

Inspecting **Informing** Improving



**NHS national staff survey 2005**

**Brief summary of results from Brent Teaching PCT**

## 1. Introduction

This report summarises the main results from the 2005 NHS staff survey for Brent Teaching PCT. It is a short version of a longer report that can be found online at <http://www.healthcarecommission.org.uk/staffsurveys>.

## 2. Response rate

Brent Teaching PCT had, at the time of distribution, 1032 staff who were eligible to receive the survey<sup>2</sup>. Questionnaires were sent to a random sample of 652 staff. 366 completed questionnaires were received, representing a response rate of 56%<sup>3</sup>.

The rest of this report is structured as follows:

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<sup>2</sup>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.

<sup>3</sup>Questionnaires could only be counted if they were received complete with their ID number

### **3. Description of the 2005 survey results for Brent Teaching PCT**

This report focuses on 28 key areas which include data from all sections of the core questionnaire: Work life balance; Appraisal, training, learning and development; Team working, supervision, communication and staff involvement; Safety at work; and Staff attitudes. Later in the report, charts and tables show how Brent Teaching PCT compares with other PCTs on each of these key scores, how they have changed since previous surveys, and how scores differ for staff groups within the trust. In this section, however, we provide an introduction to the scores and describe the main results for Brent Teaching PCT.

All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

#### **3.1 Work life balance**

##### **3.1.1 Percentage of staff working extra hours**

*(the lower the score the better)*

71% of staff at the trust said that, in an average week, they work longer than the hours for which they are contracted. The trust's score of 71% was average for PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 71% of staff also gave this response.

##### **3.1.2 Percentage of staff working extra hours due to pressure and demands of job**

*(the lower the score the better)*

64% of staff at the trust said that in an average week they work longer than the hours for which they are contracted, and give at least one of the following reasons for this: because it is necessary to meet deadlines; because it is expected by their immediate manager; because it is expected by colleagues; because it is impossible to do the job without doing so; or because they don't want to let down the people they work with. The trust's score of 64% was average for PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 64% of staff also gave this response.

##### **3.1.3 Quality of work life balance**

*(the higher the score the better)*

Staff were asked a series of questions to assess the extent to which they believe that their trust and immediate manager are committed to helping them find a good balance between their work and home life. Possible scores range from 1 to 5, with 1 representing virtually no commitment from the trust, and 5 representing excellent commitment from the trust to helping staff achieve a good balance. The trust's score of 3.55 was below average for PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when the trust score was 3.54.

##### **3.1.4 Percentage of staff using flexible working options**

*(the higher the score the better)*

74% of staff at the trust said that they had taken advantage of at least one of the following flexible working options in their current job: flexi-time, working reduced hours (i.e. part-time), working from home, annualised hours, working during school term-time only, making team decisions about rotas, and job-sharing. The trust's score of 74% was in the lowest 20% of PCTs in England. *(There was no equivalent score in the 2004 survey).*

*For more survey findings about work life balance (including flexible retirement and support for carers), please see questions 1 to 8 in the detailed spreadsheets which can be downloaded from the Healthcare Commission website.*

## **3.2 Appraisal, training, learning and development**

### **3.2.1 Percentage of staff appraised within previous 12 months**

*(the higher the score the better)*

63% of staff at the trust said that they had had an appraisal or performance development review in the last 12 months. The trust's score of 63% was average for PCTs in England. The trust's 2005 score has shown a statistically significant decrease since the 2004 survey, when 74% of staff gave this response.

### **3.2.2 Percentage of staff having well structured appraisal reviews within previous 12 months**

*(the higher the score the better)*

39% of staff at the trust said that they had had an appraisal or performance development review in the last 12 months, in which they had agreed clear objectives for their work, which they had found useful in helping them improve how they do their job, and which had left them feeling that their work is valued by their employer. The trust's score of 39% was above average for PCTs in England. However, the trust's 2005 score has shown a statistically significant decrease since the 2004 survey, when 49% of staff gave this response.

### **3.2.3 Percentage of staff appraised with personal development plans within previous 12 months**

*(the higher the score the better)*

57% of staff at the trust said that they had agreed a personal development plan as part of their appraisal or performance development review in the last 12 months. The trust's score of 57% was above average for PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 62% of staff gave this response.

### **3.2.4 Percentage of staff receiving training, learning or development in previous 12 months**

*(the higher the score the better)*

94% of staff at the trust said that they had taken part in at least one of the following types of employer-supported training, learning or development in the last 12 months: taught courses, supervised on the job training, having a mentor, shadowing someone, e-learning or online training, keeping up to date with work developments (e.g. by reading books or journals, or by attending seminars or workshops), or other types of learning. The trust's score of 94% was in the lowest 20% of PCTs in England. The trust's 2005 score has shown a statistically significant decrease since the 2004 survey, when 100% of staff gave this response.

