



MEETING TITLE Trust Board Meeting in Public		MEETING DATE 26/07/2016	
TITLE of PAPER	NHS Staff Survey 2015	PAPER REF	4.6
STRATEGIC OBJECTIVE	Ensure continuous service improvement and innovation Develop and retain a highly skilled, engaged and motivated workforce		
PURPOSE OF THE PAPER	To inform the Trust Management Group of the results of the 2015 NHS Staff Survey along with an overview of the themes and findings.		
For Approval	<input checked="" type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR / LEAD	Shelagh O'Leary, Associate Director OEED	ACCOUNTABLE DIRECTOR	Roberta Barker, Executive Director of Workforce and OD
DISCUSSED AT / INFORMED BY – include date(s) as appropriate (free text – i.e. please provide an audit trail of the development(s)/proposal(s) subject of this paper): Trust Executive Group 11/05/2016 Trust Management Group 15/06/2016			
PREVIOUSLY AGREED AT:	Committee/Group: Trust Executive Group	Date: 11/05/2016	
RECOMMENDATION	It is recommended the Board <ul style="list-style-type: none"> Note the results of the Staff Survey 2015 		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Equality and Diversity Implications <i>If 'Yes' – please attach to the back of this paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN	All		
Monitor Quality Governance Framework	Not Applicable		

Choose a DOMAIN

1. PURPOSE/AIM

- 1.1 To inform the Trust Management Group of the results of the 2015 NHS Staff Survey along with an overview of the themes and findings.

2. BACKGROUND/CONTEXT

- 2.1 The NHS Staff Survey is an important means by which the experience of staff at work and their engagement with patients, colleagues and managers are explored. NHS organisations are obliged to conduct the survey every year and have an opportunity to add local questions to those which are set nationally. Research has shown the relationship between positively engaged staff and positive patient experience at an individual and organisational outcome level.

- 2.2 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>

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: Errors and incidents.
- Additional theme: Equality and diversity.
- Additional theme: Patient experience measures.

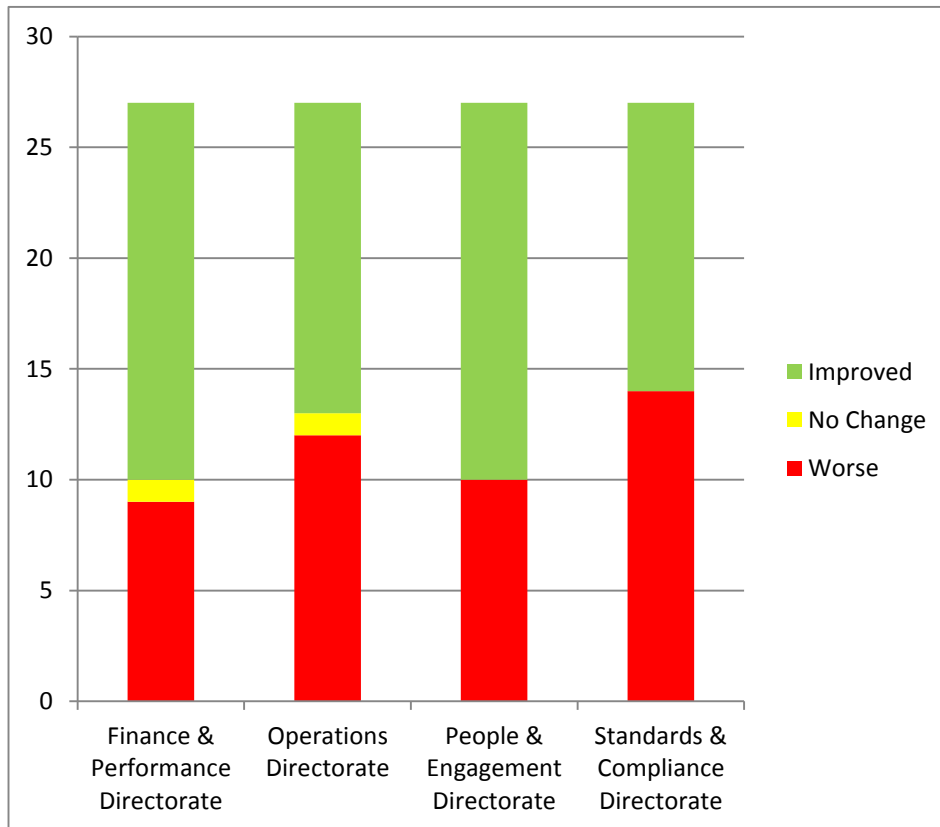
3. COMPARATIVE ANALYSIS OF 2014 STAFF SURVEY RESULTS FOR AMBULANCES SERVICES INCLUDING KEY FINDINGS

