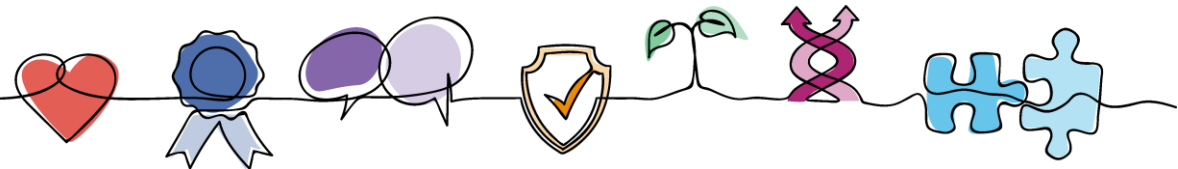


Buckinghamshire Healthcare NHS Trust

NHS Staff Survey Benchmark report 2022



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## Introduction

## About this report

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

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

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

## How results are reported

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



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

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

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

# People Promise elements, themes and sub-scores

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

Themes	Sub-scores	Questions
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q23a, Q23c, Q23d
Morale	Thinking about leaving	Q24a, Q24b, Q24c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

## Questions not linked to the People Promise elements or themes

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

## Introduction

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

## Organisation details

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

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

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

## People Promise Elements, Themes and Sub-scores: Trends

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

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

## The Covid-19 pandemic

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

## Questions not linked to People Promise

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

## Workforce Equality Standards

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

## About your respondents

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

## Appendices

Here you will find:

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



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

Please note this is example data

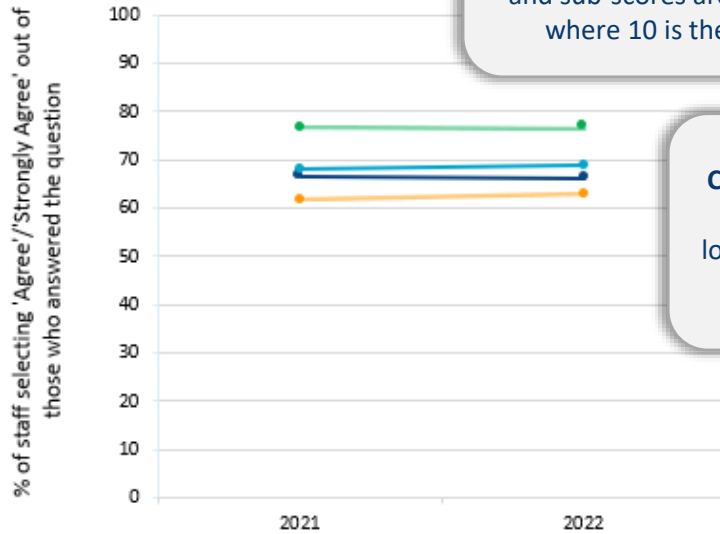
## Key features

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

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

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

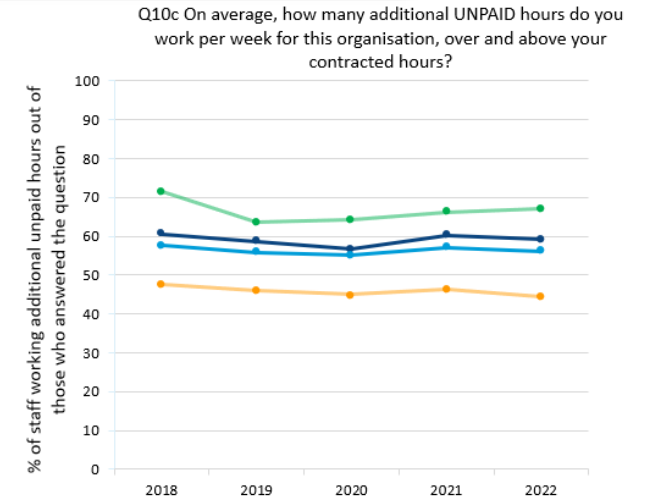
**Colour coding** highlights best / worst results, making it easy to spot questions where a lower percentage is better – in such instances 'Best' is the bottom line in the table.



**Number of responses** for the organisation for the given question.

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

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



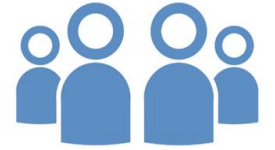
'Best', 'Average', and 'Worst' refer to the **benchmarking group's best, average and worst results.**

## Organisation details



Buckinghamshire Healthcare NHS Trust

## 2022 NHS Staff Survey



### Organisation details

Completed questionnaires **3504**

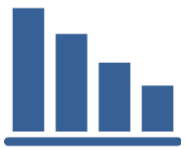
2022 response rate **56%**

### Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Acute and Acute & Community Trusts



### 2022 benchmarking group details

Organisations in group: 124

Median response rate: 44%

No. of completed questionnaires: 431292



## People Promise Elements, Themes and sub-score results

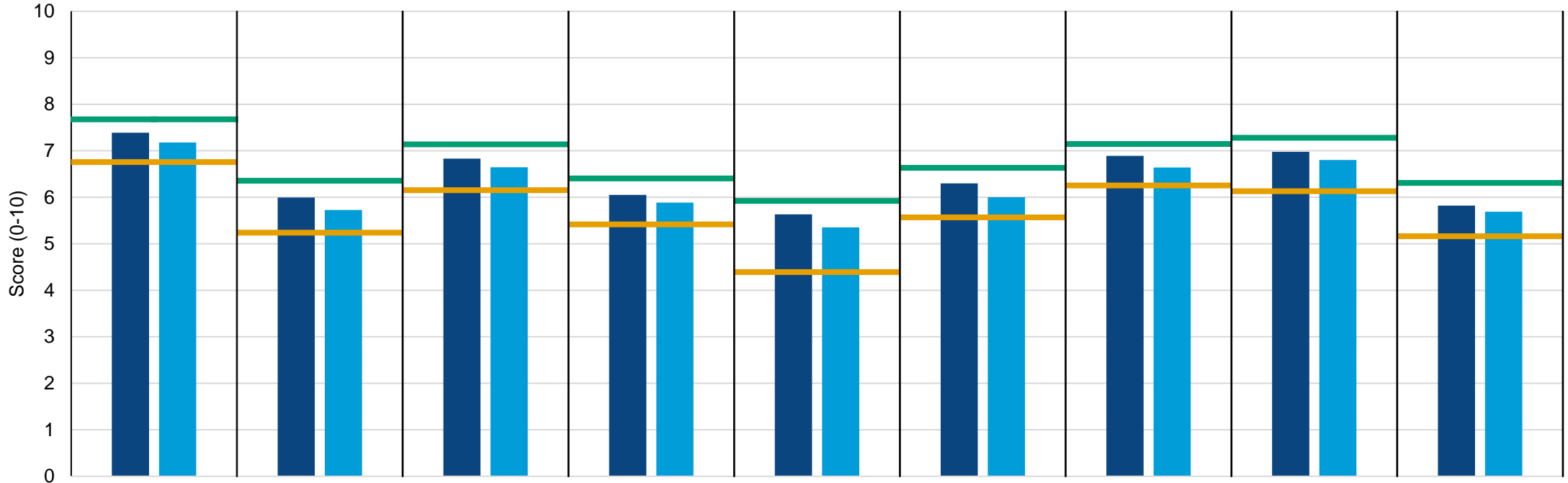
## People Promise Elements, Themes and Sub-scores: Overview

# People Promise Elements and Themes: Overview

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



We are compassionate and inclusive    We are recognised and rewarded    We each have a voice that counts    We are safe and healthy    We are always learning    We work flexibly    We are a team    Staff Engagement    Morale

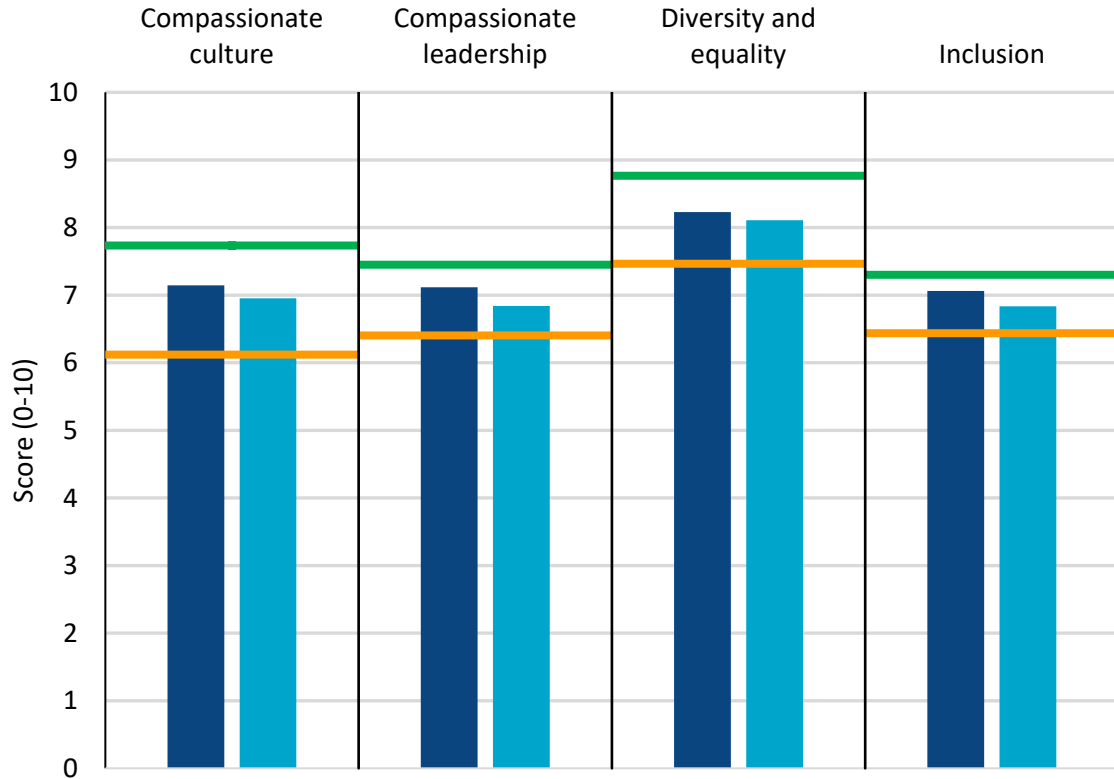


Your org	7.4	6.0	6.8	6.1	5.6	6.3	6.9	7.0	5.8
Best	7.7	6.4	7.1	6.4	5.9	6.6	7.1	7.3	6.3
Average	7.2	5.7	6.6	5.9	5.4	6.0	6.6	6.8	5.7
Worst	6.8	5.2	6.2	5.4	4.4	5.6	6.3	6.1	5.2
Responses	3499	3497	3470	3492	3404	3482	3493	3502	3502

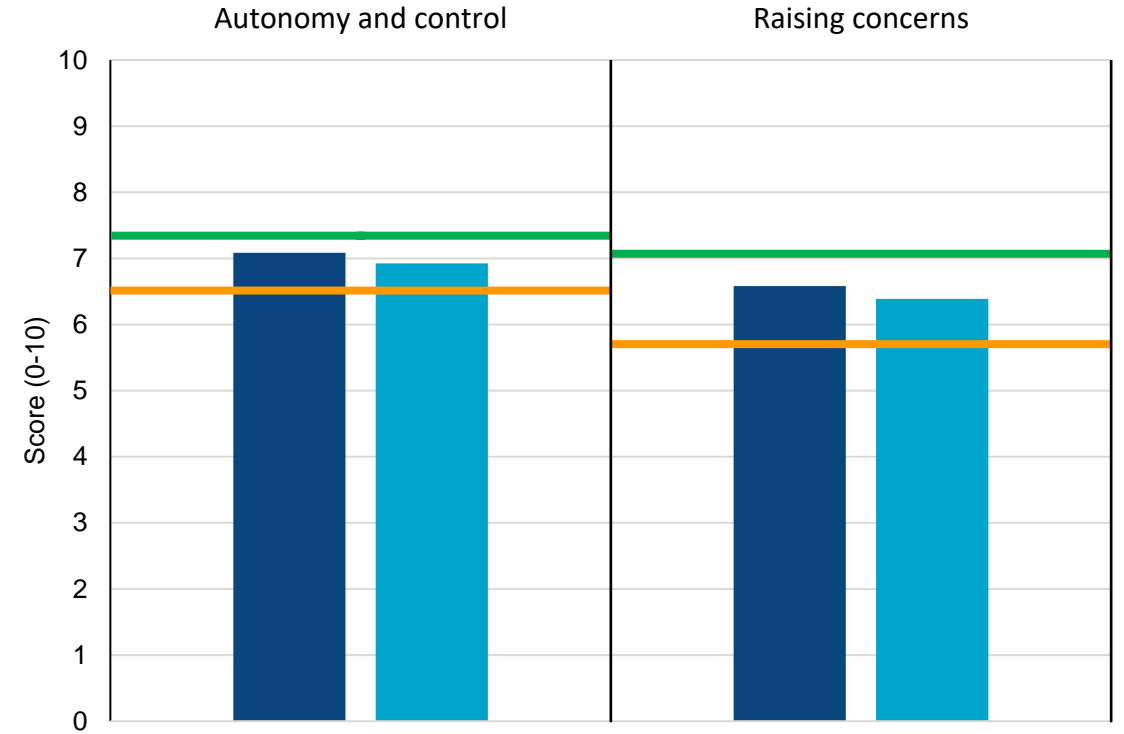
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 1: We are compassionate and inclusive



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



Your org	7.1	7.1	8.2	7.1
Best	7.7	7.4	8.8	7.3
Average	7.0	6.8	8.1	6.8
Worst	6.1	6.4	7.5	6.4
Responses	3482	3498	3497	3482

Your org	7.1	6.6
Best	7.3	7.1
Average	6.9	6.4
Worst	6.5	5.7
Responses	3500	3472

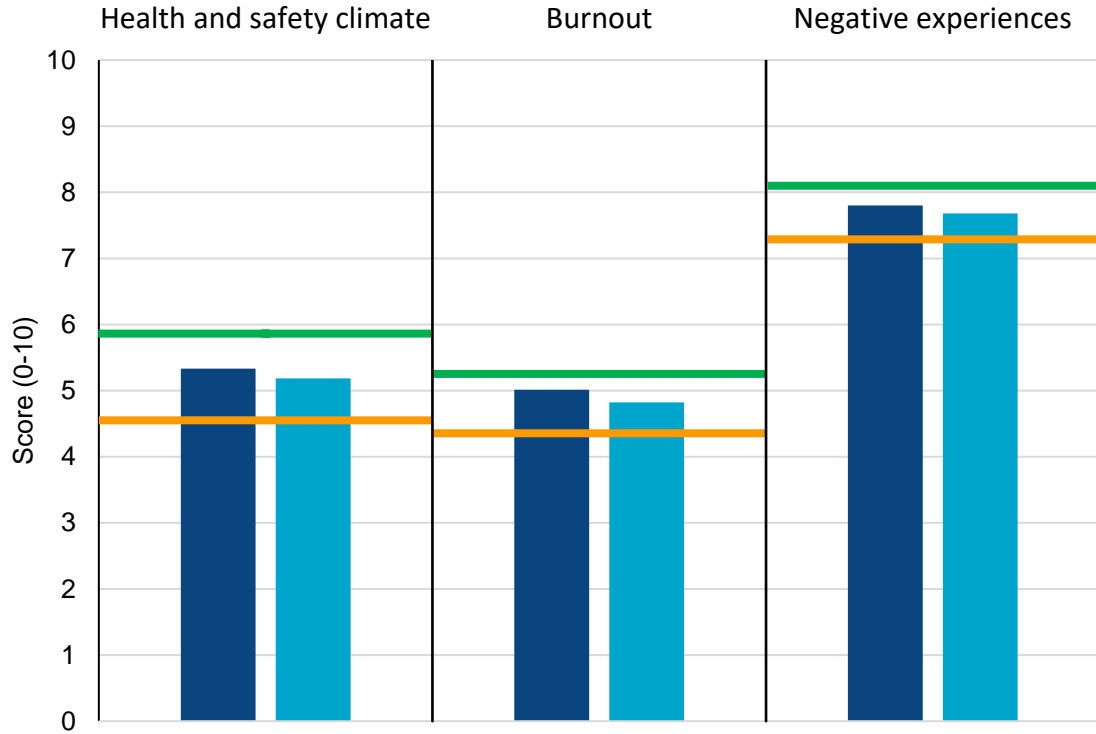
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



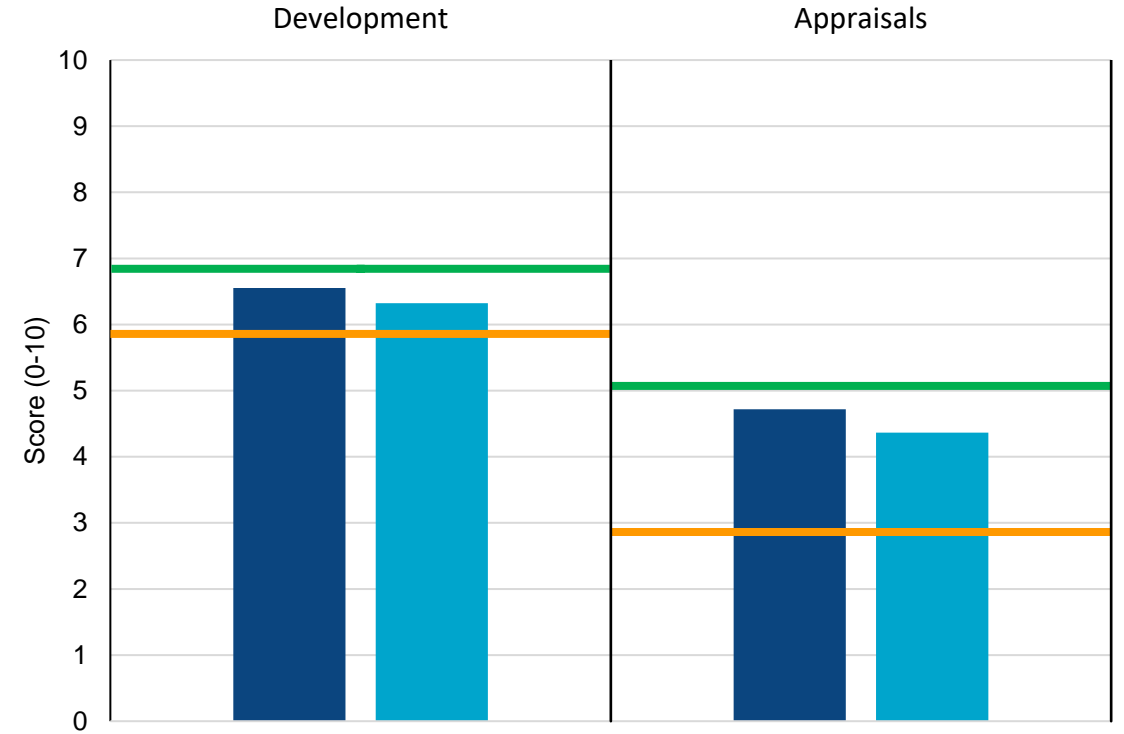
## Promise element 4: We are safe and healthy



## Promise element 5: We are always learning



Your org	5.3	5.0	7.8
Best	5.9	5.3	8.1
Average	5.2	4.8	7.7
Worst	4.6	4.4	7.3
Responses	3499	3499	3498

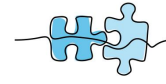


Your org	6.6	4.7
Best	6.8	5.1
Average	6.3	4.4
Worst	5.9	2.9
Responses	3486	3415

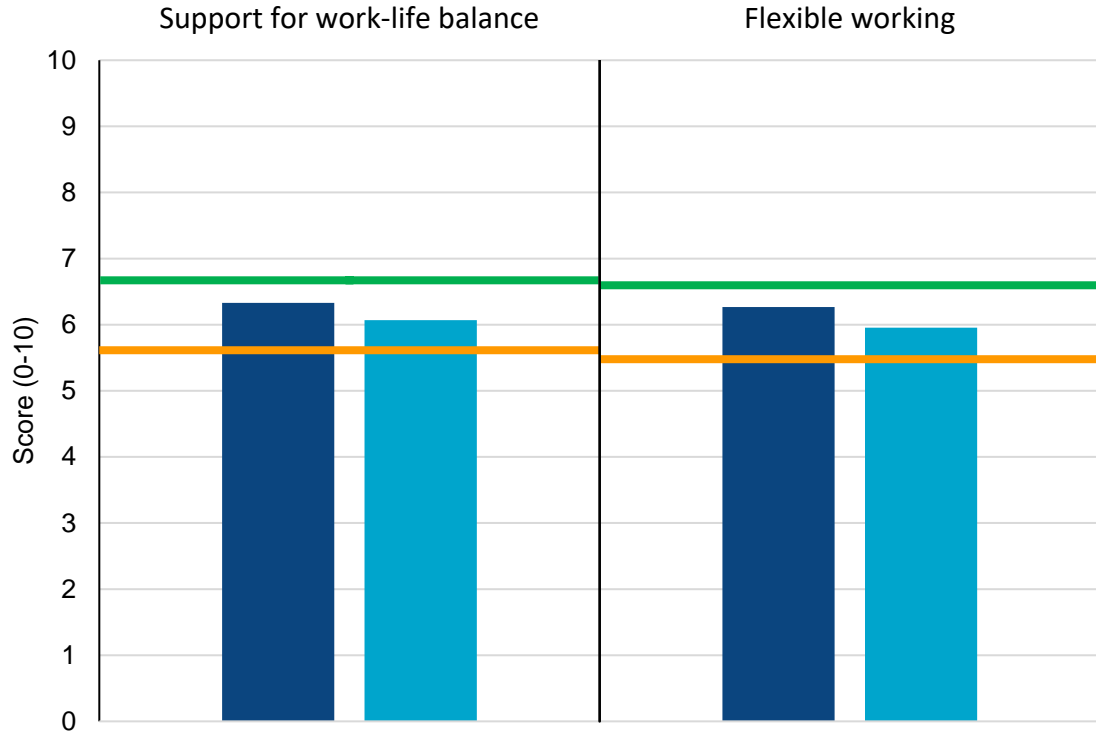
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 6: We work flexibly



## Promise element 7: We are a team



Your org	6.3	6.3
Best	6.7	6.6
Average	6.1	6.0
Worst	5.6	5.5
Responses	3499	3486



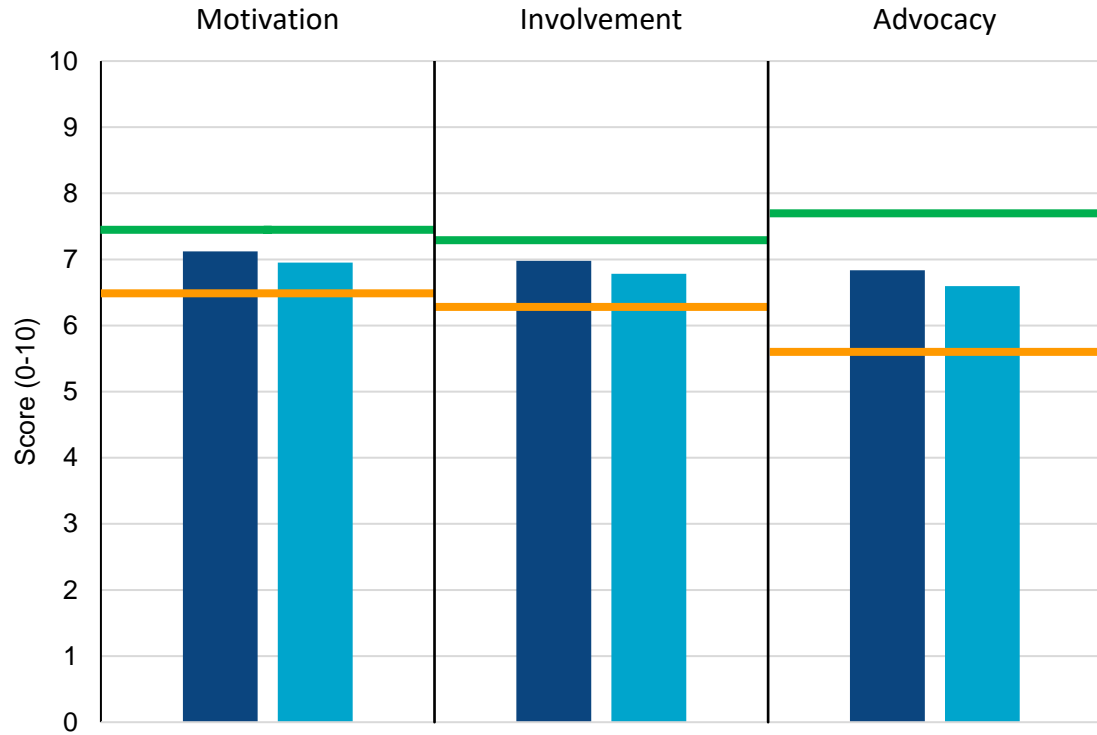
Your org	6.8	7.0
Best	7.0	7.3
Average	6.6	6.7
Worst	6.2	6.2
Responses	3497	3497



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

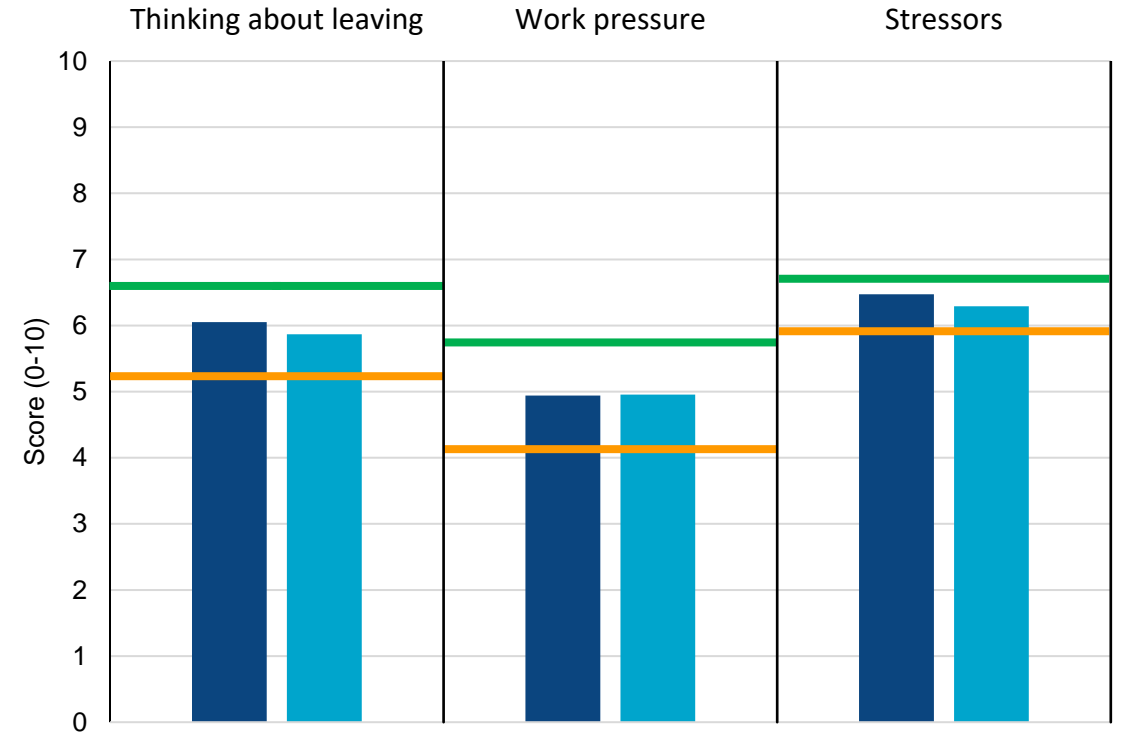
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff engagement



Element	Score	Responses
Your org	7.1	3473
Best	7.4	
Average	7.0	
Worst	6.5	
Your org	7.0	3501
Best	7.3	
Average	6.8	
Worst	6.3	
Your org	6.8	3483
Best	7.7	
Average	6.6	
Worst	5.6	

## Theme: Morale




Element	Score	Responses
Your org	6.1	3488
Best	6.6	
Average	5.9	
Worst	5.2	
Your org	4.9	3499
Best	5.7	
Average	5.0	
Worst	4.1	
Your org	6.5	3495
Best	6.7	
Average	6.3	
Worst	5.9	

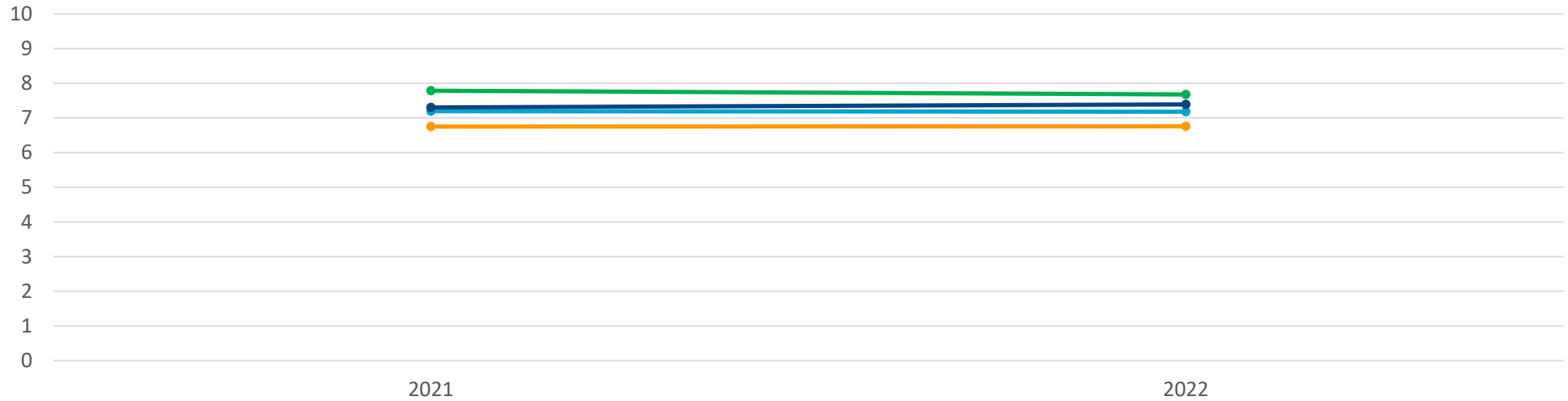


## People Promise Elements, Themes and Sub-scores: Trends

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


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

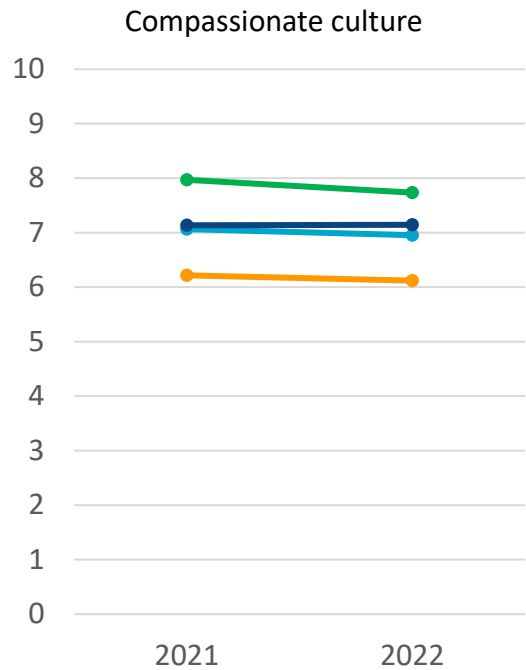
## We are compassionate and inclusive



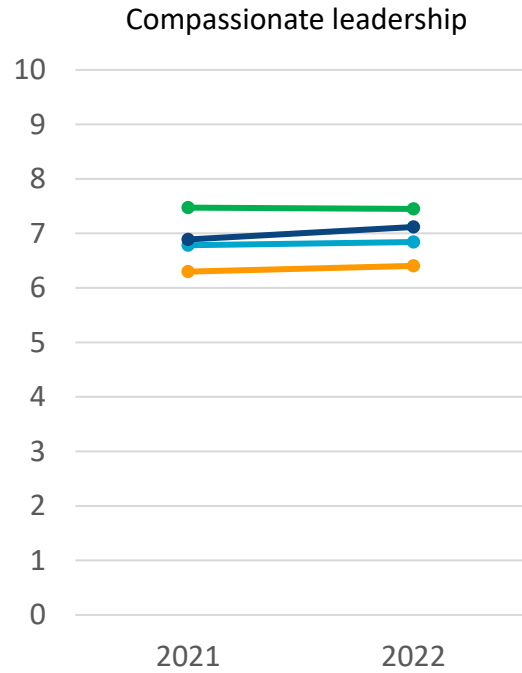
	2021	2022
Your org	7.3	7.4
Best	7.8	7.7
Average	7.2	7.2
Worst	6.7	6.8
Responses	3451	3499

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

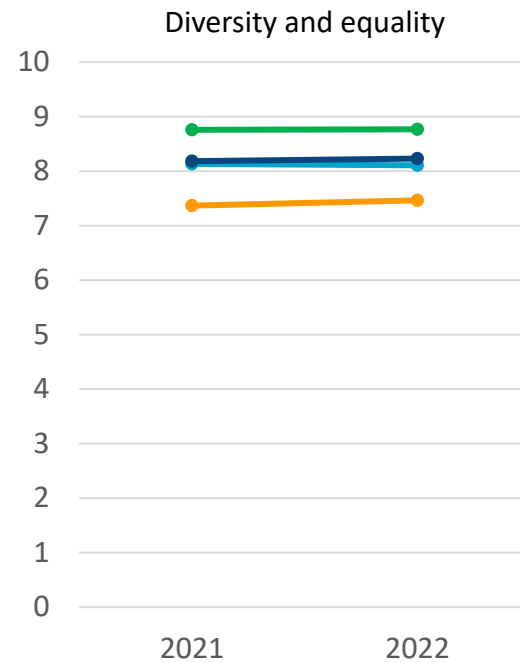
 **Promise element 1: We are compassionate and inclusive**



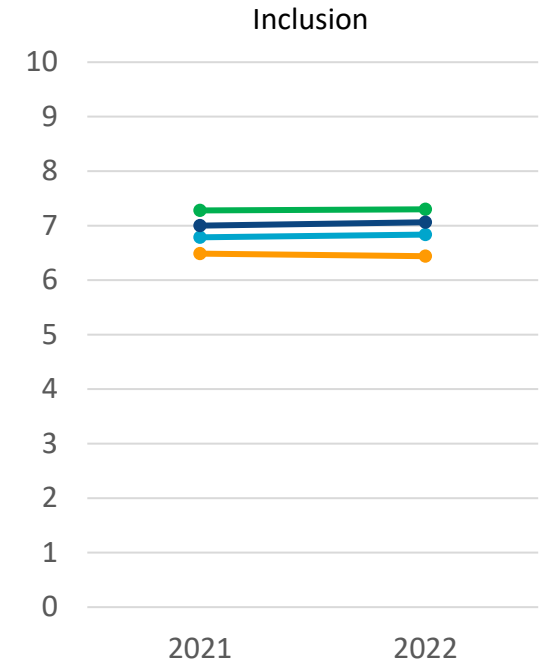
	2021	2022
Your org	7.1	7.1
Best	8.0	7.7
Average	7.1	7.0
Worst	6.2	6.1
Responses	3443	3482



	2021	2022
Your org	6.9	7.1
Best	7.5	7.4
Average	6.8	6.8
Worst	6.3	6.4
Responses	3448	3498



	2021	2022
Your org	8.2	8.2
Best	8.8	8.8
Average	8.1	8.1
Worst	7.4	7.5
Responses	3447	3497



	2021	2022
Your org	7.0	7.1
Best	7.3	7.3
Average	6.8	6.8
Worst	6.5	6.4
Responses	3426	3482

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



## Promise element 2: We are recognised and rewarded

### We are recognised and rewarded



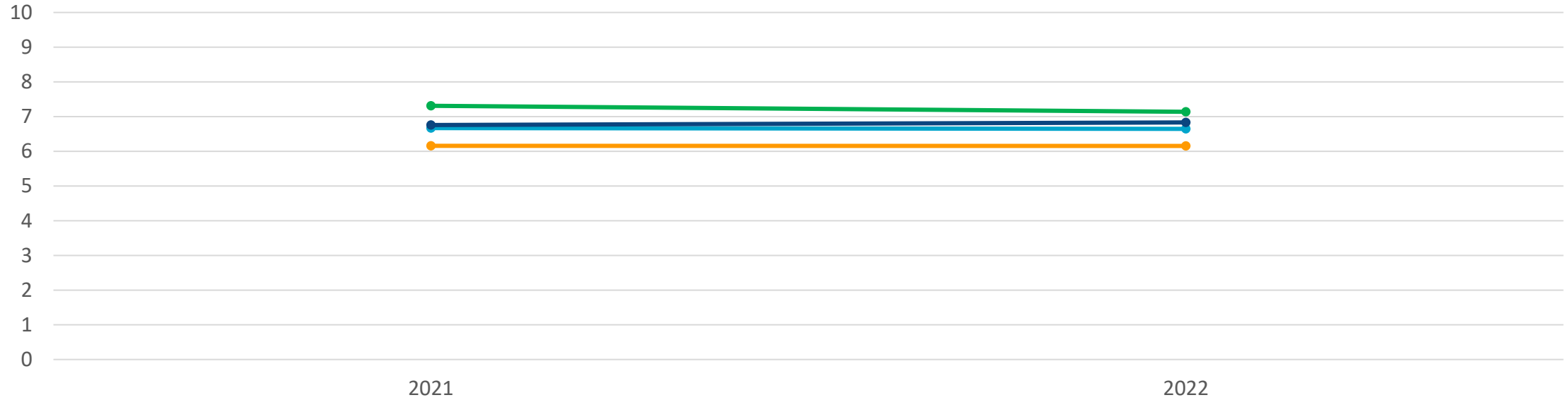
	2021	2022
Your org	5.9	6.0
Best	6.5	6.4
Average	5.8	5.7
Worst	5.3	5.2
Responses	3435	3497

