

University Hospitals Dorset NHS Foundation Trust

NHS Staff Survey Benchmark report 2023



<b>Introduction</b>	<b>3</b>
<u>Organisation details</u>	<u>8</u>
<b>People Promise element, theme and sub-score results</b>	<b>10</b>
<u>Overview</u>	<u>11</u>
<u>Sub-score overview</u>	<u>13</u>
<u>Trends</u>	<u>17</u>
<u>We are compassionate and inclusive</u>	<u>18</u>
<u>We are recognised and rewarded</u>	<u>21</u>
<u>We each have a voice that counts</u>	<u>22</u>
<u>We are safe and healthy</u>	<u>24</u>
<u>We are always learning</u>	<u>26</u>
<u>We work flexibly</u>	<u>28</u>
<u>We are a team</u>	<u>30</u>
<u>Staff Engagement</u>	<u>32</u>
<u>Morale</u>	<u>34</u>
<b>People Promise element, theme and sub-score results – detailed information</b>	<b>36</b>
<u>We are compassionate and inclusive</u>	<u>36</u>
<u>We are recognised and rewarded</u>	<u>45</u>
<u>We each have a voice that counts</u>	<u>48</u>
<u>We are safe and healthy</u>	<u>54</u>
<u>We are always learning</u>	<u>66</u>
<u>We work flexibly</u>	<u>71</u>
<u>We are a team</u>	<u>74</u>
<u>Staff Engagement</u>	<u>80</u>
<u>Morale</u>	<u>84</u>

<b>Questions not linked to the People Promise elements or themes</b>	<b>90</b>
<b>Workforce Equality Standards</b>	<b>103</b>
<u>Workforce Race Equality Standards (WRES)</u>	<u>106</u>
<u>Workforce Disability Equality Standards (WDES)</u>	<u>113</u>
<b>About your respondents</b>	<b>121</b>
<b>Appendices</b>	<b>135</b>
<u>A – Response rate</u>	<u>136</u>
<u>B – Significance testing (2022 v 2023) People Promise and theme results</u>	<u>138</u>
<u>C – Tips on using your benchmark report</u>	<u>140</u>
<u>D – Additional reporting outputs</u>	<u>145</u>

# Introduction

## About this report

This benchmark report for University Hospitals Dorset 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

## 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

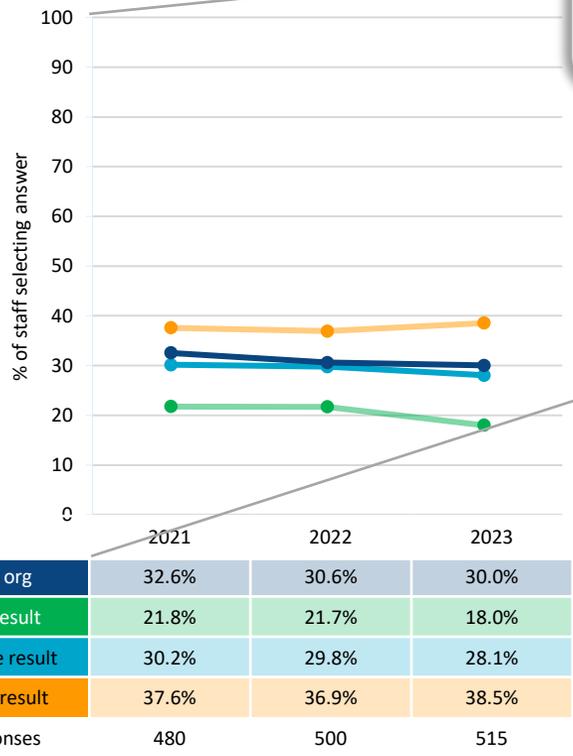
Question number and text (or summary measure) specified at the top of each slide.

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.

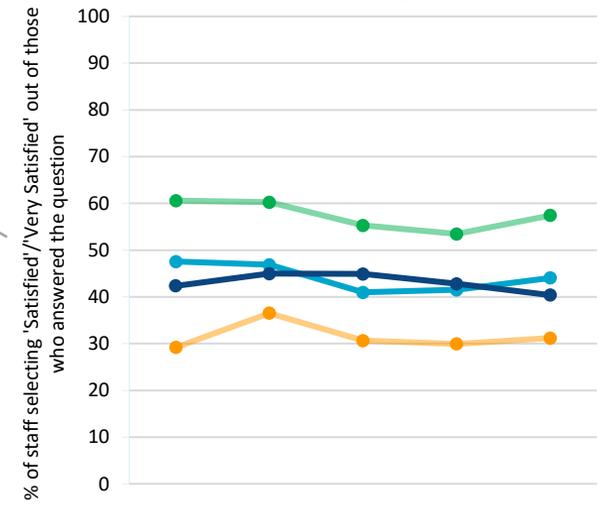
**Colour coding** highlights best / worst results, making it easy to spot questions where a lower percentage is a better or worse result.

'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

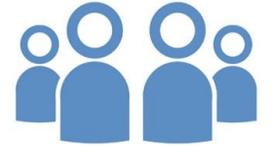
Tips on how to read, interpret and use the data are included in the Appendices

Note charts will only display data for the years where an organisation has data. For example, an organisation with three years of trend data will see charts such as q4b with data only in the 2021, 2022 and 2023 portions of the chart and table.

## Organisation details

University Hospitals Dorset NHS Foundation Trust

## 2023 NHS Staff Survey



### Organisation details

Completed questionnaires **5619**

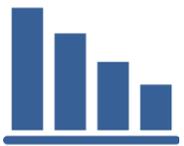
2023 response rate **59%**

### Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Acute and Acute & Community Trusts



### 2023 benchmarking group details

Organisations in group: 122

Median response rate: 45%

No. of completed questionnaires: 477643

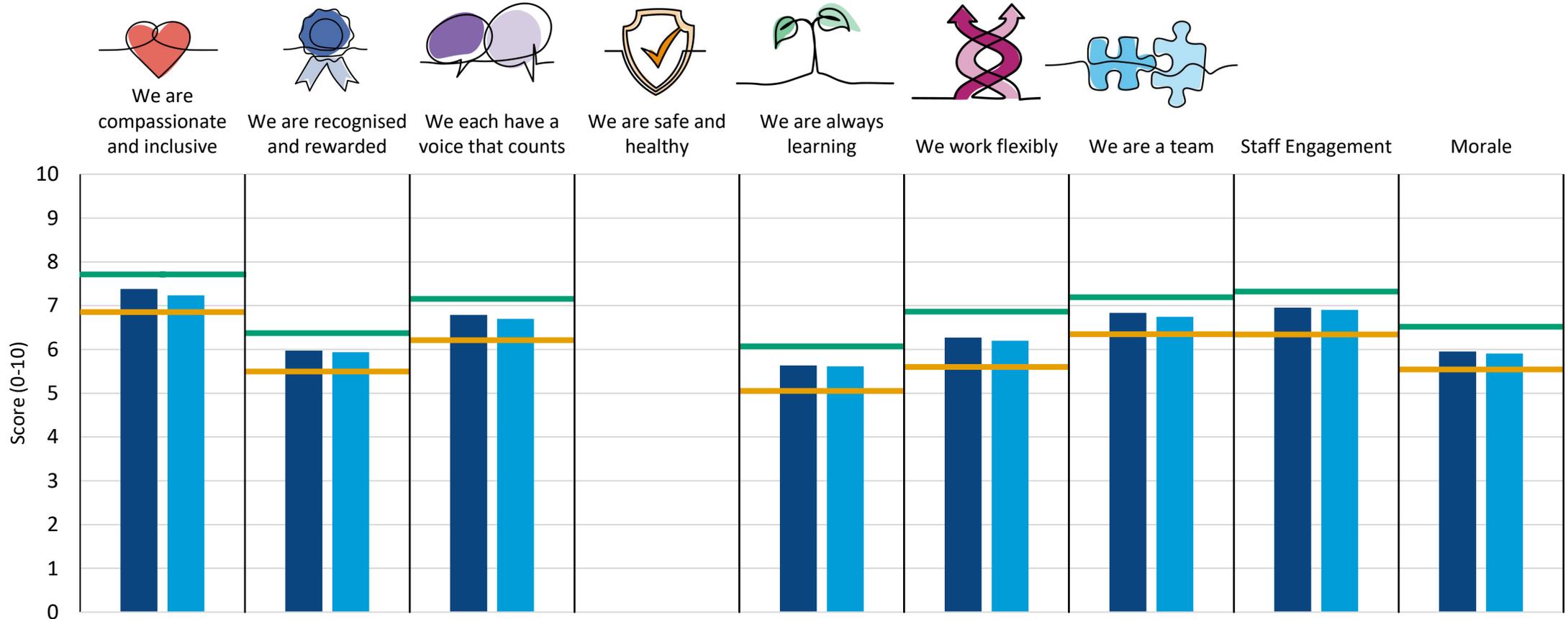


## People Promise elements, themes and sub-score results

## 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.



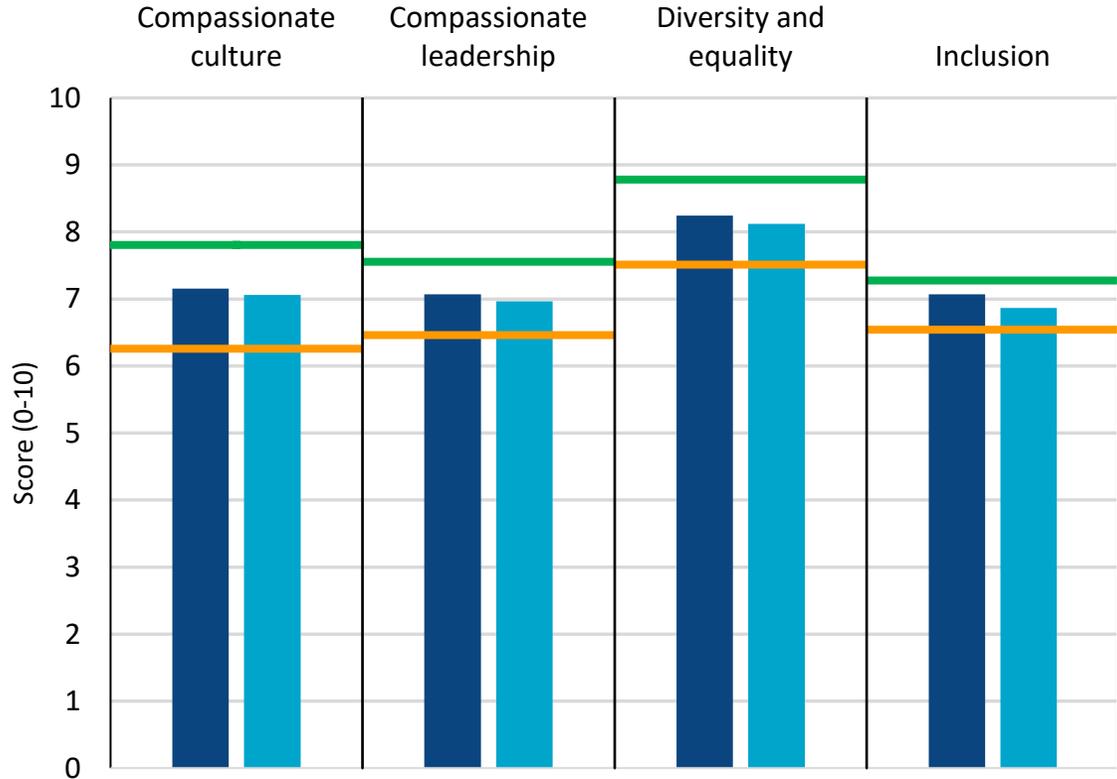
Your org	7.38	5.97	6.79	-	5.63	6.27	6.83	6.96	5.95
Best result	7.71	6.37	7.16	-	6.07	6.87	7.19	7.32	6.52
Average result	7.24	5.94	6.70	-	5.61	6.20	6.75	6.91	5.91
Worst result	6.85	5.50	6.21	-	5.05	5.60	6.35	6.34	5.54
Responses	5613	5607	5560	-	5436	5568	5602	5615	5612

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.

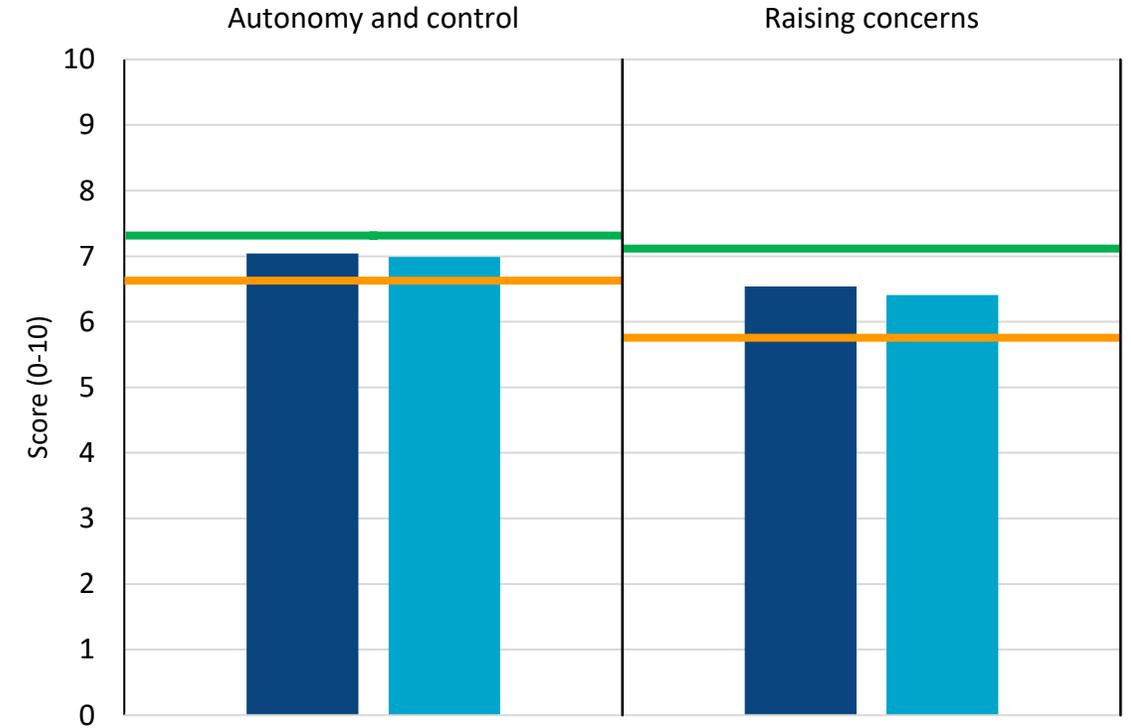
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 1: We are compassionate and inclusive



## Promise element 3: We each have a voice that counts



Your org	7.15	7.07	8.24	7.07
Best result	7.81	7.55	8.78	7.27
Average result	7.06	6.96	8.12	6.86
Worst result	6.26	6.46	7.51	6.54
Responses	5602	5608	5590	5590

Your org	7.04	6.54
Best result	7.31	7.12
Average result	6.99	6.41
Worst result	6.63	5.76
Responses	5613	5565

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.

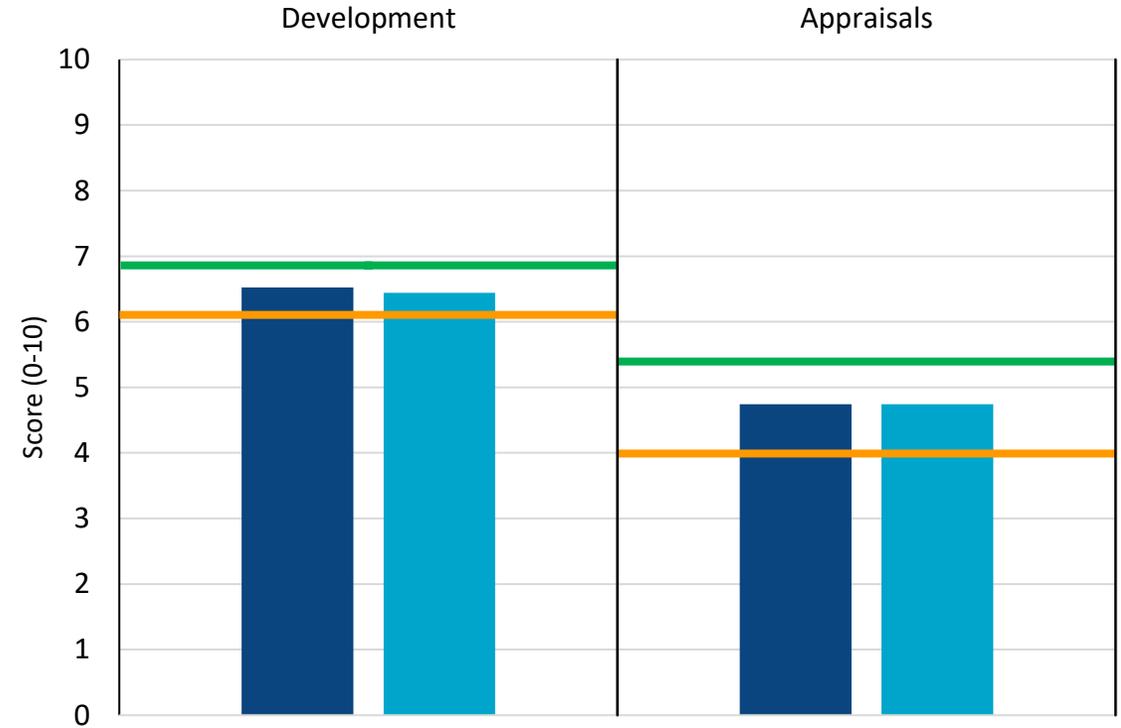
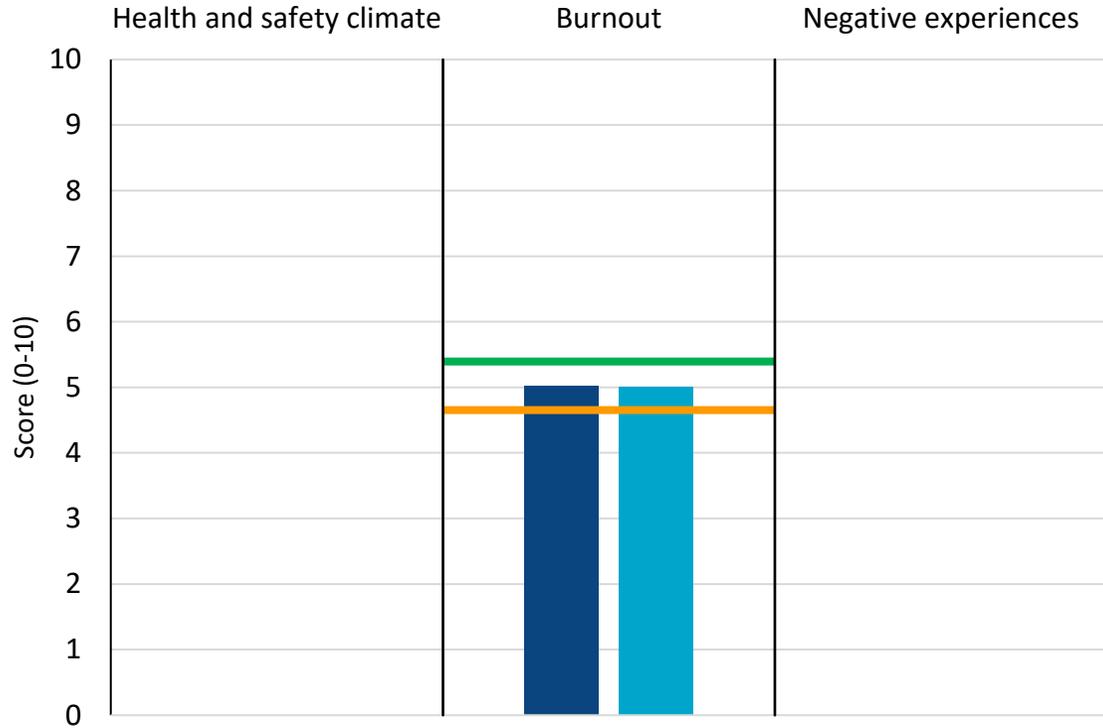
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 4: We are safe and healthy



## Promise element 5: We are always learning



Your org	-	5.03	-
Best result	-	5.39	-
Average result	-	5.00	-
Worst result	-	4.65	-
Responses	-	5613	-

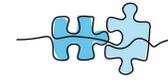
Your org	6.52	4.74
Best result	6.86	5.39
Average result	6.44	4.74
Worst result	6.10	3.99
Responses	5605	5437

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.

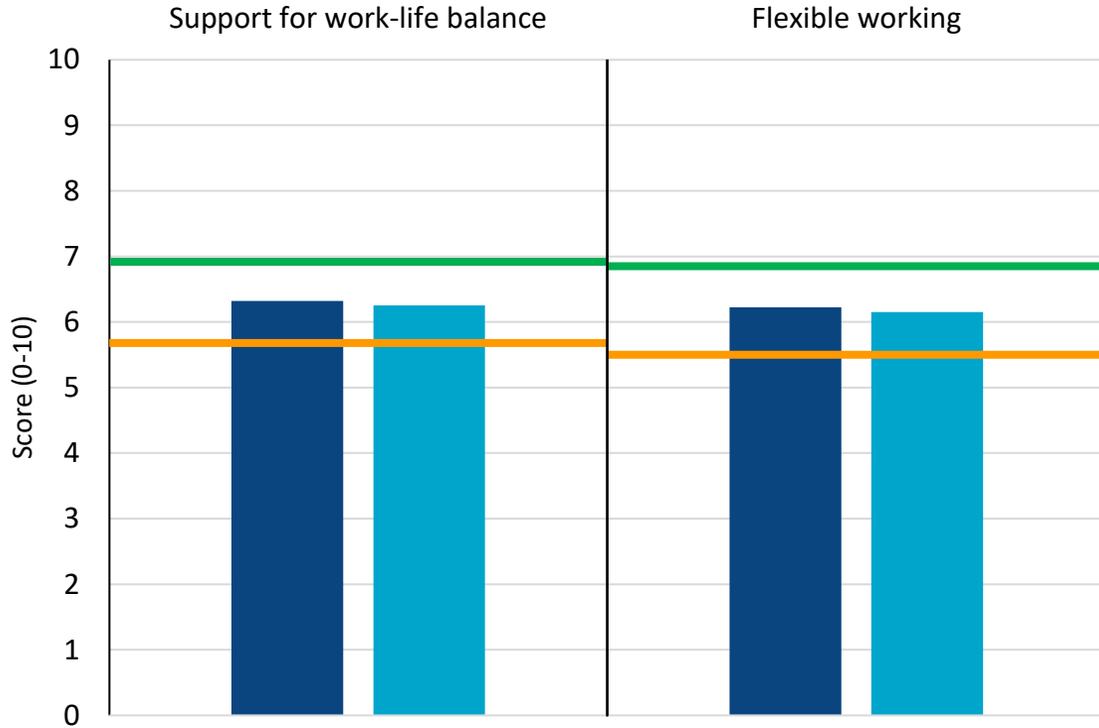
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly



## Promise element 7: We are a team



Your org	6.32	6.22
Best result	6.92	6.85
Average result	6.25	6.15
Worst result	5.68	5.50
Responses	5603	5579



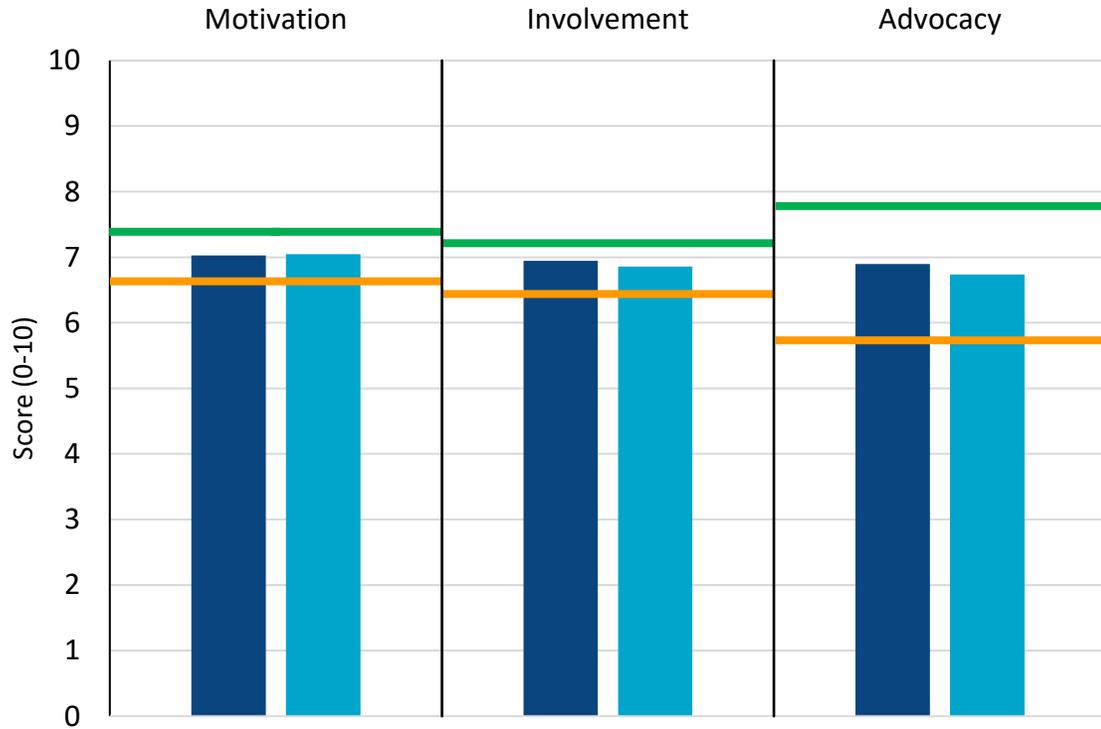
Your org	6.79	6.88
Best result	7.03	7.35
Average result	6.68	6.80
Worst result	6.29	6.30
Responses	5610	5608



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

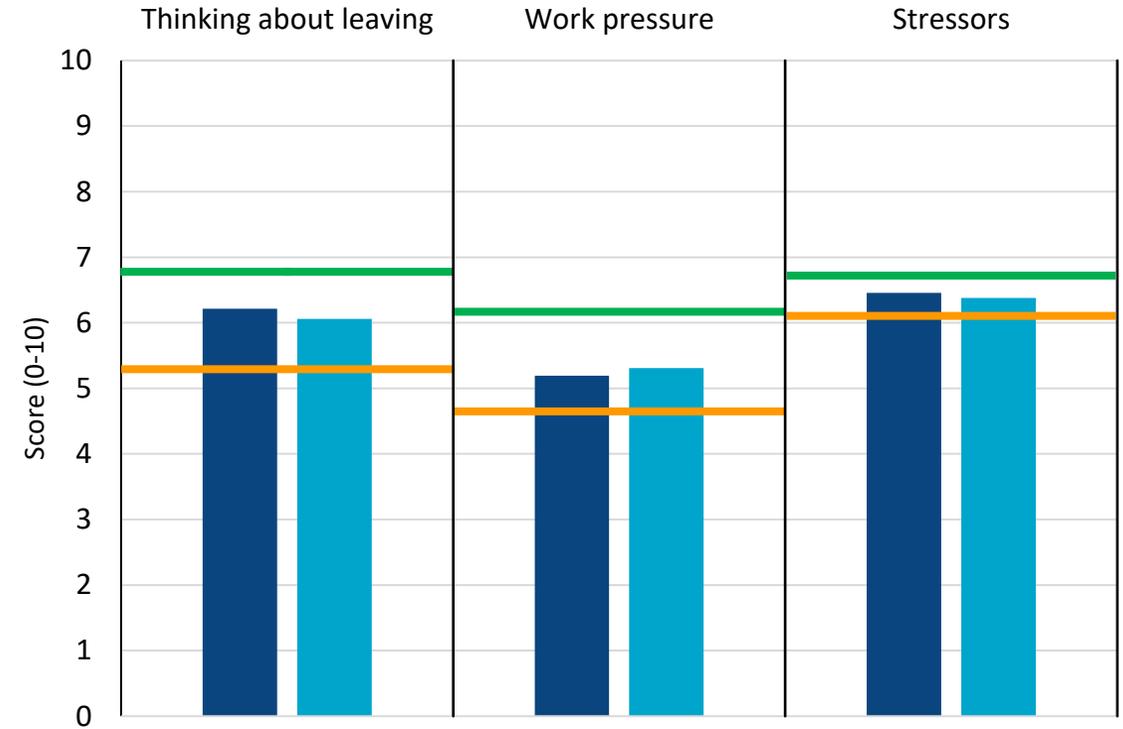
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff engagement



Your org	7.02	6.95	6.90
Best result	7.39	7.21	7.78
Average result	7.04	6.86	6.74
Worst result	6.63	6.44	5.73
Responses	5536	5611	5602

## Theme: Morale



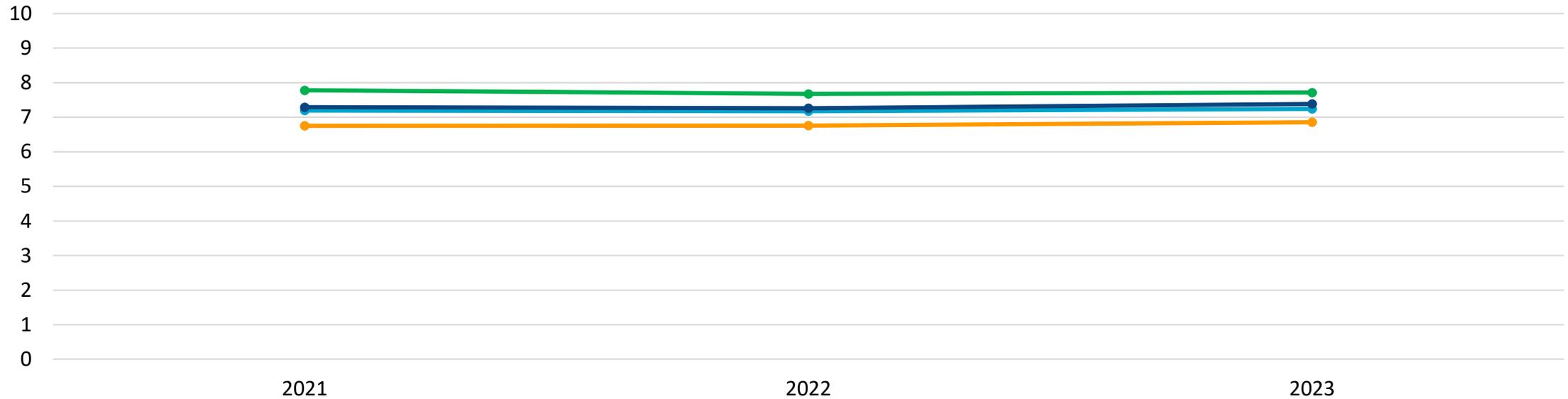
Your org	6.21	5.19	6.46
Best result	6.78	6.17	6.72
Average result	6.06	5.31	6.38
Worst result	5.29	4.65	6.11
Responses	5604	5611	5605

## 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

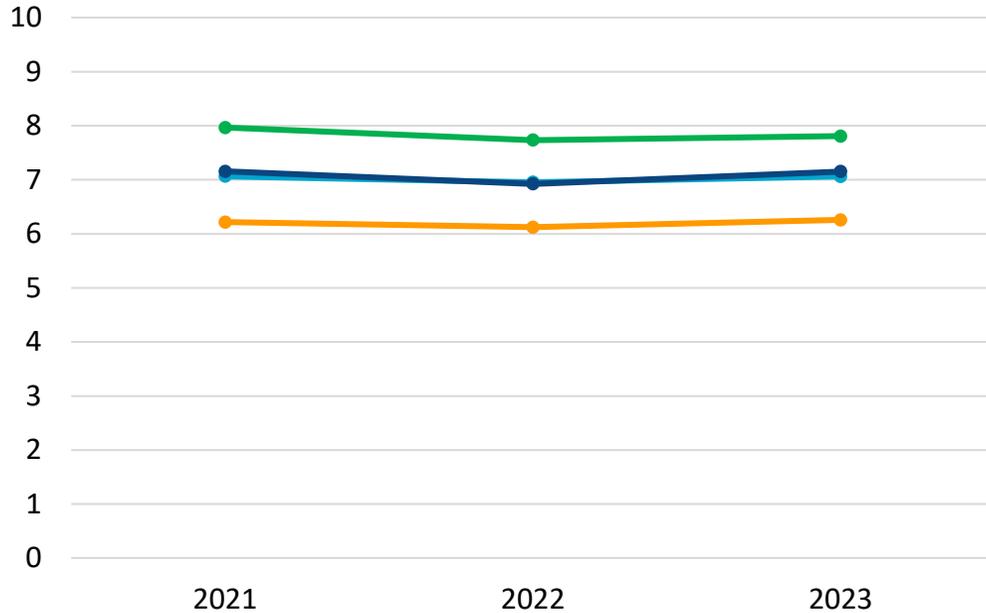


	2021	2022	2023
<b>Your org</b>	7.29	7.26	7.38
<b>Best result</b>	7.78	7.67	7.71
<b>Average result</b>	7.20	7.18	7.24
<b>Worst result</b>	6.75	6.76	6.85
<b>Responses</b>	3375	4143	5613

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.

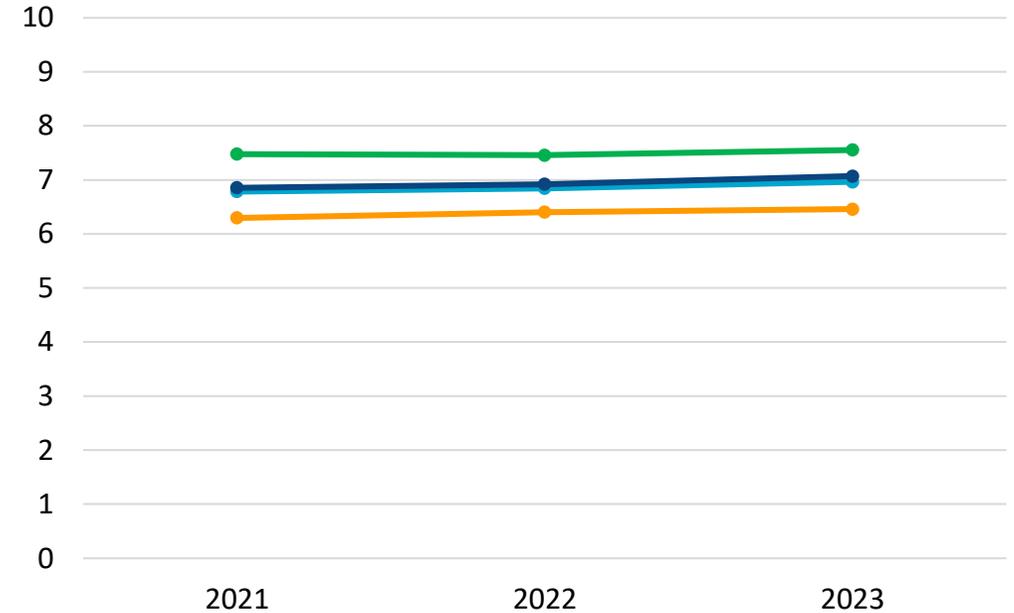
 **Promise element 1: We are compassionate and inclusive (1)**

Compassionate culture



	2021	2022	2023
Your org	7.16	6.92	7.15
Best result	7.97	7.74	7.81
Average result	7.06	6.95	7.06
Worst result	6.22	6.12	6.26
Responses	3359	4118	5602

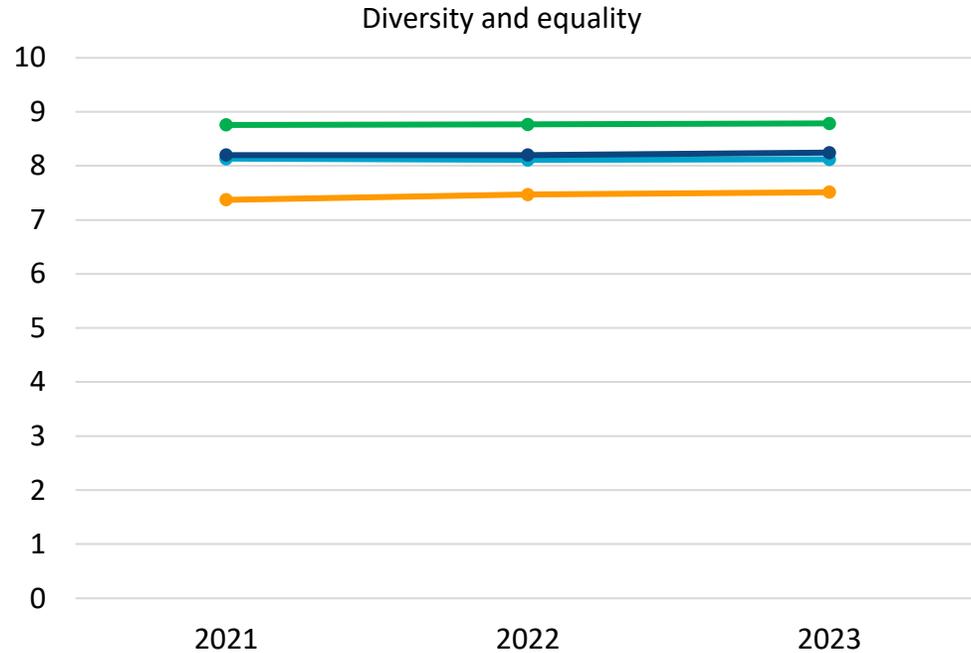
Compassionate leadership



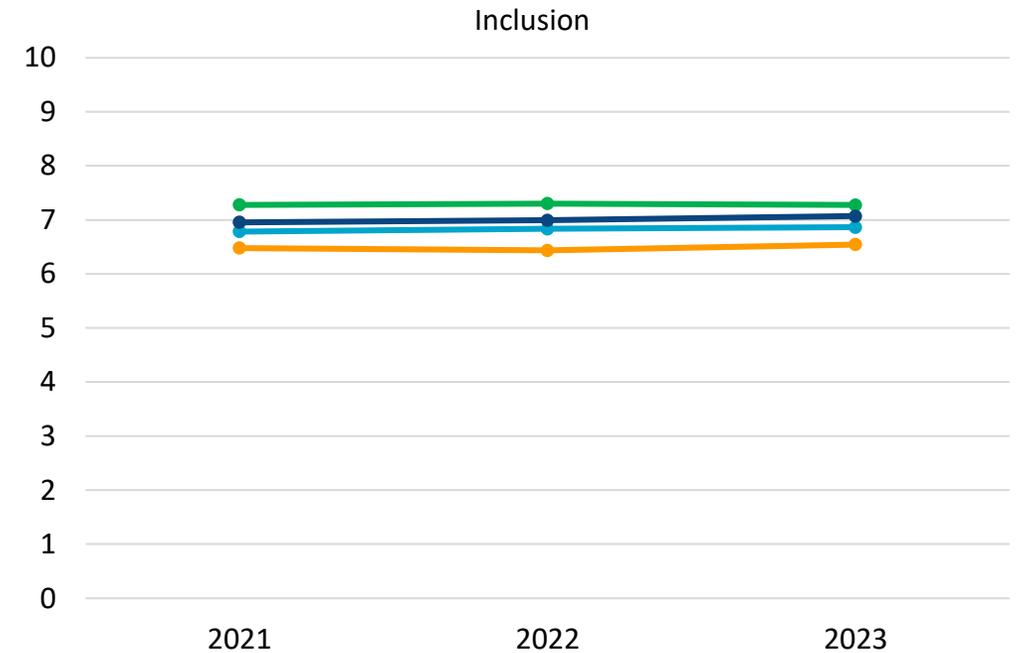
	2021	2022	2023
Your org	6.85	6.92	7.07
Best result	7.48	7.46	7.55
Average result	6.78	6.84	6.96
Worst result	6.30	6.40	6.46
Responses	3376	4144	5608

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)



	2021	2022	2023
Your org	8.20	8.20	8.24
Best result	8.76	8.77	8.78
Average result	8.13	8.11	8.12
Worst result	7.37	7.47	7.51
Responses	3366	4139	5590



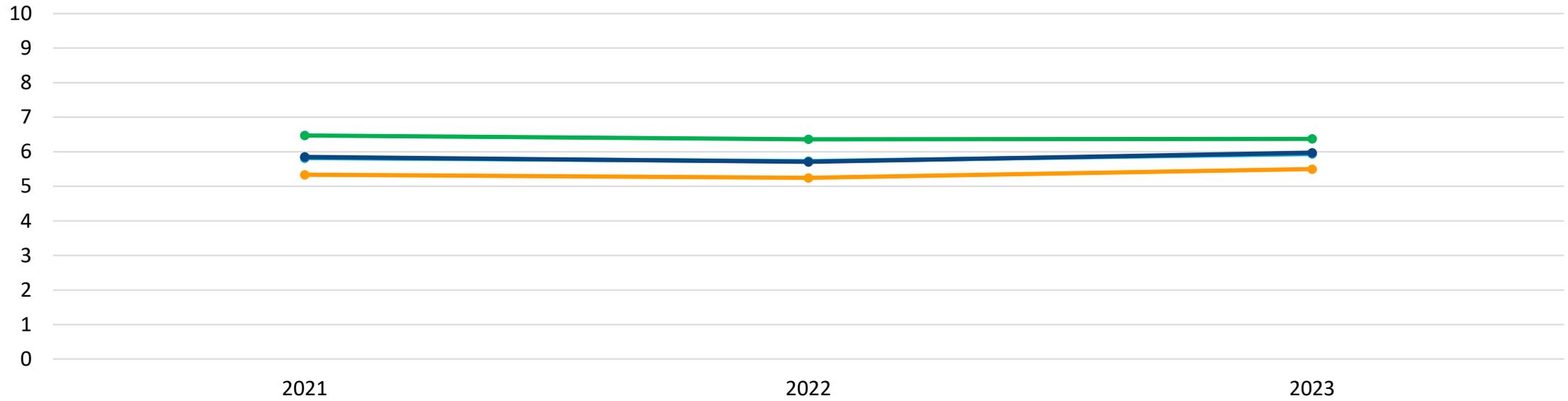
	2021	2022	2023
Your org	6.95	6.99	7.07
Best result	7.28	7.30	7.27
Average result	6.78	6.83	6.86
Worst result	6.48	6.44	6.54
Responses	3357	4125	5590

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



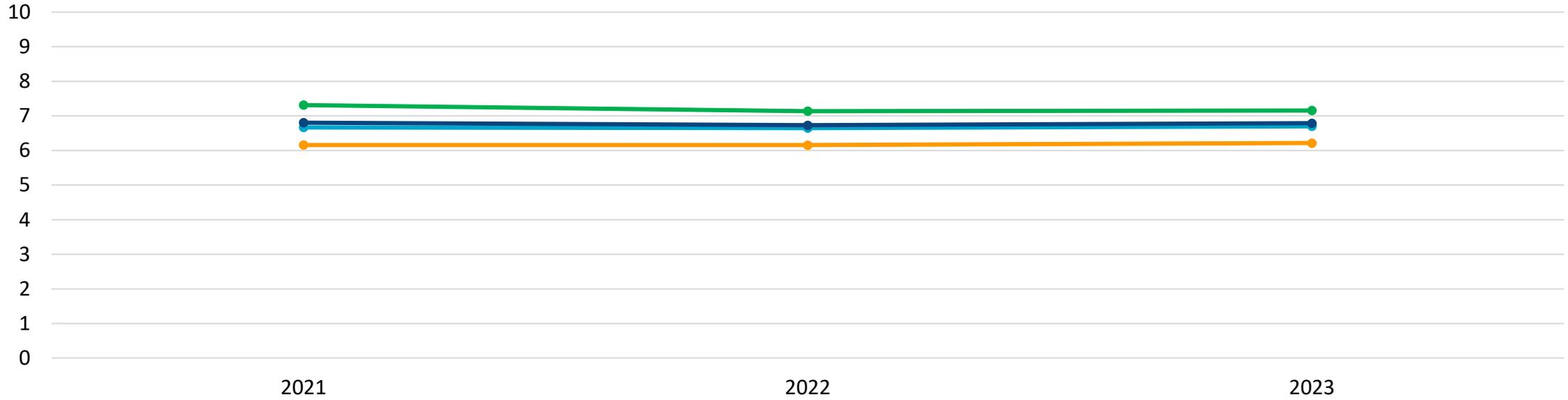
	2021	2022	2023
Your org	5.85	5.71	5.97
Best result	6.47	6.36	6.37
Average result	5.82	5.73	5.94
Worst result	5.34	5.24	5.50
Responses	3362	4140	5607

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



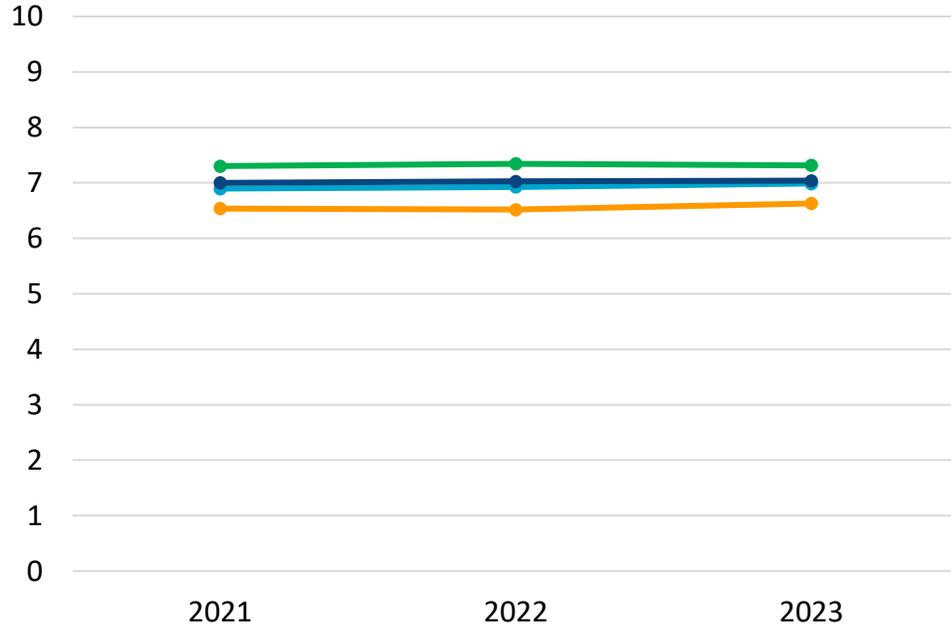
	2021	2022	2023
Your org	6.80	6.73	6.79
Best result	7.31	7.14	7.16
Average result	6.67	6.65	6.70
Worst result	6.16	6.16	6.21
Responses	3321	4071	5560

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.

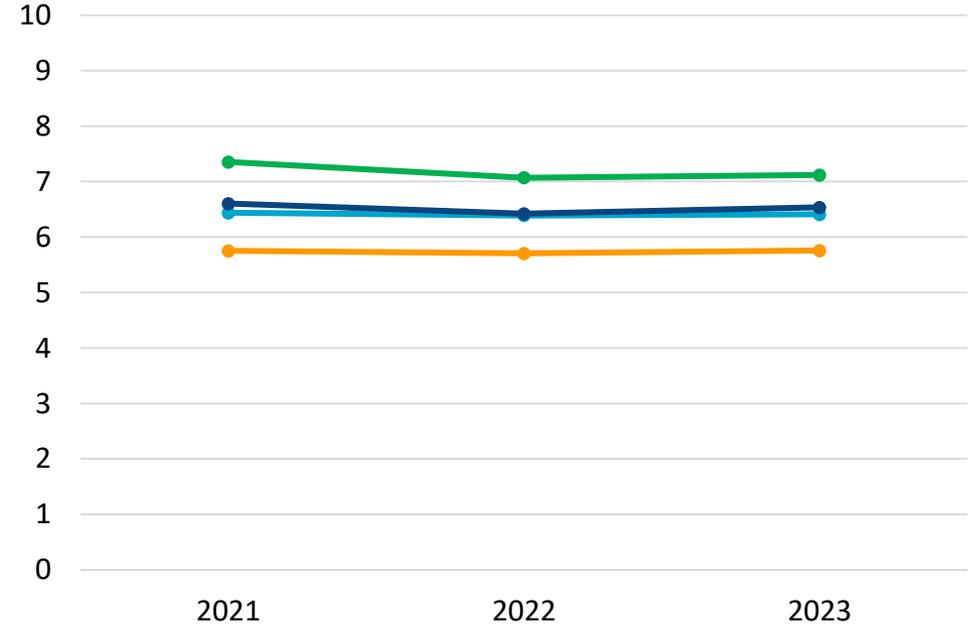


## Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023
Your org	7.00	7.03	7.04
Best result	7.30	7.35	7.31
Average result	6.90	6.93	6.99
Worst result	6.54	6.52	6.63
Responses	3381	4144	5613

	2021	2022	2023
Your org	6.60	6.42	6.54
Best result	7.35	7.07	7.12
Average result	6.44	6.39	6.41
Worst result	5.75	5.71	5.76
Responses	3324	4085	5565

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



## Promise element 4: We are safe and healthy

### We are safe and healthy



	2021	2022	2023
Your org	5.81	5.76	
Best result	6.47	6.41	
Average result	5.90	5.89	
Worst result	5.50	5.42	
Responses	3357	4111	

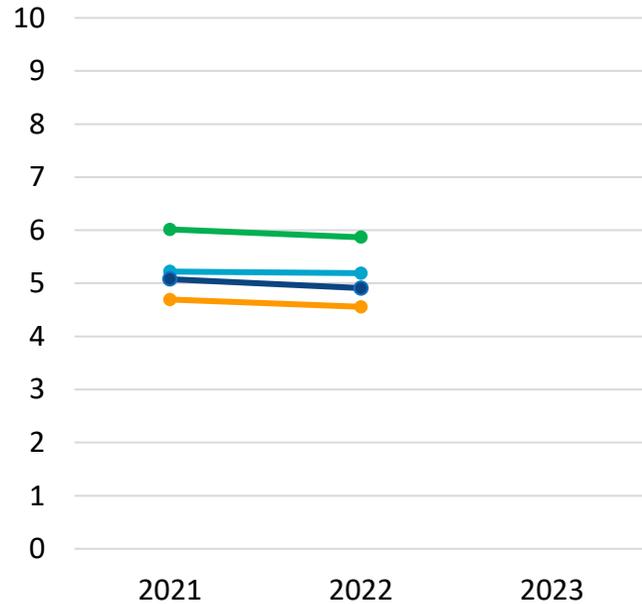
Note. 2023 results for 'We are safe and healthy' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



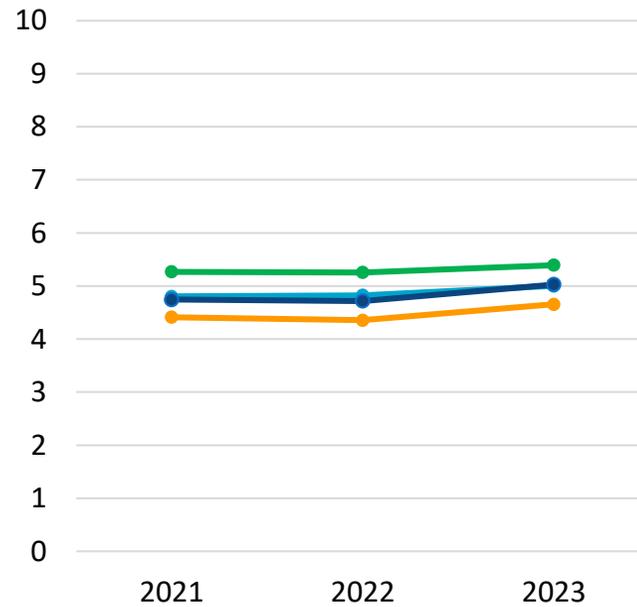
## Promise element 4: We are safe and healthy

Health and safety climate



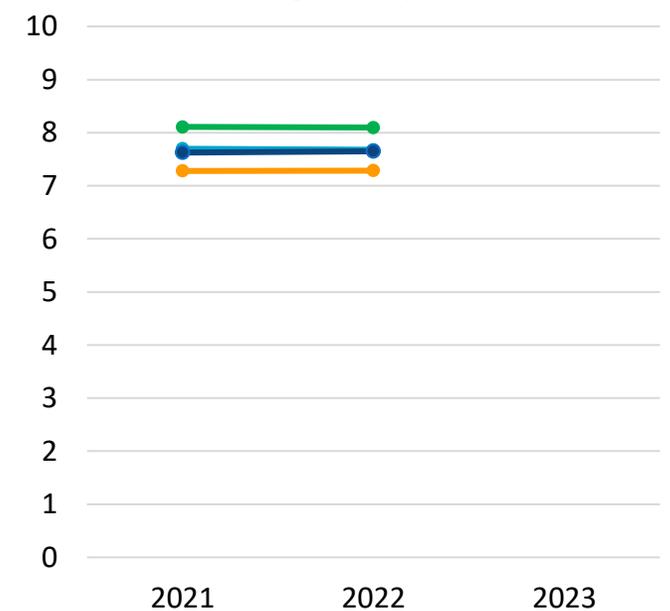
	2021	2022	2023
Your org	5.08	4.91	
Best result	6.01	5.87	
Average result	5.22	5.19	
Worst result	4.69	4.56	
Responses	3383	4142	

Burnout



	2021	2022	2023
Your org	4.74	4.72	5.03
Best result	5.27	5.25	5.39
Average result	4.80	4.82	5.00
Worst result	4.41	4.35	4.65
Responses	3369	4140	5613

Negative experiences



	2021	2022	2023
Your org	7.63	7.65	
Best result	8.11	8.10	
Average result	7.70	7.68	
Worst result	7.28	7.29	
Responses	3371	4135	

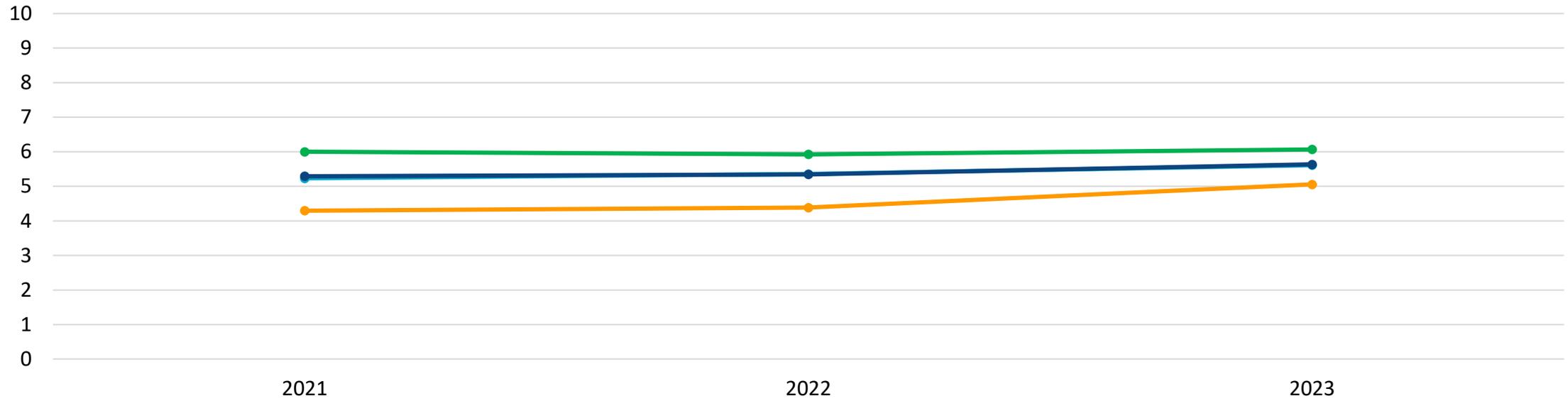
Note. 2023 results for 'Health and safety climate' and 'Negative experiences' have not been reported due to an issue with the data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

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



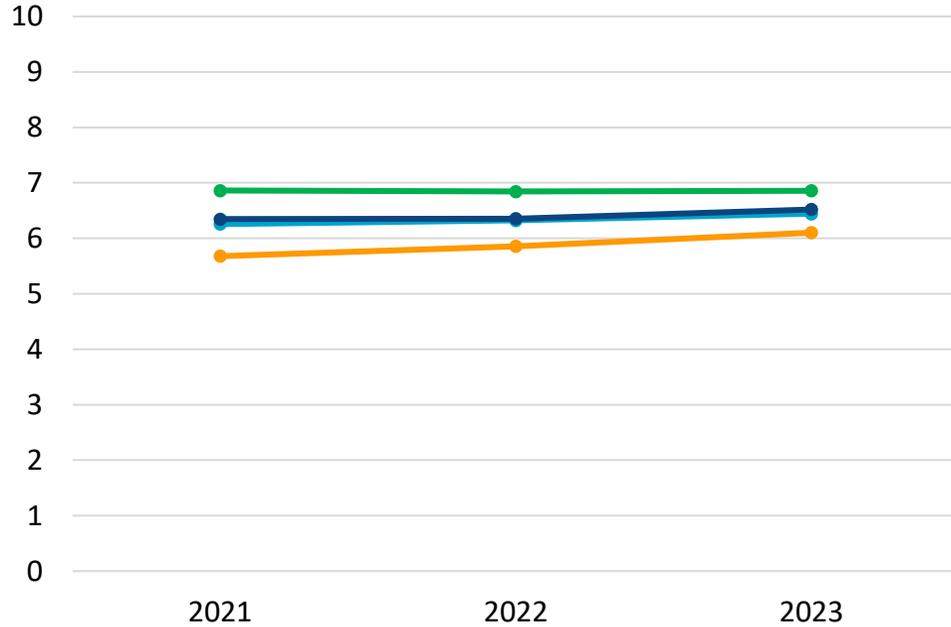
	2021	2022	2023
Your org	5.29	5.34	5.63
Best result	6.00	5.92	6.07
Average result	5.23	5.35	5.61
Worst result	4.30	4.38	5.05
Responses	3141	3978	5436

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.



