



National Audit Office

Department of Health

Managing NHS hospital consultants

Findings from the NAO survey
of NHS consultants

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This report can be found on the National Audit Office website at www.nao.org.uk

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Introduction

1 This report presents the findings from the NAO's survey of NHS hospital consultants in England working in NHS acute foundation and non-foundation hospital trusts. The survey was conducted between June and September 2012, as part of our value for money study on *Managing NHS hospital consultants*.

2 We asked the medical directors across the 162 NHS acute foundation and non-foundation trusts to circulate the questionnaire to their consultants, which numbered approximately 33,500 consultants, as at September 2012. This was done so all consultants in these trusts could respond to the survey. We received responses from 8,808 consultants in 150 of the 162 trusts, employing approximately 31,700 consultants as at September 2012; a response rate of 28 per cent. The survey methodology is discussed in Part One, and a copy of the questionnaire with top-line findings can be found at Part Two.

3 The survey questionnaire largely contained pre-coded single and multiple response questions. The questions were designed to collect a combination of opinion and factual data on the current management of hospital consultants and realising the benefits of the 2003 consultant contract. Within this report we present frequency counts alongside mean and median statistics.

Part One

Survey 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. It also drew on our previous surveys of consultants, and studies by the Royal College of Physicians and the British Medical Association.

1.2 The NAO study team piloted the questionnaire with a small number of consultants, while the British Medical Association, Faculty of Medical Leadership and Management and Royal College of Physicians provided feedback to improve design and question balance. There was additional scrutiny and sign-off by our internal survey specialist team and we incorporated comments into a final draft. A covering letter was also drafted and reviewed alongside the questionnaire.

Ensuring anonymity

1.3 A number of steps were taken to ensure the anonymity of consultants responding to the survey:

- A limited set of background demographic questions in the questionnaire were optional, such as age, gender, specialty, year appointed and trust name.
- Survey questionnaires were completely anonymous and stored in a secure database.
- The covering letter and introduction to the survey highlighted that responses would only be seen by the NAO project team and not made available to the trust. It did remind consultants that aggregate level data might be requested by the Public Accounts Committee and via Freedom of Information requests.

Survey fieldwork

1.4 Following discussions with the British Medical Association and the Royal College of Physicians about our approach to distributing the survey, we decided to circulate the survey via Medical Directors of acute foundation and non-foundation trusts. This approach helped to maximise coverage. After careful consideration we decided that a web-based survey was the most cost-effective option.

1.5 We developed the web-based questionnaire using the SNAP survey software. The Department of Health provided the names and email addresses of the Medical Directors in the 162 acute trusts. On 19 June 2012, we sent a covering email containing an electronic web-based link to the survey to the Medical Directors,

requesting that they circulate the survey to their consultants. A full set of instructions, including a proposed timetable for sending reminders and completing the survey, and a template example email for distributing the survey was also sent to the Medical Director in order to minimise the additional burden of work on them.

1.6 To maximise the response rate, the original survey deadline was set at 24 July, but this was extended to 3 September during fieldwork, due to consultants taking annual leave over the summer period. We sent an email reminder to the Medical Director on the 9 July, which requested that they send a reminder email to their consultants to complete the survey. A further email reminder was sent to Medical Directors on 17 July. We also conducted two sets of follow-up phone calls with the personal secretaries of Medical Directors in trusts where no consultant responses had been received.

Response rate

1.7 We did not receive responses from consultants in 12 of the 162 trusts. As at September 2012, the 150 trusts that we received responses from employed approximately 31,700 consultants and the 162 NHS acute foundation and non-foundation trusts employed approximately 33,500 consultants. We received responses from 8,808 consultants, providing a response rate of 28 per cent among the participating trusts, or 26 per cent of trusts overall.

Data analysis

1.8 The majority of questions were pre-coded, allowing one response only. Consultants were also asked to provide the number of paid and unpaid programmed activities per week across four main categories (Q19): direct clinical care, supporting professional activities, additional NHS responsibilities and external duties. Missing responses or responses that were exceptionally high were excluded (for example paid direct clinical care programmed activities greater than 20). Where consultants provided a range, the midpoint was taken.

1.9 The statistical package SPSS was used to analyse the quantitative data. Frequencies for all questions were run, along with averages for the questions on paid and unpaid programmed activities.

1.10 As part of our routine data checks, we compared the background information for responding consultants with that of the population of consultants using data from the Department of Health (Figure 1):

- The comparison showed that consultants who responded to our survey were broadly similar to the population of consultants, in terms of specialty and gender. Psychiatric consultants were under-represented as our survey sample excluded mental health trusts. There was also some variation across between departmental population figures and our survey respondents that worked full time or part time and that were appointed between 1998 and 2002. However, we did not test for bias because their experiences of being managed were unlikely to differ.

