

How do they manage?

a study of the realities of middle and front line management work in healthcare

Management Survey 2011

Whole sample

This report shows the combined frequency distributions (percentages) for the 611 responses to this survey from five participating acute trusts. The survey was administered by email during the last four months of calendar 2011.

Separate reports show the pattern of responses at each of the five acute trusts respectively.

Headlines

highly motivated, deeply committed	75% are motivated by making a difference to patient wellbeing 90% are motivated by developing others 94% like to feel their work contributes to the organization
where is the negative stereotype of healthcare management?	60% said clinical staff valued their management contribution 70% did not resent reducing clinical duties to do management work 76% were happy to be seen as a manager
change- and improvement-orientated	42% said they were empowered to act to fix problems 65% said they exercised influence in their areas 70% get a 'buzz' from the stimulation and challenge 78% agreed that they had become more businesslike
stretched by heavy workloads and under-resourcing	30% said resources were sufficient for their role 58% said their role was unmanageable 68% said they did not have enough time for their management duties 80% said that pressure to meet targets has risen 90% agreed that focus on cost effectiveness has increased
'extreme jobs' are common - intense, long hours, fast pace	68% said their managerial responsibilities were expanding 76% make decisions that directly affect patients' lives 77% said they constantly had to respond instantly 80% said they were always chasing deadlines 83% often arrive early and leave late 93% said they had to improve services with reduced resources
patient safety is compromised in the current financial climate	51% said tradeoffs were made between safety, quality, and finance 54% agreed that financial pressures put patient safety at risk 70% said it's harder to motivate staff in the current climate
satisfaction with organization low, job satisfaction higher	28% were satisfied with their organization 50% were satisfied with their job
clear about own roles, unclear about who is in charge	56% said it's often not clear who is responsible for what 70% agreed that they were clear about their role
the personal costs of a management role	30% said they could maintain satisfactory work-life balance 50% worry about problems, have difficulty unwinding, and feel used up and exhausted after work
disaffection is significant	26% said an offer of more money would make them think of leaving 42% said they sometimes felt like leaving for good 44% said they had relevant capabilities not being used in their role

Realities of the job

item	strongly disagree		neither agree or disagree		strongly agree
The need for me to focus on cost effectiveness has increased	4.0	2.5	5.8	24.4	63.2
It's often not clear who is responsible for what	4.0	19.2	20.7	36.4	19.7
The amount of bureaucracy that I need to deal with has increased	2.3	4.3	15.9	33.8	43.7
The need for me to be more businesslike (i.e. manage my department more like a commercial organization) has increased	2.0	5.3	14.9	35.5	42.3
The need for managers to use evidence- based interventions in their practice has increased	3.3	6.9	24.6	39.8	25.4
The pressure for my department to meet targets has increased	3.5	3.3	10.1	26.7	56.4
The expectation that clinical staff will take on managerial roles has increased	2.6	3.6	22.6	31.8	39.5
Although my role includes management responsibilities, I do not like to be seen as a manager	22.2	27.2	26.7	11.9	11.9
I am clear about the requirements of my managerial role	4.2	13.6	9.4	30.8	42
My overall workload is usually manageable	22.3	35.3	11.4	22.8	8.1
I have enough time to complete all of my management duties	29.5	38.9	10.4	16.0	5.1
I am able to maintain a satisfactory work-life balance	19.5	27.2	19.0	23.4	10.9
I am able to exert influence in my area of the organization	6.8	14.6	13.8	37.5	27.3
Other employees have negative attitudes towards this organization	2.1	14.3	23.2	33.3	27.1
I am able to exert influence in other parts of the organization	12.7	18.9	22.2	34.1	12.1
My management contribution is valued by clinical staff	3.7	11.2	25.5	40.2	19.4

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
I have the necessary authority to make management decisions at my level	7.5	14.7	14.7	36.6	26.5
I have received sufficient training for my management role	7.3	19.8	21.9	29.4	21.6
I was given a choice as to whether or not I took on a management role	9.2	15.6	19.0	23.1	33.1
I have a problem accepting management responsibilities	54.5	26.5	11.2	4.2	3.6
Most clinical staff do not have the people skills required to drive change	16.8	27.5	29.9	16.0	9.6
I sometimes feel uncomfortable managing my professional peers	24.3	28.9	17.7	22.6	6.5
I have sufficient resources to carry out my management responsibilities effectively	16.2	35.8	18.0	22.2	7.7
I often struggle to balance the priorities of both my managerial and clinical roles	6.5	16.5	23.7	24.8	28.4
I have had to reduce my clinical work to fulfil my management duties	9.8	20.7	25.4	22.8	21.4
I feel resentful of having to reduce my clinical responsibilities in order to undertake managerial work	10.0	22.3	38.1	18.1	11.5
I have a good knowledge of the Trust's strategic objectives and plans	5.8	7.4	16.8	38.9	31.1
It is easy for me to form good working relationships with colleagues	2.7	2.7	4.1	43.8	46.7
In this organization I see leadership operating at all levels	9.4	24.7	22.7	28.1	15.1
There are not many good managerial role models in this organization	7.5	24.9	28.8	21.6	17.2
I receive support for my managerial role from my personal networks	5.7	12.3	26.9	34.7	20.4
It is always clear who is in charge of a situation	10.0	38.2	23.8	20.5	7.4

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
In my experience, managers feel empowered to take charge when they have something to offer	5.6	20.8	31.3	34.4	7.9
I have relevant capabilities that I am not able to use in my current position	6.3	21.1	28.2	22.6	21.8
As the pressure on me increases, I have to pass the pressure on to the staff for whom I am responsible	8.2	21.3	19.5	37.6	13.4
It is becoming harder to motivate staff in the current cost-cutting climate	2.7	14.6	11.7	37.9	33.2
I have had to accept responsibility for tasks that are beyond my skill and experience	14.9	32.5	24.0	19.6	9.0
We do not have good peer group support here	11.6	29.5	22.7	21.4	14.7

Job characteristics

item	strongly disagree		neither agree or disagree		strongly agree
I never know what's going to happen next in this job	3.7	17.2	24.9	30	24.1
I'm always trying to meet another deadline	0.5	6.9	11.2	41.6	39.7
My management responsibilities just seem to keep expanding	0.0	11.2	21.1	34.4	33.3
I am constantly expected to respond instantly	0.5	7.8	15.1	35.2	41.4
I am responsible for showing less experienced staff how to perform effectively	0.5	7.1	14.1	43.2	35.1
I frequently arrive earlier and/or leave later than my contract requires	2.8	5.3	9.1	21.3	61.5
I make decisions that directly affect the lives of patients	6.3	6.7	10.7	26.7	49.7
My priorities change every week	3.8	15.5	23.1	31.9	25.7
I am expected to improve the service we provide despite resources being cut	1.4	1.4	4.7	27.4	65.1
A lot of my time is spent responding to requests for information, reports and action plans	2.7	7.1	14.2	34.8	41.1
I have to get large numbers of people to agree even to make small changes	2.8	11.8	19.0	35.0	31.4
It doesn't matter what I do, it is never good enough	15.0	28.2	25.2	19.8	11.8
I get a "buzz" from the stimulation and challenge in my job	3.2	11.2	15.0	38.0	32.6
In my job I get to work with high-calibre colleagues	2.4	10.2	19.4	36.7	31.3
I am well paid for what I do	12.6	13.7	26.0	33.2	14.5
I get recognition for my achievements in this job	14.2	23.3	22.7	27.3	12.6
I enjoy the power and status that I have in my role	8.8	13.3	41.5	28.2	8.2

Personal and organizational outcomes

item	strongly disagree		neither agree or disagree		strongly agree
I am motivated by developing other employees	0.8	2.7	6.8	42.3	47.4
My management role allows me to make a difference to patient well being	1.5	5.8	18.1	41.4	33.2
I am proud to be able to tell people who it is I work for	2.4	9.7	22.6	34.8	30.5
I sometimes feel like leaving this employment for good	19.7	19.5	19.2	26.2	15.4
I would not recommend a friend to join our staff	27.2	28.3	25.9	11.3	7.3
I'm not willing to put myself out just to help the organization	53.0	32.5	8.6	3.8	2.2
In spite of financial pressures, I would be reluctant to change to another employer	8.1	10.5	29.6	25.5	26.3
I feel myself to be part of the organization	4.3	8.6	19.6	39.4	28.2
In my work I like to feel I am making some effort, not just for myself, but for the organization as well	0.8	1.9	9.3	39.8	48.1
The offer of a bit more money with another employer would not seriously make me think of changing my job	9.4	16.4	24.4	26.0	23.9
To know my own work had made a contribution to the good of the organization would please me	0.6	1.1	3.9	36.9	57.5
Patient safety is never put at risk because of financial pressures	22.1	31.8	23.5	15.1	7.5
It is sometimes inevitable that patient safety is put at risk	15.7	19.9	26.7	28.7	9.0
I have taken decisions that benefit patients, knowing that I have gone over budget as a result	3.4	9.0	25.5	36.6	25.5
It is often necessary to make a trade off between patient safety, quality of care and financial targets	12.9	14.4	21.4	32.8	18.5

