

**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](http://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”.

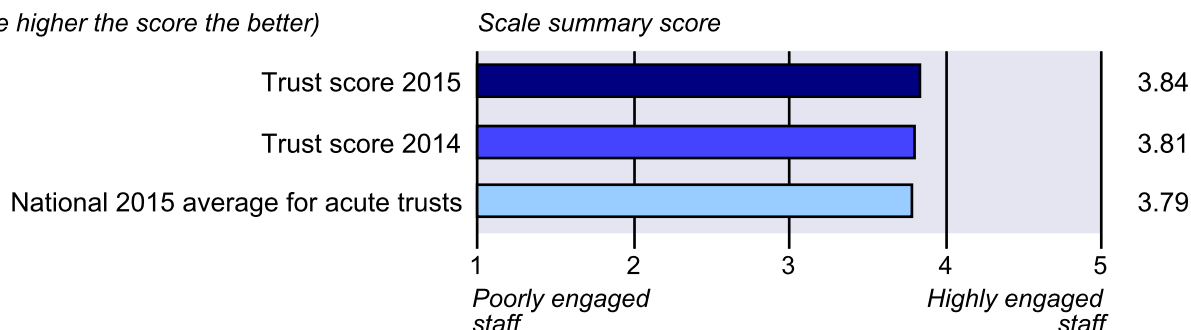
|      |  | <b>Your Trust<br/>in 2015</b> | <b>Average<br/>(median) for<br/>acute trusts</b> | <b>Your Trust<br/>in 2014</b> |
|------|--|-------------------------------|--|-------------------------------|
| Q21a | "Care of patients / service users is my organisation's top priority"   | 79%                           | 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 |
|--|--------------------------|---|
| <b>OVERALL STAFF ENGAGEMENT</b>  | • No change              | ✓ Above (better than) average           |
| <b>KF1. Staff recommendation of the trust as a place to work or receive treatment</b>  |                          |   |
| (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.) | • No change              | ✓ Above (better than) average           |
| <b>KF4. Staff motivation at work</b>   |                          |   |
| (the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)   | • No change              | ✓ Above (better than) average           |
| <b>KF7. Staff ability to contribute towards improvements at work</b>   |                          |   |
| (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.)   | • 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

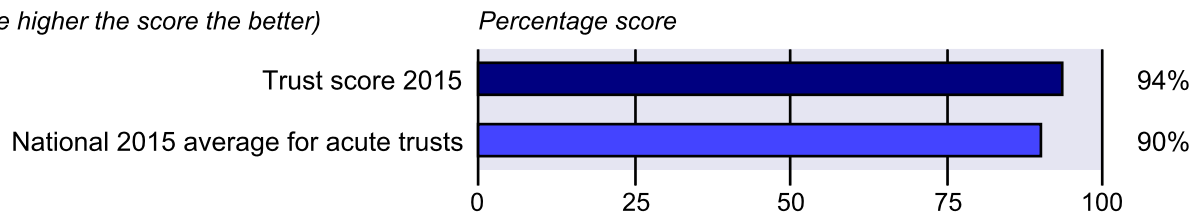
#### 3.1 Top and Bottom Ranking Scores

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

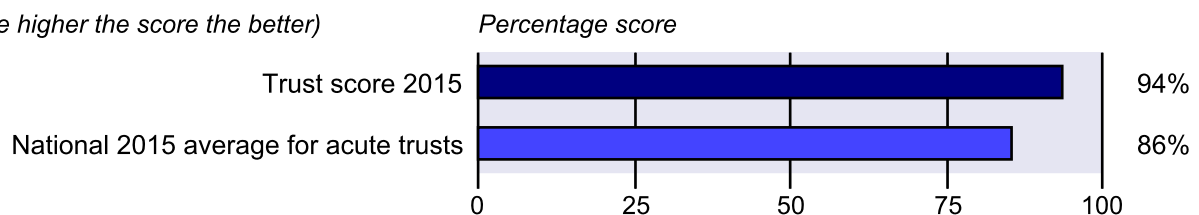
#### ✓ KF3. Percentage of staff agreeing that their role makes a difference to patients / service users

(the higher the score the better)



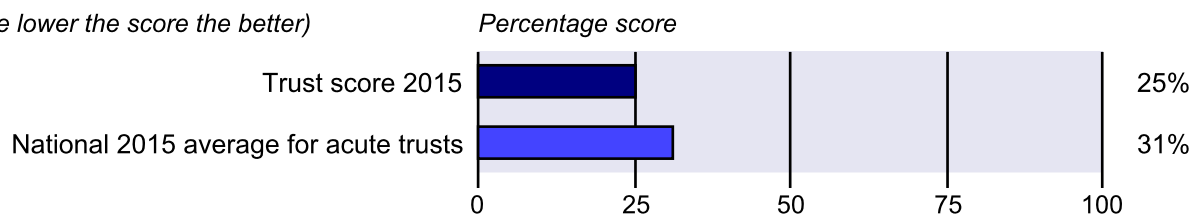
#### ✓ KF11. Percentage of staff appraised in last 12 months

(the higher the score the better)



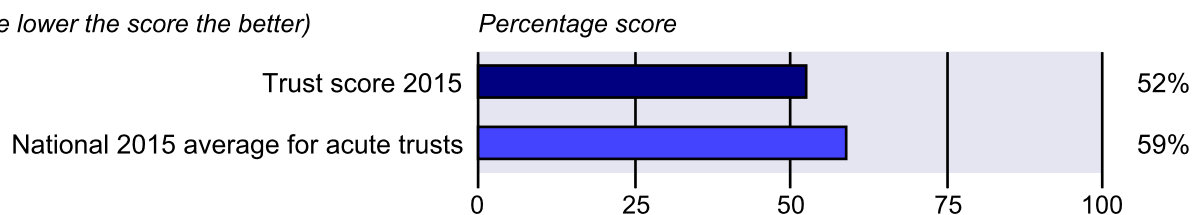
#### ✓ KF28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



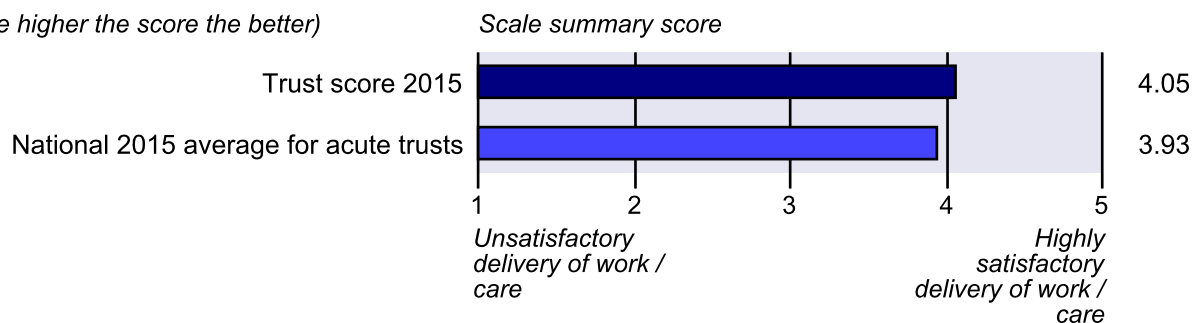
#### ✓ KF18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell

(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)



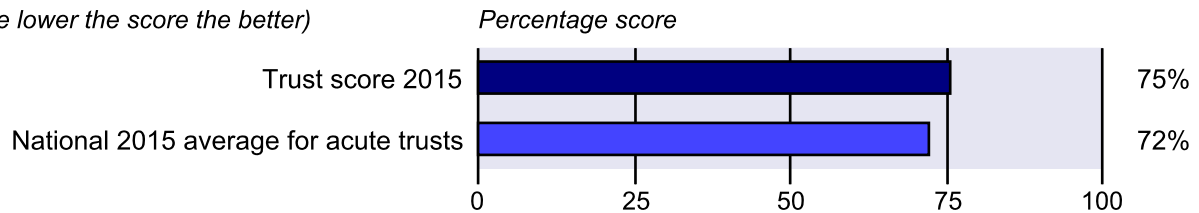
For each of the 32 Key Findings, the acute trusts in England were placed in order from 1 (the top ranking score) to 99 (the bottom ranking score). Maidstone And Tunbridge Wells NHS Trust's five highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest 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

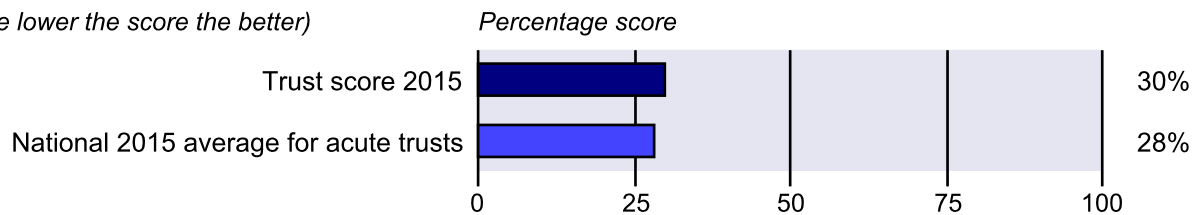
#### ! KF16. Percentage of staff working extra hours

(the lower the score the better)



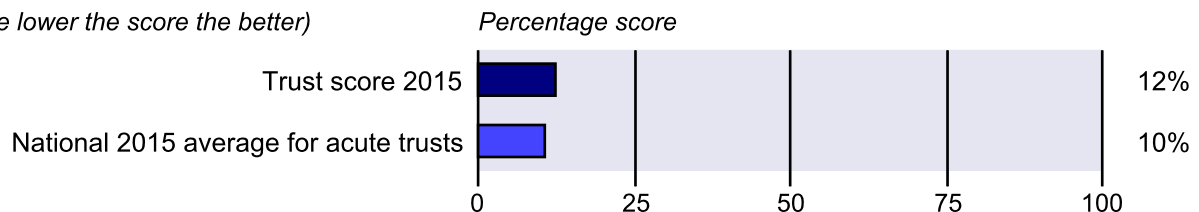
#### ! KF25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



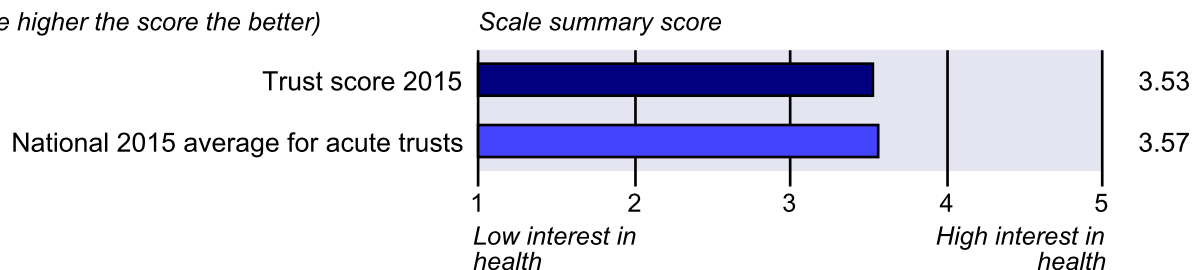
#### ! KF20. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



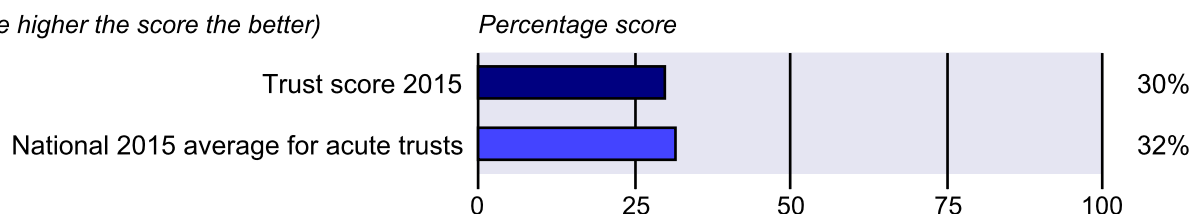
#### ! KF19. Organisation and management interest in and action on health and wellbeing

(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***.