- However, the under-representation of recently appointed consultants (2009-2011) and over representation of consultants on the 'old' versus 'new' contract indicated that the survey may over-represent longer serving consultants. We felt this may have the potential to bias the results, as this group is more likely to have a different experience of being managed than newer consultants.
- To check this, we calculated a weight for our sample which adjusted the profile for these two characteristics, so that they were in line with the population statistics. We found little difference between weighted and un-weighted survey findings. We therefore used un-weighted survey results throughout the NAO report.

Figure 1

Demographics of consultant population and survey sample

Characteristic		Proportion of population (%)	Proportion in survey (%)	Percentage point difference (%)
Consultant specialty	Surgery	18.4	17.3	-1.1
	Medicine	22.3	27.9	5.6
	Anaesthetics	14.9	17.5	2.6
	Accident and emergency	2.9	4.0	1.1
	Paediatrics	6.7	8.6	1.9
	Pathology	6.8	5.3	-1.5
	Psychiatry	11.2	0.5	-10.7
	Obstetrics and gynaecology	4.7	5.6	0.9
	Occupational medicine	0.2	0.3	0.1
	Ophthalmology	0.0	2.1	2.1
	Other	5.3	7.3	2
Year appointed	1975 to 1992	10.0	15.6	5.6
	1993 to 1997	12.7	16.7	4
	1998 to 2002	28.7	21.1	-7.6
	2003 to 2007	21.3	23.6	2.3
	2008	5.9	6.3	0.4
	2009	8.4	6.7	-1.7
	2010	5.7	5.4	-0.3
	2011	7.4	3.1	-4.3
	2012	no data	1.0	-
Employment basis	Full-time	80.5	86.6	6.1
	Part-time	19.5	13.4	-6.1
Contract type	'Old' contract	3.3	8.6	5.3
	'New' (2003) contract	96.7	91.4	-5.3
Gender	Male	68.4	68.8	0.4
	Female	31.6	31.2	-0.4

NOTES

1. For specialty, our survey sample contained a much lower number of consultants in psychiatry when compared to the population. This is because our survey sample did not include mental health trusts, where the majority of psychiatry consultants are based.
2. The population data for 'year appointed' is based on the basic pay field in the Departmental Electronic Staff Record Data Warehouse. Using the pay point for a consultant, it is possible to infer the year of appointment.
3. We have excluded locum and honorary consultants from the employment basis, as these figures are very low.

Sources: Department of Health analysis of data from the NHS Electronic Staff Record Data Warehouse, 2012; and National Audit Office consultant survey, 2012.

Part Two

Consultant survey and full top line results

Introduction

2.1 The following pages show the results of the NAO's web-based survey of NHS consultants conducted between June and September 2012. The survey covers the following key areas:

- general information;
- the current management of consultants;
- job planning; and
- clinical excellence awards, on-call and private practice.

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.
- Percentages may not always add to 100 due to rounding.
- The majority of questions allowed one response only. For Questions 5, 17, 23, 25 and 26, more than one response was allowed so percentages generally add to more than 100 per cent.
- For numeric questions (Q19a and Q19b), summary statistics are shown (medians and means) based on the number of respondents answering the question.

NHS consultants' views on managing hospital consultants

A survey of NHS consultants by the National Audit Office

Part A: General information

Q1. Please select your trust from the drop down list below:

Data not disclosed in order to maintain anonymity of respondents.

Q2. Please select your specialty from the list below (tick one box only):

Response	Number of responses	% of all respondents	% of respondents answering question
Surgery	1500	17.0	17.3
Medicine	2157	24.5	24.9
Anaesthetics	1515	17.2	17.5
Pathology	460	5.2	5.3
Obstetrics and gynaecology	481	5.5	5.5
Occupational medicine	30	.3	.3
Ophthalmology	182	2.1	2.1
Paediatrics	742	8.4	8.6
Radiology	578	6.6	6.7
Psychiatry	44	0.5	0.5
Emergency medicine (A&E)	346	3.9	4.0
Other, please specify below:	636	7.2	7.3
Base (number of respondents answering question)	8671	98.4	100.0
Not answered	137	1.6	-

Total number of respondents answering survey	8808	100.0	-
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Q3. In which year were you first appointed as a consultant?

