

East and North Hertfordshire NHS Trust

NHS Staff Survey Benchmark report 2022



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Introduction

About this report

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

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

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

How results are reported

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



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

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

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

People Promise elements, themes and sub-scores

People Promise elements	Sub-scores	Questions
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

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.

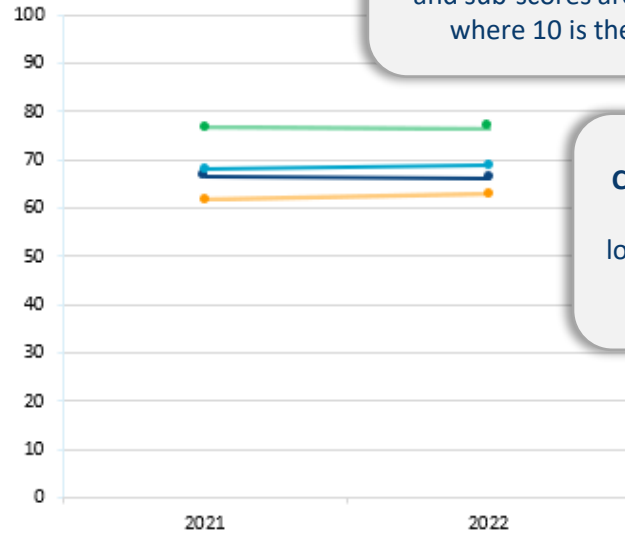
Question number and text (for summary measure) specified at the top of each slide.

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.

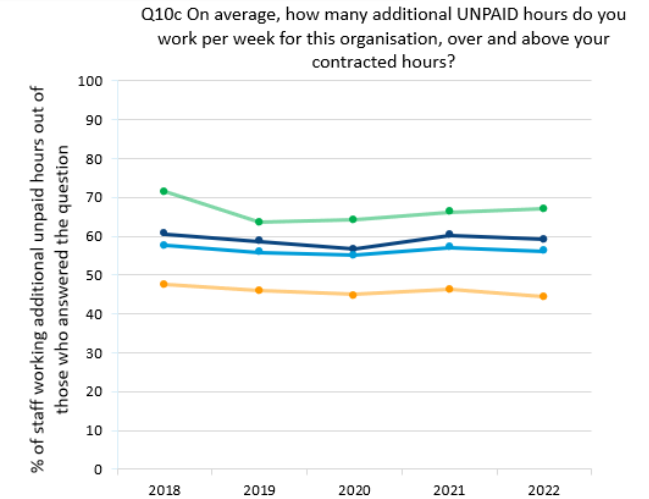
Number of responses for the organisation for the given question.

% 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%

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



	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.

Organisation details

East and North Hertfordshire NHS Trust

2022 NHS Staff Survey



Organisation details

Completed questionnaires **2963**

2022 response rate **47%**

Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Acute and Acute & Community Trusts



2022 benchmarking group details

Organisations in group: 124

Median response rate: 44%

No. of completed questionnaires: 431292



People Promise Elements, Themes and sub-score results

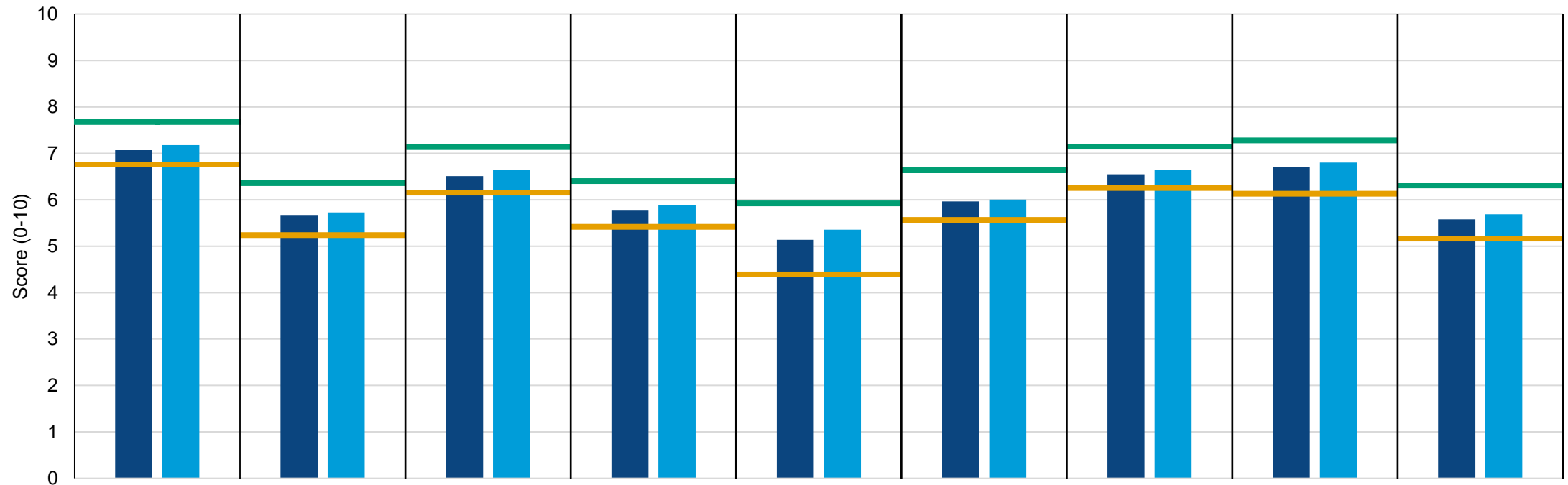
People Promise Elements, Themes and Sub-scores: Overview

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	7.1	5.7	6.5	5.8	5.1	6.0	6.6	6.7	5.6
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	2951	2950	2923	2941	2796	2940	2945	2955	2956

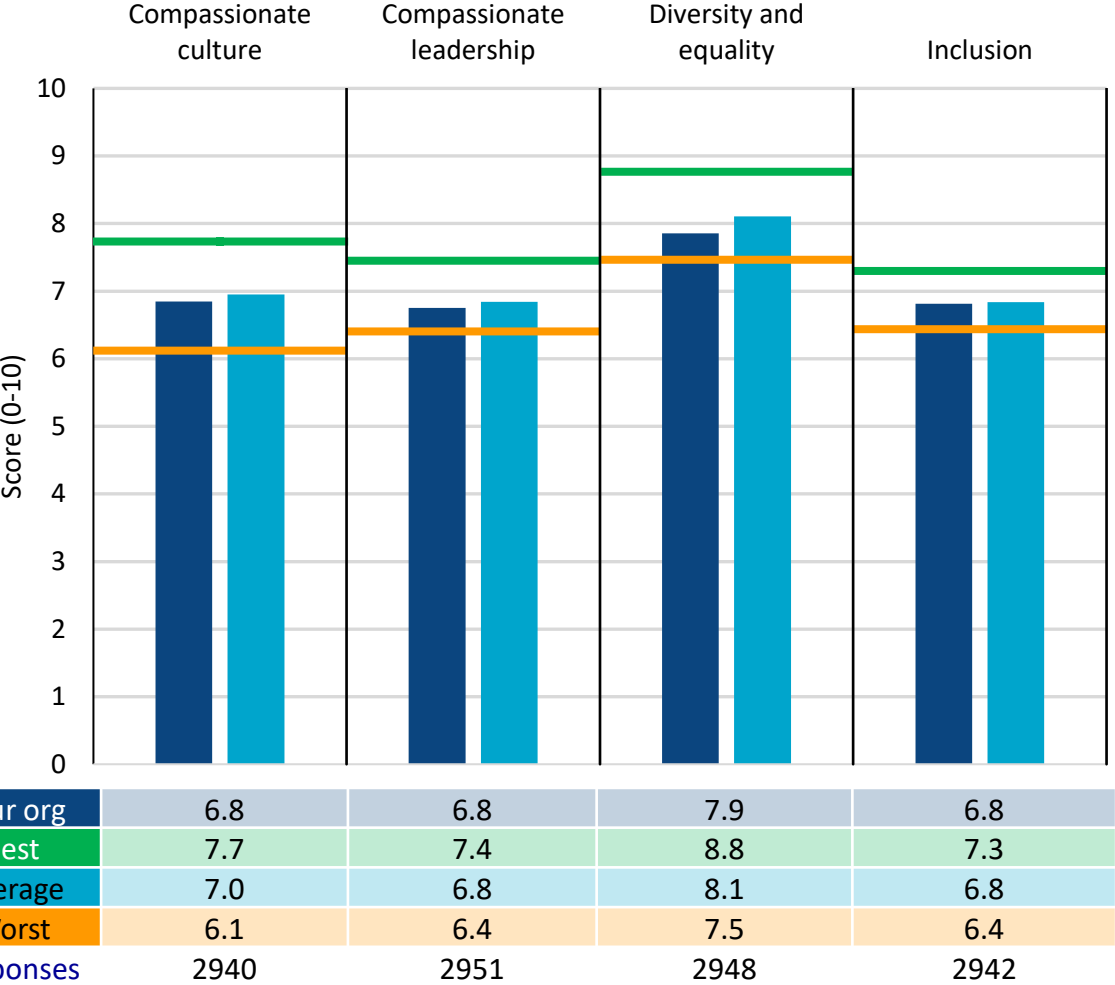


People Promise Elements, Themes and Sub-scores: Sub-score Overview

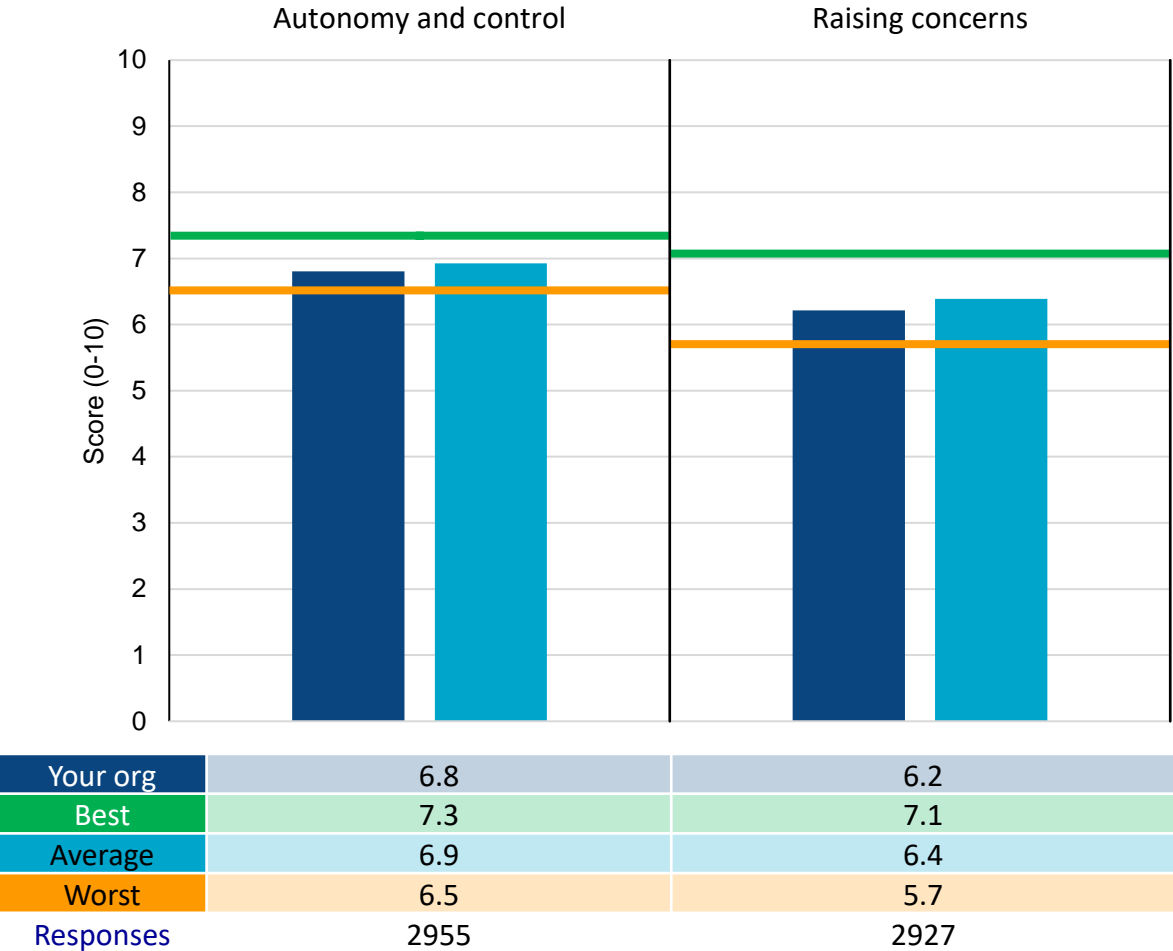
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



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.

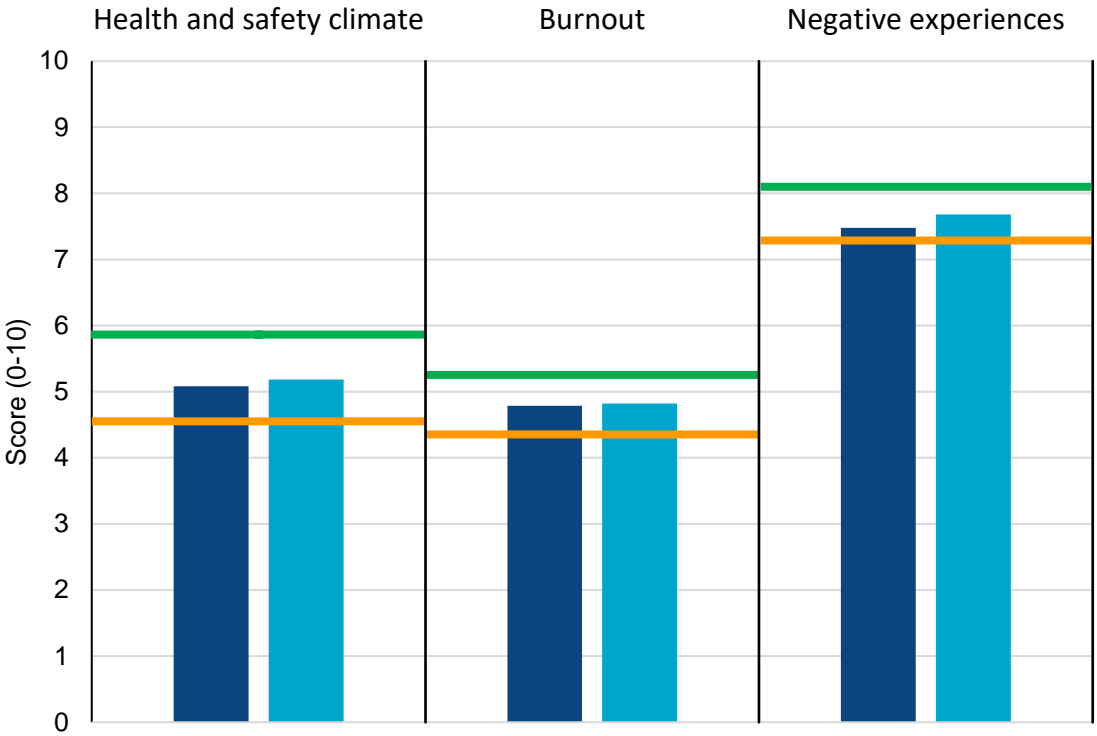


People Promise Elements, Themes and Sub-scores: Sub-score Overview

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.



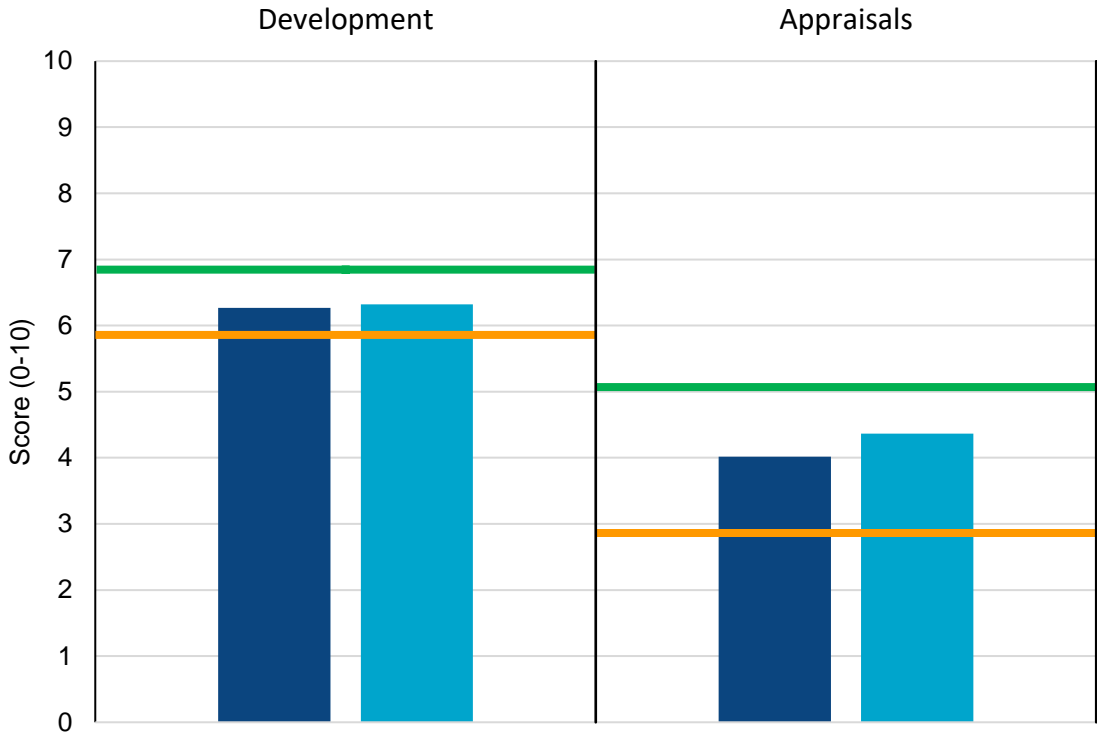
Promise element 4: We are safe and healthy



Your org	5.1	4.8	7.5
Best	5.9	5.3	8.1
Average	5.2	4.8	7.7
Worst	4.6	4.4	7.3
Responses	2953	2953	2951



Promise element 5: We are always learning



Your org	6.3	4.0
Best	6.8	5.1
Average	6.3	4.4
Worst	5.9	2.9
Responses	2940	2809

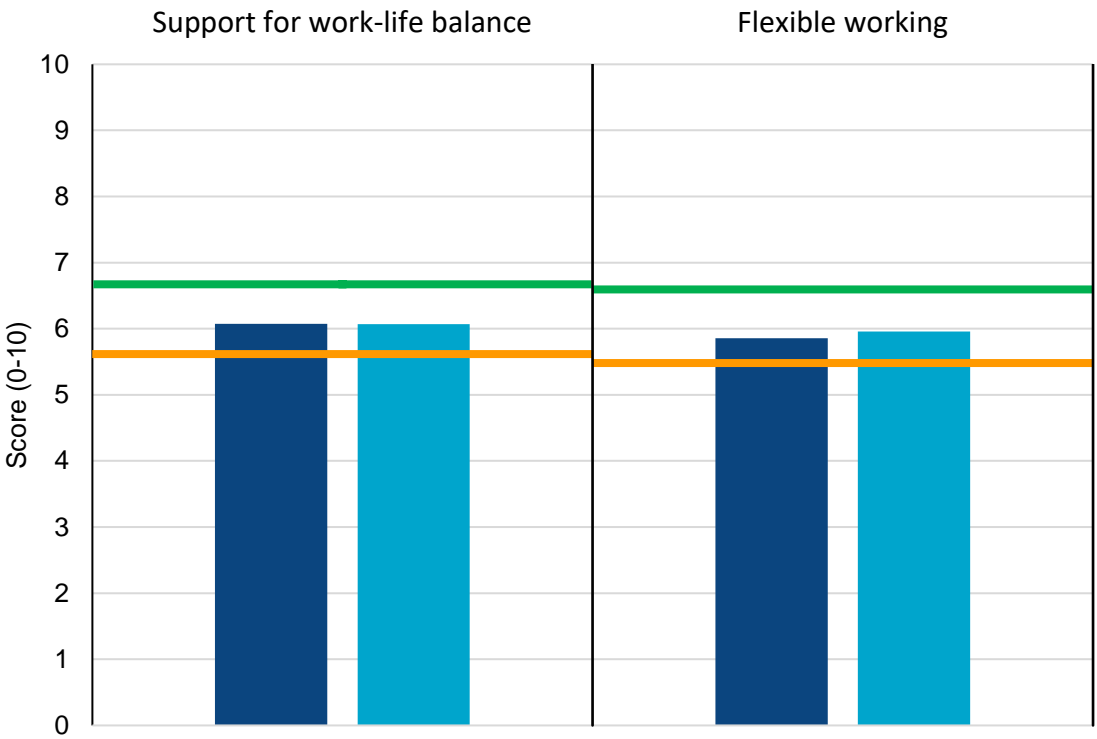


People Promise Elements, Themes and Sub-scores: Sub-score Overview

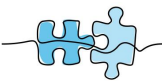
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Your org	6.1	5.9
Best	6.7	6.6
Average	6.1	6.0
Worst	5.6	5.5
Responses	2955	2942



Promise element 7: We are a team



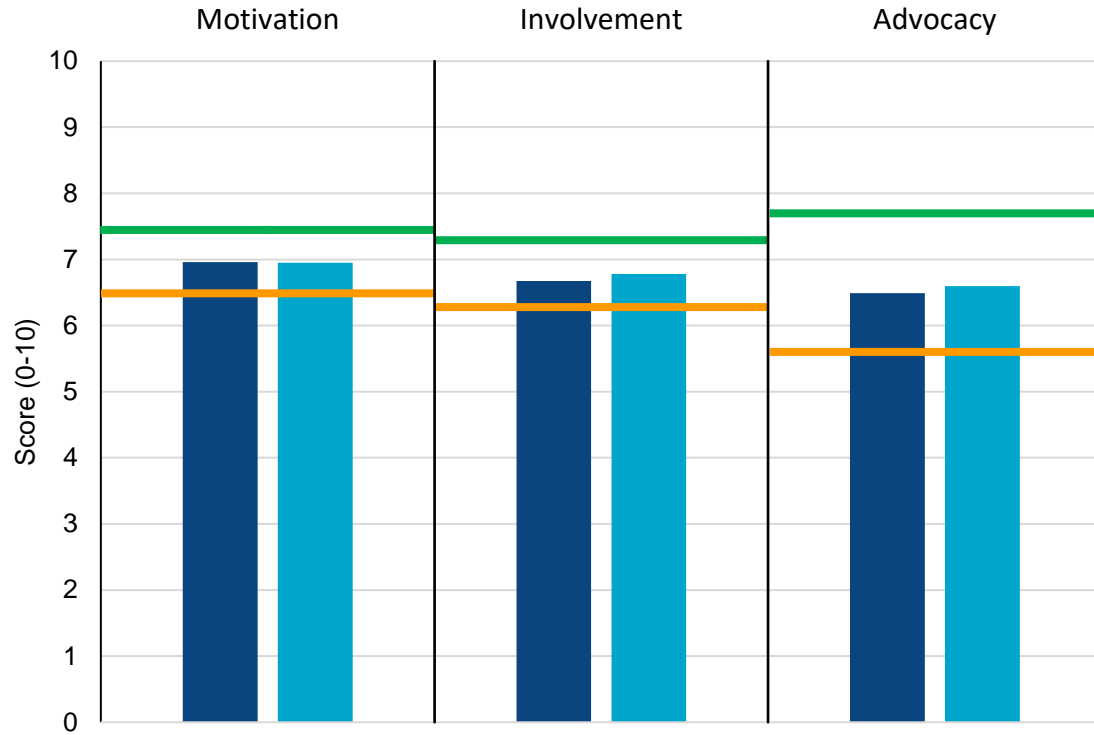
Your org	6.6	6.6
Best	7.0	7.3
Average	6.6	6.7
Worst	6.2	6.2
Responses	2949	2952



People Promise Elements, Themes and Sub-scores: Sub-score Overview

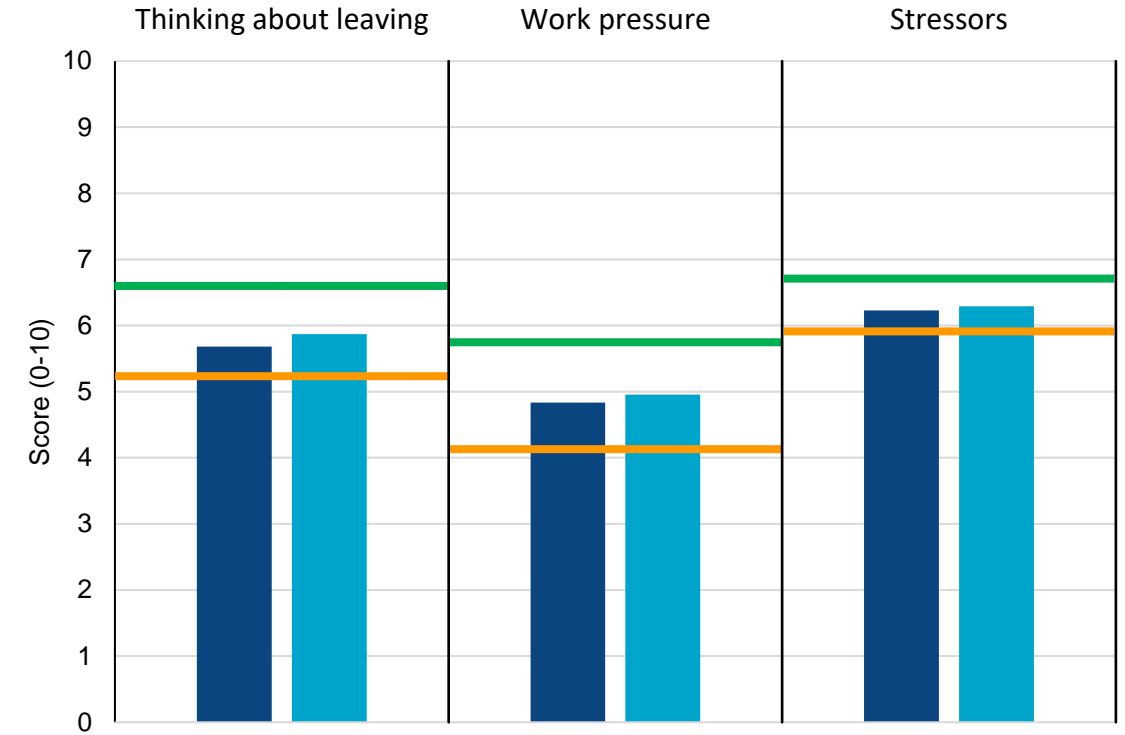
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



Your org	7.0	6.7	6.5
Best	7.4	7.3	7.7
Average	7.0	6.8	6.6
Worst	6.5	6.3	5.6
Responses	2919	2954	2940

Theme: Morale



Your org	5.7	4.8	6.2
Best	6.6	5.7	6.7
Average	5.9	5.0	6.3
Worst	5.2	4.1	5.9
Responses	2948	2949	2948

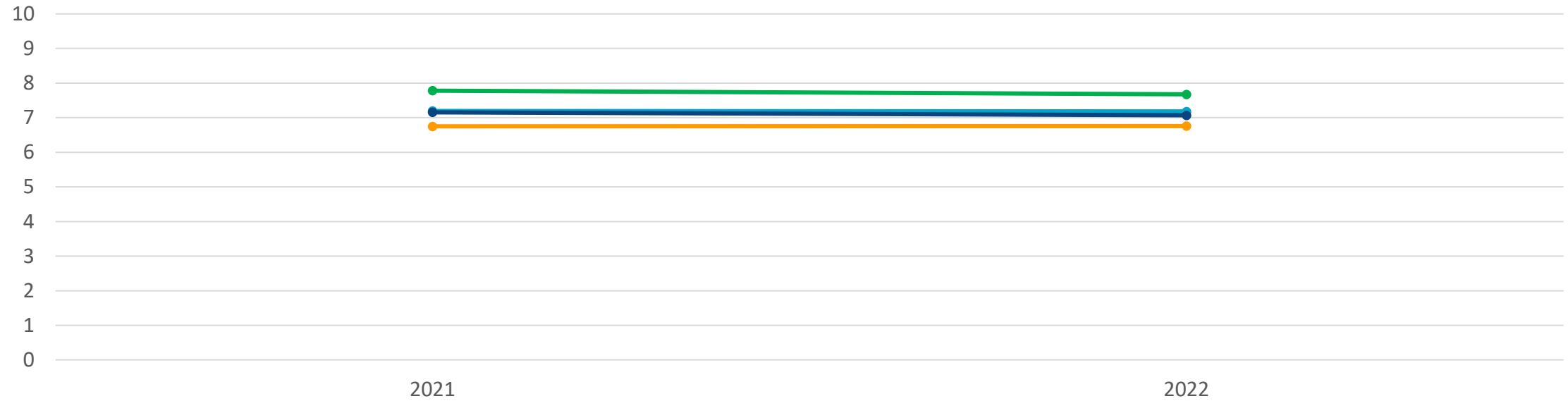
People Promise Elements, Themes and Sub-scores: Trends

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	7.2	7.1
Best	7.8	7.7
Average	7.2	7.2
Worst	6.7	6.8
Responses	2639	2951



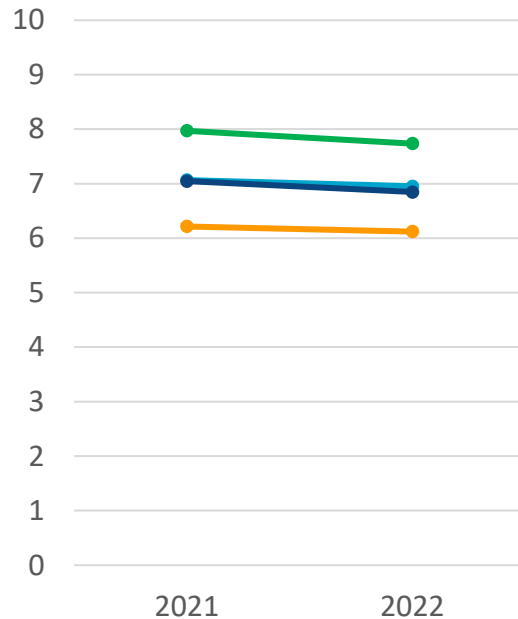
People Promise Elements, Themes and Sub-scores: Sub-score trends

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.

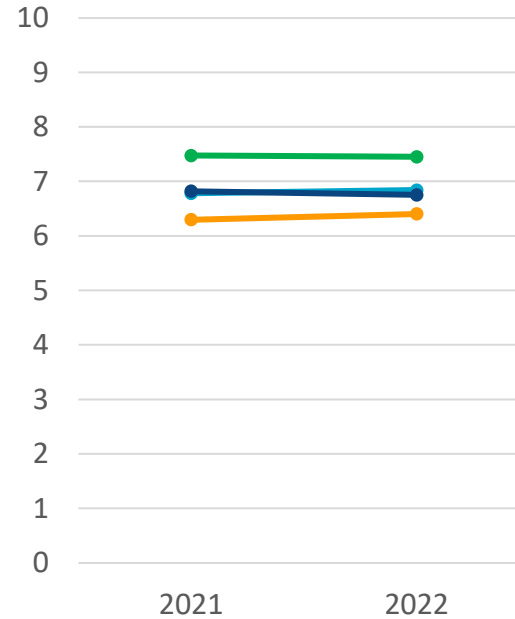


Promise element 1: We are compassionate and inclusive

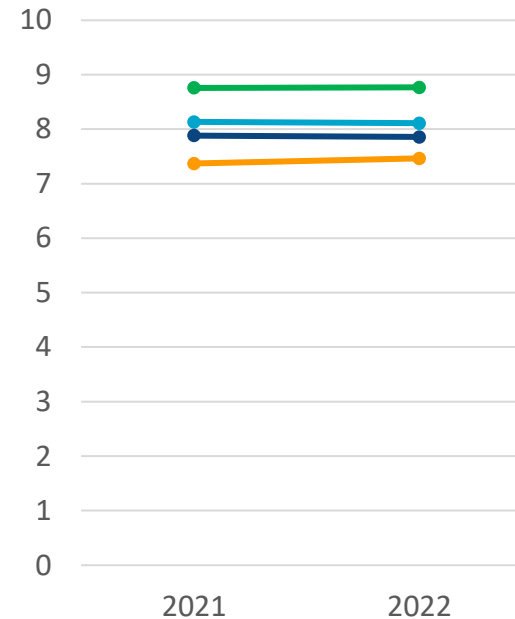
Compassionate culture



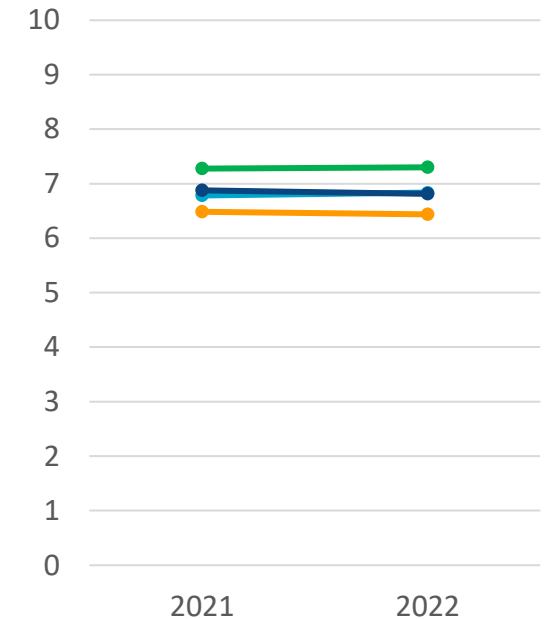
Compassionate leadership



Diversity and equality



Inclusion



	2021	2022
Your org	7.0	6.8
Best	8.0	7.7
Average	7.1	7.0
Worst	6.2	6.1
Responses	2624	2940

	2021	2022
Your org	6.8	6.8
Best	7.5	7.4
Average	6.8	6.8
Worst	6.3	6.4
Responses	2638	2951

	2021	2022
Your org	7.9	7.9
Best	8.8	8.8
Average	8.1	8.1
Worst	7.4	7.5
Responses	2630	2948

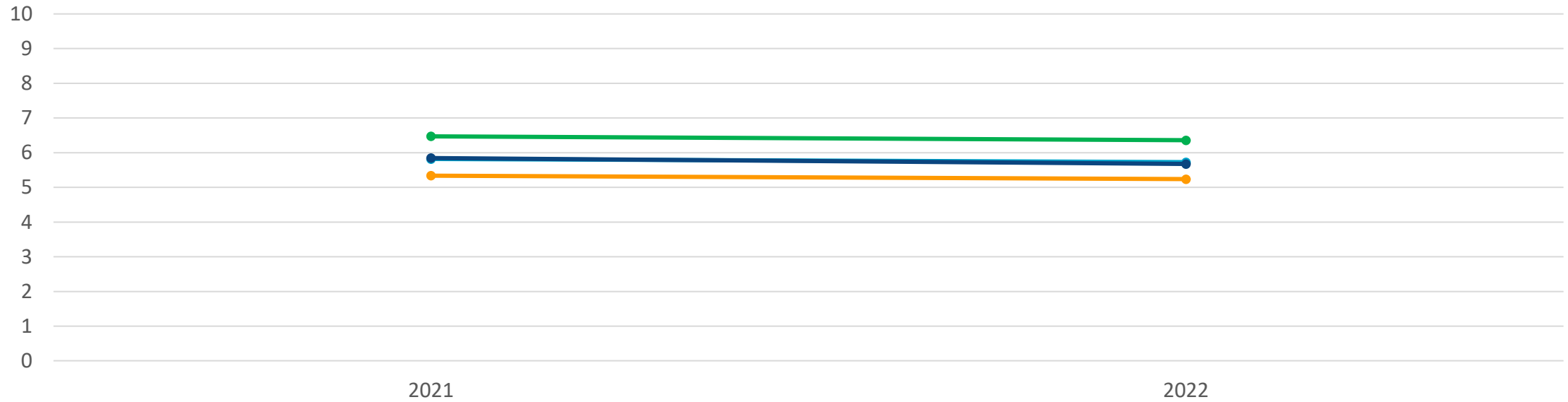
	2021	2022
Your org	6.9	6.8
Best	7.3	7.3
Average	6.8	6.8
Worst	6.5	6.4
Responses	2629	2942

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	5.8	5.7
Best	6.5	6.4
Average	5.8	5.7
Worst	5.3	5.2
Responses	2639	2950

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	6.6	6.5
Best	7.3	7.1
Average	6.7	6.6
Worst	6.2	6.2
Responses	2597	2923



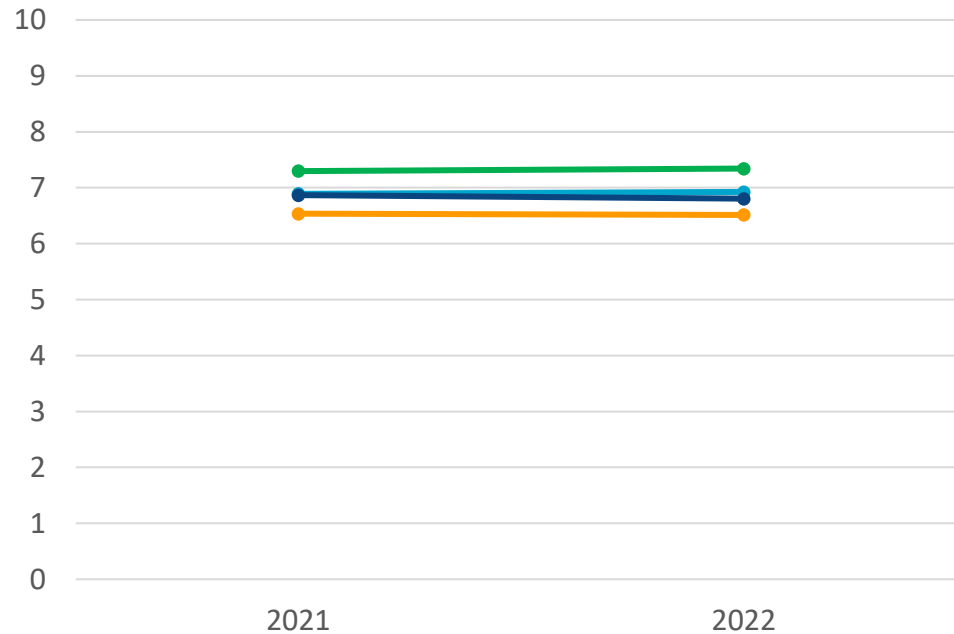
People Promise Elements, Themes and Sub-scores: Sub-score trends

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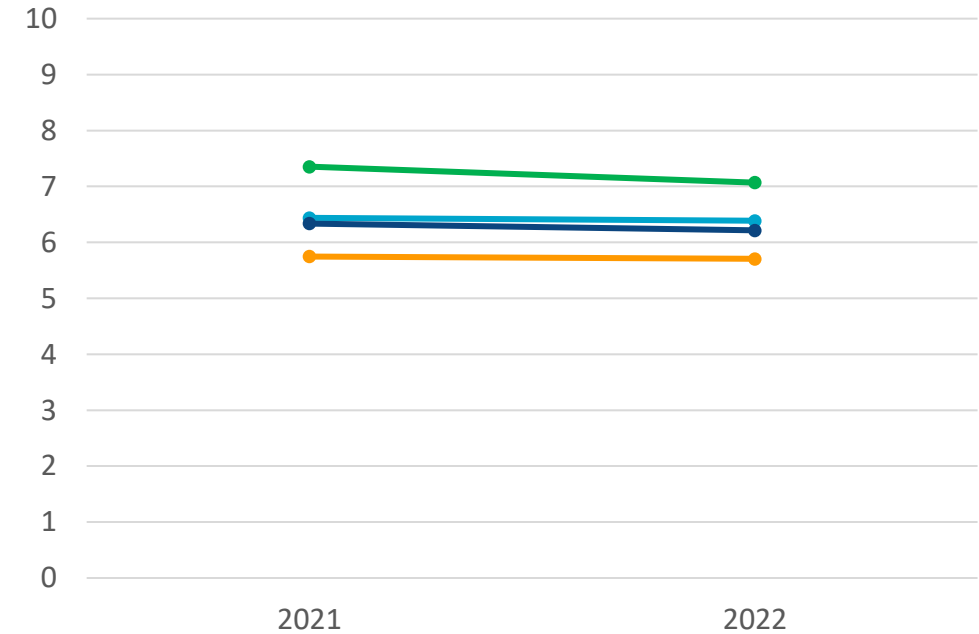
Promise element 3: We each have a voice that counts

Autonomy and control



	2021	2022
Your org	6.9	6.8
Best	7.3	7.3
Average	6.9	6.9
Worst	6.5	6.5
Responses	2640	2955

Raising concerns



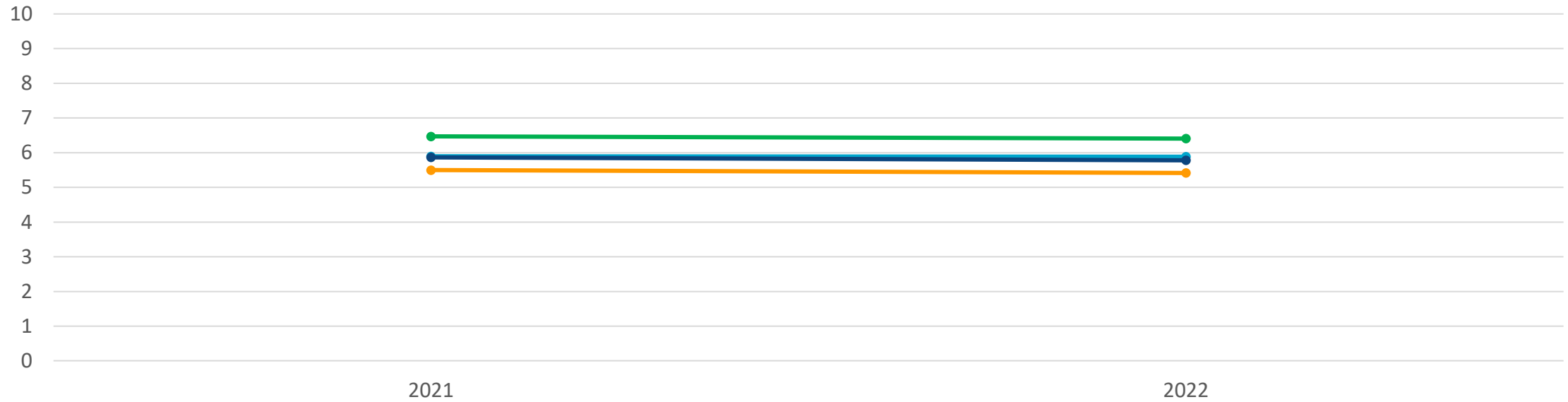
	2021	2022
Your org	6.3	6.2
Best	7.4	7.1
Average	6.4	6.4
Worst	5.7	5.7
Responses	2601	2927

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	5.9	5.8
Best	6.5	6.4
Average	5.9	5.9
Worst	5.5	5.4
Responses	2614	2941



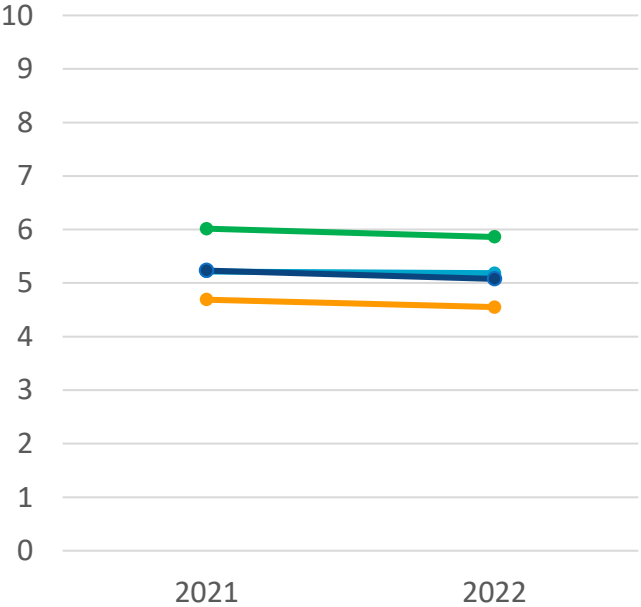
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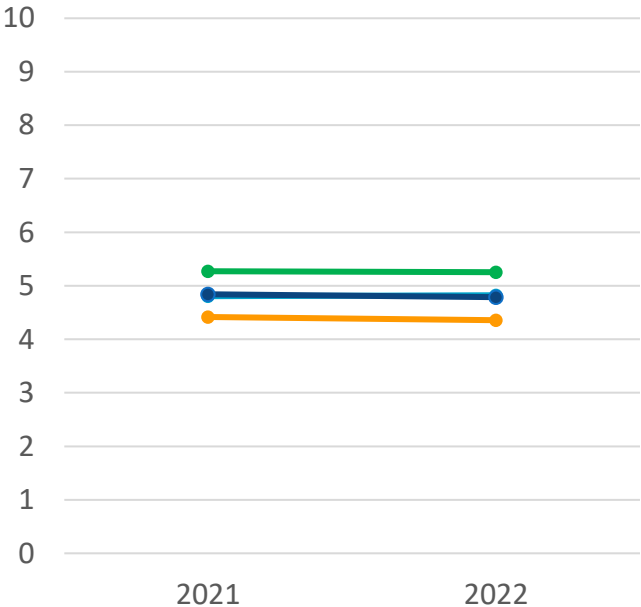
Promise element 4: We are safe and healthy

Health and safety climate



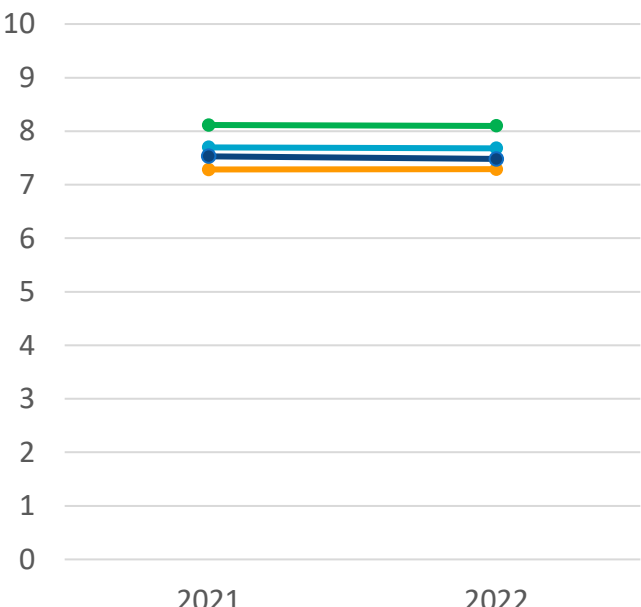
	2021	2022
Your org	5.2	5.1
Best	6.0	5.9
Average	5.2	5.2
Worst	4.7	4.6
Responses	2640	2953

Burnout



	2021	2022
Your org	4.8	4.8
Best	5.3	5.3
Average	4.8	4.8
Worst	4.4	4.4
Responses	2631	2953

Negative experiences



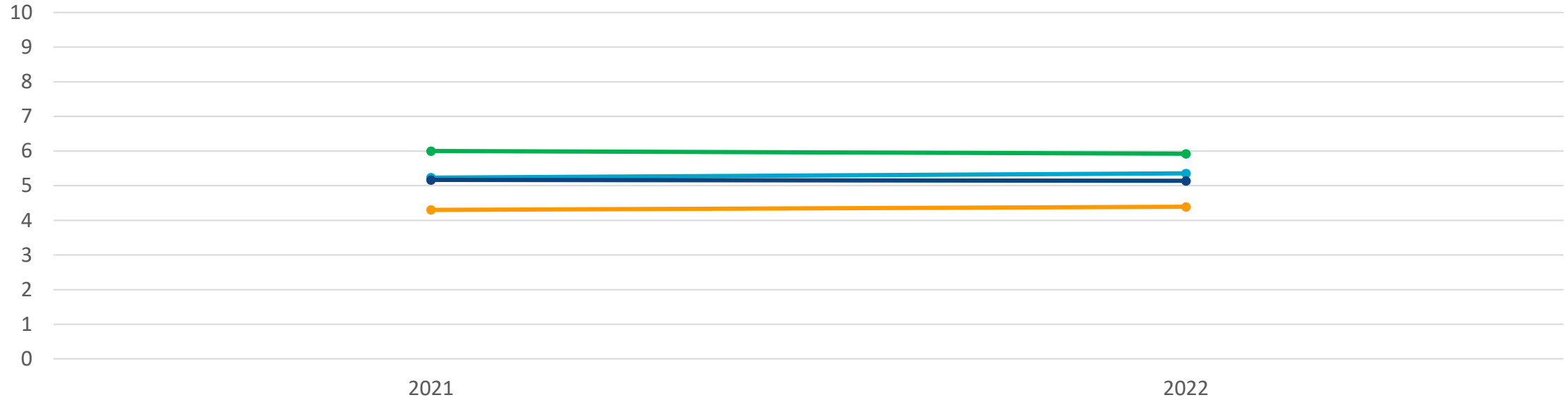
	2021	2022
Your org	7.5	7.5
Best	8.1	8.1
Average	7.7	7.7
Worst	7.3	7.3
Responses	2626	2951

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	5.2	5.1
Best	6.0	5.9
Average	5.2	5.4
Worst	4.3	4.4
Responses	2489	2796



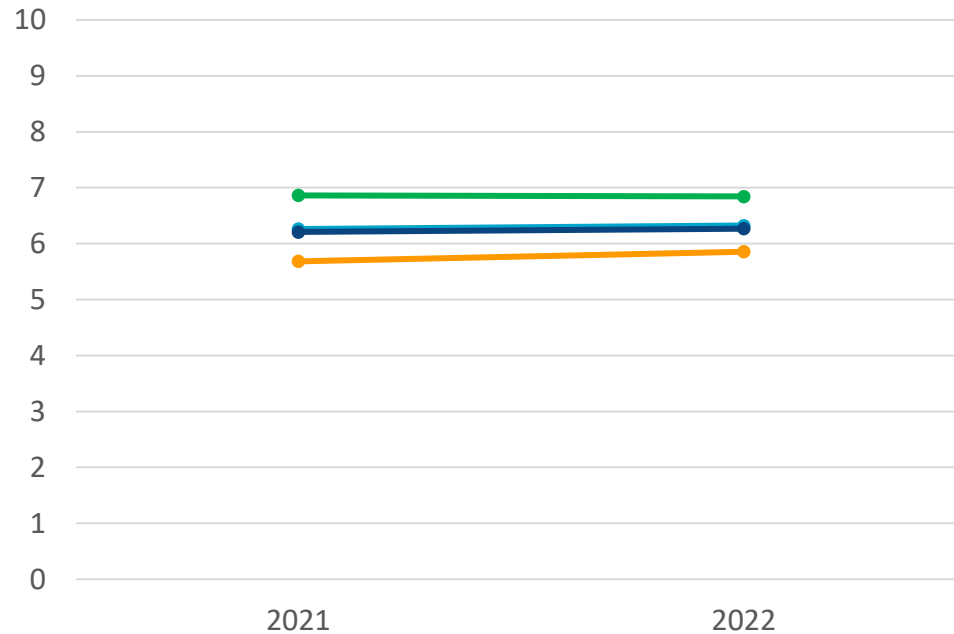
People Promise Elements, Themes and Sub-scores: Sub-score trends

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.



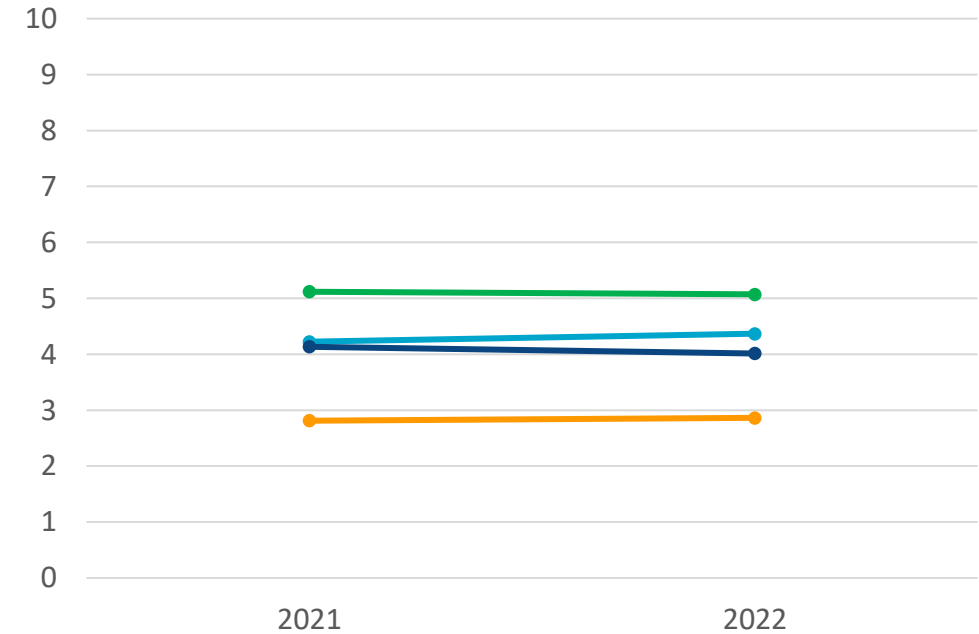
Promise element 5: We are always learning

Development



	2021	2022
Your org	6.2	6.3
Best	6.9	6.8
Average	6.3	6.3
Worst	5.7	5.9
Responses	2627	2940

Appraisals



	2021	2022
Your org	4.1	4.0
Best	5.1	5.1
Average	4.2	4.4
Worst	2.8	2.9
Responses	2494	2809

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	6.0	6.0
Best	6.7	6.6
Average	6.0	6.0
Worst	5.4	5.6
Responses	2628	2940

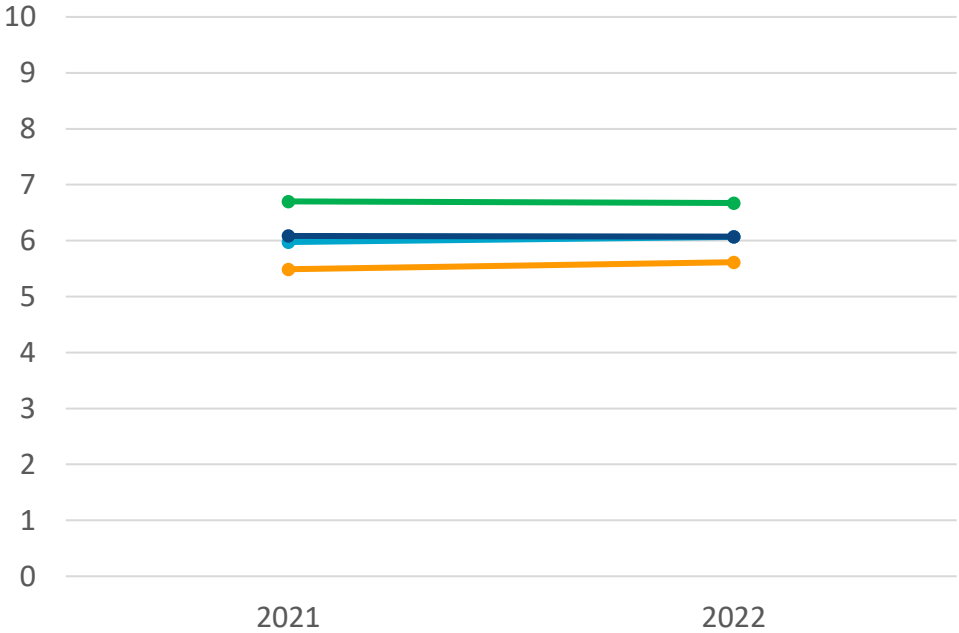


All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



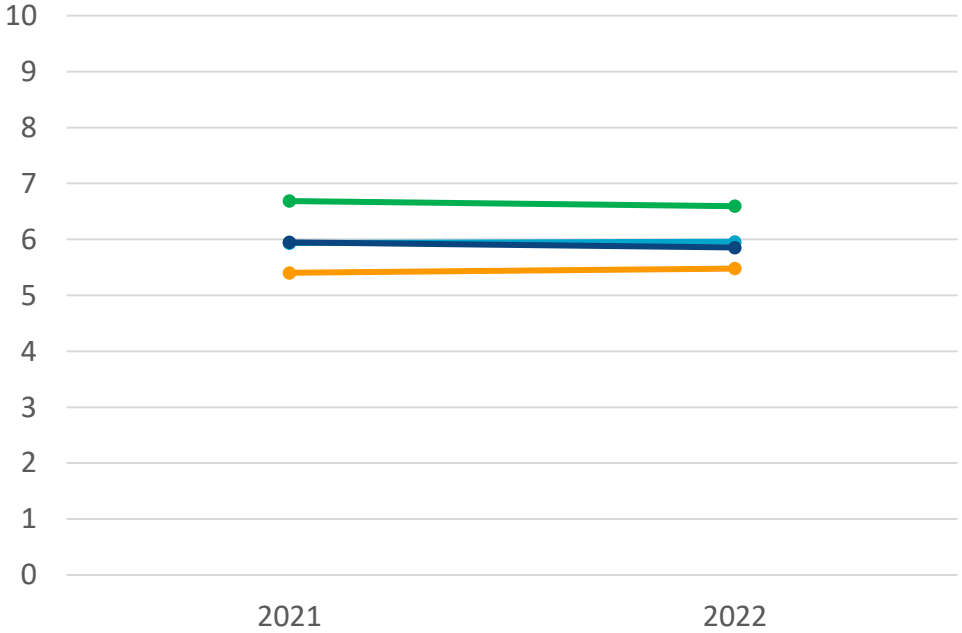
Promise element 6: We work flexibly

Support for work-life balance



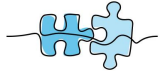
	2021	2022
Your org	6.1	6.1
Best	6.7	6.7
Average	6.0	6.1
Worst	5.5	5.6
Responses	2639	2955

Flexible working



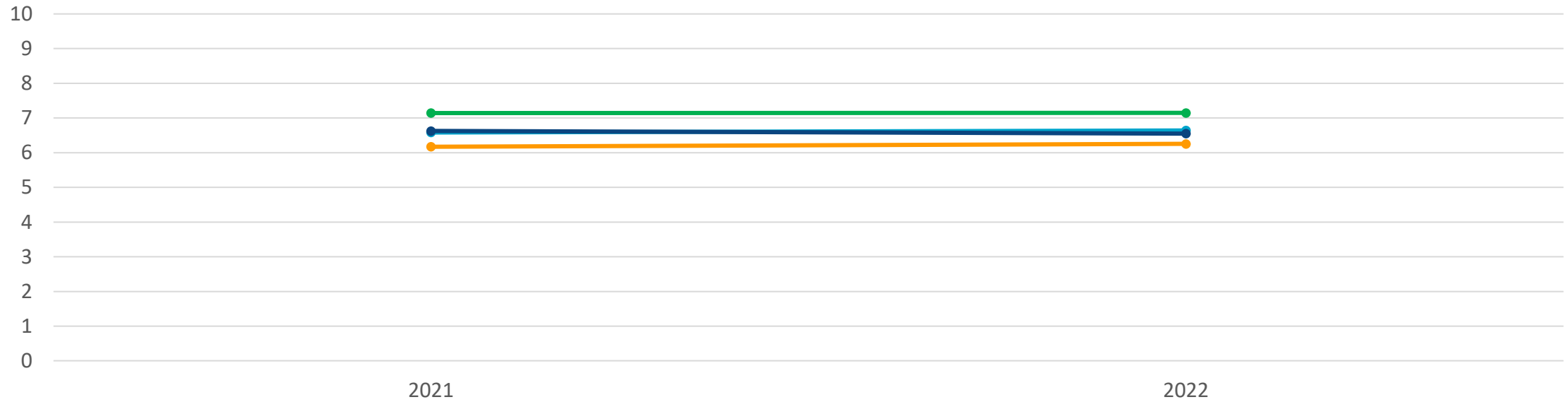
	2021	2022
Your org	5.9	5.9
Best	6.7	6.6
Average	5.9	6.0
Worst	5.4	5.5
Responses	2631	2942

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

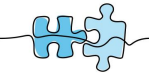
We are a team



	2021	2022
Your org	6.6	6.6
Best	7.1	7.1
Average	6.6	6.6
Worst	6.2	6.3
Responses	2634	2945

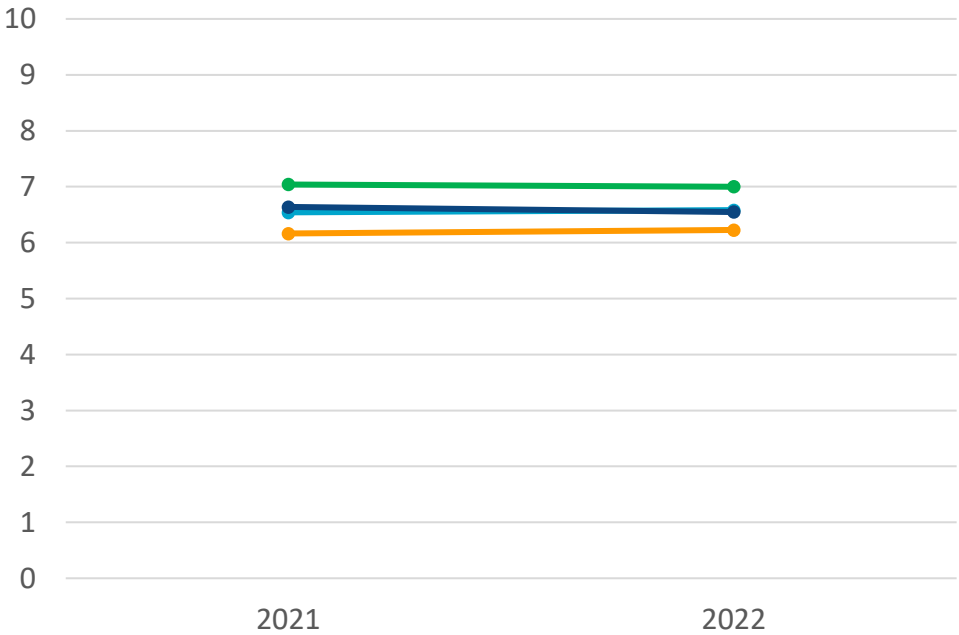


All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



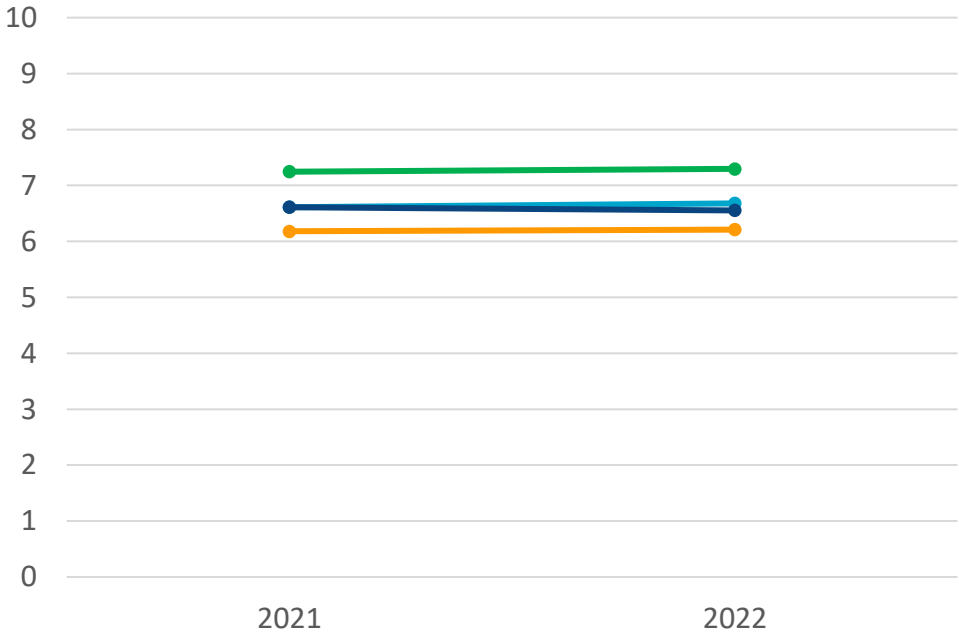
Promise element 7: We are a team

Team working



	2021	2022
Your org	6.6	6.6
Best	7.0	7.0
Average	6.5	6.6
Worst	6.2	6.2
Responses	2637	2949

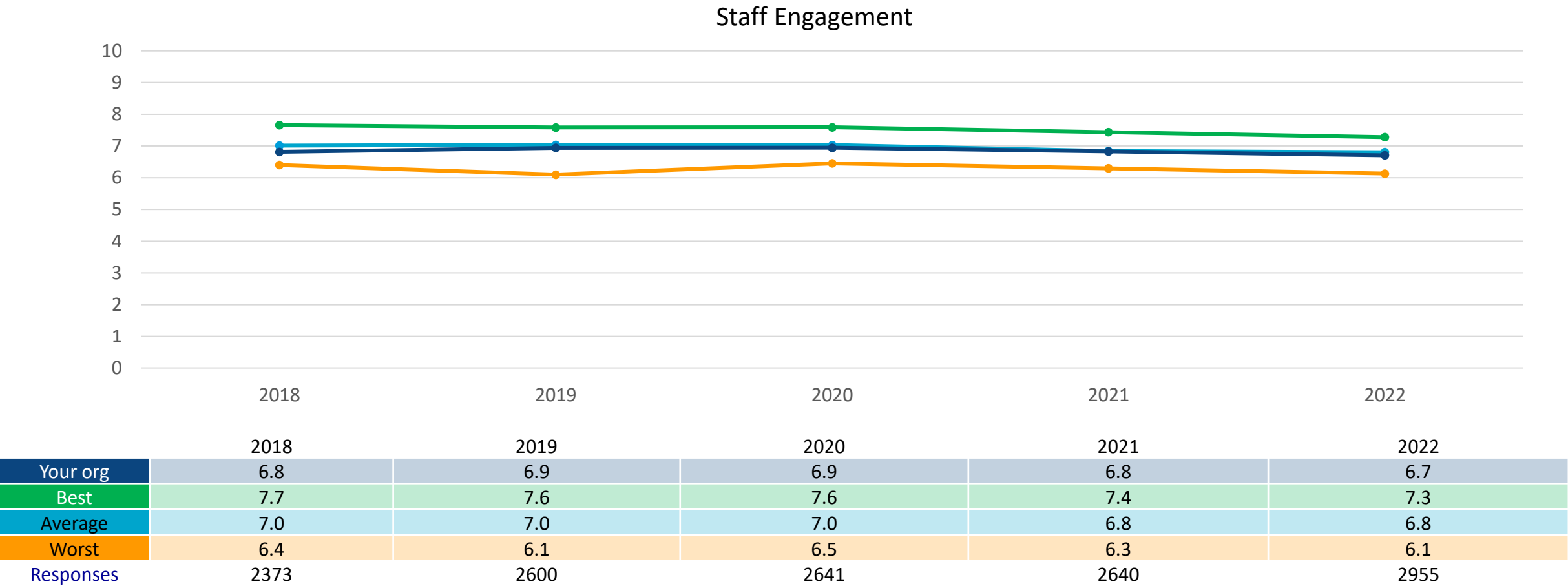
Line management



	2021	2022
Your org	6.6	6.6
Best	7.2	7.3
Average	6.6	6.7
Worst	6.2	6.2
Responses	2640	2952

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



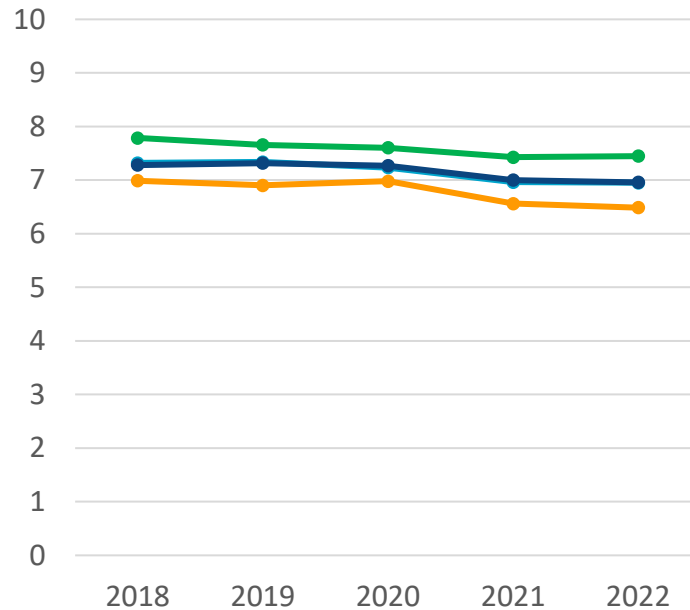


People Promise Elements, Themes and Sub-scores: Sub-score trends

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.