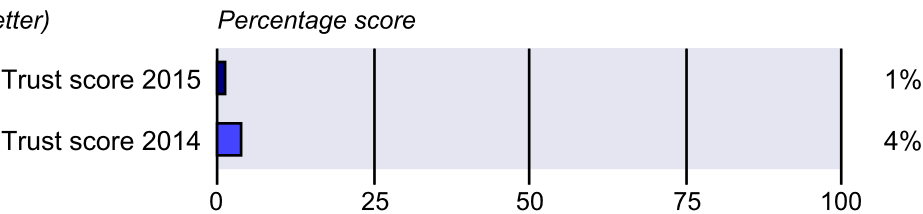
### 3.2 Largest Local Changes since the 2014 Survey

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%

KF11. % appraised in last 12 mths

*\* KF16. % working extra hours*

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

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

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

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

KF24. % reporting most recent experience of violence

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

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

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

KF6. % reporting good communication between senior management and staff

KF7. % able to contribute towards improvements at work

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

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

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

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

-1.0 -0.6 -0.2 0.2 0.6 1.0

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

KF4. Staff motivation at work

KF8. Staff satisfaction with level of responsibility and involvement

KF10. Support from immediate managers

KF31. Staff confidence and security in reporting unsafe clinical practice

KF32. Effective use of patient / service user feedback

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

#### KEY

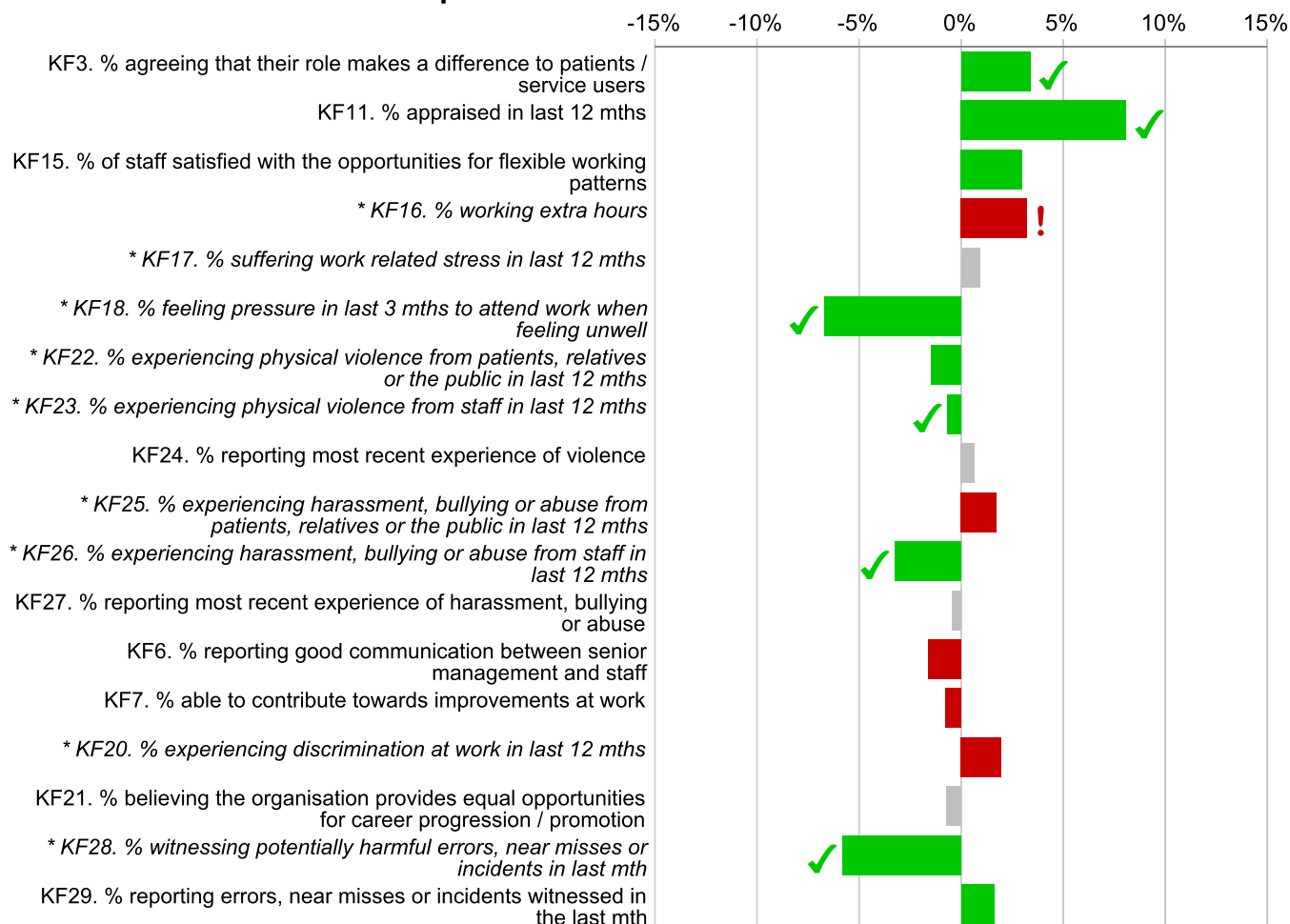
Green = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts

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

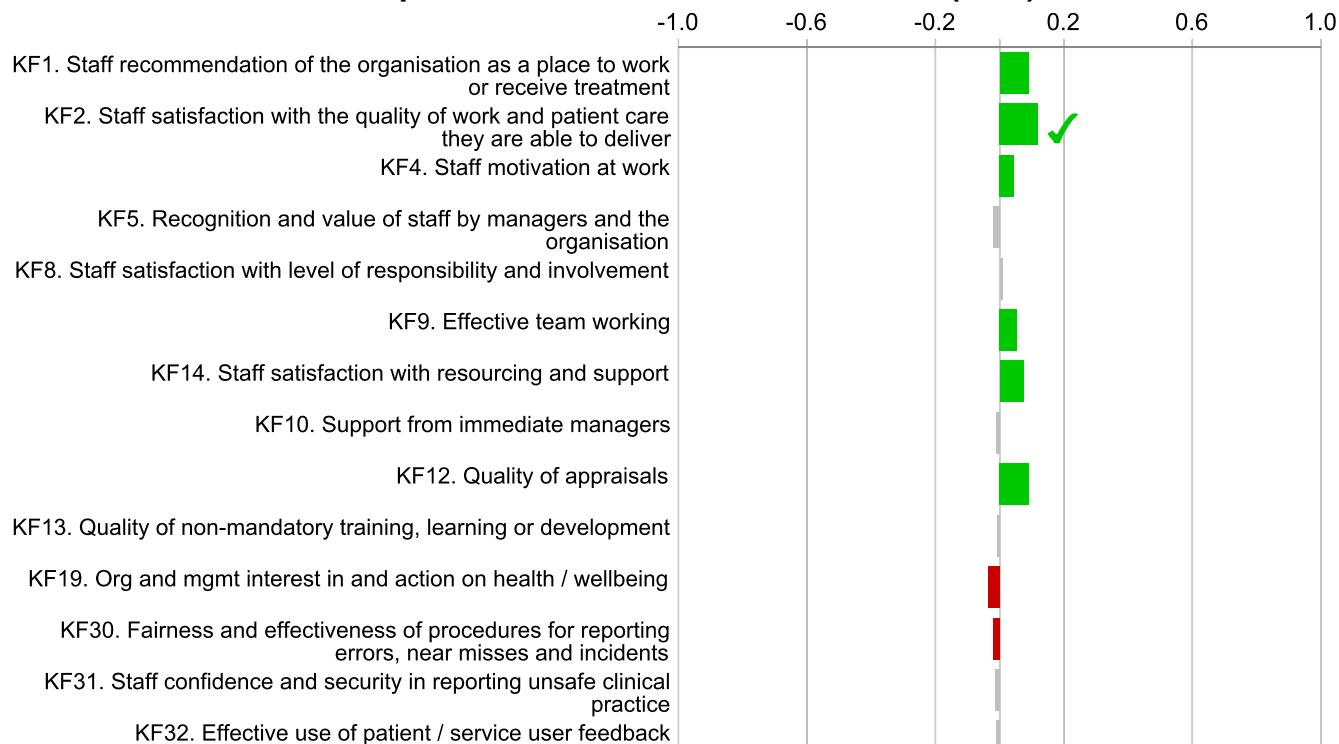
Green = Positive finding, e.g. better than average. If a ✓ is shown the score is in the best 20% of acute trusts

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 |
| * KF16. % working extra hours   | • No change | ! Highest (worst) 20%         |
| * KF17. % suffering work related stress in last 12 mths                         | • No change | • Average                     |
| * KF18. % feeling pressure in last 3 mths to attend work when feeling unwell    | • 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 |
|--|-----------------------------|---|
| <b>Violence and harassment</b>   |                             |   |
| * 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                                       |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |                             |   |
| KF6. % reporting good communication between senior management and staff  | • No change                 | ! Below (worse than) average                    |
| KF7. % able to contribute towards improvements at work   | • No change                 | ! Below (worse than) average                    |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |                             |   |
| * KF20. % experiencing discrimination at work in last 12 mths  | • No change                 | ! Above (worse than) average                    |
| KF21. % believing the organisation provides equal opportunities for career progression / promotion   | • No change                 | • Average                                       |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |                             |   |
| * 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                                       |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |                             |   |
| 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%<sup>1</sup> which is average for acute trusts in England, and compares with a response rate of 51% in this trust in the 2014 survey.

