisals in last 12 months	38%	31%	27%	6%	18%	33%	35%	34%	39%	23%

Key Finding heat map by personnel area

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	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q19a. (+) Immediate manager encourages those who work for her / him to work as a team	70%	72%	71%	30%	70%	65%	76%	74%	77%	58%
Q19b. (+) Their immediate manager can be counted on to help them with a difficult task at work	69%	70%	70%	36%	69%	66%	70%	72%	75%	58%
Q19c. (+) Their immediate manager asks for their opinion before making decisions that affect their work	52%	55%	58%	18%	59%	55%	52%	57%	59%	41%
Q19d. (+) Their immediate manager is supportive in a personal crisis	73%	75%	78%	57%	74%	64%	74%	76%	77%	63%
Q29f. (+) Receive clear feedback from their manager	58%	58%	58%	12%	53%	48%	60%	57%	67%	45%
KF9. Support from immediate managers	3.67	3.65	3.69	2.70	3.57	3.49	3.68	3.68	3.78	3.29

Key Finding heat map by personnel area

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	NHS 2014	HSCN15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
* *Q33e. (-) Injured or felt unwell as a result of work-related stress*	39%	36%	34%	70%	33%	32%	39%	39%	36%	25%
* ***KF11. % suffering work-related stress in last 12 months***	39%	36%	34%	70%	33%	32%	39%	39%	36%	25%
* *Q37b. (-) Witnessed errors, near misses or incidents that could have hurt staff*	19%	17%	9%	42%	23%	18%	24%	15%	20%	18%
* *Q37c. (-) Witnessed errors, near misses or incidents that could have hurt patients*	26%	22%	8%	36%	18%	43%	33%	26%	24%	13%
* ***KF12. % witnessing potentially harmful errors, near misses or incidents in last month***	31%	26%	12%	46%	26%	45%	37%	30%	28%	21%
Q37d_Agg. (+) They or a colleague reported the last error, incident or near miss they saw that could have hurt staff or patients	94%	95%	88%	85%	86%	94%	97%	96%	97%	88%
KF13. % reporting errors, near misses or incidents witnessed in the last month	94%	95%	88%	85%	86%	94%	97%	96%	97%	88%

Key Finding heat map by personnel area

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	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q39a. (+) Organisation treats staff involved in an error, near miss or incident fairly	45%	45%	40%	20%	39%	44%	48%	44%	52%	52%
Q39b. (+) Organisation encourages us to report errors, near misses or incidents	85%	78%	67%	64%	71%	79%	85%	84%	84%	72%
Q39c. (+) Organisation treats reports of errors, near misses or incidents confidentially	62%	59%	52%	34%	51%	59%	63%	61%	69%	57%
* *Q39d. (-) Organisation blames or punishes people involved in an error, near miss or incident*	14%	15%	11%	42%	11%	17%	18%	11%	18%	20%
Q39e. (+) Organisation takes action to ensure that, when errors, near misses or incidents are reported, they do not happen again	61%	61%	52%	27%	51%	57%	70%	65%	68%	57%
Q39f. (+) Organisation informs staff about errors, near misses or incidents that happen	44%	55%	40%	16%	39%	61%	69%	61%	61%	45%
Q39g. (+) Organisation gives feedback about changes made in response to reported errors, near misses or incidents	43%	52%	39%	15%	36%	54%	65%	56%	62%	44%
KF14. Fairness and effectiveness of incident reporting procedures	3.51	3.53	3.44	2.79	3.34	3.48	3.62	3.58	3.66	3.44

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	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q38b. (+) Would feel secure raising concerns about unsafe clinical practice	66%	60%	46%	45%	41%	70%	71%	63%	71%	53%
KF15. % agreeing that they would feel secure raising concerns about unsafe clinical practice	66%	60%	46%	45%	41%	70%	71%	63%	71%	53%
* *Q30a_Agg. (-) Experienced physical violence from patients, their relative or other members of the public*	15%	14%	2%	58%	3%	14%	26%	8%	20%	12%
* ***KF16. % experiencing physical violence from patients, relatives or the public in last 12 months***	15%	14%	2%	58%	3%	14%	26%	8%	20%	12%
* *Q30b_Agg. (-) Experienced physical violence from their manager*	-	1%	0%	3%	0%	0%	1%	0%	1%	1%
* *Q30c_Agg. (-) Experienced physical violence from other colleagues*	-	1%	1%	4%	1%	0%	2%	1%	1%	5%
* ***KF17. % experiencing physical violence from staff in last 12 months***	3%	2%	1%	6%	1%	0%	2%	1%	1%	6%

Key Finding heat map by personnel area

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	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
* *Q31a_Agg. (-) Experienced harassment, bullying or abuse from patients, their relative or other members of the public*	28%	25%	14%	72%	6%	30%	36%	20%	30%	18%
* ***KF18. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months***	28%	25%	14%	72%	6%	30%	36%	20%	30%	18%
* *Q31b_Agg. (-) Experienced harassment, bullying or abuse from their manager*	-	12%	11%	26%	14%	11%	15%	11%	10%	14%
* *Q31c_Agg. (-) Experienced harassment, bullying or abuse from other colleagues*	-	16%	14%	24%	14%	14%	20%	14%	12%	18%
* ***KF19. % experiencing harassment, bullying or abuse from staff in last 12 months***	23%	22%	21%	38%	24%	20%	27%	20%	18%	25%

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	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q11f. (+) Senior managers act on staff feedback	28%	38%	35%	5%	38%	35%	39%	37%	45%	35%
Q20a. (+) Senior managers try to involve staff in important decisions	30%	29%	31%	2%	34%	33%	27%	29%	31%	23%
Q20b. (+) Communication between senior management and staff is effective	36%	30%	32%	2%	32%	26%	29%	28%	34%	27%
Q29f. (+) Receive clear feedback from their manager	58%	58%	58%	12%	53%	48%	60%	57%	67%	45%
KF21. % reporting good communication between senior management and staff	29%	28%	30%	1%	33%	28%	27%	28%	32%	24%

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Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q29b. (+) Frequent opportunities to show initiative in their role	69%	66%	64%	53%	68%	67%	70%	68%	70%	51%
Q29d. (+) Able to make improvements happen in their area of work	55%	56%	58%	16%	64%	58%	56%	60%	55%	42%
Q29e. (+) Able to make suggestions to improve the work of their team / department	73%	67%	67%	20%	66%	73%	69%	74%	70%	46%
KF22. % able to contribute towards improvements at work	67%	63%	63%	22%	67%	68%	66%	68%	65%	45%

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Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q13a. (+) Satisfied with recognition for good work	49%	46%	49%	9%	45%	40%	45%	43%	52%	41%
Q13b. (+) Satisfied with support from immediate manager	66%	62%	64%	28%	59%	54%	62%	64%	70%	49%
Q13c. (+) Satisfied with freedom to choose their own method of working	65%	63%	72%	36%	73%	56%	56%	61%	63%	57%
Q13d. (+) Satisfied with support from work colleagues	79%	76%	74%	68%	73%	80%	78%	76%	81%	60%
Q13e. (+) Satisfied with the amount of responsibility they are given	74%	69%	66%	53%	68%	79%	71%	71%	72%	60%
Q13f. (+) Satisfied with the opportunities they have to use their skills	70%	67%	60%	61%	63%	76%	74%	69%	72%	51%
Q13g. (+) Satisfied with the extent to which the organisation values their work	41%	38%	38%	6%	39%	35%	38%	35%	45%	39%
KF23. Staff job satisfaction	3.60	3.48	3.50	2.84	3.45	3.49	3.49	3.48	3.60	3.26

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	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q29h. (+) Care of patients is the organisation's top priority	66%	73%	72%	35%	69%	65%	77%	70%	78%	74%
Q29i. (+) If a friend or relative needed treatment they would be happy with the standard of care provided by the organisation	62%	67%	61%	47%	60%	67%	72%	67%	73%	66%
Q29j. (+) Would recommend the organisation as a place to work	54%	61%	59%	29%	58%	56%	62%	58%	69%	61%
KF24. Staff recommendation of the organisation as a place to work or receive treatment	3.60	3.71	3.68	2.93	3.61	3.58	3.78	3.65	3.87	3.71
Q28a. (+) Look forward to going to work	51%	57%	51%	47%	60%	59%	61%	53%	67%	56%
Q28b. (+) Enthusiastic about their job	67%	71%	64%	66%	71%	73%	76%	73%	79%	65%
Q28c. (+) Time passes quickly when they are working	74%	80%	75%	57%	84%	82%	85%	81%	85%	75%
KF25. Staff motivation at work	3.81	3.90	3.75	3.53	3.89	3.86	4.01	3.86	4.14	3.88

Key Finding heat map by personnel area

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q25a. (+) Organisation acts fairly with regard to their employment regardless of differences	-	94%	95%	**75%**	92%	97%	95%	95%	96%	**85%**
KF27. % believing the organisation provides equal opportunities for career progression or promotion	87%	94%	95%	**75%**	92%	97%	95%	95%	96%	**85%**
* *Q25c. (-) Personally experienced discrimination from patients, relatives or other members of the public*	6%	5%	2%	**24%**	2%	7%	5%	3%	6%	**8%**
* *Q25d. (-) Personally experienced discrimination from their manager, team leader or other colleagues*	7%	8%	6%	**19%**	**12%**	5%	8%	7%	7%	**14%**
* ***KF28. % experiencing discrimination at work in last 12 months***	11%	10%	7%	**36%**	13%	10%	11%	8%	10%	**16%**

Key Finding heat map by personnel area

RED and **GREEN** indicators based on a variance of 5% or more (0.25 or more for scale scores). **AMBER** variances are based on a negative variance between 3% and 5% (0.15 to 0.25 for scale scores). Measures where a lower score is better are marked by an asterisk and are italicised.

	NHS 2014	HSCNI15	Admin&Clerical	Ambulance	Estates	Medical & Dental	Nursing & Midwifery	Professional & Tech.	Social Services	Support Serv/User Exp.
Total Reds			24	84	34	28	10	4	5	46
Total Amber			6	4	8	7	7	8	0	9
Total Green			12	1	8	11	11	12	36	15
Q23a. (+) Feedback is collected	89%	74%	68%	25%	43%	83%	79%	70%	83%	60%
Q23c. (+) Feedback used to make informed decisions	54%	66%	69%	21%	71%	53%	66%	65%	70%	62%
KF29. % agreeing that feedback from patients/service users is used to make informed decisions in their directorate / department	54%	66%	69%	21%	71%	53%	66%	65%	70%	62%
Overall Staff Engagement	3.69	3.72	3.66	3.02	3.69	3.67	3.80	3.71	3.87	3.60
Number of Respondents	118,969	17,796	5,314	298	194	861	4,554	2,604	2,838	1,133

Section 6

Results

Questions Scores Most Changed Over Time

Question Scores Most Changed Over Time			*2012*	2015	+ / -

We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

1	**Your Personal Development**	Q5a: (+) Appraisal agreed a Personal Development Plan	*46%*	79%	**33%**
2	**Health, Safety and Well-Being at Work**	Q35b: (+) Organisation provides staff with advice on diet	*42%*	67%	**25%**
3	**Health, Safety and Well-Being at Work**	Q35d: (+) Organisation provides staff with advice on exercise	*57%*	78%	**21%**
4	**Health, Safety and Well-Being at Work**	Q35c: (+) Organisation provides staff with advice on alcohol consumption	*51%*	73%	**21%**
5	**Communication and Engagement**	Q26b: (+) Different parts of the organisation communicate effectively with each other	*23%*	43%	**19%**
6	**Your Job**	Q15b: (+) Able to do their job to a standard they are personally pleased with	*65%*	79%	**14%**
7	**Your Personal Development**	Q2g: (+) Received training in handling patients' confidential information	*70%*	84%	**14%**
8	**Communication and Engagement**	Q29h: (+) Care of patients is the organisation's top priority	*59%*	73%	**14%**
9	**Your Job**	Q10a: (+) Know what is expected of them at work	*79%*	92%	**13%**
10	**Your Personal Development**	Q4A_Agg: (+) Had an appraisal / review in last 12 months	*52%*	65%	**12%**
11	**Your Job**	Q10c: (+) Can meet the conflicting demands of their work	*32%*	44%	**12%**
12	**Your Personal Development**	Q2a: (+) Received equality and diversity training	*60%*	72%	**12%**
13	**Health, Safety and Well-Being at Work**	Q35e: (+) Organisation provides staff with help to stop smoking	*79%*	91%	**12%**
14	**Your Personal Development**	Q2f: (+) Received computer skills training	*48%*	59%	**10%**
15	**Your Job**	Q10b: (+) Involved in decisions about changes that affect their work	*41%*	50%	**9%**
16	**Health, Safety and Well-Being at Work**	Q35f: (+) Organisation provides staff with access to the cycle to work scheme	*82%*	91%	**9%**
17	**Your Job**	Q11f: (+) Senior managers act on staff feedback	*29%*	38%	**9%**
18	**Communication and Engagement**	Q29b: (+) Frequent opportunities to show initiative in their role	*58%*	66%	**8%**
19	**Your Job**	Q7h: (-) Have worked additional hours because they don't want to let their colleagues down	*83%*	75%	**-7%**

Questions Scores Most Changed Over Time

Question Scores Most Changed Over Time			*2012*	2015	+ / -

We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

20	**Your Job**	Q6b: (-) Have worked over contracted hours	*73%*	67%	**-6%**
21	**Your Personal Development**	Q2e: (+) Received Infection control training	*79%*	85%	**6%**
22	**Communication and Engagement**	Q26a: (+) Organisation communicates clearly with staff about what it is trying to achieve	*39%*	45%	**6%**
23	**Your Job**	Q10f: (+) Have time to carry out all their work	*28%*	34%	**6%**
24	**Your Job**	Q13c: (+) Satisfied with freedom to choose their own method of working	*57%*	63%	**5%**
25	**Your Job**	Q7g: (-) Have worked additional hours because they want to provide the best care they can	*88%*	82%	**-5%**
26	**Health, Safety and Well-Being at Work**	Q39f: (+) Organisation informs staff about errors, near misses or incidents that happen	*49%*	55%	**5%**
27	**Your Personal Development**	Q5c: (+) Immediate manager supported actioning the Personal Development Plan	*82%*	87%	**5%**

28	**Flexible Working / Work-Life Balance**	Q18a: (+) The organisation is committed to helping staff balance work and home life	*45%*	39%	**-5%**
29	**Your Managers**	Q21a: (+) Senior management set out a clear vision of where the organisation is headed	*61%*	54%	**-6%**
30	**Your Managers**	Q21c: (+) Senior management build strong, co-operative links with other organisations	*70%*	63%	**-7%**
31	**Your Job**	Q9e_Agg: (+) Team communicate closely to achieve objectives	*88%*	81%	**-8%**
32	**Your Job**	Q7i: (+) Have worked additional hours because they want the extra money	*35%*	27%	**-8%**
33	**Flexible Working / Work-Life Balance**	Q18b: (+) Their immediate manager helps them find a good work-life balance	*53%*	45%	**-8%**
34	**Your Managers**	Q21b: (+) Senior management build strong, positive relationships with the community	*60%*	52%	**-8%**
35	**Your Job**	Q7e: (+) Have worked additional hours because they enjoy their job	*56%*	47%	**-9%**
36	**Your Organisation**	Q24d: (+) Aware of the organisation's whistle-blowing process	*95%*	81%	**-13%**
37	**Your Job**	Q6c: (-) Have worked additional paid hours	*31%*	50%	**18%**

Questions Scores Most Changed Over Time - Analysis

Where the same questions were asked previously, 27 questions have seen significant increases (over 5%) since the last survey. The largest increases are in the number of staff reporting that their appraisal agreed a Personal Development Plan (up 33%); three of the questions on the organisation providing staff with advice on health and wellbeing (advice on diet up 25%, advice on exercise up 21%, advice on alcohol consumption up 21%); and different parts of the organisation communicating well with each other (up 19%).

10 questions have seen significant decreases (over 5%) since the last survey. The largest decreases are around staff working additional hours (working additional unpaid hours up 24%, working additional paid hours up 18%, and working additional hours because they enjoy their job down 9%).

Detailed Analysis - Explanation of Results

Quality Health have scored your results in line with the schema used for the NHS England National Staff Survey 2014 (NHS 2014), where comparable, and have expressed these as percentages. In each case the score represents the percentage of respondents whose views are in line with the statement. Each statement is marked with either a (+) or a (-):

(+) indicates that the statement measures a positive aspect of the respondent's experience of work, and a higher score is better than a lower one.

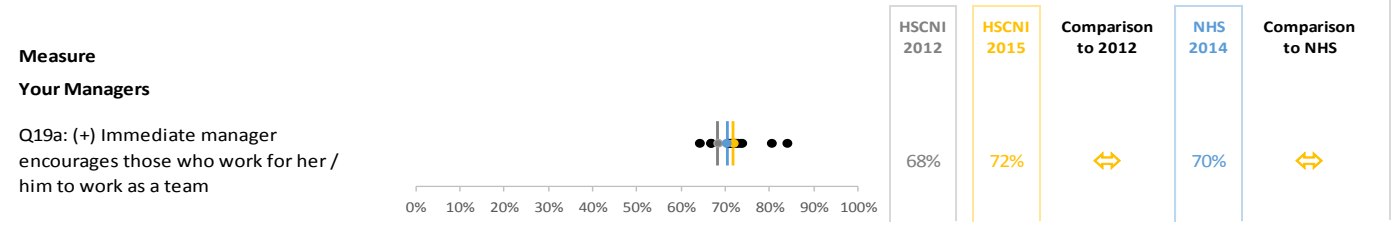
(-) indicates that the statement measures a negative aspect of the respondent's experience of work, and so a lower score is better than a higher one.

We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the following table. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red.

We have then presented the scores for all evaluative questions in each section of the survey as plot charts, using a common scale of 0-100%. A "●" represents the score for HSCNI 2015, "●"represents the score for HSCNI 2012 and "●" the score for NHS 2014, where a comparable score can be produced - where no comparable score exists there is no marker.

In each chart the series of "●" represents the scores achieved by the HSCNI organisations surveyed.

Benchmark Charts



In this example HSCNI's score for 2015 is 72%, the score for HSCNI in 2012 is 68%, and the score for NHS 2014 is 70%. The lowest HSCNI organisation score achieved was 64%, the best HSCNI organisation score achieved was 84%.

We have then presented the actual scores achieved by HSCNI and, where available, that achieved by NHS England - if there is no available comparative score then a "-" is displayed. Where possible we have also compared the HSCNI 2015 score to the HSCNI 2012 and NHS England 2014 scores, with a sequence of arrows where comparative score exists, and a "☒" where it does not. Where the scores differ by 5% or more then the direction of the arrow shows which scores higher - if the arrow points up then HSCNI has scored higher, if down then HSCNI has scored lower. The colour of the arrow indicates whether HSCNI's result is better or worse than that for the comparator.

Some questions are marked as "_Agg". These indicate an aggregated score, where the response ranges for the question are broadly, but not directly, comparable; for example a response range of Yes or No is broadly comparable to a range of Strongly Disagree to Strongly Agree, as both contain a positive element, which we have used to generate the relevant scores.

Your Personal Development - Summary and Recommendations

Performance and analysis over time

Your Personal Development

There are some significant differences between organisations on many of the personal development questions, and in most areas Northern Ireland does score better than the equivalent scores in England.

67% of staff in Northern Ireland say that their received effective induction on commencement (Q1a), and 52% on change of role (Q1b), but there is a significant range of scores between organisations: under 25% to over 80% on the former; 0% to over 60% on the latter.

65% of staff in Northern Ireland say they had an appraisal (Q4a), an improvement from 52% in 2012, although this is still significantly below the equivalent 84% in England. Where these took place, 58% of staff say that they helped them improve how they did their job (Q4b); 78% say they agreed clear objectives for their work (Q4c); and 62% say it left them feeling valued (Q4d). 79% of staff say they agreed a Personal Development Plan (Q5a), a significant improvement from 46% in 2012; and 75% of staff say these plans have been actioned (Q5b).

Recommendations and action points

1. Ensure all staff have effective inductions when they join an organisation, and when they change jobs

2. Continue the improvement in the coverage of appraisals – a significant number of staff still say that they do not have one. Where they take place, ensure that clear objectives are agreed for work and for personal development. Continue the improvement in agreeing Personal Development Plans, and ensure that these are followed up and actioned.

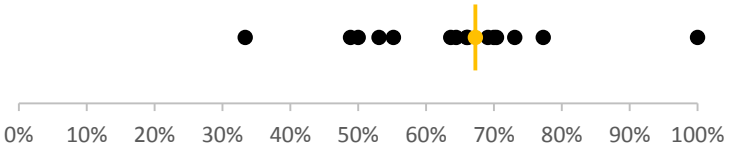
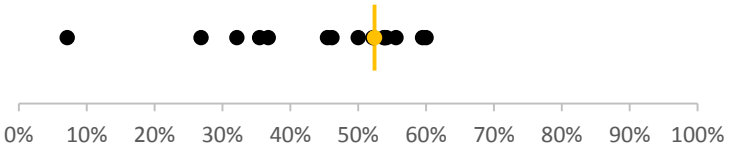
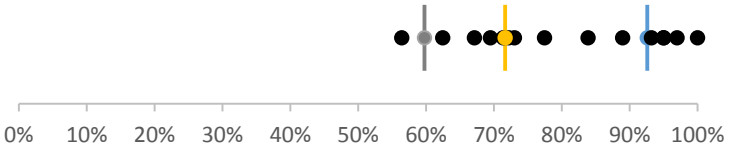
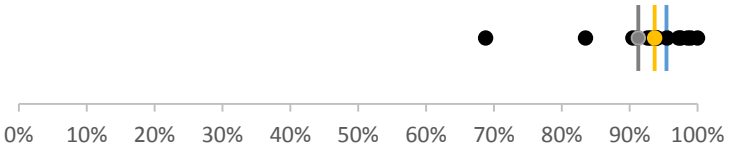
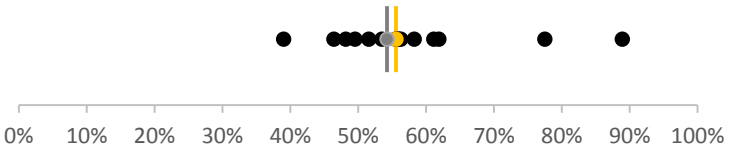
Your Personal Development - Question Scores Most Changed Over Time

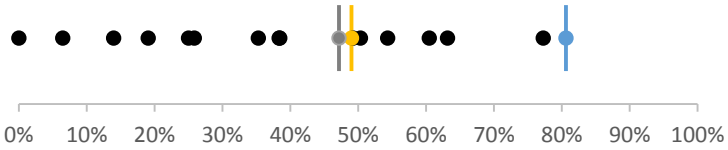
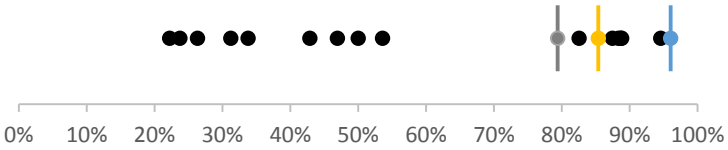
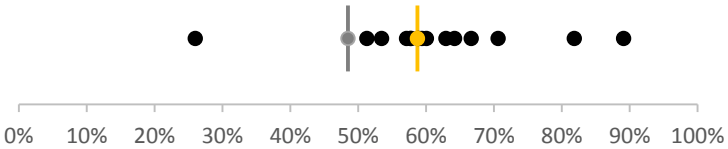
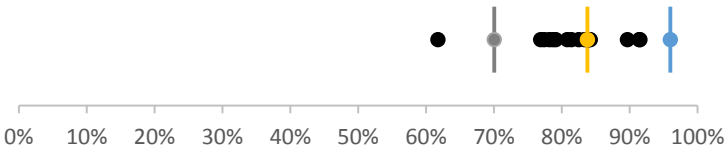
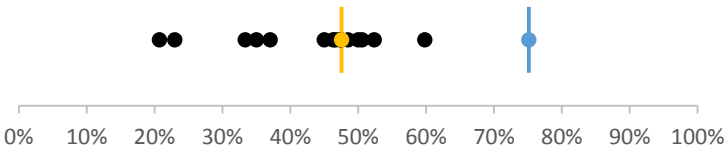
Question Scores Most Changed Over Time			*2012*	2015	+ / -