- 3.1 Invitations to complete the National Staff Survey were sent to a random sample of 1000 staff. A total of 397 staff at Yorkshire Ambulance Service NHS Trust took part in this survey. This is a response rate of 41% which is well above average for ambulance trusts in England (35% response rate), and compares with a response rate of 42% in this trust in the 2014 survey. It should be noted that the national average return rate for all Trusts in England dropped from 49% in 2013, 43% in 2014 and 41% in 2015.

The table below shows the return rate by Directorate.

Directorate	Surveys sent	Surveys returned	% return rate
Finance & Performance Directorate	209	84	40%
Operations Directorate	525	225	43%
Standards & Compliance Directorate	88	29	33%
People & Engagement Directorate	17	11	64%
<i>CEO and Clinical Directorate have been excluded from reporting figures as per CQC guidelines due to low numbers returned</i>			

- 3.2 The accuracy of the survey is related to the size of the responding sample, not the whole organisation from which it is drawn. Very low responses run the risk of non-response bias, e.g. if only 30% of an organisation participates, can you be sure that 30% of views are the same as the 70% who did not respond? Statisticians advise that a sample size of 200 responses or a 50% response rate is considered the minimum for opinion research, whatever the organisation size, and that such a sample will overcome any non-response bias. The survey attracted 397 responses which are above the minimum needed to make the results reliable.
- 3.3 The overall indicator score for staff engagement arising from the NHS Staff Survey is presented on a scale of 1 to 5, where poor engagement is towards the lower end of the scale and strong engagement is towards the upper end of the scale.
- 3.4 For YAS, the 2015 overall staff engagement indicator score was 3.32 which represented a very slight increase on the 2014 result of 3.22. The Trust score is below the national average for Ambulance services which is 3.39.
- 3.5 The overall indicator of staff engagement is calculated utilising the data drawn from questions that represent the following key findings:
- Staff ability to contribute towards improvements at work
 - Staff recommendation of the trust as a place to work or receive treatment
 - Staff motivation at work.
- 3.6 Overall responses were grouped into 29 key findings, significantly reduced from 38 key findings in 2011; these key findings are used to compare the performance of the Trust against other Ambulance Trusts.
- 3.7 The 2015 survey results compared to the 2014 results show 13 key findings have deteriorated whilst 11 have improved, with 8 remaining the same. The comparison between the 2014 and 2015 scores are demonstrated in the table at Appendix A and in the chart below.
- 3.8 In addition, the chart below and table in Appendix 1A shows the comparative performance of each Directorate against each key finding and compares the Directorate score to the overall score for the Trust.



3.9 The top 5 ranking scores for which Yorkshire Ambulance Service NHS Trust compares most favourably with other Ambulance Trusts in England are:

- KF29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month.
- KF13. Quality of non-mandatory training, learning or development.
- KF16. Percentage of staff working extra hours.
- KF11. Percentage of staff appraised in last 12 months.
- KF21. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.

3.10 The 5 key findings for which Yorkshire Ambulance Service NHS Trust compares least favourably with other Ambulance Trusts in England are:

- KF23. Percentage of staff experiencing physical violence from staff in last 12 months.
- KF27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse.
- KF24. Percentage of staff / colleagues reporting most recent experience of violence.

- KF6. Percentage of staff reporting good communication between senior management and staff.
 - KF10. Support from immediate managers.
- 3.11 The areas where we have seen the most improvement in staff experience since the 2014 survey are:
- KF4. Staff motivation at work.
- 3.12 The areas where we have seen the most deterioration in staff experience since the 2014 survey are:
- KF23. Percentage of staff experiencing physical violence from staff in the last 12 months.
 - KF18. Percentage of staff feeling pressure in the last 3 months to attend work when feeling unwell.

