



National Audit Office

Department of Health

Managing NHS hospital consultants

Findings from the NAO census
of NHS acute trusts

FEBRUARY 2013

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Introduction

1 This report presents the findings from the NAO's census of NHS acute foundation and non-foundation hospital trusts in England which was conducted between May and August 2012, as part of our value for money report on *Managing NHS hospital consultants*.

2 A questionnaire was sent to all 162 acute trusts and responses were received from 137 trusts; a response rate of 85 per cent. Each trust was asked to give a collective response which was agreed by the trust's Chief Executive. The survey methodology is described in Part One. Part Two provides a copy of the questionnaire with top-line findings.

3 Trusts were asked about two key areas: realising the benefits of the 2003 consultant contract; and the current management of hospital consultants. The questionnaire contained largely pre-coded questions collecting either opinion or quantitative data.

Part One

Census methodology

Design and piloting of the questionnaire

1.1 Questions were drafted initially by members of the study team, in conjunction with our internal survey specialists. The questionnaire drew on our previous surveys of consultants, and surveys conducted by the Royal College of Physicians and the British Medical Association. The design was also informed by a scoping visit to Wrightington, Wigan and Leigh NHS Foundation Trust.

1.2 The NAO study team piloted the questionnaire with a small number of Medical Directors across three trusts. The Department of Health and NHS Employers provided detailed suggestions and feedback to improve design and question balance. A covering letter was also drafted and reviewed alongside the questionnaire.

Census fieldwork

1.3 We developed the web-based questionnaire using the SNAP software. The Department of Health provided the names and email addresses of the Chief Executives in the 162 acute trusts. On 25 May 2012, we sent a covering email containing an electronic web-based link to the questionnaire to the Chief Executive of each trust, requesting that they coordinate a collective response from the relevant individuals within the trust.

1.4 The original deadline was set at 29 June, but this was extended to 3 August during fieldwork. To maximise response rates we also sent an email reminder to the Chief Executives on the 1 June. A further email reminder was sent to Chief Executives on 15 June. We also conducted two sets of follow-up phone calls with the Personal Secretaries of Chief Executives of trusts where no response had been received.

Response rate

1.5 Of the 162 trusts that were sent a questionnaire, we received responses from 137 trusts; a response rate of 85 per cent. In terms of the profile of the 25 trusts that did not respond to our census, 64 per cent were foundation trusts; 4 per cent were based in London; and 60 per cent were either small or medium acute trusts.

Data analysis

1.6 The majority of questions were pre-coded, allowing one response only and were generally to collect opinion data. The questionnaire also had several questions to collect factual quantitative data. These questions covered the following areas: performance monitoring and appraisals (Q16, Q26); the job planning process (Q19, Q23, Q24); key components of job plans (Q28, Q29, Q30); on-call work (Q35); waiting list payments (Q37, Q38); and the level of private practice work (Q42).

1.7 The quantitative data was cleaned to ensure it was in a standard numerical format. Missing responses were excluded from the analysis. Other responses that appeared to be significantly outside the expected range were also excluded. For example, excessively high responses for the average number of paid Programmed Activities (such as 20 Programmed Activities) were removed from the data. Where trusts provided a range, the midpoint was taken.

1.8 The statistical package SPSS was used to analyse the quantitative data. Frequencies for all questions were run, along with averages (means and medians) for the quantitative questions.

1.9 The averages in the tables in Part Two are not weighted by the number of consultants per trust. The weighted and unweighted averages are very similar with differences ranging between zero and three percentage points. The NAO report also uses unweighted averages.

1.10 In the NAO report, as highlighted in the report footnotes, the quantitative questions exclude 'don't know' and non-responses. For some questions (such as Q23), we excluded responses from trusts that did not provide data across all categories from the calculation of the mean and median in the tables in Part Two. For more details on the approach taken, please see the notes for individual questions.

Part Two

Census and full top line results

Introduction

2.1 The following pages show the results of the NAO's web-based census of NHS acute trusts conducted between May and August 2012 covering the following key areas:

- general information;
- the importance of consultants;
- the impact of the current consultant contract; and
- the current management of consultants.

2.2 Please note that:

- Percentages quoted in the NAO report are those shown in the column titled '% of respondents answering question'. Non-responses have been excluded from this column and are shown as 'Not answered'. The base size (i.e. number of respondents to that question) shown in the 'Number of responses' column of each table varies due to differing numbers of non-respondents.
- Where only one response was required, percentages may not always add to 100 due to rounding.
- The majority of questions allowed one response only. For Questions 21, 32 and 33, more than one response was allowed so percentages generally add to more than 100 per cent.
- For questions collecting quantitative data, summary measures are shown (totals and means for Q3, means and medians for Q19, Q23, Q24, Q26, Q28, Q35a, Q37a, Q37b and Q38a).
- No breakdowns are shown for open-ended questions.

NHS Trusts' views on the management of hospital consultants

A census of NHS trusts by the National Audit Office

Introduction

Q1. Please enter the name of your trust below:

Text box

Q2. Please provide details of the person to contact in case we have any questions about the answers provided:

Name	
Position	
Telephone number	
Email address	

Part A: General information

Q3. How many vacant consultant positions did your trust have at 31 March 2012?

Please enter 'don't know' if data not available

	Total	Mean
Please enter the total number of vacant consultant positions, both unfilled and currently being covered by a locum (full-time equivalent)	1871.1	15.21
Please enter the number of vacant consultant positions that had been vacant for three months or more, both unfilled and currently being covered by a locum (full-time equivalent)	1509.8	12.375
Number of responses to question	123	

Q4. Please list the top three speciality areas where your trust has the most difficulty in recruiting consultants

Q4a: Specialty area 1:

Specialty	Responses
Accident and Emergency	44
Dermatology	13
Radiology	11
Anaesthetics	5
Care of the Elderly	4
Total responses to question	134

Responses shown are the top five most common specialty areas

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Q4b: Specialty area 2:

Specialty	Responses
Acute Medicine	13
Accident and Emergency	12
Anaesthetics	8
Radiology	8
Dermatology	7
Total responses to question	125
<i>Responses shown are the top five most common specialty areas</i>	

Q4c: Specialty area 3:

Specialty	Responses
Acute Medicine	11
Radiology	11
Accident and Emergency	6
Anaesthetics	6
Dermatology	5
Total responses to question	113
<i>Responses shown are the top five most common specialty areas</i>	

Part B: The importance of consultants

Q5. Please indicate your level of agreement with each of the following statements about the importance of consultants by ticking the most appropriate box:

Q5a: Consultants in your trust play a key part in delivering good clinical outcomes.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	126	92.0	92.0
Agree	11	8.0	8.0
Disagree	0	0	0
Strongly disagree	0	0	0
Don't know	0	0	0
Base (number of respondents answering question)	137	100.0	100.0

Q5b: Consultants in your trust work hard.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	66	48.2	48.2
Agree	70	51.1	51.1
Disagree	1	0.7	0.7
Strongly disagree	0	0	0
Don't know	0	0	0
Base (number of respondents answering question)	137	100.0	100.0

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Q5.c: Consultants in your trust work beyond what they are contracted to do.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	34	24.8	25.0
Agree	88	64.2	64.7
Disagree	7	5.1	5.1
Strongly disagree	0	0	0
Don't know	7	5.1	5.1
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q5.d: Consultants in your trust work under considerable pressure.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	31	22.6	22.6
Agree	80	58.4	58.4
Disagree	23	16.8	16.8
Strongly disagree	0	0	0
Don't know	3	2.2	2.2
Base (number of respondents answering question)	137	100.0	100.0

Part C: The impact of the current consultant contract

Q6. This question focuses on the expected benefits of the consultant's contract introduced in 2003. Please indicate your level of agreement with each of the following statements about the impact of the contract.