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



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

We each have a voice that counts



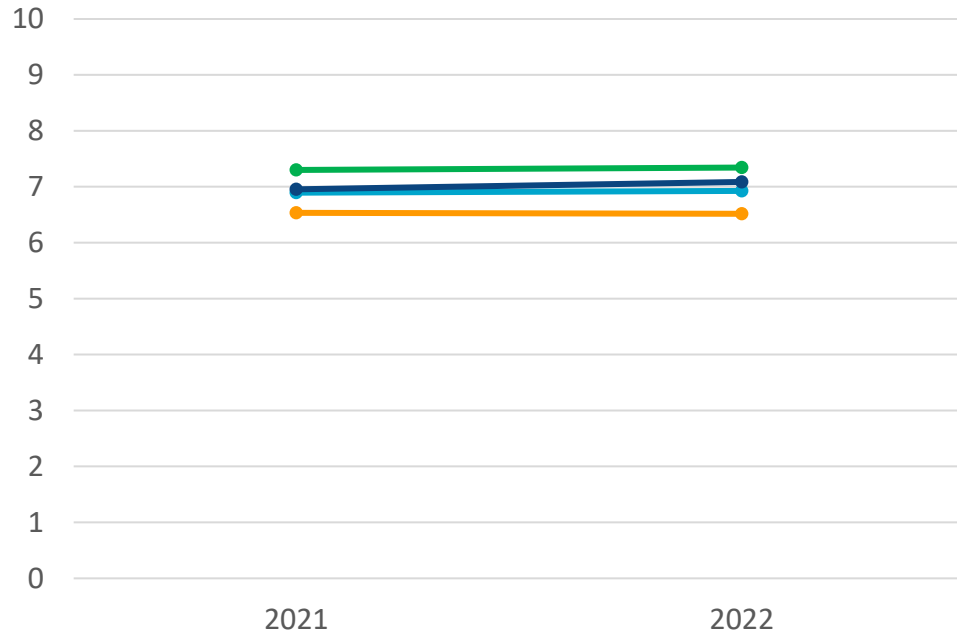
	2021	2022
Your org	6.8	6.8
Best	7.3	7.1
Average	6.7	6.6
Worst	6.2	6.2
Responses	3435	3470

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

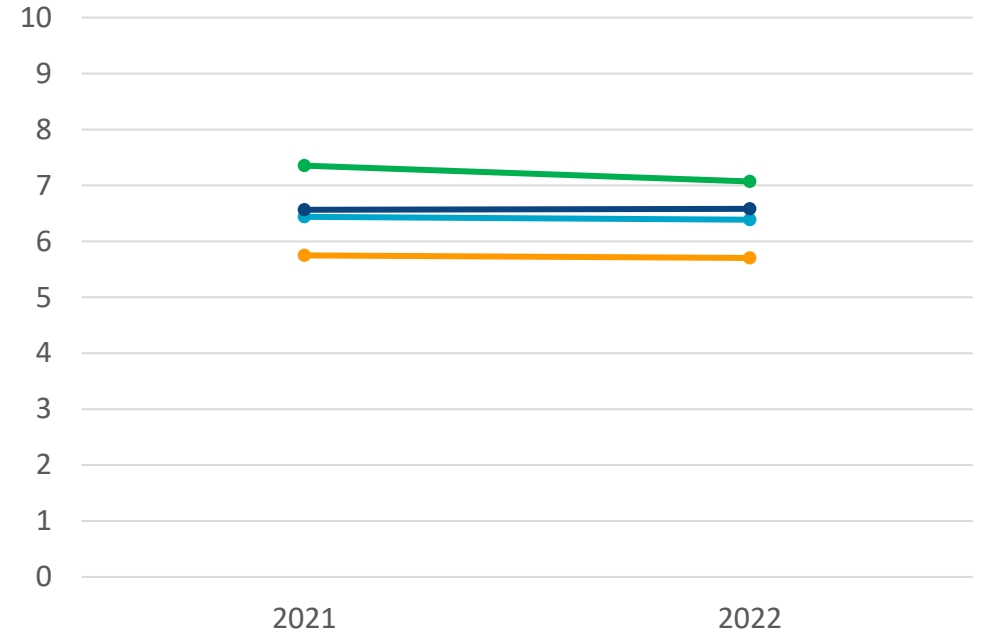


## Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022
Your org	7.0	7.1
Best	7.3	7.3
Average	6.9	6.9
Worst	6.5	6.5
Responses	3449	3500

	2021	2022
Your org	6.6	6.6
Best	7.4	7.1
Average	6.4	6.4
Worst	5.7	5.7
Responses	3438	3472

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



## Promise element 4: We are safe and healthy

### We are safe and healthy



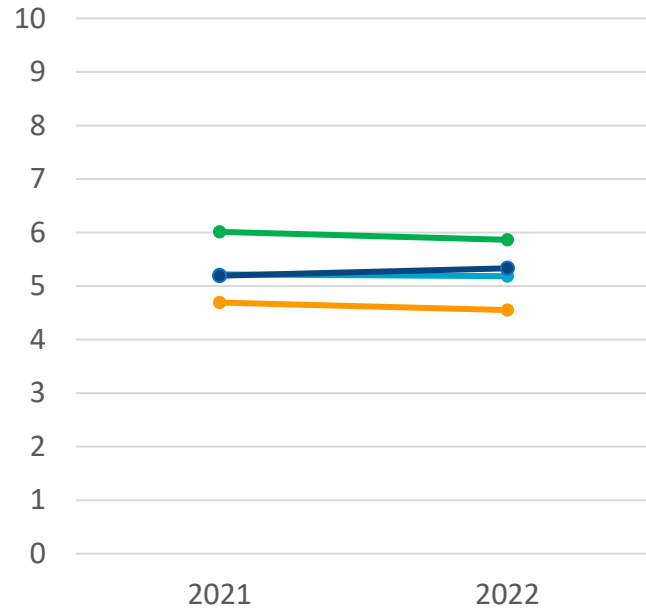
	2021	2022
Your org	6.0	6.1
Best	6.5	6.4
Average	5.9	5.9
Worst	5.5	5.4
Responses	3436	3492

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



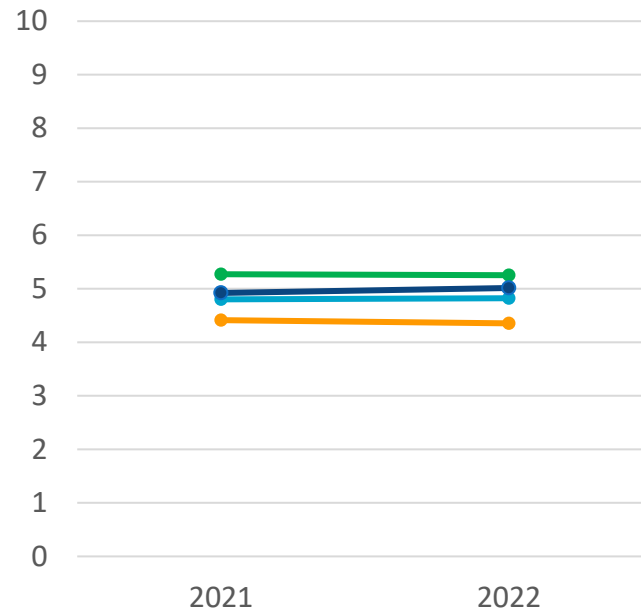
## Promise element 4: We are safe and healthy

Health and safety climate



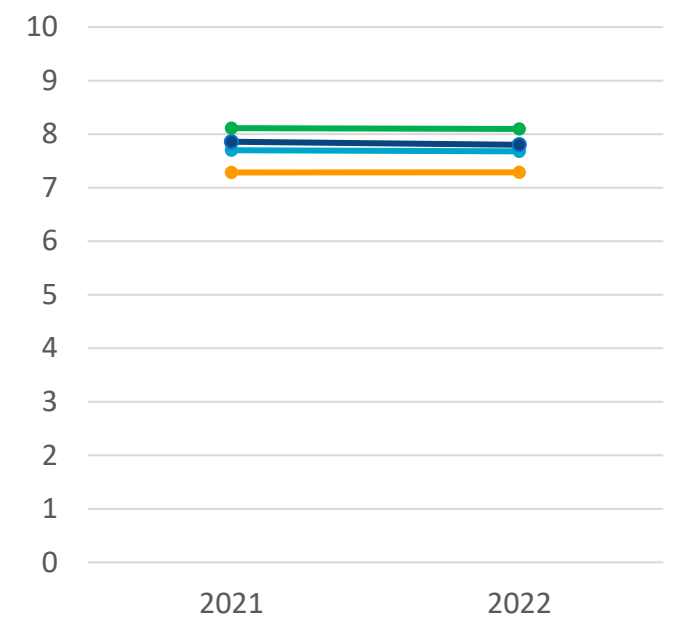
	2021	2022
Your org	5.2	5.3
Best	6.0	5.9
Average	5.2	5.2
Worst	4.7	4.6
Responses	3448	3499

Burnout



	2021	2022
Your org	4.9	5.0
Best	5.3	5.3
Average	4.8	4.8
Worst	4.4	4.4
Responses	3447	3499

Negative experiences



	2021	2022
Your org	7.9	7.8
Best	8.1	8.1
Average	7.7	7.7
Worst	7.3	7.3
Responses	3445	3498

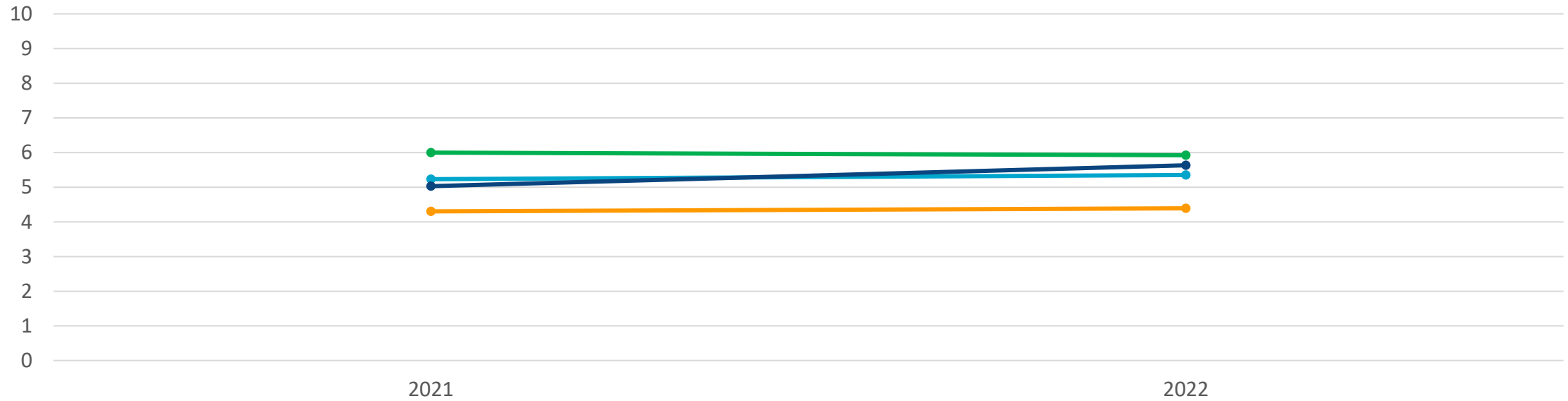


All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



## Promise element 5: We are always learning

### We are always learning



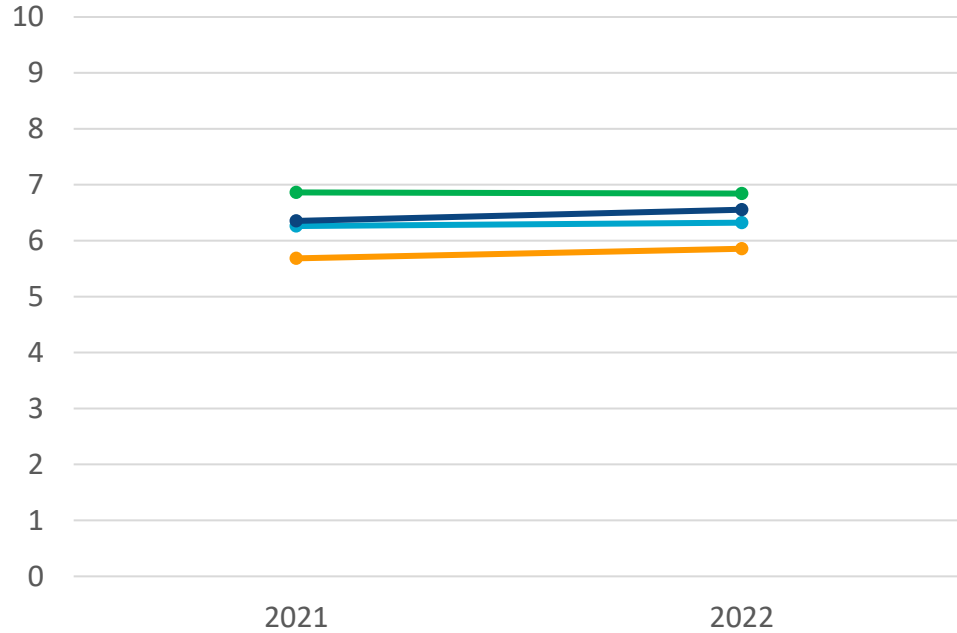
	2021	2022
Your org	5.0	5.6
Best	6.0	5.9
Average	5.2	5.4
Worst	4.3	4.4
Responses	3278	3404

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



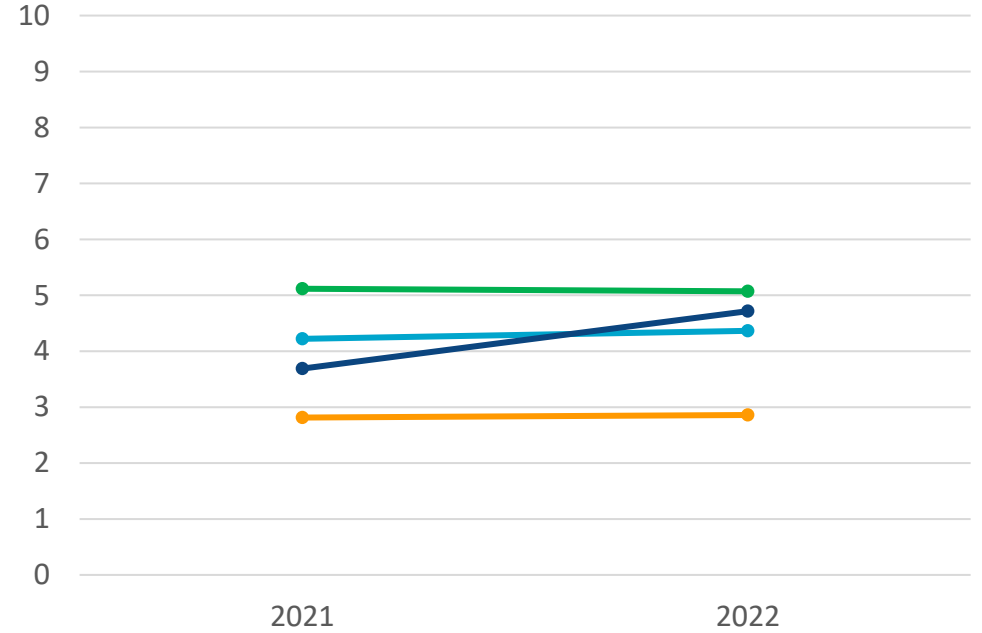
## Promise element 5: We are always learning

Development



	2021	2022
Your org	6.4	6.6
Best	6.9	6.8
Average	6.3	6.3
Worst	5.7	5.9
Responses	3437	3486

Appraisals



	2021	2022
Your org	3.7	4.7
Best	5.1	5.1
Average	4.2	4.4
Worst	2.8	2.9
Responses	3290	3415

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



## Promise element 6: We work flexibly

### We work flexibly



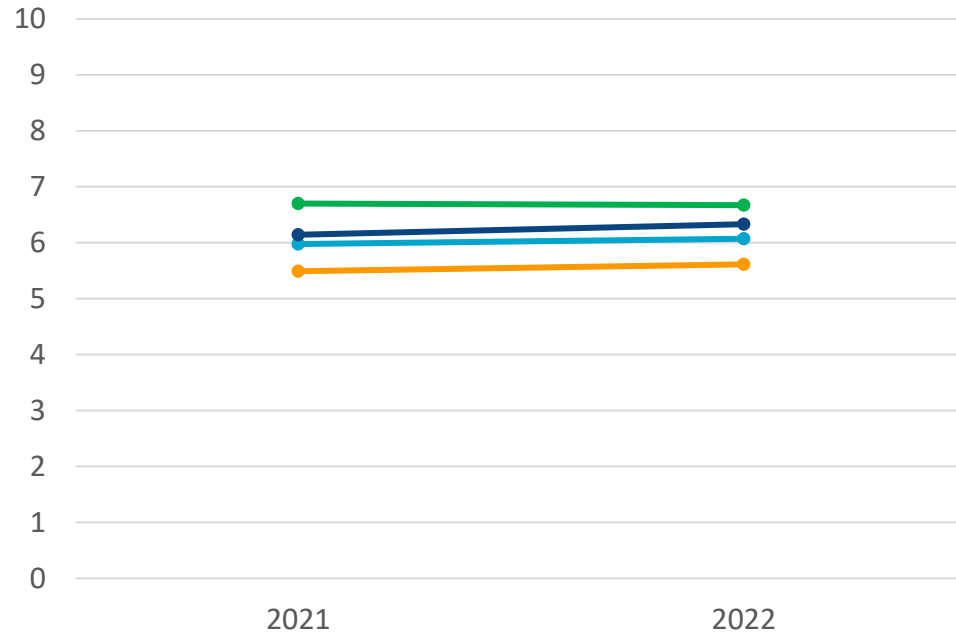
	2021	2022
Your org	6.1	6.3
Best	6.7	6.6
Average	6.0	6.0
Worst	5.4	5.6
Responses	3418	3482

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

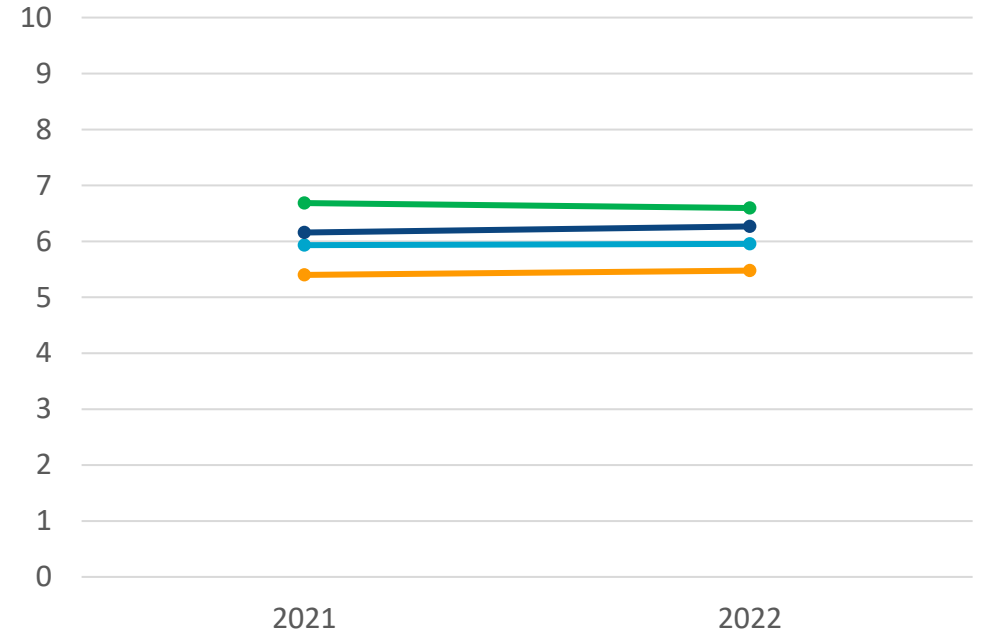


## Promise element 6: We work flexibly

Support for work-life balance



Flexible working



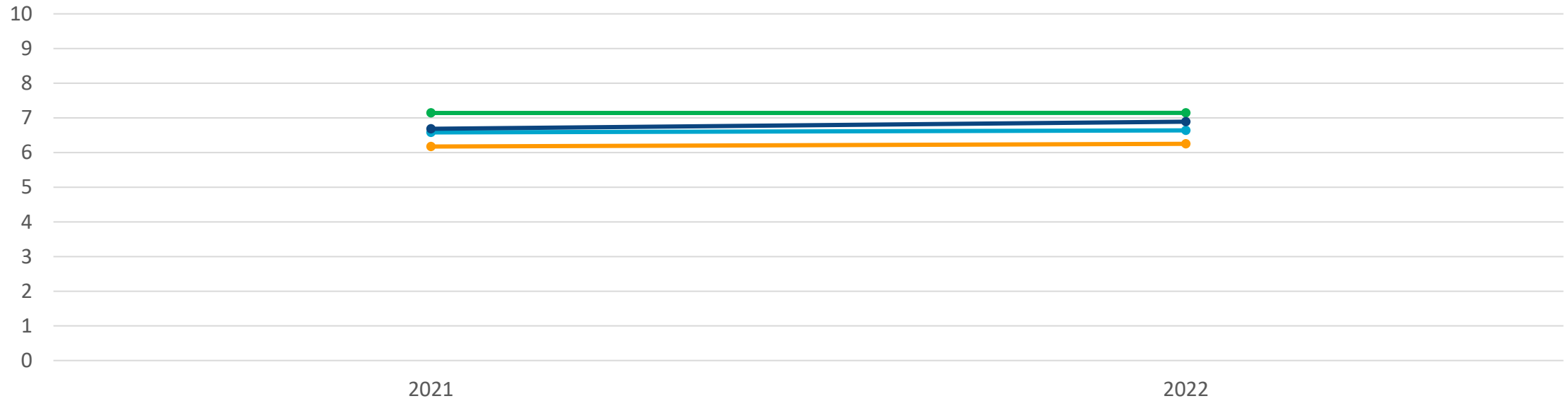
	2021	2022
Your org	6.1	6.3
Best	6.7	6.7
Average	6.0	6.1
Worst	5.5	5.6
Responses	3450	3499

	2021	2022
Your org	6.2	6.3
Best	6.7	6.6
Average	5.9	6.0
Worst	5.4	5.5
Responses	3420	3486

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

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

## We are a team



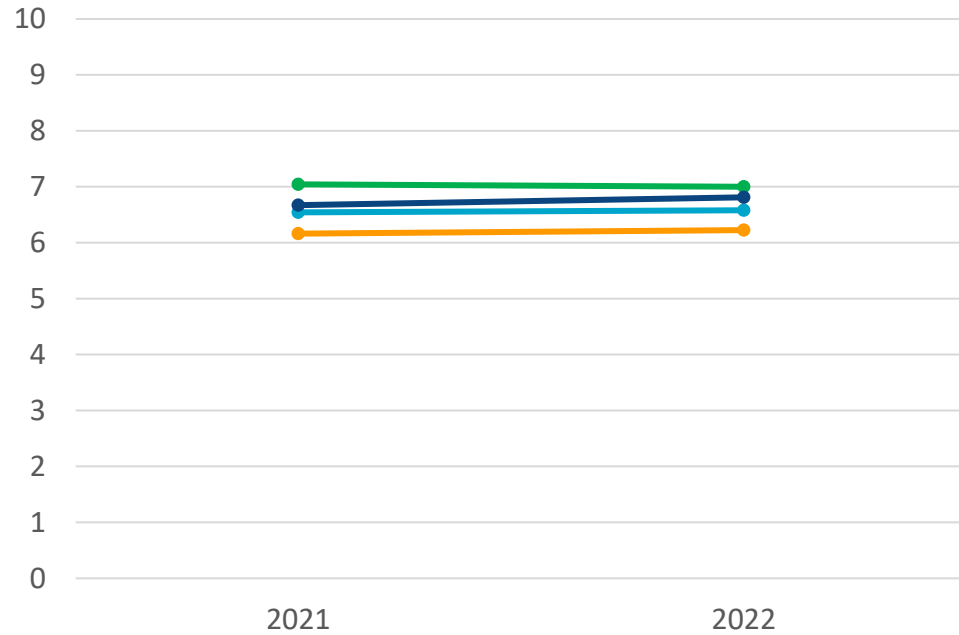
	2021	2022
Your org	6.7	6.9
Best	7.1	7.1
Average	6.6	6.6
Worst	6.2	6.3
Responses	3439	3493

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



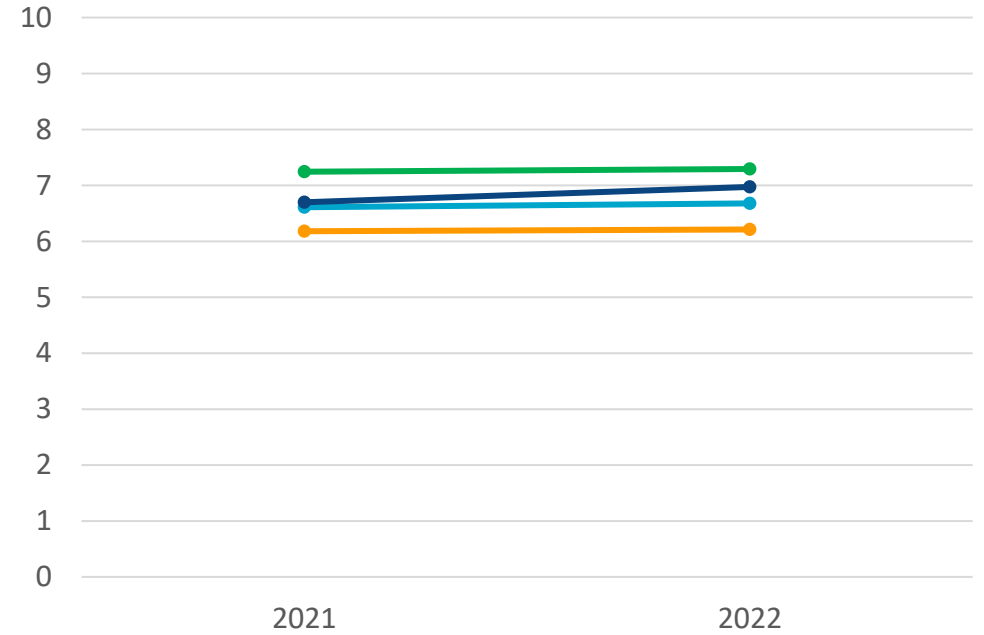
## Promise element 7: We are a team

Team working



	2021	2022
Your org	6.7	6.8
Best	7.0	7.0
Average	6.5	6.6
Worst	6.2	6.2
Responses	3442	3497

Line management

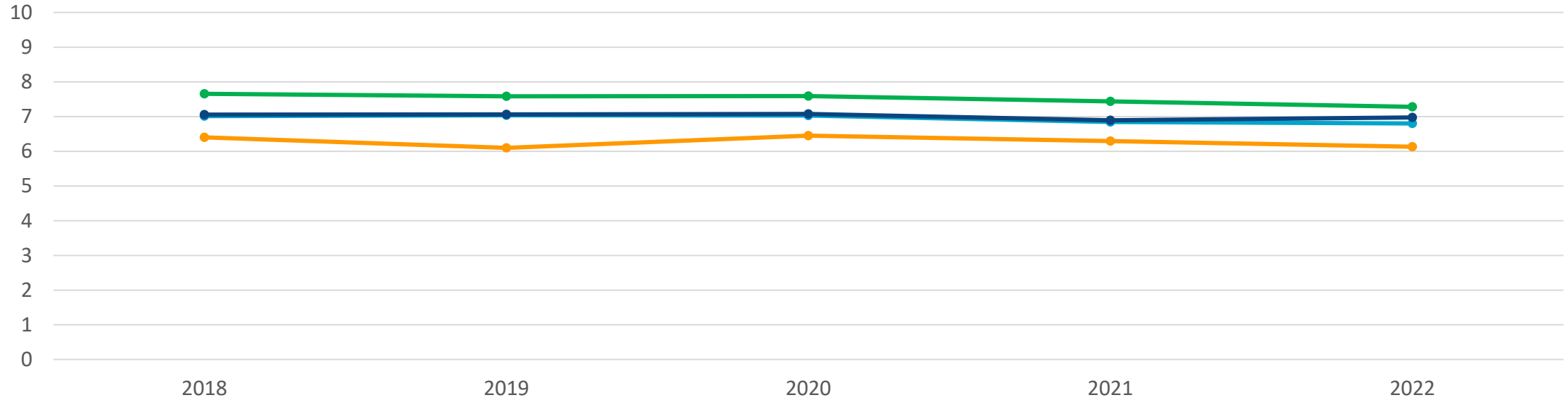


	2021	2022
Your org	6.7	7.0
Best	7.2	7.3
Average	6.6	6.7
Worst	6.2	6.2
Responses	3448	3497

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

## Theme: Staff Engagement

### Staff Engagement



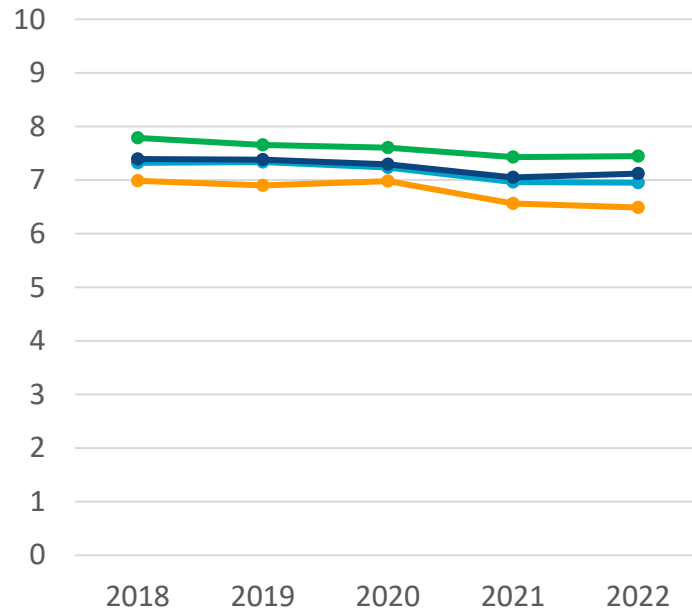
	2018	2019	2020	2021	2022
<b>Your org</b>	7.1	7.1	7.1	6.9	7.0
<b>Best</b>	7.7	7.6	7.6	7.4	7.3
<b>Average</b>	7.0	7.0	7.0	6.8	6.8
<b>Worst</b>	6.4	6.1	6.5	6.3	6.1
<b>Responses</b>	2946	2794	2984	3450	3502



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

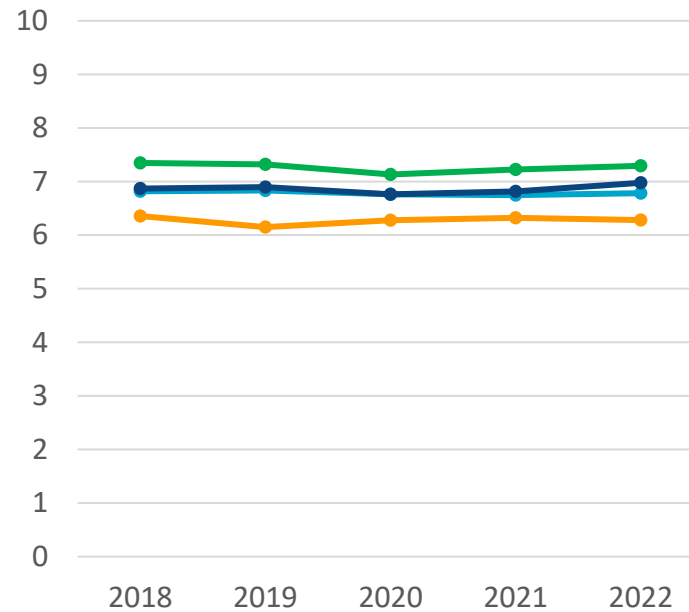
## Theme: Staff Engagement

Motivation



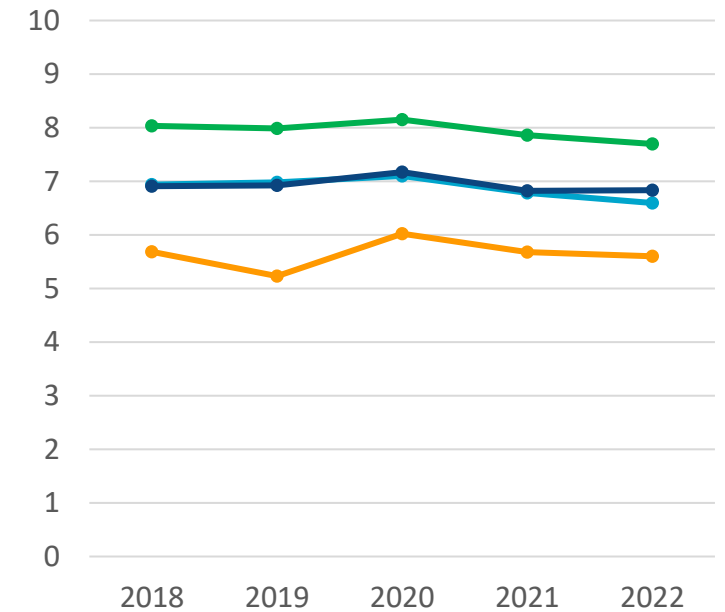
	2018	2019	2020	2021	2022
Your org	7.4	7.4	7.3	7.0	7.1
Best	7.8	7.7	7.6	7.4	7.4
Average	7.3	7.3	7.2	7.0	7.0
Worst	7.0	6.9	7.0	6.6	6.5
Responses	2923	2775	2953	3419	3473

Involvement



	2018	2019	2020	2021	2022
Your org	6.9	6.9	6.8	6.8	7.0
Best	7.3	7.3	7.1	7.2	7.3
Average	6.8	6.8	6.8	6.7	6.8
Worst	6.4	6.2	6.3	6.3	6.3
Responses	2948	2794	2976	3449	3501

Advocacy



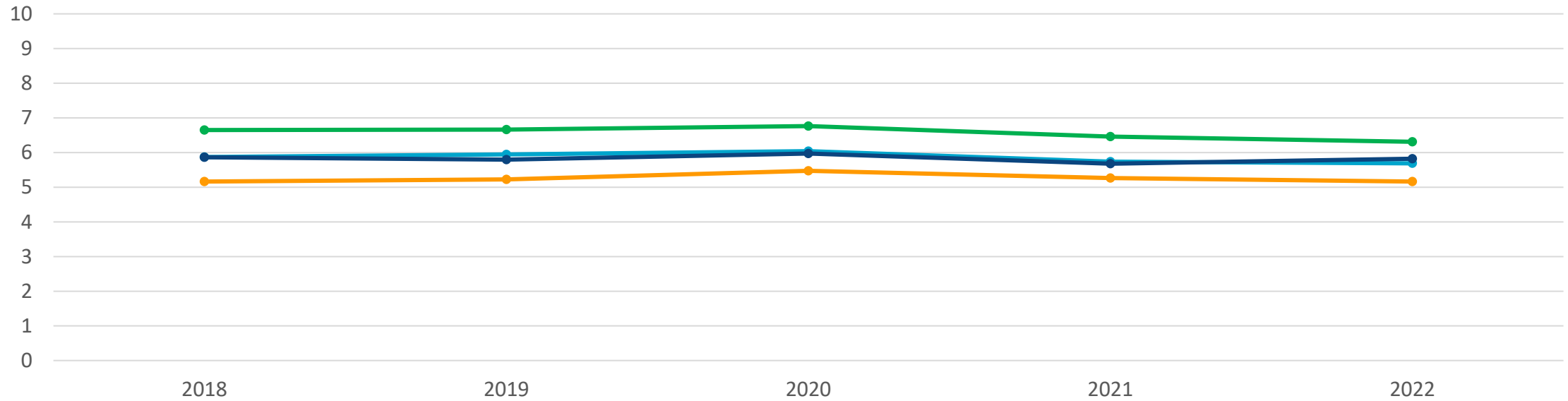
	2018	2019	2020	2021	2022
Your org	6.9	6.9	7.2	6.8	6.8
Best	8.0	8.0	8.2	7.9	7.7
Average	6.9	7.0	7.1	6.8	6.6
Worst	5.7	5.2	6.0	5.7	5.6
Responses	2906	2743	2983	3442	3483



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

## Theme: Morale

Morale



	2018	2019	2020	2021	2022
Your org	5.9	5.8	6.0	5.7	5.8
Best	6.6	6.7	6.8	6.5	6.3
Average	5.9	5.9	6.0	5.7	5.7
Worst	5.2	5.2	5.5	5.3	5.2
Responses	2947	2793	2984	3451	3502

