



Organisation-wide Report
**Delivering quality survey,
research and analysis solutions**

Harrogate Integrated Facilities

Staff Survey 2020

February 2021

Project Number: 8375

Confidential to Harrogate Integrated Facilities



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Harrogate Integrated Facilities

Staff Survey 2020

Background

September 2020, all NHS trusts in England were required to participate in the National NHS Staff Survey. The survey was designed to collect the views of staff about their work and the organisation they work for. The overall aim of the survey was to gather information that would help improve the working lives of staff and so provide better care for patients. Obtaining feedback from staff and taking account of their views and priorities is vital for driving real service improvements. It was recognised that 2020 has not been “business as usual” for the workforce. The NHS has never experienced a year like this one. However, it remains vital to understand the unique impact on staff experience during the COVID-19 pandemic.

Harrogate Integrated Facilities carried out a staff survey alongside the national survey using the national staff survey questionnaire, exploring the opinions of staff and how COVID-19 has impacted on their roles.

The survey was distributed on the 18th of November 2020 with a closure date of 18th of December 2020. Harrogate Integrated Facilities surveyed all staff in 2020; survey invites were distributed to staff by email as well as through the post (using a mixed mode approach i.e. web and paper based). All staff also had the option to complete the survey questionnaire over the telephone. Those receiving a paper questionnaire also had the option to take part online instead.

Capita Surveys and Research processed and validated 98 completed survey questionnaires from Harrogate Integrated Facilities employees. This gives a response rate of 31% based on the 313 staff invited to participate.

Presentation of results

This report presents a summary of the results for the whole organisation i.e. everyone in Harrogate Integrated Facilities who participated in the survey.

Part A. Response Rates

Survey response rates for Harrogate Integrated Facilities by area.

Part B. Ranking questions – the most positive question perceptions

The most positive perceptions from the survey (i.e. those questions with a ‘combined positive’ response percentage of 65% or more) in ranked order which can be identified as areas of strength.

Part C. Ranking questions – the least positive question perceptions

The least positive perceptions from the survey (i.e. those questions with a 'combined positive' response percentage of 40% or less) in ranked order which can be identified as areas for improvement.

Part D. Areas of strength and areas identified for improvement

All positive perceptions for the primary questions in the survey, fully ranked across the survey in descending order and in questionnaire order. All results are colour coded to help to identify areas of strength or opportunities for improvement.

Part E. Survey Results

A presentation of the survey results in chart format in questionnaire order. Each section displays questions in appropriate groups in chart format with percentages. It should be noted the sum of the total responses throughout this report may not be exactly equal to 100% due to rounding.

Part F. Comparison to previous survey

Comparison of 2020 survey results to a number of results from the staff survey in 2019 where comparisons were available.

Reliability of results

The accuracy of survey results is related to the size of the responding sample, not the whole organisation from which it is drawn. Very low response rates run the risk of non-response bias, e.g. if only 30% of an organisation participate can you be sure that the views of the 30% who responded are the same as the 70% who didn't respond? As a rule of thumb a sample size of 200 responses or a 50% response rate is considered the minimum for opinion research whatever the organisation size, and will overcome any non-response bias. When considering a sub-group of a total survey population 50 responses or a 50% response rate is considered the minimum for results to be reliable.

Confidence intervals and statistical reliability

The respondents to the questionnaire are only a sample of the total population, so we cannot be 100% certain that the figures obtained are exactly those we would have if everybody had returned their questionnaires, i.e. the 'true values'. We can, however, predict the variation between the sample results and the 'true' values from the knowledge of the size of the samples on which the results are based, the 'confidence level'.

In social research, the most common measure of confidence for this prediction is the 95% confidence interval – where the chances are 95 out of 100 that the true value would be within a specified range – i.e. if everyone had responded. As a general guide it is calculated that the results for Harrogate Integrated Facilities are within $\pm 7\%$ (the confidence interval), for each question.

Positive perceptions

Throughout this report we refer to positive perceptions i.e. where the response is a good or preferred/favourable outcome, this means the higher the percentage, the better the result and an increase in percentage between the years is a positive outcome.

For a question or statement where an agreement is a good outcome we will use the responses 'Yes', 'Strongly agree' and 'Agree', 'Very satisfied' and 'Satisfied', 'Always' and 'Often'. For questions or statements where a disagreement is a good outcome we use the responses 'Strongly disagree' and 'Disagree', 'Rarely' and 'Never', 'No', or 'Never'.

Calculating the 'combined positive' perceptions

The result for each question or statement is calculated by adding together the 'Strongly agree' and 'Agree' (or 'Very satisfied' and 'Satisfied' or 'Always' and 'Often' or 'Yes, definitely' and 'Yes, to some extent') responses and using the resulting combined percentage or using the straightforward 'Yes' responses.

However, to calculate a 'combined positive' result for some questions or statements the 'Strongly disagree' and 'Disagree' (or the 'Never' and 'Rarely') responses are combined to generate the percentage, or the straightforward 'No' (or the 'Never') response is used.

For example, to find the 'combined positive' result for 'I often think about leaving this organisation' we add together the 'Strongly disagree' and 'Disagree' responses as these are the respondents who have said 'I do not often think about leaving this organisation'.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated statement text as shown in the example above.

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Understanding the effect of rounding

Figures throughout this report are displayed as whole numbers for the ease of reading. To ensure the figures are as accurate as possible we apply rounding to the figures to the nearest percentage point. Sometimes this will mean that the figures shown may not be identical if calculations are performed using the figures displayed in the report, however any difference would not be larger than ± 1 percentage point.

Therefore, if you sum the percentages for all the response options to a question the figure may not sum to 100%, but may sum to 99% or 101%.

When combining the total positive responses we first combine the number of responses and then calculate a combined percentage, rather than simply adding the two individual response percentages together.

In the example shown below, if we sum the displayed percentages for 'Very satisfied' and 'Satisfied' to calculate the percentage positive response it would be 72%, however, by using raw figures we calculate the result more accurately to 71.4969% which is rounded down to 71%.

EXAMPLE:

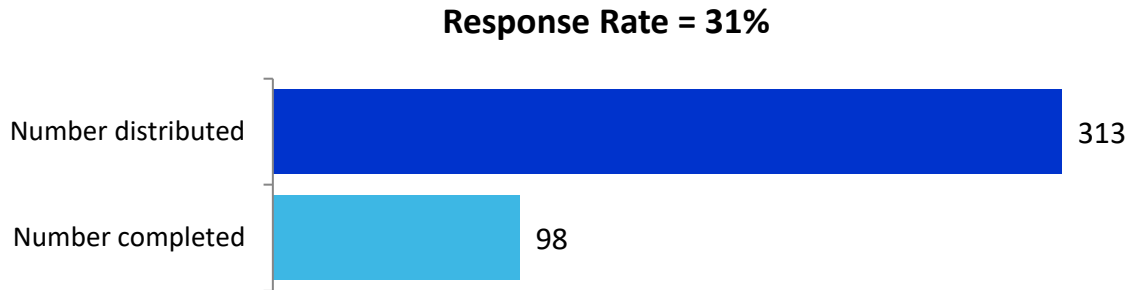
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Total	Total Positive responses calculation
	(A)	(B)	(C)	(D)	(E)	A+B+C+D+E	A+B
Number of responses	1,102	3,087	969	538	163	5,859	4,189
Percent of responses	18.8087%	52.6882%	16.5387%	9.1825%	2.7820%	100.0001%	71.4969% (this rounds down to 71%)
Rounds to	19%	53%	17%	9%	3%	101%	72%

Note

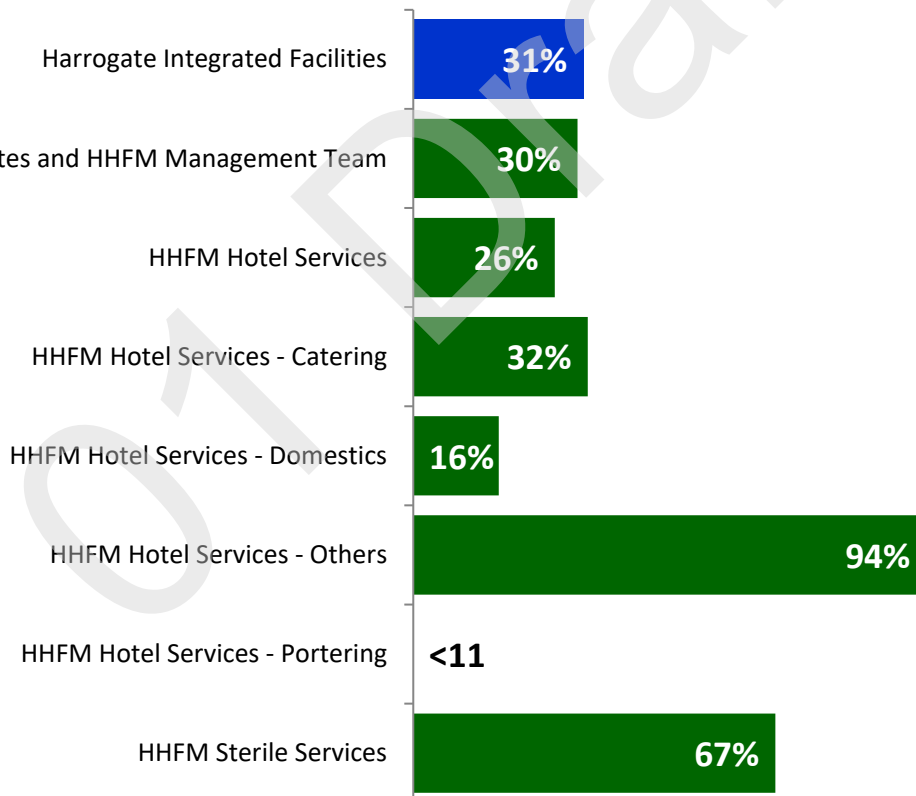
When calculating the percentage point differences between survey results, the whole numbers following the rounding of the raw figures are used.

