Survey
Coordination
Centre

NHS

Kettering General Hospital NHS Foundation Trust

NHS Staff Survey Benchmark report 2022

Contents

Introduction

About this report

This benchmark report for Kettering General Hospital 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:

We are compassionate and inclusive   We are recognised and rewarded   We each have a voice that counts   We are safe and healthy   We are always learning   We work flexibly   We are a team

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
We are compassionate and inclusive	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
We are recognised and rewarded	No sub-score	Q4a, Q4b, Q4c, Q8d, Q9e
We each have a voice that counts	Autonomy and control	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b
	Raising concerns	Q19a, Q19b, Q23e, Q23f
We are safe and healthy	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
We are always learning	Development	Q22a, Q22b, Q22c, Q22d, Q22e
	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
	Flexible working	Q4d
We are a team	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a
	Line management	Q9a, Q9b, Q9c, Q9d

Themes	Sub-scores	Questions
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q23a, Q23c, Q23d
Morale	Thinking about leaving	Q24a, Q24b, Q24c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes
Q1, Q10a, Q10b, Q10c, Q11e, Q15, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b

Report structure

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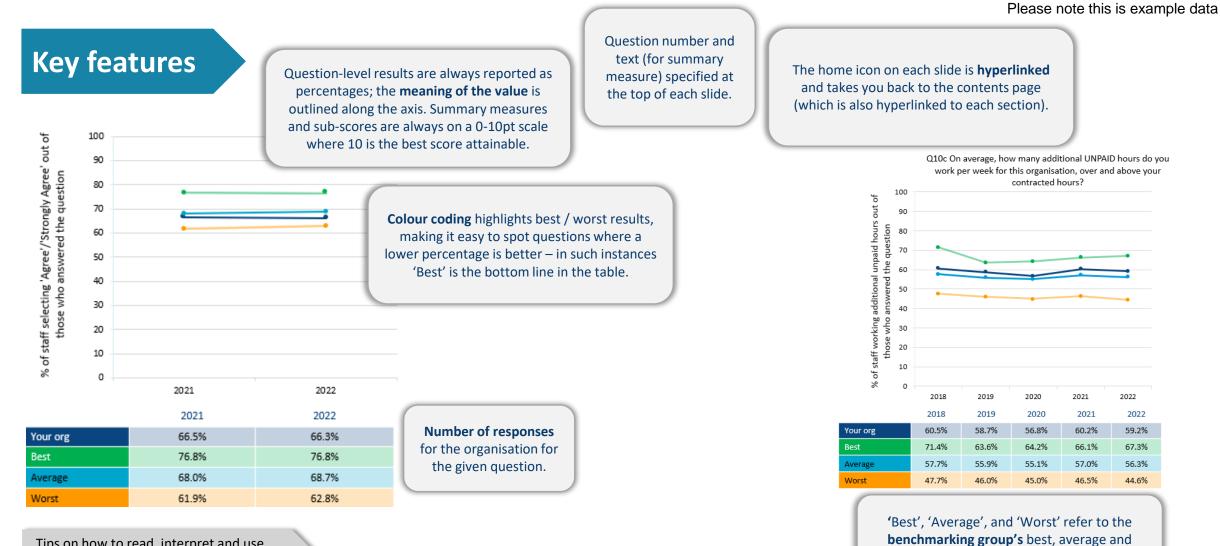
⚠ Please note, where there are less than 11 responses for a question this data is not shown to protect the confidentiality of staff and reliability of results.

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.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2021	2022
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

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

% of staff working additional unpaid hours out of those who answered the question

	2018	2019	2020	2021	2022
Your org	60.5%	58.7%	56.8%	60.2%	59.2%
Best	71.4%	63.6%	64.2%	66.1%	67.3%
Average	57.7%	55.9%	55.1%	57.0%	56.3%
Worst	47.7%	46.0%	45.0%	46.5%	44.6%

'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.

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Organisation details

Survey Coordination Centre

NHS

Kettering General Hospital NHS Foundation Trust

2022 NHS Staff Survey

Organisation details

This organisation is benchmarked against:

Acute and Acute & Community Trusts

Completed questionnaires	**2073**
2022 response rate	**43%**

2022 benchmarking group details

Organisations in group: 124

Median response rate: 44%

No. of completed questionnaires: 431292

Survey details

Survey mode	**Mixed**

For more information on benchmarking group definitions please see the Technical document.

People Promise Elements, Themes and sub-score results

People Promise Elements, Themes and Sub-scores: Overview

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**.

	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagement	Morale
Your org	6.8	5.3	6.3	5.7	5.1	5.7	6.3	6.4	5.4
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	2067	2063	2047	2059	1984	2053	2059	2070	2070

People Promise Elements, Themes and Sub-scores: Sub-score 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**.

Promise element 1: We are compassionate and inclusive

	Compassionate culture	Compassionate leadership	Diversity and equality	Inclusion
Your org	6.4	6.4	7.7	6.4
Best	7.7	7.4	8.8	7.3
Average	7.0	6.8	8.1	6.8
Worst	6.1	6.4	7.5	6.4
Responses	2059	2067	2065	2060

Promise element 3: We each have a voice that counts

	Autonomy and control	Raising concerns
Your org	6.6	6.0
Best	7.3	7.1
Average	6.9	6.4
Worst	6.5	5.7
Responses	2069	2048
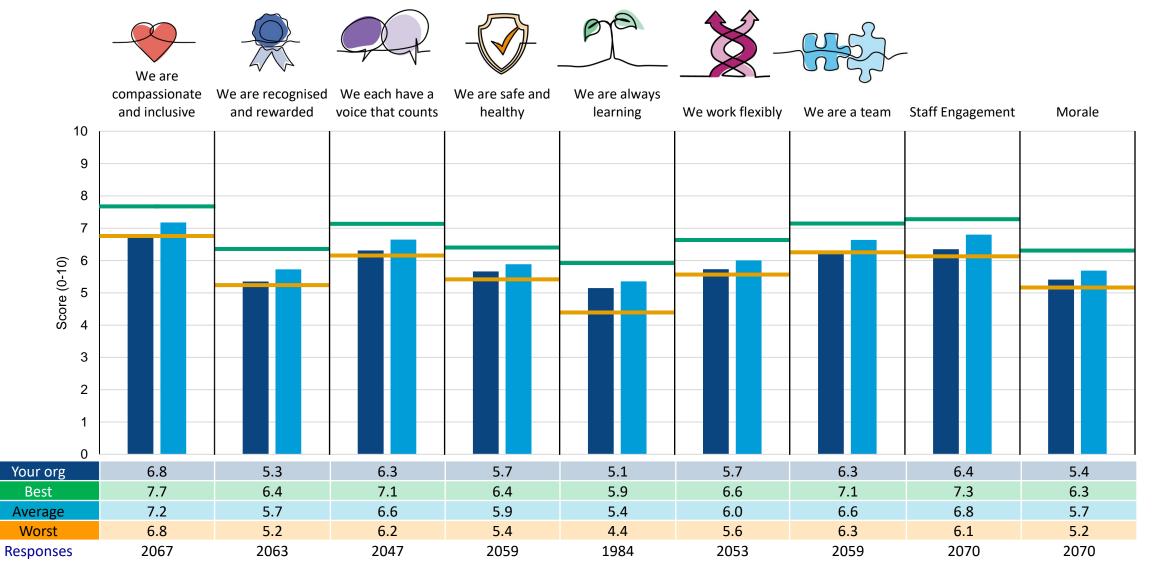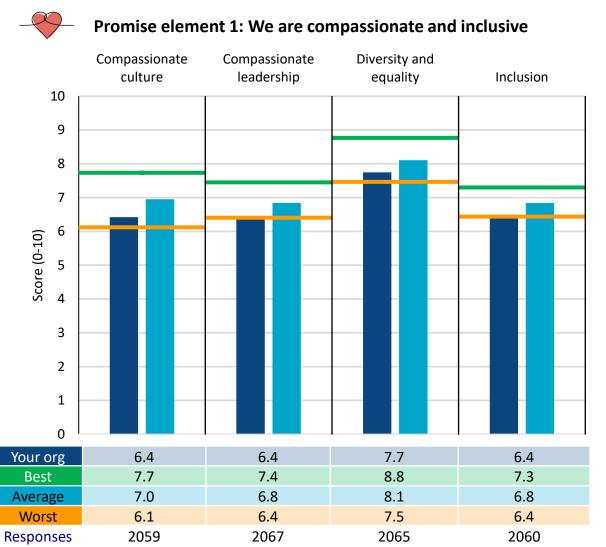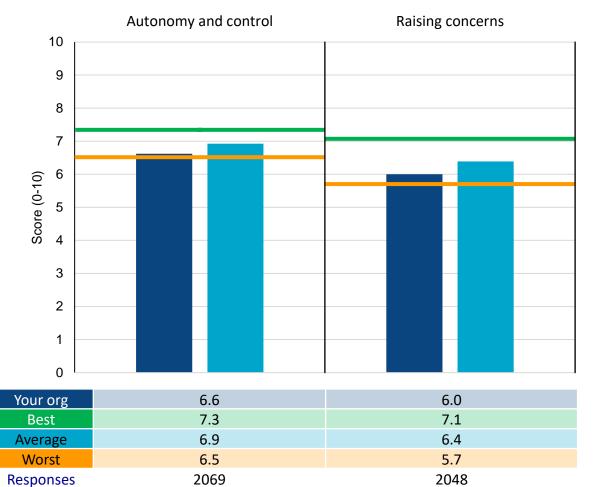
N.B. People Promise Element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 20.

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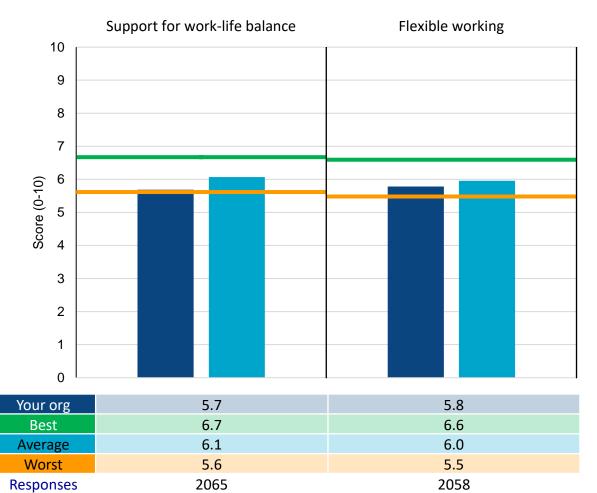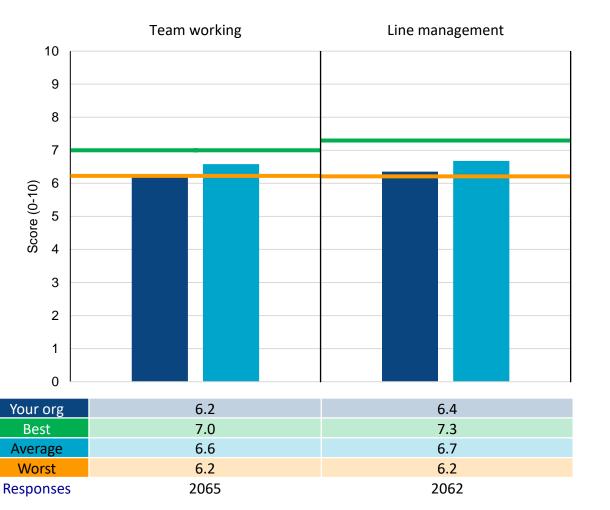
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 4: We are safe and healthy

	Health and safety climate	Burnout	Negative experiences
Your org	5.0	4.6	7.4
Best	5.9	5.3	8.1
Average	5.2	4.8	7.7
Worst	4.6	4.4	7.3
Responses	2070	2066	2066

Promise element 5: We are always learning

	Development	Appraisals
Your org	6.0	4.3
Best	6.8	5.1
Average	6.3	4.4
Worst	5.9	2.9
Responses	2062	1990

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
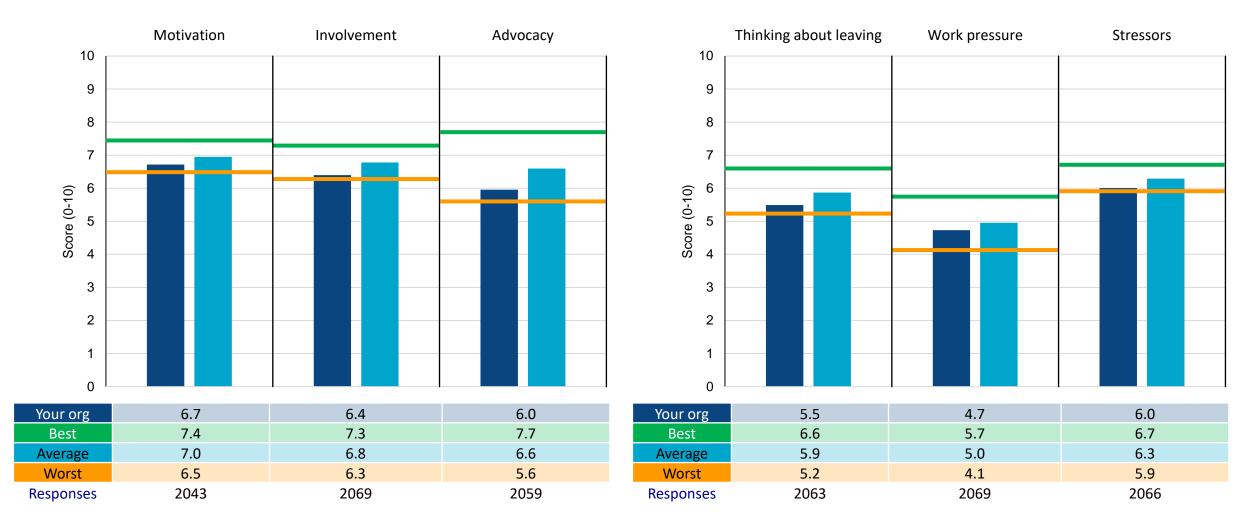
	Support for work-life balance	Flexible working
Your org	5.7	5.8
Best	6.7	6.6
Average	6.1	6.0
Worst	5.6	5.5
Responses	2065	2058

	Team working	Line management
Your org	6.2	6.4
Best	7.0	7.3
Average	6.6	6.7
Worst	6.2	6.2
Responses	2065	2062

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

	Motivation	Involvement	Advocacy
Your org	6.7	6.4	6.0
Best	7.4	7.3	7.7
Average	7.0	6.8	6.6
Worst	6.5	6.3	5.6
Responses	2043	2069	2059

Theme: Morale

	Thinking about leaving	Work pressure	Stressors
Your org	5.5	4.7	6.0
Best	6.6	5.7	6.7
Average	5.9	5.0	6.3
Worst	5.2	4.1	5.9
Responses	2063	2069	2066

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

We are compassionate and inclusive
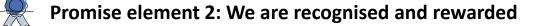
	2021	2022
Your org	6.9	6.8
Best	7.8	7.7
Average	7.2	7.2
Worst	6.7	6.8
Responses	2104	2067

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

Compassionate culture

	2021	2022
Your org	6.7	6.4
Best	8.0	7.7
Average	7.1	7.0
Worst	6.2	6.1
Responses	2105	2059

Compassionate leadership

	2021	2022
Your org	6.4	6.4
Best	7.5	7.4
Average	6.8	6.8
Worst	6.3	6.4
Responses	2107	2067

Diversity and equality

	2021	2022
Your org	7.9	7.7
Best	8.8	8.8
Average	8.1	8.1
Worst	7.4	7.5
Responses	2103	2065

Inclusion

	2021	2022
Your org	6.5	6.4
Best	7.3	7.3
Average	6.8	6.8
Worst	6.5	6.4
Responses	2088	2060

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

We are recognised and rewarded

	2021	2022
Your org	5.5	5.3
Best	6.5	6.4
Average	5.8	5.7
Worst	5.3	5.2
Responses	2099	2063

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
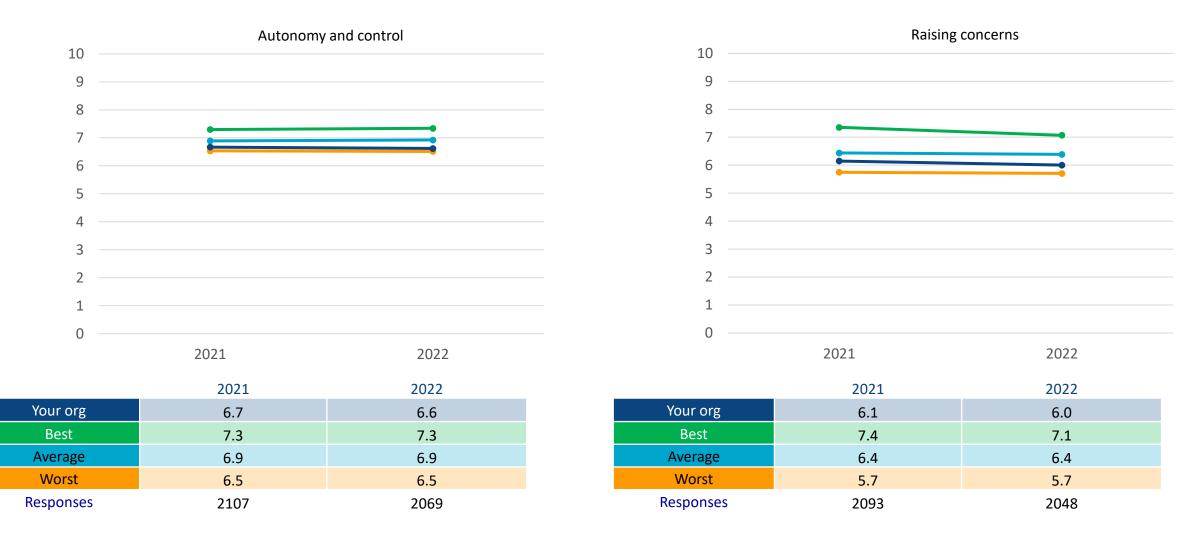
We each have a voice that counts

	2021	2022
Your org	6.4	6.3
Best	7.3	7.1
Average	6.7	6.6
Worst	6.2	6.2
Responses	2085	2047

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

Autonomy and control

	2021	2022
Your org	6.7	6.6
Best	7.3	7.3
Average	6.9	6.9
Worst	6.5	6.5
Responses	2107	2069

Raising concerns

	2021	2022
Your org	6.1	6.0
Best	7.4	7.1
Average	6.4	6.4
Worst	5.7	5.7
Responses	2093	2048

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

We are safe and healthy

	2021	2022
Your org	5.7	5.7
Best	6.5	6.4
Average	5.9	5.9
Worst	5.5	5.4
Responses	2096	2059

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

Health and safety climate

	2021	2022
Your org	5.0	5.0
Best	6.0	5.9
Average	5.2	5.2
Worst	4.7	4.6
Responses	2110	2070

Burnout

	2021	2022
Your org	4.6	4.6
Best	5.3	5.3
Average	4.8	4.8
Worst	4.4	4.4
Responses	2106	2066

Negative experiences

	2021	2022
Your org	7.4	7.4
Best	8.1	8.1
Average	7.7	7.7
Worst	7.3	7.3
Responses	2105	2066

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

We are always learning

	2021	2022
Your org	5.1	5.1
Best	6.0	5.9
Average	5.2	5.4
Worst	4.3	4.4
Responses	1992	1984

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

Development

	2021	2022
Your org	6.0	6.0
Best	6.9	6.8
Average	6.3	6.3
Worst	5.7	5.9
Responses	2095	2062

Appraisals

	2021	2022
Your org	4.1	4.3
Best	5.1	5.1
Average	4.2	4.4
Worst	2.8	2.9
Responses	2002	1990

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

We work flexibly

	2021	2022
Your org	5.7	5.7
Best	6.7	6.6
Average	6.0	6.0
Worst	5.4	5.6
Responses	2076	2053

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

Support for work-life balance

	2021	2022
Your org	5.7	5.7
Best	6.7	6.7
Average	6.0	6.1
Worst	5.5	5.6
Responses	2102	2065

Flexible working

	2021	2022
Your org	5.8	5.8
Best	6.7	6.6
Average	5.9	6.0
Worst	5.4	5.5
Responses	2085	2058

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

We are a team

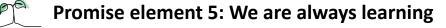|	2021	2022
Your org	6.3	6.3
Best	7.1	7.1
Average	6.6	6.6
Worst	6.2	6.3
Responses	2100	2059

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

Team working

	2021	2022
Your org	6.3	6.2
Best	7.0	7.0
Average	6.5	6.6
Worst	6.2	6.2
Responses	2102	2065

Line management

	2021	2022
Your org	6.3	6.4
Best	7.2	7.3
Average	6.6	6.7
Worst	6.2	6.2
Responses	2107	2062

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**.