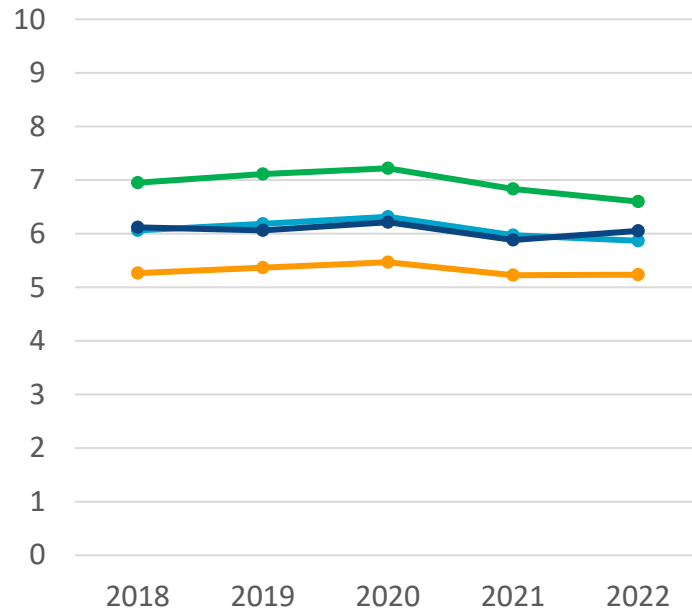


# People Promise Elements, Themes and Sub-scores: Sub-score trends

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

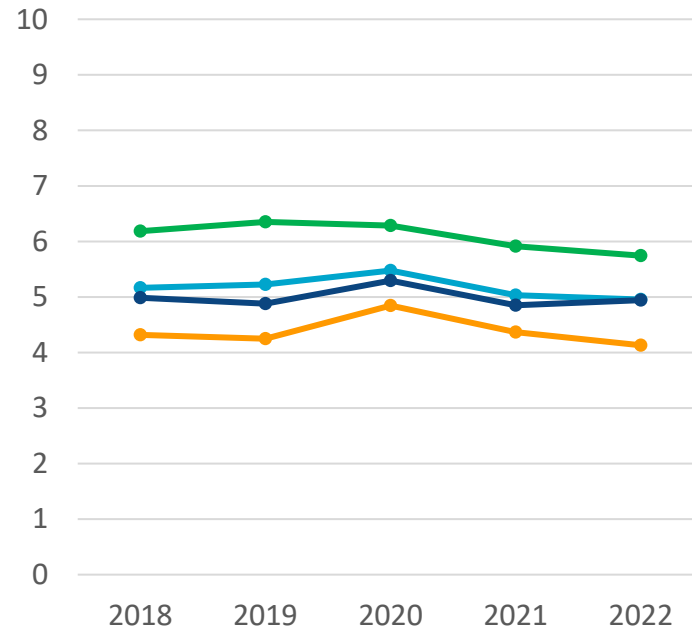
## Theme: Morale

### Thinking about leaving



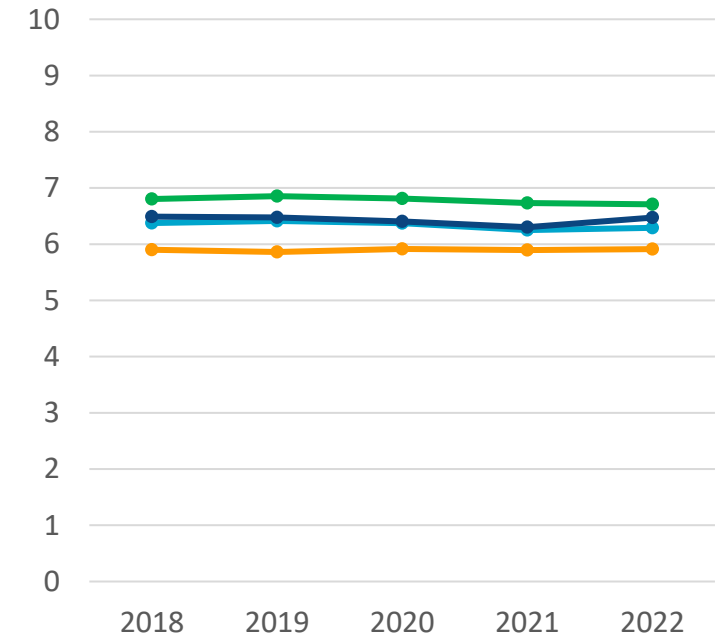
	2018	2019	2020	2021	2022
Your org	6.1	6.1	6.2	5.9	6.1
Best	6.9	7.1	7.2	6.8	6.6
Average	6.1	6.2	6.3	6.0	5.9
Worst	5.3	5.4	5.5	5.2	5.2
Responses	2913	2742	2982	3444	3488

### Work pressure



	2018	2019	2020	2021	2022
Your org	5.0	4.9	5.3	4.9	4.9
Best	6.2	6.4	6.3	5.9	5.7
Average	5.2	5.2	5.5	5.0	5.0
Worst	4.3	4.2	4.8	4.4	4.1
Responses	2947	2795	2976	3446	3499

### Stressors



	2018	2019	2020	2021	2022
Your org	6.5	6.5	6.4	6.3	6.5
Best	6.8	6.9	6.8	6.7	6.7
Average	6.4	6.4	6.4	6.3	6.3
Worst	5.9	5.9	5.9	5.9	5.9
Responses	2933	2759	2956	3441	3495

## Covid-19 Classification breakdowns

## Covid-19 questions

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

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

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

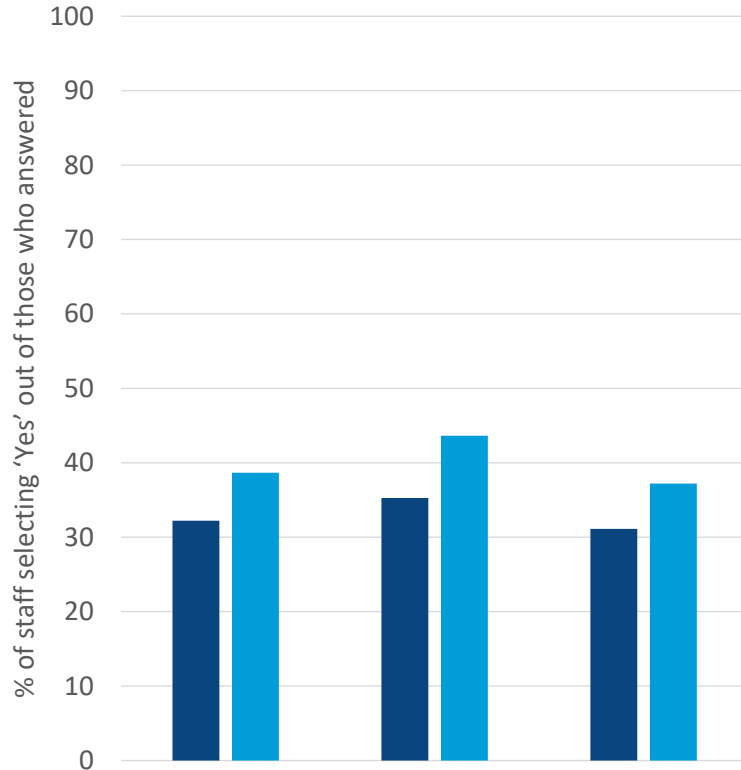
## Comparing your data

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

## Further information

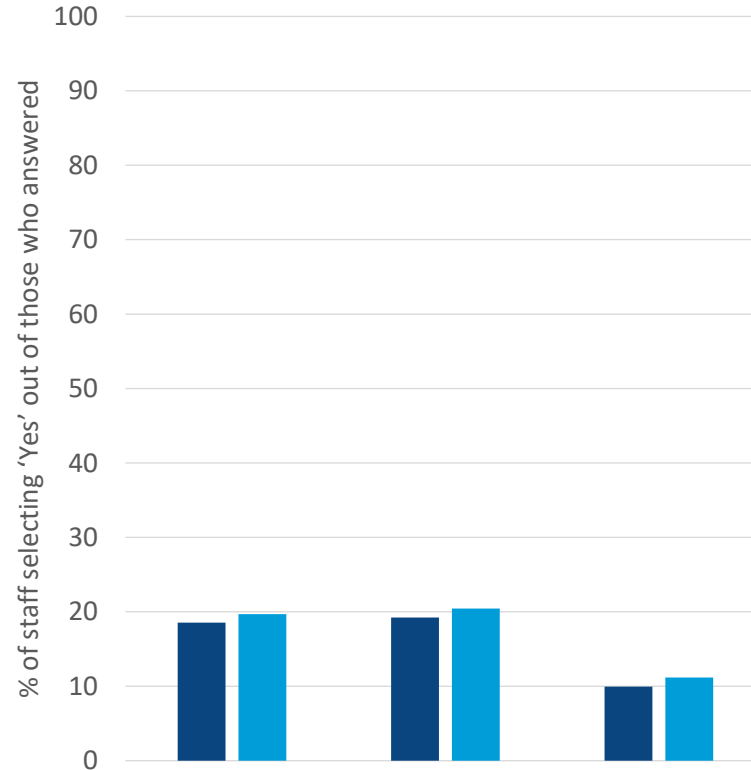
Results for these groups of staff, including data for individual questions, are also available via the online dashboards. Please note that results presented in these dashboards have not been weighted where no benchmarking takes place and so may vary slightly from those shown in this report.

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



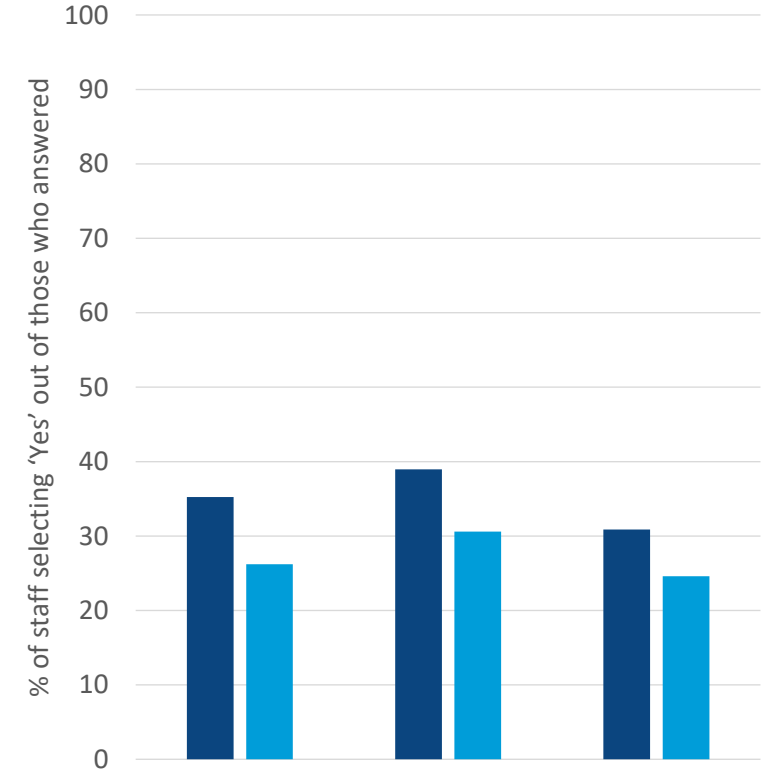
	2020	2021	2022
Your org	32.2%	35.3%	31.1%
Average	38.7%	43.6%	37.2%
Responses	2983	3434	3486

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



	2020	2021	2022
Your org	18.6%	19.2%	10.0%
Average	19.7%	20.4%	11.2%
Responses	2959	3422	3475

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



	2020	2021	2022
Your org	35.2%	39.0%	30.9%
Average	26.2%	30.6%	24.6%
Responses	2946	3421	3474

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



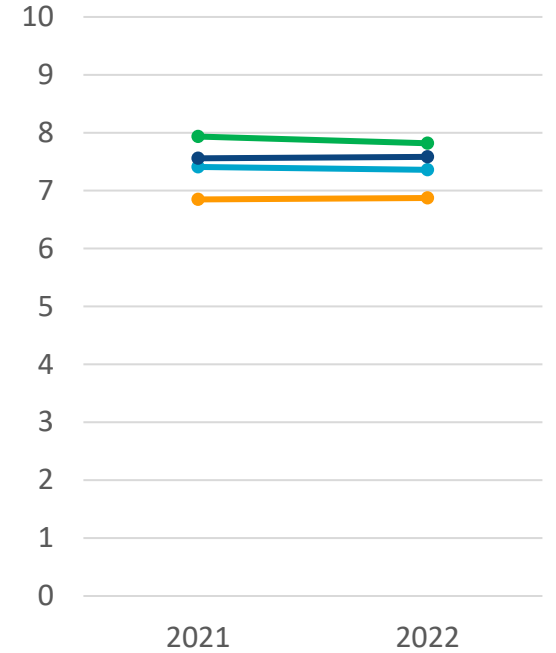
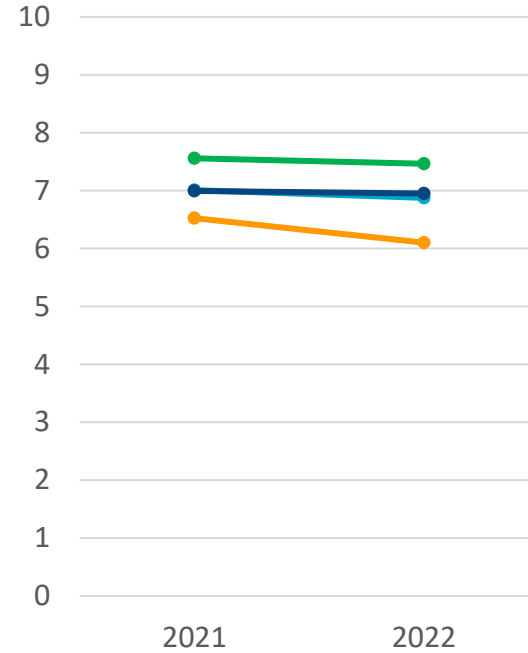
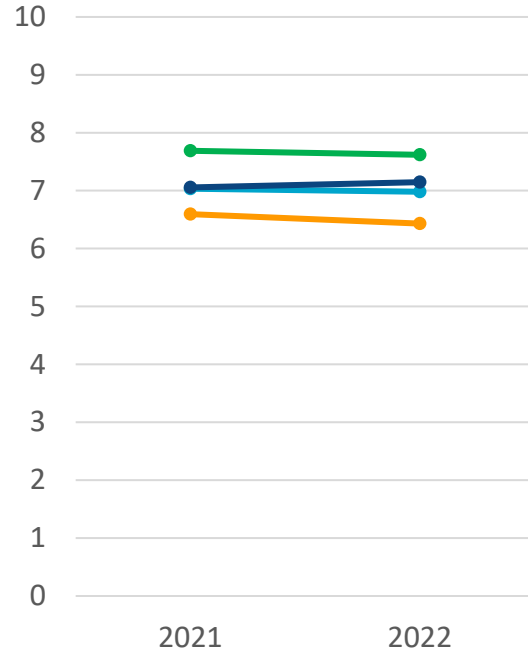
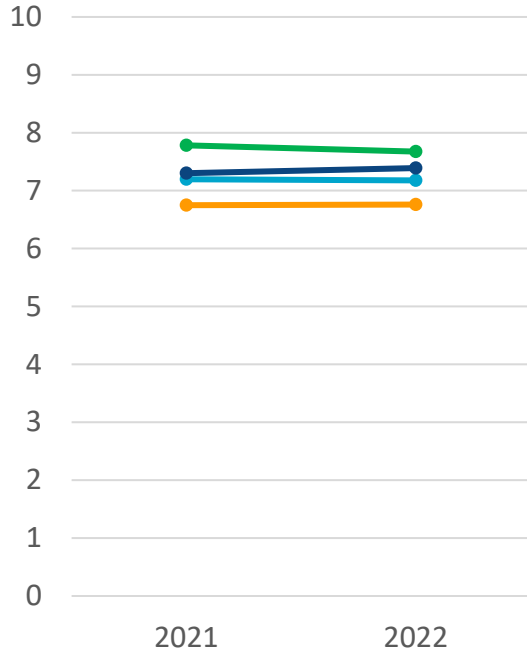
## Promise element 1: We are compassionate and inclusive

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	7.3	7.4
Highest	7.8	7.7
Average	7.2	7.2
Lowest	6.7	6.8
Responses	3451	3499

	2021	2022
Your org	7.1	7.1
Highest	7.7	7.6
Average	7.0	7.0
Lowest	6.6	6.4
Responses	1211	1085

	2021	2022
Your org	7.0	7.0
Highest	7.6	7.5
Average	7.0	6.9
Lowest	6.5	6.1
Responses	658	346

	2021	2022
Your org	7.6	7.6
Highest	7.9	7.8
Average	7.4	7.4
Lowest	6.8	6.9
Responses	1332	1072

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



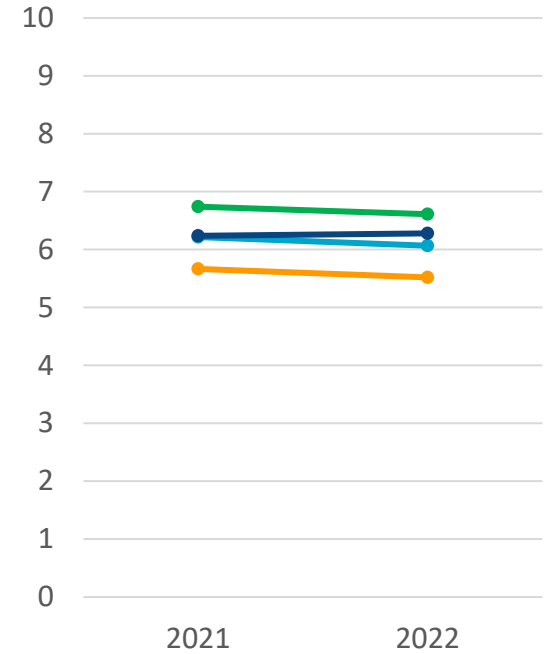
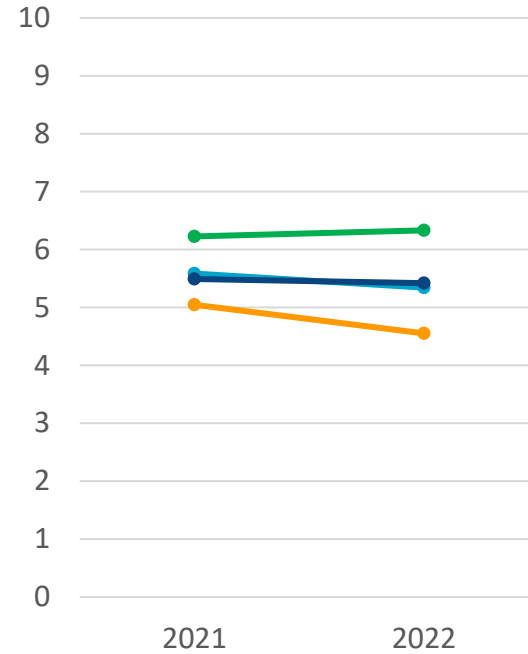
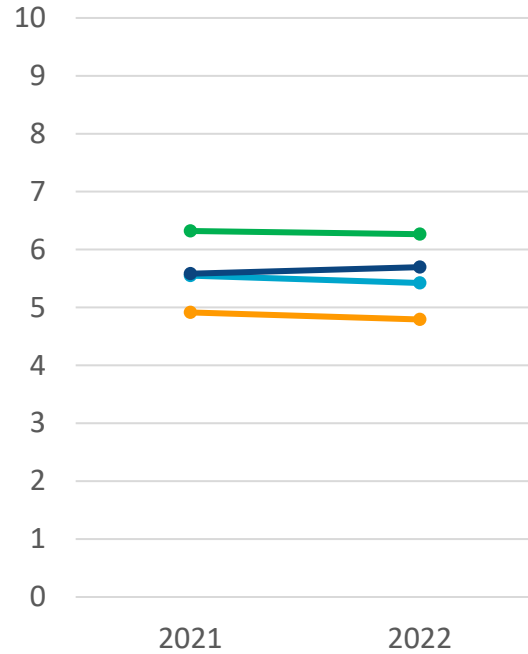
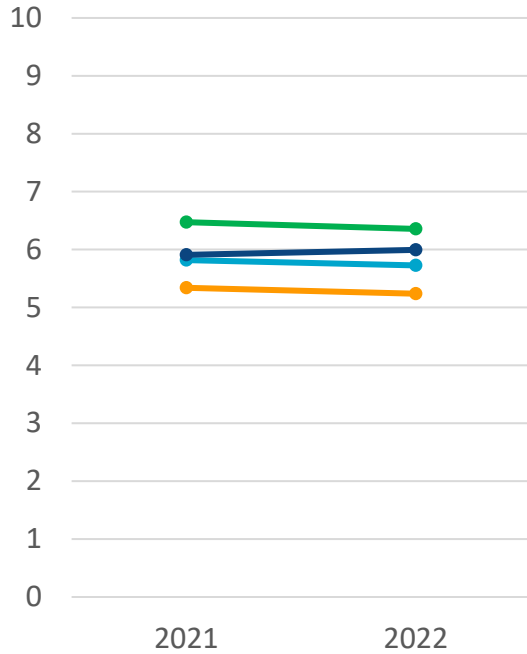
## Promise element 2: We are recognised and rewarded

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	5.9	6.0
Highest	6.5	6.4
Average	5.8	5.7
Lowest	5.3	5.2
Responses	3435	3497

	2021	2022
Your org	5.6	5.7
Highest	6.3	6.3
Average	5.6	5.4
Lowest	4.9	4.8
Responses	1208	1083

	2021	2022
Your org	5.5	5.4
Highest	6.2	6.3
Average	5.6	5.3
Lowest	5.0	4.6
Responses	655	346

	2021	2022
Your org	6.2	6.3
Highest	6.7	6.6
Average	6.2	6.1
Lowest	5.7	5.5
Responses	1325	1071

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



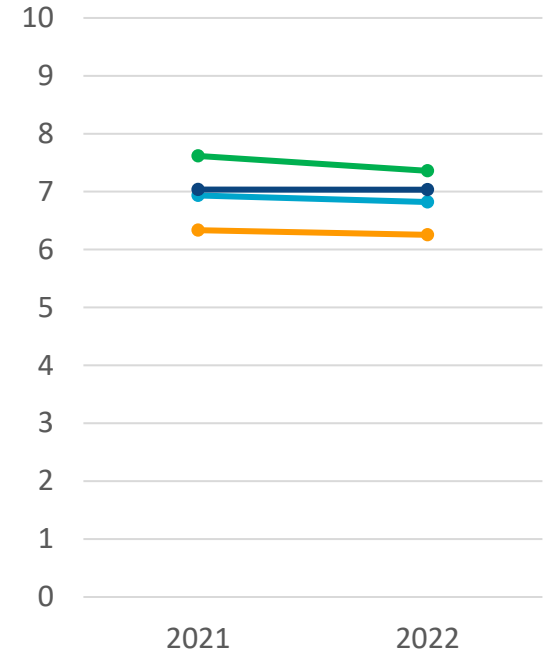
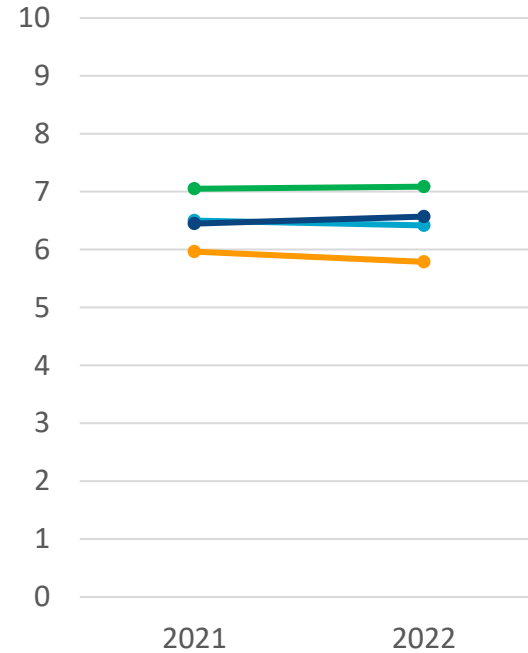
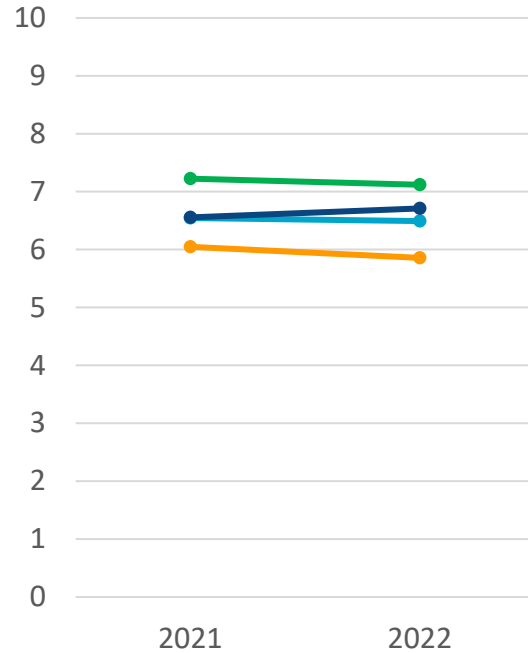
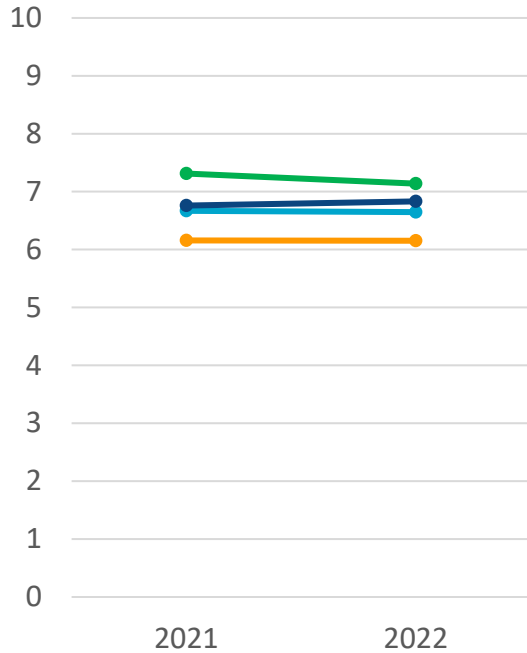
## Promise element 3: We each have a voice that counts

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	6.8	6.8
Highest	7.3	7.1
Average	6.7	6.6
Lowest	6.2	6.2
Responses	3435	3470

	2021	2022
Your org	6.6	6.7
Highest	7.2	7.1
Average	6.5	6.5
Lowest	6.0	5.9
Responses	1203	1072

	2021	2022
Your org	6.4	6.6
Highest	7.1	7.1
Average	6.5	6.4
Lowest	6.0	5.8
Responses	651	342

	2021	2022
Your org	7.0	7.0
Highest	7.6	7.4
Average	6.9	6.8
Lowest	6.3	6.3
Responses	1326	1067



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



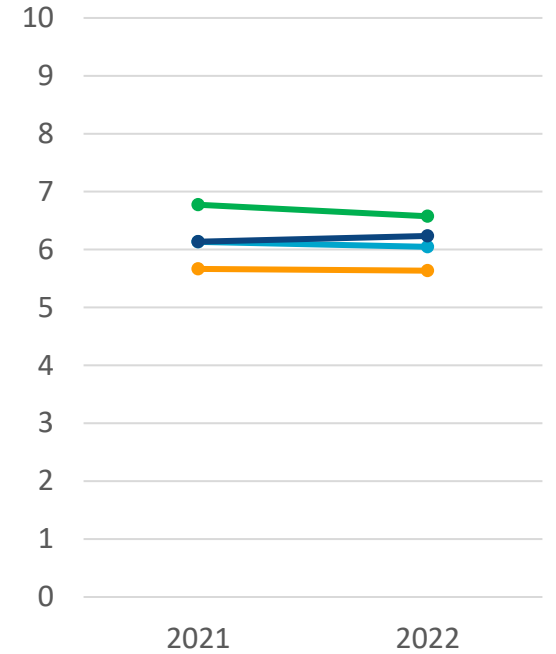
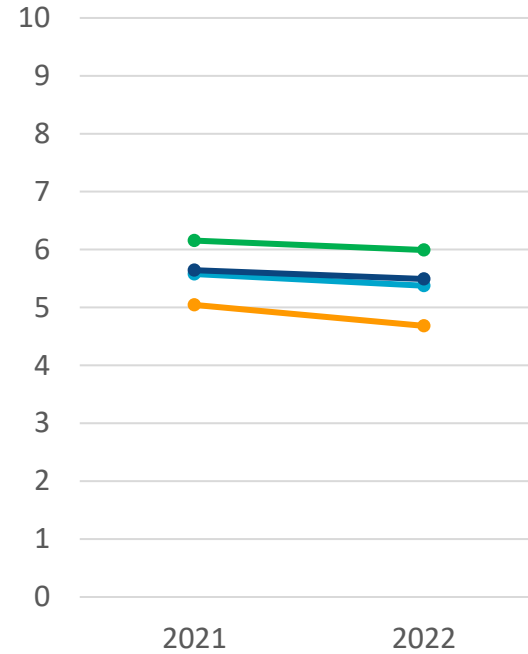
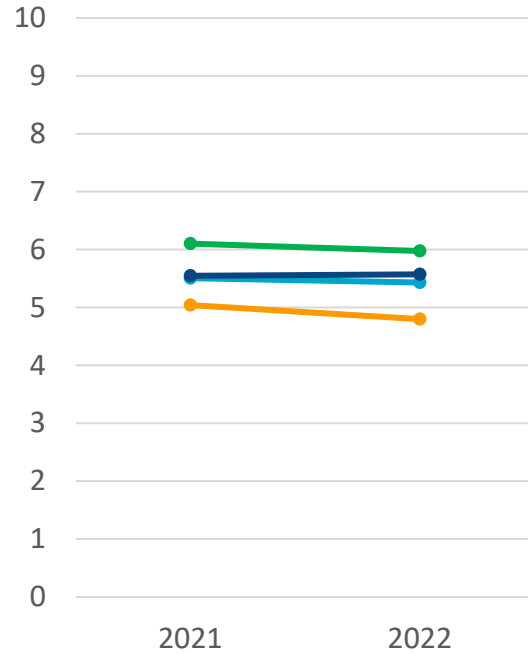
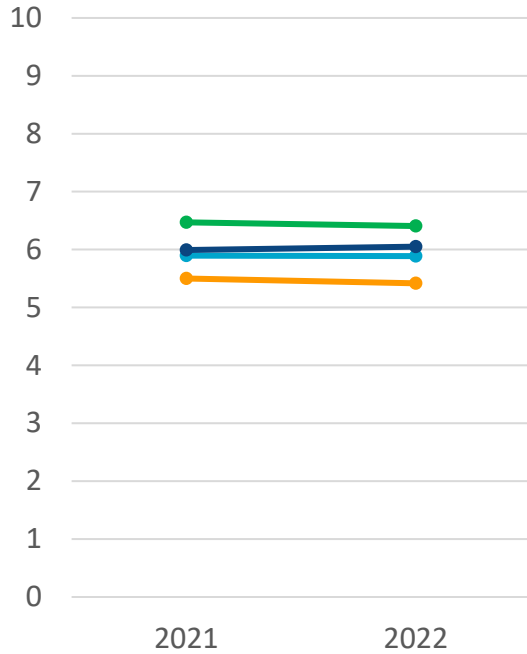
## Promise element 4: We are safe and healthy

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	6.0	6.1
Highest	6.5	6.4
Average	5.9	5.9
Lowest	5.5	5.4
Responses	3436	3492

	2021	2022
Your org	5.5	5.6
Highest	6.1	6.0
Average	5.5	5.4
Lowest	5.0	4.8
Responses	1203	1081

	2021	2022
Your org	5.6	5.5
Highest	6.2	6.0
Average	5.6	5.4
Lowest	5.0	4.7
Responses	653	346

	2021	2022
Your org	6.1	6.2
Highest	6.8	6.6
Average	6.1	6.0
Lowest	5.7	5.6
Responses	1324	1073

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



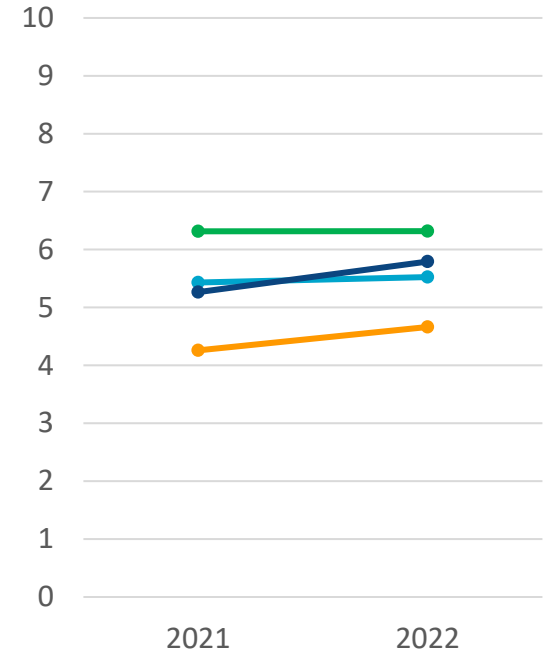
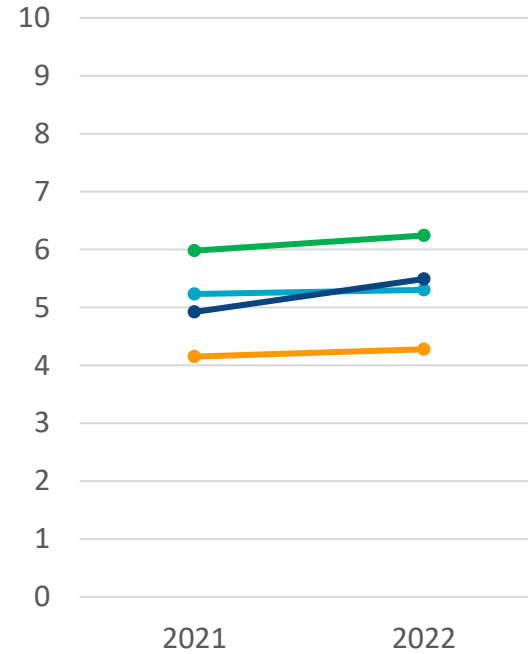
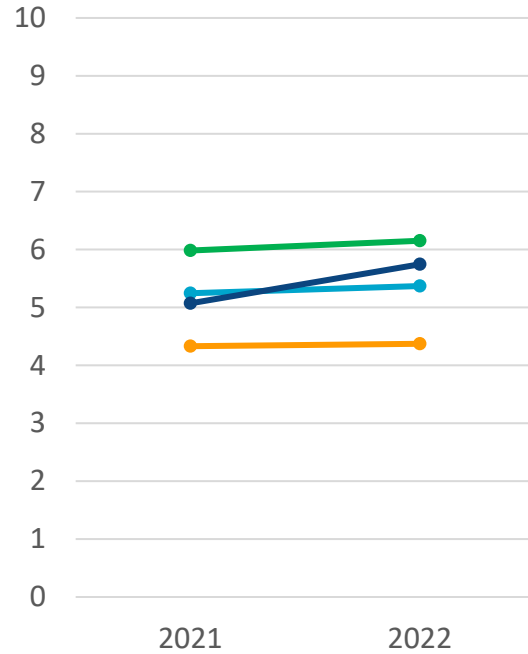
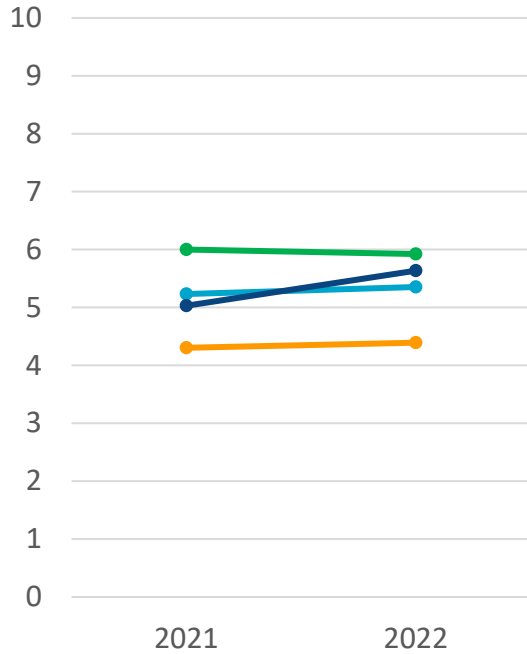
## Promise element 5: We are always learning

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	5.0	5.6
Highest	6.0	5.9
Average	5.2	5.4
Lowest	4.3	4.4
Responses	3278	3404

	2021	2022
Your org	5.1	5.7
Highest	6.0	6.2
Average	5.2	5.4
Lowest	4.3	4.4
Responses	1152	1052

	2021	2022
Your org	4.9	5.5
Highest	6.0	6.2
Average	5.2	5.3
Lowest	4.2	4.3
Responses	621	332

	2021	2022
Your org	5.3	5.8
Highest	6.3	6.3
Average	5.4	5.5
Lowest	4.3	4.7
Responses	1283	1054

