Survey Coordination Centre

NHS

Calderdale and Huddersfield NHS Foundation Trust

NHS Staff Survey Benchmark report 2022

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Introduction

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

About this Report

Survey Coordination Centre NHS

About this report

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

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

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

How results are reported

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

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

*The data included in this report are weighted to the national benchmarking groups. The figures in this report may be different to the figures produced by your contractor.
**Please see Appendix C for a note on the revision to 2019 historical benchmarking for Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trust benchmarking groups.

People Promise elements, themes and sub-scores

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

Questions not linked to the People Promise elements or themes

Q1, Q10a, Q10b, Q10c, Q11e, Q15, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b

Report structure

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Introduction

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

Organisation details

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

People Promise Elements, Themes and Sub-scores: Overview

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

People Promise Elements, Themes and Sub-scores: Trends

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

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

The Covid-19 pandemic

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

Questions not linked to People Promise

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

Workforce Equality Standards

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

About your respondents

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

Appendices

Here you will find:

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

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

Using the report

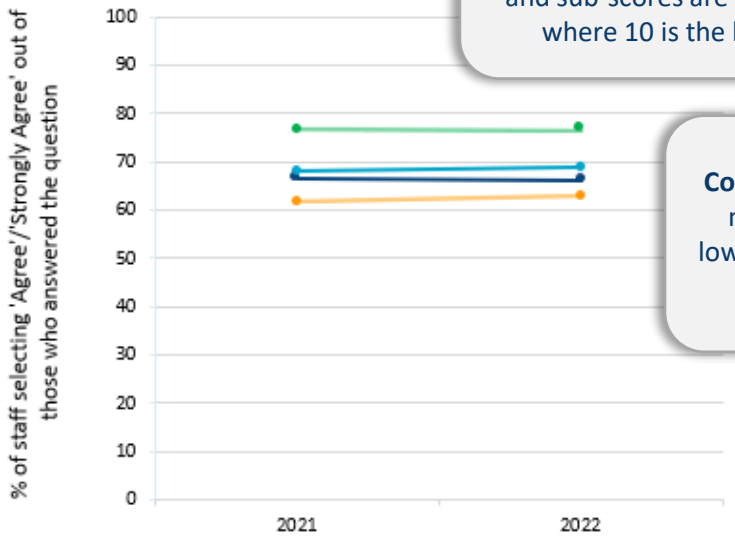
Please note this is example data

Key features

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

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

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

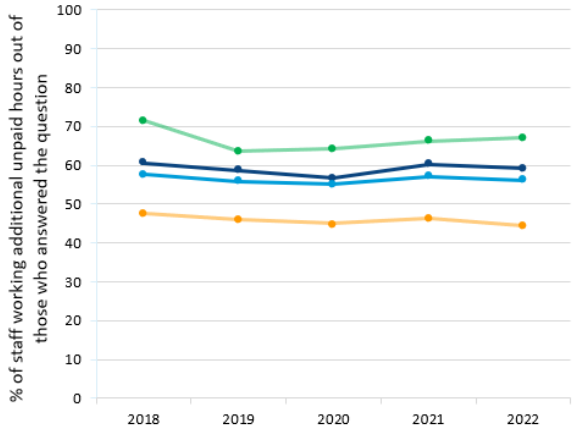


Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is better – in such instances 'Best' is the bottom line in the table.

	2021	2022
Your org	66.5%	66.3%
Best	76.8%	76.8%
Average	68.0%	68.7%
Worst	61.9%	62.8%

Number of responses for the organisation for the given question.

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	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.**

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

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

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Organisation details

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

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Calderdale and Huddersfield NHS Foundation Trust

2022 NHS Staff Survey

Organisation details

Completed questionnaires	2668
2022 response rate	44%

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

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

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People Promise Elements, Themes and sub-score results

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

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People Promise Elements, Themes and Sub-scores: Overview

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

People Promise Elements and Themes: Overview

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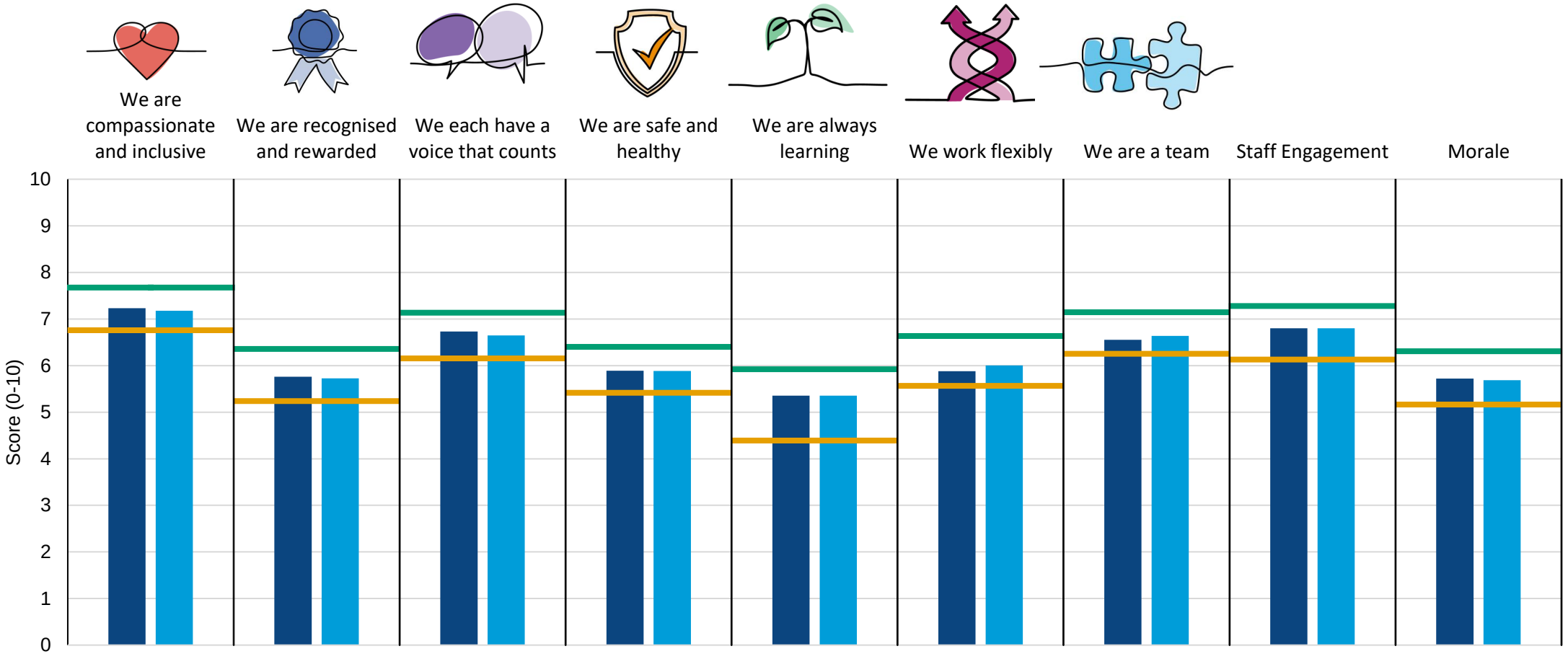
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.



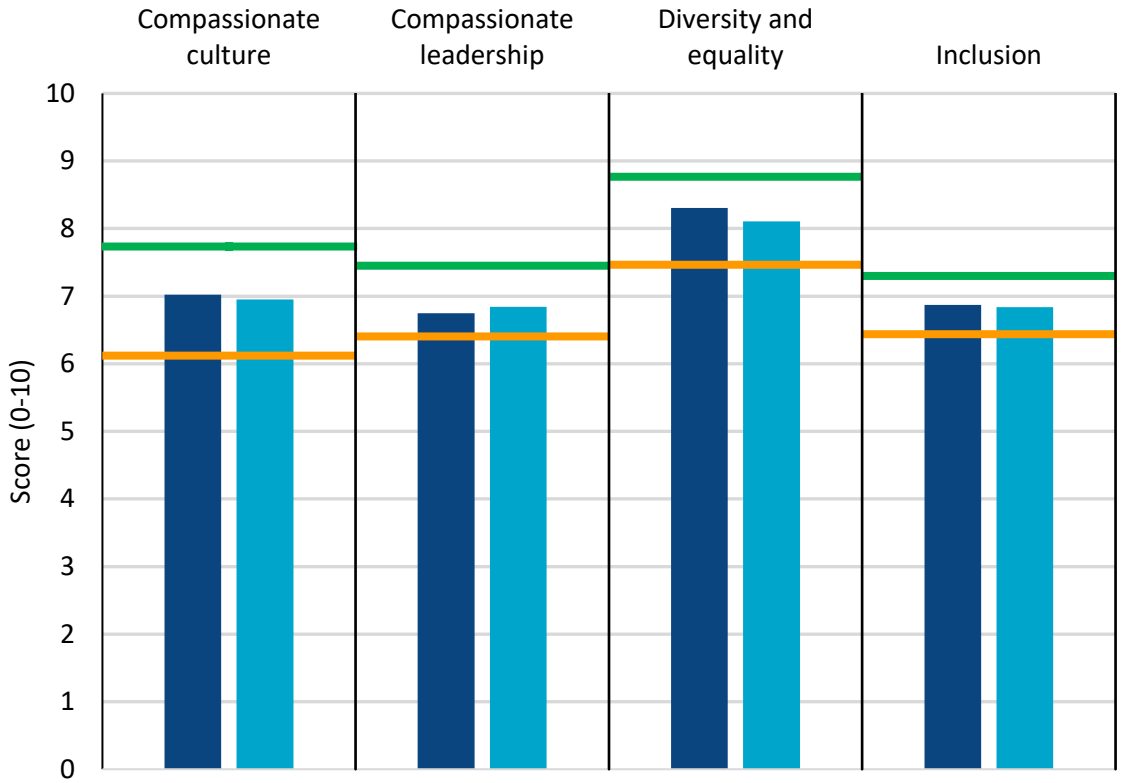
	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff Engagement	Morale
Your org	7.2	5.8	6.7	5.9	5.4	5.9	6.6	6.8	5.7
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	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	2664	2666	2650	2655	2570	2656	2663	2667	2666

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

Survey Coordination Centre

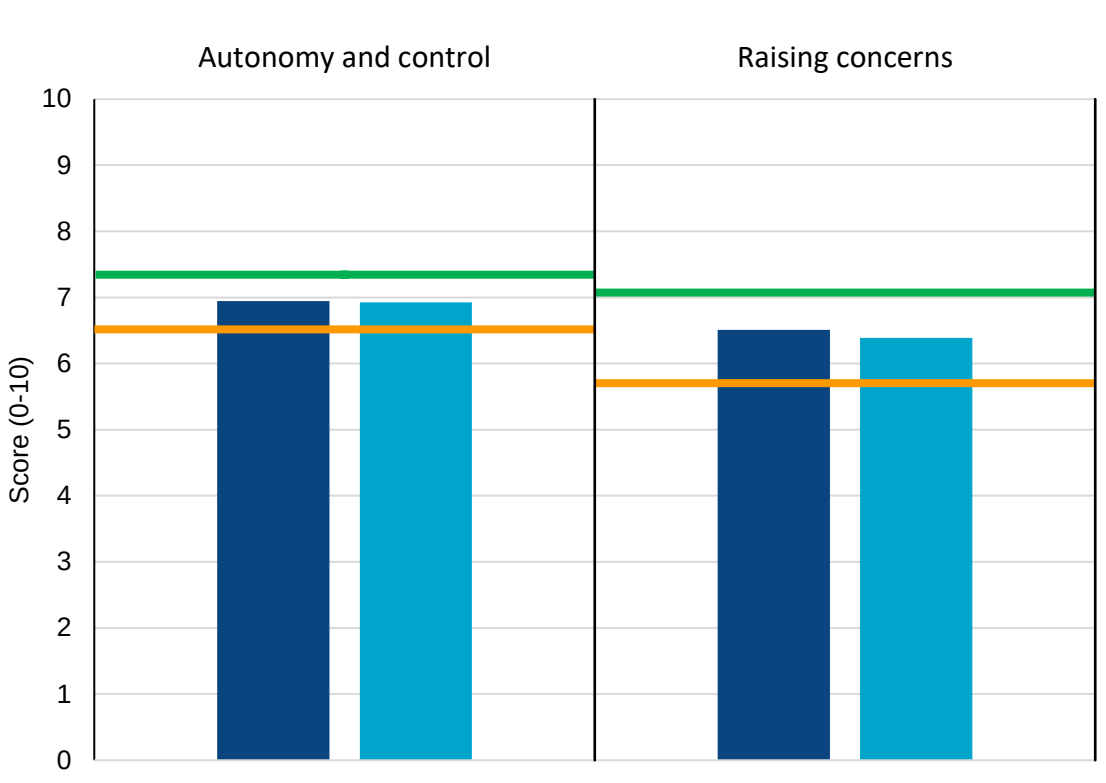
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 1: We are compassionate and inclusive



	Compassionate culture	Compassionate leadership	Diversity and equality	Inclusion
Your org	7.0	6.7	8.3	6.9
Best	7.7	7.4	8.8	7.3
Average	7.0	6.8	8.1	6.8
Worst	6.1	6.4	7.5	6.4
Responses	2656	2663	2658	2661

Promise element 3: We each have a voice that counts



	Autonomy and control	Raising concerns
Your org	6.9	6.5
Best	7.3	7.1
Average	6.9	6.4
Worst	6.5	5.7
Responses	2666	2651

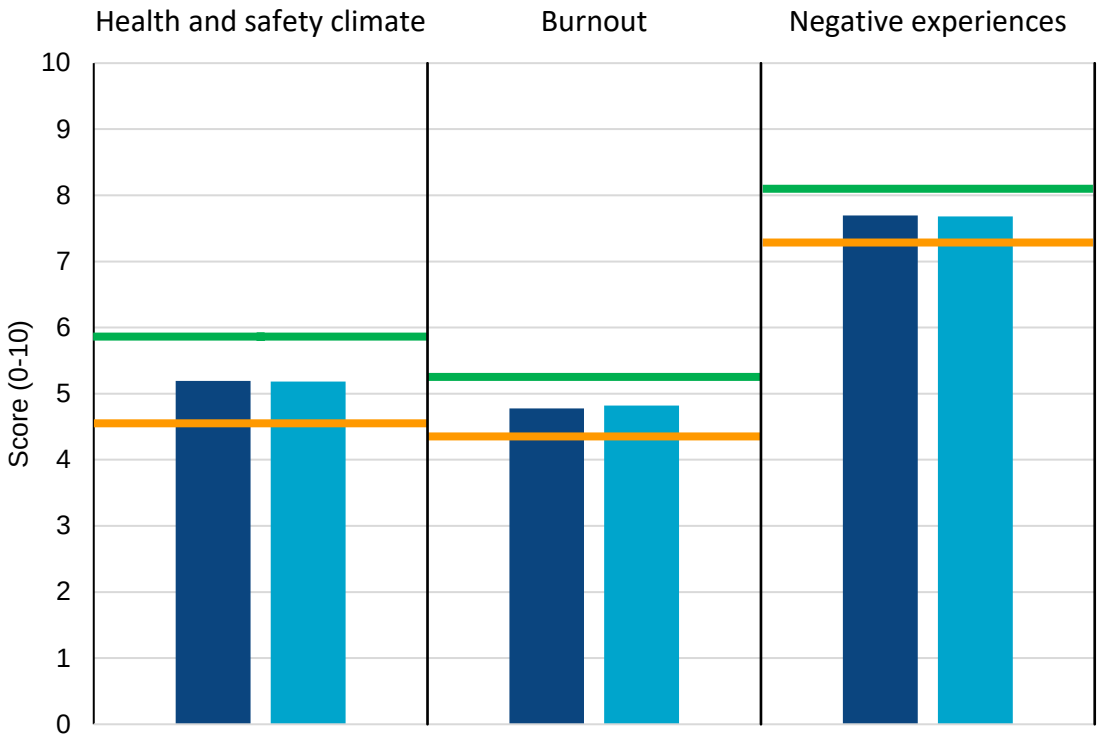
N.B. People Promise Element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 20.

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

Survey Coordination Centre

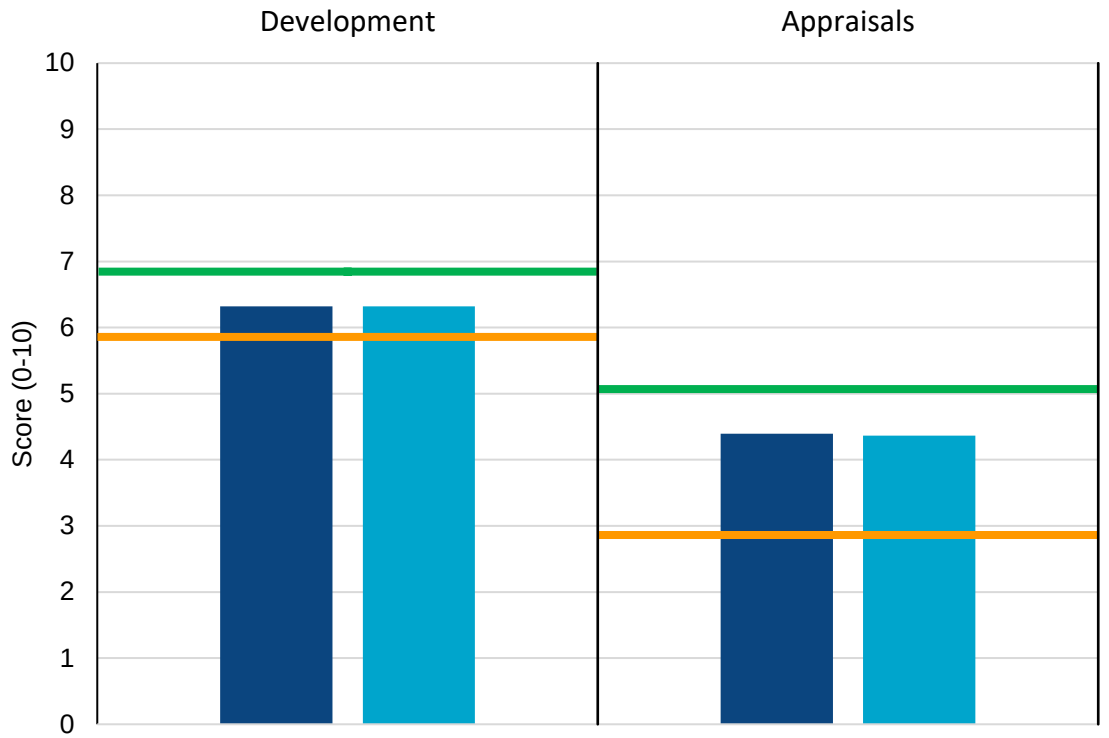
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 4: We are safe and healthy



	Health and safety climate	Burnout	Negative experiences
Your org	5.2	4.8	7.7
Best	5.9	5.3	8.1
Average	5.2	4.8	7.7
Worst	4.6	4.4	7.3
Responses	2667	2660	2661

Promise element 5: We are always learning

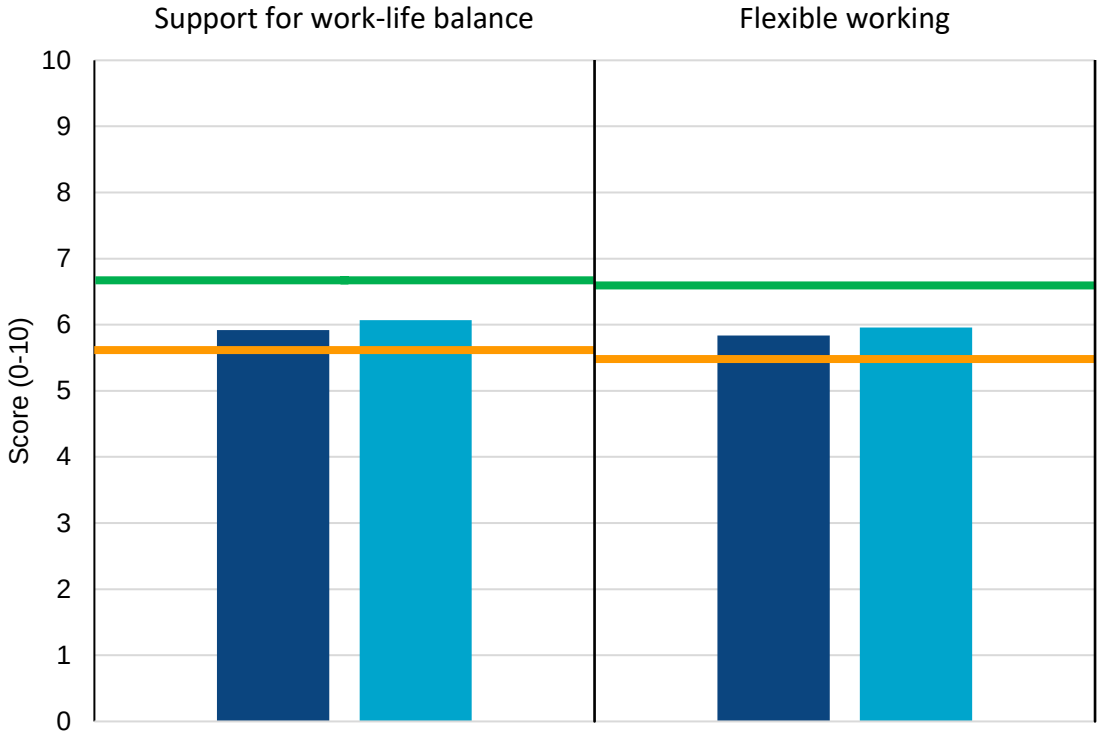


	Development	Appraisals
Your org	6.3	4.4
Best	6.8	5.1
Average	6.3	4.4
Worst	5.9	2.9
Responses	2658	2577

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

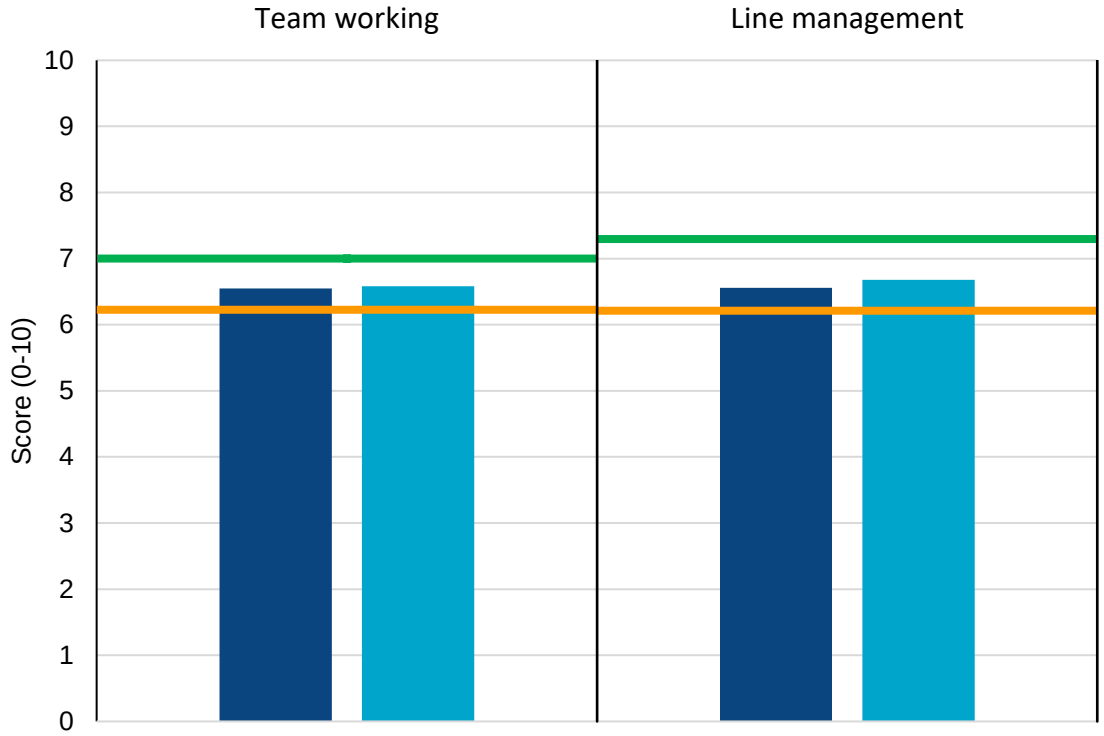
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Promise element 6: We work flexibly



	Support for work-life balance	Flexible working
Your org	5.9	5.8
Best	6.7	6.6
Average	6.1	6.0
Worst	5.6	5.5
Responses	2662	2661

Promise element 7: We are a team



	Team working	Line management
Your org	6.5	6.6
Best	7.0	7.3
Average	6.6	6.7
Worst	6.2	6.2
Responses	2664	2666

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

Survey Coordination Centre

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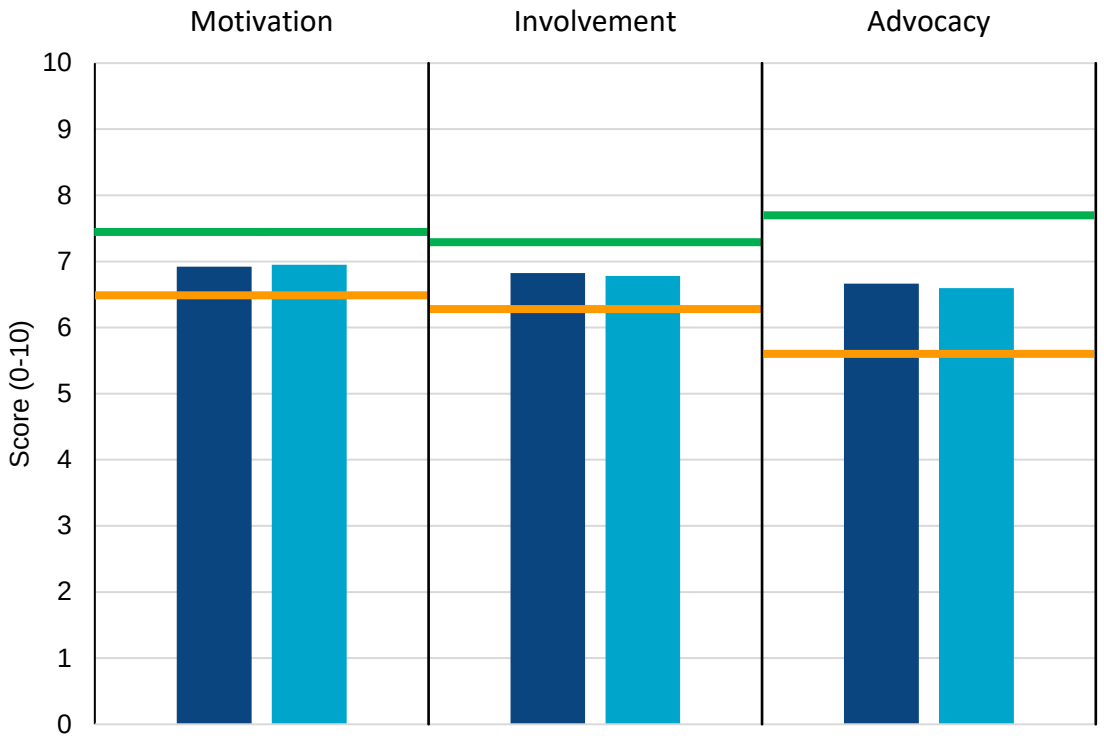
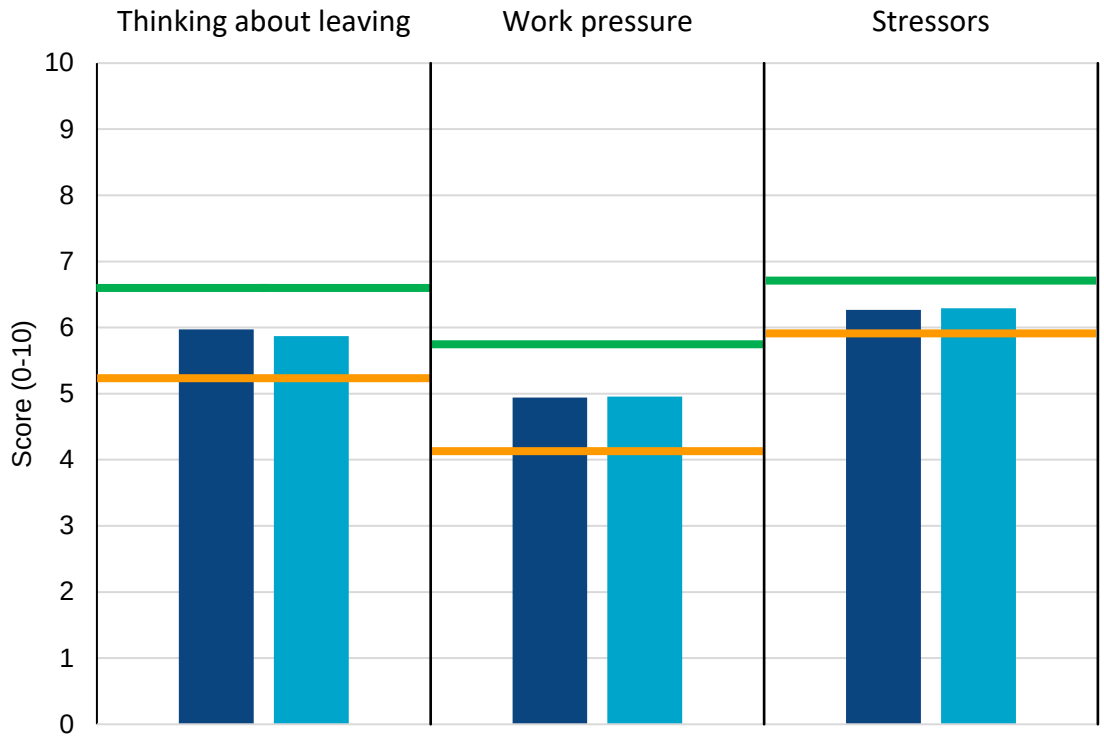
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, **where a higher score is more positive than a lower score**.

Theme: Staff engagement



	Motivation	Involvement	Advocacy
Your org	6.9	6.8	6.7
Best	7.4	7.3	7.7
Average	7.0	6.8	6.6
Worst	6.5	6.3	5.6
Responses	2652	2666	2656

Theme: Morale



	Thinking about leaving	Work pressure	Stressors
Your org	6.0	4.9	6.3
Best	6.6	5.7	6.7
Average	5.9	5.0	6.3
Worst	5.2	4.1	5.9
Responses	2644	2667	2664

Survey Coordination Centre

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People Promise Elements, Themes and Sub-scores: Trends

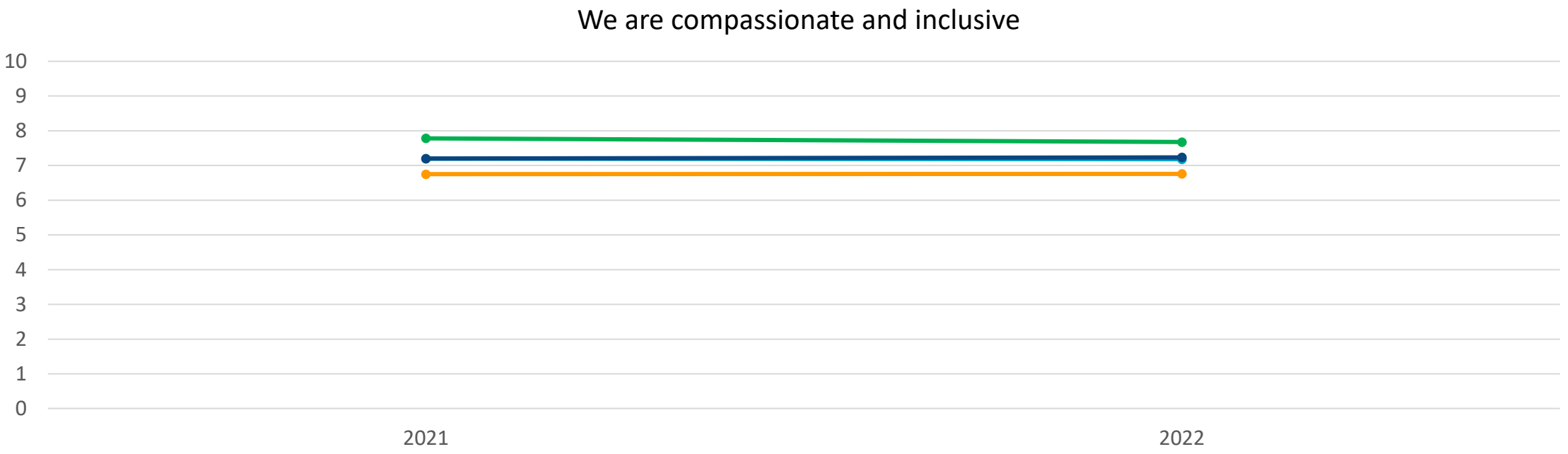
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise Elements and Themes: Trends

Survey Coordination Centre NHS

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



	2021	2022
Your org	7.2	7.2
Best	7.8	7.7
Average	7.2	7.2
Worst	6.7	6.8
Responses	2683	2664

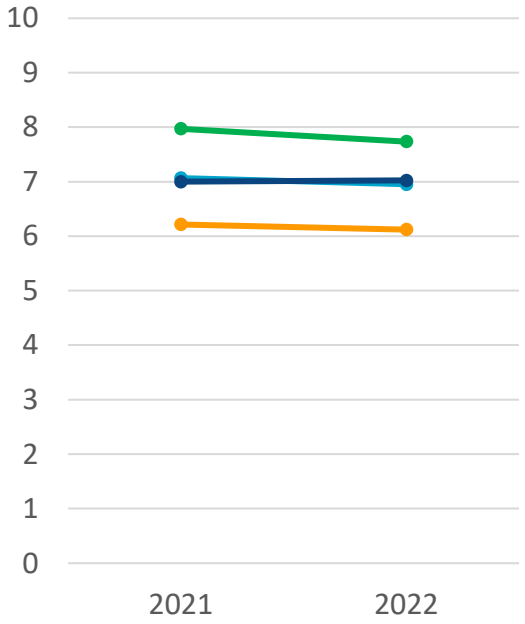
People Promise Elements, Themes and Sub-scores: Sub-score trends

Survey Coordination Centre NHS

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

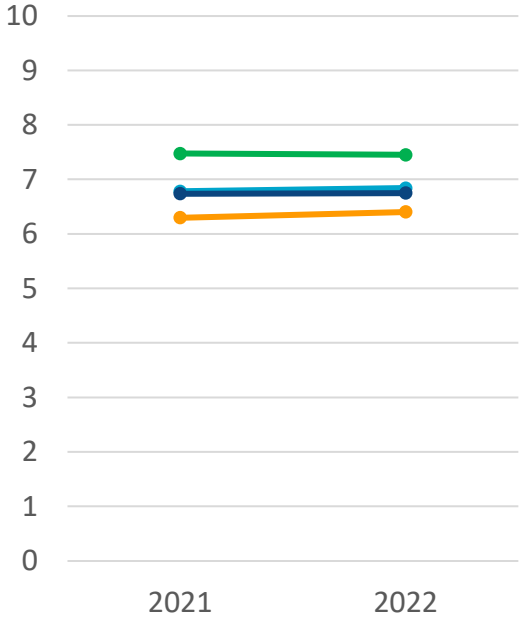
Promise element 1: We are compassionate and inclusive

Compassionate culture



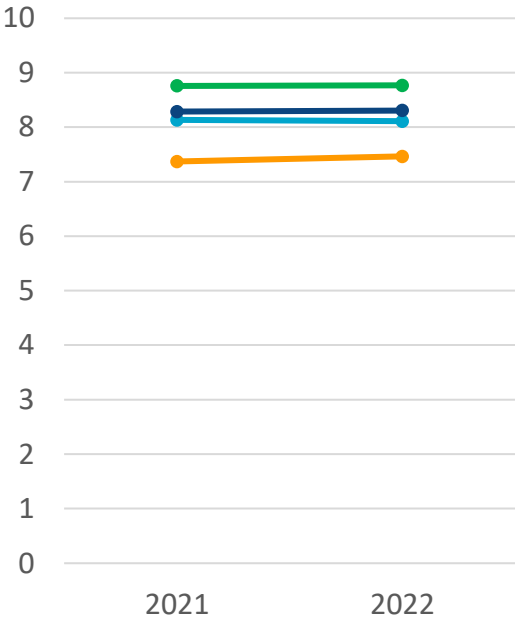
	2021	2022
Your org	7.0	7.0
Best	8.0	7.7
Average	7.1	7.0
Worst	6.2	6.1
Responses	2650	2656

Compassionate leadership



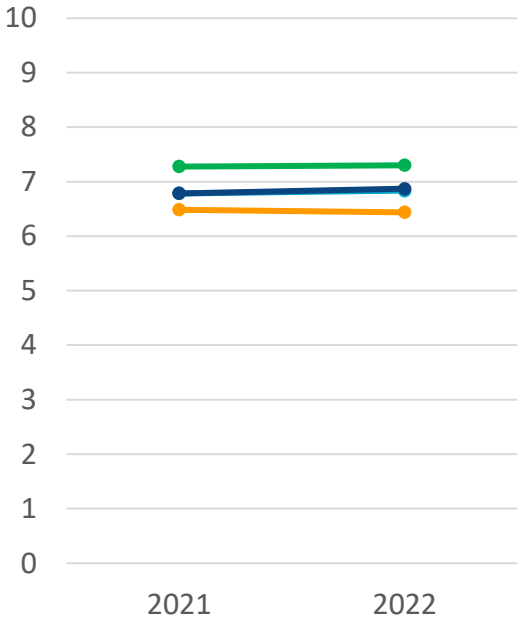
	2021	2022
Your org	6.7	6.7
Best	7.5	7.4
Average	6.8	6.8
Worst	6.3	6.4
Responses	2693	2663

Diversity and equality



	2021	2022
Your org	8.3	8.3
Best	8.8	8.8
Average	8.1	8.1
Worst	7.4	7.5
Responses	2679	2658

Inclusion



	2021	2022
Your org	6.8	6.9
Best	7.3	7.3
Average	6.8	6.8
Worst	6.5	6.4
Responses	2700	2661

People Promise Elements and Themes: 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**.

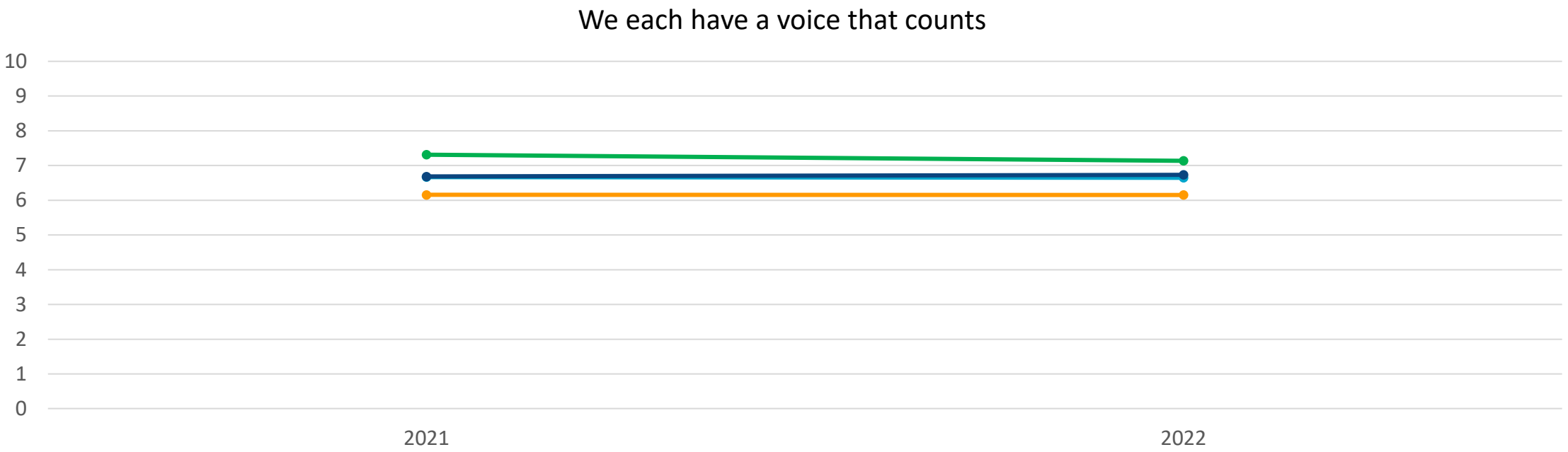
Promise element 2: We are recognised and rewarded

	2021	2022
Your org	5.7	5.8
Best	6.5	6.4
Average	5.8	5.7
Worst	5.3	5.2
Responses	2745	2666

People Promise Elements and Themes: 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 3: We each have a voice that counts



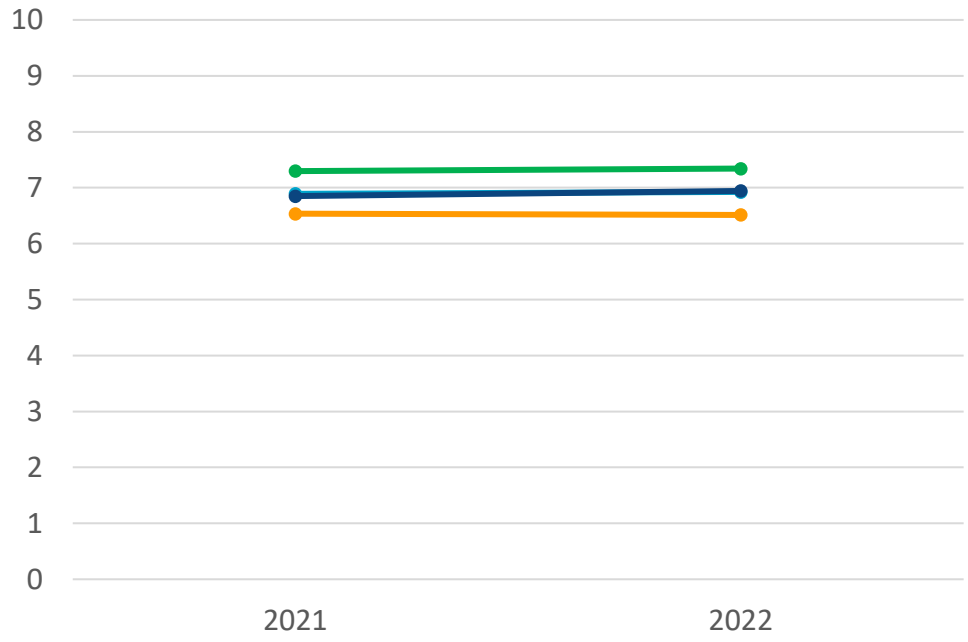
	2021	2022
Your org	6.7	6.7
Best	7.3	7.1
Average	6.7	6.6
Worst	6.2	6.2
Responses	2642	2650

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**.

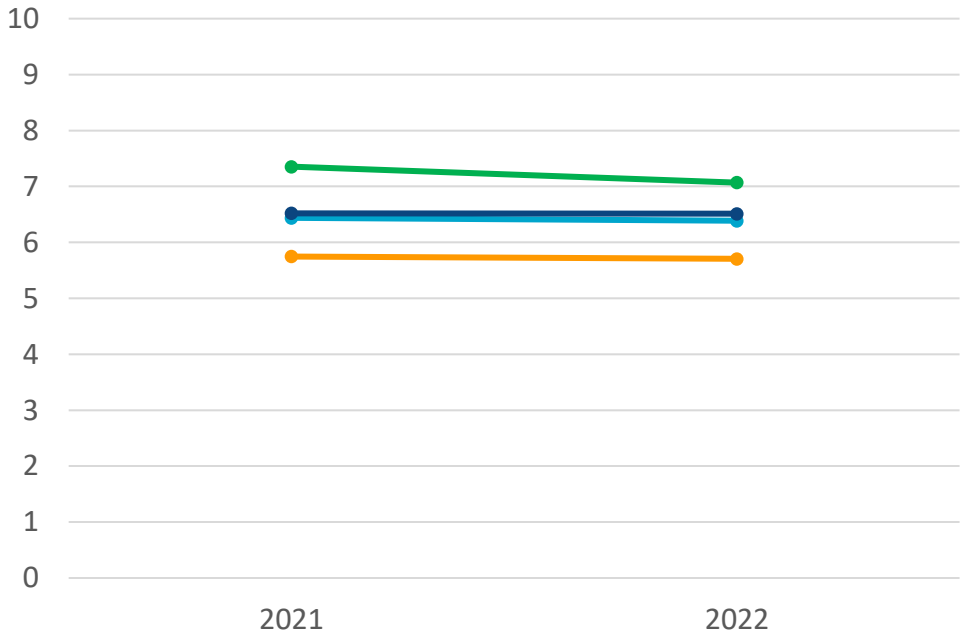
Promise element 3: We each have a voice that counts

Autonomy and control



	2021	2022
Your org	6.8	6.9
Best	7.3	7.3
Average	6.9	6.9
Worst	6.5	6.5
Responses	2752	2666

Raising concerns



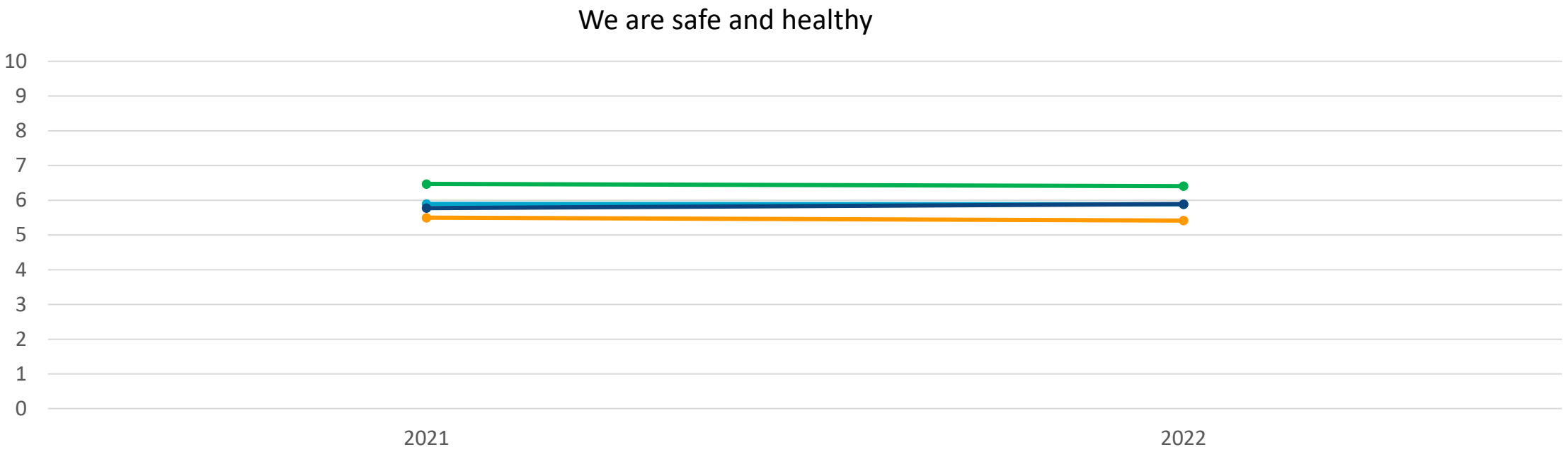
	2021	2022
Your org	6.5	6.5
Best	7.4	7.1
Average	6.4	6.4
Worst	5.7	5.7
Responses	2645	2651

People Promise Elements and Themes: Trends

Survey Coordination Centre NHS

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



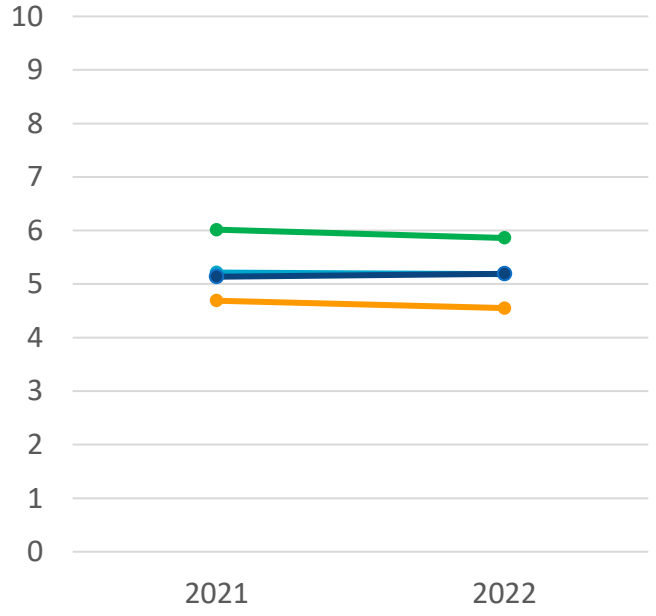
	2021	2022
Your org	5.8	5.9
Best	6.5	6.4
Average	5.9	5.9
Worst	5.5	5.4
Responses	2670	2655

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**.

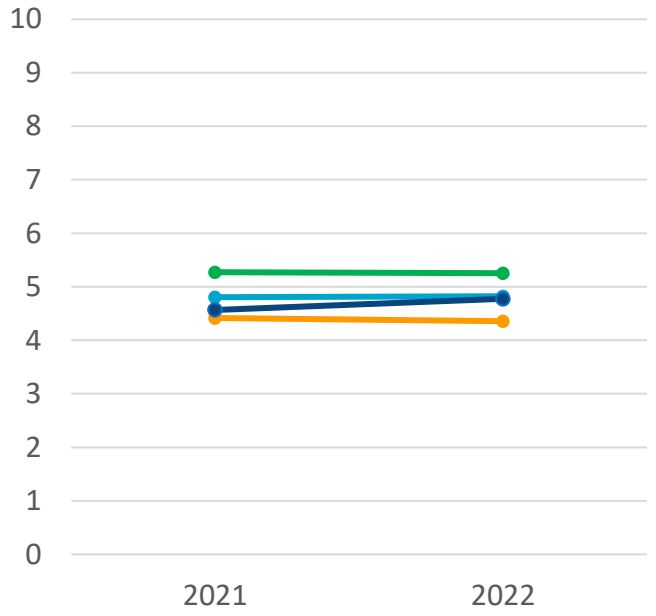
Promise element 4: We are safe and healthy

Health and safety climate



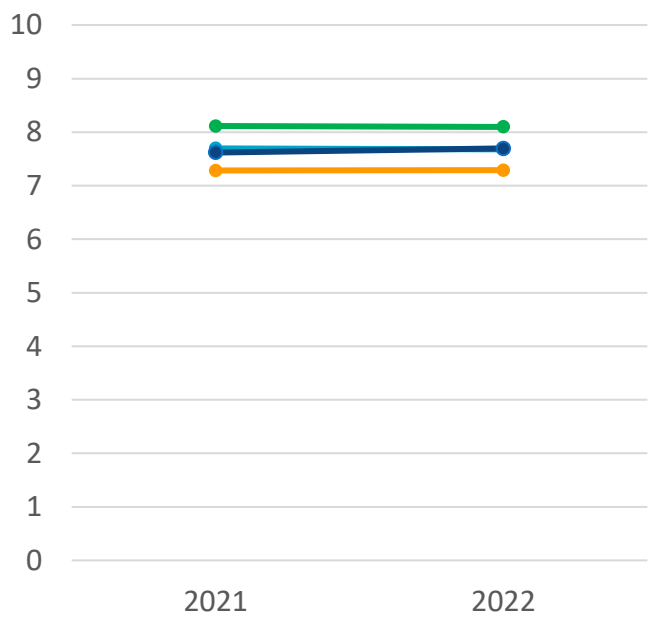
	2021	2022
Your org	5.1	5.2
Best	6.0	5.9
Average	5.2	5.2
Worst	4.7	4.6
Responses	2752	2667

Burnout



	2021	2022
Your org	4.6	4.8
Best	5.3	5.3
Average	4.8	4.8
Worst	4.4	4.4
Responses	2683	2660

Negative experiences



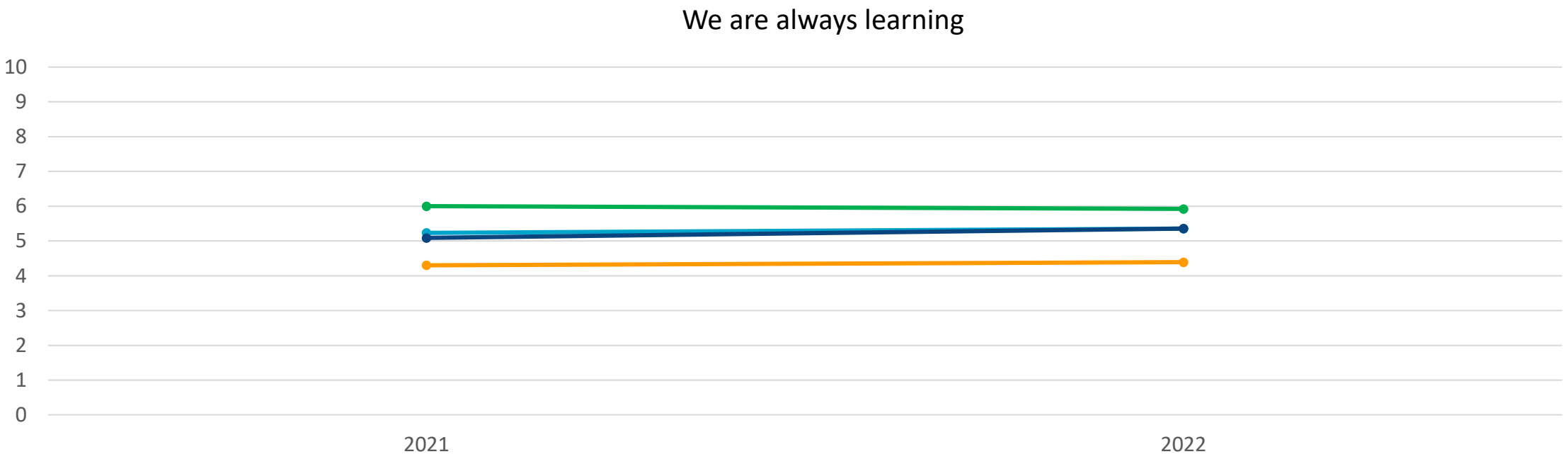
	2021	2022
Your org	7.6	7.7
Best	8.1	8.1
Average	7.7	7.7
Worst	7.3	7.3
Responses	2677	2661

People Promise Elements and Themes: Trends

Survey Coordination Centre NHS

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



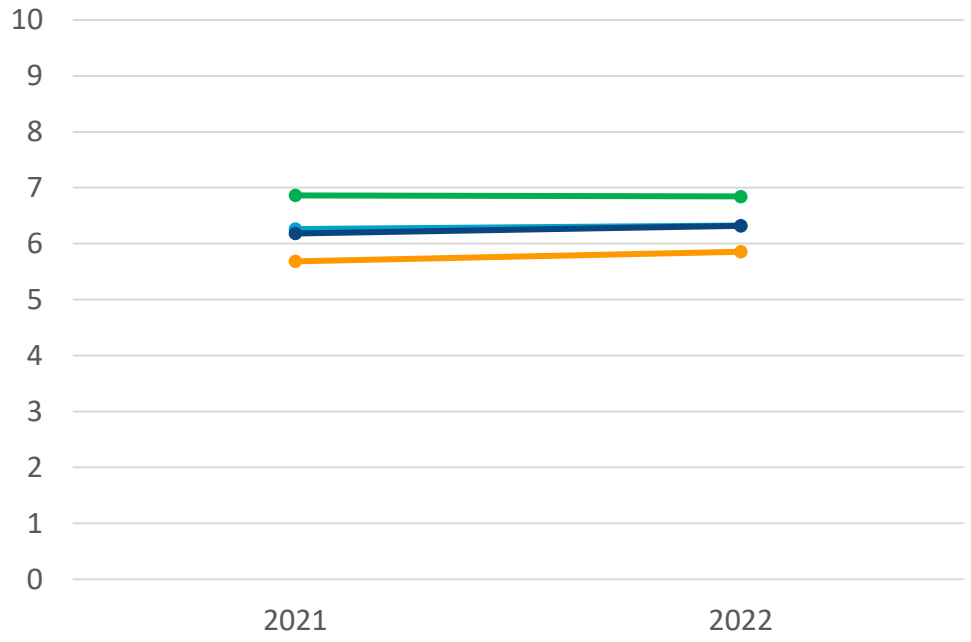
	2021	2022
Your org	5.1	5.4
Best	6.0	5.9
Average	5.2	5.4
Worst	4.3	4.4
Responses	2566	2570

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**.

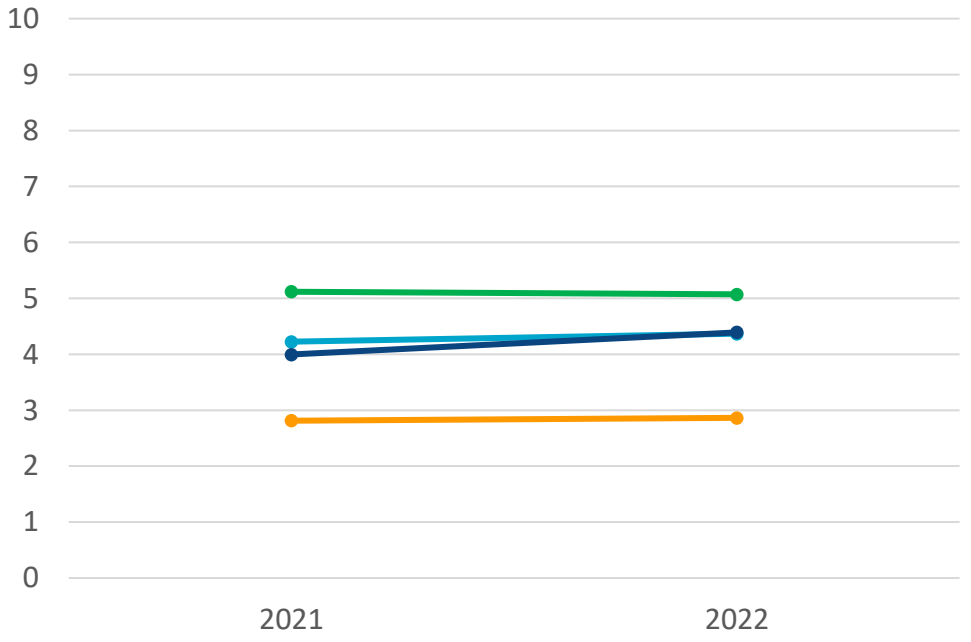
Promise element 5: We are always learning

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	2669	2658

Appraisals

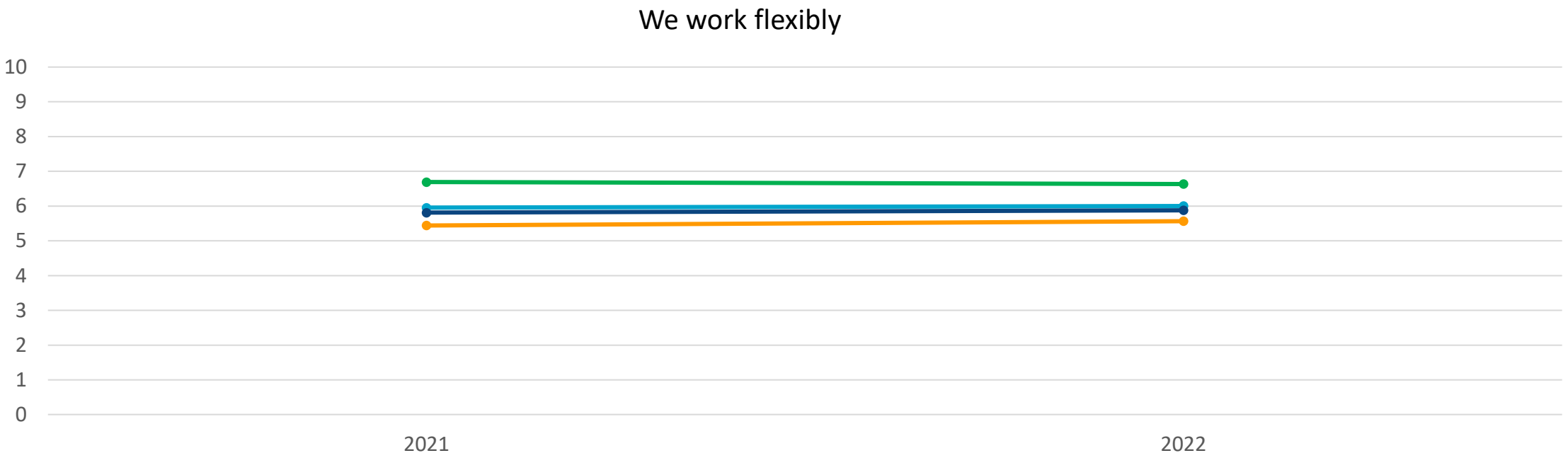


	2021	2022
Your org	4.0	4.4
Best	5.1	5.1
Average	4.2	4.4
Worst	2.8	2.9
Responses	2572	2577

People Promise Elements and Themes: 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 6: We work flexibly



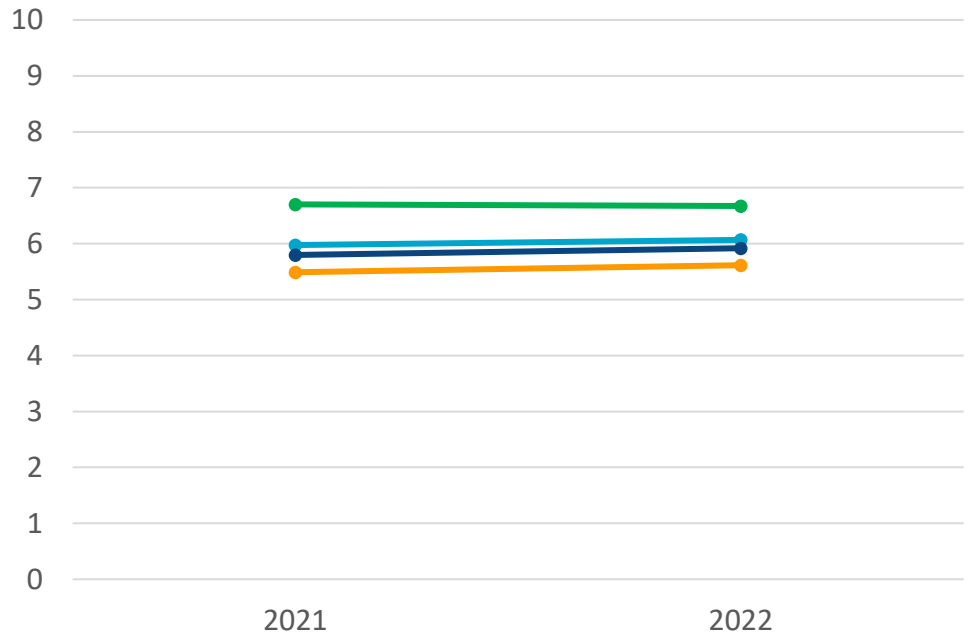
	2021	2022
Your org	5.8	5.9
Best	6.7	6.6
Average	6.0	6.0
Worst	5.4	5.6
Responses	2733	2656

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**.