We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

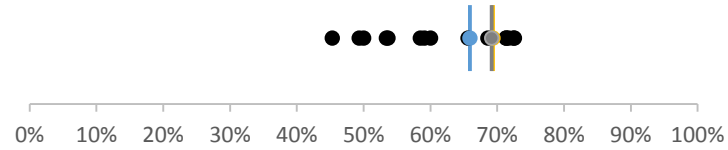
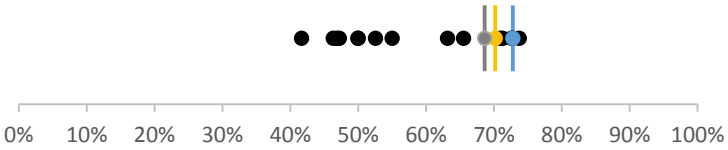
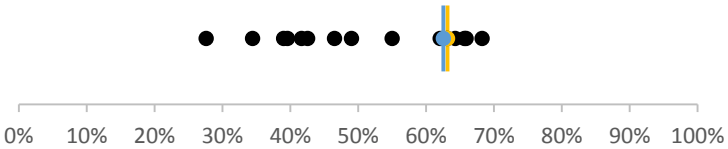
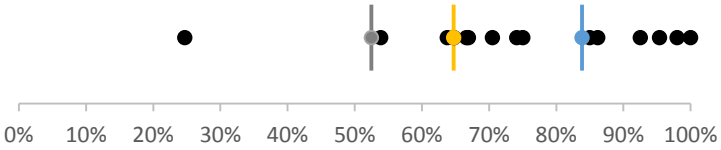
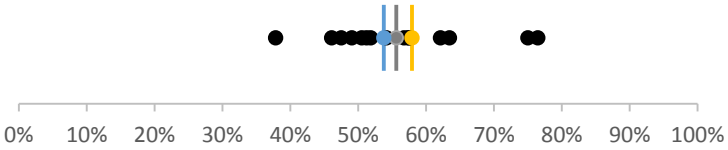
1	**Your Personal Development**	Q5a: (+) Appraisal agreed a Personal Development Plan	*46%*	79%	**33%**
7	**Your Personal Development**	Q2g: (+) Received training in handling patients' confidential information	*70%*	84%	**14%**
10	**Your Personal Development**	Q4A_Agg: (+) Had an appraisal / review in last 12 months	*52%*	65%	**12%**
12	**Your Personal Development**	Q2a: (+) Received equality and diversity training	*60%*	72%	**12%**
14	**Your Personal Development**	Q2f: (+) Received computer skills training	*48%*	59%	**10%**
21	**Your Personal Development**	Q2e: (+) Received Infection control training	*79%*	85%	**6%**
27	**Your Personal Development**	Q5c: (+) Immediate manager supported actioning the Personal Development Plan	*82%*	87%	**5%**

Your Personal Development - Benchmark Charts

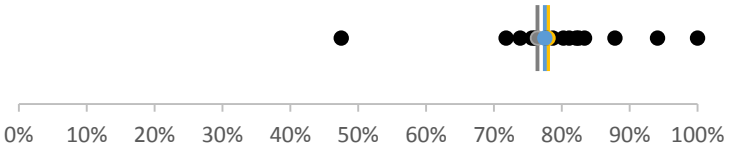
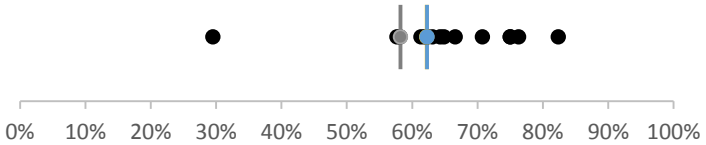
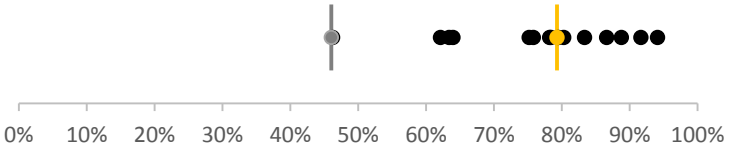
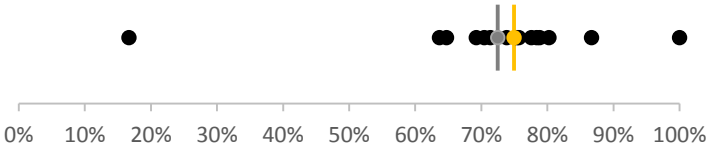
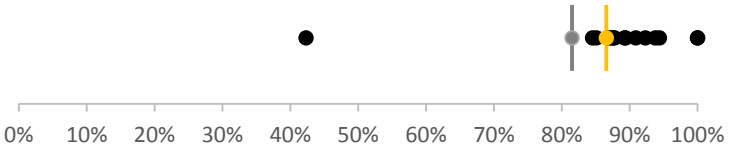
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Personal Development						
Q1a: (+) Received an effective induction on commencement		-	67%	☒	-	☒
Q1b: (+) Received an effective induction on change of role		-	52%	☒	-	☒
Q2a: (+) Received equality and diversity training		60%	72%	⇗	93%	⇘
Q2b: (+) Received health and safety training		91%	94%	⇔	95%	⇔
Q2c: (+) Received major incident or emergency training		54%	56%	⇔	-	☒

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Personal Development (continued)						
Q2d: (+) Received prevention and handling of violence or aggression training		47%	49%	⇔	81%	↘
Q2e: (+) Received Infection control training		79%	85%	↗	96%	↘
Q2f: (+) Received computer skills training		48%	59%	↗	-	☒
Q2g: (+) Received training in handling patients' confidential information		70%	84%	↗	96%	↘
Q2h: (+) Received training on how to provide a better patient / client / service user experience		-	48%	☒	75%	↘

Your Personal Development - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Personal Development (continued)						
Q3a: (+) Training has helped them to do their job more effectively		69%	69%	⇔	66%	⇔
Q3b: (+) Training has helped them to stay up-to-date with professional requirements		69%	70%	⇔	73%	⇔
Q3c: (+) Training has helped them to deliver a better patient experience		-	63%	☒	63%	⇔
Q4a_Agg: (+) Had an appraisal / review in last 12 months		52%	65%	⇗	84%	⇘
Q4b: (+) Appraisal improved how they do their job		56%	58%	⇔	54%	⇔

Your Personal Development - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Personal Development (continued)						
Q4c: (+) Appraisal agreed clear objectives for their work		76%	78%	⇔	77%	⇔
Q4d: (+) Appraisal left them feeling their work is valued by the organisation		58%	62%	⇔	62%	⇔
Q5a: (+) Appraisal agreed a Personal Development Plan		46%	79%	⇗	-	☒
Q5b: (+) Personal Development Plan has been actioned		72%	75%	⇔	-	☒
Q5c: (+) Immediate manager supported actioning the Personal Development Plan		82%	87%	⇗	-	☒

Performance and analysis over time

Your Job

Scores to questions about their jobs are generally good and improving, although a significant proportion of staff still report that they are working additional hours because of insufficient resources.

67% of staff in Northern Ireland say that they work over their contracted hours (Q6b), fewer than the 73% who reported this in 2012. However, 51% of staff say that this is acceptable (Q8). The commonest reasons for working additional hours (Q7a to Q7i) are: because they want to provide the best care they can (82%); because they don't want to let their colleagues down (75%); to meet deadlines; and/or because it's impossible to do the job otherwise (63%). Only 44% of staff say that they can meet the conflicting demands of their work (Q10c), although this has improved from 32% in 2012, and is significantly better than the equivalent 28% in England. 35% of staff say that there are enough staff in their team/area/department to do the job properly (Q10e); this is significantly better than the equivalent 29% in England. 34% of staff say that they have time to carry out all of their work (Q10f), an improvement from 28% in 2012.

Fewer staff than in 2012 (81% compared to 89%) say that their team communicates closely to achieve objectives (Q9e).

Significantly more staff than in 2012 (92% compared to 79%) say that they know what is expected of them at work (Q10a), and this is now significantly better than the equivalent 84% in England, a very high score overall.

Significantly more staff than in 2012 (50% compared to 41%) say that they are involved in decisions that affect their work (Q10b).

61% of staff say that they have adequate materials, supplies and equipment to do their work (Q10d), although this is significantly better than the equivalent 55% in England.

Recommendations and action points

1. Significant numbers of staff report working additional hours. Consider whether resources are deployed in the most appropriate places. Drill down into the data for each organisation to identify the hotspots of particular concern

2. Investigate the areas where staff say there are not enough materials to carry out their jobs, and action as appropriate.

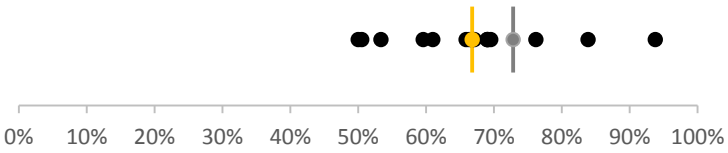
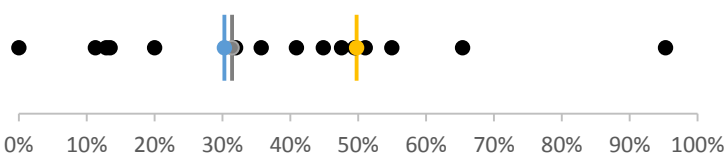
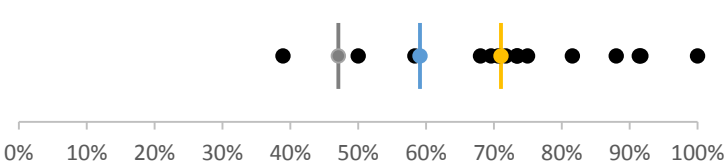
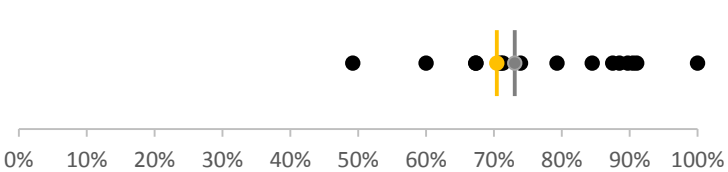
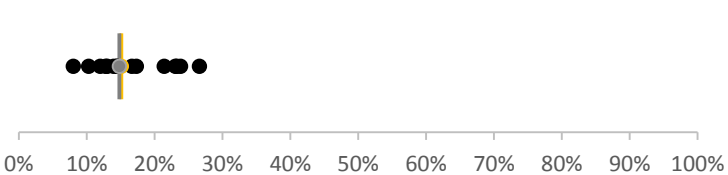
Your Job - Question Scores Most Changed Over Time

Question Scores Most Changed Over Time			*2012*	2015	+ / -

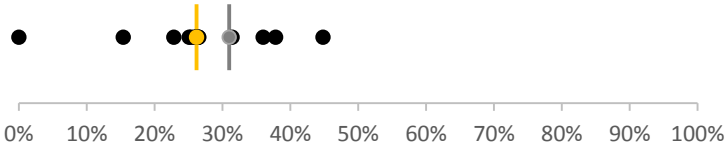
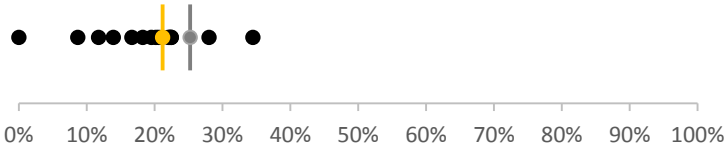
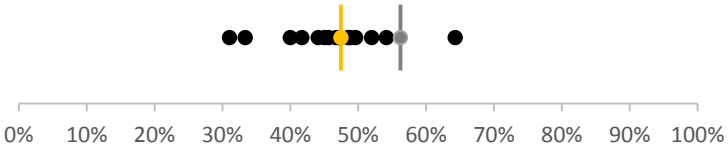
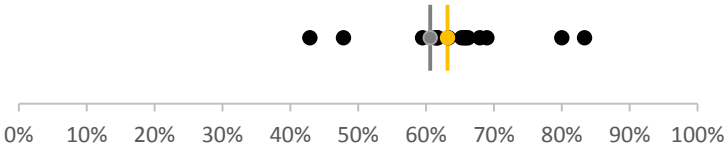
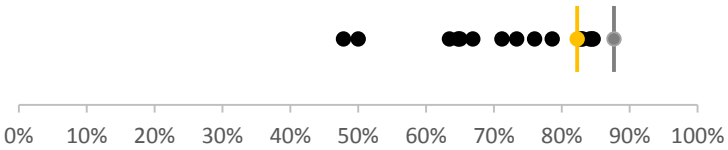
We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

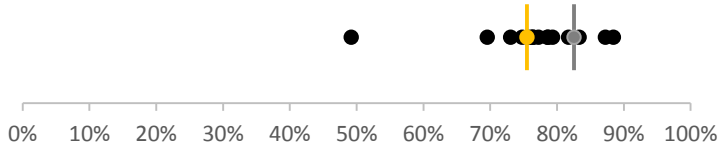
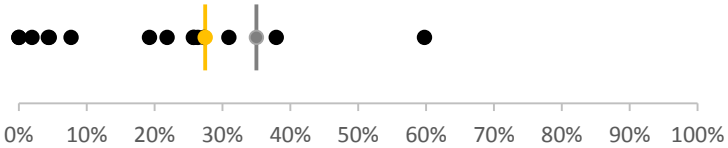
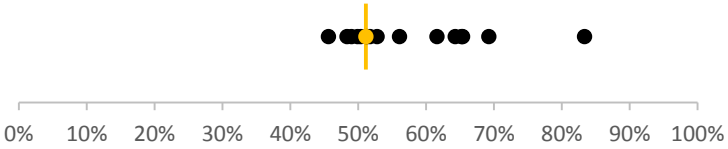
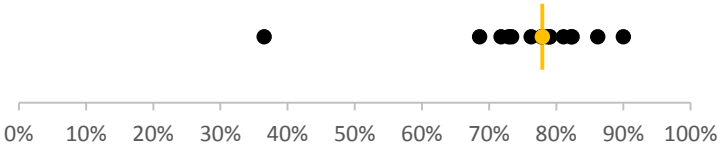
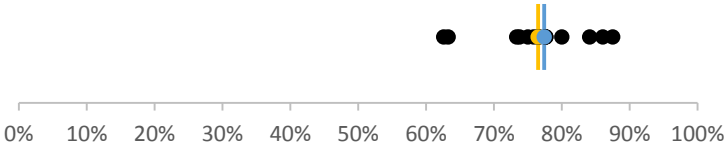
6	**Your Job**	Q15b: (+) Able to do their job to a standard they are personally pleased with	*65%*	79%	**14%**
9	**Your Job**	Q10a: (+) Know what is expected of them at work	*79%*	92%	**13%**
11	**Your Job**	Q10c: (+) Can meet the conflicting demands of their work	*32%*	44%	**12%**
15	**Your Job**	Q10b: (+) Involved in decisions about changes that affect their work	*41%*	50%	**9%**
17	**Your Job**	Q11f: (+) Senior managers act on staff feedback	*29%*	38%	**9%**
19	**Your Job**	Q7h: (-) Have worked additional hours because they don't want to let their colleagues down	*83%*	75%	**-7%**
20	**Your Job**	Q6b: (-) Have worked over contracted hours	*73%*	67%	**-6%**
23	**Your Job**	Q10f: (+) Have time to carry out all their work	*28%*	34%	**6%**
24	**Your Job**	Q13c: (+) Satisfied with freedom to choose their own method of working	*57%*	63%	**5%**
25	**Your Job**	Q7g: (-) Have worked additional hours because they want to provide the best care they can	*88%*	82%	**-5%**
31	**Your Job**	Q9e_Agg: (+) Team communicate closely to achieve objectives	*88%*	81%	**-8%**
32	**Your Job**	Q7i: (+) Have worked additional hours because they want the extra money	*35%*	27%	**-8%**
35	**Your Job**	Q7e: (+) Have worked additional hours because they enjoy their job	*56%*	47%	**-9%**
37	**Your Job**	Q6c: (-) Have worked additional paid hours	*31%*	50%	**18%**

Your Job - Benchmark Charts

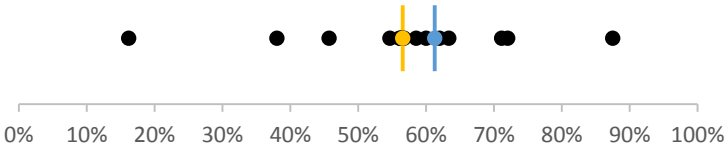
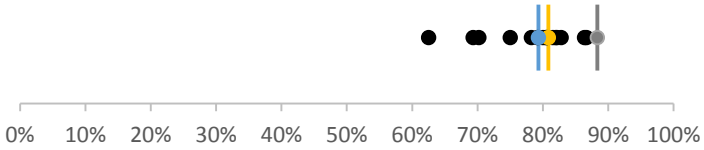
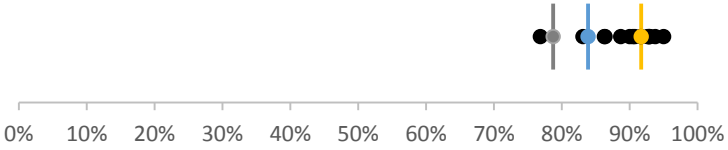
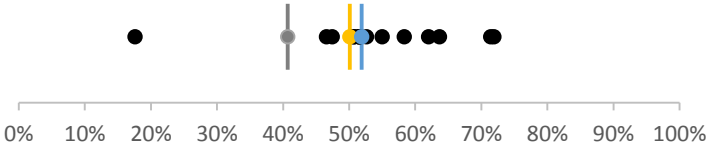
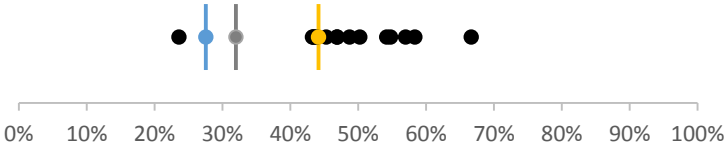
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job						
Q6b: (-) Have worked over contracted hours		73%	67%	↘	-	☒
Q6c: (-) Have worked additional paid hours		31%	50%	↗	30%	↗
Q6d: (-) Have worked additional unpaid hours		47%	71%	↗	59%	↗
Q7a: (-) Have worked additional hours to meet deadlines		73%	70%	⇔	-	☒
Q7b: (-) Have worked additional hours to get ahead		15%	15%	⇔	-	☒

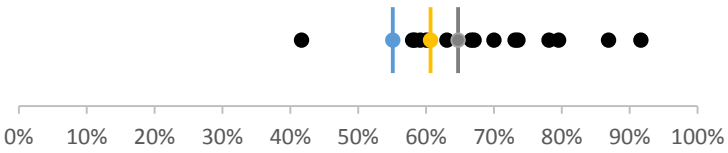
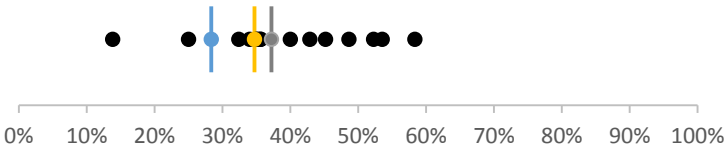
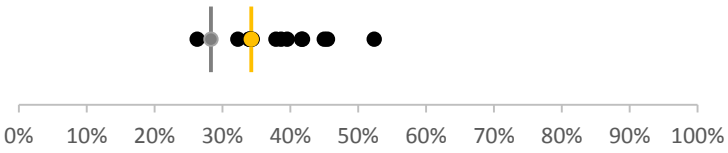
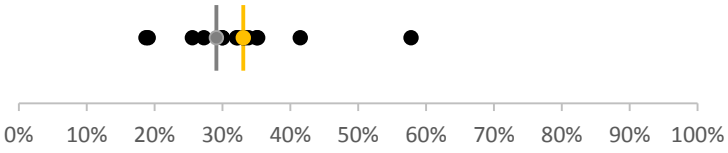
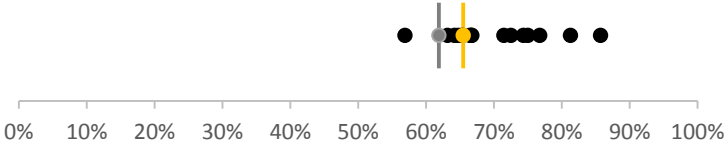
Your Job - Benchmark Charts

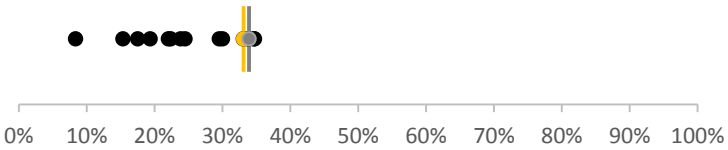
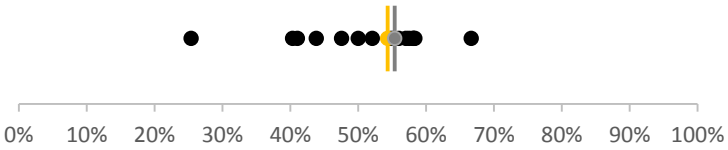
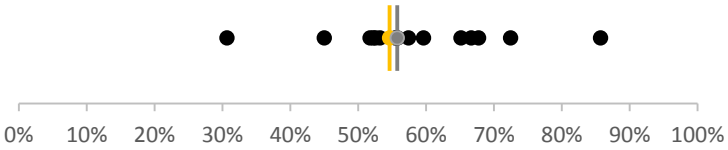
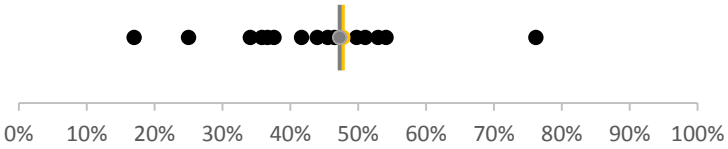
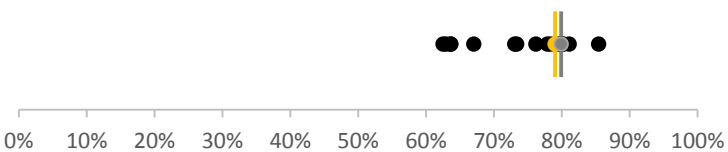
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job (continued)						
Q7c: (-) Have worked additional hours because their manager expects it		31%	26%	⇔	-	☒
Q7d: (-) Have worked additional hours because their colleagues expect it		25%	21%	⇔	-	☒
Q7e: (+) Have worked additional hours because they enjoy their job		56%	47%	↘	-	☒
Q7f: (-) Have worked additional hours because it's impossible to do the job otherwise		61%	63%	⇔	-	☒
Q7g: (-) Have worked additional hours because they want to provide the best care they can		88%	82%	↘	-	☒

