

Dorset Healthcare University NHS Foundation Trust

NHS Staff Survey Benchmark report 2023



Introduction	3
--------------	---

Organisation details	8
----------------------	---

People Promise element, theme and sub-score results	10
---	----

Overview	11
----------	----

Sub-score overview	13
--------------------	----

Trends	17
--------	----

We are compassionate and inclusive	18
------------------------------------	----

We are recognised and rewarded	21
--------------------------------	----

We each have a voice that counts	22
----------------------------------	----

We are safe and healthy	24
-------------------------	----

We are always learning	26
------------------------	----

We work flexibly	28
------------------	----

We are a team	30
---------------	----

Staff Engagement	32
------------------	----

Morale	34
--------	----

People Promise element, theme and sub-score results – detailed information	36
--	----

We are compassionate and inclusive	36
------------------------------------	----

We are recognised and rewarded	45
--------------------------------	----

We each have a voice that counts	48
----------------------------------	----

We are safe and healthy	54
-------------------------	----

We are always learning	66
------------------------	----

We work flexibly	71
------------------	----

We are a team	74
---------------	----

Staff Engagement	80
------------------	----

Morale	84
--------	----

Questions not linked to the People Promise elements or themes	90
---	----

Workforce Equality Standards	103
------------------------------	-----

Workforce Race Equality Standards (WRES)	106
--	-----

Workforce Disability Equality Standards (WDES)	113
--	-----

About your respondents	121
------------------------	-----

Appendices	135
------------	-----

A – Response rate	136
-------------------	-----

B – Significance testing (2022 v 2023) People Promise and theme results	138
---	-----

C – Tips on using your benchmark report	140
---	-----

D – Additional reporting outputs	145
----------------------------------	-----

Introduction

About this report

This benchmark report for Dorset Healthcare University NHS Foundation Trust contains results for the 2023 NHS Staff Survey, and historical results back to 2019 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, Q26d, Q27a-c, Q28, Q29, Q30, Q31a, Q32a-b, Q33, Q34a-b and Q35 are not weighted or benchmarked because these questions ask for demographic or factual information.

Please note: 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Full details of how the data are calculated and weighted are included in the Technical Document, available to download from the [Staff Survey website](#).

How results are reported

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



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

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

People Promise elements, themes and sub-scores

People Promise elements	Sub-scores	Questions
We are compassionate and inclusive	Compassionate culture	Q6a, Q25a, Q25b, Q25c, Q25d
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15, Q16a, Q16b, Q21
	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	Q20a, Q20b, Q25e, Q25f
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
	Other questions [Not scored]	Q17a*, Q17b*, Q22* *Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.
We are always learning	Development	Q24a, Q24b, Q24c, Q24d, Q24e
	Appraisals	Q23a*, Q23b, Q23c, Q23d *Q23a 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	Q25a, Q25c, Q25d
Morale	Thinking about leaving	Q26a, Q26b, Q26c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes



Report structure

Introduction

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



Note, where there are fewer than 10 responses for a question this data is not shown to protect the confidentiality of staff and reliability of results.

Note, 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

People Promise elements, themes and sub-scores: Questions

This section provides trend results for **questions**. The questions are presented in sections for each of the People Promise elements and themes. Not all questions reported within the section for a People Promise element or theme feed into the score and sub-scores for that element or theme. The first slide in the section for each People Promise element or theme lists which of the questions that are included in the section feed into the score and sub-scores, and which do not.

Questions not linked to People Promise

Results for the questions that are not related to any People Promise element or theme and do not contribute to the scores and sub-scores 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 2022 vs 2023.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

Key features

Note this is example data

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

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.

Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is a better or worse result.

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

Number of responses for the organisation for the given question.



Q4b How satisfied are you with each of the following aspects of your job?



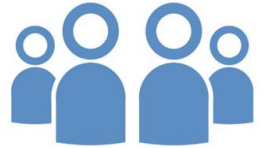
	2019	2020	2021	2022	2023
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	53.5%	57.4%
Average result	47.5%	46.9%	41.0%	41.5%	44.0%
Worst result	29.2%	36.5%	30.6%	29.9%	31.2%
Responses	835	1255	1491	1325	517

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

Organisation details

Dorset Healthcare University NHS Foundation Trust

2023 NHS Staff Survey



Organisation details

Completed questionnaires **3407**

2023 response rate **50%**

Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

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



2023 benchmarking group details

Organisations in group: 51

Median response rate: 52%

No. of completed questionnaires: 127293

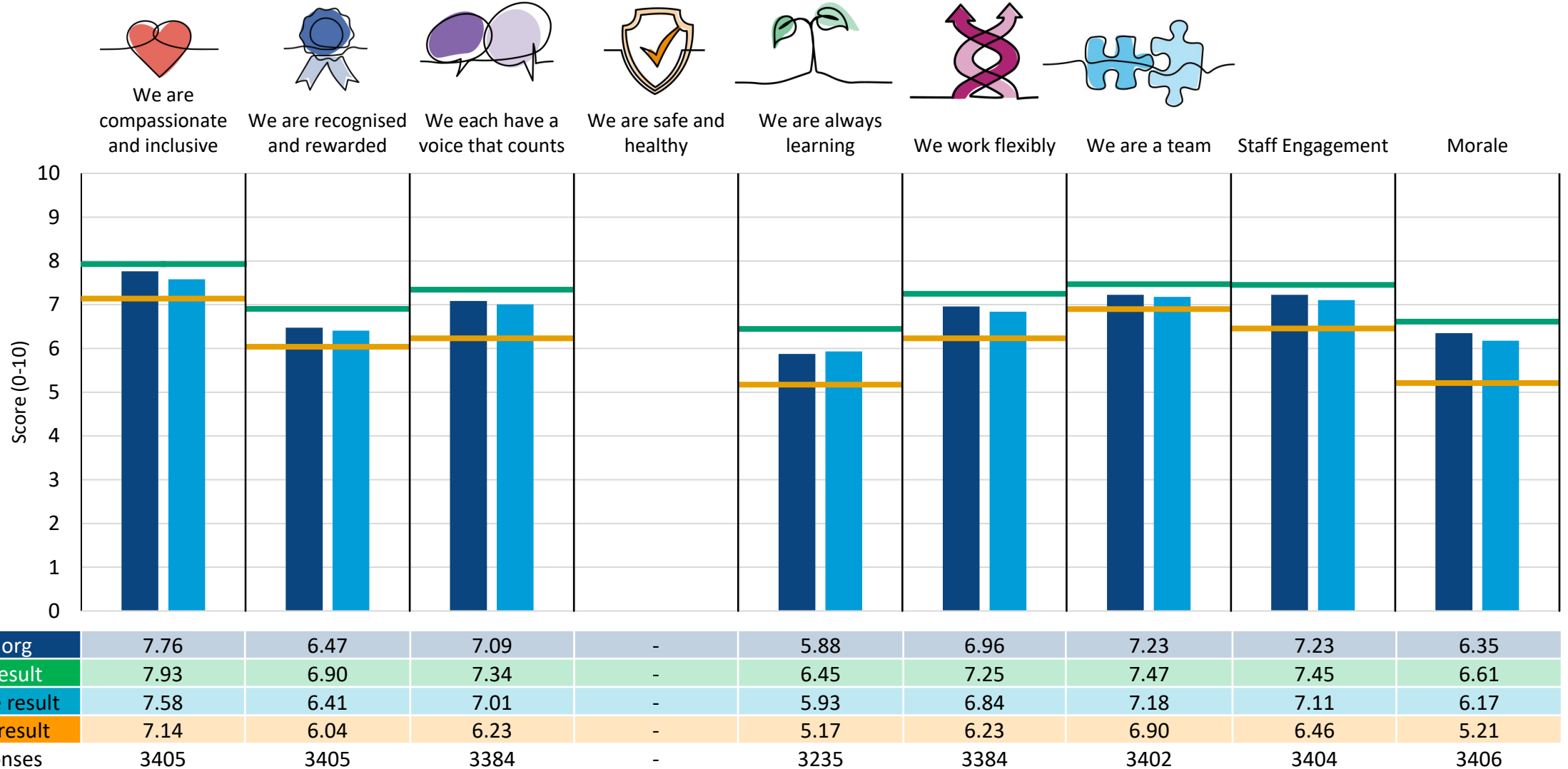


People Promise elements, themes and sub-score results

People Promise elements, themes and sub-scores: Overview

People Promise elements and themes: Overview

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.



Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

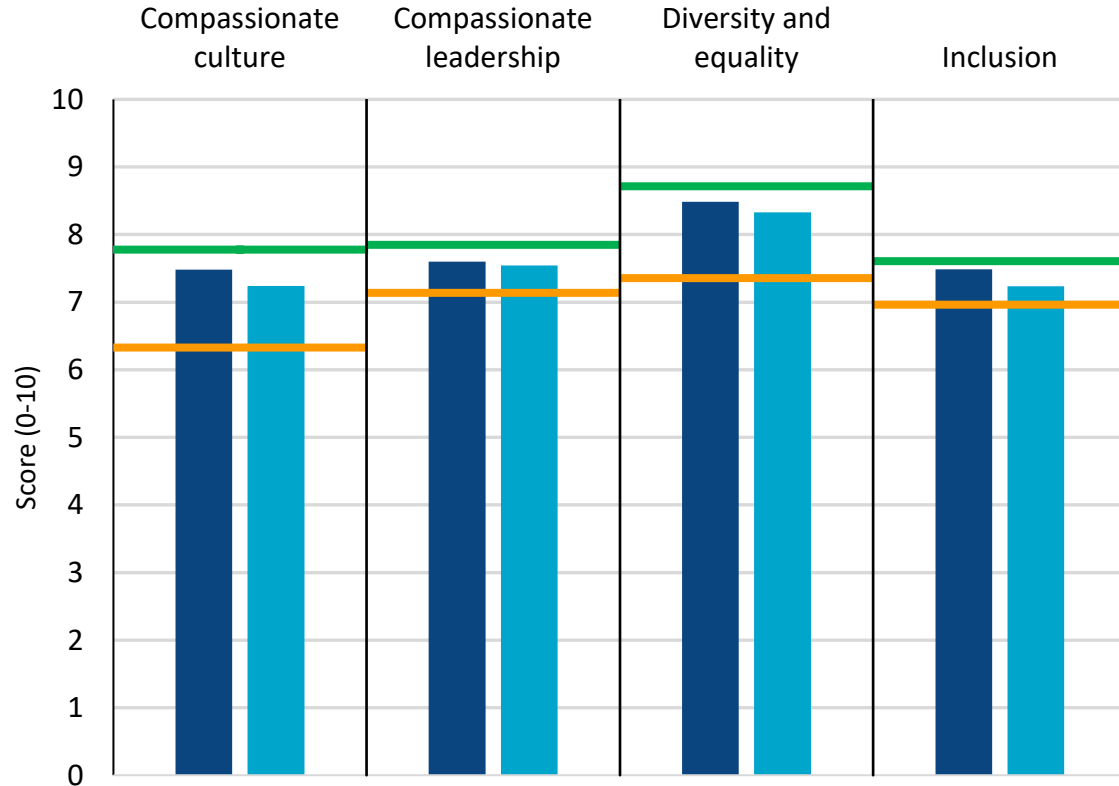


People Promise elements, themes and sub-scores: Sub-score overview

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.



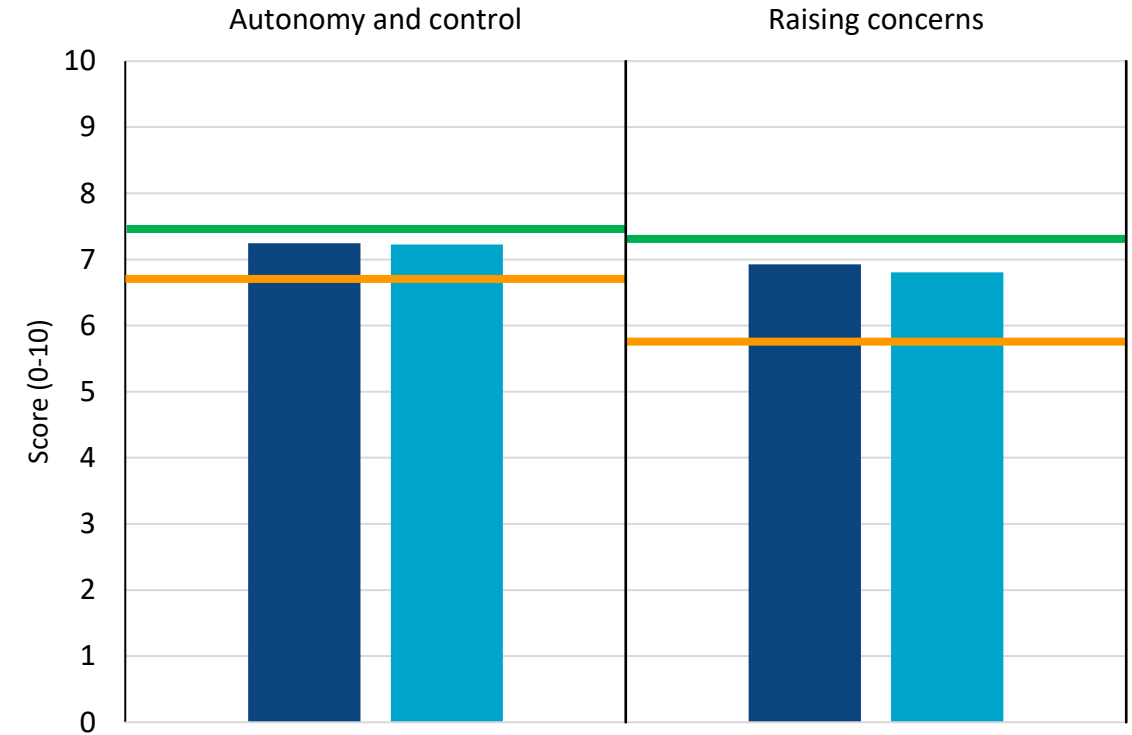
Promise element 1: We are compassionate and inclusive



Your org	7.48	7.60	8.49	7.49
Best result	7.78	7.85	8.72	7.61
Average result	7.24	7.54	8.33	7.23
Worst result	6.33	7.14	7.36	6.96
Responses	3397	3404	3396	3390



Promise element 3: We each have a voice that counts



Your org	7.25	6.92
Best result	7.46	7.31
Average result	7.22	6.80
Worst result	6.70	5.76
Responses	3404	3387

Note. 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 21.

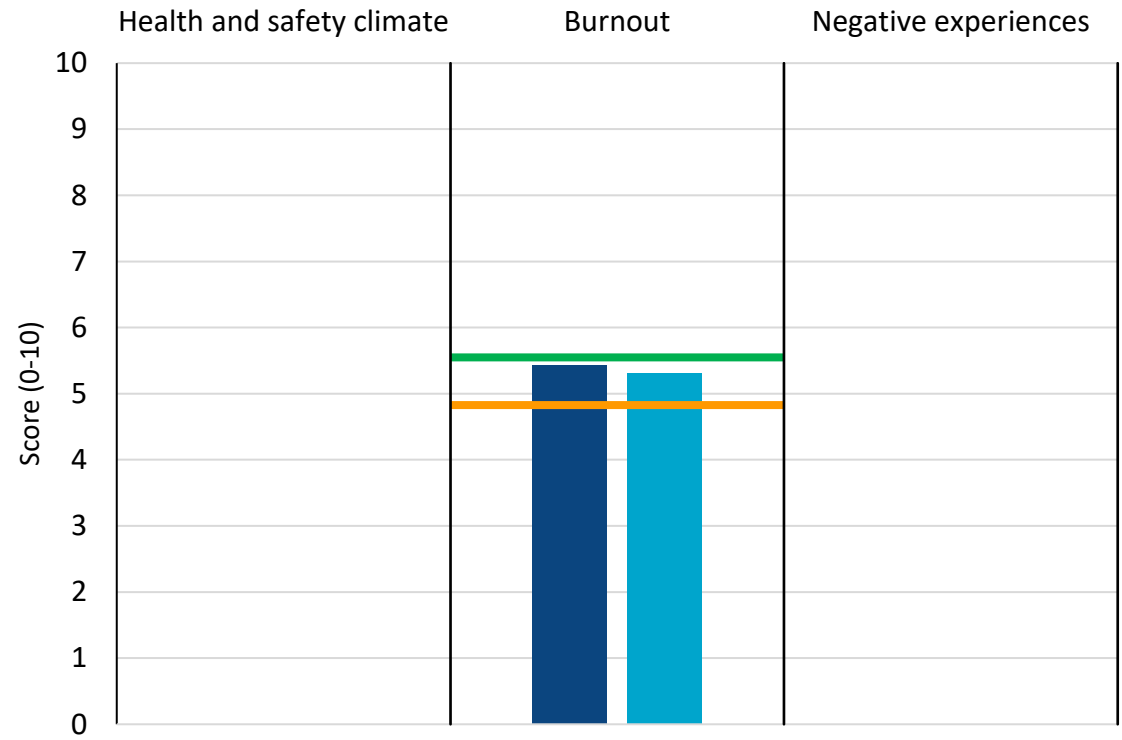


People Promise elements, themes and sub-scores: Sub-score overview

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



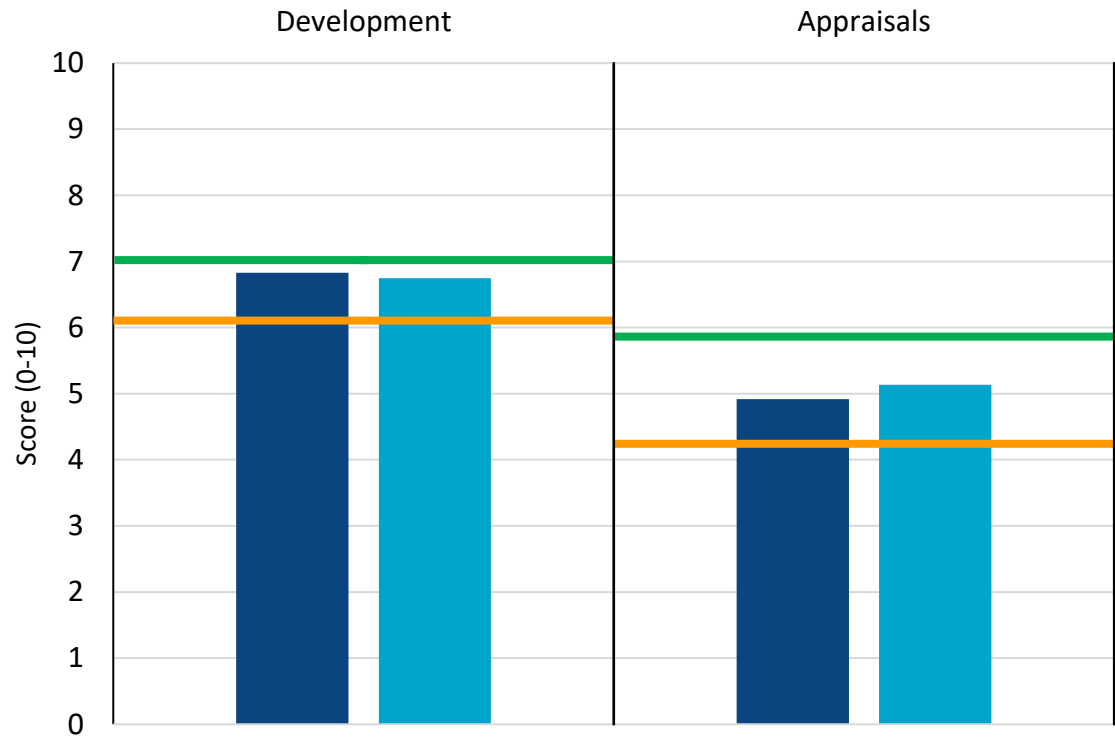
Promise element 4: We are safe and healthy



Your org	-	5.42	-
Best result	-	5.55	-
Average result	-	5.31	-
Worst result	-	4.83	-
Responses	-	3404	-



Promise element 5: We are always learning



Your org	6.83	4.92
Best result	7.02	5.86
Average result	6.74	5.13
Worst result	6.11	4.24
Responses	3399	3237

Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

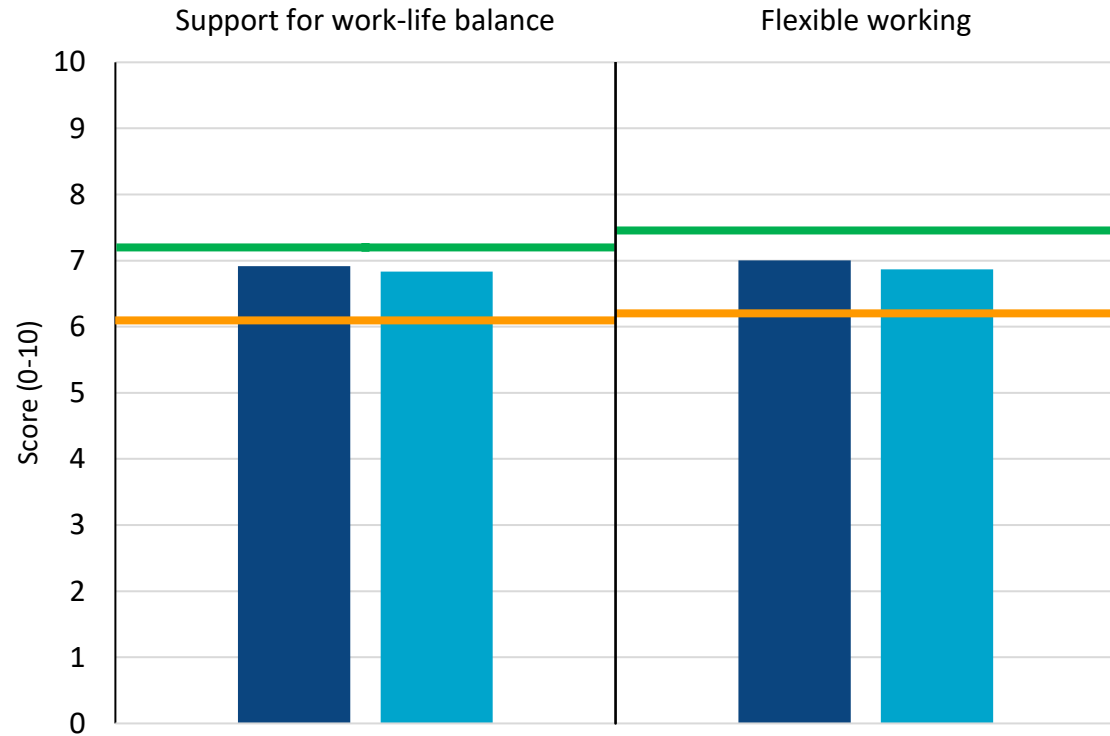


People Promise elements, themes and sub-scores: Sub-score overview

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



Promise element 6: We work flexibly



Your org	6.91	7.00
Best result	7.20	7.46
Average result	6.83	6.87
Worst result	6.09	6.20
Responses	3403	3387



Promise element 7: We are a team



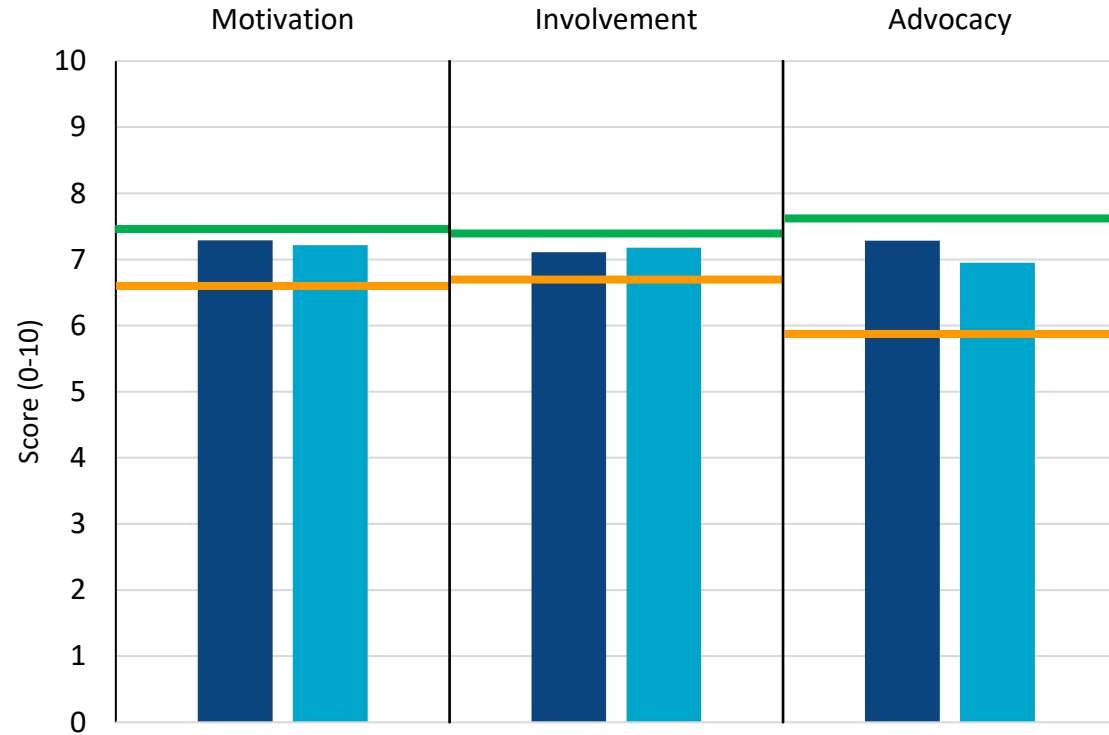
Your org	7.09	7.36
Best result	7.22	7.76
Average result	6.97	7.40
Worst result	6.64	7.06
Responses	3404	3405



People Promise elements, themes and sub-scores: Sub-score overview

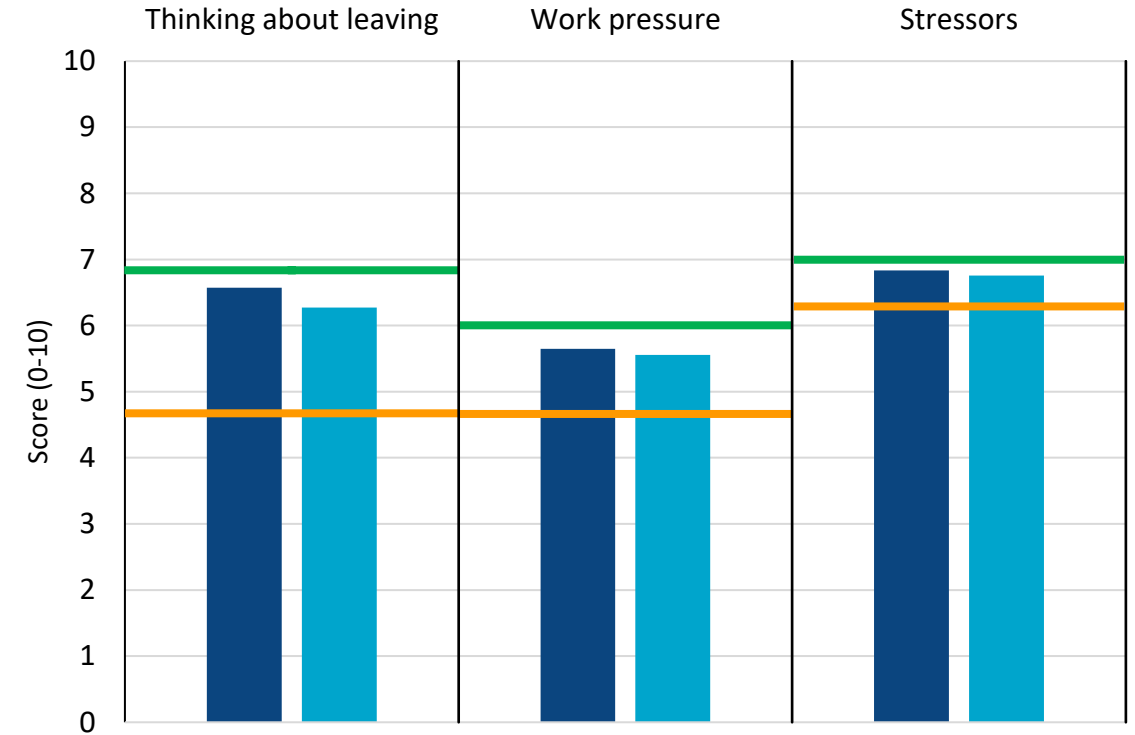
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



Your org	7.29	7.11	7.28
Best result	7.46	7.39	7.62
Average result	7.22	7.18	6.95
Worst result	6.60	6.69	5.87
Responses	3362	3404	3397

Theme: Morale



Your org	6.57	5.65	6.83
Best result	6.84	6.00	7.00
Average result	6.27	5.55	6.75
Worst result	4.67	4.66	6.29
Responses	3397	3404	3403

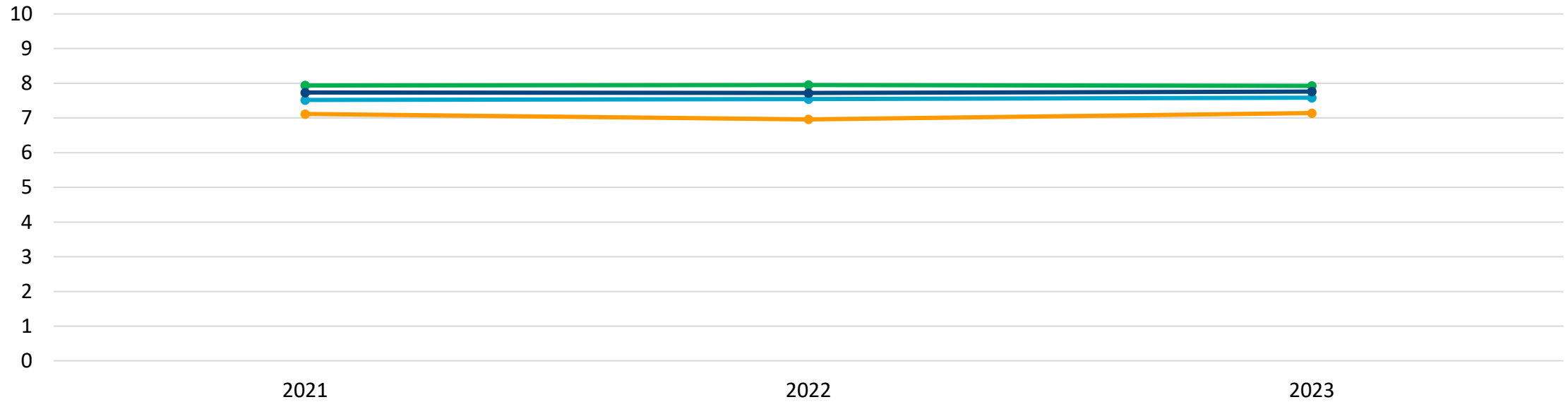
People Promise elements, themes and sub-scores: Trends

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



Promise element 1: We are compassionate and inclusive

We are compassionate and inclusive



	2021	2022	2023
Your org	7.73	7.72	7.76
Best result	7.94	7.95	7.93
Average result	7.52	7.54	7.58
Worst result	7.11	6.96	7.14
Responses	3713	3547	3405



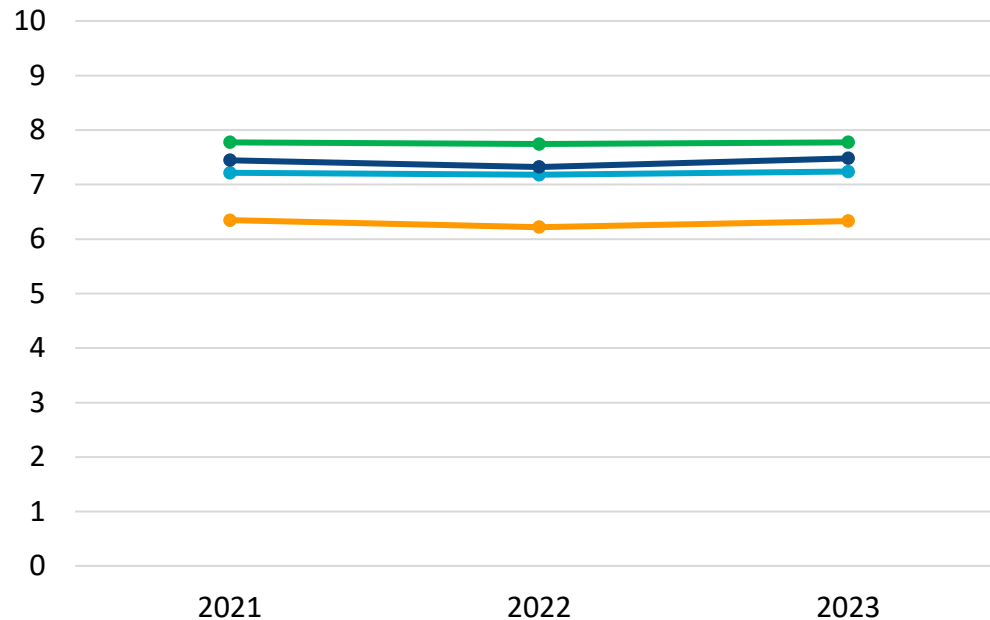
People Promise elements, themes and sub-scores: Sub-score trends

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.



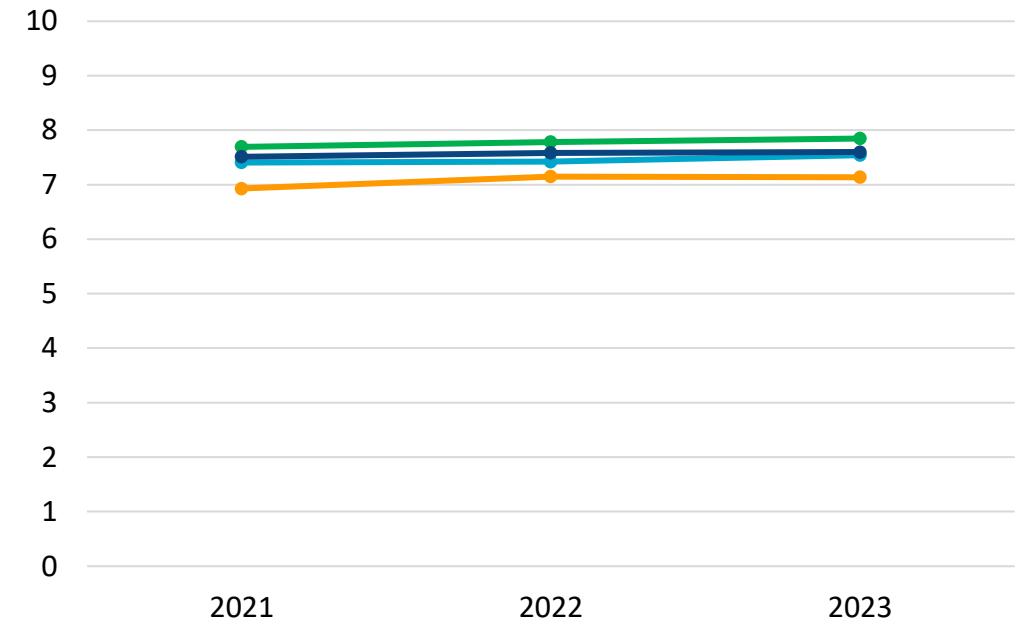
Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



	2021	2022	2023
Your org	7.45	7.32	7.48
Best result	7.77	7.74	7.78
Average result	7.21	7.18	7.24
Worst result	6.34	6.22	6.33
Responses	3709	3537	3397

Compassionate leadership



	2021	2022	2023
Your org	7.51	7.58	7.60
Best result	7.70	7.78	7.85
Average result	7.41	7.42	7.54
Worst result	6.93	7.15	7.14
Responses	3714	3545	3404

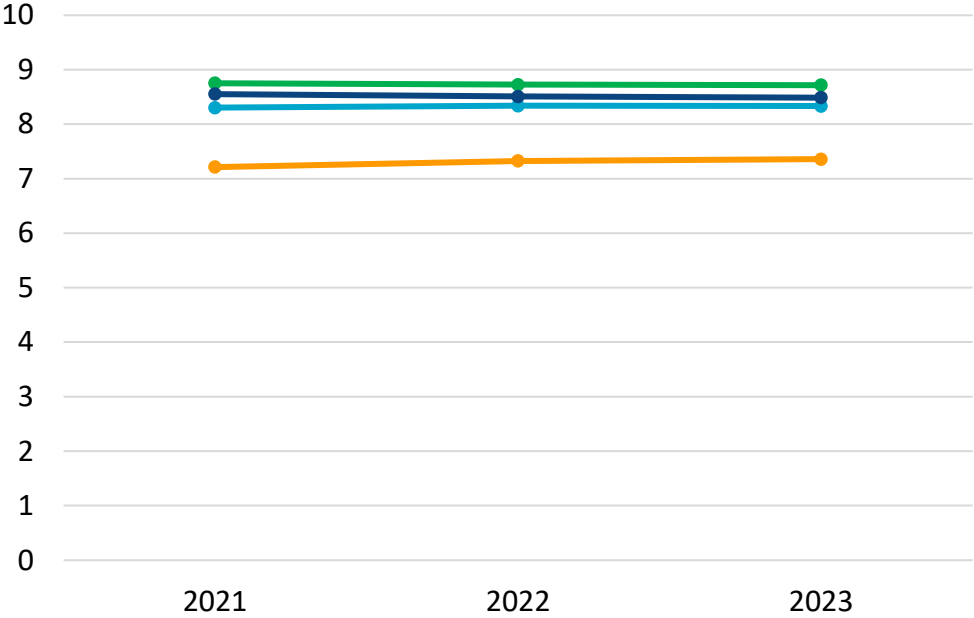


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



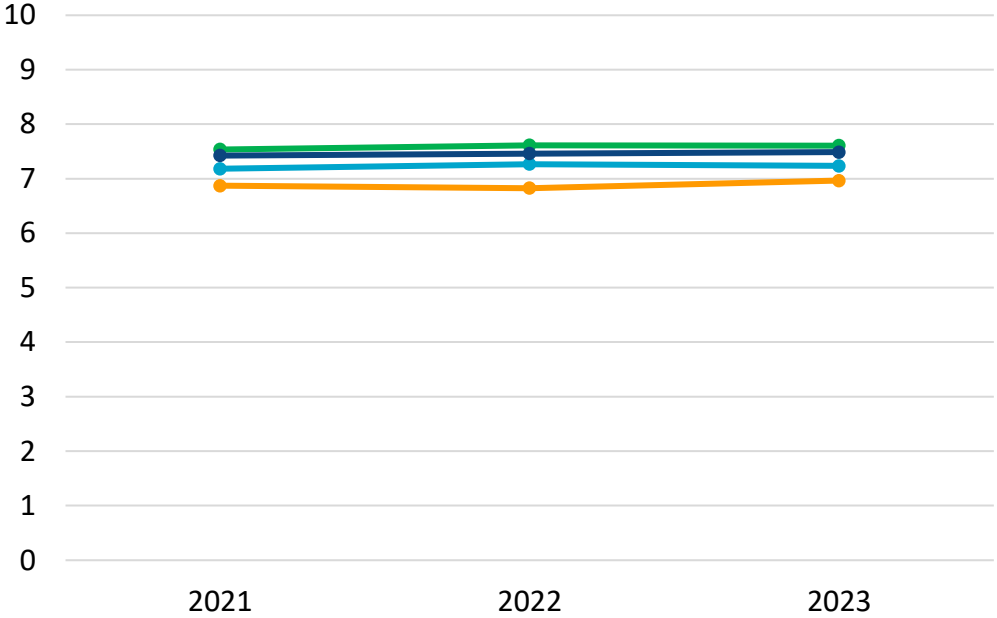
Promise element 1: We are compassionate and inclusive (2)

Diversity and equality



	2021	2022	2023
Your org	8.55	8.51	8.49
Best result	8.75	8.73	8.72
Average result	8.30	8.34	8.33
Worst result	7.21	7.32	7.36
Responses	3710	3540	3396

Inclusion



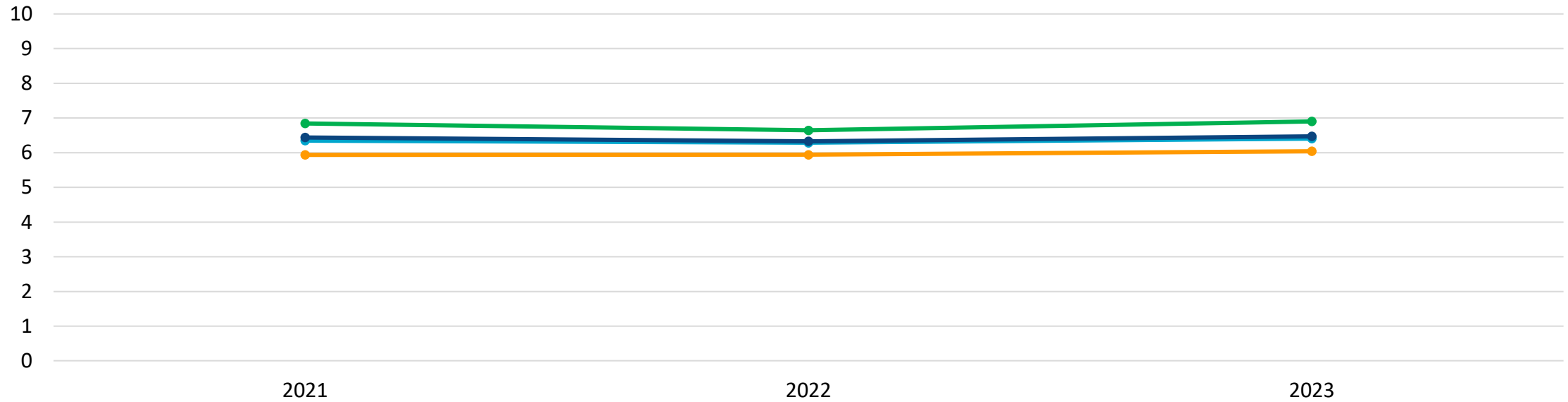
	2021	2022	2023
Your org	7.42	7.46	7.49
Best result	7.54	7.61	7.61
Average result	7.18	7.27	7.23
Worst result	6.87	6.83	6.96
Responses	3697	3536	3390

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



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



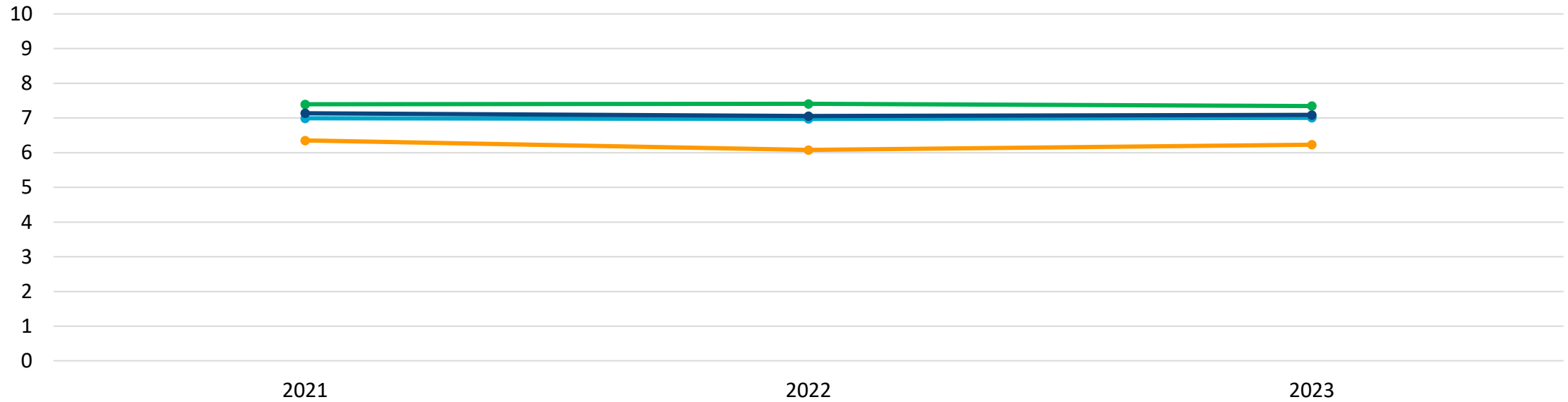
	2021	2022	2023
Your org	6.44	6.33	6.47
Best result	6.84	6.64	6.90
Average result	6.35	6.29	6.41
Worst result	5.94	5.94	6.04
Responses	3702	3537	3405

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



Promise element 3: We each have a voice that counts

We each have a voice that counts



	2021	2022	2023
Your org	7.14	7.05	7.09
Best result	7.40	7.41	7.34
Average result	6.99	6.97	7.01
Worst result	6.35	6.08	6.23
Responses	3688	3511	3384



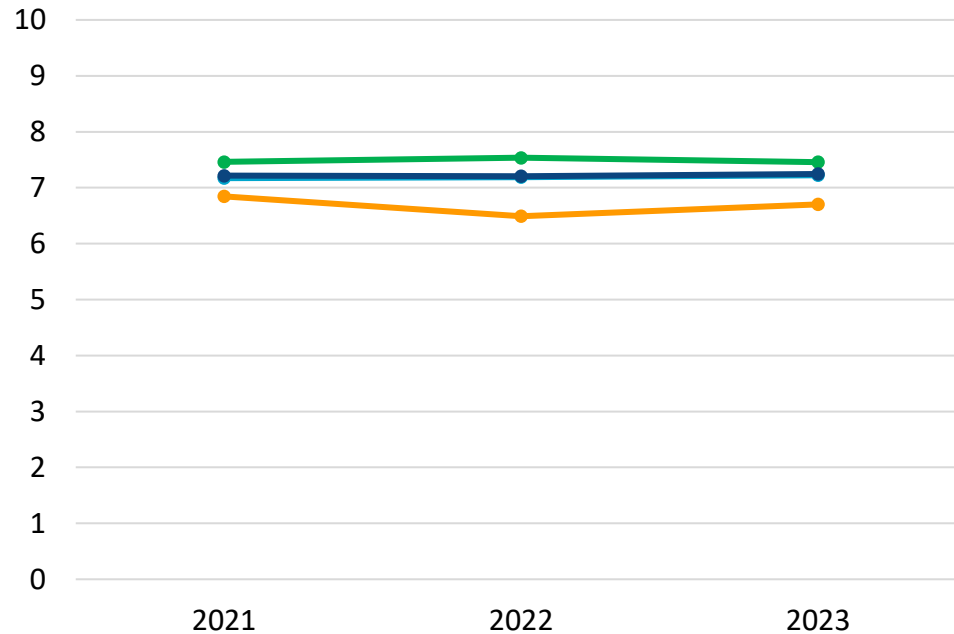
People Promise elements, themes and sub-scores: Sub-score trends

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

2023

2021

2022

2023

Your org

7.22

7.21

7.25

Best result

7.46

7.54

7.46

Average result

7.17

7.19

7.22

Worst result

6.85

6.49

6.70

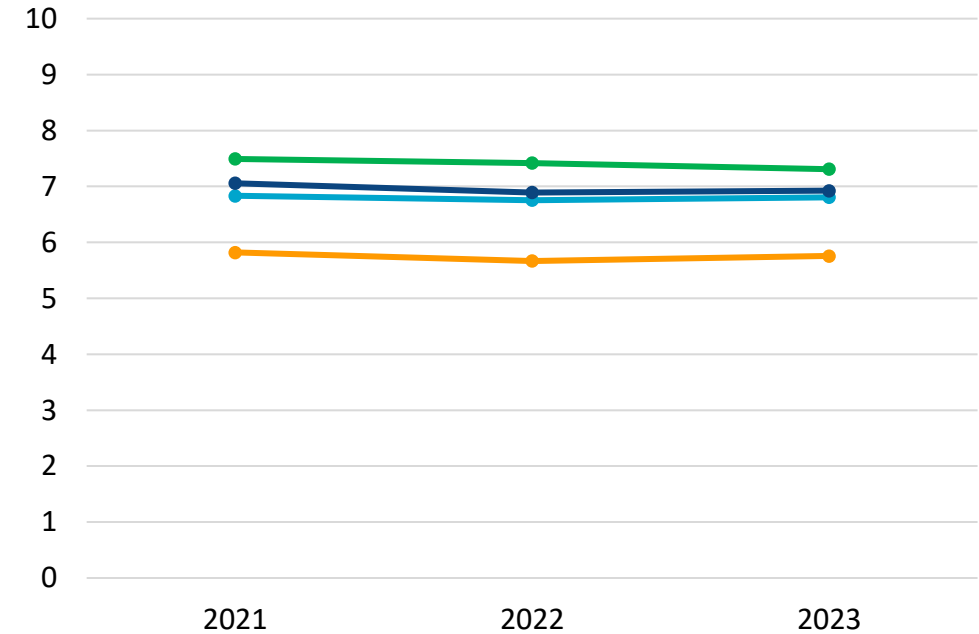
Responses

3715

3546

3404

Raising concerns



2021

2022

2023

2021

2022

2023

Your org

7.06

6.89

6.92

Best result

7.49

7.42

7.31

Average result

6.83

6.75

6.80

Worst result

5.82

5.67

5.76

Responses

3693

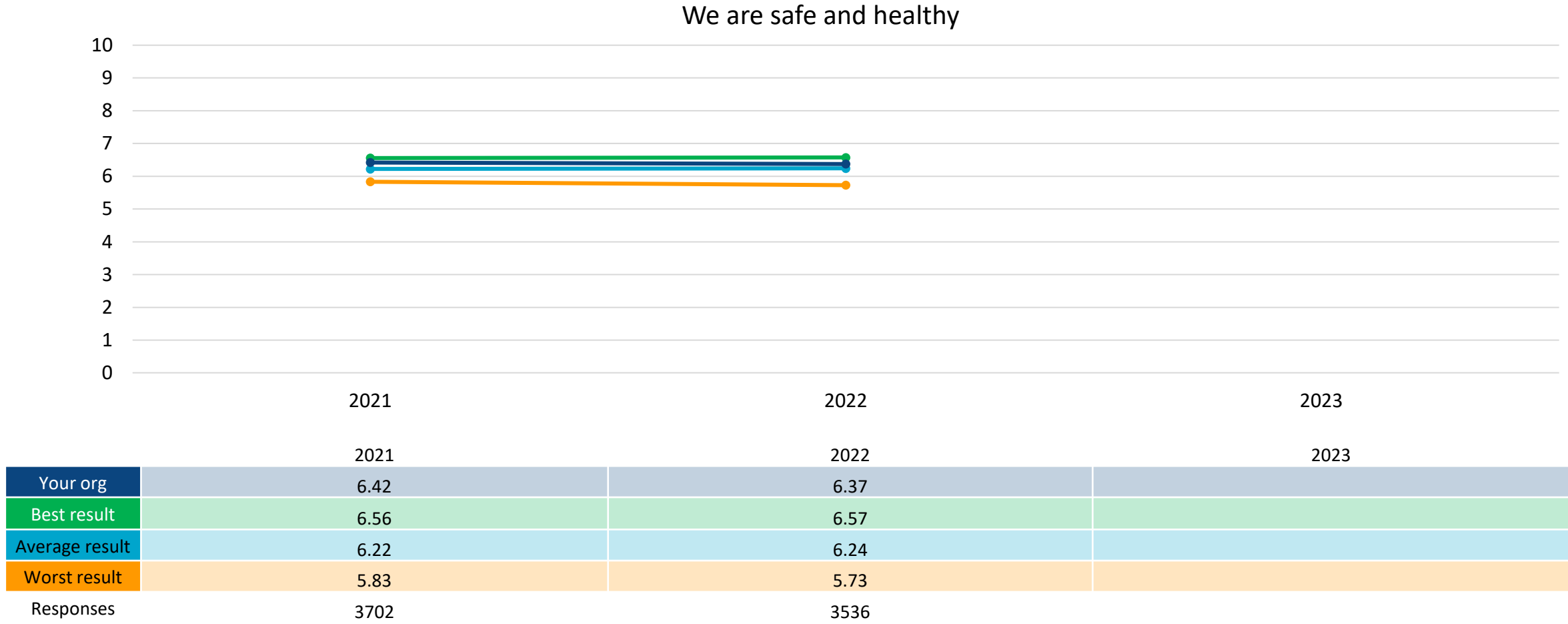
3516

3387

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



Note. 2023 results for ‘We are safe and healthy’ have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



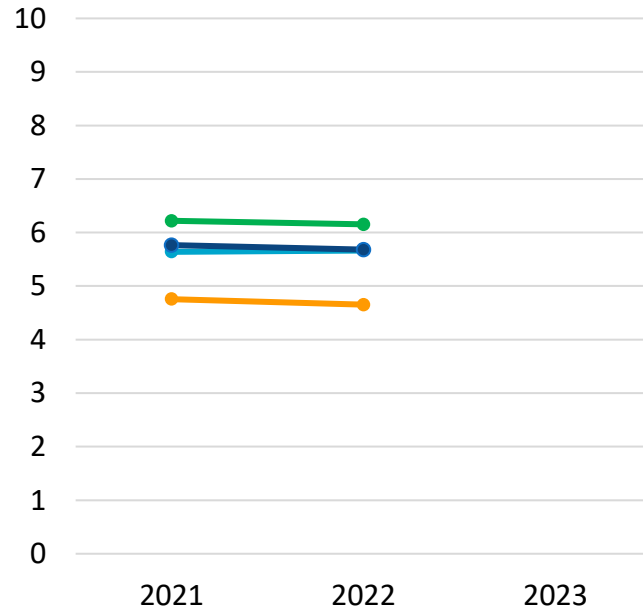
People Promise elements, themes and sub-scores: Sub-score trends

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.