Job satisfaction

item	very dissatisfied					very satisfied
Considering everything, how satisfied are you with your job?	5.2	12.8	32.3	40.5	9.2	
Considering everything, how would you rate your overall satisfaction with your organization at the present time?	9.8	24.7	37.8	22.8	4.9	
	very poor					very good
How would you rate this organization to work for compared to others?	3.8	13.7	44.5	28.8	9.2	

Personal experience

item	never						occasionally	some of the time	much of the time	most of the time	all of the time
I worry about problems after work	1.6	14.7	34.0	23.0	21.1	5.6					
I find it difficult to unwind after work	2.9	26.3	27.9	20.9	16.4	5.6					
I feel used up after work	3.8	17.2	25.3	22.8	23.1	7.8					
I feel exhausted after work	4.0	17.4	25.7	20.4	23.3	9.1					

item	never						occasionally	some of the time	much of the time	most of the time	all of the time
I worry about problems after work	1.6	14.7	34.0	23.0	21.1	5.6					
I find it difficult to unwind after work	2.9	26.3	27.9	20.9	16.4	5.6					
I feel used up after work	3.8	17.2	25.3	22.8	23.1	7.8					
I feel exhausted after work	4.0	17.4	25.7	20.4	23.3	9.1					

Survey distribution

Five of the six acute trusts collaborating in this project took part in this management survey. The sixth, Wattle Park, was involved during 2011 in planning a merger with two other hospitals, and conducting a management survey at that time was considered inappropriate. The other five trusts were asked to distribute the survey, by email, to their middle management population, covering those groups which had contributed to the focus group stage of the project. In other words, the aim was to include all staff who had either a wholly management role or a hybrid clinical-managerial role, from ward sister, through general and operational managers, department heads, and clinical directors.

Following NHS research governance and ethics practice, the emails inviting staff to take part in this project at each trust came not from members of the research team, but from the office of a senior member of the trust staff, or from someone whom that senior staff member had nominated - a personal assistant or a colleague. This meant that the timing of the email distribution was out of the direct control of the research team. In most cases the email distribution was delayed, due to trust staff changes, pressure of work, and other issues and considerations. In addition, while a cover email was prepared for trust staff to use, explaining the survey aims and guaranteeing anonymity and confidentiality, this email was not used in every case, being overlooked in the handover from one member of trust staff to another, or considered too lengthy and technical. The cover emails contained unique embedded links to the online survey, so that responses could be identified by trust.

As the following discussion shows, the survey distribution pattern varied across the five trusts. The widest distribution was at Clearview, significantly aided by the presence and efforts of the SDO Management Fellow seconded to this project. The survey at Clearview was sent to over 1,300 staff in thirteen email distribution groups: heads of service, clinical service managers, administrative service managers, senior sisters, clinical directors, practice development nurses, specialist nurses, senior clinical nurses, directors and associate directors of operations, staffing administrators, operational and divisional managers, medical secretaries, and clinical co-ordinators. At Greenhill, in contrast, given the pressures that staff were facing in the second half of 2011, the hospital management board decided to distribute the survey only to their '100 leaders', a cross-section of staff who were considered key to implementing the trust's extensive change agenda and who were supported by an internal leadership development programme. At Netherby, the survey was sent to seven distribution lists including consultants, department heads, directorate managers, clinical directors, senior clinical nurses, nurses, and pharmacy. At Burnside, the survey was distributed to all staff on salary band 7 (ward sister) and above. Finally, at South Netley, the survey was distributed to around 200 participants on the trust leadership development programme, and to a cross-section of staff on salary band 7 and above (but the selection criteria for this cross-section was not made clear.)

The survey response rate thus varies from 72 per cent at Greenhill (where most of the '100 leaders' replied following a second prompt email) to 19 per cent at Clearview and Netherby. The overall response rate was 24 per cent.

Sample characteristics

trust	distribution	usable responses	response rate (%)
Clearview	1330	250	19
Burnside	260	108	42
Greenhill	107	77	72
Netherby	453	86	19
South Netley	414	90	22
totals	2,564	611	24%

Of the total, 18 per cent had wholly management roles, and 51 per cent had hybrid clinical-managerial roles; 31 per cent did not answer this question. The higher proportion of hybrid responses is consistent with the composition of the management population of acute trusts. Of the total, 42 per cent were female, and 19 per cent were male; 39 per cent did not answer this question. The hybrids, on average, indicated that from their job descriptions, they were *supposed* to spend 57 per cent of their time on clinical work, and 48 per cent on managerial work. Their *actual* allocations were 55 per cent clinical and 50 per cent managerial (these responses do not total to 100 per cent).

Many respondents did not answer all questions, some of which were not applicable to everyone. For most items the numbers responding is around 400. A further explanation for missing data concerned suspicion (fed back to us informally from trust management) that the survey was not anonymous, as individuals could potentially be identified on the basis of personal information. However, respondents were not asked to reveal job titles, and the survey briefing emphasized data protection, anonymity, confidentiality, and the aggregate nature of reporting. The reasons for staff suspicion concerning an external survey of this nature are therefore unclear.

Pure plays and hybrids: survey response differences

While the responses of ‘pure plays’ and ‘hybrids’ were similar across the 77 survey questions, their responses diverged (by around 20 percentage points) on the following 12 items:

item	% pure plays agree	% hybrids agree ¹
The amount of bureaucracy that I have to deal with has increased	60	84
Although my role includes management responsibilities, I do not like to be seen as a manager	9	29
I am clear about the requirements of my managerial role	89	67
I am able to exert influence in my area of the organization	81	59
I am able to exert influence in other parts of the organization	67	40
I have received sufficient training for my management role	74	43
I was given a choice as to whether or not I took on a management role	79	50

I often struggle to balance the priorities of both my managerial and clinical roles	24	56
I have a good knowledge of the trust's strategic objectives and plans	84	65
I receive support for my managerial role from my personal networks	70	50
I make decisions that directly affect the lives of patients	59	81
I feel myself to be part of the organization	80	63

1. aggregate 'agree' and 'strongly agree' responses

Hybrids thus appear on this evidence to be somewhat more reluctant to be described as managers, and only half indicated that they had a choice with regard to accepting this role, compared with almost 80 percent of pure plays. In addition, hybrids in comparison with pure plays appear to:

- have more difficulty balancing managerial and clinical priorities (not surprising);
- have experienced more growth in the burden of bureaucracy;
- be less clear about their managerial responsibilities and about their trust's strategy;
- be less able to exert influence around the organization;
- lack management training, peer support, and a sense of organizational belonging.

These comparisons must be interpreted with caution for several reasons. First, of the 611 respondents to this survey, 31 percent did not answer the question, 'is your role wholly managerial or both clinical/practical and managerial?' Of the 422 who did respond to this question, 111 indicated that they were 'pure plays' and 311 were 'hybrids'. Second, not all of those who responded to that item in the survey questionnaire then proceeded to respond to all of the subsequent items. The total number of responses from pure plays to each item ranged from 63 to 102 (median number of responses 95), and for hybrids from 241 to 291 (median 275). The comparisons above are thus based on a sample of approximately 370 responses. Third, given the consequences of this response for average cell values, it is not appropriate to compare pure play and hybrid survey responses across the five participating trusts. Finally, as chapter 2 explains, these are not clearly defined occupational categories, as some hybrids have almost full time managerial roles, and many 'pure plays' have clinical backgrounds (and may request that they be coded as such for NHS Information Centre census purposes).

Nevertheless, these conclusions are all in the expected directions, and reinforce the need for further management development and support for hybrids, particularly with regard to influencing skills and corporate communications. As other information gathered in the course of this study suggests, streamlining bureaucracy would benefit many acute trust staff, and not just hybrid managers.

