

Staff Survey 2013

LONDON AMBULANCE SERVICE NHS TRUST

DECEMBER 2013

Executive Summary

How are your results reported?

The Picker Institute presents your survey results in the form of **problem scores**. The problem score shows the percentage of staff who gave a negative response for each applicable question.

A detailed explanation of how problem scores are calculated is provided in Section 1 of the full survey report, but the following should be kept in mind when looking at your results:

- **Lower problem scores are better**
- Problem scores highlight issues that need **further investigation**
- Problem scores are a **simple summary** measure used for comparison and for helping to focus on areas for improvement
- Problem scores are an **interpretation of the results** by the Picker Institute – NHS England will not see problem scores.

Introduction

This document summarises the findings from the Staff Survey 2013, carried out by Picker Institute Europe, on behalf of London Ambulance Service NHS Trust. The NHS England report is due for publication later in 2014.

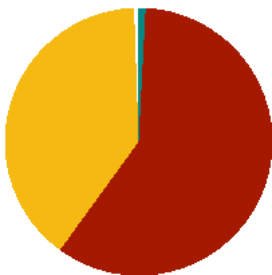
The Picker Institute was commissioned by 5 ambulance trusts to undertake the Staff Survey 2013. A total of 4376 staff from your Trust were sent a questionnaire, of which 4356 were eligible to complete the survey. 1777 staff returned a completed questionnaire, giving a response rate of 40.8%. The average response rate for the 5 'Picker' ambulance trusts was 41.3%.

Your results at a glance

Have we improved since the 2012 survey?

A total of 91 questions were used in both the 2012 and 2013 surveys.

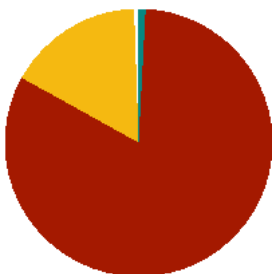
Compared to the 2012 survey, your Trust is:



- Significantly BETTER on 1 question
- Significantly WORSE on 54 questions
- The scores show no significant difference on 36 questions

How do we compare to other trusts?

In this year's survey, a comparison can be drawn between your Trust and the average for all 'Picker' ambulance trusts on a total of 91 questions. The survey showed that your Trust is:



- Significantly BETTER than average on 1 question
- Significantly WORSE than average on 75 questions
- The scores were average on 15 questions

Understanding your results

The following section summarises your Trust's results. It details which problem scores have changed significantly over the last year and how your Trust compares to the average for all 'Picker' ambulance trusts.

NB. Where fewer than 50 staff have answered a particular question, the problem score will be shown within square brackets, for example [23%]. If this is the case, the result should be treated with caution, as the number of staff answering is relatively small.


Compare results over time - have you improved since the 2012 survey?

The Trust has improved significantly on the following questions:

Lower scores are better 

	2012	2013
11c Senior managers do not try to involve staff in important decisions	68 %	64 %

The Trust has worsened significantly on the following questions:

Lower scores are better 


	2012	2013
1e No training in how to handle confidential information	16 %	21 %
2a Training did not help me do job more effectively	17 %	28 %
2b Training has not helped me stay up-to-date with prof. requirements	24 %	37 %
2c Training has not helped me deliver a better patient / service user experience	22 %	35 %
3a No appraisal/KSF review in last 12 months	48 %	56 %
3b Appraisal/review not helpful in improving how do job	52 %	60 %
3d Appraisal/performance review: left feeling work not valued	56 %	62 %
3e Appraisal/performance review: training, learning or development needs not identified	38 %	46 %
4b Team members do not have a set of shared objectives	13 %	17 %
4c Team members do not often meet to discuss the team's effectiveness	54 %	58 %
5a Never/rarely look forward to going to work	29 %	37 %
5b Never/rarely enthusiastic about my job	18 %	24 %
5c Never/rarely does time pass quickly when I am working	22 %	28 %
6a Do not have clear, planned goals and objectives	25 %	32 %
6b Do not always know what work responsibilities are	15 %	19 %
6c Do not feel trusted to do my job	18 %	24 %
6d Not able to do my job to a standard am pleased with	23 %	30 %
7a Opportunities to show initiative infrequent in my role	29 %	36 %
7b Not able to make suggestions to improve the work of my team/dept	38 %	43 %
7d Not able to make improvements in my area of work	54 %	60 %
7e Cannot meet conflicting demands on my time at work	36 %	44 %
7f Do not have adequate materials, supplies and equipment to do my work	58 %	63 %
7g Not enough staff at organisation to do my job properly	64 %	78 %
8a Dissatisfied with recognition for good work	52 %	61 %
8c Dissatisfied with freedom to choose own work method	27 %	35 %
8e Dissatisfied with amount of responsibility given	16 %	21 %
8f Dissatisfied with opportunities to use skills	26 %	31 %
8g Dissatisfied with extent organisation values my work	56 %	68 %
8h Dissatisfied with my level of pay	49 %	64 %
9a Dissatisfied with quality of care I give	11 %	17 %