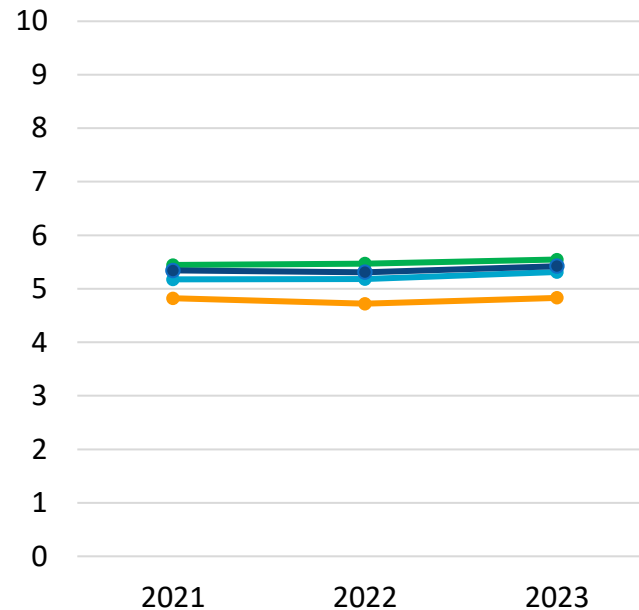
Promise element 4: We are safe and healthy

Health and safety climate



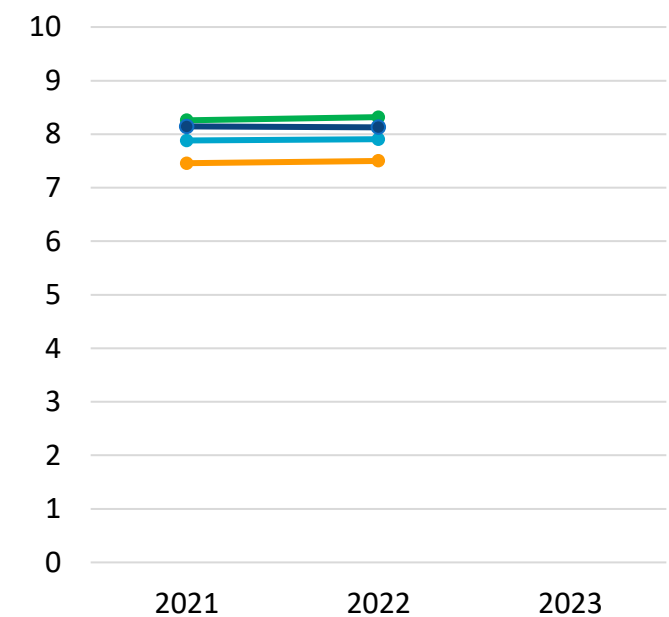
	2021	2022	2023
Your org	5.76	5.68	
Best result	6.22	6.15	
Average result	5.64	5.67	
Worst result	4.76	4.65	
Responses	3716	3544	

Burnout



	2021	2022	2023
Your org	5.34	5.31	5.42
Best result	5.44	5.47	5.55
Average result	5.17	5.18	5.31
Worst result	4.82	4.72	4.83
Responses	3717	3549	3404

Negative experiences



	2021	2022	2023
Your org	8.14	8.13	
Best result	8.26	8.32	
Average result	7.88	7.91	
Worst result	7.46	7.50	
Responses	3710	3545	

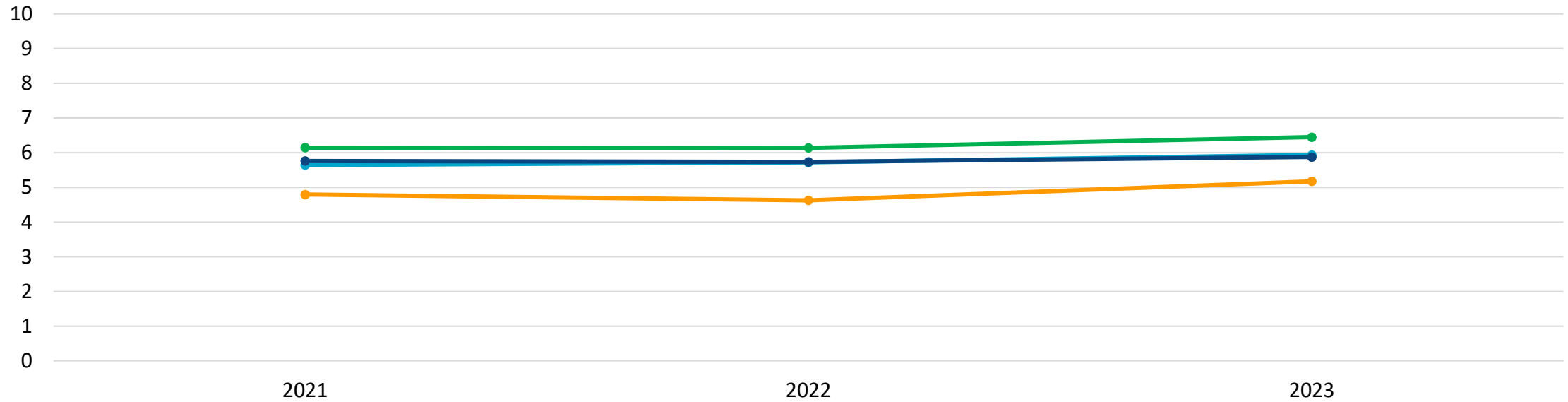
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



Promise element 5: We are always learning

We are always learning



	2021	2022	2023
Your org	5.76	5.74	5.88
Best result	6.15	6.14	6.45
Average result	5.64	5.72	5.93
Worst result	4.79	4.63	5.17
Responses	3541	3403	3235

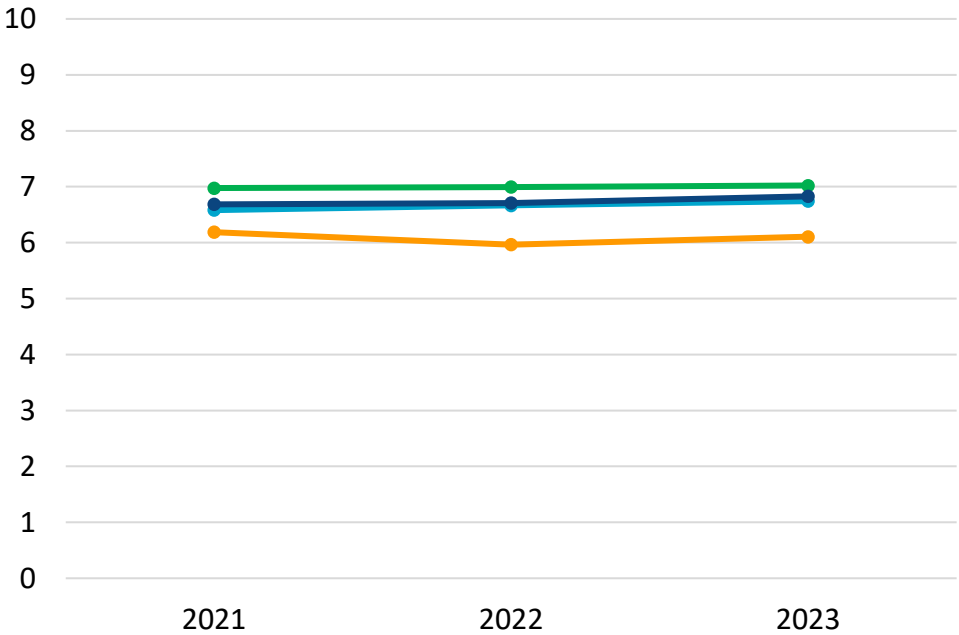


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



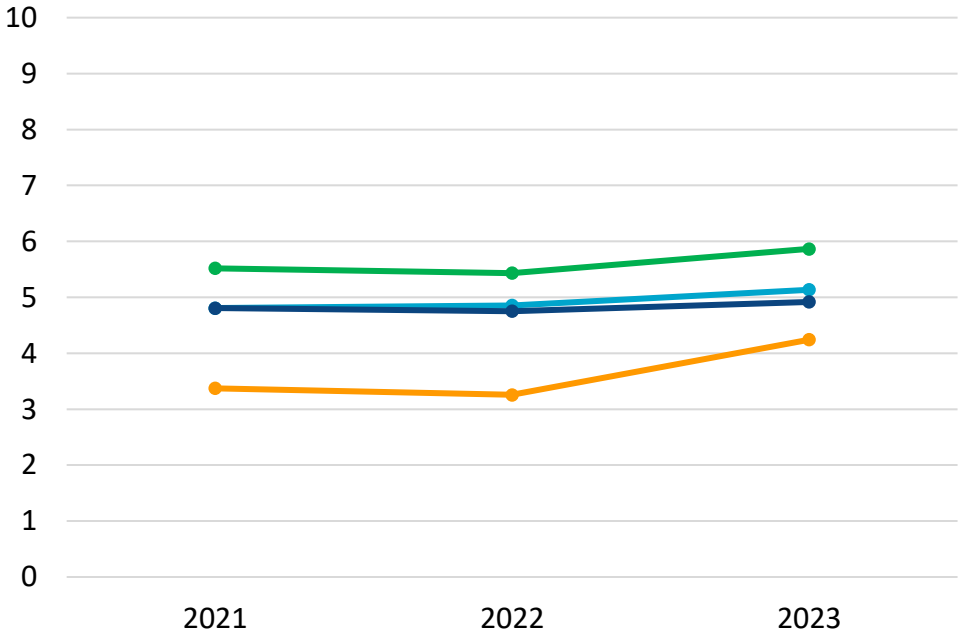
Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.69	6.71	6.83
Best result	6.98	6.99	7.02
Average result	6.58	6.67	6.74
Worst result	6.19	5.96	6.11
Responses	3708	3537	3399

Appraisals



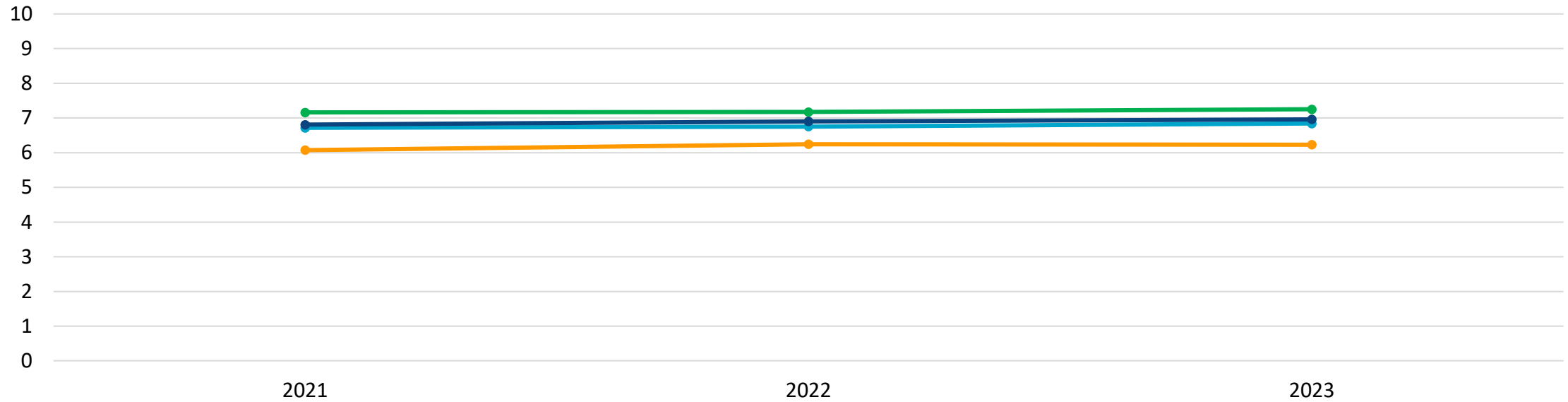
	2021	2022	2023
Your org	4.81	4.75	4.92
Best result	5.52	5.43	5.86
Average result	4.81	4.86	5.13
Worst result	3.37	3.26	4.24
Responses	3549	3412	3237

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



Promise element 6: We work flexibly

We work flexibly



	2021	2022	2023
Your org	6.81	6.90	6.96
Best result	7.16	7.17	7.25
Average result	6.71	6.75	6.84
Worst result	6.07	6.24	6.23
Responses	3681	3526	3384



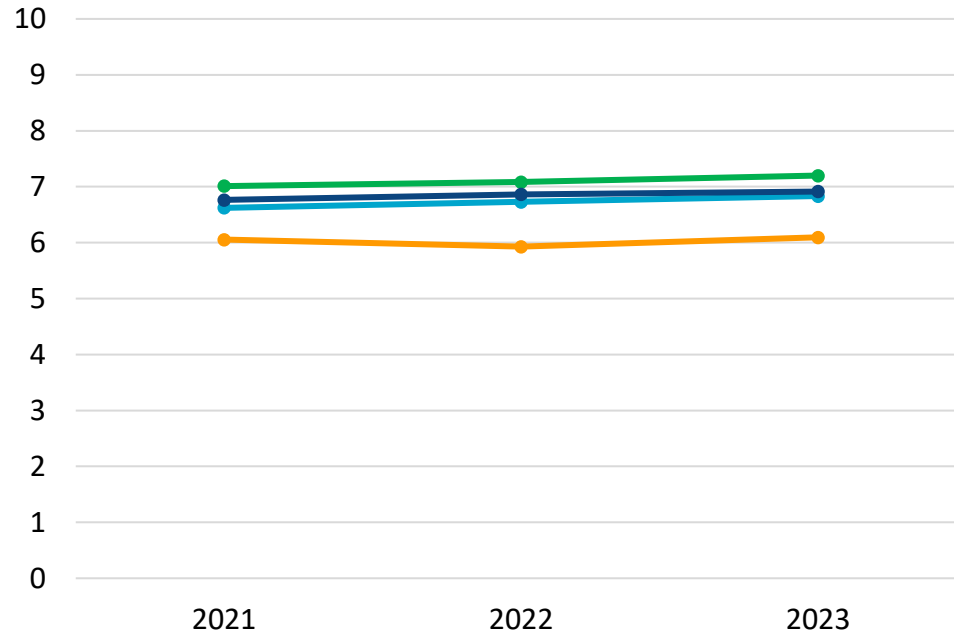
People Promise elements, themes and sub-scores: Sub-score trends

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.

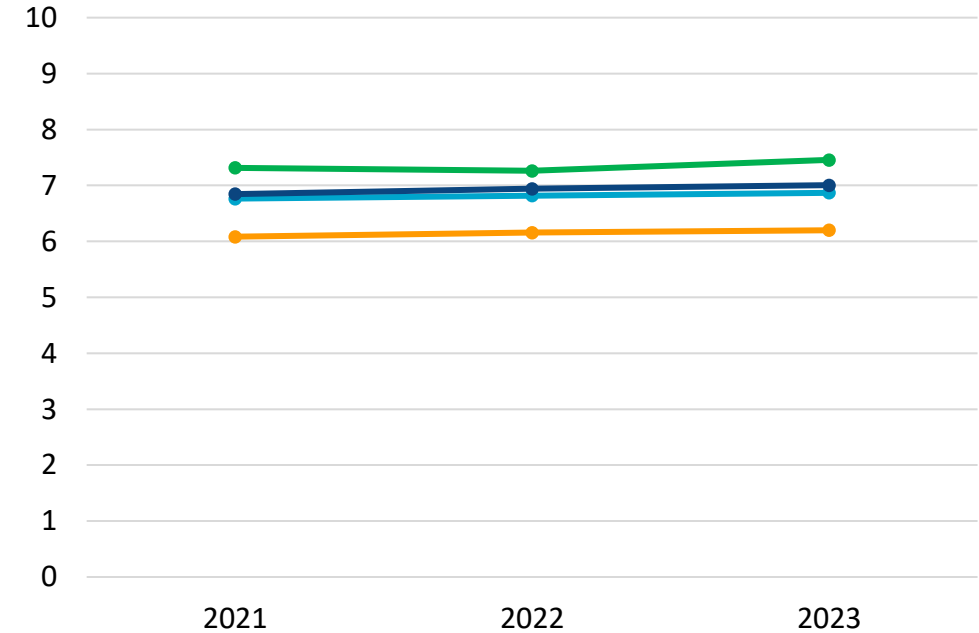


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



2021 2022 2023

Your org	6.76	6.86	6.91
Best result	7.01	7.08	7.20
Average result	6.62	6.73	6.83
Worst result	6.05	5.93	6.09
Responses	3712	3546	3403

2021 2022 2023

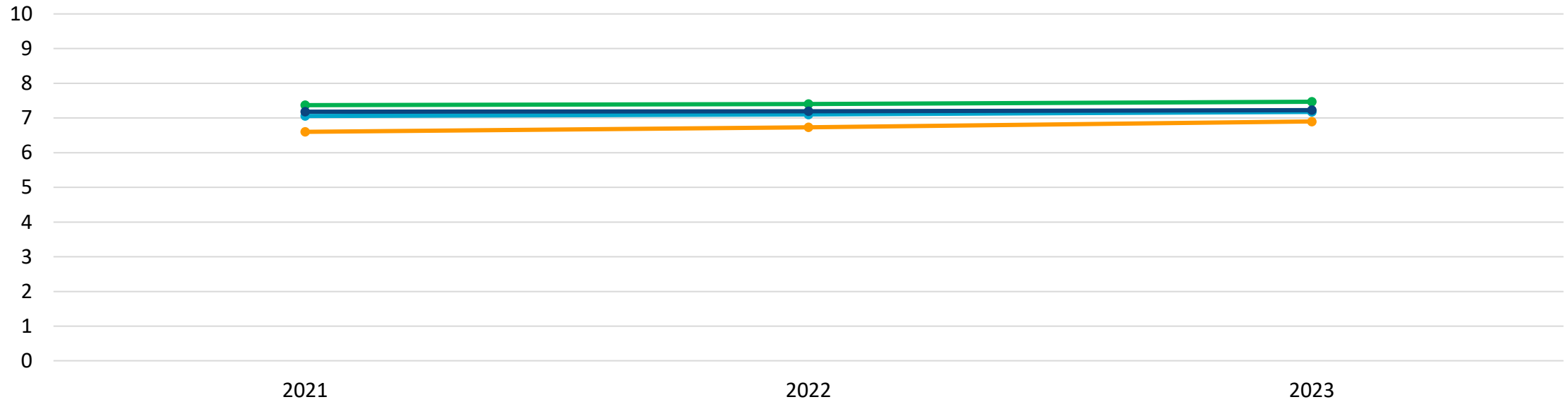
Your org	6.85	6.94	7.00
Best result	7.32	7.26	7.46
Average result	6.76	6.82	6.87
Worst result	6.08	6.16	6.20
Responses	3689	3529	3387

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



Promise element 7: We are a team

We are a team



	2021	2022	2023
Your org	7.18	7.20	7.23
Best result	7.37	7.40	7.47
Average result	7.06	7.10	7.18
Worst result	6.60	6.73	6.90
Responses	3707	3541	3402



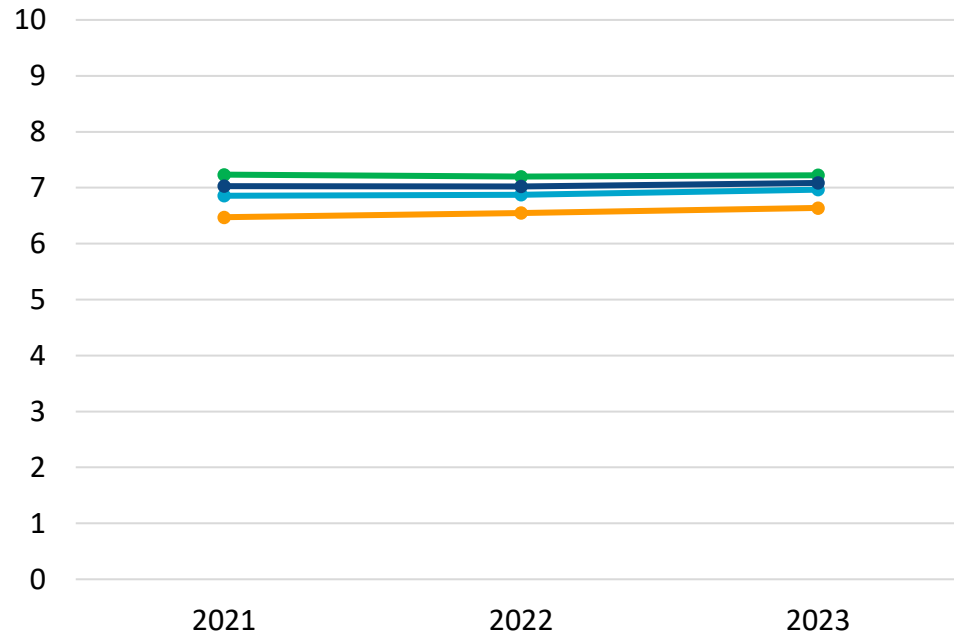
People Promise elements, themes and sub-scores: Sub-score trends

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.



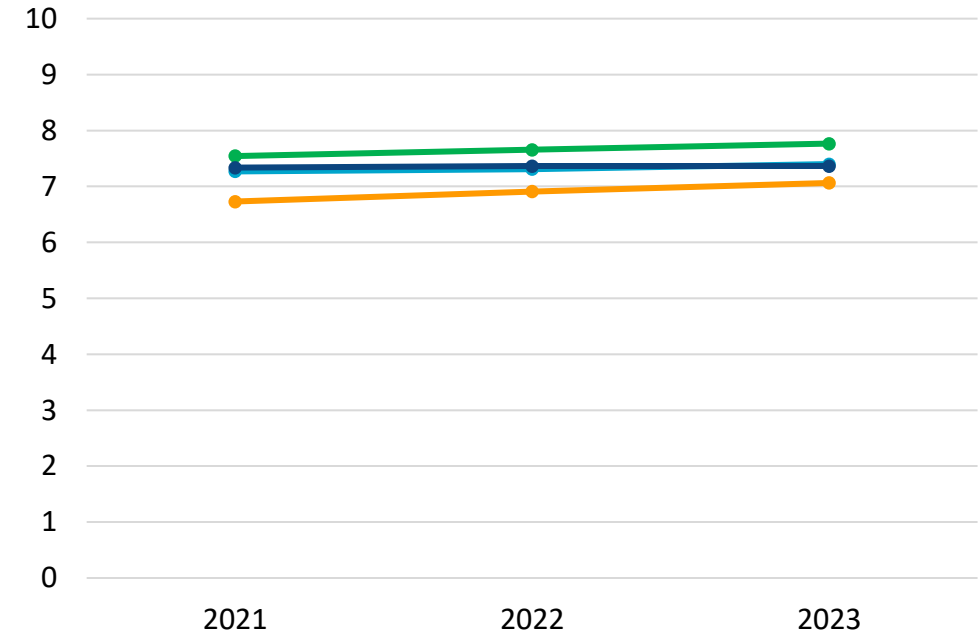
Promise element 7: We are a team

Team working



	2021	2022	2023
Your org	7.03	7.02	7.09
Best result	7.23	7.20	7.22
Average result	6.86	6.87	6.97
Worst result	6.47	6.55	6.64
Responses	3710	3545	3404

Line management

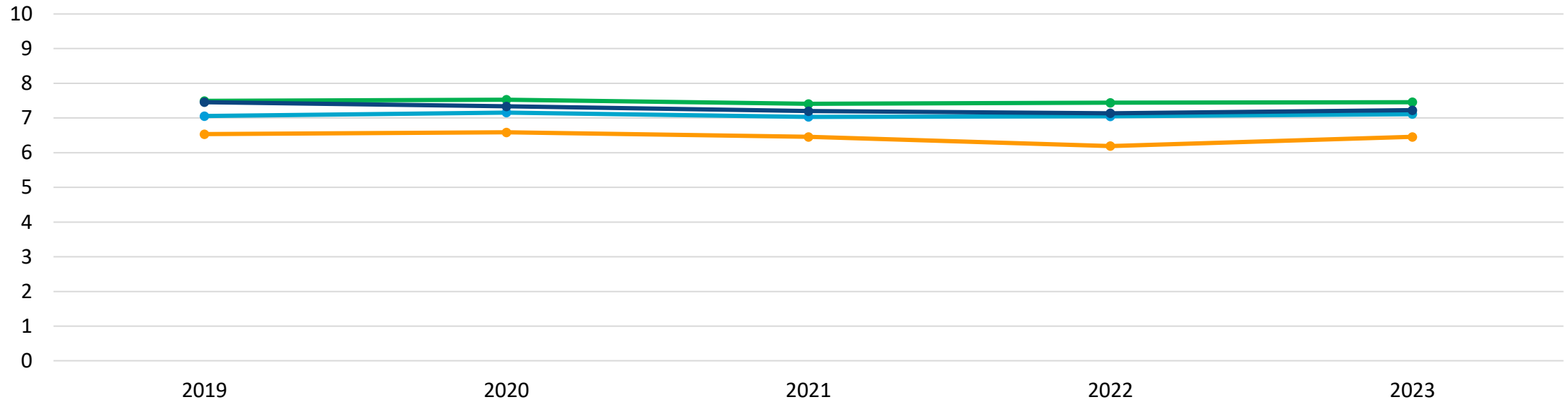


	2021	2022	2023
Your org	7.33	7.37	7.36
Best result	7.54	7.66	7.76
Average result	7.27	7.31	7.40
Worst result	6.73	6.91	7.06
Responses	3713	3546	3405

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

Theme: Staff Engagement

Staff Engagement



	2019	2020	2021	2022	2023
Your org	7.46	7.34	7.20	7.14	7.23
Best result	7.49	7.53	7.41	7.44	7.45
Average result	7.06	7.15	7.03	7.05	7.11
Worst result	6.53	6.58	6.46	6.19	6.46
Responses	3168	3599	3716	3547	3404

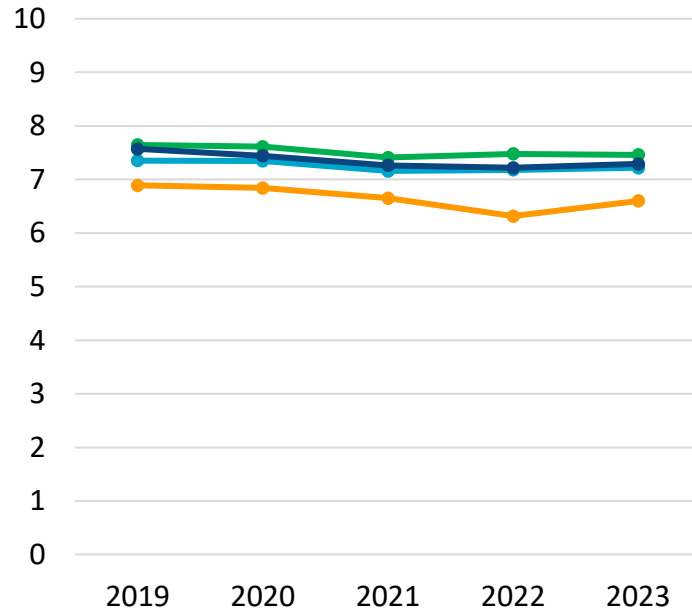


People Promise elements, themes and sub-scores: Sub-score trends

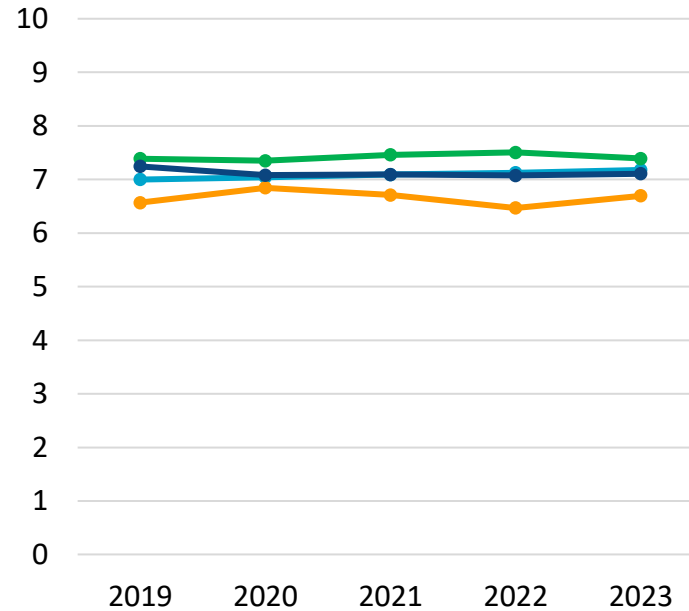
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement

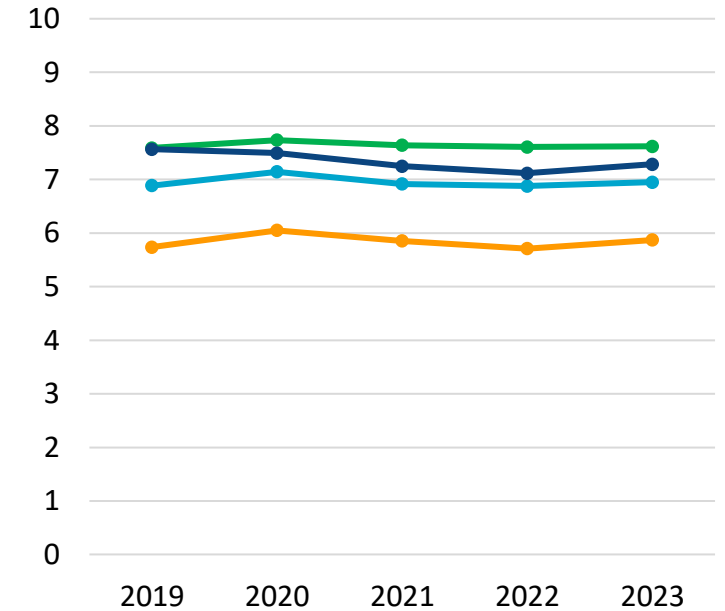
Motivation



Involvement



Advocacy



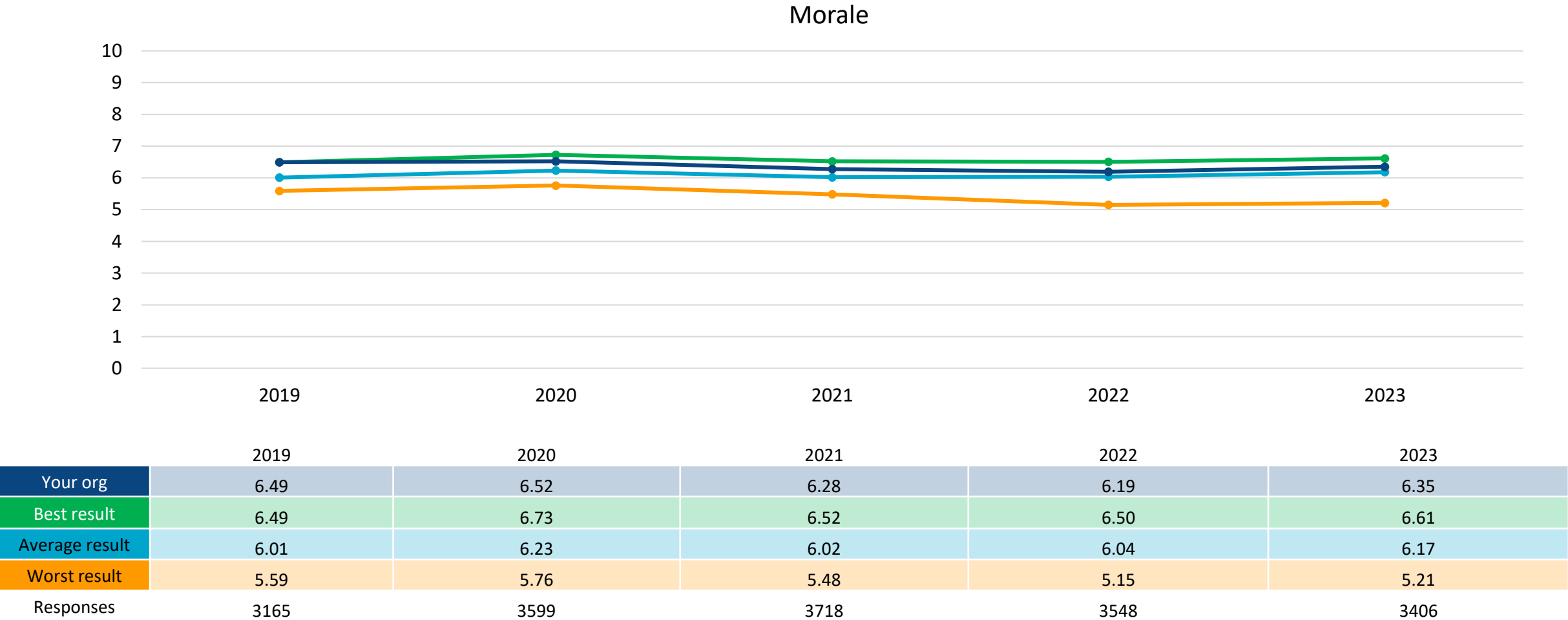
	2019	2020	2021	2022	2023
Your org	7.57	7.44	7.26	7.22	7.29
Best result	7.64	7.61	7.41	7.48	7.46
Average result	7.35	7.35	7.16	7.18	7.22
Worst result	6.89	6.84	6.65	6.31	6.60
Responses	3135	3566	3681	3509	3362

	2019	2020	2021	2022	2023
Your org	7.24	7.08	7.09	7.07	7.11
Best result	7.39	7.35	7.46	7.50	7.39
Average result	7.00	7.04	7.09	7.12	7.18
Worst result	6.57	6.84	6.71	6.47	6.69
Responses	3166	3596	3715	3546	3404

	2019	2020	2021	2022	2023
Your org	7.56	7.49	7.25	7.12	7.28
Best result	7.59	7.73	7.64	7.60	7.62
Average result	6.89	7.14	6.91	6.88	6.95
Worst result	5.74	6.05	5.85	5.71	5.87
Responses	3115	3587	3710	3537	3397

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

Theme: Morale



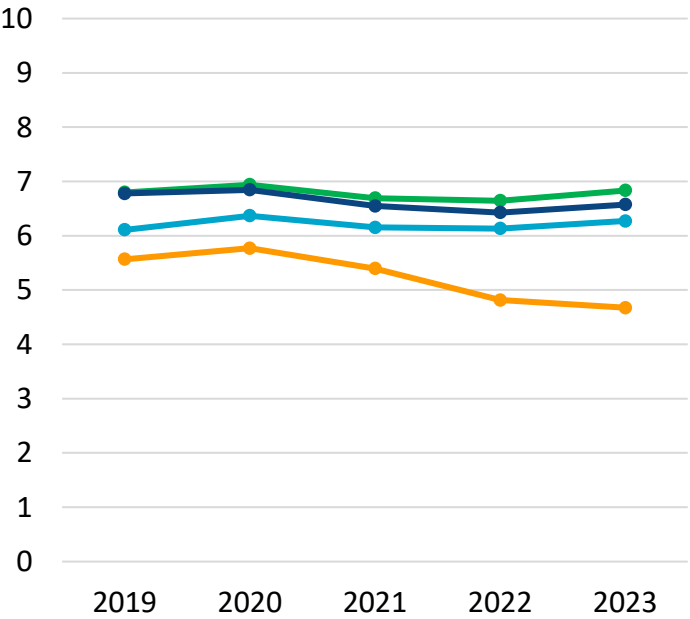


People Promise elements, themes and sub-scores: Sub-score trends

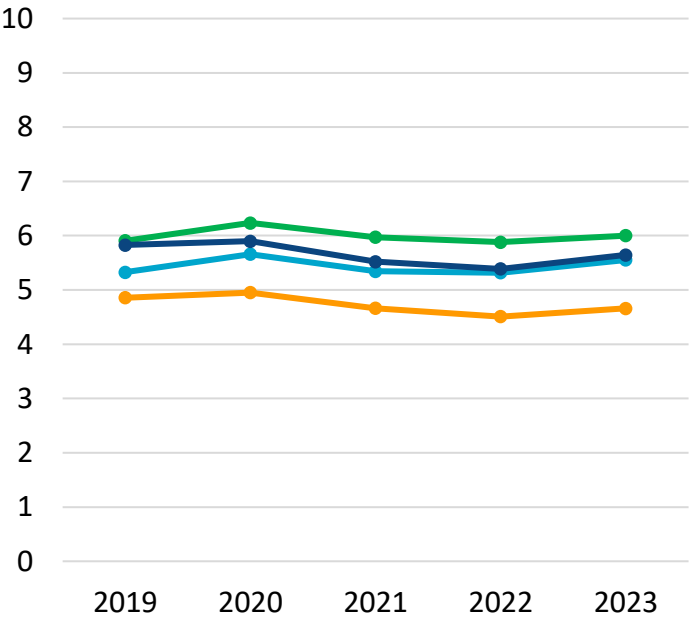
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale

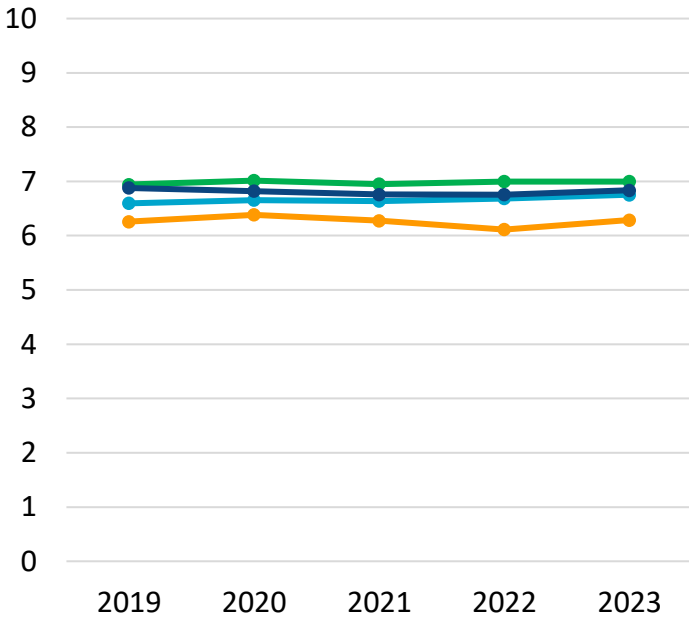
Thinking about leaving



Work pressure



Stressors



	2019	2020	2021	2022	2023
Your org	6.78	6.84	6.55	6.43	6.57
Best result	6.80	6.94	6.69	6.64	6.84
Average result	6.11	6.37	6.15	6.13	6.27
Worst result	5.57	5.77	5.39	4.82	4.67
Responses	3121	3586	3700	3535	3397

	2019	2020	2021	2022	2023
Your org	5.83	5.90	5.52	5.39	5.65
Best result	5.91	6.23	5.97	5.88	6.00
Average result	5.33	5.66	5.34	5.32	5.55
Worst result	4.86	4.95	4.66	4.51	4.66
Responses	3162	3595	3712	3544	3404

	2019	2020	2021	2022	2023
Your org	6.88	6.82	6.76	6.76	6.83
Best result	6.94	7.01	6.95	7.00	7.00
Average result	6.60	6.65	6.64	6.69	6.75
Worst result	6.26	6.39	6.28	6.11	6.29
Responses	3138	3577	3709	3539	3403

People Promise element – We are compassionate and inclusive



Questions included:

Compassionate culture – Q6a, Q25a, Q25b, Q25c, Q25d

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

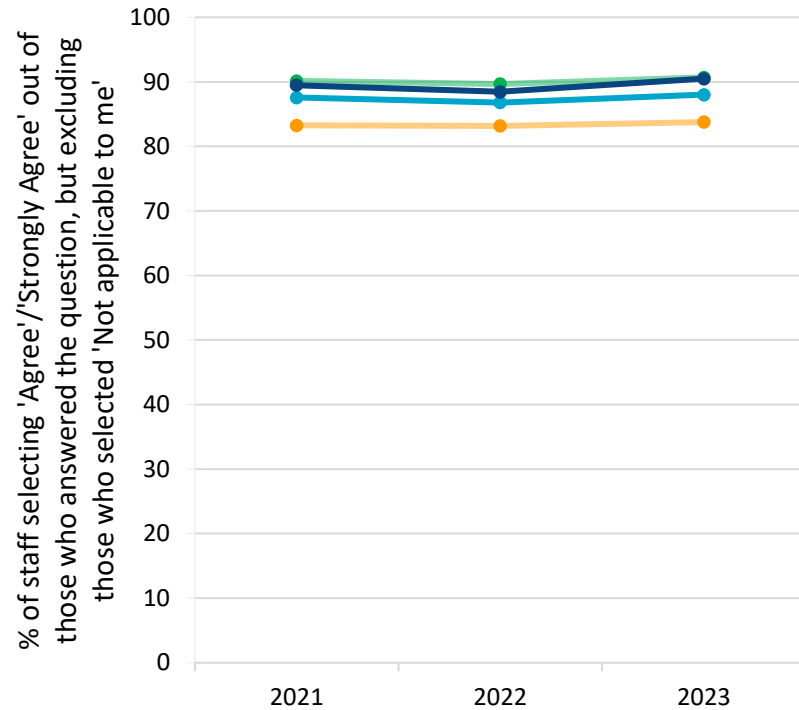
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

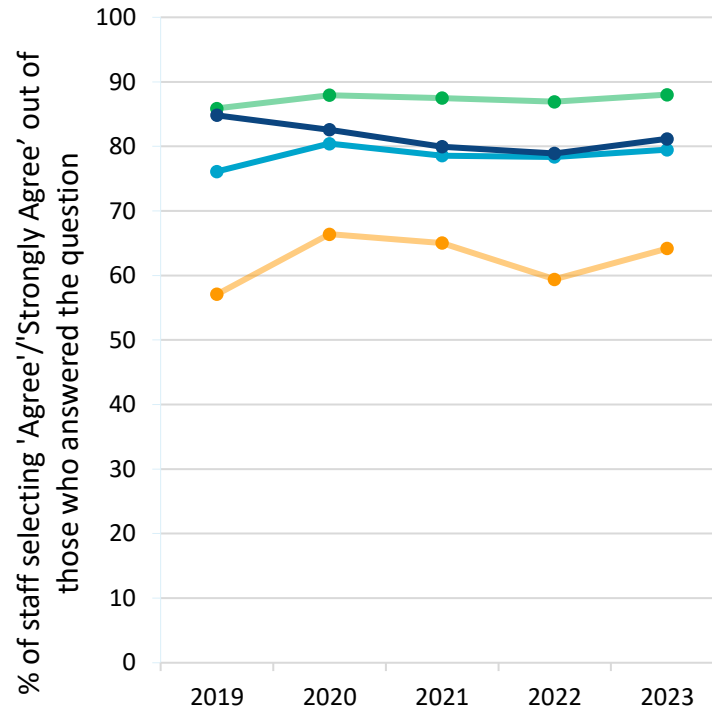


Q6a I feel that my role makes a difference to patients / service users.



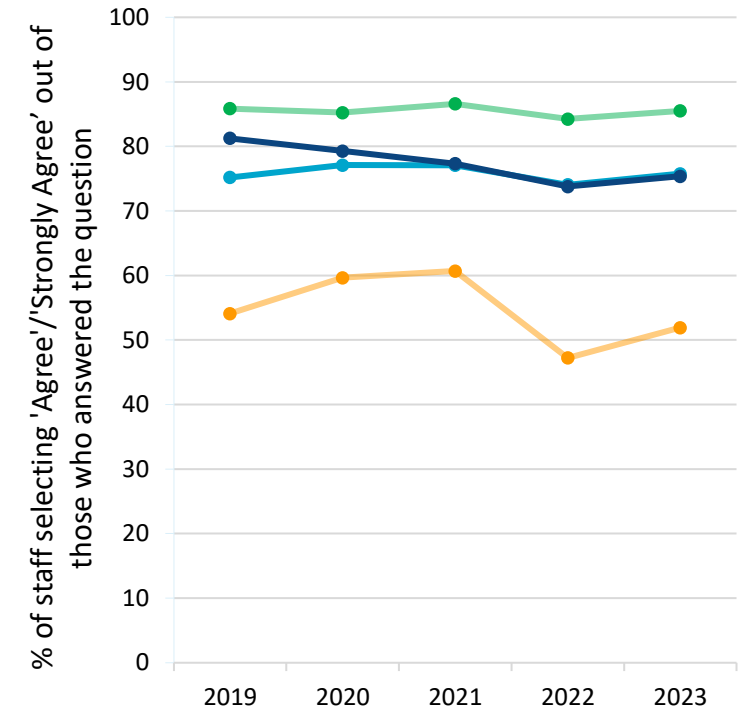
	2021	2022	2023
Your org	89.48%	88.47%	90.48%
Best result	90.14%	89.67%	90.69%
Average result	87.57%	86.81%	88.02%
Worst result	83.26%	83.18%	83.79%
Responses	3578	3434	3279

Q25a Care of patients / service users is my organisation's top priority.



	2019	2020	2021	2022	2023
Your org	84.82%	82.59%	79.95%	78.91%	81.18%
Best result	85.89%	87.93%	87.50%	86.92%	88.01%
Average result	76.11%	80.42%	78.56%	78.37%	79.49%
Worst result	57.09%	66.39%	65.04%	59.39%	64.18%
Responses	3117	3584	3709	3536	3394

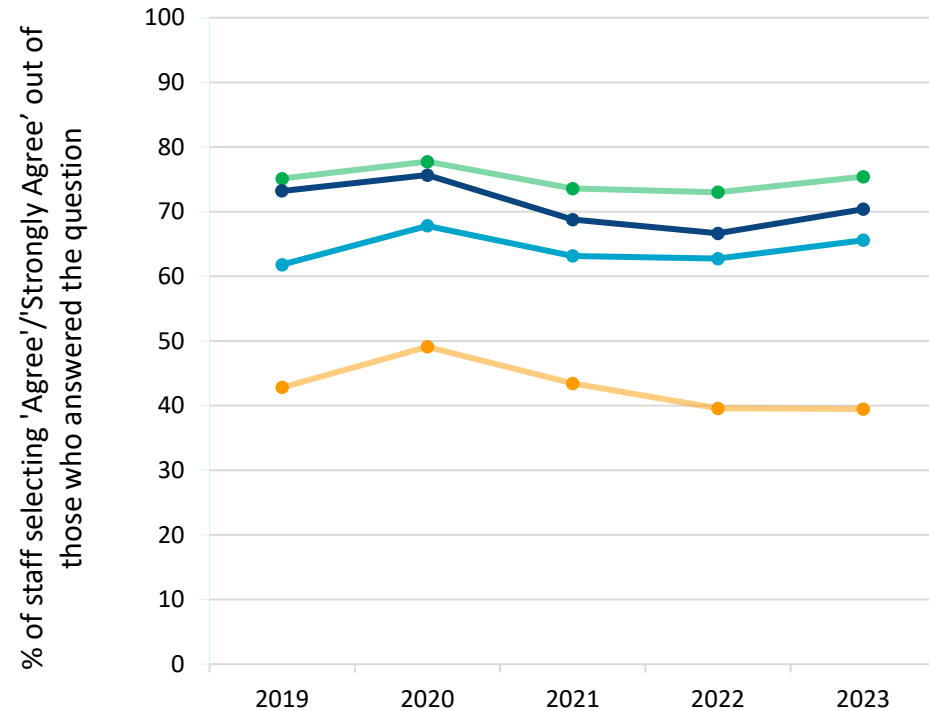
Q25b My organisation acts on concerns raised by patients / service users.



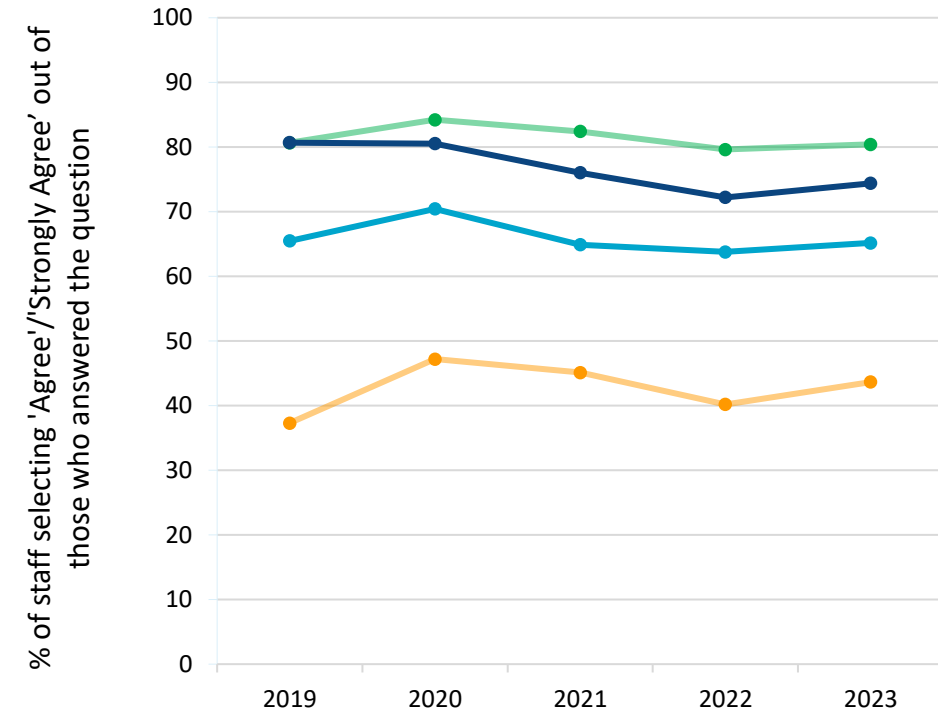
	2019	2020	2021	2022	2023
Your org	81.23%	79.28%	77.33%	73.79%	75.37%
Best result	85.85%	85.24%	86.61%	84.24%	85.52%
Average result	75.20%	77.10%	77.08%	74.06%	75.76%
Worst result	54.09%	59.66%	60.69%	47.24%	51.93%
Responses	3104	3570	3699	3529	3388



Q25c I would recommend my organisation as a place to work.



Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.

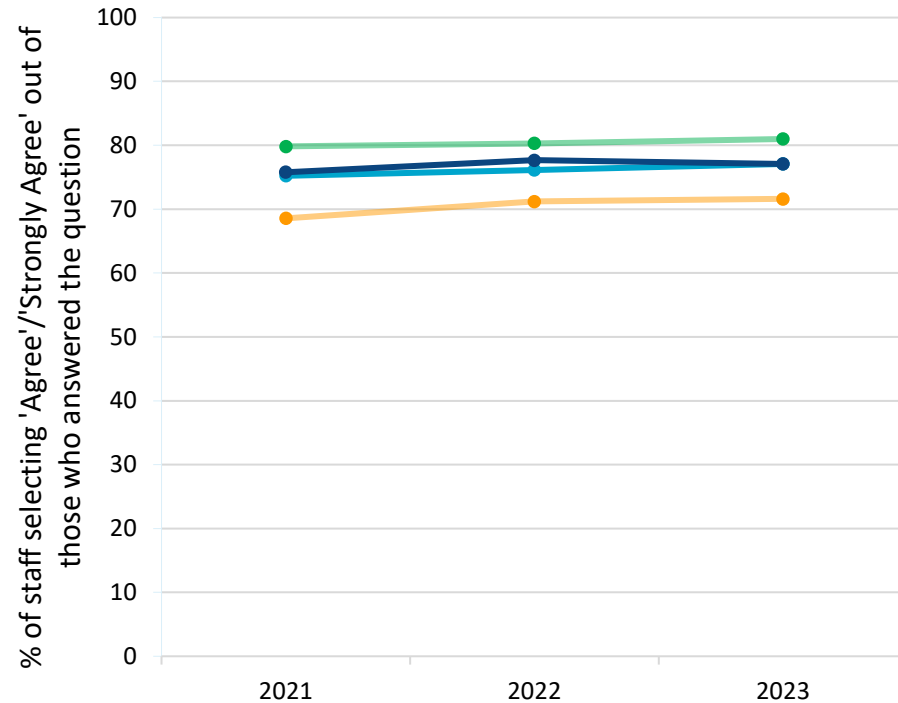


	2019	2020	2021	2022	2023
Your org	73.23%	75.68%	68.78%	66.65%	70.39%
Best result	75.13%	77.76%	73.58%	73.01%	75.43%
Average result	61.79%	67.83%	63.17%	62.74%	65.59%
Worst result	42.82%	49.09%	43.43%	39.56%	39.46%
Responses	3109	3579	3704	3533	3394

	2019	2020	2021	2022	2023
Your org	80.67%	80.55%	76.04%	72.22%	74.41%
Best result	80.67%	84.23%	82.42%	79.63%	80.42%
Average result	65.50%	70.45%	64.89%	63.78%	65.18%
Worst result	37.29%	47.19%	45.13%	40.19%	43.64%
Responses	3096	3577	3702	3527	3391

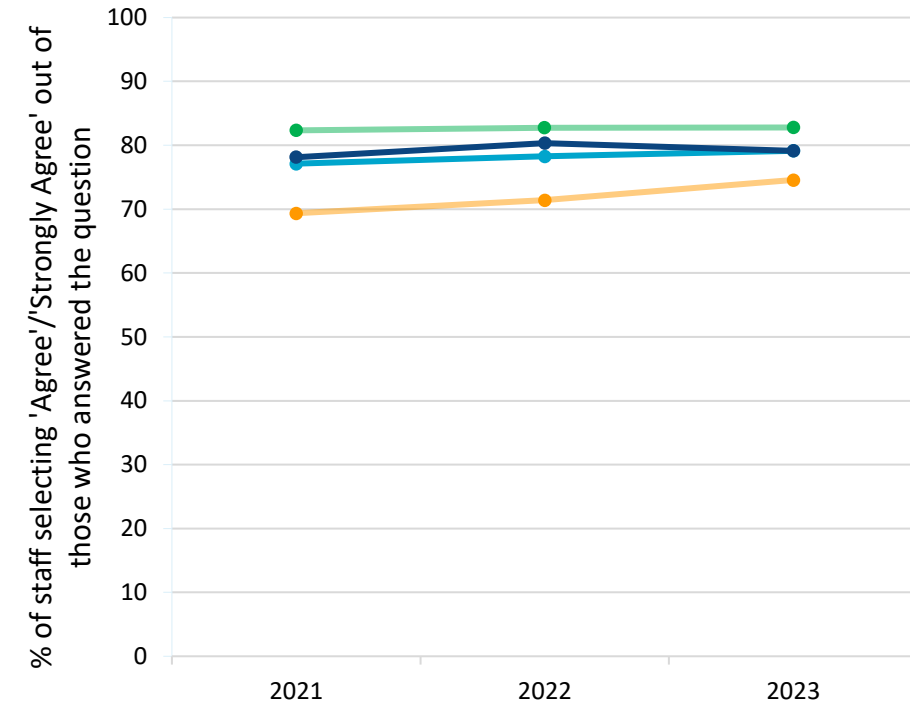


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	75.77%	77.66%	77.09%
Best result	79.81%	80.30%	80.98%
Average result	75.23%	76.13%	77.09%
Worst result	68.57%	71.19%	71.60%
Responses	3699	3544	3402

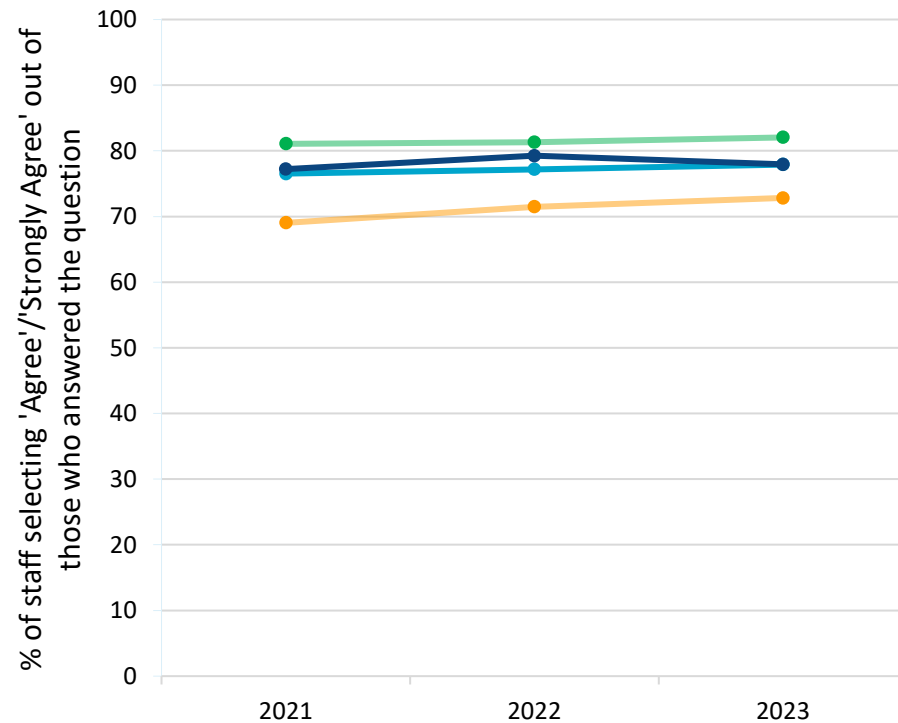
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	78.11%	80.34%	79.13%
Best result	82.35%	82.75%	82.80%
Average result	77.10%	78.25%	79.15%
Worst result	69.35%	71.40%	74.55%
Responses	3710	3544	3400

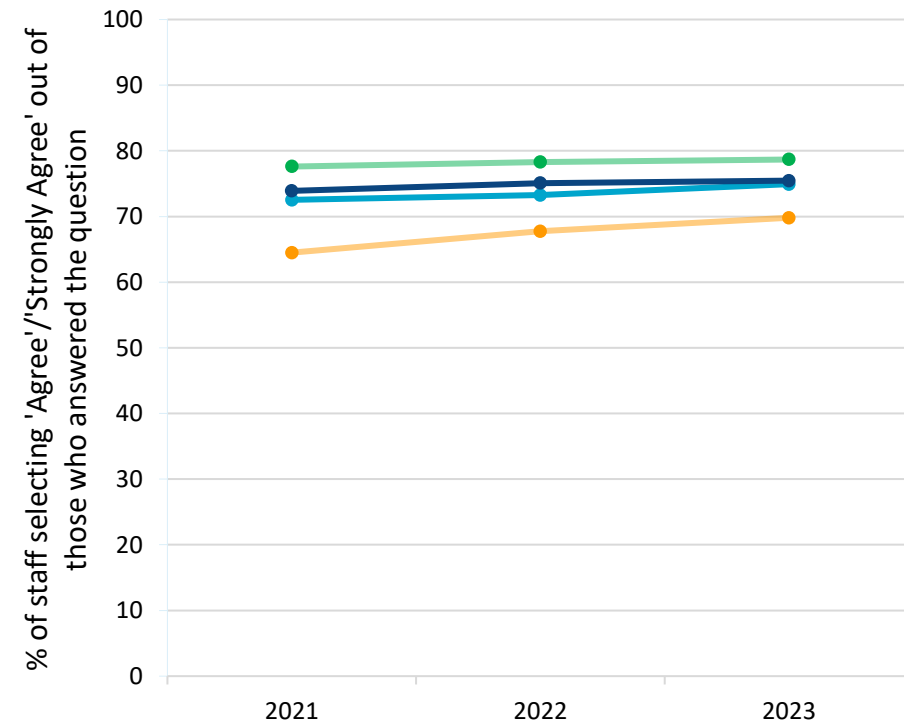


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	77.21%	79.24%	77.93%
Best result	81.08%	81.34%	82.06%
Average result	76.52%	77.18%	77.92%
Worst result	69.03%	71.48%	72.82%
Responses	3699	3537	3391

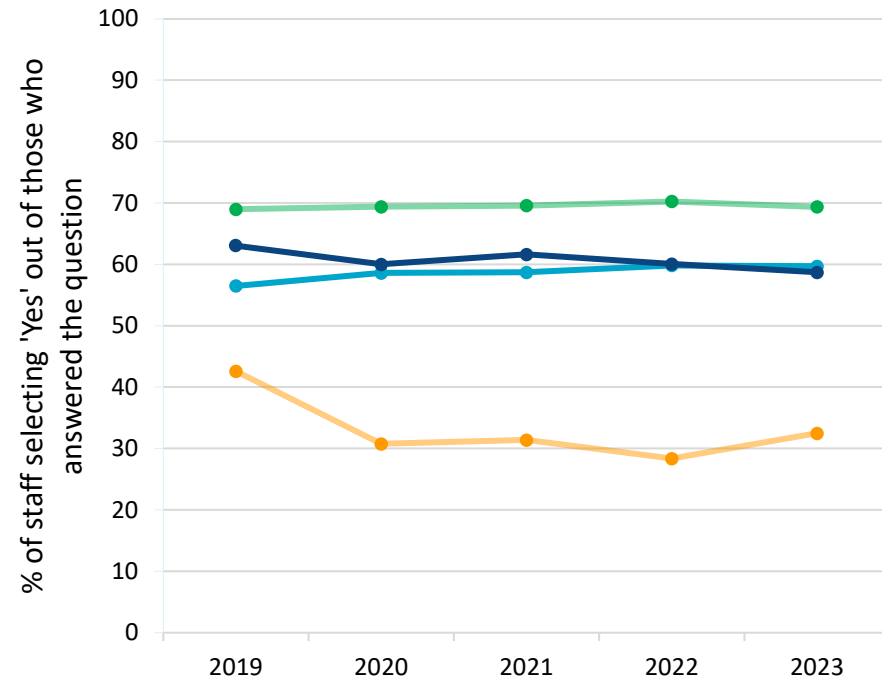
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023
Your org	73.93%	75.10%	75.46%
Best result	77.63%	78.30%	78.70%
Average result	72.54%	73.25%	74.90%
Worst result	64.49%	67.76%	69.80%
Responses	3702	3536	3392

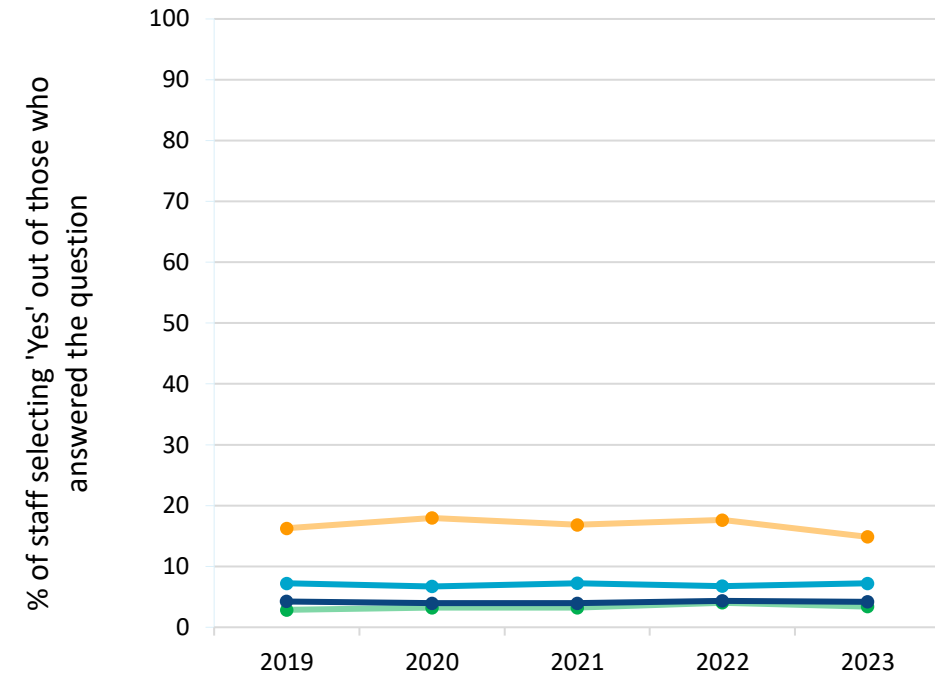


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	63.02%	60.01%	61.63%	60.05%	58.69%
Best result	68.97%	69.39%	69.57%	70.24%	69.35%
Average result	56.50%	58.60%	58.69%	59.83%	59.69%
Worst result	42.59%	30.76%	31.37%	28.35%	32.49%
Responses	3114	3587	3691	3535	3379

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?

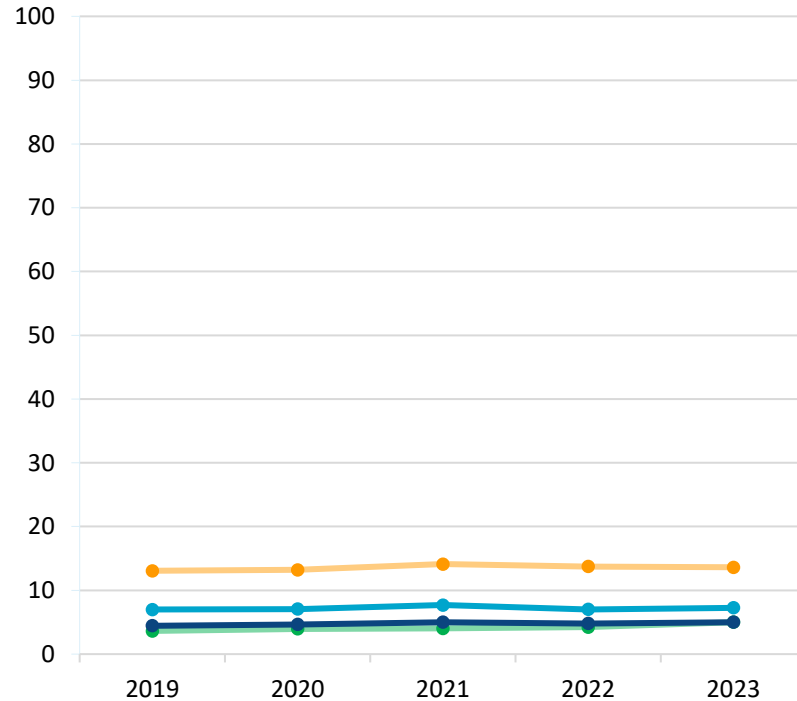


	2019	2020	2021	2022	2023
Your org	4.22%	3.95%	3.95%	4.36%	4.20%
Best result	2.85%	3.22%	3.23%	4.04%	3.41%
Average result	7.22%	6.71%	7.24%	6.76%	7.22%
Worst result	16.25%	17.98%	16.85%	17.64%	14.88%
Responses	3130	3574	3699	3534	3393



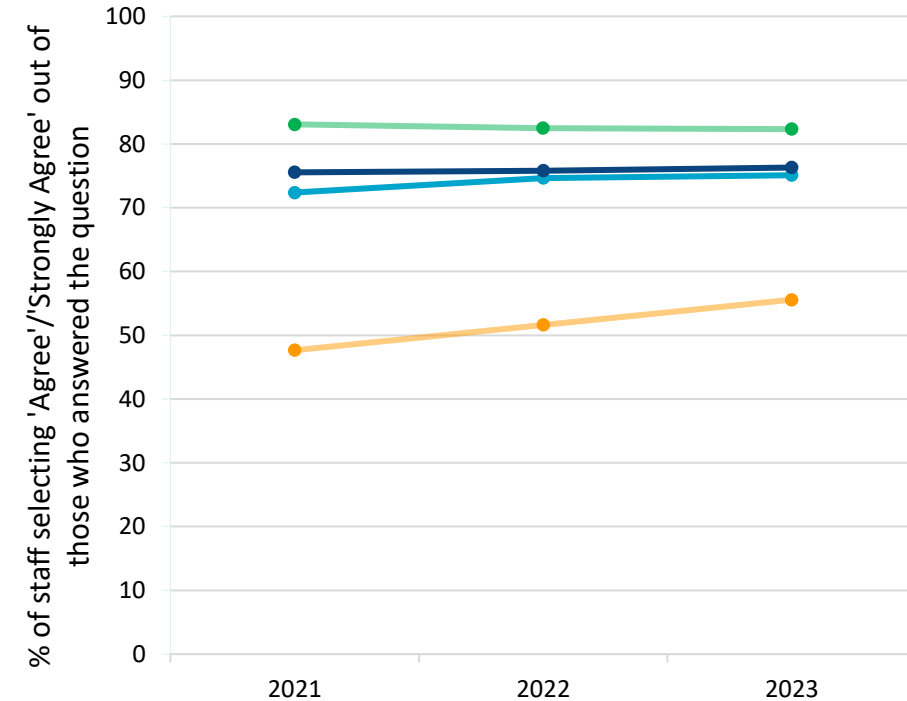
Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?