Respondents' roles

Respondents were asked to identify which of thirteen *categories of work* their roles included (rather than reveal their job titles). The instruction was to 'tick all categories that apply'. The 612 respondents who answered this question identified an average of two categories each, totalling 1,264. The following table first shows the numbers (and percentages) of *respondents* identifying each category of work, starting with the most frequently mentioned category, which was 'management'. In other words, 261 respondents (43 per cent of all those responding) identified 'management' as part of their role, and 96 (16 per cent) identified 'finance' as a component of their work. This table then also shows the cumulative frequency of the 1,264 *responses* in those thirteen categories.

work category	respondents		responses	
	nos	% (of 612)	cumulative n	cumulative% (of 1,264)
1. management	261	43	261	21
2. admin and clerical*	200	33	461	36
3. project management	166	27	627	50
4. nursing	139	23	766	60
5. finance	96	16	862	68
6. research and development	90	15	952	75
7. allied health professional	86	14	1,038	82
8. medical/surgical consultant	72	12	1,110	88
9. executive	47	8	1,157	92
10. estates and facilities	39	6	1,196	95
11. specialty registrar	22	4	1,218	96
12. junior doctor	23	4	1,241	98
13. health care assistant	23	4	1,264	100

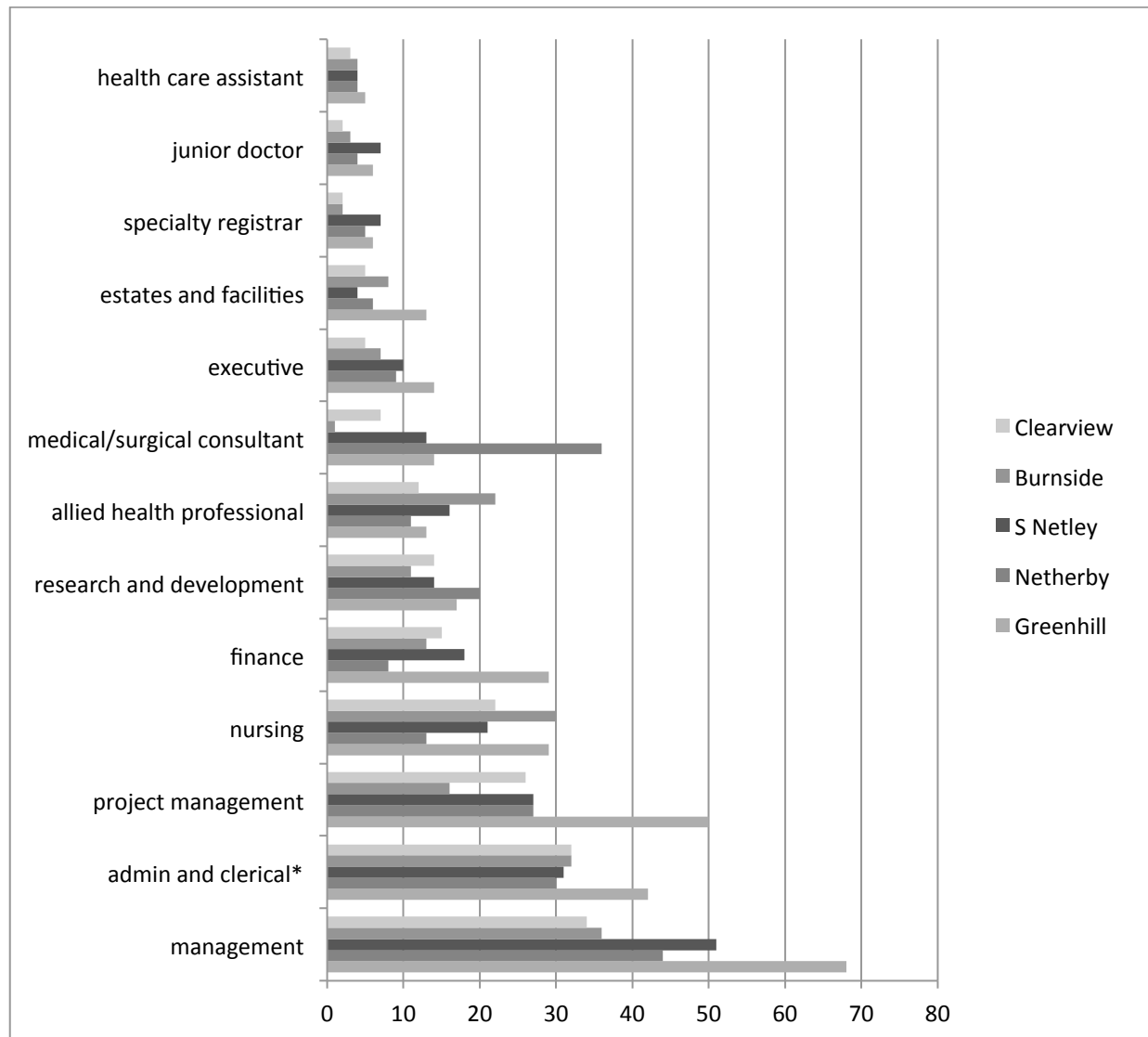
* The NHS staff record system codes management positions below board level as 'administrative and clerical'

Observations

1. This survey drew respondents from a cross section of occupations and roles, from healthcare assistants and junior doctors, to middle and senior managers. As indicated in our previous discussion of acute trust management, many staff who do not have 'manager' in their job title do carry out managerial work, and this is reflected in this response pattern.
2. Over two thirds (68 per cent) of responses fall into five categories of work: management, admin and clerical, project management, nursing, and finance. We cannot assume that a respondent identifying two categories devotes half of their time to each; those proportions will vary. However, this calculation provides some insight into the profile of the sample.

Trust comparisons

The following chart compares the response patterns across the five trusts based on the percentages of respondents identifying each category of work:



* The NHS staff record system codes management positions below board level as 'administrative and clerical'.

Observations

1. This shows that the wide cross-sectional response was repeated at each of the five participating trusts, with broadly similar response patterns in each case.
2. Four 'outliers' concern the low proportion of consultants responding at Burnside, and the high proportions of consultants responding at Netherby, along with project management and general management respondents at Greenhill. As the project team had no direct control over survey distribution, and were unable to contact respondents directly, we have no explanation for these differences in response patterns.

How do they manage?

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Management Survey 2011

Burnside

This report shows the combined frequency distributions (in percentages) for 108 responses to the questions in this survey from Burnside Hospital. Many respondents did not answer all of the questions; for most items the total response is around 80. The figures reported here show the percentages of those who did respond to each item.

Realities of the job

item	strongly disagree		neither agree or disagree		strongly agree
The need for me to focus on cost effectiveness has increased	1.3	1.3	5.1	30.4	62.0
It's often not clear who is responsible for what	3.8	24.1	25.3	34.2	12.7
The amount of bureaucracy that I need to deal with has increased	1.3	3.8	11.5	43.6	39.7
The need for me to be more businesslike (i.e. manage my department more like a commercial organization) has increased	0.0	6.3	19.0	39.2	35.4
The need for managers to use evidence- based interventions in their practice has increased	0.0	6.3	24.1	43.0	26.6
The pressure for my department to meet targets has increased	13.3	3.8	15.2	30.4	49.4
The expectation that clinical staff will take on managerial roles has increased	1.3	2.6	26.0	32.5	37.7
Although my role includes management responsibilities, I do not like to be seen as a manager	23.7	27.6	22.4	17.1	9.2
I am clear about the requirements of my managerial role	1.3	12.0	10.7	33.3	42.7
My overall workload is usually manageable	15.4	39.7	7.7	28.2	9.0
I have enough time to complete all of my management duties	17.9	53.8	10.3	11.5	6.4
I am able to maintain a satisfactory work-life balance	14.1	21.8	21.8	29.5	12.8
I am able to exert influence in my area of the organization	2.7	9.5	13.5	43.2	31.1
Other employees have negative attitudes towards this organization	1.3	25.6	32.1	20.5	20.5
I am able to exert influence in other parts of the organization	1.3	20.5	28.2	33.3	16.7
My management contribution is valued by clinical staff	1.3	6.4	24.4	42.3	25.6

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
I have the necessary authority to make management decisions at my level	2.6	15.4	16.7	39.7	25.6
I have received sufficient training for my management role	5.3	20.0	20.0	33.3	21.3
I was given a choice as to whether or not I took on a management role	10.1	14.5	23.2	29.0	23.2
I have a problem accepting management responsibilities	49.4	31.6	6.3	6.3	6.3
Most clinical staff do not have the people skills required to drive change	6.8	24.3	31.1	24.3	13.5
I sometimes feel uncomfortable managing my professional peers	17.9	32.1	21.8	19.2	9.0
I have sufficient resources to carry out my management responsibilities effectively	9.0	39.7	12.8	28.2	10.3
I often struggle to balance the priorities of both my managerial and clinical roles	8.3	11.7	23.3	20.0	36.7
I have had to reduce my clinical work to fulfil my management duties	4.8	21.0	32.3	17.7	24.2
I feel resentful of having to reduce my clinical responsibilities in order to undertake managerial work	5.0	28.3	38.3	16.7	11.7
I have a good knowledge of the Trust's strategic objectives and plans	5.4	6.8	10.8	41.9	35.1
It is easy for me to form good working relationships with colleagues	0.0	1.4	1.4	40.6	56.5
In this organization I see leadership operating at all levels	3.8	23.1	24.4	28.2	20.5
There are not many good managerial role models in this organization	9.0	26.9	25.6	23.1	15.4
I receive support for my managerial role from my personal networks	3.9	9.1	28.6	31.2	27.3
It is always clear who is in charge of a situation	1.3	40.5	25.3	21.5	11.4

