

# National NHS Staff Survey 2023

University Hospitals Dorset NHS  
Foundation Trust

## Summary Report

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# 1. Substantive Survey Results

## 1.1. Introduction

This section has been created with the purpose of presenting your topline results for the 2023 National NHS Staff Survey. It provides supplementary information to the full IQVIA management report, highlighting key results from the core questions of the National NHS Staff Survey. Conclusions arising from your organisation's results are drawn together in a 'Summary and Recommendations' section (page 5), along with recommendations for improvement. Some of the main features included in this section are:

- Staff Engagement Scores
- Morale Scores
- Ranked / Top and Bottom Results for your organisation
- Significant Results, Over Time and Compared to your Sector
- Benchmarking Percentiles.

This section is split into two parts, presenting results at People Promise / Theme level and Question level. A header at the top of each page indicates which results are being reported.

### 1.1.1. Response Rates

Questionnaires were sent to 9,663 staff in your organisation. If your organisation requested additional samples and requested that this data was to be included within this management report, this figure includes staff from those samples.

After excluding respondents that were later known to be ineligible, a usable sample of 9,567 remained.

From the usable sample, 5,619 questionnaires were returned yielding a response rate of 58.7%.

### 1.1.2. Weighted Data

All results within this section have been derived from weighted data. Weighting is applied prior to converting responses to scores to account for differences that may be present due to local variations within the staff demographic profile. In the National Staff Survey, weighting is applied within the benchmarking sectors and is based on Occupational Group.

The process undertaken to weight the data is based on the methodology used by the Coordination Centre and should be useful in providing an indication of what your organisation's National results are likely to be. There will, however, be minor differences between the scores in this report and your organisation's official National benchmark report. This is because IQVIA only has access to data from its contracted organisations, whereas the National standardisation process will be based on the full dataset available for all organisations.

### 1.1.3. Publishing and Publicising your Results

This is a confidential report from IQVIA to the organisation. The decision about whether or not to publish it - or publicise its contents to staff or patients - is entirely up to each organisation. However, our strong advice, in the spirit of openness and transparency, is that the results should be publicised through all available channels. Publicity could include:

- presentations to the Board on key strategic issues
- distribution of findings to Clinical Governance teams, and to Divisional and Departmental heads
- discussions on the results with staff representatives
- publication of results on the internet
- display presentations in appropriate locations in the organisation.

Whatever decision is taken locally, there will be a national publication of the results for each organisation. **Until the Coordination Centre publishes the national results, there is an embargo on the publication of any survey results from the benchmarked analysis in the reports. At the time of the release of this report the national publication date has not yet been announced by the Coordination Centre.**

## 1.2.1. Summary and Recommendations - Substantive

### Summary

The majority of the People Promise scores for the 2023 National NHS Staff Survey for University Hospitals Dorset NHS Foundation Trust are significantly better than the sector scores for similar organisations surveyed by IQVIA. When looking at the People Promise scores in more detail, there are 5 theme scores which are significantly better and 11 sub-theme scores. These scores show a positive picture for the Trust and are indicative of a Trust which is performing well.

The themes of Morale and Staff Engagement remain key performance indicators for organisations. Staff Engagement is significantly better than the sector score, and morale is in line with the sector score. Both scores have improved since 2022 (morale significantly so).

At question level, 22 scores are in the top-20% range of similar organisations. There are 83 scores that are in the intermediate-60% and 2 in the bottom-20%.

Where comparable to 2022, just 2 question-level scores have declined and there have been 61 significant improvements. The declines include staff agreeing that time passes quickly while they are working and staff being offered challenging work.

Where possible, identify areas for improvement by looking at the questions where the organisation's scores are significantly below the sector scores, are low in their own right or have declined since last year. It is important to share with staff the results of this survey and any actions that will be taken as a result.

### Recommendations

#### ***We are safe and healthy:***

Empower staff to report incidents of harassment, bullying and abuse whether they experience this directly or observe it in their team. Ensure managers stress the importance of reporting HBA at work and reinforce the policy and procedures in one to one meetings. Provide staff with an anonymous whistleblowing service to make these reports. Consider organising support groups or de-briefing sessions for staff. Ensure systems are set up for ease of use when reporting these incidents.

#### ***We are recognised and rewarded:***

Staff reporting dissatisfaction with pay is often linked to low staff engagement. Ensure Agenda for Change salary scales are clearly publicised for all roles and there is clarity across the organisation. Review other areas of staff engagement and free text comments to better understand why this score is low.

#### ***We are safe and healthy (additional question):***

Identify the staff groups experiencing unwanted behaviour of a sexual nature from patients / service users or members of the public. Ensure there are visual prompts of the zero tolerance policy in every patient-facing area so staff feel empowered to remind patients/ service users and members of the public of the expected standard of behaviour.

## 1.2.1. Summary and Recommendations - Substantive

***We are always learning:***

Revisit resources and standards for appraisers, including systems used to conduct appraisals. Direct appraisers to identify any areas of improvement in conjunction with tangible resources / training for them to improve (e.g. inform staff of opportunities for learning development). Stress the value of mentorships, learning and development resources. Ensure line managers allocate time to listen to staff and receive feedback to inform what resources staff may need to improve their job.

***Morale / We are safe and healthy:***

Gather feedback directly from staff to determine if there are gaps in rotas that prevent them from doing their job properly. Additionally, evaluate if there are too many staff at certain times of the day and adjust rotas accordingly. Consider implementing self-rostering to fill gaps as well as utilising Bank staff where necessary.

## 1.2.2. Summary and Recommendations - Bank

The majority of the People Promise scores for the 2023 National NHS Bank Staff Survey for University Hospitals Dorset NHS Foundation Trust are in line with the Trust's substantive scores. When looking at the People Promise scores in more detail, the theme score for 'We are safe and healthy' is significantly better than the substantive score. There are 5 sub-theme scores which are significantly worse than the substantive scores which include questions on line management and involvement.

At question level, there are 22 scores which are significantly better than the substantive scores, and 29 which are significantly worse. Where comparable to 2022, 10 question-level scores have improved significantly and none have significantly declined.

It is important to share with bank staff the results of this survey and any actions that will be taken as a result. Include references to bank staff in any areas for action that are similar in both surveys as well as looking for improvements specific to bank staff in areas where scores are significantly lower than substantive scores.

### Recommendations

***We are always learning  
(additional question):***

Examine the data to identify any areas where bank staff are not receiving appraisals or annual reviews. Emphasise to line managers the importance and value of conducting such developmental reviews / appraisals. These are an ideal opportunity to ensure staff feel valued and listened to. Monitor coverage of yearly appraisals and hold managers accountable for conducting them.

***We are safe and healthy  
(additional question):***

Review existing policies and procedures for well-being, sick leave, and shift coverage. Identify any areas where bank staff frequently feel pressure to come to work, particularly where resourcing and scheduling may be an issue, and seek to resolve legitimate problems.

***Staff engagement / We  
each have a voice that  
counts:***

Ensure that there are opportunities for bank staff to share proposals for improving processes, systems, and care. Ensure that there is a tangible commitment to respond to these proposals constructively and that they are judged on the same merit as those from substantive staff.

***Morale / We each have a  
voice that counts:***

Ensure that bank staff members are consulted on proposals for improving processes, systems, and care that affect them. Ensure that their feedback and suggestions for alternative solutions are listened to and considered constructively.

***Staff engagement / We  
each have a voice that  
counts:***

Ensure that there are opportunities for bank staff to share proposals for improving processes, systems, and care. Where possible empower staff members to lead on making the improvement happen and inspire the change in the rest of the team.