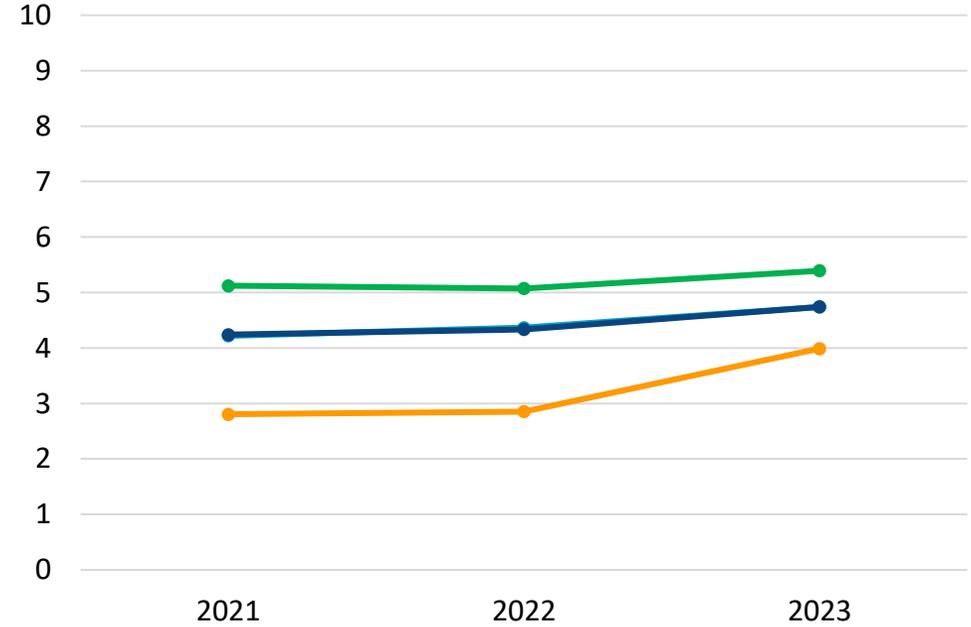
## Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.35	6.35	6.52
Best result	6.86	6.84	6.86
Average result	6.26	6.32	6.44
Worst result	5.68	5.86	6.10
Responses	3347	4110	5605

Appraisals



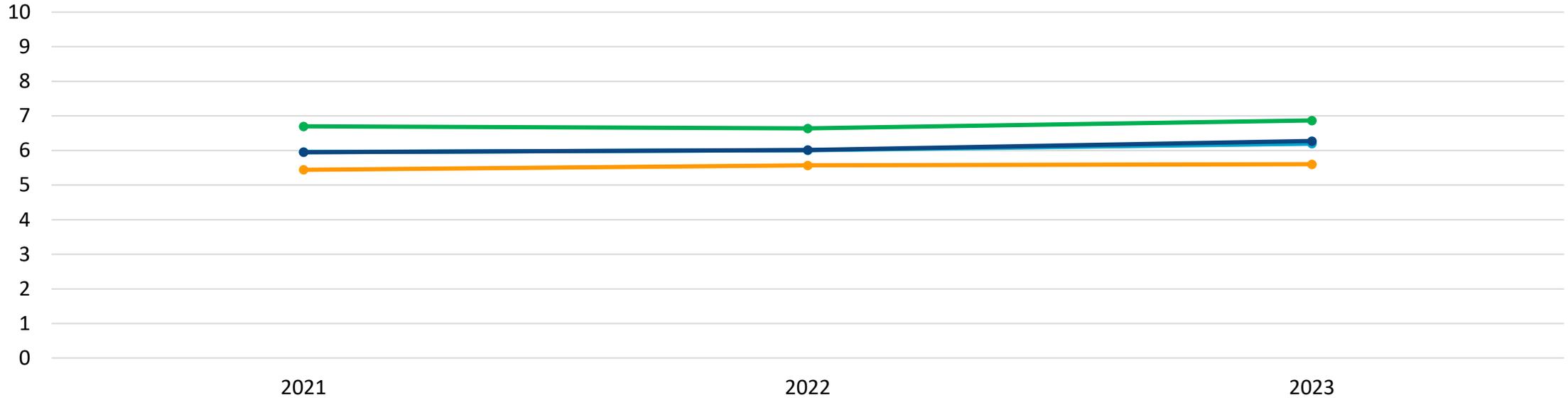
	2021	2022	2023
Your org	4.24	4.33	4.74
Best result	5.12	5.07	5.39
Average result	4.22	4.37	4.74
Worst result	2.81	2.85	3.99
Responses	3155	4019	5437

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



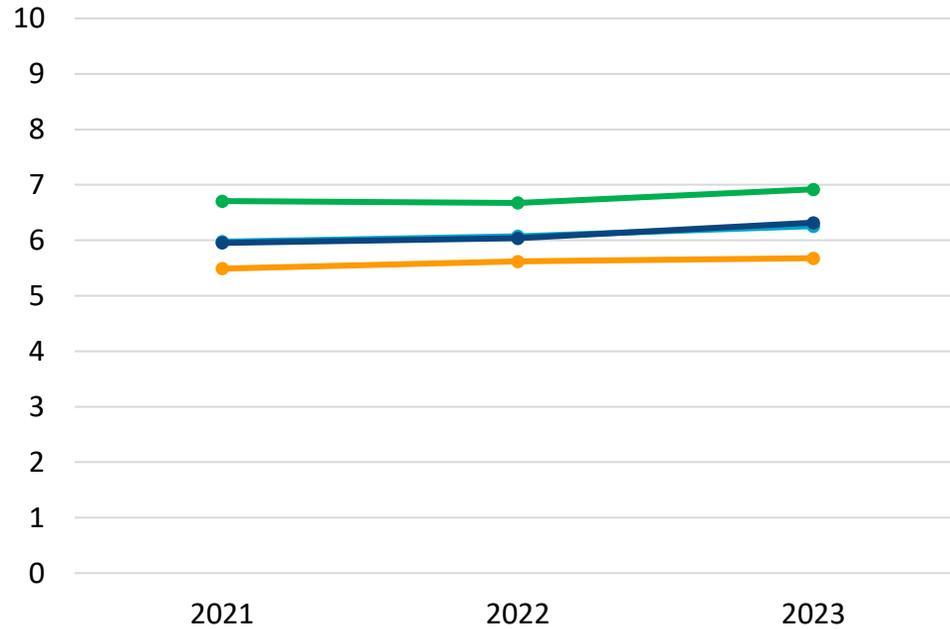
	2021	2022	2023
Your org	5.95	6.02	6.27
Best result	6.70	6.64	6.87
Average result	5.96	6.01	6.20
Worst result	5.44	5.57	5.60
Responses	3341	4119	5568

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.

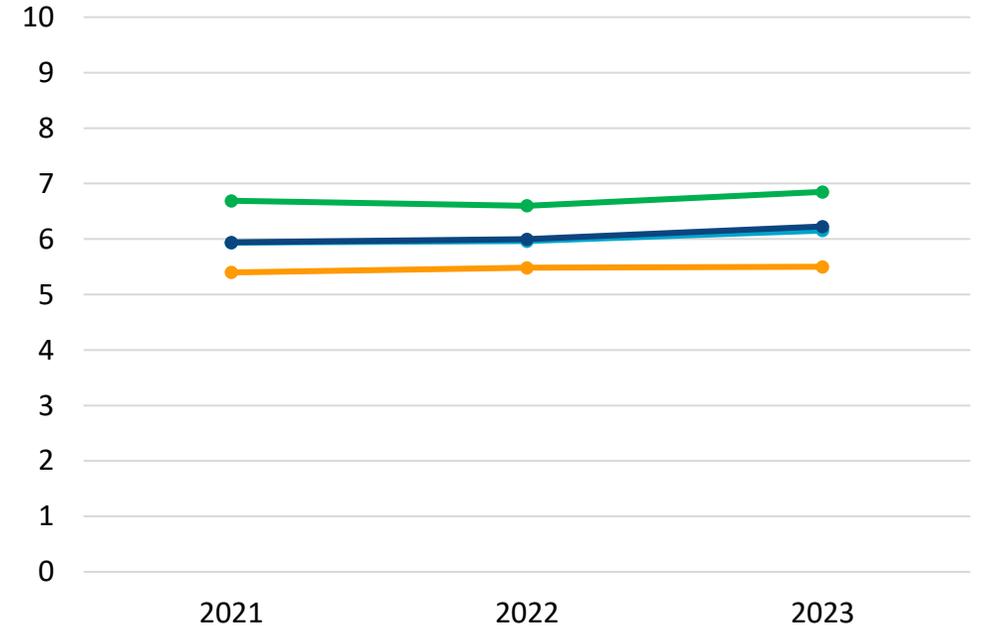


## Promise element 6: We work flexibly

Support for work-life balance



Flexible working



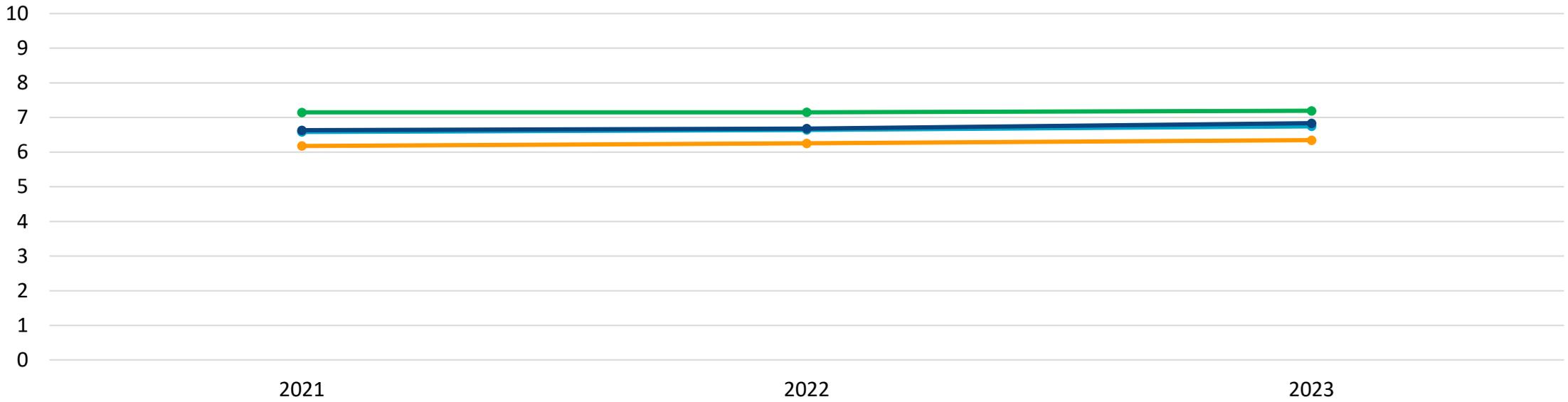
	2021	2022	2023
Your org	5.95	6.04	6.32
Best result	6.71	6.68	6.92
Average result	5.98	6.08	6.25
Worst result	5.49	5.62	5.68
Responses	3374	4140	5603

	2021	2022	2023
Your org	5.94	6.00	6.22
Best result	6.69	6.60	6.85
Average result	5.93	5.96	6.15
Worst result	5.40	5.48	5.50
Responses	3352	4131	5579

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

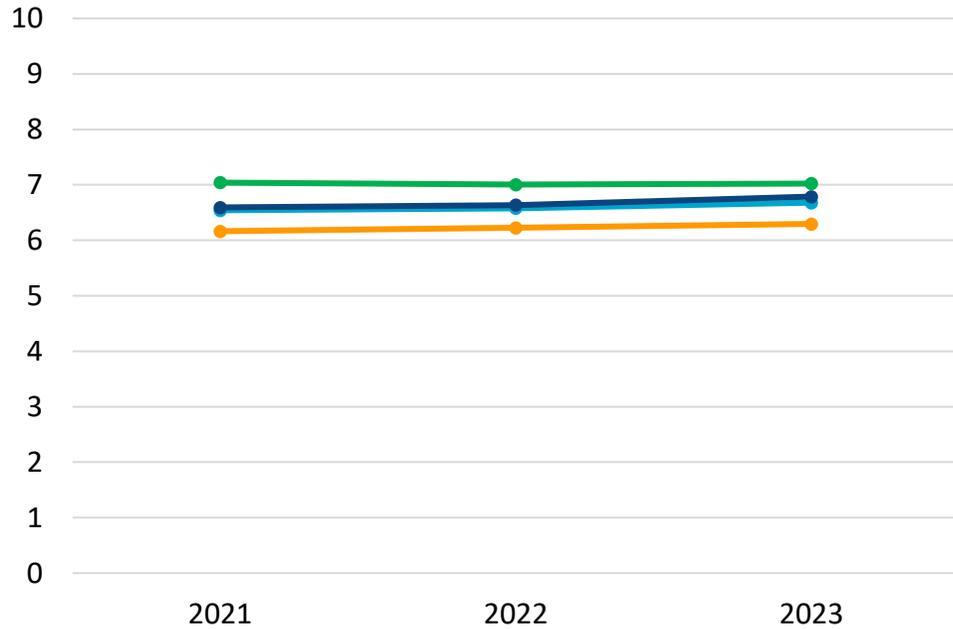


	2021	2022	2023
<b>Your org</b>	6.63	6.68	6.83
<b>Best result</b>	7.15	7.15	7.19
<b>Average result</b>	6.58	6.64	6.75
<b>Worst result</b>	6.18	6.25	6.35
<b>Responses</b>	3365	4132	5602

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.

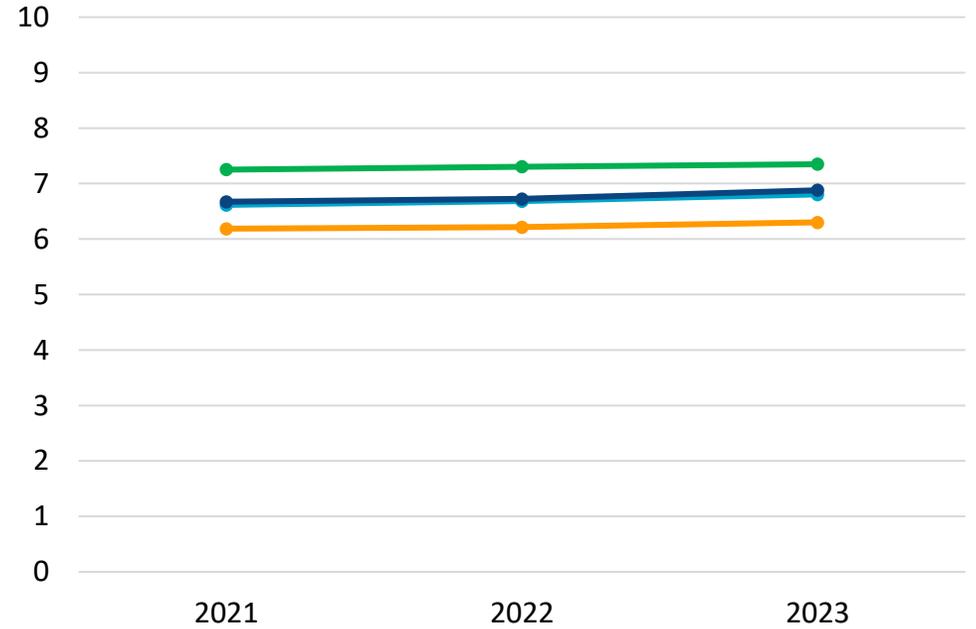
 **Promise element 7: We are a team**

Team working



	2021	2022	2023
Your org	6.59	6.63	6.79
Best result	7.04	7.00	7.03
Average result	6.54	6.58	6.68
Worst result	6.16	6.23	6.29
Responses	3369	4140	5610

Line management

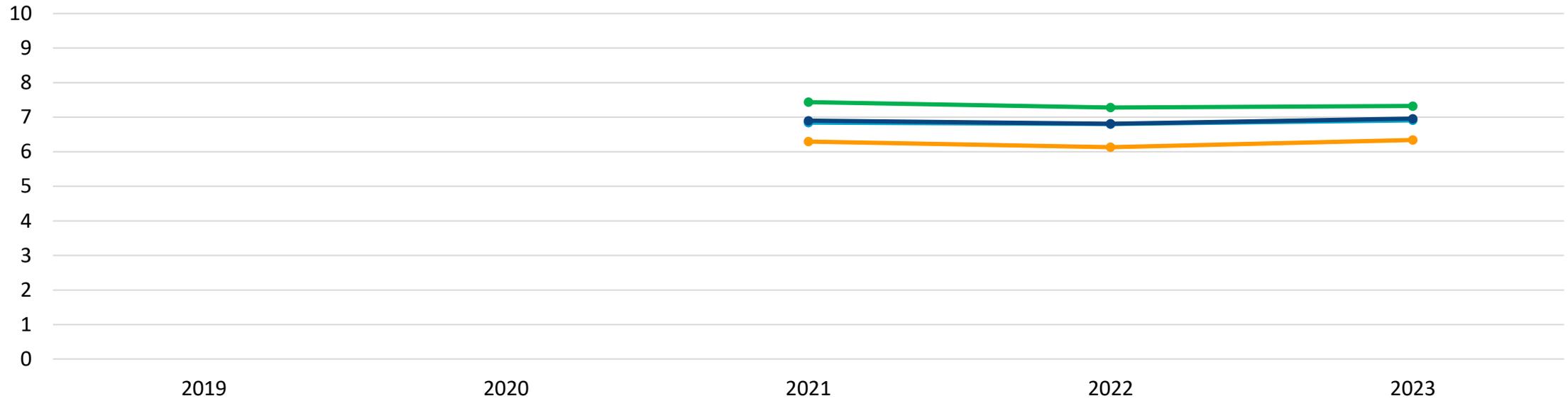


	2021	2022	2023
Your org	6.67	6.72	6.88
Best result	7.25	7.30	7.35
Average result	6.61	6.68	6.80
Worst result	6.19	6.21	6.30
Responses	3376	4142	5608

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	-	-	6.90	6.81	6.96
Best result	-	-	7.44	7.28	7.32
Average result	-	-	6.84	6.80	6.91
Worst result	-	-	6.30	6.13	6.34
Responses	-	-	3382	4149	5615

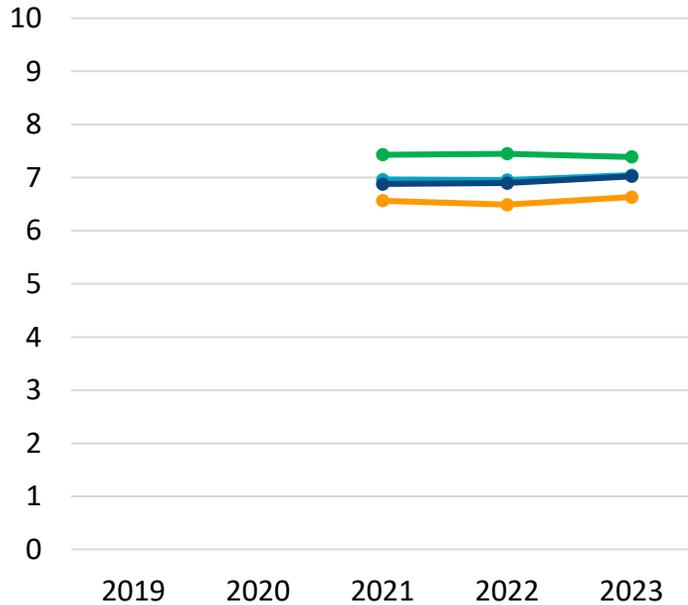


# People Promise elements, themes and sub-scores: Sub-score trends

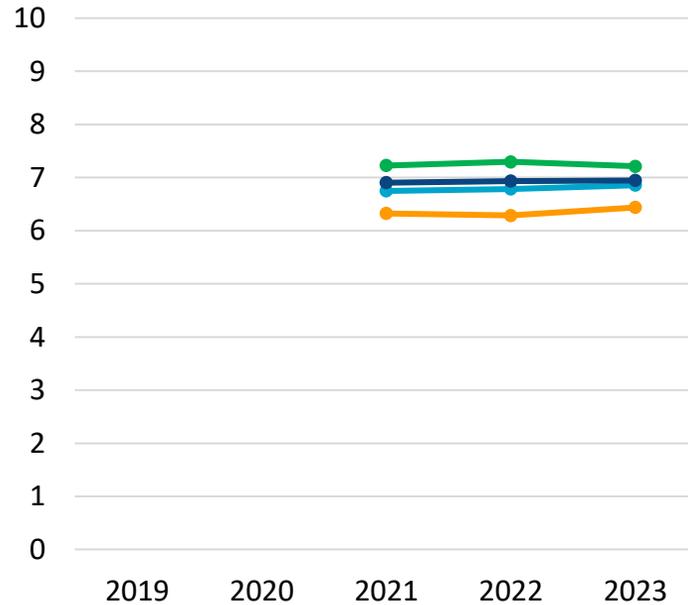
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff Engagement

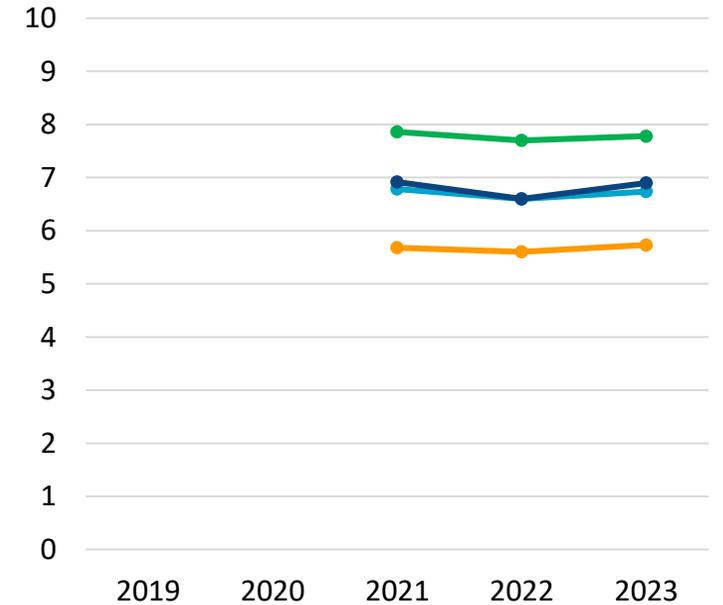
### Motivation



### Involvement



### Advocacy



	2019	2020	2021	2022	2023
Your org	-	-	6.88	6.89	7.02
Best result	-	-	7.43	7.45	7.39
Average result	-	-	6.96	6.95	7.04
Worst result	-	-	6.56	6.49	6.63
Responses	-	-	3334	4091	5536

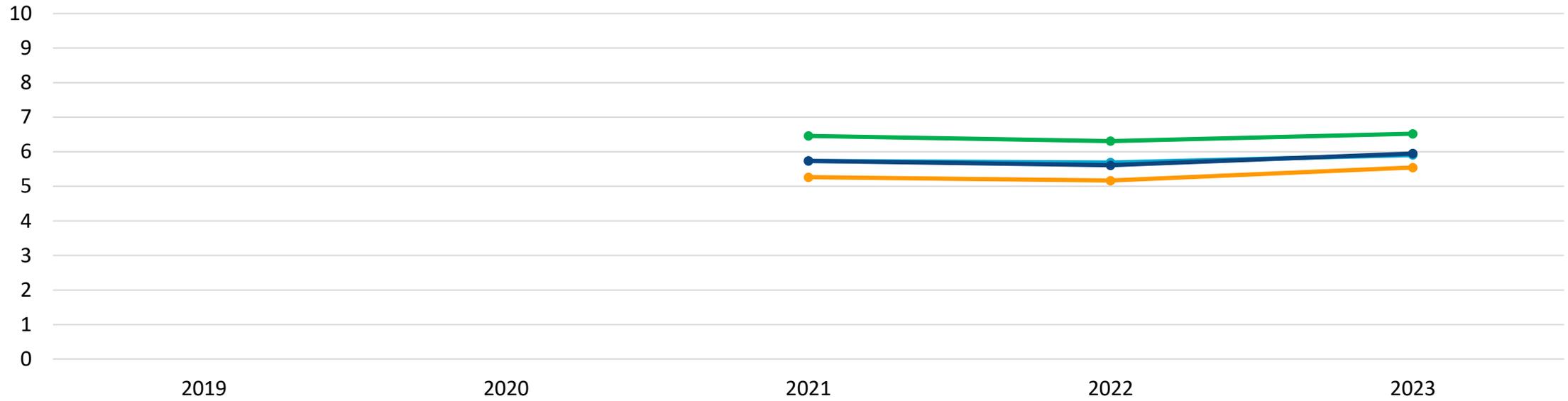
	2019	2020	2021	2022	2023
Your org	-	-	6.90	6.93	6.95
Best result	-	-	7.22	7.29	7.21
Average result	-	-	6.75	6.79	6.86
Worst result	-	-	6.32	6.29	6.44
Responses	-	-	3381	4144	5611

	2019	2020	2021	2022	2023
Your org	-	-	6.92	6.60	6.90
Best result	-	-	7.86	7.70	7.78
Average result	-	-	6.78	6.60	6.74
Worst result	-	-	5.68	5.60	5.73
Responses	-	-	3361	4120	5602

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

## Theme: Morale

Morale



	2019	2020	2021	2022	2023
Your org	-	-	5.73	5.61	5.95
Best result	-	-	6.46	6.31	6.52
Average result	-	-	5.74	5.69	5.91
Worst result	-	-	5.26	5.17	5.54
Responses	-	-	3384	4150	5612

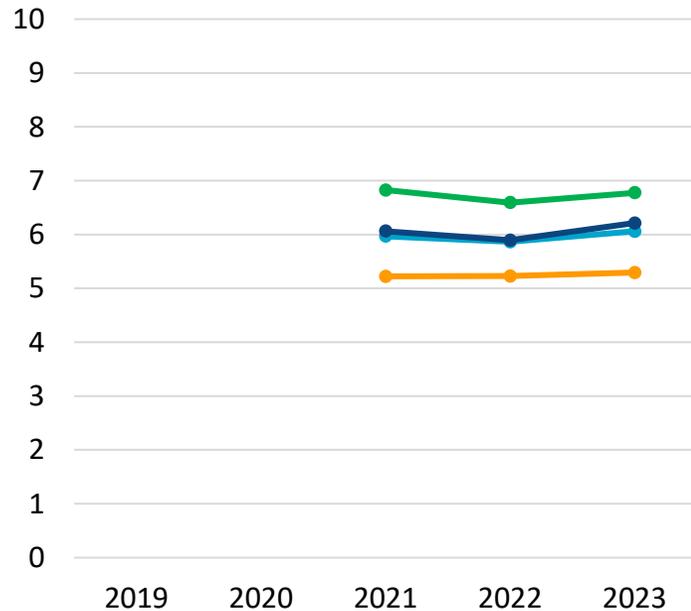


# People Promise elements, themes and sub-scores: Sub-score trends

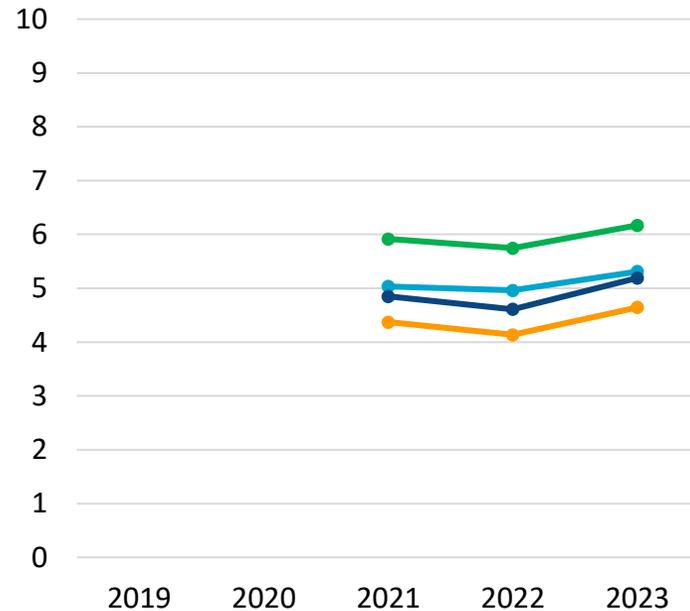
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Morale

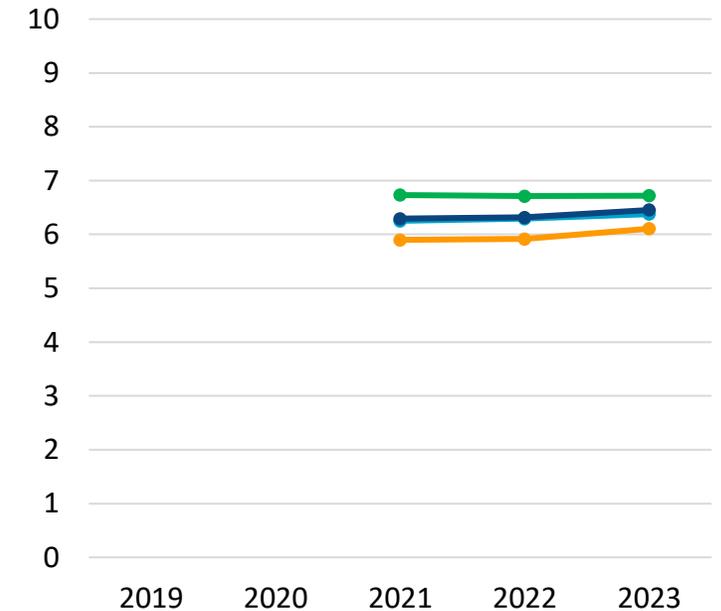
### Thinking about leaving



### Work pressure



### Stressors

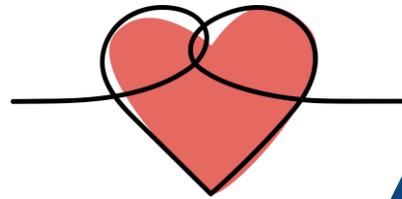


	2019	2020	2021	2022	2023
Your org	-	-	6.06	5.89	6.21
Best result	-	-	6.83	6.59	6.78
Average result	-	-	5.97	5.86	6.06
Worst result	-	-	5.22	5.23	5.29
Responses	-	-	3361	4117	5604

	2019	2020	2021	2022	2023
Your org	-	-	4.85	4.61	5.19
Best result	-	-	5.91	5.75	6.17
Average result	-	-	5.03	4.96	5.31
Worst result	-	-	4.37	4.14	4.65
Responses	-	-	3379	4140	5611

	2019	2020	2021	2022	2023
Your org	-	-	6.29	6.32	6.46
Best result	-	-	6.73	6.71	6.72
Average result	-	-	6.25	6.29	6.38
Worst result	-	-	5.90	5.92	6.11
Responses	-	-	3371	4135	5605

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

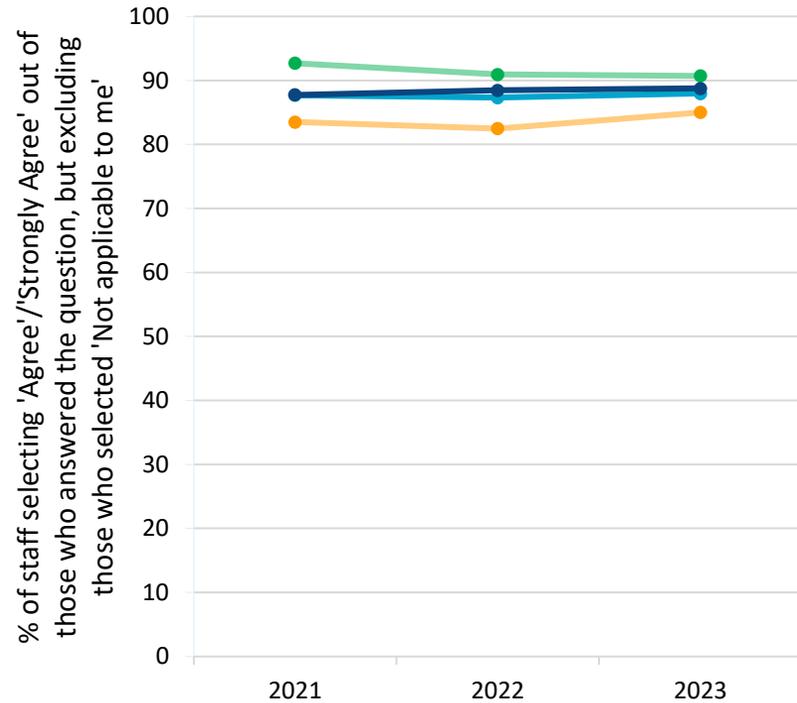
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

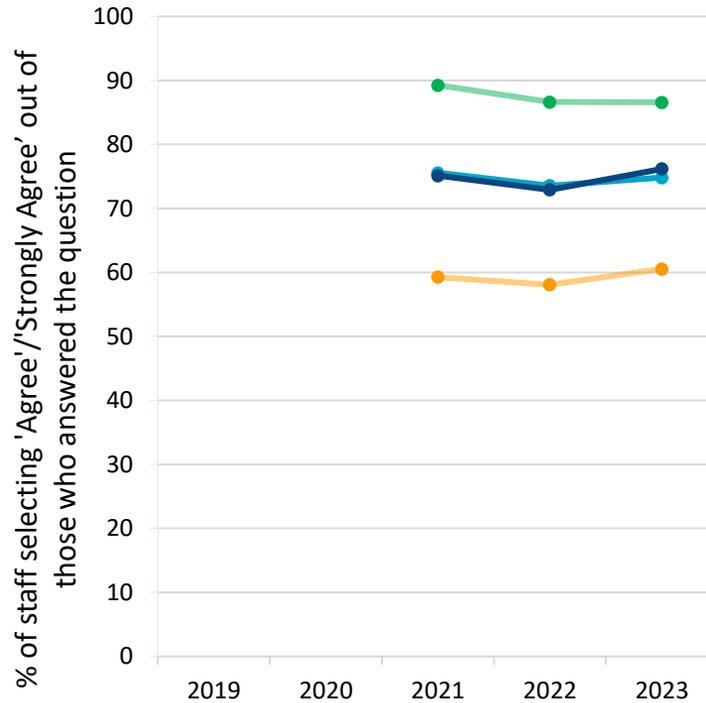


Q6a I feel that my role makes a difference to patients / service users.



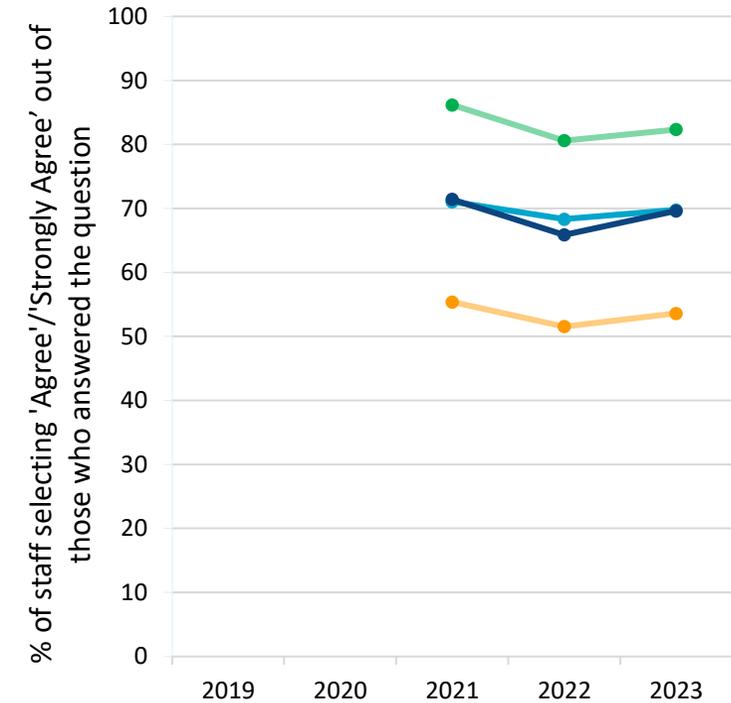
	2021	2022	2023
Your org	87.72%	88.46%	88.77%
Best result	92.70%	90.93%	90.71%
Average result	87.70%	87.31%	87.96%
Worst result	83.51%	82.48%	85.01%
Responses	3262	4020	5418

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



	2019	2020	2021	2022	2023
Your org	-	-	75.13%	72.91%	76.20%
Best result	-	-	89.25%	86.61%	86.57%
Average result	-	-	75.57%	73.56%	74.83%
Worst result	-	-	59.27%	58.09%	60.55%
Responses	-	-	3354	4118	5595

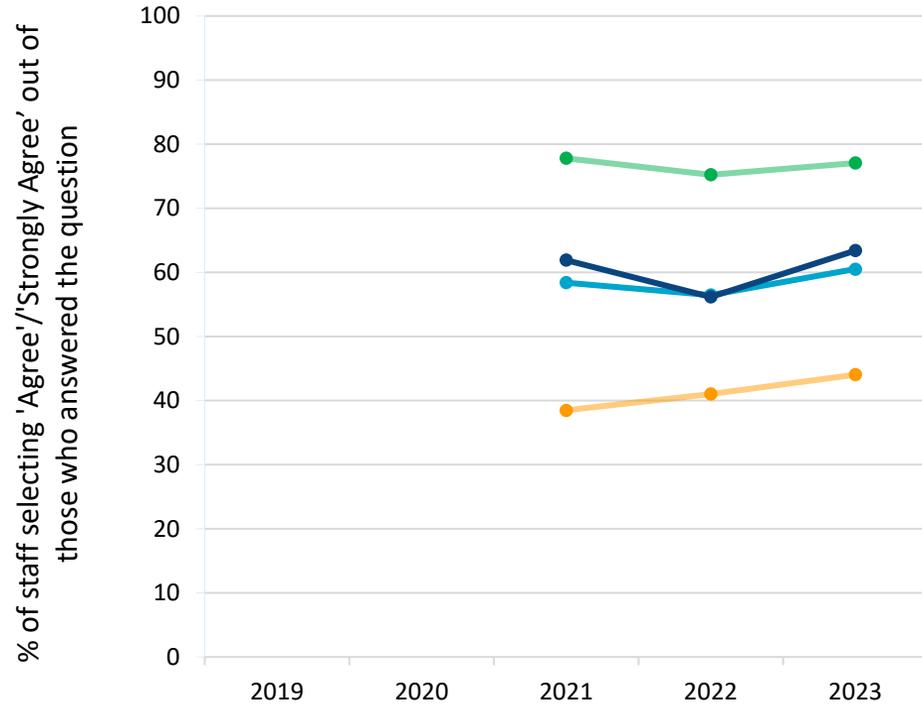
Q25b My organisation acts on concerns raised by patients / service users.



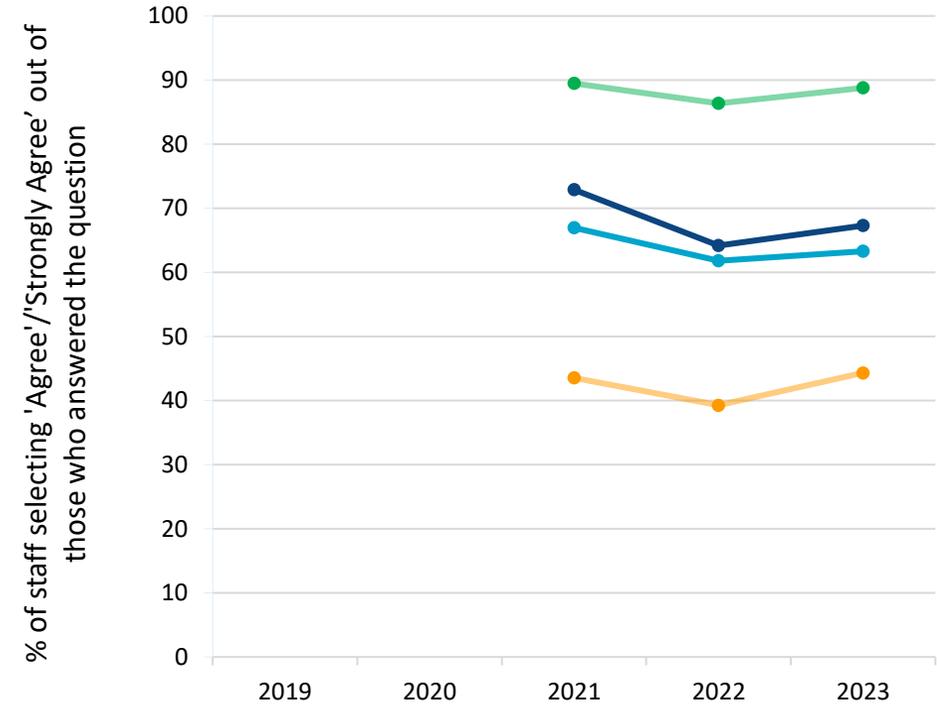
	2019	2020	2021	2022	2023
Your org	-	-	71.43%	65.89%	69.62%
Best result	-	-	86.18%	80.61%	82.34%
Average result	-	-	71.07%	68.32%	69.78%
Worst result	-	-	55.39%	51.54%	53.59%
Responses	-	-	3349	4109	5581



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.

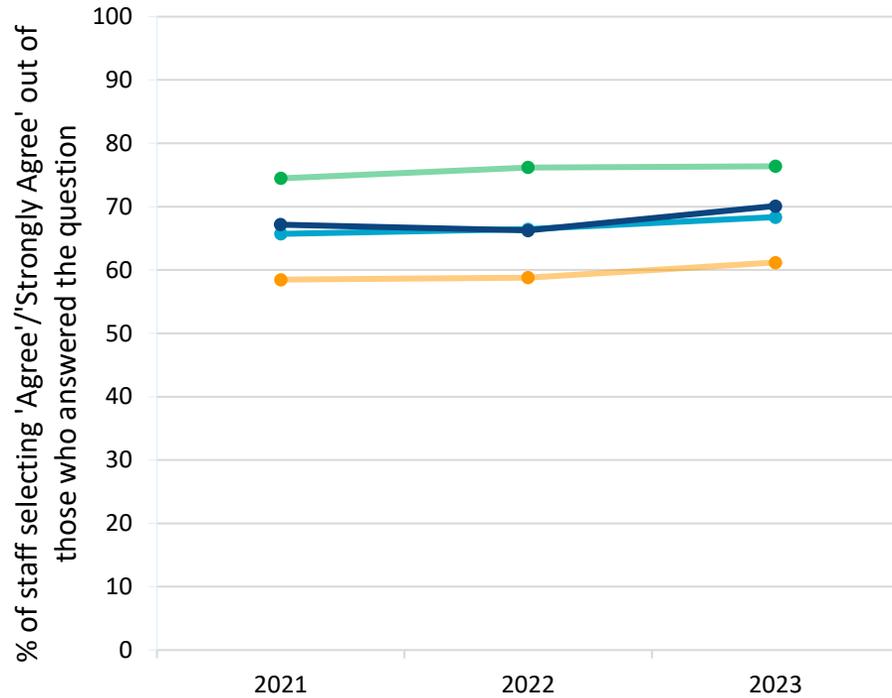


	2019	2020	2021	2022	2023
Your org	-	-	61.93%	56.18%	63.42%
Best result	-	-	77.82%	75.24%	77.09%
Average result	-	-	58.40%	56.48%	60.52%
Worst result	-	-	38.47%	41.03%	44.05%
Responses	-	-	3351	4121	5591

	2019	2020	2021	2022	2023
Your org	-	-	72.93%	64.21%	67.33%
Best result	-	-	89.51%	86.38%	88.82%
Average result	-	-	66.99%	61.82%	63.32%
Worst result	-	-	43.54%	39.27%	44.31%
Responses	-	-	3350	4111	5592

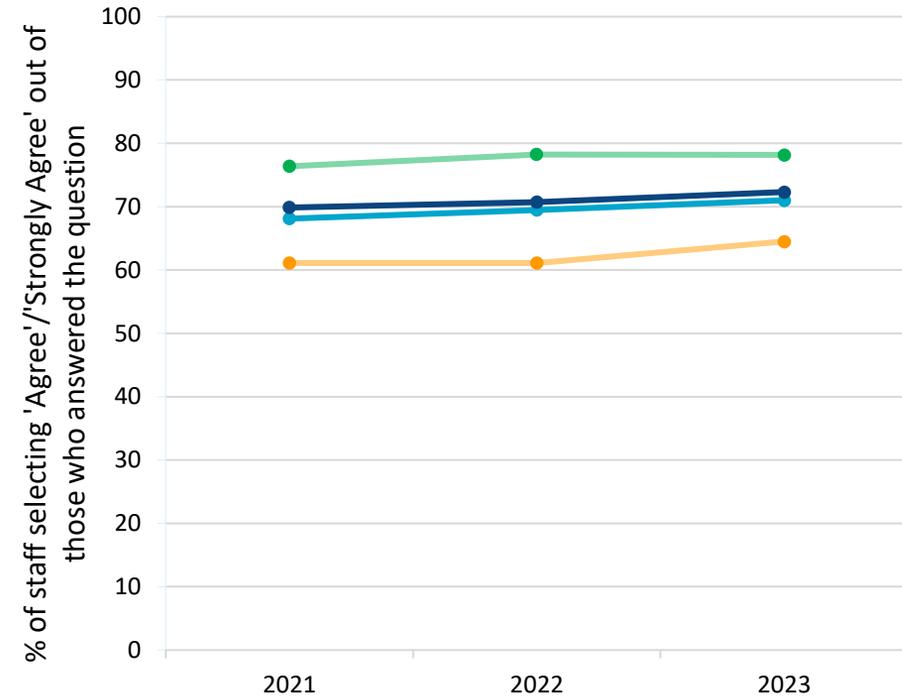


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	67.17%	66.23%	70.09%
Best result	74.49%	76.16%	76.38%
Average result	65.70%	66.44%	68.35%
Worst result	58.47%	58.79%	61.17%
Responses	3373	4140	5592

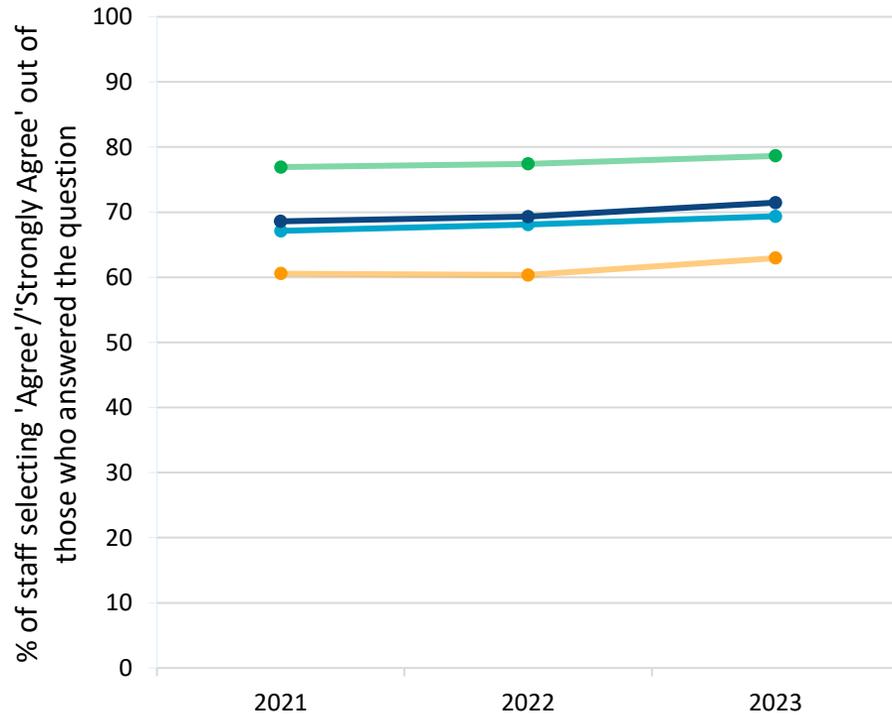
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	69.87%	70.72%	72.30%
Best result	76.39%	78.22%	78.17%
Average result	68.12%	69.47%	70.99%
Worst result	61.09%	61.11%	64.48%
Responses	3373	4145	5599

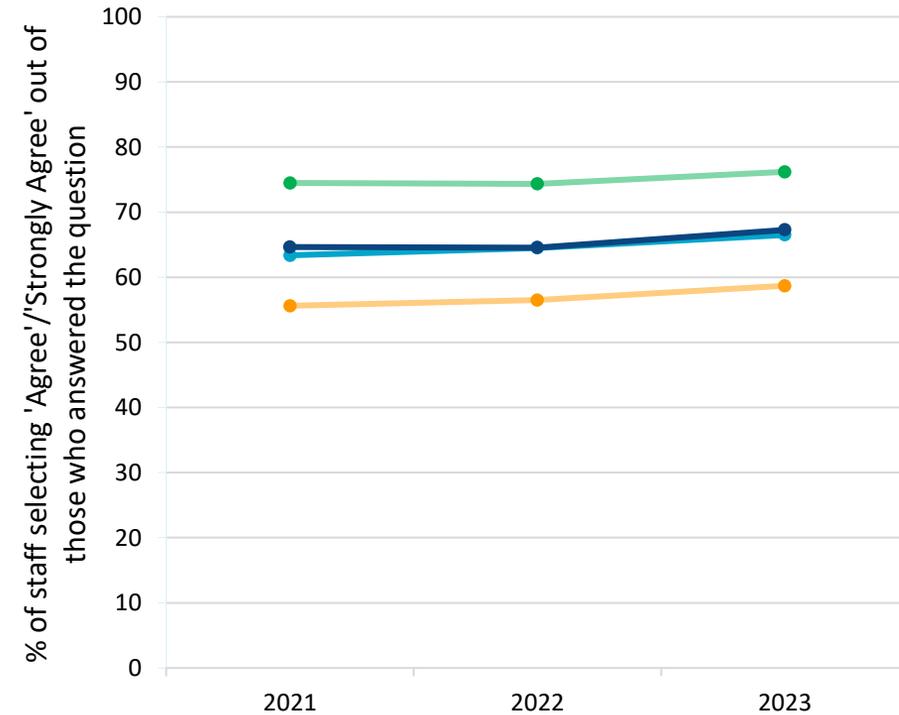


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	68.57%	69.31%	71.46%
Best result	76.92%	77.43%	78.65%
Average result	67.12%	68.10%	69.37%
Worst result	60.55%	60.34%	62.95%
Responses	3374	4139	5587

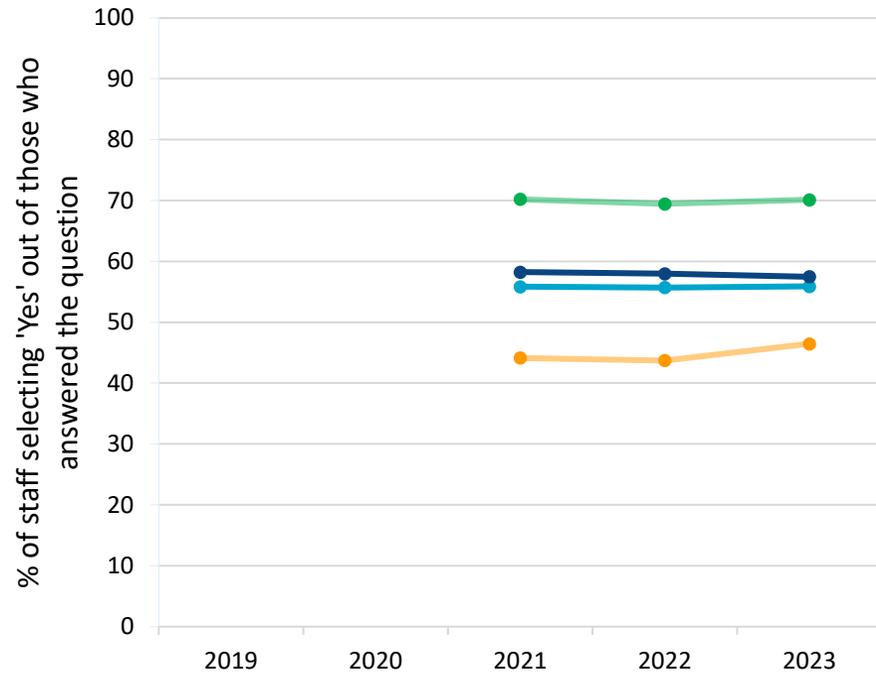
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023
Your org	64.63%	64.56%	67.29%
Best result	74.49%	74.35%	76.19%
Average result	63.37%	64.50%	66.50%
Worst result	55.62%	56.50%	58.68%
Responses	3370	4142	5587

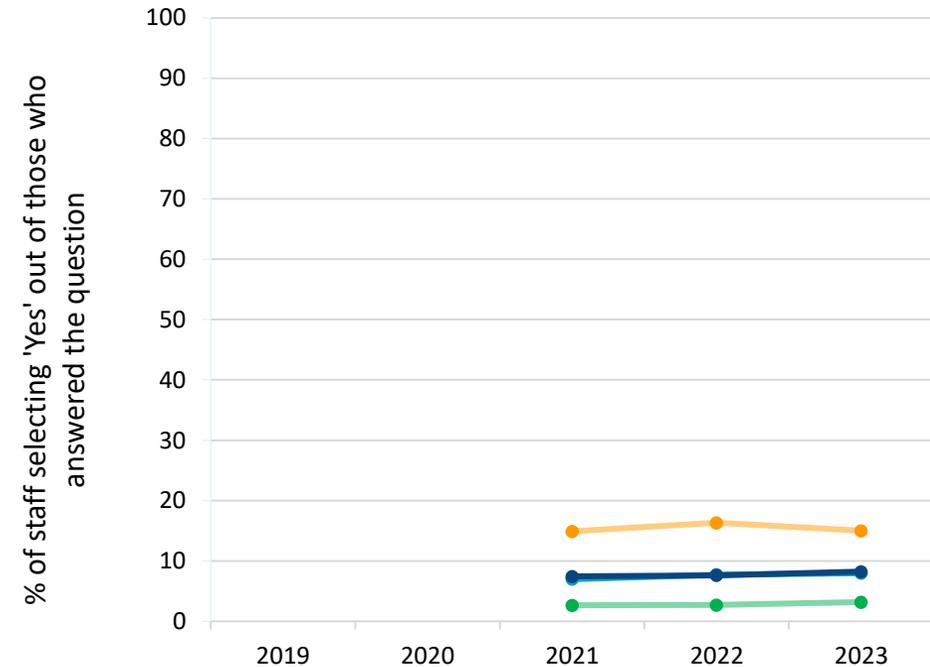


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	-	-	58.24%	57.97%	57.48%
Best result	-	-	70.19%	69.43%	70.11%
Average result	-	-	55.83%	55.69%	55.89%
Worst result	-	-	44.12%	43.72%	46.44%
Responses	-	-	3337	4097	5551

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?