9c	Unable to provide the care I aspire to	25 %	33 %
11a	Do not know who senior managers are	17 %	21 %
11b	Communication between senior management and staff is not effective	57 %	62 %
11e	Senior managers are not committed to patient care	45 %	51 %
12a	Care of patients/service users is not organisation's top priority	45 %	54 %
12b	Organisation does not act on concerns raised by patients/service users	19 %	27 %
12c	Would not recommend organisation as place to work	36 %	52 %
12d	If friend/relative needed treatment would not be happy with standard of care provided by organisation	16 %	23 %
13a	Hot water, soap etc not available to staff	23 %	26 %
14a	My job is not good for my health	64 %	72 %
14b	Immediate manager does not take a positive interest in my health & well-being	47 %	51 %
14c	Organisation does not take positive action on health and well-being	57 %	67 %
15a	In last 3 months, have come to work despite not feeling well enough to perform duties	73 %	78 %
15b	Felt pressure from manager to come to work despite not feeling well enough	63 %	67 %
16	Felt unwell due to work related stress in last 12 months	50 %	59 %
17b	In last month, saw errors/near misses/incidents that could hurt patients	36 %	40 %
18a	Organisation does not treat fairly staff involved in errors	27 %	32 %
18b	Organisation does not encourage reporting of errors	13 %	16 %
19c	Would not feel confident that organisation would address concerns about fraud / malpractice / wrongdoing	26 %	32 %
20a	Physical violence from patients/service users, their relatives or other members of the public	36 %	41 %
21a	Harassment, bullying or abuse from patients/service users, their relatives or members of the public	53 %	57 %
22	Organisation does not act fairly: career progression	22 %	25 %
23a	Discrimination from patients/service users, their relatives or other members of the public	19 %	22 %
29b	Disability: organisation not made adequate adjustments(s) to enable employee to carry out work	29 %	37 %

Compare results with others


The Picker Institute ran staff surveys for 5 ambulance trusts in 2013. Your results are shown alongside the average for all 'Picker' ambulance trusts.

Your results were significantly better than the 'Picker average' for the following questions:

Lower scores are better 


	Trust	Average
15c Felt pressure from colleagues to come to work despite not feeling well enough	10 %	14 %

Your results were significantly worse than the 'Picker average' for the following questions:

Lower scores are better 

		Trust	Average
1a	No health and safety training	28 %	19 %
1b	No equality and diversity training	33 %	21 %
1c	No training in how to handle violence to staff/patients/service users	37 %	23 %
1d	No infection control training	17 %	13 %
1e	No training in how to handle confidential information	21 %	13 %
1f	No training in how to deliver a good patient / service user experience	39 %	29 %
1g	No other job-relevant training, learning or development	18 %	14 %
2a	Training did not help me do job more effectively	28 %	20 %
2b	Training has not helped me stay up-to-date with prof. requirements	37 %	23 %
2c	Training has not helped me deliver a better patient / service user experience	35 %	23 %
3a	No appraisal/KSF review in last 12 months	56 %	37 %
4b	Team members do not have a set of shared objectives	17 %	14 %
4c	Team members do not often meet to discuss the team's effectiveness	58 %	52 %
5a	Never/rarely look forward to going to work	37 %	25 %
5b	Never/rarely enthusiastic about my job	24 %	15 %
5c	Never/rarely does time pass quickly when I am working	28 %	18 %
6a	Do not have clear, planned goals and objectives	32 %	22 %
6b	Do not always know what work responsibilities are	19 %	14 %
6c	Do not feel trusted to do my job	24 %	14 %
6d	Not able to do my job to a standard am pleased with	30 %	19 %
7a	Opportunities to show initiative infrequent in my role	36 %	25 %
7b	Not able to make suggestions to improve the work of my team/dept	43 %	30 %
7c	Not involved in deciding changes that affect work	62 %	52 %
7d	Not able to make improvements in my area of work	60 %	47 %
7f	Do not have adequate materials, supplies and equipment to do my work	63 %	41 %
7g	Not enough staff at organisation to do my job properly	78 %	64 %
8a	Dissatisfied with recognition for good work	61 %	49 %
8b	Dissatisfied with support from immediate manager	35 %	26 %
8c	Dissatisfied with freedom to choose own work method	35 %	23 %
8d	Dissatisfied with support from colleagues	9 %	7 %
8e	Dissatisfied with amount of responsibility given	21 %	17 %
8f	Dissatisfied with opportunities to use skills	31 %	22 %
8g	Dissatisfied with extent organisation values my work	68 %	55 %
8h	Dissatisfied with my level of pay	64 %	57 %
9a	Dissatisfied with quality of care I give	17 %	11 %

