

2015 National NHS staff survey

Results from Maidstone And Tunbridge Wells NHS Trust

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1. Introduction to this report

This report presents the findings of the 2015 national NHS staff survey conducted in Maidstone And Tunbridge Wells NHS Trust.

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

In sections 3, 4, 6 and 7 of this report, the findings of the questionnaire have been summarised and presented in the form of 32 Key Findings.

In section 5 of this report, the data required for the Workforce Race Equality Standard (WRES) is presented.

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

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

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

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

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

Responses to the individual survey questions can be found in Appendix 3 of this report, along with details of which survey questions were used to calculate the Key Findings.

Your Organisation

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

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

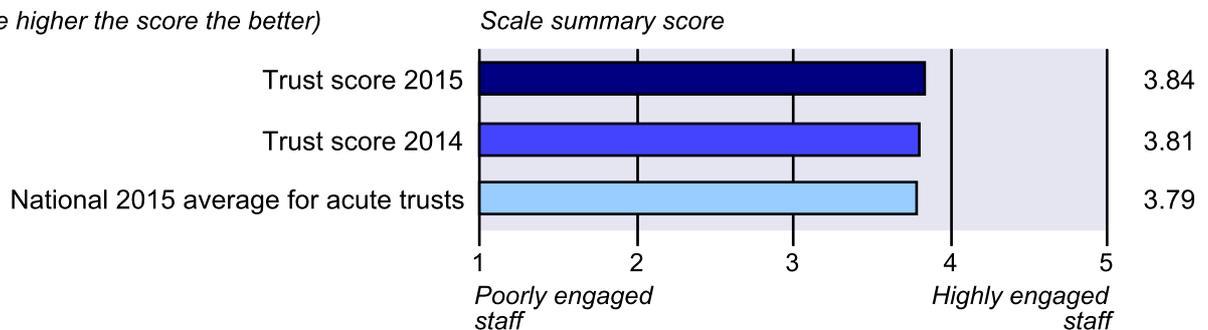
		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Q21a	"Care of patients / service users is my organisation's top priority"	79%	75%	74%
Q21b	"My organisation acts on concerns raised by patients / service users"	74%	73%	74%
Q21c	"I would recommend my organisation as a place to work"	65%	61%	63%
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	75%	70%	73%
KF1.	Staff recommendation of the organisation as a place to work or receive treatment (Q21a, 21c-d)	3.85	3.76	3.80

2. Overall indicator of staff engagement for Maidstone And Tunbridge Wells NHS Trust

The figure below shows how Maidstone And Tunbridge Wells NHS Trust compares with other acute trusts on an overall indicator of staff engagement. Possible scores range from 1 to 5, with 1 indicating that staff are poorly engaged (with their work, their team and their trust) and 5 indicating that staff are highly engaged. The trust's score of 3.84 was **above (better than) average** when compared with trusts of a similar type.

OVERALL STAFF ENGAGEMENT

(the higher the score the better)



This overall indicator of staff engagement has been calculated using the questions that make up Key Findings 1, 4 and 7. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 7); their willingness to recommend the trust as a place to work or receive treatment (Key Finding 1); and the extent to which they feel motivated and engaged with their work (Key Finding 4).

The table below shows how Maidstone And Tunbridge Wells NHS Trust compares with other acute trusts on each of the sub-dimensions of staff engagement, and whether there has been a change since the 2014 survey.

	Change since 2014 survey	Ranking, compared with all acute trusts
OVERALL STAFF ENGAGEMENT	• No change	✓ Above (better than) average
KF1. Staff recommendation of the trust as a place to work or receive treatment <i>(the extent to which staff think care of patients/service users is the trust's top priority, would recommend their trust to others as a place to work, and would be happy with the standard of care provided by the trust if a friend or relative needed treatment.)</i>	• No change	✓ Above (better than) average
KF4. Staff motivation at work <i>(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)</i>	• No change	✓ Above (better than) average
KF7. Staff ability to contribute towards improvements at work <i>(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)</i>	• No change	! Below (worse than) average

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

3. Summary of 2015 Key Findings for Maidstone And Tunbridge Wells NHS Trust

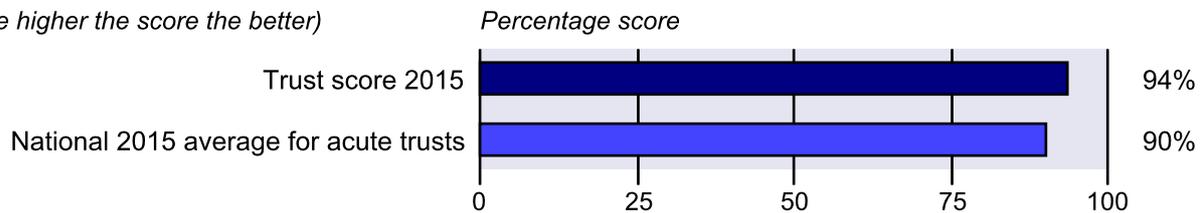
3.1 Top and Bottom Ranking Scores

This page highlights the five Key Findings for which Maidstone And Tunbridge Wells NHS Trust compares most favourably with other acute trusts in England.

TOP FIVE RANKING SCORES

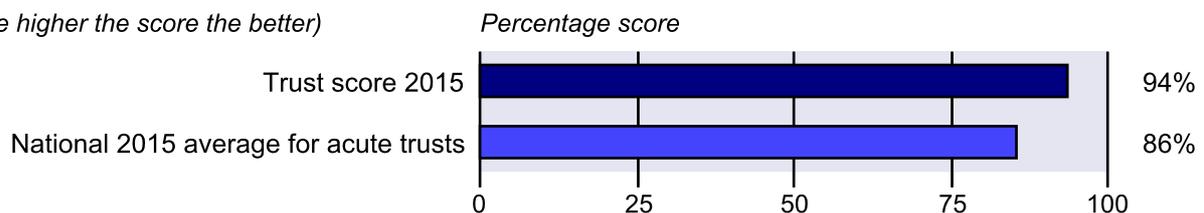
✓ KF3. Percentage of staff agreeing that their role makes a difference to patients / service users

(the higher the score the better)



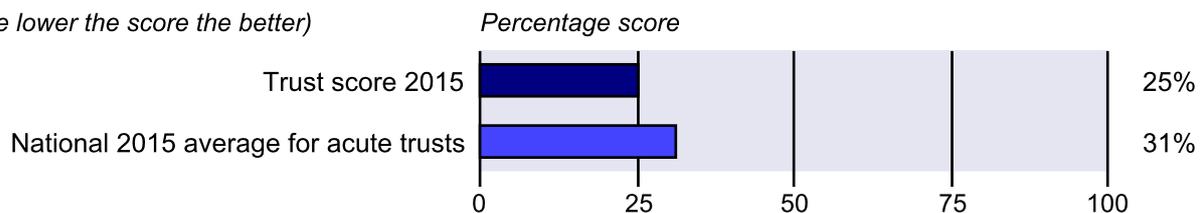
✓ KF11. Percentage of staff appraised in last 12 months

(the higher the score the better)



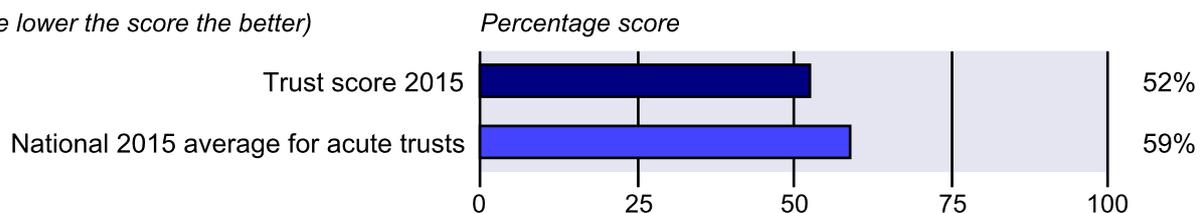
✓ KF28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



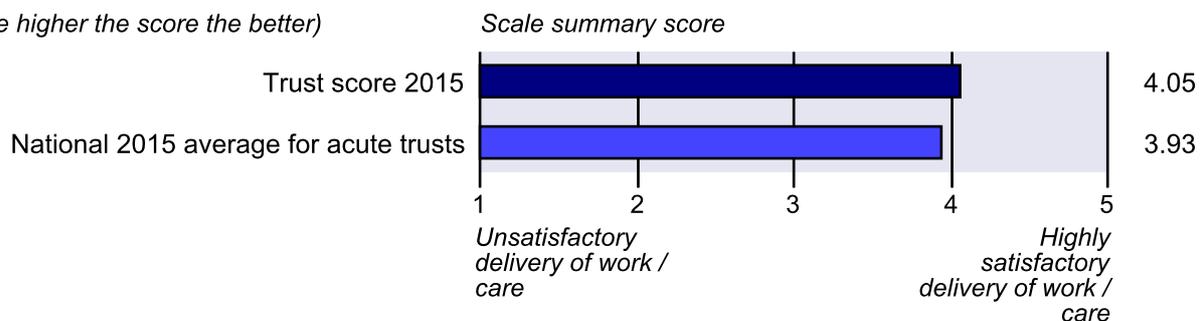
✓ KF18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell

(the lower the score the better)



✓ KF2. Staff satisfaction with the quality of work and patient care they are able to deliver

(the higher the score the better)



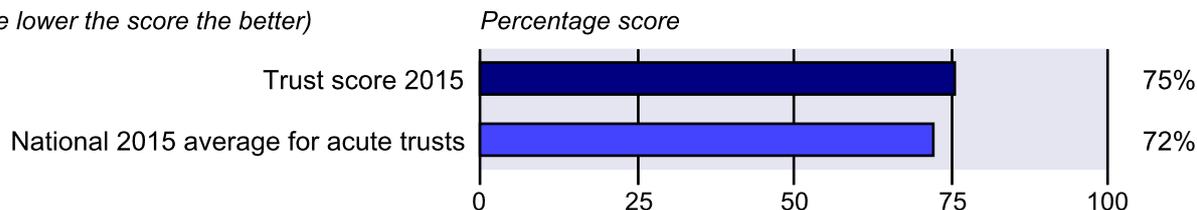
For each of the 32 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 99 (the bottom ranking score). Maidstone And Tunbridge Wells NHS Trust's five highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 1. Further details about this can be found in the document *Making sense of your staff survey data*.

This page highlights the five Key Findings for which Maidstone And Tunbridge Wells NHS Trust compares least favourably with other acute trusts in England. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

BOTTOM FIVE RANKING SCORES

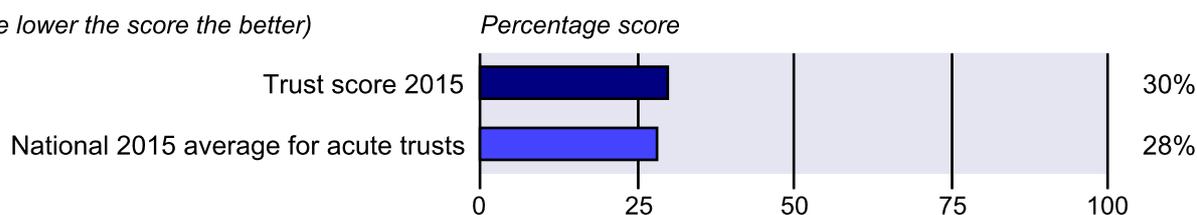
! KF16. Percentage of staff working extra hours

(the lower the score the better)



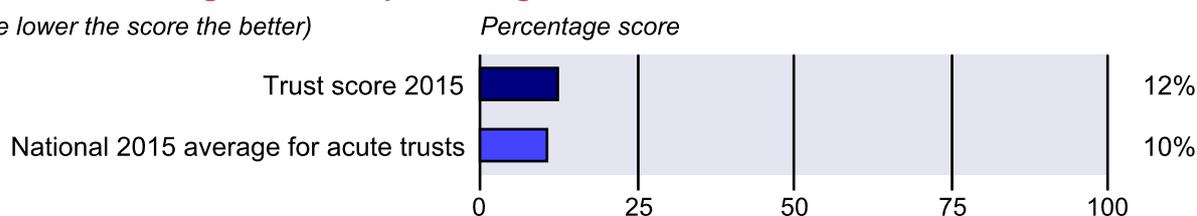
! KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



! KF20. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



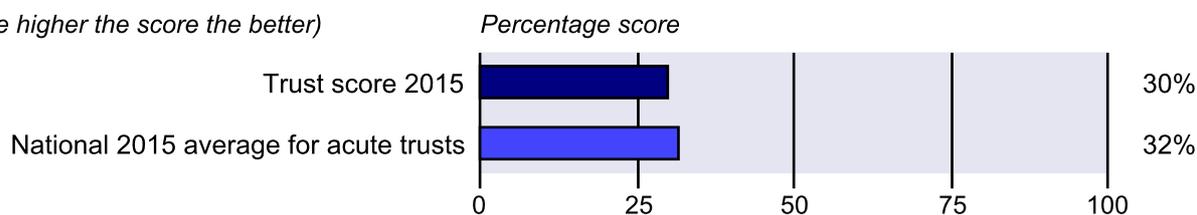
! KF19. Organisation and management interest in and action on health and wellbeing

(the higher the score the better)



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

(the higher the score the better)



For each of the 32 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 99 (the bottom ranking score). Maidstone And Tunbridge Wells NHS Trust's five lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 99. Further details about this can be found in the document *Making sense of your staff survey data*.

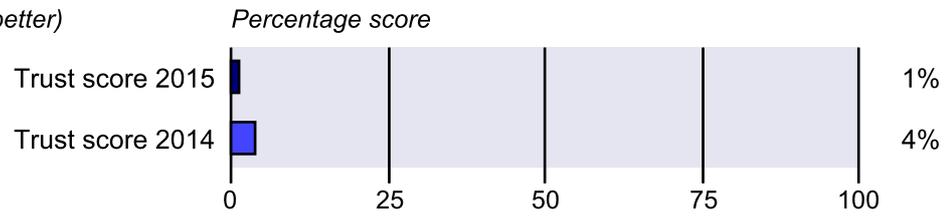
3.2 Largest Local Changes since the 2014 Survey

This page highlights the Key Finding that has improved at Maidstone And Tunbridge Wells NHS Trust since the 2014 survey.

WHERE STAFF EXPERIENCE HAS IMPROVED

✓ KF23. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



3.2. Summary of all Key Findings for Maidstone And Tunbridge Wells NHS Trust

KEY

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

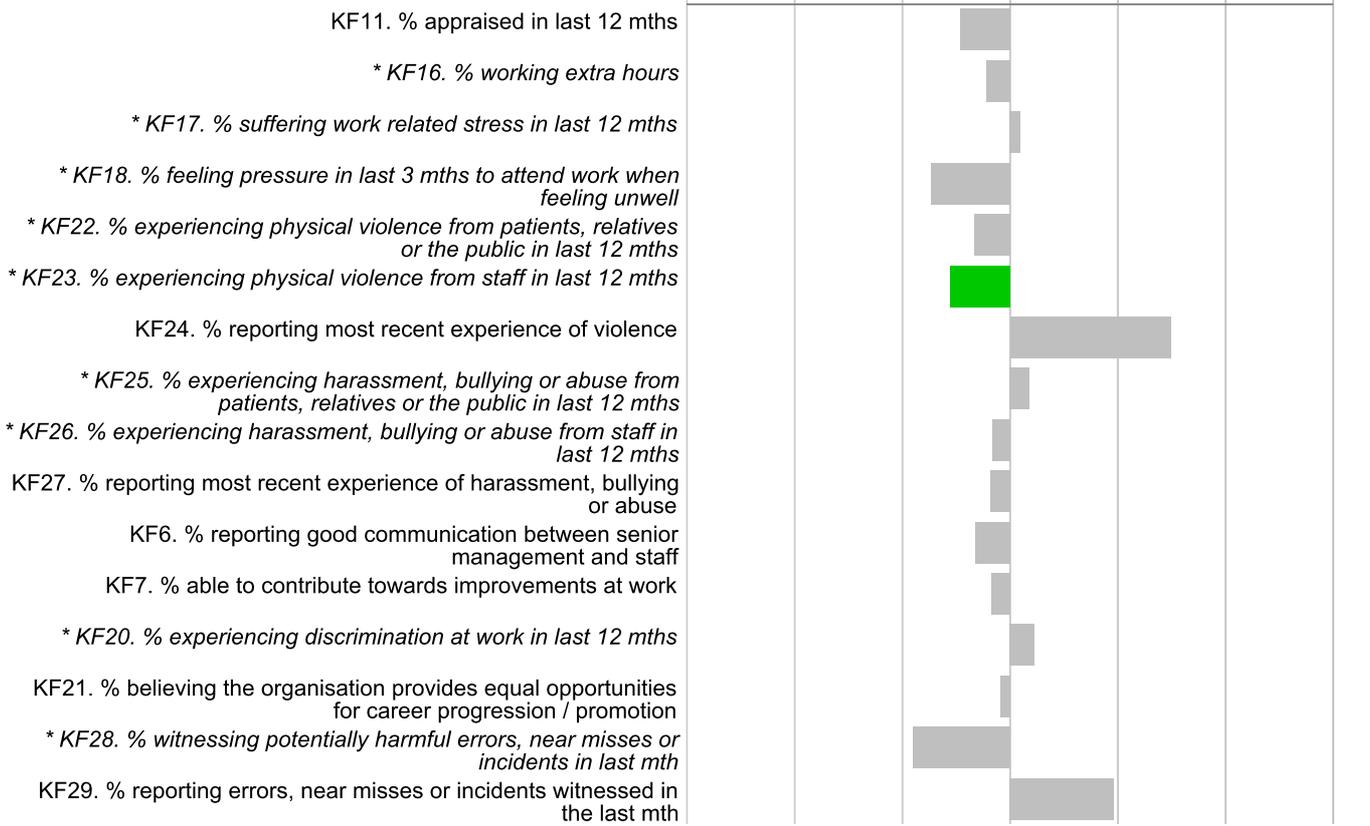
Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2014 survey.