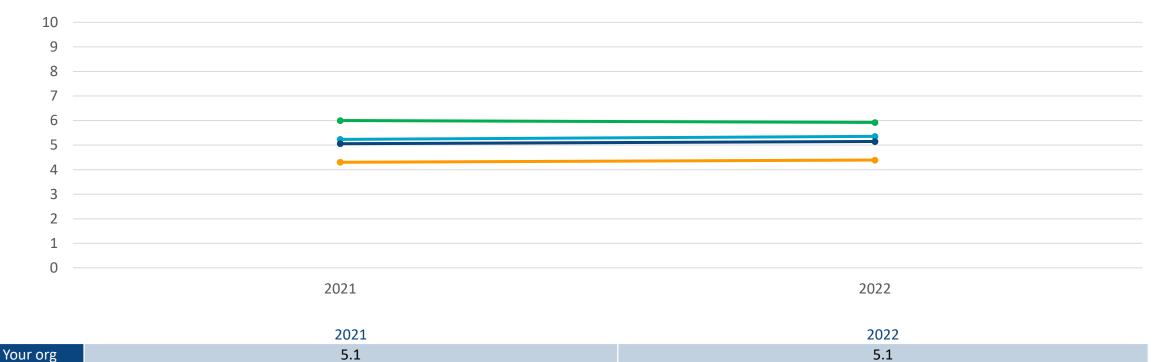**Theme: Staff Engagement**

Staff Engagement

	2018	2019	2020	2021	2022
Your org	7.0	7.0	7.0	6.5	6.4
Best	7.7	7.6	7.6	7.4	7.3
Average	7.0	7.0	7.0	6.8	6.8
Worst	6.4	6.1	6.5	6.3	6.1
Responses	1760	2094	2566	2110	2070

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**.
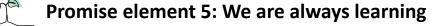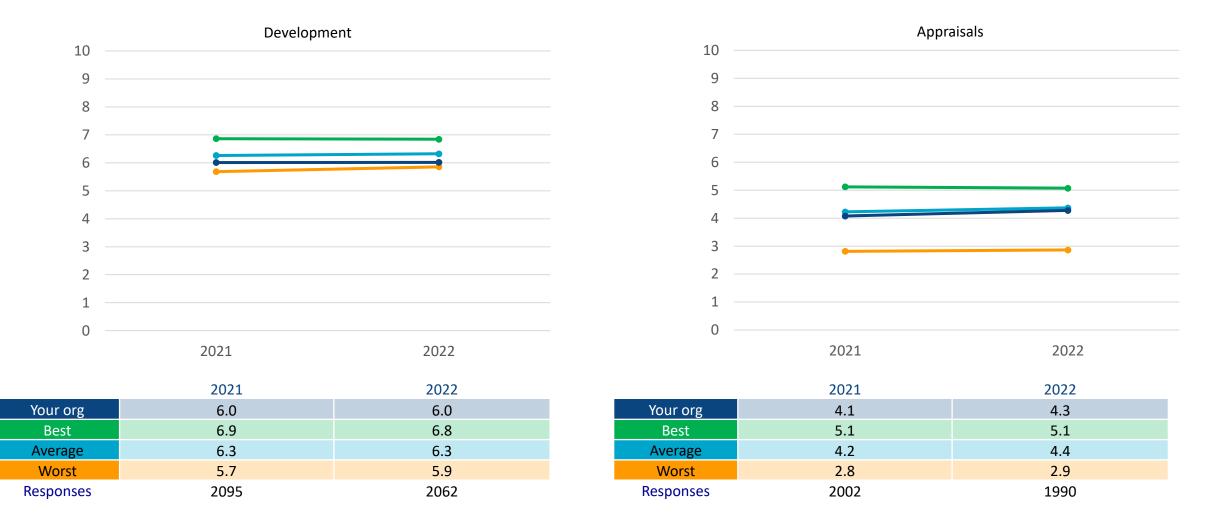
Theme: Staff Engagement

Motivation

	2018	2019	2020	2021	2022
Your org	7.5	7.4	7.3	6.8	6.7
Best	7.8	7.7	7.6	7.4	7.4
Average	7.3	7.3	7.2	7.0	7.0
Worst	7.0	6.9	7.0	6.6	6.5
Responses	1750	2071	2529	2081	2043

Involvement

	2018	2019	2020	2021	2022
Your org	6.9	6.8	6.7	6.5	6.4
Best	7.3	7.3	7.1	7.2	7.3
Average	6.8	6.8	6.8	6.7	6.8
Worst	6.4	6.2	6.3	6.3	6.3
Responses	1758	2091	2560	2108	2069

Advocacy

	2018	2019	2020	2021	2022
Your org	6.7	6.8	7.1	6.3	6.0
Best	8.0	8.0	8.2	7.9	7.7
Average	6.9	7.0	7.1	6.8	6.6
Worst	5.7	5.2	6.0	5.7	5.6
Responses	1722	2053	2560	2103	2059

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**.
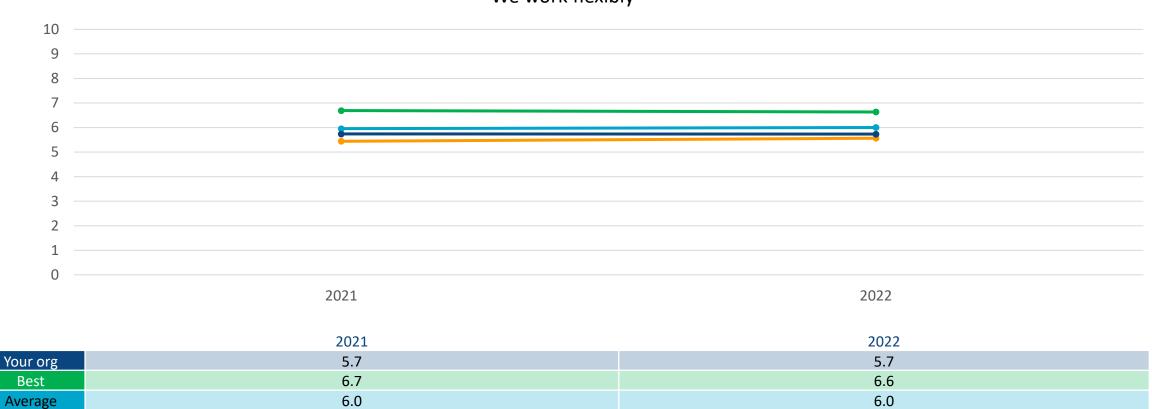
Theme: Morale

Morale

	2018	2019	2020	2021	2022
Your org	5.9	6.0	6.1	5.5	5.4
Best	6.6	6.7	6.8	6.5	6.3
Average	5.9	5.9	6.0	5.7	5.7
Worst	5.2	5.2	5.5	5.3	5.2
Responses	1758	2092	2565	2110	2070

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**.
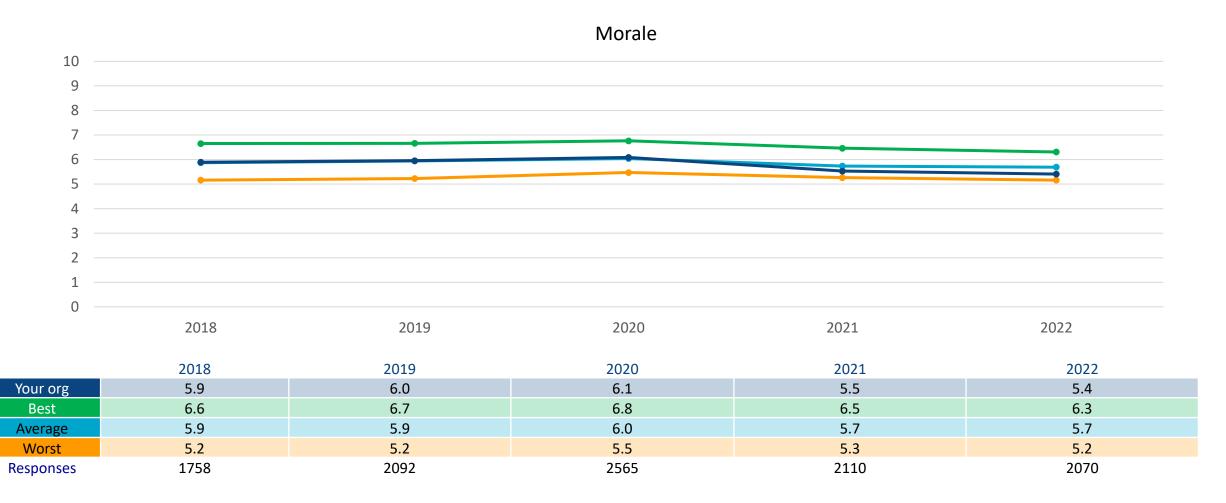
Theme: Morale

Thinking about leaving

	2018	2019	2020	2021	2022
Your org	6.1	6.2	6.3	5.8	5.5
Best	6.9	7.1	7.2	6.8	6.6
Average	6.1	6.2	6.3	6.0	5.9
Worst	5.3	5.4	5.5	5.2	5.2
Responses	1722	2058	2557	2105	2063

Work pressure

	2018	2019	2020	2021	2022
Your org	5.2	5.3	5.6	4.8	4.7
Best	6.2	6.4	6.3	5.9	5.7
Average	5.2	5.2	5.5	5.0	5.0
Worst	4.3	4.2	4.8	4.4	4.1
Responses	1755	2092	2560	2106	2069

Stressors

	2018	2019	2020	2021	2022
Your org	6.4	6.4	6.3	6.0	6.0
Best	6.8	6.9	6.8	6.7	6.7
Average	6.4	6.4	6.4	6.3	6.3
Worst	5.9	5.9	5.9	5.9	5.9
Responses	1740	2072	2550	2104	2066

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?	1 ☐ Yes 2 ☐ 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
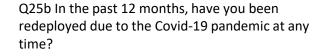
To improve overall comparability, the data have been weighted to match the occupation group profile of staff at your organisation to that of the benchmarking group, as in previous charts. However, there may be differences in the occupation group profiles of the individual COVID-19 subgroups. For example, 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.

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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?

	2020	2021	2022
Your org	46.8%	42.7%	40.7%
Average	38.7%	43.6%	37.2%
Responses	2553	2102	2066

	2020	2021	2022
Your org	19.0%	17.9%	12.3%
Average	19.7%	20.4%	11.2%
Responses	2543	2087	2052

	2020	2021	2022
Your org	21.6%	26.2%	23.7%
Average	26.2%	30.6%	24.6%
Responses	2518	2094	2057

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 staff	2021	2022
Your org	6.9	6.8
Highest	7.8	7.7
Average	7.2	7.2
Lowest	6.7	6.8
Responses	2104	2067

Worked on a Covid-19 ward or specific area	2021	2022
Your org	6.7	6.4
Highest	7.7	7.6
Average	7.0	7.0
Lowest	6.6	6.4
Responses	888	838

Redeployed	2021	2022
Your org	6.6	6.2
Highest	7.6	7.5
Average	7.0	6.9
Lowest	6.5	6.1
Responses	371	249

Required to work remotely / from home	2021	2022
Your org	7.1	7.1
Highest	7.9	7.8
Average	7.4	7.4
Lowest	6.8	6.9
Responses	546	487

The Covid-19 pandemic – Your experience during the Covid-19 pandemic

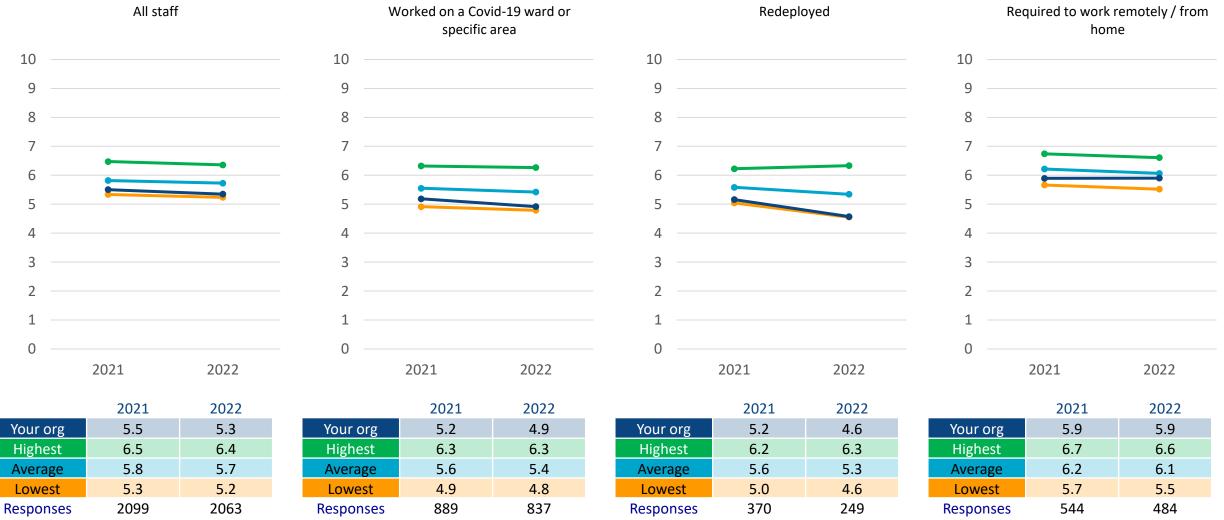All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 2: We are recognised and rewarded

All staff

	2021	2022
Your org	5.5	5.3
Highest	6.5	6.4
Average	5.8	5.7
Lowest	5.3	5.2
Responses	2099	2063

Worked on a Covid-19 ward or specific area

	2021	2022
Your org	5.2	4.9
Highest	6.3	6.3
Average	5.6	5.4
Lowest	4.9	4.8
Responses	889	837

Redeployed

	2021	2022
Your org	5.2	4.6
Highest	6.2	6.3
Average	5.6	5.3
Lowest	5.0	4.6
Responses	370	249

Required to work remotely / from home

	2021	2022
Your org	5.9	5.9
Highest	6.7	6.6
Average	6.2	6.1
Lowest	5.7	5.5
Responses	544	484

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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 staff

	2021	2022
Your org	6.4	6.3
Highest	7.3	7.1
Average	6.7	6.6
Lowest	6.2	6.2
Responses	2085	2047

Worked on a Covid-19 ward or specific area

	2021	2022
Your org	6.3	6.1
Highest	7.2	7.1
Average	6.5	6.5
Lowest	6.0	5.9
Responses	882	835

Redeployed

	2021	2022
Your org	6.2	5.9
Highest	7.1	7.1
Average	6.5	6.4
Lowest	6.0	5.8
Responses	369	248

Required to work remotely / from home

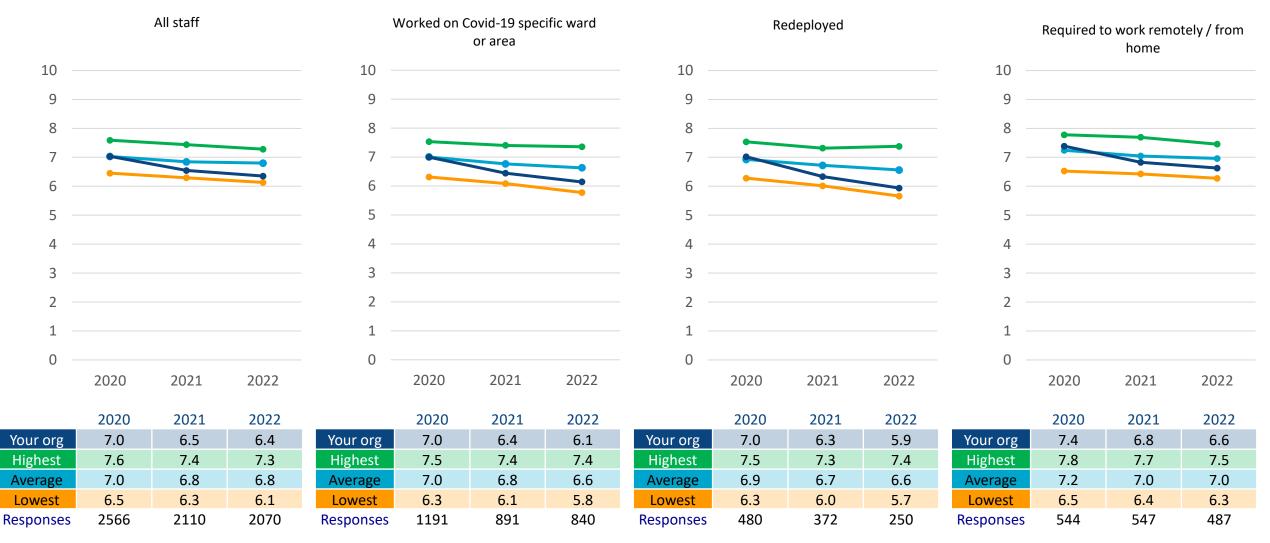|	2021	2022
Your org	6.7	6.6
Highest	7.6	7.4
Average	6.9	6.8
Lowest	6.3	6.3
Responses	542	482

The Covid-19 pandemic – Your experience during 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**.
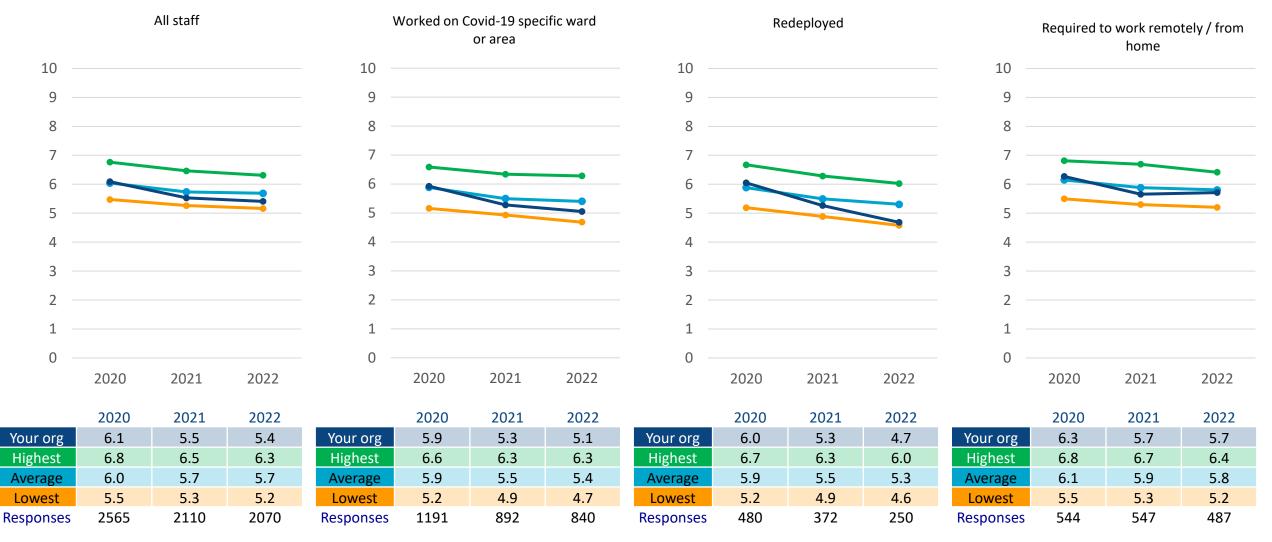
Promise element 4: We are safe and healthy

All staff

	2021	2022
Your org	5.7	5.7
Highest	6.5	6.4
Average	5.9	5.9
Lowest	5.5	5.4
Responses	2096	2059

Worked on a Covid-19 ward or specific area

	2021	2022
Your org	5.4	5.2
Highest	6.1	6.0
Average	5.5	5.4
Lowest	5.0	4.8
Responses	887	836

Redeployed

	2021	2022
Your org	5.3	4.9
Highest	6.2	6.0
Average	5.6	5.4
Lowest	5.0	4.7
Responses	370	249

Required to work remotely / from home

	2021	2022
Your org	5.9	5.9
Highest	6.8	6.6
Average	6.1	6.0
Lowest	5.7	5.6
Responses	547	487

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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 staff	2021	2022
Your org	5.1	5.1
Highest	6.0	5.9
Average	5.2	5.4
Lowest	4.3	4.4
Responses	1992	1984

Worked on a Covid-19 ward or specific area	2021	2022
Your org	5.1	5.1
Highest	6.0	6.2
Average	5.2	5.4
Lowest	4.3	4.4
Responses	836	804

Redeployed	2021	2022
Your org	5.1	5.1
Highest	6.0	6.2
Average	5.2	5.3
Lowest	4.2	4.3
Responses	348	243

Required to work remotely / from home	2021	2022
Your org	5.2	5.4
Highest	6.3	6.3
Average	5.4	5.5
Lowest	4.3	4.7
Responses	527	476

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 staff	Worked on a Covid-19 ward or specific area	Redeployed	Required to work remotely / from home

	2021	2022
Your org	5.7	5.7
Highest	6.7	6.6
Average	6.0	6.0
Lowest	5.4	5.6
Responses	2076	2053

	2021	2022
Your org	5.4	5.3
Highest	6.4	6.5
Average	5.7	5.7
Lowest	4.9	5.1
Responses	880	833

	2021	2022
Your org	5.5	5.1
Highest	6.4	6.6
Average	5.7	5.6
Lowest	5.0	5.0
Responses	365	248

	2021	2022
Your org	6.4	6.7
Highest	7.2	7.2
Average	6.5	6.5
Lowest	6.0	5.9
Responses	542	482

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 staff

	2021	2022
Your org	6.3	6.3
Highest	7.1	7.1
Average	6.6	6.6
Lowest	6.2	6.3
Responses	2100	2059

Worked on a Covid-19 ward or specific area

	2021	2022
Your org	6.2	6.0
Highest	7.1	7.1
Average	6.4	6.5
Lowest	6.0	6.0
Responses	888	835

Redeployed

	2021	2022
Your org	6.2	5.8
Highest	7.0	7.2
Average	6.5	6.4
Lowest	6.0	5.7
Responses	372	249

Required to work remotely / from home

	2021	2022
Your org	6.6	6.7
Highest	7.3	7.3
Average	6.8	6.9
Lowest	6.4	6.4
Responses	545	487

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 staff

	2020	2021	2022
Your org	7.0	6.5	6.4
Highest	7.6	7.4	7.3
Average	7.0	6.8	6.8
Lowest	6.5	6.3	6.1
Responses	2566	2110	2070

Worked on Covid-19 specific ward or area

	2020	2021	2022
Your org	7.0	6.4	6.1
Highest	7.5	7.4	7.4
Average	7.0	6.8	6.6
Lowest	6.3	6.1	5.8
Responses	1191	891	840

Redeployed

	2020	2021	2022
Your org	7.0	6.3	5.9
Highest	7.5	7.3	7.4
Average	6.9	6.7	6.6
Lowest	6.3	6.0	5.7
Responses	480	372	250

Required to work remotely / from home

	2020	2021	2022
Your org	7.4	6.8	6.6
Highest	7.8	7.7	7.5
Average	7.2	7.0	7.0
Lowest	6.5	6.4	6.3
Responses	544	547	487

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 staff

	2020	2021	2022
Your org	6.1	5.5	5.4
Highest	6.8	6.5	6.3
Average	6.0	5.7	5.7
Lowest	5.5	5.3	5.2
Responses	2565	2110	2070

Worked on Covid-19 specific ward or area

	2020	2021	2022
Your org	5.9	5.3	5.1
Highest	6.6	6.3	6.3
Average	5.9	5.5	5.4
Lowest	5.2	4.9	4.7
Responses	1191	892	840

Redeployed

	2020	2021	2022
Your org	6.0	5.3	4.7
Highest	6.7	6.3	6.0
Average	5.9	5.5	5.3
Lowest	5.2	4.9	4.6
Responses	480	372	250

Required to work remotely / from home

	2020	2021	2022
Your org	6.3	5.7	5.7
Highest	6.8	6.7	6.4
Average	6.1	5.9	5.8
Lowest	5.5	5.3	5.2
Responses	544	547	487

People Promise element – We are compassionate and inclusive
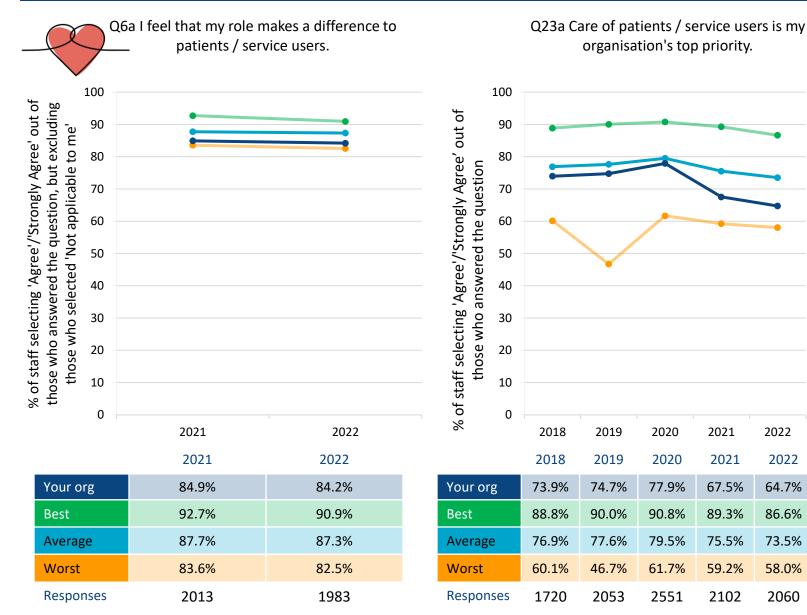
Questions included:

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.