3.13 Summary of all Key Findings for YAS – Change since 2014

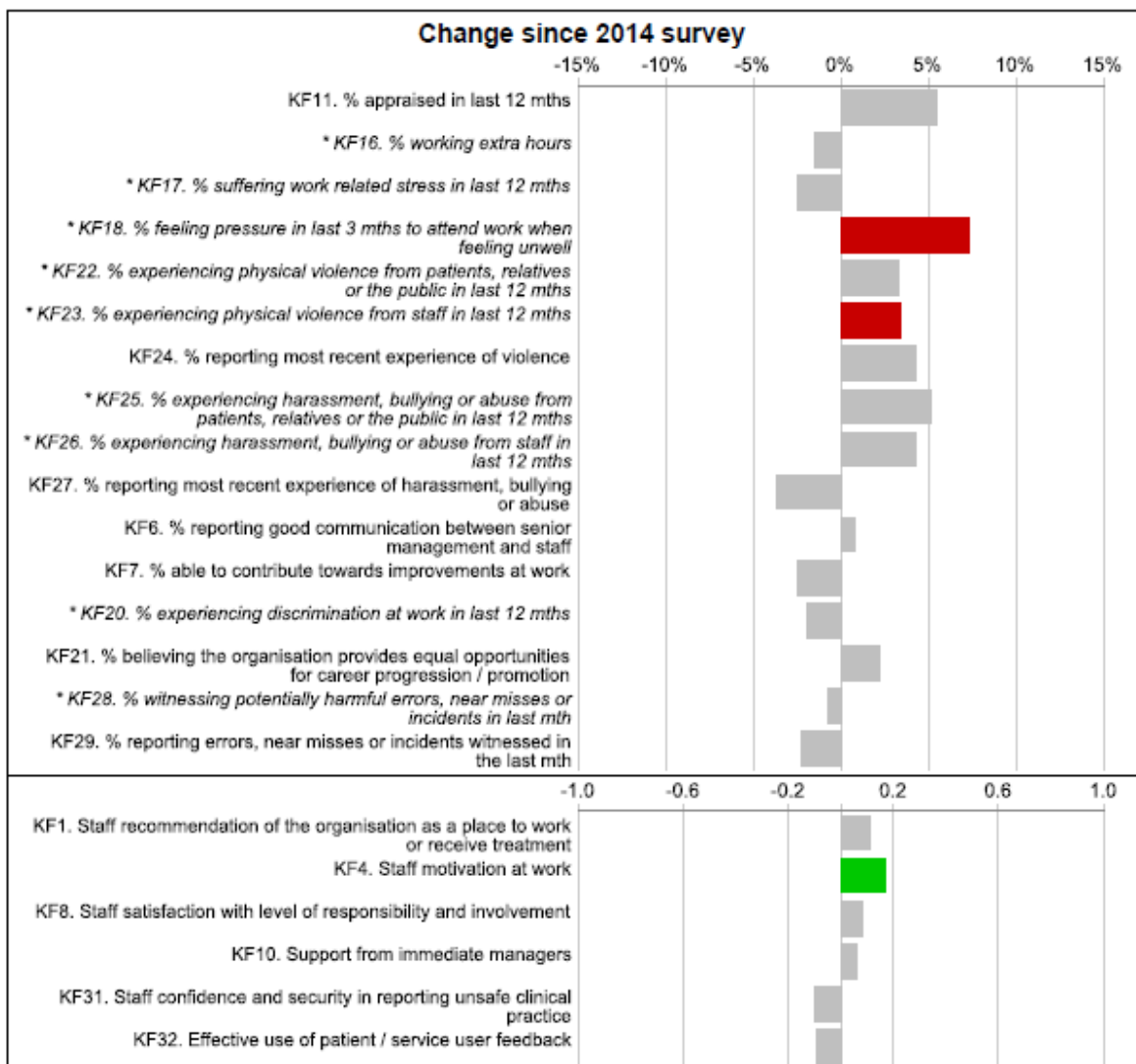
KEY

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

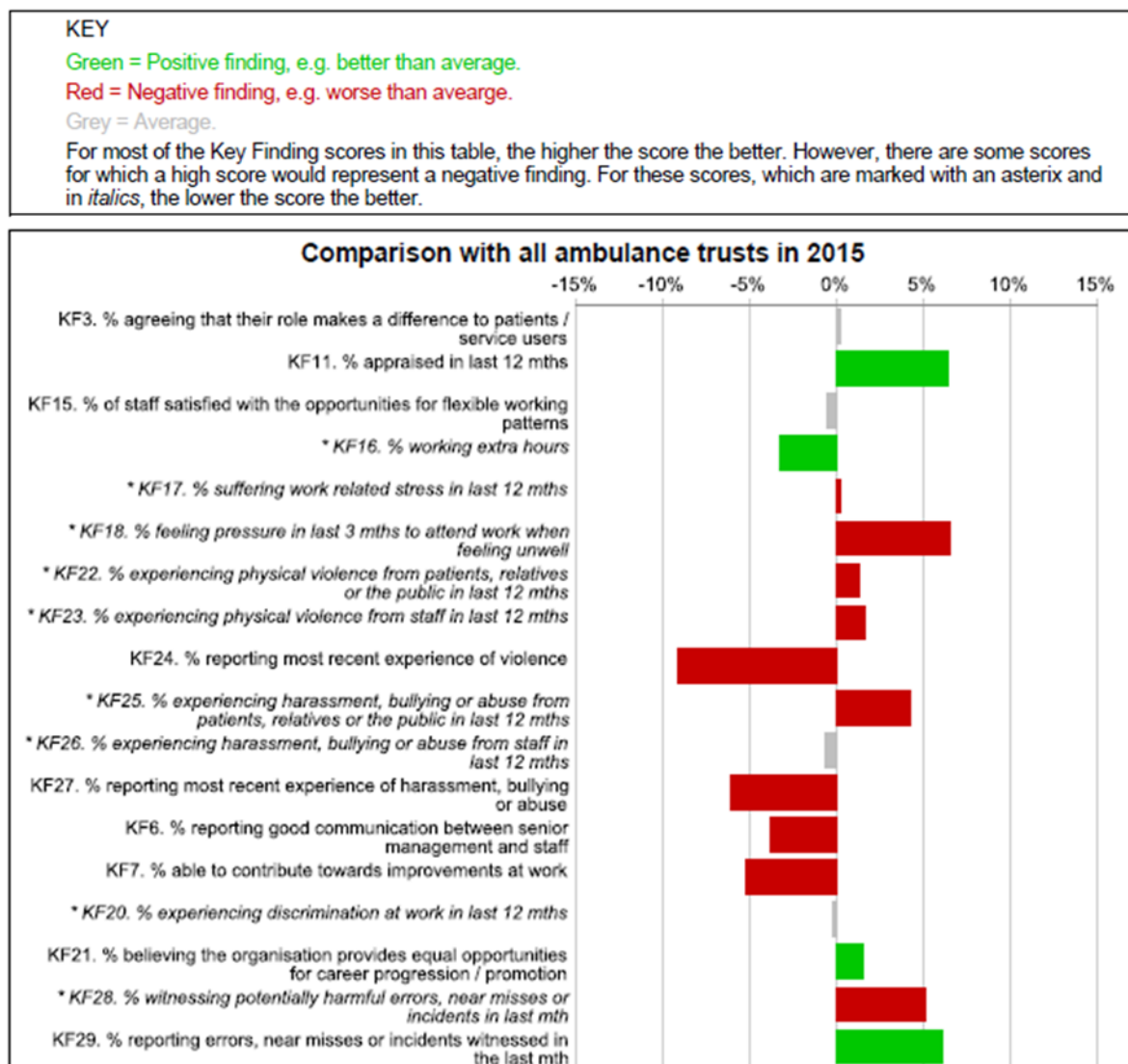
Red = Negative finding, e.g. there has been a statistically significant negative change in the Key Finding since the 2014 survey.

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.