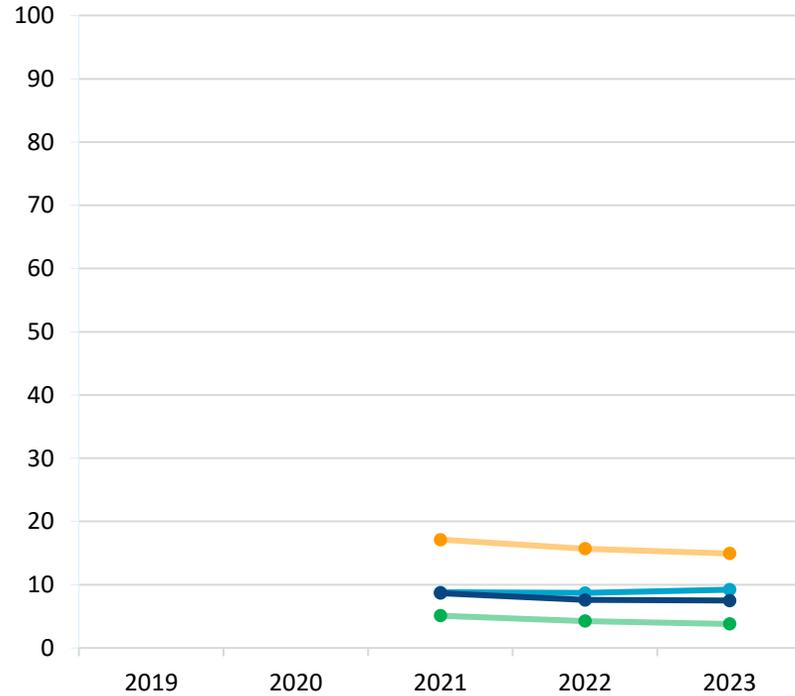


	2019	2020	2021	2022	2023
Your org	-	-	7.43%	7.61%	8.21%
Best result	-	-	2.64%	2.69%	3.17%
Average result	-	-	6.98%	7.71%	7.99%
Worst result	-	-	14.91%	16.33%	15.02%
Responses	-	-	3359	4126	5572



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

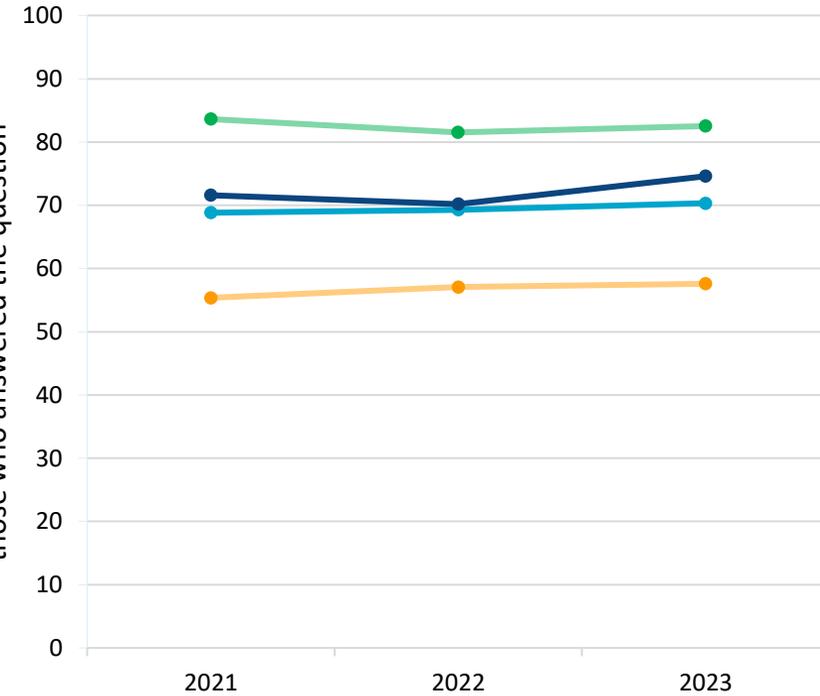
% of staff selecting 'Yes' out of those who answered the question



	2019	2020	2021	2022	2023
Your org	-	-	8.66%	7.57%	7.50%
Best result	-	-	5.09%	4.24%	3.79%
Average result	-	-	8.78%	8.69%	9.20%
Worst result	-	-	17.12%	15.70%	14.93%
Responses	-	-	3344	4109	5538

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

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

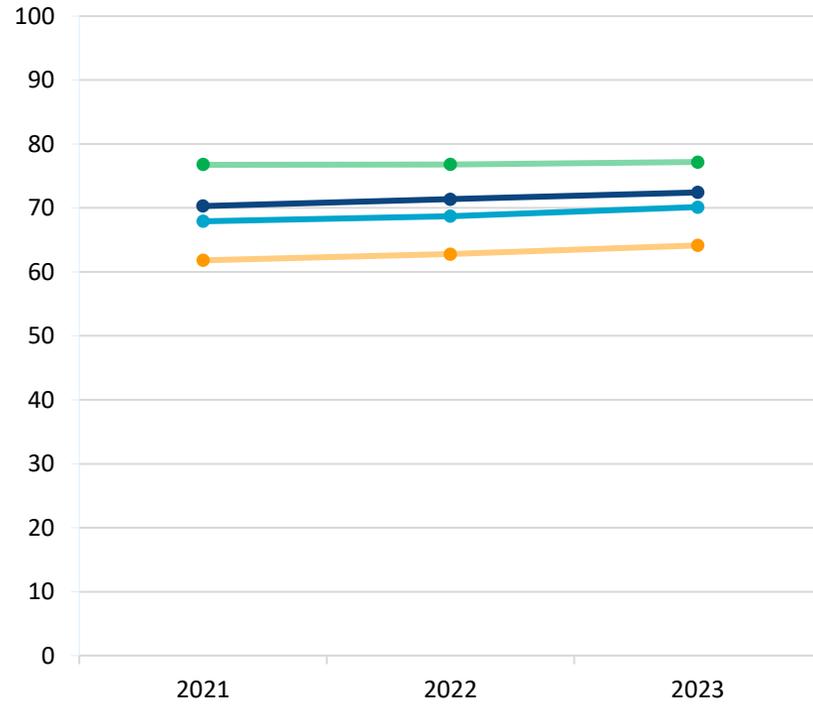


	2021	2022	2023
Your org	71.59%	70.20%	74.60%
Best result	83.66%	81.52%	82.55%
Average result	68.83%	69.29%	70.33%
Worst result	55.37%	57.06%	57.60%
Responses	3334	4134	5567



Q7h I feel valued by my team.

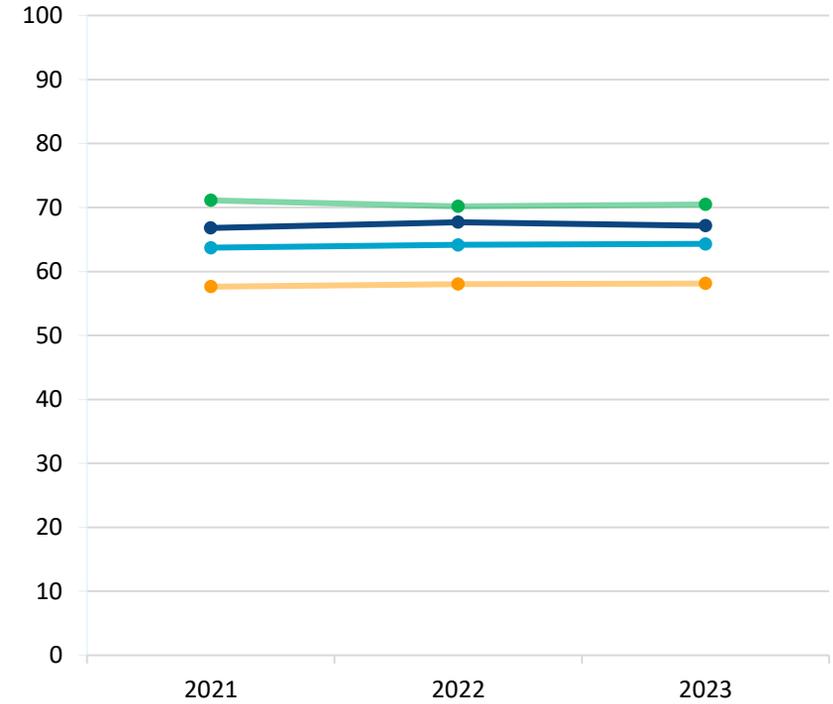
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	70.31%	71.37%	72.42%
Best result	76.79%	76.81%	77.16%
Average result	67.92%	68.70%	70.12%
Worst result	61.81%	62.78%	64.16%
Responses	3356	4135	5594

Q7i I feel a strong personal attachment to my team.

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

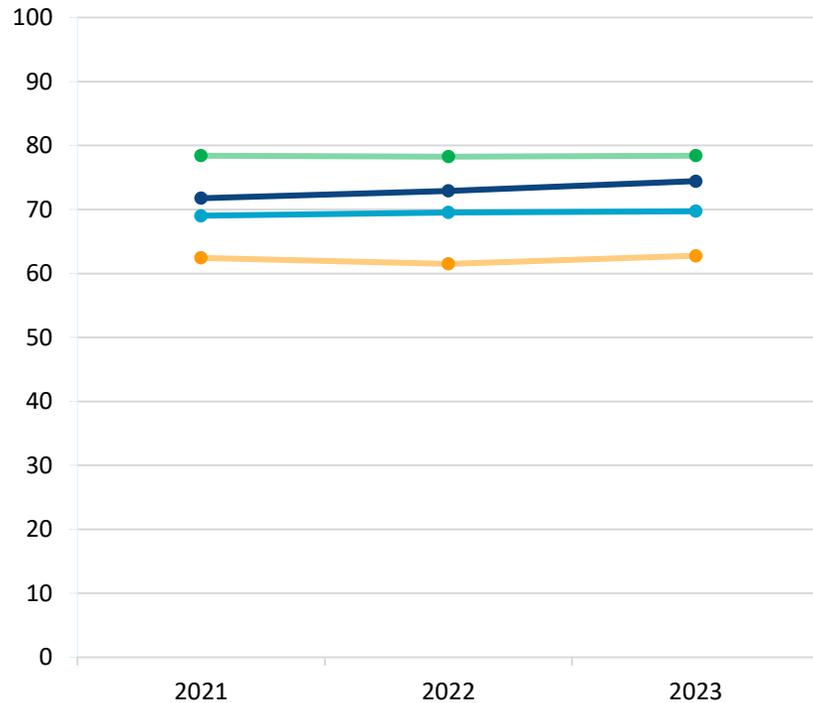


	2021	2022	2023
Your org	66.81%	67.70%	67.16%
Best result	71.13%	70.17%	70.48%
Average result	63.71%	64.17%	64.32%
Worst result	57.63%	58.03%	58.14%
Responses	3359	4131	5597



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

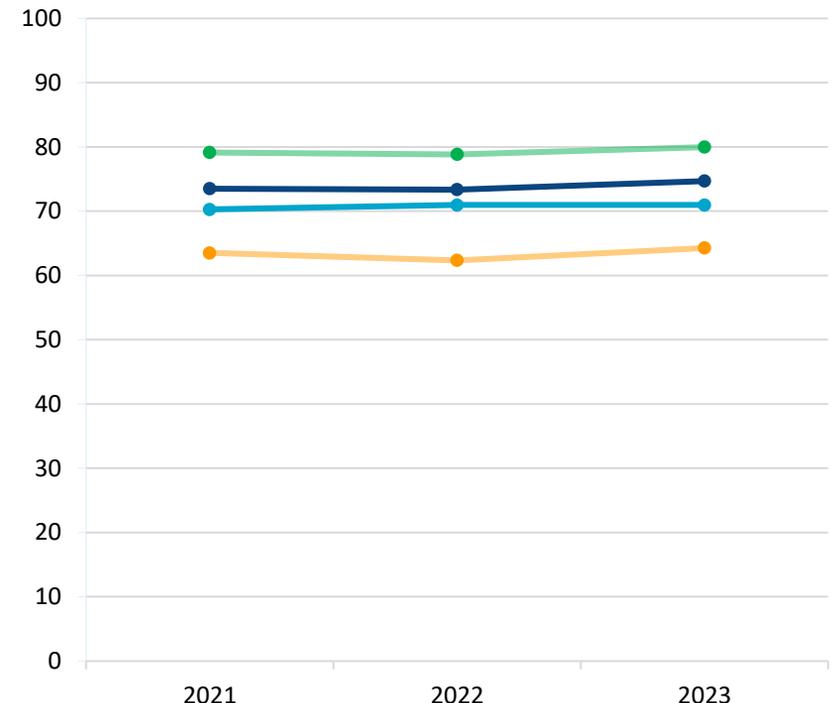
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	71.76%	72.92%	74.42%
Best result	78.43%	78.25%	78.42%
Average result	69.01%	69.54%	69.73%
Worst result	62.44%	61.50%	62.78%
Responses	3361	4129	5587

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	73.50%	73.35%	74.69%
Best result	79.13%	78.83%	79.99%
Average result	70.27%	70.96%	70.95%
Worst result	63.50%	62.35%	64.27%
Responses	3357	4126	5581

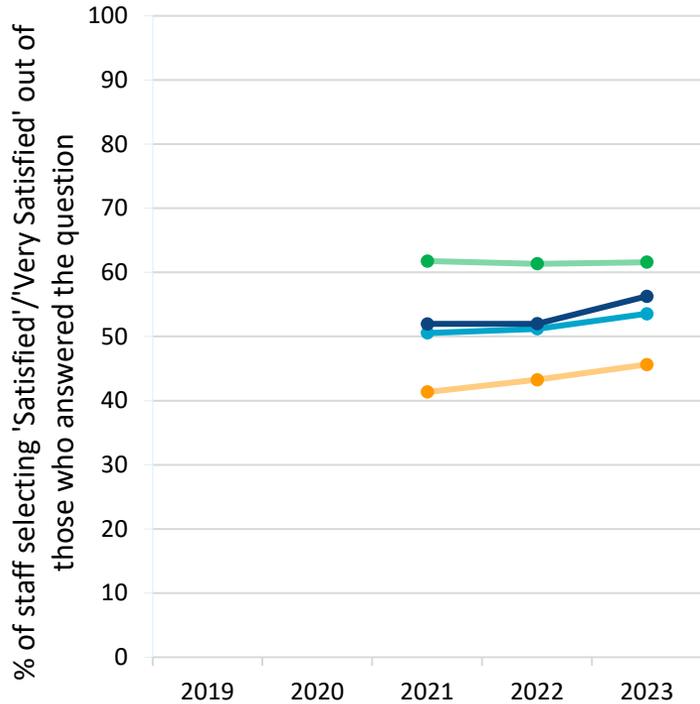
## People Promise element – We are recognised and rewarded



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.

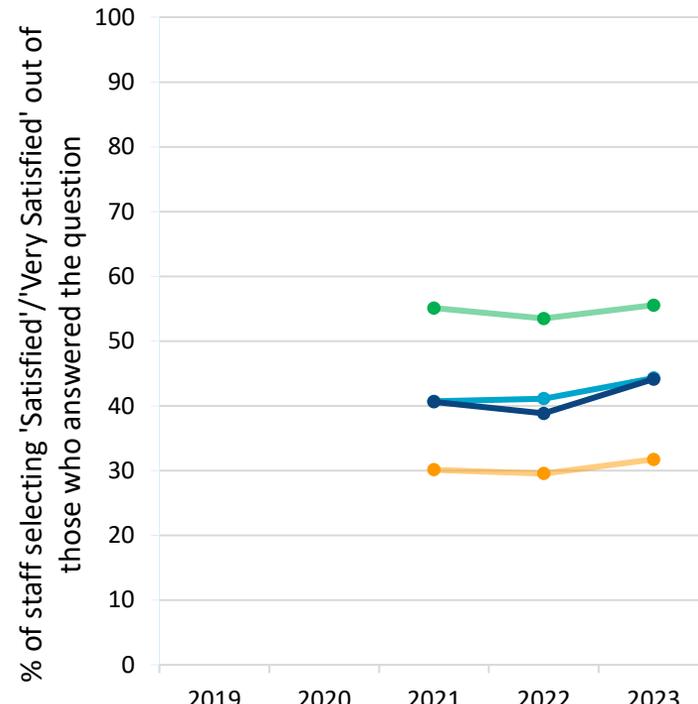


2019 2020 2021 2022 2023

Your org	-	-	51.97%	52.00%	56.27%
Best result	-	-	61.75%	61.35%	61.58%
Average result	-	-	50.55%	51.18%	53.55%
Worst result	-	-	41.36%	43.25%	45.64%

Responses - - 3360 4138 5606

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

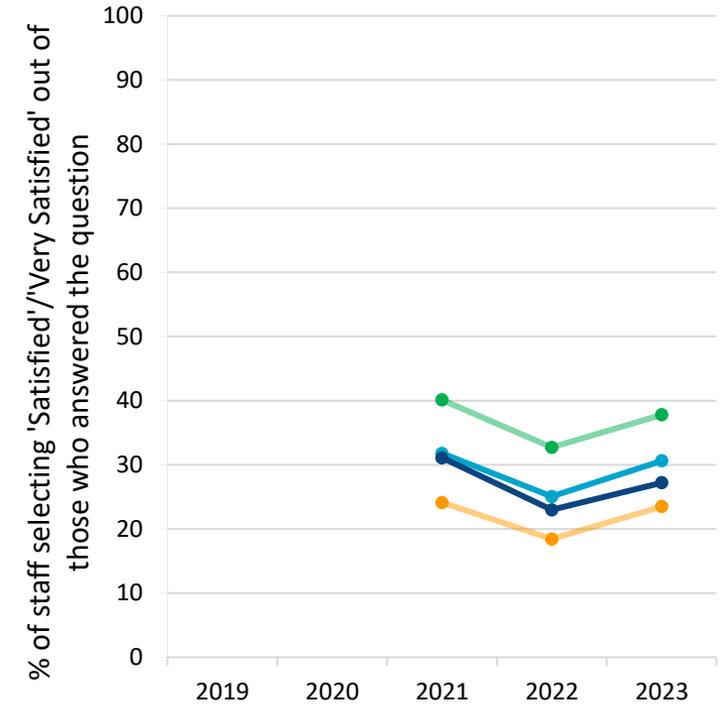


2019 2020 2021 2022 2023

Your org	-	-	40.60%	38.83%	44.12%
Best result	-	-	55.10%	53.47%	55.53%
Average result	-	-	40.68%	41.11%	44.28%
Worst result	-	-	30.11%	29.53%	31.72%

Responses - - 3347 4129 5584

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



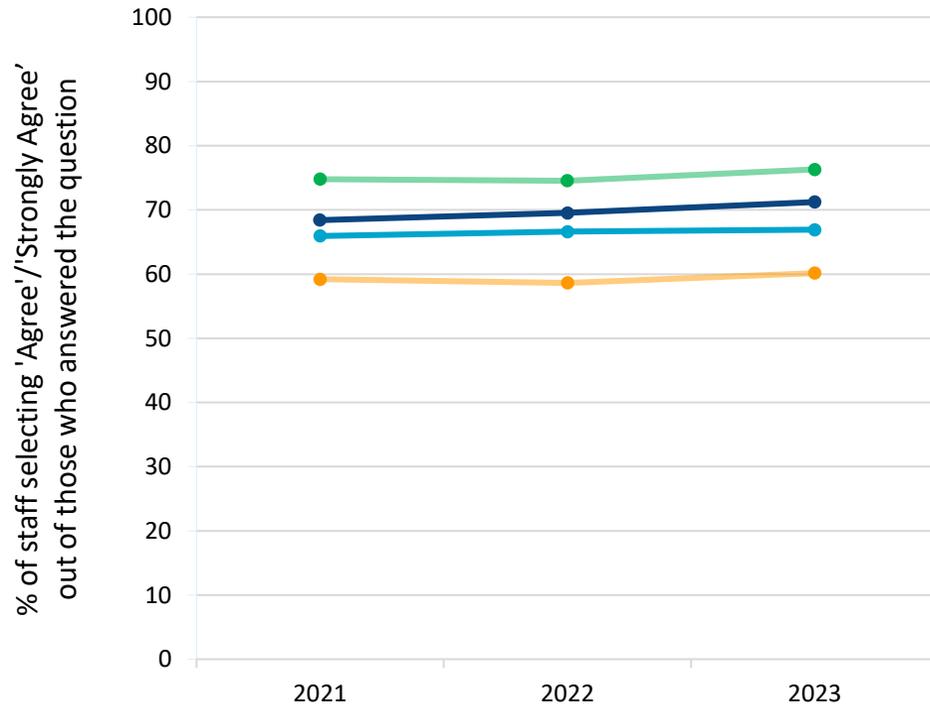
2019 2020 2021 2022 2023

Your org	-	-	31.07%	22.97%	27.19%
Best result	-	-	40.11%	32.72%	37.78%
Average result	-	-	31.78%	25.05%	30.61%
Worst result	-	-	24.12%	18.41%	23.49%

Responses - - 3356 4134 5596

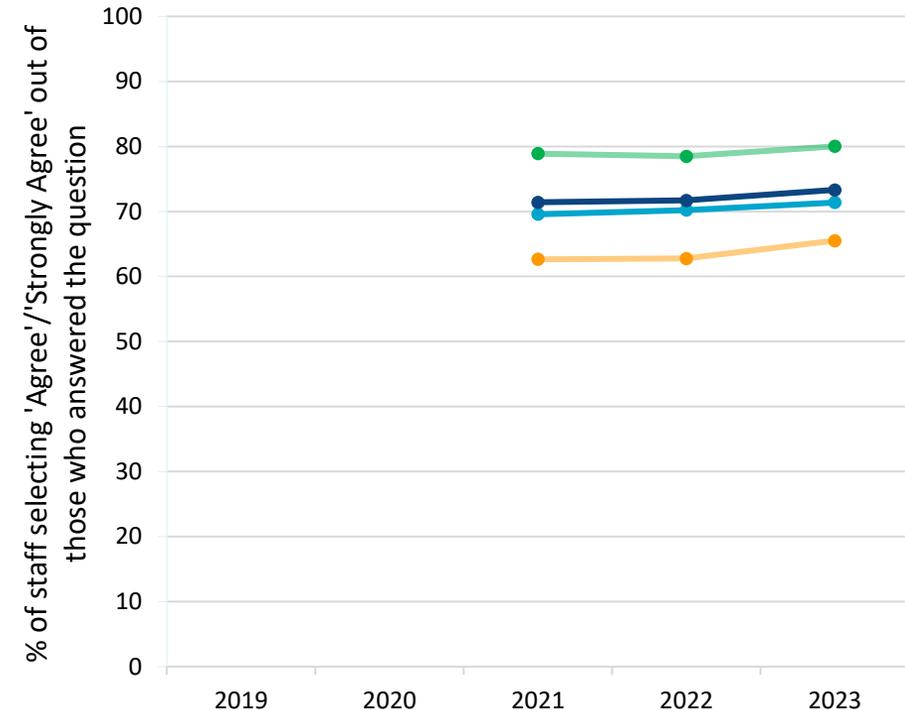


Q8d The people I work with show appreciation to one another.



	2021	2022	2023
Your org	68.42%	69.53%	71.24%
Best result	74.80%	74.54%	76.31%
Average result	65.94%	66.61%	66.91%
Worst result	59.19%	58.63%	60.16%
Responses	3350	4124	5579

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	-	-	71.41%	71.70%	73.31%
Best result	-	-	78.91%	78.48%	80.03%
Average result	-	-	69.57%	70.22%	71.39%
Worst result	-	-	62.64%	62.77%	65.51%
Responses	-	-	3372	4142	5599

## People Promise element – We each have a voice that counts



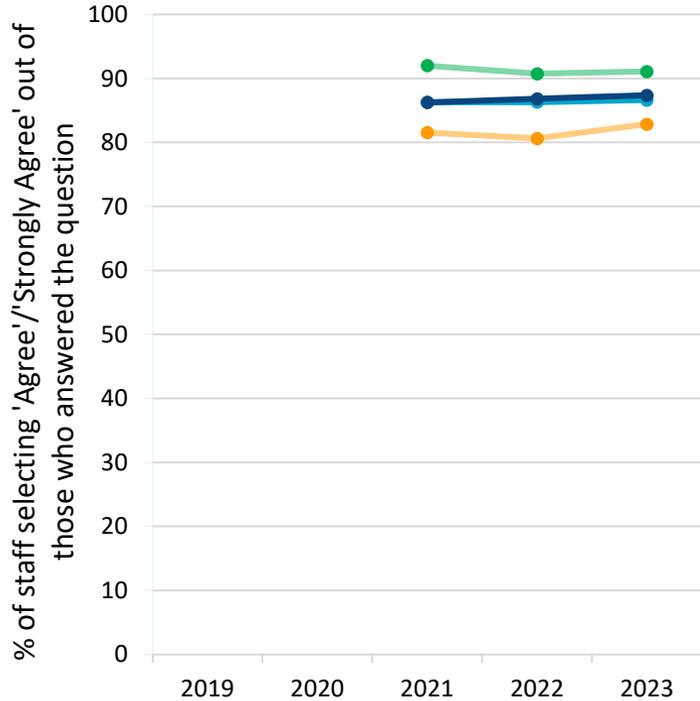
### Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

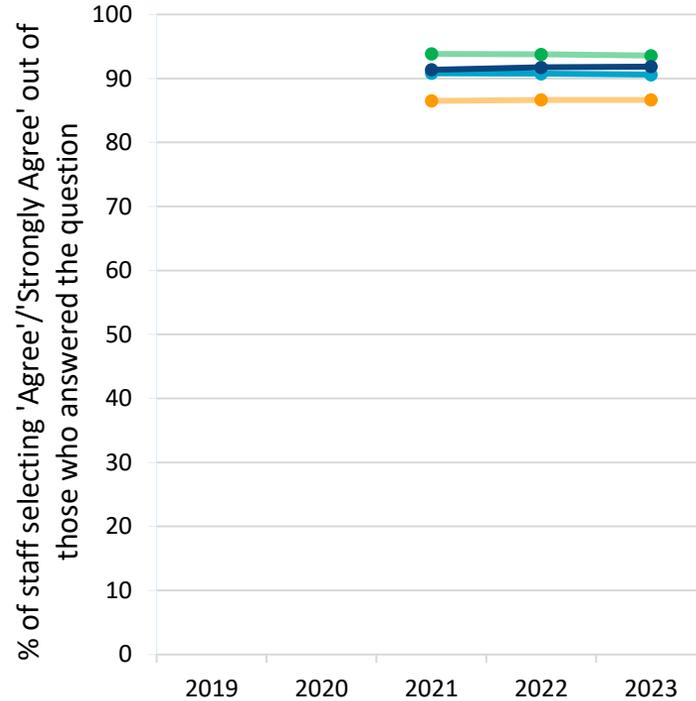


Q3a I always know what my work responsibilities are.



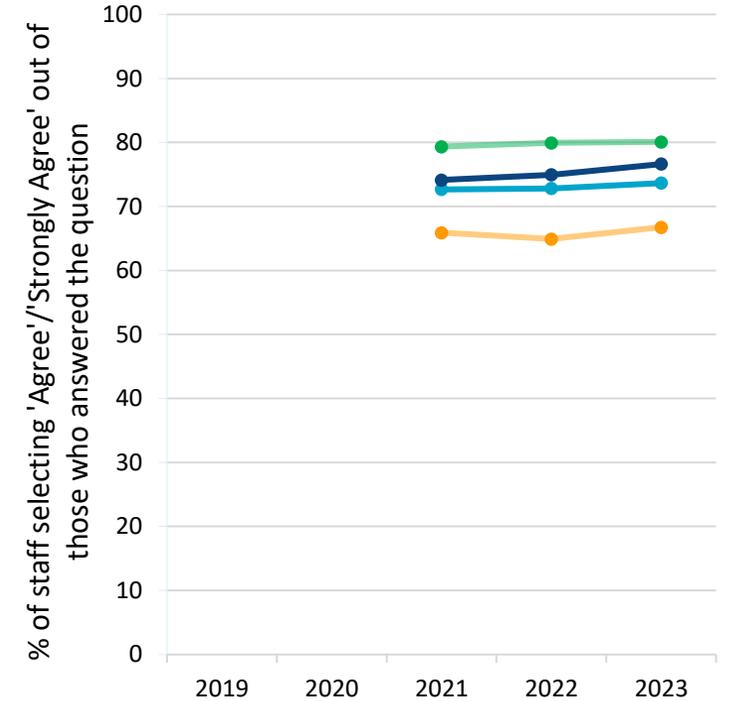
	2019	2020	2021	2022	2023
Your org	-	-	86.26%	86.83%	87.37%
Best result	-	-	92.01%	90.74%	91.10%
Average result	-	-	86.28%	86.30%	86.63%
Worst result	-	-	81.54%	80.62%	82.84%
Responses	-	-	3380	4148	5609

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	-	-	91.36%	91.74%	91.86%
Best result	-	-	93.84%	93.78%	93.56%
Average result	-	-	90.82%	90.74%	90.58%
Worst result	-	-	86.51%	86.64%	86.64%
Responses	-	-	3370	4148	5604

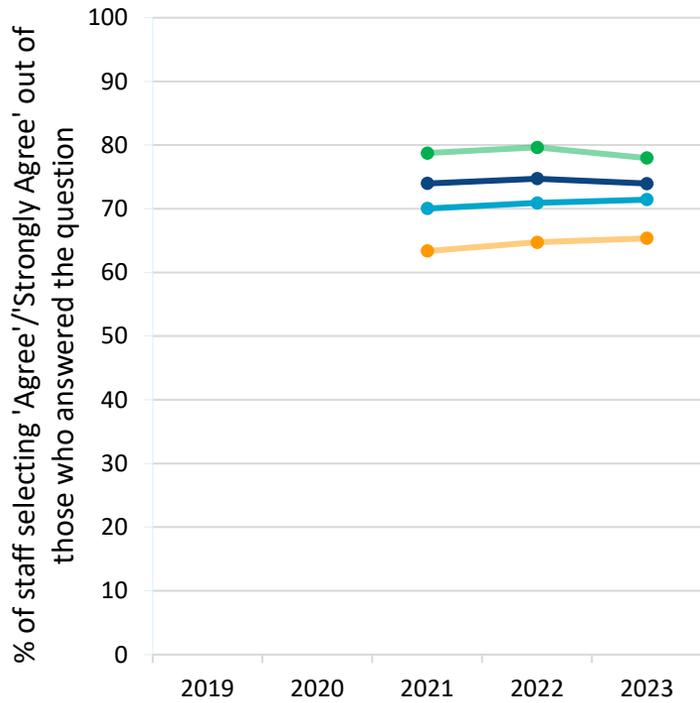
Q3c There are frequent opportunities for me to show initiative in my role.



	2019	2020	2021	2022	2023
Your org	-	-	74.12%	74.95%	76.64%
Best result	-	-	79.35%	79.92%	80.07%
Average result	-	-	72.68%	72.83%	73.66%
Worst result	-	-	65.90%	64.90%	66.74%
Responses	-	-	3368	4135	5602

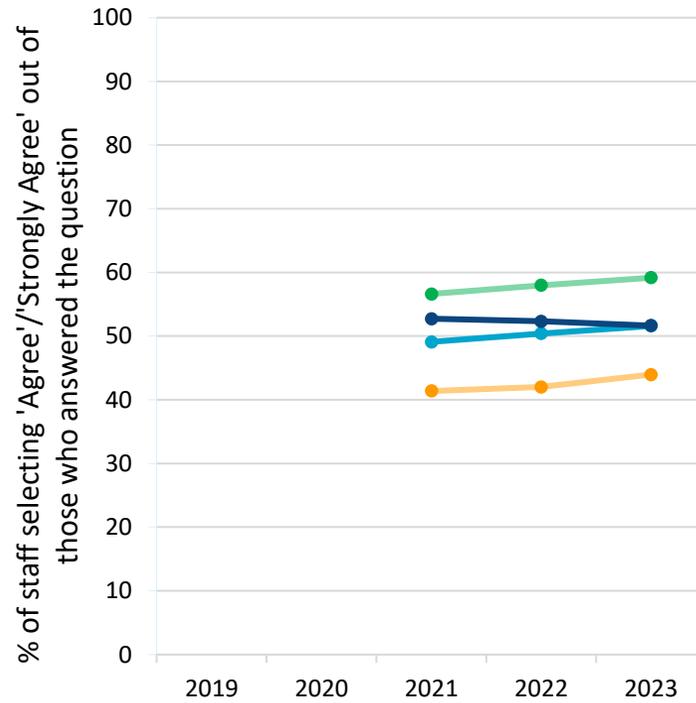


Q3d I am able to make suggestions to improve the work of my team / department.



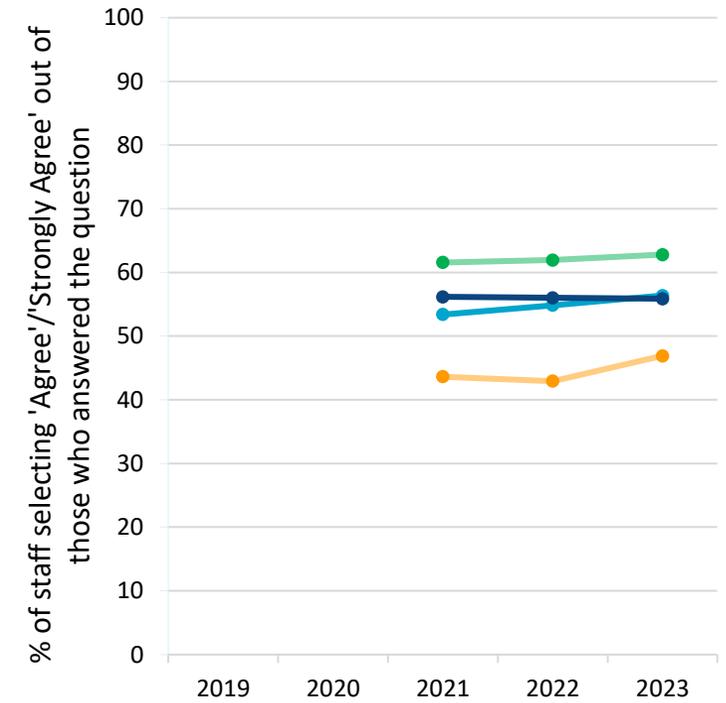
	2019	2020	2021	2022	2023
Your org	-	-	73.97%	74.72%	73.95%
Best result	-	-	78.73%	79.63%	77.96%
Average result	-	-	70.05%	70.92%	71.43%
Worst result	-	-	63.37%	64.73%	65.35%
Responses	-	-	3362	4129	5589

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



	2019	2020	2021	2022	2023
Your org	-	-	52.72%	52.31%	51.65%
Best result	-	-	56.61%	57.98%	59.18%
Average result	-	-	49.07%	50.41%	51.60%
Worst result	-	-	41.38%	41.99%	43.95%
Responses	-	-	3360	4131	5593

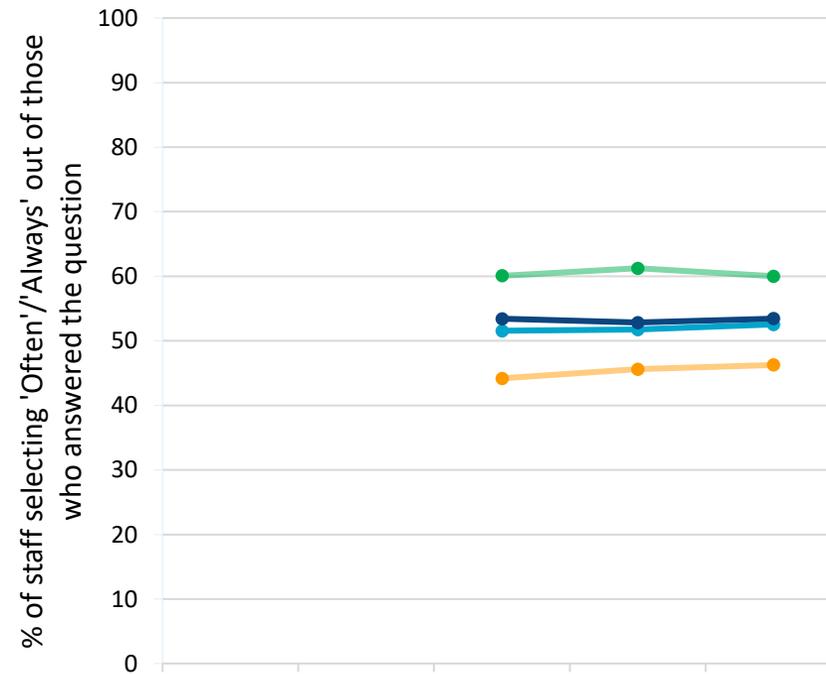
Q3f I am able to make improvements happen in my area of work.



	2019	2020	2021	2022	2023
Your org	-	-	56.16%	56.01%	55.87%
Best result	-	-	61.57%	61.93%	62.79%
Average result	-	-	53.39%	54.84%	56.35%
Worst result	-	-	43.63%	42.93%	46.89%
Responses	-	-	3356	4115	5592



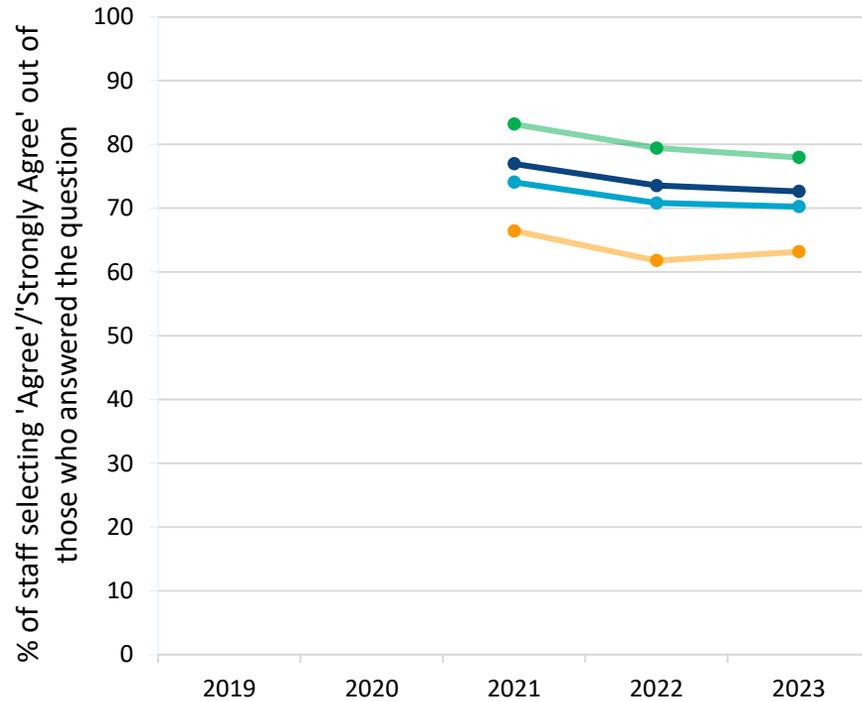
Q5b I have a choice in deciding how to do my work.



	2019	2020	2021	2022	2023
Your org	-	-	53.42%	52.83%	53.44%
Best result	-	-	60.08%	61.24%	60.00%
Average result	-	-	51.55%	51.76%	52.55%
Worst result	-	-	44.18%	45.59%	46.27%
Responses	-	-	3363	4128	5583



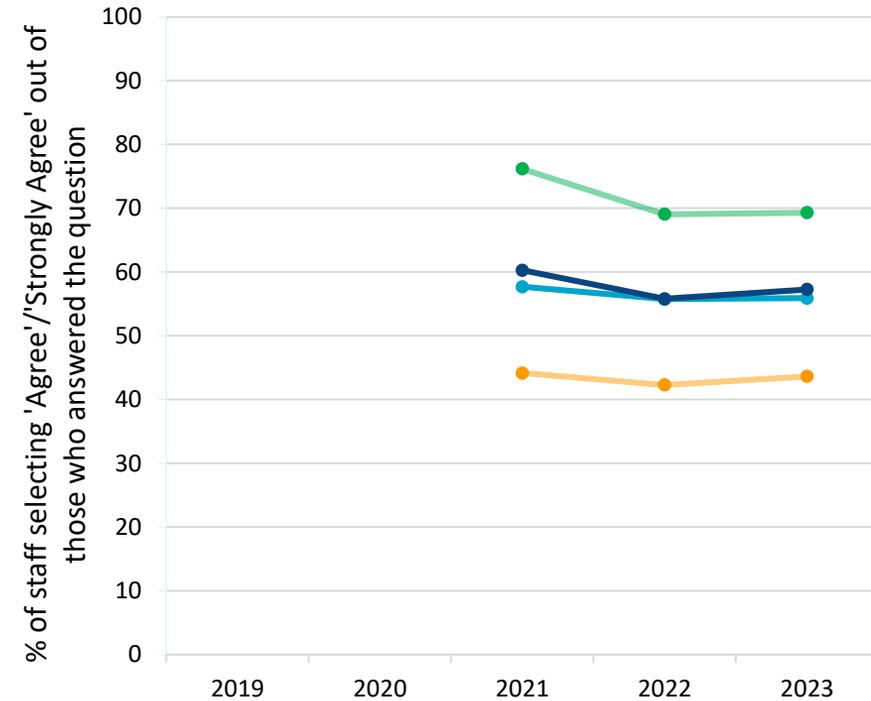
Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	-	-	76.97%	73.57%	72.65%
Best result	-	-	83.19%	79.44%	77.96%
Average result	-	-	74.07%	70.82%	70.24%
Worst result	-	-	66.44%	61.78%	63.19%

Responses - - 3333 4119 5570

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

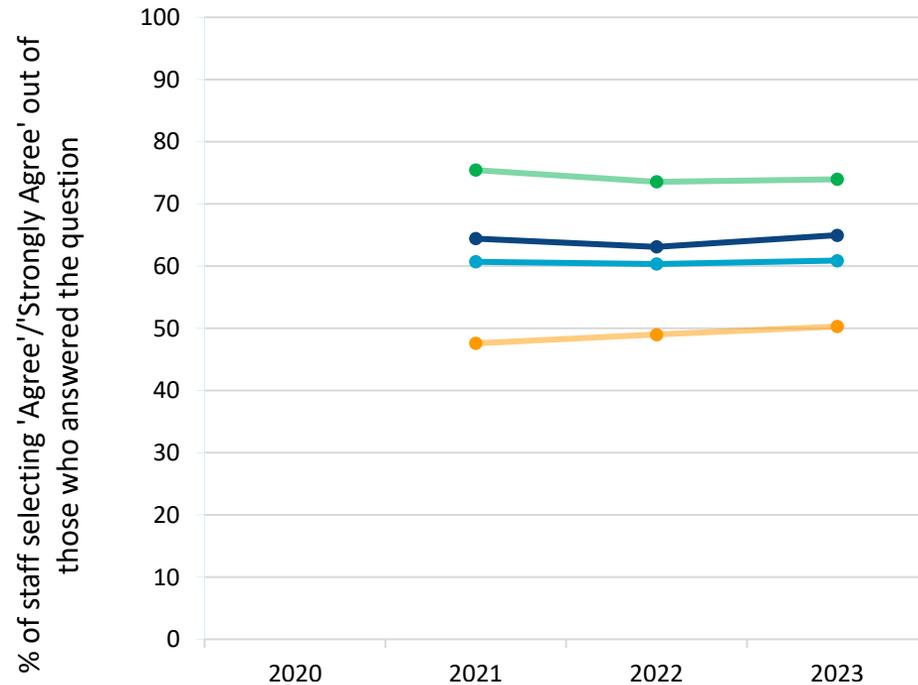


	2019	2020	2021	2022	2023
Your org	-	-	60.26%	55.79%	57.25%
Best result	-	-	76.17%	69.05%	69.29%
Average result	-	-	57.69%	55.75%	55.90%
Worst result	-	-	44.13%	42.27%	43.62%

Responses - - 3318 4106 5561

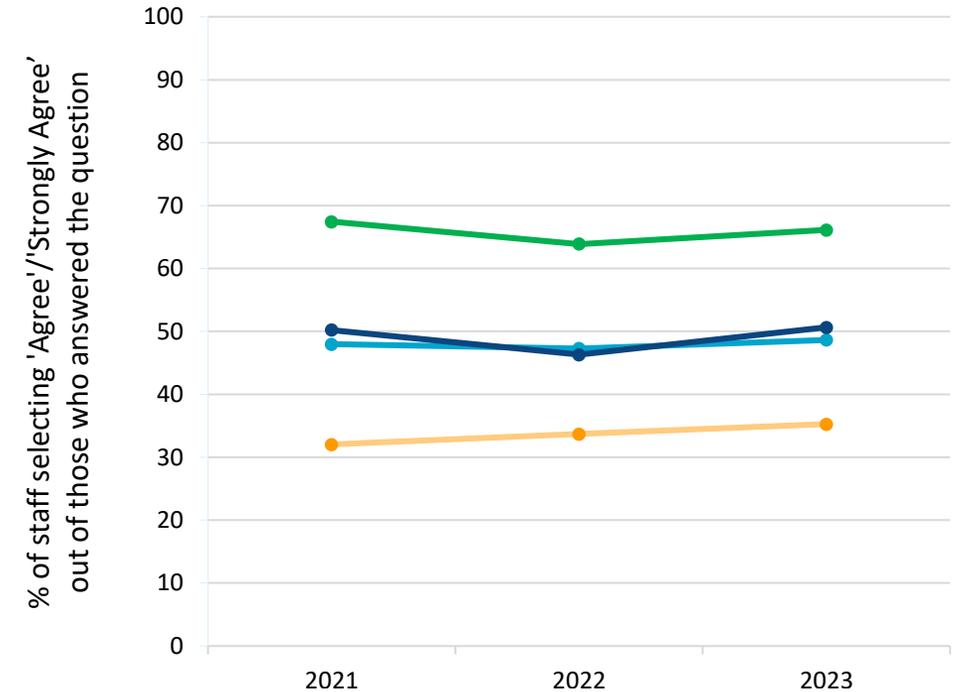


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	-	64.45%	63.12%	64.99%
Best result	-	75.47%	73.58%	73.98%
Average result	-	60.71%	60.36%	60.89%
Worst result	-	47.60%	49.01%	50.32%
Responses	-	3352	4116	5585

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



	2021	2022	2023
Your org	50.19%	46.31%	50.63%
Best result	67.43%	63.87%	66.13%
Average result	47.97%	47.28%	48.65%
Worst result	32.02%	33.68%	35.26%
Responses	3348	4110	5578

## 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

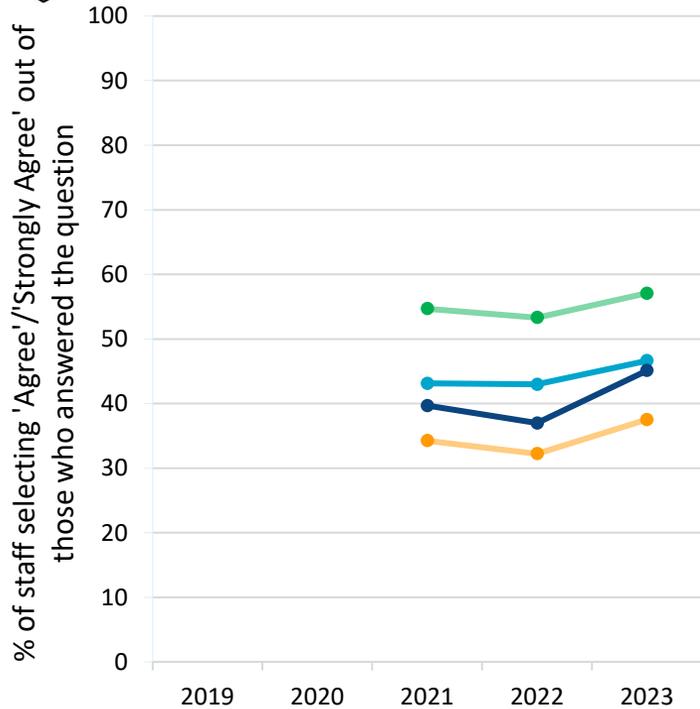
Other questions:\* Q17a, Q17b, Q22

\*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.

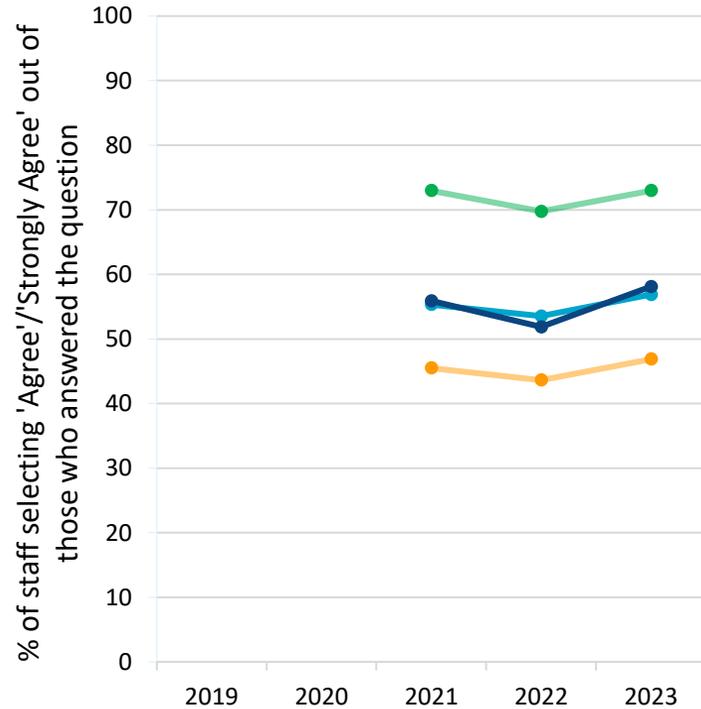


Q3g I am able to meet all the conflicting demands on my time at work.



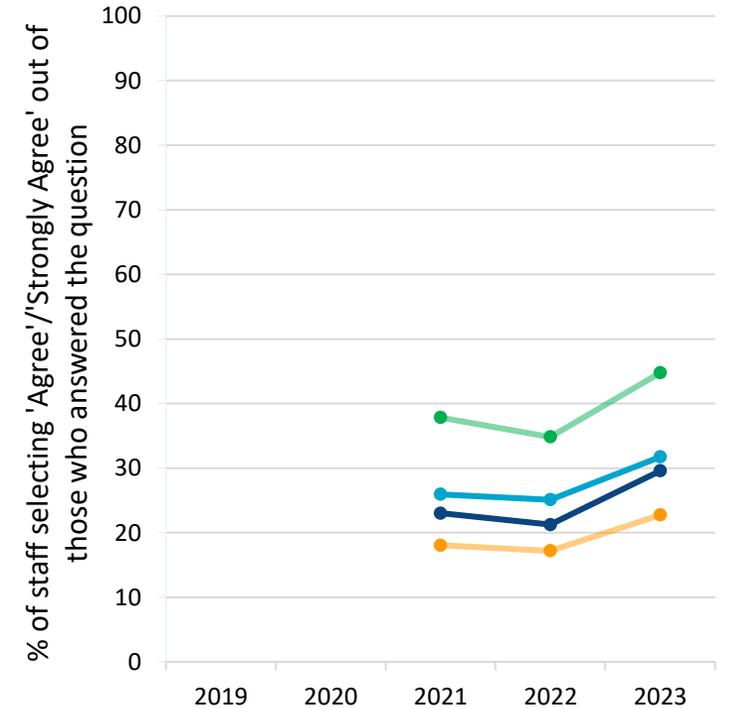
	2019	2020	2021	2022	2023
Your org	-	-	39.69%	36.98%	45.10%
Best result	-	-	54.69%	53.31%	57.08%
Average result	-	-	43.12%	42.96%	46.63%
Worst result	-	-	34.26%	32.24%	37.52%
Responses	-	-	3363	4118	5586

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



	2019	2020	2021	2022	2023
Your org	-	-	55.88%	51.87%	58.09%
Best result	-	-	72.96%	69.73%	72.97%
Average result	-	-	55.33%	53.52%	56.88%
Worst result	-	-	45.51%	43.63%	46.87%
Responses	-	-	3356	4118	5569

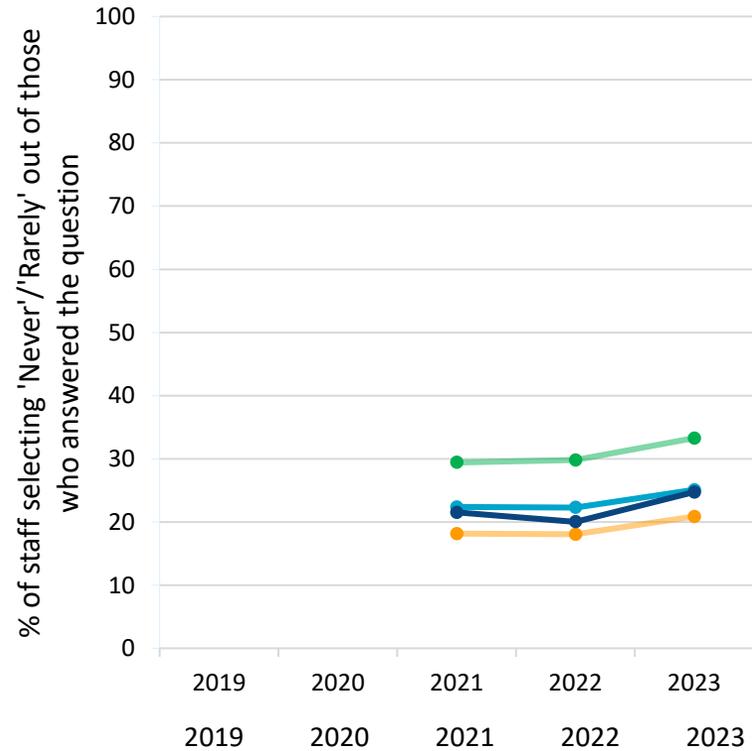
Q3i There are enough staff at this organisation for me to do my job properly.



	2019	2020	2021	2022	2023
Your org	-	-	23.03%	21.24%	29.57%
Best result	-	-	37.83%	34.84%	44.76%
Average result	-	-	25.94%	25.11%	31.75%
Worst result	-	-	18.06%	17.19%	22.75%
Responses	-	-	3369	4133	5597

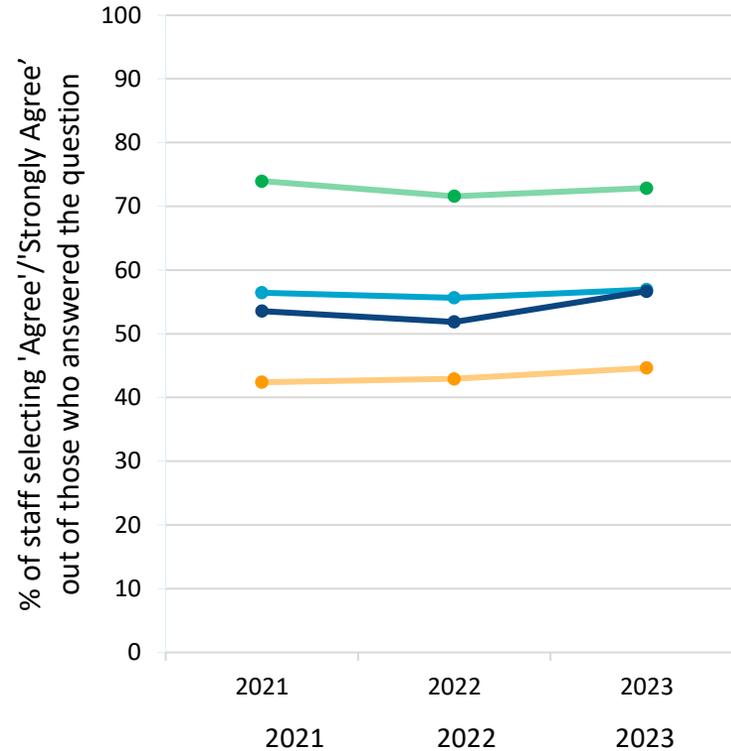


Q5a I have unrealistic time pressures.