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

	2021	2022
Your org	84.9%	84.2%
Best	92.7%	90.9%
Average	87.7%	87.3%
Worst	83.6%	82.5%
Responses	2013	1983

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

	2018	2019	2020	2021	2022
Your org	73.9%	74.7%	77.9%	67.5%	64.7%
Best	88.8%	90.0%	90.8%	89.3%	86.6%
Average	76.9%	77.6%	79.5%	75.5%	73.5%
Worst	60.1%	46.7%	61.7%	59.2%	58.0%
Responses	1720	2053	2551	2102	2060
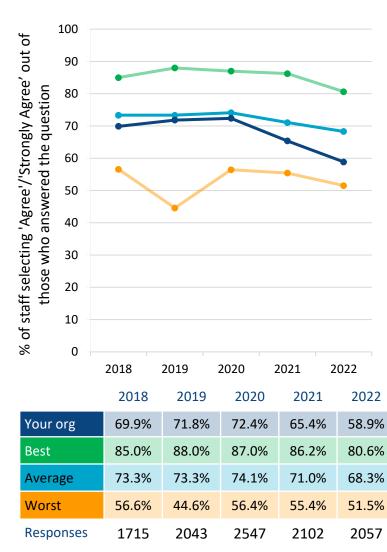
Q23b My organisation acts on concerns raised by patients / service users.
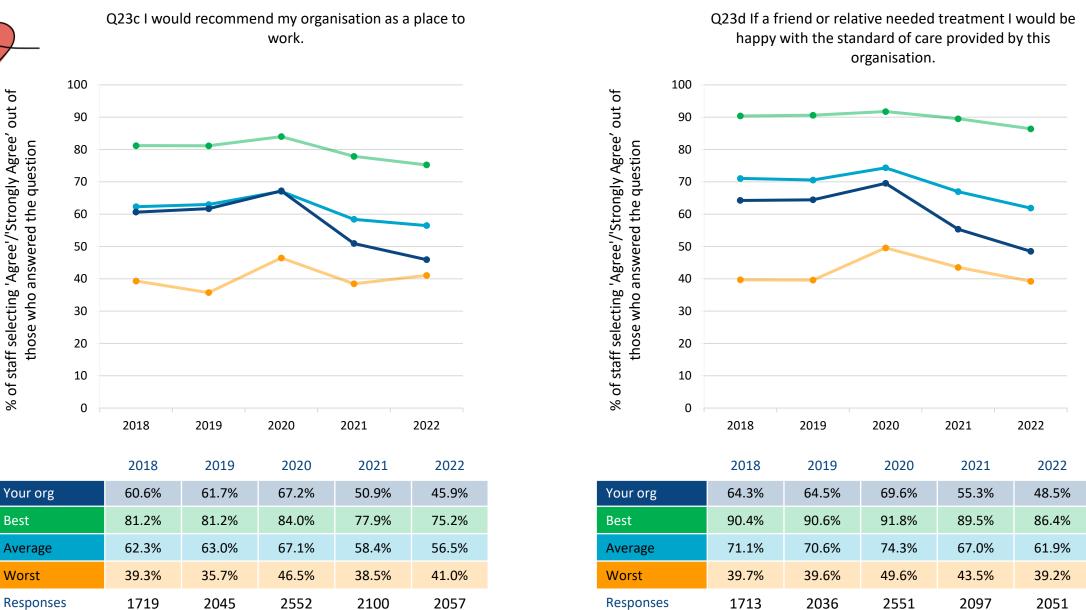
	2018	2019	2020	2021	2022
Your org	69.9%	71.8%	72.4%	65.4%	58.9%
Best	85.0%	88.0%	87.0%	86.2%	80.6%
Average	73.3%	73.3%	74.1%	71.0%	68.3%
Worst	56.6%	44.6%	56.4%	55.4%	51.5%
Responses	1715	2043	2547	2102	2057

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

	2018	2019	2020	2021	2022
Your org	60.6%	61.7%	67.2%	50.9%	45.9%
Best	81.2%	81.2%	84.0%	77.9%	75.2%
Average	62.3%	63.0%	67.1%	58.4%	56.5%
Worst	39.3%	35.7%	46.5%	38.5%	41.0%
Responses	1719	2045	2552	2100	2057

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

	2018	2019	2020	2021	2022
Your org	64.3%	64.5%	69.6%	55.3%	48.5%
Best	90.4%	90.6%	91.8%	89.5%	86.4%
Average	71.1%	70.6%	74.3%	67.0%	61.9%
Worst	39.7%	39.6%	49.6%	43.5%	39.2%
Responses	1713	2036	2551	2097	2051

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

	2021	2022
Your org	60.0%	59.9%
Best	74.5%	76.2%
Average	65.7%	66.4%
Worst	58.4%	58.8%
Responses	2099	2062
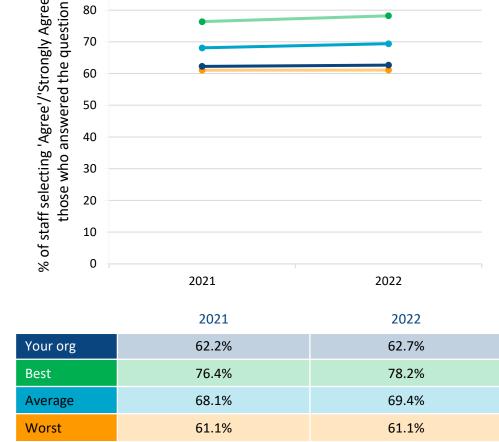
Q9g My immediate manager is interested in listening to me when I describe challenges I face.
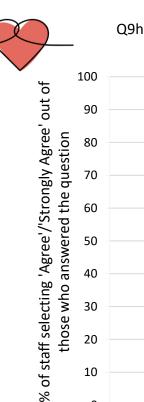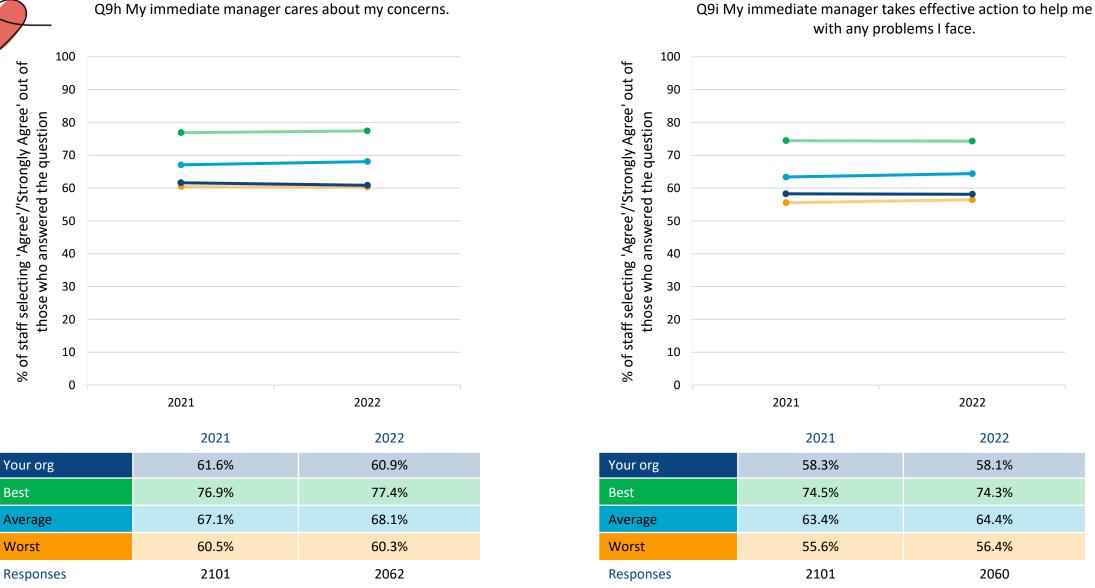
	2021	2022
Your org	62.2%	62.7%
Best	76.4%	78.2%
Average	68.1%	69.4%
Worst	61.1%	61.1%
Responses	2107	2059

Q9h My immediate manager cares about my concerns.

	2021	2022
Your org	61.6%	60.9%
Best	76.9%	77.4%
Average	67.1%	68.1%
Worst	60.5%	60.3%
Responses	2101	2062

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

	2021	2022
Your org	58.3%	58.1%
Best	74.5%	74.3%
Average	63.4%	64.4%
Worst	55.6%	56.4%
Responses	2101	2060
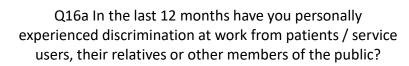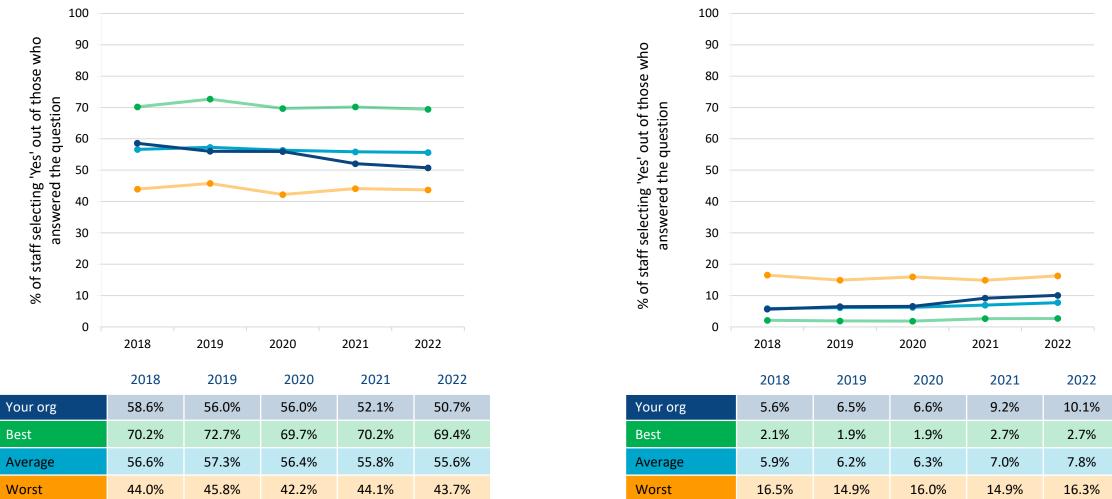
Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?

% of staff selecting 'Yes' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	58.6%	56.0%	56.0%	52.1%	50.7%
Best	70.2%	72.7%	69.7%	70.2%	69.4%
Average	56.6%	57.3%	56.4%	55.8%	55.6%
Worst	44.0%	45.8%	42.2%	44.1%	43.7%
Responses	1731	2057	2551	2094	2056

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?

% of staff selecting 'Yes' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	5.6%	6.5%	6.6%	9.2%	10.1%
Best	2.1%	1.9%	1.9%	2.7%	2.7%
Average	5.9%	6.2%	6.3%	7.0%	7.8%
Worst	16.5%	14.9%	16.0%	14.9%	16.3%
Responses	1727	2070	2539	2096	2054

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

% of staff selecting 'Yes' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	8.5%	7.1%	9.3%	11.8%	12.7%
Best	3.4%	3.4%	4.0%	5.1%	4.2%
Average	7.5%	7.3%	7.9%	8.8%	8.7%
Worst	14.9%	13.8%	16.1%	17.2%	15.7%
Responses	1711	2038	2525	2088	2045

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2021	2022
Your org	62.7%	62.0%
Best	83.6%	81.6%
Average	68.8%	69.3%
Worst	55.4%	57.1%
Responses	2103	2066
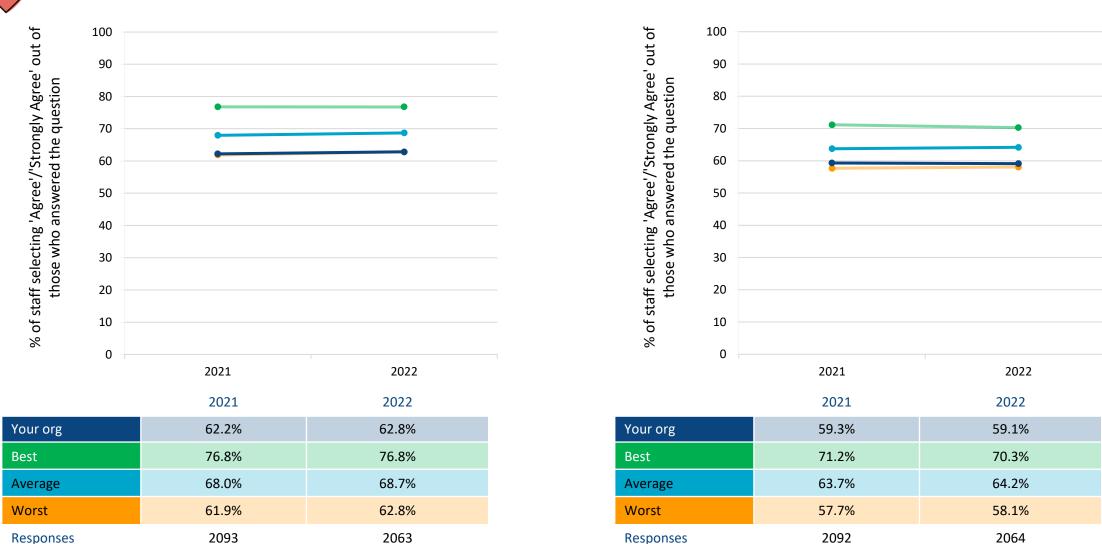
Q7h I feel valued by my team.

	2021	2022
Your org	62.2%	62.8%
Best	76.8%	76.8%
Average	68.0%	68.7%
Worst	61.9%	62.8%
Responses	2093	2063

Q7i I feel a strong personal attachment to my team.

	2021	2022
Your org	59.3%	59.1%
Best	71.2%	70.3%
Average	63.7%	64.2%
Worst	57.7%	58.1%
Responses	2092	2064

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2021	2022
Your org	62.9%	61.6%
Best	78.4%	78.3%
Average	69.0%	69.6%
Worst	62.5%	61.6%
Responses	2090	2060

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2021	2022
Your org	63.8%	62.4%
Best	79.1%	78.9%
Average	70.3%	71.0%
Worst	63.5%	62.4%
Responses	2088	2057

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.

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

	2018	2019	2020	2021	2022
Your org	54.9%	57.0%	54.5%	44.1%	45.0%
Best	65.8%	68.3%	65.0%	61.7%	61.3%
Average	56.1%	57.5%	56.4%	50.5%	51.2%
Worst	46.8%	45.7%	48.2%	41.4%	43.2%
Responses	1750	2087	2560	2098	2060
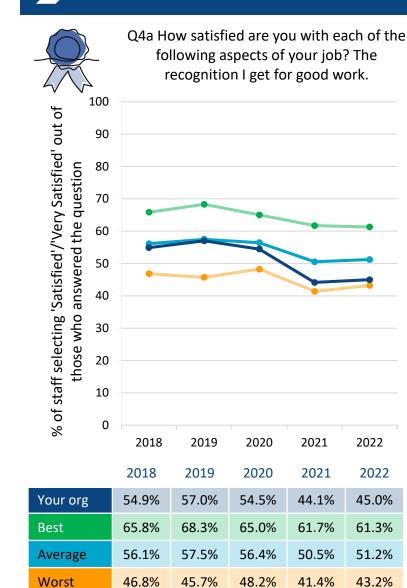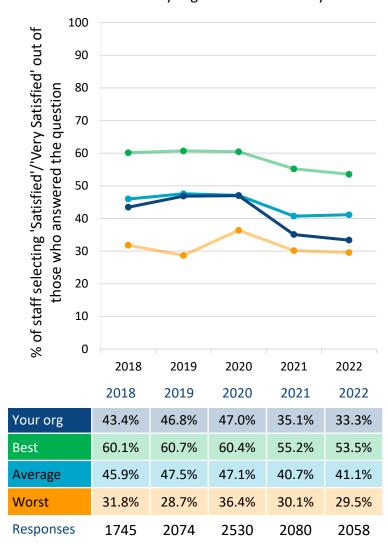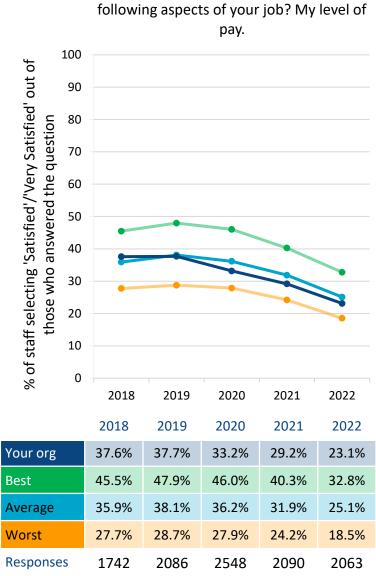
Q4b How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work.

	2018	2019	2020	2021	2022
Your org	43.4%	46.8%	47.0%	35.1%	33.3%
Best	60.1%	60.7%	60.4%	55.2%	53.5%
Average	45.9%	47.5%	47.1%	40.7%	41.1%
Worst	31.8%	28.7%	36.4%	30.1%	29.5%
Responses	1745	2074	2530	2080	2058

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

	2018	2019	2020	2021	2022
Your org	37.6%	37.7%	33.2%	29.2%	23.1%
Best	45.5%	47.9%	46.0%	40.3%	32.8%
Average	35.9%	38.1%	36.2%	31.9%	25.1%
Worst	27.7%	28.7%	27.9%	24.2%	18.5%
Responses	1742	2086	2548	2090	2063

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

	2021	2022
Your org	59.3%	58.7%
Best	74.8%	74.5%
Average	66.0%	66.6%
Worst	59.2%	58.7%
Responses	2087	2058

Q9e My immediate manager values my work.

	2018	2019	2020	2021	2022
Your org	71.5%	70.5%	69.1%	65.1%	65.7%
Best	79.0%	80.3%	79.4%	78.8%	78.4%
Average	71.7%	73.0%	71.8%	69.5%	70.2%
Worst	64.3%	60.4%	63.4%	62.6%	62.8%
Responses	1737	2070	2550	2101	2066

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

Q3a I always know what my work responsibilities are.