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

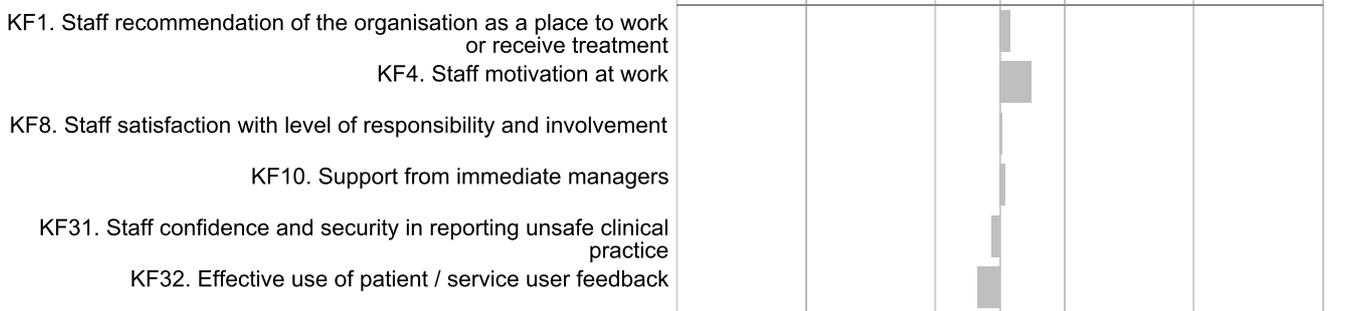
For most of the Key Finding scores in this table, the higher the score the better. However, there are some scores for which a high score would represent a negative finding. For these scores, which are marked with an asterisk and in *italics*, the lower the score the better.

Change since 2014 survey

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



-1.0 -0.6 -0.2 0.2 0.6 1.0



3.2. Summary of all Key Findings for Maidstone And Tunbridge Wells NHS Trust

KEY

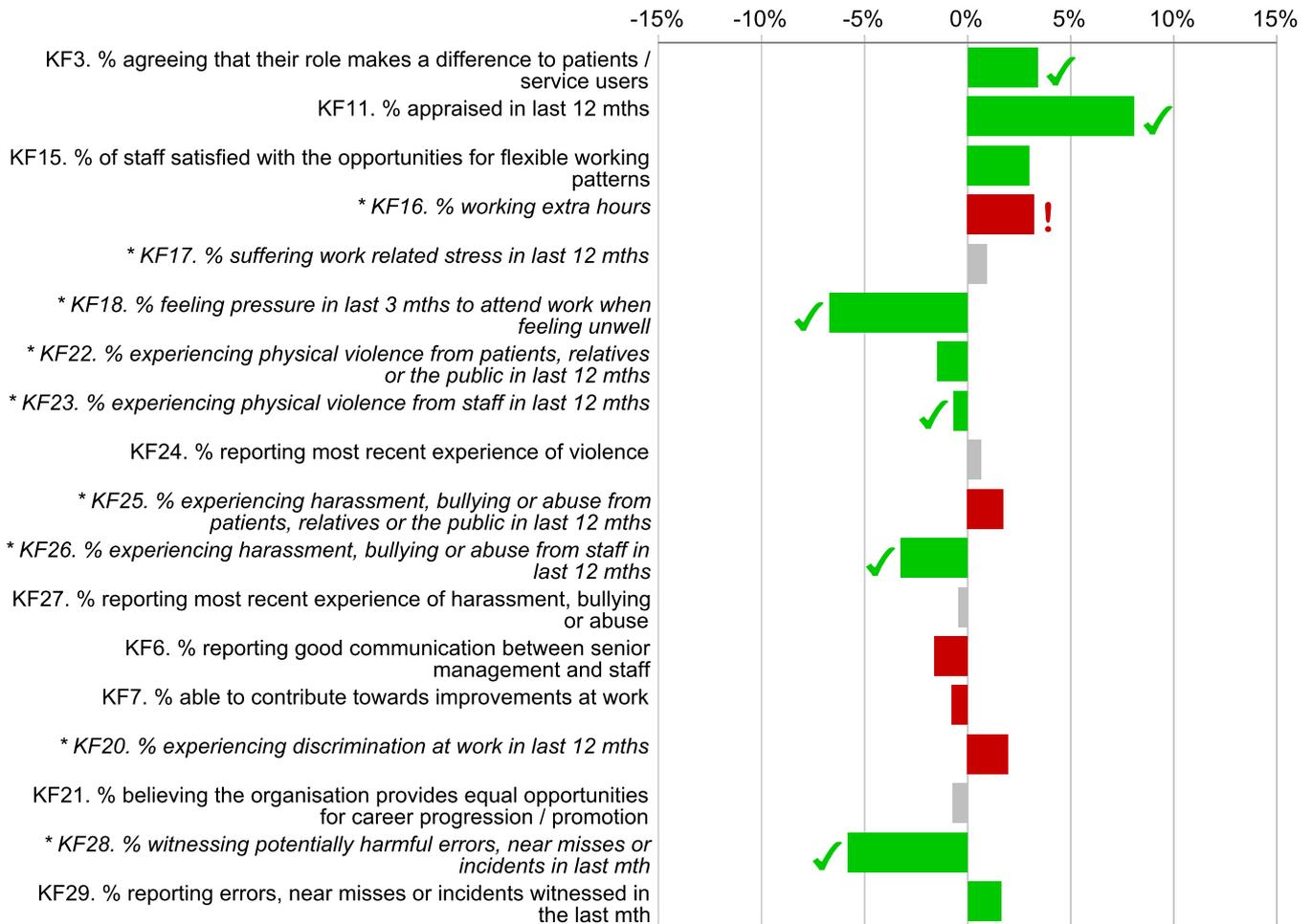
Green = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts

Red = Negative finding, e.g. worse than average. If a ! is shown the score is in the worst 20% of acute trusts.

Grey = Average.

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

Comparison with all acute trusts in 2015



3.2. Summary of all Key Findings for Maidstone And Tunbridge Wells NHS Trust

KEY

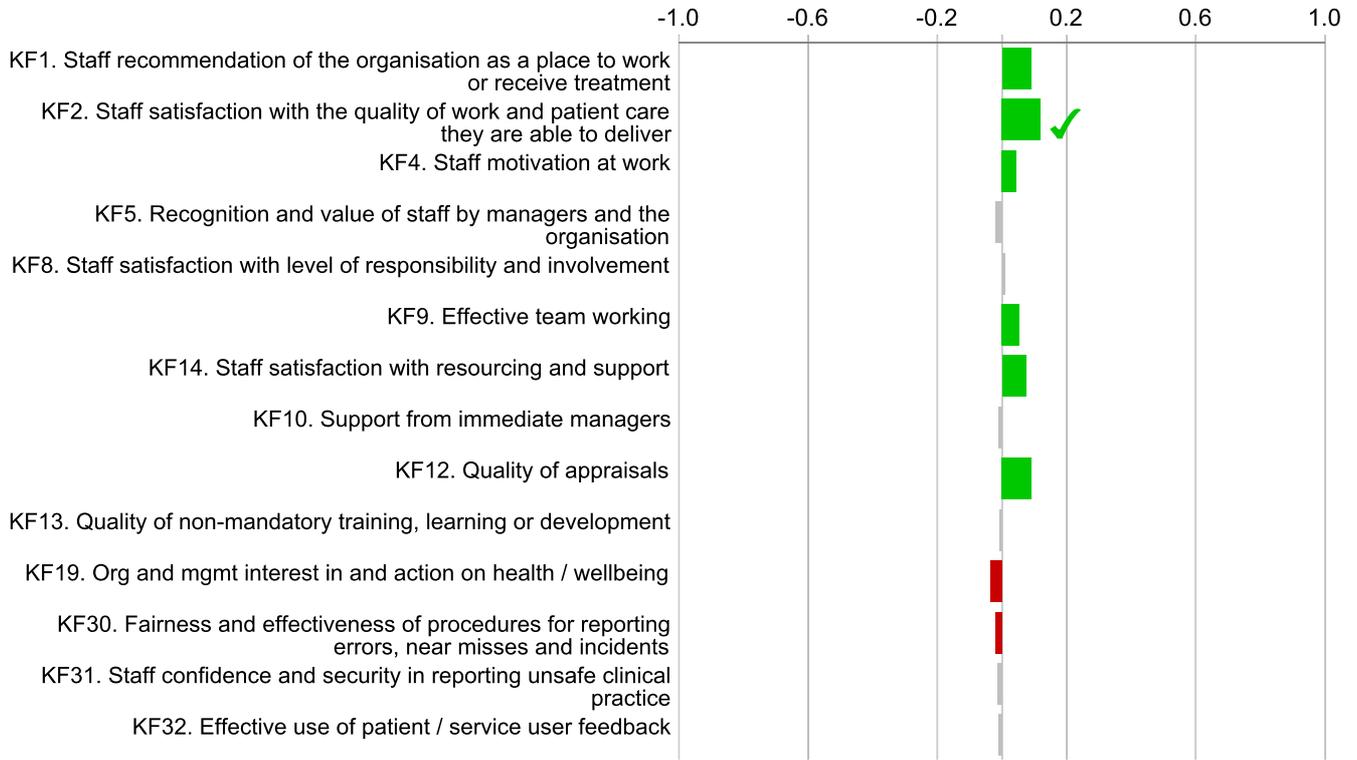
Green = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts

Red = Negative finding, e.g. worse than average. If a ! is shown the score is in the worst 20% of acute trusts.

Grey = Average.

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

Comparison with all acute trusts in 2015 (cont)



3.3. Summary of all Key Findings for Maidstone And Tunbridge Wells NHS Trust

KEY

✓ Green = Positive finding, e.g. in the best 20% of acute trusts, better than average, better than 2014.

! Red = Negative finding, e.g. in the worst 20% of acute trusts, worse than average, worse than 2014.

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

-- Because of changes to the format of the survey questions this year, comparisons with the 2014 score are not possible.

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

Change since 2014 survey Ranking, compared with all acute trusts in 2015

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

KF1. Staff recommendation of the organisation as a place to work or receive treatment	• No change	✓ Above (better than) average
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	--	✓ Highest (best) 20%
KF3. % agreeing that their role makes a difference to patients / service users	--	✓ Highest (best) 20%
KF4. Staff motivation at work	• No change	✓ Above (better than) average
KF5. Recognition and value of staff by managers and the organisation	--	• Average
KF8. Staff satisfaction with level of responsibility and involvement	• No change	• Average
KF9. Effective team working	--	✓ Above (better than) average
KF14. Staff satisfaction with resourcing and support	--	✓ Above (better than) average

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

KF10. Support from immediate managers	• No change	• Average
KF11. % appraised in last 12 mths	• No change	✓ Highest (best) 20%
KF12. Quality of appraisals	--	✓ Above (better than) average
KF13. Quality of non-mandatory training, learning or development	--	• Average

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

Health and well-being

KF15. % of staff satisfied with the opportunities for flexible working patterns	--	✓ Above (better than) average
* <i>KF16. % working extra hours</i>	• No change	! Highest (worst) 20%
* <i>KF17. % suffering work related stress in last 12 mths</i>	• No change	• Average
* <i>KF18. % feeling pressure in last 3 mths to attend work when feeling unwell</i>	• No change	✓ Lowest (best) 20%
KF19. Org and mgmt interest in and action on health / wellbeing	--	! Below (worse than) average

3.3. Summary of all Key Findings for Maidstone And Tunbridge Wells NHS Trust (cont)

	Change since 2014 survey	Ranking, compared with all acute trusts in 2015
Violence and harassment		
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	• No change	✓ Below (better than) average
* KF23. % experiencing physical violence from staff in last 12 mths	✓ Decrease (better than 14)	✓ Lowest (best) 20%
KF24. % reporting most recent experience of violence	• No change	• Average
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	• No change	! Above (worse than) average
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	• No change	✓ Lowest (best) 20%
KF27. % reporting most recent experience of harassment, bullying or abuse	• No change	• Average
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.		
KF6. % reporting good communication between senior management and staff	• No change	! Below (worse than) average
KF7. % able to contribute towards improvements at work	• No change	! Below (worse than) average
ADDITIONAL THEME: Equality and diversity		
* KF20. % experiencing discrimination at work in last 12 mths	• No change	! Above (worse than) average
KF21. % believing the organisation provides equal opportunities for career progression / promotion	• No change	• Average
ADDITIONAL THEME: Errors and incidents		
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	• No change	✓ Lowest (best) 20%
KF29. % reporting errors, near misses or incidents witnessed in the last mth	• No change	✓ Above (better than) average
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	--	! Below (worse than) average
KF31. Staff confidence and security in reporting unsafe clinical practice	• No change	• Average
ADDITIONAL THEME: Patient experience measures		
KF32. Effective use of patient / service user feedback	• No change	• Average

4. Key Findings for Maidstone And Tunbridge Wells NHS Trust

335 staff at Maidstone And Tunbridge Wells NHS Trust took part in this survey. This is a response rate of 41%¹ which is average for acute trusts in England, and compares with a response rate of 51% in this trust in the 2014 survey.

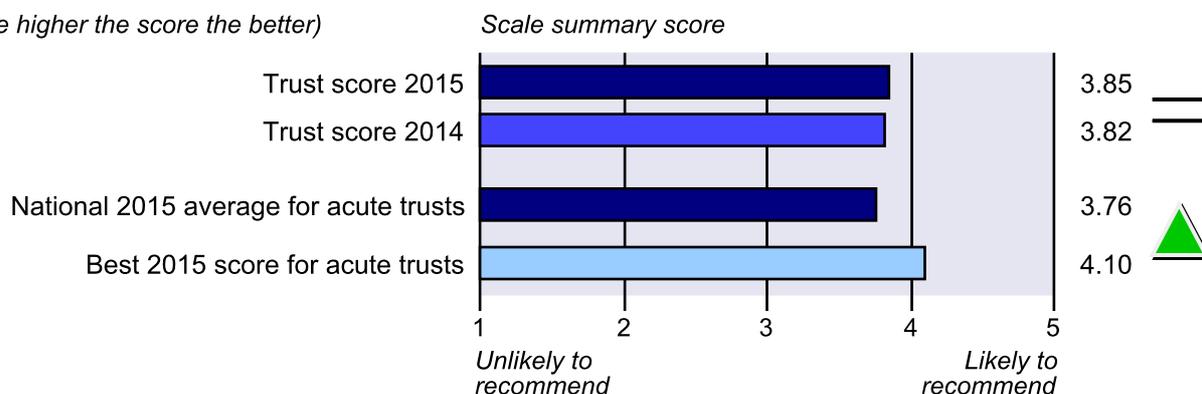
This section presents each of the 32 Key Findings, using data from the trust's 2015 survey, and compares these to other acute trusts in England and to the trust's performance in the 2014 survey. The findings are arranged under seven headings – the four staff pledges from the NHS Constitution, and the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

Positive findings are indicated with a **green arrow** (e.g. where the trust is in the best 20% of trusts, or where the score has improved since 2014). **Negative findings** are highlighted with a **red arrow** (e.g. where the trust's score is in the worst 20% of trusts, or where the score is not as good as 2014). An equals sign indicates that there has been no change.

