

2011 National NHS staff survey

Results from London Ambulance Service NHS Trust

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1. Introduction to this report

This report presents the findings of the 2011 national NHS staff survey conducted in London Ambulance Service NHS Trust.

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

In sections 3 to 6 of this report, the findings of the questionnaire have been summarised and presented in the form of 38 Key Findings.

These sections of the report have been structured around the four pledges to staff in the NHS Constitution which was published in January 2009 (<http://www.dh.gov.uk/nhsconstitution>) plus two 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 training for their jobs and line management support to succeed.
- 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: Staff satisfaction
- Additional theme: Equality and diversity

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

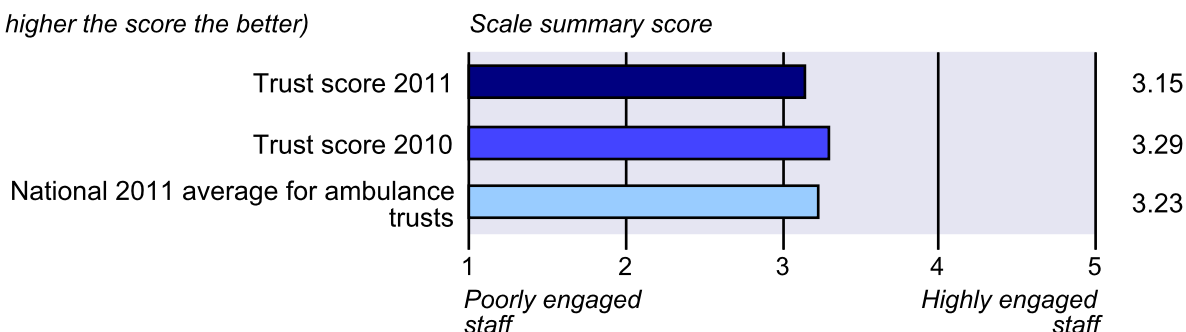
Responses to the individual survey questions can be found in Appendix 3 of this report, along with details of which survey questions were used to calculate the Key Findings.

2. Overall indicator of staff engagement for London Ambulance Service NHS Trust

The figure below shows how London Ambulance Service NHS Trust compares with other ambulance 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 3.15 was **below (worse 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 31, 34 and 35. These Key Findings relate to the following aspects of staff engagement: staff members' perceived ability to contribute to improvements at work (Key Finding 31); their willingness to recommend the trust as a place to work or receive treatment (Key Finding 34); and the extent to which they feel motivated and engaged with their work (Key Finding 35).

The table below shows how London Ambulance Service NHS Trust compares with other ambulance trusts on each of the sub-dimensions of staff engagement, and whether there has been a change since the 2010 survey.

	Change since 2010 survey	Ranking, compared with all ambulance trusts
OVERALL STAFF ENGAGEMENT	! Decrease (worse than 10)	! Below (worse than) average
KF31. Staff ability to contribute towards improvements at work <i>(the extent to which staff are able to make suggestions to improve the work of their team, have frequent opportunities to show initiative in their role, and are able to make improvements at work.)</i>	! Decrease (worse than 10)	! Below (worse than) average
KF34. Staff recommendation of the trust as a place to work or receive treatment <i>(the extent to which staff think care of patients/service users is the Trust's top priority, would recommend their Trust to others as a place to work, and would be happy with the standard of care provided by the Trust if a friend or relative needed treatment.)</i>	! Decrease (worse than 10)	• Average
KF35. Staff motivation at work <i>(the extent to which they look forward to going to work, and are enthusiastic about and absorbed in their jobs.)</i>	• No change	! 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***.

The Department of Health has produced a framework to help NHS organisations develop local staff engagement policies. This can be downloaded from <http://www.dh.gov.uk/en/Managingyourorganisation/Workforce/NHSStaffExperience/index.htm>.

3. Summary of 2011 Key Findings for London Ambulance Service NHS Trust

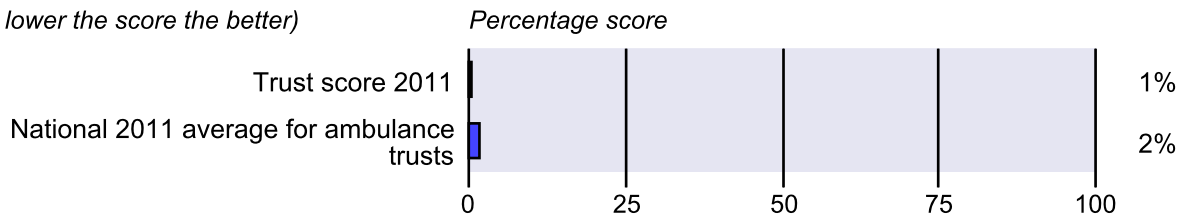
3.1 Top and Bottom Ranking Scores

This page highlights the four Key Findings for which London Ambulance Service NHS Trust compares most favourably with other ambulance trusts in England.

TOP FOUR RANKING SCORES

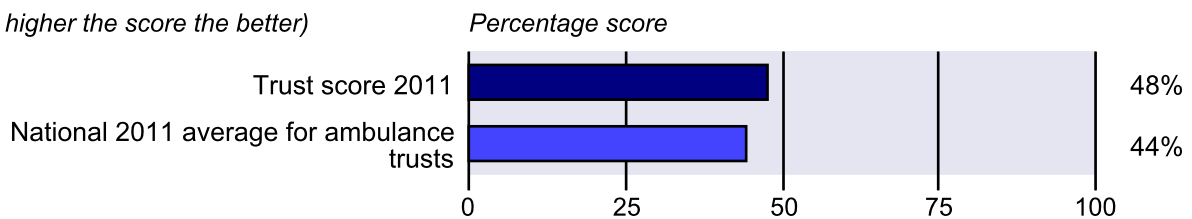
✓ KF24. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



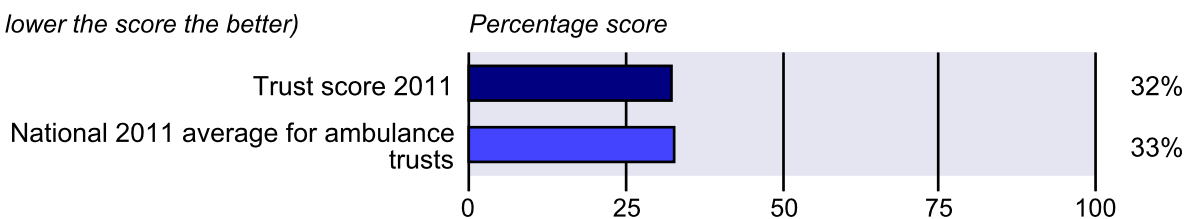
✓ KF9. Percentage of staff using flexible working options

(the higher the score the better)



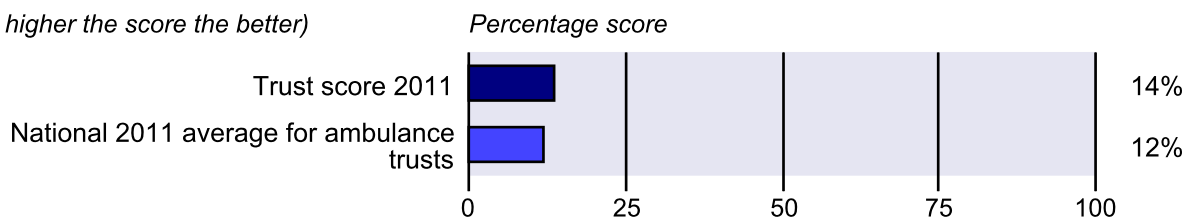
✓ KF17. Percentage of staff suffering work-related injury in last 12 months

(the lower the score the better)



✓ KF30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



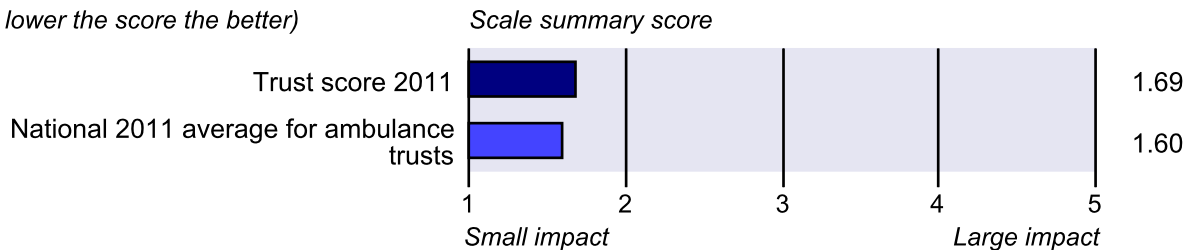
For each of the 38 Key Findings, the ambulance trusts in England were placed in order from 1 (the top ranking score) to 12 (the bottom ranking score). London Ambulance Service NHS Trust's four highest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 1. Further details about this can be found in the document *Making sense of your staff survey data*.

This page highlights the four Key Findings for which London Ambulance Service NHS Trust compares least favourably with other ambulance 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 FOUR RANKING SCORES

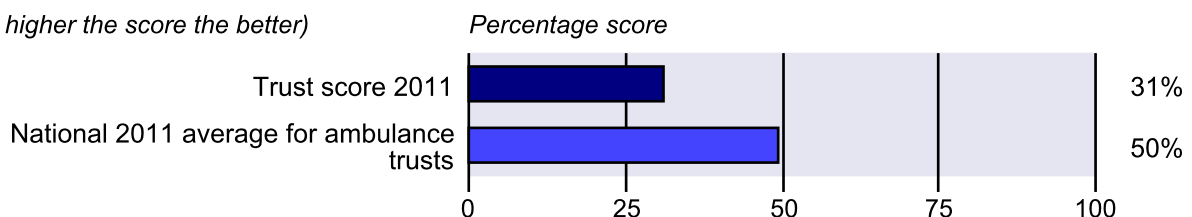
! KF28. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)



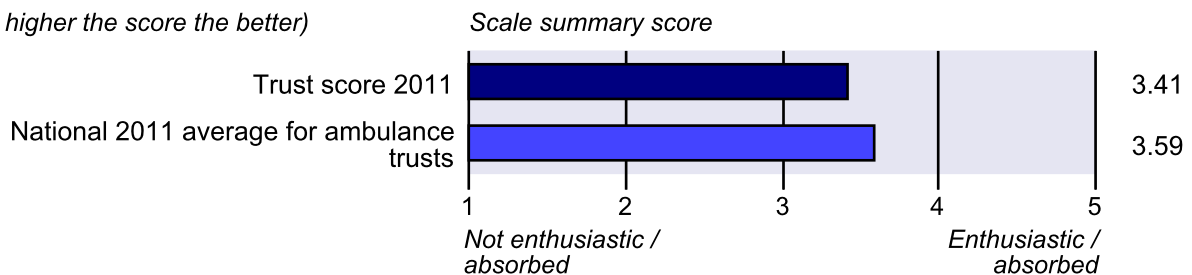
! KF14. Percentage of staff appraised with personal development plans in last 12 months

(the higher the score the better)



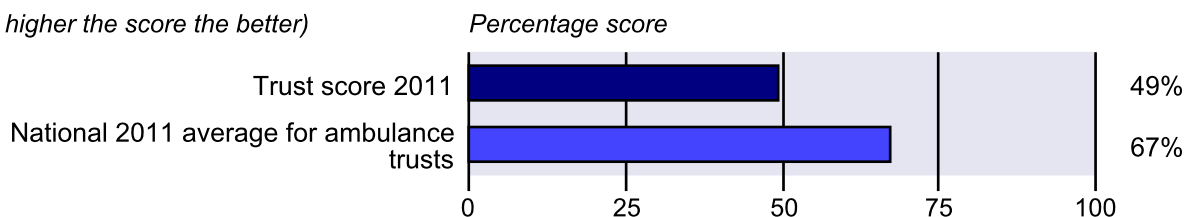
! KF35. Staff motivation at work

(the higher the score the better)



! KF12. Percentage of staff appraised in last 12 months

(the higher the score the better)



For each of the 38 Key Findings, the ambulance trusts in England were placed in order from 1 (the top ranking score) to 12 (the bottom ranking score). London Ambulance Service NHS Trust's four lowest ranking scores are presented here, i.e. those for which the trust's Key Finding score is ranked closest to 12. Further details about this can be found in the document *Making sense of your staff survey data*.

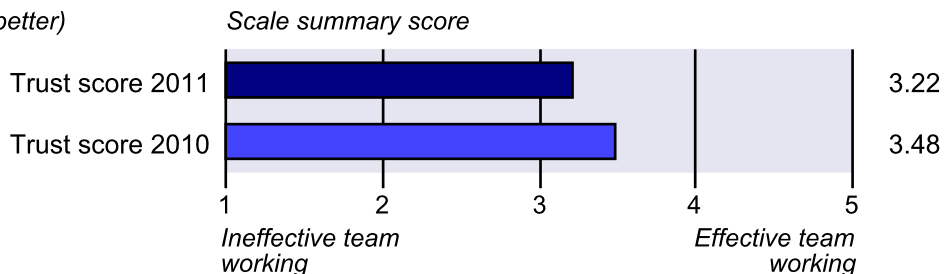
3.2 Largest Local Changes since the 2010 Survey

This page highlights the four Key Findings where staff experiences have deteriorated since the 2010 survey. It is suggested that these areas might be seen as a starting point for local action to improve as an employer.

WHERE STAFF EXPERIENCE HAS DETERIORATED

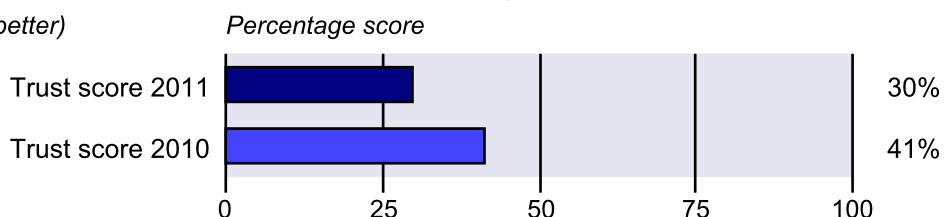
! KF6. Effective team working

(the higher the score the better)



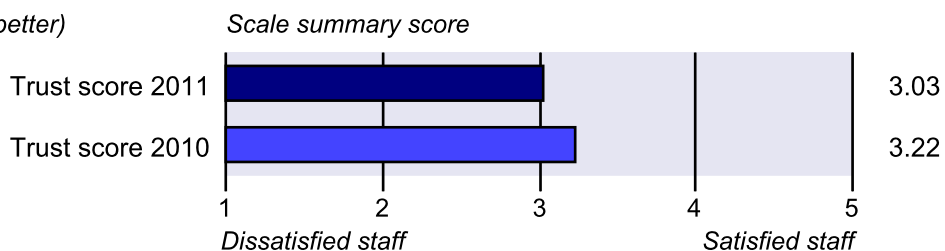
! KF31. Percentage of staff able to contribute towards improvements at work

(the higher the score the better)



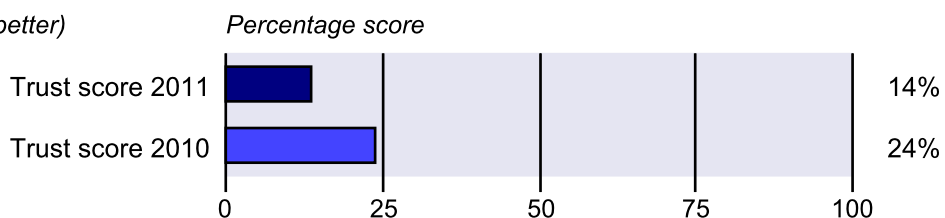
! KF32. Staff job satisfaction

(the higher the score the better)



! KF30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



Because the Key Findings vary considerably in terms of subject matter and format (e.g. some are percentage scores, others are scale scores), a straightforward comparison of score changes is not the appropriate way to establish which Key Findings have deteriorated the most. Rather, the extent of 10-11 change for each Key Finding has been measured in relation to the national variation for that Key Finding. Further details about this can be found in the document *Making sense of your staff survey data*.