	2018	2019	2020	2021	2022
Your org	88.3%	89.4%	87.9%	84.3%	83.3%
Best	93.4%	92.7%	92.1%	92.0%	90.8%
Average	87.9%	88.2%	86.6%	86.3%	86.3%
Worst	82.4%	79.5%	81.3%	81.6%	80.6%
Responses	1721	2060	2550	2113	2066
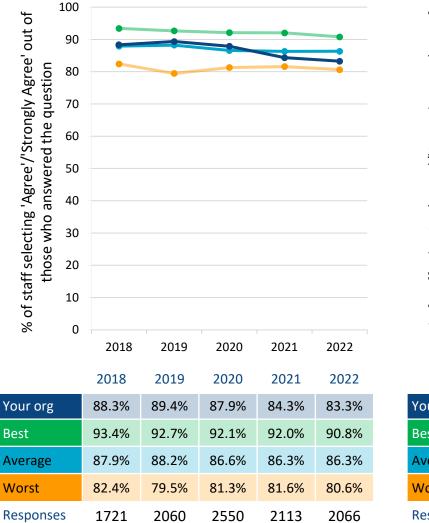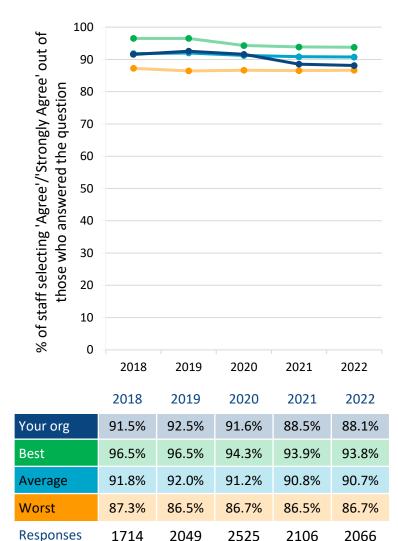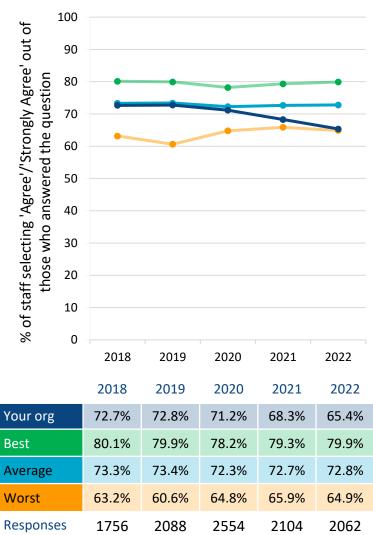
Q3b I am trusted to do my job.

	2018	2019	2020	2021	2022
Your org	91.5%	92.5%	91.6%	88.5%	88.1%
Best	96.5%	96.5%	94.3%	93.9%	93.8%
Average	91.8%	92.0%	91.2%	90.8%	90.7%
Worst	87.3%	86.5%	86.7%	86.5%	86.7%
Responses	1714	2049	2525	2106	2066

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

	2018	2019	2020	2021	2022
Your org	72.7%	72.8%	71.2%	68.3%	65.4%
Best	80.1%	79.9%	78.2%	79.3%	79.9%
Average	73.3%	73.4%	72.3%	72.7%	72.8%
Worst	63.2%	60.6%	64.8%	65.9%	64.9%
Responses	1756	2088	2554	2104	2062

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

	2018	2019	2020	2021	2022
Your org	75.8%	73.2%	71.3%	65.3%	64.7%
Best	83.7%	83.3%	81.6%	78.8%	79.6%
Average	75.0%	74.7%	73.2%	70.0%	70.9%
Worst	67.2%	65.4%	65.0%	63.3%	64.7%
Responses	1751	2083	2547	2100	2058

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

	2018	2019	2020	2021	2022
Your org	53.1%	51.1%	47.5%	43.4%	43.5%
Best	62.8%	62.5%	57.5%	56.5%	58.0%
Average	53.3%	52.7%	50.6%	49.1%	50.4%
Worst	43.0%	42.5%	41.3%	41.3%	42.0%
Responses	1746	2086	2554	2098	2064

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

	2018	2019	2020	2021	2022
Your org	55.9%	54.0%	53.4%	47.2%	48.9%
Best	66.2%	67.8%	63.7%	61.6%	61.9%
Average	56.4%	56.5%	55.6%	53.4%	54.7%
Worst	45.9%	44.7%	45.1%	43.6%	42.9%
Responses	1751	2081	2543	2096	2058

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

	2018	2019	2020	2021	2022
Your org	53.7%	53.3%	53.6%	46.4%	48.4%
Best	63.7%	65.2%	62.7%	60.0%	61.1%
Average	54.9%	54.6%	54.3%	51.5%	51.7%
Worst	47.2%	48.6%	46.0%	44.1%	45.4%
Responses	1736	2067	2543	2097	2061

Survey Coordination Centre

NHS

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

	2018	2019	2020	2021	2022
Your org	70.6%	69.0%	71.6%	69.8%	66.4%
Best	77.1%	79.5%	77.9%	83.2%	79.4%
Average	70.1%	71.0%	71.9%	74.1%	70.8%
Worst	60.9%	59.0%	62.8%	66.4%	61.8%
Responses	1732	2066	2542	2093	2059
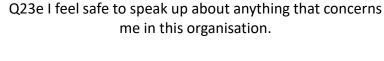
Q19b I am confident that my organisation would address my concern.

	2018	2019	2020	2021	2022
Your org	57.0%	56.2%	58.4%	53.9%	49.6%
Best	69.5%	74.0%	74.2%	76.2%	69.1%
Average	57.6%	59.1%	59.2%	57.7%	55.7%
Worst	42.6%	37.7%	45.3%	44.1%	42.2%
Responses	1729	2061	2537	2095	2050

Survey Coordination Centre

NHS

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2020	2021	2022
Your org	63.7%	53.1%	53.3%
Best	77.6%	75.5%	73.6%
Average	65.0%	60.7%	60.3%
Worst	53.4%	47.6%	49.0%
Responses	2543	2096	2050

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2021	2022
Your org	41.0%	40.1%
Best	67.4%	63.9%
Average	48.0%	47.2%
Worst	32.0%	33.7%
Responses	2093	2053

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

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.

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

	2018	2019	2020	2021	2022
Your org	46.0%	47.2%	48.9%	42.1%	41.4%
Best	59.1%	58.8%	61.9%	54.7%	53.2%
Average	44.9%	46.6%	47.4%	43.1%	42.9%
Worst	36.0%	36.0%	38.2%	34.2%	32.2%
Responses	1743	2074	2544	2088	2062

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

	2018	2019	2020	2021	2022
Your org	49.8%	54.2%	58.7%	49.4%	47.3%
Best	73.0%	74.6%	74.5%	72.9%	69.7%
Average	53.1%	54.2%	58.5%	55.3%	53.5%
Worst	35.3%	32.0%	45.0%	45.5%	43.6%
Responses	1748	2075	2550	2089	2061

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

	2018	2019	2020	2021	2022
Your org	30.3%	31.8%	37.6%	23.2%	23.3%
Best	44.6%	48.0%	52.3%	37.8%	34.8%
Average	30.5%	30.7%	36.9%	25.9%	25.1%
Worst	19.3%	20.8%	26.0%	18.1%	17.2%
Responses	1742	2080	2549	2103	2067

Q5a I have unrealistic time pressures.

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 it?

Q5a I have unrealistic time pressures.

	2018	2019	2020	2021	2022
Your org	23.3%	24.5%	24.2%	21.0%	23.3%
Best	28.3%	31.3%	33.4%	29.3%	29.7%
Average	21.1%	21.9%	24.1%	22.4%	22.3%
Worst	14.4%	16.6%	18.3%	18.1%	18.0%
Responses	1737	2067	2543	2105	2067

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

	2021	2022
Your org	49.3%	47.3%
Best	73.8%	71.4%
Average	56.4%	55.6%
Worst	42.4%	42.8%
Responses	2087	2056

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

	2018	2019	2020	2021	2022
Your org	64.4%	73.3%	73.6%	64.6%	66.4%
Best	84.6%	84.9%	84.0%	83.4%	79.1%
Average	65.8%	67.8%	67.8%	66.5%	68.3%
Worst	47.9%	53.1%	56.6%	55.0%	57.0%
Responses	165	235	268	265	283

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

	2018	2019	2020	2021	2022
Your org	40.4%	45.6%	47.3%	45.0%	48.5%
Best	61.7%	59.3%	55.6%	54.0%	57.0%
Average	45.1%	46.4%	46.3%	46.5%	47.4%
Worst	32.8%	39.9%	39.1%	40.5%	41.8%
Responses	580	739	906	855	816

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

% of staff selecting 'Often'/'Always' out of those who answered the question

	2021	2022
Your org	40.2%	38.9%
Best	31.7%	31.0%
Average	38.0%	37.1%
Worst	43.7%	44.5%
Responses	2106	2065

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

% of staff selecting 'Often'/'Always' out of those who answered the question

	2021	2022
Your org	39.2%	39.5%
Best	28.2%	27.9%
Average	35.4%	34.8%
Worst	43.5%	42.0%
Responses	2104	2064

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

% of staff selecting 'Often'/'Always' out of those who answered the question

	2021	2022
Your org	42.1%	44.0%
Best	30.8%	32.3%
Average	40.1%	40.3%
Worst	49.9%	51.6%
Responses	2102	2065

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

	2021	2022
Your org	34.1%	34.8%
Best	23.5%	25.3%
Average	32.4%	31.5%
Worst	39.2%	39.5%
Responses	2100	2061

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

	2021	2022
Your org	51.1%	51.4%
Best	40.5%	39.2%
Average	47.4%	47.1%
Worst	57.0%	57.7%
Responses	2102	2060
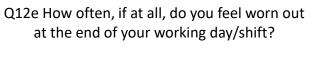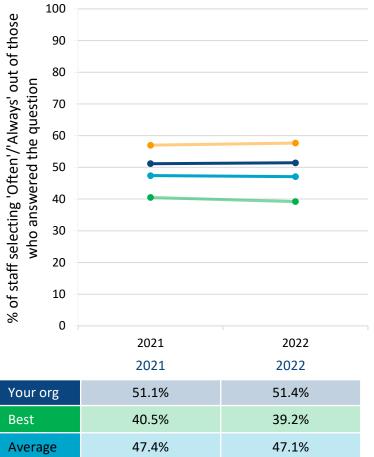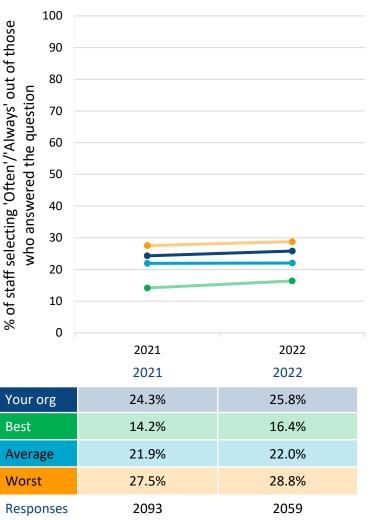
Q12f How often, if at all, do you feel that every working hour is tiring for you?

	2021	2022
Your org	24.3%	25.8%
Best	14.2%	16.4%
Average	21.9%	22.0%
Worst	27.5%	28.8%
Responses	2093	2059

Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?

% of staff selecting 'Often'/'Always' out of those who answered the question
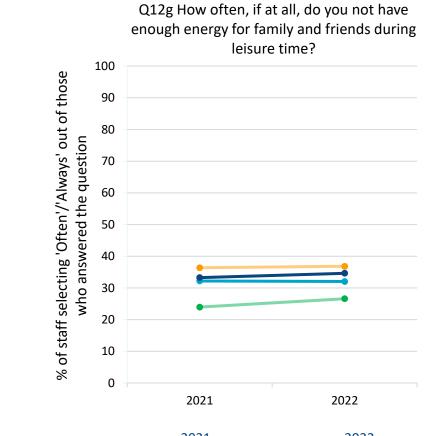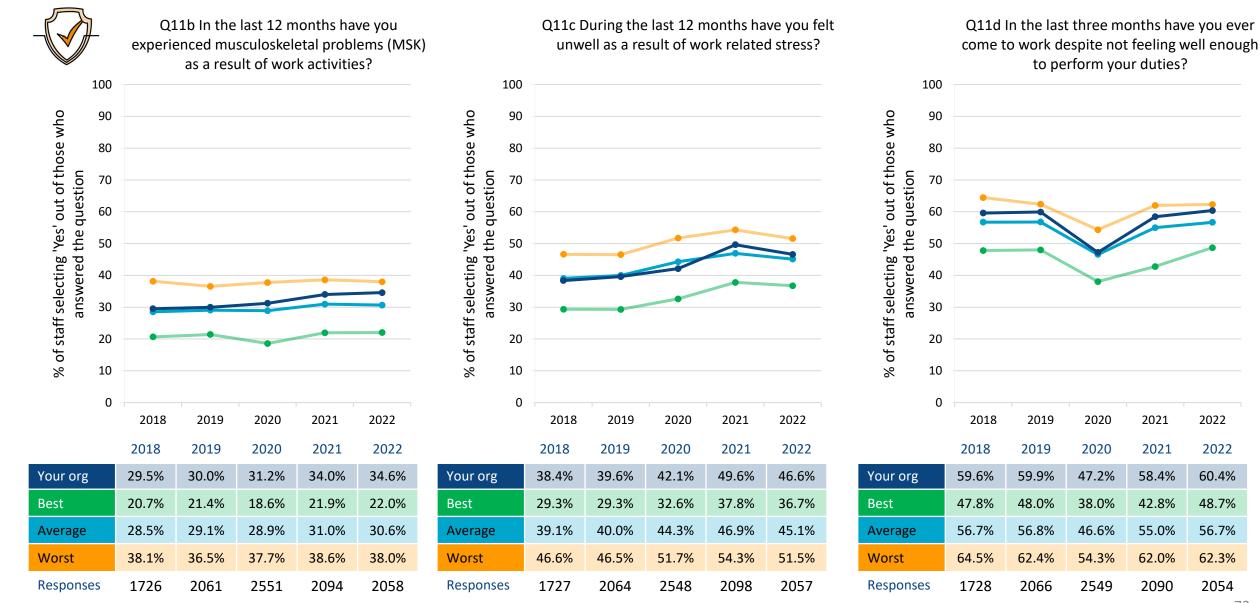
	2021	2022
Your org	33.2%	34.6%
Best	23.9%	26.6%
Average	32.2%	32.0%
Worst	36.4%	36.8%
Responses	2103	2061

Kettering General Hospital NHS Foundation Trust Benchmark report

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

	2018	2019	2020	2021	2022
Your org	29.5%	30.0%	31.2%	34.0%	34.6%
Best	20.7%	21.4%	18.6%	21.9%	22.0%
Average	28.5%	29.1%	28.9%	31.0%	30.6%
Worst	38.1%	36.5%	37.7%	38.6%	38.0%
Responses	1726	2061	2551	2094	2058

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

	2018	2019	2020	2021	2022
Your org	38.4%	39.6%	42.1%	49.6%	46.6%
Best	29.3%	29.3%	32.6%	37.8%	36.7%
Average	39.1%	40.0%	44.3%	46.9%	45.1%
Worst	46.6%	46.5%	51.7%	54.3%	51.5%
Responses	1727	2064	2548	2098	2057

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

	2018	2019	2020	2021	2022
Your org	59.6%	59.9%	47.2%	58.4%	60.4%
Best	47.8%	48.0%	38.0%	42.8%	48.7%
Average	56.7%	56.8%	46.6%	55.0%	56.7%
Worst	64.5%	62.4%	54.3%	62.0%	62.3%
Responses	1728	2066	2549	2090	2054

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.

Q13a

	2018	2019	2020	2021	2022
Your org	13.1%	14.3%	13.3%	15.0%	15.9%
Best	7.5%	7.7%	6.5%	6.4%	7.7%
Average	14.4%	14.6%	14.5%	14.2%	15.0%
Worst	21.7%	22.0%	21.1%	20.8%	22.8%
Responses	1731	2064	2554	2107	2068

Q13b

	2018	2019	2020	2021	2022
Your org	0.8%	0.6%	0.8%	0.8%	1.4%
Best	0.0%	0.0%	0.0%	0.0%	0.1%
Average	0.6%	0.5%	0.5%	0.6%	0.8%
Worst	1.6%	2.0%	2.1%	2.2%	2.9%
Responses	1725	2058	2537	2096	2058

Q13c

	2018	2019	2020	2021	2022
Your org	1.4%	1.9%	1.7%	2.0%	2.8%
Best	0.6%	0.5%	0.1%	0.6%	0.7%
Average	1.5%	1.4%	1.4%	1.6%	1.8%
Worst	6.6%	3.8%	4.8%	4.0%	5.4%
Responses	1704	2026	2521	2081	2048

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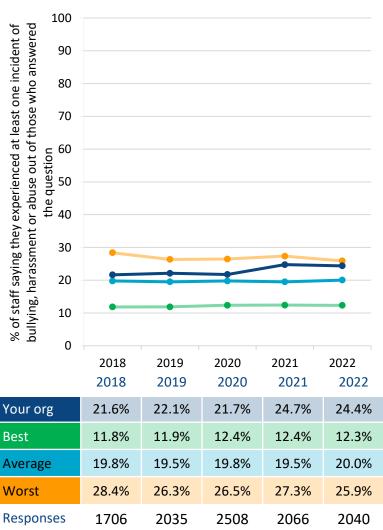
Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.

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

	2018	2019	2020	2021	2022
Your org	29.0%	29.7%	26.6%	31.2%	31.1%
Best	22.0%	21.5%	18.3%	21.0%	20.6%
Average	28.5%	28.5%	26.3%	27.4%	28.1%
Worst	37.9%	36.5%	38.2%	35.5%	38.5%
Responses	1737	2067	2548	2085	2055

	2018	2019	2020	2021	2022
Your org	15.4%	14.7%	14.3%	17.7%	15.2%
Best	8.0%	6.4%	6.3%	5.7%	6.4%
Average	13.3%	12.5%	12.6%	11.9%	11.6%
Worst	24.4%	23.7%	23.9%	17.8%	17.9%
Responses	1729	2061	2544	2062	2048

	2018	2019	2020	2021	2022
Your org	21.6%	22.1%	21.7%	24.7%	24.4%
Best	11.8%	11.9%	12.4%	12.4%	12.3%
Average	19.8%	19.5%	19.8%	19.5%	20.0%
Worst	28.4%	26.3%	26.5%	27.3%	25.9%
Responses	1706	2035	2508	2066	2040

People Promise element – We are always learning

Questions included:

Development – Q22a, Q22b, Q22c, Q22d, Q22e

Appraisals – Q21b, Q21c, Q21d
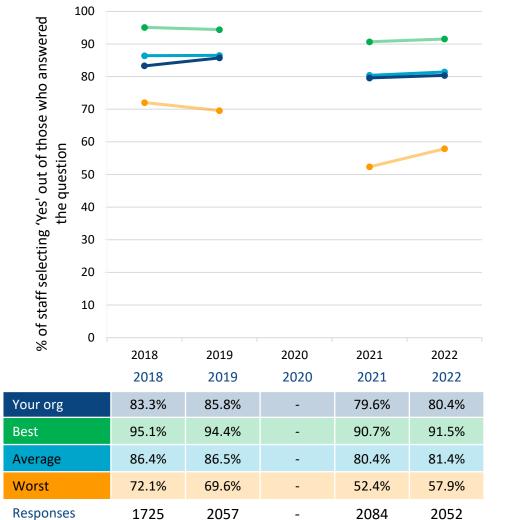
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

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*Q21a is a filter question and therefore influences the sub-score without being a directly scored question.
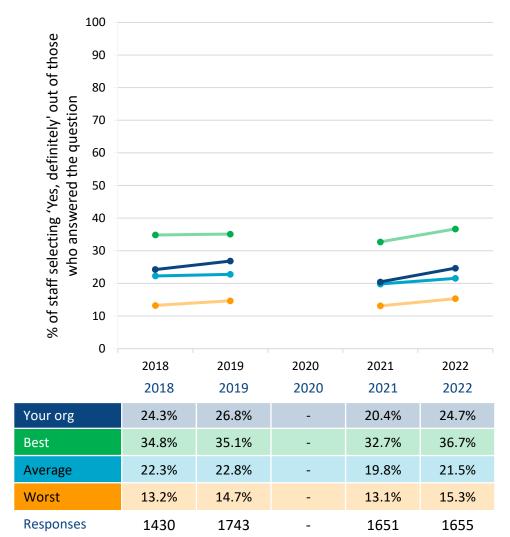
Q21a In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?

% of staff selecting 'Yes' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	83.3%	85.8%	-	79.6%	80.4%
Best	95.1%	94.4%	-	90.7%	91.5%
Average	86.4%	86.5%	-	80.4%	81.4%
Worst	72.1%	69.6%	-	52.4%	57.9%
Responses	1725	2057	-	2084	2052
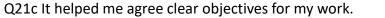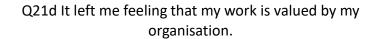
Q21b It helped me to improve how I do my job.

% of staff selecting 'Yes, definitely' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	24.3%	26.8%	-	20.4%	24.7%
Best	34.8%	35.1%	-	32.7%	36.7%
Average	22.3%	22.8%	-	19.8%	21.5%
Worst	13.2%	14.7%	-	13.1%	15.3%
Responses	1430	1743	-	1651	1655

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Q21c It helped me agree clear objectives for my work.

% of staff selecting 'Yes, definitely' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	36.9%	39.8%	-	29.5%	33.1%
Best	46.5%	46.9%	-	42.8%	43.0%
Average	34.3%	35.7%	-	30.2%	31.9%
Worst	23.1%	24.4%	-	21.8%	25.2%
Responses	1426	1738	-	1646	1646

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

% of staff selecting 'Yes, definitely' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	34.5%	35.1%	-	27.1%	29.2%
Best	42.4%	43.6%	-	38.9%	40.5%
Average	31.8%	33.2%	-	29.3%	31.3%
Worst	20.7%	19.0%	-	21.5%	25.0%
Responses	1423	1734	-	1648	1646

Q22a This organisation offers me challenging work.

	2021	2022
Your org	62.7%	64.0%
Best	75.8%	79.4%
Average	68.7%	69.6%
Worst	59.0%	61.7%
Responses	2099	2061
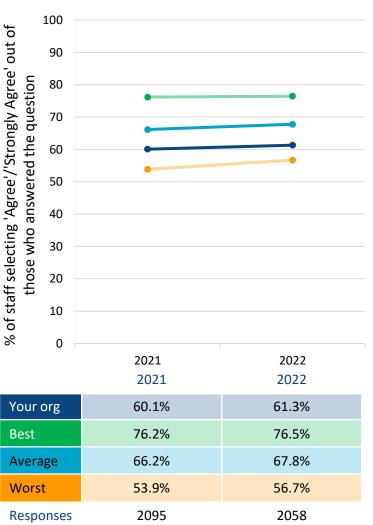
Q22b There are opportunities for me to develop my career in this organisation.

