

Tavistock and Portman NHS Foundation Trust

NHS Staff Survey Benchmark report 2022



















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Introduction

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

About this Report





About this report

This benchmark report for Tavistock and Portman NHS Foundation Trust contains results for the 2022 NHS Staff Survey, and historical results back to 2018 where possible. These results are presented in the context of best, average and worst results for similar organisations where appropriate*. Data in this report are weighted** to allow for fair comparisons between organisations.

Please note: Results for Q1, Q10a, Q24d, Q25a-c, Q26a-c, Q27, Q28, Q29, Q30a, Q31a-b, Q32a-b and Q33 are not weighted or benchmarked because these questions ask for demographic or factual information.

Full details of how the data are calculated and weighted are included in the Technical Document, available to download from our results website.

How results are reported

For the 2021 survey onwards the questions in the NHS Staff Survey are aligned to the People Promise. This sets out, in the words of NHS staff, the things that would most improve their working experience, and is made up of seven elements:



In support of this, the results of the NHS Staff Survey are measured against the seven People Promise elements and against two of the themes reported in previous years (Staff Engagement and Morale). The reporting also includes sub-scores, which feed into the People Promise elements and themes. The next slide shows how the People Promise elements, themes and subscores are related and mapped to individual survey questions.

^{*}The data included in this report are weighted to the national benchmarking groups. The figures in this report may be different to the figures produced by your contractor.

^{**}Please see Appendix C for a note on the revision to 2019 historical benchmarking for Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trust benchmarking groups.



People Promise elements, themes and sub-scores





People Promise elements	Sub-scores	Questions
	Compassionate culture	Q6a, Q23a, Q23b, Q23c, Q23d
We are compassionate and inclusive	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15, Q16a, Q16b, Q20
	Inclusion	Q7h, Q7i, Q8b, Q8c
We are recognised and rewarded	No sub-score	Q4a, Q4b, Q4c, Q8d, Q9e
We each have a vaice that counts	Autonomy and control	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b
We each have a voice that counts	Raising concerns	Q19a, Q19b, Q23e, Q23f
	Health and safety climate	Q3g, Q3h, Q3i, Q5a Q11a, Q13d, Q14d
We are safe and healthy	Burnout	Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g
	Negative experiences	Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c
We are always learning	Development	Q22a, Q22b, Q22c, Q22d, Q22e
We are always learning	Appraisals	Q21a*, Q21b, Q21c, Q21d *Q21a is a filter question and therefore influences the sub-score without being a directly scored question.
We work flexibly	Support for work-life balance	Q6b, Q6c, Q6d
we work nexibiy	Flexible working	Q4d
We are a toom	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a
We are a team Line management Q9a, Q9b, Q9c, Q9d		Q9a, Q9b, Q9c, Q9d
Themes	Sub-scores	Questions
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q23a, Q23c, Q23d
	Thinking about leaving	Q24a, Q24b, Q24c
Morale	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a



Report structure





Introduction

This section provides a brief introduction to the report, including how questions map to the People Promise elements, themes and sub-scores, as well as features of the graphs used throughout.

Organisation details

This slide contains **key information** about the NHS organisations participating in this survey and details for your own organisation, such as response rate.

People Promise Elements, Themes and Sub-scores: Overview

This section provides a high-level **overview** of the results for the seven elements of the People Promise and the two themes, followed by the results for each of the **sub-scores** that feed into these measures.

People Promise Elements, Themes and Sub-scores: Trends

This section provides trend results for the seven elements of the People Promise and the two themes, followed by the trend results for each of the sub-scores that feed into these measures.

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score. For example, the Burnout subscore, a higher score (closer to 10) means a lower proportion of staff are experiencing burnout from their work. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Your organisation results are benchmarked against the benchmarking group average, the best scoring organisation and the worst scoring organisation. These graphs are reported as percentages. The meaning of the value is outlined along the y axis. The questions that feed into each sub-score are detailed on slide 5.

The Covid-19 pandemic

This section contains results for the People Promise elements and themes split by staff experience related to the Covid-19 pandemic.

Questions not linked to People Promise

Results for the questions that do not contribute to the result for any People Promise element or theme are included in this section.

Workforce Equality Standards

This section shows that data required for the indicators used in the Workforce Race Equality Standard (WRES) and the Workforce Disability Equality Standard (WDES).

About your respondents

This section provides details of the staff responding to the survey, including their **demographic and other classification questions**.

Appendices

Here you will find:

- > Response rate.
- ➤ Significance testing of the People Promise element and Theme results for 2021 vs 2022.
- Data in the benchmark reports.
- > Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.



Please note, where there are less than 11 responses for a question this data is not shown to protect the confidentiality of staff and reliability of results.

Using the report





Please note this is example data

Key features

Question-level results are always reported as percentages; the **meaning of the value** is outlined along the axis. Summary measures and sub-scores are always on a 0-10pt scale where 10 is the best score attainable.

Question number and text (for summary measure) specified at the top of each slide.

The home icon on each slide is **hyperlinked** and takes you back to the contents page (which is also hyperlinked to each section).



Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is better – in such instances 'Best' is the bottom line in the table.

 Your org
 66.5%
 66.3%

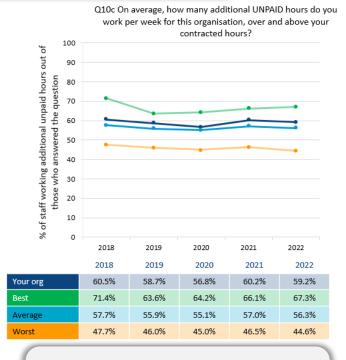
 Best
 76.8%
 76.8%

 Average
 68.0%
 68.7%

 Worst
 61.9%
 62.8%

Number of responses for the organisation for the given question.

Tips on how to read, interpret and use the data are included in the Appendices



'Best', 'Average', and 'Worst' refer to the **benchmarking group's** best, average and worst **results**.

Please note: charts will only display data for the years where an organisation has data. For example, an organisation with two years of trend data will see charts such as q10c with data only in the 2021 and 2022 portions of the chart and table.





Organisation details

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Organisation details





Tavistock and Portman NHS Foundation Trust

Organisation details

Completed questionnaires 335

2022 response rate 43%

Survey details

Survey mode

Online

2022 NHS Staff Survey



This organisation is benchmarked against:

Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts



2022 benchmarking group details

Organisations in group: 51

Median response rate: 50%

No. of completed questionnaires: 115361







People Promise Elements, Themes and sub-score results

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

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People Promise Elements, Themes and Sub-scores: Overview

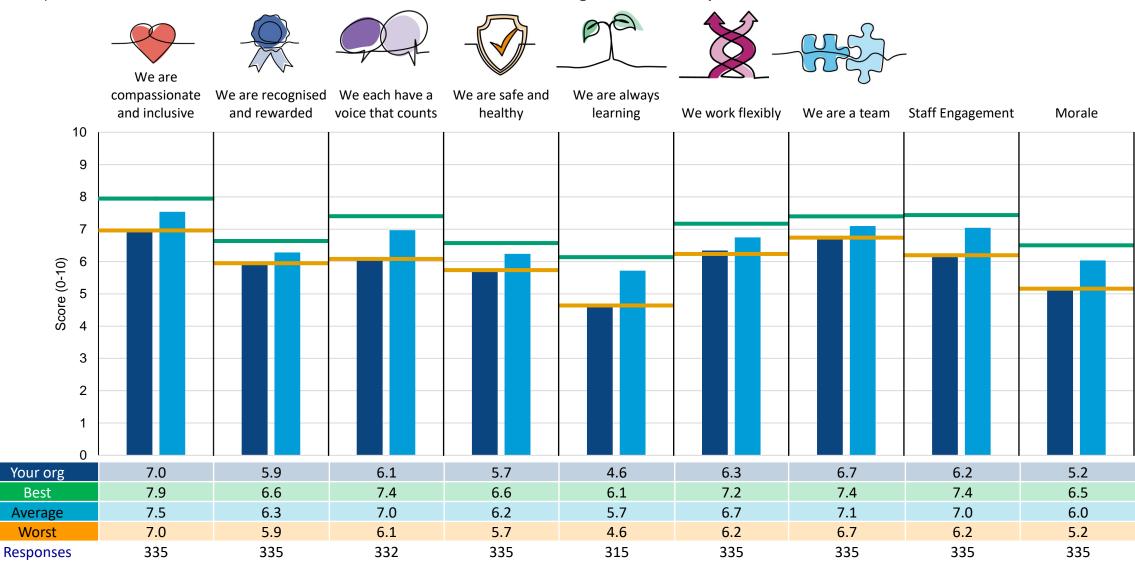
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise Elements and Themes: Overview





All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.





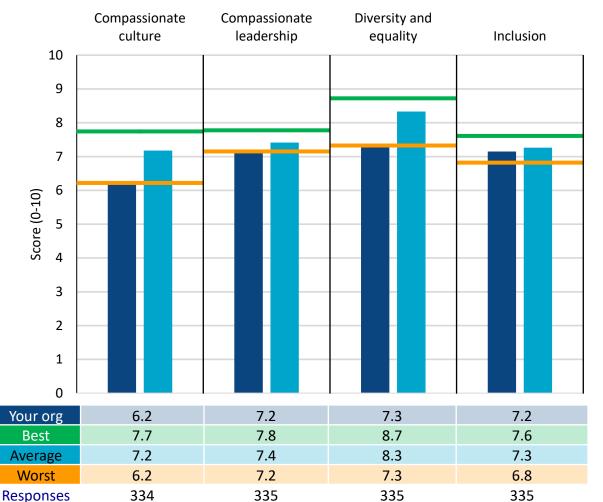




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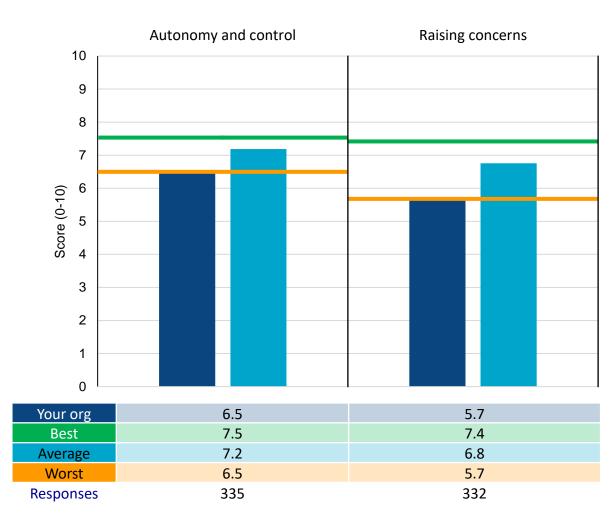


Promise element 1: We are compassionate and inclusive





Promise element 3: We each have a voice that counts









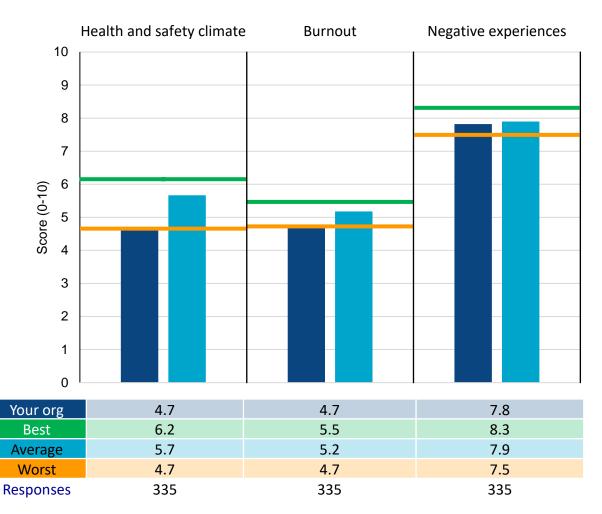
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

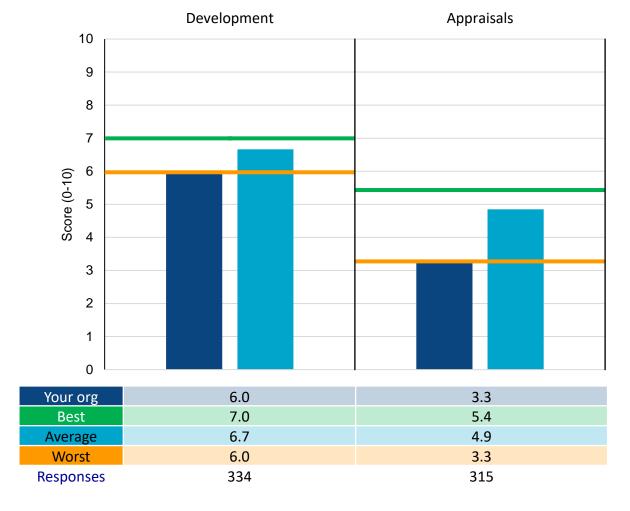


Promise element 4: We are safe and healthy



Promise element 5: We are always learning











All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

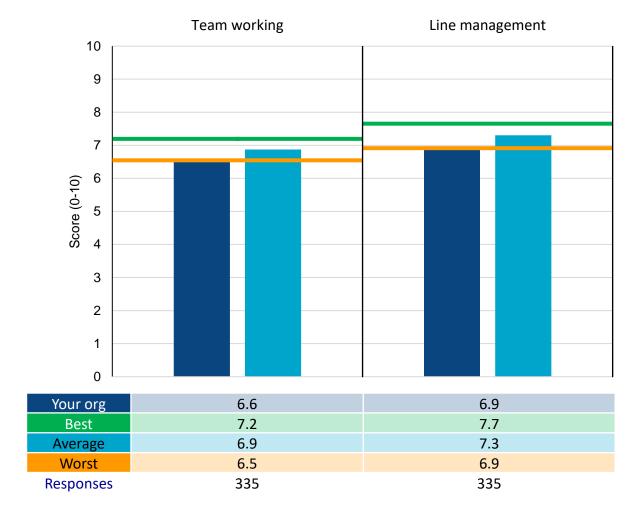


Promise element 6: We work flexibly



Promise element 7: We are a team





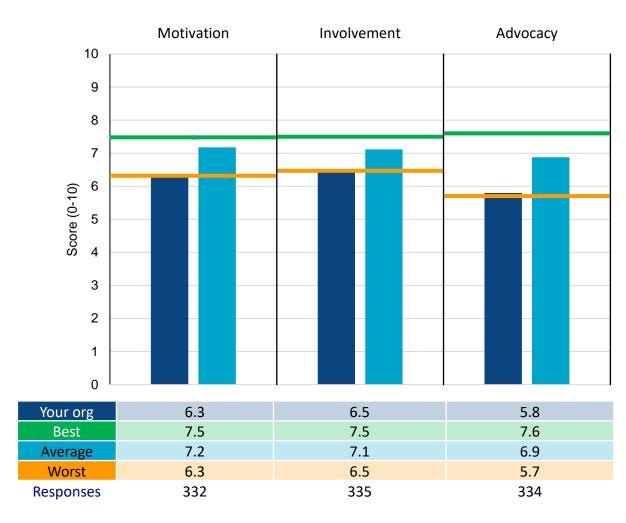




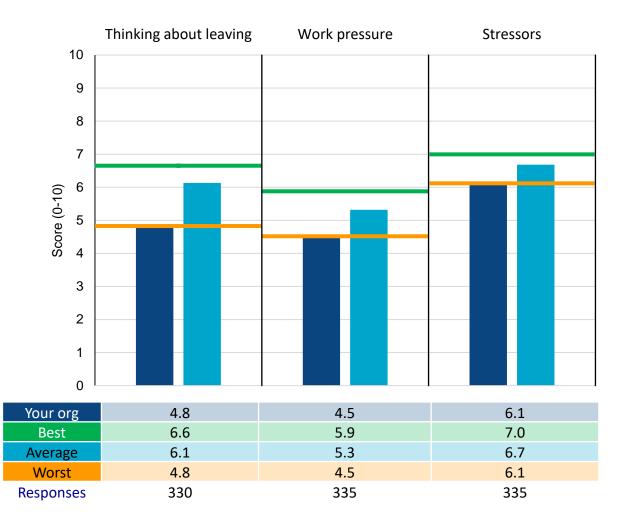


All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



Theme: Morale



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People Promise Elements, Themes and Sub-scores: Trends

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



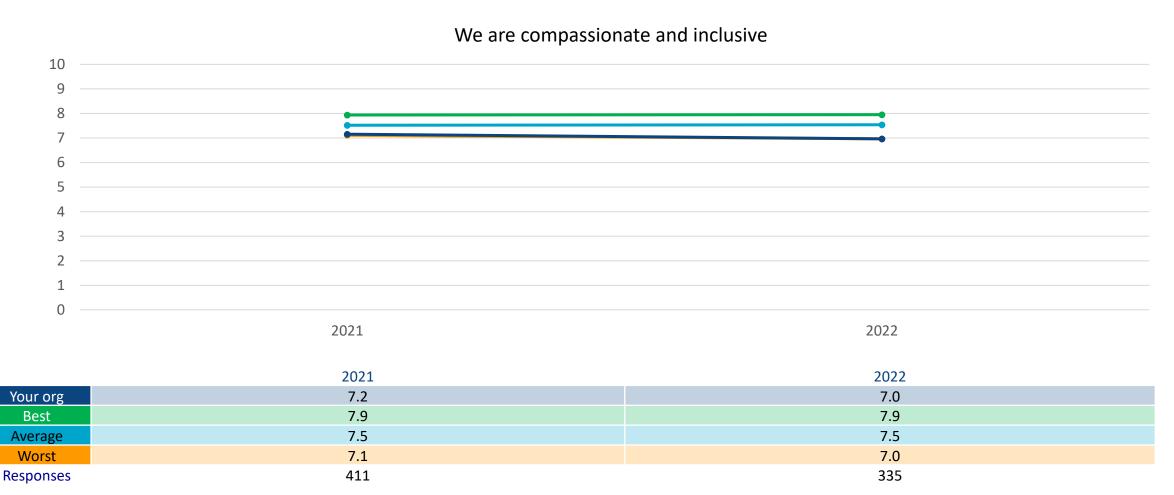




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive





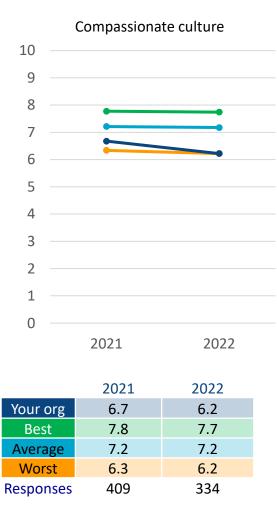


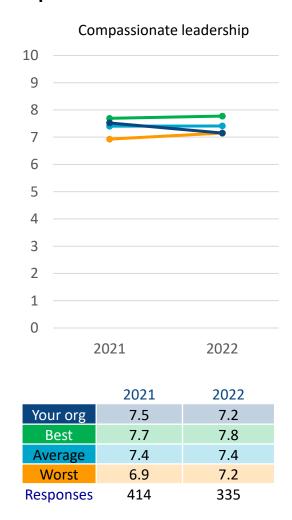


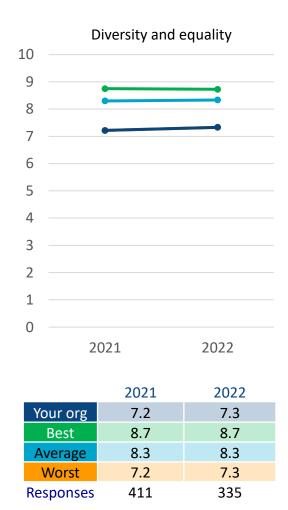
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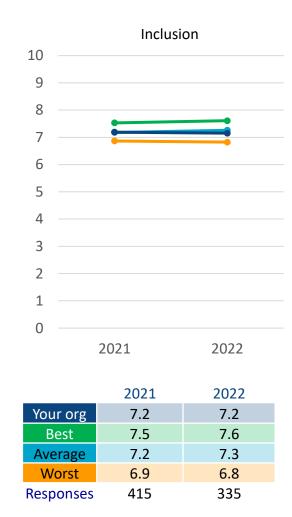


Promise element 1: We are compassionate and inclusive















All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 2: We are recognised and rewarded





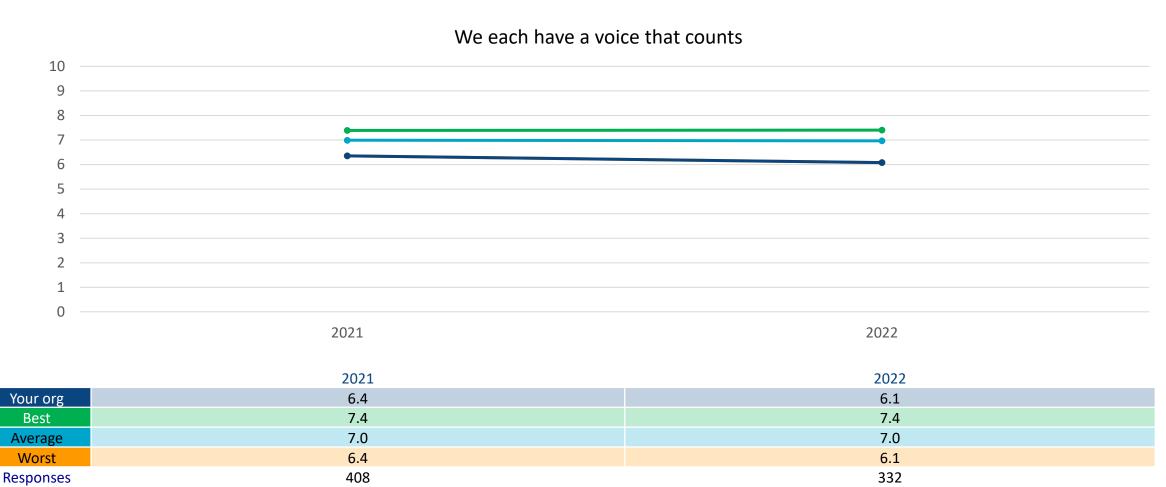




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts





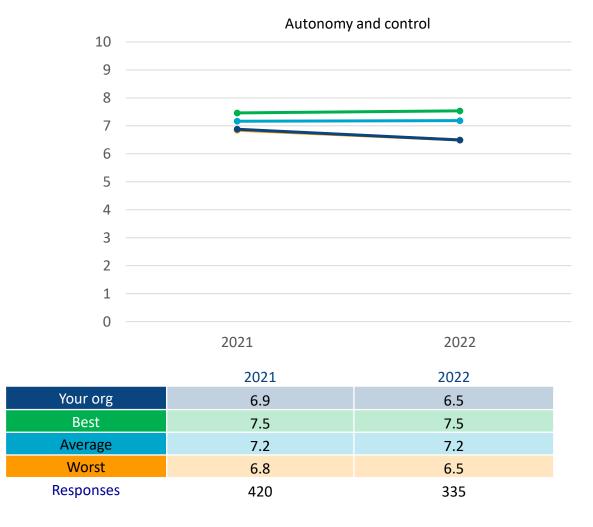




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts











All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy









All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy











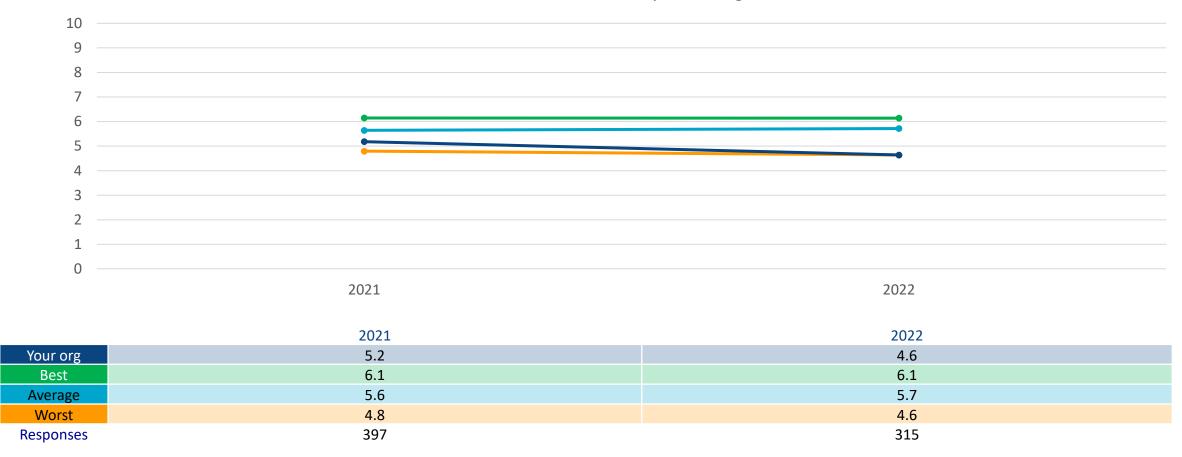


All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 5: We are always learning







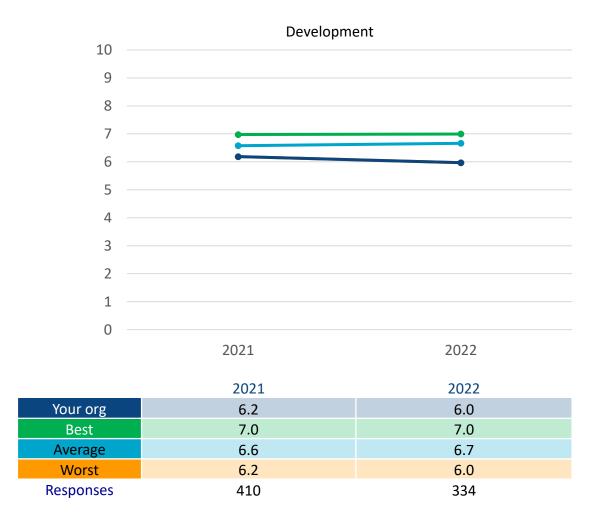


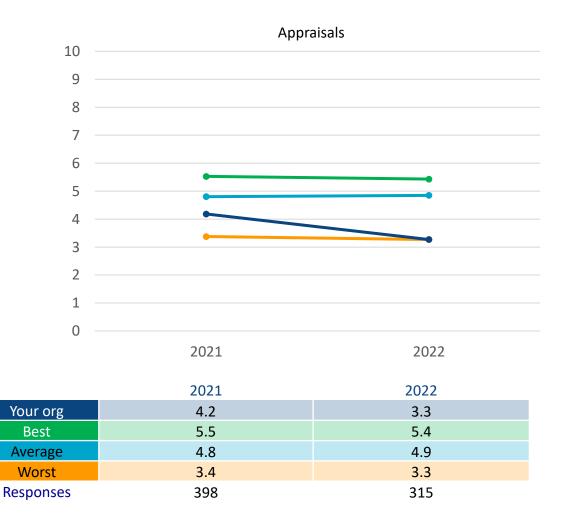


All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 5: We are always learning











All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly





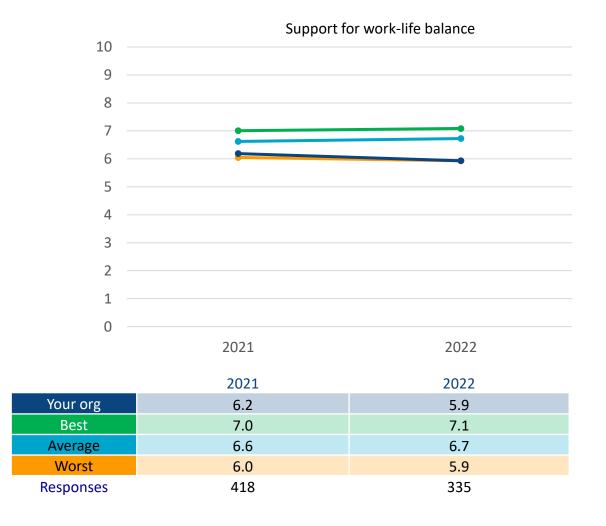




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Promise element 6: We work flexibly