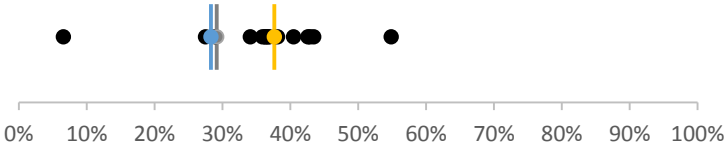
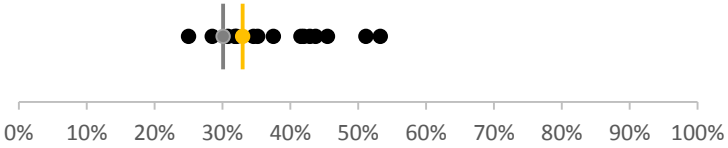
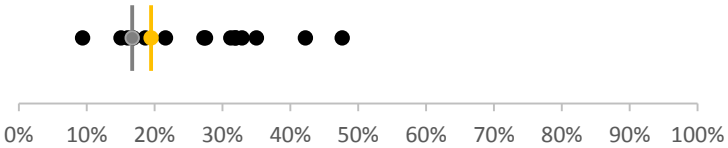
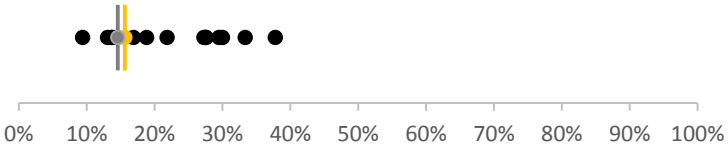
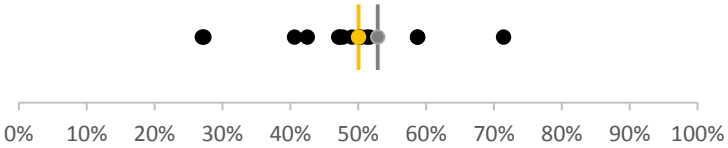
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job (continued)						
Q7h: (-) Have worked additional hours because they don't want to let their colleagues down		83%	75%	↘	-	☒
Q7i: (+) Have worked additional hours because they want the extra money		35%	27%	↘	-	☒
Q8: (+) Believe working extra hours is acceptable		-	51%	☒	-	☒
Q9b: (+) Team meets regularly		-	78%	☒	-	☒
Q9c: (+) Team has a set of shared objectives		-	77%	☒	77%	⇔

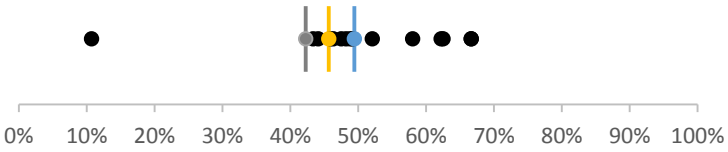
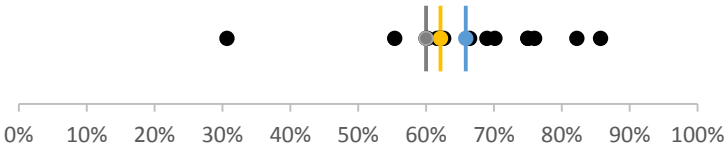
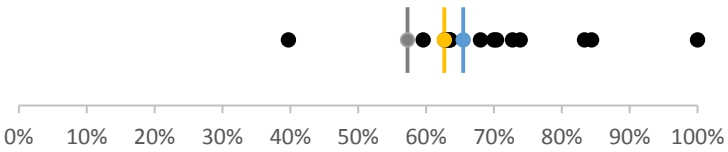
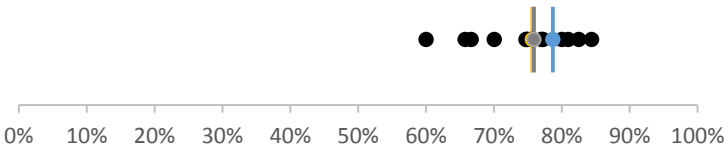
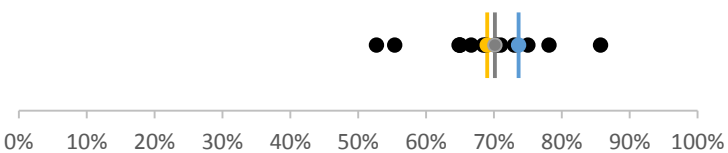
Your Job - Benchmark Charts

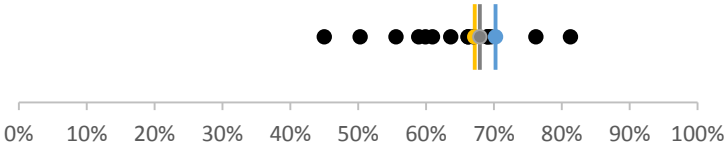
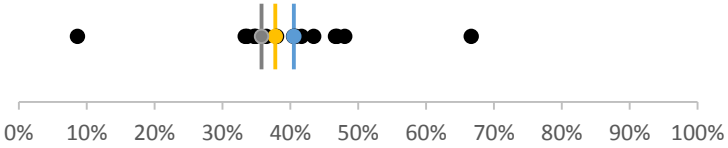
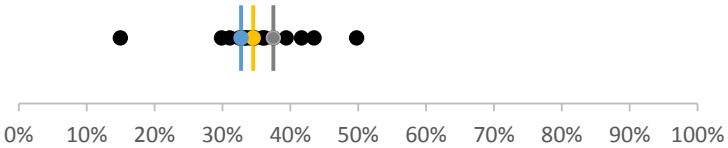
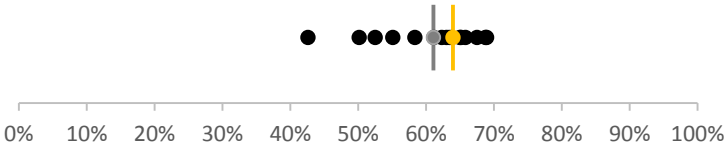
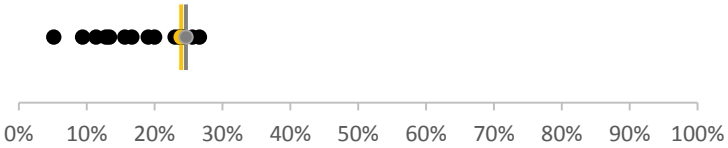
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job (continued)						
Q9d: (+) Team often meets to discuss their effectiveness		-	57%	⊠	61%	⇔
Q9e_Agg: (+) Team communicate closely to achieve objectives		88%	81%	↘	79%	⇔
Q10a: (+) Know what is expected of them at work		79%	92%	↗	84%	↗
Q10b: (+) Involved in decisions about changes that affect their work		41%	50%	↗	52%	⇔
Q10c: (+) Can meet the conflicting demands of their work		32%	44%	↗	28%	↗

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job (continued)						
Q10d: (+) Have adequate materials, supplies and equipment to do their work		65%	61%	⇔	55%	⇗
Q10e: (+) Enough staff in team / area / department to do the job properly		37%	35%	⇔	28%	⇗
Q10f: (+) Have time to carry out all their work		28%	34%	⇗	-	☒
Q10g: (-) Work relationships are strained		29%	33%	⇔	-	☒
Q10h: (+) Can decide for themselves how to carry out their work		62%	65%	⇔	-	☒

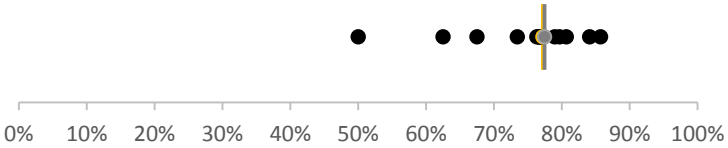
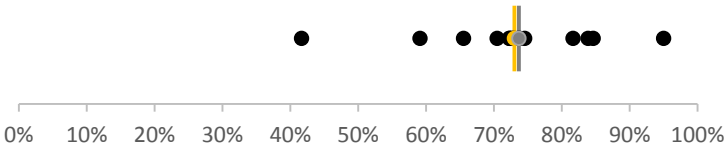
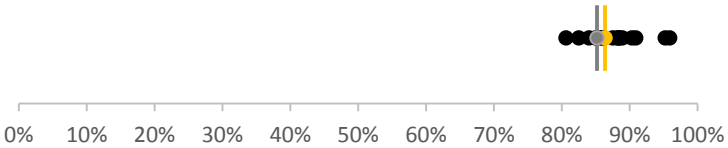
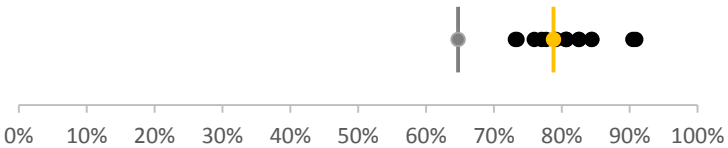
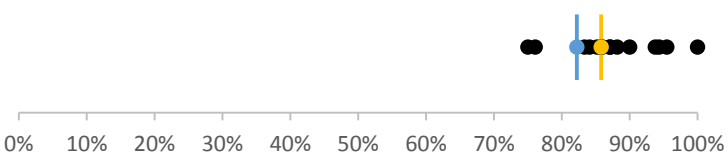
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job (continued)						
Q11a: (+) Have opportunities to progress in their job		34%	33%	⇔	-	☒
Q11b: (+) Feel supported in keeping up-to-date with developments in their field		55%	54%	⇔	-	☒
Q11c: (+) Feel encouraged to develop their expertise		56%	55%	⇔	-	☒
Q11d: (+) Strong support for training in their area of work		47%	48%	⇔	-	☒
Q11e: (+) Have an interesting job		80%	79%	⇔	-	☒

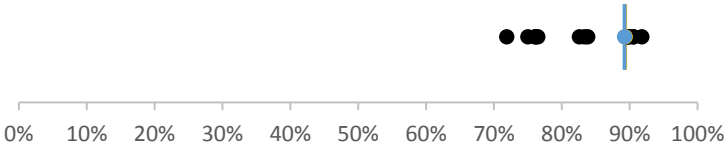
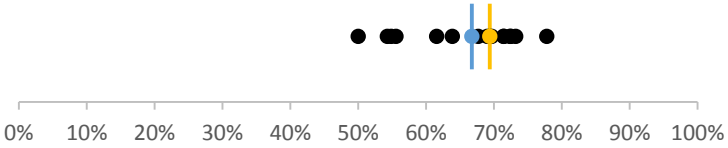
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job (continued)						
Q11f: (+) Senior managers act on staff feedback		29%	38%	⇗	28%	⇗
Q12a: (-) Often think of leaving		30%	33%	⇔	-	☒
Q12b: (-) Probably look for a job elsewhere in next 12 months		17%	19%	⇔	-	☒
Q12c: (-) Will leave as soon as they find another job		15%	16%	⇔	-	☒
Q12d: (-) If they leave their current job want to stay in HSC		53%	50%	⇔	-	☒

Measure Your Job (continued)		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Q13a: (+) Satisfied with recognition for good work		42%	46%	⇔	49%	⇔
Q13b: (+) Satisfied with support from immediate manager		60%	62%	⇔	66%	⇔
Q13c: (+) Satisfied with freedom to choose their own method of working		57%	63%	⇗	65%	⇔
Q13d: (+) Satisfied with support from work colleagues		76%	76%	⇔	79%	⇔
Q13e: (+) Satisfied with the amount of responsibility they are given		70%	69%	⇔	74%	⇔

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job (continued)						
Q13f: (+) Satisfied with the opportunities they have to use their skills		68%	67%	⇔	70%	⇔
Q13g: (+) Satisfied with the extent to which the organisation values their work		36%	38%	⇔	41%	⇔
Q13h: (+) Satisfied with their level of pay		38%	35%	⇔	33%	⇔
Q13i: (+) Satisfied with their job security		61%	64%	⇔	-	☒
Q13j: (+) Satisfied with the opportunities they have for promotion		25%	24%	⇔	-	☒

Your Job - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Job (continued)						
Q14a: (+) People they work with treat them with respect		77%	77%	⇔	-	☒
Q14b: (+) People they work with seek their opinions		74%	73%	⇔	-	☒
Q15a: (+) Satisfied with the quality of service they provide		85%	86%	⇔	-	☒
Q15b: (+) Able to do their job to a standard they are personally pleased with		65%	79%	⇗	-	☒
Q16a: (+) Satisfied with the quality of care they give		-	86%	☒	82%	⇔

Measure Your Job (continued)		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Q16b: (+) Feel their role makes a difference		-	89%	☒	89%	⇔
Q16c: (+) Able to deliver the standard of care they aspire to		-	69%	☒	67%	⇔

Flexible Working / Work-Life Balance - Summary and Recommendations

Performance and analysis over time

Flexible Working / Work-Life Balance

39% of staff who responded to the survey say that their organisation is committed to helping them achieve a balance between work and home life (Q18a). 58% of staff say that they can approach their immediate manager to talk about flexible working (Q18c). However, 45% say that their manager is able to help them in this (Q18b; a drop from 53% in 2012).

Recommendations and action points

1. Consider approaches and review strategies to improve work life balance. Ensure that managers understand what they can and cannot offer to staff as part of this, and why this appears to have dropped since 2012.

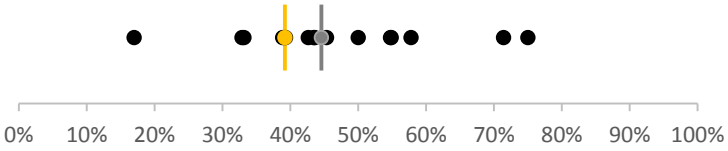
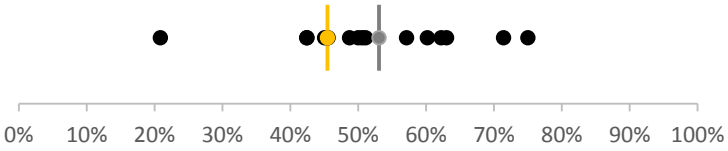
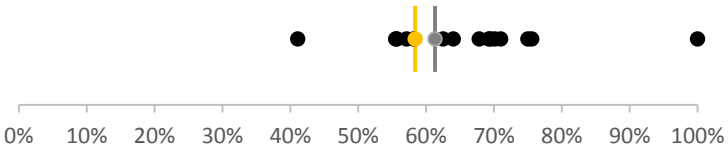
Flexible Working / Work-Life Balance - Question Scores Most Changed Over Time

Question Scores Most Changed Over Time			*2012*	2015	+ / -

We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

28	**Flexible Working / Work-Life Balance**	Q18a: (+) The organisation is committed to helping staff balance work and home life	*45%*	39%	**-5%**
33	**Flexible Working / Work-Life Balance**	Q18b: (+) Their immediate manager helps them find a good work-life balance	*53%*	45%	**-8%**

Flexible Working / Work-Life Balance - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Flexible Working / Work-Life Balance						
Q18a: (+) The organisation is committed to helping staff balance work and home life		45%	39%	↘	-	☒
Q18b: (+) Their immediate manager helps them find a good work-life balance		53%	45%	↘	-	☒
Q18c: (+) Can approach their immediate manager to talk openly about flexible working		61%	58%	⇔	-	☒

Performance and analysis over time

Your managers

Staff views of their managers are mixed, with some significant movements – in both directions – over time.

There have been some significant improvements since 2012. 55% of staff in Northern Ireland now say that their immediate manager asks their opinion before making decisions that affect their work (Q19c; an improvement from 51% in 2012). 29% of staff say that senior managers try to involve them in important decisions (Q20a; an improvement from 25% in 2012). 38% of staff say that senior managers act on staff feedback (Q11f; an improvement from 29% in 2012), significantly better than the equivalent 28% in England.

In other cases, particularly around senior management, the scores have dropped. 52% of staff in Northern Ireland now say that senior management build strong, positive relationships with the community (Q21b; a drop from 60% in 2012). 63% of staff say that senior management build strong, co-operative links with other organisations (Q21c; a drop from 70% in 2012). 54% of staff say that senior management set out a clear vision of where their organisation is headed (Q21a; a drop from 61% in 2012), and there is a big gap between the top performing organisation at 80% and the lowest at just over 30%.

83% staff in Northern Ireland say that they know who the senior managers are in their organisation (Q29g). However, only 30% of staff say that communication between senior managers and staff is effective (Q20b; lower than the equivalent 36% in England).

Recommendations and action points

1. Review approaches in lower performing organisations for senior managers to communicate with staff – particularly around the vision and priorities of the organisation

2. Where possible, involve staff in decision-making that affects their roles.

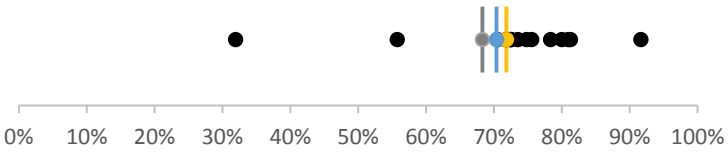
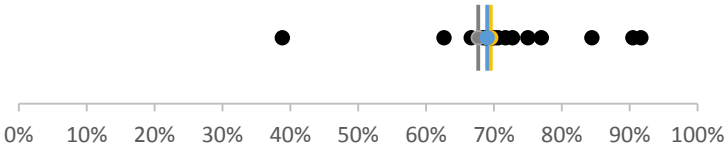
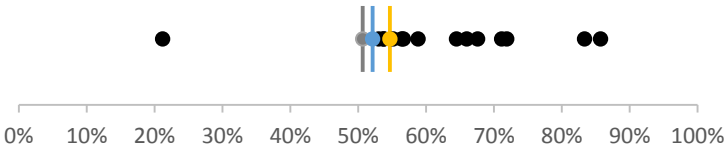
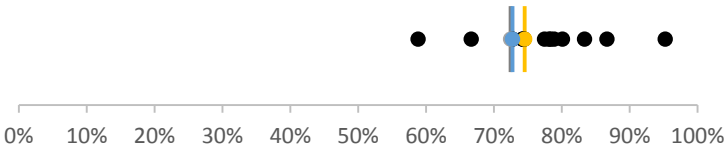
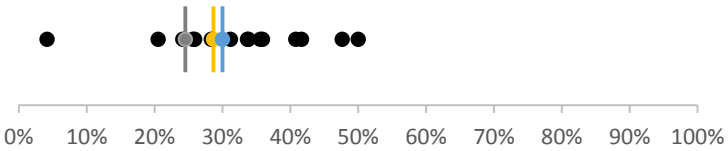
Your Managers - Question Scores Most Changed Over Time

Question Scores Most Changed Over Time			*2012*	2015	+ / -

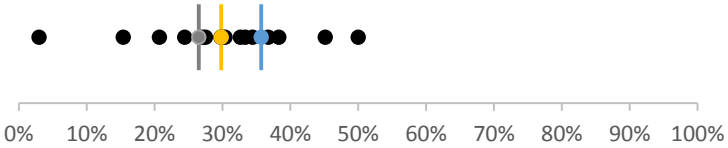
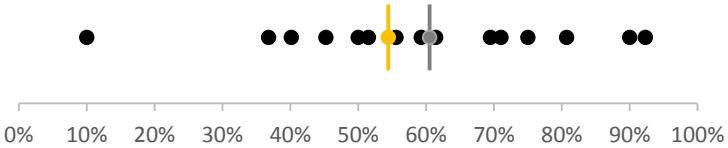
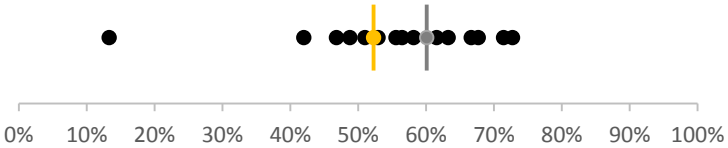
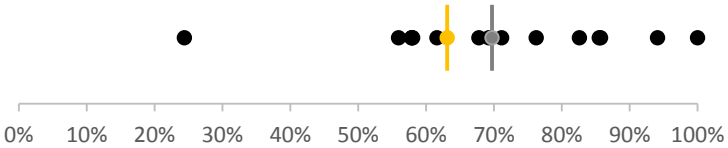
We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

29	**Your Managers**	Q21a: (+) Senior management set out a clear vision of where the organisation is headed	*61%*	54%	**-6%**
30	**Your Managers**	Q21c: (+) Senior management build strong, co-operative links with other organisations	*70%*	63%	**-7%**
34	**Your Managers**	Q21b: (+) Senior management build strong, positive relationships with the community	*60%*	52%	**-8%**

Your Managers - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Managers						
Q19a: (+) Immediate manager encourages those who work for her / him to work as a team		68%	72%	⇔	70%	⇔
Q19b: (+) Their immediate manager can be counted on to help them with a difficult task at work		68%	70%	⇔	69%	⇔
Q19c: (+) Their immediate manager asks for their opinion before making decisions that affect their work		51%	55%	⇔	52%	⇔
Q19d: (+) Their immediate manager is supportive in a personal crisis		72%	75%	⇔	73%	⇔
Q20a: (+) Senior managers try to involve staff in important decisions		25%	29%	⇔	30%	⇔

Your Managers - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Managers (continued)						
Q20b: (+) Communication between senior management and staff is effective		27%	30%	⇔	36%	↘
Q21a: (+) Senior management set out a clear vision of where the organisation is headed		61%	54%	↘	-	☒
Q21b: (+) Senior management build strong, positive relationships with the community		60%	52%	↘	-	☒
Q21c: (+) Senior management build strong, co-operative links with other organisations		70%	63%	↘	-	☒

Performance and analysis over time

Your organisation

74% of staff in Northern Ireland say that feedback from patients, clients and service users is collected (Q23a), although this is lower than the equivalent 89% in England. Where it is, 61% of staff say that they are given regular updates on it (Q23b). 66% of staff say that this feedback is used to make decisions (Q23c), which is significantly better than the equivalent 54% in England.

88% of staff in Northern Ireland say that they are aware of their organisation's policy and process for raising concerns about negligence and wrongdoing (Q24a); and 81% of staff say that they are aware of their organisation's whistle-blowing process (Q24d). 80% of staff say that they would be confident to speak up and raise concerns if they had cause to (Q24b); and 65% say that they are confident their organisation would appropriately handle the investigation that resulted (Q24c).

772 staff in Northern Ireland (5%) say that they had personally experienced discrimination from patients, their relatives or other members of the public (Q25c). 1,299 staff (8%) say that they had personally experienced discrimination from their manager, team leader or other colleagues (Q25d). The biggest proportions of these (Q25e) are to do with religion (22%), gender (18%), age (15%) and ethnic background (13%). 28% of staff said that they reported any discrimination experienced (Q25f); and 32% say that their organisation took effective action as a result.

Recommendations and action points

1. Review strategies and mechanisms for obtaining feedback on patient experience and patient outcomes. Where this is collected, share it with staff. Use this feedback to inform change and improvement, and ensure that staff are aware that this has been done

2. Within each organisation, review the approach to communicating whistleblowing policies, and other processes for staff to raise concerns. Ensure that all staff know that these are in place, and how to use them. Reassure staff they will be afforded appropriate protection and that the organisation will take them seriously and take action where necessary

3. Where there are hotspots of reported discrimination in organisations, drill down into the results to understand where this is happening, and on what basis and consider action as appropriate. Encourage staff to report all incidents of discrimination, from patients/clients/service users and from their managers/colleagues.