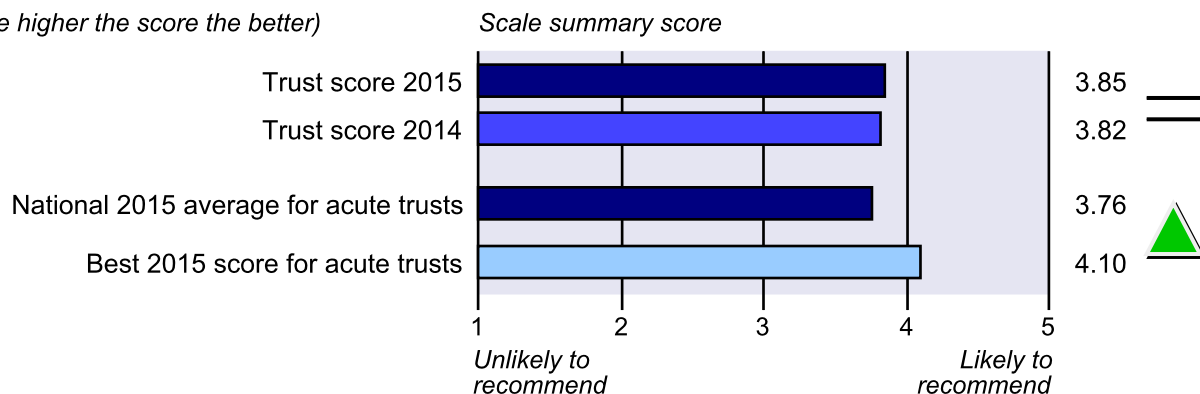
This section presents each of the 32 Key Findings, using data from the trust's 2015 survey, and compares these to other acute trusts in England and to the trust's performance in the 2014 survey. The findings are arranged under seven headings – the four staff pledges from the NHS Constitution, and the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

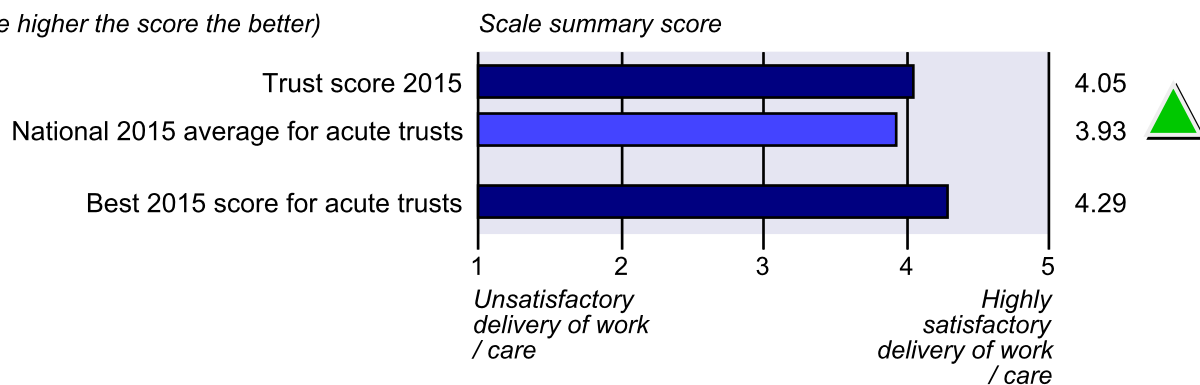
#### KEY FINDING 1. Staff recommendation of the organisation as a place to work or receive treatment

(the higher the score the better)



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

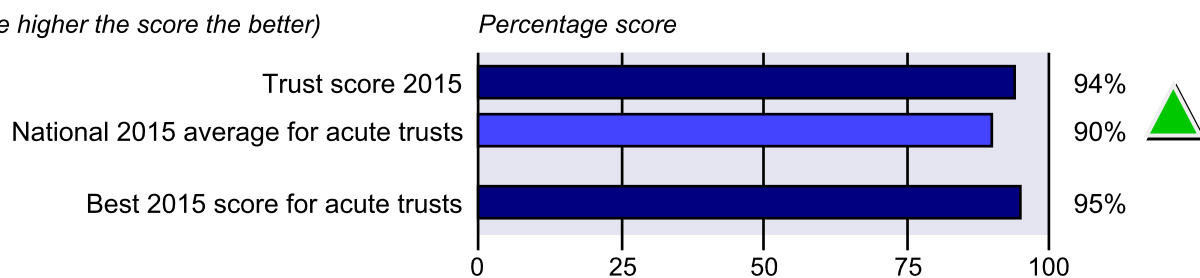
(the higher the score the better)



<sup>1</sup>At 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.

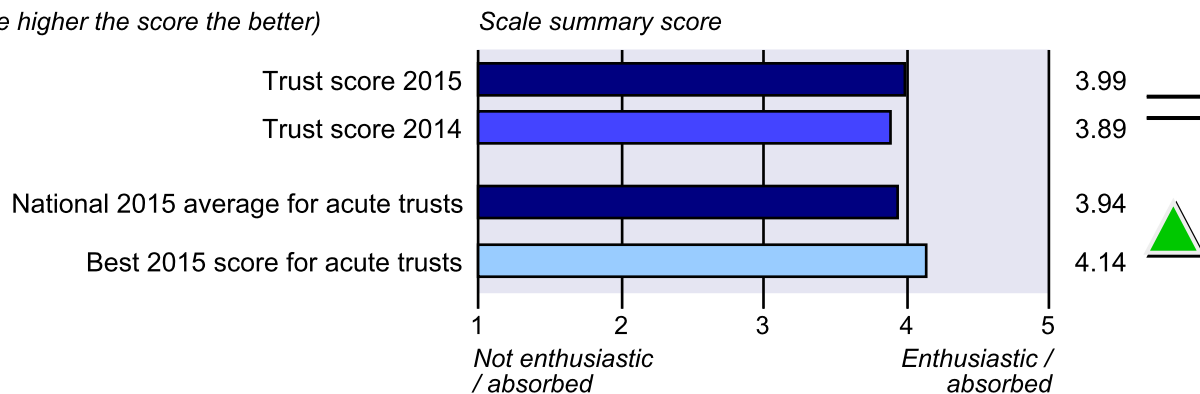
### KEY FINDING 3. Percentage of staff agreeing that their role makes a difference to patients / service users

(the higher the score the better)



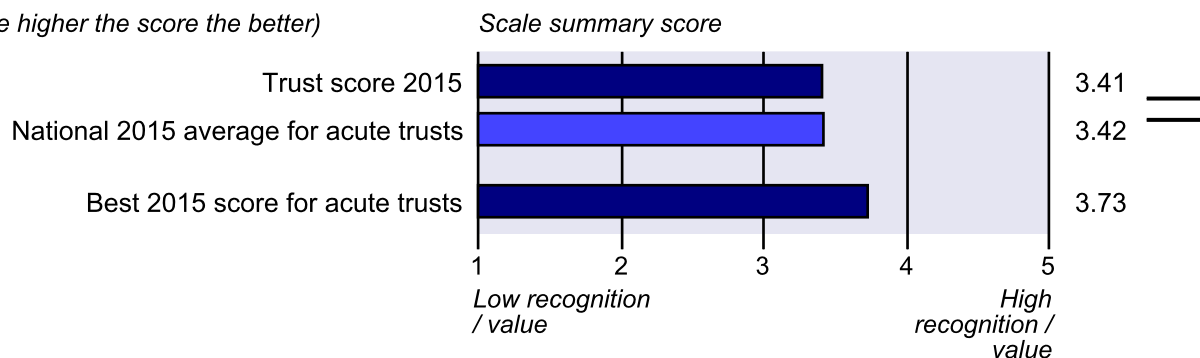
### KEY FINDING 4. Staff motivation at work

(the higher the score the better)



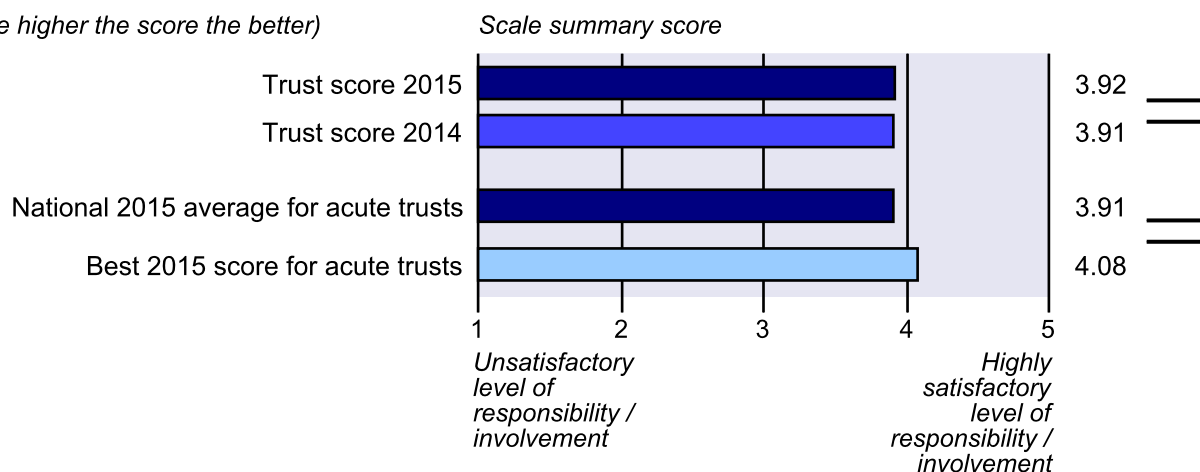
### KEY FINDING 5. Recognition and value of staff by managers and the organisation

(the higher the score the better)



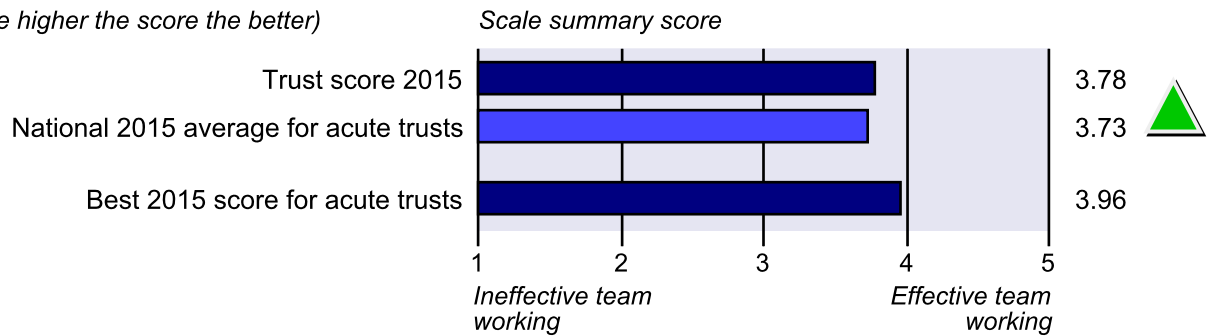
### KEY FINDING 8. Staff satisfaction with level of responsibility and involvement