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

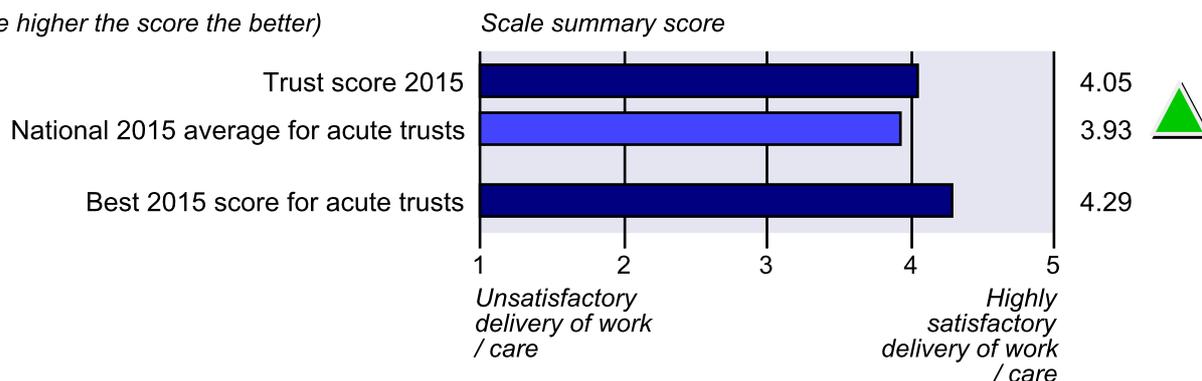
KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment

(the higher the score the better)



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

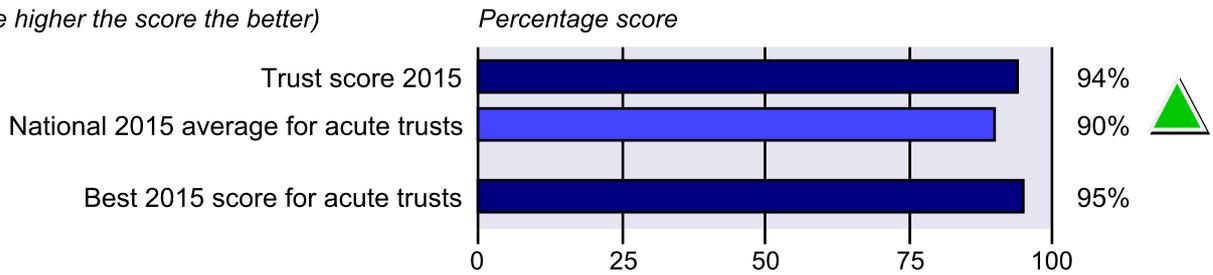
(the higher the score the better)



¹At the time of sampling, 5602 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 822 staff. This includes only staff employed directly by the trust (i.e. excluding staff working for external contractors). It excludes bank staff unless they are also employed directly elsewhere in the trust. When calculating the response rate, questionnaires could only be counted if they were received with their ID number intact, by the closing date.

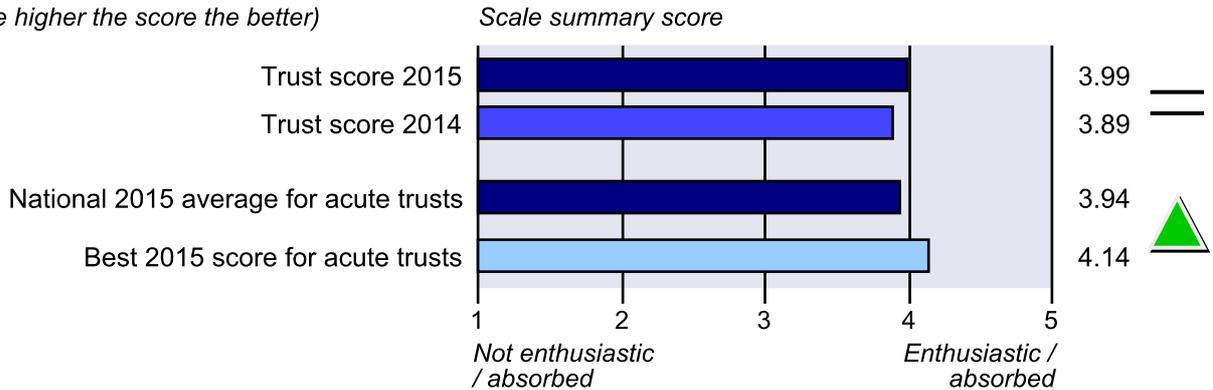
KEY FINDING 3. Percentage of staff agreeing that their role makes a difference to patients / service users

(the higher the score the better)



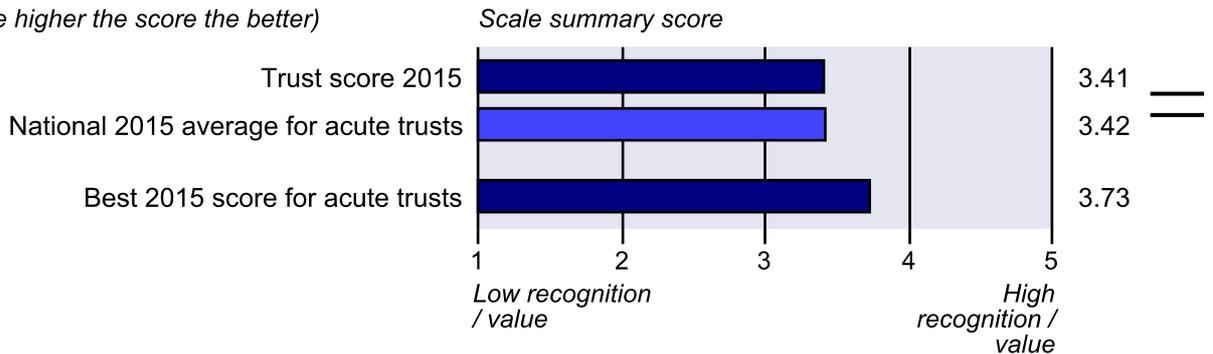
KEY FINDING 4. Staff motivation at work

(the higher the score the better)



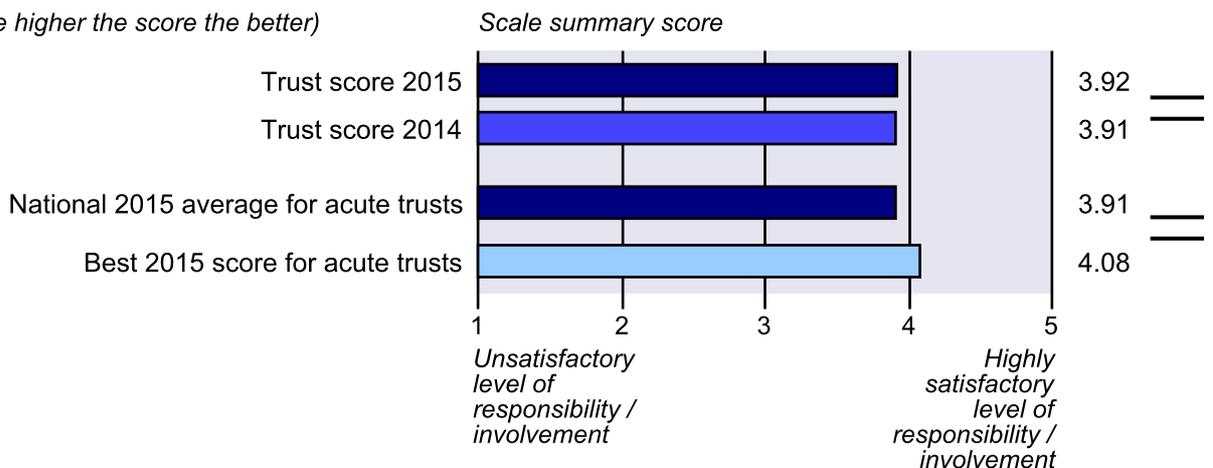
KEY FINDING 5. Recognition and value of staff by managers and the organisation

(the higher the score the better)



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

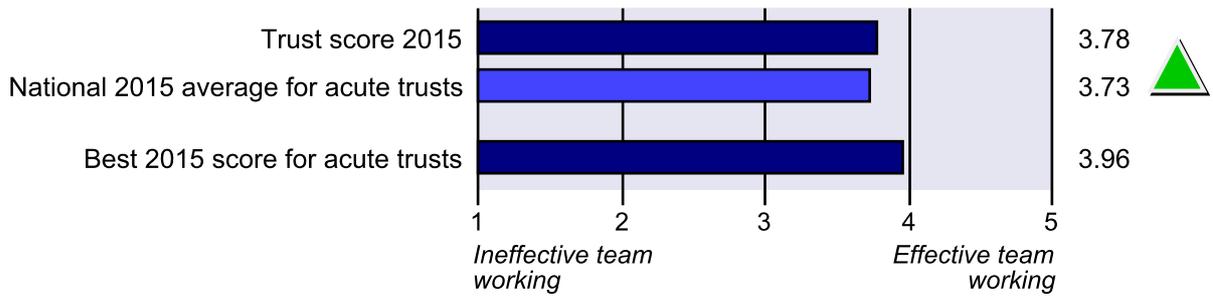
(the higher the score the better)



KEY FINDING 9. Effective team working

(the higher the score the better)

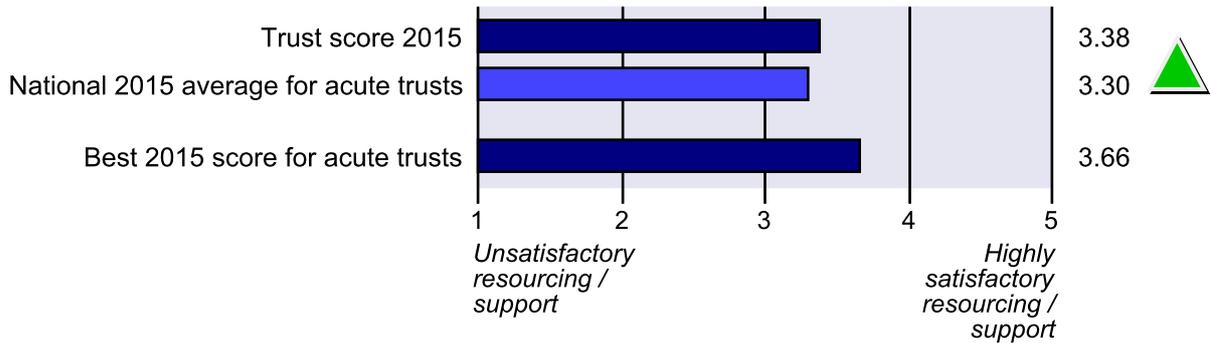
Scale summary score



KEY FINDING 14. Staff satisfaction with resourcing and support

(the higher the score the better)

Scale summary score

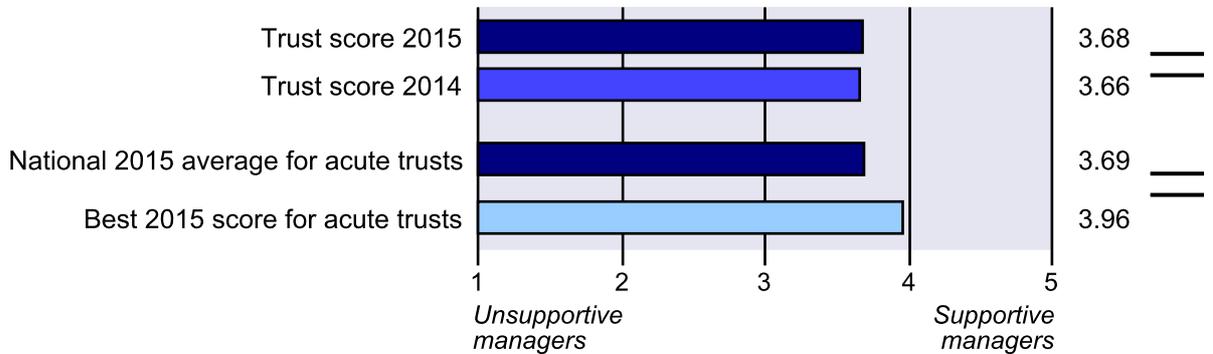


STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.

KEY FINDING 10. Support from immediate managers

(the higher the score the better)

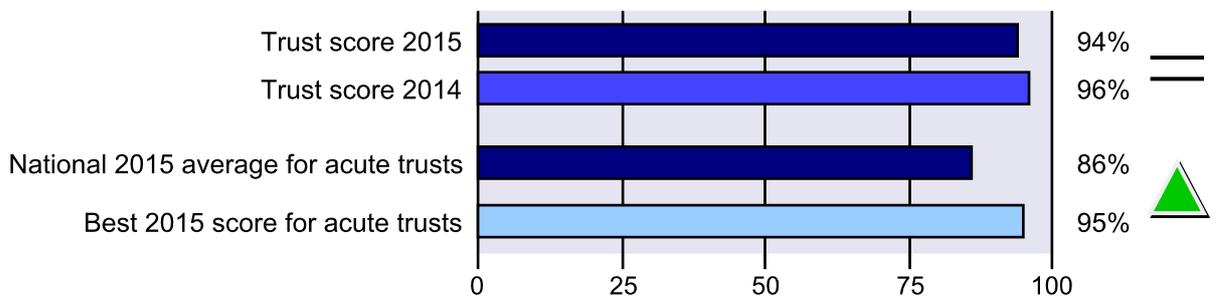
Scale summary score



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

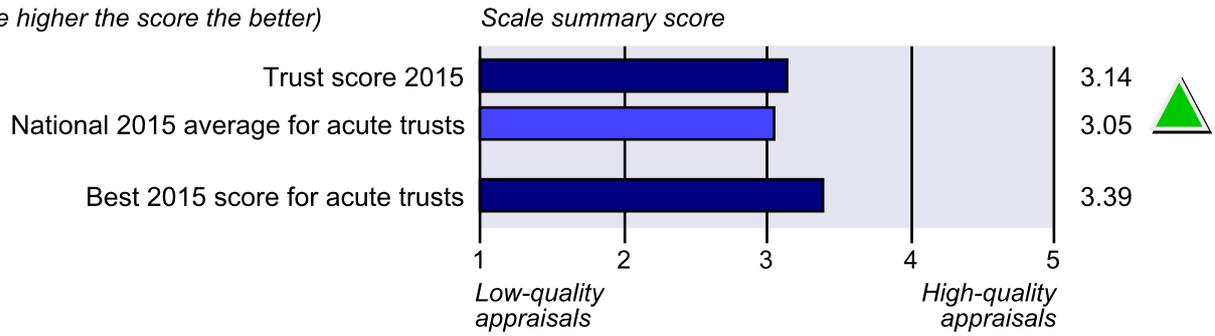
(the higher the score the better)

Percentage score



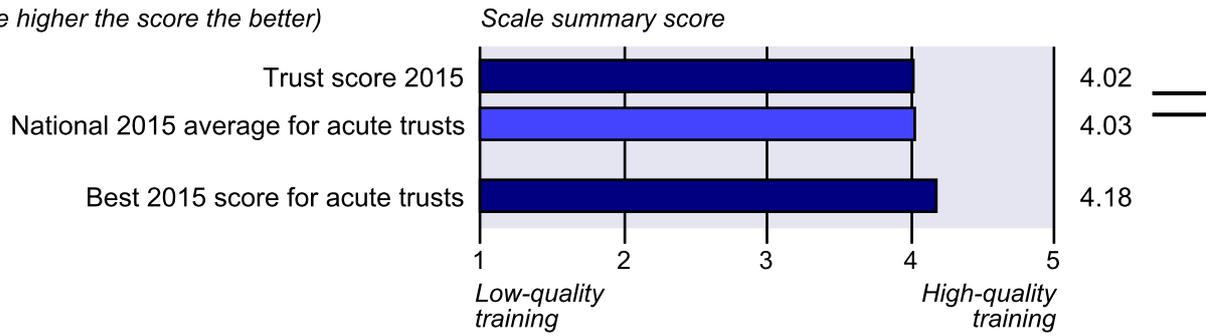
KEY FINDING 12. Quality of appraisals

(the higher the score the better)



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

(the higher the score the better)