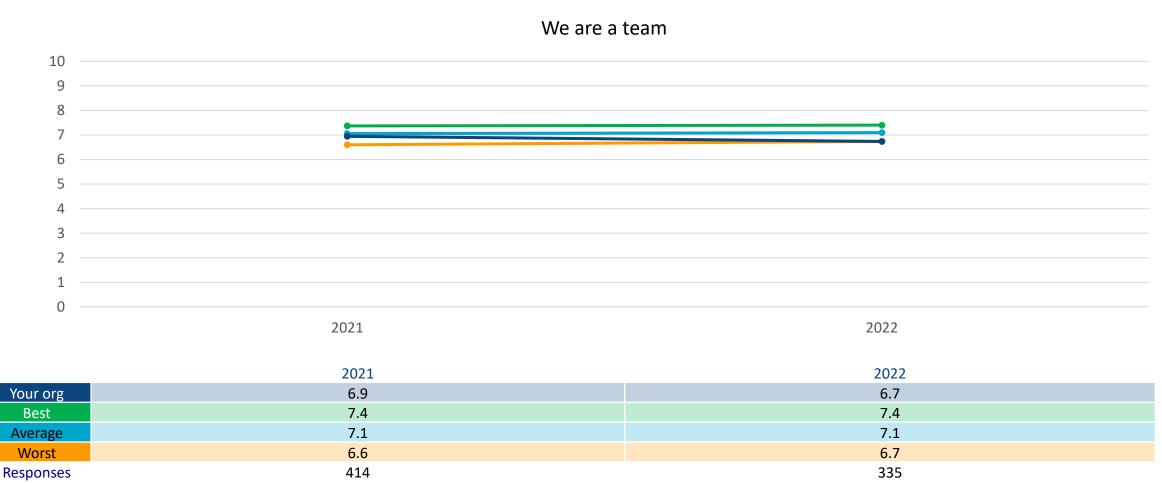




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 7: We are a team







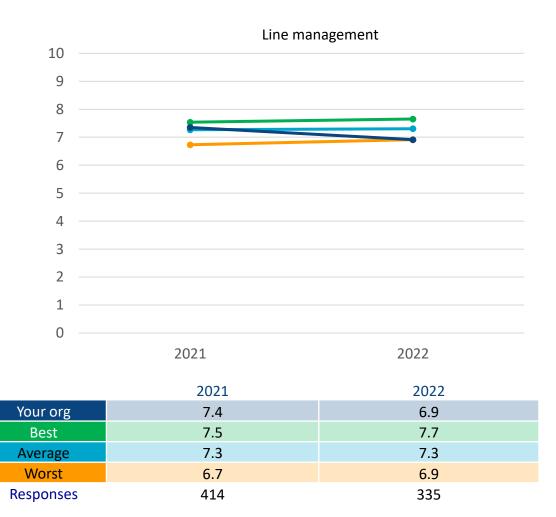


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Promise element 7: We are a team



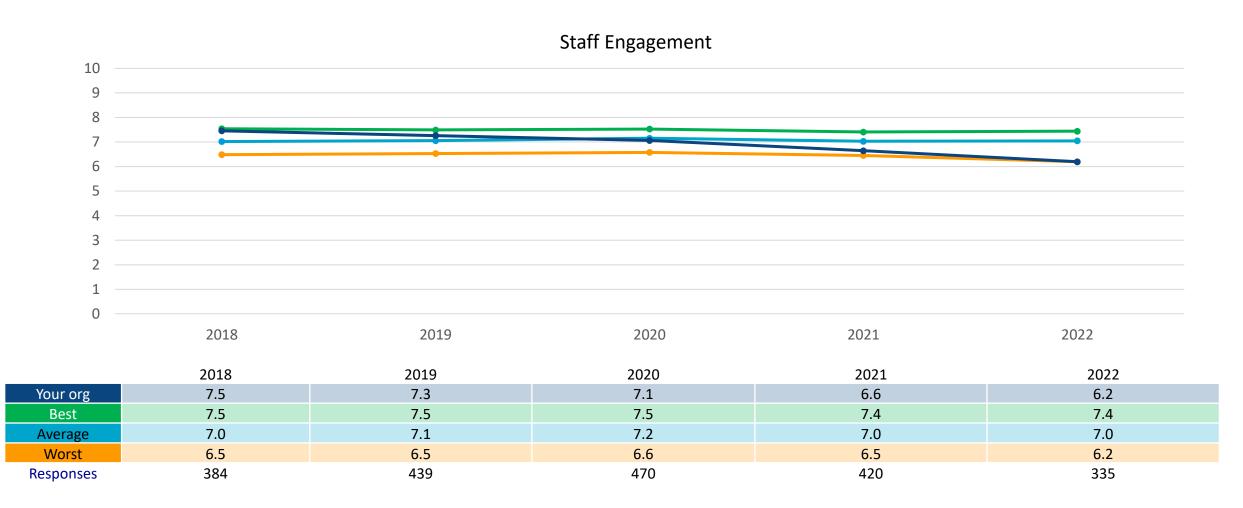






All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement



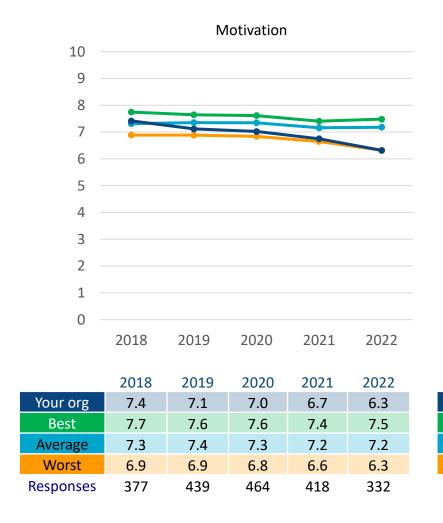


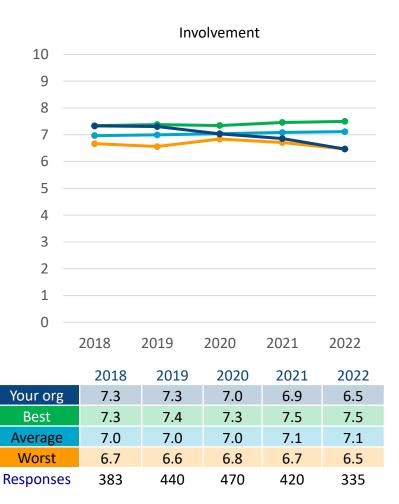


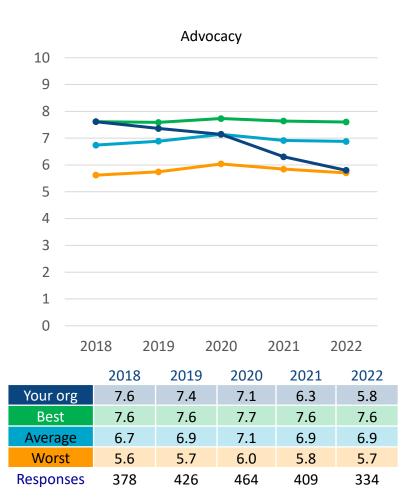


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Theme: Staff Engagement





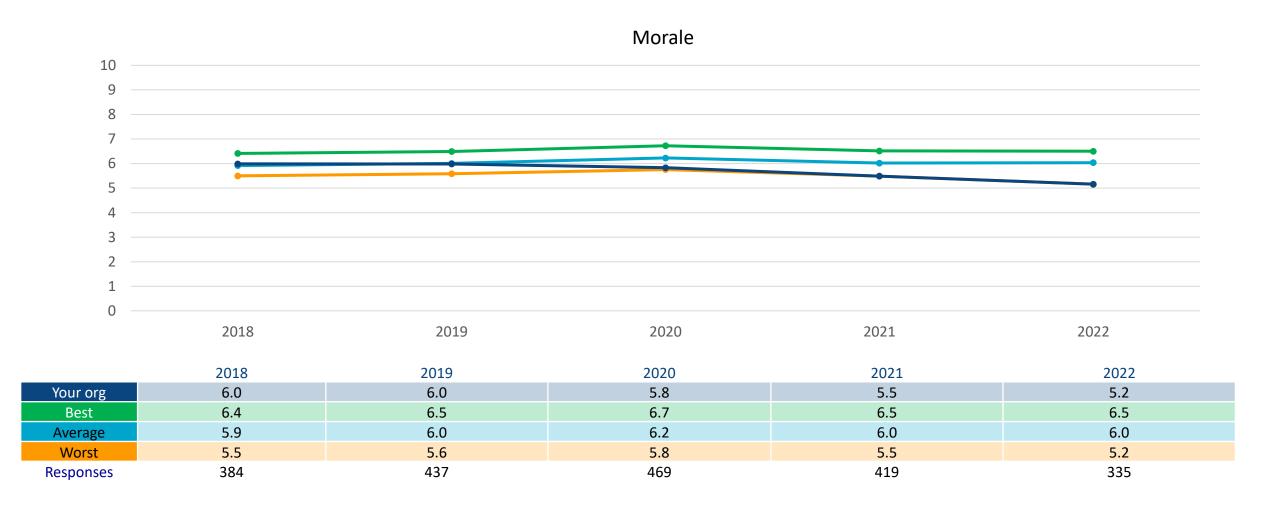






All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale



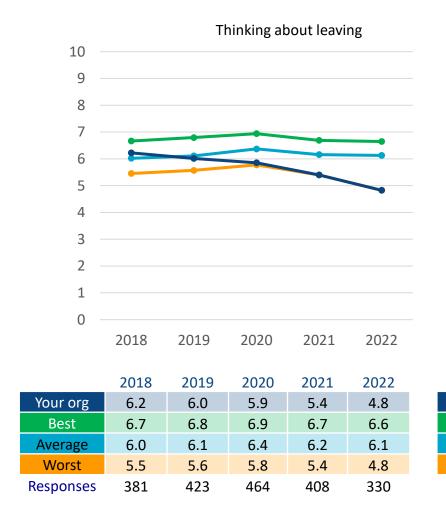


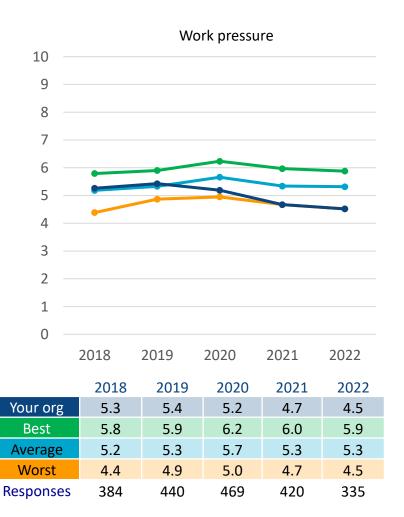




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale







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Covid-19 Classification breakdowns

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Covid-19 classification breakdowns





Covid-19 questions

In the 2022 survey, staff were asked three classification questions relating to their experience during the Covid-19 pandemic:

a. In the past 12 months, have you worked on a Covid-19 specific ward or area at any time?	₁ Yes ₂ No
b. In the past 12 months, have you been redeployed due to the Covid-19 pandemic at any time?	, Yes , No
c. In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic?	1 Yes 2 No

The charts on the following pages show the breakdown of People Promise elements scores for staff answering 'yes' to each of these questions, compared with the results for all staff at your organisation. Results are presented in the context of highest, average and lowest scores for similar organisations.

Comparing your data

To improve overall comparability, the data have been weighted to match the occupation group profile of staff at your organisation to that of the benchmarking group, as in previous charts. However, there may be differences in the occupation group profiles of the individual COVID-19 subgroups. For example, the mix of occupational groups across redeployed staff at your organisation may differ from similar organisations. This difference would not be accounted for by the weighting and therefore may affect the comparability of trend results. As such, a degree of caution is advised when interpreting your results.

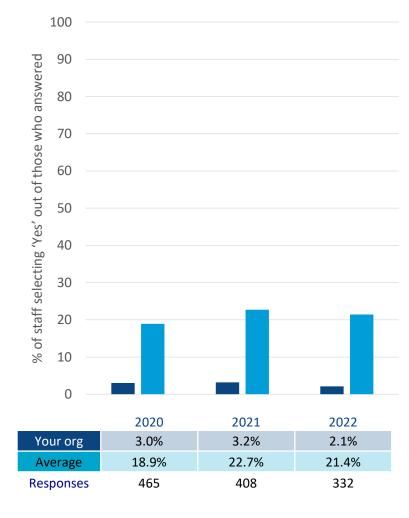
Further information

Results for these groups of staff, including data for individual questions, are also available via the online dashboards. Please note that results presented in these dashboards have not been weighted where no benchmarking takes place and so may vary slightly from those shown in this report.

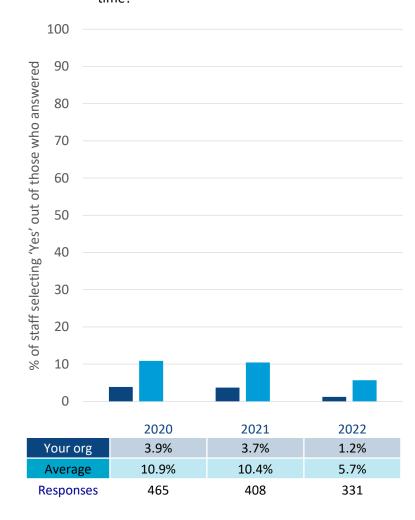




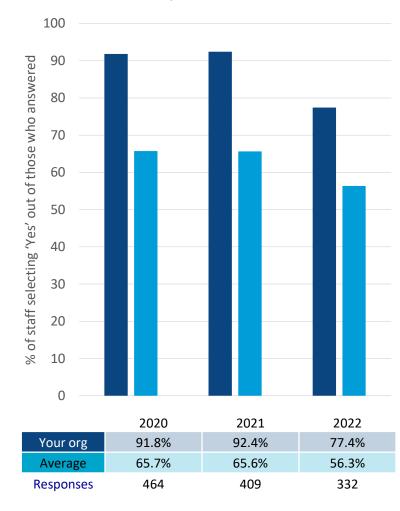
Q25a In the past 12 months, have you worked on a Covid-19 specific ward or area at any time?



Q25b In the past 12 months, have you been redeployed due to the Covid-19 pandemic at any time?



Q25c In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic?





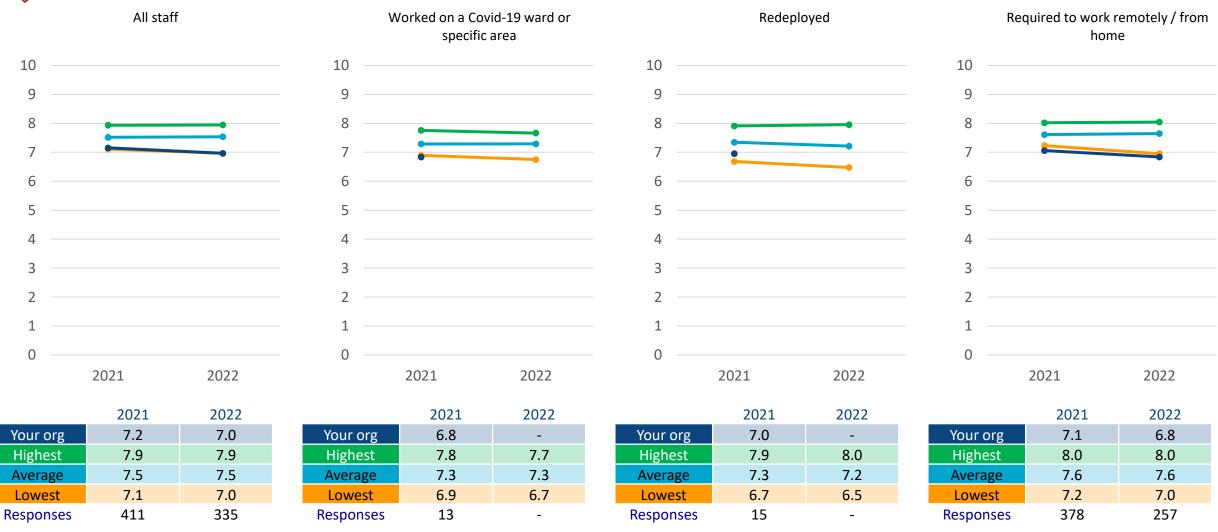




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive





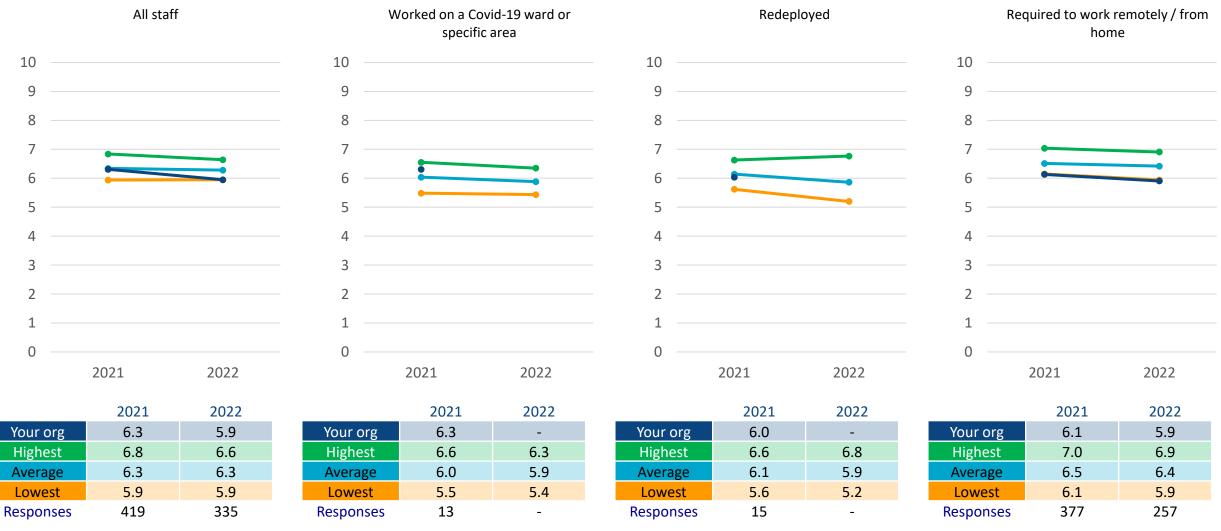




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 2: We are recognised and rewarded









All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts





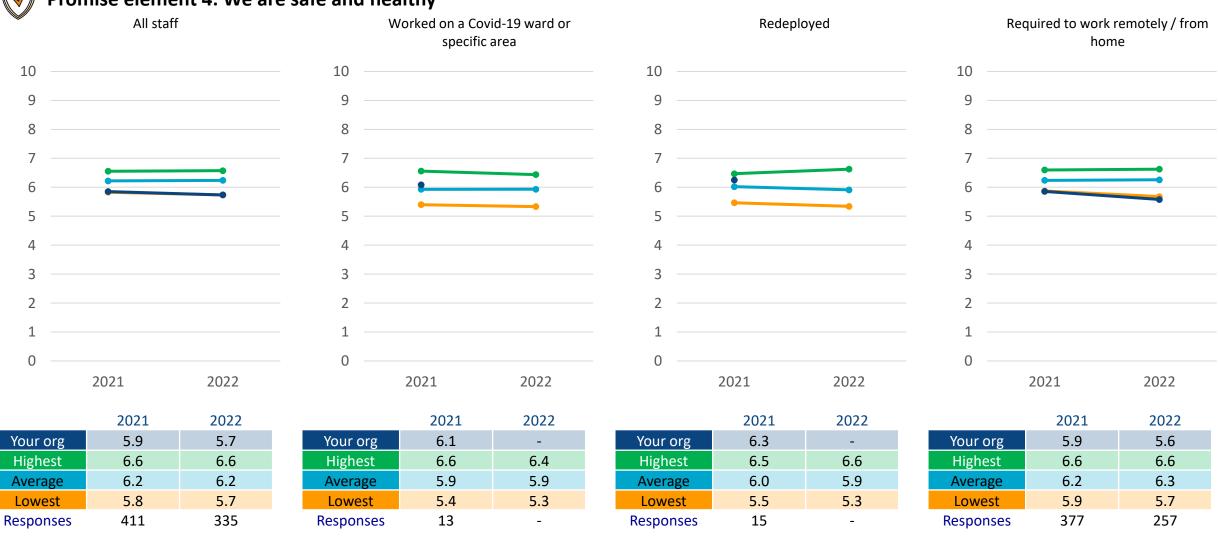




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy





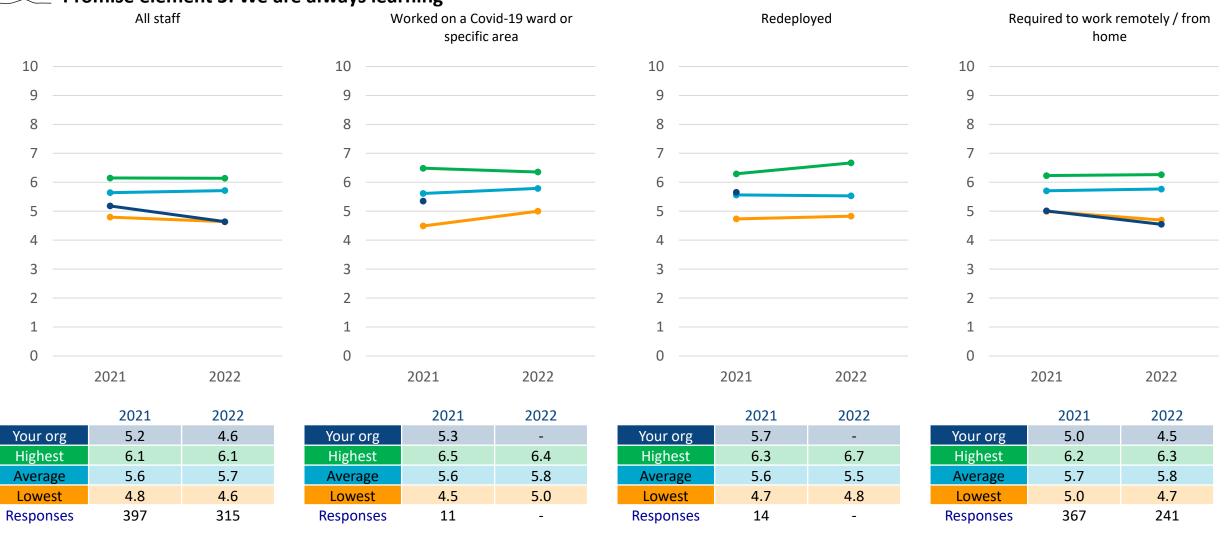




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 5: We are always learning





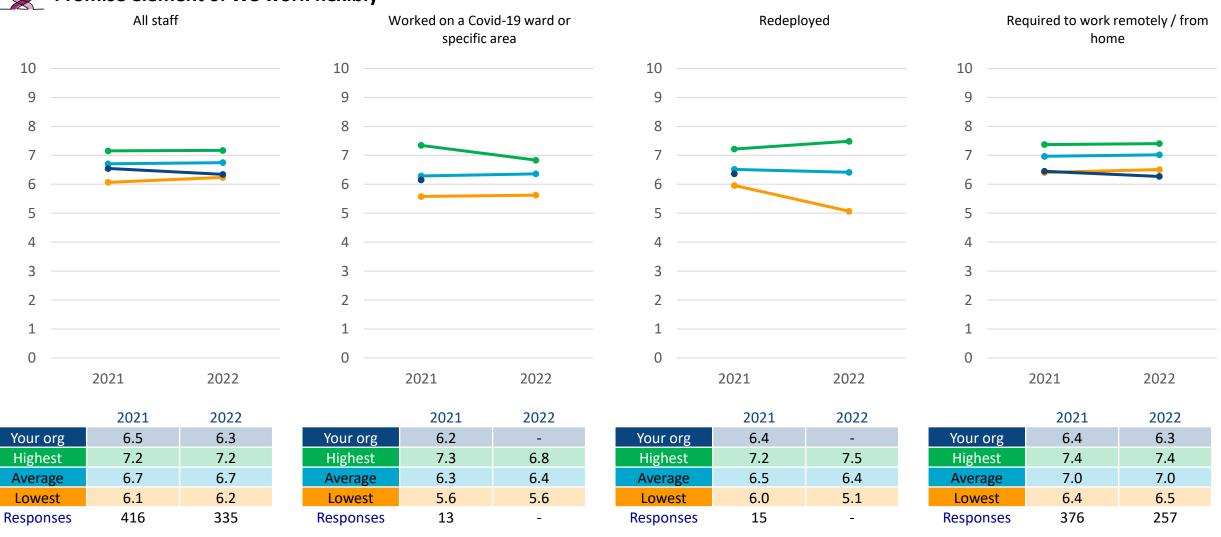




All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly









All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 7: We are a team



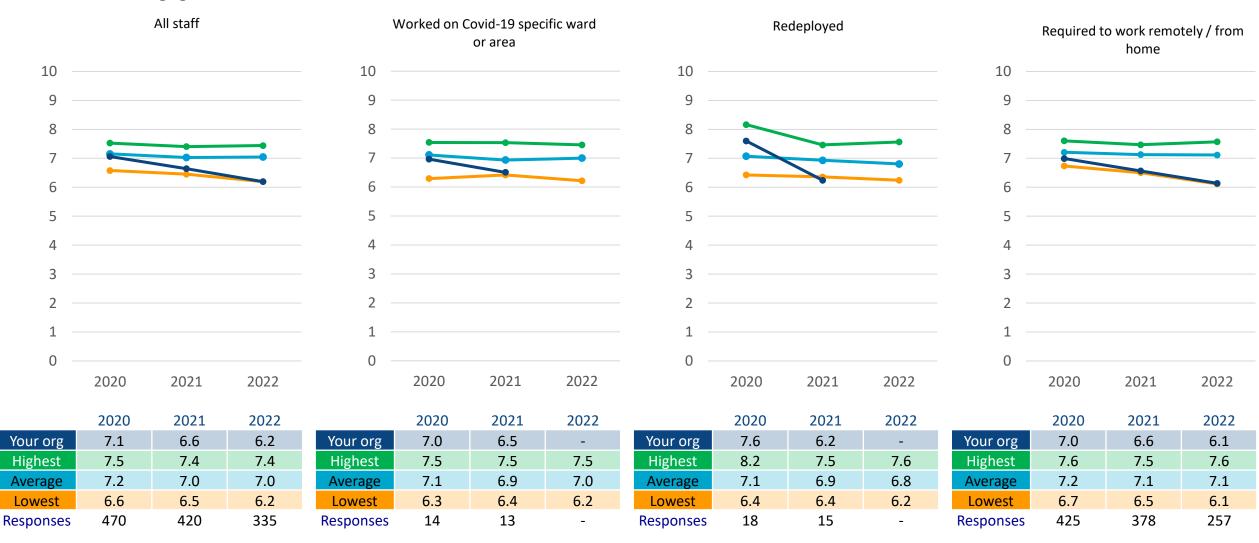






All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement



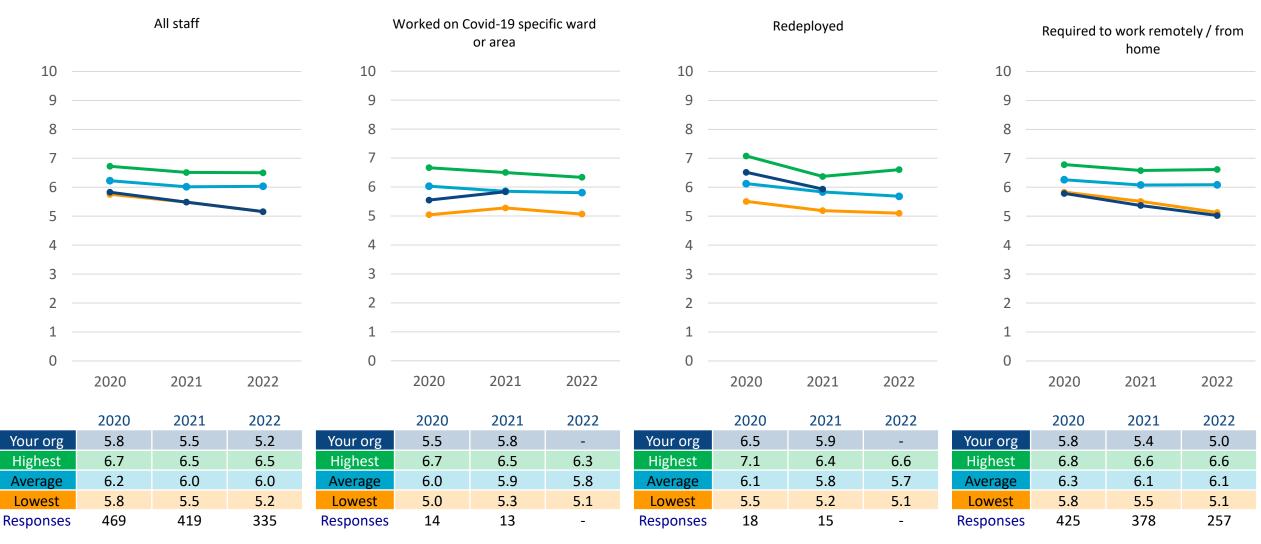






All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale



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People Promise element – We are compassionate and inclusive



Questions included:

Compassionate culture – Q6a, Q23a, Q23b, Q23c, Q23d

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

Diversity and equality – Q15, Q16a, Q16b, Q20

Inclusion – Q7h, Q7i, Q8b, Q8c

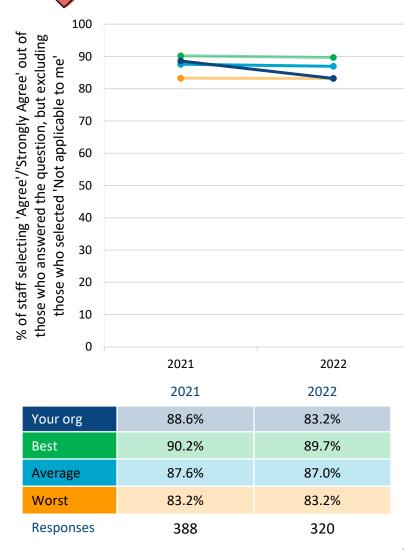
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise elements and theme results – We are compassionate and inclusive: Compassionate culture

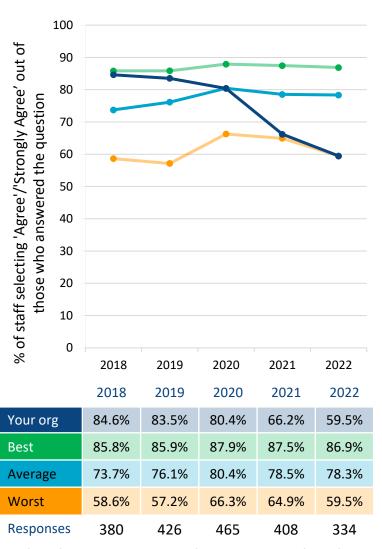




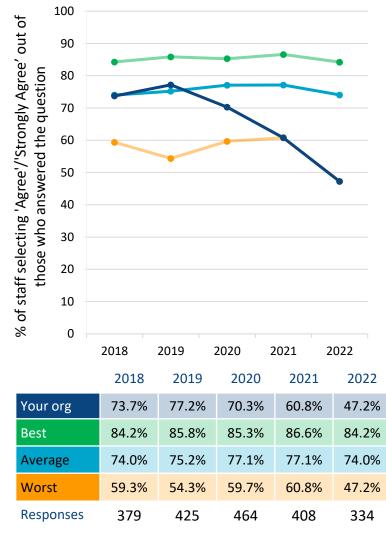
Q6a I feel that my role makes a difference to patients / service users.