3.14 Summary of all Key Findings for YAS – Comparison with all Ambulance Trusts in 2015



4. CONCLUSIONS

4.1 The results of this survey demonstrate little significant shift in either direction in comparison with the results of the 2014 staff survey. There are however a number of concerns to be expressed in relation to a number of key findings associated with health and wellbeing and violence and harassment, particularly compared to other Ambulances Services.

4.2 On the 05 March, NHS England set out a plan to improve the Health and Wellbeing of staff through the introduction of a National CQUIN on health and wellbeing. The CQUIN use the NHS staff survey results for 2015 and will track the increase in YAS staff saying that the Trust is taking positive action to support their health and wellbeing, and reduce work related stress and back injuries.

- 4.3 The Questions that will be used for the National CQUIN will include:
- Question 9a: Does your organisation take positive action on health and well-being? Yes, definitely/ Yes, to some extent/ No response.
 - Question 9b: In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Yes/No response.
 - Question 9c: During the last 12 months have you felt unwell as a result of work related stress? Yes/No response.
- 4.4 The overall results would rate the Trust as an average performer with 10 scores above average, 8 average and 13 worse than average when compared to other Ambulance Trusts across the country. It should be noted however that Ambulance Trust scores are historically and consistently below average in comparison with most other NHS organisations.
- 4.5 The overall staff engagement figure (based upon KF1, 4 & 7) is still below average when compared to other Ambulance Trusts despite a minor improvement on the 2014 score from 3.22 to 3.32 (national average 3.39).
- 4.6 There is strong evidence to show that employee engagement is intrinsically linked to high performance and so it is important that staff are heard and acknowledged. It has already been previously acknowledged through the NHS Staff Friends and Family test (Staff FFT) that staff are not willing to recommend the Trust as a place work, particularly within A&E Operations; this will have a major impact on the overall engagement score.
- 4.7 The Staff Engagement score consists of 9 questions that feature within the staff survey.

4a (I)	<i>There are frequent opportunities for me to show initiative in my role</i>	INVOLVEMENT
4b (I)	<i>I am able to make suggestions to improve the work of my team/department</i>	INVOLVEMENT
4d (I)	<i>I am able to make improvements in my area of work</i>	INVOLVEMENT
21a (A)	<i>Care of patients/service users is my Trust's top priority</i>	ADVOCACY
21c (A)	<i>I would recommend the Trust as place to work</i>	ADVOCACY
21d (A)	<i>If a friend or relative needed treatment, I would be happy with the standard of care provided by this Trust</i>	ADVOCACY
2a (M)	<i>I look forward to going to work</i>	MOTIVATION
2b (M)	<i>I am enthusiastic about my job</i>	MOTIVATION
2c (M)	<i>Time passes quickly when I'm working</i>	MOTIVATION

- 4.8 The table below shows that frontline areas have a lower staff engagement score than other areas of the Trust. By breaking down the questions that constitute that staff engagement score into 'Involvement', 'Advocacy', 'Motivation' you can better ascertain the areas that might require some particular focus, for example the PTS engagement score is above average in each area, apart from the area of 'Involvement'.

Staff Survey Results 2015

	Staff Engagement Score	Involvement	Advocacy	Motivation
Directorate Total	3.37	3.11	3.33	3.68
Finance and Performance	3.94	3.78	3.99	4.06
Operations	3.17	2.95	3.05	3.51
People and Engagement	4.10	4.02	4.03	4.24
PTS	3.47	2.97	3.48	3.96
Standards and Compliance	3.35	3.06	3.60	3.39

5. PROPOSALS/NEXT STEPS

- 5.1 The staff survey for 2016/17 will be commissioned as a Census, meaning that every member of staff will be given the opportunity to respond. This will provide a complimentary data set to the previous year's sample only survey.

This inclusive approach to staff opinion data collection will enable additional analysis and reporting at department and even team level. Reporting in this more specific way creates the possibility of local ownership of staff engagement improvement planning along with the opportunity to repeat the process in the next financial year to allow leaders to track their progress and ensure their local action plans are delivering results.