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
In my experience, managers feel empowered to take charge when they have something to offer	6.4	16.7	29.5	43.6	3.8
I have relevant capabilities that I am not able to use in my current position	2.7	22.7	29.3	25.3	20.0
As the pressure on me increases, I have to pass the pressure on to the staff for whom I am responsible	3.9	18.2	27.3	33.8	16.9
It is becoming harder to motivate staff in the current cost-cutting climate	1.3	18.4	13.2	44.7	22.4
I have had to accept responsibility for tasks that are beyond my skill and experience	12.8	28.2	33.3	20.5	5.1
We do not have good peer group support here	7.9	31.6	28.9	19.7	11.8

Job characteristics

item	strongly disagree		neither agree or disagree		strongly agree
I never know what's going to happen next in this job	4.0	17.3	25.3	32.0	21.3
I'm always trying to meet another deadline	0.0	9.0	16.0	42.7	32
My management responsibilities just seem to keep expanding	0.0	16.0	21.3	28.0	34.7
I am constantly expected to respond instantly	1.4	8.2	15.1	31.5	43.8
I am responsible for showing less experienced staff how to perform effectively	1.4	8.5	15.5	42.3	32.4
I frequently arrive earlier and/or leave later than my contract requires	4.2	5.6	9.9	25.4	54.9
I make decisions that directly affect the lives of patients	3.3	9.8	8.2	31.1	47.5
My priorities change every week	4.0	17.3	24.0	34.7	20.0
I am expected to improve the service we provide despite resources being cut	4.2	1.4	2.8	29.6	62.0
A lot of my time is spent responding to requests for information, reports and action plans	2.8	7.0	15.5	35.2	39.4
I have to get large numbers of people to agree even to make small changes	2.7	15.1	23.3	35.6	23.3
It doesn't matter what I do, it is never good enough	16.2	32.4	31.1	12.2	8.1
I get a "buzz" from the stimulation and challenge in my job	0.0	9.6	20.5	45.2	24.7
In my job I get to work with high-calibre colleagues	0.0	4.2	25.0	41.7	29.2
I am well paid for what I do	5.4	20.3	32.4	31.1	10.8
I get recognition for my achievements in this job	8.1	31.1	24.3	23.0	13.5
I enjoy the power and status that I have in my role	6.7	12.0	52.0	22.7	6.7

Personal and organizational outcomes

item	strongly disagree		neither agree or disagree		strongly agree
I am motivated by developing other employees	0.0	4.1	2.7	50.7	42.5
My management role allows me to make a difference to patient well being	0.0	5.8	11.6	47.8	34.8
I am proud to be able to tell people who it is I work for	0.0	6.8	23.0	40.5	29.7
I sometimes feel like leaving this employment for good	17.6	27.0	28.4	17.6	9.5
I would not recommend a friend to join our staff	21.9	28.8	30.1	12.3	6.8
I'm not willing to put myself out just to help the organization	55.4	27.0	10.8	4.1	2.7
In spite of financial pressures, I would be reluctant to change to another employer	2.7	10.8	29.7	27.0	29.7
I feel myself to be part of the organization	0.0	2.7	21.9	41.1	34.2
In my work I like to feel I am making some effort, not just for myself, but for the organization as well	0.0	2.9	8.8	44.1	44.1
The offer of a bit more money with another employer would not seriously make me think of changing my job	4.1	13.7	28.8	26.0	27.4
To know my own work had made a contribution to the good of the organization would please me	1.5	1.5	2.9	41.2	52.9
Patient safety is never put at risk because of financial pressures	13.2	23.5	26.5	25.0	11.8
It is sometimes inevitable that patient safety is put at risk	17.4	23.2	34.8	23.2	1.4
I have taken decisions that benefit patients, knowing that I have gone over budget as a result	0.0	11.3	32.3	40.3	16.1
It is often necessary to make a trade off between patient safety, quality of care and financial targets	11.9	19.4	32.8	28.4	7.5

Job satisfaction

item	very dissatisfied					very satisfied
Considering everything, how satisfied are you with your job?	0.0	11.3	29.6	52.1	7.0	
Considering everything, how would you rate your overall satisfaction with your organization at the present time?	1.4	19.7	43.7	32.4	2.8	
	very poor					very good
How would you rate this organization to work for compared to others?	1.4	8.1	47.3	35.1	8.1	

Personal experience

item	never	occasionally	some of the time	much of the time	most of the time	all of the time
I worry about problems after work	1.4	13.5	37.8	24.3	20.3	2.7
I find it difficult to unwind after work	1.4	28.4	27.0	24.3	16.2	2.7
I feel used up after work	4.1	17.8	32.9	21.9	17.8	5.5
I feel exhausted after work	5.4	16.2	32.4	23.0	18.9	4.1

Survey items specific to Burnside

item	strongly disagree		neither agree or disagree		strongly agree
Aside from appraisals, I get quality time for one to one meetings with my line manager	11.1	16.7	13.9	29.2	29.2
One to one meetings include management and leadership discussion, opportunities, reflections	12.7	14.1	22.5	28.2	22.5
My career and personal development plan includes leadership development	11.3	22.5	29.6	12.7	23.9

My ideal leadership development programme includes:

This question generated 70 ‘content’ ideas and 18 ‘process’ preferences. The content ideas are mapped against the seven domains of the *NHS Leadership Framework* (2011), as follows:

1. *Demonstrating personal qualities*

- self presentation
- self awareness
- learning types
- time management (2)
- saying ‘no’
- moral imperative
- emotional intelligence

2. *Working with others* (three sub-categories)

- soft skills
- people management
- how to develop people
- mentoring
- motivating others (2)
- appraisal training (2)
- dealing with difficult people (2)
- conflict management (2)
- acceptable workplace behaviour
- dealing with staff in difficult situations

interpersonal skills

- teamwork
- team building
- team types
- more time to manage my team
- how to lead teams

teamwork skills

- influencing without necessarily having direct management responsibilities
- managing and influencing staff
- influencing others
- negotiation skills (2)

influencing and negotiating

3. *Managing services* (two sub-categories)

- advice on management
- manager management
- quality issues
- patient safety
- patient experience
- resource management

general management

- financial skills
- budgeting and finance
- budget management
- financial management in a changing environment (2)
- better understanding of financial income streams, tariffs

finance

4. Improving services

- performance management
- supporting and encouraging innovation
- innovations in practice
- project management (2)
- change management (4)
- motivating change
- clear systems for bringing in change

5. Setting direction

- management and leadership
- leadership skills
- leading through influence

6. Creating the vision

- shared vision
- national drivers
- targets and drivers
- greater understanding of government initiatives and trust implementation

7. Delivering the strategy

- business acumen
- systems thinking
- trust issues and initiatives
- information on NHS financial workings
- networking with other organizations
- communication
- improved communication
- communication

Leadership programme process suggestions

These suggestions fall into three broad categories concerning practical skills development, the benefits of mentoring, shadowing and networking, and making adequate time allowance.

practical skills development and accreditation:

- learning sessions to develop skills
- clinical supervision workshops
- hands on experience
- opportunity to develop within the team rather than focus on individuals
- degree level, recognized certificate
- studied at masters level

mentoring, shadowing, networking:

- formal training with mentor support
- chance to share experience with a mentor
- shadowing
- opportunities to shadow
- seconded work across the organization
- seconded work with partners and commissioners

time for managing, studying, and sharing:

- freedom for clinical managers to manage their section for the benefit of patients
- regular meetings with clinicians in similar roles to discuss projects, share ideas, problem solving
- regular meetings with junior staff to aid their leadership skills
- useless without the time factored in to do the MBA
- more time at work to study within my area of work
- not a lot of homework

How do they manage?

a study of the realities of middle and front line management work in healthcare

Management Survey 2011

Clearview

This report shows the combined frequency distributions (in percentages) for the 250 responses to the questions in this survey from Clearview Hospital. Many respondents did not answer all of the questions; for most items the total response is around 140. The figures reported here show the percentages of those who did respond to each item.