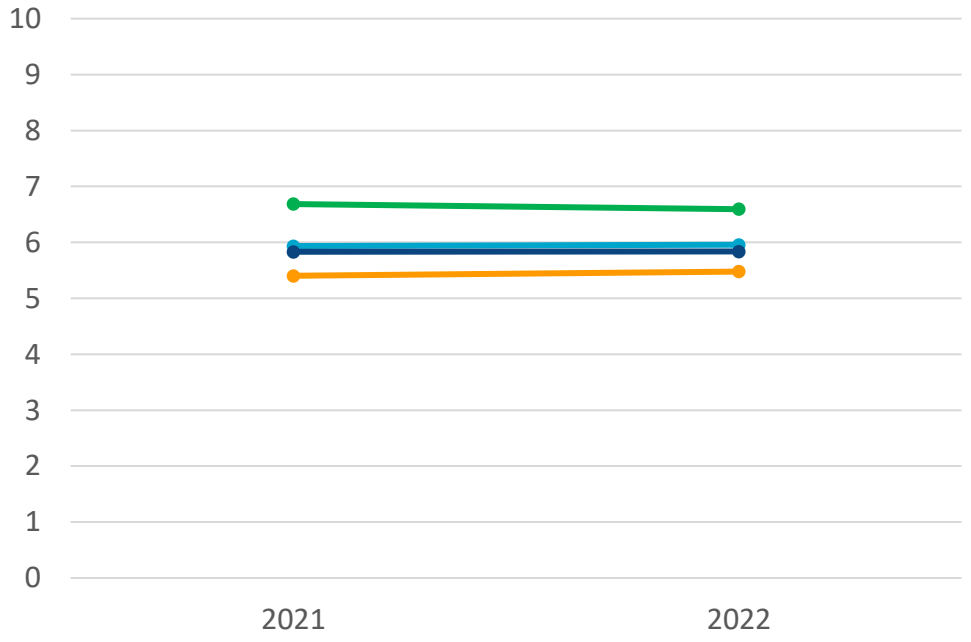
Promise element 6: We work flexibly

Support for work-life balance



	2021	2022
Your org	5.8	5.9
Best	6.7	6.7
Average	6.0	6.1
Worst	5.5	5.6
Responses	2738	2662

Flexible working

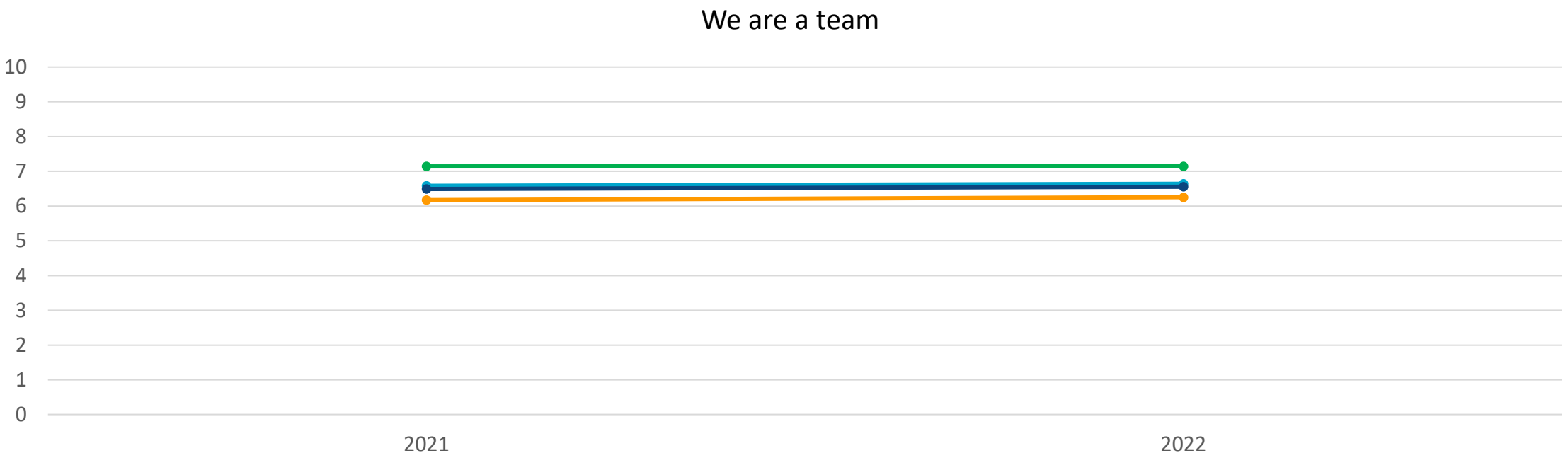


	2021	2022
Your org	5.8	5.8
Best	6.7	6.6
Average	5.9	6.0
Worst	5.4	5.5
Responses	2743	2661

People Promise Elements and Themes: 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 7: We are a team



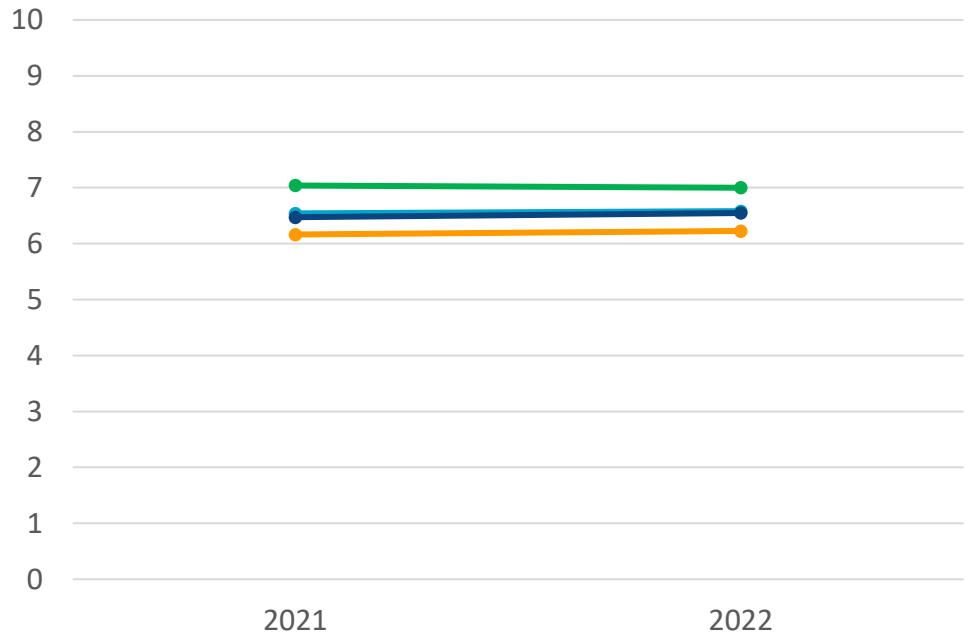
	2021	2022
Your org	6.5	6.6
Best	7.1	7.1
Average	6.6	6.6
Worst	6.2	6.3
Responses	2694	2663

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**.

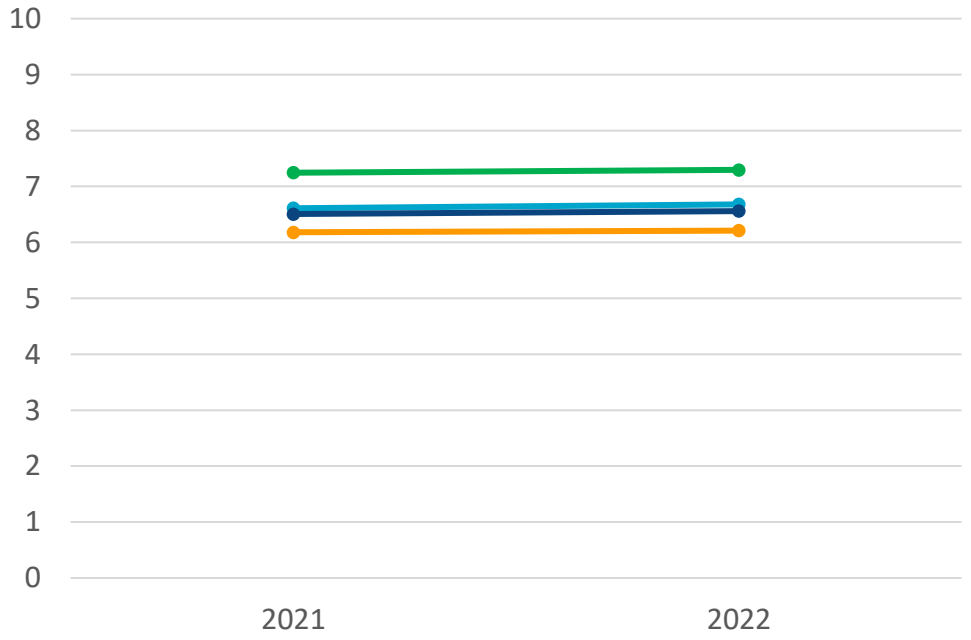
Promise element 7: We are a team

Team working



	2021	2022
Your org	6.5	6.5
Best	7.0	7.0
Average	6.5	6.6
Worst	6.2	6.2
Responses	2716	2664

Line management

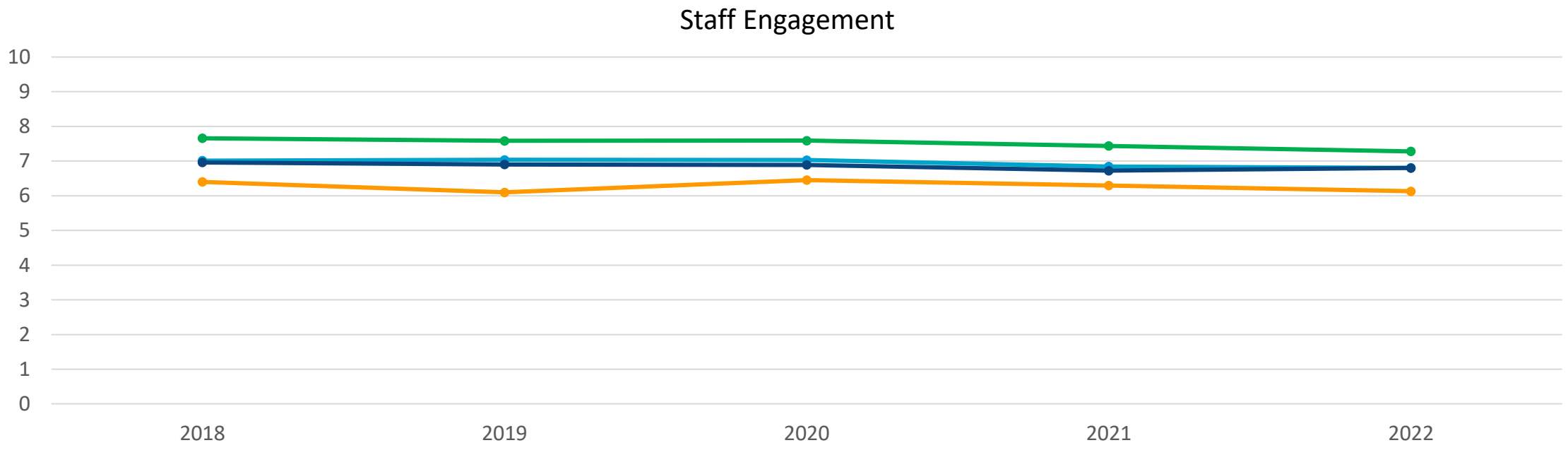


	2021	2022
Your org	6.5	6.6
Best	7.2	7.3
Average	6.6	6.7
Worst	6.2	6.2
Responses	2694	2666

People Promise Elements and Themes: 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

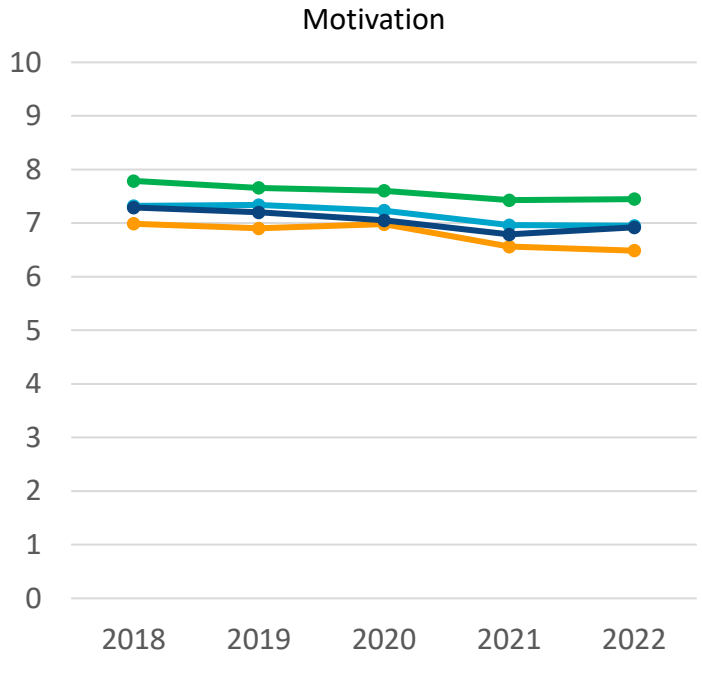


	2018	2019	2020	2021	2022
Your org	7.0	6.9	6.9	6.7	6.8
Best	7.7	7.6	7.6	7.4	7.3
Average	7.0	7.0	7.0	6.8	6.8
Worst	6.4	6.1	6.5	6.3	6.1
Responses	2757	2531	2748	2755	2667

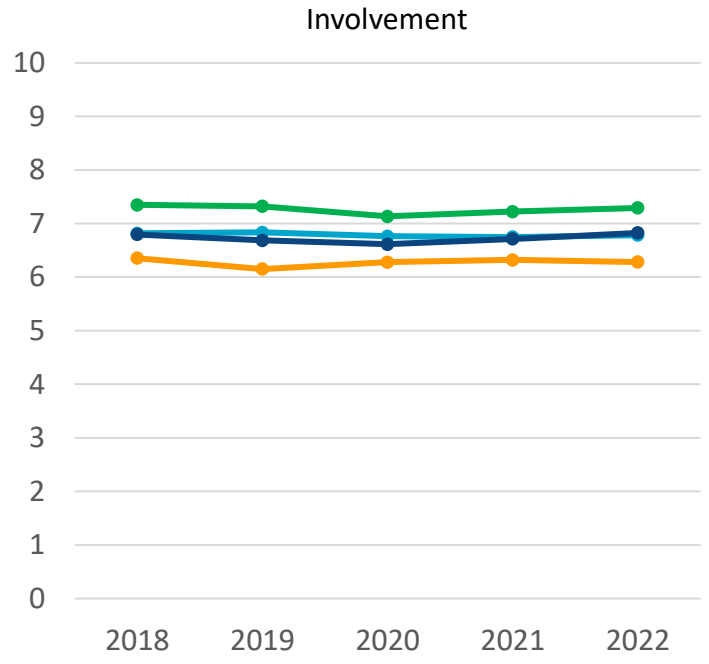
People Promise Elements, Themes and Sub-scores: Sub-score trends

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**.

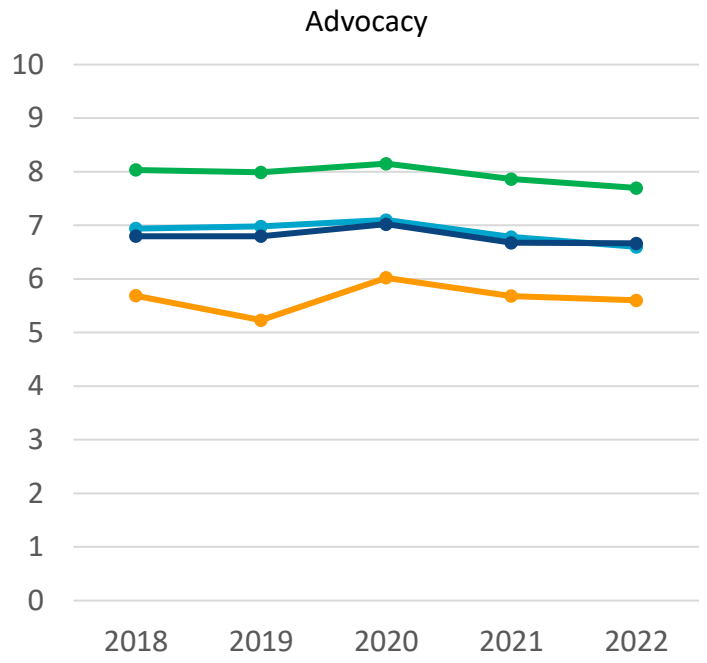
Theme: Staff Engagement



	2018	2019	2020	2021	2022
Your org	7.3	7.2	7.1	6.8	6.9
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	2730	2529	2776	2785	2652



	2018	2019	2020	2021	2022
Your org	6.8	6.7	6.6	6.7	6.8
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	2762	2532	2749	2752	2666

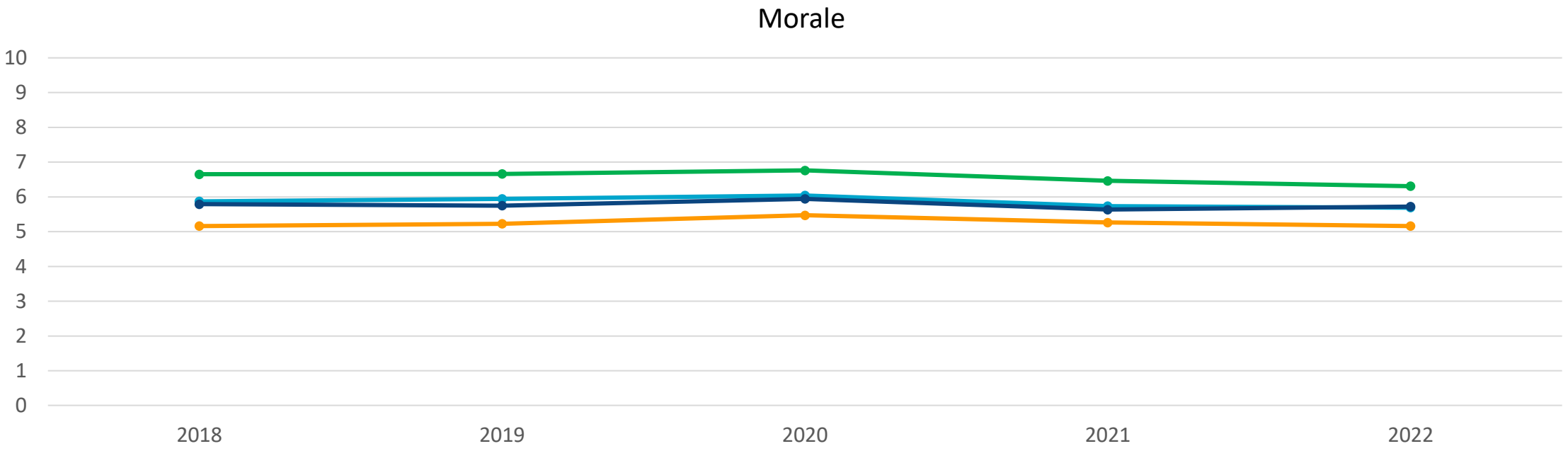


	2018	2019	2020	2021	2022
Your org	6.8	6.8	7.0	6.7	6.7
Best	8.0	8.0	8.2	7.9	7.7
Average	6.9	7.0	7.1	6.8	6.6
Worst	5.7	5.2	6.0	5.7	5.6
Responses	2609	2443	2659	2650	2656

People Promise Elements and Themes: 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



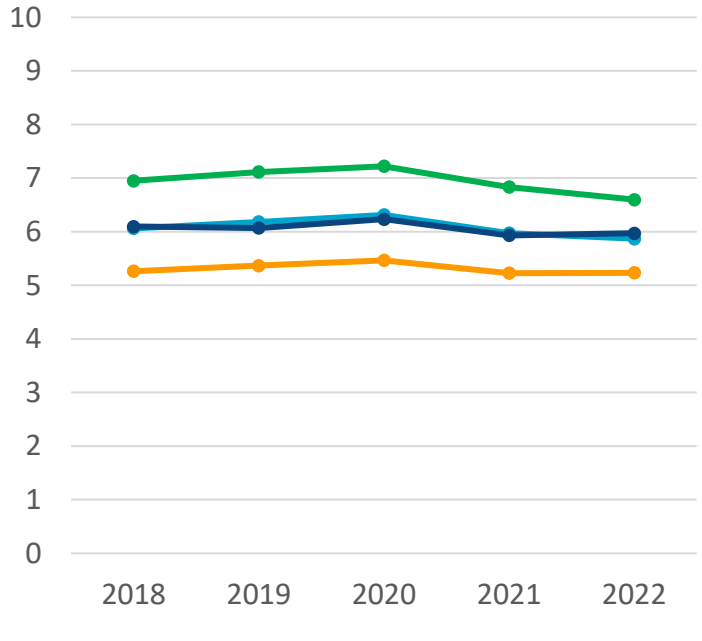
	2018	2019	2020	2021	2022
Your org	5.8	5.7	5.9	5.6	5.7
Best	6.6	6.7	6.8	6.5	6.3
Average	5.9	5.9	6.0	5.7	5.7
Worst	5.2	5.2	5.5	5.3	5.2
Responses	2725	2512	2732	2741	2666

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**.

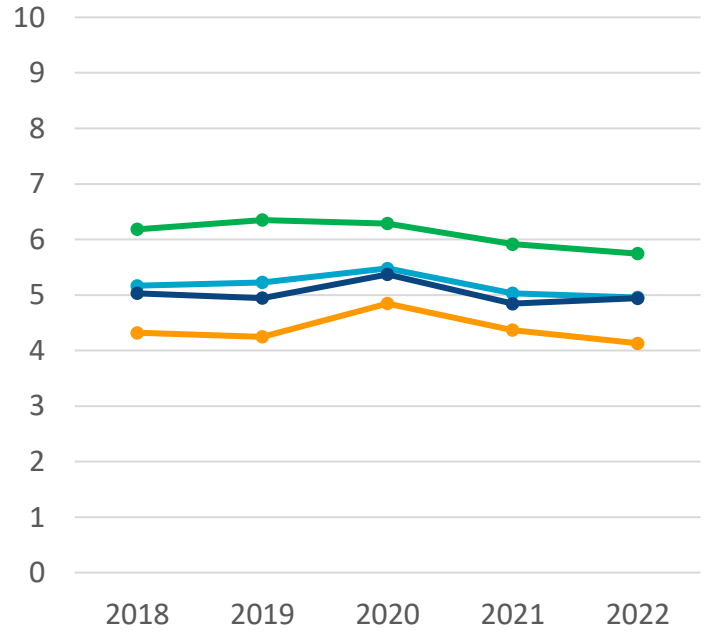
Theme: Morale

Thinking about leaving



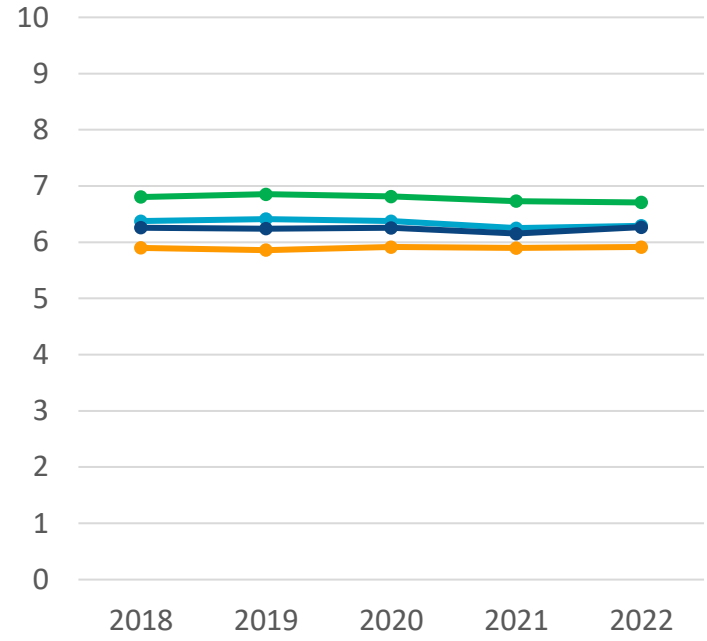
	2018	2019	2020	2021	2022
Your org	6.1	6.1	6.2	5.9	6.0
Best	6.9	7.1	7.2	6.8	6.6
Average	6.1	6.2	6.3	6.0	5.9
Worst	5.3	5.4	5.5	5.2	5.2
Responses	2626	2439	2651	2623	2644

Work pressure



	2018	2019	2020	2021	2022
Your org	5.0	4.9	5.4	4.8	4.9
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	2763	2530	2747	2751	2667

Stressors



	2018	2019	2020	2021	2022
Your org	6.3	6.2	6.3	6.2	6.3
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	2722	2505	2732	2732	2664

Survey Coordination Centre

NHS

Covid-19 Classification breakdowns

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

Covid-19 classification breakdowns

Survey Coordination Centre NHS

Covid-19 questions

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

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

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

Comparing your data

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

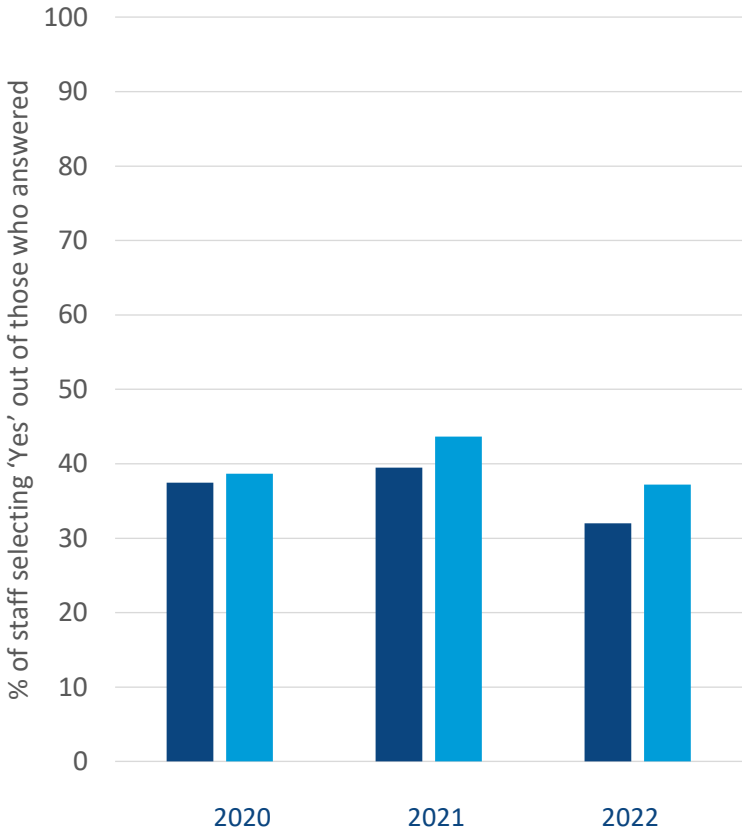
Further information

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

Survey Coordination Centre

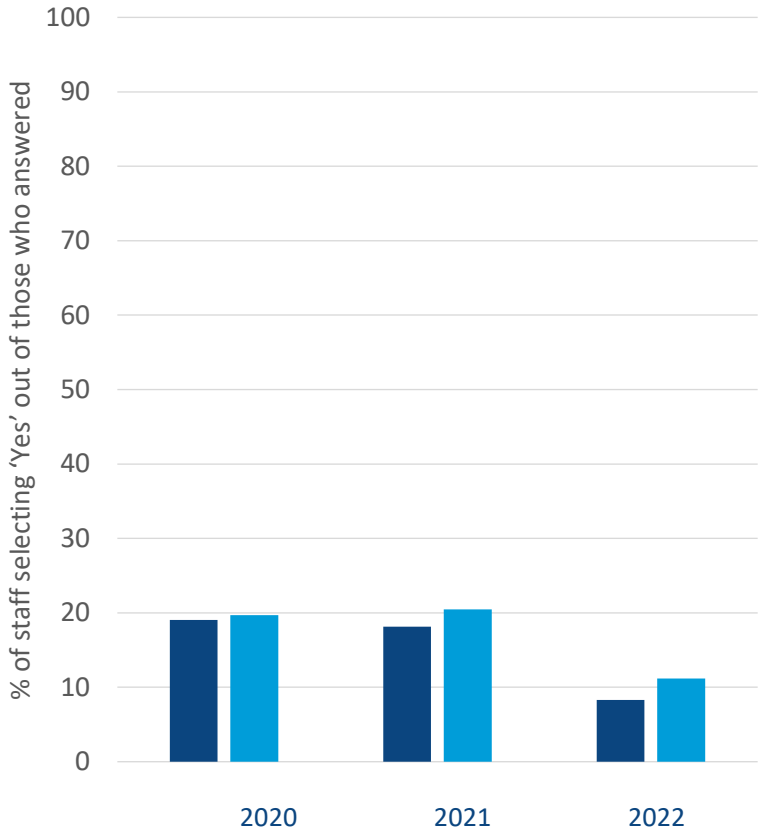
NHS

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



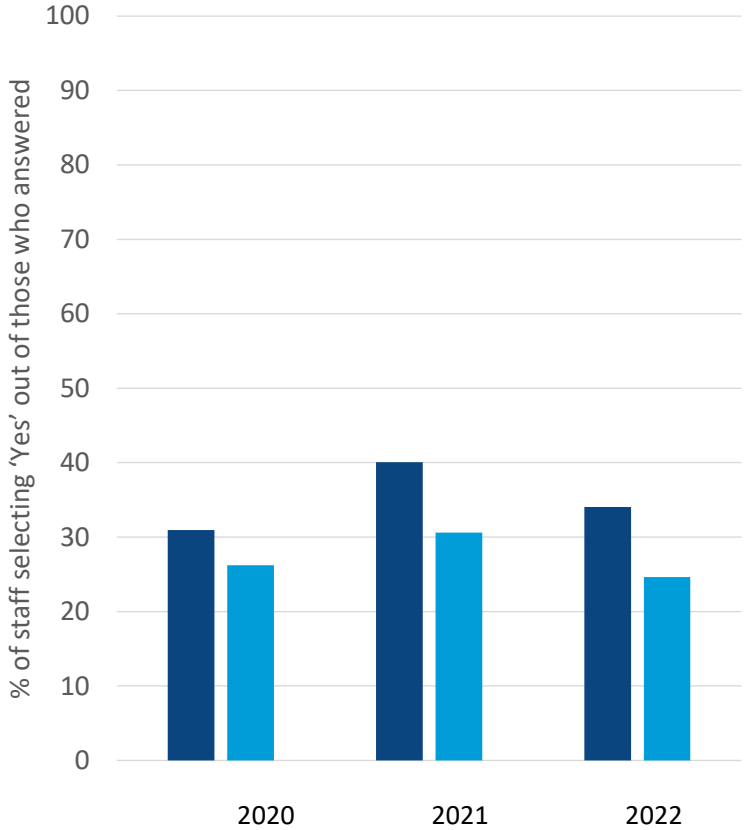
	2020	2021	2022
Your org	37.5%	39.5%	32.0%
Average	38.7%	43.6%	37.2%
Responses	2650	2646	2659

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



	2020	2021	2022
Your org	19.1%	18.1%	8.3%
Average	19.7%	20.4%	11.2%
Responses	2644	2642	2658

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



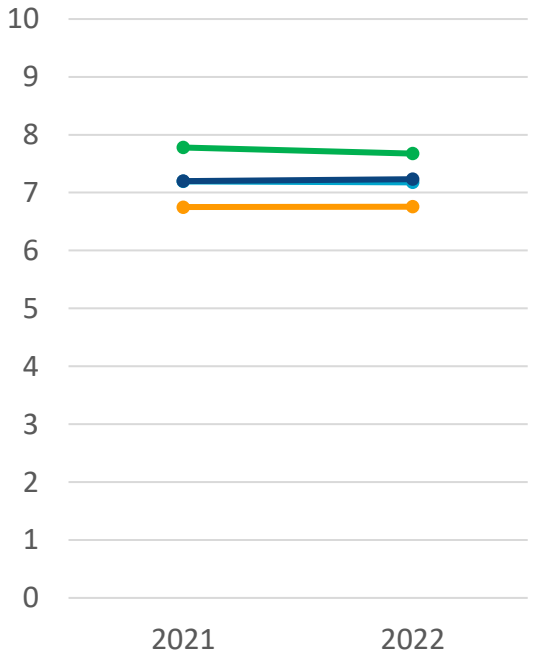
	2020	2021	2022
Your org	31.0%	40.0%	34.0%
Average	26.2%	30.6%	24.6%
Responses	2642	2642	2659

Survey Coordination Centre NHS

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

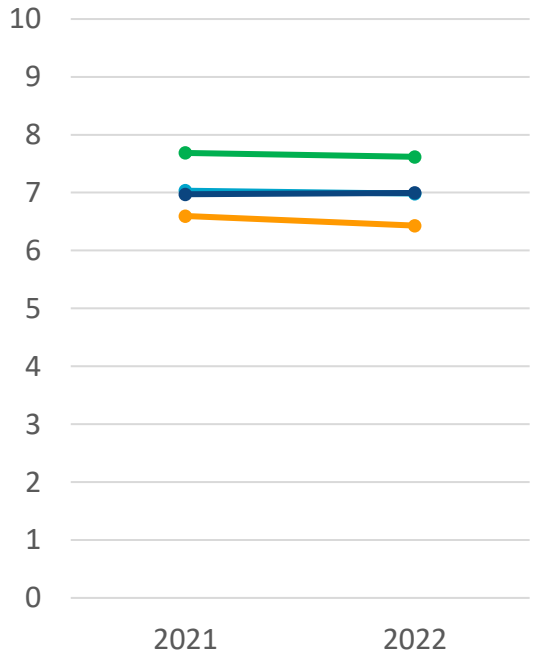
Promise element 1: We are compassionate and inclusive

All staff



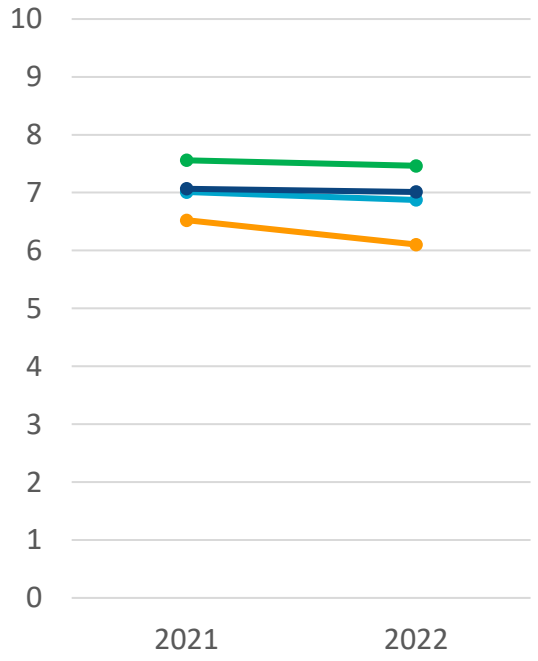
	2021	2022
Your org	7.2	7.2
Highest	7.8	7.7
Average	7.2	7.2
Lowest	6.7	6.8
Responses	2683	2664

Worked on a Covid-19 ward or specific area



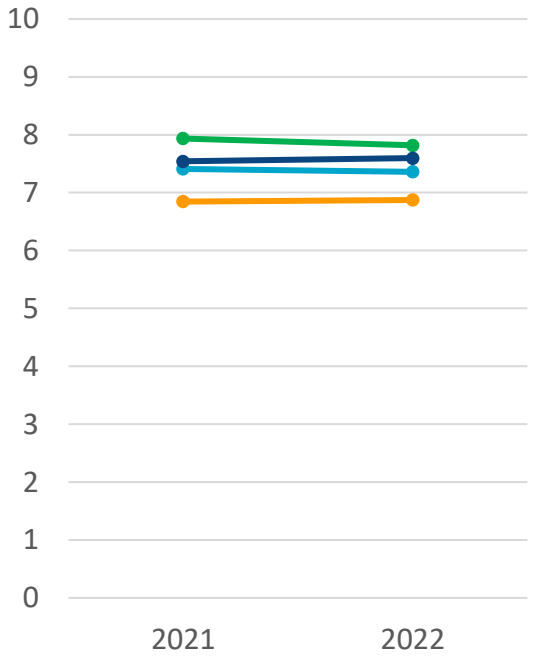
	2021	2022
Your org	7.0	7.0
Highest	7.7	7.6
Average	7.0	7.0
Lowest	6.6	6.4
Responses	1044	851

Redeployed



	2021	2022
Your org	7.1	7.0
Highest	7.6	7.5
Average	7.0	6.9
Lowest	6.5	6.1
Responses	479	220

Required to work remotely / from home

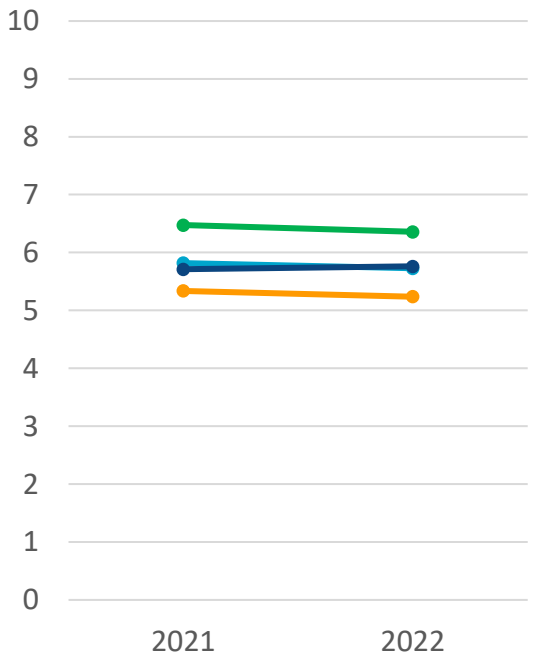


	2021	2022
Your org	7.5	7.6
Highest	7.9	7.8
Average	7.4	7.4
Lowest	6.8	6.9
Responses	1058	904

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**.

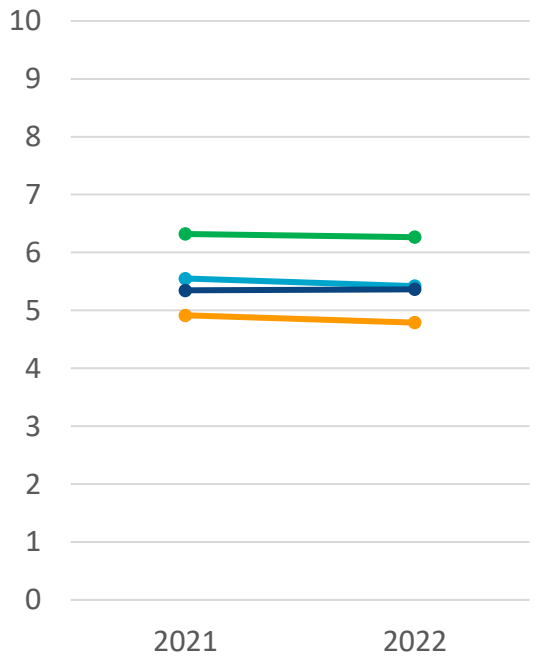
Promise element 2: We are recognised and rewarded

All staff



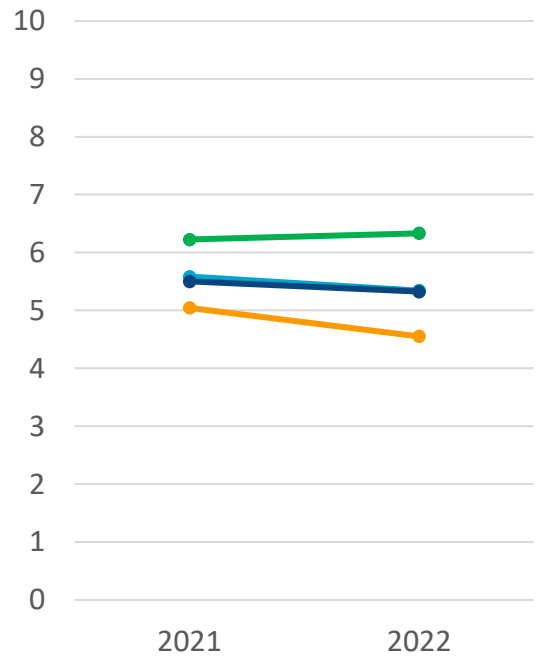
	2021	2022
Your org	5.7	5.8
Highest	6.5	6.4
Average	5.8	5.7
Lowest	5.3	5.2
Responses	2745	2666

Worked on a Covid-19 ward or specific area



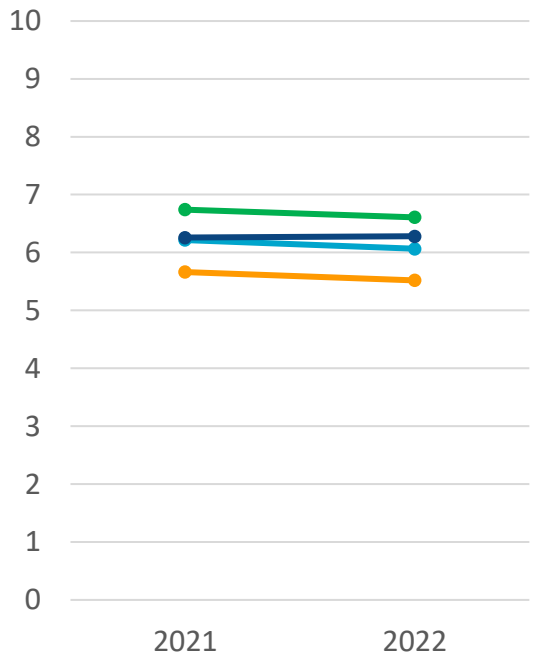
	2021	2022
Your org	5.3	5.4
Highest	6.3	6.3
Average	5.6	5.4
Lowest	4.9	4.8
Responses	1043	851

Redeployed



	2021	2022
Your org	5.5	5.3
Highest	6.2	6.3
Average	5.6	5.3
Lowest	5.0	4.6
Responses	478	220

Required to work remotely / from home

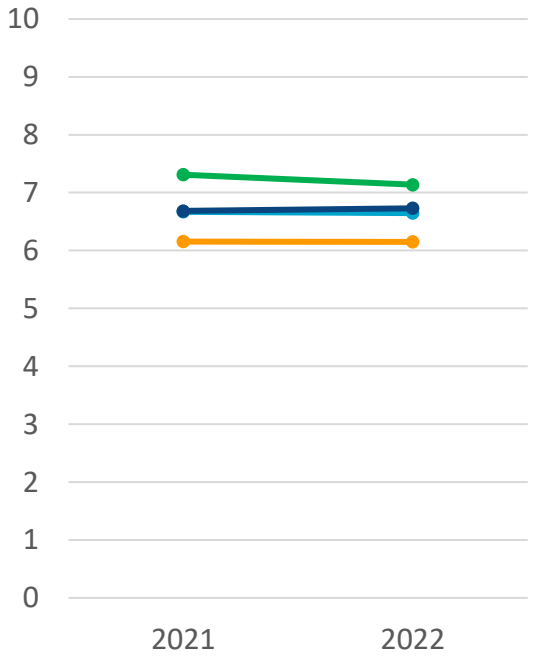


	2021	2022
Your org	6.3	6.3
Highest	6.7	6.6
Average	6.2	6.1
Lowest	5.7	5.5
Responses	1057	905

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

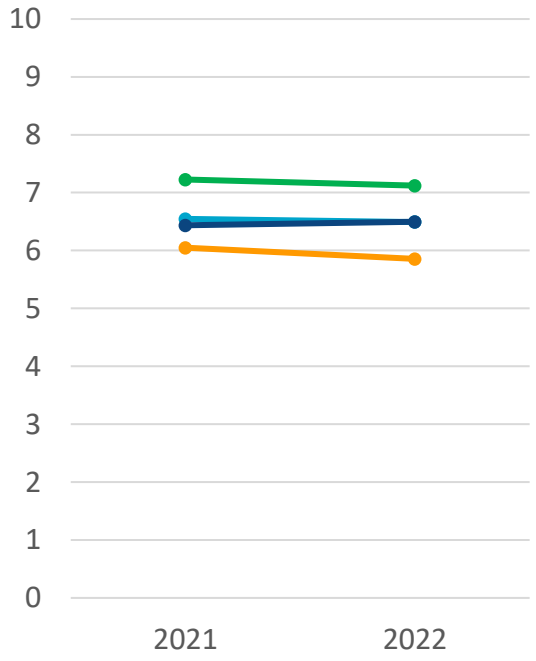
Promise element 3: We each have a voice that counts

All staff



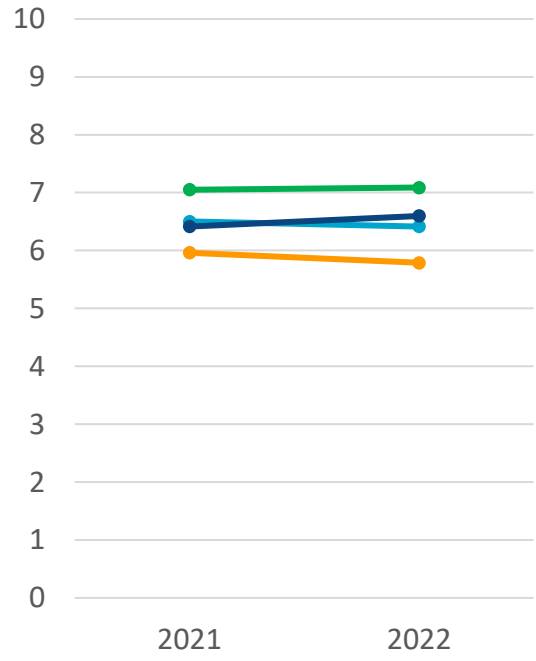
	2021	2022
Your org	6.7	6.7
Highest	7.3	7.1
Average	6.7	6.6
Lowest	6.2	6.2
Responses	2642	2650

Worked on a Covid-19 ward or specific area



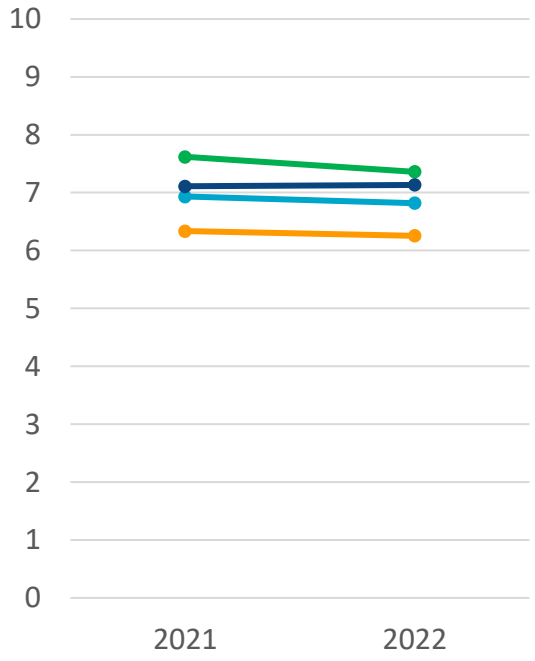
	2021	2022
Your org	6.4	6.5
Highest	7.2	7.1
Average	6.5	6.5
Lowest	6.0	5.9
Responses	1039	848

Redeployed



	2021	2022
Your org	6.4	6.6
Highest	7.1	7.1
Average	6.5	6.4
Lowest	6.0	5.8
Responses	477	218

Required to work remotely / from home

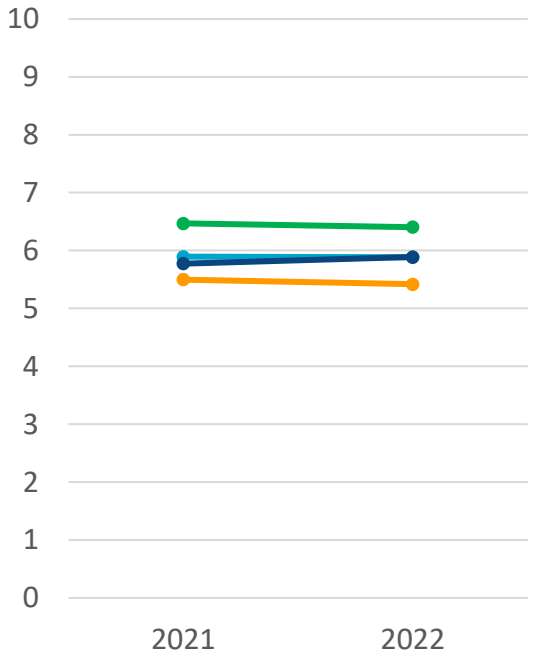


	2021	2022
Your org	7.1	7.1
Highest	7.6	7.4
Average	6.9	6.8
Lowest	6.3	6.3
Responses	1056	903

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

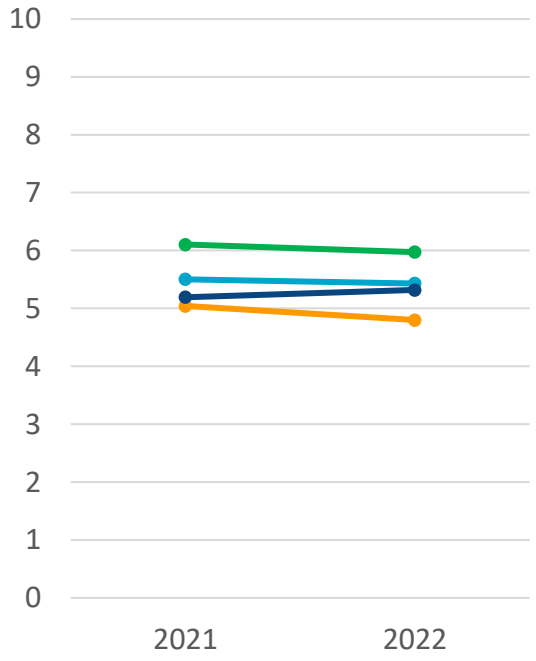
Promise element 4: We are safe and healthy

All staff



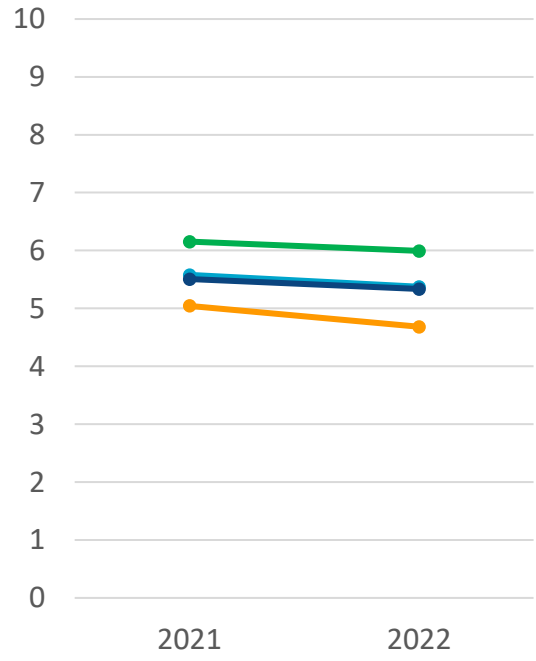
	2021	2022
Your org	5.8	5.9
Highest	6.5	6.4
Average	5.9	5.9
Lowest	5.5	5.4
Responses	2670	2655

Worked on a Covid-19 ward or specific area



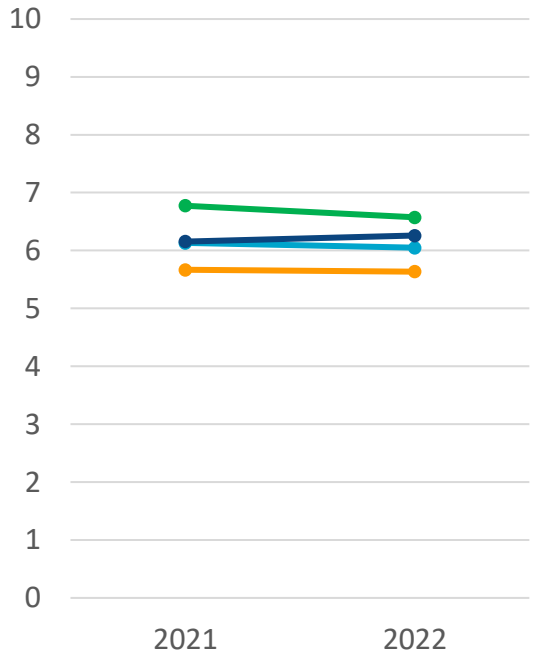
	2021	2022
Your org	5.2	5.3
Highest	6.1	6.0
Average	5.5	5.4
Lowest	5.0	4.8
Responses	1034	850

Redeployed



	2021	2022
Your org	5.5	5.3
Highest	6.2	6.0
Average	5.6	5.4
Lowest	5.0	4.7
Responses	476	220

Required to work remotely / from home

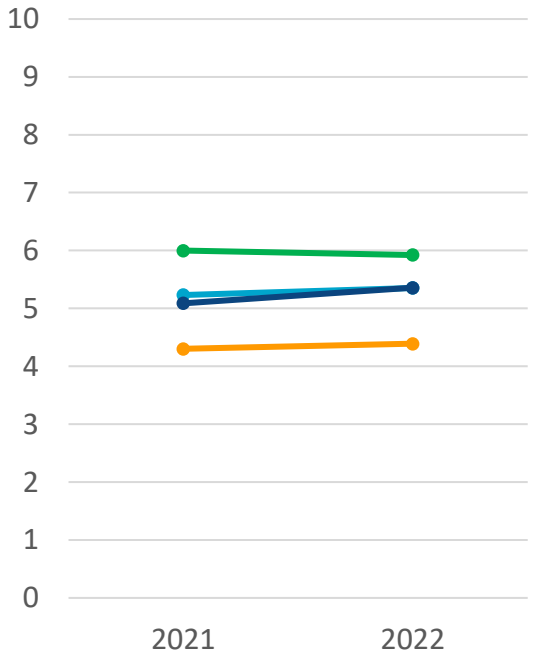


	2021	2022
Your org	6.2	6.3
Highest	6.8	6.6
Average	6.1	6.0
Lowest	5.7	5.6
Responses	1057	904

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

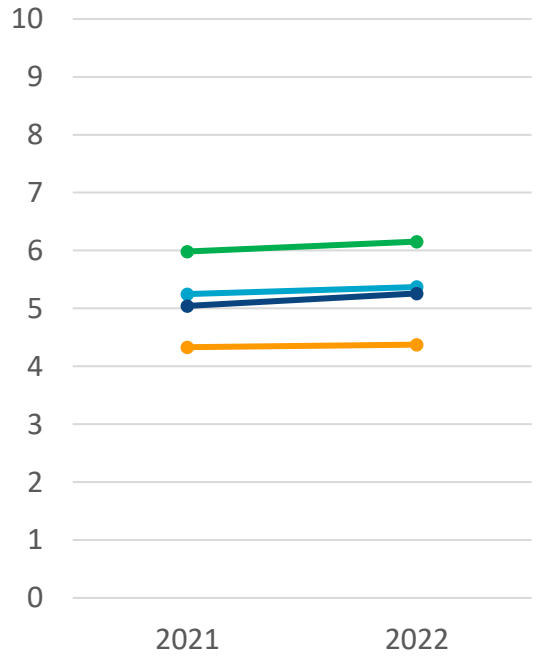
Promise element 5: We are always learning

All staff



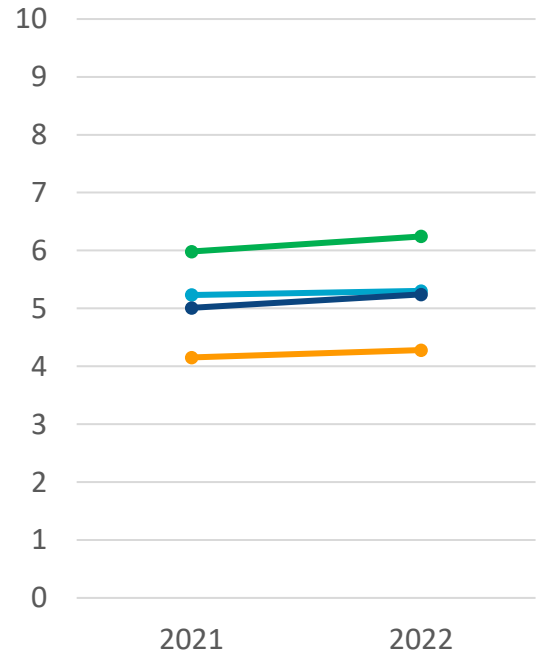
	2021	2022
Your org	5.1	5.4
Highest	6.0	5.9
Average	5.2	5.4
Lowest	4.3	4.4
Responses	2566	2570

Worked on a Covid-19 ward or specific area



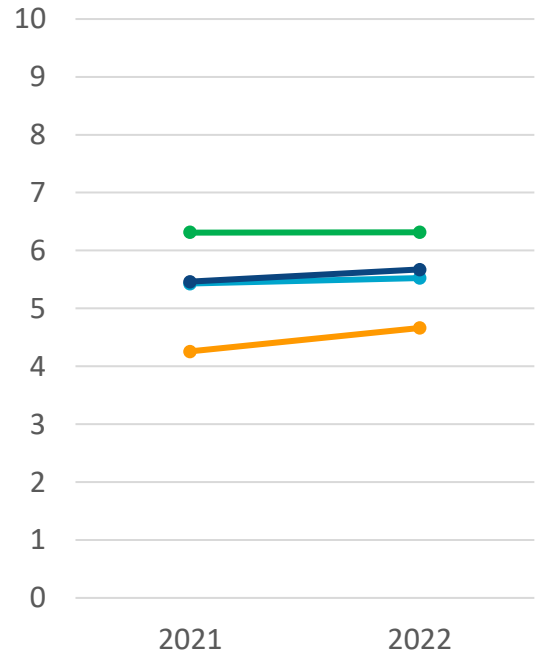
	2021	2022
Your org	5.0	5.3
Highest	6.0	6.2
Average	5.2	5.4
Lowest	4.3	4.4
Responses	995	819

Redeployed



	2021	2022
Your org	5.0	5.2
Highest	6.0	6.2
Average	5.2	5.3
Lowest	4.2	4.3
Responses	465	215

Required to work remotely / from home

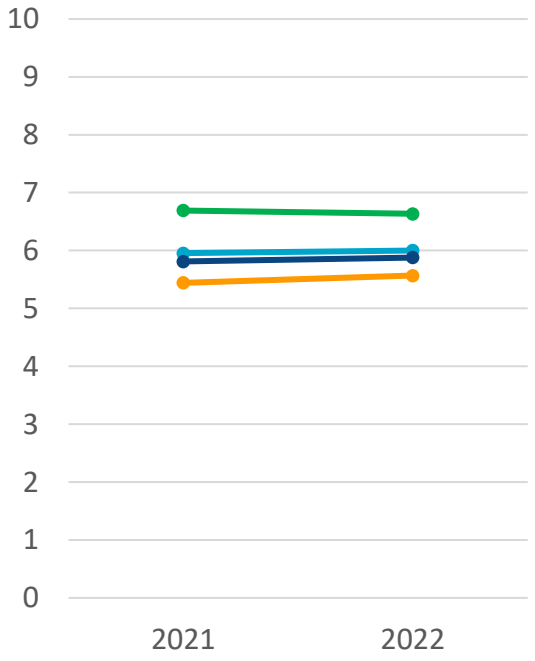


	2021	2022
Your org	5.5	5.7
Highest	6.3	6.3
Average	5.4	5.5
Lowest	4.3	4.7
Responses	1029	893

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

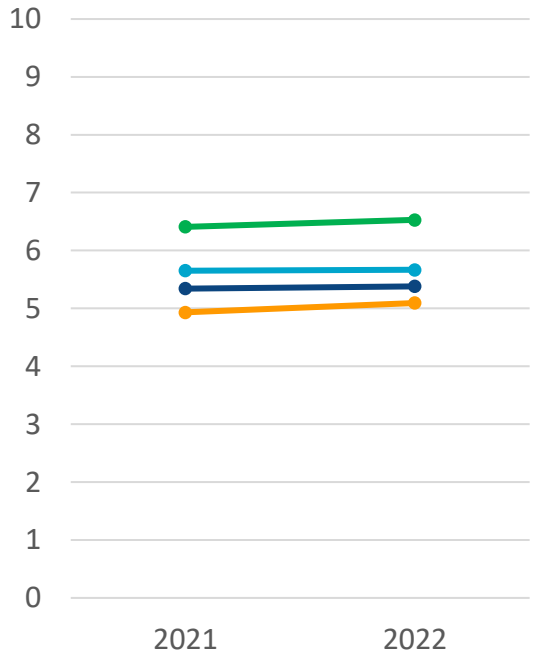
Promise element 6: We work flexibly

All staff



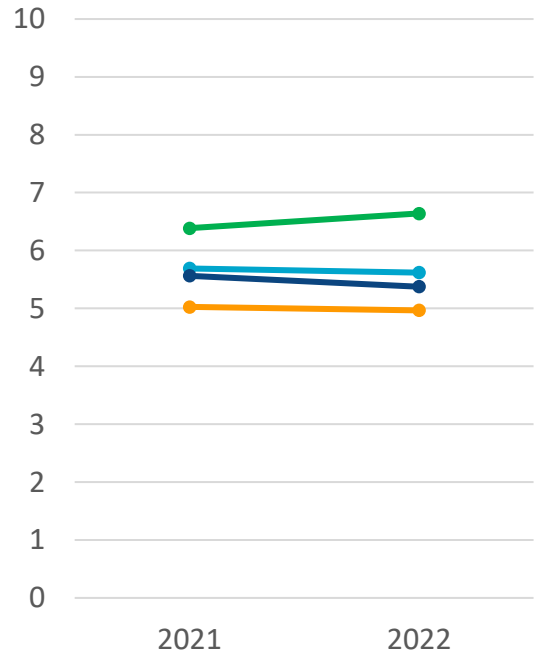
	2021	2022
Your org	5.8	5.9
Highest	6.7	6.6
Average	6.0	6.0
Lowest	5.4	5.6
Responses	2733	2656

Worked on a Covid-19 ward or specific area



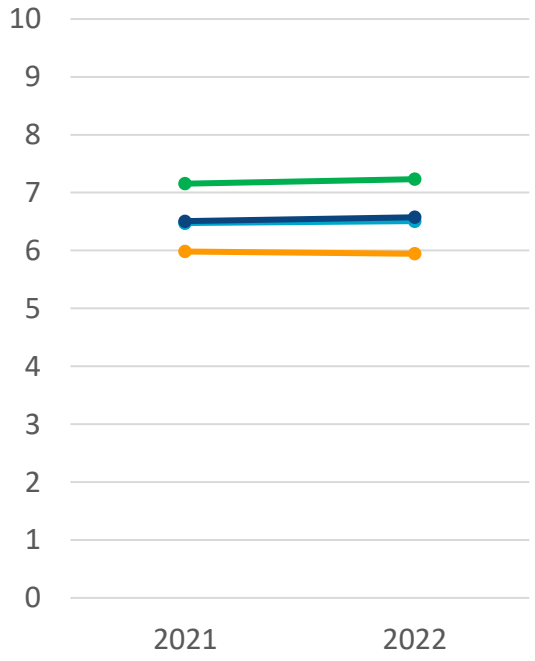
	2021	2022
Your org	5.3	5.4
Highest	6.4	6.5
Average	5.7	5.7
Lowest	4.9	5.1
Responses	1040	847

Redeployed



	2021	2022
Your org	5.6	5.4
Highest	6.4	6.6
Average	5.7	5.6
Lowest	5.0	5.0
Responses	476	219

Required to work remotely / from home

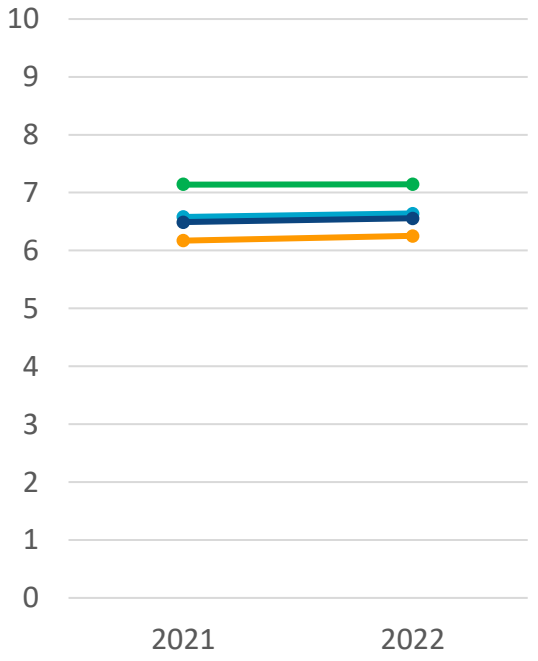


	2021	2022
Your org	6.5	6.6
Highest	7.2	7.2
Average	6.5	6.5
Lowest	6.0	5.9
Responses	1054	901