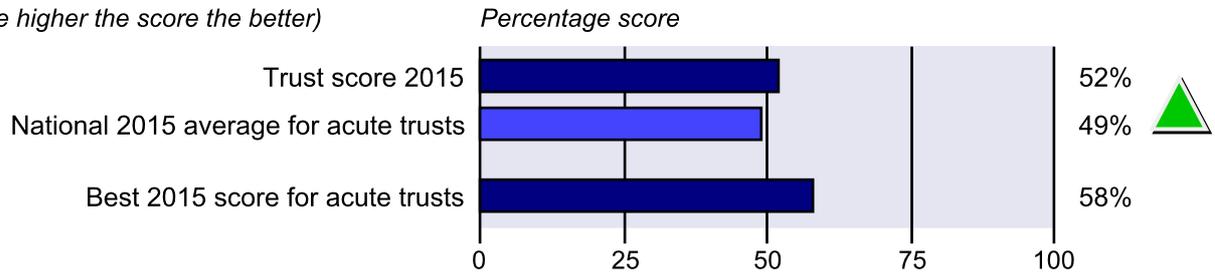


STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Health and well-being

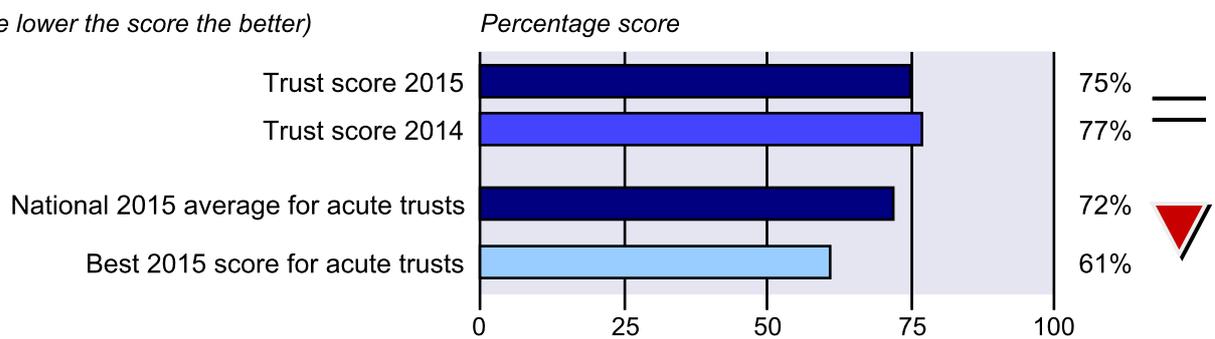
KEY FINDING 15. Percentage of staff satisfied with the opportunities for flexible working patterns

(the higher the score the better)



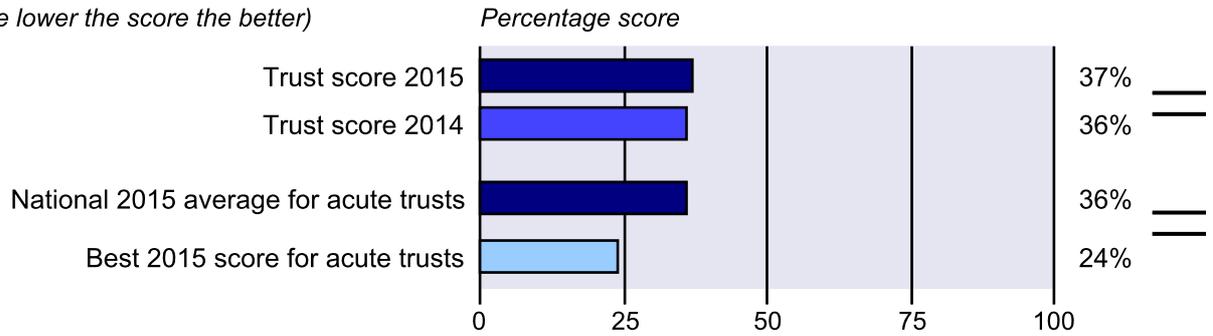
KEY FINDING 16. Percentage of staff working extra hours

(the lower the score the better)



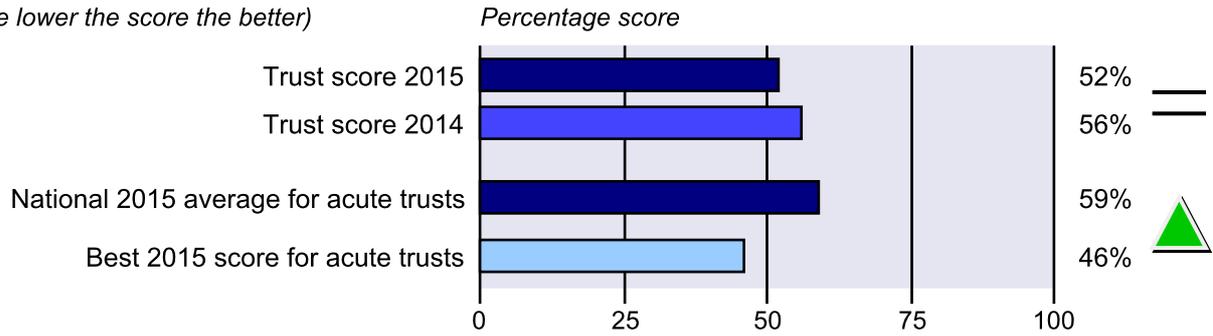
KEY FINDING 17. Percentage of staff suffering work related stress in last 12 months

(the lower the score the better)



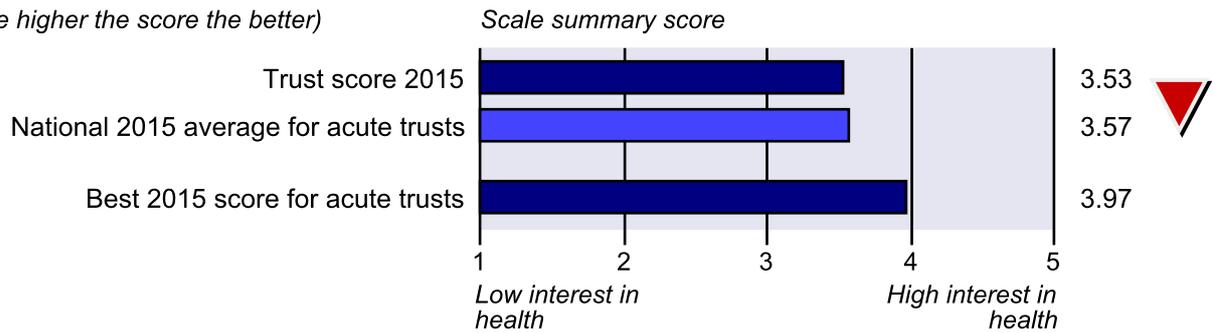
KEY FINDING 18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell

(the lower the score the better)



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

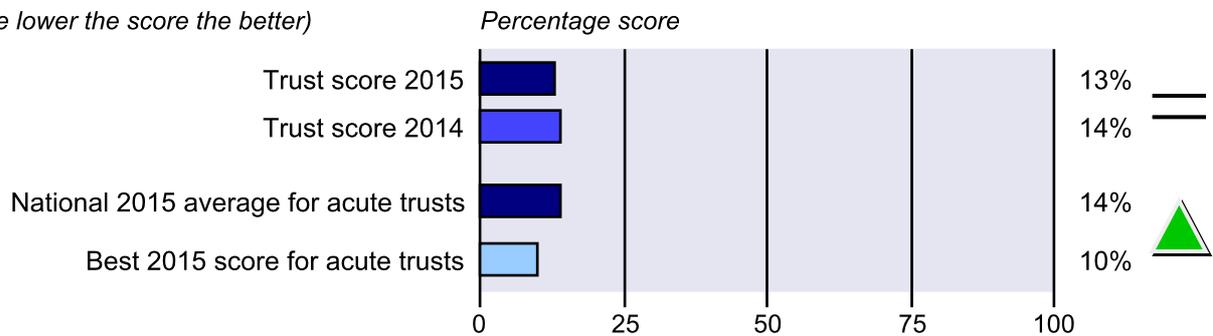
(the higher the score the better)



Violence and harassment

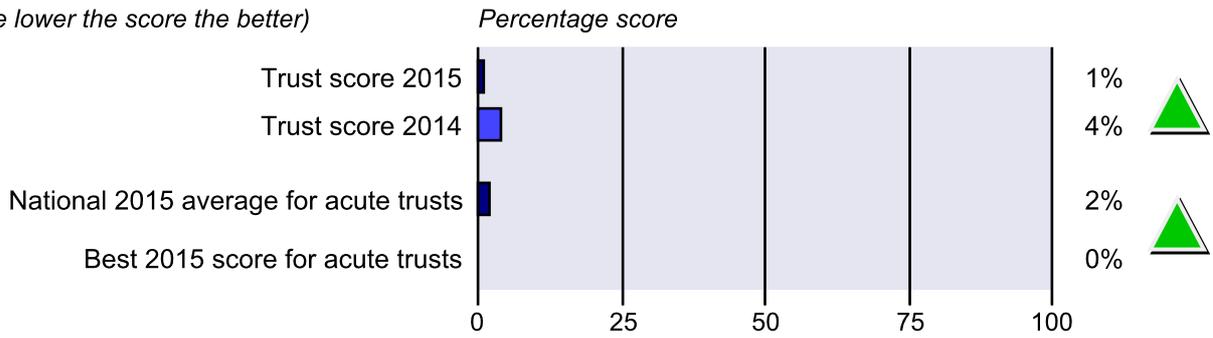
KEY FINDING 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



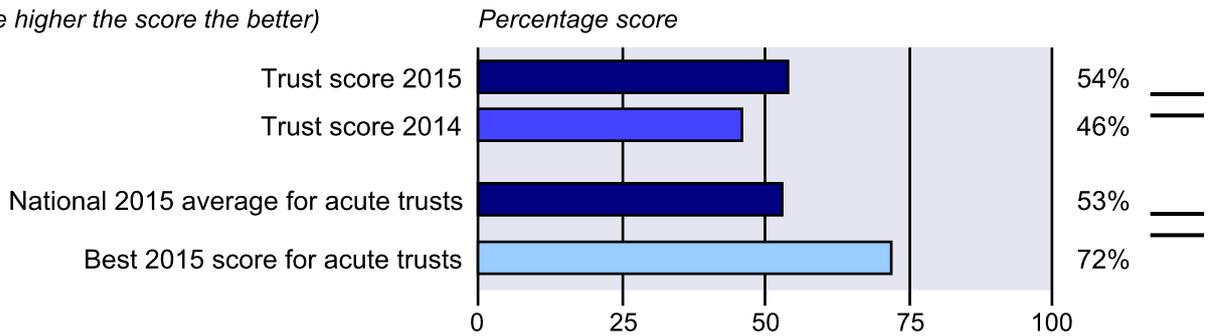
KEY FINDING 23. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



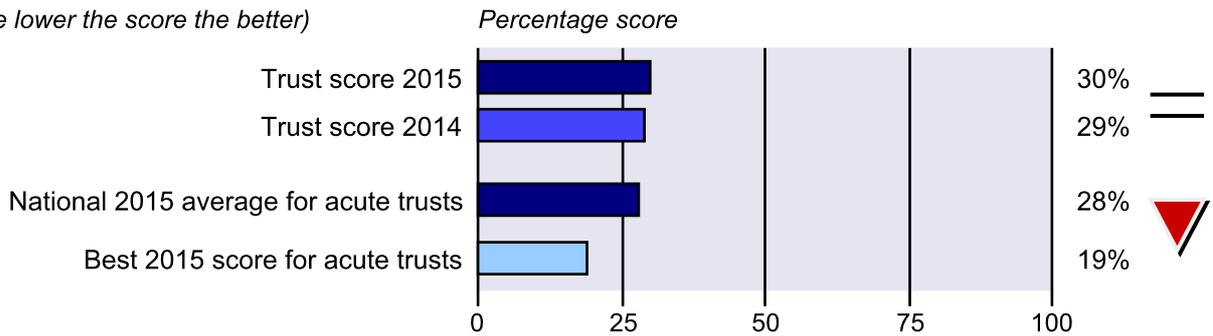
KEY FINDING 24. Percentage of staff / colleagues reporting most recent experience of violence

(the higher the score the better)



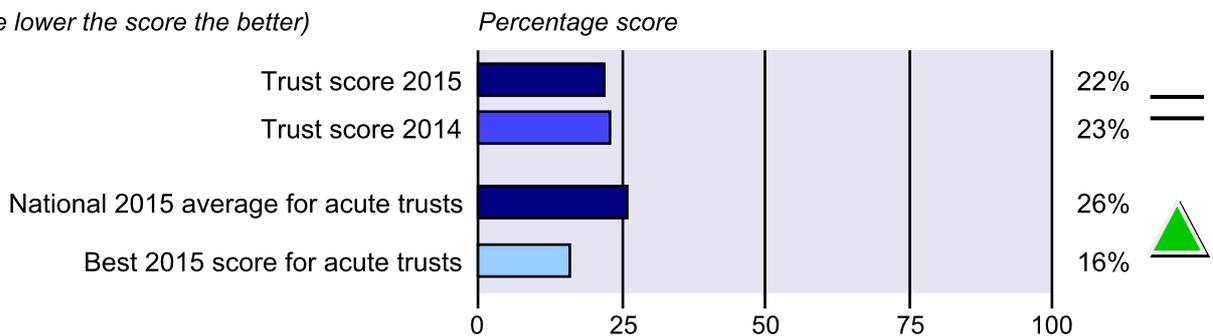
KEY FINDING 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



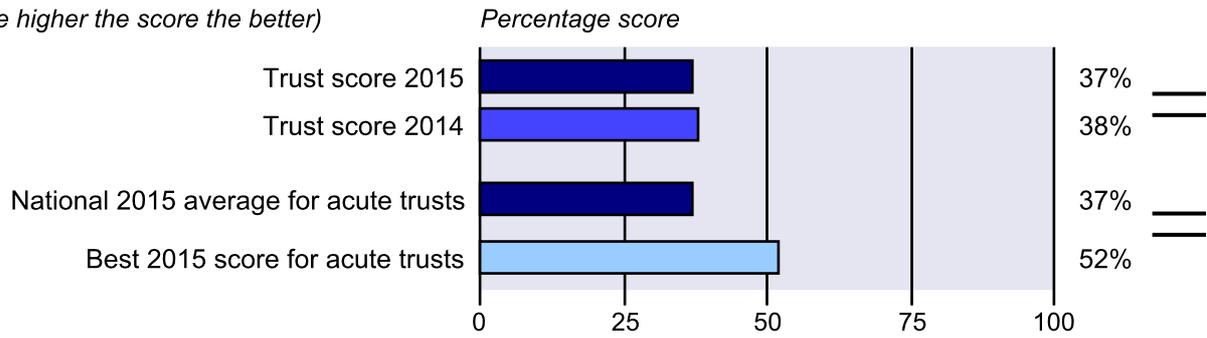
KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



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

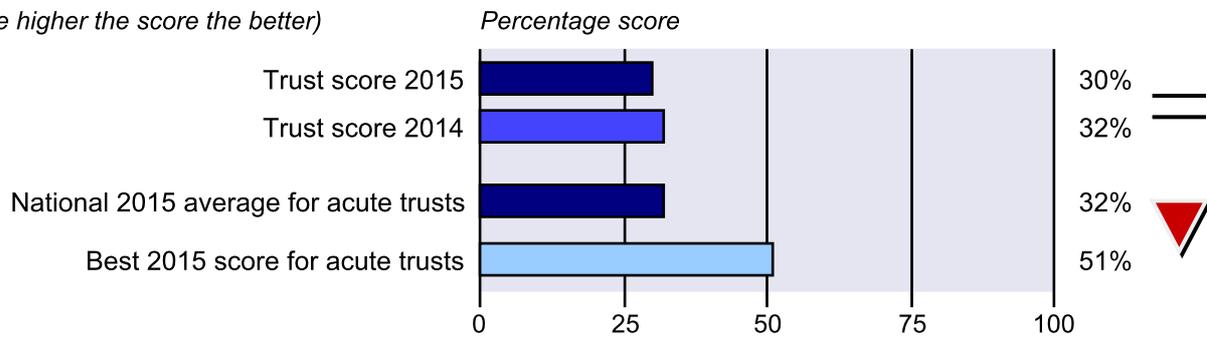
(the higher the score the better)



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

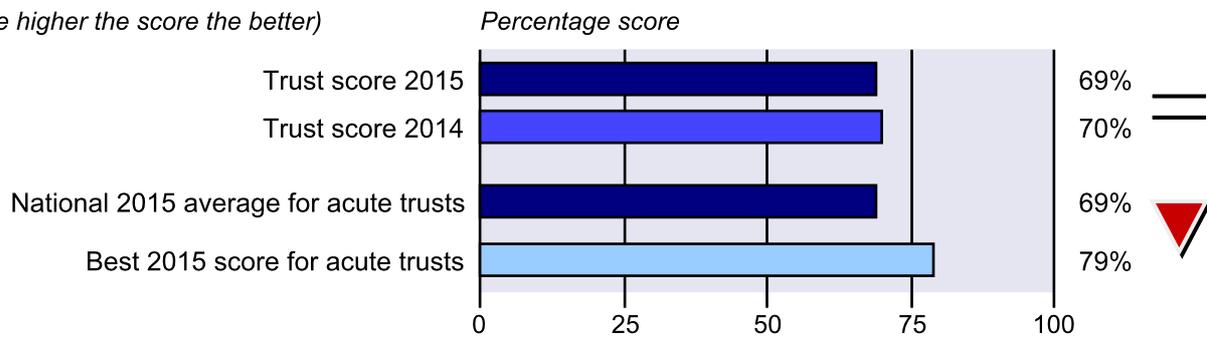
KEY FINDING 6. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