Q23a Care of patients / service users is my organisation's top priority.



Q23b My organisation acts on concerns raised by patients / service users.





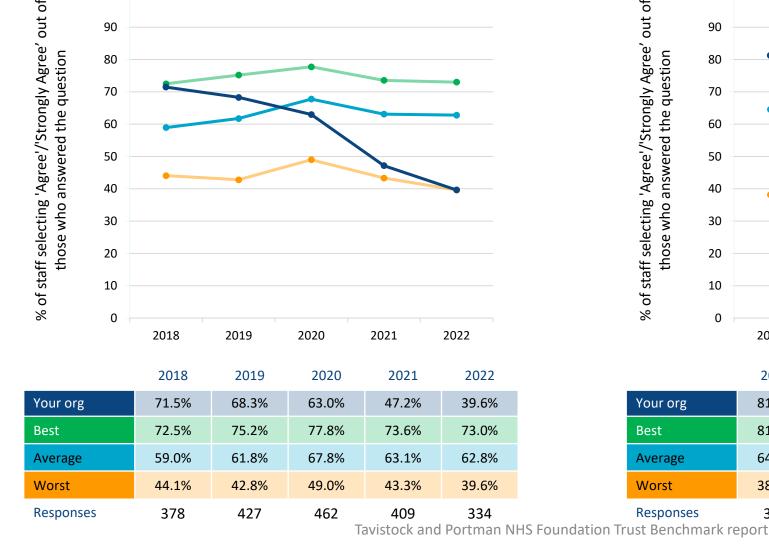




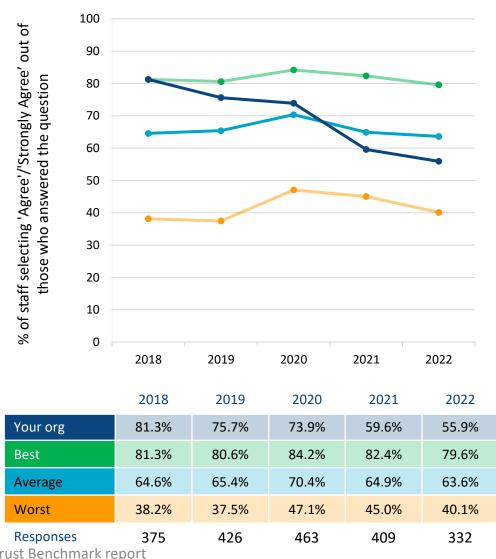
100

Q23c I would recommend my organisation as a place to work.

People Promise elements and theme results — We are compassionate and inclusive: Compassionate culture



Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



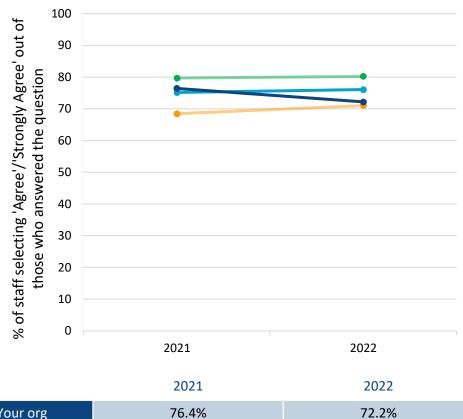
People Promise elements and theme results – We are compassionate and inclusive: Compassionate leadership







Q9f My immediate manager works together with me to come to an understanding of problems.



 Your org
 76.4%
 72.2%

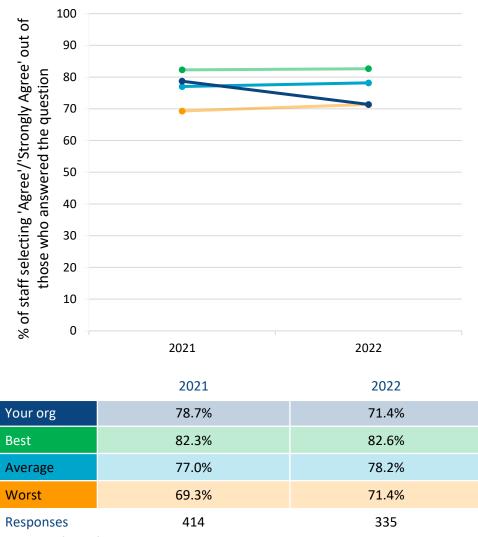
 Best
 79.7%
 80.2%

 Average
 75.2%
 76.1%

 Worst
 68.4%
 71.0%

 Responses
 412
 334

Q9g My immediate manager is interested in listening to me when I describe challenges I face.



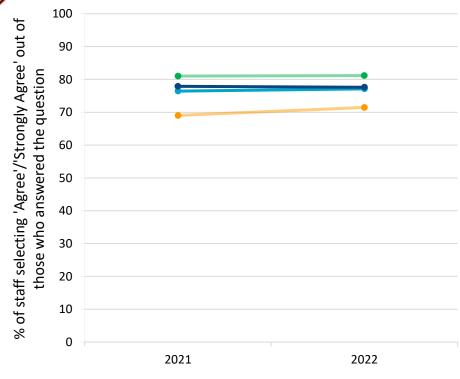


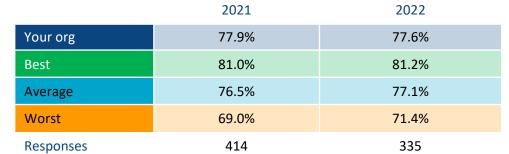




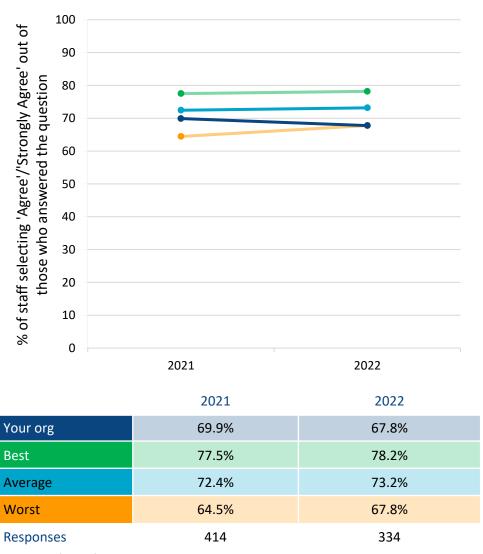


Q9h My immediate manager cares about my concerns.





Q9i My immediate manager takes effective action to help me with any problems I face.



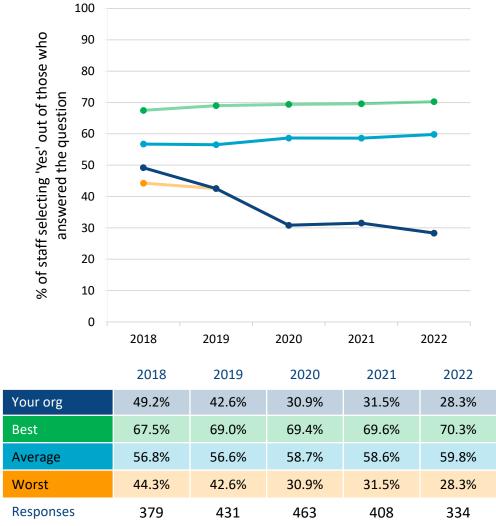


People Promise elements and theme results – We are compassionate and inclusive: Diversity and equality

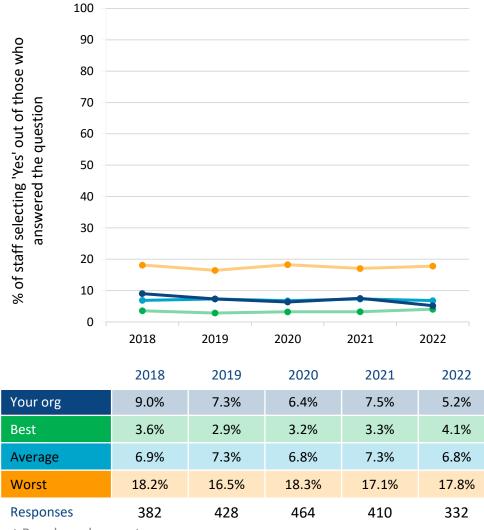




Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



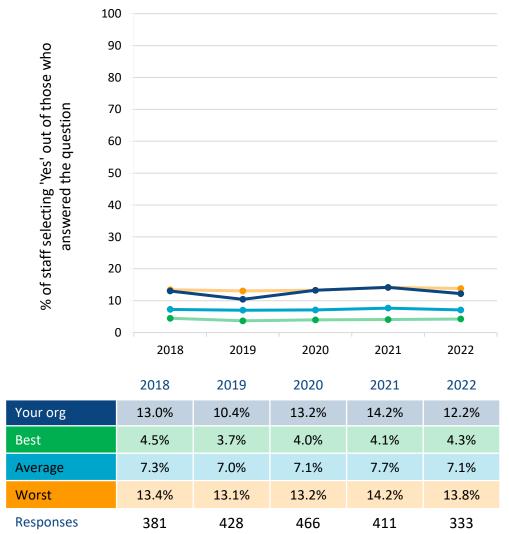




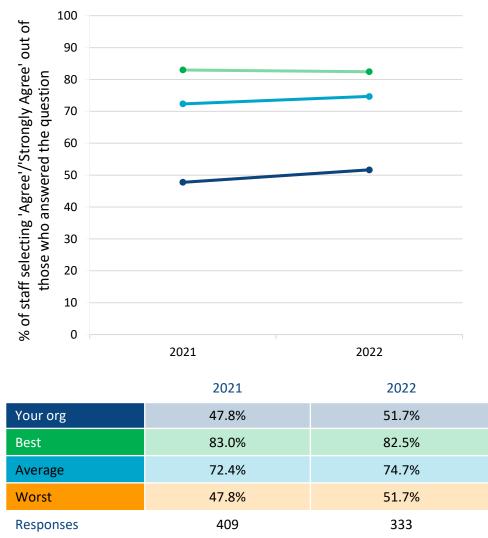




Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



Q20 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



People Promise elements and theme results – We are compassionate and inclusive: Inclusion



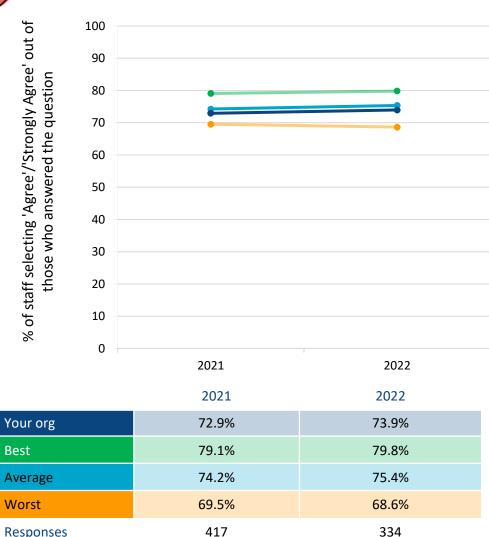




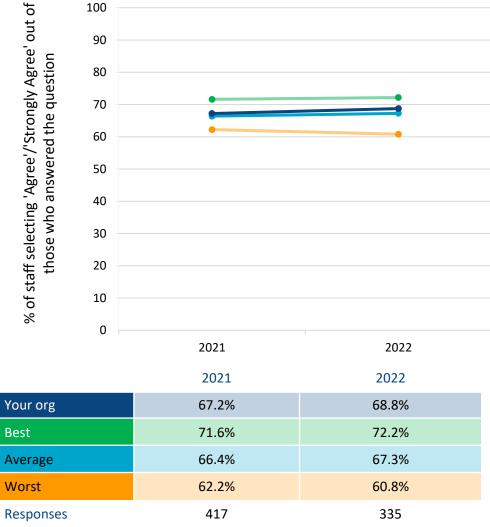
Responses

Q7h I feel valued by my team.

Q7i I feel a strong personal attachment to my team.



417



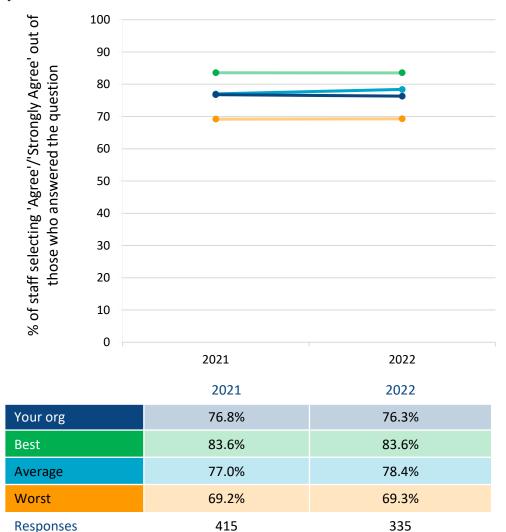
People Promise elements and theme results – We are compassionate and inclusive: Inclusion



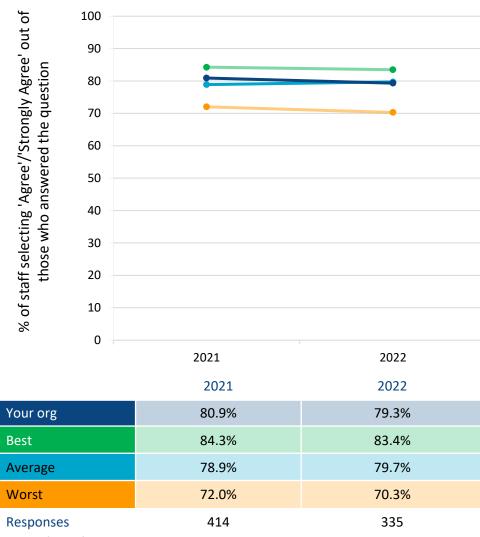




Q8b The people I work with are understanding and kind to one another.



Q8c The people I work with are polite and treat each other with respect.







People Promise element – We are recognised and rewarded



Questions included: Q4a, Q4b, Q4c, Q8d, Q9e

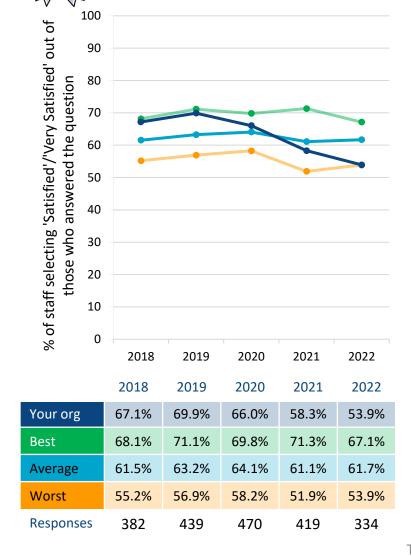
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise elements and theme results – We are recognised and rewarded

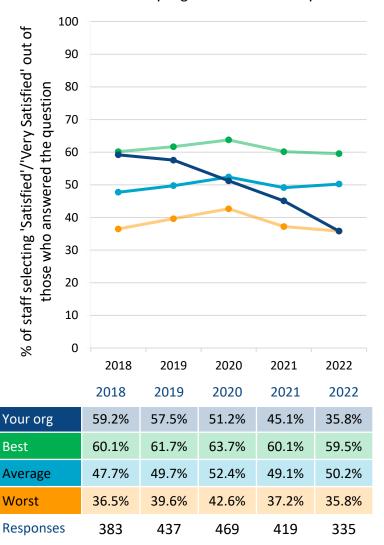




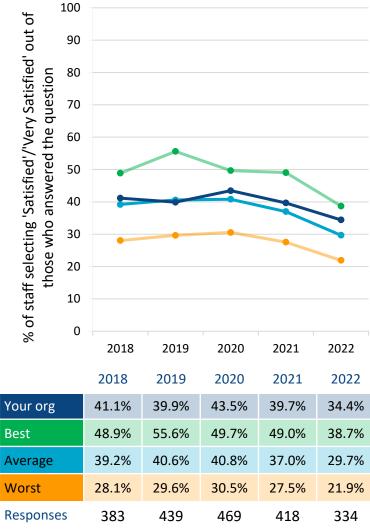
Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



Q4b How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work.



Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



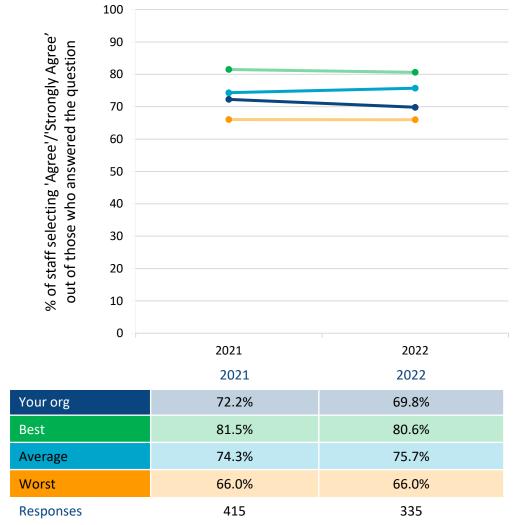




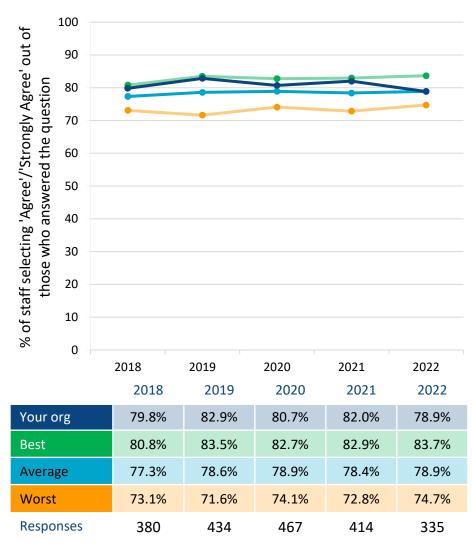




Q8d The people I work with show appreciation to one another.



Q9e My immediate manager values my work.



Survey Coordination Centre



People Promise element – We each have a voice that counts



Questions included:

Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b Raising concerns – Q19a, Q19b, Q23e, Q23f

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

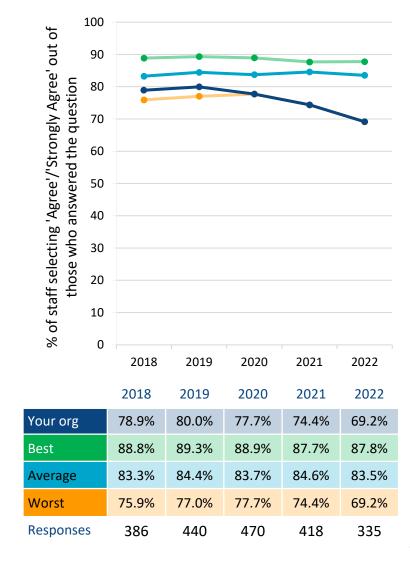
People Promise elements and theme results – We each have a voice that counts: Autonomy and control



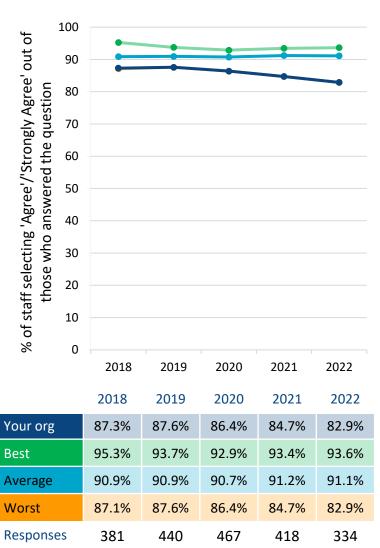




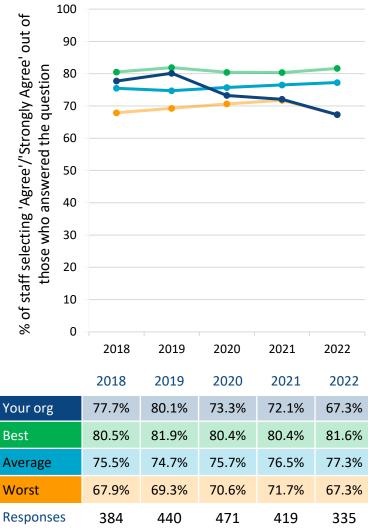
Q3a I always know what my work responsibilities are.



Q3b I am trusted to do my job.



Q3c There are frequent opportunities for me to show initiative in my role.



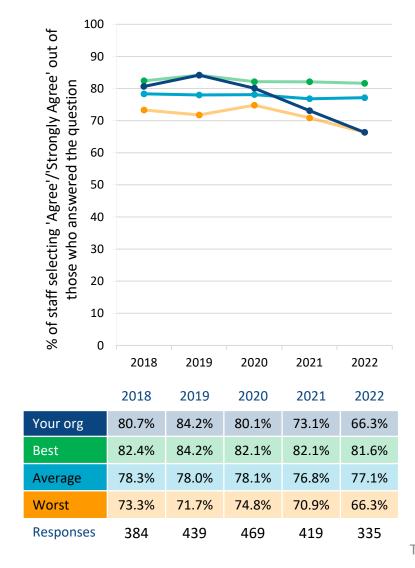
People Promise elements and theme results — We each have a voice that counts: Autonomy and control



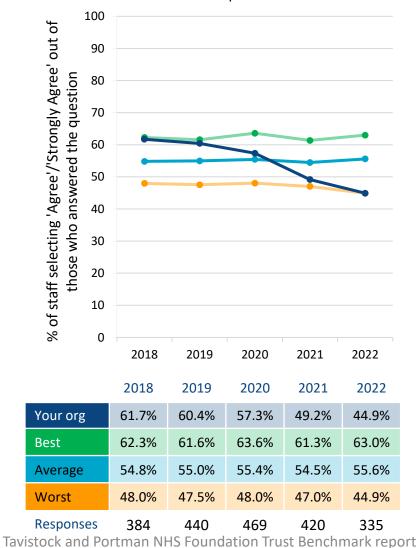




) Q3d I am able to make suggestions to Timprove the work of my team / department.



Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Q3f I am able to make improvements happen in my area of work.



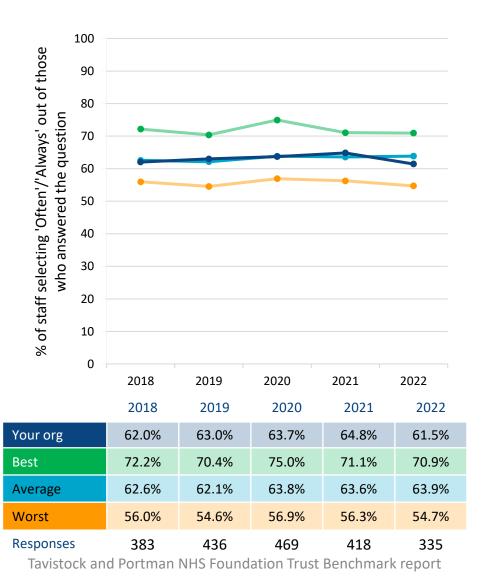








Q5b I have a choice in deciding how to do my work.



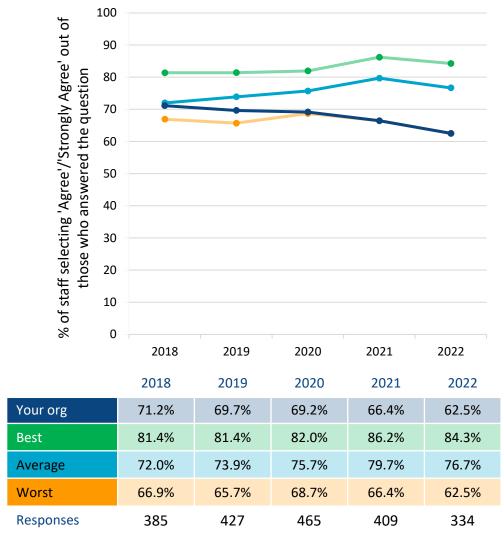




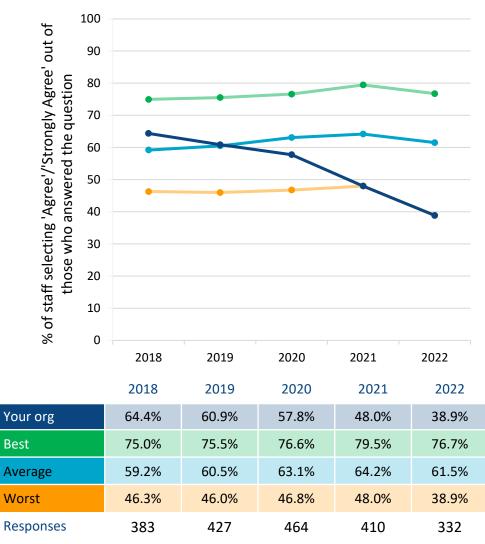




Q19a I would feel secure raising concerns about unsafe clinical practice.



Q19b I am confident that my organisation would address my concern.



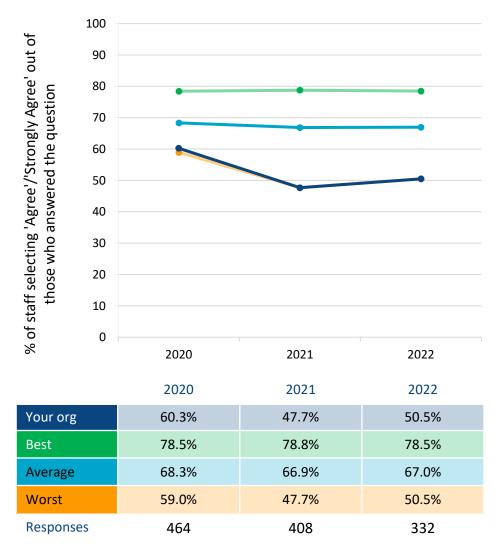




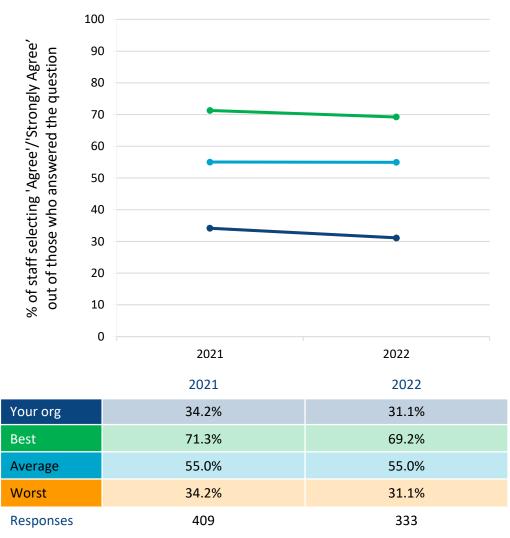




Q23e I feel safe to speak up about anything that concerns me in this organisation.