3.3. Summary of all Key Findings for London Ambulance Service NHS Trust

KEY	
✓	Green = Positive finding, e.g. better than average, better than 2010
!	Red = Negative finding, e.g. worse than average, worse than 2010
	'Change since 2010 survey' indicates whether there has been a statistically significant change in the Key Finding since the 2010 survey
--	Because of changes to the format of the survey questions this year, comparisons with the 2010 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 <i>italics</i> , the lower the score the better

	Change since 2010 survey	Ranking, compared with all ambulance trusts in 2011
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.		
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	• No change	• Average
KF2. % agreeing that their role makes a difference to patients	• No change	! Below (worse than) average
KF3. % feeling valued by their work colleagues	• No change	! Below (worse than) average
KF4. Quality of job design	! Decrease (worse than 10)	• Average
* <i>KF5. Work pressure felt by staff</i>	! Increase (worse than 10)	! Above (worse than) average
KF6. Effective team working	! Decrease (worse than 10)	! Below (worse than) average
KF7. Trust commitment to work-life balance	! Decrease (worse than 10)	• Average
* <i>KF8. % working extra hours</i>	• No change	• Average
KF9. % using flexible working options	• No change	✓ Above (better than) average
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.		
KF10. % feeling there are good opportunities to develop their potential at work	! Decrease (worse than 10)	• Average
KF11. % receiving job-relevant training, learning or development in last 12 mths	• No change	• Average
KF12. % appraised in last 12 mths	! Decrease (worse than 10)	! Below (worse than) average
KF13. % having well structured appraisals in last 12 mths	• No change	! Below (worse than) average
KF14. % appraised with personal development plans in last 12 mths	! Decrease (worse than 10)	! Below (worse than) average
KF15. Support from immediate managers	• No change	• Average
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.		
Occupational health and safety		
KF16. % receiving health and safety training in last 12 mths	• No change	! Below (worse than) average
* <i>KF17. % suffering work-related injury in last 12 mths</i>	• No change	• Average
* <i>KF18. % suffering work-related stress in last 12 mths</i>	• No change	! Above (worse than) average
Infection control and hygiene		
KF19. % saying hand washing materials are always available	• No change	! Below (worse than) average

3.3. Summary of all Key Findings for London Ambulance Service NHS Trust (cont)

	Change since 2010 survey	Ranking, compared with all ambulance trusts in 2011
Errors and incidents		
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	• No change	! Above (worse than) average
KF21. % reporting errors, near misses or incidents witnessed in the last mth	• No change	! Below (worse than) average
KF22. Fairness and effectiveness of incident reporting procedures	• No change	! Below (worse than) average
Violence and harassment		
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	• No change	! Above (worse than) average
* KF24. % experiencing physical violence from staff in last 12 mths	• No change	✓ Below (better than) 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	! Above (worse than) average
KF27. Perceptions of effective action from employer towards violence and harassment	• No change	! Below (worse than) average
Health and well-being		
* KF28. Impact of health and well-being on ability to perform work or daily activities	• No change	! Above (worse than) average
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	• No change	! Above (worse than) average
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.		
KF30. % reporting good communication between senior management and staff	! Decrease (worse than 10)	• Average
KF31. % able to contribute towards improvements at work	! Decrease (worse than 10)	! Below (worse than) average
ADDITIONAL THEME: Staff satisfaction		
KF32. Staff job satisfaction	! Decrease (worse than 10)	! Below (worse than) average
* KF33. Staff intention to leave jobs	• No change	! Above (worse than) average
KF34. Staff recommendation of the trust as a place to work or receive treatment	! Decrease (worse than 10)	• Average
KF35. Staff motivation at work	• No change	! Below (worse than) average
ADDITIONAL THEME: Equality and diversity		
KF36. % having equality and diversity training in last 12 mths	• No change	! Below (worse than) average
KF37. % believing the trust provides equal opportunities for career progression or promotion	• No change	• Average
* KF38. % experiencing discrimination at work in last 12 mths	• No change	! Above (worse than) average

4. Key Findings for London Ambulance Service NHS Trust

309 staff at London Ambulance Service NHS Trust took part in this survey. This is a response rate of 37%¹ which is below average for ambulance trusts in England, and compares with a response rate of 34% in this trust in the 2010 survey.

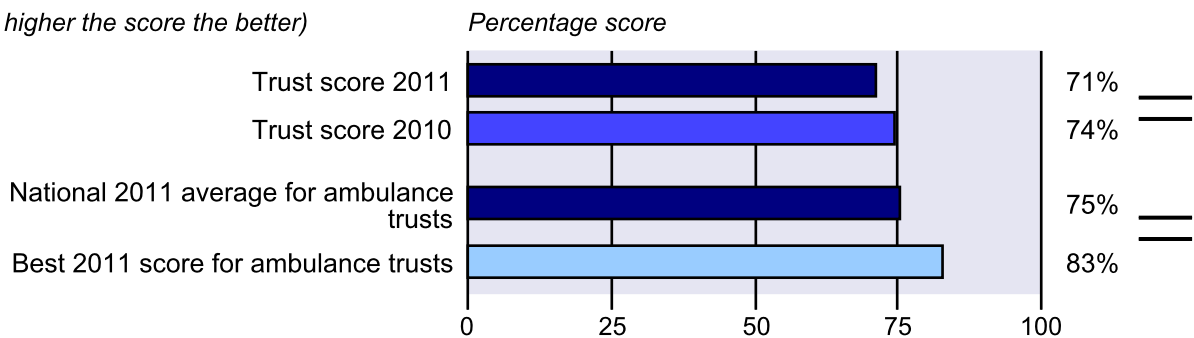
This section presents each of the 38 Key Findings, using data from the trust's 2011 survey, and compares these to other ambulance trusts in England and to the trust's performance in the 2010 survey. The findings are arranged under six headings – the four staff pledges from the NHS Constitution, and the two additional themes of staff satisfaction and equality and diversity.

Positive findings are indicated with a **green arrow** (e.g. where the trust is better than average, or where the score has improved since 2010). **Negative findings** are highlighted with a **red arrow** (e.g. where the trust's score is worse than average, or where the score is not as good as 2010). An equals sign indicates that there has been no change.

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

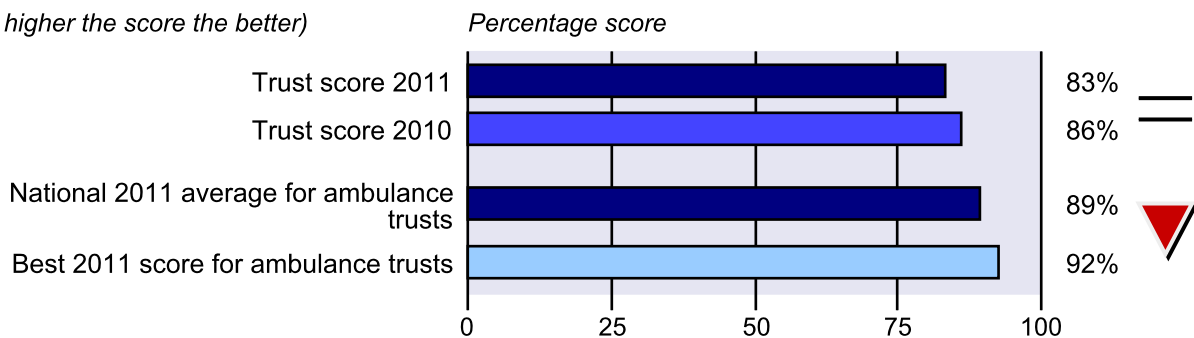
KEY FINDING 1. Percentage of staff feeling satisfied with the quality of work and patient care they are able to deliver

(the higher the score the better)



KEY FINDING 2. Percentage of staff agreeing that their role makes a difference to patients

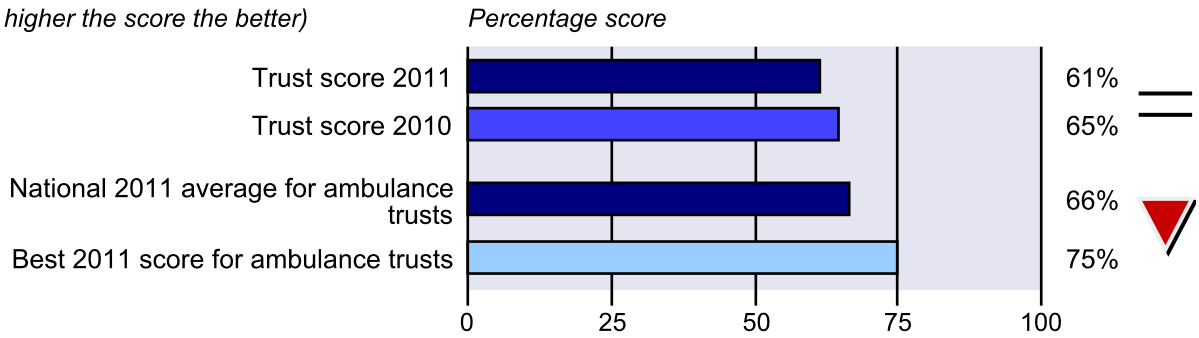
(the higher the score the better)



¹At the time of sampling, 4554 staff were eligible to receive the survey. Questionnaires were sent to a random sample of 843 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.

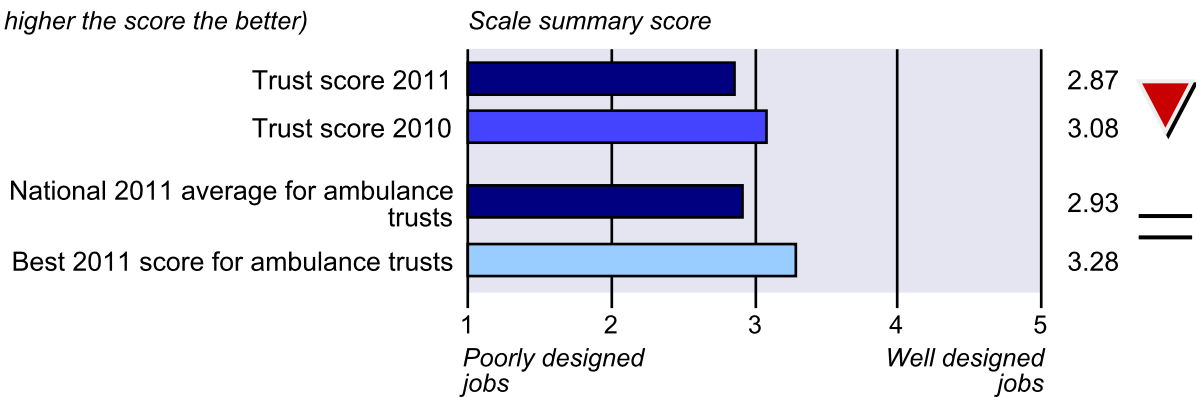
KEY FINDING 3. Percentage of staff feeling valued by their work colleagues

(the higher the score the better)



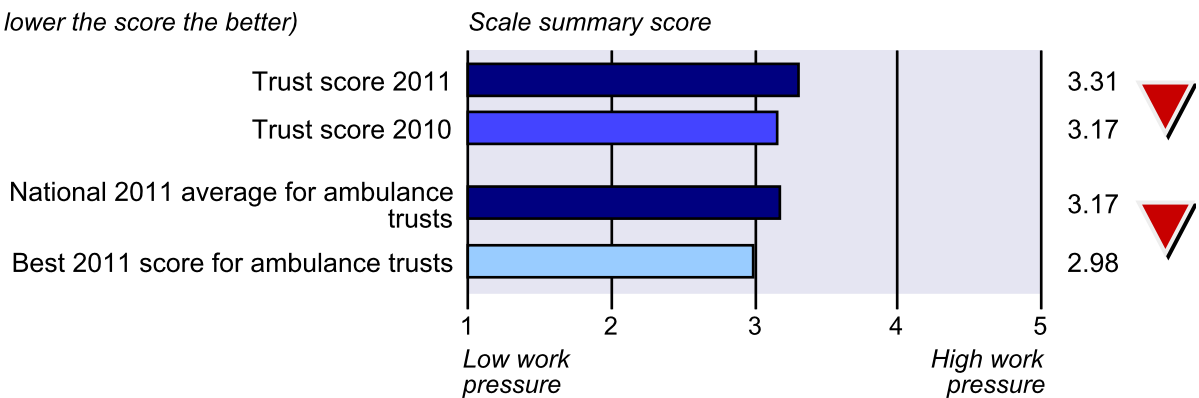
KEY FINDING 4. Quality of job design (clear job content, feedback and staff involvement)

(the higher the score the better)



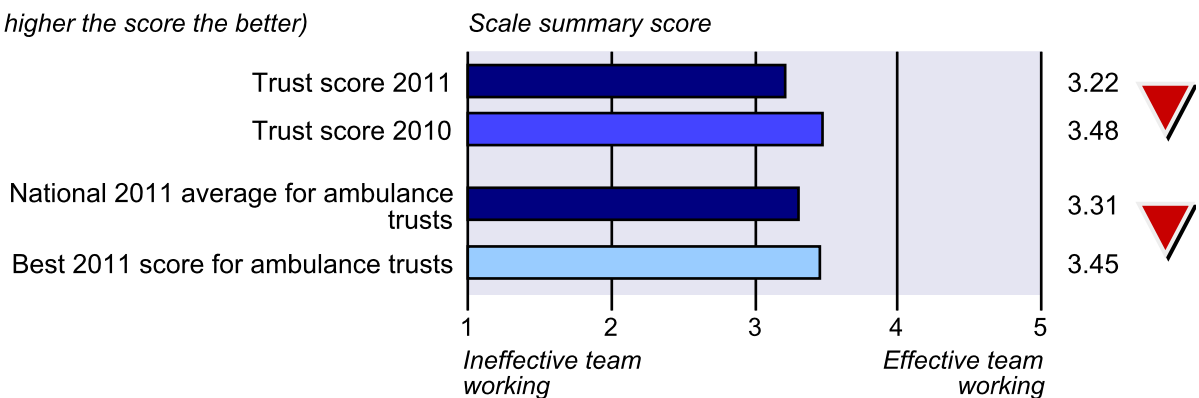
KEY FINDING 5. Work pressure felt by staff

(the lower the score the better)



KEY FINDING 6. Effective team working

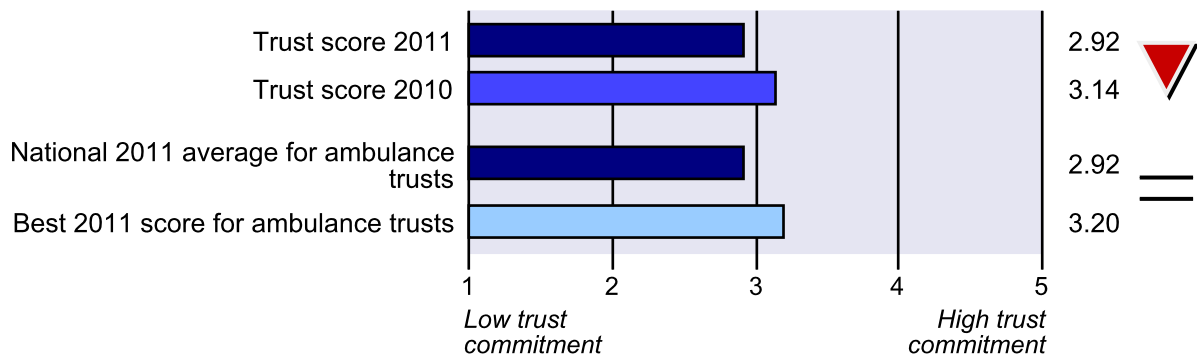
(the higher the score the better)



KEY FINDING 7. Trust commitment to work-life balance

(the higher the score the better)

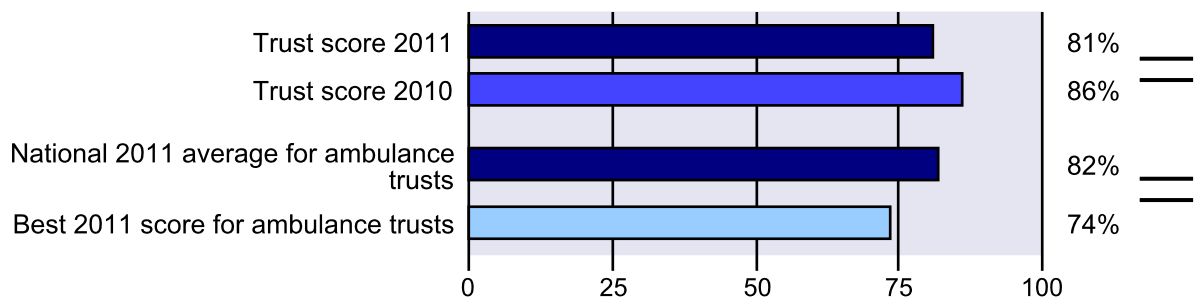
Scale summary score



KEY FINDING 8. Percentage of staff working extra hours

(the lower the score the better)

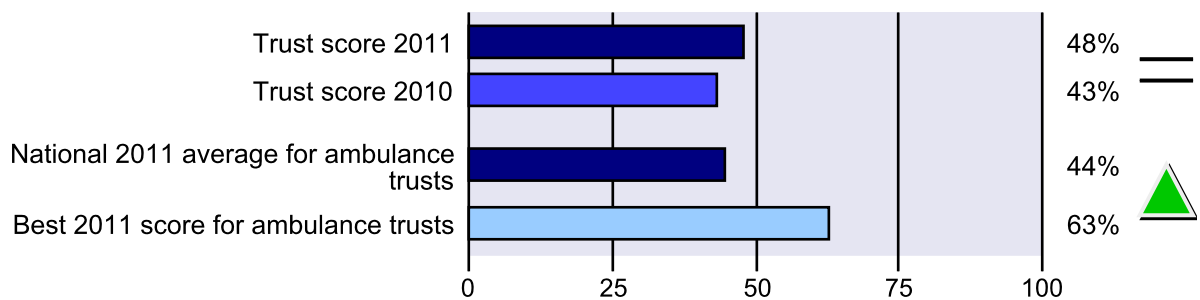
Percentage score



KEY FINDING 9. Percentage of staff using flexible working options

(the higher the score the better)

Percentage score

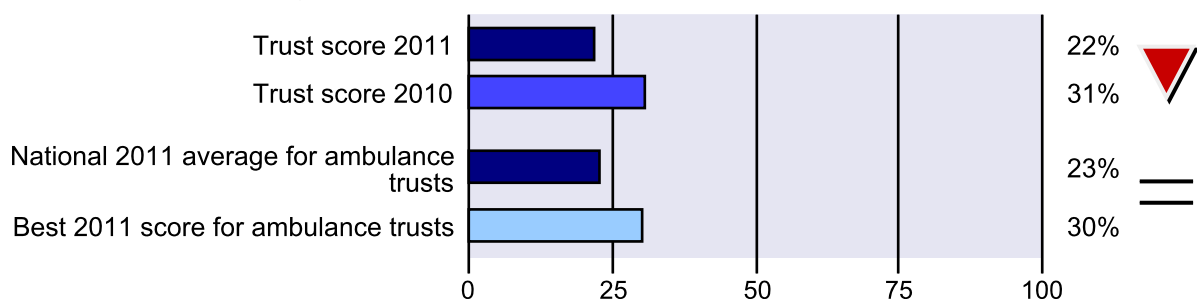


STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.