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



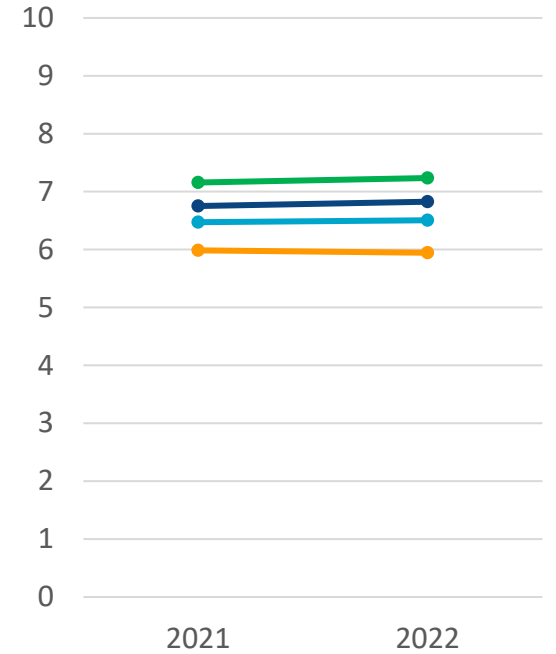
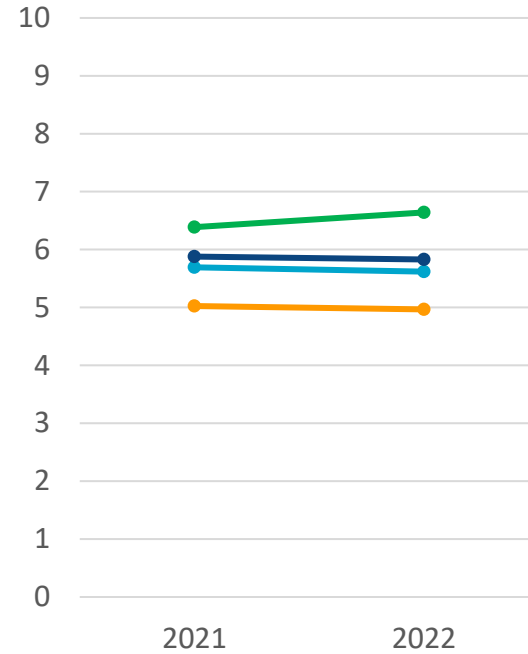
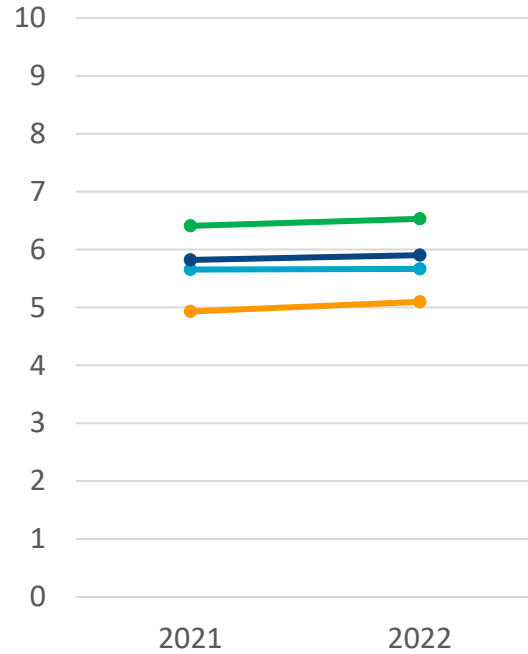
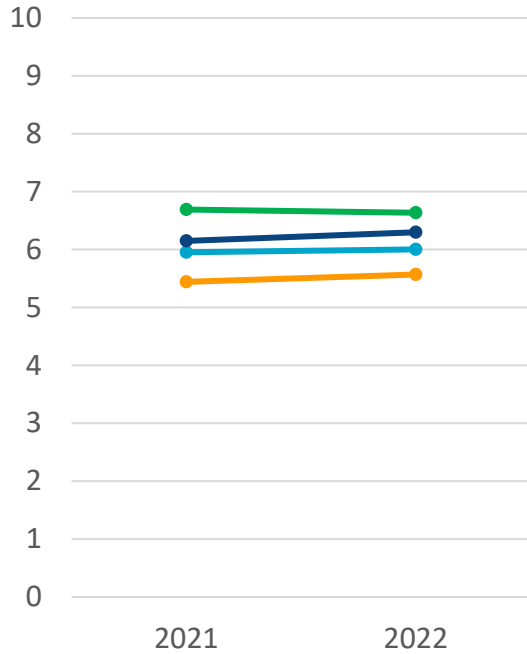
## Promise element 6: We work flexibly

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	6.1	6.3
Highest	6.7	6.6
Average	6.0	6.0
Lowest	5.4	5.6
Responses	3418	3482

	2021	2022
Your org	5.8	5.9
Highest	6.4	6.5
Average	5.7	5.7
Lowest	4.9	5.1
Responses	1205	1076

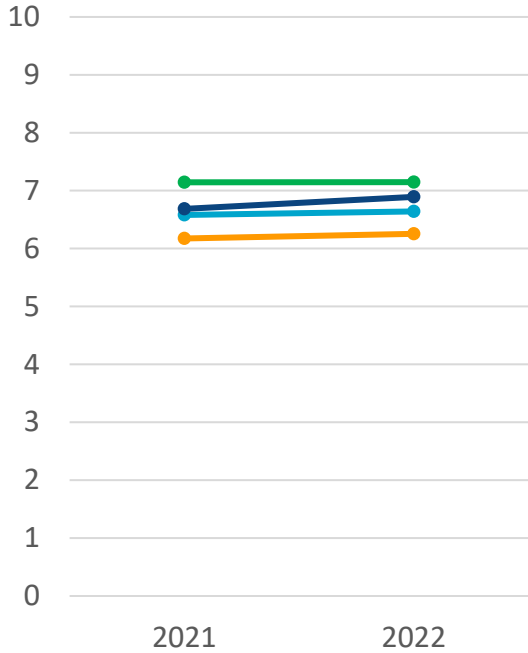
	2021	2022
Your org	5.9	5.8
Highest	6.4	6.6
Average	5.7	5.6
Lowest	5.0	5.0
Responses	652	342

	2021	2022
Your org	6.8	6.8
Highest	7.2	7.2
Average	6.5	6.5
Lowest	6.0	5.9
Responses	1319	1068

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

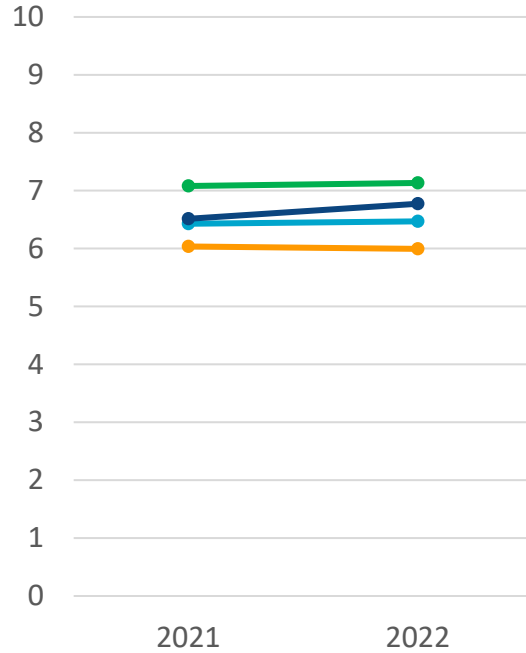
## Promise element 7: We are a team

All staff



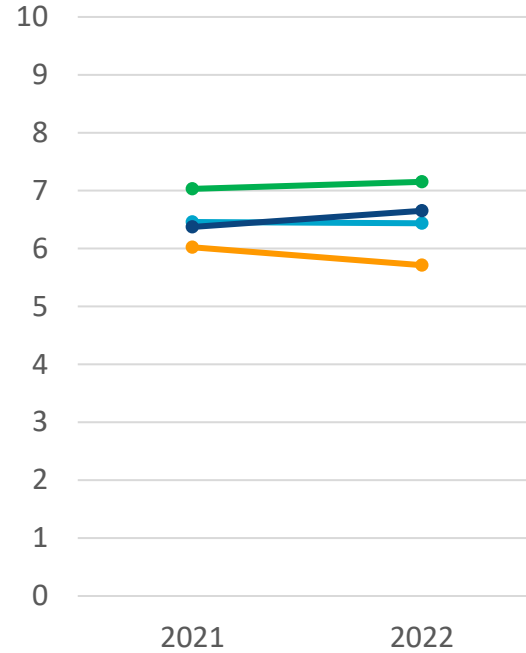
	2021	2022
Your org	6.7	6.9
Highest	7.1	7.1
Average	6.6	6.6
Lowest	6.2	6.3
Responses	3439	3493

Worked on a Covid-19 ward or specific area



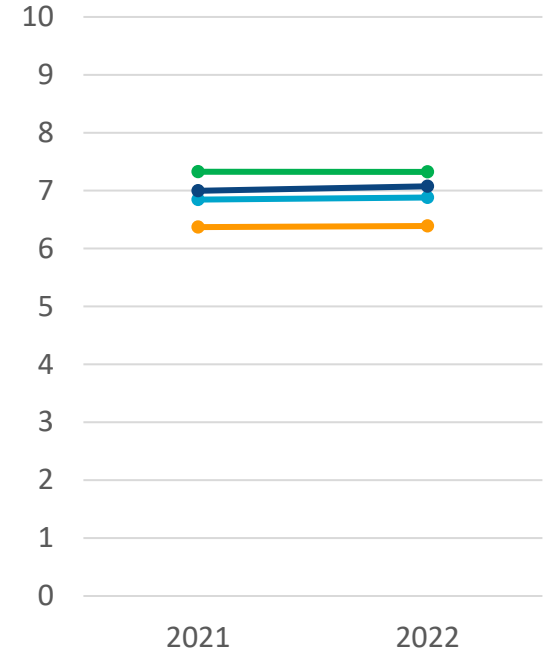
	2021	2022
Your org	6.5	6.8
Highest	7.1	7.1
Average	6.4	6.5
Lowest	6.0	6.0
Responses	1207	1079

Redeployed



	2021	2022
Your org	6.4	6.7
Highest	7.0	7.2
Average	6.5	6.4
Lowest	6.0	5.7
Responses	655	346

Required to work remotely / from home

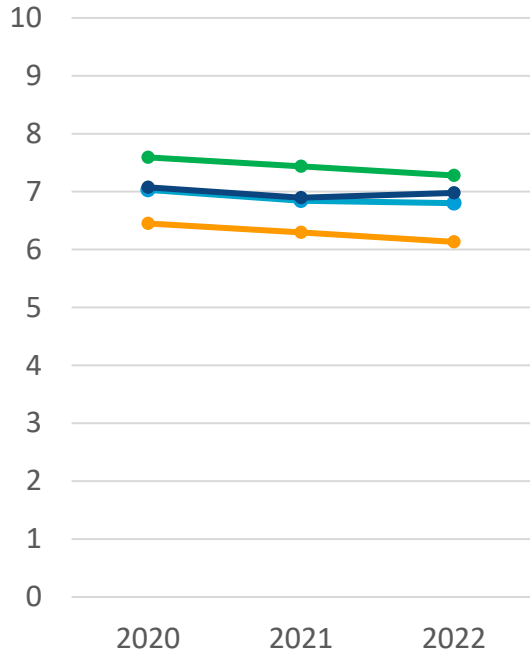


	2021	2022
Your org	7.0	7.1
Highest	7.3	7.3
Average	6.8	6.9
Lowest	6.4	6.4
Responses	1327	1073

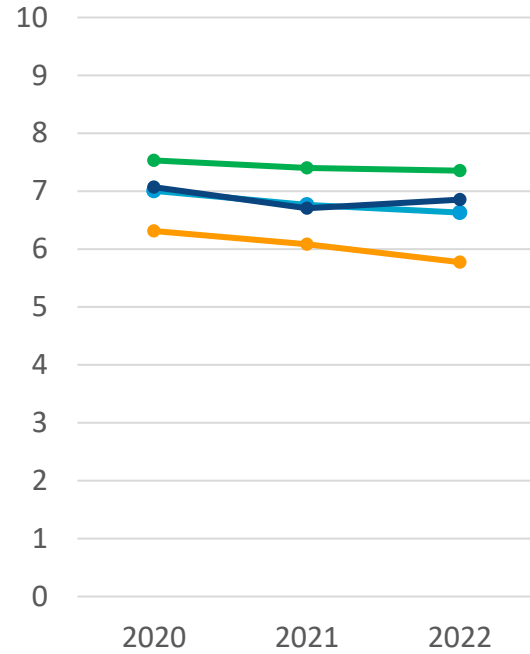
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Staff Engagement

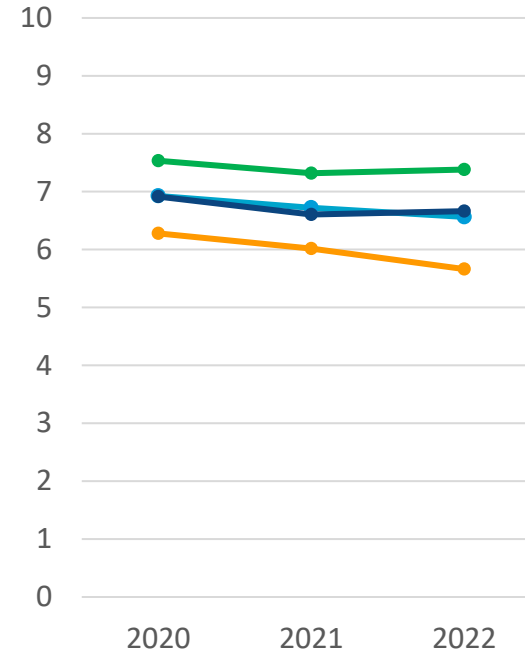
All staff



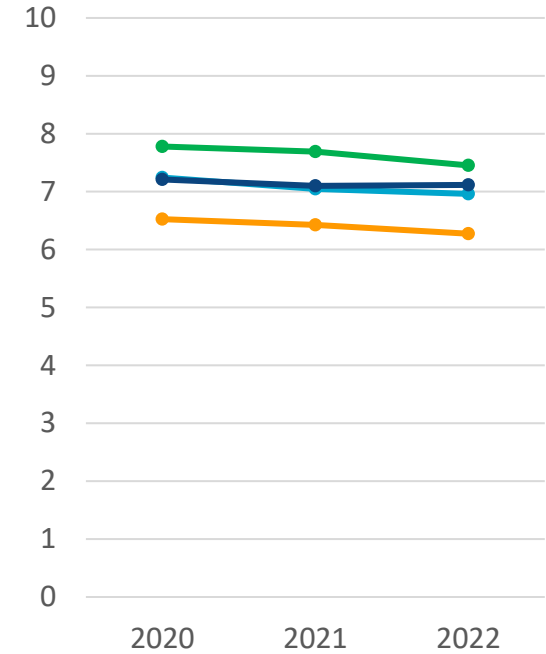
Worked on Covid-19 specific ward or area



Redeployed



Required to work remotely / from home



	2020	2021	2022
Your org	7.1	6.9	7.0
Highest	7.6	7.4	7.3
Average	7.0	6.8	6.8
Lowest	6.5	6.3	6.1
Responses	2984	3450	3502

	2020	2021	2022
Your org	7.1	6.7	6.9
Highest	7.5	7.4	7.4
Average	7.0	6.8	6.6
Lowest	6.3	6.1	5.8
Responses	956	1210	1084

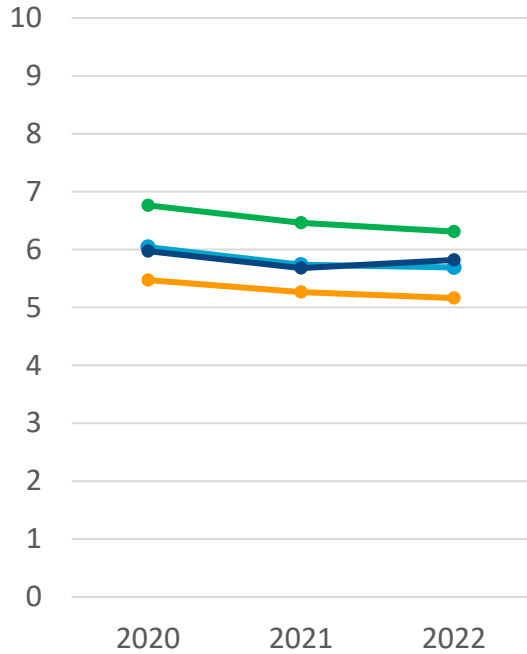
	2020	2021	2022
Your org	6.9	6.6	6.7
Highest	7.5	7.3	7.4
Average	6.9	6.7	6.6
Lowest	6.3	6.0	5.7
Responses	547	656	346

	2020	2021	2022
Your org	7.2	7.1	7.1
Highest	7.8	7.7	7.5
Average	7.2	7.0	7.0
Lowest	6.5	6.4	6.3
Responses	1037	1332	1073

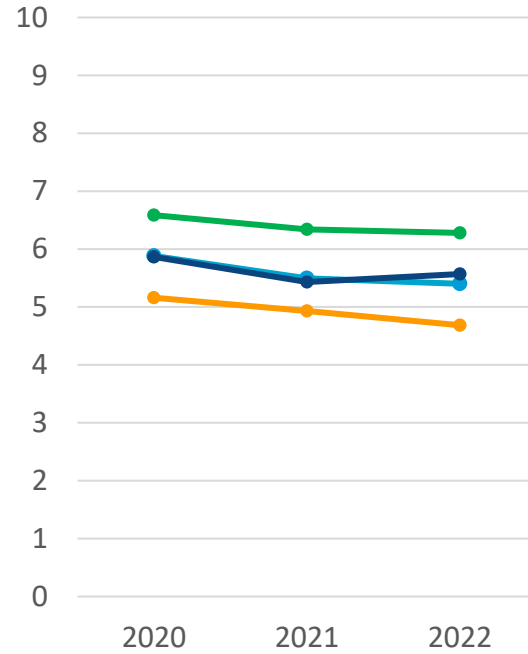
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

## Theme: Morale

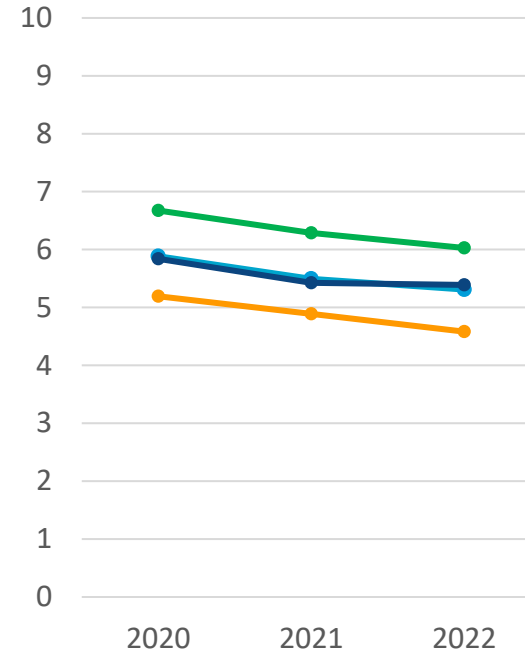
All staff



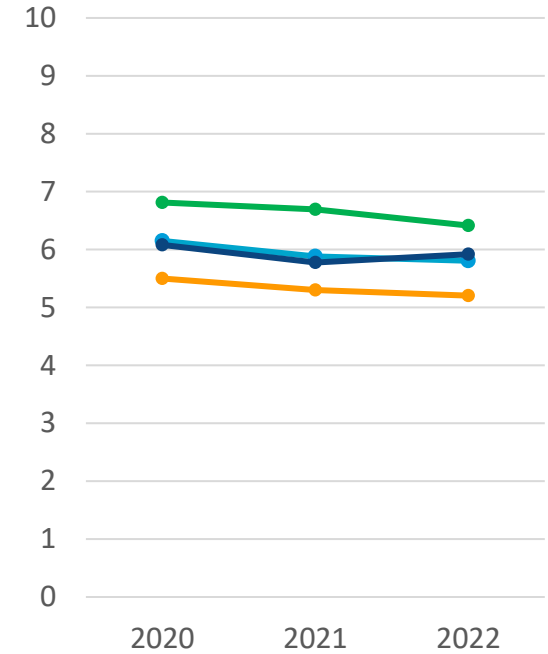
Worked on Covid-19 specific ward or area



Redeployed



Required to work remotely / from home



	2020	2021	2022
Your org	6.0	5.7	5.8
Highest	6.8	6.5	6.3
Average	6.0	5.7	5.7
Lowest	5.5	5.3	5.2
Responses	2984	3451	3502

	2020	2021	2022
Your org	5.9	5.4	5.6
Highest	6.6	6.3	6.3
Average	5.9	5.5	5.4
Lowest	5.2	4.9	4.7
Responses	956	1210	1084

	2020	2021	2022
Your org	5.8	5.4	5.4
Highest	6.7	6.3	6.0
Average	5.9	5.5	5.3
Lowest	5.2	4.9	4.6
Responses	546	658	346

	2020	2021	2022
Your org	6.1	5.8	5.9
Highest	6.8	6.7	6.4
Average	6.1	5.9	5.8
Lowest	5.5	5.3	5.2
Responses	1037	1332	1073

## People Promise element – We are compassionate and inclusive



### Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

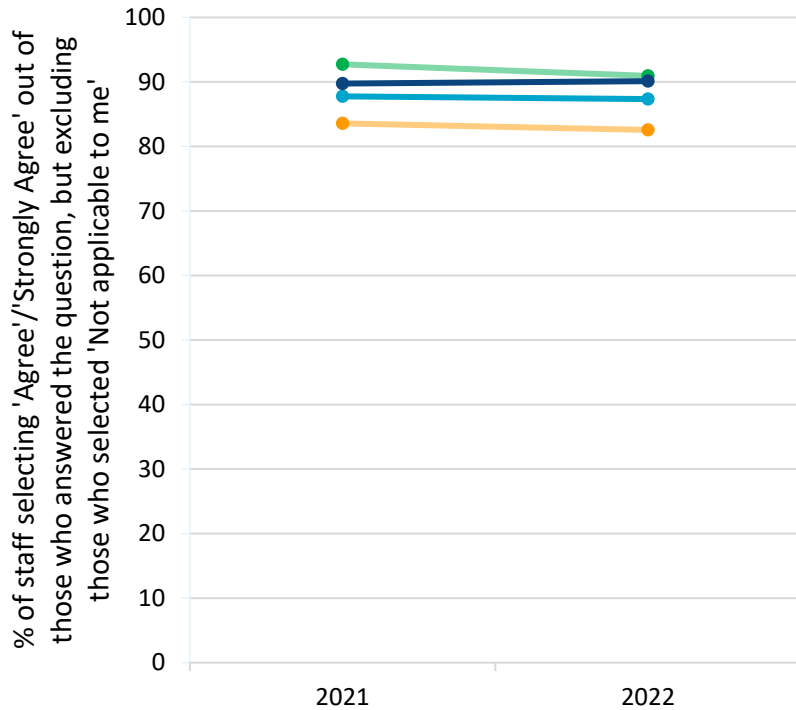
Diversity and equality – Q15, Q16a, Q16b, Q20

Inclusion – Q7h, Q7i, Q8b, Q8c

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

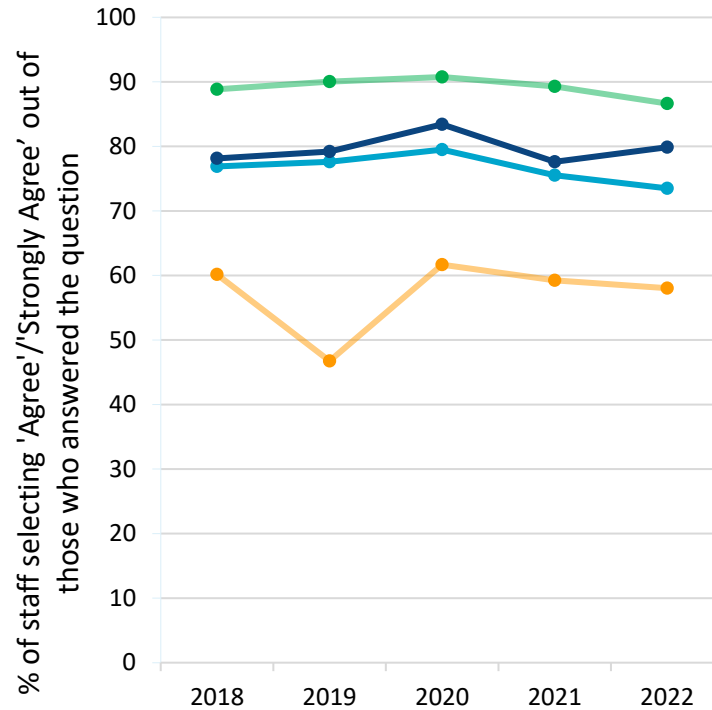


Q6a I feel that my role makes a difference to patients / service users.



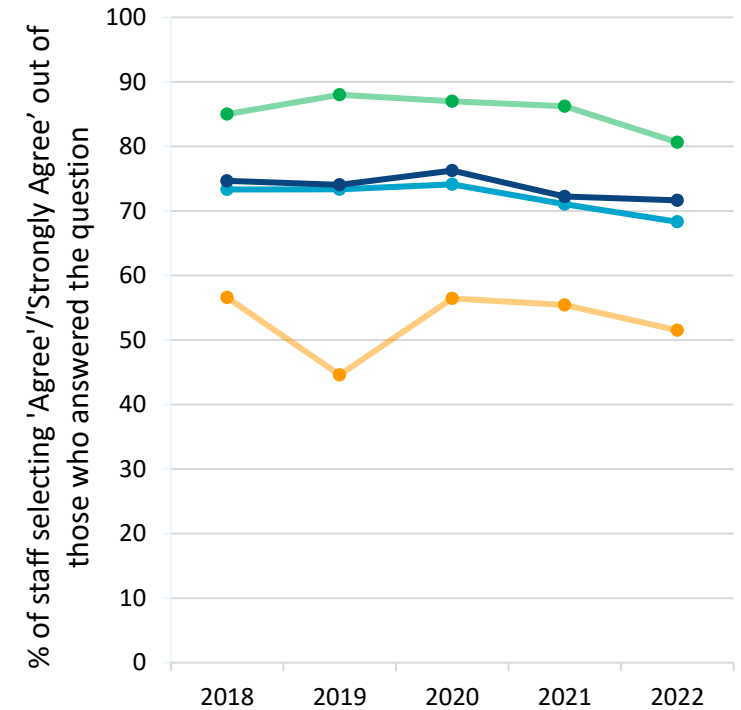
	2021	2022
Your org	89.7%	90.1%
Best	92.7%	90.9%
Average	87.7%	87.3%
Worst	83.6%	82.5%
Responses	3347	3418

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



	2018	2019	2020	2021	2022
Your org	78.1%	79.2%	83.4%	77.6%	79.9%
Best	88.8%	90.0%	90.8%	89.3%	86.6%
Average	76.9%	77.6%	79.5%	75.5%	73.5%
Worst	60.1%	46.7%	61.7%	59.2%	58.0%
Responses	2907	2745	2979	3439	3480

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

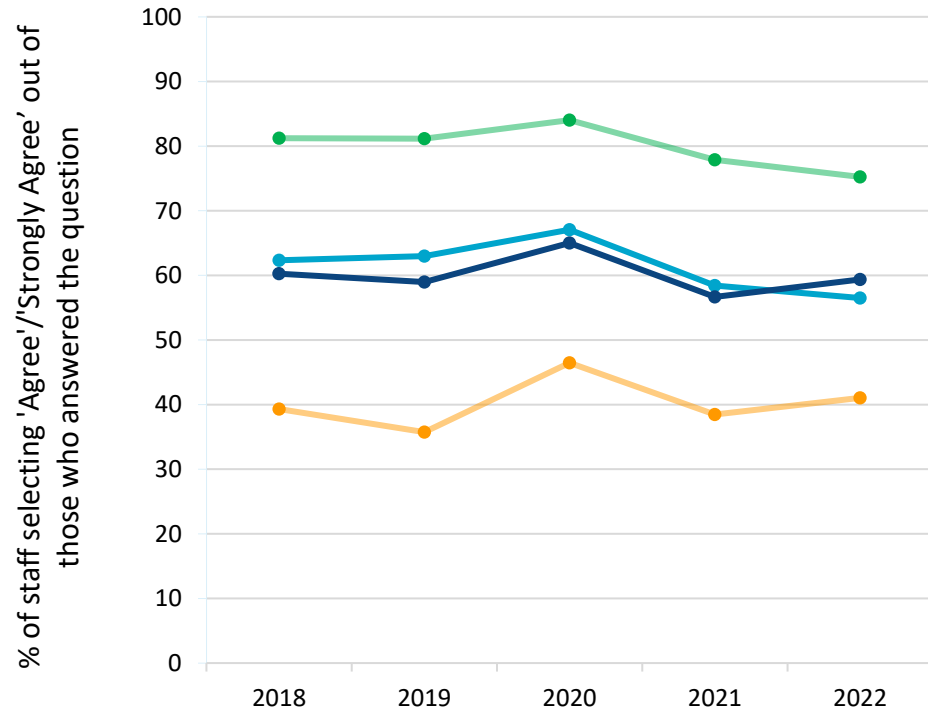


	2018	2019	2020	2021	2022
Your org	74.7%	74.0%	76.3%	72.2%	71.6%
Best	85.0%	88.0%	87.0%	86.2%	80.6%
Average	73.3%	73.3%	74.1%	71.0%	68.3%
Worst	56.6%	44.6%	56.4%	55.4%	51.5%
Responses	2901	2730	2971	3431	3479



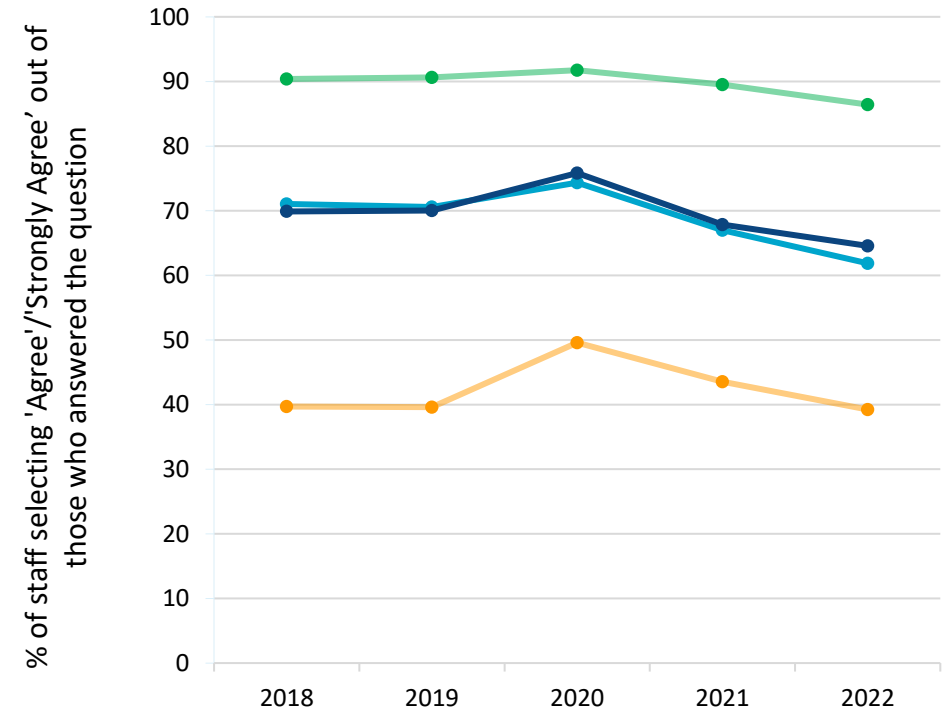


Q23c I would recommend my organisation as a place to work.



	2018	2019	2020	2021	2022
Your org	60.3%	59.0%	65.0%	56.7%	59.4%
Best	81.2%	81.2%	84.0%	77.9%	75.2%
Average	62.3%	63.0%	67.1%	58.4%	56.5%
Worst	39.3%	35.7%	46.5%	38.5%	41.0%
Responses	2904	2739	2982	3435	3478

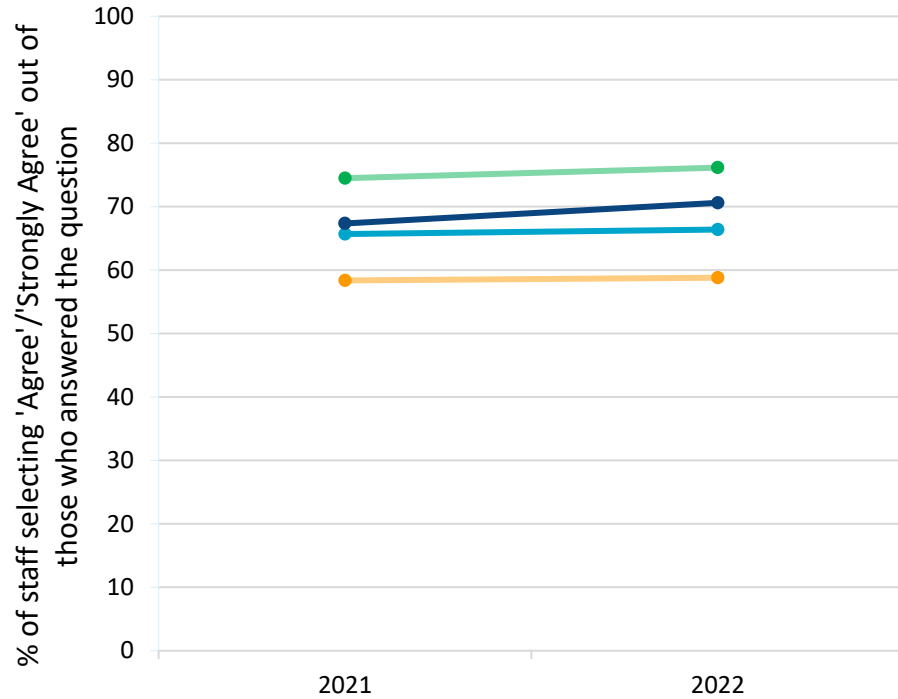
Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2018	2019	2020	2021	2022
Your org	69.9%	70.0%	75.8%	67.9%	64.6%
Best	90.4%	90.6%	91.8%	89.5%	86.4%
Average	71.1%	70.6%	74.3%	67.0%	61.9%
Worst	39.7%	39.6%	49.6%	43.5%	39.2%
Responses	2894	2724	2977	3439	3471

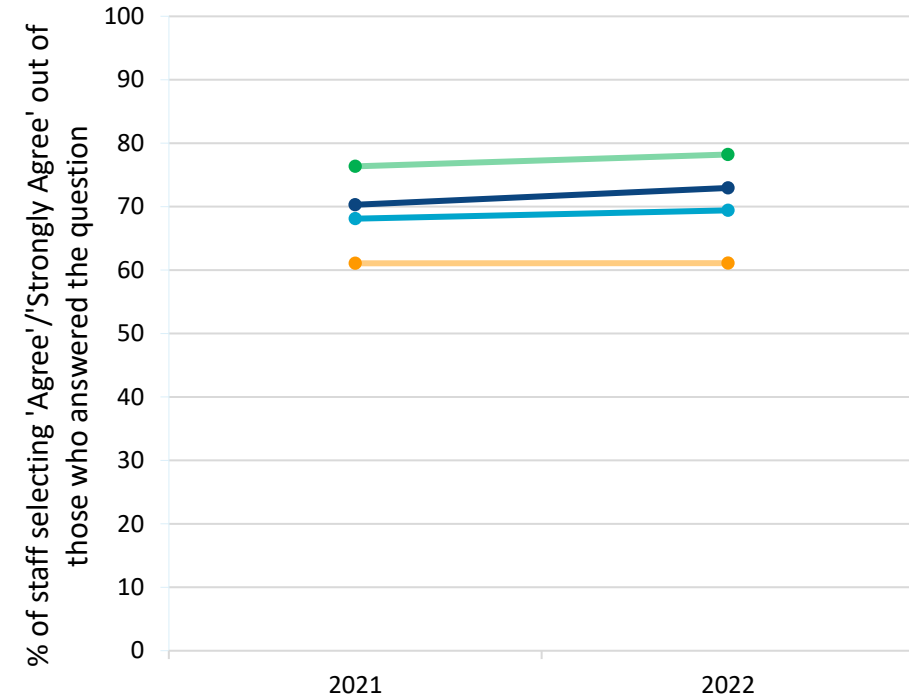


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022
Your org	67.3%	70.6%
Best	74.5%	76.2%
Average	65.7%	66.4%
Worst	58.4%	58.8%
Responses	3444	3494

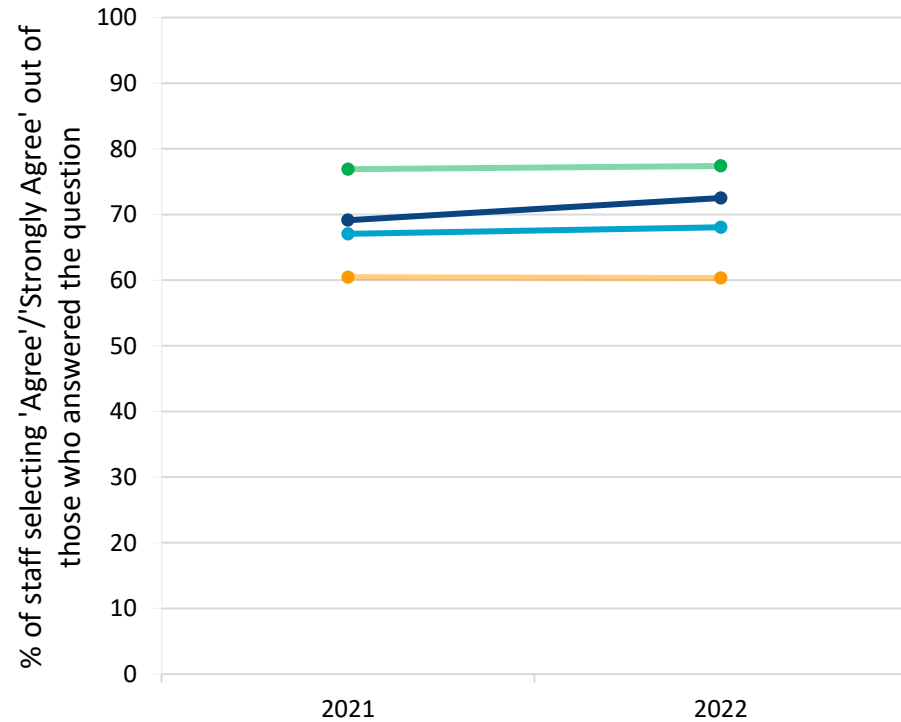
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022
Your org	70.3%	72.9%
Best	76.4%	78.2%
Average	68.1%	69.4%
Worst	61.1%	61.1%
Responses	3444	3492

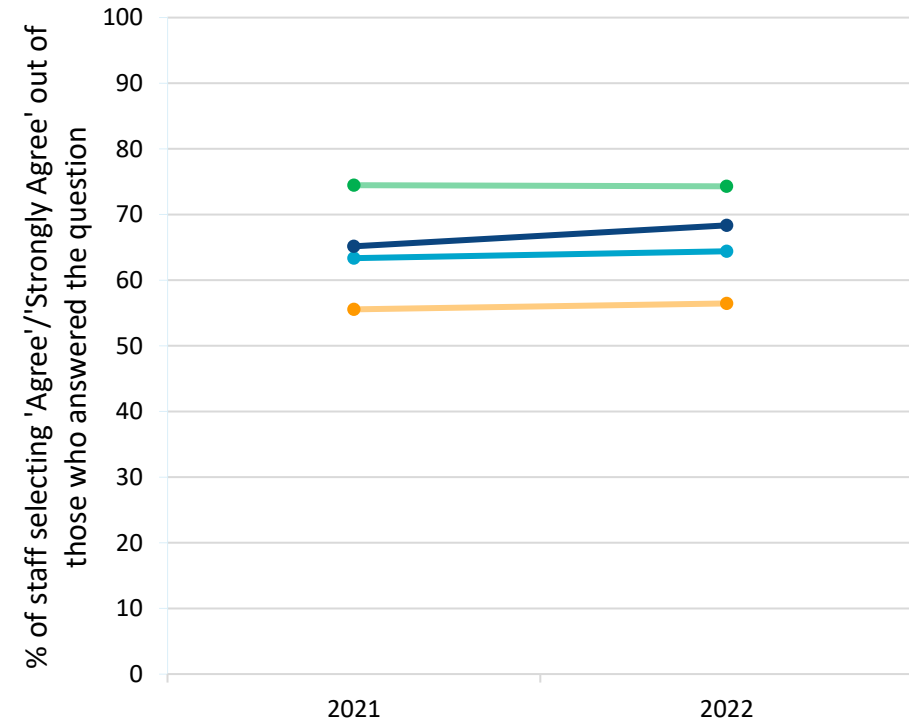


Q9h My immediate manager cares about my concerns.