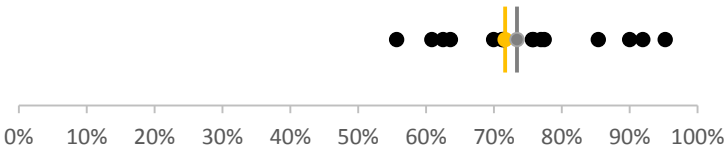
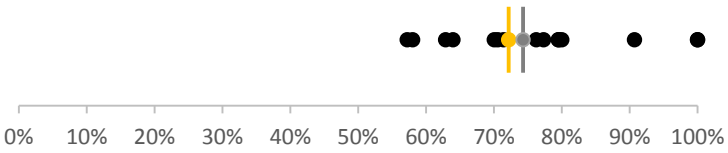
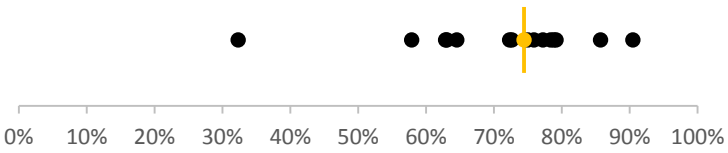
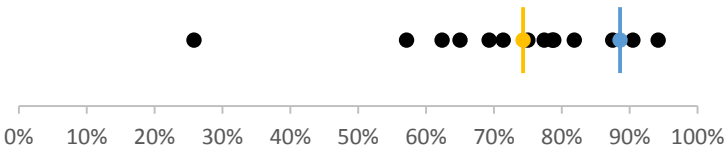
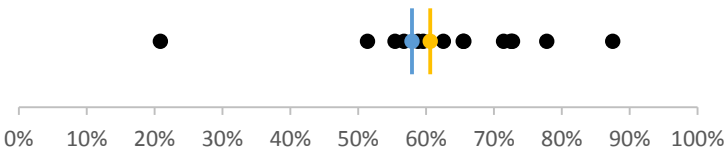
Your Organisation - Question Scores Most Changed Over Time

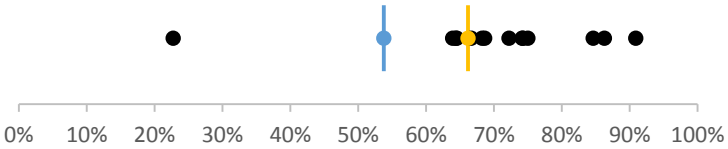
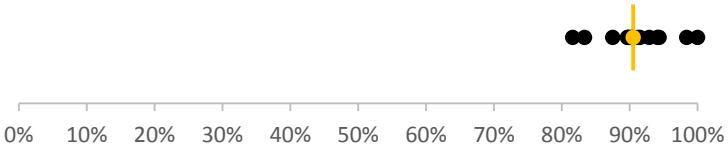
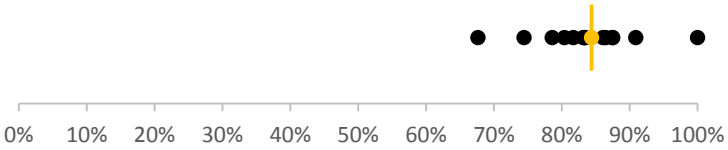
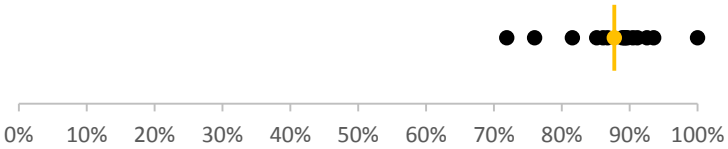
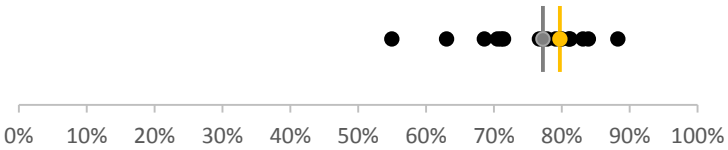
Question Scores Most Changed Over Time	*2012*	2015	+ / -

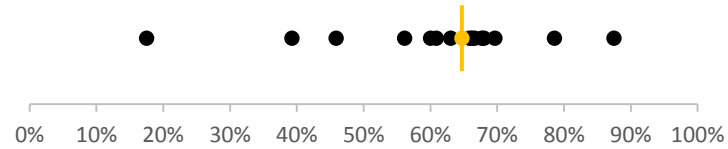
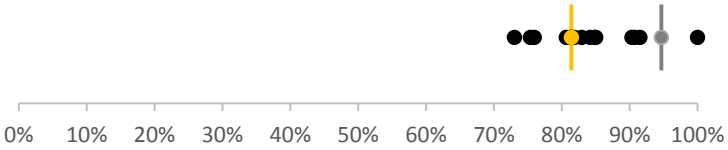
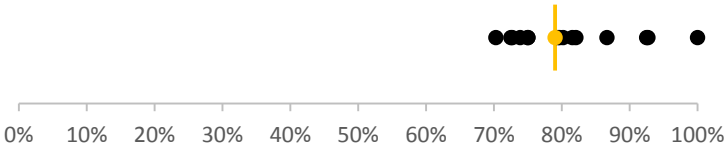
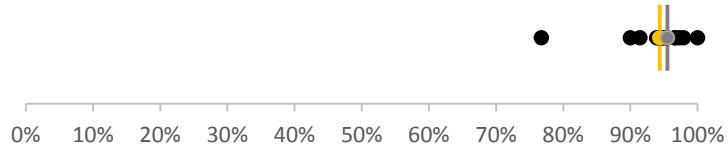
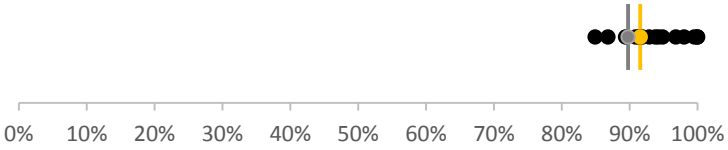
We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

No changes of 5% or more observed over time in this section.

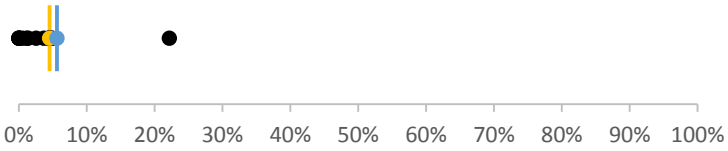
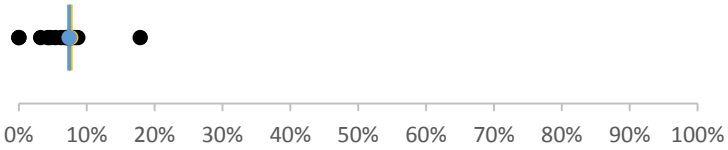
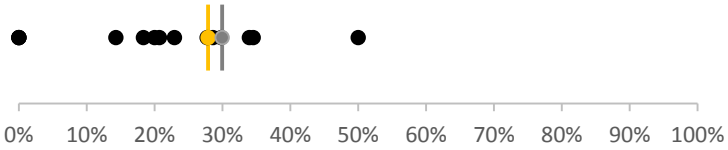
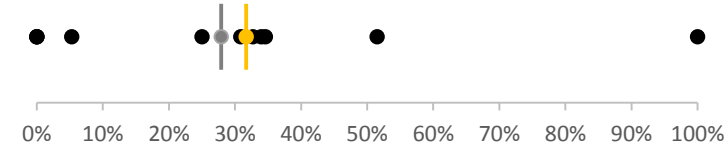
Your Organisation - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Organisation						
Q22a: (+) Organisation has a clear set of values which they understand		73%	72%	⇔	-	☒
Q22b: (+) They believe in and share organisation's values		74%	72%	⇔	-	☒
Q22c: (+) They can see the organisation's values being applied in their area or department		-	74%	☒	-	☒
Q23a: (+) Feedback is collected		-	74%	☒	89%	↘
Q23b: (+) Received regular updates on feedback		-	61%	☒	58%	⇔

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Organisation (continued)						
Q23c: (+) Feedback used to make informed decisions		-	66%	☒	54%	⇗
Q23d: (+) Patient information is treated confidentially by staff		-	90%	☒	-	☒
Q23e: (+) The organisation acts on concerns raised by patients		-	84%	☒	-	☒
Q24a: (+) Aware of organisation's policy and process for raising concerns about negligence or wrongdoing		-	88%	☒	-	☒
Q24b: (+) Confident they would speak up and raise concerns if they had cause to do so		77%	80%	⇔	-	☒

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Organisation (continued)						
Q24c: (+) Confident the organisation would appropriately handle the investigation of any concerns raised		-	65%	☒	-	☒
Q24d: (+) Aware of the organisation's whistle-blowing process		95%	81%	↘	-	☒
Q24e: (+) Understand their responsibility under that whistleblowing process		-	79%	☒	-	☒
Q25a: (+) Organisation acts fairly with regard to their employment regardless of differences		96%	94%	⇔	-	☒
Q25b: (+) Aware of organisation's policies on equality		90%	92%	⇔	-	☒

Your Organisation - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Your Organisation (continued)						
Q25c: (-) Personally experienced discrimination from patients, relatives or other members of the public		-	5%	☒	6%	⇔
Q25d: (-) Personally experienced discrimination from their manager, team leader or other colleagues		-	8%	☒	7%	⇔
Q25f: (+) Reported any discrimination experienced		30%	28%	⇔	-	☒
Q25g: (+) Organisation takes effective action if discrimination is reported		28%	32%	⇔	-	☒

Performance and analysis over time

Communication and engagement

Scores on communication and engagement are generally improving, and compare well to the equivalent questions in England, but there is still considerable scope for improvement on many questions.

45% of staff in Northern Ireland say that their organisation communicates effectively with staff about what it is trying to achieve (Q26a); this is a significant improvement from 39% in 2012. 43% of staff say that different parts of their organisation communicate effectively with each other (Q26b); this is a significant improvement from 23% in 2012.

57% of staff in Northern Ireland say that they look forward to going to work (Q28a; better than the equivalent 51% in England). 80% of staff say that time passes quickly while they are working (Q28c; better than the equivalent 74% in England). 66% of staff say that there are frequent opportunities to show initiative in their role (Q29b; an improvement from 58% in 2012).

61% of staff in Northern Ireland say that they would recommend their organisation as a place to work (Q29j; an improvement from 56% in 2012; and better than the equivalent 54% in England). 67% of staff say that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation (Q29i), although there is a big gap between the top performing organisation at over 80% and the lowest at under 40% (although this score wasn't from any of the six organisations with responsibility for the provision of direct patient care). 73% of staff say that care of patients is their organisation's top priority (Q29h; an improvement from 59% in 2012; and better than the equivalent 66% in England).

Recommendations and action points

1. Communication and engagement with staff is critical, and underpins good performance in every other area of the survey. Build on the Engagement Strategy that is already in place to ensure that it remains a key priority for each organisation

2. Share the results of this survey widely with staff, as part of this Engagement Strategy. Publicise results, and work with staff groups to understand more about areas with lower scores. Develop mechanisms for staff to feed into action planning for improvement as a result

3. Share good practice in engagement and communications between organisations. Identify which have the better scores for staff engagement, and learn from successful initiatives that have been put in place

4. Consider internal communications more generally – particularly around how different parts of each organisation communicate with each other.

5. Ensure that senior and middle managers recognise that positive staff engagement requires that communication is a two-way process. Develop appropriate strategies for obtaining staff views and feedback. Ensure that this is properly considered and acted on, and that feedback is given to staff on the resulting actions

Communications and Engagement - Summary and Recommendations

6. Ensure the continued visibility of senior managers in each organisation, and that they are personally involved in developing and delivering key communications

7. Consider further strategies for involving staff in key decisions in each organisation. Act on staff feedback, and ensure that actions taken are widely communicated back to staff.

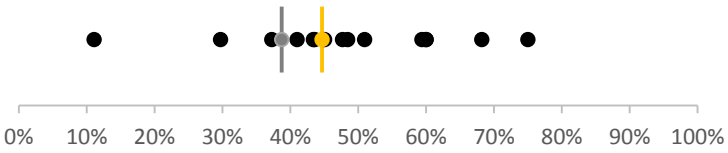
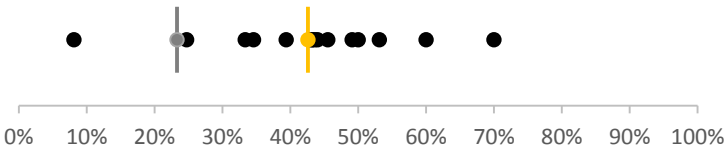
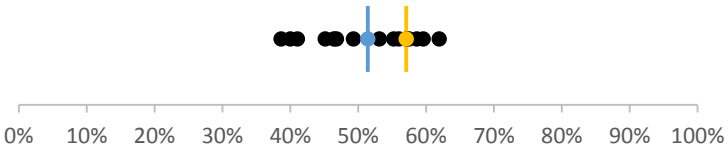
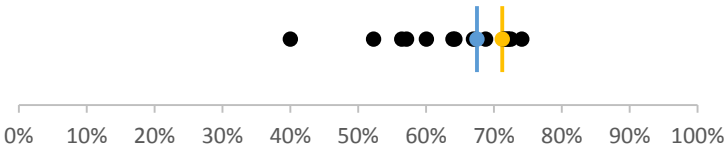
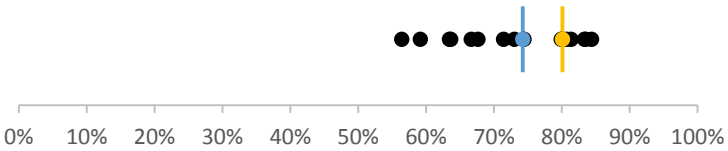
Communication and Engagement - Question Scores Most Changed Over Time

Question Scores Most Changed Over Time			*2012*	2015	+ / -

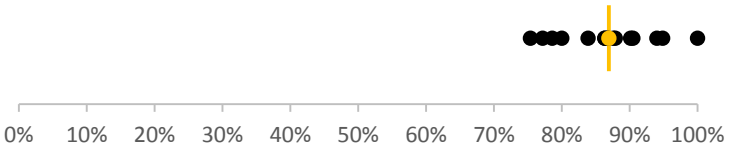
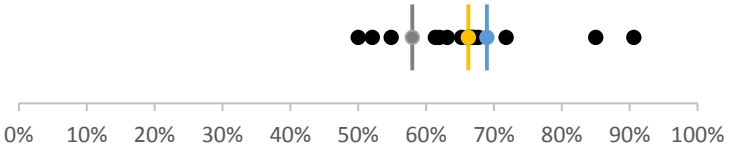
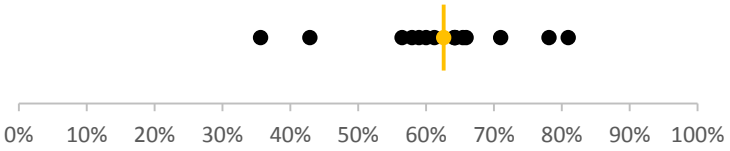
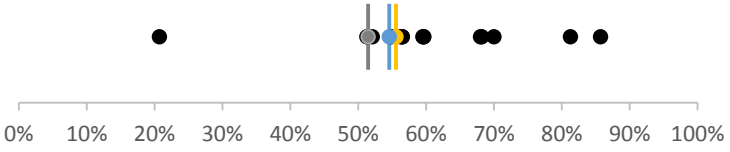
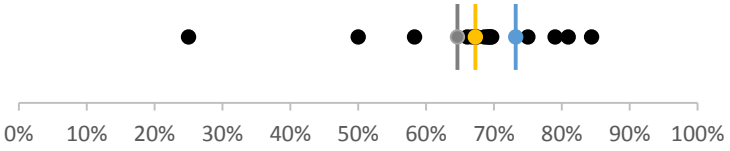
We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

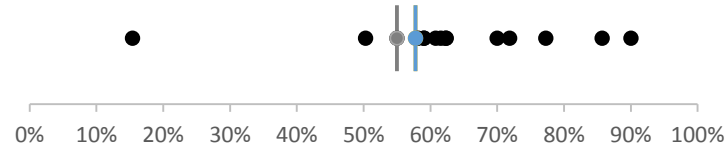
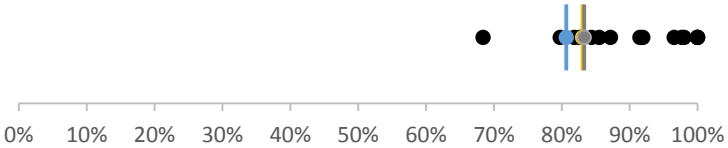
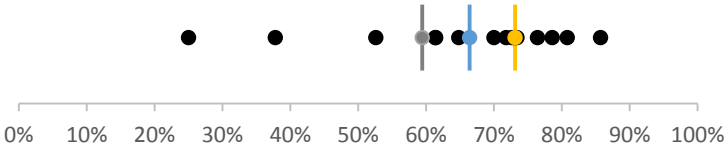
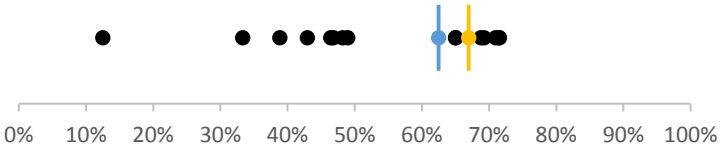
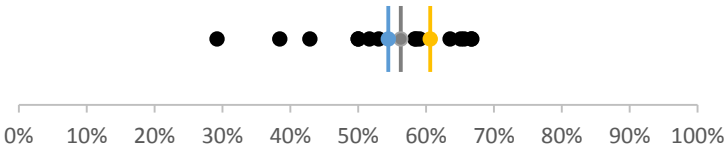
5	**Communication and Engagement**	Q26b: (+) Different parts of the organisation communicate effectively with each other	*23%*	43%	**19%**
8	**Communication and Engagement**	Q29h: (+) Care of patients is the organisation's top priority	*59%*	73%	**14%**
18	**Communication and Engagement**	Q29b: (+) Frequent opportunities to show initiative in their role	*58%*	66%	**8%**
22	**Communication and Engagement**	Q26a: (+) Organisation communicates clearly with staff about what it is trying to achieve	*39%*	45%	**6%**

Communication and Engagement - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Communication and Engagement						
Q26a: (+) Organisation communicates clearly with staff about what it is trying to achieve		39%	45%	⇗	-	☒
Q26b: (+) Different parts of the organisation communicate effectively with each other		23%	43%	⇗	-	☒
Q28a: (+) Look forward to going to work		-	57%	☒	51%	⇗
Q28b: (+) Enthusiastic about their job		-	71%	☒	67%	⇔
Q28c: (+) Time passes quickly when they are working		-	80%	☒	74%	⇗

Communication and Engagement - Benchmark Charts

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Communication and Engagement (continued)						
Q29a: (+) Know how they contribute to the work of their organisation		-	87%	☒	-	☒
Q29b: (+) Frequent opportunities to show initiative in their role		58%	66%	⇗	69%	⇔
Q29c: (+) Good communication in their area of work		-	63%	☒	-	☒
Q29d: (+) Able to make improvements happen in their area of work		51%	56%	⇔	55%	⇔
Q29e: (+) Able to make suggestions to improve the work of their team / department		65%	67%	⇔	73%	⇘

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Communication and Engagement (continued)						
Q29f: (+) Receive clear feedback from their manager		55%	58%	⇔	58%	⇔
Q29g: (+) Know who the senior managers are in the organisation		83%	83%	⇔	81%	⇔
Q29h: (+) Care of patients is the organisation's top priority		59%	73%	↗	66%	↗
Q29i: (+) If a friend or relative needed treatment they would be happy with the standard of care provided by the organisation		-	67%	☒	62%	⇔
Q29j: (+) Would recommend the organisation as a place to work		56%	61%	⇔	54%	↗

Performance and analysis over time

Health, safety and well-being at work

Policies around providing general health and well-being advice to staff appear to be achieving excellent results. However, there are some concerning scores around some aspects of health, safety and well-being at work – particularly around the number, and reporting, of certain types of incidents.

2,366 staff in Northern Ireland (14%) say that they had experienced physical violence from patients, their relatives or other members of the public (Q30a). 92 staff say that they had experienced physical violence from their manager (Q30b). 231 staff say that they had experienced physical violence from other colleagues (Q30c). 77% of staff say that they had reported such violence (Q30d). Where it was reported, there were significant differences between organisations in whether staff say that effective action was taken as a result: for physical violence from patients (Q32a), their relatives or other members of the public, this ranged from under 30% to over 70%; for physical violence from other staff (Q32b), it ranged from under 25% to nearly 70%.

4,163 staff in Northern Ireland (25% of respondents) say that they had experienced harassment, bullying or abuse from patients, their relatives or other members of the public (Q31a). 2,073 staff (12%) say that they had experienced harassment, bullying or abuse from their manager (Q31b). 2,600 staff (16%) say that they had experienced harassment, bullying or abuse from other colleagues (Q31c). 54% of staff say that they had reported this (Q31d), better than the equivalent score of 51% in England, and there were significant differences between organisations (from under 30% to 80%). Where it was reported, there were significant differences between organisations in whether staff say that effective action was taken as a result: for harassment, bullying or abuse from patients (Q32c), their relatives or other members of the public, this ranged from under 25% to over 60%; for harassment, bullying or abuse from other staff (Q32d), it ranged from under 25% to 60%.

A significant proportion of staff in Northern Ireland (36%) say that they were injured or felt unwell as a result of work-related stress (Q33e).

There has been a focus on implementing policies and practices on general physical and mental health and well-being, and clear improvements can be seen. 89% of staff in Northern Ireland say that their organisation provides advice on mental health and well-being (Q35a). 67% of staff say that their organisation provides advice on diet (Q35b; an improvement from 42% in 2012). 73% of staff say that their organisation provides advice on alcohol consumption (Q35c; an improvement from 51% in 2012). 78% of staff say that their organisation provides advice on exercise (Q35d; an improvement from 57% in 2012). 91% of staff say that their organisation provides help to stop smoking (Q35e; an improvement from 79% in 2012). 91% of staff say that their organisation provides access to the cycle to work scheme (Q35f; an improvement from 82% in 2012). 67% of staff say that their organisation provides healthy good in the canteen (Q35g; an improvement from 62% in 2012, although there are wide variations between the top – over 70% - and bottom – 20% - organisations).

Health, safety and well-being at work (continued)

91% of staff in Northern Ireland say that they know how to report errors, near misses and incidents (Q37a), and 95% of staff say that they or a colleague did report these when they happened (Q37d). 45% of staff say that their organisation would treat staff involved fairly (Q39a); 55% of staff say that their organisation informs staff about incidents that happen (Q39f); and 52% of staff say that their organisation feeds back to staff what has been done in response. There are some big differences between organisations on these questions.

82% of staff in Northern Ireland say that their organisation does enough to promote the importance of hand hygiene to staff (Q40a), and 72% of staff say their organisation does enough to promote this to patients and other visitors (Q40b). However, there are significant differences between the best and worst performing organisations: just over 30% to 90% on the former, and under 30% to over 80% on the latter. Four of the five Health and Social Care Trusts score over 80% on promoting the importance of hand hygiene to staff.

Recommendations and action points

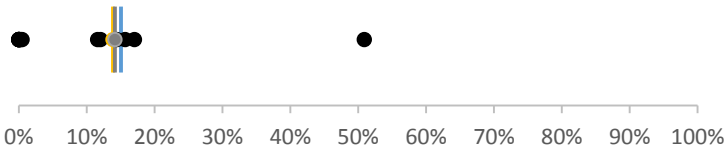
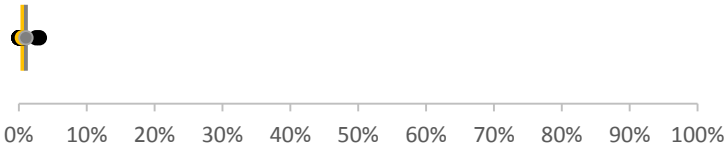
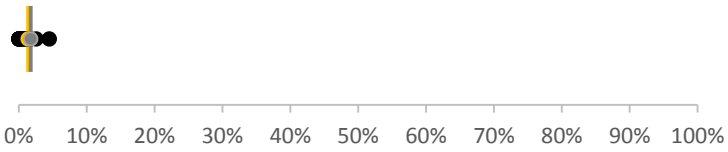
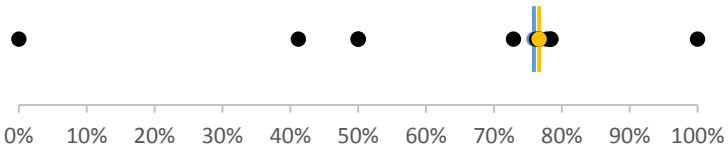
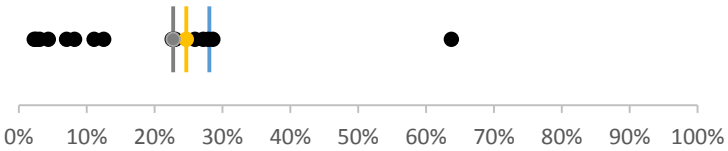
1. Identify and tackle any hotspots in individual organisations around physical violence towards staff: from patients/their relatives/the public, managers, and other colleagues. Encourage staff to report any incidents when they occur. Ensure staff know what action has been taken as a result
2. Identify and tackle any hotspots in individual organisations around harassment, bullying and abuse of staff: from patients/their relatives/the public, managers, and other colleagues. Encourage staff to report any incidents when they occur. Ensure staff know what action has been taken as a result
3. Consider the issue of reported injury and work-related stress, and analyse ways in which organisations can meet legitimate problems. In particular, consider what can be done to improve communication, reduce conflicting pressures, and eliminate barriers to effective working
4. Maintain the good progress on implementation and communication of policies and practices around general physical and mental health and well-being
5. Improve the provision of healthy food in workplace canteens for those organisations that are under-performing
6. Where necessary, review processes around reporting errors, near misses and incidents – and around reporting concerns about unsafe clinical practice. Ensure staff know how to report incidents. Encourage staff to report incidents, and ensure that they feel safe doing so. Communicate whatever action is taken as a result
7. Review which organisations are performing poorly in relation to promoting the importance of hand hygiene to staff, patients and visitors. Make necessary improvements, learning from some of the top performers in this area.