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



	2019	2020	2021	2022	2023
Your org	4.45%	4.65%	4.99%	4.80%	5.00%
Best result	3.62%	3.93%	4.03%	4.22%	5.00%
Average result	6.98%	7.06%	7.68%	7.01%	7.25%
Worst result	13.04%	13.21%	14.12%	13.74%	13.61%
Responses	3087	3568	3690	3510	3361

Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



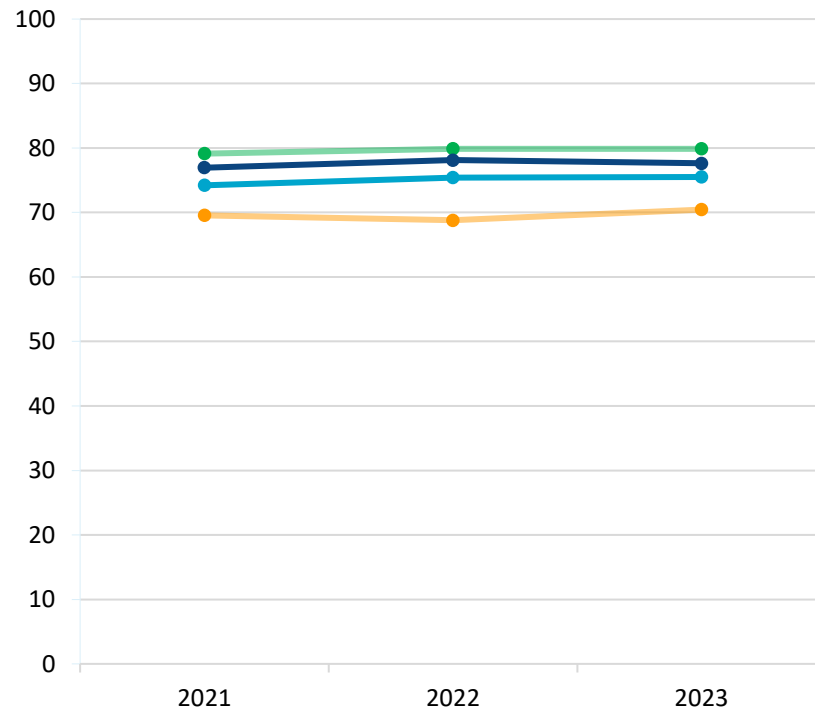
	2021	2022	2023
Your org	75.56%	75.83%	76.32%
Best result	83.08%	82.49%	82.34%
Average result	72.39%	74.65%	75.12%
Worst result	47.66%	51.61%	55.57%
Responses	3713	3543	3379



Q7h I feel valued by my team.

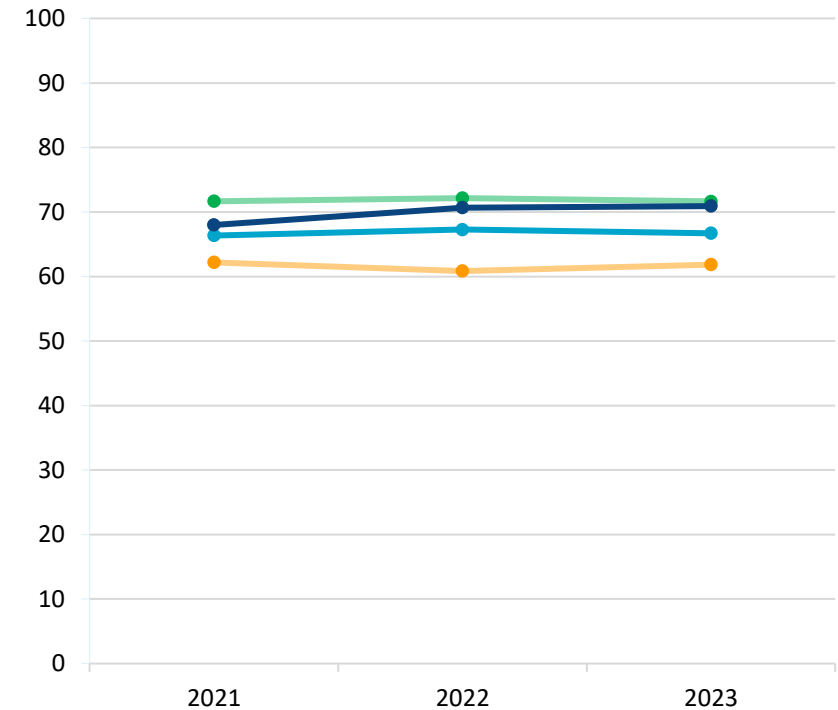
Q7i I feel a strong personal attachment to my team.

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



	2021	2022	2023
Your org	76.94%	78.12%	77.62%
Best result	79.13%	79.88%	79.87%
Average result	74.22%	75.41%	75.51%
Worst result	69.56%	68.78%	70.45%
Responses	3689	3533	3381

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

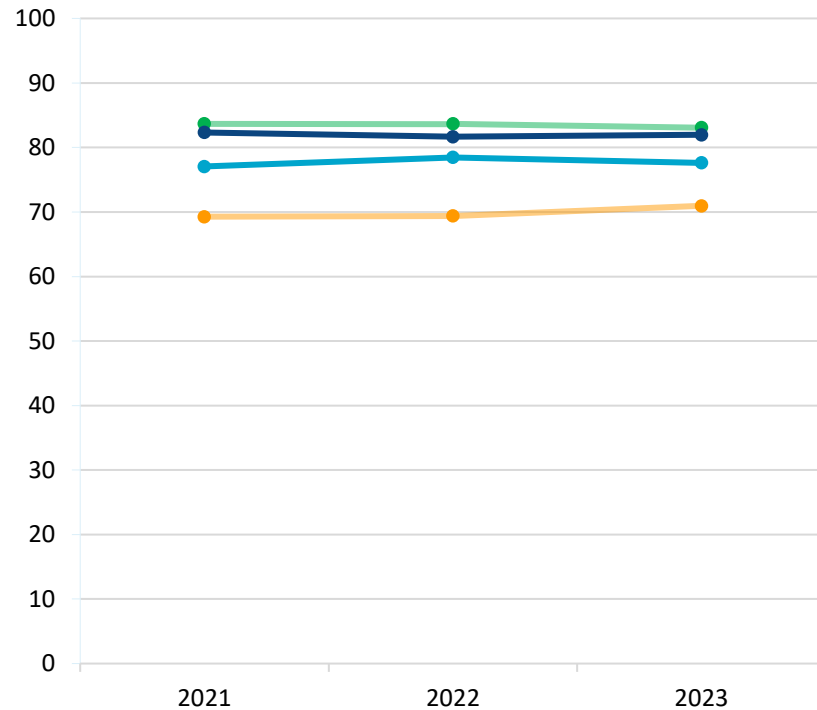


	2021	2022	2023
Your org	68.01%	70.68%	70.92%
Best result	71.67%	72.18%	71.66%
Average result	66.37%	67.28%	66.73%
Worst result	62.19%	60.86%	61.85%
Responses	3696	3529	3390



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

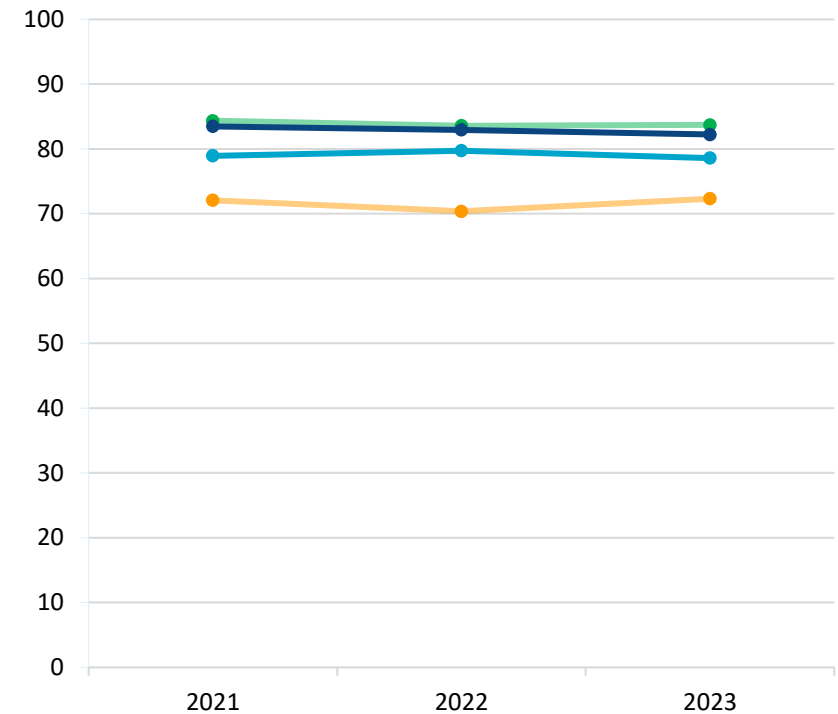
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	82.33%	81.68%	81.98%
Best result	83.68%	83.67%	83.09%
Average result	77.06%	78.47%	77.62%
Worst result	69.27%	69.40%	70.97%
Responses	3700	3544	3391

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

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



	2021	2022	2023
Your org	83.49%	82.94%	82.22%
Best result	84.34%	83.56%	83.69%
Average result	78.95%	79.73%	78.60%
Worst result	72.08%	70.37%	72.33%
Responses	3694	3541	3393

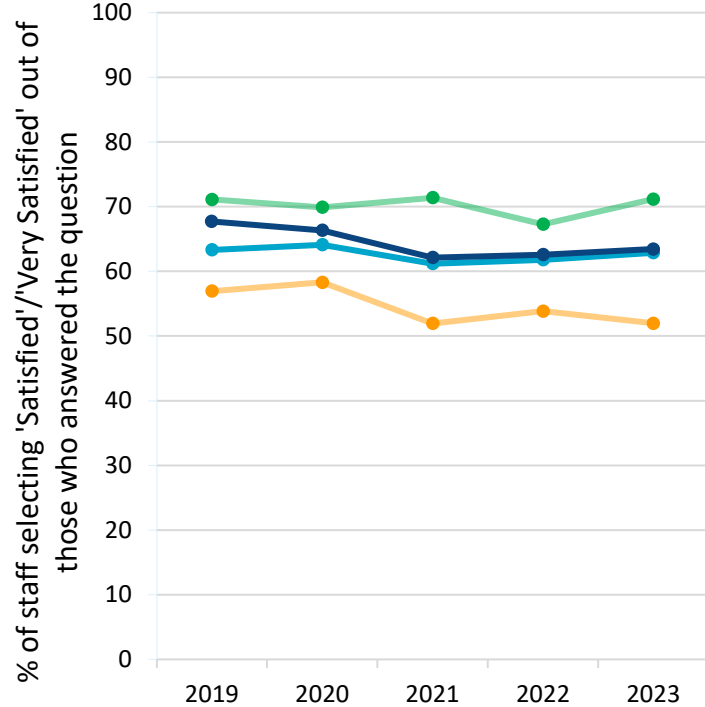
People Promise element – We are recognised and rewarded



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



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

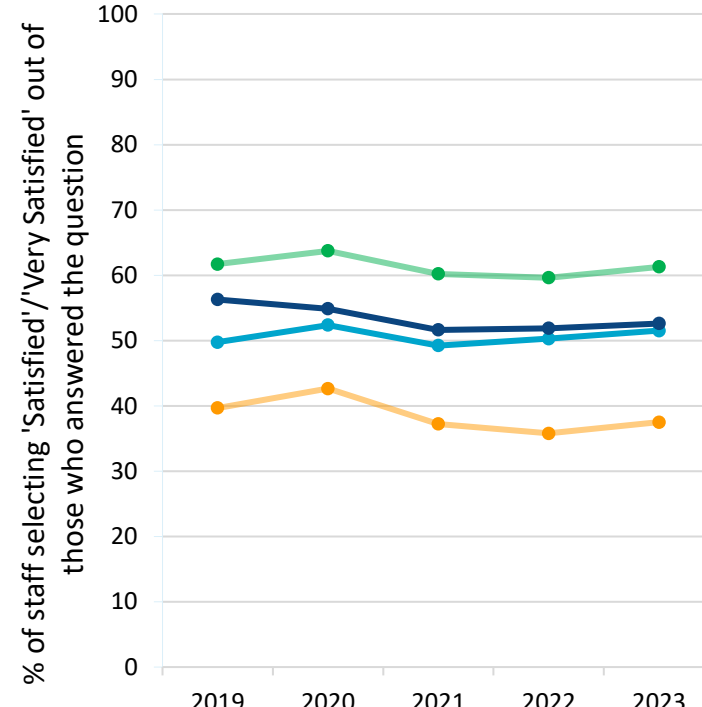


2019 2020 2021 2022 2023

Your org	67.69%	66.34%	62.13%	62.57%	63.43%
Best result	71.11%	69.88%	71.38%	67.28%	71.15%
Average result	63.30%	64.11%	61.18%	61.78%	62.87%
Worst result	56.94%	58.29%	51.93%	53.84%	51.97%

Responses 3158 3597 3697 3531 3403

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

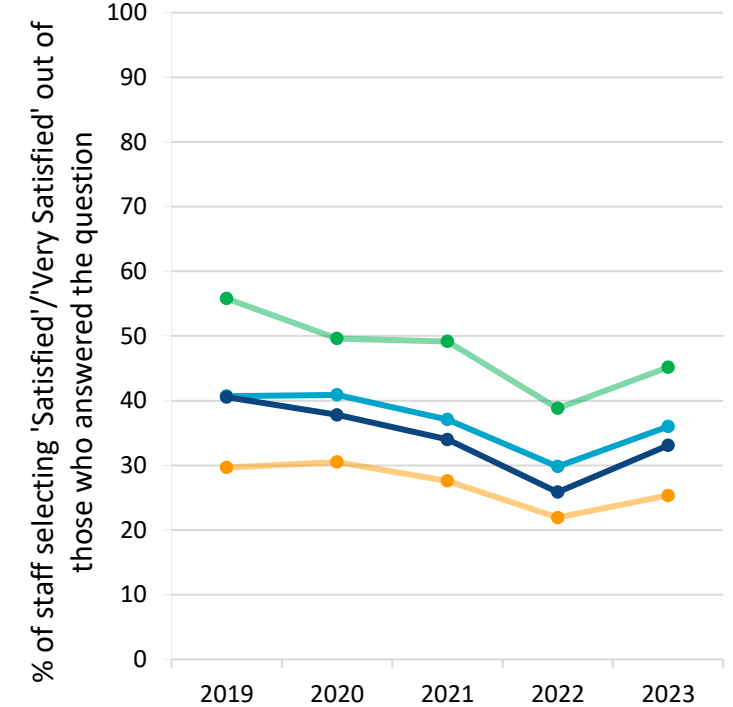


2019 2020 2021 2022 2023

Your org	56.26%	54.87%	51.64%	51.87%	52.63%
Best result	61.72%	63.74%	60.21%	59.62%	61.30%
Average result	49.76%	52.38%	49.24%	50.30%	51.52%
Worst result	39.67%	42.64%	37.23%	35.78%	37.49%

Responses 3153 3579 3686 3524 3392

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



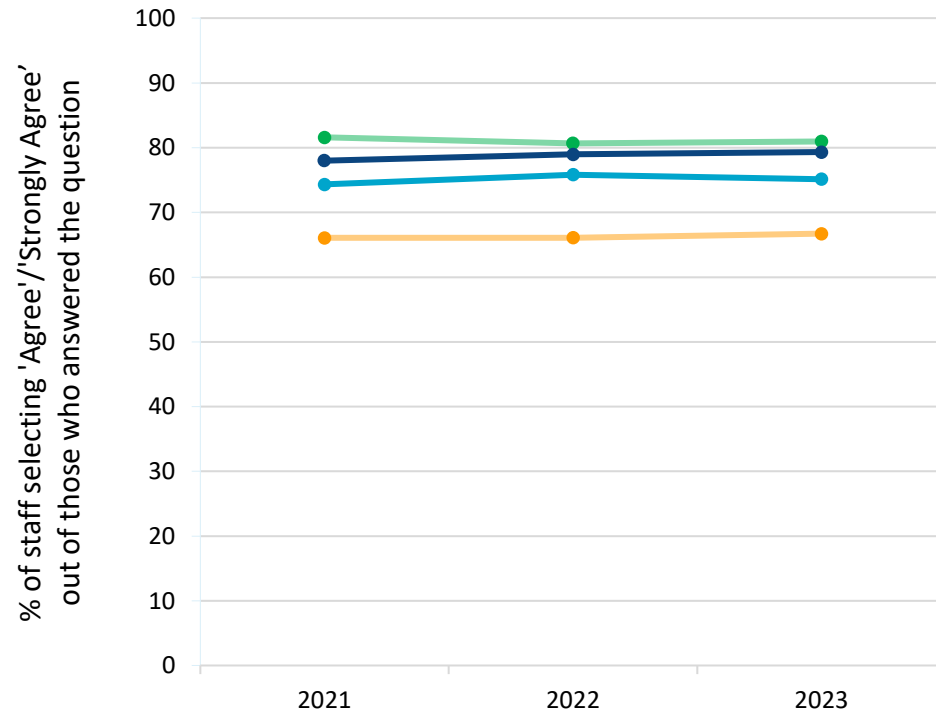
2019 2020 2021 2022 2023

Your org	40.56%	37.82%	34.01%	25.87%	33.10%
Best result	55.79%	49.62%	49.16%	38.82%	45.16%
Average result	40.71%	40.92%	37.09%	29.82%	36.00%
Worst result	29.67%	30.53%	27.59%	21.93%	25.35%

Responses 3151 3582 3695 3528 3393

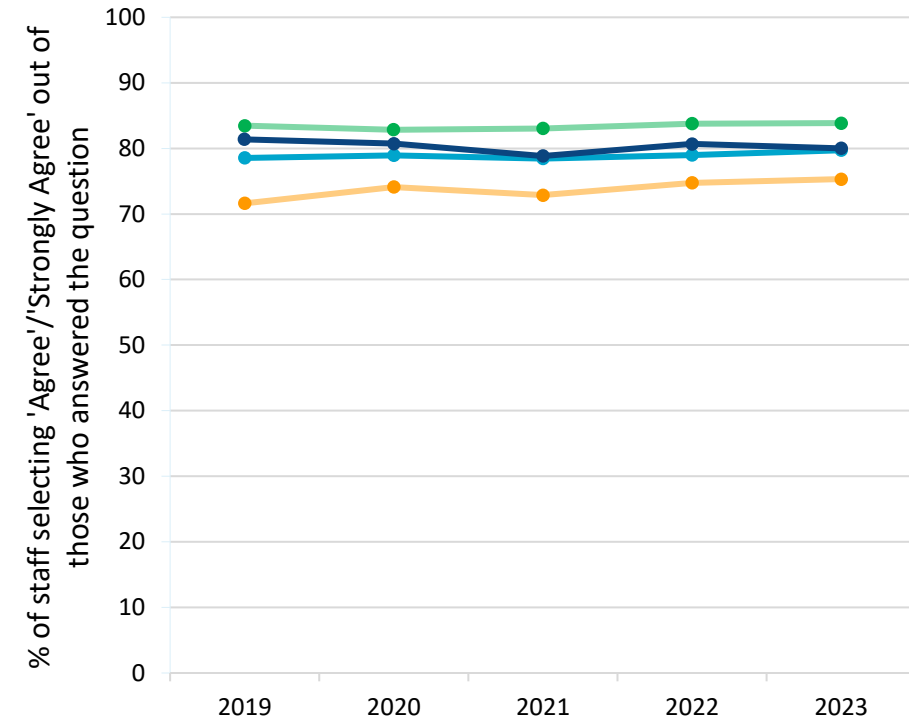


Q8d The people I work with show appreciation to one another.



	2021	2022	2023
Your org	78.02%	78.97%	79.31%
Best result	81.59%	80.65%	80.97%
Average result	74.33%	75.83%	75.15%
Worst result	66.07%	66.10%	66.70%
Responses	3684	3538	3385

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	81.38%	80.73%	78.84%	80.69%	80.02%
Best result	83.46%	82.82%	83.03%	83.77%	83.85%
Average result	78.55%	78.95%	78.46%	79.01%	79.73%
Worst result	71.62%	74.11%	72.87%	74.74%	75.31%
Responses	3138	3582	3712	3543	3403

People Promise element – We each have a voice that counts



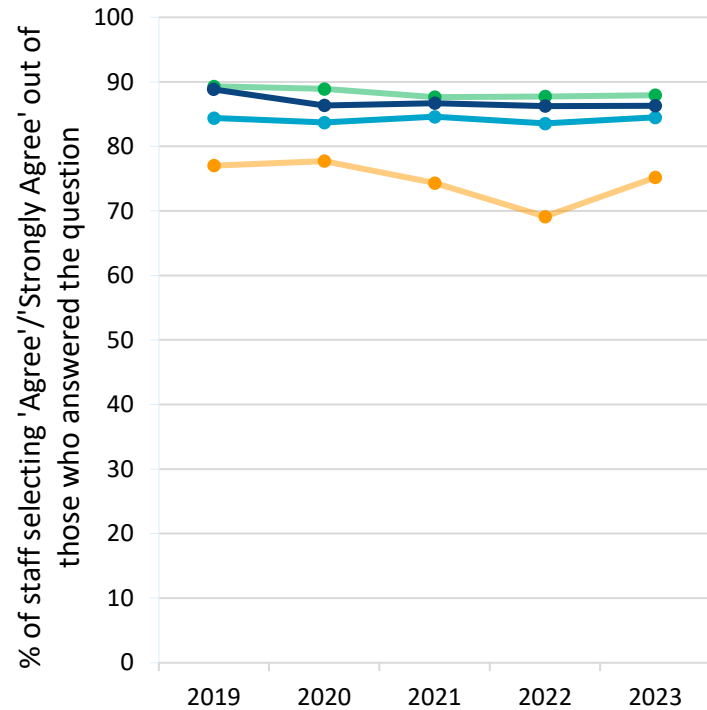
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

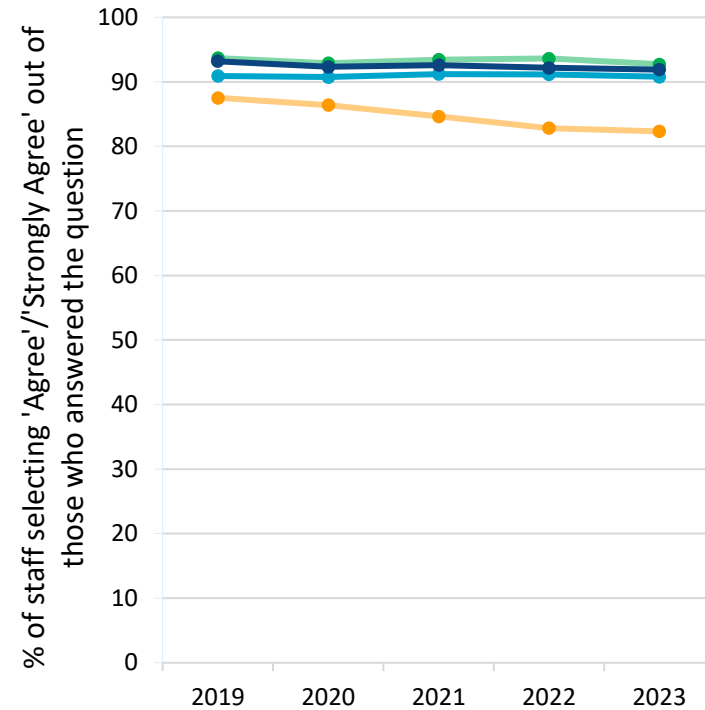


Q3a I always know what my work responsibilities are.



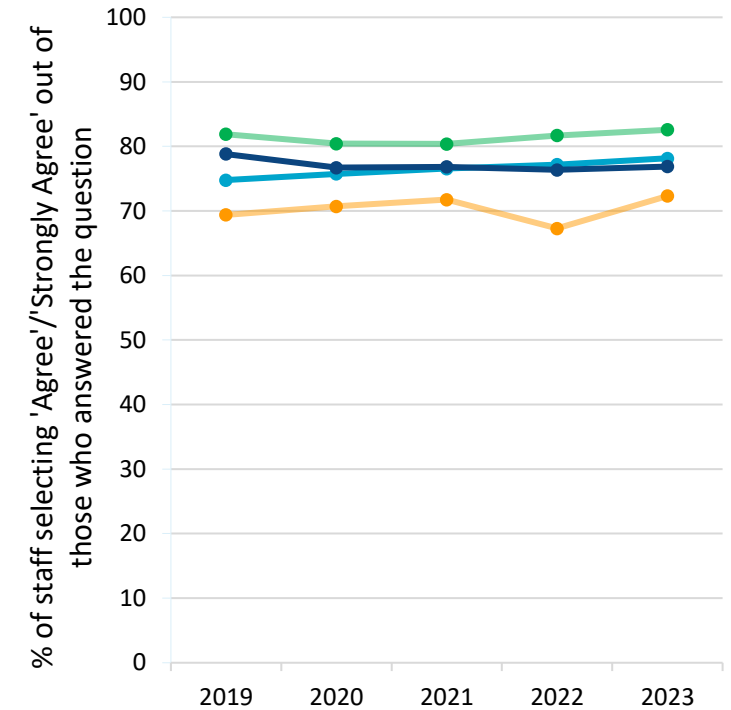
	2019	2020	2021	2022	2023
Your org	88.83%	86.35%	86.69%	86.26%	86.31%
Best result	89.31%	88.91%	87.64%	87.74%	87.94%
Average result	84.39%	83.69%	84.60%	83.54%	84.49%
Worst result	77.03%	77.72%	74.34%	69.12%	75.20%
Responses	3146	3579	3715	3547	3403

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	93.18%	92.33%	92.60%	92.17%	91.91%
Best result	93.69%	92.90%	93.44%	93.62%	92.73%
Average result	90.91%	90.74%	91.22%	91.17%	90.79%
Worst result	87.51%	86.39%	84.65%	82.82%	82.33%
Responses	3121	3566	3711	3546	3402

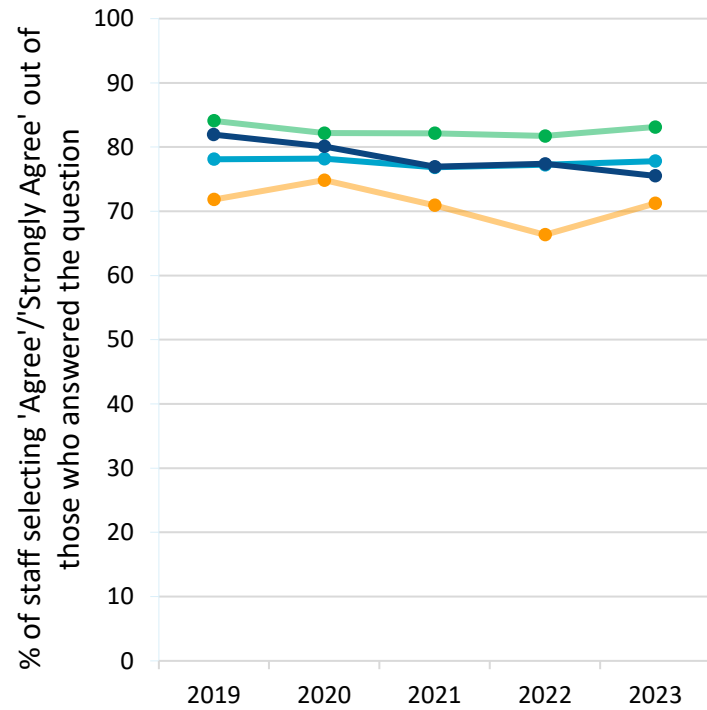
Q3c There are frequent opportunities for me to show initiative in my role.



	2019	2020	2021	2022	2023
Your org	78.80%	76.71%	76.82%	76.36%	76.88%
Best result	81.89%	80.42%	80.39%	81.69%	82.58%
Average result	74.78%	75.75%	76.55%	77.17%	78.14%
Worst result	69.39%	70.70%	71.75%	67.29%	72.32%
Responses	3164	3593	3705	3536	3389



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

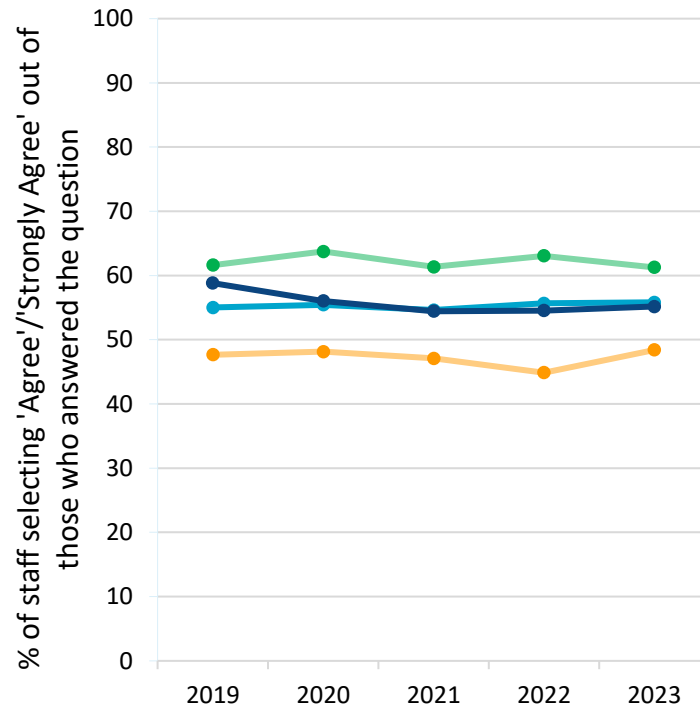


2019 2020 2021 2022 2023

Your org	81.95%	80.09%	76.95%	77.38%	75.51%
Best result	84.08%	82.18%	82.14%	81.71%	83.13%
Average result	78.11%	78.18%	76.84%	77.25%	77.80%
Worst result	71.82%	74.85%	70.93%	66.36%	71.24%

Responses 3154 3587 3695 3538 3389

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

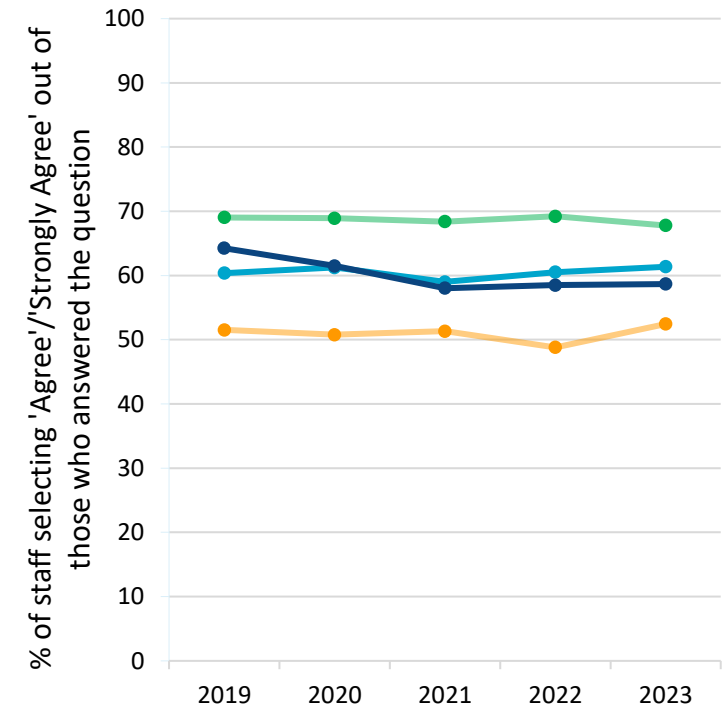


2019 2020 2021 2022 2023

Your org	58.81%	56.04%	54.44%	54.55%	55.15%
Best result	61.62%	63.73%	61.35%	63.07%	61.26%
Average result	55.01%	55.43%	54.61%	55.66%	55.80%
Worst result	47.67%	48.13%	47.08%	44.86%	48.41%

Responses 3158 3585 3702 3533 3392

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



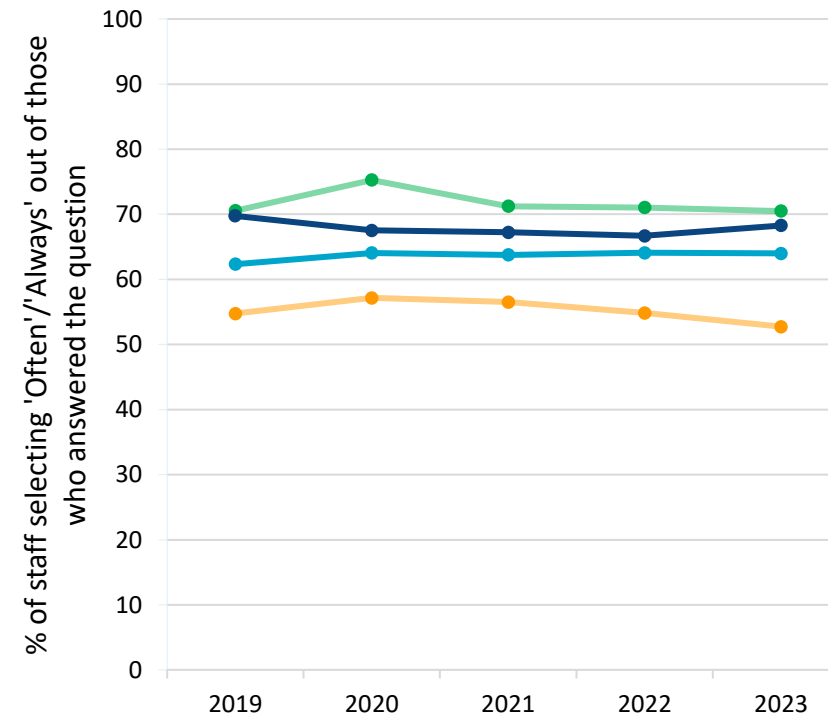
2019 2020 2021 2022 2023

Your org	64.23%	61.48%	58.02%	58.50%	58.67%
Best result	69.03%	68.91%	68.40%	69.20%	67.81%
Average result	60.38%	61.24%	59.01%	60.52%	61.37%
Worst result	51.53%	50.78%	51.33%	48.81%	52.44%

Responses 3144 3570 3699 3533 3387



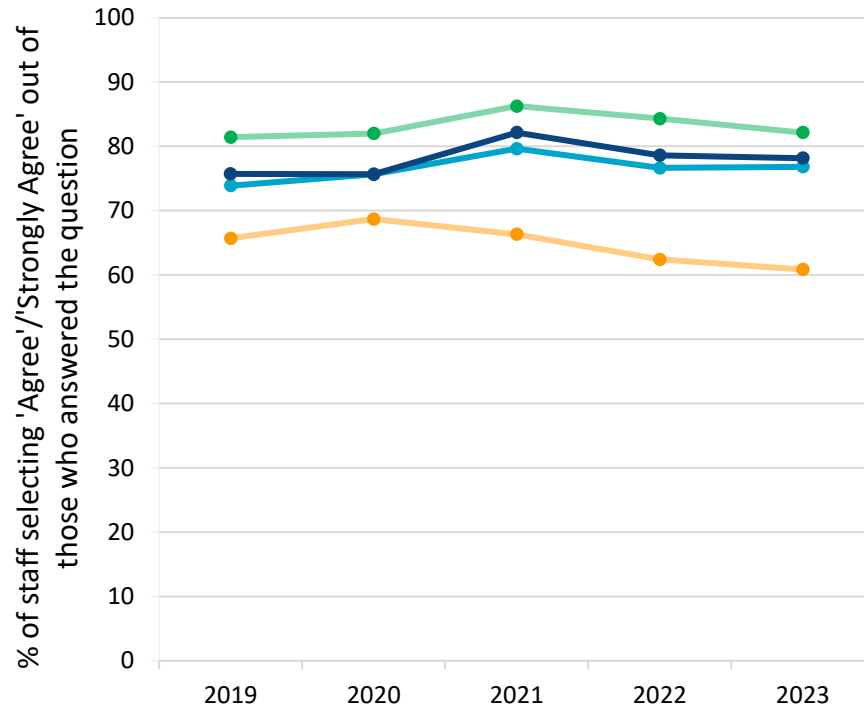
Q5b I have a choice in deciding how to do my work.



	2019	2020	2021	2022	2023
Your org	69.77%	67.53%	67.22%	66.70%	68.29%
Best result	70.54%	75.27%	71.25%	71.04%	70.51%
Average result	62.33%	64.05%	63.77%	64.10%	64.00%
Worst result	54.76%	57.16%	56.52%	54.84%	52.72%
Responses	3126	3565	3693	3531	3386



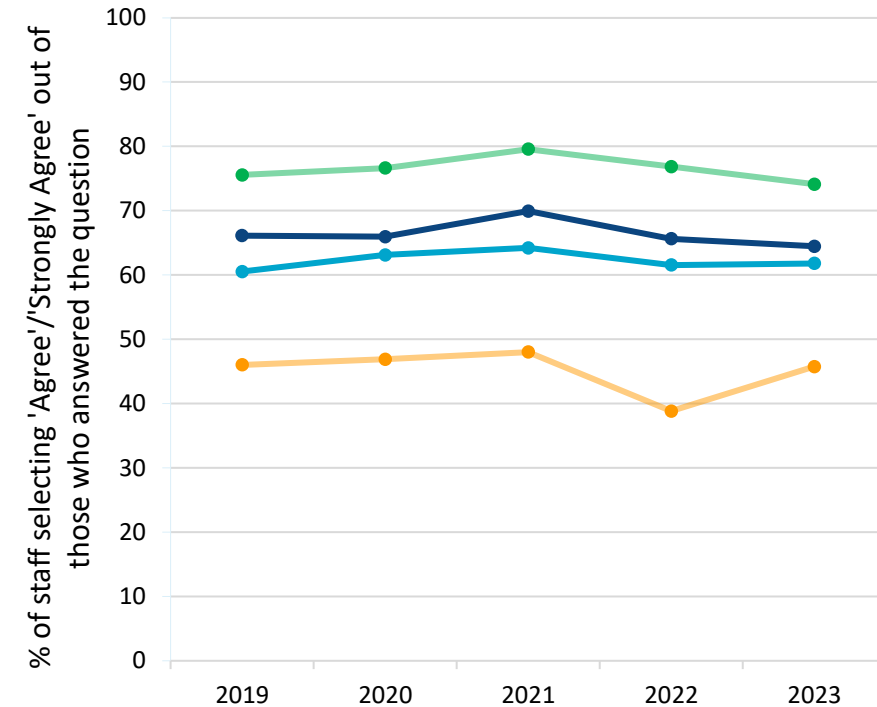
Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	75.72%	75.66%	82.15%	78.61%	78.17%
Best result	81.42%	82.01%	86.26%	84.31%	82.15%
Average result	73.88%	75.68%	79.63%	76.65%	76.82%
Worst result	65.70%	68.68%	66.32%	62.41%	60.85%

Responses 3107 3565 3698 3527 3393

Q20b I am confident that my organisation would address my concern.

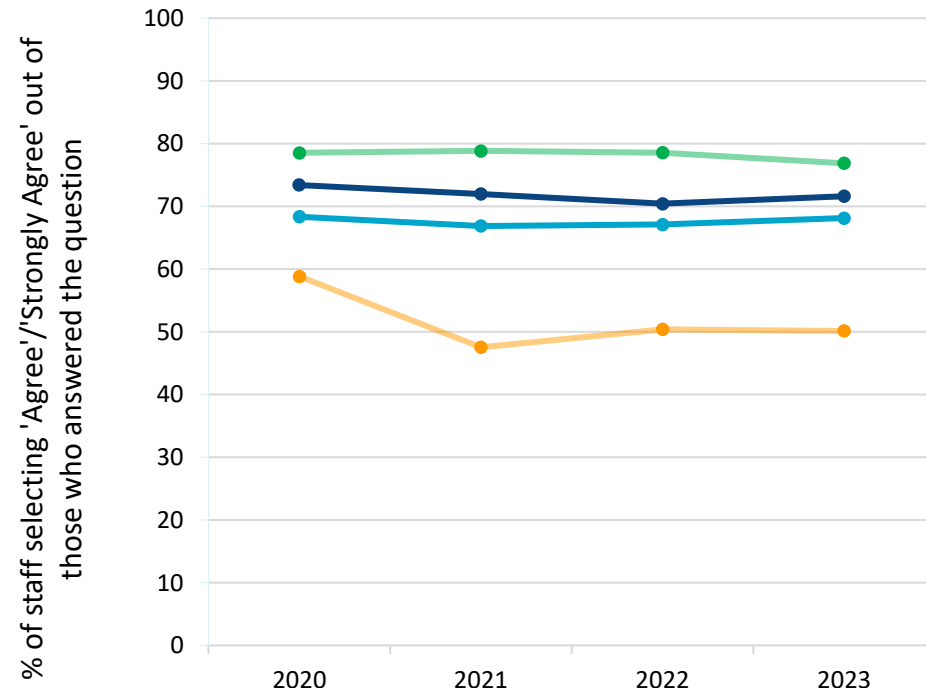


	2019	2020	2021	2022	2023
Your org	66.10%	65.95%	69.93%	65.63%	64.46%
Best result	75.56%	76.63%	79.57%	76.84%	74.10%
Average result	60.51%	63.12%	64.22%	61.53%	61.79%
Worst result	46.01%	46.89%	48.01%	38.82%	45.73%

Responses 3104 3560 3683 3521 3391

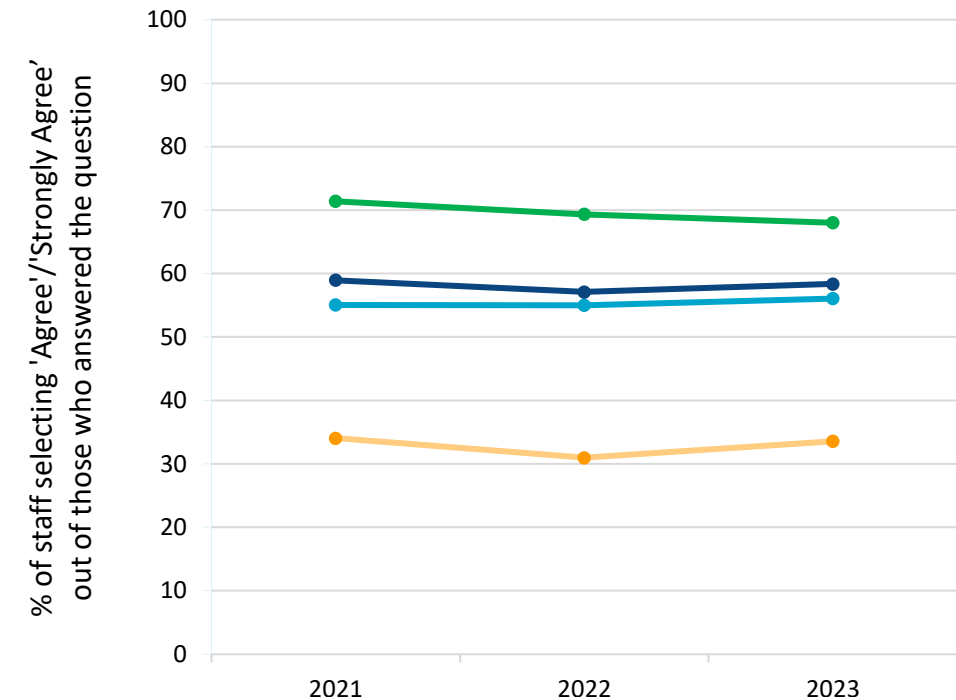


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	73.42%	71.99%	70.45%	71.63%
Best result	78.54%	78.86%	78.57%	76.89%
Average result	68.37%	66.89%	67.11%	68.14%
Worst result	58.87%	47.55%	50.40%	50.17%
Responses	3576	3692	3524	3389

Q25f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022	2023
Your org	58.94%	57.11%	58.37%
Best result	71.41%	69.30%	68.01%
Average result	55.05%	55.00%	56.06%
Worst result	34.05%	30.98%	33.58%
Responses	3694	3520	3388

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

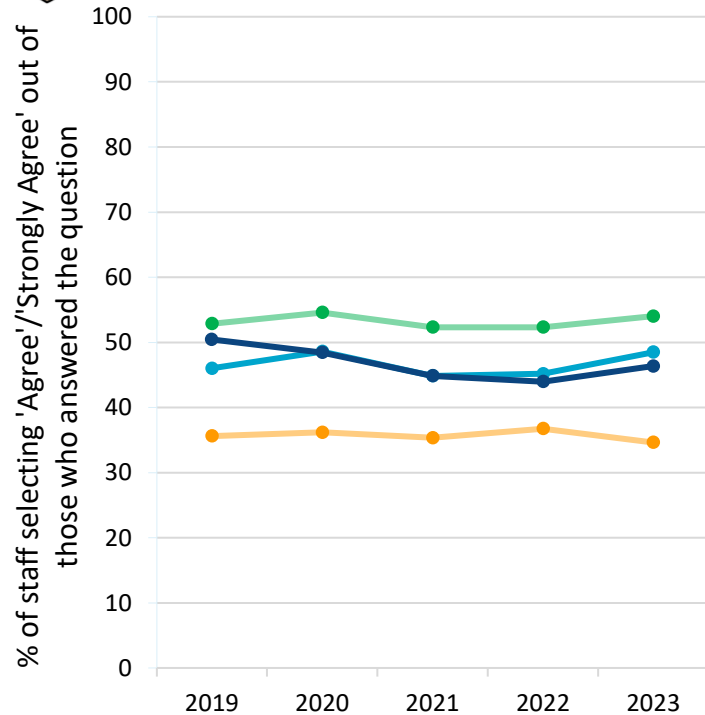
Other questions:* Q17a, Q17b, Q22

*Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

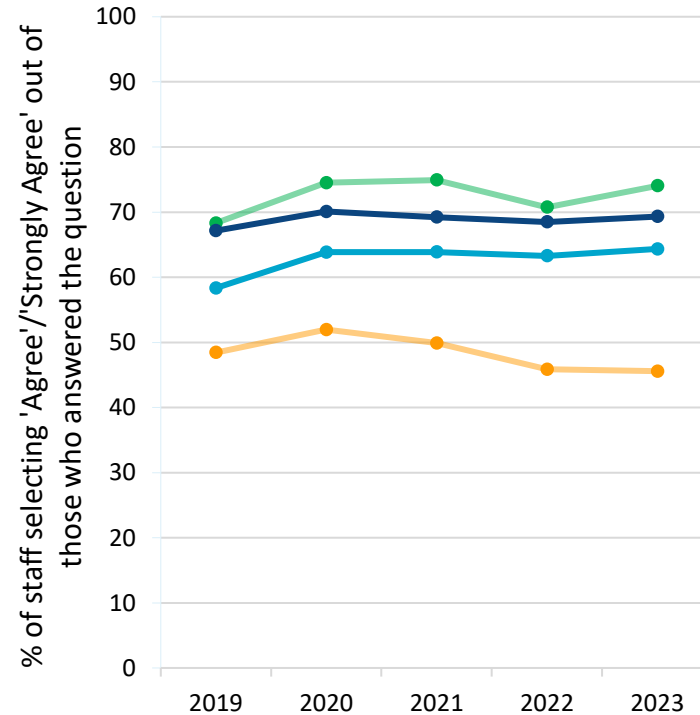


Q3g I am able to meet all the conflicting demands on my time at work.



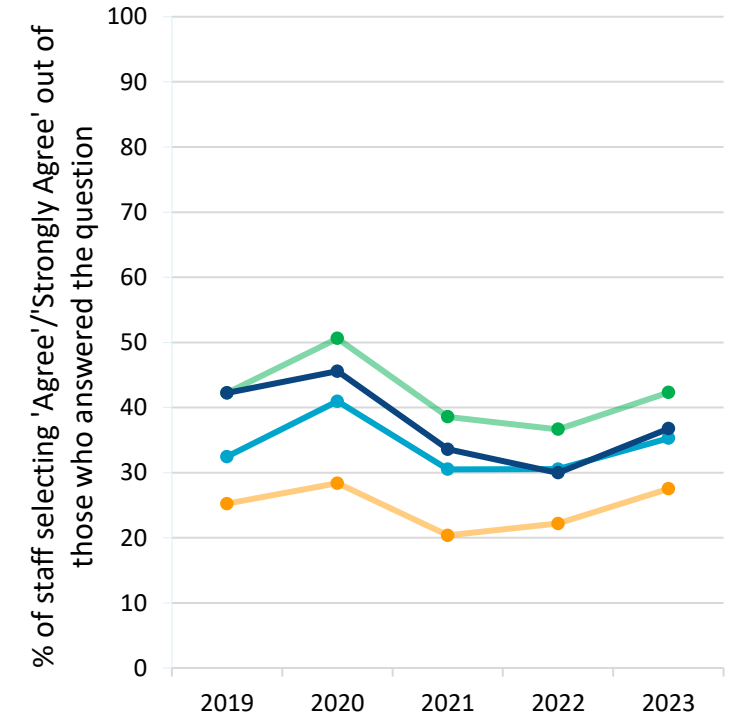
	2019	2020	2021	2022	2023
Your org	50.42%	48.44%	44.86%	43.97%	46.35%
Best result	52.86%	54.59%	52.32%	52.33%	54.03%
Average result	46.01%	48.59%	44.86%	45.18%	48.48%
Worst result	35.63%	36.18%	35.35%	36.74%	34.64%
Responses	3147	3568	3684	3525	3382

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



	2019	2020	2021	2022	2023
Your org	67.16%	70.08%	69.23%	68.49%	69.32%
Best result	68.32%	74.51%	74.92%	70.75%	74.04%
Average result	58.35%	63.84%	63.87%	63.29%	64.33%
Worst result	48.44%	51.95%	49.91%	45.87%	45.56%
Responses	3146	3564	3682	3528	3378

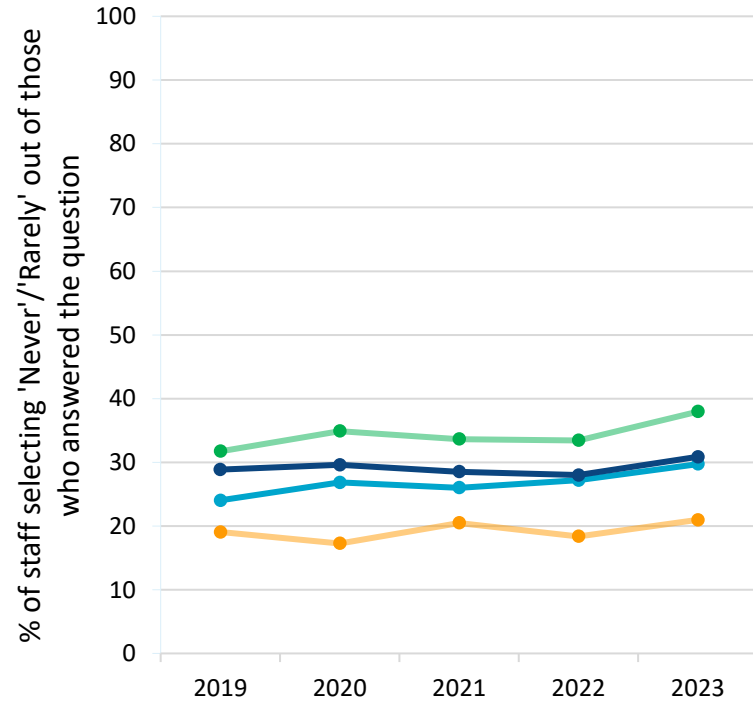
Q3i There are enough staff at this organisation for me to do my job properly.



	2019	2020	2021	2022	2023
Your org	42.23%	45.58%	33.58%	29.97%	36.75%
Best result	42.23%	50.62%	38.58%	36.65%	42.31%
Average result	32.45%	40.96%	30.52%	30.55%	35.28%
Worst result	25.23%	28.37%	20.38%	22.18%	27.52%
Responses	3154	3578	3706	3533	3398

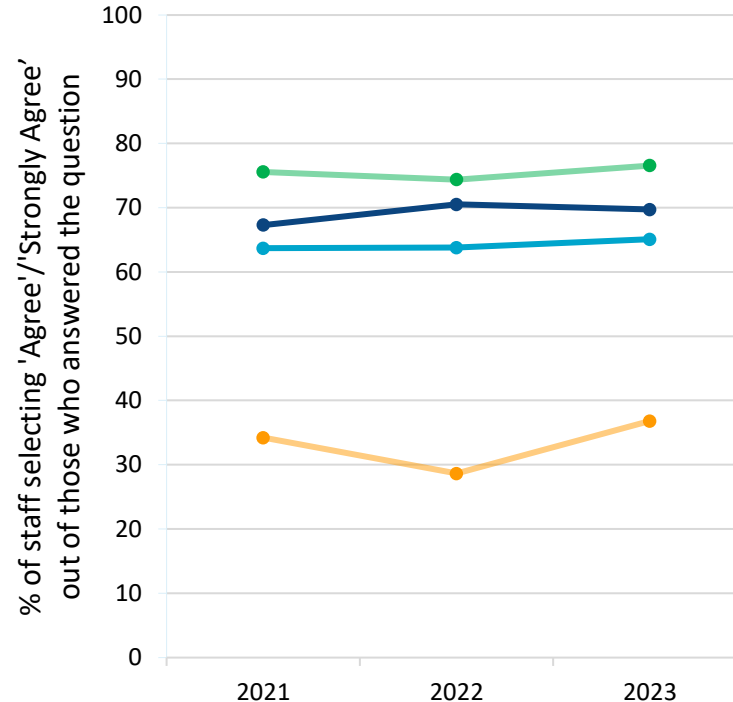


Q5a I have unrealistic time pressures.



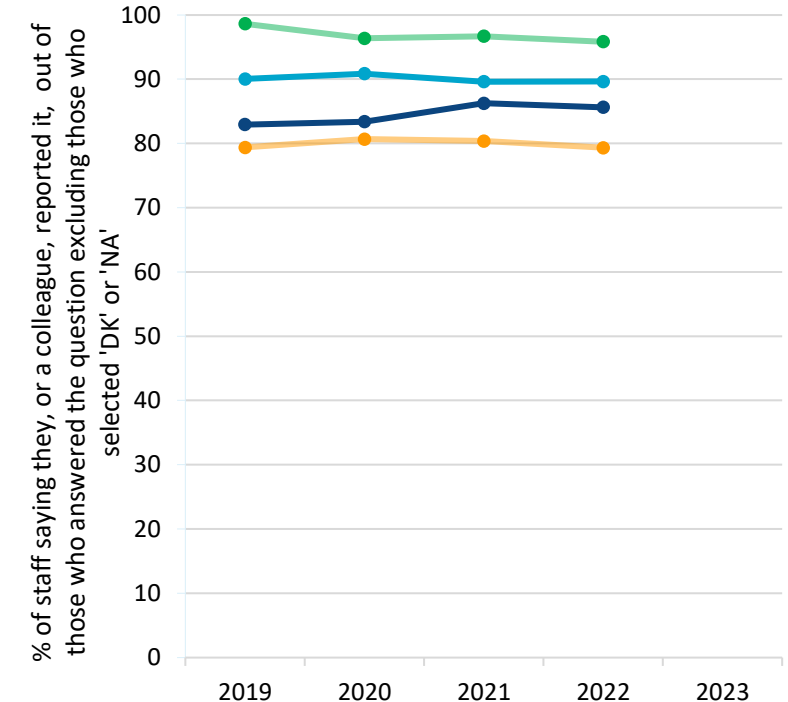
	2019	2020	2021	2022	2023
Your org	28.88%	29.61%	28.54%	27.99%	30.87%
Best result	31.73%	34.90%	33.64%	33.44%	37.98%
Average result	24.05%	26.84%	26.02%	27.20%	29.73%
Worst result	19.06%	17.28%	20.49%	18.39%	20.96%
Responses	3136	3576	3702	3537	3403

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



	2021	2022	2023
Your org	67.29%	70.52%	69.71%
Best result	75.55%	74.35%	76.57%
Average result	63.69%	63.79%	65.07%
Worst result	34.21%	28.63%	36.79%
Responses	3664	3526	3363

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

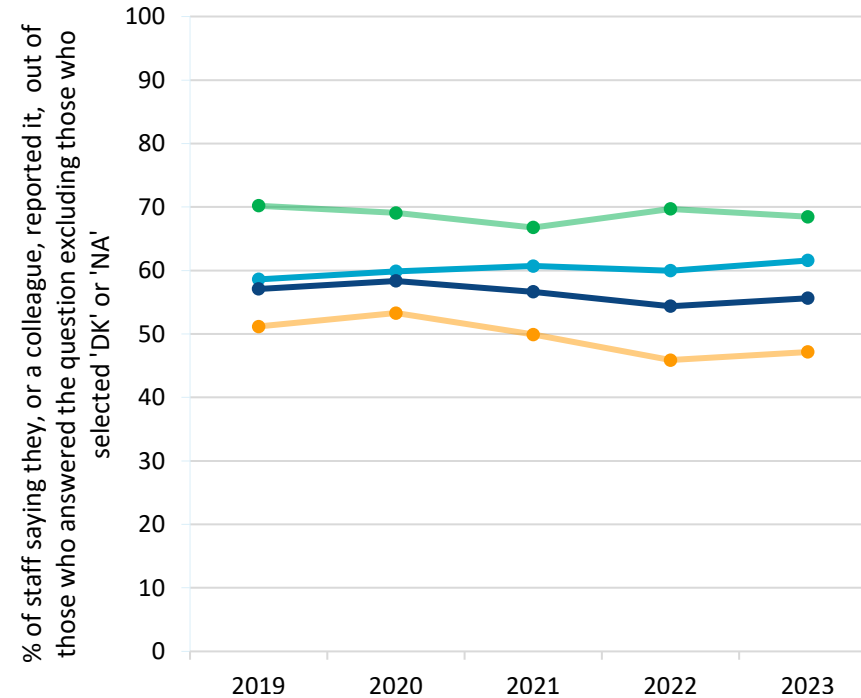


	2019	2020	2021	2022	2023
Your org	82.92%	83.39%	86.25%	85.62%	
Best result	98.62%	96.35%	96.68%	95.83%	
Average result	90.02%	90.85%	89.61%	89.63%	
Worst result	79.38%	80.66%	80.38%	79.33%	
Responses	291	303	299	270	

Note. 2023 results for Q13d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



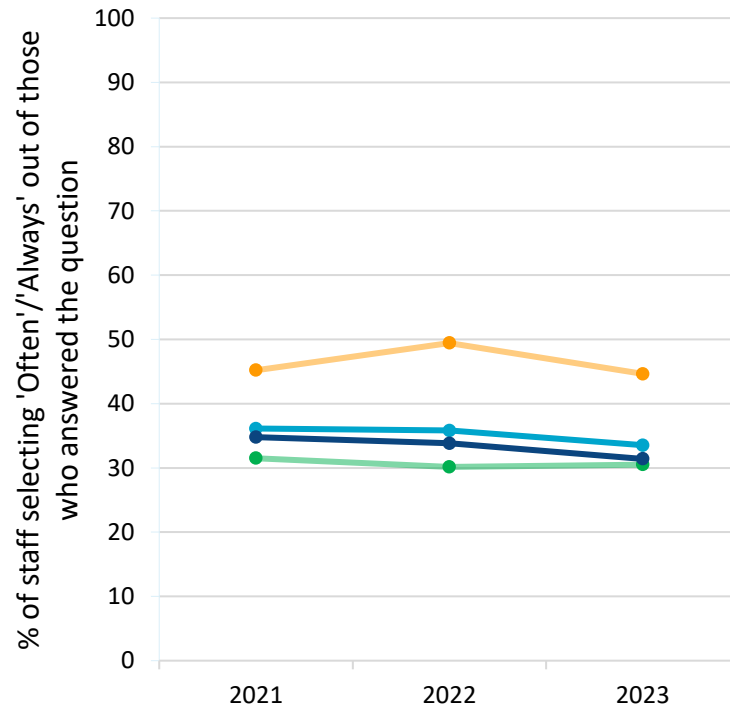
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	57.09%	58.36%	56.64%	54.36%	55.63%
Best result	70.20%	69.07%	66.77%	69.70%	68.45%
Average result	58.61%	59.88%	60.70%	59.97%	61.59%
Worst result	51.18%	53.28%	49.90%	45.88%	47.16%
Responses	900	1011	1068	953	848

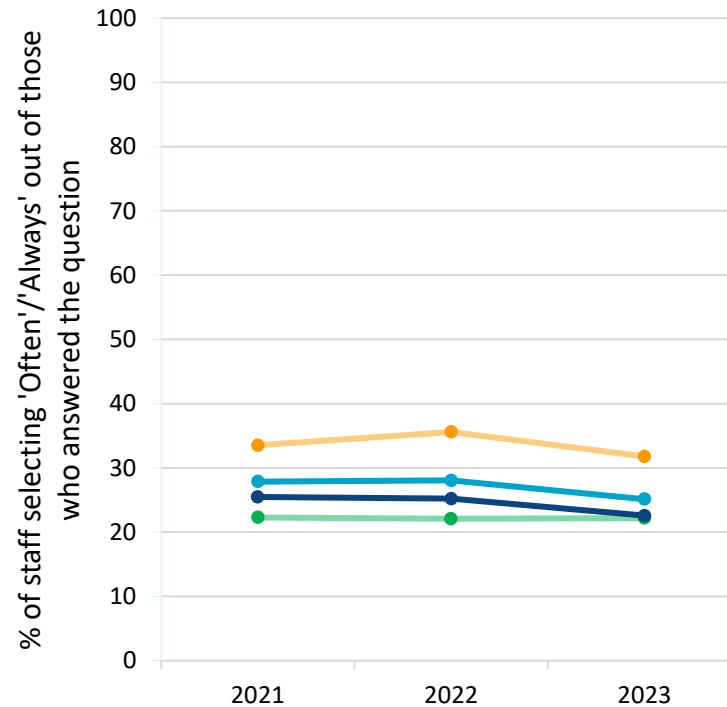


Q12a How often, if at all, do you find your work emotionally exhausting?