	2021	2022
Your org	69.1%	72.5%
Best	76.9%	77.4%
Average	67.1%	68.1%
Worst	60.5%	60.3%
Responses	3437	3495

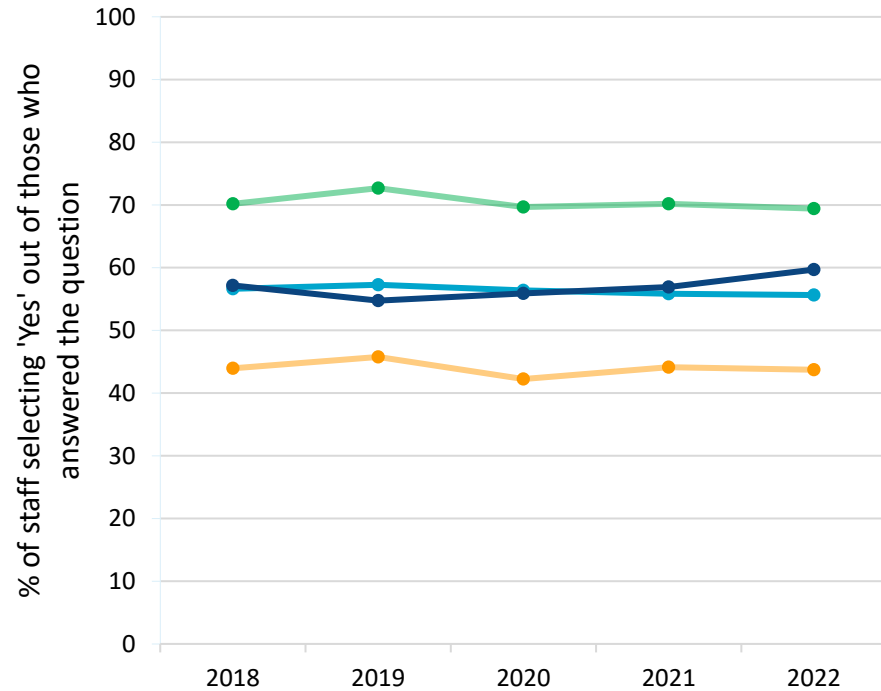
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022
Your org	65.1%	68.3%
Best	74.5%	74.3%
Average	63.4%	64.4%
Worst	55.6%	56.4%
Responses	3439	3491

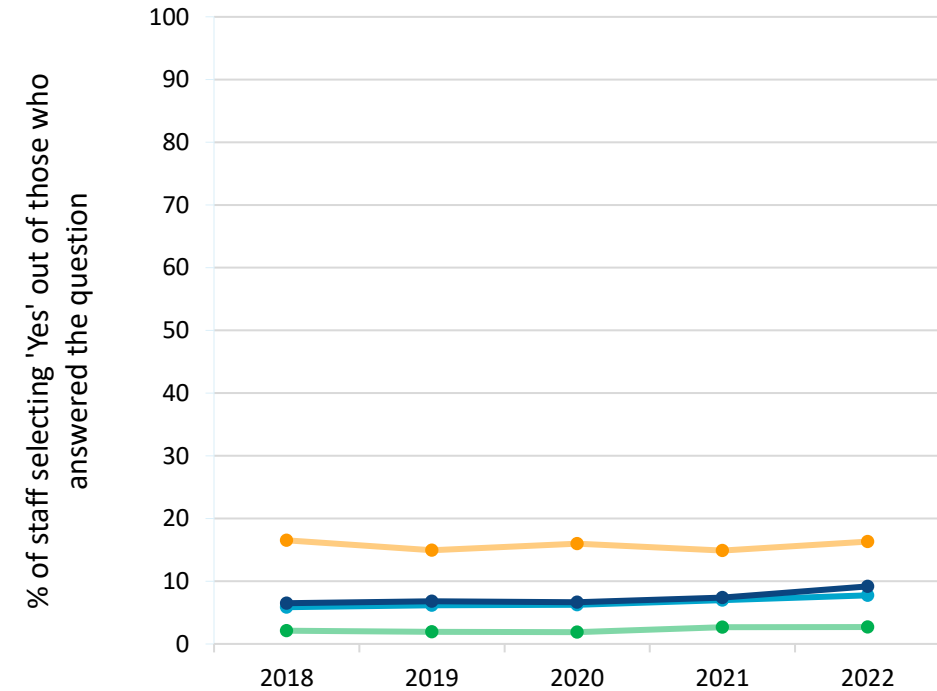


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2018	2019	2020	2021	2022
Your org	57.2%	54.7%	55.9%	56.9%	59.7%
Best	70.2%	72.7%	69.7%	70.2%	69.4%
Average	56.6%	57.3%	56.4%	55.8%	55.6%
Worst	44.0%	45.8%	42.2%	44.1%	43.7%
Responses	2907	2743	2982	3440	3489

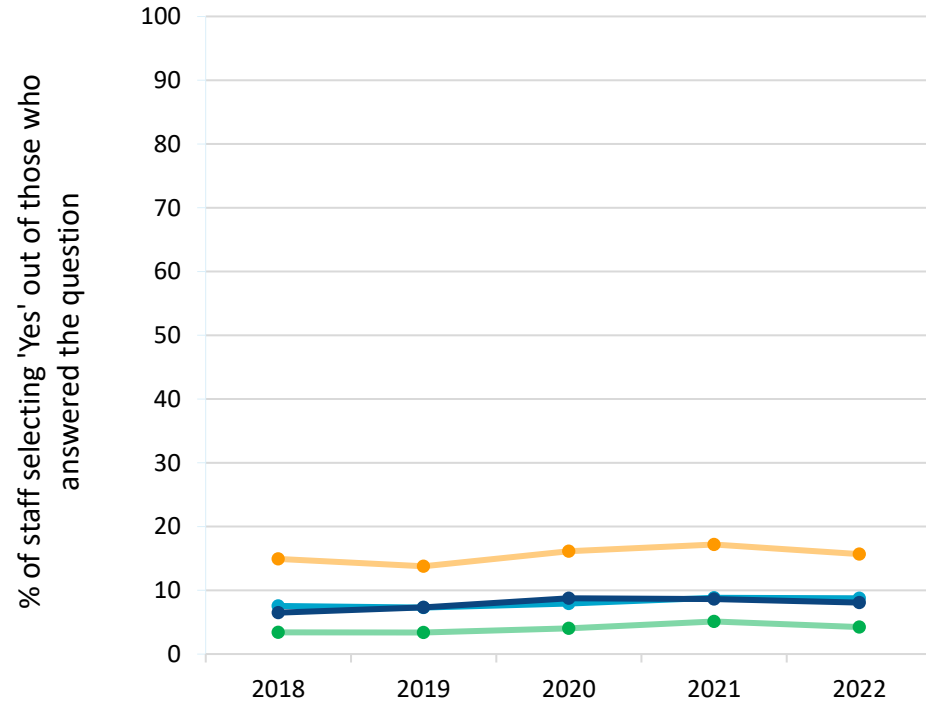
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2018	2019	2020	2021	2022
Your org	6.5%	6.8%	6.6%	7.4%	9.2%
Best	2.1%	1.9%	1.9%	2.7%	2.7%
Average	5.9%	6.2%	6.3%	7.0%	7.8%
Worst	16.5%	14.9%	16.0%	14.9%	16.3%
Responses	2899	2746	2966	3439	3490

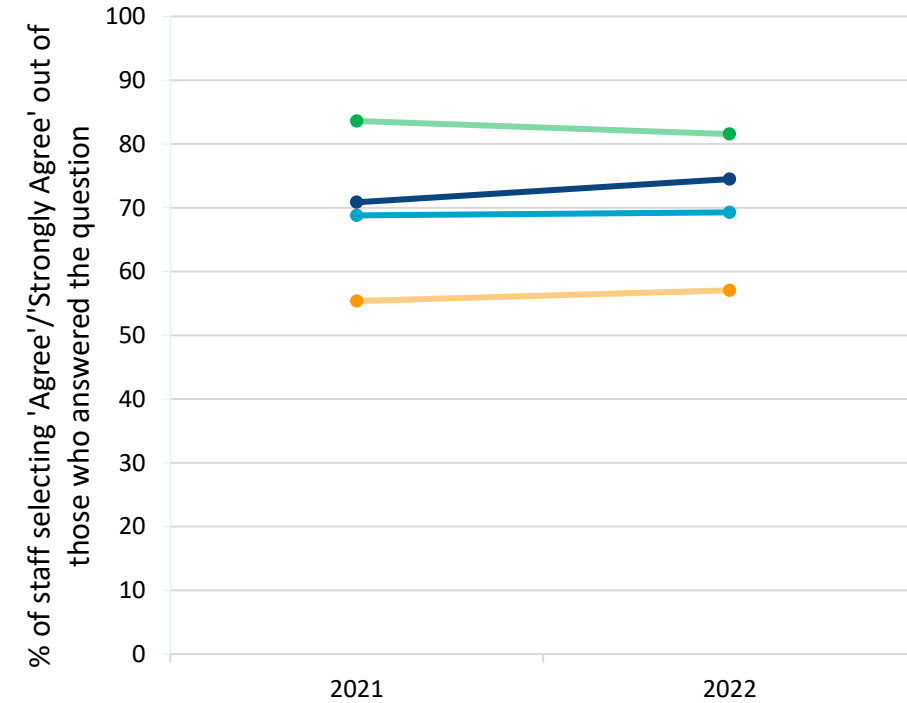


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2018	2019	2020	2021	2022
Your org	6.5%	7.3%	8.8%	8.6%	8.1%
Best	3.4%	3.4%	4.0%	5.1%	4.2%
Average	7.5%	7.3%	7.9%	8.8%	8.7%
Worst	14.9%	13.8%	16.1%	17.2%	15.7%
Responses	2884	2721	2949	3433	3476

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

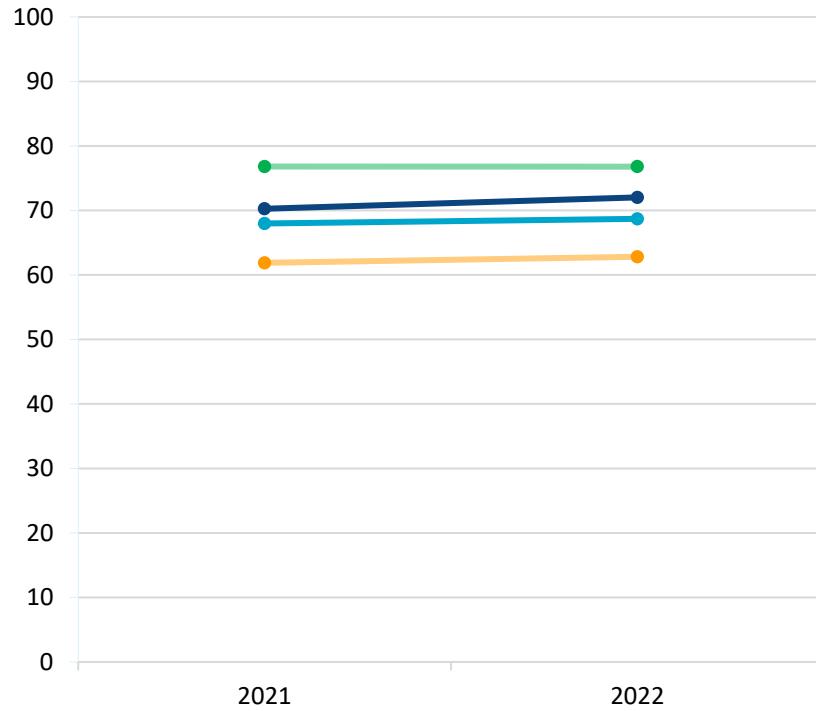


	2021	2022
Your org	70.9%	74.5%
Best	83.6%	81.6%
Average	68.8%	69.3%
Worst	55.4%	57.1%
Responses	3443	3488



Q7h I feel valued by my team.

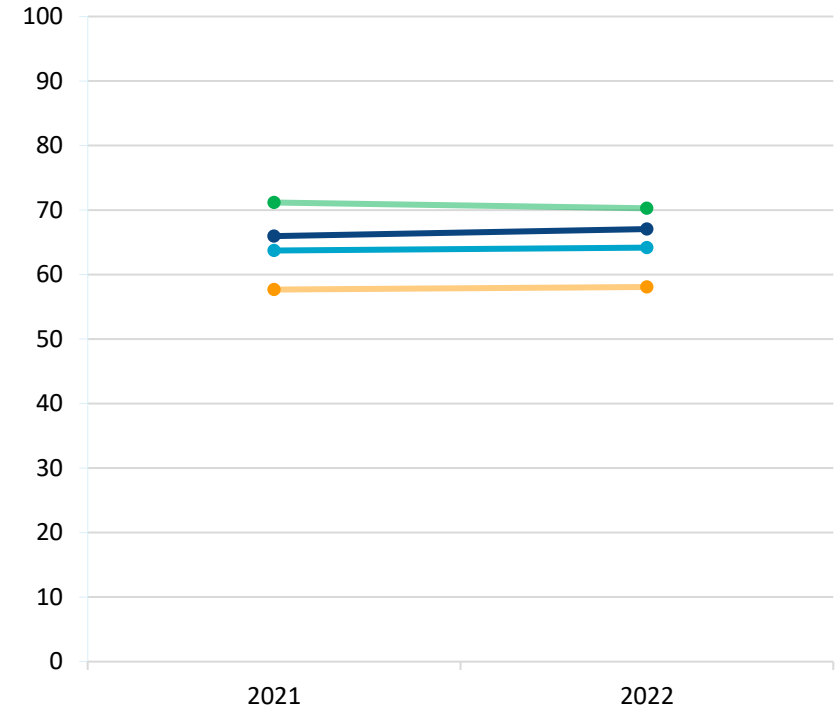
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022
Your org	70.3%	72.0%
Best	76.8%	76.8%
Average	68.0%	68.7%
Worst	61.9%	62.8%
Responses	3426	3488

Q7i I feel a strong personal attachment to my team.

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

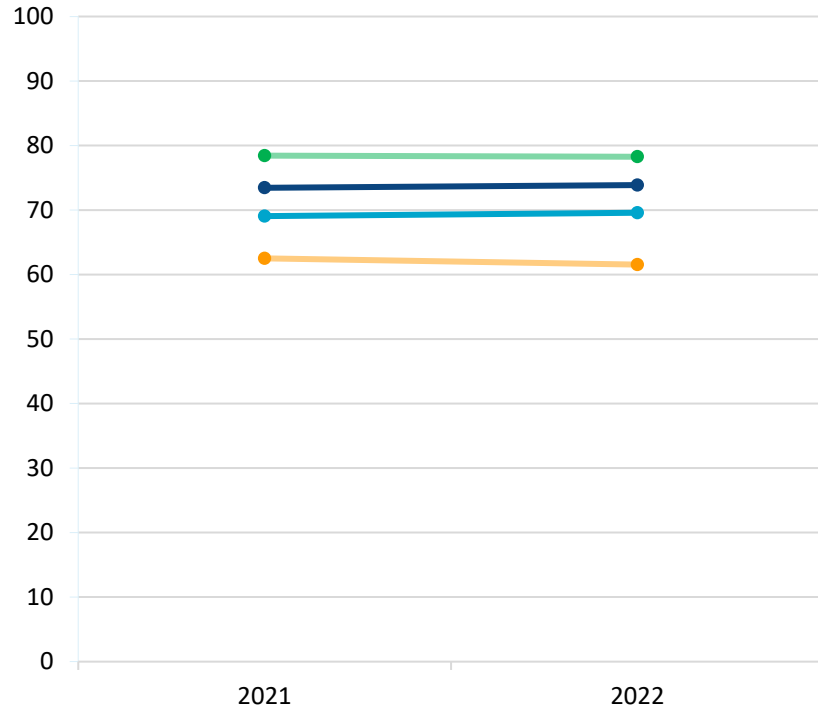


	2021	2022
Your org	66.0%	67.0%
Best	71.2%	70.3%
Average	63.7%	64.2%
Worst	57.7%	58.1%
Responses	3433	3485



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

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



	2021	2022
Your org	73.5%	73.9%
Best	78.4%	78.3%
Average	69.0%	69.6%
Worst	62.5%	61.6%

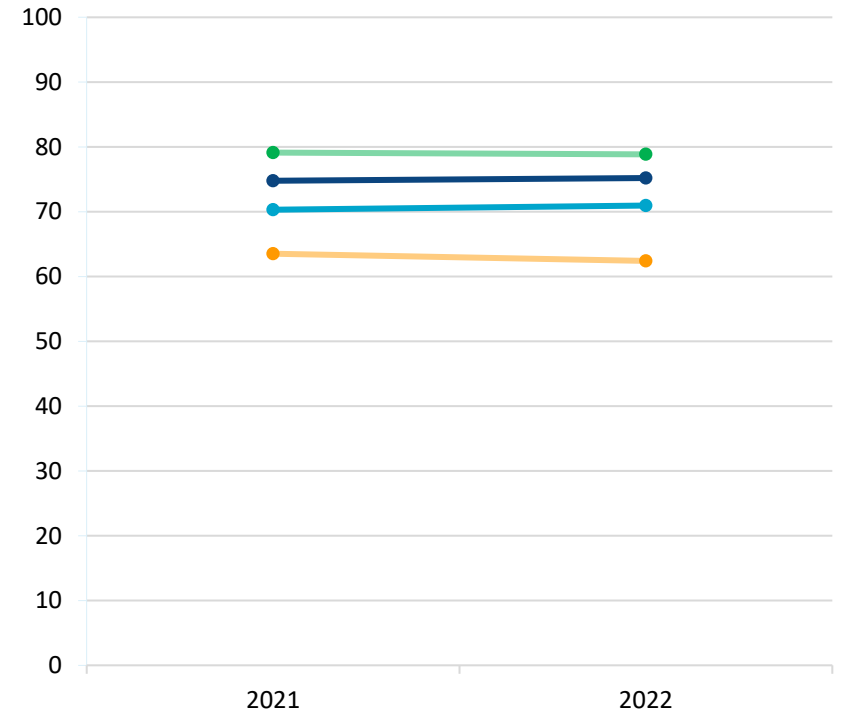
Responses

3427

3479

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

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



	2021	2022
Your org	74.8%	75.2%
Best	79.1%	78.9%
Average	70.3%	71.0%
Worst	63.5%	62.4%

Responses

3423

3471

## People Promise element – We are recognised and rewarded

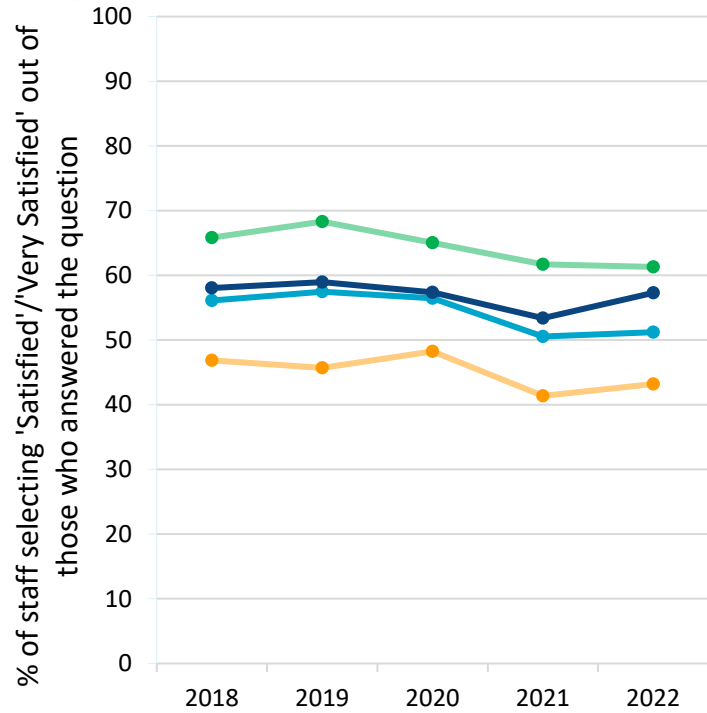


Questions included:  
Q4a, Q4b, Q4c, Q8d, Q9e



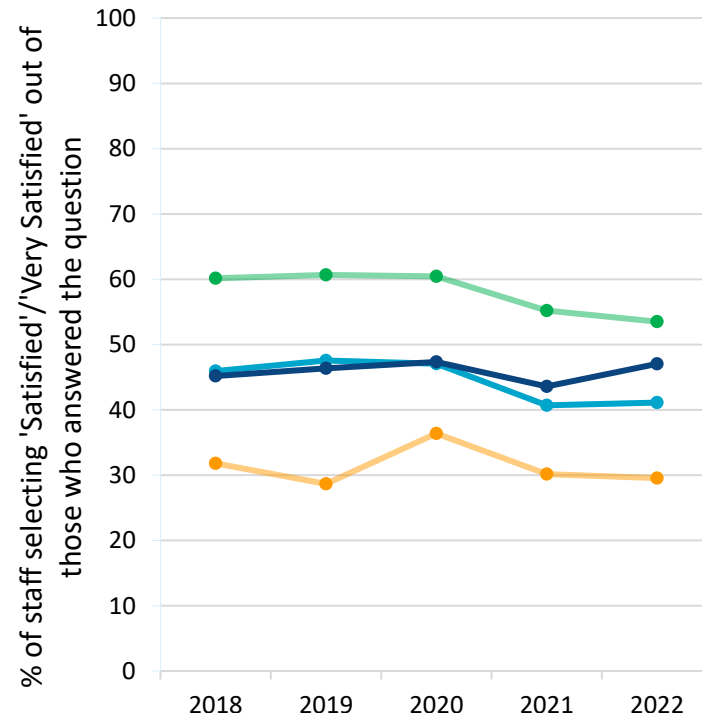


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



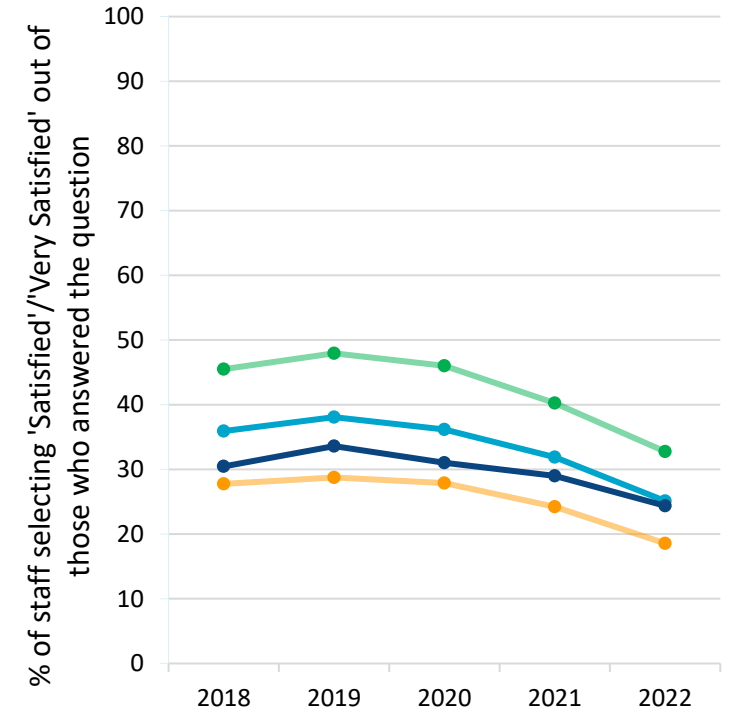
	2018	2019	2020	2021	2022
<b>Your org</b>	58.0%	58.9%	57.4%	53.4%	57.3%
<b>Best</b>	65.8%	68.3%	65.0%	61.7%	61.3%
<b>Average</b>	56.1%	57.5%	56.4%	50.5%	51.2%
<b>Worst</b>	46.8%	45.7%	48.2%	41.4%	43.2%
<b>Responses</b>	2935	2785	2975	3434	3497

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



	2018	2019	2020	2021	2022
<b>Your org</b>	45.2%	46.4%	47.3%	43.6%	47.1%
<b>Best</b>	60.1%	60.7%	60.4%	55.2%	53.5%
<b>Average</b>	45.9%	47.5%	47.1%	40.7%	41.1%
<b>Worst</b>	31.8%	28.7%	36.4%	30.1%	29.5%
<b>Responses</b>	2927	2772	2962	3423	3480

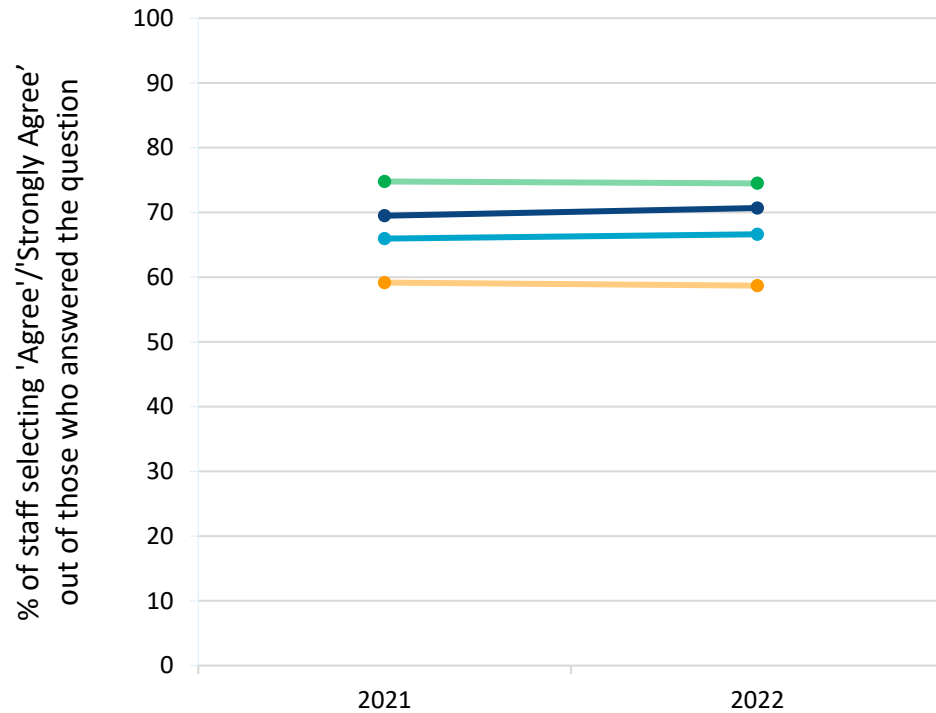
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2018	2019	2020	2021	2022
<b>Your org</b>	30.5%	33.6%	31.0%	29.0%	24.4%
<b>Best</b>	45.5%	47.9%	46.0%	40.3%	32.8%
<b>Average</b>	35.9%	38.1%	36.2%	31.9%	25.1%
<b>Worst</b>	27.7%	28.7%	27.9%	24.2%	18.5%
<b>Responses</b>	2927	2778	2968	3414	3491



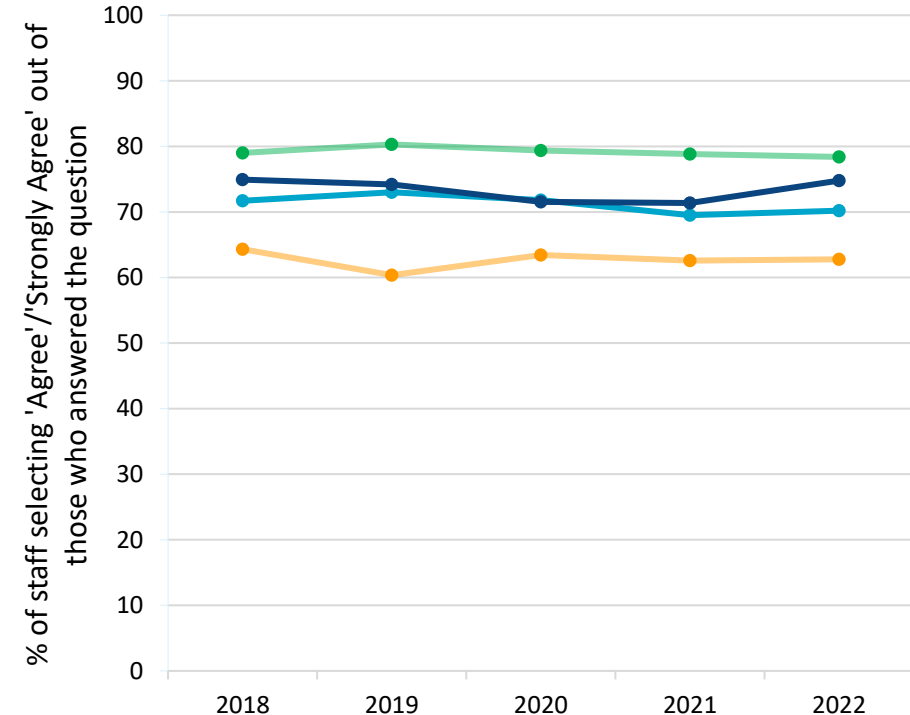
Q8d The people I work with show appreciation to one another.



	2021	2022
Your org	69.5%	70.7%
Best	74.8%	74.5%
Average	66.0%	66.6%
Worst	59.2%	58.7%

Responses 3424 3473

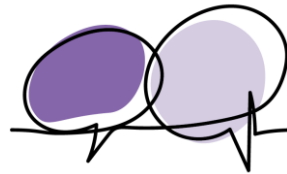
Q9e My immediate manager values my work.



	2018	2019	2020	2021	2022
Your org	74.9%	74.2%	71.5%	71.4%	74.8%
Best	79.0%	80.3%	79.4%	78.8%	78.4%
Average	71.7%	73.0%	71.8%	69.5%	70.2%
Worst	64.3%	60.4%	63.4%	62.6%	62.8%

Responses 2921 2766 2973 3445 3494

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



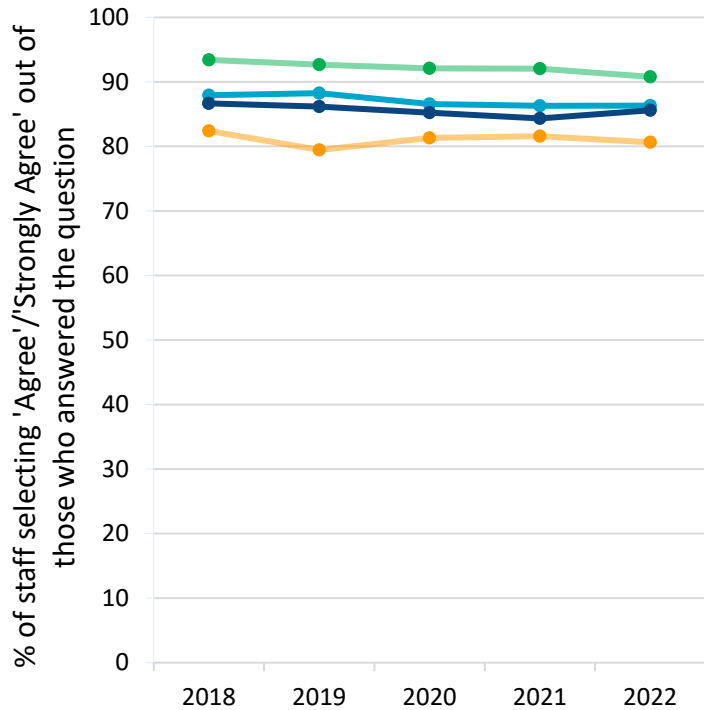
### Questions included:

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

Raising concerns – Q19a, Q19b, Q23e, Q23f

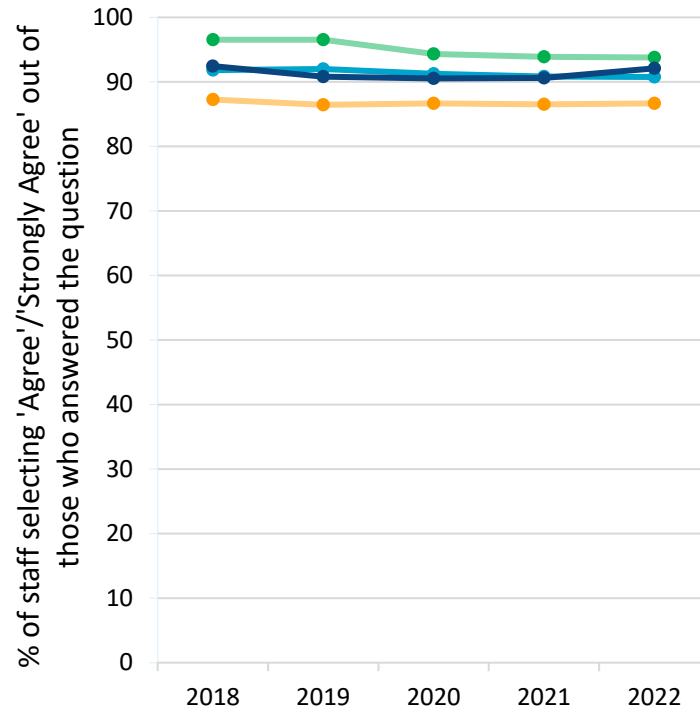


Q3a I always know what my work responsibilities are.



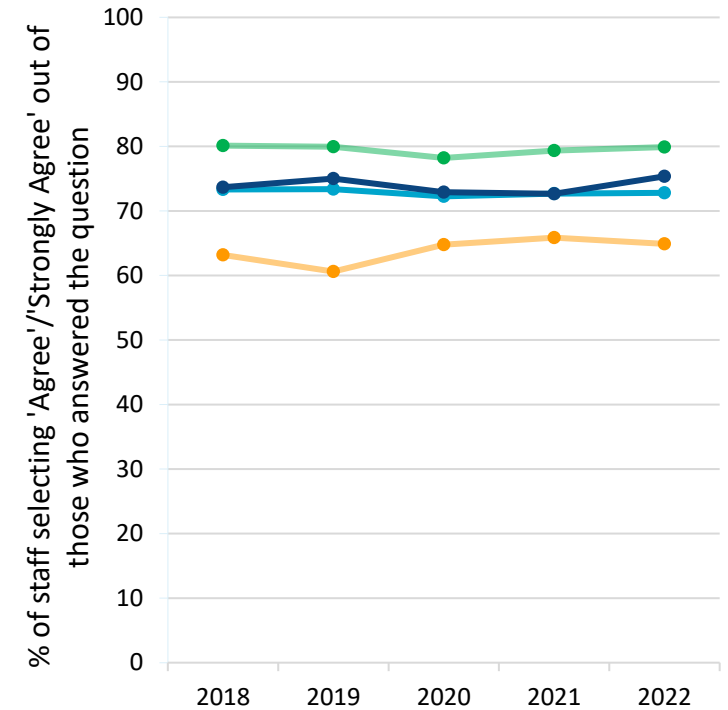
	2018	2019	2020	2021	2022
<b>Your org</b>	86.7%	86.2%	85.2%	84.3%	85.6%
<b>Best</b>	93.4%	92.7%	92.1%	92.0%	90.8%
<b>Average</b>	87.9%	88.2%	86.6%	86.3%	86.3%
<b>Worst</b>	82.4%	79.5%	81.3%	81.6%	80.6%
<b>Responses</b>	2927	2761	2955	3445	3498

Q3b I am trusted to do my job.