KEY FINDING 10. Percentage of staff feeling there are good opportunities to develop their potential at work

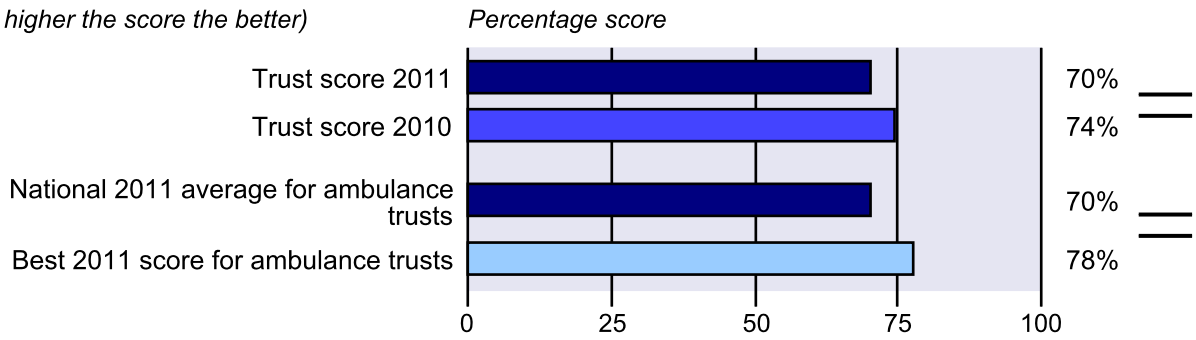
(the higher the score the better)

Percentage score



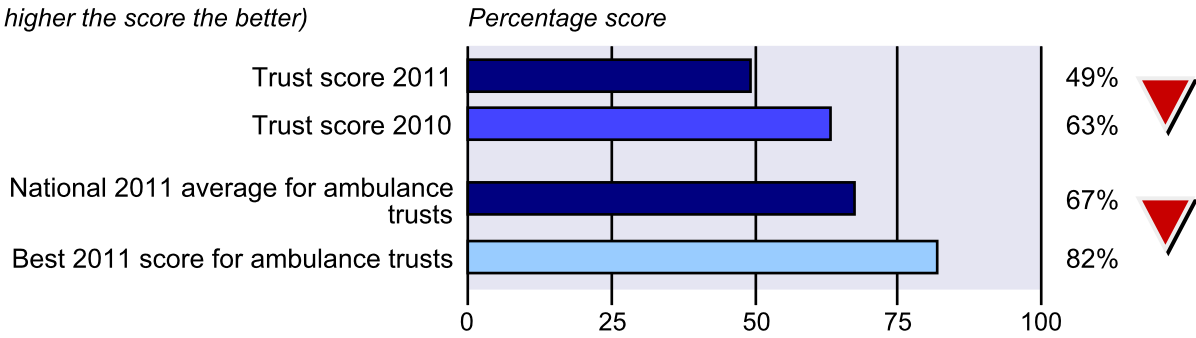
KEY FINDING 11. Percentage of staff receiving job-relevant training, learning or development in last 12 months

(the higher the score the better)



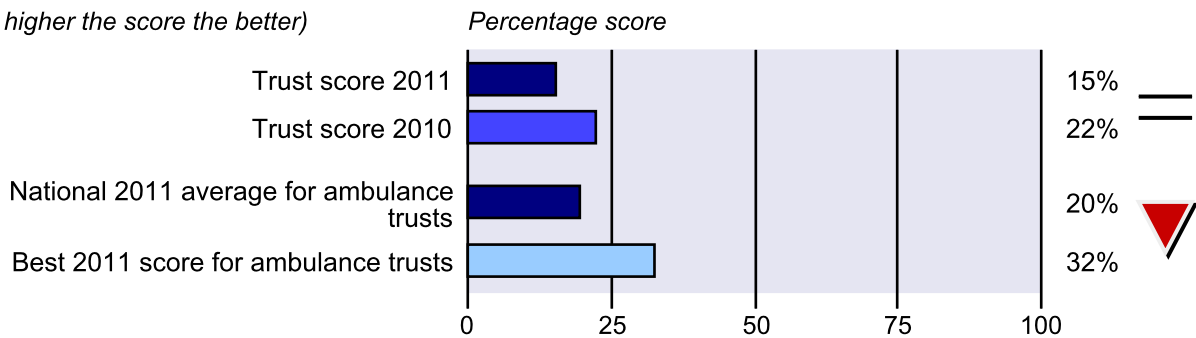
KEY FINDING 12. Percentage of staff appraised in last 12 months

(the higher the score the better)



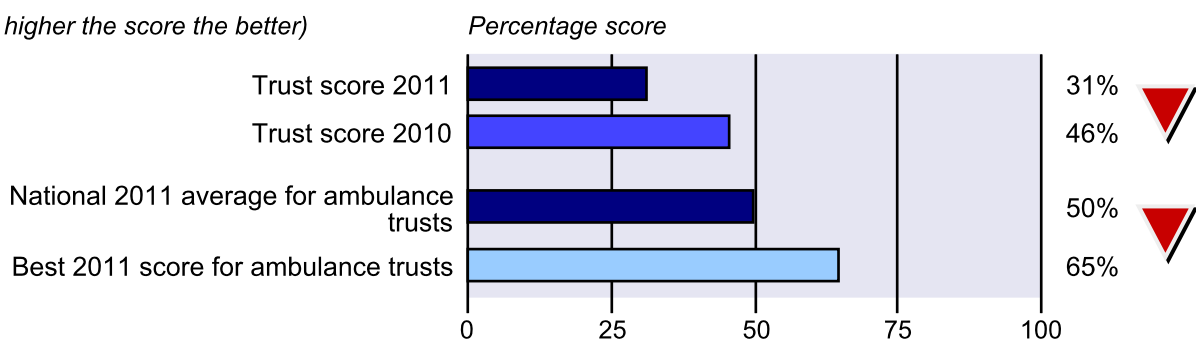
KEY FINDING 13. Percentage of staff having well structured appraisals in last 12 months

(the higher the score the better)



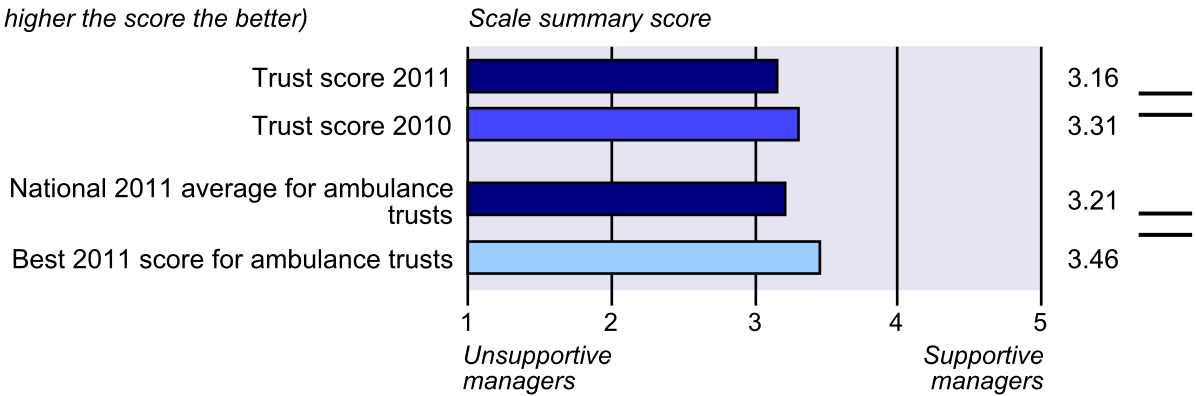
KEY FINDING 14. Percentage of staff appraised with personal development plans in last 12 months

(the higher the score the better)



KEY FINDING 15. Support from immediate managers

(the higher the score the better)

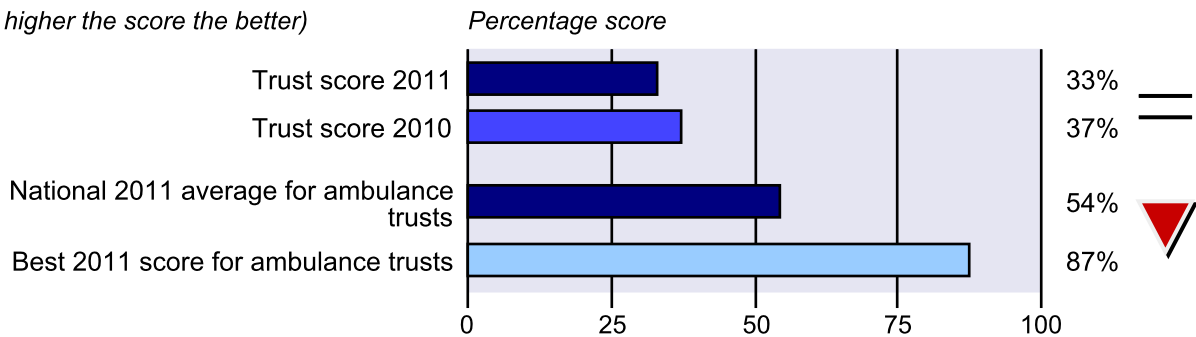


STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.

Occupational health and safety

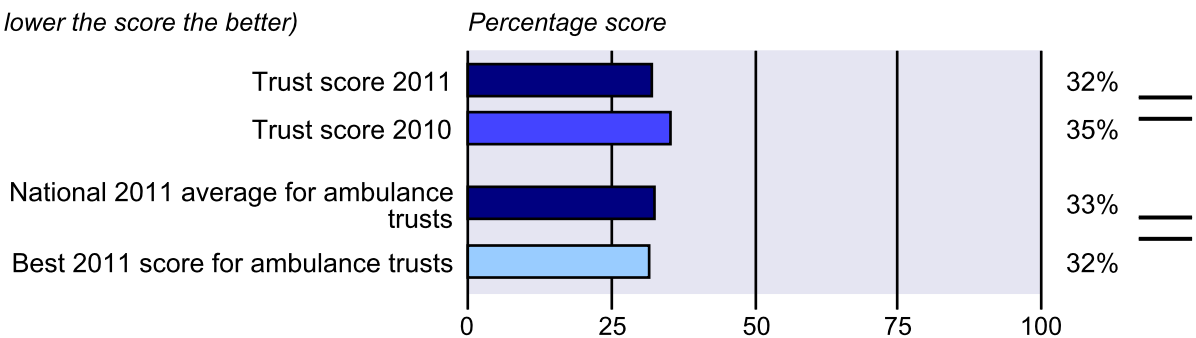
KEY FINDING 16. Percentage of staff receiving health and safety training in last 12 months

(the higher the score the better)



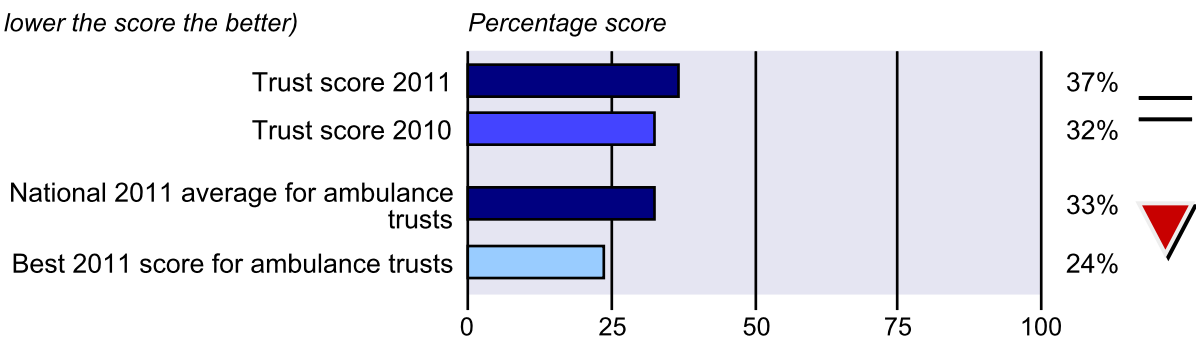
KEY FINDING 17. Percentage of staff suffering work-related injury in last 12 months

(the lower the score the better)



KEY FINDING 18. Percentage of staff suffering work-related stress in last 12 months

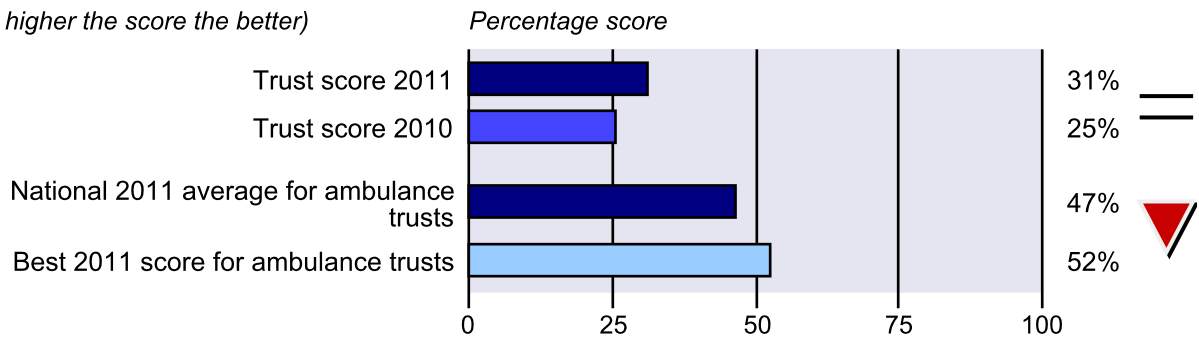
(the lower the score the better)



Infection control and hygiene

KEY FINDING 19. Percentage of staff saying hand washing materials are always available

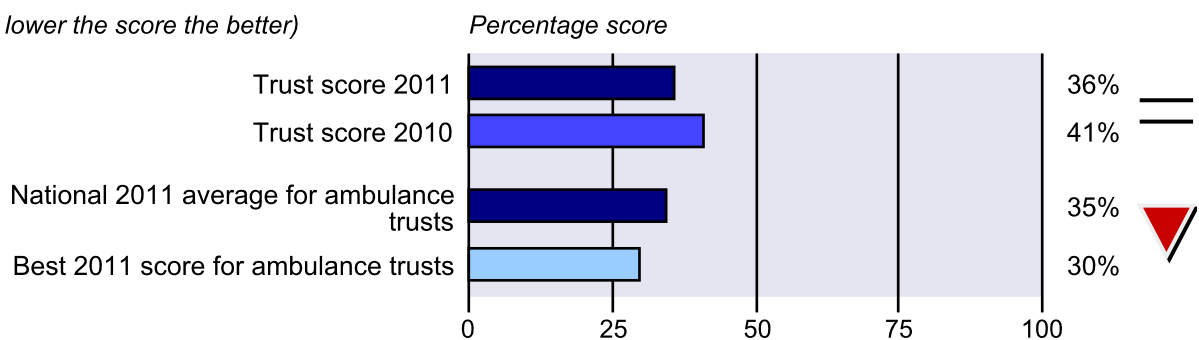
(the higher the score the better)



Errors and incidents

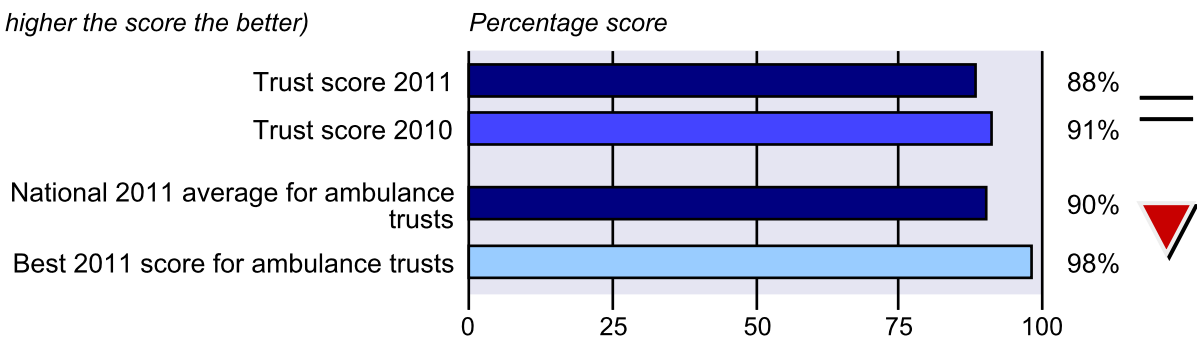
KEY FINDING 20. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month