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

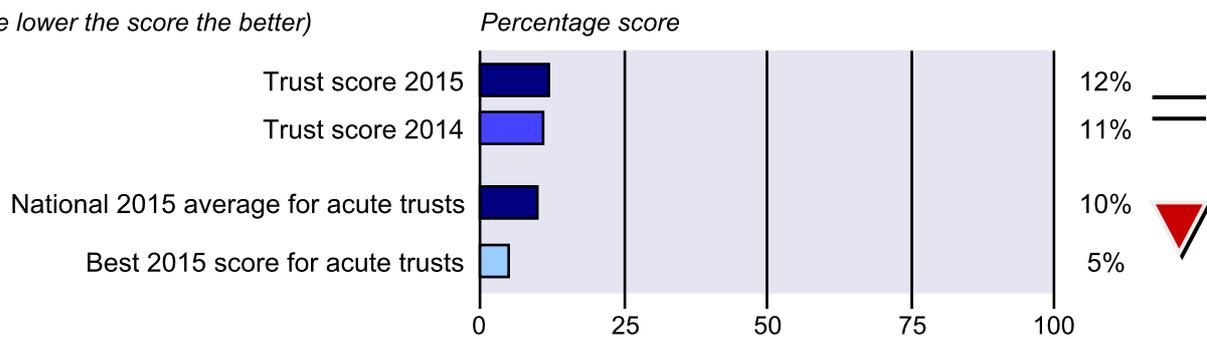
(the higher the score the better)



ADDITIONAL THEME: Equality and diversity

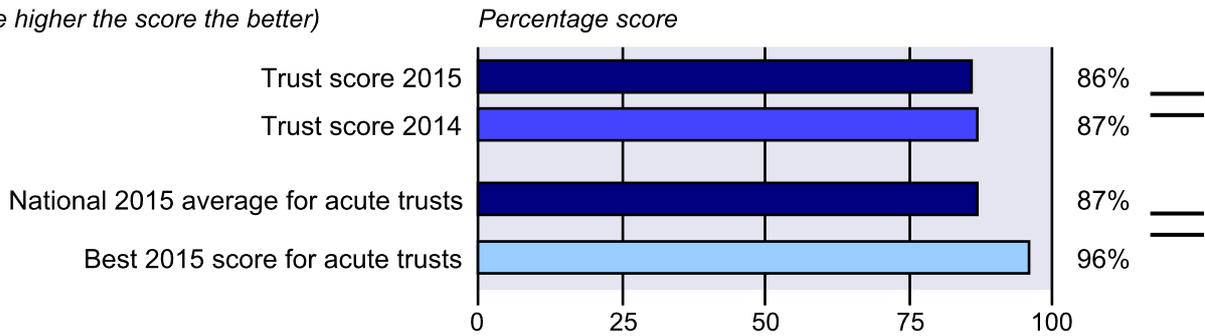
KEY FINDING 20. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



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

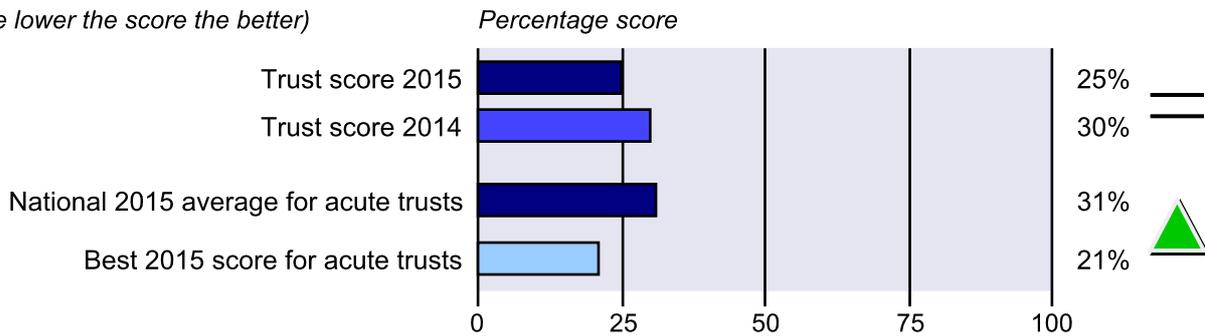
(the higher the score the better)



ADDITIONAL THEME: Errors and incidents

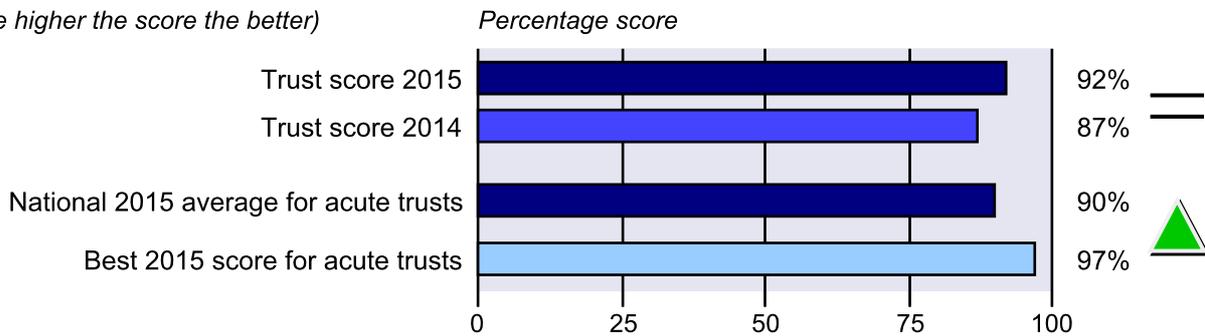
KEY FINDING 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



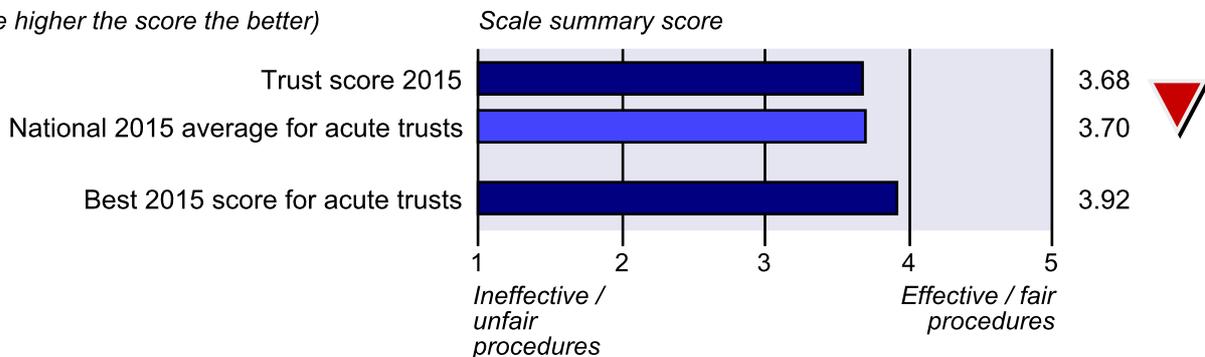
KEY FINDING 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



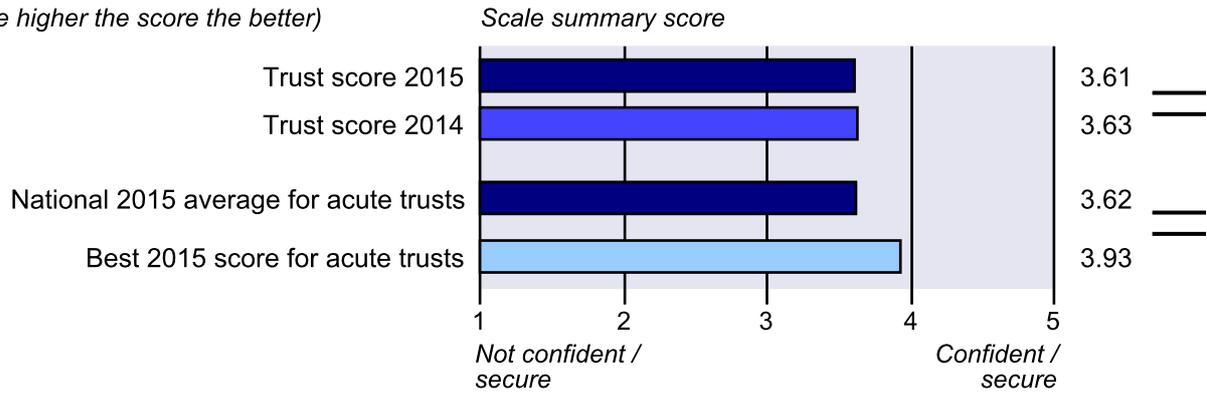
KEY FINDING 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

(the higher the score the better)



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

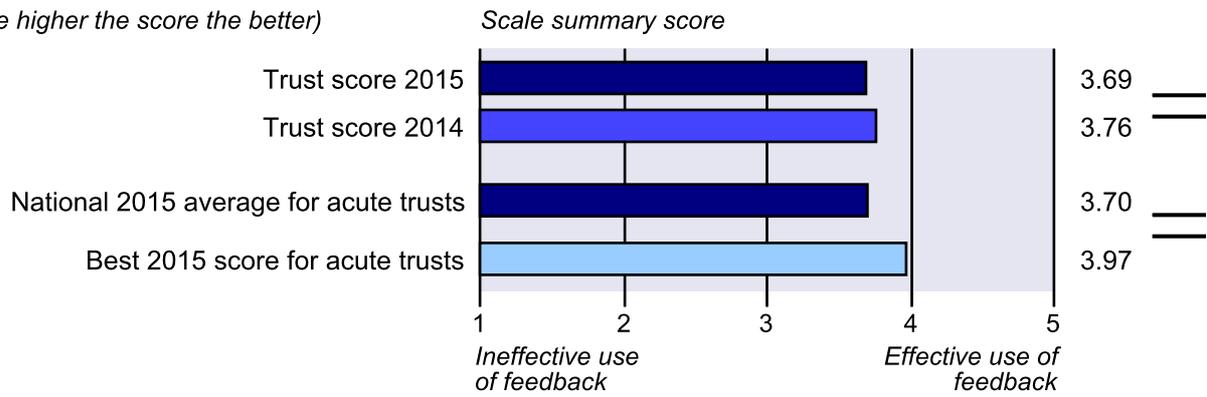
(the higher the score the better)



ADDITIONAL THEME: Patient experience measures

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

(the higher the score the better)



5. Workforce Race Equality Standard (WRES)

The scores presented below are the un-weighted question level score for question Q17b and un-weighted scores for Key Findings 25, 26, and 21, split between White and Black and Minority Ethnic (BME) staff, as required for the Workforce Race Equality Standard.

Note that for question 17b, the percentage featured is that of “Yes” responses to the question. Key Finding and question numbers have changed since 2014.

In order to preserve the anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score.

			Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
KF25	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	27%	28%	30%
		BME	29%	28%	22%
KF26	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	21%	25%	23%
		BME	25%	28%	23%
KF21	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	White	89%	89%	90%
		BME	71%	75%	78%
Q17b	In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues?	White	6%	6%	5%
		BME	16%	13%	14%

6. Key Findings by work group characteristics

Tables 6.1 to 6.4 show the Key Findings at Maidstone And Tunbridge Wells NHS Trust broken down by work group characteristics: occupational groups, staff groups, directorates and full time/part time staff.

Technical notes:

- As in previous years, there are two types of Key Finding:
 - percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions
 - scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5
- For most of the Key Findings presented in tables 6.1 to 6.4, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- Care should be taken not to over interpret the findings if scores differ slightly. For example, if for 'KF11. % appraised in the last 12 months' staff in Group A score 45%, and staff in Group B score 40%, it may appear that a higher proportion of staff in Group A have had appraisals than staff in Group B. However, because of small numbers in these sub-groups, it is probably not statistically significant. A more sensible interpretation would be that, on average, similar proportions of staff in Group A and B have had appraisals.
- Please note that, unlike the overall trust scores, data in this section are not weighted.
- Please also note that all percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.
- In order to preserve anonymity of individual staff, a score is replaced with a dash if the staff group in question contributed fewer than 11 responses to that score.

Table 6.1: Key Findings for different occupational groups

	Adult / General Nurses	Other Registered Nurses	Nursing / Healthcare Assistants	Medical / Dental	Radiography	Other Allied Health Professionals	Other Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services	Maintenance / Ancillary
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.										
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.91	3.96	4.38	3.72	3.56	4.03	3.98	3.78	3.63	3.75
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	4.07	4.06	4.64	3.89	4.26	4.40	3.90	3.98	-	3.87
KF3. % agreeing that their role makes a difference to patients / service users	96	97	100	95	100	100	88	89	100	86
KF4. Staff motivation at work	4.05	4.17	4.08	3.95	4.07	4.04	3.90	4.01	3.87	3.75
KF5. Recognition and value of staff by managers and the organisation	3.62	3.25	3.28	3.16	3.33	3.23	3.47	3.32	3.87	3.08
KF8. Staff satisfaction with level of responsibility and involvement	4.10	4.00	3.84	4.01	4.00	4.02	3.87	3.75	3.97	3.48
KF9. Effective team working	3.98	3.67	3.72	4.02	3.78	3.48	3.81	3.62	4.00	3.42
KF14. Staff satisfaction with resourcing and support	3.40	3.25	3.54	3.40	3.28	3.41	3.28	3.50	3.53	3.12
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.										
KF10. Support from immediate managers	3.96	3.59	3.91	3.32	3.79	3.47	3.72	3.57	4.34	3.07
KF11. % appraised in last 12 mths	96	97	85	100	93	85	95	90	100	89
KF12. Quality of appraisals	3.42	3.00	3.36	3.11	3.31	3.51	3.05	2.82	3.36	2.64
KF13. Quality of non-mandatory training, learning or development	4.20	4.10	-	3.86	-	4.39	4.00	3.75	-	3.81
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.										
Health and well-being										
KF15. % of staff satisfied with the opportunities for flexible working patterns	57	39	54	42	27	50	45	60	80	41
* KF16. % working extra hours	84	84	75	100	67	79	78	50	87	71
* KF17. % suffering work related stress in last 12 mths	35	52	31	37	33	40	46	29	53	28
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	54	72	62	41	53	55	56	42	53	46
KF19. Org and mgmt interest in and action on health / wellbeing	3.56	3.50	4.04	3.45	3.70	3.21	3.41	3.49	3.83	3.43
Number of respondents	56	31	13	19	15	20	39	42	15	29

Due to low numbers of respondents, no scores are shown for the following occupational groups: Occupational Therapy, Physiotherapy, General Management, Public Health / Health Improvement and Patient Transport Service. Due to an error in the 2014 calculation, data for the following occupational groups in table 6.1 are not comparable to those in the equivalent table (5.1) in the 2014 reports: Other Allied Health Professionals, Other Scientific and Technical.

Table 6.1: Key Findings for different occupational groups (cont)

	Adult / General Nurses	Other Registered Nurses	Nursing / Healthcare Assistants	Medical / Dental	Radiography	Other Allied Health Professionals	Other Scientific & Technical	Admin & Clerical	Central Functions / Corporate Services	Maintenance / Ancillary
Violence and harassment										
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	21	13	62	16	7	5	5	5	0	7
* KF23. % experiencing physical violence from staff in last 12 mths	2	0	0	0	0	5	0	0	0	4
KF24. % reporting most recent experience of violence	67	-	-	-	-	-	-	-	-	-
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	48	42	38	58	40	25	13	19	27	4
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	23	32	8	26	33	35	21	19	33	14
KF27. % reporting most recent experience of harassment, bullying or abuse	48	35	-	31	-	-	25	38	-	-
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.										
KF6. % reporting good communication between senior management and staff	38	29	31	21	33	25	28	19	47	24
KF7. % able to contribute towards improvements at work	84	57	54	63	80	70	72	55	93	45
ADDITIONAL THEME: Equality and diversity										
* KF20. % experiencing discrimination at work in last 12 mths	20	13	23	26	13	30	5	5	0	11
KF21. % believing the organisation provides equal opportunities for career progression / promotion	88	90	-	73	-	65	92	100	93	74
ADDITIONAL THEME: Errors and incidents										
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	24	39	23	47	33	25	33	17	7	11
KF29. % reporting errors, near misses or incidents witnessed in the last mth	93	92	-	-	-	-	92	-	-	-
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.55	3.74	3.70	3.47	4.07	3.99	3.94	3.66	3.79	3.63
KF31. Staff confidence and security in reporting unsafe clinical practice	3.63	4.06	3.73	3.39	3.57	3.88	3.74	3.37	3.40	3.42
ADDITIONAL THEME: Patient experience measures										
KF32. Effective use of patient / service user feedback	4.01	3.52	-	3.46	-	3.82	-	3.45	-	-
Overall staff engagement	3.95	3.89	3.95	3.75	3.84	3.98	3.87	3.77	3.88	3.54
Number of respondents	56	31	13	19	15	20	39	42	15	29

Due to low numbers of respondents, no scores are shown for the following occupational groups: Occupational Therapy, Physiotherapy, General Management, Public Health / Health Improvement and Patient Transport Service. Due to an error in the 2014 calculation, data for the following occupational groups in table 6.1 are not comparable to those in the equivalent table (5.1) in the 2014 reports: Other Allied Health Professionals, Other Scientific and Technical.