*For more survey findings about appraisals, training, learning and development (including different methods of learning; training in specific areas such as equal opportunities, awareness, major incidents, handling violence and aggression, computer skills, infection control and handling confidential information; and difficulties accessing training), please see questions 9 to 14 in the detailed spreadsheets which can be downloaded from the Healthcare Commission website.*

## **3.3 Team working, supervision, communication and staff involvement**

### **3.3.1 Percentage of staff saying they work in teams**

*(the higher the score the better)*

92% of staff at the trust said that they work in a team. The trust's score of 92% was average for PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 90% of staff gave this response.

### **3.3.2 Percentage of staff working in a well structured team environment**

*(the higher the score the better)*

53% of staff at the trust said that they work in a team of 15 or fewer people which has clear objectives, and in which team members work closely together to achieve their objectives, and meet regularly to discuss the team's effectiveness and how it could be improved. The trust's score of 53% was below average for PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 59% of staff gave this response.

### **3.3.3 Quality of job design (clear job content, feedback and staff involvement)**

*(the higher the score the better)*

Staff were asked a series of questions to assess the extent to which they feel they have clear goals in their jobs, are given clear feedback on their performance and are given the opportunity to participate in decision making. A 'well designed' job is one that is rated highly on all these aspects. Possible scores range from 1 to 5, with 1 representing jobs that are poor in design, and 5 representing jobs that are very well designed. The trust's score of 3.47 was above average for PCTs in England. The trust's 2005 score has shown a statistically significant increase since the 2004 survey, when the trust score was 3.39.

### **3.3.4 Support from immediate managers**

*(the higher the score the better)*

Staff were asked a series of questions to assess the extent to which they feel that their immediate manager provides them with support, guidance and feedback on their work, and takes into account their opinions before making decisions that affect their work. Possible scores range from 1 to 5, with 1 representing very unsupportive managers, and 5 representing highly supportive managers. The trust's score of 3.55 was in the lowest 20% of PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when the trust score was 3.57.

### **3.3.5 Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care)**

*(the higher the score the better)*

Staff were asked a series of questions about the wider organisational climate, or how things feel generally within the organisation. The questions covered a range of issues including communication within the trust, employee involvement, innovation and patient care. Possible scores range from 1 to 5, with 1 representing a very negative feeling within the organisation, and 5 representing a very positive feeling within the organisation. The trust's score of 3.18 was average for PCTs in England. The trust's 2005 score has shown a statistically significant decrease since the 2004 survey, when the trust score was 3.24.

*For more survey findings about team working, supervision, communication and staff involvement (including findings on equal opportunities and discrimination), please see questions 15, 16, 19, and 21 to 23 in the detailed spreadsheets which can be downloaded from the Healthcare Commission website.*

## **3.4 Safety at work**

### **3.4.1 Percentage of staff having health and safety training in previous 12 months**

*(the higher the score the better)*

54% of staff at the trust said that they had received health and safety training (including fire training, manual handling etc) in the previous 12 months. The trust's score of 54% was in the lowest 20% of PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 61% of staff gave this response.

### **3.4.2 Percentage of staff suffering work related injury in previous 12 months**

*(the lower the score the better)*

17% of staff at the trust said that, in the previous year, they had been injured or felt unwell as a result of one of the following problems: moving and handling; needlestick and sharps injuries; slips, trips or falls; or exposure to dangerous substances. The trust's score of 17% was in the highest 20% of PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 19% of staff gave this response.

### **3.4.3 Percentage of staff suffering work related stress in previous 12 months**

*(the lower the score the better)*

35% of staff at the trust said that, in the previous year, they had suffered from work related stress. The trust's score of 35% was above average for PCTs in England. However, the trust's 2005 score has shown a statistically significant decrease since the 2004 survey, when 43% of staff gave this response.

### **3.4.4 Percentage of staff witnessing potentially harmful errors, near misses or incidents in previous month**

*(the lower the score the better)*

33% of staff at the trust said that, in the previous month, they had witnessed at least one error, near miss or incident which could have hurt patients or staff. The trust's score of 33% was in the highest 20% of PCTs in England. However, the trust's 2005 score has shown a statistically significant decrease since the 2004 survey, when 43% of staff gave this response.

### **3.4.5 Percentage of staff reporting harmful errors, near misses or incidents**

*(the higher the score the better)*

88% of staff who had witnessed such an error, near miss or incident said that they, or a colleague, had reported it. The trust's score of 88% was in the lowest 20% of PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 89% of staff gave this response.