(the lower the score the better)



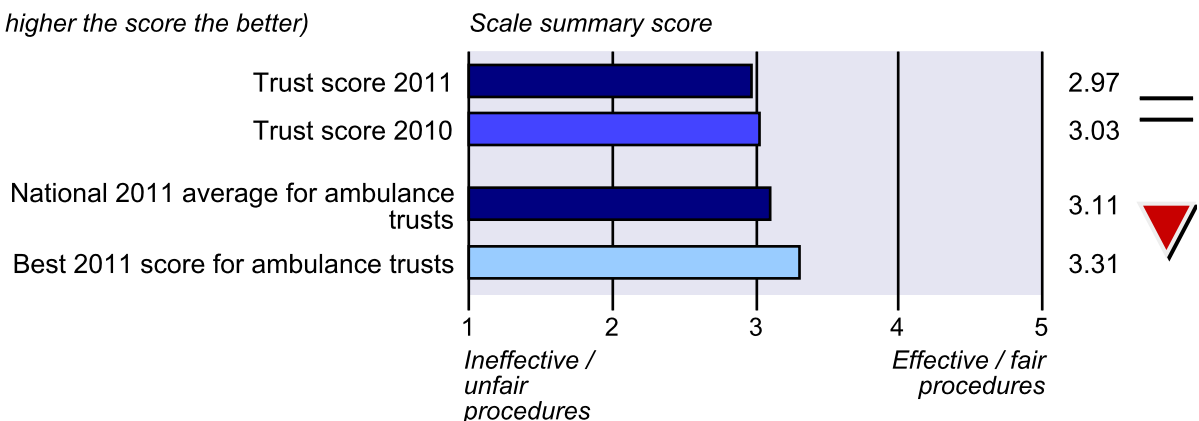
KEY FINDING 21. Percentage of staff reporting errors, near misses or incidents witnessed in the last month

(the higher the score the better)



KEY FINDING 22. Fairness and effectiveness of incident reporting procedures

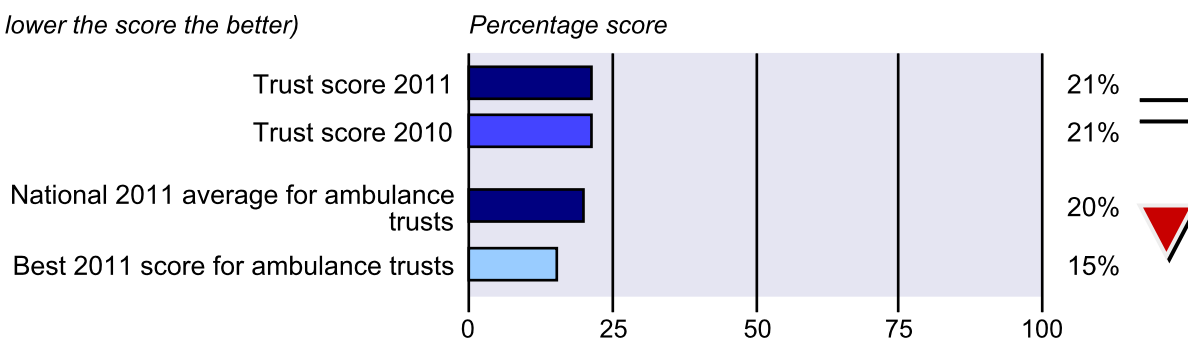
(the higher the score the better)



Violence and harassment

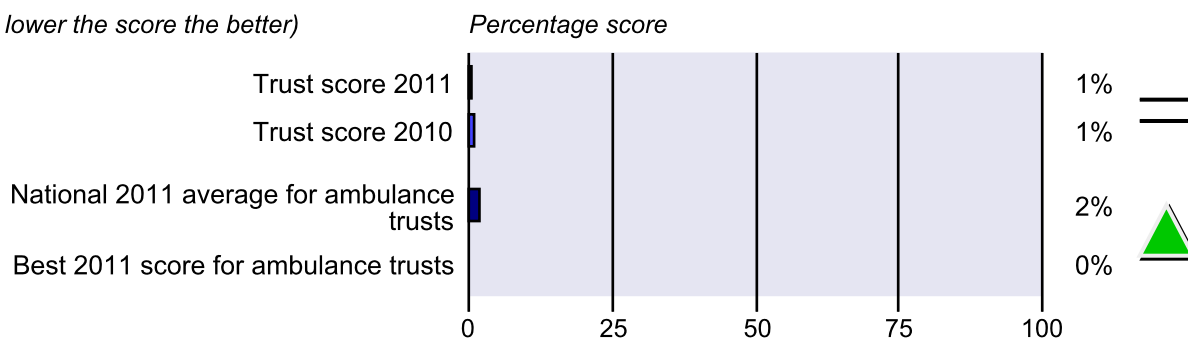
KEY FINDING 23. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months

(the lower the score the better)



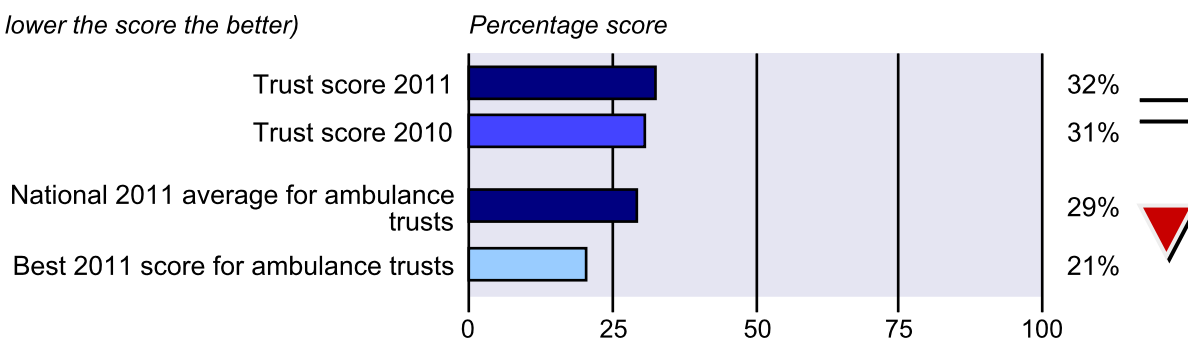
KEY FINDING 24. Percentage of staff experiencing physical violence from staff in last 12 months

(the lower the score the better)



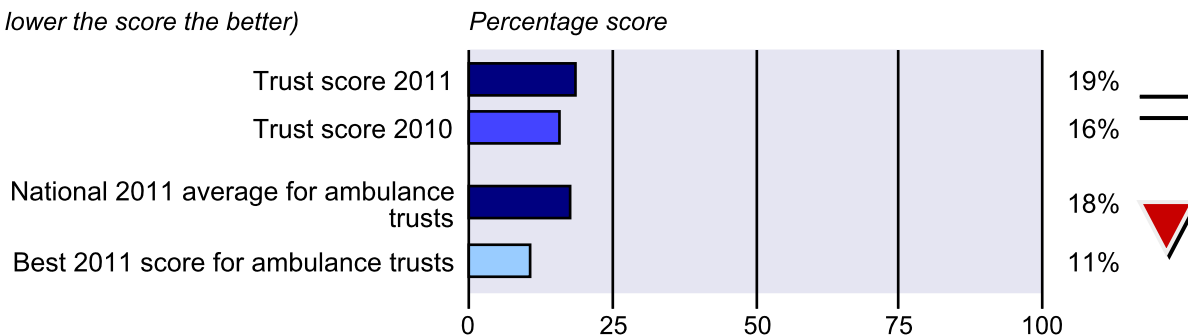
KEY FINDING 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months

(the lower the score the better)



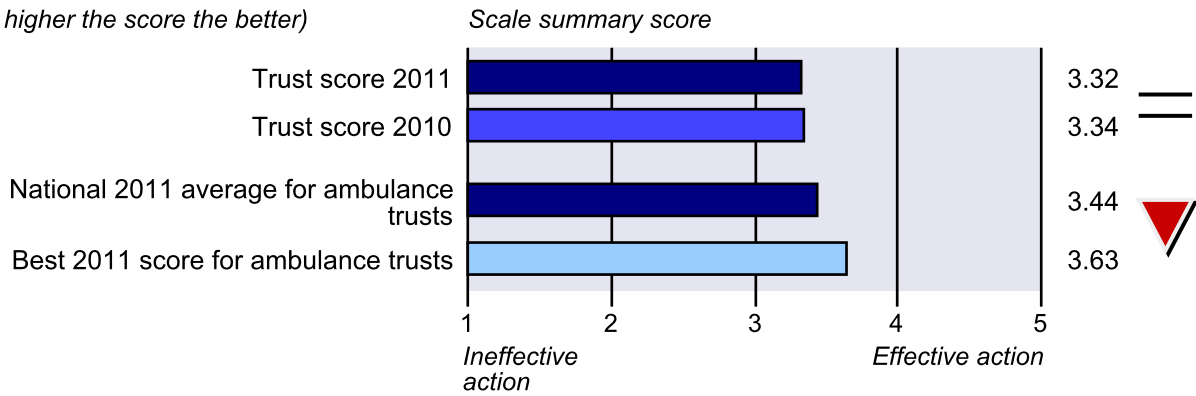
KEY FINDING 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months

(the lower the score the better)



KEY FINDING 27. Perceptions of effective action from employer towards violence and harassment

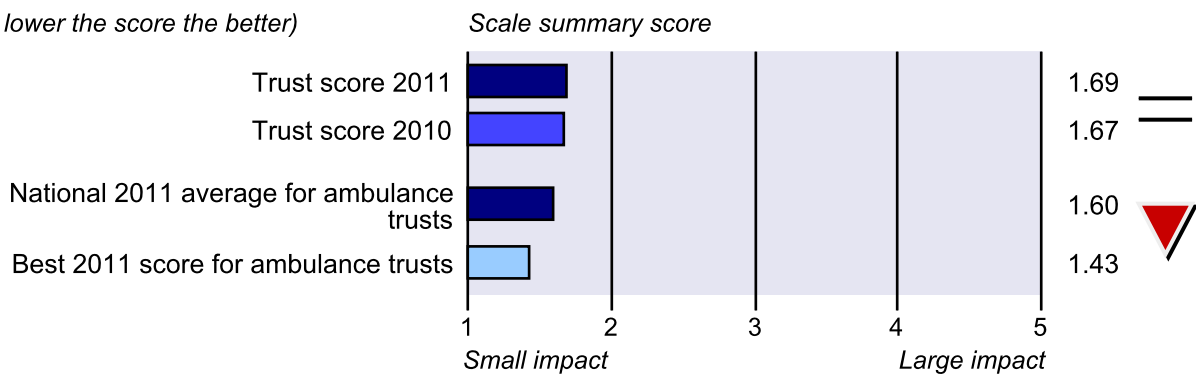
(the higher the score the better)



Health and well-being

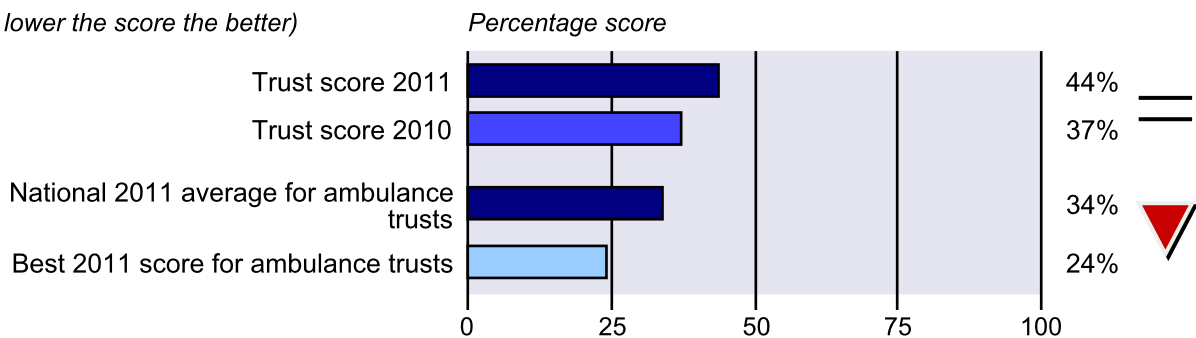
KEY FINDING 28. Impact of health and well-being on ability to perform work or daily activities

(the lower the score the better)



KEY FINDING 29. Percentage of staff feeling pressure in last 3 months to attend work when feeling unwell

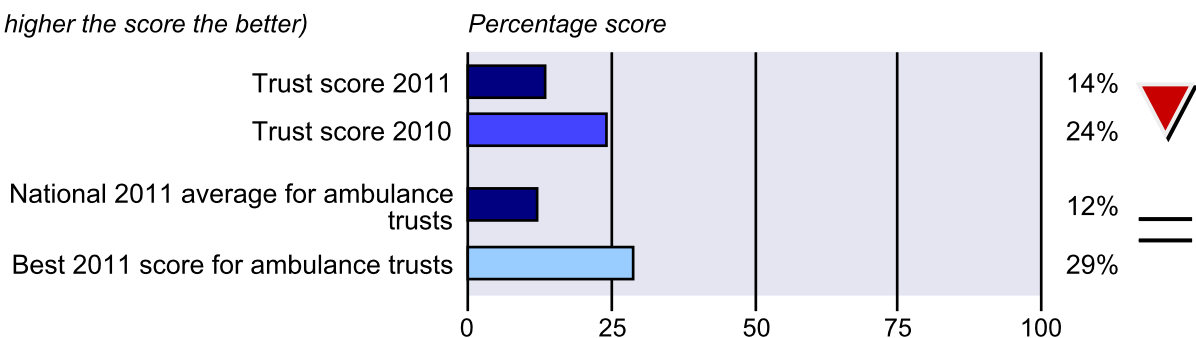
(the lower the score the better)



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.

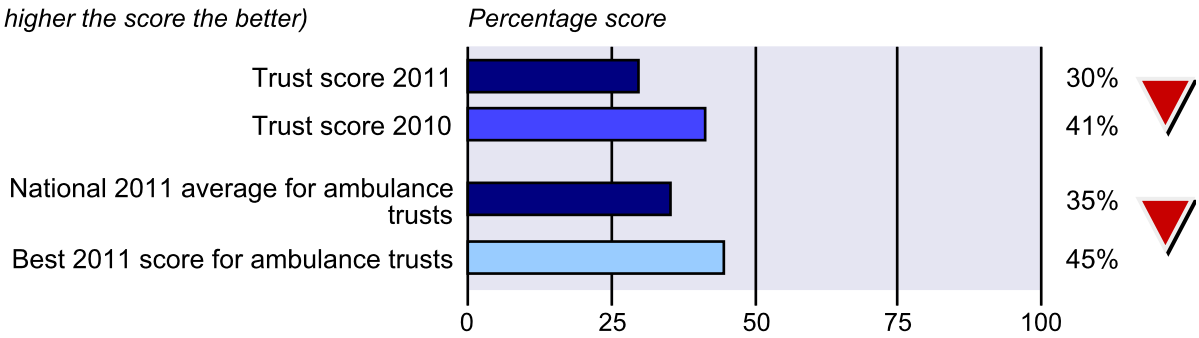
KEY FINDING 30. Percentage of staff reporting good communication between senior management and staff

(the higher the score the better)



KEY FINDING 31. Percentage of staff able to contribute towards improvements at work

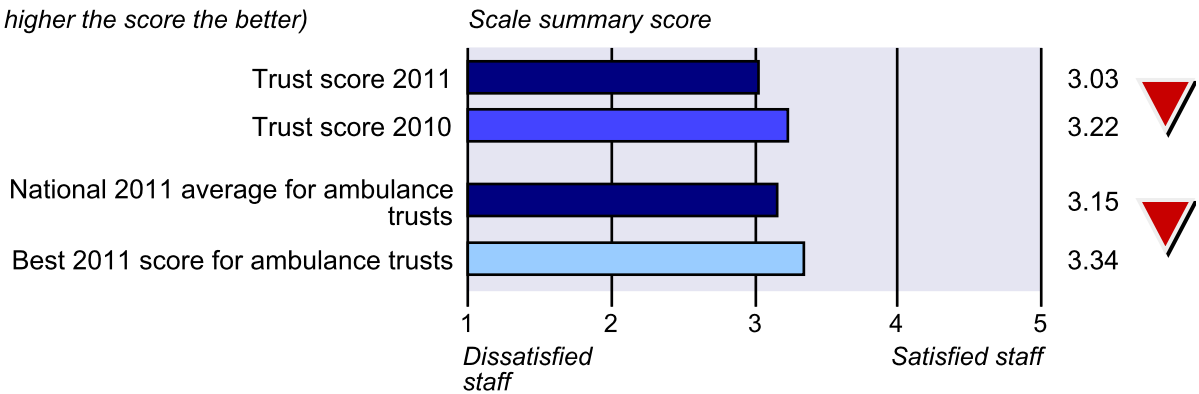
(the higher the score the better)