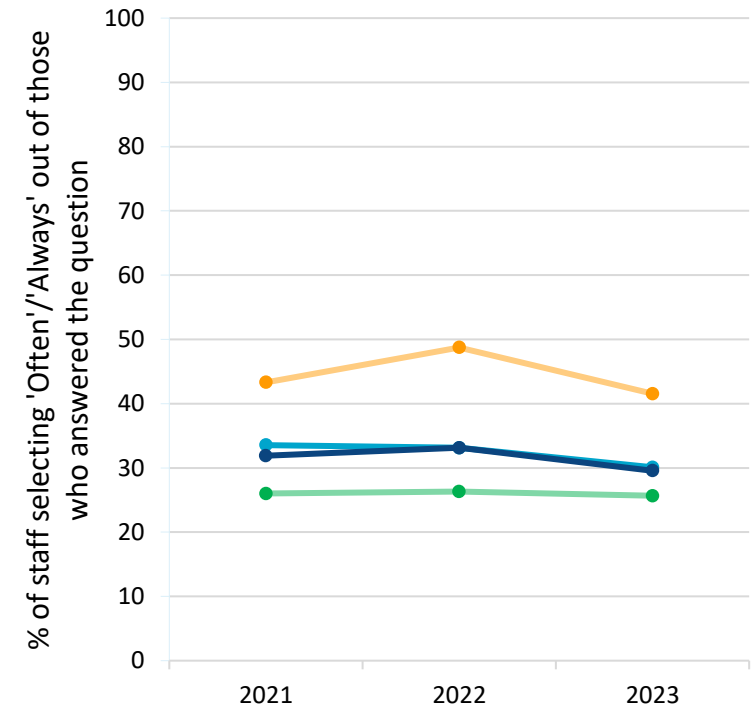
	2021	2022	2023
Your org	34.77%	33.83%	31.41%
Best result	31.52%	30.18%	30.51%
Average result	36.13%	35.81%	33.53%
Worst result	45.20%	49.43%	44.64%
Responses	3717	3547	3402

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



	2021	2022	2023
Your org	25.49%	25.22%	22.57%
Best result	22.30%	22.09%	22.20%
Average result	27.87%	28.05%	25.13%
Worst result	33.53%	35.60%	31.79%
Responses	3711	3547	3400

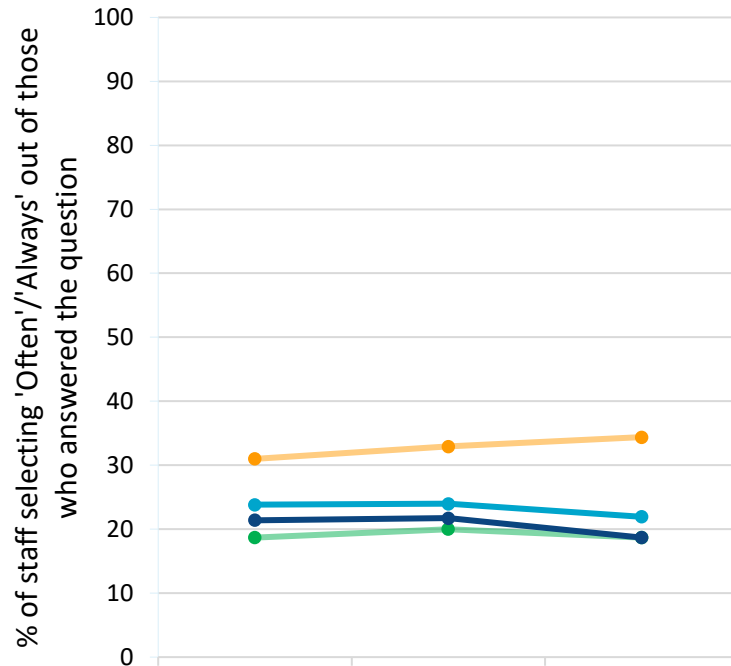
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
Your org	31.88%	33.12%	29.58%
Best result	26.02%	26.31%	25.66%
Average result	33.56%	33.12%	30.10%
Worst result	43.32%	48.73%	41.55%
Responses	3713	3540	3398

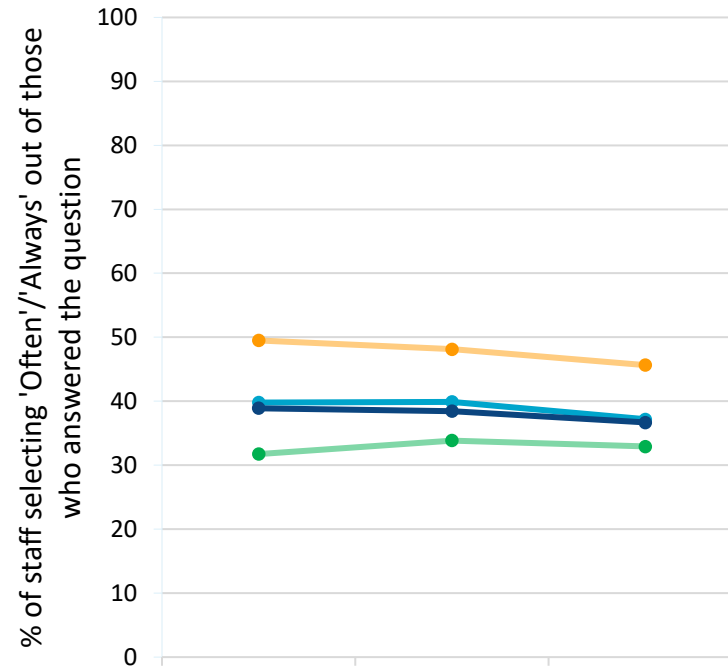


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



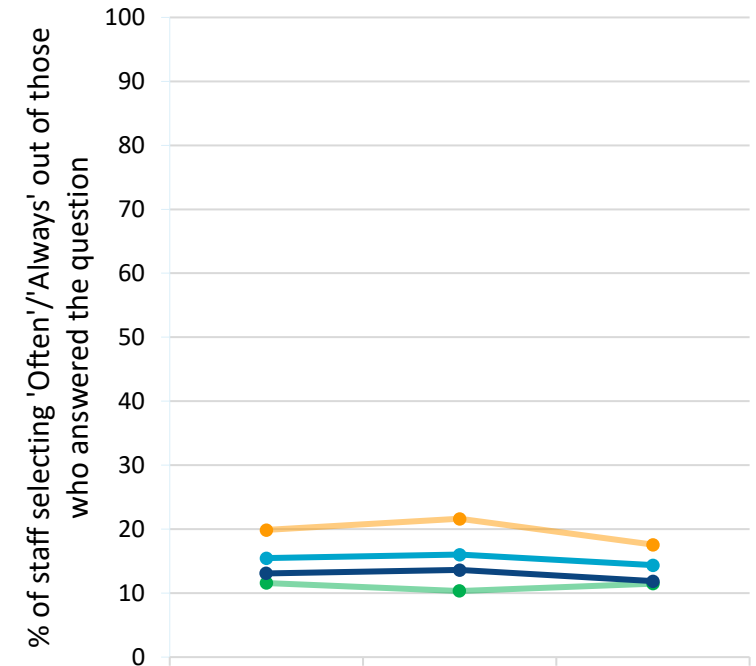
	2021	2022	2023
2021			
2022			
2023			
Your org	21.38%	21.72%	18.71%
Best result	18.72%	20.00%	18.71%
Average result	23.82%	23.98%	21.97%
Worst result	31.01%	32.94%	34.39%
Responses	3706	3539	3388

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



	2021	2022	2023
2021			
2022			
2023			
Your org	38.90%	38.46%	36.69%
Best result	31.75%	33.83%	32.92%
Average result	39.80%	39.91%	37.17%
Worst result	49.50%	48.13%	45.65%
Responses	3698	3538	3382

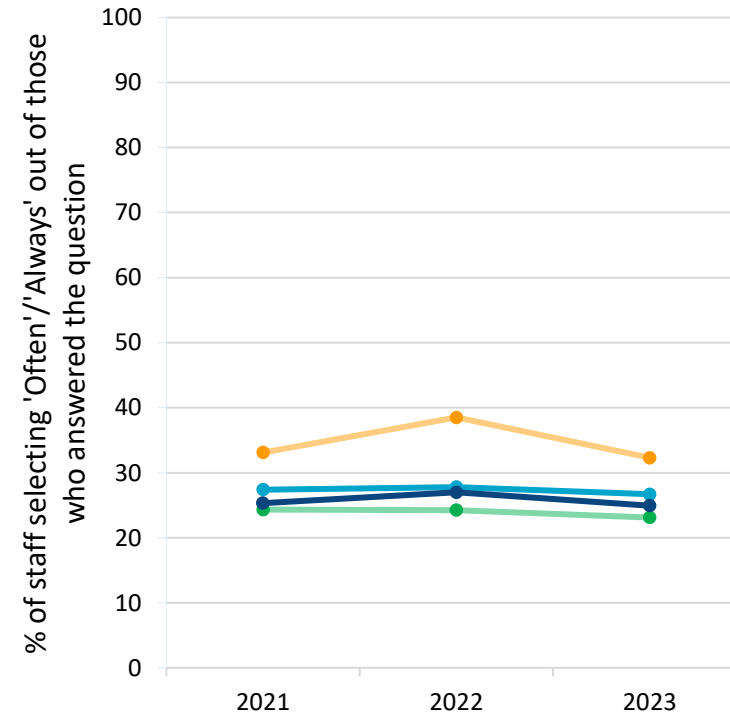
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023
2021			
2022			
2023			
Your org	13.09%	13.63%	11.87%
Best result	11.59%	10.33%	11.50%
Average result	15.48%	16.02%	14.38%
Worst result	19.89%	21.63%	17.58%
Responses	3698	3538	3384



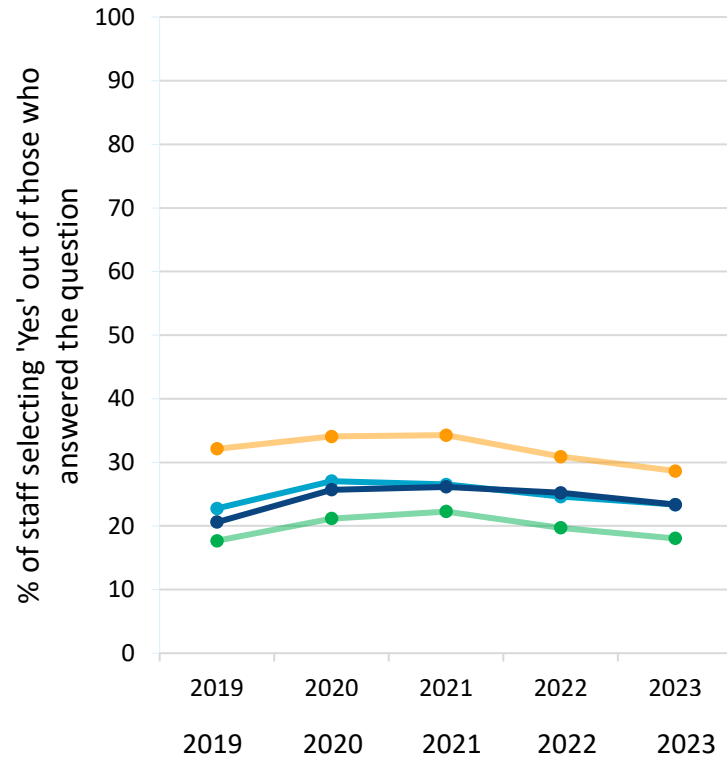
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023
Your org	25.33%	26.98%	24.95%
Best result	24.34%	24.27%	23.14%
Average result	27.42%	27.79%	26.69%
Worst result	33.11%	38.51%	32.30%
Responses	3704	3544	3394

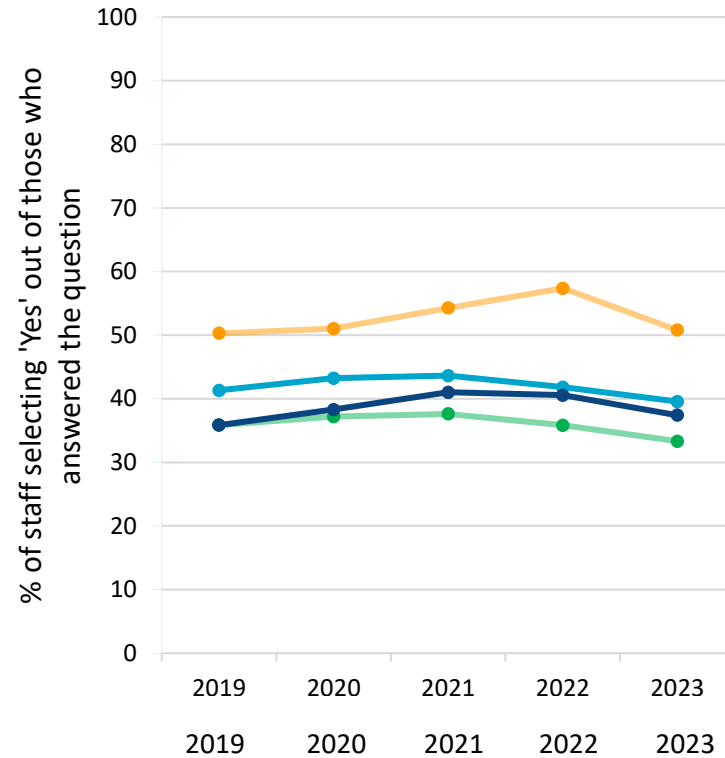


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



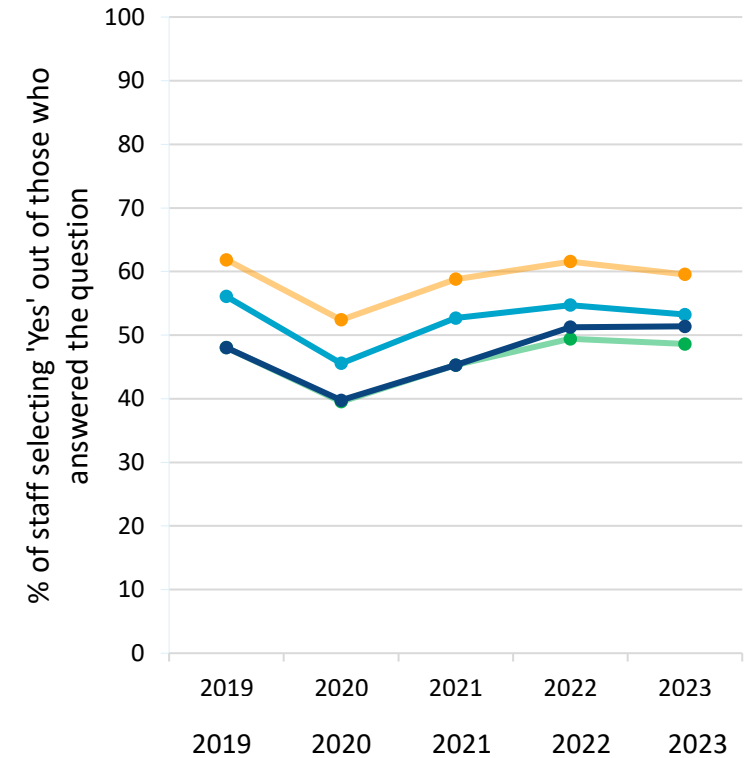
Your org	20.60%	25.68%	26.15%	25.21%	23.35%
Best result	17.66%	21.16%	22.26%	19.70%	18.04%
Average result	22.74%	27.05%	26.53%	24.60%	23.35%
Worst result	32.13%	34.08%	34.26%	30.89%	28.62%
Responses	3137	3581	3702	3533	3390

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



Your org	35.85%	38.29%	41.01%	40.57%	37.42%
Best result	35.85%	37.19%	37.62%	35.82%	33.31%
Average result	41.30%	43.23%	43.63%	41.82%	39.54%
Worst result	50.30%	51.01%	54.27%	57.36%	50.79%
Responses	3134	3580	3707	3530	3391

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



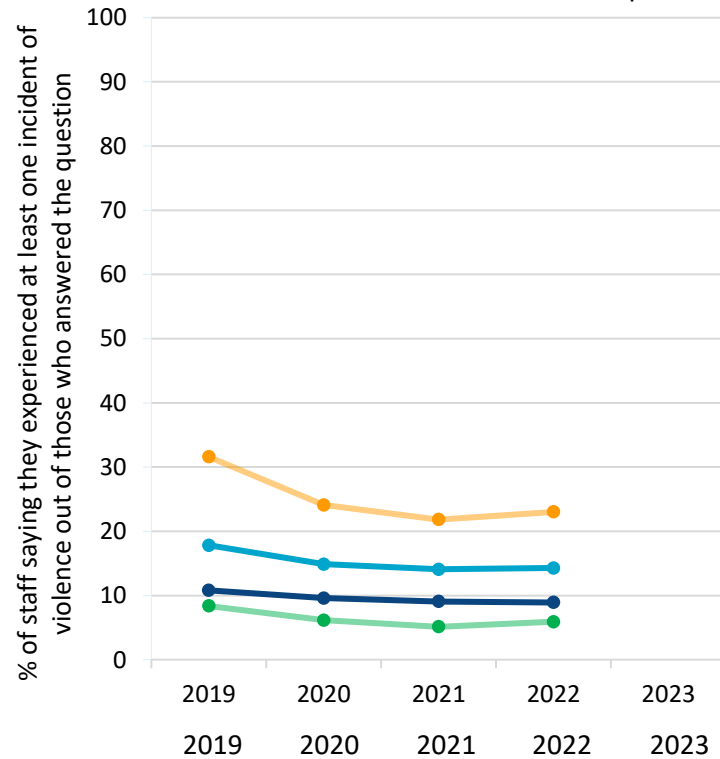
Your org	48.03%	39.74%	45.28%	51.24%	51.37%
Best result	48.03%	39.52%	45.28%	49.41%	48.61%
Average result	56.07%	45.57%	52.67%	54.73%	53.24%
Worst result	61.84%	52.40%	58.81%	61.56%	59.54%
Responses	3134	3579	3701	3535	3390



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

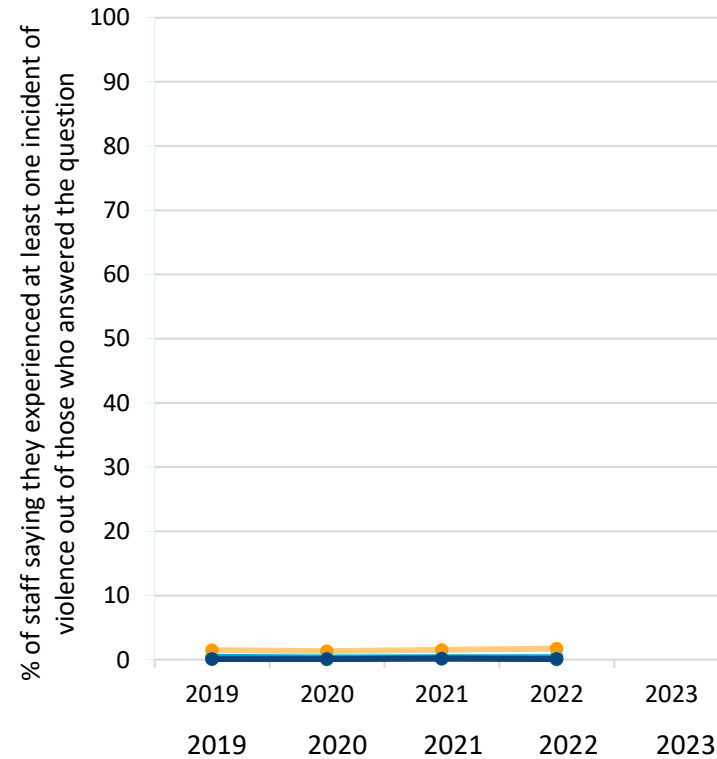


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



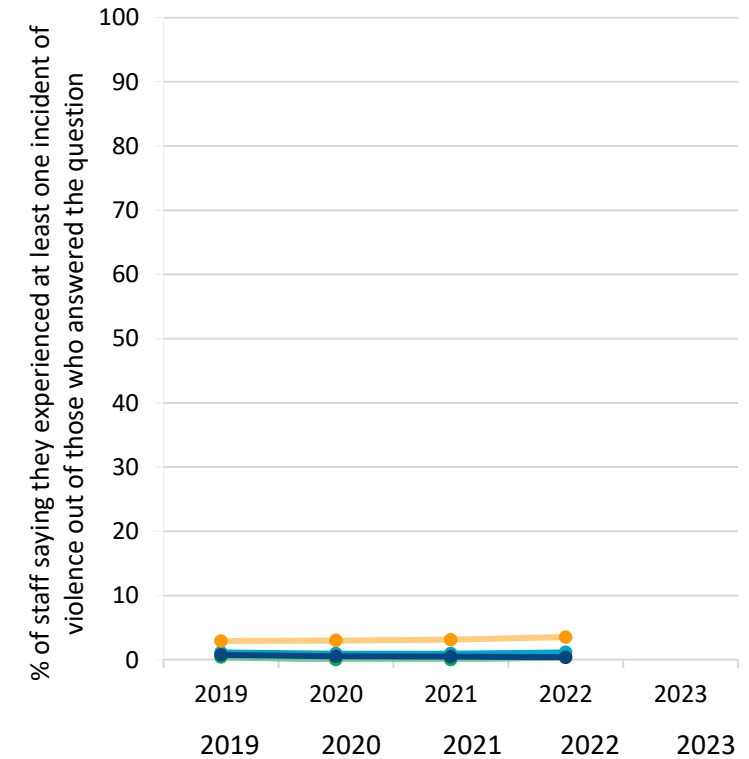
Your org	2019	2020	2021	2022	2023
Best result	8.39%	6.15%	5.14%	5.91%	
Average result	17.82%	14.88%	14.08%	14.30%	
Worst result	31.59%	24.09%	21.83%	23.04%	
Responses	3132	3580	3708	3545	

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



Your org	2019	2020	2021	2022	2023
Best result	0.05%	0.00%	0.12%	0.00%	
Average result	0.44%	0.37%	0.37%	0.40%	
Worst result	1.47%	1.32%	1.52%	1.72%	
Responses	3123	3575	3697	3536	

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



Your org	2019	2020	2021	2022	2023
Best result	0.40%	0.00%	0.00%	0.39%	
Average result	1.14%	0.96%	0.96%	1.15%	
Worst result	2.91%	3.00%	3.11%	3.51%	
Responses	3095	3548	3659	3505	

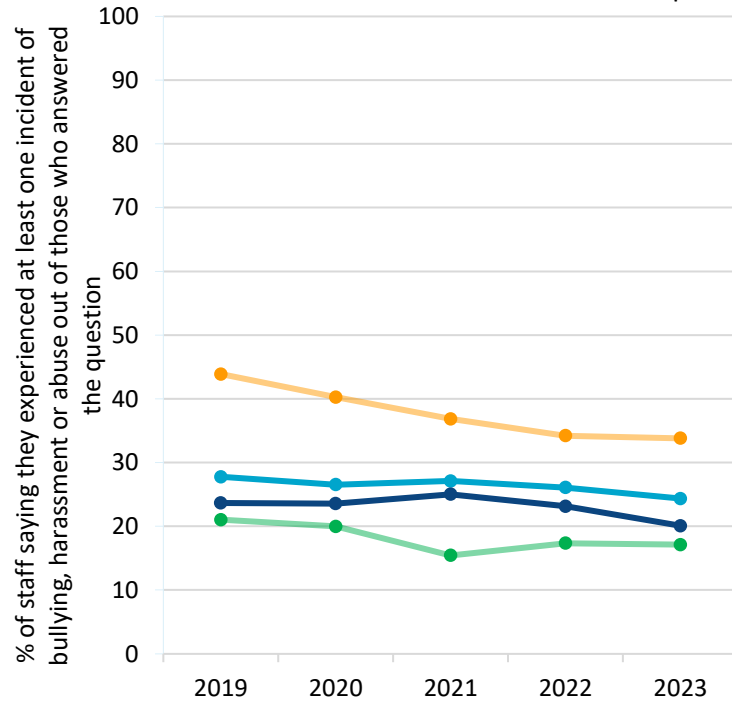
Note. 2023 results for Q13a-c have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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



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

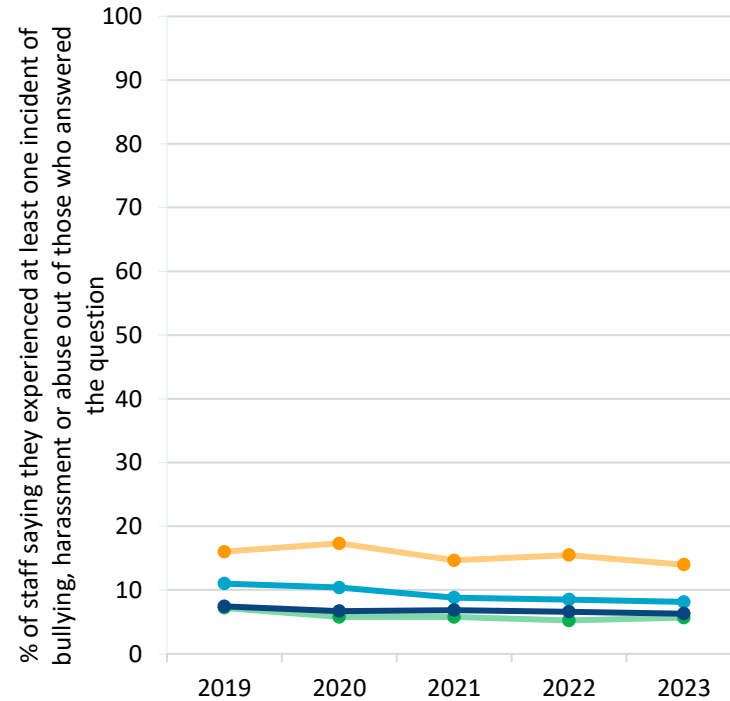


2019 2020 2021 2022 2023

Your org	23.67%	23.55%	25.02%	23.14%	20.08%
Best result	21.02%	19.98%	15.42%	17.33%	17.12%
Average result	27.76%	26.53%	27.11%	26.07%	24.35%
Worst result	43.88%	40.26%	36.84%	34.21%	33.82%

Responses 3127 3575 3695 3528 3383

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

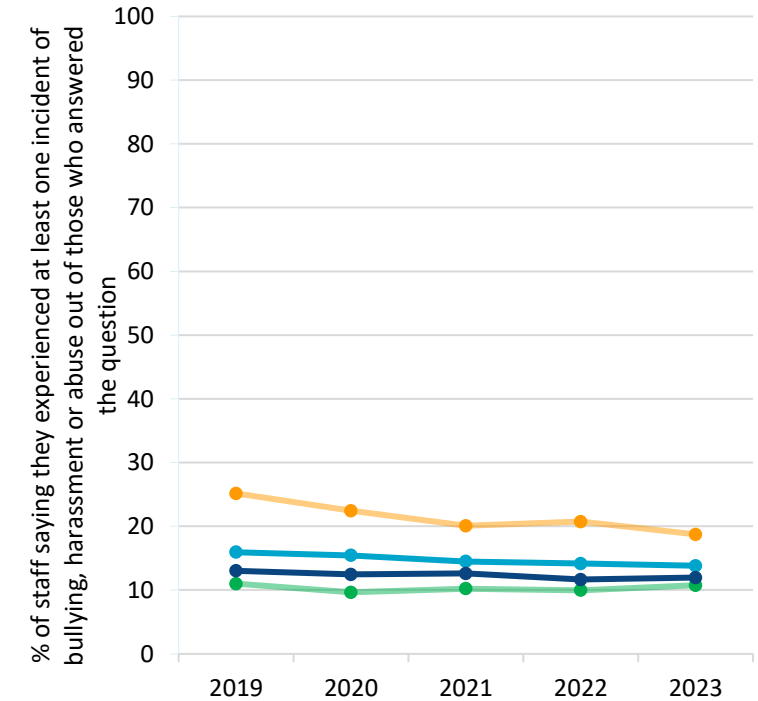


2019 2020 2021 2022 2023

Your org	7.41%	6.69%	6.84%	6.59%	6.29%
Best result	7.19%	5.77%	5.77%	5.21%	5.67%
Average result	11.00%	10.39%	8.81%	8.49%	8.13%
Worst result	16.01%	17.31%	14.64%	15.49%	13.97%

Responses 3110 3559 3677 3516 3374

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



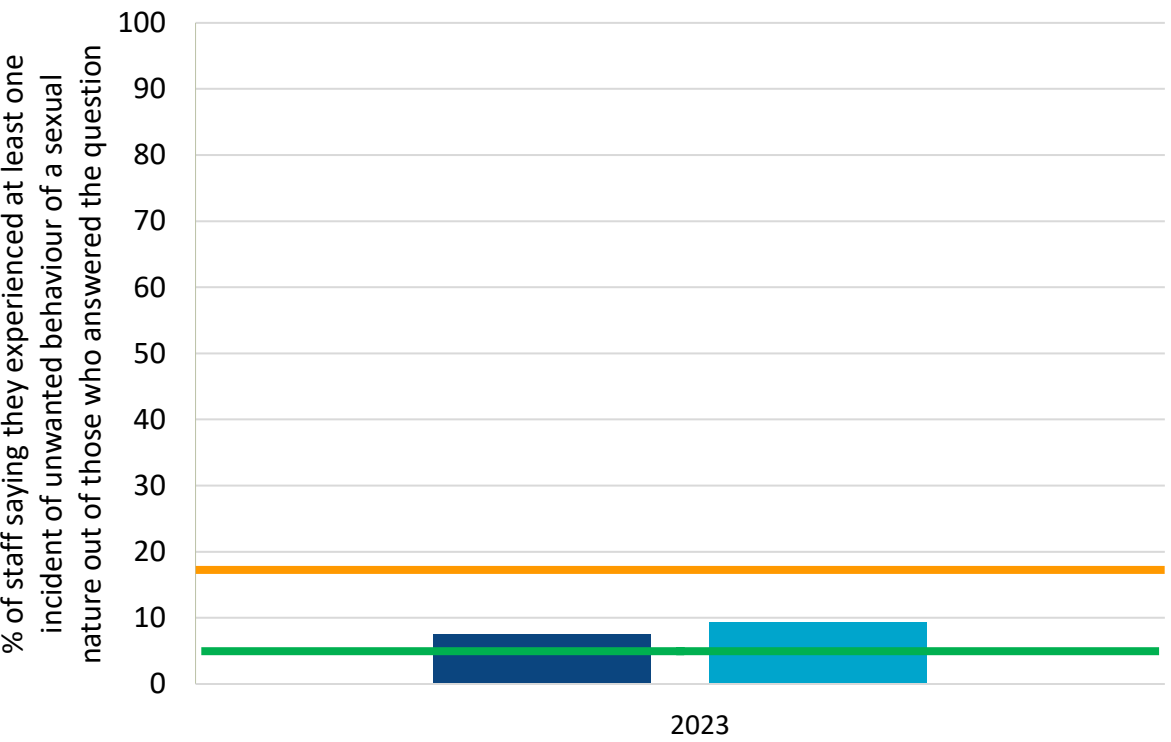
2019 2020 2021 2022 2023

Your org	13.01%	12.45%	12.60%	11.65%	11.93%
Best result	11.00%	9.63%	10.20%	9.97%	10.74%
Average result	15.92%	15.43%	14.48%	14.14%	13.79%
Worst result	25.14%	22.44%	20.07%	20.73%	18.72%

Responses 3077 3535 3651 3500 3374



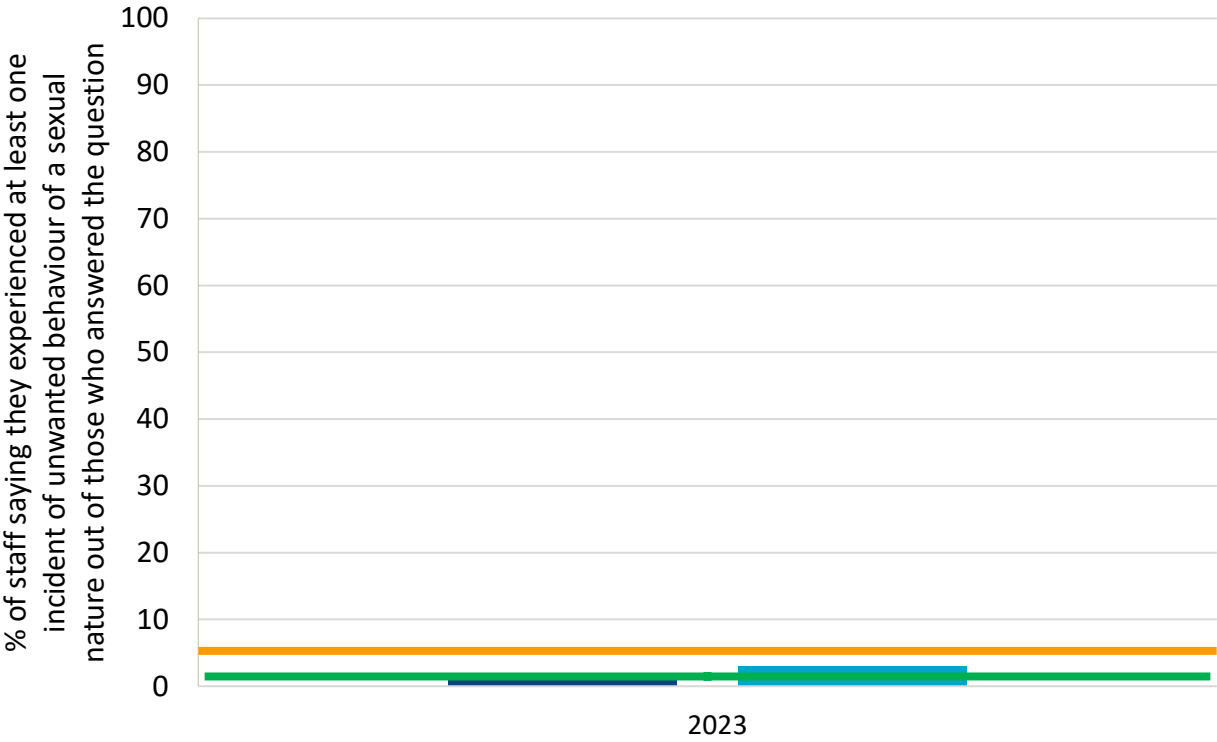
Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



Your org	7.48%
Best result	4.94%
Average result	9.33%
Worst result	17.24%

Responses 3394

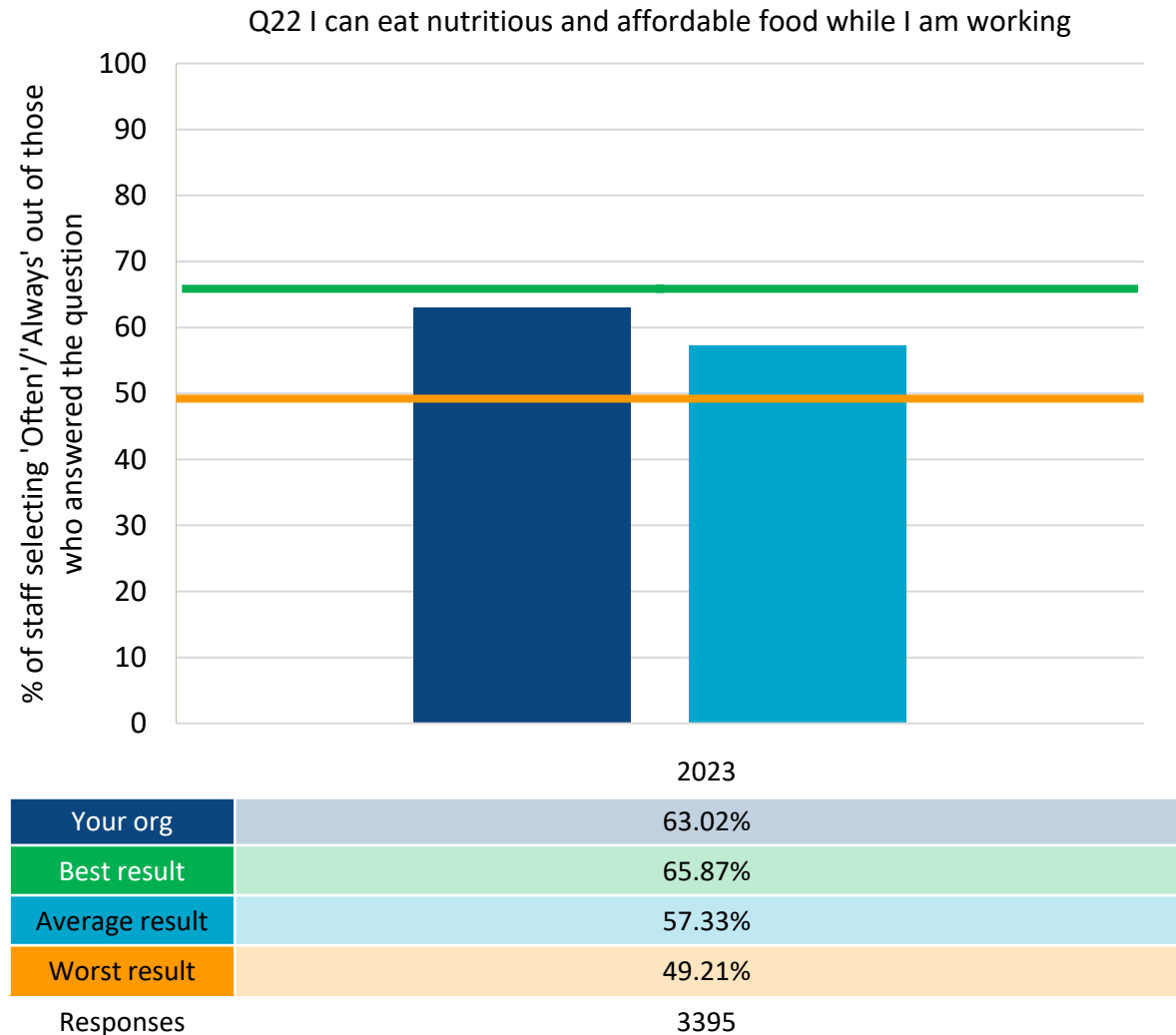
Q17b In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From staff / colleagues



Your org	1.72%
Best result	1.47%
Average result	3.01%
Worst result	5.29%

Responses 3387

*These questions do not contribute towards any People Promise element score, theme score or sub-score



*These questions do not contribute towards any People Promise element score, theme score or sub-score

People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

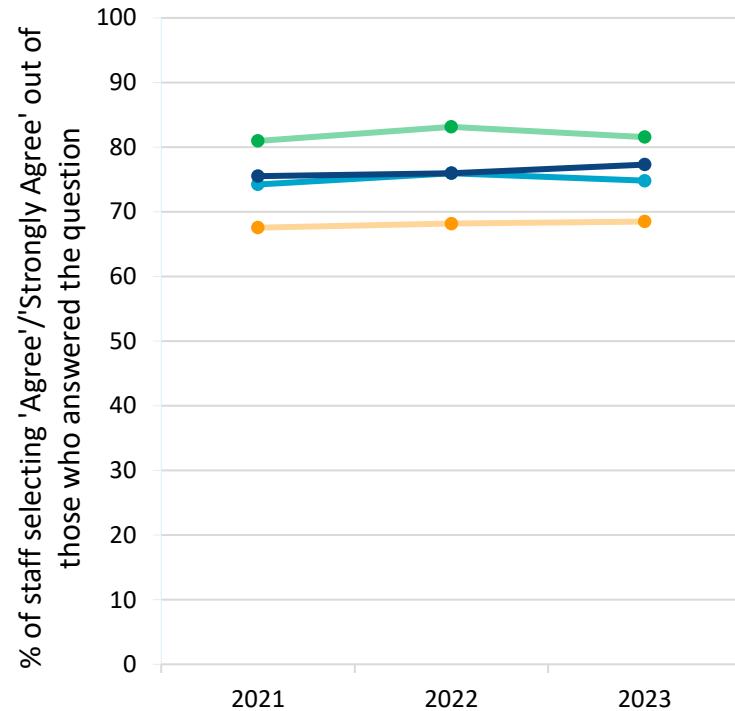
Appraisals – Q23a*, Q23b, Q23c, Q23d

*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

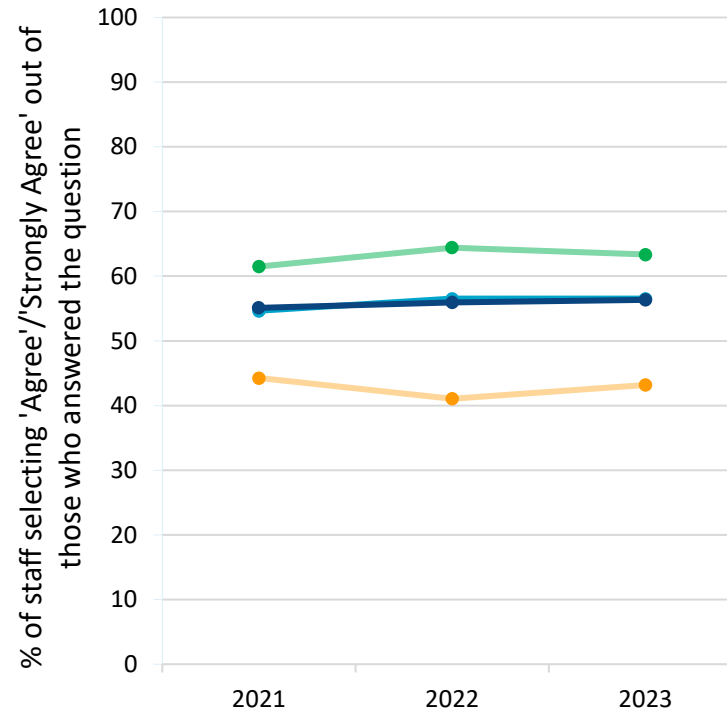


Q24a This organisation offers me challenging work.



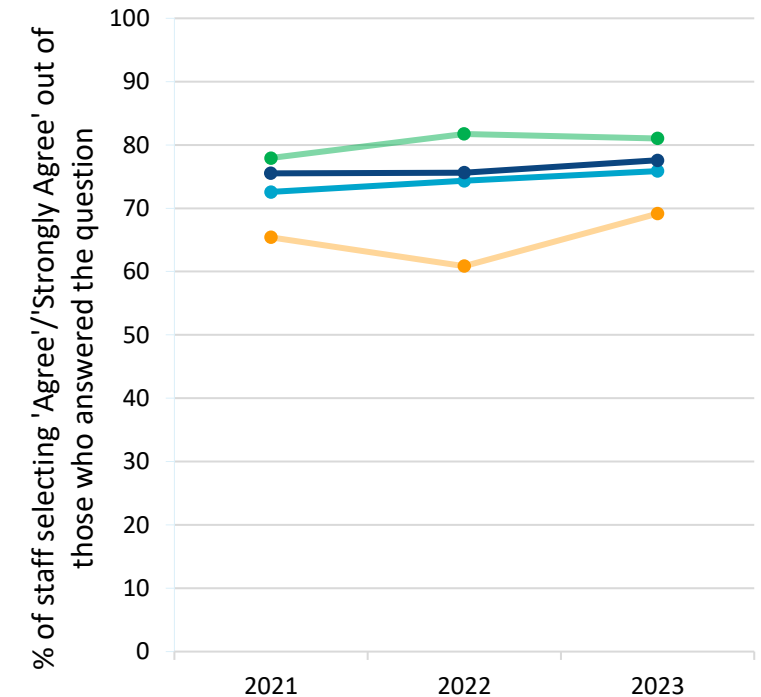
	2021	2022	2023
Your org	75.49%	75.97%	77.30%
Best result	80.96%	83.13%	81.57%
Average result	74.24%	75.97%	74.81%
Worst result	67.54%	68.17%	68.49%
Responses	3700	3537	3395

Q24b There are opportunities for me to develop my career in this organisation.



	2021	2022	2023
Your org	55.10%	55.95%	56.35%
Best result	61.51%	64.41%	63.35%
Average result	54.65%	56.53%	56.52%
Worst result	44.24%	41.07%	43.19%
Responses	3704	3533	3394

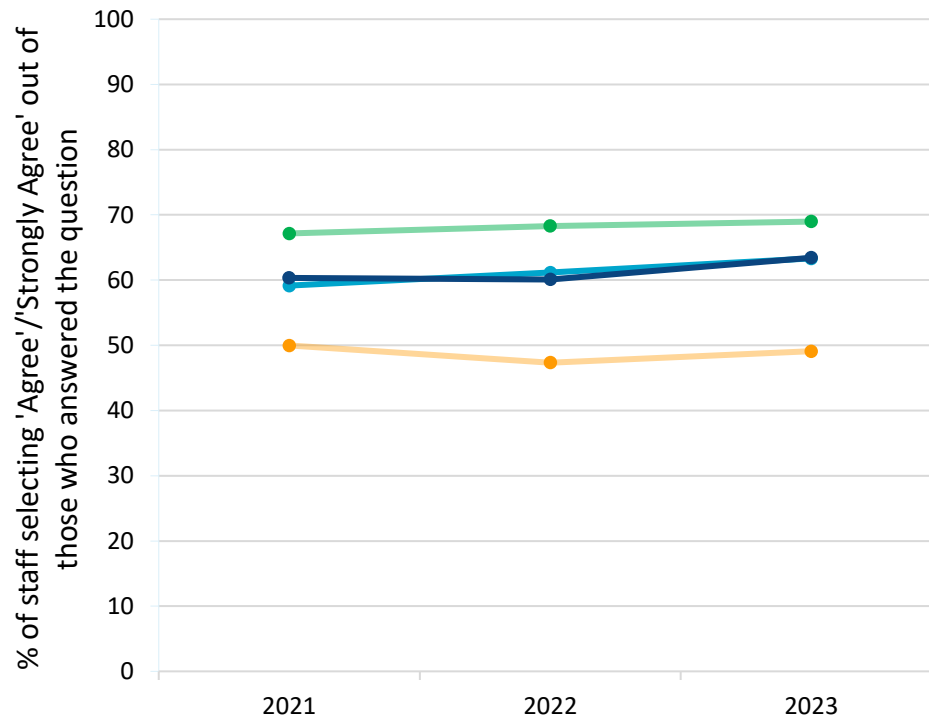
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
Your org	75.49%	75.62%	77.56%
Best result	77.93%	81.72%	81.04%
Average result	72.56%	74.34%	75.88%
Worst result	65.43%	60.86%	69.15%
Responses	3701	3534	3392

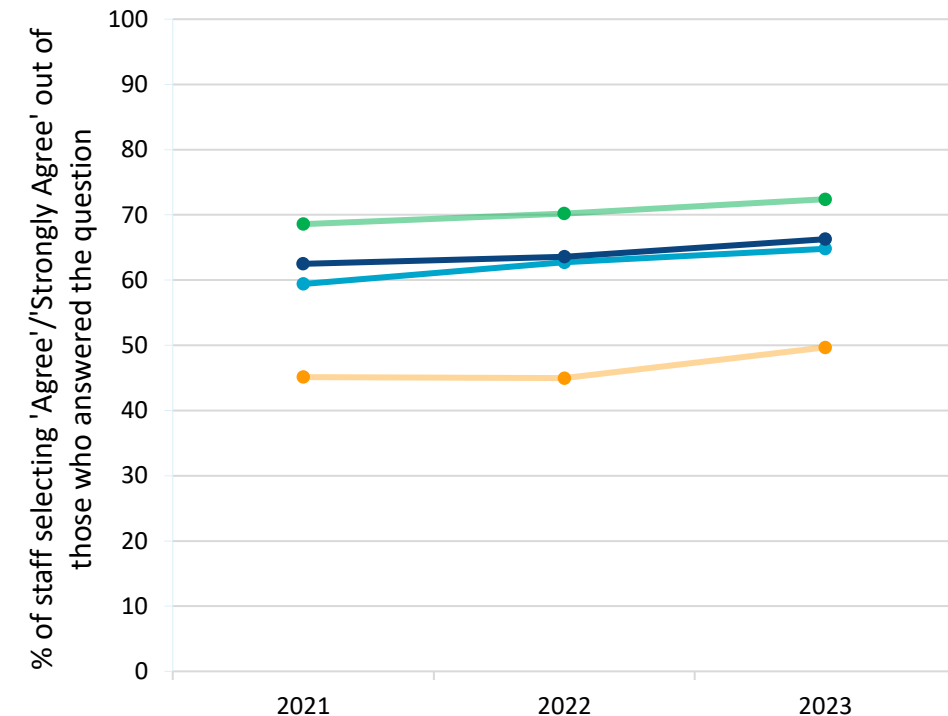


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	60.31%	60.10%	63.44%
Best result	67.15%	68.28%	68.98%
Average result	59.13%	61.16%	63.30%
Worst result	49.98%	47.34%	49.09%
Responses	3695	3531	3390

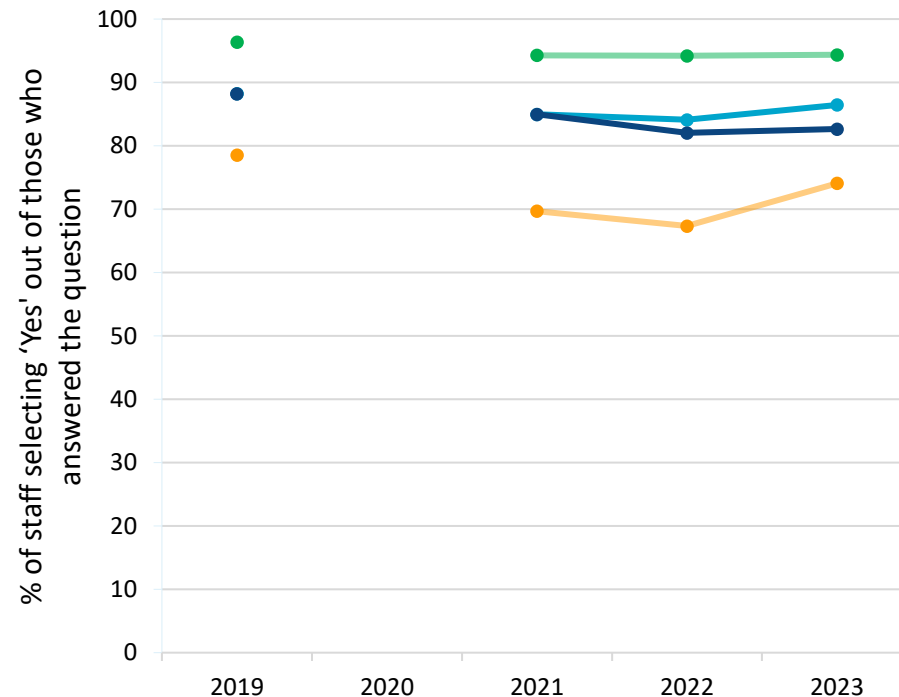
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	62.47%	63.58%	66.27%
Best result	68.59%	70.18%	72.39%
Average result	59.41%	62.74%	64.81%
Worst result	45.13%	44.95%	49.67%
Responses	3700	3526	3393

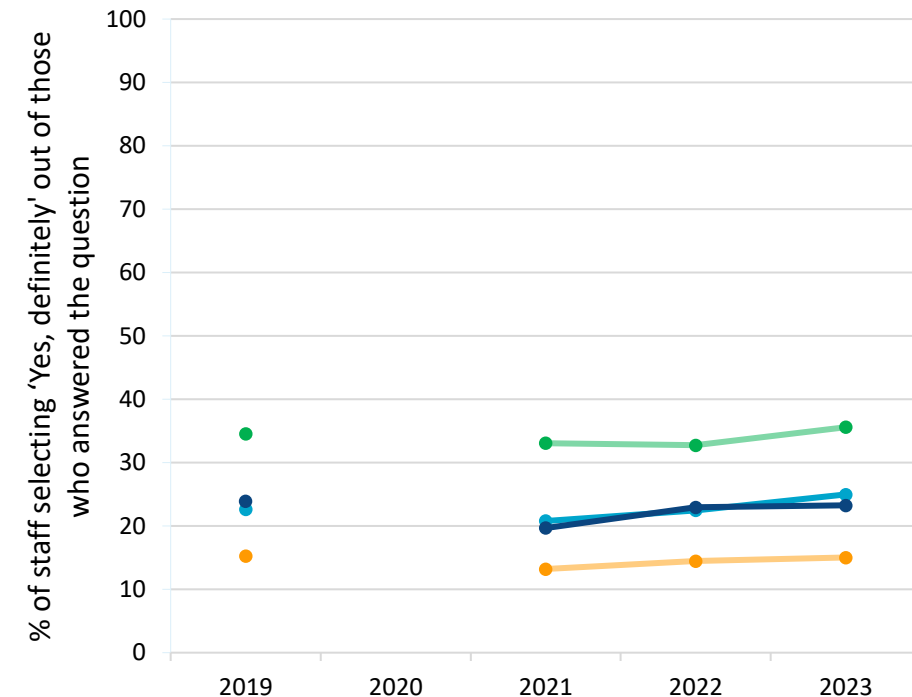


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	88.14%	-	84.96%	82.01%	82.62%
Best result	96.35%	-	94.26%	94.19%	94.34%
Average result	88.21%	-	84.96%	84.08%	86.45%
Worst result	78.52%	-	69.67%	67.32%	74.07%
Responses	3090	-	3694	3529	3379

Q23b It helped me to improve how I do my job.

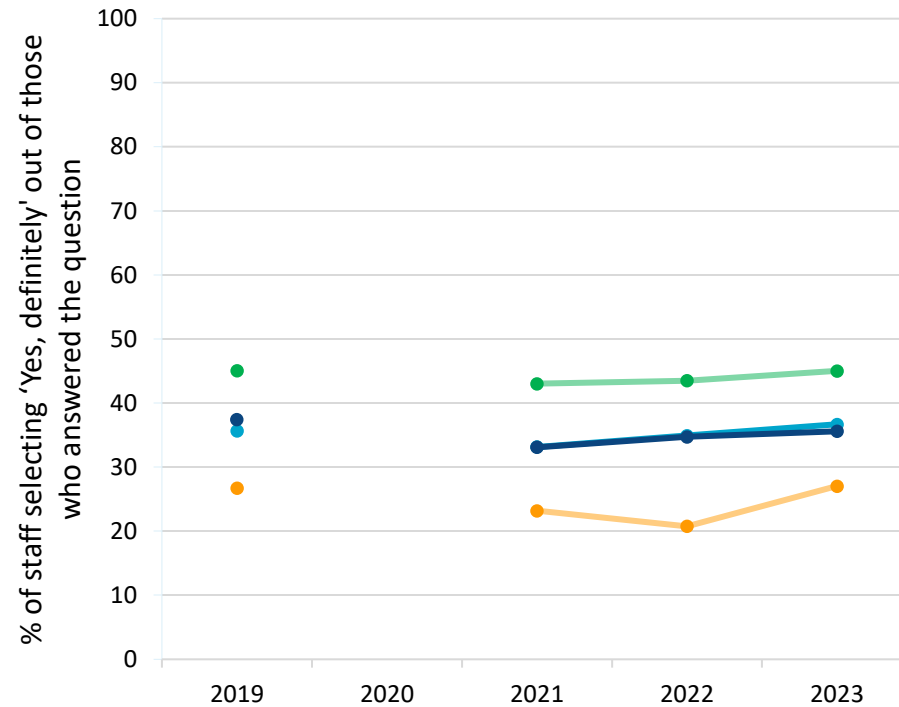


	2019	2020	2021	2022	2023
Your org	23.85%	-	19.67%	22.95%	23.24%
Best result	34.55%	-	33.07%	32.74%	35.60%
Average result	22.64%	-	20.80%	22.45%	24.95%
Worst result	15.27%	-	13.20%	14.47%	15.02%
Responses	2704	-	3116	2886	2762

*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

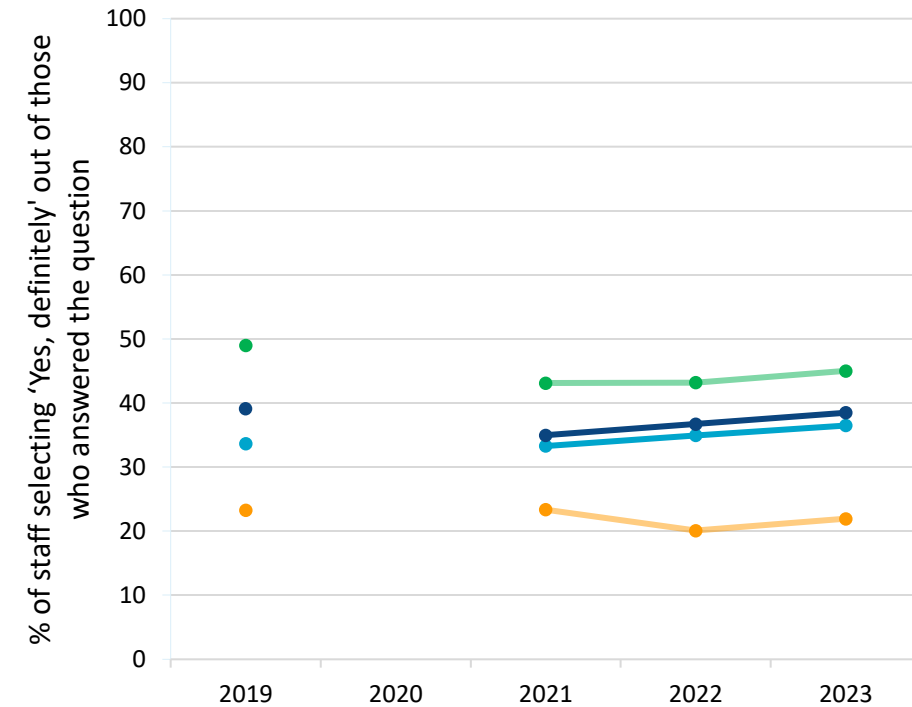


Q23c It helped me agree clear objectives for my work.