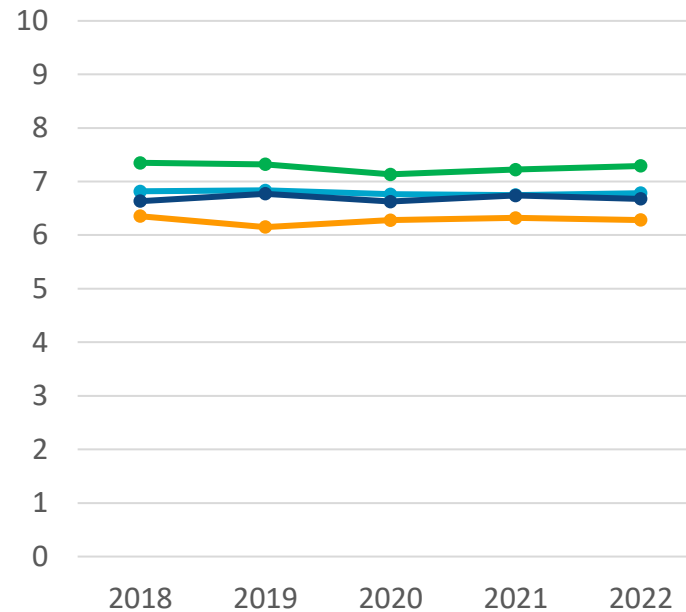
Theme: Staff Engagement

Motivation



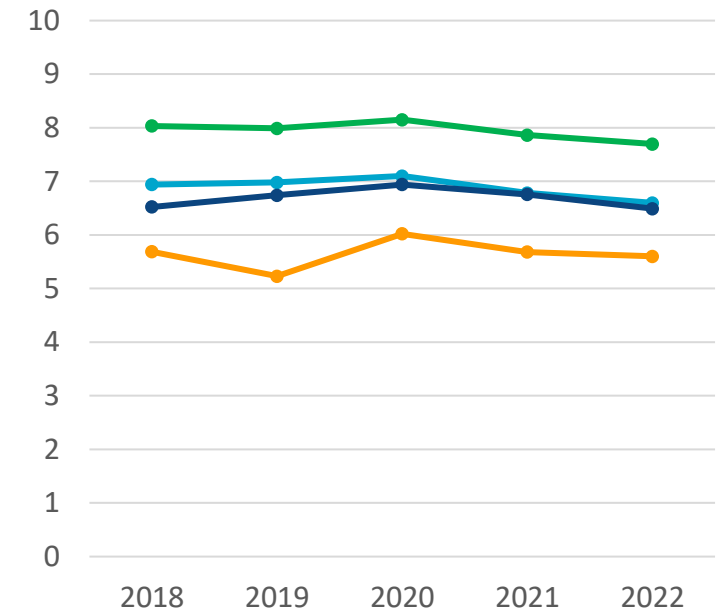
	2018	2019	2020	2021	2022
Your org	7.3	7.3	7.3	7.0	7.0
Best	7.8	7.7	7.6	7.4	7.4
Average	7.3	7.3	7.2	7.0	7.0
Worst	7.0	6.9	7.0	6.6	6.5
Responses	2346	2567	2608	2607	2919

Involvement



	2018	2019	2020	2021	2022
Your org	6.6	6.8	6.6	6.7	6.7
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	2369	2596	2637	2639	2954

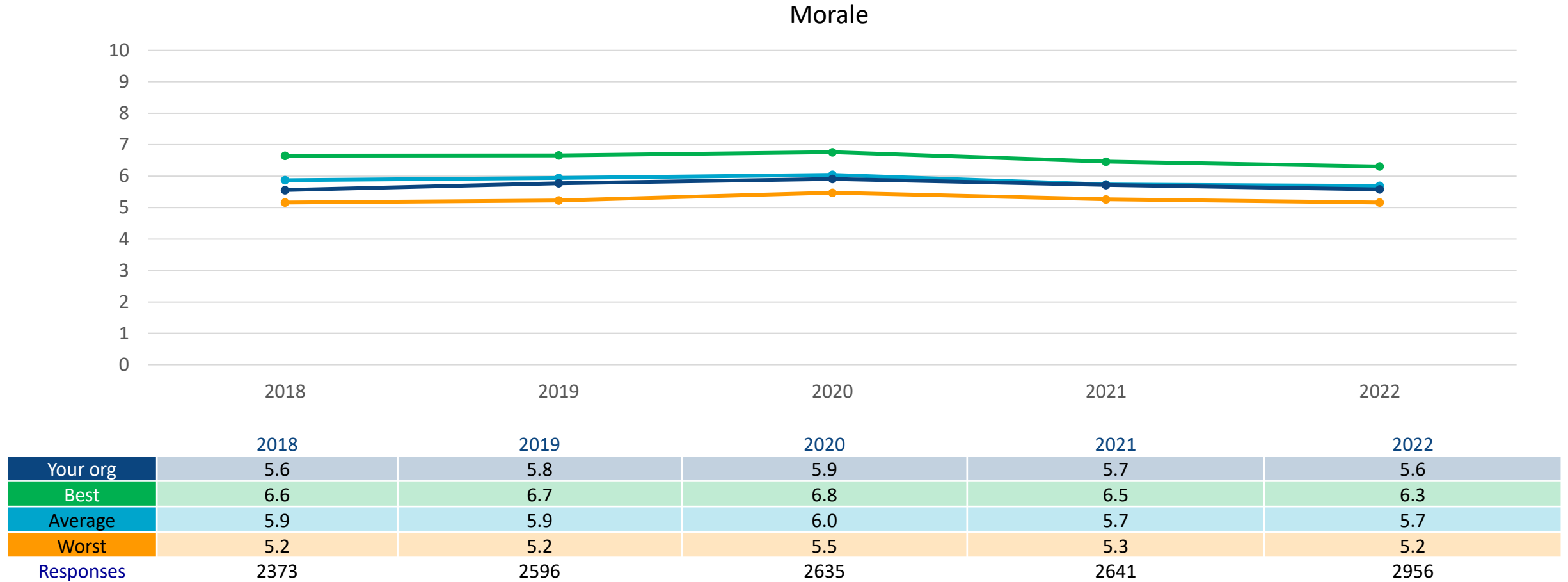
Advocacy



	2018	2019	2020	2021	2022
Your org	6.5	6.7	6.9	6.8	6.5
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	2330	2549	2631	2624	2940

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



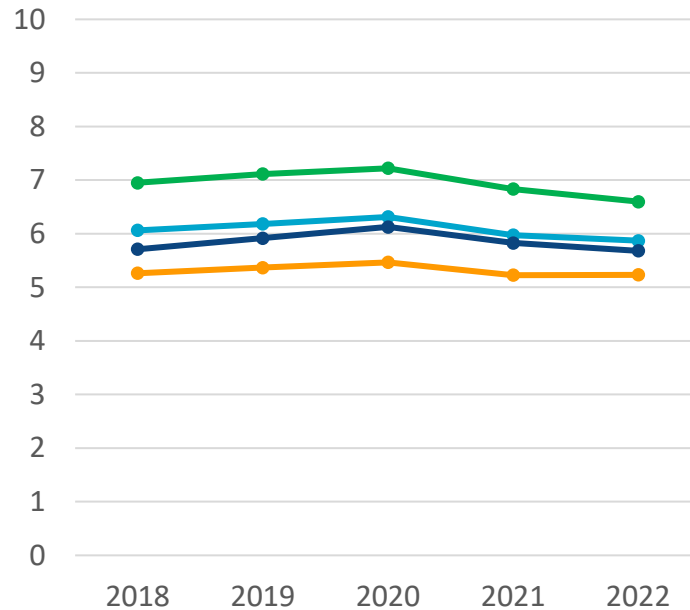


People Promise Elements, Themes and Sub-scores: Sub-score trends

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.

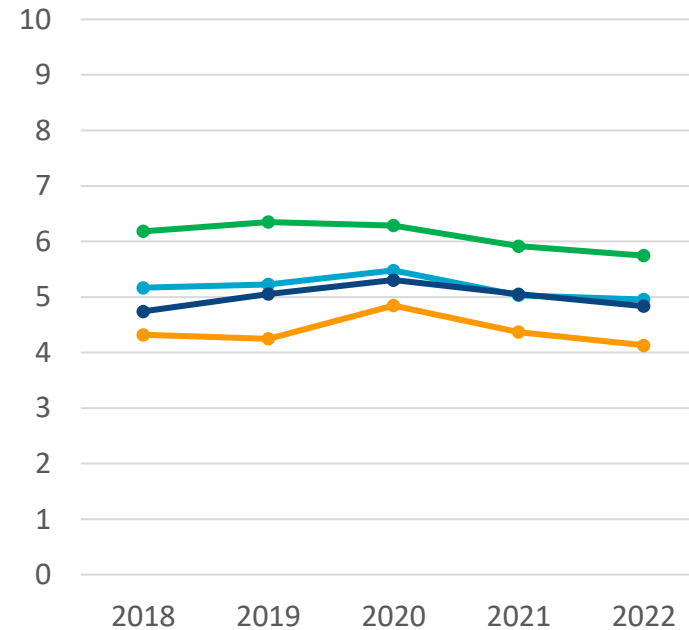
Theme: Morale

Thinking about leaving



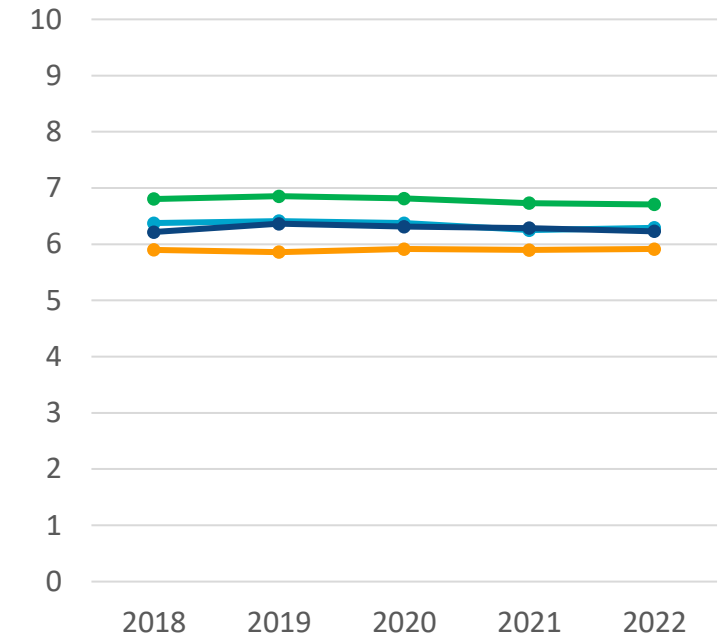
	2018	2019	2020	2021	2022
Your org	5.7	5.9	6.1	5.8	5.7
Best	6.9	7.1	7.2	6.8	6.6
Average	6.1	6.2	6.3	6.0	5.9
Worst	5.3	5.4	5.5	5.2	5.2
Responses	2327	2550	2626	2623	2948

Work pressure



	2018	2019	2020	2021	2022
Your org	4.7	5.1	5.3	5.1	4.8
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	2365	2595	2634	2639	2949

Stressors



	2018	2019	2020	2021	2022
Your org	6.2	6.4	6.3	6.3	6.2
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	2355	2579	2613	2635	2948

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?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. In the past 12 months, have you been redeployed due to the Covid-19 pandemic at any time?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c. In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic?	<input type="checkbox"/> Yes	<input type="checkbox"/> 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.

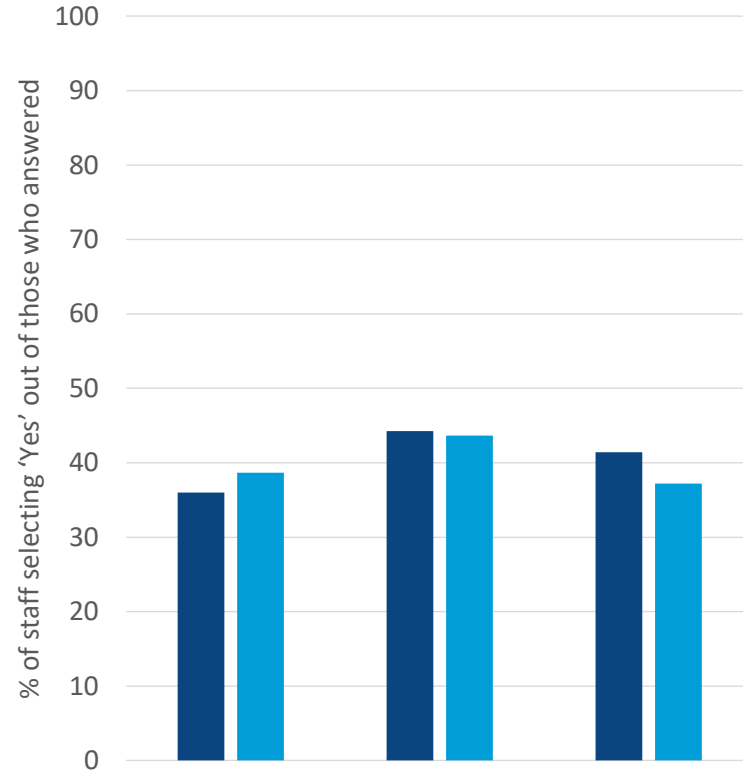
Further information

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.



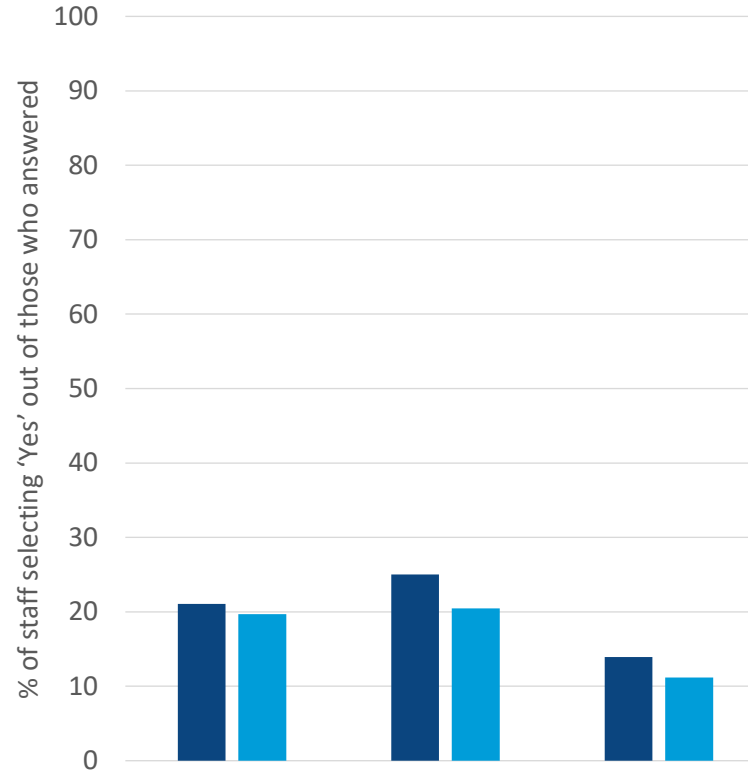
The Covid-19 pandemic – Your experience during the Covid-19 pandemic

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



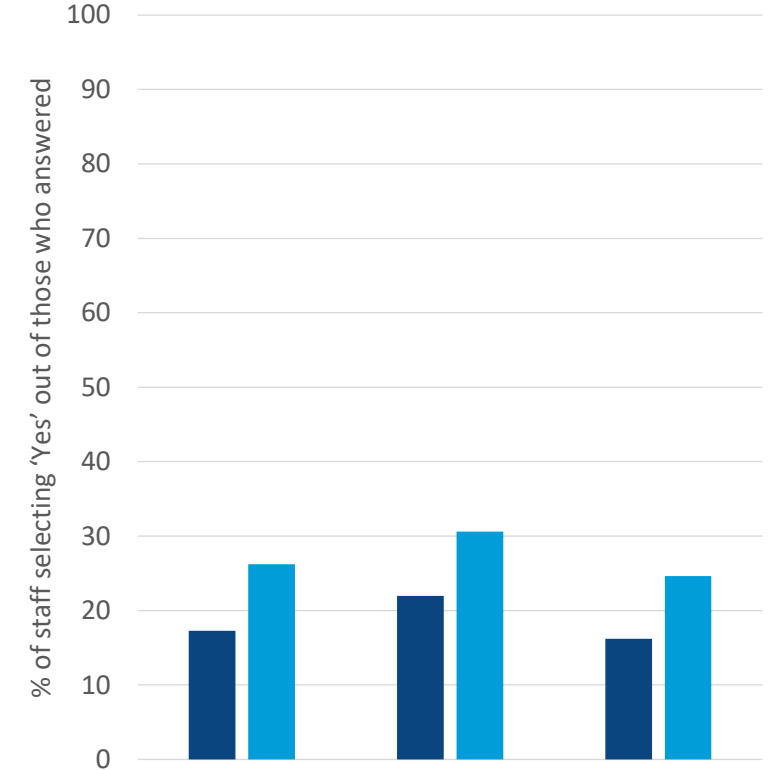
	2020	2021	2022
Your org	36.0%	44.3%	41.4%
Average	38.7%	43.6%	37.2%
Responses	2626	2616	2937

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



	2020	2021	2022
Your org	21.1%	25.0%	13.9%
Average	19.7%	20.4%	11.2%
Responses	2614	2616	2929

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	17.3%	21.9%	16.2%
Average	26.2%	30.6%	24.6%
Responses	2597	2606	2924



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.



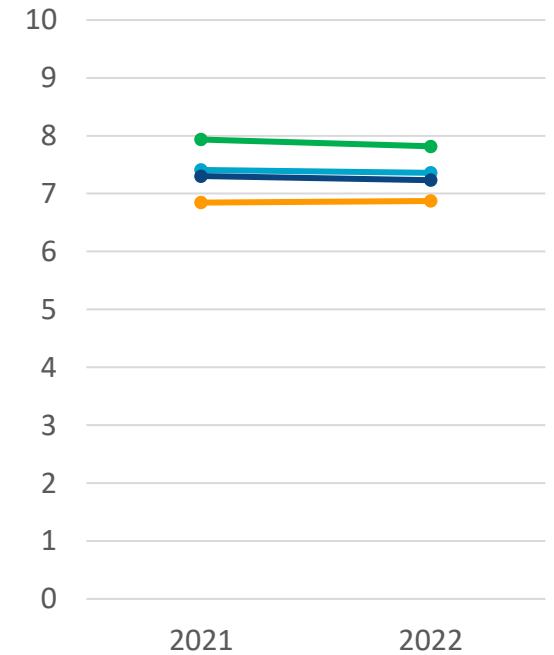
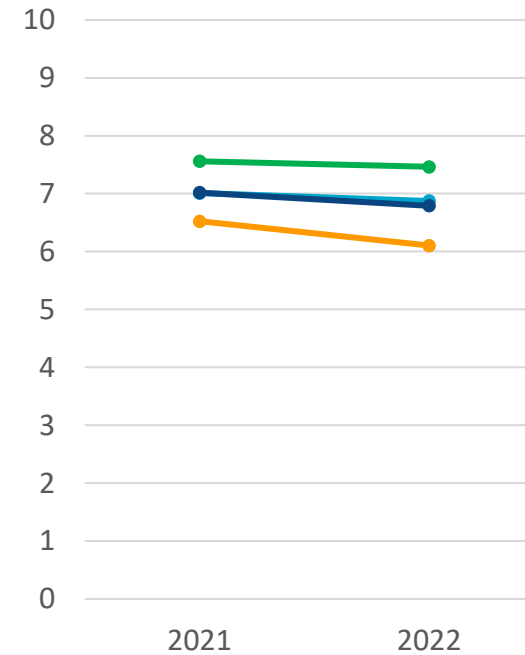
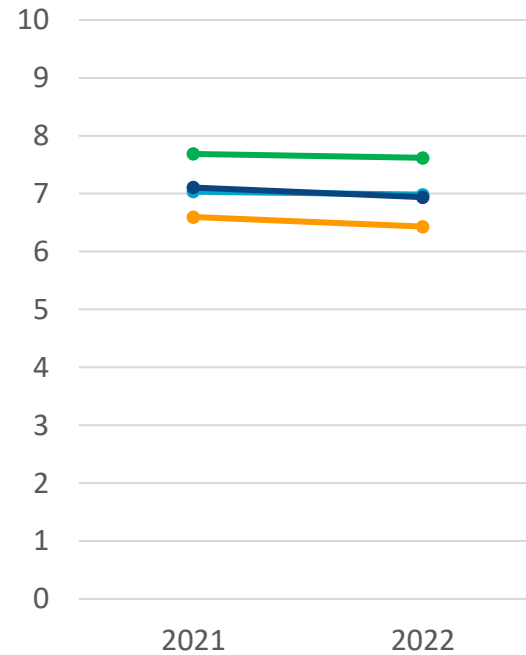
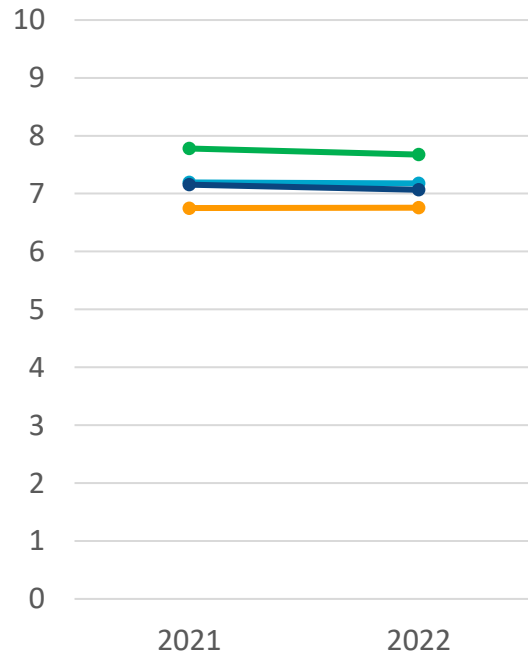
Promise element 1: We are compassionate and inclusive

All staff

Worked on a Covid-19 ward or
specific area

Redeployed

Required to work remotely / from
home



	2021	2022
Your org	7.2	7.1
Highest	7.8	7.7
Average	7.2	7.2
Lowest	6.7	6.8
Responses	2639	2951

	2021	2022
Your org	7.1	6.9
Highest	7.7	7.6
Average	7.0	7.0
Lowest	6.6	6.4
Responses	1156	1215

	2021	2022
Your org	7.0	6.8
Highest	7.6	7.5
Average	7.0	6.9
Lowest	6.5	6.1
Responses	652	406

	2021	2022
Your org	7.3	7.2
Highest	7.9	7.8
Average	7.4	7.4
Lowest	6.8	6.9
Responses	571	471



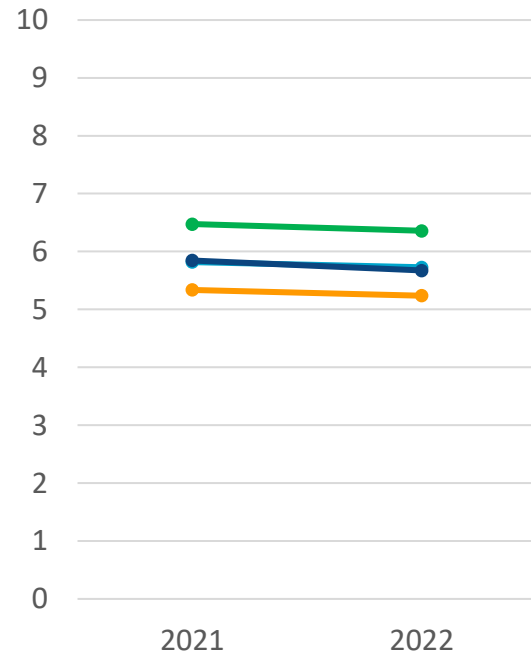
The Covid-19 pandemic – Your experience during the Covid-19 pandemic

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.



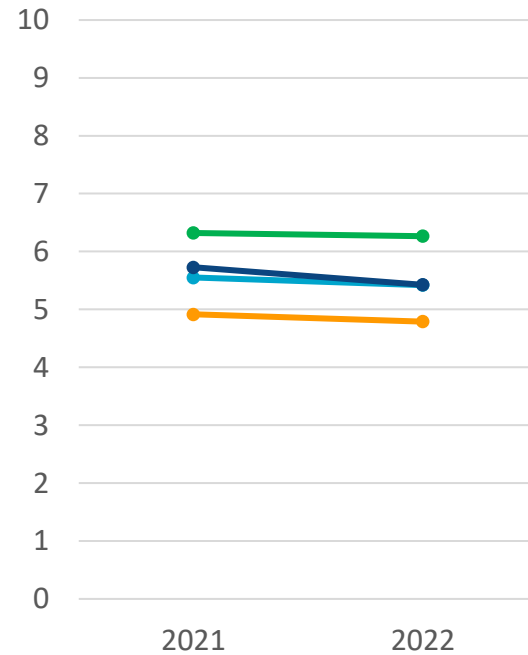
Promise element 2: We are recognised and rewarded

All staff



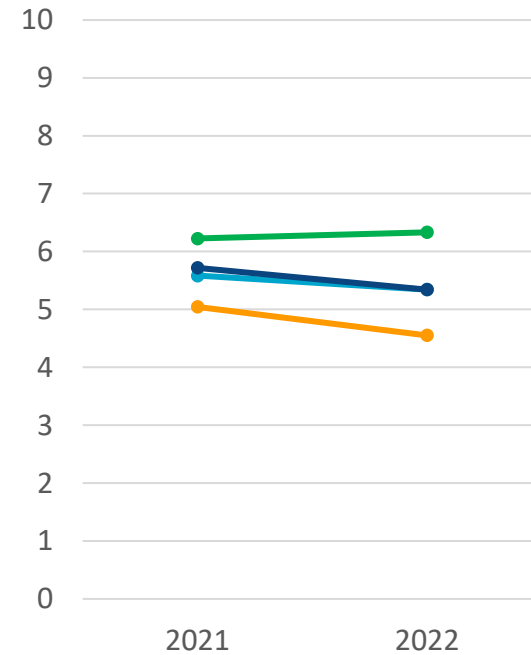
	2021	2022
Your org	5.8	5.7
Highest	6.5	6.4
Average	5.8	5.7
Lowest	5.3	5.2
Responses	2639	2950

Worked on a Covid-19 ward or specific area



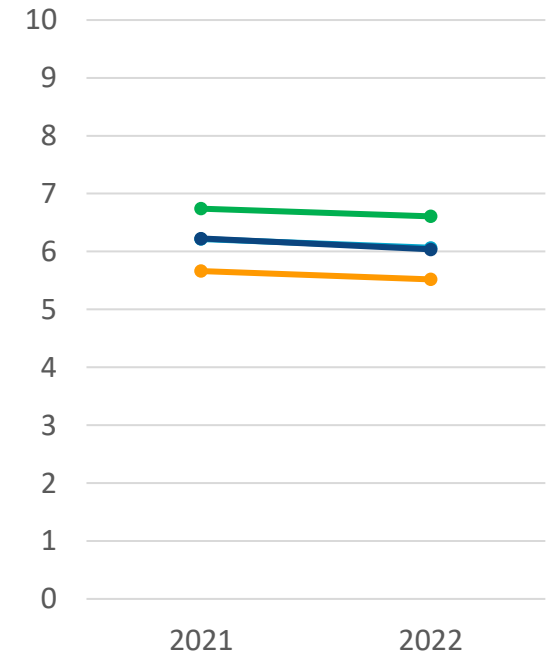
	2021	2022
Your org	5.7	5.4
Highest	6.3	6.3
Average	5.6	5.4
Lowest	4.9	4.8
Responses	1157	1213

Redeployed



	2021	2022
Your org	5.7	5.3
Highest	6.2	6.3
Average	5.6	5.3
Lowest	5.0	4.6
Responses	652	407

Required to work remotely / from home



	2021	2022
Your org	6.2	6.0
Highest	6.7	6.6
Average	6.2	6.1
Lowest	5.7	5.5
Responses	571	471



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.



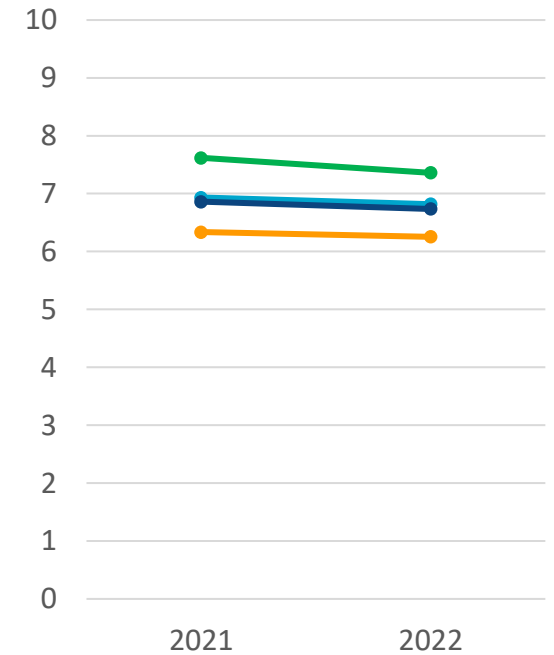
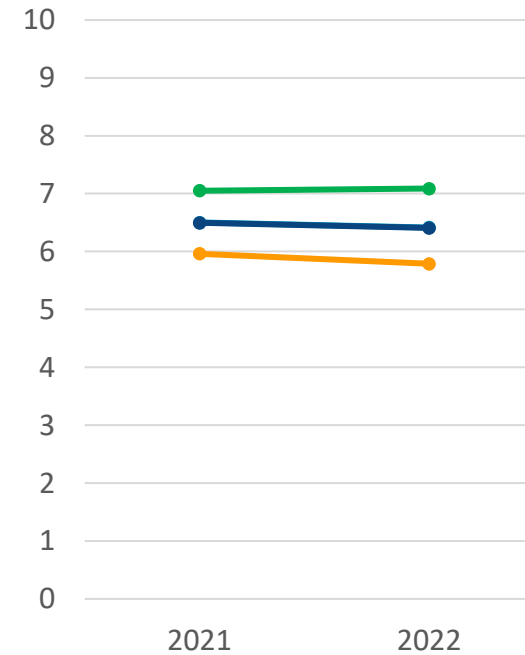
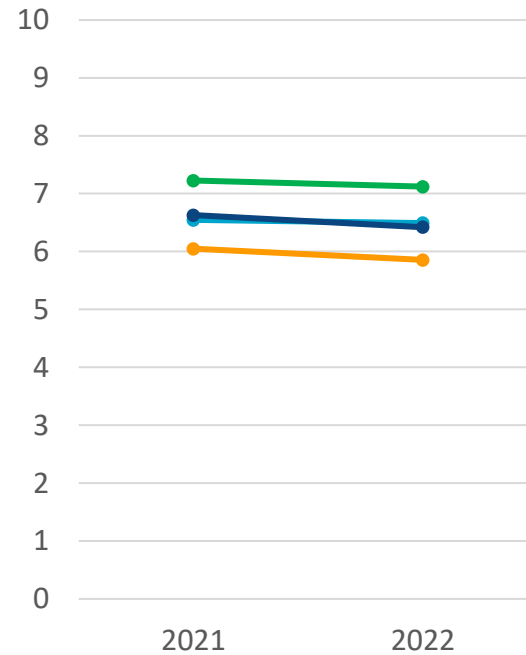
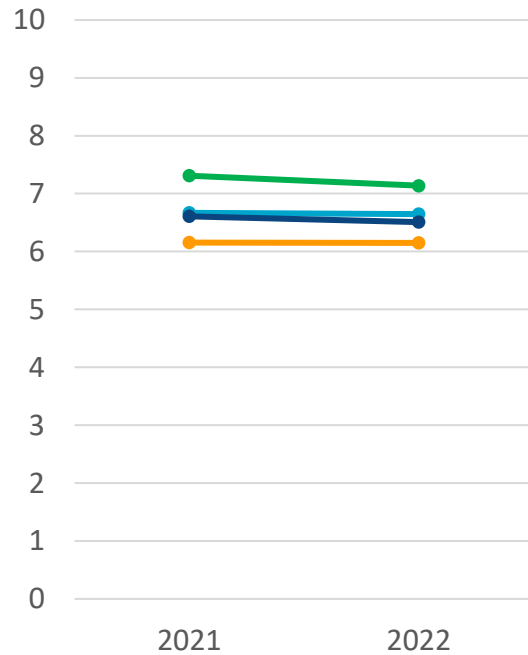
Promise element 3: We each have a voice that counts

All staff

Worked on a Covid-19 ward or
specific area

Redeployed

Required to work remotely / from
home



	2021	2022
Your org	6.6	6.5
Highest	7.3	7.1
Average	6.7	6.6
Lowest	6.2	6.2
Responses	2597	2923

	2021	2022
Your org	6.6	6.4
Highest	7.2	7.1
Average	6.5	6.5
Lowest	6.0	5.9
Responses	1143	1204

	2021	2022
Your org	6.5	6.4
Highest	7.1	7.1
Average	6.5	6.4
Lowest	6.0	5.8
Responses	643	401

	2021	2022
Your org	6.9	6.7
Highest	7.6	7.4
Average	6.9	6.8
Lowest	6.3	6.3
Responses	563	470



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.



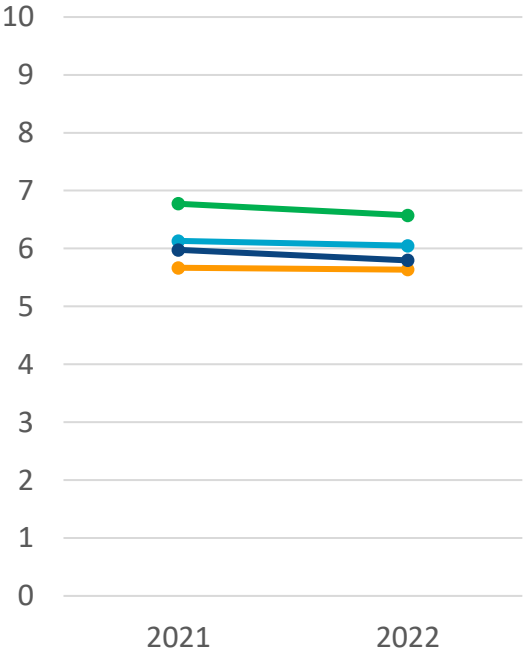
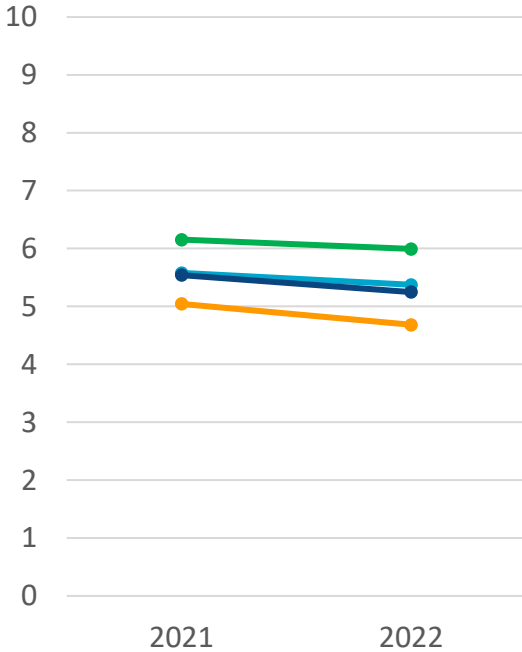
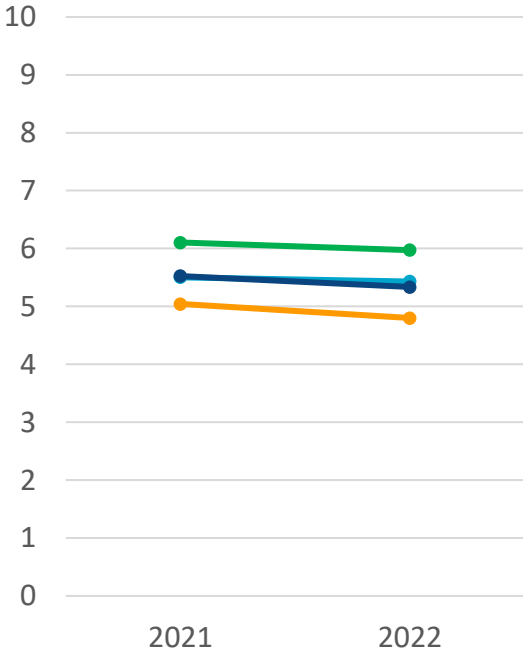
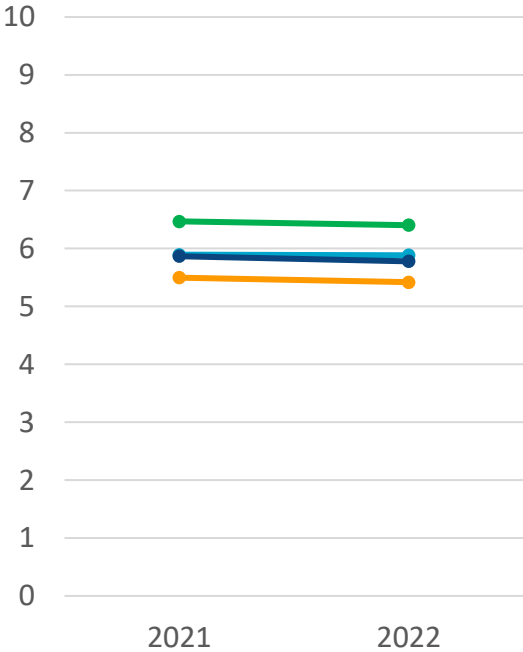
Promise element 4: We are safe and healthy

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	5.9	5.8
Highest	6.5	6.4
Average	5.9	5.9
Lowest	5.5	5.4
Responses	2614	2941

	2021	2022
Your org	5.5	5.3
Highest	6.1	6.0
Average	5.5	5.4
Lowest	5.0	4.8
Responses	1138	1209

	2021	2022
Your org	5.5	5.3
Highest	6.2	6.0
Average	5.6	5.4
Lowest	5.0	4.7
Responses	644	407

	2021	2022
Your org	6.0	5.8
Highest	6.8	6.6
Average	6.1	6.0
Lowest	5.7	5.6
Responses	568	470



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

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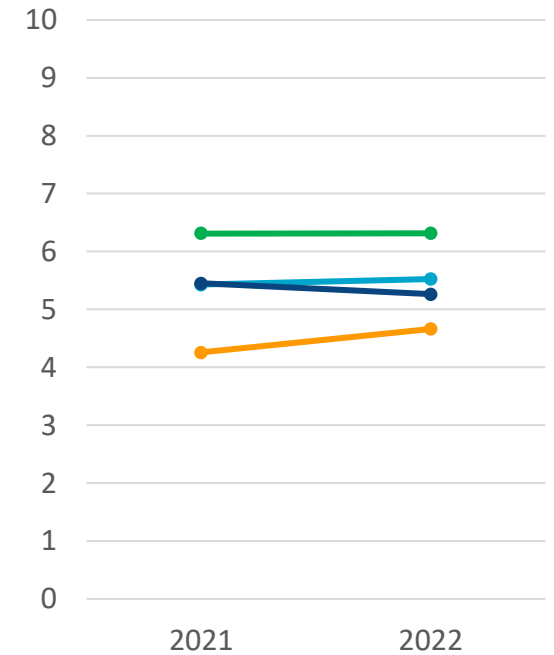
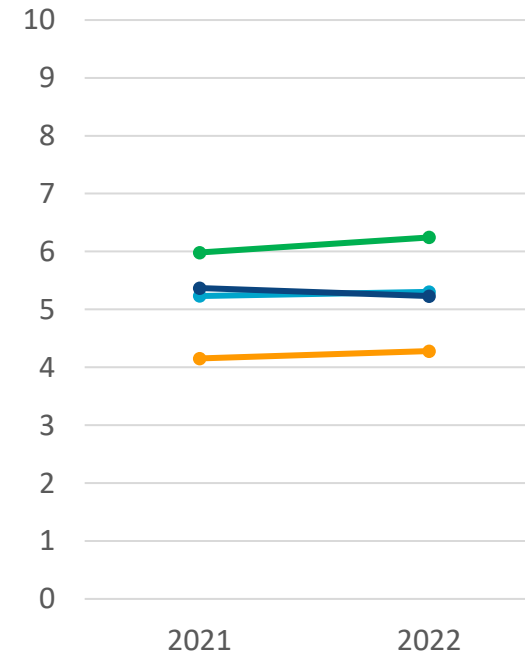
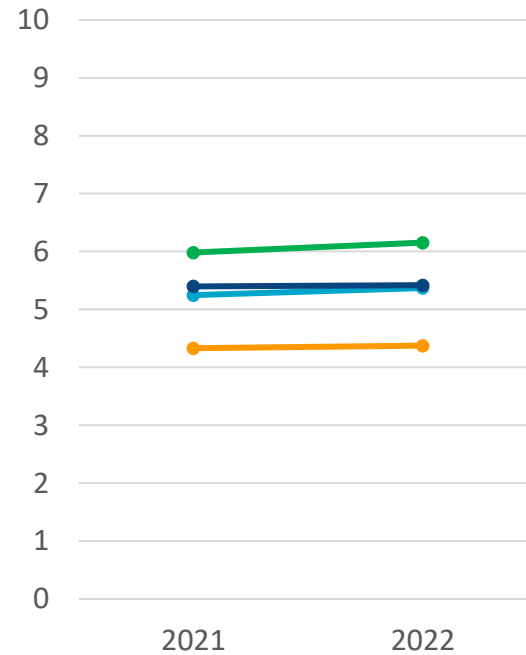
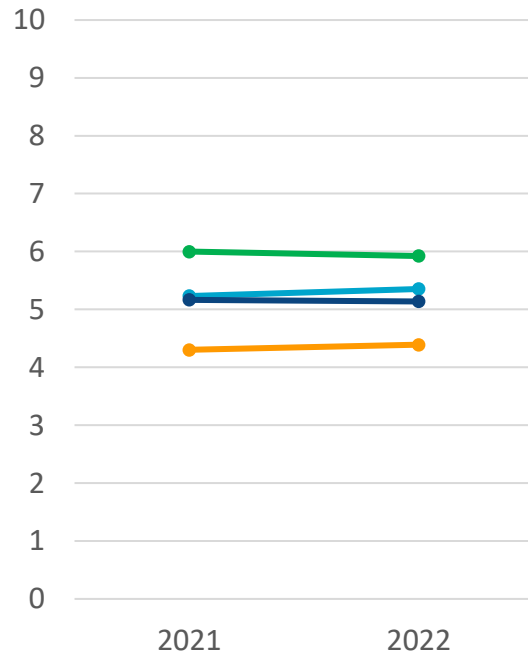
Promise element 5: We are always learning

All staff

Worked on a Covid-19 ward or
specific area

Redeployed

Required to work remotely / from
home



	2021	2022
Your org	5.2	5.1
Highest	6.0	5.9
Average	5.2	5.4
Lowest	4.3	4.4
Responses	2489	2796

	2021	2022
Your org	5.4	5.4
Highest	6.0	6.2
Average	5.2	5.4
Lowest	4.3	4.4
Responses	1083	1148

	2021	2022
Your org	5.4	5.2
Highest	6.0	6.2
Average	5.2	5.3
Lowest	4.2	4.3
Responses	624	387

	2021	2022
Your org	5.5	5.3
Highest	6.3	6.3
Average	5.4	5.5
Lowest	4.3	4.7
Responses	549	456



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

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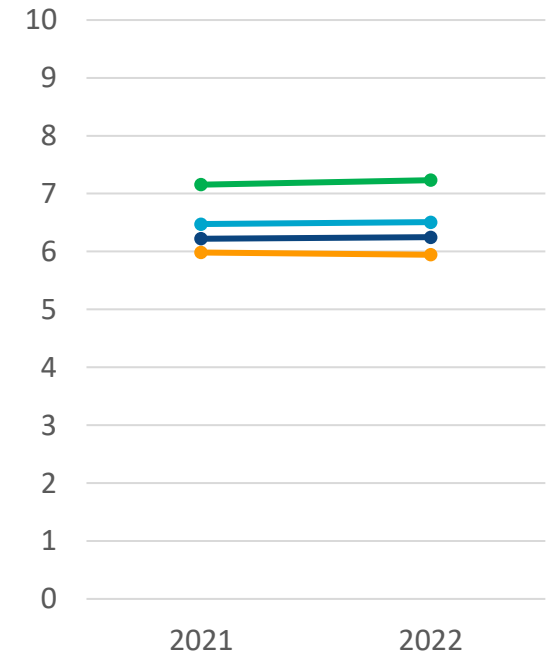
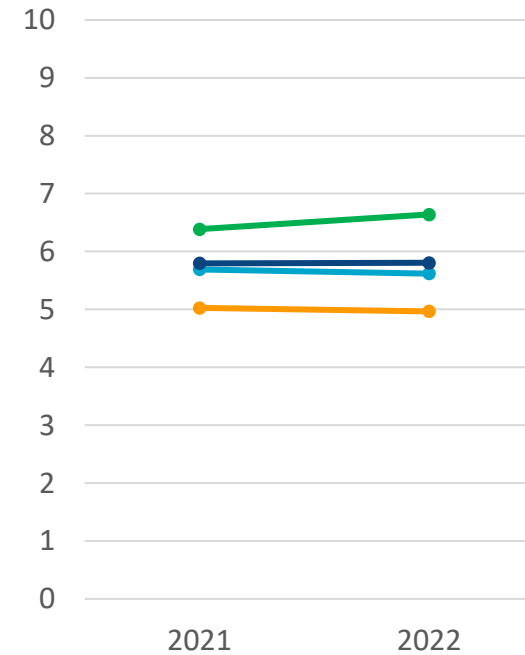
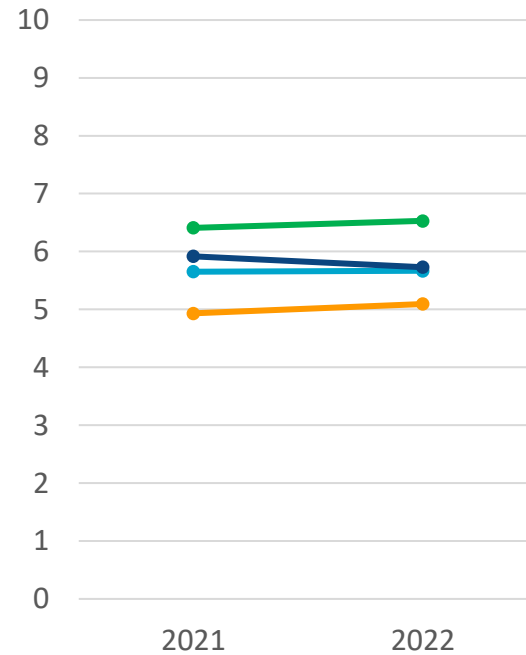
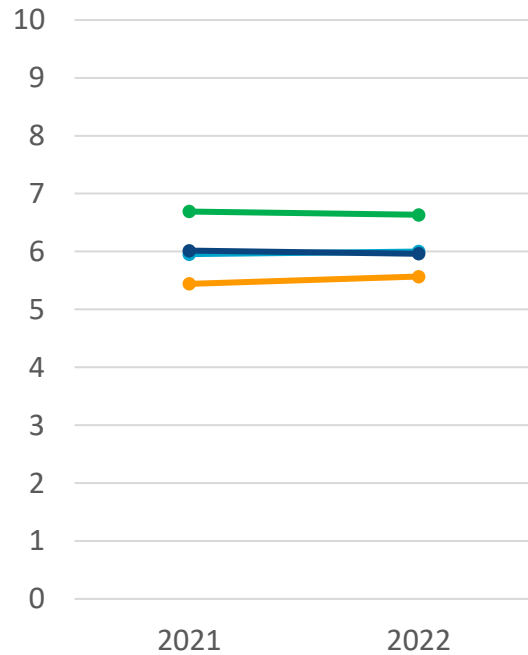
Promise element 6: We work flexibly

All staff

Worked on a Covid-19 ward or
specific area

Redeployed

Required to work remotely / from
home



	2021	2022
Your org	6.0	6.0
Highest	6.7	6.6
Average	6.0	6.0
Lowest	5.4	5.6
Responses	2628	2940

	2021	2022
Your org	5.9	5.7
Highest	6.4	6.5
Average	5.7	5.7
Lowest	4.9	5.1
Responses	1152	1210

	2021	2022
Your org	5.8	5.8
Highest	6.4	6.6
Average	5.7	5.6
Lowest	5.0	5.0
Responses	649	407

	2021	2022
Your org	6.2	6.2
Highest	7.2	7.2
Average	6.5	6.5
Lowest	6.0	5.9
Responses	569	471



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

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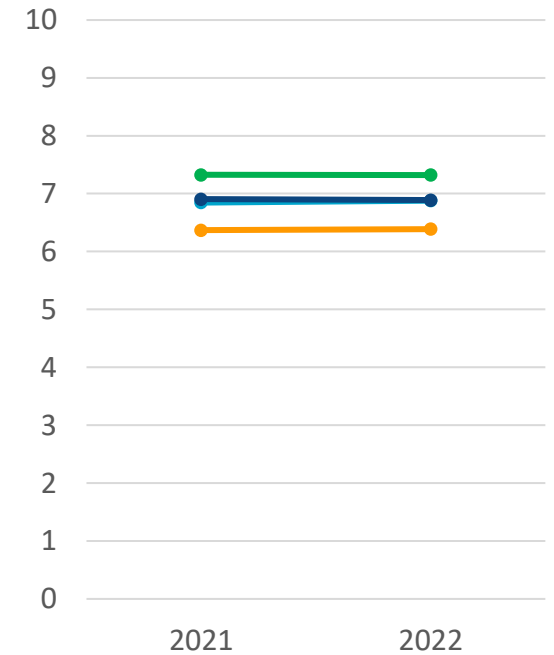
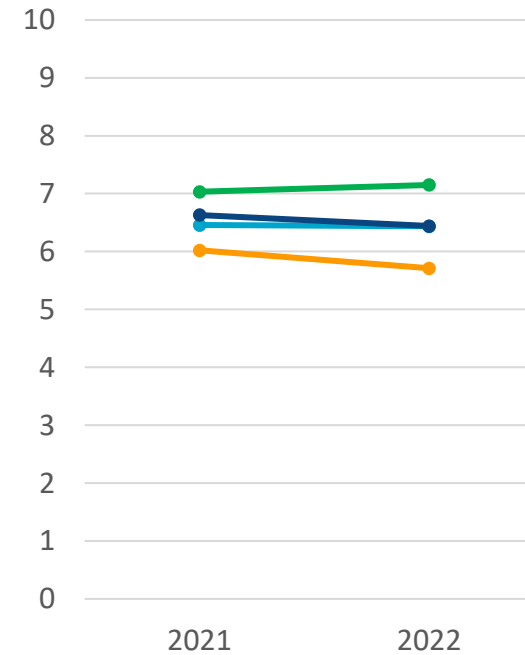
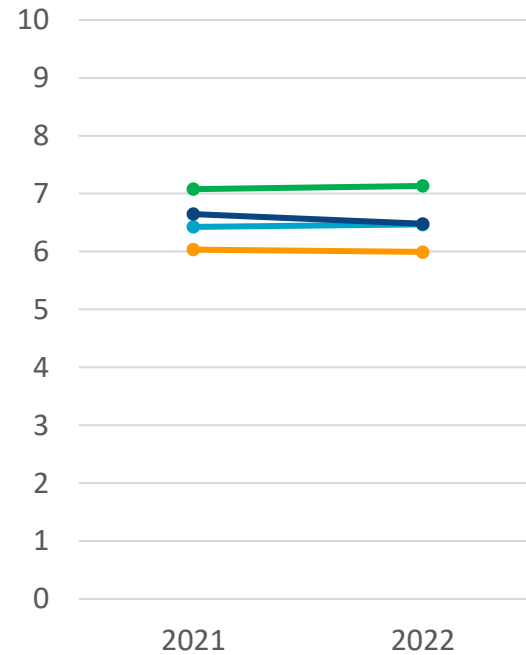
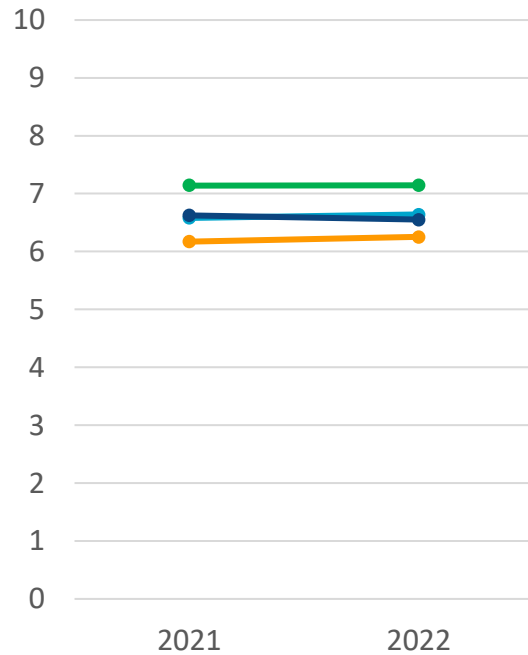
Promise element 7: We are a team

All staff

Worked on a Covid-19 ward or
specific area

Redeployed

Required to work remotely / from
home



	2021	2022
Your org	6.6	6.6
Highest	7.1	7.1
Average	6.6	6.6
Lowest	6.2	6.3
Responses	2634	2945

	2021	2022
Your org	6.6	6.5
Highest	7.1	7.1
Average	6.4	6.5
Lowest	6.0	6.0
Responses	1151	1213

	2021	2022
Your org	6.6	6.4
Highest	7.0	7.2
Average	6.5	6.4
Lowest	6.0	5.7
Responses	649	407