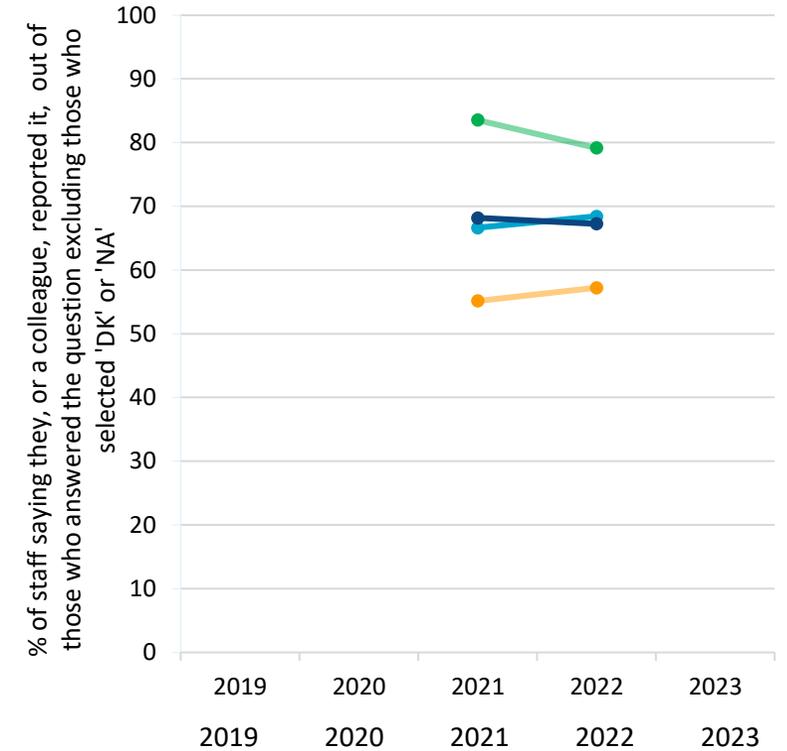
Your org	-	-	21.53%	20.05%	24.74%
Best result	-	-	29.43%	29.80%	33.29%
Average result	-	-	22.39%	22.31%	25.08%
Worst result	-	-	18.16%	18.05%	20.88%
Responses	-	-	3362	4135	5599

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



Your org	53.55%	51.85%	56.66%
Best result	73.93%	71.57%	72.85%
Average result	56.44%	55.65%	56.95%
Worst result	42.41%	42.92%	44.63%
Responses	3342	4122	5537

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

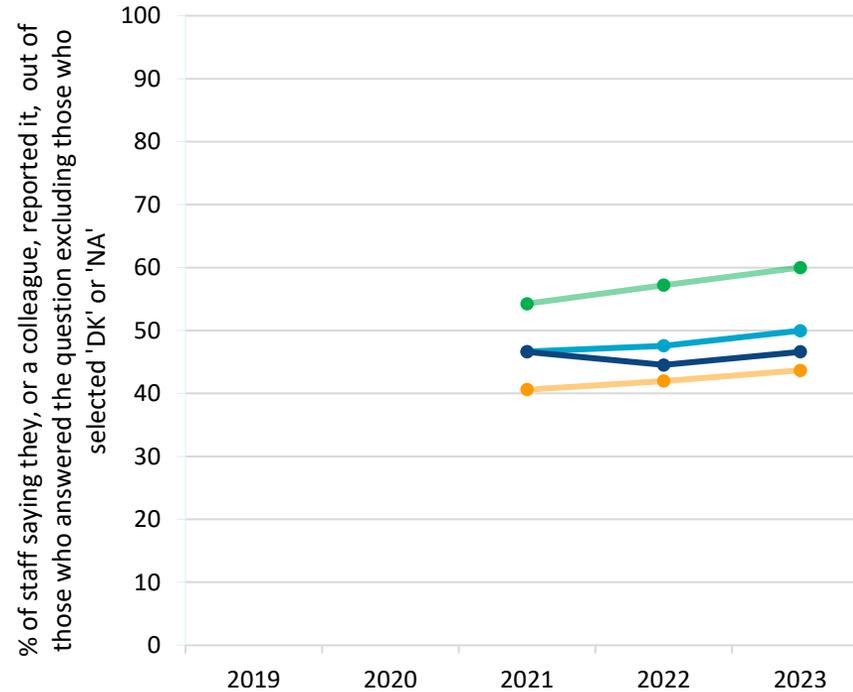


Your org	-	-	68.18%	67.26%	-
Best result	-	-	83.53%	79.14%	-
Average result	-	-	66.62%	68.43%	-
Worst result	-	-	55.14%	57.21%	-
Responses	-	-	379	547	-

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.



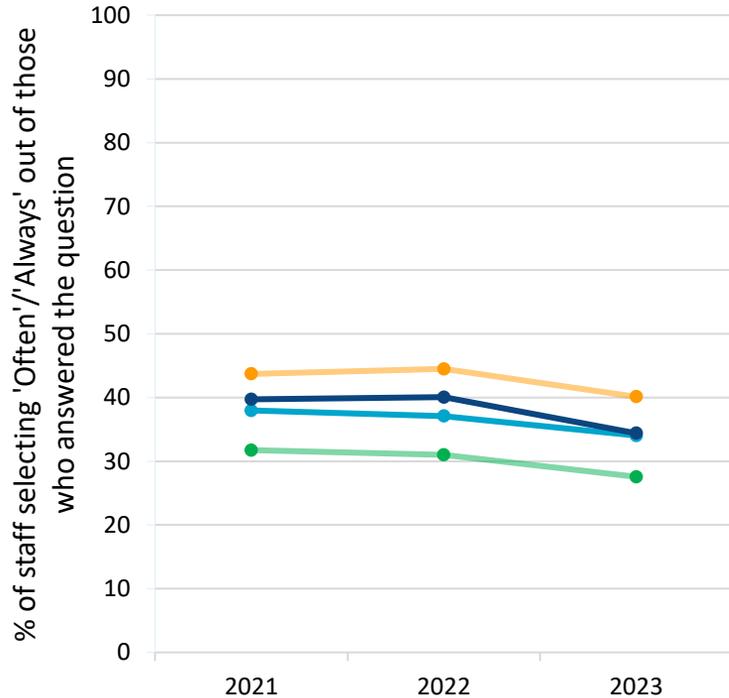
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	-	-	46.61%	44.51%	46.60%
Best result	-	-	54.24%	57.20%	60.00%
Average result	-	-	46.64%	47.58%	49.96%
Worst result	-	-	40.62%	41.97%	43.66%
Responses	-	-	1185	1471	1796

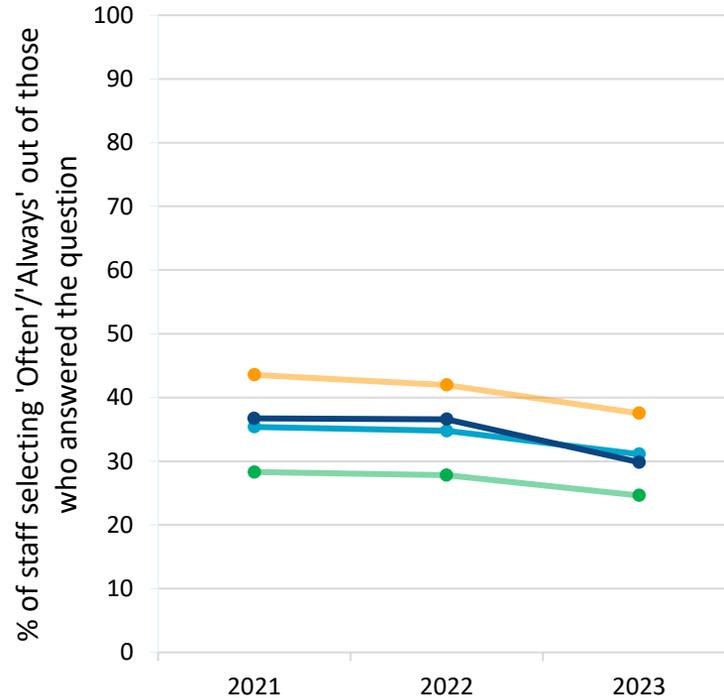


Q12a How often, if at all, do you find your work emotionally exhausting?



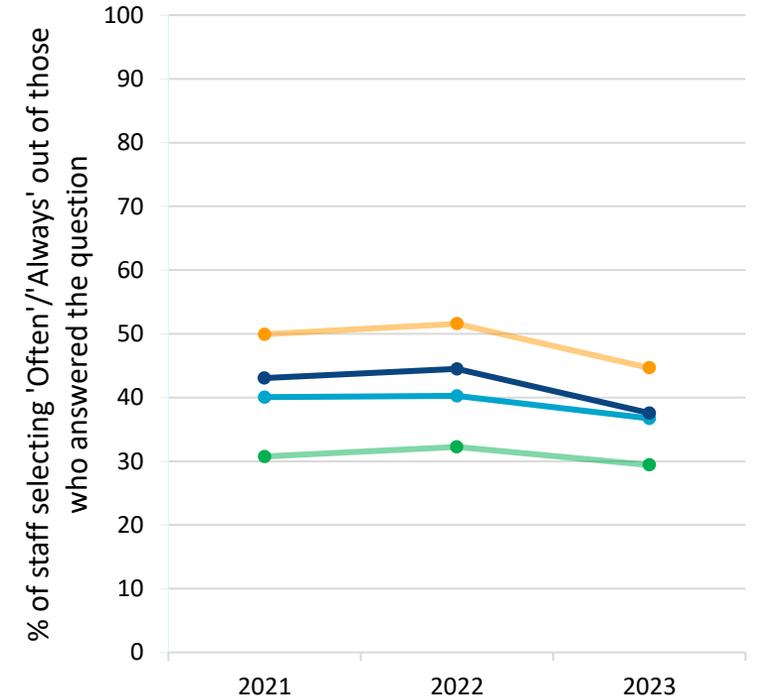
	2021	2022	2023
<b>Your org</b>	39.72%	40.06%	34.40%
<b>Best result</b>	31.73%	30.99%	27.56%
<b>Average result</b>	37.97%	37.10%	34.03%
<b>Worst result</b>	43.72%	44.49%	40.14%
Responses	3370	4141	5611

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



	2021	2022	2023
<b>Your org</b>	36.72%	36.59%	29.84%
<b>Best result</b>	28.30%	27.84%	24.64%
<b>Average result</b>	35.39%	34.77%	31.12%
<b>Worst result</b>	43.56%	41.98%	37.54%
Responses	3364	4136	5602

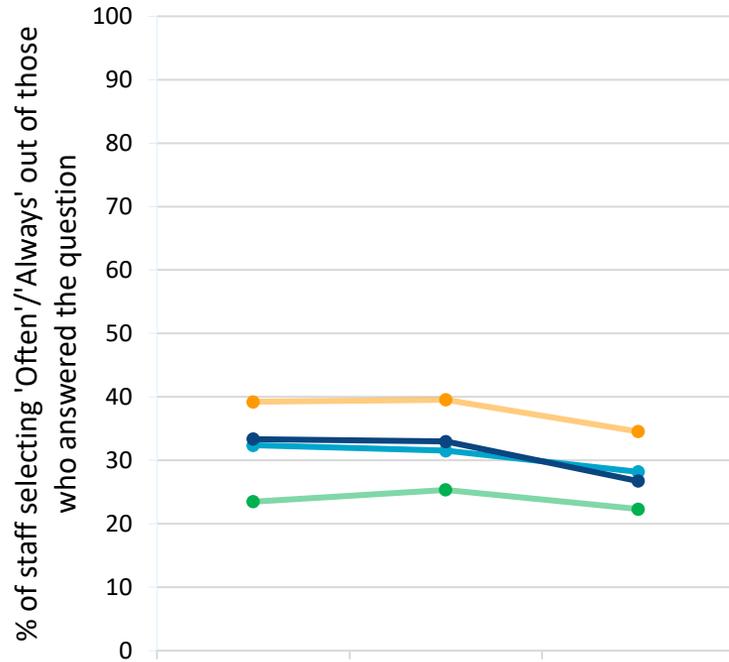
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
<b>Your org</b>	43.05%	44.49%	37.57%
<b>Best result</b>	30.75%	32.24%	29.42%
<b>Average result</b>	40.06%	40.25%	36.71%
<b>Worst result</b>	49.91%	51.58%	44.65%
Responses	3362	4130	5604

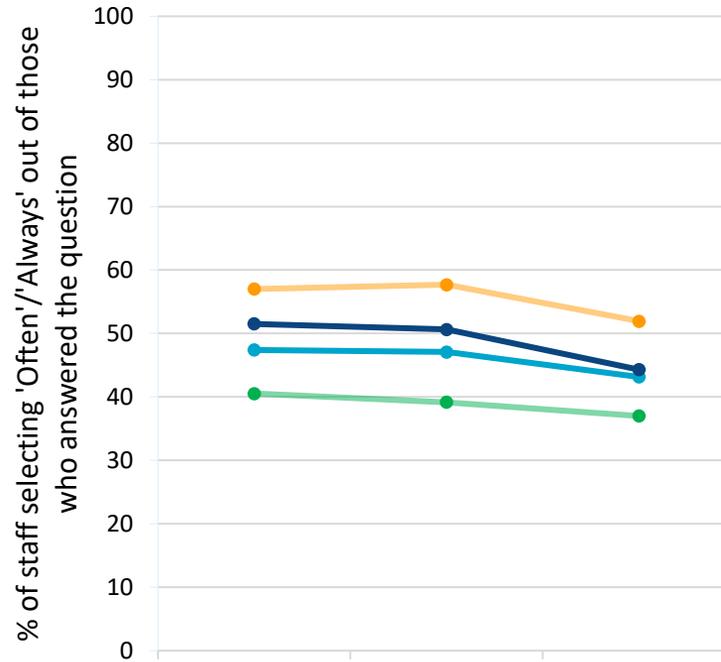


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



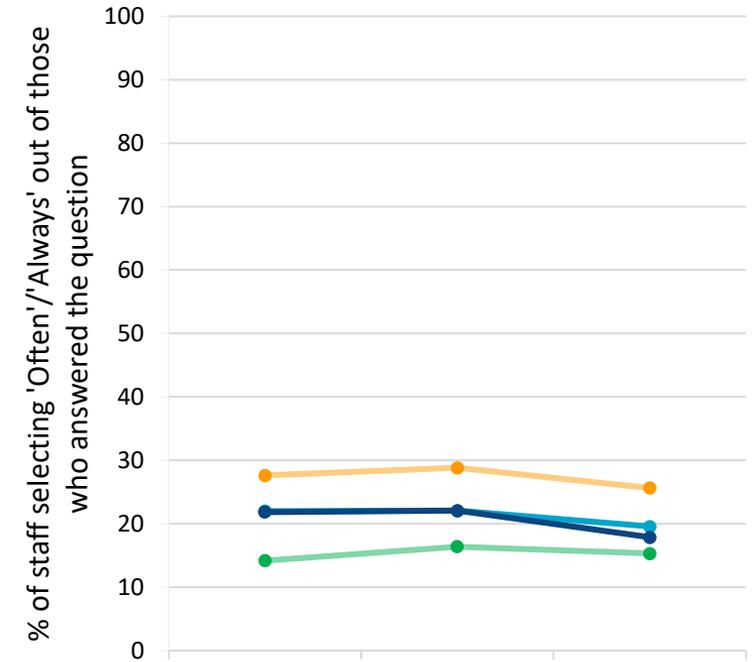
	2021	2022	2023
<b>Your org</b>	33.35%	32.99%	26.75%
<b>Best result</b>	23.50%	25.32%	22.32%
<b>Average result</b>	32.39%	31.53%	28.22%
<b>Worst result</b>	39.23%	39.56%	34.55%
Responses	3359	4129	5602

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



	2021	2022	2023
<b>Your org</b>	51.49%	50.62%	44.30%
<b>Best result</b>	40.53%	39.15%	37.02%
<b>Average result</b>	47.40%	47.08%	43.17%
<b>Worst result</b>	57.02%	57.69%	51.94%
Responses	3358	4129	5589

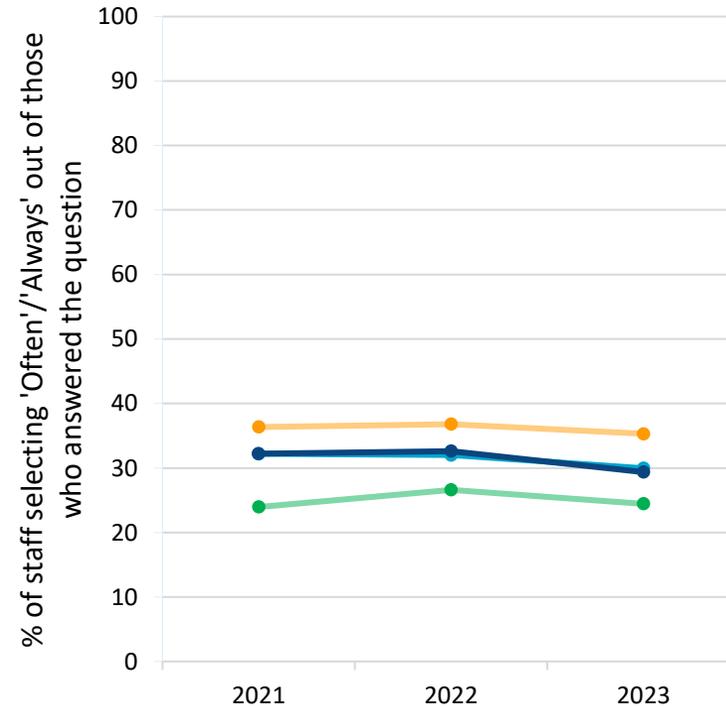
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023
<b>Your org</b>	21.85%	22.07%	17.88%
<b>Best result</b>	14.19%	16.40%	15.32%
<b>Average result</b>	21.99%	22.07%	19.59%
<b>Worst result</b>	27.62%	28.83%	25.65%
Responses	3351	4128	5592



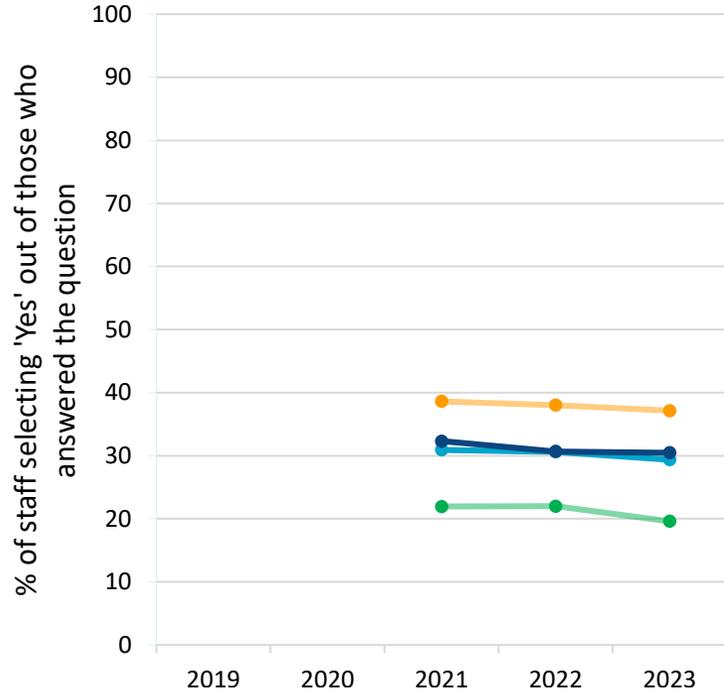
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023
<b>Your org</b>	32.22%	32.63%	29.37%
<b>Best result</b>	23.96%	26.60%	24.45%
<b>Average result</b>	32.21%	32.01%	29.98%
<b>Worst result</b>	36.37%	36.81%	35.30%
<b>Responses</b>	3362	4133	5603

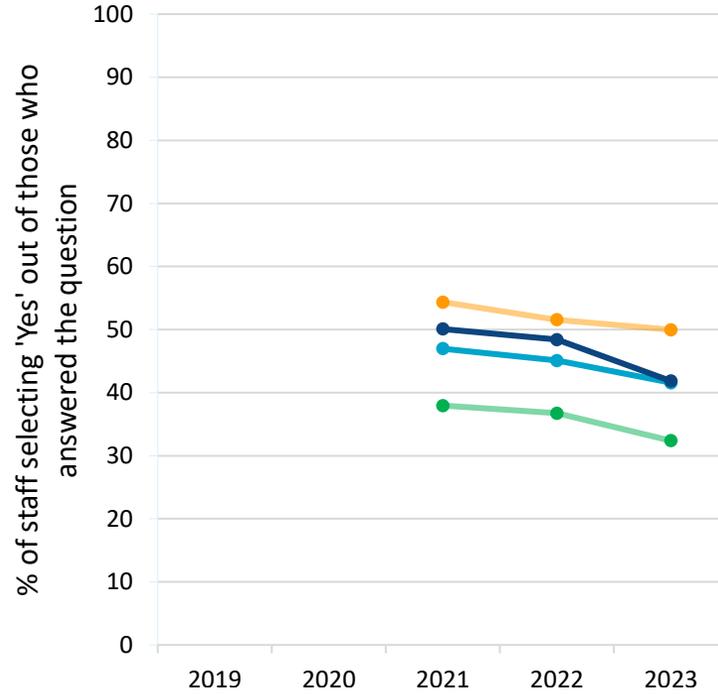


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



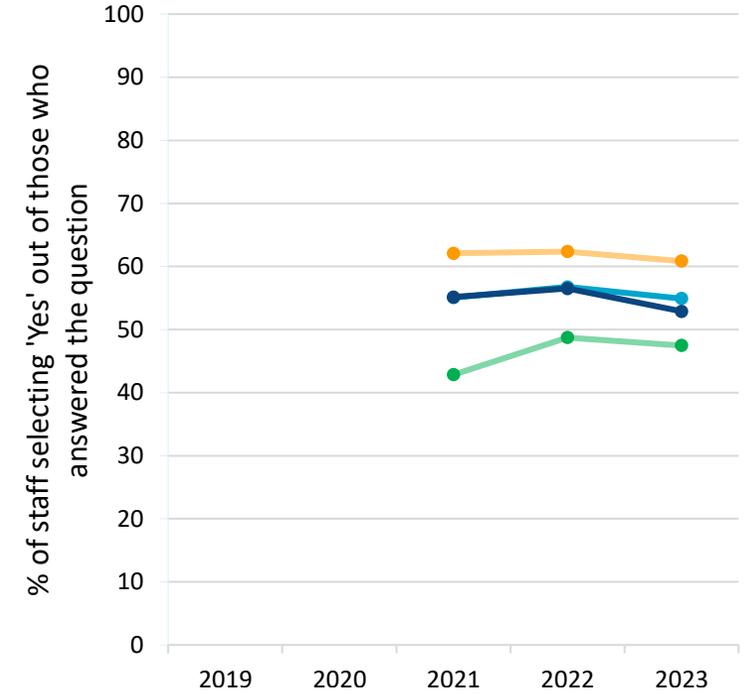
	2019	2020	2021	2022	2023
Your org	-	-	32.31%	30.66%	30.48%
Best result	-	-	21.95%	22.00%	19.59%
Average result	-	-	30.92%	30.62%	29.36%
Worst result	-	-	38.62%	38.01%	37.13%
Responses	-	-	3348	4128	5585

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



	2019	2020	2021	2022	2023
Your org	-	-	50.10%	48.40%	41.83%
Best result	-	-	37.94%	36.73%	32.39%
Average result	-	-	46.97%	45.09%	41.57%
Worst result	-	-	54.35%	51.55%	49.97%
Responses	-	-	3344	4120	5589

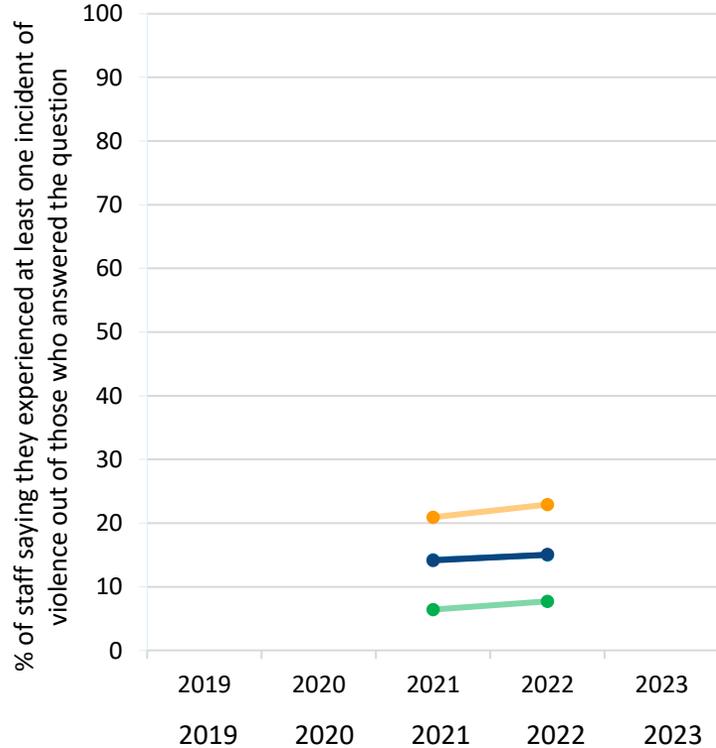
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2019	2020	2021	2022	2023
Your org	-	-	55.16%	56.50%	52.88%
Best result	-	-	42.84%	48.74%	47.48%
Average result	-	-	55.07%	56.76%	54.92%
Worst result	-	-	62.09%	62.37%	60.87%
Responses	-	-	3337	4112	5581

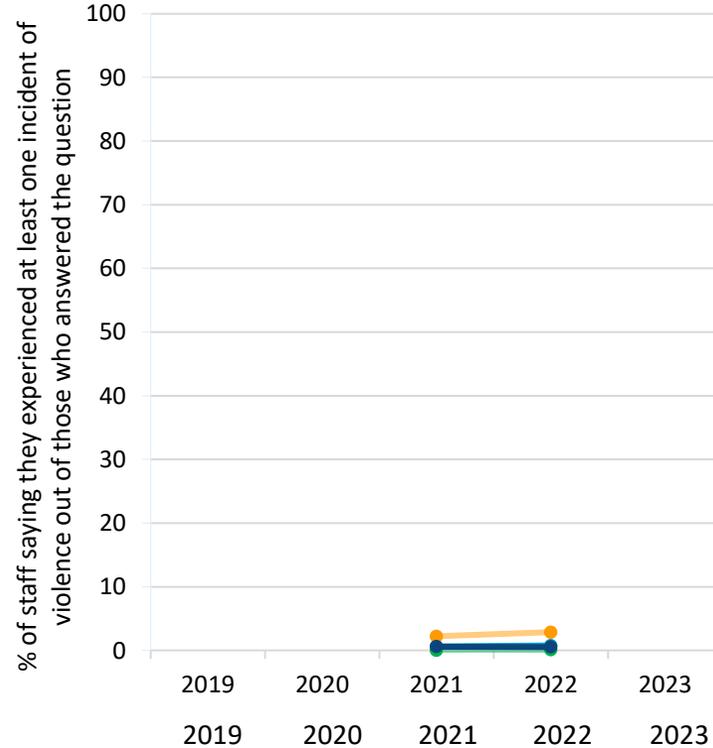


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



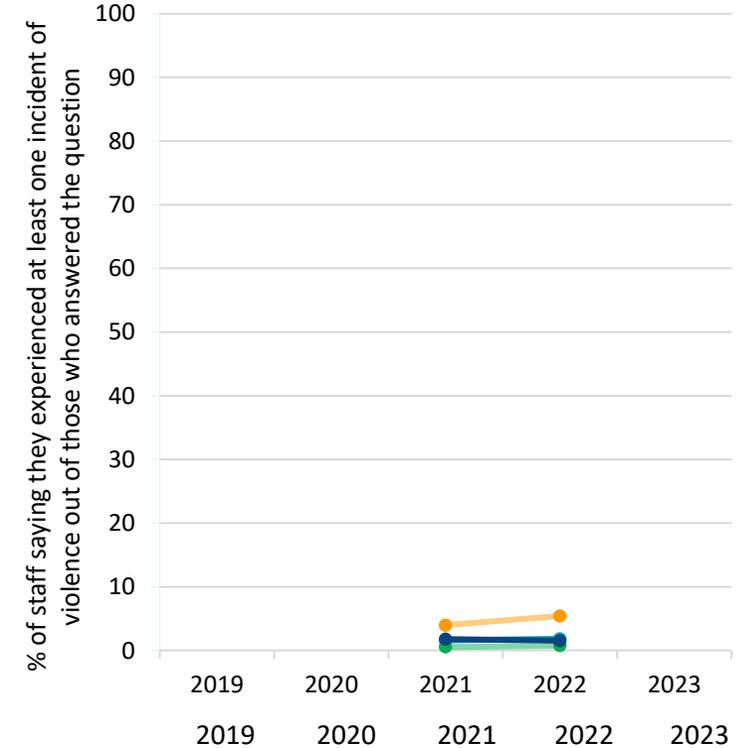
Your org	2019	2020	2021	2022	2023
Your org	-	-	14.14%	15.06%	-
Best result	-	-	6.42%	7.71%	-
Average result	-	-	14.22%	14.98%	-
Worst result	-	-	20.92%	22.90%	-
Responses	-	-	3373	4134	-

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
Your org	-	-	0.60%	0.57%	-
Best result	-	-	0.00%	0.11%	-
Average result	-	-	0.63%	0.79%	-
Worst result	-	-	2.23%	2.87%	-
Responses	-	-	3356	4127	-

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

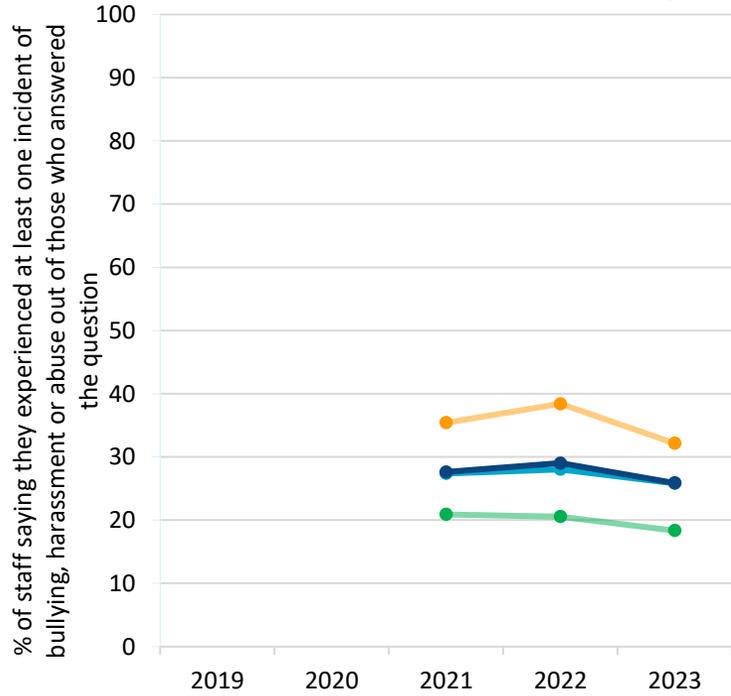


Your org	2019	2020	2021	2022	2023
Your org	-	-	1.77%	1.53%	-
Best result	-	-	0.56%	0.76%	-
Average result	-	-	1.58%	1.82%	-
Worst result	-	-	3.97%	5.40%	-
Responses	-	-	3330	4103	-

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.

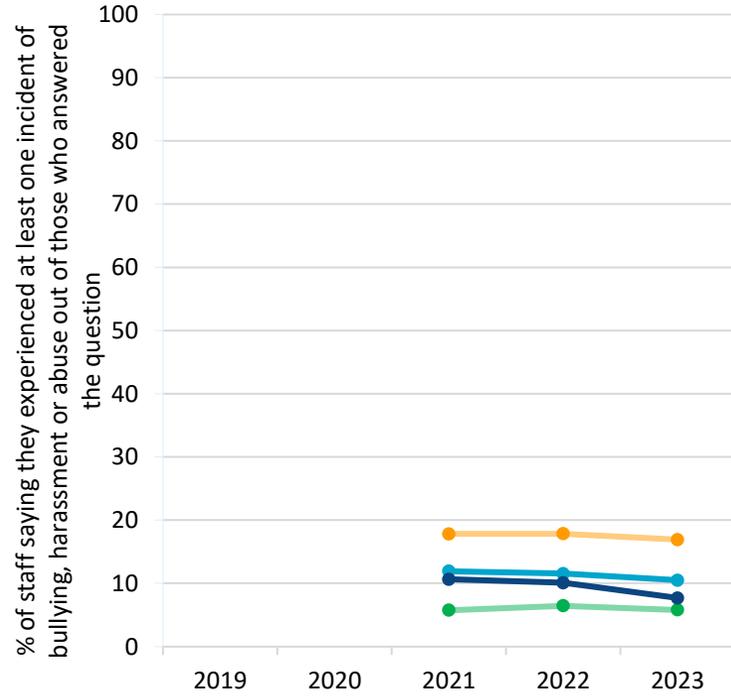


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



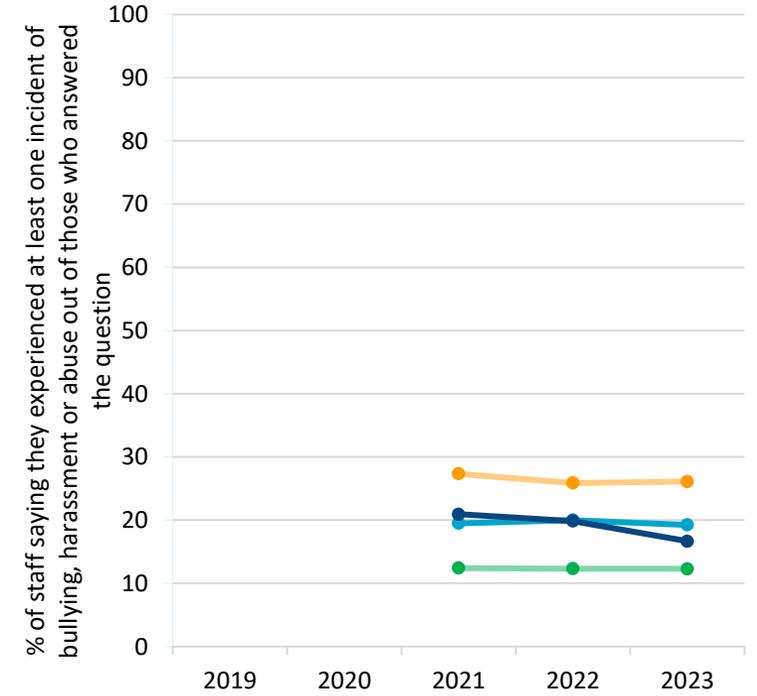
	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	27.60%	29.01%	25.87%
<b>Best result</b>	-	-	20.91%	20.55%	18.33%
<b>Average result</b>	-	-	27.39%	28.03%	25.82%
<b>Worst result</b>	-	-	35.40%	38.39%	32.15%
Responses	-	-	3358	4125	5572

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
<b>Your org</b>	-	-	10.63%	10.07%	7.68%
<b>Best result</b>	-	-	5.73%	6.45%	5.78%
<b>Average result</b>	-	-	11.91%	11.55%	10.49%
<b>Worst result</b>	-	-	17.82%	17.85%	16.90%
Responses	-	-	3336	4108	5562

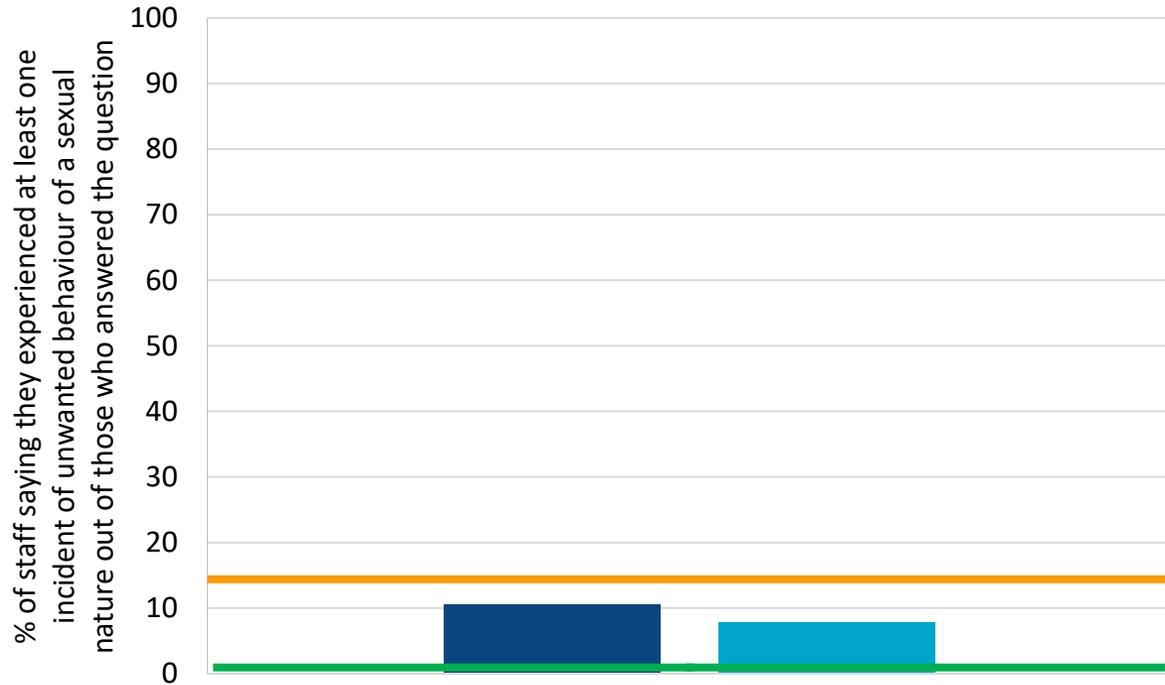
Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.



	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	20.93%	19.85%	16.65%
<b>Best result</b>	-	-	12.42%	12.32%	12.30%
<b>Average result</b>	-	-	19.50%	19.99%	19.25%
<b>Worst result</b>	-	-	27.32%	25.87%	26.09%
Responses	-	-	3319	4096	5558



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

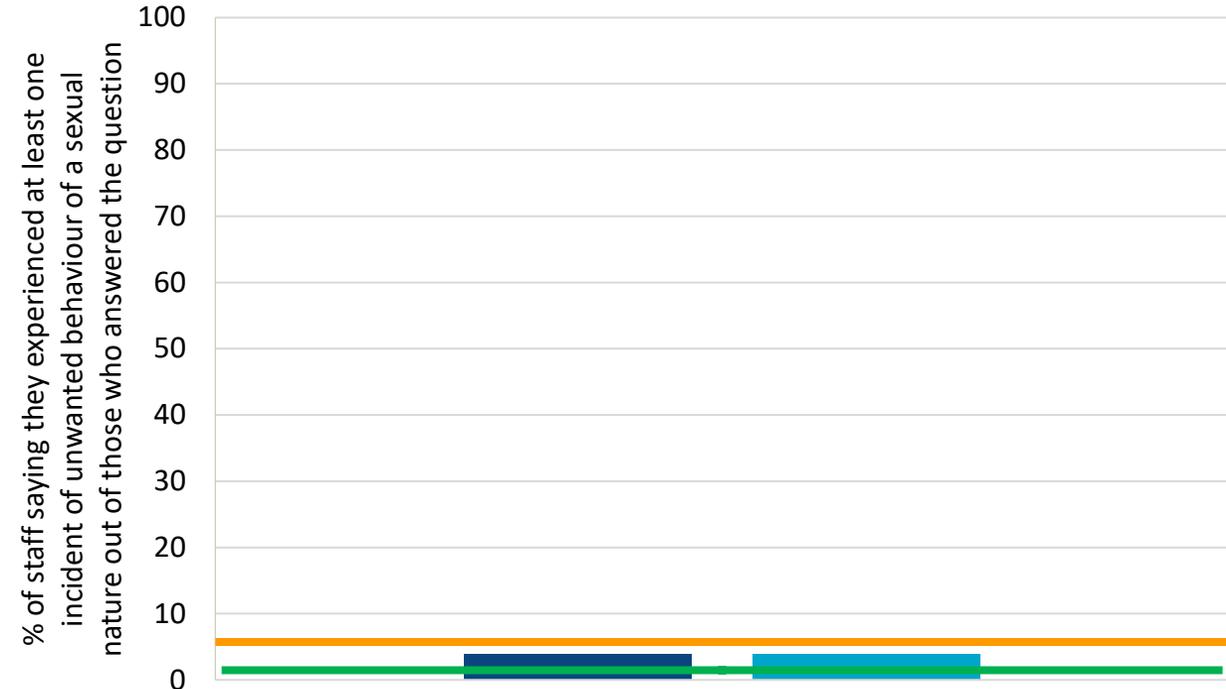


2023

Your org	10.46%
Best result	0.93%
Average result	7.73%
Worst result	14.39%

Responses 5590

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



2023

Your org	3.94%
Best result	1.44%
Average result	3.82%
Worst result	5.73%

Responses 5589

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



2023	
Your org	51.24%
Best result	63.59%
Average result	53.77%
Worst result	42.58%
Responses	5599

\*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

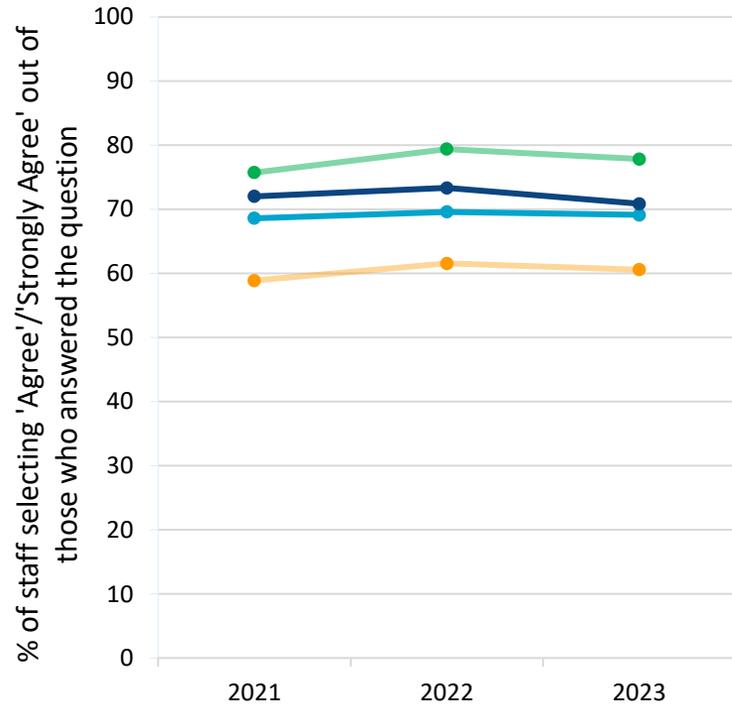
Appraisals – Q23a\*, Q23b, Q23c, Q23d

\*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.

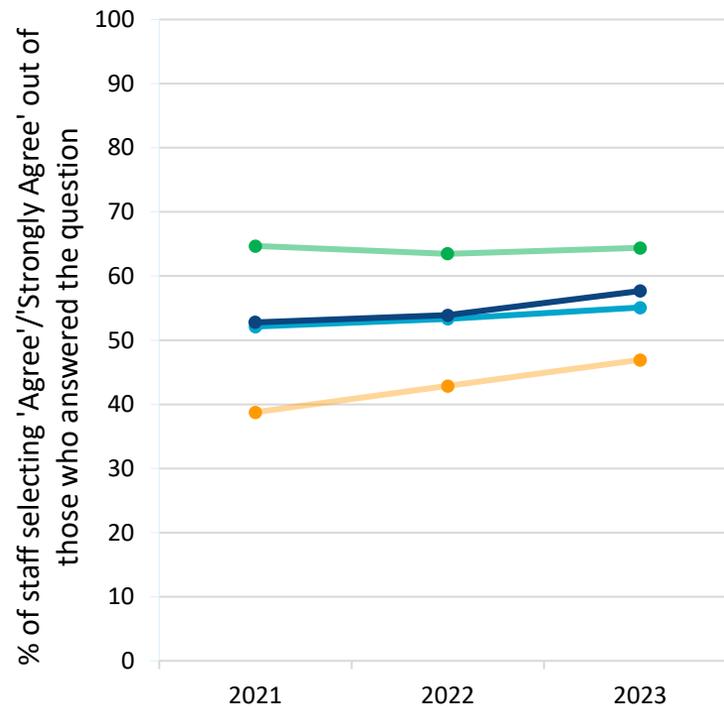


Q24a This organisation offers me challenging work.



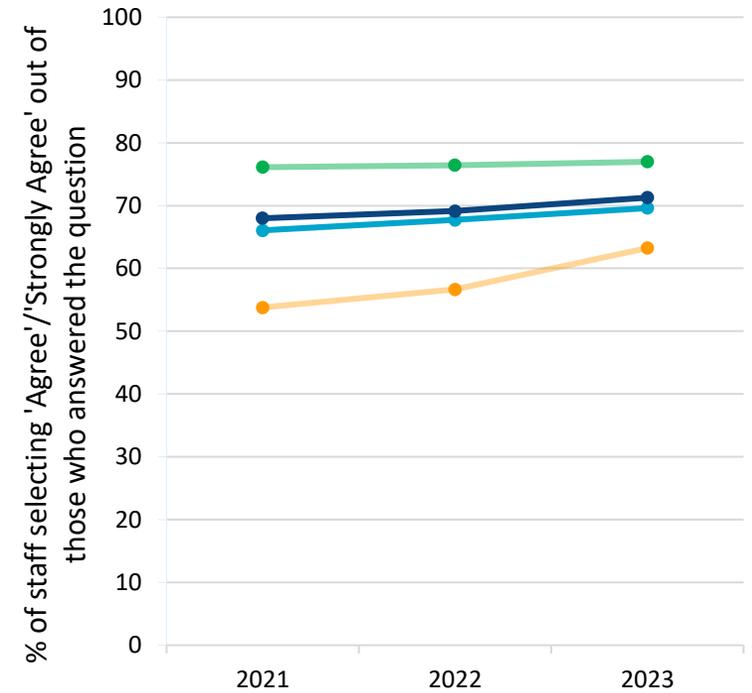
	2021	2022	2023
<b>Your org</b>	71.98%	73.32%	70.85%
<b>Best result</b>	75.71%	79.35%	77.83%
<b>Average result</b>	68.60%	69.57%	69.12%
<b>Worst result</b>	58.88%	61.55%	60.58%
Responses	3332	4104	5593

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



	2021	2022	2023
<b>Your org</b>	52.79%	53.89%	57.68%
<b>Best result</b>	64.69%	63.48%	64.38%
<b>Average result</b>	52.12%	53.34%	55.07%
<b>Worst result</b>	38.74%	42.85%	46.92%
Responses	3337	4106	5598

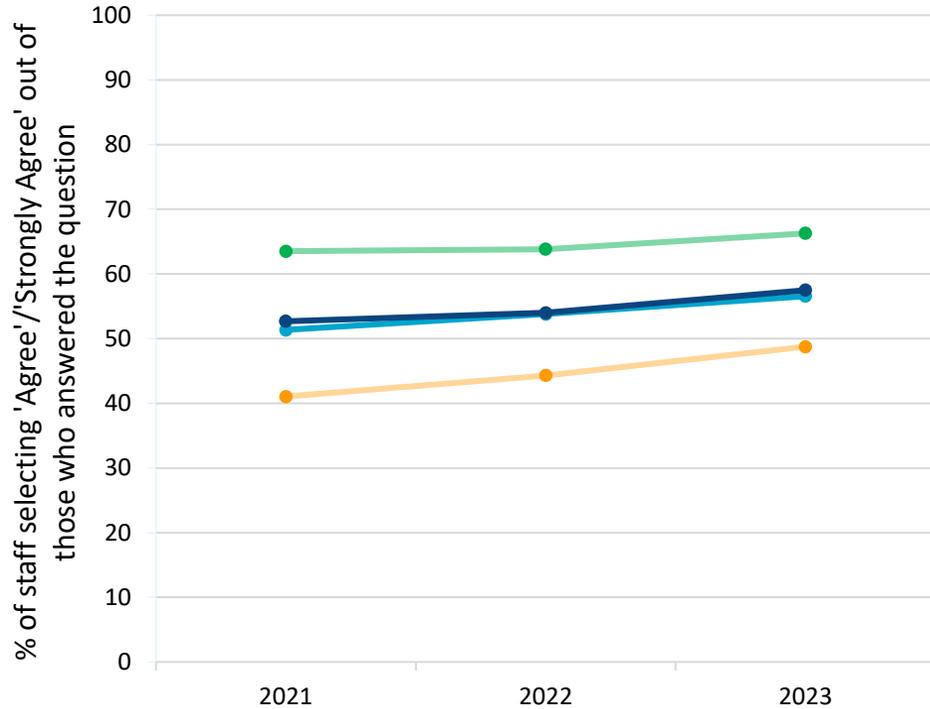
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
<b>Your org</b>	67.96%	69.12%	71.27%
<b>Best result</b>	76.13%	76.43%	76.99%
<b>Average result</b>	66.04%	67.72%	69.61%
<b>Worst result</b>	53.76%	56.66%	63.25%
Responses	3340	4110	5590

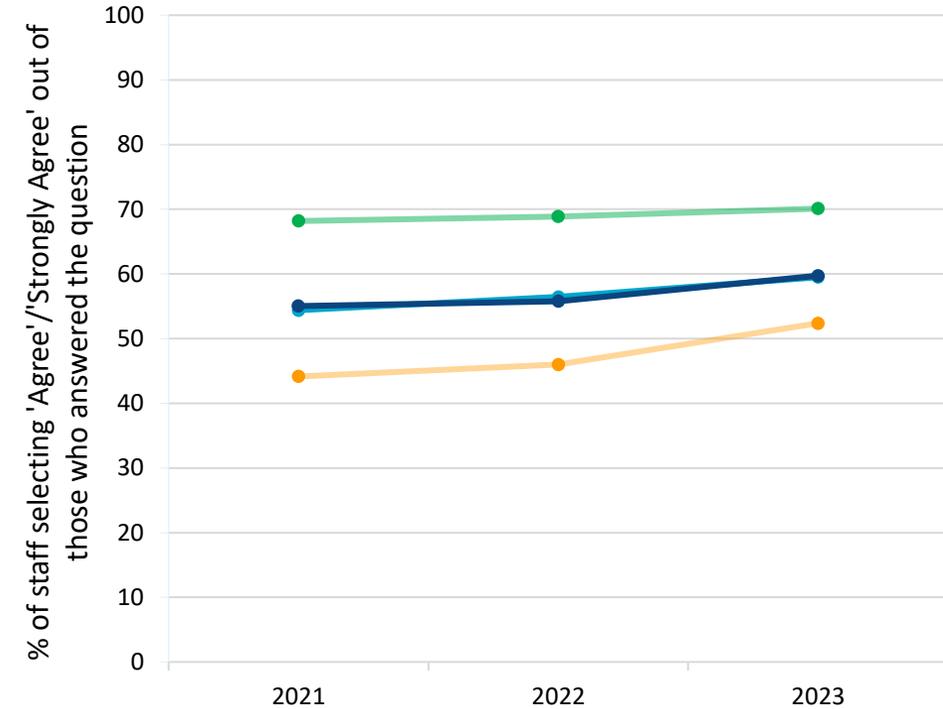


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	52.68%	53.99%	57.50%
Best result	63.51%	63.83%	66.27%
Average result	51.34%	53.79%	56.56%
Worst result	41.04%	44.30%	48.75%
Responses	3335	4105	5586

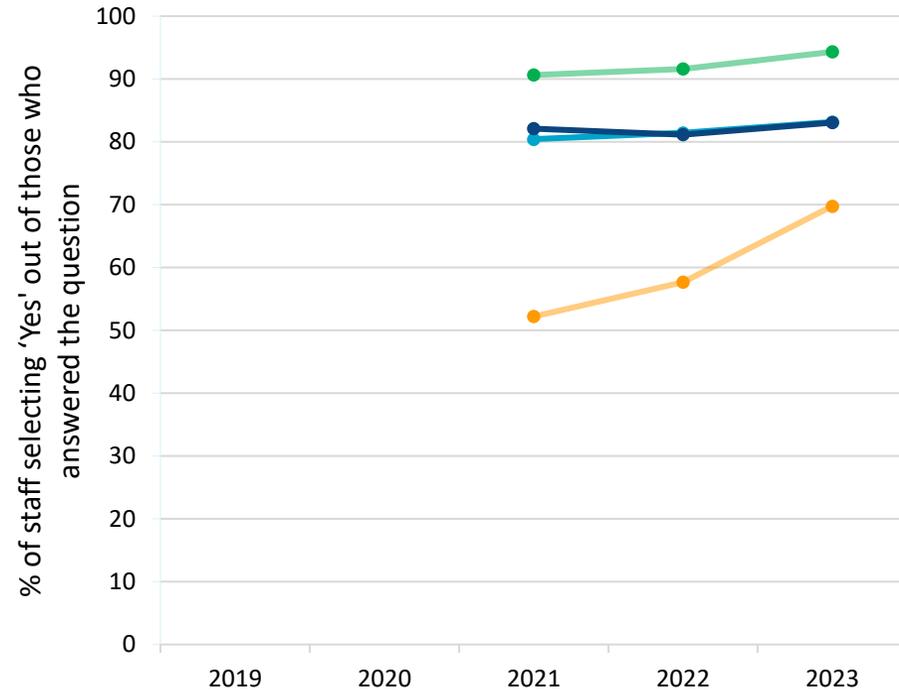
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	55.02%	55.78%	59.73%
Best result	68.20%	68.89%	70.11%
Average result	54.38%	56.44%	59.52%
Worst result	44.16%	45.98%	52.38%
Responses	3331	4099	5584

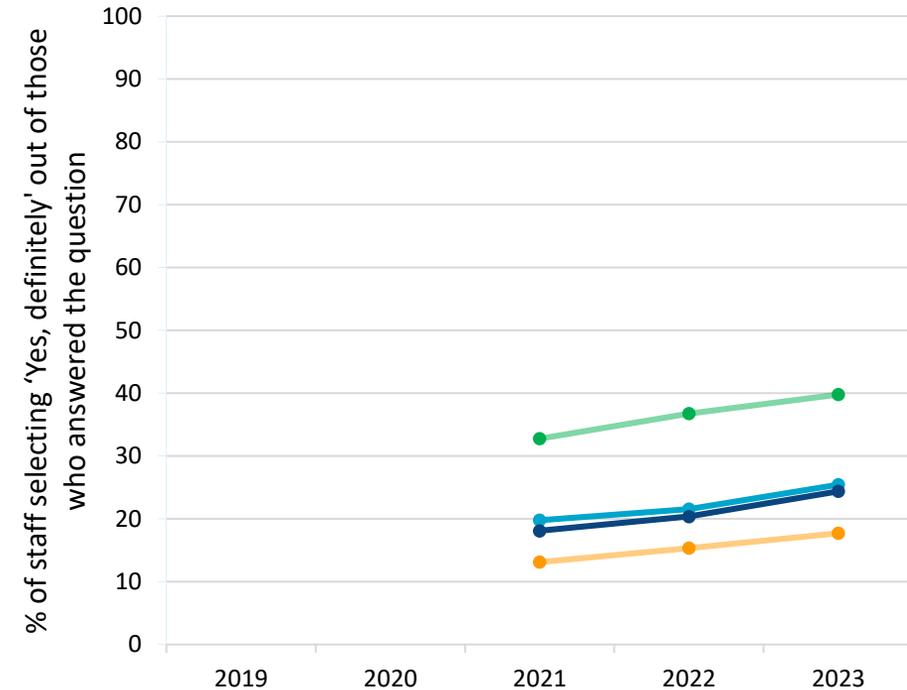


Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	-	-	82.10%	81.14%	83.05%
Best result	-	-	90.63%	91.59%	94.32%
Average result	-	-	80.40%	81.41%	83.12%
Worst result	-	-	52.20%	57.65%	69.76%
Responses	-	-	3294	4107	5560

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

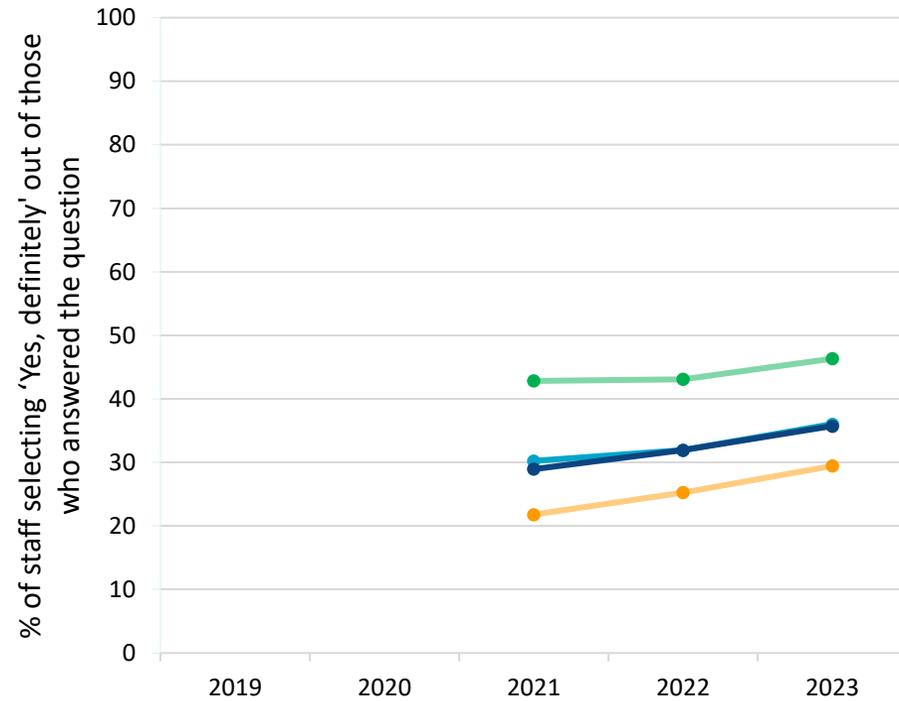


	2019	2020	2021	2022	2023
Your org	-	-	18.10%	20.35%	24.37%
Best result	-	-	32.75%	36.74%	39.78%
Average result	-	-	19.79%	21.56%	25.44%
Worst result	-	-	13.13%	15.33%	17.71%
Responses	-	-	2658	3321	4609

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

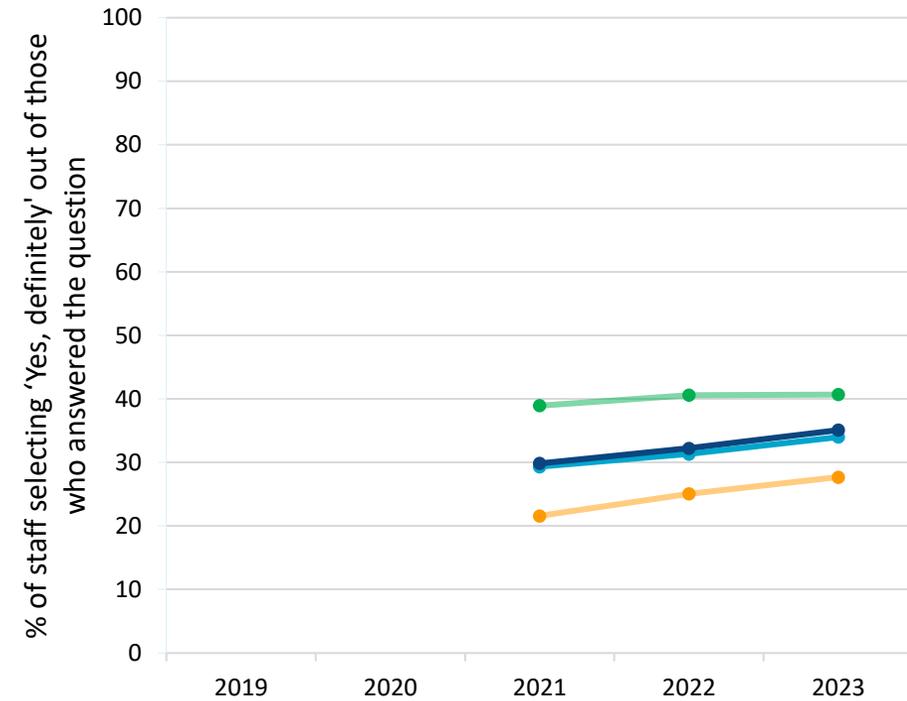


Q23c It helped me agree clear objectives for my work.