### **3.4.6 Fairness and effectiveness of procedures for reporting errors, near misses or incidents**

*(the higher the score the better)*

Staff were asked a series of questions to assess the climate and culture of incident reporting in trusts. In particular, the questions asked whether staff know the procedures for reporting errors, near misses and incidents; to what extent staff feel that the trust encourages such reports, and then treats the reports fairly and confidentially; and to what extent the trust takes action to ensure that such incidents do not happen again. Possible scores range from 1 to 5, with 1 representing very unfair and ineffective procedures, and 5 representing very fair and effective procedures. The trust's score of 3.26 was in the lowest 20% of PCTs in England. *(As the questions on incident reporting have changed considerably since the 2004 survey, there is no equivalent 2004 score with which to draw comparisons).*

### **3.4.7 Percentage of staff experiencing physical violence from patients or relatives in previous 12 months**

*(the lower the score the better)*

9% of staff had experienced physical violence from patients, service users or their relatives in the previous 12 months. The trust's score of 9% was in the highest 20% of PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 9% of staff also gave this response.

### **3.4.8 Percentage of staff experiencing physical violence from staff in previous 12 months**

*(the lower the score the better)*

1% of staff had experienced physical violence from colleagues or managers in the previous 12 months. The trust's score of 1% was average for PCTs in England. The trust's 2005 score has shown a statistically significant decrease since the 2004 survey, when 3% of staff gave this response.

### **3.4.9 Percentage of staff experiencing harassment, bullying or abuse from patients or relatives in previous 12 months**

*(the lower the score the better)*

20% of staff had experienced harassment, bullying or abuse from patients, service users or their relatives in the previous 12 months. The trust's score of 20% was above average for PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 25% of staff gave this response.

### **3.4.10 Percentage of staff experiencing harassment, bullying or abuse from staff in previous 12 months**

*(the lower the score the better)*

18% of staff had experienced harassment, bullying or abuse from colleagues or managers in the previous 12 months. The trust's score of 18% was in the highest 20% of PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when 21% of staff gave this response.

### **3.4.11 Perceptions of effective action from trust towards violence and harassment**

*(the higher the score the better)*

Staff were asked a series of questions about the extent to which they think their trust takes effective action if staff are physically attacked or bullied, harassed or abused (including racial and sexual harassment). Possible scores range from 1 to 5, with 1 representing the perception that the trust never takes any effective action, and 5 representing the perception that the trust always takes effective action. The trust's score of 3.37 was in the lowest 20% of PCTs in England. *(As the questions on perceptions of effective action towards violence and harassment have changed considerably since the 2004 survey, there is no equivalent 2004 score with which to draw comparisons).*

### **3.4.12 Availability of hand washing materials**

*(the higher the score the better)*

Staff were asked a series of questions about the extent to which materials for hand washing were available for staff, patients and visitors to the trust. Possible scores range from 1 to 5, with 1 representing no availability, and 5 representing full availability. The trust's score of 4.15 was in the lowest 20% of PCTs in England. *(These questions were not asked in previous surveys).*

*For more survey findings about safety at work (including training in handling violence and aggression, awareness of reporting procedures for incidents of violence and harassment, whistle blowing, and infection control and hygiene), please see questions 24 to 34 in the detailed spreadsheets which can be downloaded from the Healthcare Commission website.*

## **3.5 Staff attitudes**

### **3.5.1 Staff job satisfaction**

*(the higher the score the better)*

Staff were asked a series of questions about how satisfied they are with various aspects of their job including: recognition for good work; support from their immediate manager and colleagues; freedom to choose methods of working; amount of responsibility; opportunities to use their abilities; and the extent to which the trust values their work. Possible scores range from 1 to 5, with 1 representing very unsatisfied staff and 5 representing very satisfied staff. The trust's score of 3.49 was in the lowest 20% of PCTs in England. The trust's 2005 score has not changed significantly since the 2004 survey, when the trust score was 3.55.

### **3.5.2 Work pressure felt by staff**

*(the lower the score the better)*

Staff were asked a series of questions to assess the extent to which they feel their workload is larger than they can cope with. Possible scores range from 1 to 5, with 1 representing virtually no pressure felt by staff, and 5 representing extremely high feelings of work pressure. The trust's score of 3.13 was above average for PCTs in England. However, the trust's 2005 score has shown a statistically significant decrease since the 2004 survey, when the trust score was 3.31.

### **3.5.3 Staff intention to leave jobs**

*(the lower the score the better)*

Staff were asked a series of questions to assess the extent to which they are considering leaving their trust and looking for a new job, either within or outside the NHS. Possible scores range from 1 to 5, with 1 representing staff who have no intention of leaving their jobs, and 5 representing staff who are very keen to leave their jobs. The trust's score of 2.82 was in the highest 20% of PCTs in England. The trust's 2005 score has shown a statistically significant increase since the 2004 survey, when the trust score was 2.67.

*For more survey findings about staff attitudes, please see questions 16 to 19 in the detailed spreadsheets which can be downloaded from the Healthcare Commission website.*

## 4. Summary scores and benchmarks for key variables

The two charts on the next page present the findings for the 28 key areas of the survey, described in section 3.