Part A. Response rates

A total of 98 survey questionnaires were completed and returned by the 313 members of staff invited to participate in the survey: this means that the overall response rate for Harrogate Integrated Facilities is 31%.



Response rates for areas within Harrogate Integrated Facilities are:



Part B. Ranking questions – the most positive question perceptions

This part of the report provides the most positive perceptions for Harrogate Integrated Facilities (ordered from most to least positive), which can be identified as areas of strength.

Questions (or statements as they are displayed in this analysis) with a combined positive result (e.g. 'Strongly agree' and 'Agree' responses) of 65% or above are considered areas of strength.

Calculating the 'combined positive' perceptions

Questions or statements which have a 'combined positive' result of 65% or more can be considered as areas of strength. The result for each question or statement is calculated by adding together the 'Strongly agree' and 'Agree' (or 'Very satisfied' and 'Satisfied' or 'Always' and 'Often' or 'Yes, definitely' and 'Yes, to some extent') responses and using the resulting combined percentage or using the straightforward 'Yes' responses.

However, to calculate a 'combined positive' result for some questions or statements the 'Strongly disagree' and 'Disagree' (or the 'Never' and 'Rarely') responses are combined to generate the percentage, or the straightforward 'No' (or the 'Never') response is used.

For example, to find the 'combined positive' result for 'I often think about leaving this organisation' we add together the 'Strongly disagree' and 'Disagree' responses as these are the respondents who have said 'I **do not** often think about leaving this organisation'.

A second example, the 'positive' response in relation to 'During the last 12 months have you felt unwell as a result of work related stress?' is the 'No' response, i.e. those respondents who have said 'I have **not** felt unwell in the last 12 months as a result of work related stress'.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated statement text as shown in the examples above.

Notes

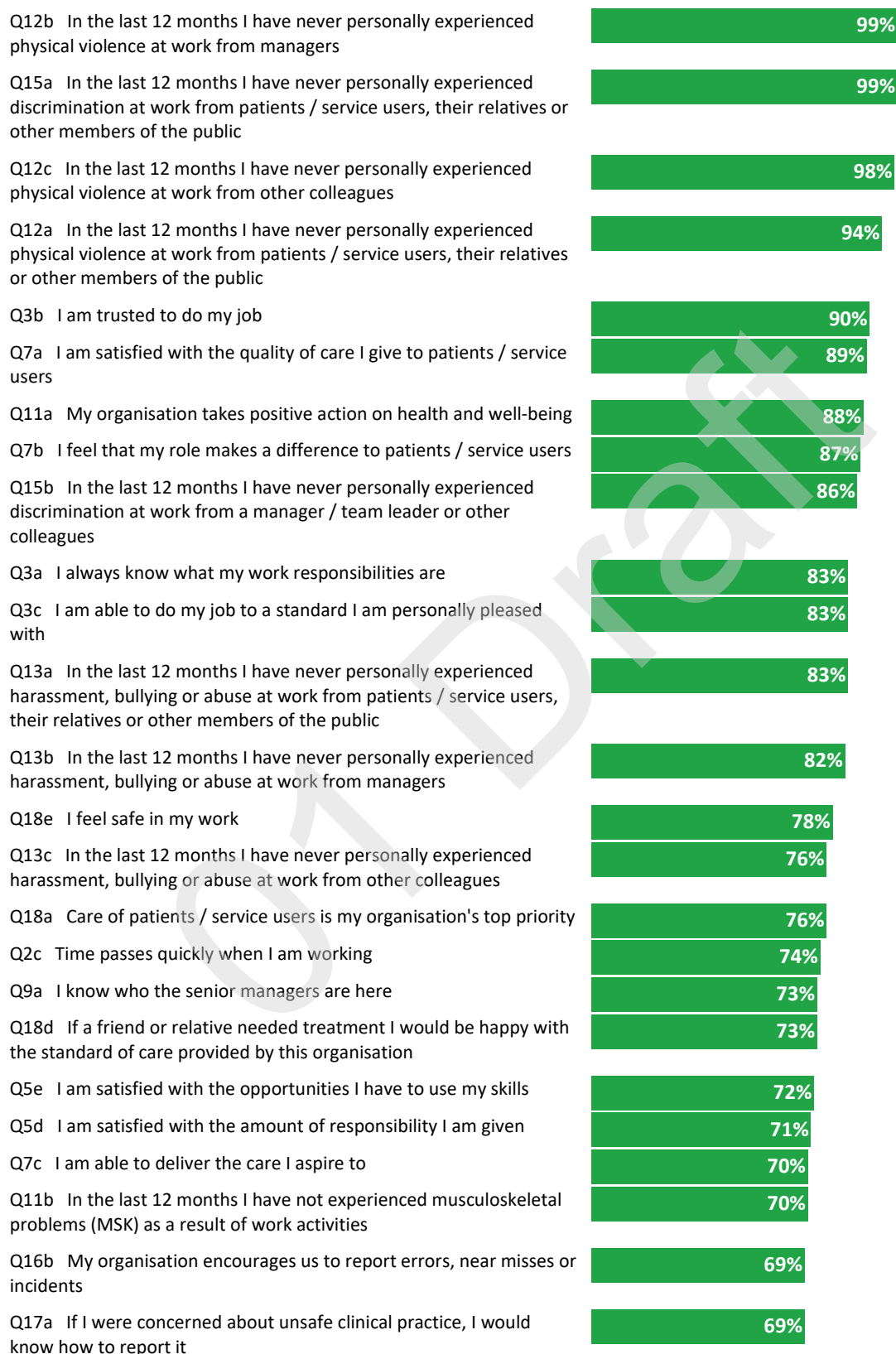

Please note, whilst there may be a high percentage of staff who identify themselves as **not** being harassed, bullied or abused, **not** discriminated against, or **not** having experienced violence at work, these areas should be regarded as areas for improvement as many take a zero tolerance policy regarding these issues.

Percentages are calculated based on total number of respondents to the individual question or statement, only the 'Not applicable to me' responses are removed from the calculation i.e. 'Don't know' responses are included.

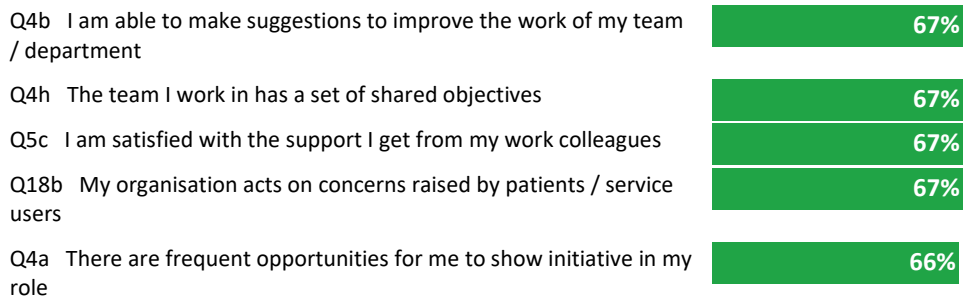
Sub-set questions are only asked of participants meeting certain criteria (usually giving specific response(s) to a previous question) and therefore are answered by a smaller number of participants. Sub-set questions/statements are excluded from this analysis.

Some questions in the questionnaire are considered 'neutral' for the purpose of comparing results as they do not to have a positive response e.g. Q1 'Do you have face-to-face contact with patients / service users as part of your job?'. These questions have been excluded from this analysis but results can be found in [Part E](#) of this report.


The most positive perceptions (with a combined positive percentage of 65% or more)


 % of positive responses

The most positive perceptions (with a combined positive percentage of 65% or more)



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 % of positive responses

Part C. Ranking questions – the least positive question perceptions

This part of the report provides the least positive perceptions for Harrogate Integrated Facilities, which can be considered areas for improvement.

Questions (or statements as they are displayed in this analysis) with a combined positive result (e.g. 'Strongly agree' and 'Agree' responses) of 40% or lower are considered areas for improvement.

Calculating the 'least positive' perceptions

Questions or statements which have a 'combined positive' result of 40% or less can be considered as areas for improvement. The result for each question or statement is calculated by adding together the 'Strongly agree' and 'Agree' (or 'Very satisfied' and 'Satisfied' or 'Always' and 'Often' or 'Yes, definitely' and 'Yes, to some extent') responses and using the resulting combined percentage or using the straightforward 'Yes' responses.