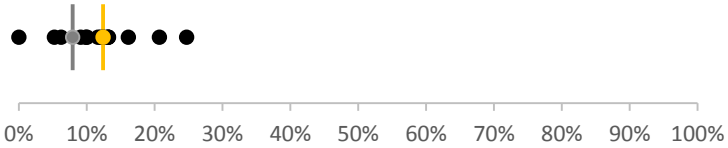
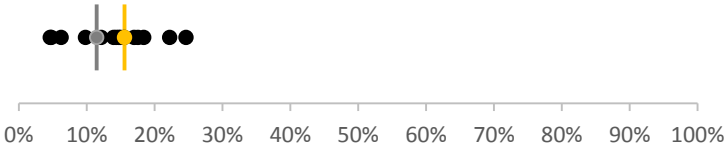
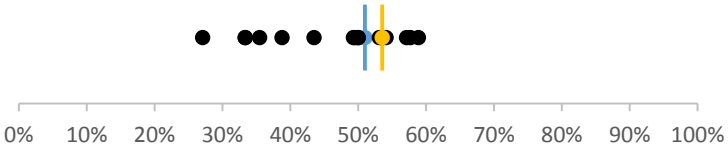
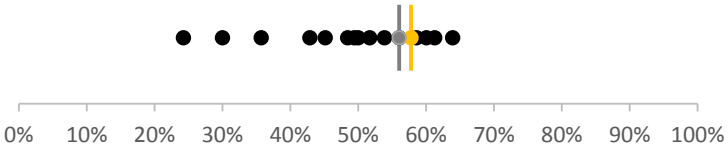
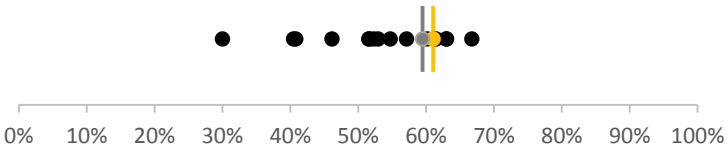
Health, Safety and Well-being at Work - Question Scores Most Changed Over Time

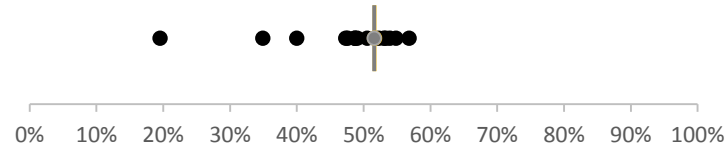
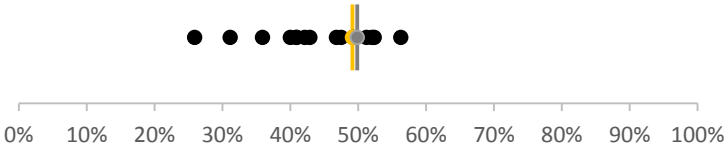
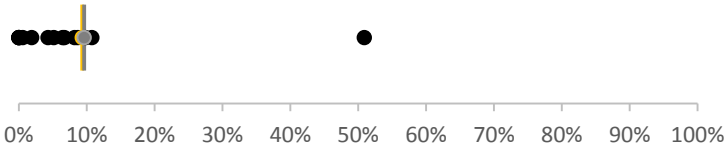
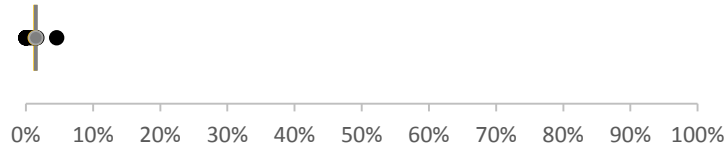
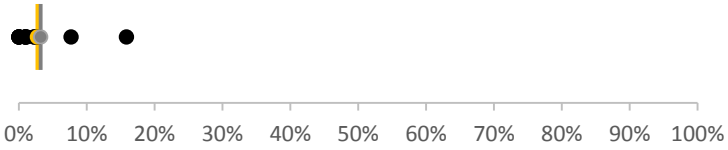
Question Scores Most Changed Over Time			*2012*	2015	+ / -

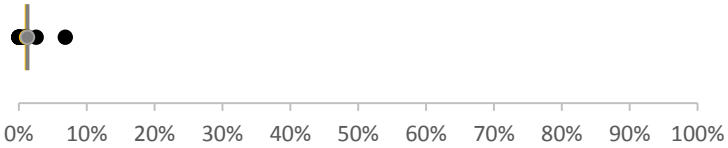
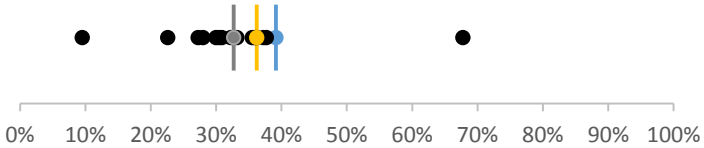
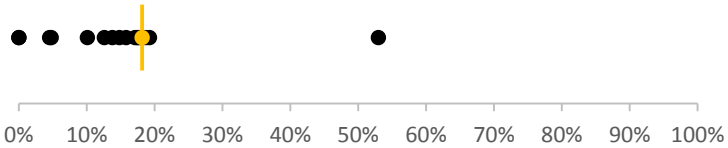
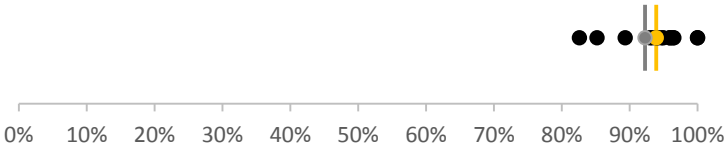
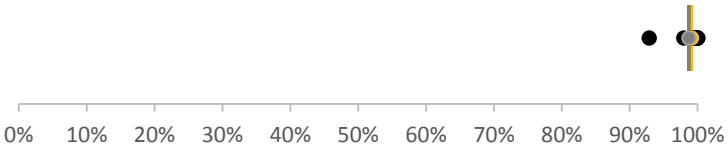
We have highlighted those questions where the HSCNI score, when compared year on year, shows a change of 5% or greater, in the table below. Where the change is an improvement then the change has been coloured green, where the change is a decline it has been coloured red. All figures are displayed to 0 decimal places, all calculations are based on the actual percentage scored. This may result in an apparent difference of +/- 1% between the change as displayed and the variation in the scores as displayed.

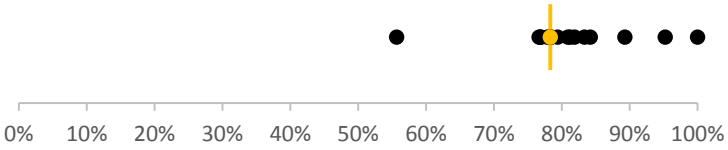
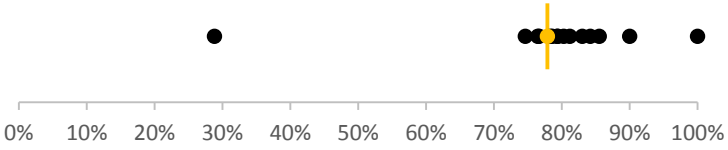
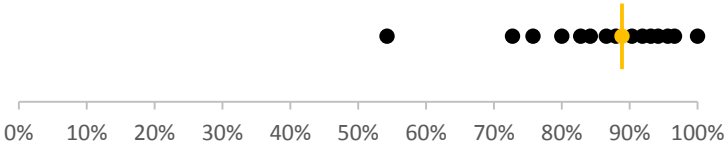
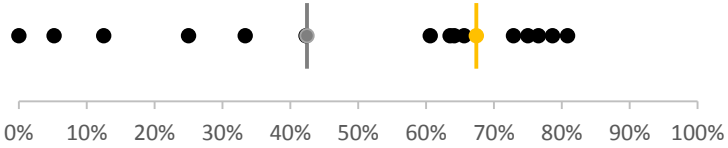
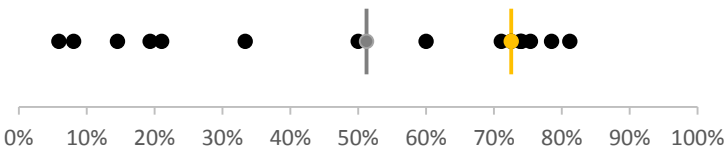
2	**Health, Safety and Well-Being at Work**	Q35b: (+) Organisation provides staff with advice on diet	*42%*	67%	**25%**
3	**Health, Safety and Well-Being at Work**	Q35d: (+) Organisation provides staff with advice on exercise	*57%*	78%	**21%**
4	**Health, Safety and Well-Being at Work**	Q35c: (+) Organisation provides staff with advice on alcohol consumption	*51%*	73%	**21%**
13	**Health, Safety and Well-Being at Work**	Q35e: (+) Organisation provides staff with help to stop smoking	*79%*	91%	**12%**
16	**Health, Safety and Well-Being at Work**	Q35f: (+) Organisation provides staff with access to the cycle to work scheme	*82%*	91%	**9%**
26	**Health, Safety and Well-Being at Work**	Q39f: (+) Organisation informs staff about errors, near misses or incidents that happen	*49%*	55%	**5%**

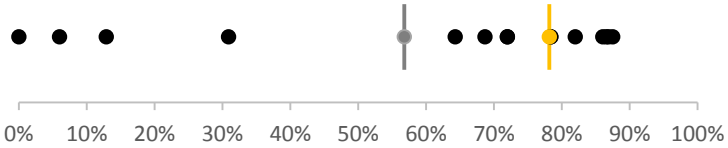
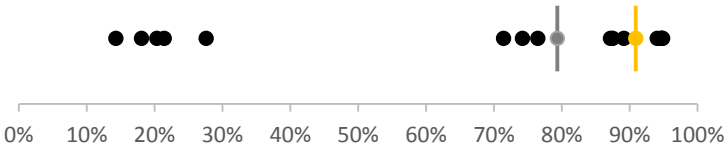
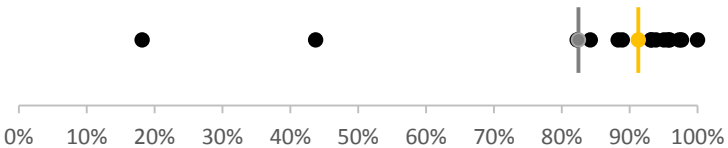
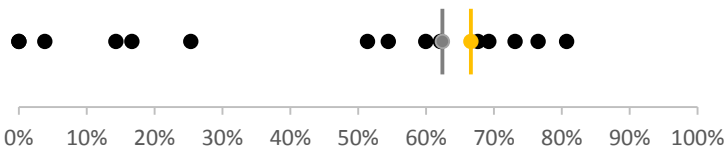
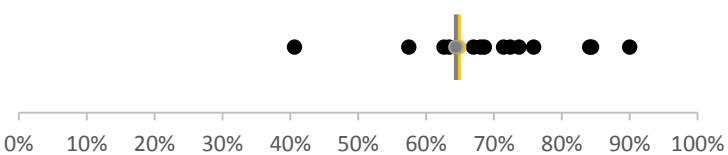
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work						
Q30a_Agg: (-) Experienced physical violence from patients, their relative or other members of the public		14%	14%	⇔	15%	⇔
Q30b_Agg: (-) Experienced physical violence from their manager		1%	1%	⇔	-	☒
Q30c_Agg: (-) Experienced physical violence from other colleagues		2%	1%	⇔	-	☒
Q30d: (+) Reported their last experience of physical violence at work		-	77%	☒	76%	⇔
Q31a_Agg: (-) Experienced harassment, bullying or abuse from patients, their relative or other members of the public		23%	25%	⇔	28%	⇔

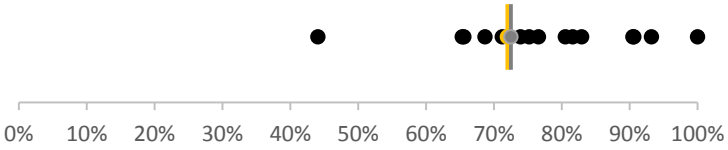
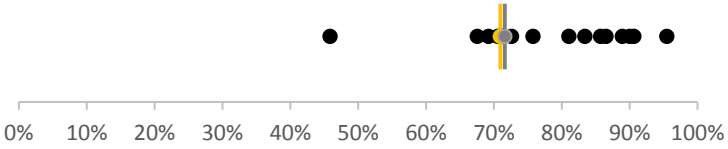
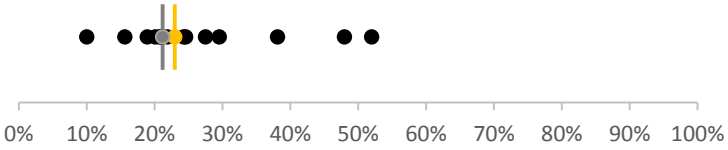
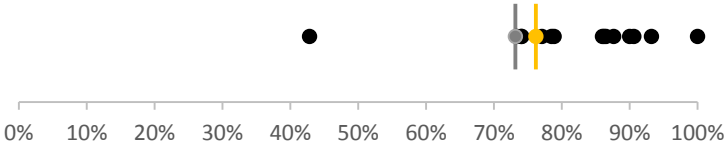
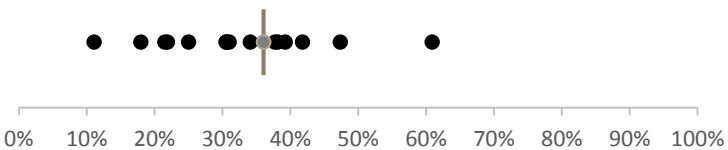
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q31b_Agg: (-) Experienced harassment, bullying or abuse from their manager		8%	12%	⇔	-	☒
Q31c_Agg: (-) Experienced harassment, bullying or abuse from other colleagues		11%	16%	⇔	-	☒
Q31d: (+) Reported their last experience of harassment, bullying or abuse at work		-	54%	☒	51%	⇔
Q32a: (+) Organisation takes effective action if staff are physically attacked by patients, their relatives or other members of the public		56%	58%	⇔	-	☒
Q32b: (+) Organisation takes effective action if staff are physically attacked by other members of staff		59%	61%	⇔	-	☒

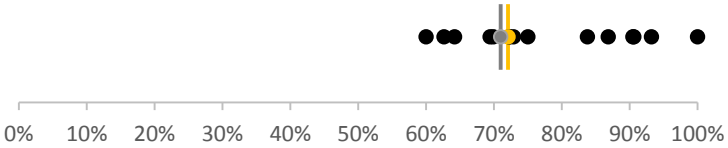
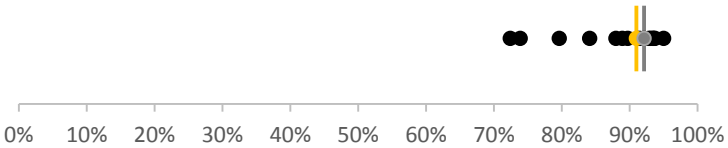
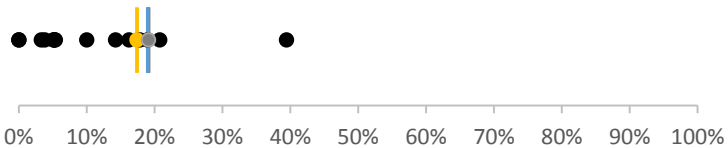
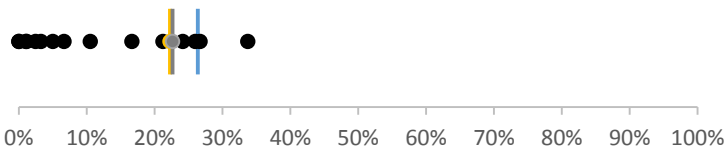
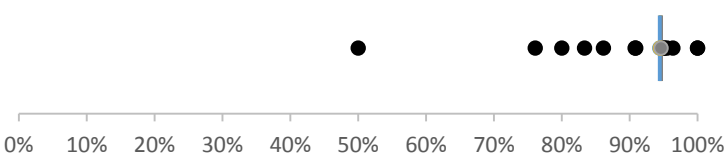
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q32c: (+) Organisation takes effective action if staff experience harassment, bullying or abuse from patients, their relatives or other members of the public		52%	52%	⇔	-	☒
Q32d: (+) Organisation takes effective action if staff experience harassment, bullying or abuse from other members of staff		50%	49%	⇔	-	☒
Q33a: (-) Injured or felt unwell as a result of moving and handling at work		10%	9%	⇔	-	☒
Q33b: (-) Injured or felt unwell as a result of needlestick and sharps injuries at work		1%	1%	⇔	-	☒
Q33c: (-) Injured or felt unwell as a result of slips, trips or falls at work		3%	3%	⇔	-	☒

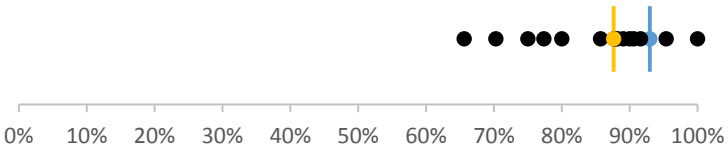
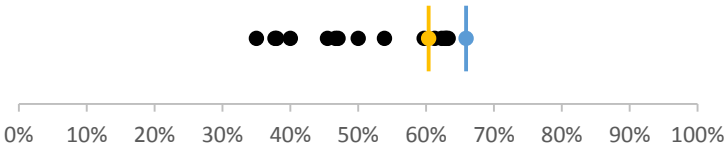
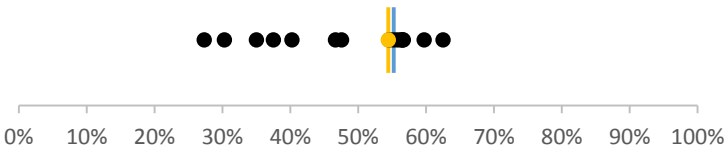
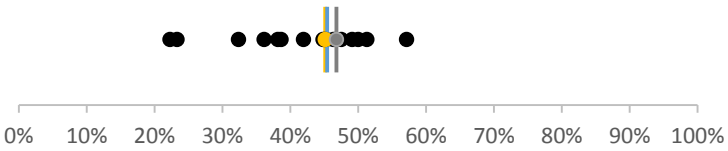
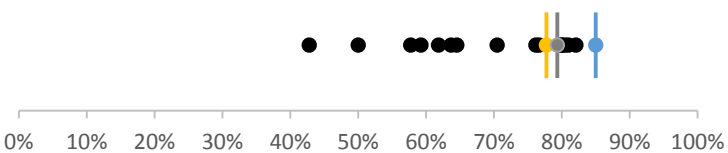
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q33d: (-) Injured or felt unwell as a result of exposure to dangerous substances at work		1%	1%	⇔	-	☒
Q33e: (-) Injured or felt unwell as a result of work-related stress		33%	36%	⇔	39%	⇔
Q33f: (-) Injured or felt unwell as a result of musculoskeletal problems (MSK) at work		-	18%	☒	-	☒
Q34a: (+) Have access to a counselling service		92%	94%	⇔	-	☒
Q34b: (+) Have access to occupational health services		99%	99%	⇔	-	☒

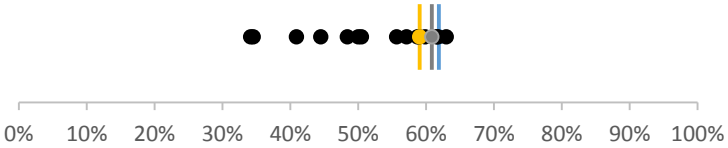
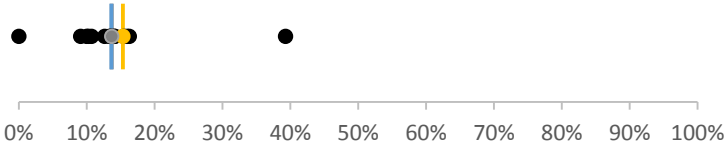
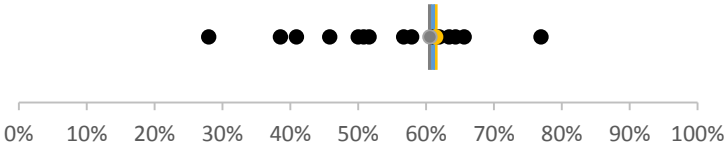
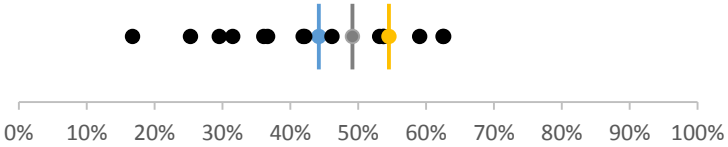
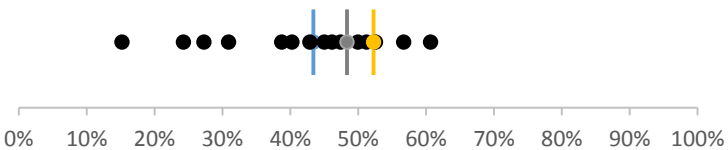
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q34c: (+) Immediate manager takes a positive interest in their health and well-being		-	78%	☒	-	☒
Q34d: (+) My organisation takes positive action on health and well-being		-	78%	☒	-	☒
Q35a: (+) Organisation provides staff with advice on mental health and well-being		-	89%	☒	-	☒
Q35b: (+) Organisation provides staff with advice on diet		42%	67%	↗	-	☒
Q35c: (+) Organisation provides staff with advice on alcohol consumption		51%	73%	↗	-	☒

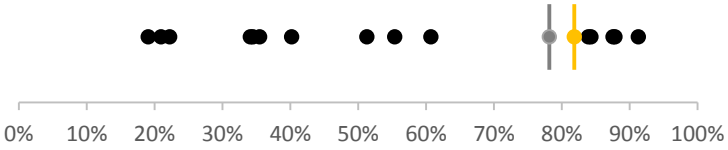
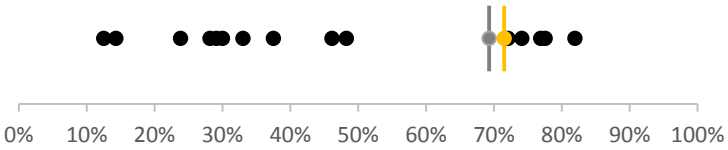
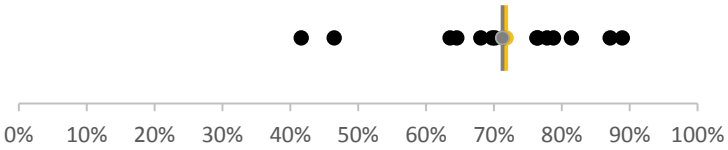
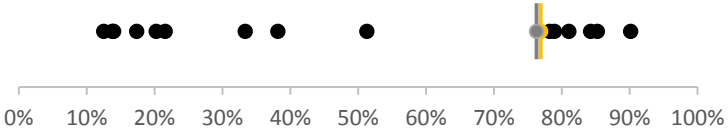
Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q35d: (+) Organisation provides staff with advice on exercise		57%	78%	⇗	-	☒
Q35e: (+) Organisation provides staff with help to stop smoking		79%	91%	⇗	-	☒
Q35f: (+) Organisation provides staff with access to the cycle to work scheme		82%	91%	⇗	-	☒
Q35g: (+) Organisation provides staff with healthy food in the canteen		62%	67%	⇔	-	☒
Q36a: (+) Have a comfortable work space		64%	65%	⇔	-	☒

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q36b: (+) Have a clean workspace		72%	72%	⇔	-	☒
Q36c: (+) Have the right equipment to do their job		72%	71%	⇔	-	☒
Q36d: (-) Too noisy in their work area		21%	23%	⇔	-	☒
Q36e: (+) Feel safe and secure in their work environment		73%	76%	⇔	-	☒
Q36f: (-) Food and catering facilities are poor		36%	36%	⇔	-	☒

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q36g: (+) Have a place to go to take their break at work		71%	72%	⇔	-	☒
Q37a: (+) Know how to report errors, near misses and incidents		92%	91%	⇔	-	☒
Q37b: (-) Witnessed errors, near misses or incidents that could have hurt staff		19%	17%	⇔	19%	⇔
Q37c: (-) Witnessed errors, near misses or incidents that could have hurt patients		23%	22%	⇔	26%	⇔
Q37d_Agg: (+) They or a colleague reported the last error, incident or near miss they saw that could have hurt staff or patients		95%	95%	⇔	94%	⇔

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work						
Q38a: (+) Know how to raise concerns about unsafe clinical practice		-	88%	☒	93%	↘
Q38b: (+) Would feel secure raising concerns about unsafe clinical practice		-	60%	☒	66%	↘
Q38c: (+) Confident the organisation would address their concern		-	54%	☒	55%	⇔
Q39a: (+) Organisation treats staff involved in an error, near miss or incident fairly		47%	45%	⇔	45%	⇔
Q39b: (+) Organisation encourages us to report errors, near misses or incidents		79%	78%	⇔	85%	↘

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q39c: (+) Organisation treats reports of errors, near misses or incidents confidentially		61%	59%	⇔	62%	⇔
Q39d: (-) Organisation blames or punishes people involved in an error, near miss or incident		14%	15%	⇔	14%	⇔
Q39e: (+) Organisation takes action to ensure that, when errors, near misses or incidents are reported, they do not happen again		61%	61%	⇔	61%	⇔
Q39f: (+) Organisation informs staff about errors, near misses or incidents that happen		49%	55%	⇗	44%	⇗
Q39g: (+) Organisation gives feedback about changes made in response to reported errors, near misses or incidents		48%	52%	⇔	43%	⇗

Measure		HSCNI 2012	HSCNI 2015	Comparison to 2012	NHS 2014	Comparison to NHS
Health, Safety and Well-Being at Work (continued)						
Q40a: (+) Organisation does enough to promote the importance of hand hygiene to staff		78%	82%	⇔	-	☒
Q40b: (+) Organisation does enough to promote the importance of hand hygiene to patients and visitors		69%	72%	⇔	-	☒
Q40c: (+) General environment is clean and well maintained		71%	72%	⇔	-	☒
Q40d: (+) Infection control applies to them in their role		76%	77%	⇔	-	☒

Section 7

Survey Results Manual

Section 7 - Survey Results Manual

This section of the report sets out the results from the HSCNI Staff Survey 2015, ordered in exactly the same way as in the survey questionnaire sent to participants.