	2018	2019	2020	2021	2022
<b>Your org</b>	92.4%	90.8%	90.5%	90.6%	92.1%
<b>Best</b>	96.5%	96.5%	94.3%	93.9%	93.8%
<b>Average</b>	91.8%	92.0%	91.2%	90.8%	90.7%
<b>Worst</b>	87.3%	86.5%	86.7%	86.5%	86.7%
<b>Responses</b>	2923	2752	2941	3441	3497

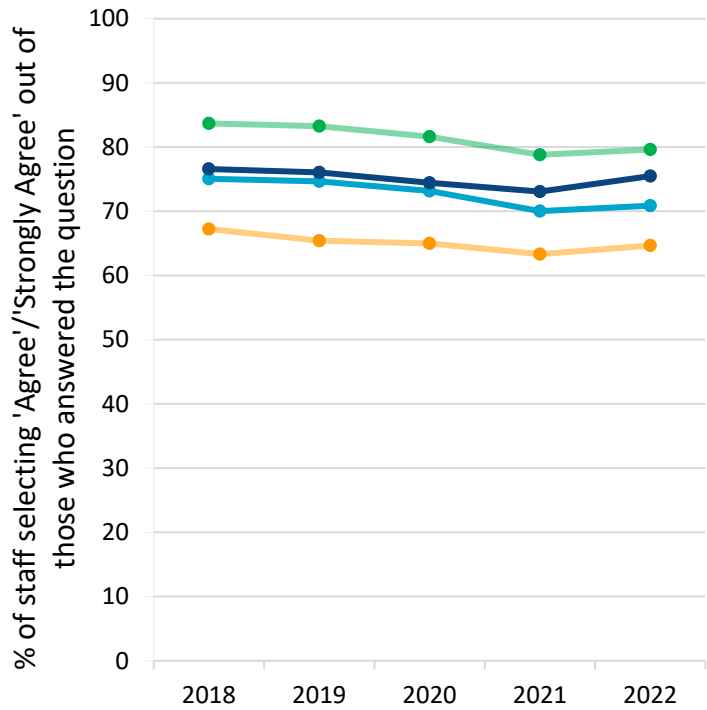
Q3c There are frequent opportunities for me to show initiative in my role.



	2018	2019	2020	2021	2022
<b>Your org</b>	73.7%	75.0%	72.9%	72.6%	75.4%
<b>Best</b>	80.1%	79.9%	78.2%	79.3%	79.9%
<b>Average</b>	73.3%	73.4%	72.3%	72.7%	72.8%
<b>Worst</b>	63.2%	60.6%	64.8%	65.9%	64.9%
<b>Responses</b>	2945	2787	2971	3439	3494

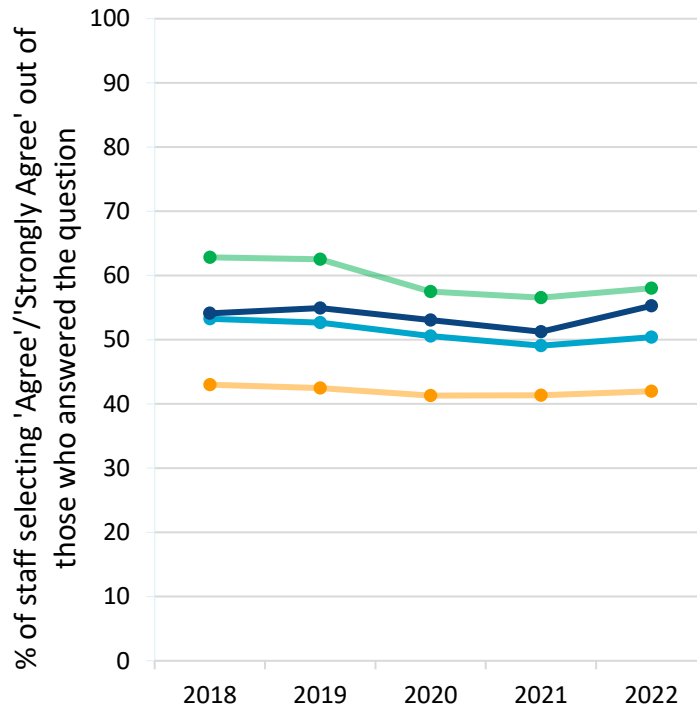


Q3d I am able to make suggestions to improve the work of my team / department.



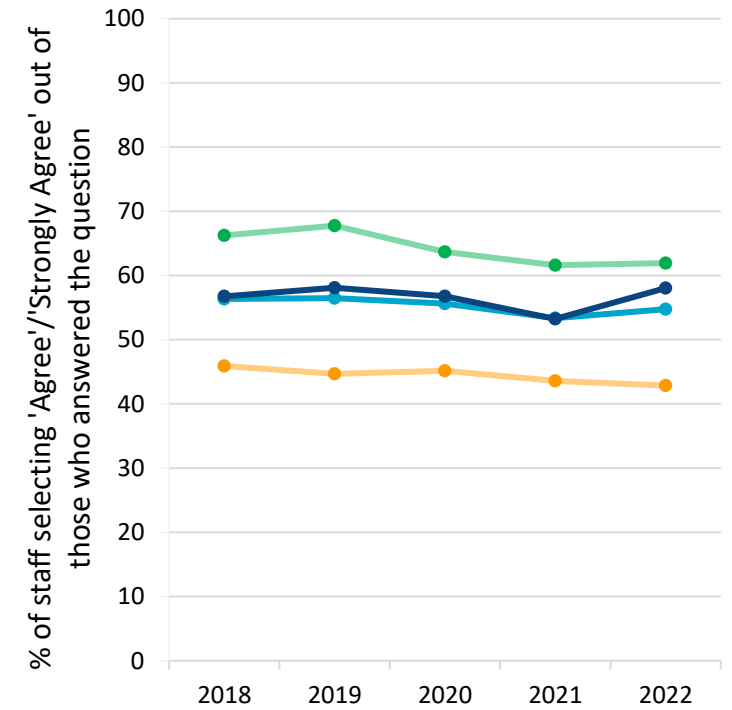
	2018	2019	2020	2021	2022
<b>Your org</b>	76.6%	76.0%	74.4%	73.1%	75.5%
<b>Best</b>	83.7%	83.3%	81.6%	78.8%	79.6%
<b>Average</b>	75.0%	74.7%	73.2%	70.0%	70.9%
<b>Worst</b>	67.2%	65.4%	65.0%	63.3%	64.7%
Responses	2943	2786	2967	3432	3484

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



	2018	2019	2020	2021	2022
<b>Your org</b>	54.1%	54.9%	53.1%	51.2%	55.3%
<b>Best</b>	62.8%	62.5%	57.5%	56.5%	58.0%
<b>Average</b>	53.3%	52.7%	50.6%	49.1%	50.4%
<b>Worst</b>	43.0%	42.5%	41.3%	41.3%	42.0%
Responses	2939	2785	2963	3425	3490

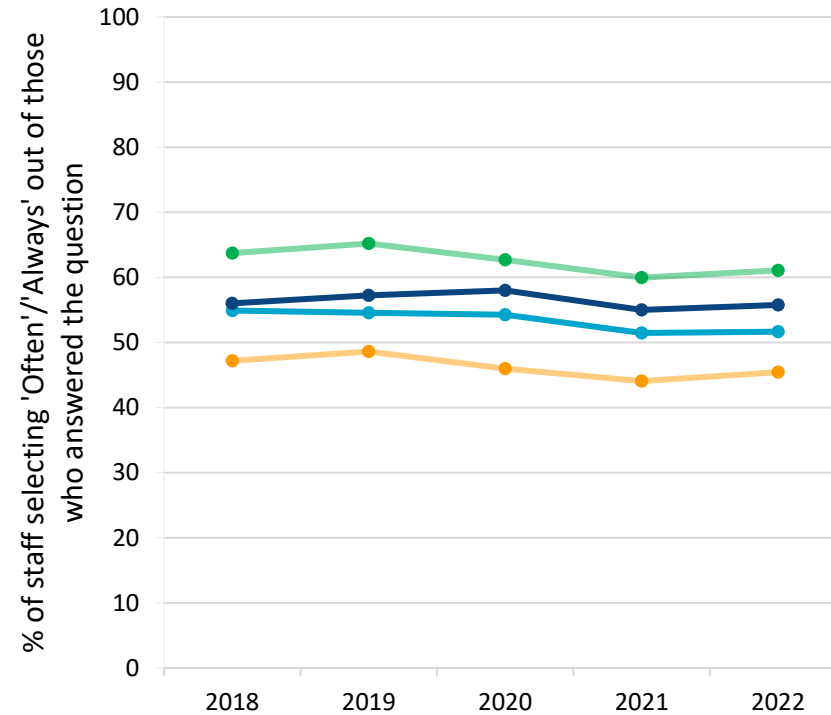
Q3f I am able to make improvements happen in my area of work.



	2018	2019	2020	2021	2022
<b>Your org</b>	56.7%	58.1%	56.8%	53.2%	58.0%
<b>Best</b>	66.2%	67.8%	63.7%	61.6%	61.9%
<b>Average</b>	56.4%	56.5%	55.6%	53.4%	54.7%
<b>Worst</b>	45.9%	44.7%	45.1%	43.6%	42.9%
Responses	2932	2779	2960	3426	3473



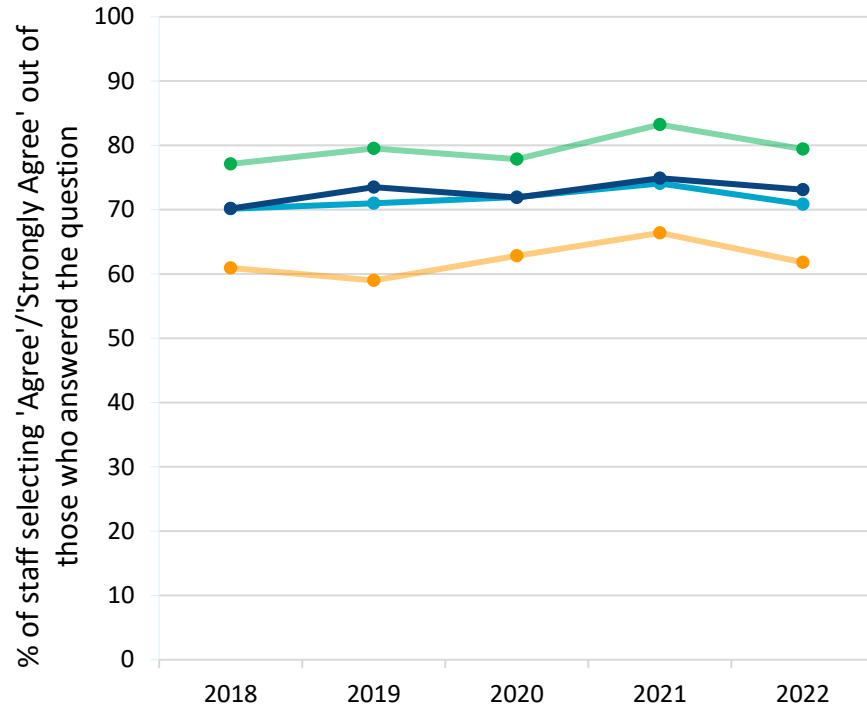
Q5b I have a choice in deciding how to do my work.



	2018	2019	2020	2021	2022
Your org	56.0%	57.2%	58.0%	55.0%	55.8%
Best	63.7%	65.2%	62.7%	60.0%	61.1%
Average	54.9%	54.6%	54.3%	51.5%	51.7%
Worst	47.2%	48.6%	46.0%	44.1%	45.4%
Responses	2927	2748	2945	3423	3485



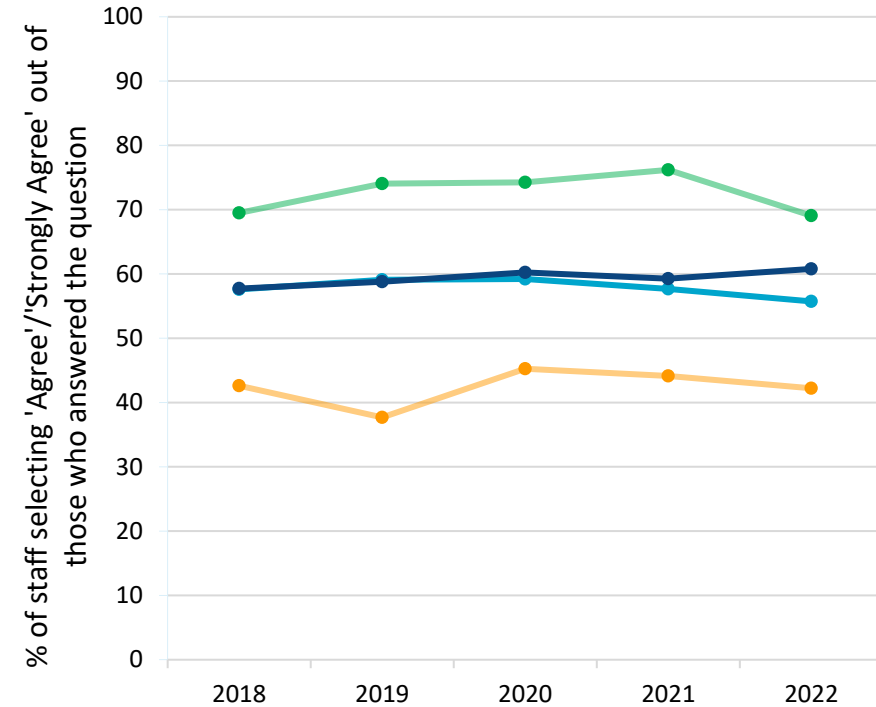
Q19a I would feel secure raising concerns about unsafe clinical practice.



	2018	2019	2020	2021	2022
Your org	70.2%	73.5%	71.9%	74.9%	73.1%
Best	77.1%	79.5%	77.9%	83.2%	79.4%
Average	70.1%	71.0%	71.9%	74.1%	70.8%
Worst	60.9%	59.0%	62.8%	66.4%	61.8%

Responses 2890 2742 2975 3448 3489

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

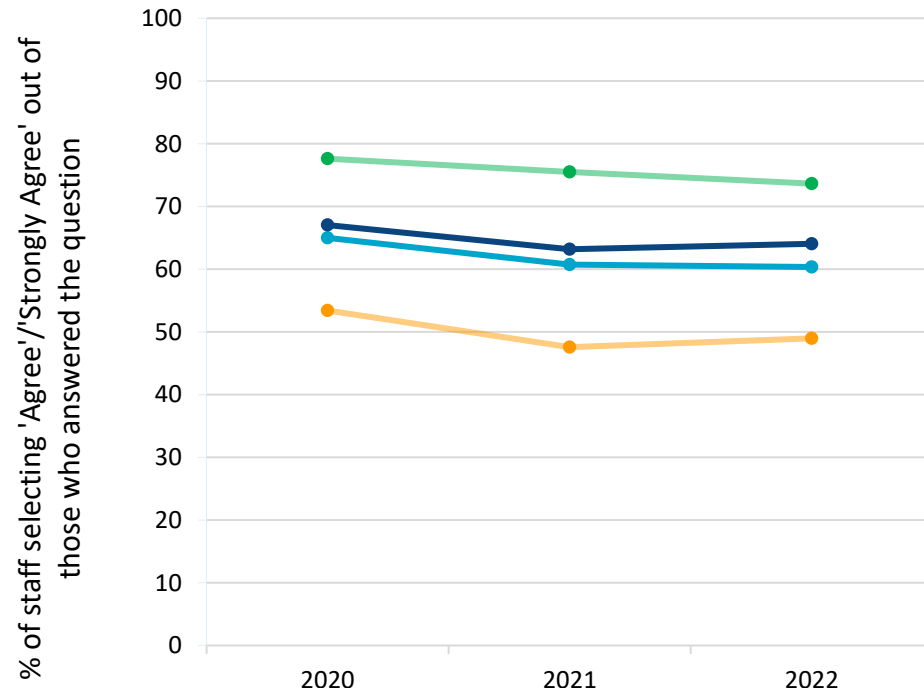


	2018	2019	2020	2021	2022
Your org	57.7%	58.8%	60.2%	59.3%	60.8%
Best	69.5%	74.0%	74.2%	76.2%	69.1%
Average	57.6%	59.1%	59.2%	57.7%	55.7%
Worst	42.6%	37.7%	45.3%	44.1%	42.2%

Responses 2892 2740 2973 3437 3469

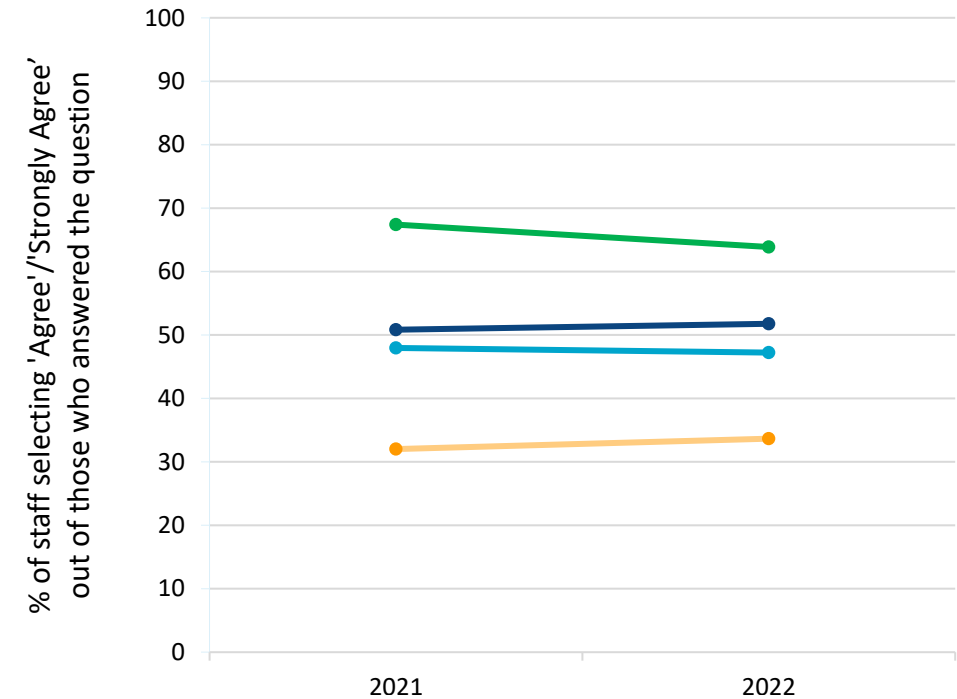


Q23e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022
Your org	67.0%	63.2%	64.1%
Best	77.6%	75.5%	73.6%
Average	65.0%	60.7%	60.3%
Worst	53.4%	47.6%	49.0%
Responses	2974	3426	3470

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



	2021	2022
Your org	50.8%	51.8%
Best	67.4%	63.9%
Average	48.0%	47.2%
Worst	32.0%	33.7%
Responses	3427	3467



## People Promise element – We are safe and healthy



### Questions included:

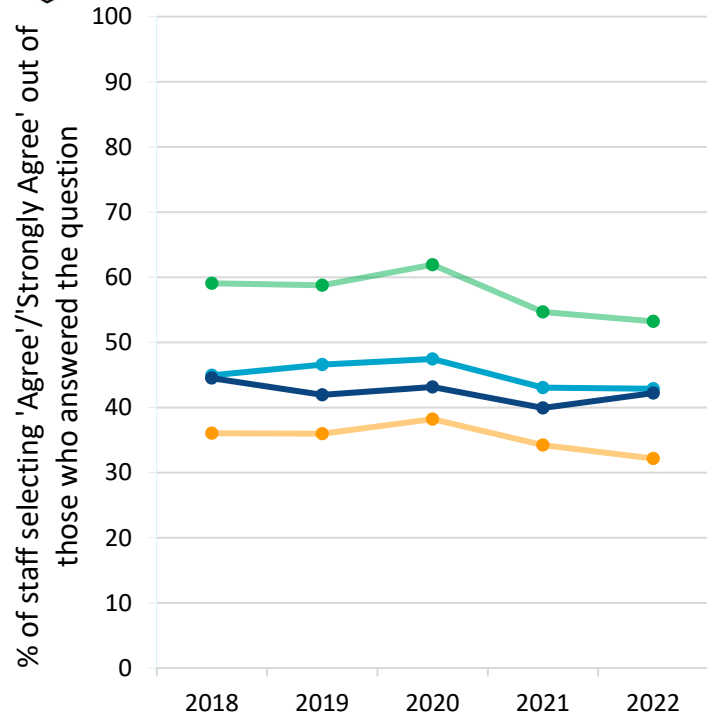
Health and safety climate: Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d

Burnout: Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g

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

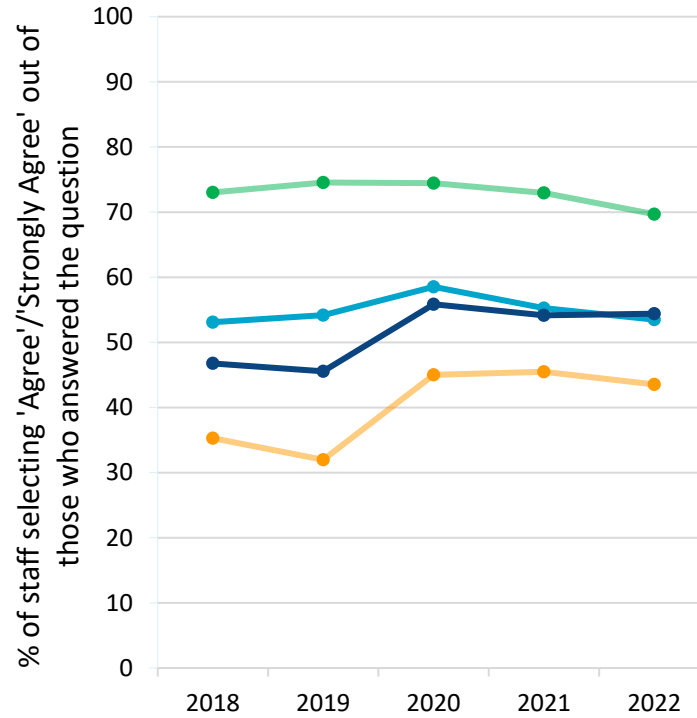


Q3g I am able to meet all the conflicting demands on my time at work.



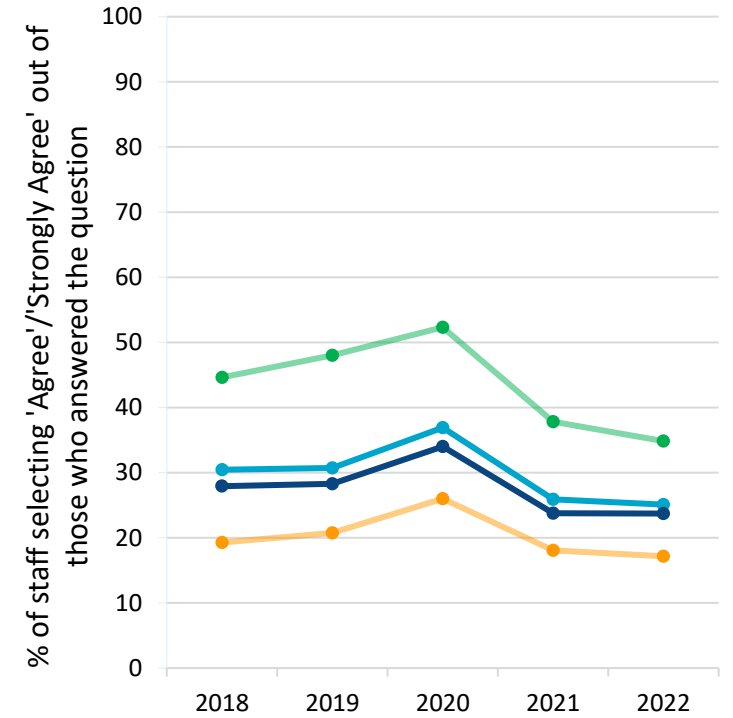
	2018	2019	2020	2021	2022
<b>Your org</b>	44.5%	42.0%	43.2%	39.9%	42.2%
<b>Best</b>	59.1%	58.8%	61.9%	54.7%	53.2%
<b>Average</b>	44.9%	46.6%	47.4%	43.1%	42.9%
<b>Worst</b>	36.0%	36.0%	38.2%	34.2%	32.2%
<b>Responses</b>	2934	2784	2961	3420	3476

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



	2018	2019	2020	2021	2022
<b>Your org</b>	46.8%	45.6%	55.8%	54.2%	54.4%
<b>Best</b>	73.0%	74.6%	74.5%	72.9%	69.7%
<b>Average</b>	53.1%	54.2%	58.5%	55.3%	53.5%
<b>Worst</b>	35.3%	32.0%	45.0%	45.5%	43.6%
<b>Responses</b>	2937	2776	2955	3415	3475

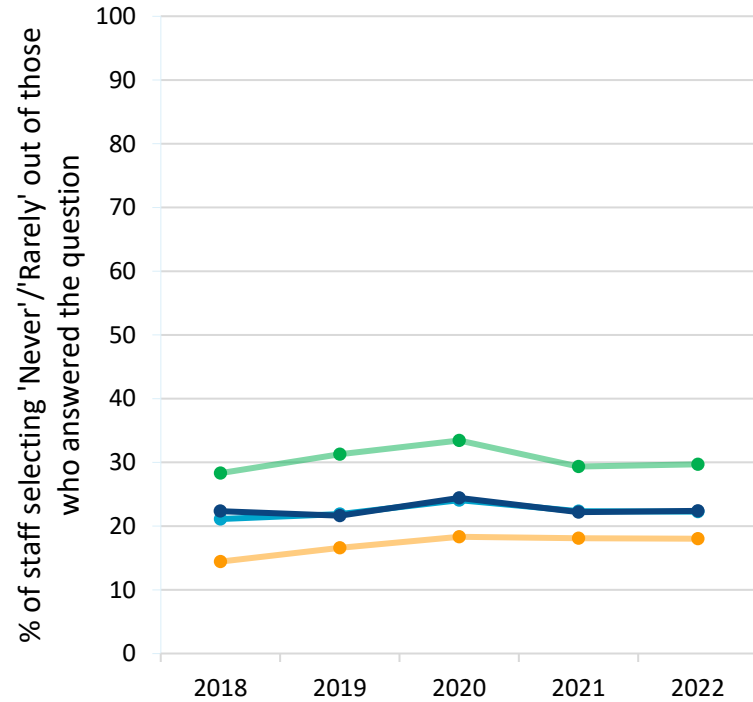
Q3i There are enough staff at this organisation for me to do my job properly.



	2018	2019	2020	2021	2022
<b>Your org</b>	27.9%	28.3%	34.0%	23.8%	23.7%
<b>Best</b>	44.6%	48.0%	52.3%	37.8%	34.8%
<b>Average</b>	30.5%	30.7%	36.9%	25.9%	25.1%
<b>Worst</b>	19.3%	20.8%	26.0%	18.1%	17.2%
<b>Responses</b>	2935	2782	2960	3438	3493

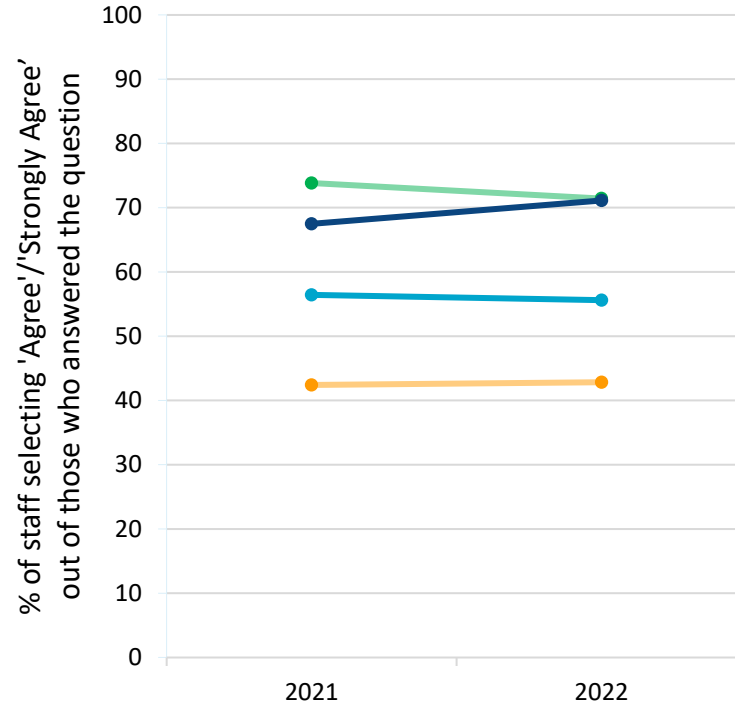


Q5a I have unrealistic time pressures.



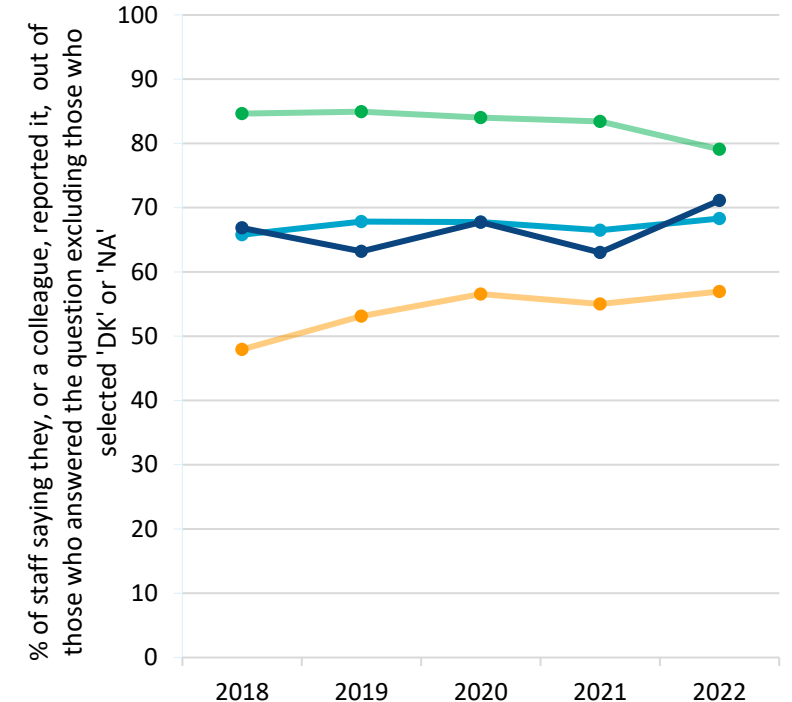
	2018	2019	2020	2021	2022
<b>Your org</b>	22.3%	21.6%	24.4%	22.2%	22.4%
<b>Best</b>	28.3%	31.3%	33.4%	29.3%	29.7%
<b>Average</b>	21.1%	21.9%	24.1%	22.4%	22.3%
<b>Worst</b>	14.4%	16.6%	18.3%	18.1%	18.0%
<b>Responses</b>	2924	2759	2954	3438	3489

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



	2021	2022
<b>Your org</b>	67.5%	71.1%
<b>Best</b>	73.8%	71.4%
<b>Average</b>	56.4%	55.6%
<b>Worst</b>	42.4%	42.8%
<b>Responses</b>	3406	3474

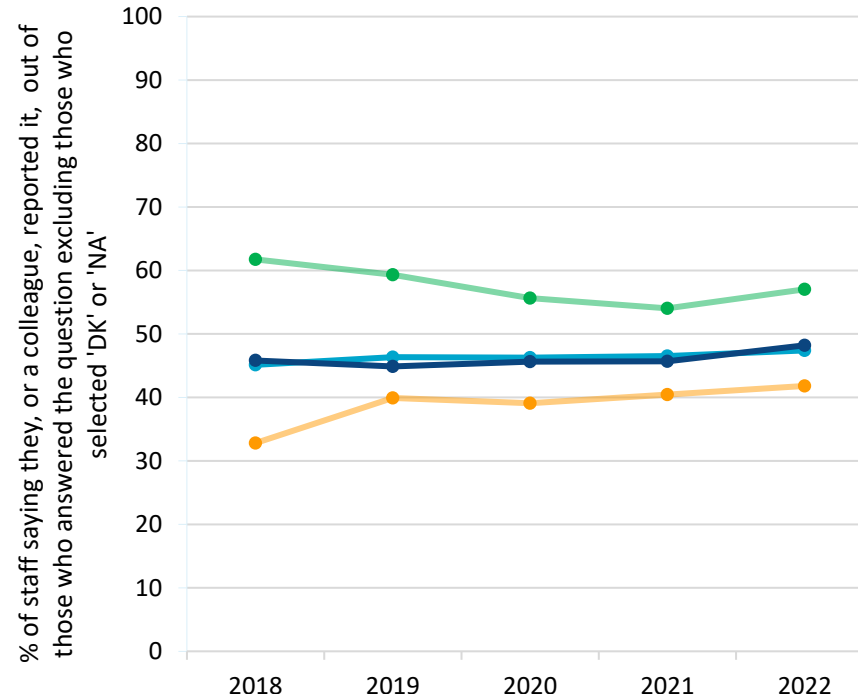
Q13d The last time you experienced physical violence at work, did you or a colleague report it?



	2018	2019	2020	2021	2022
<b>Your org</b>	66.8%	63.2%	67.7%	63.0%	71.1%
<b>Best</b>	84.6%	84.9%	84.0%	83.4%	79.1%
<b>Average</b>	65.8%	67.8%	67.8%	66.5%	68.3%
<b>Worst</b>	47.9%	53.1%	56.6%	55.0%	57.0%
<b>Responses</b>	267	241	230	266	380



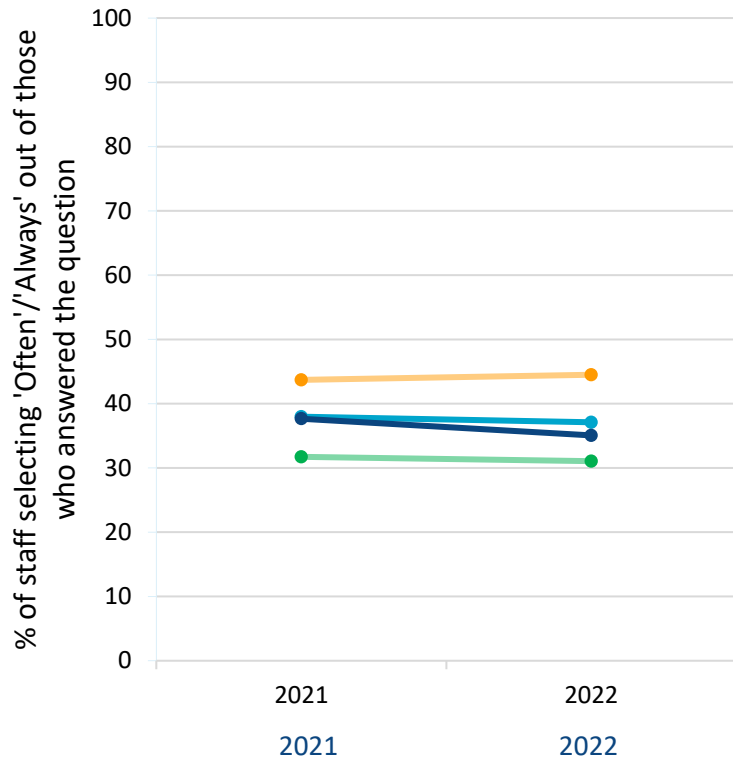
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2018	2019	2020	2021	2022
<b>Your org</b>	45.8%	44.9%	45.6%	45.7%	48.2%
<b>Best</b>	61.7%	59.3%	55.6%	54.0%	57.0%
<b>Average</b>	45.1%	46.4%	46.3%	46.5%	47.4%
<b>Worst</b>	32.8%	39.9%	39.1%	40.5%	41.8%
<b>Responses</b>	909	919	960	1161	1224

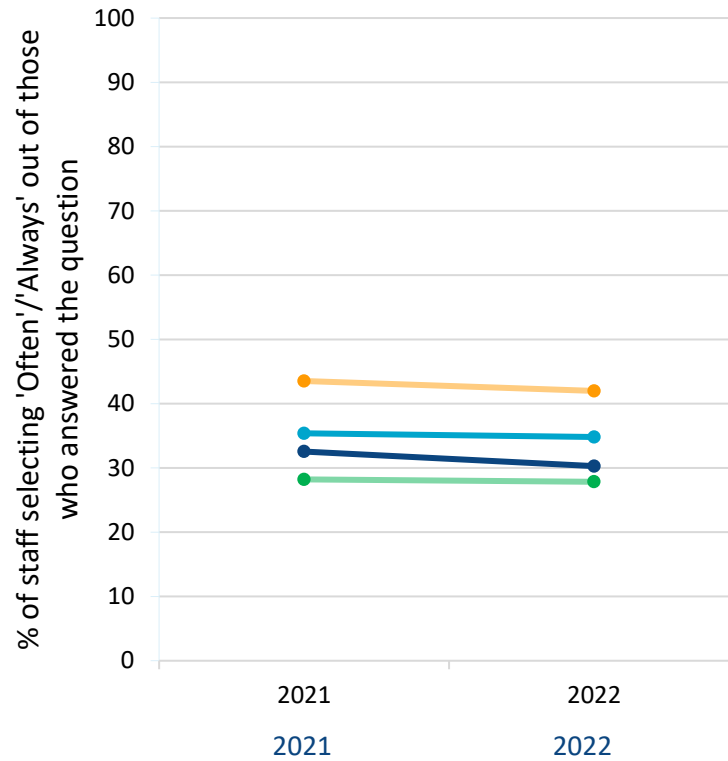


Q12a How often, if at all, do you find your work emotionally exhausting?