ADDITIONAL THEME: Staff satisfaction

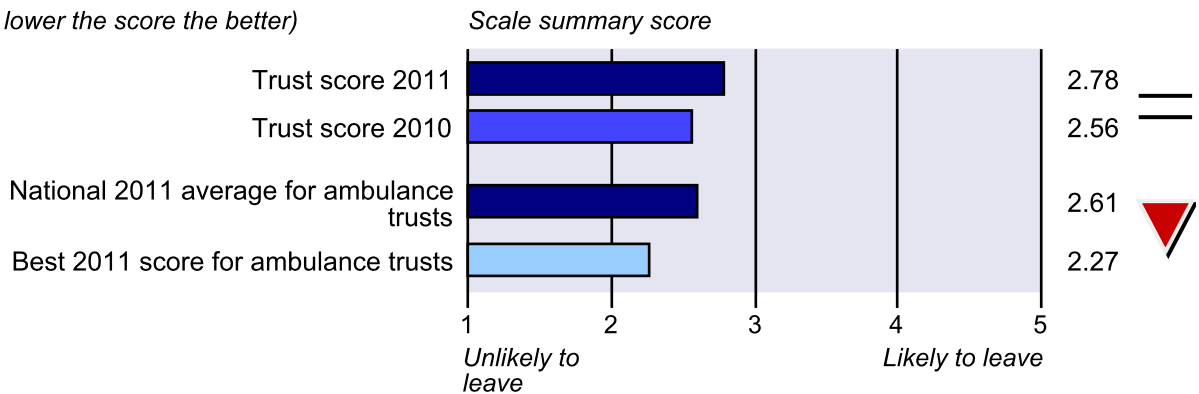
KEY FINDING 32. Staff job satisfaction

(the higher the score the better)



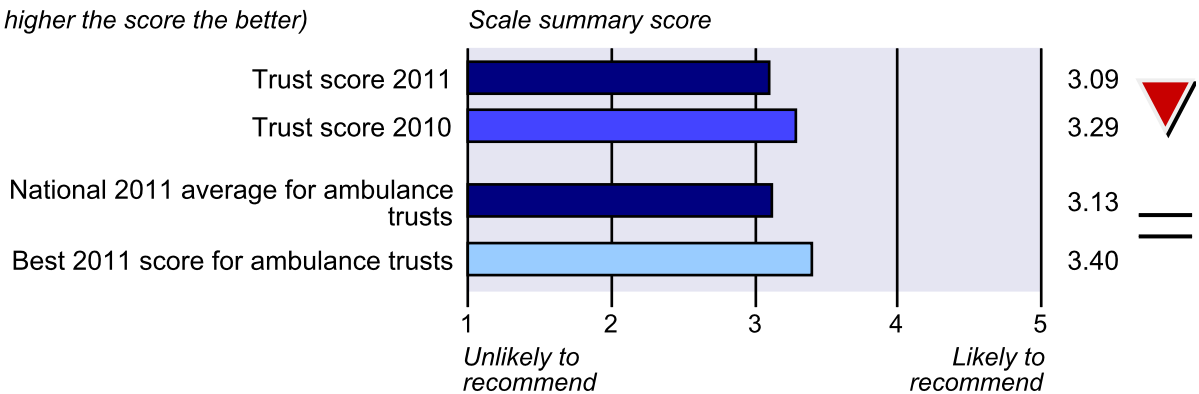
KEY FINDING 33. Staff intention to leave jobs

(the lower the score the better)



KEY FINDING 34. Staff recommendation of the trust as a place to work or receive treatment

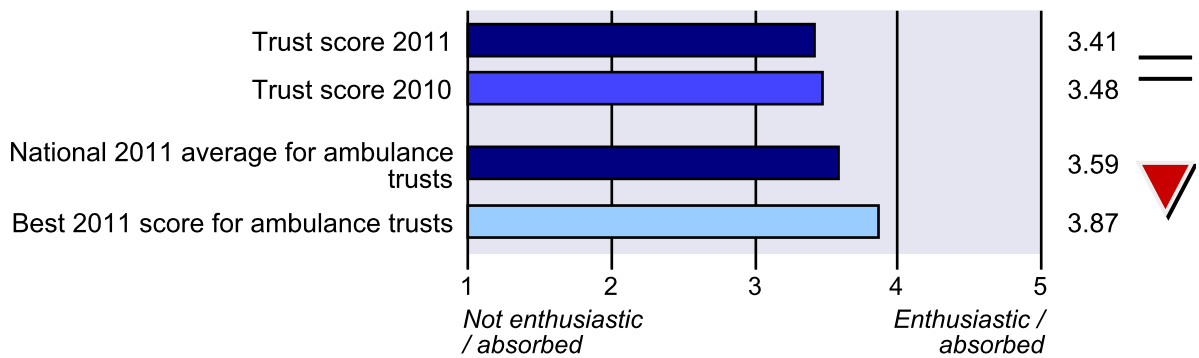
(the higher the score the better)



KEY FINDING 35. Staff motivation at work

(the higher the score the better)

Scale summary score

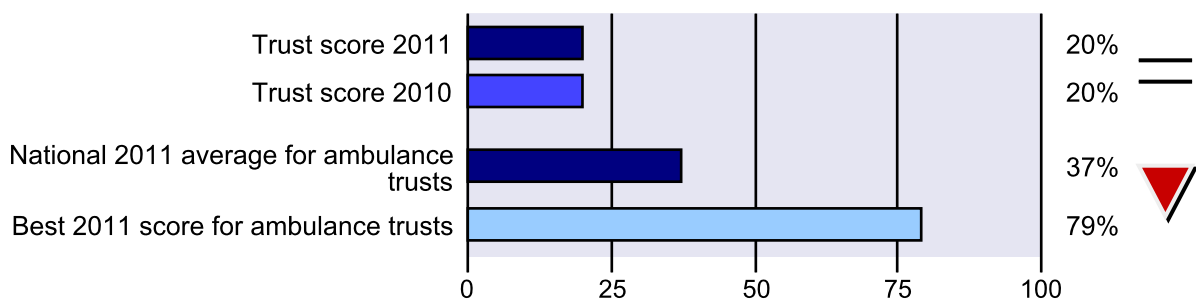


ADDITIONAL THEME: Equality and diversity

KEY FINDING 36. Percentage of staff having equality and diversity training in last 12 months

(the higher the score the better)

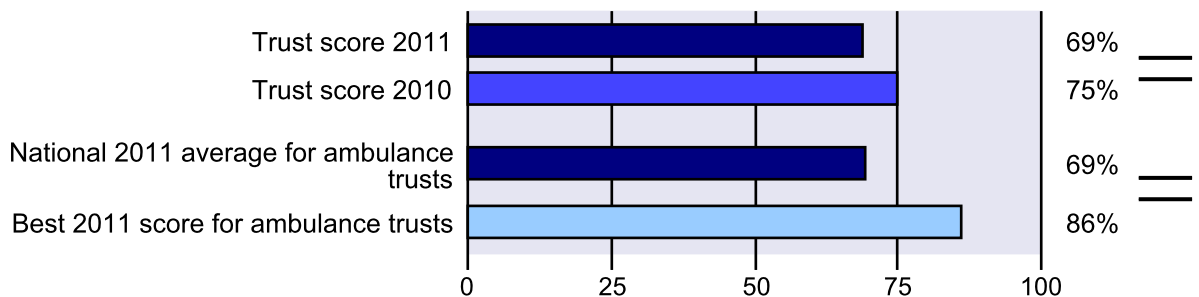
Percentage score



KEY FINDING 37. Percentage of staff believing the trust provides equal opportunities for career progression or promotion

(the higher the score the better)

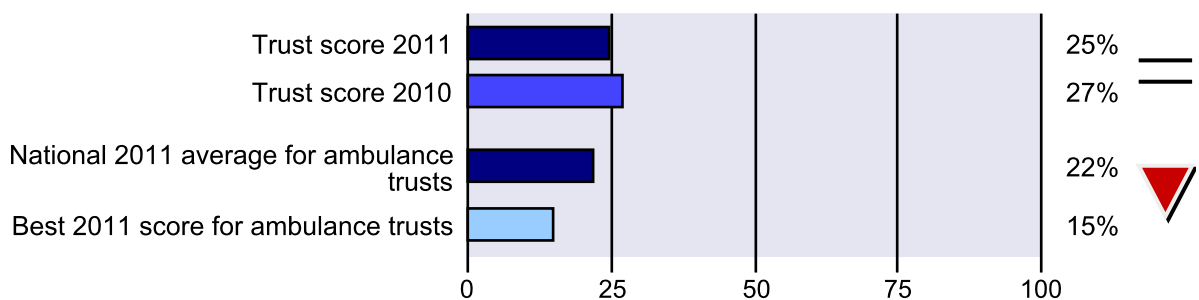
Percentage score



KEY FINDING 38. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)

Percentage score



5. Key Findings by work group characteristics

Tables 5.1 to 5.4 show the Key Findings at London Ambulance Service NHS Trust broken down by work group characteristics: occupational groups, locations, locations, full time/part time staff and line managers/non-line managers.

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 5.1 to 5.4, 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 'KF13. % having well structured appraisals in 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 well structured 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 well structured 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 5.1: Key Findings for different occupational groups

	General Management	Admin & Clerical	Central Functions / Corporate Services	Paramedics	Emergency Care Assistant	Ambulance Technicians	Ambulance Control Staff
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.							
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	-	-	-	69	64	68	75
KF2. % agreeing that their role makes a difference to patients	-	-	83	84	86	88	75
KF3. % feeling valued by their work colleagues	64	63	77	59	29	66	70
KF4. Quality of job design	3.13	3.25	3.45	2.65	2.64	2.61	2.94
* KF5. <i>Work pressure felt by staff</i>	3.45	2.68	3.19	3.58	2.93	3.43	3.17
KF6. Effective team working	3.29	3.51	3.71	2.92	2.85	3.16	3.31
KF7. Trust commitment to work-life balance	3.31	3.60	3.55	2.55	3.14	2.67	3.19
* KF8. <i>% working extra hours</i>	87	53	84	90	93	97	44
KF9. % using flexible working options	71	87	90	35	31	28	30
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.							
KF10. % feeling there are good opportunities to develop their potential at work	7	26	27	21	0	21	21
KF11. % receiving job-relevant training, learning or development in last 12 mths	53	44	71	75	46	63	70
KF12. % appraised in last 12 mths	73	53	84	42	46	55	68
KF13. % having well structured appraisals in last 12 mths	21	33	44	7	0	15	15
KF14. % appraised with personal development plans in last 12 mths	40	44	75	22	15	27	50
KF15. Support from immediate managers	3.72	3.66	3.85	2.78	3.17	3.03	3.72
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.							
Occupational health and safety							
KF16. % receiving health and safety training in last 12 mths	40	11	31	39	36	38	18
* KF17. <i>% suffering work-related injury in last 12 mths</i>	13	5	15	49	21	61	3
* KF18. <i>% suffering work-related stress in last 12 mths</i>	33	11	19	48	14	48	30
Infection control and hygiene							
KF19. % saying hand washing materials are always available	20	37	38	17	29	17	27
Number of respondents	15	19	26	96	14	64	33

Due to low numbers of respondents, no scores are shown for the following occupational groups: Maintenance / Ancillary, Emergency Care Practitioner and Patient Transport Service.

Table 5.1: Key Findings for different occupational groups (cont)

	General Management	Admin & Clerical	Central Functions / Corporate Services	Paramedics	Emergency Care Assistant	Ambulance Technicians	Ambulance Control Staff
Errors and incidents							
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	20	11	4	54	36	48	26
KF21. % reporting errors, near misses or incidents witnessed in the last mth	-	-	-	90	-	82	-
KF22. Fairness and effectiveness of incident reporting procedures	3.17	3.31	3.21	2.74	2.87	2.87	3.12
Violence and harassment							
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	13	0	0	40	21	38	6
* KF24. % experiencing physical violence from staff in last 12 mths	0	0	0	1	0	0	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	13	5	4	55	21	56	21
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	7	21	27	19	14	17	6
KF27. Perceptions of effective action from employer towards violence and harassment	3.62	3.61	3.52	3.15	3.25	3.23	3.74
Health and well-being							
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.93	1.42	1.67	1.69	1.54	1.78	1.68
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	21	12	33	61	29	52	35
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.							
KF30. % reporting good communication between senior management and staff	20	42	27	5	21	6	9
KF31. % able to contribute towards improvements at work	60	68	62	21	14	11	24
ADDITIONAL THEME: Staff satisfaction							
KF32. Staff job satisfaction	3.23	3.44	3.51	2.86	2.93	2.81	3.13
* KF33. Staff intention to leave jobs	3.20	2.79	2.97	2.84	2.52	2.79	2.81
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.40	3.84	3.67	2.69	3.45	2.80	3.19
KF35. Staff motivation at work	3.38	3.46	3.56	3.29	4.00	3.36	3.15
ADDITIONAL THEME: Equality and diversity							
KF36. % having equality and diversity training in last 12 mths	13	18	23	17	14	19	12
KF37. % believing the trust provides equal opportunities for career progression or promotion	91	-	81	59	36	60	74
* KF38. % experiencing discrimination at work in last 12 mths	7	5	12	35	43	39	19
Number of respondents	15	19	26	96	14	64	33

Due to low numbers of respondents, no scores are shown for the following occupational groups: Maintenance / Ancillary, Emergency Care Practitioner and Patient Transport Service.

Table 5.2: Key Findings for different locations

	A&E Operations	Human Resources & Organisation Dev Directorate	Information Management & Technology
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.			
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	69	50	-
KF2. % agreeing that their role makes a difference to patients	83	79	-
KF3. % feeling valued by their work colleagues	61	74	69
KF4. Quality of job design	2.71	2.96	3.62
* KF5. <i>Work pressure felt by staff</i>	3.42	3.51	3.14
KF6. Effective team working	3.11	3.22	3.92
KF7. Trust commitment to work-life balance	2.74	3.31	3.60
* KF8. <i>% working extra hours</i>	85	89	69
KF9. % using flexible working options	35	75	-
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.			
KF10. % feeling there are good opportunities to develop their potential at work	16	26	14
KF11. % receiving job-relevant training, learning or development in last 12 mths	68	61	58
KF12. % appraised in last 12 mths	51	61	57
KF13. % having well structured appraisals in last 12 mths	12	22	36
KF14. % appraised with personal development plans in last 12 mths	28	33	54
KF15. Support from immediate managers	3.03	3.76	3.80
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.			
Occupational health and safety			
KF16. % receiving health and safety training in last 12 mths	33	42	21
* KF17. <i>% suffering work-related injury in last 12 mths</i>	42	11	7
* KF18. <i>% suffering work-related stress in last 12 mths</i>	41	50	14
Infection control and hygiene			
KF19. % saying hand washing materials are always available	22	22	36
Number of respondents	240	19	14

Please note that the locations classification was provided by London Ambulance Service NHS Trust

Table 5.2: Key Findings for different locations (cont)

	A&E Operations	Human Resources & Organisation Dev Directorate	Information Management & Technology
Errors and incidents			
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	43	11	7
KF21. % reporting errors, near misses or incidents witnessed in the last mth	86	-	-
KF22. Fairness and effectiveness of incident reporting procedures	2.88	2.93	3.29
Violence and harassment			
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	29	6	0
* KF24. % experiencing physical violence from staff in last 12 mths	1	0	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	43	11	7
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	17	22	29
KF27. Perceptions of effective action from employer towards violence and harassment	3.33	3.24	3.45
Health and well-being			
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.69	2.08	1.75
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	48	63	31
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.			
KF30. % reporting good communication between senior management and staff	8	11	29
KF31. % able to contribute towards improvements at work	22	53	86
ADDITIONAL THEME: Staff satisfaction			
KF32. Staff job satisfaction	2.90	3.17	3.58
* KF33. Staff intention to leave jobs	2.83	3.16	2.88
KF34. Staff recommendation of the trust as a place to work or receive treatment	2.93	3.05	3.83
KF35. Staff motivation at work	3.36	3.44	3.88
ADDITIONAL THEME: Equality and diversity			
KF36. % having equality and diversity training in last 12 mths	16	32	14
KF37. % believing the trust provides equal opportunities for career progression or promotion	63	62	-
* KF38. % experiencing discrimination at work in last 12 mths	31	26	7
Number of respondents	240	19	14

Please note that the locations classification was provided by London Ambulance Service NHS Trust

Table 5.3: Key Findings for different locations

	A&E Operations South	A&E Operations West	A&E Operations East	Control Services	Deputy Director Operations	Education & Development
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.						
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	67	69	69	80	-	55
KF2. % agreeing that their role makes a difference to patients	85	84	86	77	-	82
KF3. % feeling valued by their work colleagues	54	59	64	70	69	73
KF4. Quality of job design	2.62	2.62	2.67	2.95	3.14	2.74
* KF5. <i>Work pressure felt by staff</i>	3.47	3.44	3.47	3.13	3.35	3.61
KF6. Effective team working	3.05	2.89	3.04	3.27	3.64	3.42
KF7. Trust commitment to work-life balance	2.70	2.69	2.58	3.25	2.87	3.09
* KF8. <i>% working extra hours</i>	94	94	89	44	87	91
KF9. % using flexible working options	36	27	37	38	54	-
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.						
KF10. % feeling there are good opportunities to develop their potential at work	7	17	25	21	13	36
KF11. % receiving job-relevant training, learning or development in last 12 mths	62	72	73	74	55	64
KF12. % appraised in last 12 mths	35	54	56	75	54	-
KF13. % having well structured appraisals in last 12 mths	8	7	15	22	17	-
KF14. % appraised with personal development plans in last 12 mths	13	30	31	57	17	-
KF15. Support from immediate managers	3.00	2.82	2.83	3.82	3.24	3.64
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.						
Occupational health and safety						
KF16. % receiving health and safety training in last 12 mths	33	44	27	21	29	36
* KF17. <i>% suffering work-related injury in last 12 mths</i>	42	59	51	3	20	0
* KF18. <i>% suffering work-related stress in last 12 mths</i>	36	52	40	34	33	55
Infection control and hygiene						
KF19. % saying hand washing materials are always available	17	21	17	28	53	9
Number of respondents	67	64	53	33	16	11