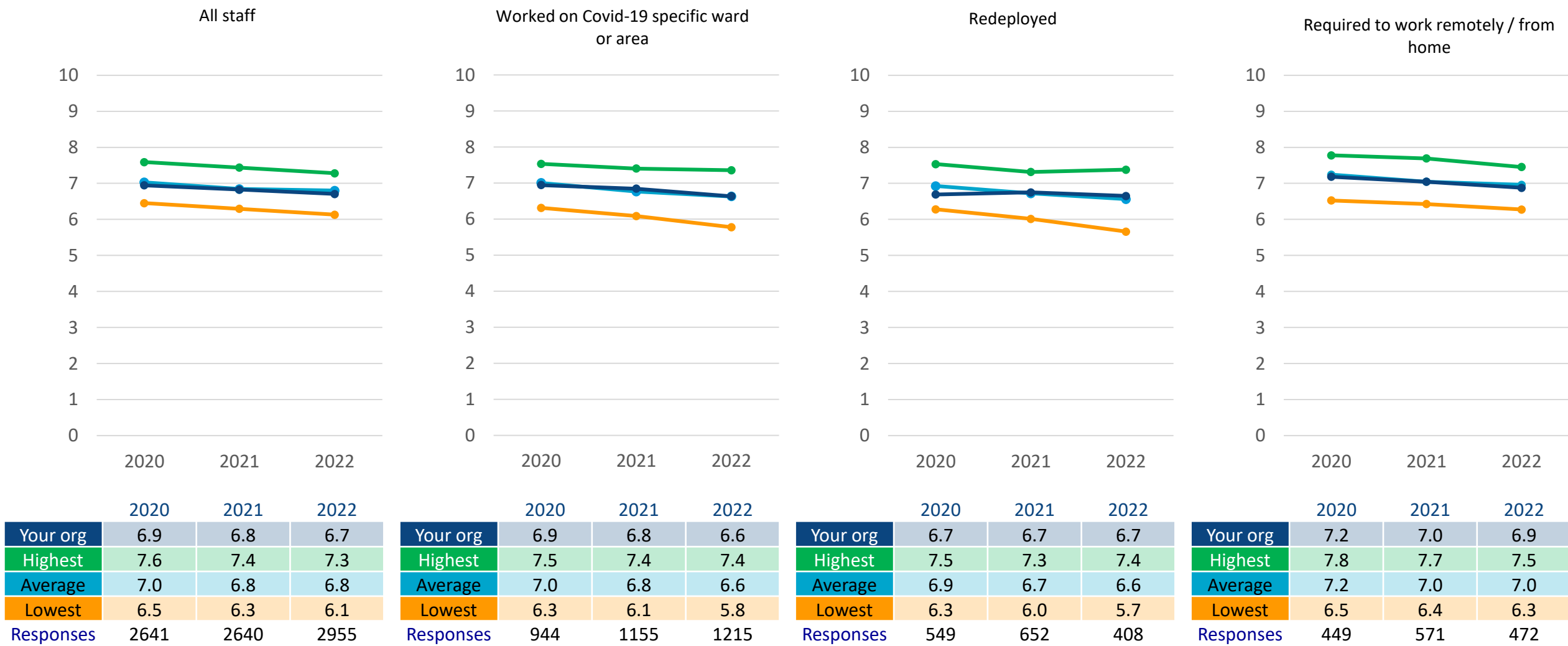
	2021	2022
Your org	6.9	6.9
Highest	7.3	7.3
Average	6.8	6.9
Lowest	6.4	6.4
Responses	569	471



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

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Theme: Staff Engagement



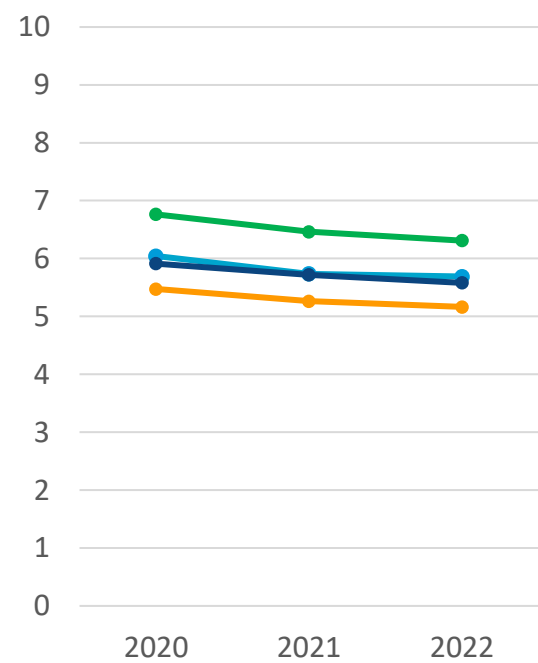


The Covid-19 pandemic – Your experience during the Covid-19 pandemic

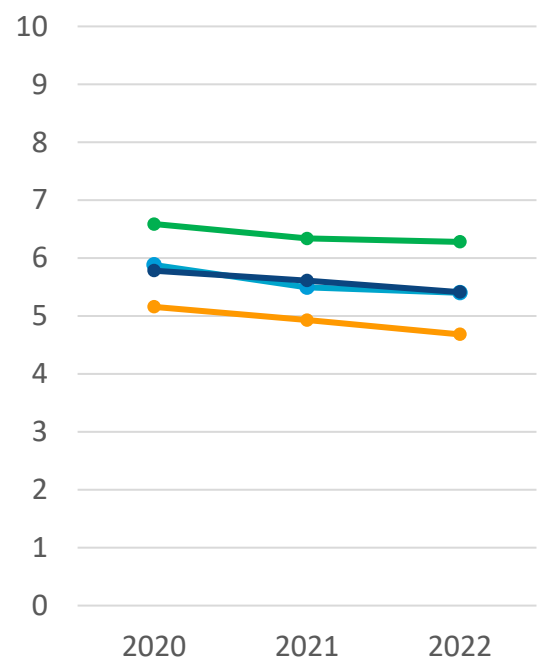
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale

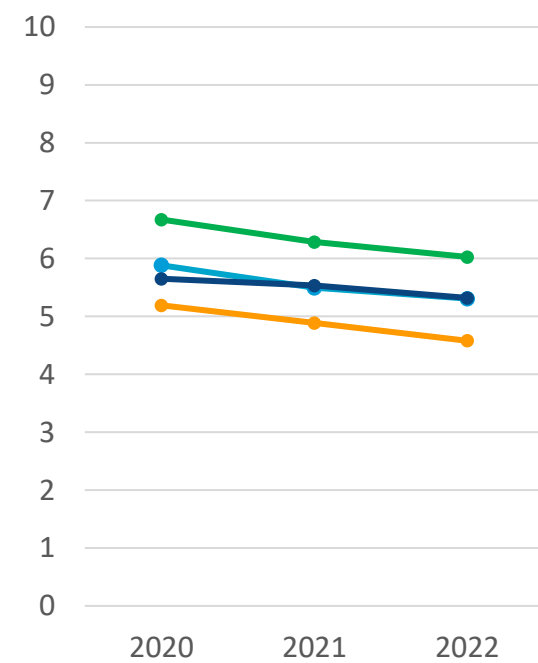
All staff



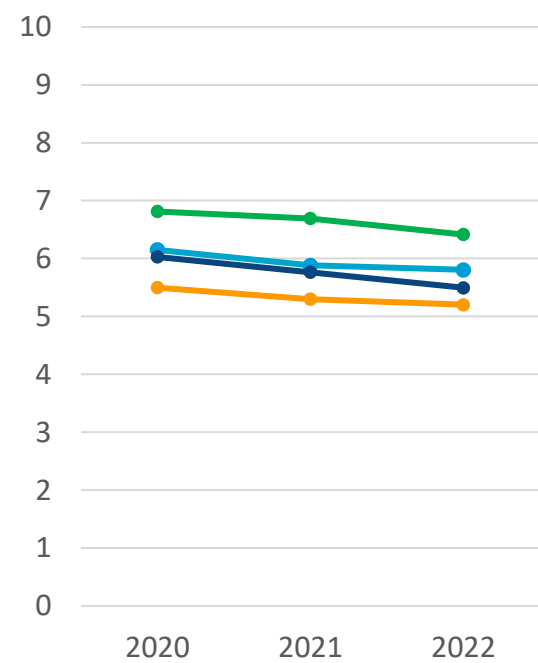
Worked on Covid-19 specific ward or area



Redeployed



Required to work remotely / from home



	2020	2021	2022
Your org	5.9	5.7	5.6
Highest	6.8	6.5	6.3
Average	6.0	5.7	5.7
Lowest	5.5	5.3	5.2
Responses	2635	2641	2956

	2020	2021	2022
Your org	5.8	5.6	5.4
Highest	6.6	6.3	6.3
Average	5.9	5.5	5.4
Lowest	5.2	4.9	4.7
Responses	943	1155	1216

	2020	2021	2022
Your org	5.7	5.5	5.3
Highest	6.7	6.3	6.0
Average	5.9	5.5	5.3
Lowest	5.2	4.9	4.6
Responses	548	652	408

	2020	2021	2022
Your org	6.0	5.8	5.5
Highest	6.8	6.7	6.4
Average	6.1	5.9	5.8
Lowest	5.5	5.3	5.2
Responses	449	571	472

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

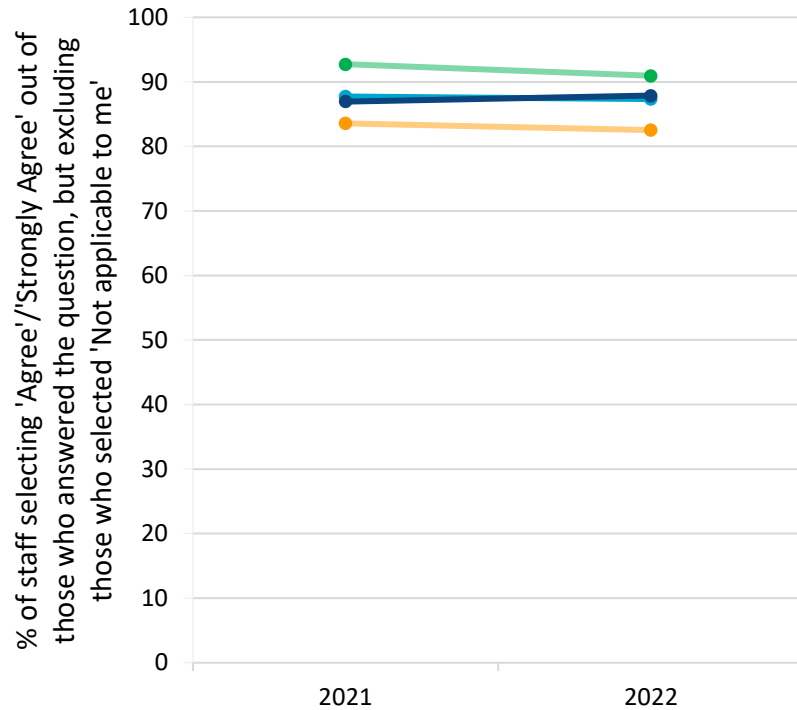
Diversity and equality – Q15, Q16a, Q16b, Q20

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.



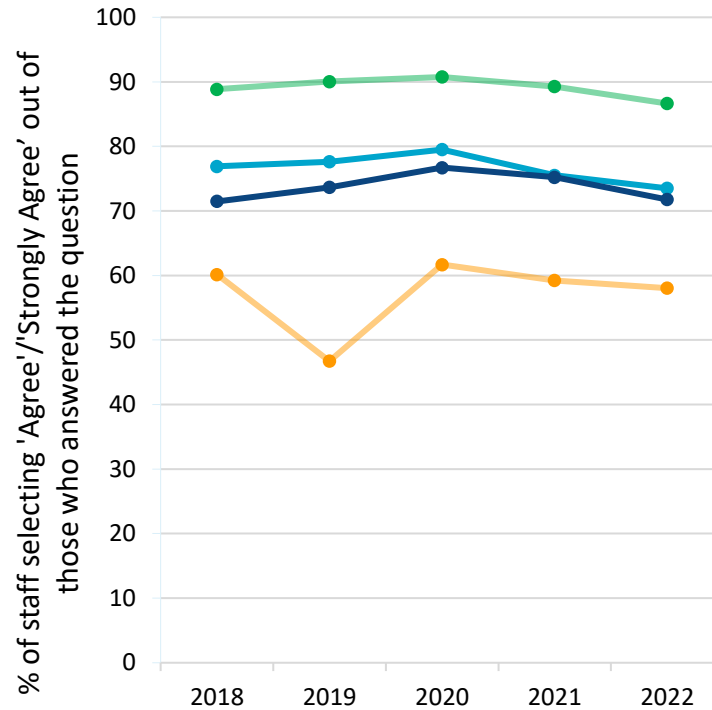
Q6a I feel that my role makes a difference to patients / service users.



	2021	2022
Your org	86.9%	87.9%
Best	92.7%	90.9%
Average	87.7%	87.3%
Worst	83.6%	82.5%

Responses 2557 2872

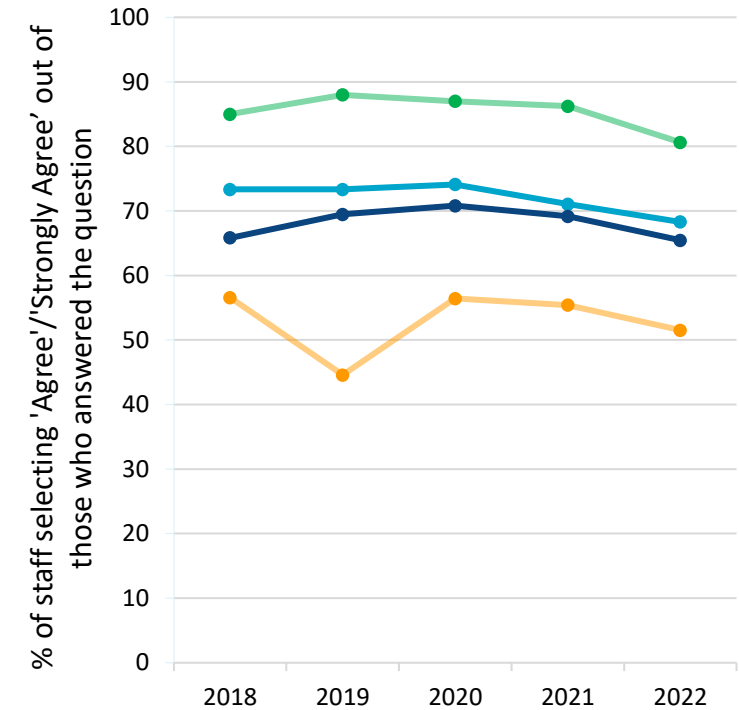
Q23a Care of patients / service users is my organisation's top priority.



	2018	2019	2020	2021	2022
Your org	71.5%	73.7%	76.7%	75.2%	71.8%
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 2325 2548 2629 2621 2938

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

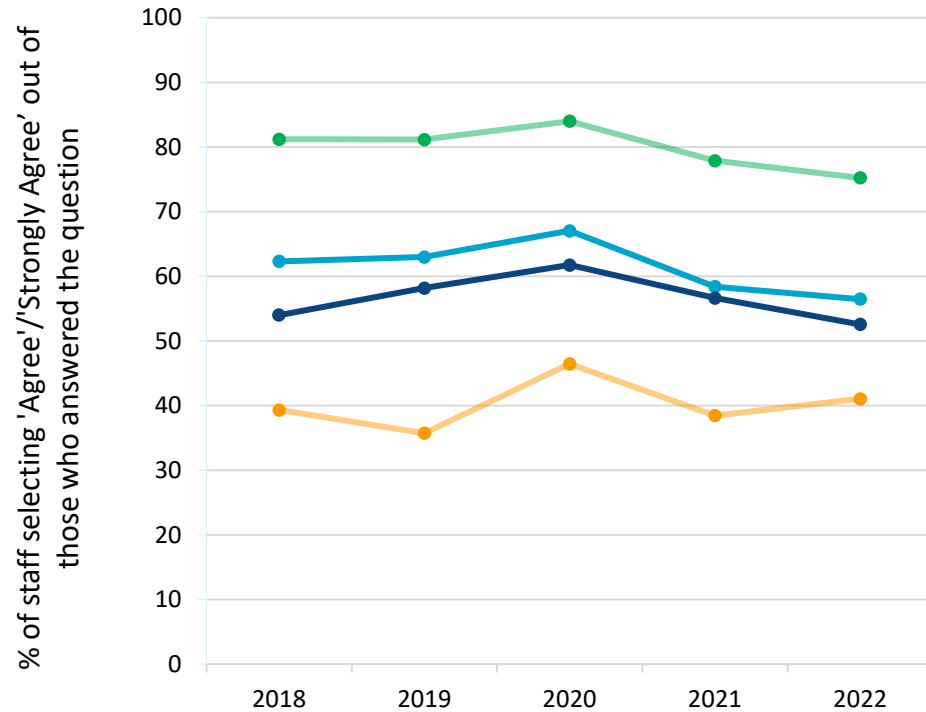


	2018	2019	2020	2021	2022
Your org	65.8%	69.5%	70.8%	69.2%	65.5%
Best	85.0%	88.0%	87.0%	86.2%	80.6%
Average	73.3%	73.3%	74.1%	71.0%	68.3%
Worst	56.6%	44.6%	56.4%	55.4%	51.5%

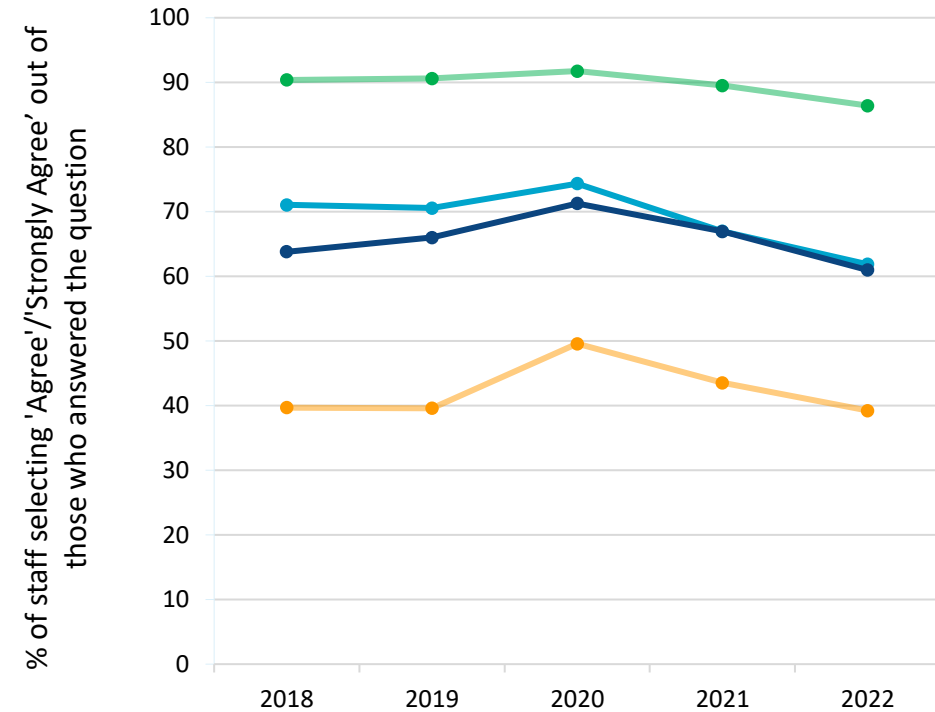
Responses 2325 2545 2619 2612 2937



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



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

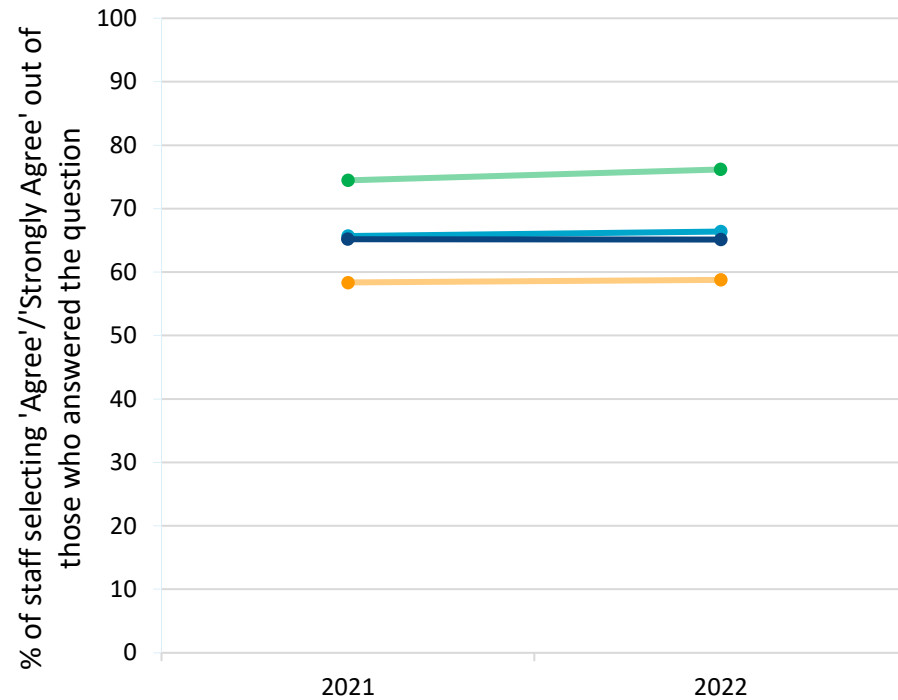


	2018	2019	2020	2021	2022
Your org	54.0%	58.2%	61.7%	56.7%	52.6%
Best	81.2%	81.2%	84.0%	77.9%	75.2%
Average	62.3%	63.0%	67.1%	58.4%	56.5%
Worst	39.3%	35.7%	46.5%	38.5%	41.0%
Responses	2322	2544	2627	2620	2935

	2018	2019	2020	2021	2022
Your org	63.8%	66.0%	71.3%	67.0%	61.0%
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	2323	2542	2620	2624	2934

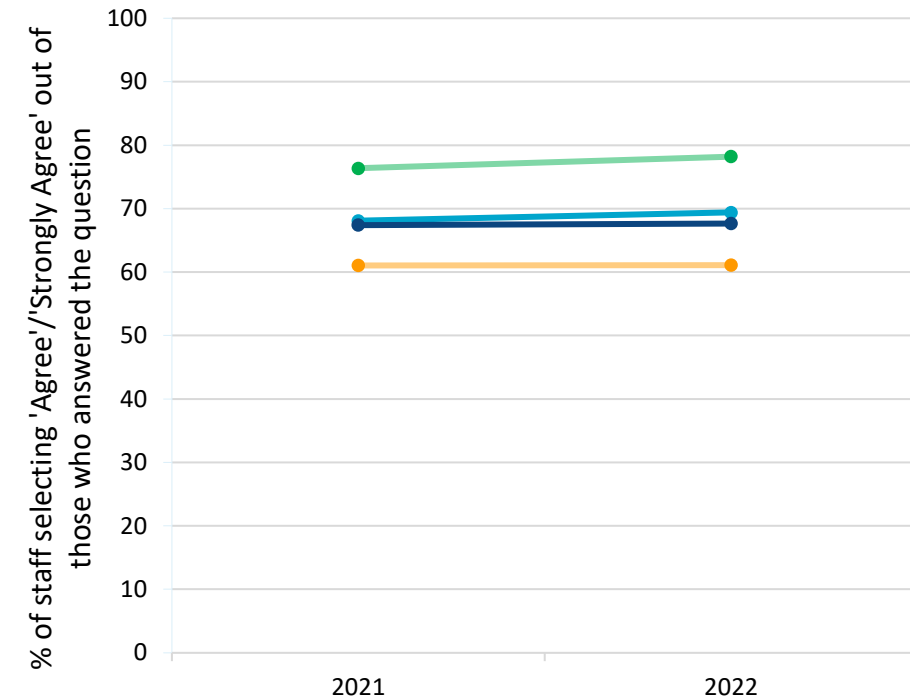


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022
Your org	65.2%	65.1%
Best	74.5%	76.2%
Average	65.7%	66.4%
Worst	58.4%	58.8%
Responses	2634	2949

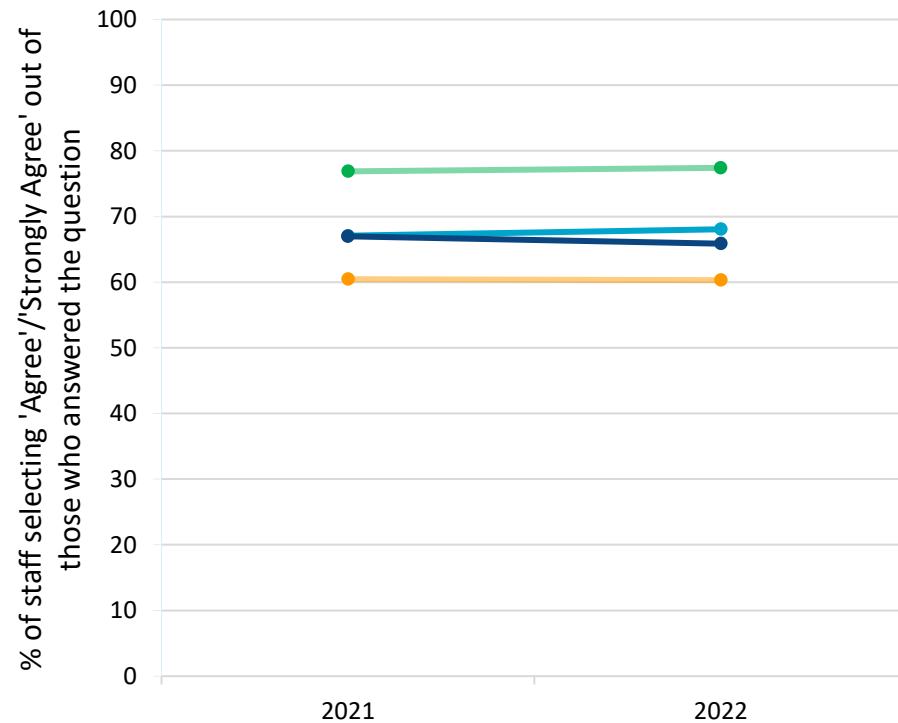
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022
Your org	67.4%	67.7%
Best	76.4%	78.2%
Average	68.1%	69.4%
Worst	61.1%	61.1%
Responses	2634	2951

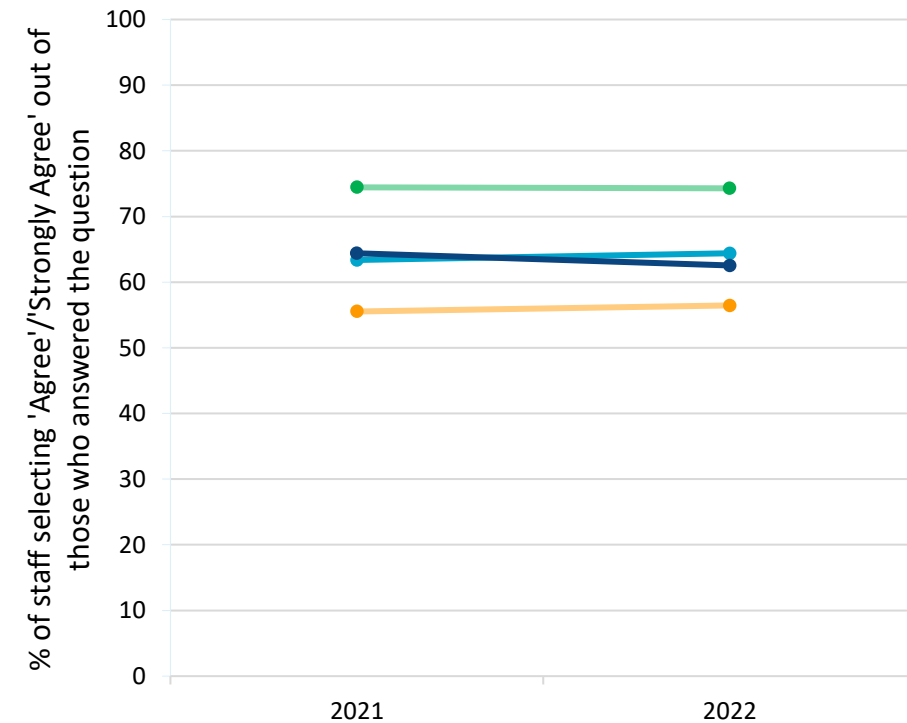


Q9h My immediate manager cares about my concerns.



	2021	2022
Your org	67.0%	65.9%
Best	76.9%	77.4%
Average	67.1%	68.1%
Worst	60.5%	60.3%
Responses	2628	2945

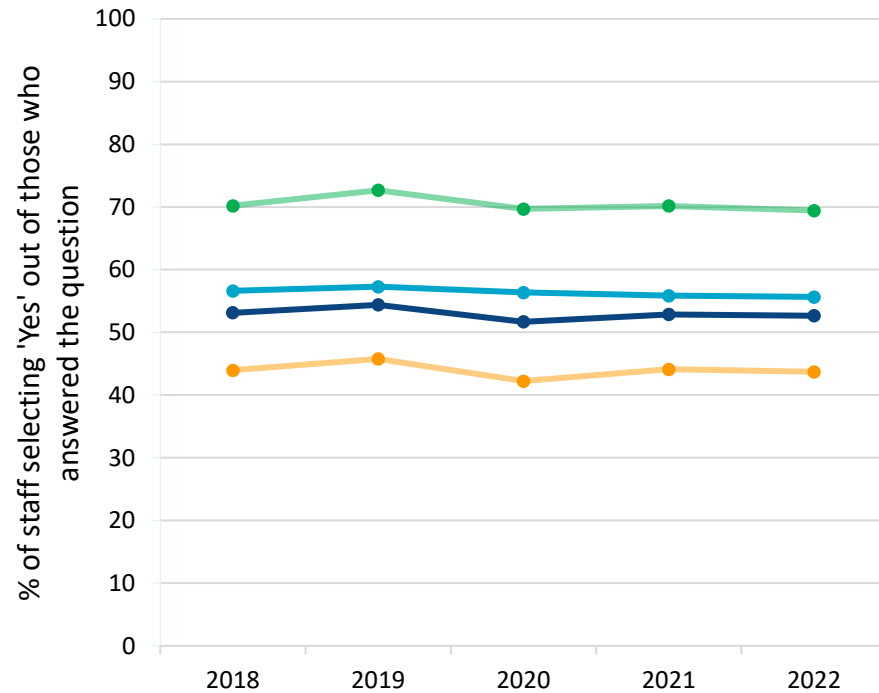
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022
Your org	64.4%	62.5%
Best	74.5%	74.3%
Average	63.4%	64.4%
Worst	55.6%	56.4%
Responses	2631	2947

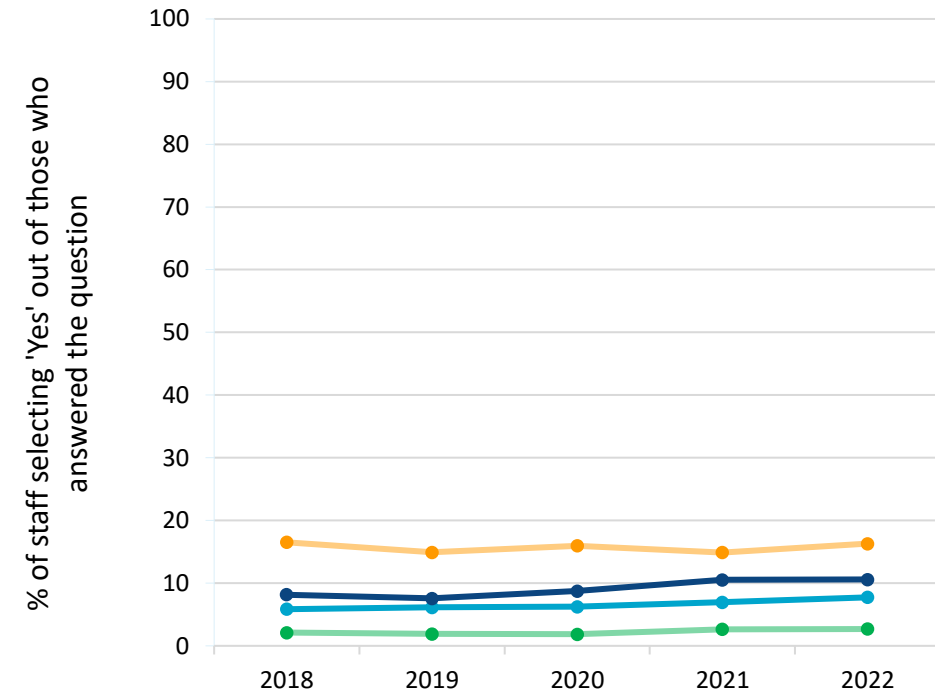


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2018	2019	2020	2021	2022
Your org	53.1%	54.4%	51.7%	52.9%	52.7%
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	2337	2561	2623	2590	2945

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?

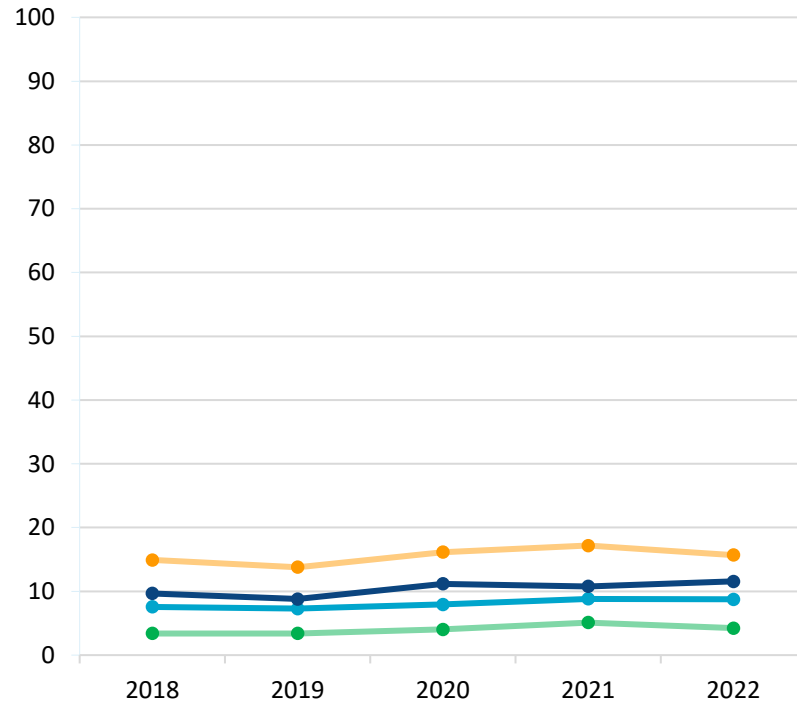


	2018	2019	2020	2021	2022
Your org	8.2%	7.6%	8.8%	10.5%	10.6%
Best	2.1%	1.9%	1.9%	2.7%	2.7%
Average	5.9%	6.2%	6.3%	7.0%	7.8%
Worst	16.5%	14.9%	16.0%	14.9%	16.3%
Responses	2329	2546	2616	2620	2939



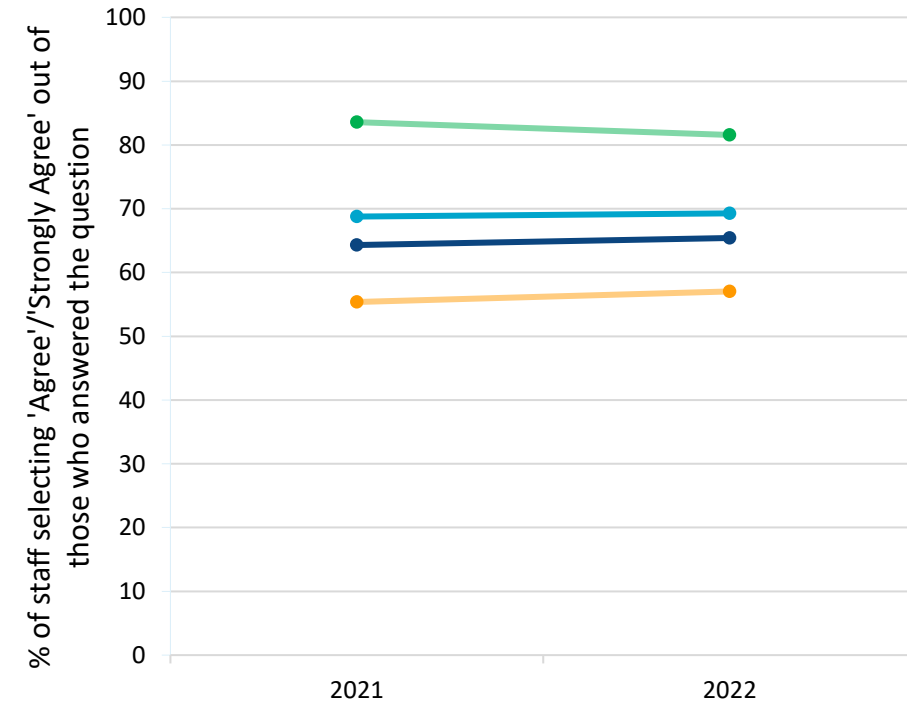
Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?

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



	2018	2019	2020	2021	2022
Your org	9.7%	8.8%	11.2%	10.8%	11.6%
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	2320	2531	2613	2617	2923

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

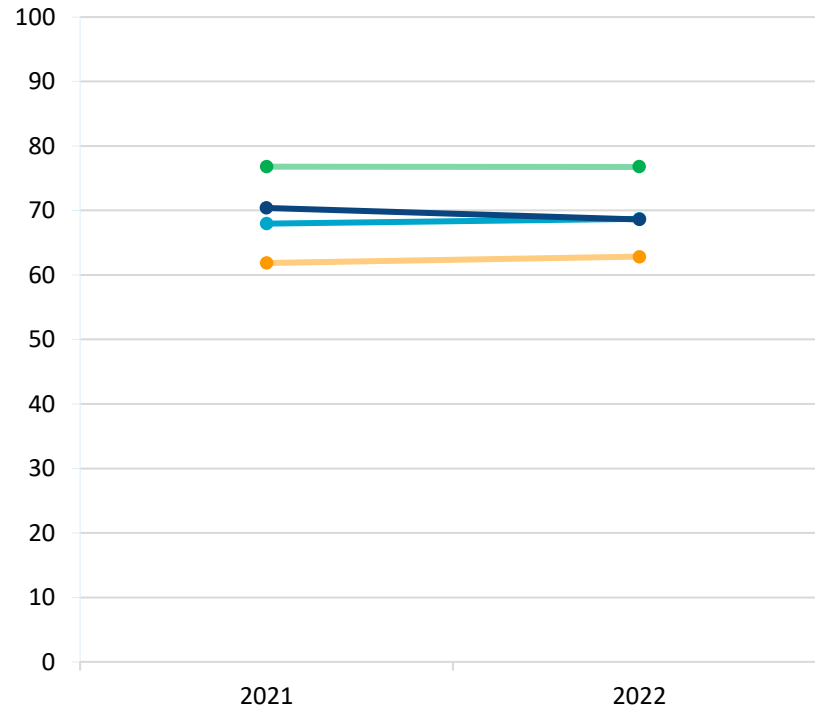


	2021	2022
Your org	64.3%	65.4%
Best	83.6%	81.6%
Average	68.8%	69.3%
Worst	55.4%	57.1%
Responses	2628	2952



Q7h I feel valued by my team.

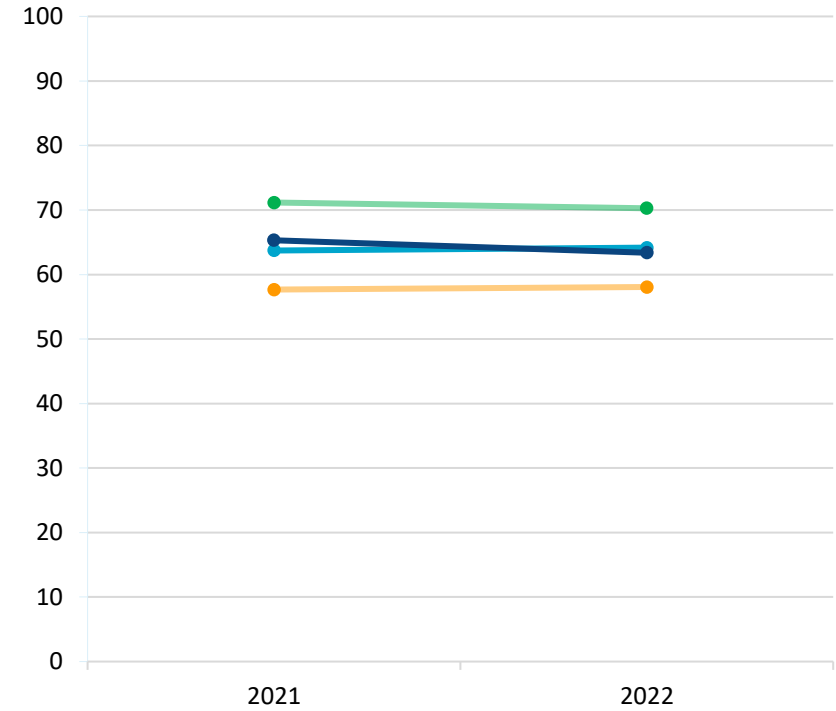
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022
Your org	70.4%	68.6%
Best	76.8%	76.8%
Average	68.0%	68.7%
Worst	61.9%	62.8%
Responses	2630	2940

Q7i I feel a strong personal attachment to my team.

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

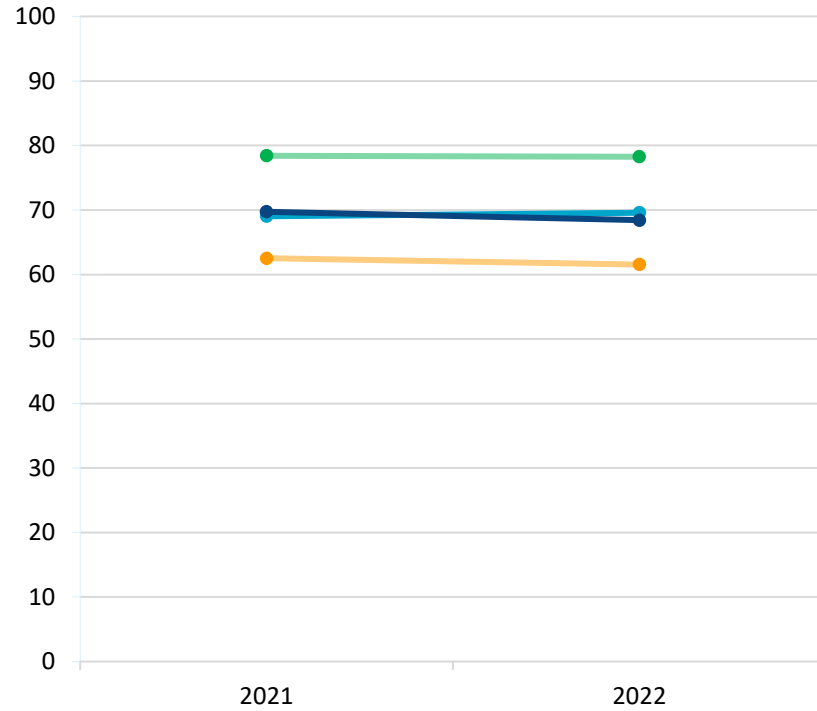


	2021	2022
Your org	65.3%	63.4%
Best	71.2%	70.3%
Average	63.7%	64.2%
Worst	57.7%	58.1%
Responses	2630	2942



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

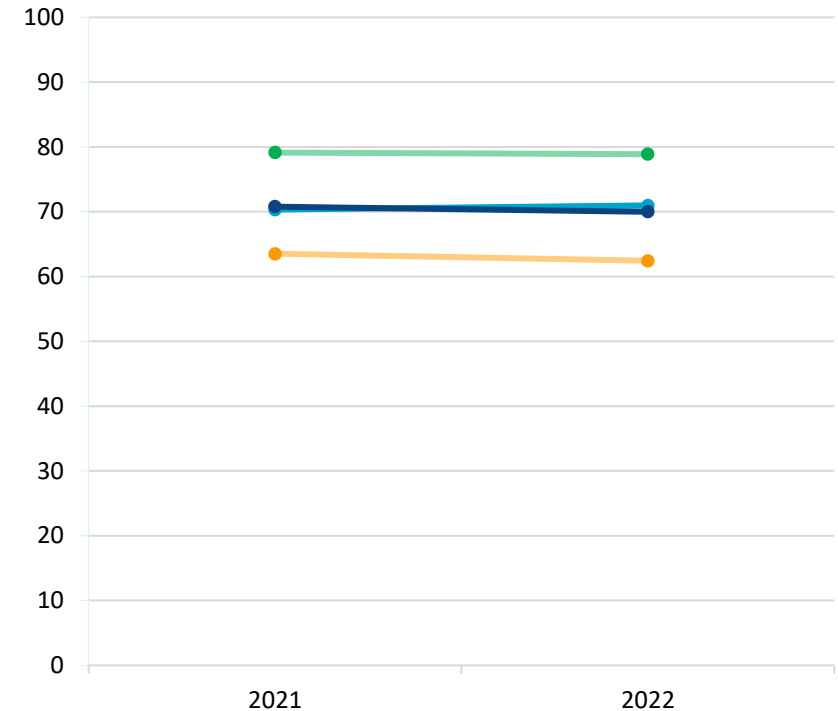
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022
Your org	69.7%	68.4%
Best	78.4%	78.3%
Average	69.0%	69.6%
Worst	62.5%	61.6%
Responses	2628	2945

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	70.8%	70.0%
Best	79.1%	78.9%
Average	70.3%	71.0%
Worst	63.5%	62.4%
Responses	2628	2943

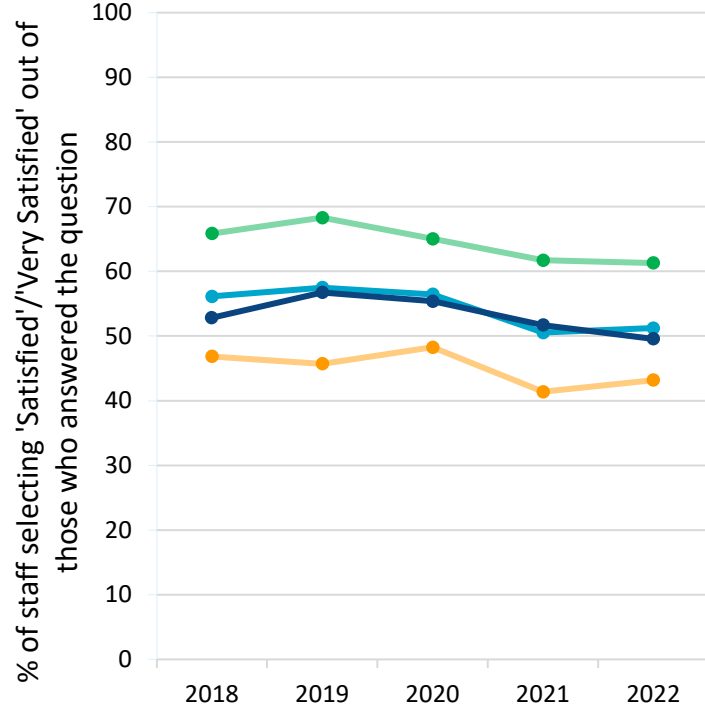
People Promise element – We are recognised and rewarded



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

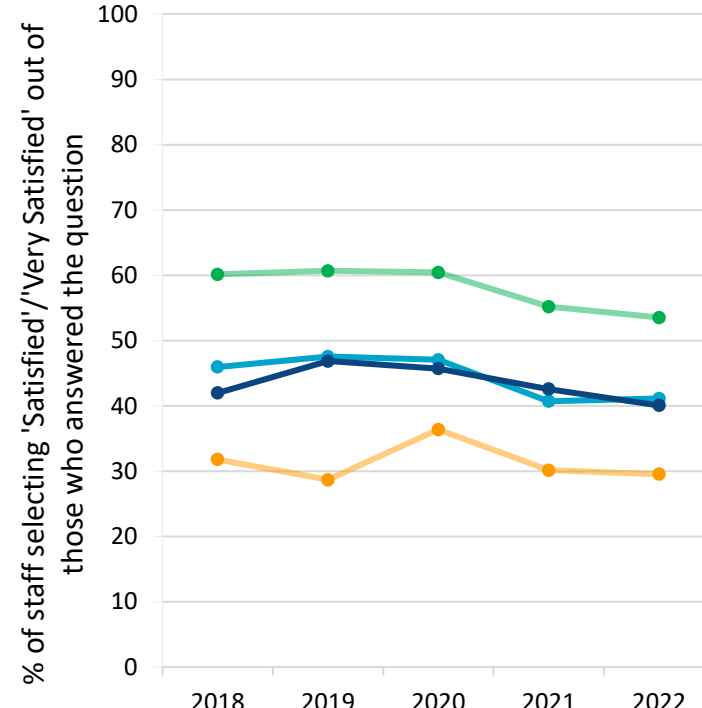


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



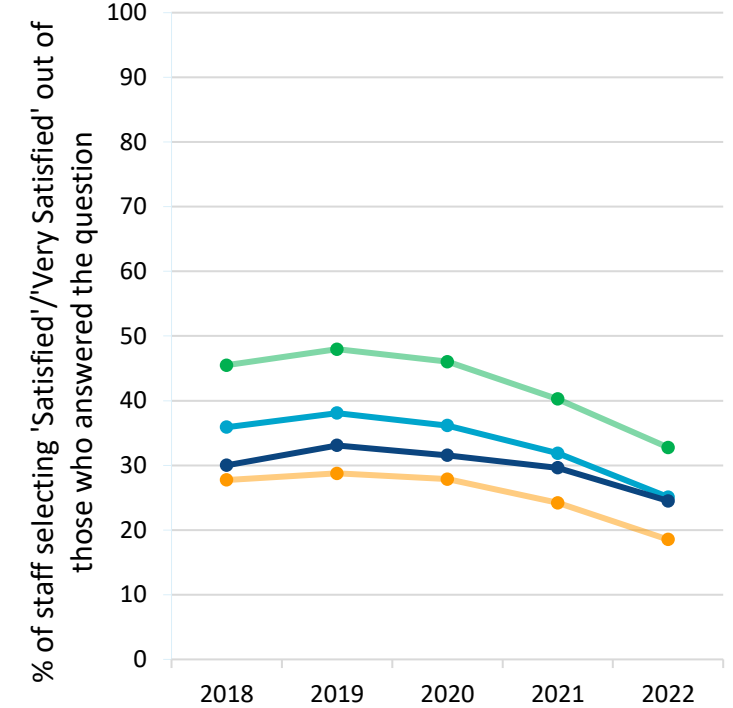
	2018	2019	2020	2021	2022
Your org	52.8%	56.7%	55.4%	51.7%	49.6%
Best	65.8%	68.3%	65.0%	61.7%	61.3%
Average	56.1%	57.5%	56.4%	50.5%	51.2%
Worst	46.8%	45.7%	48.2%	41.4%	43.2%
Responses	2362	2579	2631	2636	2948

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	42.0%	46.9%	45.7%	42.6%	40.1%
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	2358	2585	2628	2635	2939

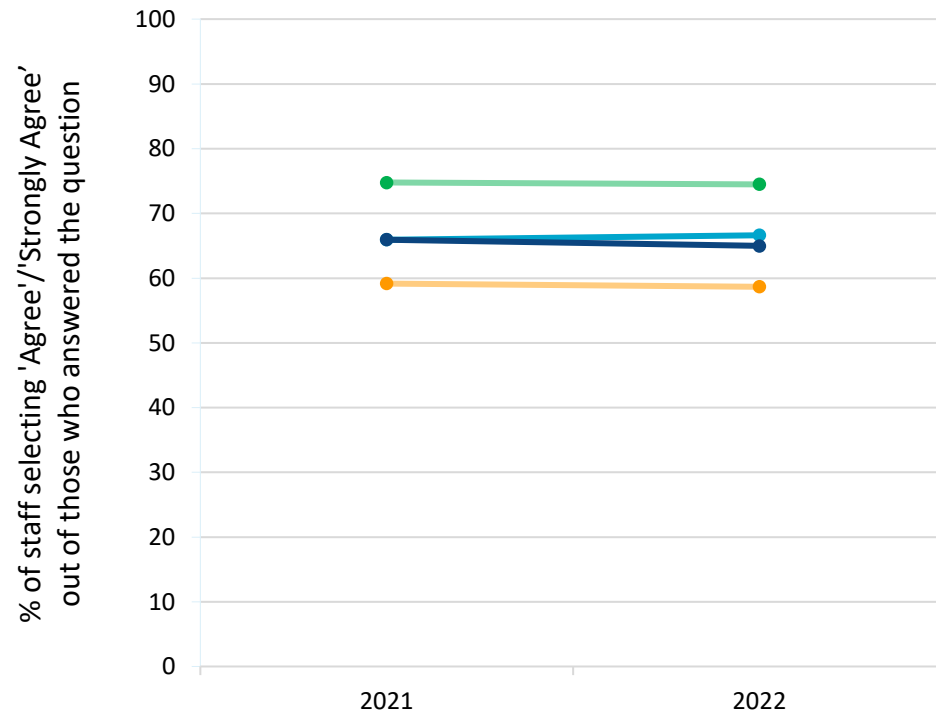
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2018	2019	2020	2021	2022
Your org	30.0%	33.1%	31.6%	29.6%	24.5%
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	2357	2575	2630	2628	2947



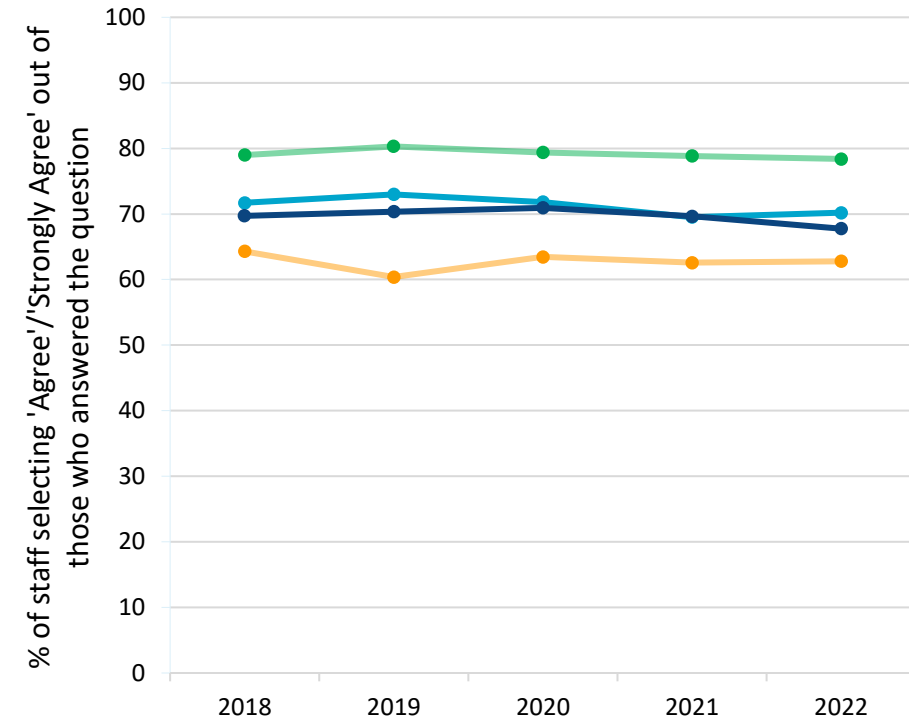
Q8d The people I work with show appreciation to one another.



Your org	2021	2022
Best	74.8%	74.5%
Average	66.0%	66.6%
Worst	59.2%	58.7%

Responses 2627 2938

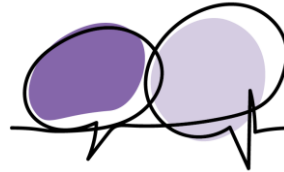
Q9e My immediate manager values my work.



Your org	2018	2019	2020	2021	2022
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 2357 2577 2621 2635 2945

People Promise element – We each have a voice that counts



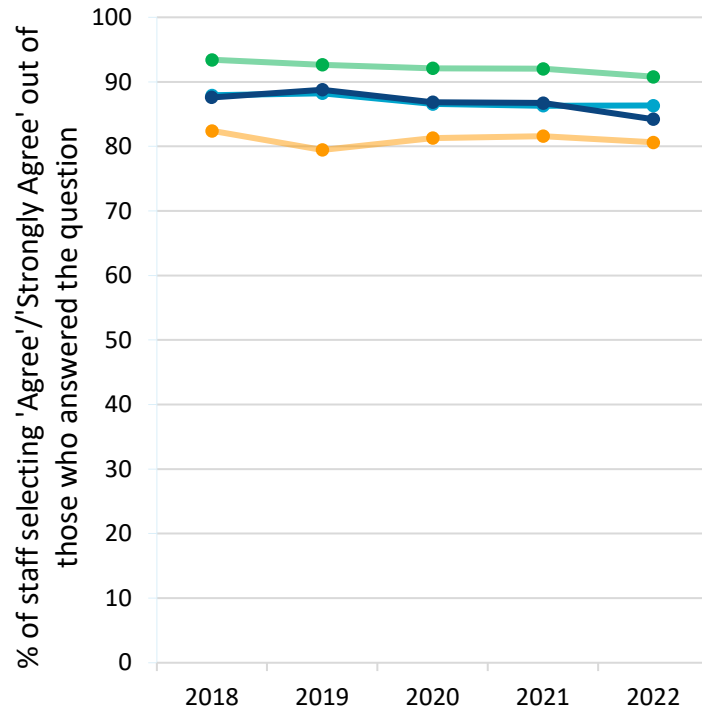
Questions included:

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.

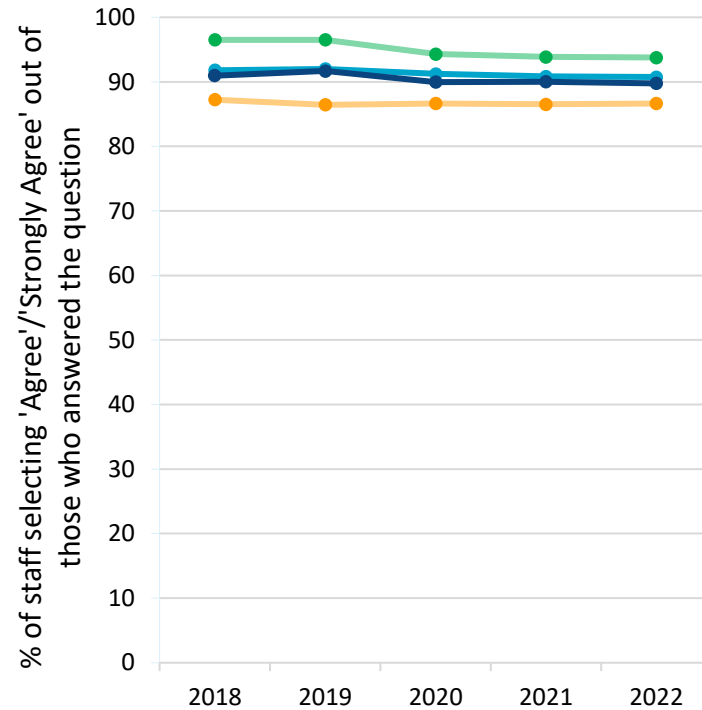


2018 2019 2020 2021 2022

Your org	87.6%	88.8%	86.8%	86.7%	84.2%
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 2365 2582 2619 2642 2955

Q3b I am trusted to do my job.

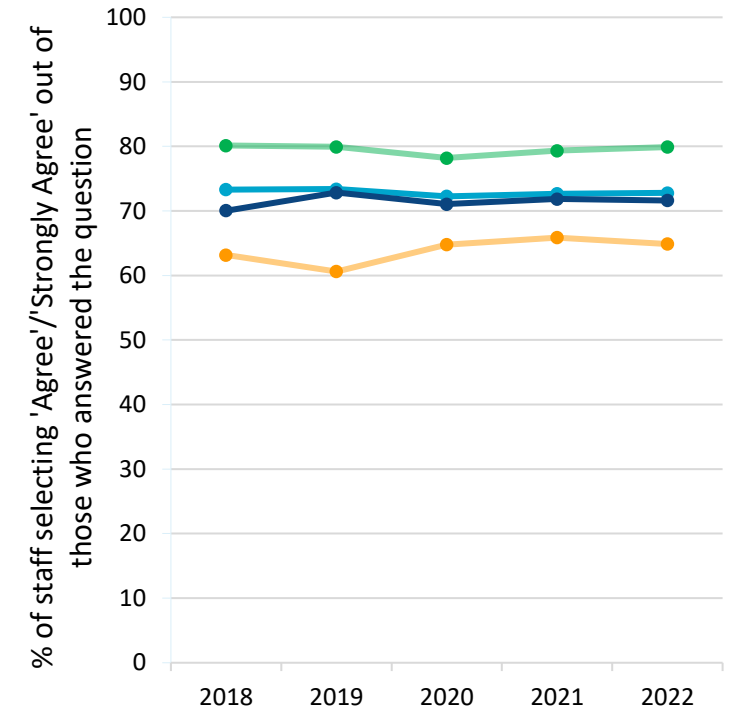


2018 2019 2020 2021 2022

Your org	91.0%	91.7%	90.0%	90.0%	89.8%
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 2354 2570 2607 2636 2951

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



2018 2019 2020 2021 2022

Your org	70.0%	72.9%	71.1%	71.9%	71.6%
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%

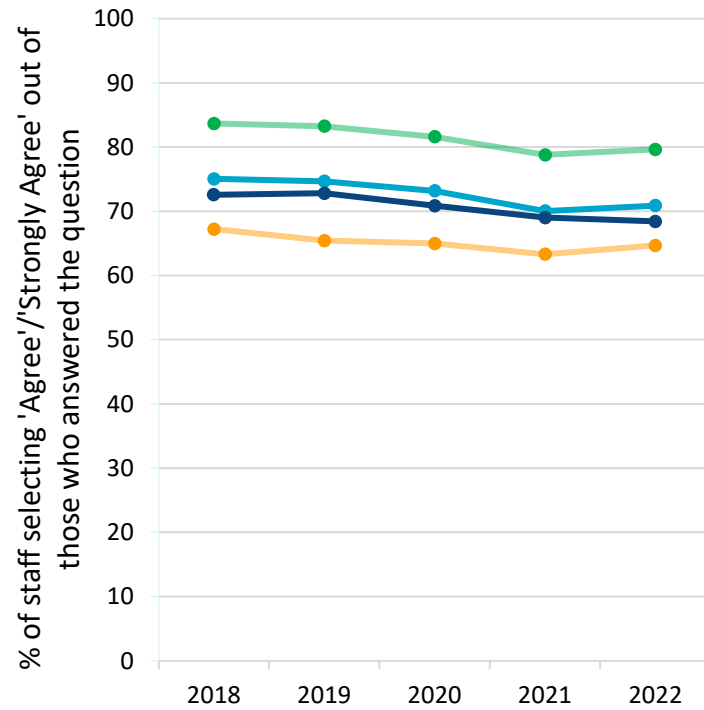
Responses 2368 2590 2633 2629 2949



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

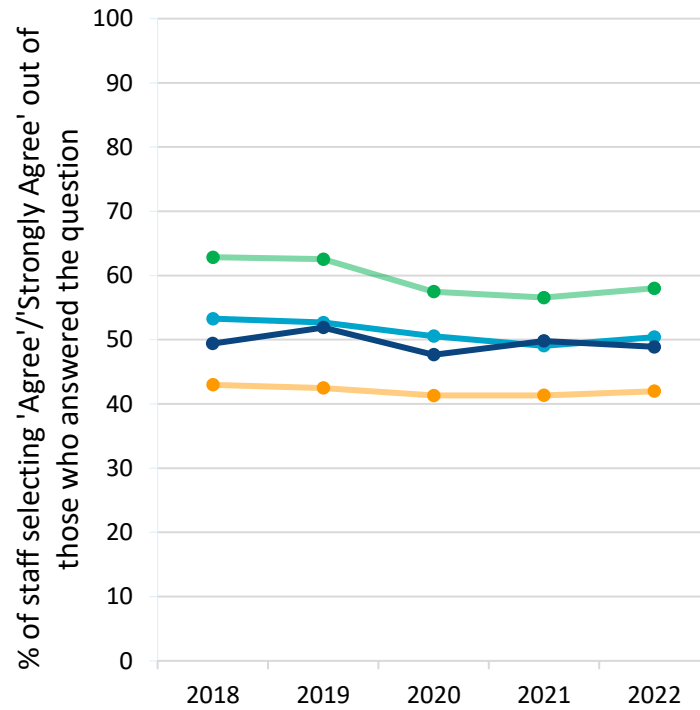


Q3d I am able to make suggestions to improve the work of my team / department.