(the higher the score the better)



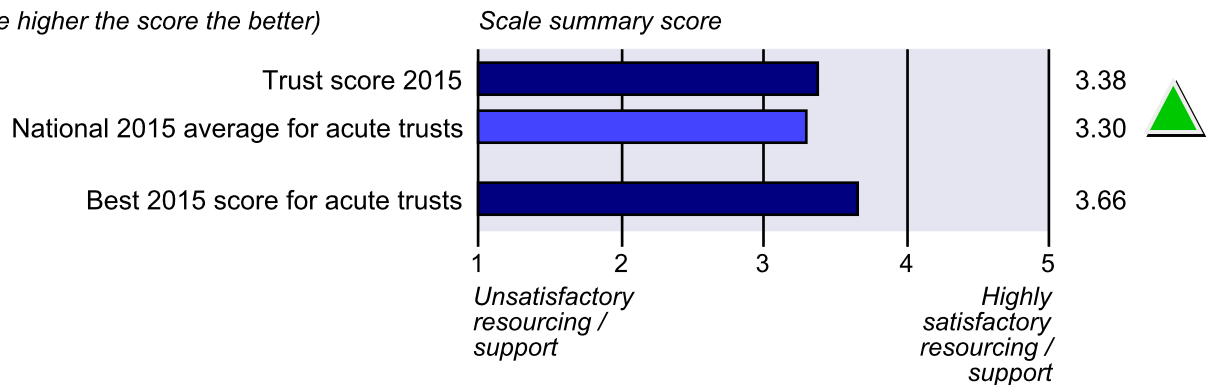
## KEY FINDING 9. Effective team working

(the higher the score the better)



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

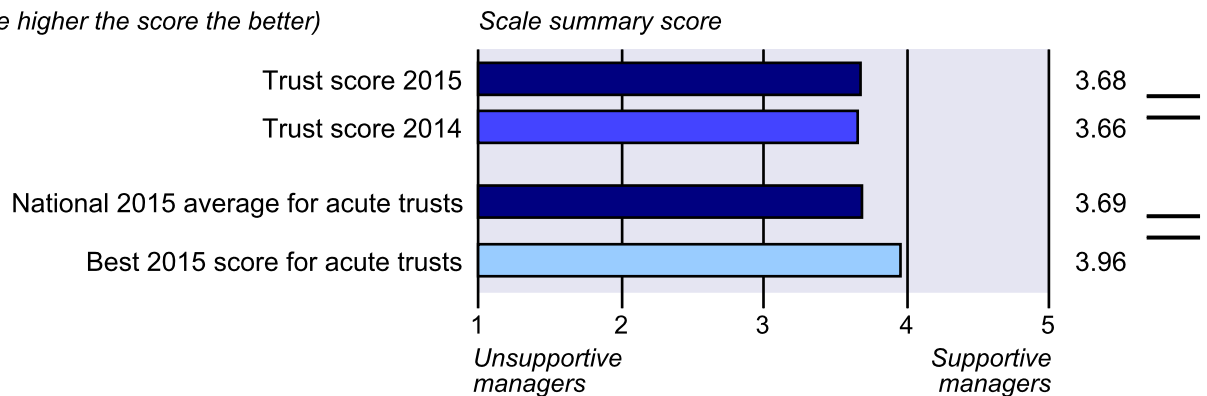
(the higher the score the better)



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

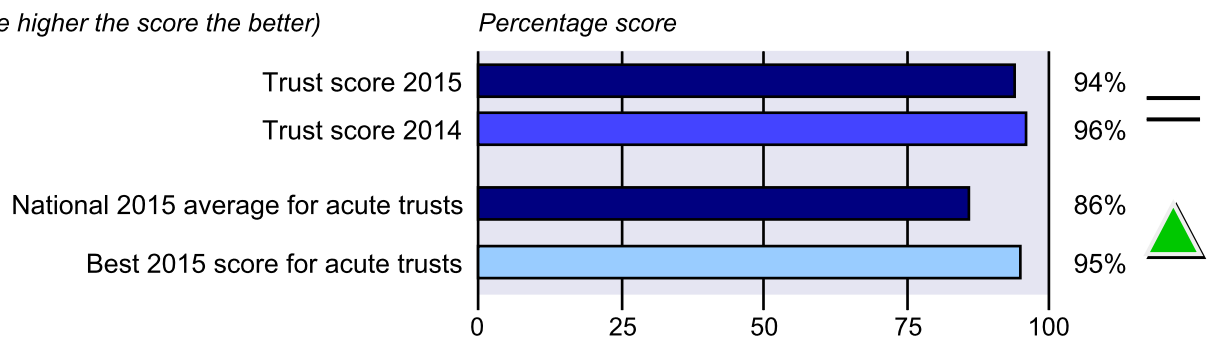
## KEY FINDING 10. Support from immediate managers

(the higher the score the better)



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

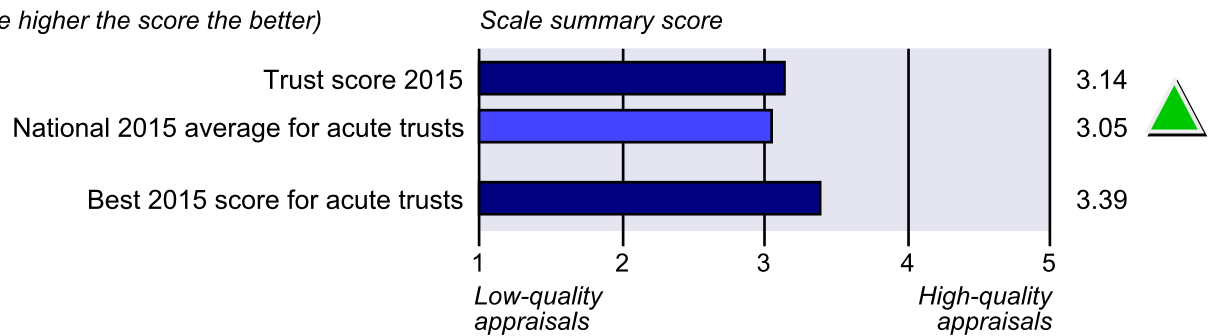
(the higher the score the better)





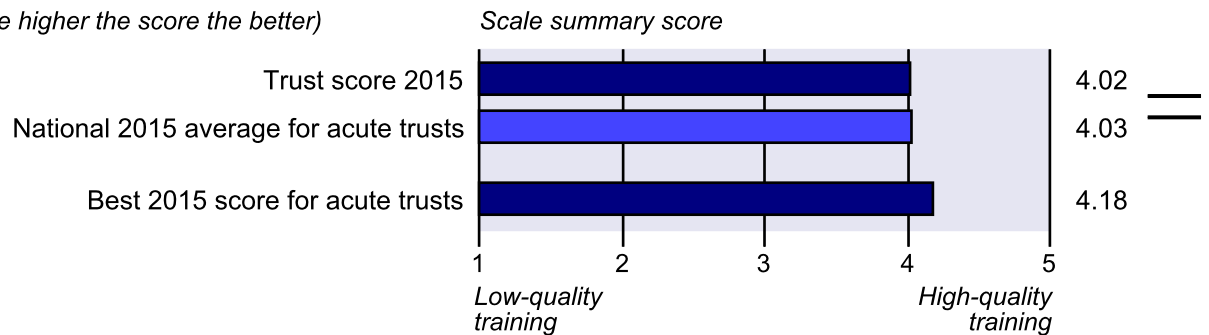
## KEY FINDING 12. Quality of appraisals

(the higher the score the better)



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

(the higher the score the better)

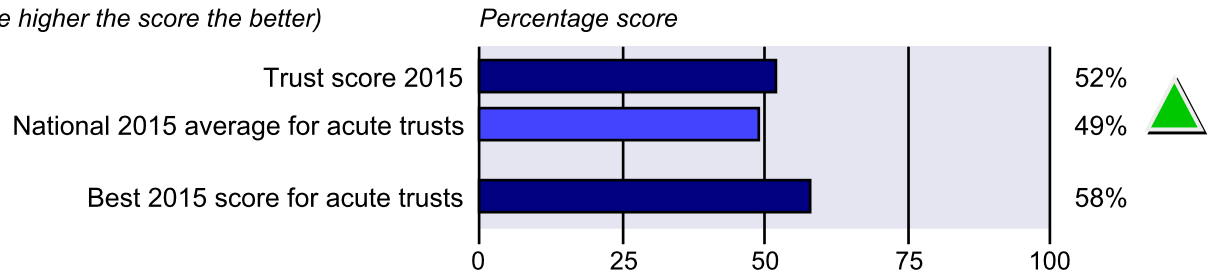


**STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.**

### Health and well-being

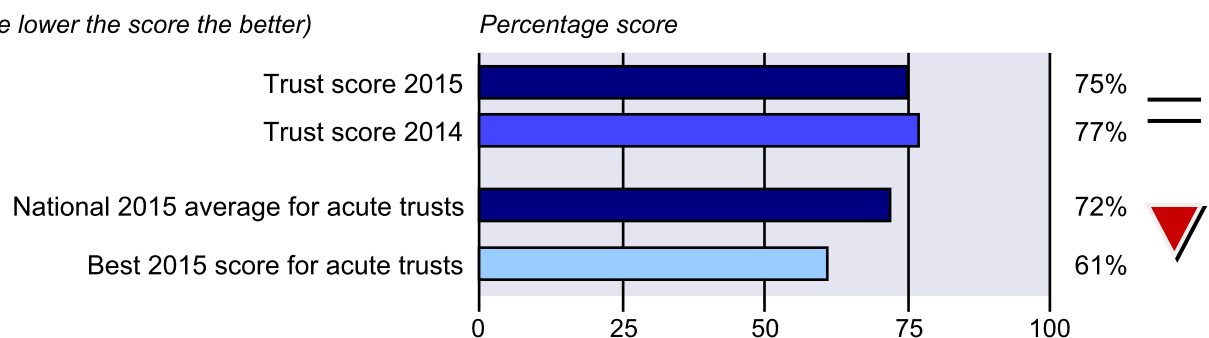
## KEY FINDING 15. Percentage of staff satisfied with the opportunities for flexible working patterns

(the higher the score the better)