	2019	2020	2021	2022	2023
Your org	37.37%	-	33.09%	34.71%	35.59%
Best result	45.03%	-	43.01%	43.50%	45.00%
Average result	35.65%	-	33.15%	34.93%	36.67%
Worst result	26.72%	-	23.18%	20.76%	27.01%
Responses	2694	-	3113	2882	2757

Q23d It left me feeling that my work is valued by my organisation.



	2019	2020	2021	2022	2023
Your org	39.07%	-	34.96%	36.71%	38.48%
Best result	49.00%	-	43.10%	43.17%	45.01%
Average result	33.66%	-	33.29%	34.94%	36.48%
Worst result	23.24%	-	23.36%	20.07%	21.93%
Responses	2689	-	3110	2879	2760

People Promise element – We work flexibly



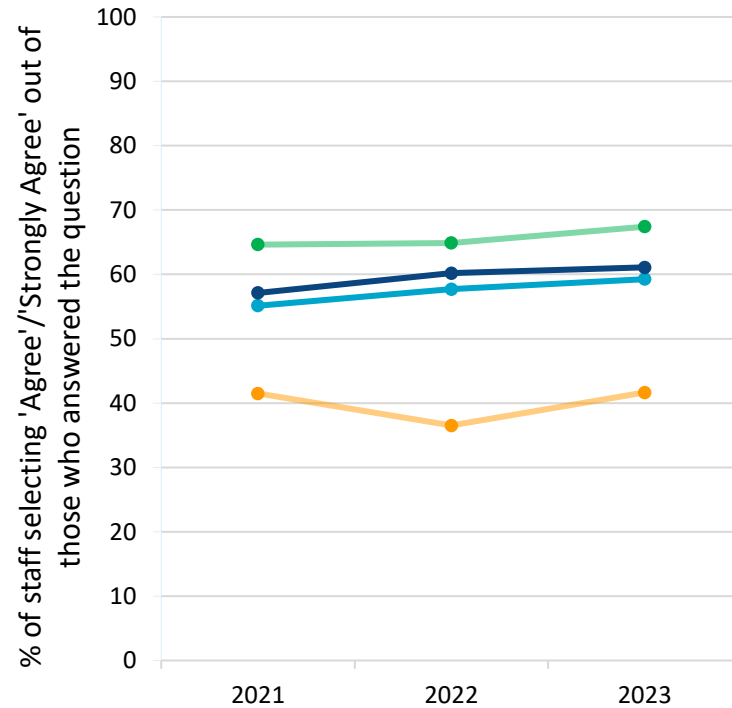
Questions included:

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

Flexible working – Q4d

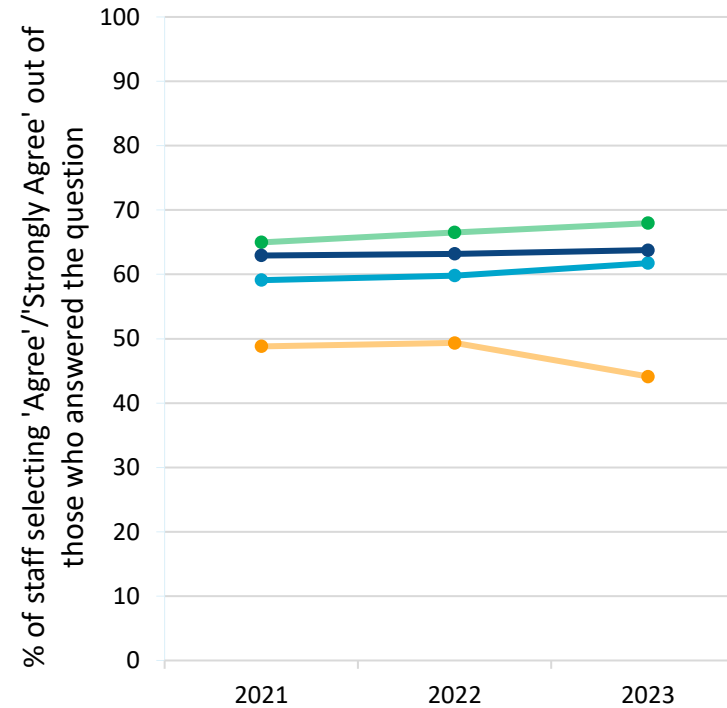


Q6b My organisation is committed to helping me balance my work and home life.



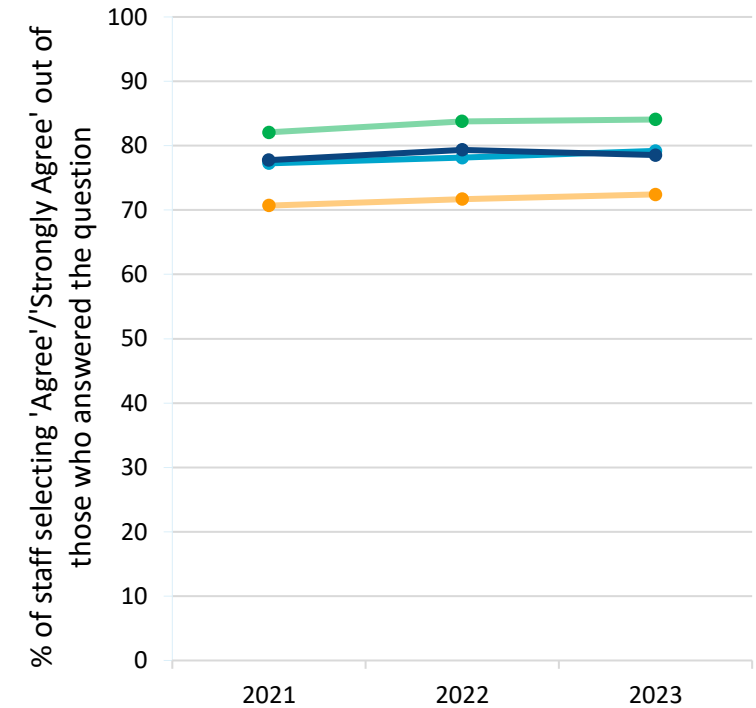
	2021	2022	2023
Your org	57.12%	60.19%	61.07%
Best result	64.63%	64.88%	67.41%
Average result	55.13%	57.70%	59.25%
Worst result	41.49%	36.52%	41.64%
Responses	3706	3544	3395

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



	2021	2022	2023
Your org	62.95%	63.20%	63.75%
Best result	64.99%	66.50%	67.98%
Average result	59.11%	59.81%	61.76%
Worst result	48.81%	49.33%	44.12%
Responses	3694	3539	3395

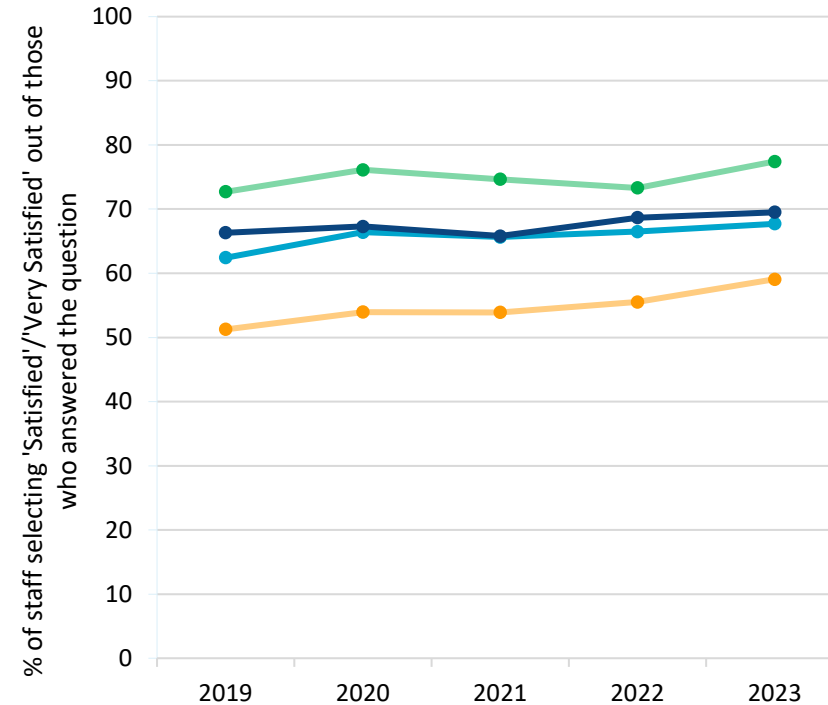
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023
Your org	77.73%	79.34%	78.53%
Best result	82.07%	83.76%	84.07%
Average result	77.25%	78.13%	79.18%
Worst result	70.71%	71.70%	72.43%
Responses	3707	3538	3400



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



	2019	2020	2021	2022	2023
Your org	66.33%	67.28%	65.79%	68.65%	69.50%
Best result	72.70%	76.13%	74.65%	73.30%	77.42%
Average result	62.43%	66.39%	65.65%	66.49%	67.73%
Worst result	51.26%	53.97%	53.91%	55.54%	59.06%
Responses	3147	3581	3689	3529	3387

People Promise element – We are a team



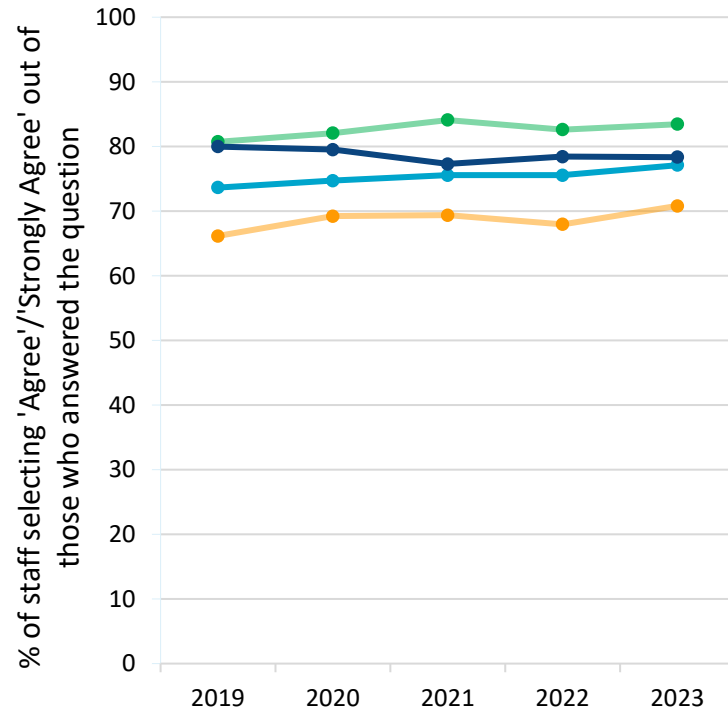
Questions included:

Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

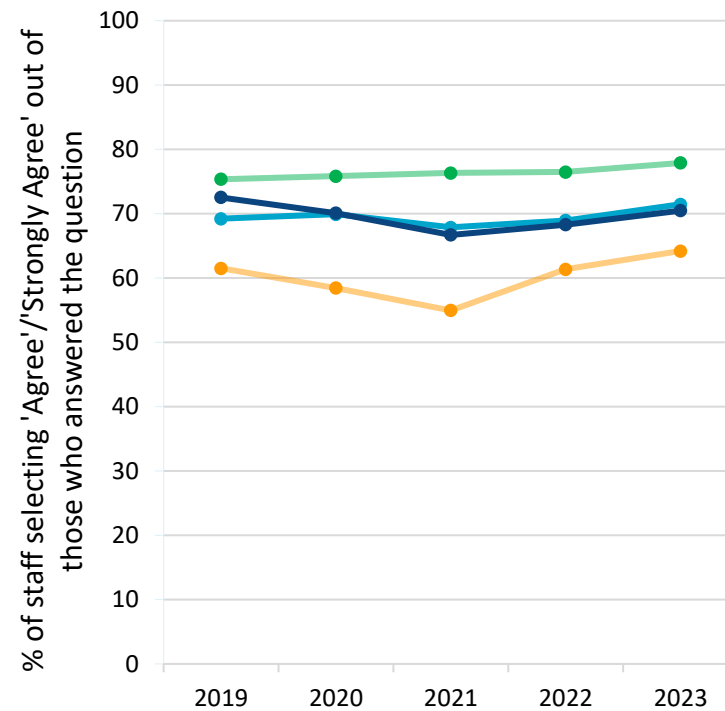


Q7a The team I work in has a set of shared objectives.



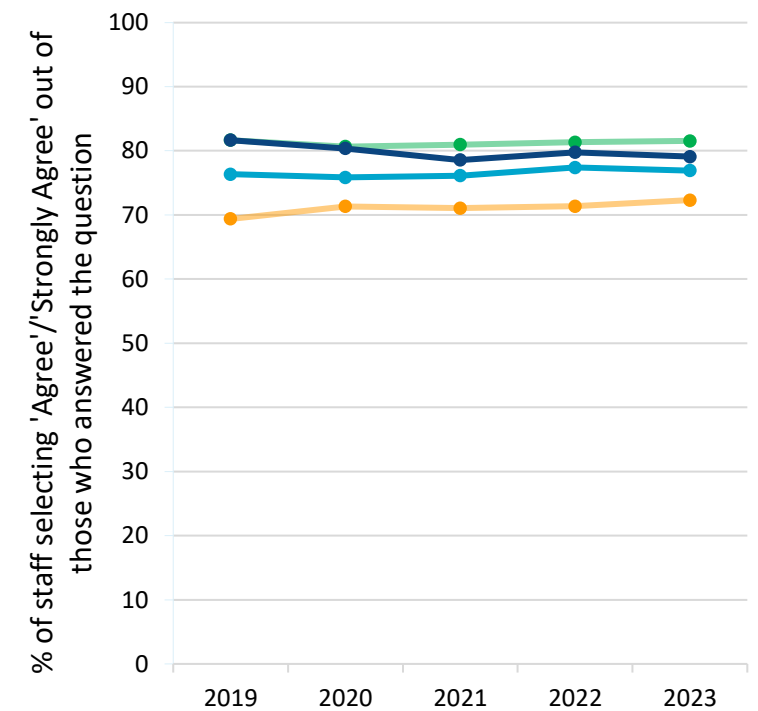
	2019	2020	2021	2022	2023
Your org	79.97%	79.54%	77.30%	78.43%	78.36%
Best result	80.74%	82.09%	84.10%	82.64%	83.46%
Average result	73.67%	74.74%	75.58%	75.57%	77.13%
Worst result	66.18%	69.23%	69.38%	67.98%	70.83%
Responses	3131	3564	3704	3544	3401

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



	2019	2020	2021	2022	2023
Your org	72.54%	70.08%	66.71%	68.30%	70.49%
Best result	75.36%	75.84%	76.33%	76.49%	77.90%
Average result	69.23%	69.91%	67.88%	68.94%	71.47%
Worst result	61.52%	58.46%	54.96%	61.36%	64.20%
Responses	3145	3562	3704	3541	3392

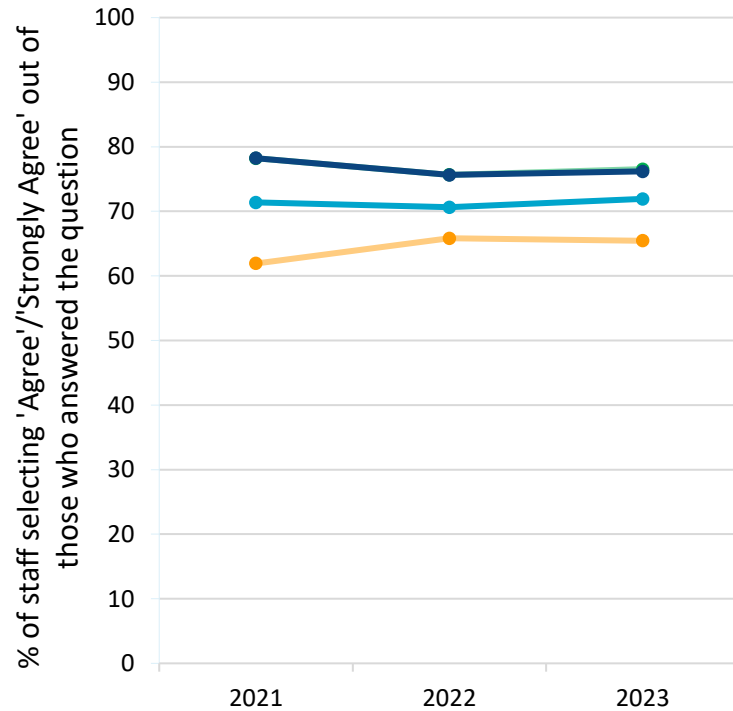
Q7c I receive the respect I deserve from my colleagues at work.



	2019	2020	2021	2022	2023
Your org	81.65%	80.37%	78.55%	79.76%	79.09%
Best result	81.65%	80.66%	80.95%	81.34%	81.54%
Average result	76.33%	75.84%	76.13%	77.38%	76.93%
Worst result	69.39%	71.32%	71.06%	71.35%	72.31%
Responses	3142	3579	3704	3541	3398

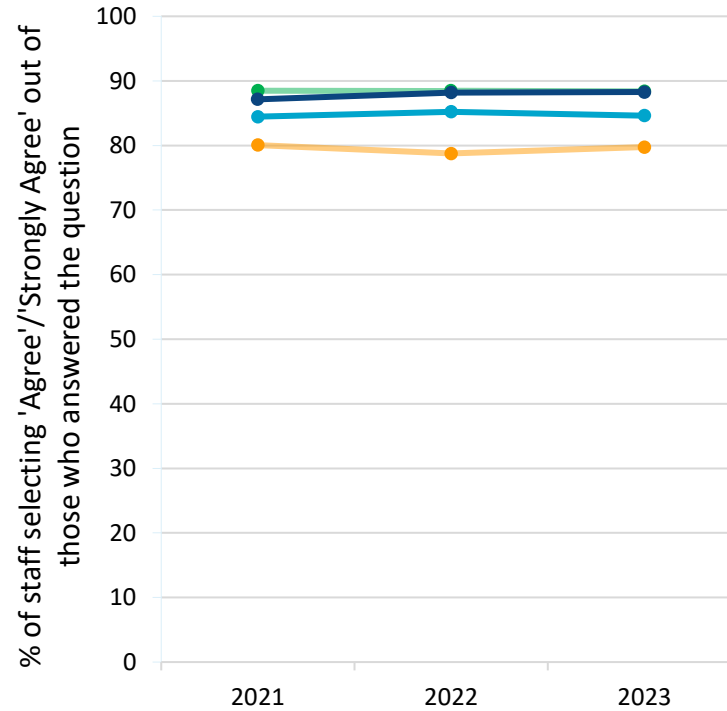


Q7d Team members understand each other's roles.



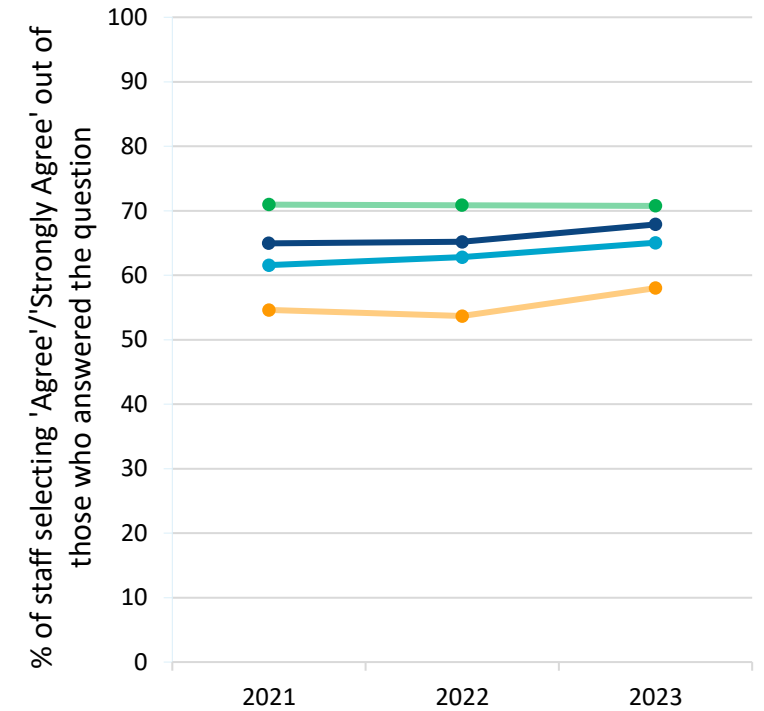
	2021	2022	2023
Your org	78.20%	75.63%	76.16%
Best result	78.20%	75.63%	76.53%
Average result	71.36%	70.61%	71.92%
Worst result	61.93%	65.82%	65.44%
Responses	3704	3546	3399

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023
Your org	87.15%	88.19%	88.28%
Best result	88.50%	88.48%	88.38%
Average result	84.46%	85.21%	84.63%
Worst result	80.07%	78.76%	79.75%
Responses	3707	3542	3391

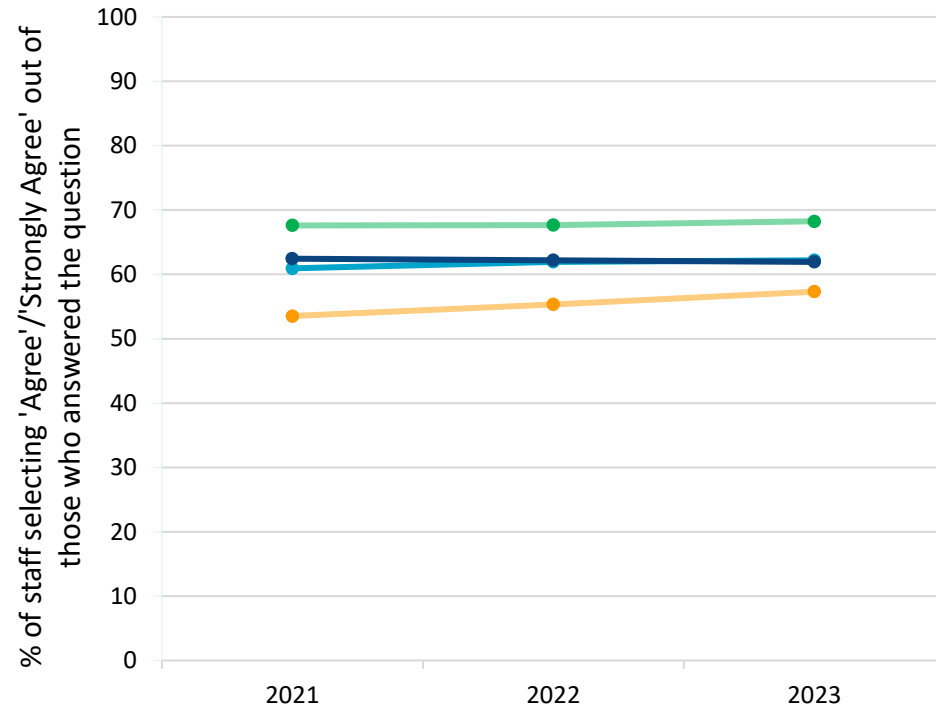
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023
Your org	64.96%	65.18%	67.89%
Best result	70.97%	70.85%	70.76%
Average result	61.57%	62.81%	65.04%
Worst result	54.62%	53.66%	58.03%
Responses	3696	3536	3392

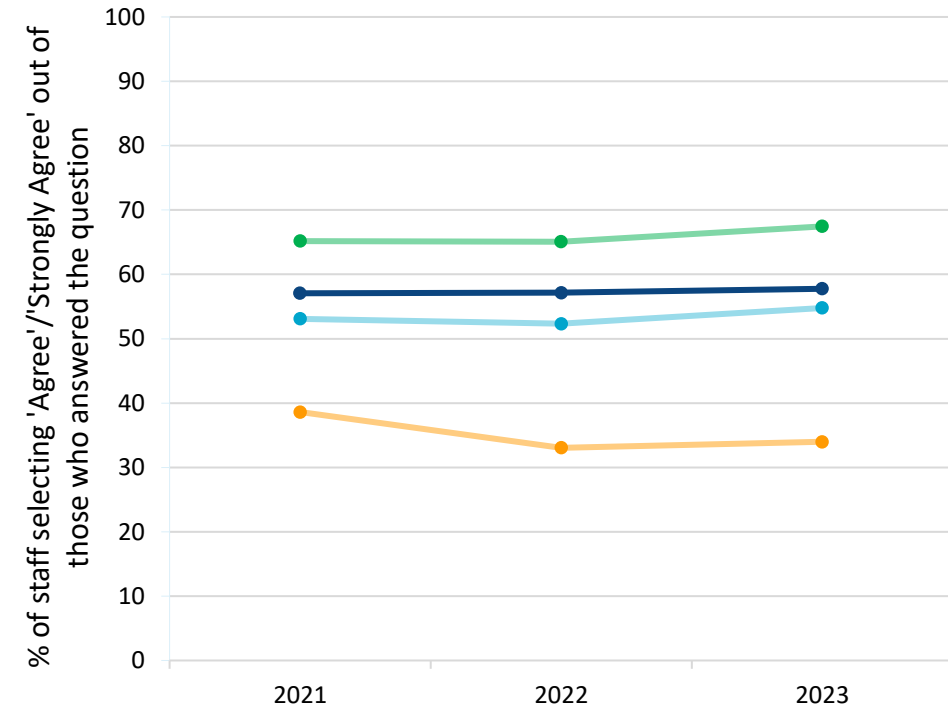


Q7g In my team disagreements are dealt with constructively.

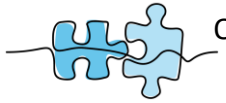


	2021	2022	2023
Your org	62.43%	62.21%	61.95%
Best result	67.64%	67.66%	68.24%
Average result	60.93%	61.94%	62.20%
Worst result	53.52%	55.34%	57.33%
Responses	3689	3531	3385

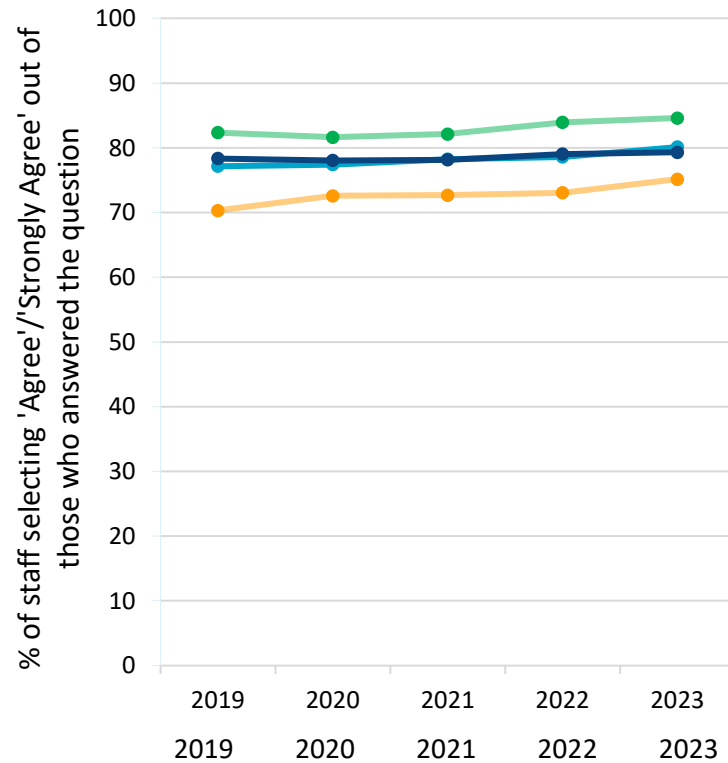
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023
Your org	57.05%	57.16%	57.78%
Best result	65.19%	65.09%	67.46%
Average result	53.09%	52.33%	54.78%
Worst result	38.61%	33.05%	33.97%
Responses	3694	3542	3397

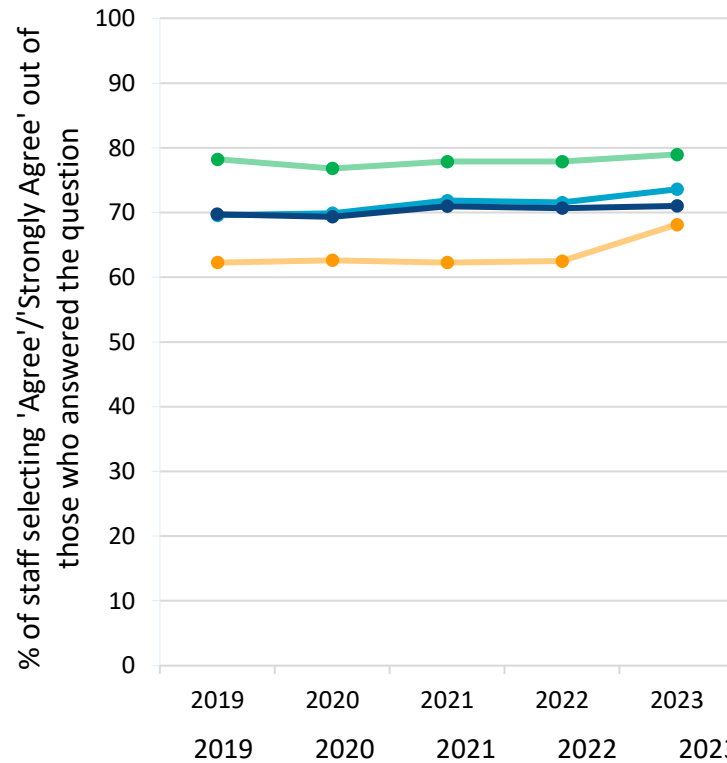


Q9a My immediate manager encourages me at work.



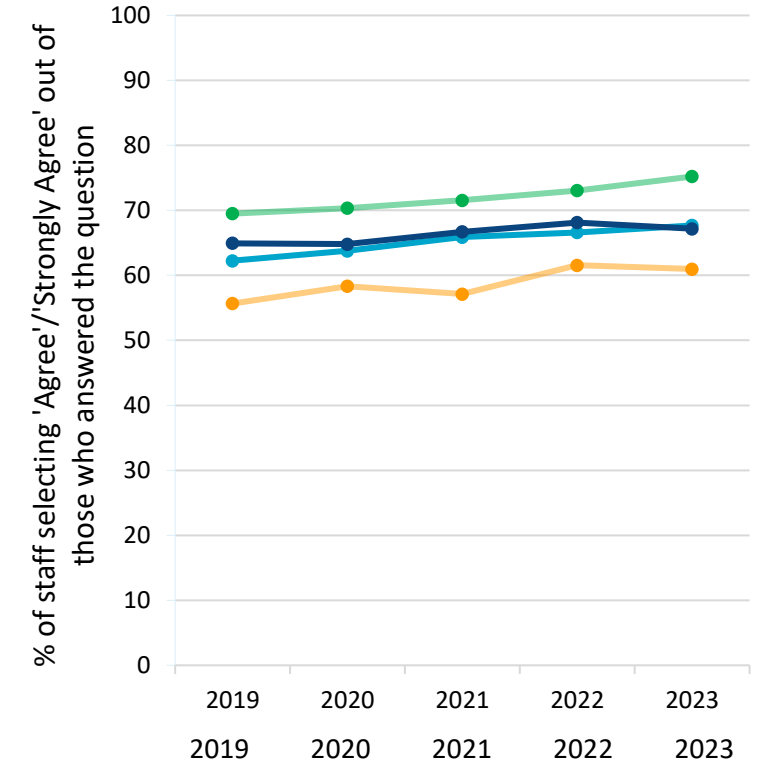
Your org	78.33%	78.06%	78.16%	79.05%	79.32%
Best result	82.35%	81.63%	82.14%	83.92%	84.61%
Average result	77.16%	77.40%	78.25%	78.60%	80.12%
Worst result	70.32%	72.59%	72.69%	73.05%	75.16%
Responses	3144	3590	3708	3544	3405

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



Your org	69.74%	69.34%	70.98%	70.69%	71.03%
Best result	78.22%	76.82%	77.87%	77.87%	78.97%
Average result	69.56%	69.88%	71.83%	71.54%	73.61%
Worst result	62.28%	62.61%	62.27%	62.50%	68.14%
Responses	3140	3590	3711	3543	3398

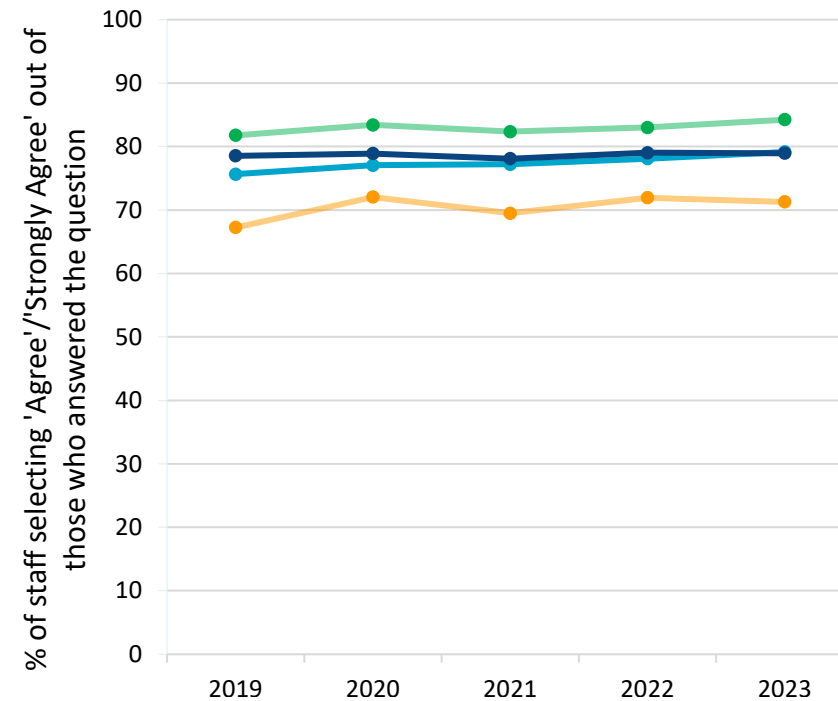
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



Your org	64.91%	64.79%	66.71%	68.13%	67.17%
Best result	69.51%	70.33%	71.55%	73.06%	75.21%
Average result	62.24%	63.76%	65.89%	66.59%	67.68%
Worst result	55.66%	58.32%	57.11%	61.55%	60.95%
Responses	3134	3588	3703	3543	3400



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



	2019	2020	2021	2022	2023
Your org	78.52%	78.89%	78.10%	79.04%	78.94%
Best result	81.77%	83.41%	82.36%	83.00%	84.26%
Average result	75.65%	77.07%	77.22%	78.09%	79.16%
Worst result	67.24%	72.04%	69.49%	71.93%	71.29%
Responses	3140	3588	3711	3543	3406

Theme – Staff engagement

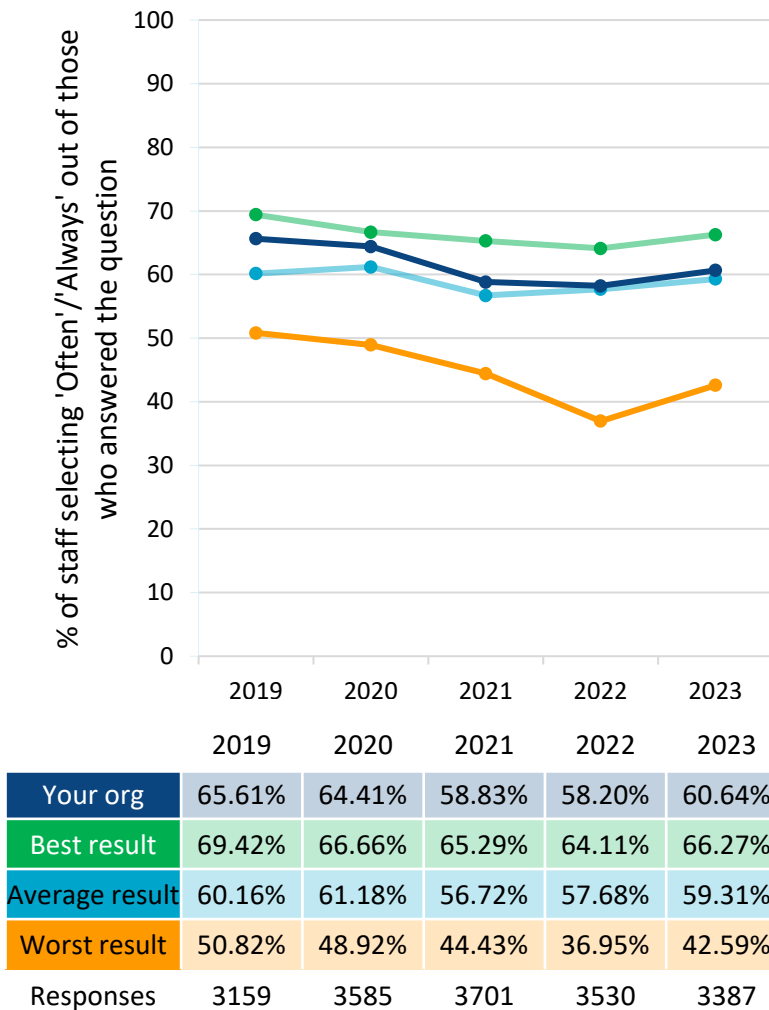
Questions included:

Motivation – Q2a, Q2b, Q2c

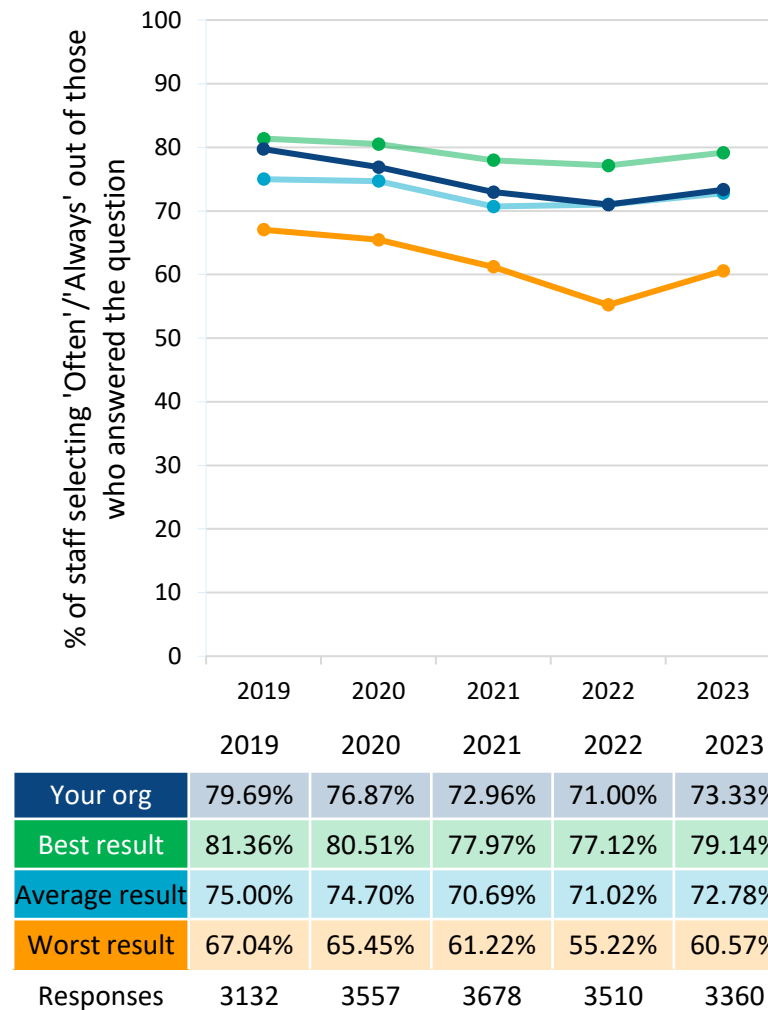
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

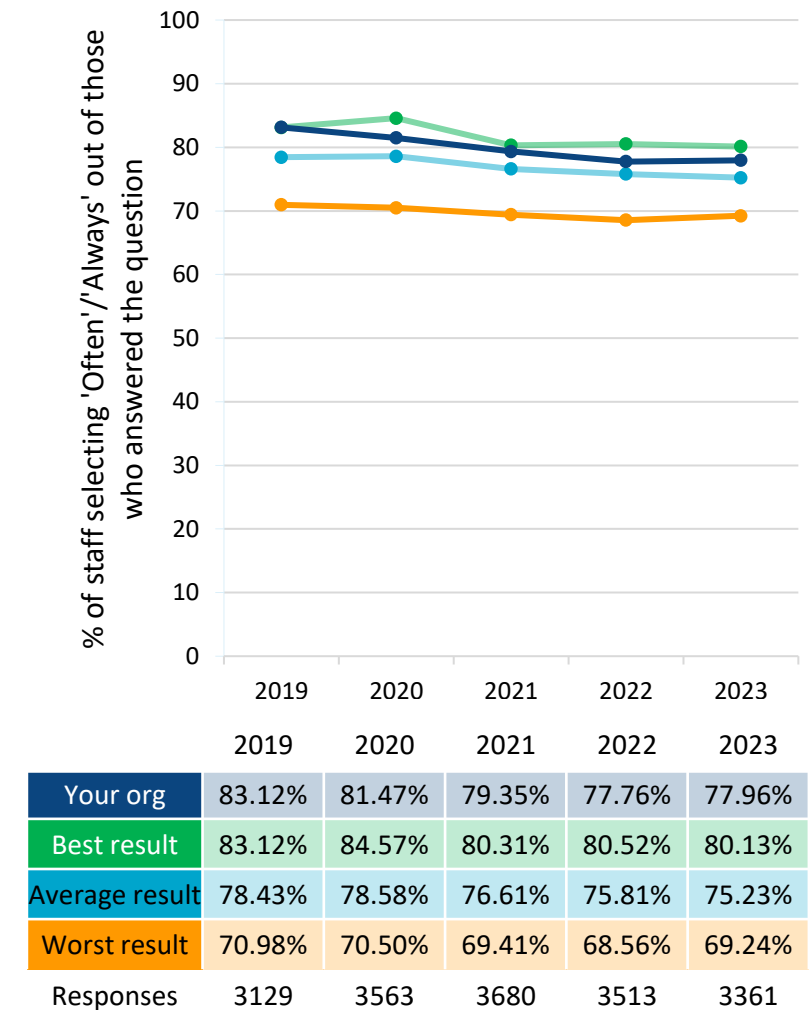
Q2a I look forward to going to work.



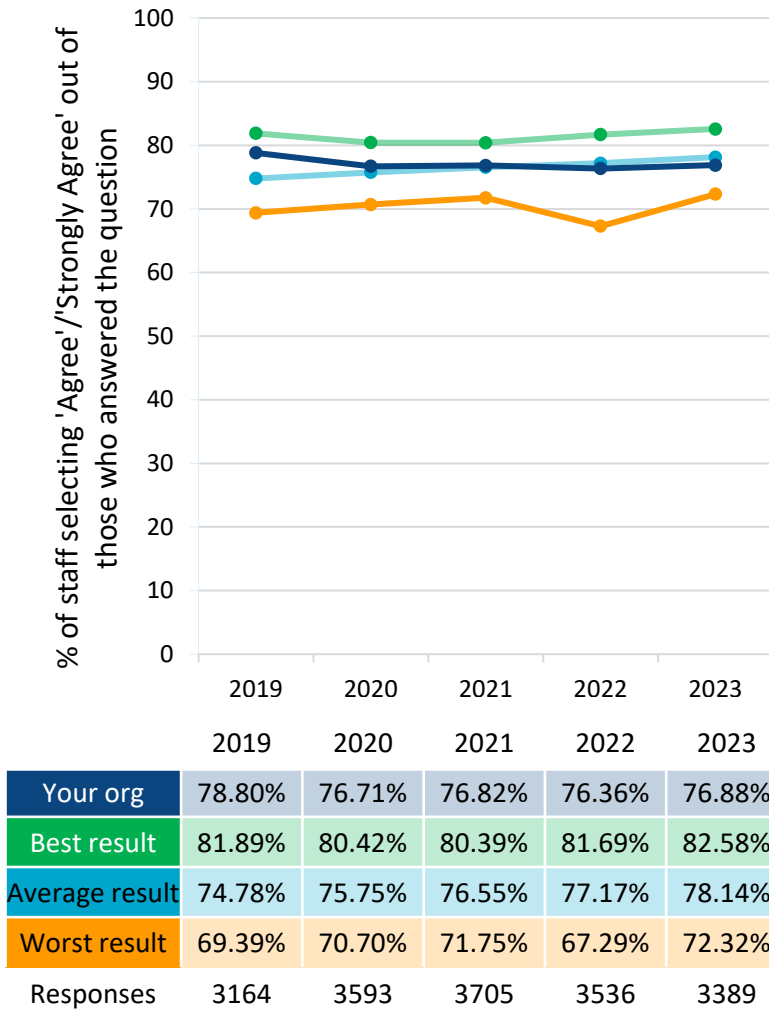
Q2b I am enthusiastic about my job.



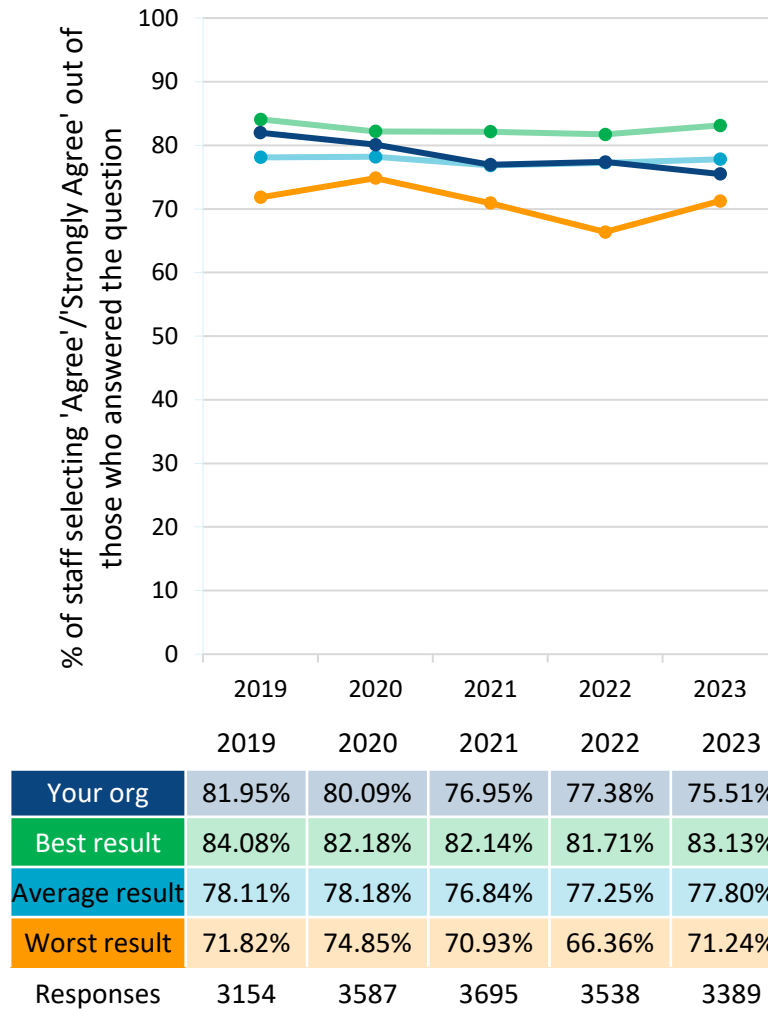
Q2c Time passes quickly when I am working.



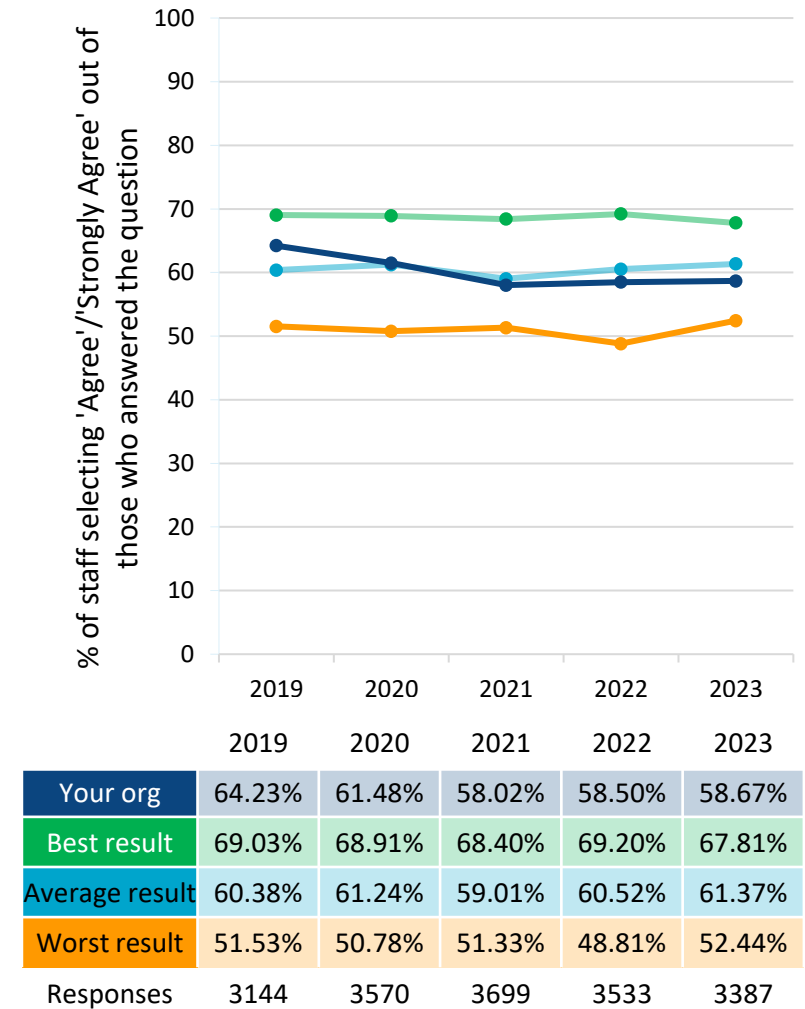
Q3c There are frequent opportunities for me to show initiative in my role.



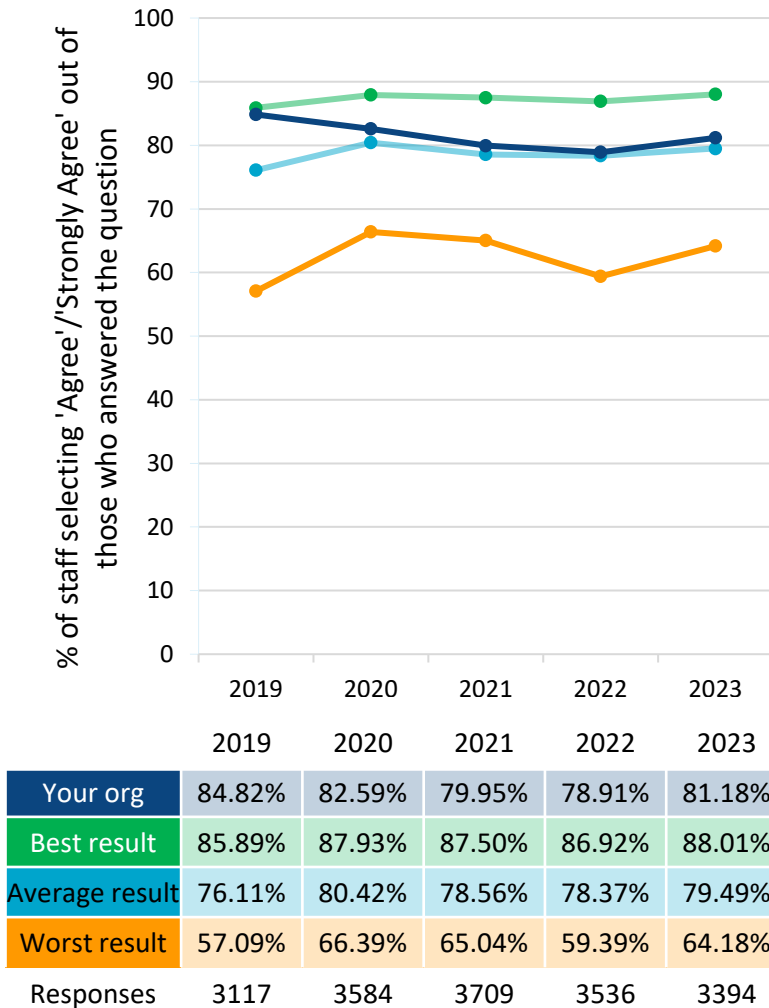
Q3d I am able to make suggestions to improve the work of my team / department.



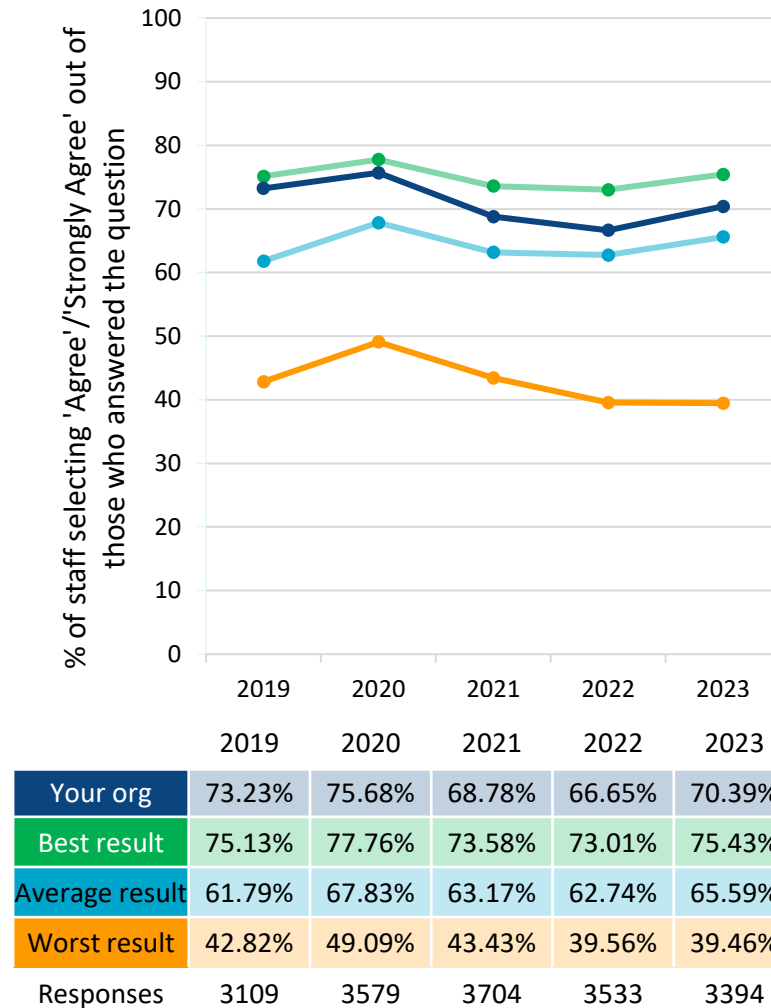
Q3f I am able to make improvements happen in my area of work.



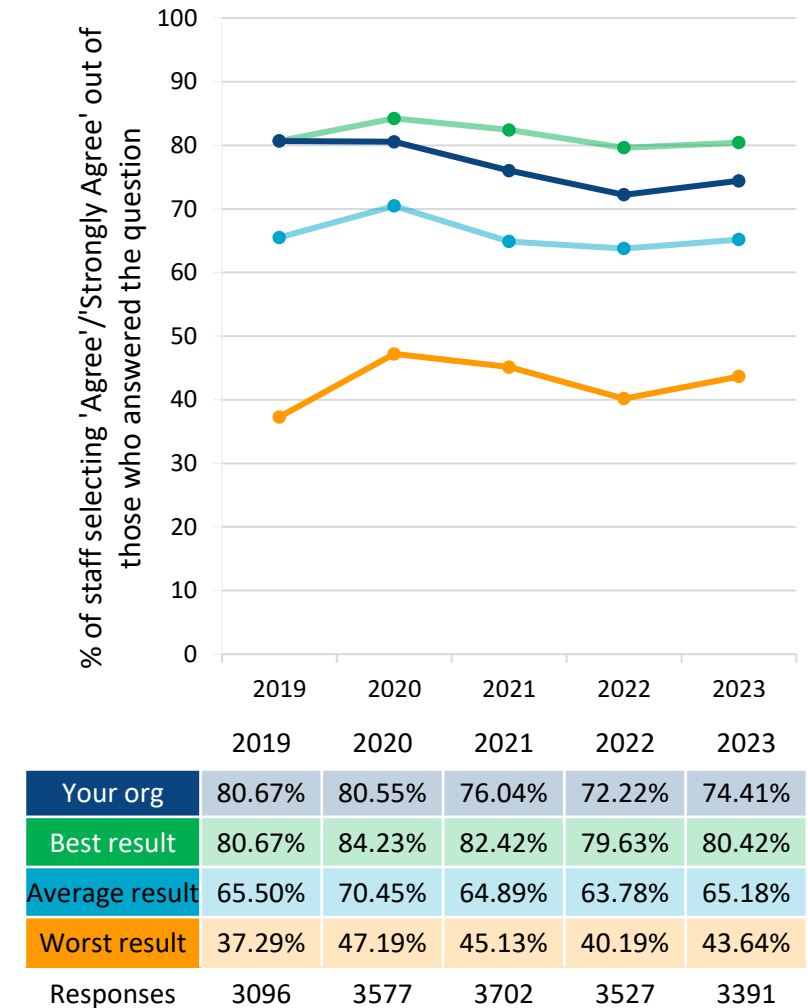
Q25a Care of patients / service users is my organisation's top priority.



Q25c I would recommend my organisation as a place to work.



Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



Theme - Morale

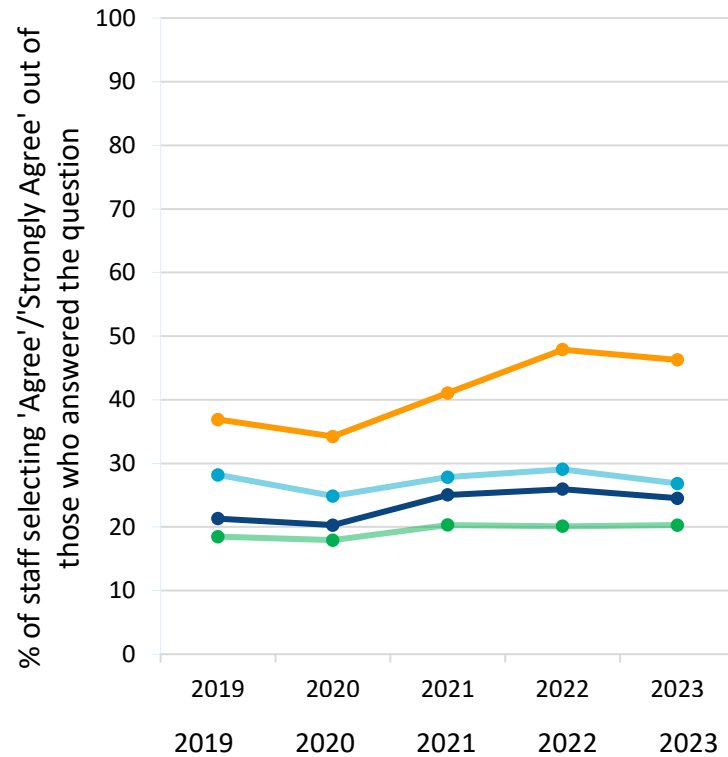
Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

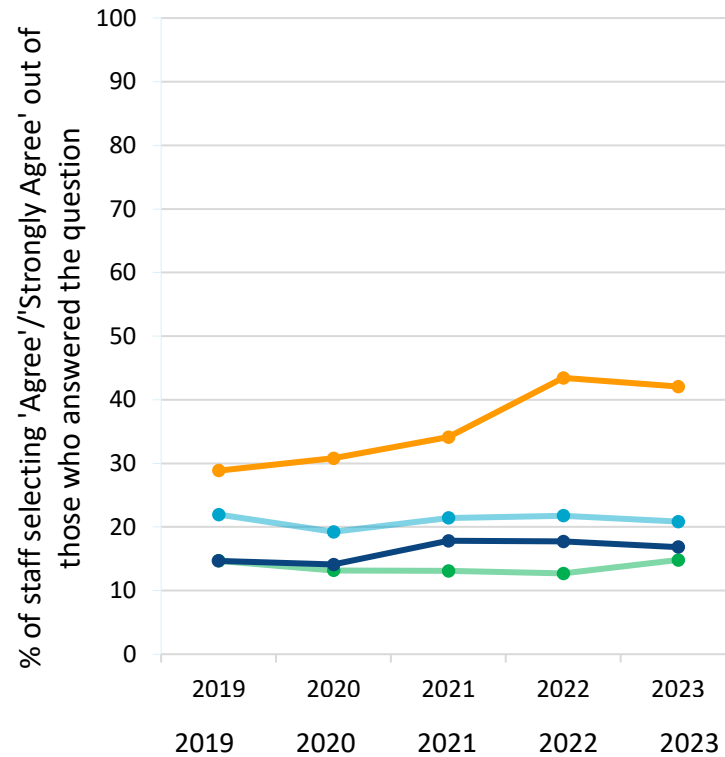
Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Q26a I often think about leaving this organisation.



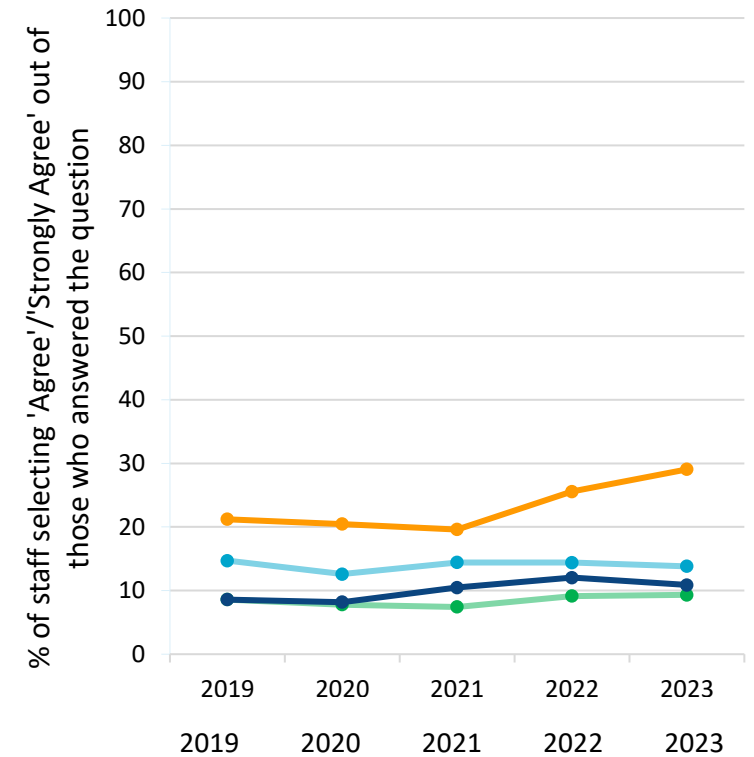
Your org	2019	2020	2021	2022	2023
Best result	18.46%	17.91%	20.31%	20.10%	20.28%
Average result	28.19%	24.86%	27.82%	29.06%	26.83%
Worst result	36.90%	34.22%	41.07%	47.87%	46.27%
Responses	3125	3589	3708	3537	3396

Q26b I will probably look for a job at a new organisation in the next 12 months.



Your org	2019	2020	2021	2022	2023
Best result	14.68%	13.15%	13.08%	12.68%	14.80%
Average result	21.93%	19.22%	21.42%	21.76%	20.83%
Worst result	28.86%	30.79%	34.12%	43.43%	42.07%
Responses	3116	3577	3693	3531	3390

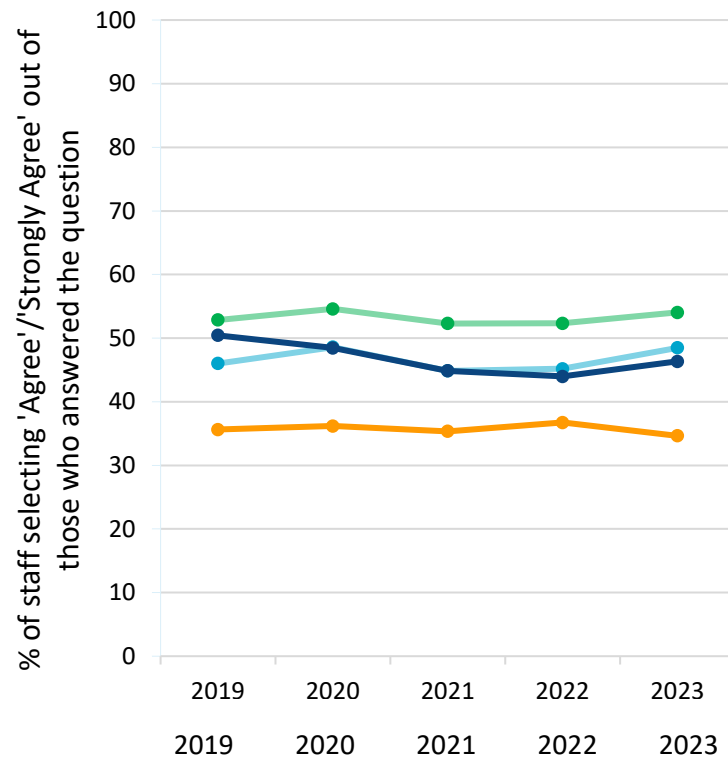
Q26c As soon as I can find another job, I will leave this organisation.



Your org	2019	2020	2021	2022	2023
Best result	8.58%	7.77%	7.42%	9.15%	9.30%
Average result	14.70%	12.58%	14.43%	14.40%	13.81%
Worst result	21.22%	20.45%	19.59%	25.57%	29.06%
Responses	3097	3569	3680	3518	3373

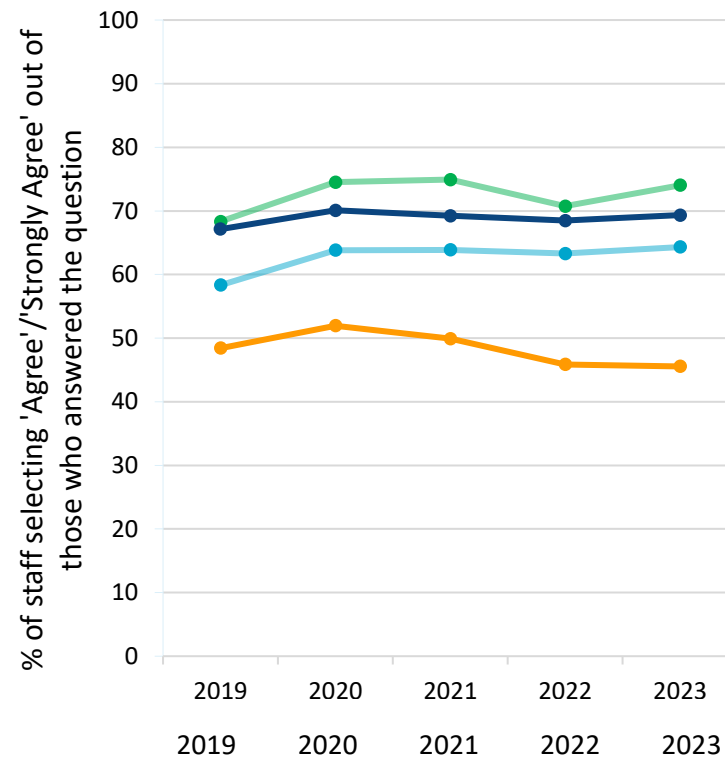


Q3g I am able to meet all the conflicting demands on my time at work.



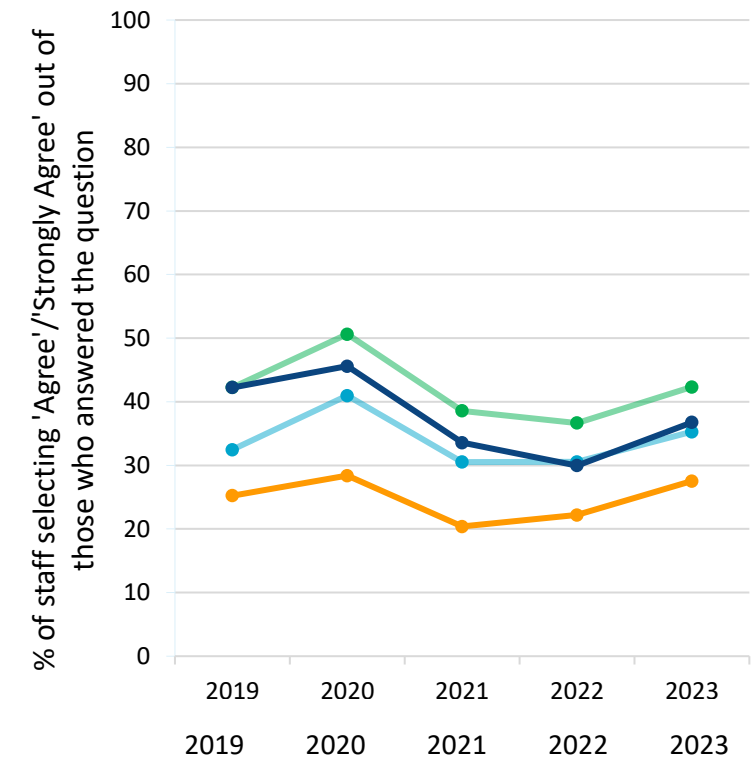
Your org	50.42%	48.44%	44.86%	43.97%	46.35%
Best result	52.86%	54.59%	52.32%	52.33%	54.03%
Average result	46.01%	48.59%	44.86%	45.18%	48.48%
Worst result	35.63%	36.18%	35.35%	36.74%	34.64%
Responses	3147	3568	3684	3525	3382

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



Your org	67.16%	70.08%	69.23%	68.49%	69.32%
Best result	68.32%	74.51%	74.92%	70.75%	74.04%
Average result	58.35%	63.84%	63.87%	63.29%	64.33%
Worst result	48.44%	51.95%	49.91%	45.87%	45.56%
Responses	3146	3564	3682	3528	3378

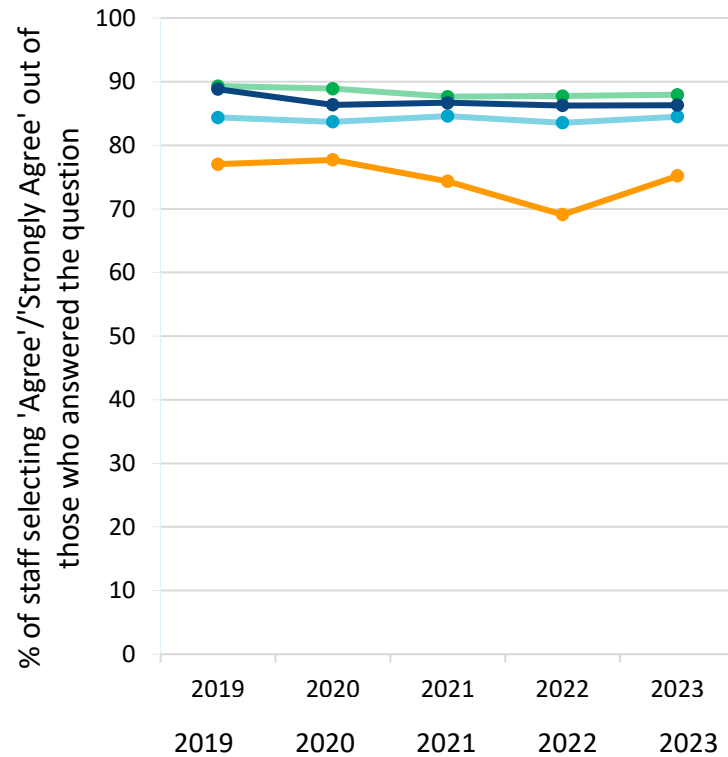
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	42.23%	45.58%	33.58%	29.97%	36.75%
Best result	42.23%	50.62%	38.58%	36.65%	42.31%
Average result	32.45%	40.96%	30.52%	30.55%	35.28%
Worst result	25.23%	28.37%	20.38%	22.18%	27.52%
Responses	3154	3578	3706	3533	3398

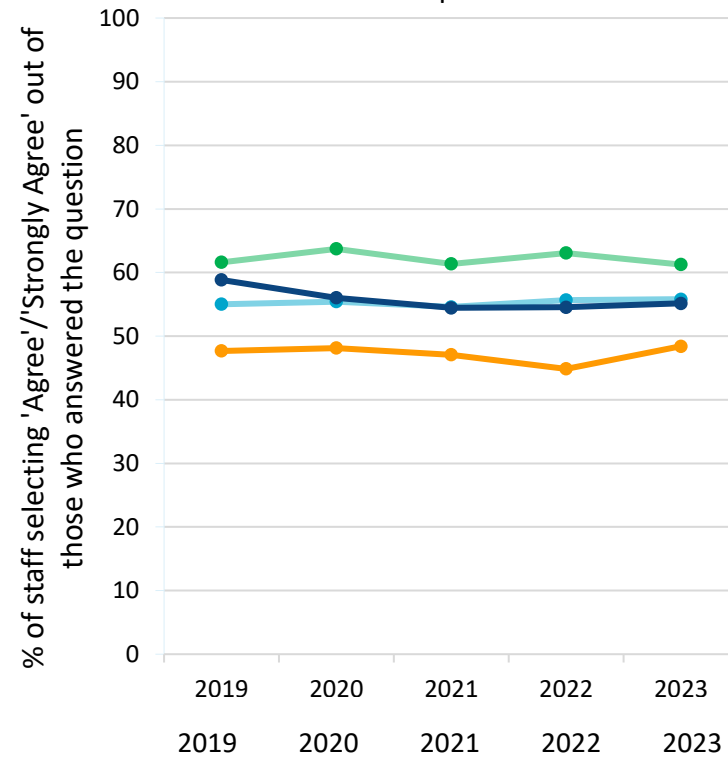


Q3a I always know what my work responsibilities are.



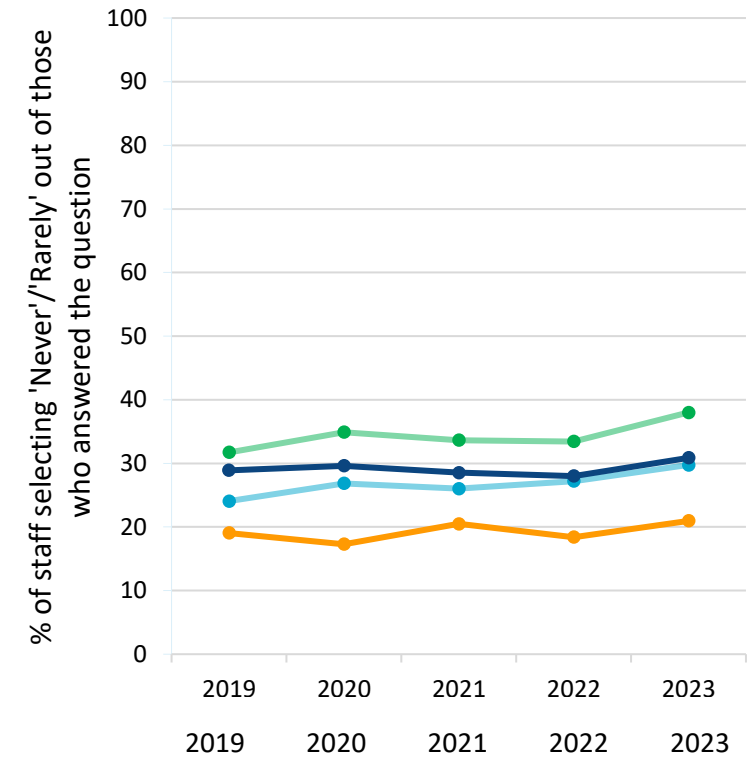
Your org	2019	2020	2021	2022	2023
Best result	89.31%	88.91%	87.64%	87.74%	87.94%
Average result	84.39%	83.69%	84.60%	83.54%	84.49%
Worst result	77.03%	77.72%	74.34%	69.12%	75.20%
Responses	3146	3579	3715	3547	3403

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



Your org	2019	2020	2021	2022	2023
Best result	61.62%	63.73%	61.35%	63.07%	61.26%
Average result	55.01%	55.43%	54.61%	55.66%	55.80%
Worst result	47.67%	48.13%	47.08%	44.86%	48.41%
Responses	3158	3585	3702	3533	3392

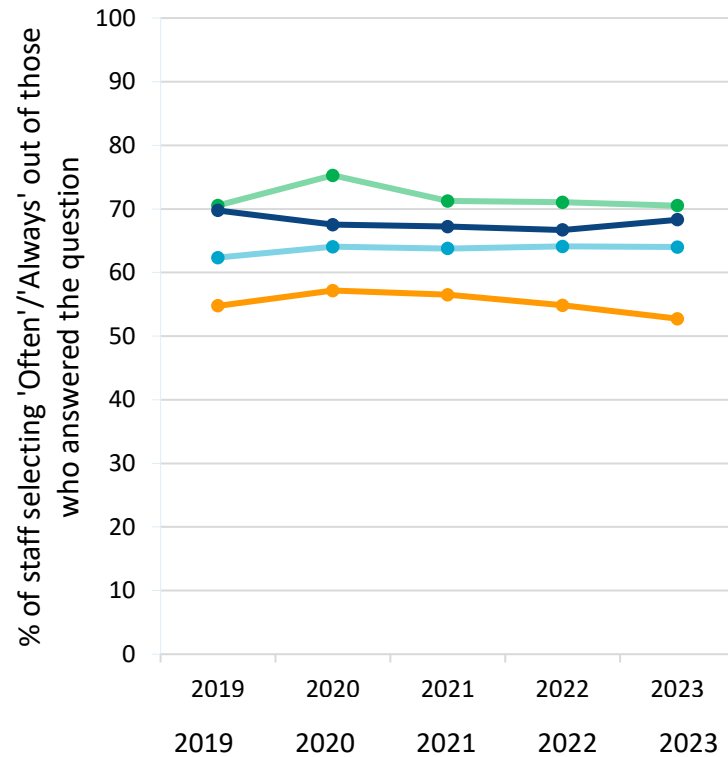
Q5a I have unrealistic time pressures.



Your org	2019	2020	2021	2022	2023
Best result	31.73%	34.90%	33.64%	33.44%	37.98%
Average result	24.05%	26.84%	26.02%	27.20%	29.73%
Worst result	19.06%	17.28%	20.49%	18.39%	20.96%
Responses	3136	3576	3702	3537	3403

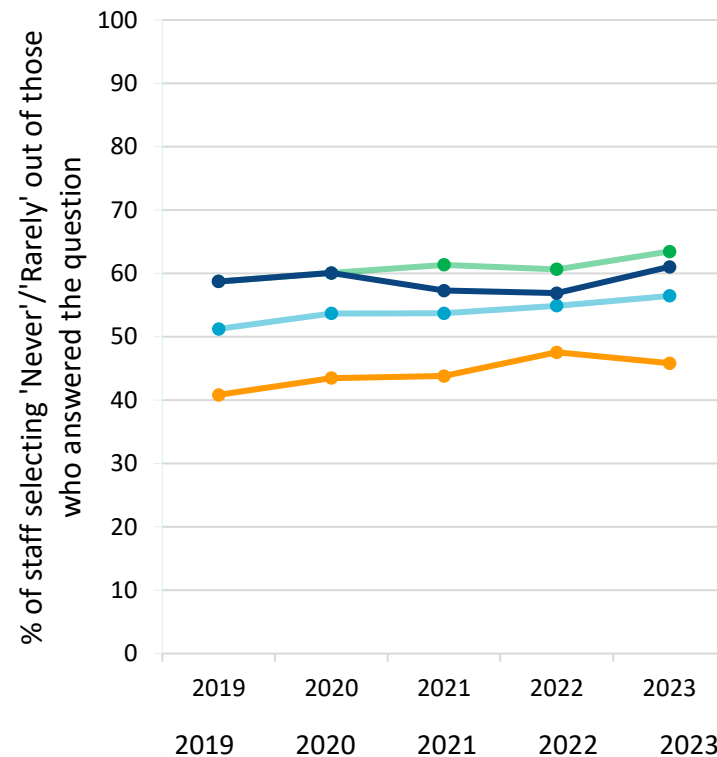


Q5b I have a choice in deciding how to do my work.



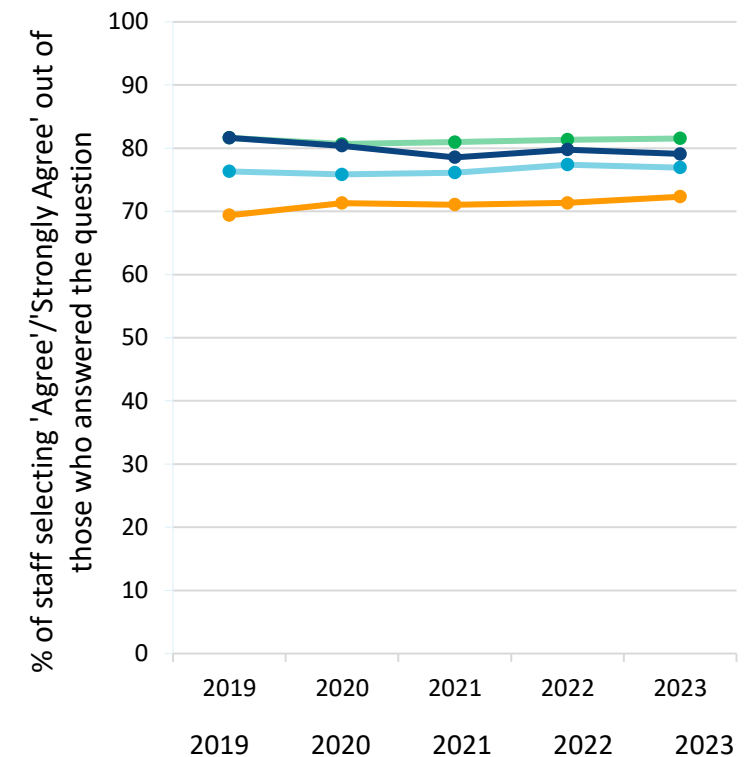
Your org	69.77%	67.53%	67.22%	66.70%	68.29%
Best result	70.54%	75.27%	71.25%	71.04%	70.51%
Average result	62.33%	64.05%	63.77%	64.10%	64.00%
Worst result	54.76%	57.16%	56.52%	54.84%	52.72%
Responses	3126	3565	3693	3531	3386

Q5c Relationships at work are strained.



Your org	58.73%	60.08%	57.29%	56.90%	61.02%
Best result	58.73%	60.08%	61.37%	60.64%	63.46%
Average result	51.23%	53.68%	53.70%	54.89%	56.46%
Worst result	40.82%	43.46%	43.80%	47.54%	45.83%
Responses	3127	3568	3699	3535	3398

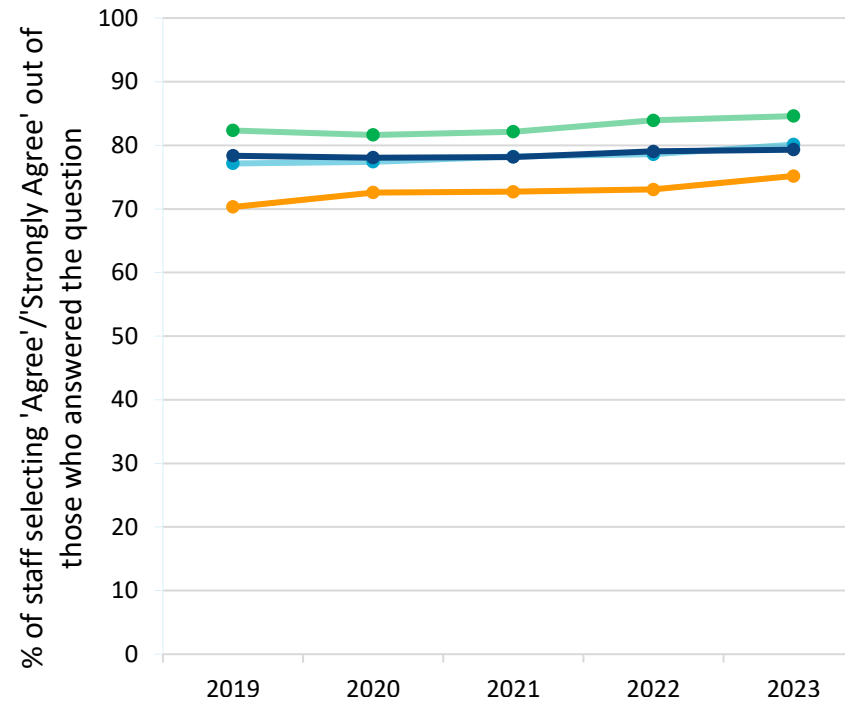
Q7c I receive the respect I deserve from my colleagues at work.



Your org	81.65%	80.37%	78.55%	79.76%	79.09%
Best result	81.65%	80.66%	80.95%	81.34%	81.54%
Average result	76.33%	75.84%	76.13%	77.38%	76.93%
Worst result	69.39%	71.32%	71.06%	71.35%	72.31%
Responses	3142	3579	3704	3541	3398



Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	78.33%	78.06%	78.16%	79.05%	79.32%
Best result	82.35%	81.63%	82.14%	83.92%	84.61%
Average result	77.16%	77.40%	78.25%	78.60%	80.12%
Worst result	70.32%	72.59%	72.69%	73.05%	75.16%
Responses	3144	3590	3708	3544	3405

Question not linked to People Promise elements or themes

Questions included:*

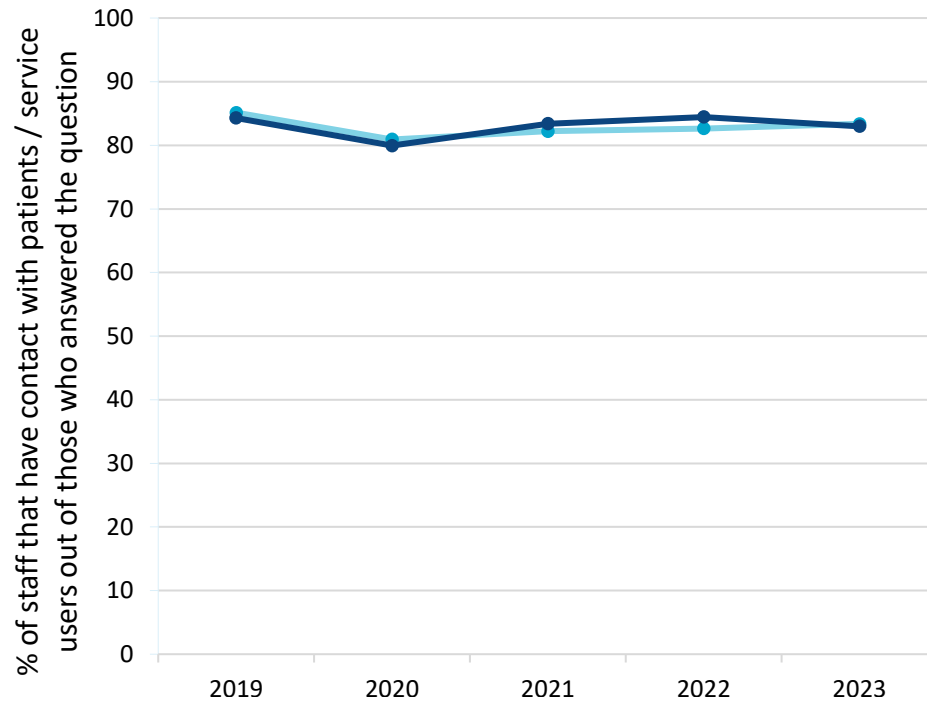
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*The results for Q17a, Q17b and Q22 are reported in the section for People Promise element 4: We are safe and healthy. These questions do not contribute to any score or sub-score calculations.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



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

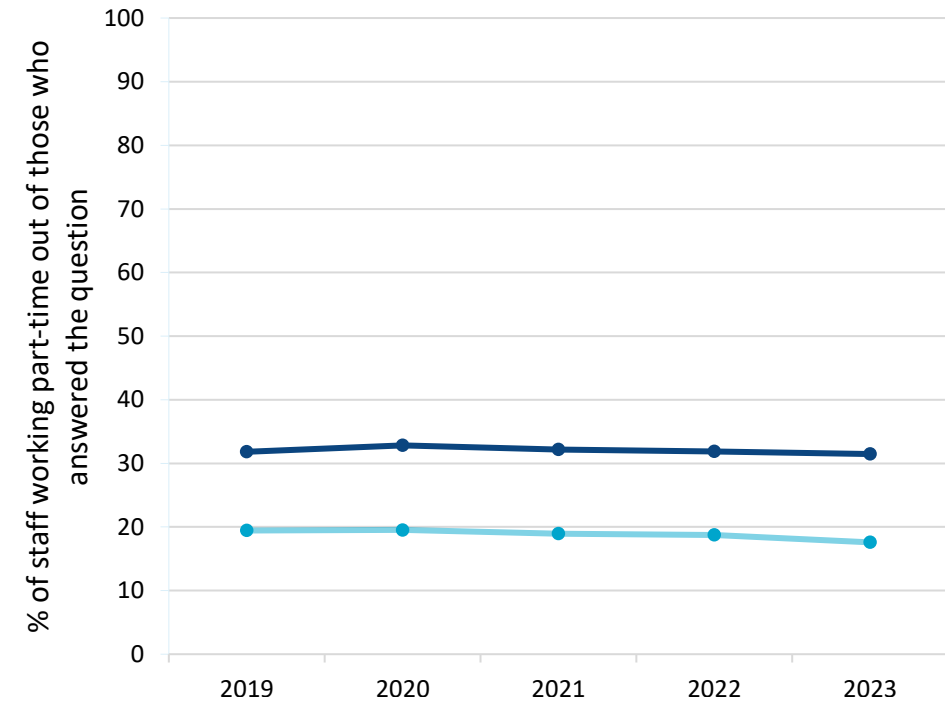


2019 2020 2021 2022 2023

Your org	84.28%	79.95%	83.41%	84.45%	82.99%
Average	85.12%	80.93%	82.21%	82.64%	83.36%

Responses 3142 3581 3700 3530 3393

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



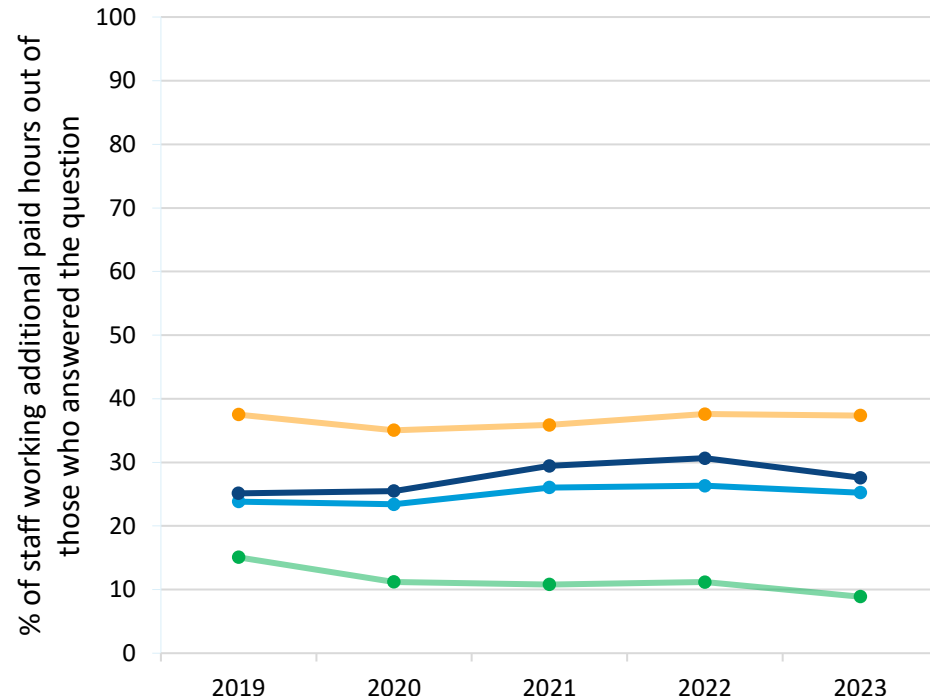
2019 2020 2021 2022 2023

Your org	31.80%	32.82%	32.19%	31.88%	31.48%
Average	19.46%	19.54%	18.96%	18.74%	17.59%

Responses 2862 3339 3461 3300 3173



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

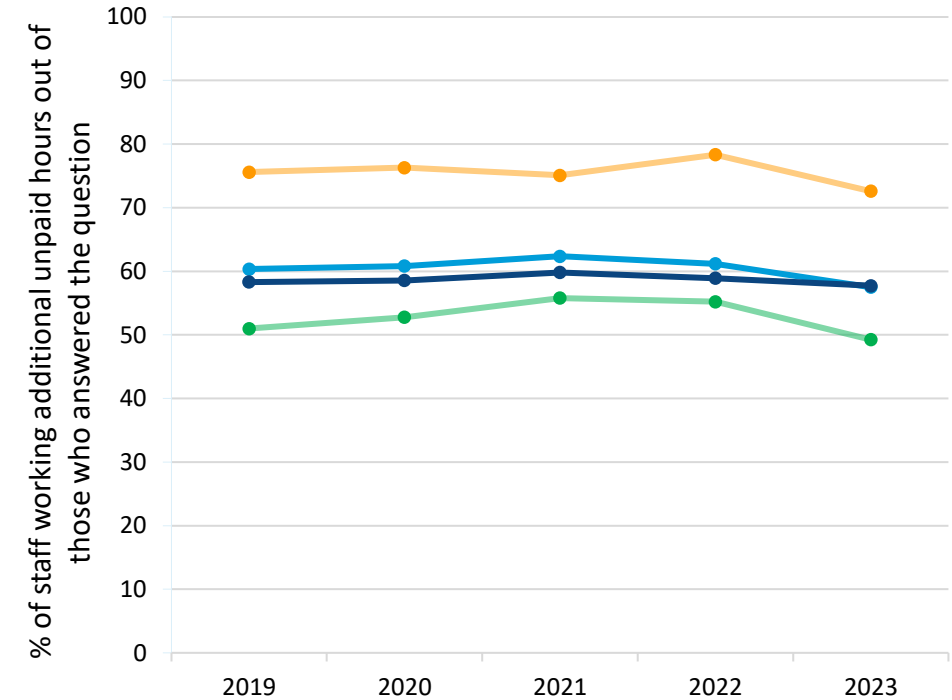


2019 2020 2021 2022 2023

Your org	25.11%	25.48%	29.44%	30.64%	27.58%
Lowest	15.08%	11.21%	10.81%	11.17%	8.88%
Average	23.83%	23.40%	26.03%	26.31%	25.25%
Highest	37.52%	35.06%	35.88%	37.60%	37.36%

Responses 2979 3475 3575 3398 3284

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



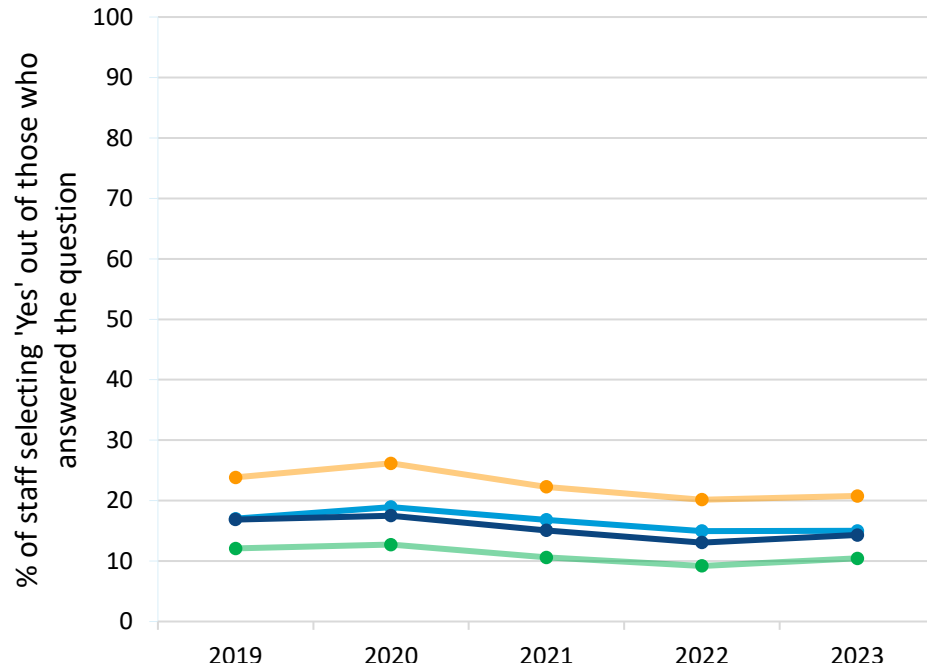
2019 2020 2021 2022 2023

Your org	58.32%	58.56%	59.81%	58.90%	57.73%
Lowest	50.98%	52.76%	55.80%	55.22%	49.26%
Average	60.35%	60.82%	62.37%	61.17%	57.50%
Highest	75.60%	76.29%	75.08%	78.33%	72.60%

Responses 3018 3498 3620 3449 3309

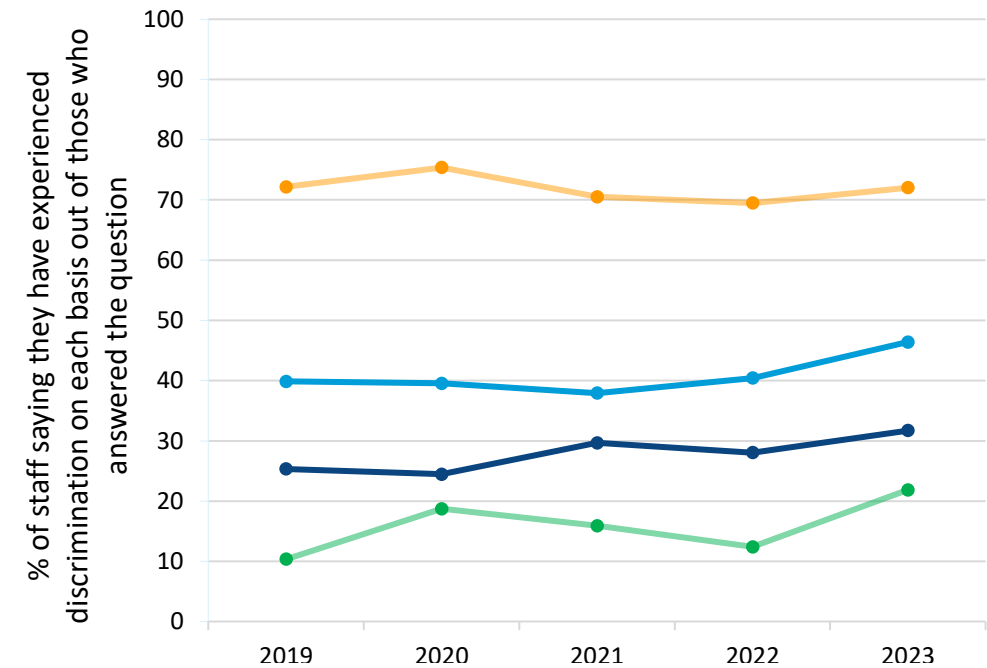


Q11e* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	16.85%	17.51%	15.08%	13.05%	14.31%
Best result	12.08%	12.72%	10.60%	9.20%	10.44%
Average result	17.02%	18.95%	16.83%	14.98%	15.00%
Worst result	23.84%	26.16%	22.27%	20.17%	20.76%
Responses	1485	1419	1670	1789	1711

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

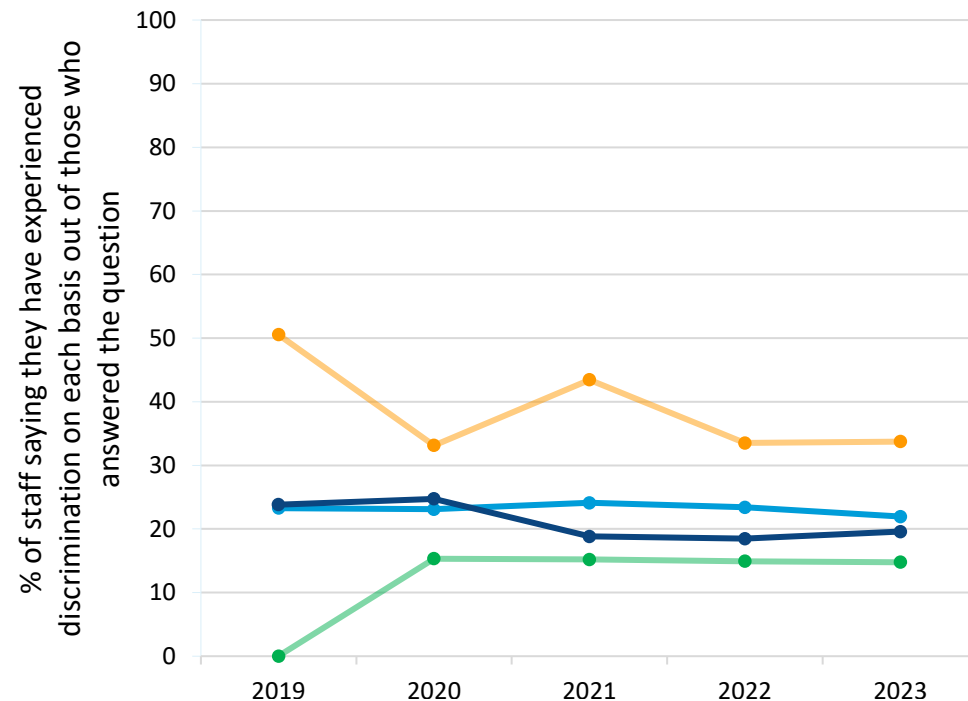


	2019	2020	2021	2022	2023
Your org	25.35%	24.48%	29.67%	28.05%	31.73%
Best result	10.37%	18.72%	15.93%	12.40%	21.86%
Average result	39.88%	39.54%	37.92%	40.42%	46.40%
Worst result	72.17%	75.37%	70.51%	69.48%	72.03%
Responses	223	262	276	272	261

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



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

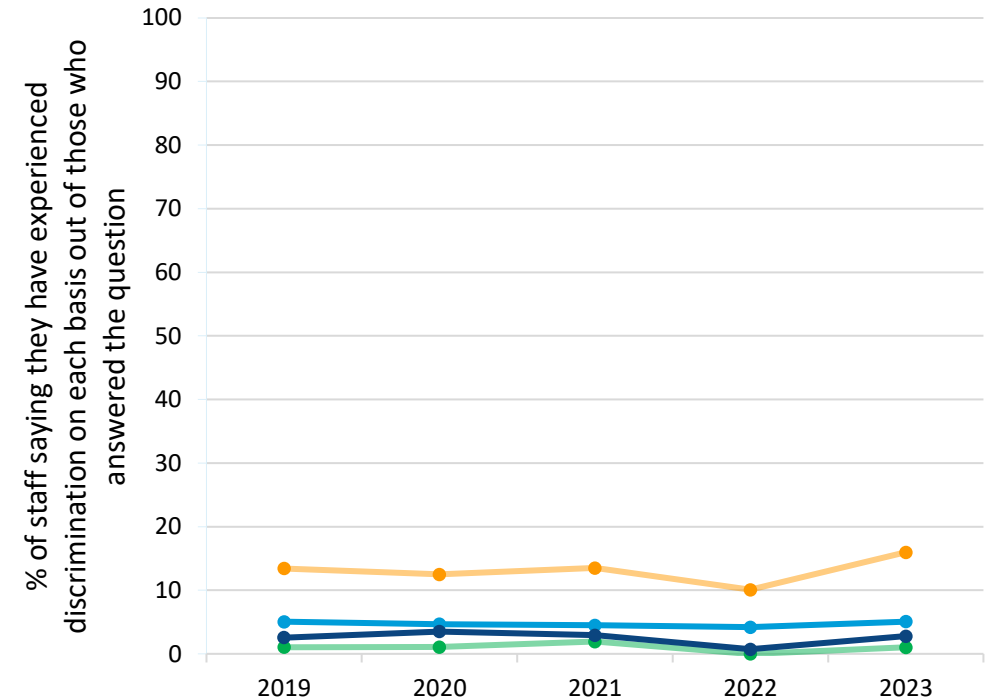


2019 2020 2021 2022 2023

Your org	23.81%	24.73%	18.81%	18.48%	19.58%
Best result	0.00%	15.33%	15.19%	14.92%	14.77%
Average result	23.28%	23.11%	24.11%	23.41%	21.95%
Worst result	50.55%	33.14%	43.44%	33.50%	33.73%

Responses 223 262 276 272 261

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



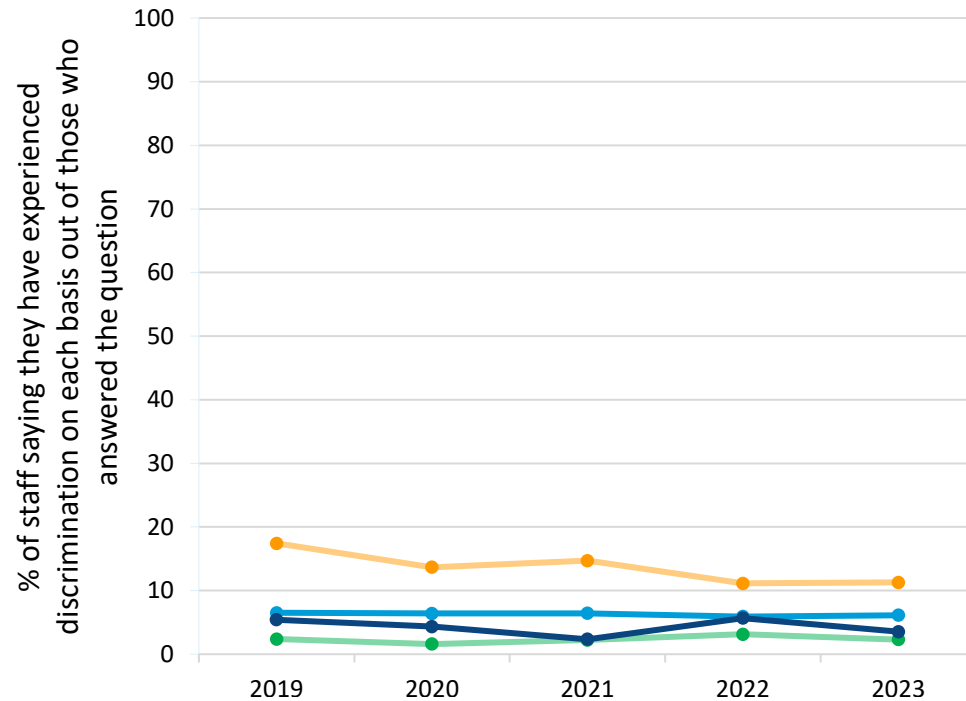
2019 2020 2021 2022 2023

Your org	2.54%	3.51%	2.94%	0.72%	2.78%
Best result	1.05%	1.09%	1.95%	0.00%	1.04%
Average result	5.06%	4.68%	4.49%	4.20%	5.08%
Worst result	13.44%	12.50%	13.50%	10.09%	15.97%

Responses 223 262 276 272 261



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

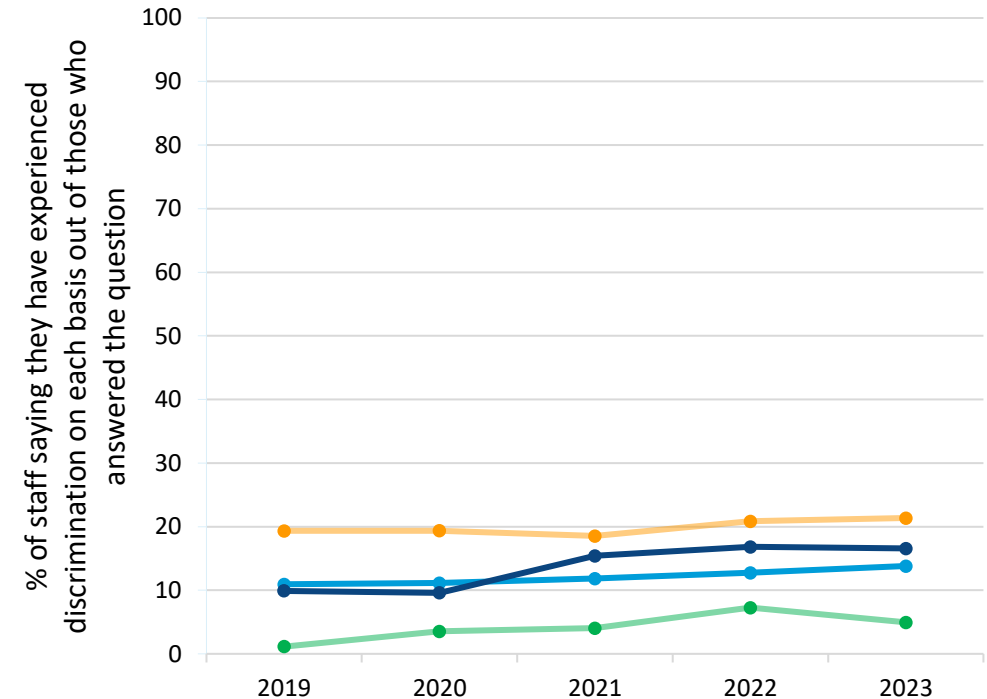


2019 2020 2021 2022 2023

Your org	5.40%	4.33%	2.36%	5.67%	3.53%
Best result	2.38%	1.59%	2.22%	3.13%	2.31%
Average result	6.49%	6.40%	6.42%	5.92%	6.12%
Worst result	17.42%	13.66%	14.71%	11.13%	11.28%

Responses 223 262 276 272 261

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



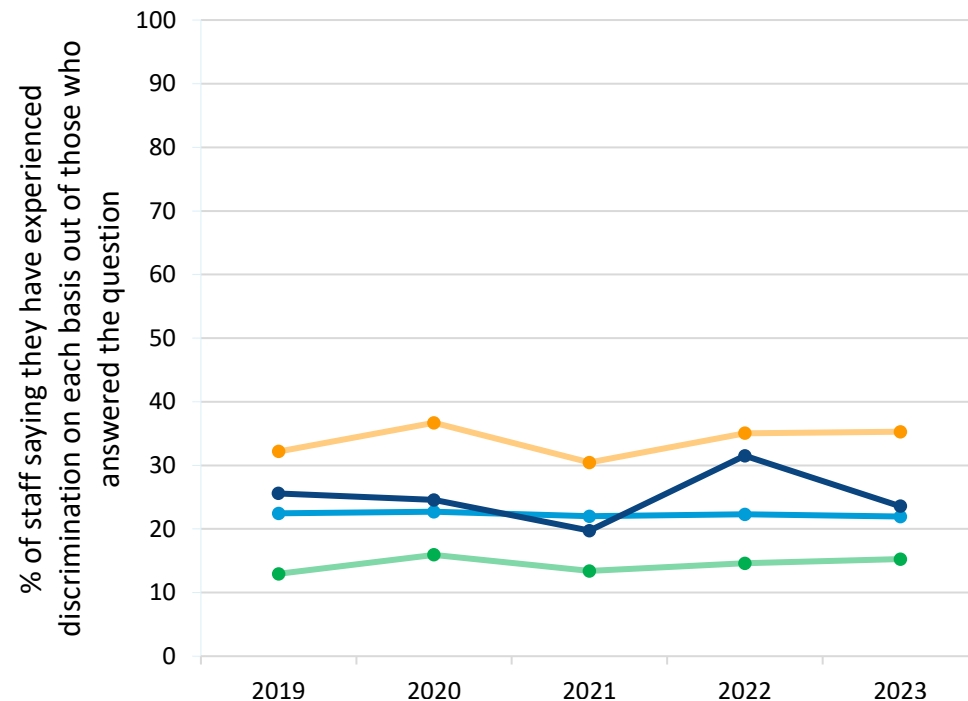
2019 2020 2021 2022 2023

Your org	9.89%	9.62%	15.41%	16.83%	16.58%
Best result	1.15%	3.56%	4.06%	7.28%	4.96%
Average result	10.94%	11.15%	11.85%	12.76%	13.82%
Worst result	19.33%	19.37%	18.54%	20.84%	21.36%

Responses 223 262 276 272 261



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

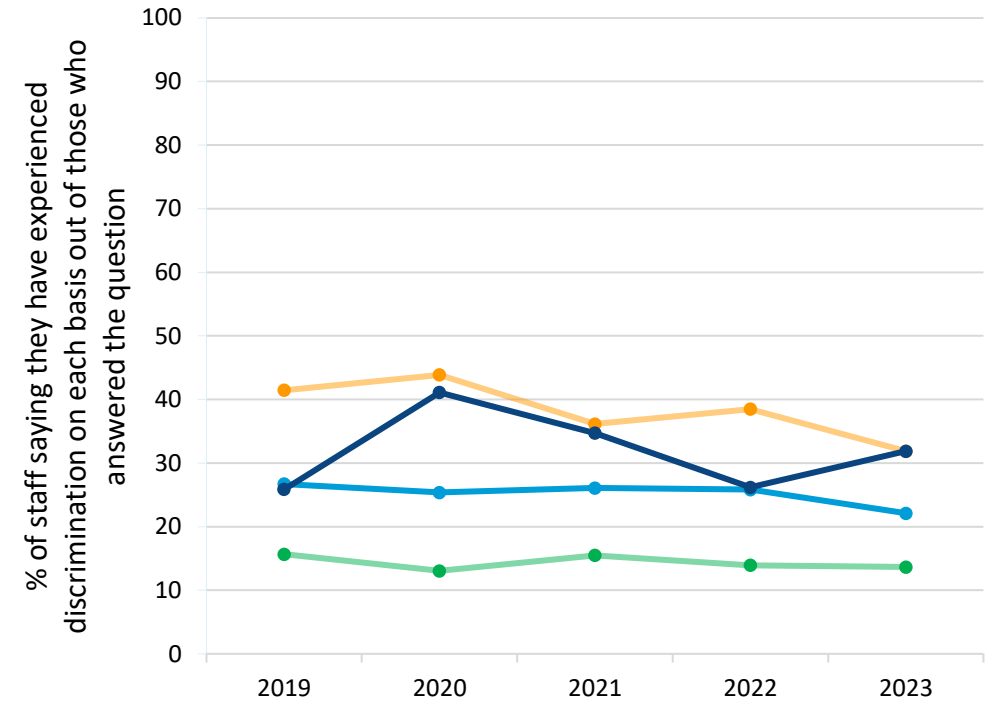


2019 2020 2021 2022 2023

Your org	25.57%	24.55%	19.74%	31.51%	23.57%
Best result	12.93%	15.93%	13.39%	14.60%	15.24%
Average result	22.43%	22.70%	21.98%	22.31%	21.94%
Worst result	32.19%	36.68%	30.46%	35.04%	35.29%

Responses 223 262 276 272 261

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



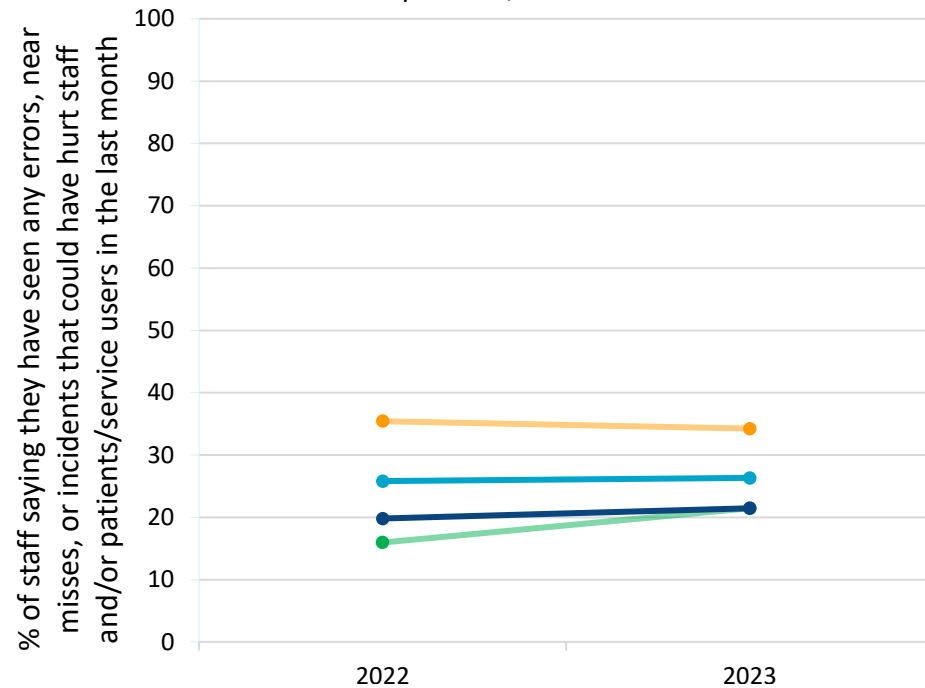
2019 2020 2021 2022 2023

Your org	25.85%	41.10%	34.70%	26.19%	31.88%
Best result	15.68%	13.07%	15.50%	13.95%	13.65%
Average result	26.72%	25.39%	26.09%	25.83%	22.12%
Worst result	41.46%	43.86%	36.14%	38.50%	31.88%