	2021	2022
Your org	47.5%	49.1%
Best	64.8%	63.6%
Average	52.2%	53.4%
Worst	38.9%	42.9%
Responses	2096	2058

Q22c I have opportunities to improve my knowledge and skills.

	2021	2022
Your org	60.1%	61.3%
Best	76.2%	76.5%
Average	66.2%	67.8%
Worst	53.9%	56.7%
Responses	2095	2058

Survey Coordination Centre

NHS
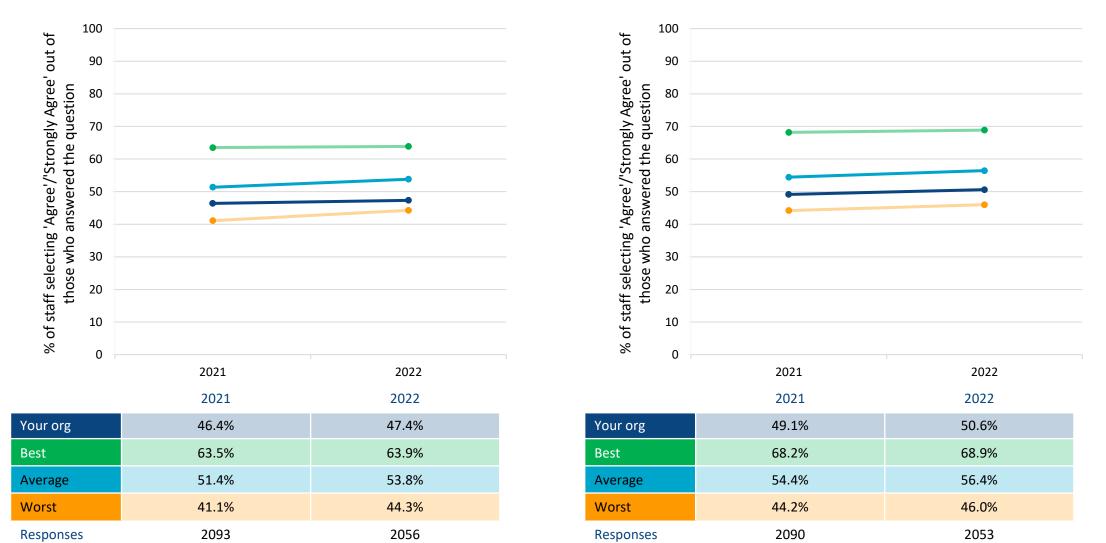
Q22d I feel supported to develop my potential.

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

	2021	2022
Your org	46.4%	47.4%
Best	63.5%	63.9%
Average	51.4%	53.8%
Worst	41.1%	44.3%
Responses	2093	2056

	2021	2022
Your org	49.1%	50.6%
Best	68.2%	68.9%
Average	54.4%	56.4%
Worst	44.2%	46.0%
Responses	2090	2053

People Promise element – We work flexibly

Questions included:

Support for work-life balance – Q6b, Q6c, Q6d

Flexible working – Q4d

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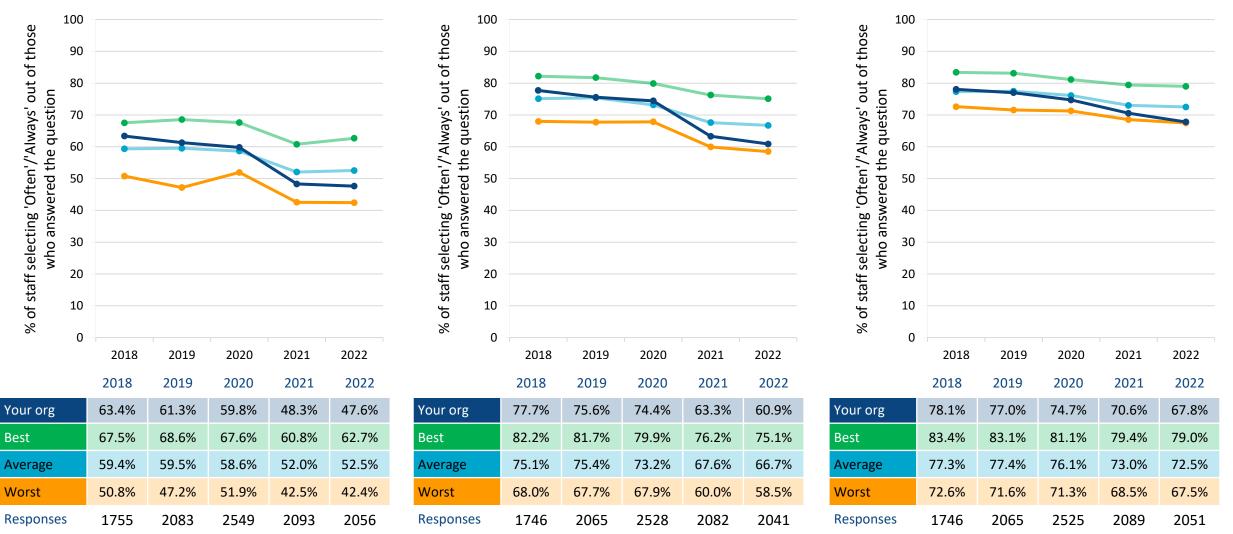
Q6b My organisation is committed to helping me balance my work and home life.

	2021	2022
Your org	38.0%	37.6%
Best	54.0%	53.5%
Average	42.7%	44.2%
Worst	33.6%	33.9%
Responses	2097	2063

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

	2021	2022
Your org	46.7%	47.0%
Best	61.5%	61.1%
Average	51.1%	51.7%
Worst	44.9%	44.8%
Responses	2096	2064
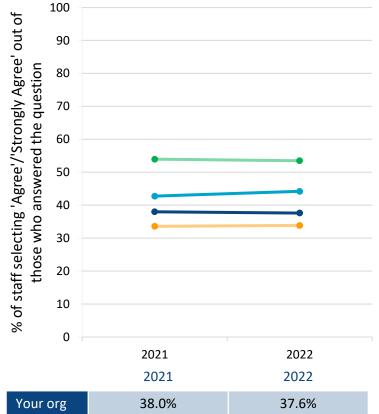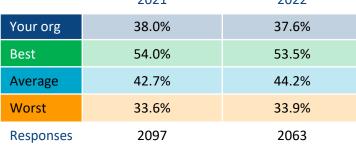
Q6d I can approach my immediate manager to talk openly about flexible working.
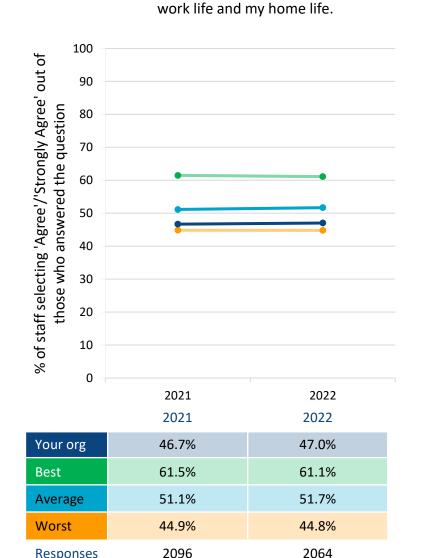
	2021	2022
Your org	59.3%	60.3%
Best	75.0%	76.8%
Average	65.2%	66.9%
Worst	58.4%	59.6%
Responses	2102	2063

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

% of staff selecting 'Satisfied'/'Very Satisfied' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	52.1%	53.4%	55.8%	49.8%	48.5%
Best	60.4%	62.4%	65.2%	62.6%	61.9%
Average	52.3%	53.4%	55.7%	52.0%	52.8%
Worst	42.5%	42.0%	47.3%	44.2%	44.6%
Responses	1742	2083	2549	2085	2058

People Promise element – We are a team

Questions included:

Teamworking – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

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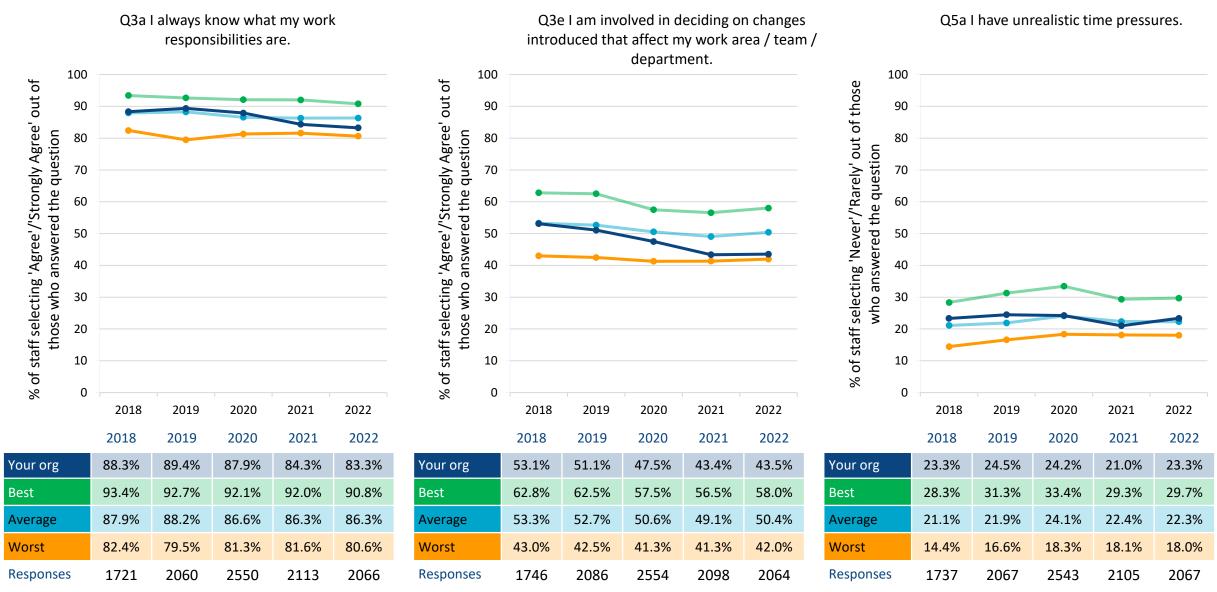
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Q7a The team I work in has a set of shared objectives.

	2018	2019	2020	2021	2022
Your org	72.1%	72.5%	70.8%	69.0%	66.6%
Best	81.7%	83.8%	81.0%	79.6%	79.8%
Average	72.8%	72.5%	71.9%	72.1%	72.3%
Worst	63.8%	63.5%	65.0%	66.8%	66.5%
Responses	1742	2070	2542	2098	2062

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

	2018	2019	2020	2021	2022
Your org	63.6%	61.1%	57.2%	52.4%	52.4%
Best	70.1%	72.1%	67.2%	64.4%	67.1%
Average	59.6%	60.8%	57.0%	55.7%	57.9%
Worst	47.2%	47.9%	46.4%	44.2%	48.4%
Responses	1746	2075	2543	2101	2062

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

	2018	2019	2020	2021	2022
Your org	69.5%	67.5%	66.4%	63.6%	63.2%
Best	79.0%	81.9%	82.1%	78.4%	78.2%
Average	71.5%	71.8%	70.6%	69.9%	70.4%
Worst	62.6%	62.5%	63.0%	62.3%	63.2%
Responses	1751	2080	2544	2098	2064

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Q7d Team members understand each other's roles.

	2021	2022
Your org	66.8%	65.8%
Best	80.6%	76.8%
Average	71.4%	70.7%
Worst	66.2%	65.8%
Responses	2099	2062

Q7e I enjoy working with the colleagues in my team.

	2021	2022
Your org	77.5%	76.5%
Best	87.6%	86.3%
Average	80.9%	81.1%
Worst	74.8%	75.1%
Responses	2092	2064

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

	2021	2022
Your org	52.7%	53.4%
Best	68.0%	64.9%
Average	56.6%	57.2%
Worst	48.3%	49.0%
Responses	2096	2062

Q7g In my team disagreements are dealt with constructively.

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

	2021	2022
Your org	49.4%	47.9%
Best	65.0%	63.3%
Average	54.8%	55.5%
Worst	48.2%	47.9%
Responses	2093	2057

	2021	2022
Your org	46.8%	42.2%
Best	70.6%	65.1%
Average	52.2%	51.6%
Worst	39.1%	39.5%
Responses	2092	2062

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.

	2018	2019	2020	2021	2022
Your org	69.0%	66.9%	65.2%	64.9%	65.1%
Best	77.2%	79.3%	77.3%	77.6%	79.2%
Average	68.7%	70.4%	69.5%	69.1%	69.7%
Worst	60.3%	56.9%	60.7%	62.0%	62.7%
Responses	1744	2081	2554	2108	2063

	2018	2019	2020	2021	2022
Your org	61.5%	61.1%	58.9%	58.4%	58.5%
Best	69.5%	71.8%	70.3%	70.4%	71.3%
Average	60.7%	62.2%	60.8%	60.9%	62.1%
Worst	51.2%	48.1%	51.5%	53.3%	54.1%
Responses	1743	2075	2551	2101	2063

	2018	2019	2020	2021	2022
Your org	54.8%	53.6%	51.6%	50.8%	52.0%
Best	61.9%	65.8%	63.6%	65.1%	65.3%
Average	54.7%	56.0%	54.7%	55.8%	56.9%
Worst	44.8%	44.4%	44.9%	48.4%	48.7%
Responses	1740	2074	2552	2106	2061

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

	2018	2019	2020	2021	2022
Your org	66.4%	65.2%	66.9%	60.6%	60.9%
Best	74.9%	77.7%	77.0%	75.4%	77.8%
Average	67.5%	68.6%	69.4%	66.4%	67.4%
Worst	57.7%	55.7%	61.7%	59.8%	59.4%
Responses	1741	2075	2551	2106	2064

Theme – Staff engagement

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

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.

Q2a I look forward to going to work.

	2018	2019	2020	2021	2022
Your org	63.4%	61.3%	59.8%	48.3%	47.6%
Best	67.5%	68.6%	67.6%	60.8%	62.7%
Average	59.4%	59.5%	58.6%	52.0%	52.5%
Worst	50.8%	47.2%	51.9%	42.5%	42.4%
Responses	1755	2083	2549	2093	2056

Q2b I am enthusiastic about my job.

	2018	2019	2020	2021	2022
Your org	77.7%	75.6%	74.4%	63.3%	60.9%
Best	82.2%	81.7%	79.9%	76.2%	75.1%
Average	75.1%	75.4%	73.2%	67.6%	66.7%
Worst	68.0%	67.7%	67.9%	60.0%	58.5%
Responses	1746	2065	2528	2082	2041
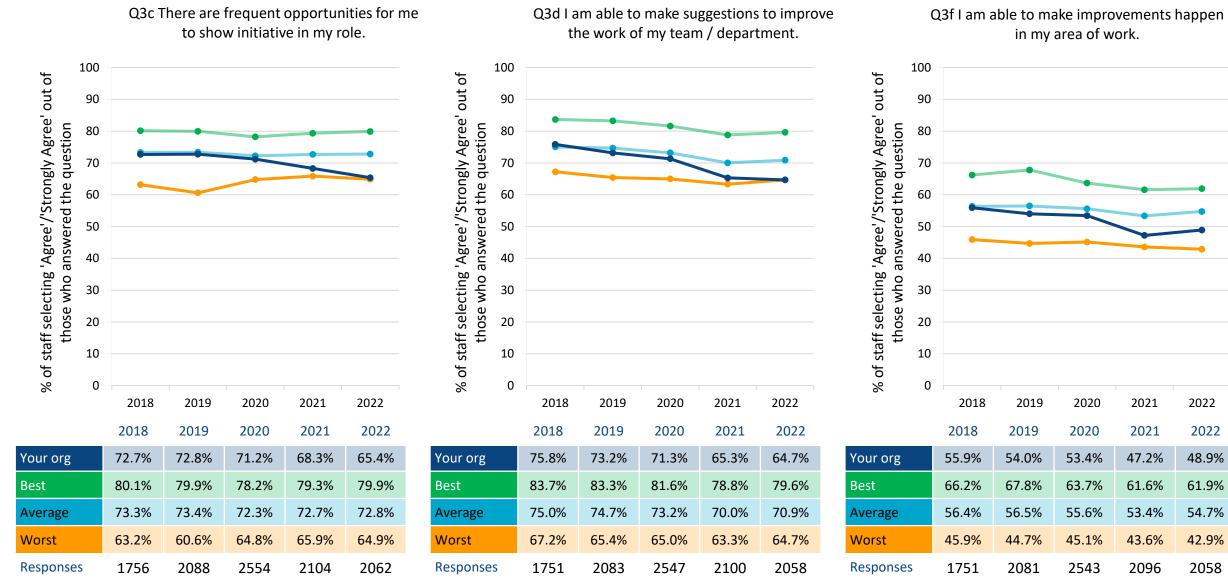
Q2c Time passes quickly when I am working.

	2018	2019	2020	2021	2022
Your org	78.1%	77.0%	74.7%	70.6%	67.8%
Best	83.4%	83.1%	81.1%	79.4%	79.0%
Average	77.3%	77.4%	76.1%	73.0%	72.5%
Worst	72.6%	71.6%	71.3%	68.5%	67.5%
Responses	1746	2065	2525	2089	2051

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

	2018	2019	2020	2021	2022
Your org	72.7%	72.8%	71.2%	68.3%	65.4%
Best	80.1%	79.9%	78.2%	79.3%	79.9%
Average	73.3%	73.4%	72.3%	72.7%	72.8%
Worst	63.2%	60.6%	64.8%	65.9%	64.9%
Responses	1756	2088	2554	2104	2062

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

	2018	2019	2020	2021	2022
Your org	75.8%	73.2%	71.3%	65.3%	64.7%
Best	83.7%	83.3%	81.6%	78.8%	79.6%
Average	75.0%	74.7%	73.2%	70.0%	70.9%
Worst	67.2%	65.4%	65.0%	63.3%	64.7%
Responses	1751	2083	2547	2100	2058

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

	2018	2019	2020	2021	2022
Your org	55.9%	54.0%	53.4%	47.2%	48.9%
Best	66.2%	67.8%	63.7%	61.6%	61.9%
Average	56.4%	56.5%	55.6%	53.4%	54.7%
Worst	45.9%	44.7%	45.1%	43.6%	42.9%
Responses	1751	2081	2543	2096	2058

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	73.9%	74.7%	77.9%	67.5%	64.7%
Best	88.8%	90.0%	90.8%	89.3%	86.6%
Average	76.9%	77.6%	79.5%	75.5%	73.5%
Worst	60.1%	46.7%	61.7%	59.2%	58.0%
Responses	1720	2053	2551	2102	2060

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	60.6%	61.7%	67.2%	50.9%	45.9%
Best	81.2%	81.2%	84.0%	77.9%	75.2%
Average	62.3%	63.0%	67.1%	58.4%	56.5%
Worst	39.3%	35.7%	46.5%	38.5%	41.0%
Responses	1719	2045	2552	2100	2057

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

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	64.3%	64.5%	69.6%	55.3%	48.5%
Best	90.4%	90.6%	91.8%	89.5%	86.4%
Average	71.1%	70.6%	74.3%	67.0%	61.9%
Worst	39.7%	39.6%	49.6%	43.5%	39.2%
Responses	1713	2036	2551	2097	2051

Theme - Morale

Questions included:

Thinking about leaving – Q24a, Q24b, Q24c

Work pressure – Q3g, Q3h, Q3i

Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

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.

Q24a I often think about leaving this organisation.

	2018	2019	2020	2021	2022
Your org	27.5%	26.2%	24.6%	32.1%	37.4%
Best	19.2%	18.8%	16.9%	21.6%	23.2%
Average	29.6%	28.2%	26.8%	31.3%	31.9%
Worst	41.9%	42.1%	36.9%	41.7%	41.8%
Responses	1728	2062	2563	2105	2064

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

	2018	2019	2020	2021	2022
Your org	21.5%	18.8%	17.8%	22.8%	25.8%
Best	13.9%	12.9%	11.1%	14.6%	16.3%
Average	20.6%	19.9%	18.7%	22.2%	23.0%
Worst	32.3%	30.4%	29.6%	31.4%	31.6%
Responses	1718	2056	2547	2104	2063

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

	2018	2019	2020	2021	2022
Your org	14.0%	12.3%	12.0%	17.7%	19.8%
Best	8.5%	7.5%	7.5%	9.9%	10.2%
Average	15.1%	14.1%	13.2%	16.1%	16.8%
Worst	25.2%	23.6%	23.7%	26.0%	26.5%
Responses	1713	2041	2535	2091	2052

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

	2018	2019	2020	2021	2022
Your org	46.0%	47.2%	48.9%	42.1%	41.4%
Best	59.1%	58.8%	61.9%	54.7%	53.2%
Average	44.9%	46.6%	47.4%	43.1%	42.9%
Worst	36.0%	36.0%	38.2%	34.2%	32.2%
Responses	1743	2074	2544	2088	2062

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

	2018	2019	2020	2021	2022
Your org	49.8%	54.2%	58.7%	49.4%	47.3%
Best	73.0%	74.6%	74.5%	72.9%	69.7%
Average	53.1%	54.2%	58.5%	55.3%	53.5%
Worst	35.3%	32.0%	45.0%	45.5%	43.6%
Responses	1748	2075	2550	2089	2061

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

	2018	2019	2020	2021	2022
Your org	30.3%	31.8%	37.6%	23.2%	23.3%
Best	44.6%	48.0%	52.3%	37.8%	34.8%
Average	30.5%	30.7%	36.9%	25.9%	25.1%
Worst	19.3%	20.8%	26.0%	18.1%	17.2%
Responses	1742	2080	2549	2103	2067

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Q3a I always know what my work responsibilities are.