Q6.a: The contract has helped your trust to effectively manage consultant's time.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	5	3.6	3.6
Agree	74	54.0	54.0
Disagree	47	34.3	34.3
Strongly disagree	9	6.6	6.6
Don't know	2	1.5	1.5
Base (number of respondents answering question)	137	100.0	100.0

Q6.b: The contract prevented an increase in private practice work undertaken by consultants.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	0	0	0
Agree	9	6.6	6.6
Disagree	81	59.1	59.1
Strongly disagree	25	18.2	18.2
Don't know	22	16.1	16.1
Base (number of respondents answering question)	137	100.0	100.0

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Q6.c: The contract resulted in your trust paying consultants for work which was not paid for under the old contract.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	31	22.6	22.8
Agree	79	57.7	58.1
Disagree	13	9.5	9.6
Strongly disagree	3	2.2	2.2
Don't know	10	7.3	7.4
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q6.d: The contract helped your trust to reduce patient waiting times.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	0	0	0
Agree	26	19.0	19.0
Disagree	80	58.4	58.4
Strongly disagree	8	5.8	5.8
Don't know	23	16.8	16.8
Base (number of respondents answering question)	137	100.0	100.0

Q6.e: The contract helped your trust improve consultant productivity.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	1	0.7	0.7
Agree	55	40.1	40.1
Disagree	61	44.5	44.5
Strongly disagree	9	6.6	6.6
Don't know	11	8.0	8.0
Base (number of respondents answering question)	137	100.0	100.0

Q6.f: The contract resulted in a decrease in the cost of consultants moving up the pay scale ('pay drift').

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	0	0	0
Agree	14	10.2	10.2
Disagree	82	59.9	59.9
Strongly disagree	30	21.9	21.9
Don't know	11	8.0	8.0
Base (number of respondents answering question)	137	100.0	100.0

Q6.g: The contract helped your trust to increase the provision of services for patients (e.g. evening clinics, operating lists).

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	0	0	0
Agree	47	34.3	34.3
Disagree	72	52.6	52.6
Strongly disagree	11	8.0	8.0
Don't know	7	5.1	5.1
Base (number of respondents answering question)	137	100.0	100.0

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Q6.h: The contract helped your trust increase the amount of time consultants spend on direct clinical care.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	4	2.9	2.9
Agree	47	34.3	34.3
Disagree	69	50.4	50.4
Strongly disagree	10	7.3	7.3
Don't know	7	5.1	5.1
Base (number of respondents answering question)	137	100.0	100.0

Q6.i: The contract is flexible enough to enable your trust to reconfigure service provision.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	3	2.2	2.2
Agree	61	44.5	44.5
Disagree	54	39.4	39.4
Strongly disagree	15	10.9	10.9
Don't know	4	2.9	2.9
Base (number of respondents answering question)	137	100.0	100.0

Part D: The current management of consultants

Guidance

Q7. Please indicate your level of agreement with each of the following statements about guidance on the management of consultants.

Q7.a: There is effective national guidance on how to measure and compare consultant's productivity.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	2	1.5	1.5
Agree	9	6.6	6.6
Disagree	89	65.0	65.4
Strongly disagree	32	23.4	23.5
Don't know	4	2.9	2.9
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

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Q7.b: There is effective national guidance on job planning.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	9	6.6	6.6
Agree	81	59.1	59.6
Disagree	36	26.3	26.5
Strongly disagree	7	5.1	5.1
Don't know	3	2.2	2.2
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q7.c: Our trust requires more guidance on the management of hospital consultants.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	4	2.9	2.9
Agree	42	30.7	30.7
Disagree	81	59.1	59.1
Strongly disagree	8	5.8	5.8
Don't know	2	1.5	1.5
Base (number of respondents answering question)	137	100.0	100.0

Performance monitoring

Q8. To what extent, if at all, does your trust monitor the direct clinical care activity levels of its consultants (e.g. finished consultant episodes, outpatient appointments)?

	Number of responses	% of all respondents	% of respondents answering question
Yes, across all speciality areas	67	48.9	48.9
Yes, across most speciality areas	41	29.9	29.9
Yes, across some speciality areas	21	15.3	15.3
No	5	3.6	3.6
Don't know	3	2.2	2.2
Base (number of respondents answering question)	137	100.0	100.0

If No or Don't Know go to Q10, otherwise go to Q9.

Q9a: How often, if at all, does your trust undertake benchmarking of consultant activity in the same speciality area within your trust?

	Number of responses	% of all respondents	% of respondents answering question
We don't do this type of benchmarking	15	10.9	11.8
Less frequently than every year	17	12.4	13.4
Once a year	48	35.0	37.8
Twice a year	9	6.6	7.1
Quarterly	15	10.9	11.8
More frequently than quarterly	23	16.8	18.1
Base (number of respondents answering question)	127	92.7	100.0
Not answered	10	7.3	
Total number of respondents answering survey	137	100.0	

Q9b: How often, if at all, does your trust undertake benchmarking of consultant activity in other speciality areas within your trust?

	Number of responses	% of all respondents	% of respondents answering question
We don't do this type of benchmarking	57	41.6	44.9
Less frequently than every year	19	13.9	15.0
Once a year	32	23.4	25.2
Twice a year	3	2.2	2.4
Quarterly	6	4.4	4.7
More frequently than quarterly	10	7.3	7.9
Base (number of respondents answering question)	127	92.7	100.0
Not answered	10	7.3	
Total number of respondents answering survey	137	100.0	

Q9c: How often, if at all, does your trust undertake benchmarking of your trust's consultant activity against those from other trusts in the same speciality area?

	Number of responses	% of all respondents	% of respondents answering question
We don't do this type of benchmarking	43	31.4	34.1
Less frequently than every year	27	19.7	21.4
Once a year	41	29.9	32.5
Twice a year	5	3.6	4.0
Quarterly	7	5.1	5.6
More frequently than quarterly	3	2.2	2.4
Base (number of respondents answering question)	126	92.0	100.0
Not answered	11	8.0	
Total number of respondents answering survey	137	100.0	

Q10: Does your trust monitor the clinical outcomes of its consultants (e.g. readmission rates, mortality, complications, 'never events')?