Table 6.2: Key Findings for different staff groups

	Add Prof Scientific and Technic	Additional Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.								
KF1. Staff recommendation of the organisation as a place to work or receive treatment	4.08	4.14	3.75	3.76	3.73	3.71	3.72	3.92
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.69	4.59	3.92	4.06	3.96	3.92	3.89	4.06
KF3. % agreeing that their role makes a difference to patients / service users	77	100	92	96	82	95	95	96
KF4. Staff motivation at work	3.69	4.08	3.98	4.12	3.67	4.03	3.95	4.05
KF5. Recognition and value of staff by managers and the organisation	3.28	3.46	3.49	3.20	3.21	3.51	3.16	3.51
KF8. Staff satisfaction with level of responsibility and involvement	3.76	4.05	3.83	4.11	3.58	3.84	4.01	4.06
KF9. Effective team working	3.64	3.65	3.77	3.88	3.25	4.02	4.02	3.88
KF14. Staff satisfaction with resourcing and support	3.17	3.58	3.51	3.19	3.14	3.24	3.40	3.31
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.								
KF10. Support from immediate managers	3.51	3.79	3.77	3.67	3.13	3.84	3.32	3.82
KF11. % appraised in last 12 mths	92	93	91	92	89	95	100	98
KF12. Quality of appraisals	2.76	3.53	3.06	3.41	2.83	2.77	3.11	3.22
KF13. Quality of non-mandatory training, learning or development	-	4.35	3.76	4.12	3.88	4.04	3.86	4.16
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.								
Health and well-being								
KF15. % of staff satisfied with the opportunities for flexible working patterns	62	44	57	44	54	50	42	50
* KF16. % working extra hours	85	72	63	71	68	86	100	83
* KF17. % suffering work related stress in last 12 mths	46	35	34	33	25	48	37	41
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	54	59	48	54	43	53	41	62
KF19. Org and mgmt interest in and action on health / wellbeing	3.23	3.60	3.57	3.63	3.41	3.43	3.45	3.54
Number of respondents	13	43	87	25	41	21	19	86

Please note that the staff groups classification was provided by Maidstone And Tunbridge Wells NHS Trust

Table 6.2: Key Findings for different staff groups (cont)

	Add Prof Scientific and Technic	Additional Clinical Services	Administrative and Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered
Violence and harassment								
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	0	28	2	8	8	0	16	20
* KF23. % experiencing physical violence from staff in last 12 mths	0	2	0	0	8	0	0	1
KF24. % reporting most recent experience of violence	-	50	-	-	-	-	-	65
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	15	28	16	33	5	5	58	48
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	15	19	21	25	11	29	26	27
KF27. % reporting most recent experience of harassment, bullying or abuse	-	41	35	-	-	-	31	42
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.								
KF6. % reporting good communication between senior management and staff	15	33	28	42	28	29	21	35
KF7. % able to contribute towards improvements at work	77	65	68	84	48	86	63	74
ADDITIONAL THEME: Equality and diversity								
* KF20. % experiencing discrimination at work in last 12 mths	0	19	3	8	13	5	26	18
KF21. % believing the organisation provides equal opportunities for career progression / promotion	-	79	92	86	73	92	73	88
ADDITIONAL THEME: Errors and incidents								
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	46	26	17	38	8	24	47	29
KF29. % reporting errors, near misses or incidents witnessed in the last mth	-	91	93	-	-	-	-	92
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.85	3.91	3.72	3.74	3.58	3.92	3.47	3.61
KF31. Staff confidence and security in reporting unsafe clinical practice	3.62	3.86	3.45	3.69	3.44	3.67	3.39	3.79
ADDITIONAL THEME: Patient experience measures								
KF32. Effective use of patient / service user feedback	-	3.91	3.52	3.76	-	-	3.46	3.83
Overall staff engagement	3.82	3.97	3.83	3.94	3.54	3.90	3.75	3.90
Number of respondents	13	43	87	25	41	21	19	86

Please note that the staff groups classification was provided by Maidstone And Tunbridge Wells NHS Trust

Table 6.3: Key Findings for different directorates

	Acute and Emergency Medicine	Cancer And Haematology	Children's Services	Critical Care	Diagnostics/ Therapies/ Pharmacy	Facilities	General Surgery, Urology, Head & Neck an	HIS	Speciality and Elderly Medicine	Women's and Sexual Health
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.										
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.83	3.88	3.92	4.00	3.86	3.78	4.20	3.42	3.78	3.99
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	4.23	4.29	4.28	4.23	3.96	3.97	3.99	-	3.95	4.04
KF3. % agreeing that their role makes a difference to patients / service users	94	96	100	100	92	81	96	-	89	96
KF4. Staff motivation at work	3.89	4.06	4.15	3.98	3.95	3.80	4.17	3.72	3.89	4.21
KF5. Recognition and value of staff by managers and the organisation	3.40	3.61	3.10	3.22	3.42	3.27	3.36	3.77	3.40	3.57
KF8. Staff satisfaction with level of responsibility and involvement	4.03	4.01	3.92	3.93	3.97	3.62	3.86	3.78	3.91	4.05
KF9. Effective team working	3.80	3.96	3.58	3.62	3.85	3.35	3.83	3.86	3.72	3.86
KF14. Staff satisfaction with resourcing and support	3.52	3.46	3.26	3.35	3.25	3.21	3.50	3.48	3.29	3.30
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.										
KF10. Support from immediate managers	3.42	3.92	3.60	3.56	3.76	3.15	3.79	4.00	3.71	3.74
KF11. % appraised in last 12 mths	94	89	100	100	97	91	81	100	93	93
KF12. Quality of appraisals	2.96	3.39	3.46	3.30	3.00	2.81	3.13	2.95	3.25	2.74
KF13. Quality of non-mandatory training, learning or development	4.13	3.89	4.15	4.18	4.09	4.00	4.20	-	4.00	4.03
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.										
Health and well-being										
KF15. % of staff satisfied with the opportunities for flexible working patterns	56	57	62	38	45	53	54	54	60	41
* KF16. % working extra hours	73	67	85	81	81	64	81	69	67	89
* KF17. % suffering work related stress in last 12 mths	38	44	46	48	36	23	31	38	38	38
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	60	46	67	63	58	39	50	46	36	64
KF19. Org and mgmt interest in and action on health / wellbeing	3.34	3.65	3.38	3.29	3.55	3.41	3.62	3.46	3.47	3.67
Number of respondents	16	28	13	21	59	40	26	13	30	29

Please note that the directorates classification was provided by Maidstone And Tunbridge Wells NHS Trust

Table 6.3: Key Findings for different directorates (cont)

	Acute and Emergency Medicine	Cancer And Haematology	Children's Services	Critical Care	Diagnostics/ Therapies/ Pharmacy	Facilities	General Surgery, Urology, Head & Neck an	HIS	Speciality and Elderly Medicine	Women's and Sexual Health
Violence and harassment										
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	38	4	8	5	3	8	19	0	23	17
* KF23. % experiencing physical violence from staff in last 12 mths	0	0	0	0	0	8	0	0	3	0
KF24. % reporting most recent experience of violence	-	-	-	-	-	-	-	-	-	-
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	44	30	38	33	17	5	38	8	37	41
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	38	26	23	29	24	11	15	38	23	24
KF27. % reporting most recent experience of harassment, bullying or abuse	-	27	-	36	32	-	58	-	43	41
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.										
KF6. % reporting good communication between senior management and staff	19	30	38	29	32	29	42	46	17	29
KF7. % able to contribute towards improvements at work	75	82	77	62	73	49	77	77	60	57
ADDITIONAL THEME: Equality and diversity										
* KF20. % experiencing discrimination at work in last 12 mths	13	4	15	10	7	11	4	0	27	21
KF21. % believing the organisation provides equal opportunities for career progression / promotion	82	100	-	67	89	75	89	-	81	86
ADDITIONAL THEME: Errors and incidents										
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	56	15	38	24	37	13	28	8	27	24
KF29. % reporting errors, near misses or incidents witnessed in the last mth	-	-	-	-	95	-	-	-	-	-
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.46	4.03	3.94	3.75	3.83	3.64	3.72	3.64	3.49	3.56
KF31. Staff confidence and security in reporting unsafe clinical practice	3.59	3.72	4.00	3.83	3.64	3.44	3.78	3.17	3.47	4.09
ADDITIONAL THEME: Patient experience measures										
KF32. Effective use of patient / service user feedback	3.78	3.97	-	-	3.60	-	3.89	-	3.93	3.42
Overall staff engagement	3.83	3.96	3.91	3.83	3.85	3.62	4.04	3.66	3.75	3.94
Number of respondents	16	28	13	21	59	40	26	13	30	29

Please note that the directorates classification was provided by Maidstone And Tunbridge Wells NHS Trust

Table 6.4: Key Findings for different work groups

	Full time / part time ^a	
	Full time	Part time
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.		
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.84	3.84
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	4.05	4.08
KF3. % agreeing that their role makes a difference to patients / service users	92	97
KF4. Staff motivation at work	3.98	3.97
KF5. Recognition and value of staff by managers and the organisation	3.41	3.35
KF8. Staff satisfaction with level of responsibility and involvement	3.92	3.92
KF9. Effective team working	3.79	3.62
KF14. Staff satisfaction with resourcing and support	3.36	3.37
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.		
KF10. Support from immediate managers	3.69	3.60
KF11. % appraised in last 12 mths	95	87
KF12. Quality of appraisals	3.15	3.10
KF13. Quality of non-mandatory training, learning or development	4.05	3.95
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.		
Health and well-being		
KF15. % of staff satisfied with the opportunities for flexible working patterns	48	58
* KF16. % working extra hours	78	61
* KF17. % suffering work related stress in last 12 mths	38	31
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	56	41
KF19. Org and mgmt interest in and action on health / wellbeing	3.52	3.55
Number of respondents	261	64

^a Full time is defined as staff contracted to work 30 hours or more a week

Table 6.4: Key Findings for different work groups (cont)

	Full time / part time ^a	
	Full time	Part time
Violence and harassment		
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	12	11
* KF23. % experiencing physical violence from staff in last 12 mths	2	2
KF24. % reporting most recent experience of violence	58	-
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	29	25
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	25	13
KF27. % reporting most recent experience of harassment, bullying or abuse	36	32
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.		
KF6. % reporting good communication between senior management and staff	32	20
KF7. % able to contribute towards improvements at work	70	66
ADDITIONAL THEME: Equality and diversity		
* KF20. % experiencing discrimination at work in last 12 mths	12	9
KF21. % believing the organisation provides equal opportunities for career progression / promotion	86	85
ADDITIONAL THEME: Errors and incidents		
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	25	23
KF29. % reporting errors, near misses or incidents witnessed in the last mth	94	87
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.72	3.61
KF31. Staff confidence and security in reporting unsafe clinical practice	3.61	3.64
ADDITIONAL THEME: Patient experience measures		
KF32. Effective use of patient / service user feedback	3.74	3.54
Overall staff engagement	3.85	3.80
Number of respondents	261	64

^a Full time is defined as staff contracted to work 30 hours or more a week

7. Key Findings by demographic groups

Tables 7.1 and 7.2 show the Key Findings at Maidstone And Tunbridge Wells NHS Trust broken down by different demographic groups: age group, gender, disability and ethnic background.

Technical notes:

- As in previous years, there are two types of Key Finding:
 - percentage scores, i.e. percentage of staff giving a particular response to one, or a series of, survey questions
 - scale summary scores, calculated by converting staff responses to particular questions into scores. For each of these scale summary scores, the minimum score is always 1 and the maximum score is 5
- For most of the Key Findings presented in tables 7.1 and 7.2, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- Care should be taken not to over interpret the findings if scores differ slightly. For example, if for 'KF11. % appraised in the last 12 months' staff in Group A score 45%, and staff in Group B score 40%, it may appear that a higher proportion of staff in Group A have had appraisals than staff in Group B. However, because of small numbers in these sub-groups, it is probably not statistically significant. A more sensible interpretation would be that, on average, similar proportions of staff in Group A and B have had appraisals.
- Please note that, unlike the overall trust scores, data in this section are not weighted.
- Please also note that all percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.
- In order to preserve anonymity of individual staff, a score is replaced with a dash if the demographic group in question contributed fewer than 11 responses to that score.

Table 7.1: Key Findings for different age groups

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.93	3.80	3.96	3.72
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	4.13	4.17	4.04	3.96
KF3. % agreeing that their role makes a difference to patients / service users	95	91	93	94
KF4. Staff motivation at work	4.00	3.77	4.06	4.00
KF5. Recognition and value of staff by managers and the organisation	3.47	3.35	3.44	3.33
KF8. Staff satisfaction with level of responsibility and involvement	3.87	3.82	3.97	3.93
KF9. Effective team working	3.72	3.62	3.88	3.74
KF14. Staff satisfaction with resourcing and support	3.53	3.24	3.44	3.26
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF10. Support from immediate managers	3.72	3.56	3.76	3.60
KF11. % appraised in last 12 mths	85	92	98	95
KF12. Quality of appraisals	3.32	3.33	3.26	2.79
KF13. Quality of non-mandatory training, learning or development	4.26	4.02	4.03	3.90
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Health and well-being				
KF15. % of staff satisfied with the opportunities for flexible working patterns	55	52	54	43
* KF16. % working extra hours	71	73	79	73
* KF17. % suffering work related stress in last 12 mths	42	40	32	36
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	61	51	46	55
KF19. Org and mgmt interest in and action on health / wellbeing	3.58	3.49	3.57	3.47
Number of respondents	64	64	102	98

Table 7.1: Key Findings for different age groups (cont)

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
Violence and harassment				
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	19	13	11	8
* KF23. % experiencing physical violence from staff in last 12 mths	0	3	1	2
KF24. % reporting most recent experience of violence	42	-	64	-
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	34	22	28	26
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	16	33	16	24
KF27. % reporting most recent experience of harassment, bullying or abuse	39	30	35	38
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF6. % reporting good communication between senior management and staff	40	20	29	34
KF7. % able to contribute towards improvements at work	73	67	70	65
ADDITIONAL THEME: Equality and diversity				
* KF20. % experiencing discrimination at work in last 12 mths	11	19	12	8
KF21. % believing the organisation provides equal opportunities for career progression / promotion	93	86	85	81
ADDITIONAL THEME: Errors and incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	33	22	20	26
KF29. % reporting errors, near misses or incidents witnessed in the last mth	95	93	95	88
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.74	3.70	3.66	3.71
KF31. Staff confidence and security in reporting unsafe clinical practice	3.73	3.48	3.70	3.56
ADDITIONAL THEME: Patient experience measures				
KF32. Effective use of patient / service user feedback	3.82	3.56	3.79	3.64
Overall staff engagement	3.88	3.76	3.90	3.78
Number of respondents	64	64	102	98

Table 7.2: Key Findings for other demographic groups

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.						
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.80	3.88	3.62	3.89	3.82	4.00
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.96	4.09	3.77	4.10	3.97	4.41
KF3. % agreeing that their role makes a difference to patients / service users	91	94	90	94	92	100
KF4. Staff motivation at work	3.90	4.00	3.74	4.03	3.94	4.16
KF5. Recognition and value of staff by managers and the organisation	3.41	3.41	3.07	3.46	3.39	3.45
KF8. Staff satisfaction with level of responsibility and involvement	3.87	3.92	3.71	3.95	3.88	4.03
KF9. Effective team working	3.77	3.76	3.49	3.82	3.74	3.90
KF14. Staff satisfaction with resourcing and support	3.39	3.35	3.08	3.44	3.35	3.46
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.						
KF10. Support from immediate managers	3.65	3.68	3.38	3.73	3.70	3.52
KF11. % appraised in last 12 mths	98	92	94	93	94	93
KF12. Quality of appraisals	3.14	3.14	2.80	3.21	3.00	3.78
KF13. Quality of non-mandatory training, learning or development	3.99	4.06	4.04	4.05	3.99	4.22
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.						
Health and well-being						
KF15. % of staff satisfied with the opportunities for flexible working patterns	45	52	41	51	51	47
* KF16. % working extra hours	84	71	70	75	74	77
* KF17. % suffering work related stress in last 12 mths	31	39	47	34	39	26
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	49	54	73	48	55	42
KF19. Org and mgmt interest in and action on health / wellbeing	3.57	3.51	3.20	3.59	3.51	3.60
Number of respondents	90	229	49	273	268	59

Table 7.2: Key Findings for other demographic groups (cont)

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
Violence and harassment						
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	10	13	17	11	12	12
* KF23. % experiencing physical violence from staff in last 12 mths	3	1	2	1	2	2
KF24. % reporting most recent experience of violence	-	53	-	57	58	-
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	17	32	29	28	27	29
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	23	21	29	20	21	25
KF27. % reporting most recent experience of harassment, bullying or abuse	39	34	39	35	38	25
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.						
KF6. % reporting good communication between senior management and staff	36	29	24	31	30	31
KF7. % able to contribute towards improvements at work	70	68	59	70	68	72
ADDITIONAL THEME: Equality and diversity						
* KF20. % experiencing discrimination at work in last 12 mths	7	13	21	10	9	27
KF21. % believing the organisation provides equal opportunities for career progression / promotion	82	88	79	88	89	71
ADDITIONAL THEME: Errors and incidents						
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	24	25	21	25	26	20
KF29. % reporting errors, near misses or incidents witnessed in the last mth	91	93	-	94	94	83
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.75	3.68	3.45	3.74	3.67	3.82
KF31. Staff confidence and security in reporting unsafe clinical practice	3.61	3.64	3.27	3.68	3.60	3.68
ADDITIONAL THEME: Patient experience measures						
KF32. Effective use of patient / service user feedback	3.67	3.71	3.49	3.74	3.64	4.01
Overall staff engagement	3.79	3.85	3.58	3.89	3.81	3.97
Number of respondents	90	229	49	273	268	59

8. Work and demographic profile of the survey respondents

The occupational group of the staff survey respondents is shown in table 8.1, other work characteristics are shown in table 8.2, and demographic characteristics are shown in table 8.3.