	2018	2019	2020	2021	2022
Your org	88.3%	89.4%	87.9%	84.3%	83.3%
Best	93.4%	92.7%	92.1%	92.0%	90.8%
Average	87.9%	88.2%	86.6%	86.3%	86.3%
Worst	82.4%	79.5%	81.3%	81.6%	80.6%
Responses	1721	2060	2550	2113	2066

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

	2018	2019	2020	2021	2022
Your org	53.1%	51.1%	47.5%	43.4%	43.5%
Best	62.8%	62.5%	57.5%	56.5%	58.0%
Average	53.3%	52.7%	50.6%	49.1%	50.4%
Worst	43.0%	42.5%	41.3%	41.3%	42.0%
Responses	1746	2086	2554	2098	2064

Q5a I have unrealistic time pressures.

	2018	2019	2020	2021	2022
Your org	23.3%	24.5%	24.2%	21.0%	23.3%
Best	28.3%	31.3%	33.4%	29.3%	29.7%
Average	21.1%	21.9%	24.1%	22.4%	22.3%
Worst	14.4%	16.6%	18.3%	18.1%	18.0%
Responses	1737	2067	2543	2105	2067

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

	2018	2019	2020	2021	2022
Your org	53.7%	53.3%	53.6%	46.4%	48.4%
Best	63.7%	65.2%	62.7%	60.0%	61.1%
Average	54.9%	54.6%	54.3%	51.5%	51.7%
Worst	47.2%	48.6%	46.0%	44.1%	45.4%
Responses	1736	2067	2543	2097	2061

Q5c Relationships at work are strained.

	2018	2019	2020	2021	2022
Your org	43.0%	43.6%	43.4%	35.2%	36.1%
Best	55.3%	57.6%	55.4%	52.4%	53.6%
Average	43.6%	44.8%	45.4%	42.8%	44.0%
Worst	32.2%	36.7%	37.1%	34.5%	35.7%
Responses	1735	2067	2542	2103	2062

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

	2018	2019	2020	2021	2022
Your org	69.5%	67.5%	66.4%	63.6%	63.2%
Best	79.0%	81.9%	82.1%	78.4%	78.2%
Average	71.5%	71.8%	70.6%	69.9%	70.4%
Worst	62.6%	62.5%	63.0%	62.3%	63.2%
Responses	1751	2080	2544	2098	2064

Q9a My immediate manager encourages me at work.

	2018	2019	2020	2021	2022
Your org	69.0%	66.9%	65.2%	64.9%	65.1%
Best	77.2%	79.3%	77.3%	77.6%	79.2%
Average	68.7%	70.4%	69.5%	69.1%	69.7%
Worst	60.3%	56.9%	60.7%	62.0%	62.7%
Responses	1744	2081	2554	2108	2063

Question not linked to People Promise elements or themes
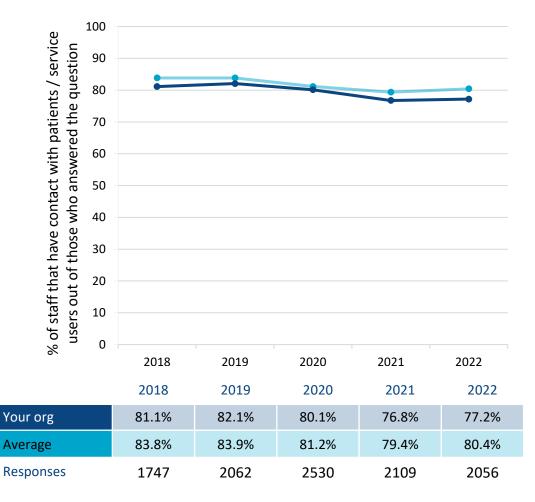
Questions included:
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b
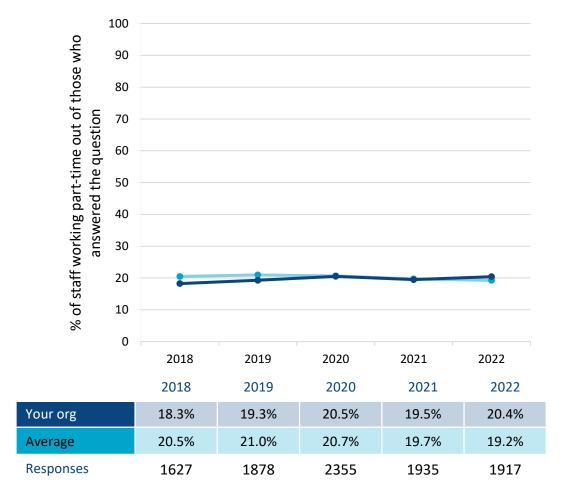
Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?

% of staff that have contact with patients / service users out of those who answered the question

	2018	2019	2020	2021	2022
Your org	81.1%	82.1%	80.1%	76.8%	77.2%
Average	83.8%	83.9%	81.2%	79.4%	80.4%
Responses	1747	2062	2530	2109	2056

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

% of staff working part-time out of those who answered the question

	2018	2019	2020	2021	2022
Your org	18.3%	19.3%	20.5%	19.5%	20.4%
Average	20.5%	21.0%	20.7%	19.7%	19.2%
Responses	1627	1878	2355	1935	1917

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

	2018	2019	2020	2021	2022
Your org	38.8%	40.2%	40.7%	43.8%	44.2%
Lowest	22.9%	25.3%	21.5%	26.7%	25.8%
Average	35.1%	36.6%	35.2%	38.3%	40.4%
Highest	46.0%	51.3%	50.3%	50.0%	55.4%
Responses	1661	1954	2463	2031	1986

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

	2018	2019	2020	2021	2022
Your org	53.1%	50.4%	49.3%	53.4%	53.0%
Lowest	47.7%	46.0%	45.0%	46.5%	44.6%
Average	57.7%	55.9%	55.1%	57.0%	56.3%
Highest	71.4%	63.6%	64.2%	66.1%	67.3%
Responses	1673	1964	2466	2036	1992

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

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

% of staff selecting 'Yes' out of those who answered the question

	2018	2019	2020	2021	2022
Your org	24.9%	27.5%	29.1%	29.4%	30.6%
Best	19.0%	14.1%	18.3%	18.7%	16.9%
Average	25.5%	24.2%	26.2%	26.0%	23.6%
Worst	35.2%	31.3%	34.6%	34.7%	30.9%
Responses	1021	1231	1199	1192	1221

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

% of staff saying they have experienced discrimination on each basis out of those who answered the question

	2018	2019	2020	2021	2022
Your org	41.3%	49.7%	51.2%	57.8%	55.3%
Best	4.6%	19.8%	20.5%	19.2%	19.7%
Average	39.2%	41.9%	44.7%	46.4%	48.5%
Worst	70.5%	71.4%	76.6%	71.6%	73.0%
Responses	175	212	322	340	349

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Q16c.2 On what grounds have you experienced discrimination? – Gender.

	2018	2019	2020	2021	2022
Your org	17.4%	19.3%	14.8%	12.7%	18.0%
Best	5.2%	10.0%	9.6%	6.0%	11.0%
Average	19.9%	20.1%	20.0%	20.6%	20.3%
Worst	31.6%	29.4%	28.7%	30.8%	30.1%
Responses	175	212	322	340	349

Q16c.3 On what grounds have you experienced discrimination? – Religion.

	2018	2019	2020	2021	2022
Your org	4.5%	2.8%	2.0%	2.5%	4.6%
Best	0.0%	0.0%	0.0%	0.4%	0.8%
Average	3.6%	4.0%	3.7%	4.3%	4.3%
Worst	12.0%	15.4%	17.1%	14.6%	16.6%
Responses	175	212	322	340	349

Q16c.4 On what grounds have you experienced discrimination? – Sexual orientation.

	2018	2019	2020	2021	2022
Your org	2.2%	2.2%	3.4%	1.3%	3.2%
Best	0.0%	0.0%	0.0%	1.2%	1.4%
Average	3.3%	3.7%	3.6%	4.1%	3.9%
Worst	9.8%	9.2%	10.1%	23.4%	8.3%
Responses	175	212	322	340	349

Q16c.5 On what grounds have you experienced discrimination? – Disability.

	2018	2019	2020	2021	2022
Your org	13.3%	10.5%	9.4%	9.4%	11.1%
Best	1.2%	2.9%	2.8%	3.2%	3.8%
Average	7.0%	7.3%	8.1%	8.3%	8.7%
Worst	16.7%	13.8%	15.6%	19.3%	20.4%
Responses	175	212	322	340	349

Q16c.6 On what grounds have you experienced discrimination? – Age.

	2018	2019	2020	2021	2022
Your org	15.8%	16.5%	14.5%	11.9%	13.0%
Best	9.0%	4.5%	10.5%	11.7%	13.0%
Average	18.2%	19.0%	19.0%	18.9%	18.8%
Worst	29.8%	33.9%	27.4%	31.8%	28.1%
Responses	175	212	322	340	349

Q16c.7 On what grounds have you experienced discrimination? – Other.

	2018	2019	2020	2021	2022
Your org	24.7%	20.8%	25.9%	27.6%	23.0%
Best	19.1%	14.5%	15.5%	14.7%	15.2%
Average	31.9%	29.1%	27.6%	26.6%	24.4%
Worst	62.7%	43.6%	45.1%	45.4%	37.5%
Responses	175	212	322	340	349

Q17 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?

	2022
Your org	37.4%
Best	26.7%
Average	35.2%
Worst	43.5%
Responses	2054

Q18a My organisation treats staff who are involved in an error, near miss or incident fairly.

	2022
Your org	48.7%
Best	67.8%
Average	58.2%
Worst	47.3%
Responses	1527

Q18b My organisation encourages us to report errors, near misses or incidents.

2022

	2022
Your org	84.5%
Best	90.8%
Average	85.5%
Worst	80.6%
Responses	1971

Q18c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.

2022

	2022
Your org	63.5%
Best	75.9%
Average	67.0%
Worst	52.7%
Responses	1785

Q18d We are given feedback about changes made in response to reported errors, near misses and incidents.

2022

Your org	55.4%
Best	69.1%
Average	58.8%
Worst	45.4%
Responses	1789

Q30b Has your employer made reasonable adjustment(s) to enable you to carry out your work?

2022

Your org	72.8%
Best	85.3%
Average	71.7%
Worst	60.9%
Responses	306

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.

	2018	2019	2020	2021	2022
Your org	14.0%	16.1%	15.1%	15.5%	13.8%
Average	12.8%	13.2%	13.1%	13.0%	12.4%
Responses	1541	1864	2314	1927	1894
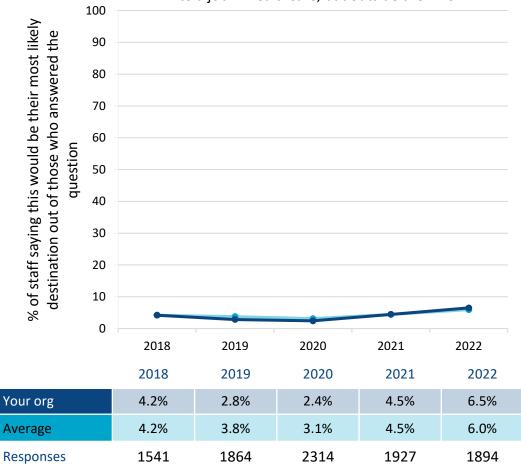
Q24d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.

	2018	2019	2020	2021	2022
Your org	16.5%	14.9%	13.5%	15.5%	15.5%
Average	15.2%	15.1%	14.8%	15.8%	15.4%
Responses	1541	1864	2314	1927	1894

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.

	2018	2019	2020	2021	2022
Your org	4.2%	2.8%	2.4%	4.5%	6.5%
Average	4.2%	3.8%	3.1%	4.5%	6.0%
Responses	1541	1864	2314	1927	1894
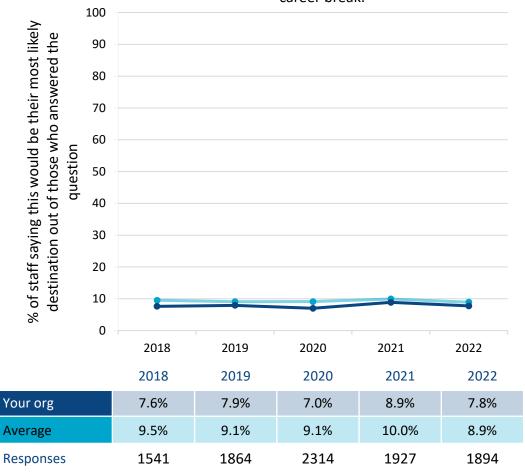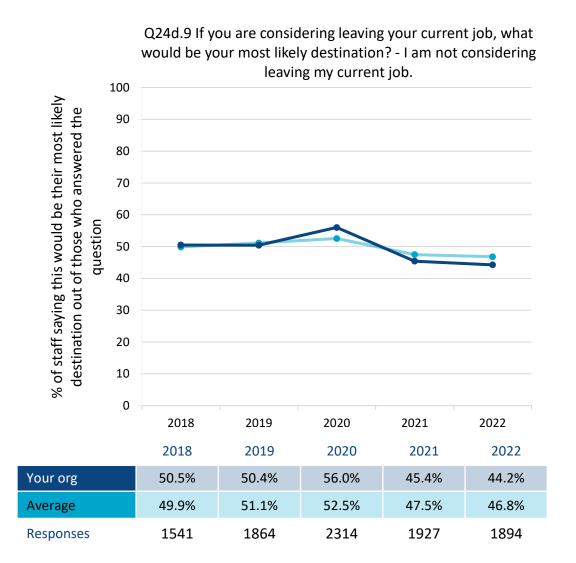
Q24d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.

	2018	2019	2020	2021	2022
Your org	7.1%	7.8%	6.0%	10.2%	12.2%
Average	7.5%	6.6%	6.2%	7.9%	9.1%
Responses	1541	1864	2314	1927	1894

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.

	2018	2019	2020	2021	2022
Your org	7.6%	7.9%	7.0%	8.9%	7.8%
Average	9.5%	9.1%	9.1%	10.0%	8.9%
Responses	1541	1864	2314	1927	1894

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.

	2018	2019	2020	2021	2022
Your org	50.5%	50.4%	56.0%	45.4%	44.2%
Average	49.9%	51.1%	52.5%	47.5%	46.8%
Responses	1541	1864	2314	1927	1894

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. It also shows results for q30b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without 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	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

Workforce Disability Equality Standards (WDES)

| 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
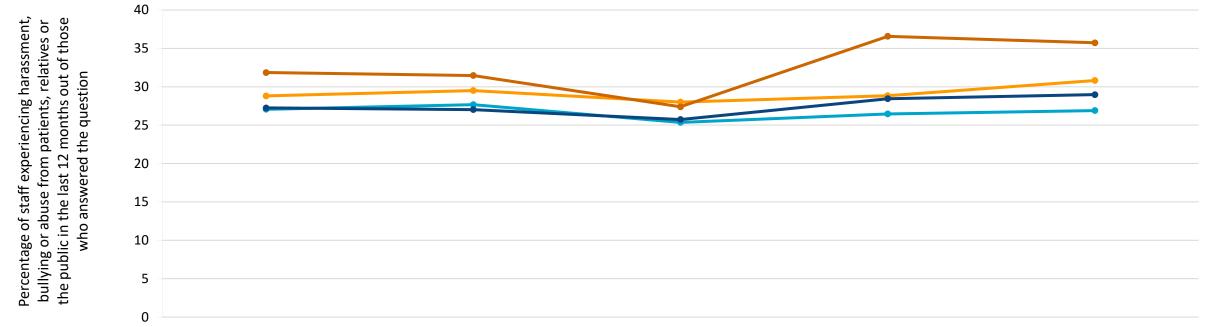
*Staff with a long term condition

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.

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months

	2018	2019	2020	2021	2022
White staff: Your org	27.2%	27.0%	25.7%	28.4%	29.0%
All other ethnic groups*: Your org	31.8%	31.5%	27.4%	36.6%	35.7%
White staff: Average	27.1%	27.7%	25.4%	26.5%	26.9%
All other ethnic groups*: Average	28.8%	29.5%	28.0%	28.8%	30.8%
White staff: Responses	1413	1650	1986	1582	1598
All other ethnic groups*: Responses	292	375	533	484	445

*Staff from all other ethnic groups combined
Average calculated as the median for the benchmark group

Workforce Race Equality Standard (WRES)

Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months
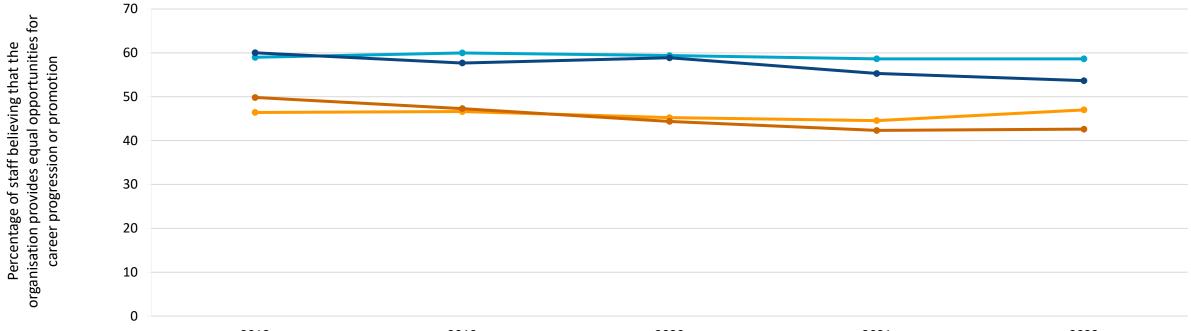
	2018	2019	2020	2021	2022
White staff: Your org	27.0%	27.0%	27.2%	30.5%	27.7%
All other ethnic groups*: Your org	33.6%	30.7%	31.4%	36.0%	34.4%
White staff: Average	25.0%	24.4%	24.4%	23.6%	23.3%
All other ethnic groups*: Average	28.7%	28.4%	29.1%	28.5%	28.8%
White staff: Responses	1415	1654	1989	1586	1603
All other ethnic groups*: Responses	292	374	535	484	445

*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

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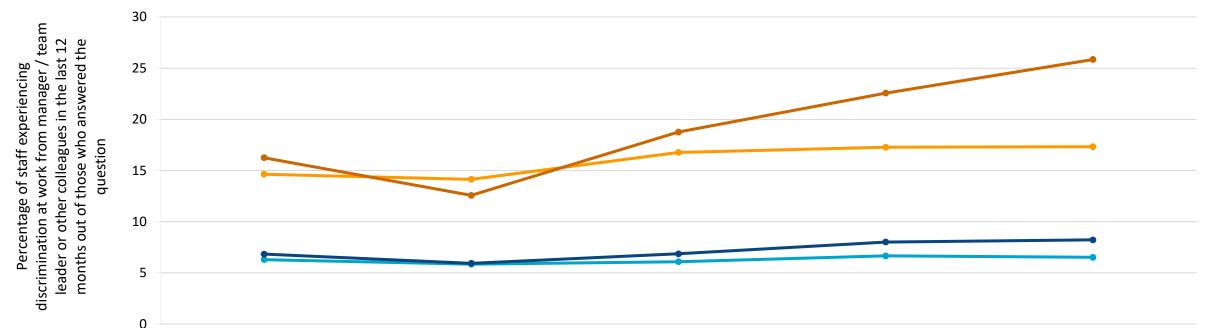
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.