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

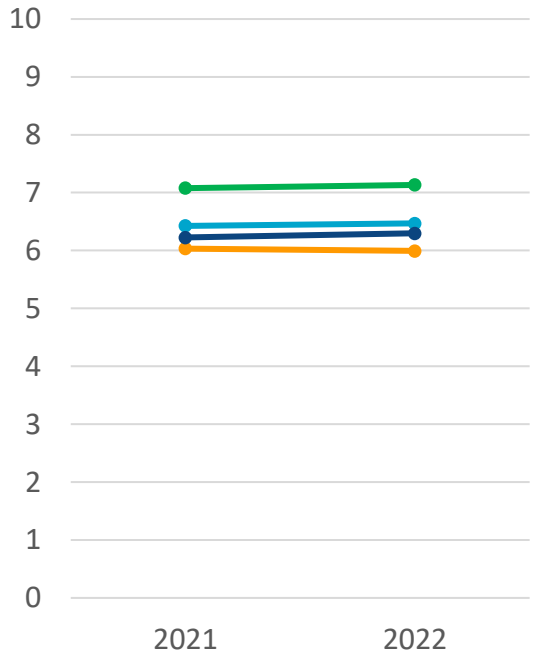
Promise element 7: We are a team

All staff



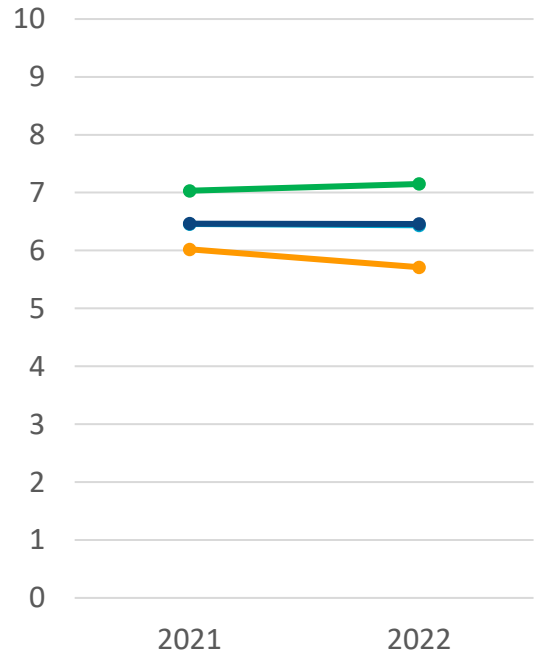
	2021	2022
Your org	6.5	6.6
Highest	7.1	7.1
Average	6.6	6.6
Lowest	6.2	6.3
Responses	2694	2663

Worked on a Covid-19 ward or specific area



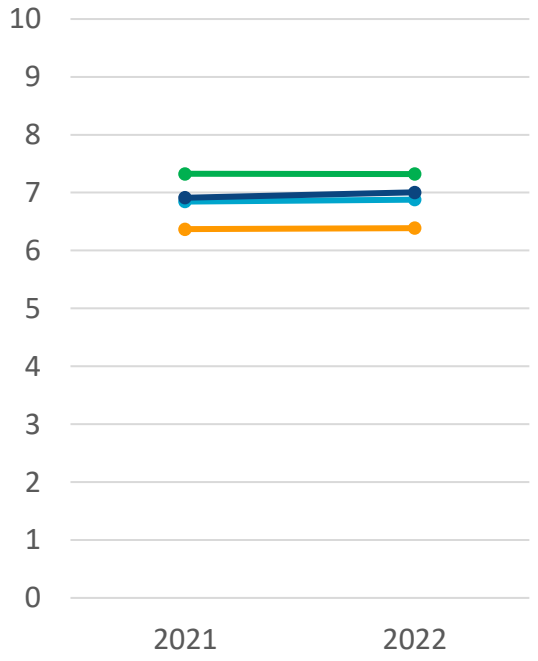
	2021	2022
Your org	6.2	6.3
Highest	7.1	7.1
Average	6.4	6.5
Lowest	6.0	6.0
Responses	1044	851

Redeployed



	2021	2022
Your org	6.5	6.5
Highest	7.0	7.2
Average	6.5	6.4
Lowest	6.0	5.7
Responses	478	219

Required to work remotely / from home

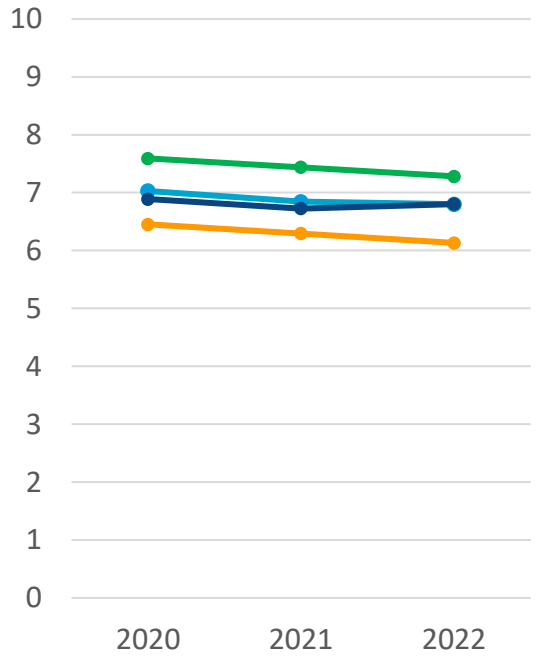


	2021	2022
Your org	6.9	7.0
Highest	7.3	7.3
Average	6.8	6.9
Lowest	6.4	6.4
Responses	1058	905

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

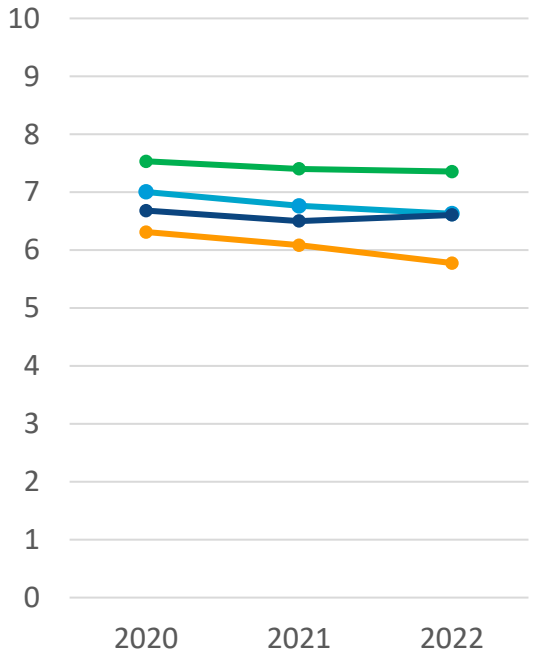
Theme: Staff Engagement

All staff



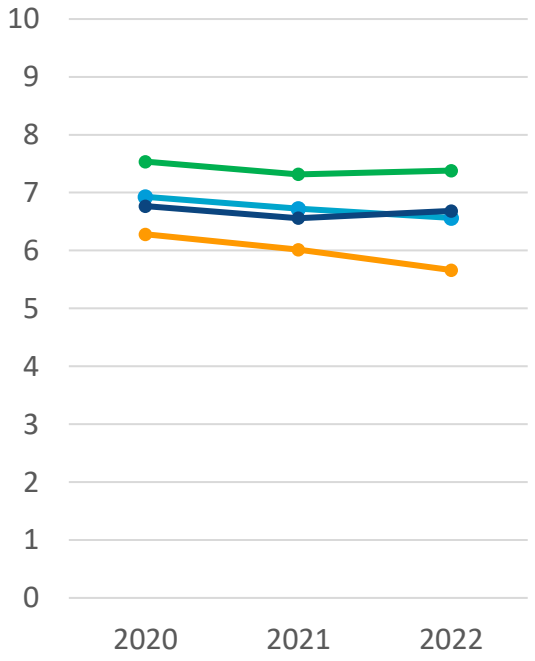
	2020	2021	2022
Your org	6.9	6.7	6.8
Highest	7.6	7.4	7.3
Average	7.0	6.8	6.8
Lowest	6.5	6.3	6.1
Responses	2748	2755	2667

Worked on Covid-19 specific ward or area



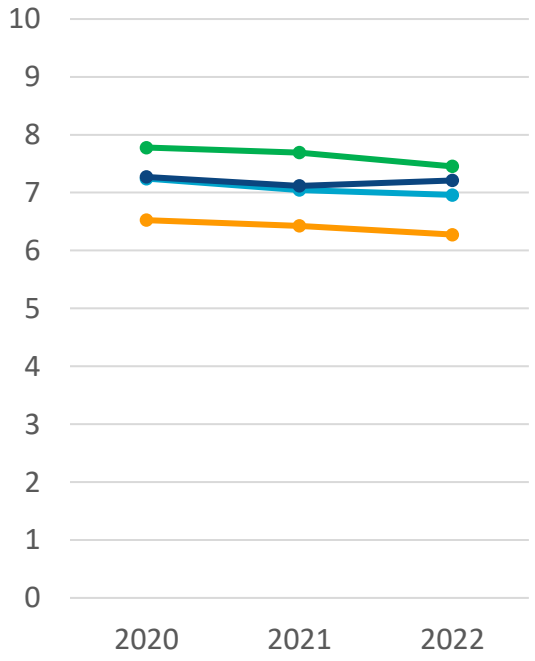
	2020	2021	2022
Your org	6.7	6.5	6.6
Highest	7.5	7.4	7.4
Average	7.0	6.8	6.6
Lowest	6.3	6.1	5.8
Responses	991	1045	851

Redeployed



	2020	2021	2022
Your org	6.8	6.6	6.7
Highest	7.5	7.3	7.4
Average	6.9	6.7	6.6
Lowest	6.3	6.0	5.7
Responses	503	479	220

Required to work remotely / from home

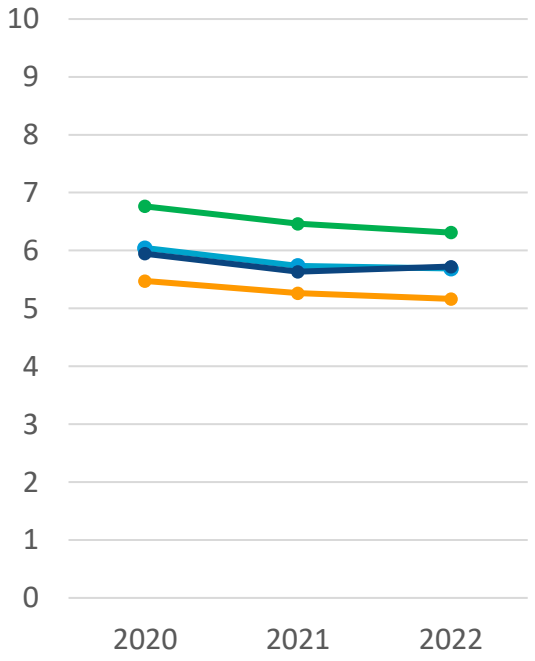


	2020	2021	2022
Your org	7.3	7.1	7.2
Highest	7.8	7.7	7.5
Average	7.2	7.0	7.0
Lowest	6.5	6.4	6.3
Responses	818	1058	905

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

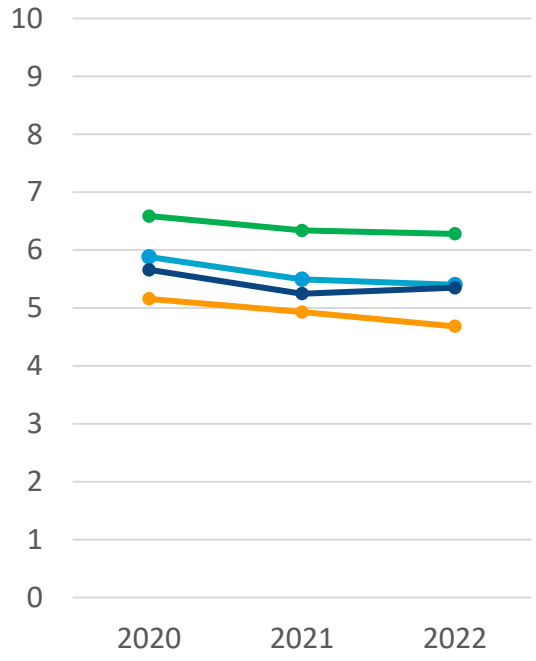
Theme: Morale

All staff



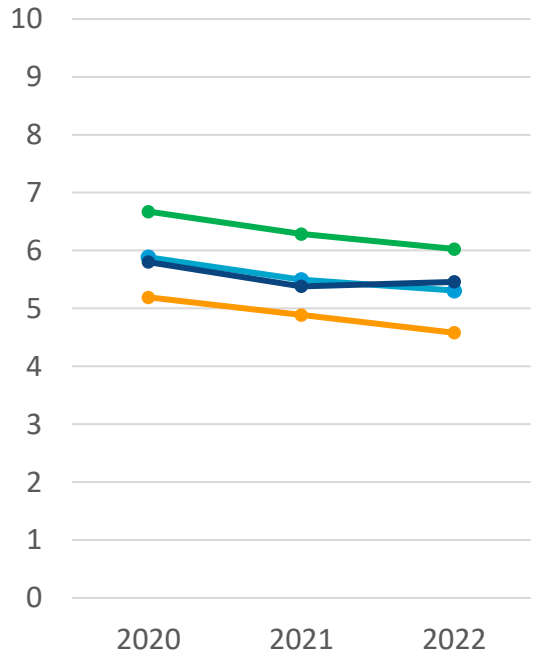
	2020	2021	2022
Your org	5.9	5.6	5.7
Highest	6.8	6.5	6.3
Average	6.0	5.7	5.7
Lowest	5.5	5.3	5.2
Responses	2732	2741	2666

Worked on Covid-19 specific ward or area



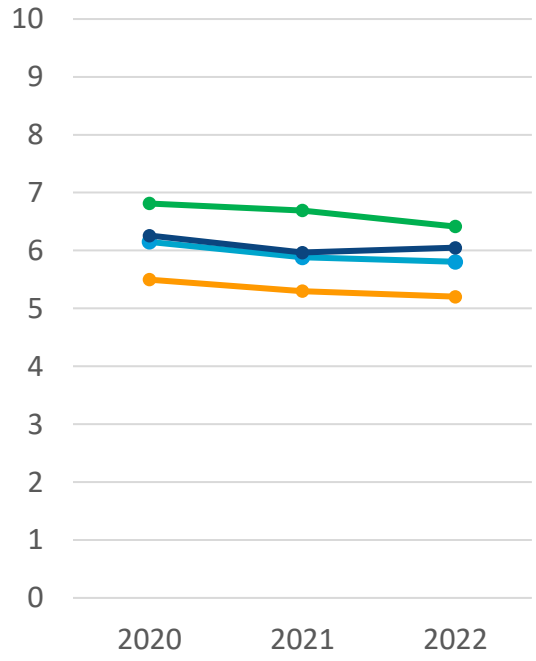
	2020	2021	2022
Your org	5.7	5.2	5.3
Highest	6.6	6.3	6.3
Average	5.9	5.5	5.4
Lowest	5.2	4.9	4.7
Responses	992	1044	851

Redeployed



	2020	2021	2022
Your org	5.8	5.4	5.5
Highest	6.7	6.3	6.0
Average	5.9	5.5	5.3
Lowest	5.2	4.9	4.6
Responses	503	478	220

Required to work remotely / from home



	2020	2021	2022
Your org	6.3	6.0	6.0
Highest	6.8	6.7	6.4
Average	6.1	5.9	5.8
Lowest	5.5	5.3	5.2
Responses	818	1058	905

Survey Coordination Centre

NHS

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

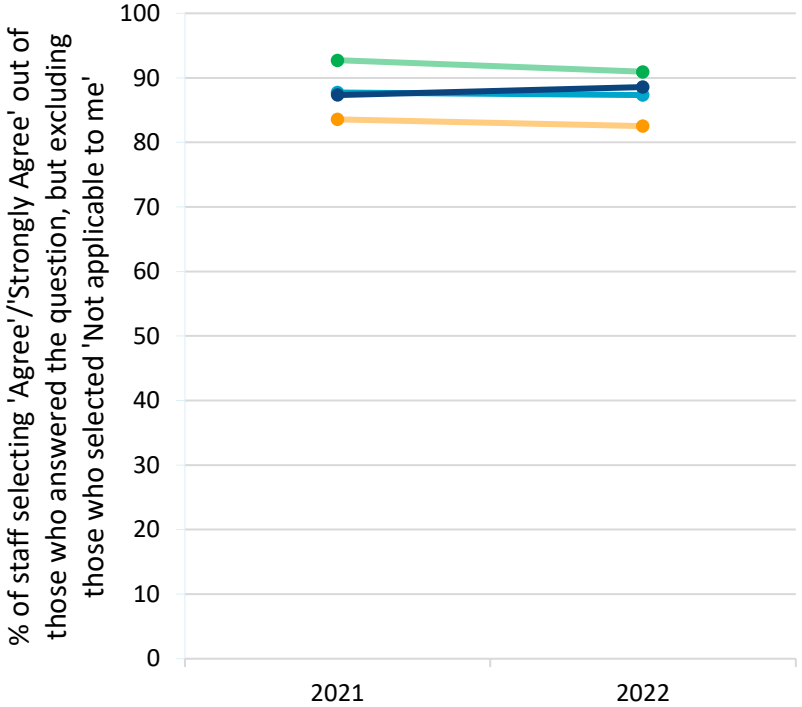
Inclusion – Q7h, Q7i, Q8b, Q8c

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.

Survey Coordination Centre

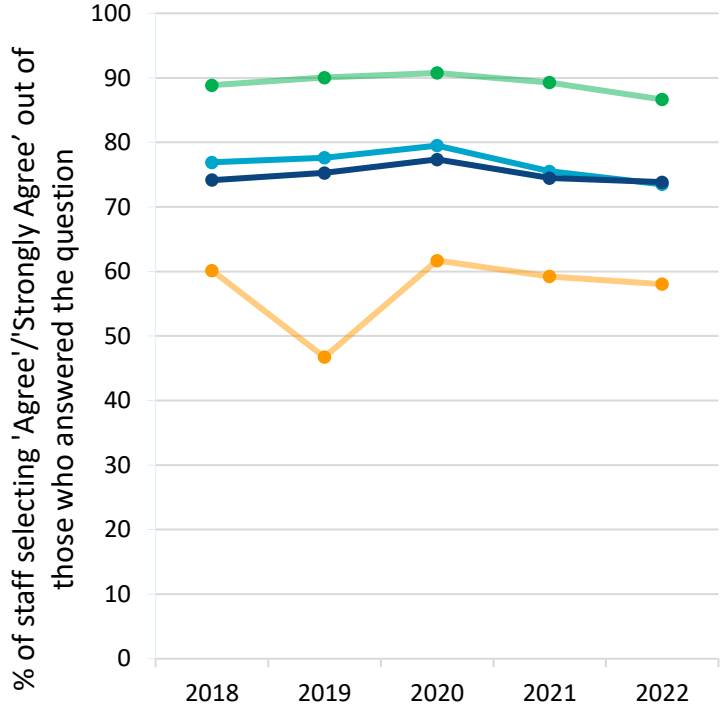
NHS

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



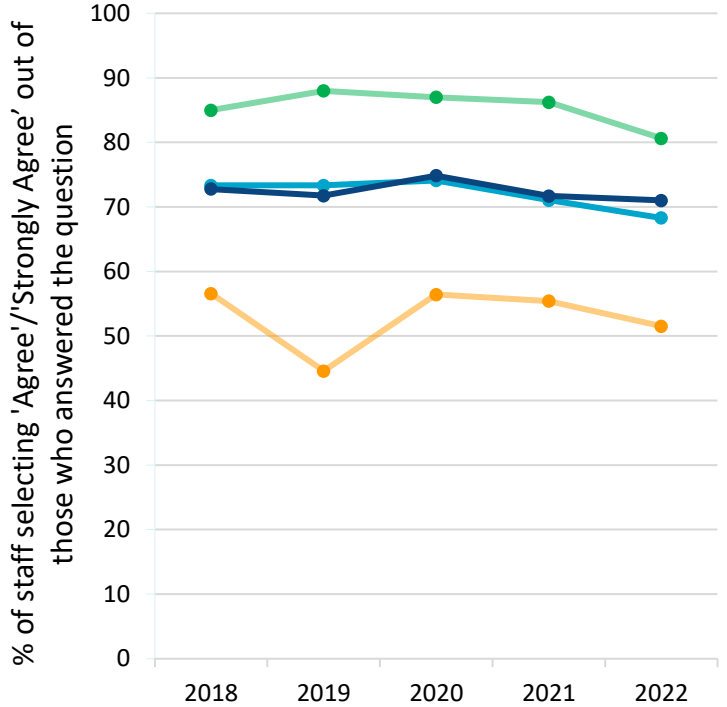
	2021	2022
Your org	87.3%	88.6%
Best	92.7%	90.9%
Average	87.7%	87.3%
Worst	83.6%	82.5%
Responses	2665	2588

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



	2018	2019	2020	2021	2022
Your org	74.1%	75.3%	77.4%	74.5%	73.8%
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	2611	2443	2657	2647	2656

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

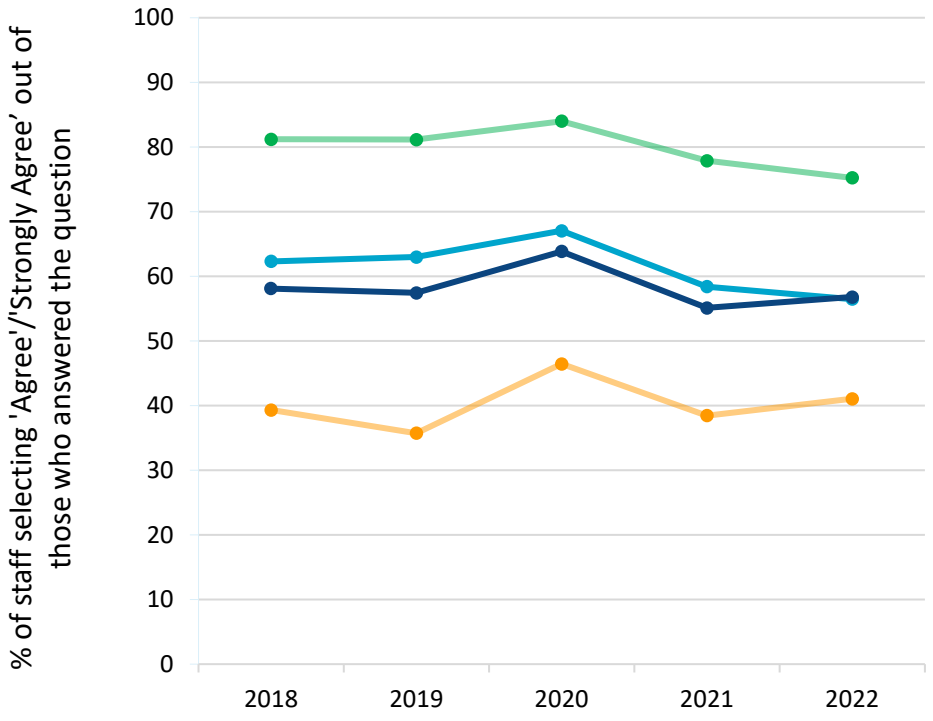


	2018	2019	2020	2021	2022
Your org	72.7%	71.8%	74.8%	71.7%	71.0%
Best	85.0%	88.0%	87.0%	86.2%	80.6%
Average	73.3%	73.3%	74.1%	71.0%	68.3%
Worst	56.6%	44.6%	56.4%	55.4%	51.5%
Responses	2608	2441	2652	2645	2651

Survey Coordination Centre

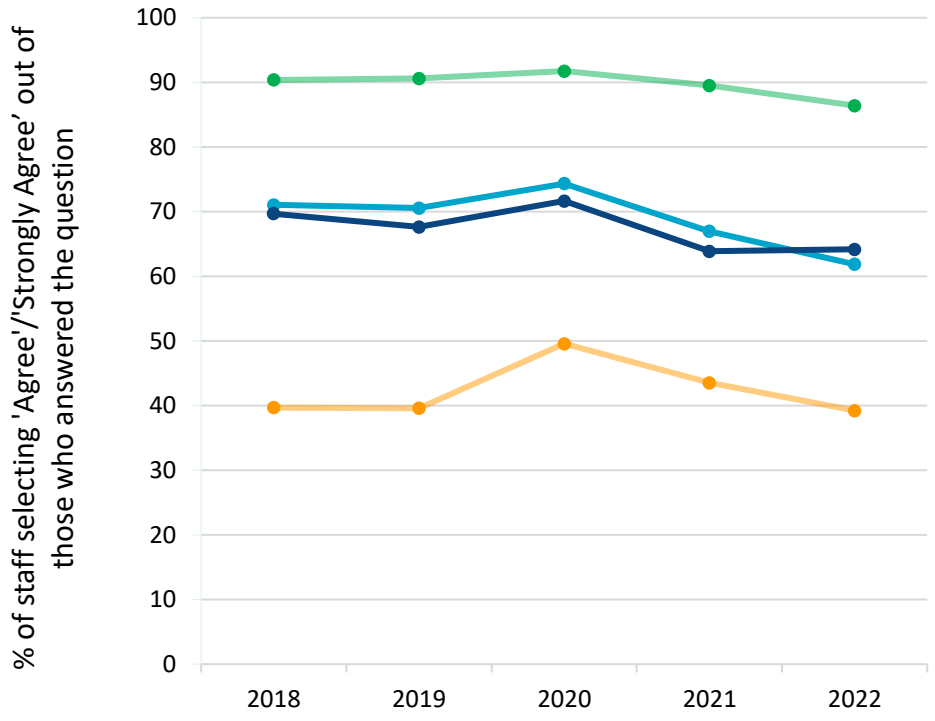
NHS

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



	2018	2019	2020	2021	2022
Your org	58.1%	57.5%	63.9%	55.1%	56.8%
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	2608	2443	2657	2646	2654

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

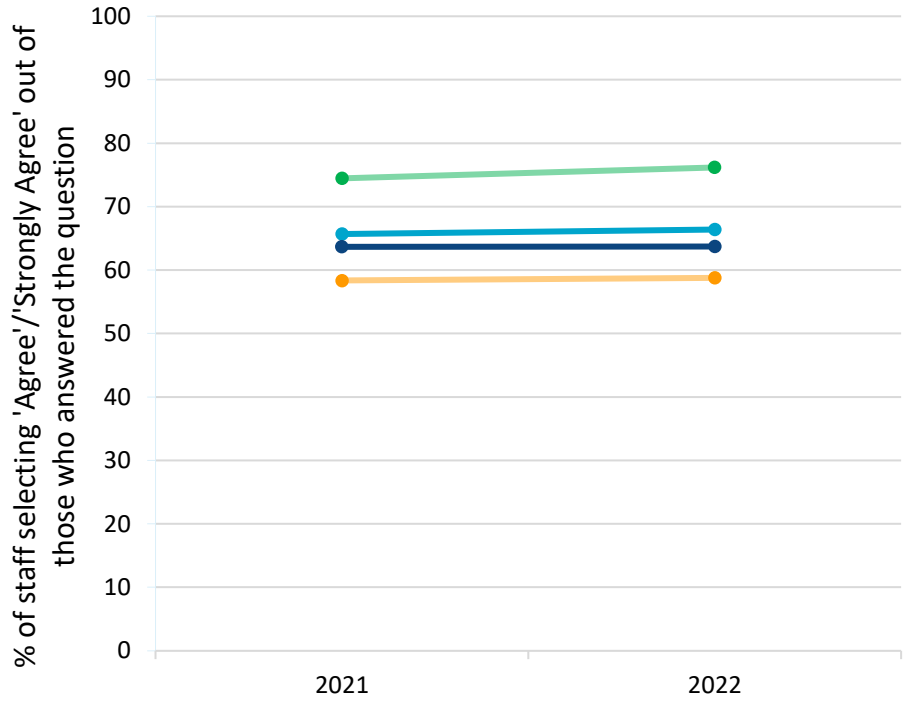


	2018	2019	2020	2021	2022
Your org	69.7%	67.6%	71.7%	63.9%	64.2%
Best	90.4%	90.6%	91.8%	89.5%	86.4%
Average	71.1%	70.6%	74.3%	67.0%	61.9%
Worst	39.7%	39.6%	49.6%	43.5%	39.2%
Responses	2602	2441	2651	2647	2654

Survey Coordination Centre

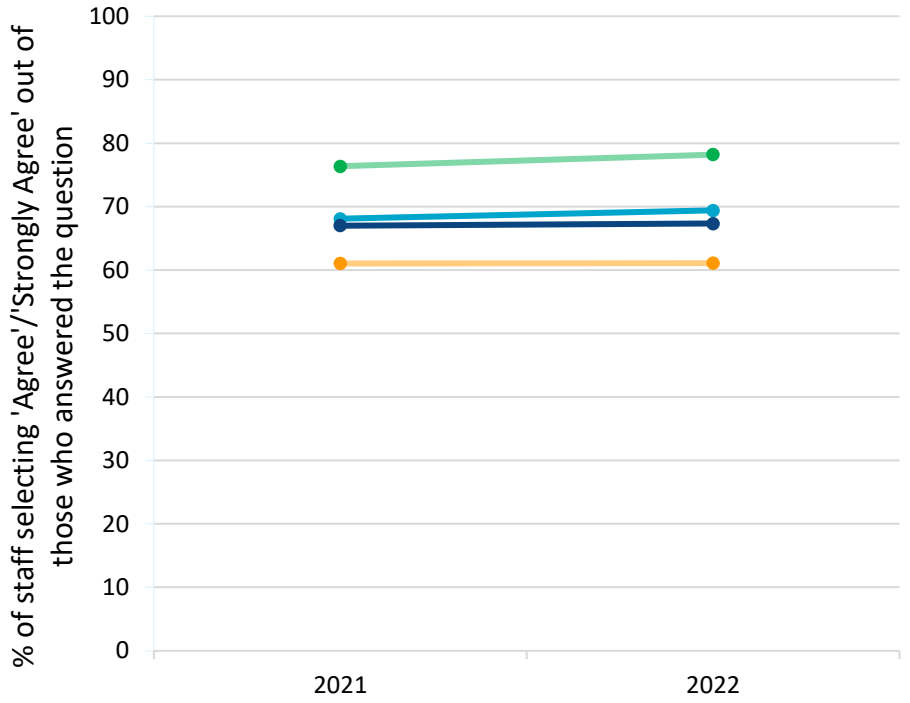
NHS

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



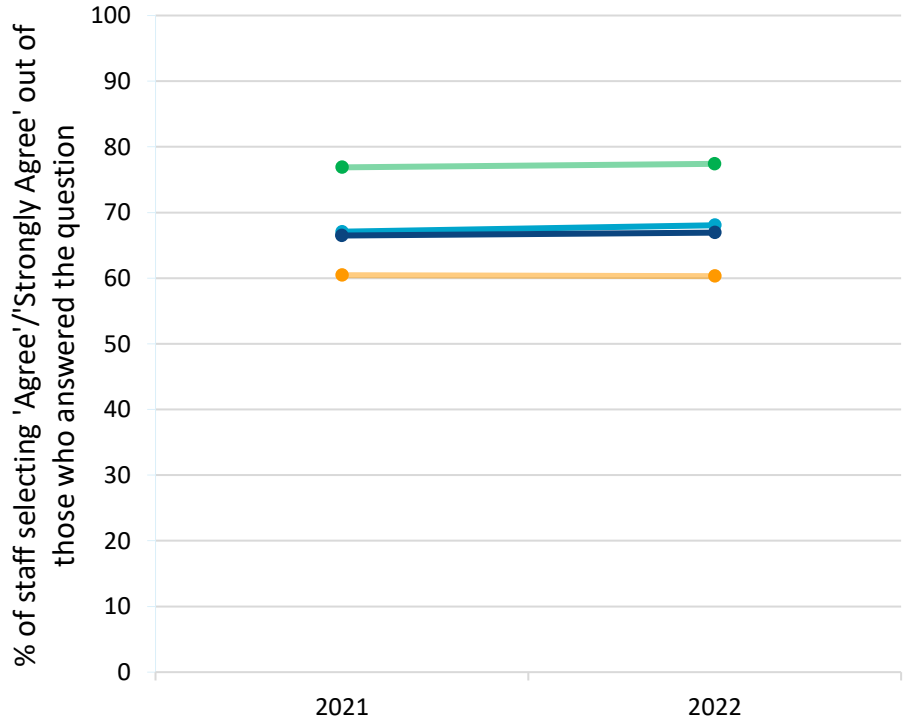
	2021	2022
Your org	63.7%	63.7%
Best	74.5%	76.2%
Average	65.7%	66.4%
Worst	58.4%	58.8%
Responses	2694	2662

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



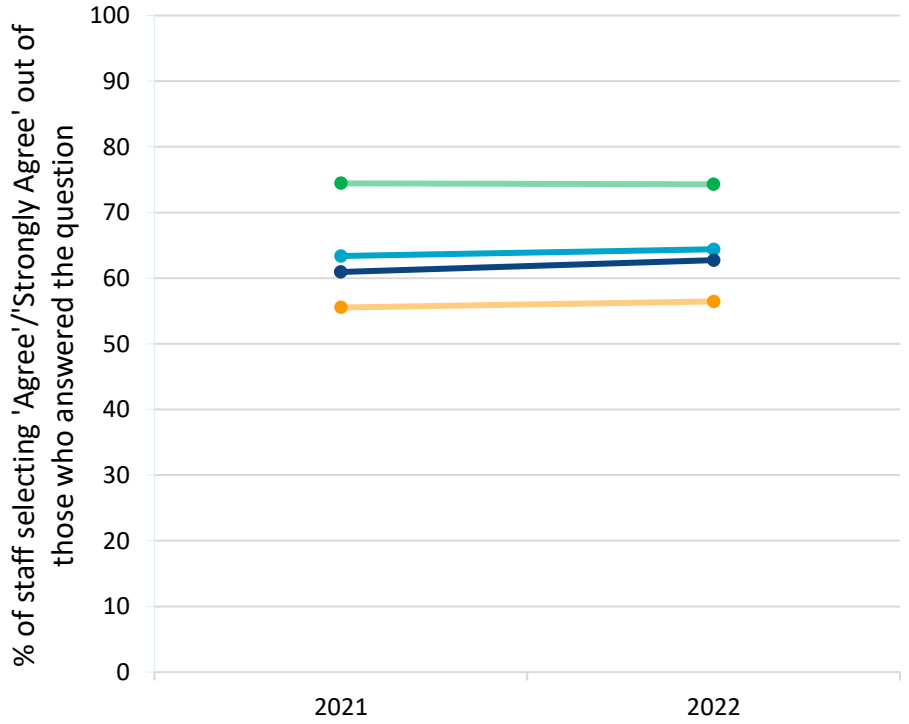
	2021	2022
Your org	67.0%	67.3%
Best	76.4%	78.2%
Average	68.1%	69.4%
Worst	61.1%	61.1%
Responses	2689	2658

Q9h My immediate manager cares about my concerns.



	2021	2022
Your org	66.5%	66.9%
Best	76.9%	77.4%
Average	67.1%	68.1%
Worst	60.5%	60.3%
Responses	2688	2660

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

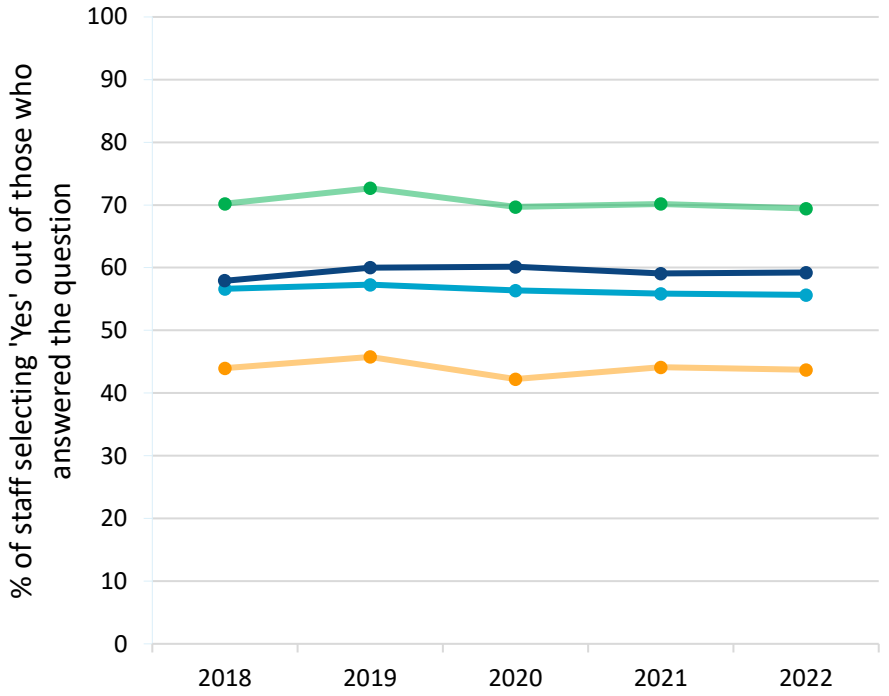


	2021	2022
Your org	60.9%	62.7%
Best	74.5%	74.3%
Average	63.4%	64.4%
Worst	55.6%	56.4%
Responses	2688	2656

Survey Coordination Centre

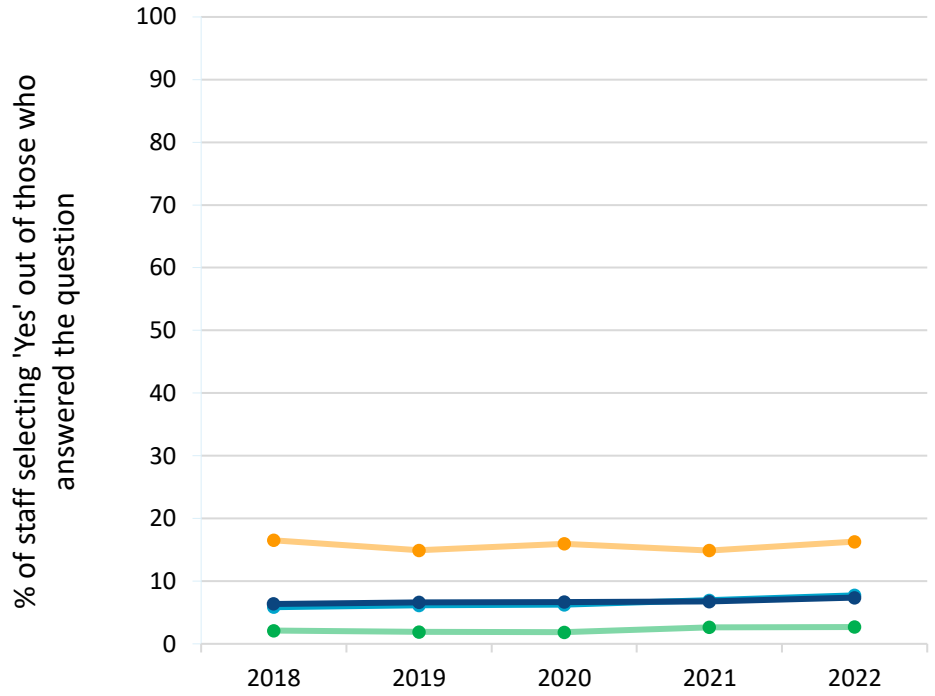
NHS

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



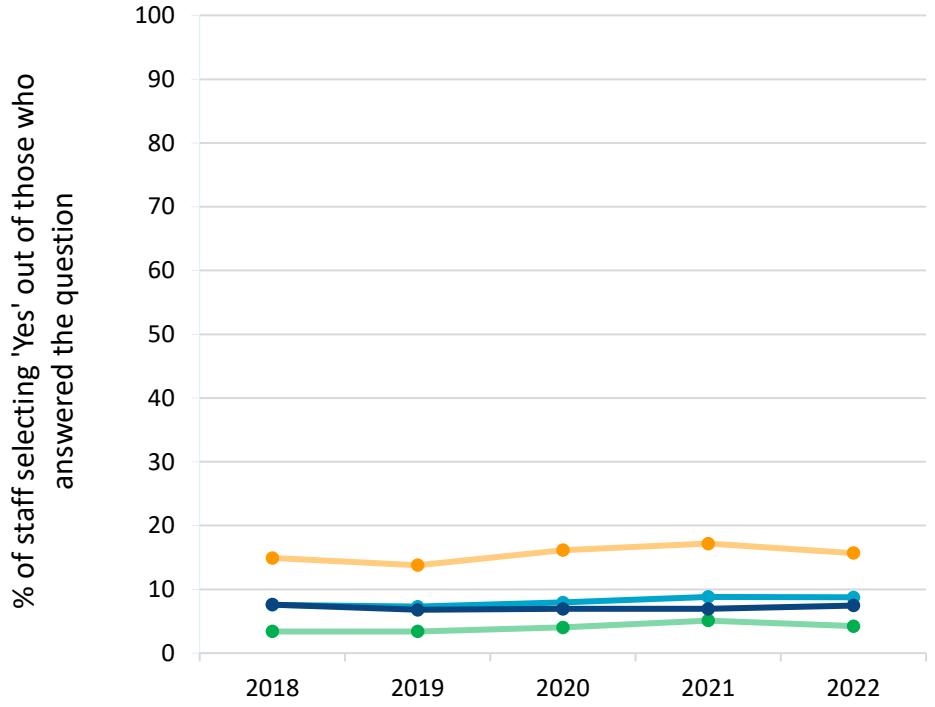
	2018	2019	2020	2021	2022
Your org	57.9%	60.0%	60.1%	59.1%	59.2%
Best	70.2%	72.7%	69.7%	70.2%	69.4%
Average	56.6%	57.3%	56.4%	55.8%	55.6%
Worst	44.0%	45.8%	42.2%	44.1%	43.7%
Responses	2631	2478	2663	2660	2631

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?



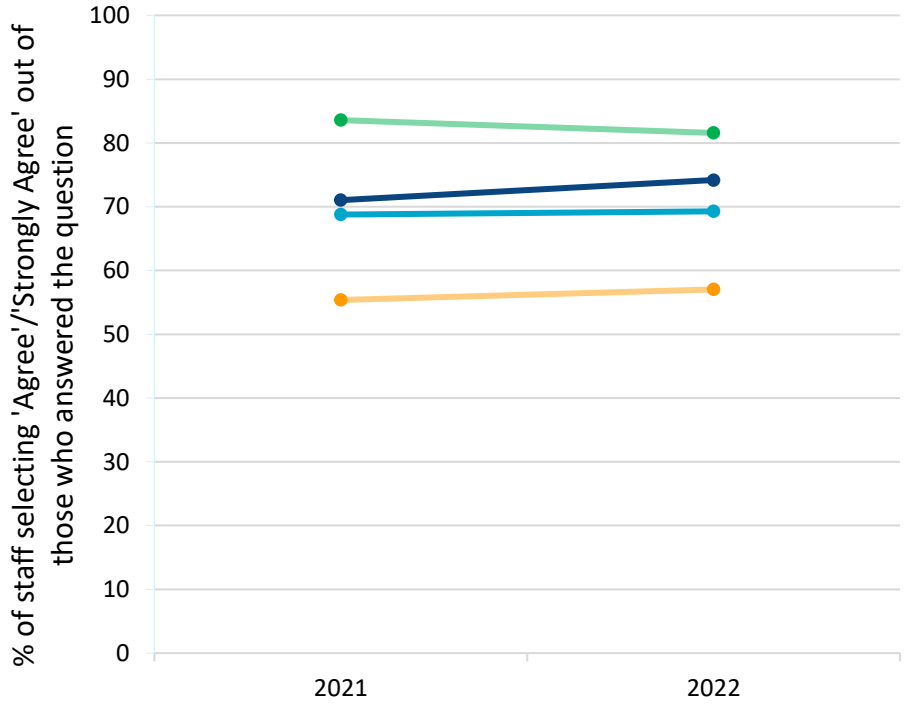
	2018	2019	2020	2021	2022
Your org	6.4%	6.6%	6.7%	6.8%	7.4%
Best	2.1%	1.9%	1.9%	2.7%	2.7%
Average	5.9%	6.2%	6.3%	7.0%	7.8%
Worst	16.5%	14.9%	16.0%	14.9%	16.3%
Responses	2640	2490	2677	2672	2654

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



	2018	2019	2020	2021	2022
Your org	7.6%	6.8%	6.9%	6.9%	7.5%
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	2643	2468	2674	2665	2649

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

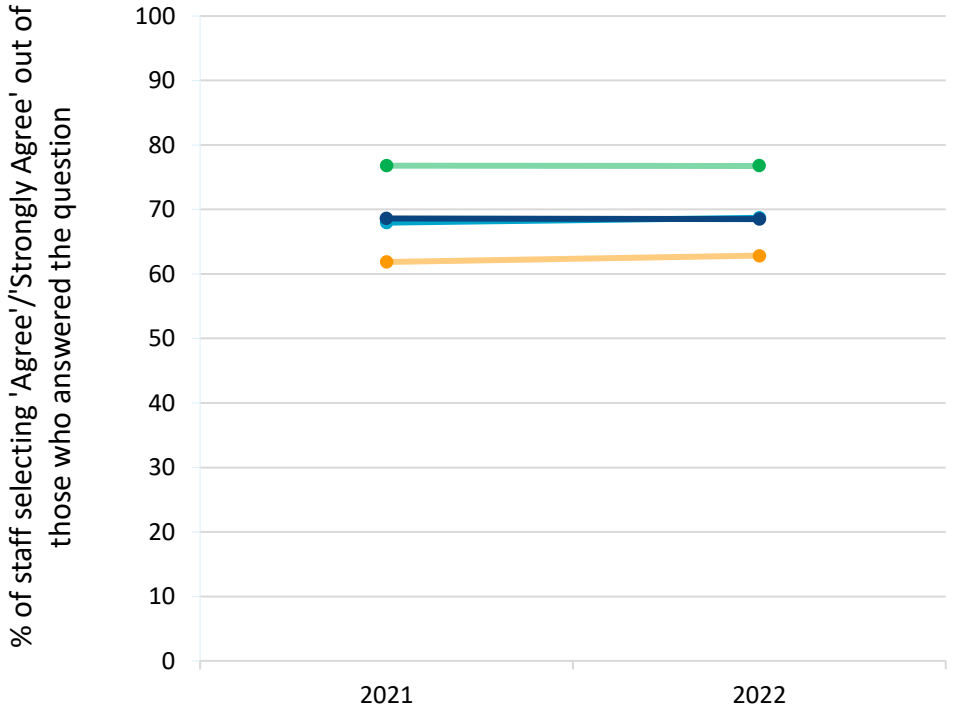


	2021	2022
Your org	71.0%	74.2%
Best	83.6%	81.6%
Average	68.8%	69.3%
Worst	55.4%	57.1%
Responses	2669	2651

Survey Coordination Centre

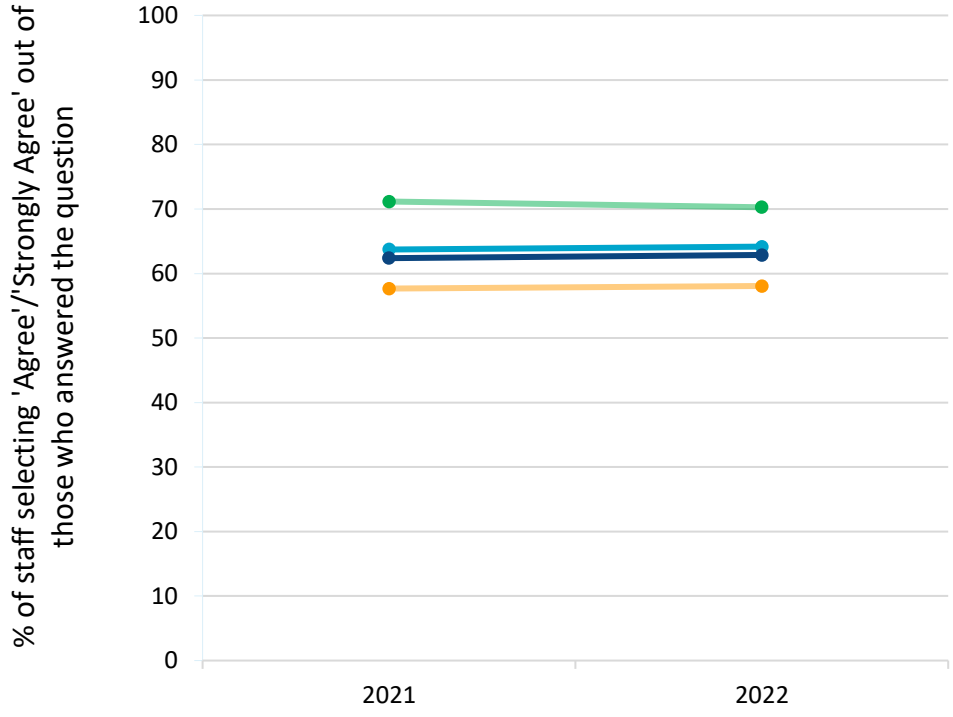
NHS

Q7h I feel valued by my team.



	2021	2022
Your org	68.6%	68.5%
Best	76.8%	76.8%
Average	68.0%	68.7%
Worst	61.9%	62.8%
Responses	2715	2660

Q7i I feel a strong personal attachment to my team.

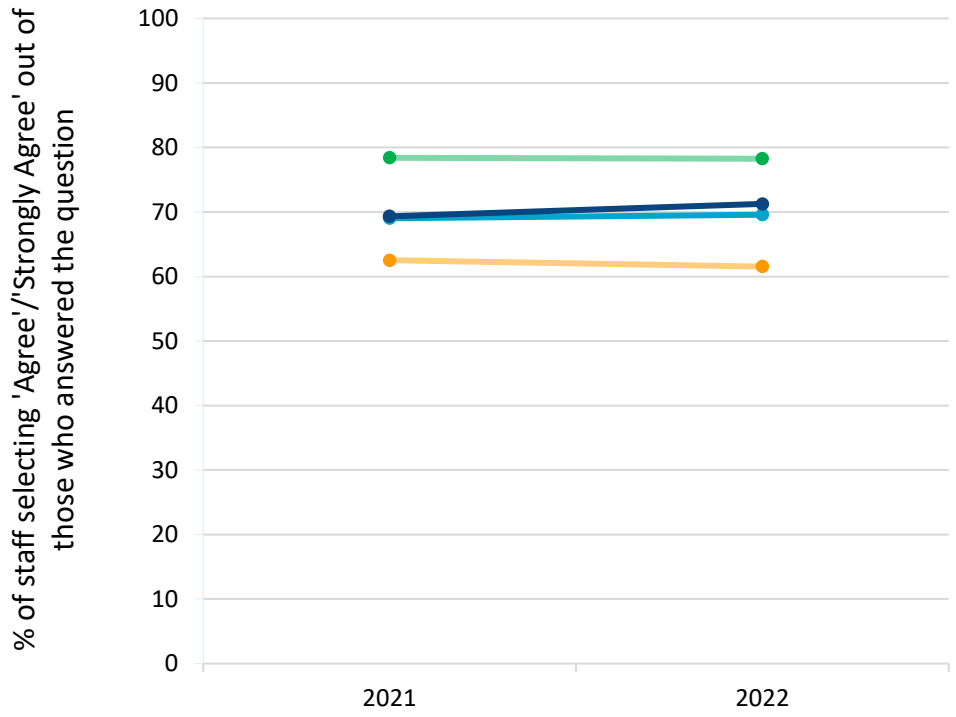


	2021	2022
Your org	62.4%	62.9%
Best	71.2%	70.3%
Average	63.7%	64.2%
Worst	57.7%	58.1%
Responses	2710	2660

Survey Coordination Centre

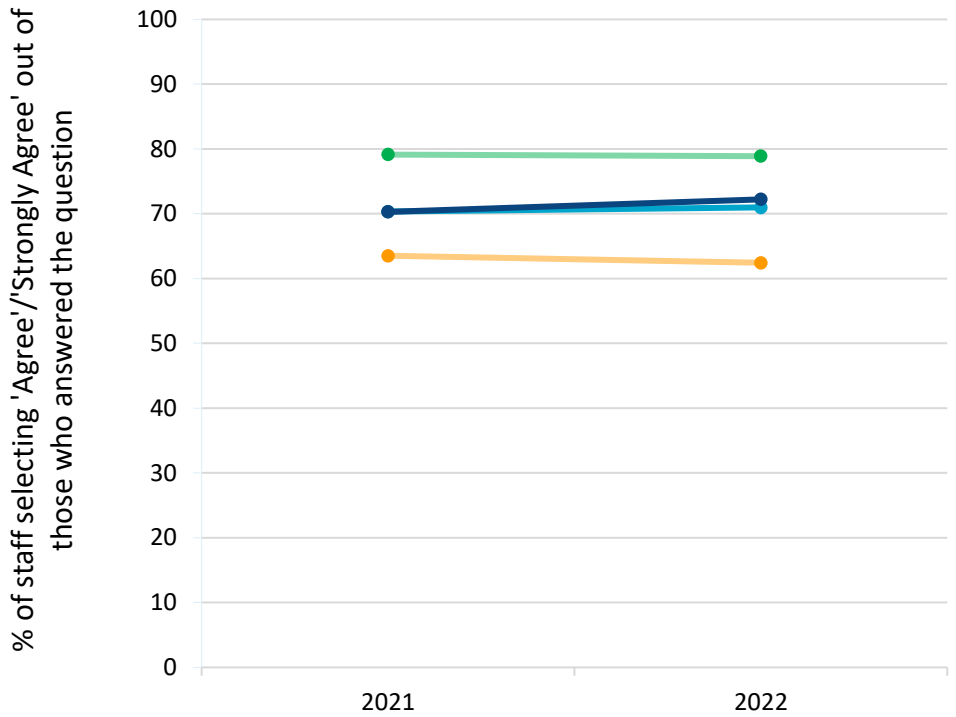
NHS

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



	2021	2022
Your org	69.3%	71.3%
Best	78.4%	78.3%
Average	69.0%	69.6%
Worst	62.5%	61.6%
Responses	2702	2663

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



	2021	2022
Your org	70.3%	72.2%
Best	79.1%	78.9%
Average	70.3%	71.0%
Worst	63.5%	62.4%
Responses	2703	2661

Survey Coordination Centre

NHS

People Promise element – We are recognised and rewarded

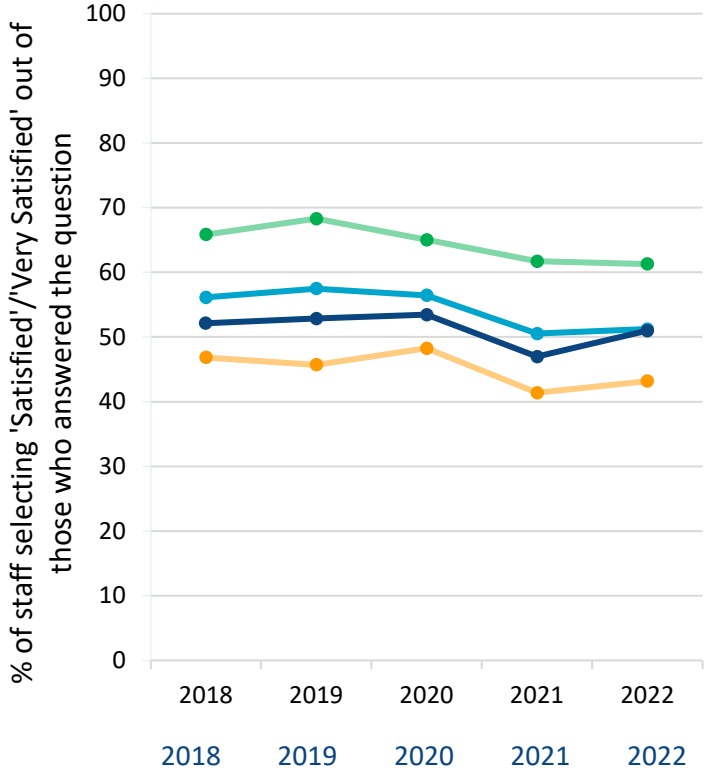
Questions included:

Q4a, Q4b, Q4c, Q8d, Q9e

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

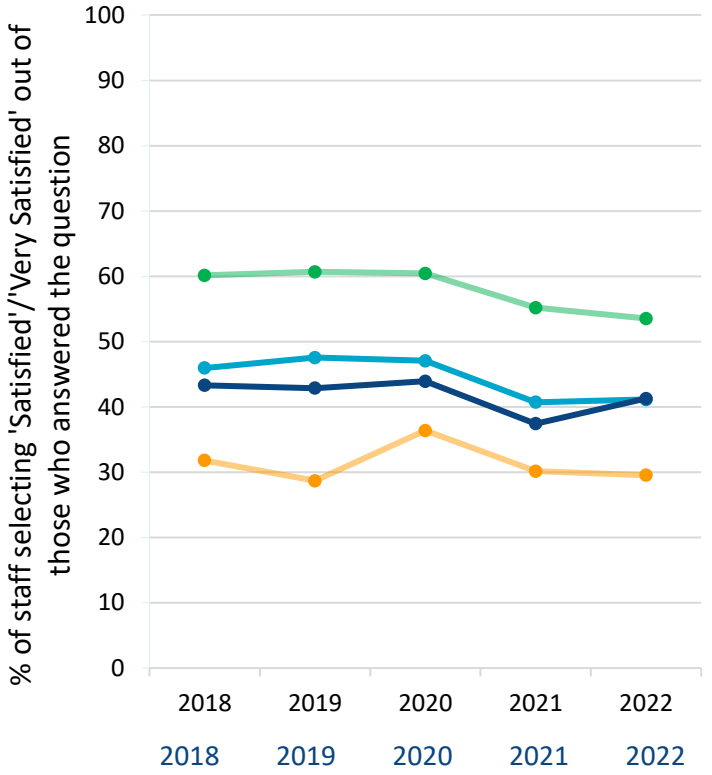
Survey Coordination Centre NHS

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



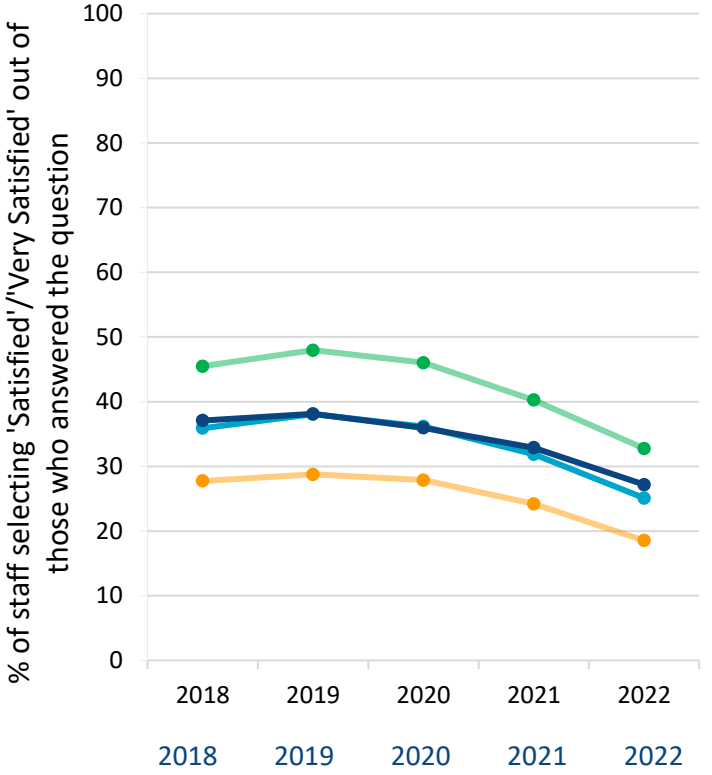
	2018	2019	2020	2021	2022
Your org	52.1%	52.9%	53.4%	47.0%	51.0%
Best	65.8%	68.3%	65.0%	61.7%	61.3%
Average	56.1%	57.5%	56.4%	50.5%	51.2%
Worst	46.8%	45.7%	48.2%	41.4%	43.2%
Responses	2721	2512	2732	2740	2663

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



	2018	2019	2020	2021	2022
Your org	43.3%	42.9%	43.9%	37.4%	41.3%
Best	60.1%	60.7%	60.4%	55.2%	53.5%
Average	45.9%	47.5%	47.1%	40.7%	41.1%
Worst	31.8%	28.7%	36.4%	30.1%	29.5%
Responses	2711	2506	2729	2740	2662

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

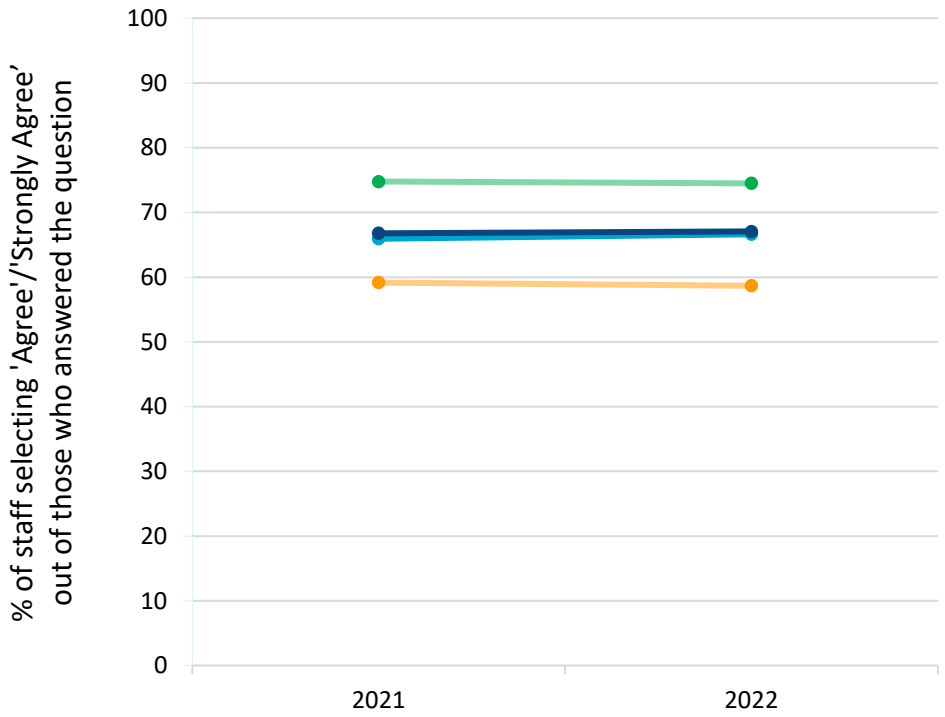


	2018	2019	2020	2021	2022
Your org	37.1%	38.1%	35.9%	32.9%	27.2%
Best	45.5%	47.9%	46.0%	40.3%	32.8%
Average	35.9%	38.1%	36.2%	31.9%	25.1%
Worst	27.7%	28.7%	27.9%	24.2%	18.5%
Responses	2719	2508	2731	2743	2662

Survey Coordination Centre

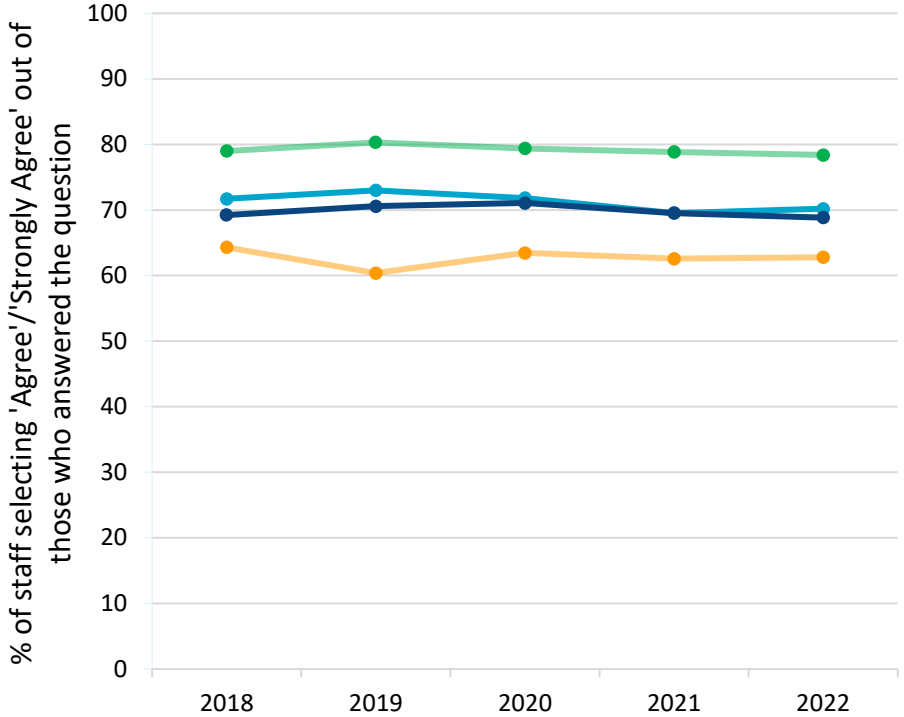
NHS

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



	2021	2022
Your org	66.8%	67.0%
Best	74.8%	74.5%
Average	66.0%	66.6%
Worst	59.2%	58.7%
Responses	2696	2662

Q9e My immediate manager values my work.