	Number of responses	% of all respondents	% of respondents answering question
Yes, across all speciality areas	68	49.6	50.0
Yes, across most speciality areas	43	31.4	31.6
Yes, across some speciality areas	19	13.9	14.0
No	5	3.6	3.7
Don't know	1	0.7	0.7
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

If No or Don't Know go to Q12, otherwise go to Q11.

Q11a: How often, if at all, does your trust undertake benchmarking of consultant clinical outcomes in the same speciality area within your trust?

	Number of responses	% of all respondents	% of respondents answering question
We don't do this type of benchmarking	18	13.1	13.8
Less frequently than every year	9	6.6	6.9
Once a year	39	28.5	30.0
Twice a year	2	1.5	1.5
Quarterly	22	16.1	16.9
More frequently than quarterly	40	29.2	30.8
Base (number of respondents answering question)	130	94.9	100.0
Not answered	7	5.1	
Total number of respondents answering survey	137	100.0	

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Q11b: How often, if at all, does your trust undertake benchmarking of consultant clinical outcomes in other speciality areas within your trust?

	Number of responses	% of all respondents	% of respondents answering question
We don't do this type of benchmarking	50	36.5	38.8
Less frequently than every year	13	9.5	10.1
Once a year	24	17.5	18.6
Twice a year	1	.7	.8
Quarterly	15	10.9	11.6
More frequently than quarterly	26	19.0	20.2
Base (number of respondents answering question)	129	94.2	100.0
Not answered	8	5.8	
Total number of respondents answering survey	137	100.0	

Q11c: How often, if at all, does your trust undertake benchmarking of your trust's consultant clinical outcomes against those from other trusts in the same speciality area?

	Number of responses	% of all respondents	% of respondents answering question
We don't do this type of benchmarking	37	27.0	28.7
Less frequently than every year	19	13.9	14.7
Once a year	37	27.0	28.7
Twice a year	3	2.2	2.3
Quarterly	17	12.4	13.2
More frequently than quarterly	16	11.7	12.4
Base (number of respondents answering question)	129	94.2	100.0
Not answered	8	5.8	
Total number of respondents answering survey	137	100.0	

Information to monitor performance

Q12a: To what extent, if at all, is information in your trust of sufficient quality to accurately assess the performance of consultants in your trust?

	Number of responses	% of all respondents	% of respondents answering question
Yes, across all speciality areas	19	13.9	14.1
Yes, across most speciality areas	39	28.5	28.9
Yes, across some speciality areas	43	31.4	31.9
No	33	24.1	24.4
Don't know	1	.7	.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q12b1: To what extent, if at all, do your trust use complaints to assess the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Used across all speciality areas	100	73.0	74.6
Used across most speciality areas	20	14.6	14.9
Used across some speciality areas	8	5.8	6.0
Not used	4	2.9	3.0
Don't know	2	1.5	1.5
Base (number of respondents answering question)	134	97.8	100.0
Not answered	3	2.2	
Total number of respondents answering survey	137	100.0	

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Q12b2: To what extent, if at all, does your trust use routine hospital data (e.g. mortality rates, readmission rates) to assess the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Used across all speciality areas	74	54.0	54.8
Used across most speciality areas	41	29.9	30.4
Used across some speciality areas	16	11.7	11.9
Not used	3	2.2	2.2
Don't know	1	.7	.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q12b3: To what extent, if at all, does your trust use activity data (e.g. finished consultant episodes) to assess the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Used across all speciality areas	69	50.4	51.5
Used across most speciality areas	40	29.2	29.9
Used across some speciality areas	21	15.3	15.7
Not used	3	2.2	2.2
Don't know	1	.7	.7
Base (number of respondents answering question)	134	97.8	100.0
Not answered	3	2.2	
Total number of respondents answering survey	137	100.0	

Q12b4: To what extent, if at all, does your trust use national clinical audits to assess the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Used across all speciality areas	53	38.7	39.6
Used across most speciality areas	40	29.2	29.9
Used across some speciality areas	33	24.1	24.6
Not used	5	3.6	3.7
Don't know	3	2.2	2.2
Base (number of respondents answering question)	134	97.8	100.0
Not answered	3	2.2	
Total number of respondents answering survey	137	100.0	

Q12b5: To what extent, if at all, does your trust use local clinical audits to assess the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Used across all speciality areas	57	41.6	42.2
Used across most speciality areas	46	33.6	34.1
Used across some speciality areas	27	19.7	20.0
Not used	4	2.9	3.0
Don't know	1	.7	.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

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Q12b6: To what extent, if at all, does your trust use other information to assess the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Used across all speciality areas	11	8.0	33.3
Used across most speciality areas	5	3.6	15.2
Used across some speciality areas	3	2.2	9.1
Not used	6	4.4	18.2
Don't know	8	5.8	24.2
Base (number of respondents answering question)	33	24.1	100.0
Not answered	104	75.9	
Total number of respondents answering survey	137	100.0	

Q13a1: To what extent, if at all, does your trust use Service Line Reporting?

	Number of responses	% of all respondents	% of respondents answering question
Used across all speciality areas	59	43.1	43.7
Used across most speciality areas	24	17.5	17.8
Used across some speciality areas	31	22.6	23.0
Not used	18	13.1	13.3
Don't know	3	2.2	2.2
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q13a2: To what extent, if at all, does your trust use Service Line Management?

	Number of responses	% of all respondents	% of respondents answering question
Used across all speciality areas	30	21.9	22.1
Used across most speciality areas	16	11.7	11.8
Used across some speciality areas	38	27.7	27.9
Not used	47	34.3	34.6
Don't know	5	3.6	3.7
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

If Not used or Don't Know go to Q14, otherwise go to Q13B.

Q13b1: To what extent, if at all, is Service Line Reporting used in your organisation to improve the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Yes, across all speciality areas	20	14.6	17.5
Yes, across most speciality areas	14	10.2	12.3
Yes, across some speciality areas	52	38.0	45.6
Not used	27	19.7	23.7
Don't know	1	0.7	0.9
Base (number of respondents answering question)	114	83.2	100.0
Not answered	23	16.8	
Total number of respondents answering survey	137	100.0	

Q13b2: To what extent, if at all, is Service Line Management used in your organisation to improve the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Yes, across all speciality areas	10	7.3	11.9
Yes, across most speciality areas	12	8.8	14.3
Yes, across some speciality areas	41	29.9	48.8
Not used	20	14.6	23.8
Don't know	1	0.7	1.2
Base (number of respondents answering question)	84	61.3	100.0
Not answered	53	38.7	
Total number of respondents answering survey	137	100.0	

Organisational culture**Q14a: To what extent, if at all do non-clinical managers (e.g. general managers) and consultants have a shared sense of purpose?**

	Number of responses	% of all respondents	% of respondents answering question
Yes, across all managers and consultants	21	15.3	15.4
Yes, across most managers and consultants	69	50.4	50.7
Yes, across some managers and consultants	40	29.2	29.4
No	4	2.9	2.9
Don't know	2	1.5	1.5
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q14b: To what extent, if at all do clinical managers and consultants have a shared sense of purpose?