	2018	2019	2020	2021	2022
White staff: Your org	60.0%	57.7%	58.9%	55.3%	53.7%
All other ethnic groups*: Your org	49.8%	47.3%	44.4%	42.3%	42.6%
White staff: Average	59.0%	60.0%	59.4%	58.6%	58.6%
All other ethnic groups*: Average	46.4%	46.6%	45.2%	44.6%	47.0%
White staff: Responses	1411	1645	1989	1593	1597
All other ethnic groups*: Responses	289	370	534	482	446

*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

Workforce Race Equality Standard (WRES)

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

	2018	2019	2020	2021	2022
White staff: Your org	6.8%	5.9%	6.9%	8.0%	8.2%
All other ethnic groups*: Your org	16.3%	12.6%	18.8%	22.6%	25.9%
White staff: Average	6.3%	5.9%	6.1%	6.7%	6.5%
All other ethnic groups*: Average	14.6%	14.1%	16.8%	17.3%	17.3%
White staff: Responses	1404	1634	1965	1585	1593
All other ethnic groups*: Responses	283	366	533	483	441

*Staff from all other ethnic groups combined
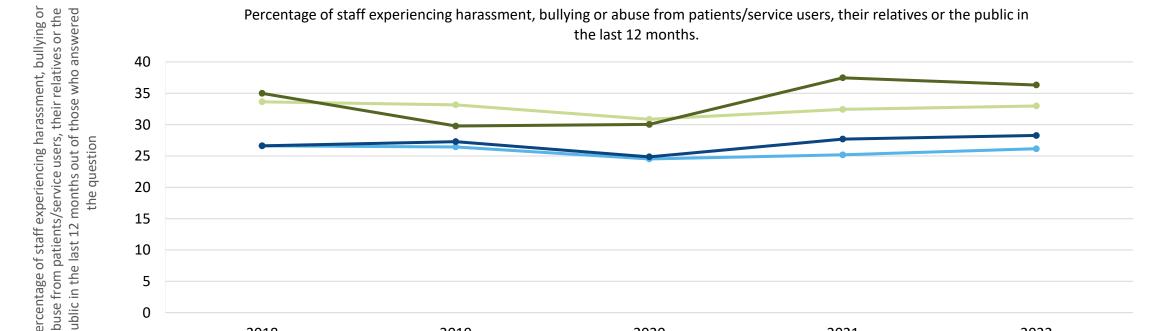
Average calculated as the median for the benchmark group

119

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.
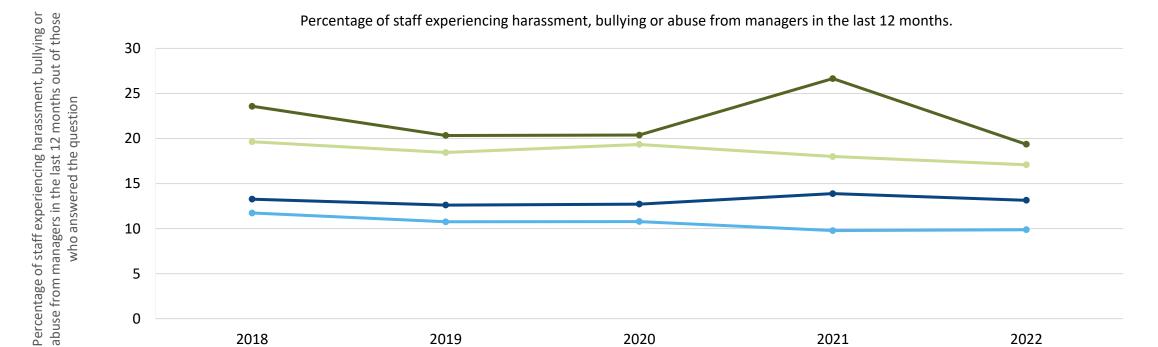
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.
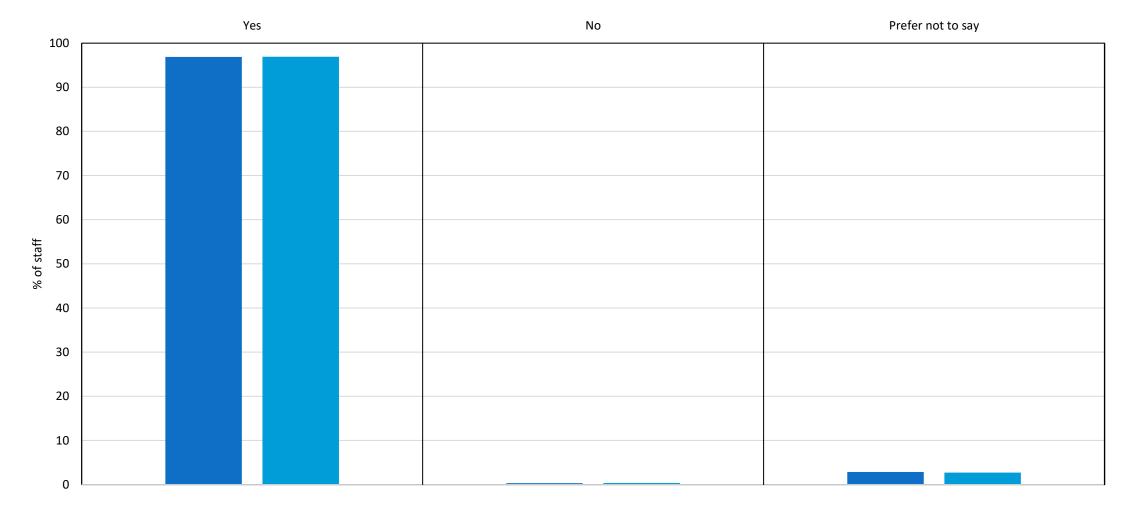
Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.

	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	35.0%	29.8%	30.0%	37.5%	36.3%
Staff without a LTC or illness: Your org	26.6%	27.3%	24.9%	27.7%	28.3%
Staff with a LTC or illness: Average	33.6%	33.2%	30.9%	32.4%	33.0%
Staff without a LTC or illness: Average	26.6%	26.5%	24.5%	25.2%	26.2%
Staff with a LTC or illness: Responses	320	413	526	523	534
Staff without a LTC or illness: Responses	1393	1623	1991	1534	1496

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.
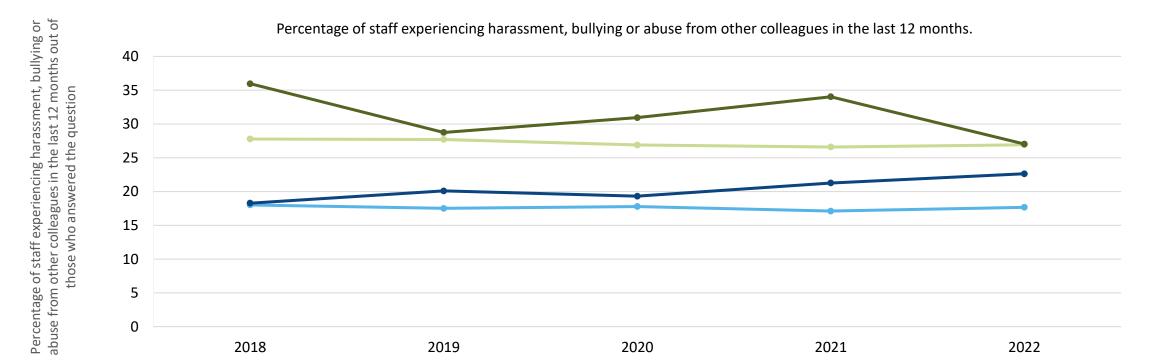
	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	23.6%	20.3%	20.4%	26.7%	19.4%
Staff without a LTC or illness: Your org	13.3%	12.6%	12.7%	13.9%	13.1%
Staff with a LTC or illness: Average	19.6%	18.4%	19.3%	18.0%	17.1%
Staff without a LTC or illness: Average	11.7%	10.8%	10.8%	9.8%	9.9%
Staff with a LTC or illness: Responses	318	413	525	514	532
Staff without a LTC or illness: Responses	1387	1618	1989	1520	1491
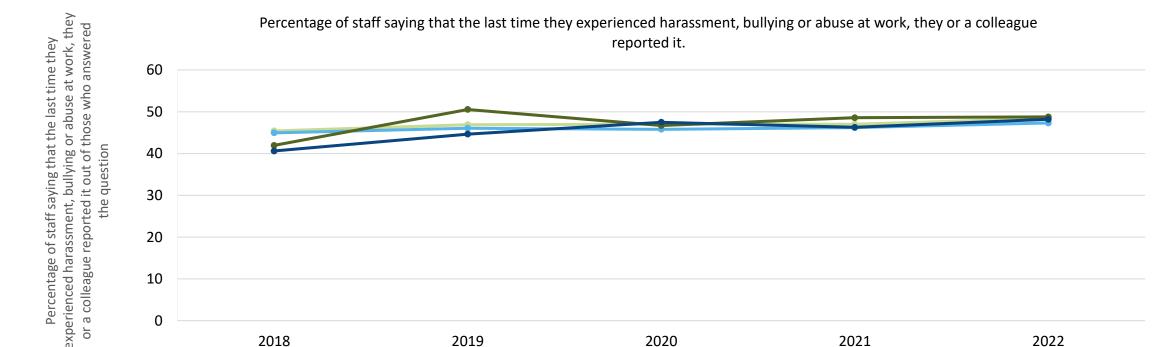
Workforce Disability Equality Standards

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.
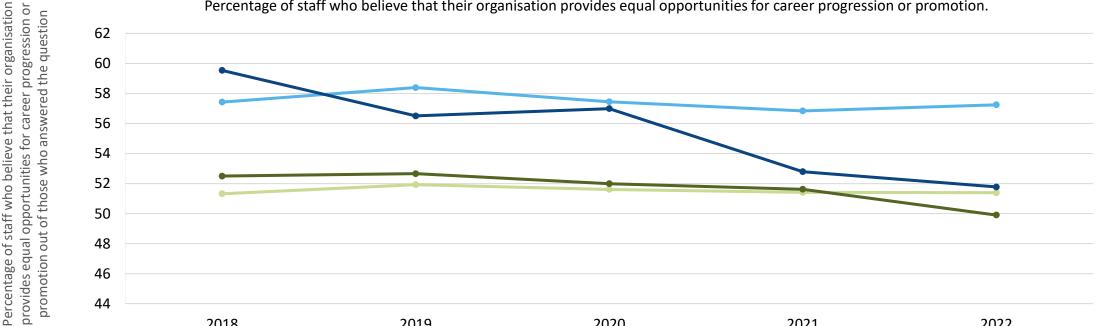
	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	36.0%	28.7%	30.9%	34.0%	27.0%
Staff without a LTC or illness: Your org	18.3%	20.1%	19.3%	21.3%	22.6%
Staff with a LTC or illness: Average	27.8%	27.7%	26.9%	26.6%	26.9%
Staff without a LTC or illness: Average	18.0%	17.5%	17.8%	17.1%	17.7%
Staff with a LTC or illness: Responses	317	407	517	520	529
Staff without a LTC or illness: Responses	1367	1597	1962	1519	1485

Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.

	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	42.0%	50.6%	46.7%	48.6%	48.8%
Staff without a LTC or illness: Your org	40.6%	44.6%	47.5%	46.3%	48.2%
Staff with a LTC or illness: Average	45.4%	46.9%	47.0%	47.0%	48.4%
Staff without a LTC or illness: Average	45.0%	46.1%	45.8%	46.2%	47.3%
Staff with a LTC or illness: Responses	143	180	242	280	244
Staff without a LTC or illness: Responses	431	542	655	564	556

Workforce Disability Equality Standards
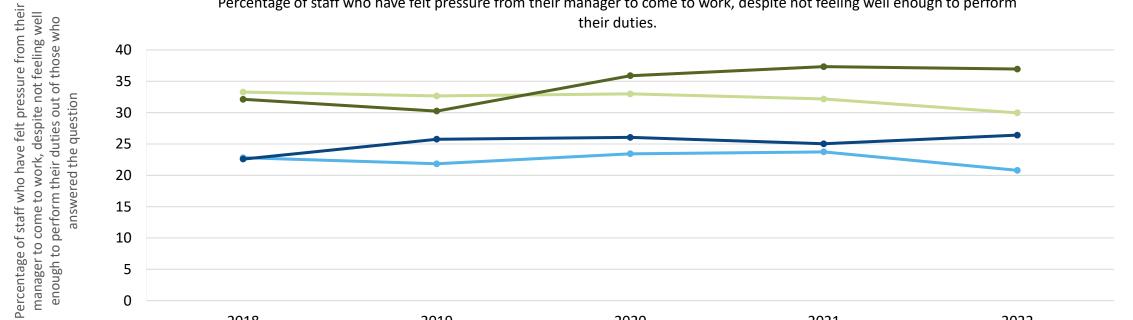
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.

	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	52.5%	52.7%	52.0%	51.6%	49.9%
Staff without a LTC or illness: Your org	59.5%	56.5%	57.0%	52.8%	51.8%
Staff with a LTC or illness: Average	51.3%	51.9%	51.6%	51.4%	51.4%
Staff without a LTC or illness: Average	57.4%	58.4%	57.4%	56.8%	57.3%
Staff with a LTC or illness: Responses	320	414	527	525	535
Staff without a LTC or illness: Responses	1389	1614	1995	1540	1495
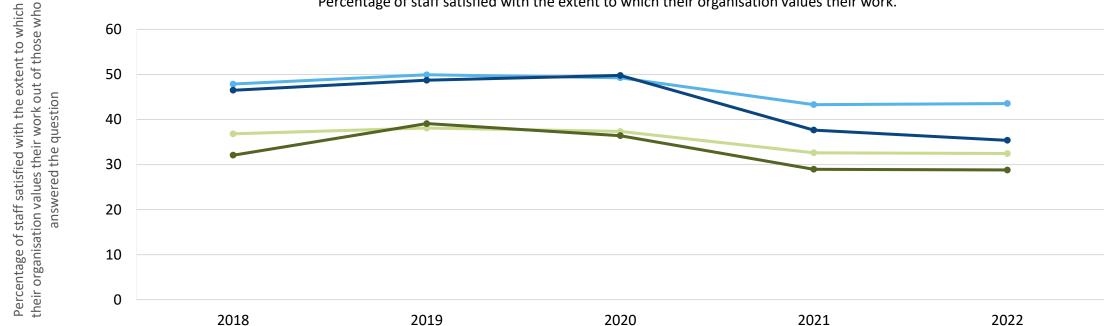
Workforce Disability Equality Standards

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties out of those who answered the question
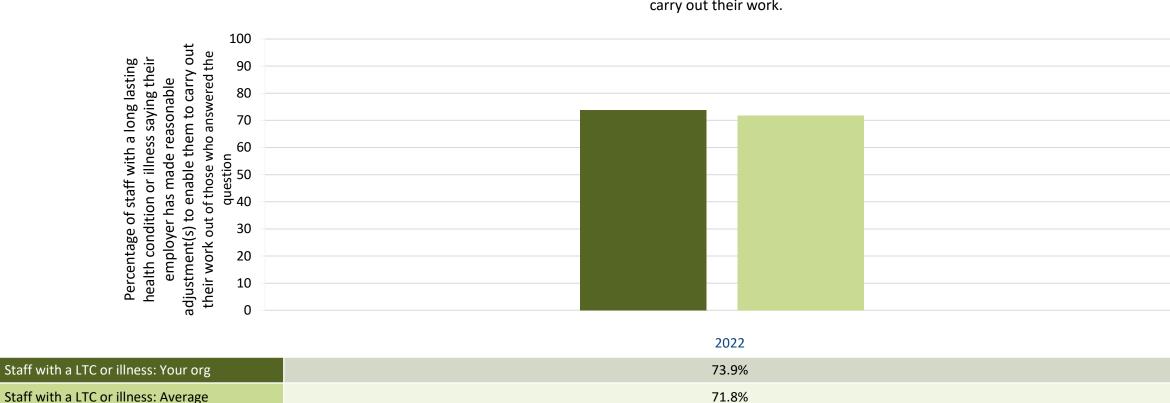
	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	32.1%	30.3%	35.9%	37.3%	37.0%
Staff without a LTC or illness: Your org	22.6%	25.8%	26.1%	25.0%	26.4%
Staff with a LTC or illness: Average	33.3%	32.7%	33.0%	32.2%	30.0%
Staff without a LTC or illness: Average	22.8%	21.8%	23.4%	23.7%	20.8%
Staff with a LTC or illness: Responses	249	314	351	383	387
Staff without a LTC or illness: Responses	757	893	829	795	814

Workforce Disability Equality Standards

Percentage of staff satisfied with the extent to which their organisation values their work.

	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	32.1%	39.1%	36.4%	29.0%	28.8%
Staff without a LTC or illness: Your org	46.5%	48.7%	49.8%	37.7%	35.4%
Staff with a LTC or illness: Average	36.8%	38.1%	37.4%	32.6%	32.5%
Staff without a LTC or illness: Average	47.9%	49.9%	49.3%	43.3%	43.6%
Staff with a LTC or illness: Responses	321	417	519	525	535
Staff without a LTC or illness: Responses	1385	1611	1980	1524	1495

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.

	2022
Staff with a LTC or illness: Your org	73.9%
Staff with a LTC or illness: Average	71.8%
Staff with a LTC or illness: Responses	306

Workforce Disability Equality Standards
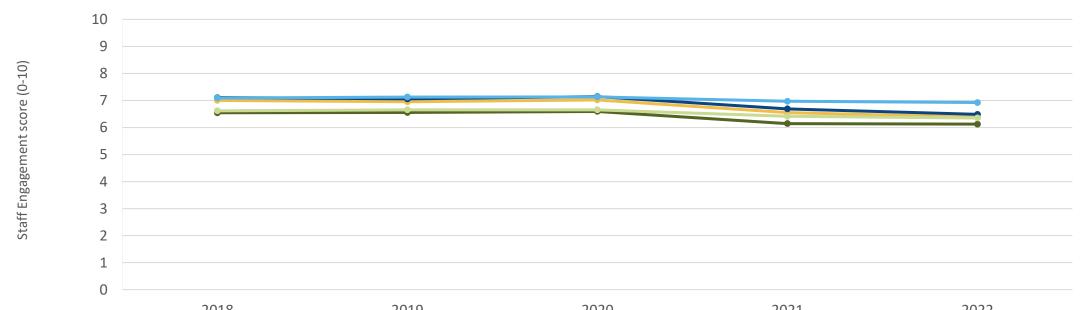
Staff engagement score (0-10)

	2018	2019	2020	2021	2022
Organisation average	7.0	7.0	7.0	6.6	6.4
Staff with a LTC or illness: Your org	6.5	6.6	6.6	6.1	6.1
Staff without a LTC or illness: Your org	7.1	7.1	7.1	6.7	6.5
Staff with a LTC or illness: Average	6.6	6.7	6.7	6.4	6.4
Staff without a LTC or illness: Average	7.1	7.1	7.1	7.0	6.9
Staff with a LTC or illness: Responses	323	417	525	530	538
Staff without a LTC or illness: Responses	1398	1629	2009	1548	1504

N.B. Data shown in this chart are unweighted therefore will not match weighted staff engagement scores in other outputs.
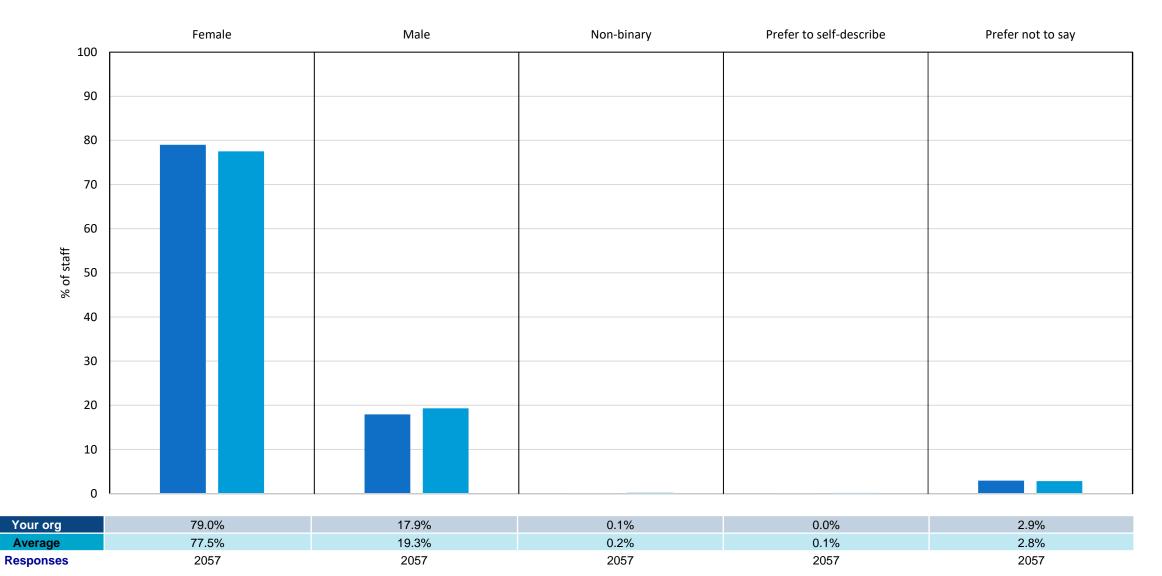
About your respondents

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

	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	79.0%	17.9%	0.1%	0.0%	2.9%
Average	77.5%	19.3%	0.2%	0.1%	2.8%
Responses	2057	2057	2057	2057	2057
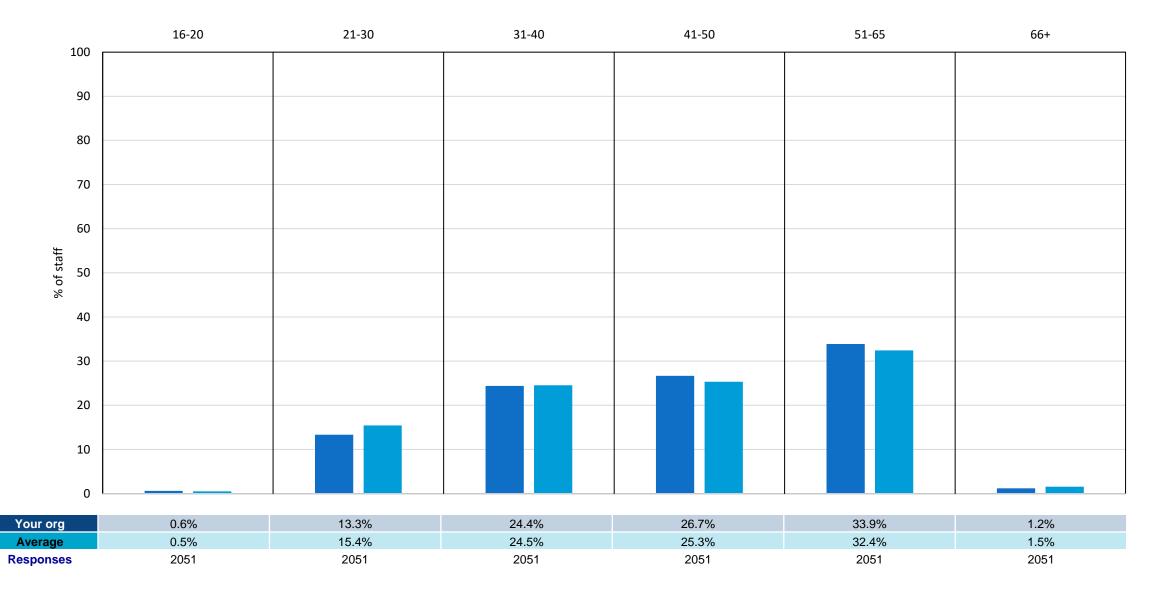
	Yes	No	Prefer not to say
Your org	96.9%	0.3%	2.8%
Average	96.9%	0.4%	2.7%
Responses	1977	1977	1977
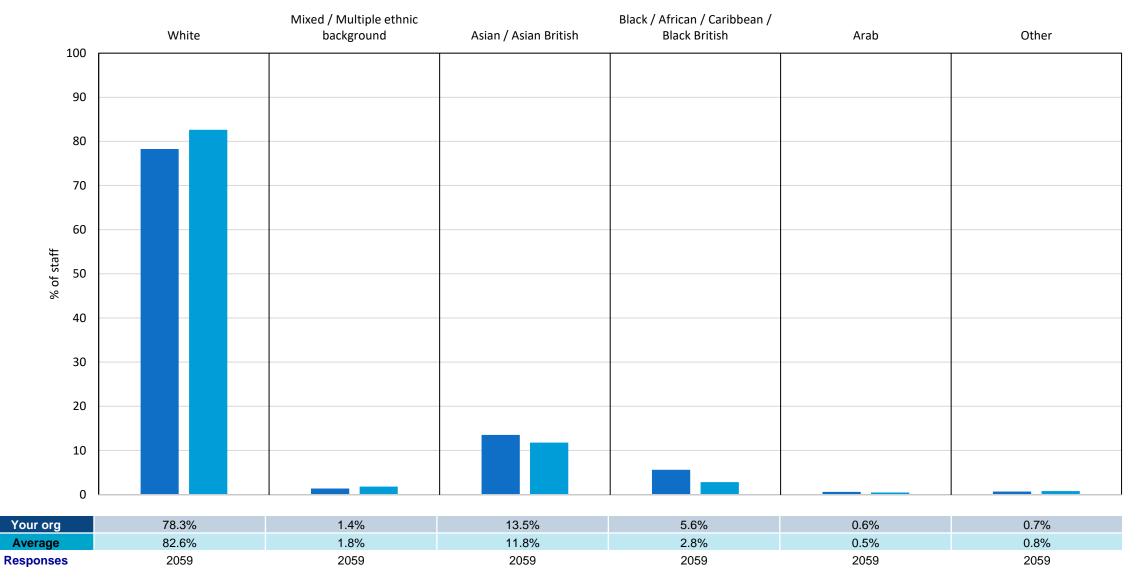
Kettering General Hospital NHS Foundation Trust Benchmark report