	2018	2019	2020	2021	2022
Your org	69.2%	70.6%	71.1%	69.5%	68.8%
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	2683	2496	2708	2689	2661

Survey Coordination Centre

NHS

People Promise element – We each have a voice that counts

Questions included:

Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

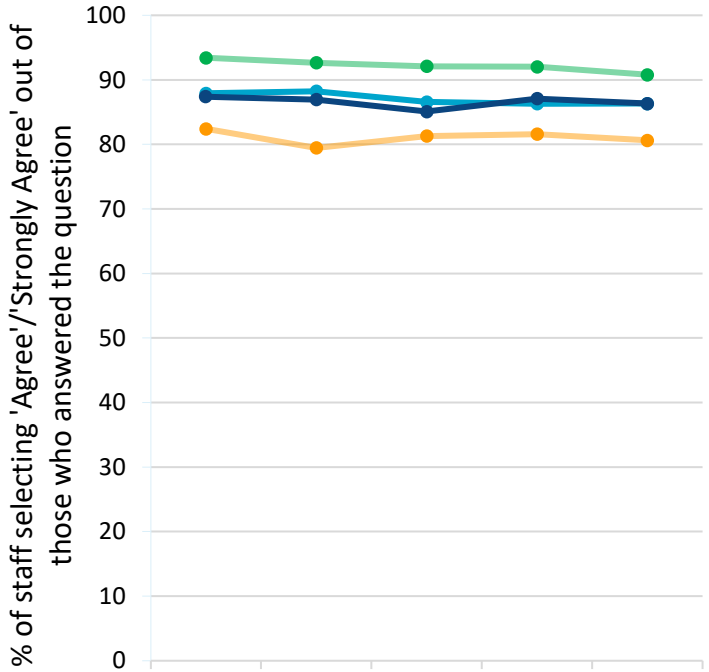
Raising concerns – Q19a, Q19b, Q23e, Q23f

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

Survey Coordination Centre

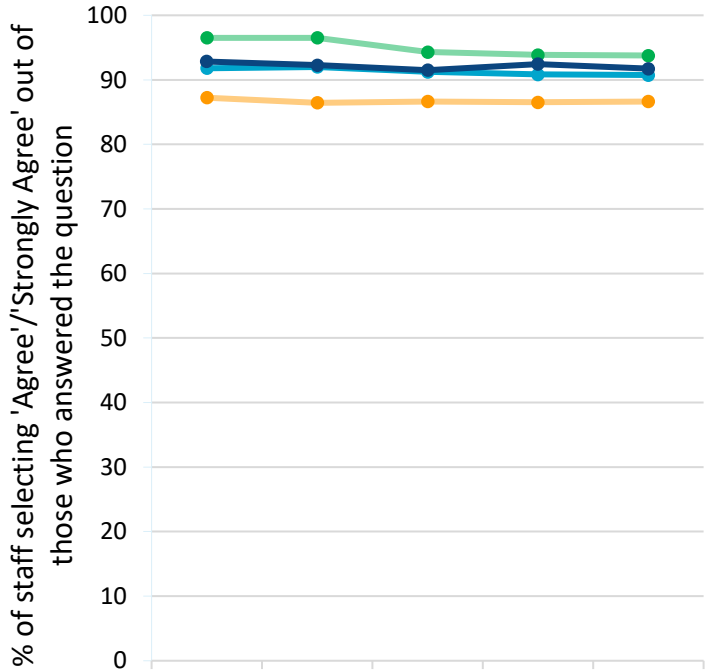
NHS

Q3a I always know what my work responsibilities are.



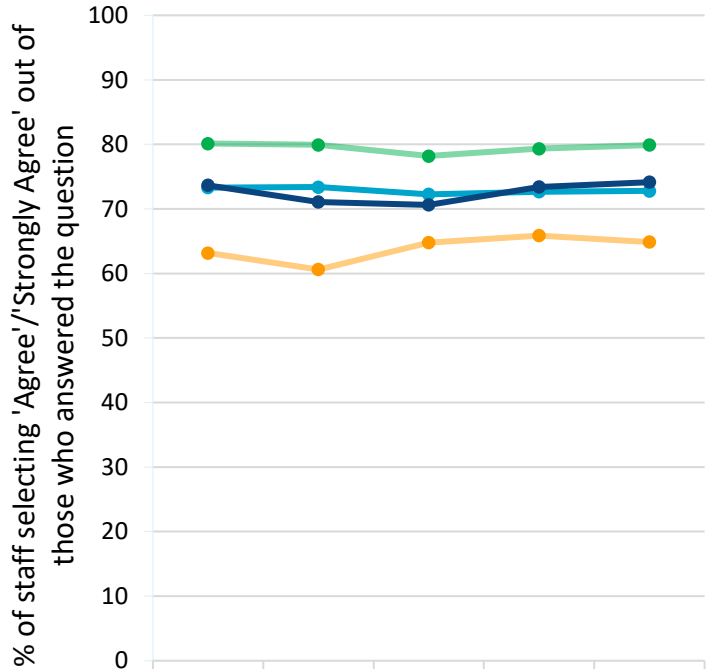
	2018	2019	2020	2021	2022
Your org	87.4%	87.0%	85.1%	87.1%	86.3%
Best	93.4%	92.7%	92.1%	92.0%	90.8%
Average	87.9%	88.2%	86.6%	86.3%	86.3%
Worst	82.4%	79.5%	81.3%	81.6%	80.6%
Responses	2763	2534	2769	2745	2649

Q3b I am trusted to do my job.



	2018	2019	2020	2021	2022
Your org	92.9%	92.3%	91.5%	92.5%	91.7%
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	2750	2532	2769	2748	2664

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

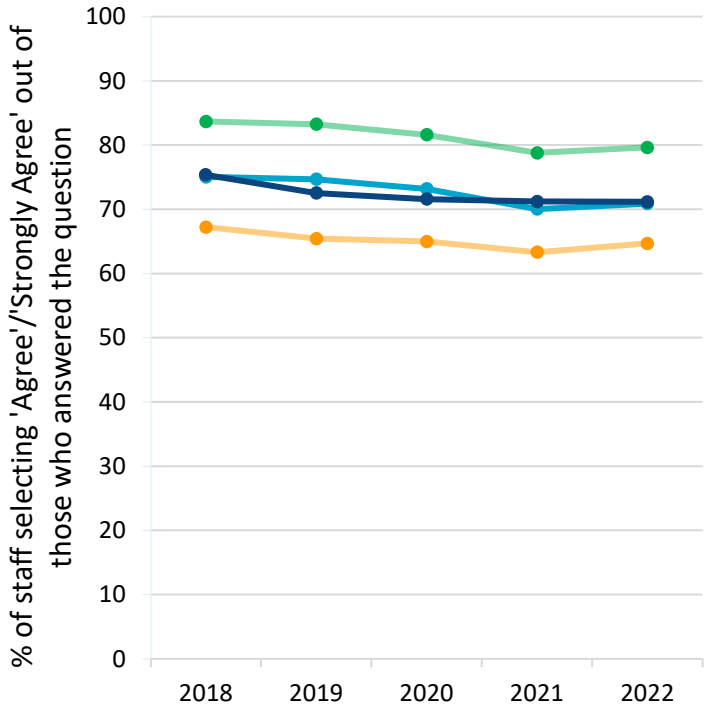


	2018	2019	2020	2021	2022
Your org	73.7%	71.1%	70.6%	73.4%	74.1%
Best	80.1%	79.9%	78.2%	79.3%	79.9%
Average	73.3%	73.4%	72.3%	72.7%	72.8%
Worst	63.2%	60.6%	64.8%	65.9%	64.9%
Responses	2764	2530	2739	2747	2662

Survey Coordination Centre

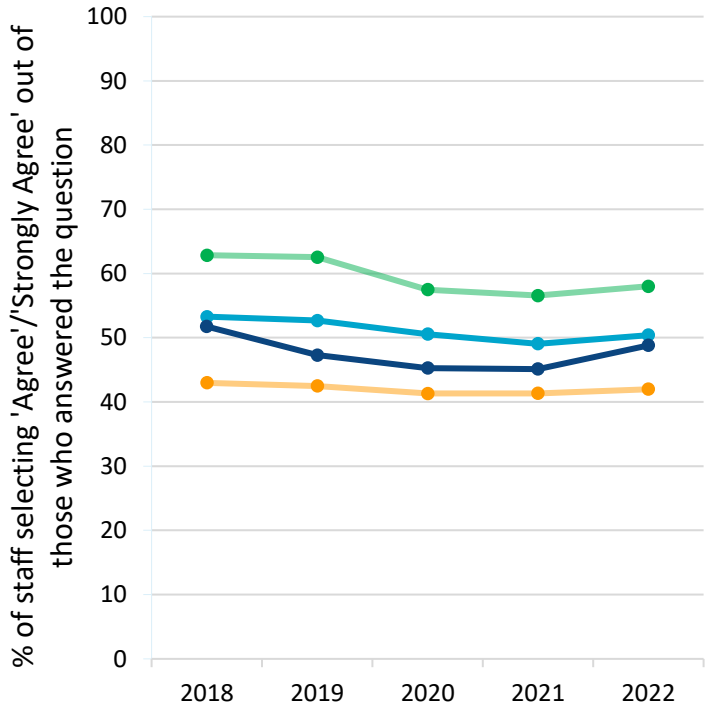
NHS

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



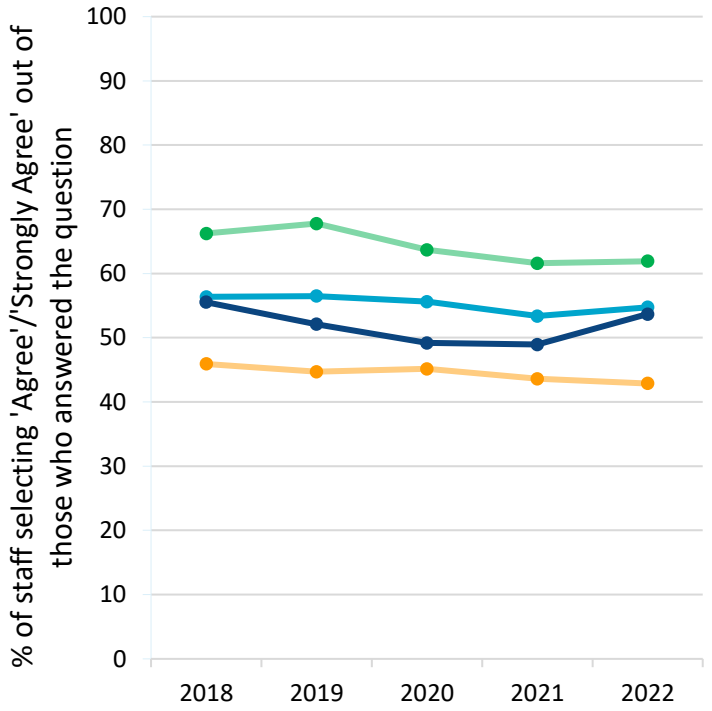
	2018	2019	2020	2021	2022
Your org	75.3%	72.5%	71.6%	71.2%	71.2%
Best	83.7%	83.3%	81.6%	78.8%	79.6%
Average	75.0%	74.7%	73.2%	70.0%	70.9%
Worst	67.2%	65.4%	65.0%	63.3%	64.7%
Responses	2758	2532	2747	2751	2662

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



	2018	2019	2020	2021	2022
Your org	51.7%	47.3%	45.3%	45.1%	48.8%
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	2757	2532	2745	2750	2667

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

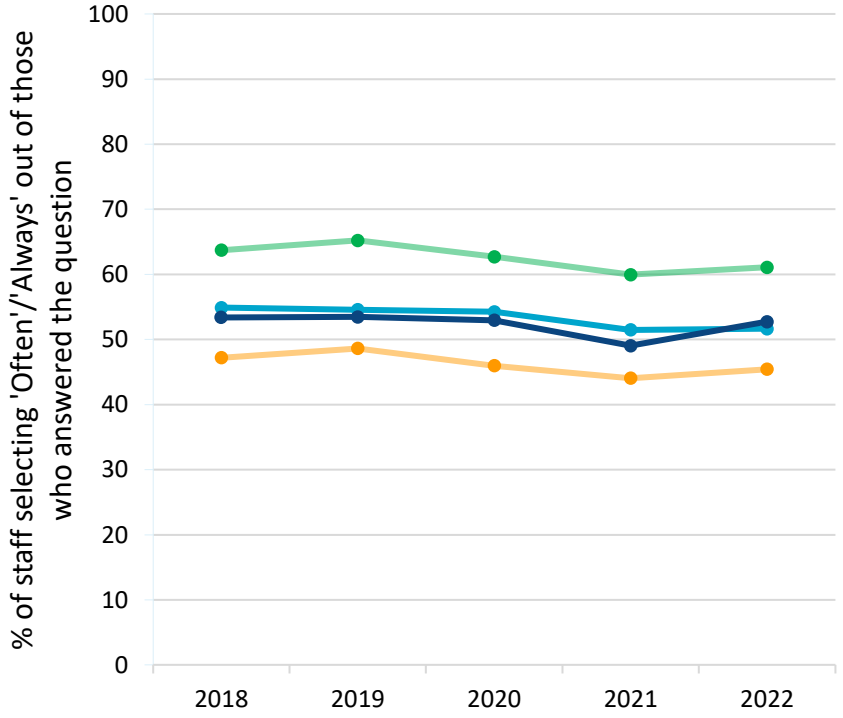


	2018	2019	2020	2021	2022
Your org	55.5%	52.1%	49.2%	48.9%	53.7%
Best	66.2%	67.8%	63.7%	61.6%	61.9%
Average	56.4%	56.5%	55.6%	53.4%	54.7%
Worst	45.9%	44.7%	45.1%	43.6%	42.9%
Responses	2751	2524	2744	2744	2664

Survey Coordination Centre

NHS

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

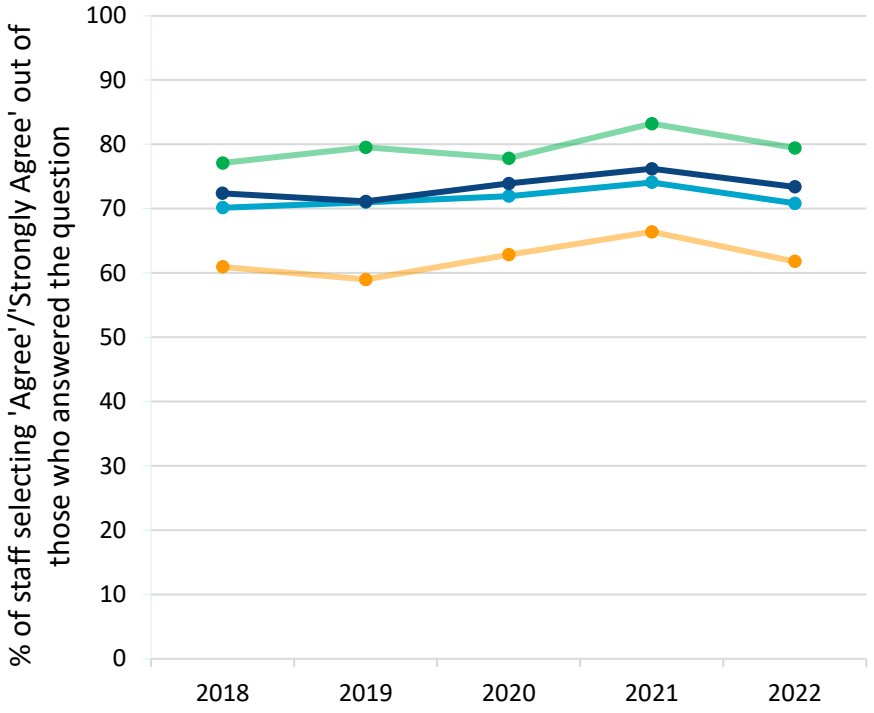


	2018	2019	2020	2021	2022
Your org	53.4%	53.5%	52.9%	49.0%	52.7%
Best	63.7%	65.2%	62.7%	60.0%	61.1%
Average	54.9%	54.6%	54.3%	51.5%	51.7%
Worst	47.2%	48.6%	46.0%	44.1%	45.4%
Responses	2721	2503	2728	2723	2661

Survey Coordination Centre

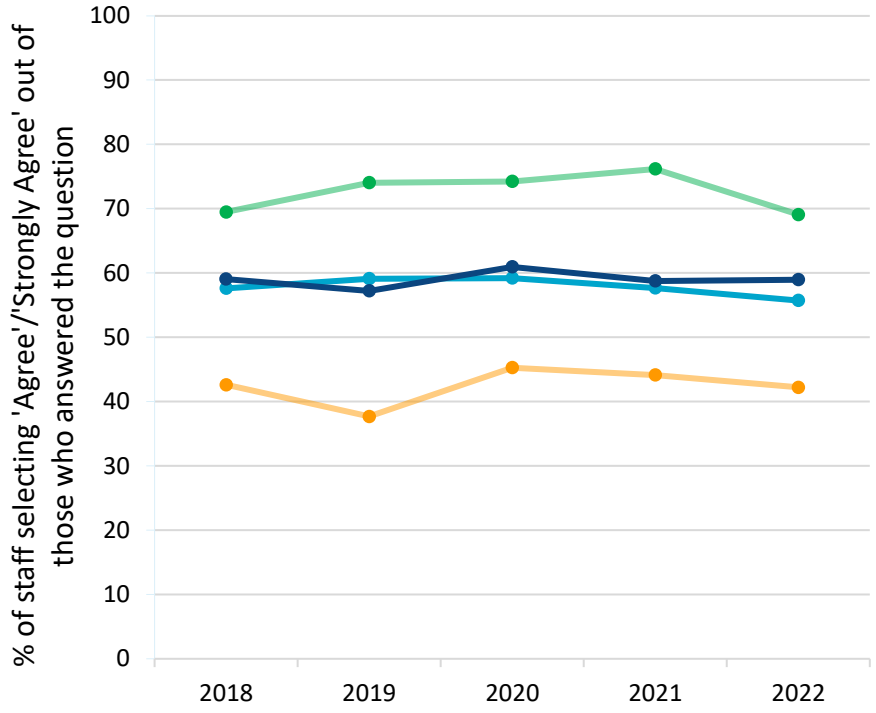
NHS

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



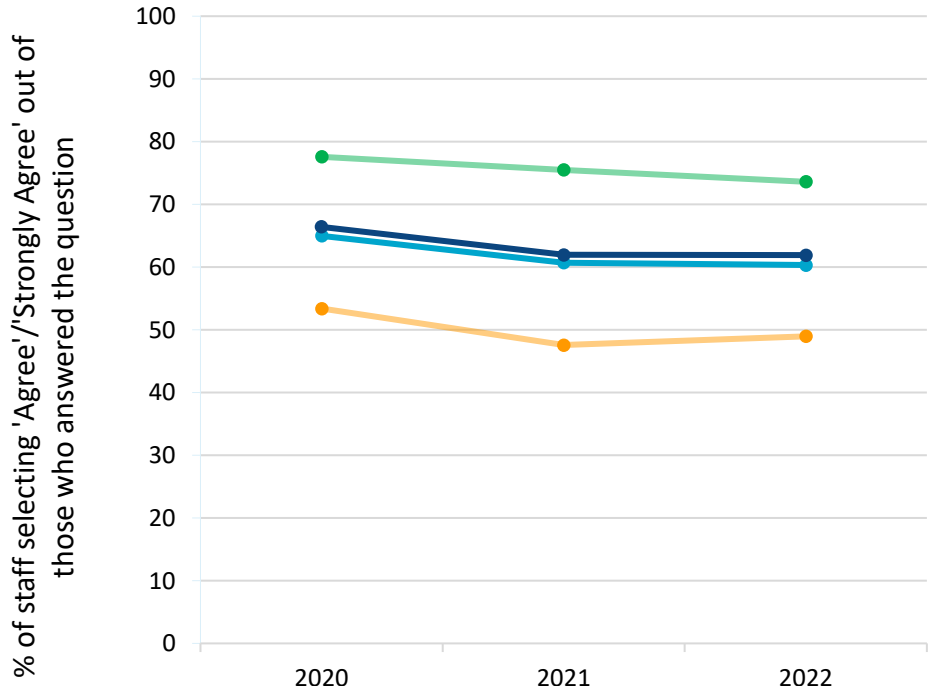
	2018	2019	2020	2021	2022
Your org	72.4%	71.1%	73.9%	76.2%	73.4%
Best	77.1%	79.5%	77.9%	83.2%	79.4%
Average	70.1%	71.0%	71.9%	74.1%	70.8%
Worst	60.9%	59.0%	62.8%	66.4%	61.8%
Responses	2640	2473	2663	2675	2661

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



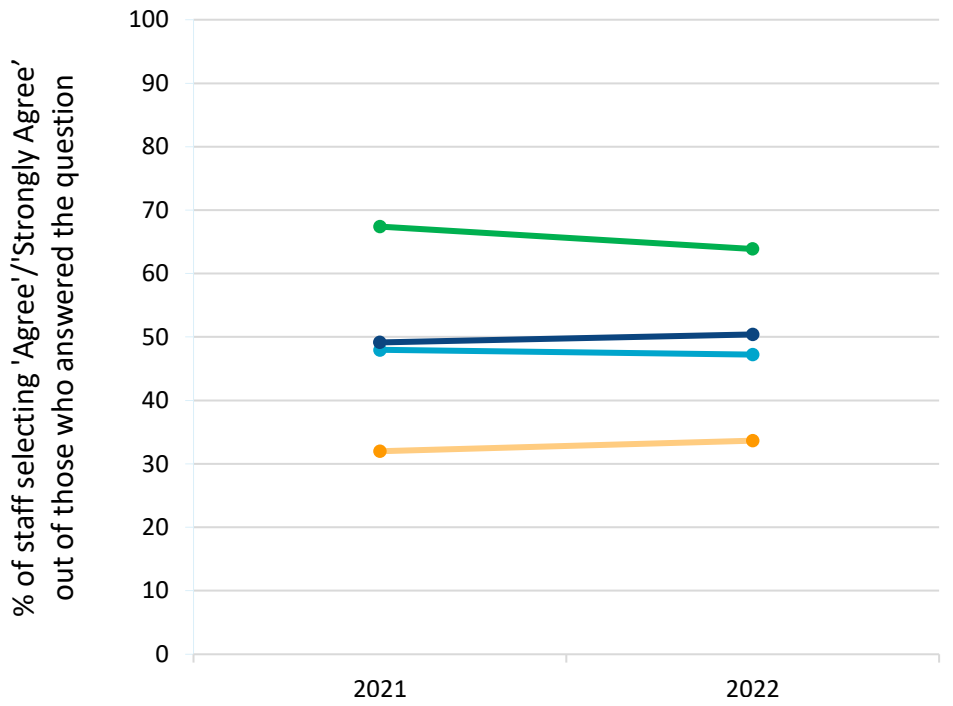
	2018	2019	2020	2021	2022
Your org	59.0%	57.2%	60.9%	58.8%	59.0%
Best	69.5%	74.0%	74.2%	76.2%	69.1%
Average	57.6%	59.1%	59.2%	57.7%	55.7%
Worst	42.6%	37.7%	45.3%	44.1%	42.2%
Responses	2632	2475	2659	2676	2659

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



	2020	2021	2022
Your org	66.4%	62.0%	61.9%
Best	77.6%	75.5%	73.6%
Average	65.0%	60.7%	60.3%
Worst	53.4%	47.6%	49.0%
Responses	2652	2646	2653

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



	2021	2022
Your org	49.1%	50.4%
Best	67.4%	63.9%
Average	48.0%	47.2%
Worst	32.0%	33.7%
Responses	2646	2652

Survey Coordination Centre

NHS

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

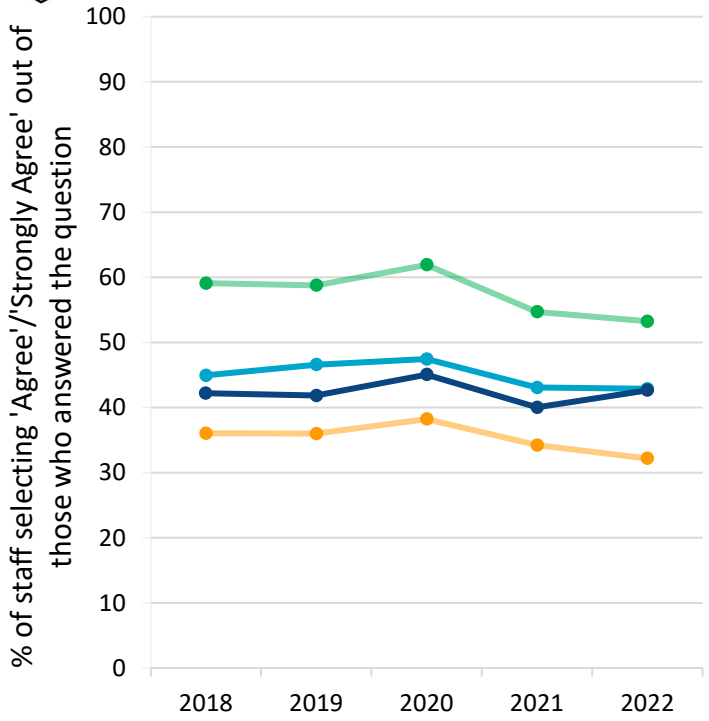
Negative experiences: Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

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.

Survey Coordination Centre

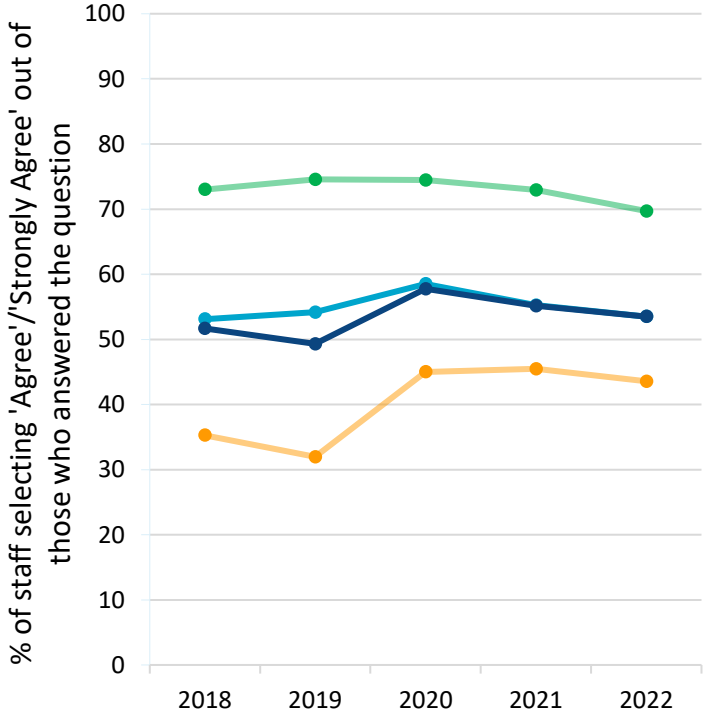
NHS

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



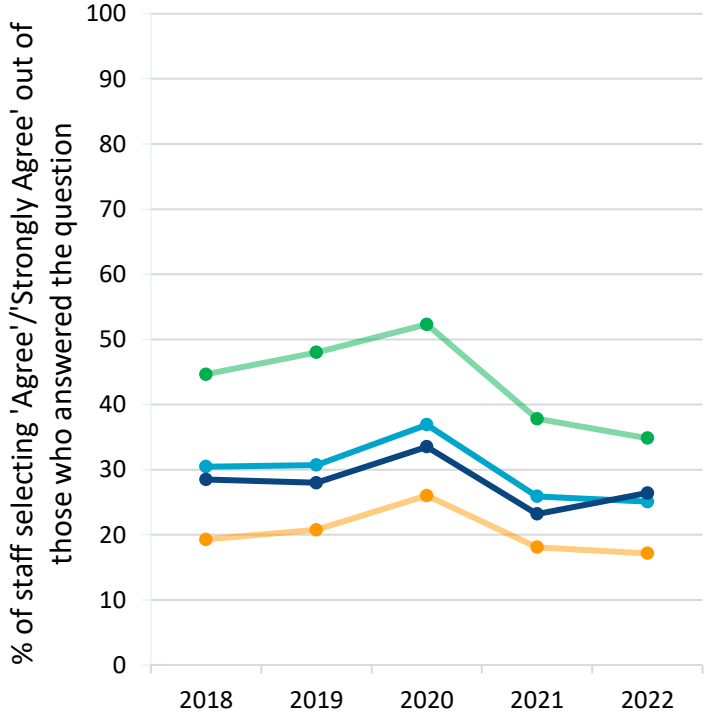
	2018	2019	2020	2021	2022
Your org	42.2%	41.8%	45.1%	40.0%	42.6%
Best	59.1%	58.8%	61.9%	54.7%	53.2%
Average	44.9%	46.6%	47.4%	43.1%	42.9%
Worst	36.0%	36.0%	38.2%	34.2%	32.2%
Responses	2748	2517	2741	2746	2660

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



	2018	2019	2020	2021	2022
Your org	51.7%	49.3%	57.7%	55.2%	53.5%
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	2754	2521	2738	2747	2667

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

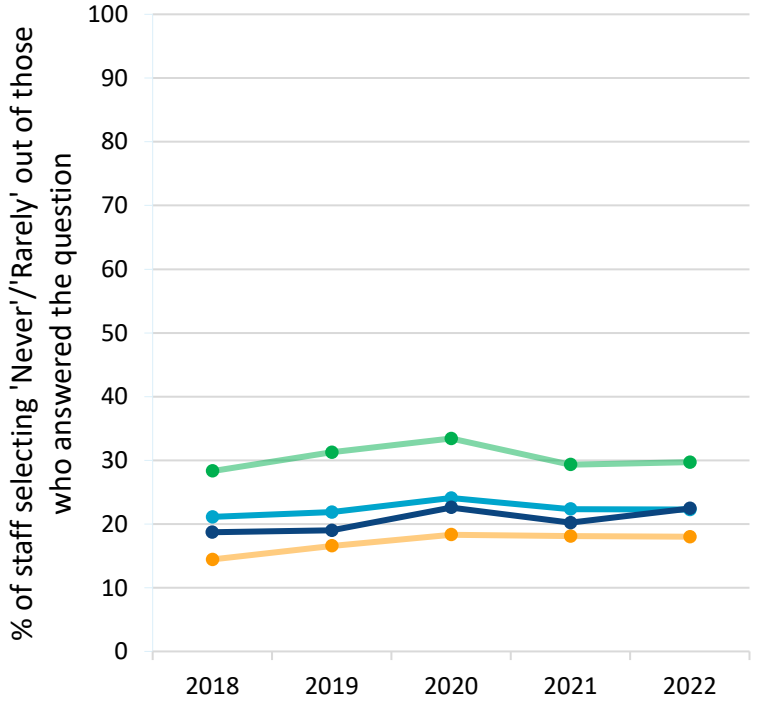


	2018	2019	2020	2021	2022
Your org	28.5%	28.0%	33.5%	23.2%	26.4%
Best	44.6%	48.0%	52.3%	37.8%	34.8%
Average	30.5%	30.7%	36.9%	25.9%	25.1%
Worst	19.3%	20.8%	26.0%	18.1%	17.2%
Responses	2754	2527	2742	2748	2662

Survey Coordination Centre

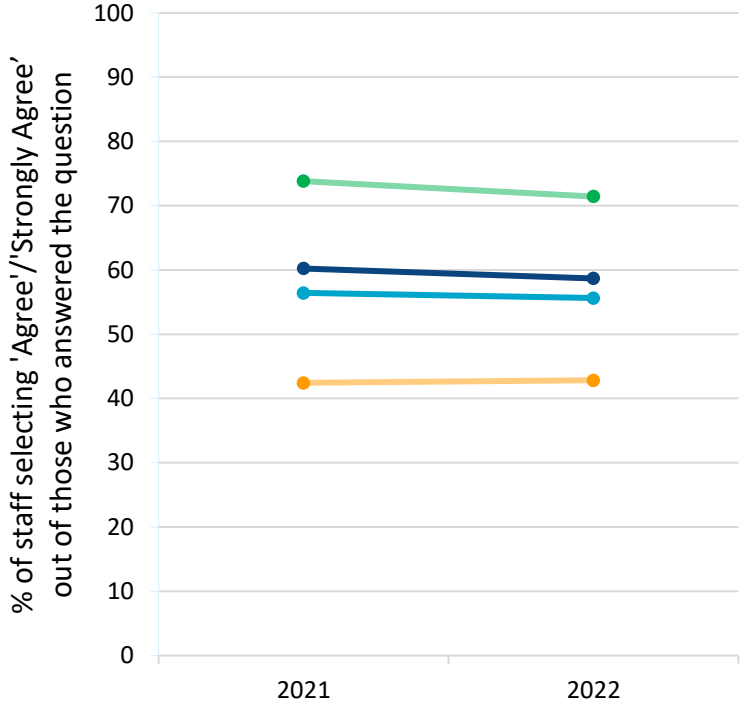
NHS

Q5a I have unrealistic time pressures.



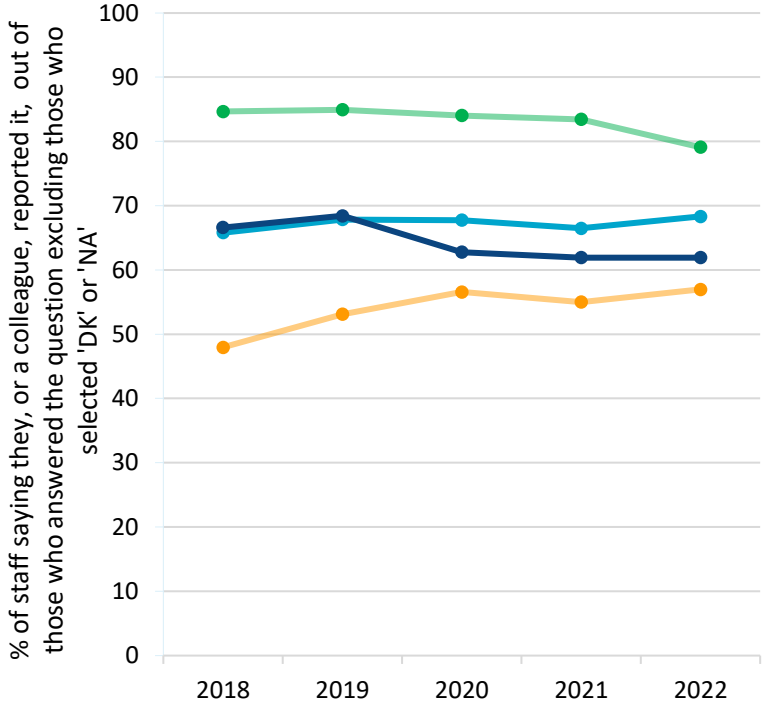
	2018	2019	2020	2021	2022
Your org	18.7%	19.0%	22.6%	20.2%	22.4%
Best	28.3%	31.3%	33.4%	29.3%	29.7%
Average	21.1%	21.9%	24.1%	22.4%	22.3%
Worst	14.4%	16.6%	18.3%	18.1%	18.0%
Responses	2723	2503	2727	2726	2660

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



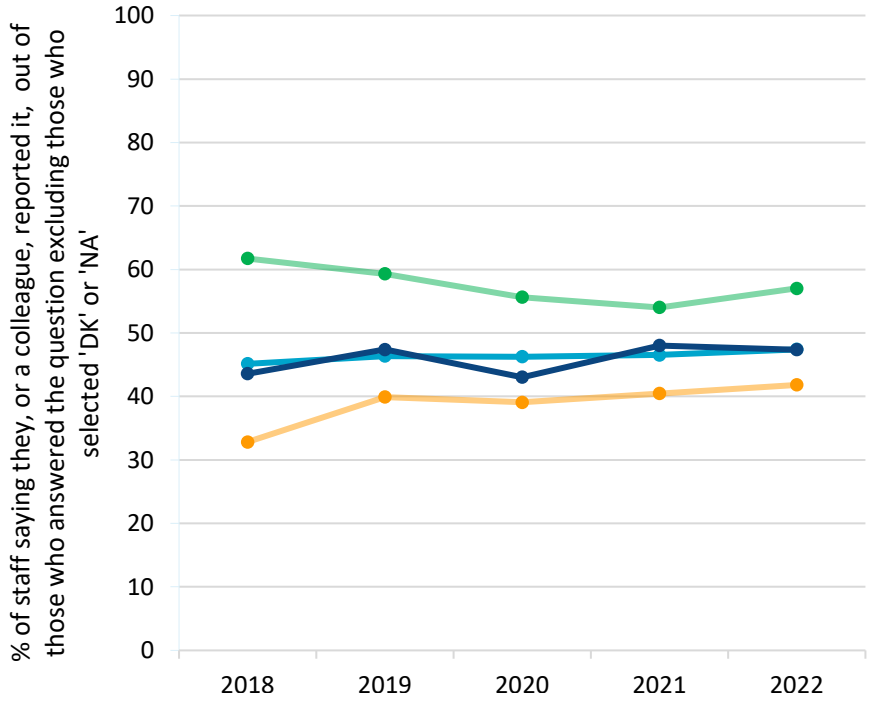
	2021	2022
Your org	60.2%	58.7%
Best	73.8%	71.4%
Average	56.4%	55.6%
Worst	42.4%	42.8%
Responses	2622	2602

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



	2018	2019	2020	2021	2022
Your org	66.6%	68.4%	62.8%	61.9%	61.9%
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	355	362	426	398	374

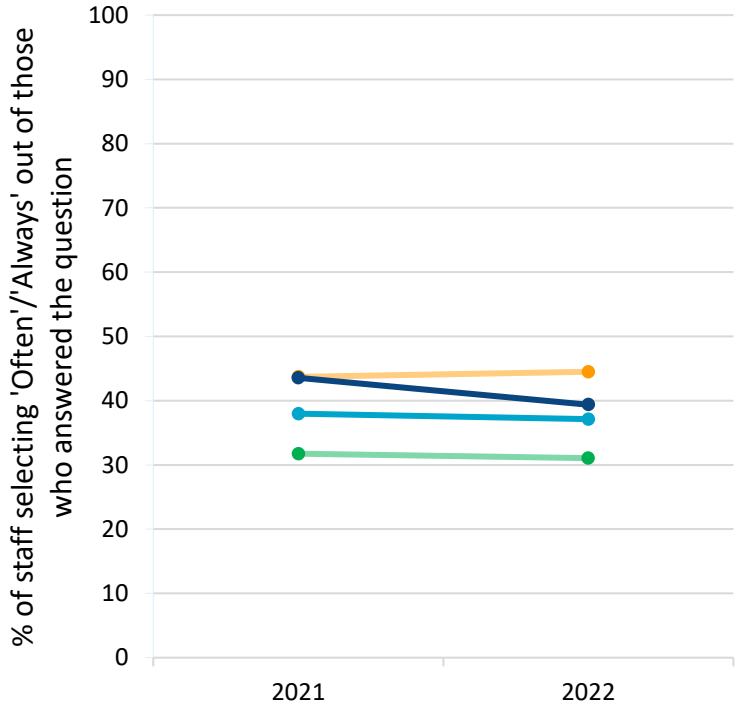
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2018	2019	2020	2021	2022
Your org	43.6%	47.4%	43.0%	48.0%	47.4%
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	939	949	892	899	866

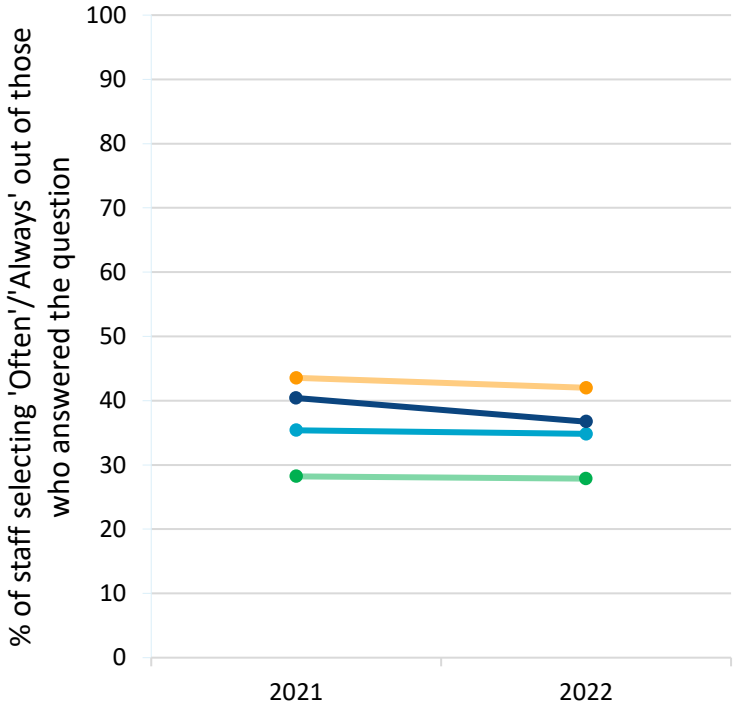
Survey Coordination Centre NHS

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



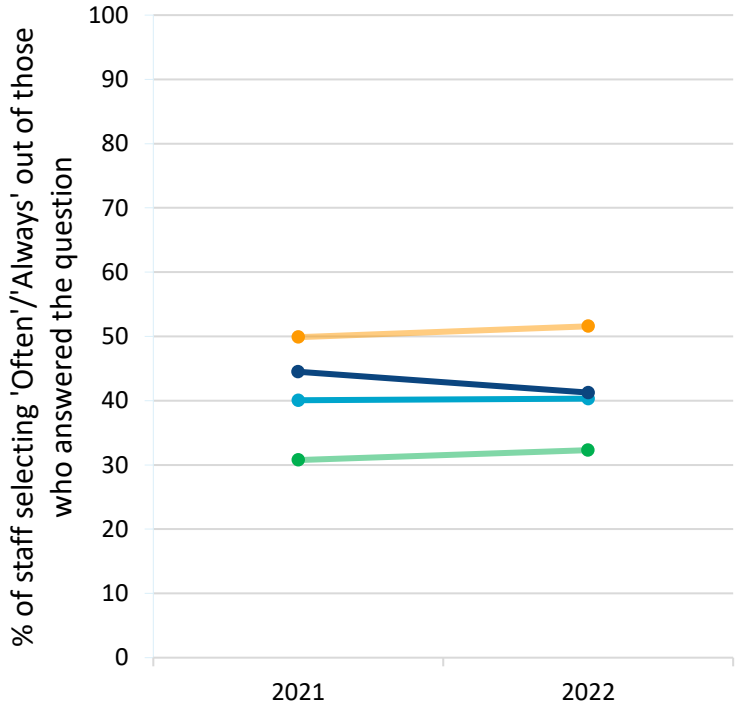
	2021	2022
Your org	43.5%	39.4%
Best	31.7%	31.0%
Average	38.0%	37.1%
Worst	43.7%	44.5%
Responses	2678	2662

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



	2021	2022
Your org	40.4%	36.8%
Best	28.2%	27.9%
Average	35.4%	34.8%
Worst	43.5%	42.0%
Responses	2679	2661

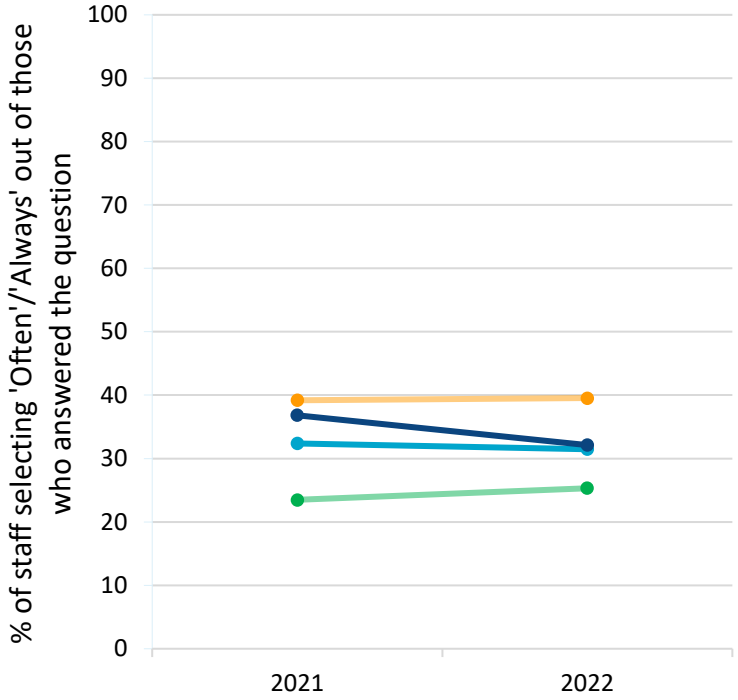
Q12c How often, if at all, does your work frustrate you?



	2021	2022
Your org	44.5%	41.2%
Best	30.8%	32.3%
Average	40.1%	40.3%
Worst	49.9%	51.6%
Responses	2684	2660

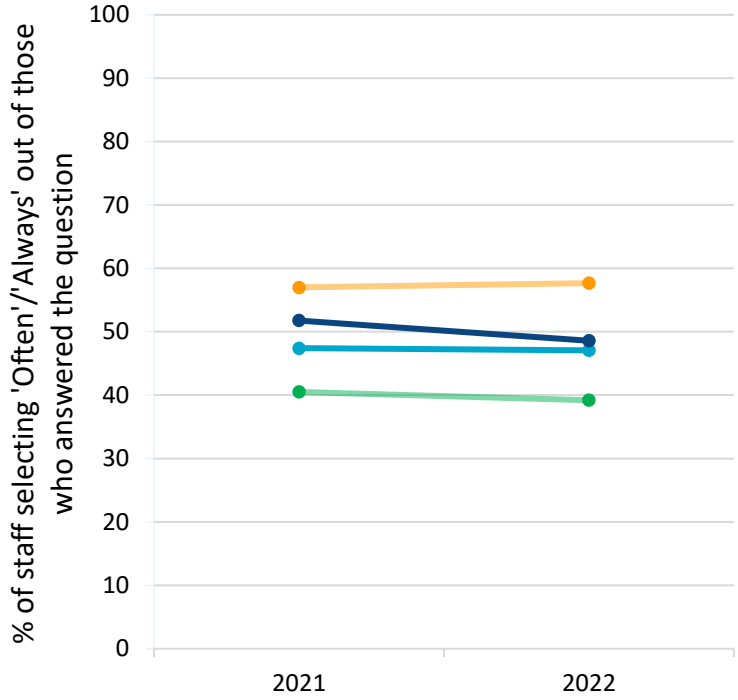
Survey Coordination Centre NHS

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



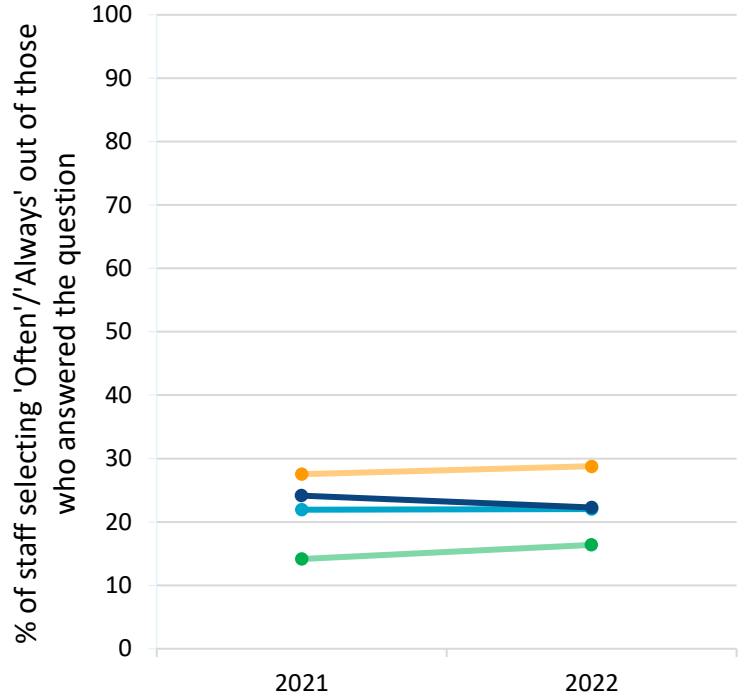
	2021	2022
Your org	36.8%	32.1%
Best	23.5%	25.3%
Average	32.4%	31.5%
Worst	39.2%	39.5%
Responses	2680	2654

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



	2021	2022
Your org	51.8%	48.6%
Best	40.5%	39.2%
Average	47.4%	47.1%
Worst	57.0%	57.7%
Responses	2679	2659

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

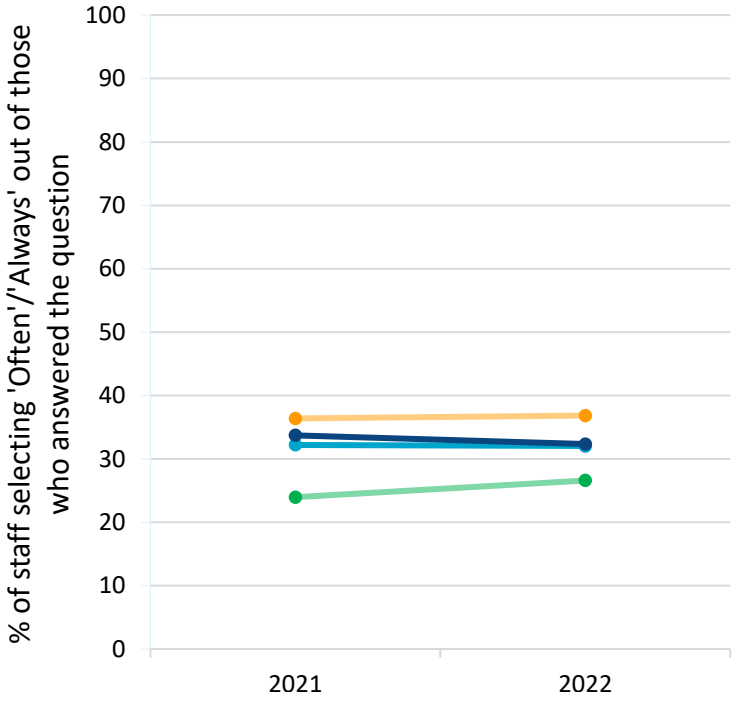


	2021	2022
Your org	24.1%	22.3%
Best	14.2%	16.4%
Average	21.9%	22.0%
Worst	27.5%	28.8%
Responses	2679	2656

Survey Coordination Centre

NHS

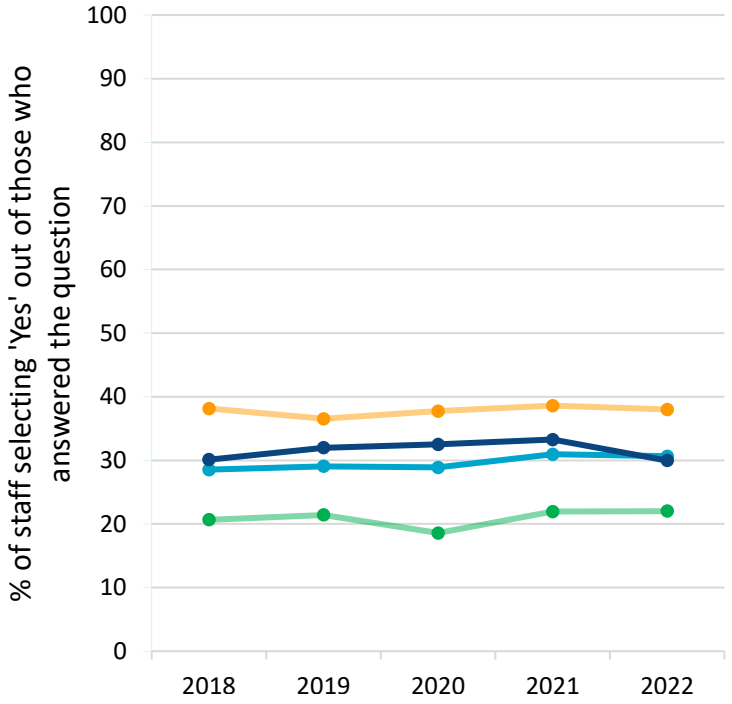
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022
Your org	33.7%	32.3%
Best	23.9%	26.6%
Average	32.2%	32.0%
Worst	36.4%	36.8%
Responses	2679	2654

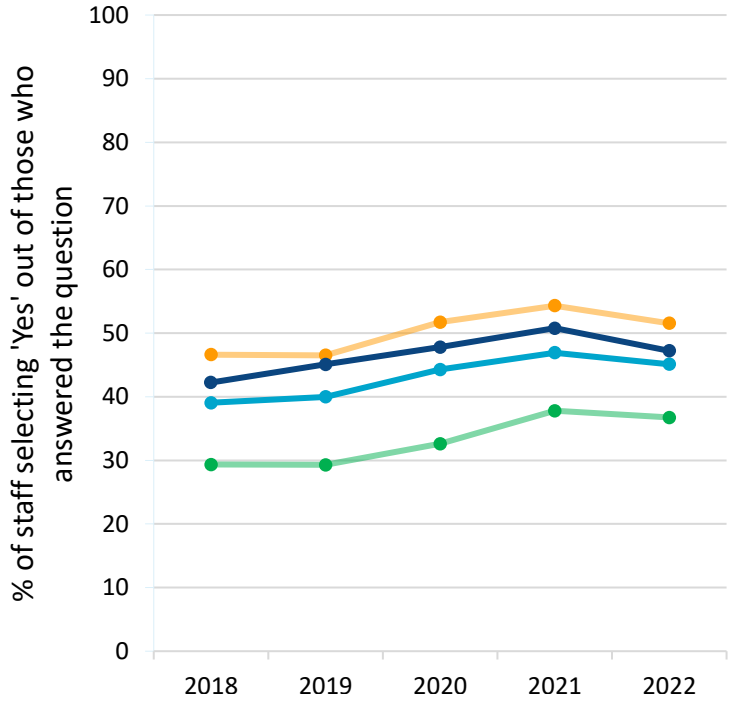
Survey Coordination Centre NHS

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



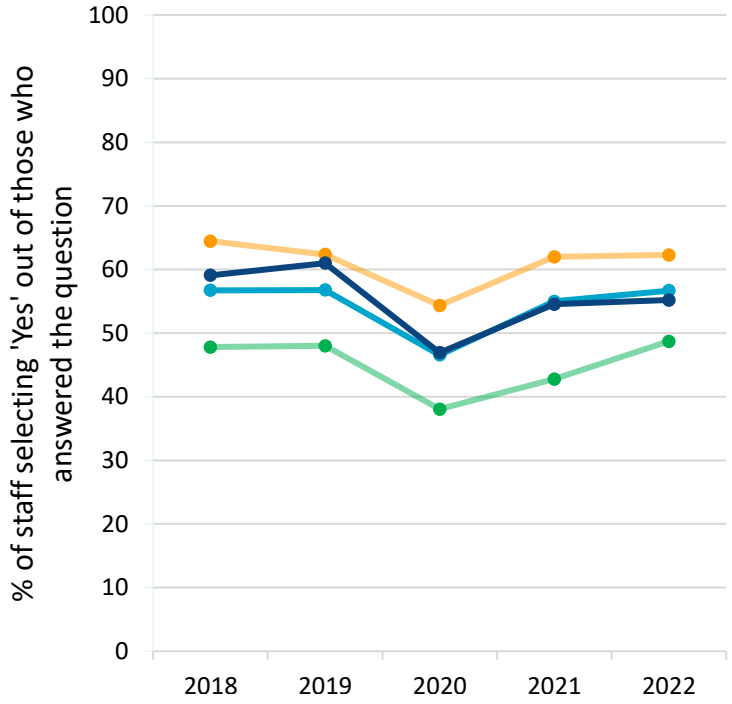
	2018	2019	2020	2021	2022
Your org	30.1%	32.0%	32.5%	33.3%	30.0%
Best	20.7%	21.4%	18.6%	21.9%	22.0%
Average	28.5%	29.1%	28.9%	31.0%	30.6%
Worst	38.1%	36.5%	37.7%	38.6%	38.0%
Responses	2662	2500	2694	2686	2659

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



	2018	2019	2020	2021	2022
Your org	42.2%	45.1%	47.8%	50.8%	47.2%
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	2671	2496	2692	2686	2659

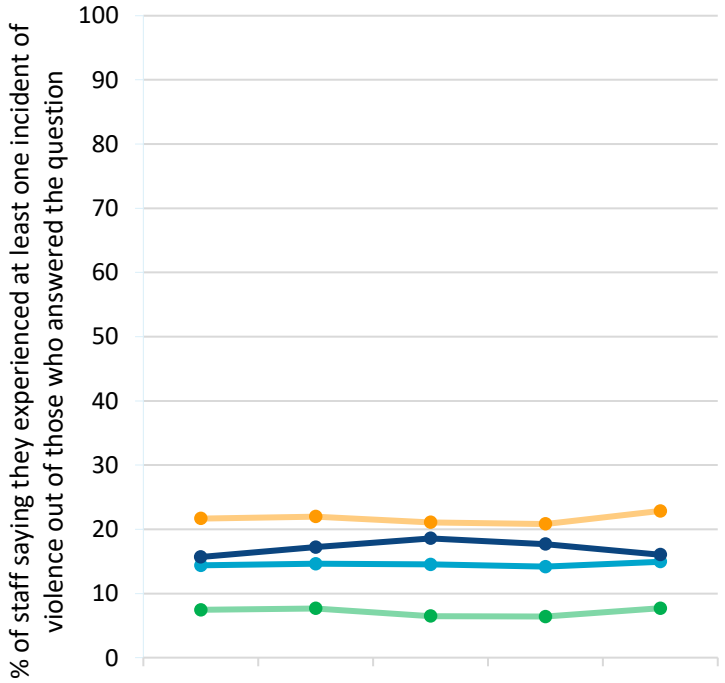
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2018	2019	2020	2021	2022
Your org	59.1%	61.0%	46.9%	54.5%	55.2%
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	2671	2505	2696	2688	2662

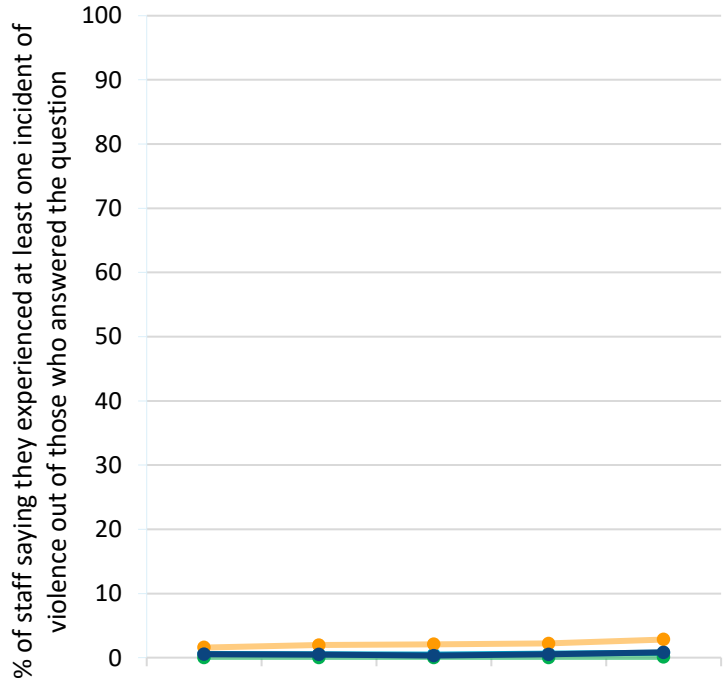
Survey Coordination Centre NHS

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.



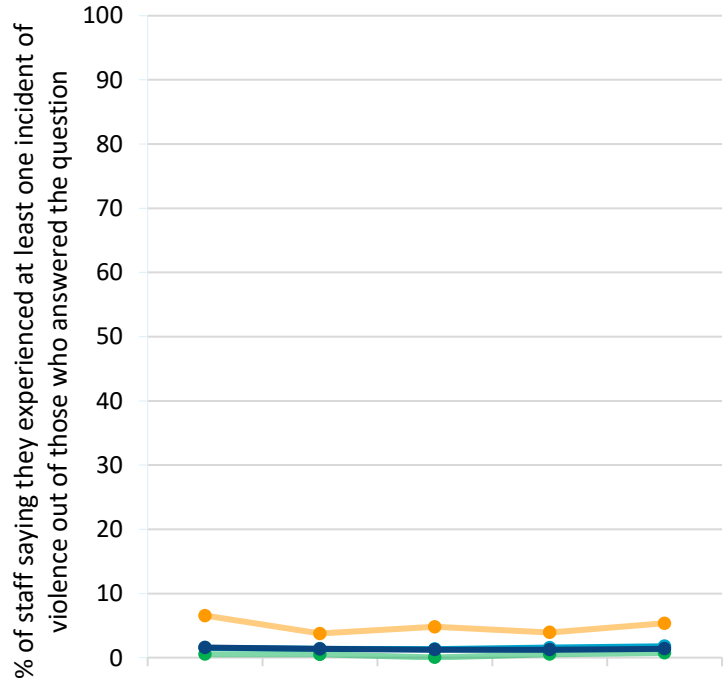
	2018	2019	2020	2021	2022
Your org	15.7%	17.2%	18.6%	17.7%	16.0%
Best	7.5%	7.7%	6.5%	6.4%	7.7%
Average	14.4%	14.6%	14.5%	14.2%	15.0%
Worst	21.7%	22.0%	21.1%	20.8%	22.8%
Responses	2673	2494	2695	2682	2654

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



	2018	2019	2020	2021	2022
Your org	0.5%	0.5%	0.3%	0.5%	0.8%
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	2596	2474	2677	2664	2631

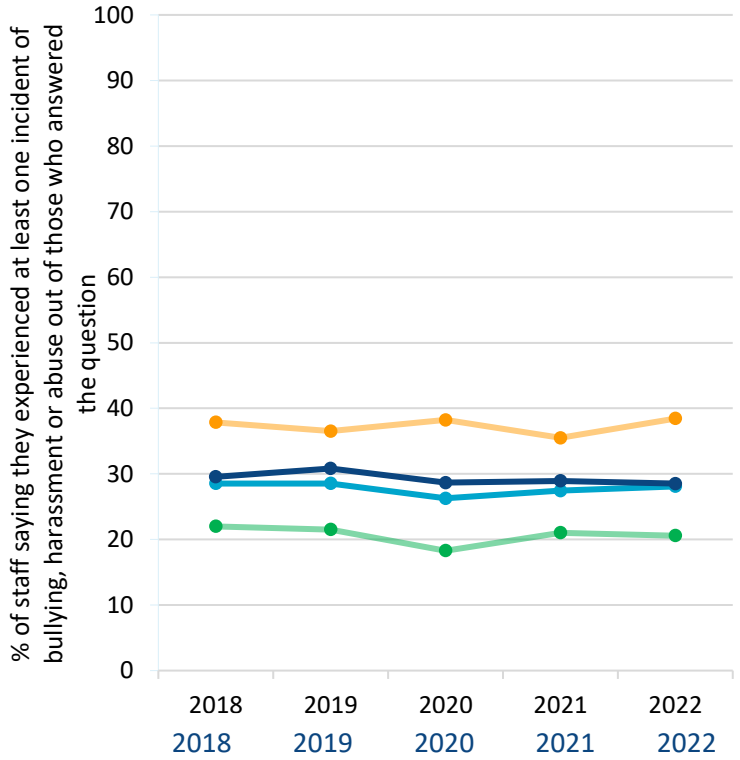
Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.