Reading the columns of figures

The results are shown firstly in absolute numbers, then as percentage responses. The first two columns show the results for the previous survey year. The next two columns show the results for the current survey year. We have provided a comparator to NHS Acute Trusts results from the NHS National Staff Survey of 2014 [NHS England 2014]. Please note that where there is no equivalent question then dashes are displayed.

The purpose of presenting the figures in this way is to give a direct, at-a-glance, comparison between the region's results year on year and the overall results from the comparator group

Conventions

The percentages are calculated after excluding those responses 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 responses 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 2a - where both the 'Not applicable to me' response and those not answering ("Missing"), are excluded.

Changes made to the data

There are 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 Q4a with No or Can't Remember are instructed to answer Q6 next - if these respondents answer Q4b-d, or Q5a-c, then their responses to these questions are removed.

YOUR PERSONAL DEVELOPMENT

If you have joined your organisation or changed your job role in the last 24 months, to what extent do you agree or disagree with the following statements about induction?

1a. I received an effective induction on commencement to my organisation	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*571*	*9%*	-	-
* *Disagree*	-	-	*834*	*13%*	-	-
* *Neither agree nor disagree*	-	-	*761*	*11%*	-	-
* *Agree*	-	-	*2,872*	*43%*	-	-
* *Strongly agree*	-	-	*1,581*	*24%*	-	-
Not applicable to me	-	-	9,030	58%	-	-
Missing	-		2,147		-	

1b. I received an effective induction when my job role/responsibilities changed	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*706*	*12%*	-	-
* *Disagree*	-	-	*1,164*	*20%*	-	-
* *Neither agree nor disagree*	-	-	*969*	*16%*	-	-
* *Agree*	-	-	*2,097*	*35%*	-	-
* *Strongly agree*	-	-	*1,027*	*17%*	-	-
Not applicable to me	-	-	9,134	61%	-	-
Missing	-		2,699		-	

Have you had any training, learning or development (paid for or provided by your organisation) in the following areas?

2a. Equality and diversity training	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, in the last 12 months*	*1,859*	*30%*	*6,059*	*37%*	*73,764*	*64%*
* *Yes more than 12 months ago*	*1,802*	*29%*	*5,830*	*35%*	*32,643*	*28%*
* *No*	*2,466*	*40%*	*4,710*	*28%*	*8,548*	*7%*
Not applicable to me	207	3%	508	3%	1,035	1%
Missing	434		689		2,979	

YOUR PERSONAL DEVELOPMENT (continued)

2b. Health and safety	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, in the last 12 months*	*4,561*	*69%*	*12,857*	*74%*	*87,959*	*76%*
* *Yes more than 12 months ago*	*1,437*	*22%*	*3,527*	*20%*	*22,837*	*20%*
* *No*	*573*	*9%*	*1,108*	*6%*	*5,323*	*5%*
Not applicable to me	57	1%	148	1%	878	1%
Missing	140		156		1,972	

2c. What to do if there is a major incident or emergency	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, in the last 12 months*	*1,919*	*31%*	*5,039*	*32%*	-	-
* *Yes more than 12 months ago*	*1,401*	*23%*	*3,832*	*24%*	-	-
* *No*	*2,803*	*46%*	*7,091*	*44%*	-	-
Not applicable to me	337	5%	1,344	8%	-	-
Missing	308		490		-	

2d. How to prevent or handle violence and aggression to staff / patients / clients / service users	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, in the last 12 months*	*1,121*	*19%*	*3,188*	*21%*	*51,192*	*49%*
* *Yes more than 12 months ago*	*1,615*	*28%*	*4,319*	*28%*	*33,657*	*32%*
* *No*	*3,063*	*53%*	*7,809*	*51%*	*20,410*	*19%*
Not applicable to me	655	10%	2,047	12%	10,034	9%
Missing	314		433		3,676	

2e. Infection control	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, in the last 12 months*	*3,062*	*54%*	*8,785*	*59%*	*86,068*	*78%*
* *Yes more than 12 months ago*	*1,426*	*25%*	*3,940*	*26%*	*20,254*	*18%*
* *No*	*1,166*	*21%*	*2,183*	*15%*	*4,401*	*4%*
Not applicable to me	889	14%	2,586	15%	6,070	5%
Missing	225		302		2,176	

YOUR PERSONAL DEVELOPMENT (continued)

2f. Computer skills	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, in the last 12 months*	*1,338*	*22%*	*4,254*	*26%*	-	-
* *Yes more than 12 months ago*	*1,590*	*26%*	*5,247*	*32%*	-	-
* *No*	*3,113*	*52%*	*6,682*	*41%*	-	-
Not applicable to me	416	6%	1,121	6%	-	-
Missing	311		492		-	

2g. How to handle confidential information about patients / clients / service users	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, in the last 12 months*	*2,348*	*37%*	*8,375*	*50%*	*92,365*	*81%*
* *Yes more than 12 months ago*	*2,061*	*33%*	*5,724*	*34%*	*17,580*	*15%*
* *No*	*1,884*	*30%*	*2,736*	*16%*	*4,577*	*4%*
Not applicable to me	244	4%	568	3%	1,931	2%
Missing	231		393		2,516	

2h. How to provide a better patient / client / service user experience	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, in the last 12 months*	-	-	*3,575*	*23%*	*57,118*	*54%*
* *Yes more than 12 months ago*	-	-	*3,904*	*25%*	*22,176*	*21%*
* *No*	-	-	*8,252*	*52%*	*26,231*	*25%*
Not applicable to me	-	-	1,632	9%	9,200	8%
Missing	-		433		4,244	

YOUR PERSONAL DEVELOPMENT (continued)

Thinking about any training, learning or development that you have done in the last 12 months (paid for or provided by your organisation), to what extent do you agree or disagree with the following?

3a. My training, learning and development has helped me to do my job effectively	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	249	4%	915	5%	6,239	5%
Disagree	391	6%	988	6%	7,154	6%
Neither agree nor disagree	1,355	21%	3,412	20%	26,573	23%
Agree	3,386	52%	9,241	53%	57,893	49%
Strongly agree	1,094	17%	2,800	16%	19,345	17%
Missing	293		440		1,765	

3b. It has helped me stay up-to-date with professional requirements	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	277	4%	968	6%	6,649	6%
Disagree	449	7%	1,120	6%	5,935	5%
Neither agree nor disagree	1,295	20%	3,067	18%	19,314	16%
Agree	3,335	52%	9,064	52%	62,067	53%
Strongly agree	1,083	17%	3,078	18%	23,193	20%
Missing	329		499		1,811	

3c. It has helped me to deliver a better patient / client / service user experience	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	918	5%	6,179	5%
Disagree	-	-	1,183	7%	7,450	6%
Neither agree nor disagree	-	-	4,259	25%	29,986	26%
Agree	-	-	8,174	47%	53,846	46%
Strongly agree	-	-	2,732	16%	19,043	16%
Missing	-		530		2,465	

YOUR PERSONAL DEVELOPMENT (continued)

Appraisals/Reviews

4a. In the last 12 months, have you had an appraisal, development review or Knowledge and Skills Framework (KSF) development review?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, KSF development review*	*2,259*	*34%*	*7,915*	*46%*	-	-
* *Yes, other type of review*	*1,180*	*18%*	*3,120*	*18%*	-	-
* *No*	*3,117*	*48%*	*6,014*	*35%*	-	-
Can't remember	0	0%	416	2%	-	-
Missing	212		331		-	

4b. Did the appraisal / review help you to improve how you do your job?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	1,866	56%	6,394	58%	51,949	54%
No	1,489	44%	4,649	42%	44,629	46%
Missing	3,413		6,753		22,391	

4c. Did the appraisal / review help you agree clear objectives for your work?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	2,551	76%	8,588	78%	74,683	77%
No	787	24%	2,424	22%	21,707	23%
Missing	3,430		6,784		22,579	

4d. Did the appraisal / review leave you feeling that your work is valued by your organisation?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	1,941	58%	6,851	62%	59,763	62%
No	1,395	42%	4,157	38%	36,189	38%
Missing	3,432		6,788		23,017	

YOUR PERSONAL DEVELOPMENT (continued)

Personal Development Plans

5a. In the last 12 months, as part of your KSF development review, appraisal or review, did you agree a Personal Development Plan?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	2,864	46%	8,809	79%	-	-
No	3,355	54%	2,301	21%	-	-
Missing	549		6,686		-	

5b. Have you received the training, learning or development that was identified in that plan?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*1,327*	*72%*	*4,309*	*75%*	-	-
* *No*	*504*	*28%*	*1,440*	*25%*	-	-
Too early to tell	992	35%	2,966	34%	-	-
Missing	3,945		9,081		-	

5c. Has your immediate manager supported you in receiving this training, learning or development?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*1,640*	*82%*	*5,847*	*87%*	-	-
* *No*	*372*	*18%*	*910*	*13%*	-	-
Too early to tell	807	29%	1,908	22%	-	-
Missing	3,949		9,131		-	

YOUR JOB

Working hours

6a. How many hours a week are you contracted to work?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Up to 29 hours	1,659	25%	3,743	22%	26,043	22%
30 or more hours	4,920	75%	13,615	78%	90,549	78%
Missing	189		438		2,377	

6b. At any time in the last 12 months, have you worked more than your contracted hours?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	4,732	73%	11,770	67%	-	-
No	1,766	27%	5,849	33%	-	-
Missing	270		177		-	

6c. On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
None	4,492	69%	5,544	50%	78,912	70%
Up to and including 5 hours	954	15%	2,728	25%	17,718	16%
Over 5 hours, up to and including 10 hours	676	10%	1,635	15%	9,690	9%
Over 10 hours	428	7%	1,130	10%	6,838	6%
Missing	218		6,759		5,811	

6d. On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
None	3,460	53%	3,266	29%	45,990	41%
Up to and including 5 hours	2,268	35%	5,871	52%	50,828	45%
Over 5 hours, up to and including 10 hours	589	9%	1,496	13%	11,026	10%
Over 10 hours	221	3%	650	6%	4,574	4%
Missing	230		6,513		6,551	

YOUR JOB (continued)

Do you agree or disagree with each of the following statements? I work more than my contracted hours because…

7a. ...it is necessary to meet deadlines	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	163	4%	628	6%	-	-
Disagree	556	12%	1,152	10%	-	-
Neither agree nor disagree	508	11%	1,538	14%	-	-
Agree	2,227	49%	4,866	43%	-	-
Strongly agree	1,104	24%	3,032	27%	-	-
Missing	2,210		6,580		-	

7b. ...it is necessary to get ahead in my career	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	551	12%	1,907	17%	-	-
Disagree	1,868	42%	3,819	35%	-	-
Neither agree nor disagree	1,409	31%	3,669	33%	-	-
Agree	516	11%	1,295	12%	-	-
Strongly agree	151	3%	379	3%	-	-
Missing	2,273		6,727		-	

7c. ...it is expected by my manager	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	329	7%	1,458	13%	-	-
Disagree	1,522	34%	3,471	31%	-	-
Neither agree nor disagree	1,273	28%	3,288	30%	-	-
Agree	1,094	24%	2,118	19%	-	-
Strongly agree	310	7%	800	7%	-	-
Missing	2,240		6,661		-	

YOUR JOB (continued)

7d. ...it is expected by my colleagues	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	361	8%	1,589	14%	-	-
Disagree	1,713	38%	3,792	34%	-	-
Neither agree nor disagree	1,286	29%	3,356	30%	-	-
Agree	957	21%	1,916	17%	-	-
Strongly agree	178	4%	432	4%	-	-
Missing	2,273		6,711		-	

7e. ...I enjoy my job	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	207	5%	790	7%	-	-
Disagree	553	12%	1,538	14%	-	-
Neither agree nor disagree	1,223	27%	3,568	32%	-	-
Agree	1,934	43%	4,147	37%	-	-
Strongly agree	613	14%	1,181	11%	-	-
Missing	2,238		6,572		-	

7f. ...it is impossible to do my job if I don't	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	201	4%	642	6%	-	-
Disagree	798	18%	1,448	13%	-	-
Neither agree nor disagree	787	17%	2,031	18%	-	-
Agree	1,761	39%	3,932	35%	-	-
Strongly agree	985	22%	3,134	28%	-	-
Missing	2,236		6,609		-	

YOUR JOB (continued)

7g. ...I want to provide the best care I can for patients / clients / service users	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	39	1%	221	2%	-	-
Disagree	90	2%	267	2%	-	-
Neither agree nor disagree	435	9%	1,513	13%	-	-
Agree	2,353	51%	5,332	47%	-	-
Strongly agree	1,669	36%	3,944	35%	-	-
Missing	2,182		6,519		-	

7h. ...I don't want to let down the people I work with	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	60	1%	355	3%	-	-
Disagree	251	5%	655	6%	-	-
Neither agree nor disagree	490	11%	1,757	16%	-	-
Agree	2,477	54%	5,509	49%	-	-
Strongly agree	1,310	29%	3,007	27%	-	-
Missing	2,180		6,513		-	

7i. ...I want to earn extra money	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	928	20%	3,462	31%	-	-
Disagree	1,194	26%	2,432	22%	-	-
Neither agree nor disagree	848	19%	2,249	20%	-	-
Agree	1,081	24%	2,061	18%	-	-
Strongly agree	518	11%	1,024	9%	-	-
Missing	2,199		6,568		-	

YOUR JOB (continued)

8. Working the extra hours that I do is…	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Acceptable to me	-	-	5,785	51%	-	-
Unacceptable, but I feel I have no choice	-	-	3,545	31%	-	-
An area that should be more strictly controlled	-	-	1,979	17%	-	-
Missing	-		6,487		-	

The following questions are about team working and relate to the group of people that you work with most closely.

9a. Do you work in a team?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	6,027	91%	16,286	93%	113,454	96%
No	591	9%	1,188	7%	4,682	4%
Missing	150		322		833	

9b. Does your team meet regularly?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	-	-	12,422	78%	-	-
No	-	-	3,515	22%	-	-
Missing	-		1,859		-	

9c. The team I work in has a set of shared objectives	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	522	3%	3,862	3%
Disagree	-	-	1,096	7%	6,875	6%
Neither agree nor disagree	-	-	2,150	13%	14,568	13%
Agree	-	-	9,133	57%	64,099	57%
Strongly agree	-	-	3,144	20%	22,647	20%
Missing	-		1,751		6,918	

YOUR JOB (continued)

9d. The team I work in often meets to discuss the team's effectiveness	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	1,458	9%	8,343	7%
Disagree	-	-	3,019	19%	18,209	16%
Neither agree nor disagree	-	-	2,504	16%	16,841	15%
Agree	-	-	6,833	43%	48,690	43%
Strongly agree	-	-	2,247	14%	19,976	18%
Missing	-		1,735		6,910	

9e. Team members have to communicate closely with each other to achieve the team's objectives	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	486	3%	3,985	4%
Disagree	-	-	805	5%	5,550	5%
Neither agree nor disagree	-	-	1,792	11%	13,629	12%
Agree	-	-	8,494	53%	57,295	51%
Strongly agree	-	-	4,497	28%	31,635	28%
Missing	-		1,722		6,875	

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

10a. I know what is expected of me at work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	110	2%	220	1%	1,948	2%
Disagree	624	9%	471	3%	7,128	6%
Neither agree nor disagree	673	10%	767	4%	10,029	8%
Agree	4,131	63%	10,300	59%	64,289	54%
Strongly agree	1,070	16%	5,795	33%	34,828	29%
Missing	160		243		747	

YOUR JOB (continued)

10b. I am involved in deciding on changes introduced that affect my work area / team / department	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	811	12%	2,137	12%	8,881	8%
Disagree	1,829	28%	3,604	21%	21,099	18%
Neither agree nor disagree	1,247	19%	2,925	17%	26,778	23%
Agree	2,204	34%	6,372	37%	44,039	37%
Strongly agree	462	7%	2,335	13%	17,170	15%
Missing	215		423		1,002	

10c. I can meet all the conflicting demands on my time at work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	873	13%	1,526	9%	15,336	13%
Disagree	1,956	30%	4,691	27%	37,081	32%
Neither agree nor disagree	1,604	25%	3,509	20%	32,553	28%
Agree	1,767	27%	6,396	37%	26,973	23%
Strongly agree	317	5%	1,298	7%	5,355	5%
Missing	251		376		1,671	

10d. I have adequate materials, supplies and equipment to do my work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	386	6%	1,387	8%	7,845	7%
Disagree	1,056	16%	3,224	18%	22,378	19%
Neither agree nor disagree	878	13%	2,263	13%	22,641	19%
Agree	3,576	54%	8,717	50%	53,730	46%
Strongly agree	680	10%	1,872	11%	11,166	9%
Missing	192		333		1,209	

YOUR JOB (continued)

10e. There are enough staff at this work area / team / department for me to do my job properly	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	1,186	18%	3,484	20%	22,905	19%
Disagree	1,869	28%	5,031	29%	35,782	30%
Neither agree nor disagree	1,082	16%	2,852	16%	25,692	22%
Agree	2,063	31%	5,064	29%	27,700	24%
Strongly agree	392	6%	985	6%	5,654	5%
Missing	176		380		1,236	

10f. I do have time to carry out all my work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	955	15%	2,558	15%	-	-
Disagree	2,186	33%	5,569	32%	-	-
Neither agree nor disagree	1,561	24%	3,343	19%	-	-
Agree	1,582	24%	5,089	29%	-	-
Strongly agree	276	4%	880	5%	-	-
Missing	208		357		-	

10g. Relationships at work are strained	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	719	11%	2,202	13%	-	-
Disagree	2,359	36%	5,304	31%	-	-
Neither agree nor disagree	1,574	24%	4,126	24%	-	-
Agree	1,367	21%	3,805	22%	-	-
Strongly agree	544	8%	1,943	11%	-	-
Missing	205		416		-	

YOUR JOB (continued)

10h. I can decide on my own how to go about doing my work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	231	4%	651	4%	-	-
Disagree	916	14%	2,116	12%	-	-
Neither agree nor disagree	1,356	21%	3,246	19%	-	-
Agree	3,332	51%	8,679	50%	-	-
Strongly agree	733	11%	2,727	16%	-	-
Missing	200		377		-	

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

11a. There are opportunities for me to progress in my job	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	844	13%	3,134	18%	-	-
Disagree	1,951	30%	4,838	28%	-	-
Neither agree nor disagree	1,557	24%	3,685	21%	-	-
Agree	2,007	30%	5,072	29%	-	-
Strongly agree	228	3%	697	4%	-	-
Missing	181		370		-	

11b. I am supported in keeping up-to-date with developments in my field	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	367	6%	1,581	9%	-	-
Disagree	1,032	16%	2,830	16%	-	-
Neither agree nor disagree	1,539	23%	3,539	20%	-	-
Agree	3,238	49%	8,051	46%	-	-
Strongly agree	411	6%	1,403	8%	-	-
Missing	181		392		-	

YOUR JOB (continued)

11c. I am encouraged to develop my own expertise	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	350	5%	1,440	8%	-	-
Disagree	973	15%	2,686	15%	-	-
Neither agree nor disagree	1,582	24%	3,760	22%	-	-
Agree	3,179	48%	7,849	45%	-	-
Strongly agree	481	7%	1,639	9%	-	-
Missing	203		422		-	

11d. There is strong support for training in my area of work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	495	8%	1,743	10%	-	-
Disagree	1,291	20%	3,312	19%	-	-
Neither agree nor disagree	1,686	26%	4,044	23%	-	-
Agree	2,637	40%	6,744	39%	-	-
Strongly agree	473	7%	1,562	9%	-	-
Missing	186		391		-	

11e. I have an interesting job	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	138	2%	497	3%	-	-
Disagree	278	4%	782	4%	-	-
Neither agree nor disagree	907	14%	2,376	14%	-	-
Agree	3,786	57%	9,458	54%	-	-
Strongly agree	1,480	22%	4,304	25%	-	-
Missing	179		379		-	

YOUR JOB (continued)

11f. Senior Managers in my area of work act on staff feedback	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	763	12%	2,812	16%	14,265	12%
Disagree	1,456	22%	3,028	17%	24,594	21%
Neither agree nor disagree	2,444	37%	5,006	29%	45,142	39%
Agree	1,635	25%	5,337	31%	26,500	23%
Strongly agree	285	4%	1,217	7%	6,645	6%
Missing	185		396		1,823	

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

12a. I often think about leaving this organisation	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	1,112	17%	2,686	15%	-	-
Disagree	2,299	35%	5,483	31%	-	-
Neither agree nor disagree	1,201	18%	3,516	20%	-	-
Agree	1,345	20%	3,842	22%	-	-
Strongly agree	642	10%	1,912	11%	-	-
Missing	169		357		-	

12b. I will probably look for a job at a new organisation in the next 12 months	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	1,418	22%	3,592	21%	-	-
Disagree	2,695	41%	6,479	37%	-	-
Neither agree nor disagree	1,363	21%	3,932	23%	-	-
Agree	695	11%	2,154	12%	-	-
Strongly agree	403	6%	1,233	7%	-	-
Missing	194		406		-	

YOUR JOB (continued)

12c. As soon as I can find another job I will leave this organisation	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	1,563	24%	4,034	23%	-	-
Disagree	2,700	41%	6,577	38%	-	-
Neither agree nor disagree	1,350	21%	4,029	23%	-	-
Agree	557	8%	1,548	9%	-	-
Strongly agree	400	6%	1,159	7%	-	-
Missing	198		449		-	