To aid presentation in charts, the scores are organised in a different order from section 3. There are two basic types of scores:

- **percentage scores** (Figure 4.1), i.e. percentage of respondents giving a particular response to a survey question or series of questions
- **scale summary scores** (Figure 4.2), calculated by converting staff responses to particular questions into scores; for each of the 28 key scores in Figure 4.2, the minimum score is always 1 and the maximum score is 5

### How to interpret figures 4.1 and 4.2

Figures 4.1 and 4.2 display your trust's 28 key scores, compared with national benchmarks for PCTs. (The same data are displayed in tabular form in Tables 1 and 2 in Appendix 1).

In the figures:

-  Your trust's score is represented by a small red circle.
-  The black lines to either side of this circle represent the confidence interval around the trust score (a measure of how accurate the trust score is).
-  The light green section of the coloured bar represents the best 20% of trusts
-  The dark green section represents the worst 20% of trusts
-  The medium green section represents the middle 60% of trusts
-  The median (middle) trust score is represented by the vertical line within the medium green section

The shading in the charts has been designed so that the different sections (light, medium, dark) are clearly visible when printed out in black and white.

### What a high or low score means

Because the survey covers both positive and negative experiences, you will see that in figure 4.1:

- for the response rate and the next nine scores, the higher the score the better
- for the last nine key scores, the lower score the better

To aid your interpretation, the shading is always consistent:

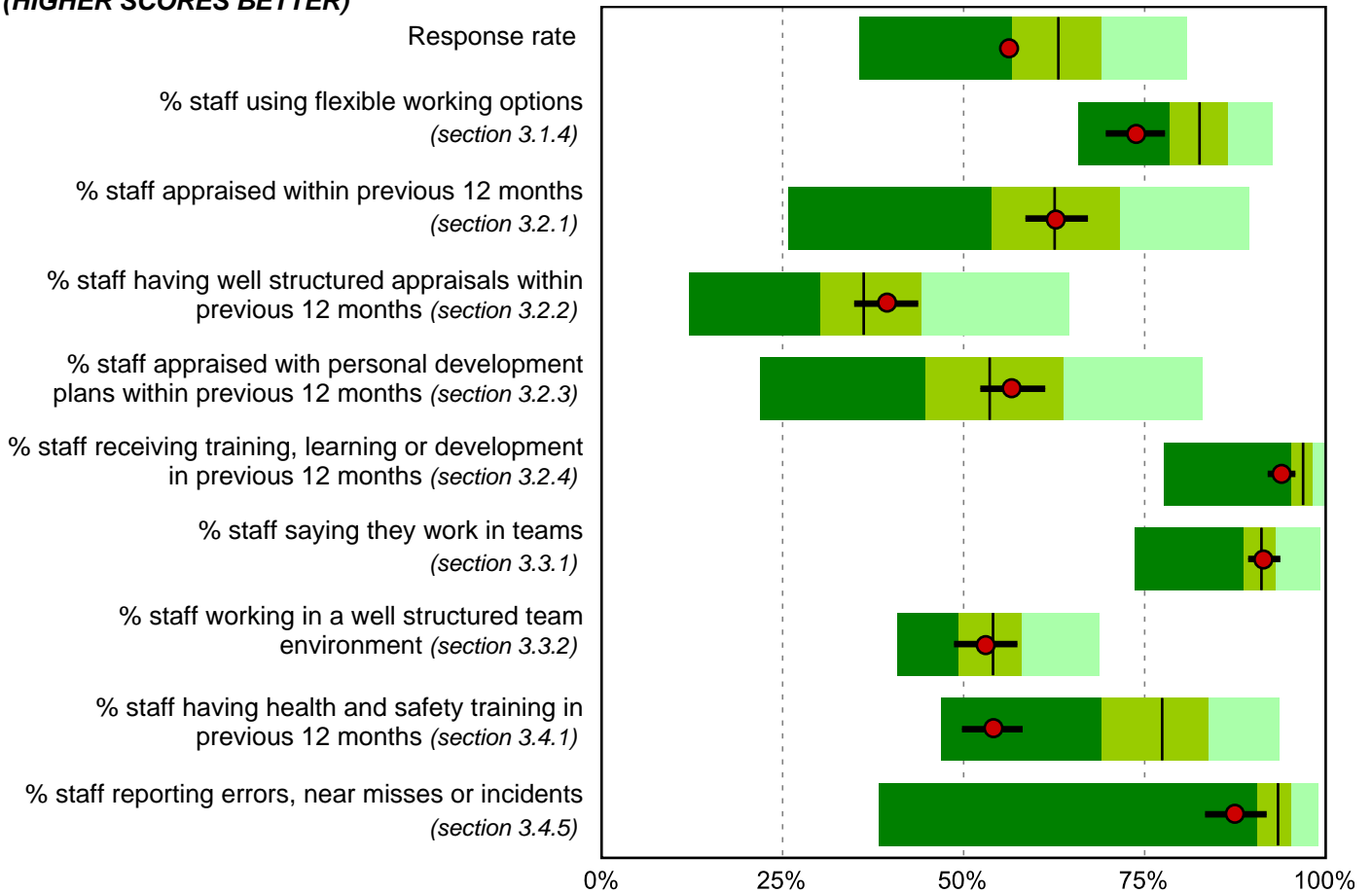
- light green is always the best 20% of trusts
- dark green is always the worst 20% of trusts