	2018	2019	2020	2021	2022
Your org	72.6%	72.8%	70.9%	69.0%	68.4%
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	2366	2592	2621	2628	2938

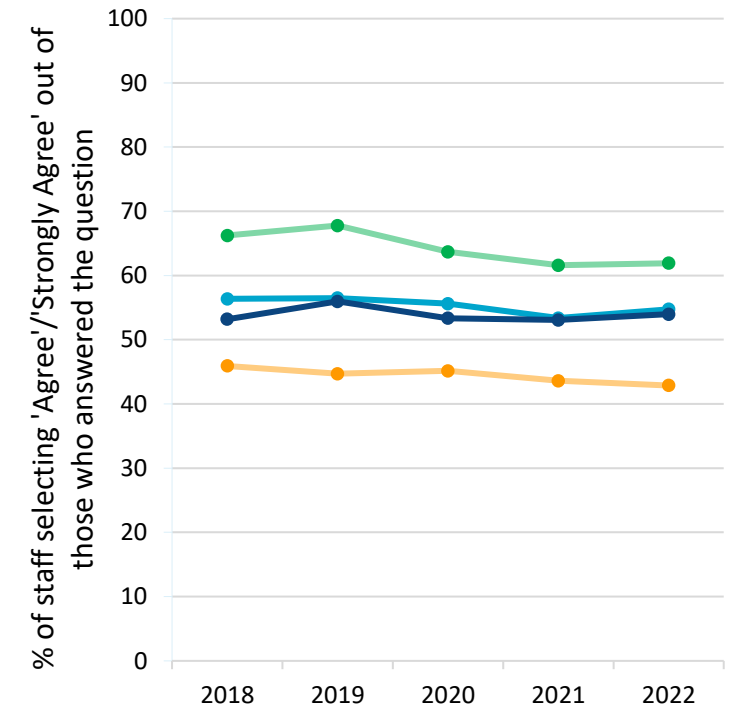
Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



	2018	2019	2020	2021	2022
Your org	49.4%	51.9%	47.7%	49.8%	48.9%
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	2364	2590	2621	2634	2943

East and North Hertfordshire NHS Trust Benchmark report

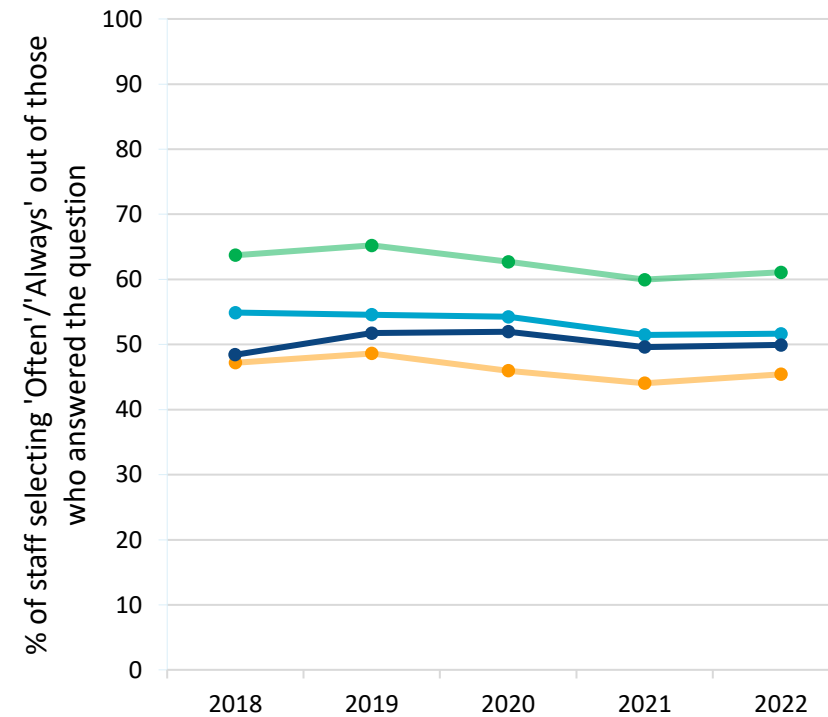
Q3f I am able to make improvements happen in my area of work.



	2018	2019	2020	2021	2022
Your org	53.2%	56.0%	53.3%	53.1%	54.0%
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	2356	2580	2625	2620	2933



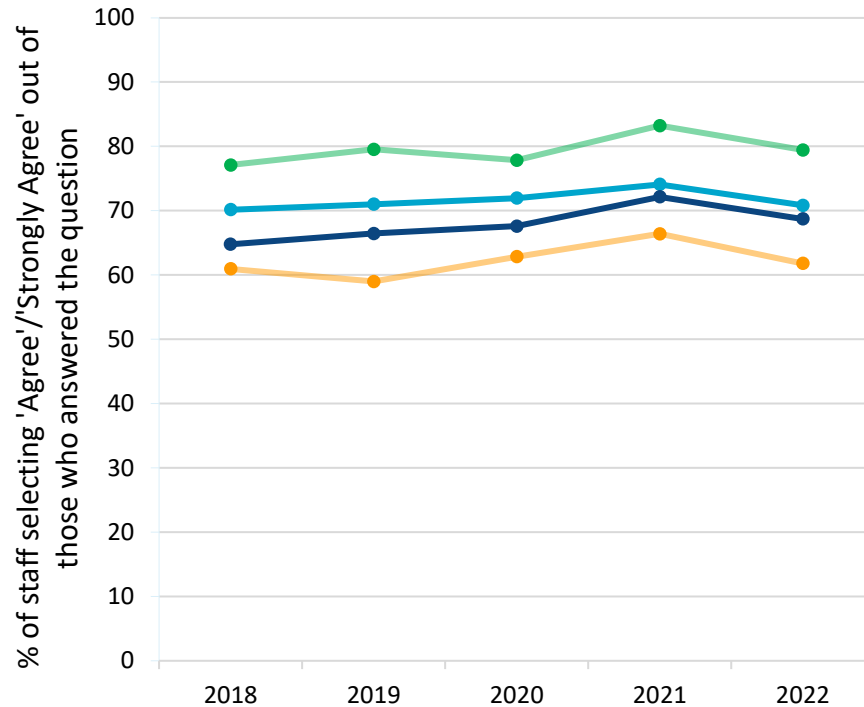
Q5b I have a choice in deciding how to do my work.



	2018	2019	2020	2021	2022
Your org	48.4%	51.7%	52.0%	49.6%	49.9%
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	2346	2571	2607	2630	2946



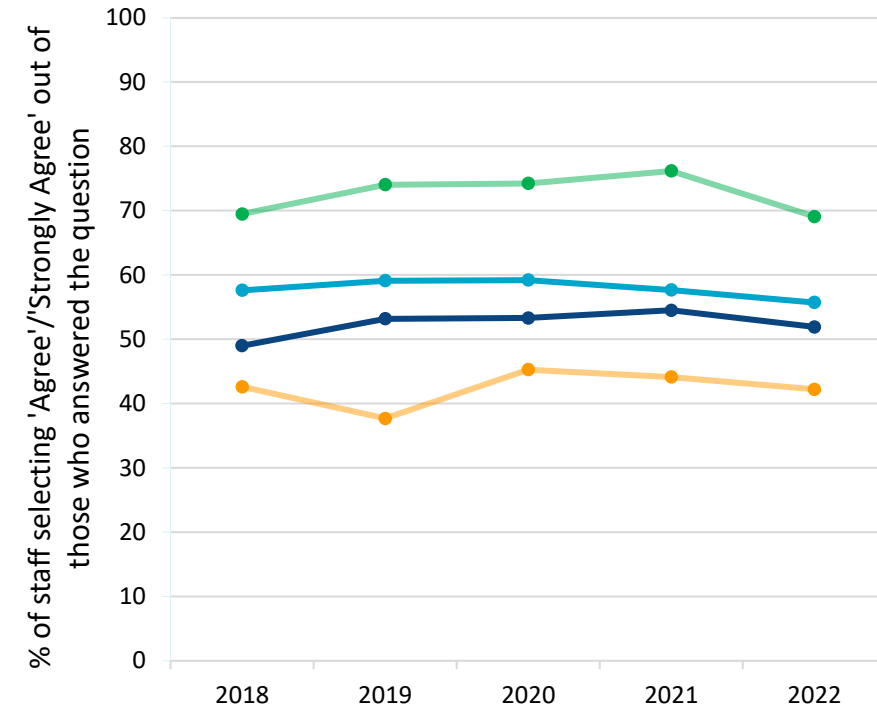
Q19a I would feel secure raising concerns about unsafe clinical practice.



	2018	2019	2020	2021	2022
Your org	64.8%	66.4%	67.6%	72.1%	68.7%
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 2321 2540 2619 2618 2943

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

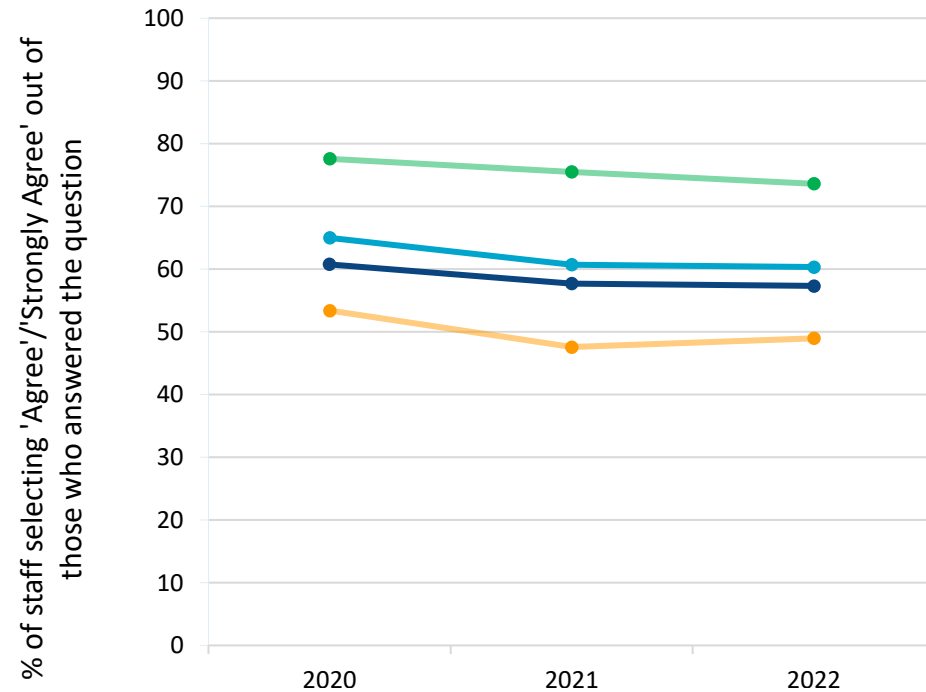


	2018	2019	2020	2021	2022
Your org	49.0%	53.2%	53.3%	54.5%	51.9%
Best	69.5%	74.0%	74.2%	76.2%	69.1%
Average	57.6%	59.1%	59.2%	57.7%	55.7%
Worst	42.6%	37.7%	45.3%	44.1%	42.2%

Responses 2317 2537 2612 2611 2923

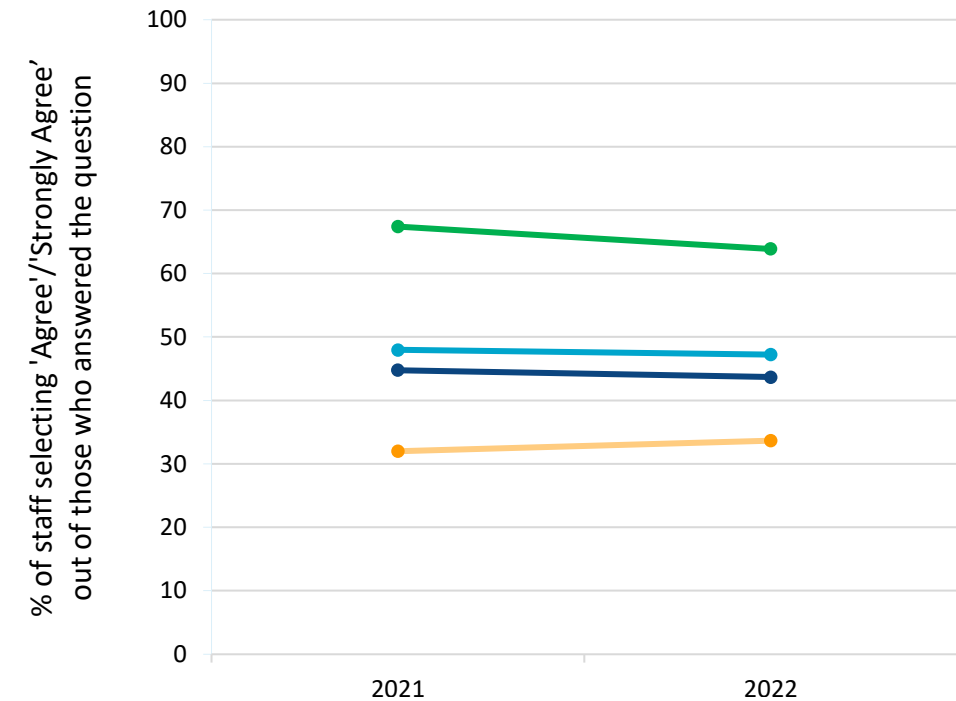


Q23e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022
Your org	60.8%	57.7%	57.3%
Best	77.6%	75.5%	73.6%
Average	65.0%	60.7%	60.3%
Worst	53.4%	47.6%	49.0%
Responses	2622	2620	2934

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



	2021	2022
Your org	44.7%	43.7%
Best	67.4%	63.9%
Average	48.0%	47.2%
Worst	32.0%	33.7%
Responses	2616	2928

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

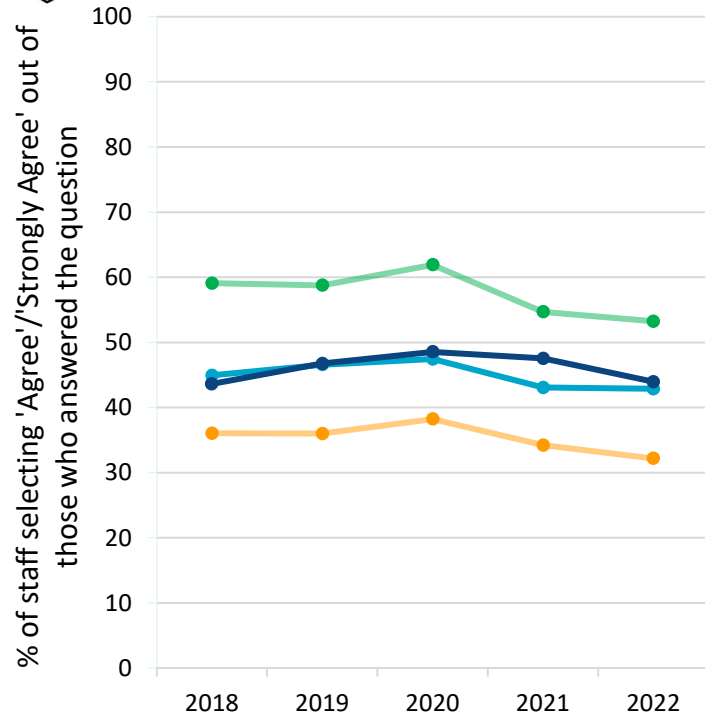
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



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



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

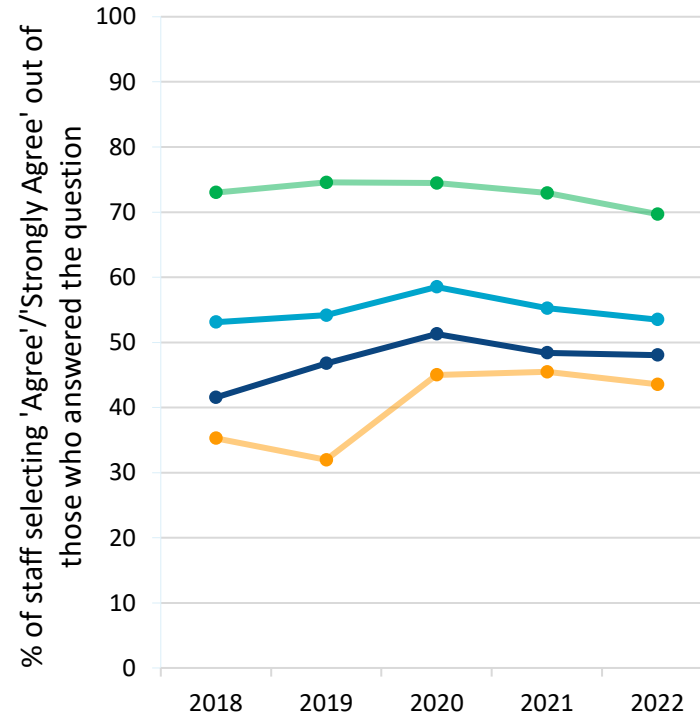


2018 2019 2020 2021 2022

Your org	43.6%	46.7%	48.5%	47.5%	43.9%
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 2353 2574 2621 2629 2942

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

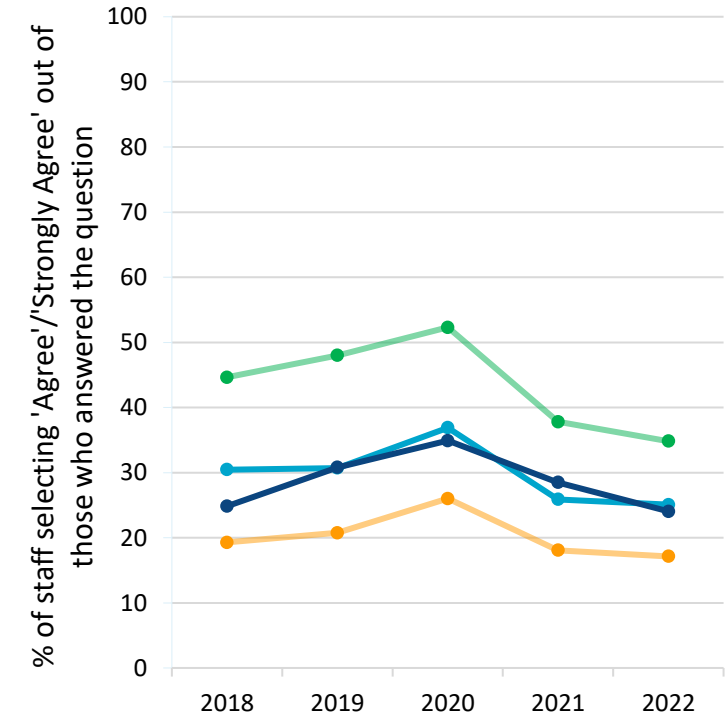


2018 2019 2020 2021 2022

Your org	41.5%	46.8%	51.3%	48.4%	48.0%
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 2354 2588 2619 2628 2938

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



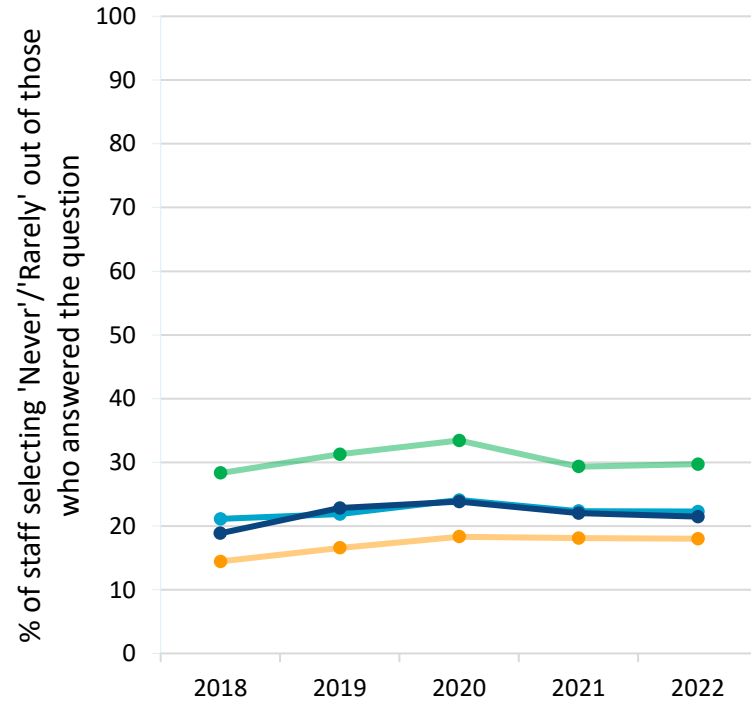
2018 2019 2020 2021 2022

Your org	24.8%	30.8%	34.9%	28.5%	24.1%
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 2358 2583 2620 2628 2939



Q5a I have unrealistic time pressures.

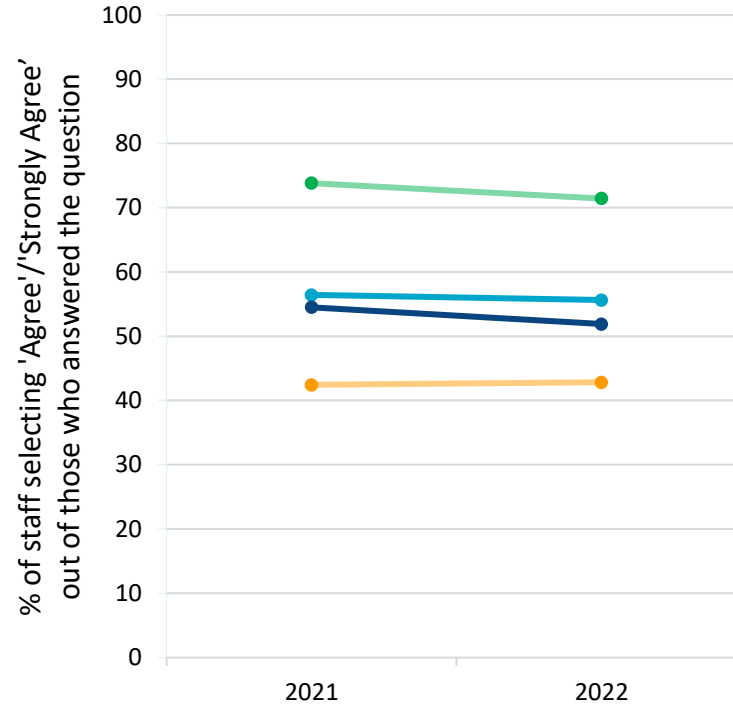


2018 2019 2020 2021 2022

Your org	2018	2019	2020	2021	2022
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 2351 2575 2605 2630 2942

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

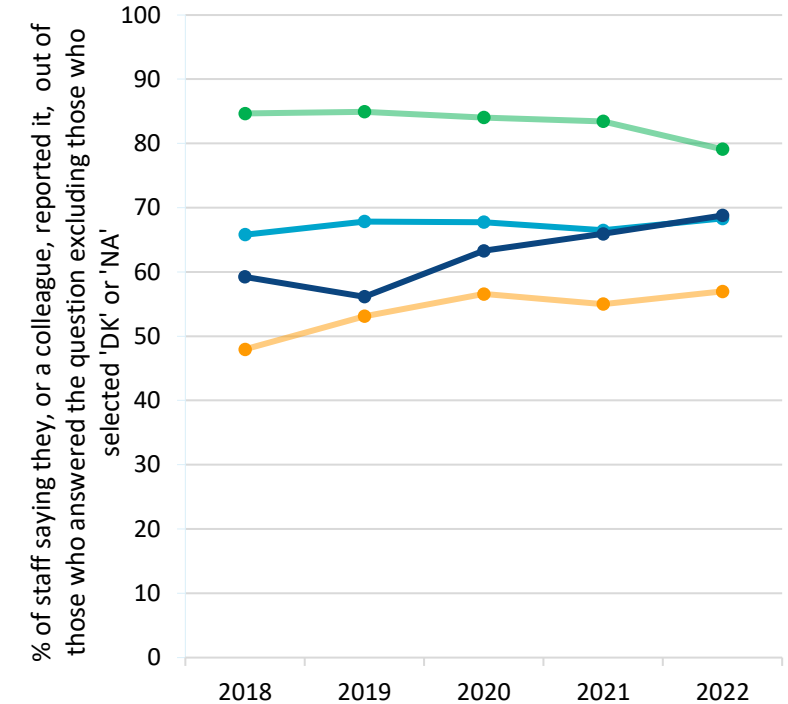


2021 2022

Your org	2021	2022
Best	73.8%	71.4%
Average	56.4%	55.6%
Worst	42.4%	42.8%

Responses 2611 2939

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



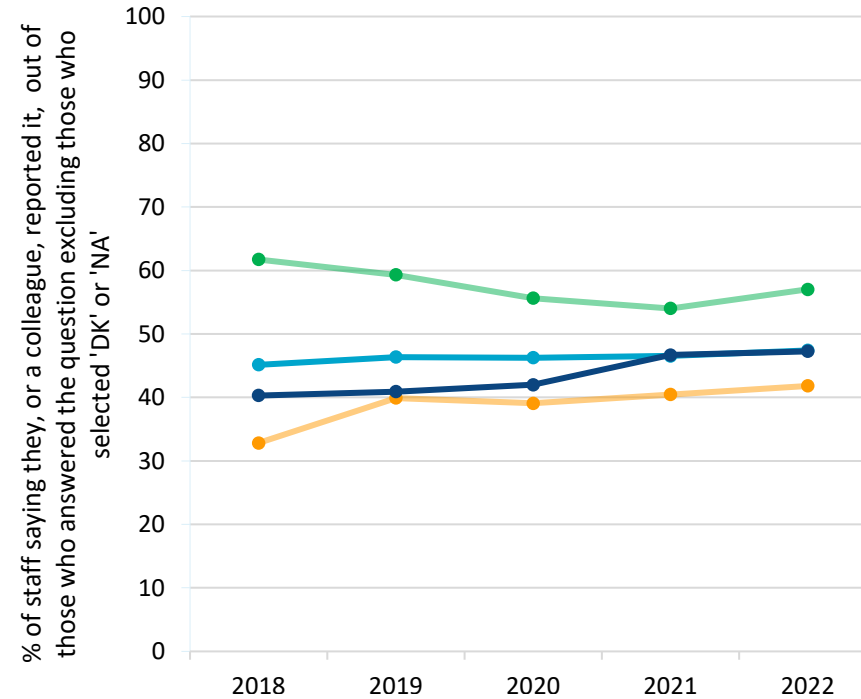
2018 2019 2020 2021 2022

Your org	2018	2019	2020	2021	2022
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 255 315 300 318 383



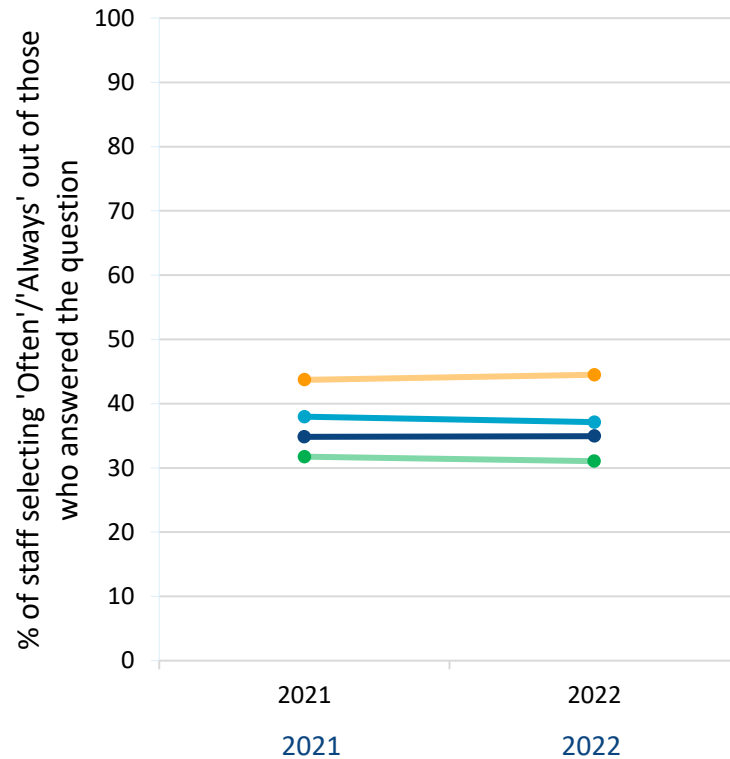
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2018	2019	2020	2021	2022
Your org	40.3%	40.9%	42.0%	46.7%	47.3%
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	893	960	947	1018	1159



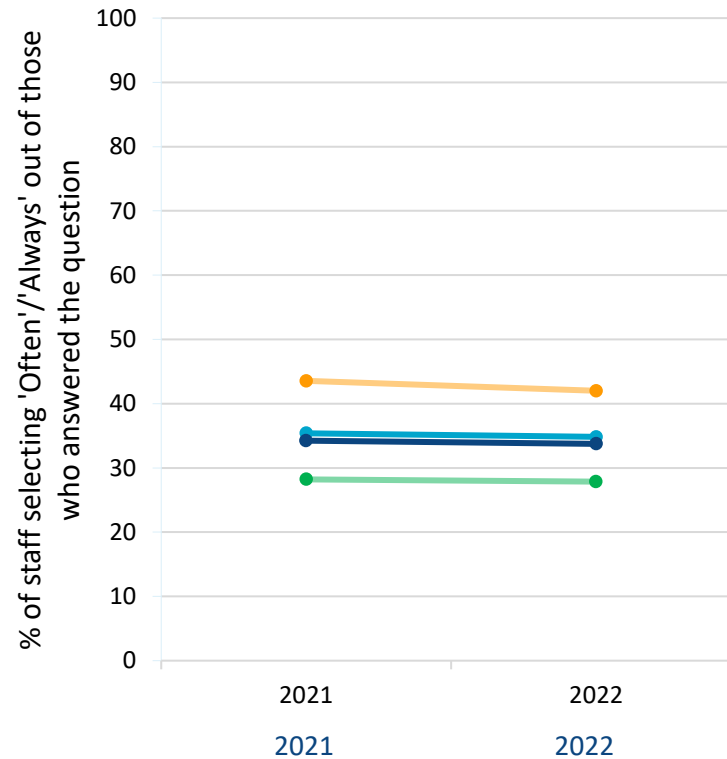
Q12a How often, if at all, do you find your work emotionally exhausting?



	2021	2022
Your org	34.8%	34.9%
Best	31.7%	31.0%
Average	38.0%	37.1%
Worst	43.7%	44.5%

Responses 2631 2955

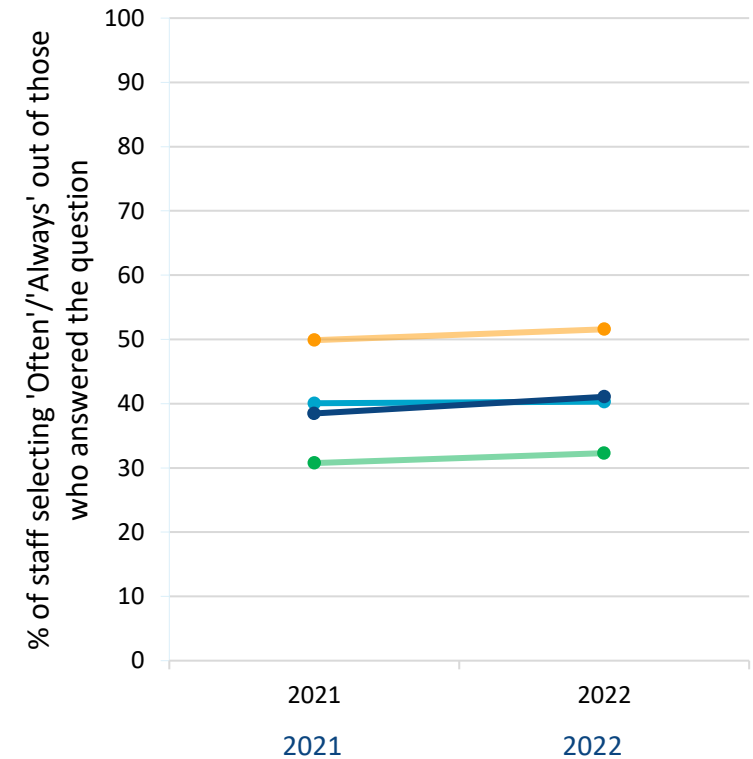
Q12b How often, if at all, do you feel burnt out because of your work?



	2021	2022
Your org	34.2%	33.7%
Best	28.2%	27.9%
Average	35.4%	34.8%
Worst	43.5%	42.0%

Responses 2628 2951

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

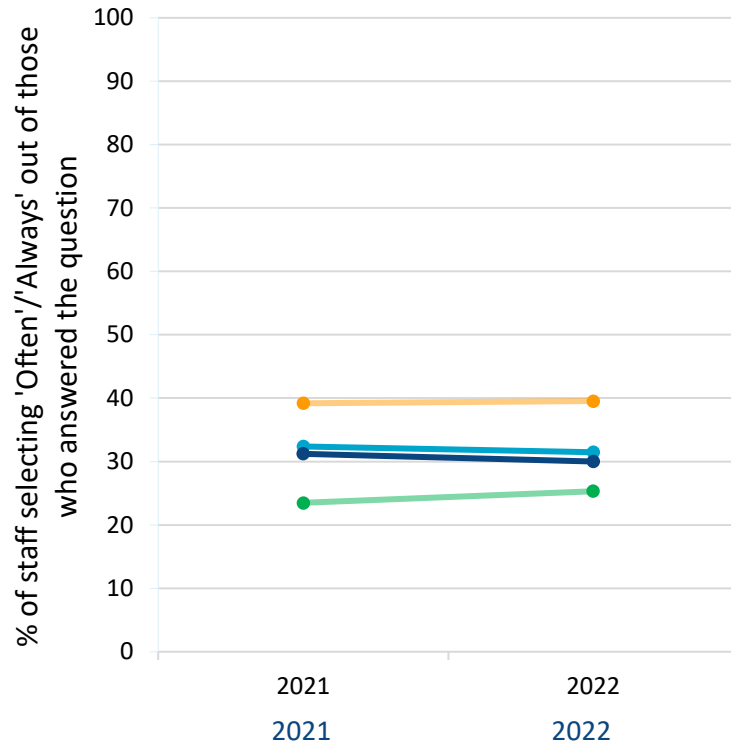


	2021	2022
Your org	38.5%	41.1%
Best	30.8%	32.3%
Average	40.1%	40.3%
Worst	49.9%	51.6%

Responses 2626 2954

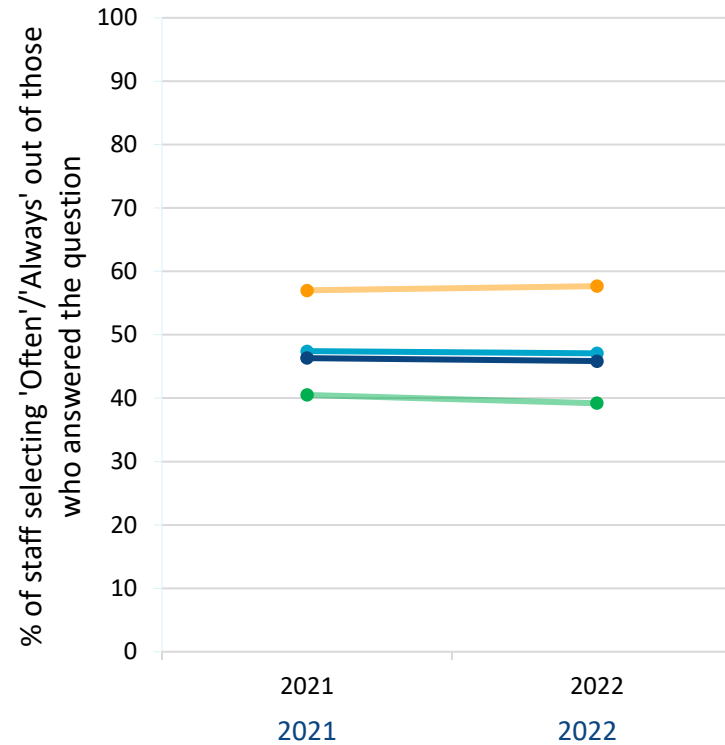


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



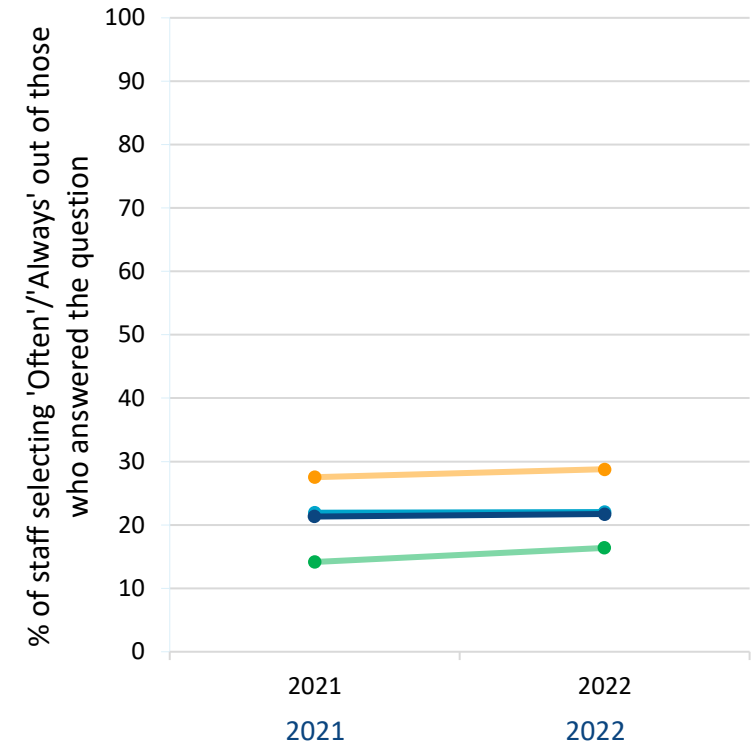
	2021	2022
Your org	31.2%	30.0%
Best	23.5%	25.3%
Average	32.4%	31.5%
Worst	39.2%	39.5%
Responses	2623	2944

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



	2021	2022
Your org	46.3%	45.9%
Best	40.5%	39.2%
Average	47.4%	47.1%
Worst	57.0%	57.7%
Responses	2622	2940

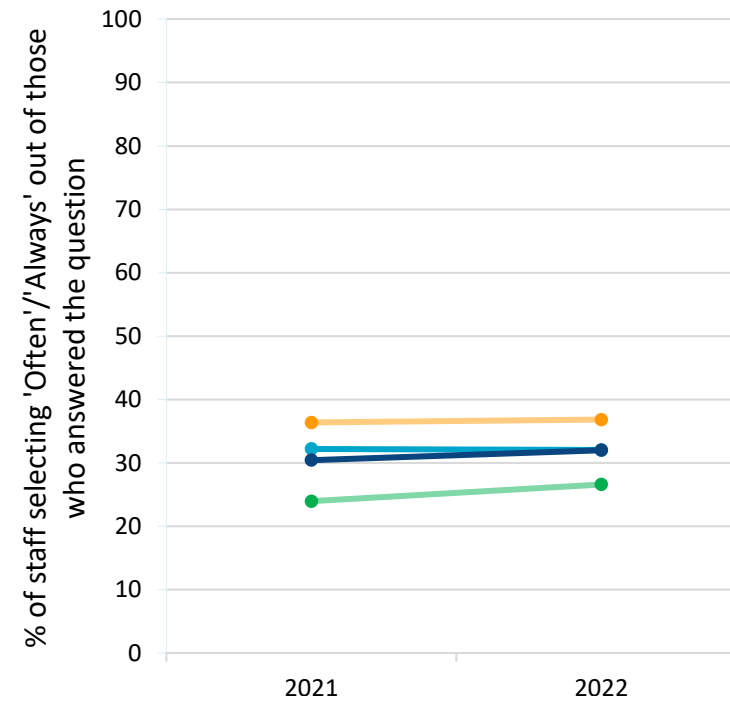
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022
Your org	21.3%	21.7%
Best	14.2%	16.4%
Average	21.9%	22.0%
Worst	27.5%	28.8%
Responses	2614	2936



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



	2021	2022
Your org	30.4%	32.0%
Best	23.9%	26.6%
Average	32.2%	32.0%
Worst	36.4%	36.8%

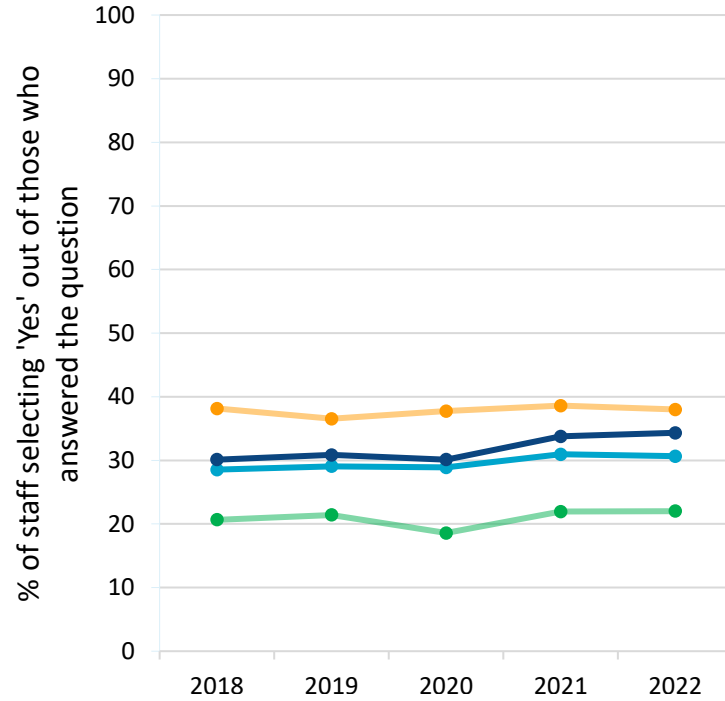
Responses 2620 2948
East and North Hertfordshire NHS Trust Benchmark report



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

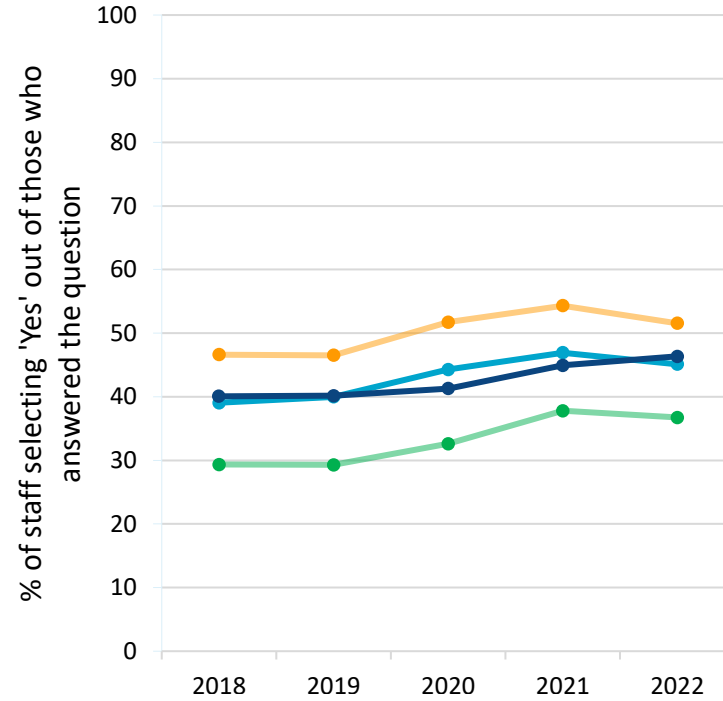


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



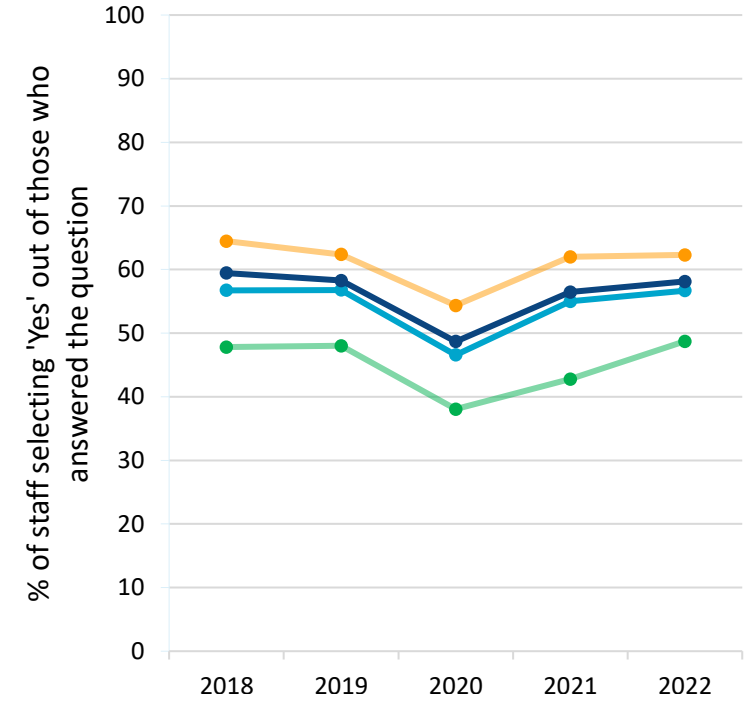
	2018	2019	2020	2021	2022
Your org	30.1%	30.9%	30.1%	33.8%	34.3%
Best	20.7%	21.4%	18.6%	21.9%	22.0%
Average	28.5%	29.1%	28.9%	31.0%	30.6%
Worst	38.1%	36.5%	37.7%	38.6%	38.0%
Responses	2337	2561	2622	2616	2945

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



	2018	2019	2020	2021	2022
Your org	40.1%	40.2%	41.3%	44.9%	46.3%
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	2343	2561	2619	2617	2943

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



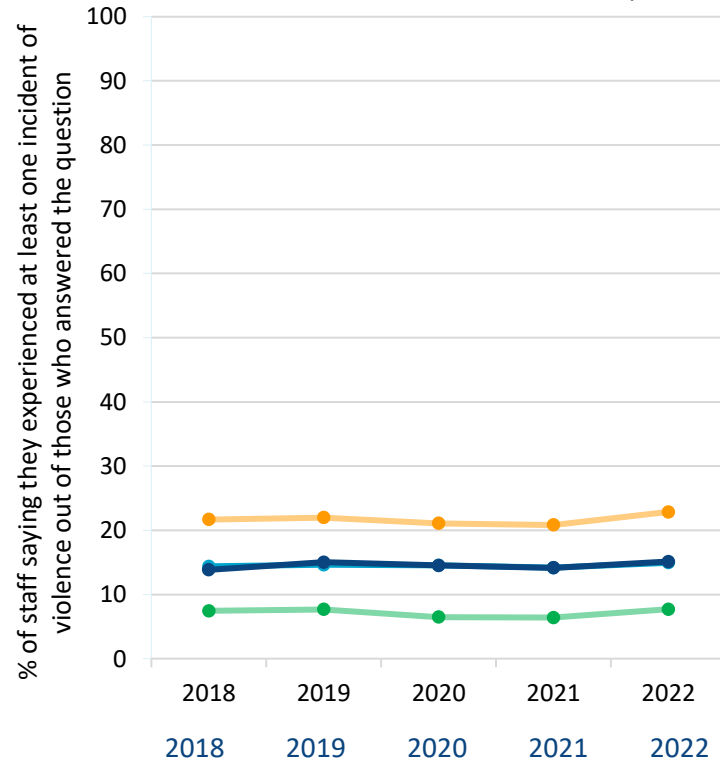
	2018	2019	2020	2021	2022
Your org	59.4%	58.3%	48.7%	56.5%	58.1%
Best	47.8%	48.0%	38.0%	42.8%	48.7%
Average	56.7%	56.8%	46.6%	55.0%	56.7%
Worst	64.5%	62.4%	54.3%	62.0%	62.3%
Responses	2338	2560	2624	2606	2941



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

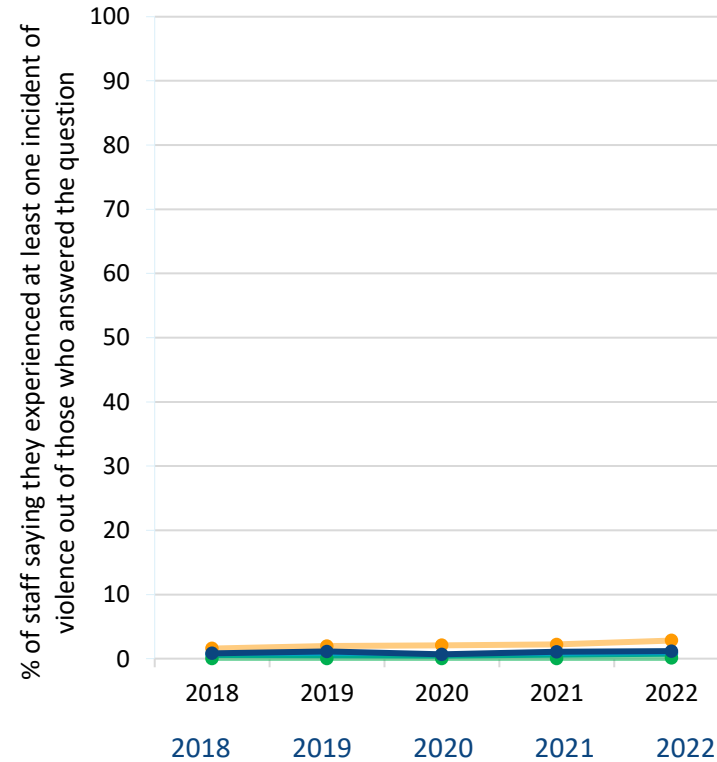


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



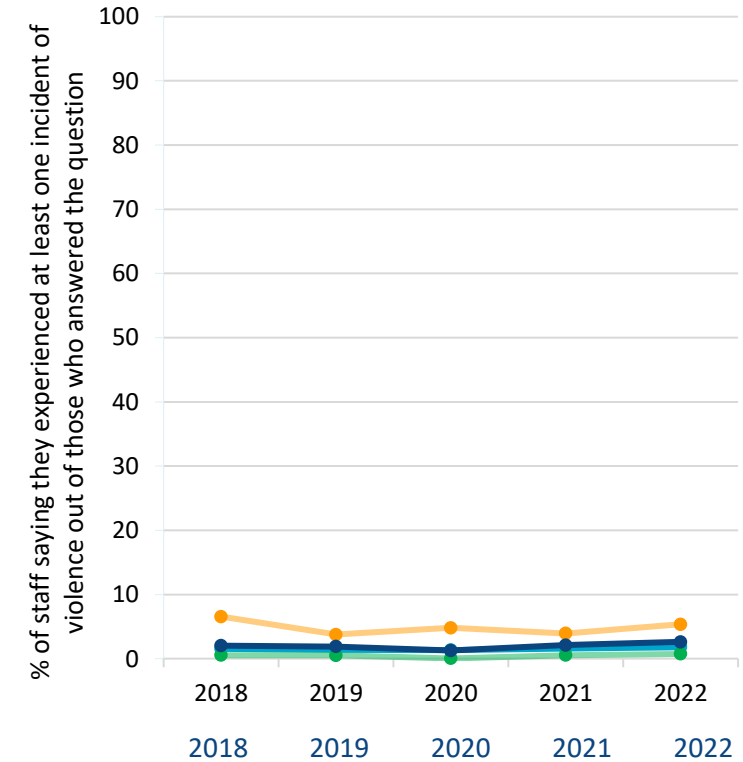
Your org	2018	2019	2020	2021	2022
Best	7.5%	7.7%	6.5%	6.4%	7.7%
Average	14.4%	14.6%	14.5%	14.2%	15.0%
Worst	21.7%	22.0%	21.1%	20.8%	22.8%
Responses	2342	2554	2621	2628	2953

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



Your org	2018	2019	2020	2021	2022
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	2328	2547	2608	2610	2944

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



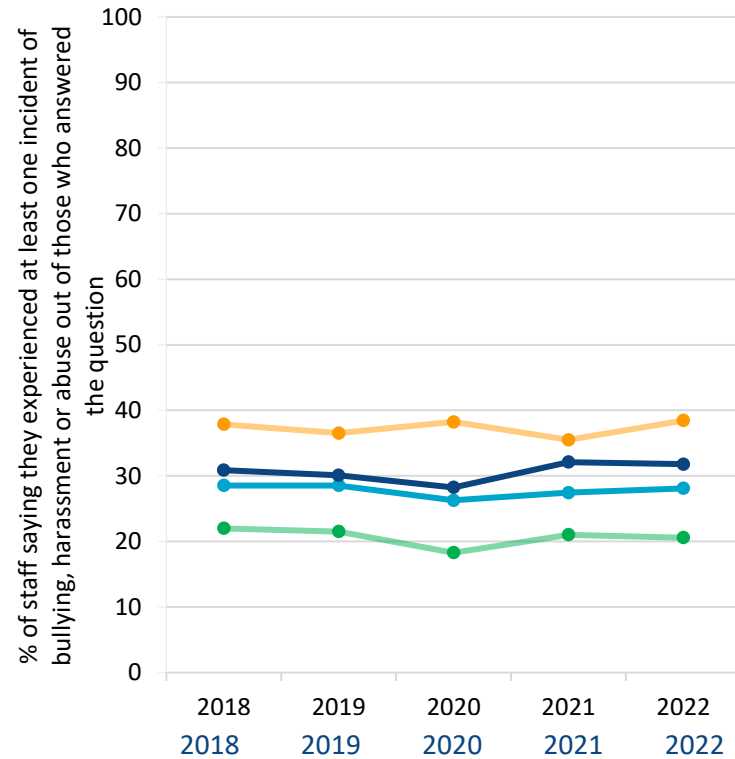
Your org	2018	2019	2020	2021	2022
Best	0.6%	0.5%	0.1%	0.6%	0.7%
Average	1.5%	1.4%	1.4%	1.6%	1.8%
Worst	6.6%	3.8%	4.8%	4.0%	5.4%
Responses	2315	2531	2592	2589	2927



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

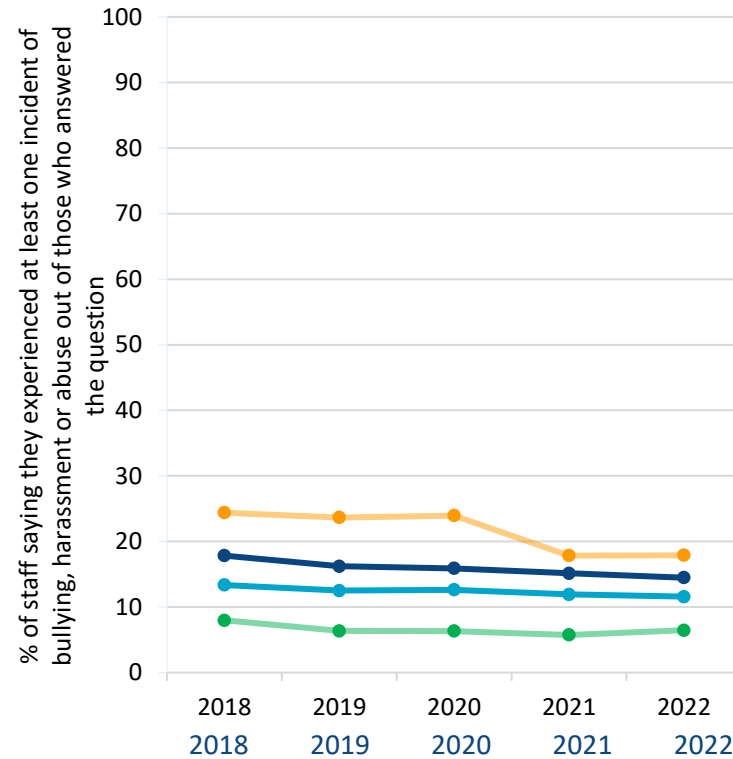


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



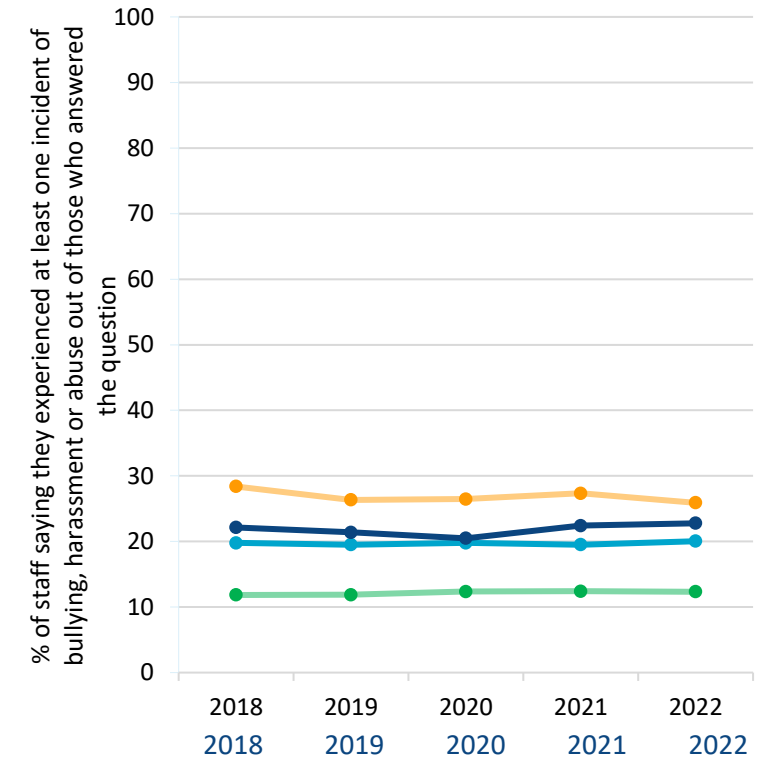
Your org	30.9%	30.1%	28.2%	32.1%	31.8%
Best	22.0%	21.5%	18.3%	21.0%	20.6%
Average	28.5%	28.5%	26.3%	27.4%	28.1%
Worst	37.9%	36.5%	38.2%	35.5%	38.5%
Responses	2329	2559	2607	2624	2940

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



Your org	17.8%	16.2%	15.9%	15.1%	14.5%
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	2318	2550	2593	2606	2915

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



Your org	22.1%	21.4%	20.5%	22.4%	22.8%
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	2316	2522	2581	2590	2907

People Promise element – We are always learning



Questions included:

Development – Q22a, Q22b, Q22c, Q22d, Q22e

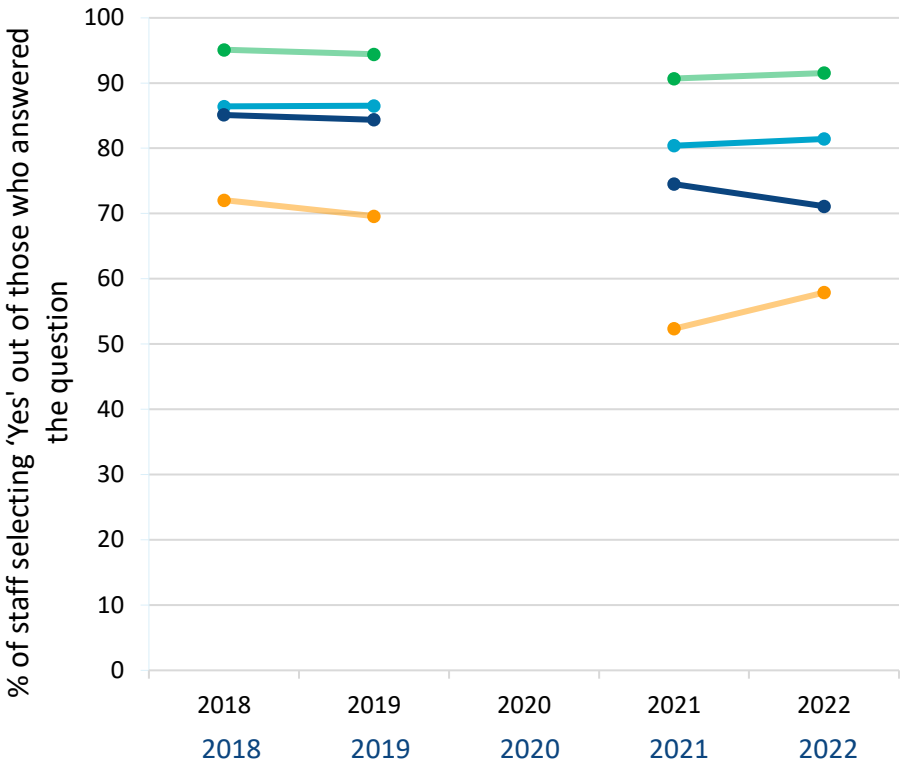
Appraisals – Q21b, Q21c, Q21d



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

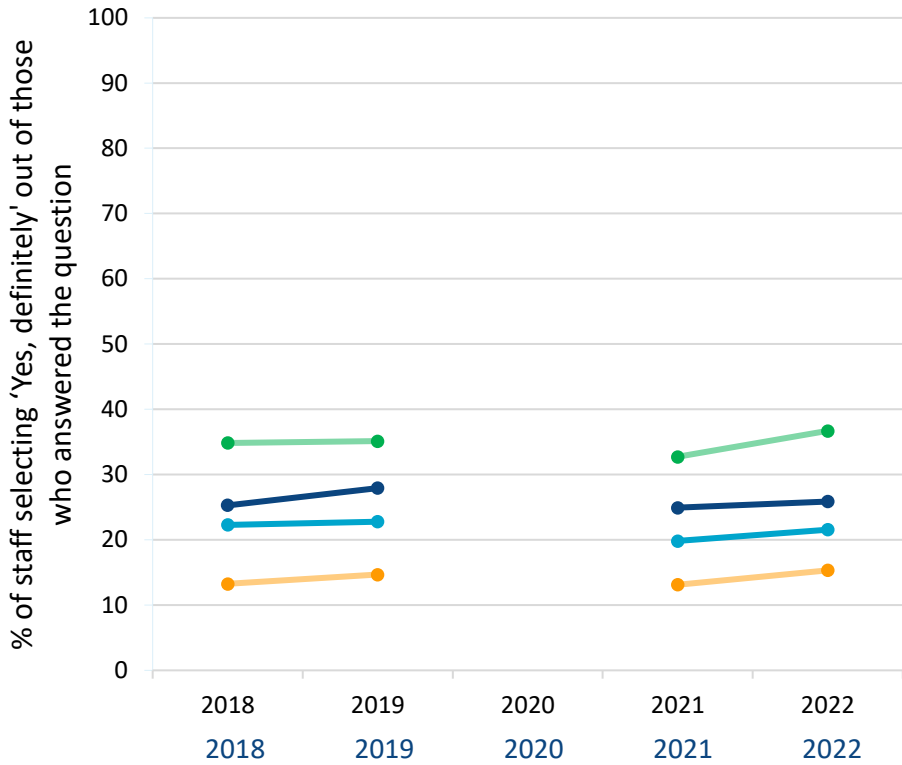


Q21a In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



Your org	85.1%	84.4%	-	74.5%	71.1%
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	2318	2538	-	2617	2927

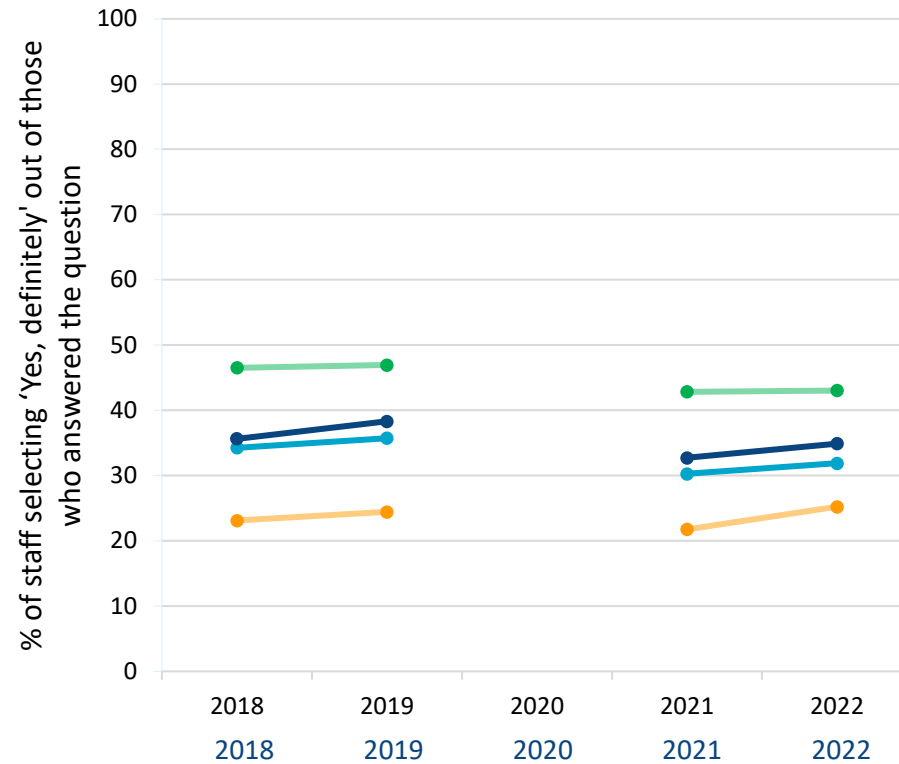
Q21b It helped me to improve how I do my job.