Please note that the locations classification was provided by London Ambulance Service NHS Trust

Table 5.3: Key Findings for different locations (cont)

	A&E Operations South	A&E Operations West	A&E Operations East	Control Services	Deputy Director Operations	Education & Development
Errors and incidents						
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	48	50	51	23	13	18
KF21. % reporting errors, near misses or incidents witnessed in the last mth	90	83	88	-	-	-
KF22. Fairness and effectiveness of incident reporting procedures	2.83	2.83	2.85	3.13	3.11	2.72
Violence and harassment						
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	34	44	30	3	0	9
* KF24. % experiencing physical violence from staff in last 12 mths	1	0	2	0	0	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	52	48	51	22	0	18
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	22	9	19	6	43	27
KF27. Perceptions of effective action from employer towards violence and harassment	3.17	3.27	3.33	3.78	3.34	3.00
Health and well-being						
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.55	1.70	1.79	1.67	1.73	2.23
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	49	53	50	40	33	73
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.						
KF30. % reporting good communication between senior management and staff	7	8	4	13	7	0
KF31. % able to contribute towards improvements at work	19	22	13	24	53	36
ADDITIONAL THEME: Staff satisfaction						
KF32. Staff job satisfaction	2.89	2.81	2.82	3.16	3.13	3.17
* KF33. Staff intention to leave jobs	2.61	2.83	2.93	2.96	2.91	3.09
KF34. Staff recommendation of the trust as a place to work or receive treatment	2.82	2.93	2.72	3.24	3.51	2.79
KF35. Staff motivation at work	3.51	3.40	3.24	3.20	3.50	3.36
ADDITIONAL THEME: Equality and diversity						
KF36. % having equality and diversity training in last 12 mths	12	22	16	15	14	27
KF37. % believing the trust provides equal opportunities for career progression or promotion	55	70	53	78	54	-
* KF38. % experiencing discrimination at work in last 12 mths	33	30	44	16	7	36
Number of respondents	67	64	53	33	16	11

Please note that the locations classification was provided by London Ambulance Service NHS Trust

Table 5.4: Key Findings for different work groups

	Full time / part time ^a		Line managers / non line managers	
	Full time	Part time	Line managers	Non line managers
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	69	67	65	71
KF2. % agreeing that their role makes a difference to patients	83	86	79	84
KF3. % feeling valued by their work colleagues	62	64	79	58
KF4. Quality of job design	2.84	2.81	3.10	2.76
* KF5. <i>Work pressure felt by staff</i>	3.35	3.22	3.45	3.31
KF6. Effective team working	3.20	3.45	3.52	3.09
KF7. Trust commitment to work-life balance	2.89	3.11	3.24	2.81
* KF8. <i>% working extra hours</i>	83	64	87	80
KF9. % using flexible working options	42	90	60	40
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.				
KF10. % feeling there are good opportunities to develop their potential at work	19	32	30	17
KF11. % receiving job-relevant training, learning or development in last 12 mths	68	68	68	67
KF12. % appraised in last 12 mths	55	50	63	51
KF13. % having well structured appraisals in last 12 mths	16	23	27	13
KF14. % appraised with personal development plans in last 12 mths	33	48	41	31
KF15. Support from immediate managers	3.18	3.15	3.59	3.05
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Occupational health and safety				
KF16. % receiving health and safety training in last 12 mths	33	27	32	31
* KF17. <i>% suffering work-related injury in last 12 mths</i>	34	27	13	39
* KF18. <i>% suffering work-related stress in last 12 mths</i>	37	45	36	37
Infection control and hygiene				
KF19. % saying hand washing materials are always available	25	24	33	23
Number of respondents	286	22	69	234

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

Table 5.4: Key Findings for different work groups (cont)

	Full time / part time ^a		Line managers / non line managers	
	Full time	Part time	Line managers	Non line managers
Errors and incidents				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	35	45	28	38
KF21. % reporting errors, near misses or incidents witnessed in the last mth	89	-	94	86
KF22. Fairness and effectiveness of incident reporting procedures	2.95	2.86	3.16	2.89
Violence and harassment				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	23	23	9	27
* KF24. % experiencing physical violence from staff in last 12 mths	1	0	0	1
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	34	36	16	39
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	18	14	13	19
KF27. Perceptions of effective action from employer towards violence and harassment	3.34	3.28	3.56	3.28
Health and well-being				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.71	1.52	1.68	1.70
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	44	48	36	46
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.				
KF30. % reporting good communication between senior management and staff	13	18	25	9
KF31. % able to contribute towards improvements at work	31	18	62	21
ADDITIONAL THEME: Staff satisfaction				
KF32. Staff job satisfaction	3.00	3.18	3.24	2.95
* KF33. Staff intention to leave jobs	2.85	2.73	2.86	2.81
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.06	3.15	3.35	2.98
KF35. Staff motivation at work	3.40	3.55	3.54	3.37
ADDITIONAL THEME: Equality and diversity				
KF36. % having equality and diversity training in last 12 mths	18	27	21	17
KF37. % believing the trust provides equal opportunities for career progression or promotion	67	62	81	61
* KF38. % experiencing discrimination at work in last 12 mths	27	27	10	32
Number of respondents	286	22	69	234

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

6. Key Findings by demographic groups

Tables 6.1 and 6.2 show the Key Findings at London Ambulance Service 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 6.1 and 6.2, 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 'KF13. % having well structured appraisals in 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 well structured 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 well structured 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 6.1: Key Findings for different age groups

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	70	66	65	79
KF2. % agreeing that their role makes a difference to patients	84	88	77	81
KF3. % feeling valued by their work colleagues	72	55	54	72
KF4. Quality of job design	2.87	2.77	2.74	2.97
* KF5. <i>Work pressure felt by staff</i>	3.23	3.38	3.46	3.26
KF6. Effective team working	3.28	3.10	3.27	3.22
KF7. Trust commitment to work-life balance	2.90	2.88	2.94	2.94
* KF8. <i>% working extra hours</i>	85	83	82	78
KF9. % using flexible working options	39	53	44	45
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.				
KF10. % feeling there are good opportunities to develop their potential at work	21	17	18	24
KF11. % receiving job-relevant training, learning or development in last 12 mths	80	70	62	61
KF12. % appraised in last 12 mths	66	46	50	54
KF13. % having well structured appraisals in last 12 mths	17	17	11	20
KF14. % appraised with personal development plans in last 12 mths	37	25	35	36
KF15. Support from immediate managers	3.26	3.13	3.15	3.19
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Occupational health and safety				
KF16. % receiving health and safety training in last 12 mths	24	33	32	38
* KF17. <i>% suffering work-related injury in last 12 mths</i>	39	35	37	25
* KF18. <i>% suffering work-related stress in last 12 mths</i>	30	39	47	30
Infection control and hygiene				
KF19. % saying hand washing materials are always available	25	13	20	41
Number of respondents	67	72	80	83

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

	Age group			
	Age 16-30	Age 31-40	Age 41-50	Age 51+
Errors and incidents				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	49	34	35	27
KF21. % reporting errors, near misses or incidents witnessed in the last mth	90	92	88	79
KF22. Fairness and effectiveness of incident reporting procedures	3.07	2.95	2.85	2.94
Violence and harassment				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	24	21	26	22
* KF24. % experiencing physical violence from staff in last 12 mths	0	1	0	1
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	39	38	38	24
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	15	17	27	13
KF27. Perceptions of effective action from employer towards violence and harassment	3.57	3.36	3.18	3.29
Health and well-being				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.63	1.69	1.72	1.75
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	40	48	48	41
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF30. % reporting good communication between senior management and staff	12	13	10	17
KF31. % able to contribute towards improvements at work	24	32	25	38
ADDITIONAL THEME: Staff satisfaction				
KF32. Staff job satisfaction	3.16	3.00	2.82	3.12
* KF33. Staff intention to leave jobs	2.71	2.77	3.14	2.63
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.07	2.99	2.94	3.27
KF35. Staff motivation at work	3.40	3.33	3.38	3.54
ADDITIONAL THEME: Equality and diversity				
KF36. % having equality and diversity training in last 12 mths	15	26	11	18
KF37. % believing the trust provides equal opportunities for career progression or promotion	78	71	58	63
* KF38. % experiencing discrimination at work in last 12 mths	31	25	30	22
Number of respondents	67	72	80	83

Table 6.2: Key Findings for other demographic groups

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.						
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	63	80	58	71	70	67
KF2. % agreeing that their role makes a difference to patients	81	83	74	84	83	79
KF3. % feeling valued by their work colleagues	59	69	51	65	66	55
KF4. Quality of job design	2.75	2.99	2.77	2.83	2.81	3.13
* KF5. <i>Work pressure felt by staff</i>	3.39	3.24	3.34	3.34	3.35	3.28
KF6. Effective team working	3.17	3.28	3.08	3.24	3.23	3.32
KF7. Trust commitment to work-life balance	2.83	3.03	2.68	2.94	2.90	2.97
* KF8. <i>% working extra hours</i>	86	74	77	83	83	76
KF9. % using flexible working options	41	52	49	44	43	60
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.						
KF10. % feeling there are good opportunities to develop their potential at work	18	24	15	20	20	17
KF11. % receiving job-relevant training, learning or development in last 12 mths	66	70	54	70	68	62
KF12. % appraised in last 12 mths	51	56	44	55	52	69
KF13. % having well structured appraisals in last 12 mths	13	21	11	17	16	24
KF14. % appraised with personal development plans in last 12 mths	33	32	21	35	32	42
KF15. Support from immediate managers	3.02	3.44	2.99	3.20	3.20	3.11
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.						
Occupational health and safety						
KF16. % receiving health and safety training in last 12 mths	36	28	44	29	32	31
* KF17. <i>% suffering work-related injury in last 12 mths</i>	37	27	37	33	35	21
* KF18. <i>% suffering work-related stress in last 12 mths</i>	37	34	47	36	37	31
Infection control and hygiene						
KF19. % saying hand washing materials are always available	24	28	31	24	25	31
Number of respondents	179	116	39	255	266	29

Table 6.2: Key Findings for other demographic groups (cont)

	Gender		Disability		Ethnic background	
	Men	Women	Disabled	Not disabled	White	Black and minority ethnic
Errors and incidents						
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	37	32	28	37	38	14
KF21. % reporting errors, near misses or incidents witnessed in the last mth	89	88	-	86	87	-
KF22. Fairness and effectiveness of incident reporting procedures	2.87	3.08	2.81	2.97	2.94	3.10
Violence and harassment						
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	25	16	21	24	25	7
* KF24. % experiencing physical violence from staff in last 12 mths	1	0	0	1	1	0
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	35	30	23	37	35	21
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	19	16	31	16	17	28
KF27. Perceptions of effective action from employer towards violence and harassment	3.23	3.53	3.22	3.37	3.34	3.47
Health and well-being						
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.71	1.66	2.04	1.66	1.68	1.84
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	43	42	56	43	46	29
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.						
KF30. % reporting good communication between senior management and staff	12	13	5	14	13	14
KF31. % able to contribute towards improvements at work	31	28	33	30	31	28
ADDITIONAL THEME: Staff satisfaction						
KF32. Staff job satisfaction	2.91	3.19	2.91	3.03	3.03	3.02
* KF33. Staff intention to leave jobs	2.82	2.76	2.82	2.82	2.78	3.07
KF34. Staff recommendation of the trust as a place to work or receive treatment	2.95	3.23	3.00	3.07	3.06	3.30
KF35. Staff motivation at work	3.39	3.42	3.44	3.39	3.41	3.37
ADDITIONAL THEME: Equality and diversity						
KF36. % having equality and diversity training in last 12 mths	15	22	18	17	17	24
KF37. % believing the trust provides equal opportunities for career progression or promotion	65	70	50	71	68	60
* KF38. % experiencing discrimination at work in last 12 mths	28	23	31	27	26	28
Number of respondents	179	116	39	255	266	29

7. Work and demographic profile of the survey respondents

The occupational group of the staff survey respondents is shown in table 7.1, other work characteristics are shown in table 7.2, and demographic characteristics are shown in table 7.3.

Table 7.1: Occupational group of respondents

Occupational group	Number questionnaires returned	Percentage of survey respondents
Operational ambulance staff		
Emergency care practitioner	3	1%
Paramedic	96	33%
Emergency care assistant	14	5%
Ambulance technician	64	22%
Ambulance control staff	33	11%
Patient Transport Service	8	3%
Other groups		
Registered nurses	1	0%
Admin and Clerical	19	7%
Central Functions / Corporate Services	26	9%
Maintenance / Ancillary	1	0%
General Management	15	5%
Other	10	3%
Did not specify	19	

Table 7.2: Work characteristics of respondents

	Number questionnaires returned	Percentage of survey respondents
<i>Full time / part time</i>		
Full time	286	93%
Part time	22	7%
Did not specify	1	
<i>Line manager / non line manager</i>		
Line manager	69	23%
Not line manager	234	77%
Did not specify	6	
<i>Length of time in trust</i>		
Less than a year	9	3%
Between 1 to 2 years	59	20%
Between 3 to 5 years	69	23%
Between 6 to 10 years	46	15%
Between 11 to 15 years	47	16%
Over 15 years	70	23%
Did not specify	9	

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

Table 7.3: Demographic characteristics of respondents

	Number questionnaires returned	Percentage of survey respondents
Age group		
Between 16 and 30	67	22%
Between 31 and 40	72	24%
Between 41 and 50	80	26%
51 and over	83	27%
Did not specify	7	
Gender		
Male	179	61%
Female	116	39%
Did not specify	14	
Ethnic background		
White	266	90%
Black and minority ethnic	29	10%
Did not specify	14	
Disability		
Disabled	39	13%
Not disabled	255	87%
Did not specify	15	

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 London Ambulance Service NHS Trust benchmarked against other ambulance trusts

Technical notes:

- The first column in table A2 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 A2 shows the 95% confidence intervals around the trust's scores for each of the Key Findings.
- The third column in table A2 shows the average (median) score for each of the Key Findings for ambulance trusts. The same data are displayed in section 3 and 4 of this report.
- The fourth and fifth columns in table A2 show the thresholds for below and above average scores for each of the Key Findings for ambulance 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 A2 shows the lowest score attained for each of the Key Findings by an ambulance trust.
- The seventh column in table A2 shows the highest score attained for each of the Key Findings by an ambulance trust.
- For most of the Key Findings presented in table A2, 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 A2 are rounded to the nearest whole number for percentage scores and to two decimal places for scale summary scores.