	2018	2019	2020	2021	2022
Your org	1.6%	1.4%	1.3%	1.2%	1.4%
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	2602	2475	2676	2642	2623

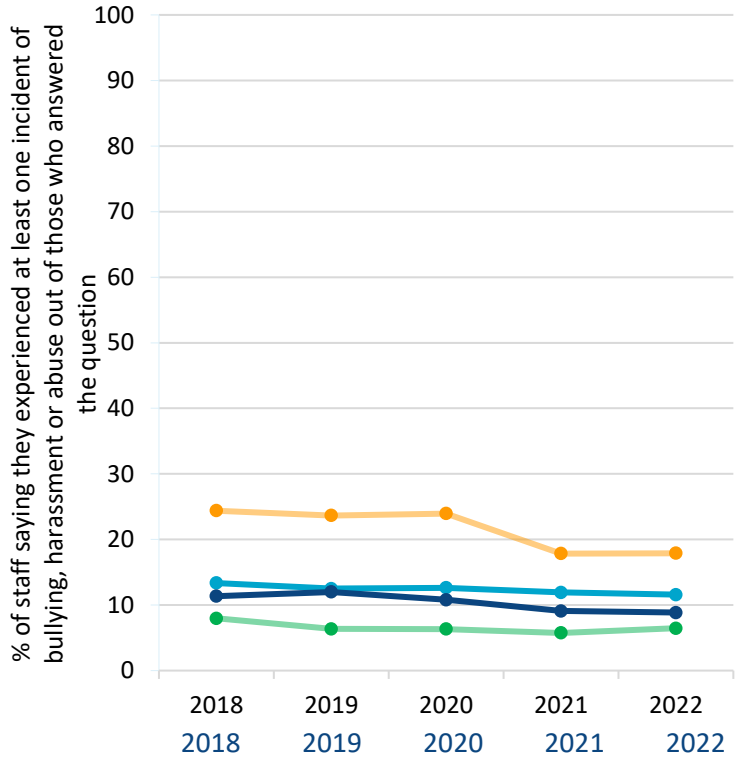
Survey Coordination Centre NHS

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.



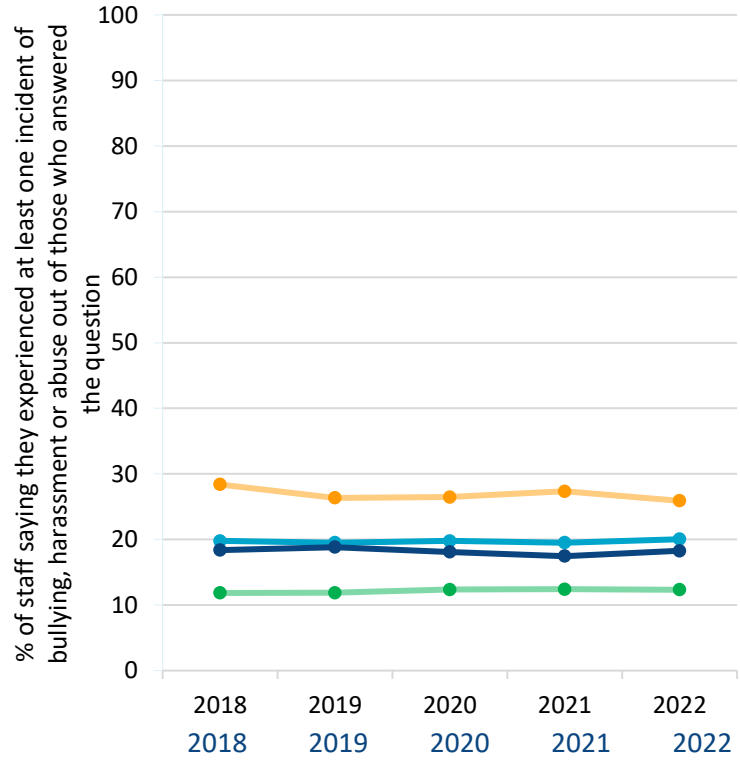
	2018	2019	2020	2021	2022
Your org	29.5%	30.8%	28.7%	28.9%	28.5%
Best	22.0%	21.5%	18.3%	21.0%	20.6%
Average	28.5%	28.5%	26.3%	27.4%	28.1%
Worst	37.9%	36.5%	38.2%	35.5%	38.5%
Responses	2657	2483	2594	2597	2658

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



	2018	2019	2020	2021	2022
Your org	11.3%	12.0%	10.8%	9.1%	8.8%
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	2619	2471	2584	2574	2638

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



	2018	2019	2020	2021	2022
Your org	18.4%	18.8%	18.1%	17.5%	18.3%
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	2618	2471	2580	2569	2627

Survey Coordination Centre

NHS

People Promise element – We are always learning

Questions included:

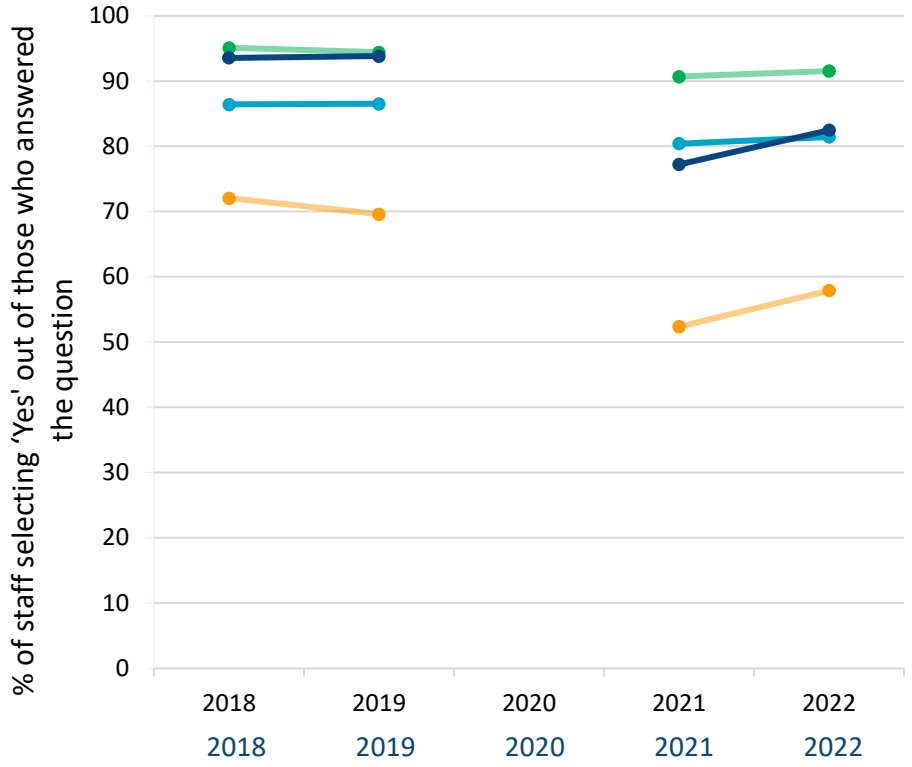
Development – Q22a, Q22b, Q22c, Q22d, Q22e

Appraisals – Q21b, Q21c, Q21d

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

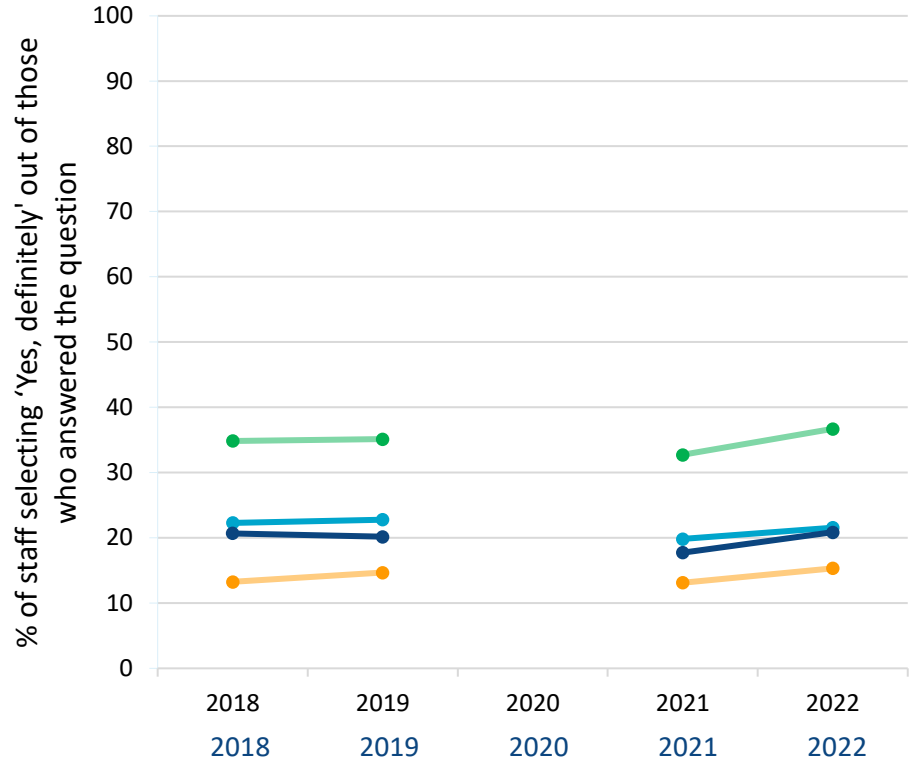
*Q21a is a filter question and therefore influences the sub-score without being a directly scored question.

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



	2018	2019	2020	2021	2022
Your org	93.5%	93.8%	-	77.2%	82.5%
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	2631	2455	-	2669	2657

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

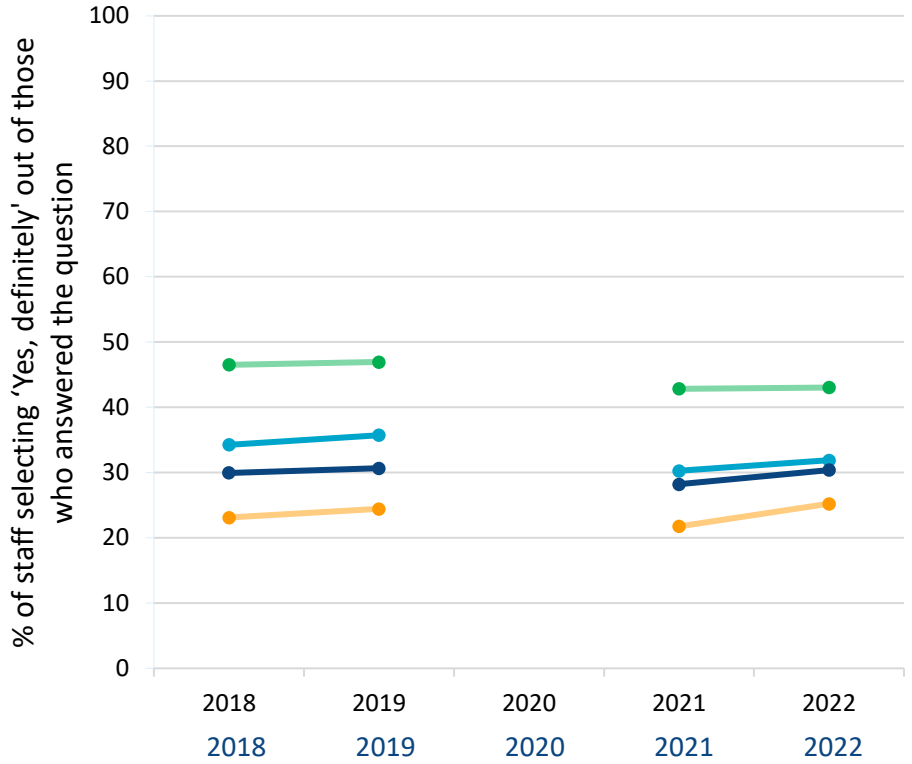


	2018	2019	2020	2021	2022
Your org	20.7%	20.2%	-	17.7%	20.8%
Best	34.8%	35.1%	-	32.7%	36.7%
Average	22.3%	22.8%	-	19.8%	21.5%
Worst	13.2%	14.7%	-	13.1%	15.3%
Responses	2438	2306	-	2049	2183

Survey Coordination Centre

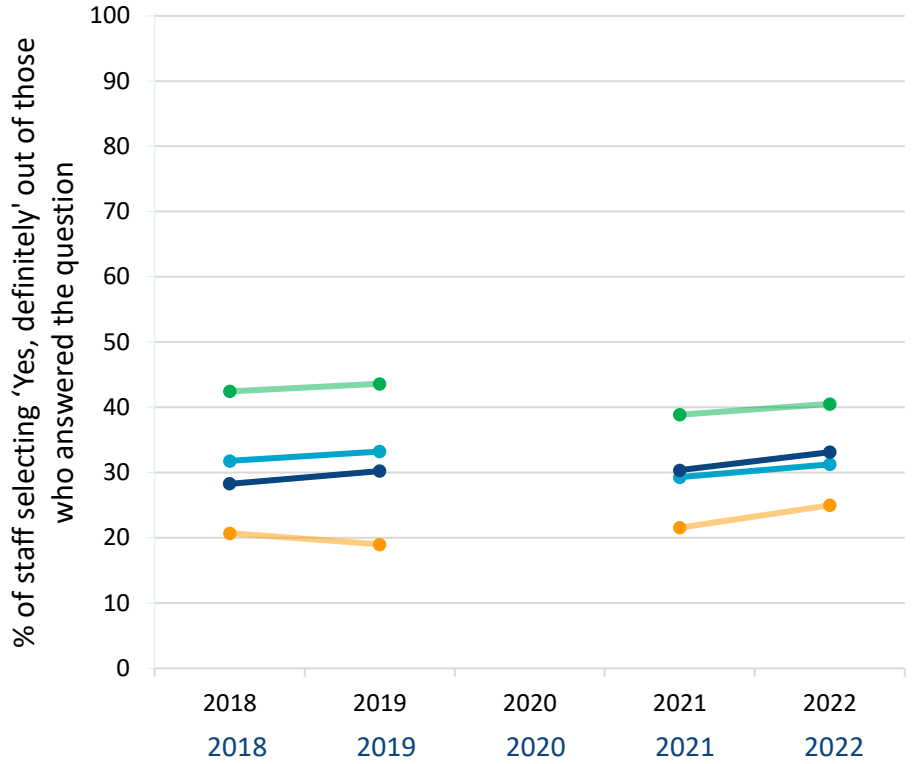
NHS

Q21c It helped me agree clear objectives for my work.



	2018	2019	2020	2021	2022
Your org	29.9%	30.6%	-	28.2%	30.4%
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	2437	2306	-	2052	2184

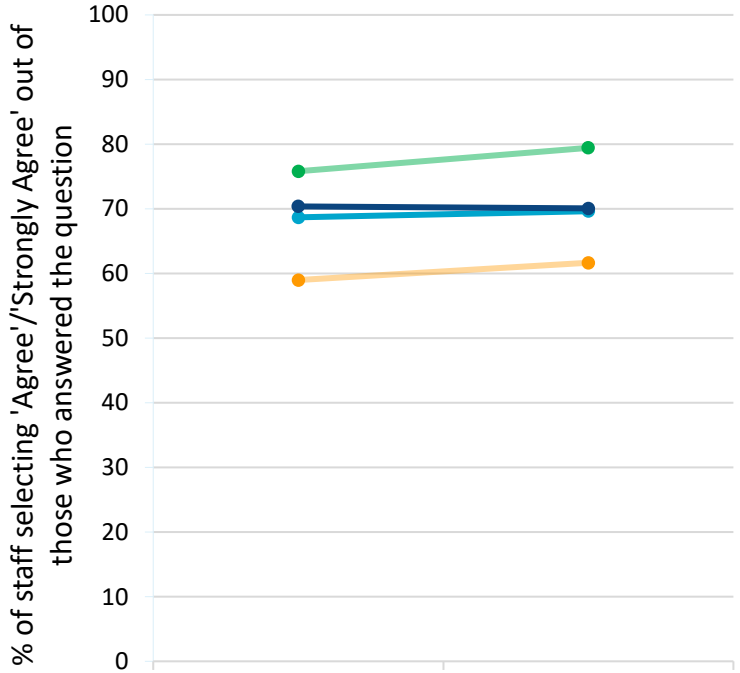
Q21d It left me feeling that my work is valued by my organisation.



	2018	2019	2020	2021	2022
Your org	28.3%	30.2%	-	30.4%	33.1%
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	2431	2302	-	2054	2185

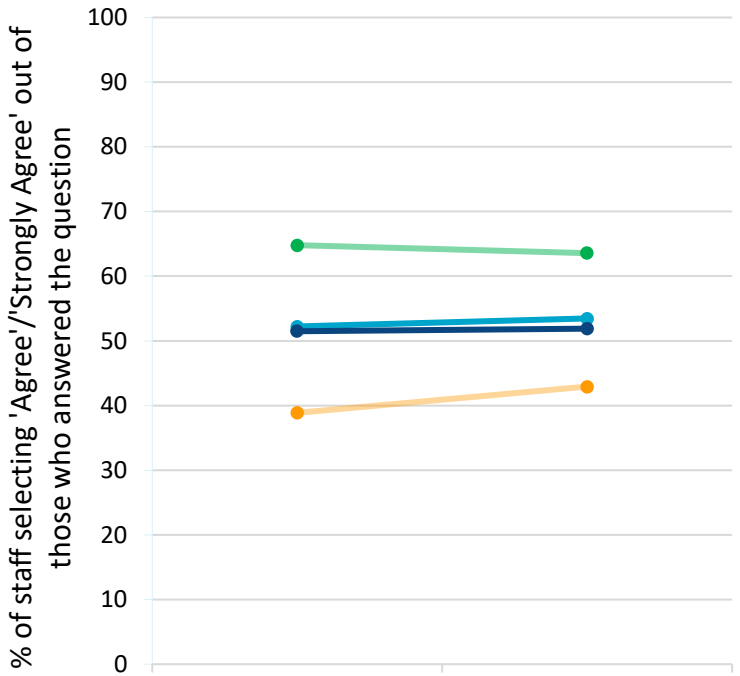
Survey Coordination Centre NHS

Q22a This organisation offers me challenging work.



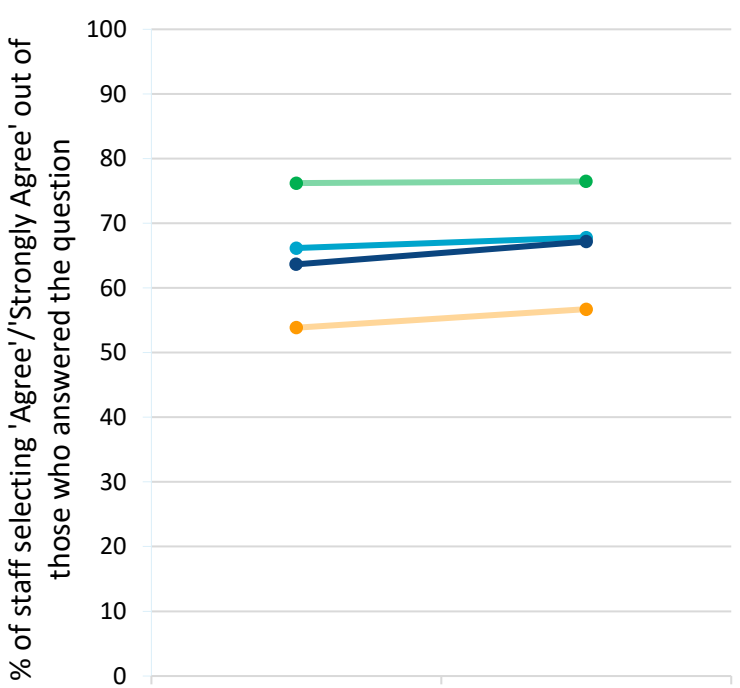
	2021	2022
Your org	70.4%	70.1%
Best	75.8%	79.4%
Average	68.7%	69.6%
Worst	59.0%	61.7%
Responses	2664	2652

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



	2021	2022
Your org	51.5%	51.9%
Best	64.8%	63.6%
Average	52.2%	53.4%
Worst	38.9%	42.9%
Responses	2666	2658

Q22c I have opportunities to improve my knowledge and skills.

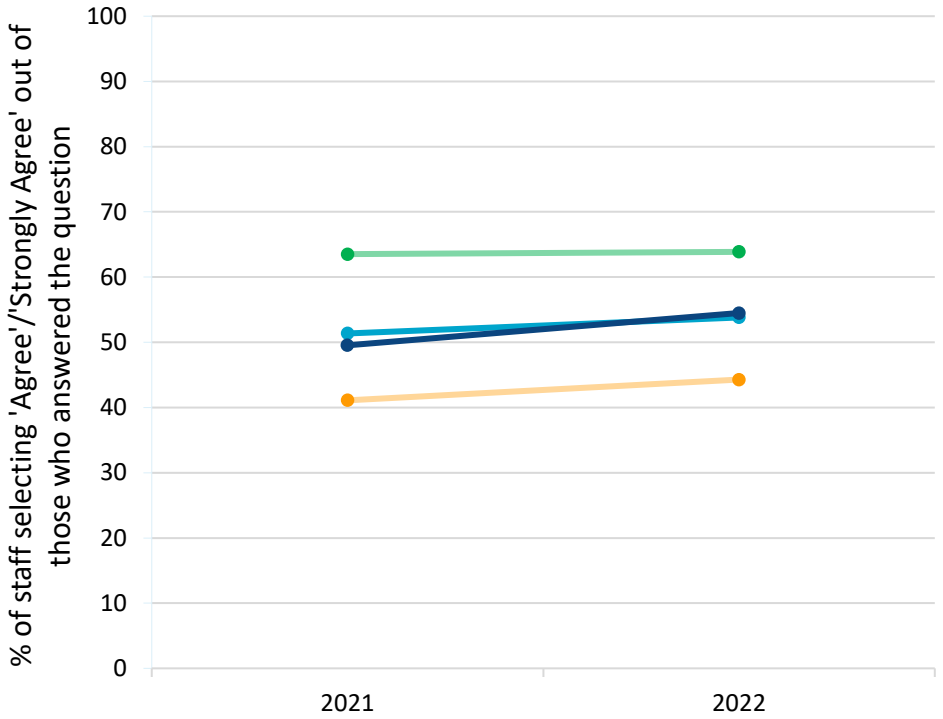


	2021	2022
Your org	63.6%	67.2%
Best	76.2%	76.5%
Average	66.2%	67.8%
Worst	53.9%	56.7%
Responses	2668	2652

Survey Coordination Centre

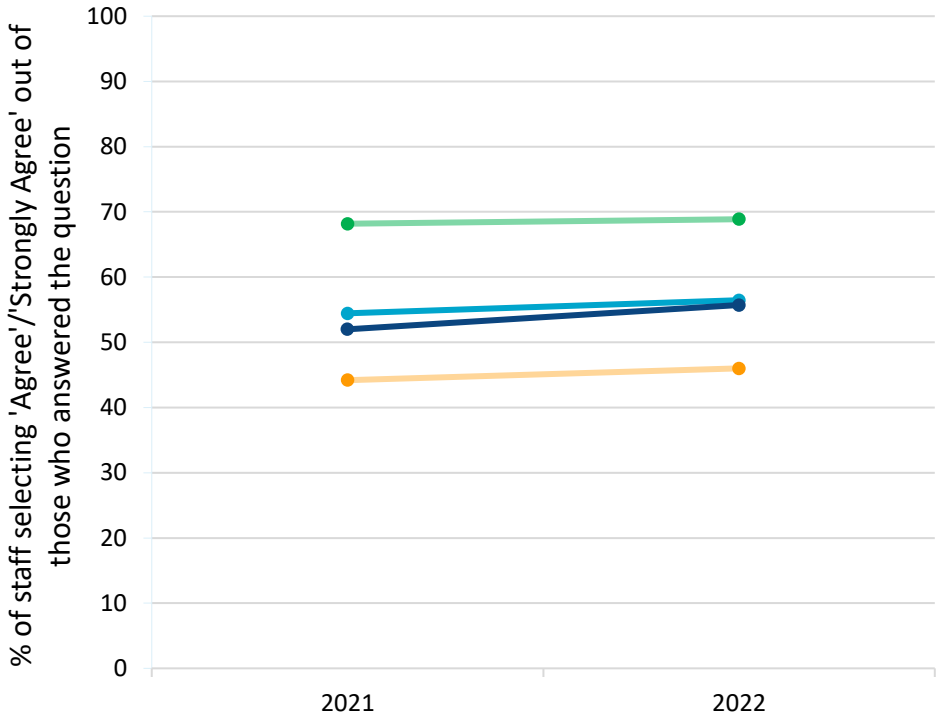
NHS

Q22d I feel supported to develop my potential.



	2021	2022
Your org	49.6%	54.5%
Best	63.5%	63.9%
Average	51.4%	53.8%
Worst	41.1%	44.3%
Responses	2661	2658

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



	2021	2022
Your org	52.0%	55.7%
Best	68.2%	68.9%
Average	54.4%	56.4%
Worst	44.2%	46.0%
Responses	2661	2654

Survey Coordination Centre

NHS

People Promise element – We work flexibly

Questions included:

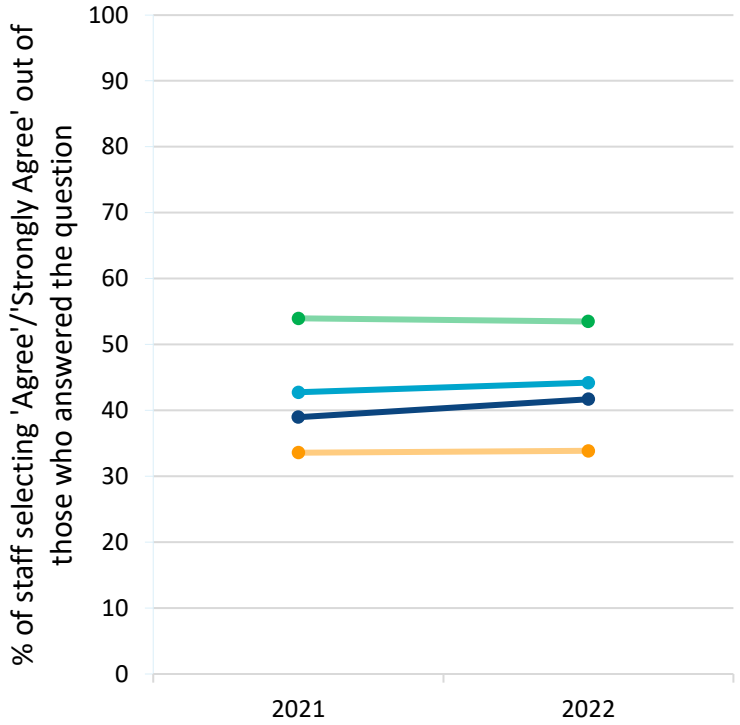
Support for work-life balance – Q6b, Q6c, Q6d

Flexible working – Q4d

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

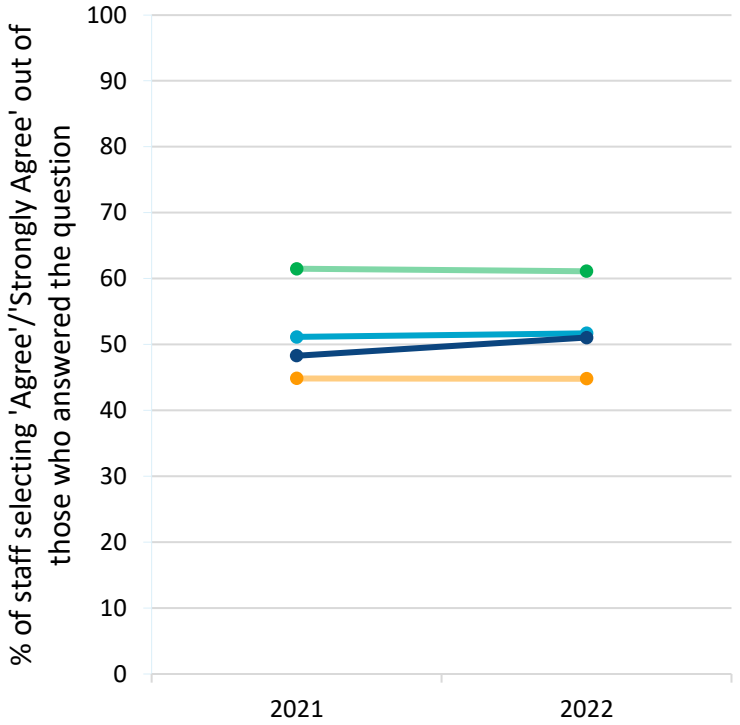
Survey Coordination Centre NHS

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



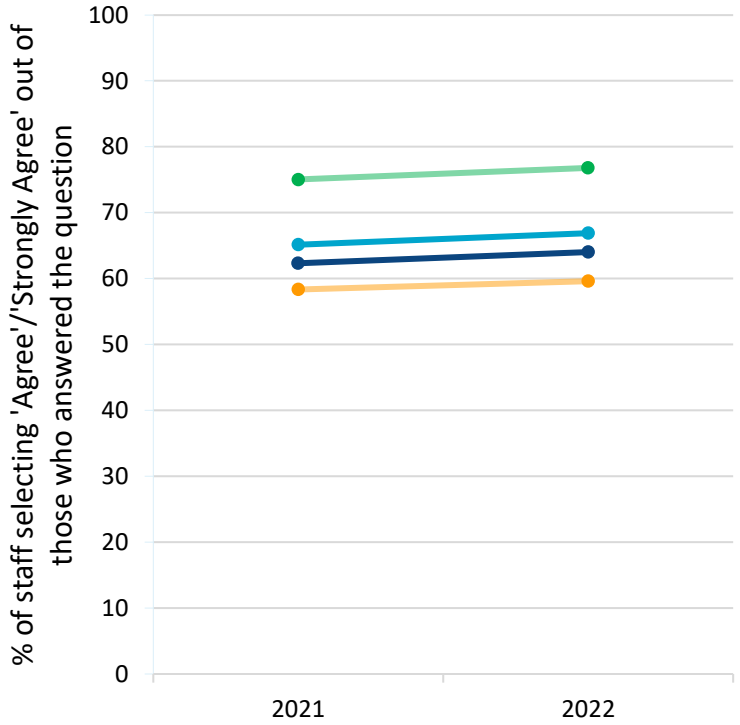
	2021	2022
Your org	39.0%	41.7%
Best	54.0%	53.5%
Average	42.7%	44.2%
Worst	33.6%	33.9%
Responses	2738	2659

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



	2021	2022
Your org	48.3%	51.0%
Best	61.5%	61.1%
Average	51.1%	51.7%
Worst	44.9%	44.8%
Responses	2734	2660

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

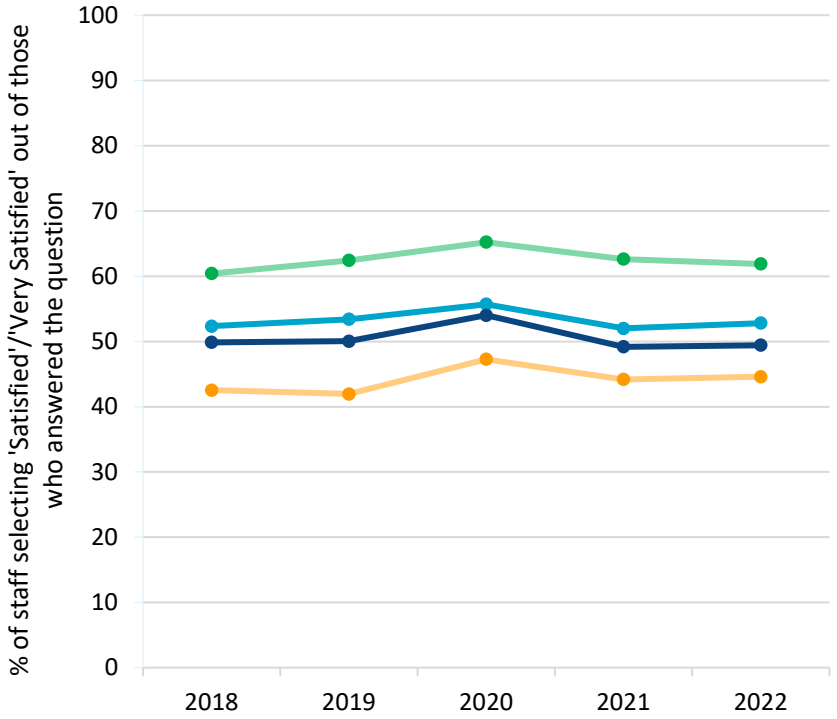


	2021	2022
Your org	62.4%	64.0%
Best	75.0%	76.8%
Average	65.2%	66.9%
Worst	58.4%	59.6%
Responses	2739	2661

Survey Coordination Centre

NHS

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

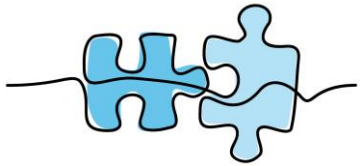


	2018	2019	2020	2021	2022
Your org	49.9%	50.0%	54.0%	49.2%	49.4%
Best	60.4%	62.4%	65.2%	62.6%	61.9%
Average	52.3%	53.4%	55.7%	52.0%	52.8%
Worst	42.5%	42.0%	47.3%	44.2%	44.6%
Responses	2714	2503	2729	2743	2661

Survey Coordination Centre

NHS

People Promise element – We are a team



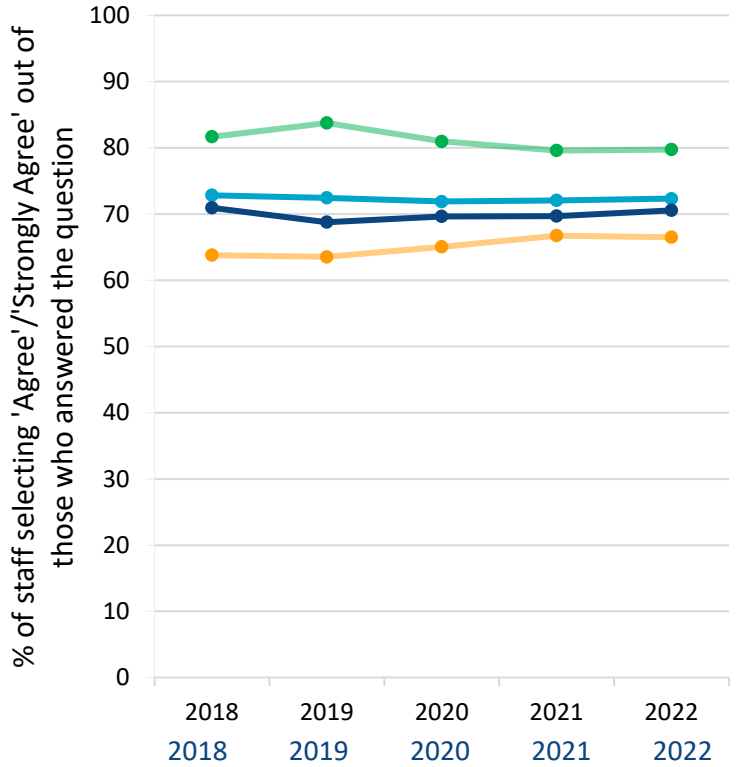
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

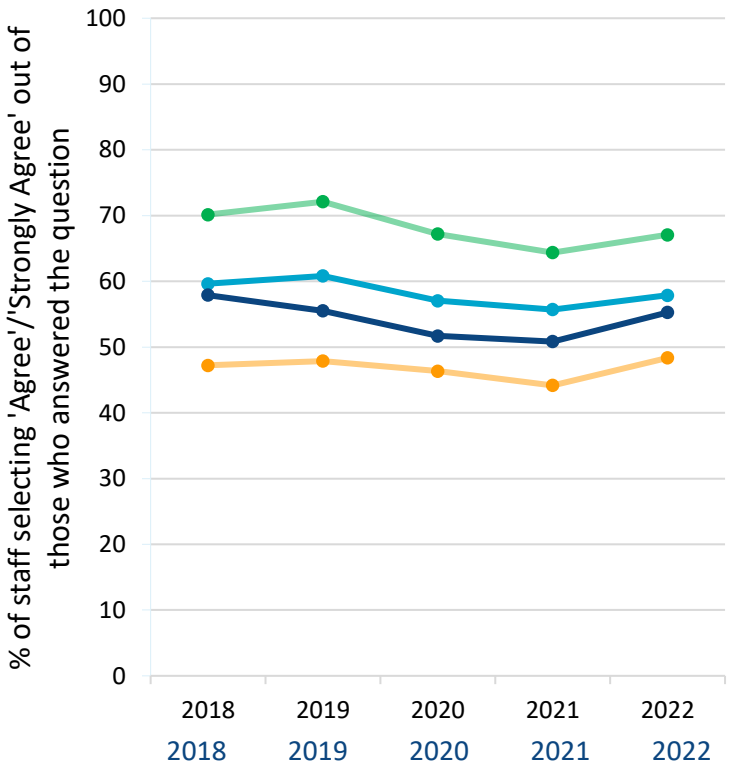
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

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



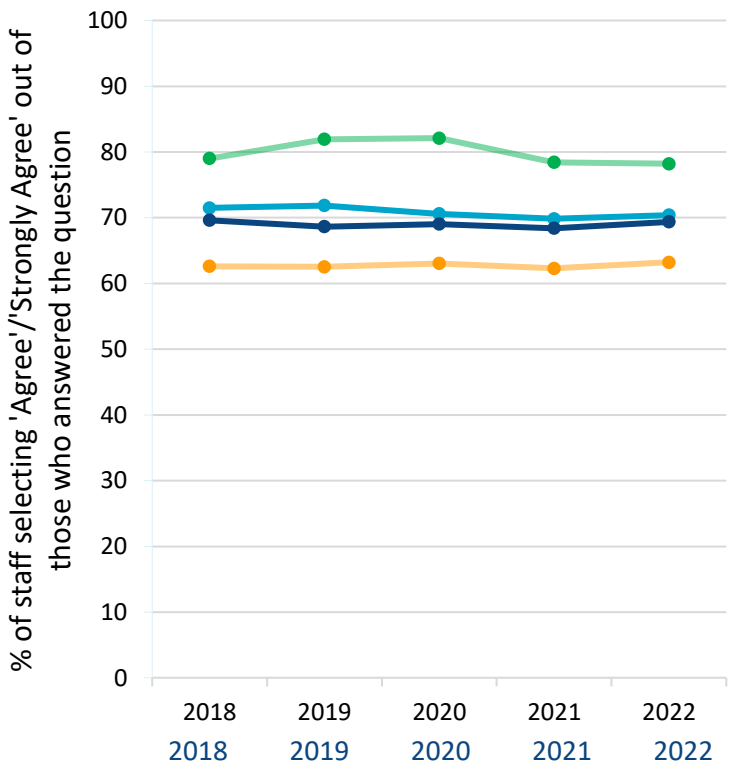
	2018	2019	2020	2021	2022
Your org	70.9%	68.8%	69.7%	69.7%	70.6%
Best	81.7%	83.8%	81.0%	79.6%	79.8%
Average	72.8%	72.5%	71.9%	72.1%	72.3%
Worst	63.8%	63.5%	65.0%	66.8%	66.5%
Responses	2746	2508	2727	2713	2660

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



	2018	2019	2020	2021	2022
Your org	57.9%	55.5%	51.7%	50.9%	55.3%
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	2747	2523	2743	2712	2658

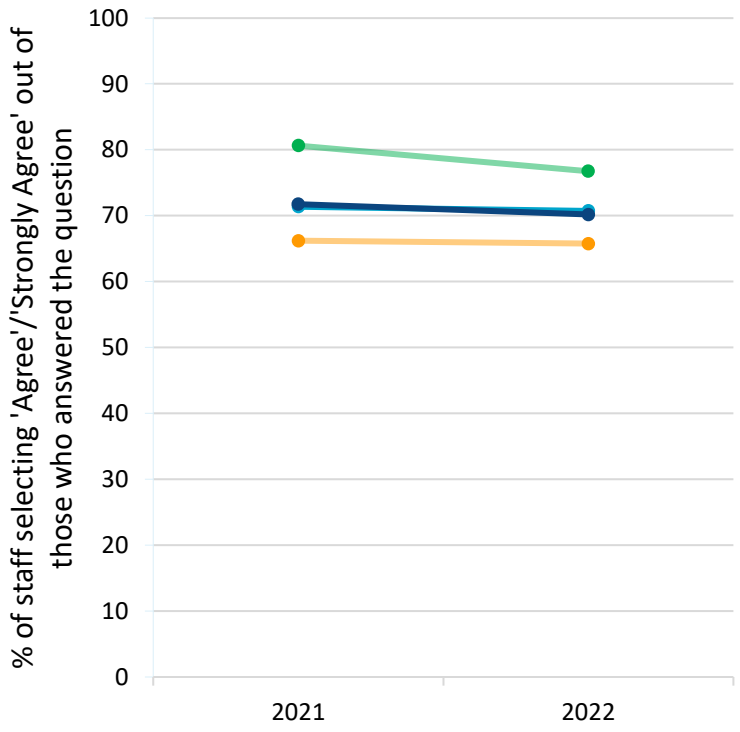
Q7c I receive the respect I deserve from my colleagues at work.



	2018	2019	2020	2021	2022
Your org	69.6%	68.6%	69.0%	68.4%	69.4%
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	2759	2526	2743	2715	2663

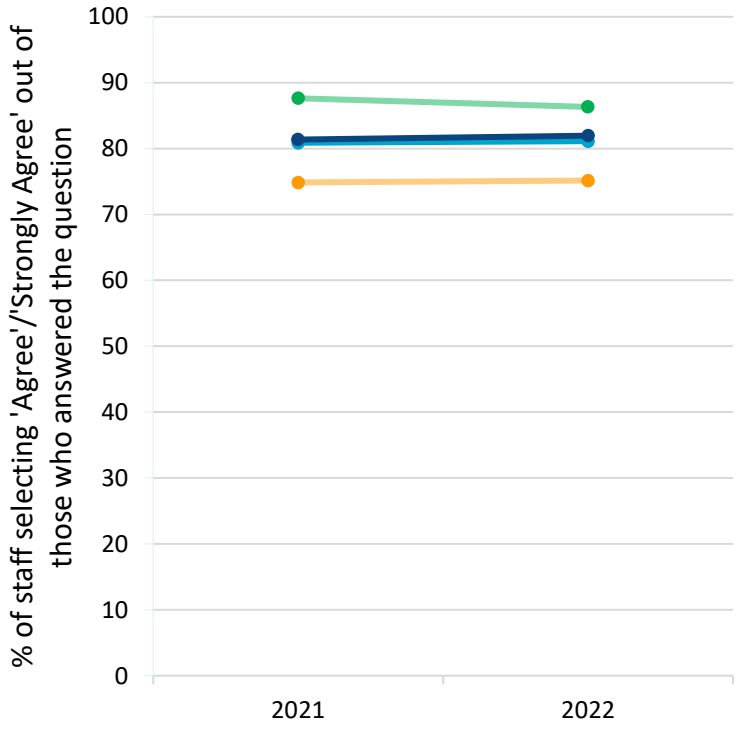
Survey Coordination Centre NHS

Q7d Team members understand each other's roles.



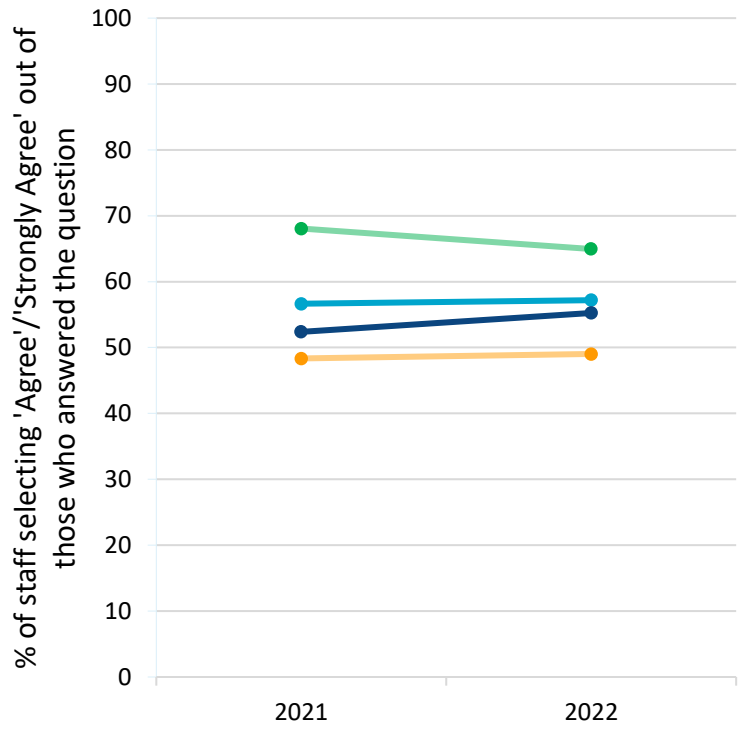
	2021	2022
Your org	71.7%	70.2%
Best	80.6%	76.8%
Average	71.4%	70.7%
Worst	66.2%	65.8%
Responses	2715	2662

Q7e I enjoy working with the colleagues in my team.



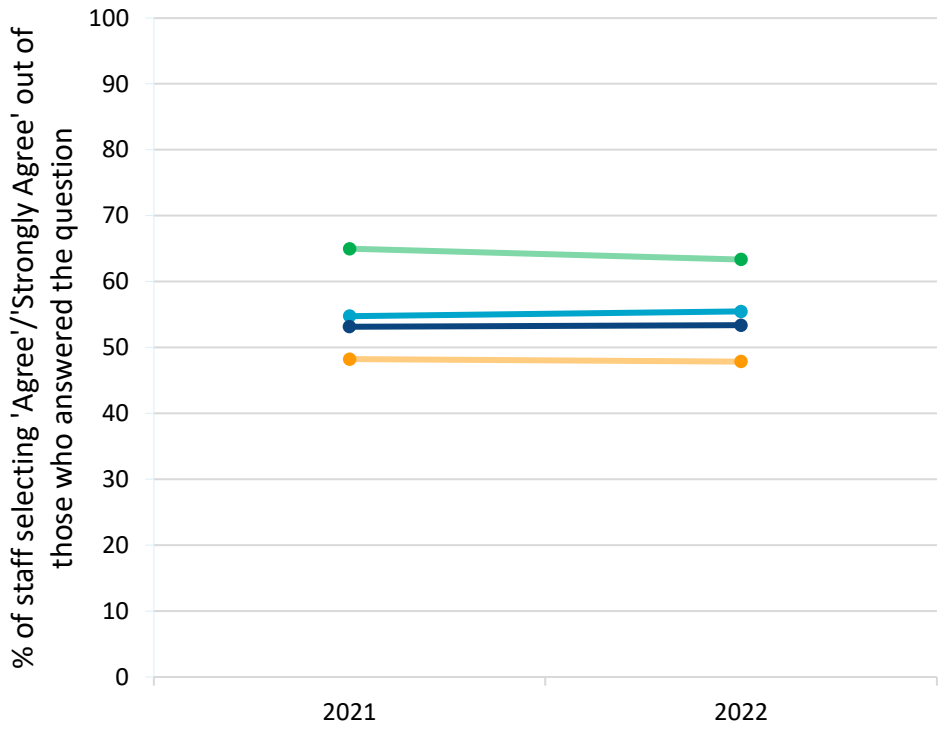
	2021	2022
Your org	81.3%	82.0%
Best	87.6%	86.3%
Average	80.9%	81.1%
Worst	74.8%	75.1%
Responses	2712	2659

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



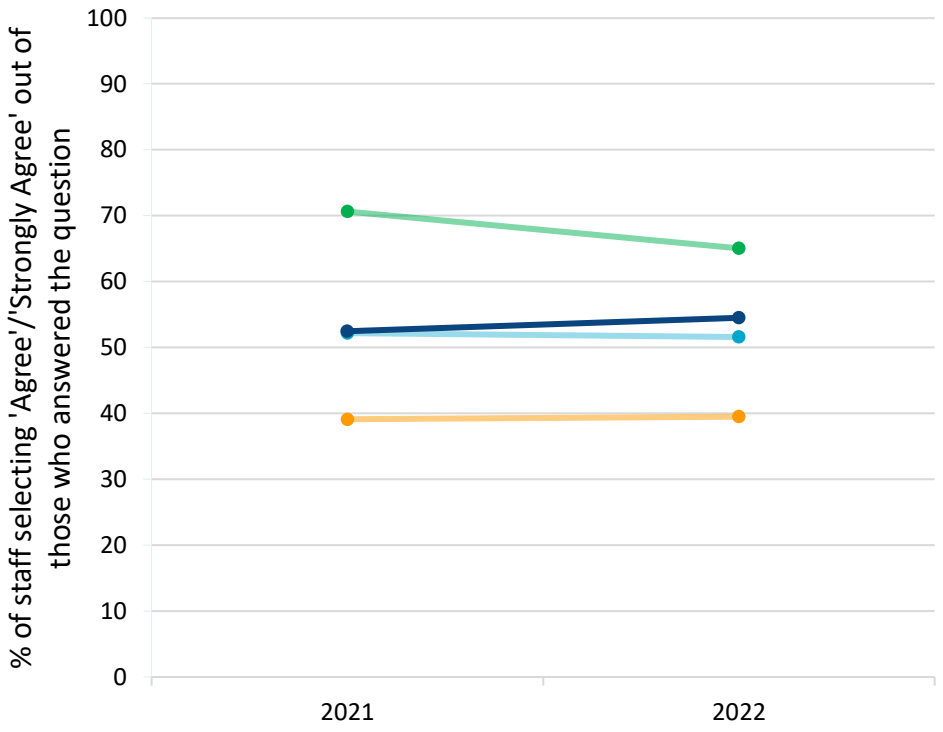
	2021	2022
Your org	52.4%	55.3%
Best	68.0%	64.9%
Average	56.6%	57.2%
Worst	48.3%	49.0%
Responses	2710	2659

Q7g In my team disagreements are dealt with constructively.



	2021	2022
Your org	53.1%	53.4%
Best	65.0%	63.3%
Average	54.8%	55.5%
Worst	48.2%	47.9%
Responses	2711	2659

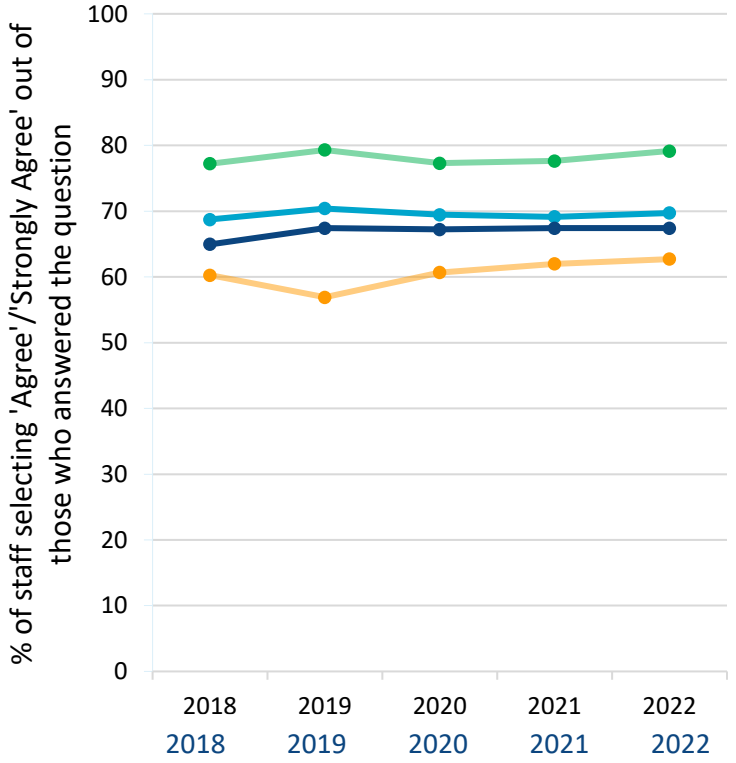
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022
Your org	52.5%	54.5%
Best	70.6%	65.1%
Average	52.2%	51.6%
Worst	39.1%	39.5%
Responses	2698	2660

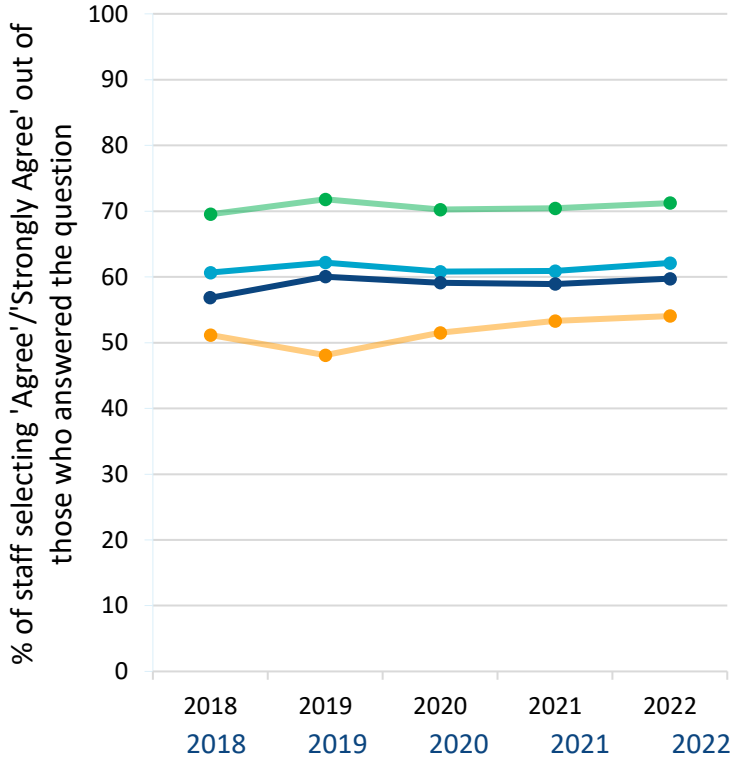
Survey Coordination Centre NHS

Q9a My immediate manager encourages me at work.



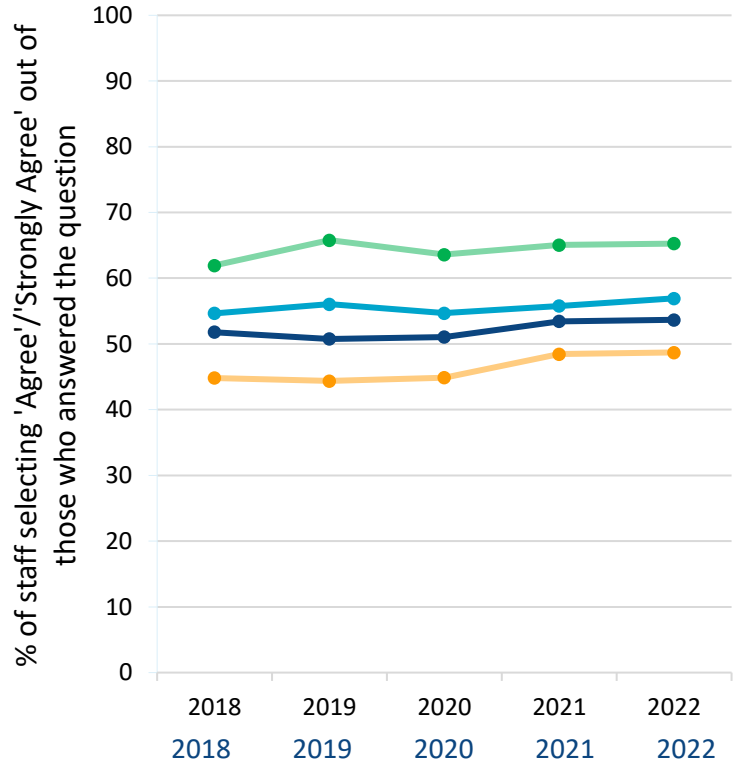
	2018	2019	2020	2021	2022
Your org	65.0%	67.4%	67.2%	67.4%	67.4%
Best	77.2%	79.3%	77.3%	77.6%	79.2%
Average	68.7%	70.4%	69.5%	69.1%	69.7%
Worst	60.3%	56.9%	60.7%	62.0%	62.7%
Responses	2690	2501	2709	2694	2663

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



	2018	2019	2020	2021	2022
Your org	56.8%	60.1%	59.1%	58.9%	59.7%
Best	69.5%	71.8%	70.3%	70.4%	71.3%
Average	60.7%	62.2%	60.8%	60.9%	62.1%
Worst	51.2%	48.1%	51.5%	53.3%	54.1%
Responses	2683	2500	2707	2691	2657

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

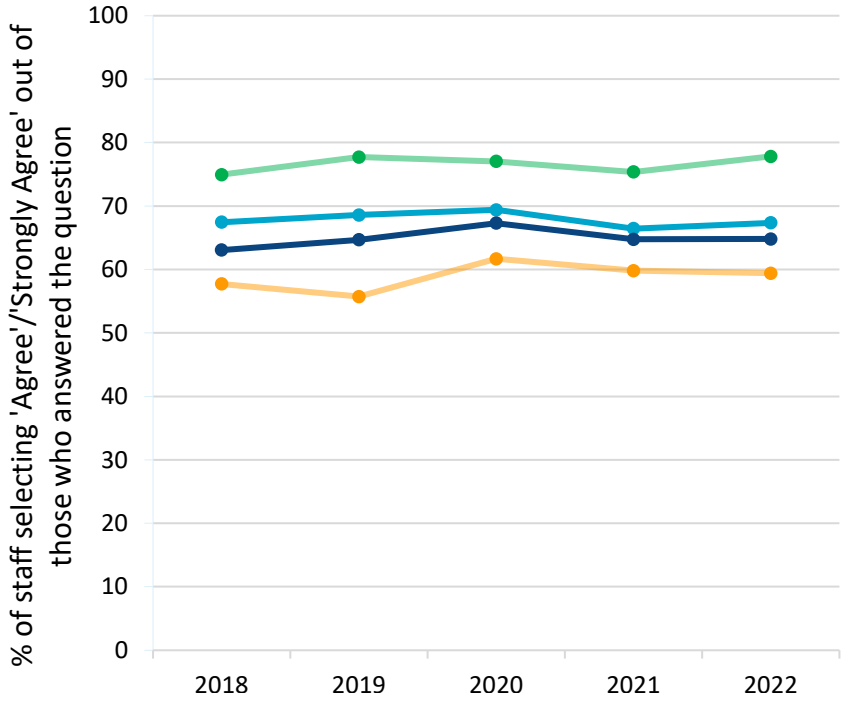


	2018	2019	2020	2021	2022
Your org	51.8%	50.7%	51.0%	53.4%	53.6%
Best	61.9%	65.8%	63.6%	65.1%	65.3%
Average	54.7%	56.0%	54.7%	55.8%	56.9%
Worst	44.8%	44.4%	44.9%	48.4%	48.7%
Responses	2683	2498	2708	2693	2666

Survey Coordination Centre

NHS

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



	2018	2019	2020	2021	2022
Your org	63.0%	64.7%	67.3%	64.7%	64.8%
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	2686	2498	2708	2692	2665

Survey Coordination Centre

NHS

Theme – Staff engagement

Questions included:

Motivation – Q2a, Q2b, Q2c

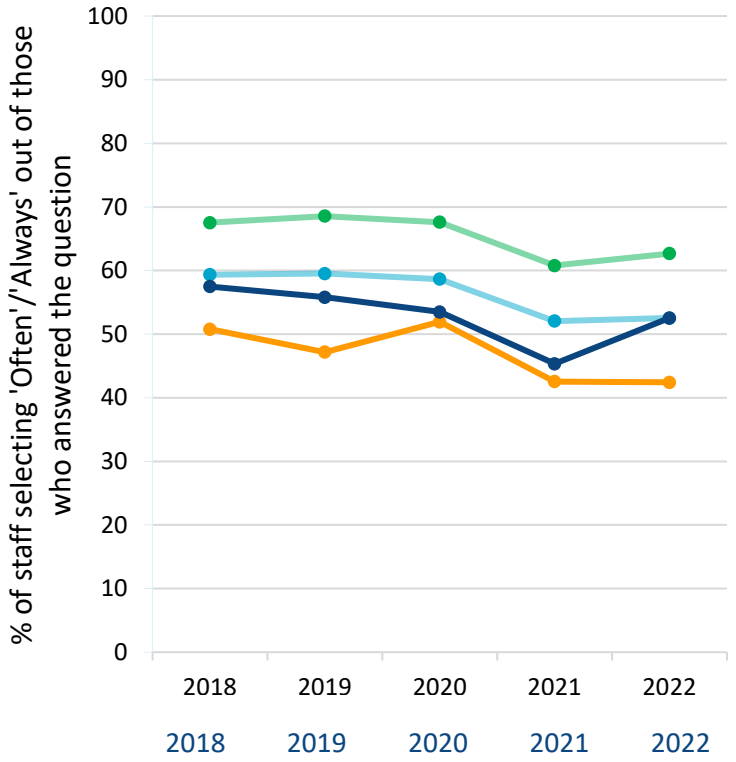
Involvement – Q3c, Q3d, Q3f

Advocacy – Q23a, Q23c, Q23d

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

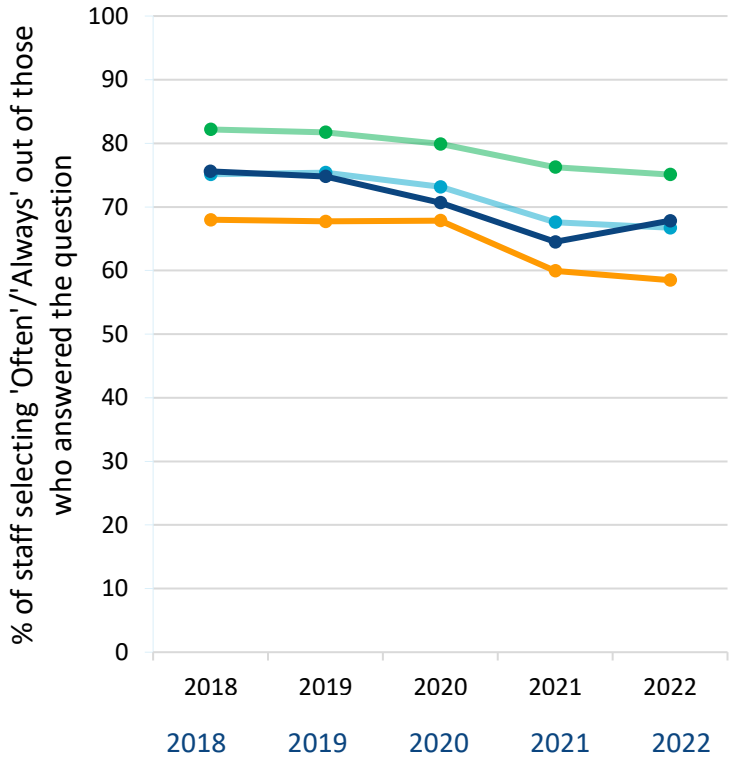
Survey Coordination Centre NHS

Q2a I look forward to going to work.