Please select from the list below: - (List ranged from '1975 or earlier' to '2012')

Response (categorised)	Number of responses	% of all respondents	% of respondents answering question
Up until 1992	1342	15.2	15.6
1993-1997	1432	16.3	16.7
1998-2002	1814	20.6	21.1
2003-2007	2035	23.1	23.7
2008-2012	1977	22.4	23.0
Base (number of respondents answering question)	8600	97.6	100.0
Not answered	208	2.4	-
Total number of respondents answering survey	8808	100.0	-

Q4. Please indicate if you hold a formal management position in your trust:

Response	Number of responses	% of all respondents	% of respondents answering question
Medical Director	57	0.6	0.7
Divisional Director	142	1.6	1.6
Clinical Director	693	7.9	8.0
Other formal management position	1771	20.1	20.4
I do not hold a formal management position	6008	68.2	69.3
Base (number of respondents answering question)	8671	98.4	100.0
Not answered	137	1.6	
Total number of respondents answering survey	8808	100.0	

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Q5. Is your contract:

(Please tick all that apply)

Employment basis	Number of responses (N)	Percentage of cases (%)
Full-time	7384	84.2
Part-time	1141	13.0
Locum	109	1.2
Honorary	201	2.3
Other	66	0.8
Base (total respondents answering question)	8767	99.5
Not answered	41	0.5
Total number of respondents answering survey	8808	100.0

Q6. Are you on the 'old' (pre 2003) or 'new' (post 2003) consultants contract?

Response	Number of responses	% of all respondents	% of respondents answering question
'Old' contract	747	8.5	8.5
'New' contract	7934	90.1	90.5
Other (please specify below)	84	1.0	1.0
Base (number of respondents answering question)	8765	99.5	100.0
Not answered	43	0.5	-
Total number of respondents answering survey	8808	100.0	-

Q7. In order to check how well our survey represents consultants as a whole, please indicate below whether you are:

Response	Number of responses	% of all respondents	% of respondents answering question
Male	5932	67.3	67.6
Female	2691	30.6	30.7
Prefer not to say	148	1.7	1.7
Base (number of respondents answering question)	8771	99.6	100.0
Not answered	37	0.4	-
Total number of respondents answering survey	8808	100.0	-

Part B: The current management of consultants

The relationship between consultants and management

This section asks about the relationship between consultants and clinical managers (e.g. Clinical Directors) and non-clinical managers (e.g. general managers).

Q8. Who is your immediate line manager?

Response	Number of responses	% of all respondents	% of respondents answering question
Medical Director	446	5.1	5.1
Divisional Director	909	10.3	10.5
Clinical Director	5296	60.1	60.9
General Manager	370	4.2	4.3
Other Consultant	1157	13.1	13.3
No one	32	0.4	0.4
Other (please specify below)	488	5.5	5.6
Base (number of respondents answering question)	8698	98.8	100.0
Not answered	110	1.2	-
Total number of respondents answering survey	8808	100.0	-

Q9. How much do you agree or disagree with the following statements on the relationship between management and consultants in your trust?

Q9a: Consultants and non-clinical managers in my trust have a shared sense of purpose.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	469	5.3	5.4
Agree	3658	41.5	41.8
Disagree	2730	31.0	31.2
Strongly disagree	1517	17.2	17.3
Don't know	386	4.4	4.4
Base (number of respondents answering question)	8760	99.5	100.0
Not answered	48	0.5	-
Total number of respondents answering survey	8808	100.0	-

Q9b. Consultants and clinical managers in my trust have a shared sense of purpose.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	1222	13.9	14.1
Agree	5296	60.1	61.1
Disagree	1428	16.2	16.5
Strongly disagree	512	5.8	5.9
Don't know	215	2.4	2.5
Base (number of respondents answering question)	8673	98.5	100.0
Not answered	135	1.5	-
Total number of respondents answering survey	8808	100.0	-

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Q9c. How would you describe the current relationship between the Medical Director and the consultants in your trust?

Response	Number of responses	% of all respondents	% of respondents answering question
Very positive	1313	14.9	15.0
Fairly positive	4324	49.1	49.4
Fairly negative	1703	19.3	19.4
Very negative	599	6.8	6.8
Don't know	817	9.3	9.3
Base (number of respondents answering question)	8756	99.4	100.0
Not answered	52	0.6	-
Total number of respondents answering survey	8808	100.0	-

Q10. How would you describe the level of collaboration between the following groups in your trust in meeting its objectives?

Q10a. Between non-clinical managers and consultants?

Response	Number of responses	% of all respondents	% of respondents answering question
Very high	454	5.2	5.2
Quite high	3283	37.3	37.5
Quite low	3125	35.5	35.7
Very low	1456	16.5	16.6
Don't know	447	5.1	5.1
Base (number of respondents answering question)	8765	99.5	100.0
Not answered	43	0.5	-
Total number of respondents answering survey	8808	100.0	-

Q10b. Between clinical managers and consultants?