	Number of responses	% of all respondents	% of respondents answering question
Yes, across all managers and consultants	22	16.1	16.2
Yes, across most managers and consultants	90	65.7	66.2
Yes, across some managers and consultants	21	15.3	15.4
No	0	0	0
Don't know	3	2.2	2.2
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q15a1: Please indicate the level of collaboration between non-clinical managers (e.g. general managers) and consultants in meeting the objectives of the trust.

	Number of responses	% of all respondents	% of respondents answering question
Very high	30	21.9	22.2
Quite high	88	64.2	65.2
Quite low	14	10.2	10.4
Very low	2	1.5	1.5
Don't know	1	.7	.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q15a2: Please indicate the level of collaboration between clinical managers and consultants in meeting the objectives of the trust.

	Number of responses	% of all respondents	% of respondents answering question
Very high	37	27.0	27.4
Quite high	89	65.0	65.9
Quite low	7	5.1	5.2
Very low	1	0.7	0.7
Don't know	1	0.7	0.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q15b1: How easy or difficult is it for non-clinical managers to challenge the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Very easy	10	7.3	7.4
Quite easy	33	24.1	24.3
Quite difficult	77	56.2	56.6
Very difficult	16	11.7	11.8
Don't know	0	0	0
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q15b2: How easy or difficult is it for clinical managers to challenge the performance of consultants?

	Number of responses	% of all respondents	% of respondents answering question
Very easy	15	10.9	11.0
Quite easy	63	46.0	46.3
Quite difficult	54	39.4	39.7
Very difficult	4	2.9	2.9
Don't know	0	0	0
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q15c: In your opinion, how high or low would you say consultants' morale is in your trust?

	Number of responses	% of all respondents	% of respondents answering question
Very high	3	2.2	2.2
Quite high	73	53.3	53.7
Quite low	57	41.6	41.9
Very low	1	.7	.7
Don't know	2	1.5	1.5
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q16. Please indicate how many of the following incidences involving consultants occurred in your trust in the last 12 months:

	Statistics		Responses			
	Mean	Median	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
a. Job plan mediation or appeals	1.79	0.0	132	3	2	137
b. Allocation of Clinical Excellence Award points mediation or appeals	0.86	0.0	125	3	9	137
c. Grievance hearings	1.05	1.0	132	2	3	137
d. Disciplinary processes and appeals	2.34	2.0	133	2	2	137

The current management of consultants

Q17a. Please indicate your level of agreement with the following management capability statements.

Q17a1: Non-clinical managers in your trust have the right skills to get the best out of consultants

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	4	2.9	3.0
Agree	76	55.5	56.3
Disagree	47	34.3	34.8
Strongly disagree	3	2.2	2.2
Don't know	5	3.6	3.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q17a2: Clinical managers in your trust have the right skills to get the best out of consultants

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	12	8.8	8.9
Agree	96	70.1	71.1
Disagree	21	15.3	15.6
Strongly disagree	2	1.5	1.5
Don't know	4	2.9	3.0
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q17b. Please indicate to what extent, if at all, the following statements about training (internal and / or external) apply for managers in your trust.

Q17b1: To what extent, if at all, does your trust provide training to non-clinical managers on how to manage consultants?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all managers	9	6.6	6.6
Yes, for most managers	17	12.4	12.4
Yes, for some managers	43	31.4	31.4
No	65	47.4	47.4
Don't know	3	2.2	2.2
Base (number of respondents answering question)	137	100.0	100.0

Q17b2: To what extent, if at all, does your trust provides training to non-clinical managers specifically on job planning?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all managers	13	9.5	9.5
Yes, for most managers	28	20.4	20.4
Yes, for some managers	52	38.0	38.0
No	43	31.4	31.4
Don't know	1	0.7	0.7
Base (number of respondents answering question)	137	100.0	100.0

Q17b3: To what extent, if at all, do non-clinical managers in your trust have enough time to manage consultants effectively?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all managers	7	5.1	5.1
Yes, for most managers	32	23.4	23.4
Yes, for some managers	58	42.3	42.3
No	30	21.9	21.9
Don't know	10	7.3	7.3
Base (number of respondents answering question)	137	100.0	100.0

Q17b4: To what extent, if at all, does your trust provide training to clinical managers on how to manage consultants?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all managers	20	14.6	14.7
Yes, for most managers	37	27.0	27.2
Yes, for some managers	46	33.6	33.8
No	31	22.6	22.8
Don't know	2	1.5	1.5
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q17b5: To what extent, if at all, does your trust provides training to clinical managers specifically on job planning?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all managers	37	27.0	27.2
Yes, for most managers	46	33.6	33.8
Yes, for some managers	24	17.5	17.6
No	27	19.7	19.9
Don't know	2	1.5	1.5
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q17b6: To what extent, if at all, do clinical managers in your trust have enough time to manage consultants effectively?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all managers	13	9.5	9.5
Yes, for most managers	44	32.1	32.1
Yes, for some managers	44	32.1	32.1
No	32	23.4	23.4
Don't know	4	2.9	2.9
Base (number of respondents answering question)	137	100.0	100.0

Q17c. Please answer the following questions about medical director training and time to manage consultants.

Q17c1: To what extent, if at all, does your trust provide training to its medical director on how to manage consultants?

	Number of responses	% of all respondents	% of respondents answering question
Yes	92	67.2	68.7
No	40	29.2	29.9
Don't know	2	1.5	1.5
Base (number of respondents answering question)	134	97.8	100.0
Not answered	3	2.2	
Total number of respondents answering survey	137	100.0	

Q17c2: To what extent, if at all, does your medical director have enough time to manage consultants effectively?

	Number of responses	% of all respondents	% of respondents answering question
Yes	82	59.9	60.7
No	48	35.0	35.6
Don't know	5	3.6	3.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q17d. Please answer the following questions about management selection processes.

Q17d1: Does your trust have a formal programme for developing clinical leaders in your trust?

	Number of responses	% of all respondents	% of respondents answering question
Yes	105	76.6	77.8
No	29	21.2	21.5
Don't know	1	0.7	0.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q17d2: Does your trust have a formal selection process for selecting Clinical Directors?

	Number of responses	% of all respondents	% of respondents answering question
Yes	132	96.4	96.4
No	5	3.6	3.6
Don't know	0	0	0
Base (number of respondents answering question)	137	100.0	100.0

Q17d3: Does your trust have a formal selection process for selecting its Medical Director?

	Number of responses	% of all respondents	% of respondents answering question
Yes	136	99.3	99.3
No	0	0	0
Don't know	1	0.7	0.7
Base (number of respondents answering question)	137	100.0	100.0

The job planning process, appraisals and rewards

Q18. Please answer the following questions about the systems used for consultant job planning.

Q18a1: Does your trust have a central system for recording and reporting information on job plans from across your trust?

	Number of responses	% of all respondents	% of respondents answering question
Yes	113	82.5	82.5
No	24	17.5	17.5
Don't know	0	0	0
Base (number of respondents answering question)	137	100.0	100.0

Q18a2: Does your trust use electronic job planning software to help managers carry out job planning?