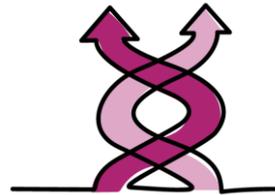
	2019	2020	2021	2022	2023
Your org	-	-	28.94%	31.92%	35.72%
Best result	-	-	42.85%	43.07%	46.33%
Average result	-	-	30.21%	31.92%	36.02%
Worst result	-	-	21.78%	25.24%	29.43%
Responses	-	-	2659	3313	4600

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



	2019	2020	2021	2022	2023
Your org	-	-	29.83%	32.21%	35.09%
Best result	-	-	38.94%	40.60%	40.68%
Average result	-	-	29.33%	31.33%	34.00%
Worst result	-	-	21.57%	25.05%	27.66%
Responses	-	-	2662	3314	4604

## People Promise element – We work flexibly



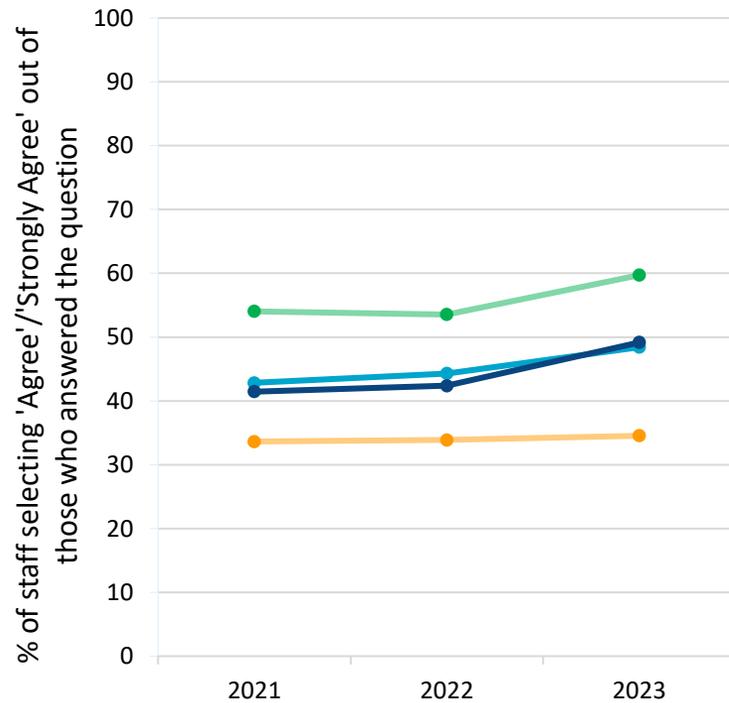
### Questions included:

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

Flexible working – Q4d

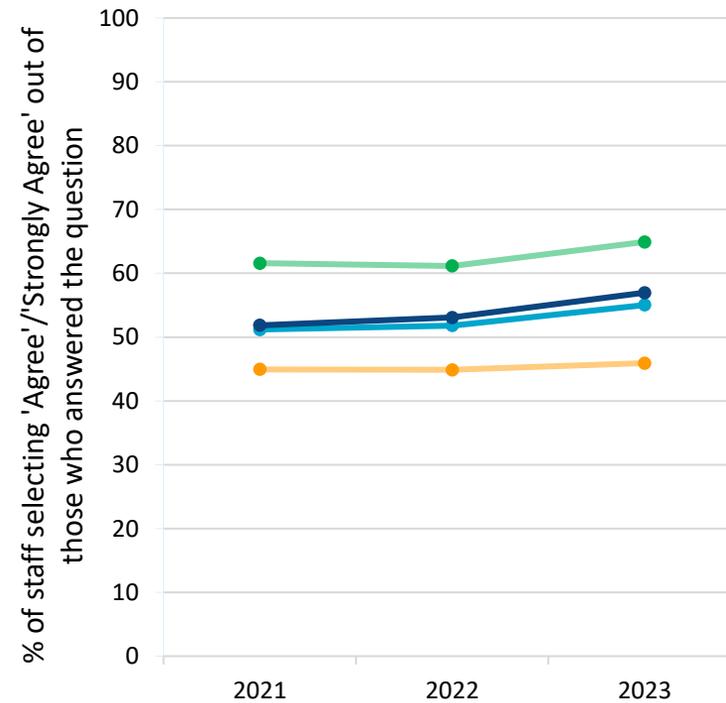


Q6b My organisation is committed to helping me balance my work and home life.



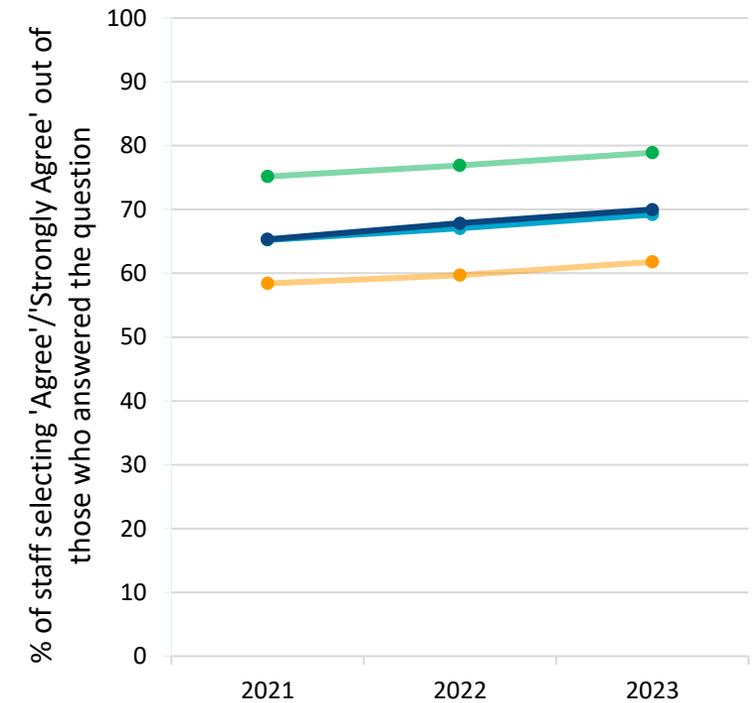
	2021	2022	2023
<b>Your org</b>	41.43%	42.38%	49.17%
<b>Best result</b>	54.04%	53.54%	59.70%
<b>Average result</b>	42.83%	44.29%	48.43%
<b>Worst result</b>	33.62%	33.88%	34.55%
Responses	3368	4138	5601

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



	2021	2022	2023
<b>Your org</b>	51.84%	53.07%	56.95%
<b>Best result</b>	61.58%	61.15%	64.91%
<b>Average result</b>	51.19%	51.81%	55.04%
<b>Worst result</b>	44.93%	44.86%	45.92%
Responses	3361	4135	5589

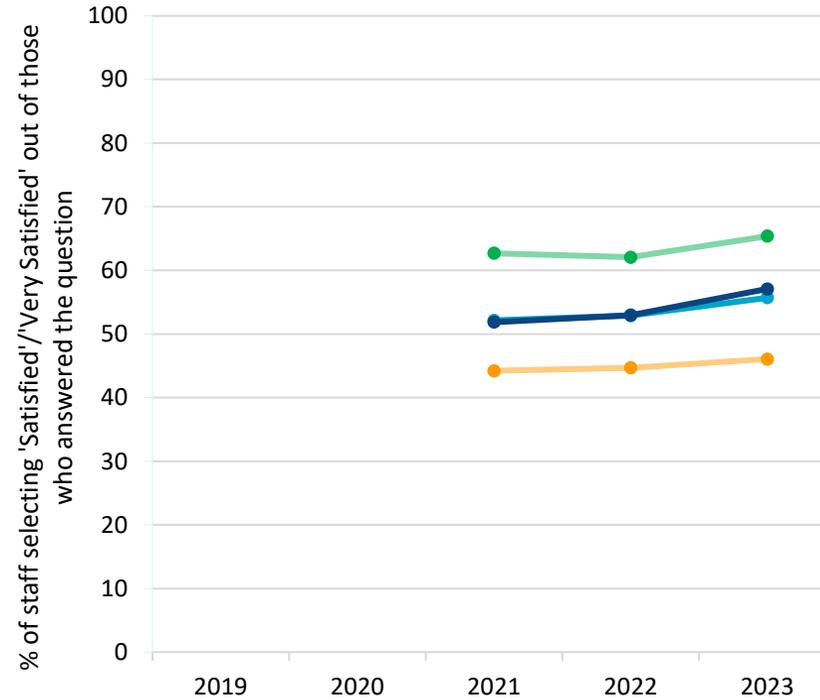
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023
<b>Your org</b>	65.30%	67.85%	69.98%
<b>Best result</b>	75.18%	76.88%	78.91%
<b>Average result</b>	65.22%	67.05%	69.22%
<b>Worst result</b>	58.41%	59.70%	61.81%
Responses	3363	4133	5594



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	-	-	51.87%	52.96%	57.08%
Best result	-	-	62.69%	62.05%	65.39%
Average result	-	-	52.13%	52.89%	55.70%
Worst result	-	-	44.22%	44.69%	46.05%
Responses	-	-	3352	4131	5579

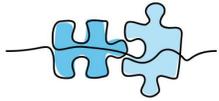
## People Promise element – We are a team



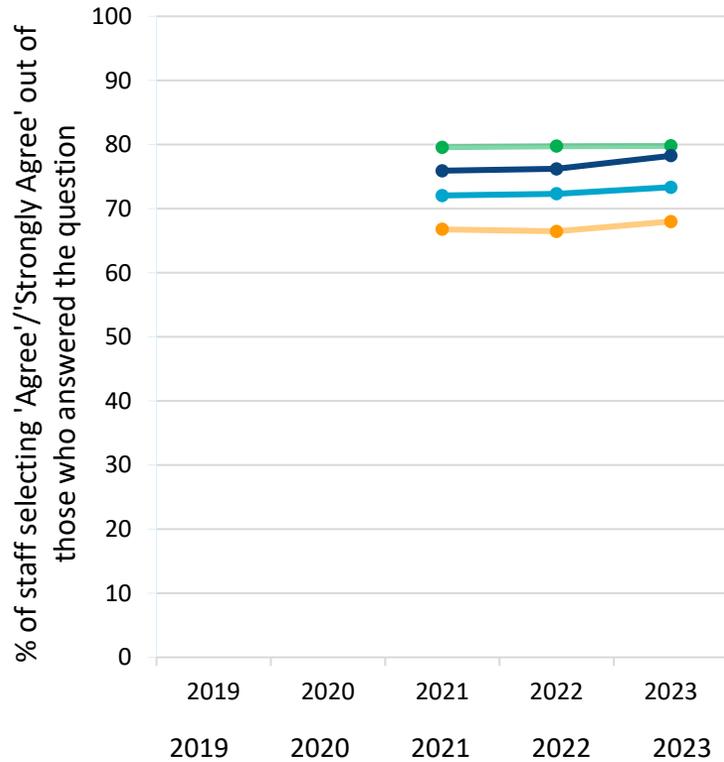
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

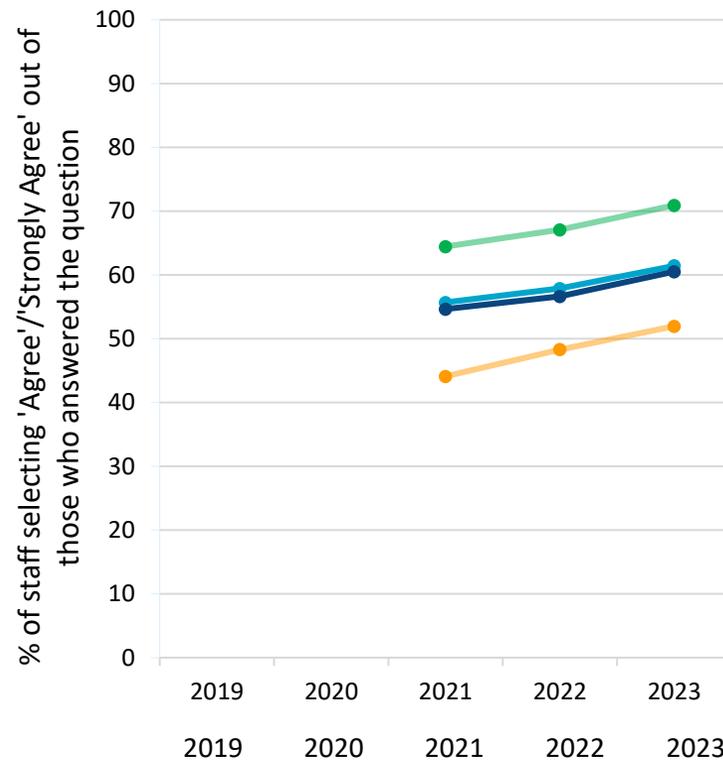


Q7a The team I work in has a set of shared objectives.



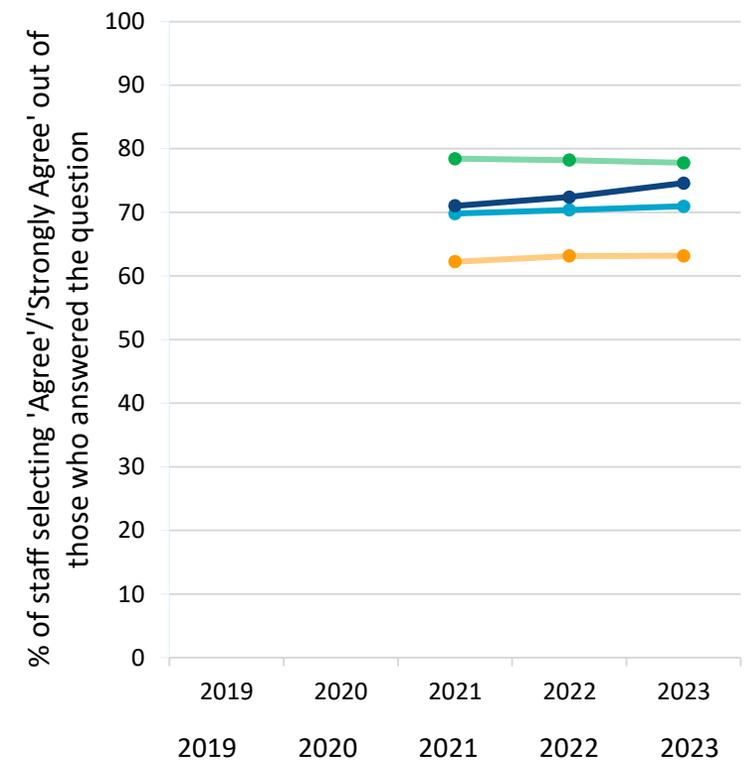
Responses	-	-	3364	4134	5600
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Q7b The team I work in often meets to discuss the team's effectiveness.

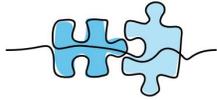


Responses	-	-	3362	4131	5589
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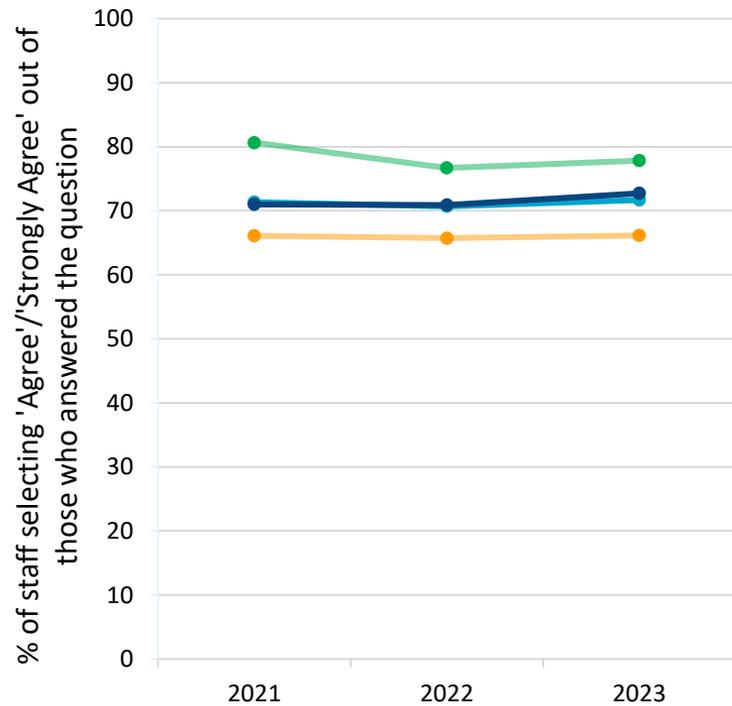
Q7c I receive the respect I deserve from my colleagues at work.



Responses	-	-	3360	4140	5597
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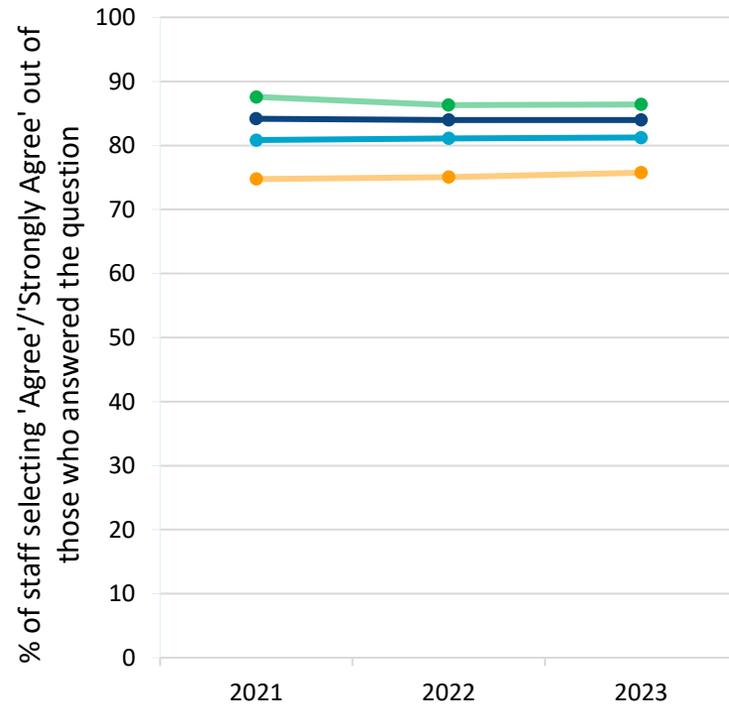


Q7d Team members understand each other's roles.



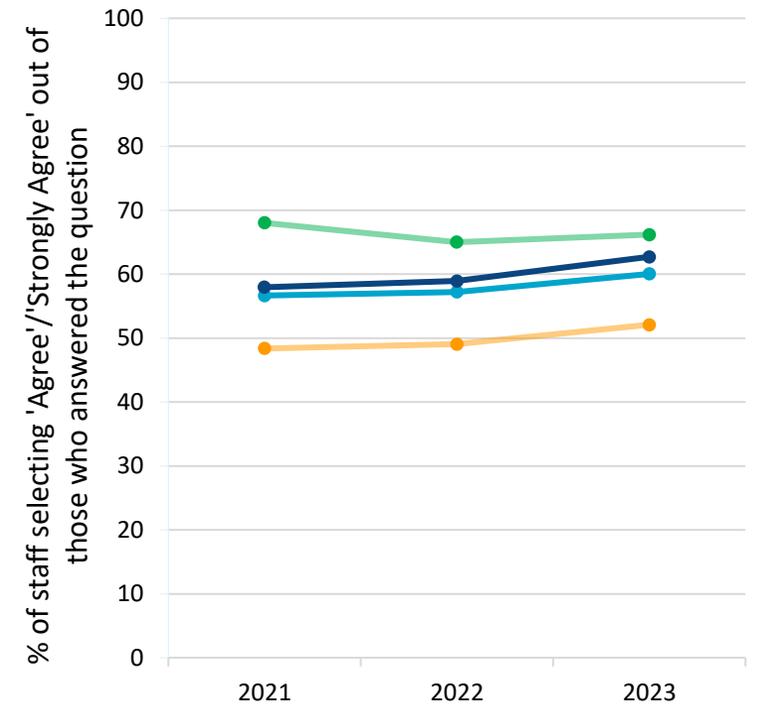
	2021	2022	2023
<b>Your org</b>	71.00%	70.89%	72.73%
<b>Best result</b>	80.62%	76.69%	77.83%
<b>Average result</b>	71.35%	70.69%	71.68%
<b>Worst result</b>	66.09%	65.73%	66.13%
Responses	3370	4135	5604

Q7e I enjoy working with the colleagues in my team.

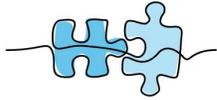


	2021	2022	2023
<b>Your org</b>	84.17%	83.99%	83.97%
<b>Best result</b>	87.58%	86.31%	86.41%
<b>Average result</b>	80.85%	81.10%	81.23%
<b>Worst result</b>	74.77%	75.07%	75.77%
Responses	3360	4133	5599

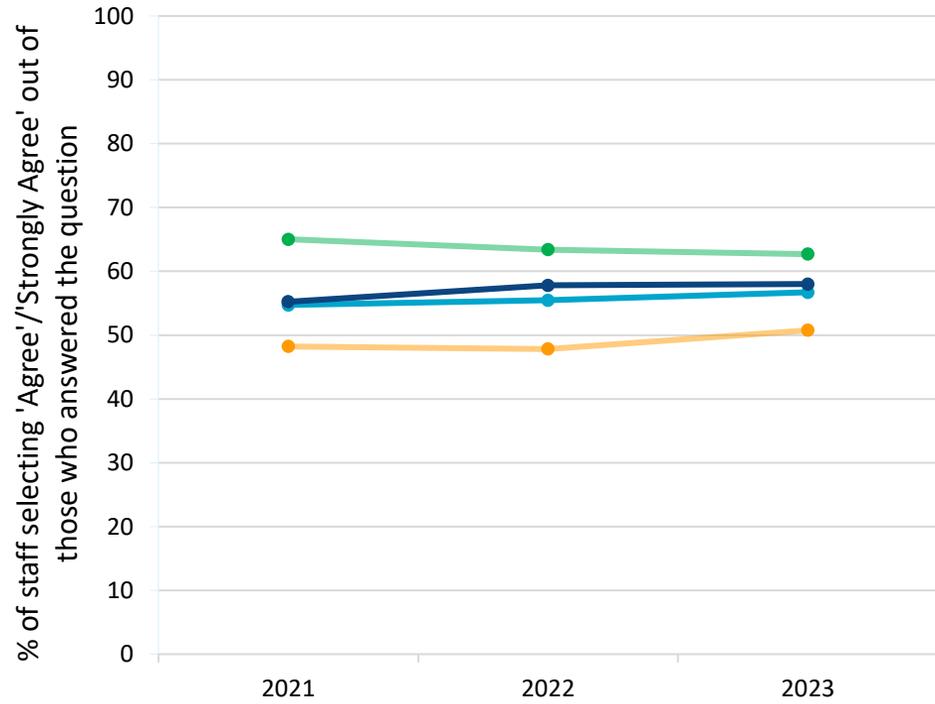
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023
<b>Your org</b>	57.96%	58.92%	62.71%
<b>Best result</b>	68.05%	64.98%	66.18%
<b>Average result</b>	56.64%	57.22%	60.06%
<b>Worst result</b>	48.40%	49.06%	52.08%
Responses	3353	4129	5595

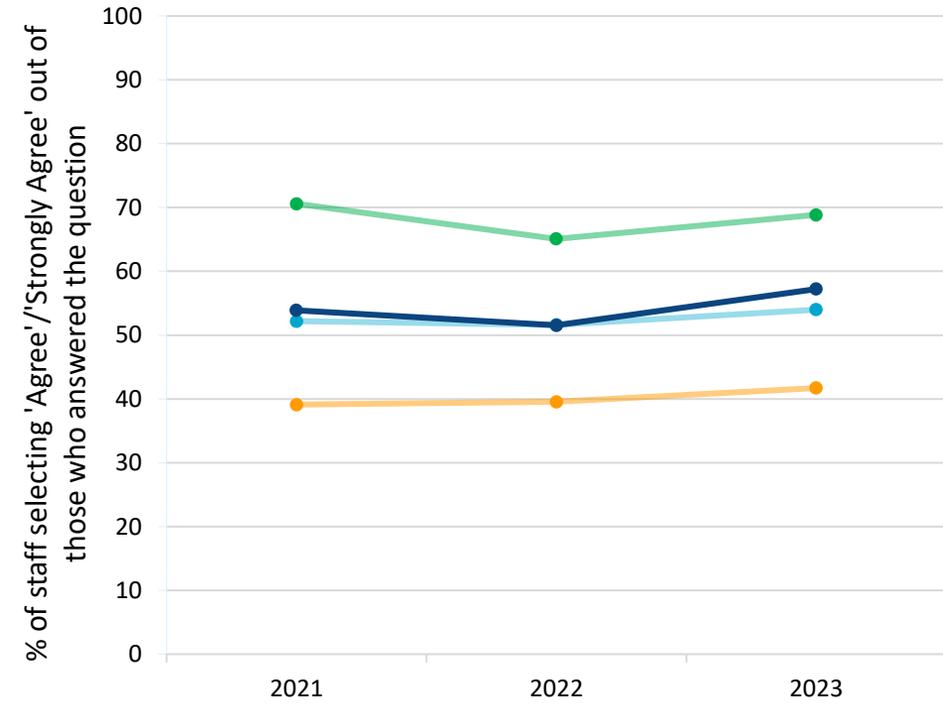


Q7g In my team disagreements are dealt with constructively.

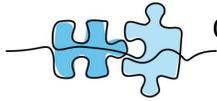


	2021	2022	2023
Your org	55.23%	57.79%	57.99%
Best result	65.00%	63.36%	62.70%
Average result	54.72%	55.46%	56.71%
Worst result	48.24%	47.83%	50.76%
Responses	3353	4124	5577

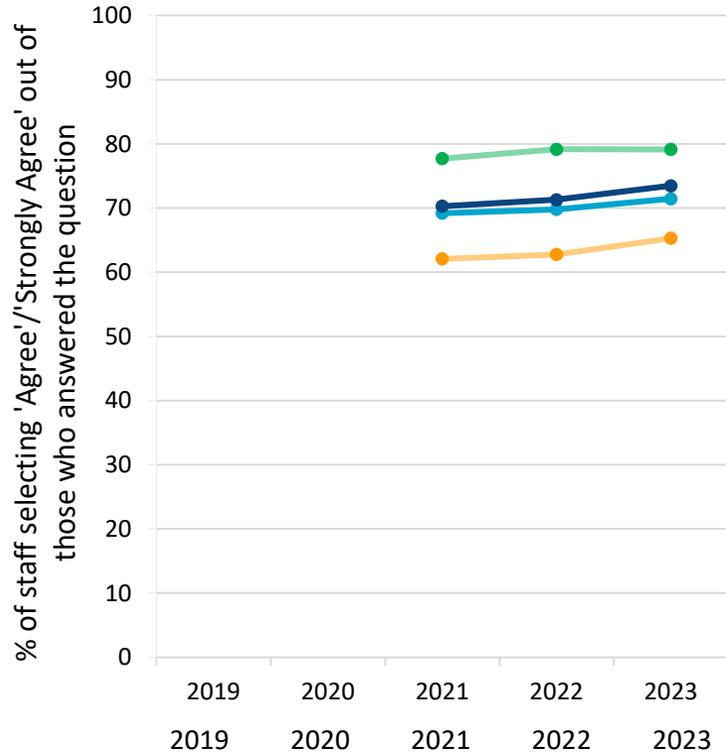
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023
Your org	53.86%	51.53%	57.21%
Best result	70.58%	65.06%	68.83%
Average result	52.17%	51.61%	54.00%
Worst result	39.09%	39.54%	41.71%
Responses	3357	4130	5589

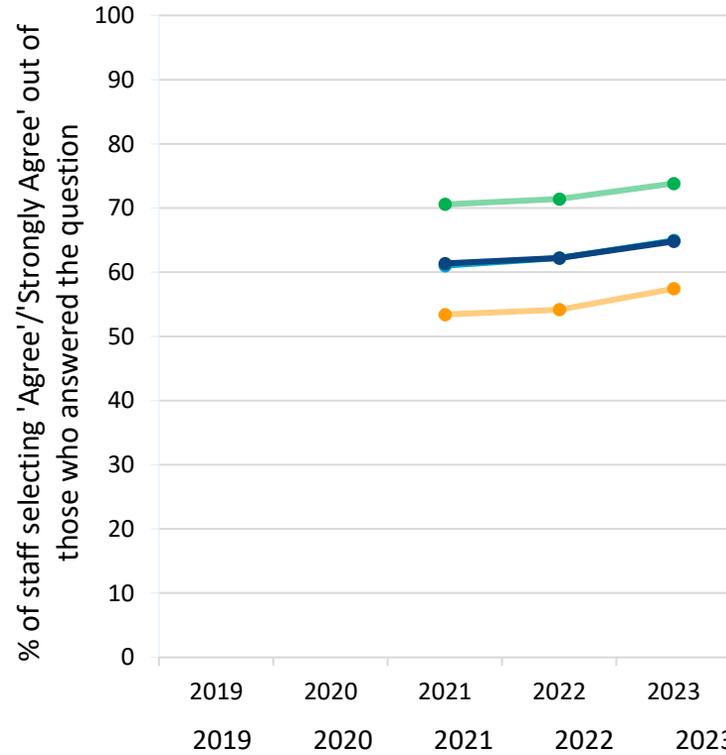


Q9a My immediate manager encourages me at work.



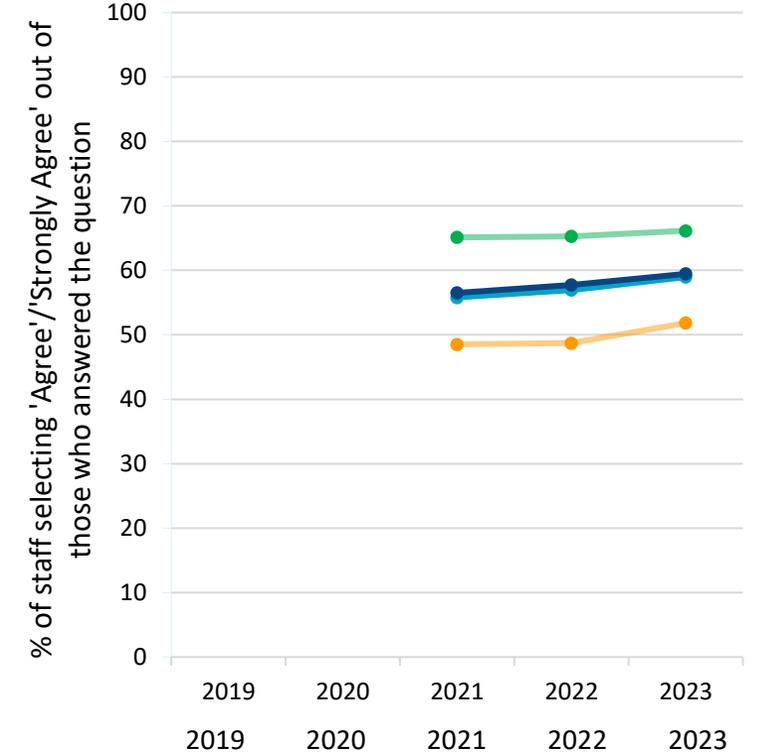
	2019	2020	2021	2022	2023
Your org	-	-	70.29%	71.29%	73.46%
Best result	-	-	77.69%	79.17%	79.13%
Average result	-	-	69.21%	69.78%	71.45%
Worst result	-	-	62.07%	62.76%	65.29%
Responses	-	-	3372	4138	5606

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

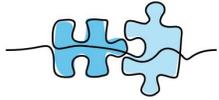


	2019	2020	2021	2022	2023
Your org	-	-	61.35%	62.21%	64.80%
Best result	-	-	70.57%	71.39%	73.81%
Average result	-	-	61.01%	62.21%	64.96%
Worst result	-	-	53.40%	54.16%	57.43%
Responses	-	-	3370	4139	5602

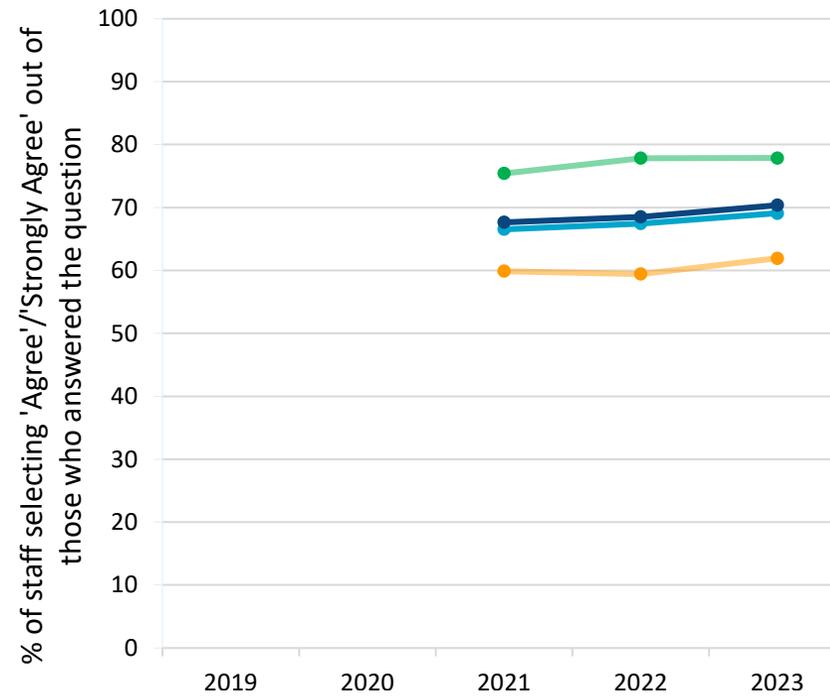
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2019	2020	2021	2022	2023
Your org	-	-	56.52%	57.74%	59.47%
Best result	-	-	65.12%	65.27%	66.13%
Average result	-	-	55.78%	56.95%	58.97%
Worst result	-	-	48.51%	48.70%	51.84%
Responses	-	-	3367	4138	5598



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



	2019	2020	2021	2022	2023
Your org	-	-	67.64%	68.52%	70.37%
Best result	-	-	75.43%	77.84%	77.87%
Average result	-	-	66.55%	67.45%	69.10%
Worst result	-	-	59.90%	59.42%	61.93%
Responses	-	-	3373	4144	5608

## Theme – Staff engagement

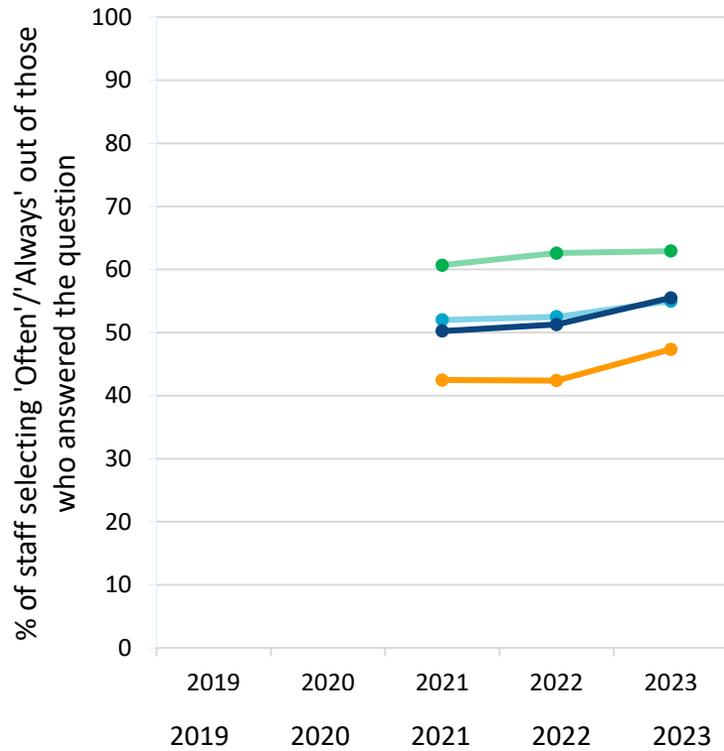
### Questions included:

Motivation – Q2a, Q2b, Q2c

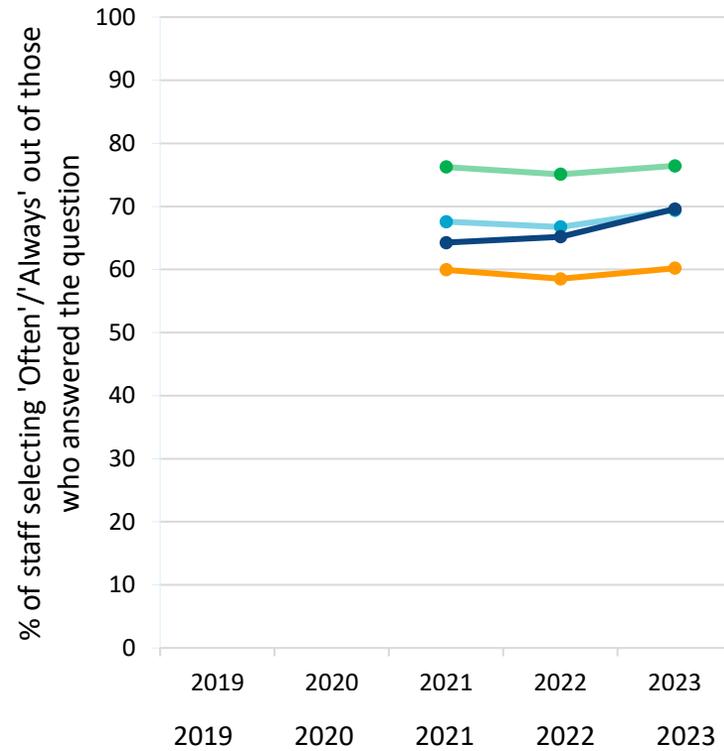
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

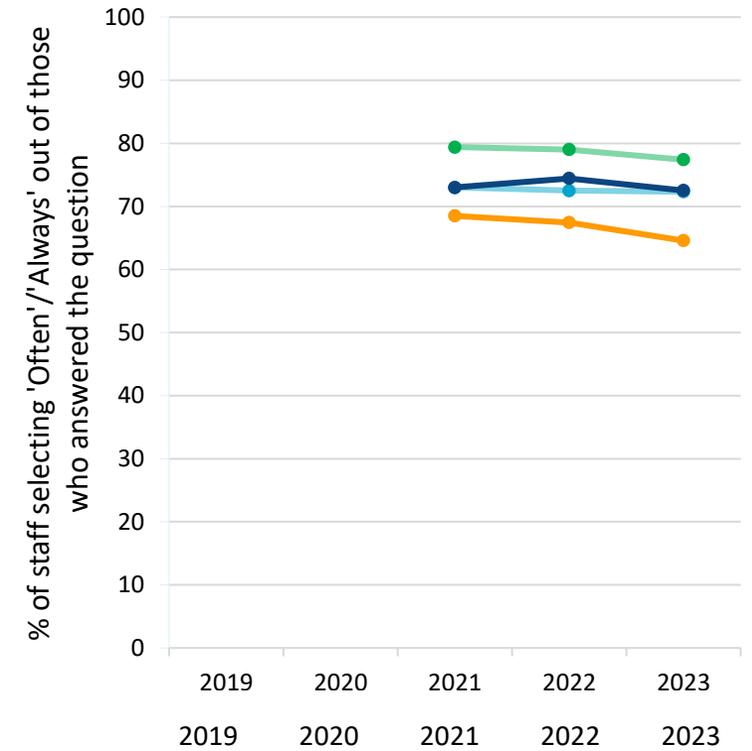
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.

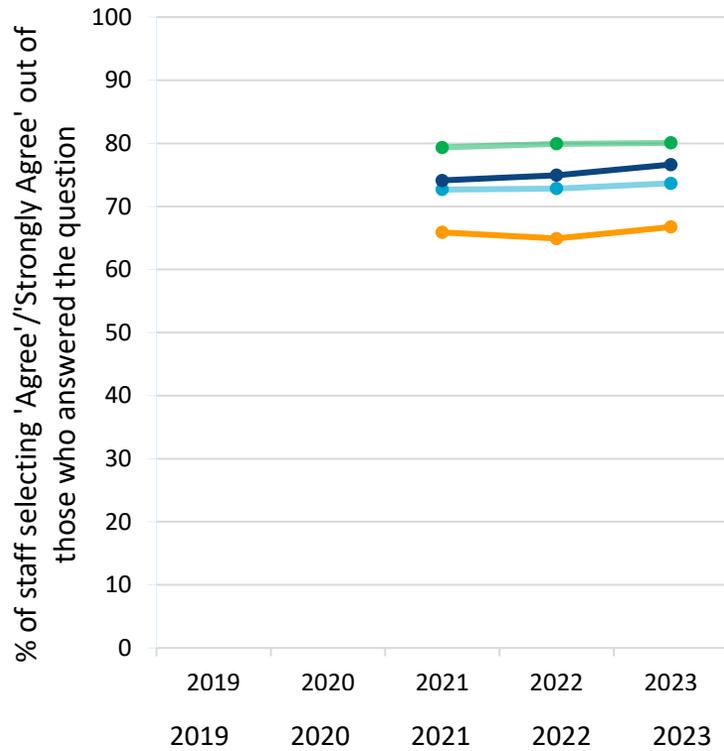


	2019	2020	2021	2022	2023
Your org	-	-	50.24%	51.28%	55.51%
Best result	-	-	60.68%	62.60%	62.92%
Average result	-	-	52.01%	52.49%	55.00%
Worst result	-	-	42.48%	42.39%	47.34%
Responses	-	-	3356	4125	5573

	2019	2020	2021	2022	2023
Your org	-	-	64.25%	65.19%	69.60%
Best result	-	-	76.25%	75.09%	76.43%
Average result	-	-	67.57%	66.74%	69.39%
Worst result	-	-	59.95%	58.50%	60.20%
Responses	-	-	3336	4092	5539

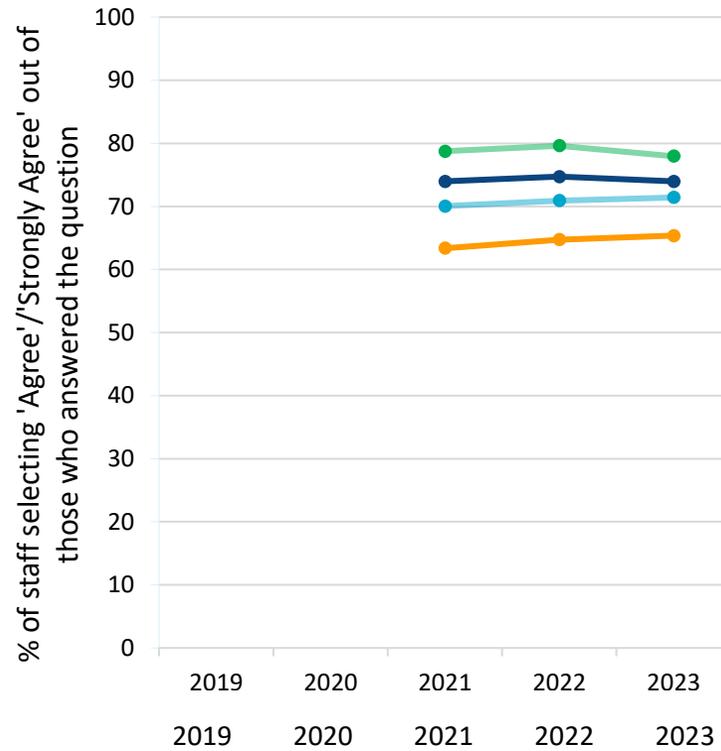
	2019	2020	2021	2022	2023
Your org	-	-	72.99%	74.45%	72.53%
Best result	-	-	79.41%	79.01%	77.42%
Average result	-	-	73.00%	72.50%	72.33%
Worst result	-	-	68.52%	67.44%	64.58%
Responses	-	-	3342	4093	5533

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



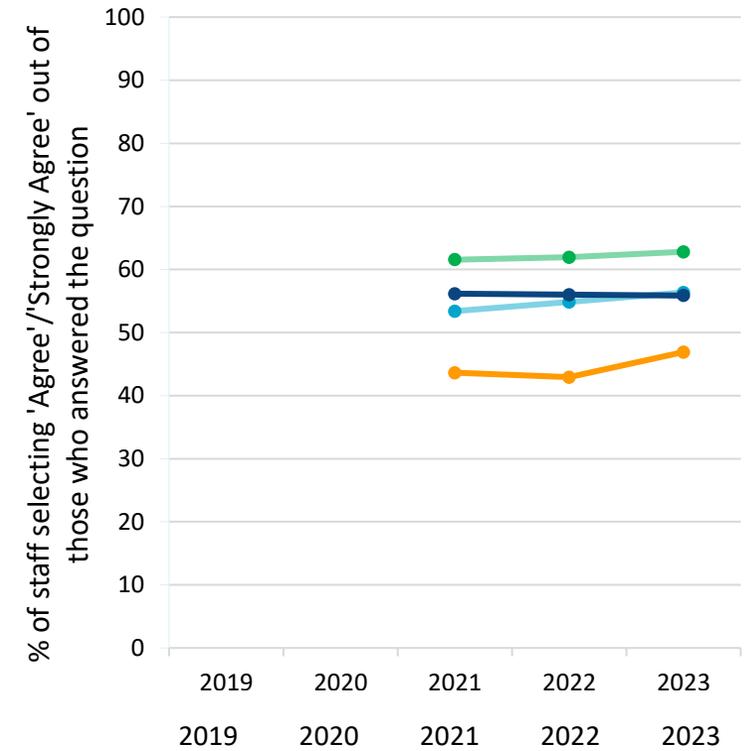
	2019	2020	2021	2022	2023
Your org	-	-	74.12%	74.95%	76.64%
Best result	-	-	79.35%	79.92%	80.07%
Average result	-	-	72.68%	72.83%	73.66%
Worst result	-	-	65.90%	64.90%	66.74%
Responses	-	-	3368	4135	5602

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



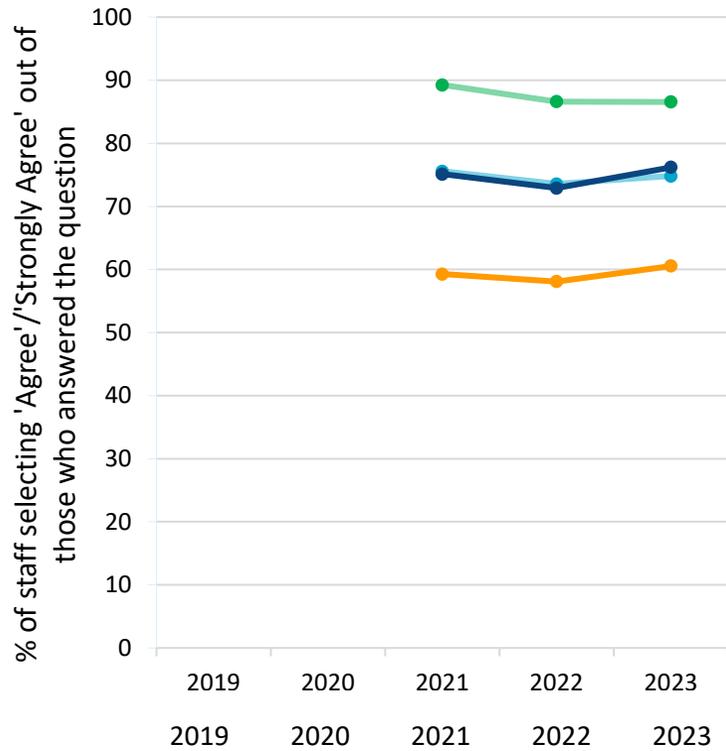
	2019	2020	2021	2022	2023
Your org	-	-	73.97%	74.72%	73.95%
Best result	-	-	78.73%	79.63%	77.96%
Average result	-	-	70.05%	70.92%	71.43%
Worst result	-	-	63.37%	64.73%	65.35%
Responses	-	-	3362	4129	5589

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



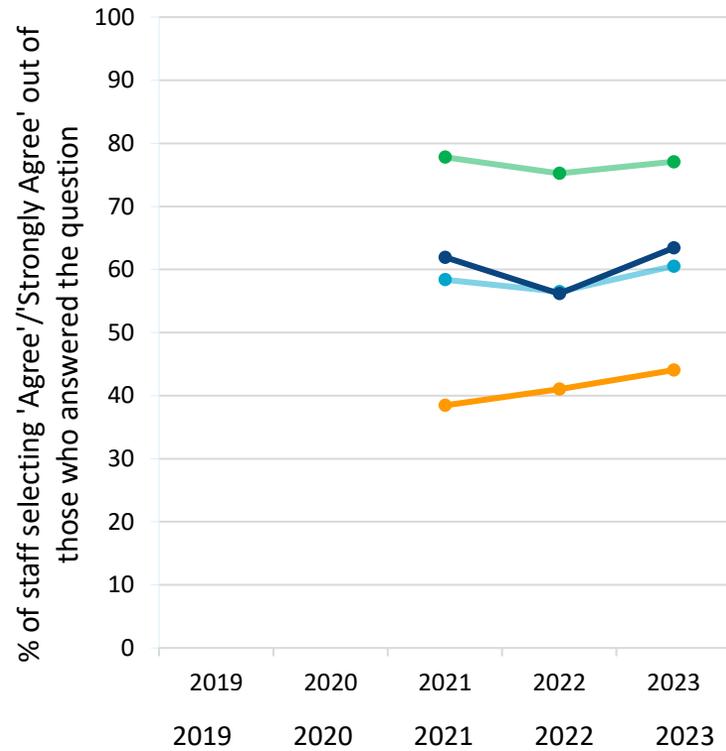
	2019	2020	2021	2022	2023
Your org	-	-	56.16%	56.01%	55.87%
Best result	-	-	61.57%	61.93%	62.79%
Average result	-	-	53.39%	54.84%	56.35%
Worst result	-	-	43.63%	42.93%	46.89%
Responses	-	-	3356	4115	5592

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



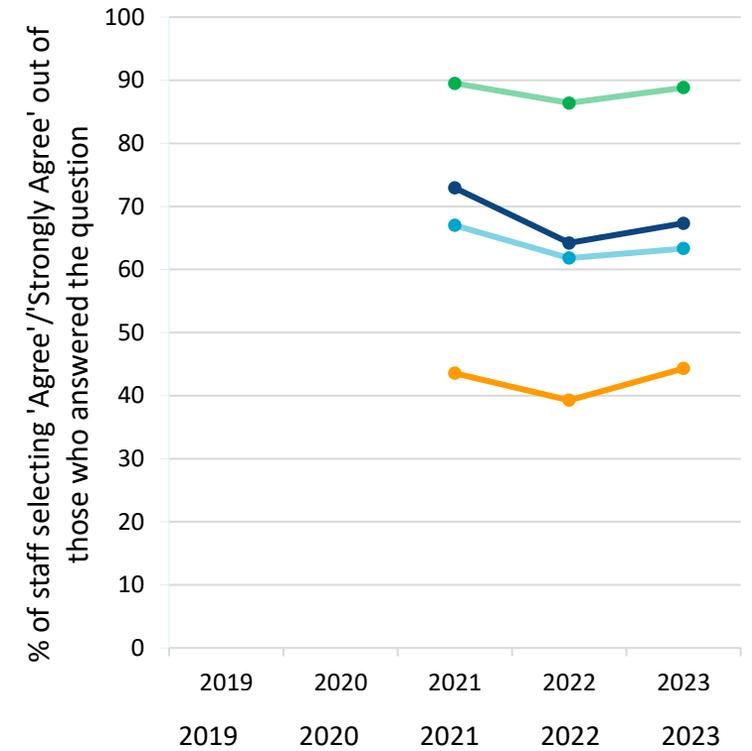
Your org	2019	2020	2021	2022	2023
Your org	-	-	75.13%	72.91%	76.20%
Best result	-	-	89.25%	86.61%	86.57%
Average result	-	-	75.57%	73.56%	74.83%
Worst result	-	-	59.27%	58.09%	60.55%
Responses	-	-	3354	4118	5595

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



Your org	2019	2020	2021	2022	2023
Your org	-	-	61.93%	56.18%	63.42%
Best result	-	-	77.82%	75.24%	77.09%
Average result	-	-	58.40%	56.48%	60.52%
Worst result	-	-	38.47%	41.03%	44.05%
Responses	-	-	3351	4121	5591

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



Your org	2019	2020	2021	2022	2023
Your org	-	-	72.93%	64.21%	67.33%
Best result	-	-	89.51%	86.38%	88.82%
Average result	-	-	66.99%	61.82%	63.32%
Worst result	-	-	43.54%	39.27%	44.31%
Responses	-	-	3350	4111	5592

## Theme - Morale

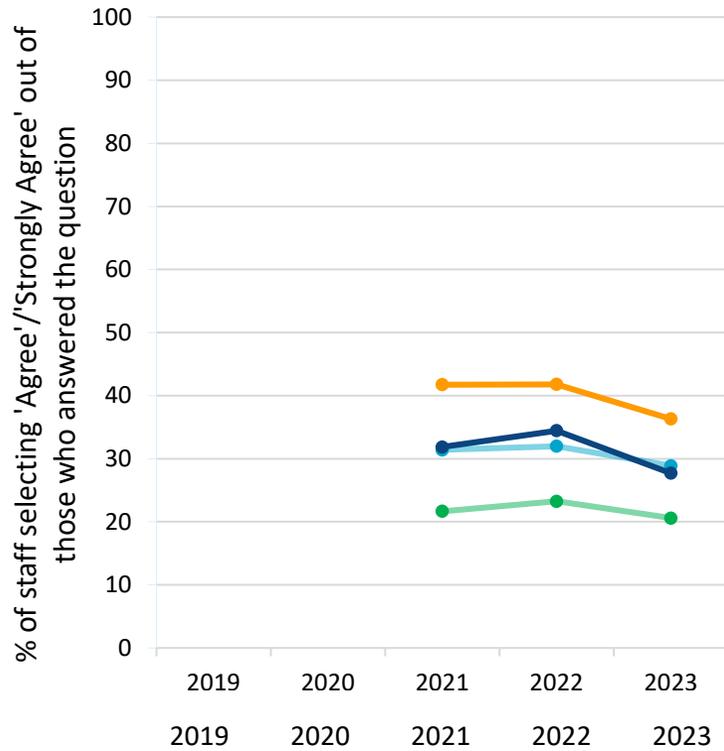
### Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

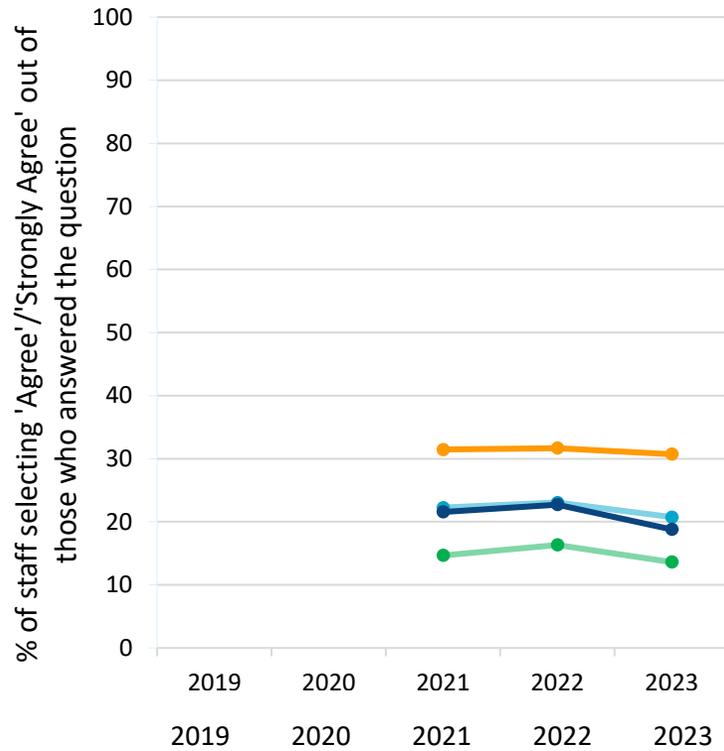
Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Q26a I often think about leaving this organisation.