Similarly, in figure 4.2:

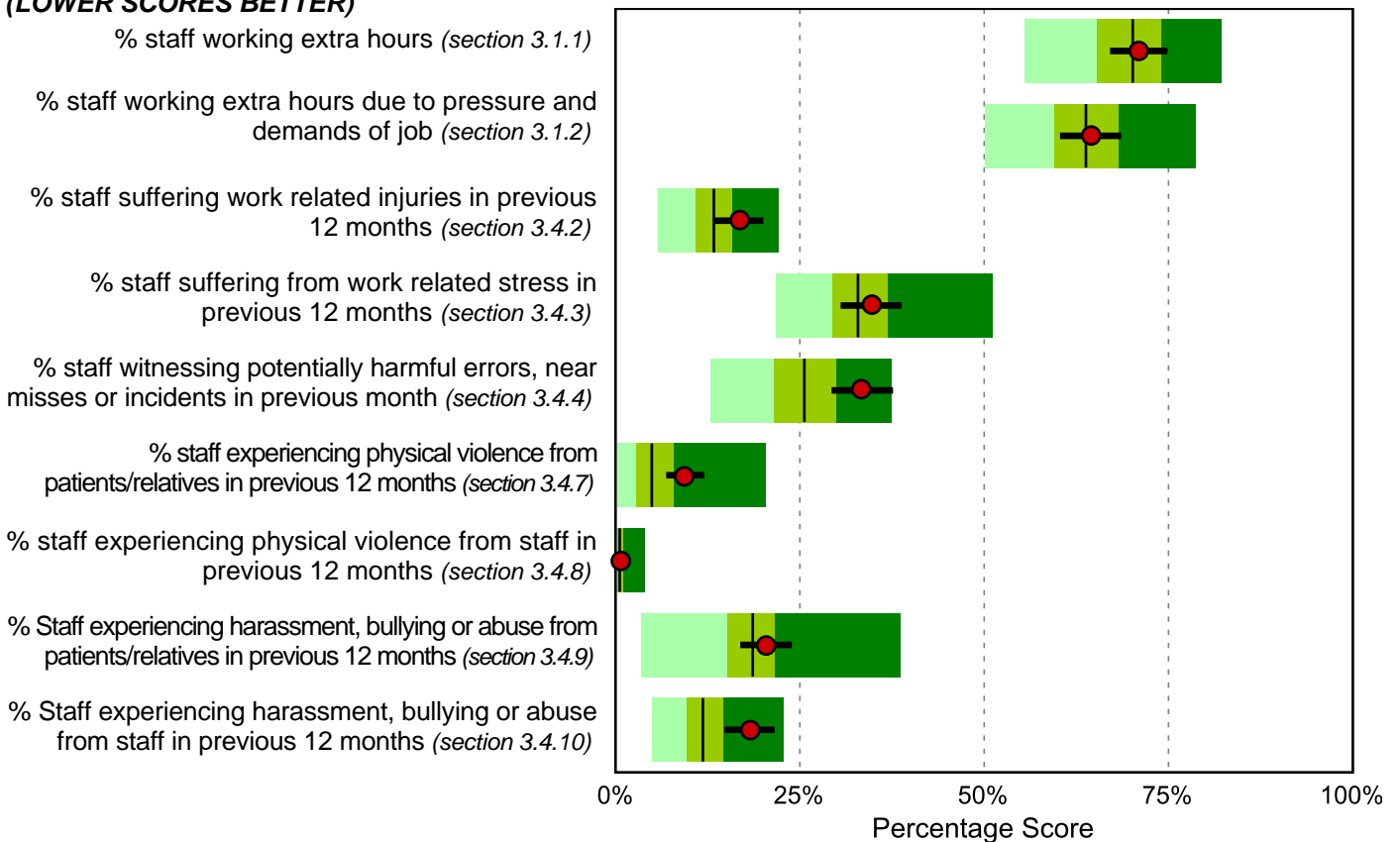
- for the first eight key scores, the higher score the better
- for the last two key scores, the lower score the better