Realities of the job

item	strongly disagree		neither agree or disagree		strongly agree
The need for me to focus on cost effectiveness has increased	7.4	1.5	7.4	22.1	61.8
It's often not clear who is responsible for what	4.4	19.9	19.1	41.9	14.7
The amount of bureaucracy that I need to deal with has increased	4.4	3.7	16.2	29.4	46.3
The need for me to be more businesslike (i.e. manage my department more like a commercial organization) has increased	4.4	5.9	18.4	27.2	44.1
The need for managers to use evidence- based interventions in their practice has increased	4.4	6.7	27.4	37.0	24.4
The pressure for my department to meet targets has increased	5.1	5.1	5.9	23.5	60.3
The expectation that clinical staff will take on managerial roles has increased	3.7	3.7	27.6	28.4	36.6
Although my role includes management responsibilities, I do not like to be seen as a manager	21.6	23.2	32.8	9.6	12.8
I am clear about the requirements of my managerial role	3.1	12.2	9.2	30.5	45.0
My overall workload is usually manageable	21.5	33.3	10.4	25.2	9.6
I have enough time to complete all of my management duties	28.1	36.3	10.4	19.3	5.9
I am able to maintain a satisfactory work-life balance	19.3	20.7	17.8	28.9	13.3
I am able to exert influence in my area of the organization	9.1	14.4	11.4	35.6	29.5
Other employees have negative attitudes towards this organization	0.8	16.5	23.3	36.1	23.3
I am able to exert influence in other parts of the organization	20.5	18.9	19.7	31.1	9.8
My management contribution is valued by clinical staff	4.8	11.3	30.6	37.1	16.1

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
I have the necessary authority to make management decisions at my level	9.2	15.3	10.7	38.9	26.0
I have received sufficient training for my management role	4.5	19.5	25.6	32.3	18.0
I was given a choice as to whether or not I took on a management role	8.2	15.6	13.9	25.4	36.9
I have a problem accepting management responsibilities	59.5	25.2	9.9	2.3	3.1
Most clinical staff do not have the people skills required to drive change	16.9	21.8	36.3	16.9	8.1
I sometimes feel uncomfortable managing my professional peers	26.6	25.8	17.7	23.4	6.5
I have sufficient resources to carry out my management responsibilities effectively	16.4	36.6	19.4	20.9	6.7
I often struggle to balance the priorities of both my managerial and clinical roles	4.1	22.4	23.5	27.6	22.4
I have had to reduce my clinical work to fulfil my management duties	12.4	22.5	22.5	21.3	21.3
I feel resentful of having to reduce my clinical responsibilities in order to undertake managerial work	8.3	27.4	34.5	19.0	10.7
I have a good knowledge of the Trust's strategic objectives and plans	7.6	6.9	22.9	39.7	22.9
It is easy for me to form good working relationships with colleagues	3.9	3.9	3.9	43.4	45.0
In this organization I see leadership operating at all levels	11.1	27.4	21.5	28.9	11.1
There are not many good managerial role models in this organization	3.7	24.6	32.8	20.9	17.9
I receive support for my managerial role from my personal networks	5.3	14.4	26.5	37.1	16.7
It is always clear who is in charge of a situation	9.8	39.8	19.5	22.6	8.3

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
In my experience, managers feel empowered to take charge when they have something to offer	6.0	21.6	26.1	36.6	9.7
I have relevant capabilities that I am not able to use in my current position	5.3	25.6	26.3	20.3	22.6
As the pressure on me increases, I have to pass the pressure on to the staff for whom I am responsible	7.0	26.4	16.3	40.3	10.1
It is becoming harder to motivate staff in the current cost-cutting climate	3.8	18.5	10.0	39.2	28.5
I have had to accept responsibility for tasks that are beyond my skill and experience	17.3	33.1	21.8	20.3	7.5
We do not have good peer group support here	11.2	26.9	22.4	21.6	17.9

Job characteristics

item	strongly disagree		neither agree or disagree		strongly agree
I never know what's going to happen next in this job	4.7	18.8	30.5	26.6	19.5
I'm always trying to meet another deadline	0.8	7.1	11.1	42.9	38.1
My management responsibilities just seem to keep expanding	0.0	8.7	17.5	43.7	30.2
I am constantly expected to respond instantly	0.0	7.1	19.0	37.3	36.5
I am responsible for showing less experienced staff how to perform effectively	0.8	4.8	10.3	43.7	40.5
I frequently arrive earlier and/or leave later than my contract requires	3.2	5.6	9.6	28.0	53.6
I make decisions that directly affect the lives of patients	8.1	5.1	13.1	26.3	47.5
My priorities change every week	2.4	17.5	22.2	34.9	23.0
I am expected to improve the service we provide despite resources being cut	0.0	1.6	6.5	32.3	59.7
A lot of my time is spent responding to requests for information, reports and action plans	4.1	8.2	13.9	31.1	42.6
I have to get large numbers of people to agree even to make small changes	1.6	14.8	19.7	35.2	28.7
It doesn't matter what I do, it is never good enough	16.7	30.2	23.0	23.8	6.3
I get a "buzz" from the stimulation and challenge in my job	3.1	11.7	10.9	37.5	36.7
In my job I get to work with high-calibre colleagues	1.6	14.3	15.9	34.9	33.3
I am well paid for what I do	20.5	15.0	25.2	23.6	15.7
I get recognition for my achievements in this job	19.7	19.7	19.7	29.9	11.0
I enjoy the power and status that I have in my role	8.7	13.4	37.8	29.9	10.2

Personal and organizational outcomes

item	strongly disagree		neither agree or disagree		strongly agree
I am motivated by developing other employees	2.4	1.6	10.4	35.2	50.4
My management role allows me to make a difference to patient well being	2.7	6.2	14.2	46.9	30.1
I am proud to be able to tell people who it is I work for	1.6	8.1	21.8	30.6	37.9
I sometimes feel like leaving this employment for good	23.2	17.6	18.4	26.4	14.4
I would not recommend a friend to join our staff	33.3	32.5	18.3	11.1	4.8
I'm not willing to put myself out just to help the organization	55.6	31.7	5.6	4.8	2.4
In spite of financial pressures, I would be reluctant to change to another employer	9.5	8.7	31.0	23.8	27.0
I feel myself to be part of the organization	3.9	8.7	21.3	44.1	22.0
In my work I like to feel I am making some effort, not just for myself, but for the organization as well	0.0	2.4	9.6	40.0	48.0
The offer of a bit more money with another employer would not seriously make me think of changing my job	13.4	17.3	20.5	26.8	22.0
To know my own work had made a contribution to the good of the organization would please me	0.0	0.8	3.2	38.4	57.6
Patient safety is never put at risk because of financial pressures	26.0	34.1	23.6	11.4	4.9
It is sometimes inevitable that patient safety is put at risk	17.1	21.1	24.4	25.2	12.2
I have taken decisions that benefit patients, knowing that I have gone over budget as a result	5.7	9.1	27.3	34.1	23.9
It is often necessary to make a trade off between patient safety, quality of care and financial targets	12.2	14.8	23.5	27.8	21.7

Job satisfaction

item	very dissatisfied					very satisfied
Considering everything, how satisfied are you with your job?	4.0	11.2	34.4	40.8	9.6	
Considering everything, how would you rate your overall satisfaction with your organization at the present time?	8.7	24.6	34.9	27.8	4.0	
	very poor				very good	
How would you rate this organization to work for compared to others?	2.4	15.2	42.4	28.0	12.0	

Personal experience

item						
	never	occasionally	some of the time	much of the time	most of the time	all of the time
I worry about problems after work	1.6	19.7	30.7	22.8	22.0	3.1
I find it difficult to unwind after work	3.9	31.5	25.2	21.3	15.0	3.1
I feel used up after work	4.8	20.6	24.6	23.0	21.4	5.6
I feel exhausted after work	4.7	18.9	25.2	20.5	24.4	6.3

How do they manage?

a study of the realities of middle and front line management work in healthcare

Management Survey 2011

Greenhill

This report shows the combined frequency distributions (in percentages) for the 77 responses to the questions in this survey from Greenhill Hospital. Many respondents did not answer all of the questions; for most items the total response is around 60. The figures reported here show the percentages of those who did respond to each item. At Greenhill, this survey was distributed only to the trust's '100 leaders' representing a cross section of management levels.