Q23f If I spoke up about something that concerned me I am confident my organisation would address my concern.



Survey Coordination Centre



People Promise element – We are safe and healthy



Questions included:

Health and safety climate: Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d

Burnout: Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g

Negative experiences: Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

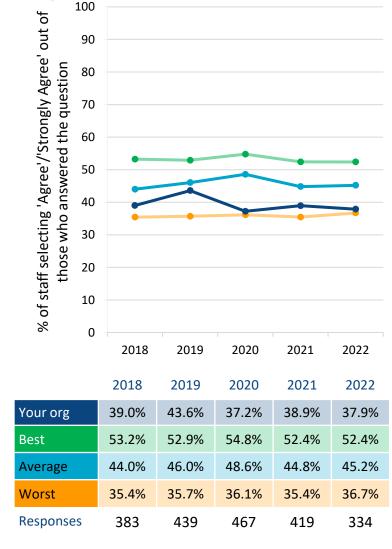
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People Promise elements and theme results – We are safe and healthy: Health and safety climate

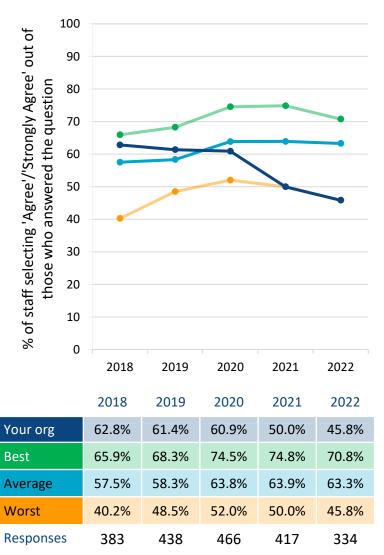




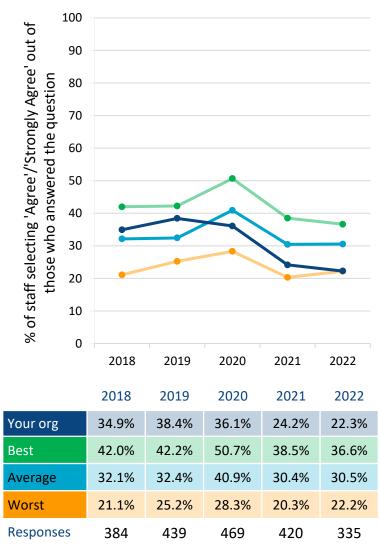
Q3g I am able to meet all the conflicting demands on my time at work.



Q3h I have adequate materials, supplies and equipment to do my work.



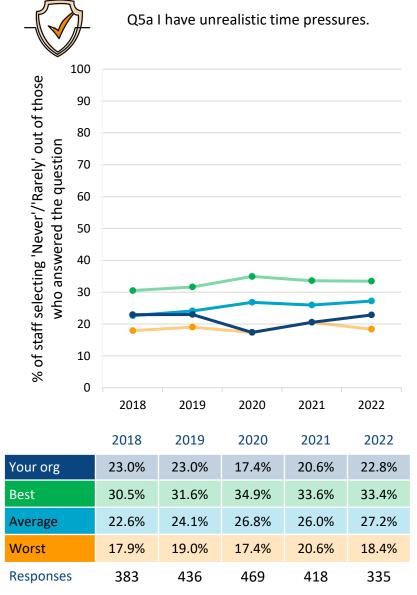
Q3i There are enough staff at this organisation for me to do my job properly.



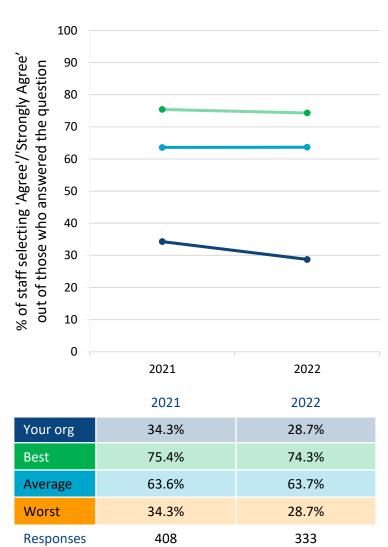
People Promise elements and theme results – We are safe and healthy: Health and safety climate



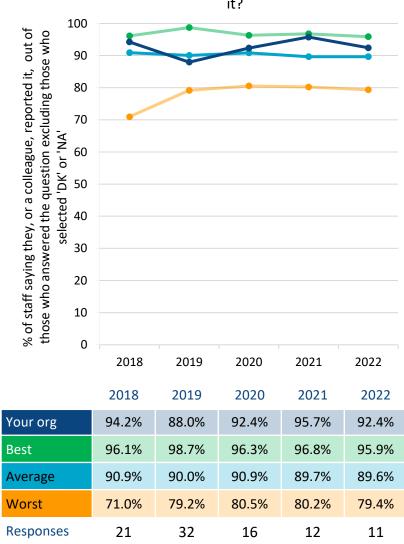




Q11a My organisation take positive action on health and well-being.



Q13d The last time you experienced physical violence at work, did you or a colleague report



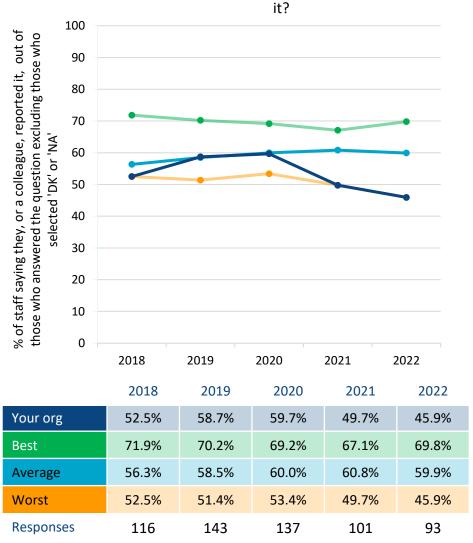








Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report



People Promise elements and theme results – We are safe and healthy: Burnout







Q12a How often, if at all, do you find your work emotionally exhausting?



Q12b How often, if at all, do you feel burnt out because of your work?



Q12c How often, if at all, does your work frustrate you?







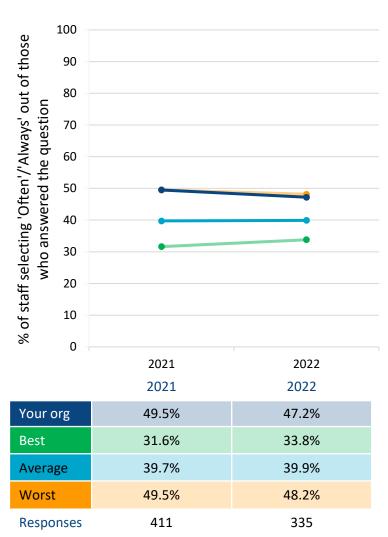




Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



Q12e How often, if at all, do you feel worn out at the end of your working day/shift?



Q12f How often, if at all, do you feel that every working hour is tiring for you?

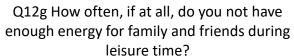












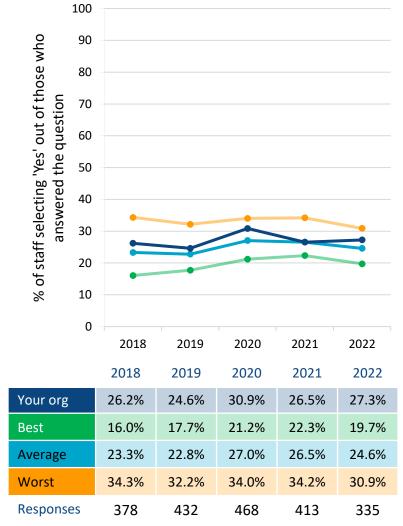




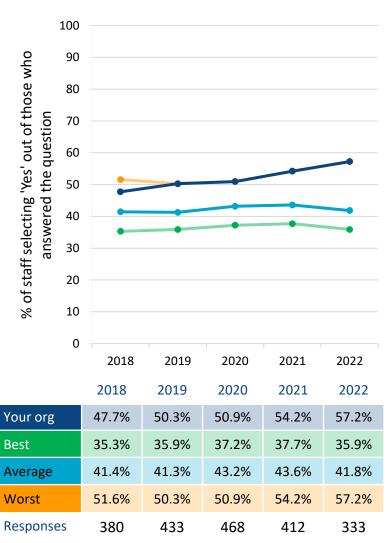




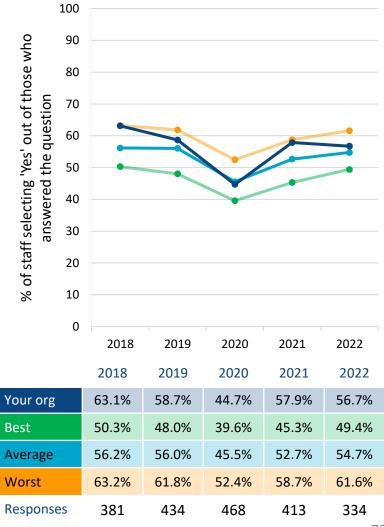
Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



Q11c During the last 12 months have you felt unwell as a result of work related stress?



Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



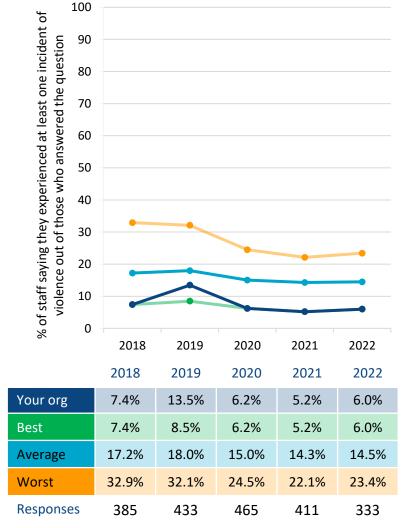
People Promise elements and theme results – We are safe and healthy: Negative experiences



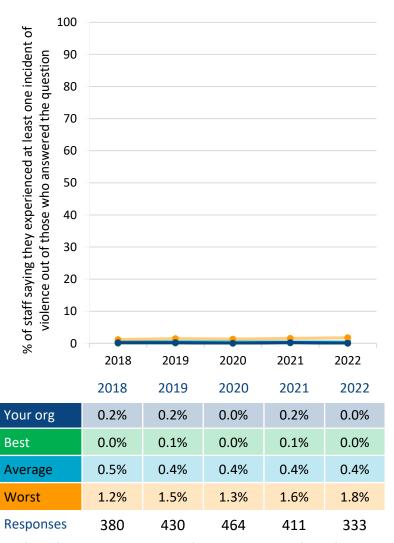




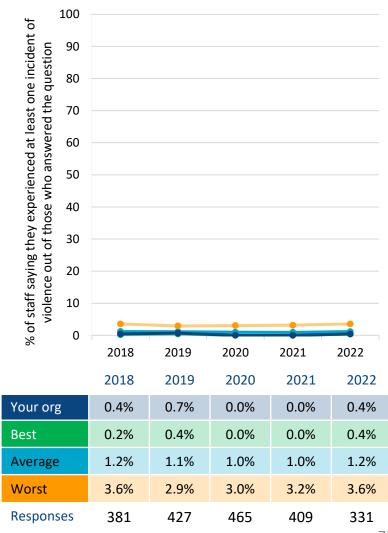
Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.



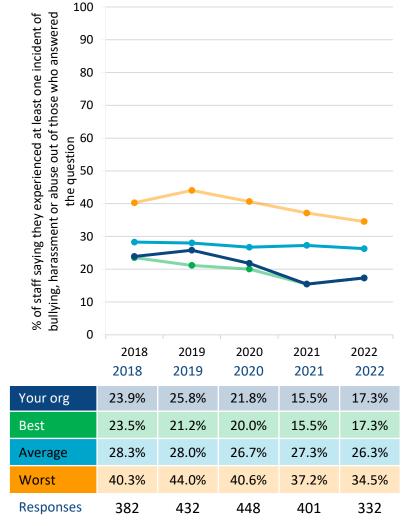
People Promise elements and theme results – We are safe and healthy: Negative experiences



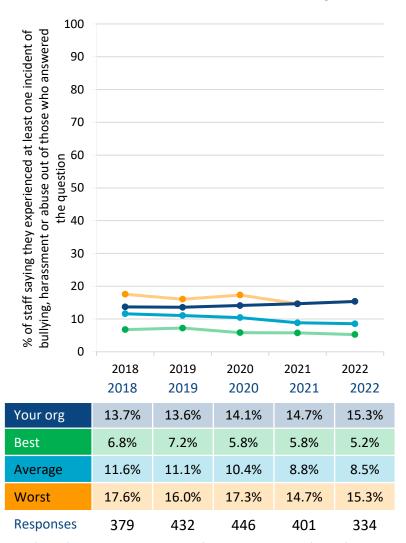




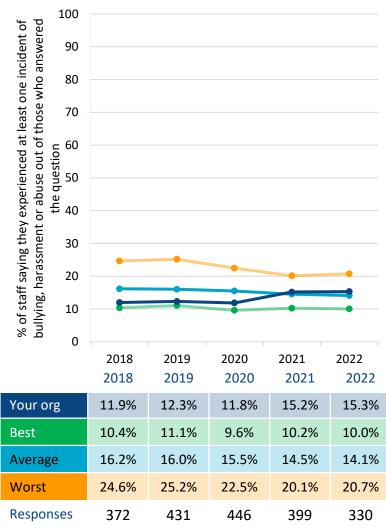
Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.



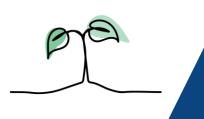
Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.



Survey Coordination Centre



People Promise element – We are always learning



Questions included:

Development – Q22a, Q22b, Q22c, Q22d, Q22e Appraisals – Q21b, Q21c, Q21d

People Promise elements and theme results – We are always learning: Development

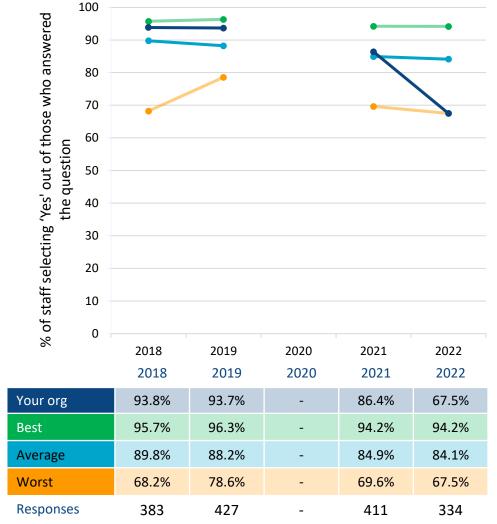




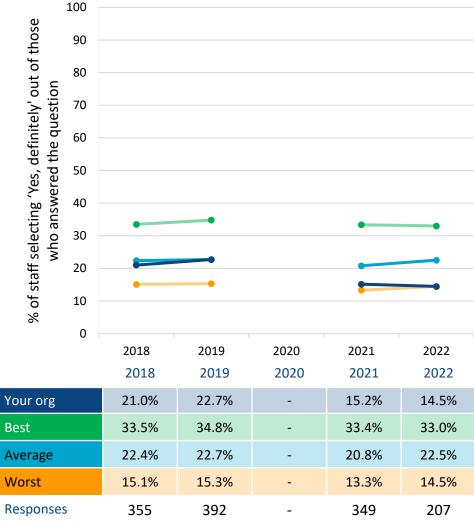
*Q21a is a filter question and therefore influences the sub-score without being a directly scored question.



Q21a In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



Q21b It helped me to improve how I do my job.



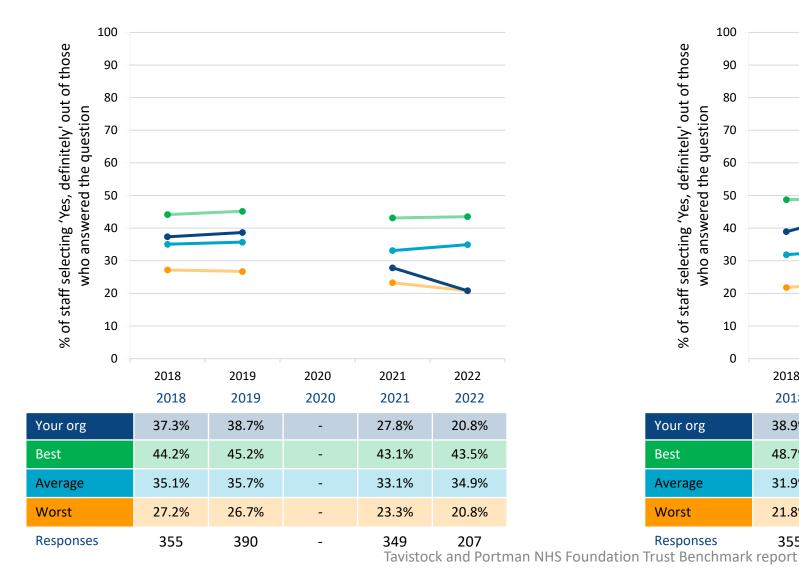




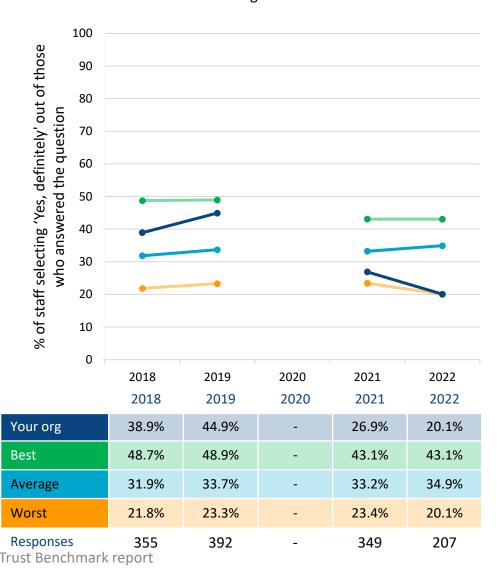




Q21c It helped me agree clear objectives for my work.



Q21d It left me feeling that my work is valued by my organisation.



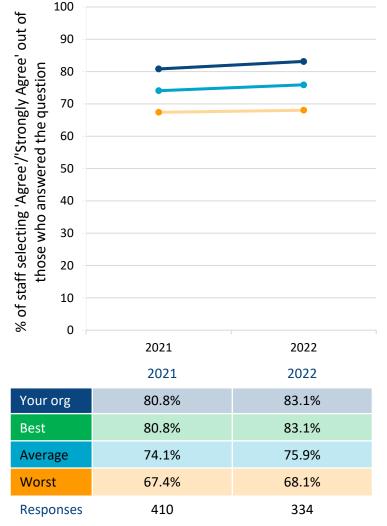
People Promise elements and theme results – We are always learning: Development



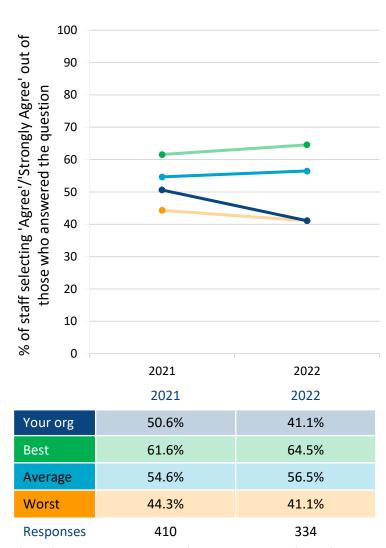




Q22a This organisation offers me challenging work.



Q22b There are opportunities for me to develop my career in this organisation.



Q22c I have opportunities to improve my knowledge and skills.



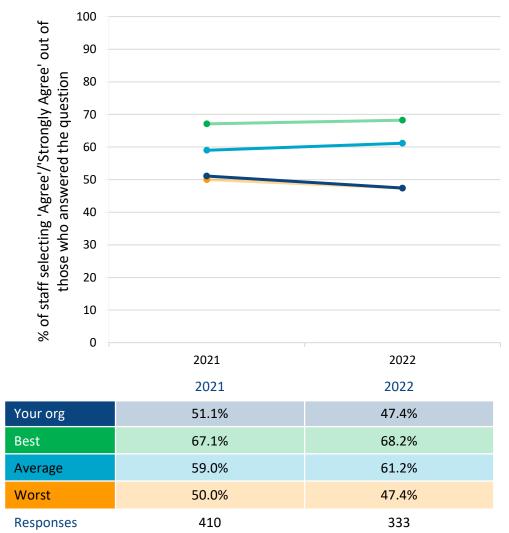




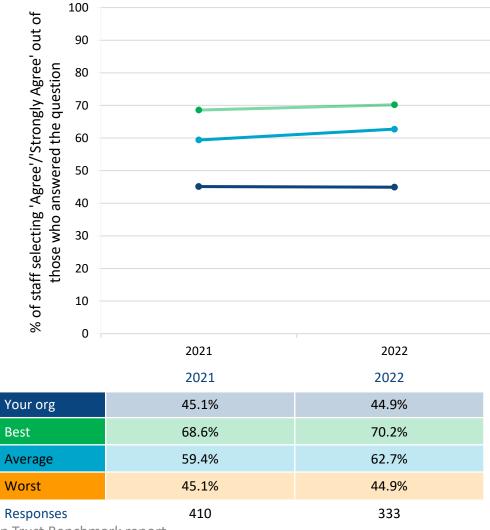




Q22d I feel supported to develop my potential.



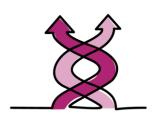
Q22e I am able to access the right learning and development opportunities when I need to.







People Promise element – We work flexibly



Questions included: Support for work-life balance – Q6b, Q6c, Q6d Flexible working – Q4d

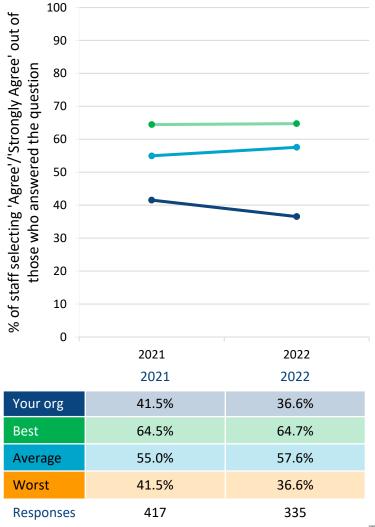
People Promise elements and theme results — We work flexibly: Support for work-life balance



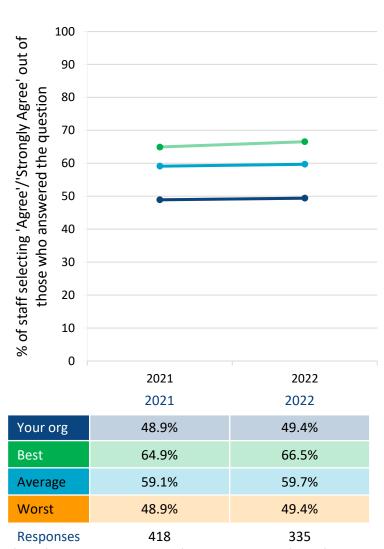




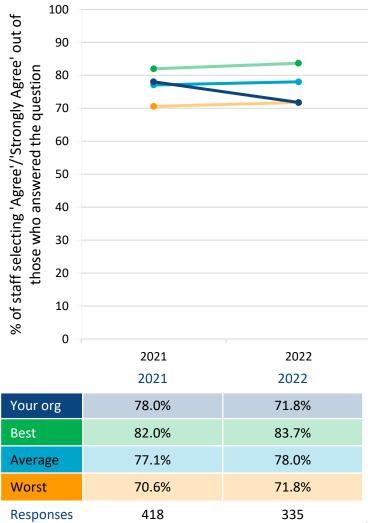
Q6b My organisation is committed to helping me balance my work and home life.



Q6c I achieve a good balance between my work life and my home life.



Q6d I can approach my immediate manager to talk openly about flexible working.



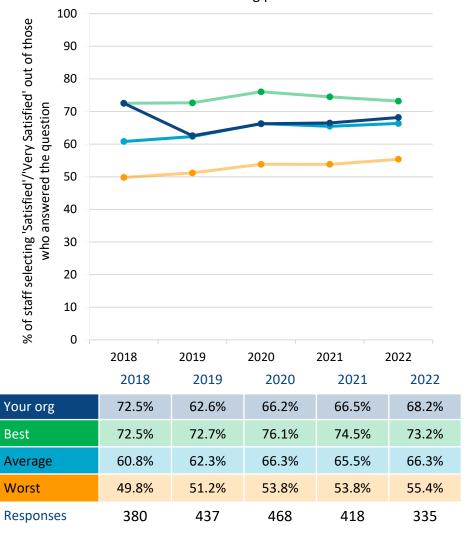








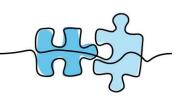
Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



Survey Coordination Centre



People Promise element – We are a team



Questions included:

Teamworking – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a Line management – Q9a, Q9b, Q9c, Q9d

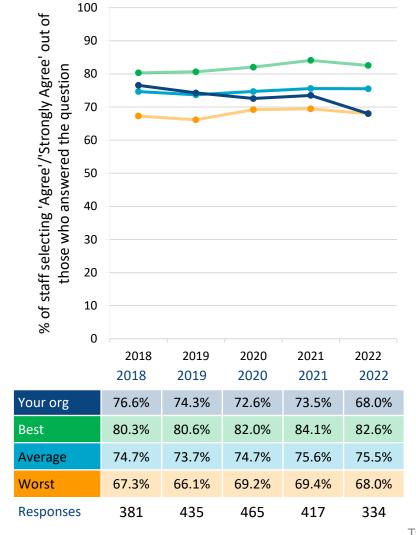
People Promise elements and theme results – We are a team: Teamworking



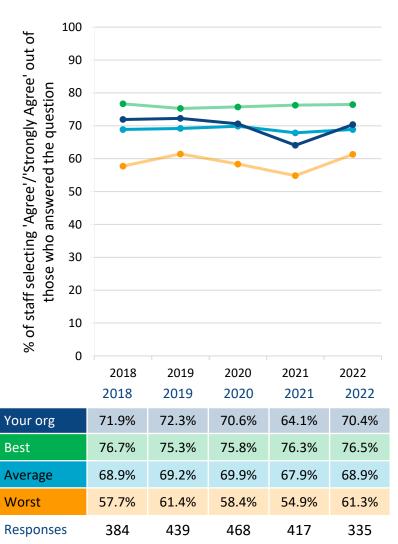




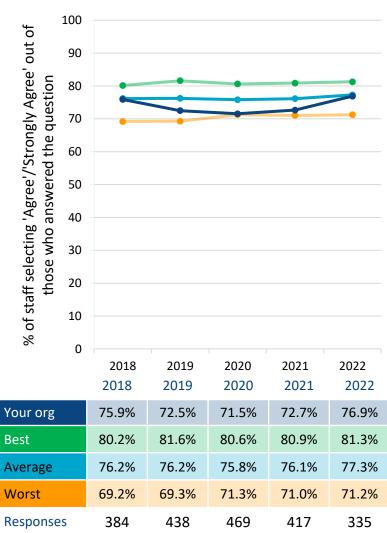
Q7a The team I work in has a set of shared objectives.



Q7b The team I work in often meets to discuss the team's effectiveness.



Q7c I receive the respect I deserve from my colleagues at work.