Table 8.1: Occupational group of respondents

Occupational group	Number questionnaires returned	Percentage of survey respondents
Allied Health Professionals		
Occupational Therapy	6	2%
Physiotherapy	8	3%
Radiography	15	5%
Psychotherapy	1	0%
Other qualified Allied Health Professionals	5	2%
Support to Allied Health Professionals	14	4%
Scientific and Technical / Healthcare Scientists		
Pharmacy	14	4%
Other qualified Scientific and Technical / Healthcare Scientists	19	6%
Support to Scientific and Technical / Healthcare Scientists	6	2%
Medical and Dental		
Medical / Dental - Consultant	10	3%
Medical / Dental - In Training	5	2%
Medical / Dental - Other	4	1%
Operational ambulance staff		
Emergency care practitioner	1	0%
Patient Transport Service	1	0%
Nurses, Midwives and Nursing Assistants		
Registered Nurses - Adult / General	56	18%
Registered Nurses - Children	13	4%
Midwives	16	5%
Other Registered Nurses	2	1%
Nursing auxiliary / Nursing assistant / Healthcare assistant	13	4%
Other groups		
Public Health / Health Improvement	1	0%
Admin and Clerical	42	13%
Central Functions / Corporate Services	15	5%
Maintenance / Ancillary	29	9%
General Management	7	2%
Other	13	4%
Did not specify	19	

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

Table 8.2: Work characteristics of respondents

	Number questionnaires returned	Percentage of survey respondents
<i>Full time / part time</i>		
Full time	261	80%
Part time	64	20%
Did not specify	10	
<i>Length of time in organisation</i>		
Less than a year	33	10%
Between 1 to 2 years	48	15%
Between 3 to 5 years	61	19%
Between 6 to 10 years	65	20%
Between 11 to 15 years	47	14%
Over 15 years	74	23%
Did not specify	7	

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

Table 8.3: Demographic characteristics of respondents

	Number questionnaires returned	Percentage of survey respondents
Age group		
Between 16 and 30	64	20%
Between 31 and 40	64	20%
Between 41 and 50	102	31%
51 and over	98	30%
Did not specify	7	
Gender		
Male	90	28%
Female	229	72%
Did not specify	16	
Ethnic background		
White	268	82%
Black and minority ethnic	59	18%
Did not specify	8	
Disability		
Disabled	49	15%
Not disabled	273	85%
Did not specify	13	

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

Appendix 1

Key Findings for Maidstone And Tunbridge Wells NHS Trust benchmarked against other acute trusts

Technical notes:

- The first column in table A1 shows the trust's scores for each of the Key Findings. The same data are displayed in section 3 and 4 of this report.
- The second column in table A1 shows the 95% confidence intervals around the trust's scores for each of the Key Findings.
- The third column in table A1 shows the average (median) score for each of the Key Findings for acute trusts. The same data are displayed in section 3 and 4 of this report.
- The fourth and fifth columns in table A1 show the thresholds for the lowest and highest 20% for each of the Key Findings for acute trusts. The data are used to describe comparisons with other trusts as displayed in section 3 and 4 of this report.
- The sixth column in table A1 shows the lowest score attained for each of the Key Findings by an acute trust.
- The seventh column in table A1 shows the highest score attained for each of the Key Findings by an acute trust.
- For most of the Key Findings presented in table A1, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative score. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- Please note that the data presented in table A1 are rounded to the nearest whole number for percentage scores and to two decimal places for scale summary scores.

Table A1: Key Findings for Maidstone And Tunbridge Wells NHS Trust benchmarked against other acute trusts

	Your trust		National scores for acute trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for lowest 20%	Threshold for highest 20%	Lowest score attained	Highest score attained
Response rate	41	-	41	34	49	25	78
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.							
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.85	[3.76, 3.94]	3.76	3.60	3.90	3.30	4.10
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	4.05	[3.95, 4.15]	3.93	3.86	4.02	3.63	4.29
KF3. % agreeing that their role makes a difference to patients / service users	94	[91, 96]	90	89	91	86	95
KF4. Staff motivation at work	3.99	[3.90, 4.07]	3.94	3.89	3.99	3.77	4.14
KF5. Recognition and value of staff by managers and the organisation	3.41	[3.31, 3.50]	3.42	3.35	3.52	3.23	3.73
KF8. Staff satisfaction with level of responsibility and involvement	3.92	[3.85, 3.99]	3.91	3.87	3.97	3.76	4.08
KF9. Effective team working	3.78	[3.69, 3.87]	3.73	3.68	3.79	3.58	3.96
KF14. Staff satisfaction with resourcing and support	3.38	[3.30, 3.46]	3.30	3.22	3.40	3.09	3.66
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.							
KF10. Support from immediate managers	3.68	[3.57, 3.79]	3.69	3.62	3.77	3.52	3.96
KF11. % appraised in last 12 mths	94	[91, 96]	86	81	89	71	95
KF12. Quality of appraisals	3.14	[3.00, 3.28]	3.05	2.94	3.17	2.71	3.39
KF13. Quality of non-mandatory training, learning or development	4.02	[3.93, 4.11]	4.03	3.97	4.07	3.91	4.18
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.							
Health and well-being							
KF15. % of staff satisfied with the opportunities for flexible working patterns	52	[46, 58]	49	46	53	40	58
* KF16. % working extra hours	75	[71, 80]	72	69	75	61	80
* KF17. % suffering work related stress in last 12 mths	37	[31, 42]	36	32	39	24	45
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	52	[47, 58]	59	55	64	46	73
KF19. Org and mgmt interest in and action on health / wellbeing	3.53	[3.42, 3.64]	3.57	3.48	3.65	3.30	3.97

Table A1: Key Findings for Maidstone And Tunbridge Wells NHS Trust benchmarked against other acute trusts (cont)

	Your trust		National scores for acute trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for lowest 20%	Threshold for highest 20%	Lowest score attained	Highest score attained
Violence and harassment							
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	13	[9, 16]	14	12	17	10	22
* KF23. % experiencing physical violence from staff in last 12 mths	1	[0, 2]	2	1	3	0	5
KF24. % reporting most recent experience of violence	54	[38, 70]	53	48	59	36	72
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	30	[25, 35]	28	25	31	19	38
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	[18, 27]	26	23	29	16	42
KF27. % reporting most recent experience of harassment, bullying or abuse	37	[28, 45]	37	30	42	10	52
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.							
KF6. % reporting good communication between senior management and staff	30	[25, 35]	32	26	36	19	51
KF7. % able to contribute towards improvements at work	69	[64, 74]	69	67	72	63	79
ADDITIONAL THEME: Equality and diversity							
* KF20. % experiencing discrimination at work in last 12 mths	12	[9, 16]	10	9	13	5	20
KF21. % believing the organisation provides equal opportunities for career progression / promotion	86	[82, 91]	87	83	90	76	96
ADDITIONAL THEME: Errors and incidents							
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	25	[21, 30]	31	29	33	21	38
KF29. % reporting errors, near misses or incidents witnessed in the last mth	92	[85, 98]	90	88	92	82	97
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.68	[3.59, 3.76]	3.70	3.62	3.76	3.45	3.92
KF31. Staff confidence and security in reporting unsafe clinical practice	3.61	[3.50, 3.71]	3.62	3.53	3.69	3.38	3.93
ADDITIONAL THEME: Patient experience measures							
KF32. Effective use of patient / service user feedback	3.69	[3.54, 3.84]	3.70	3.58	3.77	3.39	3.97

Appendix 2

Changes to the Key Findings since the 2013 and 2014 staff surveys

Technical notes:

- For most of the Key Findings presented in tables A2.1 and A2.2, the higher the score the better. However, there are some Key Findings for which a high score would represent a negative result. For these Key Findings, marked with an asterisk and shown in italics, the lower the score the better.
- It is likely that we would see some small change simply due to sample differences between the two years. The final column of the tables shows whether the change in your trust is statistically significant or not. If a change is not significant, then there is no evidence of a real change in the trust score.
- Please note that the trust scores and change scores presented in tables A2.1 and A2.2 are rounded to the nearest whole number for percentage scores and to two decimal places for scale summary scores.
- All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.
- In certain cases a dash (-) appears in Table A2.1 or A2.2. This is either because the Key Finding was not calculated in previous years, or there have been changes in how the Key Finding has been calculated this year.

To enable comparison between years, scores from 2014 and 2013 have been re-calculated and re-weighted using the 2015 formulae, so may appear slightly different from figures in previous feedback reports. More details about these changes can be found in the document ***Making sense of your staff survey data***, which can be downloaded from www.nhsstaffsurveys.com.

Table A2.1: Changes in the Key Findings for Maidstone And Tunbridge Wells NHS Trust since 2014 survey

	Maidstone And Tunbridge Wells NHS Trust			
	2015 score	2014 score	Change	Statistically significant?
Response rate	41	51	-10	-
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.85	3.82	0.03	No
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	4.05	-	-	--
KF3. % agreeing that their role makes a difference to patients / service users	94	-	-	--
KF4. Staff motivation at work	3.99	3.89	0.10	No
KF5. Recognition and value of staff by managers and the organisation	3.41	-	-	--
KF8. Staff satisfaction with level of responsibility and involvement	3.92	3.91	0.01	No
KF9. Effective team working	3.78	-	-	--
KF14. Staff satisfaction with resourcing and support	3.38	-	-	--
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF10. Support from immediate managers	3.68	3.66	0.02	No
KF11. % appraised in last 12 mths	94	96	-2	No
KF12. Quality of appraisals	3.14	-	-	--
KF13. Quality of non-mandatory training, learning or development	4.02	-	-	--
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Health and well-being				
KF15. % of staff satisfied with the opportunities for flexible working patterns	52	-	-	--
* KF16. % working extra hours	75	77	-1	No
* KF17. % suffering work related stress in last 12 mths	37	36	0	No
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	52	56	-4	No
KF19. Org and mgmt interest in and action on health / wellbeing	3.53	-	-	--

Table A2.1: Changes in the Key Findings for Maidstone And Tunbridge Wells NHS Trust since 2014 survey (cont)

	Maidstone And Tunbridge Wells NHS Trust			
	2015 score	2014 score	Change	Statistically significant?
Violence and harassment				
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	13	14	-2	No
* KF23. % experiencing physical violence from staff in last 12 mths	1	4	-3	Yes
KF24. % reporting most recent experience of violence	54	46	7	No
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	30	29	1	No
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	23	-1	No
KF27. % reporting most recent experience of harassment, bullying or abuse	37	38	-1	No
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF6. % reporting good communication between senior management and staff	30	32	-2	No
KF7. % able to contribute towards improvements at work	69	70	-1	No
ADDITIONAL THEME: Equality and diversity				
* KF20. % experiencing discrimination at work in last 12 mths	12	11	1	No
KF21. % believing the organisation provides equal opportunities for career progression / promotion	86	87	0	No
ADDITIONAL THEME: Errors and incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	25	30	-5	No
KF29. % reporting errors, near misses or incidents witnessed in the last mth	92	87	5	No
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.68	-	-	--
KF31. Staff confidence and security in reporting unsafe clinical practice	3.61	3.63	-0.03	No
ADDITIONAL THEME: Patient experience measures				
KF32. Effective use of patient / service user feedback	3.69	3.76	-0.07	No

Table A2.2: Changes in the Key Findings for Maidstone And Tunbridge Wells NHS Trust since 2013 survey

	Maidstone And Tunbridge Wells NHS Trust			
	2015 score	2013 score	Change	Statistically significant?
Response rate	41	55	-14	-
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.85	3.66	0.19	Yes
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	4.05	-	-	--
KF3. % agreeing that their role makes a difference to patients / service users	94	-	-	--
KF4. Staff motivation at work	3.99	3.87	0.11	Yes
KF5. Recognition and value of staff by managers and the organisation	3.41	-	-	--
KF8. Staff satisfaction with level of responsibility and involvement	3.92	3.88	0.04	No
KF9. Effective team working	3.78	-	-	--
KF14. Staff satisfaction with resourcing and support	3.38	-	-	--
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF10. Support from immediate managers	3.68	3.65	0.02	No
KF11. % appraised in last 12 mths	94	93	1	No
KF12. Quality of appraisals	3.14	-	-	--
KF13. Quality of non-mandatory training, learning or development	4.02	-	-	--
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Health and well-being				
KF15. % of staff satisfied with the opportunities for flexible working patterns	52	-	-	--
* KF16. % working extra hours	75	74	2	No
* KF17. % suffering work related stress in last 12 mths	37	34	3	No
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	52	59	-7	Yes
KF19. Org and mgmt interest in and action on health / wellbeing	3.53	-	-	--

Table A2.2: Changes in the Key Findings for Maidstone And Tunbridge Wells NHS Trust since 2013 survey (cont)

	Maidstone And Tunbridge Wells NHS Trust			
	2015 score	2013 score	Change	Statistically significant?
Violence and harassment				
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	13	14	-2	No
* KF23. % experiencing physical violence from staff in last 12 mths	1	3	-1	No
KF24. % reporting most recent experience of violence	54	49	5	No
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	30	31	-1	No
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	24	-1	No
KF27. % reporting most recent experience of harassment, bullying or abuse	37	36	1	No
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF6. % reporting good communication between senior management and staff	30	27	4	No
KF7. % able to contribute towards improvements at work	69	67	1	No
ADDITIONAL THEME: Equality and diversity				
* KF20. % experiencing discrimination at work in last 12 mths	12	13	-1	No
KF21. % believing the organisation provides equal opportunities for career progression / promotion	86	87	-1	No
ADDITIONAL THEME: Errors and incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	25	32	-6	Yes
KF29. % reporting errors, near misses or incidents witnessed in the last mth	92	88	4	No
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.68	-	-	--
KF31. Staff confidence and security in reporting unsafe clinical practice	3.61	-	-	--
ADDITIONAL THEME: Patient experience measures				
KF32. Effective use of patient / service user feedback	3.69	-	-	--

Appendix 3

Data tables: 2015 Key Findings and the responses to all survey questions

For each of the 32 Key Findings (Table A3.1) and each individual survey question in the core version of the questionnaire (Table A3.2), this appendix presents your trust's 2015 survey response, the average (median) 2015 response for acute trusts, and your trust's 2014 survey response (where applicable).

In Table A3.1, the question numbers used to calculate the 32 Key Findings are also listed in the first column.

In Table A3.2, the responses to the survey questions are presented in the order that they appear within the core version of the 2015 questionnaire.