	Number of responses	% of all respondents	% of respondents answering question
Yes	58	42.3	42.6
No	78	56.9	57.4
Don't know	0	0	0
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q19: Over the last 12 months, what percentage of consultants in your trust had an agreed job plan?

Statistics		Responses			
Mean	Median	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
83.2	92.0	109	28	0	137

Q20a: Does your trust set activity level boundaries within which managers negotiate individual job plans, based on the services the trust needs to provide?

	Number of responses	% of all respondents	% of respondents answering question
Yes	60	43.8	44.1
No	73	53.3	53.7
Don't know	3	2.2	2.2
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	-
Total number of respondents answering survey	137	100.0	-

If Yes to Q20A then go to Q20B, otherwise go to Q20C.

Q20b: Does your trust keep within the activity level boundaries?

	Number of responses	% of all respondents	% of respondents answering question
Yes	25	18.2	41.7
No	27	19.7	45.0
Don't know	8	5.8	13.3
Base (number of respondents answering question)	60	43.8	100.0
Not answered	77	56.2	-
Total number of respondents answering survey	137	100.0	-

Q20c: Does your trust set financial boundaries within which managers negotiate individual job plans, based on what work the trust can afford?

	Number of responses	% of all respondents	% of respondents answering question
Yes	49	35.8	37.7
No	76	55.5	58.5
Don't know	5	3.6	3.8
Base (number of respondents answering question)	130	94.9	100.0
Not answered	7	5.1	-
Total number of respondents answering survey	137	100.0	-

If Yes to Q20C then go to Q20D, otherwise go to Q21.

Q20d: Does your trust keep within the financial boundaries?

	Number of responses	% of all respondents	% of respondents answering question
Yes	34	24.8	70.8
No	12	8.8	25.0
Don't know	2	1.5	4.2
Base (number of respondents answering question)	48	35.0	100.0
Not answered	89	65.0	-
Total number of respondents answering survey	137	100.0	-

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Q21: Most commonly, who do consultants in your trust agree their job plans with? Please select all that apply.

	Number of responses	% of cases
Medical Director	45	32.8
Divisional Director	55	40.1
Clinical Director	122	89.1
General Manager	55	40.1
Other (please specify)	33	24.1
Base (number of respondents answering question)	137	100
Not answered	0	0
Total number of respondents answering survey	137	100

Q22. Please indicate how many consultant job plans in your trust contain the following characteristics.

Q22a: How many consultant job plans contain SMART objectives (specific; measurable; achievable and agreed; realistic; timed and tracked)?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	8	5.8	5.9
Most job plans	17	12.4	12.5
Some job plans	72	52.6	52.9
No job plans	37	27.0	27.2
Don't know	2	1.5	1.5
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	-
Total number of respondents answering survey	137	100.0	-

Q22b: How many consultant job plans objectives are agreed between the consultant and their clinical manager?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	38	27.7	27.9
Most job plans	44	32.1	32.4
Some job plans	38	27.7	27.9
No job plans	14	10.2	10.3
Don't know	2	1.5	1.5
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	-
Total number of respondents answering survey	137	100.0	-

Q22c: How many consultant job plans align individual's objectives and your trust's service objectives?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	19	13.9	13.9
Most job plans	57	41.6	41.6
Some job plans	49	35.8	35.8
No job plans	10	7.3	7.3
Don't know	2	1.5	1.5
Base (number of respondents answering question)	137	100.0	100.0

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Q22d: How many consultant job plan objectives reflect feedback from patients?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	6	4.4	4.4
Most job plans	10	7.3	7.3
Some job plans	43	31.4	31.4
No job plans	66	48.2	48.2
Don't know	12	8.8	8.8
Base (number of respondents answering question)	137	100.0	100.0

Q22e: How many consultant job plans are used to redesign services?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	11	8.0	8.0
Most job plans	16	11.7	11.7
Some job plans	85	62.0	62.0
No job plans	20	14.6	14.6
Don't know	5	3.6	3.6
Base (number of respondents answering question)	137	100.0	100.0

Q22f: How many consultant job plans are used to improve the patient experience?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	10	7.3	7.4
Most job plans	22	16.1	16.3
Some job plans	63	46.0	46.7
No job plans	31	22.6	23.0
Don't know	9	6.6	6.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	-
Total number of respondents answering survey	137	100.0	-

Q22g: How many consultant job plans contain annualised, rather than weekly, job plan activities?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	6	4.4	4.4
Most job plans	11	8.0	8.1
Some job plans	89	65.0	65.4
No job plans	28	20.4	20.6
Don't know	2	1.5	1.5
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	-
Total number of respondents answering survey	137	100.0	-

Q22h: How many consultant job plans are informed by activity information on individual consultants (e.g. finished consultant episodes)?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	13	9.5	9.6
Most job plans	25	18.2	18.4
Some job plans	73	53.3	53.7
No job plans	20	14.6	14.7
Don't know	5	3.6	3.7
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	-
Total number of respondents answering survey	137	100.0	-

Q22i: For how many consultant job plans are the achievement of individual's job plan objectives assessed during annual appraisal?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	31	22.6	23.1
Most job plans	39	28.5	29.1
Some job plans	38	27.7	28.4
No job plans	24	17.5	17.9
Don't know	2	1.5	1.5
Base (number of respondents answering question)	134	97.8	100.0
Not answered	3	2.2	-
Total number of respondents answering survey	137	100.0	-

Q22j: How many consultant job plans reflect personal development objectives as agreed during the appraisal process?

	Number of responses	% of all respondents	% of respondents answering question
All job plans	23	16.8	17.2
Most job plans	32	23.4	23.9
Some job plans	62	45.3	46.3
No job plans	15	10.9	11.2
Don't know	2	1.5	1.5
Base (number of respondents answering question)	134	97.8	100.0
Not answered	3	2.2	-
Total number of respondents answering survey	137	100.0	-

Q23. Over the last 12 months what percentage of agreed job plans in your trust has been:

Please enter 'don't know' if the data is unavailable.

	Statistics		Responses			
	Mean (%)	Median (%)	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
a. Monitored to determine consultant compliance	46.5	22.5	58	68	11	137
b. Reviewed but not renegotiated (as not required)	42.9	47.0	45	67	25	137
c. Reviewed and renegotiated	42.2	35.0	45	66	26	137
d. Rolled over with no review and no change in job plan *	11.4	0.0	45	60	32	137

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e. Other	3.5%	0.0%	45	29	63	137
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Notes:

* The average percentage of job plans rolled over with no review (36 per cent) that appears in the NAO report is based only on trusts that rolled over some job plans . The lower figure of 11 per cent shown above is based on all trusts that answered this question, including those which did not roll over any job plans (and answered zero to this question).

To calculate the averages above, we have included only trusts that gave a valid response i.e. where their response across Q23b, c, d and e summed to 100 per cent.

Q24a. What percentage of consultants in your trust delivers in accordance with their agreed job plans?

Please enter 'don't know' if the data is unavailable.