Response	Number of responses	% of all respondents	% of respondents answering question
Very high	1114	12.6	12.7
Quite high	4984	56.6	56.9
Quite low	1968	22.3	22.5
Very low	421	4.8	4.8
Don't know	265	3.0	3.0
Base (number of respondents answering question)	8752	99.4	100.0
Not answered	56	0.6	-
Total number of respondents answering survey	8808	100.0	-

Job satisfaction

Q11. Please answer the following questions on your job satisfaction:

Q11a. I am enthusiastic about my job.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	3558	40.4	40.6
Agree	4000	45.4	45.6
Disagree	860	9.8	9.8
Strongly disagree	301	3.4	3.4
Don't know	45	.5	.5
Base (number of respondents answering question)	8764	99.5	100.0
Not answered	44	0.5	-
Total number of respondents answering survey	8808	100.0	-

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Q11b. My trust motivates me to achieve its objectives.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	608	6.9	7.0
Agree	2980	33.8	34.3
Disagree	3173	36.0	36.5
Strongly disagree	1690	19.2	19.4
Don't know	240	2.7	2.8
Base (number of respondents answering question)	8691	98.7	100.0
Not answered	117	1.3	-
Total number of respondents answering survey	8808	100.0	-

Q11c. Overall how would you rate your level of morale?

Response	Number of responses	% of all respondents	% of respondents answering question
Very high	825	9.4	9.4
Quite high	4033	45.8	46.0
Quite low	2837	32.2	32.3
Very low	917	10.4	10.5
Don't know	159	1.8	1.8
Base (number of respondents answering question)	8771	99.6	100.0
Not answered	37	0.4	-
Total number of respondents answering survey	8808	100.0	-

Management of consultants

Q12. How much do you agree or disagree with the following statements on the management of consultants in your trust?

Q12a. Non-clinical managers have the right skills to get the best out of consultants.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	96	1.1	1.1
Agree	1654	18.8	18.9
Disagree	3901	44.3	44.5
Strongly disagree	2500	28.4	28.5
Don't know	609	6.9	7.0
Base (number of respondents answering question)	8760	99.5	100.0
Not answered	48	0.5	-
Total number of respondents answering survey	8808	100.0	-

Q12b. Clinical managers have the right skills to get the best out of consultants.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	621	7.1	7.1
Agree	4726	53.7	54.1
Disagree	2347	26.6	26.9
Strongly disagree	599	6.8	6.9
Don't know	438	5.0	5.0
Base (number of respondents answering question)	8731	99.1	100.0
Not answered	77	0.9	-
Total number of respondents answering survey	8808	100.0	-

Q13. How easy or difficult is it for the following managers in your trust to challenge the performance of consultants:

Q13a. Non-clinical managers?

Response	Number of responses	% of all respondents	% of respondents answering question
Very easy	826	9.4	9.4
Quite easy	2976	33.8	34.0
Quite difficult	2697	30.6	30.8
Very difficult	1064	12.1	12.1
Don't know	1202	13.6	13.7
Base (number of respondents answering question)	8765	99.5	100.0
Not answered	43	0.5	-
Total number of respondents answering survey	8808	100.0	-

Q13b. Clinical managers?

Response	Number of responses	% of all respondents	% of respondents answering question
Very easy	1121	12.7	12.8
Quite easy	4041	45.9	46.2
Quite difficult	2428	27.6	27.7
Very difficult	395	4.5	4.5
Don't know	768	8.7	8.8
Base (number of respondents answering question)	8753	99.4	100.0
Not answered	55	0.6	-
Total number of respondents answering survey	8808	100.0	-

Monitoring your performance

This section asks a series of questions on the monitoring and evaluation of your performance.

Q14. Have you had a formal appraisal in the last 12 months?

Response	Number of responses	% of all respondents	% of respondents answering question
Yes	8008	90.9	91.5
No	747	8.5	8.5
Base (number of respondents answering question)	8755	99.4	100.0
Not answered	53	0.6	-
Total number of respondents answering survey	8808	100.0	-

Q15. How much do you agree or disagree with the following questions on performance monitoring in your trust?

Q15a. I think that my performance is evaluated fairly.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	1081	12.3	12.3
Agree	5569	63.2	63.6
Disagree	1202	13.6	13.7
Strongly disagree	327	3.7	3.7
Don't know	579	6.6	6.6
Base (number of respondents answering question)	8758	99.4	100.0
Not answered	50	0.6	-
Total number of respondents answering survey	8808	100.0	-

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Q15b. Overall, the level of monitoring of my performance is reasonable.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	872	9.9	10.0
Agree	5669	64.4	64.8
Disagree	1379	15.7	15.8
Strongly disagree	343	3.9	3.9
Don't know	490	5.6	5.6
Base (number of respondents answering question)	8753	99.4	100.0
Not answered	55	.6	-
Total number of respondents answering survey	8808	100.0	-