Responses 223 262 276 272 261

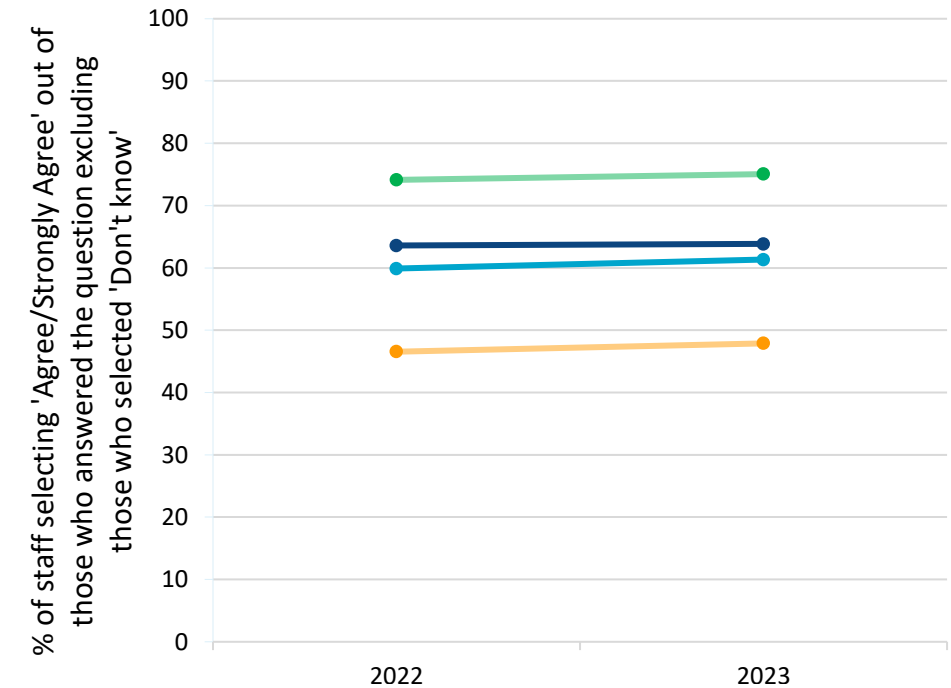


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	19.81%	21.45%
Best result	15.97%	21.45%
Average result	25.81%	26.33%
Worst result	35.43%	34.22%
Responses	3536	3338

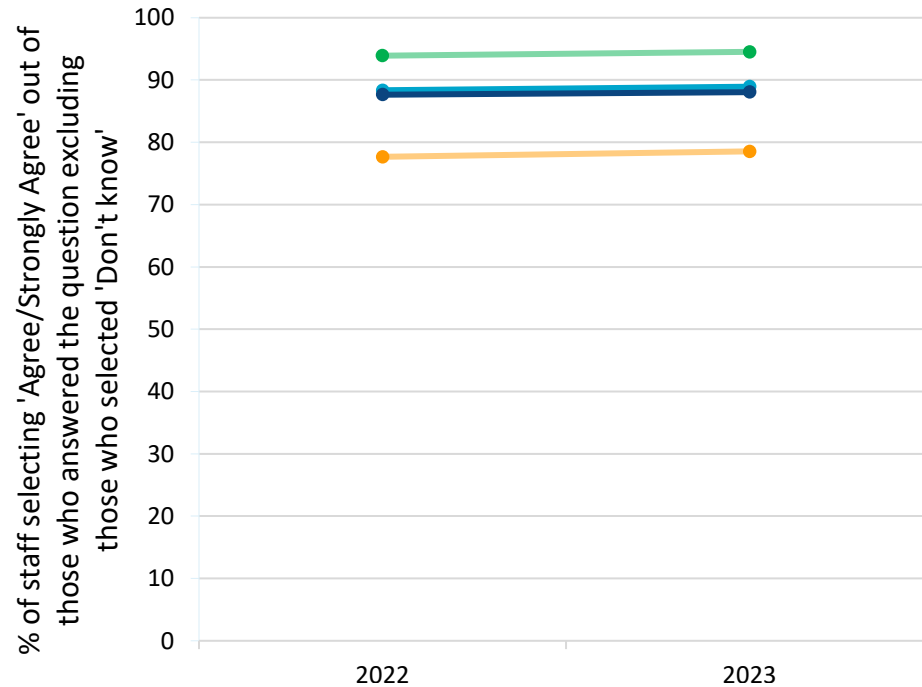
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



	2022	2023
Your org	63.58%	63.84%
Best result	74.13%	75.07%
Average result	59.88%	61.32%
Worst result	46.57%	47.90%
Responses	2488	2427

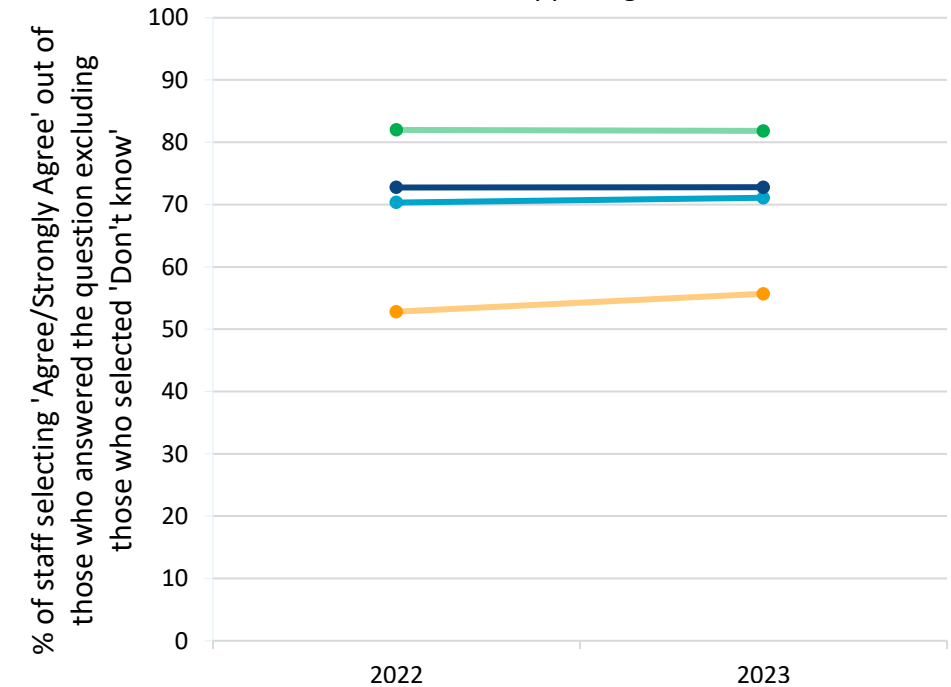


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	87.64%	88.07%
Best result	93.88%	94.49%
Average result	88.33%	88.93%
Worst result	77.65%	78.53%
Responses	3329	3211

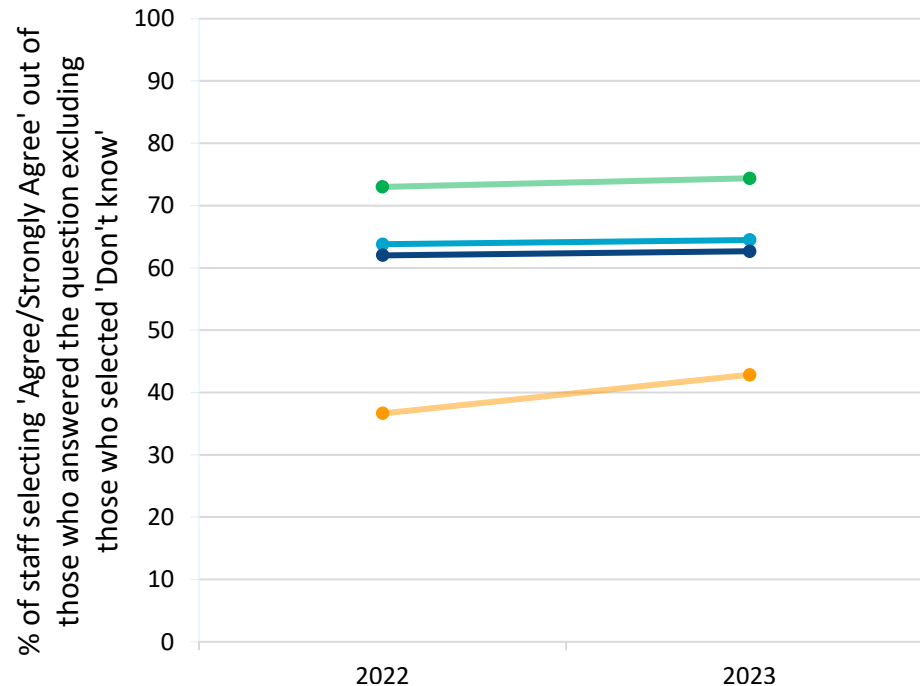
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	72.76%	72.78%
Best result	81.97%	81.82%
Average result	70.33%	71.08%
Worst result	52.79%	55.67%
Responses	2892	2818

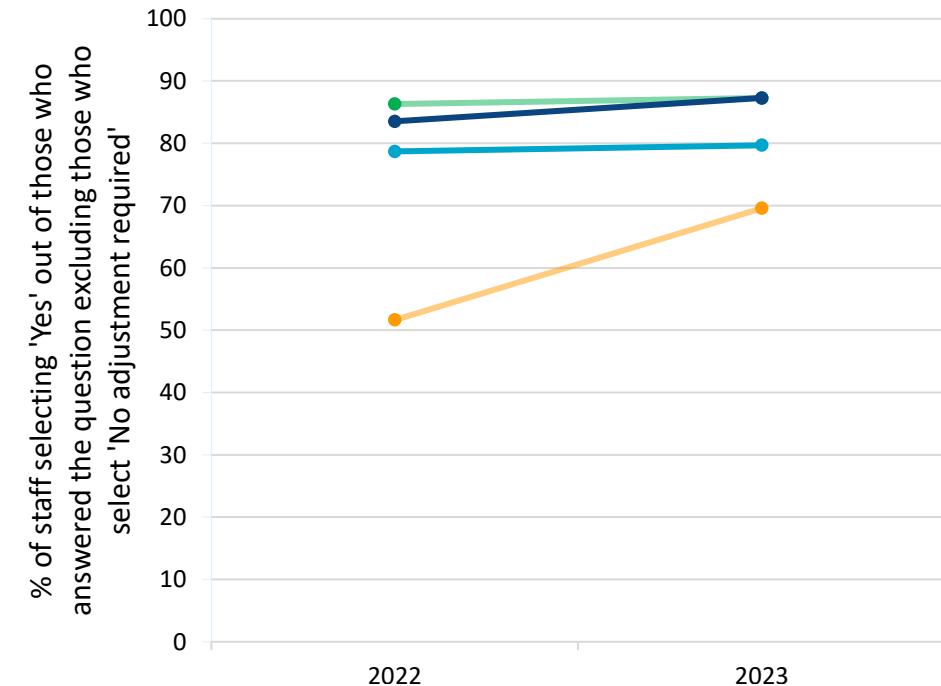


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	62.02%	62.66%
Best result	72.97%	74.36%
Average result	63.80%	64.49%
Worst result	36.65%	42.84%
Responses	2946	2906

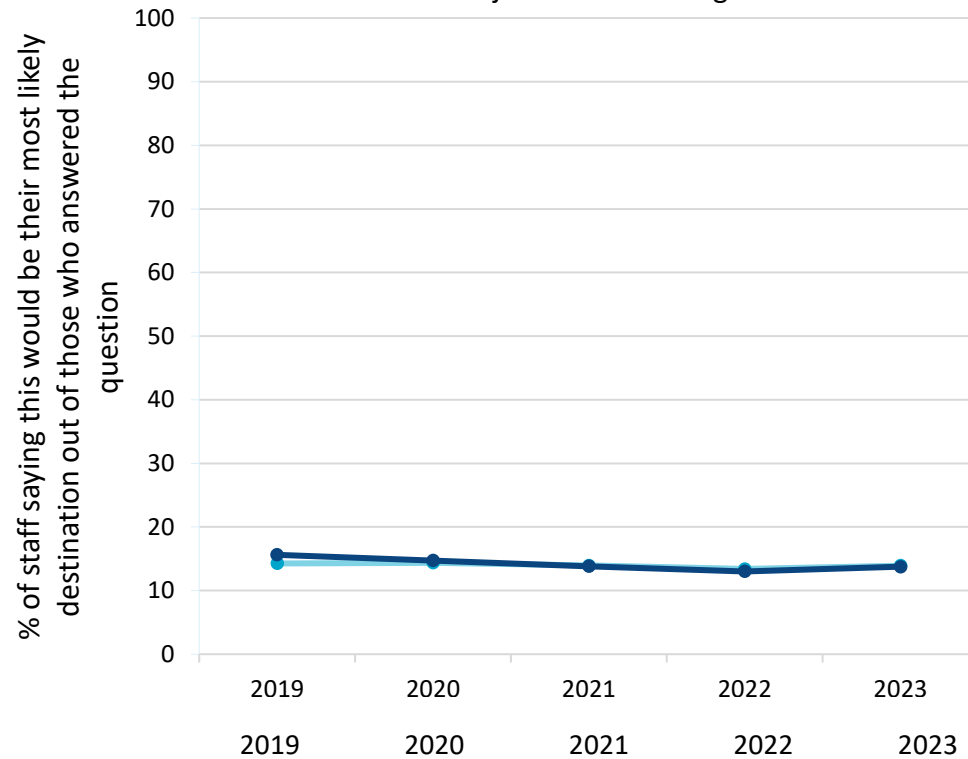
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	83.52%	87.25%
Best result	86.30%	87.25%
Average result	78.68%	79.67%
Worst result	51.65%	69.57%
Responses	573	564

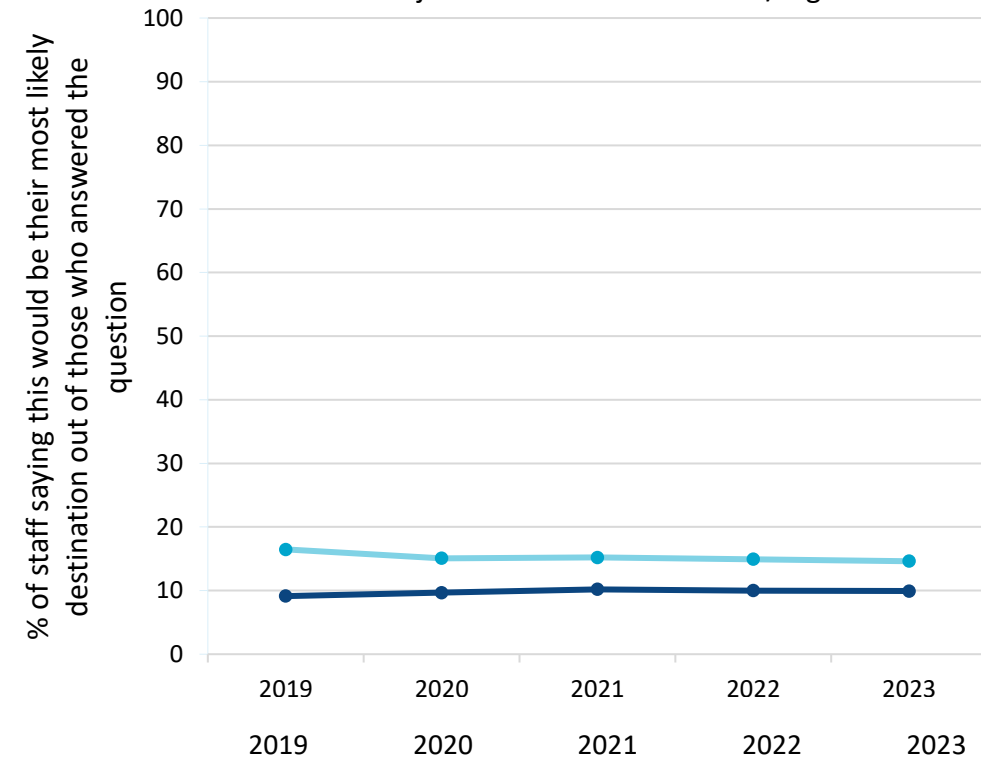


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



	2019	2020	2021	2022	2023
Your org	15.63%	14.73%	13.82%	13.02%	13.75%
Average	14.26%	14.36%	13.95%	13.38%	13.92%
Responses	2707	3164	3328	3180	2975

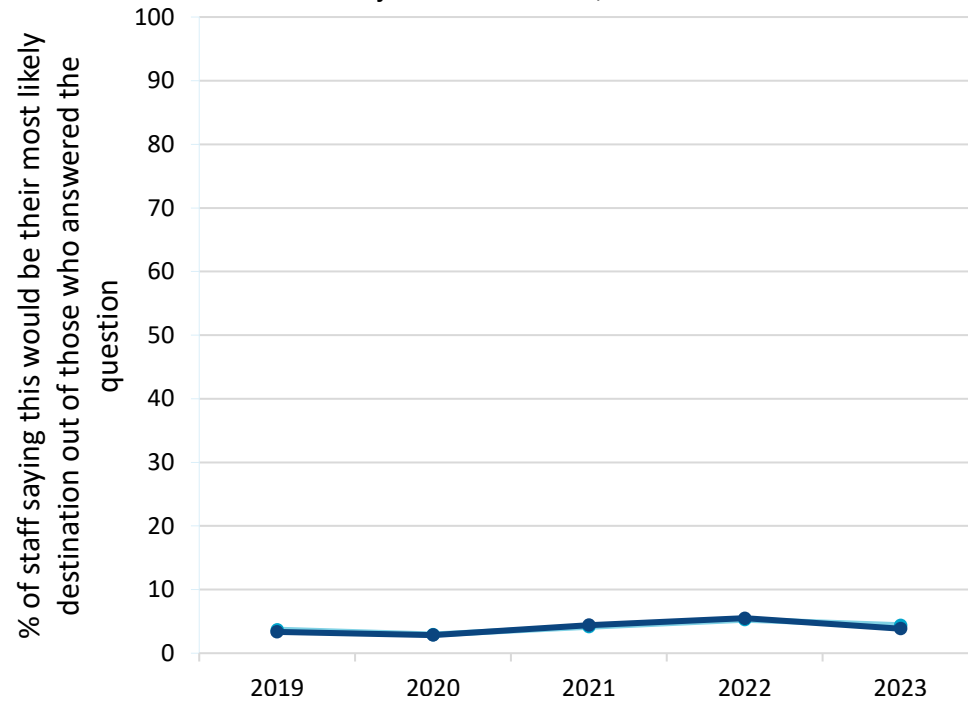
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



	2019	2020	2021	2022	2023
Your org	9.12%	9.67%	10.19%	10.00%	9.92%
Average	16.47%	15.08%	15.20%	14.94%	14.63%
Responses	2707	3164	3328	3180	2975

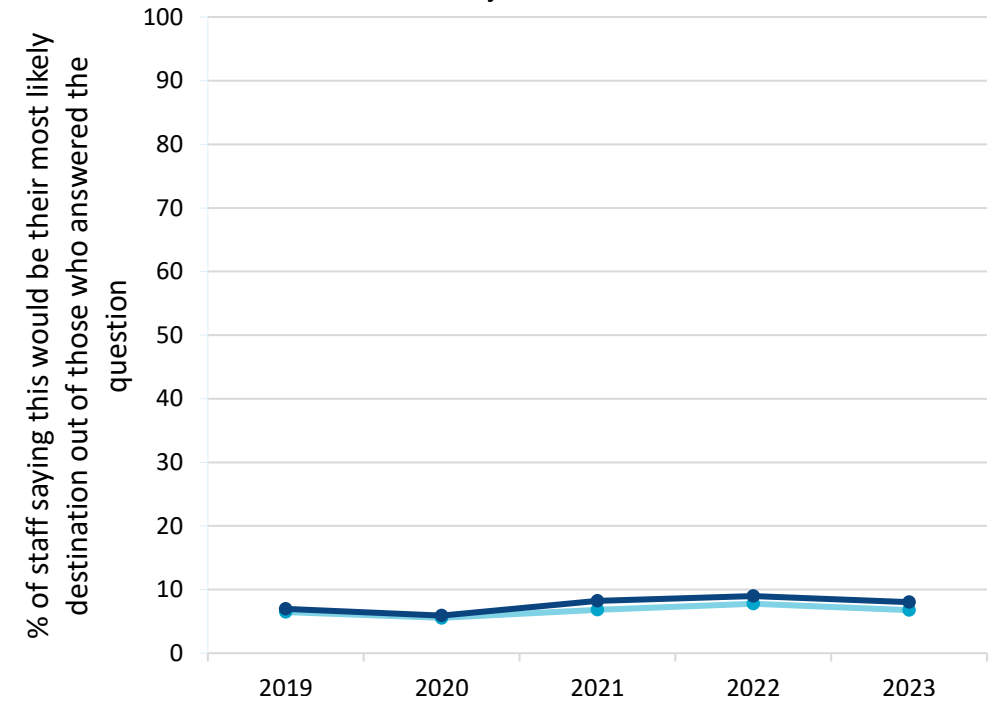


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2019	2020	2021	2022	2023
2019	2020	2021	2022	2023	
Your org	3.32%	2.84%	4.42%	5.50%	3.87%
Average	3.68%	2.93%	4.17%	5.26%	4.39%
Responses	2707	3164	3328	3180	2975

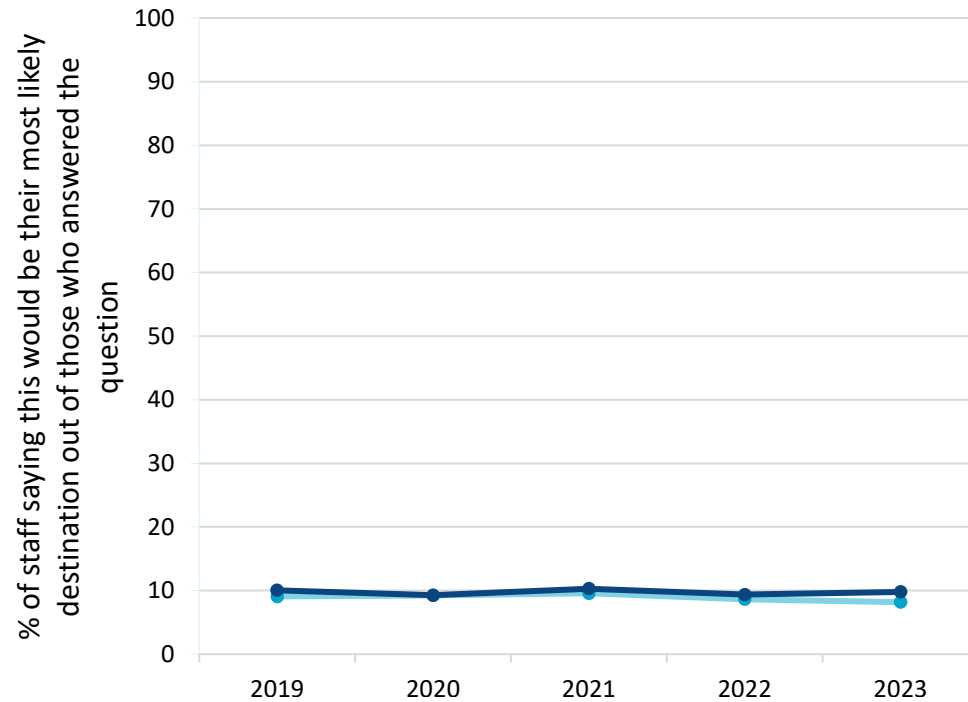
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2019	2020	2021	2022	2023
2019	2020	2021	2022	2023	
Your org	6.94%	5.91%	8.23%	8.99%	8.03%
Average	6.47%	5.53%	6.83%	7.77%	6.78%
Responses	2707	3164	3328	3180	2975



Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.

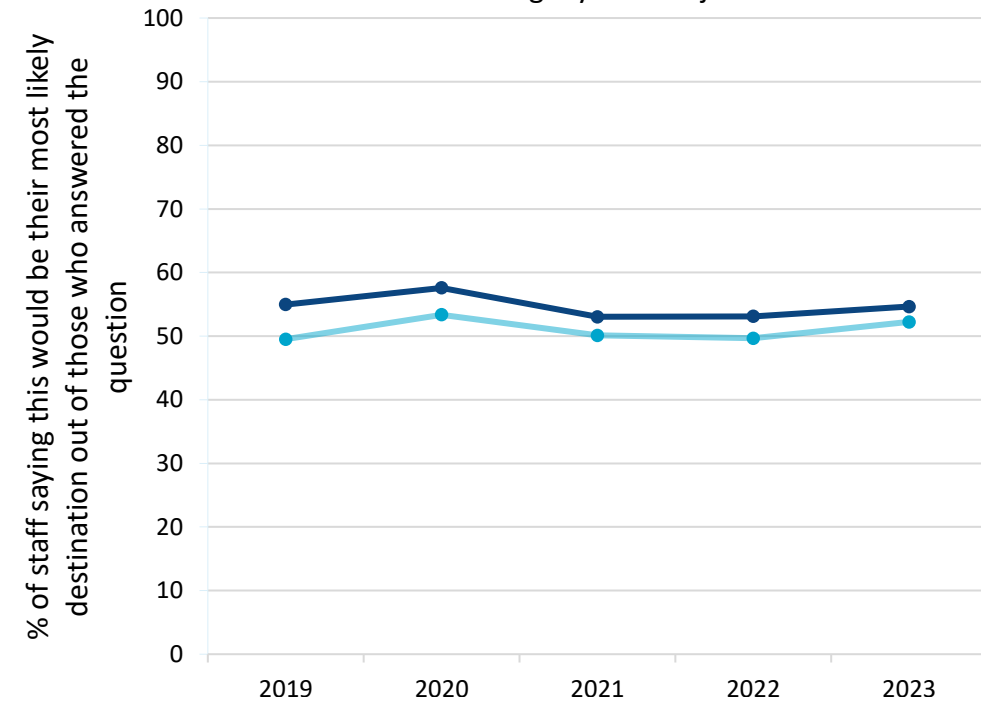


2019 2020 2021 2022 2023

Your org	10.01%	9.26%	10.31%	9.37%	9.78%
Average	9.06%	9.24%	9.57%	8.64%	8.18%

Responses 2707 3164 3328 3180 2975

Q26d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.



2019 2020 2021 2022 2023

Your org	54.97%	57.59%	53.03%	53.11%	54.66%
Average	49.50%	53.36%	50.12%	49.65%	52.22%

Responses 2707 3164 3328 3180 2975

Workforce Equality Standards

Note where there are fewer than 10 responses for a question, results are suppressed to protect staff confidentiality and reliability of data.

Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2019-2023 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 2019-2023 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 q31b (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.

In 2022, the text for q31b was updated and the word 'adequate' was updated to 'reasonable'.

The WDES breakdowns are based on the responses to q31a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

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

Workforce Race Equality Standards (WRES)

Indicator	Qu No	Workforce Race Equality Standard
For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined		
5	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	Q14b & Q14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
8	Q16b	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		
4a	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public
4b	Q14b	Percentage of staff experiencing harassment, bullying or abuse from managers
4c	Q14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues
4d	Q14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
5	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
6	Q11e	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	Q4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work
8	Q31b	Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work
9a	theme_engagement	The staff engagement score for staff with LTC or illness vs staff without a LTC or illness

*Staff with a long term condition

Workforce Race Equality Standards (WRES)

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WRES charts are unweighted.

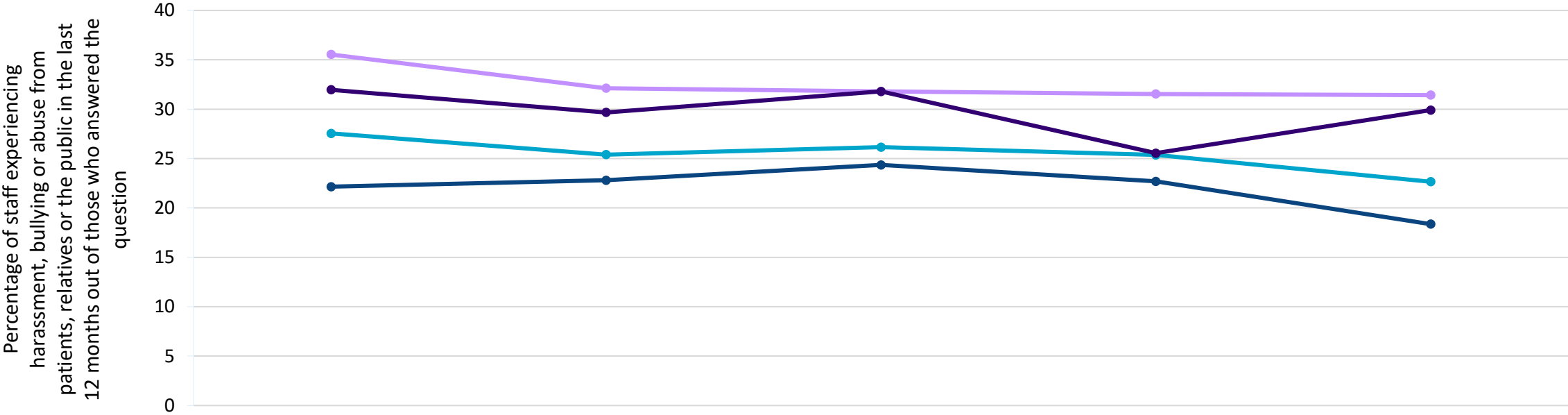
Averages are calculated as the median for the benchmark group.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



Workforce Race Equality Standard (WRES)

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

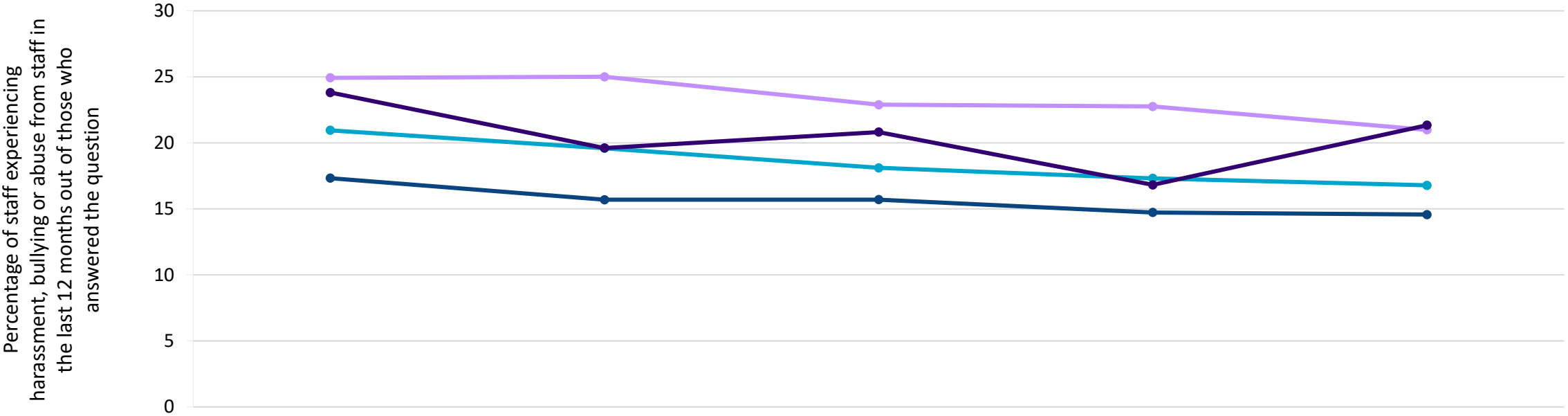


	2019	2020	2021	2022	2023
White staff: Your org	22.15%	22.80%	24.35%	22.69%	18.36%
All other ethnic groups*: Your org	31.97%	29.68%	31.79%	25.55%	29.91%
White staff: Average	27.55%	25.40%	26.16%	25.37%	22.66%
All other ethnic groups*: Average	35.54%	32.12%	31.79%	31.54%	31.43%
White staff: Responses	2921	3368	3482	3262	3127
All other ethnic groups*: Responses	147	155	195	227	224

*Staff from all other ethnic groups combined



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



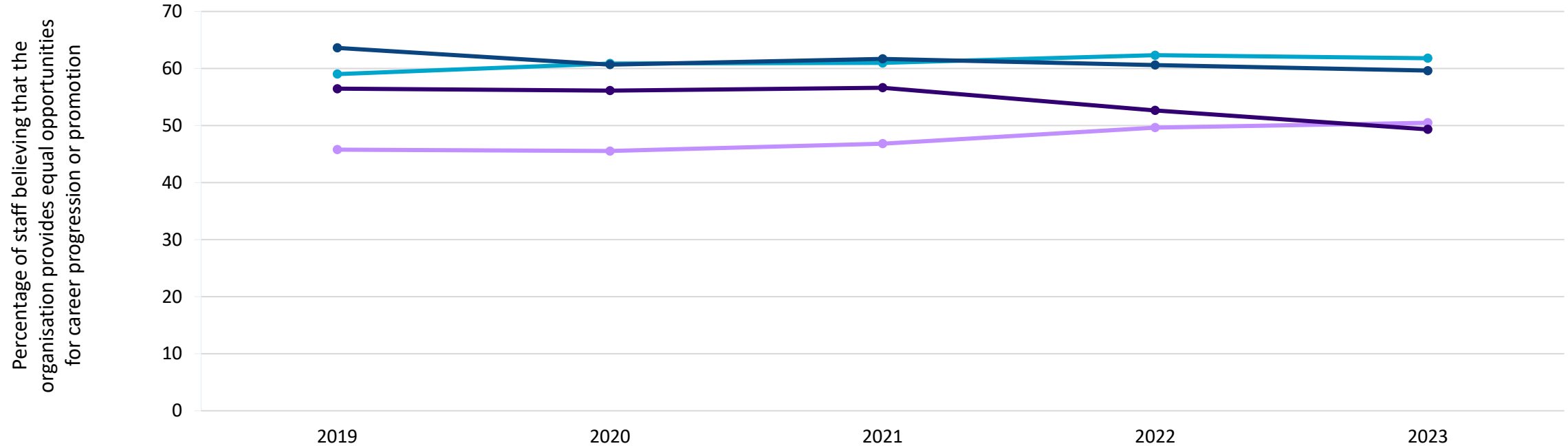
	2019	2020	2021	2022	2023
White staff: Your org	17.32%	15.69%	15.70%	14.72%	14.56%
All other ethnic groups*: Your org	23.81%	19.61%	20.81%	16.81%	21.33%
White staff: Average	20.95%	19.59%	18.10%	17.31%	16.78%
All other ethnic groups*: Average	24.92%	25.00%	22.88%	22.75%	20.98%
White staff: Responses	2927	3378	3485	3267	3131
All other ethnic groups*: Responses	147	153	197	226	225

*Staff from all other ethnic groups combined



Workforce Race Equality Standard (WRES)

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



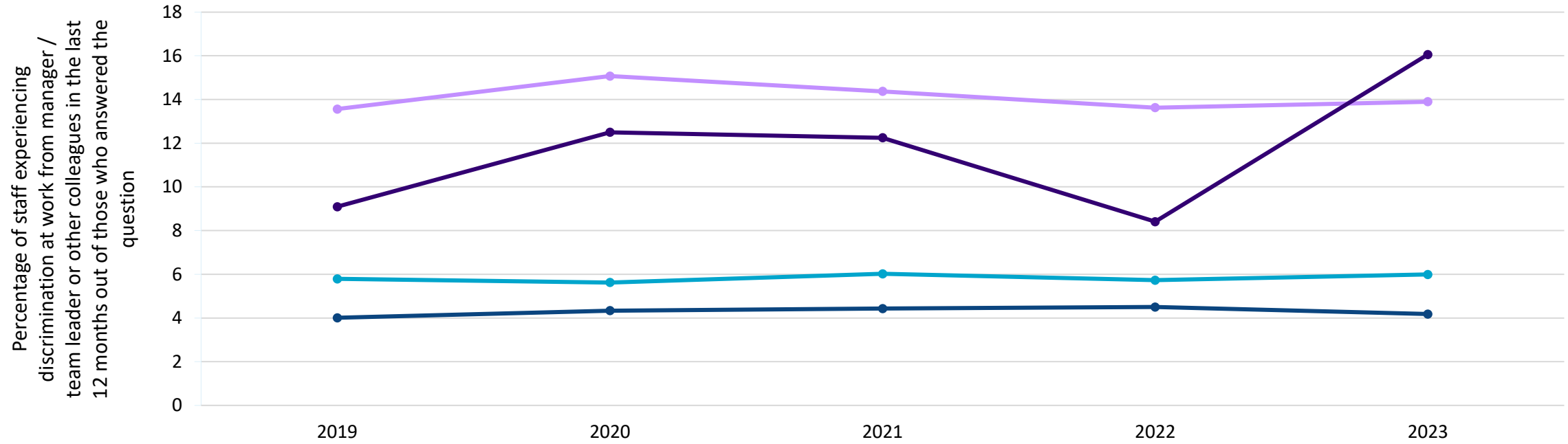
	2019	2020	2021	2022	2023
White staff: Your org	63.63%	60.70%	61.69%	60.61%	59.63%
All other ethnic groups*: Your org	56.46%	56.13%	56.63%	52.65%	49.34%
White staff: Average	59.04%	60.90%	60.98%	62.33%	61.82%
All other ethnic groups*: Average	45.80%	45.54%	46.84%	49.65%	50.50%
White staff: Responses	2912	3379	3477	3270	3121
All other ethnic groups*: Responses	147	155	196	226	227

*Staff from all other ethnic groups combined



Workforce Race Equality Standard (WRES)

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



	2019	2020	2021	2022	2023
White staff: Your org	4.01%	4.34%	4.43%	4.50%	4.18%
All other ethnic groups*: Your org	9.09%	12.50%	12.24%	8.41%	16.06%
White staff: Average	5.79%	5.63%	6.02%	5.73%	5.99%
All other ethnic groups*: Average	13.56%	15.07%	14.37%	13.63%	13.90%
White staff: Responses	2894	3366	3476	3245	3112
All other ethnic groups*: Responses	143	152	196	226	218

*Staff from all other ethnic groups combined

Workforce Disability Equality Standards (WDES)

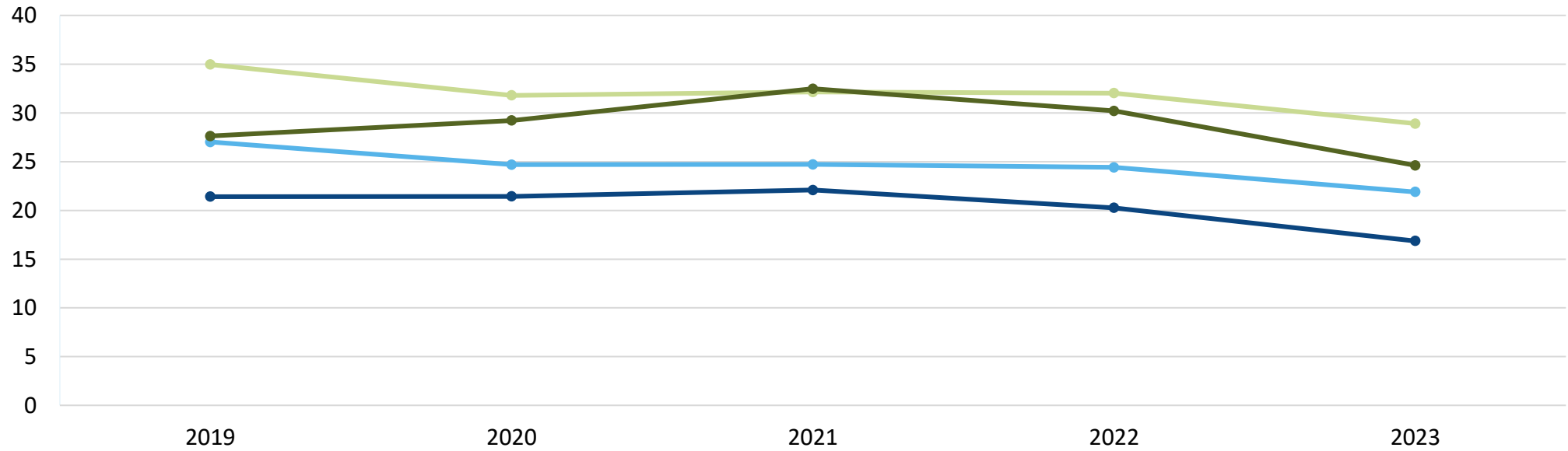
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.
Data shown in the WDES charts are unweighted.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



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

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

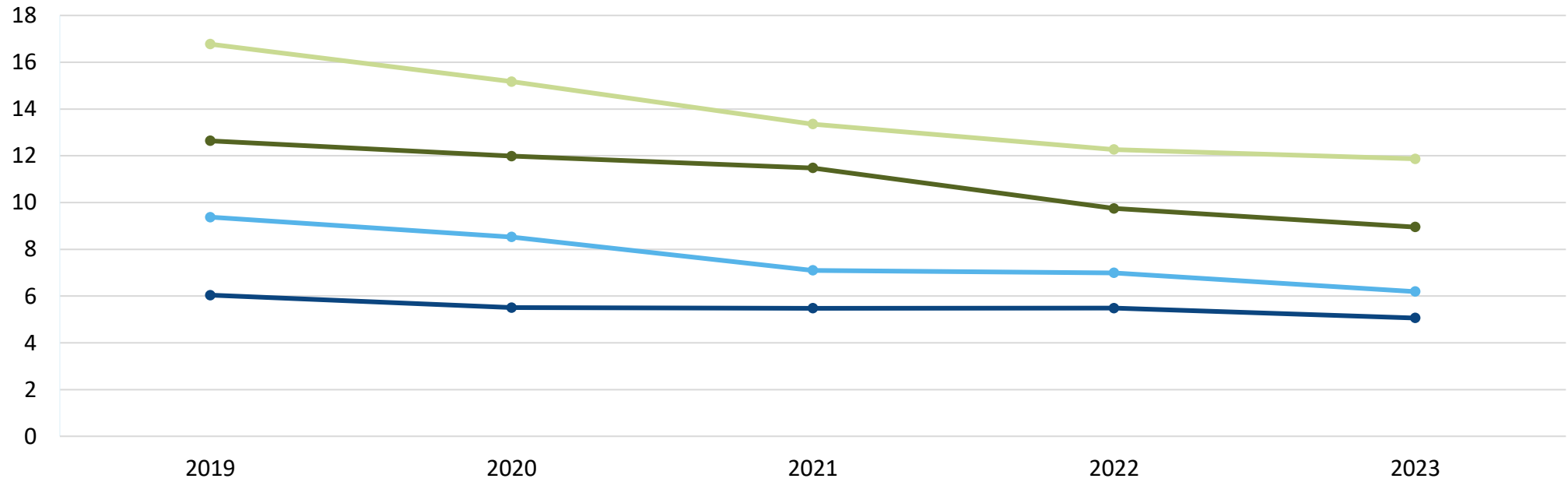


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	27.63%	29.23%	32.49%	30.21%	24.62%
Staff without a LTC or illness: Your org	21.42%	21.44%	22.10%	20.27%	16.88%
Staff with a LTC or illness: Average	34.98%	31.81%	32.16%	32.04%	28.92%
Staff without a LTC or illness: Average	27.03%	24.69%	24.73%	24.42%	21.91%
Staff with a LTC or illness: Responses	637	804	945	960	926
Staff without a LTC or illness: Responses	2432	2738	2715	2541	2400



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

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

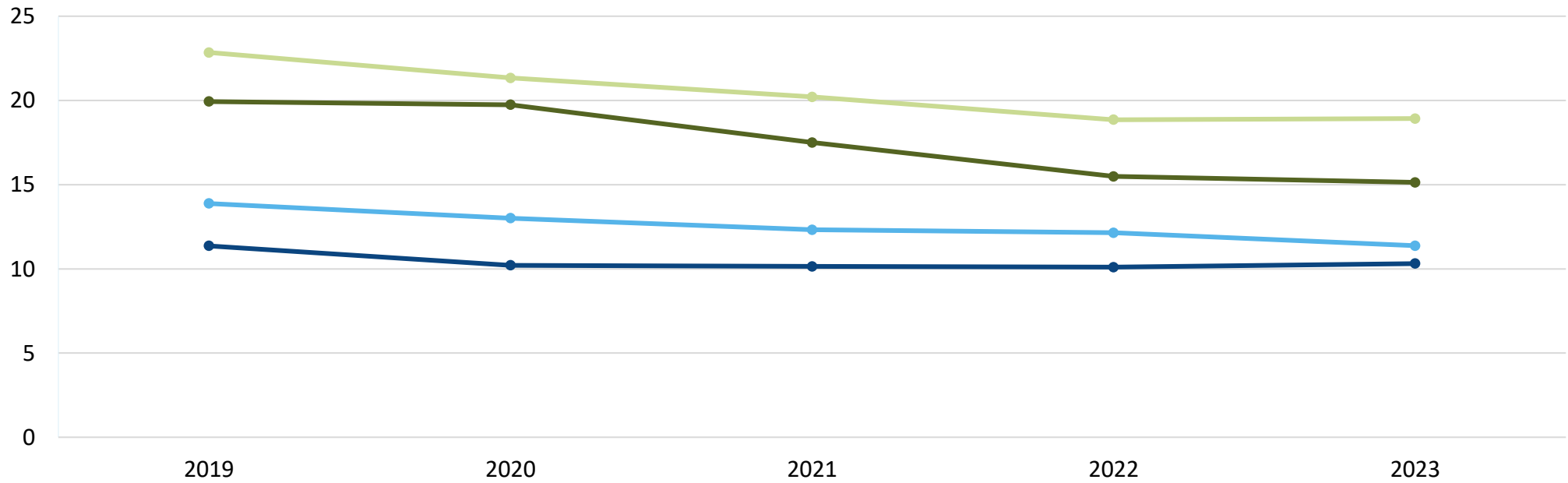


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	12.64%	11.99%	11.48%	9.75%	8.95%
Staff without a LTC or illness: Your org	6.04%	5.50%	5.48%	5.48%	5.06%
Staff with a LTC or illness: Average	16.78%	15.17%	13.36%	12.27%	11.87%
Staff without a LTC or illness: Average	9.38%	8.52%	7.10%	6.99%	6.19%
Staff with a LTC or illness: Responses	633	801	941	954	927
Staff without a LTC or illness: Responses	2418	2725	2701	2535	2391



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

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

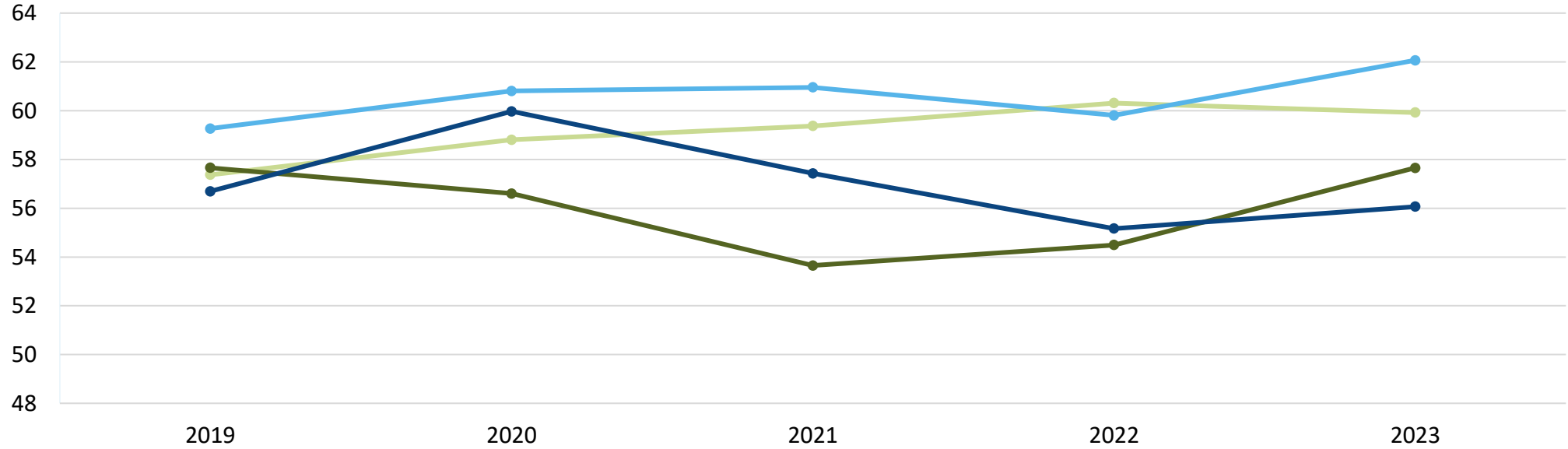


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	19.94%	19.75%	17.50%	15.49%	15.14%
Staff without a LTC or illness: Your org	11.37%	10.21%	10.15%	10.10%	10.32%
Staff with a LTC or illness: Average	22.85%	21.34%	20.21%	18.86%	18.93%
Staff without a LTC or illness: Average	13.89%	13.01%	12.33%	12.15%	11.38%
Staff with a LTC or illness: Responses	627	800	937	949	925
Staff without a LTC or illness: Responses	2393	2702	2681	2524	2394



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

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

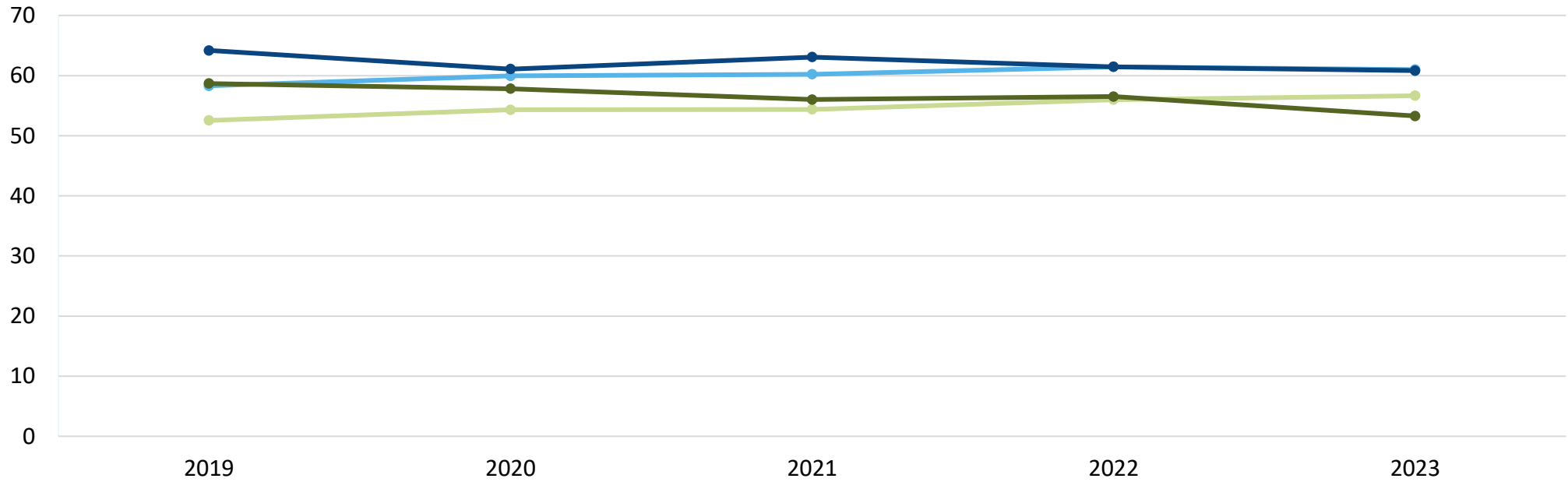


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	57.66%	56.60%	53.65%	54.49%	57.65%
Staff without a LTC or illness: Your org	56.69%	59.97%	57.43%	55.17%	56.07%
Staff with a LTC or illness: Average	57.37%	58.81%	59.38%	60.32%	59.93%
Staff without a LTC or illness: Average	59.27%	60.81%	60.96%	59.81%	62.07%
Staff with a LTC or illness: Responses	248	318	356	345	307
Staff without a LTC or illness: Responses	635	687	700	600	519



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

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



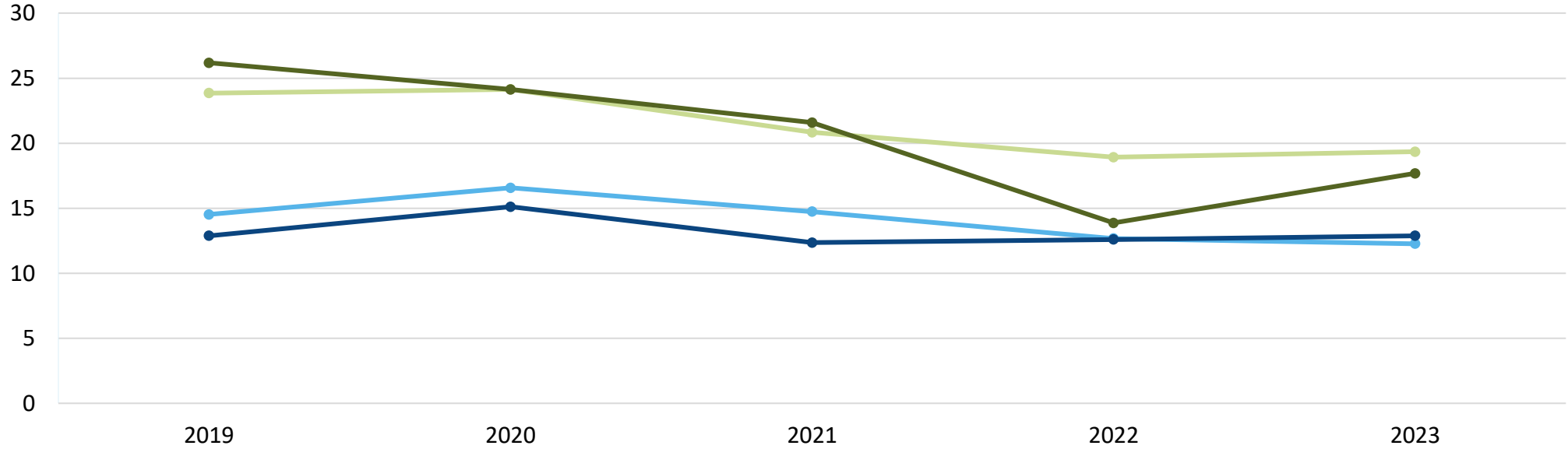
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	58.69%	57.82%	56.01%	56.52%	53.28%
Staff without a LTC or illness: Your org	64.19%	61.10%	63.09%	61.48%	60.82%
Staff with a LTC or illness: Average	52.55%	54.31%	54.38%	55.99%	56.66%
Staff without a LTC or illness: Average	58.30%	59.96%	60.23%	61.48%	61.00%
Staff with a LTC or illness: Responses	639	806	948	959	929
Staff without a LTC or illness: Responses	2421	2748	2709	2549	2394



Workforce Disability Equality Standards

Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties out of those who answered the question

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

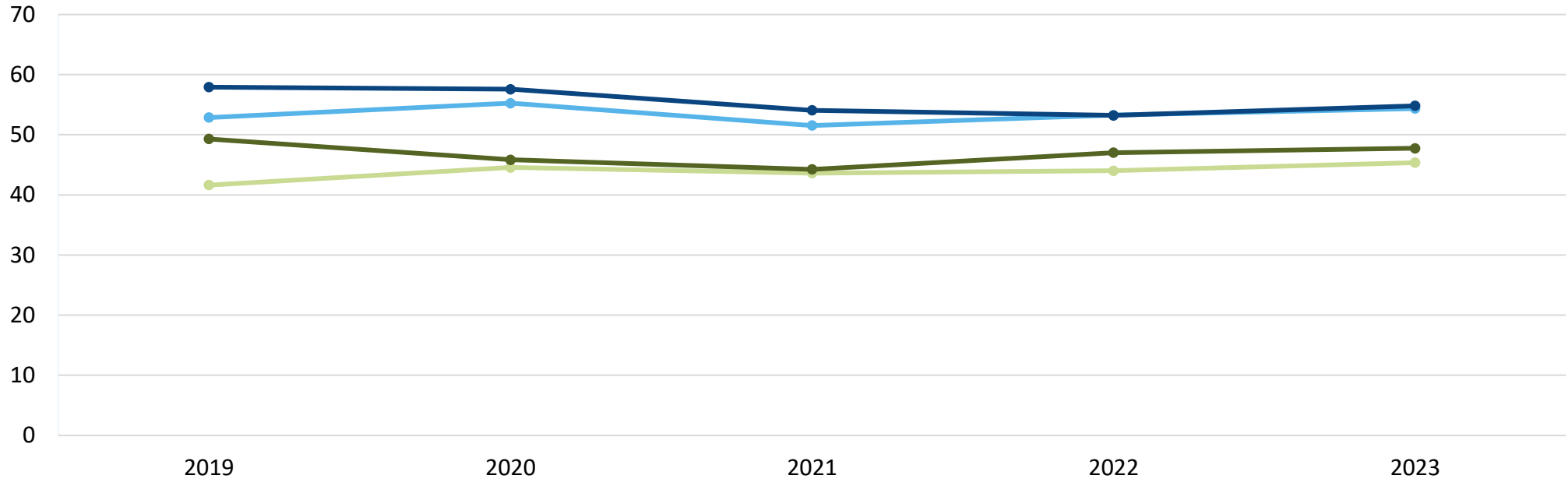


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	26.18%	24.13%	21.59%	13.87%	17.69%
Staff without a LTC or illness: Your org	12.88%	15.12%	12.36%	12.60%	12.89%
Staff with a LTC or illness: Average	23.86%	24.14%	20.85%	18.93%	19.35%
Staff without a LTC or illness: Average	14.52%	16.57%	14.74%	12.67%	12.27%
Staff with a LTC or illness: Responses	401	489	565	649	605
Staff without a LTC or illness: Responses	1048	913	1084	1127	1071



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

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

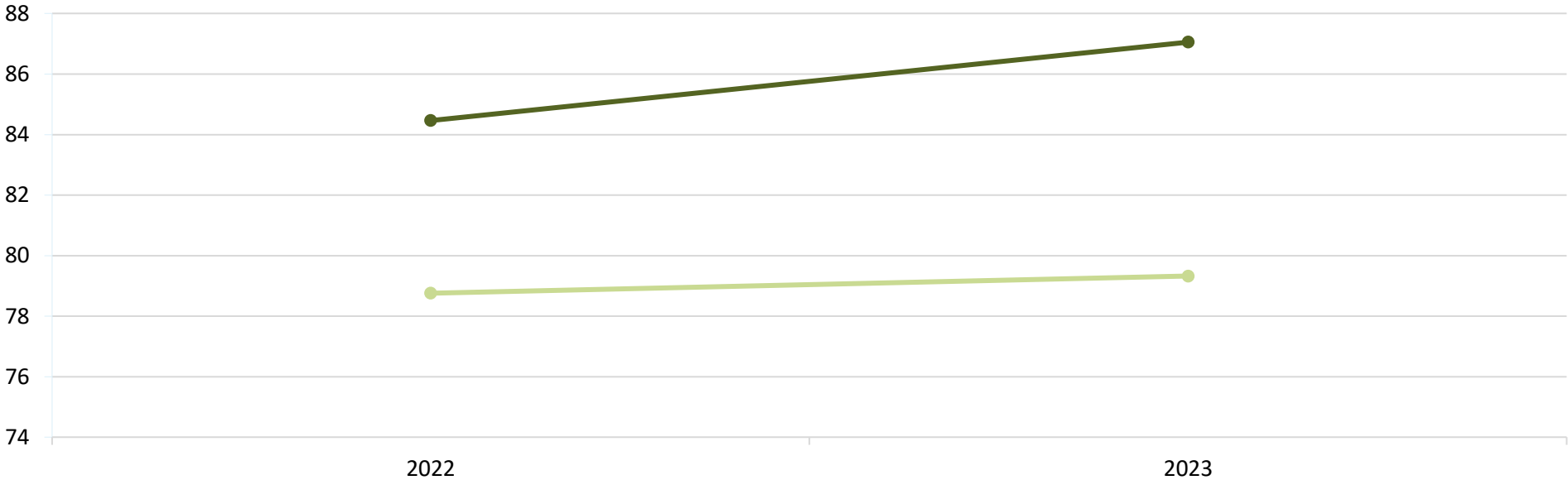


	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	49.30%	45.84%	44.23%	47.03%	47.75%
Staff without a LTC or illness: Your org	57.91%	57.57%	54.07%	53.21%	54.81%
Staff with a LTC or illness: Average	41.62%	44.56%	43.63%	44.02%	45.36%
Staff without a LTC or illness: Average	52.87%	55.25%	51.54%	53.25%	54.35%
Staff with a LTC or illness: Responses	645	805	945	959	934
Staff without a LTC or illness: Responses	2433	2741	2706	2537	2401