However, to calculate a 'combined positive' result for some questions or statements the 'Strongly disagree' and 'Disagree' (or the 'Never' and 'Rarely') responses are combined to generate the percentage, or the straightforward 'No' (or the 'Never') response is used.

For example, to find the 'combined positive' result for 'I often think about leaving this organisation' we add together the 'Strongly disagree' and 'Disagree' responses as these are the respondents who have said 'I **do not** often think about leaving this organisation'.

A second example, the 'positive' response in relation to 'During the last 12 months have you felt unwell as a result of work related stress?' is the 'No' response, i.e. those respondents who have said 'I have **not** felt unwell in the last 12 months as a result of work related stress'.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated statement text as shown in the examples above.

Notes

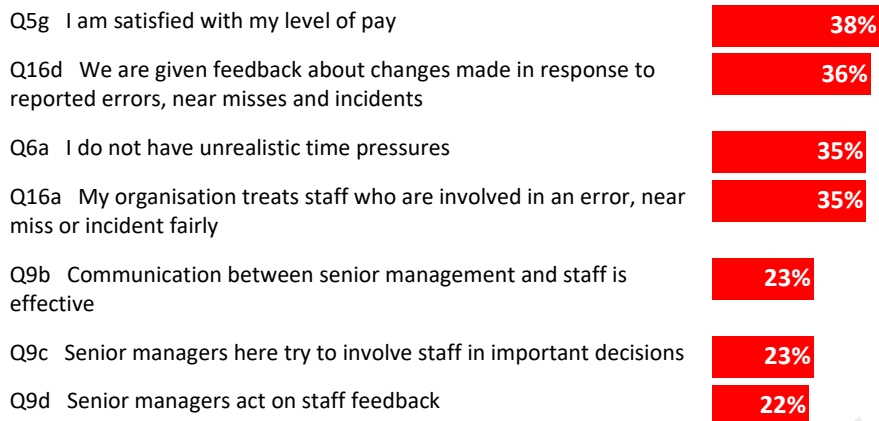
Please note, whilst there may be a high percentage of staff who identify themselves as **not** being harassed, bullied or abused, **not** discriminated against, or **not** having experienced violence at work, and these results may not appear in this analysis, they should be regarded as areas for improvement as many take a zero tolerance policy regarding these issues.

Percentages are calculated based on total number of respondents to the individual question or statement, only the 'Not applicable to me' responses are removed from the calculation i.e. 'Don't know' responses are included.

Sub-set questions are only asked of participants meeting certain criteria (usually giving specific response(s) to a previous question) and therefore are answered by a smaller number of participants. Sub-set questions/statements are excluded from this analysis.

Some questions in the questionnaire are considered 'neutral' for the purpose of comparing results as they do not have a positive response e.g. Q1 'Do you have face-to-face contact with patients / service users as part of your job?'. These questions have been excluded from this analysis but results can be found in [Part E](#) of this report.

The least positive perceptions (with a combined positive percentage of 40% or less)



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% of positive responses

Part D. Areas of strength and areas identified for improvement

This part of the report displays all the primary questions and statements in the survey in table format for Harrogate Integrated Facilities. The first table presents results fully ranked across the survey in descending order. The second presents results in questionnaire order.

The question/statement results are colour coded to help to identify areas of strength or opportunities for improvement, using boundaries agreed by Capita Surveys and Research user groups to offer guidance and focus for action planning.

Cells displaying results are colour coded red, amber or green according to the percentage of respondents giving a positive response:

GREEN	indicates 'strength'- agreement from 65% or more of staff
AMBER	indicates 'opportunities for improvement' - agreement from 41% to 64% of staff
RED	indicates 'areas for improvement' - agreement from 40% or fewer staff.

Summary of colour coding for the Harrogate Integrated Facilities 2020 staff survey:

Strengths:	30
Opportunities for improvement:	34
Need for improvement:	7

Calculating the 'combined positive' perceptions

The result for each question or statement is calculated by adding together the 'Strongly agree' and 'Agree' (or 'Very satisfied' and 'Satisfied' or 'Always' and 'Often' or 'Yes, definitely' and 'Yes, to some extent') responses and using the resulting combined percentage or using the straightforward 'Yes' responses.

However, to calculate a 'combined positive' result for some questions or statements the 'Strongly disagree' and 'Disagree' (or the 'Never' and 'Rarely') responses are combined to generate the percentage, or the straightforward 'No' (or the 'Never') response is used.

For example, to find the 'combined positive' result for 'I often think about leaving this organisation' we add together the 'Strongly disagree' and 'Disagree' responses as these are the respondents who have said 'I **do not** often think about leaving this organisation'.

A second example, the 'positive' response in relation to 'During the last 12 months have you felt unwell as a result of work related stress?' is the 'No' response, i.e. those respondents who have said 'I have **not** felt unwell in the last 12 months as a result of work related stress'.

When ranking and comparing results for questions throughout the survey we will always use the 'combined positive' and show the relevant associated statement text as shown in the examples above.

Notes

Please note, whilst there may be a high percentage of staff who identify themselves as **not** being harassed, bullied or abused, **not** discriminated against, or **not** having experienced violence at work, these areas should be regarded as areas for improvement as many take a zero tolerance policy regarding these issues.

Percentages are calculated based on total number of respondents to the individual question or statement, only the '*Not applicable to me*' responses are removed from the calculation i.e. '*Don't know*' responses are included.

Sub-set questions are only asked of participants meeting certain criteria (usually giving specific response(s) to a previous question) and therefore are answered by a smaller number of participants. Sub-set questions/statements are excluded from this analysis.

Some questions in the questionnaire are considered 'neutral' for the purpose of comparing results as they do not have a positive response e.g. Q1 '*Do you have face-to-face contact with patients / service users as part of your job?*'. These questions have been excluded from this analysis but results can be found in [Part E](#) of this report.

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Table 1: Ranked in descending order from most positive to least positive

The table below shows the percentage of respondents who gave a positive response to each of the questions/statements, ordered from most positive to least positive. Some questions/statements (highlighted in grey) have been treated in reverse to allow direct comparison e.g. 'Q11c During the last 12 months I have not felt unwell as a result of work related stress', the percentage stated represents the respondents who said 'No' to the question 'Q11c During the last 12 months have you felt unwell as a result of work related stress?' (i.e. gave the positive response). There may be variation up to 1% when compared to the Frequency Data report due to rounding.

- 65% or higher = Strength
- 41% - 64% = Opportunity for improvement
- 40% or lower = Needs improvement

Total number of responses:		98
Question	2020	%
Q12b In the last 12 months I have never personally experienced physical violence at work from managers	99	99
Q15a In the last 12 months I have never personally experienced discrimination at work from patients / service users, their relatives or other members of the public	99	99
Q12c In the last 12 months I have never personally experienced physical violence at work from other colleagues	98	98
Q12a In the last 12 months I have never personally experienced physical violence at work from patients / service users, their relatives or other members of the public	94	94
Q3b I am trusted to do my job	90	90
Q7a I am satisfied with the quality of care I give to patients / service users	89	89
Q11a My organisation takes positive action on health and well-being	88	88
Q7b I feel that my role makes a difference to patients / service users	87	87
Q15b In the last 12 months I have never personally experienced discrimination at work from a manager / team leader or other colleagues	86	86
Q3a I always know what my work responsibilities are	83	83
Q3c I am able to do my job to a standard I am personally pleased with	83	83
Q13a In the last 12 months I have never personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public	83	83
Q13b In the last 12 months I have never personally experienced harassment, bullying or abuse at work from managers	82	82
Q18e I feel safe in my work	78	78
Q13c In the last 12 months I have never personally experienced harassment, bullying or abuse at work from other colleagues	76	76
Q18a Care of patients / service users is my organisation's top priority	76	76
Q2c Time passes quickly when I am working	74	74
Q9a I know who the senior managers are here	73	73
Q18d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	73	73
Q5e I am satisfied with the opportunities I have to use my skills	72	72
Q5d I am satisfied with the amount of responsibility I am given	71	71
Q7c I am able to deliver the care I aspire to	70	70
Q11b In the last 12 months I have not experienced musculoskeletal problems (MSK) as a result of work activities	70	70
Q16b My organisation encourages us to report errors, near misses or incidents	69	69
Q17a If I were concerned about unsafe clinical practice, I would know how to report it	69	69
Q4b I am able to make suggestions to improve the work of my team / department	67	67

The table below shows the percentage of respondents who gave a positive response to the question. There may be variation up to 1% when compared to the Frequency Data report due to rounding.