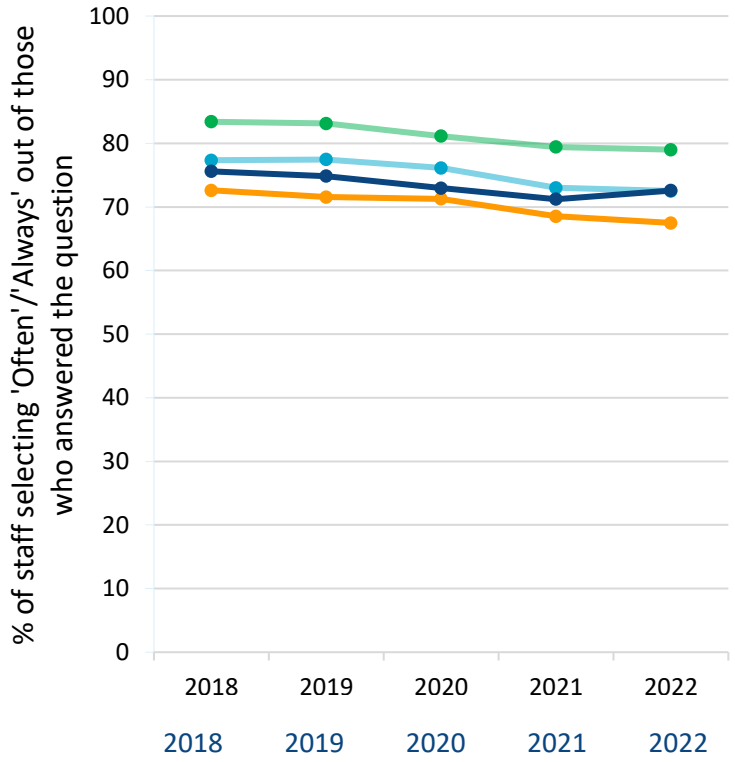
	2018	2019	2020	2021	2022
Your org	57.5%	55.8%	53.5%	45.3%	52.5%
Best	67.5%	68.6%	67.6%	60.8%	62.7%
Average	59.4%	59.5%	58.6%	52.0%	52.5%
Worst	50.8%	47.2%	51.9%	42.5%	42.4%
Responses	2763	2532	2783	2793	2658

Q2b I am enthusiastic about my job.



	2018	2019	2020	2021	2022
Your org	75.6%	74.8%	70.7%	64.5%	67.8%
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	2732	2521	2775	2785	2654

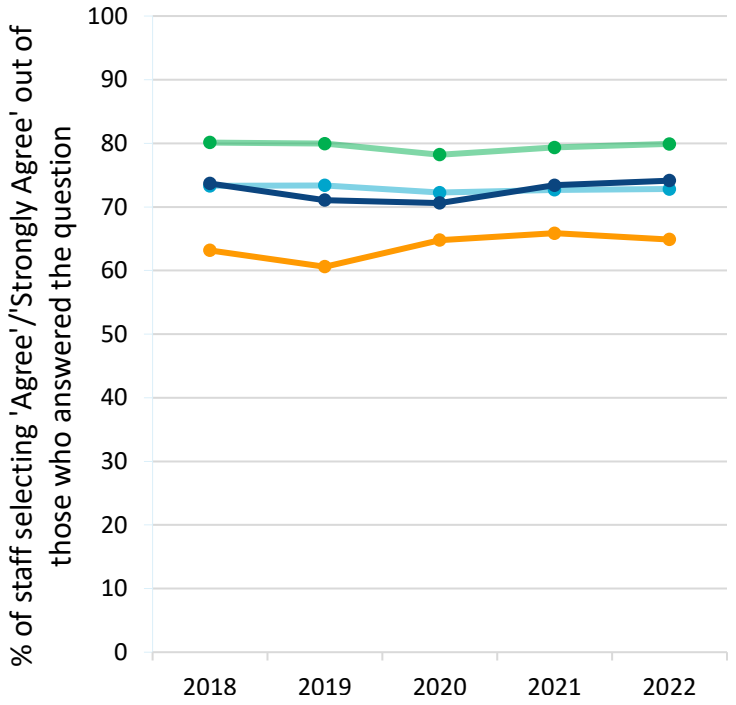
Q2c Time passes quickly when I am working.



	2018	2019	2020	2021	2022
Your org	75.6%	74.8%	73.0%	71.2%	72.6%
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	2718	2527	2777	2784	2656

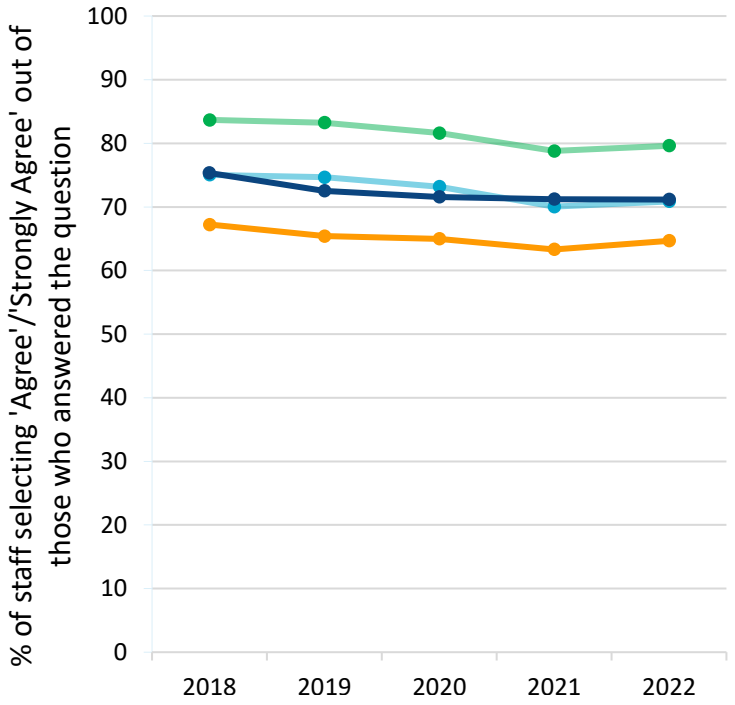
Survey Coordination Centre NHS

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



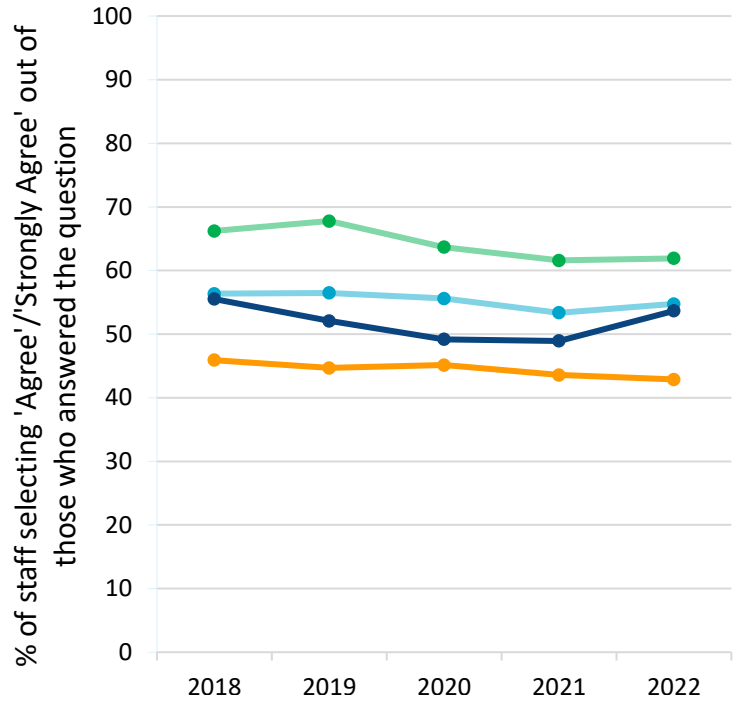
	2018	2019	2020	2021	2022
Your org	73.7%	71.1%	70.6%	73.4%	74.1%
Best	80.1%	79.9%	78.2%	79.3%	79.9%
Average	73.3%	73.4%	72.3%	72.7%	72.8%
Worst	63.2%	60.6%	64.8%	65.9%	64.9%
Responses	2764	2530	2739	2747	2662

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



	2018	2019	2020	2021	2022
Your org	75.3%	72.5%	71.6%	71.2%	71.2%
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	2758	2532	2747	2751	2662

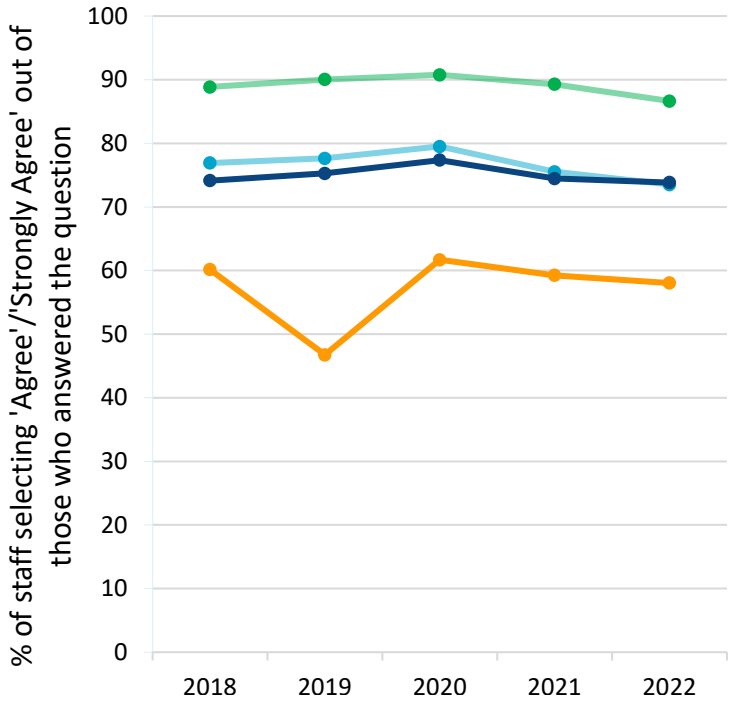
Q3f I am able to make improvements happen in my area of work.



	2018	2019	2020	2021	2022
Your org	55.5%	52.1%	49.2%	48.9%	53.7%
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	2751	2524	2744	2744	2664

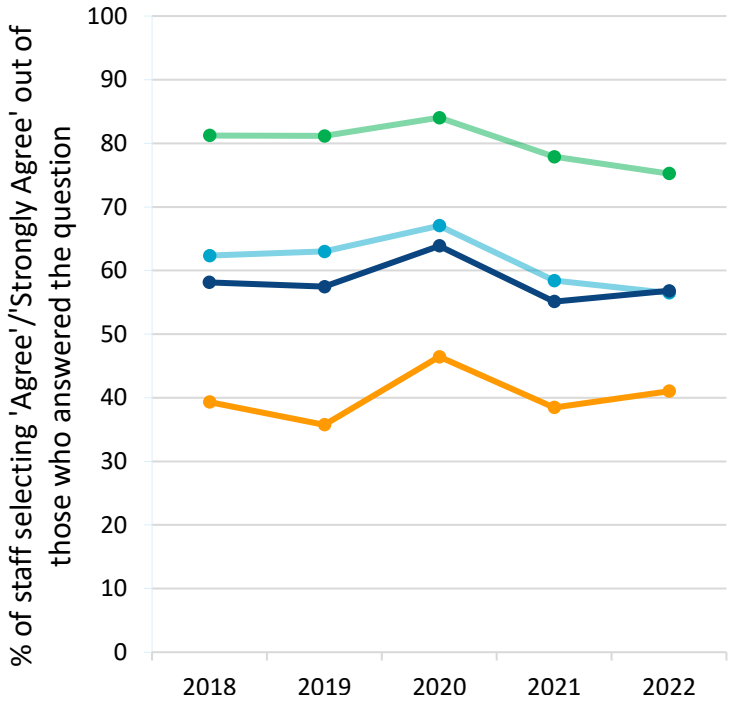
Survey Coordination Centre NHS

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



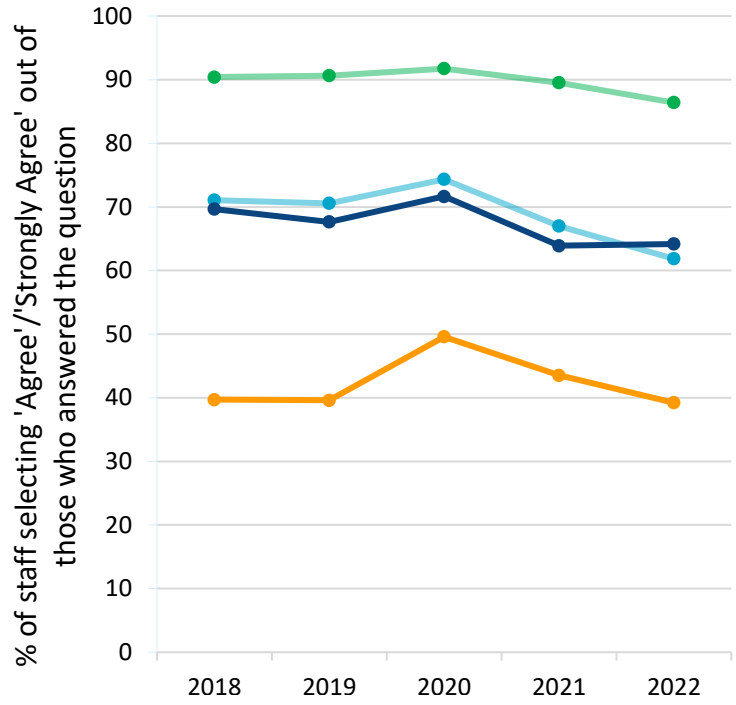
	2018	2019	2020	2021	2022
Your org	74.1%	75.3%	77.4%	74.5%	73.8%
Best	88.8%	90.0%	90.8%	89.3%	86.6%
Average	76.9%	77.6%	79.5%	75.5%	73.5%
Worst	60.1%	46.7%	61.7%	59.2%	58.0%
Responses	2611	2443	2657	2647	2656

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



	2018	2019	2020	2021	2022
Your org	58.1%	57.5%	63.9%	55.1%	56.8%
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	2608	2443	2657	2646	2654

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	69.7%	67.6%	71.7%	63.9%	64.2%
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	2602	2441	2651	2647	2654

Survey Coordination Centre

NHS

Theme - Morale

Questions included:

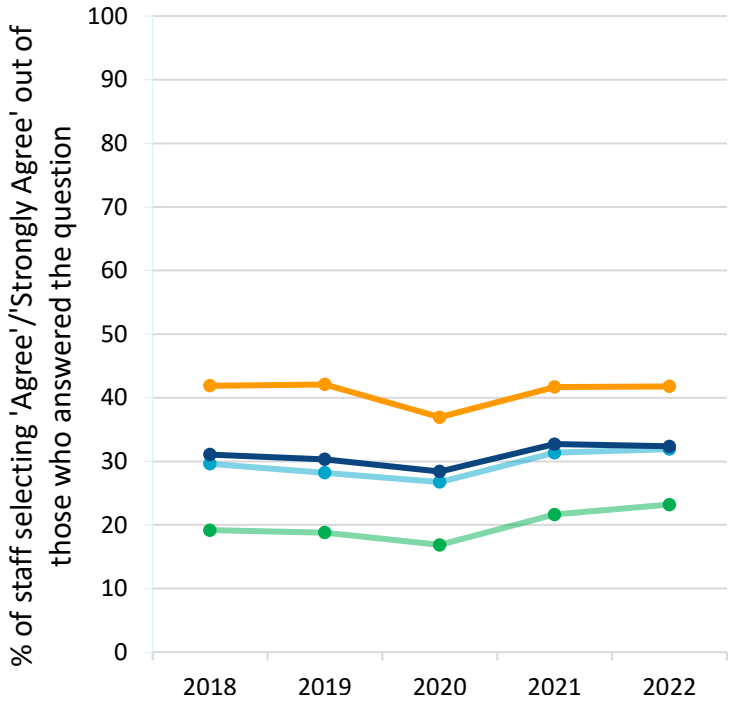
Thinking about leaving – Q24a, Q24b, Q24c
Work pressure – Q3g, Q3h, Q3i
Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

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.

Survey Coordination Centre

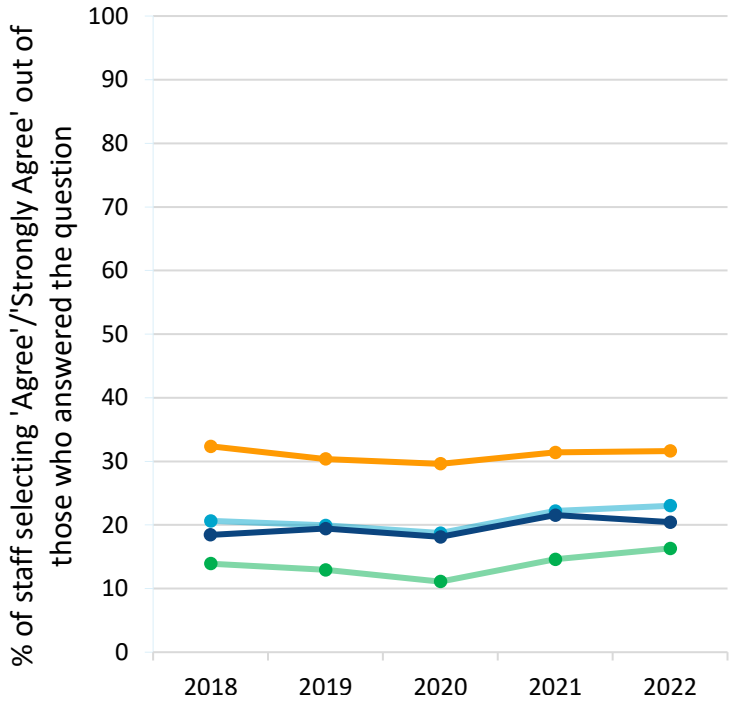
NHS

Q24a I often think about leaving this organisation.



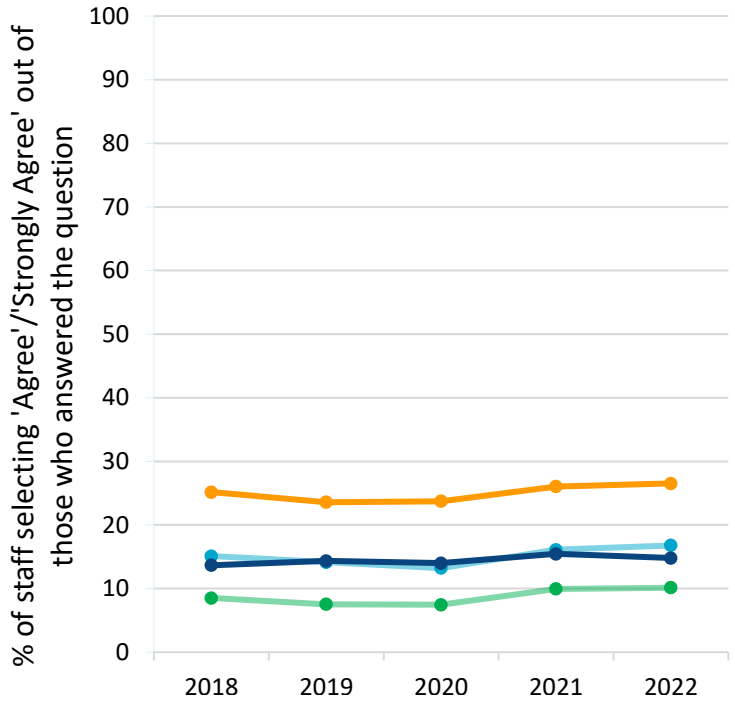
	2018	2019	2020	2021	2022
Your org	31.1%	30.3%	28.4%	32.7%	32.4%
Best	19.2%	18.8%	16.9%	21.6%	23.2%
Average	29.6%	28.2%	26.8%	31.3%	31.9%
Worst	41.9%	42.1%	36.9%	41.7%	41.8%
Responses	2627	2441	2651	2623	2641

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



	2018	2019	2020	2021	2022
Your org	18.5%	19.4%	18.1%	21.5%	20.4%
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	2623	2435	2648	2618	2640

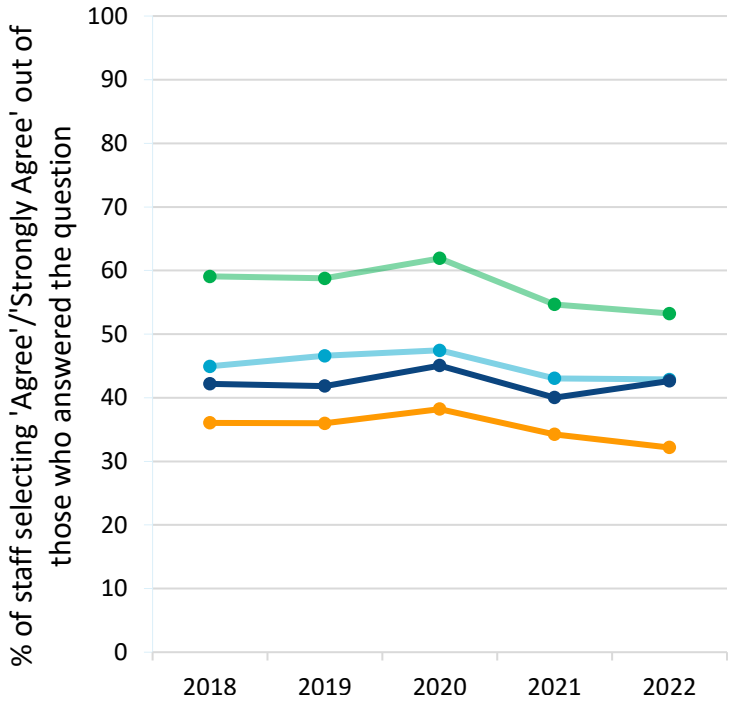
Q24c As soon as I can find another job, I will leave this organisation.



	2018	2019	2020	2021	2022
Your org	13.6%	14.4%	14.0%	15.4%	14.8%
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	2498	2434	2650	2620	2638

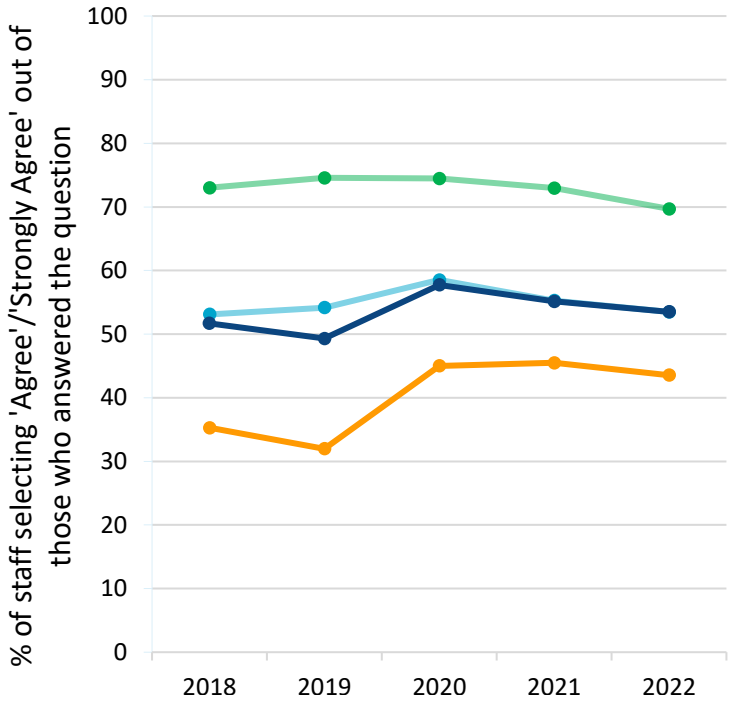
Survey Coordination Centre NHS

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



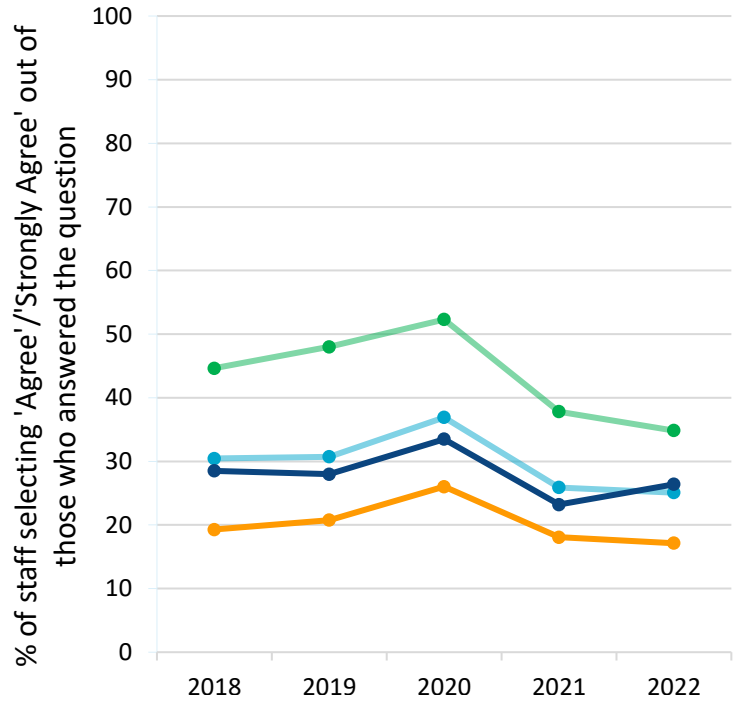
	2018	2019	2020	2021	2022
Your org	42.2%	41.8%	45.1%	40.0%	42.6%
Best	59.1%	58.8%	61.9%	54.7%	53.2%
Average	44.9%	46.6%	47.4%	43.1%	42.9%
Worst	36.0%	36.0%	38.2%	34.2%	32.2%
Responses	2748	2517	2741	2746	2660

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



	2018	2019	2020	2021	2022
Your org	51.7%	49.3%	57.7%	55.2%	53.5%
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	2754	2521	2738	2747	2667

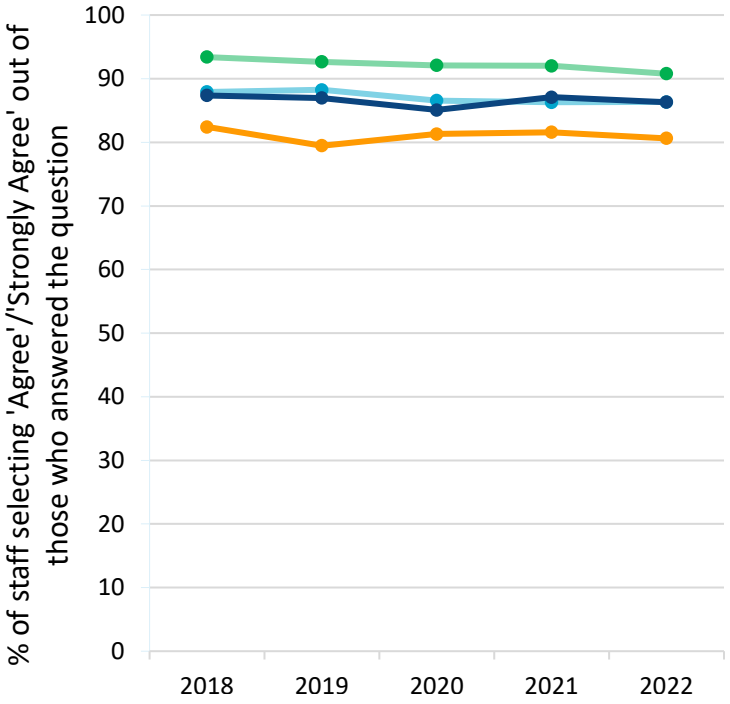
Q3i There are enough staff at this organisation for me to do my job properly.



	2018	2019	2020	2021	2022
Your org	28.5%	28.0%	33.5%	23.2%	26.4%
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	2754	2527	2742	2748	2662

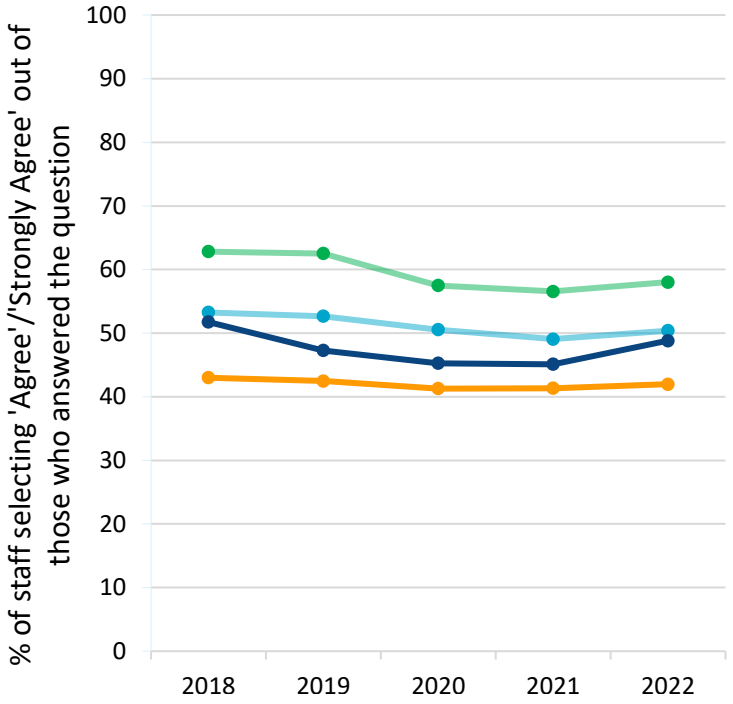
Survey Coordination Centre NHS

Q3a I always know what my work responsibilities are.



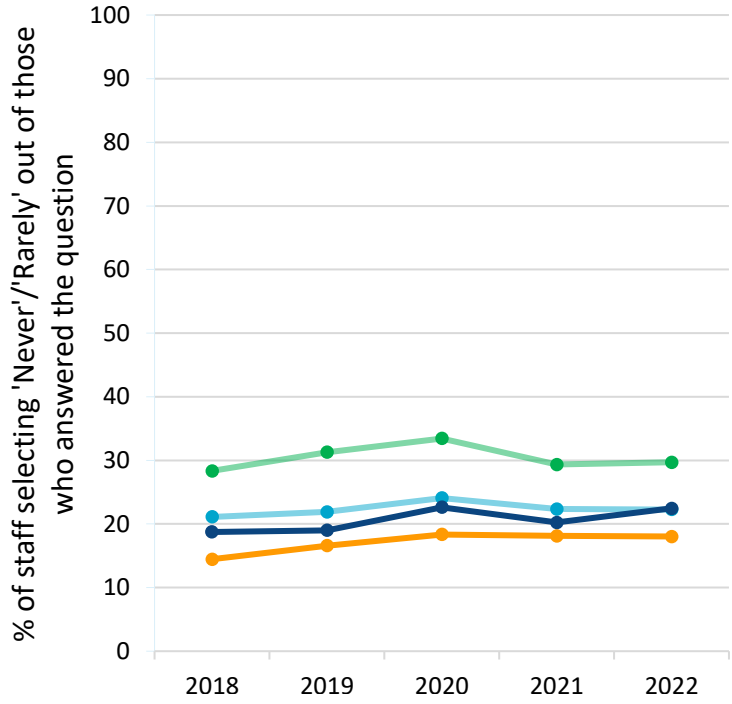
	2018	2019	2020	2021	2022
Your org	87.4%	87.0%	85.1%	87.1%	86.3%
Best	93.4%	92.7%	92.1%	92.0%	90.8%
Average	87.9%	88.2%	86.6%	86.3%	86.3%
Worst	82.4%	79.5%	81.3%	81.6%	80.6%
Responses	2763	2534	2769	2745	2649

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



	2018	2019	2020	2021	2022
Your org	51.7%	47.3%	45.3%	45.1%	48.8%
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	2757	2532	2745	2750	2667

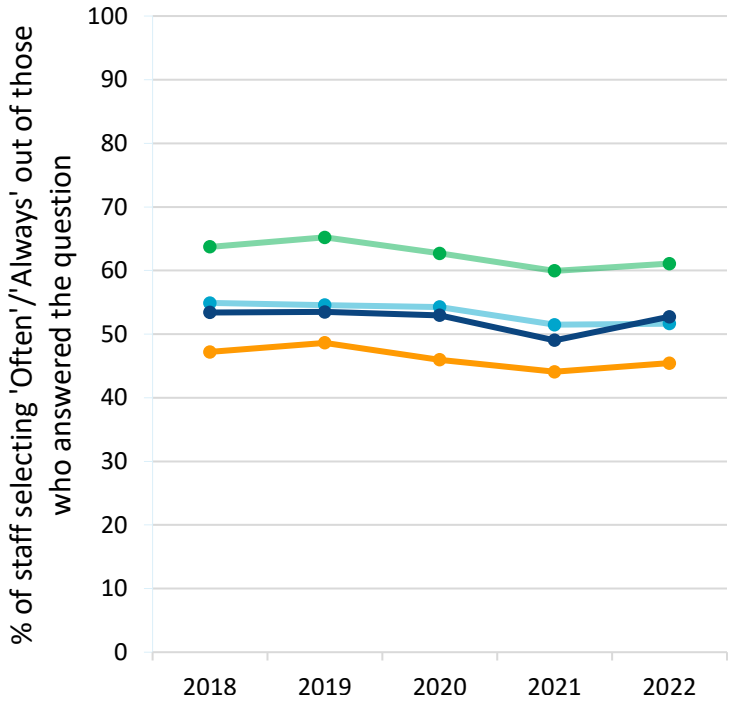
Q5a I have unrealistic time pressures.



	2018	2019	2020	2021	2022
Your org	18.7%	19.0%	22.6%	20.2%	22.4%
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	2723	2503	2727	2726	2660

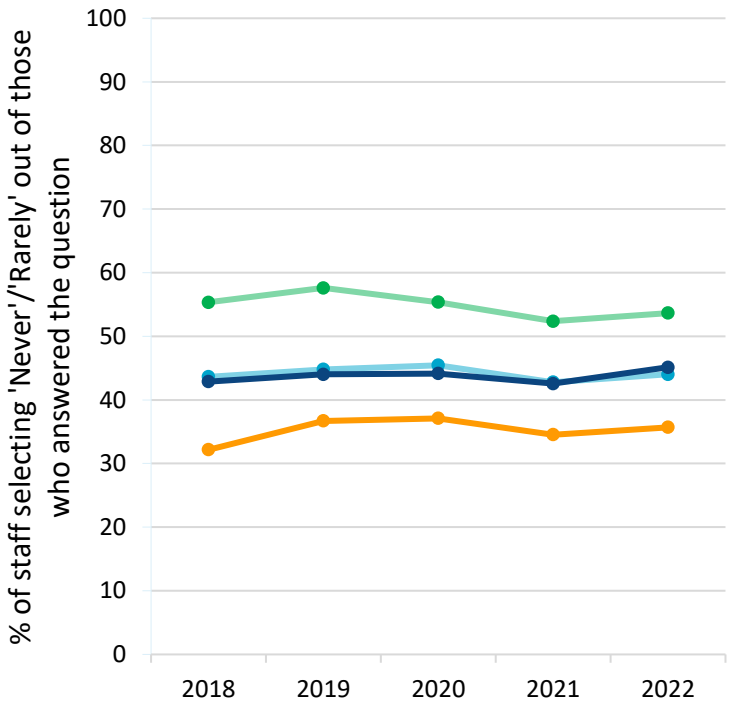
Survey Coordination Centre NHS

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



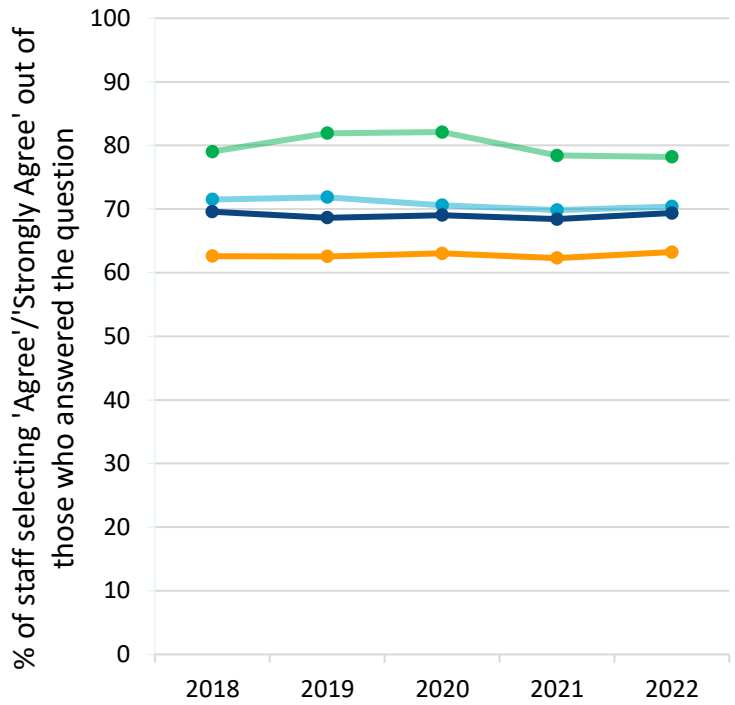
	2018	2019	2020	2021	2022
Your org	53.4%	53.5%	52.9%	49.0%	52.7%
Best	63.7%	65.2%	62.7%	60.0%	61.1%
Average	54.9%	54.6%	54.3%	51.5%	51.7%
Worst	47.2%	48.6%	46.0%	44.1%	45.4%
Responses	2721	2503	2728	2723	2661

Q5c Relationships at work are strained.



	2018	2019	2020	2021	2022
Your org	42.9%	44.0%	44.1%	42.5%	45.1%
Best	55.3%	57.6%	55.4%	52.4%	53.6%
Average	43.6%	44.8%	45.4%	42.8%	44.0%
Worst	32.2%	36.7%	37.1%	34.5%	35.7%
Responses	2718	2503	2732	2732	2662

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

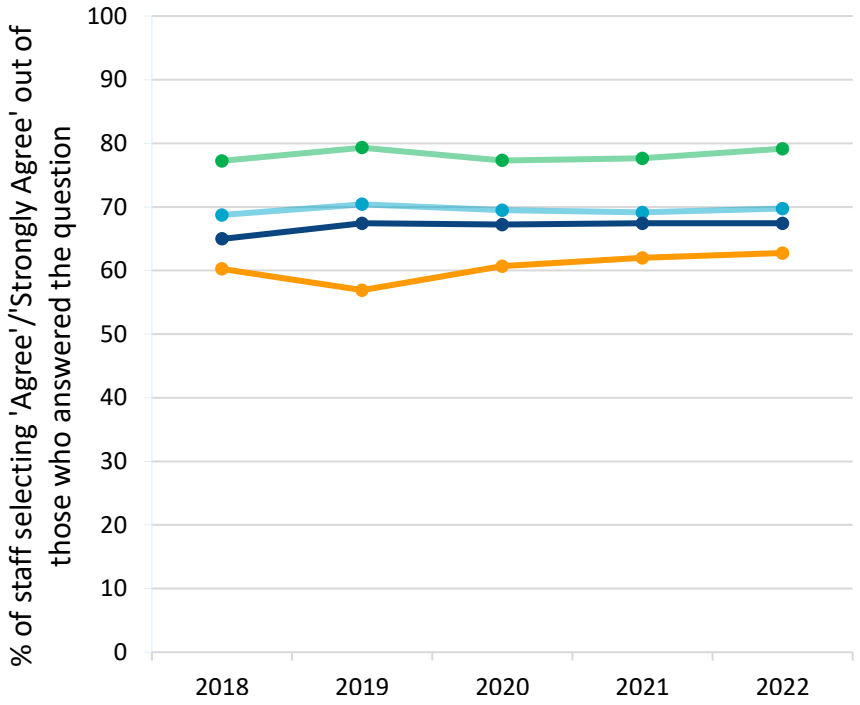


	2018	2019	2020	2021	2022
Your org	69.6%	68.6%	69.0%	68.4%	69.4%
Best	79.0%	81.9%	82.1%	78.4%	78.2%
Average	71.5%	71.8%	70.6%	69.9%	70.4%
Worst	62.6%	62.5%	63.0%	62.3%	63.2%
Responses	2759	2526	2743	2715	2663

Survey Coordination Centre

NHS

Q9a My immediate manager encourages me at work.



	2018	2019	2020	2021	2022
Your org	65.0%	67.4%	67.2%	67.4%	67.4%
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	2690	2501	2709	2694	2663

Question not linked to People Promise elements or themes

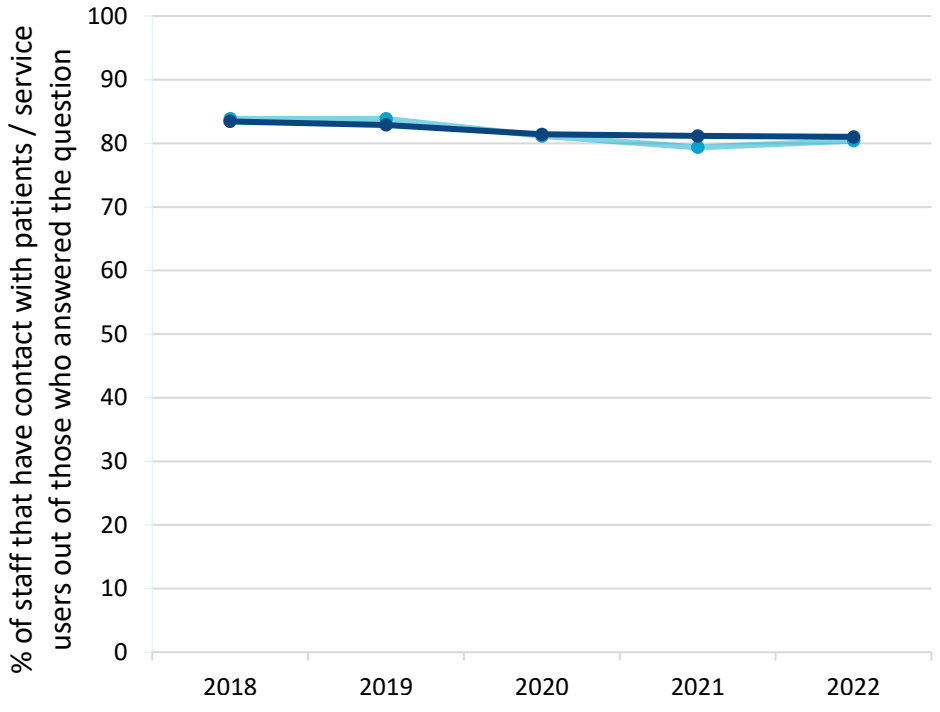
Questions included:
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b

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.

Survey Coordination Centre

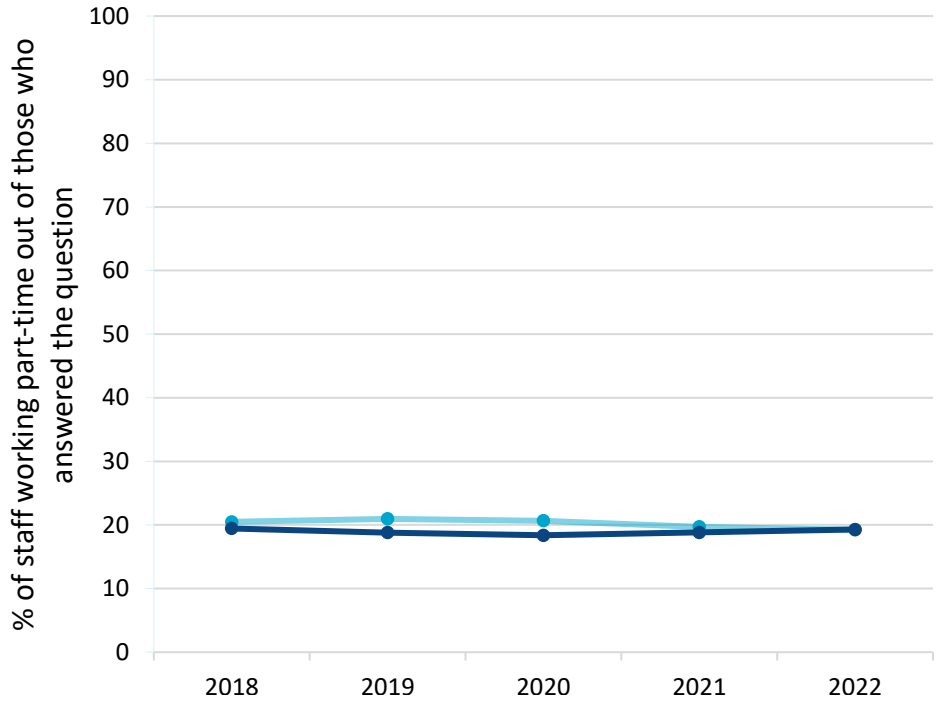
NHS

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	83.4%	82.9%	81.4%	81.2%	81.0%
Average	83.8%	83.9%	81.2%	79.4%	80.4%
Responses	2604	2541	2788	2791	2655

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

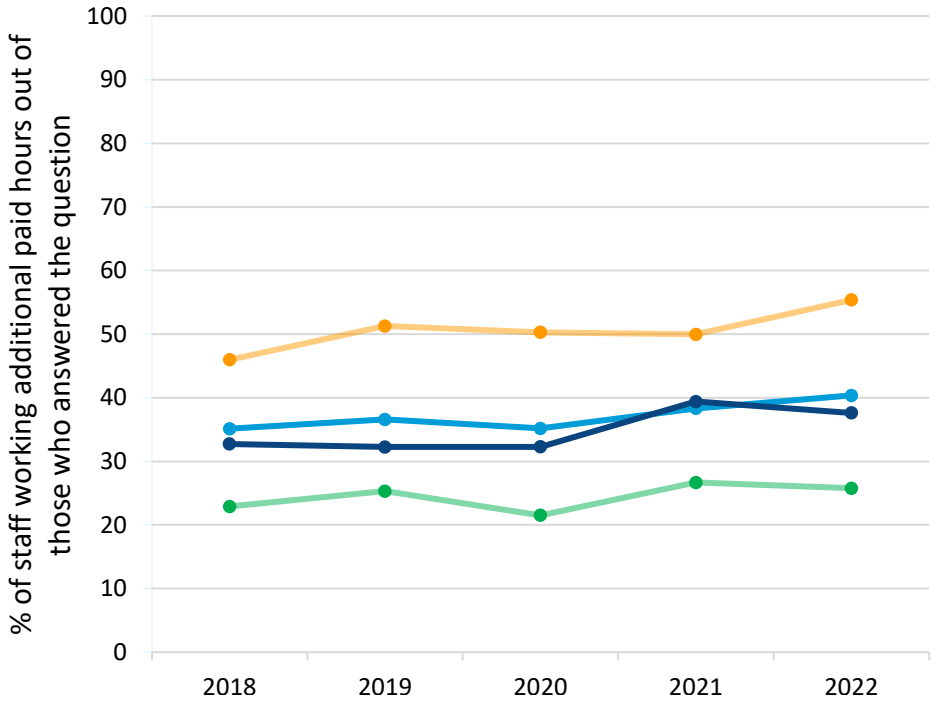


	2018	2019	2020	2021	2022
Your org	19.4%	18.8%	18.4%	18.8%	19.3%
Average	20.5%	21.0%	20.7%	19.7%	19.2%
Responses	2664	2484	2672	2645	2598

Survey Coordination Centre

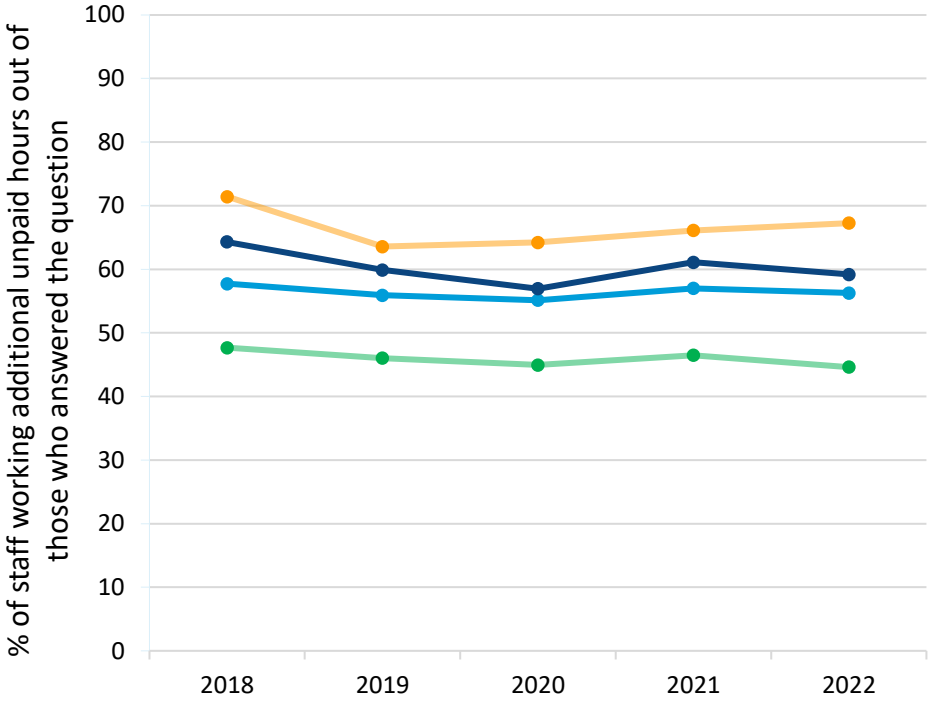
NHS

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	32.7%	32.3%	32.3%	39.4%	37.6%
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	2567	2491	2693	2681	2653

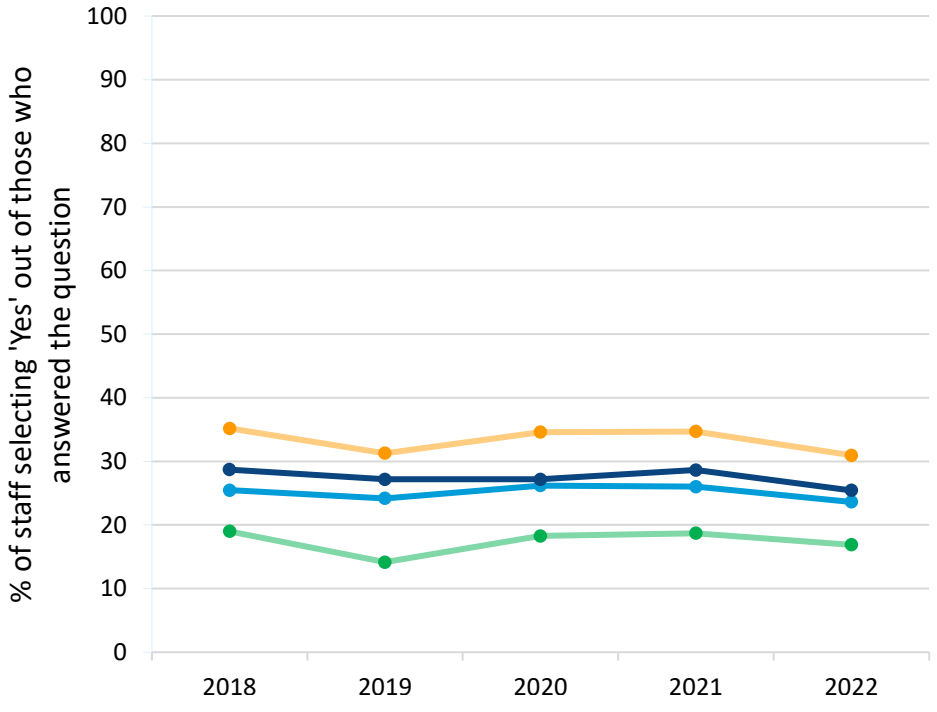
Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?



	2018	2019	2020	2021	2022
Your org	64.3%	59.9%	56.9%	61.1%	59.2%
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	2576	2482	2696	2682	2653

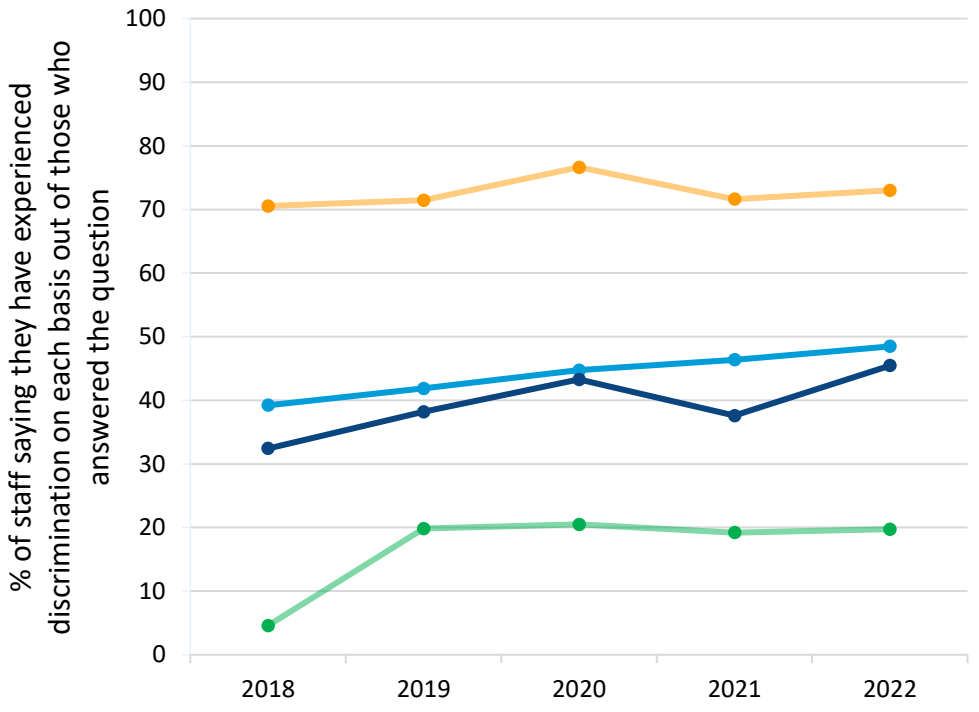
*Q11e is only answered by staff who responded 'Yes' to Q11d.