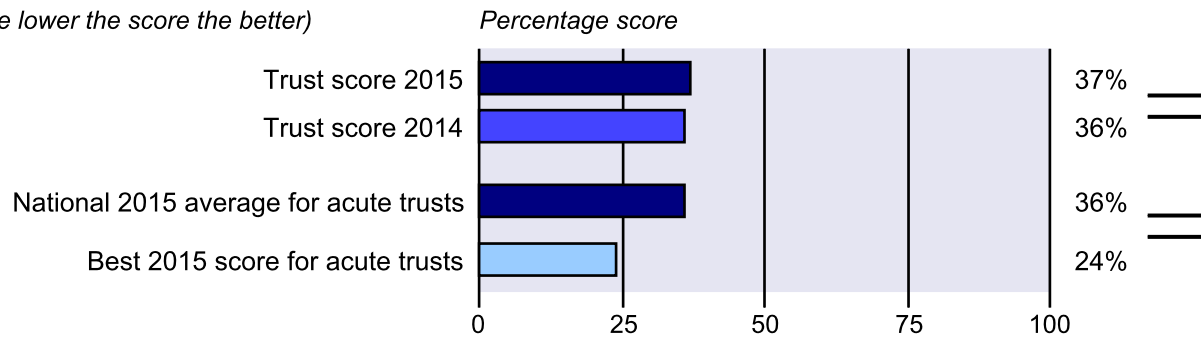
## KEY FINDING 16. Percentage of staff working extra hours

(the lower the score the better)



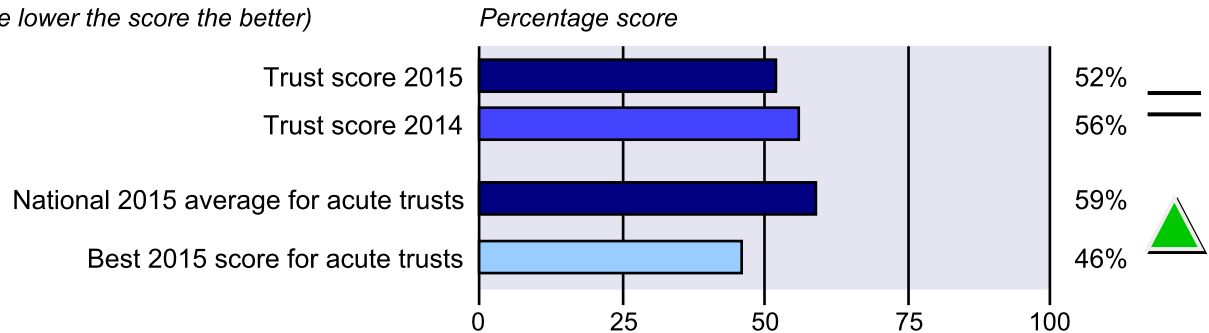
### KEY FINDING 17. Percentage of staff suffering work related stress in last 12 months

(the lower the score the better)



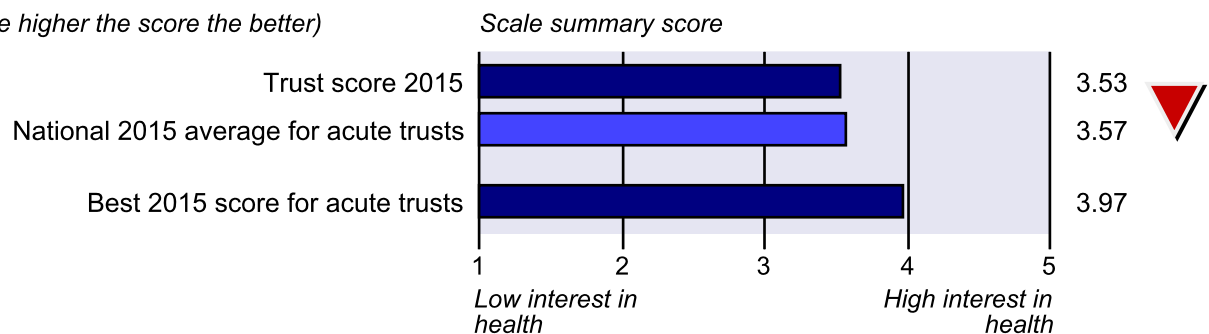
### KEY FINDING 18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell

(the lower the score the better)



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

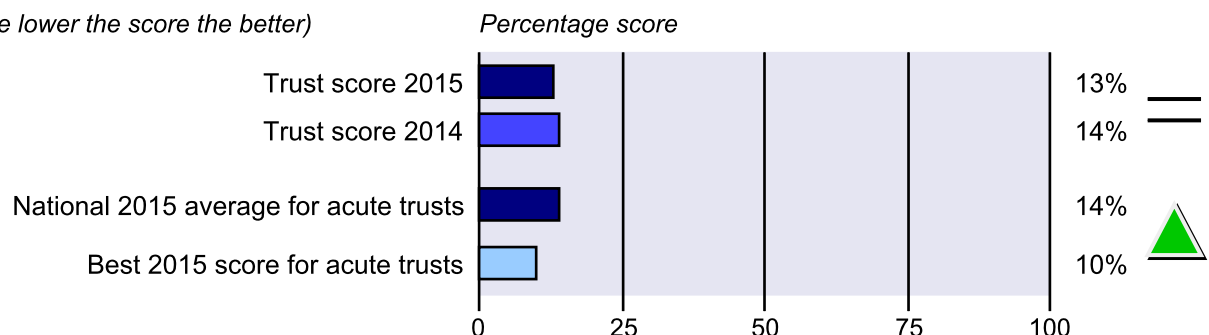
(the higher the score the better)



## Violence and harassment

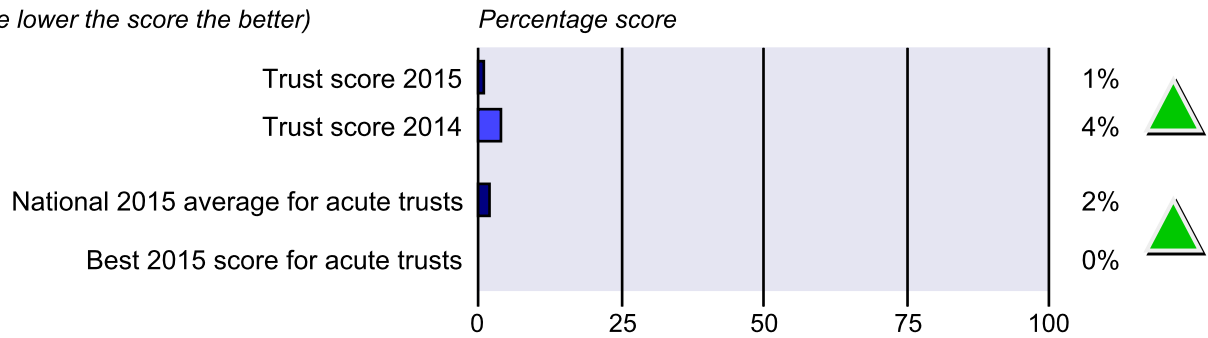
### KEY FINDING 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



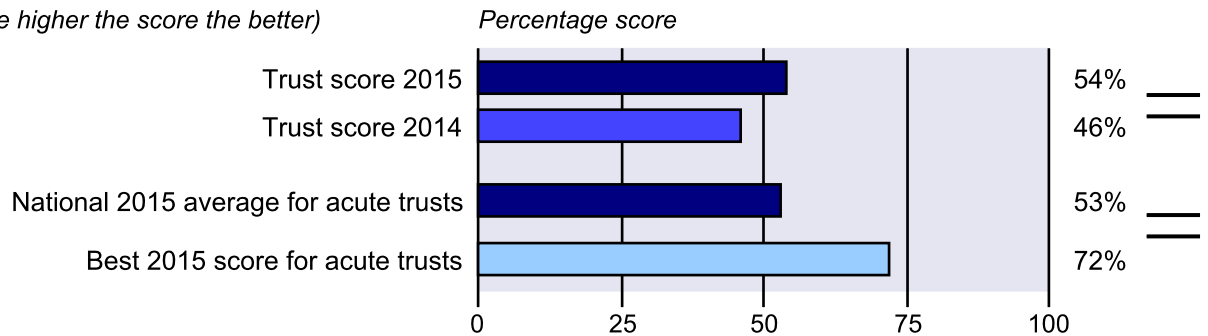
### KEY FINDING 23. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



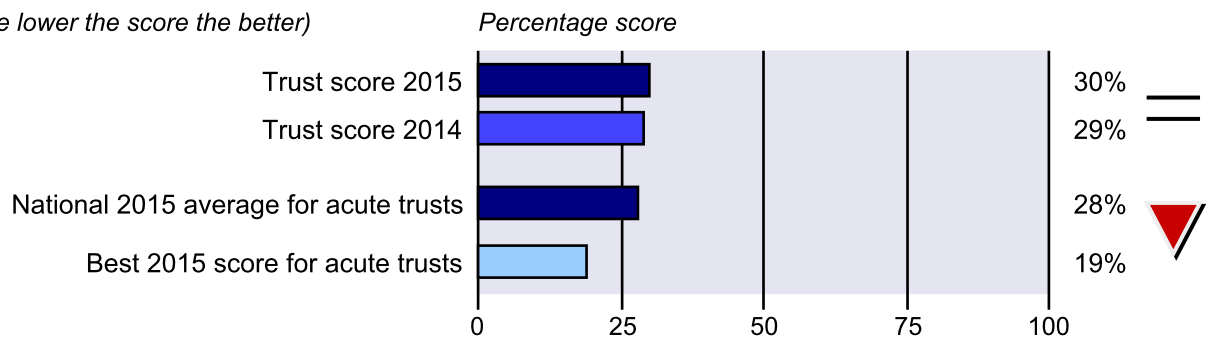
### KEY FINDING 24. Percentage of staff / colleagues reporting most recent experience of violence

(the higher the score the better)



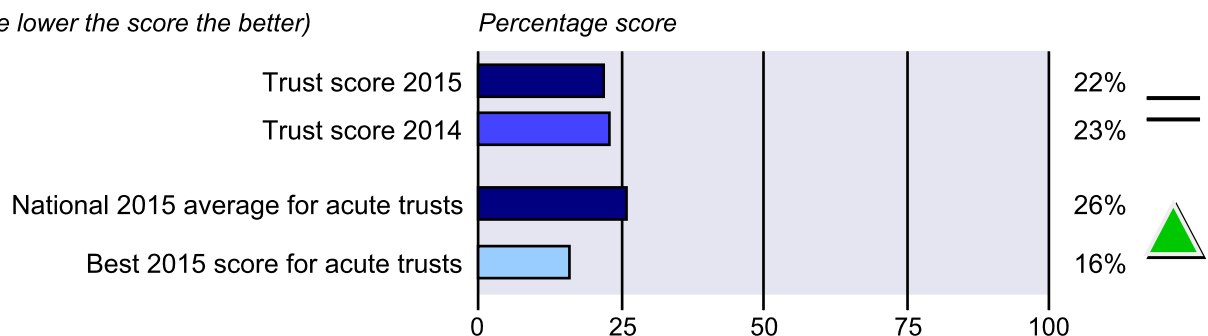
### KEY FINDING 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