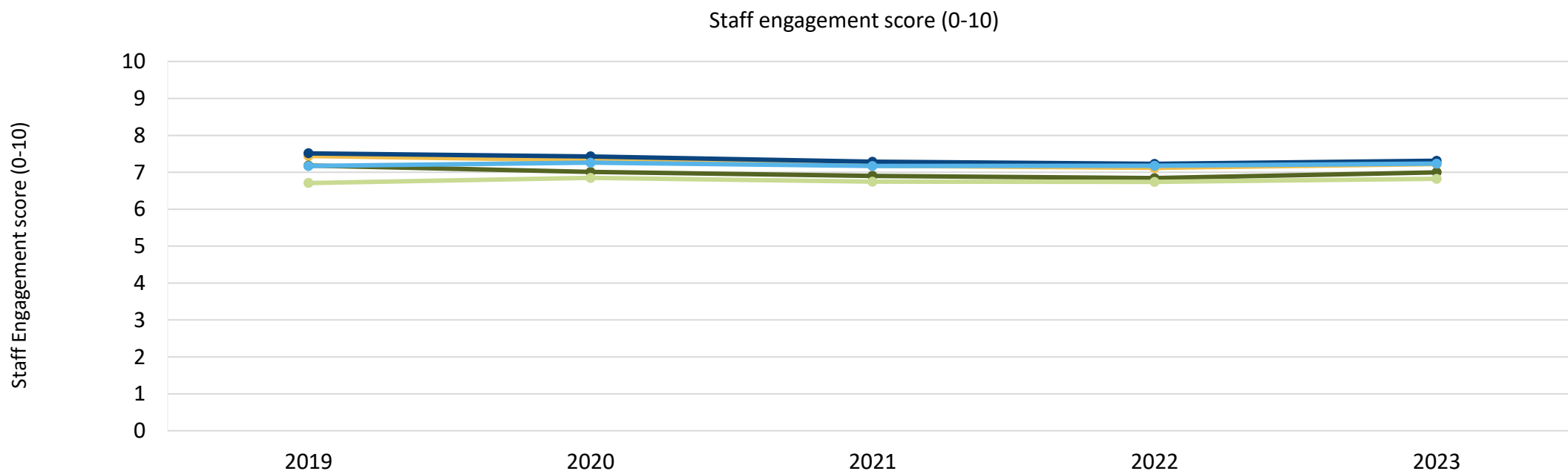


Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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 out of those who answered the question



	2022	2023
Staff with a LTC or illness: Your org	84.47%	87.06%
Staff with a LTC or illness: Average	78.76%	79.32%
Staff with a LTC or illness: Responses	573	564

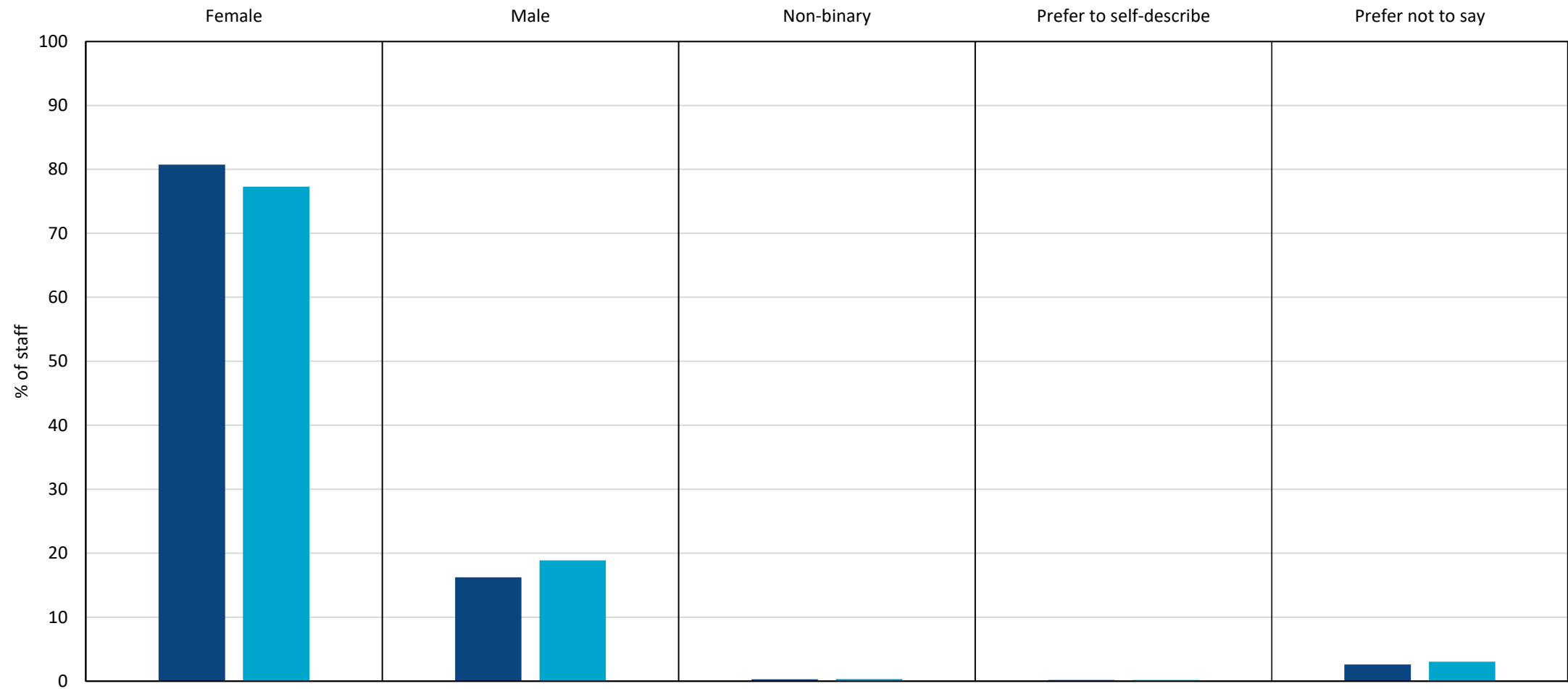


	2019	2020	2021	2022	2023
Organisation average	7.44	7.33	7.18	7.12	7.22
Staff with a LTC or illness: Your org	7.18	7.01	6.90	6.84	7.00
Staff without a LTC or illness: Your org	7.51	7.43	7.28	7.23	7.31
Staff with a LTC or illness: Average	6.71	6.85	6.74	6.74	6.82
Staff without a LTC or illness: Average	7.17	7.26	7.17	7.18	7.23
Staff with a LTC or illness: Responses	646	809	952	963	934
Staff without a LTC or illness: Responses	2444	2756	2729	2556	2412

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

About your respondents

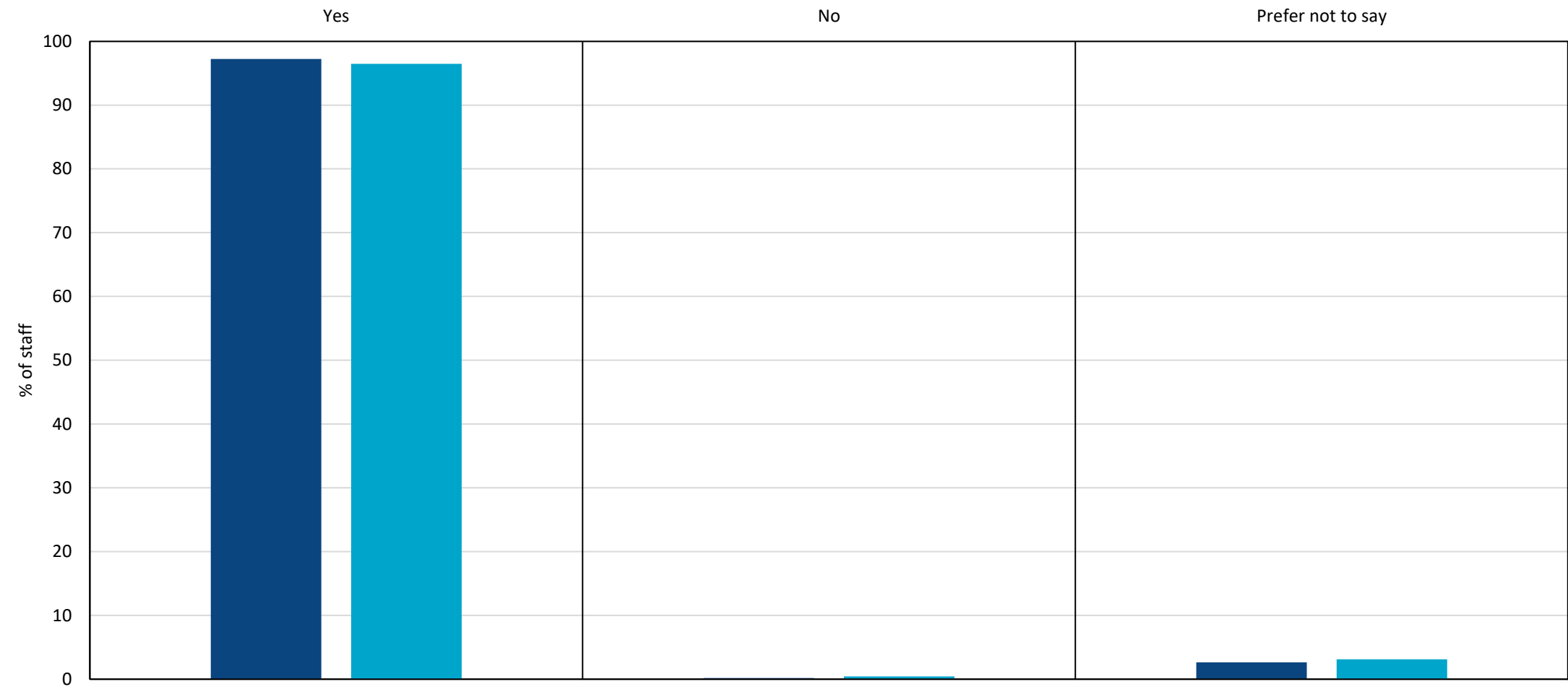
This section shows demographic and other background information for 2023.



Your org	80.75%	16.24%	0.27%	0.15%	2.60%
Average	77.30%	18.86%	0.31%	0.18%	3.02%
Responses	3381	3381	3381	3381	3381



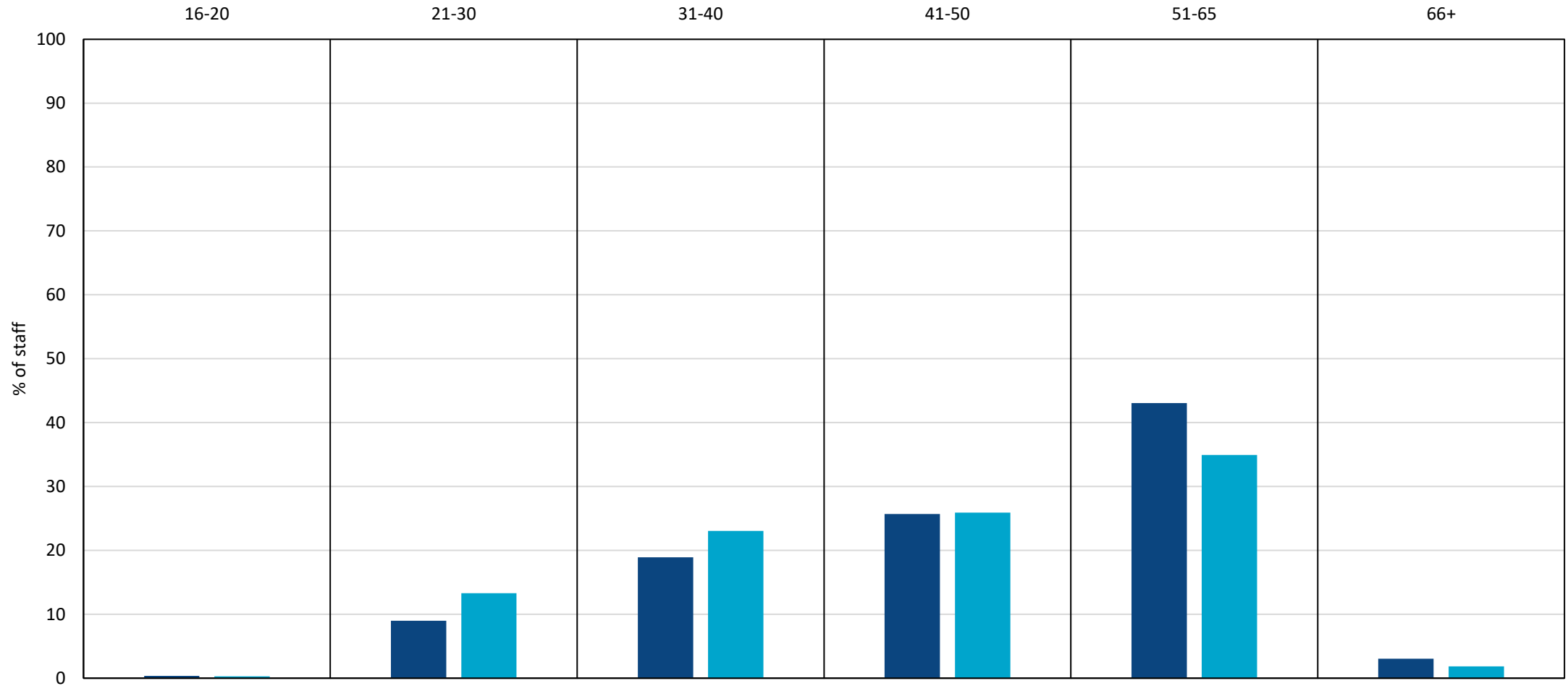
Background details – Is your gender identity the same as the sex you were registered at birth?



Your org	97.22%	0.16%	2.62%
Average	96.46%	0.40%	3.09%
Responses	3201	3201	3201



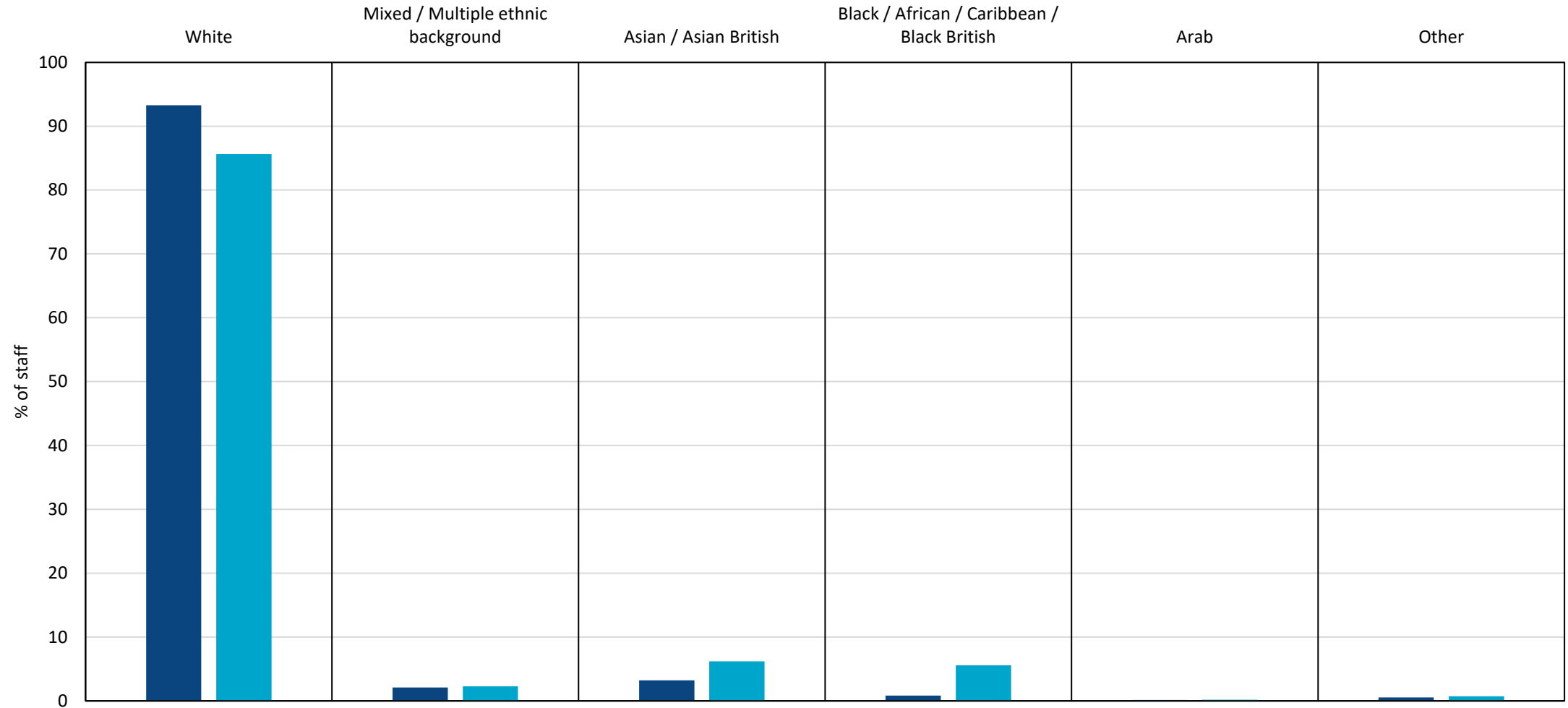
Background details - Age



Your org	0.36%	8.98%	18.89%	25.69%	43.03%	3.04%
Average	0.26%	13.30%	23.05%	25.90%	34.91%	1.85%
Responses	3351	3351	3351	3351	3351	3351



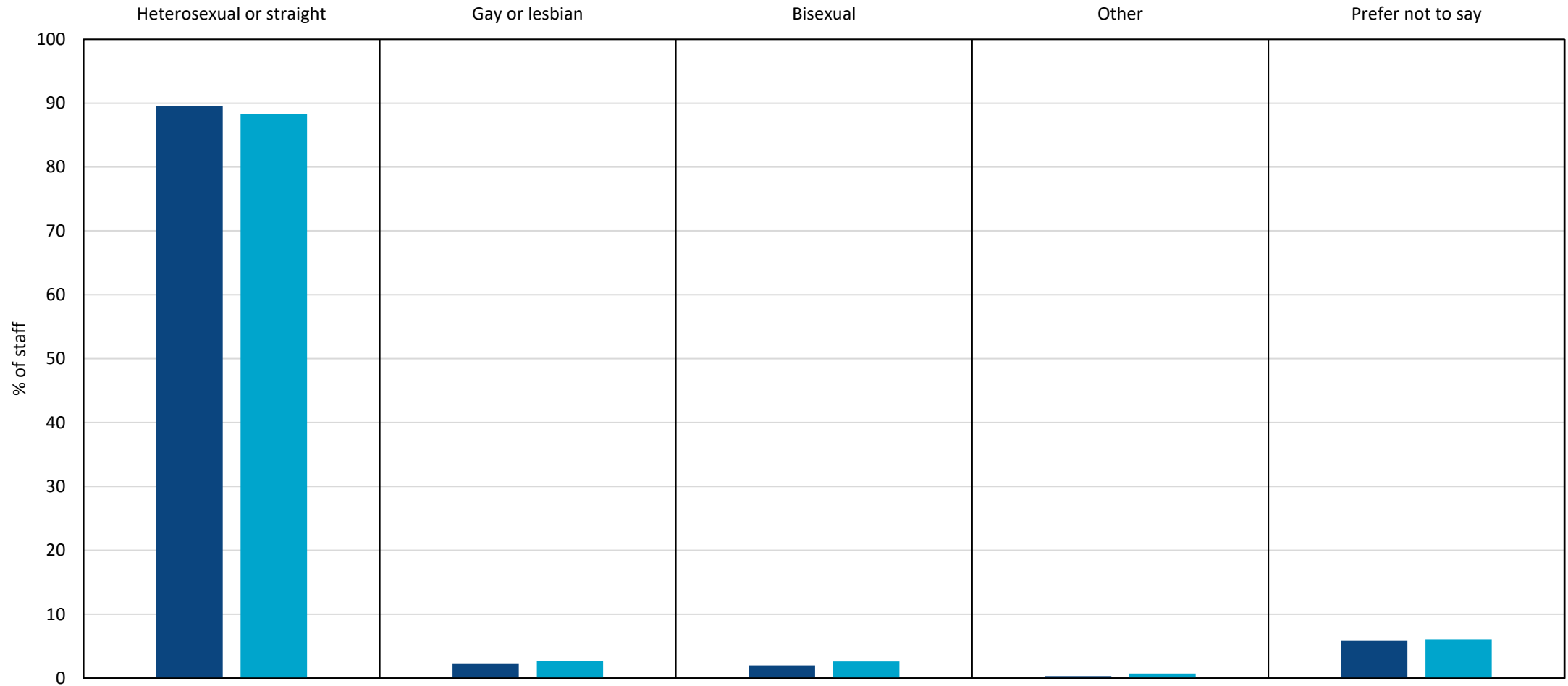
Background details - Ethnicity



Your org	93.27%	2.07%	3.20%	0.80%	0.12%	0.53%
Average	85.65%	2.28%	6.19%	5.57%	0.16%	0.71%
Responses	3374	3374	3374	3374	3374	3374



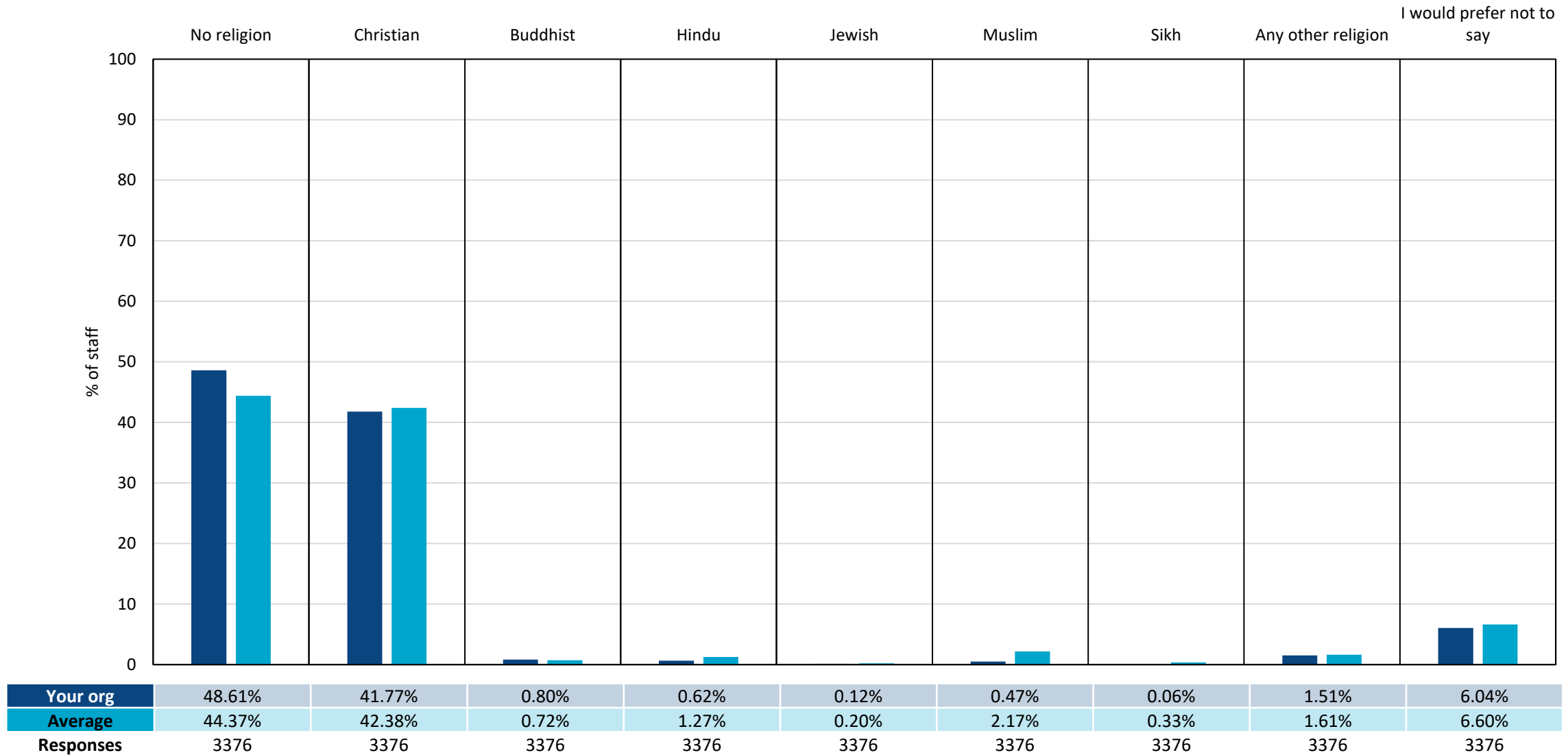
Background details – Sexual orientation



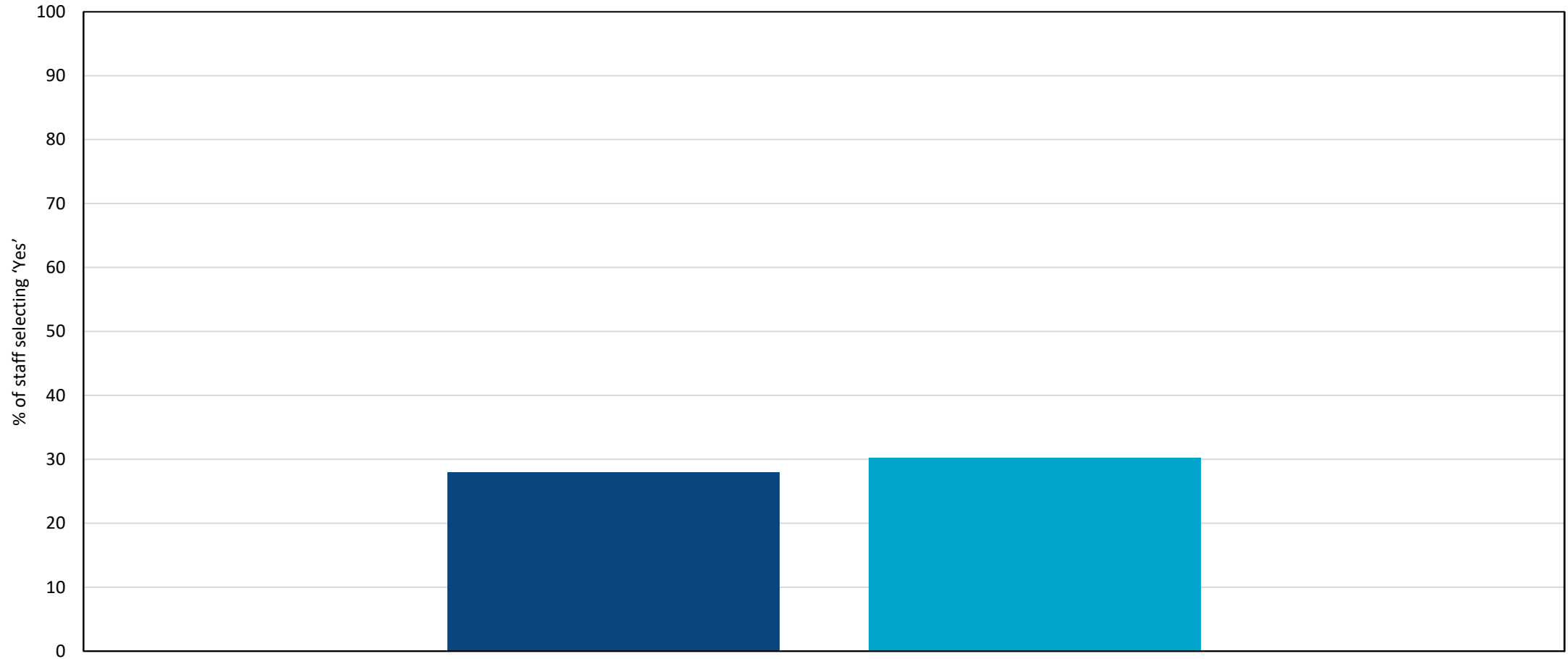
Your org	89.55%	2.31%	1.98%	0.33%	5.83%
Average	88.28%	2.65%	2.60%	0.71%	6.06%
Responses	3377	3377	3377	3377	3377



Background details - Religion



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

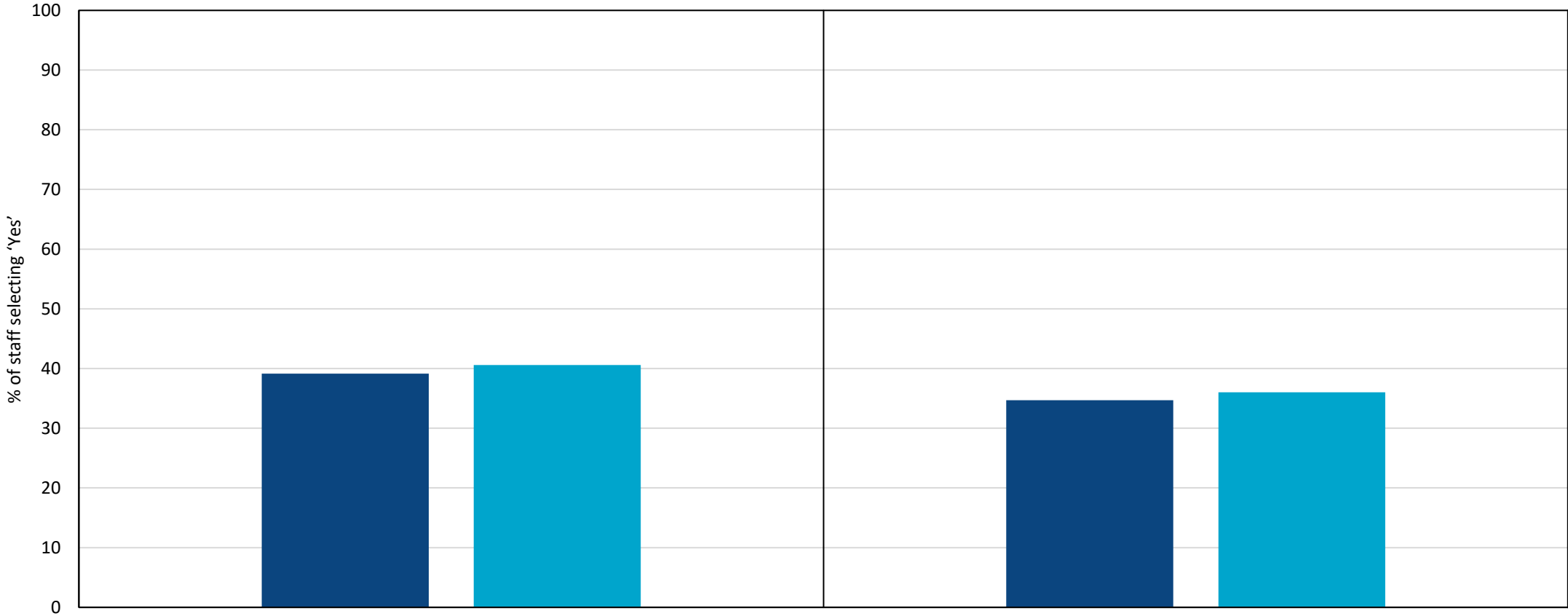


Your org	27.93%
Average	30.18%
Responses	3348



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

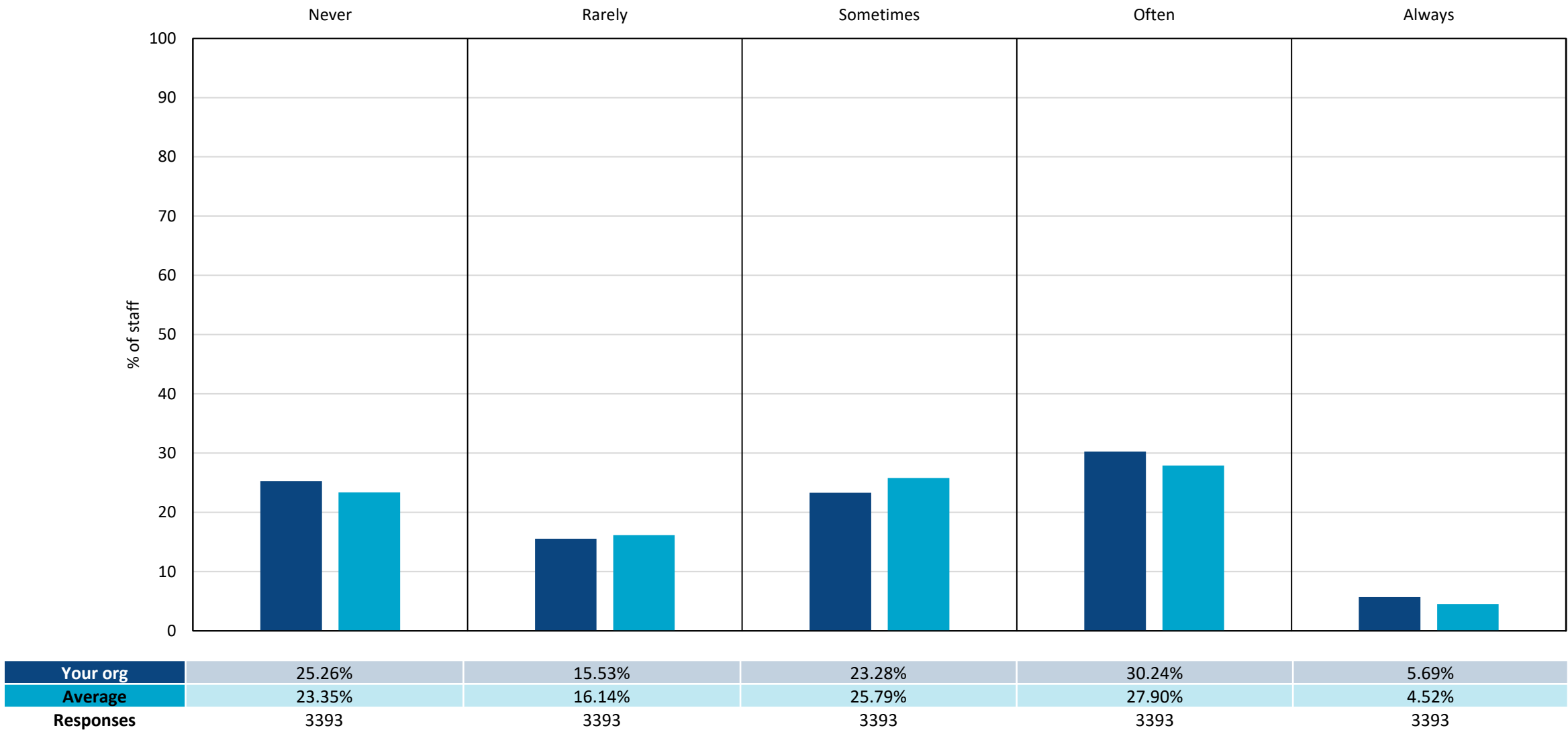
Do you look after or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age.



Your org	39.13%	34.69%
Average	40.58%	36.02%
Responses	3363	3344

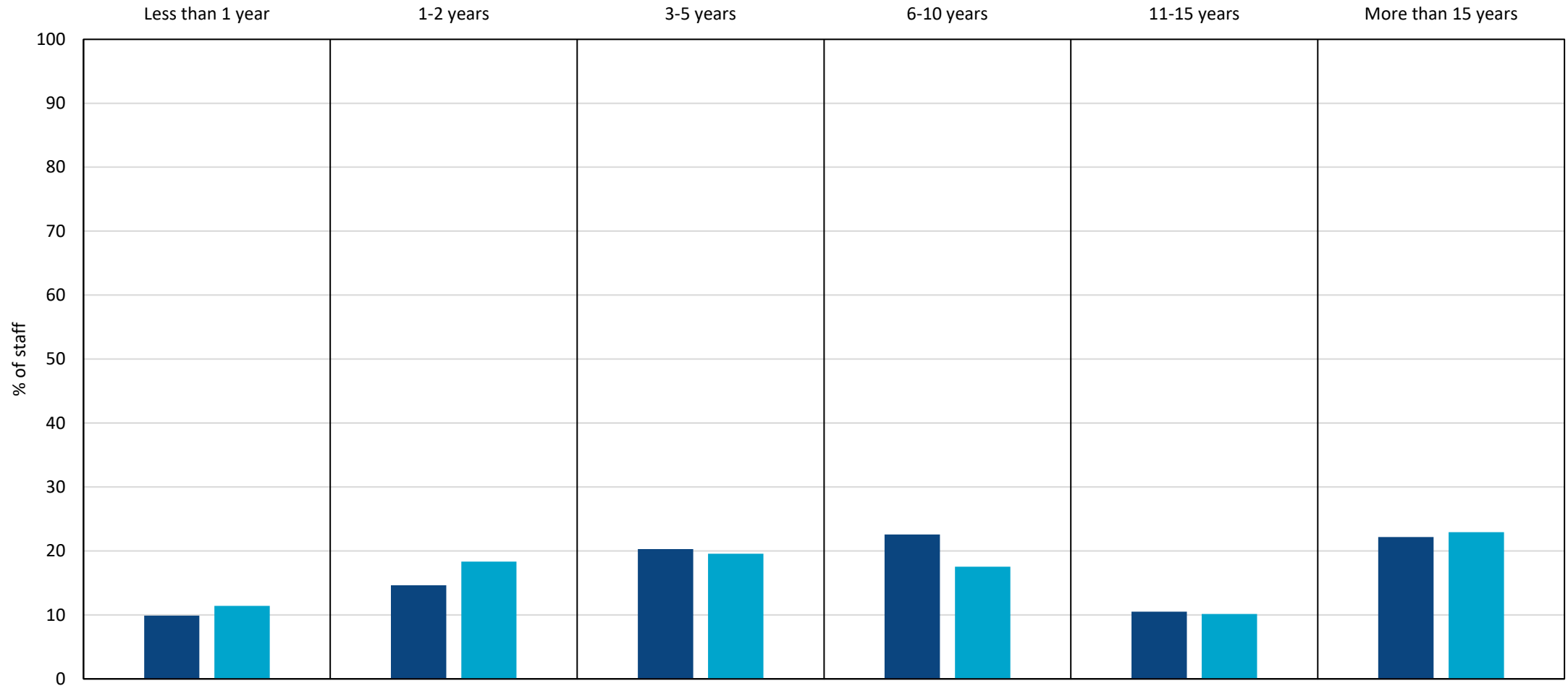


Background details – How often do you work at/from home?





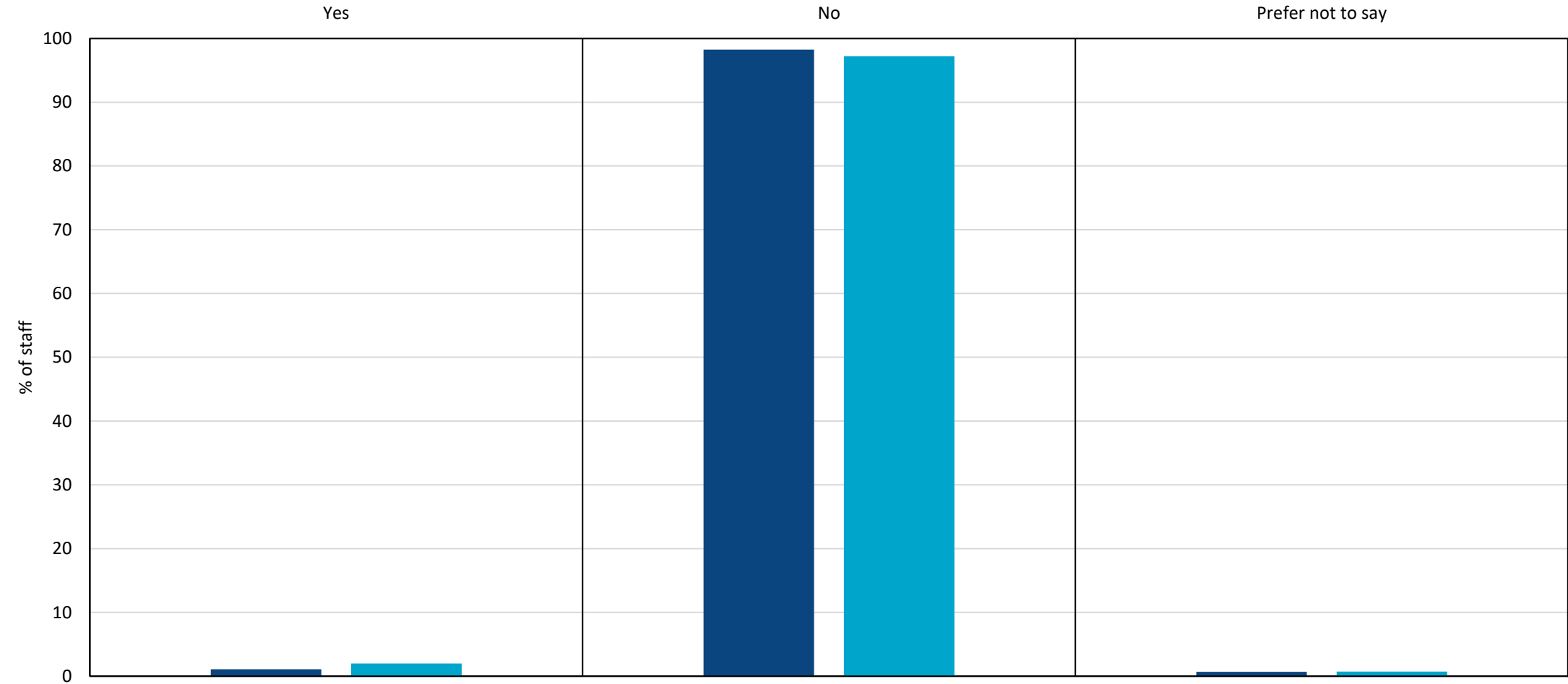
Background details – Length of service



Your org	9.88%	14.63%	20.27%	22.57%	10.50%	22.15%
Average	11.39%	18.32%	19.57%	17.52%	10.13%	22.92%
Responses	3390	3390	3390	3390	3390	3390



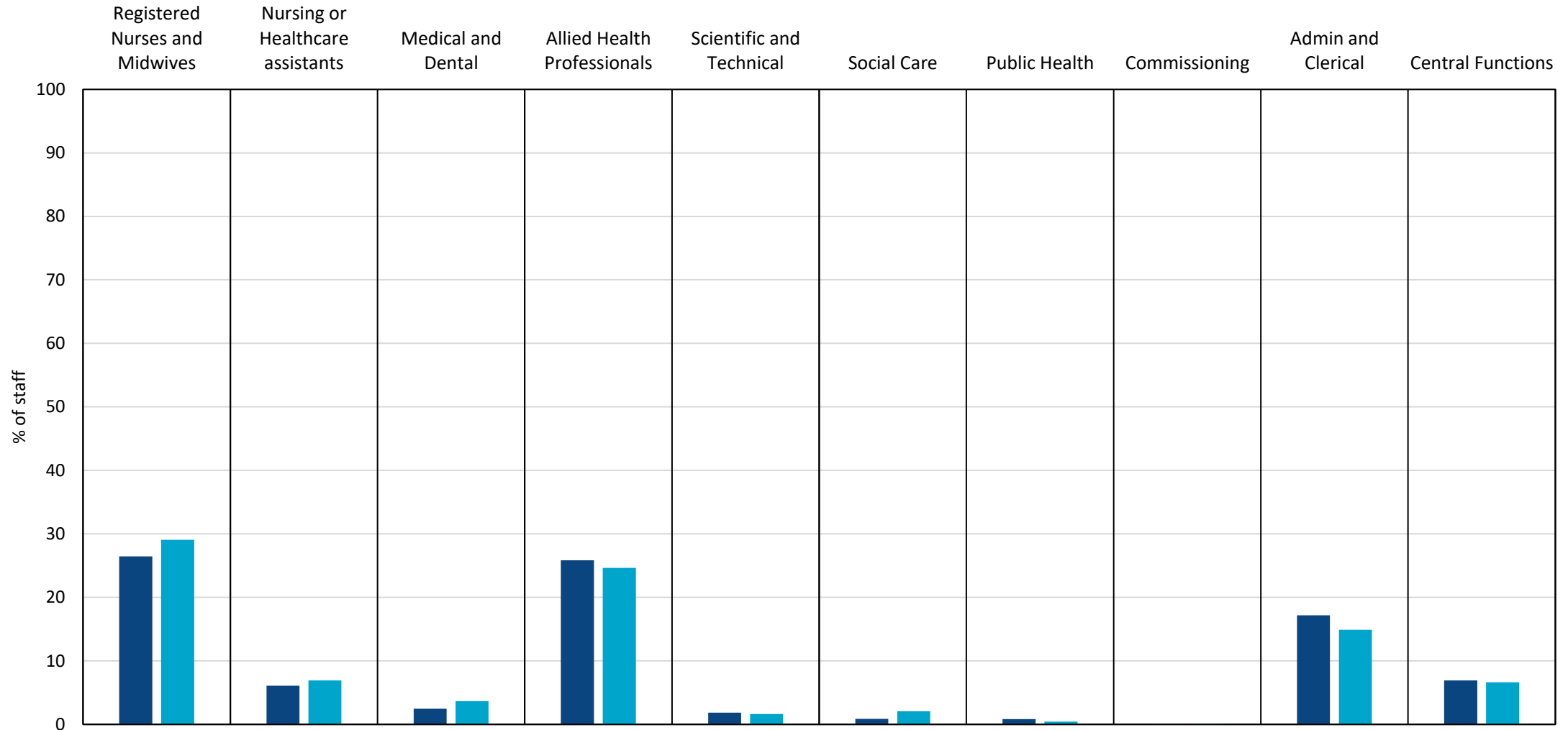
Background details — When you joined this organisation were you recruited from outside of the UK?



Your org	1.08%	98.26%	0.66%
Average	1.96%	97.21%	0.72%
Responses	3337	3337	3337



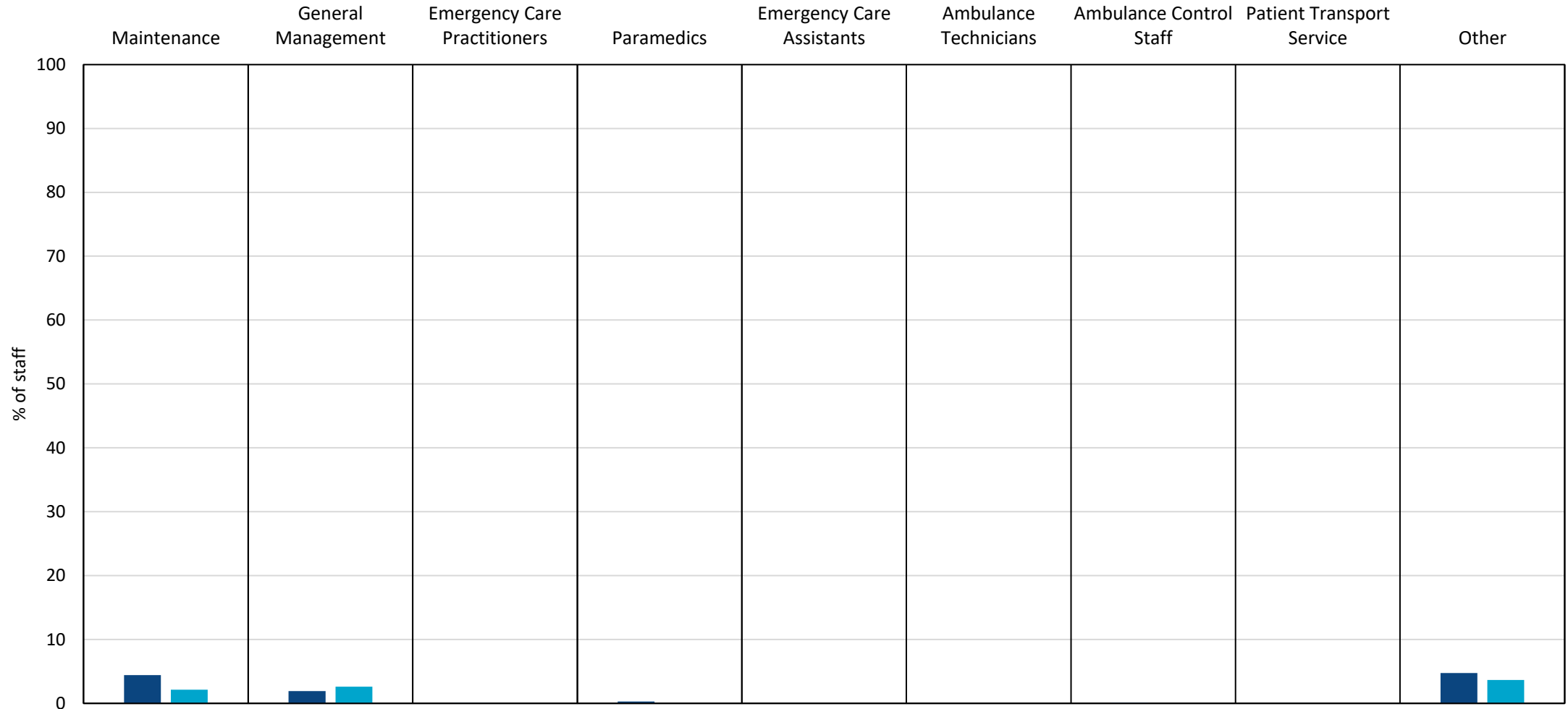
Background details – Occupational group



Your org	26.46%	6.09%	2.46%	25.83%	1.83%	0.84%	0.81%	0.06%	17.16%	6.90%
Average	29.06%	6.92%	3.64%	24.65%	1.60%	2.04%	0.40%	0.13%	14.89%	6.62%
Responses	3333	3333	3333	3333	3333	3333	3333	3333	3333	3333



Background details – Occupational group



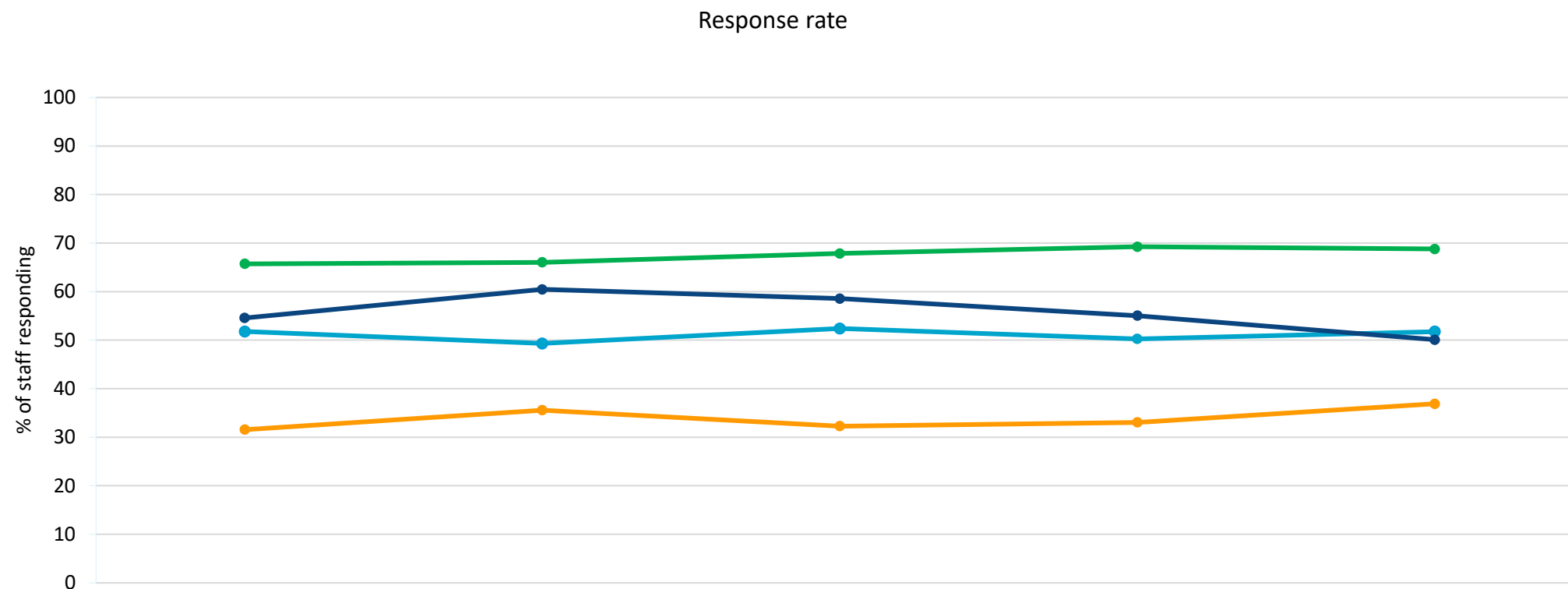
Your org	4.41%	1.92%	0.06%	0.27%	0.03%	0.00%	0.09%	0.03%	4.74%
Average	2.12%	2.60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.66%
Responses	3333	3333	3333	3333	3333	3333	3333	3333	3333

Appendices

Appendix A: Response rate



Appendix A: Response rate



	2019	2020	2021	2022	2023
Your org	54.56%	60.46%	58.54%	55.04%	50.07%
Highest	65.71%	66.02%	67.86%	69.24%	68.76%
Average	51.77%	49.31%	52.40%	50.26%	51.76%
Lowest	31.57%	35.56%	32.27%	33.04%	36.86%
Responses	3172	3604	3721	3552	3407

Appendix B: Significance testing 2022 vs 2023

Appendix B: Significance testing – 2022 vs 2023

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2022 and 2023*. For more details please see the [technical document](#).

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	7.72	3547	7.76	3405	Not significant
We are recognised and rewarded	6.33	3537	6.47	3405	Significantly higher
We each have a voice that counts	7.05	3511	7.09	3384	Not significant
We are safe and healthy	6.37	3536	-	-	-
We are always learning	5.74	3403	5.88	3235	Significantly higher
We work flexibly	6.90	3526	6.96	3384	Not significant
We are a team	7.20	3541	7.23	3402	Not significant
Themes					
Staff Engagement	7.14	3547	7.23	3404	Significantly higher
Morale	6.19	3548	6.35	3406	Significantly higher

Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

Appendix C: Tips on using your benchmark report

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

Key points to note



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

Note. 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 2023.

Note. 2023 results for People Promise element 4 ('We are safe and healthy'), two of its sub-scores ('Health and safety climate' and 'Negative experiences') and Q13a-d have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

Appendix C: 1. Reviewing People Promise and theme results

When analysing People Promise element and theme results, it is easiest to start with the [overview](#) page to quickly identify areas of interest which can then be compared to the best, average, and worst result in the benchmarking group.

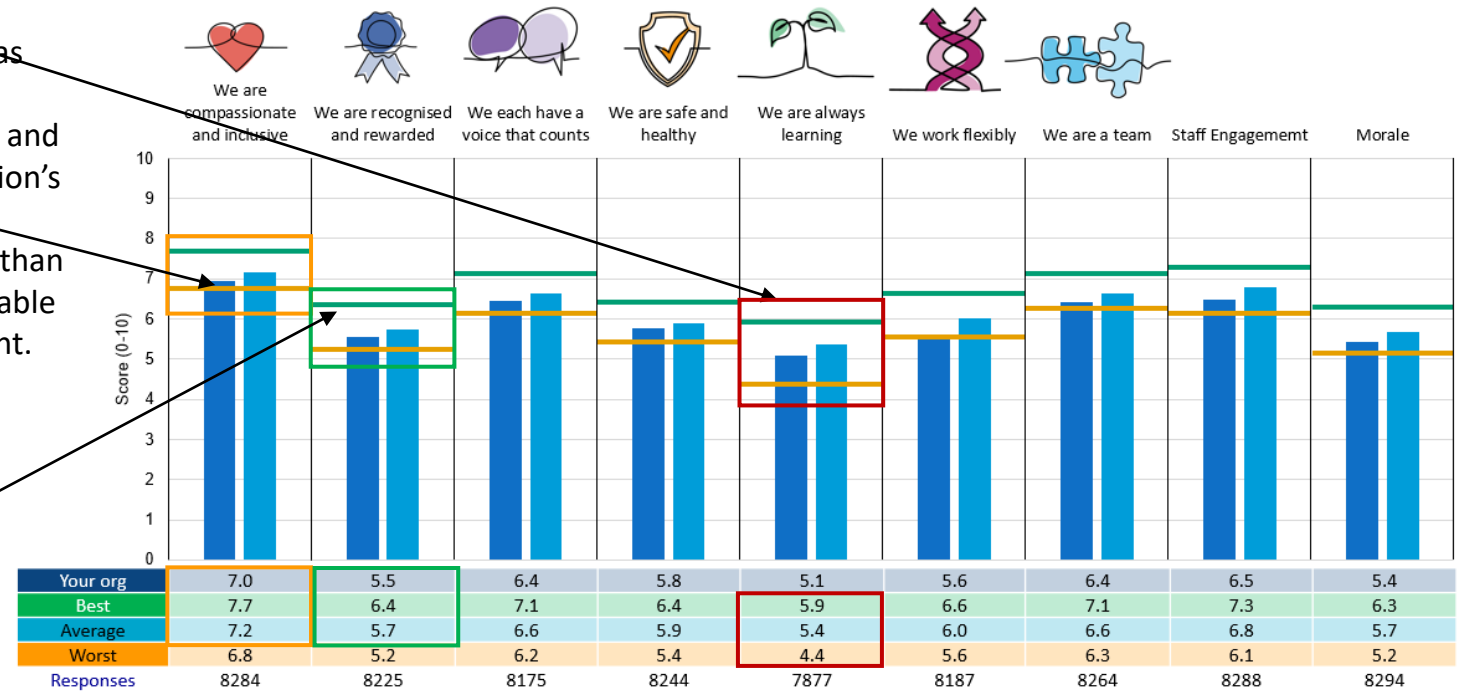
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another important point of reference.

Areas to improve

- By checking where the 'Your org' column/value is lower than the benchmarking group 'Average result' you can quickly identify areas for improvement.
- It is worth looking at the difference between the 'Your org' result and the benchmarking group 'Worst result'. The closer your organisation's result is to the worst result, the more concerning the result.
- Results where your organisation's result is only marginally better than the 'Average result', 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' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation approaches or matches the benchmarking group's 'Best result'.



Only one example is highlighted for each point

Appendix C: 2. Reviewing results in more detail

Review trend data

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



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

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

In order to understand exactly which factors are driving your organisation's People Promise element and theme results, you should review the sub-scores and questions feeding into these results. 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' results to the benchmarking group 'Average', 'Best' and 'Worst' results 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.



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 result 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 result, particularly questions where your organisation result is very close to the worst result. 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 organisation has performed in comparison to its benchmarking group over this period. A positive trend for a question that is still below the average result can be seen as good progress to build on further in the future.
- **When looking for positive outcomes:** search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.

Appendix D: Additional reporting outputs

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

Supporting documents



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



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

Other reporting outputs



Online Dashboards: Interactive dashboards containing results for all trusts nationally, each participating organisation (local), and for each region and ICS. Results are shown with trend data for up to five years where possible and show the full breakdown of response options for each question.



Breakdown reports: Reports containing People Promise and theme results split by breakdown (locality) for Dorset Healthcare University NHS Foundation Trust.



National Briefing Document: Report containing the national results for the People Promise elements, themes and sub-scores. Results are shown with trend data for up to five years where possible.



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