Table A1: Key Findings for London Ambulance Service NHS Trust benchmarked against other ambulance trusts

	Your trust		National scores for ambulance trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for below average	Threshold for above average	Lowest score attained	Highest score attained
Response rate	37	-	43	41	48	33	65
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.							
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	71	[65, 77]	75	71	79	69	83
KF2. % agreeing that their role makes a difference to patients	83	[78, 88]	89	88	91	83	92
KF3. % feeling valued by their work colleagues	61	[55, 68]	66	64	69	60	75
KF4. Quality of job design	2.87	[2.78, 2.95]	2.93	2.86	3.01	2.81	3.28
* KF5. Work pressure felt by staff	3.31	[3.22, 3.41]	3.17	3.11	3.27	2.98	3.34
KF6. Effective team working	3.22	[3.09, 3.34]	3.31	3.23	3.37	3.12	3.45
KF7. Trust commitment to work-life balance	2.92	[2.81, 3.04]	2.92	2.91	3.14	2.75	3.20
* KF8. % working extra hours	81	[76, 86]	82	81	82	74	84
KF9. % using flexible working options	48	[40, 55]	44	43	46	38	63
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.							
KF10. % feeling there are good opportunities to develop their potential at work	22	[16, 28]	23	18	27	16	30
KF11. % receiving job-relevant training, learning or development in last 12 mths	70	[64, 76]	70	66	73	56	78
KF12. % appraised in last 12 mths	49	[42, 56]	67	65	71	49	82
KF13. % having well structured appraisals in last 12 mths	15	[10, 20]	20	17	21	10	32
KF14. % appraised with personal development plans in last 12 mths	31	[25, 37]	50	47	55	31	65
KF15. Support from immediate managers	3.16	[3.04, 3.29]	3.21	3.15	3.36	3.00	3.46
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.							
Occupational health and safety							
KF16. % receiving health and safety training in last 12 mths	33	[27, 39]	54	44	61	21	87
* KF17. % suffering work-related injury in last 12 mths	32	[26, 38]	33	32	34	32	38
* KF18. % suffering work-related stress in last 12 mths	37	[31, 43]	33	32	35	24	39
Infection control and hygiene							
KF19. % saying hand washing materials are always available	31	[24, 38]	47	38	50	31	52

Table A1: Key Findings for London Ambulance Service NHS Trust benchmarked against other ambulance trusts (cont)

	Your trust		National scores for ambulance trusts				
	Trust score	95% Confidence Interval	Median score	Threshold for below average	Threshold for above average	Lowest score attained	Highest score attained
Errors and incidents							
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	36	[29, 42]	35	32	35	30	39
KF21. % reporting errors, near misses or incidents witnessed in the last mth	88	[82, 95]	90	89	92	86	98
KF22. Fairness and effectiveness of incident reporting procedures	2.97	[2.88, 3.05]	3.11	3.03	3.14	2.97	3.31
Violence and harassment							
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	21	[17, 26]	20	18	21	15	25
* KF24. % experiencing physical violence from staff in last 12 mths	1	[0, 1]	2	1	2	0	5
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	32	[27, 38]	29	29	31	21	35
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	19	[13, 24]	18	15	19	11	20
KF27. Perceptions of effective action from employer towards violence and harassment	3.32	[3.22, 3.42]	3.44	3.34	3.46	3.20	3.63
Health and well-being							
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.69	[1.58, 1.80]	1.60	1.57	1.62	1.43	1.69
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	44	[37, 51]	34	31	38	24	44
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.							
KF30. % reporting good communication between senior management and staff	14	[9, 19]	12	9	14	6	29
KF31. % able to contribute towards improvements at work	30	[24, 36]	35	33	40	27	45
ADDITIONAL THEME: Staff satisfaction							
KF32. Staff job satisfaction	3.03	[2.94, 3.12]	3.15	3.09	3.21	3.03	3.34
* KF33. Staff intention to leave jobs	2.78	[2.62, 2.94]	2.61	2.56	2.76	2.27	3.03
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.09	[2.99, 3.20]	3.13	3.08	3.23	2.88	3.40
KF35. Staff motivation at work	3.41	[3.30, 3.53]	3.59	3.53	3.67	3.41	3.87
ADDITIONAL THEME: Equality and diversity							
KF36. % having equality and diversity training in last 12 mths	20	[14, 26]	37	31	48	16	79
KF37. % believing the trust provides equal opportunities for career progression or promotion	69	[62, 76]	69	68	74	65	86
* KF38. % experiencing discrimination at work in last 12 mths	25	[20, 30]	22	21	23	15	29

Appendix 2

Changes to the Key Findings since the 2009 and 2010 staff surveys

Technical notes:

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

To enable comparison between years, scores from 2010 and 2009 have been re-calculated and re-weighted using the 2011 formulae, so may appear slightly different from figures in previous feedback reports. More details about these changes can be found in the document ***Making sense of your staff survey data***, which can be downloaded from www.nhsstaffsurveys.com.

Table A2.1: Changes in the Key Findings for London Ambulance Service NHS Trust since 2010 survey

	London Ambulance Service NHS Trust			
	2011 score	2010 score	Change	Statistically significant?
Response rate	37	34	2	-
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	71	74	-3	No
KF2. % agreeing that their role makes a difference to patients	83	86	-3	No
KF3. % feeling valued by their work colleagues	61	65	-3	No
KF4. Quality of job design	2.87	3.08	-0.21	Yes
* KF5. <i>Work pressure felt by staff</i>	3.31	3.17	0.15	Yes
KF6. Effective team working	3.22	3.48	-0.26	Yes
KF7. Trust commitment to work-life balance	2.92	3.14	-0.22	Yes
* KF8. <i>% working extra hours</i>	81	86	-5	No
KF9. % using flexible working options	48	43	5	No
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.				
KF10. % feeling there are good opportunities to develop their potential at work	22	31	-9	Yes
KF11. % receiving job-relevant training, learning or development in last 12 mths	70	74	-4	No
KF12. % appraised in last 12 mths	49	63	-14	Yes
KF13. % having well structured appraisals in last 12 mths	15	22	-7	No
KF14. % appraised with personal development plans in last 12 mths	31	46	-15	Yes
KF15. Support from immediate managers	3.16	3.31	-0.15	No
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Occupational health and safety				
KF16. % receiving health and safety training in last 12 mths	33	37	-4	No
* KF17. <i>% suffering work-related injury in last 12 mths</i>	32	35	-3	No
* KF18. <i>% suffering work-related stress in last 12 mths</i>	37	32	4	No
Infection control and hygiene				
KF19. % saying hand washing materials are always available	31	25	6	No

Table A2.1: Changes in the Key Findings for London Ambulance Service NHS Trust since 2010 survey (cont)

	London Ambulance Service NHS Trust			
	2011 score	2010 score	Change	Statistically significant?
Errors and incidents				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	36	41	-5	No
KF21. % reporting errors, near misses or incidents witnessed in the last mth	88	91	-3	No
KF22. Fairness and effectiveness of incident reporting procedures	2.97	3.03	-0.07	No
Violence and harassment				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	21	21	0	No
* KF24. % experiencing physical violence from staff in last 12 mths	1	1	0	No
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	32	31	2	No
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	19	16	3	No
KF27. Perceptions of effective action from employer towards violence and harassment	3.32	3.34	-0.03	No
Health and well-being				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.69	1.67	0.02	No
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	44	37	6	No
STAFF PLEDGE 4: To engage staff in decisions that affect them, the services they provide and empower them to put forward ways to deliver better and safer services.				
KF30. % reporting good communication between senior management and staff	14	24	-10	Yes
KF31. % able to contribute towards improvements at work	30	41	-11	Yes
ADDITIONAL THEME: Staff satisfaction				
KF32. Staff job satisfaction	3.03	3.22	-0.20	Yes
* KF33. Staff intention to leave jobs	2.78	2.56	0.22	No
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.09	3.29	-0.19	Yes
KF35. Staff motivation at work	3.41	3.48	-0.07	No
ADDITIONAL THEME: Equality and diversity				
KF36. % having equality and diversity training in last 12 mths	20	20	0	No
KF37. % believing the trust provides equal opportunities for career progression or promotion	69	75	-6	No
* KF38. % experiencing discrimination at work in last 12 mths	25	27	-2	No

Table A2.2: Changes in the Key Findings for London Ambulance Service NHS Trust since 2009 survey

	London Ambulance Service NHS Trust			
	2011 score	2009 score	Change	Statistically significant?
Response rate	37	36	0	-
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	71	68	3	No
KF2. % agreeing that their role makes a difference to patients	83	83	0	No
KF3. % feeling valued by their work colleagues	61	66	-5	No
KF4. Quality of job design	2.87	2.87	-0.01	No
* KF5. <i>Work pressure felt by staff</i>	3.31	3.19	0.12	No
KF6. Effective team working	3.22	-	-	--
KF7. Trust commitment to work-life balance	2.92	2.98	-0.06	No
* KF8. <i>% working extra hours</i>	81	83	-2	No
KF9. % using flexible working options	48	-	-	--
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.				
KF10. % feeling there are good opportunities to develop their potential at work	22	27	-5	No
KF11. % receiving job-relevant training, learning or development in last 12 mths	70	65	5	No
KF12. % appraised in last 12 mths	49	33	16	Yes
KF13. % having well structured appraisals in last 12 mths	15	13	3	No
KF14. % appraised with personal development plans in last 12 mths	31	22	9	Yes
KF15. Support from immediate managers	3.16	3.16	0.00	No
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Occupational health and safety				
KF16. % receiving health and safety training in last 12 mths	33	21	12	Yes
* KF17. <i>% suffering work-related injury in last 12 mths</i>	32	32	0	No
* KF18. <i>% suffering work-related stress in last 12 mths</i>	37	27	10	Yes
Infection control and hygiene				
KF19. % saying hand washing materials are always available	31	41	-10	Yes

Table A2.2: Changes in the Key Findings for London Ambulance Service NHS Trust since 2009 survey (cont)

	London Ambulance Service NHS Trust			
	2011 score	2009 score	Change	Statistically significant?
Errors and incidents				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	36	37	-2	No
KF21. % reporting errors, near misses or incidents witnessed in the last mth	88	94	-6	No
KF22. Fairness and effectiveness of incident reporting procedures	2.97	3.00	-0.03	No
Violence and harassment				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	21	-	-	--
* KF24. % experiencing physical violence from staff in last 12 mths	1	-	-	--
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	32	-	-	--
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	19	-	-	--
KF27. Perceptions of effective action from employer towards violence and harassment	3.32	3.26	0.06	No
Health and well-being				
* KF28. Impact of health and well-being on ability to perform work or daily activities	1.69	-	-	--
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	44	-	-	--
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.				
KF30. % reporting good communication between senior management and staff	14	17	-3	No
KF31. % able to contribute towards improvements at work	30	38	-8	No
ADDITIONAL THEME: Staff satisfaction				
KF32. Staff job satisfaction	3.03	3.12	-0.10	No
* KF33. Staff intention to leave jobs	2.78	2.52	0.26	Yes
KF34. Staff recommendation of the trust as a place to work or receive treatment	3.09	-	-	--
KF35. Staff motivation at work	3.41	-	-	--
ADDITIONAL THEME: Equality and diversity				
KF36. % having equality and diversity training in last 12 mths	20	25	-5	No
KF37. % believing the trust provides equal opportunities for career progression or promotion	69	76	-7	No
* KF38. % experiencing discrimination at work in last 12 mths	25	-	-	--

Appendix 3

Data tables: 2011 Key Findings and the responses to all survey questions

For each of the 38 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 2011 survey response, the average (median) 2011 response for ambulance trusts, and your trust's 2010 survey response (where applicable).

In Table A3.1, the question numbers used to calculate the 38 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 2011 questionnaire.

Technical notes:

- In certain cases a dash (-) appears in the 'Your Trust in 2010' 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 2010 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 ambulance 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
- The question numbers refer to the ambulance trust version of the core questionnaire. A copy of the core questionnaire can be downloaded from the Advice Centre website at: www.nhsstaffsurveys.com.

Table A3.1: Key Findings for London Ambulance Service NHS Trust benchmarked against other ambulance trusts

	Question number(s)	Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
STAFF PLEDGE 1: To provide all staff with clear roles, responsibilities and rewarding jobs.				
KF1. % feeling satisfied with the quality of work and patient care they are able to deliver	Q11g, 23a, 23c	69	74	73
KF2. % agreeing that their role makes a difference to patients	Q23b	83	89	84
KF3. % feeling valued by their work colleagues	Q15a-d	63	67	61
KF4. Quality of job design	Q11a-c, 14a, b, d	2.84	2.93	2.98
* KF5. <i>Work pressure felt by staff</i>	Q11d-f, 14c	3.34	3.17	3.19
KF6. Effective team working	Q10a-d	3.22	3.32	3.34
KF7. Trust commitment to work-life balance	Q2a-c	2.91	2.93	3.03
* KF8. <i>% working extra hours</i>	Q1b-c	82	81	83
KF9. % using flexible working options	Q3	46	44	38
STAFF PLEDGE 2: To provide all staff with personal development, access to appropriate training for their jobs, and line management support to succeed.				
KF10. % feeling there are good opportunities to develop their potential at work	Q21a-d	20	22	29
KF11. % receiving job-relevant training, learning or development in last 12 mths	Q4a-g, 5a-i, 6a-c	68	69	70
KF12. % appraised in last 12 mths	Q8a	54	68	64
KF13. % having well structured appraisals in last 12 mths	Q8a-d	16	19	21
KF14. % appraised with personal development plans in last 12 mths	Q8a, 9a	34	50	45
KF15. Support from immediate managers	Q7a-e	3.18	3.22	3.19
STAFF PLEDGE 3: To provide support and opportunities for staff to maintain their health, well-being and safety.				
Occupational health and safety				
KF16. % receiving health and safety training in last 12 mths	Q5b	32	54	37
* KF17. <i>% suffering work-related injury in last 12 mths</i>	Q33a-d	34	34	41
* KF18. <i>% suffering work-related stress in last 12 mths</i>	Q33e	37	32	35
Infection control and hygiene				
KF19. % saying hand washing materials are always available	Q34a-b	25	48	25

Table A3.1: Key Findings for London Ambulance Service NHS Trust benchmarked against other ambulance trusts (cont)

	Question number(s)	Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Errors and incidents				
* KF20. % witnessing potentially harmful errors, near misses or incidents in last mth	Q26a, 27a	36	35	41
KF21. % reporting errors, near misses or incidents witnessed in the last mth	Q26a-b, 27a-b	87	90	92
KF22. Fairness and effectiveness of incident reporting procedures	Q28a-g	2.94	3.12	2.98
Violence and harassment				
* KF23. % experiencing physical violence from patients, relatives or the public in last 12 mths	Q29a	23	19	24
* KF24. % experiencing physical violence from staff in last 12 mths	Q29b	1	2	1
* KF25. % experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 mths	Q30a	35	29	36
* KF26. % experiencing harassment, bullying or abuse from staff in last 12 mths	Q30b	18	17	17
KF27. Perceptions of effective action from employer towards violence and harassment	Q31a-d	3.34	3.44	3.29
Health and well-being				
* KF28. Impact of health and well-being on ability to perform work or daily activities	Q36, 37	1.70	1.60	1.73
* KF29. % feeling pressure in last 3 mths to attend work when feeling unwell	Q39a-c	44	35	43
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.				
KF30. % reporting good communication between senior management and staff	Q16a-c, f, 24d-e	13	13	20
KF31. % able to contribute towards improvements at work	Q24a-c	30	35	36
ADDITIONAL THEME: Staff satisfaction				
KF32. Staff job satisfaction	Q13a-g	3.01	3.16	3.16
* KF33. Staff intention to leave jobs	Q12a-c	2.84	2.62	2.55
KF34. Staff recommendation of the trust as a place to work or receive treatment	Q16e, 22a-b	3.06	3.16	3.25
KF35. Staff motivation at work	Q25a-c	3.40	3.60	3.46
ADDITIONAL THEME: Equality and diversity				
KF36. % having equality and diversity training in last 12 mths	Q5a	18	38	20
KF37. % believing the trust provides equal opportunities for career progression or promotion	Q17	67	70	74
* KF38. % experiencing discrimination at work in last 12 mths	Q18a-b	27	22	30

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

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Working hours				
Q1a	% working part time	7	11	3
Q1b	% working additional PAID hours	65	69	68
Q1c	% working additional UNPAID hours	52	37	48
Quality of work-life balance				
% agreeing / strongly agreeing with the following statements:				
Q2a	"My Trust is committed to helping staff balance their work and home life"	21	26	31
Q2b	"My immediate manager helps me find a good work-life balance"	35	39	36
Q2c	"I can approach my immediate manager to talk openly about flexible working"	49	49	47
Flexible working options				
% saying the following flexible working options applied to them:				
Q3	Working flexi-time (e.g. able to vary start & finish times)	24	21	23
Q3	Working reduced hours (e.g. part time)	14	17	14
Q3	Working from home in normal working hours	9	6	8
Q3	Working to agreed number of hours over the year (e.g. annualised hours)	6	7	7
Q3	Working during school term-time only	0	0	0
Q3	Team making their own decisions about rotas	10	7	8
Q3	Job sharing with someone else	1	3	2
Types of training, learning and development				
% having taken part in the following types of training, learning or development in the last 12 months:				
Q4a	Taught courses (internal or external)	71	73	74
Q4b	Supervised on-the-job training	35	29	41
Q4c	Having a mentor	20	16	21
Q4d	Shadowing someone	15	14	19
Q4e	e-learning / online training	69	65	10
Q4f	Keeping up-to-date with developments in work (e.g. reading books or attending workshops)	54	61	63
Q4g	Other method of training, learning or development	5	10	9
Areas of training, learning and development				
% having received training, learning or development in the following areas in the last 12 months:				
Q5a	Equality and diversity training (e.g. awareness of age, disability, gender, race, sexual orientation, religion)	18	38	20
Q5b	Health and safety training (e.g. fire training, manual handling)	32	54	37
Q5c	What to do if there is a major incident or emergency	40	34	26
Q5d	How to prevent or handle violence and aggression to staff, patients / service users (e.g. Conflict Resolution training)	7	29	12
Q5e	Infection control (e.g. guidance on hand-washing, MRSA, waste management, disposal of sharps / needles)	38	52	54
Q5f	Computer skills (e.g. using Trust IT systems, spreadsheets, databases, Internet, email etc.)	14	13	10
Q5g	How to handle confidential information about patients / service users	63	50	17
Q5h	How to give information to patients / service users on condition, medication, side effects etc.	13	19	13
Q5i	How to deliver a good patient / service user experience (e.g. monitor the patient / service user experience, and use the feedback to make improvements)	13	23	18