It is proposed that administration costs related to the Census survey approach be kept to a minimum by leveraging a mixed method of survey distribution. Intelligence gained from the Trusts previous survey experience will inform how both online and paper based surveys can be used to maximise potential response rates.

In order to maximise the validity of the data obtained through the staff survey process, the information held on ESR relating to an individual's line manager, Department, and Base Station will need to be correct. It is therefore recommended that a Trust wide cleanse of ESR data be completed prior to 30th September 2016.

- 5.2 The draft Staff Survey Action Plan was discussed at TEG in May 2016 and focussed on the 5 bottom ranking scores. Given the complexity and multifaceted nature of staff engagement issues, it was agreed that a more significant and comprehensive action plan was required, drawing on the draft action plans produced for the Staff Survey, the Cultural Audit and the Communications and Engagement strategy.
- 5.3 Additionally, Directorates will be working to develop local actions to improve specific issues identified within each Directorate.

6. RECOMMENDATIONS

It is recommended that the Board:-

1. Note the results of the Staff Survey 2015

7. APPENDICES/BACKGROUND INFORMATION

Appendix 1 – Key Findings by Directorate/Division (RAG)

Appendix 2 – Staff Survey results 2015

KEY FINDINGS BY DIRECTORATE

Appendix 1

	Finance & Performance Directorate	Operations Directorate	People & Engagement Directorate	PTS Directorate	Standards & Compliance Directorate	Trust Score 2015	Trust Score 2014	Change from 2014	National 2015 Average for Ambulance Trusts	Ambulance Trusts Comparison
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.										
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.99	3.04	4.04	3.48	3.6	3.33	3.17	0.16	3.33	0
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.92	3.86	-	3.88	4.04	3.88		3.88	3.8	0.08
KF3. % agreeing that their role makes a difference to patients / service users	80	91	-	89	76	88		88	88	0
KF4. Staff motivation at work	4.07	3.51	4.24	3.96	3.39	3.68	3.5	0.18	3.68	0
KF5. Recognition and value of staff by managers and the organisation	3.78	2.71	3.53	2.75	3.28	2.94		2.94	2.99	-0.05
KF8. Staff satisfaction with level of responsibility and involvement	3.91	3.45	4.08	3.54	3.43	3.55	3.47	0.08	3.57	-0.02
KF9. Effective team working	3.39	3.12	4.12	2.99	3.16	3.19		3.19	3.23	-0.04
KF14. Staff satisfaction with resourcing and support	3.53	2.91	3.53	3.15	3.31	3.09		3.09	3.08	0.01
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 the										
KF10. Support from immediate managers	3.67	3.14	4	3.01	3.71	3.27	3.19	0.08	3.39	-0.12
KF11. % appraised in last 12 mths	80	80	87	81	81	80	75	5	75	5
KF12. Quality of appraisals	2.89	2.31	2.64	2.28	2.57	2.4		2.4	2.72	-0.32
KF13. Quality of non-mandatory training, learning or development	3.89	3.91	-	3.65	3.79	3.86		3.86	3.82	0.04
STAFF PLEDGE 3: To provide support and opportunities to staff to maintain their health, well-being and safety.										
Health and well-being										
KF15. % of staff satisfied with the opportunities for flexible working patterns	75	25	67	19	46	34		34	33	1
KF16. % working extra hours	62	88	80	74	67	80	84	-4	85	-5
KF17. % suffering work related stress in last 12 mths	15	60	20	33	41	45	65	-20	47	-2
KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	58	76	54	56	64	69	50	19	64	5
KF19. Org and mgmt interest in and action on health / wellbeing	3.7	2.98	3.73	3.1	3.55	3.17		3.17	3.17	0
Violence and Harassment										
KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	0	49	0	19	0	31	31	0	31	0
KF23. % experiencing physical violence from staff in last 12 mths	0	6	0	3	3	4	1	3	3	1
KF24. % reporting most recent experience of violence	-	46	-	60	-	48	41	7	56	-8
KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	2	62	0	38	47	46	45	1	46	0
KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	17	35	7	14	28	27	25	2	29	-2
KF27. % reporting most recent experience of harassment, bullying or abuse	-	22	-	32	42	26	29	-3	32	-6
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.										
KF6. % reporting good communication between senior management and staff	19	12	20	3	27	12	12	0	17	-5
KF7. % able to contribute towards improvements at work	19	12	20	3	27	41	44	-3	45	-4
ADDITIONAL THEME: Equality and Diversity										
KF20. % experiencing discrimination at work in last 12 mths	4	23	0	8	17	16	20	-4	18	-2
KF21. % believing the organisation provides equal opportunities for career progression / promotion	86	69	100	80	75	74	71	3	72	2
ADDITIONAL THEME: Errors & Incidents										
KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	8	47	0	27	50	37	41	-4	36	1
KF29. % reporting errors, near misses or incidents witnessed in the last mth	-	85	-	85	89	85	88	-3	79	6
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.58	3.17	3.87	3.29	3.68	3.3		3.3	3.3	0
KF31. Staff confidence and security in reporting unsafe clinical practice	3.71	3.21	3.5	3.29	3.6	3.33	3.43	-0.1	3.42	-0.09
ADDITIONAL THEME: Patient experience measures										
KF32. Effective use of patient / service user feedback	-	3.05	-	3.04	3.56	3.17	3.28	-0.11	3.17	0
Number of Respondents:										