Technical notes:

- In certain cases a dash (-) appears in the 'Your Trust in 2014' column in Tables A3.1 or A3.2. This is because of changes to the format of survey questions or the calculation of the Key Findings so comparisons with the 2014 score are not possible.
- In certain cases a dash (-) appears in Tables A3.1 or A3.2. This is in order to preserve anonymity of individual staff, where there were fewer than 11 responses to a survey question or Key Finding.
- Please note that the figures reported in tables A3.1 and A3.2 are un-weighted, and, as a consequence there may be some slight differences between these figures and the figures reported in sections 3 and 4 and Appendix 2 of this report, which are weighted according to the occupational group profile of a typical acute trust.
- More details about the calculation of Key Findings and the weighting of data can be found in the document ***Making sense of your staff survey data***, which can be downloaded from: www.nhsstaffsurveys.com

Table A3.1: Key Findings for Maidstone And Tunbridge Wells NHS Trust benchmarked against other acute trusts

	Question number(s)	Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. Staff recommendation of the organisation as a place to work or receive treatment	Q21a, 21c-d	3.85	3.76	3.80
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	Q3c, 6a, 6c	4.06	3.93	-
KF3. % agreeing that their role makes a difference to patients / service users	Q6b	93	90	-
KF4. Staff motivation at work	Q2a-c	3.97	3.95	3.88
KF5. Recognition and value of staff by managers and the organisation	Q5a, 5f, 7g	3.41	3.42	-
KF8. Staff satisfaction with level of responsibility and involvement	Q3a, 3b, 4c, 5d, 5e	3.91	3.91	3.91
KF9. Effective team working	Q4h-j	3.76	3.73	-
KF14. Staff satisfaction with resourcing and support	Q4e-g, 5c	3.36	3.31	-
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.				
KF10. Support from immediate managers	Q5b, 7a-e	3.67	3.69	3.69
KF11. % appraised in last 12 mths	Q20a	94	86	96
KF12. Quality of appraisals	Q20b-d	3.14	3.05	-
KF13. Quality of non-mandatory training, learning or development	Q18b-d	4.03	4.02	-
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Health and well-being				
KF15. % of staff satisfied with the opportunities for flexible working patterns	Q5h	51	49	-
* KF16. % working extra hours	Q10b-c	75	72	78
* KF17. % suffering work related stress in last 12 mths	Q9c	36	36	36
* KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	Q9d-g	53	59	57
KF19. Org and mgmt interest in and action on health / wellbeing	Q7f, 9a	3.52	3.57	-

Table A3.1: Key Findings for Maidstone And Tunbridge Wells NHS Trust benchmarked against other acute trusts (cont)

	Question number(s)	Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Violence and harassment				
* KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	Q14a	12	14	15
* KF23. % experiencing physical violence from staff in last 12 mths	Q14b-c	2	2	4
KF24. % reporting most recent experience of violence	Q14d	55	53	47
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	Q15a	27	28	28
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	Q15b-c	22	26	23
KF27. % reporting most recent experience of harassment, bullying or abuse	Q15d	35	37	37
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF6. % reporting good communication between senior management and staff	Q8a-d	31	32	31
KF7. % able to contribute towards improvements at work	Q4a-b, 4d	69	70	70
ADDITIONAL THEME: Equality and diversity				
* KF20. % experiencing discrimination at work in last 12 mths	Q17a-b	12	11	12
KF21. % believing the organisation provides equal opportunities for career progression / promotion	Q16	86	87	88
ADDITIONAL THEME: Errors and incidents				
* KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	Q11a-b	25	31	31
KF29. % reporting errors, near misses or incidents witnessed in the last mth	Q11c	93	90	88
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	Q12a-d	3.70	3.70	-
KF31. Staff confidence and security in reporting unsafe clinical practice	Q13b-c	3.63	3.63	3.62
ADDITIONAL THEME: Patient experience measures				
KF32. Effective use of patient / service user feedback	Q21b, 22b-c	3.71	3.70	3.77

Table A3.2: Survey questions benchmarked against other acute trusts

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Contact with patients				
Q1	% saying they have face-to-face contact with patients / service users as part of their job	81	84	85
Staff motivation at work				
% saying often or always to the following statements:				
Q2a	"I look forward to going to work"	61	59	57
Q2b	"I am enthusiastic about my job"	76	75	69
Q2c	"Time passes quickly when I am working"	79	78	76
Job design				
% agreeing / strongly agreeing with the following statements:				
Q3a	"I always know what my work responsibilities are"	88	89	89
Q3b	"I am trusted to do my job"	93	93	91
Q3c	"I am able to do my job to a standard I am personally pleased with"	86	81	81
Opportunities to develop potential at work				
% agreeing / strongly agreeing with the following statements:				
Q4a	"There are frequent opportunities for me to show initiative in my role"	74	73	73
Q4b	"I am able to make suggestions to improve the work of my team / department"	74	75	76
Q4c	"I am involved in deciding on changes introduced that affect my work area / team / department"	48	52	58
Q4d	"I am able to make improvements happen in my area of work"	52	55	60
Q4e	"I am able to meet all the conflicting demands on my time at work"	47	44	-
Q4f	"I have adequate materials, supplies and equipment to do my work"	60	55	58
Q4g	"There are enough staff at this organisation for me to do my job properly"	28	29	30
Q4h	"The team I work in has a set of shared objectives"	73	71	-
Q4i	"The team I work in often meets to discuss the team's effectiveness"	58	57	-
Q4j	"Team members have to communicate closely with each other to achieve the team's objectives"	78	78	-
Staff job satisfaction				
% satisfied or very satisfied with the following aspects of their job:				
Q5a	"The recognition I get for good work"	47	51	52
Q5b	"The support I get from my immediate manager"	66	66	67
Q5c	"The support I get from my work colleagues"	82	80	77
Q5d	"The amount of responsibility I am given"	74	75	75
Q5e	"The opportunities I have to use my skills"	73	72	73
Q5f	"The extent to which my organisation values my work"	42	42	44
Q5g	"My level of pay"	37	36	30
Q5h	"The opportunities for flexible working patterns"	51	49	-
Contribution to patient care				
% agreeing / strongly agreeing with the following statements:				
Q6a	"I am satisfied with the quality of care I give to patients / service users"	83	83	-
Q6b	"I feel that my role makes a difference to patients / service users"	93	90	-
Q6c	"I am able to deliver the patient care I aspire to"	74	68	-

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Your managers				
% agreeing / strongly agreeing with the following statements:				
Q7a	"My immediate manager encourages those who work for her/him to work as a team"	70	72	73
Q7b	"My immediate manager can be counted on to help me with a difficult task at work"	67	69	68
Q7c	"My immediate manager gives me clear feedback on my work"	58	58	61
Q7d	"My immediate manager asks for my opinion before making decisions that affect my work"	50	52	56
Q7e	"My immediate manager is supportive in a personal crisis"	67	72	70
Q7f	"My immediate manager takes a positive interest in my health and well-being"	61	64	-
Q7g	"My immediate manager values my work"	69	69	-
Q8a	"I know who the senior managers are here"	83	82	82
Q8b	"Communication between senior management and staff is effective"	39	39	37
Q8c	"Senior managers here try to involve staff in important decisions"	32	32	32
Q8d	"Senior managers act on staff feedback"	31	31	31
Health and well-being				
Q9a	% saying their organisation definitely takes positive action on health and well-being	29	31	-
Q9b	% saying they have experienced musculoskeletal problems (MSK) in the last 12 months as a result of work activities	24	25	-
Q9c	% saying they have felt unwell in the last 12 months as a result of work related stress	36	36	36
Q9d	% saying in the last three months they had gone to work despite not feeling well enough to perform their duties	58	64	64
If attended work despite not feeling well enough (YES to Q9d), % saying they...				
Q9e	...had felt pressure from their manager to come to work	28	29	27
Q9f	...had felt pressure from their colleagues to come to work	22	22	21
Q9g	...had put themselves under pressure to come to work	90	91	87
Working hours				
Q10a	% working part time (up to 29 hours a week)	20	22	19
Q10b	% working additional PAID hours	40	35	46
Q10c	% working additional UNPAID hours	56	58	57
Witnessing and reporting errors, near misses and incidents				
Q11a	% witnessing errors, near misses or incidents in the last month that could have hurt staff	12	17	17
Q11b	% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	21	27	26
Q11c	If they witnessed an error, near miss or incident that could have hurt staff or patients / service users (YES to Q11a or YES to Q11b), % saying the last time this happened, either they or a colleague had reported it	95	94	90

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Fairness and effectiveness of procedures for reporting errors, near misses or incidents				
% agreeing / strongly agreeing with the following statements:				
Q12a	"My organisation treats staff who are involved in an error, near miss or incident fairly"	51	53	-
Q12b	"My organisation encourages us to report errors, near misses or incidents"	88	88	-
Q12c	"When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again"	71	68	-
Q12d	"We are given feedback about changes made in response to reported errors, near misses and incidents"	57	54	-
Raising concerns about unsafe clinical practice				
Q13a	% saying if they were concerned about unsafe clinical practice they would know how to report it	92	94	93
% agreeing / strongly agreeing with the following statements:				
Q13b	"I would feel secure raising concerns about unsafe clinical practice"	67	68	66
Q13c	"I am confident that the organisation would address my concern"	55	56	58
Experiencing and reporting physical violence at work				
% experiencing physical violence at work from patients / service users, their relatives or other members of the public in last 12 months...				
Q14a	Never	88	86	85
Q14a	1 to 2 times	8	9	9
Q14a	3 to 5 times	3	3	5
Q14a	6 to 10 times	1	1	1
Q14a	More than 10 times	0	1	0
% experiencing physical violence at work from managers in last 12 months...				
Q14b	Never	100	99	-
Q14b	1 to 2 times	0	0	-
Q14b	3 to 5 times	0	0	-
Q14b	6 to 10 times	0	0	-
Q14b	More than 10 times	0	0	-
% experiencing physical violence at work from other colleagues in last 12 months...				
Q14c	Never	98	98	-
Q14c	1 to 2 times	1	1	-
Q14c	3 to 5 times	0	0	-
Q14c	6 to 10 times	0	0	-
Q14c	More than 10 times	0	0	-
Q14d	(If YES to Q14a, Q14b or Q14c) % saying the last time they experienced an incident of physical violence, either they or a colleague had reported it	71	67	61
Experiencing and reporting harassment, bullying and abuse at work				
% experiencing harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public in last 12 months...				
Q15a	Never	73	72	72
Q15a	1 to 2 times	18	17	17
Q15a	3 to 5 times	5	6	7
Q15a	6 to 10 times	2	2	2
Q15a	More than 10 times	2	3	3

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
% experiencing harassment, bullying or abuse at work from managers in last 12 months...				
Q15b	Never	91	87	-
Q15b	1 to 2 times	6	9	-
Q15b	3 to 5 times	2	2	-
Q15b	6 to 10 times	0	1	-
Q15b	More than 10 times	1	1	-
% experiencing physical violence at work from other colleagues in last 12 months...				
Q15c	Never	83	81	-
Q15c	1 to 2 times	13	13	-
Q15c	3 to 5 times	2	4	-
Q15c	6 to 10 times	1	1	-
Q15c	More than 10 times	0	1	-
Q15d	(If YES to Q15a, Q15b or Q15c) % saying the last time they experienced an incident of harassment, bullying or abuse, either they or a colleague had reported it	41	43	44
Equal opportunities				
Q16	% saying the organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	86	87	88
Discrimination				
Q17a	% saying they had experienced discrimination from patients / service users, their relatives or other members of the public in the last 12 months	5	5	7
Q17b	% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months	8	7	7
% saying they had experienced discrimination on the grounds of:				
Q17c	Ethnic background	5	4	8
Q17c	Gender	0	2	2
Q17c	Religion	1	0	0
Q17c	Sexual orientation	0	0	0
Q17c	Disability	1	1	1
Q17c	Age	2	2	2
Q17c	Other reason(s)	3	3	2
Job-relevant training, learning and development				
Q18a	% having received non-mandatory training, learning or development in the last 12 months	70	72	-
% who had received training, learning and development in the last 12 months (YES to Q18a) agreeing / strongly agreeing with the following statements:				
Q18b	"It has helped me to do my job more effectively"	84	83	-
Q18c	"It has helped me stay up-to-date with professional requirements"	91	87	-
Q18d	"It has helped me to deliver a better patient / service user experience"	81	81	-
Q19	% who had received mandatory training in the last 12 months	89	97	-
Appraisals				
Q20a	% saying they had received an appraisal or performance development review in the last 12 months	94	86	96

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
If (YES to Q20a) had received an appraisal or performance development review in the last 12 months:				
Q20b	% saying their appraisal or development review definitely helped them to improve how they do their job	20	20	-
Q20c	% saying their appraisal or development review definitely helped them agree clear objectives for their work	35	33	-
Q20d	% saying their appraisal or development review definitely made them feel their work was valued by the organisation	30	29	-
Q20e	% saying the values of their organisation were definitely discussed as part of the appraisal	30	30	-
Q20f	% saying their appraisal or development review had identified training, learning or development needs	76	66	76
If (YES to Q20a) had received an appraisal or performance development review AND (YES to Q20f) training, learning or development needs identified as part of their appraisal or development review:				
Q20g	% saying their manager definitely supported them to receive training, learning or development	54	51	-
Your organisation				
% agreeing / strongly agreeing with the following statements:				
Q21a	"Care of patients / service users is my organisation's top priority"	79	75	74
Q21b	"My organisation acts on concerns raised by patients / service users"	74	73	74
Q21c	"I would recommend my organisation as a place to work"	65	61	63
Q21d	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation"	75	70	73
Patient / service user experience measures				
% saying 'Yes'				
Q22a	"Is patient / service user experience feedback collected within your directorate / department?"	84	91	94
If patient / service user feedback collected (YES to Q22a), % agreeing or strongly agreeing with the following statements:				
Q22b	"I receive regular updates on patient / service user experience feedback in my directorate / department"	60	61	65
Q22c	"Feedback from patients / service users is used to make informed decisions within my directorate / department"	60	57	65
BACKGROUND DETAILS				
Gender				
Q23a	Male	28	21	28
Q23a	Female	72	79	72
Age group				
Q23b	Between 16 and 30	20	16	16
Q23b	Between 31 and 40	20	19	20
Q23b	Between 41 and 50	31	26	25
Q23b	51 and over	30	38	39
Ethnic background				
Q24	White	82	89	80
Q24	Mixed	2	1	1
Q24	Asian / Asian British	10	6	14
Q24	Black / Black British	3	2	2
Q24	Chinese	2	0	1
Q24	Other	1	1	3

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Sexuality				
Q25	Heterosexual (straight)	90	92	92
Q25	Gay Man	0	1	1
Q25	Gay Woman (lesbian)	1	1	1
Q25	Bisexual	1	1	0
Q25	Other	1	0	0
Q25	Preferred not to say	8	6	5
Religion				
Q26	No religion	32	31	29
Q26	Christian	55	57	58
Q26	Buddhist	1	1	1
Q26	Hindu	3	2	3
Q26	Jewish	0	0	0
Q26	Muslim	2	2	2
Q26	Sikh	1	0	1
Q26	Other	1	1	1
Q26	Preferred not to say	5	5	4
Disability				
Q27a	% saying they have a long-standing illness, health problem or disability	15	16	16
Q27b	If long-standing disability (YES to Q27a and if adjustments felt necessary), % saying their employer has made adequate adjustment(s) to enable them to carry out their work	57	74	68
Length of time at the organisation (or its predecessors)				
Q28	Less than 1 year	10	9	6
Q28	1 to 2 years	15	12	12
Q28	3 to 5 years	19	14	19
Q28	6 to 10 years	20	20	26
Q28	11 to 15 years	14	17	15
Q28	More than 15 years	23	27	22
Occupational group				
Q29	Registered Nurses and Midwives	28	28	31
Q29	Nursing or Healthcare Assistants	4	8	6
Q29	Medical and Dental	6	9	7
Q29	Allied Health Professionals	16	12	14
Q29	Scientific and Technical / Healthcare Scientists	12	9	11
Q29	Social Care staff	0	0	0
Q29	Emergency Care Practitioner	0	0	0
Q29	Paramedic	0	0	0
Q29	Emergency Care Assistant	0	0	0
Q29	Ambulance Technician	0	0	0
Q29	Ambulance Control Staff	0	0	0
Q29	Patient Transport Service	0	0	0
Q29	Public Health / Health Improvement	0	0	0
Q29	Commissioning staff	0	0	0
Q29	Admin and Clerical	13	17	11
Q29	Central Functions / Corporate Services	5	6	6
Q29	Maintenance / Ancillary	9	6	7
Q29	General Management	2	2	1
Q29	Other	4	3	5

		Your Trust in 2015	Average (median) for acute trusts	Your Trust in 2014
Team working				
Q30a	% working in a team	95	96	-
(If YES to Q30a): Number of core members in their team				
Q30b	2-5	22	23	-
Q30b	6-9	22	21	-
Q30b	10-15	15	18	-
Q30b	More than 15	41	37	-

Appendix 4

Other NHS staff survey 2015 documentation

This report is one of several ways in which we present the results of the 2015 national NHS staff survey:

- 1) A separate summary report of the main 2015 survey results for Maidstone And Tunbridge Wells NHS Trust can be downloaded from: www.nhsstaffsurveys.com. The summary report is a shorter version of this feedback report, which may be useful for wider circulation within the trust.
- 2) A national briefing document, describing the national Key Findings from the 2015 survey and making comparisons with previous years, will be available from www.nhsstaffsurveys.com in March 2015.
- 3) The document ***Making sense of your staff survey data***, which can be downloaded from www.nhsstaffsurveys.com. This includes details about the calculation of Key Findings and the data weighting method used.
- 4) A series of detailed spreadsheets are available on request from www.nhsstaffsurveys.com. In these detailed spreadsheets you can find:
 - responses of staff in your trust to every core survey question
 - responses in every trust in England
 - the average responses for each major trust type (e.g. all acute trusts, all ambulance trusts)
 - the average trust responses within each strategic health authority
 - the average responses for each major occupational and demographic group within the major trust types