- 65% or higher = Strength
- 41% - 64% = Opportunity for improvement
- 40% or lower = Needs improvement

Question	Total number of responses:	2020 %
Q4h The team I work in has a set of shared objectives	98	67
Q5c I am satisfied with the support I get from my work colleagues	98	67
Q18b My organisation acts on concerns raised by patients / service users	98	67
Q4a There are frequent opportunities for me to show initiative in my role	98	66
Q4j I receive the respect I deserve from my colleagues at work	98	64
Q2b I am enthusiastic about my job	98	63
Q4e I am able to meet all the conflicting demands on my time at work	98	63
Q4f I have adequate materials, supplies and equipment to do my work	98	62
Q6b I have a choice in deciding how to do my work	98	61
Q8e My immediate manager is supportive in a personal crisis	98	60
Q8b My immediate manager can be counted on to help me with a difficult task at work	98	59
Q17b I would feel secure raising concerns about unsafe clinical practice	98	59
Q8f My immediate manager takes a positive interest in my health and well-being	98	58
Q8g My immediate manager values my work	98	58
Q19c I will not be leaving this organisation (as soon as I can find another job)	98	58
Q5h I am satisfied with the opportunities for flexible working patterns	98	56
Q19d I am not considering leaving my current job	98	56
Q5b I am satisfied with the support I get from my immediate manager	98	55
Q11d In the last three months I have not come to work despite not feeling well enough to perform my duties	98	55
Q18f I feel safe to speak up about anything that concerns me in this organisation	98	54
Q16c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again	98	53
Q8a My immediate manager encourages me at work	98	52
Q11c During the last 12 months I have not felt unwell as a result of work related stress	98	52
Q2a I look forward to going to work	98	51
Q5a I am satisfied with the recognition I get for good work	98	51
Q18c I would recommend my organisation as a place to work	98	51
Q4d I am able to make improvements happen in my area of work	98	49
Q19b I will probably not be looking for a job at a new organisation in the next 12 months	98	49
Q4g There are enough staff at this organisation for me to do my job properly	98	48
Q5f I am satisfied with the extent to which my organisation values my work	98	47
Q4c I am involved in deciding on changes introduced that affect my work area / team / department	98	46
Q14 My organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age	98	46
Q17c I am confident that my organisation would address my concern	98	46
Q4i The team I work in often meets to discuss the team's effectiveness	98	44
Q8c My immediate manager gives me clear feedback on my work	98	44
Q19a I do not often think about leaving this organisation	98	43

The table below shows the percentage of respondents who gave a positive response to the question.

There may be variation up to 1% when compared to the Frequency Data report due to rounding.

- 65% or higher = Strength
- 41% - 64% = Opportunity for improvement
- 40% or lower = Needs improvement

		Total number of responses:	98
Question			2020 %
Q6c Relationships at work are not strained	<div style="width: 41%;"></div>		41
Q8d My immediate manager asks for my opinion before making decisions that affect my work			41
Q5g I am satisfied with my level of pay			38
Q16d We are given feedback about changes made in response to reported errors, near misses and incidents			36
Q6a I do not have unrealistic time pressures	<div style="width: 35%;"></div>		35
Q16a My organisation treats staff who are involved in an error, near miss or incident fairly			35
Q9b Communication between senior management and staff is effective			23
Q9c Senior managers here try to involve staff in important decisions			23
Q9d Senior managers act on staff feedback			22

Table 2: Questionnaire order

The table below shows the percentage of respondents who gave a positive response to each of the questions/statements, in questionnaire order. Some questions/statements (highlighted in grey) have been treated in reverse to allow direct comparison e.g. 'Q6a I do not have unrealistic time pressures', the percentage stated represents the respondents who said 'Rarely' or 'Never' in the questionnaire to 'Q6a I have unrealistic time pressures' (i.e. gave the positive response). There may be variation up to 1% when compared to the Frequency Data report due to rounding.

- 65% or higher = Strength
- 41% - 64% = Opportunity for improvement
- 40% or lower = Needs improvement

Question	Total number of responses:	2020 %
Q2a I look forward to going to work		51
Q2b I am enthusiastic about my job		63
Q2c Time passes quickly when I am working		74
Q3a I always know what my work responsibilities are		83
Q3b I am trusted to do my job		90
Q3c I am able to do my job to a standard I am personally pleased with		83
Q4a There are frequent opportunities for me to show initiative in my role		66
Q4b I am able to make suggestions to improve the work of my team / department		67
Q4c I am involved in deciding on changes introduced that affect my work area / team / department		46
Q4d I am able to make improvements happen in my area of work		49
Q4e I am able to meet all the conflicting demands on my time at work		63
Q4f I have adequate materials, supplies and equipment to do my work		62
Q4g There are enough staff at this organisation for me to do my job properly		48
Q4h The team I work in has a set of shared objectives		67
Q4i The team I work in often meets to discuss the team's effectiveness		44
Q4j I receive the respect I deserve from my colleagues at work		64
Q5a I am satisfied with the recognition I get for good work		51
Q5b I am satisfied with the support I get from my immediate manager		55
Q5c I am satisfied with the support I get from my work colleagues		67
Q5d I am satisfied with the amount of responsibility I am given		71
Q5e I am satisfied with the opportunities I have to use my skills		72
Q5f I am satisfied with the extent to which my organisation values my work		47
Q5g I am satisfied with my level of pay		38
Q5h I am satisfied with the opportunities for flexible working patterns		56
Q6a I do not have unrealistic time pressures		35
Q6b I have a choice in deciding how to do my work		61
Q6c Relationships at work are not strained		41
Q7a I am satisfied with the quality of care I give to patients / service users		89
Q7b I feel that my role makes a difference to patients / service users		87
Q7c I am able to deliver the care I aspire to		70
Q8a My immediate manager encourages me at work		52
Q8b My immediate manager can be counted on to help me with a difficult task at work		59
Q8c My immediate manager gives me clear feedback on my work		44

The table below shows the percentage of respondents who gave a positive response to the question. There may be variation up to 1% when compared to the Frequency Data report due to rounding.

- 65% or higher = Strength
- 41% - 64% = Opportunity for improvement
- 40% or lower = Needs improvement

Total number of responses:		98
Question		2020 %
Q8d My immediate manager asks for my opinion before making decisions that affect my work		41
Q8e My immediate manager is supportive in a personal crisis		60
Q8f My immediate manager takes a positive interest in my health and well-being		58
Q8g My immediate manager values my work		58
Q9a I know who the senior managers are here		73
Q9b Communication between senior management and staff is effective		23
Q9c Senior managers here try to involve staff in important decisions		23
Q9d Senior managers act on staff feedback		22
Q11a My organisation takes positive action on health and well-being		88
Q11b In the last 12 months I have not experienced musculoskeletal problems (MSK) as a result of work activities		70
Q11c During the last 12 months I have not felt unwell as a result of work related stress		52
Q11d In the last three months I have not come to work despite not feeling well enough to perform my duties		55
Q12a In the last 12 months I have never personally experienced physical violence at work from patients / service users, their relatives or other members of the public		94
Q12b In the last 12 months I have never personally experienced physical violence at work from managers		99
Q12c In the last 12 months I have never personally experienced physical violence at work from other colleagues		98
Q13a In the last 12 months I have never personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public		83
Q13b In the last 12 months I have never personally experienced harassment, bullying or abuse at work from managers		82
Q13c In the last 12 months I have never personally experienced harassment, bullying or abuse at work from other colleagues		76
Q14 My organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age		46
Q15a In the last 12 months I have never personally experienced discrimination at work from patients / service users, their relatives or other members of the public		99
Q15b In the last 12 months I have never personally experienced discrimination at work from a manager / team leader or other colleagues		86
Q16a My organisation treats staff who are involved in an error, near miss or incident fairly		35
Q16b My organisation encourages us to report errors, near misses or incidents		69
Q16c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again		53
Q16d We are given feedback about changes made in response to reported errors, near misses and incidents		36
Q17a If I were concerned about unsafe clinical practice, I would know how to report it		69
Q17b I would feel secure raising concerns about unsafe clinical practice		59
Q17c I am confident that my organisation would address my concern		46
Q18a Care of patients / service users is my organisation's top priority		76
Q18b My organisation acts on concerns raised by patients / service users		67

The table below shows the percentage of respondents who gave a positive response to the question.

There may be variation up to 1% when compared to the Frequency Data report due to rounding.

- 65% or higher = Strength
- 41% - 64% = Opportunity for improvement
- 40% or lower = Needs improvement

Total number of responses:		98
Question	2020 %	
Q18c I would recommend my organisation as a place to work		51
Q18d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation		73
Q18e I feel safe in my work		78
Q18f I feel safe to speak up about anything that concerns me in this organisation		54
Q19a I do not often think about leaving this organisation		43
Q19b I will probably not be looking for a job at a new organisation in the next 12 months		49
Q19c I will not be leaving this organisation (as soon as I can find another job)		58
Q19d I am not considering leaving my current job		56

Part E. Survey Results

This part of the report is a presentation of the survey results in chart format in the same order as the questionnaire for ease of reference.