# 1.3. Results at People Promise / Theme Level

## 1.3.1. Staff Engagement

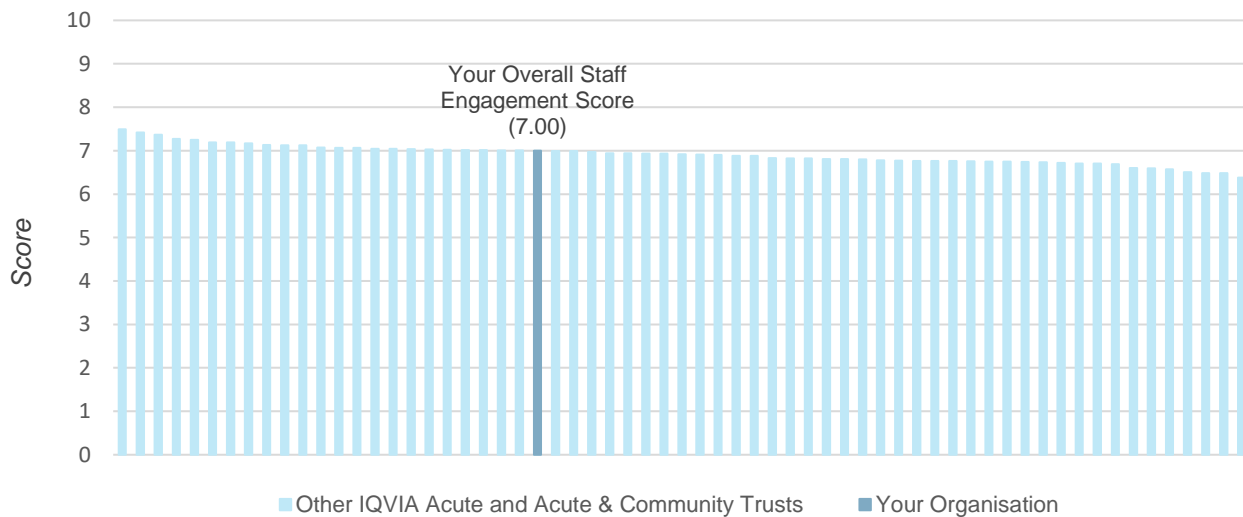
In the National NHS Staff Survey, Staff Engagement is measured across three subscores:

- **Motivation**, measured by Q2a, Q2b and Q2c (Staff motivation at work)
- **Involvement**, measured by Q3c, Q3d and Q3f (Staff ability to contribute towards improvement at work)
- **Advocacy**, measured by Q25a, Q25c and Q25d (Staff recommendation of the organisation as a place to work or receive treatment).

**Overall Staff Engagement** is measured as an average across these three scores. Staff Engagement scores fall between 0 and 10, where the higher the score, the more engaged the staff.

### Overall Staff Engagement across your Sector

Presented in the chart below are the range of Overall Staff Engagement Scores across the Acute and Acute & Community sector, shown in ranking order. Your organisation's score is (7.00) and its position within the sector is marked dark blue. The lighter blue bars represent the scores of other organisations within your sector.





## Staff Engagement Subscores

Presented below are the engagement scores for each of the subscores that comprise Overall Staff Engagement. Engagement scores from 2022 have also been put in for comparison if applicable. The percentage difference between the 2022 and 2023 scores is represented by the coloured gap between the bars. Significant differences between the years have also been indicated.

Theme/Subscore	Staff Engagement Scores		
Overall Staff Engagement	2022	6.83	+0.17 (Not sig.)
	2023	7.00	
Motivation	2022	6.91	+0.16 (Not sig.)
	2023	7.07	
Involvement	2022	6.95	+0.04 (Not sig.)
	2023	6.99	
Advocacy	2022	6.62	+0.32 (Sig.)
	2023	6.94	

## 1.3.2. Morale

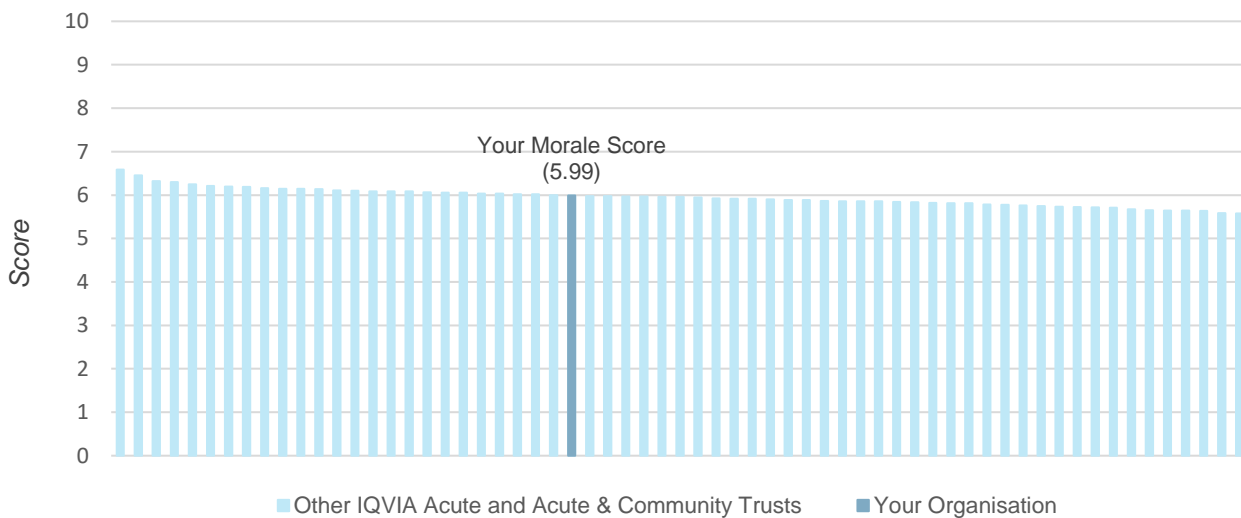
In the National NHS Staff Survey, Morale is measured across three subscores:

- **Thinking about leaving**, measured by Q26a, Q26b and Q26c (Leaving the organisation)
- **Work pressure**, measured by Q3g, Q3h and Q3i (Staff having resources to do their work)
- **Stressors (HSE index)**, measured by Q3a, Q3e, Q5a, Q5b, Q5c, Q7c and Q9a (Indicators of stress).

**Morale** is measured as an average across these three scores. Morale scores fall between 0 and 10, where the higher the score, the higher the morale amongst staff.

### Morale across your Sector

Presented in the chart below are the range of Morale Scores across the Acute and Acute & Community sector, shown in ranking order. Your organisation's score is (5.99) and its position within the sector is marked dark blue. The lighter blue bars represent the scores of other organisations within your sector.



## Morale Subscores

Presented below are the scores for each of the subscores that comprise Morale. Scores from 2022 have also been put in for comparison if applicable. The percentage difference between the 2022 and 2023 scores is represented by the coloured gap between the bars. Significant differences between the years have also been indicated.

Theme/Subscore	Morale Scores		
Morale	2022	5.62	+0.36 (Sig.)
	2023	5.99	
Thinking about leaving	2022	5.92	+0.34 (Sig.)
	2023	6.25	
Work pressure	2022	4.62	+0.60 (Sig.)
	2023	5.22	
Stressors (HSE index)	2022	6.33	+0.16 (Not sig.)
	2023	6.49	

## 1.3.3. Ranked People Promises

The People Promises ranked from 1 to 7 for your organisation are shown below. People Promises can be considered as summary scores for groups of questions which, when taken together, give more information about a particular area. They are presented as scale scores (on a scale of 0 to 10).

### Ranked People Promises for your organisation

Score

1	People Promise 1: We are compassionate and inclusive	7.43
2	People Promise 7: We are a team	6.87
3	People Promise 3: We each have a voice that counts	6.83
4	People Promise 6: We work flexibly	6.30
5	People Promise 4: We are safe and healthy	6.12
6	People Promise 2: We are recognised and rewarded	6.01
7	People Promise 5: We are always learning	5.67

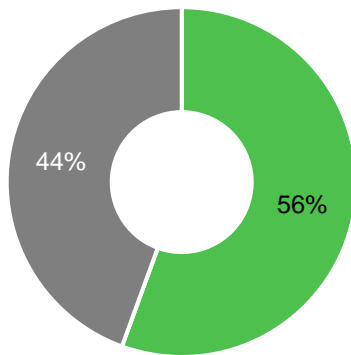
## 1.3.4. Ranked People Promise Subscores

The People Promise Subscores ranked from 1 to 15 for your organisation are shown below. These subscores can be considered as summary scores for groups of questions which, when taken together, give more information about a particular area. They are presented as scale scores (on a scale of 0 to 10).

Ranked People Promise Subscores for your organisation		Score
1	People Promise 1: We are compassionate and inclusive Subscore 3: Diversity and equality	8.29
2	People Promise 4: We are safe and healthy Subscore 3: Negative experiences	7.90
3	People Promise 1: We are compassionate and inclusive Subscore 1: Compassionate culture	7.20
4	People Promise 1: We are compassionate and inclusive Subscore 4: Inclusion	7.11
5	People Promise 1: We are compassionate and inclusive Subscore 2: Compassionate leadership	7.11
6	People Promise 3: We each have a voice that counts Subscore 1: Autonomy and control	7.08
7	People Promise 7: We are a team Subscore 2: Line management	6.92
8	People Promise 7: We are a team Subscore 1: Team working	6.83
9	People Promise 3: We each have a voice that counts Subscore 2: Raising concerns	6.58
10	People Promise 5: We are always learning Subscore 1: Development	6.56
11	People Promise 6: We work flexibly Subscore 1: Support for work-life balance	6.35
12	People Promise 6: We work flexibly Subscore 2: Flexible working	6.26
13	People Promise 4: We are safe and healthy Subscore 1: Health and safety climate	5.40
14	People Promise 4: We are safe and healthy Subscore 2: Burnout	5.05
15	People Promise 5: We are always learning Subscore 2: Appraisals	4.77

## 1.3.5. Significant People Promises / Themes Compared to Sector

This section summarises the People Promises / Themes where your organisation has scored significantly higher than your benchmarking sector. Your organisation belongs to the Acute and Acute & Community Trusts sector, in which there are 63 organisations within the IQVIA database. Comparisons in this section have been drawn between your organisation and the IQVIA Acute and Acute & Community Trusts sector average.