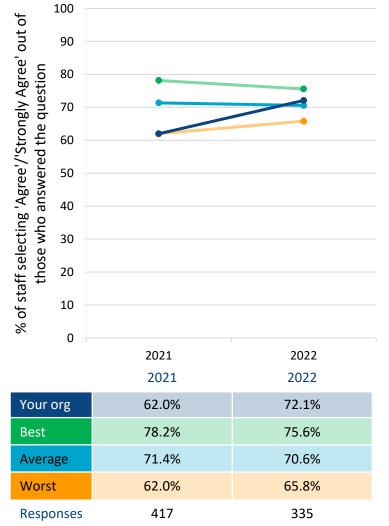
People Promise elements and theme results – We are a team: Teamworking



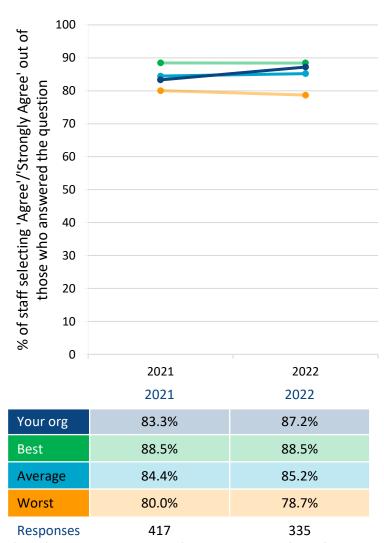




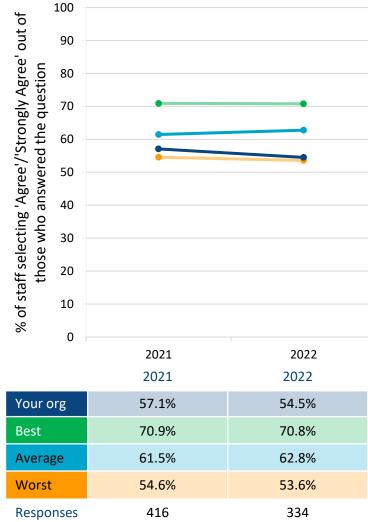
Q7d Team members understand each other's roles.



Q7e I enjoy working with the colleagues in my team.



Q7f My team has enough freedom in how to do its work.



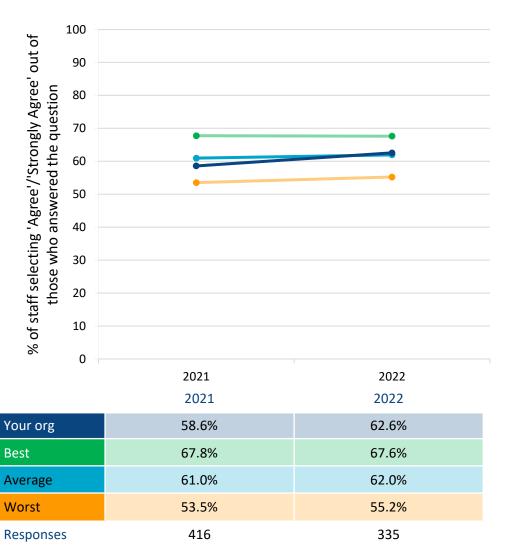




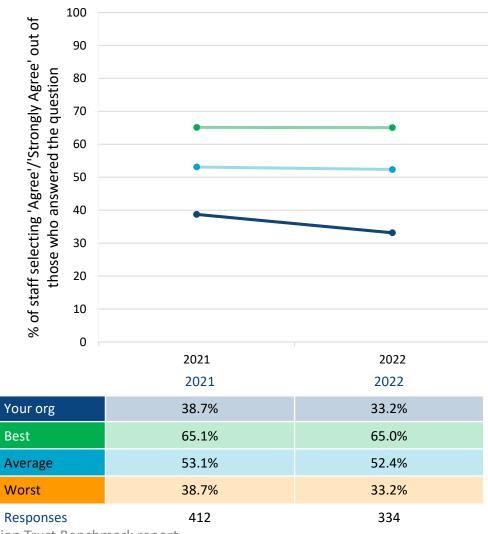




Q7g In my team disagreements are dealt with constructively.



Q8a Teams within this organisation work well together to achieve their objectives.



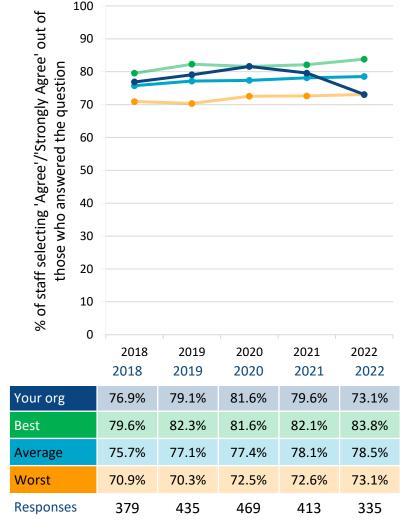
People Promise elements and theme results – We are a team: Line management



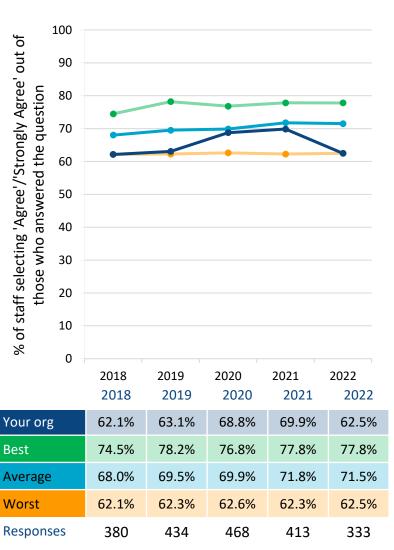




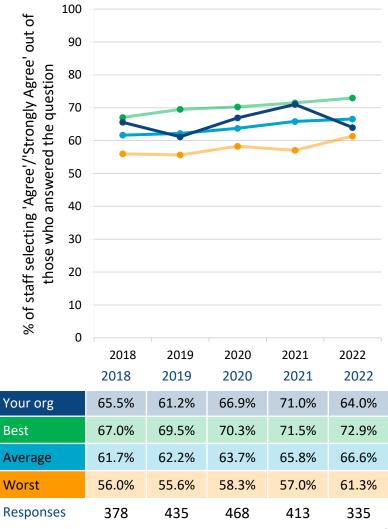
Q9a My immediate manager encourages me at work.



Q9b My immediate manager gives me clear feedback on my work.



Q9c My immediate manager asks for my opinion before making decisions that affect my work.



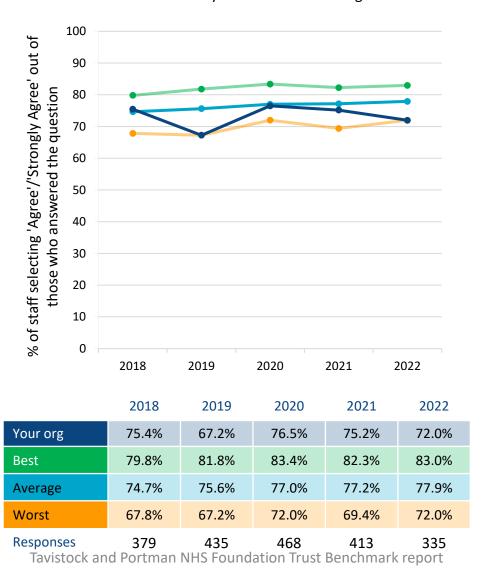








Q9d My immediate manager takes a positive interest in my health and well-being.



Survey Coordination Centre



Theme – Staff engagement

Questions included:

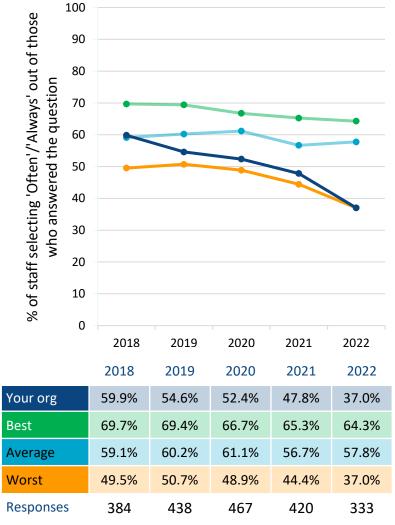
Motivation – Q2a, Q2b, Q2c Involvement – Q3c, Q3d, Q3f Advocacy – Q23a, Q23c, Q23d



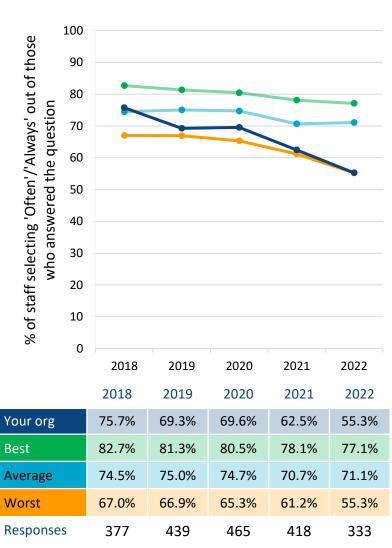




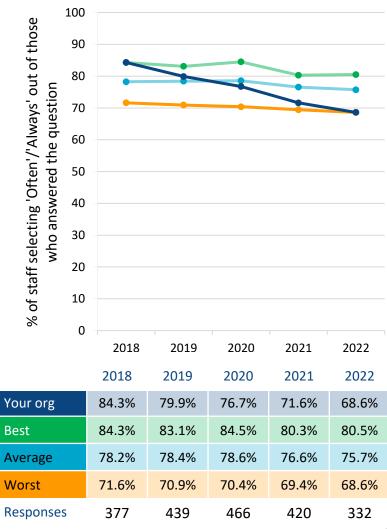
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.

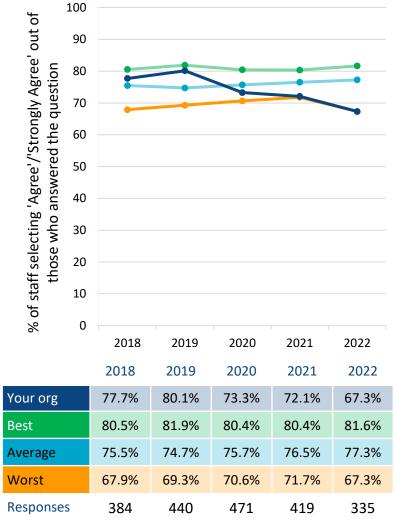




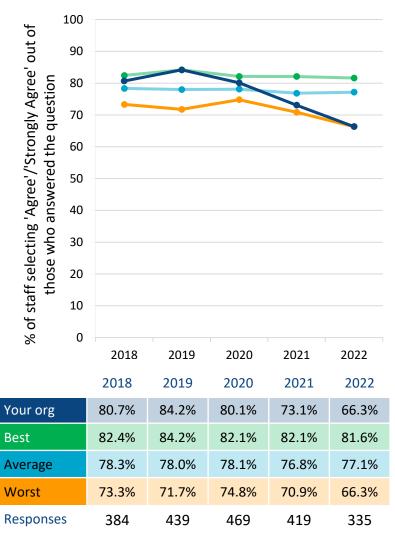




Q3c There are frequent opportunities for me to show initiative in my role.



Q3d I am able to make suggestions to improve the work of my team / department.



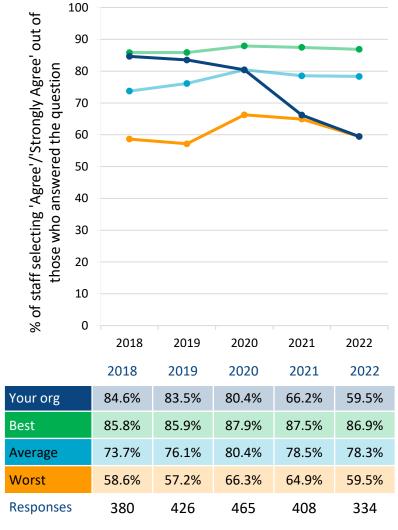
Q3f I am able to make improvements happen in my area of work.



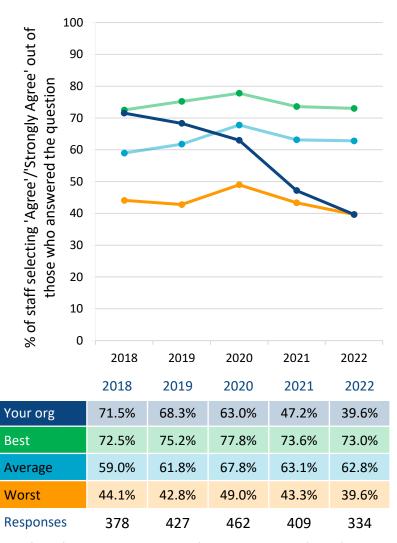




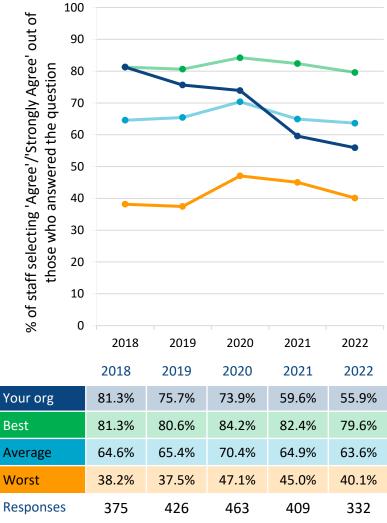
Q23a Care of patients / service users is my organisation's top priority.



Q23c I would recommend my organisation as a place to work.



Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



Survey Coordination Centre



Theme - Morale

Questions included:

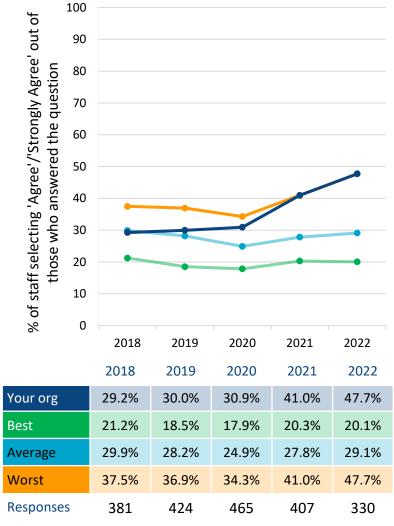
Thinking about leaving – Q24a, Q24b, Q24c Work pressure – Q3g, Q3h, Q3i Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a



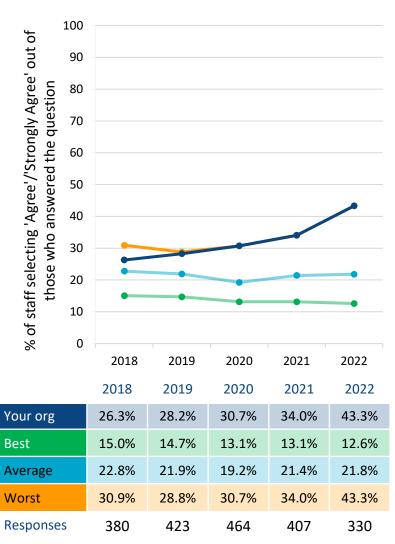




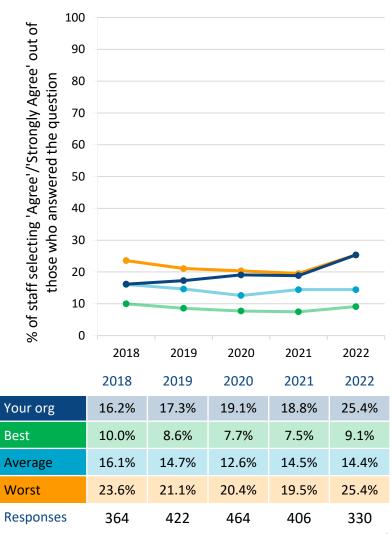
Q24a I often think about leaving this organisation.



Q24b I will probably look for a job at a new organisation in the next 12 months.



Q24c As soon as I can find another job, I will leave this organisation.

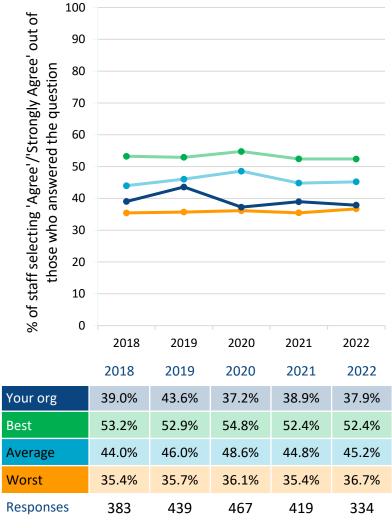




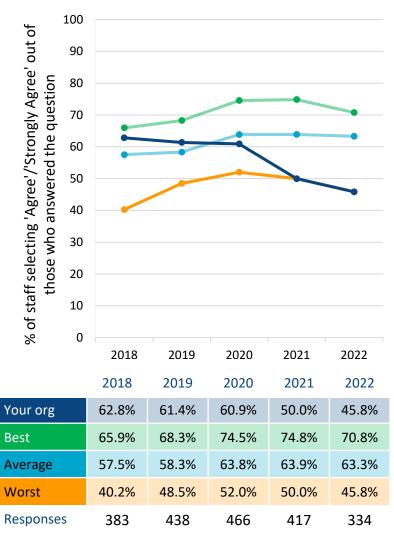




Q3g I am able to meet all the conflicting demands on my time at work.



Q3h I have adequate materials, supplies and equipment to do my work.



Q3i There are enough staff at this organisation for me to do my job properly.

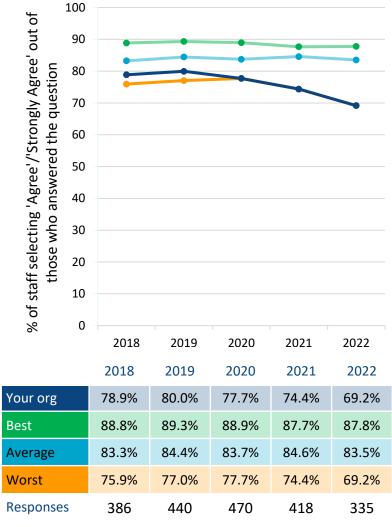




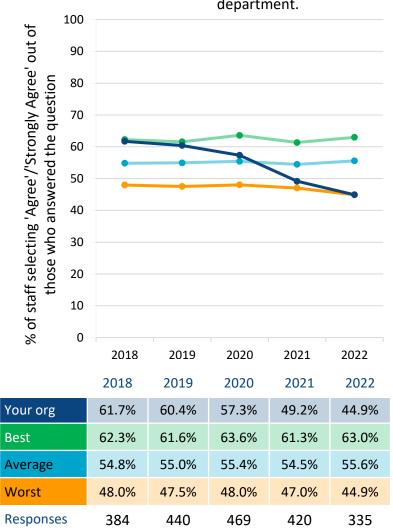




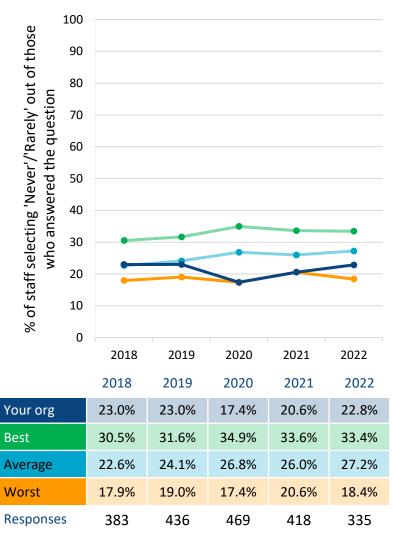
Q3a I always know what my work responsibilities are.



Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Q5a I have unrealistic time pressures.

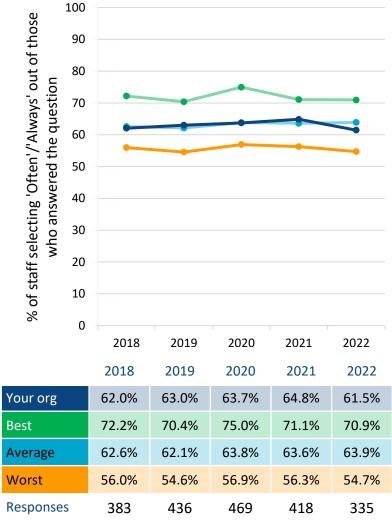




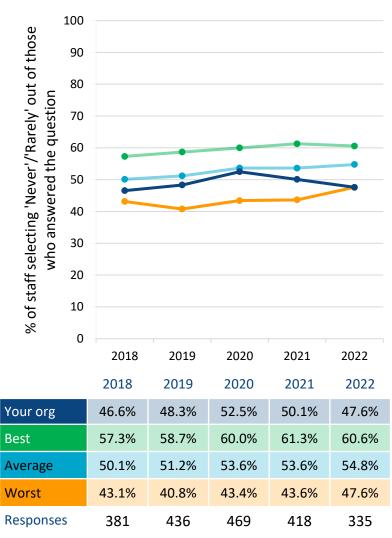




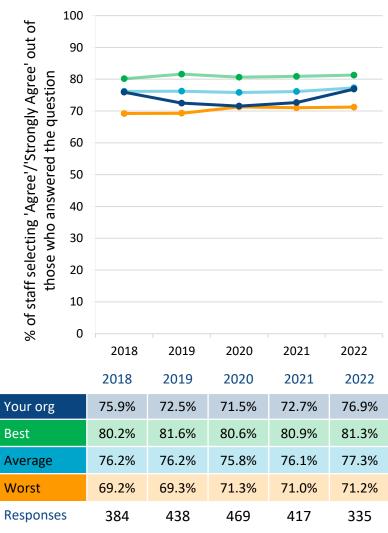
Q5b I have a choice in deciding how to do my work.



Q5c Relationships at work are strained.



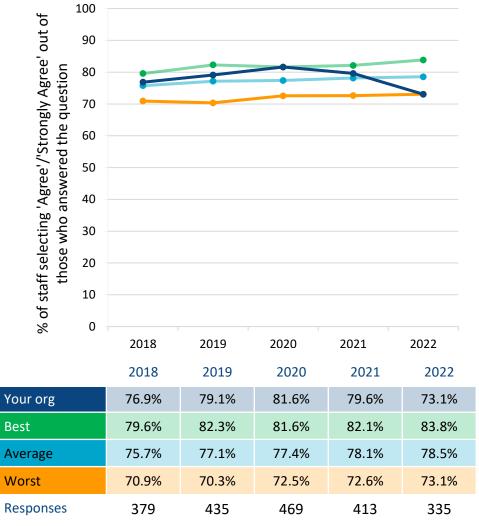
Q7c I receive the respect I deserve from my colleagues at work.







Q9a My immediate manager encourages me at work.





Question not linked to People Promise elements or themes

Questions included:

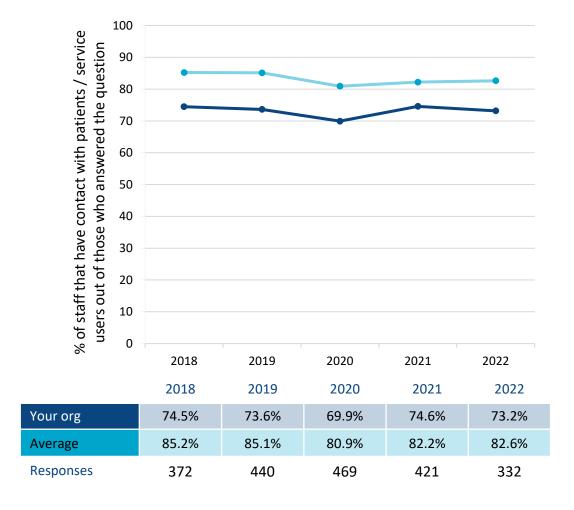
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b



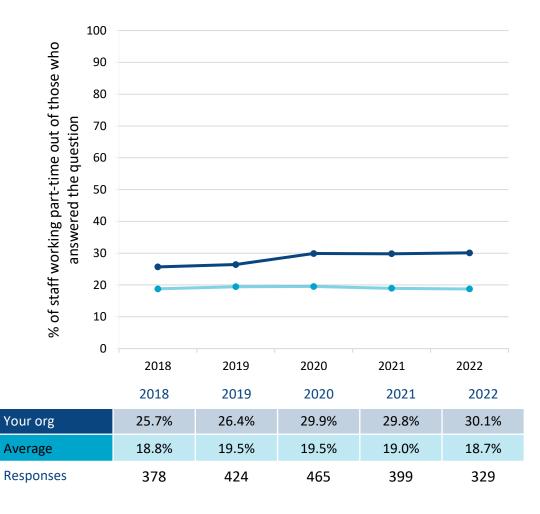




Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



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

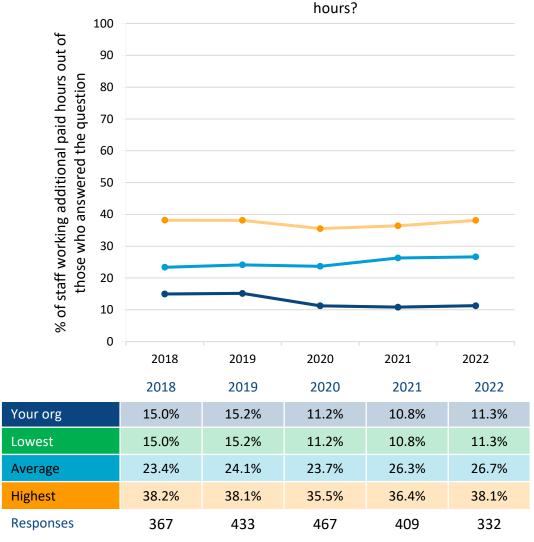




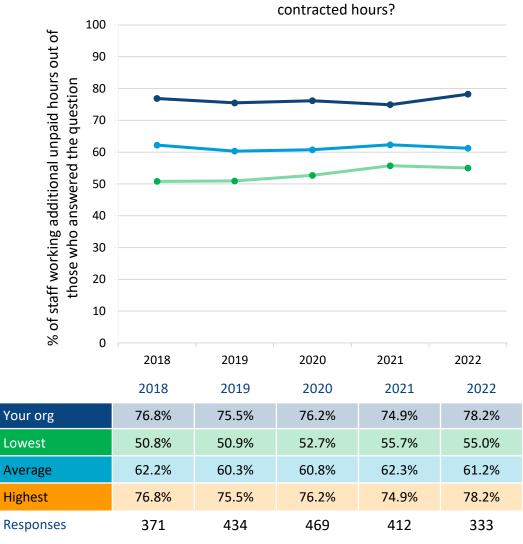




Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted



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



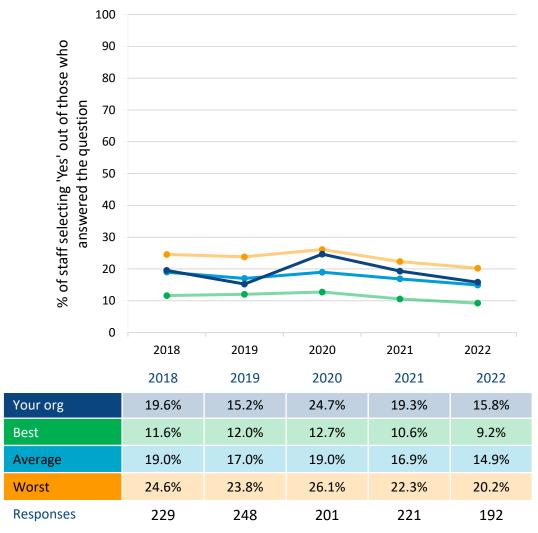




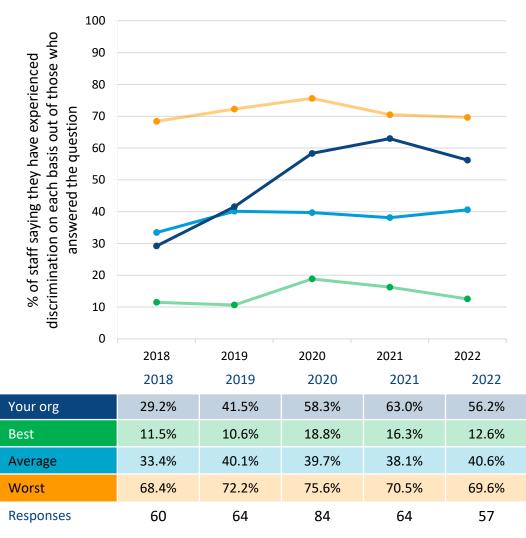


*Q11e is only answered by staff who responded 'Yes' to Q11d.

Q11e Have you felt pressure from your manager to come to work?



Q16c.1 On what grounds have you experienced discrimination?
- Ethnic background.