9b	Do not feel my role makes a difference to patients/service users	9 %	6 %
9c	Unable to provide the care I aspire to	33 %	22 %
10a	Immediate manager does not encourage team working	33 %	23 %
10b	Immediate manager cannot be counted upon to help with tasks	28 %	21 %
10c	Immediate manager does not give clear feedback	42 %	32 %
10d	Immediate manager does not ask for my opinion	54 %	41 %
10e	Immediate manager not supportive in personal crisis	18 %	13 %
11b	Communication between senior management and staff is not effective	62 %	54 %
11c	Senior managers do not try to involve staff in important decisions	64 %	58 %
11d	Senior managers do not act on staff feedback	60 %	52 %
11e	Senior managers are not committed to patient care	51 %	41 %
12a	Care of patients/service users is not organisation's top priority	54 %	43 %
12b	Organisation does not act on concerns raised by patients/service users	27 %	19 %
12c	Would not recommend organisation as place to work	52 %	37 %
12d	If friend/relative needed treatment would not be happy with standard of care provided by organisation	23 %	16 %
13a	Hot water, soap etc not available to staff	26 %	19 %
13b	Hot water, soap etc not available to patients/service users	29 %	23 %
14a	My job is not good for my health	72 %	62 %
14b	Immediate manager does not take a positive interest in my health & well-being	51 %	37 %
14c	Organisation does not take positive action on health and well-being	67 %	53 %
15a	In last 3 months, have come to work despite not feeling well enough to perform duties	78 %	73 %
15b	Felt pressure from manager to come to work despite not feeling well enough	67 %	56 %
16	Felt unwell due to work related stress in last 12 months	59 %	52 %
17a	In last month, saw errors/near misses/incidents that could hurt staff	42 %	34 %
17b	In last month, saw errors/near misses/incidents that could hurt patients	40 %	32 %
18a	Organisation does not treat fairly staff involved in errors	32 %	26 %
18b	Organisation does not encourage reporting of errors	16 %	9 %
18c	Organisation does not treat error reports confidentially	21 %	18 %
18d	Organisation blames/punishes people involved in errors/near misses or incidents	33 %	29 %
18e	Organisation does not take action to ensure errors not repeated	25 %	17 %
18f	Staff not informed about errors in organisation	52 %	42 %
18g	Staff not given feedback about changes made in response to reported errors	47 %	37 %
19a	Would not know how to report fraud, malpractice or wrongdoing	22 %	18 %
19b	Would not feel safe raising concerns about fraud / malpractice / wrongdoing	25 %	18 %
19c	Would not feel confident that organisation would address concerns about fraud / malpractice / wrongdoing	32 %	28 %
20a	Physical violence from patients/service users, their relatives or other members of the public	41 %	34 %
21a	Harassment, bullying or abuse from patients/service users, their relatives or members of the public	57 %	48 %




22	Organisation does not act fairly: career progression	25 %	22 %
23a	Discrimination from patients/service users, their relatives or other members of the public	22 %	13 %
29b	Disability: organisation not made adequate adjustments(s) to enable employee to carry out work	37 %	27 %

Setting priorities for action

These are areas where your Trust's performance is above average **and** you have demonstrated improvements since last year.