- 5 (56%) People Promise(s) / Theme(s) scored significantly better than the sector average
- 0 (0%) People Promise(s) / Theme(s) scored significantly worse than the sector average
- 4 (44%) People Promise(s) / Theme(s) showed no significant difference in relation to the sector average or comparisons could not be drawn

Your organisation's significant People Promise / Theme scores are summarised below. Your organisation's score is shown side by side with the sector score, with the difference between the two represented by the coloured bar to the right.

### Significantly Better Scores

People Promise / Theme	Your Org.	Sector	Difference
People Promise 1 We are compassionate and inclusive	7.43	7.24	+0.19
People Promise 3 We each have a voice that counts	6.83	6.69	+0.14
People Promise 6 We work flexibly	6.30	6.17	+0.14
People Promise 7 We are a team	6.87	6.73	+0.14
Theme Staff engagement	7.00	6.88	+0.13

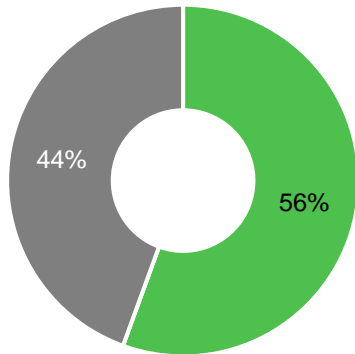
### Significantly Worse Scores

People Promise / Theme	Your Org.	Sector	Difference
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*There are no significantly worse scores than the sector average.*

## 1.3.6. Significant People Promises / Themes Compared to 2022

This section summarises the People Promises / Themes that have shown statistically significant improvements or declines since the 2022 National NHS Staff Survey. Of the 9 People Promises / Themes:



- 5 (56%) People Promise(s) / Theme(s) have shown significant improvements since 2022
- 0 (0%) People Promise(s) / Theme(s) have shown significant declines since 2022
- 4 (44%) People Promise(s) / Theme(s) have shown no significant movements since 2022 or score is suppressed

Your organisation's significant People Promise / Theme scores are summarised below. Your 2022 and 2023 scores are shown side by side, with the percentage difference between the two represented by the coloured bar to the right.

### Significantly Better Scores

People Promise / Theme	2022	2023	Difference
People Promise 2 We are recognised and rewarded	5.72	6.01	+0.29
People Promise 4 We are safe and healthy	5.77	6.12	+0.34
People Promise 5 We are always learning	5.36	5.67	+0.31
People Promise 6 We work flexibly	6.02	6.30	+0.28
Theme Morale	5.62	5.99	+0.36

### Significantly Worse Scores

People Promise / Theme	2022	2023	Difference
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*There are no significantly worse scores than the previous year.*

## 1.4. Results at Question Level

### 1.4.1. Top and Bottom Question Scores

Any questions where a lower score is better are shaded in red. As negative measures are reported for these questions they may not appear to be in ranking order.

#### Top 10 Scores for your organisation

		Score
1	13b In the last 12 months, I have personally experienced physical violence at work from managers.	0.6%
2	13c In the last 12 months, I have personally experienced physical violence at work from other colleagues.	1.5%
3	16c03 Experienced discrimination on grounds of religion.	2.2%
4	17b In the last 12 months, I have personally been the target of unwanted behaviour of a sexual nature in the workplace from a manager / team leader or other colleagues.	4.0%
5	16c04 Experienced discrimination on grounds of sexual orientation.	5.2%
6	16b In the last 12 months, I have personally experienced discrimination at work from a manager / team leader or other colleagues.	7.6%
7	14b In the last 12 months, I have personally experienced harassment, bullying or abuse at work from managers.	7.7%
8	3b I am trusted to do my job.	91.9%
9	16c05 Experienced discrimination on grounds of disability.	8.1%
10	16a In the last 12 months, I have personally experienced discrimination at work from patients / service users, their relatives or other members of the public.	8.3%



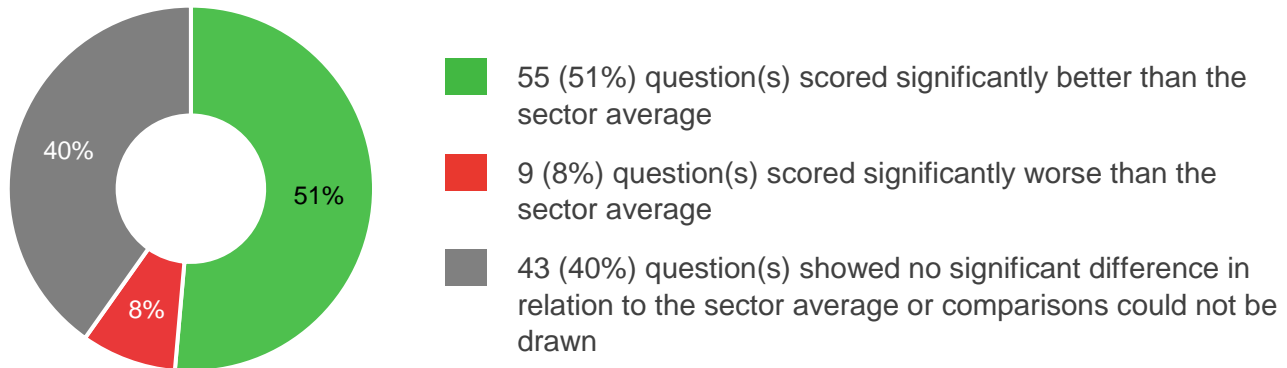
## 1.4.1. Top and Bottom Question Scores

### Bottom 10 Scores for your organisation

		Score
1	12e I often / always feel worn out at the end of my working day / shift.	44.4%
2	12c My work often / always frustrates me.	37.6%
3	12a I often / always find my work emotionally exhausting.	34.5%
4	23b The appraisal / review helped me to improve how I do my job.	24.4%
5	5a I never / rarely have unrealistic time pressures.	24.6%
6	4c I am satisfied with my level of pay.	27.1%
7	3i There are enough staff at this organisation for me to do my job properly.	29.5%
8	12b I often / always feel burnt out because of my work.	29.9%
9	12g I do not have enough energy for family and friends during leisure time.	29.4%
10	23d The appraisal / review left me feeling that my work is valued by my organisation.	35.0%

## 1.4.2. Significant Questions Results Compared to Sector

This section summarises core questions where your organisation has scored significantly higher than your benchmarking sector. Your organisation belongs to the Acute and Acute & Community Trusts sector in which there are 63 organisations that are contracted to IQVIA. Comparisons have been drawn between your organisation and the IQVIA Acute and Acute & Community Trusts sector average.



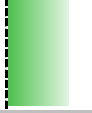



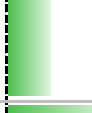











Your significant question scores are summarised below. Your organisation's score is shown side by side with the sector score, with the percentage difference between the two represented by the coloured bar to the right.

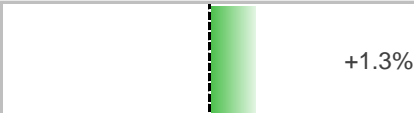




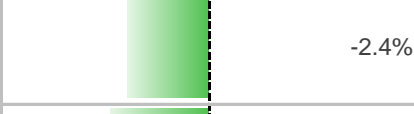

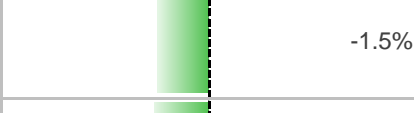
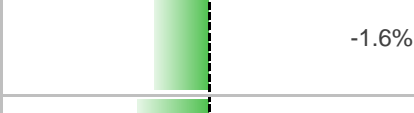
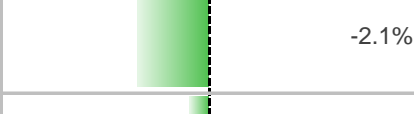
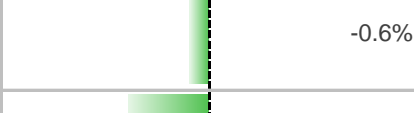
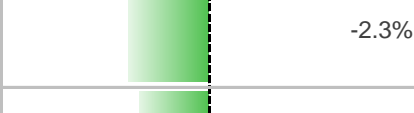
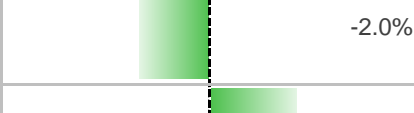
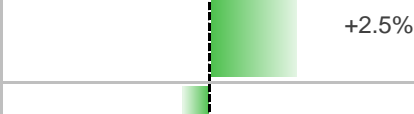
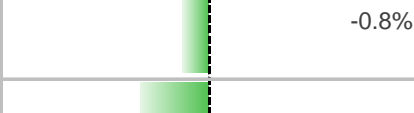