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



	2018	2019	2020	2021	2022
Your org	28.7%	27.2%	27.2%	28.6%	25.4%
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	1544	1524	1264	1463	1466

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

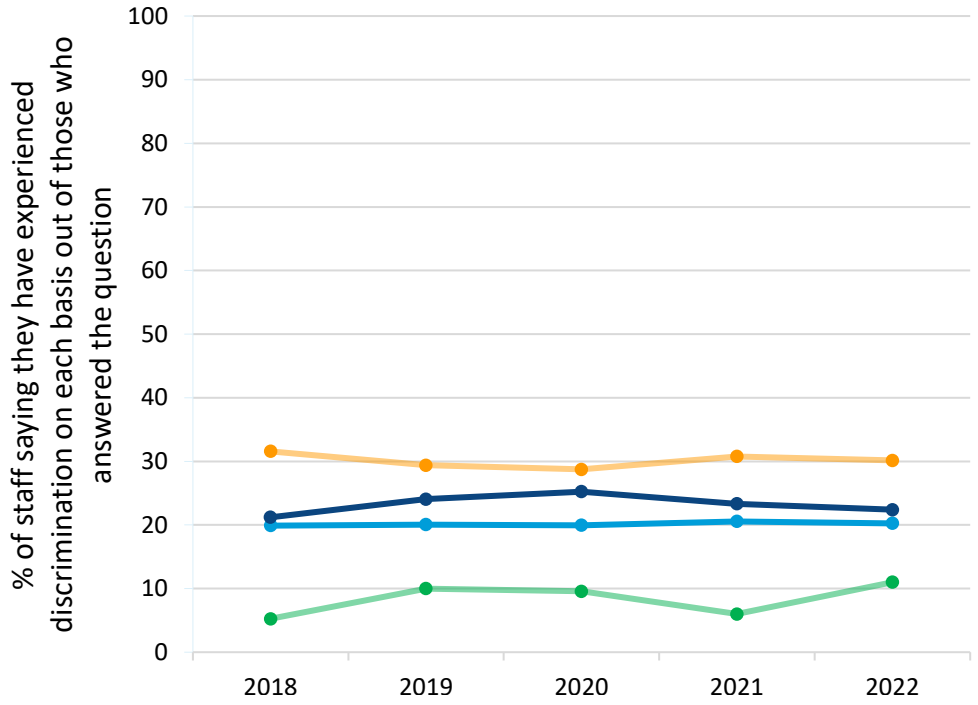


	2018	2019	2020	2021	2022
Your org	32.4%	38.2%	43.3%	37.6%	45.5%
Best	4.6%	19.8%	20.5%	19.2%	19.7%
Average	39.2%	41.9%	44.7%	46.4%	48.5%
Worst	70.5%	71.4%	76.6%	71.6%	73.0%
Responses	310	258	292	308	316

Survey Coordination Centre

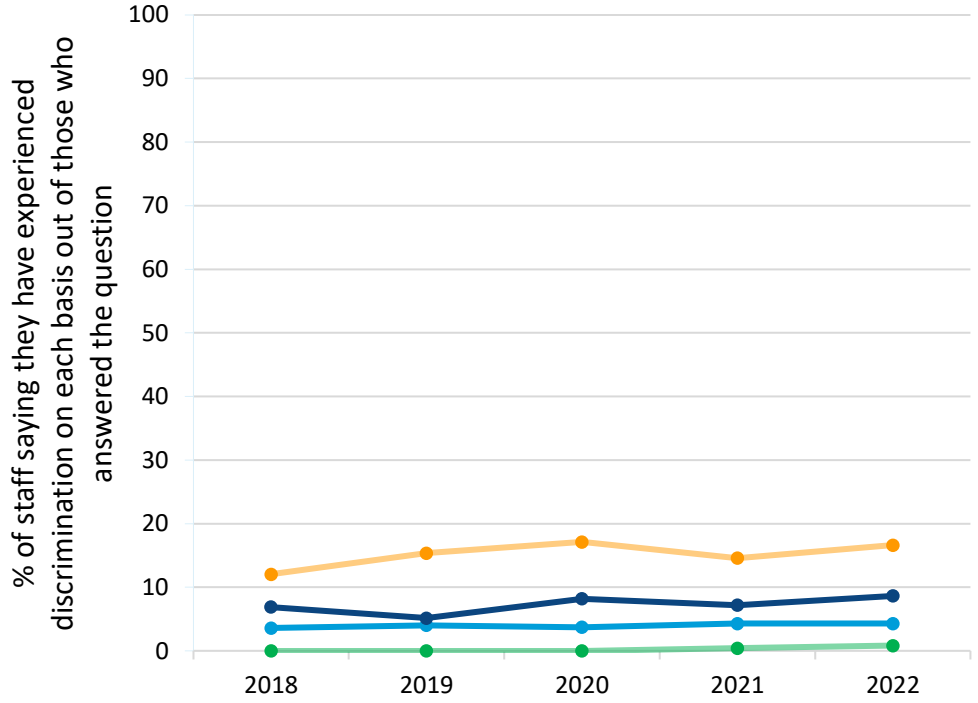
NHS

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



	2018	2019	2020	2021	2022
Your org	21.2%	24.0%	25.2%	23.3%	22.4%
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	310	258	292	308	316

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

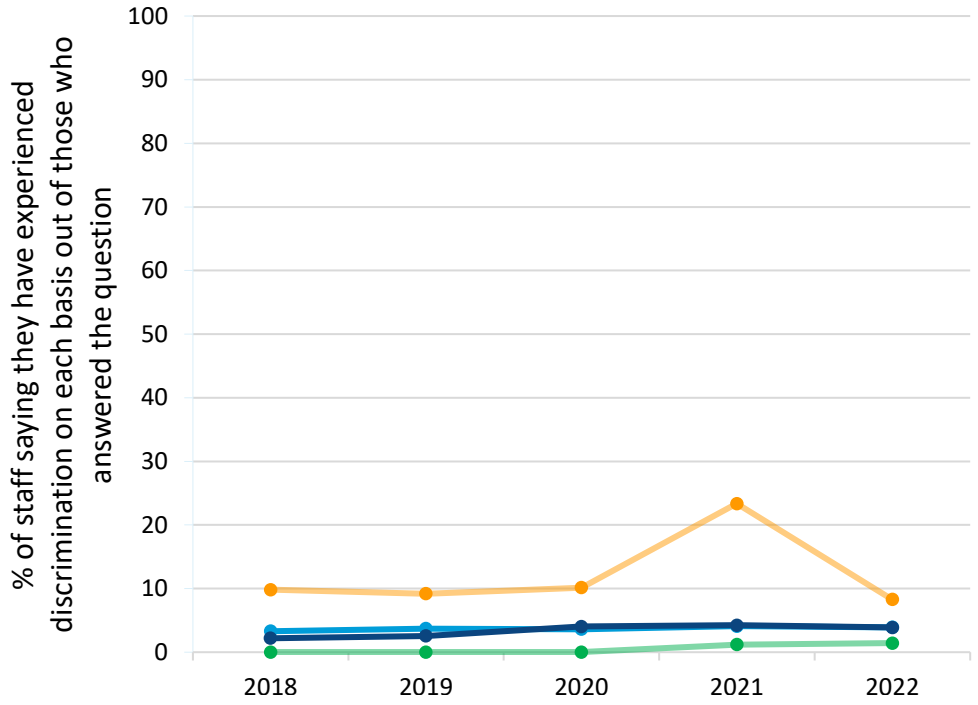


	2018	2019	2020	2021	2022
Your org	6.9%	5.2%	8.2%	7.2%	8.7%
Best	0.0%	0.0%	0.0%	0.4%	0.8%
Average	3.6%	4.0%	3.7%	4.3%	4.3%
Worst	12.0%	15.4%	17.1%	14.6%	16.6%
Responses	310	258	292	308	316

Survey Coordination Centre

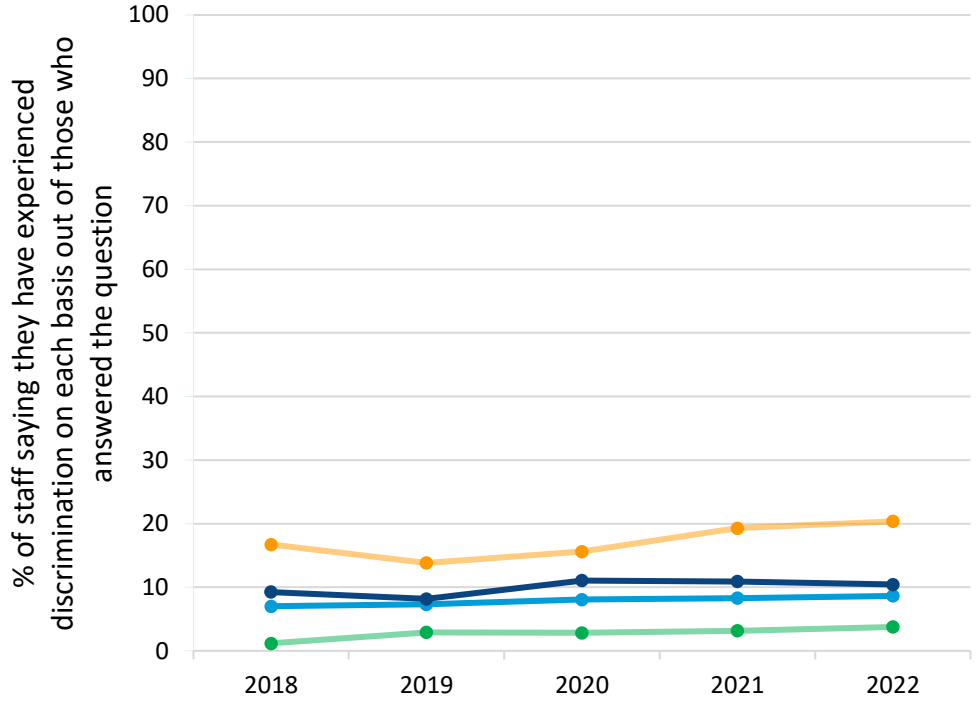
NHS

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



	2018	2019	2020	2021	2022
Your org	2.2%	2.5%	4.0%	4.2%	3.9%
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	310	258	292	308	316

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

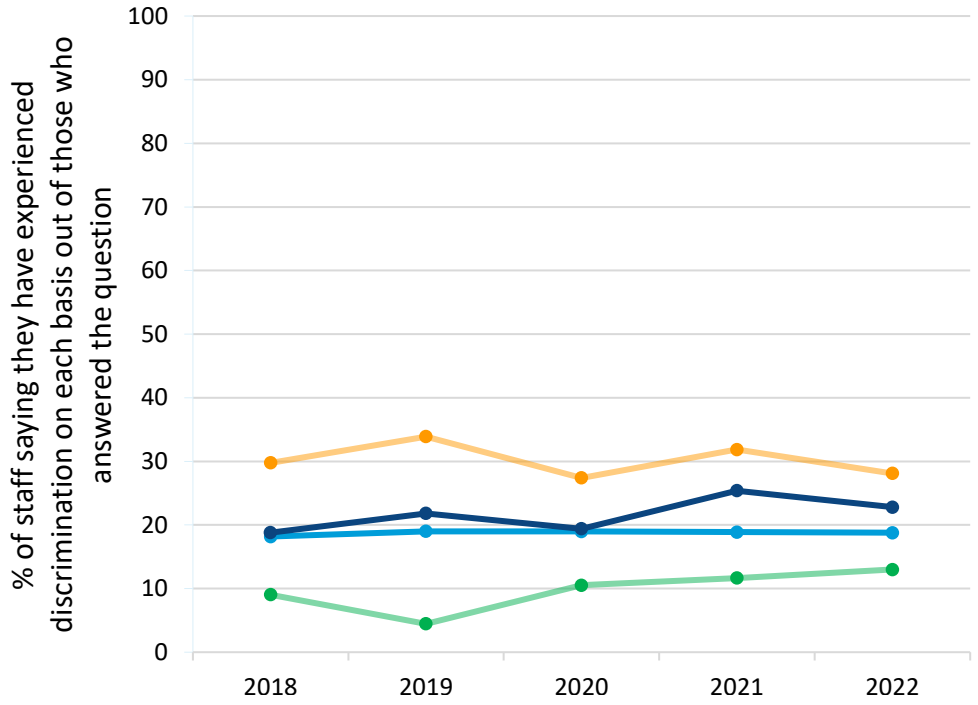


	2018	2019	2020	2021	2022
Your org	9.3%	8.2%	11.1%	10.9%	10.4%
Best	1.2%	2.9%	2.8%	3.2%	3.8%
Average	7.0%	7.3%	8.1%	8.3%	8.7%
Worst	16.7%	13.8%	15.6%	19.3%	20.4%
Responses	310	258	292	308	316

Survey Coordination Centre

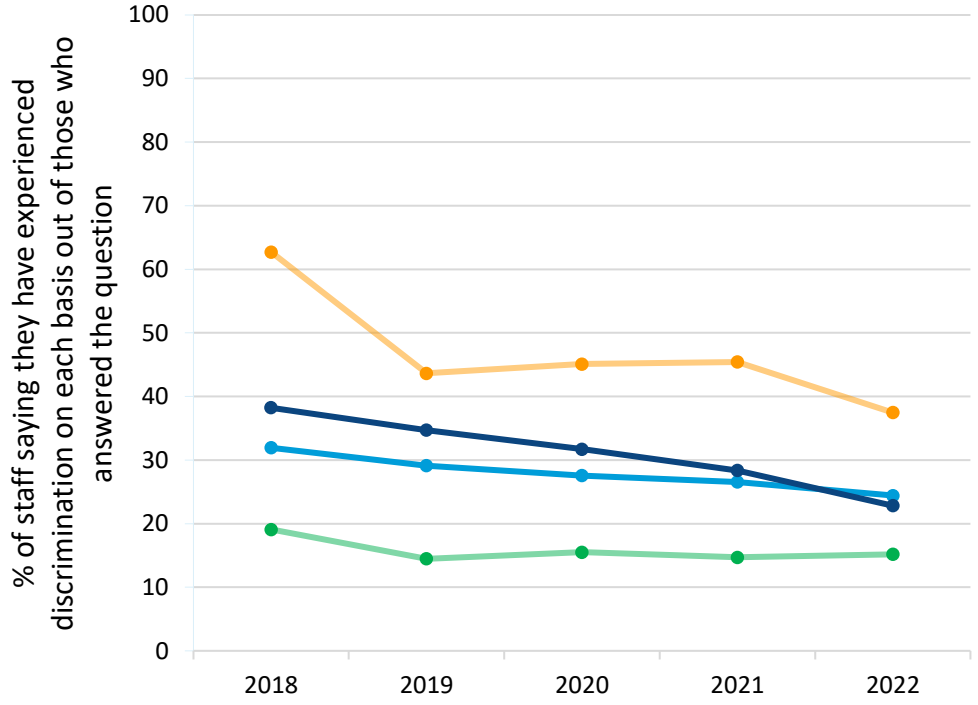
NHS

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



	2018	2019	2020	2021	2022
Your org	18.8%	21.8%	19.4%	25.4%	22.8%
Best	9.0%	4.5%	10.5%	11.7%	13.0%
Average	18.2%	19.0%	19.0%	18.9%	18.8%
Worst	29.8%	33.9%	27.4%	31.8%	28.1%
Responses	310	258	292	308	316

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

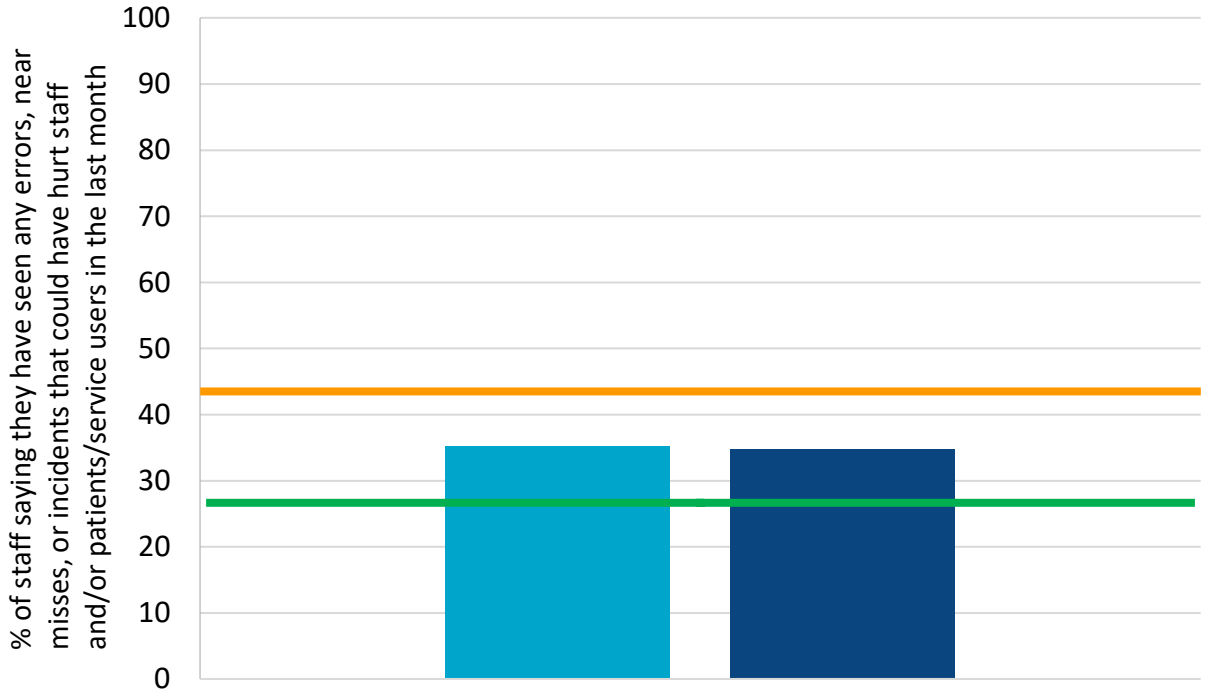


	2018	2019	2020	2021	2022
Your org	38.2%	34.7%	31.7%	28.4%	22.8%
Best	19.1%	14.5%	15.5%	14.7%	15.2%
Average	31.9%	29.1%	27.6%	26.6%	24.4%
Worst	62.7%	43.6%	45.1%	45.4%	37.5%
Responses	310	258	292	308	316

Survey Coordination Centre

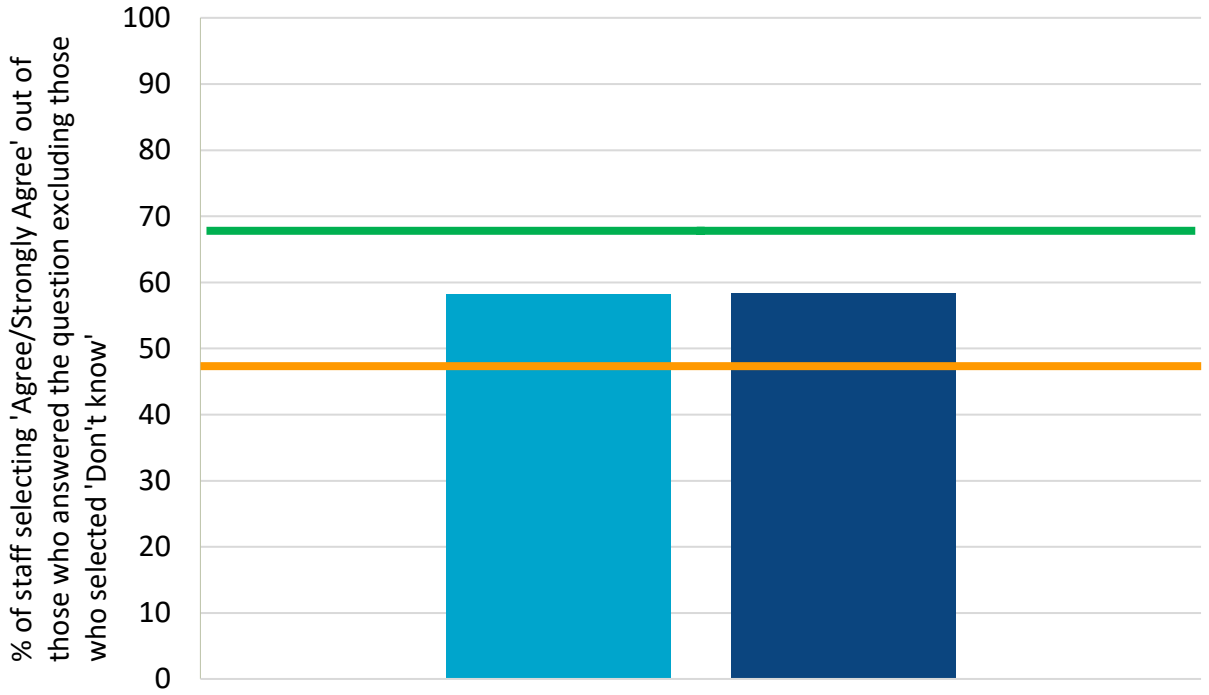
NHS

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



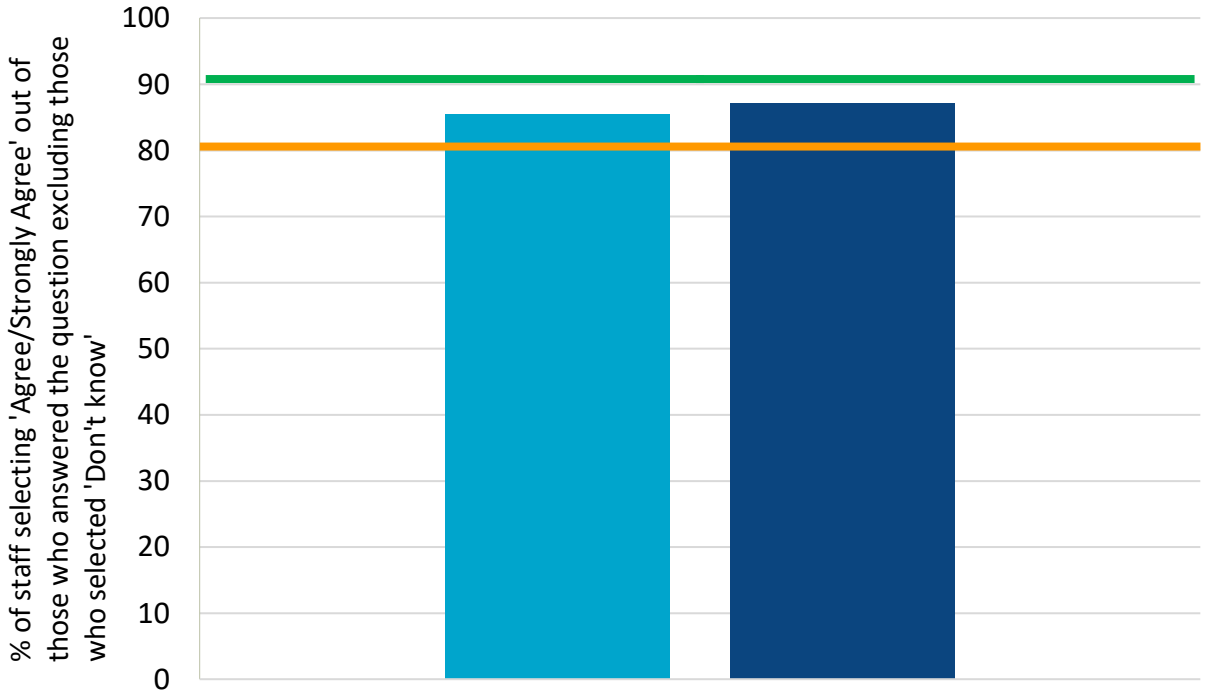
	2022
Your org	34.7%
Best	26.7%
Average	35.2%
Worst	43.5%
Responses	2620

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



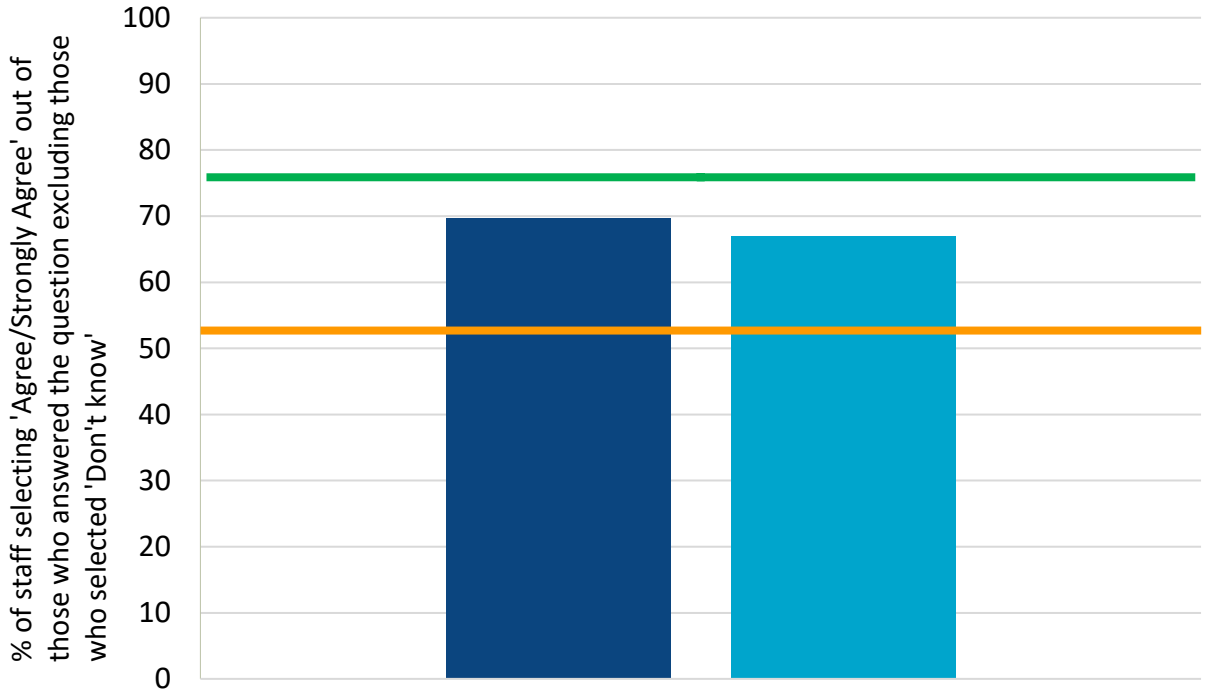
	2022
Your org	58.4%
Best	67.8%
Average	58.2%
Worst	47.3%
Responses	1981

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



	2022
Your org	87.1%
Best	90.8%
Average	85.5%
Worst	80.6%
Responses	2541

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

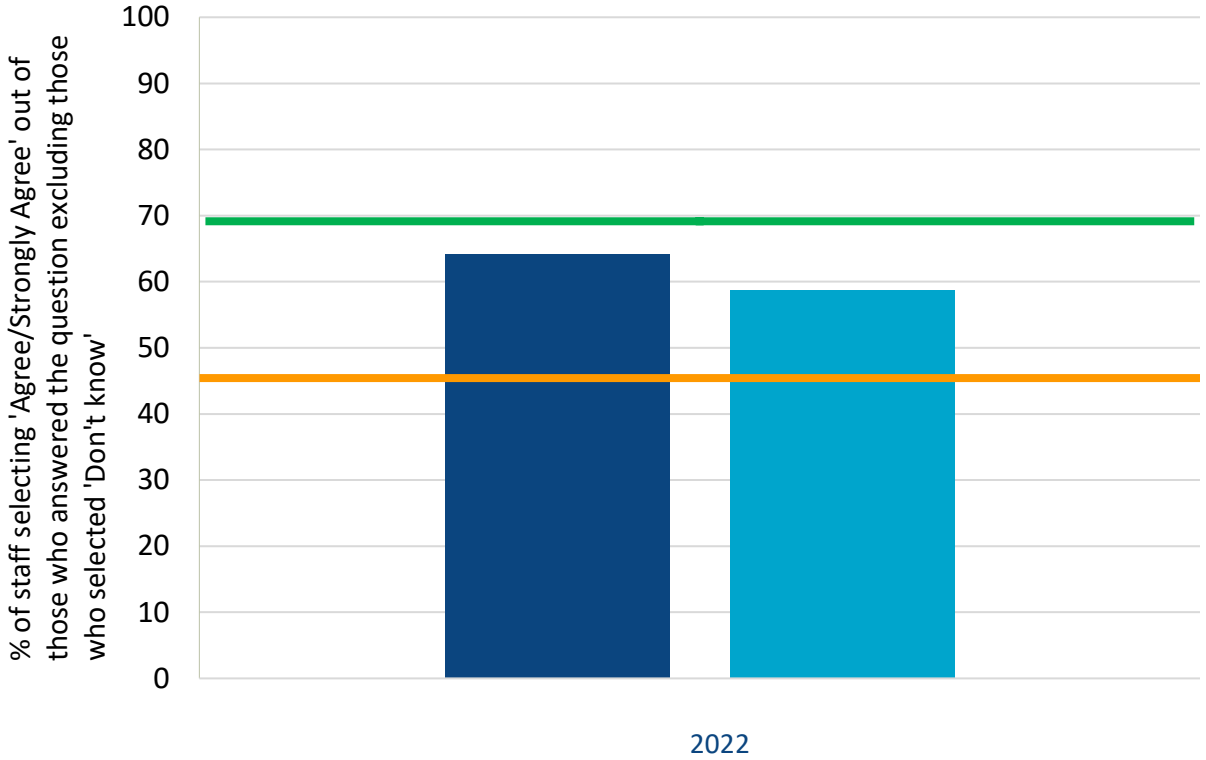


	2022
Your org	69.7%
Best	75.9%
Average	67.0%
Worst	52.7%
Responses	2293

Survey Coordination Centre

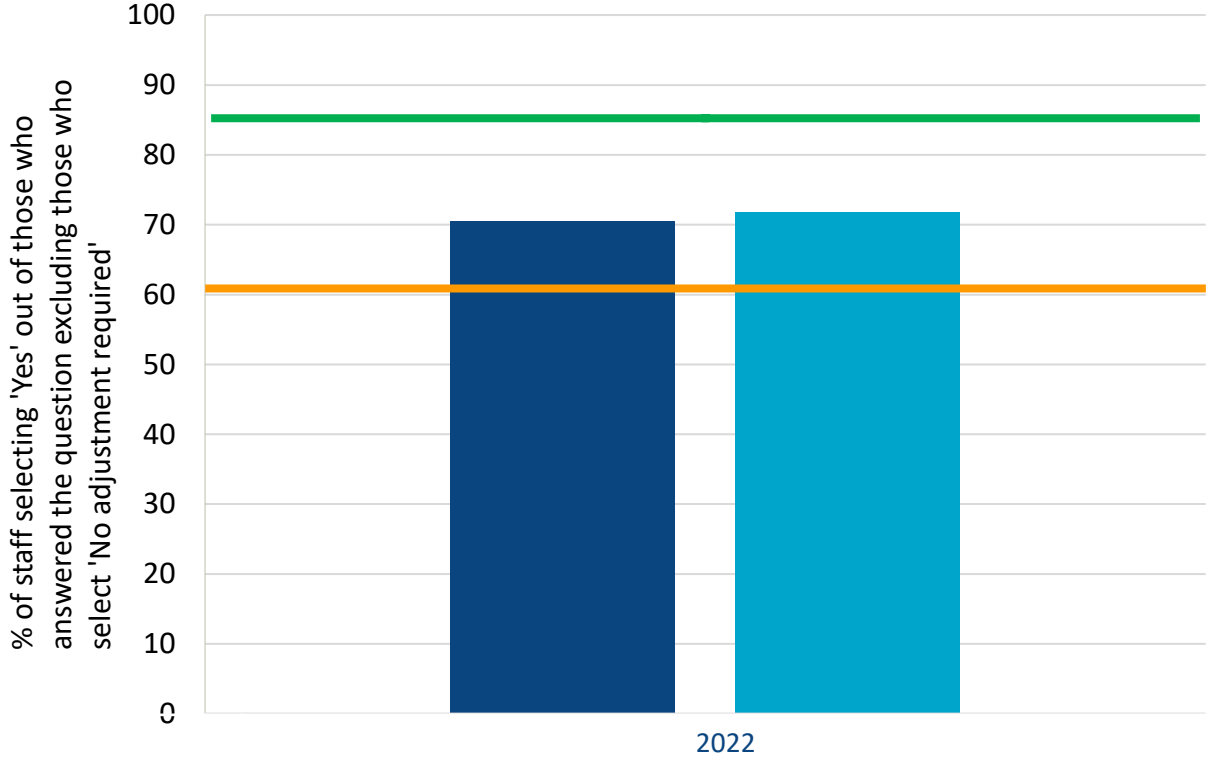
NHS

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



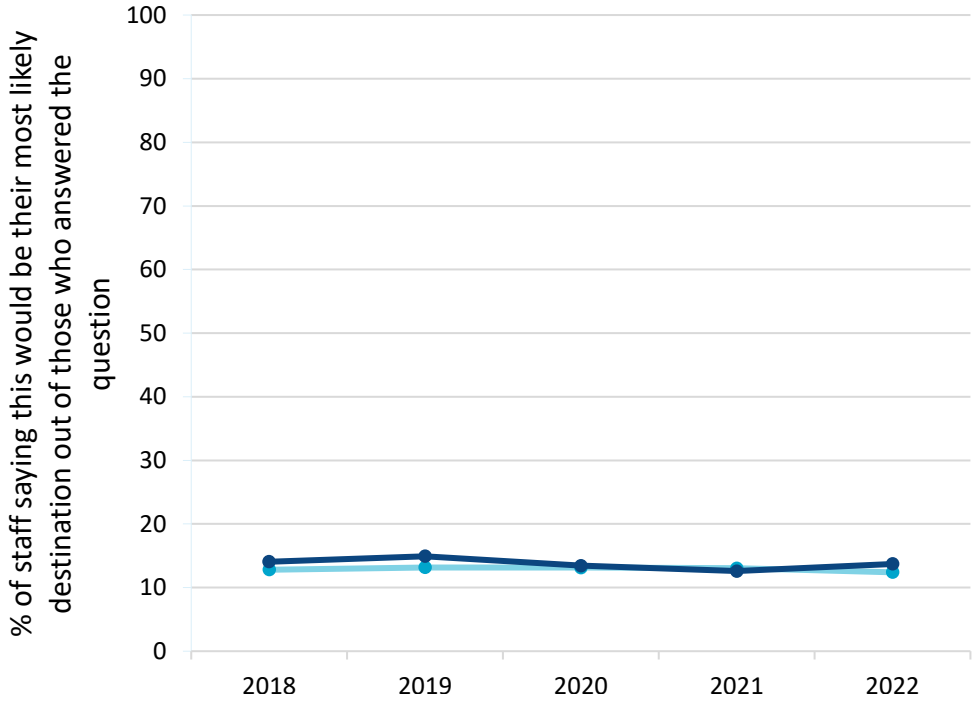
Your org	64.1%
Best	69.1%
Average	58.8%
Worst	45.4%
Responses	2318

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



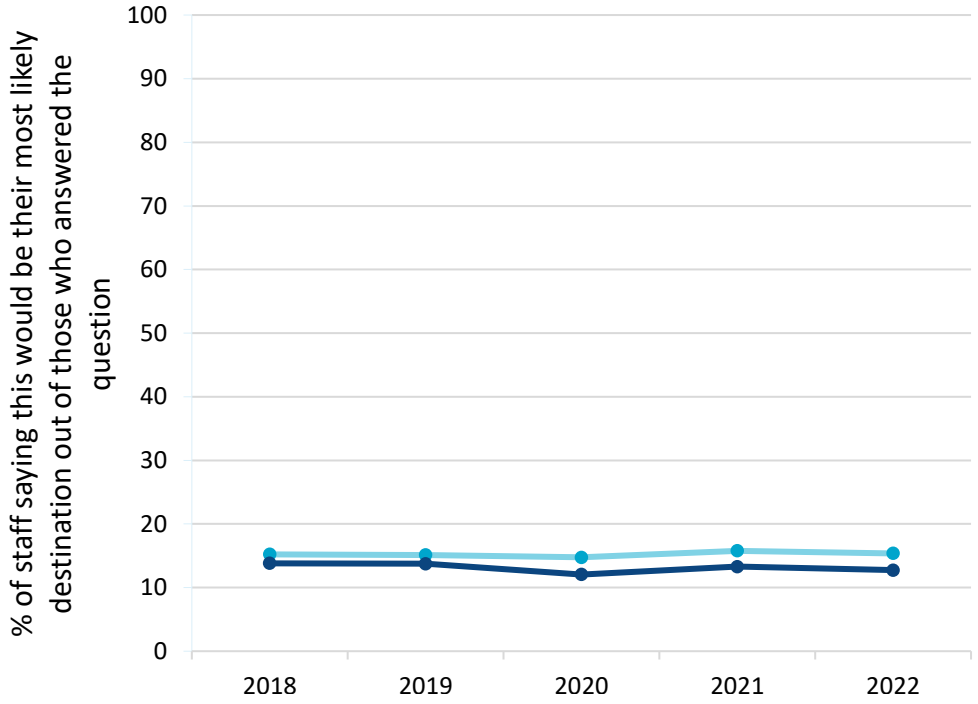
Your org	70.5%
Best	85.3%
Average	71.7%
Worst	60.9%
Responses	388

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



	2018	2019	2020	2021	2022
Your org	14.0%	14.9%	13.4%	12.6%	13.7%
Average	12.8%	13.2%	13.1%	13.0%	12.4%
Responses	2423	2364	2595	2529	2506

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

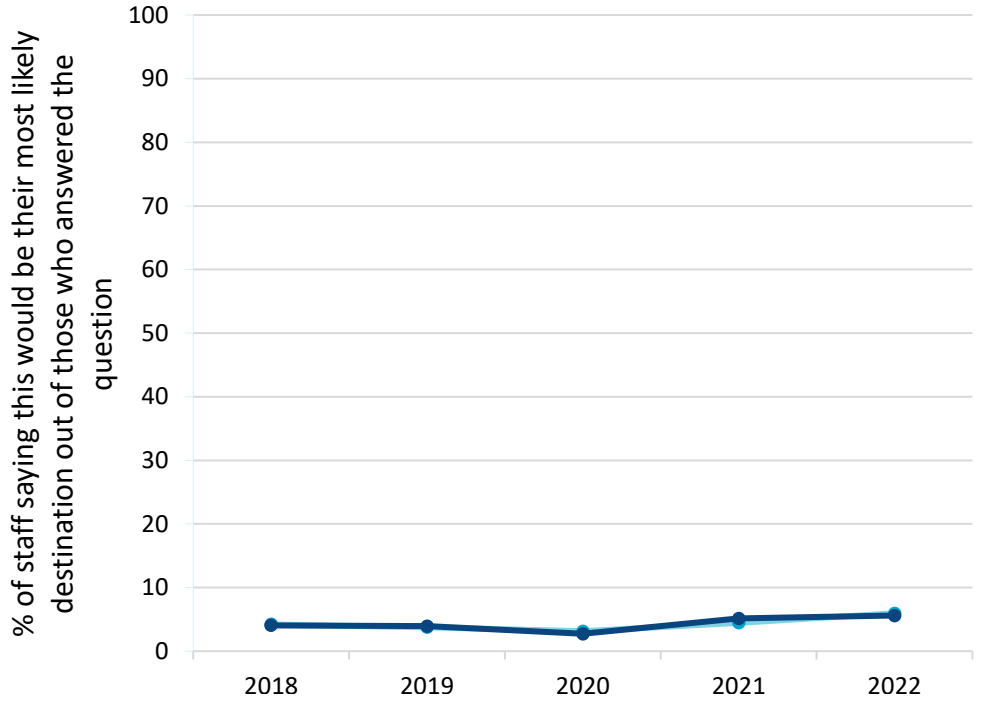


	2018	2019	2020	2021	2022
Your org	13.8%	13.7%	12.1%	13.3%	12.7%
Average	15.2%	15.1%	14.8%	15.8%	15.4%
Responses	2423	2364	2595	2529	2506

Survey Coordination Centre

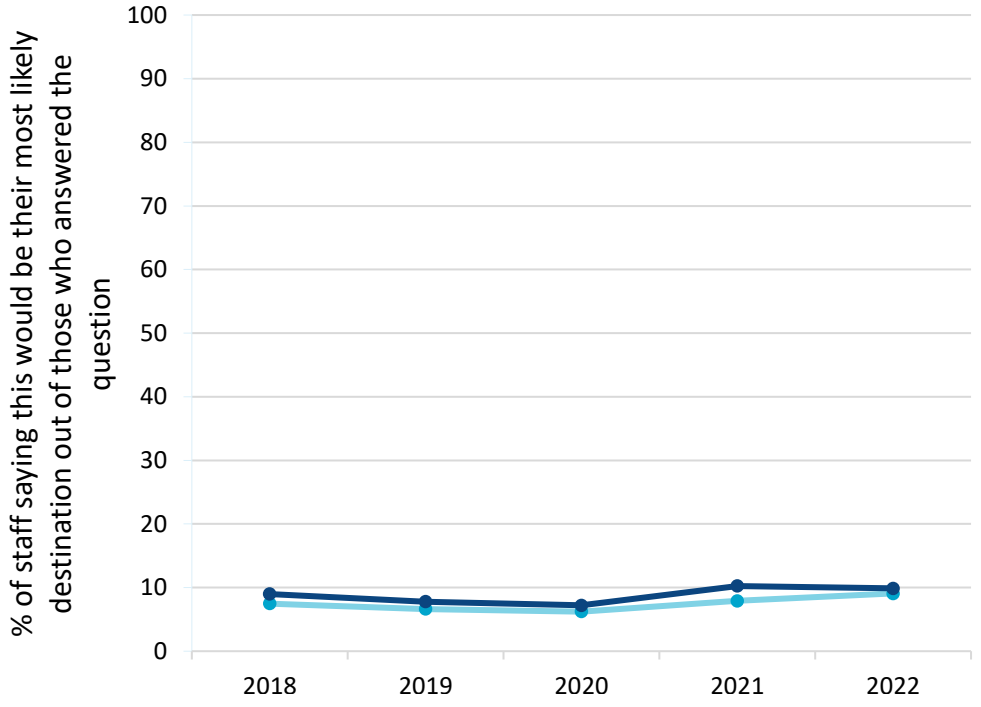
NHS

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.



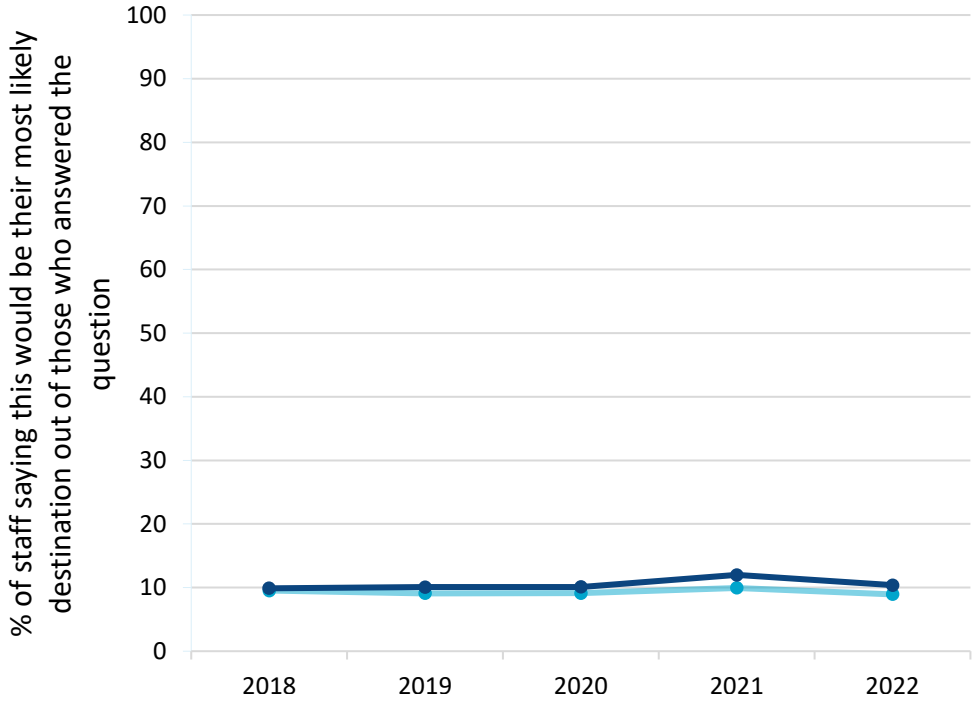
	2018	2019	2020	2021	2022
Your org	4.0%	3.9%	2.7%	5.1%	5.6%
Average	4.2%	3.8%	3.1%	4.5%	6.0%
Responses	2423	2364	2595	2529	2506

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.



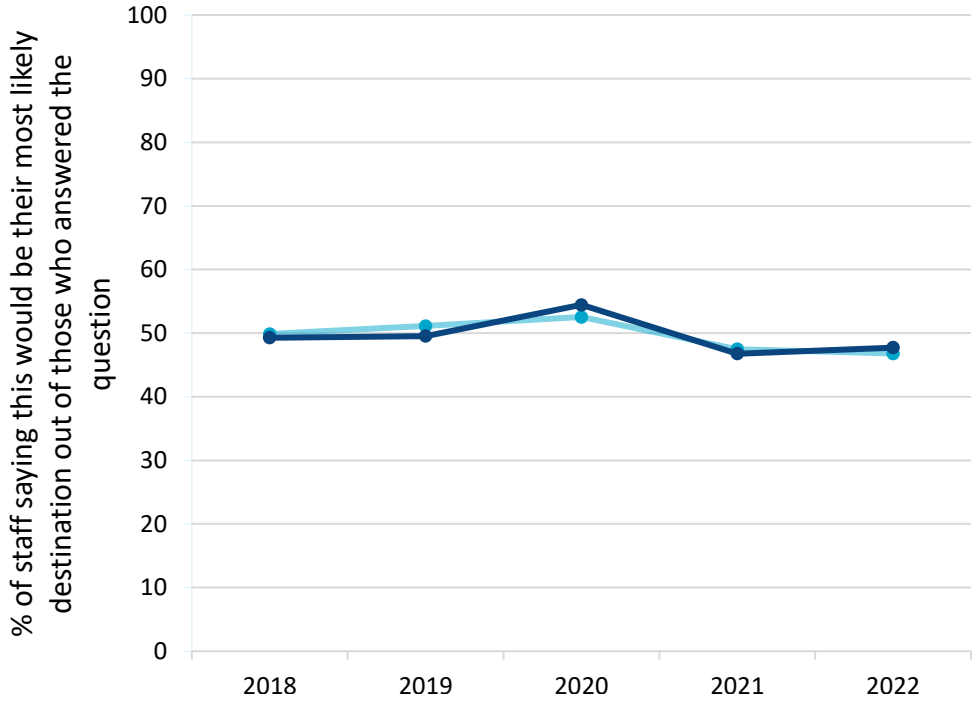
	2018	2019	2020	2021	2022
Your org	9.0%	7.8%	7.2%	10.2%	9.9%
Average	7.5%	6.6%	6.2%	7.9%	9.1%
Responses	2423	2364	2595	2529	2506

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	9.9%	10.1%	10.1%	12.0%	10.4%
Average	9.5%	9.1%	9.1%	10.0%	8.9%
Responses	2423	2364	2595	2529	2506

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	49.3%	49.5%	54.5%	46.8%	47.7%
Average	49.9%	51.1%	52.5%	47.5%	46.8%
Responses	2423	2364	2595	2529	2506

Survey Coordination Centre

NHS

Workforce Equality Standards

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

Workforce Equality Standards

Workforce Race Equality Standards (WRES)

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

Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018-2022 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. It also shows results for q30b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.

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

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

Workforce Equality Standards

Survey Coordination Centre NHS

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

Workforce Race Equality Standards (WRES)

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

Workforce Disability Equality Standards (WDES)

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

*Staff with a long term condition

Survey Coordination Centre

NHS

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.

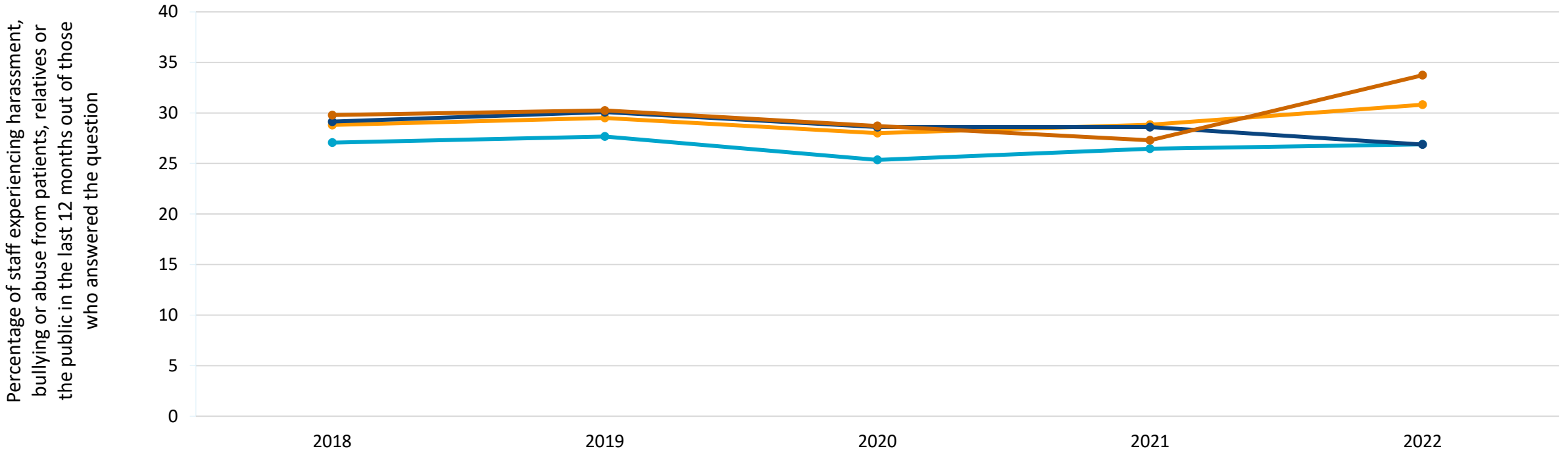
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Workforce Race Equality Standard (WRES)

Survey Coordination Centre

NHS

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



	2018	2019	2020	2021	2022
White staff: Your org	29.1%	30.1%	28.6%	28.6%	26.9%
All other ethnic groups*: Your org	29.8%	30.2%	28.7%	27.3%	33.7%
White staff: Average	27.1%	27.7%	25.4%	26.5%	26.9%
All other ethnic groups*: Average	28.8%	29.5%	28.0%	28.8%	30.8%
White staff: Responses	2251	2111	2164	2168	2217
All other ethnic groups*: Responses	329	281	296	348	415

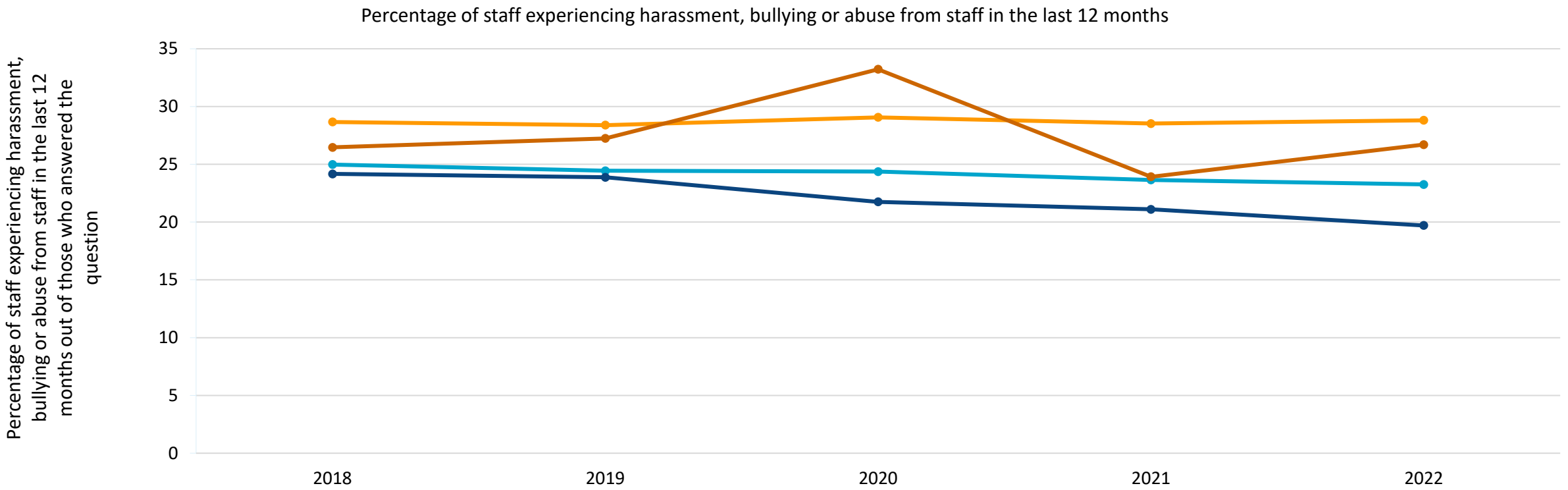
*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

Workforce Race Equality Standard (WRES)

Survey Coordination Centre

NHS



	2018	2019	2020	2021	2022
White staff: Your org	24.2%	23.9%	21.7%	21.1%	19.7%
All other ethnic groups*: Your org	26.5%	27.2%	33.2%	23.9%	26.7%
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	2234	2111	2161	2170	2212
All other ethnic groups*: Responses	325	279	298	347	412

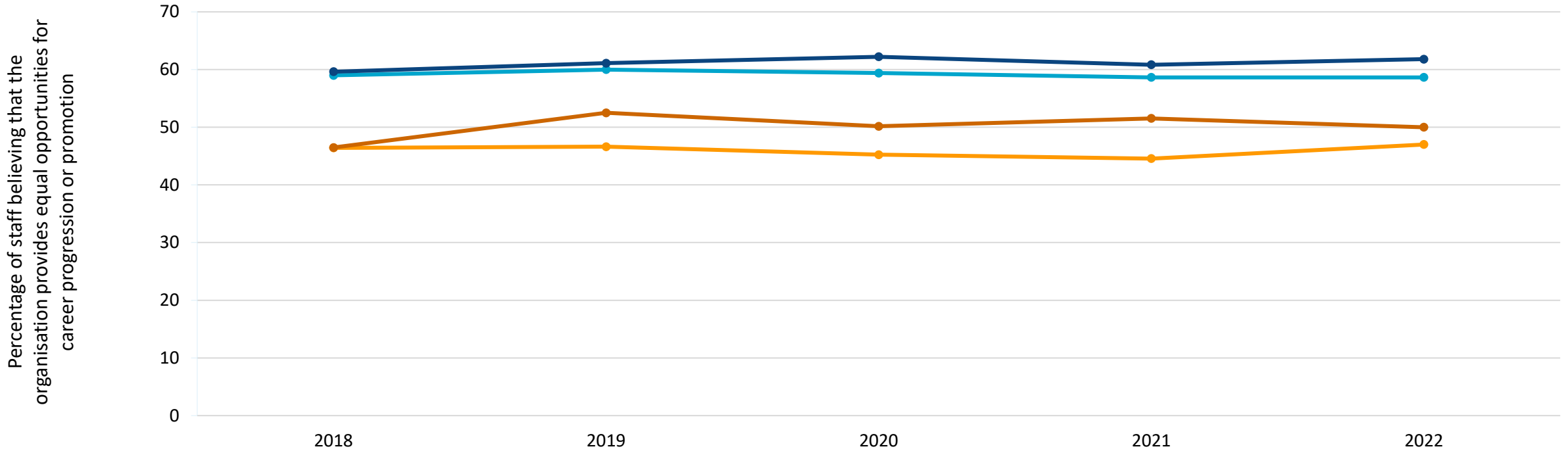
*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

Workforce Race Equality Standard (WRES)

Survey Coordination Centre NHS

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



	2018	2019	2020	2021	2022
White staff: Your org	59.6%	61.1%	62.2%	60.8%	61.8%
All other ethnic groups*: Your org	46.5%	52.5%	50.2%	51.5%	50.0%
White staff: Average	59.0%	60.0%	59.4%	58.6%	58.6%
All other ethnic groups*: Average	46.4%	46.6%	45.2%	44.6%	47.0%
White staff: Responses	2229	2105	2228	2221	2193
All other ethnic groups*: Responses	327	280	307	359	412

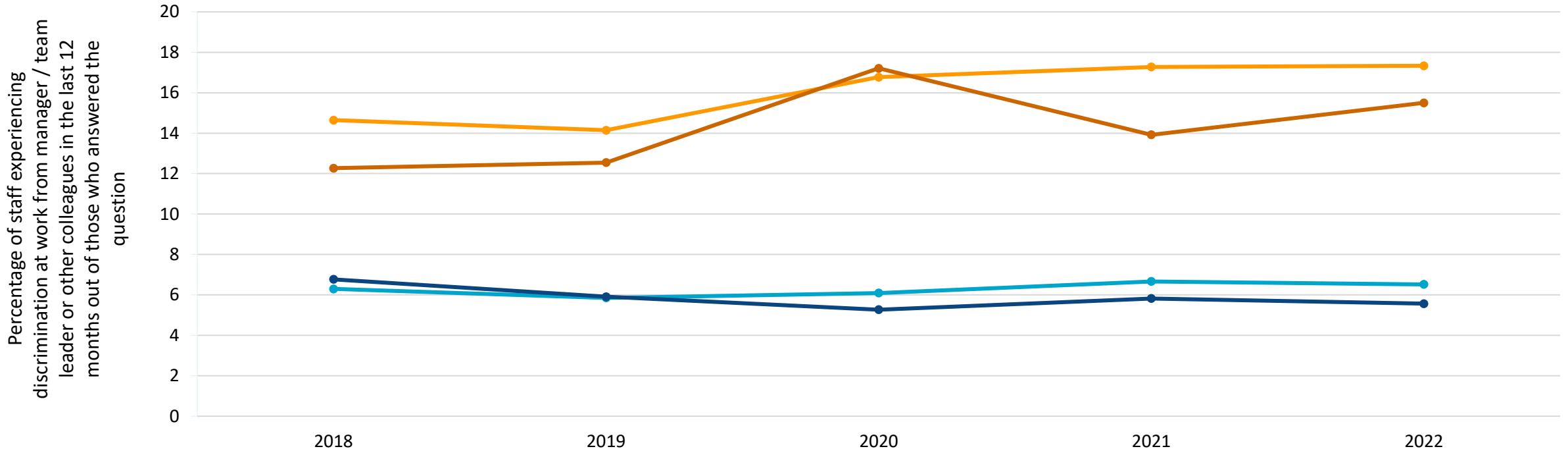
*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

Workforce Race Equality Standard (WRES)

Survey Coordination Centre NHS

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



	2018	2019	2020	2021	2022
White staff: Your org	6.8%	5.9%	5.3%	5.8%	5.6%
All other ethnic groups*: Your org	12.3%	12.5%	17.2%	13.9%	15.5%
White staff: Average	6.3%	5.9%	6.1%	6.7%	6.5%
All other ethnic groups*: Average	14.6%	14.1%	16.8%	17.3%	17.3%
White staff: Responses	2244	2098	2239	2233	2210
All other ethnic groups*: Responses	326	279	308	352	413

*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

Survey Coordination Centre

NHS

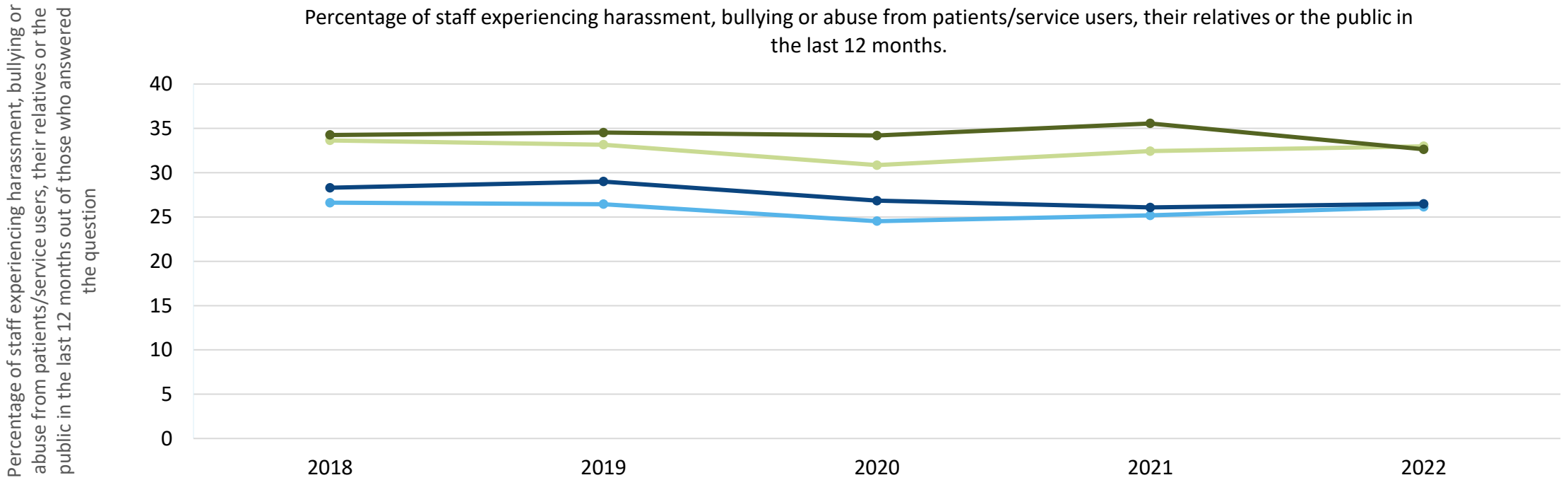
Workforce Disability Equality Standards (WDES)

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.

Workforce Disability Equality Standards

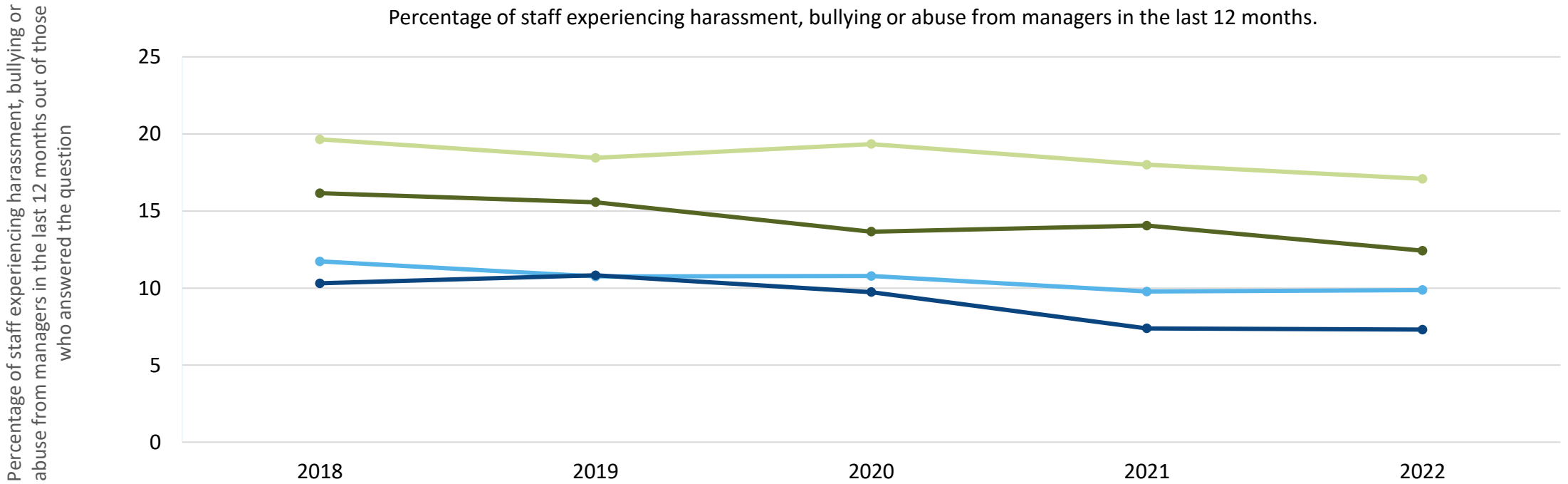
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	34.3%	34.5%	34.2%	35.6%	32.6%
Staff without a LTC or illness: Your org	28.3%	29.0%	26.8%	26.1%	26.5%
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	432	504	576	627	677
Staff without a LTC or illness: Responses	2106	1921	1933	1910	1956

Workforce Disability Equality Standards

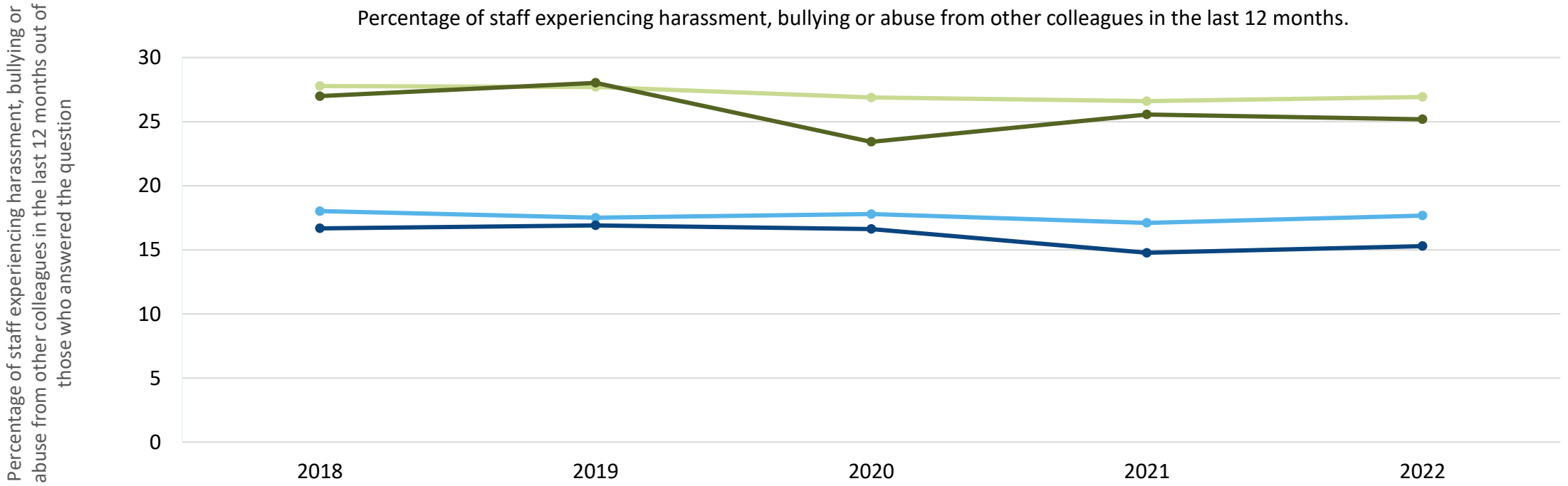
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	16.2%	15.6%	13.7%	14.1%	12.4%
Staff without a LTC or illness: Your org	10.3%	10.8%	9.7%	7.4%	7.3%
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	427	501	571	619	668
Staff without a LTC or illness: Responses	2076	1912	1931	1895	1945

Workforce Disability Equality Standards

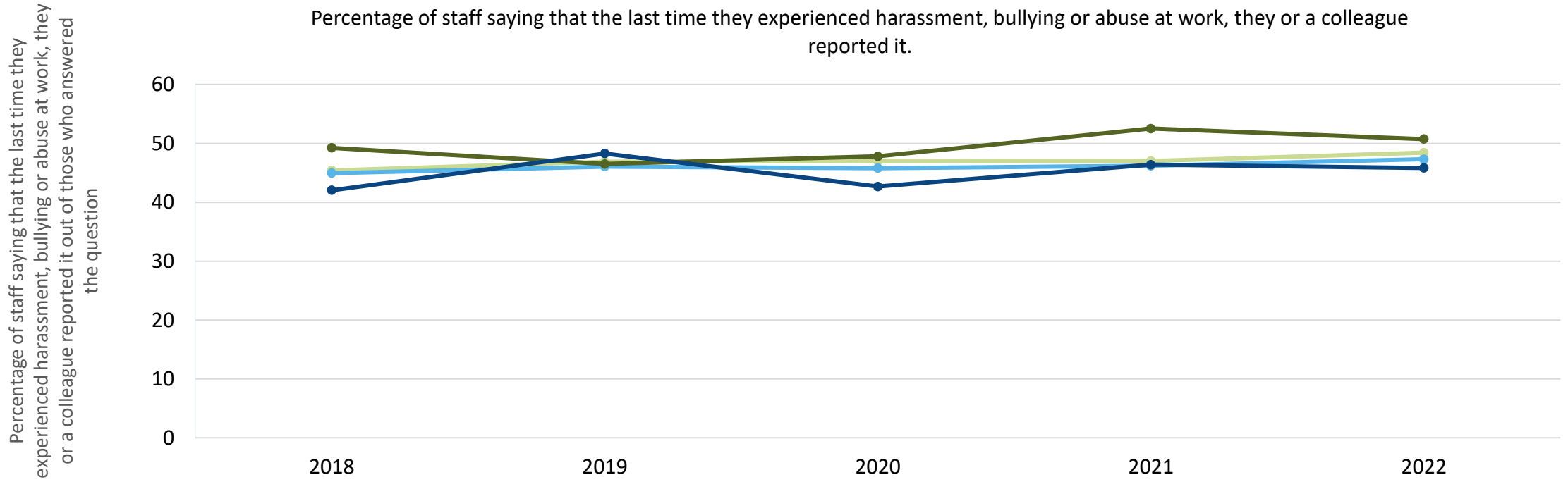
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	27.0%	28.0%	23.4%	25.6%	25.2%
Staff without a LTC or illness: Your org	16.7%	16.9%	16.6%	14.8%	15.3%
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	426	503	572	626	667
Staff without a LTC or illness: Responses	2074	1910	1925	1882	1936

Workforce Disability Equality Standards

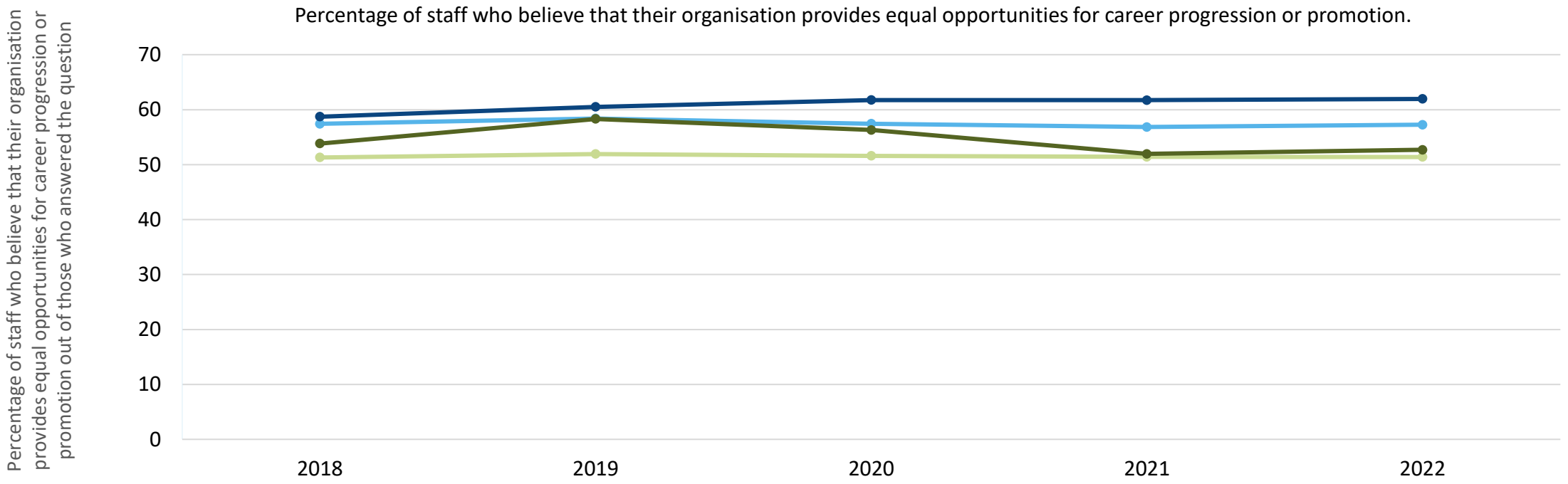
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	49.3%	46.5%	47.8%	52.5%	50.7%
Staff without a LTC or illness: Your org	42.1%	48.3%	42.7%	46.4%	45.8%
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	201	258	251	278	270
Staff without a LTC or illness: Responses	692	673	614	595	589

Workforce Disability Equality Standards

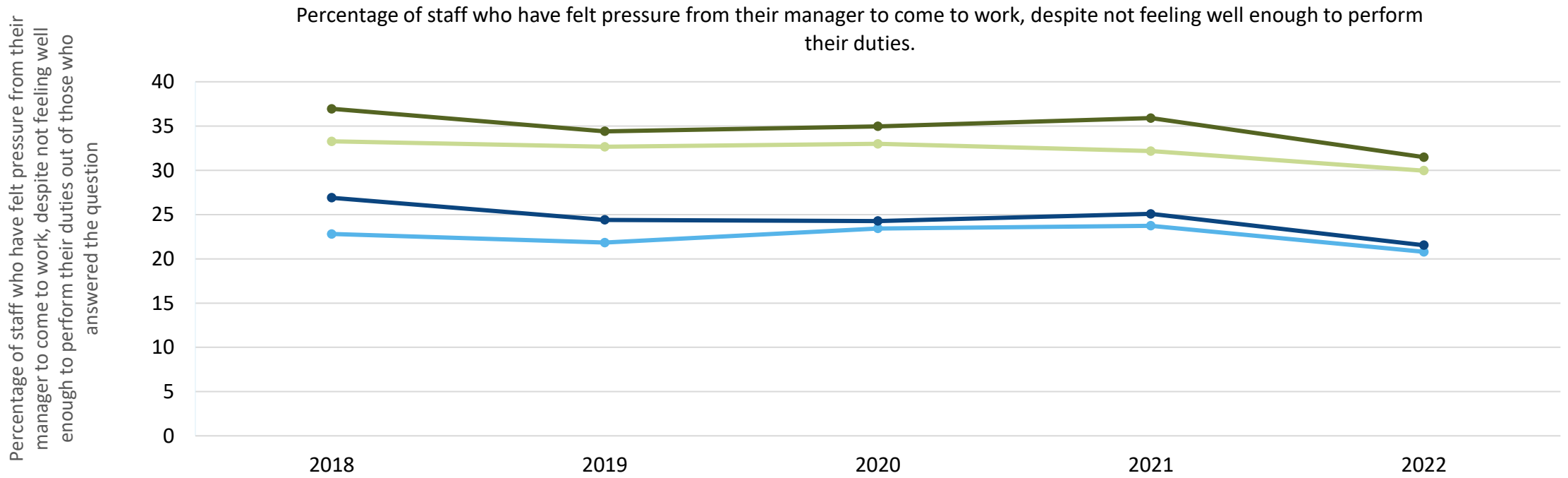
Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	53.8%	58.3%	56.3%	52.0%	52.7%
Staff without a LTC or illness: Your org	58.7%	60.5%	61.8%	61.7%	62.0%
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	429	499	586	639	668
Staff without a LTC or illness: Responses	2089	1920	1998	1960	1938

Workforce Disability Equality Standards

Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	37.0%	34.4%	35.0%	35.9%	31.5%
Staff without a LTC or illness: Your org	26.9%	24.4%	24.3%	25.1%	21.5%
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	341	401	386	454	470
Staff without a LTC or illness: Responses	1126	1086	828	965	984

Workforce Disability Equality Standards

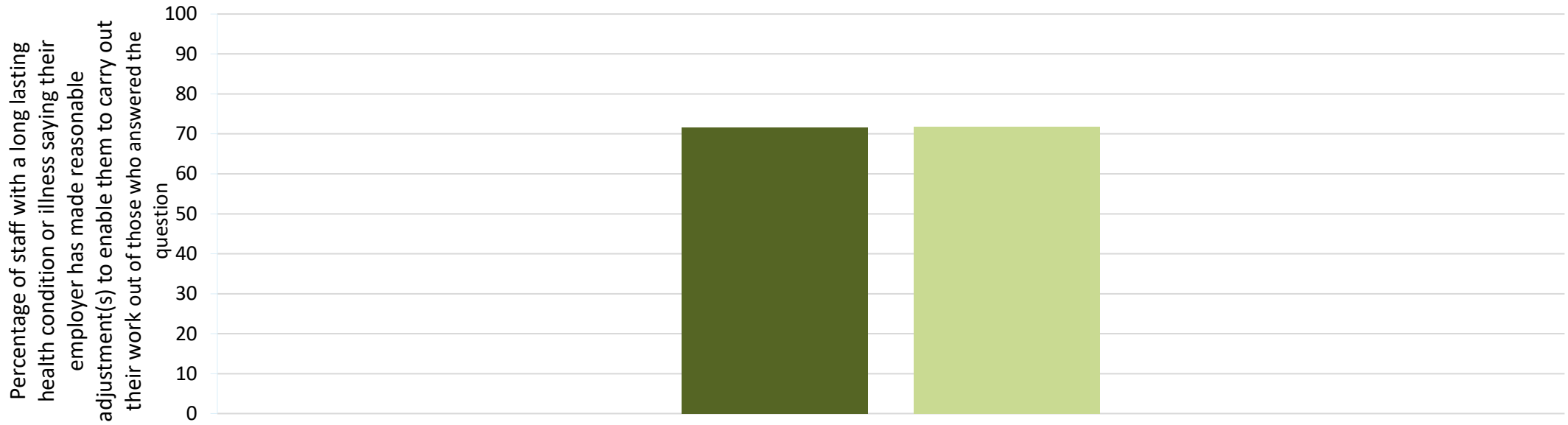
Survey Coordination Centre NHS

	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	35.0%	36.0%	36.5%	30.0%	32.9%
Staff without a LTC or illness: Your org	44.5%	44.2%	47.0%	40.0%	44.4%
Staff with a LTC or illness: Average	36.8%	38.1%	37.4%	32.6%	32.5%
Staff without a LTC or illness: Average	47.9%	49.9%	49.3%	43.3%	43.6%
Staff with a LTC or illness: Responses	431	503	592	644	677
Staff without a LTC or illness: Responses	2105	1926	2010	1970	1960

Workforce Disability Equality Standards

Survey Coordination Centre NHS

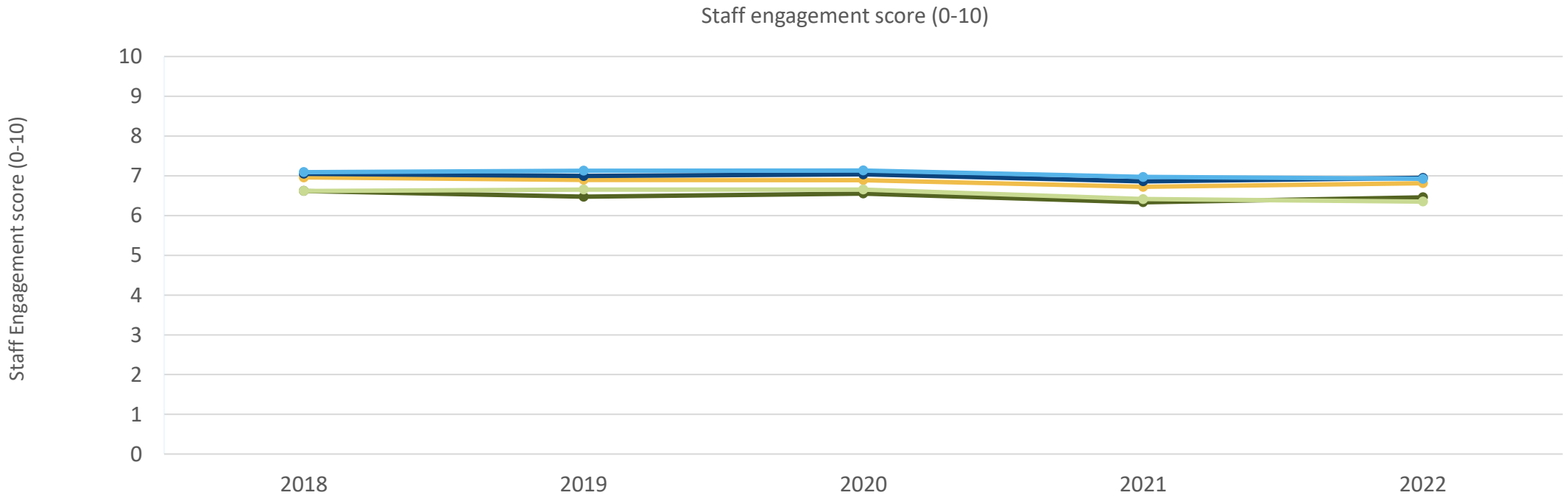
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.