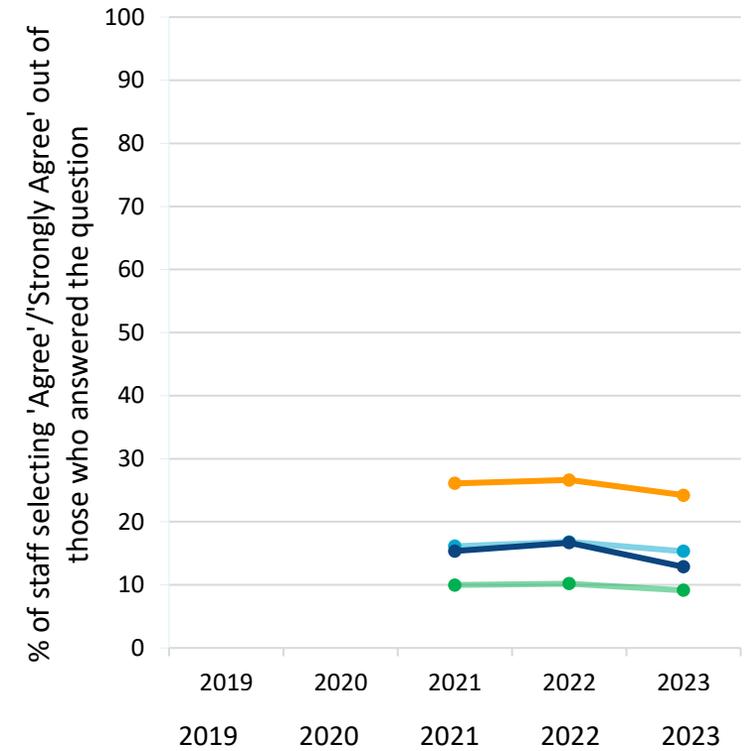
	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	31.84%	34.45%	27.71%
<b>Best result</b>	-	-	21.67%	23.25%	20.57%
<b>Average result</b>	-	-	31.40%	31.98%	28.89%
<b>Worst result</b>	-	-	41.75%	41.80%	36.31%
Responses	-	-	3362	4122	5603

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



	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	21.56%	22.73%	18.80%
<b>Best result</b>	-	-	14.66%	16.34%	13.63%
<b>Average result</b>	-	-	22.23%	23.05%	20.74%
<b>Worst result</b>	-	-	31.44%	31.68%	30.73%
Responses	-	-	3357	4112	5589

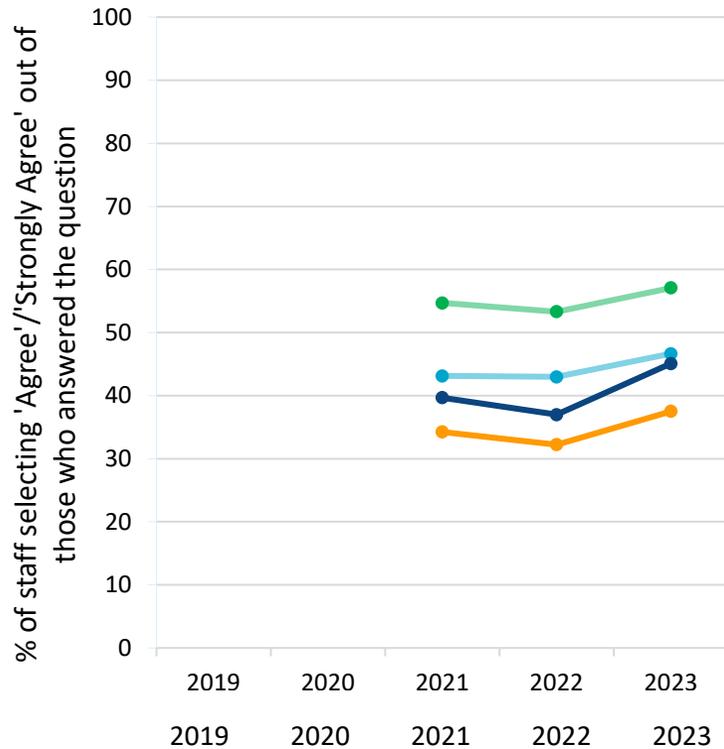
Q26c As soon as I can find another job, I will leave this organisation.



	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	15.35%	16.67%	12.87%
<b>Best result</b>	-	-	9.98%	10.19%	9.13%
<b>Average result</b>	-	-	16.14%	16.82%	15.32%
<b>Worst result</b>	-	-	26.10%	26.61%	24.21%
Responses	-	-	3334	4098	5571

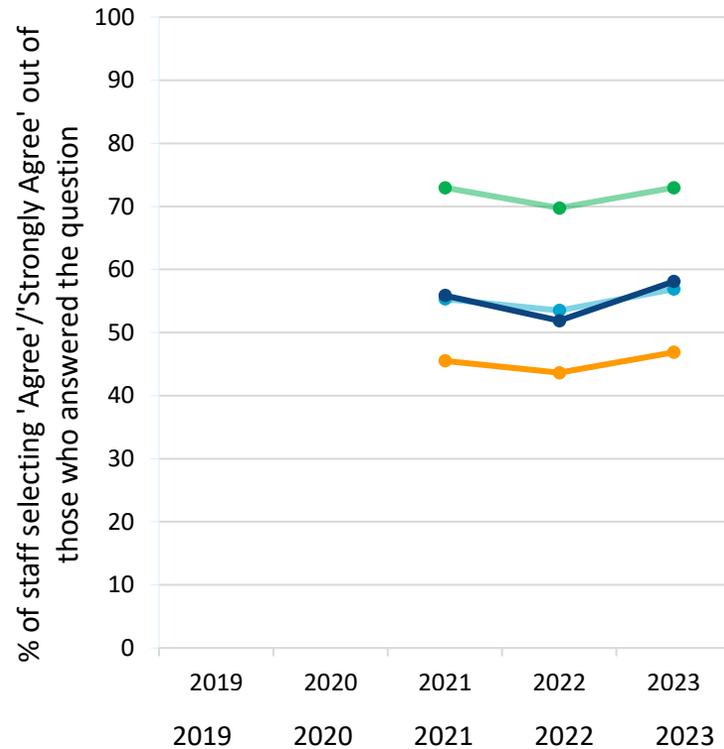


Q3g I am able to meet all the conflicting demands on my time at work.



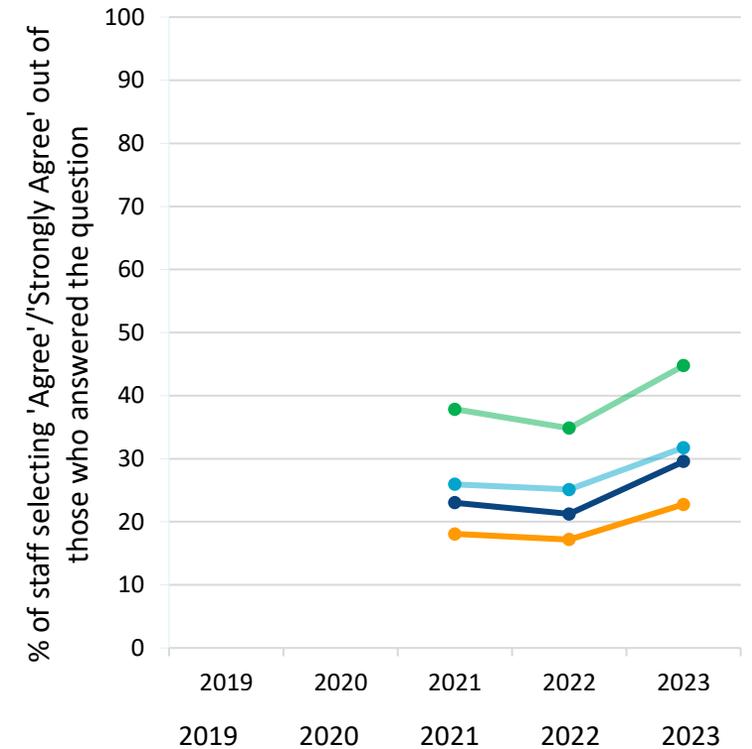
Your org	-	-	39.69%	36.98%	45.10%
Best result	-	-	54.69%	53.31%	57.08%
Average result	-	-	43.12%	42.96%	46.63%
Worst result	-	-	34.26%	32.24%	37.52%
Responses	-	-	3363	4118	5586

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



Your org	-	-	55.88%	51.87%	58.09%
Best result	-	-	72.96%	69.73%	72.97%
Average result	-	-	55.33%	53.52%	56.88%
Worst result	-	-	45.51%	43.63%	46.87%
Responses	-	-	3356	4118	5569

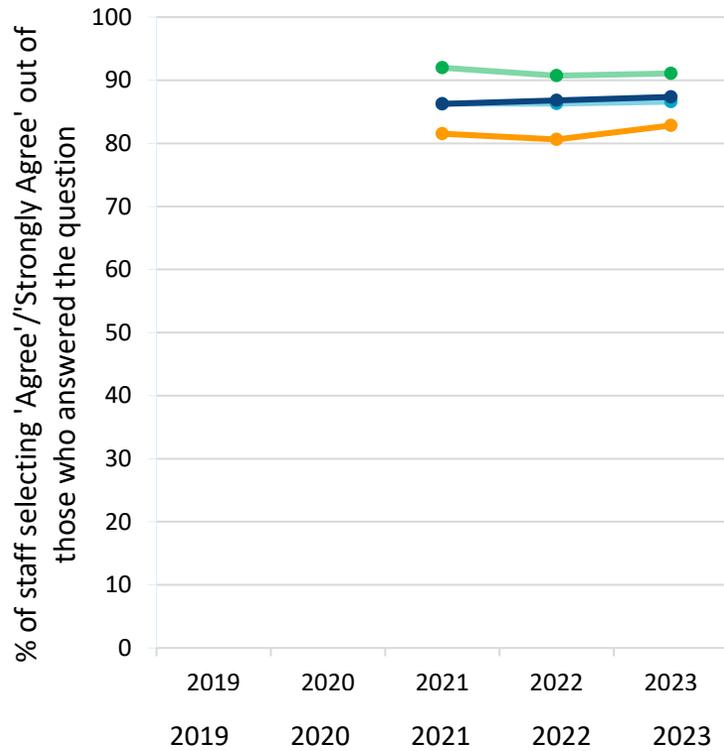
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	-	-	23.03%	21.24%	29.57%
Best result	-	-	37.83%	34.84%	44.76%
Average result	-	-	25.94%	25.11%	31.75%
Worst result	-	-	18.06%	17.19%	22.75%
Responses	-	-	3369	4133	5597

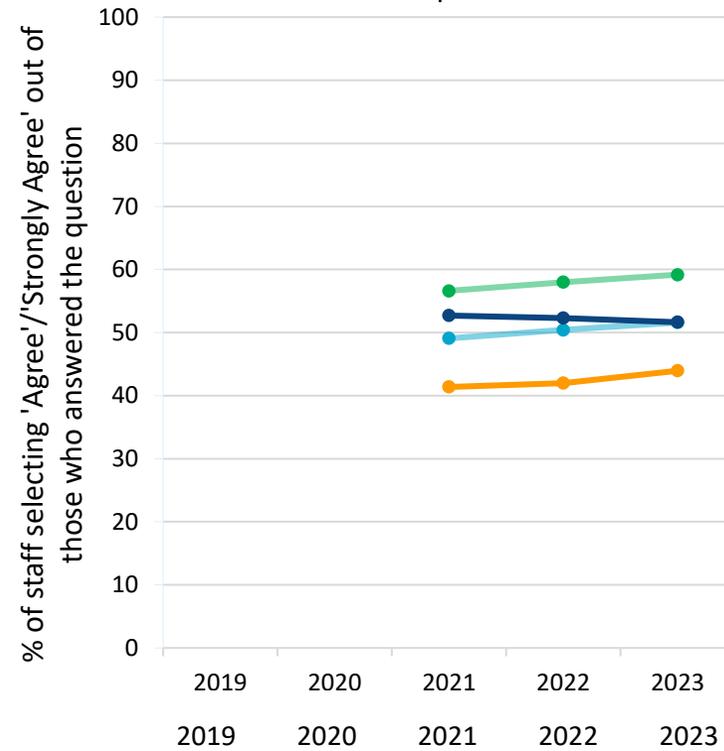


Q3a I always know what my work responsibilities are.



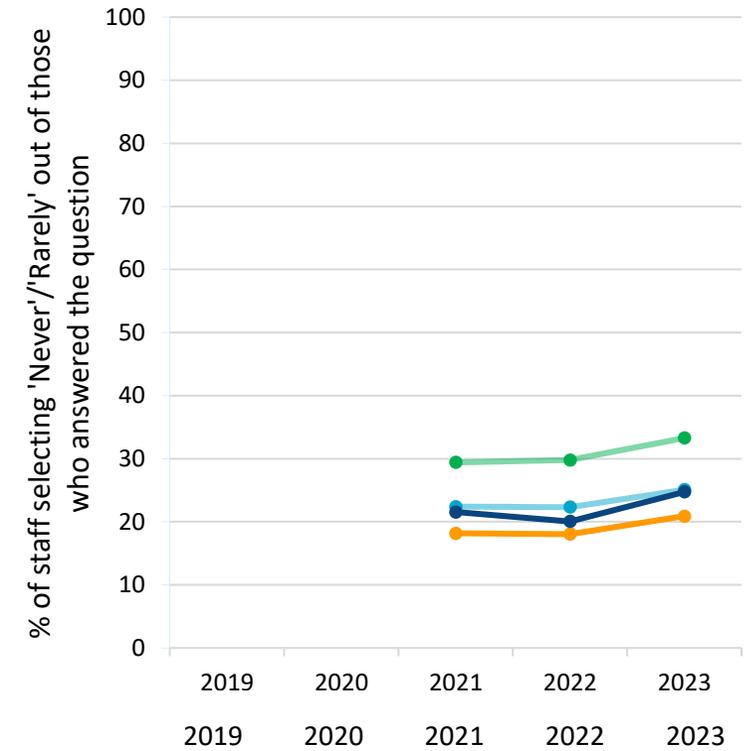
	2019	2020	2021	2022	2023
Your org	-	-	86.26%	86.83%	87.37%
Best result	-	-	92.01%	90.74%	91.10%
Average result	-	-	86.28%	86.30%	86.63%
Worst result	-	-	81.54%	80.62%	82.84%
Responses	-	-	3380	4148	5609

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



	2019	2020	2021	2022	2023
Your org	-	-	52.72%	52.31%	51.65%
Best result	-	-	56.61%	57.98%	59.18%
Average result	-	-	49.07%	50.41%	51.60%
Worst result	-	-	41.38%	41.99%	43.95%
Responses	-	-	3360	4131	5593

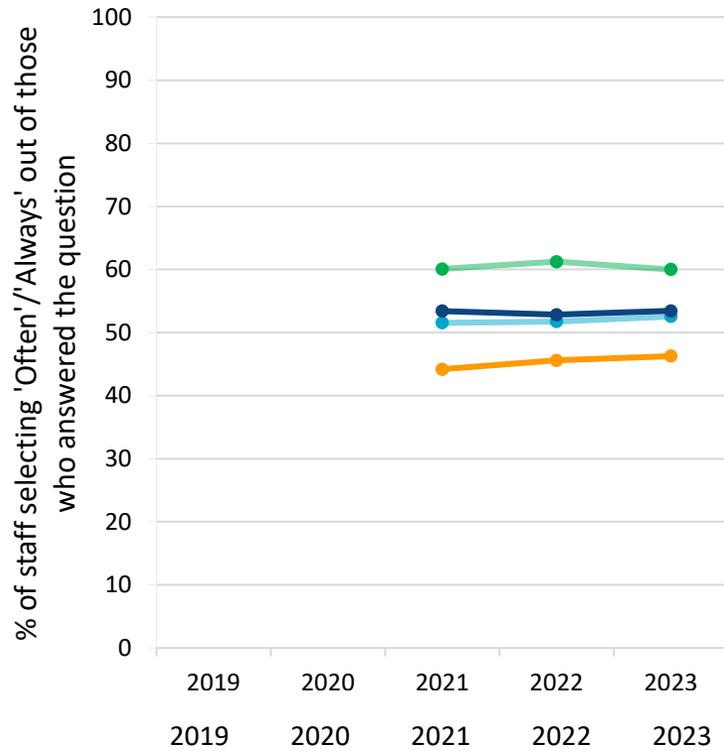
Q5a I have unrealistic time pressures.



	2019	2020	2021	2022	2023
Your org	-	-	21.53%	20.05%	24.74%
Best result	-	-	29.43%	29.80%	33.29%
Average result	-	-	22.39%	22.31%	25.08%
Worst result	-	-	18.16%	18.05%	20.88%
Responses	-	-	3362	4135	5599

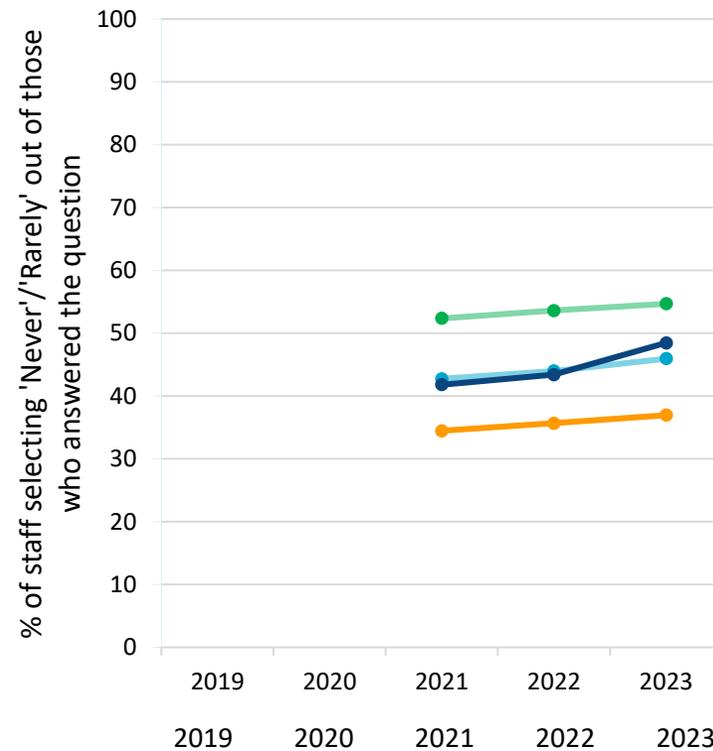


Q5b I have a choice in deciding how to do my work.



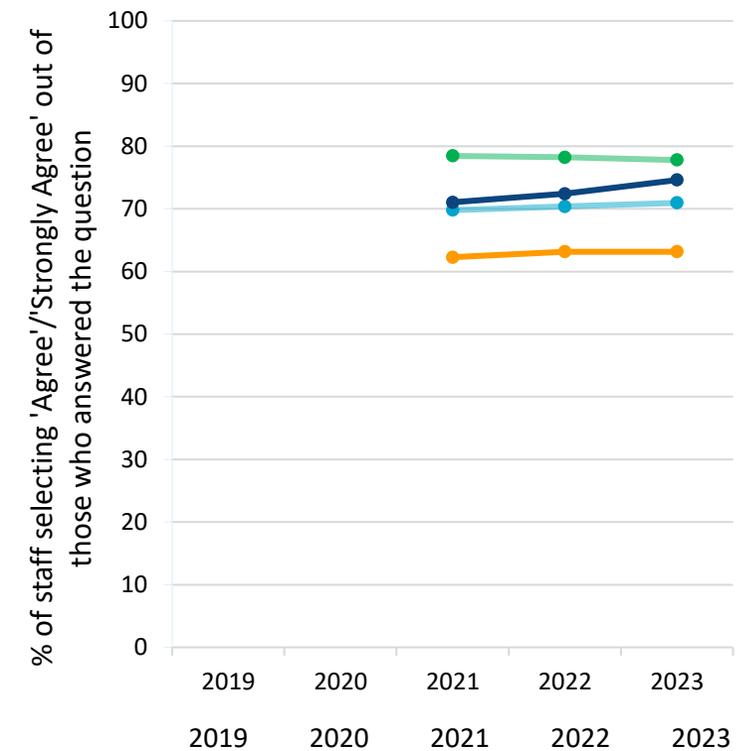
	2019	2020	2021	2022	2023
Your org	-	-	53.42%	52.83%	53.44%
Best result	-	-	60.08%	61.24%	60.00%
Average result	-	-	51.55%	51.76%	52.55%
Worst result	-	-	44.18%	45.59%	46.27%
Responses	-	-	3363	4128	5583

Q5c Relationships at work are strained.



	2019	2020	2021	2022	2023
Your org	-	-	41.82%	43.39%	48.44%
Best result	-	-	52.37%	53.60%	54.70%
Average result	-	-	42.74%	43.99%	45.96%
Worst result	-	-	34.45%	35.67%	36.97%
Responses	-	-	3353	4126	5578

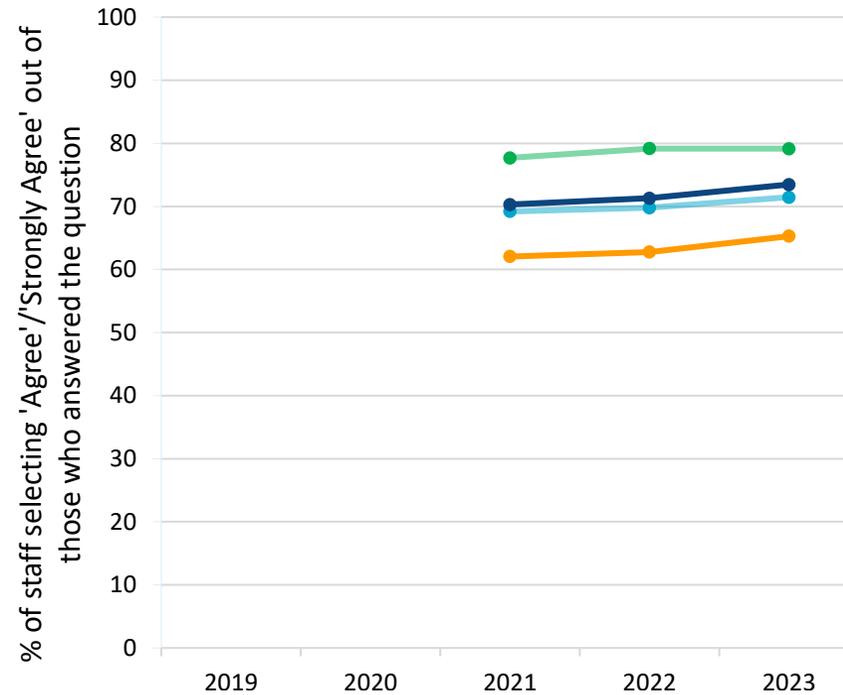
Q7c I receive the respect I deserve from my colleagues at work.



	2019	2020	2021	2022	2023
Your org	-	-	71.04%	72.41%	74.61%
Best result	-	-	78.44%	78.22%	77.78%
Average result	-	-	69.80%	70.37%	70.96%
Worst result	-	-	62.26%	63.16%	63.16%
Responses	-	-	3360	4140	5597



Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	-	-	70.29%	71.29%	73.46%
Best result	-	-	77.69%	79.17%	79.13%
Average result	-	-	69.21%	69.78%	71.45%
Worst result	-	-	62.07%	62.76%	65.29%
Responses	-	-	3372	4138	5606

## Question not linked to People Promise elements or themes

Questions included:\*

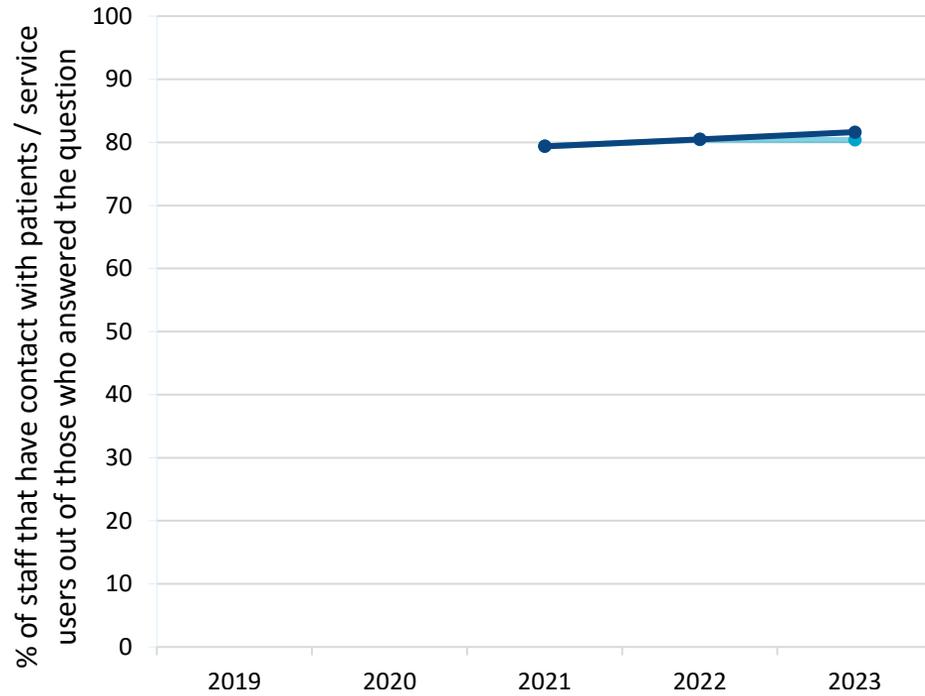
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

\*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.



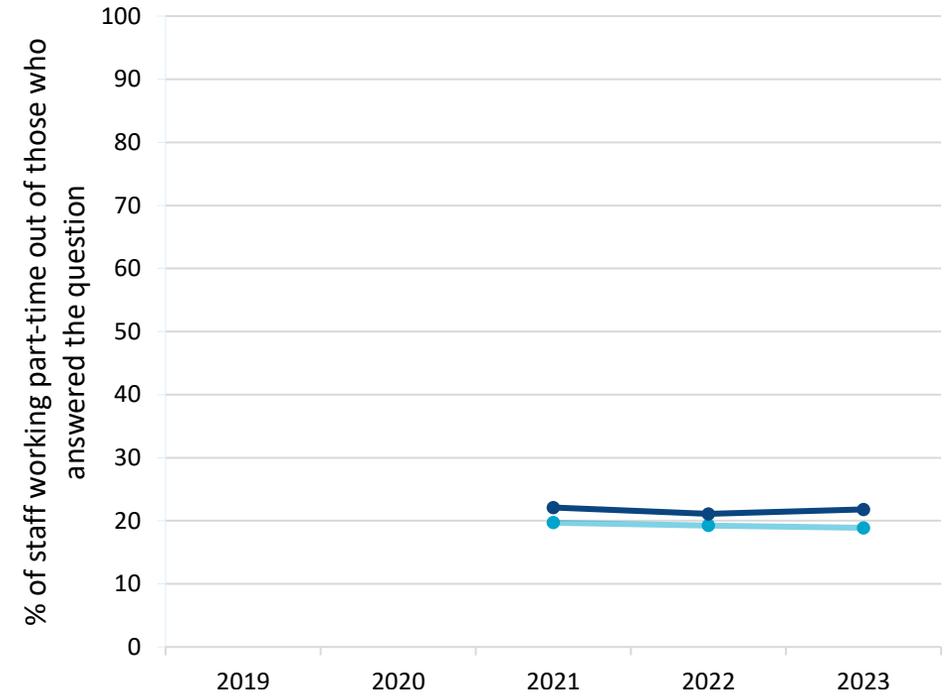
Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	79.37%	80.47%	81.61%
<b>Average</b>	-	-	79.36%	80.42%	80.37%
Responses	-	-	3373	4121	5591

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

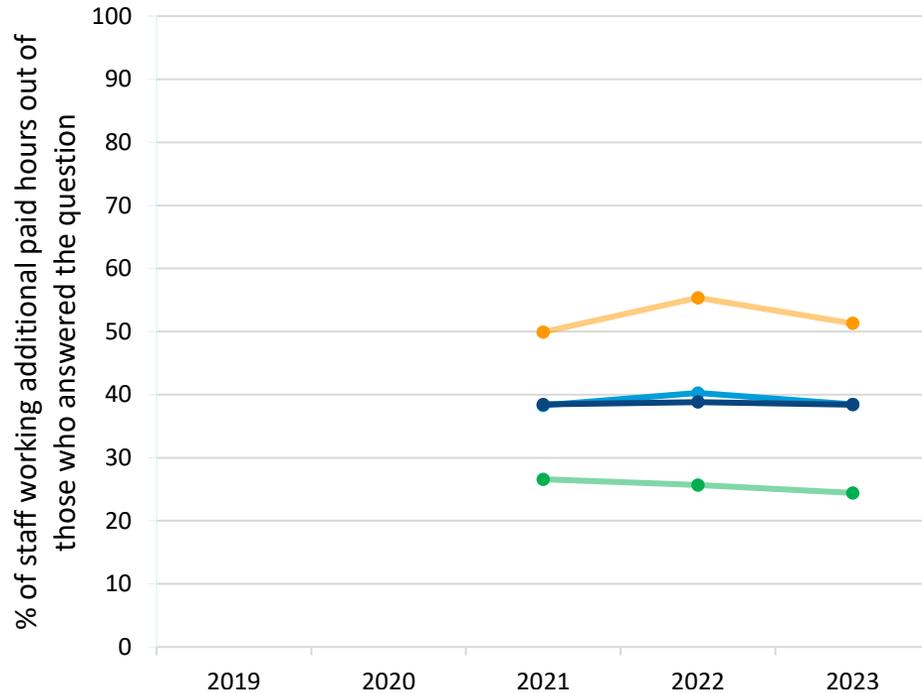


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	22.10%	21.10%	21.78%
<b>Average</b>	-	-	19.69%	19.24%	18.88%
Responses	-	-	3190	3934	5206



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

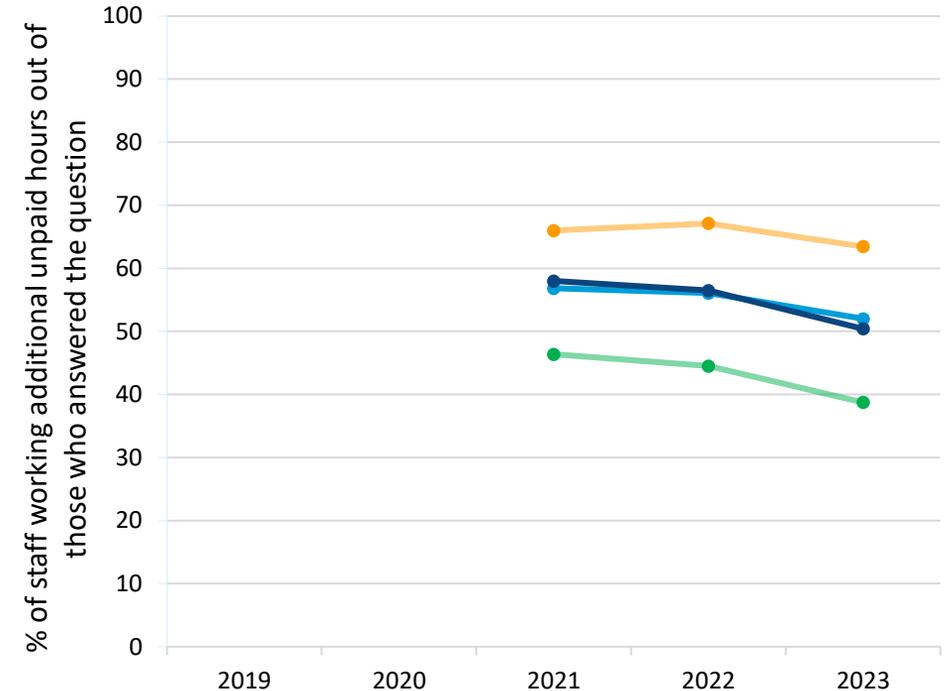


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	-	-	38.45%	38.83%	38.41%
Lowest	-	-	26.56%	25.66%	24.41%
Average	-	-	38.29%	40.25%	38.45%
Highest	-	-	49.92%	55.35%	51.29%

Responses - - 3203 3961 5414

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



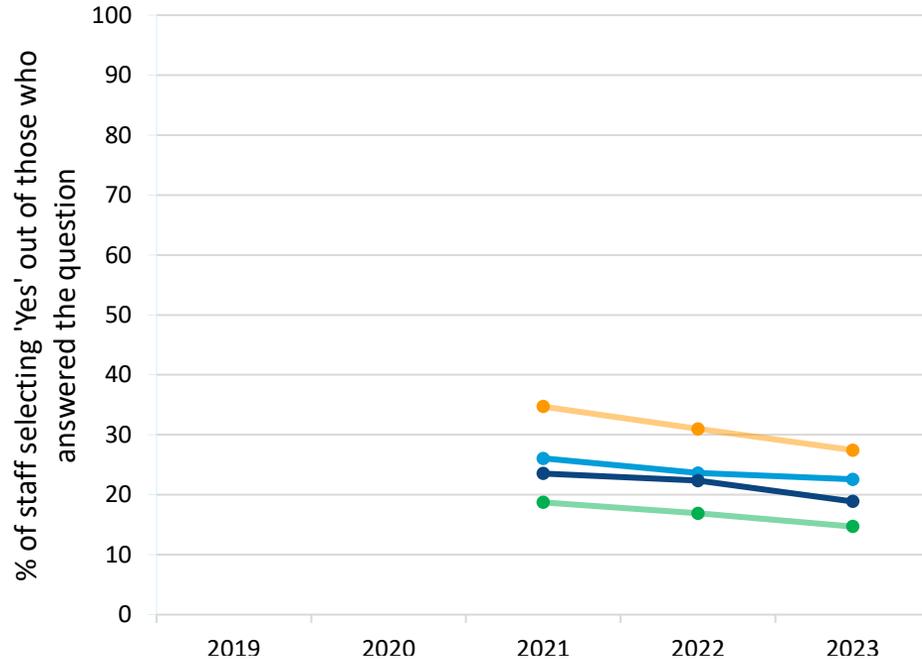
2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	-	-	57.99%	56.47%	50.41%
Lowest	-	-	46.37%	44.50%	38.73%
Average	-	-	56.83%	56.06%	52.00%
Highest	-	-	65.99%	67.12%	63.45%

Responses - - 3243 3964 5390

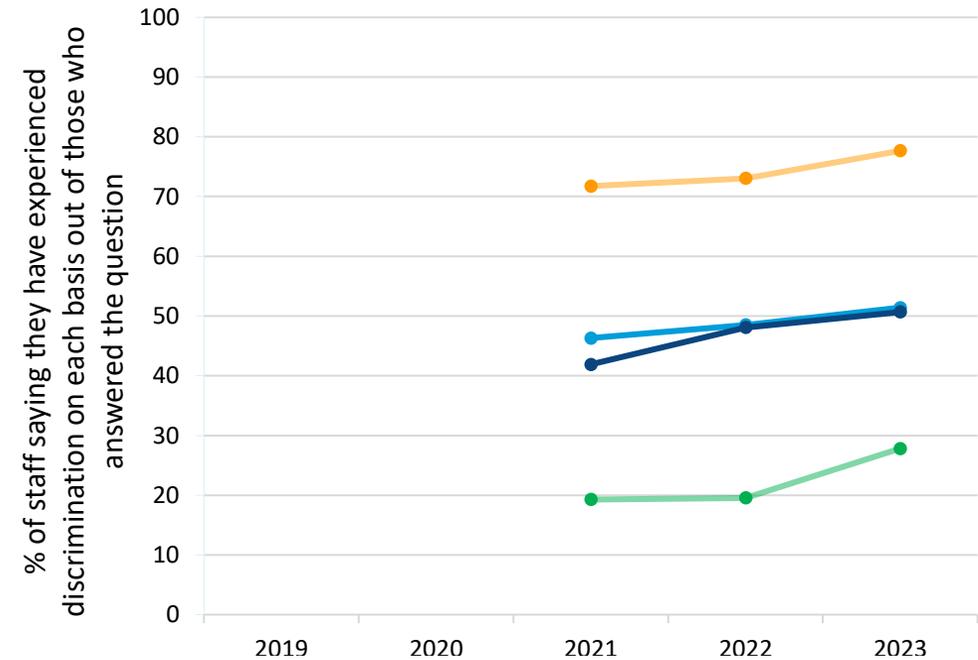


Q11e\* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	-	-	23.55%	22.35%	18.89%
Best result	-	-	18.73%	16.91%	14.70%
Average result	-	-	26.05%	23.64%	22.57%
Worst result	-	-	34.72%	30.98%	27.44%
Responses	-	-	1710	2231	2930

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

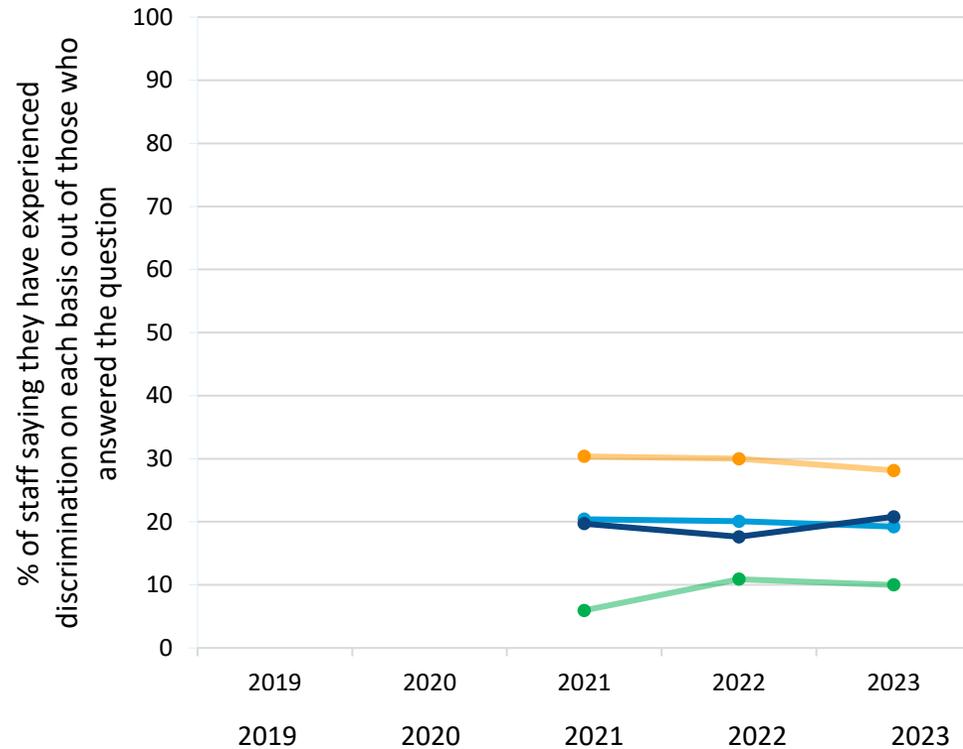


	2019	2020	2021	2022	2023
Your org	-	-	41.88%	48.09%	50.69%
Best result	-	-	19.29%	19.55%	27.81%
Average result	-	-	46.29%	48.50%	51.38%
Worst result	-	-	71.74%	73.03%	77.66%
Responses	-	-	440	507	711

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

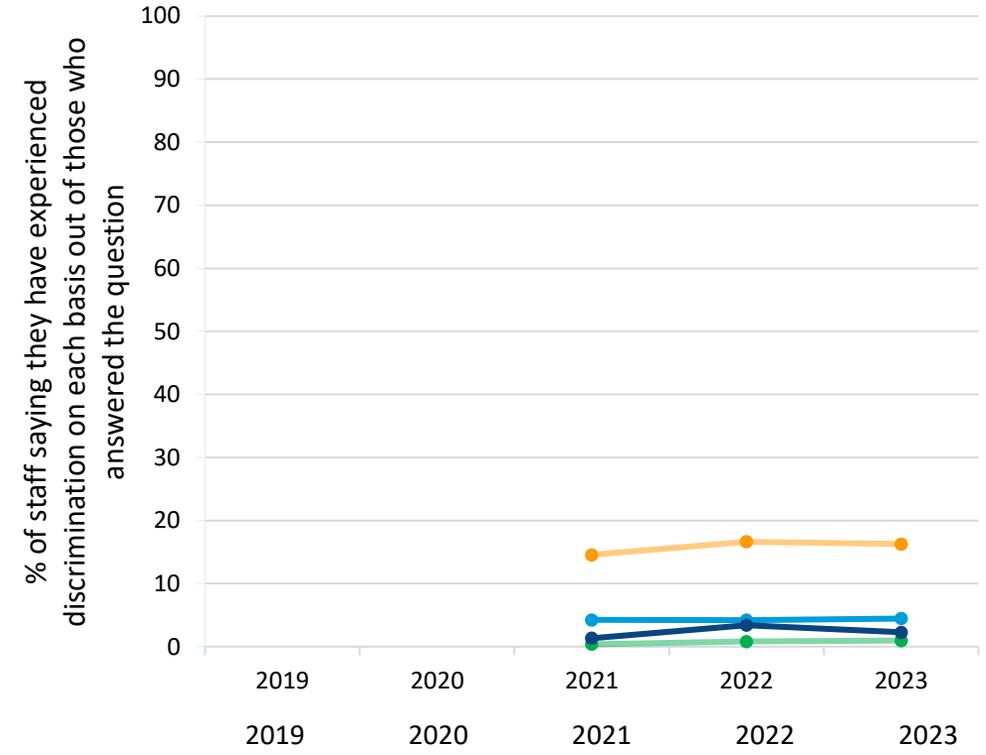


Q16c.2 On what grounds have you experienced discrimination?  
– Gender.



	2019	2020	2021	2022	2023
Your org	-	-	19.69%	17.63%	20.78%
Best result	-	-	5.94%	10.90%	9.99%
Average result	-	-	20.41%	20.09%	19.22%
Worst result	-	-	30.36%	29.99%	28.12%
Responses	-	-	440	507	711

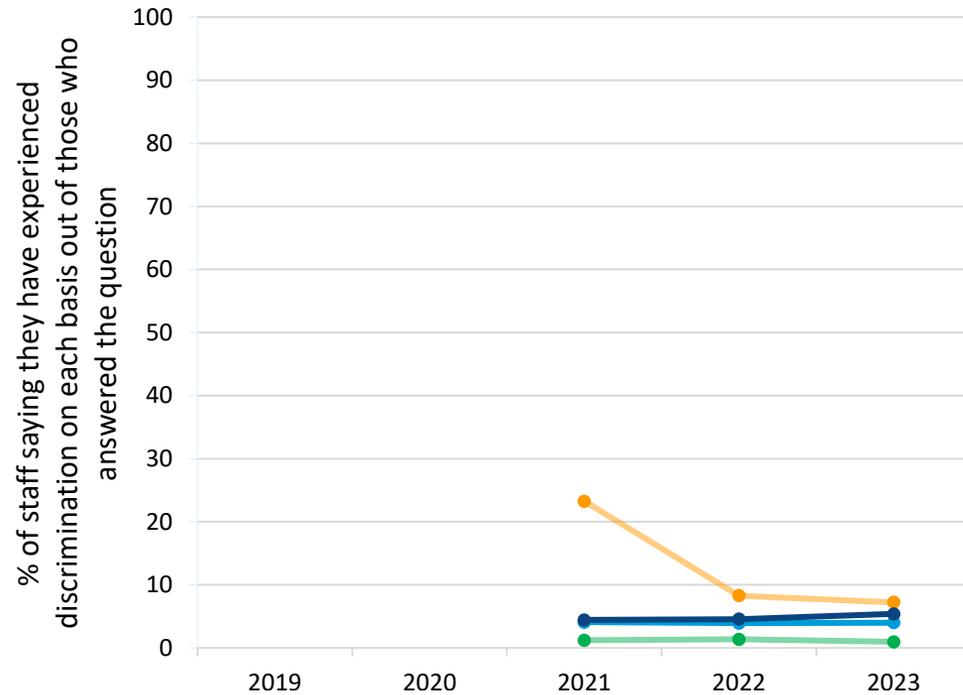
Q16c.3 On what grounds have you experienced discrimination?  
– Religion.



	2019	2020	2021	2022	2023
Your org	-	-	1.37%	3.43%	2.29%
Best result	-	-	0.41%	0.83%	0.98%
Average result	-	-	4.25%	4.23%	4.47%
Worst result	-	-	14.56%	16.66%	16.27%
Responses	-	-	440	507	711



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

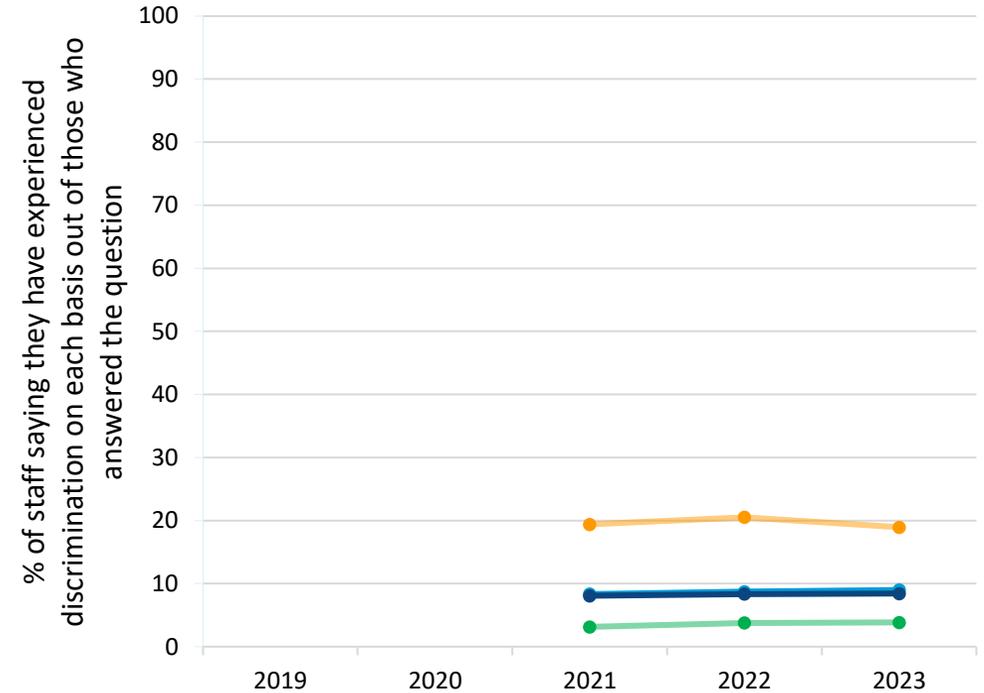


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	-	-	4.43%	4.55%	5.38%
Best result	-	-	1.21%	1.38%	0.97%
Average result	-	-	4.09%	3.93%	4.00%
Worst result	-	-	23.26%	8.28%	7.22%

Responses - - 440 507 711

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



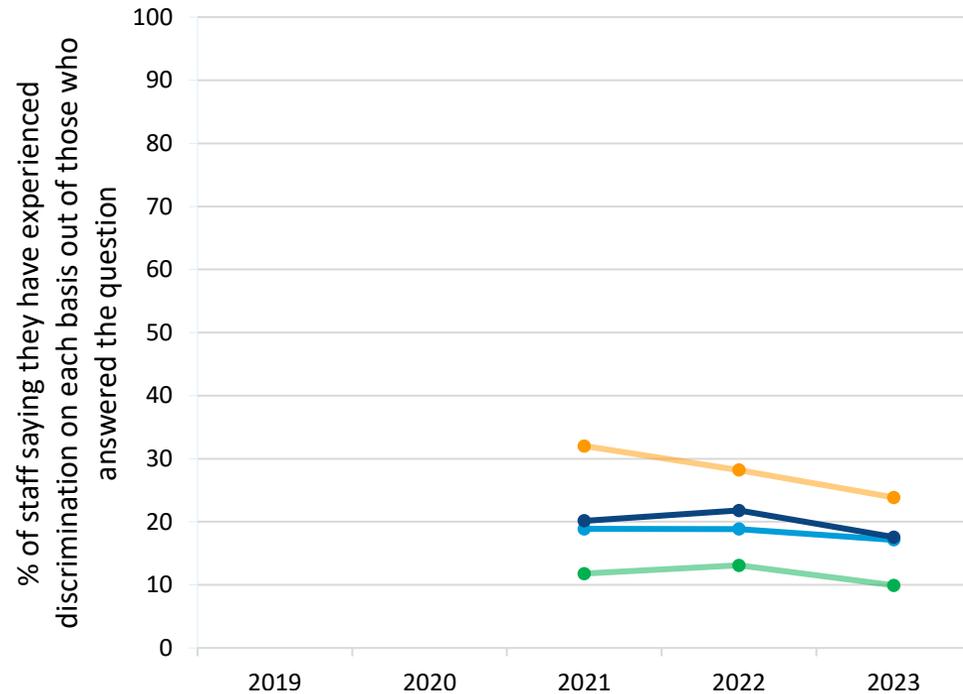
2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	-	-	8.07%	8.34%	8.41%
Best result	-	-	3.14%	3.77%	3.86%
Average result	-	-	8.36%	8.74%	9.01%
Worst result	-	-	19.39%	20.53%	18.93%

Responses - - 440 507 711



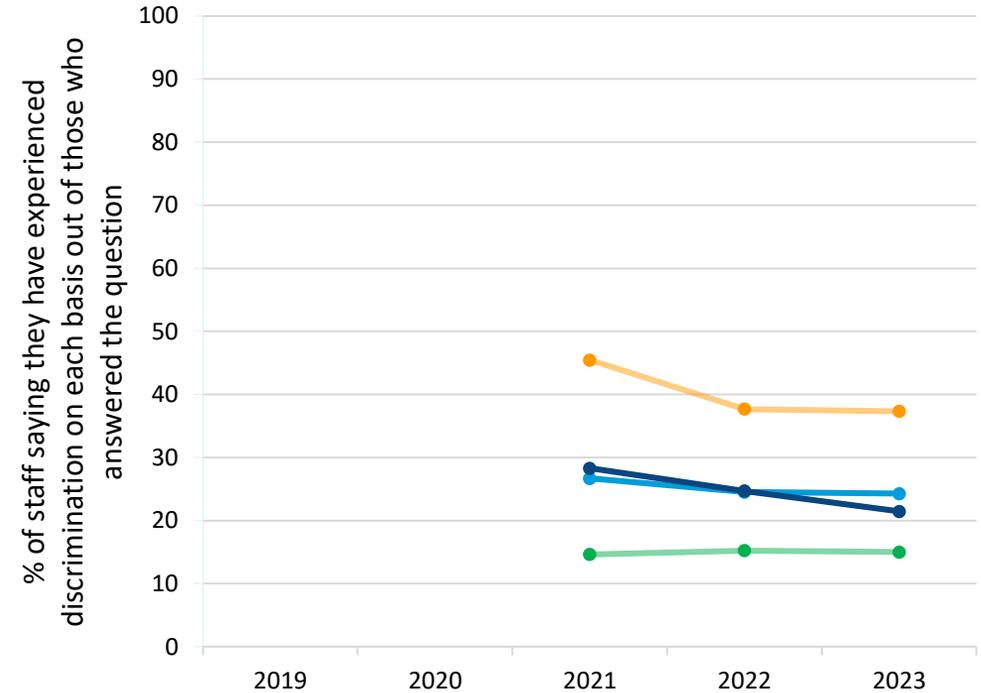
Q16c.6 On what grounds have you experienced discrimination?  
– Age.



2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	-	-	20.16%	21.80%	17.56%
Best result	-	-	11.78%	13.08%	9.92%
Average result	-	-	18.89%	18.84%	17.15%
Worst result	-	-	32.01%	28.20%	23.85%
Responses	-	-	440	507	711

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

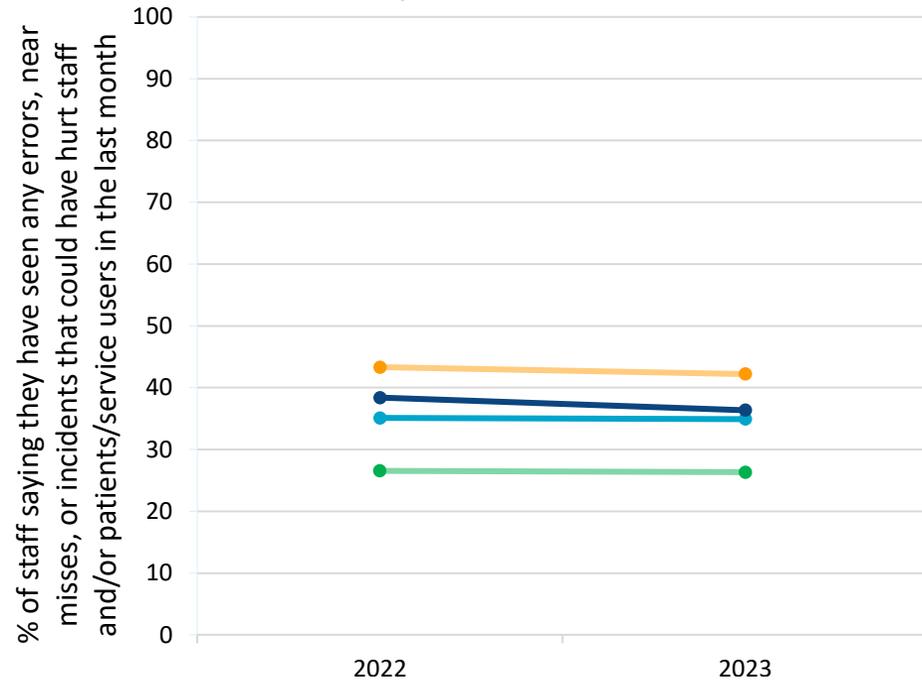


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	-	-	28.29%	24.69%	21.46%
Best result	-	-	14.64%	15.24%	15.03%
Average result	-	-	26.69%	24.52%	24.27%
Worst result	-	-	45.46%	37.68%	37.34%
Responses	-	-	440	507	711

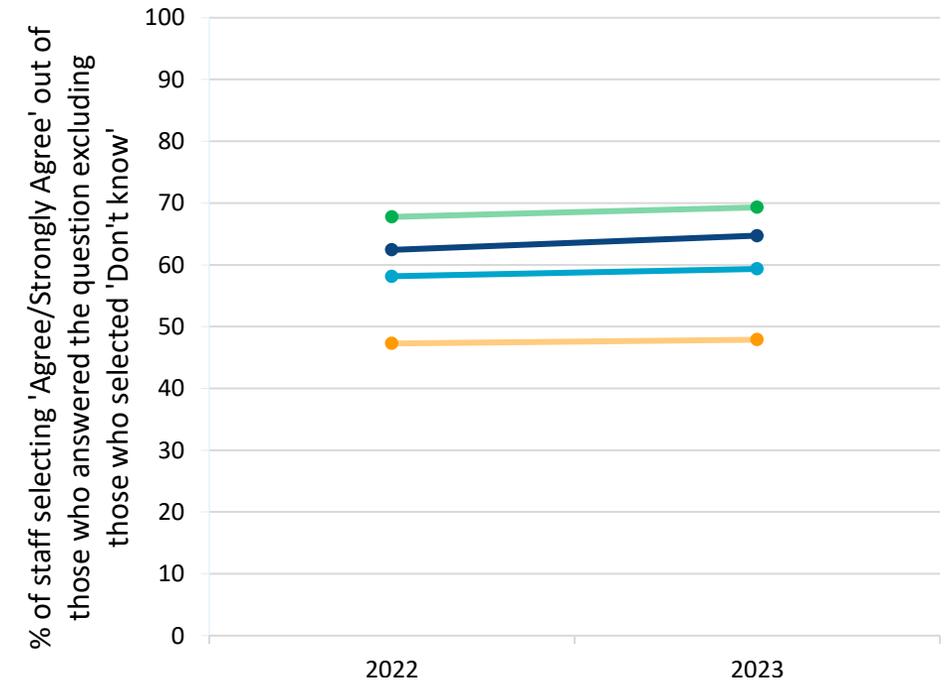


Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	38.37%	36.36%
Best result	26.54%	26.31%
Average result	35.09%	34.92%
Worst result	43.33%	42.20%
Responses	4114	5476

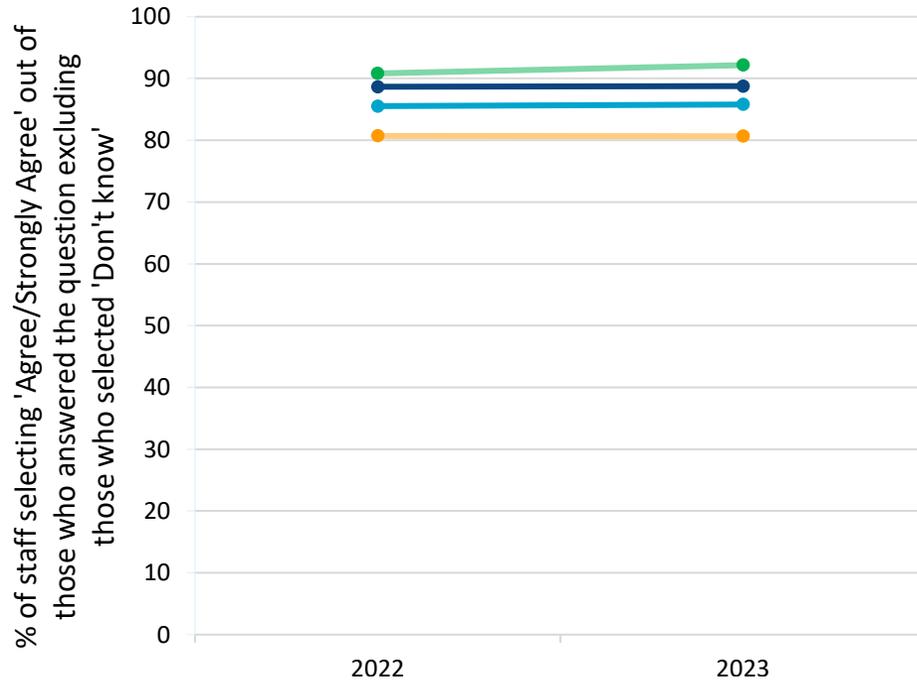
Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.