### Significantly Better Scores

Question	Your Org.	Sector	Difference
2a I look forward to going to work.	55.5%	54.2%	+1.4%
2b I am enthusiastic about my job.	69.6%	68.0%	+1.7%
3b I am trusted to do my job.	91.9%	90.4%	+1.5%
3c There are frequent opportunities for me to show initiative in my role.	76.6%	73.3%	+3.4%
3d I am able to make suggestions to improve the work of my team / department.	73.9%	70.8%	+3.1%
3h I have adequate materials, supplies and equipment to do my work.	57.9%	56.5%	+1.5%
4a I am satisfied with the recognition I get for good work.	56.2%	53.3%	+2.9%
4d I am satisfied with the opportunities for flexible working patterns.	56.9%	55.2%	+1.7%

## 1.4.2. Significant Questions Results Compared to Sector

5c	Relationships at work are never / rarely strained.	48.3%	46.0%		+2.3%
6a	I feel that my role makes a difference to patients / service users.	88.9%	87.8%		+1.1%
6c	I achieve a good balance between my work life and my home life.	56.8%	55.0%		+1.8%
6d	I can approach my immediate manager to talk openly about flexible working.	69.9%	68.6%		+1.2%
7a	The team I work in has a set of shared objectives.	78.2%	73.5%		+4.7%
7c	I receive the respect I deserve from my colleagues at work.	74.6%	71.3%		+3.3%
7d	Team members understand each other's roles.	72.7%	71.5%		+1.2%
7e	I enjoy working with the colleagues in my team.	83.9%	80.8%		+3.1%
7f	My team has enough freedom in how to do its work.	62.6%	60.1%		+2.5%
7h	I feel valued by my team.	72.4%	69.7%		+2.7%
7i	I feel a strong personal attachment to my team.	67.1%	63.7%		+3.4%
8a	Teams within this organisation work well together to achieve their objectives.	57.2%	54.9%		+2.3%
8b	The people I work with are understanding and kind to one another.	74.4%	69.8%		+4.6%
8c	The people I work with are polite and treat each other with respect.	74.6%	70.7%		+3.9%
8d	The people I work with show appreciation to one another.	71.2%	66.7%		+4.6%
9a	My immediate manager encourages me at work.	73.4%	71.3%		+2.1%

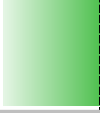

## 1.4.2. Significant Questions Results Compared to Sector

9d	My immediate manager takes a positive interest in my health and well-being.	70.3%	69.0%		+1.3%
9e	My immediate manager values my work.	73.2%	71.4%		+1.8%
9f	My immediate manager works together with me to come to an understanding of problems.	70.0%	68.1%		+1.9%
9g	My immediate manager is interested in listening to me when I describe challenges I face.	72.2%	70.7%		+1.5%
9h	My immediate manager cares about my concerns.	71.4%	69.3%		+2.0%
11d	In the last three months I have come to work despite not feeling well enough to perform my duties.	52.9%	55.3%		-2.4%
11e	I have felt pressure from my manager to come to work.	19.0%	21.8%		-2.9%
12b	I often / always feel burnt out because of my work.	29.9%	31.4%		-1.5%
12d	I am often / always exhausted at the thought of another day / shift at work.	26.8%	28.4%		-1.6%
12f	I often / always feel that every working hour is tiring for me.	17.9%	20.0%		-2.1%
13c	In the last 12 months, I have personally experienced physical violence at work from other colleagues.	1.5%	2.0%		-0.6%
14b	In the last 12 months, I have personally experienced harassment, bullying or abuse at work from managers.	7.7%	10.1%		-2.3%
14c	In the last 12 months, I have personally experienced harassment, bullying or abuse at work from other colleagues.	16.7%	18.8%		-2.0%
15	My organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.	57.5%	55.0%		+2.5%
16a	In the last 12 months, I have personally experienced discrimination at work from patients / service users, their relatives or other members of the public.	8.3%	9.1%		-0.8%
16b	In the last 12 months, I have personally experienced discrimination at work from a manager / team leader or other colleagues.	7.6%	9.6%		-2.0%





## 1.4.2. Significant Questions Results Compared to Sector

16c01	Experienced discrimination on grounds of ethnic background.	49.3%	54.8%		-5.4%
16c03	Experienced discrimination on grounds of religion.	2.2%	5.4%		-3.2%
19a	My organisation, treats staff who are involved in an error, near miss or incident fairly.	64.7%	59.9%		+4.8%
19b	My organisation encourages us to report errors, near misses or incidents.	88.8%	85.4%		+3.4%
20a	I would feel secure raising concerns about unsafe clinical practice.	72.7%	70.4%		+2.3%
21	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).	74.5%	69.5%		+5.0%
23d	The appraisal / review left me feeling that my work is valued by my organisation.	35.0%	33.5%		+1.5%
24a	This organisation offers me challenging work.	70.8%	68.3%		+2.5%
25c	I would recommend my organisation as a place to work.	63.4%	61.2%		+2.2%
25d	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	67.3%	65.2%		+2.1%
25e	I feel safe to speak up about anything that concerns me in this organisation.	65.0%	61.4%		+3.6%
25f	If I spoke up about something that concerned me I am confident my organisation would address my concern.	50.6%	49.2%		+1.4%
26b	I will probably look for a job at a new organisation in the next 12 months.	18.8%	20.9%		-2.1%

## 1.4.2. Significant Questions Results Compared to Sector

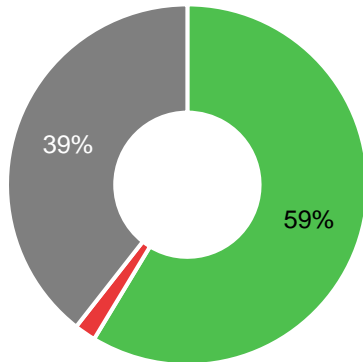
26c	As soon as I can find another job, I will leave this organisation.	12.9%	15.7%		-2.8%
31b	My employer has made reasonable adjustment(s) to enable me to carry out my work.	77.6%	72.4%		+5.2%

### Significantly Worse Scores

Question	Your Org.	Sector	Difference	
3g	I am able to meet all the conflicting demands on my time at work.	45.1%	47.0%	 -1.9%
3i	There are enough staff at this organisation for me to do my job properly.	29.5%	31.6%	 -2.1%
4c	I am satisfied with my level of pay.	27.1%	29.8%	 -2.7%
12e	I often / always feel worn out at the end of my working day / shift.	44.4%	43.1%	 +1.3%
13a	In the last 12 months, I have personally experienced physical violence at work from patients / service users, their relatives or other members of the public.	15.2%	14.1%	 +1.1%
14d	The last time I experienced harassment, bullying or abuse at work, myself or a colleague reported it.	46.6%	49.6%	 -3.0%
17a	In the last 12 months, I have personally 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.	10.6%	8.0%	 +2.6%
18	In the last month, I have seen an error, near miss, or incident that could have hurt staff and / or patients / service users.	36.6%	34.9%	 +1.7%
23b	The appraisal / review helped me to improve how I do my job.	24.4%	26.6%	 -2.2%

## 1.4.3. Significant Question Results Compared to 2022

This section summarises questions that have shown statistically significant improvements or declines since the 2022 National NHS Staff Survey. Of the 104 comparable evaluative core questions (3 non-comparable):



















- 61 (59%) question(s) have shown significant improvements since 2022
- 2 (2%) question(s) have shown significant declines since 2022
- 41 (39%) question(s) have shown no significant movements since 2022 or score is suppressed

Your organisation's significant question scores are summarised below. Your 2022 and 2023 scores are shown side by side, with the percentage difference between the two represented by the coloured bar to the right.