All the main results charts (for scale response questions) are structured in a similar way:

1. **Question:** The text of the question that was asked.
2. **Response chart:** The percentage of respondents who selected each response option for each question, rounded to the nearest whole percentage, is presented in a stacked bar chart. It is important to look at this detailed breakdown, not just the percentage of positive responses, when interpreting the survey results. Note that the rounding of percentages occasionally results in the total percentage not adding up to exactly 100%.
3. **Total Responses:** The number of valid responses that were received for the question.
4. **Combining the positive responses and the 'rounding effect' (Positive %):** The total combined percentage of 'good' or 'favourable' positive responses that were received for each question in the survey is shown after the stacked bar chart.

The total percentage of positive responses that were received for each question in the survey is shown after the stacked bar chart. Where a question is positively phrased, the 'Positive' heading shows the total of 'Strongly agree' and 'Agree', 'Always' and 'Often', 'Very Satisfied' and 'Satisfied' or 'Yes' responses. Where the question is negatively phrased, the 'Positive' heading shows the 'Rarely' and 'Never', 'No', or 'Never' responses. For negatively worded questions (where disagreement with a statement is a good thing) the colours of the stacked bar chart have been reversed – so that green always represents a positive outcome for the employer.

The following colour coding is used on the bar charts to aid with analysis:

Questions that are considered neutral are not given a positive % score, the bars for these questions are coloured **blue** for ease of reference.

Green generally represents the positive (good or favourable) outcome.

Red generally represents the negative (poor or unfavourable) outcome.

Grey represents 'Don't know' responses and information in the Background Information.

To ensure the figures are accurate, rounding to the nearest percentage point is applied at the last stage of the calculation. This may mean the total positive percentage displayed can be up to 1% different from simply adding together the two positive percentages. [A more detailed explanation of this and an example can be found in the section of this report under the heading '[Understanding the effect of rounding](#)'].

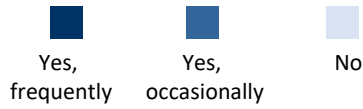
Your Job

Q1 Do you have face-to-face contact with patients / service users as part of your job?

Total Responses:



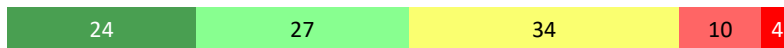
95



Q2a I look forward to going to work

Total Responses:

Positive %:



96

51

Q2b I am enthusiastic about my job

Total Responses:

Positive %:



93

63

Q2c Time passes quickly when I am working

Total Responses:

Positive %:



94

74



Your Job

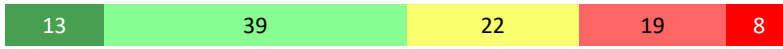


Your Job



Your Job

Q5a I am satisfied with the recognition I get for good work



Total Responses: 96
Positive %: 51

Q5b I am satisfied with the support I get from my immediate manager



Total Responses: 95
Positive %: 55

Q5c I am satisfied with the support I get from my work colleagues



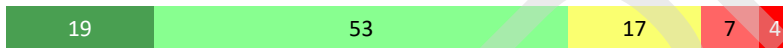
Total Responses: 97
Positive %: 67

Q5d I am satisfied with the amount of responsibility I am given



Total Responses: 95
Positive %: 71

Q5e I am satisfied with the opportunities I have to use my skills



Total Responses: 95
Positive %: 72

Q5f I am satisfied with the extent to which my organisation values my work



Total Responses: 96
Positive %: 47

Q5g I am satisfied with my level of pay

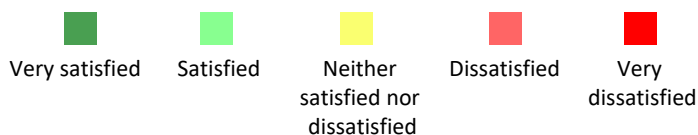


Total Responses: 95
Positive %: 38

Q5h I am satisfied with the opportunities for flexible working patterns



Total Responses: 95
Positive %: 56



Q6a I have unrealistic time pressures

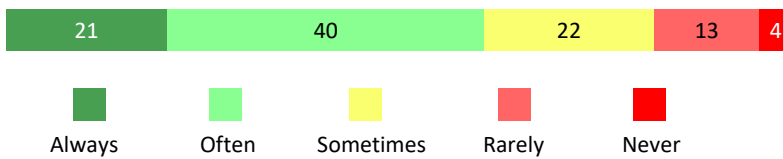


Total Responses: 93
Positive %: 35



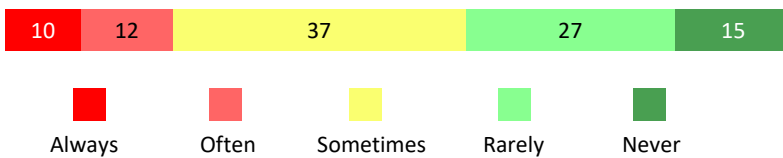
Your Job

Q6b I have a choice in deciding how to do my work



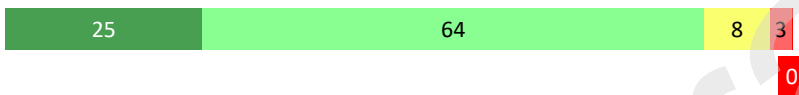
Total Responses: 97
Positive %: 61

Q6c Relationships at work are strained



Total Responses: 94
Positive %: 41

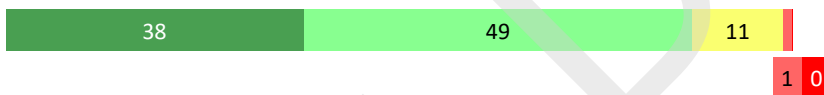
Q7a I am satisfied with the quality of care I give to patients / service users



Total Responses: 72
Positive %: 89

Respondents who chose 'Not applicable to me' (N/A) are not shown, and have been removed from the calculation

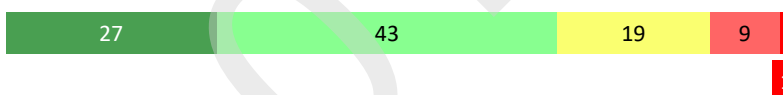
Q7b I feel that my role makes a difference to patients / service users



Total Responses: 87
Positive %: 87

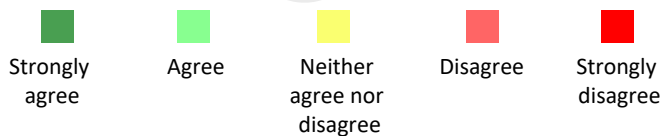
Respondents who chose 'Not applicable to me' (N/A) are not shown, and have been removed from the calculation

Q7c I am able to deliver the care I aspire to



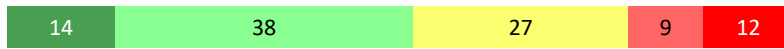
Total Responses: 67
Positive %: 70

Respondents who chose 'Not applicable to me' (N/A) are not shown, and have been removed from the calculation



Your Managers

Q8a My immediate manager encourages me at work



Total Responses: 95
Positive %: 52

Q8b My immediate manager can be counted on to help me with a difficult task at work



Total Responses: 96
Positive %: 59

Q8c My immediate manager gives me clear feedback on my work



Total Responses: 96
Positive %: 44

Q8d My immediate manager asks for my opinion before making decisions that affect my work



Total Responses: 94
Positive %: 41

Q8e My immediate manager is supportive in a personal crisis



Total Responses: 96
Positive %: 60

Q8f My immediate manager takes a positive interest in my health and well-being



Total Responses: 93
Positive %: 58

Q8g My immediate manager values my work

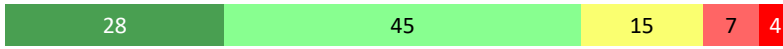


Total Responses: 97
Positive %: 58



Your Managers

Q9a I know who the senior managers are here



Total Responses: 97
Positive %: 73

Q9b Communication between senior management and staff is effective



Total Responses: 96
Positive %: 23

Q9c Senior managers here try to involve staff in important decisions

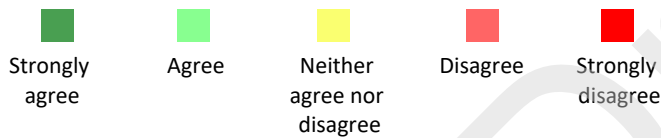


Total Responses: 96
Positive %: 23

Q9d Senior managers act on staff feedback



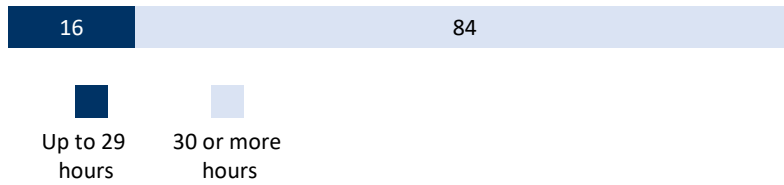
Total Responses: 94
Positive %: 22



Your Health, Well-being and Safety at Work

Q10a How many hours a week are you contracted to work?

Total Responses:



86

Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?

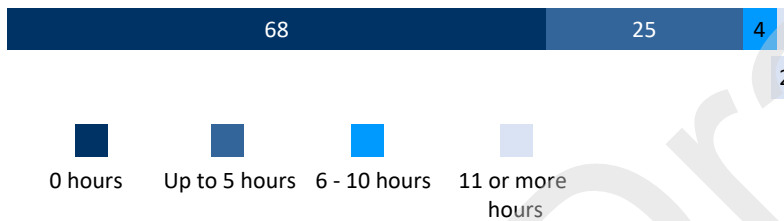
Total Responses:



93

Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?