Statistics		Responses			
Mean (%)	Median (%)	Number of responses to the question	Number of 'don't know' responses	Number of non-responses	Total
91.9	97.0	49	85	3	137

Q24b. Please indicate the most common reasons, if any, for non-completion of job plans:

Text box

Q25: Please indicate how frequently, in general, managers and consultants formally revisit job plans?

	Number of responses	% of all respondents	% of respondents answering question
Less frequently than once a year	15	10.9	10.9
Once a year (including as part of the annual review)	112	81.8	81.8
Half yearly	3	2.2	2.2
Once a quarter	0	0	0
Once a month	0	0	0
More frequently than once a month	0	0	0
Don't know	1	0.7	0.7
Other (please specify)	6	4.4	4.4
Base (number of respondents answering question)	137	100.0	100.0

Q26: Over the last 12 months what percentage of consultants in your trust had a formal appraisal?

Statistics		Responses			
Mean (%)	Median (%)	Number of responses to the question	Number of 'don't know' responses	Number of non-responses	Total
82.6	84.0	125	11	1	137

Q27a1: To what extent, if at all, is pay progression for consultants dependent on successful delivery of requirements set out in their job plans?

	Number of responses	% of all respondents	% of respondents answering question
For all consultants	33	24.1	24.3
For most consultants	7	5.1	5.1
For some consultants	10	7.3	7.4
For no consultants	80	58.4	58.8
Don't know	6	4.4	4.4
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q27a2: To what extent, if at all, is pay progression for consultants dependent on achievement of the objectives set out as part of the appraisal process?

	Number of responses	% of all respondents	% of respondents answering question
For all consultants	32	23.4	23.4
For most consultants	9	6.6	6.6
For some consultants	19	13.9	13.9
For no consultants	72	52.6	52.6
Don't know	5	3.6	3.6
Base (number of respondents answering question)	137	100.0	100.0

Q27b. Please indicate your level of agreement with the following statements about Clinical Excellence Awards.

Q27b1: Employer based Clinical Excellence Awards accurately reflect exceptional contributions to your trust by consultants, over and above that normally expected in their job.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	22	16.1	16.4
Agree	86	62.8	64.2
Disagree	18	13.1	13.4
Strongly disagree	6	4.4	4.5
Don't know	2	1.5	1.5
Base (number of respondents answering question)	134	97.8	100.0
Not answered	3	2.2	-
Total number of respondents answering survey	137	100.0	-

Q27b2: National Clinical Excellence Awards accurately reflect exceptional contributions at a national level by consultants in your trust, over and above that normally expected in their job.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	13	9.5	9.6
Agree	87	63.5	64.4
Disagree	20	14.6	14.8
Strongly disagree	6	4.4	4.4
Don't know	9	6.6	6.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	-
Total number of respondents answering survey	137	100.0	-

Q27b3: Clinical Excellence Awards should be reviewed more frequently than every 5 years to provide a closer link to the current performance of consultants.

	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	36	26.3	26.5
Agree	54	39.4	39.7
Disagree	39	28.5	28.7
Strongly disagree	6	4.4	4.4
Don't know	1	0.7	0.7
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	-
Total number of respondents answering survey	137	100.0	-

Key components of job plans

Q28. Please provide a breakdown of the weekly average number of Programmed Activities (PAs) per consultant paid for by your trust (i.e. both PAs agreed in job plans and PAs paid for in addition to job plans), over the last 12 months.

[need to update SPSS and table]

Please enter 'don't know' if data not available.

	Statistics		Responses		
	Mean	Median	Number of responses to question	Number of non-responses	Total
a. Direct Clinical Care	8.35	8.43	72	65	137
b. Supporting Professional Activities	2.08	2.00	72	65	137
c. Additional NHS responsibility (such as clinical director)	0.53	0.42	72	65	137
d. External duties (e.g. trade union duties or royal college work)	0.15	0.015	72	65	137
e. Other1	0.05	0.0	72	65	137

Q29. Please provide an estimate of the weekly average number of Programmed Activities per consultant that were worked, but not paid for by your trust (i.e. unpaid overtime), over the last 12 months.

Lack of sufficient responses prevented useful analysis of the returns for this question.

Q30a1. Please provide an estimate of the total number of Programmed Activities in Direct Clinical Care (excluding outpatient) worked by consultants across your trust.

Lack of sufficient responses prevented useful analysis of the returns for this question.

Q30a2. Please provide an estimate of the total number of Programmed Activities in Direct Clinical Care (outpatient only) worked by consultants across your trust?

Lack of sufficient responses prevented useful analysis of the returns for this question.

Q30b1: During the last 12 months, what percentage of the total Programmed Activities (excluding outpatient) per week are worked at weekdays between the hours of 7am and 7pm?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 102 of 137 trusts were unable to answer this question.

Q30b2: During the last 12 months, what percentage of the total Programmed Activities (excluding outpatient) per week are worked at weekdays outside the hours of 7am and 7pm?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 103 of 137 trusts were unable to answer this question.

Q30b3: During the last 12 months, what percentage of the total Programmed Activities (excluding outpatient) per week are worked at weekends between the hours of 7am and 7pm?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 105 of 137 trusts were unable to answer this question.

Q30b4: During the last 12 months, what percentage of the total Programmed Activities (excluding outpatient) per week are worked at weekends outside the hours of 7am and 7pm?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 106 of 137 trusts were unable to answer this question.

Q30b5: During the last 12 months, what percentage of the total Programmed Activities (outpatient only) per week are worked at weekdays between the hours of 7am and 7pm?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 102 of 137 trusts were unable to answer this question.

Q30b6: During the last 12 months, what percentage of the total Programmed Activities (outpatient only) per week are worked at weekdays outside the hours of 7am and 7pm?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 101 of 137 trusts were unable to answer this question.

Q30b7: During the last 12 months, what percentage of the total Programmed Activities (outpatient only) per week are worked at weekends between the hours of 7am and 7pm?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 103 of 137 trusts were unable to answer this question.

Q30b8: During the last 12 months, what percentage of the total Programmed Activities (outpatient only) per week are worked at weekends outside the hours of 7am and 7pm?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 103 of 137 trusts were unable to answer this question.

Q30e1: To what extent, if at all, have the total Programmed Activities worked at weekends changed in the last 12 months?

	Number of responses	% of all respondents	% of respondents answering question
Increased	63	46.0	46.0
Stayed the same	38	27.7	27.7
Decreased	2	1.5	1.5
Don't know	34	24.8	24.8
Base (number of respondents answering question)	137	100.0	100.0

Q30e2: To what extent, if at all, have the total Programmed Activities worked during weekdays outside the hours of 7am to 7pm changed in the last 12 months?

	Number of responses	% of all respondents	% of respondents answering question
Increased	52	38.0	38.0
Stayed the same	48	35.0	35.0
Decreased	3	2.2	2.2
Don't know	34	24.8	24.8
Base (number of respondents answering question)	137	100.0	100.0

Q31: To what extent, if at all, has your trust changed the total number of Programmed Activities it pays for compared to 12 months ago?