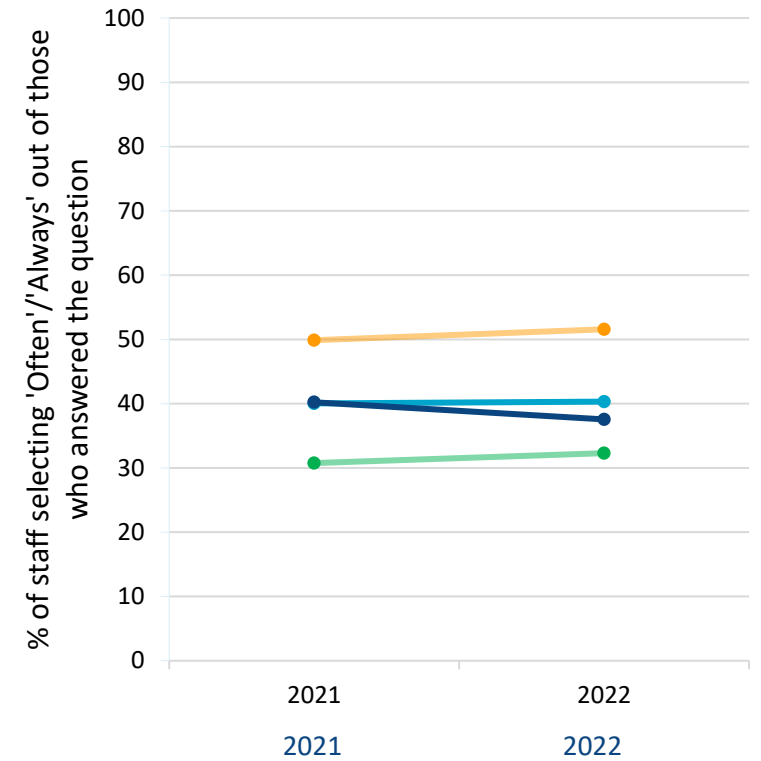
	2021	2022
Your org	37.7%	35.1%
Best	31.7%	31.0%
Average	38.0%	37.1%
Worst	43.7%	44.5%
Responses	3446	3496

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



	2021	2022
Your org	32.5%	30.3%
Best	28.2%	27.9%
Average	35.4%	34.8%
Worst	43.5%	42.0%
Responses	3442	3492

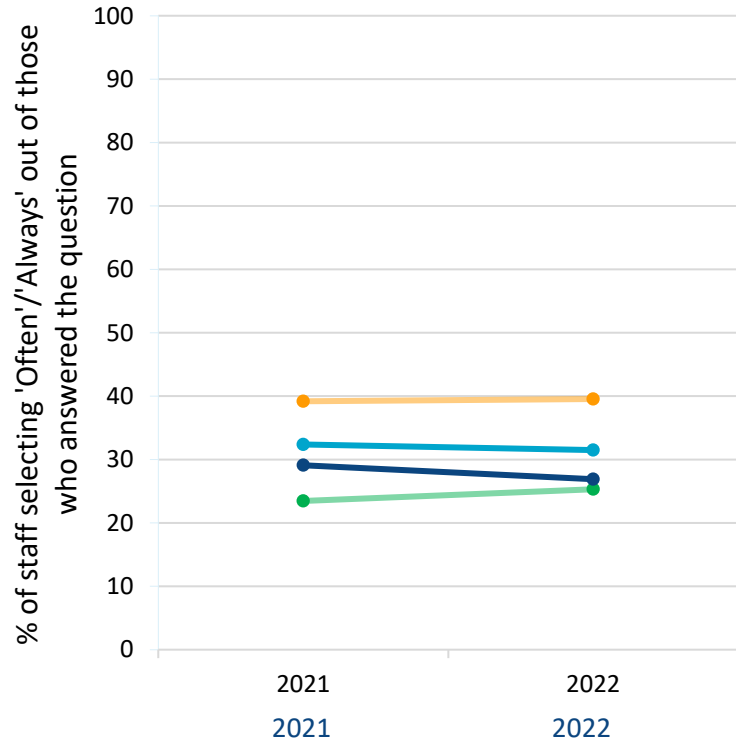
Q12c How often, if at all, does your work frustrate you?



	2021	2022
Your org	40.2%	37.6%
Best	30.8%	32.3%
Average	40.1%	40.3%
Worst	49.9%	51.6%
Responses	3440	3497



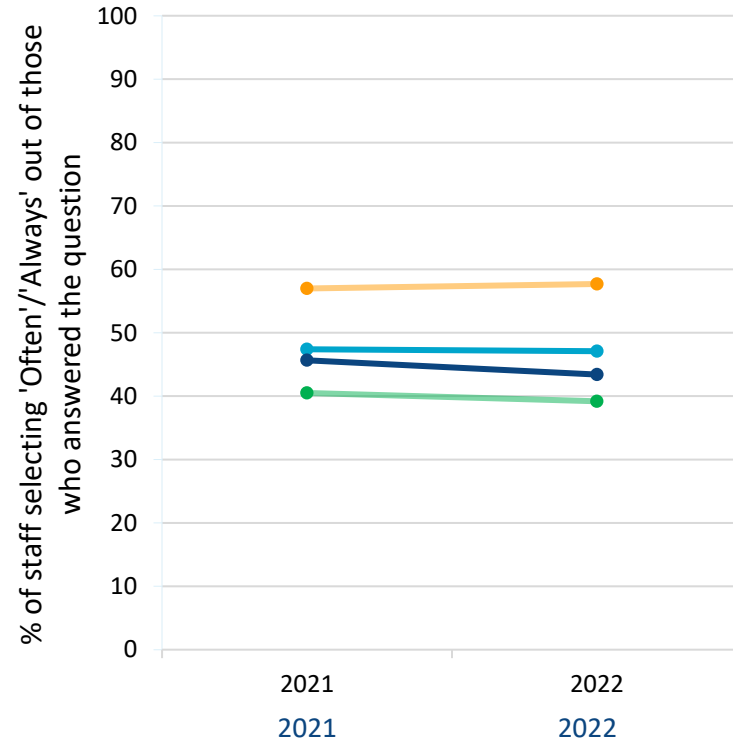
Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



Your org	29.1%	26.9%
Best	23.5%	25.3%
Average	32.4%	31.5%
Worst	39.2%	39.5%

Responses 3434 3491

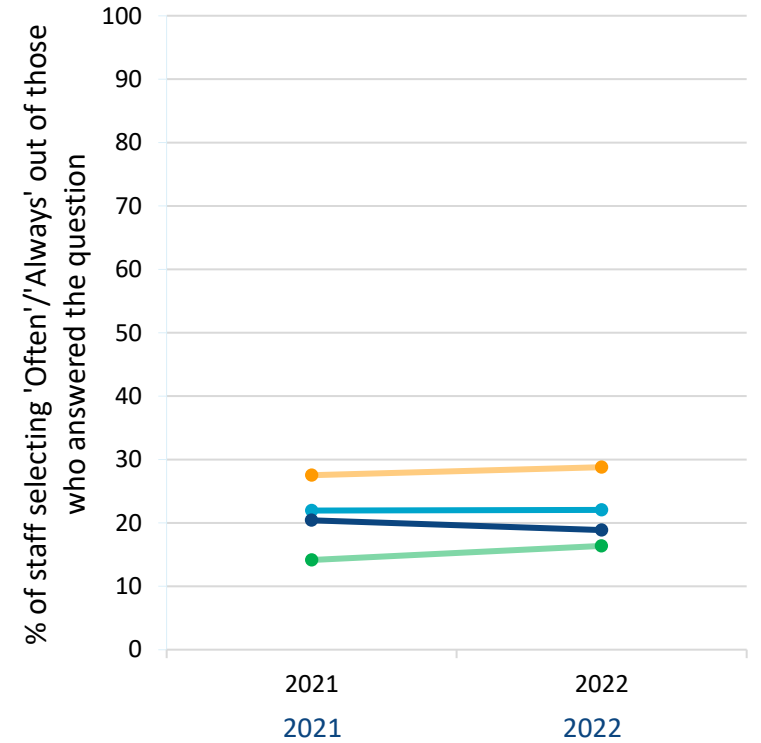
Q12e How often, if at all, do you feel worn out at the end of your working day/shift?



Your org	45.7%	43.4%
Best	40.5%	39.2%
Average	47.4%	47.1%
Worst	57.0%	57.7%

Responses 3432 3488

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

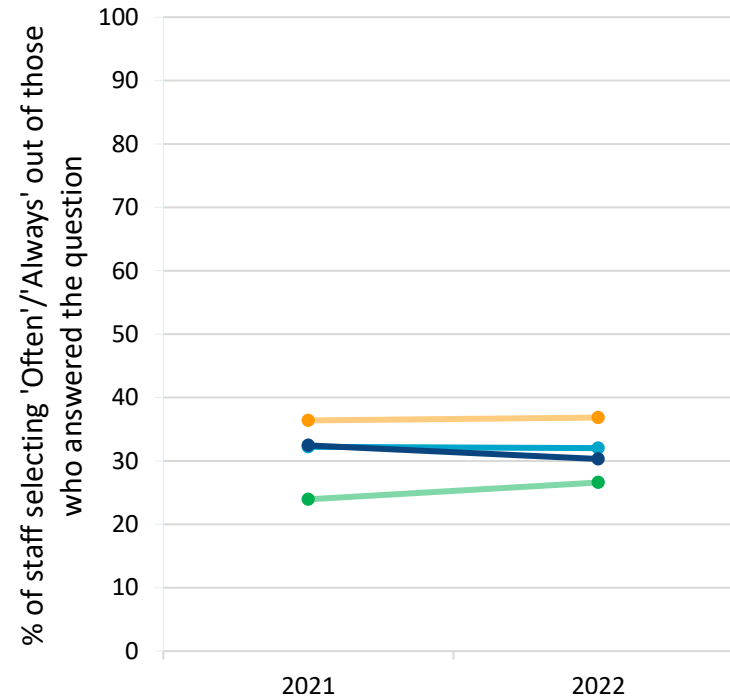


Your org	20.4%	18.9%
Best	14.2%	16.4%
Average	21.9%	22.0%
Worst	27.5%	28.8%

Responses 3429 3485



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

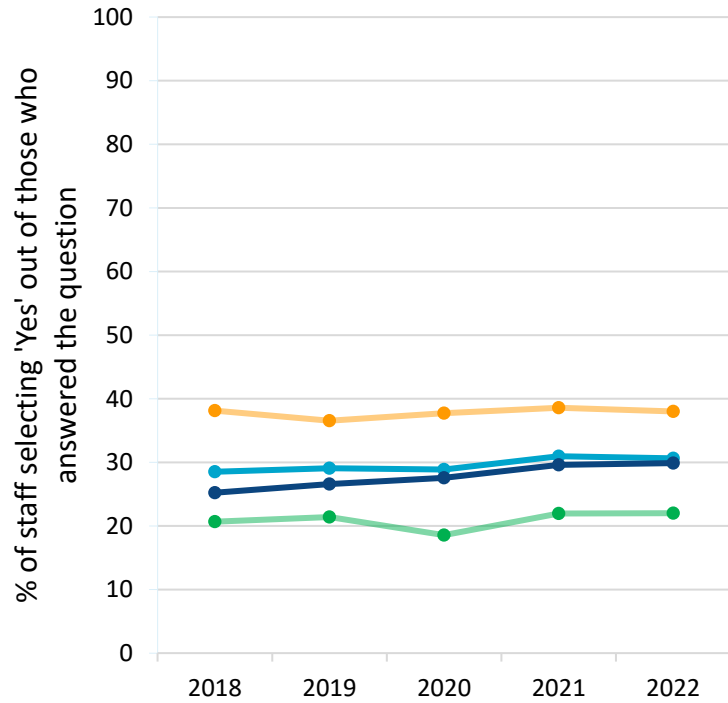


	2021	2022
Your org	32.5%	30.3%
Best	23.9%	26.6%
Average	32.2%	32.0%
Worst	36.4%	36.8%

Responses 3438 3496

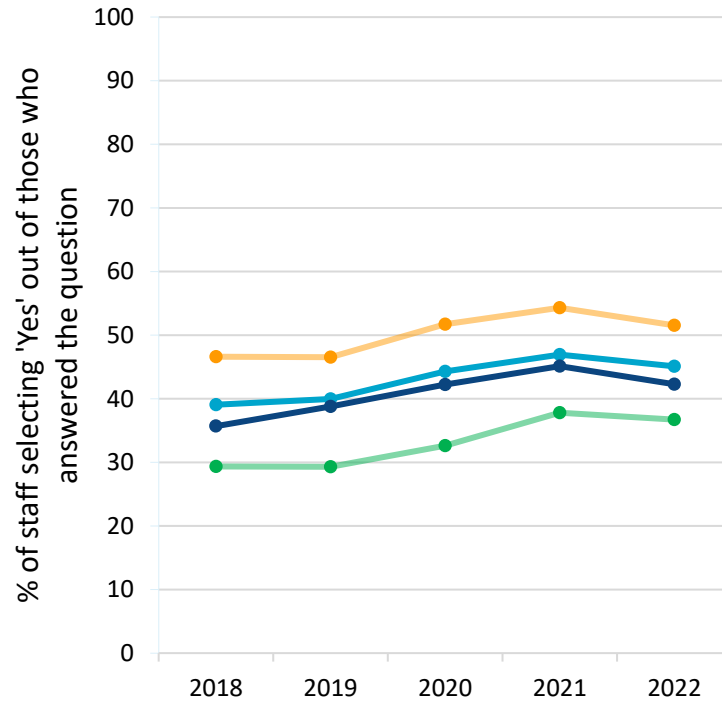


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



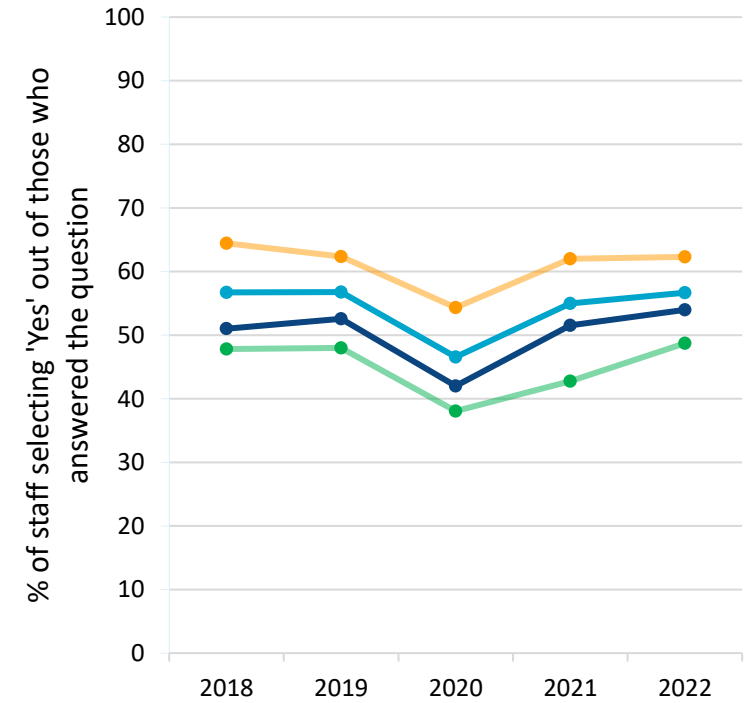
	2018	2019	2020	2021	2022
Your org	25.2%	26.6%	27.6%	29.6%	29.9%
Best	20.7%	21.4%	18.6%	21.9%	22.0%
Average	28.5%	29.1%	28.9%	31.0%	30.6%
Worst	38.1%	36.5%	37.7%	38.6%	38.0%
Responses	2901	2754	2970	3432	3487

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



	2018	2019	2020	2021	2022
Your org	35.7%	38.8%	42.2%	45.1%	42.3%
Best	29.3%	29.3%	32.6%	37.8%	36.7%
Average	39.1%	40.0%	44.3%	46.9%	45.1%
Worst	46.6%	46.5%	51.7%	54.3%	51.5%
Responses	2913	2759	2975	3433	3486

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

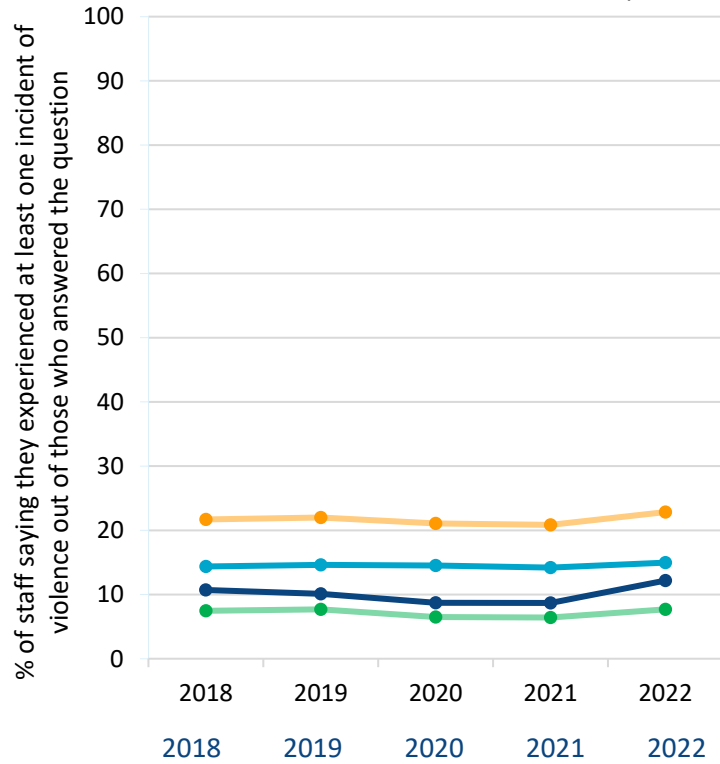


	2018	2019	2020	2021	2022
Your org	51.0%	52.6%	42.0%	51.5%	54.0%
Best	47.8%	48.0%	38.0%	42.8%	48.7%
Average	56.7%	56.8%	46.6%	55.0%	56.7%
Worst	64.5%	62.4%	54.3%	62.0%	62.3%
Responses	2914	2755	2977	3433	3485



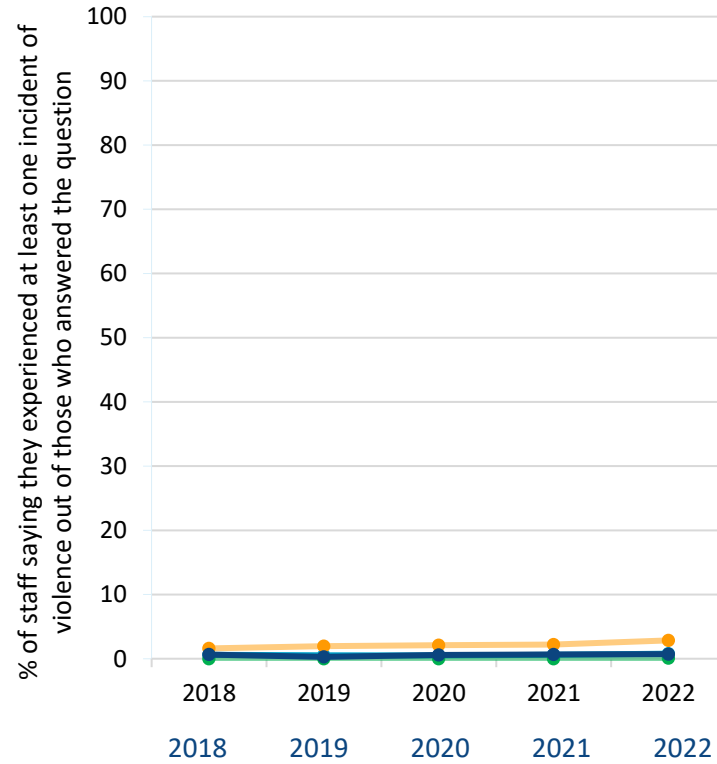


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



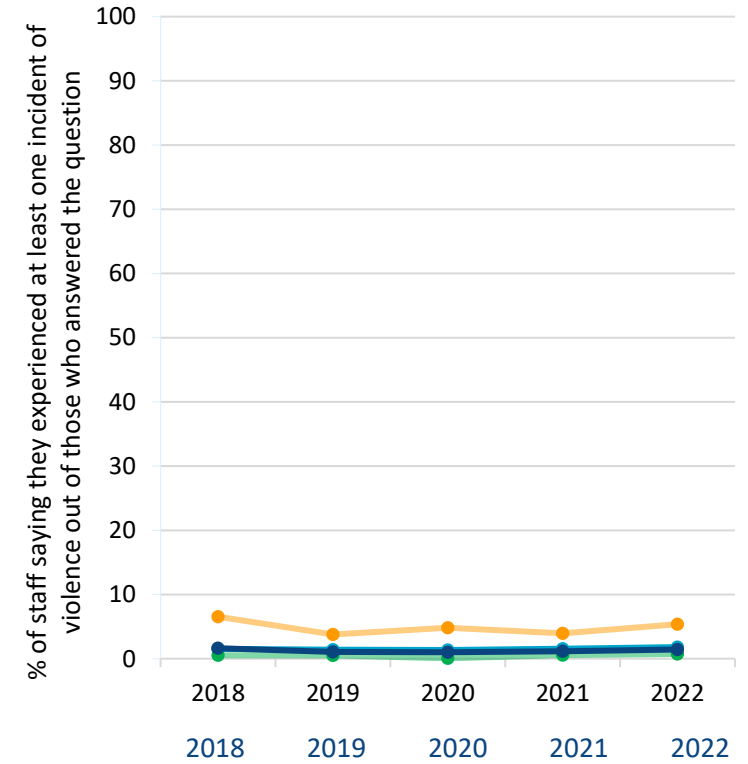
	2018	2019	2020	2021	2022
Your org	10.7%	10.1%	8.7%	8.7%	12.2%
Best	7.5%	7.7%	6.5%	6.4%	7.7%
Average	14.4%	14.6%	14.5%	14.2%	15.0%
Worst	21.7%	22.0%	21.1%	20.8%	22.8%
Responses	2901	2748	2977	3450	3490

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



	2018	2019	2020	2021	2022
Your org	0.6%	0.3%	0.6%	0.7%	0.7%
Best	0.0%	0.0%	0.0%	0.0%	0.1%
Average	0.6%	0.5%	0.5%	0.6%	0.8%
Worst	1.6%	2.0%	2.1%	2.2%	2.9%
Responses	2885	2741	2968	3439	3489

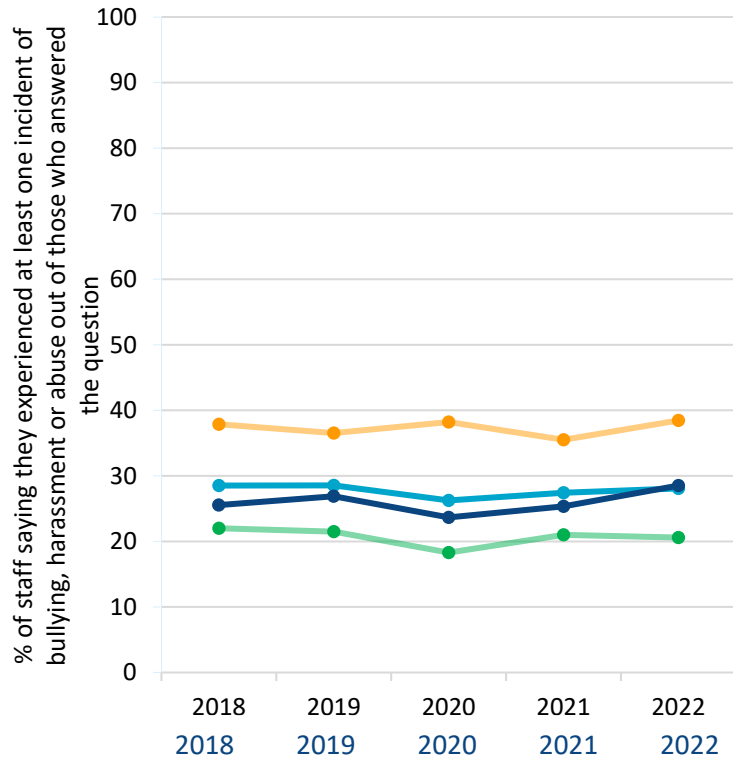
Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.



	2018	2019	2020	2021	2022
Your org	1.6%	1.1%	1.0%	1.2%	1.4%
Best	0.6%	0.5%	0.1%	0.6%	0.7%
Average	1.5%	1.4%	1.4%	1.6%	1.8%
Worst	6.6%	3.8%	4.8%	4.0%	5.4%
Responses	2876	2695	2948	3395	3454

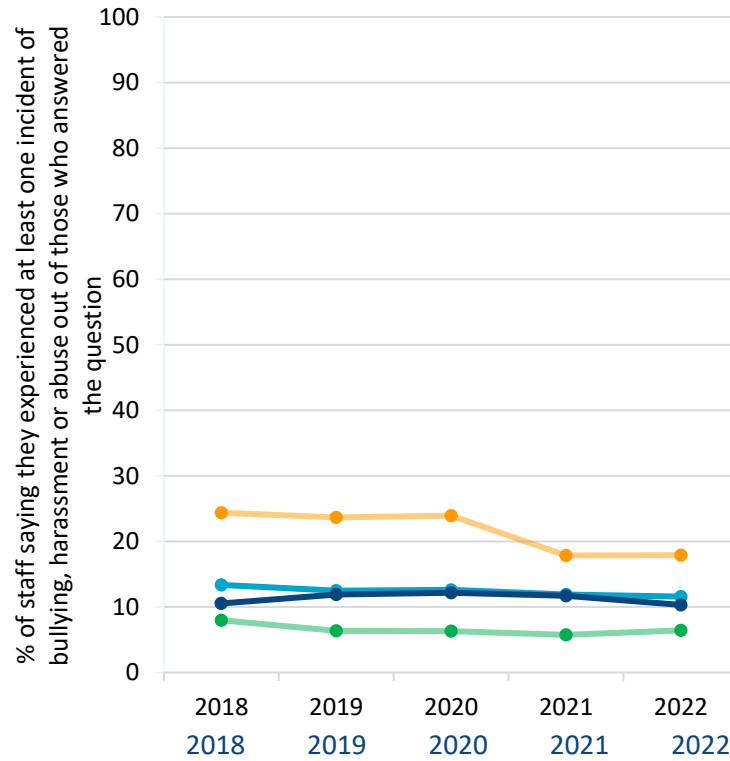


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



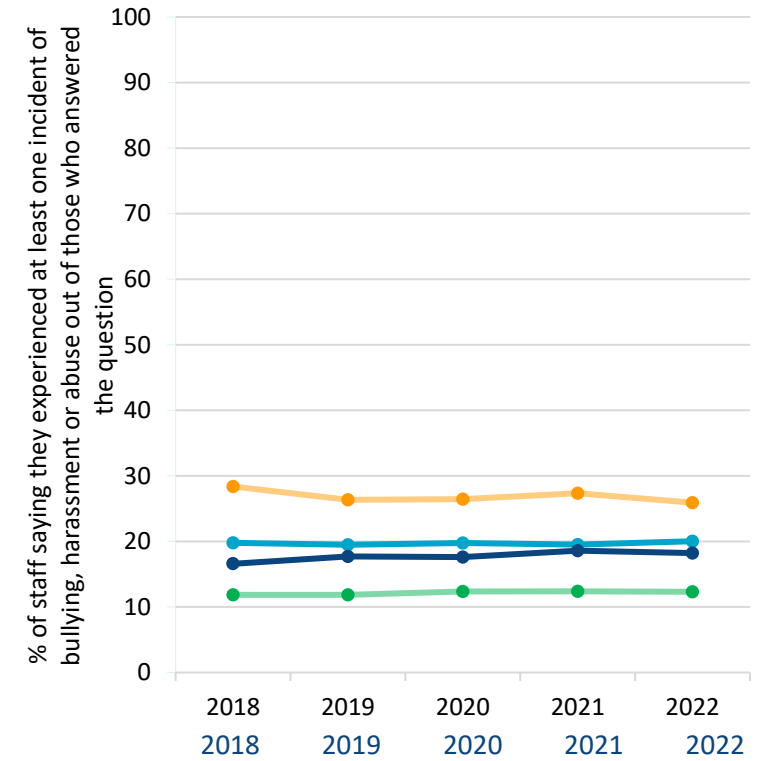
Your org	25.5%	26.9%	23.7%	25.4%	28.5%
Best	22.0%	21.5%	18.3%	21.0%	20.6%
Average	28.5%	28.5%	26.3%	27.4%	28.1%
Worst	37.9%	36.5%	38.2%	35.5%	38.5%
Responses	2906	2743	2975	3433	3492

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



Your org	10.5%	11.9%	12.2%	11.7%	10.3%
Best	8.0%	6.4%	6.3%	5.7%	6.4%
Average	13.3%	12.5%	12.6%	11.9%	11.6%
Worst	24.4%	23.7%	23.9%	17.8%	17.9%
Responses	2892	2730	2961	3417	3473

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



Your org	16.6%	17.7%	17.6%	18.6%	18.2%
Best	11.8%	11.9%	12.4%	12.4%	12.3%
Average	19.8%	19.5%	19.8%	19.5%	20.0%
Worst	28.4%	26.3%	26.5%	27.3%	25.9%
Responses	2881	2705	2939	3395	3453

## People Promise element – We are always learning



### Questions included:

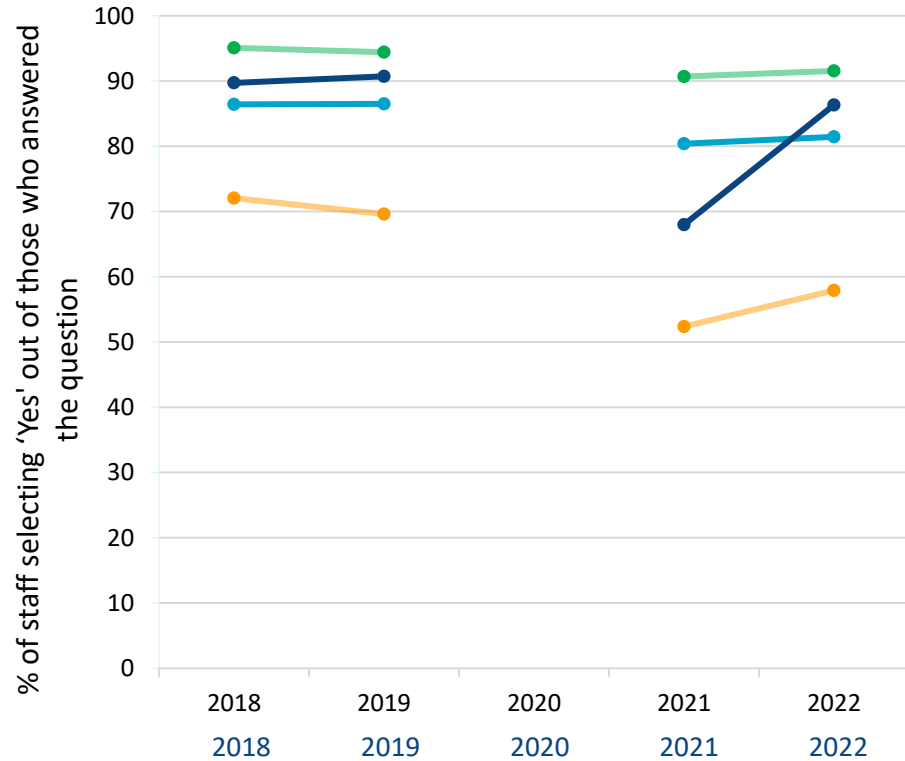
Development – Q22a, Q22b, Q22c, Q22d, Q22e

Appraisals – Q21b, Q21c, Q21d

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

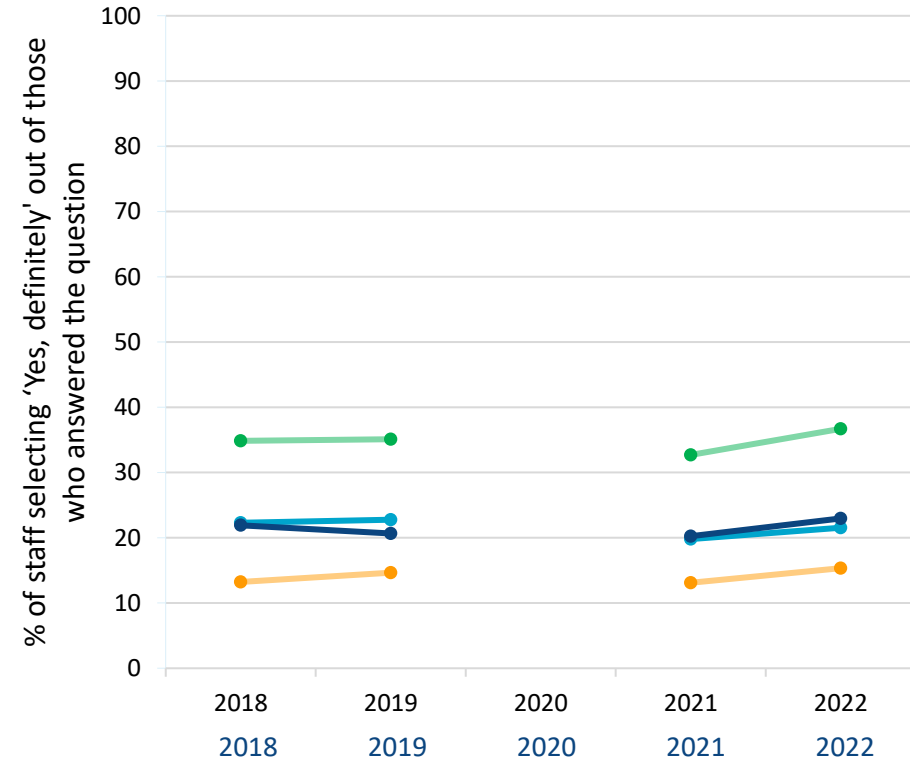


Q21a In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



Your org	89.7%	90.7%	-	68.0%	86.3%
Best	95.1%	94.4%	-	90.7%	91.5%
Average	86.4%	86.5%	-	80.4%	81.4%
Worst	72.1%	69.6%	-	52.4%	57.9%
Responses	2885	2722	-	3419	3479

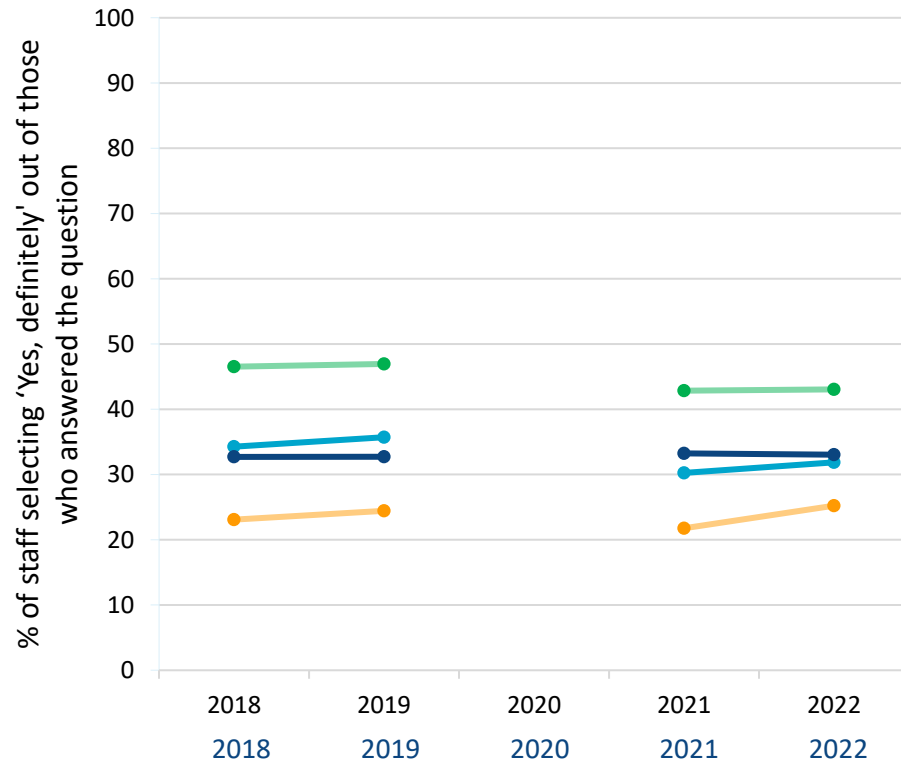
Q21b It helped me to improve how I do my job.