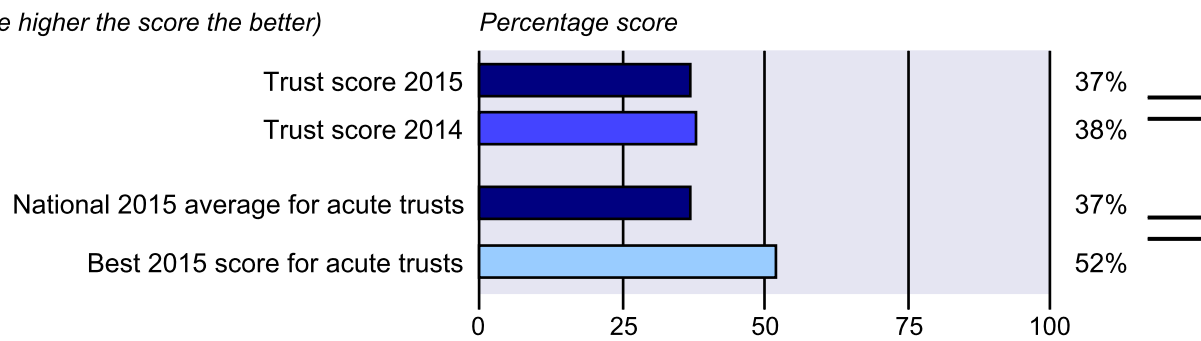
### KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



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

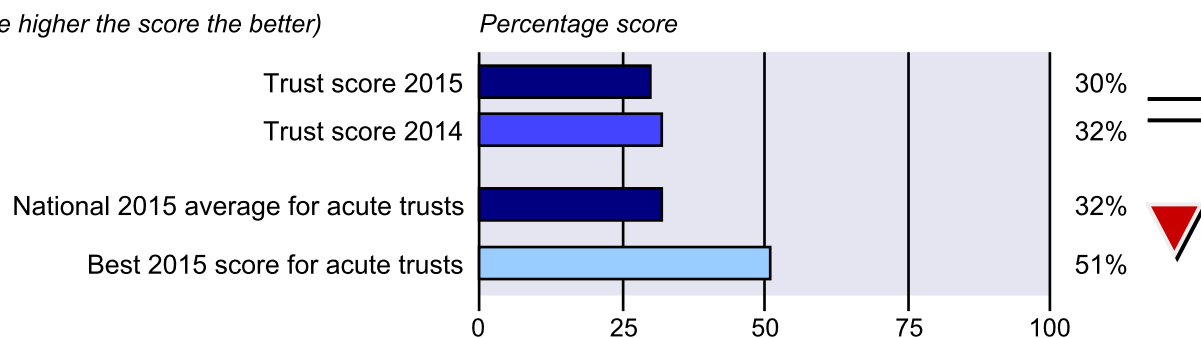
(the higher the score the better)



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

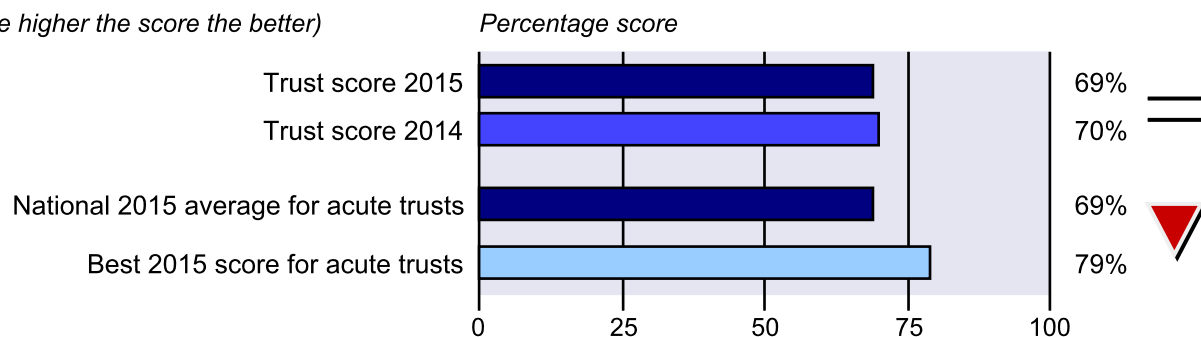
## KEY FINDING 6. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



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

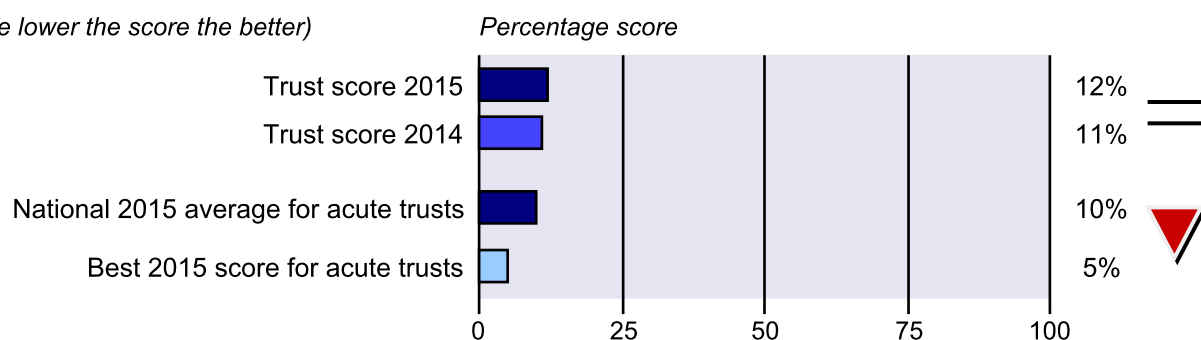
(the higher the score the better)



## ADDITIONAL THEME: Equality and diversity

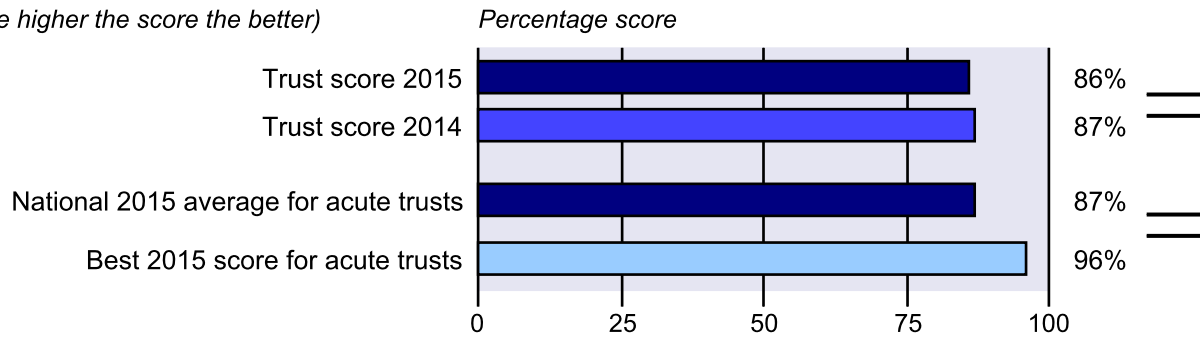
## KEY FINDING 20. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)



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

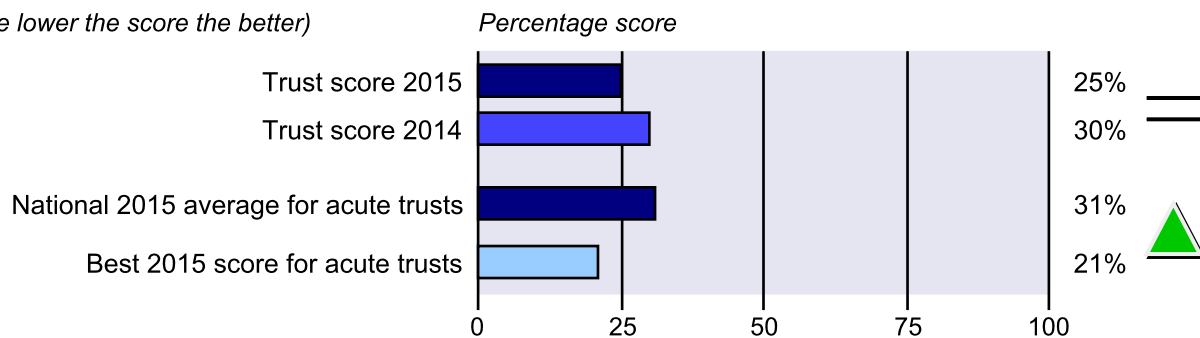
(the higher the score the better)



## ADDITIONAL THEME: Errors and incidents

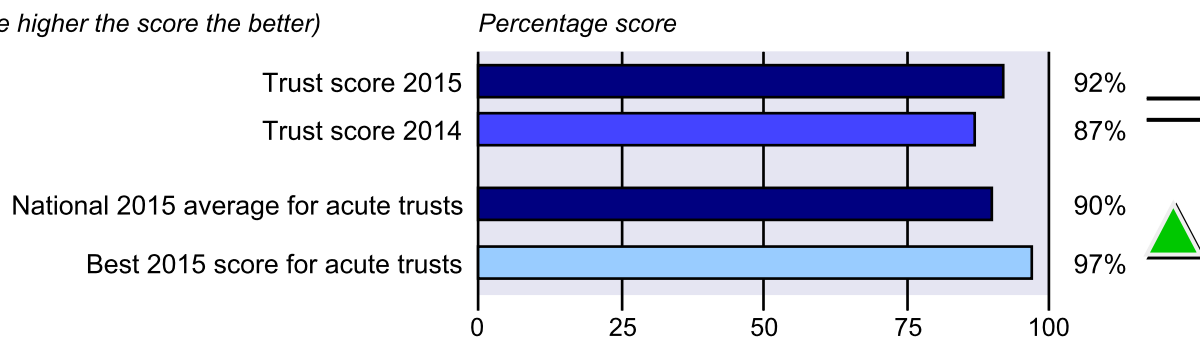
## KEY FINDING 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



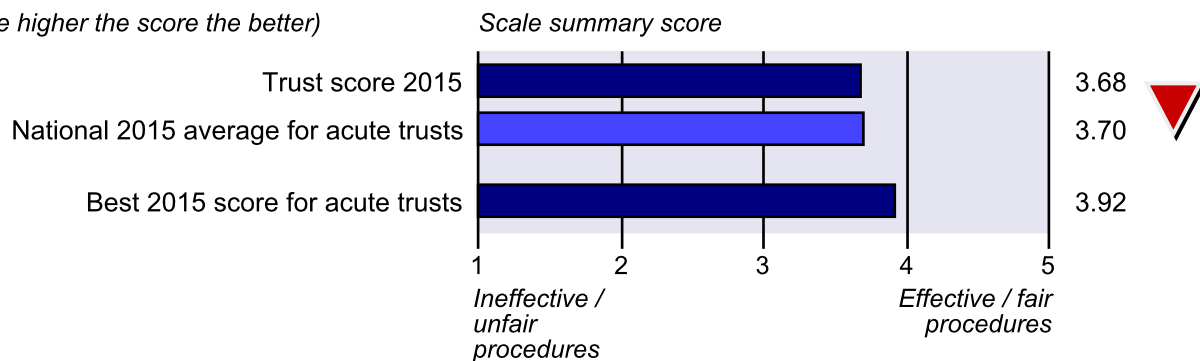
## KEY FINDING 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