	Number of responses	% of all respondents	% of respondents answering question
Increased number of PAs	46	33.6	33.8
Keep PAs about the same	68	49.6	50.0
Decreased number of PAs	15	10.9	11.0
Don't know	7	5.1	5.1
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	.7	
Total number of respondents answering survey	137	100.0	

If increase in Q31 go to Q32

If reduce in Q31 go to Q33

If keep same or don't know in Q31 go to Q34

Q32a. Please indicate the reasons for increasing the total number of Programmed Activities over the last 12 months.

Please tick all that apply.

Response	Number of responses	% of cases
Increase in patient activity	40	87.0
Increase in patient complexity	29	63.0
Increased funding	11	23.9
Other	12	26.1
Base (number of respondents answering question)	46	33.6
Not answered	91	66.4
Total number of respondents answering survey	137	100

Q32b. Please indicate which type of Programmed Activities your trust has increased over the last 12 months.*Please tick all that apply.*

Response	Number of responses	% of cases
Direct Clinical Care	46	100
Supporting Professional Activities	17	37.0
Additional NHS responsibilities (e.g. clinical director)	14	30.4
External duties (e.g. trade union duties or royal college work)	3	6.5
Other	3	6.5
Base (number of respondents answering question)	46	33.6
Not answered	91	66.4
Total number of respondents answering survey	137	100

Q33a. Please indicate the reasons for decreasing the total number of Programmed Activities over the last 12 months.*Please tick all that apply.*

Response	Number of responses	% of cases
Reduction in patient activity	6	42.9
Reduction in patient complexity	1	7.1
Increased consultant productivity	7	50.0
Reduced funding - due to financial constraints on NHS	8	57.1
Reduced funding - due to patient activity	3	21.4
Other	6	42.9
Base (number of respondents answering question)	14	10.2
Not answered	123	89.8
Total number of respondents answering survey	137	100

Q33b. Please indicate which type of Programmed Activities your trust has decreased over the last 12 months.

Please tick all that apply.

Response	Number of responses	% of cases
Direct Clinical Care	9	64.3
Supporting Professional Activities	10	71.4
Additional NHS responsibilities (e.g. clinical director)	2	14.3
External duties (e.g. trade union duties or royal college work)	2	14.3
Other	4	28.6
Base (number of respondents answering question)	14	10.2
Not answered	123	89.8
Total number of respondents answering survey	137	100

Q34: Is your trust planning to change the total number of Programmed Activities it pays for over the next 12 months?

	Number of responses	% of all respondents	% of respondents answering question
Increase number of Programmed Activities	17	12.4	12.5
Keep Programmed Activities about the same	63	46.0	46.3
Decrease number of Programmed Activities	45	32.8	33.1
Don't know	11	8.0	8.1
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q35a1: What was the total cost of Category A on-call availability payments made to consultants by your trust in 2011-12?*Please enter 'don't know' if data not available.*

Statistics		Responses			
Mean	Median	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
£626,759	£572,104	89	45	3	137

Q35a2: What was the total cost of Category B on-call availability payments made to consultants by your trust in 2011-12?*Please enter 'don't know' if data not available.*

Statistics		Responses			
Mean	Median	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
£45,528	£23,955	89	44	4	137

Q35b: In general is there agreement between management and consultants over what on-call work is classified as category A or B?

	Number of responses	% of all respondents	% of respondents answering question
Yes, across all speciality areas	80	58.4	58.8
Yes, across most speciality areas	50	36.5	36.8
Yes, across some speciality areas	2	1.5	1.5
No	2	1.5	1.5
Don't know	2	1.5	1.5
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q35c: In general, how often do consultants fulfil their on-call commitments?

	Number of responses	% of all respondents	% of respondents answering question
All of the time	87	63.5	64.0
Most of the time	47	34.3	34.6
Some of the time	1	.7	.7
Rarely	0	0	0
Never	0	0	0
Don't know	1	.7	.7
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q35d. Please indicate whether there are any other issues around on-call working in your trust:

Text box

Q36a: Do consultants in your trust regularly act down?

	Number of responses	% of all respondents	% of respondents answering question
Yes	19	13.9	13.9
No	107	78.1	78.1
Don't know	11	8.0	8.0
Base (number of respondents answering question)	137	100.0	100.0

If No or Don't Know go to Q37.

Q36b. What percentage of consultants in your trust regularly act down (at least once a month)?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 124 out of 137 trusts were unable to answer this question.

Q36c1. In which two speciality areas do consultants in your trust have to act down most often?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 119 out of 137 trusts did not answer this question.

Q36c2. In which two speciality areas do consultants in your trust have to act down most often?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 124 out of 137 trusts did not answer this question.

Q36d. On average, how much has your trust paid consultants for acting down (hourly rate) over the last 12 months?

Please enter 'don't know' if data is not available.

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 127 out of 137 trusts were unable to answer this question.

Q37a1: What percentage of additional work required from consultants is paid using standard rates (each extra PA paid at pro-rata rate e.g. 10% of 10 PA salary)?

Please enter 'don't know' if data is not available.

Statistics		Responses			
Mean (%)	Median (%)	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
19.2	0	91	36	10	137

Q37a2: What percentage of additional work required from consultants is paid using premium rates (reducing PA from 4 to 3 hours)?*Please enter 'don't know' if data is not available.*

Statistics		Responses			
Mean (%)	Median (%)	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
10.2	0	91	36	10	137

Q37a3: What percentage of additional work required from consultants is paid using agreed local rates?*Please enter 'don't know' if data is not available.*

Statistics		Responses			
Mean (%)	Median (%)	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
70.6	95	91	35	11	137

Notes:

In the report, the number of respondents is shown as 97 trusts. This includes non-numeric responses that clearly indicated locally agreed rates are used (e.g. 'yes' as a response, instead of a numeric value). The mean and median values above are calculated on only those trusts that provided a numeric response.

*If responded to Q37a3, go to Q37B. Otherwise go to Q38.***Q37b. For the locally agreed rates, what was the average hourly rate over the last 12 months?**

Statistics		Responses			
Minimum	Maximum	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
£48.00	£200.00	46	6	78	137

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Q38a1: For 2011-12, what was the total amount paid by your trust for work to reduce waiting lists via the following payment mechanisms?

Payment mechanism	Statistics			Responses			
	Total	Mean	Median	Number of responses to question	Number of 'don't know' responses	Number of non-responses	Total
a. Payroll to your consultants	£69,502,149	£879,774	£643,013	79	46	12	137
b. Locums	£6,577,050	£149,478	£4432	44	59	34	137
c. Limited liability partnerships	£3,738,316	£93,457	£0	40	56	41	137
d. Private sector organisations	£29,783,228	£522,513	£54.500	57	52	28	137
e. Other	5,431,869	£146,807	£0	37	35	65	137

Notes:

The number of responses quoted in the report (84) refers to the number of trusts that provided data in any of the above categories.

Q38a1: For 2010-11, what was the total amount paid by your trust for work to reduce waiting lists via the following payment mechanisms?