**Figure 4.1: Graph showing percentage scores for Brent Teaching PCT compared with other PCTs nationally**

**(HIGHER SCORES BETTER)**

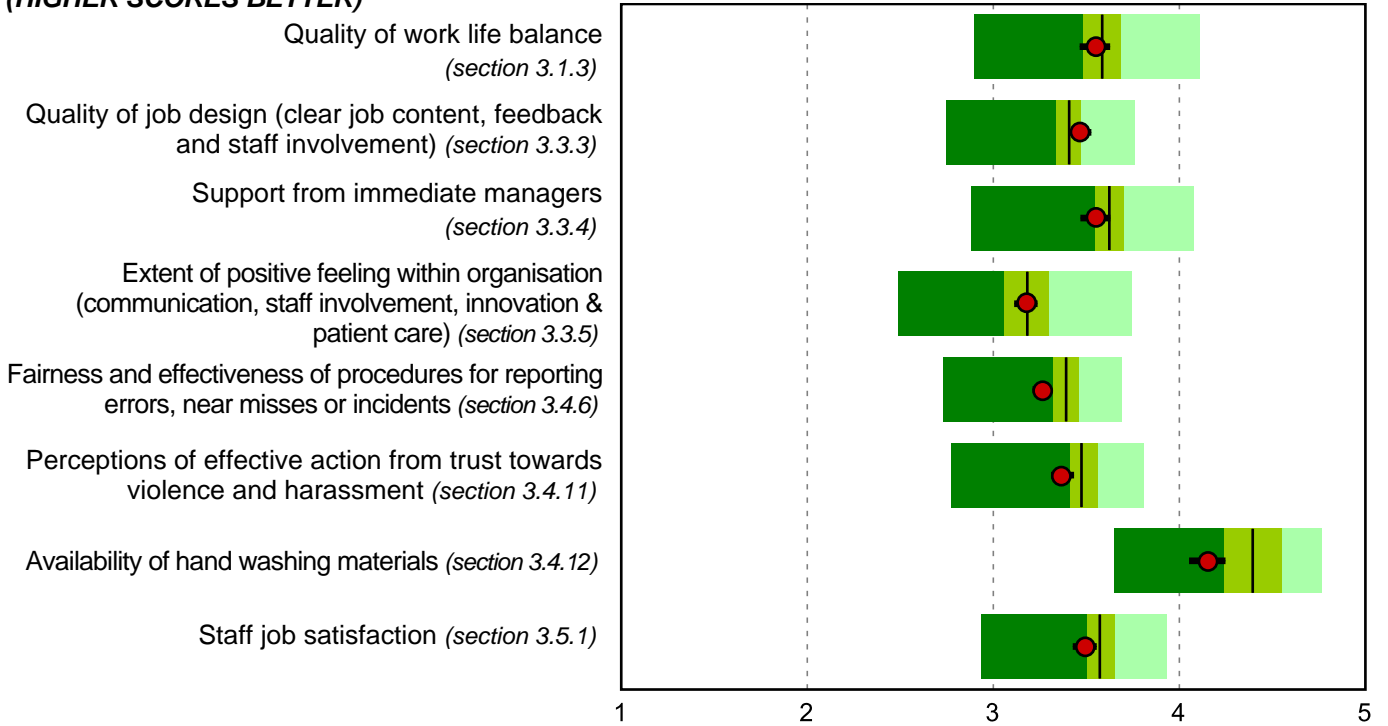


**(LOWER SCORES BETTER)**

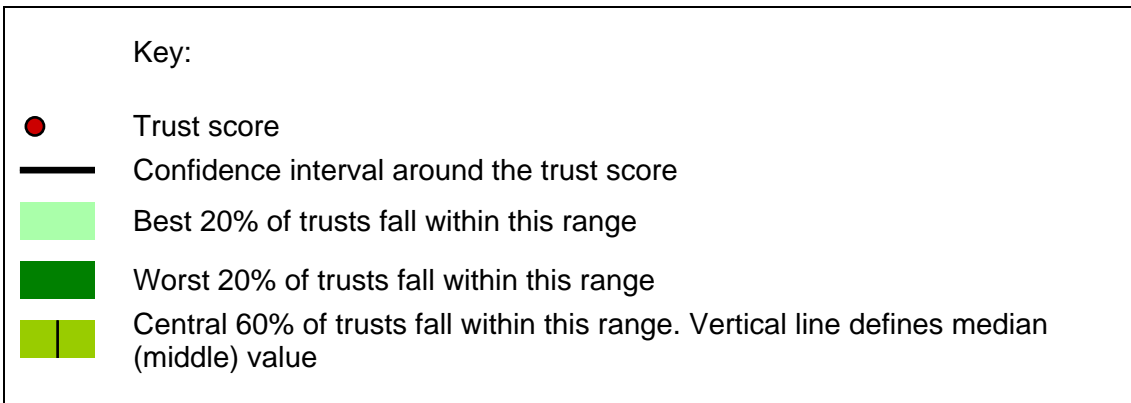
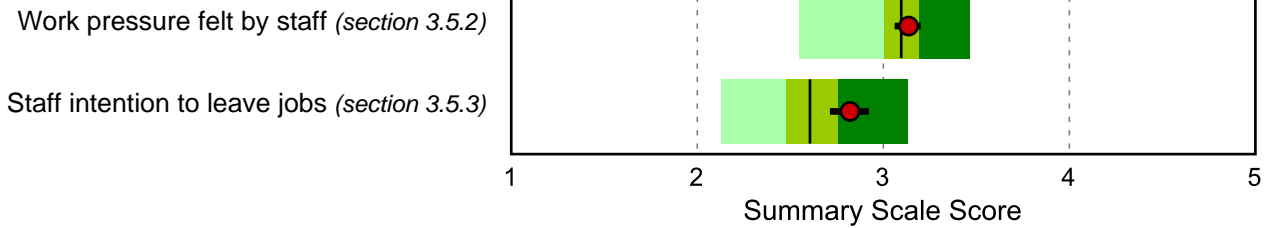