2	27	2		9
0	0	0		2
26	5	23		20
28	32	25		31

9		13
2		8
21		11
32		32

KEY FINDINGS BY DIVISION

	A&E Atterdale, Bradford & Leeds Division	A&E Calderdale, Kirklees & Wakefield Division	A&E EY & Hull Division	A&E North Yorkshire Division	A&E South Yorkshire Division	Corporate Division	Emergency Operations Centres Division	Finance Division	Fleet Maintenance Division	HR & Training Division	NHS 111 and Urgent Care Division	PTS Ops North Yorks - Harrogate & York	PTS Ops South Yorks - Rotherham & Doncaster	Trust Score 2015	Trust Score 2014	Change from 2014	National 2015 Average for Ambulance Trusts	Ambulance Trusts Comparison
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.																		
KF1. Staff recommendation of the organisation as a place to work or receive treatment	3.27	2.74	2.94	2.92	2.75	3.44	3.3	4.06	-	4.02	3.67	3.61	3.21	3.33	3.17	0.16	3.33	0
KF2. Staff satisfaction with the quality of work and patient care they are able to deliver	3.84	3.93	4.11	3.94	3.67	3.4	3.68	3.79	-	-	4.23	3.91	3.86	3.88		3.88	3.8	0.08
KF3. % agreeing that their role makes a difference to patients / service users	89	83	90	97	90	79	89	71	-	-	76	100	79	88		88	88	0
KF4. Staff motivation at work	3.53	3.18	3.54	3.47	3.34	3.41	3.67	4.03	-	4.26	3.45	4.06	4.02	3.68	3.5	0.18	3.68	0
KF5. Recognition and value of staff by managers and the organisation	2.67	2.21	2.49	2.76	2.45	3.26	3.08	3.73	3.42	3.5	3.36	2.82	2.6	2.94		2.94	2.99	-0.05
KF8. Staff satisfaction with level of responsibility and involvement	3.41	3.31	3.33	3.33	3.4	3.32	3.51	3.87	3.95	4.09	3.61	3.69	3.44	3.55	3.47	0.08	3.57	-0.02
KF9. Effective team working	2.99	2.91	3.04	3.01	2.9	3.45	3.41	3.59	-	4.15	3.11	-	-	3.19		3.19	3.23	-0.04
KF14. Staff satisfaction with resourcing and support	3.02	2.55	2.68	2.88	2.73	3.28	3.07	3.27	3.55	3.52	3.34	3.36	2.91	3.09		3.09	3.08	0.01
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential																		
KF10. Support from immediate managers	3.1	2.85	2.75	2.94	2.97	3.42	3.67	3.6	3.15	4.05	3.82	2.91	2.82	3.27	3.19	0.08	3.39	-0.12
KF11. % appraised in last 12 mths	92	90	67	56	84	61	91	71	-	86	88	91	64	80	75	5	75	5
KF12. Quality of appraisals	2.33	1.97	2.03	2.16	2.08	2.39	2.63	2.76	-	2.5	2.62	-	-	2.4		2.4	2.72	-0.32
KF13. Quality of non-mandatory training, learning or development	4.33	3.95	3.82	3.71	3.81	3.51	3.72	3.72	-	-	3.88	-	-	3.86		3.86	3.82	0.04
STAFF PLEDGE 3: To provide support and opportunities to staff to maintain their health, well-being and safety.																		
Health and well-being																		
KF15. % of staff satisfied with the opportunities for flexible working patterns	22	17	5	17	19	58	47	79	73	64	41	914		34		34	33	1
KF16. % working extra hours	96	100	100	89	98	63	49	67	73	86	68	100	62	80	84	-4	85	-5