12d. If I leave my current job, I want to stay in the HSC	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	364	6%	1,040	6%	-	-
Disagree	709	11%	1,836	11%	-	-
Neither agree nor disagree	1,996	31%	5,687	33%	-	-
Agree	2,367	36%	5,878	34%	-	-
Strongly agree	1,076	17%	2,703	16%	-	-
Missing	256		652		-	

YOUR JOB (continued)

12e. If you are considering leaving your job, please indicate why:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Career development	1,734	26%	4,379	25%	-	-
Missing	5,034		13,417		-	
Change of career	685	10%	1,755	10%	-	-
Missing	6,083		16,041		-	
Would like more pay	1,376	20%	3,515	20%	-	-
Missing	5,392		14,281		-	
Not being valued for my work	1,344	20%	3,588	20%	-	-
Missing	5,424		14,208		-	
Relationship with manager	455	7%	1,323	7%	-	-
Missing	6,313		16,473		-	
Family / personal reasons	855	13%	1,882	11%	-	-
Missing	5,913		15,914		-	
Health reasons	420	6%	913	5%	-	-
Missing	6,348		16,883		-	
End of contract	167	2%	352	2%	-	-
Missing	6,601		17,444		-	
Retirement	815	12%	2,092	12%	-	-
Missing	5,953		15,704		-	
Don’t want to work in HSC	160	2%	503	3%	-	-
Missing	6,608		17,293		-	
Other	650	10%	1,514	9%	-	-
Missing	6,118		16,282		-	

YOUR JOB (continued)

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

13a. The recognition or praise I get for good work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	560	8%	1,767	10%	8,558	7%
Dissatisfied	1,502	23%	3,123	18%	20,678	18%
Neither satisfied nor dissatisfied	1,754	27%	4,600	26%	30,447	26%
Satisfied	2,324	35%	6,489	37%	47,112	40%
Very satisfied	470	7%	1,488	9%	11,271	10%
Missing	158		329		903	

13b. The support I get from my immediate manager	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	421	6%	1,272	7%	6,319	5%
Dissatisfied	878	13%	2,138	12%	12,407	11%
Neither satisfied nor dissatisfied	1,349	20%	3,217	18%	21,590	18%
Satisfied	2,876	43%	7,351	42%	49,769	42%
Very satisfied	1,092	17%	3,513	20%	28,015	24%
Missing	152		305		869	

13c. The freedom I have to choose my own method of working	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	293	4%	689	4%	3,638	3%
Dissatisfied	779	12%	1,642	9%	9,592	8%
Neither satisfied nor dissatisfied	1,744	26%	4,170	24%	27,452	23%
Satisfied	3,002	46%	8,649	50%	56,672	48%
Very satisfied	768	12%	2,276	13%	20,490	17%
Missing	182		370		1,125	

YOUR JOB (continued)

13d. The support I get from my work colleagues	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	134	2%	406	2%	1,778	2%
Dissatisfied	431	7%	1,028	6%	5,815	5%
Neither satisfied nor dissatisfied	1,029	16%	2,817	16%	17,603	15%
Satisfied	3,701	56%	9,628	55%	63,530	54%
Very satisfied	1,315	20%	3,582	21%	29,312	25%
Missing	158		335		931	

13e. The amount of responsibility I am given	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	201	3%	638	4%	2,589	2%
Dissatisfied	615	9%	1,628	9%	8,332	7%
Neither satisfied nor dissatisfied	1,154	17%	3,139	18%	20,156	17%
Satisfied	3,890	59%	9,879	57%	66,469	56%
Very satisfied	742	11%	2,160	12%	20,394	17%
Missing	166		352		1,029	

13f. The opportunities I have to use my skills	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	231	4%	743	4%	3,604	3%
Dissatisfied	712	11%	1,787	10%	10,649	9%
Neither satisfied nor dissatisfied	1,174	18%	3,186	18%	20,834	18%
Satisfied	3,693	56%	9,483	54%	62,923	53%
Very satisfied	786	12%	2,203	13%	19,844	17%
Missing	172		394		1,115	

YOUR JOB (continued)

13g. The extent to which my organisation values my work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	760	12%	2,310	13%	12,345	10%
Dissatisfied	1,482	23%	3,702	21%	23,107	20%
Neither satisfied nor dissatisfied	1,988	30%	4,802	28%	34,618	29%
Satisfied	1,953	30%	5,413	31%	37,946	32%
Very satisfied	400	6%	1,150	7%	9,770	8%
Missing	185		419		1,183	

13h. My level of pay	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	731	11%	2,762	16%	18,674	16%
Dissatisfied	1,993	30%	5,029	29%	32,366	27%
Neither satisfied nor dissatisfied	1,404	21%	3,606	21%	28,128	24%
Satisfied	2,226	34%	5,352	31%	33,289	28%
Very satisfied	251	4%	658	4%	5,244	4%
Missing	163		389		1,268	

13i. My job security	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	328	5%	907	5%	-	-
Dissatisfied	793	12%	1,694	10%	-	-
Neither satisfied nor dissatisfied	1,450	22%	3,648	21%	-	-
Satisfied	3,447	52%	9,179	53%	-	-
Very satisfied	589	9%	1,908	11%	-	-
Missing	161		460		-	

YOUR JOB (continued)

13j. The opportunities I have for promotion	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Very dissatisfied	1,076	16%	3,301	19%	-	-
Dissatisfied	1,610	25%	4,101	24%	-	-
Neither satisfied nor dissatisfied	2,260	34%	5,743	33%	-	-
Satisfied	1,456	22%	3,689	21%	-	-
Very satisfied	162	2%	439	3%	-	-
Missing	204		523		-	

To what extent do you agree or disagree with the following statements about being respected at work?

14a. The people I work with treat me with respect	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	139	2%	524	3%	-	-
Disagree	357	5%	979	6%	-	-
Neither agree nor disagree	992	15%	2,459	14%	-	-
Agree	3,952	60%	9,520	55%	-	-
Strongly agree	1,156	18%	3,899	22%	-	-
Missing	172		415		-	

14b. The people I work with seek my opinions	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	139	2%	512	3%	-	-
Disagree	413	6%	1,072	6%	-	-
Neither agree nor disagree	1,182	18%	3,093	18%	-	-
Agree	3,968	60%	9,416	54%	-	-
Strongly agree	889	13%	3,231	19%	-	-
Missing	177		472		-	

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

15a. I am satisfied with the quality of service I provide	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	57	1%	184	1%	-	-
Disagree	400	6%	965	6%	-	-
Neither agree nor disagree	523	8%	1,223	7%	-	-
Agree	4,063	61%	10,078	58%	-	-
Strongly agree	1,568	24%	4,966	29%	-	-
Missing	157		380		-	

15b. I am able to do my job to a standard I am personally pleased with	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	360	5%	371	2%	-	-
Disagree	1,050	16%	1,659	10%	-	-
Neither agree nor disagree	923	14%	1,664	10%	-	-
Agree	3,307	50%	9,000	52%	-	-
Strongly agree	974	15%	4,698	27%	-	-
Missing	154		404		-	

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

16a. I am satisfied with the quality of care I give to patients / clients / service users	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*258*	*2%*	*2,281*	*2%*
* *Disagree*	-	-	*896*	*6%*	*6,796*	*7%*
* *Neither agree nor disagree*	-	-	*1,021*	*7%*	*8,887*	*9%*
* *Agree*	-	-	*7,049*	*46%*	*43,297*	*43%*
* *Strongly agree*	-	-	*6,067*	*40%*	*39,785*	*39%*
Not applicable to me	-	-	2,174	12%	16,772	14%
Missing	-		331		1,151	

YOUR JOB (continued)

16b. I feel that my role makes a difference to patients / clients / service users	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*163*	*1%*	*1,202*	*1%*
* *Disagree*	-	-	*275*	*2%*	*1,783*	*2%*
* *Neither agree nor disagree*	-	-	*1,267*	*8%*	*8,680*	*8%*
* *Agree*	-	-	*7,532*	*47%*	*47,604*	*44%*
* *Strongly agree*	-	-	*6,720*	*42%*	*48,964*	*45%*
Not applicable to me	-	-	1,488	9%	9,642	8%
Missing	-		351		1,094	

16c. I am able to deliver the standard of care I aspire to	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*529*	*4%*	*4,153*	*4%*
* *Disagree*	-	-	*2,043*	*14%*	*12,315*	*13%*
* *Neither agree nor disagree*	-	-	*2,029*	*14%*	*14,897*	*16%*
* *Agree*	-	-	*6,010*	*40%*	*36,007*	*38%*
* *Strongly agree*	-	-	*4,417*	*29%*	*26,906*	*29%*
Not applicable to me	-	-	2,398	14%	23,322	20%
Missing	-		370		1,369	

FLEXIBLE WORKING/WORK-LIFE BALANCE

17a. In your job at this organisation, do any of the flexible working options apply to you:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Flexi-time	1,768	26%	4,901	28%	-	-
Missing	5,000		12,895		-	
Reduced hours	770	11%	4,152	23%	-	-
Missing	5,998		13,644		-	
Compressed hours	235	3%	1,205	7%	-	-
Missing	6,533		16,591		-	
Working from home during normal working hours	536	8%	1,020	6%	-	-
Missing	6,232		16,776		-	
Term-time working	167	2%	1,215	7%	-	-
Missing	6,601		16,581		-	
Job-sharing	93	1%	690	4%	-	-
Missing	6,675		17,106		-	
Employment/career break	80	1%	1,264	7%	-	-
Missing	6,688		16,532		-	
Flexible retirement	53	1%	437	2%	-	-
Missing	6,715		17,359		-	

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

18a. My organisation is committed to helping staff balance their work and home life	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	565	9%	1,929	11%	-	-
Disagree	1,242	19%	3,207	19%	-	-
Neither agree nor disagree	1,851	28%	5,255	31%	-	-
Agree	2,458	37%	5,704	33%	-	-
Strongly agree	486	7%	1,002	6%	-	-
Missing	166		699		-	

FLEXIBLE WORKING/WORK-LIFE BALANCE (continued)

18b. My immediate manager helps me find a good work-life balance	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	473	7%	1,459	9%	-	-
Disagree	959	15%	2,338	14%	-	-
Neither agree nor disagree	1,665	25%	5,518	32%	-	-
Agree	2,518	38%	6,041	35%	-	-
Strongly agree	983	15%	1,728	10%	-	-
Missing	170		712		-	

18c. I can approach my immediate manager to talk openly about flexible working	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	478	7%	1,355	8%	-	-
Disagree	876	13%	1,943	11%	-	-
Neither agree nor disagree	1,204	18%	3,812	22%	-	-
Agree	2,750	42%	7,425	43%	-	-
Strongly agree	1,302	20%	2,557	15%	-	-
Missing	158		704		-	

YOUR MANAGERS

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

19a. ...encourages those who work for her / him to work as a team	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	358	5%	800	5%	4,695	4%
Disagree	660	10%	1,326	8%	9,260	8%
Neither agree nor disagree	1,087	16%	2,714	16%	20,811	18%
Agree	2,996	45%	8,548	50%	55,461	47%
Strongly agree	1,538	23%	3,799	22%	27,145	23%
Missing	129		609		1,597	

19b. ...can be counted on to help me with a difficult task at work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	402	6%	969	6%	5,434	5%
Disagree	686	10%	1,605	9%	10,675	9%
Neither agree nor disagree	1,057	16%	2,657	15%	20,244	17%
Agree	2,845	43%	7,820	46%	51,230	44%
Strongly agree	1,646	25%	4,117	24%	29,703	25%
Missing	132		628		1,683	

19c. ...asks for my opinion before making decisions that affect my work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	740	11%	1,558	9%	9,783	8%
Disagree	1,219	18%	2,795	16%	19,011	16%
Neither agree nor disagree	1,299	20%	3,425	20%	27,268	23%
Agree	2,241	34%	6,409	37%	40,701	35%
Strongly agree	1,105	17%	2,965	17%	20,373	17%
Missing	164		644		1,833	

YOUR MANAGERS (continued)

19d. ...is supportive in a personal crisis	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	334	5%	801	5%	4,806	4%
Disagree	370	6%	811	5%	5,521	5%
Neither agree nor disagree	1,122	17%	2,760	16%	21,562	18%
Agree	2,797	42%	7,155	42%	45,560	39%
Strongly agree	2,003	30%	5,645	33%	39,496	34%
Missing	142		624		2,024	

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

20a. Senior managers here try to involve staff in important decisions	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	1,095	17%	3,507	20%	16,165	14%
Disagree	2,087	32%	4,386	26%	28,967	25%
Neither agree nor disagree	1,782	27%	4,366	25%	36,907	31%
Agree	1,277	19%	4,029	23%	27,718	24%
Strongly agree	335	5%	896	5%	7,424	6%
Missing	192		612		1,788	

20b. Communication between senior management and staff is effective	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	1,100	17%	3,710	22%	12,580	11%
Disagree	1,959	30%	4,076	24%	26,953	23%
Neither agree nor disagree	1,772	27%	4,271	25%	35,776	31%
Agree	1,443	22%	4,189	24%	33,236	28%
Strongly agree	299	5%	938	5%	8,619	7%
Missing	195		612		1,805	

Senior management in the organisation…

21a. ...set out a clear vision of where the organisation is headed	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*2,537*	*61%*	*6,316*	*54%*	-	-
* *No*	*1,656*	*39%*	*5,292*	*46%*	-	-
Don't know	2,329	36%	5,558	32%	-	-
Missing	246		630		-	

21b. ...build strong, positive relationships with the community	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*2,073*	*60%*	*4,668*	*52%*	-	-
* *No*	*1,377*	*40%*	*4,261*	*48%*	-	-
Don't know	3,048	47%	8,211	48%	-	-
Missing	270		656		-	

21c. ...build strong, co-operative links with other organisations	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*2,292*	*70%*	*5,379*	*63%*	-	-
* *No*	*996*	*30%*	*3,146*	*37%*	-	-
Don't know	3,204	49%	8,583	50%	-	-
Missing	276		688		-	

YOUR ORGANISATION

The following statements are about your organisation. For each part, please tick the box which best matches your view of the organisation as a whole.

22a. My organisation has a clear set of values which I understand	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
I am not aware of these	989	15%	2,606	15%	-	-
There is a set of values, but I don't know what they mean	729	11%	2,159	13%	-	-
There is a clear set of values, which I understand	4,738	73%	12,050	72%	-	-
Missing	312		981		-	

22b. I believe in and share my organisation's values	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
I am not aware of these values	1,100	17%	3,024	18%	-	-
I don't really share my organisation's values	520	8%	1,564	9%	-	-
I do share my organisation's values	4,683	74%	11,892	72%	-	-
Missing	465		1,316		-	

22c. I can see the values of the organisation being applied in my area or department?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*8,822*	*74%*	-	-
* *No*	-	-	*3,030*	*26%*	-	-
Don't know	-	-	4,842	29%	-	-
Missing	-		1,102		-	

YOUR ORGANISATION (continued)

Patient / client / service user experience measures

23a. Is patient / client / service user experience feedback collected within your directorate / department?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*8,187*	*74%*	*69,527*	*89%*
* *No*	-	-	*2,836*	*26%*	*8,966*	*11%*
Don't know	-	-	3,506	21%	23,705	20%
Not applicable to me	-	-	2,458	14%	14,705	13%
Missing	-		809		2,066	

23b. I receive regular updates on patient / client / service user experience feedback in my directorate / department	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*371*	*5%*	*3,692*	*5%*
* *Disagree*	-	-	*1,437*	*18%*	*11,412*	*17%*
* *Neither agree nor disagree*	-	-	*1,303*	*16%*	*13,136*	*20%*
* *Agree*	-	-	*3,790*	*48%*	*28,893*	*43%*
* *Strongly agree*	-	-	*1,001*	*13%*	*10,012*	*15%*
Don't know	-	-	218	3%	1,808	3%
Missing	-		9,676		50,016	

23c. Feedback from patients / clients / service users is used to make informed decisions within my service area	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*281*	*4%*	*2,594*	*4%*
* *Disagree*	-	-	*774*	*10%*	*6,695*	*11%*
* *Neither agree nor disagree*	-	-	*1,482*	*20%*	*20,006*	*32%*
* *Agree*	-	-	*3,930*	*52%*	*26,072*	*41%*
* *Strongly agree*	-	-	*1,033*	*14%*	*7,990*	*13%*
Don't know	-	-	603	7%	5,392	8%
Missing	-		9,693		50,220	

YOUR ORGANISATION (continued)

23d. Patient / client / service user information is treated confidentially by staff in this organisation	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*108*	*1%*	-	-
* *Disagree*	-	-	*123*	*2%*	-	-
* *Neither agree nor disagree*	-	-	*485*	*6%*	-	-
* *Agree*	-	-	*4,324*	*57%*	-	-
* *Strongly agree*	-	-	*2,494*	*33%*	-	-
Don't know	-	-	322	4%	-	-
Missing	-		9,940		-	

23e. My organisation acts on concerns raised by patients / clients / service users	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Strongly disagree*	-	-	*147*	*2%*	-	-
* *Disagree*	-	-	*261*	*3%*	-	-
* *Neither agree nor disagree*	-	-	*758*	*10%*	-	-
* *Agree*	-	-	*4,138*	*55%*	-	-
* *Strongly agree*	-	-	*2,172*	*29%*	-	-
Don't know	-	-	399	5%	-	-
Missing	-		9,921		-	

Raising Concerns – These questions include any concerns or complaints including those about negligence or wrongdoing of staff

24a. Are you aware of your organisation's policy and process for raising concerns about negligence or wrongdoing	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*14,042*	*88%*	-	-
* *No*	-	-	*1,963*	*12%*	-	-
Don't know	-	-	1,128	7%	-	-
Missing	-		663		-	

YOUR ORGANISATION (continued)

24b. Would you have the confidence to speak up within your organisation and raise concerns if you had cause to do so?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*3,978*	*77%*	*11,819*	*80%*	-	-
* *No*	*1,175*	*23%*	*3,009*	*20%*	-	-
Don't know	1,392	21%	2,320	14%	-	-
Missing	223		648		-	

24c. Do you have confidence that your organisation would appropriately handle the investigation of any concerns raised?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*8,426*	*65%*	-	-
* *No*	-	-	*4,598*	*35%*	-	-
Don't know	-	-	4,102	24%	-	-
Missing	-		670		-	

24d. Are you aware of your organisation's whistleblowing process?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*13,037*	*81%*	-	-
* *No*	-	-	*2,980*	*19%*	-	-
Don't know	-	-	1,112	6%	-	-
Missing	-		667		-	

24e. Do you understand your responsibility under your organisation's whistleblowing process?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*12,140*	*79%*	-	-
* *No*	-	-	*3,224*	*21%*	-	-
Don't know	-	-	1,720	10%	-	-
Missing	-		712		-	

Equality and Diversity

25a. Does your organisation act fairly with regard to your employment regardless of these differences?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*5,225*	*96%*	*13,317*	*94%*	-	-
* *No*	*245*	*4%*	*796*	*6%*	-	-
Don't know	1,100	17%	2,896	17%	-	-
Missing	198		787		-	

25b. Are you aware of your organisation's policies on equality?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	5,891	90%	15,503	92%	-	-
No	672	10%	1,430	8%	-	-
Missing	205		863		-	

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

25c. Patients / clients / service users, their relatives or other members of the public	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	-	-	772	5%	6,516	6%
No	-	-	16,297	95%	109,777	94%
Missing	-		727		2,676	

25d. Manager / team leader or other colleagues	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	-	-	1,299	8%	8,601	7%
No	-	-	15,707	92%	107,243	93%
Missing	-		790		3,125	

25e. On what grounds have you experienced discrimination?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Age	54	13%	261	15%	2,495	19%
Missing	374		1,463		10,612	
Gender	65	15%	303	18%	2,401	18%
Missing	363		1,421		10,706	
Religion	90	21%	383	22%	573	4%
Missing	338		1,341		12,534	
Disability status	48	11%	149	9%	999	8%
Missing	380		1,575		12,108	
Dependant status	58	14%	154	9%	-	-
Missing	370		1,570		-	
Marital status	38	9%	76	4%	-	-
Missing	390		1,648		-	
Political opinion	37	9%	127	7%	-	-
Missing	391		1,597		-	
Sexual orientation	15	4%	74	4%	551	4%
Missing	413		1,650		12,556	
Ethnic background	43	10%	217	13%	4,597	35%
Missing	385		1,507		8,510	
Other	119	28%	503	29%	-	-
Missing	309		1,221		-	

25f. Did you report the discrimination?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	119	30%	462	28%	-	-
No	278	70%	1,194	72%	-	-
Missing	6,371		16,140		-	

YOUR ORGANISATION (continued)

25g. Does your organisation take effective action if discrimination is reported?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	31	28%	140	32%	-	-
No	80	72%	302	68%	-	-
Missing	6,657		17,354		-	

COMMUNICATION & ENGAGEMENT

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

26a. My organisation communicates clearly with staff about what it is trying to achieve	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	487	7%	1,198	7%	-	-
Disagree	1,470	22%	3,025	18%	-	-
Neither agree nor disagree	2,083	32%	5,208	31%	-	-
Agree	2,253	34%	6,713	39%	-	-
Strongly agree	303	5%	904	5%	-	-
Missing	172		748		-	

26b. On the whole, the different parts of the organisation, which relate to my role, communicate effectively with each other	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	1,146	18%	1,397	8%	-	-
Disagree	1,982	30%	3,364	20%	-	-
Neither agree nor disagree	1,894	29%	4,975	29%	-	-
Agree	1,326	20%	6,488	38%	-	-
Strongly agree	200	3%	742	4%	-	-
Missing	220		830		-	

27. What way do you prefer to receive information about your organisation?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Daily update on organisation intranet	2,636	39%	6,801	38%	-	-
Missing	4,132		10,995		-	
Internet	1,699	25%	4,423	25%	-	-
Missing	5,069		13,373		-	
Senior manager briefings	1,621	24%	3,485	20%	-	-
Missing	5,147		14,311		-	
Organisation newspaper	1,297	19%	2,262	13%	-	-
Missing	5,471		15,534		-	
Line managers	3,669	54%	9,887	56%	-	-
Missing	3,099		7,909		-	
Team meetings	4,433	65%	11,402	64%	-	-
Missing	2,335		6,394		-	
Chief Executive briefings	549	8%	1,406	8%	-	-
Missing	6,219		16,390		-	
Payslip	2,162	32%	3,186	18%	-	-
Missing	4,606		14,610		-	
Staff notice boards	6,766	100%	4,022	23%	-	-
Missing	2		13,774		-	

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

28a. I look forward to going to work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	603	4%	4,802	4%
Rarely	-	-	1,663	10%	13,883	12%
Sometimes	-	-	5,056	30%	38,605	33%
Often	-	-	6,814	40%	42,485	36%
Always	-	-	2,924	17%	18,125	15%
Missing	-		736		1,069	

28b. I am enthusiastic about my job	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	249	1%	2,099	2%
Rarely	-	-	896	5%	7,364	6%
Sometimes	-	-	3,760	22%	28,804	24%
Often	-	-	6,959	41%	43,389	37%
Always	-	-	5,170	30%	36,011	31%
Missing	-		762		1,302	

28c. Time passes quickly when I am working	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	261	2%	2,199	2%
Rarely	-	-	459	3%	4,754	4%
Sometimes	-	-	2,673	16%	23,397	20%
Often	-	-	5,744	34%	40,028	34%
Always	-	-	7,905	46%	47,360	40%
Missing	-		754		1,231	

Engagement – to what extent do you agree or disagree with the following statements

29a. I know how I contribute to the work of my organisation	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	139	1%	-	-
Disagree	-	-	388	2%	-	-
Neither agree nor disagree	-	-	1,700	10%	-	-
Agree	-	-	11,482	67%	-	-
Strongly agree	-	-	3,353	20%	-	-
Missing	-		734		-	

29b. There are frequent opportunities for me to show initiative in my role	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	281	4%	585	3%	3,328	3%
Disagree	958	15%	1,918	11%	11,469	10%
Neither agree nor disagree	1,533	23%	3,251	19%	21,856	19%
Agree	3,147	48%	8,739	51%	58,664	50%
Strongly agree	673	10%	2,551	15%	22,789	19%
Missing	176		752		863	