The Trust has positive results on the following questions:


Lower scores are better 

Average	2012	2013
---------	------	------

There were no questions where performance was both above average and there had been an improvement since the last survey.

These are areas where your Trust's score is lower than average **and** performance has slipped since 2012.

The Trust has poor results on the following questions:

Lower scores are better 



	Average	2012	2013
1e No training in how to handle confidential information	13 %	16 %	21 %
2a Training did not help me do job more effectively	20 %	17 %	28 %
2b Training has not helped me stay up-to-date with prof. requirements	23 %	24 %	37 %
2c Training has not helped me deliver a better patient / service user experience	23 %	22 %	35 %
3a No appraisal/KSF review in last 12 months	37 %	48 %	56 %
4b Team members do not have a set of shared objectives	14 %	13 %	17 %
4c Team members do not often meet to discuss the team's effectiveness	52 %	54 %	58 %
5a Never/rarely look forward to going to work	25 %	29 %	37 %
5b Never/rarely enthusiastic about my job	15 %	18 %	24 %
5c Never/rarely does time pass quickly when I am working	18 %	22 %	28 %
6a Do not have clear, planned goals and objectives	22 %	25 %	32 %
6b Do not always know what work responsibilities are	14 %	15 %	19 %
6c Do not feel trusted to do my job	14 %	18 %	24 %
6d Not able to do my job to a standard am pleased with	19 %	23 %	30 %
7a Opportunities to show initiative infrequent in my role	25 %	29 %	36 %
7b Not able to make suggestions to improve the work of my team/dept	30 %	38 %	43 %
7d Not able to make improvements in my area of work	47 %	54 %	60 %
7f Do not have adequate materials, supplies and equipment to do my work	41 %	58 %	63 %
7g Not enough staff at organisation to do my job properly	64 %	64 %	78 %
8a Dissatisfied with recognition for good work	49 %	52 %	61 %
8c Dissatisfied with freedom to choose own work method	23 %	27 %	35 %
8e Dissatisfied with amount of responsibility given	17 %	16 %	21 %
8f Dissatisfied with opportunities to use skills	22 %	26 %	31 %
8g Dissatisfied with extent organisation values my work	55 %	56 %	68 %
8h Dissatisfied with my level of pay	57 %	49 %	64 %
9a Dissatisfied with quality of care I give	11 %	11 %	17 %
9c Unable to provide the care I aspire to	22 %	25 %	33 %
11b Communication between senior management and staff is not effective	54 %	57 %	62 %
11e Senior managers are not committed to patient care	41 %	45 %	51 %
12a Care of patients/service users is not organisation's top priority	43 %	45 %	54 %
12b Organisation does not act on concerns raised by patients/service users	19 %	19 %	27 %
12c Would not recommend organisation as place to work	37 %	36 %	52 %
12d If friend/relative needed treatment would not be happy with standard of care provided by organisation	16 %	16 %	23 %
13a Hot water, soap etc not available to staff	19 %	23 %	26 %
14a My job is not good for my health	62 %	64 %	72 %

14b	Immediate manager does not take a positive interest in my health & well-being	37 %	47 %	51 %
14c	Organisation does not take positive action on health and well-being	53 %	57 %	67 %
15a	In last 3 months, have come to work despite not feeling well enough to perform duties	73 %	73 %	78 %
15b	Felt pressure from manager to come to work despite not feeling well enough	56 %	63 %	67 %
16	Felt unwell due to work related stress in last 12 months	52 %	50 %	59 %
17b	In last month, saw errors/near misses/incidents that could hurt patients	32 %	36 %	40 %
18a	Organisation does not treat fairly staff involved in errors	26 %	27 %	32 %
18b	Organisation does not encourage reporting of errors	9 %	13 %	16 %
19c	Would not feel confident that organisation would address concerns about fraud / malpractice / wrongdoing	28 %	26 %	32 %
20a	Physical violence from patients/service users, their relatives or other members of the public	34 %	36 %	41 %
21a	Harassment, bullying or abuse from patients/service users, their relatives or members of the public	48 %	53 %	57 %
22	Organisation does not act fairly: career progression	22 %	22 %	25 %
23a	Discrimination from patients/service users, their relatives or other members of the public	13 %	19 %	22 %
29b	Disability: organisation not made adequate adjustments(s) to enable employee to carry out work	27 %	29 %	37 %