Q15c. Improving my performance relative to my peers motivates me.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	1304	14.8	14.9
Agree	4454	50.6	50.9
Disagree	2245	25.5	25.7
Strongly disagree	423	4.8	4.8
Don't know	318	3.6	3.6
Base (number of respondents answering question)	8744	99.3	100.0
Not answered	64	0.7	-
Total number of respondents answering survey	8808	100.0	-

Q15d. My trust holds me to account for my performance.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	783	8.9	9.0
Agree	5076	57.6	58.1
Disagree	1972	22.4	22.6
Strongly disagree	282	3.2	3.2
Don't know	627	7.1	7.2
Base (number of respondents answering question)	8740	99.2	100.0
Not answered	68	0.8	-
Total number of respondents answering survey	8808	100.0	-

Q15e. Performance information in my trust is of sufficient quality to accurately assess my performance.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	275	3.1	3.1
Agree	2064	23.4	23.6
Disagree	3257	37.0	37.2
Strongly disagree	2547	28.9	29.1
Don't know	601	6.8	6.9
Base (number of respondents answering question)	8744	99.3	100.0
Not answered	64	0.7	-
Total number of respondents answering survey	8808	100.0	-

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Q15f. Overall, monitoring of consultants performance in my trust is helping to improve services.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	241	2.7	2.8
Agree	2367	26.9	27.0
Disagree	3397	38.6	38.8
Strongly disagree	1449	16.5	16.5
Don't know	1304	14.8	14.9
Base (number of respondents answering question)	8758	99.4	100.0
Not answered	50	0.6	-
Total number of respondents answering survey	8808	100.0	-

Part C: Job planning

The job planning process

Q16a. Do you have a formal job plan for the current year?

Response	Number of responses	% of all respondents	% of respondents answering question
Yes	7725	87.7	88.1
No	1041	11.8	11.9
Base (number of respondents answering question)	8766	99.5	100.0
Not answered	42	0.5	-
Total number of respondents answering survey	8808	100.0	-

Q16b. Has your job plan been reviewed in the last 12 months?

Response	Number of responses	% of all respondents	% of respondents answering question
Yes	7180	81.5	82.1
No	1566	17.8	17.9
Base (number of respondents answering question)	8746	99.3	100.0
Not answered	62	0.7	-
Total number of respondents answering survey	8808	100.0	-

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Q17. For your last job plan review, who did you agree your job plan with?

Please tick all that apply.

Response	Number of responses	% of cases
Medical Director	923	10.7
Divisional Director	1712	19.9
Clinical Director	5784	67.3
General Manager	1297	15.1
I do not have a job plan	241	2.8
Other	1078	12.5
Base (number of respondents answering question)	8600	96.7
Not answered	208	2.4
Total number of respondents answering survey	8808	100

Q18. How much do you agree with the following statements about the job planning process?

Q18a. My line manager has been provided with sufficient training on job planning for consultants.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	580	6.6	6.6
Agree	3947	44.8	45.0
Disagree	1789	20.3	20.4
Strongly disagree	616	7.0	7.0
Does not apply to me	82	.9	.9
Don't know	1752	19.9	20.0
Base (number of respondents answering question)	8766	99.5	100.0
Not answered	42	0.5	-
Total number of respondents answering survey	8808	100.0	-

Q18b. My trust has provided me with sufficient training on job planning.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	337	3.8	3.8
Agree	3199	36.3	36.5
Disagree	3690	41.9	42.2
Strongly disagree	1179	13.4	13.5
Does not apply to me	146	1.7	1.7
Don't know	203	2.3	2.3
Base (number of respondents answering question)	8754	99.4	100.0
Not answered	54	0.6	-
Total number of respondents answering survey	8808	100.0	-

Q18c. My job plan sets out the relationship between my personal objectives and the objectives of my trust.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	322	3.7	3.7
Agree	3969	45.1	45.3
Disagree	3053	34.7	34.9
Strongly disagree	965	11.0	11.0
Does not apply to me	135	1.5	1.5
Don't know	309	3.5	3.5
Base (number of respondents answering question)	8753	99.4	100.0
Not answered	55	0.6	-
Total number of respondents answering survey	8808	100.0	-

Q18d. My job plan objectives reflect information on my clinical outcomes (e.g. readmission rates)

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	160	1.8	1.8
Agree	1643	18.7	18.8
Disagree	3878	44.0	44.3
Strongly disagree	1589	18.0	18.2
Does not apply to me	1019	11.6	11.7
Don't know	457	5.2	5.2
Base (number of respondents answering question)	8746	99.3	100.0
Not answered	62	0.7	-
Total number of respondents answering survey	8808	100.0	-

Q18e. My job plan is informed by my activity information (e.g. finished consultant episodes/spells, outpatient appointments)