29c. There is good communication in my area of work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	878	5%	-	-
Disagree	-	-	2,240	13%	-	-
Neither agree nor disagree	-	-	3,267	19%	-	-
Agree	-	-	8,679	51%	-	-
Strongly agree	-	-	2,005	12%	-	-
Missing	-		727		-	

COMMUNICATION & ENGAGEMENT (continued)

29d. I am able to make improvements happen in my area of work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	329	5%	864	5%	5,872	5%
Disagree	1,117	17%	2,464	14%	17,273	15%
Neither agree nor disagree	1,745	27%	4,237	25%	30,314	26%
Agree	2,843	43%	7,660	45%	47,856	41%
Strongly agree	539	8%	1,795	11%	16,422	14%
Missing	195		776		1,232	

29e. I am able to make suggestions to improve the work of my team/department	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	292	4%	748	4%	3,594	3%
Disagree	831	13%	1,739	10%	9,589	8%
Neither agree nor disagree	1,212	18%	3,086	18%	18,459	16%
Agree	3,628	55%	9,422	55%	62,852	53%
Strongly agree	634	10%	2,024	12%	23,663	20%
Missing	171		777		812	

29f. I receive clear feedback from my manager	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	475	7%	1,069	6%	6,371	5%
Disagree	1,073	16%	2,384	14%	15,719	13%
Neither agree nor disagree	1,431	22%	3,736	22%	27,444	23%
Agree	2,471	37%	7,766	46%	44,803	38%
Strongly agree	1,168	18%	2,066	12%	22,881	20%
Missing	150		775		1,751	

COMMUNICATION & ENGAGEMENT (continued)

29g. I know who the senior managers are in my organisation	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	153	2%	424	2%	3,284	3%
Disagree	550	8%	1,104	6%	8,950	8%
Neither agree nor disagree	401	6%	1,352	8%	10,490	9%
Agree	3,907	59%	10,023	59%	64,684	55%
Strongly agree	1,592	24%	4,100	24%	29,979	26%
Missing	165		793		1,582	

29h. Care of patients / clients / service users is my organisation's top priority	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	462	7%	486	3%	4,391	4%
Disagree	885	13%	1,226	7%	11,993	10%
Neither agree nor disagree	1,317	20%	2,853	17%	22,899	20%
Agree	2,660	41%	7,898	47%	52,749	45%
Strongly agree	1,242	19%	4,499	27%	24,944	21%
Missing	202		834		1,993	

29i. If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	507	3%	4,168	4%
Disagree	-	-	1,303	8%	9,671	8%
Neither agree nor disagree	-	-	3,793	22%	29,967	26%
Agree	-	-	8,321	49%	53,368	46%
Strongly agree	-	-	3,034	18%	19,613	17%
Missing	-		838		2,182	

COMMUNICATION & ENGAGEMENT (continued)

29j. I would recommend my organisation as a place to work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	356	5%	897	5%	7,230	6%
Disagree	683	10%	1,586	9%	13,631	12%
Neither agree nor disagree	1,840	28%	4,203	25%	32,444	28%
Agree	3,035	46%	7,558	45%	46,081	39%
Strongly agree	668	10%	2,728	16%	17,585	15%
Missing	186		824		1,998	

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

30a. Patients / clients / service users, their relatives or other members of the public	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	14,666	86%	98,937	85%
1 to 2	-	-	1,323	8%	10,864	9%
3 to 5	-	-	532	3%	3,616	3%
6 to 10	-	-	215	1%	1,287	1%
More than 10	-	-	296	2%	1,771	2%
Missing	-		764		2,494	

30b. Managers / team leader	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	16,793	99%	-	-
1 to 2	-	-	63	0%	-	-
3 to 5	-	-	18	0%	-	-
6 to 10	-	-	5	0%	-	-
More than 10	-	-	6	0%	-	-
Missing	-		911		-	

30c. Other colleagues	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	16,572	99%	-	-
1 to 2	-	-	167	1%	-	-
3 to 5	-	-	31	0%	-	-
6 to 10	-	-	14	0%	-	-
More than 10	-	-	19	0%	-	-
Missing	-		993		-	

30d. The last time you experienced physical violence at work, did you or a colleague report it?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, I reported it*	-	-	*1,865*	*57%*	*13,805*	*55%*
* *Yes, a colleague reported it*	-	-	*341*	*10%*	*4,323*	*17%*
* *Both I and a colleague reported it*	-	-	*289*	*9%*	*967*	*4%*
* *No*	-	-	*761*	*23%*	*6,062*	*24%*
Don't know	-	-	155	1%	2,513	2%
Not applicable to me	-	-	11,996	78%	83,710	75%
Missing	-		2,389		7,589	

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

31a. Patients / clients / service users, their relatives or other membersof the public	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	12,702	75%	83,394	72%
1 to 2	-	-	2,346	14%	19,199	17%
3 to 5	-	-	876	5%	7,056	6%
6 to 10	-	-	364	2%	2,536	2%
More than 10	-	-	577	3%	3,784	3%
Missing	-		931		3,000	

31b. Managers / team leader	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	14,658	88%	-	-
1 to 2	-	-	1,402	8%	-	-
3 to 5	-	-	371	2%	-	-
6 to 10	-	-	127	1%	-	-
More than 10	-	-	173	1%	-	-
Missing	-		1,065		-	

31c. Other colleagues	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Never	-	-	14,082	84%	-	-
1 to 2	-	-	1,852	11%	-	-
3 to 5	-	-	454	3%	-	-
6 to 10	-	-	126	1%	-	-
More than 10	-	-	168	1%	-	-
Missing	-		1,114		-	

31d. The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, I reported it*	-	-	*2,924*	*45%*	*19,937*	*42%*
* *Yes, a colleague reported it*	-	-	*279*	*4%*	*3,152*	*7%*
* *Both I and a colleague reported it*	-	-	*258*	*4%*	*867*	*2%*
* *No*	-	-	*3,005*	*46%*	*23,022*	*49%*
Don't know	-	-	189	1%	2,914	3%
Not applicable to me	-	-	9,031	58%	62,296	56%
Missing	-		2,110		6,781	

To what extent do you agree or disagree with the following statements? My organisation takes effective action if staff are…

32a. ...physically attacked by patients / clients / service users, their relatives or other members of the public	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	241	4%	663	4%	-	-
Disagree	473	7%	1,085	6%	-	-
Neither agree nor disagree	2,155	33%	5,371	32%	-	-
Agree	2,904	44%	7,079	42%	-	-
Strongly agree	754	12%	2,671	16%	-	-
Missing	241		927		-	

32b. ...physically attacked by other members of staff	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	82	1%	318	2%	-	-
Disagree	148	2%	348	2%	-	-
Neither agree nor disagree	2,403	37%	5,868	35%	-	-
Agree	3,016	46%	7,170	43%	-	-
Strongly agree	849	13%	3,074	18%	-	-
Missing	270		1,018		-	

32c. ...bullied, harassed or abused by patients / clients / service users, their relatives or other members of the public	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	265	4%	783	5%	-	-
Disagree	553	8%	1,594	9%	-	-
Neither agree nor disagree	2,337	36%	5,748	34%	-	-
Agree	2,666	41%	6,368	38%	-	-
Strongly agree	695	11%	2,308	14%	-	-
Missing	252		995		-	

32d. ...bullied, harassed or abused by other members of staff	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	319	5%	971	6%	-	-
Disagree	589	9%	1,684	10%	-	-
Neither agree nor disagree	2,364	36%	5,865	35%	-	-
Agree	2,562	39%	5,950	36%	-	-
Strongly agree	691	11%	2,280	14%	-	-
Missing	243		1,046		-	

During the last 12 months, have you been injured or felt unwell as a result of the following at work?

33a. Moving and handling	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	633	10%	1,573	9%	-	-
No	5,931	90%	15,270	91%	-	-
Missing	204		953		-	

33b. Needlestick and sharps injuries	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	97	1%	229	1%	-	-
No	6,426	99%	16,479	99%	-	-
Missing	245		1,088		-	

33c. Slips, trips or falls	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	209	3%	463	3%	-	-
No	6,322	97%	16,288	97%	-	-
Missing	237		1,045		-	

33d. Exposure to dangerous substances	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	84	1%	191	1%	-	-
No	6,434	99%	16,465	99%	-	-
Missing	250		1,140		-	

33e. Work-related stress	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	2,151	33%	6,121	36%	45,317	39%
No	4,432	67%	10,777	64%	70,451	61%
Missing	185		898		3,201	

33f. Musculoskeletal problems (MSK)	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	-	-	3,038	18%	-	-
No	-	-	13,697	82%	-	-
Missing	-		1,061		-	

Support for staff

34a. Do you have access to a counselling service at your organisation?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*3,840*	*92%*	*11,375*	*94%*	-	-
* *No*	*323*	*8%*	*739*	*6%*	-	-
Don't know	2,456	37%	4,876	29%	-	-
Missing	149		806		-	

34b. Do you have access to occupational health services at your organisation?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*6,127*	*99%*	*16,204*	*99%*	-	-
* *No*	*80*	*1%*	*149*	*1%*	-	-
Don't know	408	6%	641	4%	-	-
Missing	153		802		-	

34c. My immediate manager takes a positive interest in my health and well-being	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*11,154*	*78%*	-	-
* *No*	-	-	*3,092*	*22%*	-	-
Don't know	-	-	2,742	16%	-	-
Missing	-		808		-	

34d. My organisation takes positive action on health and well-being	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*9,989*	*78%*	-	-
* *No*	-	-	*2,841*	*22%*	-	-
Don't know	-	-	4,128	24%	-	-
Missing	-		838		-	

Does your organisation provide any of the following?

35a. Advice for staff on mental health and well-being	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*10,769*	*89%*	-	-
* *No*	-	-	*1,352*	*11%*	-	-
Don't know	-	-	4,904	29%	-	-
Missing	-		771		-	

35b. Advice for staff on diet	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*1,407*	*42%*	*6,302*	*67%*	-	-
* *No*	*1,908*	*58%*	*3,045*	*33%*	-	-
Don't know	3,277	50%	7,639	45%	-	-
Missing	176		810		-	

35c. Advice for staff on alcohol consumption	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*1,744*	*51%*	*6,894*	*73%*	-	-
* *No*	*1,659*	*49%*	*2,610*	*27%*	-	-
Don't know	3,192	48%	7,467	44%	-	-
Missing	173		825		-	

35d. Advice for staff on exercise	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*2,140*	*57%*	*8,700*	*78%*	-	-
* *No*	*1,628*	*43%*	*2,434*	*22%*	-	-
Don't know	2,826	43%	5,812	34%	-	-
Missing	174		850		-	

35e. Help for staff that want to stop smoking	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*3,723*	*79%*	*12,164*	*91%*	-	-
* *No*	*969*	*21%*	*1,221*	*9%*	-	-
Don't know	1,914	29%	3,577	21%	-	-
Missing	162		834		-	

35f. Access to the cycle to work scheme	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*3,685*	*82%*	*12,061*	*91%*	-	-
* *No*	*785*	*18%*	*1,156*	*9%*	-	-
Don't know	2,131	32%	3,729	22%	-	-
Missing	167		850		-	

35g. Healthy food in Trust canteens	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	*2,569*	*62%*	*7,018*	*67%*	-	-
* *No*	*1,548*	*38%*	*3,516*	*33%*	-	-
Don't know	2,451	37%	6,380	38%	-	-
Missing	200		882		-	

Working Environment – to what extent do you agree ordisagree with the following statements?

36a. I have a comfortable work space	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	444	7%	1,031	6%	-	-
Disagree	957	15%	2,377	14%	-	-
Neither agree nor disagree	946	14%	2,536	15%	-	-
Agree	3,565	54%	8,887	53%	-	-
Strongly agree	676	10%	2,060	12%	-	-
Missing	180		905		-	

36b. I have a clean workspace	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	275	4%	697	4%	-	-
Disagree	671	10%	1,774	11%	-	-
Neither agree nor disagree	865	13%	2,256	13%	-	-
Agree	3,962	60%	9,790	58%	-	-
Strongly agree	808	12%	2,364	14%	-	-
Missing	187		915		-	

36c. I have the right equipment to do my job	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	245	4%	766	5%	-	-
Disagree	794	12%	2,099	12%	-	-
Neither agree nor disagree	833	13%	2,057	12%	-	-
Agree	3,986	60%	9,920	59%	-	-
Strongly agree	732	11%	2,083	12%	-	-
Missing	178		871		-	

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

36d. It is too noisy in my work area	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	733	11%	1,937	12%	-	-
Disagree	3,087	47%	7,279	43%	-	-
Neither agree nor disagree	1,341	20%	3,729	22%	-	-
Agree	1,037	16%	2,834	17%	-	-
Strongly agree	350	5%	1,025	6%	-	-
Missing	220		992		-	

36e. I feel safe and secure in my working environment	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	181	3%	392	2%	-	-
Disagree	489	7%	1,060	6%	-	-
Neither agree nor disagree	1,096	17%	2,561	15%	-	-
Agree	3,986	61%	10,284	61%	-	-
Strongly agree	832	13%	2,540	15%	-	-
Missing	184		959		-	

36f. Food and catering facilities are poor	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	527	8%	1,396	8%	-	-
Disagree	1,907	29%	4,704	28%	-	-
Neither agree nor disagree	1,707	26%	4,553	27%	-	-
Agree	1,458	23%	3,605	22%	-	-
Strongly agree	876	14%	2,408	14%	-	-
Missing	293		1,130		-	

36g. I have a place I can go to take my break at work	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	606	9%	1,490	9%	-	-
Disagree	738	11%	1,717	10%	-	-
Neither agree nor disagree	556	8%	1,480	9%	-	-
Agree	3,864	59%	9,585	57%	-	-
Strongly agree	789	12%	2,512	15%	-	-
Missing	215		1,012		-	

37a. Do you know how to report errors, near misses and incidents in your organisation?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	6,119	92%	15,364	91%	-	-
No	525	8%	1,526	9%	-	-
Missing	124		906		-	

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

37b. Staff	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	1,267	19%	2,921	17%	21,990	19%
No	5,365	81%	13,867	83%	93,680	81%
Missing	136		1,008		3,299	

37c. Patients / clients / service users	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	1,480	23%	3,693	22%	30,045	26%
No	5,058	77%	12,894	78%	83,857	74%
Missing	230		1,209		5,067	

37d. The last time you saw an error, near miss or incident that could have hurt staff and patients / clients / service user did you or a colleague report it?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes, I reported it*	-	-	*2,489*	*58%*	*19,291*	*57%*
* *Yes, a colleague reported it*	-	-	*1,033*	*24%*	*10,650*	*31%*
* *Both I and a colleague reported it*	-	-	*541*	*13%*	*2,258*	*7%*
* *No*	-	-	*236*	*5%*	*1,905*	*6%*
Don't know	-	-	96	2%	1,424	4%
Missing	-		13,401		83,441	

Raising concerns about unsafe clinical practice

38a. If you were concerned about unsafe clinical practice, would you know how to report it?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
* *Yes*	-	-	*12,201*	*88%*	*97,835*	*93%*
* *No*	-	-	*1,720*	*12%*	*7,403*	*7%*
Don't know	-	-	2,774	17%	10,954	9%
Missing	-		1,101		2,777	

38b. I would feel secure raising concerns about unsafe clinical practice	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	812	5%	4,040	3%
Disagree	-	-	1,469	9%	9,439	8%
Neither agree nor disagree	-	-	4,325	26%	25,962	22%
Agree	-	-	7,667	46%	58,747	51%
Strongly agree	-	-	2,408	14%	17,427	15%
Missing	-		1,115		3,354	

38c. I am confident that my organisation would address my concern	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	-	-	819	5%	4,365	4%
Disagree	-	-	1,394	8%	10,064	9%
Neither agree nor disagree	-	-	5,379	32%	37,268	32%
Agree	-	-	7,219	43%	50,972	44%
Strongly agree	-	-	1,852	11%	12,778	11%
Missing	-		1,133		3,522	

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

39a. My organisation treats staff who are involved in an error, near miss or incident fairly	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	177	3%	354	2%	2,550	2%
Disagree	435	7%	1,084	6%	7,726	7%
Neither agree nor disagree	2,866	44%	7,794	46%	53,206	46%
Agree	2,729	42%	6,684	40%	46,082	40%
Strongly agree	327	5%	915	5%	6,770	6%
Missing	234		965		2,635	

39b. My organisation encourages us to report errors, near misses or incidents	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	73	1%	185	1%	1,036	1%
Disagree	228	3%	497	3%	2,703	2%
Neither agree nor disagree	1,055	16%	3,081	18%	13,808	12%
Agree	4,161	63%	10,574	63%	72,815	62%
Strongly agree	1,051	16%	2,545	15%	26,468	23%
Missing	200		914		2,139	

39c. My organisation treats reports of errors, near misses or incidents confidentially	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	116	2%	268	2%	1,642	1%
Disagree	363	6%	890	5%	5,515	5%
Neither agree nor disagree	2,083	32%	5,716	34%	37,216	32%
Agree	3,275	50%	8,217	49%	56,371	48%
Strongly agree	706	11%	1,705	10%	15,683	13%
Missing	225		1,000		2,542	

39d. My organisation blames or punishes people who are involved in errors, near misses or incidents	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	586	9%	1,318	8%	11,038	10%
Disagree	2,113	32%	4,951	29%	36,900	32%
Neither agree nor disagree	2,935	45%	7,946	47%	52,350	45%
Agree	711	11%	2,123	13%	12,962	11%
Strongly agree	181	3%	448	3%	2,890	2%
Missing	242		1,010		2,829	

39e. When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	156	2%	236	1%	1,776	2%
Disagree	374	6%	688	4%	5,830	5%
Neither agree nor disagree	2,047	31%	5,565	33%	37,759	32%
Agree	3,325	51%	8,755	52%	58,761	50%
Strongly agree	635	10%	1,573	9%	12,266	11%
Missing	231		979		2,577	

39f. My organisation informs staff about errors, near misses or incidents that happen	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	235	4%	424	3%	5,098	4%
Disagree	969	15%	1,699	10%	21,668	19%
Neither agree nor disagree	2,117	32%	5,516	33%	38,158	33%
Agree	2,776	42%	7,851	47%	43,571	37%
Strongly agree	436	7%	1,302	8%	7,883	7%
Missing	235		1,004		2,591	

39g. My organisation gives feedback about changes made in response to reported errors, near misses or incidents	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	302	5%	564	3%	5,706	5%
Disagree	904	14%	1,641	10%	20,502	18%
Neither agree nor disagree	2,170	33%	5,807	35%	39,651	34%
Agree	2,706	41%	7,472	45%	42,854	37%
Strongly agree	455	7%	1,303	8%	7,660	7%
Missing	231		1,009		2,596	

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

40a. The organisation does enough to promote the importance of hand hygiene to staff	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	177	3%	270	2%	-	-
Disagree	401	6%	869	5%	-	-
Neither agree nor disagree	868	13%	1,932	11%	-	-
Agree	3,553	54%	9,529	56%	-	-
Strongly agree	1,626	25%	4,316	26%	-	-
Missing	143		880		-	

40b. The organisation does enough to promote the importance of hand hygiene to patients / clients / service users and visitors	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	189	3%	320	2%	-	-
Disagree	492	7%	1,351	8%	-	-
Neither agree nor disagree	1,345	20%	3,117	19%	-	-
Agree	3,314	50%	8,847	53%	-	-
Strongly agree	1,261	19%	3,182	19%	-	-
Missing	167		979		-	

40c. The general environment is clean and well maintained	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	265	4%	576	3%	-	-
Disagree	632	10%	1,768	11%	-	-
Neither agree nor disagree	999	15%	2,400	14%	-	-
Agree	3,566	54%	9,321	55%	-	-
Strongly agree	1,134	17%	2,759	16%	-	-
Missing	172		972		-	

40d. Infection control applies to me in my role	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Strongly disagree	369	6%	713	4%	-	-
Disagree	578	9%	1,297	8%	-	-
Neither agree nor disagree	619	9%	1,878	11%	-	-
Agree	2,592	39%	7,123	42%	-	-
Strongly agree	2,441	37%	5,821	35%	-	-
Missing	169		964		-	

BACKGROUND INFORMATION

Your Job

41a. How many years have you worked for this organisation?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Less than 1 year	283	4%	663	4%	8,811	8%
1 to 2 years	462	7%	1,106	6%	12,574	11%
3 to 5 years	971	15%	1,878	11%	17,938	15%
6 to 10 years	1,494	23%	3,296	19%	24,812	21%
11-15 years	946	14%	3,272	19%	21,698	19%
More than 15 years	2,458	37%	6,819	40%	30,821	26%
Missing	154		762		2,315	

41b. Where do you spend more of your time working?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Hospital setting	2,886	44%	7,647	46%	-	-
Non-hospital setting	3,661	56%	9,097	54%	-	-
Missing	221		1,052		-	

About you

42a. Gender:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Male	1,344	20%	3,361	20%	23,944	21%
Female	5,282	80%	13,302	80%	90,018	79%
Missing	142		1,133		5,007	

ABOUT YOU (continued)

42b. Age:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
16 to 20	17	0%	15	0%	608	1%
21 to 30	754	11%	1,773	10%	14,775	13%
31 to 40	1,579	24%	3,716	22%	20,957	18%
41 to 50	2,157	33%	5,236	31%	30,463	26%
51 to 65	2,007	30%	5,813	34%	43,968	38%
66+	114	2%	443	3%	5,214	4%
Missing	140		800		2,984	

42c. Religion:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Catholic	2,805	43%	7,139	43%	-	-
Protestant	2,854	44%	6,431	38%	-	-
Muslim	10	0%	26	0%	-	-
Hindu	19	0%	29	0%	-	-
Sikh	0	0%	4	0%	-	-
Jewish	2	0%	9	0%	-	-
Buddhist	10	0%	29	0%	-	-
Christian	398	6%	1,493	9%	-	-
None	401	6%	1,438	9%	-	-
Other	37	1%	154	1%	-	-
Missing	232		1,044		-	

ABOUT YOU (continued)

42d. Ethnicity:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
White						
White	6,325	97%	16,389	97%	-	-
Irish Traveller	14	0%	3	0%	-	-
Asian / Asian British						
Filipino	64	1%	100	1%	-	-
Indian	49	1%	159	1%	-	-
Bangladeshi	9	0%	3	0%	-	-
Pakistani	1	0%	14	0%	-	-
Black / Black British						
Black African	0	0%	19	0%	-	-
Black Caribbean	0	0%	4	0%	-	-
Black other	1	0%	4	0%	-	-
Chinese and other ethnic backgrounds						
Chinese	5	0%	25	0%	-	-
Mixed Ethnic Group	14	0%	40	0%	-	-
Any other ethnic group	10	0%	50	0%	-	-
Missing	276		986		-	

42e Dependant Status: Do you have caring responsibilities for:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
A child (or children)	-	-	7,310	44%	-	-
A dependant older person	-	-	1,468	9%	-	-
A person(s) with a disability	-	-	702	4%	-	-
None of these	-	-	7,133	43%	-	-
Missing	-		1,183		-	

ABOUT YOU (continued)

42f. Do you have a long-standing illness, health problem or disability?	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Yes	673	11%	2,781	16%	22,505	19%
No	5,599	89%	14,084	84%	93,963	81%
Missing	496		931		2,501	

42g. Sexual Orientation: My sexual orientation is towards someone:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Of the opposite sex	-	-	14,779	88%	-	-
Of the same sex	-	-	471	3%	-	-
Of the same sex and opposite sex	-	-	43	0%	-	-
I do not wish to answer	-	-	1,577	9%	-	-
Missing	-		926		-	

42h. Political Opinion: Please tick the appropriate box to indicate your political opinion.	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Broadly Nationalist	-	-	3,074	18%	-	-
Broadly Unionist	-	-	3,717	22%	-	-
Other	-	-	2,755	16%	-	-
I do not wish to answer	-	-	7,303	43%	-	-
Missing	-		947		-	

42i. Marital Status:	2012		2015		NHS England 2014	
	Responses	%	Responses	%	Responses	%
Single	-	-	3,517	21%	-	-
Married/Civil Partnership	-	-	11,711	69%	-	-
Other	-	-	1,734	10%	-	-
Missing	-		834		-	