Payment mechanism	Statistics			Responses			
	Total	Mean	Median	Number of responses to question	Number of 'don't know' response	Number of non-responses	Total
a. Payroll to your consultants	£79,949,571	£1,051,968	£740,188	76	49	12	137

b. Locums	£4,381,098	£101,886	£180,00	43	62	32	137
c. Limited liability partnerships	£3,082,903	£79,049	£0	39	58	40	137
d. Private sector organisations	£43,797,939	£768,384	£132,000	57	55	25	137
e. Other	£8,074,654	£230,704	£0	35	37	65	137

Q38c1: For 2009-10, what was the total amount paid by your trust for work to reduce waiting lists via the following payment mechanisms?

Payment mechanism	Statistics			Responses			
	Total	Mean	Median	Number of responses to question	Number of 'don't know' response	Number of non-responses	Total
a. Payroll to your consultants	£87,831,388	£1,291,638	£1,096,638	68	54	15	137
b. Locums	£6,147,346	£149,935	£5,814	41	63	33	137
c. Limited liability partnerships	£2,426,542	£63,586	£0	38	56	43	137
d. Private sector organisations	£45,179,892	£792,629	£226,784	57	52	28	137
e. Other	£12,344,885	£411,496	£0	30	35	72	137

Notes:

The number of responses quoted in the report (77) refers to the number of trusts that provided data in any of the above categories.

Q38d: For 2012-13 what are you expecting to happen to the total amount paid for work to reduce to waiting lists compared to 2011-12?

	Number of responses	% of all respondents	% of respondents answering question
Increase	15	10.9	11.1
Stay the same	32	23.4	23.7
Decrease	73	53.3	54.1
Don't know	15	10.9	11.1
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q38e: To what extent, if at all, your trust converted waiting list work into Programmed Activities in job plans over the last 12 months?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all waiting list work	6	4.4	4.5
Yes, for most waiting list work	24	17.5	17.9
Yes, for some waiting list work	71	51.8	53.0
No	25	18.2	18.7
Don't know	8	5.8	6.0
Base (number of respondents answering question)	134	97.8	100.0
Not answered	3	2.2	
Total number of respondents answering survey	137	100.0	

Q39. Please answer the following questions on Supporting Professional Activities.

Q39a: Does your trust have a clear understanding of what activities consultants undertake during their Supporting Professional Activities?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	46	33.6	33.6
Yes, for most consultants	53	38.7	38.7
Yes, for some consultants	36	26.3	26.3
No	1	0.7	0.7
Don't know	1	0.7	0.7
Base (number of respondents answering question)	137	100.0	100.0

Q39b: Are there clear objectives established during the job planning process for consultant's Supporting Professional Activities?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	35	25.5	25.5
Yes, for most consultants	49	35.8	35.8
Yes, for some consultants	45	32.8	32.8
No	7	5.1	5.1
Don't know	1	0.7	0.7
Base (number of respondents answering question)	137	100.0	100.0

Q39c: Are there clear measurable outcomes linked to all Supporting Professional Activities?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	9	6.6	6.6
Yes, for most consultants	29	21.2	21.3
Yes, for some consultants	61	44.5	44.9
No	32	23.4	23.5
Don't know	5	3.6	3.7
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q39d: Are the personal objectives agreed in appraisals linked to Supporting Professional Activities?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	18	13.1	13.2
Yes, for most consultants	51	37.2	37.5
Yes, for some consultants	55	40.1	40.4
No	8	5.8	5.9
Don't know	4	2.9	2.9
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q39e: Do managers monitor the completion of Supporting Professional Activities?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	7	5.1	5.2
Yes, for most consultants	24	17.5	17.8
Yes, for some consultants	44	32.1	32.6
No	56	40.9	41.5
Don't know	4	2.9	3.0
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q39f: Are Supporting Professional Activities contributing to improved clinical outcomes?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	9	6.6	6.6
Yes, for most consultants	53	38.7	39.0
Yes, for some consultants	57	41.6	41.9
No	3	2.2	2.2
Don't know	14	10.2	10.3
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q39g: Is there potential to reduce Supporting Professional Activities in your trust without compromising patient care?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	5	3.6	3.7
Yes, for most consultants	23	16.8	17.0
Yes, for some consultants	79	57.7	58.5
No	19	13.9	14.1
Don't know	9	6.6	6.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q40. Please answer the following questions on the management of annual leave.**Q40a: Does your trust use an electronic rostering system to manage the annual leave of its consultants?**

	Number of responses	% of all respondents	% of respondents answering question
Across all speciality areas	9	6.6	6.6
Across most speciality areas	8	5.8	5.9
Across some speciality areas	25	18.2	18.4
No	94	68.6	69.1
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q40b: Are leave requests for certain consultant specialities (e.g. radiologists and anaesthetists) managed to ensure continuity of service?

	Number of responses	% of all respondents	% of respondents answering question
Across all speciality areas	61	44.5	44.9
Across most speciality areas	52	38.0	38.2
Across some speciality areas	20	14.6	14.7
Don't know	3	2.2	2.2
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q40c: Does your trust enforce a minimum notice period for leave requests from consultants?

	Number of responses	% of all respondents	% of respondents answering question
Across all speciality areas	107	78.1	79.3
Across most speciality areas	21	15.3	15.6
Across some speciality areas	4	2.9	3.0
No	2	1.5	1.5
Don't know	1	.7	.7
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q41. Please answer the following questions on consultant private practice work.

Q41a: Does your trust have accurate information about how much private practice work its consultants undertake?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	17	12.4	12.5
Yes, for most consultants	46	33.6	33.8
Yes, for some consultants	28	20.4	20.6
No	40	29.2	29.4
Don't know	5	3.6	3.7
Base (number of respondents answering question)	136	99.3	100.0
Not answered	1	0.7	
Total number of respondents answering survey	137	100.0	

Q41b: Do consultants working 10 PAs generally work an 11th PA for the NHS before undertaking private practice work?

	Number of responses	% of all respondents	% of respondents answering question
Yes, for all consultants	48	35.0	35.6
Yes, for most consultants	49	35.8	36.3
Yes, for some consultants	14	10.2	10.4
No	17	12.4	12.6
Don't know	7	5.1	5.2
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q42a: How many consultants in your trust have undertaken NHS private patient work over the last 12 months?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 105 out of 137 trusts were unable to answer this question.

Q42b: How many consultants in your trust have undertaken private practice work over the last 12 months?

Lack of sufficient responses prevented useful analysis of the returns for this question.

A total of 105 out of 137 trusts were unable to answer this question.

Q43: Please indicate what impact private practice work has on NHS patient care

	Number of responses	% of all respondents	% of respondents answering question
Positive impact	18	13.1	13.3
Neutral impact	90	65.7	66.7
Negative impact	13	9.5	9.6
Don't know	14	10.2	10.4
Base (number of respondents answering question)	135	98.5	100.0
Not answered	2	1.5	
Total number of respondents answering survey	137	100.0	

Q44. Please add any further comments on the management of hospital consultants in the space below:

Text box

THANK YOU VERY MUCH FOR COMPLETING THIS SURVEY.