**Figure 4.2: Graph showing scale summary scores for Brent Teaching PCT compared with other PCTs nationally**

**(HIGHER SCORES BETTER)**



**(LOWER SCORES BETTER)**



**Source: National NHS Staff Survey 2005**

## 5. Changes since the 2004 survey

Tables 5.1 and 5.2 show changes in the 28 key scores for Brent Teaching PCT since the 2004 survey.

It is likely that there would be some small amount of change simply due to sample differences between the two years: therefore 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.

Percentage scores are shown in table 5.1, and scale summary scores in table 5.2.

Tables 5.3 and 5.4 show changes in the key scores for Brent Teaching PCT since the 2003 survey.

All percentage scores are shown to the nearest 1%. This means scores of less than 0.5% are displayed as 0%.

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The calculation of the 2005 key score has changed very slightly since 2004 for the following four scores:

- % staff appraised with personal development plans within previous 12 months
- Quality of job design (clear job content, feedback and staff involvement)
- Support from immediate managers
- Extent of positive feeling within organisation (communication, staff involvement, innovation and patient care)

In order to aid comparison between years, the 2003 and 2004 scores presented in Tables 5.1-5.4 have been recalculated according to the formulae used in 2005.

Again, in order to aid comparison between years, scores from 2003 and 2004 have been re-weighted according to the 2005 weightings. These score and weighting changes explain any slight differences between the figures quoted in this report and those given in previous years.

Please also note that no 2003-4 comparisons have been presented in the tables for the following three scores, as either the 2005 question format has changed considerably since 2004, or the questions were completely new in 2005:

- Fairness and effectiveness of procedures for reporting errors, near misses and incidents
- Perceptions of effective action from trust towards violence and harassment
- Availability of hand washing materials

More details about these changes can be found in the document 'Making sense of your staff survey data', which can be downloaded from <http://www.healthcarecommission.org.uk/staffsurveys/>.

**Table 5.1: Changes in percentage scores for Brent Teaching PCT since 2004 survey**

Percentage score	Brent Teaching PCT			
	2005 score	2004 score	Change	Statistically significant?
	%	%	%	
Response rate	56	60	-4	-
% staff working extra hours (section 3.1.1)	71	71	0	No
% staff working extra hours due to pressure and demands of job (section 3.1.2)	64	64	0	No
% staff using flexible working options (section 3.1.4)	74	-	-	-
% staff appraised within previous 12 months (section 3.2.1)	63	74	-11	Yes
% staff having well structured appraisals within previous 12 months (section 3.2.2)	39	49	-10	Yes
% staff appraised with personal development plans within previous 12 months (section 3.2.3)	57	62	-5	No
% staff receiving training, learning or development in previous 12 months (section 3.2.4)	94	100	-6	Yes
% staff saying they work in teams (section 3.3.1)	92	90	2	No
% staff working in a well structured team environment (section 3.3.2)	53	59	-6	No
% staff having health and safety training in previous 12 months (section 3.4.1)	54	61	-7	No
% staff suffering work related injury in previous 12 months (section 3.4.2)	17	19	-2	No
% staff suffering work related stress in previous 12 months (section 3.4.3)	35	43	-8	Yes
% staff witnessing potentially harmful errors, near misses or incidents in previous month (section 3.4.4)	33	43	-10	Yes
% staff reporting errors, near misses or incidents (section 3.4.5)	88	89	-1	No
% staff experiencing physical violence from patients/relatives in previous 12 months (section 3.4.7)	9	9	0	No
% staff experiencing physical violence from staff in previous 12 months (section 3.4.8)	1	3	-2	Yes
% Staff experiencing harassment, bullying or abuse from patients/relatives in previous 12 months (section 3.4.9)	20	25	-5	No
% Staff experiencing harassment, bullying or abuse from staff in previous 12 months (section 3.4.10)	18	21	-3	No