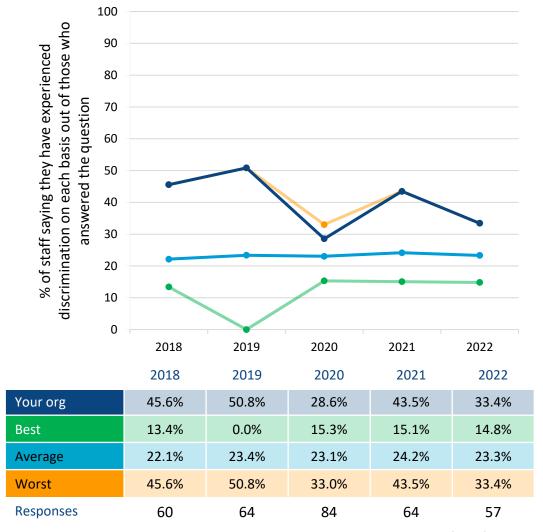






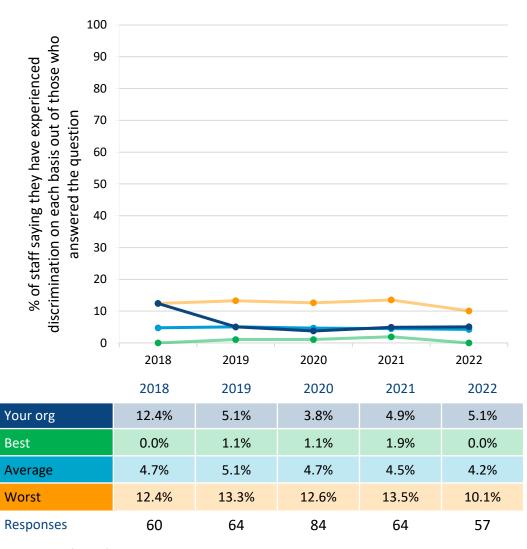
Q16c.2 On what grounds have you experienced discrimination?

— Gender.



Q16c.3 On what grounds have you experienced discrimination?

— Religion.



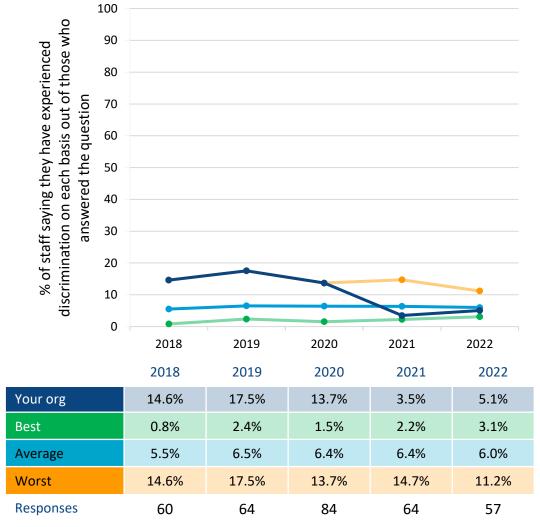






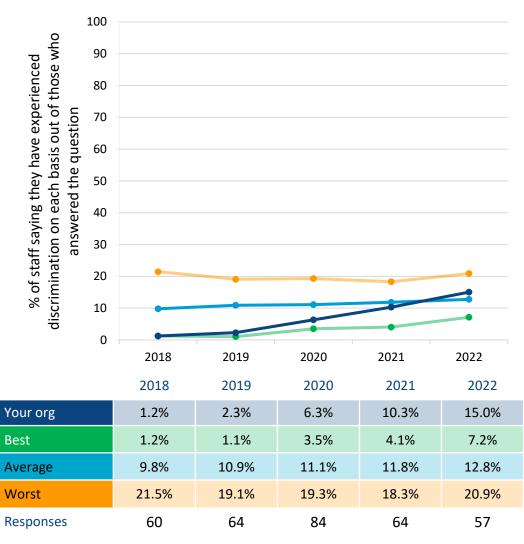
Q16c.4 On what grounds have you experienced discrimination?

— Sexual orientation.



Q16c.5 On what grounds have you experienced discrimination?

— Disability.



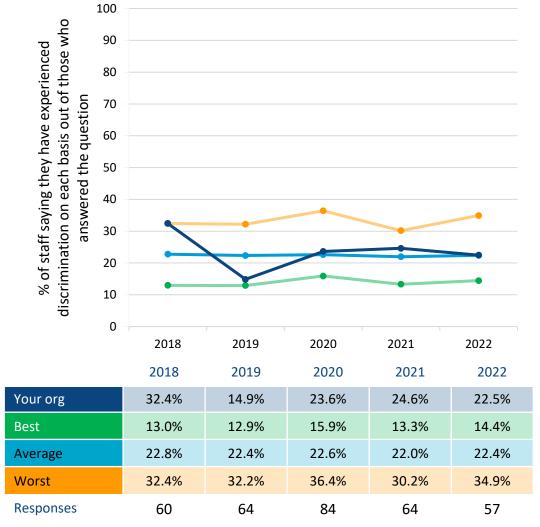






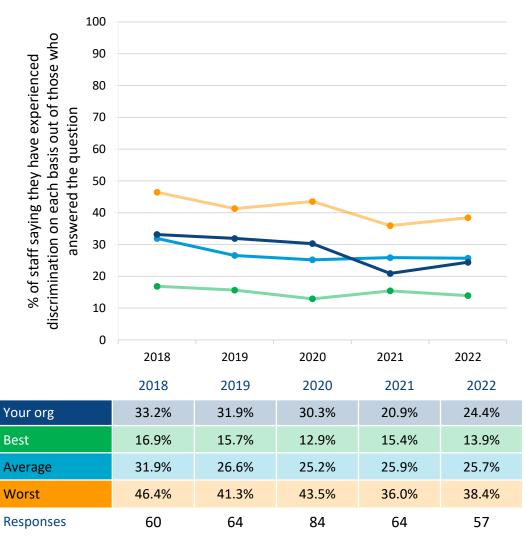
Q16c.6 On what grounds have you experienced discrimination?

— Age.



Q16c.7 On what grounds have you experienced discrimination?

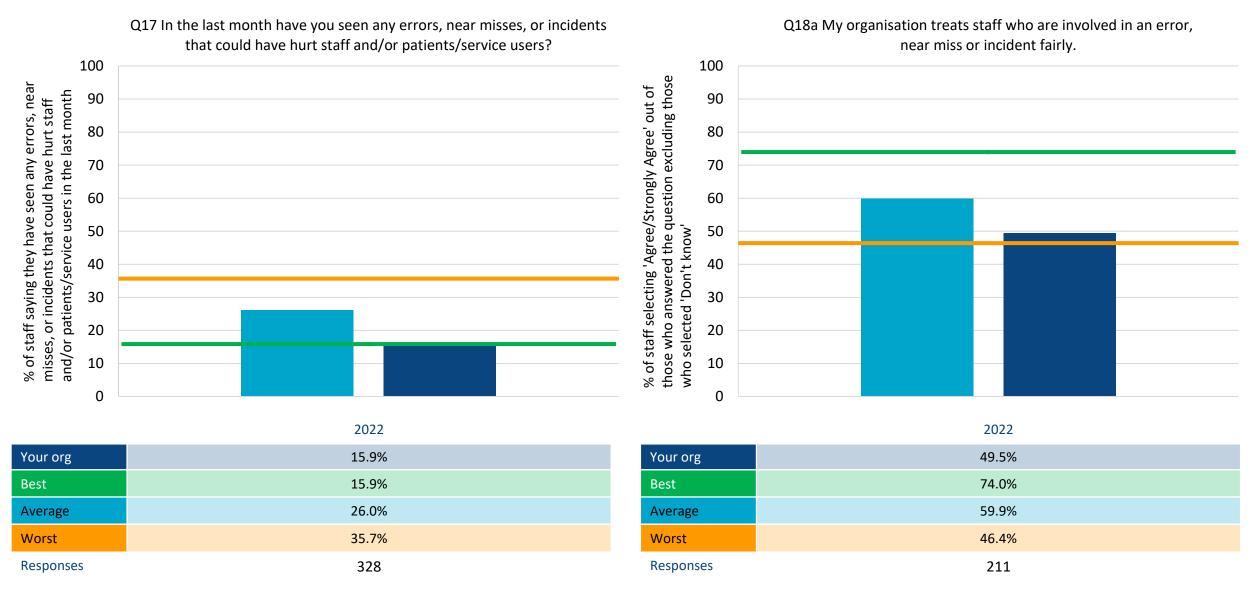
– Other.







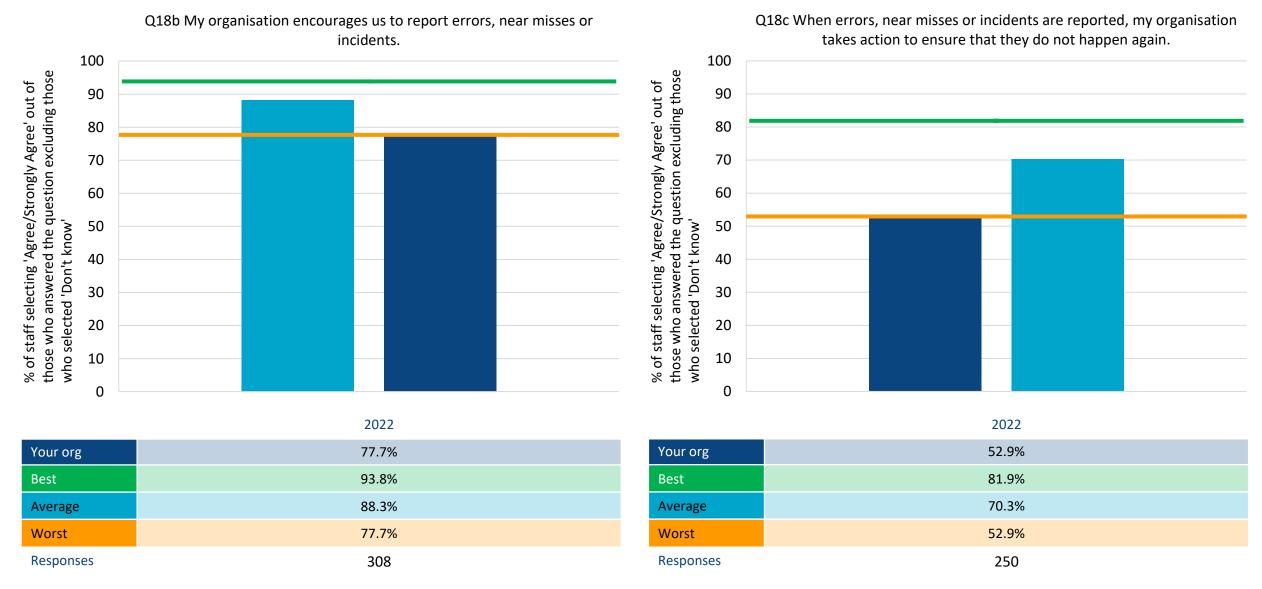








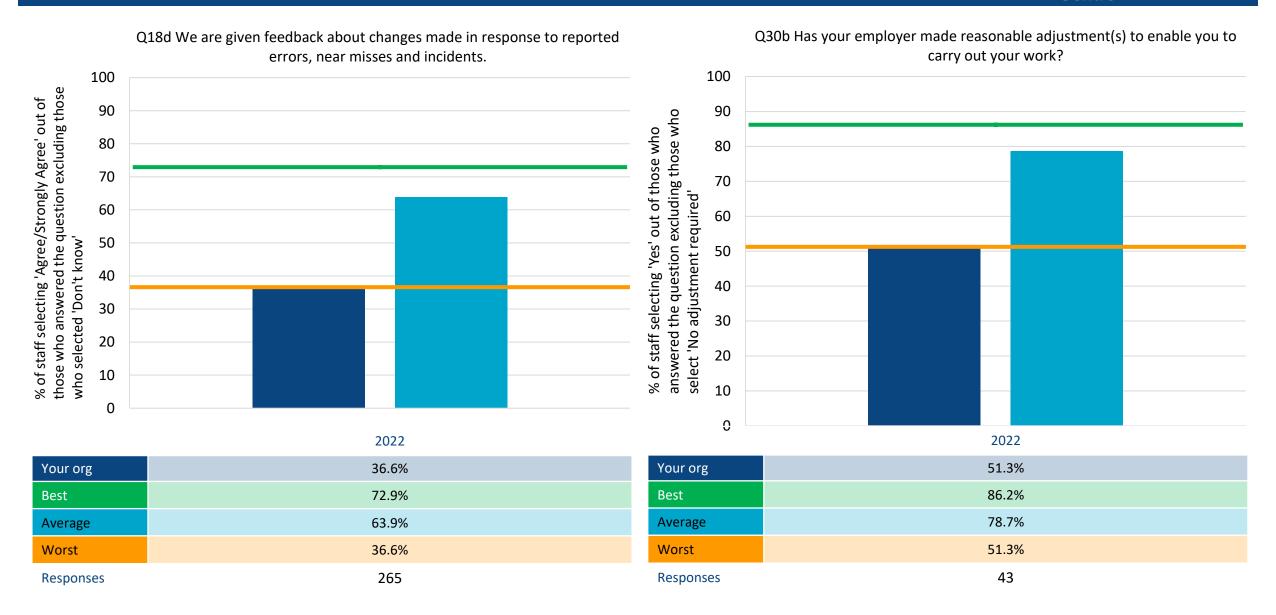










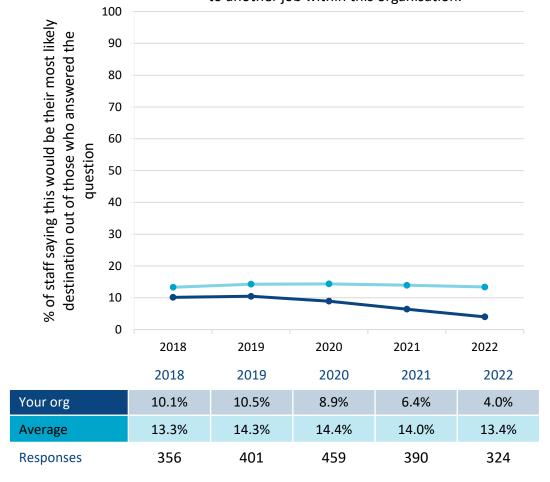




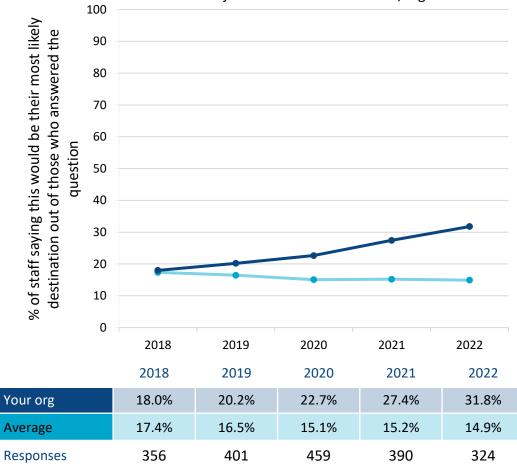




Q24d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



Q24d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.

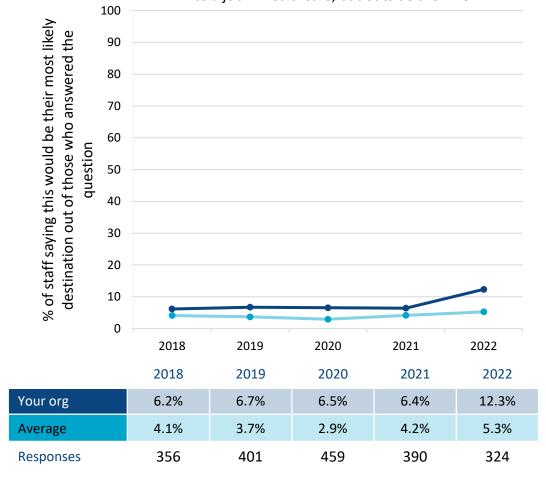




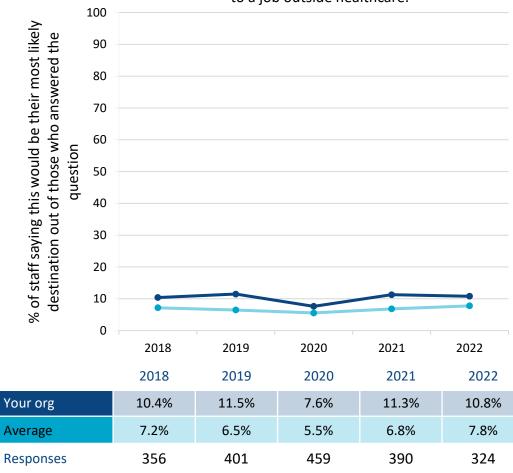




Q24d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



Q24d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.

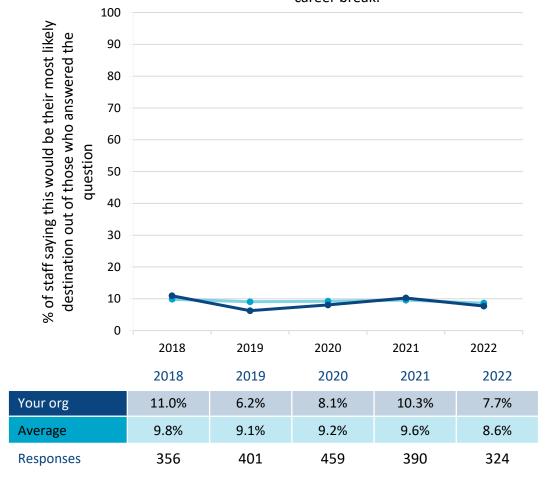




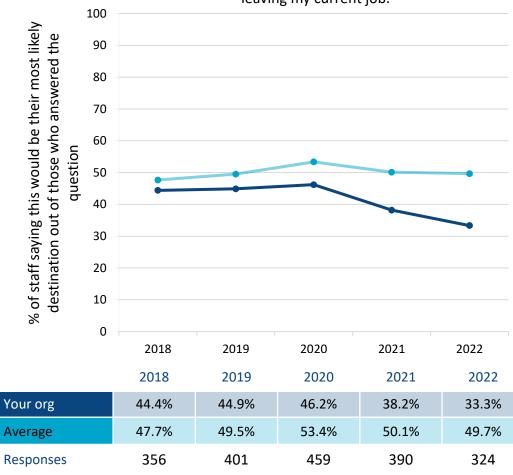




Q24d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



Q24d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.







Workforce Equality Standards

Please note, when there are less than 11 responses for a question, results are suppressed to protect staff confidentiality and reliability of data.



Workforce Equality Standards





Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2018-2022 organisation and benchmarking group median results for q13a, q13b&c combined, q15, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined).

Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018-2022 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness and the overall engagement score for the organisation.

This year, the text for q30b was updated and the word 'adequate' was updated to 'reasonable'.

The WDES breakdowns are based on the responses to q30a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Workforce Equality Standards





This section contains data required for the staff survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Data presented in this section are unweighted.

Workforce Race Equality Standards (WRES)

Indicator	tor Qu No Workforce Race Equality Standard			
For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined				
5 14a Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months				
6	14b & 14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months		
7	15	Percentage believing that their practice provides equal opportunities for career progression or promotion		
8	16b	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues		

Indicator	Qu No	Workforce Disability Equality Standard					
	For each of the following indicators, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness						
4ai 14a Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public							
4aii	14b	Percentage of staff experiencing harassment, bullying or abuse from managers					
4aiii	14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues					
4b	14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it					
5	15	Percentage believing that their practice provides equal opportunities for career progression or promotion					
6	9e	Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties					
7	4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work					
8	30b	Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work					
9a	theme_engagement	The staff engagement score for staff with LTC or illness vs staff without a LTC or illness					

Survey Coordination Centre



Workforce Race Equality Standards (WRES)

N.B.

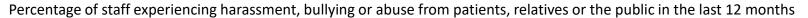
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. Data shown in the WRES charts are unweighted.

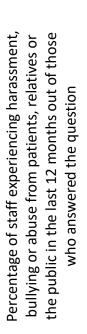
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

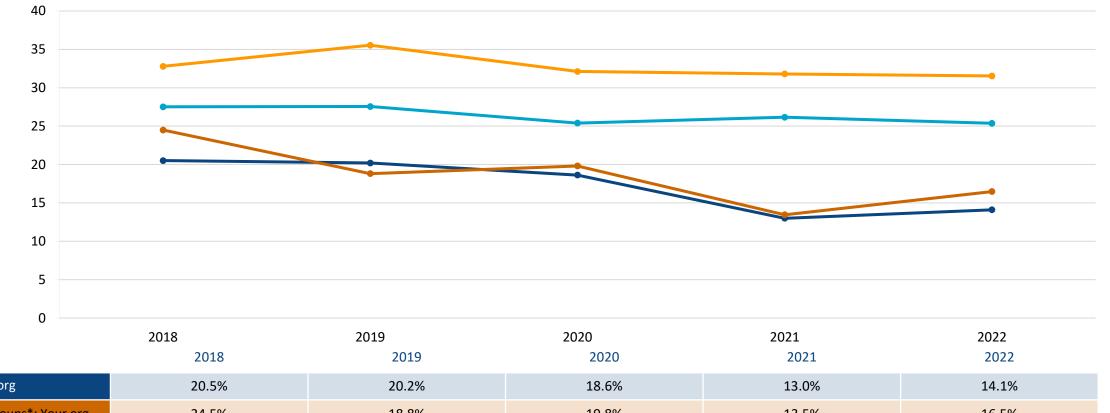












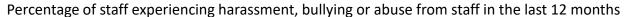
	2018	2019	2020	2021	2022
White staff: Your org	20.5%	20.2%	18.6%	13.0%	14.1%
All other ethnic groups*: Your org	24.5%	18.8%	19.8%	13.5%	16.5%
White staff: Average	27.5%	27.6%	25.4%	26.2%	25.4%
All other ethnic groups*: Average	32.8%	35.5%	32.1%	31.8%	31.5%
White staff: Responses	273	297	306	277	234
All other ethnic groups*: Responses	98	101	111	104	91

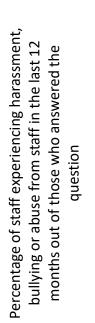
*Staff from all other ethnic groups combined

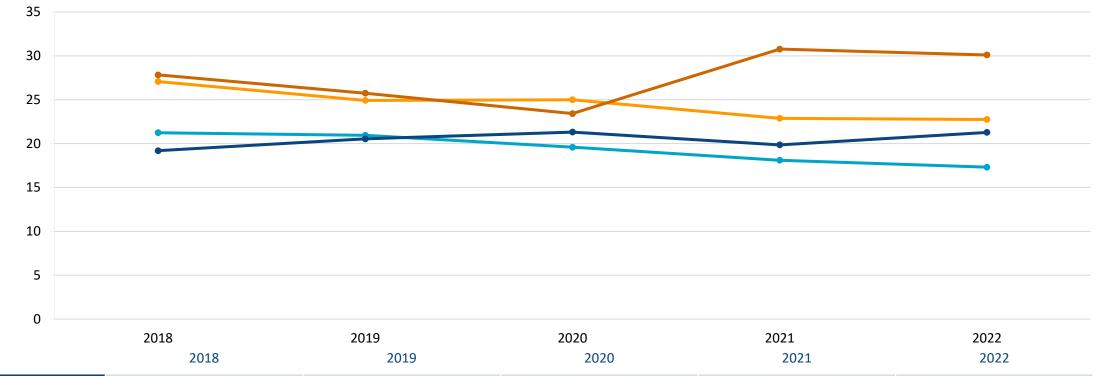












	2018	2019	2020	2021	2022
White staff: Your org	19.2%	20.5%	21.3%	19.9%	21.3%
All other ethnic groups*: Your org	27.8%	25.7%	23.4%	30.8%	30.1%
White staff: Average	21.2%	21.0%	19.6%	18.1%	17.3%
All other ethnic groups*: Average	27.1%	24.9%	25.0%	22.9%	22.8%
White staff: Responses	271	297	305	277	235
All other ethnic groups*: Responses	97	101	111	104	93

*Staff from all other ethnic groups combined

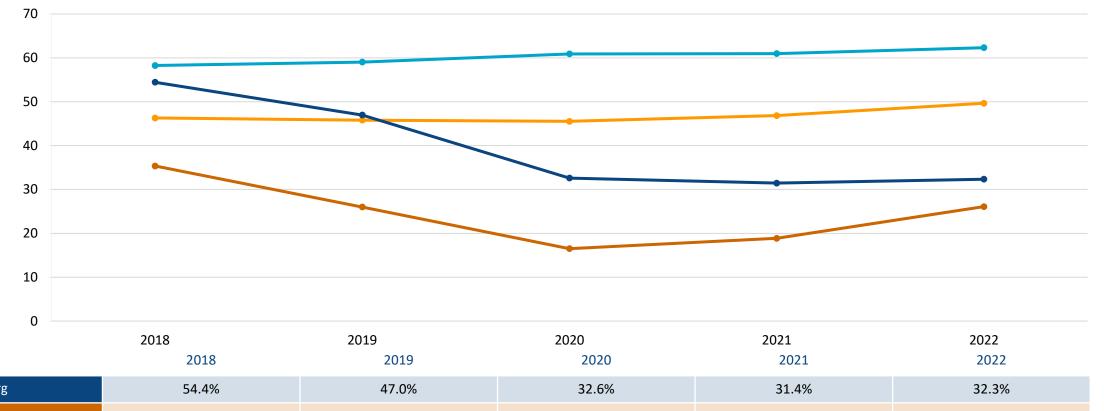






Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.





	2018	2019	2020	2021	2022
White staff: Your org	54.4%	47.0%	32.6%	31.4%	32.3%
All other ethnic groups*: Your org	35.4%	26.0%	16.5%	18.9%	26.1%
White staff: Average	58.3%	59.0%	60.9%	61.0%	62.3%
All other ethnic groups*: Average	46.3%	45.8%	45.5%	46.8%	49.6%
White staff: Responses	270	296	316	283	235
All other ethnic groups*: Responses	99	100	115	106	92

*Staff from all other ethnic groups combined

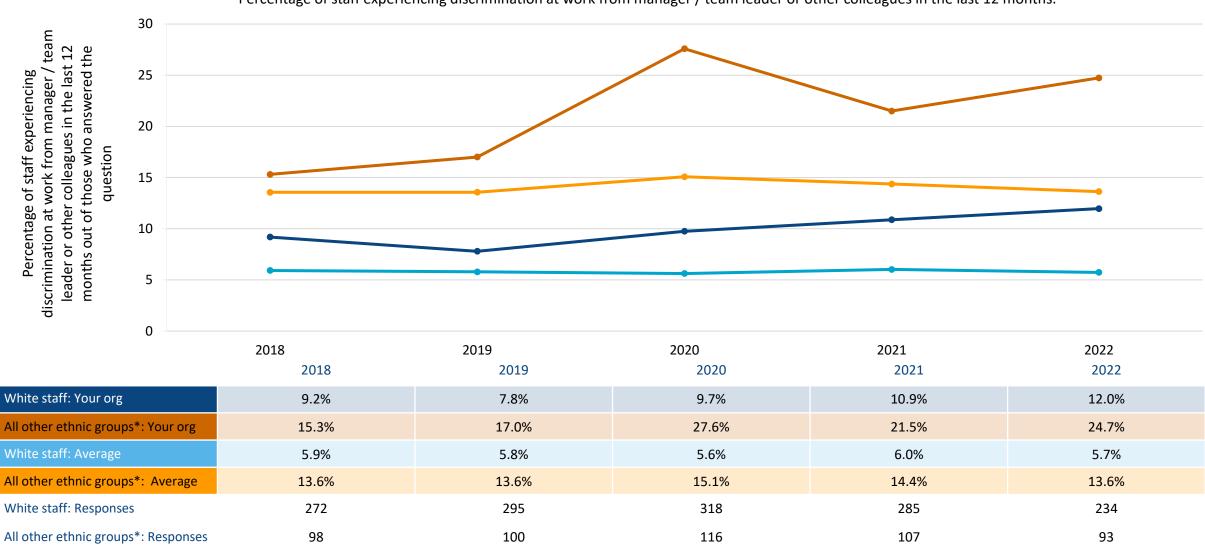
118







Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months.