### Significantly Better Scores

Question	2022	2023	Difference
2a I look forward to going to work.	51.3%	55.5%	+4.2%
2b I am enthusiastic about my job.	65.2%	69.6%	+4.4%
3c There are frequent opportunities for me to show initiative in my role.	74.9%	76.6%	+1.8%
3g I am able to meet all the conflicting demands on my time at work.	37.0%	45.1%	+8.1%
3h I have adequate materials, supplies and equipment to do my work.	51.8%	57.9%	+6.2%
3i There are enough staff at this organisation for me to do my job properly.	21.2%	29.5%	+8.3%
4a I am satisfied with the recognition I get for good work.	52.0%	56.2%	+4.3%
4b I am satisfied with the extent to which my organisation values my work.	38.8%	44.1%	+5.3%
4c I am satisfied with my level of pay.	23.1%	27.1%	+4.0%

## 1.4.3. Significant Question Results Compared to 2022

4d	I am satisfied with the opportunities for flexible working patterns.	52.8%	56.9%		+4.1%
5a	I never / rarely have unrealistic time pressures.	20.0%	24.6%		+4.6%
5c	Relationships at work are never / rarely strained.	43.3%	48.3%		+5.0%
6b	My organisation is committed to helping me balance my work and home life.	42.2%	49.1%		+6.9%
6c	I achieve a good balance between my work life and my home life.	53.0%	56.8%		+3.8%
6d	I can approach my immediate manager to talk openly about flexible working.	67.7%	69.9%		+2.2%
7a	The team I work in has a set of shared objectives.	76.1%	78.2%		+2.1%
7b	The team I work in often meets to discuss the team's effectiveness.	56.6%	60.5%		+3.9%
7c	I receive the respect I deserve from my colleagues at work.	72.4%	74.6%		+2.2%
7f	My team has enough freedom in how to do its work.	58.8%	62.6%		+3.8%
8a	Teams within this organisation work well together to achieve their objectives.	51.5%	57.2%		+5.7%
9a	My immediate manager encourages me at work.	71.1%	73.4%		+2.3%
9b	My immediate manager gives me clear feedback on my work.	62.0%	64.7%		+2.7%
9d	My immediate manager takes a positive interest in my health and well-being.	68.3%	70.3%		+1.9%
9f	My immediate manager works together with me to come to an understanding of problems.	66.1%	70.0%		+3.9%
9h	My immediate manager cares about my concerns.	69.2%	71.4%		+2.2%




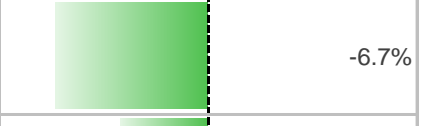

## 1.4.3. Significant Question Results Compared to 2022

9i	My immediate manager takes effective action to help me with any problems I face.	64.4%	67.2%		+2.8%
10c	I work additional UNPAID hours for this organisation, over and above my contracted hours.	56.5%	50.5%		-6.0%
11a	My organisation takes positive action on health and well-being.	51.7%	56.6%		+4.8%
11c	During the last 12 months, I have felt unwell as a result of work related stress.	48.4%	41.9%		-6.5%
11d	In the last three months I have come to work despite not feeling well enough to perform my duties.	56.4%	52.9%		-3.5%
11e	I have felt pressure from my manager to come to work.	22.4%	19.0%		-3.5%
12a	I often / always find my work emotionally exhausting.	40.0%	34.5%		-5.5%
12b	I often / always feel burnt out because of my work.	36.5%	29.9%		-6.6%
12c	My work often / always frustrates me.	44.4%	37.6%		-6.8%
12d	I am often / always exhausted at the thought of another day / shift at work.	32.9%	26.8%		-6.1%
12e	I often / always feel worn out at the end of my working day / shift.	50.6%	44.4%		-6.2%
12f	I often / always feel that every working hour is tiring for me.	22.0%	17.9%		-4.1%
12g	I do not have enough energy for family and friends during leisure time.	32.6%	29.4%		-3.2%
14a	In the last 12 months, I have personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public.	29.1%	26.1%		-3.0%
14b	In the last 12 months, I have personally experienced harassment, bullying or abuse at work from managers.	10.1%	7.7%		-2.4%
14c	In the last 12 months, I have personally experienced harassment, bullying or abuse at work from other colleagues.	19.9%	16.7%		-3.2%

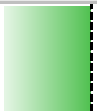
## 1.4.3. Significant Question Results Compared to 2022

18	In the last month, I have seen an error, near miss, or incident that could have hurt staff and / or patients / service users.	38.6%	36.6%		-2.0%
19a	My organisation, treats staff who are involved in an error, near miss or incident fairly.	62.4%	64.7%		+2.3%
19d	We are given feedback about changes made in response to reported errors, near misses and incidents.	57.4%	59.7%		+2.4%
21	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).	70.2%	74.5%		+4.4%
23a	In the last 12 months, I have had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review.	81.3%	83.1%		+1.8%
23b	The appraisal / review helped me to improve how I do my job.	20.3%	24.4%		+4.1%
23c	The appraisal / review helped me agree clear objectives for my work.	31.8%	35.7%		+3.9%
23d	The appraisal / review left me feeling that my work is valued by my organisation.	32.1%	35.0%		+3.0%
24b	There are opportunities for me to develop my career in this organisation.	54.0%	57.7%		+3.7%
24c	I have opportunities to improve my knowledge and skills.	69.1%	71.3%		+2.1%
24d	I feel supported to develop my potential.	54.0%	57.5%		+3.5%
24e	I am able to access the right learning and development opportunities when I need to.	55.8%	59.7%		+3.9%
25a	Care of patients / service users is my organisation's top priority.	72.9%	76.2%		+3.3%
25b	My organisation acts on concerns raised by patients / service users.	65.9%	69.7%		+3.7%
25c	I would recommend my organisation as a place to work.	56.3%	63.4%		+7.2%
25d	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	64.2%	67.3%		+3.1%



## 1.4.3. Significant Question Results Compared to 2022

25f	If I spoke up about something that concerned me I am confident my organisation would address my concern.	46.3%	50.6%		+4.3%
26a	I often think about leaving this organisation.	34.4%	27.7%		-6.7%
26b	I will probably look for a job at a new organisation in the next 12 months.	22.7%	18.8%		-3.8%

## 1.4.3. Significant Question Results Compared to 2022

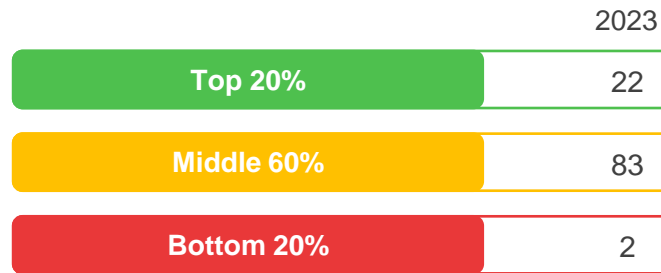
26c	As soon as I can find another job, I will leave this organisation.	16.6%	12.9%		-3.8%
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### Significantly Worse Scores

Question	2022	2023	Difference
2c Time passes quickly when I am working.	74.4%	72.5%	 -1.9%
24a This organisation offers me challenging work.	73.2%	70.8%	 -2.4%

## 1.4.4. Benchmarking Percentiles

The table below summarises the distribution of core questions where your organisation scored amongst the top 20%, middle 60% and bottom 20% of the 63 organisations in your benchmarking sector (Acute and Acute & Community Trusts) that are contracted to IQVIA.



Percentile charts are presented below for questions where your organisation scored within the top and bottom 20th percentiles. The red segment of the chart shows the range of scores achieved by the bottom 20% of IQVIA Acute and Acute & Community organisations, the amber segment shows the range of scores achieved by the middle 60% and the green segment shows the range of scores achieved by the top 20%.

Your organisation's score and the sector average are shown to the right of the chart.

### Questions in the Top 20%

		Org.	Sector
3b	I am trusted to do my job.	91.9%	90.4%
3c	There are frequent opportunities for me to show initiative in my role.	76.6%	73.3%
3d	I am able to make suggestions to improve the work of my team / department.	73.9%	70.8%
4a	I am satisfied with the recognition I get for good work.	56.2%	53.3%
7a	The team I work in has a set of shared objectives.	78.2%	73.5%

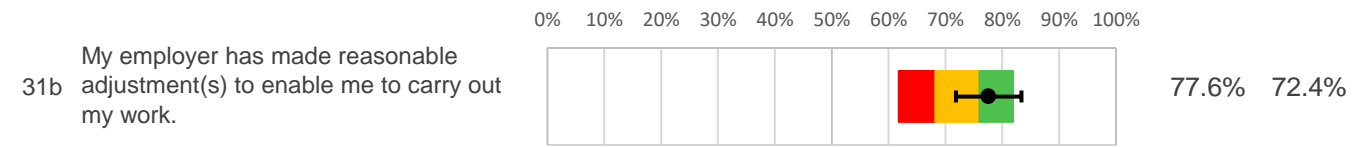
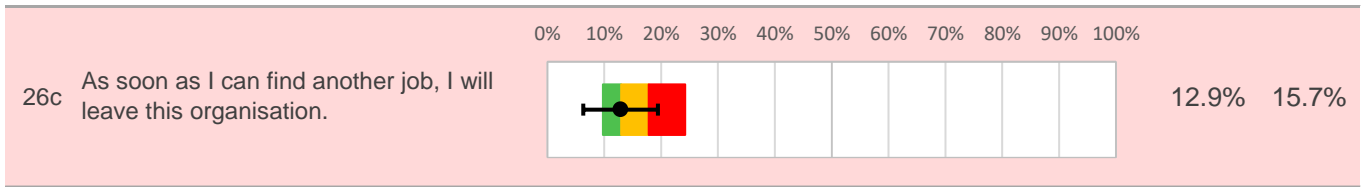
# 1.4.4. Benchmarking Percentiles