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Job-relevant training, learning and development				
% who had received training, learning and development in the last 12 months (YES to any part of Q4a-g or Q5a-i) agreeing / strongly agreeing that:				
Q6a	It has helped me to do my job better	57	55	62
Q6b	It has helped me stay up-to-date with my job	56	59	60
Q6c	It has helped me stay up-to-date with professional requirements	52	57	56
Management and supervision				
% agreeing / strongly agreeing with the following statements:				
Q7a	"My immediate manager encourages those who work for her/him to work as a team"	48	48	48
Q7b	"My immediate manager can be counted on to help me with a difficult task at work"	52	55	54
Q7c	"My immediate manager gives me clear feedback on my work"	45	42	44
Q7d	"My immediate manager asks for my opinion before making decisions that affect my work"	33	35	32
Q7e	"My immediate manager is supportive in a personal crisis"	56	62	55
Appraisals and personal development plans				
Q8a	% saying they had received an appraisal or performance development review in the last 12 months	54	68	64
Q8a	Yes, KSF development review	19	37	27
Q8a	Yes, other type of appraisal or performance development review	37	29	38
If (YES to Q8a) had received an appraisal or performance development review in the last 12 months:				
Q8b	% saying their appraisal or development review had helped them to improve how they do their job	46	36	47
Q8c	% saying their appraisal or development review had helped them agree clear objectives for their work	68	61	63
Q8d	% saying their appraisal or development review had made them feel their work was valued by the Trust	42	40	44
Q9a	% saying they had agreed a personal development plan as part of their appraisal or development review	64	77	74
If (YES to Q8a) had received an appraisal or performance development review AND (YES to Q9a) had agreed a personal development plan as part of their appraisal or development review:				
Q9b	% saying they had received the training, learning and development identified in the plan	37	35	30
Q9c	% saying they had received support from their immediate manager in accessing the training, learning and development identified in the plan	43	38	36
Team-based working				
Q10a	% working in a team	76	85	78
If (YES to Q10a) they work in a team:				
Q10b	% agreeing / strongly agreeing team members have a set of shared objectives	65	67	66
Q10c	% agreeing / strongly agreeing team members often meet to discuss the team's effectiveness	32	28	36
Q10d	% agreeing / strongly agreeing the team members have to communicate closely with each other to achieve the team's objectives	55	63	63

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Job design and work pressure (1)				
% agreeing / strongly agreeing with the following statements:				
Q11a	"I have clear, planned goals and objectives for my job"	53	62	59
Q11b	"I often have trouble working out whether I am doing well or poorly in this job"	41	36	38
Q11c	"I am involved in deciding on changes introduced that affect my work area / team / department"	22	23	30
Q11d	"I cannot meet all the conflicting demands on my time at work"	40	36	38
Q11e	"I have adequate materials, supplies and equipment to do my work"	34	43	34
Q11f	"There are enough staff at this Trust for me to do my job properly"	21	25	35
Q11g	"I am able to do my job to a standard I am personally pleased with"	55	60	57
Staff intention to leave				
% agreeing / strongly agreeing with the following statements:				
Q12a	"I often think about leaving this Trust"	42	35	33
Q12b	"I will probably look for a job at a new organisation in the next 12 months"	27	24	21
Q12c	"As soon as I can find another job, I will leave this Trust"	21	18	18
Staff job satisfaction				
% satisfied or very satisfied with the following aspects of their job:				
Q13a	"The recognition I get for good work"	20	25	29
Q13b	"The support I get from my immediate manager"	42	48	46
Q13c	"The freedom I have to choose my own method of working"	38	44	38
Q13d	"The support I get from my work colleagues"	77	73	73
Q13e	"The amount of responsibility I am given"	55	60	60
Q13f	"The opportunities I have to use my skills"	43	57	54
Q13g	"The extent to which my Trust values my work"	16	20	23
Q13h	"My level of pay"	24	27	28
Job design and work pressure (2)				
% agreeing / strongly agreeing with the following statements:				
Q14a	"I always know what my work responsibilities are"	64	71	72
Q14b	"I am consulted about changes that affect my work area / team / department"	23	28	25
Q14c	"I do not have time to carry out all my work"	41	36	39
Q14d	"I get clear feedback about how well I am doing my job"	22	19	25
Q14e	"Relationships at work are strained"	37	32	30
Q14f	"I can decide on my own how to go about doing my work"	41	49	48
Being respected and valued at work				
% agreeing / strongly agreeing with the following statements:				
Q15a	"The people I work with treat me with respect"	76	74	72
Q15b	"The people I work with seek my opinions"	64	65	64
Q15c	"I am trusted to do my job"	75	82	75
Q15d	"I feel I belong to a team"	56	62	57
Q15e	"I often do more than is required"	78	81	75
Q15f	"I try to help colleagues in my Trust whenever I can"	94	95	90

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Senior management				
% agreeing / strongly agreeing with the following statements:				
Q16a	"Senior managers here try to involve staff in important decisions"	13	14	17
Q16b	"Communication between senior management and staff is effective"	15	12	18
Q16c	"Senior managers encourage staff to suggest new ideas for improving services"	31	22	29
Q16d	"On the whole, the different parts of the Trust communicate effectively with each other"	9	10	13
Q16e	"Care of patients / service users is my Trust's top priority"	32	35	39
Q16f	"I know who the senior managers are here"	68	59	65
Q16g	"Senior managers where I work are committed to patient care"	27	30	32
Q16h	"Patient information is treated confidentially by staff in this Trust"	72	74	71
Q16i	"Staff are kept informed about important changes by Trust headquarters"	33	34	34
Q16j	"Communication between Trust headquarters and other parts of the Trust is good"	15	15	18
Equal opportunities				
Q17	% saying the Trust acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	67	70	74
Discrimination				
Q18a	% saying they had experienced discrimination from patients / service users, their relatives or other members of the public in the last 12 months	20	13	23
Q18b	% saying they had experienced discrimination from their manager / team leader or other colleagues in the last 12 months	10	12	14
% saying they had experienced discrimination on the grounds of:				
Q18c	Ethnic background	10	3	11
Q18c	Gender	8	7	10
Q18c	Religion	2	1	2
Q18c	Sexual orientation	2	2	4
Q18c	Disability	1	1	2
Q18c	Age	9	5	6
Q18c	Other reason(s)	7	7	9
Raising concerns at work				
Q19a	% saying if they were concerned about fraud, malpractice or wrongdoing they would know how to report it	81	89	80
Q19b	% saying they would feel safe in raising their concern	59	66	63
Q19c	% saying they would feel confident that the Trust would address their concern	42	43	47
Ambulance vehicles				
% agreeing / strongly agreeing with the following statements:				
Q20a	"Ambulance vehicles are kept in a good state of repair"	18	40	18
Q20b	"Ambulance vehicles provide a safe working environment"	27	42	31

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Opportunities to develop potential at work				
% agreeing / strongly agreeing with the following statements:				
Q21a	"There are opportunities for me to progress in my job"	30	32	46
Q21b	"I am supported to keep up-to-date with developments in my field"	30	34	38
Q21c	"I am encouraged to develop my own expertise"	39	38	43
Q21d	"There is strong support for training in my area of work"	24	24	31
Working in the NHS				
% agreeing / strongly agreeing with the following statements:				
Q22a	"I would recommend my Trust as a place to work"	35	37	46
Q22b	"If a friend or relative needed treatment, I would be happy with the standard of care provided by this Trust"	66	62	69
Contribution to patient care				
% agreeing / strongly agreeing with the following statements:				
Q23a	"I am satisfied with the quality of care I give to patients / service users"	86	90	87
Q23b	"I feel that my role makes a difference to patients / service users"	83	89	84
Q23c	"I am able to deliver the patient care I aspire to"	56	69	65
Improving the way we work				
% agreeing / strongly agreeing with the following statements:				
Q24a	"I am able to make suggestions to improve the work of my team / department"	39	44	44
Q24b	"There are frequent opportunities for me to show initiative in my role"	42	45	46
Q24c	"I am able to make improvements happen in my area of work"	24	28	28
Q24d	"Healthcare professionals and managers in non-clinical roles work well together in my area of work"	23	24	25
Q24e	"Senior managers act on staff feedback"	13	15	20
Staff motivation at work				
% saying often or always to the following statements:				
Q25a	"I look forward to going to work"	40	48	50
Q25b	"I am enthusiastic about my job"	54	63	59
Q25c	"Time passes quickly when I am working"	45	54	50
Witnessing and reporting errors, near misses and incidents				
Q26a	% witnessing errors, near misses or incidents in the last month that could have hurt staff	30	28	35
Q26b	(If YES to Q26a): % saying the last time they witnessed an error, near miss or incident that could have hurt staff, either they or a colleague had reported it	87	90	92
Q27a	% witnessing errors, near misses or incidents in the last month that could have hurt patients / service users	23	22	27
Q27b	(If YES to Q27a): % saying the last time they witnessed an error, near miss or incident that could have hurt patients / service users, either they or a colleague had reported it	85	89	92

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Fairness and effectiveness of procedures for reporting errors, near misses or incidents				
% agreeing / strongly agreeing with the following statements:				
Q28a	"My Trust treats staff who are involved in an error, near miss or incident fairly"	24	31	31
Q28b	"My Trust encourages us to report errors, near misses or incidents"	61	71	61
Q28c	"My Trust treats reports of errors, near misses or incidents confidentially"	40	41	39
Q28d	"My Trust blames or punishes people who are involved in errors, near misses or incidents"	28	24	27
Q28e	"When errors, near misses or incidents are reported, my Trust takes action to ensure that they do not happen again"	27	34	31
Q28f	"We are informed about errors, near misses and incidents that happen in the Trust"	12	21	13
Q28g	"We are given feedback about changes made in response to reported errors, near misses and incidents"	16	24	13
Experiencing and reporting physical violence at work				
% saying they have personally experienced physical violence at work in the last 12 months from the following:				
Q29a	Patients / service users, their relatives or other members of the public	23	19	24
Q29b	Manager / team leader or other colleagues	1	2	1
(If YES to Q29a or b): % experiencing physical violence at work from patients / service users, their relatives or other members of the public in last 12 months...				
Q29c	No times	2	2	1
Q29c	1 to 2 times	71	66	66
Q29c	3 to 5 times	21	24	21
Q29c	6 to 10 times	5	4	6
Q29c	More than 10 times	2	2	6
Q29d	(If YES to Q29a or b): % saying the last time they experienced an incident of physical violence, either they or a colleague had reported it	68	66	72
Experiencing and reporting harassment, bullying and abuse at work				
% saying they have personally experienced harassment, bullying or abuse at work in the last 12 months from the following:				
Q30a	Patients / service users, their relatives or other members of the public	35	29	36
Q30b	Manager / team leader or other colleagues	18	17	17
Q30c	(If YES to Q30a or b): % saying the last time they experienced an incident of harassment, bullying or abuse, either they or a colleague had reported it	44	42	44
Effectiveness of action following violence, harassment, bullying and abuse at work				
% agreeing / strongly agreeing with the statements "My Trust takes effective action if staff are..."				
Q31a	...physically attacked by patients / service users, their relatives or other members of the public"	51	55	47
Q31b	...physically attacked by other members of staff"	48	53	49
Q31c	...bullied, harassed or abused by patients / service users, their relatives or other members of the public"	40	46	37
Q31d	...bullied, harassed or abused by other members of staff"	38	43	40
Support for staff				
Q32a	% saying they have access to counselling services at their Trust	89	77	90
Q32b	% saying they have access to occupational health services at their Trust	93	93	92

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Injuries and illness at work				
% saying they have suffered injuries or have felt unwell in the last 12 months as a result of the following problems at work:				
Q33a	Moving and handling	30	29	36
Q33b	Needlestick and sharps injuries	3	2	5
Q33c	Slips, trips and falls	11	10	12
Q33d	Exposure to dangerous substances	4	2	3
Q33e	Work-related stress	37	32	35
Availability of hand washing materials				
% saying hot water, soap and paper towels, or alcohol rubs are available for staff:				
Q34a	Always	31	58	32
Q34a	Most of the time	51	33	47
Q34a	Sometimes	12	9	16
Q34a	Never	1	0	1
Q34a	Don't know	5	1	3
% saying hot water, soap and paper towels, or alcohol rubs are available for patients / service users:				
Q34b	Always	19	38	17
Q34b	Most of the time	32	28	35
Q34b	Sometimes	16	11	18
Q34b	Never	4	4	5
Q34b	Don't know	29	22	25
Health and well-being				
% saying overall their health during the past four weeks was:				
Q35	Excellent	16	21	15
Q35	Very good	21	28	25
Q35	Good	34	26	32
Q35	Fair	20	17	21
Q35	Poor	10	7	5
Q35	Very poor	0	1	3
% saying during the past four weeks, how much difficulty they had had in doing their daily work, both at home and away from home, because of their physical health:				
Q36	None at all	58	62	56
Q36	A little bit	23	20	22
Q36	Some	14	13	16
Q36	Quite a lot	4	4	4
Q36	Could not do daily work	1	1	2
% saying during the past four weeks, how much personal or emotional problems had kept them from doing their usual work or other daily activities:				
Q37	Not at all	56	63	58
Q37	Very little	22	20	19
Q37	Somewhat	15	11	16
Q37	Quite a lot	6	4	6
Q37	Could not do daily activities	0	0	0
Health and well-being				
% agreeing / strongly agreeing with the following statements:				
Q38a	"In general, my job is good for my health"	16	25	22
Q38b	"My immediate manager takes a positive interest in my health and well-being"	31	34	32

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Health and well-being				
Q39a	% saying in the last three months they had gone to work despite not feeling well enough to perform their duties:	75	70	73
	(If YES to Q39a): % saying they...			
Q39b	...had felt pressure from their manager to come to work	57	47	56
Q39c	...had felt pressure from their colleagues to come to work	11	13	10
Q39d	...had put themselves under pressure to come to work	83	89	86
BACKGROUND DETAILS				
Gender				
Q40a	Male	61	57	57
Q40a	Female	39	43	43
Age group				
Q40b	Between 16 and 30	22	14	18
Q40b	Between 31 and 40	24	22	29
Q40b	Between 41 and 50	26	27	36
Q40b	51 and over	27	37	16
Ethnic background				
Q41	White	90	97	91
Q41	Mixed	3	1	2
Q41	Asian / Asian British	3	1	3
Q41	Black / Black British	3	0	3
Q41	Chinese	0	0	1
Q41	Other	1	0	0
Sexuality				
Q42	Heterosexual (straight)	88	91	-
Q42	Gay Man	4	2	-
Q42	Gay Woman (lesbian)	2	1	-
Q42	Bisexual	1	1	-
Q42	Other	1	0	-
Q42	Preferred not to say	4	5	-
Religion				
Q43	No religion	42	35	-
Q43	Christian	50	57	-
Q43	Buddhist	1	0	-
Q43	Hindu	1	0	-
Q43	Jewish	0	0	-
Q43	Muslim	2	0	-
Q43	Sikh	1	0	-
Q43	Other	1	1	-
Q43	Preferred not to say	3	4	-
Disability				
Q44a	% saying they have a long-standing illness, health problem or disability	13	16	18
Q44b	(If YES to Q44a and if adjustments felt necessary): % saying their employer has made adequate adjustment(s) to enable them to carry out their work	74	50	41
Managing staff				
Q45	% saying that they manage staff within the Trust	23	22	25

		Your Trust in 2011	Average (median) for ambulance trusts	Your Trust in 2010
Contact with patients				
Q46	% saying they have face-to-face contact with patients / service users as part of their job	72	76	74
Length of time at the Trust (or its predecessors)				
Q47	Less than 1 year	3	3	7
Q47	1 to 2 years	20	10	19
Q47	3 to 5 years	23	21	14
Q47	6 to 10 years	15	25	23
Q47	11 to 15 years	16	13	13
Q47	More than 15 years	23	27	25
% saying approximately how far their main place of work (e.g. ambulance station) is from Trust headquarters:				
Q48	Work at Trust headquarters	17	14	20
Q48	Less than 20 miles	66	40	66
Q48	Between 21 and 50 miles	14	30	9
Q48	Between 51 and 100 miles	0	8	1
Q48	Over 100 miles	0	0	0
Q48	Don't know	3	4	4
Occupational group				
Q49	Emergency Care Practitioner	1	1	2
Q49	Paramedic	33	32	23
Q49	Emergency Care Assistant	5	6	2
Q49	Ambulance Technician	22	13	37
Q49	Ambulance Control Staff	11	11	16
Q49	Patient Transport Service	3	12	4
Q49	Registered Nurses and Midwives	0	1	0
Q49	Nursing or Healthcare Assistants	0	0	0
Q49	Medical and Dental	0	0	0
Q49	Allied Health Professionals	0	0	0
Q49	Scientific and Technical / Healthcare Scientists	0	0	0
Q49	Admin and Clerical	7	5	6
Q49	Central Functions / Corporate Services	9	6	6
Q49	Maintenance / Ancillary	0	2	0
Q49	General Management	5	3	4
Q49	Other	3	4	0

Appendix 4

Other NHS staff survey 2011 documentation

This report is one of several ways in which we present the results of the 2011 national NHS staff survey:

- 1) A separate summary report of the main 2011 survey results for London Ambulance Service NHS Trust can be downloaded from: www.nhsstaffsurveys.com. The summary report is a shorter version of this feedback report, which may be useful for wider circulation within the trust.
- 2) A national briefing document, describing the national Key Findings from the 2011 survey and making comparisons with previous years, will be available from www.nhsstaffsurveys.com in March 2012.
- 3) The document ***Making sense of your staff survey data***, which can be downloaded from www.nhsstaffsurveys.com. This includes details about the calculation of Key Findings and the data weighting method used.
- 4) A series of detailed spreadsheets are available on request from the Care Quality Commission. 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