**Table 5.2: Changes in scale summary scores for Brent Teaching PCT since 2004 survey**

Scale score	Brent Teaching PCT			
	2005 score	2004 score	Change	Statistically significant?
Quality of work life balance ( <i>section 3.1.3</i> )	3.55	3.54	0.01	No
Quality of job design (clear job content, feedback and staff involvement) ( <i>section 3.3.3</i> )	3.47	3.39	0.08	Yes
Support from immediate managers ( <i>section 3.3.4</i> )	3.55	3.57	-0.02	No
Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care) ( <i>section 3.3.5</i> )	3.18	3.24	-0.07	Yes
Fairness and effectiveness of procedures for reporting errors, near misses or incidents ( <i>section 3.4.6</i> )	3.26	-	-	-
Perceptions of effective action from trust towards violence and harassment ( <i>section 3.4.11</i> )	3.37	-	-	-
Availability of hand washing materials ( <i>section 3.4.12</i> )	4.15	-	-	-
Staff job satisfaction ( <i>section 3.5.1</i> )	3.49	3.55	-0.06	No
Work pressure felt by staff ( <i>section 3.5.2</i> )	3.13	3.31	-0.18	Yes
Staff intention to leave jobs ( <i>section 3.5.3</i> )	2.82	2.67	0.15	Yes

**Table 5.3: Changes in percentage scores for Brent Teaching PCT since 2003 survey**

Percentage score	Brent Teaching PCT			
	2005 score	2003 score	Change	Statistically significant?
	%	%	%	
Response rate	56	57	-1	-
% staff working extra hours (section 3.1.1)	71	77	-6	No
% staff working extra hours due to pressure and demands of job (section 3.1.2)	64	66	-2	No
% staff using flexible working options (section 3.1.4)	74	-	-	-
% staff appraised within previous 12 months (section 3.2.1)	63	63	0	No
% staff having well structured appraisals within previous 12 months (section 3.2.2)	39	44	-5	No
% staff appraised with personal development plans within previous 12 months (section 3.2.3)	57	53	4	No
% staff receiving training, learning or development in previous 12 months (section 3.2.4)	94	93	1	No
% staff saying they work in teams (section 3.3.1)	92	93	-1	No
% staff working in a well structured team environment (section 3.3.2)	53	54	-1	No
% staff having health and safety training in previous 12 months (section 3.4.1)	54	49	5	No
% staff suffering work related injury in previous 12 months (section 3.4.2)	17	22	-5	No
% staff suffering work related stress in previous 12 months (section 3.4.3)	35	46	-11	Yes
% staff witnessing potentially harmful errors, near misses or incidents in previous month (section 3.4.4)	33	40	-7	No
% staff reporting errors, near misses or incidents (section 3.4.5)	88	-	-	-
% staff experiencing physical violence from patients/relatives in previous 12 months (section 3.4.7)	9	12	-3	No
% staff experiencing physical violence from staff in previous 12 months (section 3.4.8)	1	2	-1	No
% Staff experiencing harassment, bullying or abuse from patients/relatives in previous 12 months (section 3.4.9)	20	28	-8	Yes
% Staff experiencing harassment, bullying or abuse from staff in previous 12 months (section 3.4.10)	18	19	-1	No

**Table 5.4: Changes in scale summary scores for Brent Teaching PCT since 2003 survey**

Scale score	Brent Teaching PCT			
	2005 score	2003 score	Change	Statistically significant?
Quality of work life balance ( <i>section 3.1.3</i> )	3.55	3.46	0.09	Yes
Quality of job design (clear job content, feedback and staff involvement) ( <i>section 3.3.3</i> )	3.47	3.47	0.00	No
Support from immediate managers ( <i>section 3.3.4</i> )	3.55	3.53	0.02	No
Extent of positive feeling within organisation (communication, staff involvement, innovation & patient care) ( <i>section 3.3.5</i> )	3.18	3.16	0.01	No
Fairness and effectiveness of procedures for reporting errors, near misses or incidents ( <i>section 3.4.6</i> )	3.26	-	-	-
Perceptions of effective action from trust towards violence and harassment ( <i>section 3.4.11</i> )	3.37	-	-	-
Availability of hand washing materials ( <i>section 3.4.12</i> )	4.15	-	-	-
Staff job satisfaction ( <i>section 3.5.1</i> )	3.49	3.57	-0.08	Yes
Work pressure felt by staff ( <i>section 3.5.2</i> )	3.13	3.32	-0.19	Yes
Staff intention to leave jobs ( <i>section 3.5.3</i> )	2.82	2.75	0.07	No