Question ID	Statement	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	Current Score	Target Score
7c	I receive the respect I deserve from my colleagues at work.								74.6%	71.3%			74.6%	71.3%
7e	I enjoy working with the colleagues in my team.								83.9%	80.8%			83.9%	80.8%
7h	I feel valued by my team.								72.4%	69.7%			72.4%	69.7%
7i	I feel a strong personal attachment to my team.								67.1%	63.7%			67.1%	63.7%
8b	The people I work with are understanding and kind to one another.								74.4%	69.8%			74.4%	69.8%
8c	The people I work with are polite and treat each other with respect.								74.6%	70.7%			74.6%	70.7%
8d	The people I work with show appreciation to one another.								71.2%	66.7%			71.2%	66.7%
11d	In the last three months I have come to work despite not feeling well enough to perform my duties.								52.9%	55.3%			52.9%	55.3%
11e	I have felt pressure from my manager to come to work.								19.0%	21.8%			19.0%	21.8%
14b	In the last 12 months, I have personally experienced harassment, bullying or abuse at work from managers.								7.7%	10.1%			7.7%	10.1%

# 1.4.4. Benchmarking Percentiles

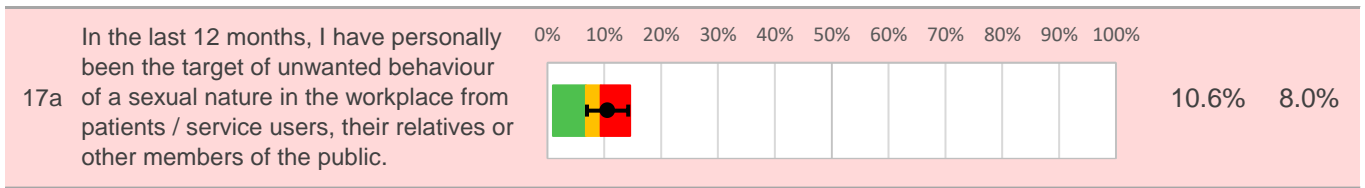
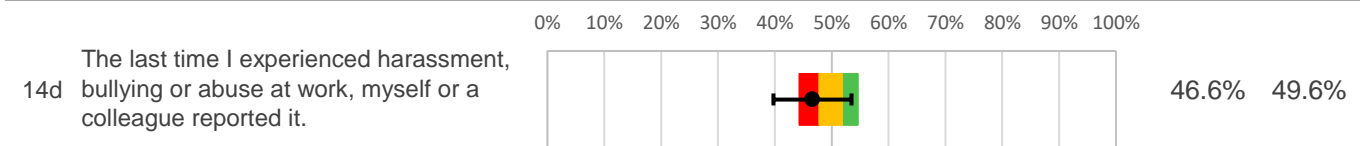


## 1.4.4. Benchmarking Percentiles



### Questions in the Bottom 20%

	Org.	Sector
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## 2. Appendix - Bank Staff Survey Results

### 2.1. Introduction

This section has been created with the purpose of presenting your topline results for the 2023 National NHS Bank Staff Survey. It provides supplementary information to the full IQVIA management report, highlighting key results from the core questions of the National NHS Bank Staff Survey. Conclusions arising from your organisation's bank results are drawn together in a 'Summary and Recommendations' section (page 5), along with recommendations for improvement. Some of the main features included in this section are:

- Staff Engagement Scores
- Morale Scores
- Ranked / Top and Bottom Results for your organisation's bank
- Significant Results, Over Time and Compared to Substantive.

This section is split into two parts, presenting results at People Promise / Theme level and Question level. A header at the top of each page indicates which results are being reported.

#### 2.1.1. Response Rates

Questionnaires were sent to 1,349 bank staff in your organisation.

After excluding respondents that were later known to be ineligible, a usable sample of 1,348 remained.

From the usable sample, 424 questionnaires were returned yielding a response rate of 31.5%.

#### 2.1.2. Publishing and Publicising your Results

This is a confidential report from IQVIA to the organisation. The decision about whether or not to publish it - or publicise its contents to staff or patients - is entirely up to each organisation. However, our strong advice, in the spirit of openness and transparency, is that the results should be publicised through all available channels. Publicity could include:

- presentations to the Board on key strategic issues
- distribution of findings to Clinical Governance teams, and to Divisional and Departmental heads
- discussions on the results with staff representatives
- publication of results on the internet
- display presentations in appropriate locations in the organisation

Whatever decision is taken locally, there will be a national publication of the results for each organisation. **Until the Coordination Centre publishes the national results, there is an embargo on the publication of any survey results from the benchmarked analysis in the reports. At the time of the release of this report the national publication date has not yet been announced by the Coordination Centre.**

## 2.2. Results at People Promise / Theme Level

### 2.2.1. Staff Engagement Compared to Substantive

In the National NHS Bank Staff Survey, Staff Engagement is measured across three subscores:

- **Motivation**, measured by Q4a, Q4b and Q4c (Staff motivation at work)
- **Involvement**, measured by Q5c, Q5d and Q5f (Staff ability to contribute towards improvement at work)
- **Advocacy**, measured by Q30a, Q30c and Q30d (Staff recommendation of the organisation as a place to work or receive treatment).

**Overall Staff Engagement** is measured as an average across these three scores. Staff Engagement scores fall between 0 and 10, where the higher the score, the more engaged the staff.

#### Staff Engagement Subscores

Presented below are the engagement scores for each of the subscores that comprise Overall Staff Engagement. Engagement scores from substantive staff have also been put in for comparison. The percentage difference between the bank and substantive scores is represented by the coloured gap between the bars. Significant differences have also been indicated.

Theme/Subscore	Staff Engagement Scores	
Overall Staff Engagement	Sub.	6.96
	Bank	6.80
		-0.16 (Not sig.)
Motivation	Sub.	7.04
	Bank	7.32
		+0.28 (Not sig.)
Involvement	Sub.	6.95
	Bank	6.13
		-0.82 (Sig.)
Advocacy	Sub.	6.91
	Bank	7.00
		+0.10 (Not sig.)

## 2.2. Results at People Promise / Theme Level

### 2.2.2. Staff Engagement Compared to 2022

In the National NHS Bank Staff Survey, Staff Engagement is measured across three subscores:

- **Motivation**, measured by Q4a, Q4b and Q4c (Staff motivation at work)
- **Involvement**, measured by Q5c, Q5d and Q5f (Staff ability to contribute towards improvement at work)
- **Advocacy**, measured by Q30a, Q30c and Q30d (Staff recommendation of the organisation as a place to work or receive treatment).

**Overall Staff Engagement** is measured as an average across these three scores. Staff Engagement scores fall between 0 and 10, where the higher the score, the more engaged the staff.

#### Staff Engagement Subscores

Presented below are the engagement scores for each of the subscores that comprise Overall Staff Engagement. Engagement scores from substantive staff have also been put in for comparison. The percentage difference between the bank and substantive scores is represented by the coloured gap between the bars. Significant differences have also been indicated.

Theme/Subscore	Staff Engagement Scores	
Overall Staff Engagement	2022	6.68 +0.13 (Not sig.)
	2023	6.80
Motivation	2022	7.41
	2023	7.32 -0.10 (Not sig.)
Involvement	2022	6.00 +0.12 (Not sig.)
	2023	6.13
Advocacy	2022	6.61 +0.39 (Not sig.)
	2023	7.00

## 2.2.3. Morale Compared to Substantive

In the National NHS Bank Staff Survey, Morale is measured across three calculable subscores:

- **Future intentions**, measured by Q31a, Q31b, Q31c, Q31d, Q31e, Q31f, Q31g, Q31h, Q31i, Q31j, Q31k and Q31l
- **Work pressure**, measured by Q5g, Q5h and Q5i (Staff having resources to do their work)
- **Stressors (HSE index)**, measured by Q5a, Q5e, Q7a, Q7b, Q7c, Q11a and Q14a (Indicators of stress).

**Morale** is measured as an average across these three scores. Morale scores fall between 0 and 10, where the higher the score, the higher the morale amongst staff.

### Morale Subscores

Presented below are the scores for each of the subscores that comprise Morale. Engagement scores from substantive staff have also been put in for comparison. The percentage difference between the bank and substantive scores is represented by the coloured gap between the bars. Significant differences have also been indicated.

Theme/Subscore	Morale Scores	
Morale	Sub.	5.96
	Bank	5.86
		-0.10 (Not sig.)
Future intentions	Sub.	6.23
	Bank	5.26
		-0.96 (Sig.)
Work pressure	Sub.	5.19
	Bank	5.89
		+0.71 (Sig.)
Stressors (HSE index)	Sub.	6.46
	Bank	6.40
		-0.06 (Not sig.)