Your org	25.3%	27.9%	-	24.9%	25.9%
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	1960	2131	-	1916	2075

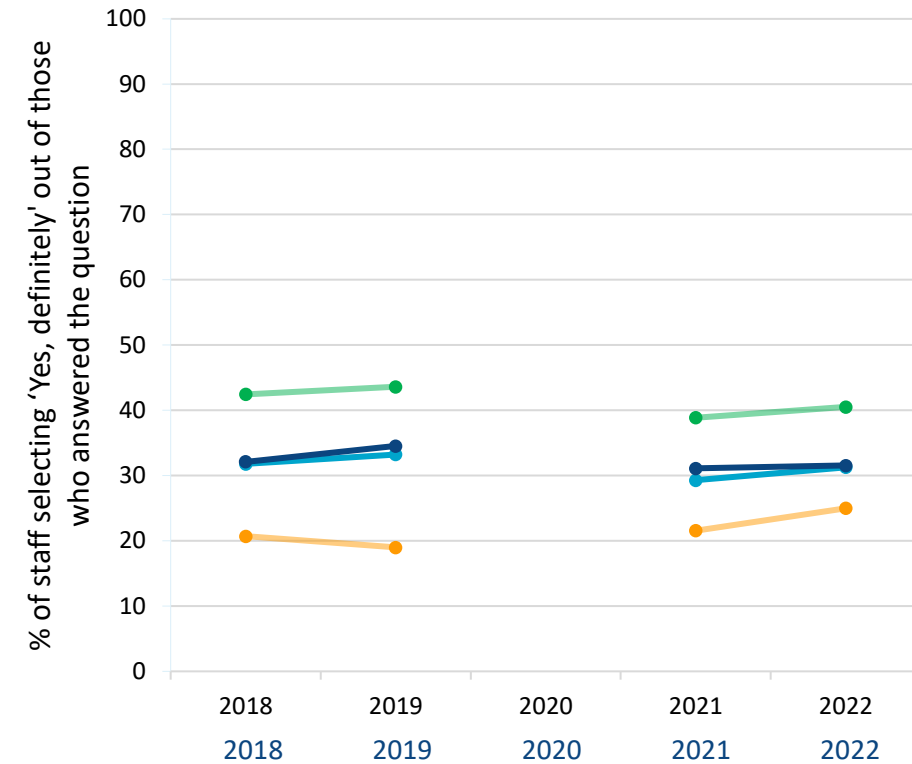


Q21c It helped me agree clear objectives for my work.



Your org	35.6%	38.3%	-	32.7%	34.9%
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	1955	2126	-	1907	2074

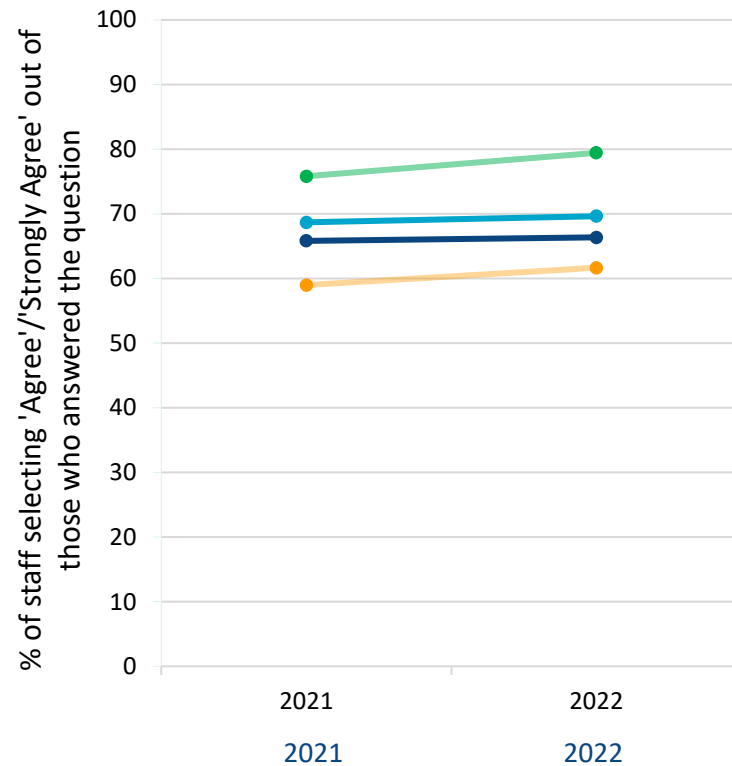
Q21d It left me feeling that my work is valued by my organisation.



Your org	32.1%	34.5%	-	31.1%	31.5%
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	1950	2118	-	1912	2076

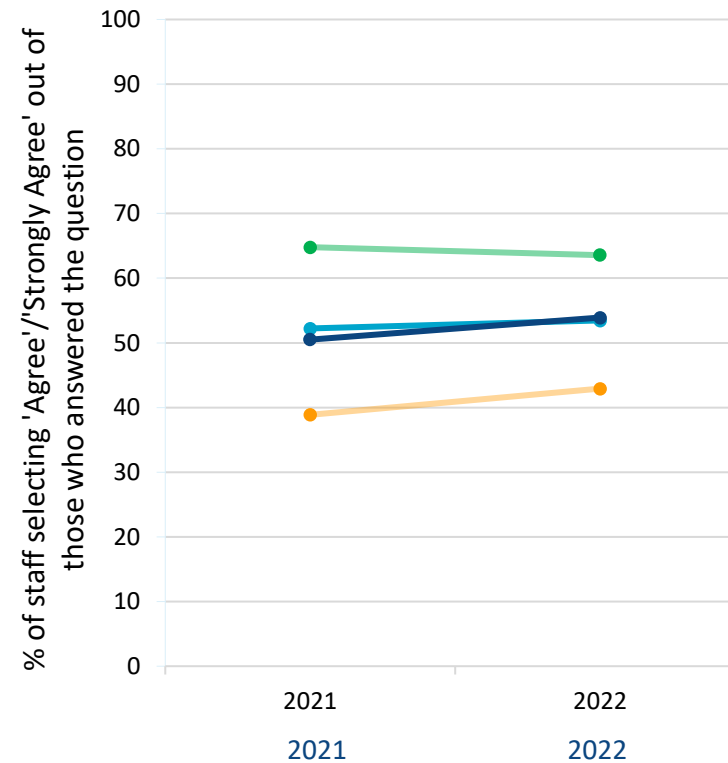


Q22a This organisation offers me challenging work.



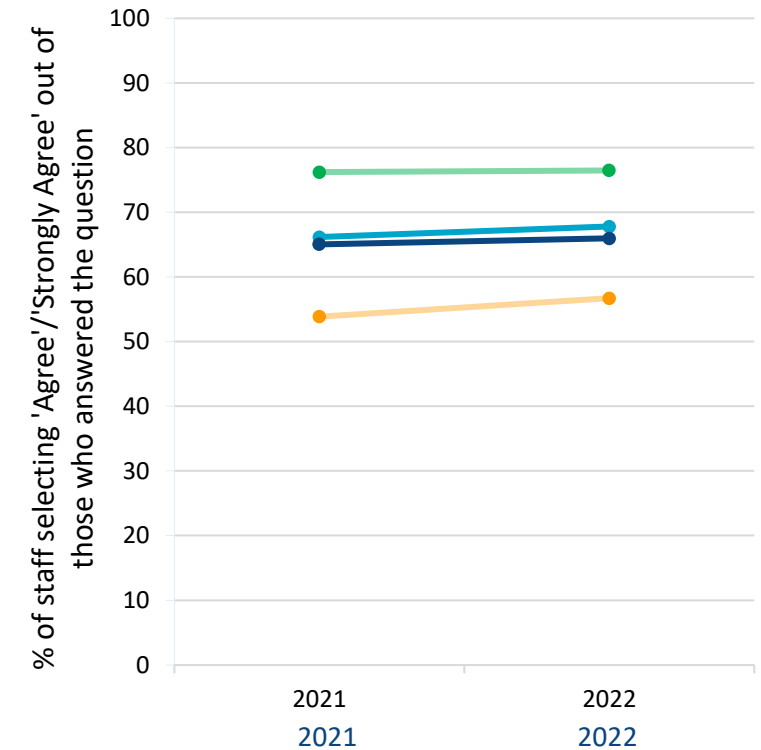
	2021	2022
Your org	65.8%	66.4%
Best	75.8%	79.4%
Average	68.7%	69.6%
Worst	59.0%	61.7%

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



	2021	2022
Your org	50.5%	53.9%
Best	64.8%	63.6%
Average	52.2%	53.4%
Worst	38.9%	42.9%

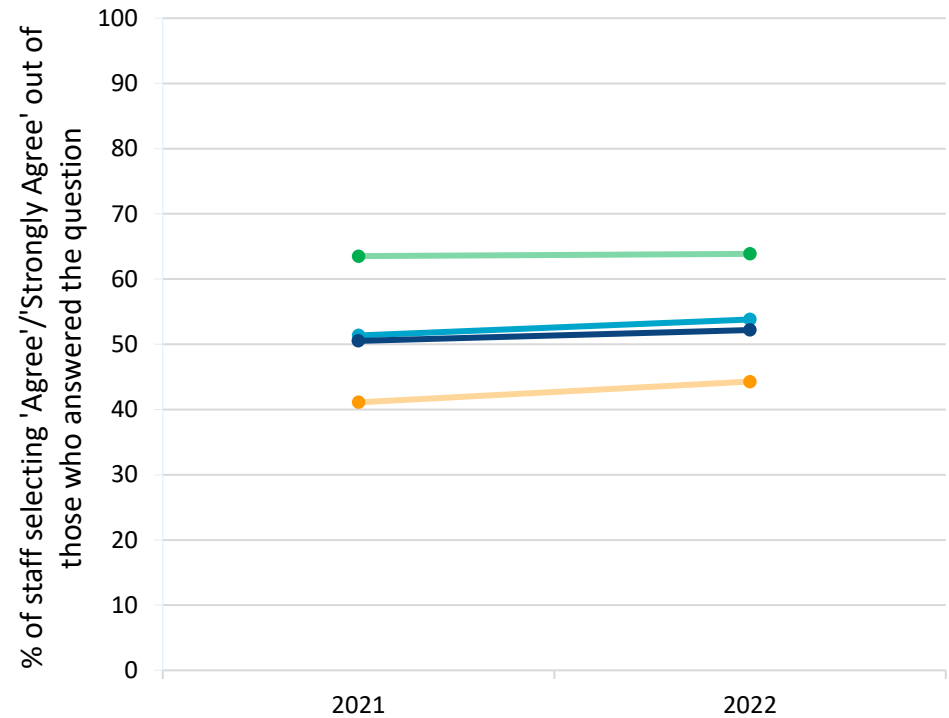
Q22c I have opportunities to improve my knowledge and skills.



	2021	2022
Your org	65.0%	65.9%
Best	76.2%	76.5%
Average	66.2%	67.8%
Worst	53.9%	56.7%

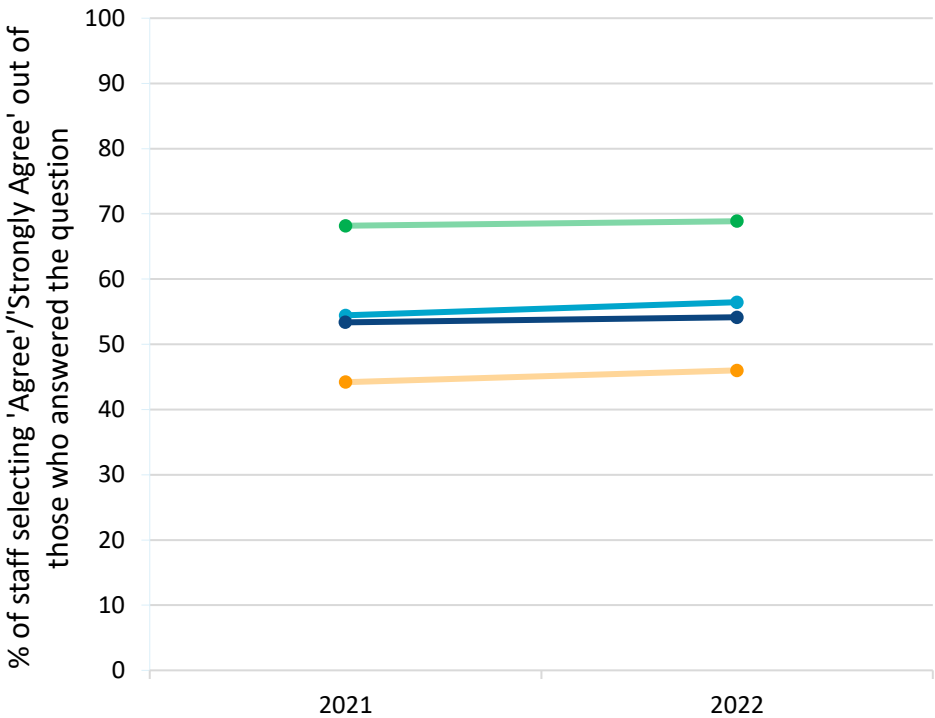


Q22d I feel supported to develop my potential.



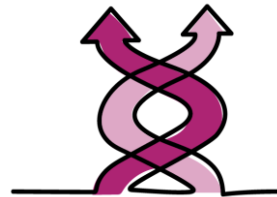
	2021	2022
Your org	50.5%	52.2%
Best	63.5%	63.9%
Average	51.4%	53.8%
Worst	41.1%	44.3%
Responses	2616	2934

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



	2021	2022
Your org	53.4%	54.1%
Best	68.2%	68.9%
Average	54.4%	56.4%
Worst	44.2%	46.0%
Responses	2618	2927

People Promise element – We work flexibly



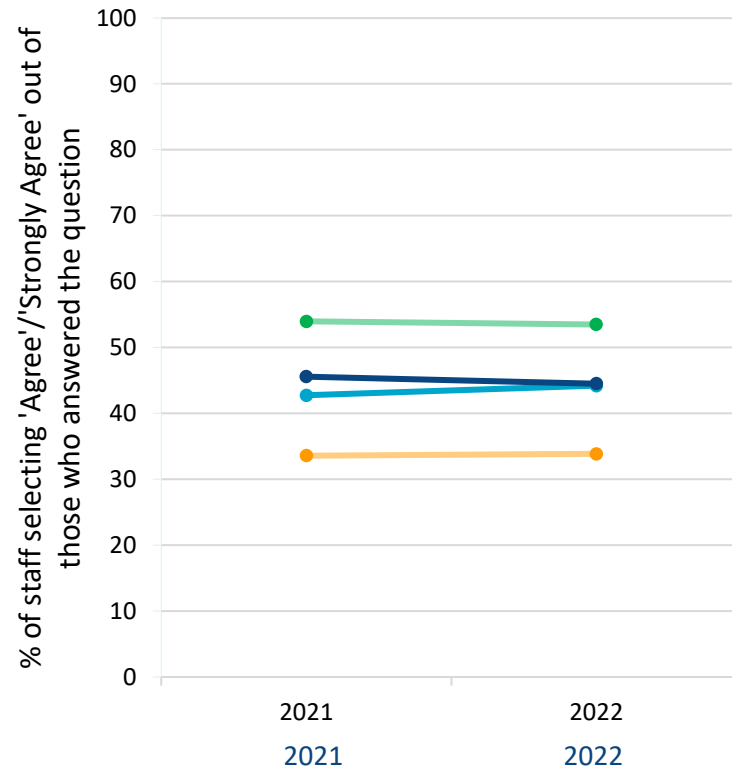
Questions included:

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

Flexible working – Q4d



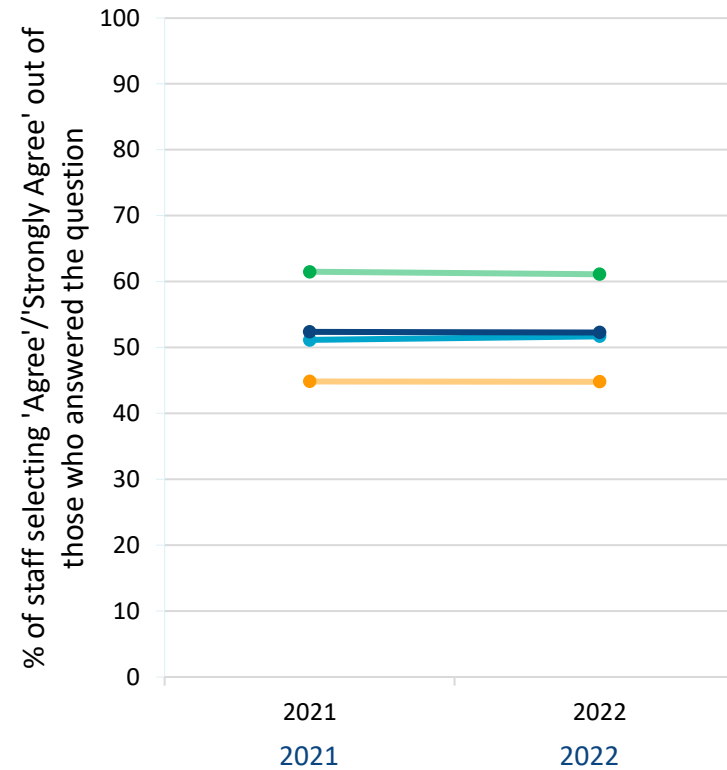
Q6b My organisation is committed to helping me balance my work and home life.



Your org	2021	2022
Best	54.0%	53.5%
Average	42.7%	44.2%
Worst	33.6%	33.9%

Responses 2637 2951

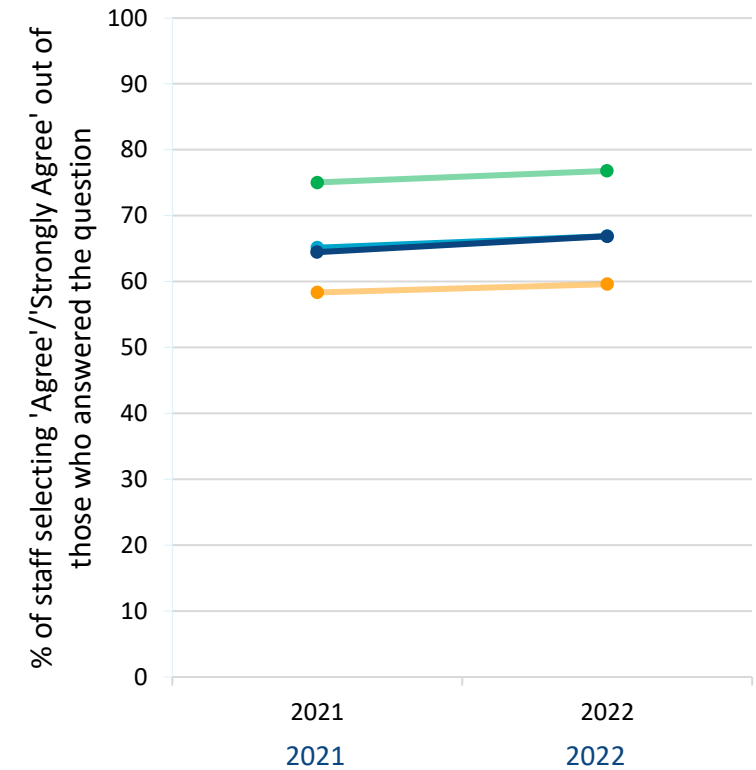
Q6c I achieve a good balance between my work life and my home life.



Your org	2021	2022
Best	61.5%	61.1%
Average	51.1%	51.7%
Worst	44.9%	44.8%

Responses 2632 2950

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

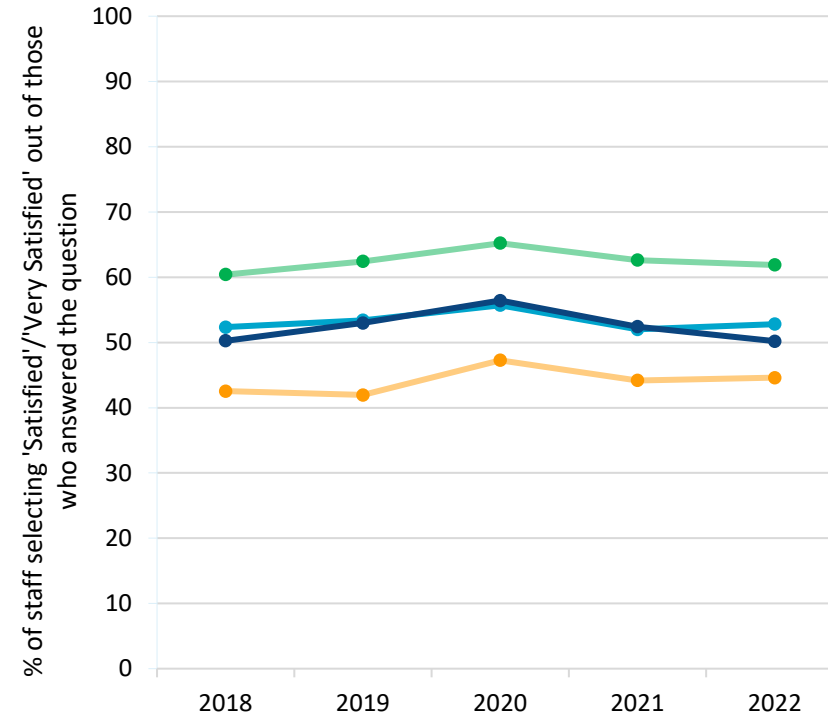


Your org	2021	2022
Best	75.0%	76.8%
Average	65.2%	66.9%
Worst	58.4%	59.6%

Responses 2633 2948

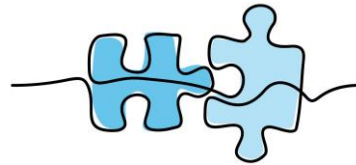


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2018	2019	2020	2021	2022
Your org	50.3%	53.0%	56.4%	52.4%	50.2%
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	2364	2582	2624	2631	2942

People Promise element – We are a team



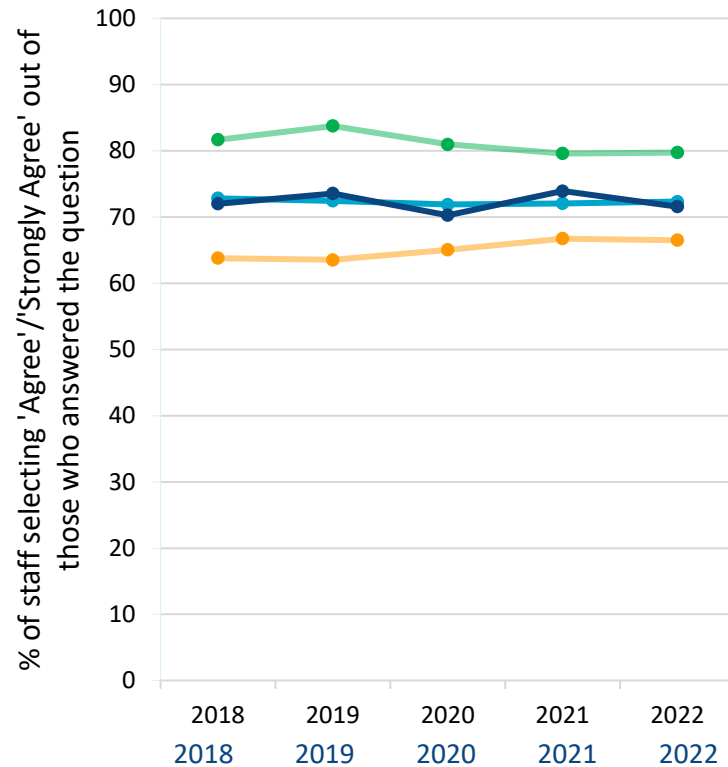
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

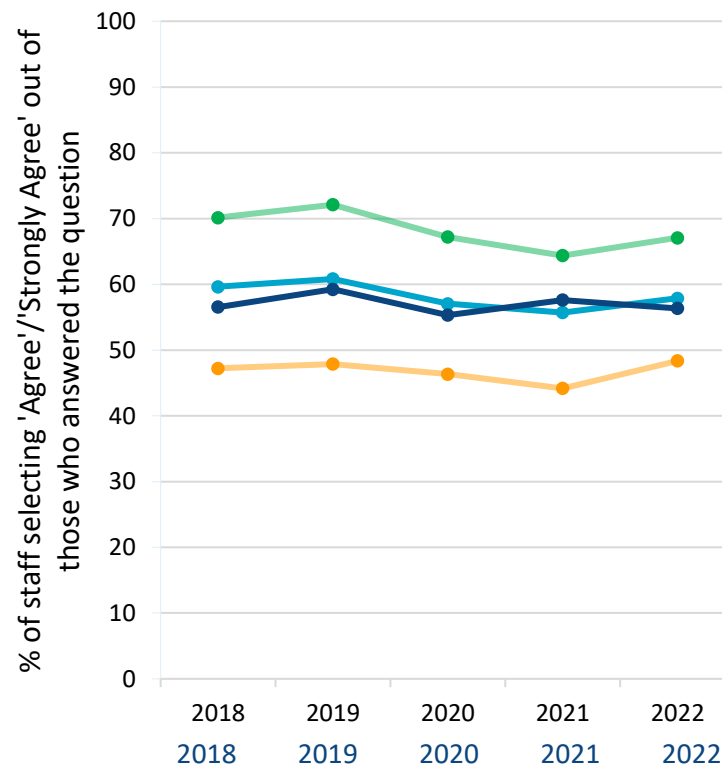


Q7a The team I work in has a set of shared objectives.



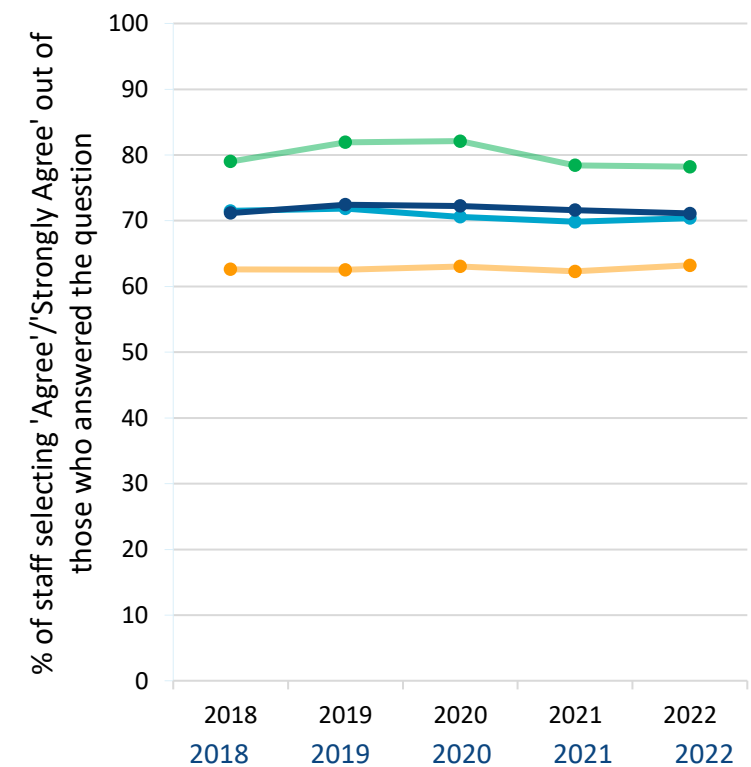
	2018	2019	2020	2021	2022
Your org	72.0%	73.6%	70.3%	73.9%	71.6%
Best	81.7%	83.8%	81.0%	79.6%	79.8%
Average	72.8%	72.5%	71.9%	72.1%	72.3%
Worst	63.8%	63.5%	65.0%	66.8%	66.5%
Responses	2360	2573	2619	2633	2943

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



	2018	2019	2020	2021	2022
Your org	56.5%	59.3%	55.3%	57.6%	56.4%
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	2358	2581	2625	2633	2944

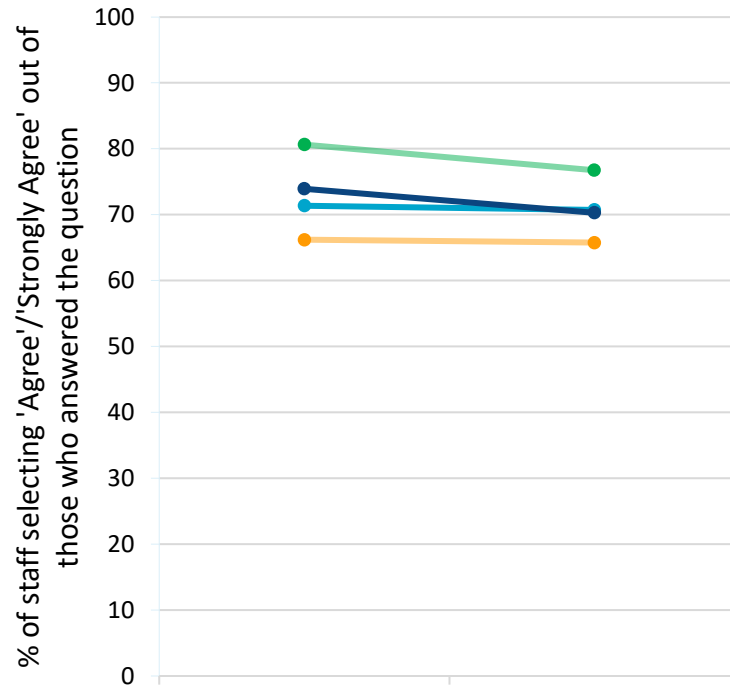
Q7c I receive the respect I deserve from my colleagues at work.



	2018	2019	2020	2021	2022
Your org	71.1%	72.5%	72.2%	71.6%	71.1%
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	2362	2591	2629	2634	2946

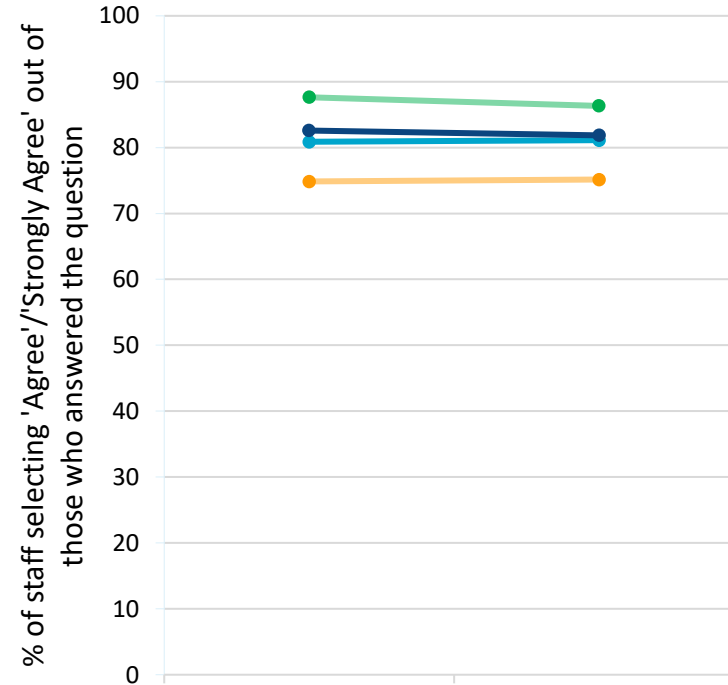


Q7d Team members understand each other's roles.



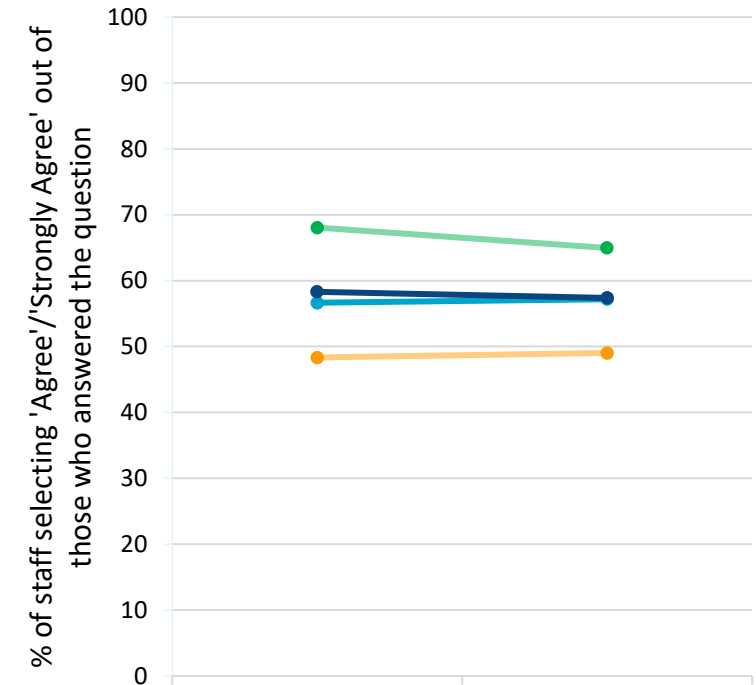
	2021	2022
Your org	73.9%	70.3%
Best	80.6%	76.8%
Average	71.4%	70.7%
Worst	66.2%	65.8%
Responses	2633	2938

Q7e I enjoy working with the colleagues in my team.

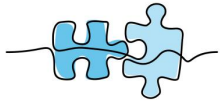


	2021	2022
Your org	82.6%	81.9%
Best	87.6%	86.3%
Average	80.9%	81.1%
Worst	74.8%	75.1%
Responses	2632	2946

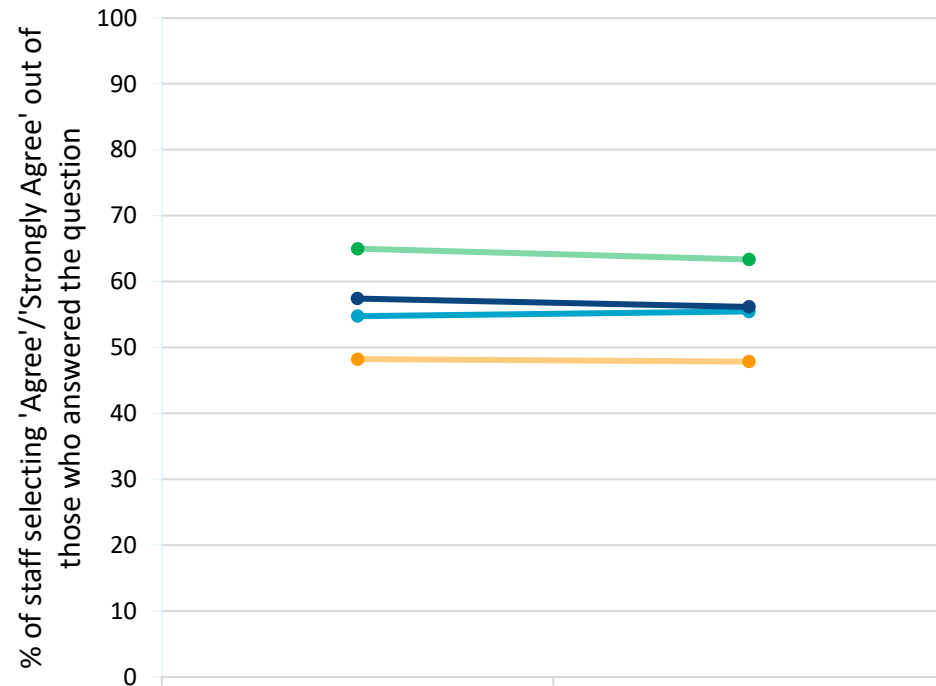
Q7f My team has enough freedom in how to do its work.



	2021	2022
Your org	58.3%	57.4%
Best	68.0%	64.9%
Average	56.6%	57.2%
Worst	48.3%	49.0%
Responses	2630	2943



Q7g In my team disagreements are dealt with constructively.



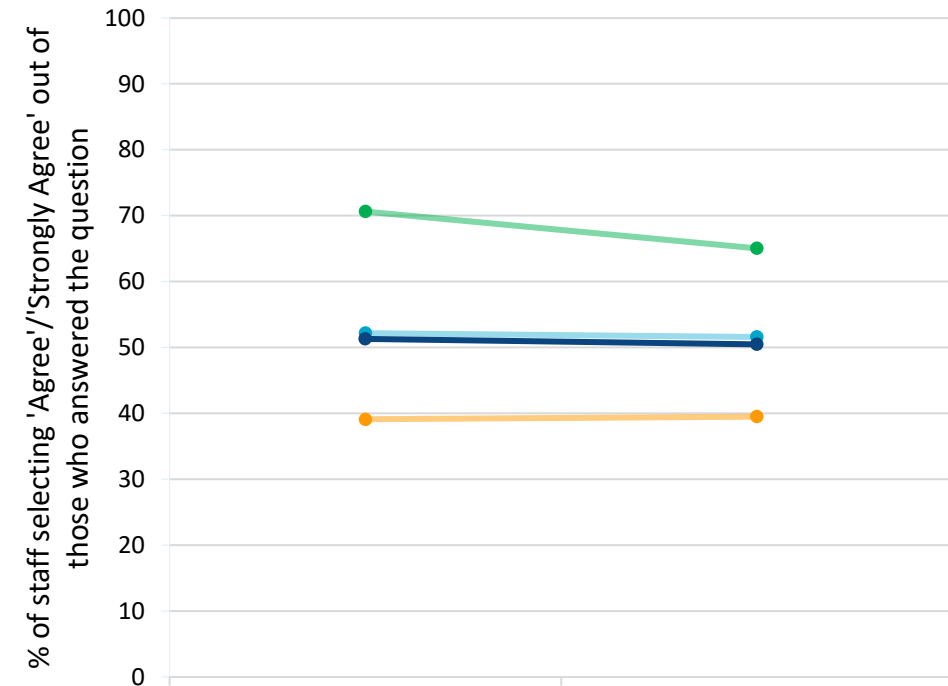
Your org	2021	2022
Best	65.0%	63.3%
Average	54.8%	55.5%
Worst	48.2%	47.9%

Responses

2628

2938

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

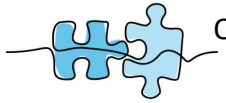


Your org	2021	2022
Best	70.6%	65.1%
Average	52.2%	51.6%
Worst	39.1%	39.5%

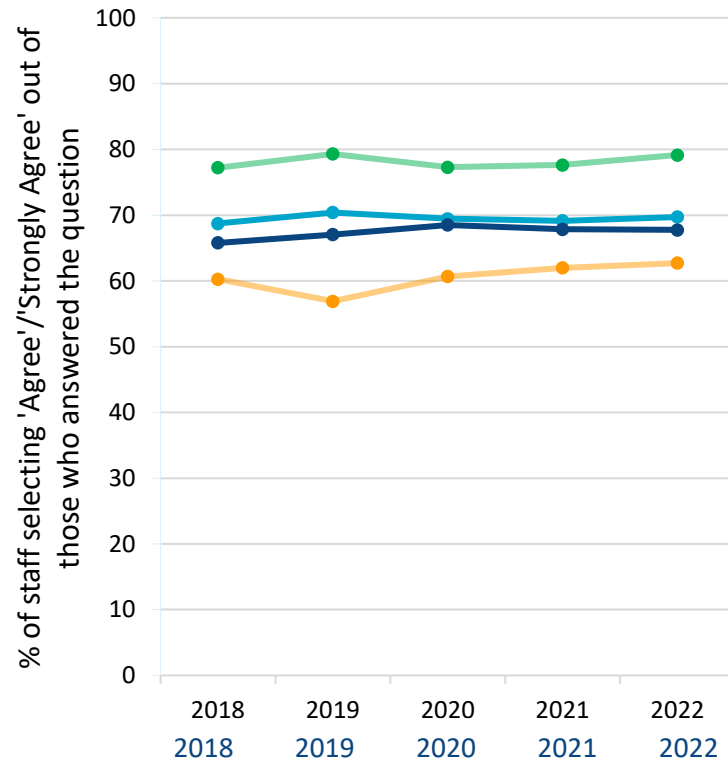
Responses

2634

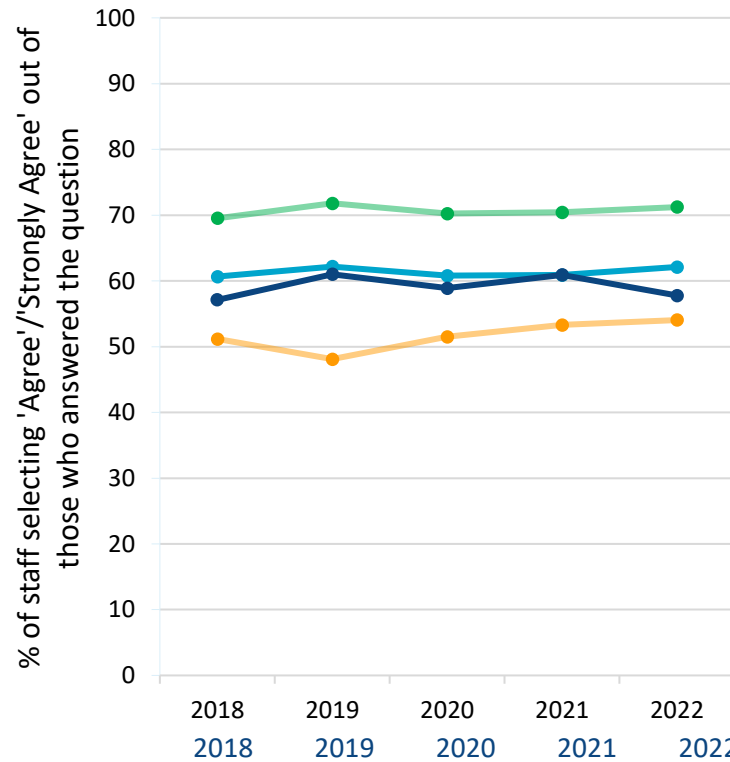
2945



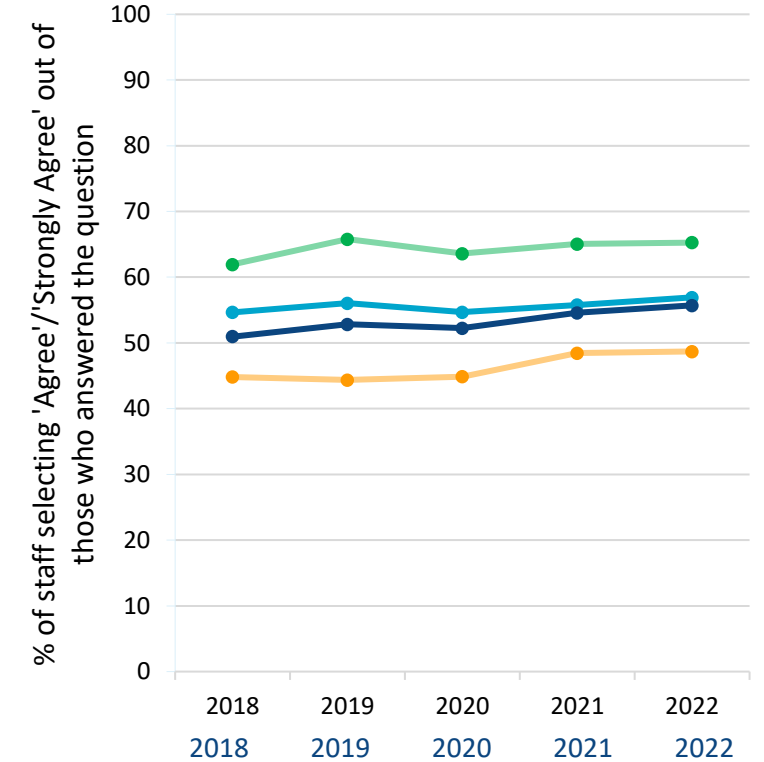
Q9a My immediate manager encourages me at work.

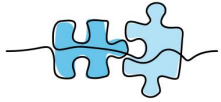


Q9b My immediate manager gives me clear feedback on my work.

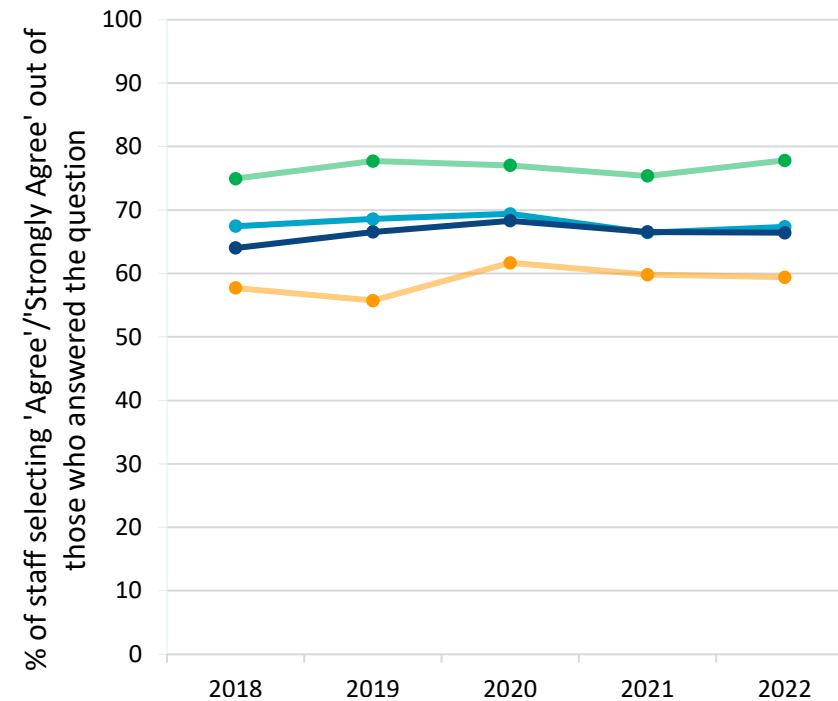


Q9c My immediate manager asks for my opinion before making decisions that affect my work.





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



	2018	2019	2020	2021	2022
Your org	64.0%	66.6%	68.3%	66.6%	66.4%
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 2356 2582 2621 2637 2950

East and North Hertfordshire NHS Trust Benchmark report

Theme – Staff engagement

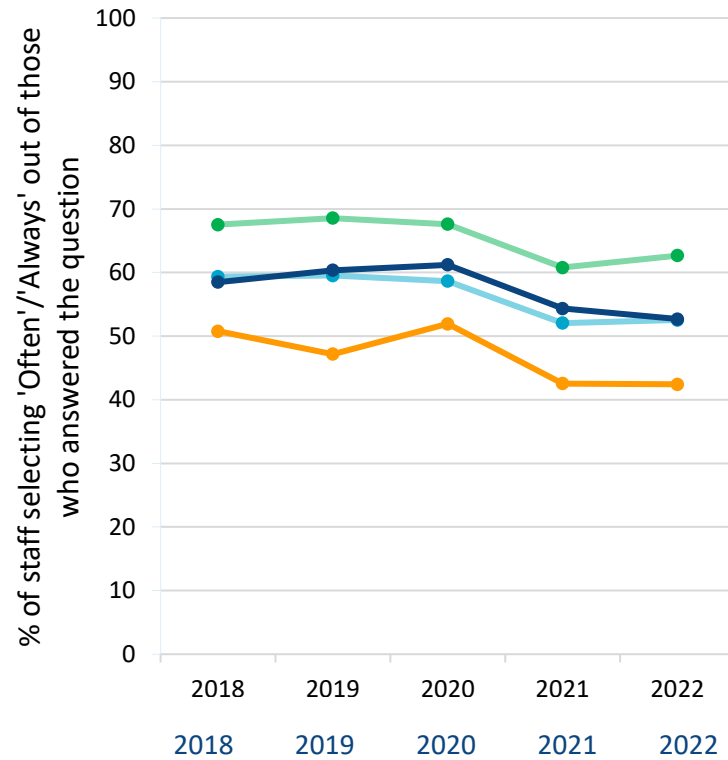
Questions included:

Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

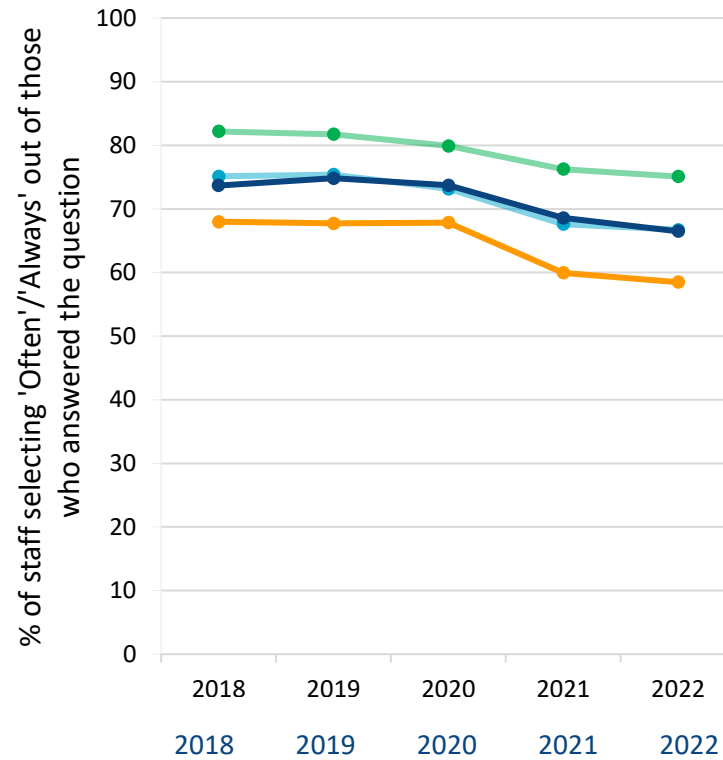
Advocacy – Q23a, Q23c, Q23d

Q2a I look forward to going to work.



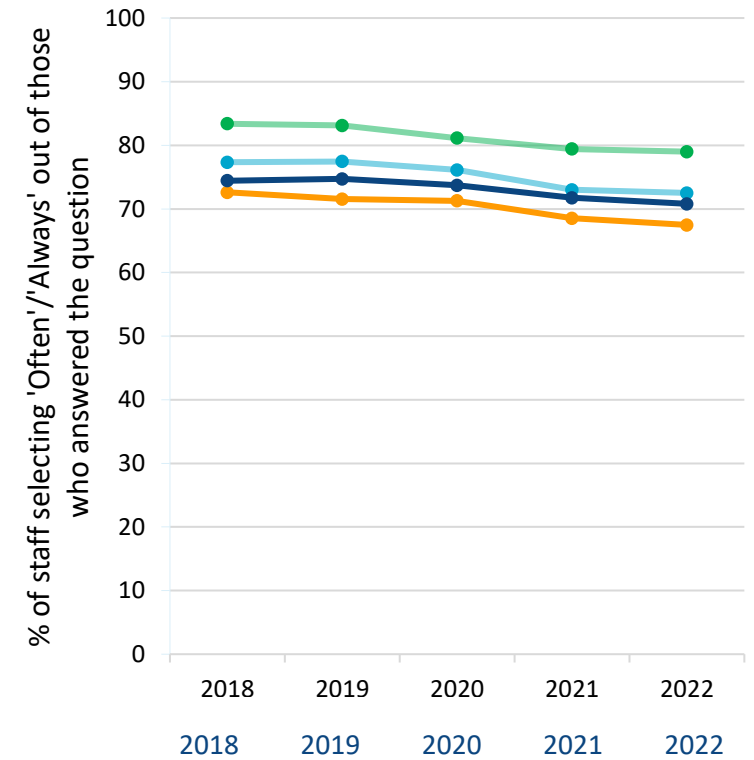
	2018	2019	2020	2021	2022
Your org	58.5%	60.3%	61.2%	54.4%	52.7%
Best	67.5%	68.6%	67.6%	60.8%	62.7%
Average	59.4%	59.5%	58.6%	52.0%	52.5%
Worst	50.8%	47.2%	51.9%	42.5%	42.4%
Responses	2360	2582	2623	2623	2935

Q2b I am enthusiastic about my job.



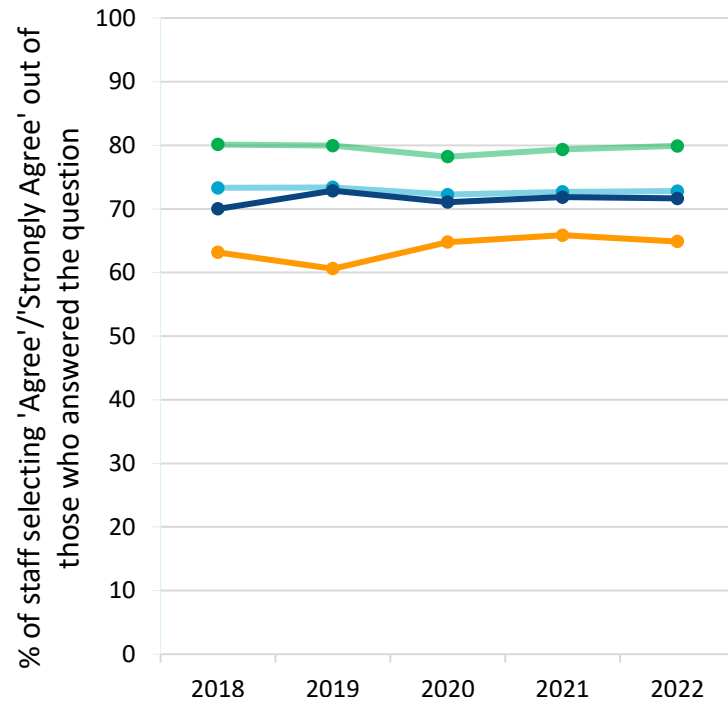
	2018	2019	2020	2021	2022
Your org	73.7%	74.8%	73.7%	68.6%	66.5%
Best	82.2%	81.7%	79.9%	76.2%	75.1%
Average	75.1%	75.4%	73.2%	67.6%	66.7%
Worst	68.0%	67.7%	67.9%	60.0%	58.5%
Responses	2347	2571	2610	2608	2923

Q2c Time passes quickly when I am working.



	2018	2019	2020	2021	2022
Your org	74.4%	74.7%	73.7%	71.8%	70.8%
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	2342	2562	2601	2609	2923

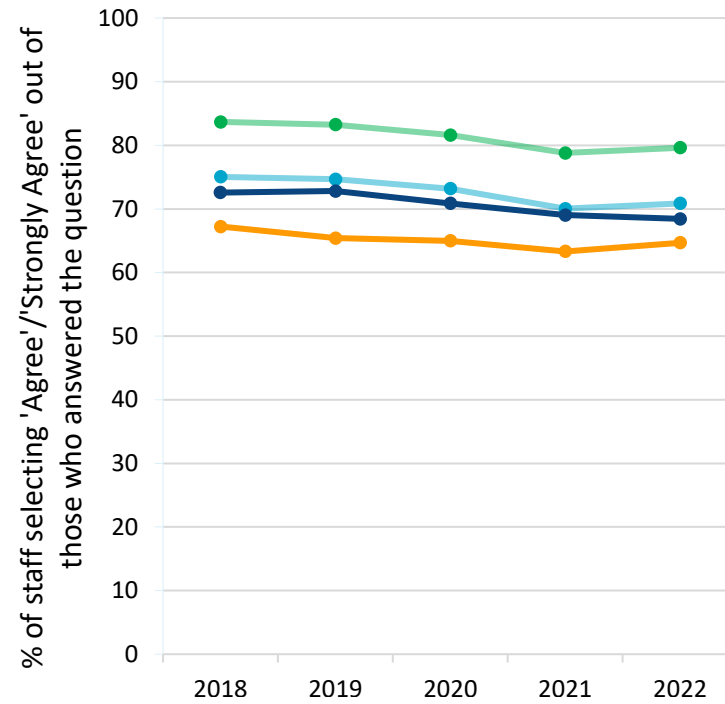
Q3c There are frequent opportunities for me to show initiative in my role.



	2018	2019	2020	2021	2022
Your org	70.0%	72.9%	71.1%	71.9%	71.6%
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 2368 2590 2633 2629 2949

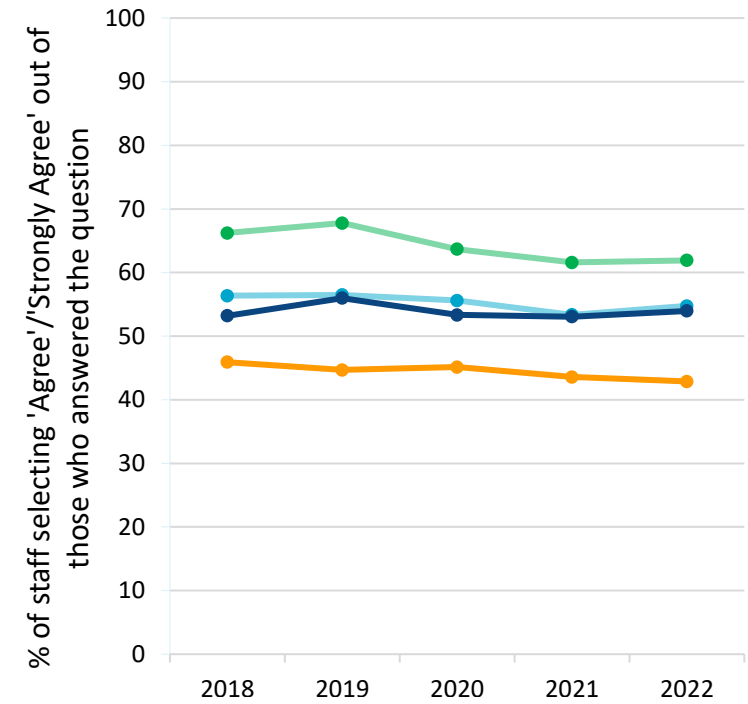
Q3d I am able to make suggestions to improve the work of my team / department.