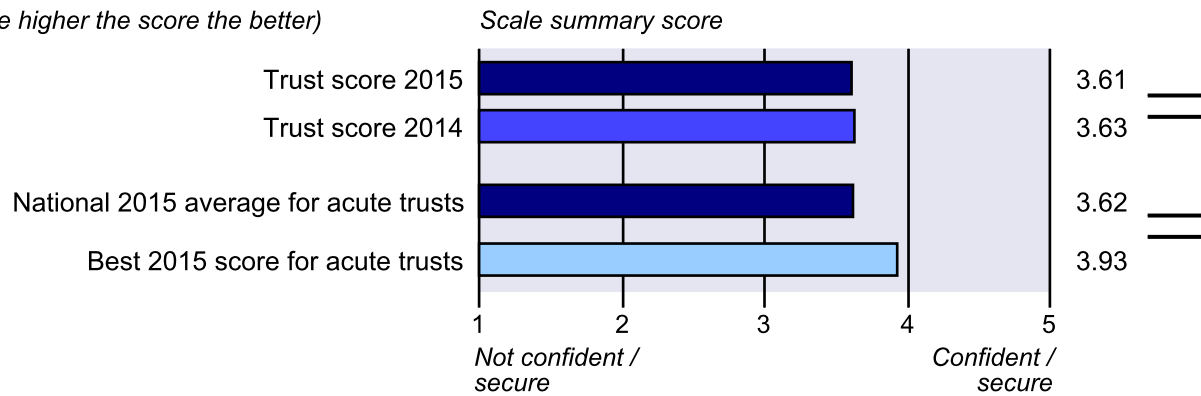
## KEY FINDING 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents

(the higher the score the better)



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

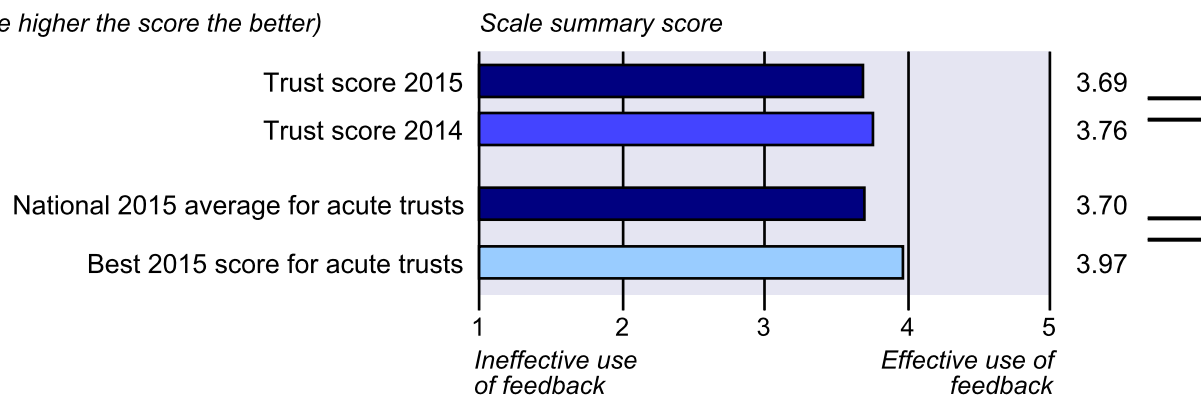
(the higher the score the better)



### ADDITIONAL THEME: Patient experience measures

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

(the higher the score the better)



## 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.

|      |  |       | <b>Your Trust in<br/>2015</b> | <b>Average (median)<br/>for acute trusts</b> | <b>Your Trust in<br/>2014</b> |
|------|--|-------|-------------------------------|--|-------------------------------|
| 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 |
|---|------------------------|-------------------------|---------------------------------|------------------|-------------|-----------------------------------|------------------------------|------------------|--|-------------------------|
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| 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                    |
| <b>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.</b> |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| 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                    |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| <b>Health and well-being</b>  |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| 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                    |
| <b>Number of respondents</b>  | 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 |
|--|------------------------|-------------------------|---------------------------------|------------------|-------------|-----------------------------------|------------------------------|------------------|--|-------------------------|
| <b>Violence and harassment</b>   |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| * 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               | -                                      | -                       |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| KF6. % reporting good communication between senior management and staff  | 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                      |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| * 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                      |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| * 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                    |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |                        |                         |                                 |                  |             |                                   |                              |                  |  |                         |
| KF32. Effective use of patient / service user feedback   | 4.01                   | 3.52                    | -                               | 3.46             | -           | 3.82                              | -                            | 3.45             | -                                      | -                       |
| <b>Overall staff engagement</b>  | 3.95                   | 3.89                    | 3.95                            | 3.75             | 3.84        | 3.98                              | 3.87                         | 3.77             | 3.88                                   | 3.54                    |
| <b>Number of respondents</b>   | 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<br>and Technic | Additional Clinical<br>Services | Administrative and<br>Clerical | Allied Health<br>Professionals | Estates and<br>Ancillary | Healthcare<br>Scientists | Medical and Dental | Nursing and<br>Midwifery<br>Registered |
|---|------------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------|--------------------------|--------------------|--|
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |                                    |                                 |                                |                                |                          |                          |                    |  |
| 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                                   |
| <b>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.</b> |                                    |                                 |                                |                                |                          |                          |                    |  |
| 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                                   |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |                                    |                                 |                                |                                |                          |                          |                    |  |
| <b>Health and well-being</b>  |                                    |                                 |                                |                                |                          |                          |                    |  |
| 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                                   |
| <b>Number of respondents</b>  | 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<br>and Technic | Additional Clinical<br>Services | Administrative and<br>Clerical | Allied Health<br>Professionals | Estates and<br>Ancillary | Healthcare<br>Scientists | Medical and Dental | Nursing and<br>Midwifery<br>Registered |
|--|------------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------|--------------------------|--------------------|--|
| <b>Violence and harassment</b>   |                                    |                                 |                                |                                |                          |                          |                    |  |
| * 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                                     |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |                                    |                                 |                                |                                |                          |                          |                    |  |
| KF6. % reporting good communication between senior management and staff  | 15                                 | 33                              | 28                             | 42                             | 28                       | 29                       | 21                 | 35                                     |
| KF7. % able to contribute towards improvements at work   | 77                                 | 65                              | 68                             | 84                             | 48                       | 86                       | 63                 | 74                                     |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |                                    |                                 |                                |                                |                          |                          |                    |  |
| * 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                                     |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |                                    |                                 |                                |                                |                          |                          |                    |  |
| * 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                                   |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |                                    |                                 |                                |                                |                          |                          |                    |  |
| KF32. Effective use of patient / service user feedback   | -                                  | 3.91                            | 3.52                           | 3.76                           | -                        | -                        | 3.46               | 3.83                                   |
| <b>Overall staff engagement</b>  | 3.82                               | 3.97                            | 3.83                           | 3.94                           | 3.54                     | 3.90                     | 3.75               | 3.90                                   |
| <b>Number of respondents</b>   | 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<br>Emergency<br>Medicine | Cancer And<br>Haematology | Children's Services | Critical Care | Diagnostics/<br>Therapies/<br>Pharmacy | Facilities | General Surgery,<br>Urology, Head &<br>Neck an | HIS  | Speciality and<br>Elderly Medicine | Women's and<br>Sexual Health |
|---|------------------------------------|---------------------------|---------------------|---------------|--|------------|--|------|------------------------------------|------------------------------|
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| 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                         |
| <b>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.</b> |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| 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                         |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| <b>Health and well-being</b>  |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| 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                         |
| <b>Number of respondents</b>  | 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<br>Emergency<br>Medicine | Cancer And<br>Haematology | Children's Services | Critical Care | Diagnostics/<br>Therapies/<br>Pharmacy | Facilities | General Surgery,<br>Urology, Head &<br>Neck an | HIS  | Speciality and<br>Elderly Medicine | Women's and<br>Sexual Health |
|--|------------------------------------|---------------------------|---------------------|---------------|--|------------|--|------|------------------------------------|------------------------------|
| <b>Violence and harassment</b>   |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| * 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                           |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| KF6. % reporting good communication between senior management and staff  | 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                           |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| * 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                           |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| * 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                         |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |                                    |                           |                     |               |  |            |  |      |                                    |                              |
| KF32. Effective use of patient / service user feedback   | 3.78                               | 3.97                      | -                   | -             | 3.60                                   | -          | 3.89   | -    | 3.93                               | 3.42                         |
| <b>Overall staff engagement</b>  | 3.83                               | 3.96                      | 3.91                | 3.83          | 3.85                                   | 3.62       | 4.04   | 3.66 | 3.75                               | 3.94                         |
| <b>Number of respondents</b>   | 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 <sup>a</sup> |           |
|---|------------------------------------|-----------|
|   | Full time                          | Part time |
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |                                    |           |
| 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      |
| <b>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.</b> |                                    |           |
| 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      |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |                                    |           |
| <b>Health and well-being</b>  |                                    |           |
| 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      |
| <b>Number of respondents</b>  | 261                                | 64        |

<sup>a</sup> 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 <sup>a</sup> |             |
|--|------------------------------------|-------------|
|  | Full time                          | Part time   |
| <b>Violence and harassment</b>   |                                    |             |
| * 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          |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |                                    |             |
| KF6. % reporting good communication between senior management and staff  | 32                                 | 20          |
| KF7. % able to contribute towards improvements at work   | 70                                 | 66          |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |                                    |             |
| * KF20. % experiencing discrimination at work in last 12 mths  | 12                                 | 9           |
| KF21. % believing the organisation provides equal opportunities for career progression / promotion   | 86                                 | 85          |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |                                    |             |
| * 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        |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |                                    |             |
| KF32. Effective use of patient / service user feedback   | 3.74                               | 3.54        |
| <b>Overall staff engagement</b>  | <b>3.85</b>                        | <b>3.80</b> |
| <b>Number of respondents</b>   | <b>261</b>                         | <b>64</b>   |