Realities of the job

item	strongly disagree		neither agree or disagree		strongly agree
The need for me to focus on cost effectiveness has increased	0.0	7.0	0.0	24.6	68.4
It's often not clear who is responsible for what	7.0	24.6	15.8	35.1	17.5
The amount of bureaucracy that I need to deal with has increased	1.8	3.5	22.8	36.8	35.1
The need for me to be more businesslike (i.e. manage my department more like a commercial organization) has increased	1.8	1.8	10.5	42.1	43.9
The need for managers to use evidence- based interventions in their practice has increased	3.6	5.5	23.6	47.3	20.0
The pressure for my department to meet targets has increased	1.8	3.5	12.3	29.8	52.6
The expectation that clinical staff will take on managerial roles has increased	1.8	1.8	14.5	38.2	43.6
Although my role includes management responsibilities, I do not like to be seen as a manager	23.6	30.9	29.1	5.5	10.9
I am clear about the requirements of my managerial role	0.0	10.5	7.0	35.1	47.4
My overall workload is usually manageable	15.8	40.4	10.5	21.1	12.3
I have enough time to complete all of my management duties	28.1	31.6	14.0	19.3	7.0
I am able to maintain a satisfactory work-life balance	14.0	35.1	21.1	19.3	10.5
I am able to exert influence in my area of the organization	0.0	14.5	14.5	40.0	30.9
Other employees have negative attitudes towards this organization	3.8	5.7	15.1	45.3	30.2
I am able to exert influence in other parts of the organization	5.5	20.0	9.1	49.1	16.4
My management contribution is valued by clinical staff	0.0	18.9	18.9	43.4	18.9

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
I have the necessary authority to make management decisions at my level	5.4	7.1	19.6	37.5	30.4
I have received sufficient training for my management role	1.8	12.5	14.3	39.3	32.1
I was given a choice as to whether or not I took on a management role	6.4	12.8	17.0	19.1	44.7
I have a problem accepting management responsibilities	71.7	15.1	9.4	3.8	0.0
Most clinical staff do not have the people skills required to drive change	25.0	32.1	26.8	10.7	5.4
I sometimes feel uncomfortable managing my professional peers	36.0	26.0	12.0	18.0	8.0
I have sufficient resources to carry out my management responsibilities effectively	16.4	21.8	20.0	34.5	7.3
I often struggle to balance the priorities of both my managerial and clinical roles	7.7	20.5	15.4	30.8	25.6
I have had to reduce my clinical work to fulfil my management duties	5.3	18.4	13.2	28.9	34.2
I feel resentful of having to reduce my clinical responsibilities in order to undertake managerial work	20.0	17.1	25.7	20.0	17.1
I have a good knowledge of the Trust's strategic objectives and plans	1.9	1.9	5.7	41.5	49.1
It is easy for me to form good working relationships with colleagues	1.9	1.9	3.7	50.0	42.6
In this organization I see leadership operating at all levels	5.5	29.1	20.0	30.9	14.5
There are not many good managerial role models in this organization	16.4	29.1	25.5	14.5	14.5
I receive support for my managerial role from my personal networks	7.4	5.6	16.7	40.7	29.6
It is always clear who is in charge of a situation	14.5	36.4	16.4	27.3	5.5

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
In my experience, managers feel empowered to take charge when they have something to offer	7.3	20.0	30.9	29.1	12.7
I have relevant capabilities that I am not able to use in my current position	5.8	26.9	25.0	19.2	23.1
As the pressure on me increases, I have to pass the pressure on to the staff for whom I am responsible	7.3	10.9	23.6	43.6	14.5
It is becoming harder to motivate staff in the current cost-cutting climate	0.0	18.9	5.7	37.7	37.7
I have had to accept responsibility for tasks that are beyond my skill and experience	16.4	41.8	16.4	14.5	10.9
We do not have good peer group support here	21.4	32.1	16.1	21.4	8.9

Job characteristics

item	strongly disagree		neither agree or disagree		strongly agree
I never know what's going to happen next in this job	7.4	7.4	27.8	33.3	24.1
I'm always trying to meet another deadline	0.0	0.0	5.6	57.4	37.0
My management responsibilities just seem to keep expanding	0.0	13.0	18.5	35.2	33.3
I am constantly expected to respond instantly	0.0	7.4	7.4	38.9	46.3
I am responsible for showing less experienced staff how to perform effectively	0.0	5.6	16.7	48.1	29.6
I frequently arrive earlier and/or leave later than my contract requires	0.0	10.2	8.2	8.2	73.5
I make decisions that directly affect the lives of patients	10.0	2.5	12.5	42.5	32.5
My priorities change every week	5.7	11.3	30.2	28.3	24.5
I am expected to improve the service we provide despite resources being cut	0.0	2.0	4.0	24.0	70.0
A lot of my time is spent responding to requests for information, reports and action plans	1.9	7.5	13.2	35.8	41.5
I have to get large numbers of people to agree even to make small changes	5.8	7.7	9.6	40.4	36.5
It doesn't matter what I do, it is never good enough	11.3	24.5	28.3	22.6	13.2
I get a "buzz" from the stimulation and challenge in my job	3.7	13.0	9.3	42.6	31.5
In my job I get to work with high-calibre colleagues	1.9	13.0	14.8	37.0	33.3
I am well paid for what I do	5.7	9.4	18.9	45.3	20.8
I get recognition for my achievements in this job	3.7	29.6	20.4	27.8	18.5
I enjoy the power and status that I have in my role	7.4	9.3	35.2	37.0	11.1

Personal and organizational outcomes

item	strongly disagree		neither agree or disagree		strongly agree
I am motivated by developing other employees	0.0	1.9	1.9	43.4	52.8
My management role allows me to make a difference to patient well being	0.0	5.9	13.7	43.1	37.3
I am proud to be able to tell people who it is I work for	1.9	11.3	22.6	34.0	30.2
I sometimes feel like leaving this employment for good	22.6	17.0	9.4	34.0	17.0
I would not recommend a friend to join our staff	28.3	26.4	26.4	9.4	9.4
I'm not willing to put myself out just to help the organization	49.1	43.4	5.7	0.0	1.3
In spite of financial pressures, I would be reluctant to change to another employer	9.4	13.2	17.0	30.2	30.2
I feel myself to be part of the organization	1.9	7.5	17.0	35.8	37.7
In my work I like to feel I am making some effort, not just for myself, but for the organization as well	1.9	1.9	0.0	36.5	59.6
The offer of a bit more money with another employer would not seriously make me think of changing my job	9.4	17.0	24.5	28.3	20.8
To know my own work had made a contribution to the good of the organization would please me	0.0	3.9	2.0	27.5	66.7
Patient safety is never put at risk because of financial pressures	16.0	38.0	28.0	12.0	6.0
It is sometimes inevitable that patient safety is put at risk	6.1	20.4	22.4	49.0	2.0
I have taken decisions that benefit patients, knowing that I have gone over budget as a result	4.5	6.8	9.1	38.6	40.9
It is often necessary to make a trade off between patient safety, quality of care and financial targets	14.6	10.4	10.4	37.5	27.1

Job satisfaction

item	very dissatisfied					very satisfied
Considering everything, how satisfied are you with your job?	7.5	9.4	34.0	35.8	13.2	
Considering everything, how would you rate your overall satisfaction with your organization at the present time?	9.4	28.3	34.0	28.0	7.5	
	very poor				very good	
How would you rate this organization to work for compared to others?	1.9	15.1	34.0	37.7	11.3	

Personal experience

item	never						occasionally	some of the time	much of the time	most of the time	all of the time
I worry about problems after work	1.9	17.0	35.8	24.5	17.0	3.8					
I find it difficult to unwind after work	5.7	28.3	20.8	28.3	17.0	0.0					
I feel used up after work	5.7	9.4	22.6	28.3	32.1	1.9					
I feel exhausted after work	1.9	15.1	28.3	22.6	30.2	1.9					

How do they manage?

a study of the realities of middle and front line management work in healthcare

Management Survey 2011

Netherby

This report shows the combined frequency distributions (in percentages) for the 86 responses to the questions in this survey from Netherby Hospital. Many respondents did not answer all of the questions; for most items the total response is around 60. The figures reported here show the percentages of those who did respond to each item.