	2018	2019	2020	2021	2022
Your org	72.6%	72.8%	70.9%	69.0%	68.4%
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 2366 2592 2621 2628 2938

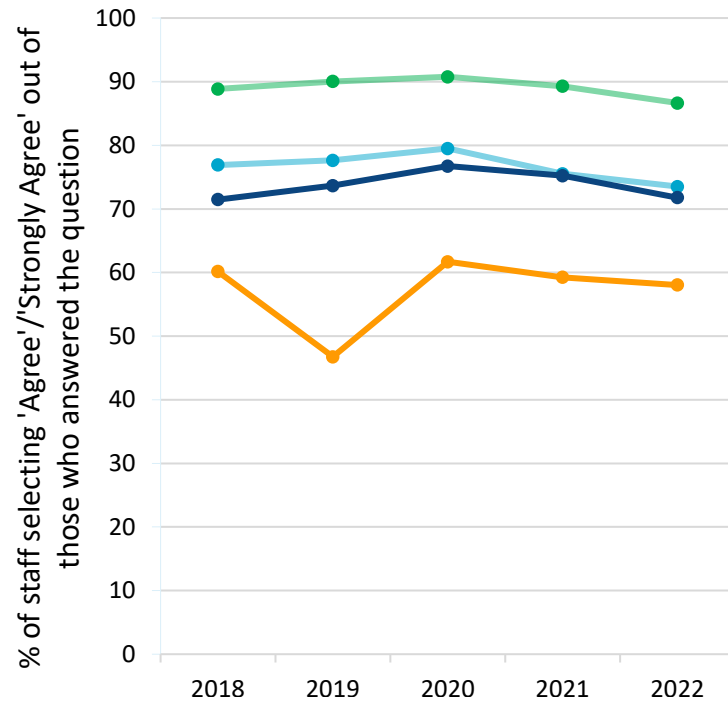
Q3f I am able to make improvements happen in my area of work.



	2018	2019	2020	2021	2022
Your org	53.2%	56.0%	53.3%	53.1%	54.0%
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%

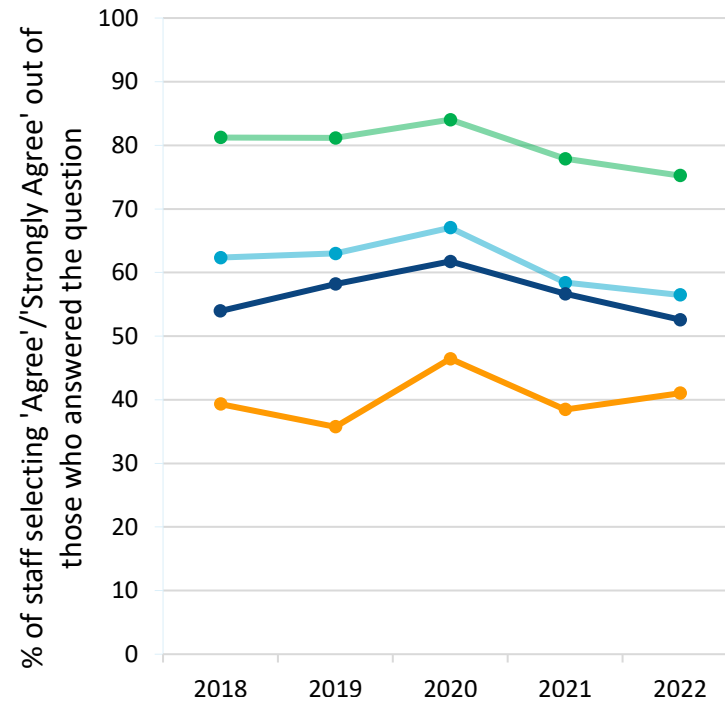
Responses 2356 2580 2625 2620 2933

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



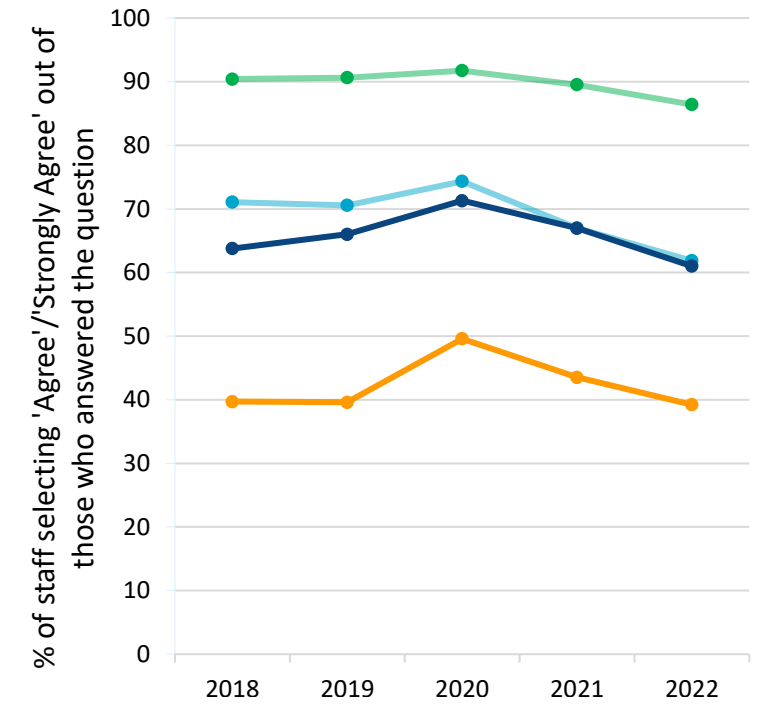
	2018	2019	2020	2021	2022
Your org	71.5%	73.7%	76.7%	75.2%	71.8%
Best	88.8%	90.0%	90.8%	89.3%	86.6%
Average	76.9%	77.6%	79.5%	75.5%	73.5%
Worst	60.1%	46.7%	61.7%	59.2%	58.0%
Responses	2325	2548	2629	2621	2938

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



	2018	2019	2020	2021	2022
Your org	54.0%	58.2%	61.7%	56.7%	52.6%
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	2322	2544	2627	2620	2935

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	63.8%	66.0%	71.3%	67.0%	61.0%
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	2323	2542	2620	2624	2934

Theme - Morale

Questions included:

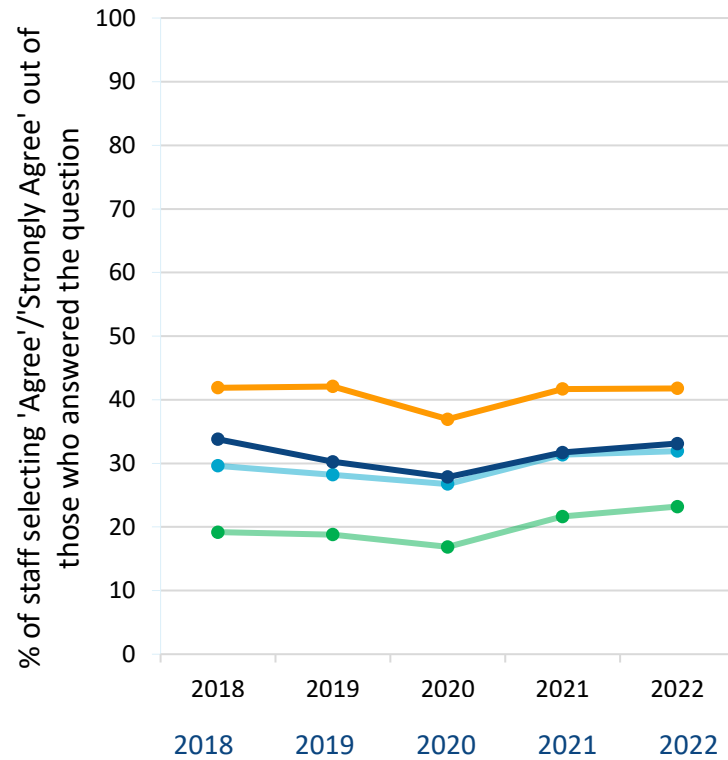
Thinking about leaving – Q24a, Q24b, Q24c

Work pressure – Q3g, Q3h, Q3i

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

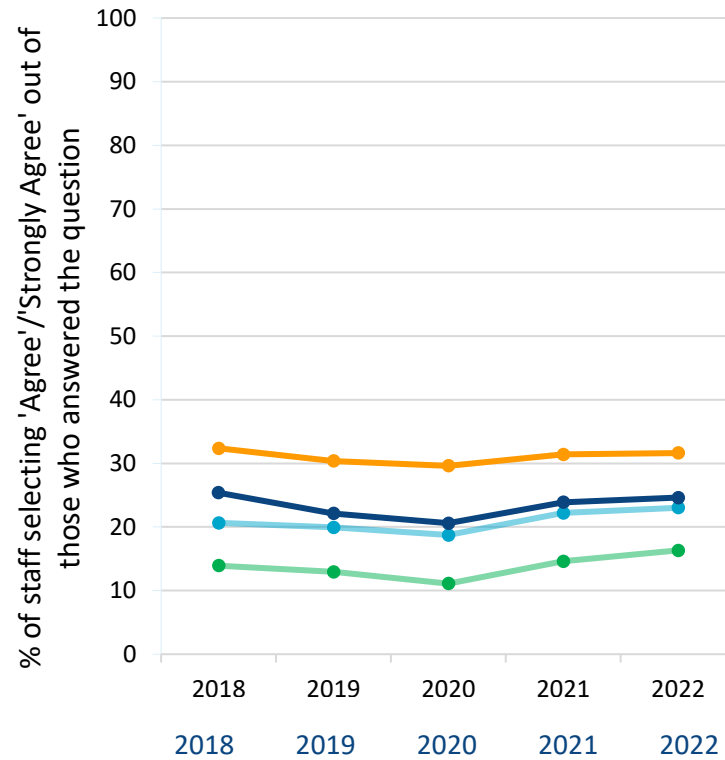
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Q24a I often think about leaving this organisation.



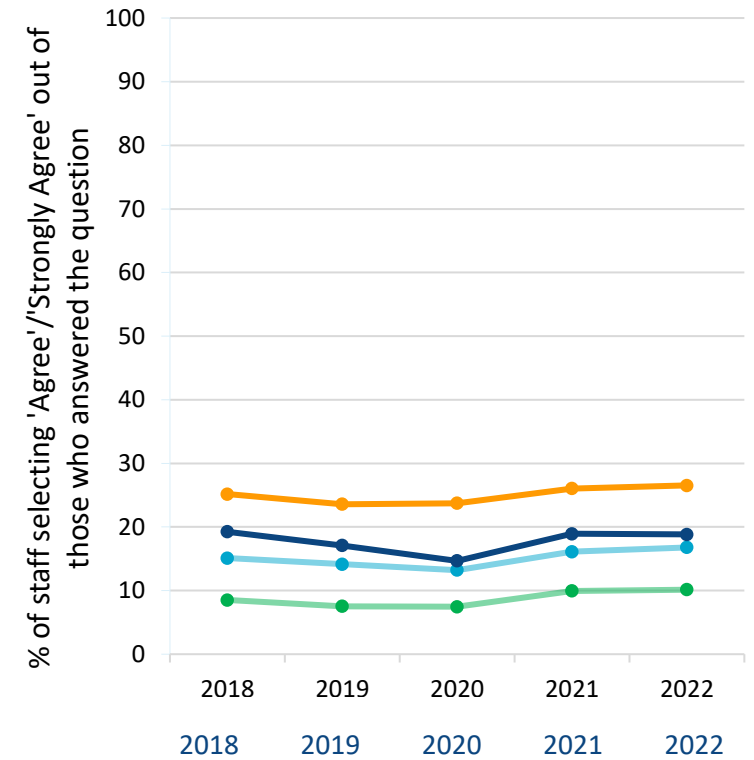
	2018	2019	2020	2021	2022
Your org	33.8%	30.3%	27.9%	31.7%	33.1%
Best	19.2%	18.8%	16.9%	21.6%	23.2%
Average	29.6%	28.2%	26.8%	31.3%	31.9%
Worst	41.9%	42.1%	36.9%	41.7%	41.8%
Responses	2332	2554	2629	2625	2949

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



	2018	2019	2020	2021	2022
Your org	25.4%	22.1%	20.6%	23.9%	24.6%
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	2326	2545	2621	2617	2946

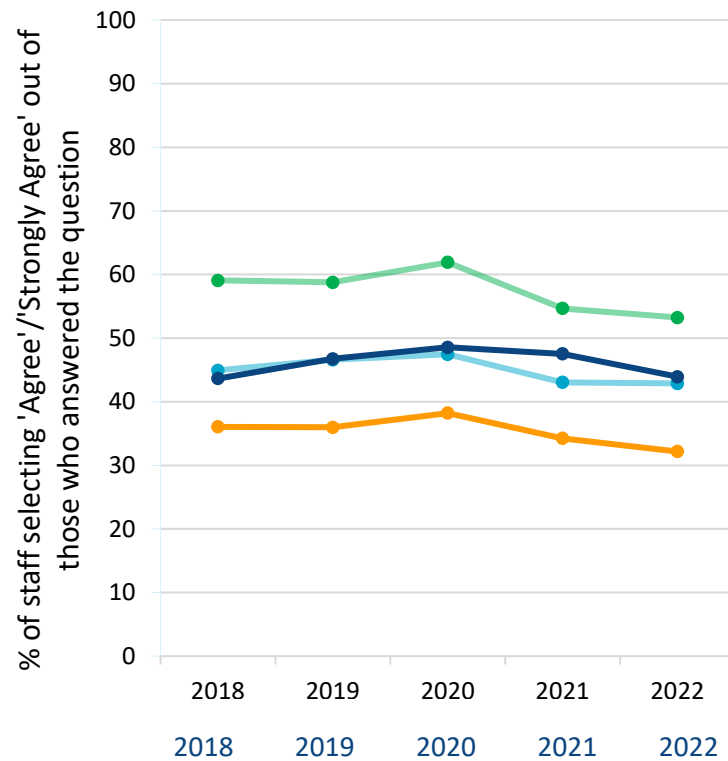
Q24c As soon as I can find another job, I will leave this organisation.



	2018	2019	2020	2021	2022
Your org	19.2%	17.1%	14.7%	18.9%	18.8%
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	2314	2532	2620	2609	2940

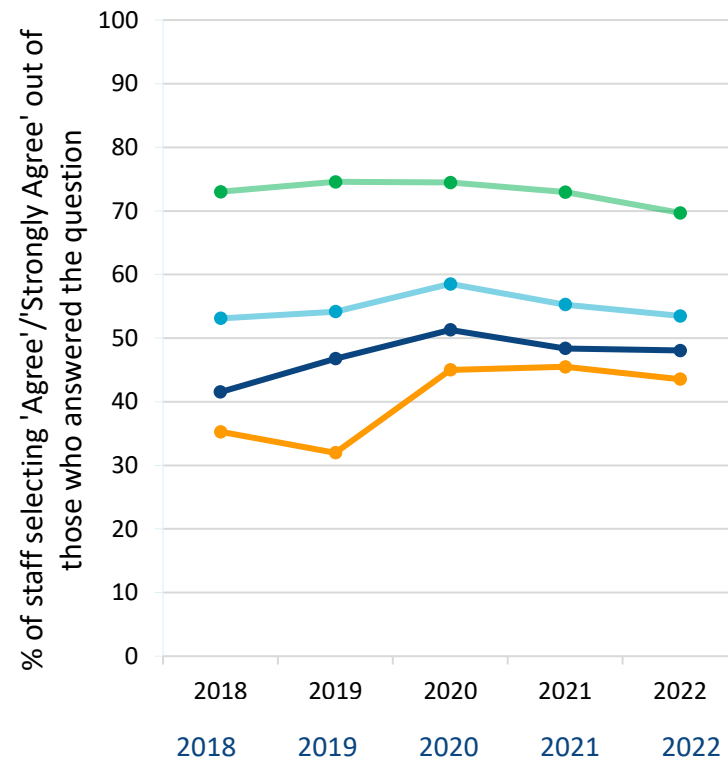


Q3g I am able to meet all the conflicting demands on my time at work.



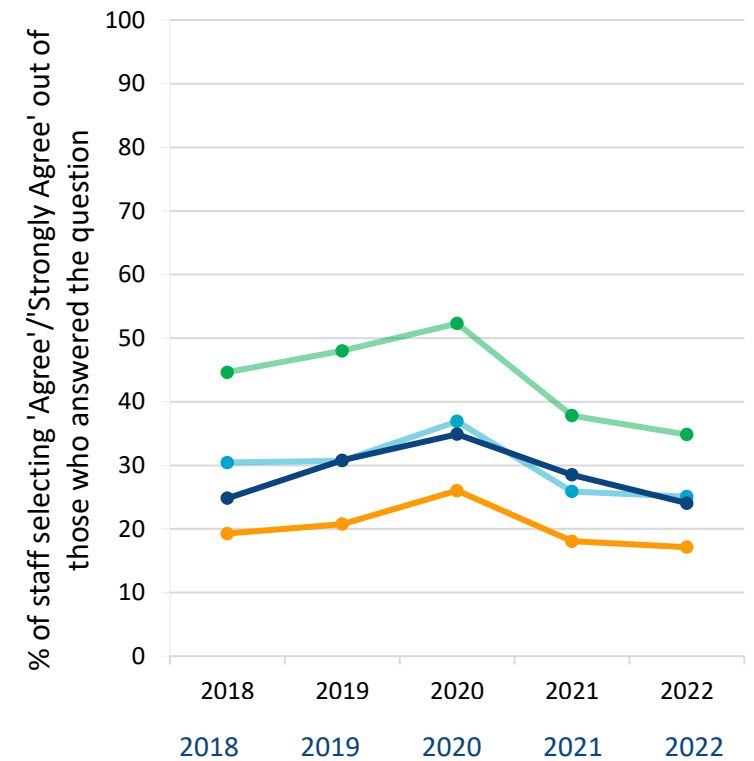
	2018	2019	2020	2021	2022
Your org	43.6%	46.7%	48.5%	47.5%	43.9%
Best	59.1%	58.8%	61.9%	54.7%	53.2%
Average	44.9%	46.6%	47.4%	43.1%	42.9%
Worst	36.0%	36.0%	38.2%	34.2%	32.2%
Responses	2353	2574	2621	2629	2942

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



	2018	2019	2020	2021	2022
Your org	41.5%	46.8%	51.3%	48.4%	48.0%
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	2354	2588	2619	2628	2938

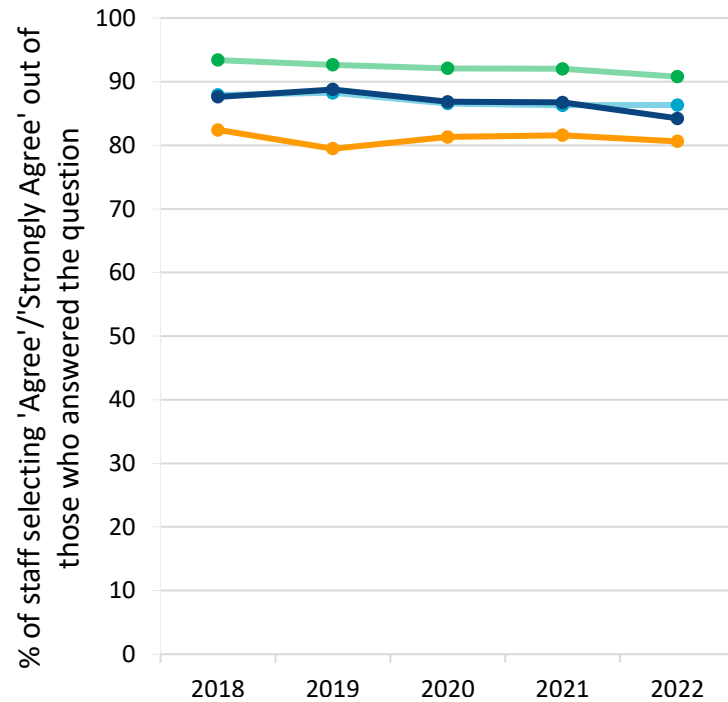
Q3i There are enough staff at this organisation for me to do my job properly.



	2018	2019	2020	2021	2022
Your org	24.8%	30.8%	34.9%	28.5%	24.1%
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	2358	2583	2620	2628	2939

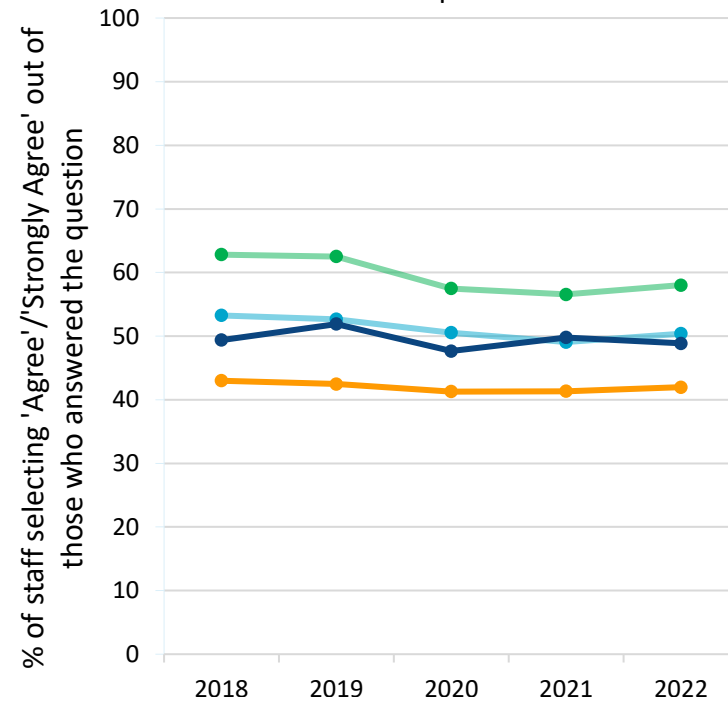


Q3a I always know what my work responsibilities are.



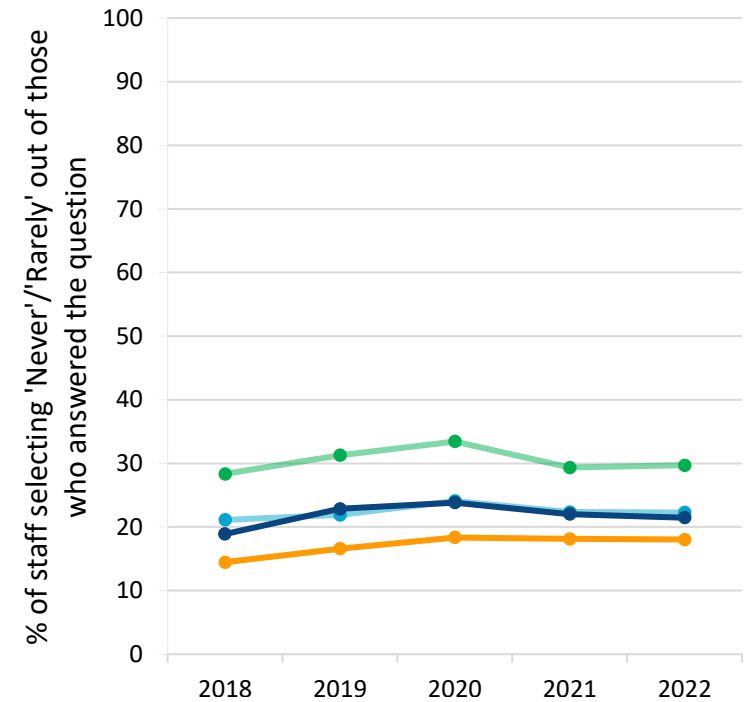
	2018	2019	2020	2021	2022
Your org	87.6%	88.8%	86.8%	86.7%	84.2%
Best	93.4%	92.7%	92.1%	92.0%	90.8%
Average	87.9%	88.2%	86.6%	86.3%	86.3%
Worst	82.4%	79.5%	81.3%	81.6%	80.6%
Responses	2365	2582	2619	2642	2955

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



	2018	2019	2020	2021	2022
Your org	49.4%	51.9%	47.7%	49.8%	48.9%
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	2364	2590	2621	2634	2943

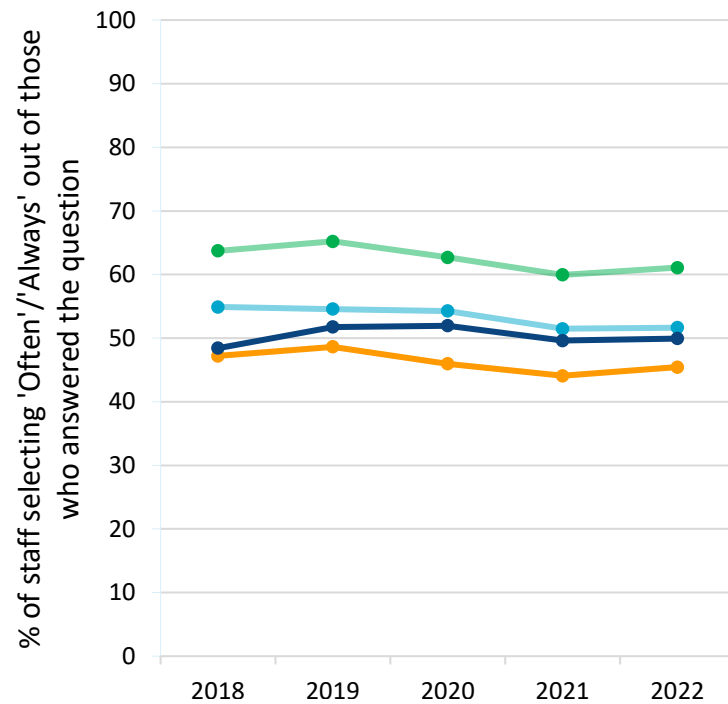
Q5a I have unrealistic time pressures.



	2018	2019	2020	2021	2022
Your org	18.9%	22.8%	23.8%	22.0%	21.5%
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	2351	2575	2605	2630	2942

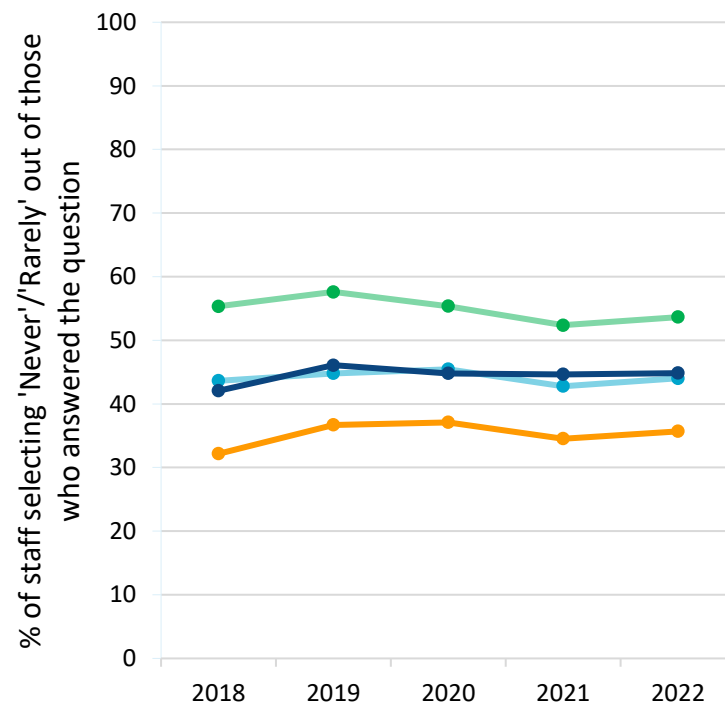


Q5b I have a choice in deciding how to do my work.



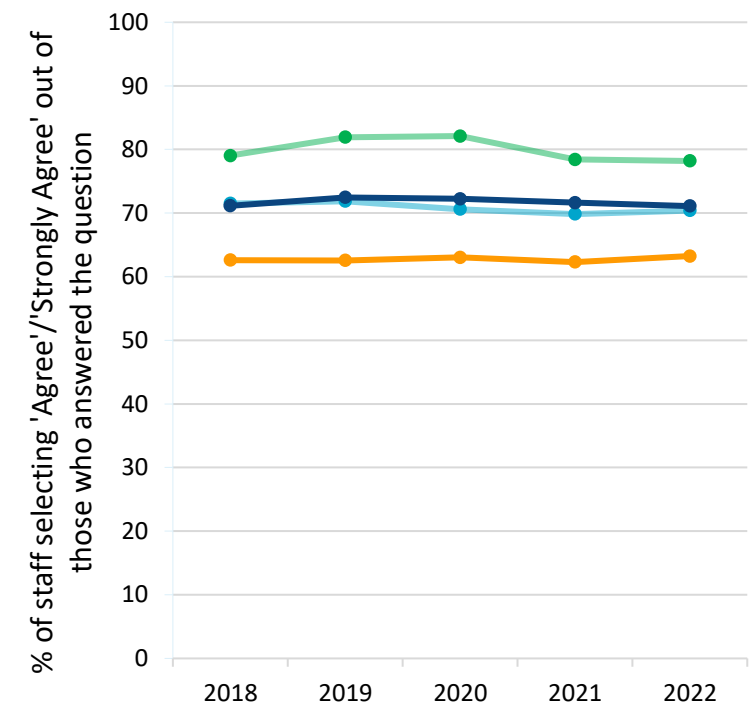
	2018	2019	2020	2021	2022
Your org	48.4%	51.7%	52.0%	49.6%	49.9%
Best	63.7%	65.2%	62.7%	60.0%	61.1%
Average	54.9%	54.6%	54.3%	51.5%	51.7%
Worst	47.2%	48.6%	46.0%	44.1%	45.4%
Responses	2346	2571	2607	2630	2946

Q5c Relationships at work are strained.



	2018	2019	2020	2021	2022
Your org	42.1%	46.1%	44.8%	44.6%	44.8%
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	2338	2568	2603	2626	2940

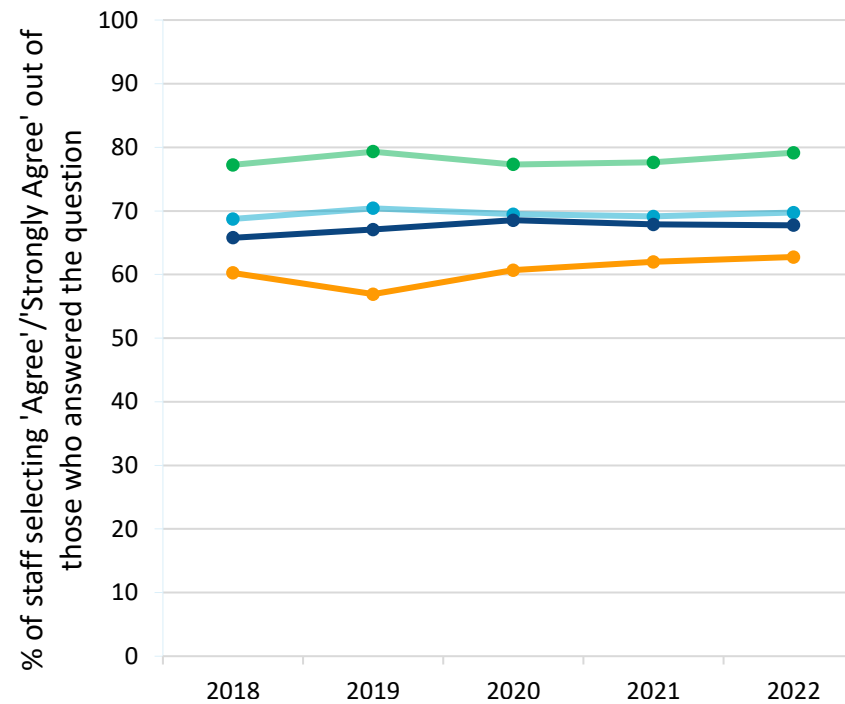
Q7c I receive the respect I deserve from my colleagues at work.



	2018	2019	2020	2021	2022
Your org	71.1%	72.5%	72.2%	71.6%	71.1%
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	2362	2591	2629	2634	2946



Q9a My immediate manager encourages me at work.



	2018	2019	2020	2021	2022
Your org	65.8%	67.1%	68.5%	67.9%	67.8%
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	2355	2580	2627	2636	2950

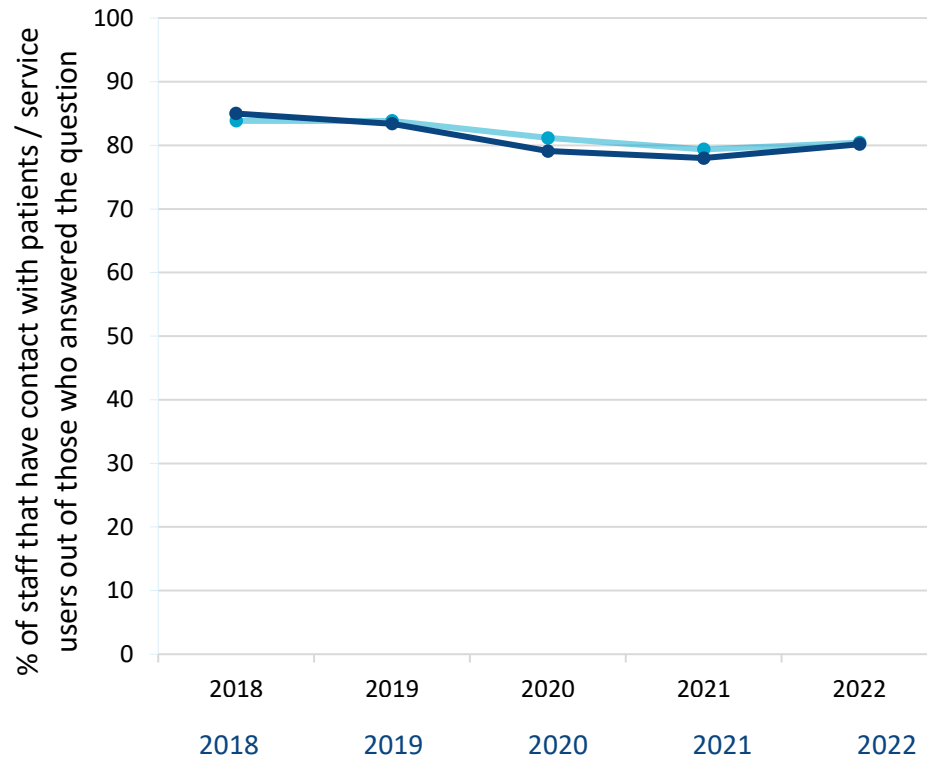
Question not linked to People Promise elements or themes

Questions included:

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

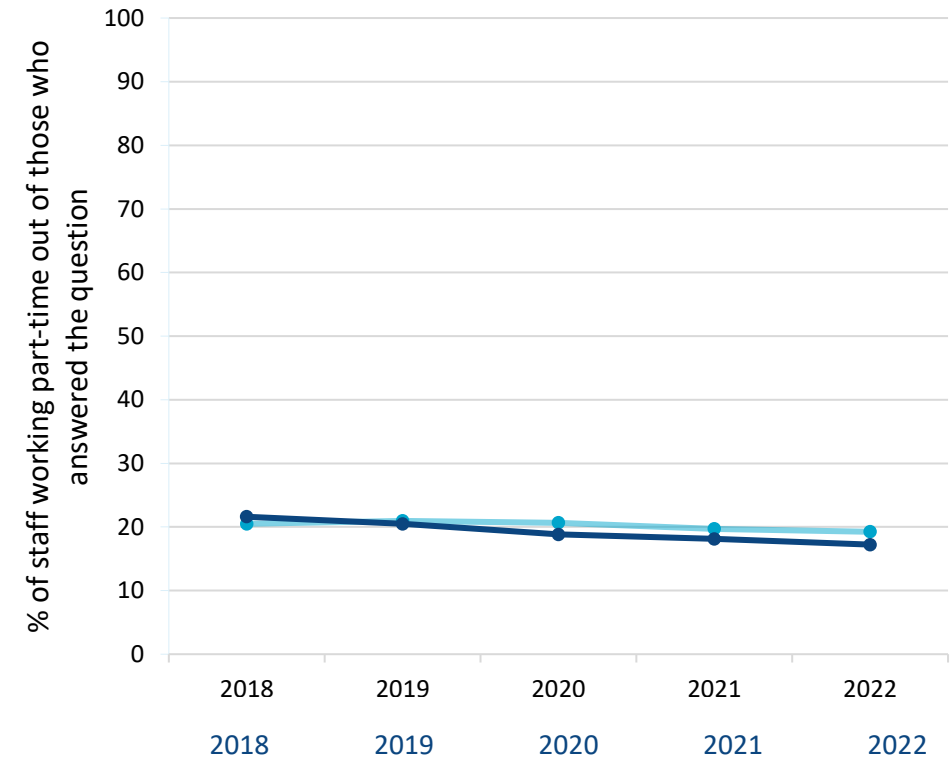


Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



	2018	2019	2020	2021	2022
Your org	85.0%	83.4%	79.1%	78.0%	80.2%
Average	83.8%	83.9%	81.2%	79.4%	80.4%
Responses	2355	2576	2622	2618	2941

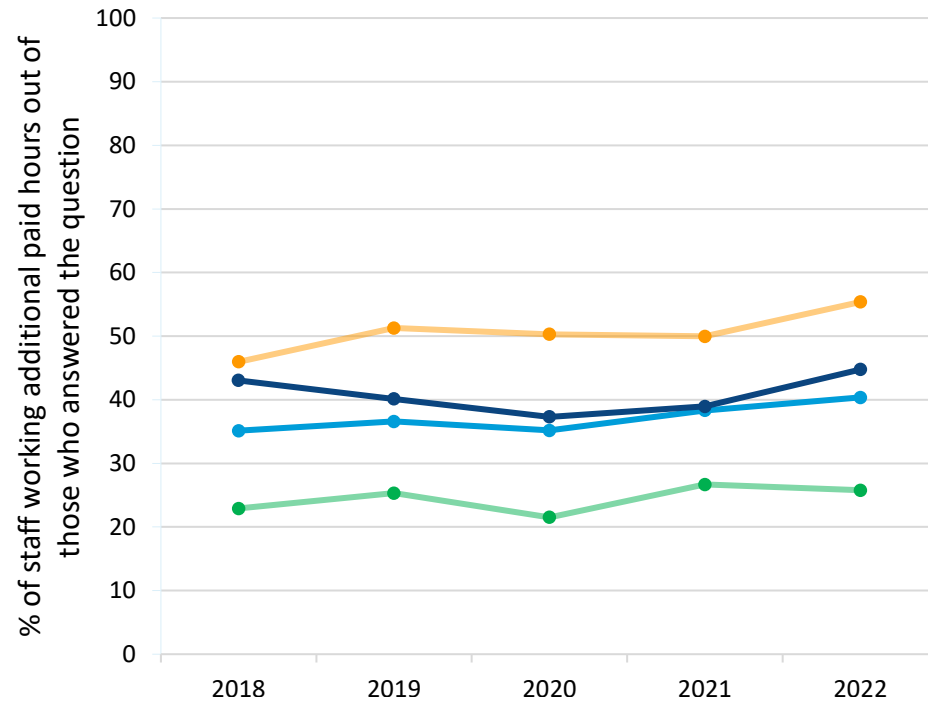
Q10a How many hours a week are you contracted to work?



	2018	2019	2020	2021	2022
Your org	21.6%	20.5%	18.8%	18.1%	17.2%
Average	20.5%	21.0%	20.7%	19.7%	19.2%
Responses	2260	2481	2450	2462	2688

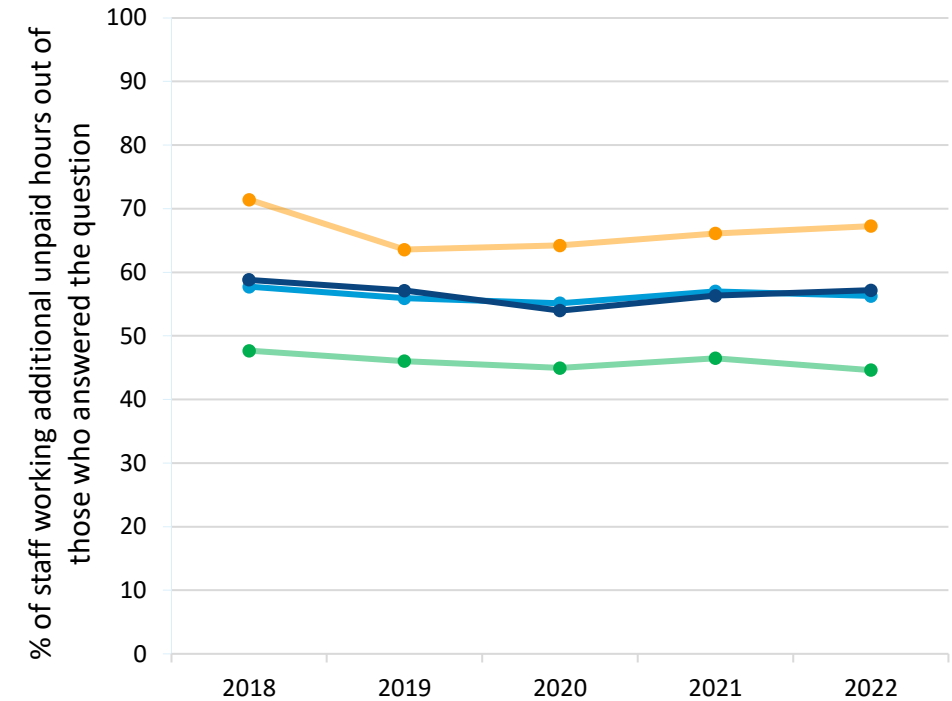


Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



	2018	2019	2020	2021	2022
Your org	43.0%	40.1%	37.3%	38.9%	44.8%
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	2276	2468	2530	2546	2846

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

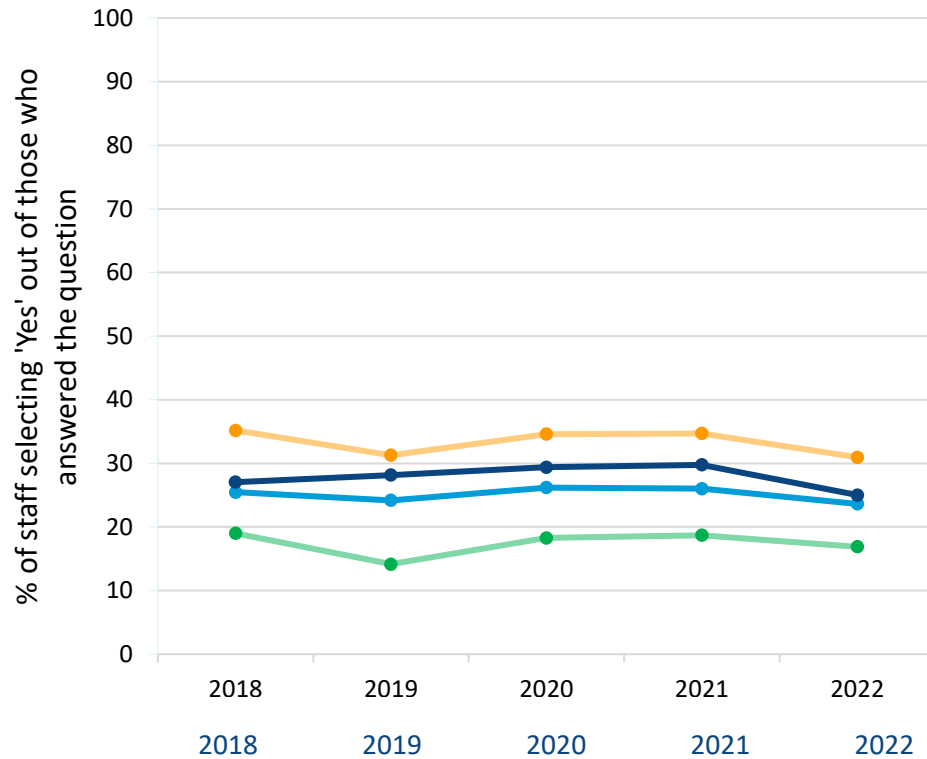


	2018	2019	2020	2021	2022
Your org	58.8%	57.1%	54.0%	56.3%	57.2%
Lowest	47.7%	46.0%	45.0%	46.5%	44.6%
Average	57.7%	55.9%	55.1%	57.0%	56.3%
Highest	71.4%	63.6%	64.2%	66.1%	67.3%
Responses	2283	2492	2552	2553	2855



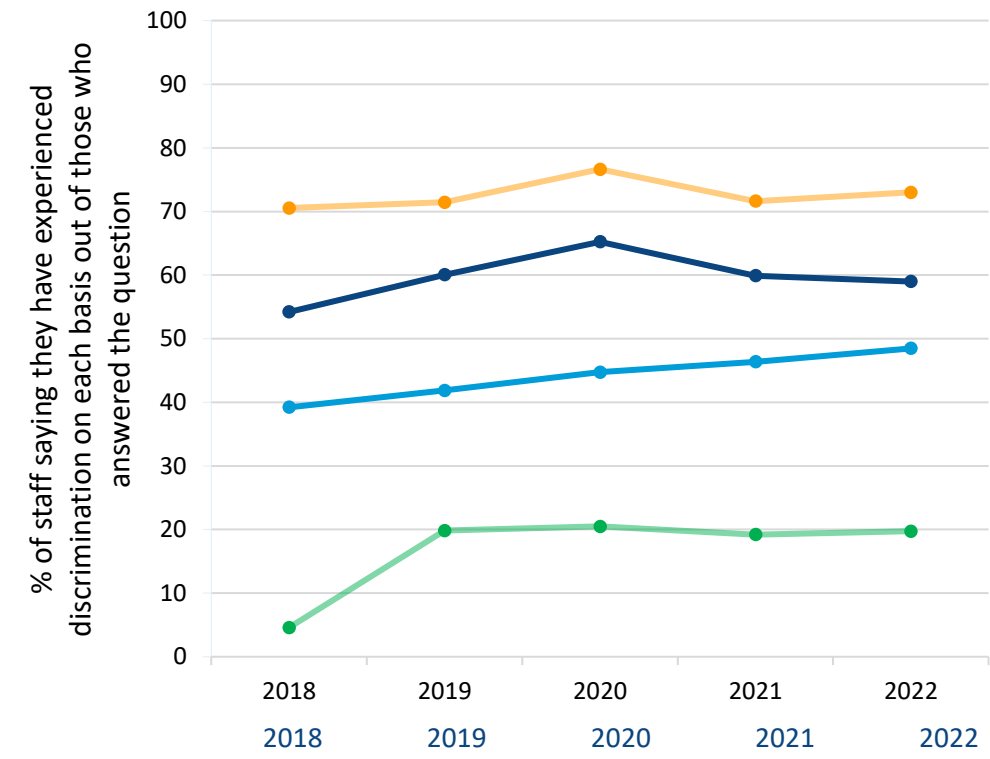
*Q11e is only answered by staff who responded 'Yes' to Q11d.

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



	2018	2019	2020	2021	2022
Your org	27.1%	28.2%	29.4%	29.8%	25.0%
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	1347	1475	1260	1398	1695

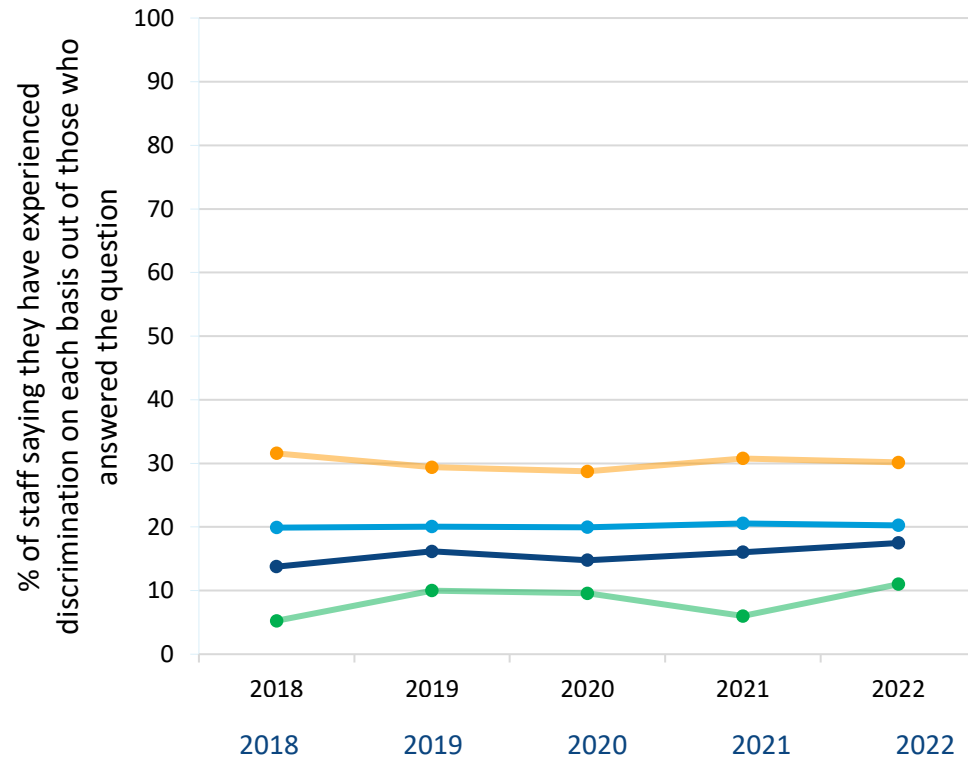
Q16c.1 On what grounds have you experienced discrimination?
- Ethnic background.



	2018	2019	2020	2021	2022
Your org	54.2%	60.0%	65.2%	59.9%	59.0%
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	306	330	399	449	513

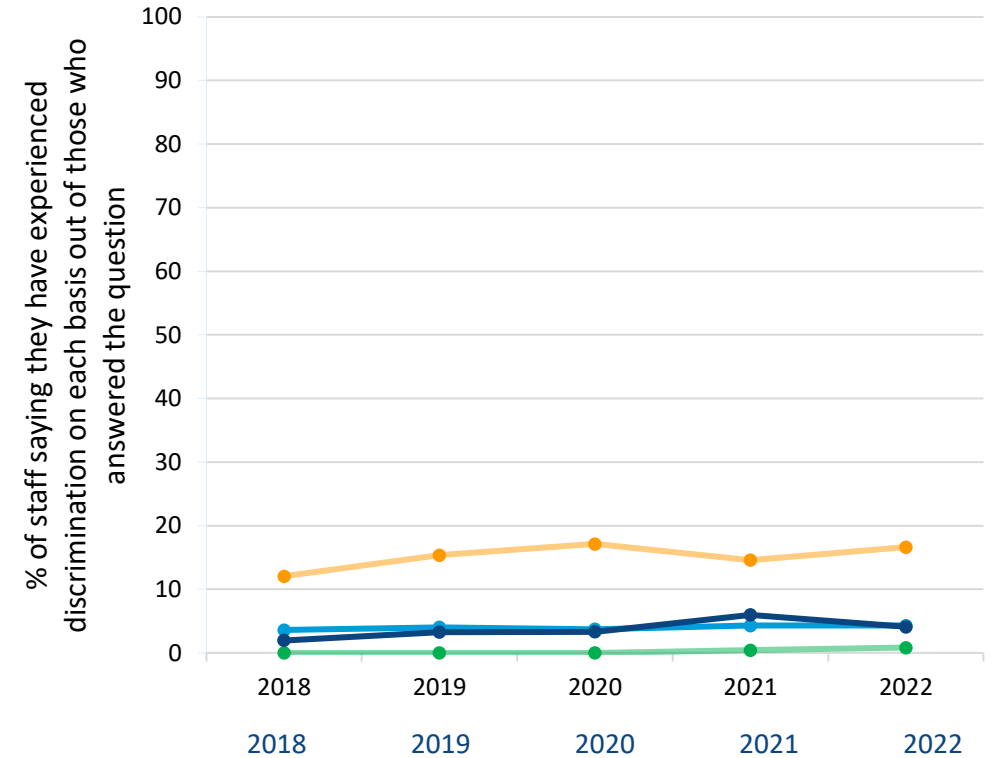


Q16c.2 On what grounds have you experienced discrimination?
– Gender.



	2018	2019	2020	2021	2022
Your org	13.7%	16.2%	14.8%	16.0%	17.5%
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	306	330	399	449	513

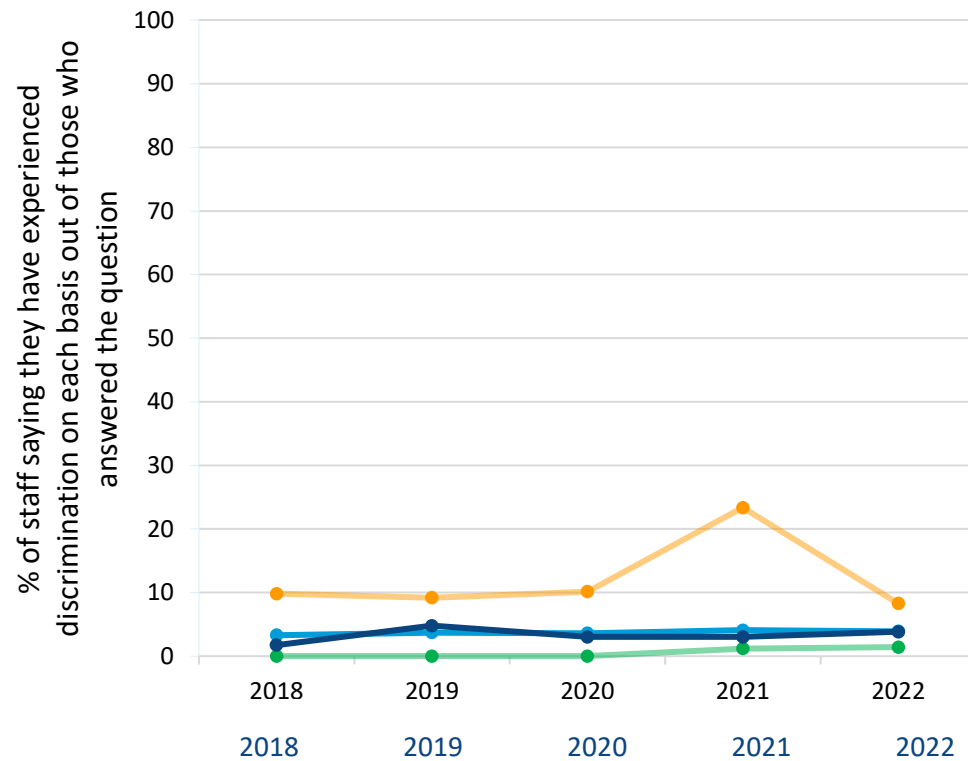
Q16c.3 On what grounds have you experienced discrimination?
– Religion.



	2018	2019	2020	2021	2022
Your org	2.0%	3.3%	3.3%	6.0%	4.1%
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	306	330	399	449	513



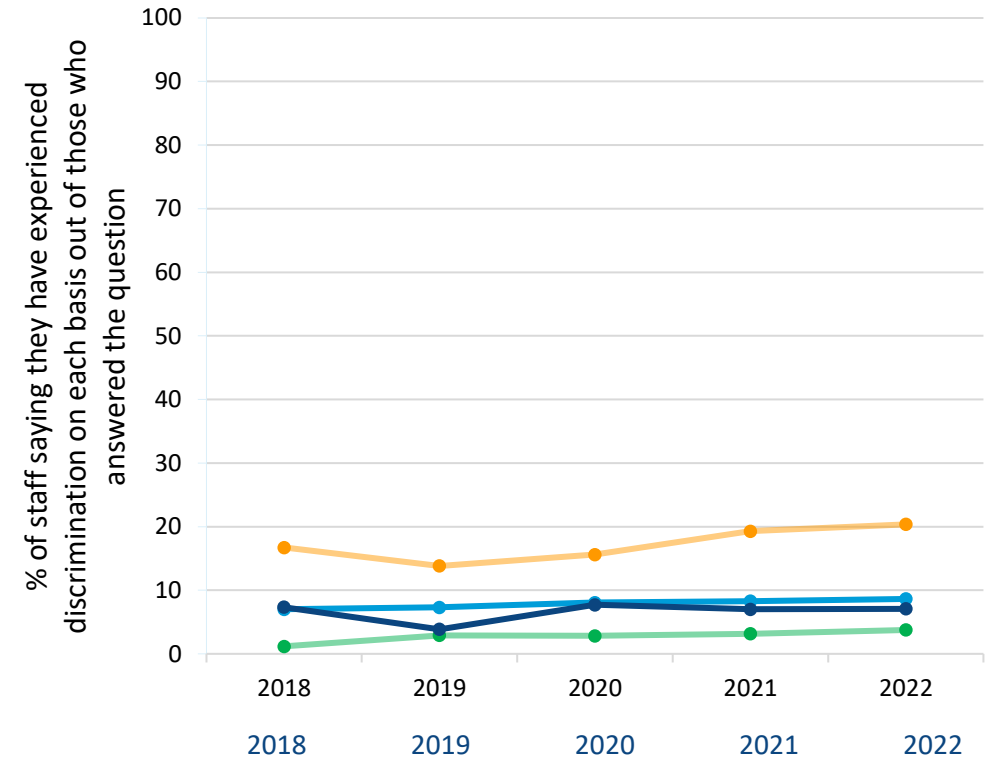
Q16c.4 On what grounds have you experienced discrimination?
– Sexual orientation.



Your org	1.7%	4.8%	3.0%	3.0%	3.8%
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 306 330 399 449 513

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

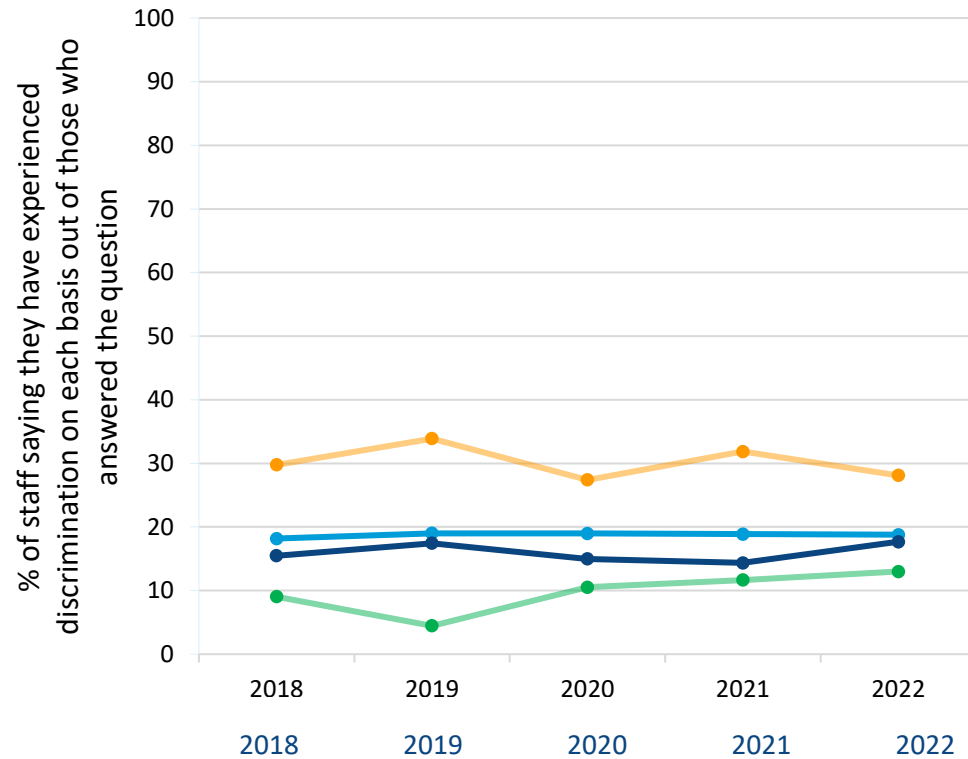


Your org	7.3%	3.9%	7.7%	7.0%	7.1%
Best	1.2%	2.9%	2.8%	3.2%	3.8%
Average	7.0%	7.3%	8.1%	8.3%	8.7%
Worst	16.7%	13.8%	15.6%	19.3%	20.4%

Responses 306 330 399 449 513



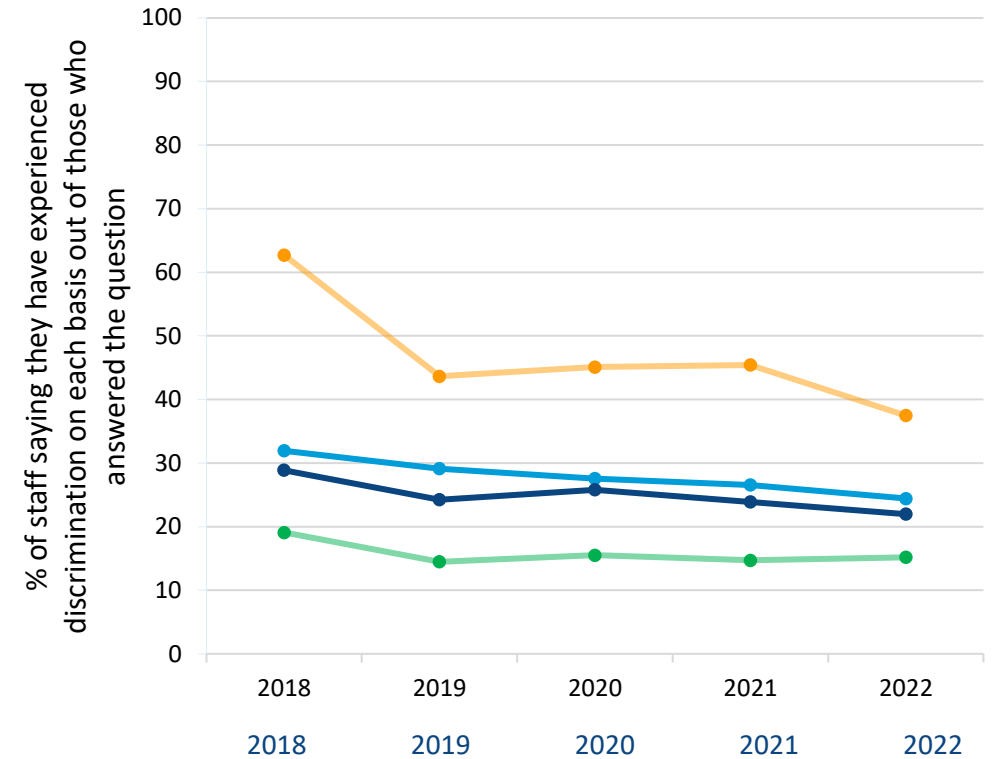
Q16c.6 On what grounds have you experienced discrimination?
– Age.