## 2.2.4. Morale Compared to 2022

In the National NHS Bank Staff Survey, Morale is measured across three calculable subscores:

- **Future intentions**, measured by Q31a, Q31b, Q31c, Q31d, Q31e, Q31f, Q31g, Q31h, Q31i, Q31j, Q31k and Q31l
- **Work pressure**, measured by Q5g, Q5h and Q5i (Staff having resources to do their work)
- **Stressors (HSE index)**, measured by Q5a, Q5e, Q7a, Q7b, Q7c, Q11a and Q14a (Indicators of stress).

**Morale** is measured as an average across these three scores. Morale scores fall between 0 and 10, where the higher the score, the higher the morale amongst staff.

### Morale Subscores

Presented below are the scores for each of the subscores that comprise Morale. Engagement scores from substantive staff have also been put in for comparison. The percentage difference between the bank and substantive scores is represented by the coloured gap between the bars. Significant differences have also been indicated.

Theme/Subscore	Morale Scores	
Morale	2022	5.48
	2023	5.86
Future intentions	2022	5.40
	2023	5.26
Work pressure	2022	5.00
	2023	5.89
Stressors (HSE index)	2022	6.10
	2023	6.40

## 2.2.5. Ranked People Promises

The People Promises ranked from 1 to 7 for your organisation's bank are shown below. People Promises can be considered as summary scores for groups of questions which, when taken together, give more information about a particular area. They are presented as scale scores (on a scale of 0 to 10).

### Ranked People Promises for Bank

Score

	Score
1 People Promise 1: We are compassionate and inclusive	7.36
2 People Promise 7: We are a team	6.74
3 People Promise 4: We are safe and healthy	6.59
4 People Promise 3: We each have a voice that counts	6.50
5 People Promise 6: We work flexibly	6.47
6 People Promise 2: We are recognised and rewarded	6.12
7 People Promise 5: We are always learning	6.03

## 2.2.6. Ranked People Promise Subscores

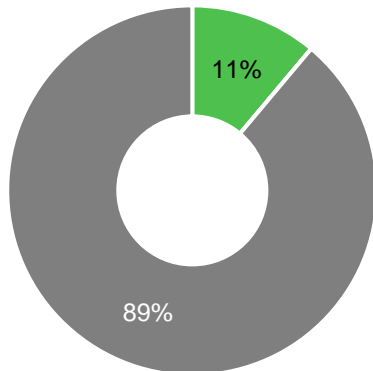
The People Promise Subscores ranked from 1 to 13 for your organisation's bank are shown below. These subscores can be considered as summary scores for groups of questions which, when taken together, give more information about a particular area. They are presented as scale scores (on a scale of 0 to 10).

### Ranked People Promise Subscores for Bank

		Score
1	People Promise 1: We are compassionate and inclusive Subscore 3: Diversity and equality	8.35
2	People Promise 4: We are safe and healthy Subscore 3: Negative experiences	8.10
3	People Promise 1: We are compassionate and inclusive Subscore 4: Inclusion	7.22
4	People Promise 1: We are compassionate and inclusive Subscore 1: Compassionate culture	7.19
5	People Promise 7: We are a team Subscore 1: Team working	7.11
6	People Promise 1: We are compassionate and inclusive Subscore 2: Compassionate leadership	6.70
7	People Promise 3: We each have a voice that counts Subscore 2: Raising concerns	6.53
8	People Promise 3: We each have a voice that counts Subscore 1: Autonomy and control	6.47
9	People Promise 6: We work flexibly Subscore 1: Support for work-life balance	6.47
10	People Promise 7: We are a team Subscore 2: Line management	6.37
11	People Promise 5: We are always learning Subscore 1: Development	6.03
12	People Promise 4: We are safe and healthy Subscore 1: Health and safety climate	5.93
13	People Promise 4: We are safe and healthy Subscore 2: Burnout	5.75

## 2.2.7. People Promises / Themes Compared to Substantive

This section summarises the People Promises / Themes where your organisation's bank has scored significantly higher or lower than the substantive. Comparisons in this section have been drawn between the bank and substantive scores.



- 1 (11%) People Promise(s) / Theme(s) scored significantly better than substantive score
- 0 (0%) People Promise(s) / Theme(s) scored significantly worse than the substantive score
- 8 (89%) People Promise(s) / Theme(s) showed no significant difference in relation to substantive score or comparisons could not be drawn

Your bank's significant People Promise / Theme scores are summarised below. Your bank's score is shown side by side with the substantive score, with the difference between the two represented by the coloured bar to the right.

### Significantly Better Scores

People Promise / Theme	Bank	Sub.	Difference
People Promise 4 We are safe and healthy	6.59	6.08	+0.51

### Significantly Worse Scores

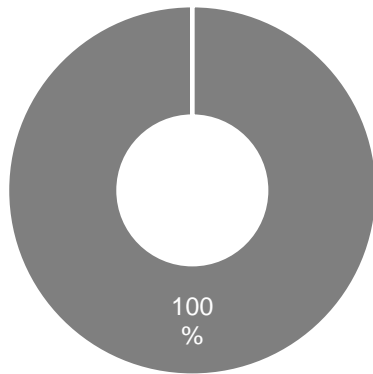
People Promise / Theme	Bank	Sub.	Difference
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*There are no significantly worse People Promises / Themes than the sector average.*



## 2.2.8. People Promises / Themes Compared to 2022

This section summarises the People Promises / Themes where your organisation's bank has scored significantly higher or lower in 2023 than in 2022. Of the 9 comparable evaluative People Promises / Themes:



- 0 (0%) People Promise(s) / Theme(s) scored significantly better than 2022
- 0 (0%) People Promise(s) / Theme(s) scored significantly worse than 2022
- 9 (100%) People Promise(s) / Theme(s) showed no significant difference in relation to 2022 or comparisons could not be drawn

There are no significant differences between 2022 and 2023.

### Significantly Better Scores

People Promise / Theme	2022	2023	Difference

### Significantly Worse Scores

People Promise / Theme	2022	2023	Difference

## 2.3. Results at Question Level

### 2.3.1. Top and Bottom Question Scores

Any questions where a lower score is better are shaded in red. As negative measures are reported for these questions they may not appear to be in ranking order.

#### Top 10 Scores for Bank

		Score
1	18b In the last 12 months, I have personally experienced physical violence at work from managers.	1.2%
2	21c03 Experienced discrimination on grounds of religion.	3.2%
3	21c04 Experienced discrimination on grounds of sexual orientation.	3.2%
4	18c In the last 12 months, I have personally experienced physical violence at work from other colleagues.	3.4%
5	22b In the last 12 months, I have personally been the target of unwanted behaviour of a sexual nature in the workplace from a manager / team leader or other colleagues.	5.5%
6	21c05 Experienced discrimination on grounds of disability.	6.3%
7	19b In the last 12 months, I have personally experienced harassment, bullying or abuse at work from managers.	7.2%
8	5b I am trusted to do my job.	92.7%
9	21b In the last 12 months, I have personally experienced discrimination at work from a manager / team leader or other colleagues.	7.8%
10	21a In the last 12 months, I have personally experienced discrimination at work from patients / service users, their relatives or other members of the public.	10.6%

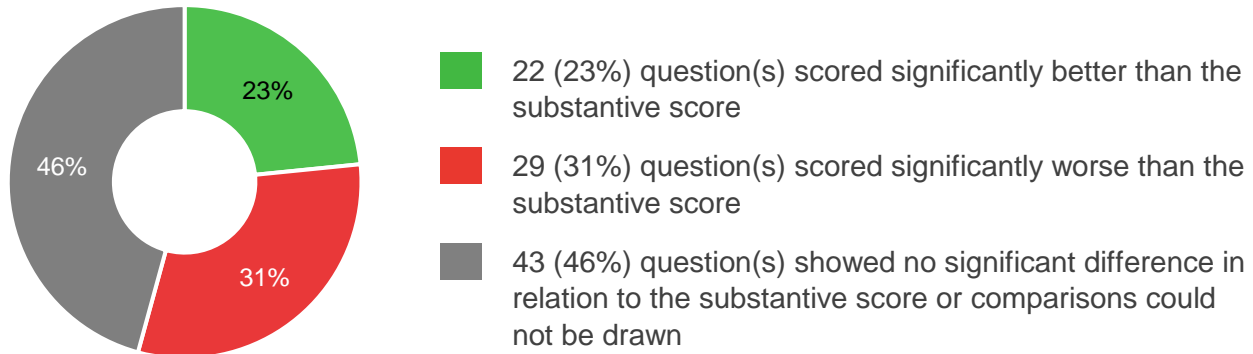
## 2.3.1. Top and Bottom Question Scores

### Bottom 10 Scores for Bank

		Score
<b>1</b>	28 In the last 12 months, I have had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review.	18.3%
<b>2</b>	17e I often / always feel worn out at the end of my working day / shift.	37.2%
<b>3</b>	6c I am satisfied with my level of pay.	30.2%
<b>4</b>	5e I am involved in deciding on changes introduced that affect my work.	30.6%
<b>5</b>	17a I often / always find my work emotionally exhausting.	25.2%
<b>6</b>	7a I never / rarely have unrealistic time pressures.	31.0%
<b>7</b>	17c My work often / always frustrates me.	24.6%
<b>8</b>	5f I am able to make improvements happen at work.	35.5%
<b>9</b>	5i When I am at work, there are enough staff for me to do my job properly.	38.7%
<b>10</b>	29d I feel supported to develop my potential.	40.8%

## 2.3.2. Significant Results Compared to Substantive

This section summarises questions where your organisation's bank staff have scored significantly higher than substantive staff. Of the 94 comparable evaluative core questions (6 non-comparable):



Your bank's significant question scores are summarised below. Your bank's score is shown side by side with the substantive score, with the percentage difference between the two represented by the coloured bar to the right.