Realities of the job

item	strongly disagree		neither agree or disagree		strongly agree
The need for me to focus on cost effectiveness has increased	3.4	1.7	8.6	32.8	53.4
It's often not clear who is responsible for what	0.0	8.6	19.0	32.8	39.7
The amount of bureaucracy that I need to deal with has increased	0.0	1.7	19.0	22.4	56.9
The need for me to be more businesslike (i.e. manage my department more like a commercial organization) has increased	0.0	5.2	10.3	37.9	46.6
The need for managers to use evidence- based interventions in their practice has increased	5.2	10.3	34.5	20.7	29.3
The pressure for my department to meet targets has increased	3.4	0.0	12.1	20.7	63.8
The expectation that clinical staff will take on managerial roles has increased	3.4	1.7	12.1	41.4	41.4
Although my role includes management responsibilities, I do not like to be seen as a manager	10.3	25.9	24.1	19.0	20.7
I am clear about the requirements of my managerial role	13.0	24.1	13.0	33.3	16.7
My overall workload is usually manageable	32.8	29.3	17.2	19.0	1.7
I have enough time to complete all of my management duties	38.6	40.4	8.8	12.3	0.0
I am able to maintain a satisfactory work-life balance	27.6	32.8	15.5	17.2	6.9
I am able to exert influence in my area of the organization	14.0	26.3	14.0	31.6	14.0
Other employees have negative attitudes towards this organization	7.3	9.1	16.4	30.9	36.4
I am able to exert influence in other parts of the organization	17.5	19.3	24.6	29.8	8.8
My management contribution is valued by clinical staff	8.8	14.0	28.1	36.8	12.3

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
I have the necessary authority to make management decisions at my level	15.5	15.5	20.7	31.0	17.2
I have received sufficient training for my management role	21.4	25.0	26.8	12.5	14.3
I was given a choice as to whether or not I took on a management role	16.4	21.8	25.5	10.9	25.5
I have a problem accepting management responsibilities	31.6	33.3	26.3	3.5	5.3
Most clinical staff do not have the people skills required to drive change	19.3	29.8	24.6	12.3	14.0
I sometimes feel uncomfortable managing my professional peers	5.3	31.6	22.8	33.3	7.0
I have sufficient resources to carry out my management responsibilities effectively	20.7	44.8	15.5	17.2	1.7
I often struggle to balance the priorities of both my managerial and clinical roles	4.5	11.4	29.5	25.0	29.5
I have had to reduce my clinical work to fulfil my management duties	14.9	29.8	29.8	19.1	6.4
I feel resentful of having to reduce my clinical responsibilities in order to undertake managerial work	11.6	11.6	55.8	11.6	9.3
I have a good knowledge of the Trust's strategic objectives and plans	8.8	15.8	26.3	29.8	19.3
It is easy for me to form good working relationships with colleagues	5.4	1.8	8.9	48.2	35.7
In this organization I see leadership operating at all levels	17.2	31.0	27.6	19.0	5.2
There are not many good managerial role models in this organization	3.5	19.3	21.1	38.6	17.5
I receive support for my managerial role from my personal networks	8.8	17.5	36.8	24.6	12.3
It is always clear who is in charge of a situation	15.5	34.5	36.2	10.3	3.4

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
In my experience, managers feel empowered to take charge when they have something to offer	5.3	17.5	47.4	24.6	5.3
I have relevant capabilities that I am not able to use in my current position	7.0	7.0	35.1	29.8	21.1
As the pressure on me increases, I have to pass the pressure on to the staff for whom I am responsible	10.7	30.4	16.1	28.6	14.3
It is becoming harder to motivate staff in the current cost-cutting climate	0.0	5.5	18.2	29.1	47.3
I have had to accept responsibility for tasks that are beyond my skill and experience	10.5	26.3	31.6	19.3	12.3
We do not have good peer group support here	5.3	22.8	33.3	22.8	15.8

Job characteristics

item	strongly disagree		neither agree or disagree		strongly agree
I never know what's going to happen next in this job	0.0	17.5	21.1	29.8	31.6
I'm always trying to meet another deadline	0.0	10.5	15.8	33.3	40.4
My management responsibilities just seem to keep expanding	0.0	10.5	33.3	26.3	29.8
I am constantly expected to respond instantly	0.0	5.4	14.3	39.3	41.1
I am responsible for showing less experienced staff how to perform effectively	0.0	11.1	25.9	37.0	25.9
I frequently arrive earlier and/or leave later than my contract requires	1.8	3.6	10.9	12.7	70.9
I make decisions that directly affect the lives of patients	5.8	7.7	5.8	15.4	65.4
My priorities change every week	5.4	16.1	28.6	23.2	26.8
I am expected to improve the service we provide despite resources being cut	1.8	0.0	7.1	23.2	67.9
A lot of my time is spent responding to requests for information, reports and action plans	1.8	7.1	16.1	33.9	41.1
I have to get large numbers of people to agree even to make small changes	1.9	7.4	18.5	33.3	38.9
It doesn't matter what I do, it is never good enough	10.5	21.1	22.8	21.1	24.6
I get a "buzz" from the stimulation and challenge in my job	7.0	12.3	24.6	29.8	26.3
In my job I get to work with high-calibre colleagues	5.3	10.5	28.1	33.3	22.8
I am well paid for what I do	12.3	10.5	22.8	45.6	8.8
I get recognition for my achievements in this job	15.8	24.6	31.6	22.8	5.3
I enjoy the power and status that I have in my role	14.0	19.3	45.6	19.3	1.8

Personal and organizational outcomes

item	strongly disagree		neither agree or disagree		strongly agree
I am motivated by developing other employees	0.0	0.0	7.3	58.2	34.5
My management role allows me to make a difference to patient well being	1.9	7.5	30.2	34.0	26.4
I am proud to be able to tell people who it is I work for	5.3	15.8	29.8	33.3	15.8
I sometimes feel like leaving this employment for good	12.5	17.9	21.4	23.2	25.0
I would not recommend a friend to join our staff	19.6	25.0	26.8	12.5	16.1
I'm not willing to put myself out just to help the organization	47.4	33.3	12.3	5.3	1.8
In spite of financial pressures, I would be reluctant to change to another employer	12.5	10.7	41.1	17.9	17.9
I feel myself to be part of the organization	10.5	22.8	19.3	24.6	22.8
In my work I like to feel I am making some effort, not just for myself, but for the organization as well	0.0	1.8	21.1	31.6	45.6
The offer of a bit more money with another employer would not seriously make me think of changing my job	10.5	15.8	28.1	21.1	24.6
To know my own work had made a contribution to the good of the organization would please me	0.0	0.0	11.1	35.2	53.7
Patient safety is never put at risk because of financial pressures	31.6	29.8	19.3	12.3	7.0
It is sometimes inevitable that patient safety is put at risk	17.9	14.3	25.0	26.8	16.1
I have taken decisions that benefit patients, knowing that I have gone over budget as a result	2.1	4.2	29.2	31.3	33.3
It is often necessary to make a trade off between patient safety, quality of care and financial targets	11.3	7.5	17.0	45.3	18.9

Job satisfaction

item	very dissatisfied				very satisfied
Considering everything, how satisfied are you with your job?	10.7	25.0	26.8	33.9	3.6
Considering everything, how would you rate your overall satisfaction with your organization at the present time?	21.8	36.4	32.7	9.1	0.0
	very poor				very good
How would you rate this organization to work for compared to others?	8.9	23.2	46.4	21.4	0.0

Personal experience

item	never	occasionally	some of the time	much of the time	most of the time	all of the time
I worry about problems after work	1.8	10.5	36.8	15.8	21.1	14.0
I find it difficult to unwind after work	0.0	21.4	35.7	12.5	16.1	14.3
I feel used up after work	0.0	15.8	22.8	21.1	26.3	14.0
I feel exhausted after work	0.0	16.1	25.0	19.6	21.4	17.9

How do they manage?

a study of the realities of middle and front line management work in healthcare

Management Survey 2011

South Netley

This report shows the combined frequency distributions (in percentages) for the 90 responses to the questions in this survey from South Netley Hospital. Many respondents did not answer all of the questions; for most items the total response is around 60. The figures reported here show the percentages of those who did respond to each item.