	2018	2019	2020	2021	2022
Your org	29.8%	33.9%	27.4%	31.8%	28.1%
Best	9.0%	4.5%	10.5%	11.7%	13.0%
Average	18.2%	19.0%	19.0%	18.9%	18.8%
Worst	15.5%	17.4%	15.0%	14.3%	17.7%

Responses 306 330 399 449 513

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

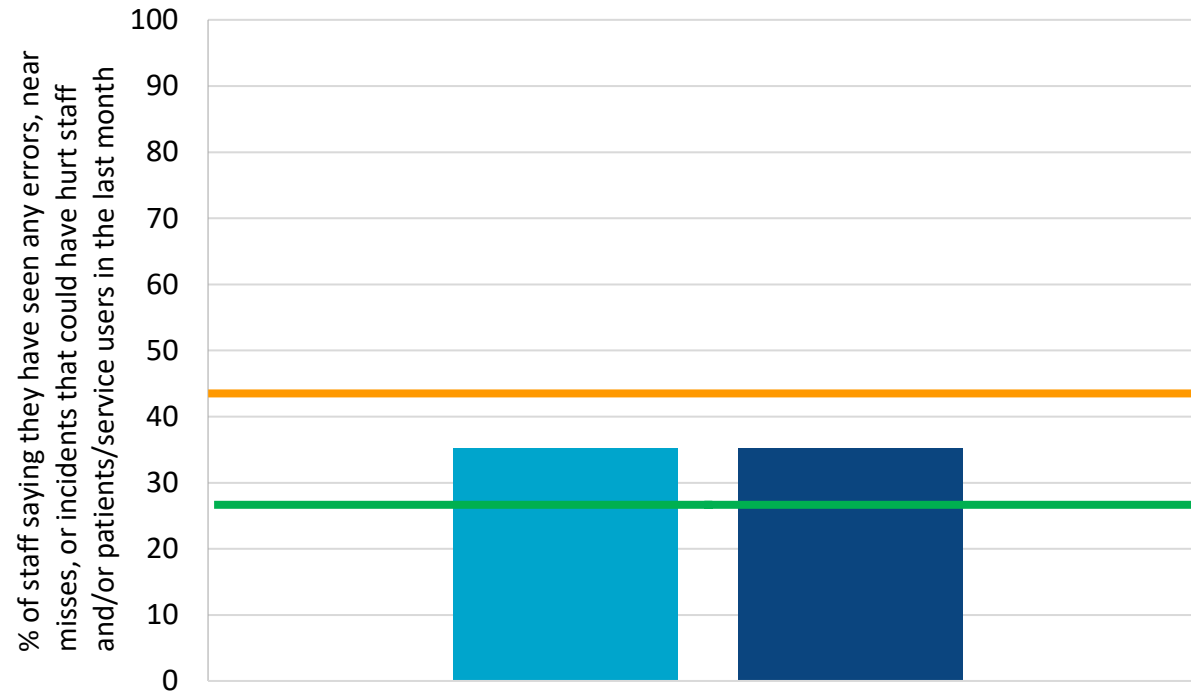


	2018	2019	2020	2021	2022
Your org	62.7%	43.6%	45.1%	45.4%	37.5%
Best	19.1%	14.5%	15.5%	14.7%	15.2%
Average	31.9%	29.1%	27.6%	26.6%	24.4%
Worst	28.8%	24.2%	25.8%	23.9%	22.0%

Responses 306 330 399 449 513



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

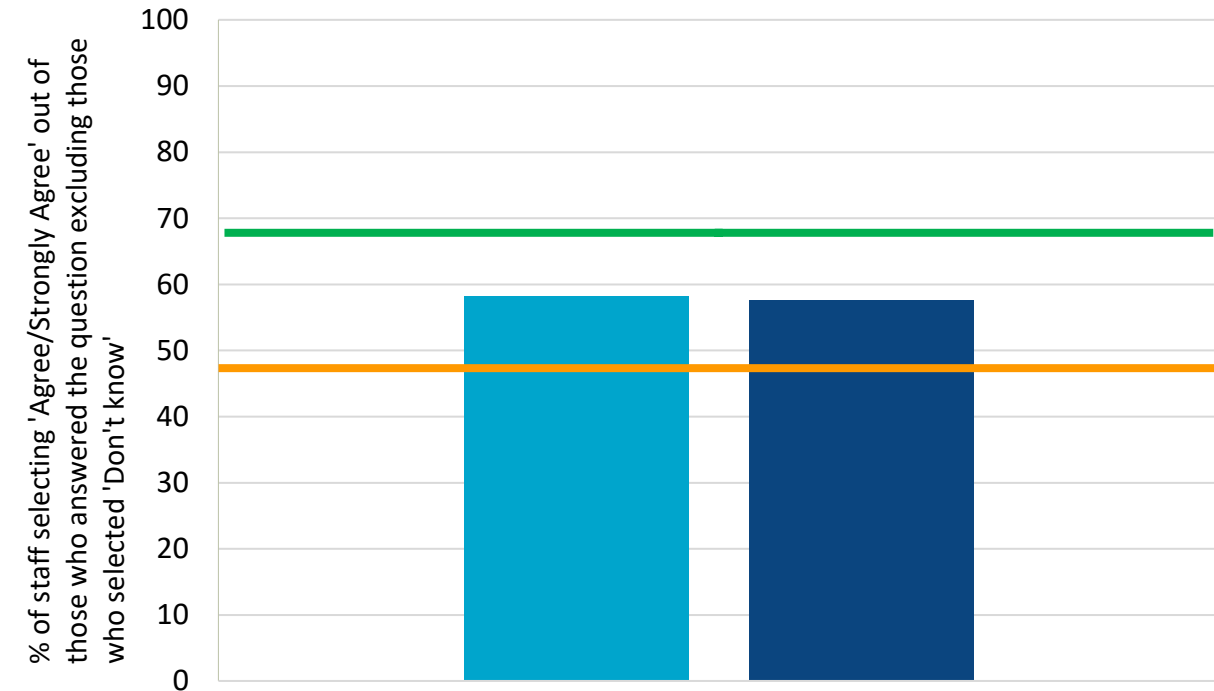


2022

Your org	35.1%
Best	26.7%
Average	35.2%
Worst	43.5%

Responses 2940

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



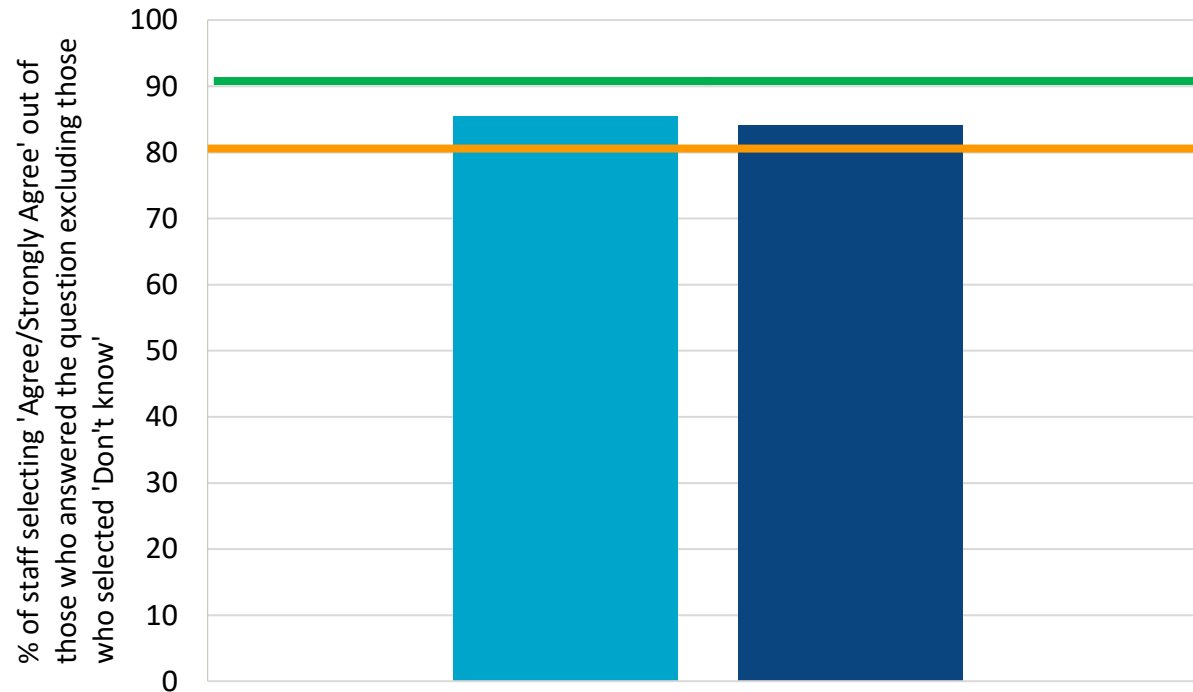
2022

Your org	57.5%
Best	67.8%
Average	58.2%
Worst	47.3%

Responses 2239



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



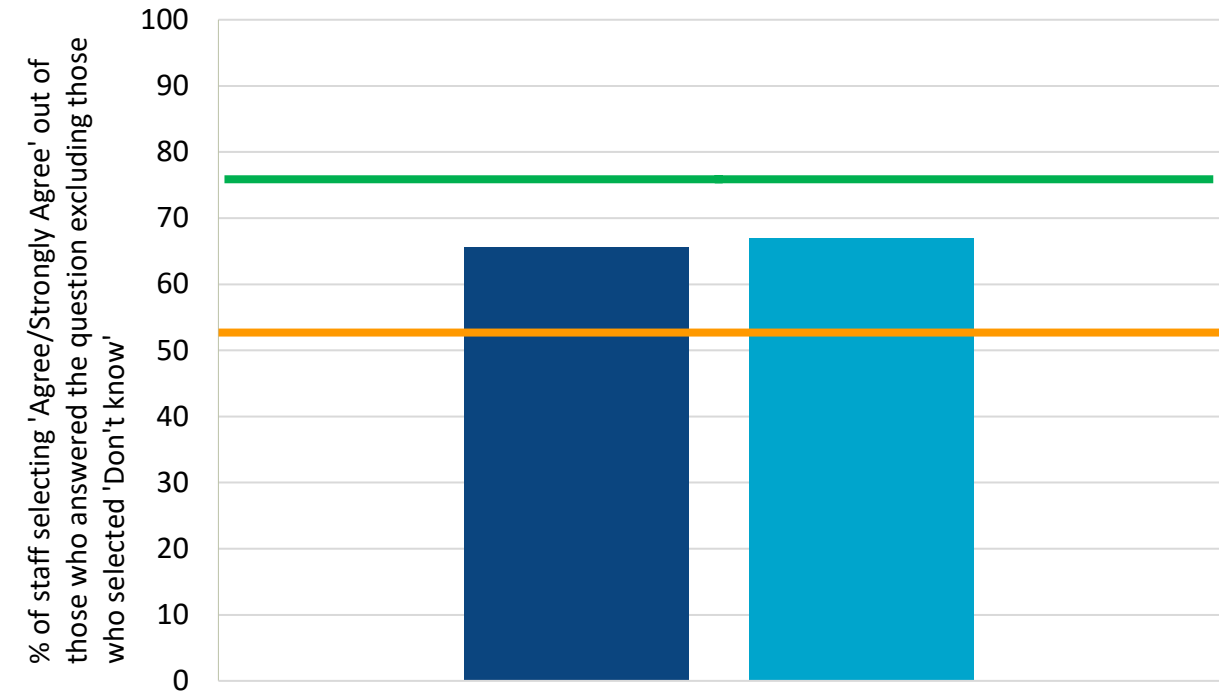
2022

Your org	84.1%
Best	90.8%
Average	85.5%
Worst	80.6%

Responses

2780

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



2022

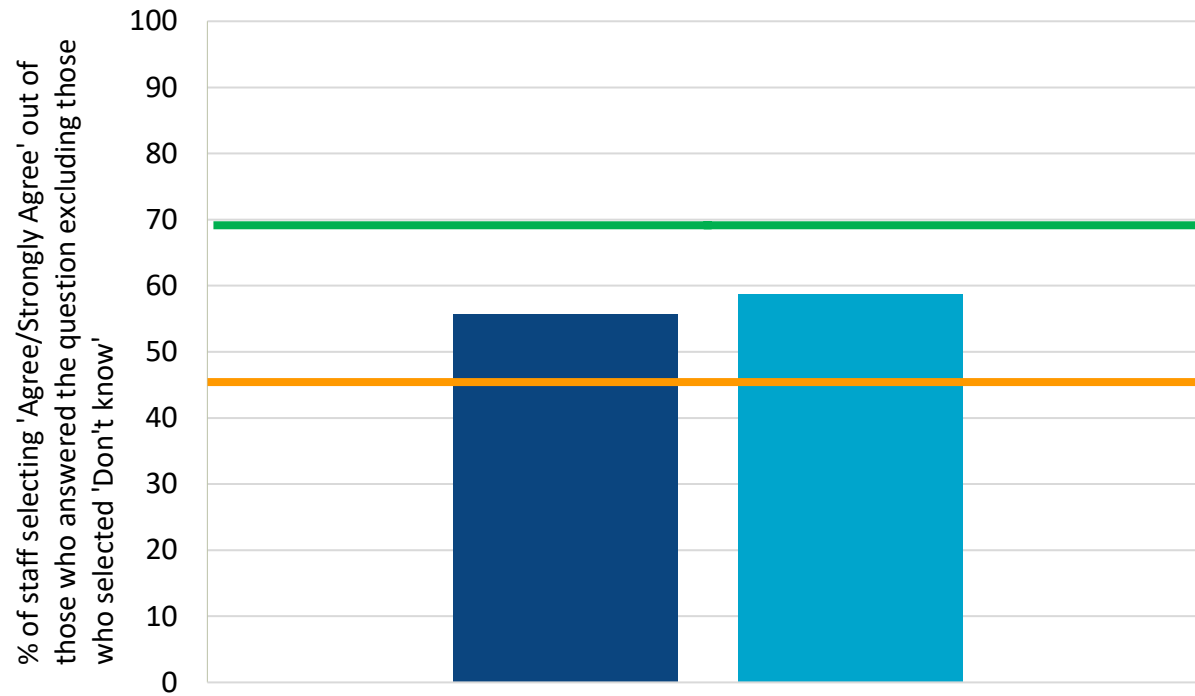
Your org	65.6%
Best	75.9%
Average	67.0%
Worst	52.7%

Responses

2554



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



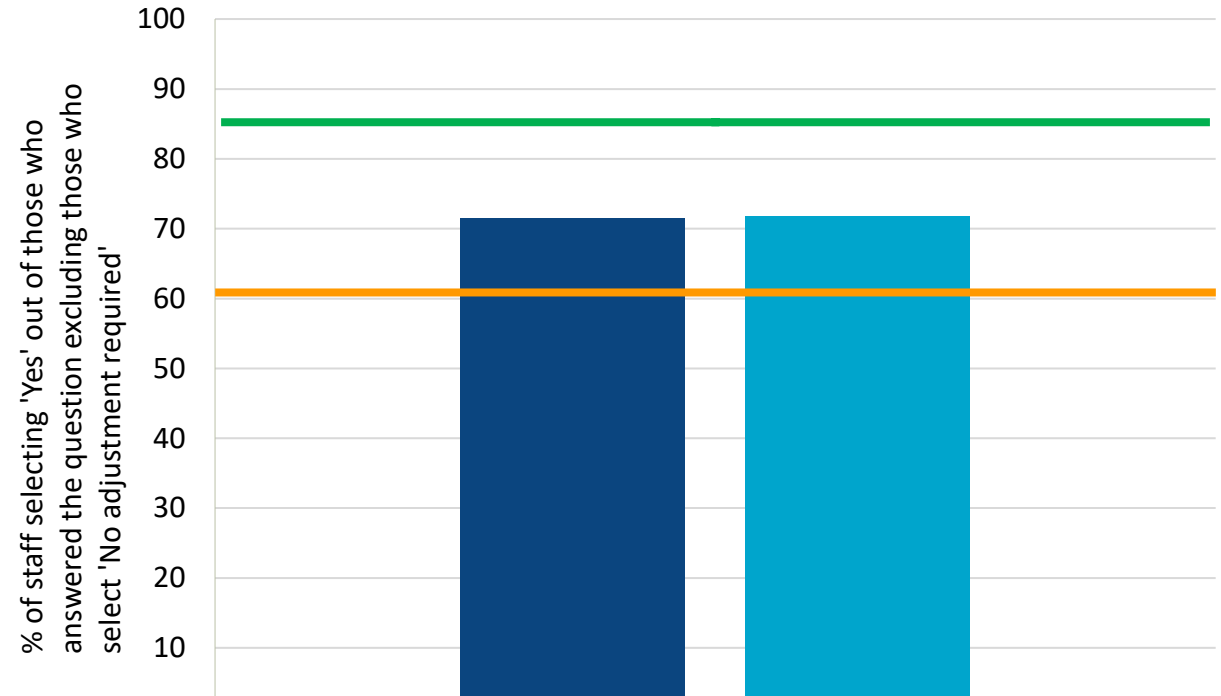
2022

Your org	55.7%
Best	69.1%
Average	58.8%
Worst	45.4%

Responses

2574

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



2022

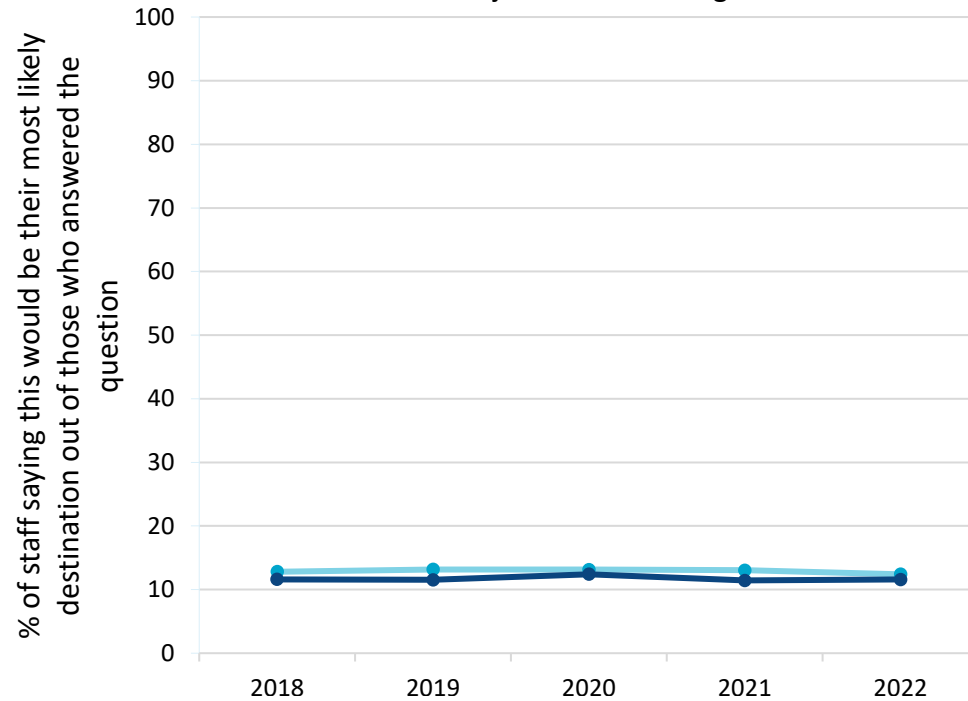
Your org	71.5%
Best	85.3%
Average	71.7%
Worst	60.9%

Responses

361

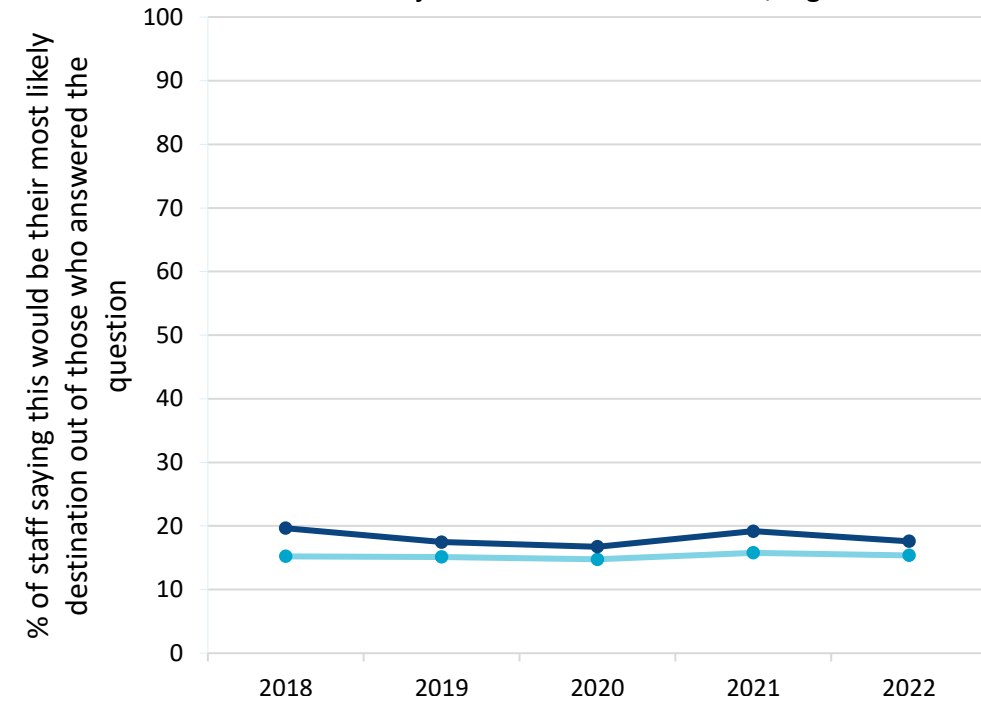


Q24d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



Your org	11.6%	11.5%	12.4%	11.4%	11.6%
Average	12.8%	13.2%	13.1%	13.0%	12.4%
Responses	2048	2240	2330	2335	2687

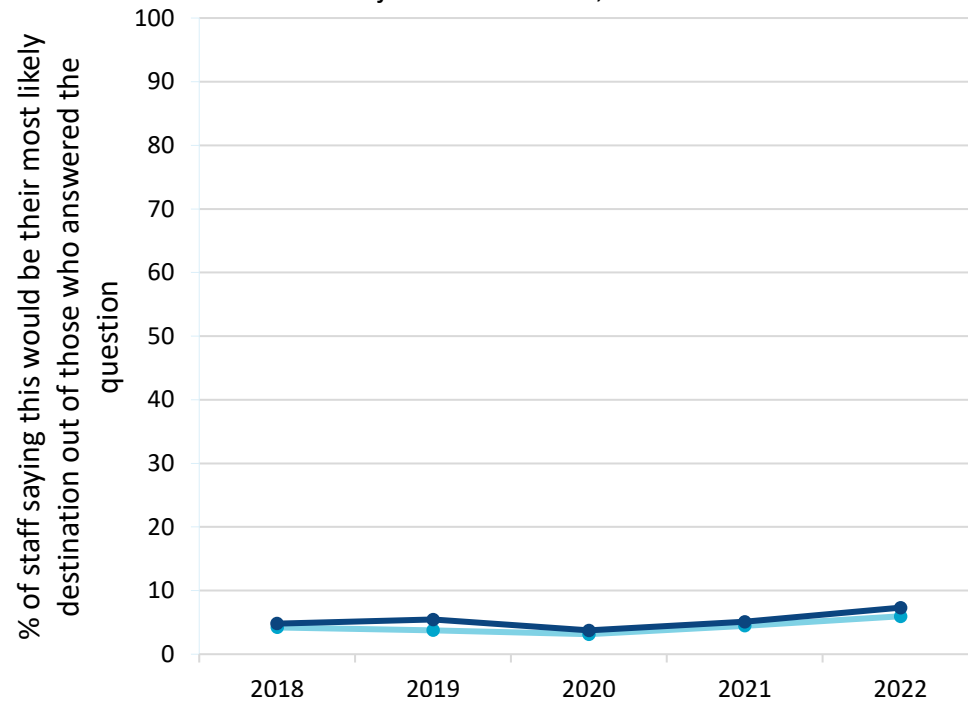
Q24d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



Your org	19.6%	17.5%	16.7%	19.2%	17.6%
Average	15.2%	15.1%	14.8%	15.8%	15.4%
Responses	2048	2240	2330	2335	2687



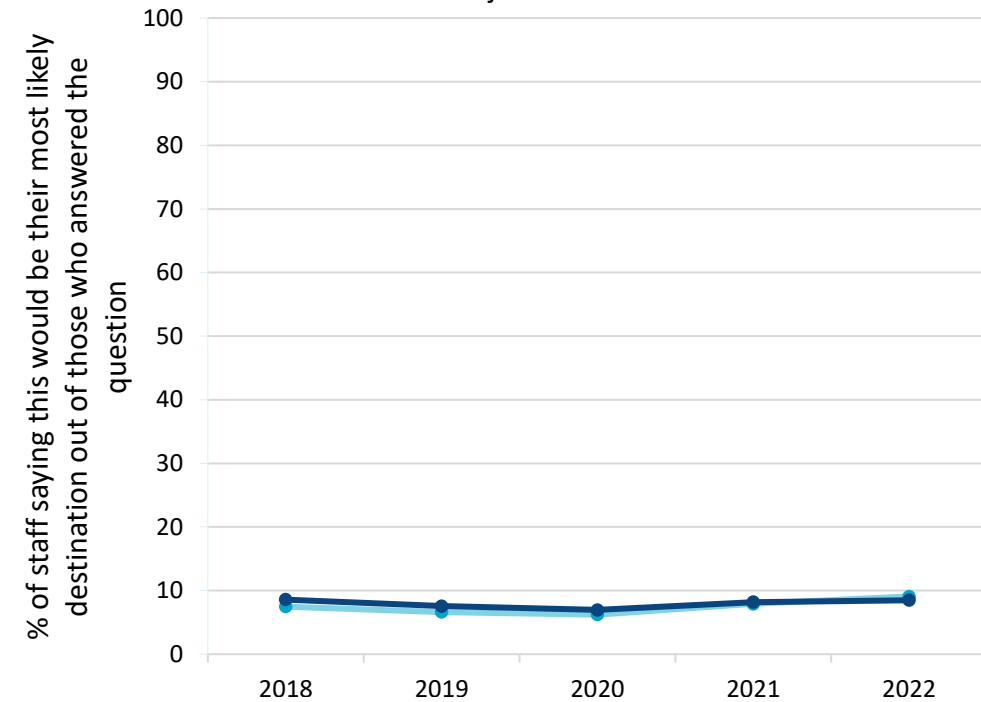
Q24d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



2018 2019 2020 2021 2022

Your org	4.8%	5.4%	3.7%	5.1%	7.3%
Average	4.2%	3.8%	3.1%	4.5%	6.0%
Responses	2048	2240	2330	2335	2687

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.

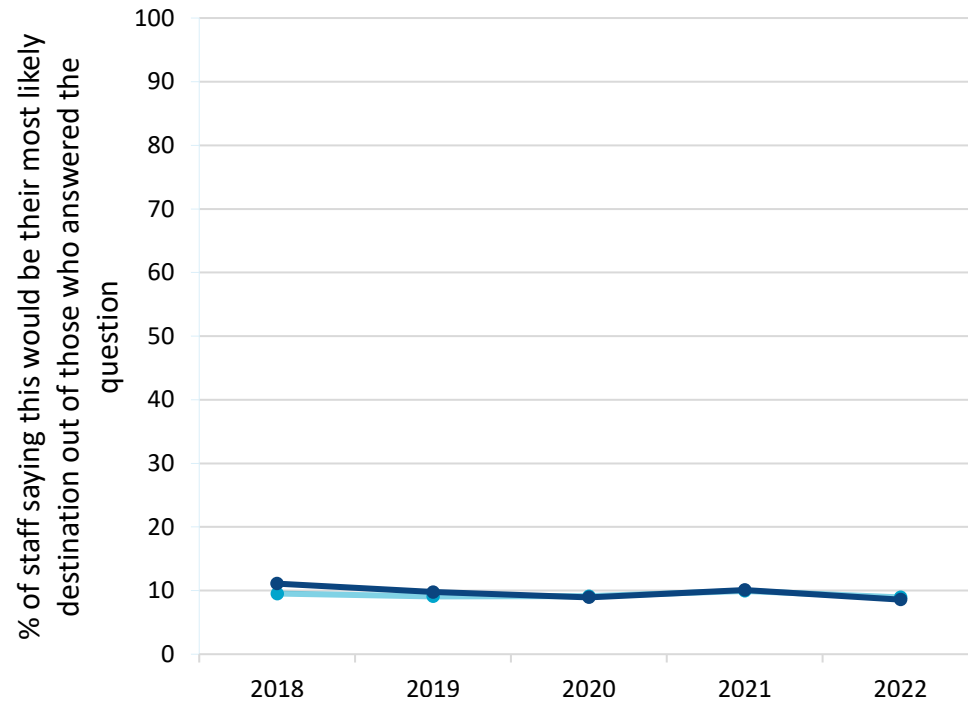


2018 2019 2020 2021 2022

Your org	8.6%	7.5%	7.0%	8.2%	8.5%
Average	7.5%	6.6%	6.2%	7.9%	9.1%
Responses	2048	2240	2330	2335	2687



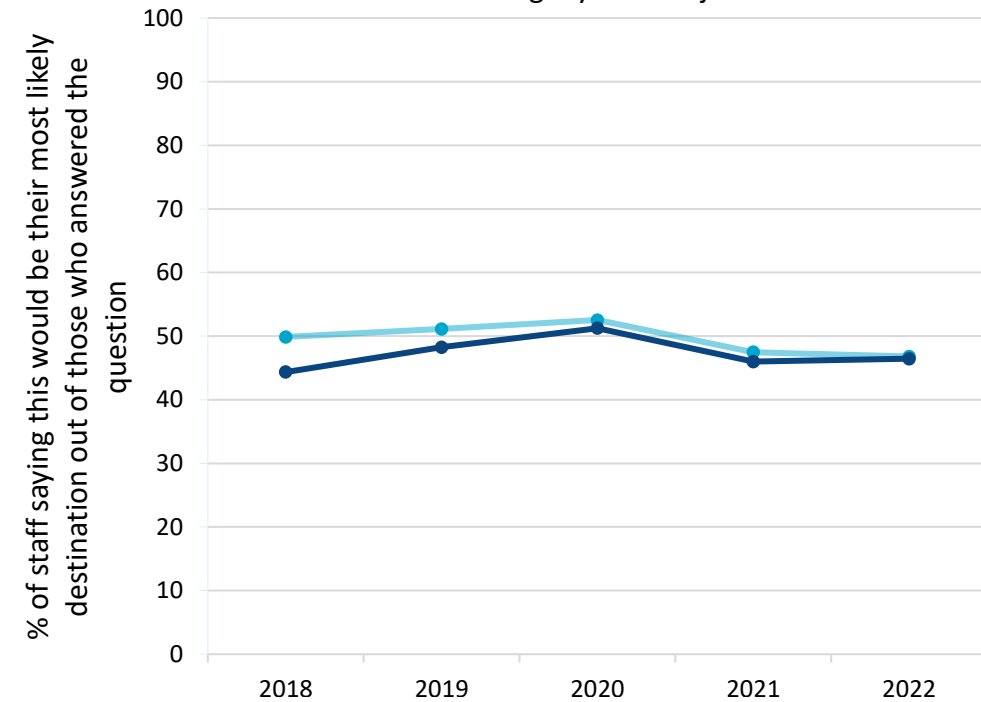
Q24d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



2018 2019 2020 2021 2022

Your org	11.1%	9.8%	8.9%	10.1%	8.6%
Average	9.5%	9.1%	9.1%	10.0%	8.9%
Responses	2048	2240	2330	2335	2687

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	44.3%	48.3%	51.2%	46.0%	46.4%
Average	49.9%	51.1%	52.5%	47.5%	46.8%
Responses	2048	2240	2330	2335	2687

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 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?

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

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.

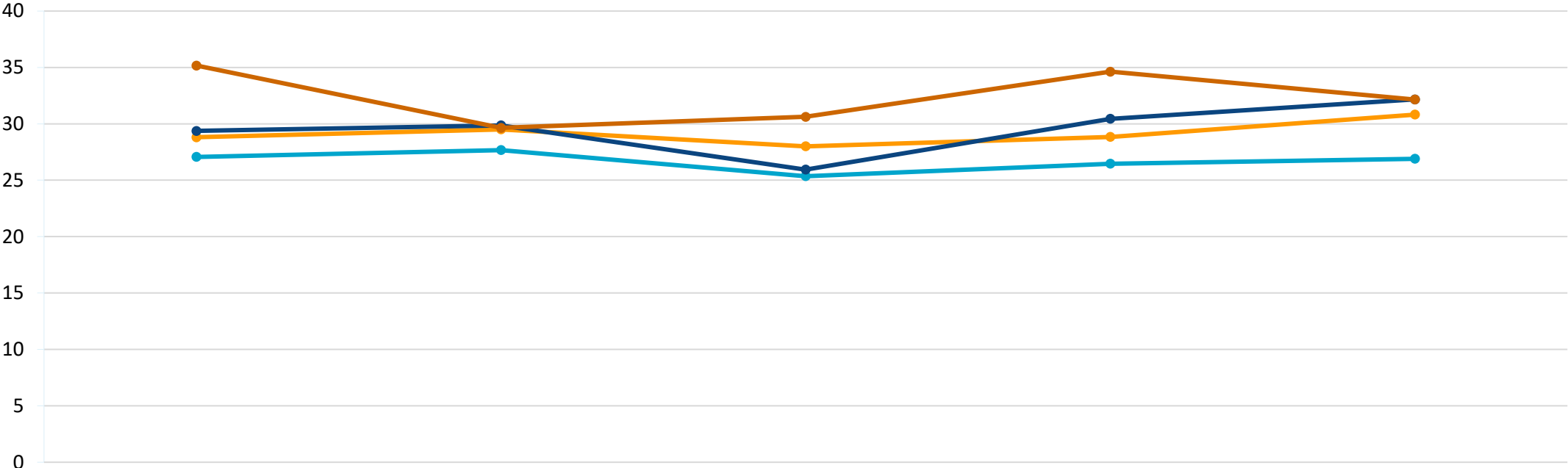
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Workforce Race Equality Standard (WRES)

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

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months out of those who answered the question



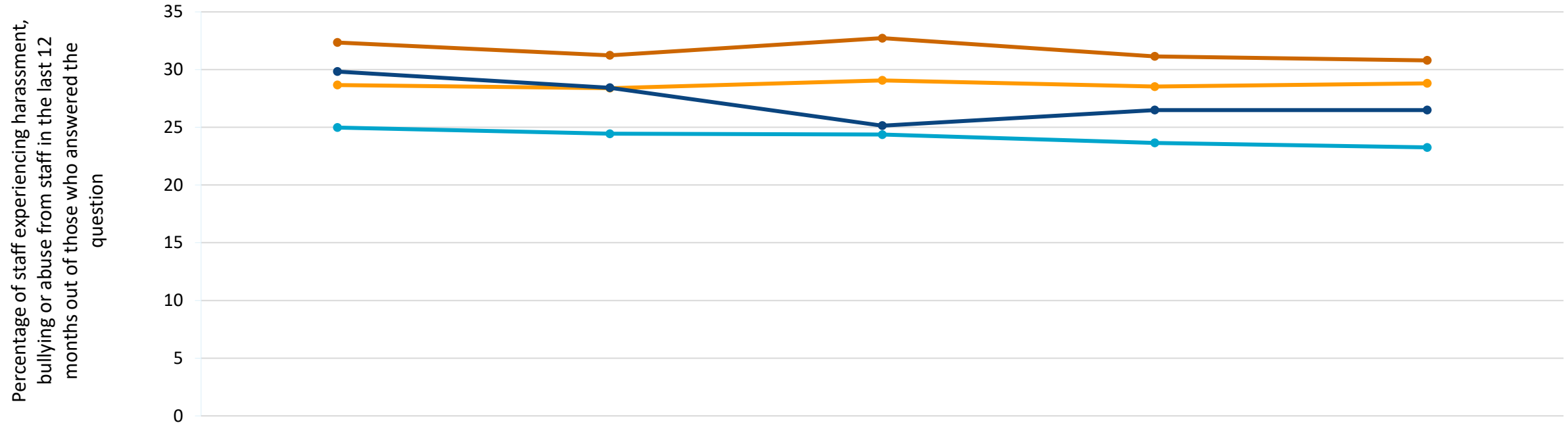
	2018	2019	2020	2021	2022
White staff: Your org	29.4%	29.9%	25.9%	30.4%	32.2%
All other ethnic groups*: Your org	35.2%	29.6%	30.6%	34.6%	32.2%
White staff: Average	27.1%	27.7%	25.4%	26.5%	26.9%
All other ethnic groups*: Average	28.8%	29.5%	28.0%	28.8%	30.8%
White staff: Responses	1624	1758	1777	1721	1875
All other ethnic groups*: Responses	637	732	761	852	1017

*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



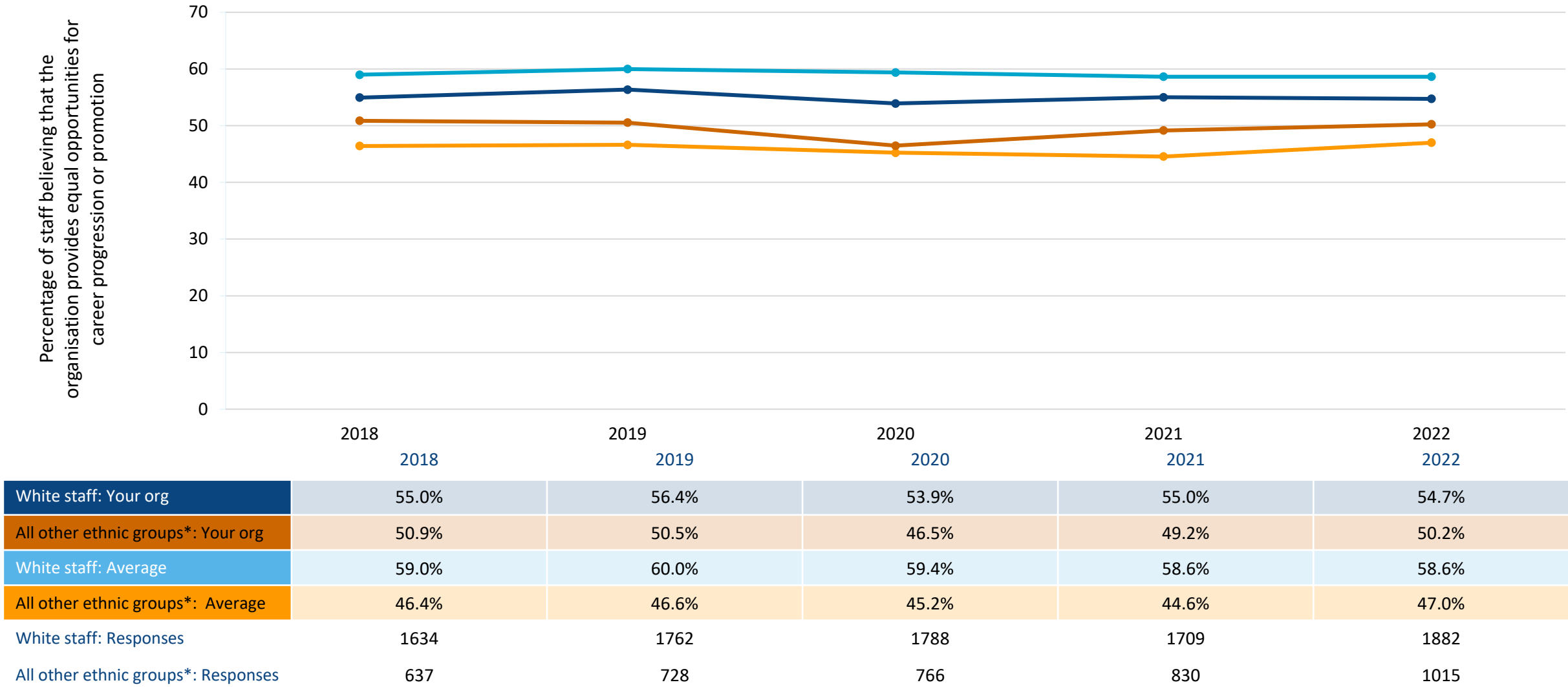
	2018	2019	2020	2021	2022
White staff: Your org	29.8%	28.4%	25.1%	26.5%	26.5%
All other ethnic groups*: Your org	32.3%	31.2%	32.7%	31.1%	30.8%
White staff: Average	25.0%	24.4%	24.4%	23.6%	23.3%
All other ethnic groups*: Average	28.7%	28.4%	29.1%	28.5%	28.8%
White staff: Responses	1629	1759	1782	1721	1876
All other ethnic groups*: Responses	640	730	761	851	1013

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



Workforce Race Equality Standard (WRES)

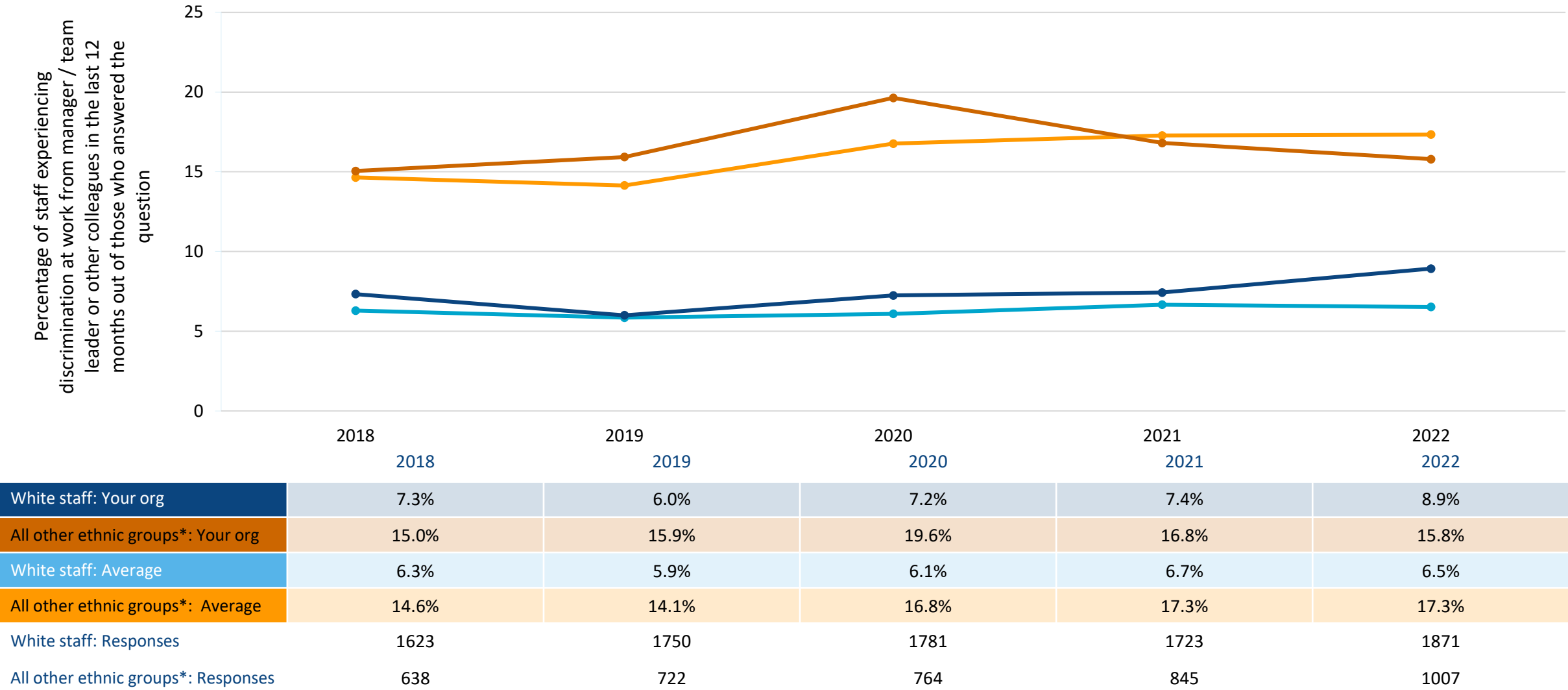
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



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



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



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

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.

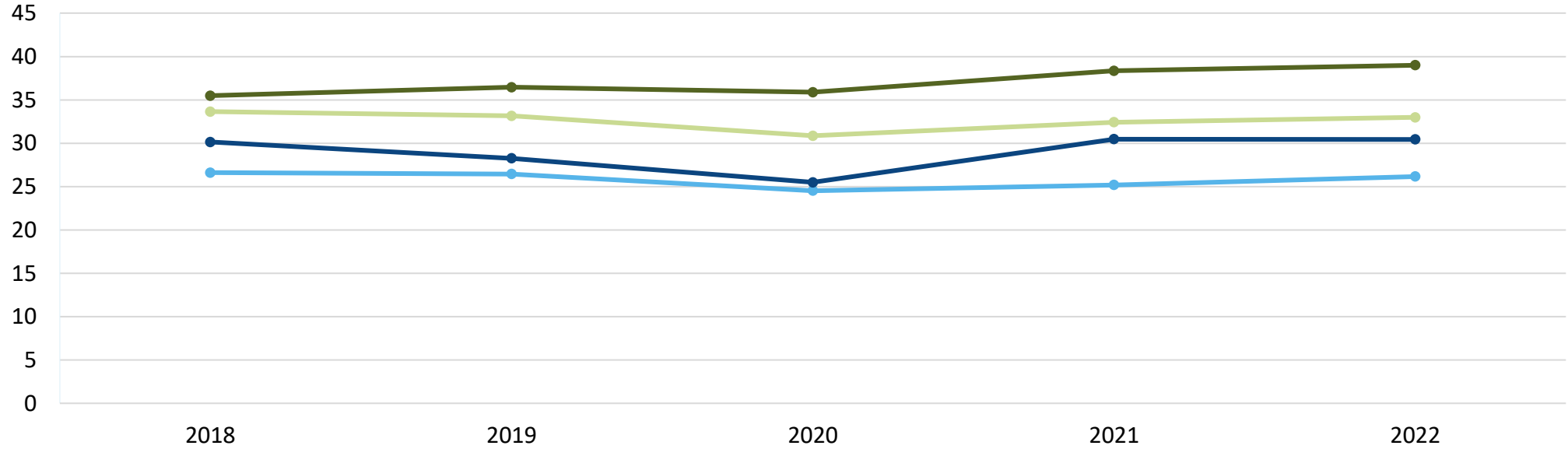
Data shown in the WDES charts are unweighted.

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 out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.

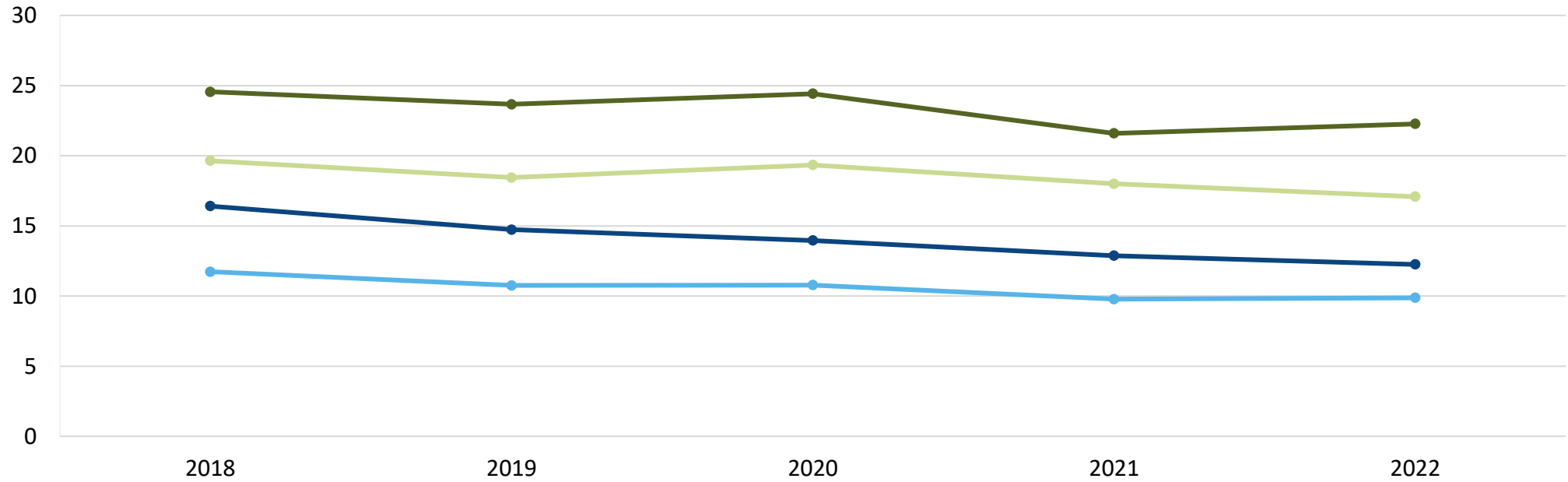


	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	35.5%	36.5%	35.9%	38.4%	39.0%
Staff without a LTC or illness: Your org	30.1%	28.3%	25.5%	30.5%	30.4%
Staff with a LTC or illness: Average	33.6%	33.2%	30.9%	32.4%	33.0%
Staff without a LTC or illness: Average	26.6%	26.5%	24.5%	25.2%	26.2%
Staff with a LTC or illness: Responses	403	469	482	537	618
Staff without a LTC or illness: Responses	1884	2052	2095	2044	2299



Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.

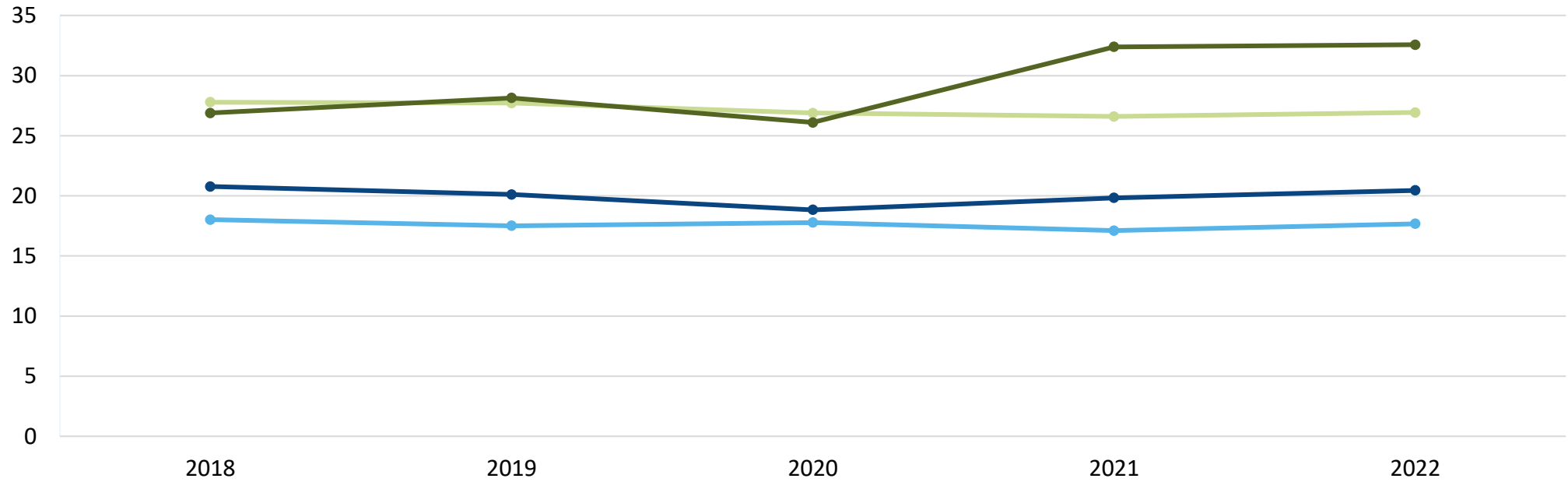


	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	24.6%	23.7%	24.4%	21.6%	22.3%
Staff without a LTC or illness: Your org	16.4%	14.7%	14.0%	12.9%	12.3%
Staff with a LTC or illness: Average	19.6%	18.4%	19.3%	18.0%	17.1%
Staff without a LTC or illness: Average	11.7%	10.8%	10.8%	9.8%	9.9%
Staff with a LTC or illness: Responses	399	469	479	537	615
Staff without a LTC or illness: Responses	1877	2043	2085	2027	2277



Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months out of those who answered the question

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.

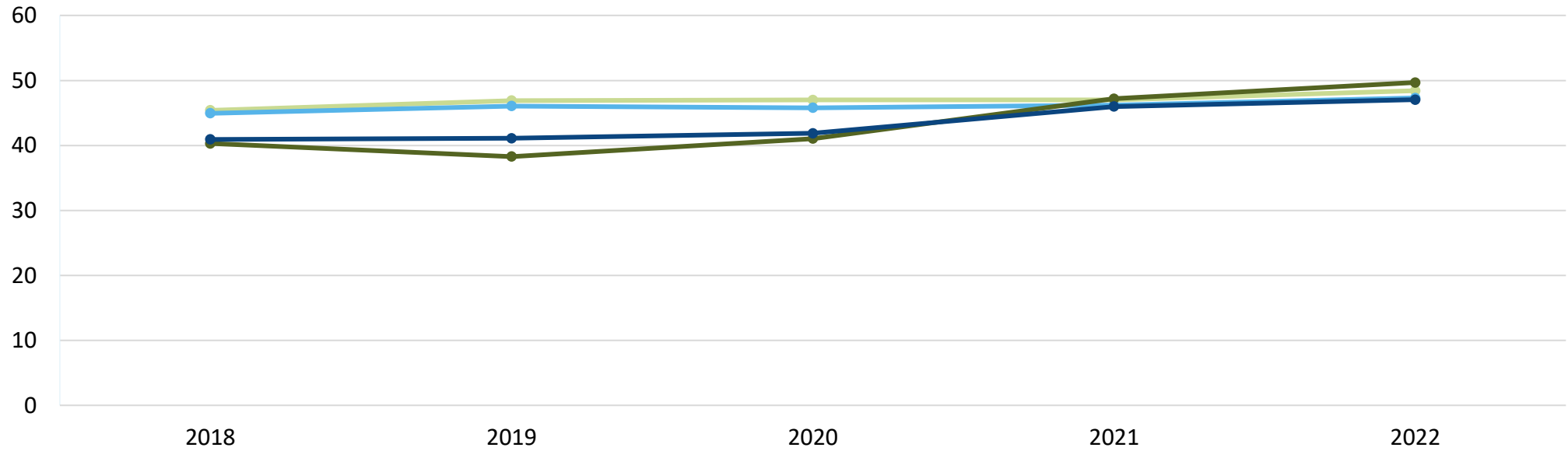


	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	26.9%	28.1%	26.1%	32.4%	32.6%
Staff without a LTC or illness: Your org	20.8%	20.1%	18.8%	19.8%	20.5%
Staff with a LTC or illness: Average	27.8%	27.7%	26.9%	26.6%	26.9%
Staff without a LTC or illness: Average	18.0%	17.5%	17.8%	17.1%	17.7%
Staff with a LTC or illness: Responses	398	462	475	531	611
Staff without a LTC or illness: Responses	1877	2024	2076	2017	2273



Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it out of those who answered the question

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

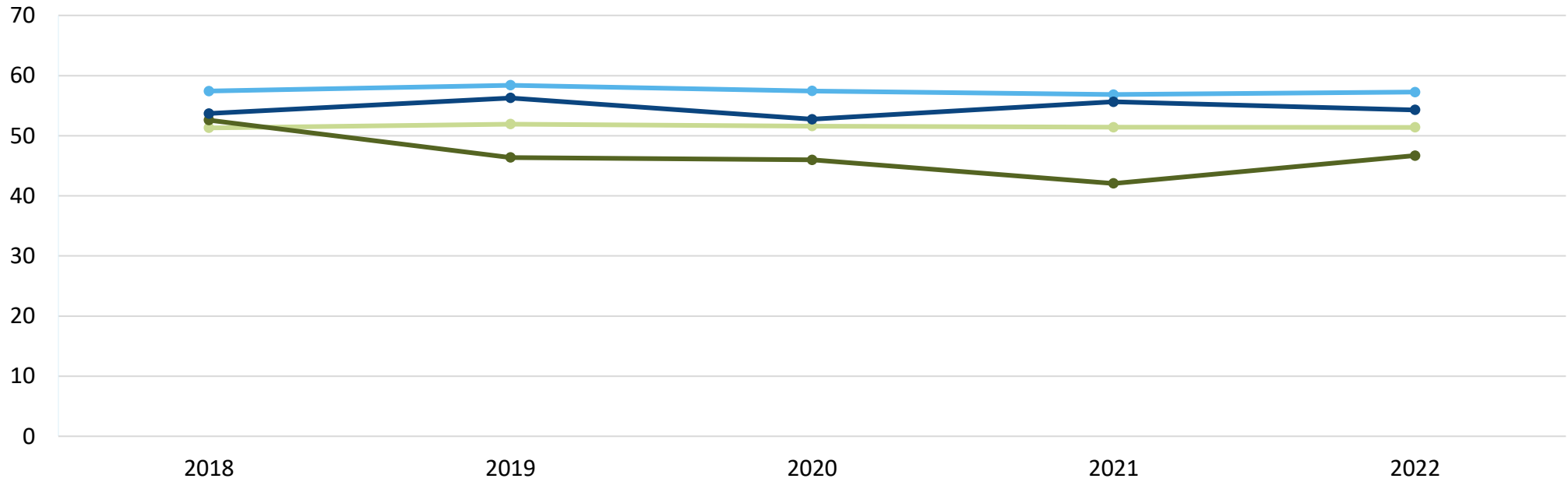


	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	40.3%	38.3%	41.0%	47.2%	49.7%
Staff without a LTC or illness: Your org	40.9%	41.1%	41.9%	46.0%	47.1%
Staff with a LTC or illness: Average	45.4%	46.9%	47.0%	47.0%	48.4%
Staff without a LTC or illness: Average	45.0%	46.1%	45.8%	46.2%	47.3%
Staff with a LTC or illness: Responses	191	222	229	267	318
Staff without a LTC or illness: Responses	684	720	707	737	831



Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion out of those who answered the question

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

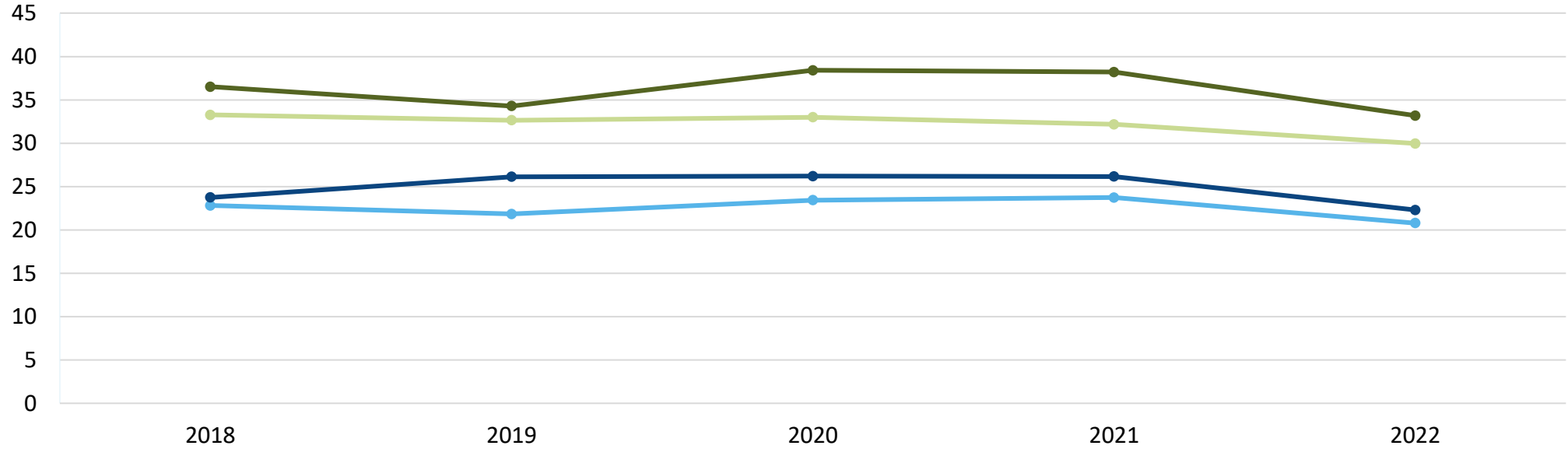


	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	52.6%	46.4%	46.0%	42.1%	46.7%
Staff without a LTC or illness: Your org	53.7%	56.3%	52.7%	55.6%	54.3%
Staff with a LTC or illness: Average	51.3%	51.9%	51.6%	51.4%	51.4%
Staff without a LTC or illness: Average	57.4%	58.4%	57.4%	56.8%	57.3%
Staff with a LTC or illness: Responses	405	470	485	530	619
Staff without a LTC or illness: Responses	1892	2052	2110	2018	2302



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

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

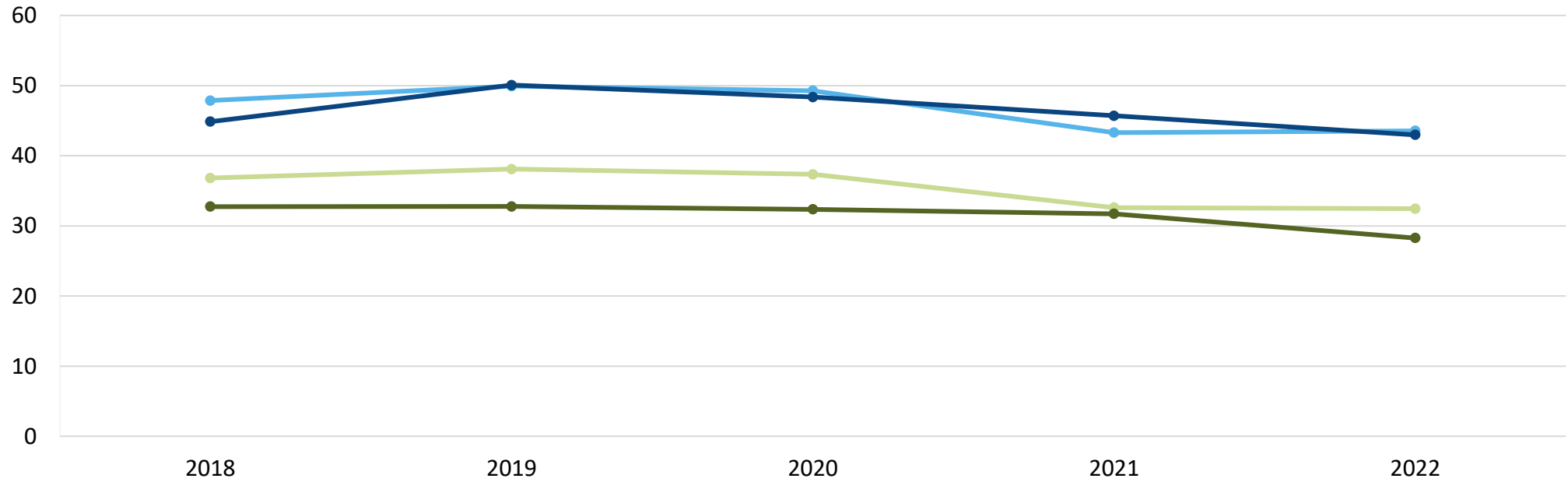


	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	36.5%	34.3%	38.4%	38.2%	33.2%
Staff without a LTC or illness: Your org	23.8%	26.1%	26.2%	26.2%	22.3%
Staff with a LTC or illness: Average	33.3%	32.7%	33.0%	32.2%	30.0%
Staff without a LTC or illness: Average	22.8%	21.8%	23.4%	23.7%	20.8%
Staff with a LTC or illness: Responses	293	350	315	369	440
Staff without a LTC or illness: Responses	1027	1098	935	1009	1238



Percentage of staff satisfied with the extent to which
their organisation values their work out of those who
answered the question

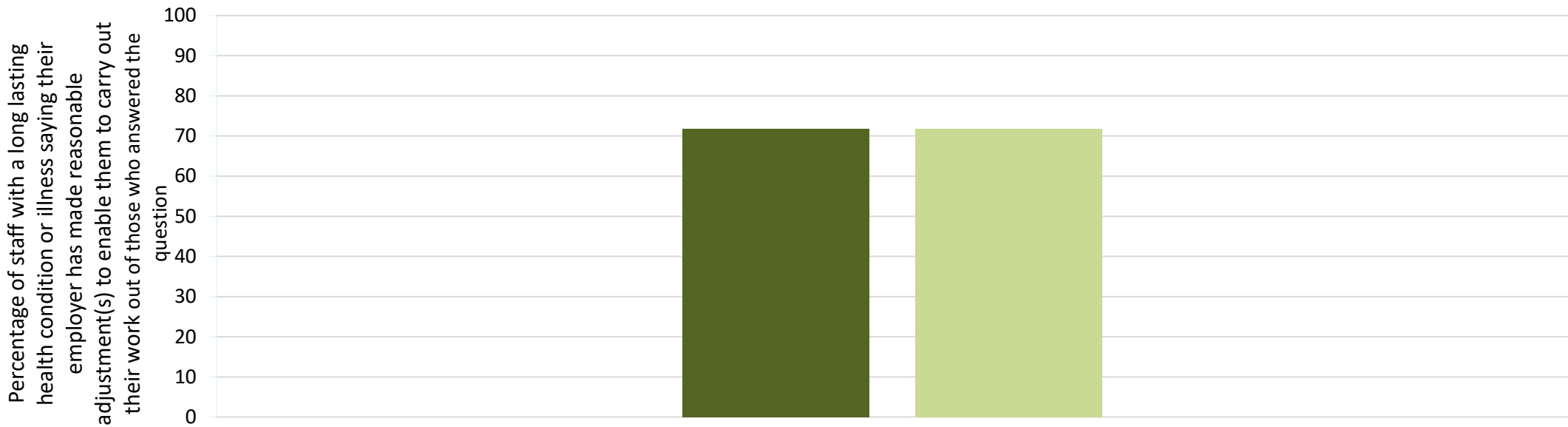
Percentage of staff satisfied with the extent to which their organisation values their work.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	32.8%	32.8%	32.4%	31.7%	28.3%
Staff without a LTC or illness: Your org	44.9%	50.1%	48.4%	45.7%	43.0%
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	409	473	485	539	619
Staff without a LTC or illness: Responses	1892	2055	2111	2050	2296



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.