	2022	2023
Your org	62.43%	64.71%
Best result	67.74%	69.31%
Average result	58.15%	59.36%
Worst result	47.28%	47.88%
Responses	3253	4335

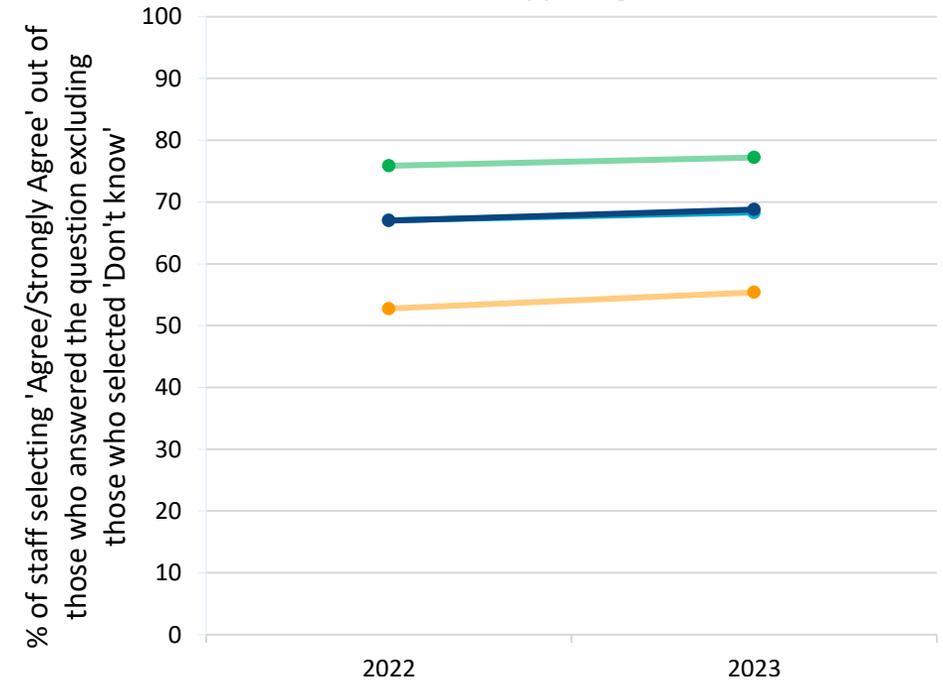


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	88.65%	88.76%
Best result	90.82%	92.17%
Average result	85.51%	85.79%
Worst result	80.70%	80.69%
Responses	4009	5389

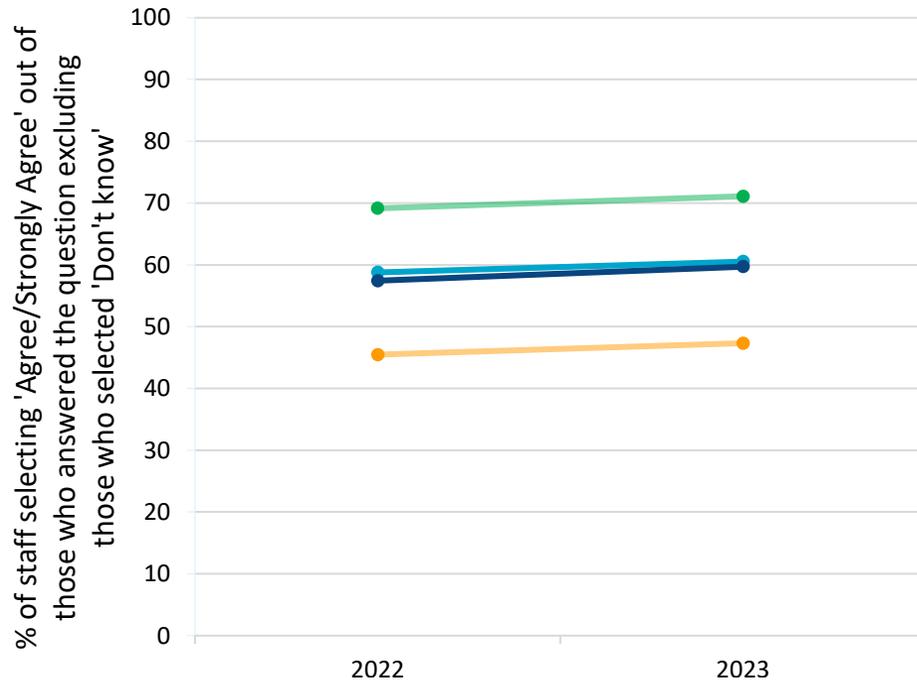
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	67.01%	68.79%
Best result	75.89%	77.22%
Average result	67.04%	68.30%
Worst result	52.76%	55.39%
Responses	3680	4904

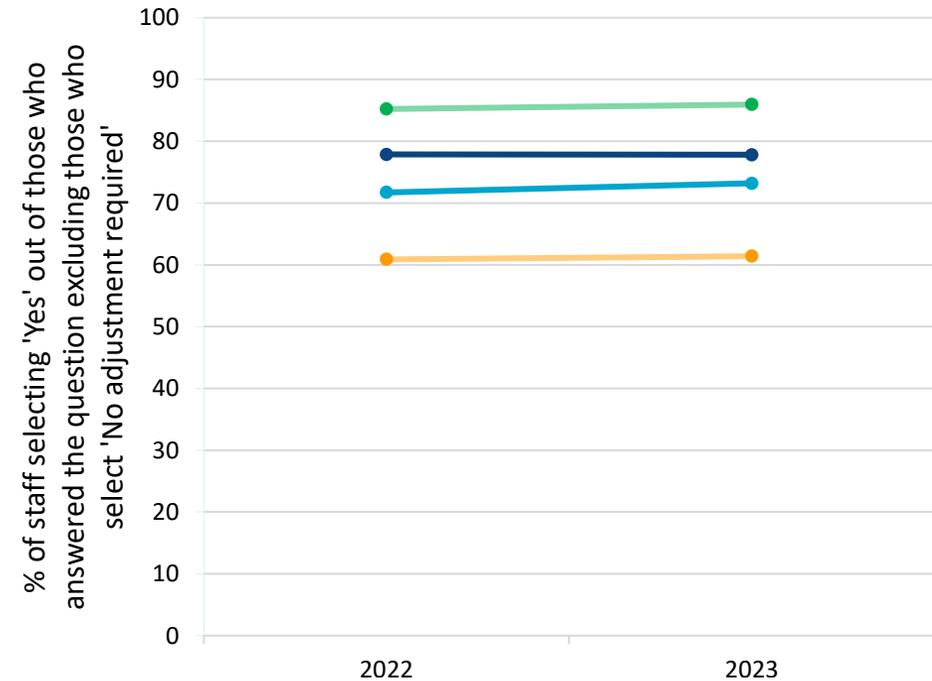


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	57.42%	59.70%
Best result	69.13%	71.09%
Average result	58.78%	60.53%
Worst result	45.47%	47.31%
Responses	3689	4993

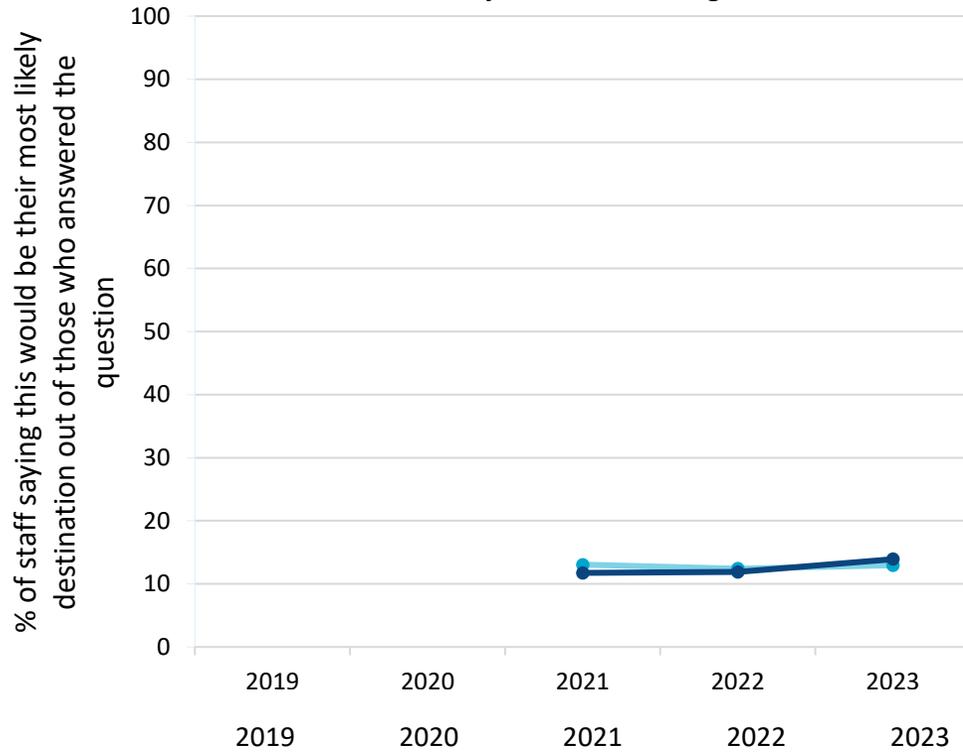
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	77.86%	77.80%
Best result	85.20%	85.95%
Average result	71.72%	73.19%
Worst result	60.88%	61.41%
Responses	481	664

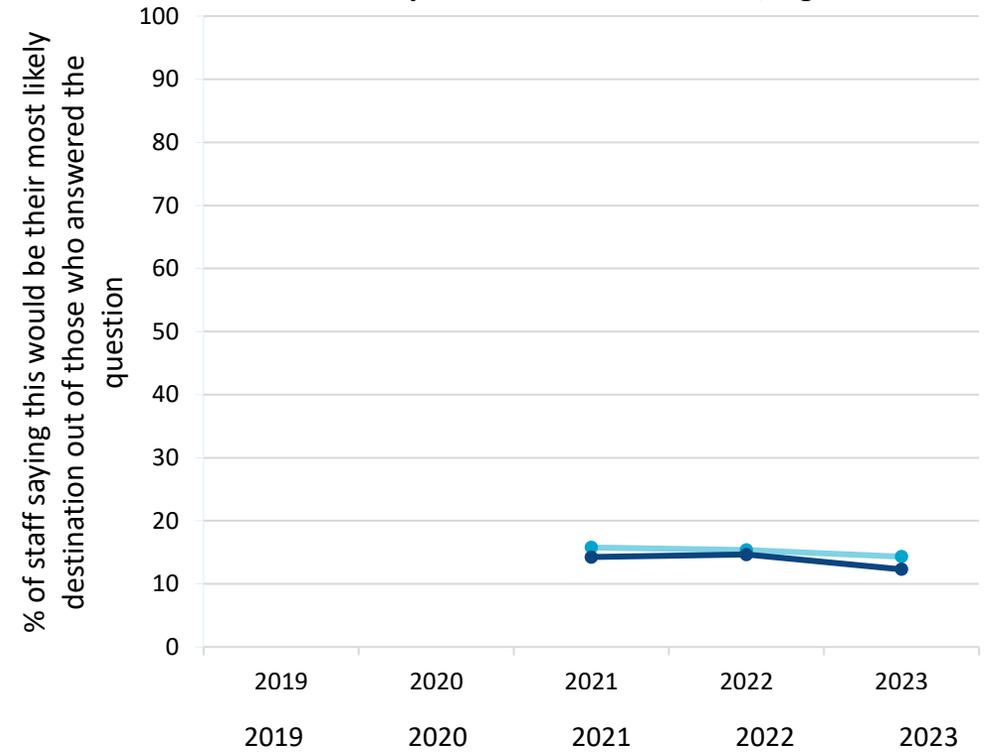


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	11.74%	11.88%	13.92%
<b>Average</b>	-	-	13.04%	12.40%	12.94%
Responses	-	-	2982	3619	5030

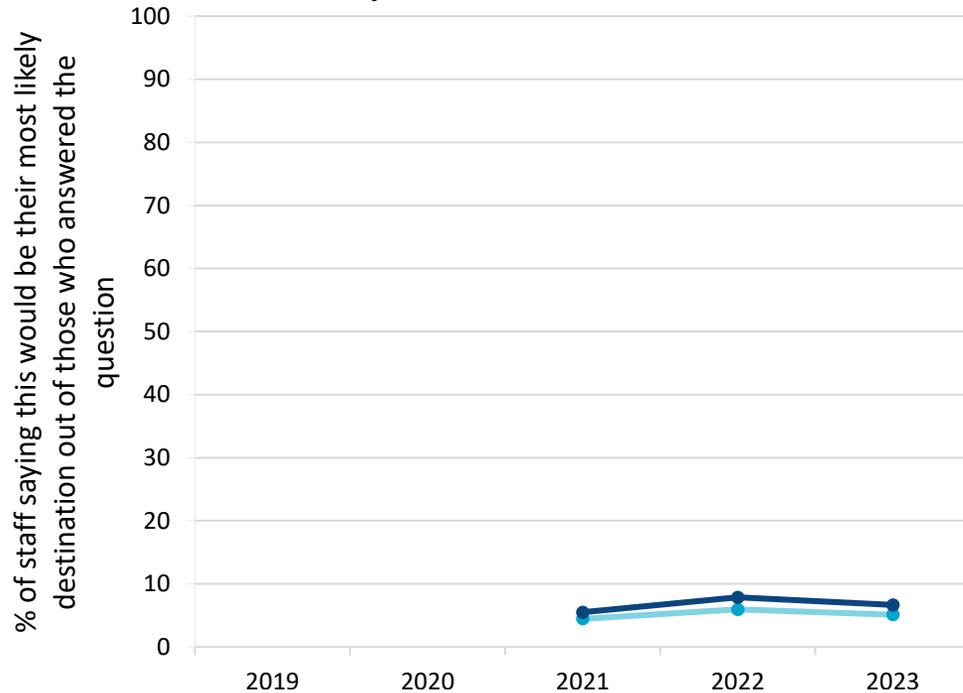
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	14.25%	14.64%	12.31%
<b>Average</b>	-	-	15.78%	15.37%	14.32%
Responses	-	-	2982	3619	5030



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.

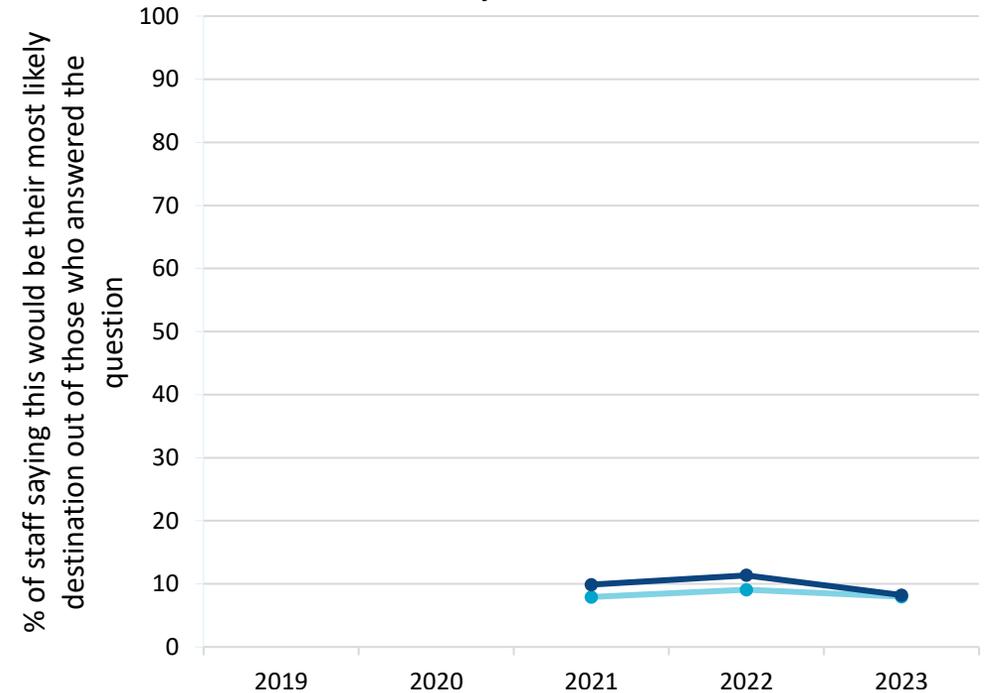


2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	-	-	5.50%	7.85%	6.64%
Average	-	-	4.47%	5.95%	5.12%

Responses - - 2982 3619 5030

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.



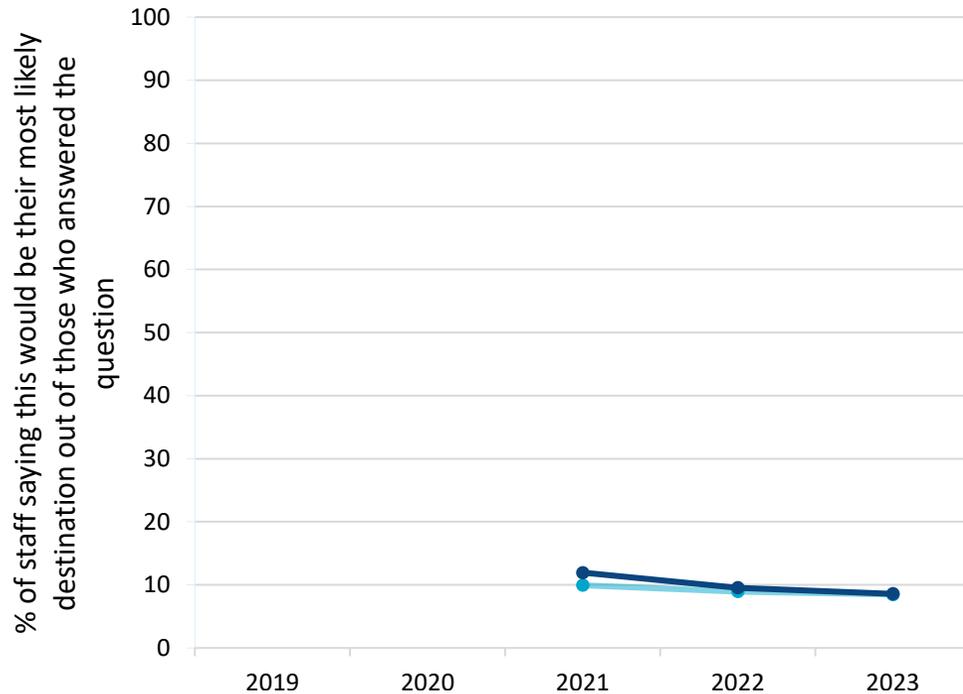
2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
Your org	-	-	9.86%	11.36%	8.21%
Average	-	-	7.91%	9.06%	7.96%

Responses - - 2982 3619 5030



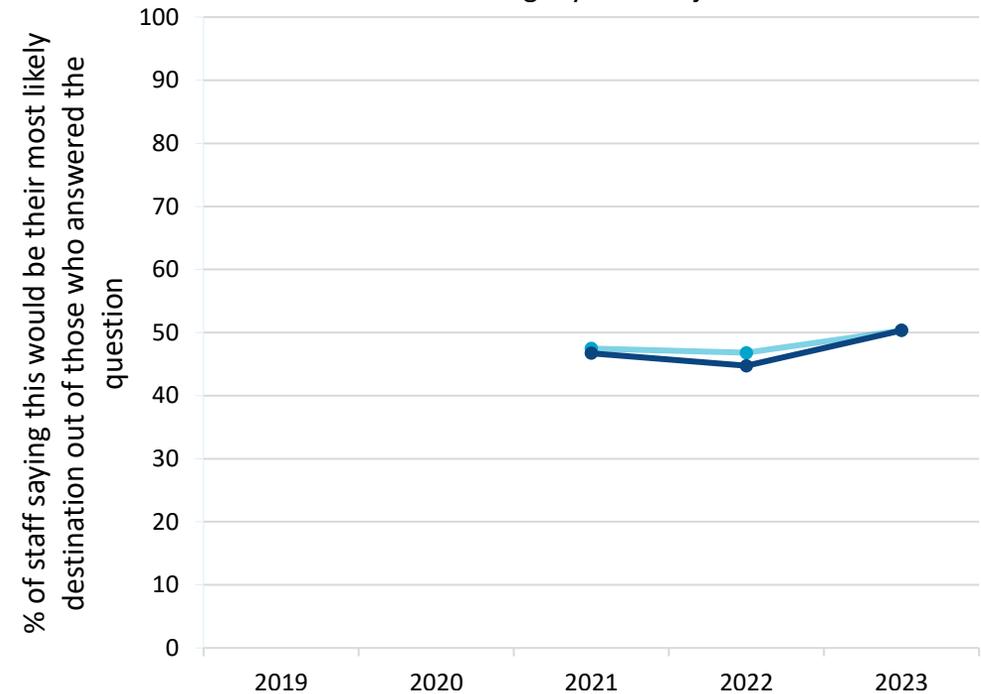
Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



2019 2020 2021 2022 2023

	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	11.94%	9.53%	8.59%
<b>Average</b>	-	-	9.95%	8.94%	8.45%
Responses	-	-	2982	3619	5030

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

	2019	2020	2021	2022	2023
<b>Your org</b>	-	-	46.71%	44.74%	50.34%
<b>Average</b>	-	-	47.46%	46.79%	50.34%
Responses	-	-	2982	3619	5030

## 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
<b>For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined</b>		
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
<b>For each of the following indicators, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness</b>		
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)

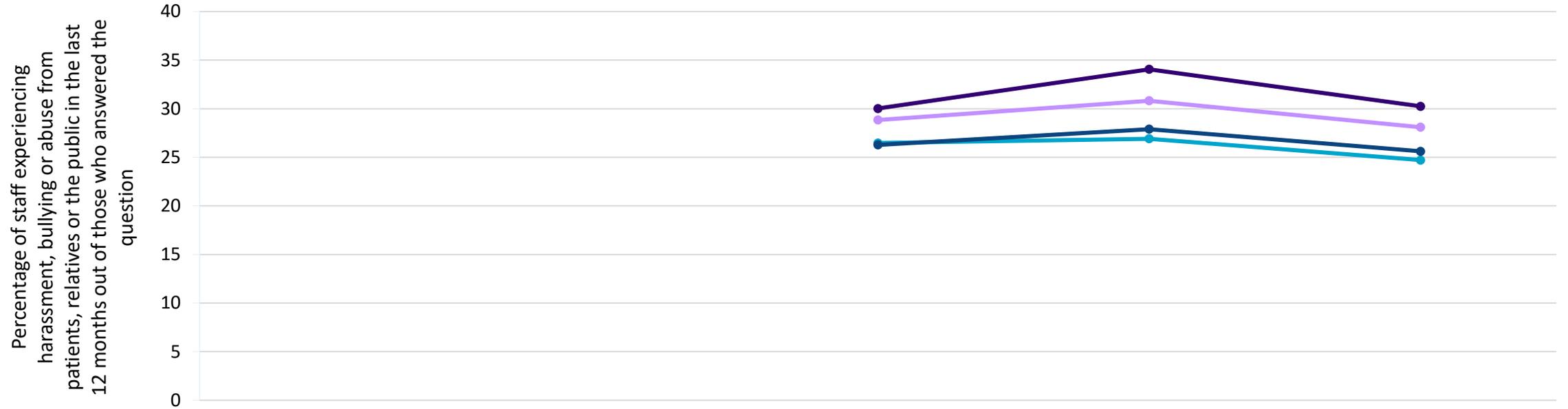
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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.

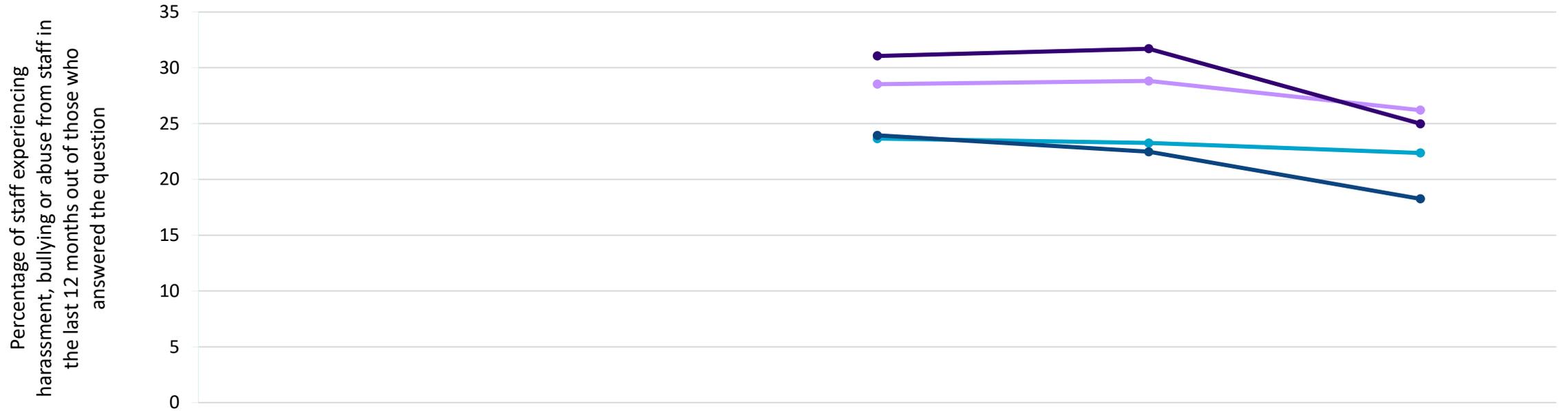
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months



	2019	2020	2021	2022	2023
White staff: Your org	-	-	26.28%	27.89%	25.62%
All other ethnic groups*: Your org	-	-	30.02%	34.06%	30.25%
White staff: Average	-	-	26.47%	26.91%	24.72%
All other ethnic groups*: Average	-	-	28.84%	30.82%	28.11%
White staff: Responses	-	-	2888	3463	4505
All other ethnic groups*: Responses	-	-	413	593	995

\*Staff from all other ethnic groups combined

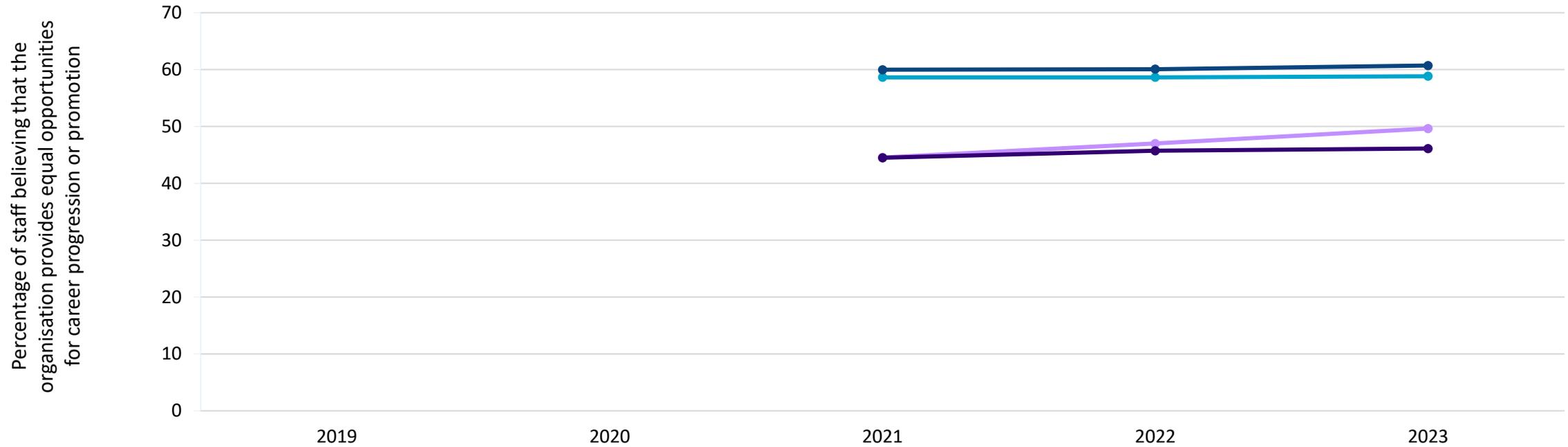
Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months



	2019	2020	2021	2022	2023
White staff: Your org	-	-	23.94%	22.47%	18.26%
All other ethnic groups*: Your org	-	-	31.05%	31.70%	24.97%
White staff: Average	-	-	23.65%	23.25%	22.37%
All other ethnic groups*: Average	-	-	28.53%	28.81%	26.20%
White staff: Responses	-	-	2895	3462	4513
All other ethnic groups*: Responses	-	-	409	593	993

\*Staff from all other ethnic groups combined

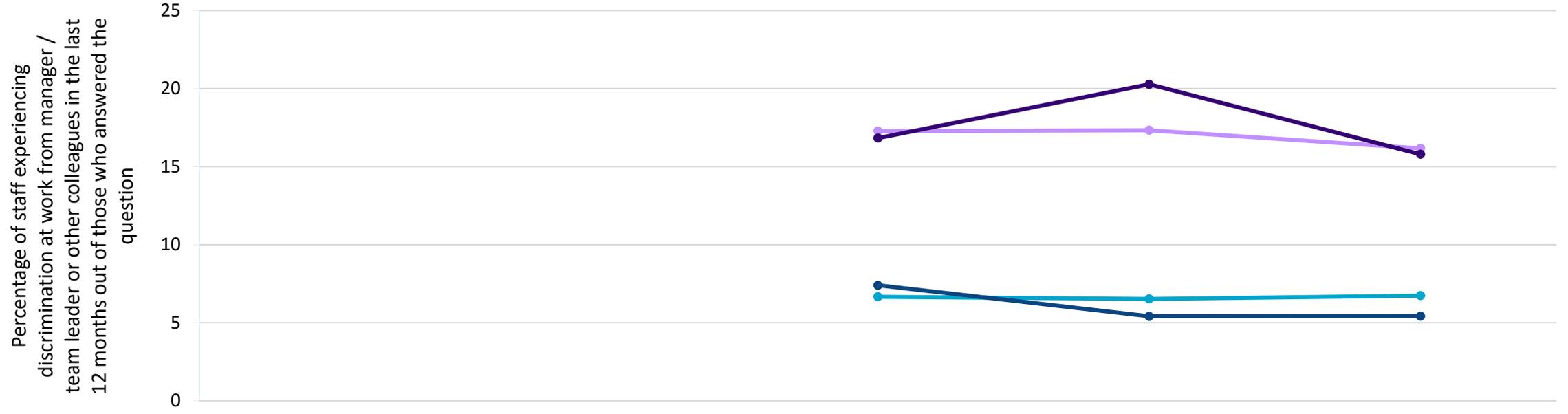
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.



	2019	2020	2021	2022	2023
White staff: Your org	-	-	59.97%	60.07%	60.72%
All other ethnic groups*: Your org	-	-	44.50%	45.73%	46.12%
White staff: Average	-	-	58.64%	58.65%	58.84%
All other ethnic groups*: Average	-	-	44.56%	47.00%	49.64%
White staff: Responses	-	-	2873	3441	4486
All other ethnic groups*: Responses	-	-	409	586	993

\*Staff from all other ethnic groups combined

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	-	-	7.40%	5.41%	5.43%
All other ethnic groups*: Your org	-	-	16.83%	20.27%	15.79%
White staff: Average	-	-	6.67%	6.52%	6.73%
All other ethnic groups*: Average	-	-	17.28%	17.33%	16.17%
White staff: Responses	-	-	2879	3454	4479
All other ethnic groups*: Responses	-	-	410	587	988

\*Staff from all other ethnic groups combined

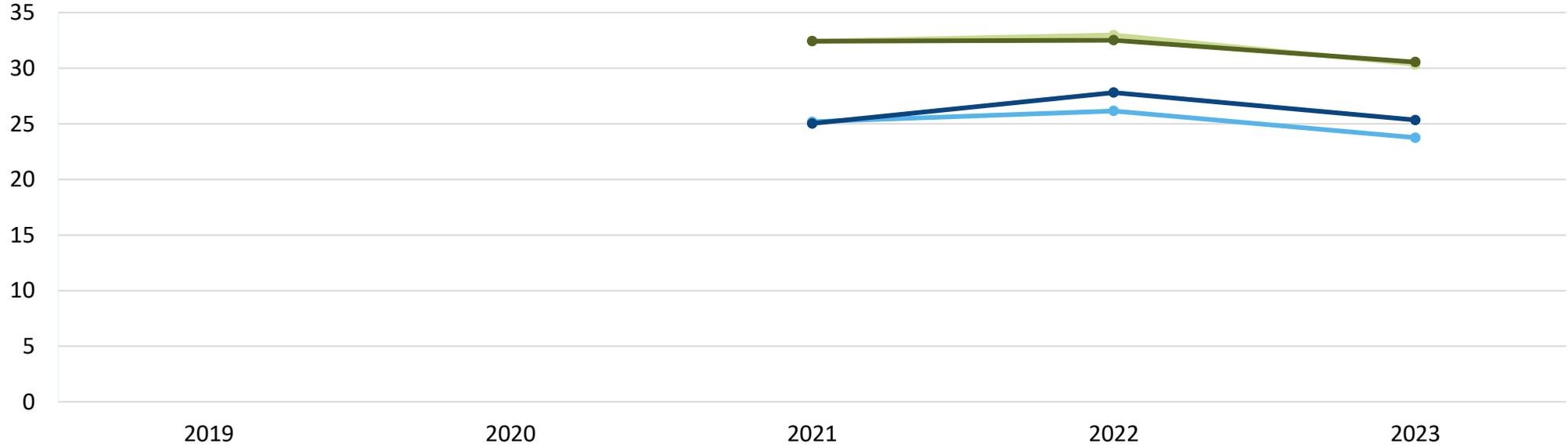
## Workforce Disability Equality Standards (WDES)

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

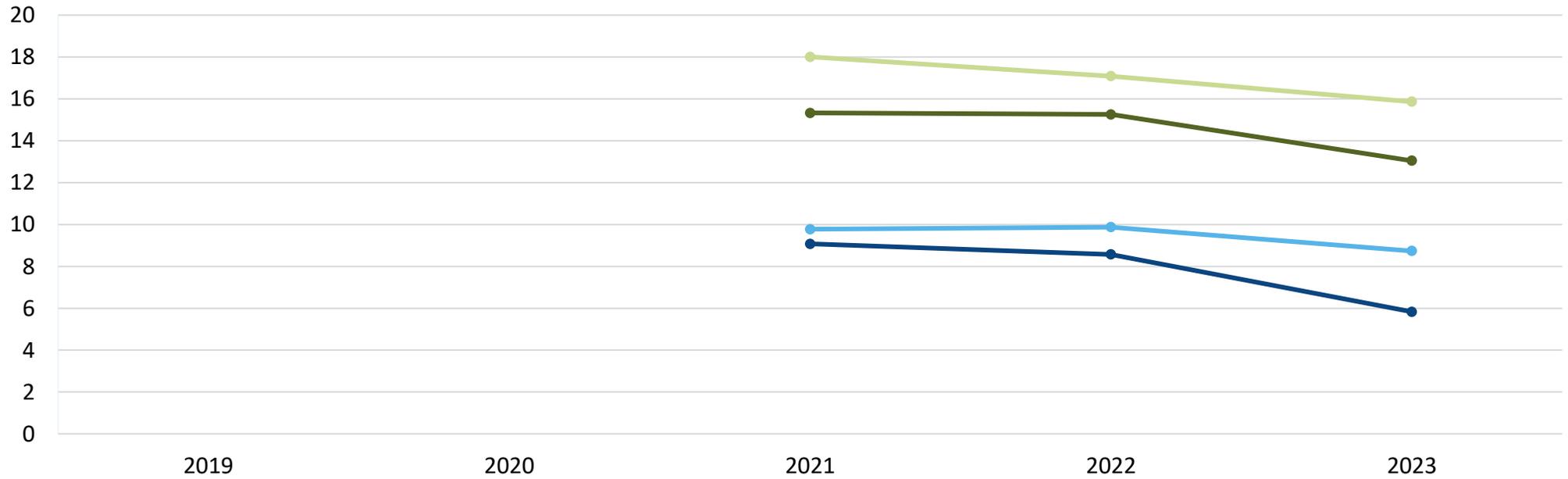
Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	-	-	32.43%	32.53%	30.56%
Staff without a LTC or illness: Your org	-	-	25.03%	27.81%	25.34%
Staff with a LTC or illness: Average	-	-	32.43%	32.98%	30.35%
Staff without a LTC or illness: Average	-	-	25.19%	26.16%	23.76%
Staff with a LTC or illness: Responses	-	-	703	870	1188
Staff without a LTC or illness: Responses	-	-	2605	3197	4298

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

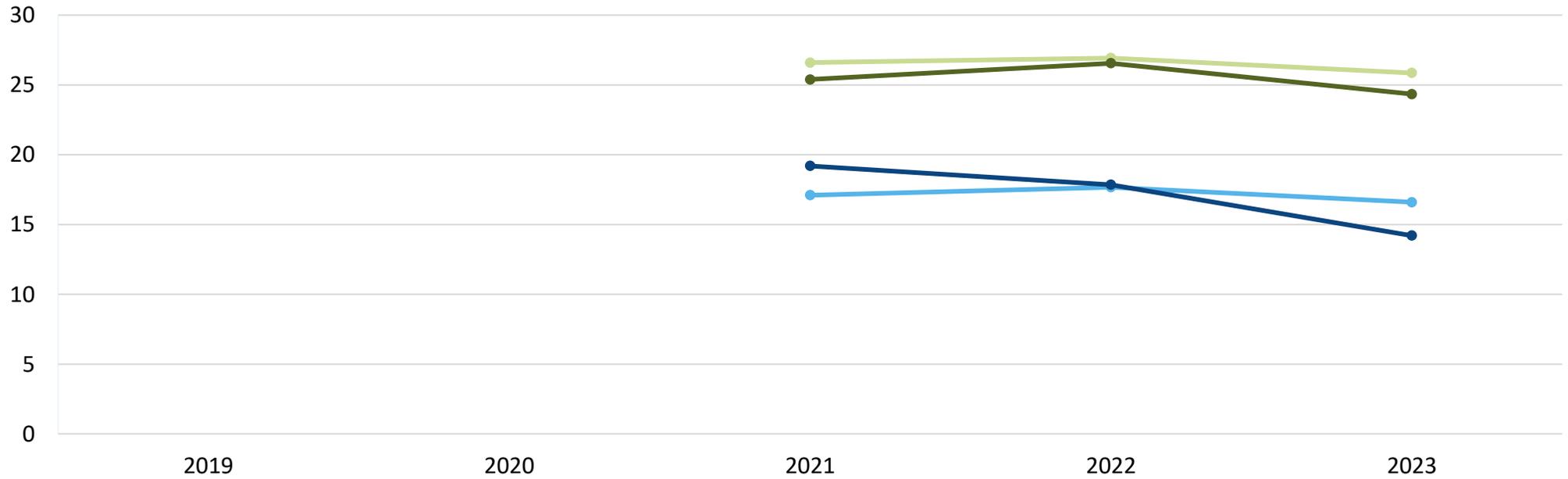
Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	-	-	15.33%	15.26%	13.05%
Staff without a LTC or illness: Your org	-	-	9.08%	8.57%	5.83%
Staff with a LTC or illness: Average	-	-	18.00%	17.09%	15.87%
Staff without a LTC or illness: Average	-	-	9.77%	9.88%	8.74%
Staff with a LTC or illness: Responses	-	-	698	865	1188
Staff without a LTC or illness: Responses	-	-	2589	3184	4289

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

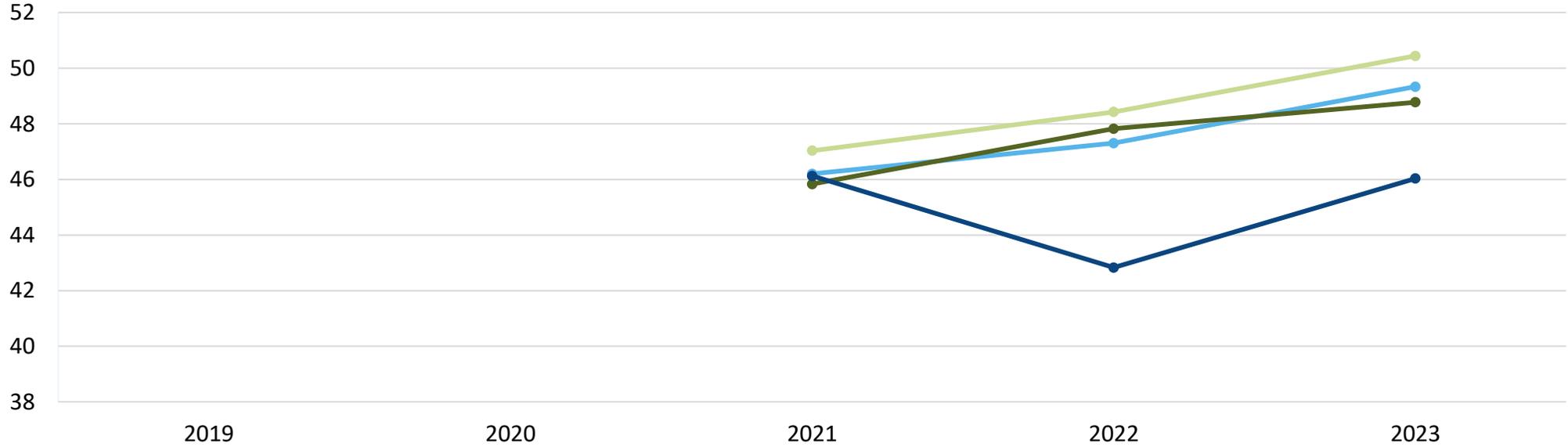
Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	-	-	25.40%	26.56%	24.35%
Staff without a LTC or illness: Your org	-	-	19.20%	17.85%	14.21%
Staff with a LTC or illness: Average	-	-	26.60%	26.93%	25.86%
Staff without a LTC or illness: Average	-	-	17.11%	17.67%	16.60%
Staff with a LTC or illness: Responses	-	-	693	866	1187
Staff without a LTC or illness: Responses	-	-	2578	3171	4287

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

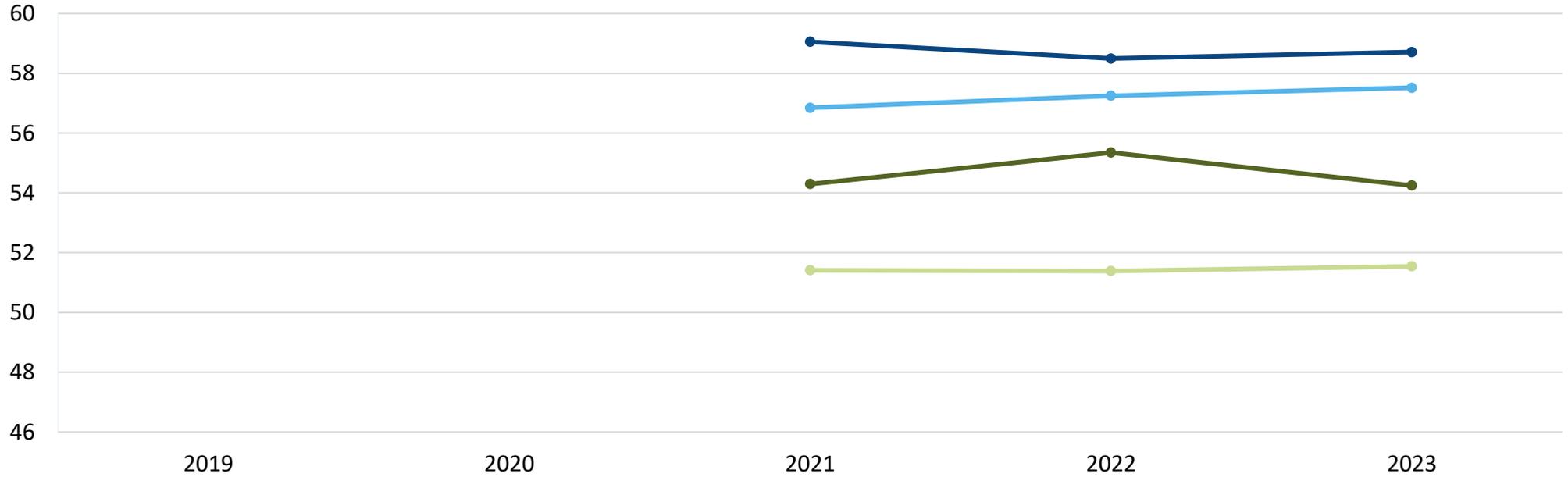
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	-	-	45.83%	47.83%	48.78%
Staff without a LTC or illness: Your org	-	-	46.13%	42.83%	46.03%
Staff with a LTC or illness: Average	-	-	47.03%	48.43%	50.44%
Staff without a LTC or illness: Average	-	-	46.20%	47.30%	49.33%
Staff with a LTC or illness: Responses	-	-	312	391	490
Staff without a LTC or illness: Responses	-	-	852	1060	1273

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

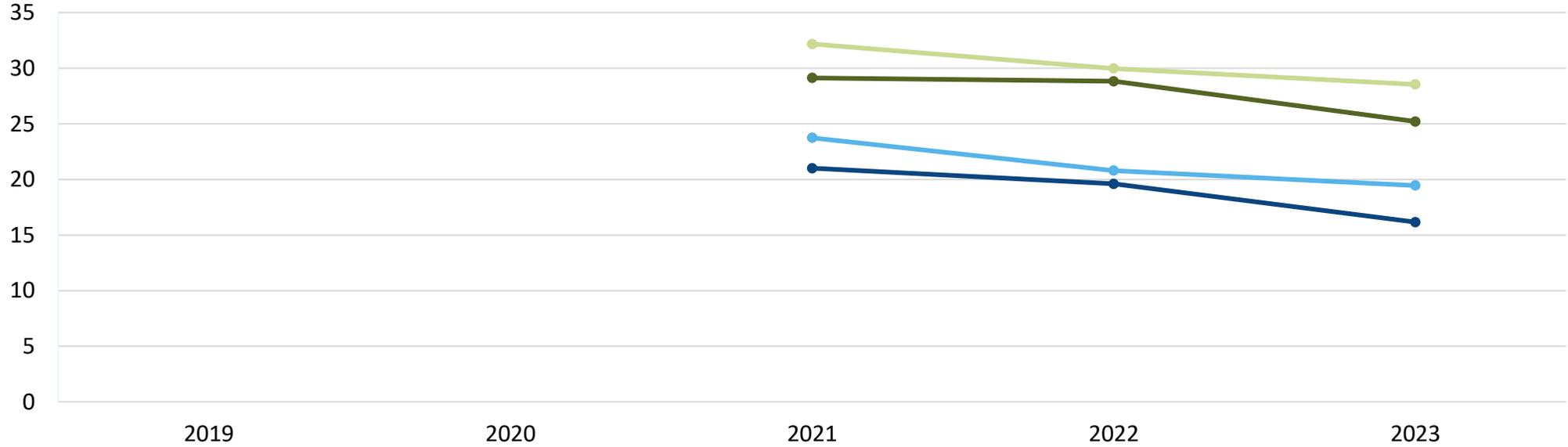
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	-	-	54.30%	55.35%	54.25%
Staff without a LTC or illness: Your org	-	-	59.06%	58.50%	58.71%
Staff with a LTC or illness: Average	-	-	51.41%	51.39%	51.54%
Staff without a LTC or illness: Average	-	-	56.84%	57.25%	57.52%
Staff with a LTC or illness: Responses	-	-	698	860	1189
Staff without a LTC or illness: Responses	-	-	2589	3178	4282

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

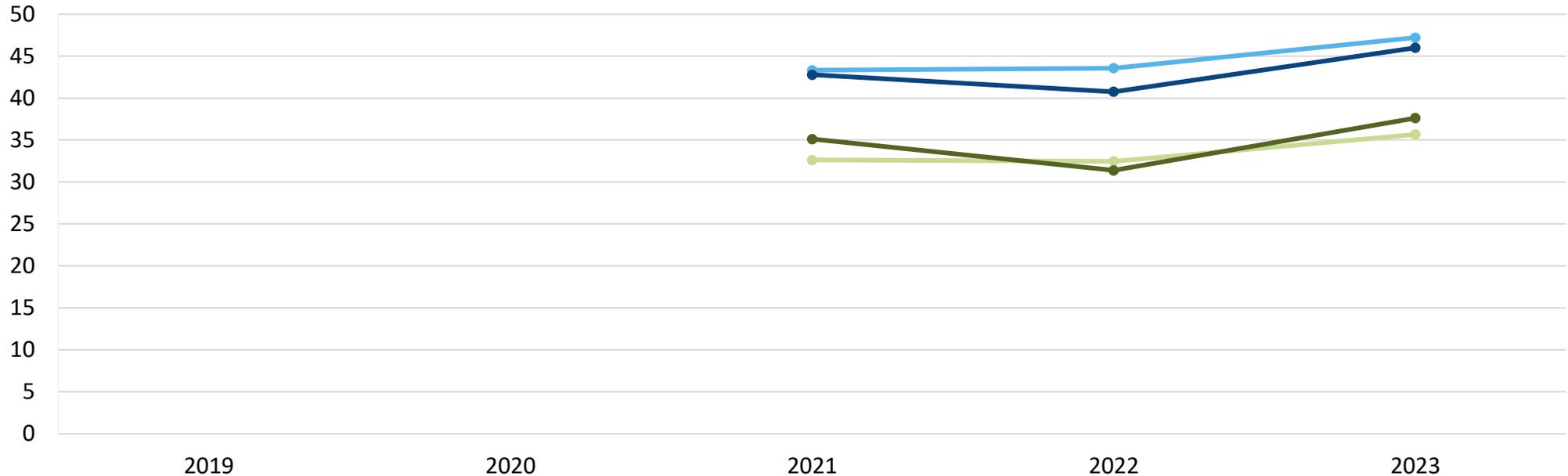
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	-	-	29.13%	28.83%	25.21%
Staff without a LTC or illness: Your org	-	-	21.01%	19.60%	16.17%
Staff with a LTC or illness: Average	-	-	32.18%	29.97%	28.55%
Staff without a LTC or illness: Average	-	-	23.74%	20.80%	19.46%
Staff with a LTC or illness: Responses	-	-	460	607	817
Staff without a LTC or illness: Responses	-	-	1228	1597	2060

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

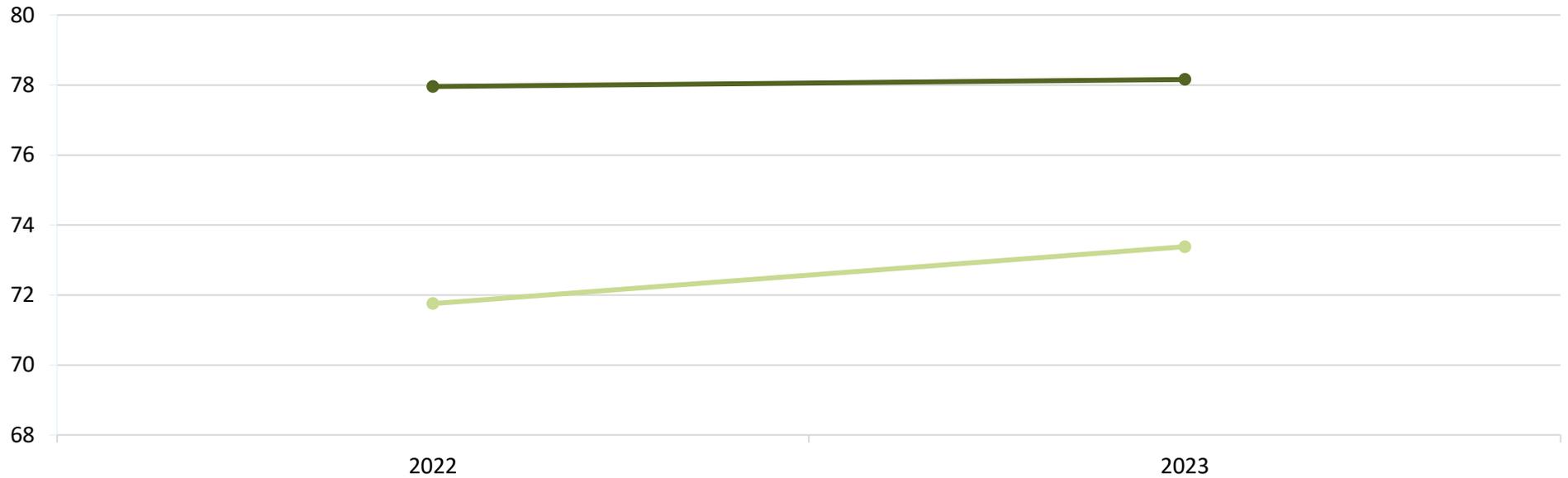
Percentage of staff satisfied with the extent to which their organisation values their work.