<sup>a</sup> 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+ |
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |           |           |           |         |
| 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    |
| <b>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.</b> |           |           |           |         |
| 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    |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |           |           |           |         |
| <b>Health and well-being</b>  |           |           |           |         |
| 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    |
| <b>Number of respondents</b>  | 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+ |
| <b>Violence and harassment</b>   |           |           |           |         |
| * 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      |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |           |           |           |         |
| KF6. % reporting good communication between senior management and staff  | 40        | 20        | 29        | 34      |
| KF7. % able to contribute towards improvements at work   | 73        | 67        | 70        | 65      |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |           |           |           |         |
| * 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      |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |           |           |           |         |
| * 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    |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |           |           |           |         |
| KF32. Effective use of patient / service user feedback   | 3.82      | 3.56      | 3.79      | 3.64    |
| <b>Overall staff engagement</b>  | 3.88      | 3.76      | 3.90      | 3.78    |
| <b>Number of respondents</b>   | 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 |
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |        |       |            |              |                   |                           |
| 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                      |
| <b>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.</b> |        |       |            |              |                   |                           |
| 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                      |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |        |       |            |              |                   |                           |
| <b>Health and well-being</b>  |        |       |            |              |                   |                           |
| 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                      |
| <b>Number of respondents</b>  | 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 |
| <b>Violence and harassment</b>   |        |       |            |              |                   |                           |
| * 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                        |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |        |       |            |              |                   |                           |
| KF6. % reporting good communication between senior management and staff  | 36     | 29    | 24         | 31           | 30                | 31                        |
| KF7. % able to contribute towards improvements at work   | 70     | 68    | 59         | 70           | 68                | 72                        |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |        |       |            |              |                   |                           |
| * 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                        |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |        |       |            |              |                   |                           |
| * 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                      |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |        |       |            |              |                   |                           |
| KF32. Effective use of patient / service user feedback   | 3.67   | 3.71  | 3.49       | 3.74         | 3.64              | 4.01                      |
| <b>Overall staff engagement</b>  | 3.79   | 3.85  | 3.58       | 3.89         | 3.81              | 3.97                      |
| <b>Number of respondents</b>   | 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 |
|--|--------------------------------|----------------------------------|
| <b>Allied Health Professionals</b>                               |                                |                                  |
| 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%                               |
| <b>Scientific and Technical / Healthcare Scientists</b>          |                                |                                  |
| Pharmacy   | 14                             | 4%                               |
| Other qualified Scientific and Technical / Healthcare Scientists | 19                             | 6%                               |
| Support to Scientific and Technical / Healthcare Scientists      | 6                              | 2%                               |
| <b>Medical and Dental</b>  |                                |                                  |
| Medical / Dental - Consultant                                    | 10                             | 3%                               |
| Medical / Dental - In Training                                   | 5                              | 2%                               |
| Medical / Dental - Other   | 4                              | 1%                               |
| <b>Operational ambulance staff</b>                               |                                |                                  |
| Emergency care practitioner                                      | 1                              | 0%                               |
| Patient Transport Service  | 1                              | 0%                               |
| <b>Nurses, Midwives and Nursing Assistants</b>                   |                                |                                  |
| 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%                               |
| <b>Other groups</b>  |                                |                                  |
| 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<br>questionnaires<br>returned | Percentage of<br>survey<br>respondents |
|--|--------------------------------------|--|
| <b><i>Full time / part time</i></b>          |                                      |  |
| Full time                                    | 261                                  | 80%                                    |
| Part time                                    | 64                                   | 20%                                    |
| Did not specify                              | 10                                   |  |
| <b><i>Length of time in organisation</i></b> |                                      |  |
| 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                                    |  |

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

**Table 8.3: Demographic characteristics of respondents**

|                                 | Number<br>questionnaires<br>returned | Percentage of<br>survey<br>respondents |
|---------------------------------|--------------------------------------|--|
| <b><i>Age group</i></b>         |                                      |  |
| 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                                    |  |
| <b><i>Gender</i></b>            |                                      |  |
| Male                            | 90                                   | 28%                                    |
| Female                          | 229                                  | 72%                                    |
| Did not specify                 | 16                                   |  |
| <b><i>Ethnic background</i></b> |                                      |  |
| White                           | 268                                  | 82%                                    |
| Black and minority ethnic       | 59                                   | 18%                                    |
| Did not specify                 | 8                                    |  |
| <b><i>Disability</i></b>        |                                      |  |
| 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                     |
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |             |                         |                                  |                          |                           |                       |                        |
| 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                   |
| <b>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.</b> |             |                         |                                  |                          |                           |                       |                        |
| 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                   |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |             |                         |                                  |                          |                           |                       |                        |
| <b>Health and well-being</b>  |             |                         |                                  |                          |                           |                       |                        |
| 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 |
| <b>Violence and harassment</b>   |             |                         |                                  |                          |                           |                       |                        |
| * 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                     |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |             |                         |                                  |                          |                           |                       |                        |
| KF6. % reporting good communication between senior management and staff  | 30          | [25, 35]                | 32                               | 26                       | 36                        | 19                    | 51                     |
| KF7. % able to contribute towards improvements at work   | 69          | [64, 74]                | 69                               | 67                       | 72                        | 63                    | 79                     |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |             |                         |                                  |                          |                           |                       |                        |
| * 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                     |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |             |                         |                                  |                          |                           |                       |                        |
| * 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                   |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |             |                         |                                  |                          |                           |                       |                        |
| 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.

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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](http://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    | -                          |
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |   |            |        |                            |
| 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                                    | -          | -      | --                         |
| <b>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.</b> |   |            |        |                            |
| 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                                    | -          | -      | --                         |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |   |            |        |                            |
| <b>Health and well-being</b>  |   |            |        |                            |
| 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? |
| <b>Violence and harassment</b>   |   |            |        |                            |
| * 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                         |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |   |            |        |                            |
| KF6. % reporting good communication between senior management and staff  | 30                                      | 32         | -2     | No                         |
| KF7. % able to contribute towards improvements at work   | 69                                      | 70         | -1     | No                         |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |   |            |        |                            |
| * 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                         |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |   |            |        |                            |
| * 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                         |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |   |            |        |                            |
| 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    | -                          |
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |   |            |        |                            |
| 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                                    | -          | -      | --                         |
| <b>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.</b> |   |            |        |                            |
| 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                                    | -          | -      | --                         |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |   |            |        |                            |
| <b>Health and well-being</b>  |   |            |        |                            |
| 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? |
| <b>Violence and harassment</b>   |   |            |        |                            |
| * 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                         |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |   |            |        |                            |
| KF6. % reporting good communication between senior management and staff  | 30                                      | 27         | 4      | No                         |
| KF7. % able to contribute towards improvements at work   | 69                                      | 67         | 1      | No                         |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |   |            |        |                            |
| * 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                         |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |   |            |        |                            |
| * 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                                    | -          | -      | --                         |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |   |            |        |                            |
| 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](http://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 |
|---|---------------------|--------------------|-----------------------------------|--------------------|
| <b>STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.</b>  |                     |                    |                                   |                    |
| 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                              | -                  |
| <b>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.</b> |                     |                    |                                   |                    |
| 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                              | -                  |
| <b>STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.</b>  |                     |                    |                                   |                    |
| <b>Health and well-being</b>  |                     |                    |                                   |                    |
| 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 |
|--|--------------------|--------------------|-----------------------------------|--------------------|
| <b>Violence and harassment</b>   |                    |                    |                                   |                    |
| * 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                 |
| <b>STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.</b> |                    |                    |                                   |                    |
| KF6. % reporting good communication between senior management and staff  | Q8a-d              | 31                 | 32                                | 31                 |
| KF7. % able to contribute towards improvements at work   | Q4a-b, 4d          | 69                 | 70                                | 70                 |
| <b>ADDITIONAL THEME: Equality and diversity</b>  |                    |                    |                                   |                    |
| * 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                 |
| <b>ADDITIONAL THEME: Errors and incidents</b>  |                    |                    |                                   |                    |
| * 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               |
| <b>ADDITIONAL THEME: Patient experience measures</b>   |                    |                    |                                   |                    |
| 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<br>in 2015 | Average<br>(median) for<br>acute trusts | Your Trust<br>in 2014 |
|--|--|-----------------------|---|-----------------------|
| <b>Contact with patients</b>   |  |                       |   |                       |
| Q1   | % saying they have face-to-face contact with patients / service users as part of their job     | 81                    | 84                                      | 85                    |
| <b>Staff motivation at work</b>  |  |                       |   |                       |
| % 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                    |
| <b>Job design</b>  |  |                       |   |                       |
| % 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                    |
| <b>Opportunities to develop potential at work</b>                      |  |                       |   |                       |
| % 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                                      | -                     |
| <b>Staff job satisfaction</b>  |  |                       |   |                       |
| % 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                                      | -                     |
| <b>Contribution to patient care</b>                                    |  |                       |   |                       |
| % 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<br>in 2015 | Average<br>(median) for<br>acute trusts | Your Trust<br>in 2014 |
|---|---|-----------------------|---|-----------------------|
| <b>Your managers</b>  |   |                       |   |                       |
| % 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                    |
| <b>Health and well-being</b>  |   |                       |   |                       |
| 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                    |
| <b>Working hours</b>  |   |                       |   |                       |
| 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                    |
| <b>Witnessing and reporting errors, near misses and incidents</b>               |   |                       |   |                       |
| 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<br>in 2015 | Average<br>(median) for<br>acute trusts | Your Trust<br>in 2014 |
|---|---|-----------------------|---|-----------------------|
| <b>Fairness and effectiveness of procedures for reporting errors, near misses or incidents</b>  |   |                       |   |                       |
| % 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                                      | -                     |
| <b>Raising concerns about unsafe clinical practice</b>  |   |                       |   |                       |
| 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                    |
| <b>Experiencing and reporting physical violence at work</b>   |   |                       |   |                       |
| % 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                    |
| <b>Experiencing and reporting harassment, bullying and abuse at work</b>  |   |                       |   |                       |
| % 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<br>in 2015 | Average<br>(median) for<br>acute trusts | Your Trust<br>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                    |
| <b>Equal opportunities</b>  |   |                       |   |                       |
| 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                    |
| <b>Discrimination</b>   |   |                       |   |                       |
| 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                     |
| <b>Job-relevant training, learning and development</b>  |   |                       |   |                       |
| 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                                      | -                     |
| <b>Appraisals</b>   |   |                       |   |                       |
| Q20a  | % saying they had received an appraisal or performance development review in the last 12 months   | 94                    | 86                                      | 96                    |

|   |  | Your Trust<br>in 2015 | Average<br>(median) for<br>acute trusts | Your Trust<br>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                                      | -                     |
| <b>Your organisation</b>  |  |                       |   |                       |
| % 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                    |
| <b>Patient / service user experience measures</b>   |  |                       |   |                       |
| % 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                    |
| <b>BACKGROUND DETAILS</b>   |  |                       |   |                       |
| 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<br>in 2015 | Average<br>(median) for<br>acute trusts | Your Trust<br>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                     |

|  |                     | <b>Your Trust<br/>in 2015</b> | <b>Average<br/>(median) for<br/>acute trusts</b> | <b>Your Trust<br/>in 2014</b> |
|--|---------------------|-------------------------------|--|-------------------------------|
| 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](http://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](http://www.nhsstaffsurveys.com) in March 2015.
- 3) The document ***Making sense of your staff survey data***, which can be downloaded from [www.nhsstaffsurveys.com](http://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](http://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