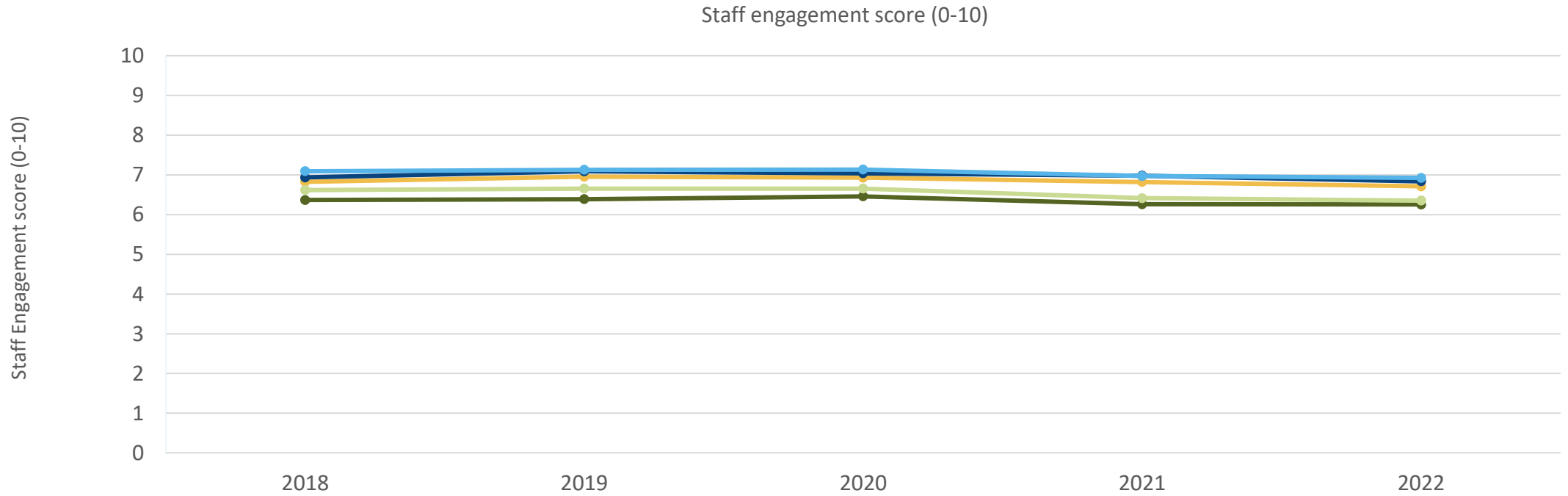


2022

Staff with a LTC or illness: Your org	71.7%
Staff with a LTC or illness: Average	71.8%

Staff with a LTC or illness: Responses

361



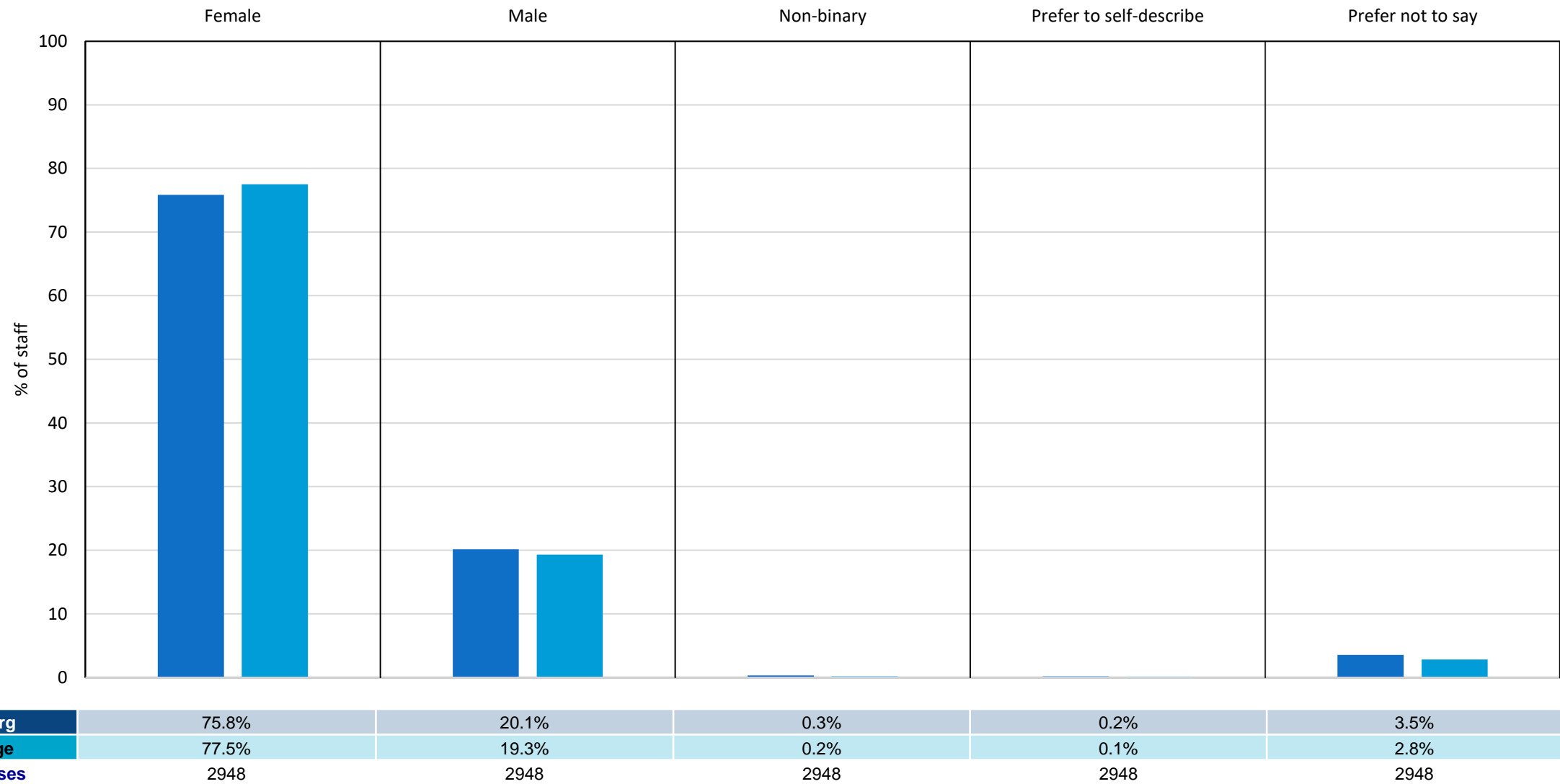
	2018	2019	2020	2021	2022
Organisation average	6.8	7.0	6.9	6.8	6.7
Staff with a LTC or illness: Your org	6.4	6.4	6.5	6.3	6.3
Staff without a LTC or illness: Your org	6.9	7.1	7.0	7.0	6.8
Staff with a LTC or illness: Average	6.6	6.7	6.7	6.4	6.4
Staff without a LTC or illness: Average	7.1	7.1	7.1	7.0	6.9
Staff with a LTC or illness: Responses	410	475	488	539	620
Staff without a LTC or illness: Responses	1905	2067	2120	2055	2312

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

About your respondents

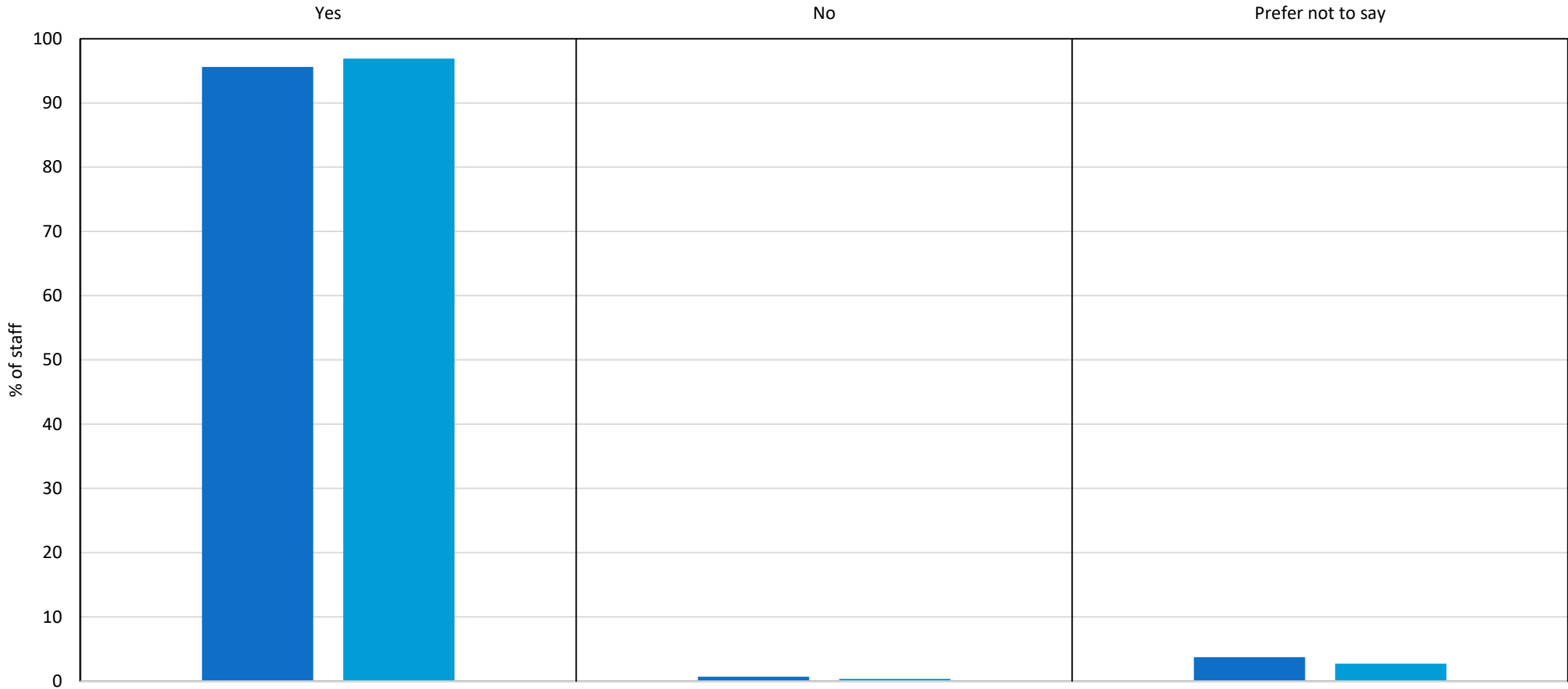
This section will show demographic information for 2022.

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.

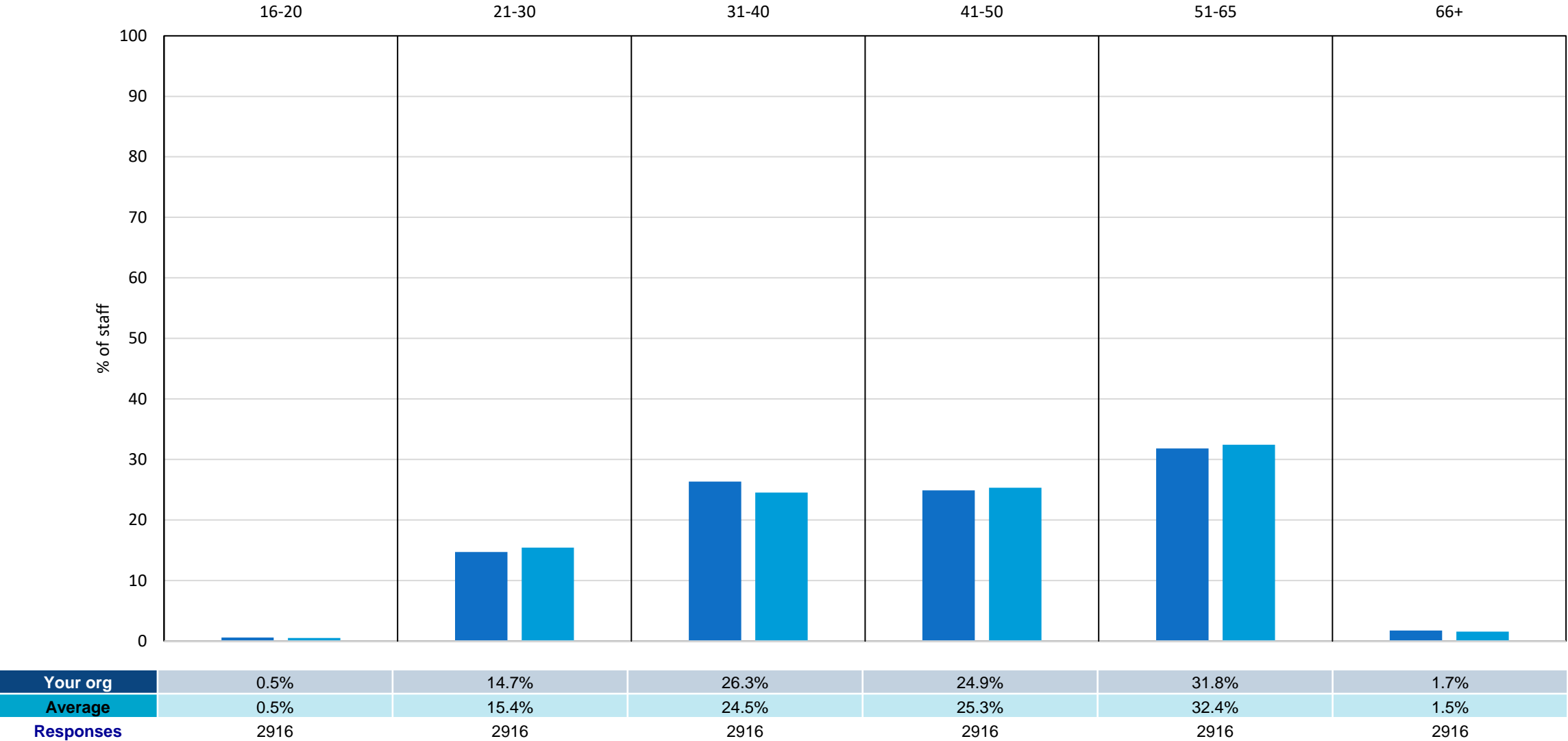




Background details – Is your gender identity the same as the sex you were assigned at birth?

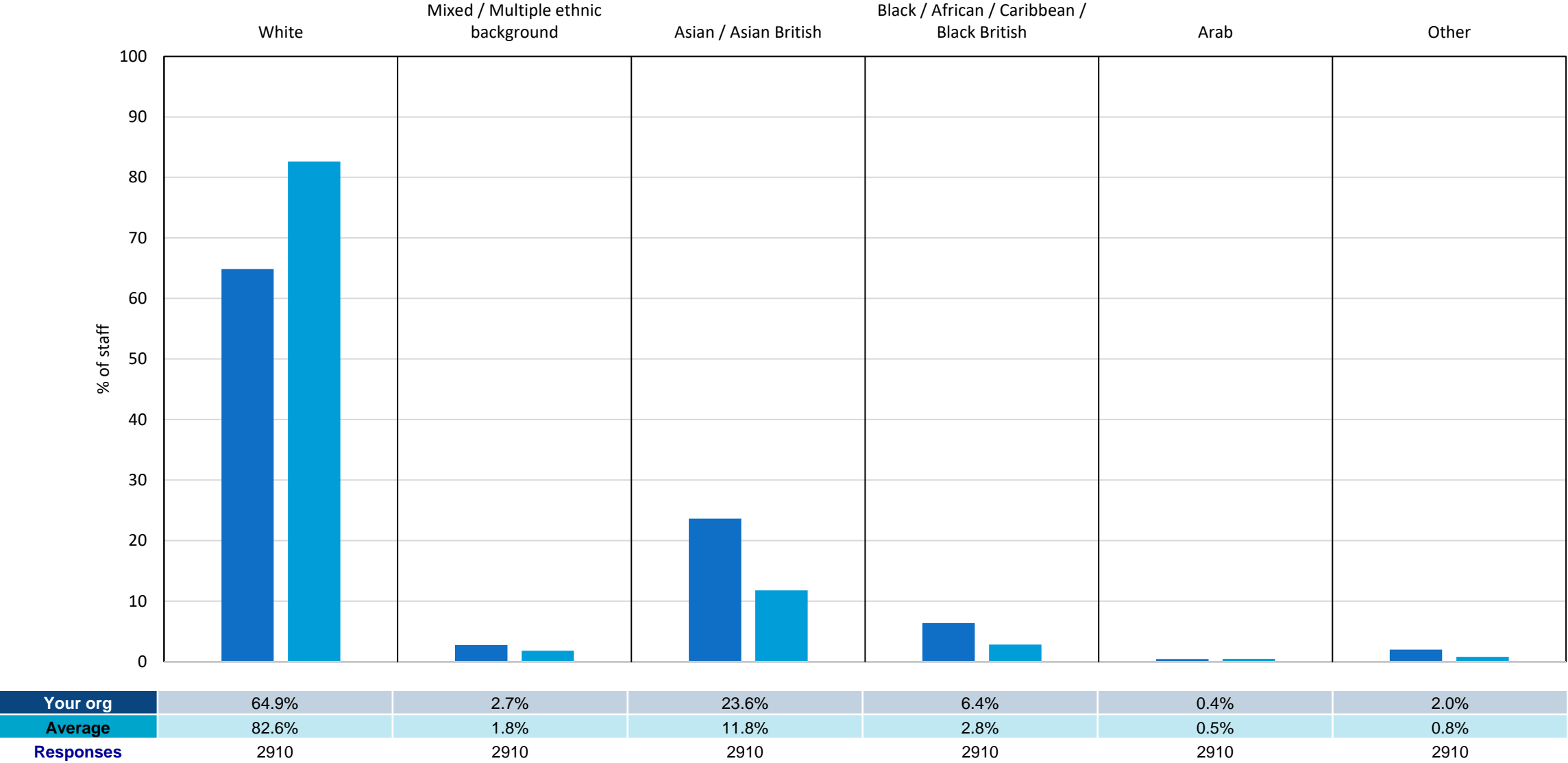


Your org	95.6%	0.7%	3.7%
Average	96.9%	0.4%	2.7%
Responses	2825	2825	2825



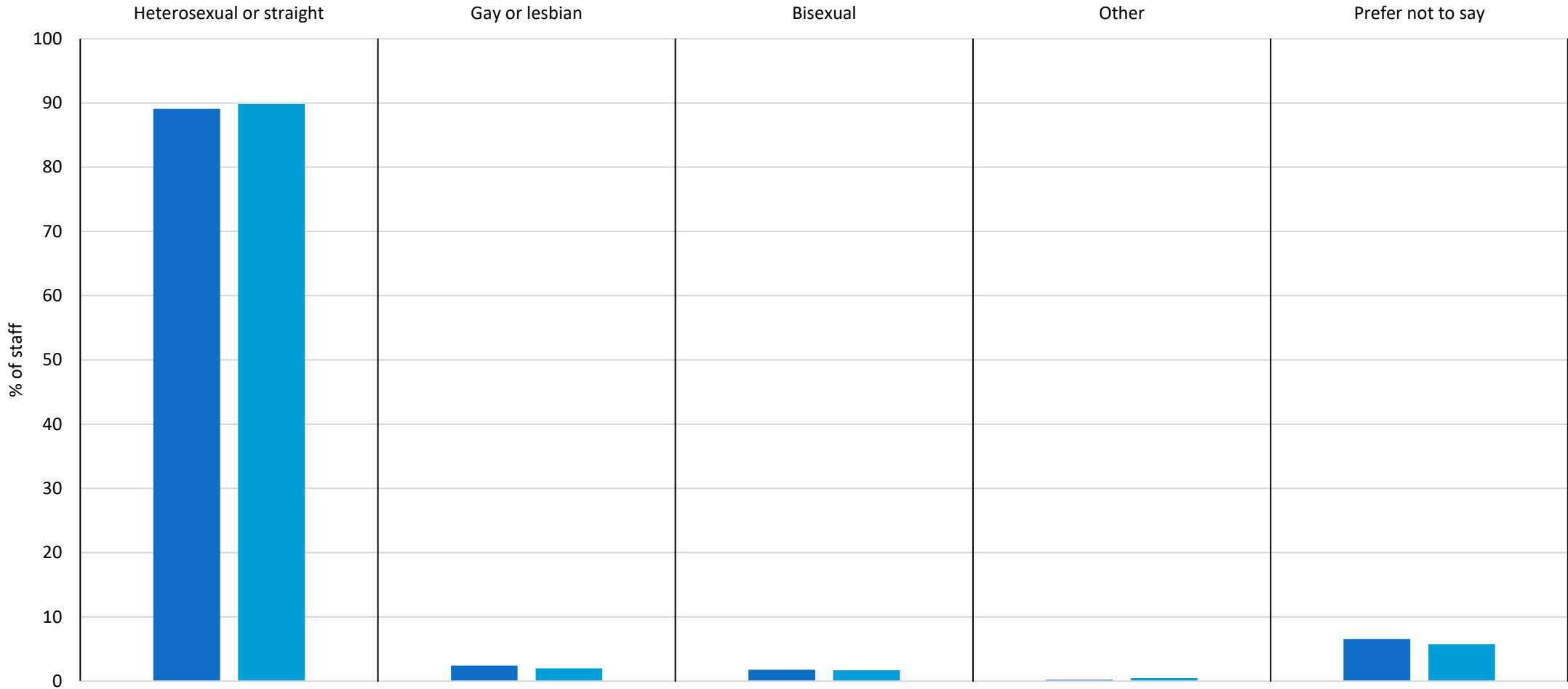


Background details - Ethnicity





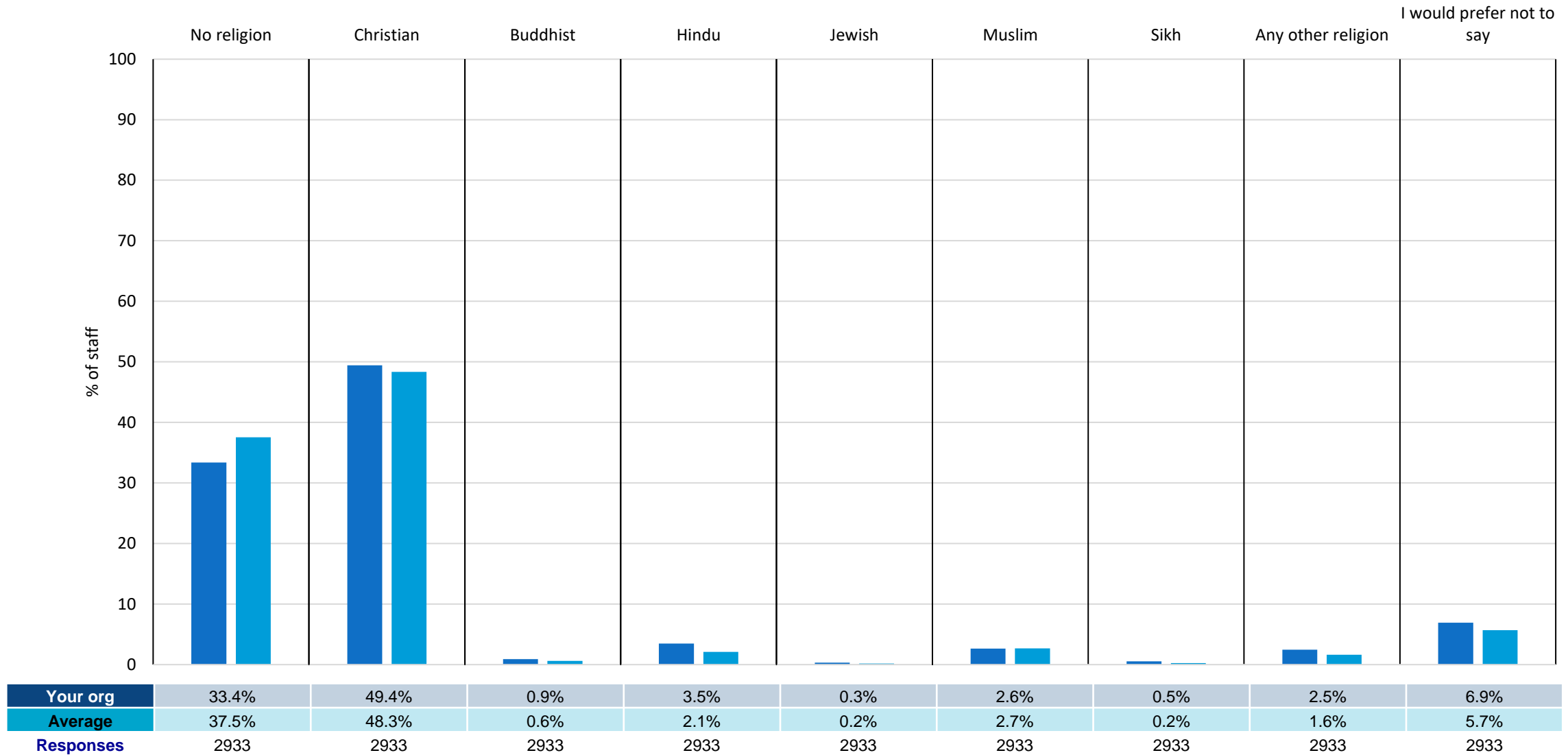
Background details – Sexual orientation



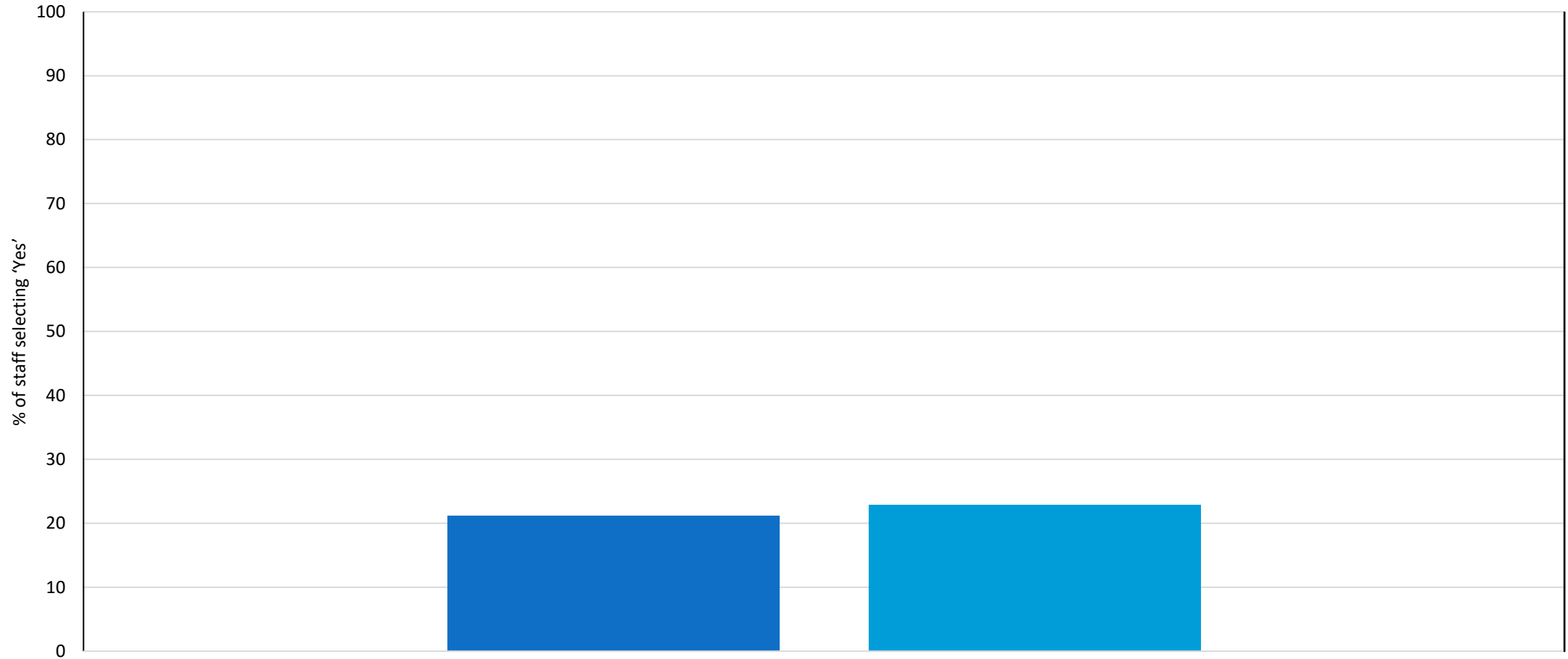
Your org	89.1%	2.4%	1.8%	0.2%	6.5%
Average	89.8%	2.0%	1.7%	0.5%	5.7%
Responses	2936	2936	2936	2936	2936



Background details - Religion



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

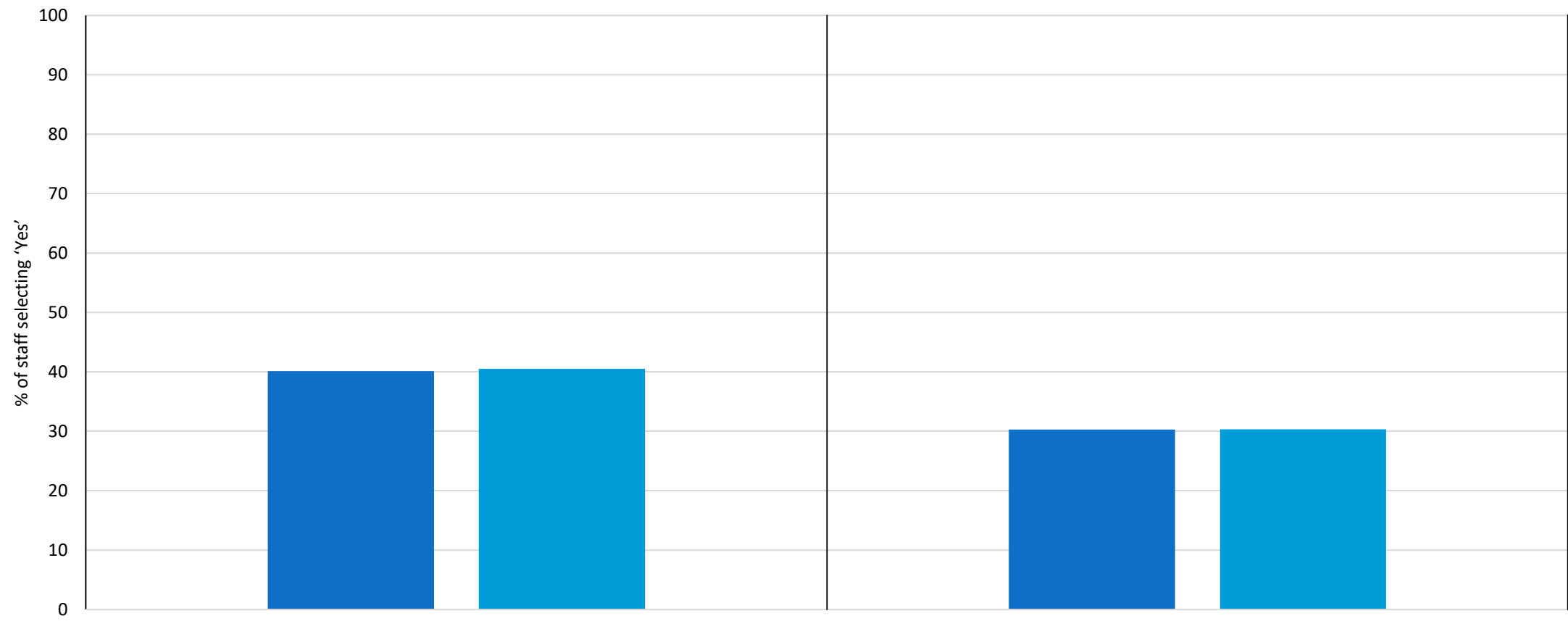


Your org	21.2%
Average	22.9%
Responses	2935



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

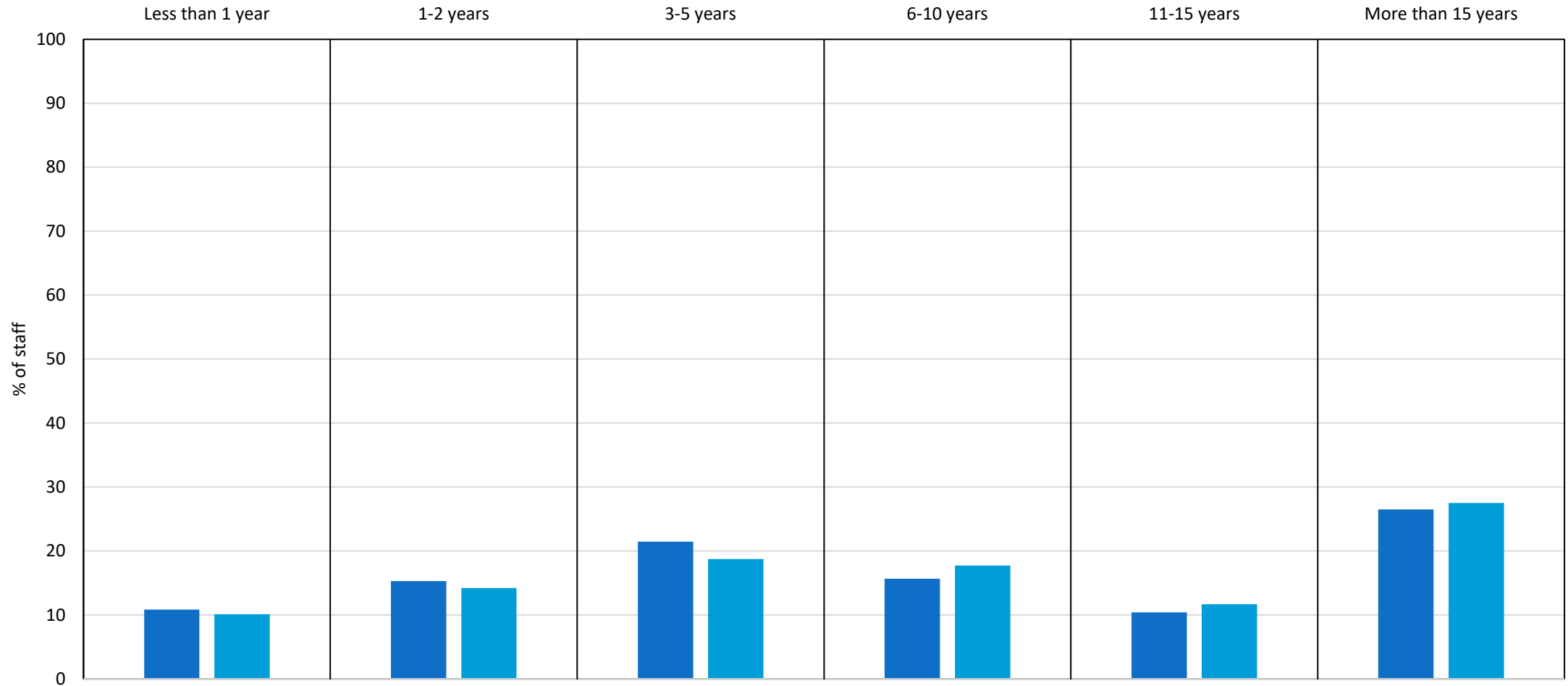
Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



Your org	40.1%	30.3%
Average	40.5%	30.3%
Responses	2930	2910



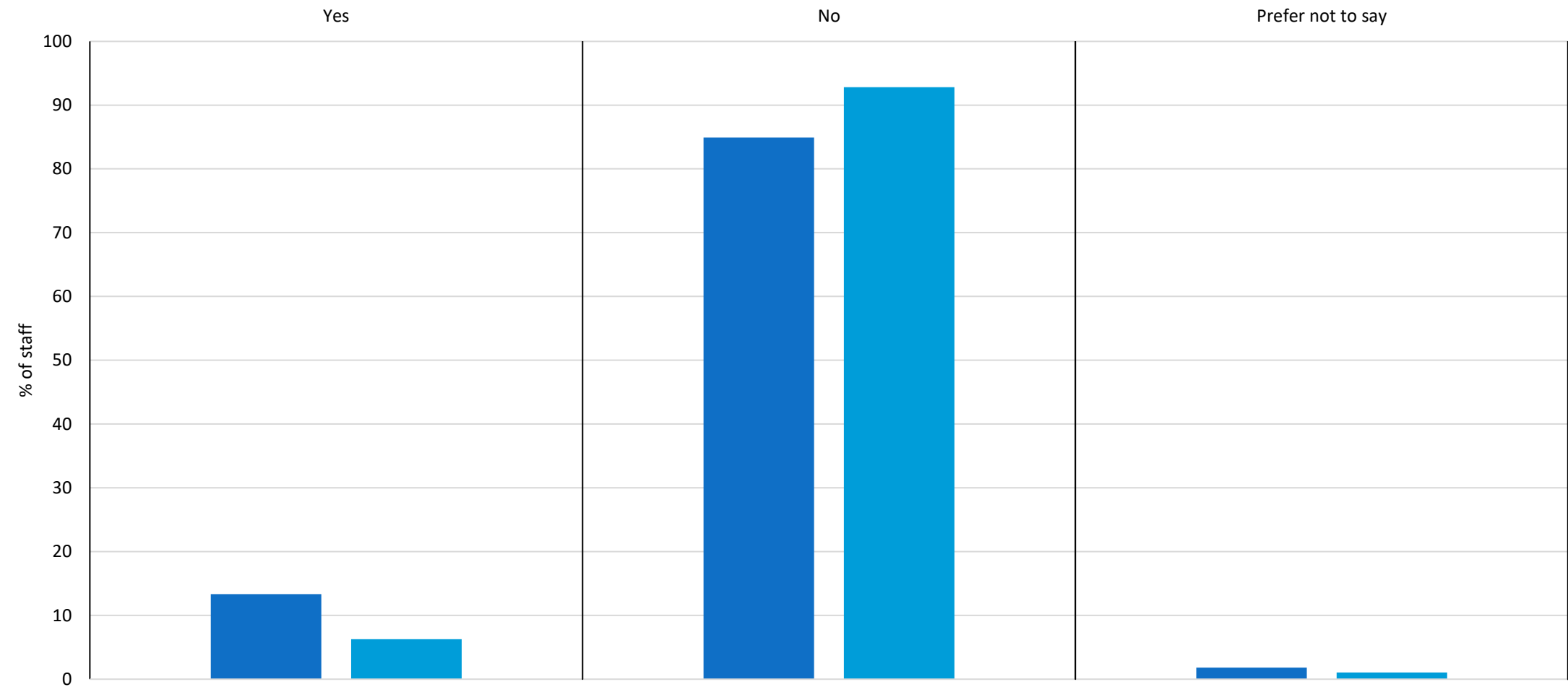
Background details – Length of service



Your org	10.8%	15.3%	21.4%	15.6%	10.4%	26.5%
Average	10.1%	14.2%	18.7%	17.7%	11.7%	27.5%
Responses	2931	2931	2931	2931	2931	2931



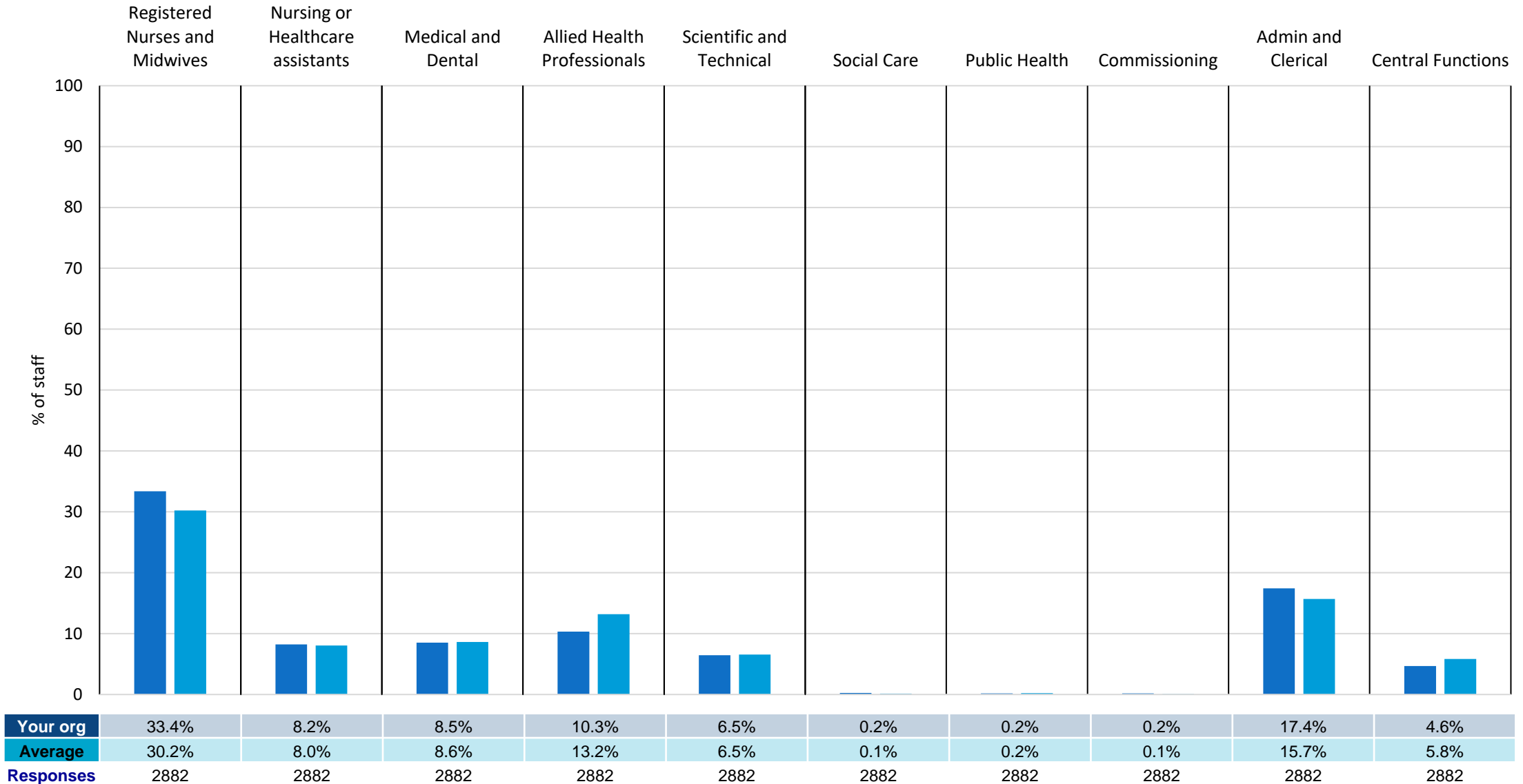
Background details — When you joined this organisation were you recruited from outside of the UK?



Your org	13.3%	84.9%	1.8%
Average	6.2%	92.8%	1.0%
Responses	2916	2916	2916

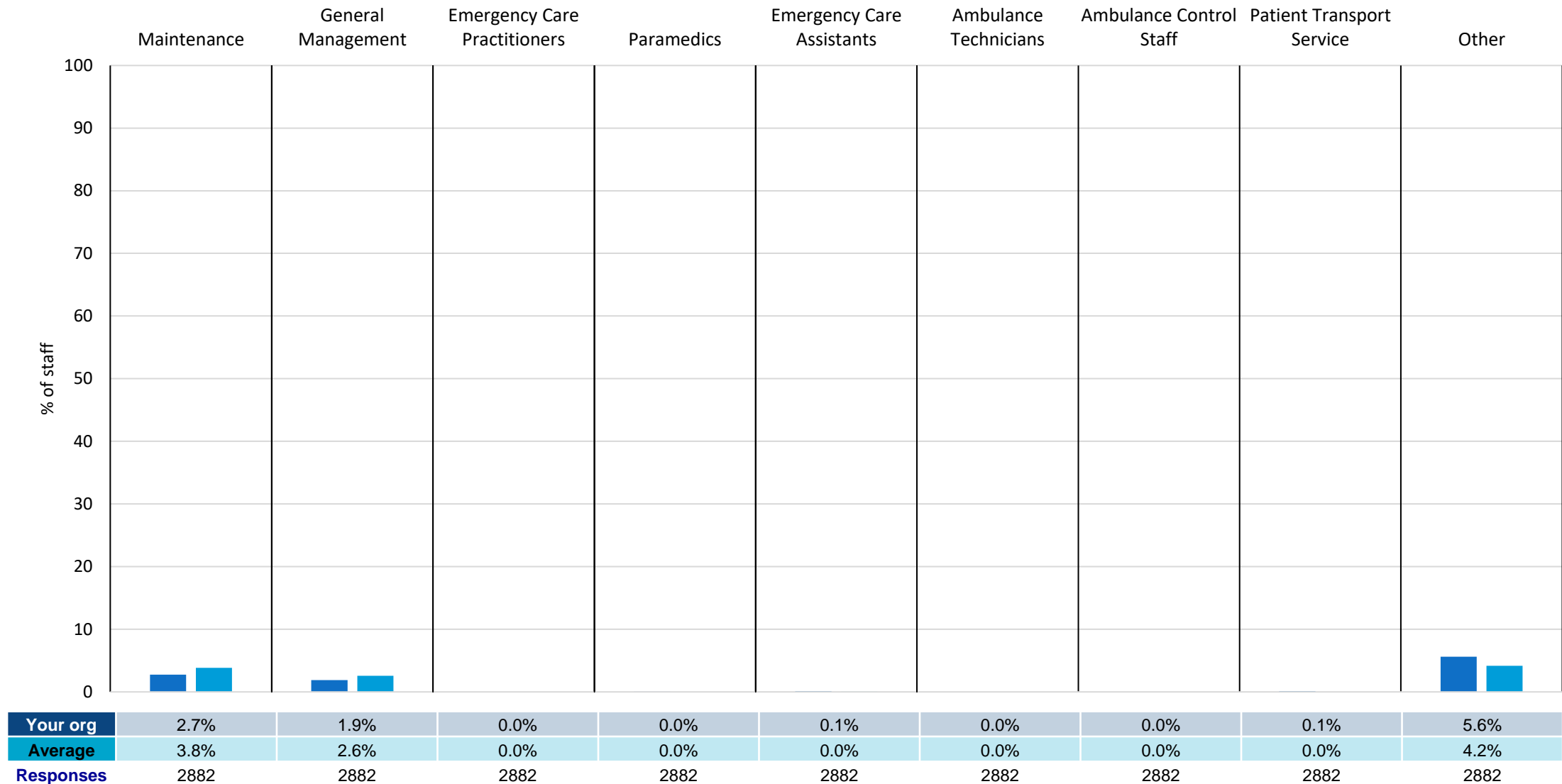


Background details – Occupational group





Background details – Occupational group



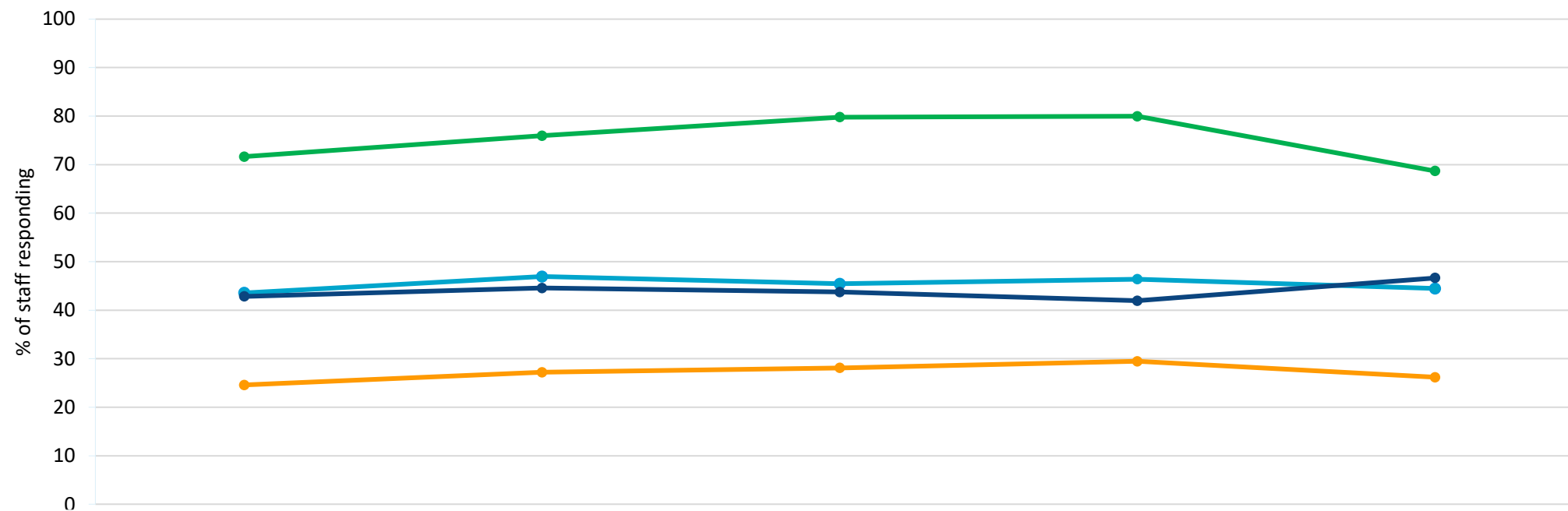
Appendices

Appendix A: Response rate



Appendix A: Response rate

Response rate



	2018	2019	2020	2021	2022
Your org	42.8%	44.6%	43.7%	41.9%	46.6%
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	2389	2605	2646	2647	2963

Appendix B: Significance testing 2021 vs 2022

➤ Appendix B: Significance testing – 2021 vs 2022

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

People Promise elements	2021 score	2021 respondents	2022 score	2022 respondents	Statistically significant change?
We are compassionate and inclusive	7.2	2639	7.1	2951	Significantly lower
We are recognised and rewarded	5.8	2639	5.7	2950	Significantly lower
We each have a voice that counts	6.6	2597	6.5	2923	Significantly lower
We are safe and healthy	5.9	2614	5.8	2941	Not significant
We are always learning	5.2	2489	5.1	2796	Not significant
We work flexibly	6.0	2628	6.0	2940	Not significant
We are a team	6.6	2634	6.6	2945	Not significant
Themes					
Staff Engagement	6.8	2640	6.7	2955	Significantly lower
Morale	5.7	2641	5.6	2956	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.

Appendix C: 1. Reviewing People Promise and theme results

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

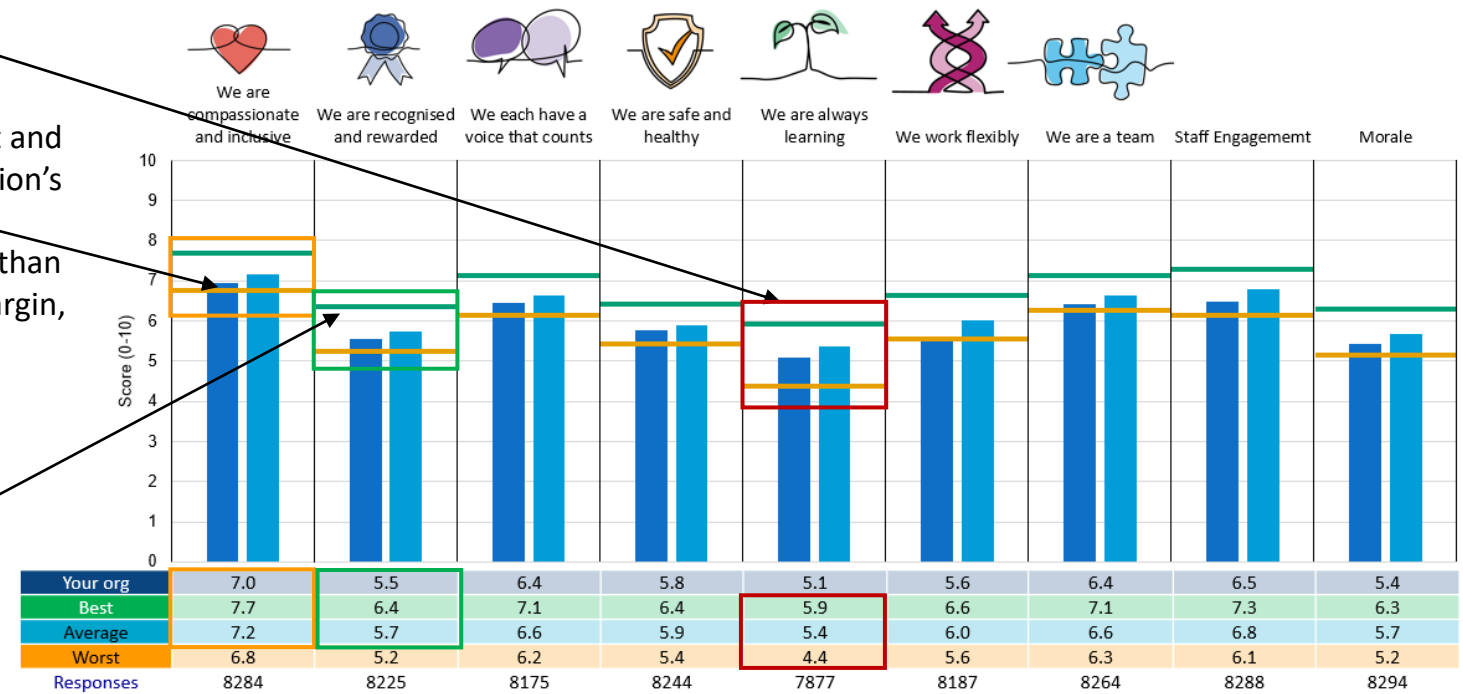
It is important to **consider each result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing People Promise element and theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

Areas to improve

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

Positive outcomes

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

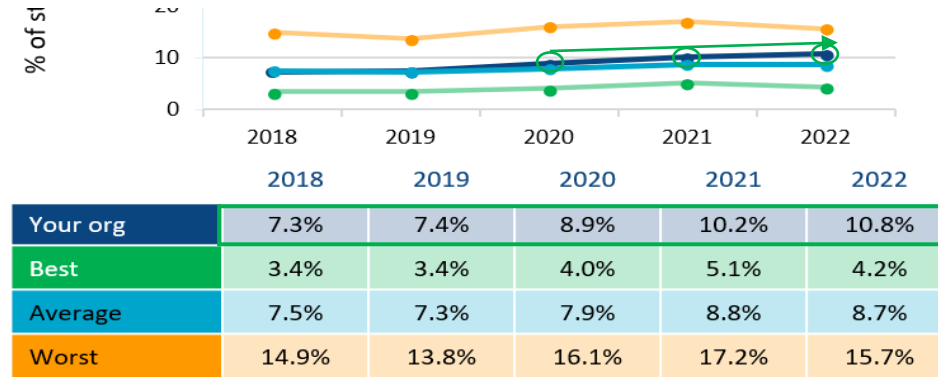


Only one example is highlighted for each point

Appendix C: 2. Reviewing results in more detail

Review trend data

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

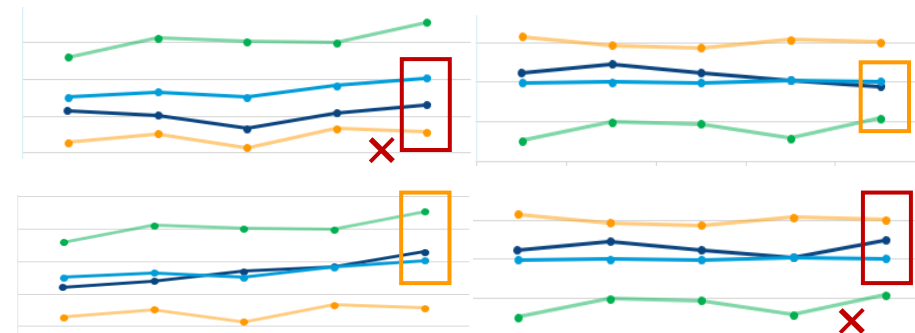


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

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.

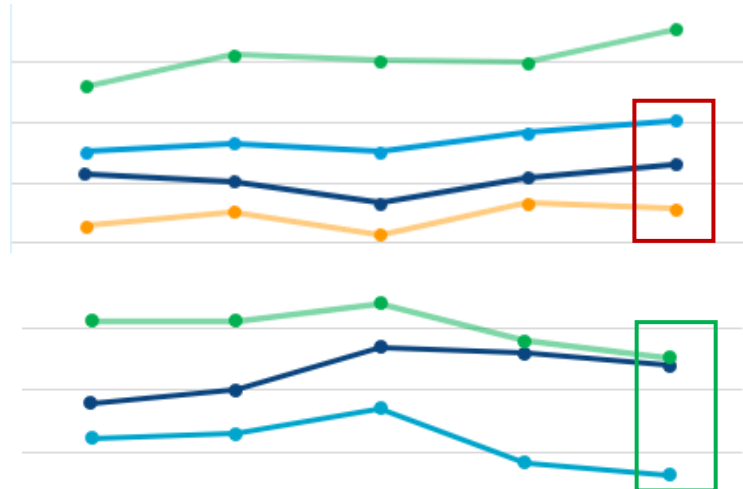
Identifying questions of interest

➤ 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 East and North Hertfordshire NHS 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.