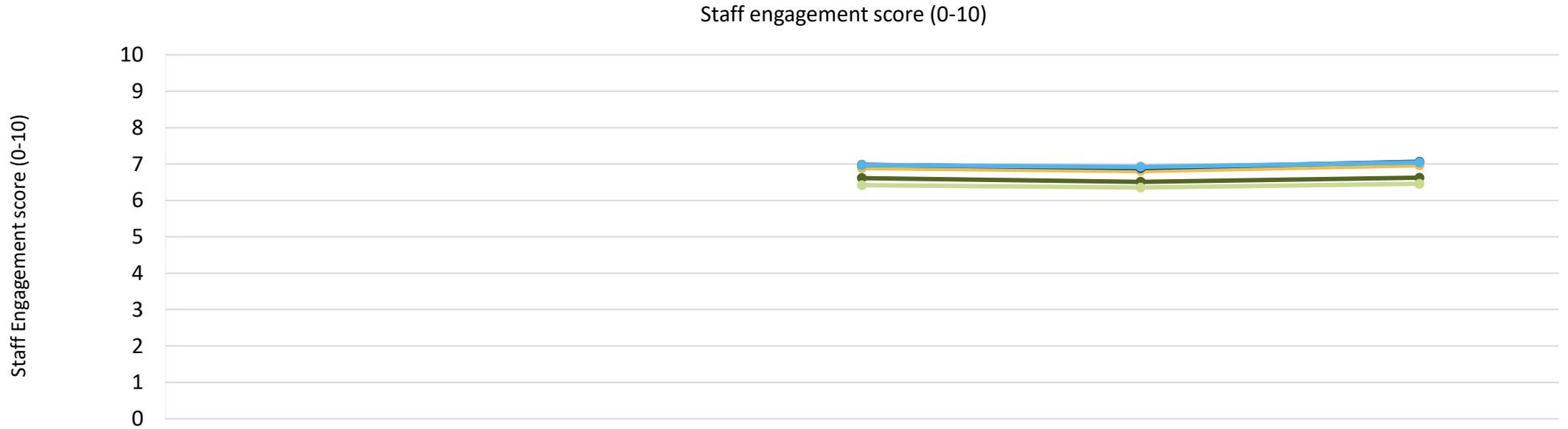
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	-	-	35.11%	31.37%	37.60%
Staff without a LTC or illness: Your org	-	-	42.77%	40.76%	45.99%
Staff with a LTC or illness: Average	-	-	32.62%	32.46%	35.66%
Staff without a LTC or illness: Average	-	-	43.30%	43.56%	47.19%
Staff with a LTC or illness: Responses	-	-	695	867	1194
Staff without a LTC or illness: Responses	-	-	2595	3197	4303

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	77.96%	78.16%
Staff with a LTC or illness: Average	71.76%	73.38%
Staff with a LTC or illness: Responses	481	664

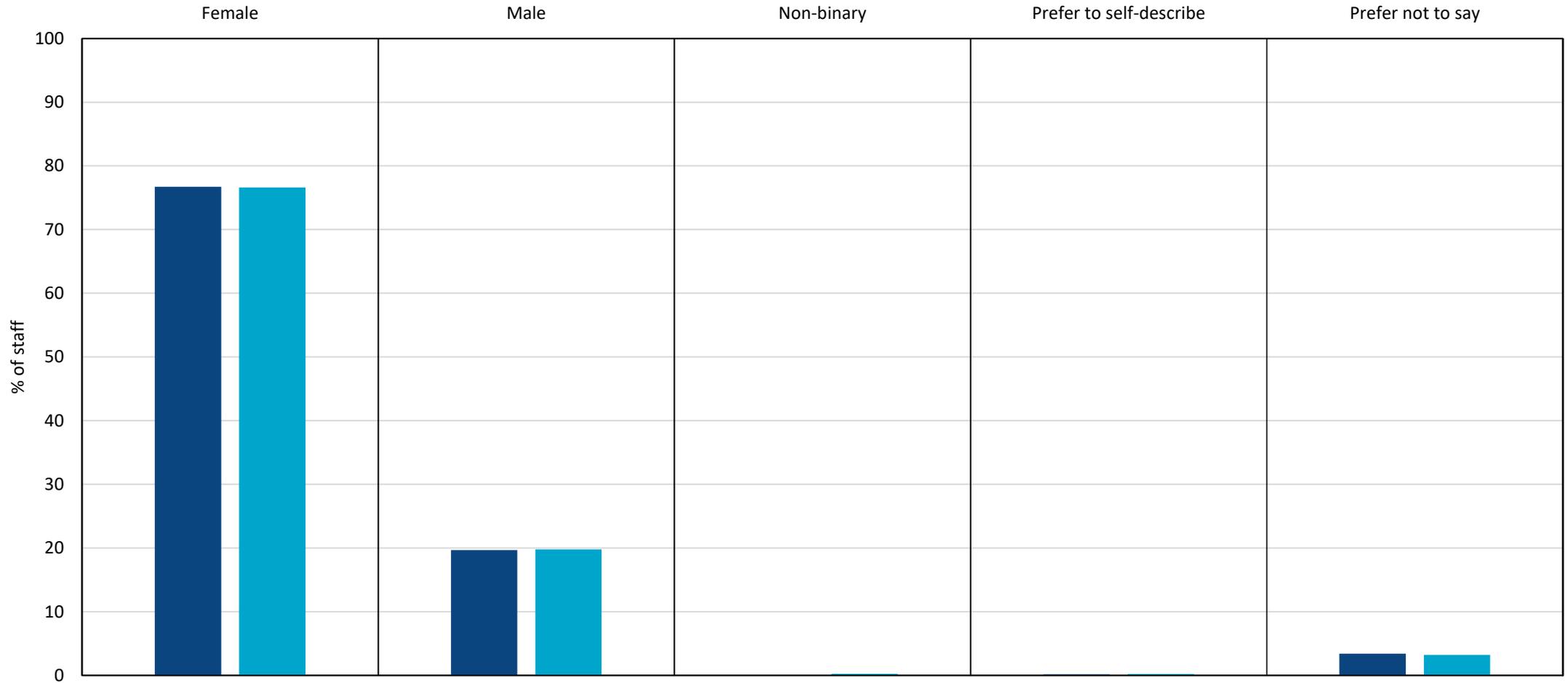


	2019	2020	2021	2022	2023
Organisation average	-	-	6.89	6.81	6.96
Staff with a LTC or illness: Your org	-	-	6.61	6.51	6.62
Staff without a LTC or illness: Your org	-	-	6.98	6.89	7.06
Staff with a LTC or illness: Average	-	-	6.42	6.35	6.46
Staff without a LTC or illness: Average	-	-	6.97	6.92	7.04
Staff with a LTC or illness: Responses	-	-	708	870	1198
Staff without a LTC or illness: Responses	-	-	2620	3216	4329

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

## About your respondents

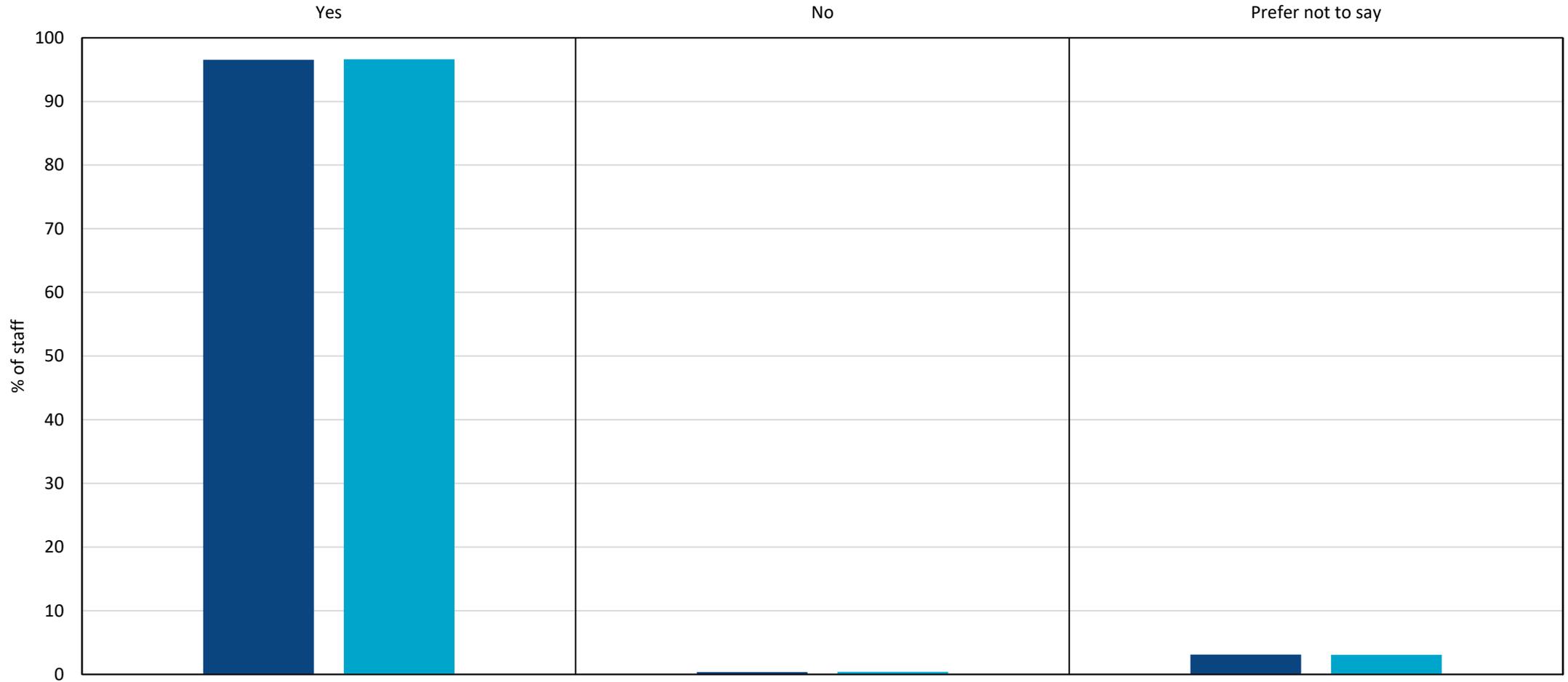
This section shows demographic and other background information for 2023.



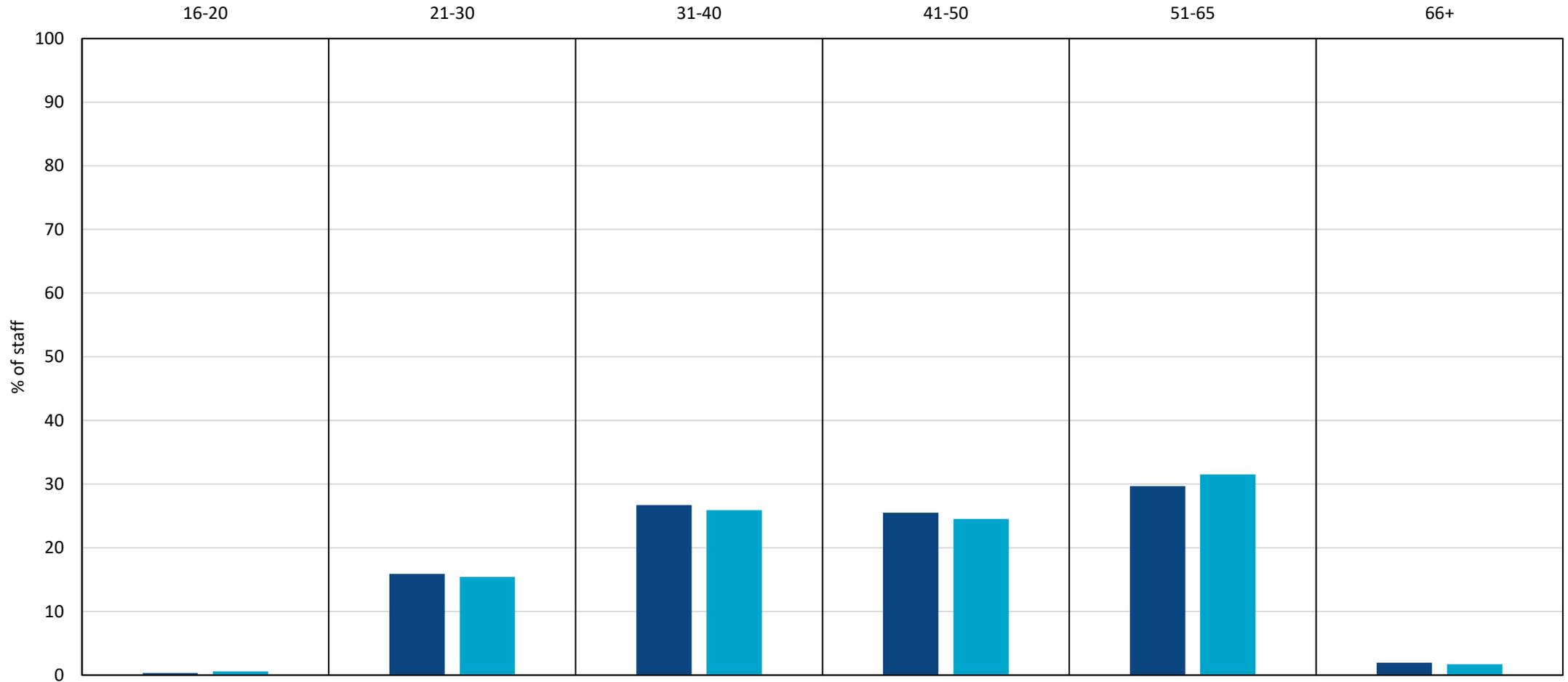
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
<b>Your org</b>	76.71%	19.65%	0.07%	0.18%	3.39%
<b>Average</b>	76.60%	19.78%	0.24%	0.18%	3.22%
<b>Responses</b>	5577	5577	5577	5577	5577



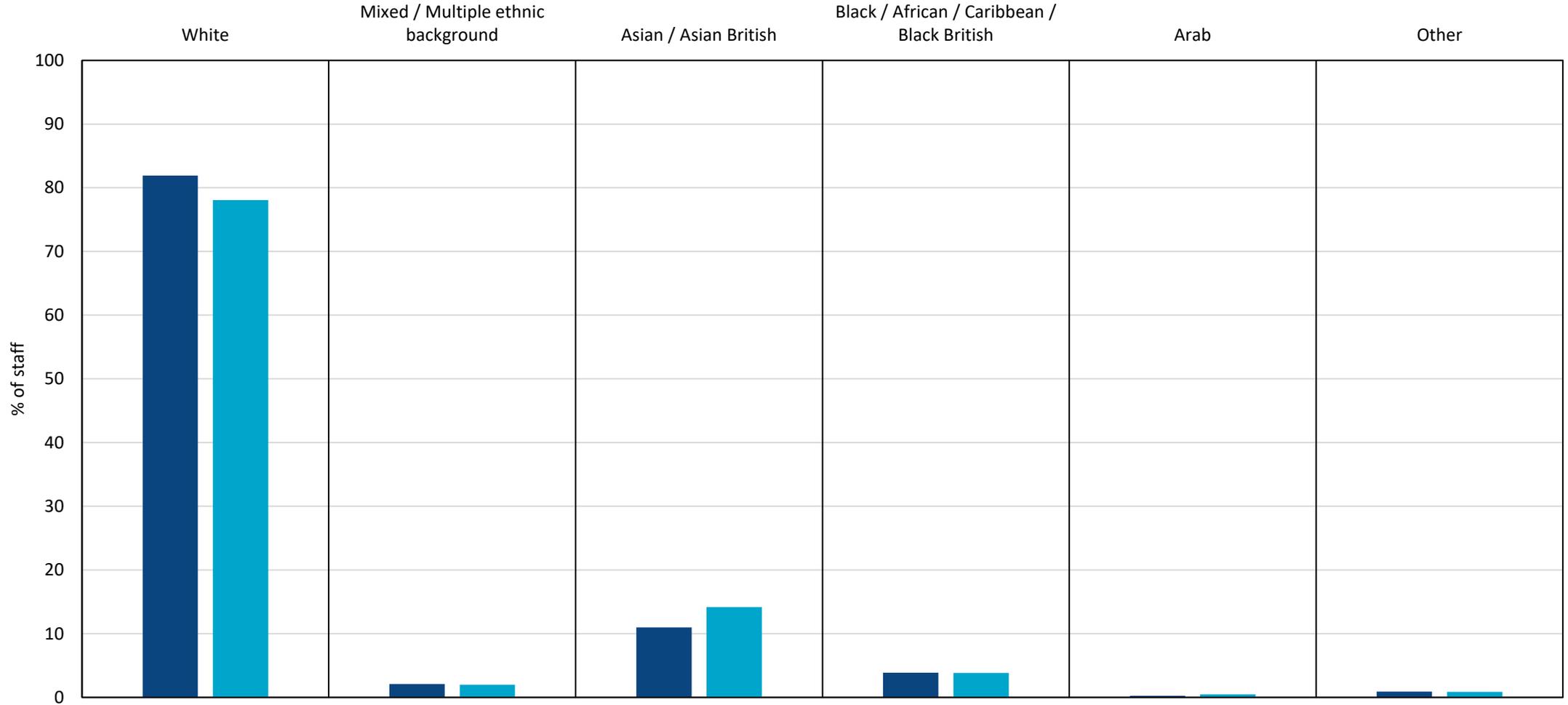
# Background details – Is your gender identity the same as the sex you were registered at birth?



Responses	Yes	No	Prefer not to say
<b>Your org</b>	96.55%	0.35%	3.10%
<b>Average</b>	96.62%	0.37%	3.08%

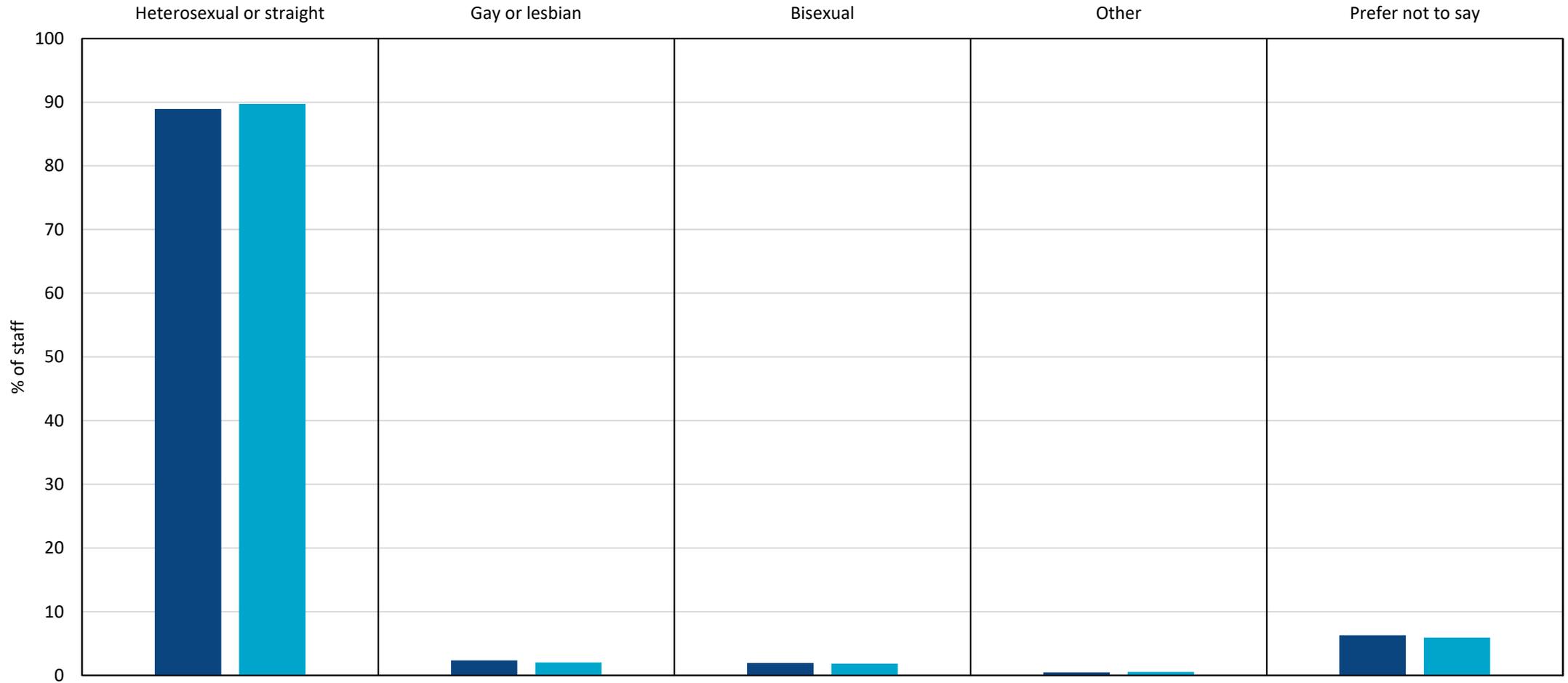


	16-20	21-30	31-40	41-50	51-65	66+
<b>Your org</b>	0.31%	15.90%	26.71%	25.50%	29.66%	1.93%
<b>Average</b>	0.55%	15.42%	25.91%	24.51%	31.50%	1.70%
<b>Responses</b>	5530	5530	5530	5530	5530	5530



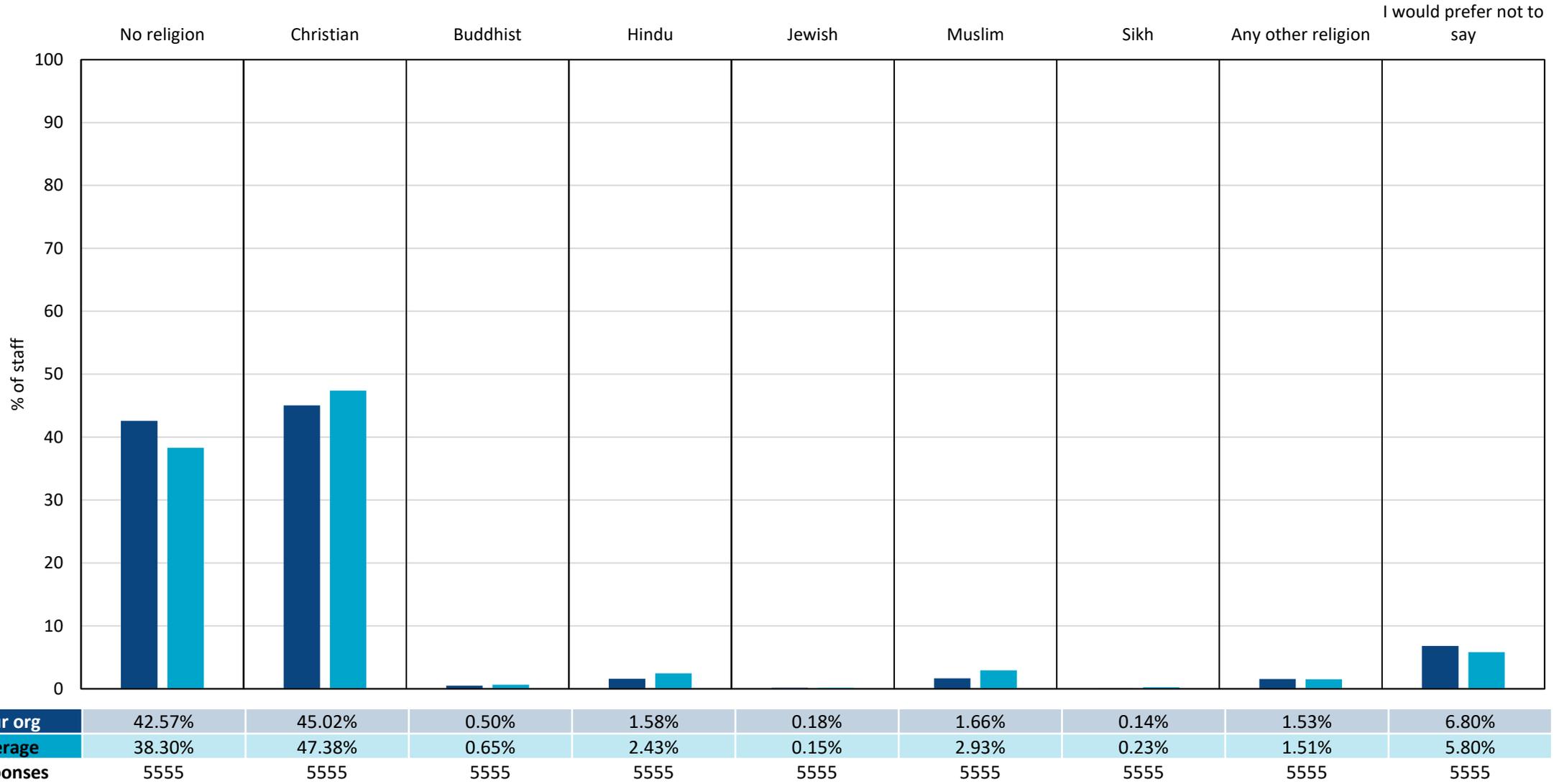
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
<b>Your org</b>	81.91%	2.09%	10.98%	3.86%	0.25%	0.90%
<b>Average</b>	78.07%	1.97%	14.15%	3.83%	0.44%	0.84%
<b>Responses</b>	5546	5546	5546	5546	5546	5546

# Background details – Sexual orientation

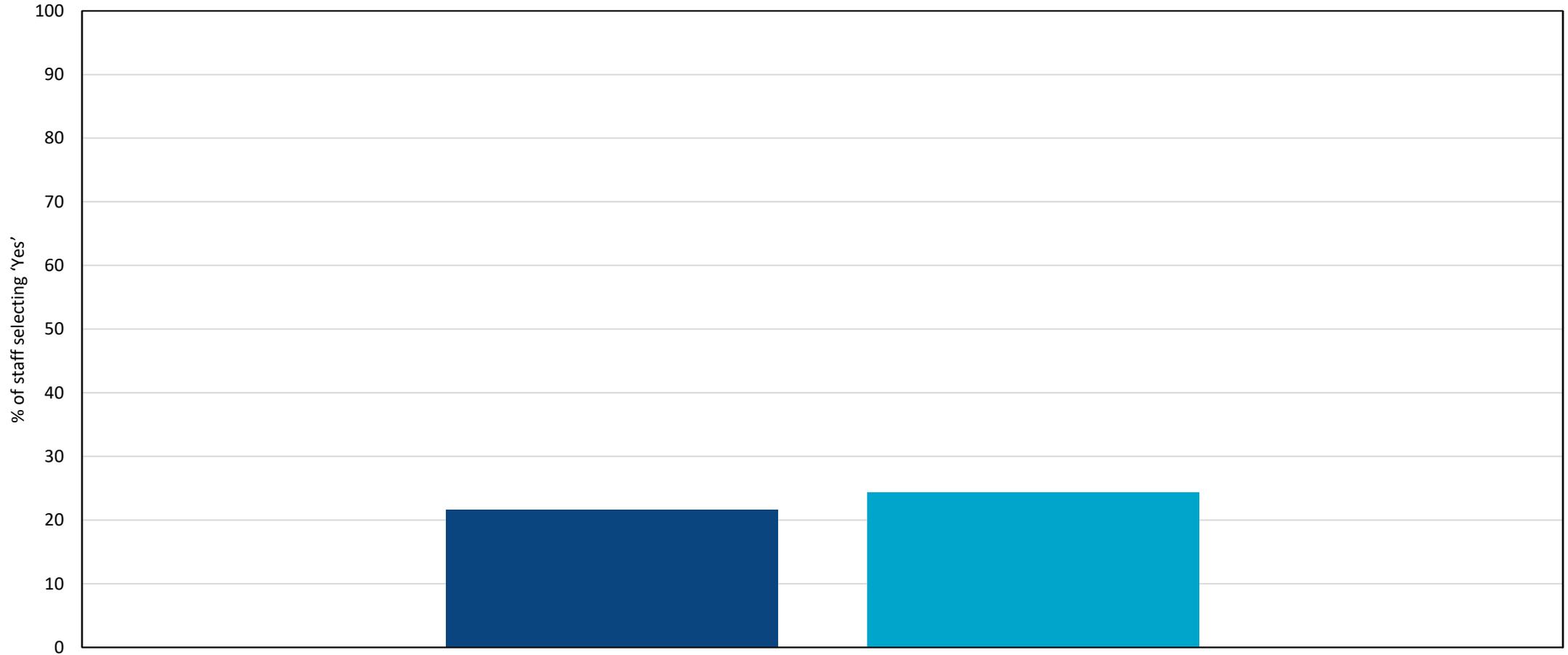


Responses	5566	5566	5566	5566	5566
<b>Your org</b>	88.93%	2.35%	1.96%	0.45%	6.31%
<b>Average</b>	89.71%	2.00%	1.84%	0.52%	5.94%

# Background details - Religion



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



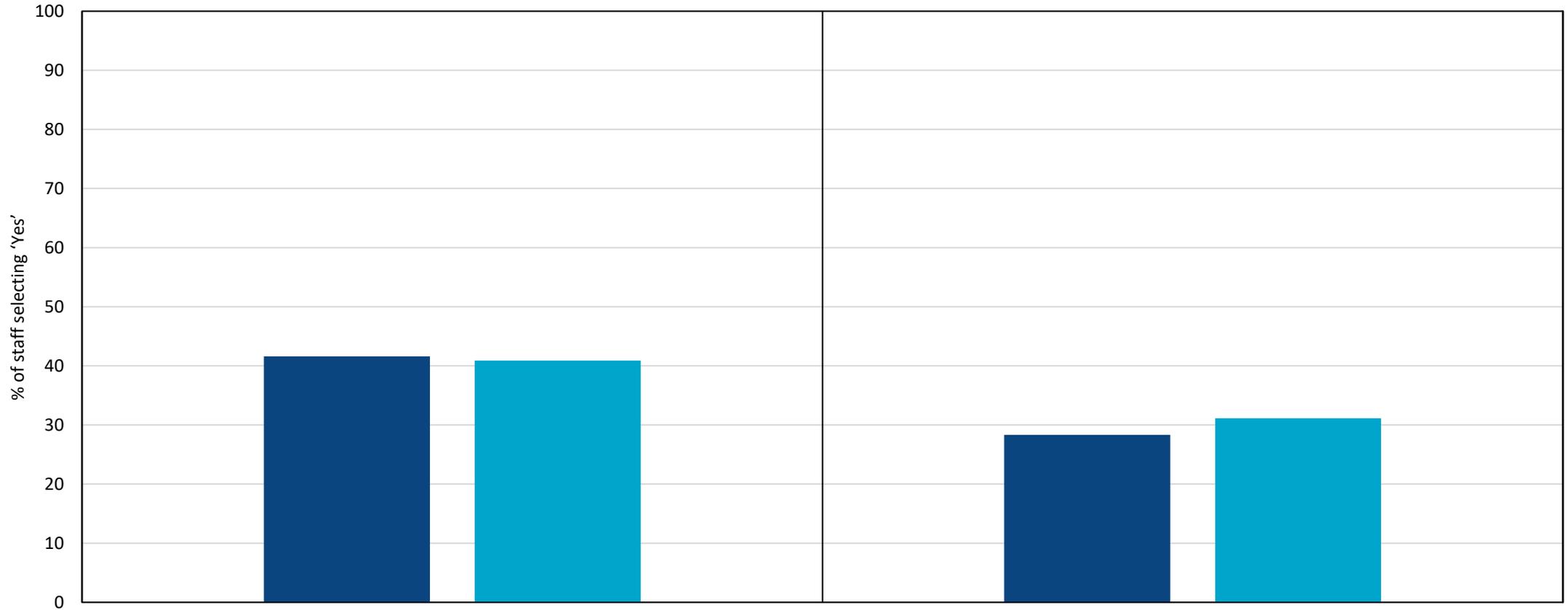
<b>Your org</b>	21.66%
<b>Average</b>	24.33%
<b>Responses</b>	5530



# Background details – Parental / caring responsibilities

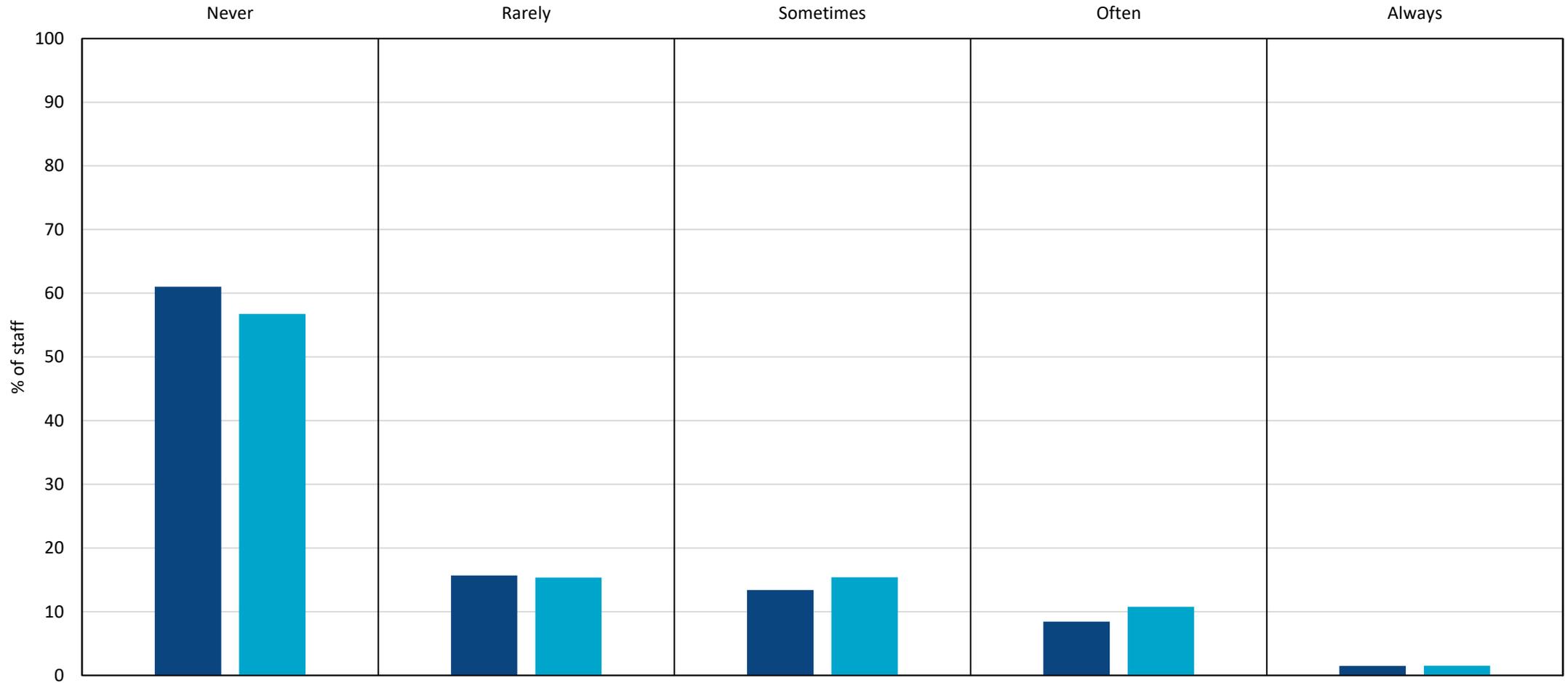
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.



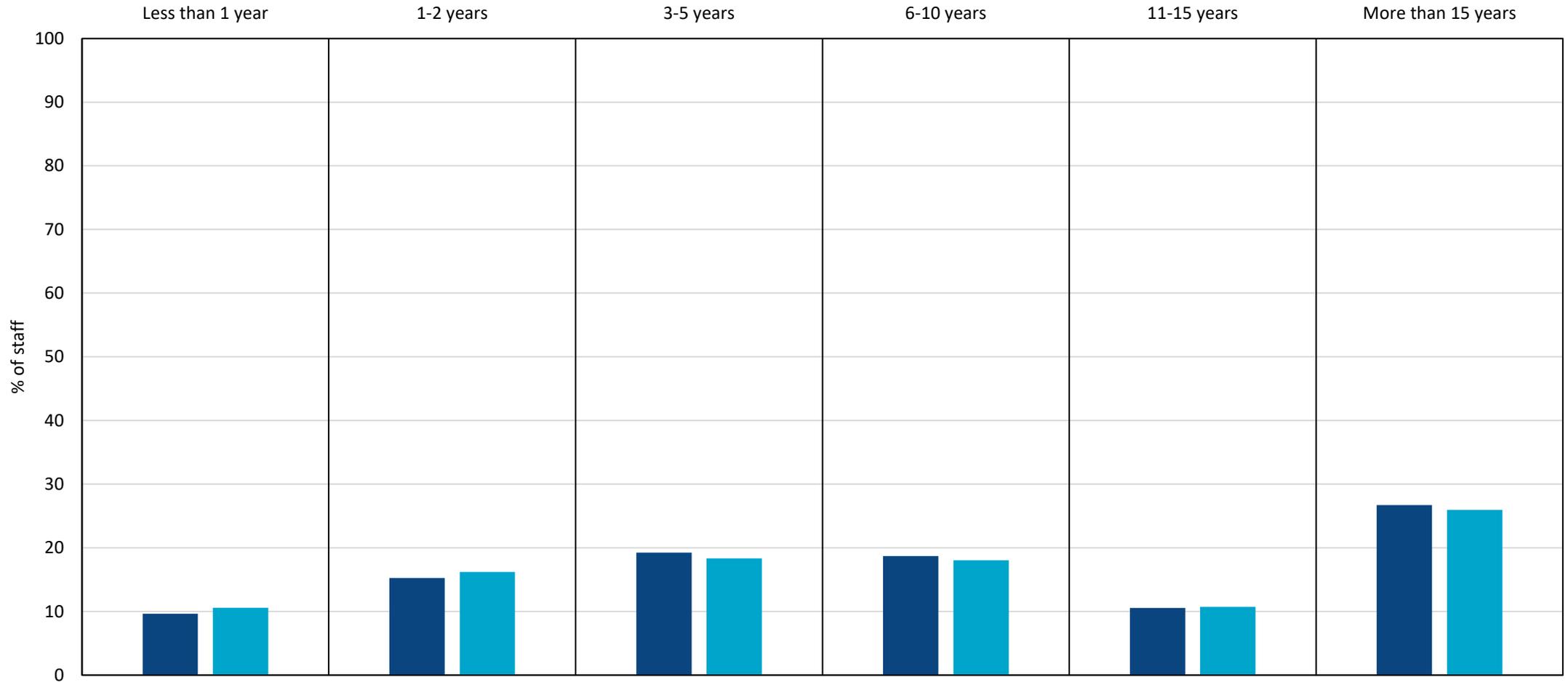
<b>Your org</b>	41.59%	28.31%
<b>Average</b>	40.90%	31.16%
<b>Responses</b>	5559	5513

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



Responses	5590	5590	5590	5590	5590
<b>Your org</b>	61.02%	15.69%	13.38%	8.43%	1.48%
<b>Average</b>	56.75%	15.34%	15.41%	10.73%	1.52%

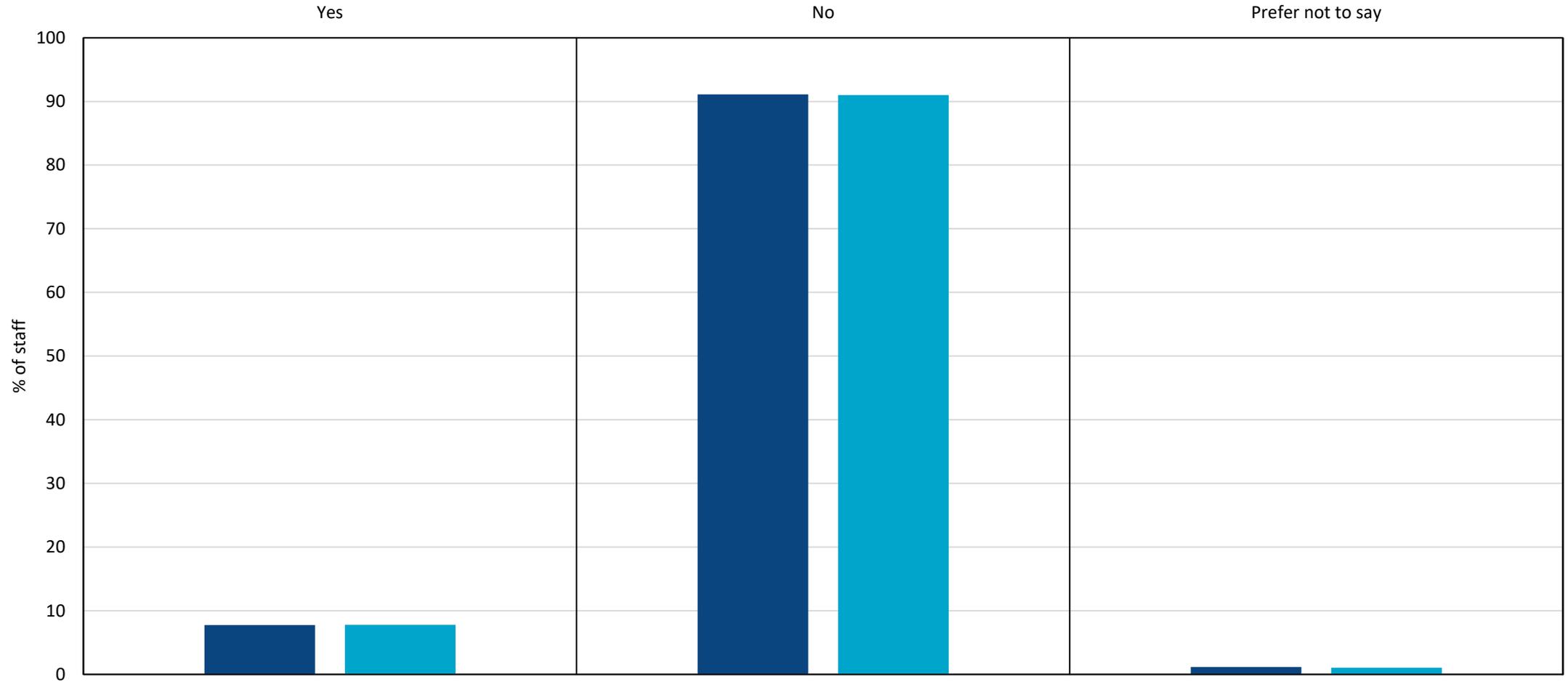
# Background details – Length of service



<b>Your org</b>	9.61%	15.25%	19.22%	18.70%	10.52%	26.70%
<b>Average</b>	10.57%	16.18%	18.32%	18.03%	10.71%	25.95%
<b>Responses</b>	5588	5588	5588	5588	5588	5588

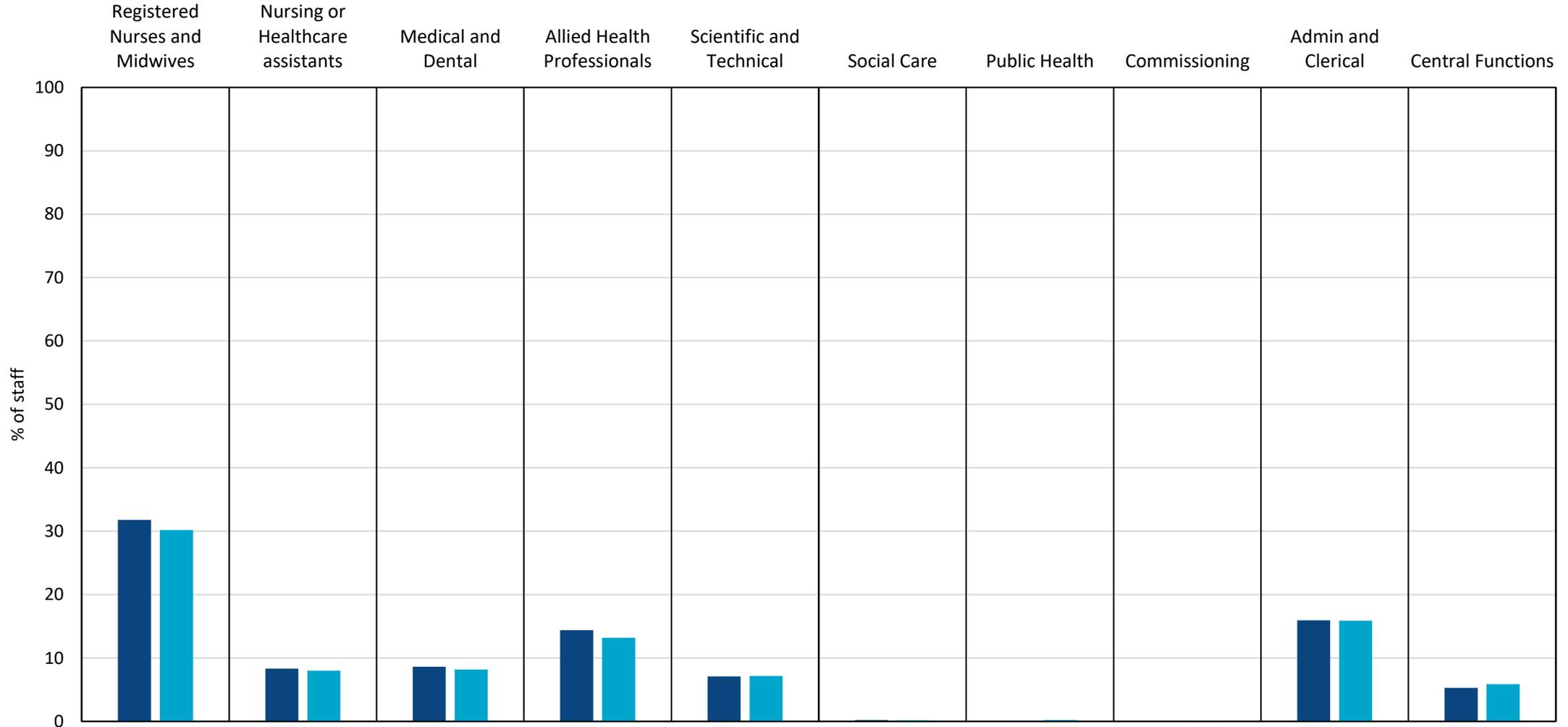


# Background details – When you joined this organisation were you recruited from outside of the UK?



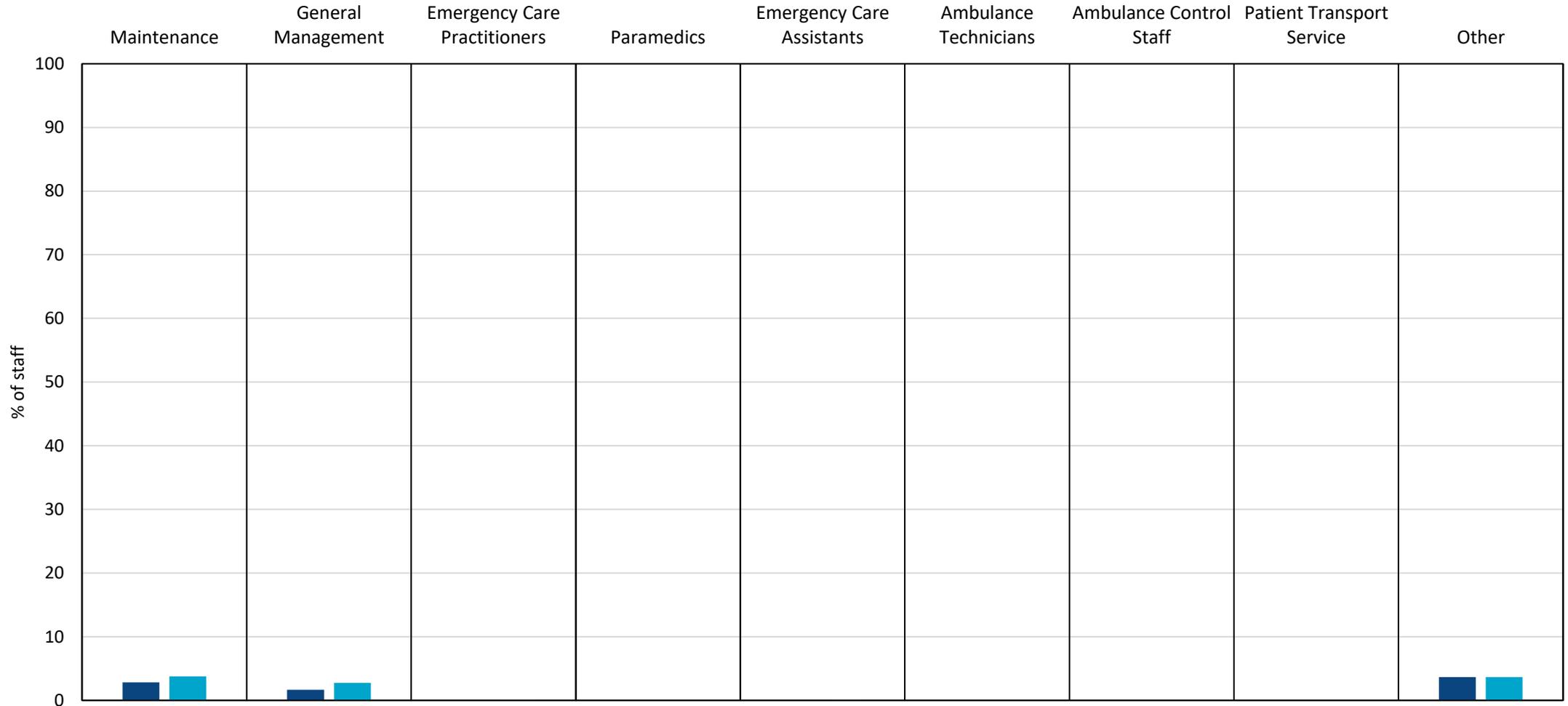
Response	Yes	No	Prefer not to say
<b>Your org</b>	7.75%	91.10%	1.15%
<b>Average</b>	7.79%	90.98%	1.04%
<b>Responses</b>	5571	5571	5571

# Background details – Occupational group



Responses	5515	5515	5515	5515	5515	5515	5515	5515	5515	5515
<b>Your org</b>	31.79%	8.30%	8.59%	14.36%	7.09%	0.22%	0.13%	0.05%	15.94%	5.29%
<b>Average</b>	30.16%	8.01%	8.16%	13.19%	7.17%	0.15%	0.19%	0.07%	15.88%	5.86%

# Background details – Occupational group

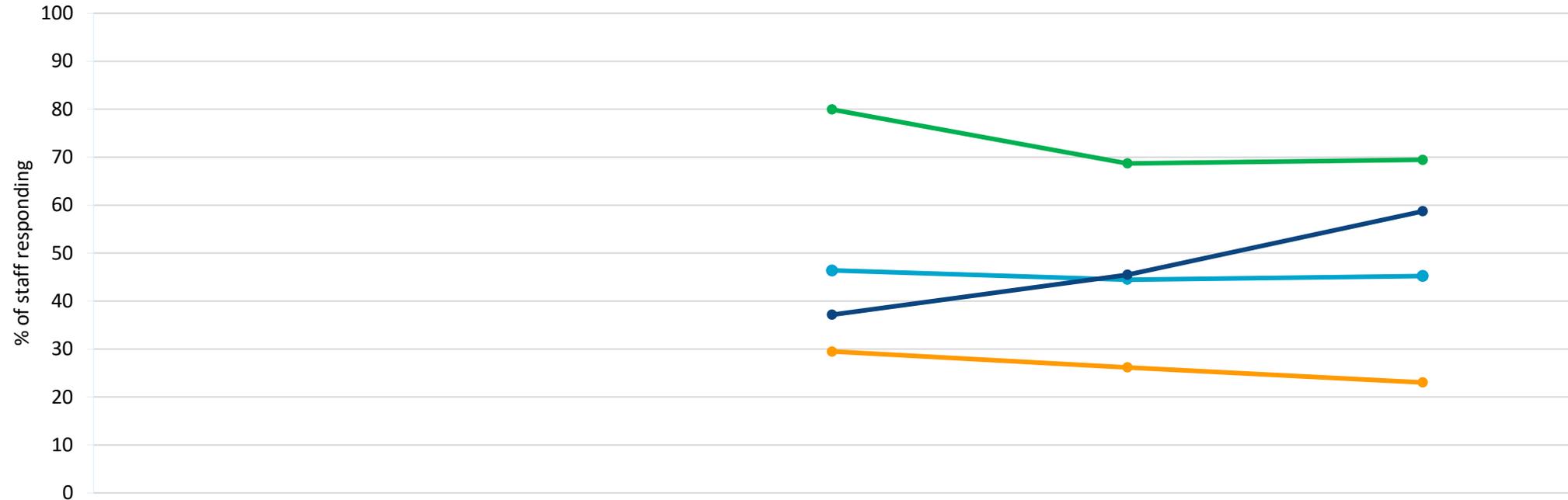


<b>Your org</b>	2.81%	1.65%	0.04%	0.02%	0.07%	0.00%	0.00%	0.00%	3.64%
<b>Average</b>	3.76%	2.74%	0.02%	0.00%	0.03%	0.00%	0.00%	0.00%	3.63%
<b>Responses</b>	5515	5515	5515	5515	5515	5515	5515	5515	5515

## Appendices

## Appendix A: Response rate

Response rate



	2019	2020	2021	2022	2023
Your org	-	-	37.15%	45.49%	58.73%
Highest	-	-	79.95%	68.69%	69.45%
Average	-	-	46.38%	44.46%	45.23%
Lowest	-	-	29.47%	26.17%	23.03%
Responses	-	-	3393	4167	5619

## 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	7.26	4143	7.38	5613	Significantly higher
We are recognised and rewarded	5.71	4140	5.97	5607	Significantly higher
We each have a voice that counts	6.73	4071	6.79	5560	Not significant
We are safe and healthy	5.76	4111	-	-	-
We are always learning	5.34	3978	5.63	5436	Significantly higher
We work flexibly	6.02	4119	6.27	5568	Significantly higher
We are a team	6.68	4132	6.83	5602	Significantly higher
<b>Themes</b>					
Staff Engagement	6.81	4149	6.96	5615	Significantly higher
Morale	5.61	4150	5.95	5612	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.

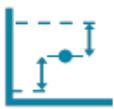
## Appendix C: Tips on using your benchmark report

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.

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.



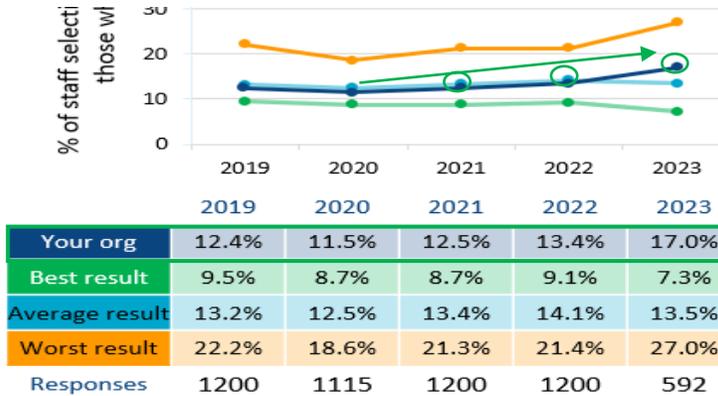
Only one example is highlighted for each point

## 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'.

## 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.

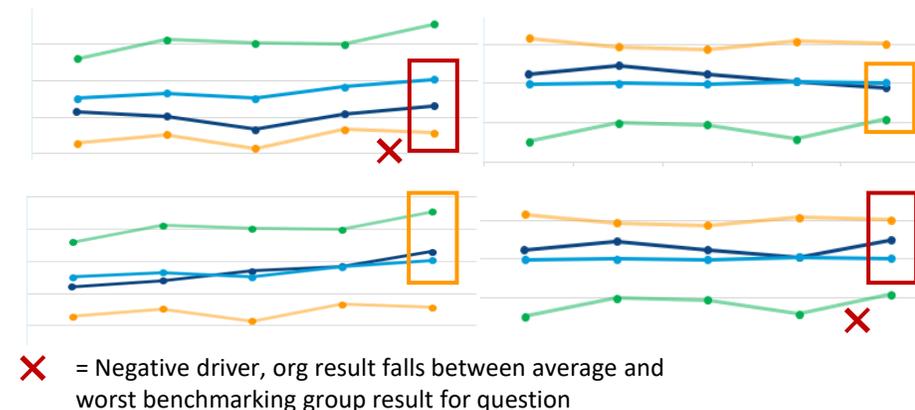


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

## 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.

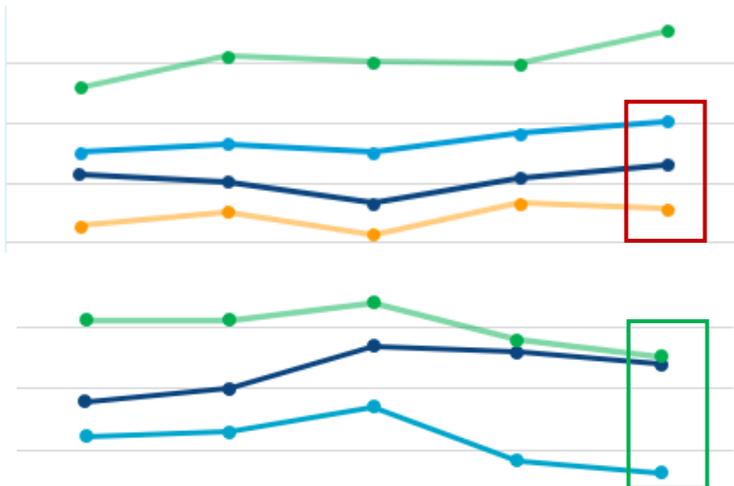
### Identifying questions of interest

#### ➤ 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 University Hospitals Dorset 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.