*Staff from all other ethnic groups combined

Survey Coordination Centre



Workforce Disability Equality Standards (WDES)

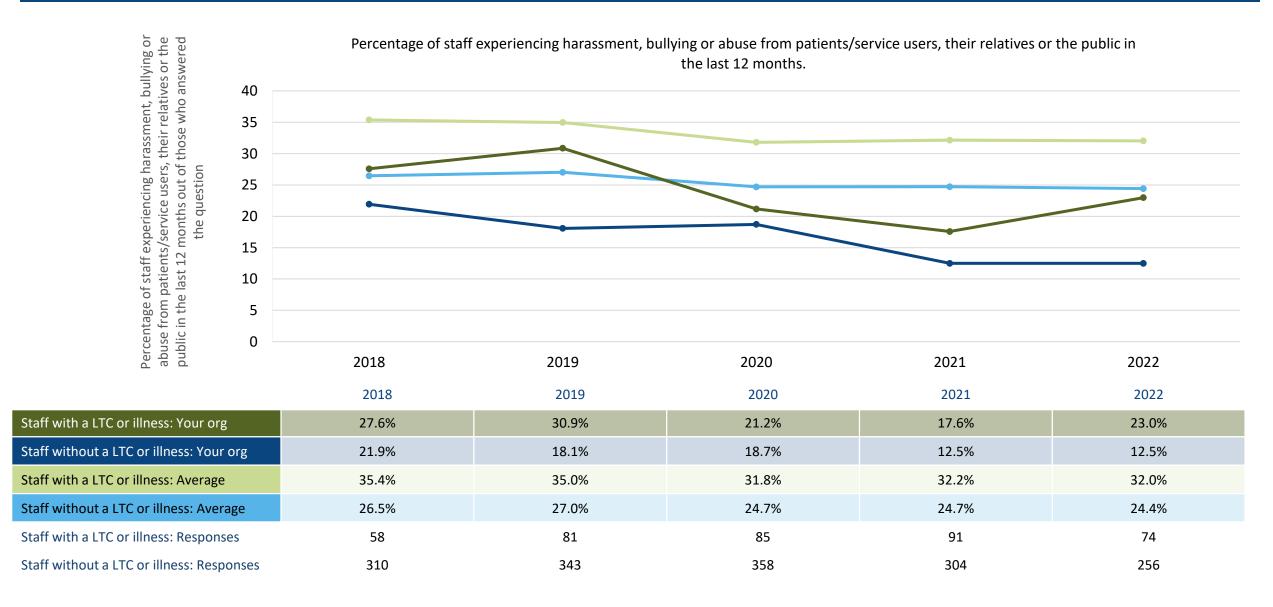
N.B.

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. Data shown in the WDES charts are unweighted.

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



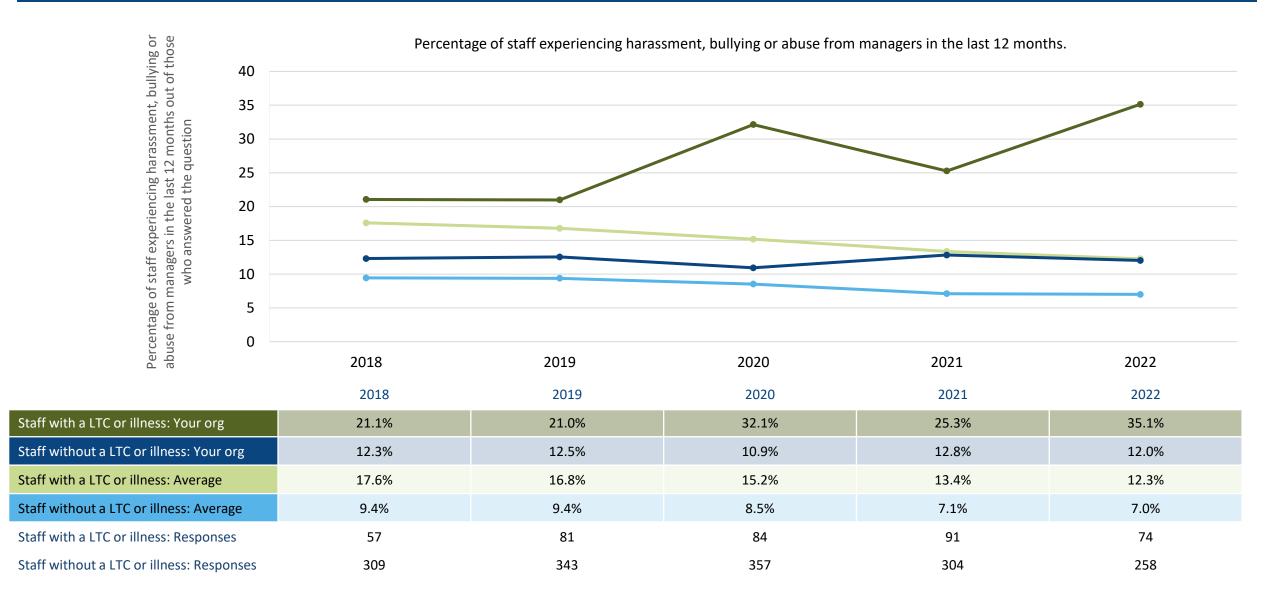






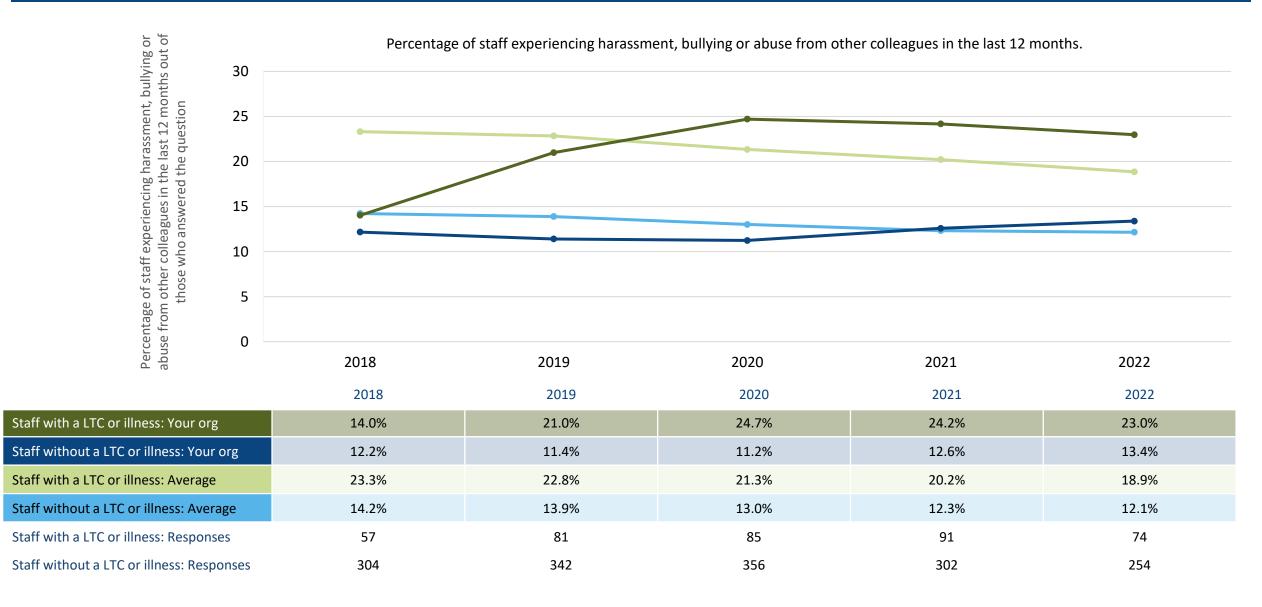






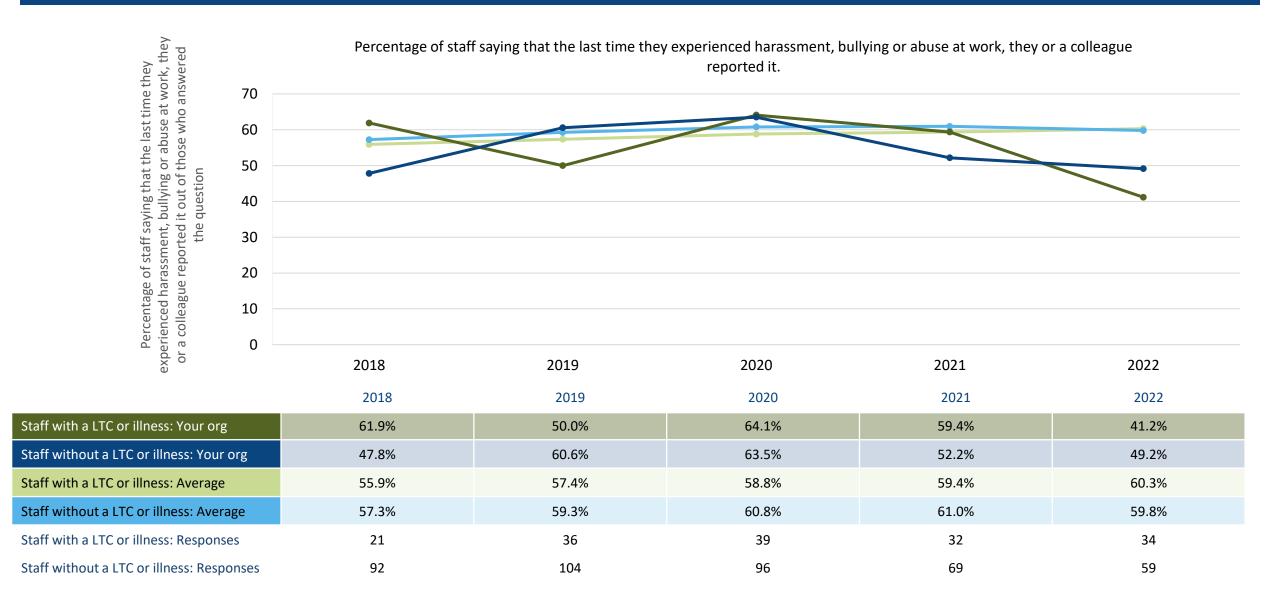








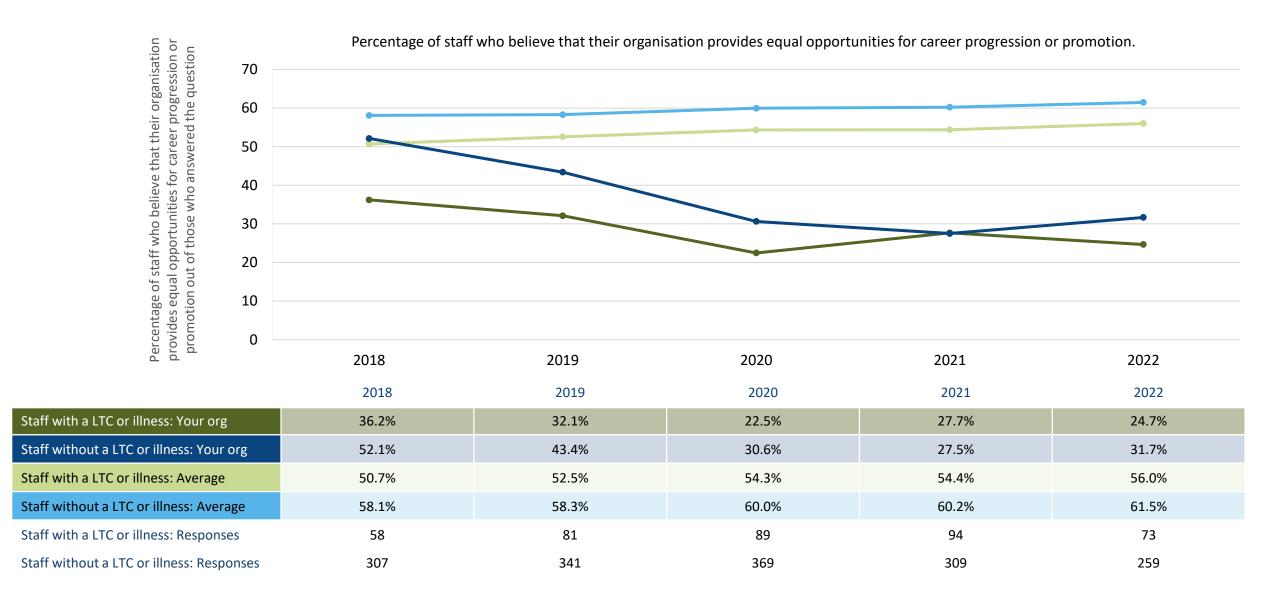






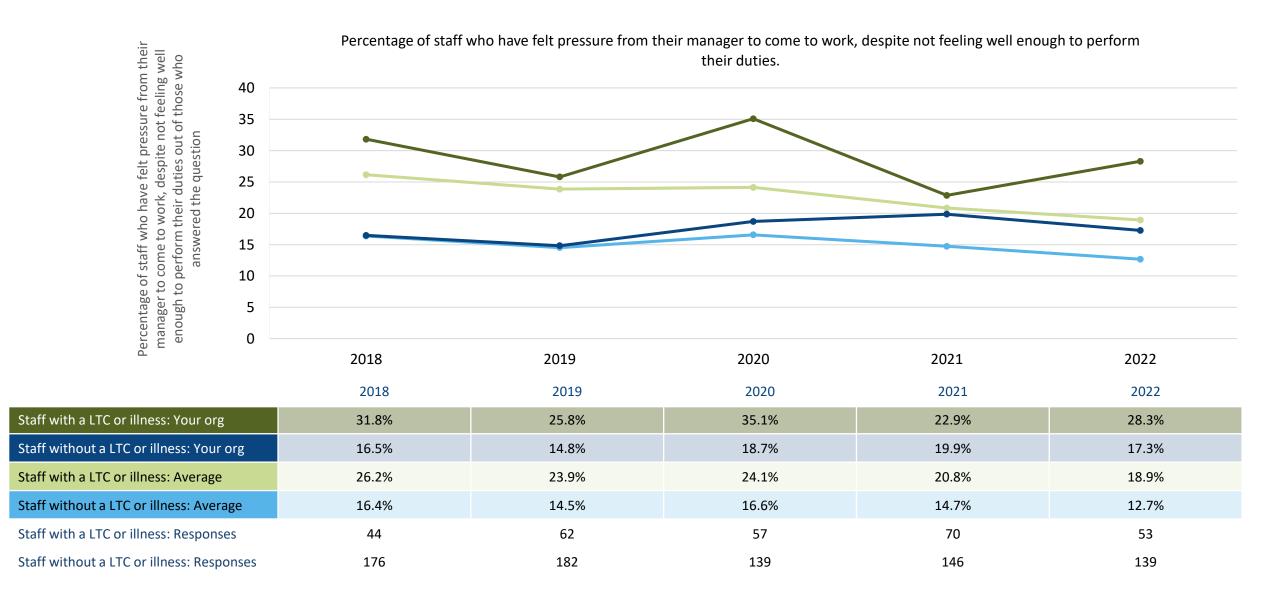








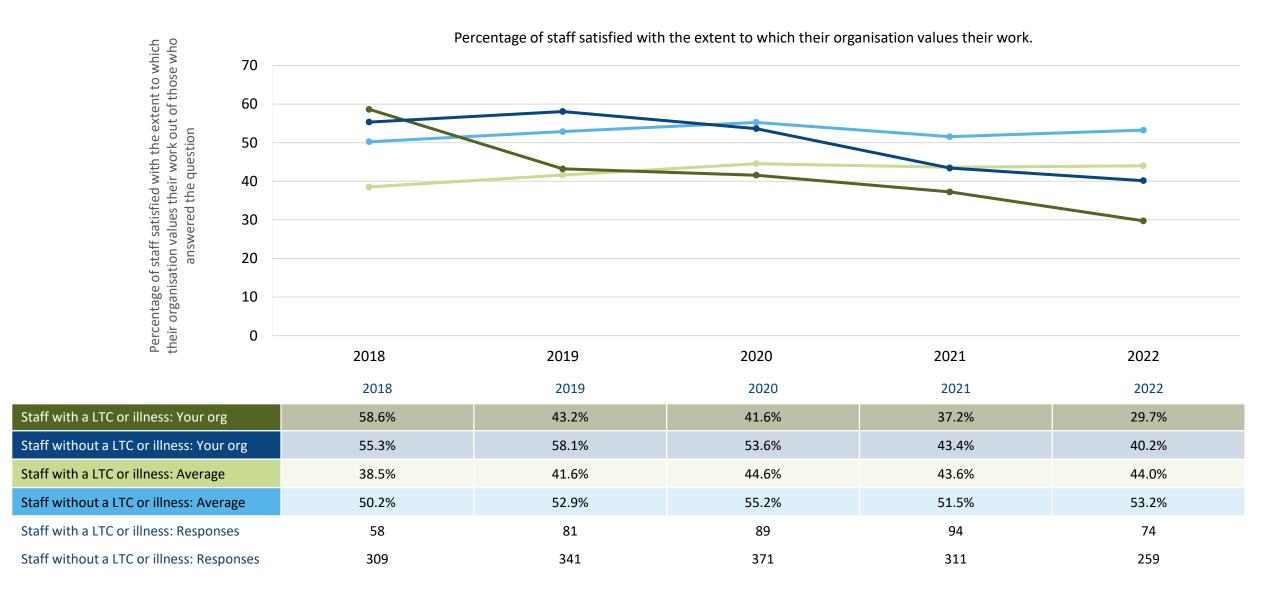








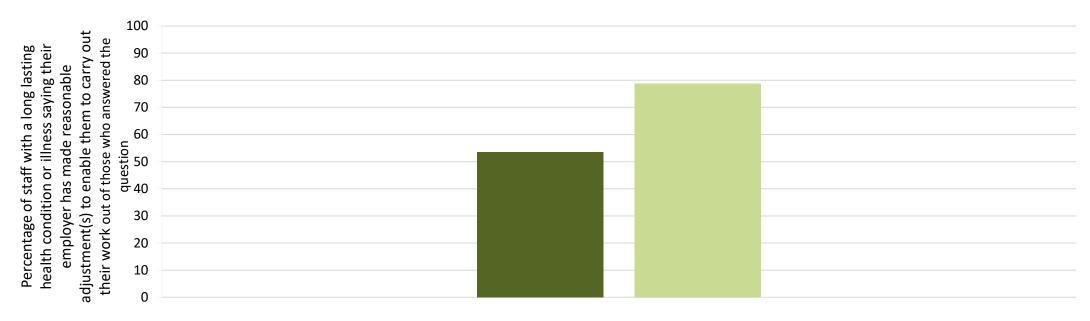








Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.



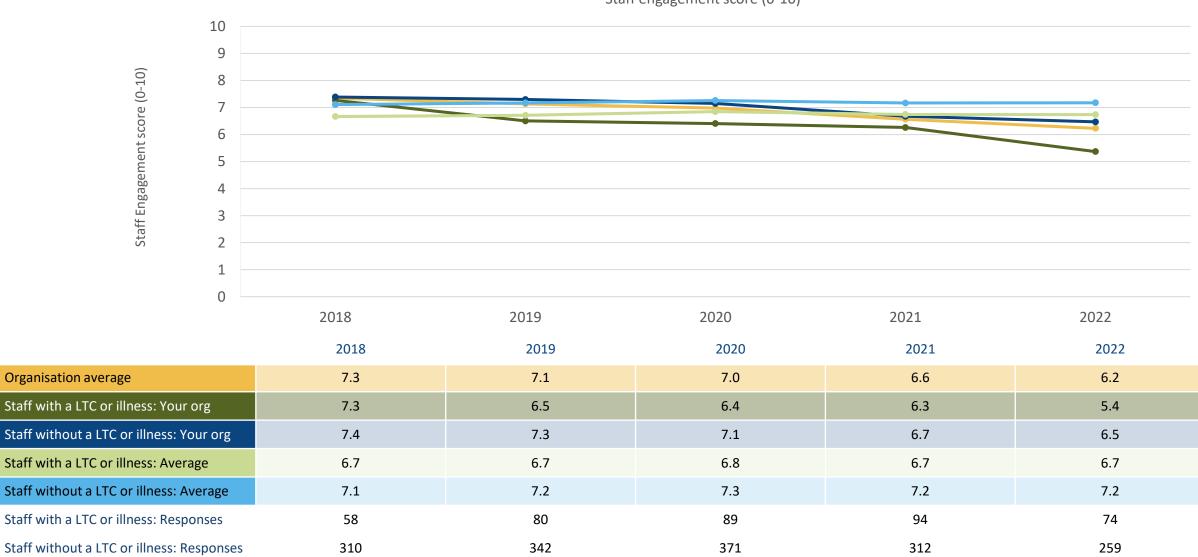
1	^	1	-
Z	U	Z	4

Staff with a LTC or illness: Your org	53.5%
Staff with a LTC or illness: Average	78.8%
Staff with a LTC or illness: Responses	43













About your respondents

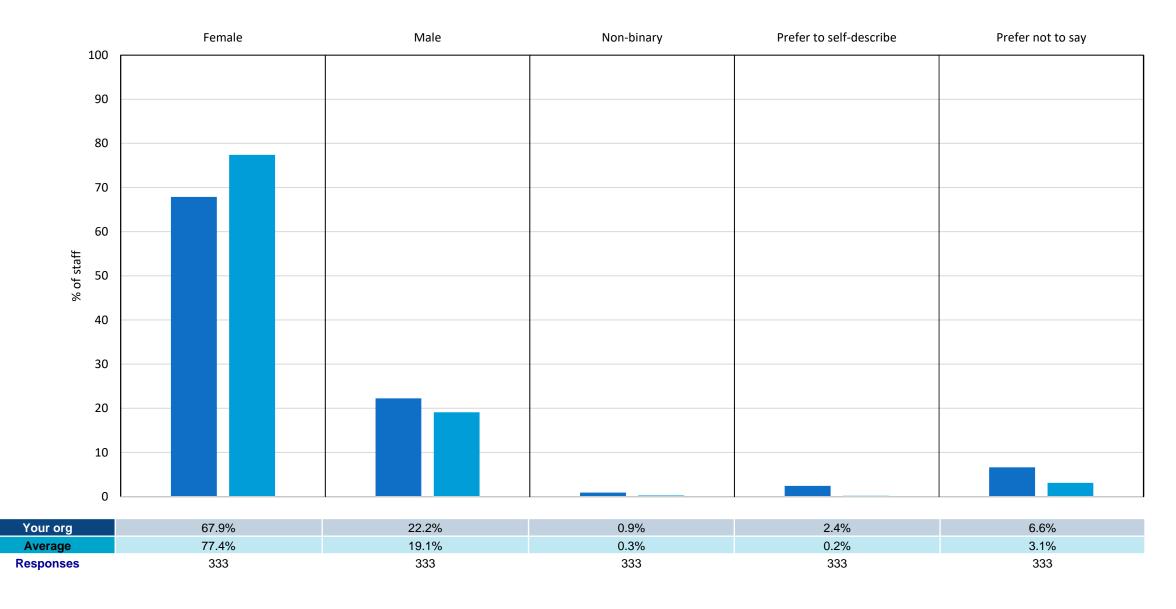
This section will show demographic information for 2022.

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Background details - Gender



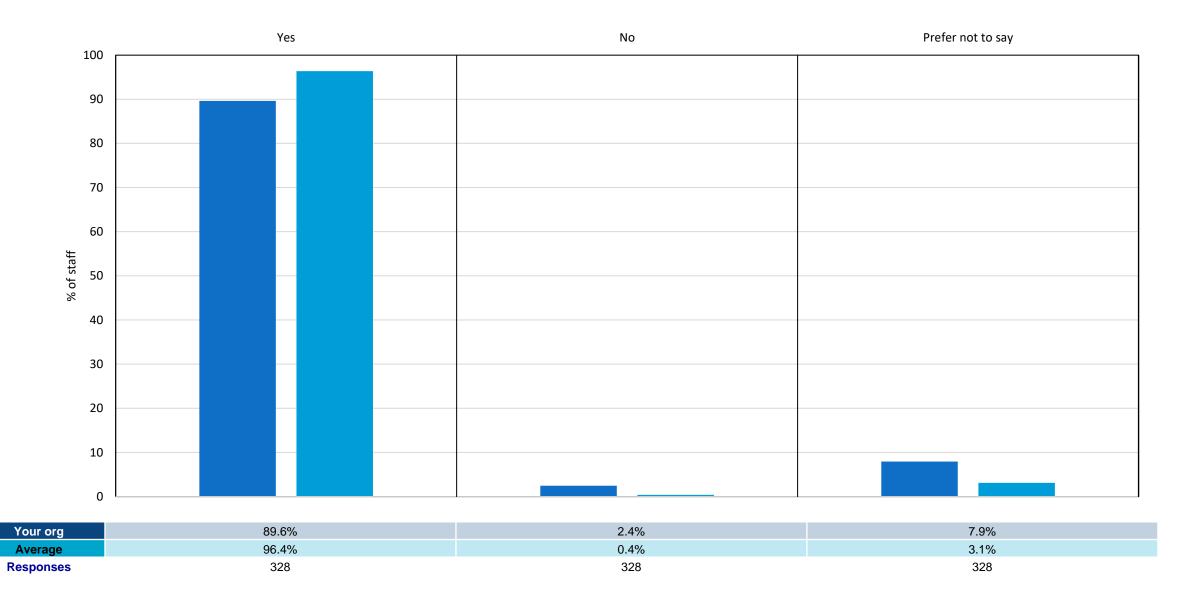




Background details — Is your gender identity the same as the sex you were assigned at birth?