Total Responses:

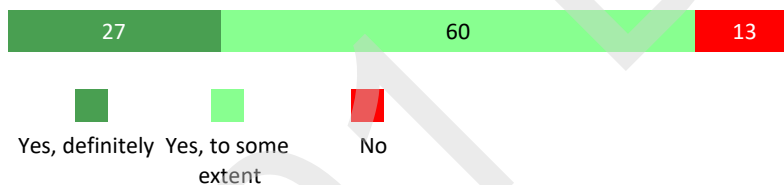


92

Q11a Does your organisation take positive action on health and well-being?

Total Responses:

Positive %:



96

88

Your Health, Well-being and Safety at Work

Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?	Total Responses: 96	Positive %: 70
Q11c During the last 12 months have you felt unwell as a result of work related stress?	Total Responses: 98	Positive %: 52
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?	Total Responses: 97	Positive %: 55
Q11e Have you felt pressure from your manager to come to work? (based on respondents answering 'Yes' to Q11d)	Total Responses: 42	Positive %: 55
Q11f Have you felt pressure from colleagues to come to work? (based on respondents answering 'Yes' to Q11d)	Total Responses: 42	Positive %: 74
Q11g Have you put yourself under pressure to come to work? (based on respondents answering 'Yes' to Q11d)	Total Responses: 42	Positive %: 12
 Yes No		

Your Health, Well-being and Safety at Work

Q12a In the last 12 months how many times have you personally experienced physical violence at work from patients / service users, their relatives or other members of the public?



Q12b In the last 12 months how many times have you personally experienced physical violence at work from managers?



Q12c In the last 12 months how many times have you personally experienced physical violence at work from other colleagues?



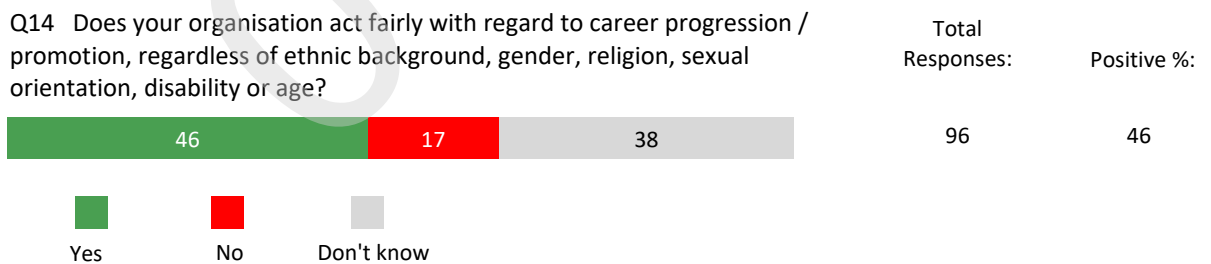
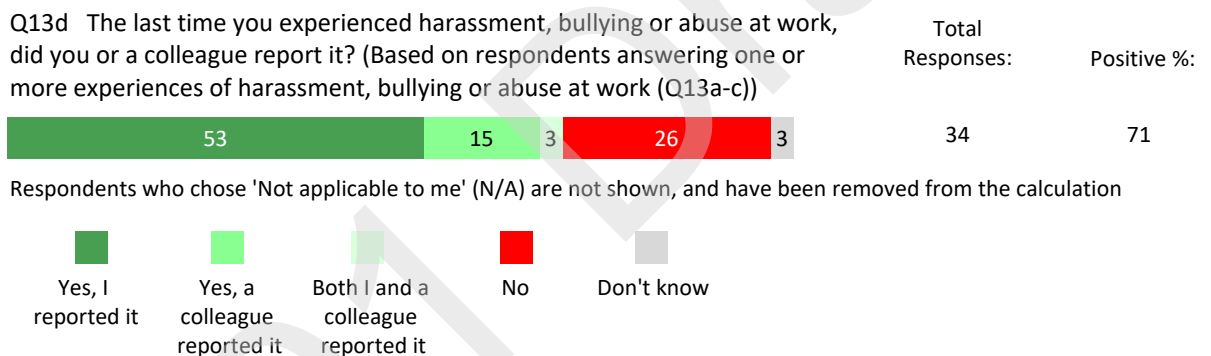
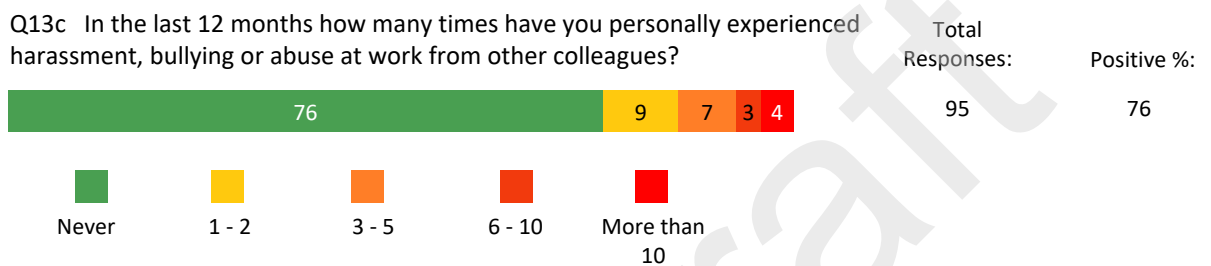
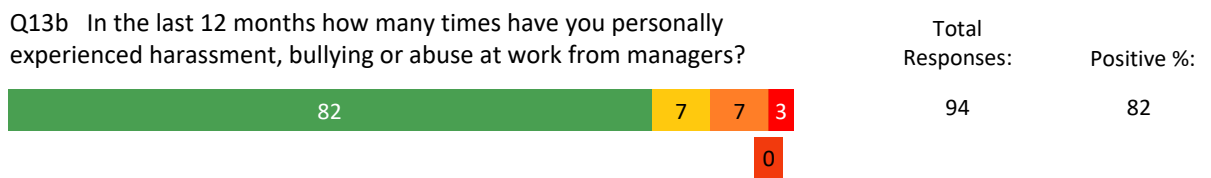
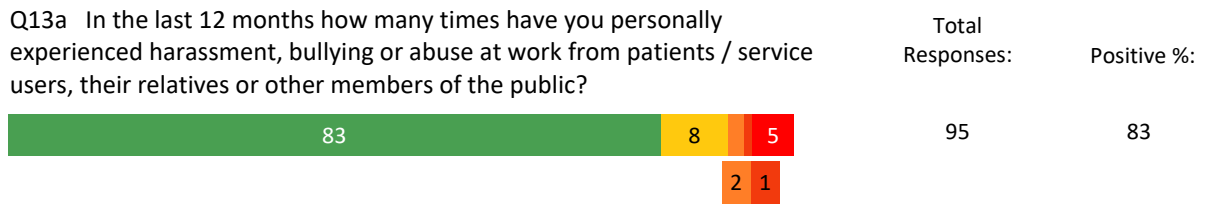
Q12d The last time you experienced physical violence at work, did you or a colleague report it? (Based on respondents answering one or more experiences of physical violence at work (Q12a-c))



Respondents who chose 'Not applicable to me' (N/A) are not shown, and have been removed from the calculation



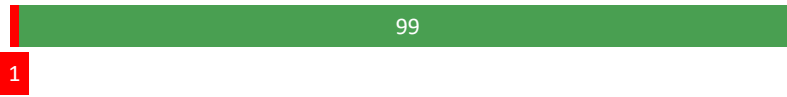
Your Health, Well-being and Safety at Work



Your Health, Well-being and Safety at Work

Q15a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?

Total Responses: Positive %:



95 99

Q15b In the last 12 months have you personally experienced discrimination at work from a manager / team leader or other colleagues?

Total Responses: Positive %:

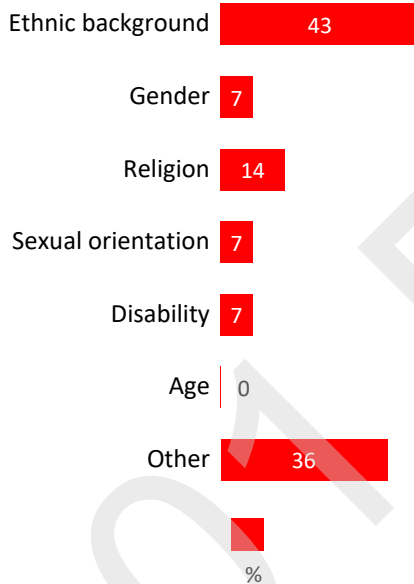


96 86

■ Yes
 ■ No

Q15c On what grounds have you experienced discrimination? (based on respondents answering 'Yes' to either Q15a and/or Q15b)

Total Responses: 14



Your Health, Well-being and Safety at Work

Q16a My organisation treats staff who are involved in an error, near miss or incident fairly

Total Responses: 97
Positive %: 35



Q16b My organisation encourages us to report errors, near misses or incidents

Total Responses: 97
Positive %: 69



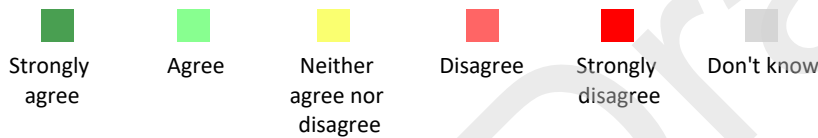
Q16c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again

Total Responses: 96
Positive %: 53



Q16d We are given feedback about changes made in response to reported errors, near misses and incidents

Total Responses: 96
Positive %: 36



Q17a If you were concerned about unsafe clinical practice, would you know how to report it?