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	272	3.1	3.1
Agree	2858	32.4	32.7
Disagree	3046	34.6	34.9
Strongly disagree	1470	16.7	16.8
Does not apply to me	669	7.6	7.7
Don't know	415	4.7	4.8
Base (number of respondents answering question)	8730	99.1	100.0
Not answered	78	0.9	-
Total number of respondents answering survey	8808	100.0	-

Q18f. The achievement of my job plan objectives are assessed during my annual appraisal.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	535	6.1	6.1
Agree	4891	55.5	56.0
Disagree	2029	23.0	23.2
Strongly disagree	760	8.6	8.7
Does not apply to me	177	2.0	2.0
Don't know	348	4.0	4.0
Base (number of respondents answering question)	8740	99.2	100.0
Not answered	68	0.8	-
Total number of respondents answering survey	8808	100.0	-

Key job plan components

Q19a. In the last 12 months, on average how many Programmed Activities (PAs) per week in the following categories were you paid for?

If you do not have the exact information, please provide your best estimate.

Type of Programmed Activity	Statistics		Sample		
	Mean	Median	Number of responses (N)	Number of non-responses	Total
i. Direct Clinical Care	8.23	8.00	8572	236	8808
ii. Supporting Professional Activities	2.30	2.00	8532	276	8808
iii. Additional NHS responsibilities (e.g. clinical director)	0.62	0.00	5715	3093	8808
iv. External duties (e.g. trade union duties or royal college work)	0.18	0.00	4766	4042	8808
v. Other*	0.56	0.00	3215	5593	8808

Q19b. In the last 12 months, on average how many Programmed Activities (PAs) per week in the following categories did you work but were not paid for?

If you do not have the exact information, please provide your best estimate.

Type of Programmed Activity	Statistics		Sample		
	Mean	Median	Number of responses (N)	Number of non-responses	Total
i. Direct Clinical Care	1.46	1.00	6991	1817	8808
ii. Supporting Professional Activities	0.85	1.00	6551	2257	8808
iii. Additional NHS responsibilities (e.g. clinical director)	0.44	0.00	5219	3589	8808
iv. External duties (e.g. trade union duties or royal college work)	0.37	0.00	5102	3706	8808
v. Other*	0.22	0.00	2898	5910	8808

Q20. To what extent do you agree or disagree with the following statements about your job plan?

Q20a. My current job plan reflects the time I need to provide good quality patient care.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	478	5.4	5.5
Agree	4699	53.3	53.7
Disagree	2540	28.8	29.0
Strongly disagree	848	9.6	9.7
Does not apply to me	95	1.1	1.1
Don't know	86	1.0	1.0
Base (number of respondents answering question)	8746	99.3	100.0
Not answered	62	0.7	-
Total number of respondents answering survey	8808	100.0	-

Q20b. My current job plan reflects the time I need to update my professional knowledge (e.g. SPA time).

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	349	4.0	4.0
Agree	3852	43.7	44.1
Disagree	2955	33.5	33.8
Strongly disagree	1425	16.2	16.3
Does not apply to me	83	.9	.9
Don't know	76	.9	.9
Base (number of respondents answering question)	8740	99.2	100.0
Not answered	68	0.8	-
Total number of respondents answering survey	8808	100.0	-

Q20c. My current job plan reflects the time I need to undertake additional NHS responsibilities (e.g. clinical audit lead, clinical tutor).

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	196	2.2	2.2
Agree	2462	28.0	28.3
Disagree	3207	36.4	36.8
Strongly disagree	1401	15.9	16.1
Does not apply to me	1263	14.3	14.5
Don't know	186	2.1	2.1
Base (number of respondents answering question)	8715	98.9	100.0
Not answered	93	1.1	-
Total number of respondents answering survey	8808	100.0	-

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Q20d. My current job plan reflects the time I need to support external duties (e.g. Royal College roles).

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	137	1.6	1.6
Agree	1725	19.6	19.9
Disagree	2321	26.4	26.8
Strongly disagree	1062	12.1	12.3
Does not apply to me	3044	34.6	35.1
Don't know	376	4.3	4.3
Base (number of respondents answering question)	8665	98.4	100.0
Not answered	143	1.6	-
Total number of respondents answering survey	8808	100.0	-

Q21. For each of the activity areas listed below, please indicate whether the number of Programmed Activities your trust pays you for has increased, decreased or not changed over the last 12 months?