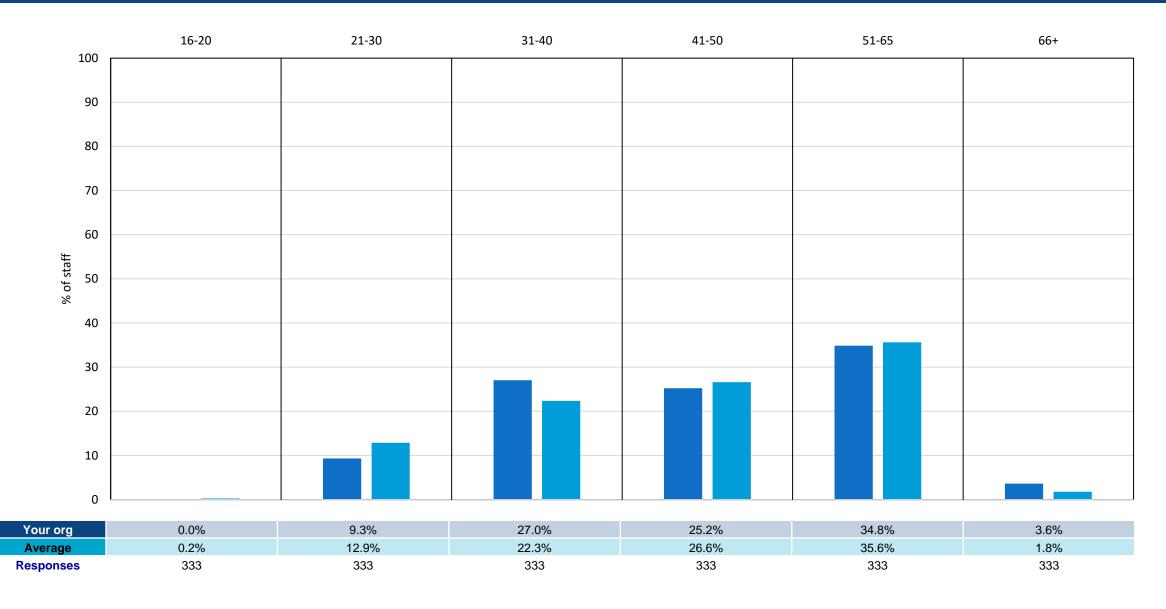




Background details - Age





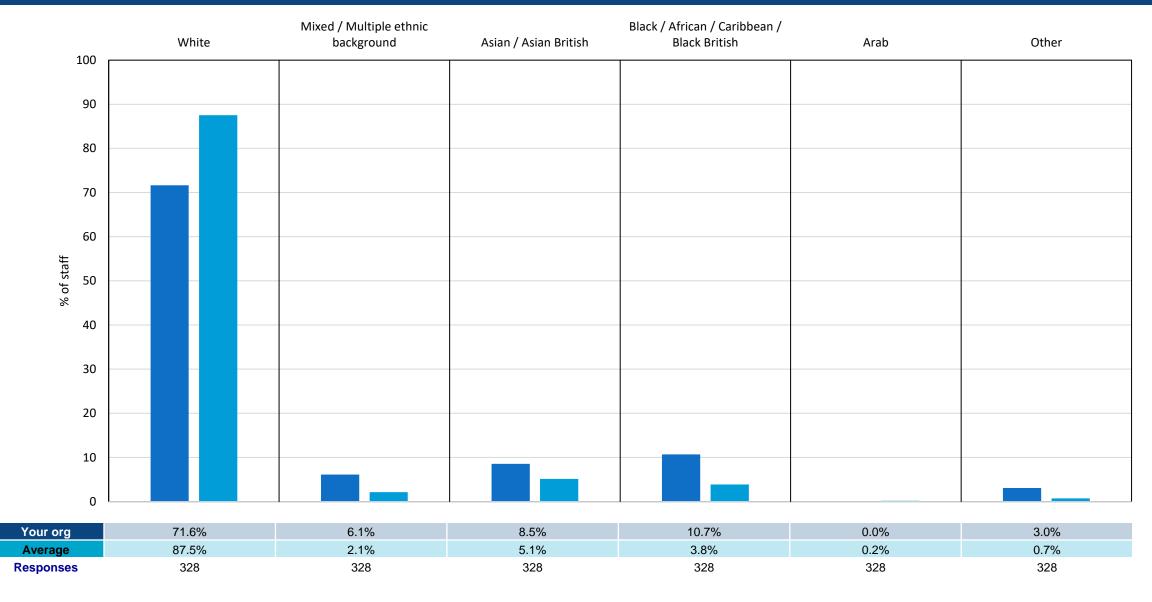




Background details - Ethnicity





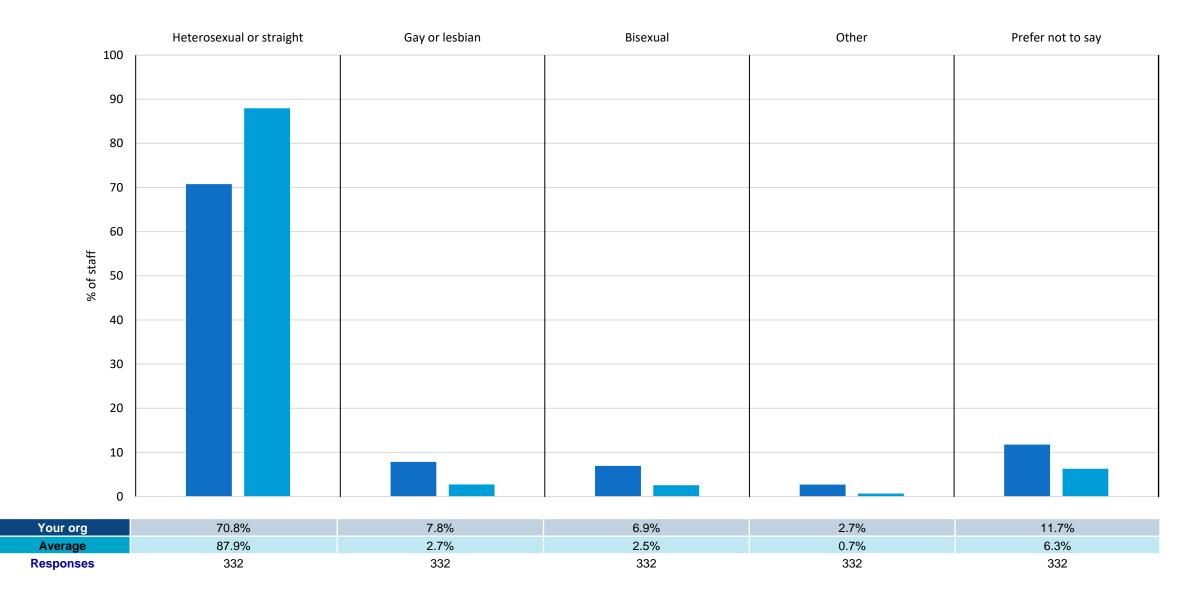




Background details – Sexual orientation



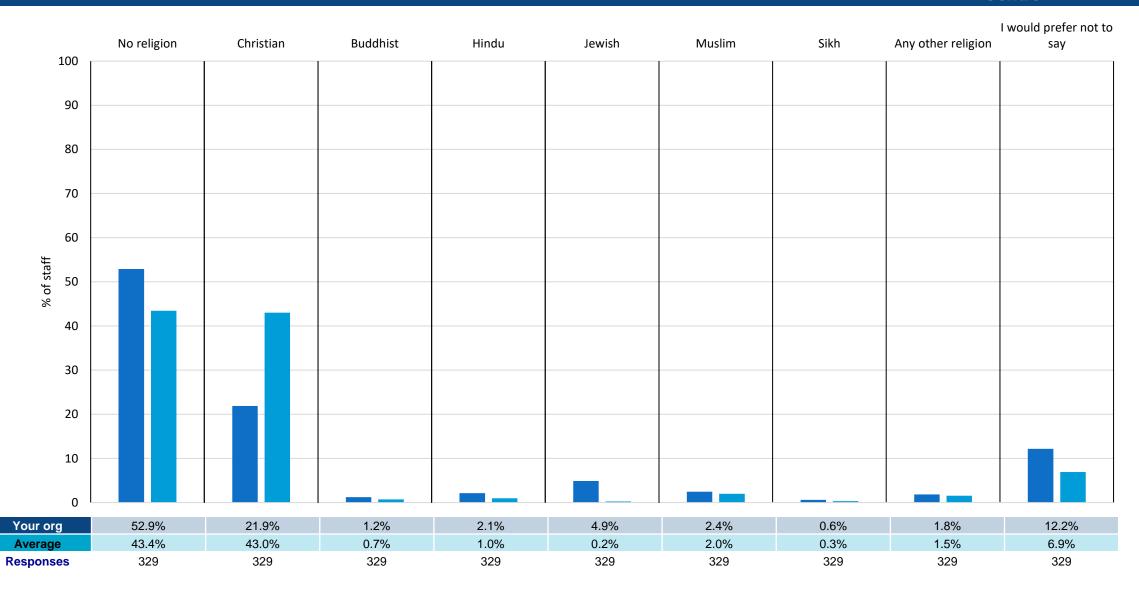




Background details - Religion





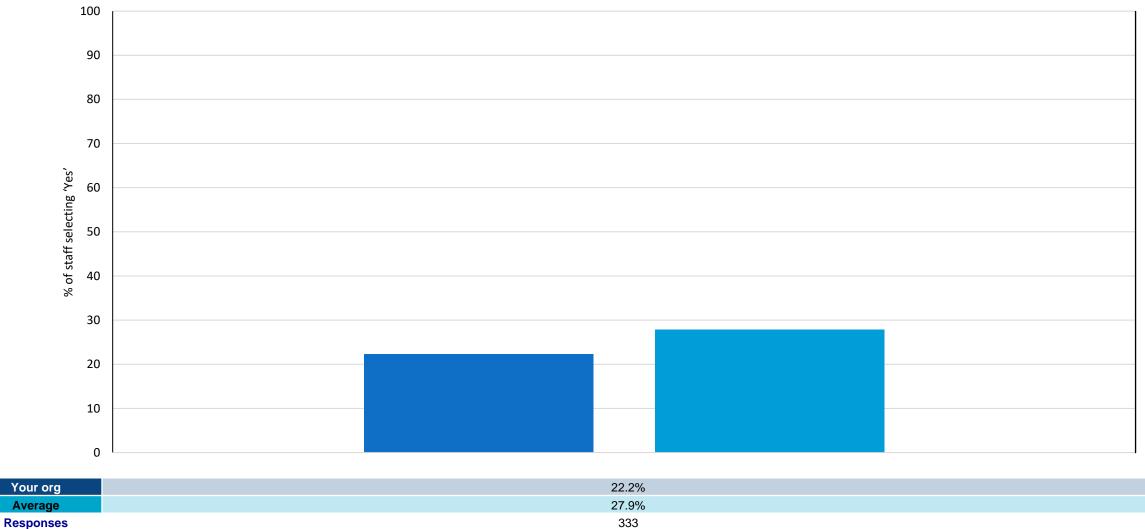


Background details — Long lasting health condition or illness





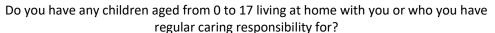




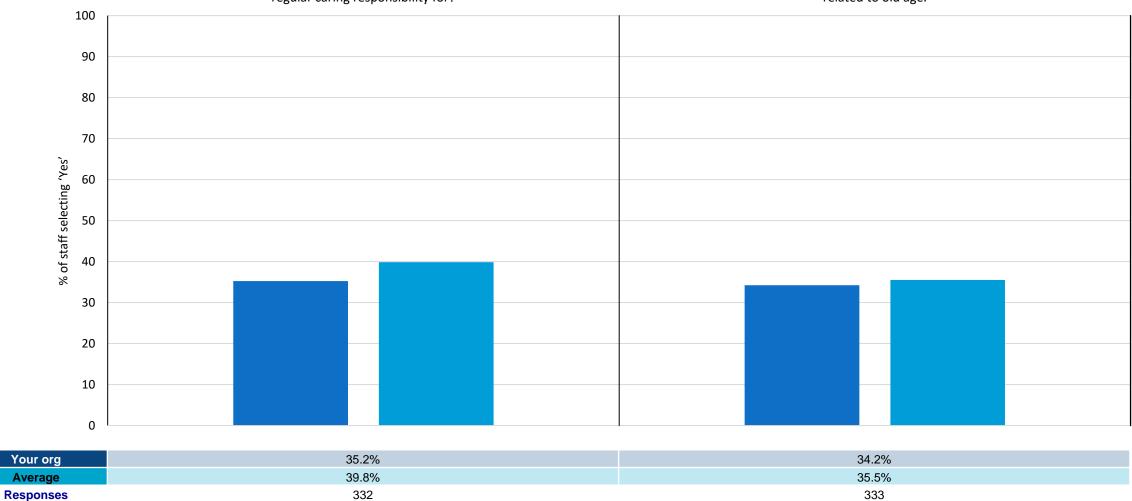
Background details — Parental / caring responsibilities







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

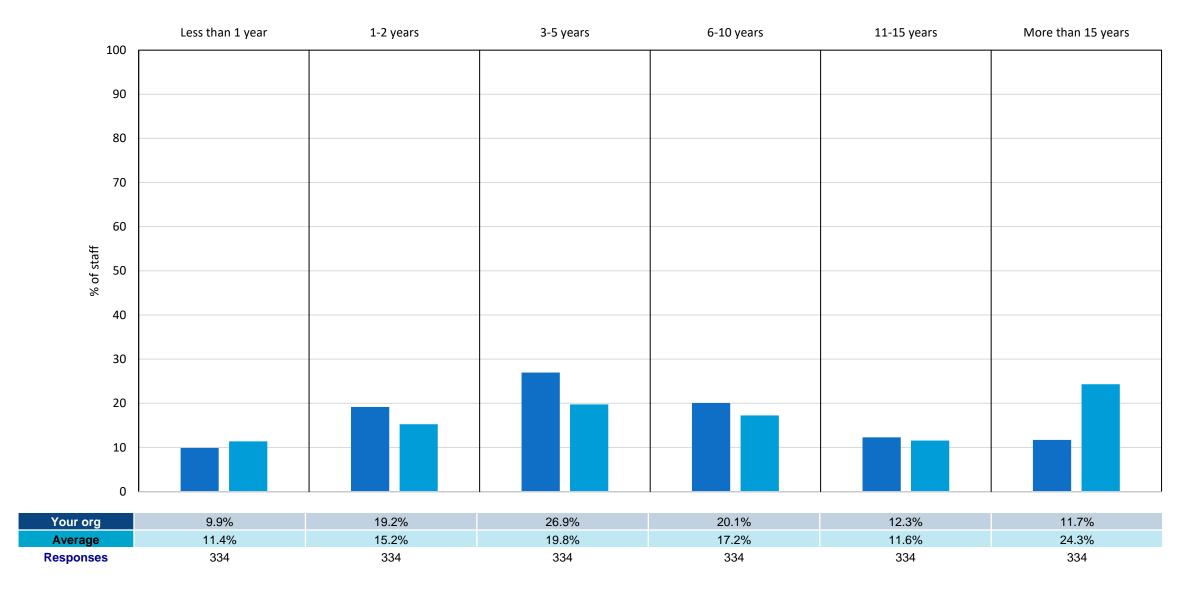




Background details – Length of service



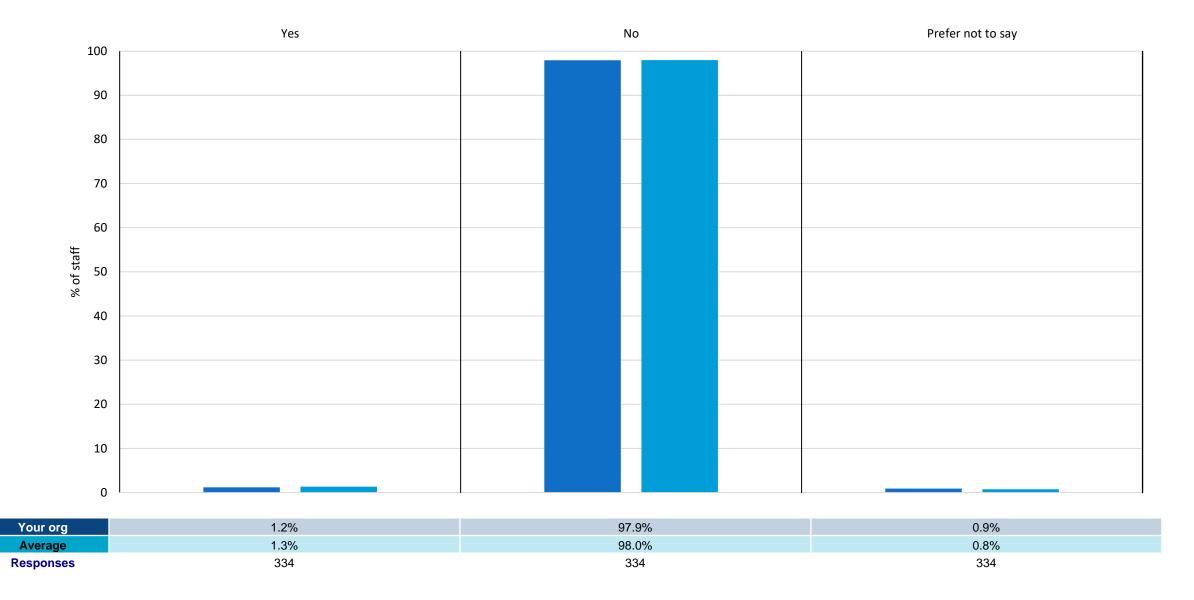




Background details — When you joined this organisation were you recruited from outside of the UK?



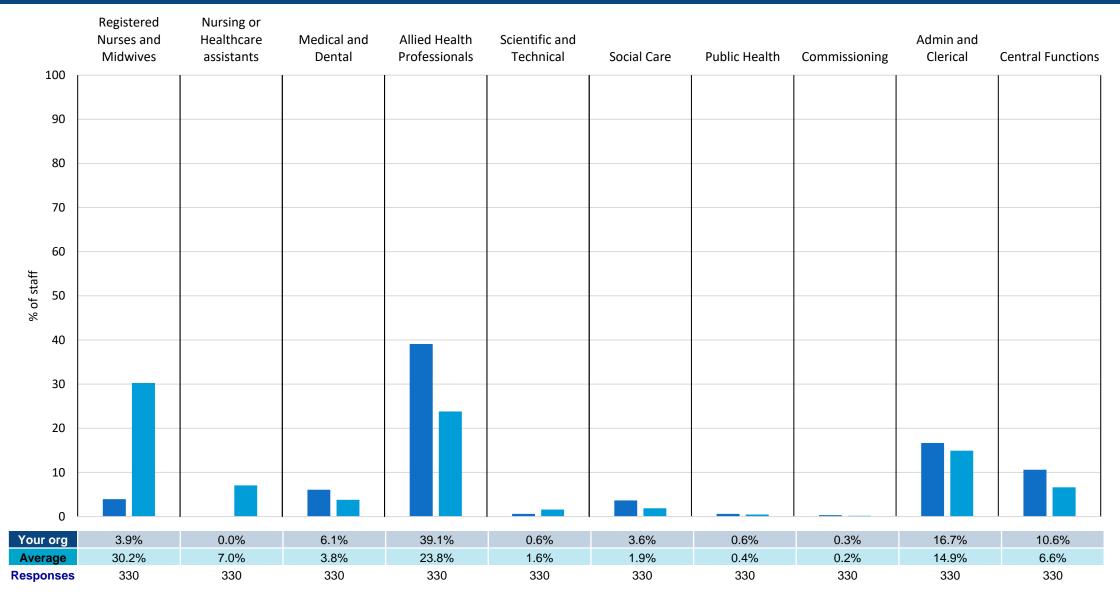




Background details – Occupational group



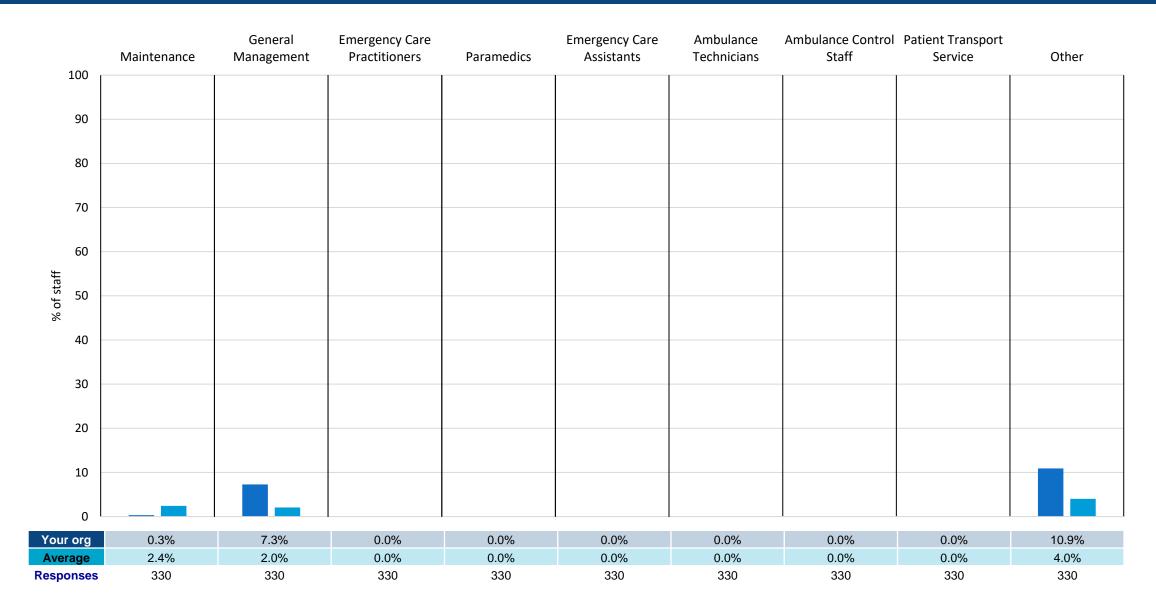




Background details – Occupational group











Appendices

Survey Coordination Centre

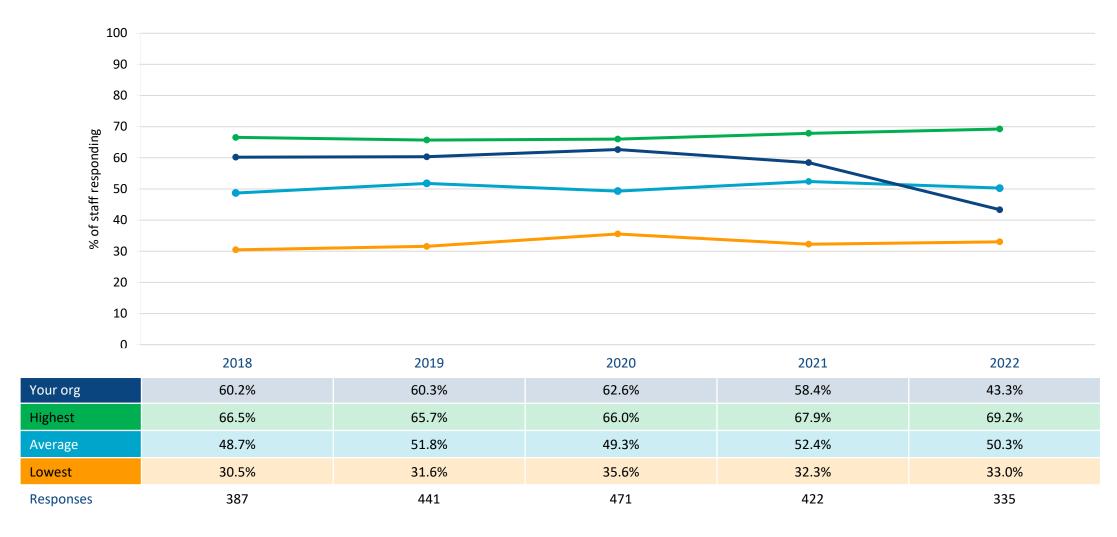


Appendix A: Response rate





Response rate



Survey Coordination Centre



Appendix B: Significance testing 2021 vs 2022



Appendix B: Significance testing – 2021 vs 2022





The table below presents the results of significance testing conducted on the theme scores calculated in both 2021 and 2022*.

People Promise elements	2021 score	2021 respondents	2022 score	2022 respondents	Statistically significant change?
We are compassionate and inclusive	7.2	411	7.0	335	Not significant
We are recognised and rewarded	6.3	419	5.9	335	Significantly lower
We each have a voice that counts	6.4	408	6.1	332	Not significant
We are safe and healthy	5.9	411	5.7	335	Not significant
We are always learning	5.2	397	4.6	315	Significantly lower
We work flexibly	6.5	416	6.3	335	Not significant
We are a team	6.9	414	6.7	335	Not significant
Themes					
Staff Engagement	6.6	420	6.2	335	Significantly lower
Morale	5.5	419	5.2	335	Significantly lower

^{*} Statistical significance is tested using a two-tailed t-test with a 95% level of confidence. For more details please see the technical document.





Appendix C: Tips on using your benchmark report



Appendix C: Data in the benchmark reports





The following pages include tips on how to read, interpret and use the data in this report. The suggestions are aimed at users who would like some guidance on how to understand the data in this report. These suggestions are by no means the only way to analyse or use the data, but have been included to aid users.

Key points to note



The seven People Promise elements, the two themes and the sub-scores that feed into them cover key areas of staff experience and present results in these areas in a clear and consistent way. All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Details of how the scores are calculated can be found in the technical document available on the Staff Survey website.



A key feature of the reports is that they **provide organisations with up to five years of trend data**. Trend data provides a much more reliable indication of whether the most recent results represent a change from the norm for an organisation than comparing the most recent results only to those from the previous year. Taking a longer term view will help organisations to identify trends over several years that may have been missed when comparisons are drawn solely between the current and previous year.



People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are benchmarked so that organisations can identify how results on each question have changed for themselves and their peers over time by looking at a single graph.

N.B. Historical benchmarking data for 2019 has been revised for the Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trusts benchmarking groups. This is due to a revision in the occupation group weighting to correctly reflect historical benchmarking group changes. Historical data is reweighted each year according to the latest results and so historical figures change with each new year of data; however it is advised to keep the above in mind when viewing historical results released in 2022.



Appendix C: 1. Reviewing People Promise and theme results





When analysing People Promise element and theme results, it is easiest to start with the **overview** page to quickly identify areas which are doing better or worse in comparison to other organisations in the given benchmarking group.

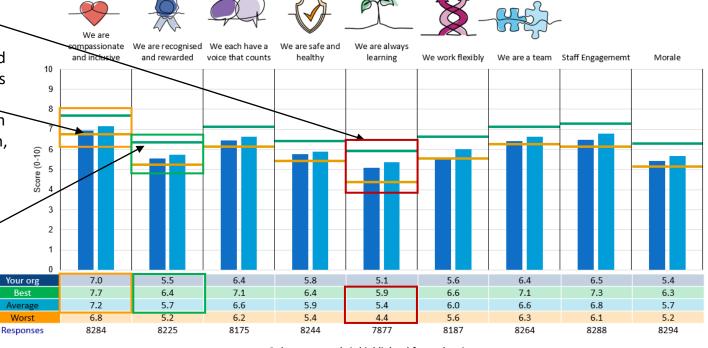
It is important to consider each result within the range of its benchmarking group 'Best' and 'Worst' scores, rather than comparing People Promise element and theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

Areas to improve

- By checking where the 'Your org' column/value is lower than the benchmarking group 'Average' you can quickly identify areas for improvement.
 - It is worth looking at the difference between the 'Your org' result and the benchmarking group 'Worst' score. The closer your organisation's result is to the worst score, the more concerning the result.
- Results where your organisation's score is only marginally better than the 'Average', but still lags behind the best result by a notable margin, could also be considered as areas for further improvement.

Positive outcomes

- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' scores are distinctly higher than the benchmarking group 'Average' score.
- Positive stories to report could be ones where your organisation approaches or matches the benchmarking group's 'Best' score.



Appendix C: 2. Reviewing results in more detail





Review trend data

Trend data can be used to identify measures which have been consistently improving for your organisation (i.e. showing an upward trend) over the past years and ones which have been declining over time. These charts can help establish if there is genuine change in the results (if the results are consistently improving or declining over time), or whether a change between years is just a minor year-on-year fluctuation.

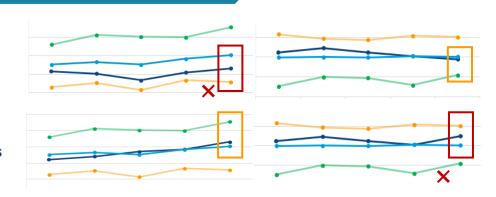


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

Review the sub-scores and questions feeding into the People Promise elements and themes

In order to understand exactly which factors are driving your organisation's People Promise element and theme scores, you should review the sub-scores and questions feeding into these scores. The **sub-score results** and the 'Question results' section contain the sub-scores and questions contributing to each People Promise element and theme, grouped together. By comparing 'Your org' scores to the benchmarking group 'Average', 'Best' and 'Worst' scores for each question, the questions which are driving your organisation's People Promise element and theme results can be identified.

For areas of experience where results need improvement, action plans can be formulated to **focus on the questions** where the organisation's results fall between the benchmarking group average and worst results. Remember to keep an eye out for questions where a lower percentage is a better outcome – such as questions on violence or harassment, bullying and abuse.



= Negative driver, org result falls between average & worst benchmarking group result for question

Appendix C: 3. Reviewing question results





This benchmark report displays results for all questions in the questionnaire, including benchmarked trend data wherever available. While this a key feature of the report, at first glance the amount of information contained on more than 140 pages might appear daunting. The below suggestions aim to provide some guidance on how to get started with navigating through this set of data.

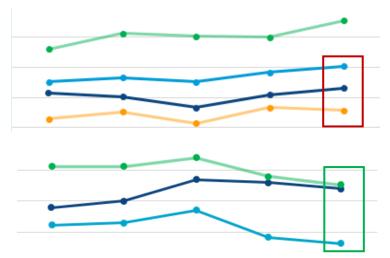
Identifying questions of interest

> Pre-defined questions of interest – key questions for your organisation

Most organisations will have questions which have traditionally been a focus for them - questions which have been targeted with internal policies or programmes, or whose results are of heightened importance due to organisation values or because they are considered a proxy for key issues. Outcomes for these questions can be assessed on the backdrop of benchmark and historical trend data.

Identifying questions of interest based on the results in this report

The methods recommended to review your People Promise and theme results can also be applied to pick out question level results of interest. However, unlike People Promise elements, themes and sub-scores where a higher score always indicates a better result, it is important to keep an eye out for questions where a lower percentage relates to a better outcome (see details on the 'Using the report' page in the 'Introduction' section).



- To identify areas of concern: look for questions where the organisation value falls between the benchmarking group average and the worst score, particularly questions where your organisation result is very close to the worst score. Review changes in the trend data to establish if there has been a decline or stagnation in results across multiple years, but consider the context of how the trust has performed in comparison to its benchmarking group over this period. A positive trend for a question that is still below the average result can be seen as good progress to build on further in the future.
- When looking for positive outcomes: search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.





Appendix D: Additional reporting outputs

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Appendix D: Additional reporting outputs





Below are links to other key reporting outputs that complement this report. A full list and more detailed explanation of the reporting outputs is included in the Technical Document.

Supporting documents



Basic Guide: Provides a brief overview of the NHS Staff Survey data and details on what is contained in each of the reporting outputs.



<u>Technical Document:</u> Contains technical details about the NHS Staff Survey data, including: data cleaning, weighting, benchmarking, People Promise, historical comparability of organisations and questions in the survey.

Other local results



<u>Local Dashboards</u>: Online dashboards containing results for each participating organisation, similar those provided in this report, with trend data and benchmark results for up to five years where possible. These dashboards additionally show the full breakdown of response options for each question.



<u>Breakdown reports:</u> Reports containing People Promise and theme results split by breakdown (locality) for Tavistock and Portman NHS Foundation Trust.

National results



<u>National Dashboards</u>: Online dashboards containing national results for NHS trusts with trend data for up to five years where possible. These dashboards show the results for different trust types and include the full breakdown or response options for each question.



Regional / System overview and Regional / System breakdown Dashboards containing results for each region and each ICS.



<u>Detailed spreadsheets</u> Contain detailed weighted results for all participating organisations, all trusts nationally, and for each region and ICS.