Areas where staff report most problems



Questions where more than 50% of staff gave a negative response are listed below.


 scores significantly better than average
 scores significantly worse than average

Trust
Average

The problem score for your Trust
 Average score for all 'Picker' trusts

Lower scores are better

		Trust	Average	
15d	Put myself under pressure to come to work despite not feeling well enough	89 %	90 %	
7g	Not enough staff at organisation to do my job properly	78 %	64 %	
15a	In last 3 months, have come to work despite not feeling well enough to perform duties	78 %	73 %	
14a	My job is not good for my health	72 %	62 %	
8g	Dissatisfied with extent organisation values my work	68 %	55 %	
14c	Organisation does not take positive action on health and well-being	67 %	53 %	
15b	Felt pressure from manager to come to work despite not feeling well enough	67 %	56 %	
11c	Senior managers do not try to involve staff in important decisions	64 %	58 %	
8h	Dissatisfied with my level of pay	64 %	57 %	
7f	Do not have adequate materials, supplies and equipment to do my work	63 %	41 %	
3d	Appraisal/performance review: left feeling work not valued	62 %	60 %	
7c	Not involved in deciding changes that affect work	62 %	52 %	
11b	Communication between senior management and staff is not effective	62 %	54 %	
8a	Dissatisfied with recognition for good work	61 %	49 %	
11d	Senior managers do not act on staff feedback	60 %	52 %	
3b	Appraisal/review not helpful in improving how do job	60 %	64 %	
21c+	Last experience of harassment/bullying/abuse not reported	60 %	59 %	
7d	Not able to make improvements in my area of work	60 %	47 %	
16	Felt unwell due to work related stress in last 12 months	59 %	52 %	
4c	Team members do not often meet to discuss the team's effectiveness	58 %	52 %	
21a	Harassment, bullying or abuse from patients/service users, their relatives or members of the public	57 %	48 %	
3a	No appraisal/KSF review in last 12 months	56 %	37 %	
12a	Care of patients/service users is not organisation's top priority	54 %	43 %	
10d	Immediate manager does not ask for my opinion	54 %	41 %	
18f	Staff not informed about errors in organisation	52 %	42 %	
12c	Would not recommend organisation as place to work	52 %	37 %	



11e	Senior managers are not committed to patient care	51 %	41 %	▬
14b	Immediate manager does not take a positive interest in my health & well-being	51 %	37 %	▬

Next Steps

Once priorities have been identified:

- Look at **internal benchmarks** (directorates/departments) in the main report – compare results within the Trust to help identify problem areas
- Tie in with **other surveys**/PALS/complaints/patient surveys
- Look at **respondent comments** for details and suggestions – available on-line (<https://www.picker-results.org>)
- Develop an **action plan**
- Raise awareness about the Staff Survey – **publish** results and action plans
- **Additional analysis** available from the Picker Institute (including demographic/trust type breakdowns)

Picker will email you additional reports including Staff Engagement reports and Spider Chart reports.

If you need further assistance with understanding your results, or on any other aspect of the Staff Survey please contact **Grace Baker** or another member of the survey team at the Picker Institute (Tel: 01865 208100), who will be happy to help you.

Full contact details are listed overleaf.

Contacting Picker Institute Europe

For more information about your Staff Survey 2013 Report please contact the Project Manager, Grace Baker or another member of the Picker Institute Survey Team.

The Picker Institute Survey Team:

Amanda Attwood
Grace Baker
Stephen Bough
Josi Breeden
Sarah-Ann Burger
Matt Cadby
Andrew Cameron
Vincent Coole
Lucas Daly
Harriet Hay
Bridget Hopwood
Tim Markham
Ida Monfared
Amy Tallett
Ronit Tong
Lisa Yorke

Picker Institute Europe
Buxton Court
3 West Way
Oxford
OX2 0JB

Tel: 01865 208 100

Fax: 01865 208 101

Email: surveys@pickereurope.ac.uk

Website: www.pickereurope.org

Results website: www.picker-results.org

Charity Registration No: 1081688

Quality Assurance and Information Security Management:

Picker Institute Europe has UKAS accredited certification for ISO20252:2006 (cert. no. GB08/74322) and ISO27001:2005 (cert. no. GB10/80275). Picker Institute Europe is registered under the Data Protection Act 1998 (Z4942556).