Total Responses: 91
Positive %: 69



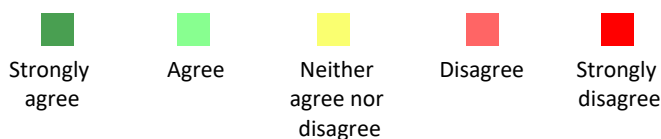
Q17b I would feel secure raising concerns about unsafe clinical practice

Total Responses: 93
Positive %: 59

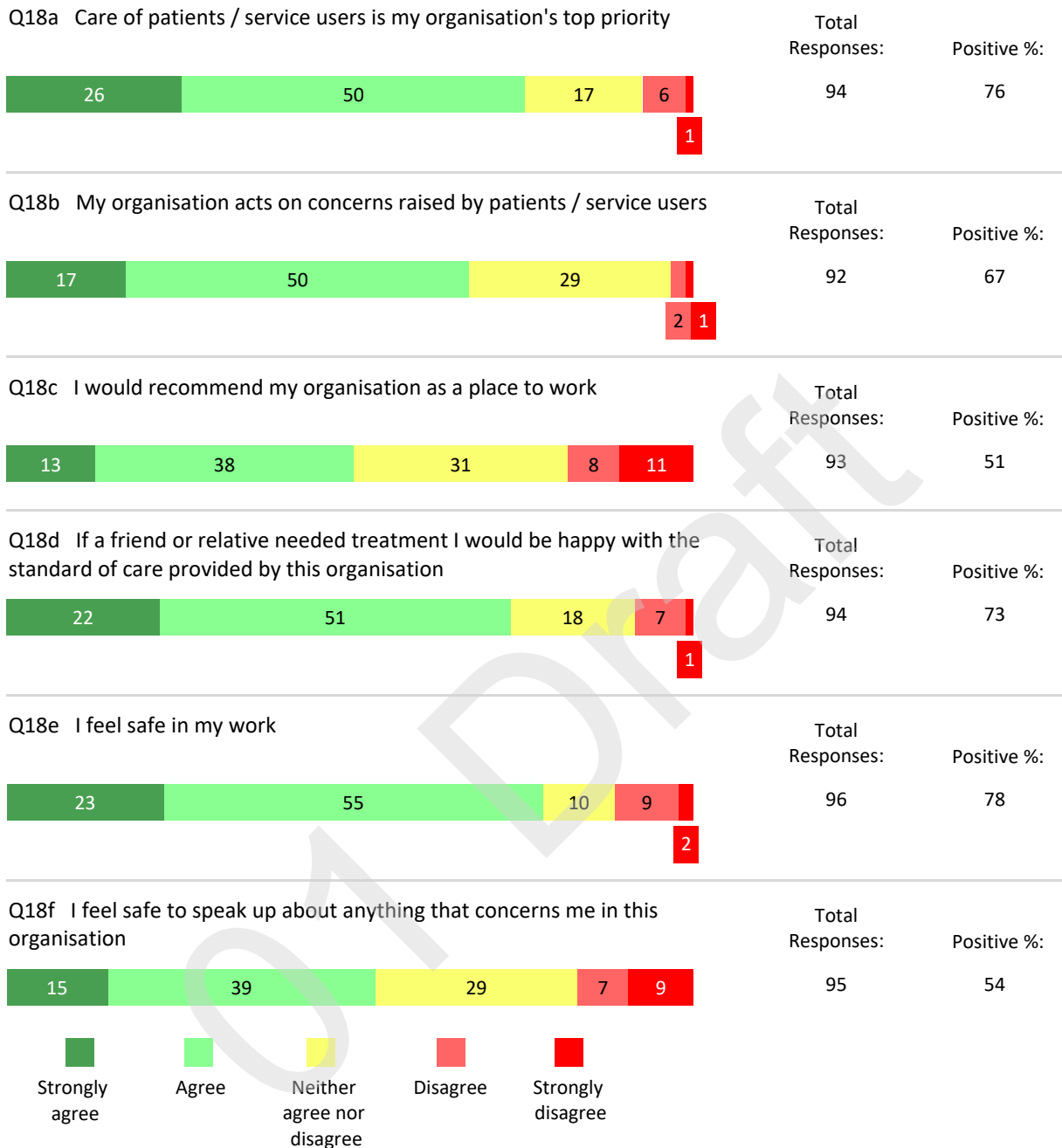


Q17c I am confident that my organisation would address my concern

Total Responses: 92
Positive %: 46



Your Organisation



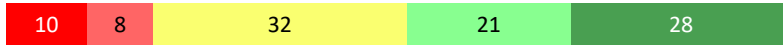
Your Organisation

Q19a I often think about leaving this organisation



Total Responses: 95
Positive %: 43

Q19b I will probably look for a job at a new organisation in the next 12 months

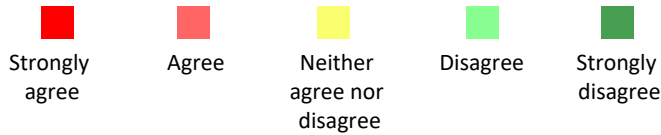


Total Responses: 96
Positive %: 49

Q19c As soon as I can find another job, I will leave this organisation

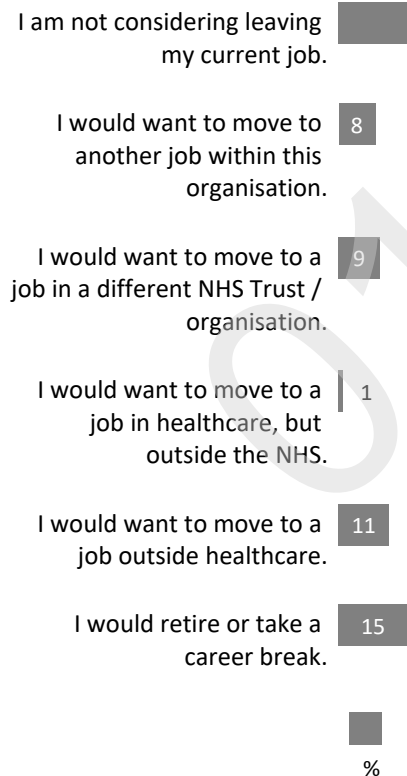


Total Responses: 95
Positive %: 58



Q19d If you are considering leaving your current job, what would be your most likely destination?

Total Responses: 89



The COVID-19 Pandemic

Q20a Have you worked on a Covid-19 specific ward or area at any time?

Total Responses: 95



Q20b Have you been redeployed due to the Covid-19 pandemic at any time?

Total Responses: 94



Q20c Have you been required to work remotely/from home due to the Covid-19 pandemic?

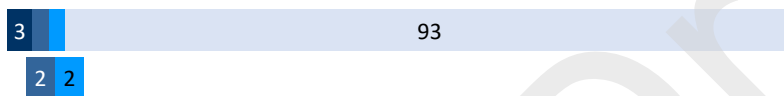
Total Responses: 94



Yes
 No

Q20d Have you been shielding?

Total Responses: 95

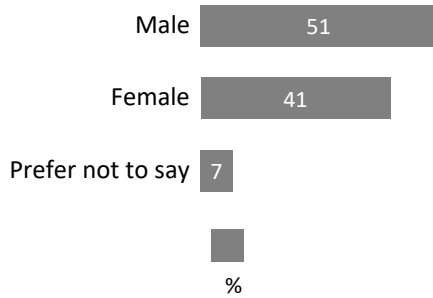


Yes, for myself
 Yes, for a member of my household
 Both, for myself and a member of my household
 No

Background Information

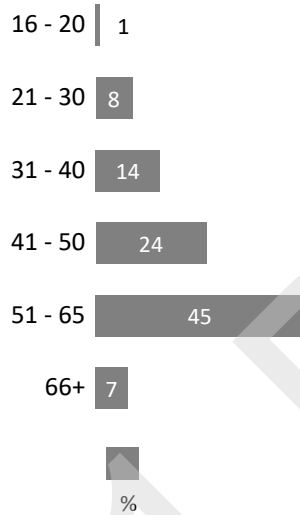
Q22a What is your gender?

Total Responses: 94



Q22b What is your age group?

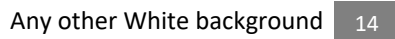
Total Responses: 95



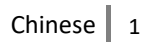
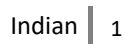
Q23 What is your ethnic background?