	2022
Staff with a LTC or illness: Your org	71.6%
Staff with a LTC or illness: Average	71.8%
Staff with a LTC or illness: Responses	388

Workforce Disability Equality Standards

Survey Coordination Centre NHS



	2018	2019	2020	2021	2022
Organisation average	7.0	6.9	6.9	6.7	6.8
Staff with a LTC or illness: Your org	6.6	6.5	6.6	6.3	6.5
Staff without a LTC or illness: Your org	7.1	7.0	7.0	6.9	6.9
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	433	506	594	645	678
Staff without a LTC or illness: Responses	2114	1928	2013	1977	1964

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

Survey Coordination Centre

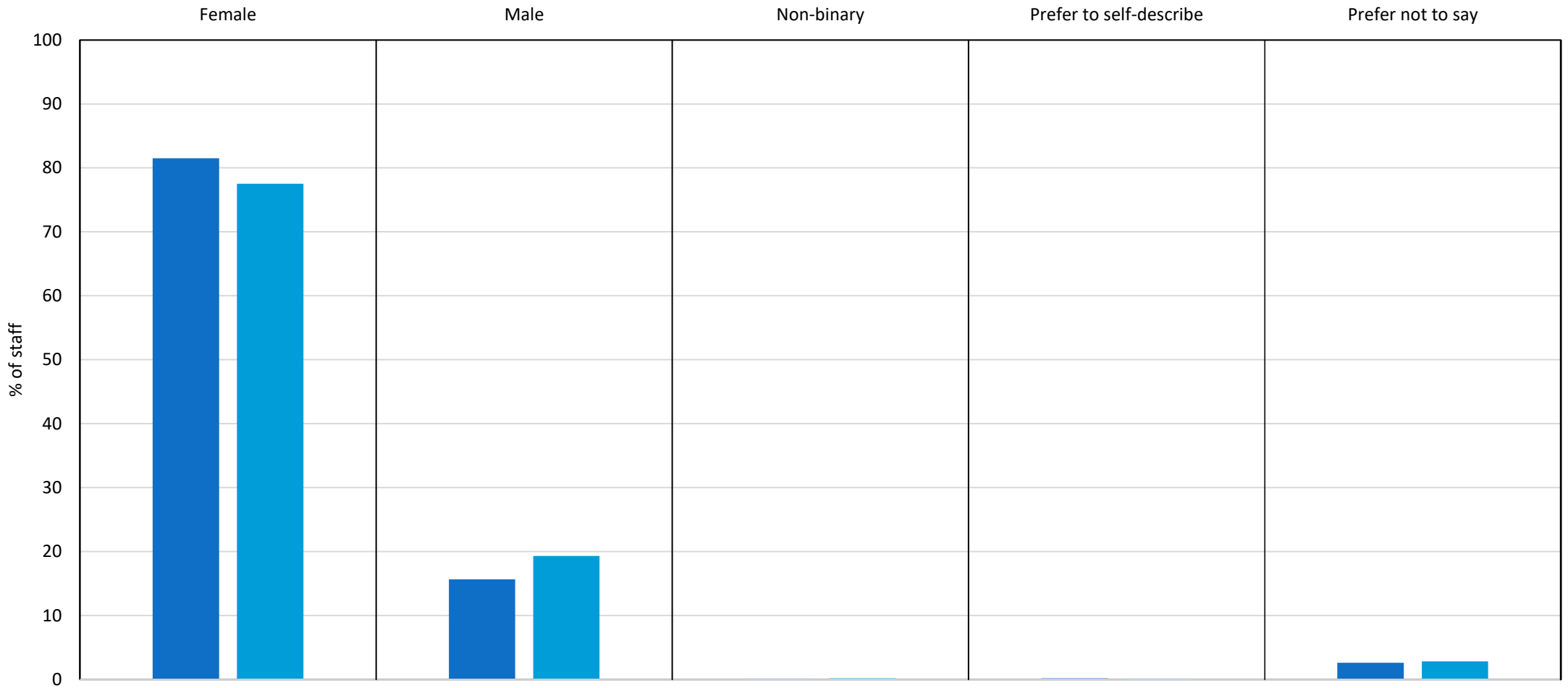
NHS

About your respondents

This section will show demographic information for 2022.

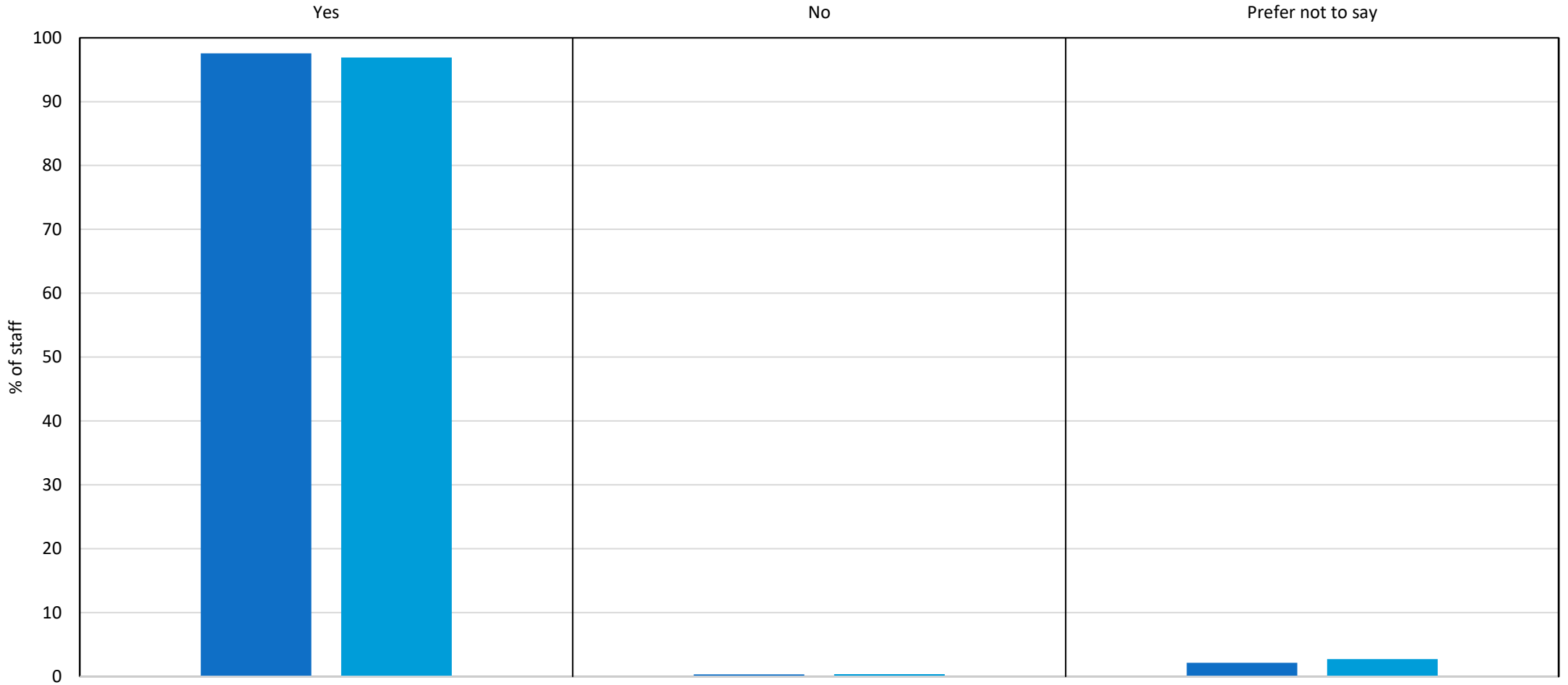
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Background details - Gender



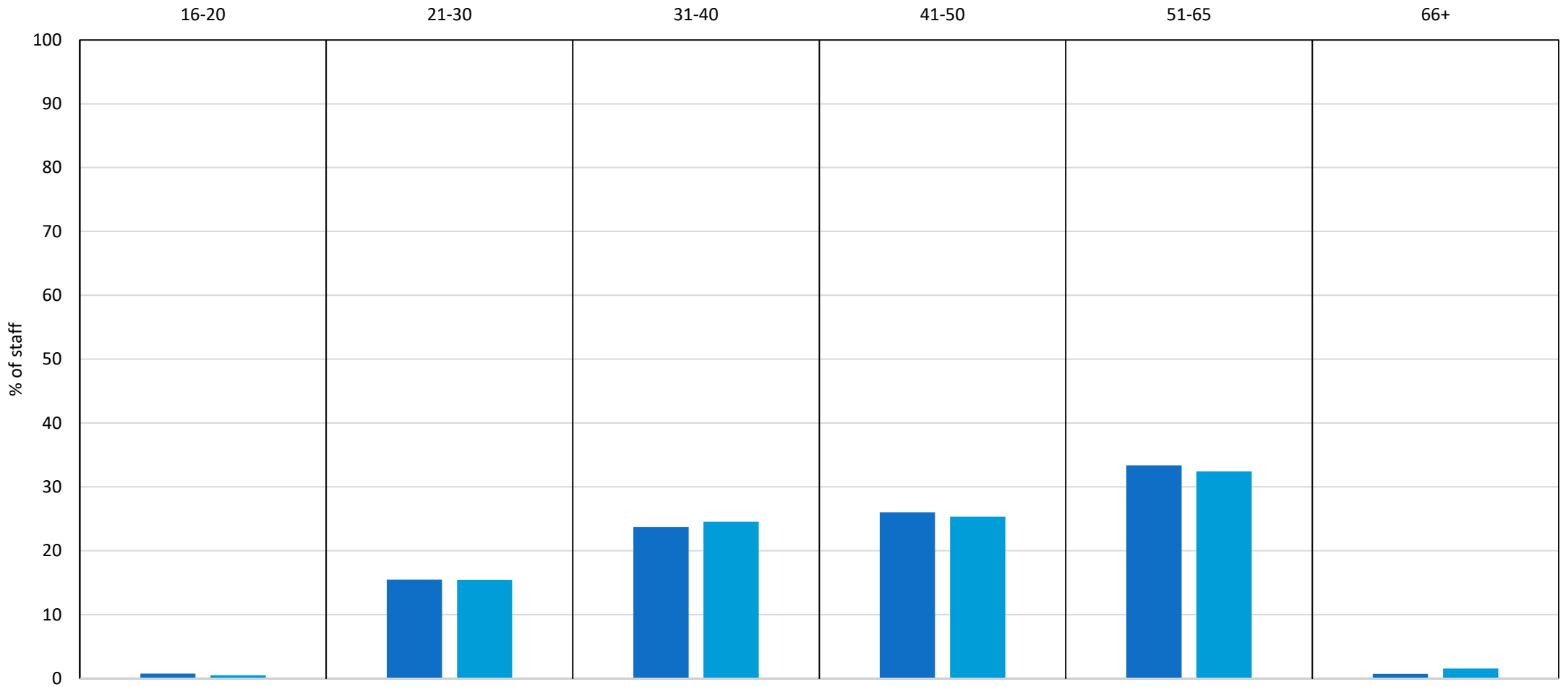
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	81.5%	15.6%	0.1%	0.2%	2.6%
Average	77.5%	19.3%	0.2%	0.1%	2.8%
Responses	2648	2648	2648	2648	2648

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



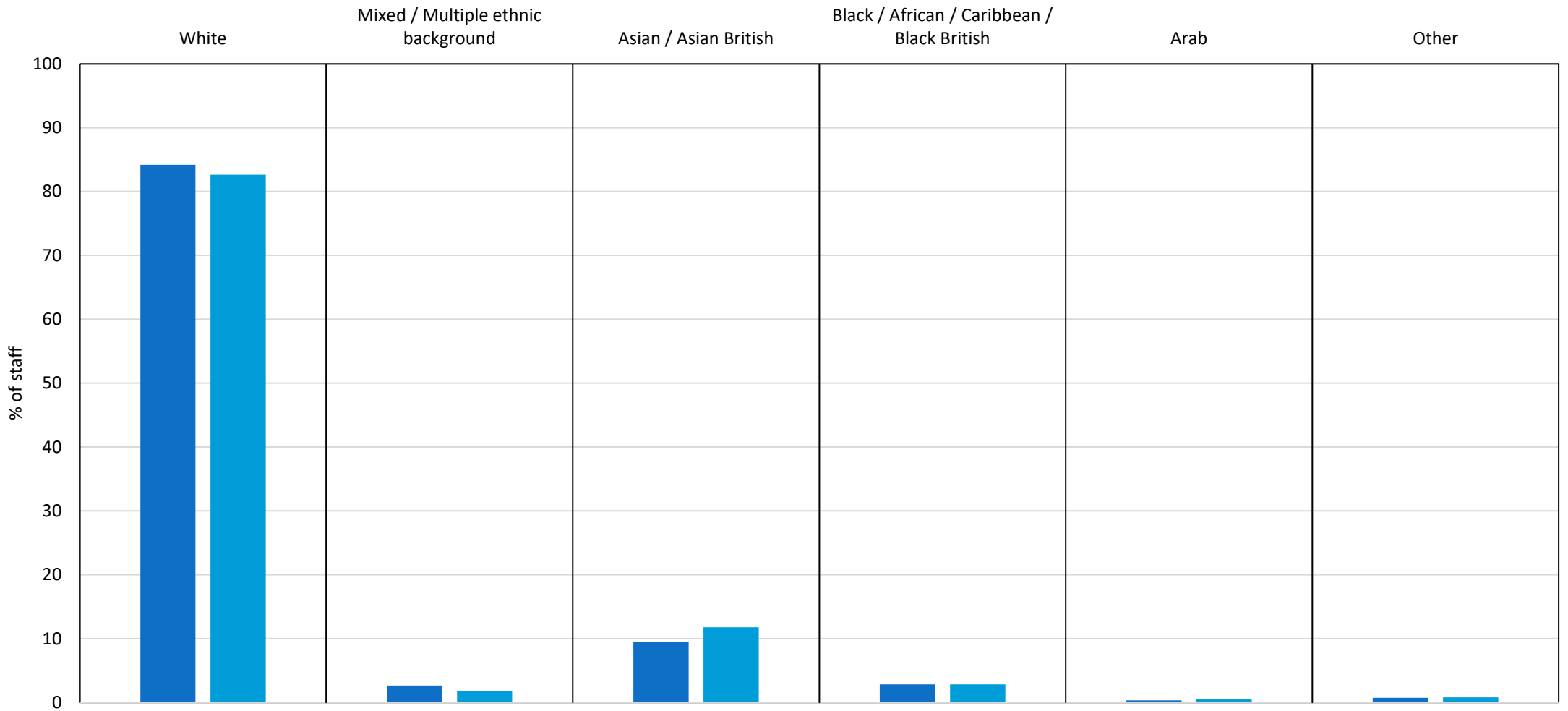
	Yes	No	Prefer not to say
Your org	97.6%	0.3%	2.1%
Average	96.9%	0.4%	2.7%
Responses	2622	2622	2622

Background details - Age



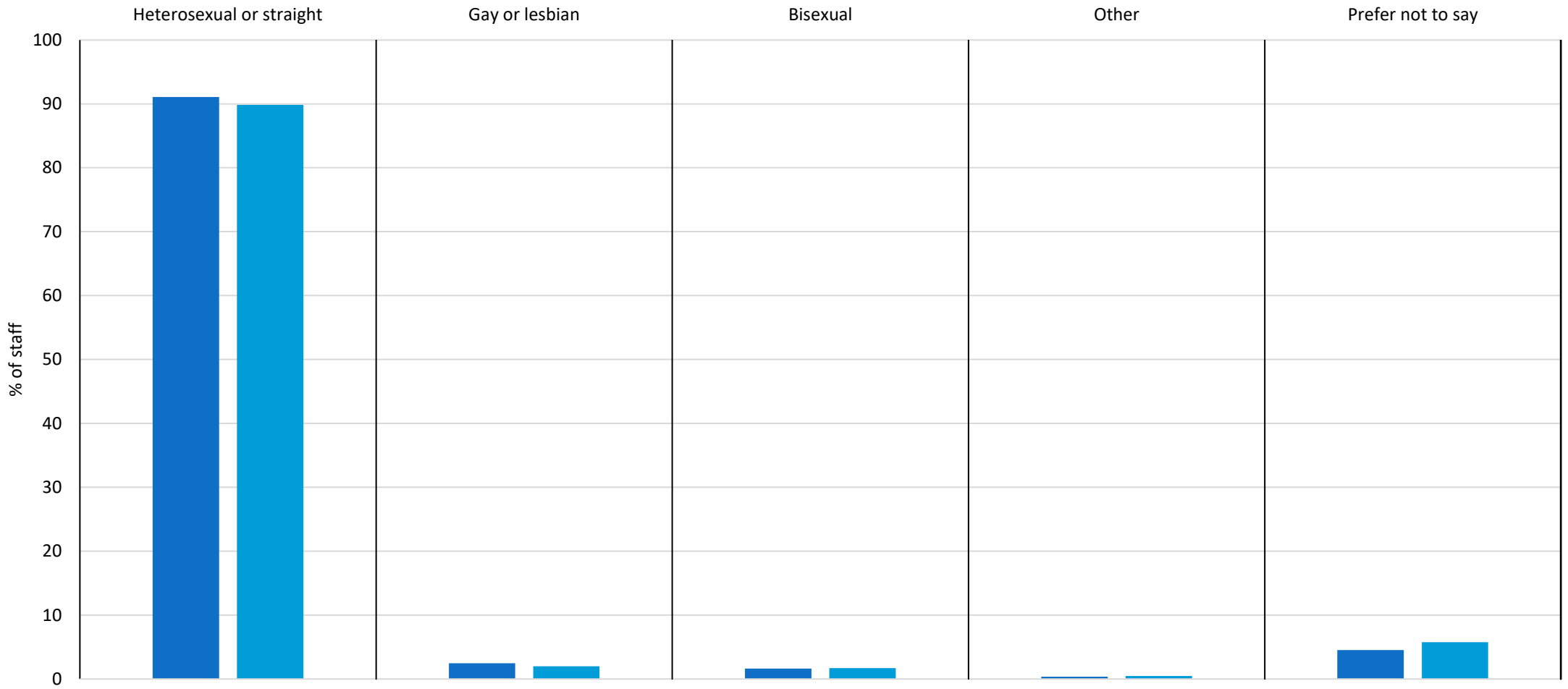
	16-20	21-30	31-40	41-50	51-65	66+
Your org	0.8%	15.5%	23.7%	26.0%	33.4%	0.7%
Average	0.5%	15.4%	24.5%	25.3%	32.4%	1.5%
Responses	2657	2657	2657	2657	2657	2657

Background details - Ethnicity



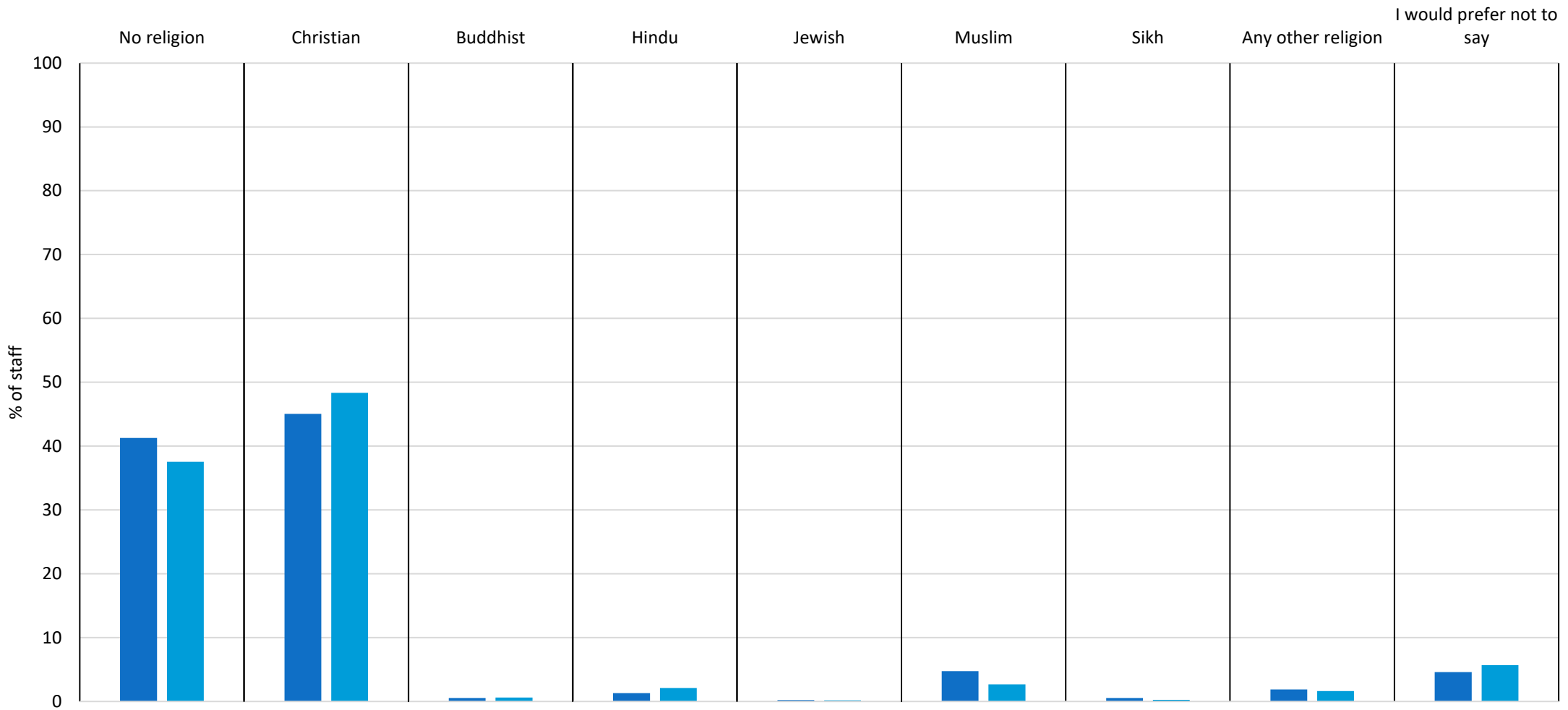
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	84.2%	2.6%	9.4%	2.8%	0.3%	0.7%
Average	82.6%	1.8%	11.8%	2.8%	0.5%	0.8%
Responses	2641	2641	2641	2641	2641	2641

Background details – Sexual orientation



	Heterosexual or straight	Gay or lesbian	Bisexual	Other	Prefer not to say
Your org	91.1%	2.5%	1.6%	0.3%	4.5%
Average	89.8%	2.0%	1.7%	0.5%	5.7%
Responses	2641	2641	2641	2641	2641

Background details - Religion



	No religion	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Any other religion	I would prefer not to say
Your org	41.3%	45.0%	0.5%	1.3%	0.2%	4.7%	0.5%	1.9%	4.6%
Average	37.5%	48.3%	0.6%	2.1%	0.2%	2.7%	0.2%	1.6%	5.7%
Responses	2643	2643	2643	2643	2643	2643	2643	2643	2643

Background details – Long lasting health condition or illness

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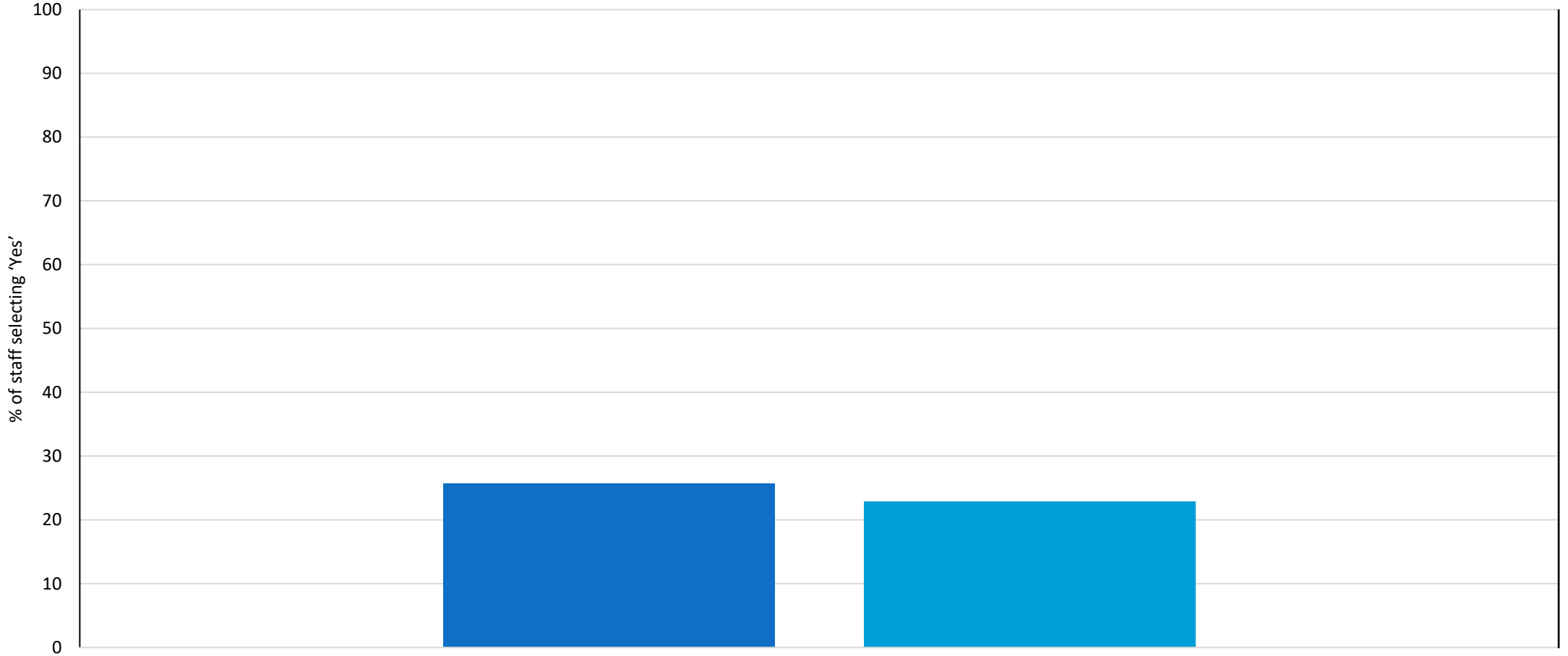
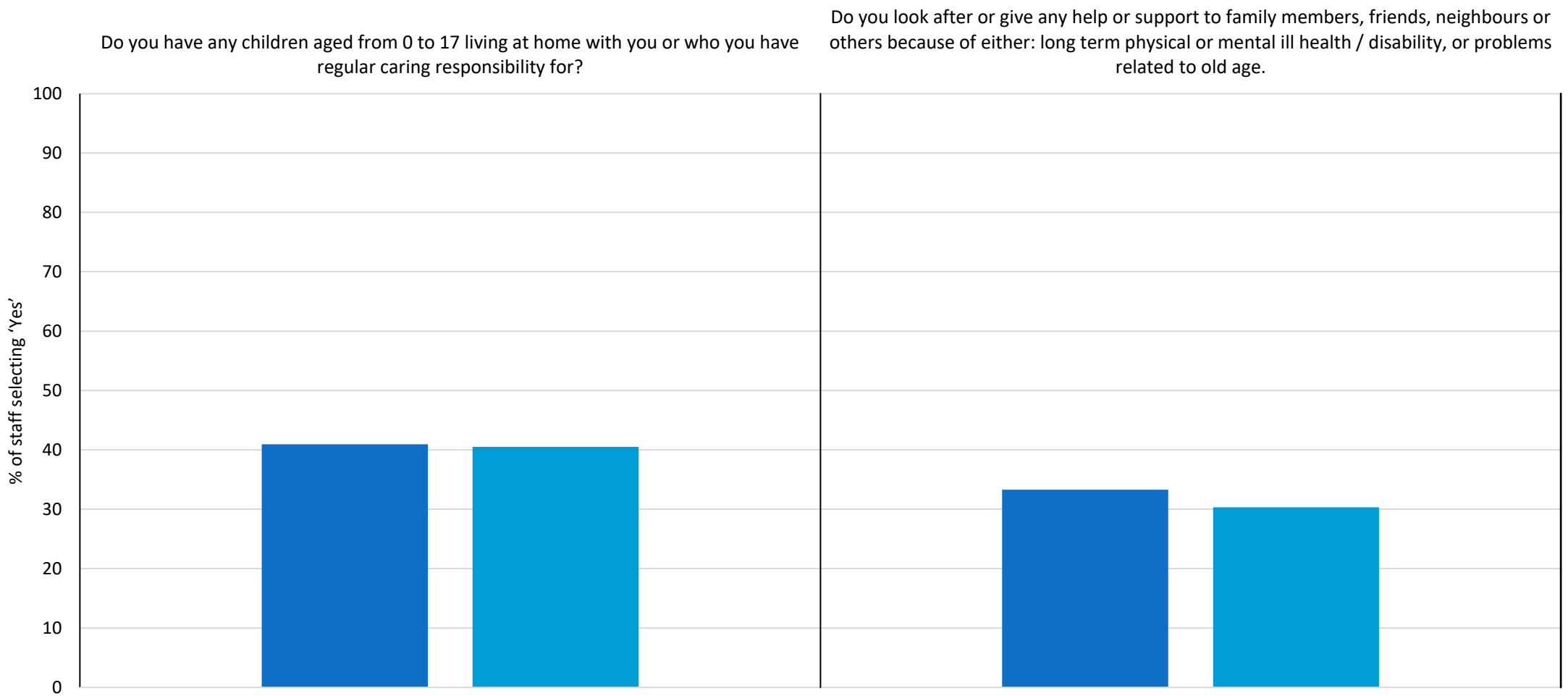
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



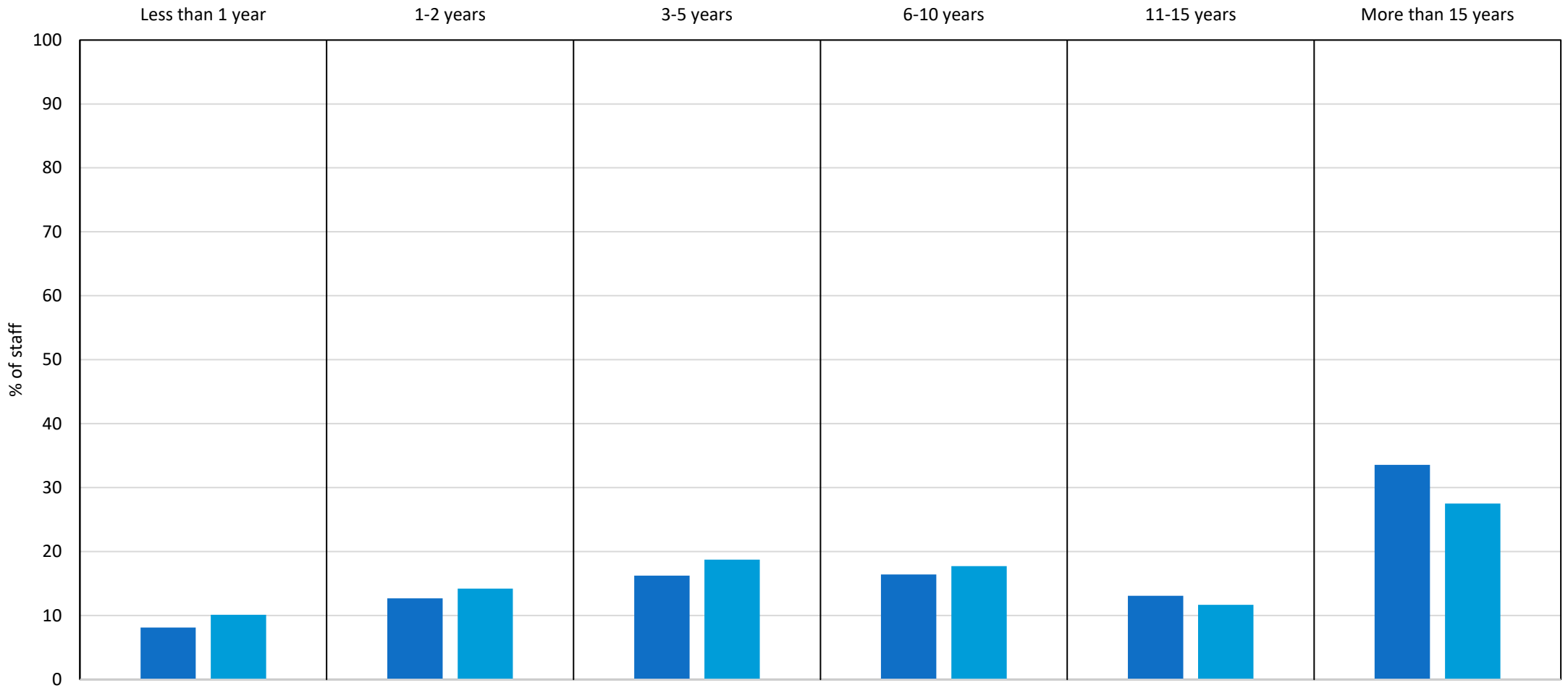
Your org	25.7%
Average	22.9%
Responses	2642

Background details – Parental / caring responsibilities



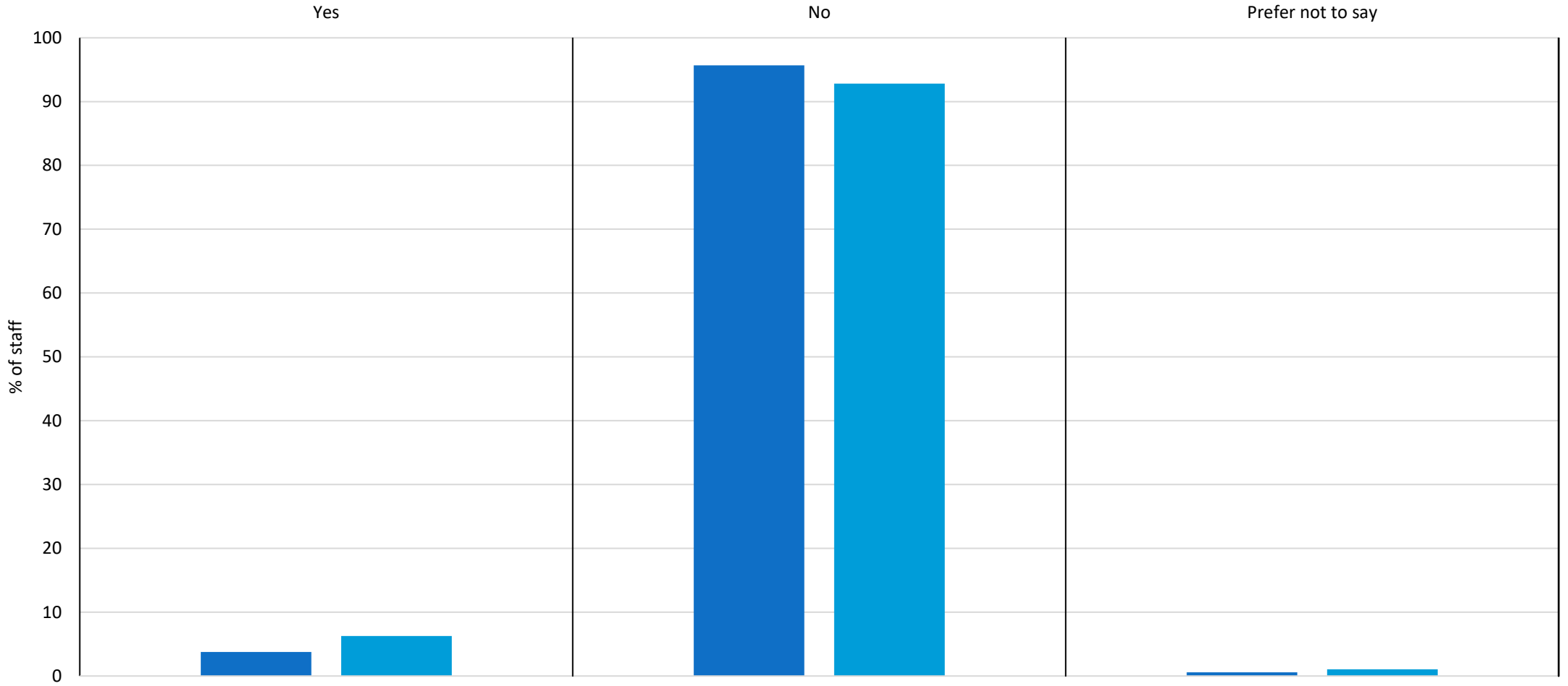
Your org	40.9%	33.3%
Average	40.5%	30.3%
Responses	2645	2640

Background details – Length of service



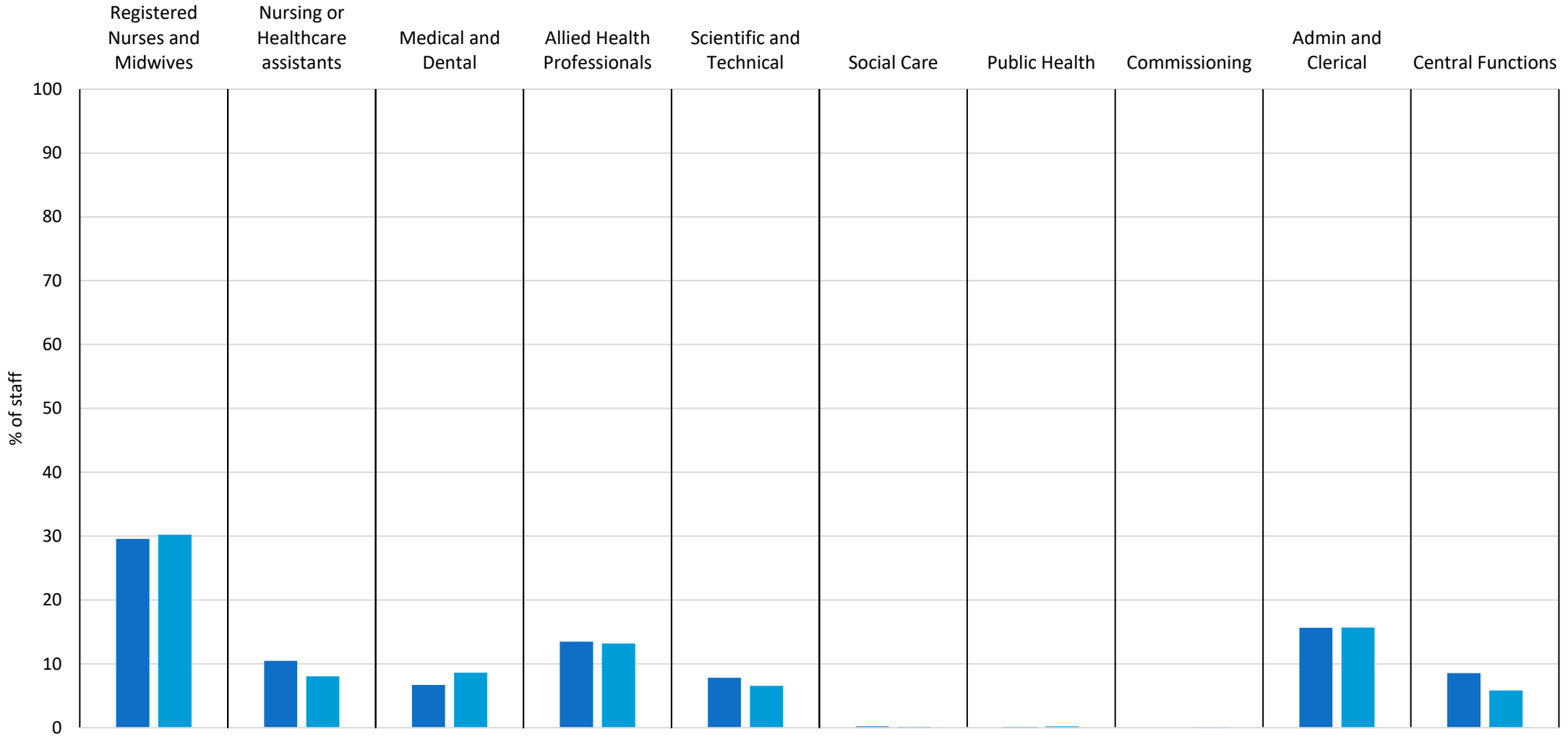
	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	More than 15 years
Your org	8.1%	12.7%	16.2%	16.4%	13.1%	33.5%
Average	10.1%	14.2%	18.7%	17.7%	11.7%	27.5%
Responses	2654	2654	2654	2654	2654	2654

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



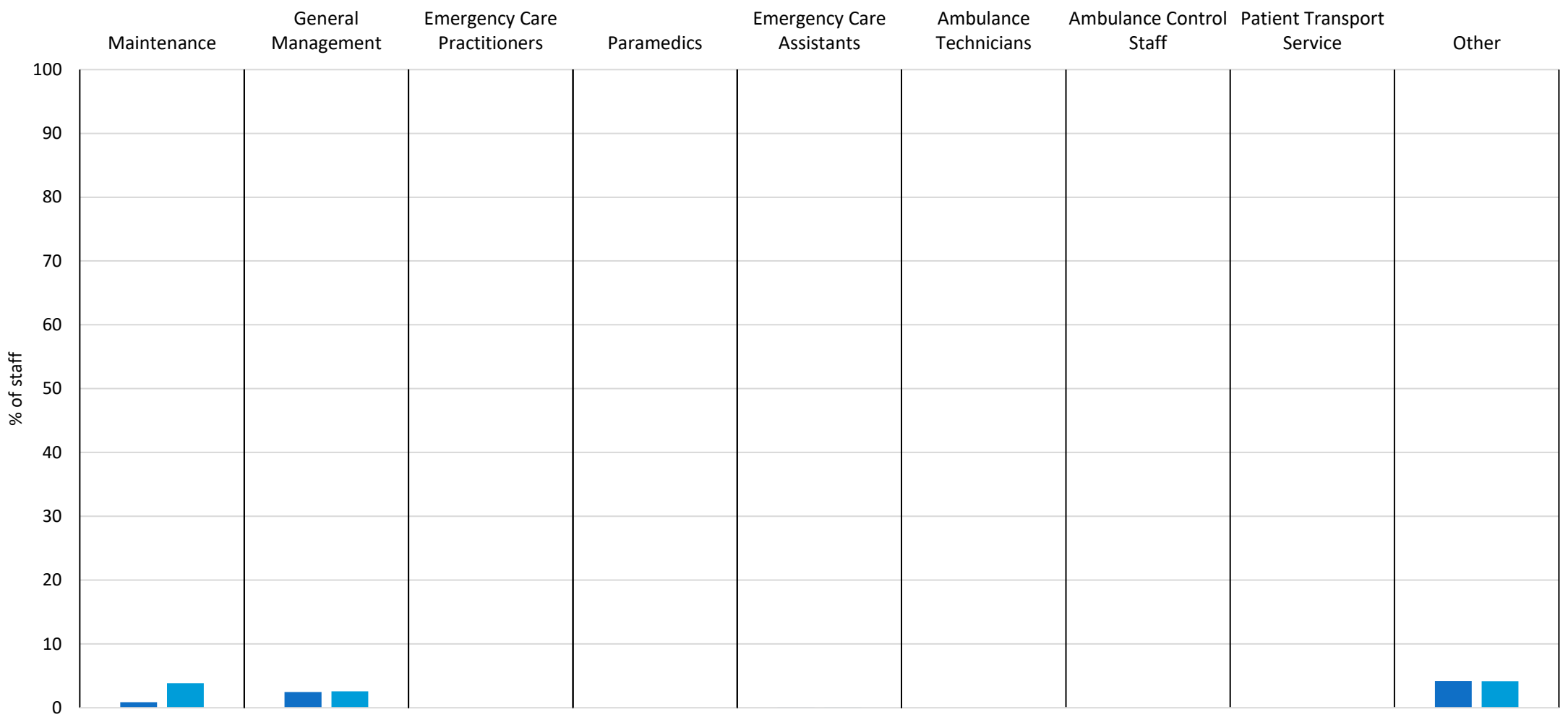
	Yes	No	Prefer not to say
Your org	3.8%	95.7%	0.6%
Average	6.2%	92.8%	1.0%
Responses	2632	2632	2632

Background details – Occupational group



	Registered Nurses and Midwives	Nursing or Healthcare assistants	Medical and Dental	Allied Health Professionals	Scientific and Technical	Social Care	Public Health	Commissioning	Admin and Clerical	Central Functions
Your org	29.6%	10.5%	6.7%	13.5%	7.8%	0.2%	0.1%	0.0%	15.7%	8.5%
Average	30.2%	8.0%	8.6%	13.2%	6.5%	0.1%	0.2%	0.1%	15.7%	5.8%
Responses	2626	2626	2626	2626	2626	2626	2626	2626	2626	2626

Background details – Occupational group



	Maintenance	General Management	Emergency Care Practitioners	Paramedics	Emergency Care Assistants	Ambulance Technicians	Ambulance Control Staff	Patient Transport Service	Other
Your org	0.8%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%
Average	3.8%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%
Responses	2626	2626	2626	2626	2626	2626	2626	2626	2626

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Appendices

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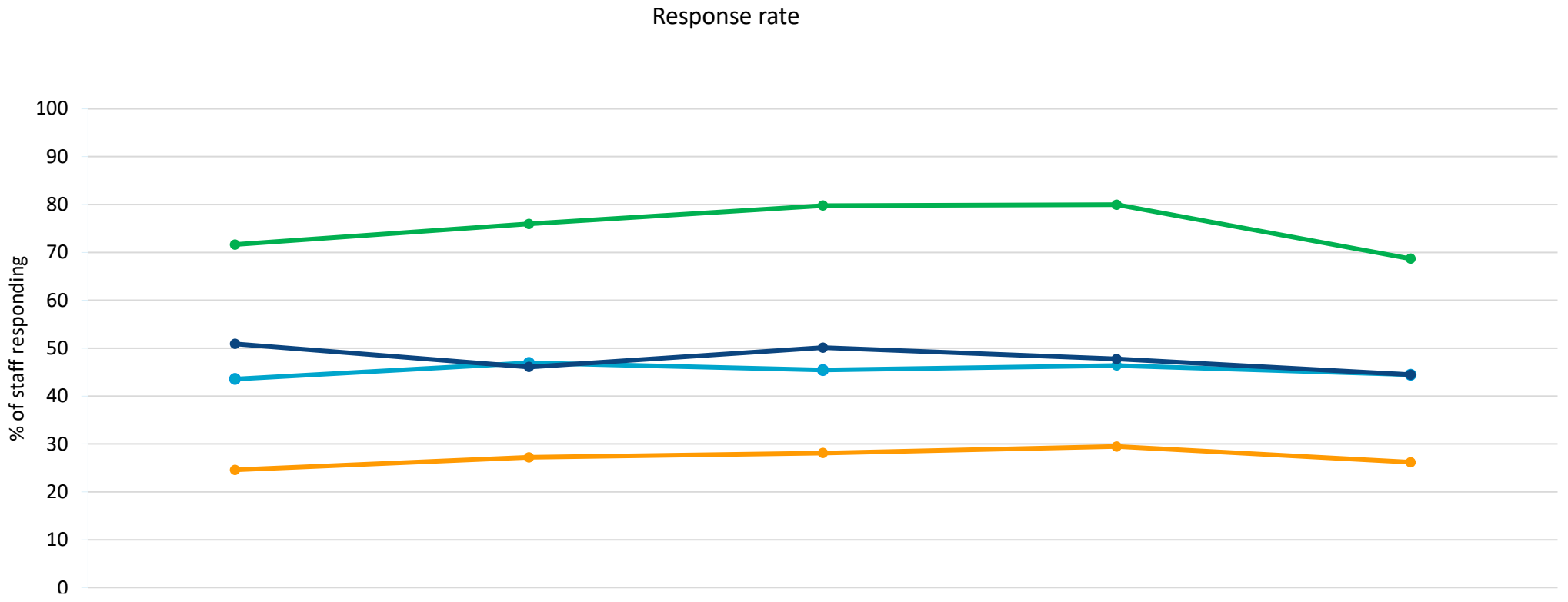
Appendix A: Response rate

Appendix A: Response rate



	2018	2019	2020	2021	2022
Your org	50.9%	46.1%	50.1%	47.7%	44.5%
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	2779	2547	2799	2802	2668

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Appendix B: Significance testing 2021 vs 2022

Appendix B: Significance testing – 2021 vs 2022

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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	2683	7.2	2664	Not significant
We are recognised and rewarded	5.7	2745	5.8	2666	Not significant
We each have a voice that counts	6.7	2642	6.7	2650	Not significant
We are safe and healthy	5.8	2670	5.9	2655	Significantly higher
We are always learning	5.1	2566	5.4	2570	Significantly higher
We work flexibly	5.8	2733	5.9	2656	Not significant
We are a team	6.5	2694	6.6	2663	Not significant
Themes					
Staff Engagement	6.7	2755	6.8	2667	Not significant
Morale	5.6	2741	5.7	2666	Not significant

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

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Appendix C: Tips on using your benchmark report

Appendix C: Data in the benchmark reports

Survey Coordination Centre NHS

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

Survey Coordination Centre NHS

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

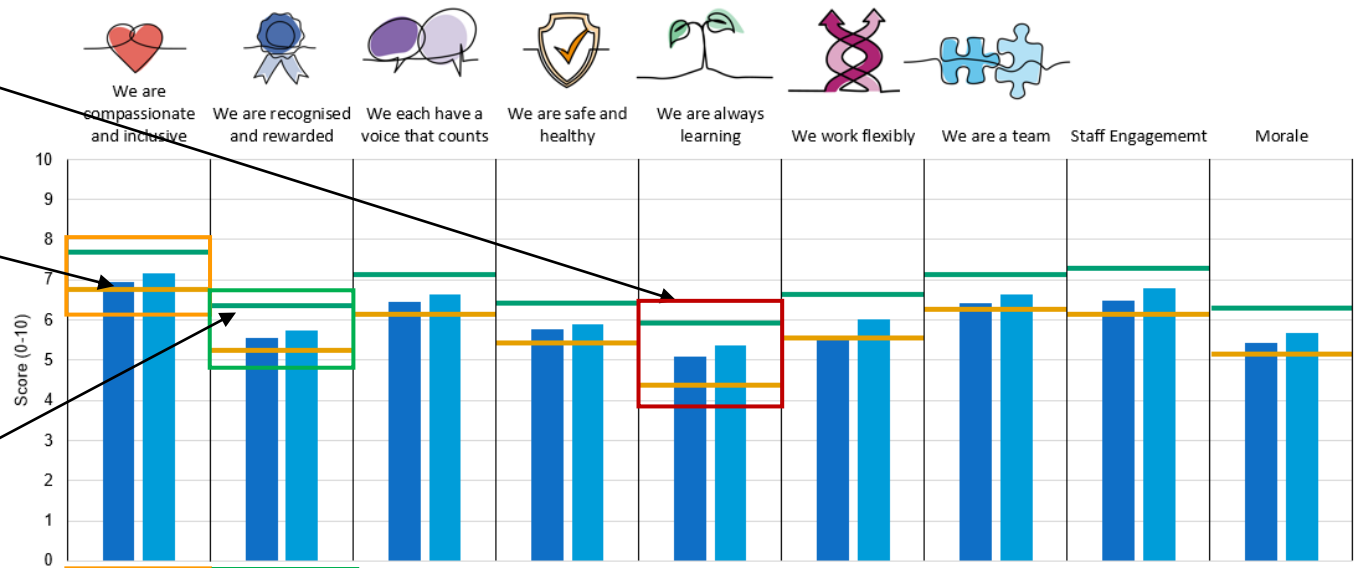
It is important to **consider each result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing People Promise element and theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

Areas to improve

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

Positive outcomes

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



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

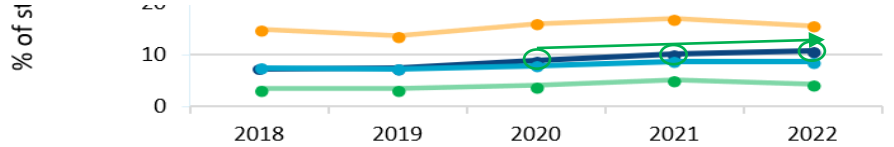
Only one example is highlighted for each point

Appendix C: 2. Reviewing results in more detail

Survey Coordination Centre NHS

Review trend data

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



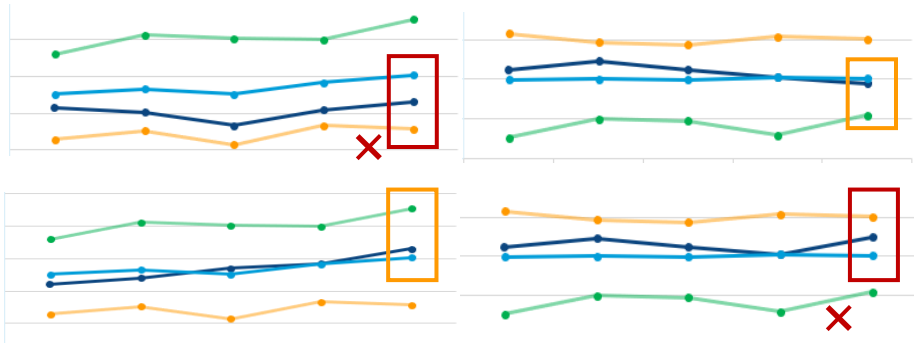
	2018	2019	2020	2021	2022
Your org	7.3%	7.4%	8.9%	10.2%	10.8%
Best	3.4%	3.4%	4.0%	5.1%	4.2%
Average	7.5%	7.3%	7.9%	8.8%	8.7%
Worst	14.9%	13.8%	16.1%	17.2%	15.7%

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

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

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

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



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

Appendix C: 3. Reviewing question results

Survey Coordination Centre NHS

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.

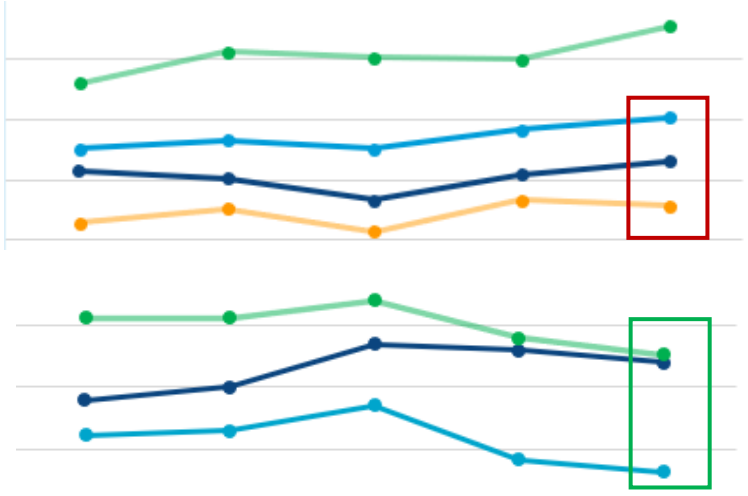
Identifying questions of interest

- **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.

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NHS

Appendix D: Additional reporting outputs

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

Appendix D: Additional reporting outputs

Survey Coordination Centre NHS

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 Calderdale and Huddersfield NHS Foundation Trust.

National results

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

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

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