### Significantly Better Scores

Question	Bank	Sub.	Difference
4a I look forward to going to work.	63.8%	55.7%	+8.1%
5g I am able to meet all the conflicting demands on my time at work.	57.3%	45.1%	+12.2%
5i When I am at work, there are enough staff for me to do my job properly.	38.7%	29.5%	+9.2%
7a I never / rarely have unrealistic time pressures.	31.0%	24.6%	+6.4%
7c Relationships at work are never / rarely strained.	54.0%	48.7%	+5.4%
8c I achieve a good balance between my work life and my home life.	68.1%	57.1%	+11.0%
11a I receive the respect I deserve from my colleagues at work.	82.1%	74.8%	+7.2%
16b In the last 12 months, I have experienced musculoskeletal problems (MSK) as a result of work activities.	25.3%	30.7%	-5.4%

## 2.3.2. Significant Results Compared to Substantive

16c	During the last 12 months, I have felt unwell as a result of work related stress.	22.2%	41.9%		-19.7%
16d	In the last three months I have come to work despite not feeling well enough to perform my duties.	36.0%	52.9%		-16.9%
17a	I often / always find my work emotionally exhausting.	25.2%	34.5%		-9.2%
17b	I often / always feel burnt out because of my work.	19.4%	29.8%		-10.4%
17c	My work often / always frustrates me.	24.6%	37.3%		-12.7%
17d	I am often / always exhausted at the thought of another day / shift at work.	20.4%	26.7%		-6.3%
17e	I often / always feel worn out at the end of my working day / shift.	37.2%	44.5%		-7.3%
17f	I often / always feel that every working hour is tiring for me.	13.5%	17.9%		-4.5%
17g	I do not have enough energy for family and friends during leisure time.	22.9%	29.3%		-6.4%
18d	The last time I experienced physical violence at work, myself or a colleague reported it.	80.7%	70.1%		+10.7%
19d	The last time I experienced harassment, bullying or abuse at work, myself or a colleague reported it.	55.3%	46.6%		+8.7%
20	My organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.	65.8%	57.7%		+8.1%
23	In the last month, I have seen an error, near miss, or incident that could have hurt staff and / or patients / service users.	29.6%	36.8%		-7.2%
27	I can eat nutritious and affordable food while I am working.	56.4%	51.2%		+5.1%

## 2.3.2. Significant Results Compared to Substantive

### Significantly Worse Scores

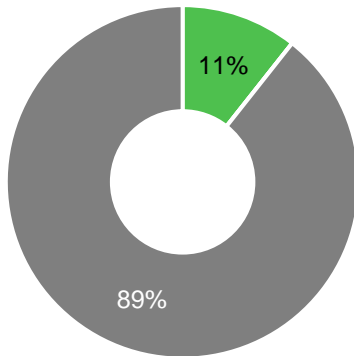
Question	Bank	Sub.	Difference
5c There are frequent opportunities for me to show initiative in my role.	66.1%	76.8%	-10.7%
5d I am able to make suggestions to improve the work we do.	53.1%	74.0%	-20.9%
5e I am involved in deciding on changes introduced that affect my work.	30.6%	51.5%	-20.9%
5f I am able to make improvements happen at work.	35.5%	55.7%	-20.2%
7b I have a choice in deciding how to do my work.	43.7%	53.0%	-9.3%
11d My team has enough freedom in how to do its work.	55.9%	62.8%	-6.9%
11g I feel a strong personal attachment to my team.	59.6%	67.5%	-7.9%
14a My immediate manager(s) encourages me at work.	66.4%	73.7%	-7.4%
14b My immediate manager(s) gives me clear feedback on my work.	54.6%	64.7%	-10.1%
14c My immediate manager(s) asks for my opinion before making decisions that affect my work.	44.4%	59.6%	-15.2%
14d My immediate manager(s) takes a positive interest in my health and well-being.	55.5%	70.6%	-15.1%
14f My immediate manager(s) works together with me to come to an understanding of problems.	56.4%	70.2%	-13.8%
14g My immediate manager(s) is interested in listening to me when I describe challenges I face.	63.4%	72.5%	-9.1%
14h My immediate manager(s) cares about my concerns.	65.0%	71.7%	-6.7%

## 2.3.2. Significant Results Compared to Substantive

14i	My immediate manager(s) takes effective action to help me with any problems I face.	60.1%	67.5%		-7.4%
16a	My organisation takes positive action on health and well-being.	50.4%	56.7%		-6.3%
16e	I have felt pressure from my manager to come to work.	42.0%	18.8%		+23.2%
18a	In the last 12 months, I have personally experienced physical violence at work from patients / service users, their relatives or other members of the public.	23.4%	15.5%		+7.9%
18c	In the last 12 months, I have personally experienced physical violence at work from other colleagues.	3.4%	1.4%		+1.9%
19a	In the last 12 months, I have personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public.	32.9%	26.5%		+6.4%
22a	In the last 12 months, I have personally 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.	16.3%	10.8%		+5.5%
24a	My organisation, treats staff who are involved in an error, near miss or incident fairly.	57.8%	64.8%		-7.0%
24b	My organisation encourages us to report errors, near misses or incidents.	84.8%	88.9%		-4.1%
28	In the last 12 months, I have had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review.	18.3%	83.1%		-64.8%
29a	This organisation offers me challenging work.	60.6%	70.8%		-10.2%
29b	There are opportunities for me to develop my career in this organisation.	45.3%	58.2%		-12.9%
29c	I have opportunities to improve my knowledge and skills.	58.1%	71.6%		-13.5%
29d	I feel supported to develop my potential.	40.8%	57.7%		-17.0%
29e	I am able to access the right learning and development opportunities when I need to.	52.1%	59.9%		-7.8%

## 2.3.2. Significant Results Compared to 2022

This section summarises questions where your organisation's bank staff have scored significantly higher than substantive staff. Of the 94 comparable evaluative core questions (6 non-comparable):



- 10 (11%) question(s) scored significantly better than 2022
- 0 (0%) question(s) scored significantly worse than 2022
- 84 (89%) question(s) showed no significant difference in relation to 2022 or comparisons could not be drawn

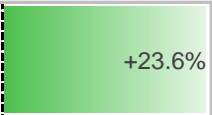
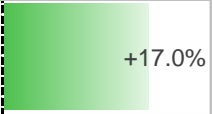
Your bank's significant question scores are summarised below. Your 2022 and 2023 scores are shown side by side, with the percentage difference between the two represented by the coloured bar to the right.

### Significantly Better Scores

Question	2022	2023	Difference
5f I am able to make improvements happen at work.	27.6%	35.5%	+7.9%
5g I am able to meet all the conflicting demands on my time at work.	43.3%	57.3%	+14.1%
5h I have adequate materials, supplies and equipment to do my work.	50.0%	60.8%	+10.8%
5i When I am at work, there are enough staff for me to do my job properly.	27.1%	38.7%	+11.5%
8b My organisation is committed to helping me balance my work and home life.	35.5%	46.1%	+10.5%
14g My immediate manager(s) is interested in listening to me when I describe challenges I face.	53.6%	63.4%	+9.9%
14h My immediate manager(s) cares about my concerns.	56.0%	65.0%	+9.0%
17c My work often / always frustrates me.	35.2%	24.6%	-10.7%



## 2.3.2. Significant Results Compared to 2022

18d	The last time I experienced physical violence at work, myself or a colleague reported it.	57.1%	80.7%		 +23.6%
19d	The last time I experienced harassment, bullying or abuse at work, myself or a colleague reported it.	38.4%	55.3%		 +17.0%

## 2.3.2. Significant Results Compared to 2022

### Significantly Worse Scores

Question	Bank	Sub.	Difference
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*There are no significantly worse scores than the sector average.*



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