Q21a. Overall total number of Programmed Activities

Response	Number of responses	% of all respondents	% of respondents answering question
Increased	893	10.1	10.3
No change	6432	73.0	73.9
Decreased	1095	12.4	12.6
Does not apply to me	216	2.5	2.5
Don't know	62	0.7	0.7
Base (number of respondents answering question)	8698	98.8	100.0
Not answered	110	1.2	-
Total number of respondents answering survey	8808	100.0	-

Q21b. Direct Clinical Care

Response	Number of responses	% of all respondents	% of respondents answering question
Increased	1112	12.6	12.8
No change	6409	72.8	73.8
Decreased	874	9.9	10.1
Does not apply to me	217	2.5	2.5
Don't know	71	0.8	0.8
Base (number of respondents answering question)	8683	98.6	100.0
Not answered	125	1.4	-
Total number of respondents answering survey	8808	100.0	-

Q21c. Supporting Professional Activities

Response	Number of responses	% of all respondents	% of respondents answering question
Increased	261	3.0	3.0
No change	6647	75.5	76.9
Decreased	1429	16.2	16.5
Does not apply to me	235	2.7	2.7
Don't know	74	0.8	0.9
Base (number of respondents answering question)	8646	98.2	100.0
Not answered	162	1.8	-
Total number of respondents answering survey	8808	100.0	-

Q21d. Additional NHS responsibilities (e.g. clinical director)

Response	Number of responses	% of all respondents	% of respondents answering question
Increased	507	5.8	6.1
No change	5054	57.4	60.4
Decreased	389	4.4	4.6
Does not apply to me	2267	25.7	27.1
Don't know	149	1.7	1.8
Base (number of respondents answering question)	8366	95.0	100.0
Not answered	442	5.0	-
Total number of respondents answering survey	8808	100.0	-

Q21e. External duties (e.g. trade union duties or royal college work)

Response	Number of responses	% of all respondents	% of respondents answering question
Increased	160	1.8	2.0
No change	4782	54.3	58.3
Decreased	261	3.0	3.2
Does not apply to me	2833	32.2	34.5
Don't know	169	1.9	2.1
Base (number of respondents answering question)	8205	93.2	100.0
Not answered	603	6.8	-
Total number of respondents answering survey	8808	100.0	-

Q21f. Other

Response	Number of responses	% of all respondents	% of respondents answering question
Increased	100	1.1	1.8
No change	3202	36.4	56.9
Decreased	79	0.9	1.4
Does not apply to me	2062	23.4	36.7
Don't know	182	2.1	3.2
Base (number of respondents answering question)	5625	63.9	100.0
Not answered	3183	36.1	-
Total number of respondents answering survey	8808	100.0	-

If answered 'increased' or 'decreased' to Q21 above, go to Q22, otherwise go to Q23

Q22. How has the change in the number of Programmed Activities impacted, if at all, on overall clinical outcomes?

Response	Number of responses	% of all respondents	% of respondents answering question
Improved clinical outcomes	308	3.5	9.9
No change in clinical outcomes	1719	19.5	55.4
Worsened clinical outcomes	359	4.1	11.6
Don't know	718	8.2	23.1
Base (number of respondents answering question)	3104	35.2	100.0
Not answered	5704	64.8	-
Total number of respondents answering survey	8808	100.0	-

Q23. Which of the following Supporting Professional Activities, if any, have you undertaken in the last 12 months?

Please select all that apply.

Type of Supporting Professional Activity	Number of responses	% of cases
Continuing professional development	8668	98.9
Participation in training	8117	92.6
Medical/Dental Education	7123	81.3
Audit	7944	90.6
Job planning	6204	70.8
Formal teaching	7743	88.4
Informal teaching	8136	92.8
Research	4369	49.9
Clinical Management	5841	66.6
Local Clinical Governance activities	5806	66.2
Appraisal	6739	76.9
Coaching and mentoring	4942	56.4
Have not undertaken any Supporting Professional Activities	41	0.5
Other	542	6.2
Base (total number of respondents answering question)	8764	99.5

Not answered	44	0.5
Total number of respondents answering survey	8808	100

Q24. How much do you agree or disagree with the following questions on Supporting Professional Activities?

Q24a. I have clear objectives established during the job planning process for my Supporting Professional Activities.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	520	5.9	5.9
Agree	3973	45.1	45.5
Disagree	3293	37.4	37.7
Strongly disagree	730	8.3	8.4
Don't know	225	2.6	2.6
Base (total respondents answering question)	8741	99.2	100.0
Not answered	67	0.8	-
Total number of respondents answering survey	8808	100.0	-

Q24b. My Supporting Professional Activities contribute to improved clinical outcomes.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	2688	30.5	30.7
Agree	5075	57.6	58.0
Disagree	523	5.9	6.0
Strongly disagree	99	1.1	1.1
Don't know	364	4.1	4.2
Base (total respondents answering question)	8749	99.3	100.0
Not answered	59	0.7	-
Total number of respondents answering survey	8808	100.0	-

Q24c. My Supporting Professional Activities contribute to meeting the overall objectives of the trust.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	2321	26.4	26.5
Agree	4929	56.0	56.3
Disagree	686	7.8	7.8
Strongly disagree	110	1.2	1.3
Don't know	703	8.0	8.0
Base (total respondents answering question)	8749	99.3	100.0
Not answered	59	0.7	-
Total number of respondents answering survey	8808	100.0	-

Q25. Which of the following External Duties, if any, have you undertaken over the last 12 months?