Realities of the job

item	strongly disagree		neither agree or disagree		strongly agree
The need for me to focus on cost effectiveness has increased	4.5	3.0	6.0	14.9	71.6
It's often not clear who is responsible for what	4.5	16.7	24.2	31.8	22.7
The amount of bureaucracy that I need to deal with has increased	1.5	9.0	11.5	38.8	38.8
The need for me to be more businesslike (i.e. manage my department more like a commercial organization) has increased	1.5	6.0	10.4	40.3	41.8
The need for managers to use evidence- based interventions in their practice has increased	3.0	6.0	11.9	52.2	26.9
The pressure for my department to meet targets has increased	4.5	1.5	9.0	31.3	53.7
The expectation that clinical staff will take on managerial roles has increased	1.5	7.6	24.2	24.2	42.4
Although my role includes management responsibilities, I do not like to be seen as a manager	31.3	32.8	20.3	9.4	6.3
I am clear about the requirements of my managerial role	6.1	12.1	7.6	22.7	51.5
My overall workload is usually manageable	28.8	34.8	13.6	16.7	6.1
I have enough time to complete all of my management duties	39.4	31.8	9.1	15.2	4.5
I am able to maintain a satisfactory work-life balance	24.2	34.8	19.7	13.6	7.6
I am able to exert influence in my area of the organization	6.1	10.6	18.2	37.9	27.3
Other employees have negative attitudes towards this organization	0.0	7.7	24.6	35.4	32.3
I am able to exert influence in other parts of the organization	12.3	15.4	29.2	32.3	10.8
My management contribution is valued by clinical staff	3.1	7.8	20.3	43.8	25.0

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
I have the necessary authority to make management decisions at my level	4.6	18.5	10.8	32.3	33.8
I have received sufficient training for my management role	7.8	21.9	18.8	25.0	26.6
I was given a choice as to whether or not I took on a management role	5.6	13.0	20.4	25.9	35.2
I have a problem accepting management responsibilities	56.9	26.2	7.7	6.2	3.1
Most clinical staff do not have the people skills required to drive change	19.0	36.5	23.8	12.7	7.9
I sometimes feel uncomfortable managing my professional peers	36.2	31.0	12.1	19.0	1.7
I have sufficient resources to carry out my management responsibilities effectively	20.6	33.3	22.2	11.1	12.7
I often struggle to balance the priorities of both my managerial and clinical roles	10.8	10.8	27.0	18.9	32.4
I have had to reduce my clinical work to fulfil my management duties	10.0	7.5	27.5	32.5	22.5
I feel resentful of having to reduce my clinical responsibilities in order to undertake managerial work	10.5	18.4	36.8	23.7	10.5
I have a good knowledge of the Trust's strategic objectives and plans	3.1	6.2	12.3	40.0	38.5
It is easy for me to form good working relationships with colleagues	1.7	3.3	3.3	38.3	53.3
In this organization I see leadership operating at all levels	9.1	12.1	21.2	31.8	25.8
There are not many good managerial role models in this organization	9.2	24.6	33.8	12.3	20.0
I receive support for my managerial role from my personal networks	4.8	12.7	25.4	38.1	19.0
It is always clear who is in charge of a situation	12.3	36.9	26.2	18.5	6.2

Realities of the job (continued)

item	strongly disagree		neither agree or disagree		strongly agree
In my experience, managers feel empowered to take charge when they have something to offer	3.0	27.3	30.3	31.8	7.6
I have relevant capabilities that I am not able to use in my current position	12.7	17.5	27.0	20.6	22.2
As the pressure on me increases, I have to pass the pressure on to the staff for whom I am responsible	14.3	15.9	15.9	39.7	14.3
It is becoming harder to motivate staff in the current cost-cutting climate	6.3	6.3	12.7	34.9	39.7
I have had to accept responsibility for tasks that are beyond my skill and experience	15.4	33.8	16.9	21.5	12.3
We do not have good peer group support here	14.1	35.9	12.5	21.9	15.6

Job characteristics

item	strongly disagree		neither agree or disagree		strongly agree
I never know what's going to happen next in this job	1.6	22.2	14.3	31.7	30.2
I'm always trying to meet another deadline	1.6	6.3	6.3	31.7	54.0
My management responsibilities just seem to keep expanding	0.0	9.5	19.0	30.2	41.3
I am constantly expected to respond instantly	1.6	11.1	14.3	28.6	44.4
I am responsible for showing less experienced staff how to perform effectively	0.0	7.9	7.9	44.4	39.7
I frequently arrive earlier and/or leave later than my contract requires	3.3	1.6	6.6	21.3	67.2
I make decisions that directly affect the lives of patients	4.2	8.3	12.5	20.8	54.2
My priorities change every week	3.2	12.7	12.7	33.3	38.1
I am expected to improve the service we provide despite resources being cut	1.7	1.7	1.7	21.7	73.3
A lot of my time is spent responding to requests for information, reports and action plans	1.6	4.8	12.7	41.3	39.7
I have to get large numbers of people to agree even to make small changes	3.2	9.7	21.0	30.6	35.5
It doesn't matter what I do, it is never good enough	17.5	28.6	22.2	17.5	14.3
I get a "buzz" from the stimulation and challenge in my job	3.2	9.7	12.9	33.9	40.3
In my job I get to work with high-calibre colleagues	4.8	6.5	16.1	37.1	35.5
I am well paid for what I do	11.3	9.7	20.9	33.9	16.1
I get recognition for my achievements in this job	17.7	14.5	21.0	31.6	16.1
I enjoy the power and status that I have in my role	7.9	12.7	38.1	31.7	9.5

Personal and organizational outcomes

item	strongly disagree		neither agree or disagree		strongly agree
I am motivated by developing other employees	0.0	6.3	7.9	31.7	54.0
My management role allows me to make a difference to patient well being	1.8	3.5	26.3	28.1	40.4
I am proud to be able to tell people who it is I work for	4.8	9.5	17.5	38.1	30.2
I sometimes feel like leaving this employment for good	19.4	17.7	16.1	32.3	14.5
I would not recommend a friend to join our staff	27.0	23.8	34.9	11.1	3.2
I'm not willing to put myself out just to help the organization	53.2	30.6	11.3	3.2	1.6
In spite of financial pressures, I would be reluctant to change to another employer	6.3	11.1	27.0	30.2	25.4
I feel myself to be part of the organization	6.3	3.2	15.9	44.4	30.2
In my work I like to feel I am making some effort, not just for myself, but for the organization as well	3.2	0.0	6.5	45.2	45.2
The offer of a bit more money with another employer would not seriously make me think of changing my job	6.3	17.5	23.8	27.0	25.4
To know my own work had made a contribution to the good of the organization would please me	1.6	0.0	1.6	38.7	58.1
Patient safety is never put at risk because of financial pressures	20.0	33.3	20.0	16.7	10.0
It is sometimes inevitable that patient safety is put at risk	16.9	18.6	27.1	27.1	10.2
I have taken decisions that benefit patients, knowing that I have gone over budget as a result	4.2	12.5	25.0	39.6	18.8
It is often necessary to make a trade off between patient safety, quality of care and financial targets	15.5	17.2	17.2	32.8	17.2

Job satisfaction

item	very dissatisfied				very satisfied
Considering everything, how satisfied are you with your job?	6.3	9.5	34.9	36.5	12.7
Considering everything, how would you rate your overall satisfaction with your organization at the present time?	11.1	17.5	44.4	15.9	11.1
	very poor				very good
How would you rate this organization to work for compared to others?	6.3	7.9	52.4	22.2	11.1

Personal experience

item	never	occasionally	some of the time	much of the time	most of the time	all of the time
I worry about problems after work	1.6	7.9	31.7	27.0	23.8	7.9
I find it difficult to unwind after work	3.2	15.9	33.3	17.5	19.0	11.1
I feel used up after work	3.2	17.5	22.2	20.6	22.2	14.3
I feel exhausted after work	6.3	19.0	17.5	15.9	22.2	19.0

Survey items specific to South Netley

item	strongly disagree		neither agree or disagree		strongly agree
I currently feel able to explain the trust's strategy to my team	3.2	9.7	14.5	38.7	33.9
I am clear what is expected of me as a trust leader	4.8	4.8	14.5	43.5	32.3
In my management role, my immediate manager helps me find a good work-life balance	14.5	19.4	27.4	30.6	8.1
My line manager tries to involve me in important decisions	7.9	11.1	11.1	39.7	30.2
My work-life balance is about right	20.6	23.8	30.2	20.6	4.8
The level of communication between me and my manager is effective	7.9	19.0	6.3	38.1	28.6
I feel supported by trust senior management	20.6	12.7	28.6	23.8	14.3
I know what the trust's values are	4.8	6.3	9.5	44.4	34.9
I would rather work at this trust than somewhere else	4.8	6.3	39.7	28.6	20.6
I have confidence that this trust will achieve and succeed as a foundation trust	1.6	6.3	30.2	41.3	20.6
The future at this trust excites me	7.9	6.3	33.3	25.4	27.0
I am fairly remunerated for the work I do	4.8	19.0	23.8	30.2	22.2
I am proud to say I work at this trust	1.6	8.1	30.6	35.5	24.2
This trust tolerates under-performers	11.3	22.6	21.0	30.6	14.5
This trust is a high performing organization	4.8	12.7	31.7	36.5	14.3
I feel respected by my team	0.0	1.6	6.5	48.4	43.5
I have a supportive and productive relationship with my peers	1.6	1.6	9.7	61.3	25.8