	16-20	21-30	31-40	41-50	51-65	66+
Your org	0.6%	13.3%	24.4%	26.7%	33.9%	1.2%
Average	0.5%	15.4%	24.5%	25.3%	32.4%	1.5%
Responses	2051	2051	2051	2051	2051	2051

Kettering General Hospital NHS Foundation Trust Benchmark report

	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	78.3%	1.4%	13.5%	5.6%	0.6%	0.7%
Average	82.6%	1.8%	11.8%	2.8%	0.5%	0.8%
Responses	2059	2059	2059	2059	2059	2059

	Heterosexual or straight	Gay or lesbian	Bisexual	Other	Prefer not to say
Your org	89.7%	1.7%	1.8%	0.2%	6.5%
Average	89.8%	2.0%	1.7%	0.5%	5.7%
Responses	2063	2063	2063	2063	2063

Kettering General Hospital NHS Foundation Trust Benchmark report

135
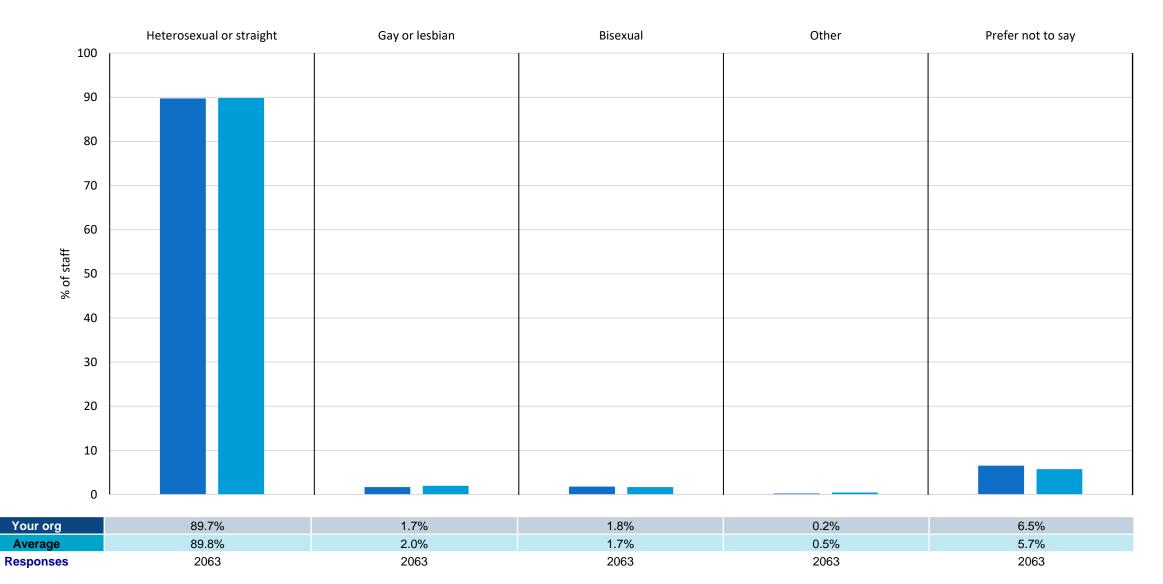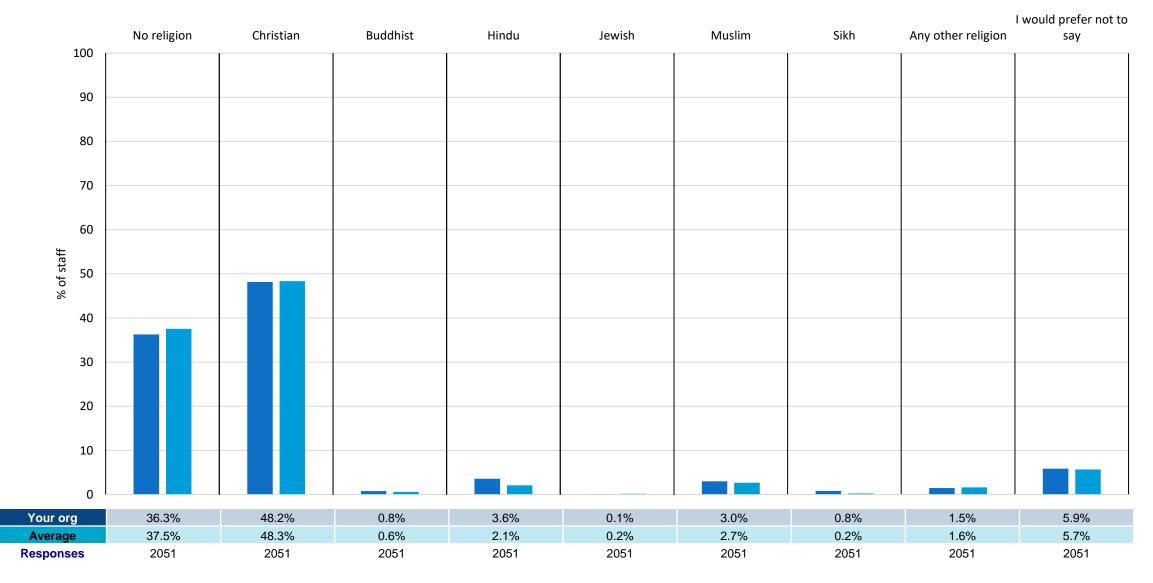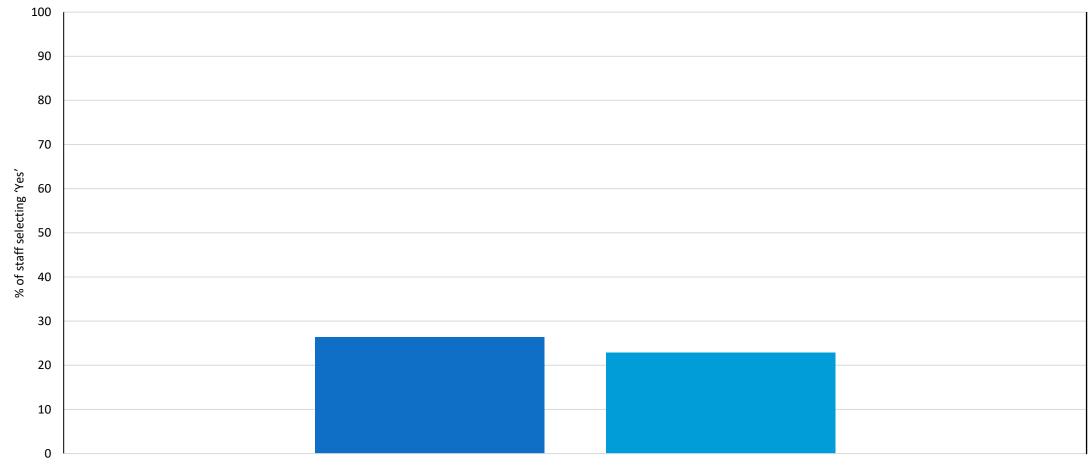
Background details - Religion
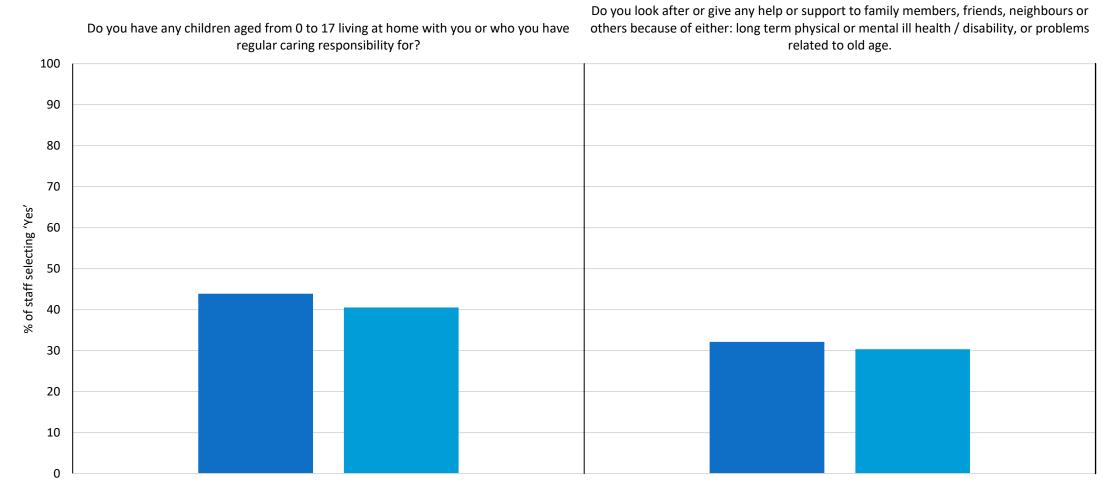
	No religion	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Any other religion	I would prefer not to say
Your org	36.3%	48.2%	0.8%	3.6%	0.1%	3.0%	0.8%	1.5%	5.9%
Average	37.5%	48.3%	0.6%	2.1%	0.2%	2.7%	0.2%	1.6%	5.7%
Responses	2051	2051	2051	2051	2051	2051	2051	2051	2051

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

Your org	26.4%
Average	22.9%
Responses	2045

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

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.

	Do you have any children aged from 0 to 17...	Do you look after or give any help or support...
Your org	43.9%	32.1%
Average	40.5%	30.3%
Responses	2056	2049
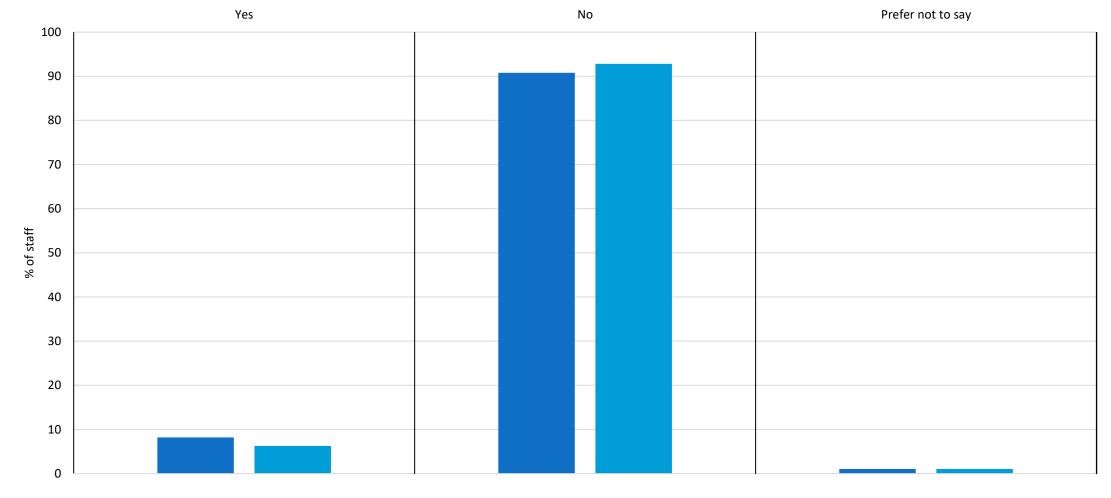
	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	More than 15 years
Your org	7.5%	15.7%	19.7%	17.9%	12.5%	26.7%
Average	10.1%	14.2%	18.7%	17.7%	11.7%	27.5%
Responses	2063	2063	2063	2063	2063	2063
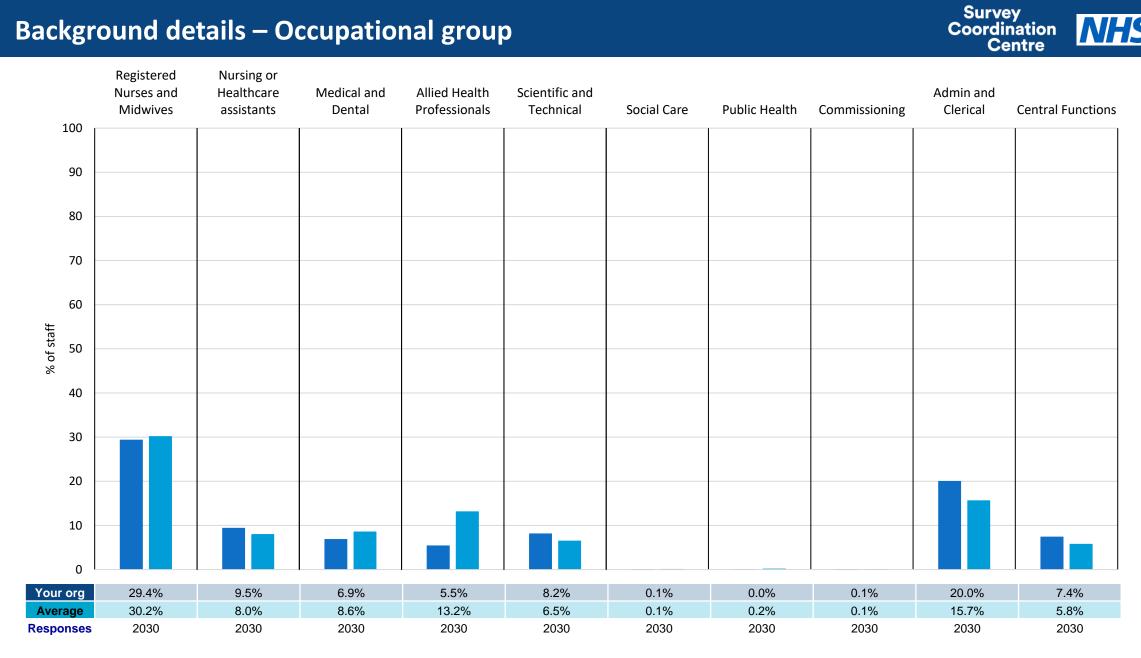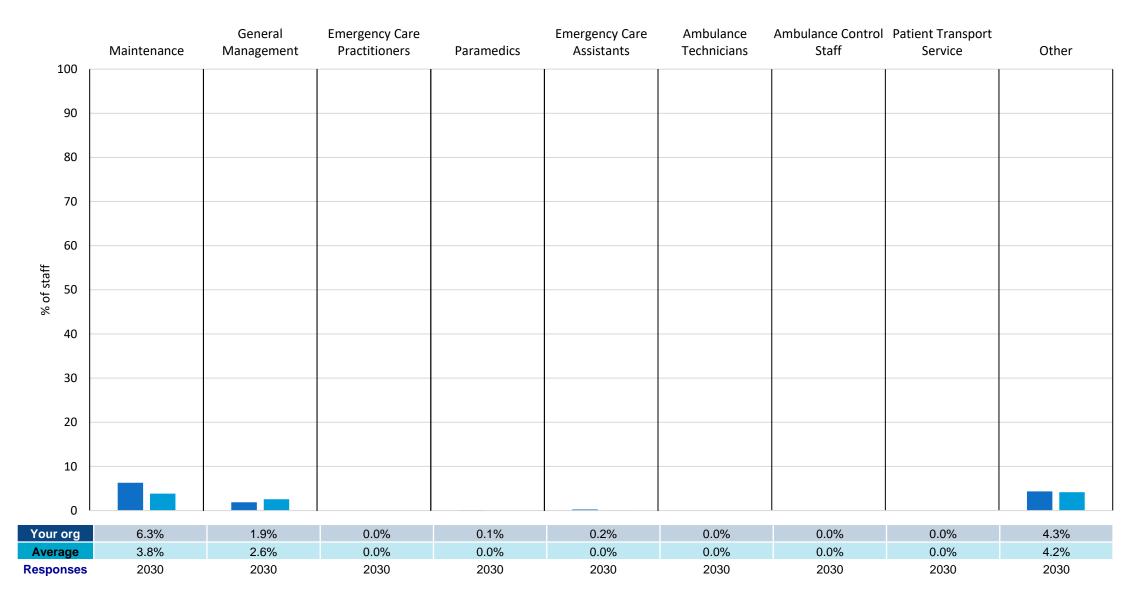
	Yes	No	Prefer not to say
Your org	8.2%	90.8%	1.0%
Average	6.2%	92.8%	1.0%
Responses	2016	2016	2016

	Registered Nurses and Midwives	Nursing or Healthcare assistants	Medical and Dental	Allied Health Professionals	Scientific and Technical	Social Care	Public Health	Commissioning	Admin and Clerical	Central Functions
Your org	29.4%	9.5%	6.9%	5.5%	8.2%	0.1%	0.0%	0.1%	20.0%	7.4%
Average	30.2%	8.0%	8.6%	13.2%	6.5%	0.1%	0.2%	0.1%	15.7%	5.8%
Responses	2030	2030	2030	2030	2030	2030	2030	2030	2030	2030

	Maintenance	General Management	Emergency Care Practitioners	Paramedics	Emergency Care Assistants	Ambulance Technicians	Ambulance Control Staff	Patient Transport Service	Other
Your org	6.3%	1.9%	0.0%	0.1%	0.2%	0.0%	0.0%	0.0%	4.3%
Average	3.8%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%
Responses	2030	2030	2030	2030	2030	2030	2030	2030	2030

Appendices

Appendix A: Response rate

Response rate

	2018	2019	2020	2021	2022
Your org	45.0%	50.7%	58.4%	44.5%	43.3%
Highest	71.6%	76.0%	79.8%	79.9%	68.7%
Average	43.6%	46.9%	45.4%	46.4%	44.5%
Lowest	24.6%	27.2%	28.1%	29.5%	26.2%
Responses	1763	2099	2574	2118	2073

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	6.9	2104	6.8	2067	Significantly lower
We are recognised and rewarded	5.5	2099	5.3	2063	Significantly lower
We each have a voice that counts	6.4	2085	6.3	2047	Not significant
We are safe and healthy	5.7	2096	5.7	2059	Not significant
We are always learning	5.1	1992	5.1	1984	Not significant
We work flexibly	5.7	2076	5.7	2053	Not significant
We are a team	6.3	2100	6.3	2059	Not significant
Themes					
Staff Engagement	6.5	2110	6.4	2070	Significantly lower
Morale	5.5	2110	5.4	2070	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

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.

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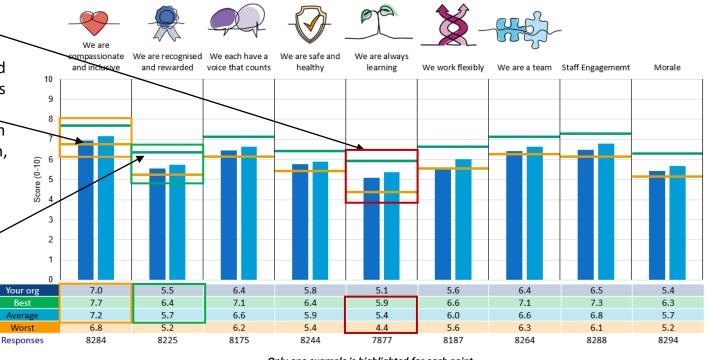
It is important to **consider each result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing People Promise element and theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

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.

	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagememt	Morale
Your org	7.0	5.5	6.4	5.8	5.1	5.6	6.4	6.5	5.4
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	8284	8225	8175	8244	7877	8187	8264	8288	8294

Only one example is highlighted for each point

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.

	2018	2019	2020	2021	2022
Your org	7.3%	7.4%	8.9%	10.2%	10.8%
Best	3.4%	3.4%	4.0%	5.1%	4.2%
Average	7.5%	7.3%	7.9%	8.8%	8.7%
Worst	14.9%	13.8%	16.1%	17.2%	15.7%
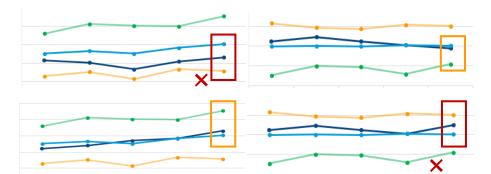
Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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.
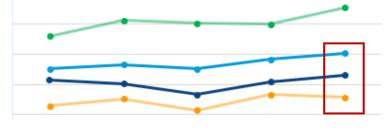
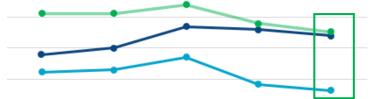## Identifying questions of interest

➢ **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.
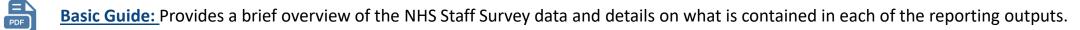
Appendix D: Additional reporting outputs

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.

Technical Document: 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

Local Dashboards: 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.

Breakdown reports: Reports containing People Promise and theme results split by breakdown (locality) for Kettering General Hospital NHS Foundation Trust.

National results

National Dashboards: 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.

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