Please select all that apply.

Type of External Duty	Number of responses	% of cases
Trade union duties	343	4.2
Undertaking inspections for the Care Quality Commission	57	0.7
Acting as an external member of an Advisory Appointments Committee	1316	16.3
Undertaking assessments for the National Clinical Assessment Authority	92	1.1
Work for the Royal Colleges in the interests of the wider NHS	2393	29.6
Work for a government department	594	7.4
Specified work for the General Medical Council	233	2.9
Have not undertaken any External Duties	3624	44.9
Other	1927	23.9
Base (total number of respondents answering question)	8076	91.7
Not answered	732	8.3
Total number of respondents answering survey	8808	100

Clinical Excellence Awards, On-call and Private Practice

Q26a. Please indicate whether you hold any of the following Clinical Excellence Award(s)?

Please select all that apply.

Response	Number of responses	% of cases
I have an employer-based Clinical Excellence Award	4670	53.7
I have a national Clinical Excellence Award	728	8.4
I do not have a Clinical Excellence Award	3118	35.9
I prefer not to say	192	2.2
Base (total number of respondents answering question)	8695	98.7
Not answered	113	1.3
Total number of respondents answering survey	8808	100

Q26b. How much do you agree or disagree with the following statements on Clinical Excellence Awards?

Q26bi. Employer-based Clinical Excellence Awards accurately reflect exceptional contributions to your trust by consultants, over and above that normally expected in their job.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	881	10.0	10.1
Agree	3118	35.4	35.7
Disagree	2118	24.0	24.2
Strongly disagree	1495	17.0	17.1
Don't know	1127	12.8	12.9
Base (total respondents answering question)	8739	99.2	100.0
Not answered	69	0.8	-
Total number of respondents answering survey	8808	100.0	-

Q26bii. 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.

Response	Number of responses	% of all respondents	% of respondents answering question
Strongly agree	655	7.4	7.6
Agree	2487	28.2	28.8
Disagree	1715	19.5	19.8
Strongly disagree	1070	12.1	12.4
Don't know	2720	30.9	31.5
Base (total respondents answering question)	8647	98.2	100.0
Not answered	161	1.8	-
Total number of respondents answering survey	8808	100.0	-

Q27a. Do you have on-call commitments?

Response	Number of responses	% of all respondents	% of respondents answering question
Yes	7268	82.5	83.1
No	1483	16.8	16.9
Base (total respondents answering question)	8751	99.4	100.0
Not answered	57	0.6	-
Total number of respondents answering survey	8808	100.0	-

Q27b. In your opinion, is there agreement between consultants and your trust's management over what on-call work is classified as category A and category B?

Response	Number of responses	% of all respondents	% of respondents answering question
Yes	4874	55.3	55.8
No	977	11.1	11.2
Don't know	2876	32.7	33.0
Base (total respondents answering question)	8727	99.1	100.0
Not answered	81	0.9	-
Total number of respondents answering survey	8808	100.0	-

Q28a. Do you have any regular non-NHS Private Practice patients?

Response	Number of responses	% of all respondents	% of respondents answering question
Yes	3433	39.0	39.2
No	5263	59.8	60.1
Don't know	65	0.7	0.7
Base (total respondents answering question)	8761	99.5	100.0
Not answered	47	.5	-
Total number of respondents answering survey	8808	100.0	-

If answered 'yes' to Q28a above then go to Q28b, otherwise go to Q29.

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Q28b. Over the last 12 months, on average how many hours per week of non-NHS Private Practice work have you undertaken?

Response	Number of responses	% of all respondents	% of respondents answering question
None	20	0.2	0.6
1 to 5 hours per week	2357	26.8	68.9
6 to 10 hours per week	736	8.4	21.5
11 to 15 hours per week	134	1.5	3.9
16 to 20 hours per week	34	0.4	1.0
21 to 25 hours per week	10	0.1	.3
26 to 30 hours per week	3	0.0	0.1
40 hours per week and above	7	0.1	0.2
Prefer not to say	121	1.4	3.5
Base (total respondents answering question)	3422	38.9	100.0
Not answered	5386	61.1	-
Total number of respondents answering survey	8808	100.0	-

Q29. Please add any other comments relevant to the management of hospital consultants in the space below:

Text box

THANK YOU FOR COMPLETING THIS SURVEY.