Total Responses: 95

White



Asian / Asian British



Other ethnic group

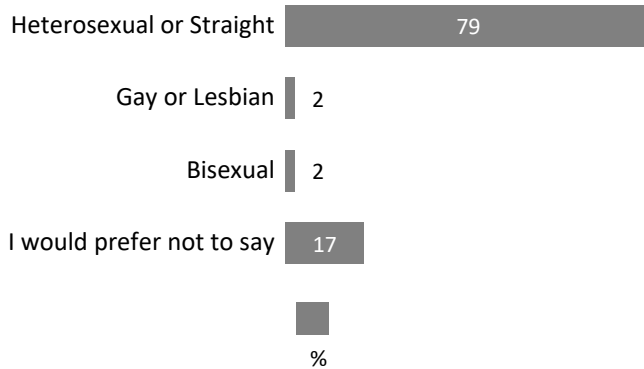


%

Background Information

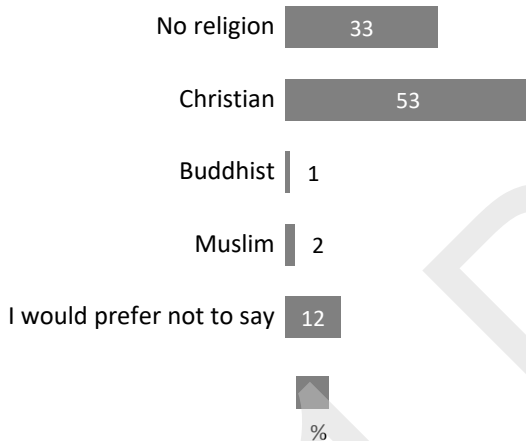
Q24 Which of the following best describes how you think of yourself?

Total Responses: 95



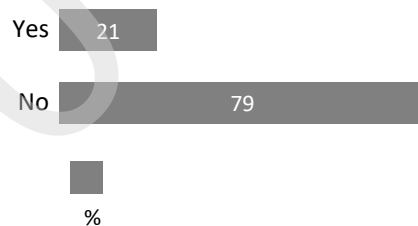
Q25 What is your religion?

Total Responses: 95



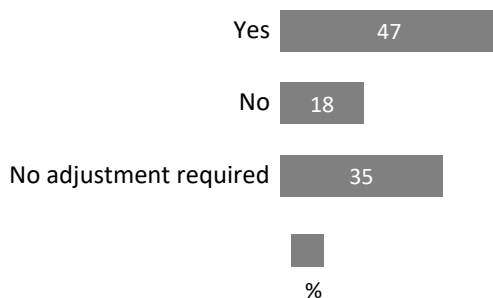
Q26a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

Total Responses: 92



Q26b Has your employer made adequate adjustment(s) to enable you to carry out your work? (based on respondents answering 'Yes' to Q26a)

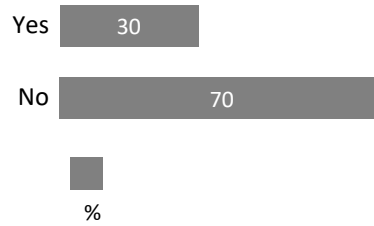
Total Responses: 17



Background Information

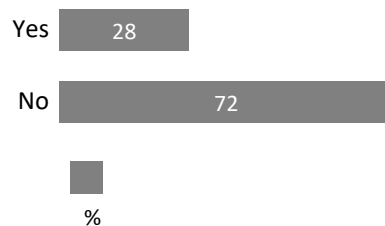
Q27a Do you have any children aged from 0 to 17 living at home with you, or who you have regular caring responsibility for?

Total Responses: 96



Q27b Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age?

Total Responses: 95



01 Draft

Background Information

Q28 What is your occupational group?

Total Responses: 93

Allied Health Professionals / Healthcare Scientists / Scientific and Technical

Other qualified Scientific and Technical or Healthcare Scientists (e.g. haematology, clinical biochemistry, microbiology) 8

Support to healthcare scientists (e.g. technicians, assistants or students) 12

Registered Nurses and Midwives

Adult / General 1

Wider Healthcare Team

Admin & Clerical (including Medical Secretary) 10

Maintenance / Ancillary (e.g. housekeeping & domestic staff, facilities & estates) 61

General Management

General Management 5

Other occupational group 3

█
%

Part F. Comparison to previous survey

Harrogate Integrated Facilities asked a number of similar questions in the 2019 staff survey. Direct comparisons of questions are complicated by changes to question text and the use of different responses and scales in the 2020 and 2019 surveys. The questions below are the results that can be compared to 2019 considering the changes to the questions between the surveys.

The results for the 2020 and 2019 surveys show similar numbers of staff who have never (or not) personally experienced physical violence or discrimination at work from the different sources (patients/service users, their relatives, or other members of the public; managers; or other colleagues).

The results for 2020 suggest fewer staff have never personally experienced harassment, bullying or abuse at work from these sources than in 2019. For example, in 2019 90% of staff said they had not personally experienced this from patient/service users, or their relatives or other members of the public compared to 83% saying they had never experienced this in 2020.

		2020 Never ¹ %	2019 No ² %	Diff +/-
Q12a	In the last 12 months I have personally <u>never</u> experienced physical violence at work from patients / service users, their relatives or other members of the public	94	96	-2
Q12b	In the last 12 months I have personally <u>never</u> experienced physical violence at work from managers	99	99	0
Q12c	In the last 12 months I have personally <u>never</u> experienced physical violence at work from other colleagues	98	98	0
Q13a	In the last 12 months I have personally <u>never</u> experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public	83	90	-7
Q13b	In the last 12 months I have personally <u>never</u> experienced harassment, bullying or abuse at work from managers	82	91	-9
Q13c	In the last 12 months I have personally <u>never</u> experienced harassment, bullying or abuse at work from other colleagues	76	83	-7
		2020 No %	2019 No %	Diff +/-
15a	In the last 12 months I have <u>not</u> personally experienced discrimination at work from patients / service users, their relatives or other members of the public	99	98	1

¹ The 2020 response options available were 'Never', '1-2', '3-5', '6-5' and 'More than 10'. Results show the 'Never' responses in response to questions that asked 'In the last 12 months how many times have you personally experienced...'

² The 2019 response options available were 'Yes' or 'No'. Results show the 'No' responses in response to questions that asked 'In the past 12 months, have you personally experienced...'

In 2020, 51% of respondents showed their agreement (strongly agree or agree) with the statement that they would recommend their organisation as a place to work, while 18% disagree (strongly disagree or disagree) and 31% neither agree nor disagree. Excluding the neutral, neither agree nor disagree, responses produces a figure of 73% saying they would recommend the organisation as a place to work, compared to 65% saying they would recommend HIF to a friend as a place to work in 2019 (there was no option to neither agree nor disagree in 2019 and the agree response options were agree/tend to agree).

		2020 Strongly Agree/ Agree %	2019 Agree/ Tend to Agree %	Diff +/-
Q18c	I would recommend my organisation as a place to work (' <i>Strongly agree</i> ' and ' <i>Agree</i> ' responses with ' <i>Neither agree nor disagree</i> ' responses removed from calculation for comparison to 2019 result) ³	73	65	8

Staff are more likely to be satisfied with the support they get from their work colleagues in the 2020 survey once the neutral neither satisfied nor dissatisfied responses are discounted. In 2020 81% are very satisfied or satisfied with this support, compared to 73% saying they agree they are satisfied in 2019.

		2020 Very Satisfied/ Satisfied %	2019 Agree/ Tend to Agree %	Diff +/-
Q5c	I am satisfied with the support I get from my work colleagues (' <i>Very satisfied</i> ' and ' <i>Satisfied</i> ' responses with ' <i>Neither satisfied nor dissatisfied</i> ' responses removed from calculation for comparison to 2019 result) ⁴	81	73	8

In the 2020 survey, once the neutral neither satisfied nor dissatisfied responses are discounted, 71% of staff are very satisfied or satisfied with the support they get from their immediate manager, and this is the same as the 71% saying they agree they are satisfied with this support in 2019.

		2020 Very Satisfied/ Satisfied %	2019 Agree/ Tend to Agree %	Diff +/-
Q5b	I am satisfied with the support I get from my immediate manager (' <i>Very satisfied</i> ' and ' <i>Satisfied</i> ' responses with ' <i>Neither satisfied nor dissatisfied</i> ' responses removed from calculation for comparison to 2019 result) ⁵	71	71	0

³ In 2019 the question text was '*I would recommend HIF to a friend as a place to work*', '*Agree*' and '*Tend to agree*' response options. There was no option for '*Neither agree nor disagree*' in 2019.

⁴ In 2019 the question text was '*I am satisfied with the support I get from my work colleagues*', '*Agree*' and '*Tend to agree*' response options. There was no option for '*Neither satisfied nor dissatisfied*' in 2019.

⁵ In 2019 the question text was '*I am satisfied with the support I get from my immediate supervisor/manager*', '*Agree*' and '*Tend to agree*' response options. There was no option for '*Neither satisfied nor dissatisfied*' in 2019.