KF17. % suffering work related stress in last 12 mths	78	77	48	60	62	37	55	21	0	21	38	-	29	45	65	-20	47	-2
KF18. % feeling pressure in last 3 mths to attend work when feeling unwell	82	78	76	83	90	73	65	58	-	50	63	64	69	69	50	19	64	5
KF19. Org and mgmt interest in and action on health / wellbeing	2.83	2.52	2.9	2.79	2.77	3.32	3.66	3.65	3.59	3.75	3.6	3.41	2.96	3.17		3.17	3.17	0
Violence and Harassment																		
KF22. % experiencing physical violence from patients, relatives or the public in last 12 mths	74	63	81	46	71	11	0	0	0	0	0	18	7	31	31	0	31	0
KF23. % experiencing physical violence from staff in last 12 mths	4	0	19	8	7	0	0	0	0	0	4	0	7	4	1	3	3	1
KF24. % reporting most recent experience of violence	45	63	59	39	33	-	-	-	-	-	-	-	-	48	41	7	56	-8
KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	85	73	86	60	83	26	19	0	0	0	57	36	29	46	45	1	46	0
KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	30	33	52	33	40	16	26	21	27	7	29	9	21	27	25	2	29	-2
KF27. % reporting most recent experience of harassment, bullying or abuse	17	25	6	29	17	-	21	-	-	-	47	-	-	26	29	-3	32	-6
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.																		
KF6. % reporting good communication between senior management and staff	4	3	10	8	2	5	24	21	0	21	31	9	0	12	12	0	17	-5
KF7. % able to contribute towards improvements at work	37	17	38	28	26	53	34	79	73	86	45	45	0	41	44	-3	45	-4
ADDITIONAL THEME: Equality and Diversity																		
KF20. % experiencing discrimination at work in last 12 mths	30	27	25	8	32	11	21	4	9	0	18	18	14	16	20	-4	18	-2
KF21. % believing the organisation provides equal opportunities for career progression / promotion	72	82	36	76	58	58	72	87	-	100	78	-	-	74	71	3	72	2
ADDITIONAL THEME: Errors & Incidents																		
KF28. % witnessing potentially harmful errors, near misses or incidents in last mth	44	63	43	47	55	37	45	4	9	0	54	9	31	37	41	-4	36	1
KF29. % reporting errors, near misses or incidents witnessed in the last mth	58	95	-	88	70	-	100	-	-	-	87	-	-	85	88	-3	79	6
KF30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.46	3.18	2.76	3	2.99	3.44	3.51	3.55	-	3.87	3.71	-	3	3.3		3.3	3.3	0
KF31. Staff confidence and security in reporting unsafe clinical practice	3.48	3.13	2.76	3.08	3.1	3.55	3.42	3.65	-	3.5	3.56	3.68	2.79	3.33	3.43	-0.1	3.42	-0.09
ADDITIONAL THEME: Patient experience measures																		
KF32. Effective use of patient / service user feedback	-	2.61	-	3.17	42	3.4	3.33	3.96	3.86	4.11	3.38	3.56	2.79	3.17	3.28	-0.11	3.17	0
Number of Respondents:																		

24	25	26	26	29	11	13	4	2	7	4							9	13
1	0	1	1	0	0	2	0	0	0	3	3						2	8
6	7	3	5	3	18	16	25	24	21	16							21	11
31	32	30	32	32	29	31	29	26	31	23							32	32