Your org	21.9%	20.7%	-	20.2%	23.0%
Best	34.8%	35.1%	-	32.7%	36.7%
Average	22.3%	22.8%	-	19.8%	21.5%
Worst	13.2%	14.7%	-	13.1%	15.3%
Responses	2583	2467	-	2336	2997

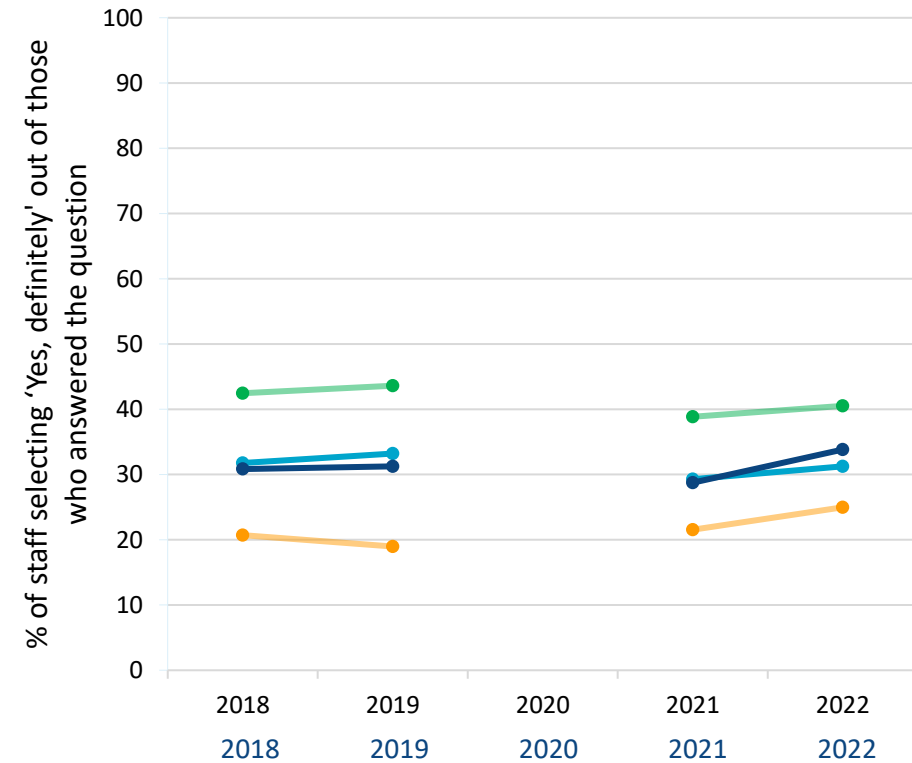


Q21c It helped me agree clear objectives for my work.



Your org	32.7%	32.7%	-	33.2%	33.0%
Best	46.5%	46.9%	-	42.8%	43.0%
Average	34.3%	35.7%	-	30.2%	31.9%
Worst	23.1%	24.4%	-	21.8%	25.2%
Responses	2579	2461	-	2336	2989

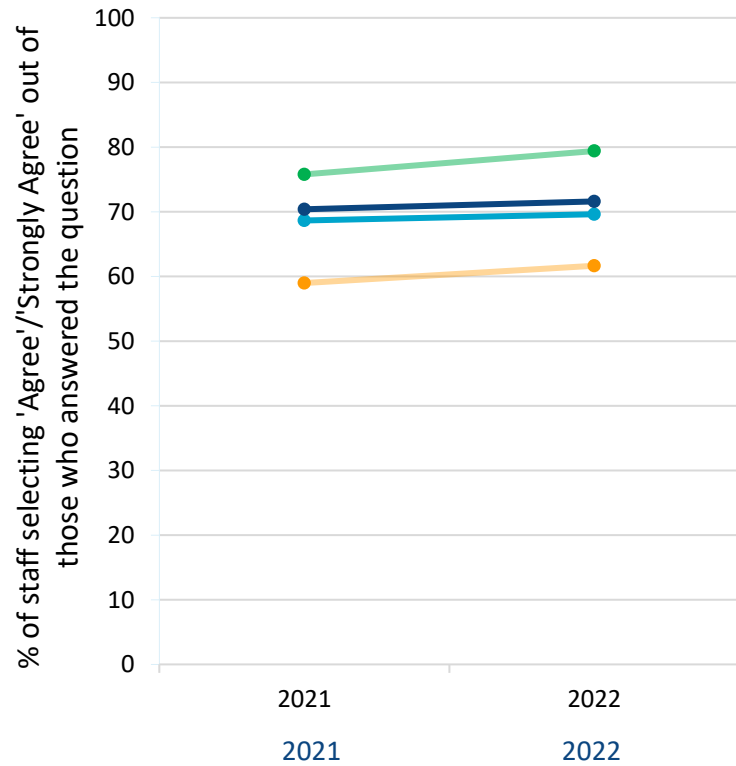
Q21d It left me feeling that my work is valued by my organisation.



Your org	30.8%	31.3%	-	28.7%	33.8%
Best	42.4%	43.6%	-	38.9%	40.5%
Average	31.8%	33.2%	-	29.3%	31.3%
Worst	20.7%	19.0%	-	21.5%	25.0%
Responses	2577	2461	-	2333	2992

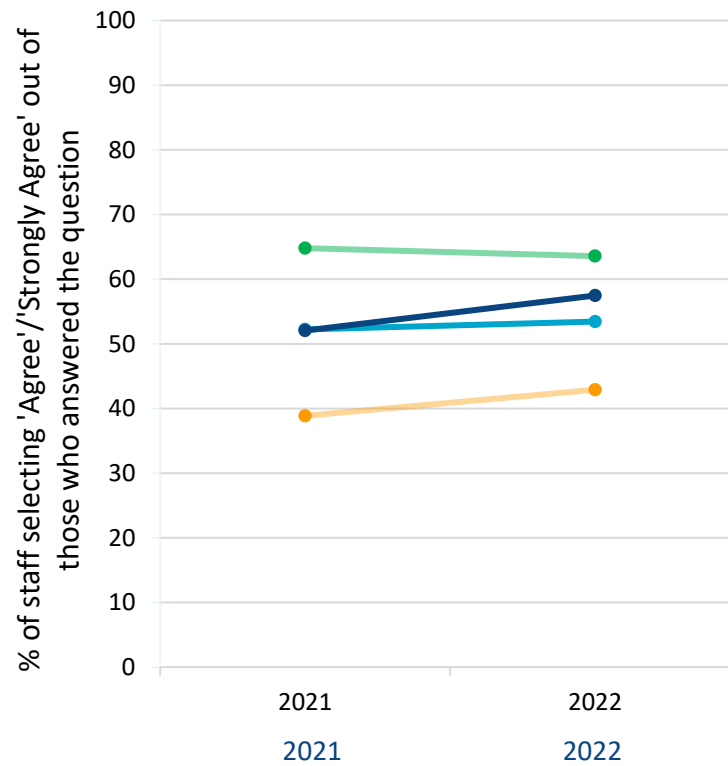


Q22a This organisation offers me challenging work.



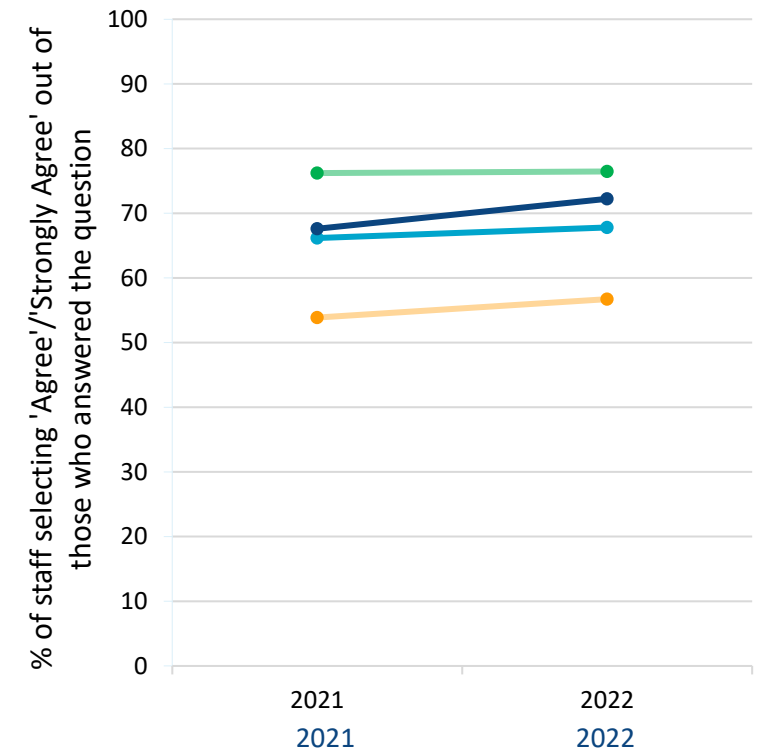
Your org	70.4%	71.6%
Best	75.8%	79.4%
Average	68.7%	69.6%
Worst	59.0%	61.7%
Responses	3432	3485

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



Your org	52.0%	57.5%
Best	64.8%	63.6%
Average	52.2%	53.4%
Worst	38.9%	42.9%
Responses	3432	3485

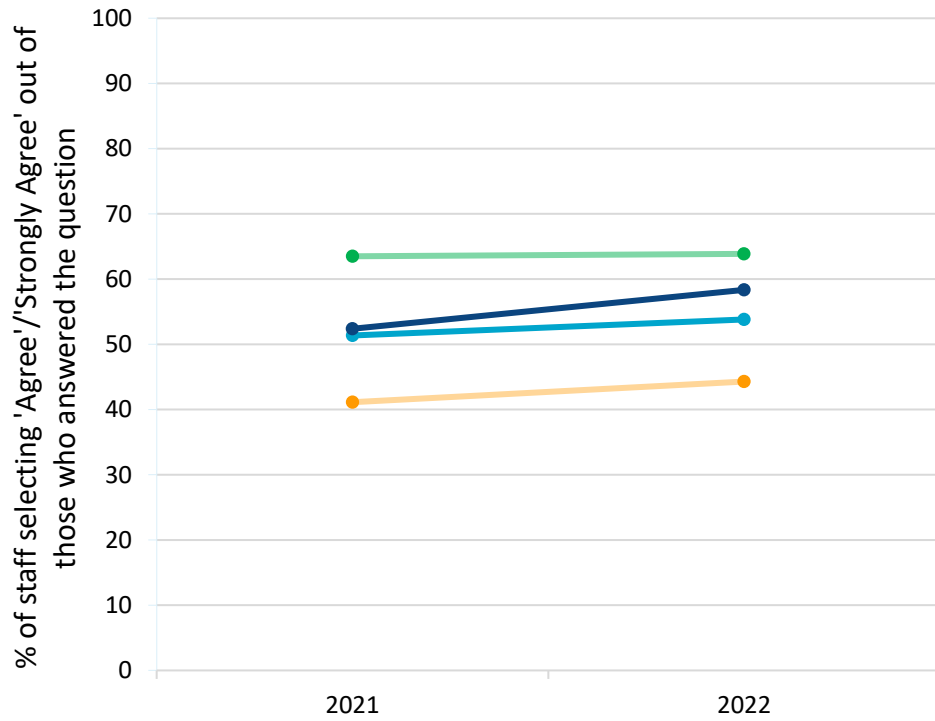
Q22c I have opportunities to improve my knowledge and skills.



Your org	67.6%	72.2%
Best	76.2%	76.5%
Average	66.2%	67.8%
Worst	53.9%	56.7%
Responses	3433	3483

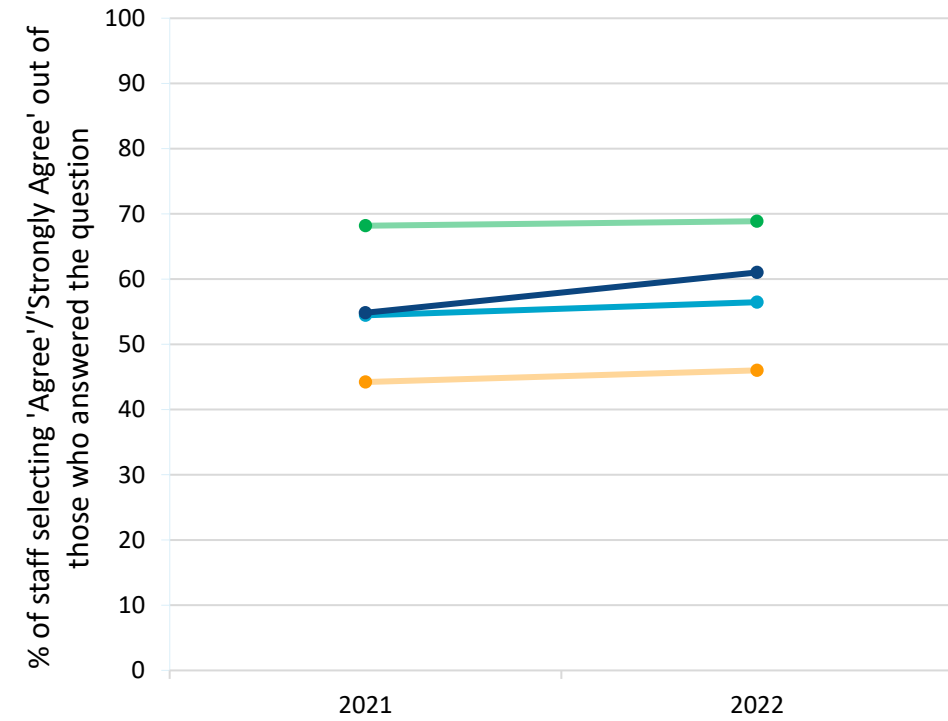


Q22d I feel supported to develop my potential.



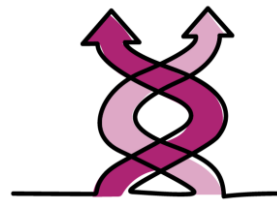
	2021	2022
Your org	52.4%	58.4%
Best	63.5%	63.9%
Average	51.4%	53.8%
Worst	41.1%	44.3%
Responses	3423	3471

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



	2021	2022
Your org	54.8%	61.0%
Best	68.2%	68.9%
Average	54.4%	56.4%
Worst	44.2%	46.0%
Responses	3424	3467

## People Promise element – We work flexibly



Questions included:

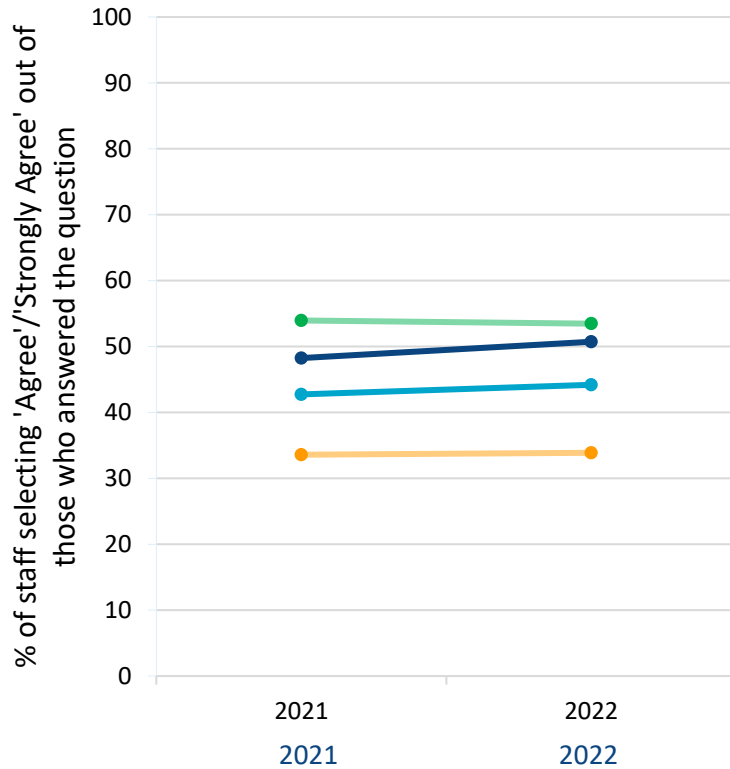
Support for work-life balance – Q6b, Q6c, Q6d

Flexible working – Q4d





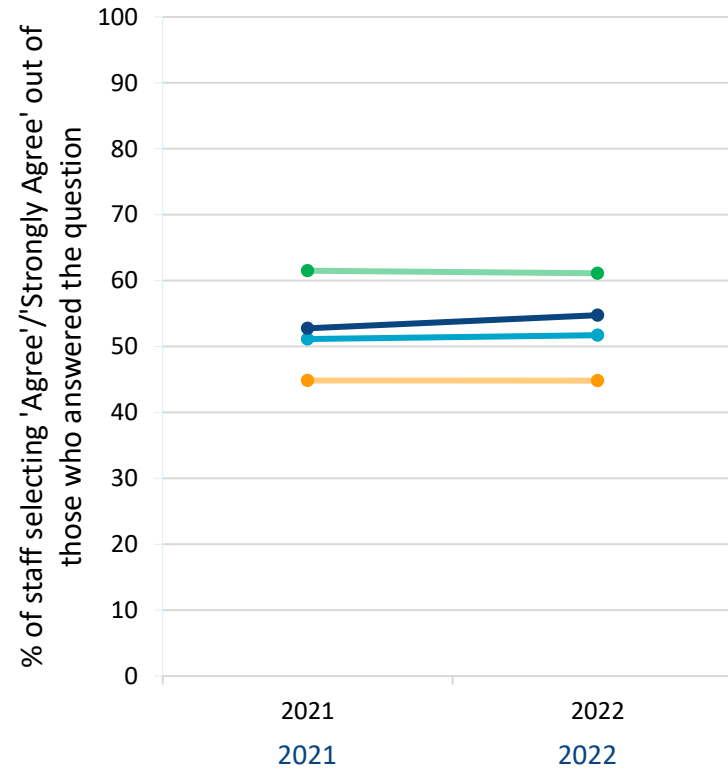
Q6b My organisation is committed to helping me balance my work and home life.



Your org	48.2%	50.7%
Best	54.0%	53.5%
Average	42.7%	44.2%
Worst	33.6%	33.9%

Responses 3443 3496

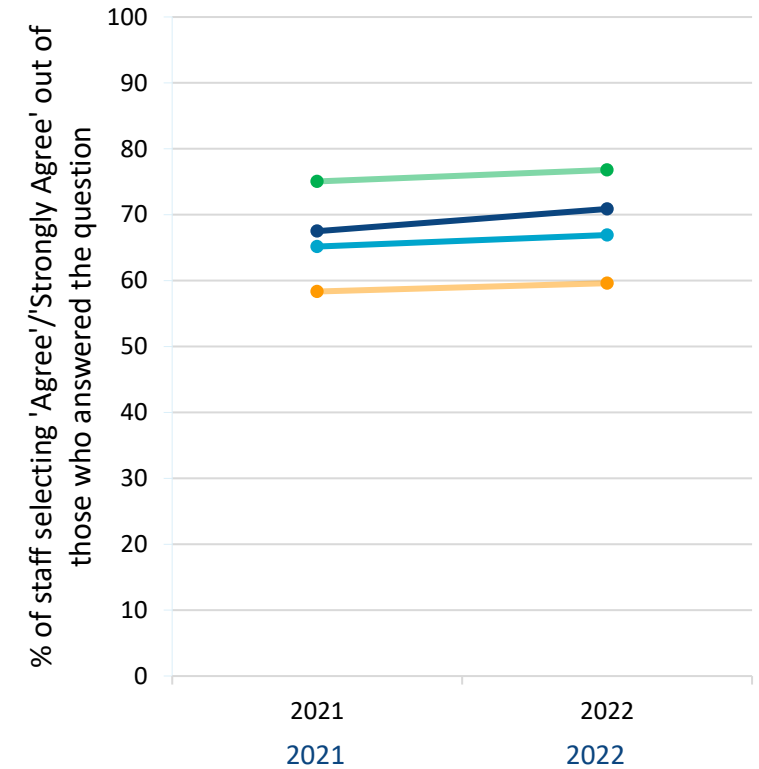
Q6c I achieve a good balance between my work life and my home life.



Your org	52.8%	54.8%
Best	61.5%	61.1%
Average	51.1%	51.7%
Worst	44.9%	44.8%

Responses 3437 3485

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

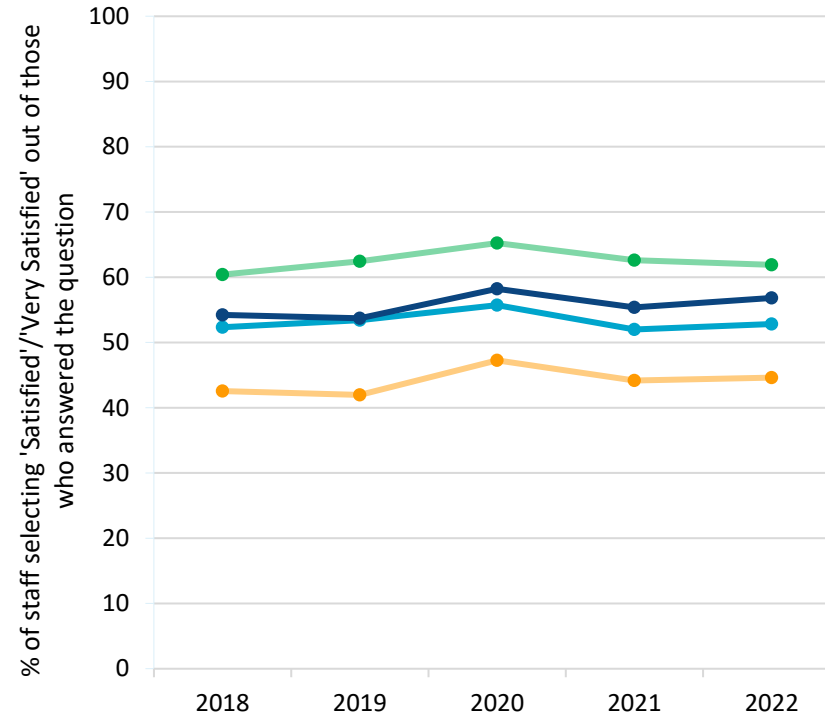


Your org	67.5%	70.9%
Best	75.0%	76.8%
Average	65.2%	66.9%
Worst	58.4%	59.6%

Responses 3442 3496

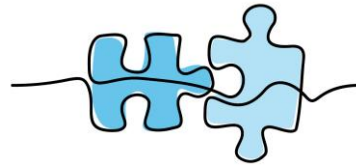


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2018	2019	2020	2021	2022
<b>Your org</b>	54.2%	53.7%	58.2%	55.4%	56.8%
<b>Best</b>	60.4%	62.4%	65.2%	62.6%	61.9%
<b>Average</b>	52.3%	53.4%	55.7%	52.0%	52.8%
<b>Worst</b>	42.5%	42.0%	47.3%	44.2%	44.6%
<b>Responses</b>	2928	2779	2972	3420	3486

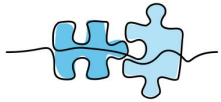
## People Promise element – We are a team



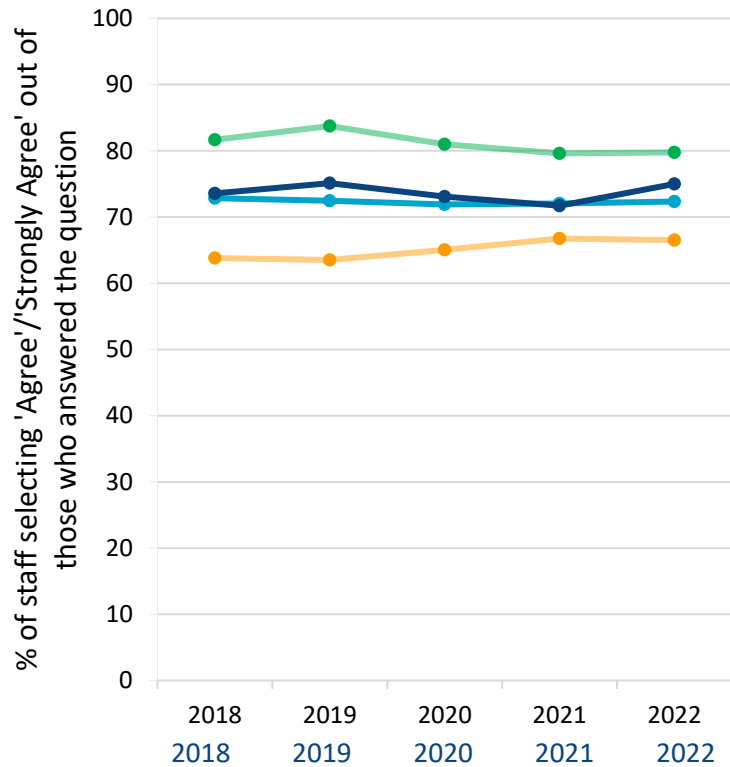
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

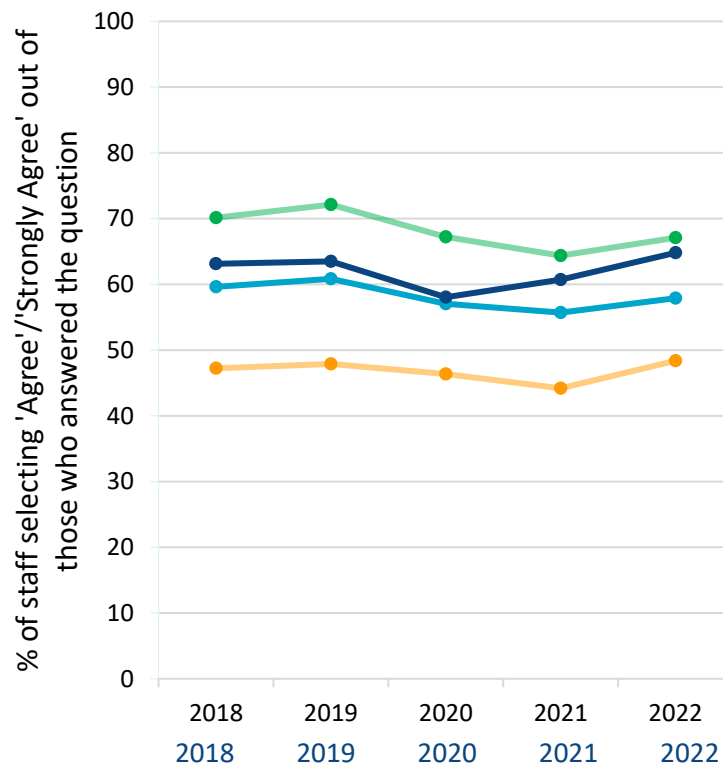


Q7a The team I work in has a set of shared objectives.



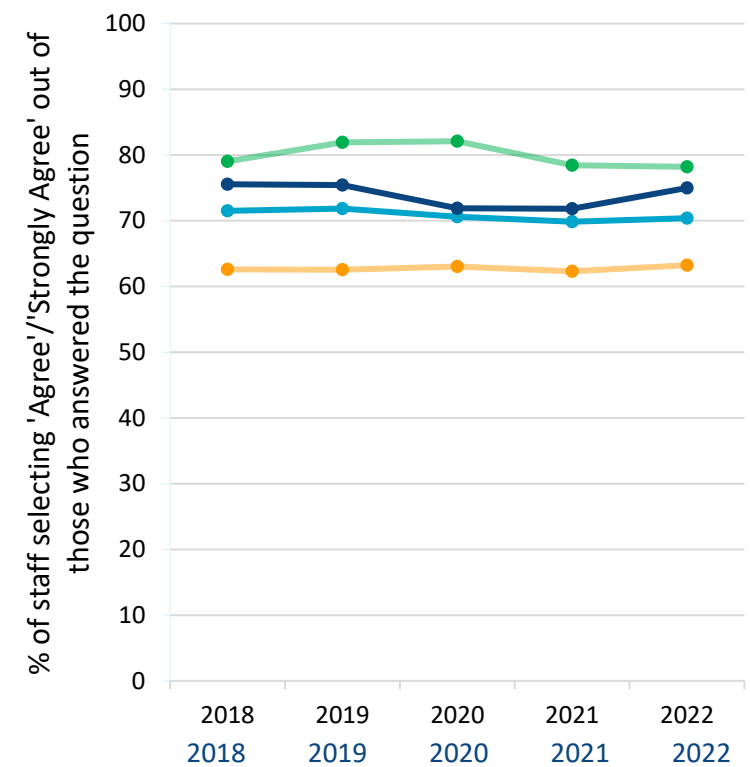
<b>Your org</b>	73.6%	75.1%	73.1%	71.7%	75.0%
<b>Best</b>	81.7%	83.8%	81.0%	79.6%	79.8%
<b>Average</b>	72.8%	72.5%	71.9%	72.1%	72.3%
<b>Worst</b>	63.8%	63.5%	65.0%	66.8%	66.5%
<b>Responses</b>	2928	2777	2945	3444	3490

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

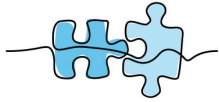


<b>Your org</b>	63.1%	63.5%	58.0%	60.7%	64.8%
<b>Best</b>	70.1%	72.1%	67.2%	64.4%	67.1%
<b>Average</b>	59.6%	60.8%	57.0%	55.7%	57.9%
<b>Worst</b>	47.2%	47.9%	46.4%	44.2%	48.4%
<b>Responses</b>	2932	2774	2953	3431	3487

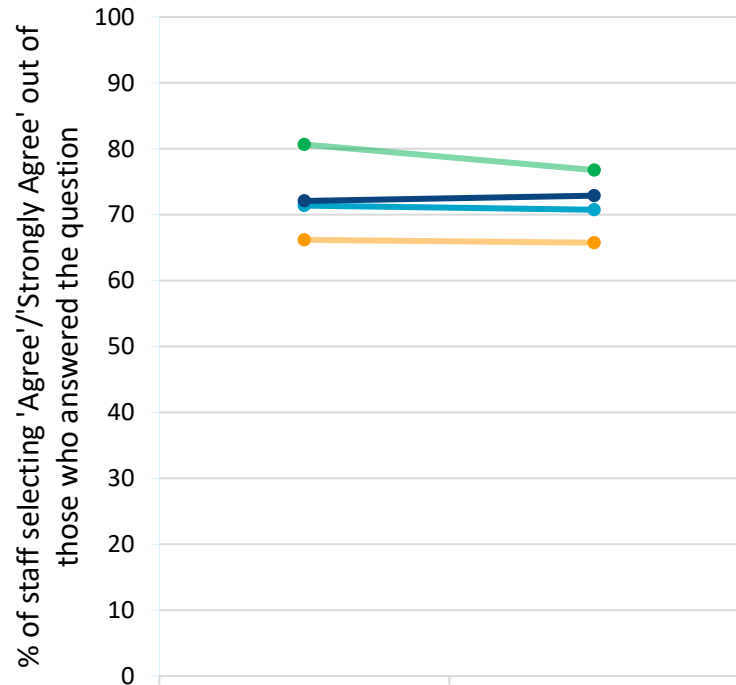
Q7c I receive the respect I deserve from my colleagues at work.



<b>Your org</b>	75.5%	75.4%	71.9%	71.8%	75.0%
<b>Best</b>	79.0%	81.9%	82.1%	78.4%	78.2%
<b>Average</b>	71.5%	71.8%	70.6%	69.9%	70.4%
<b>Worst</b>	62.6%	62.5%	63.0%	62.3%	63.2%
<b>Responses</b>	2943	2789	2958	3439	3491

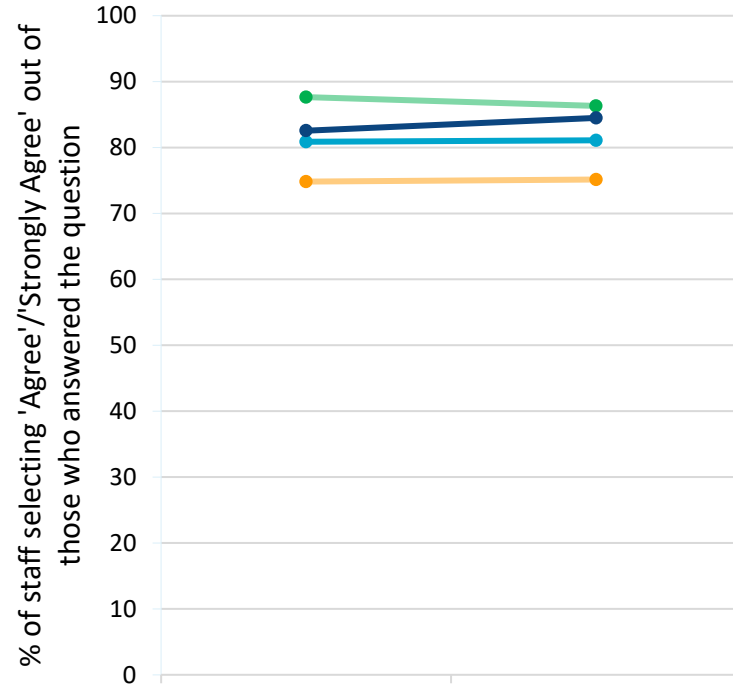


Q7d Team members understand each other's roles.



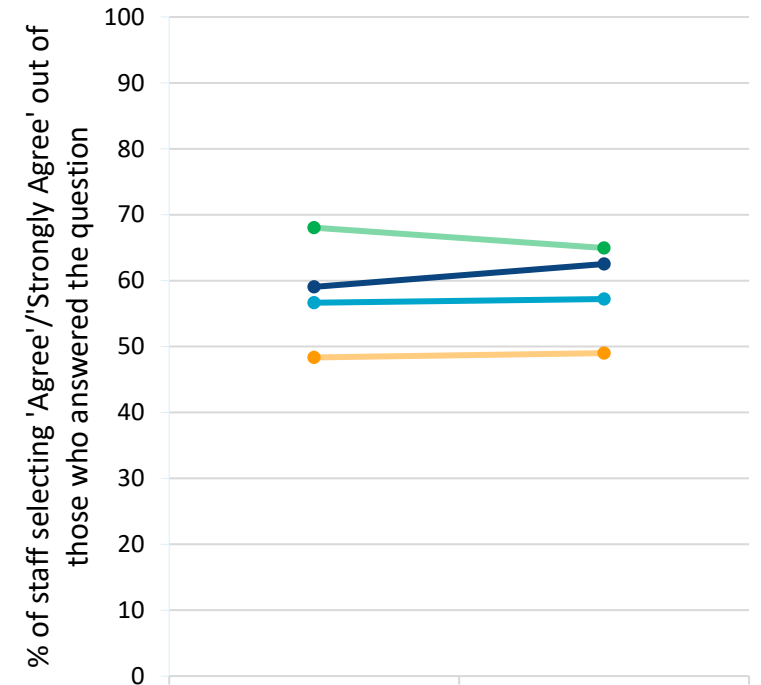
	2021	2022
Your org	72.1%	72.9%
Best	80.6%	76.8%
Average	71.4%	70.7%
Worst	66.2%	65.8%
Responses	3431	3492

Q7e I enjoy working with the colleagues in my team.

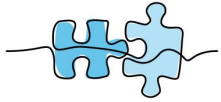


	2021	2022
Your org	82.6%	84.5%
Best	87.6%	86.3%
Average	80.9%	81.1%
Worst	74.8%	75.1%
Responses	3431	3490

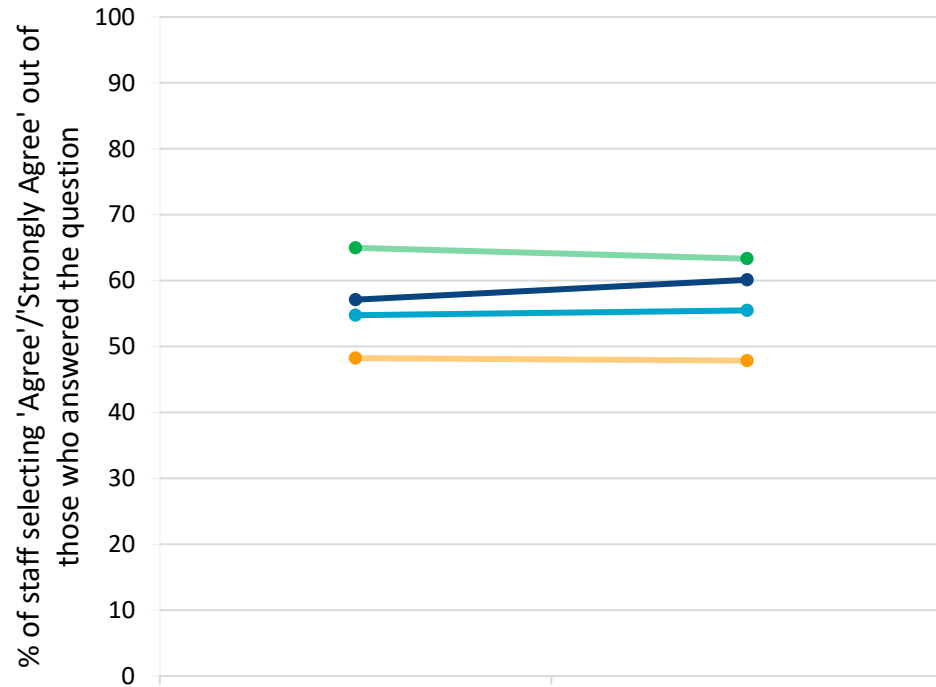
Q7f My team has enough freedom in how to do its work.



	2021	2022
Your org	59.1%	62.5%
Best	68.0%	64.9%
Average	56.6%	57.2%
Worst	48.3%	49.0%
Responses	3427	3487



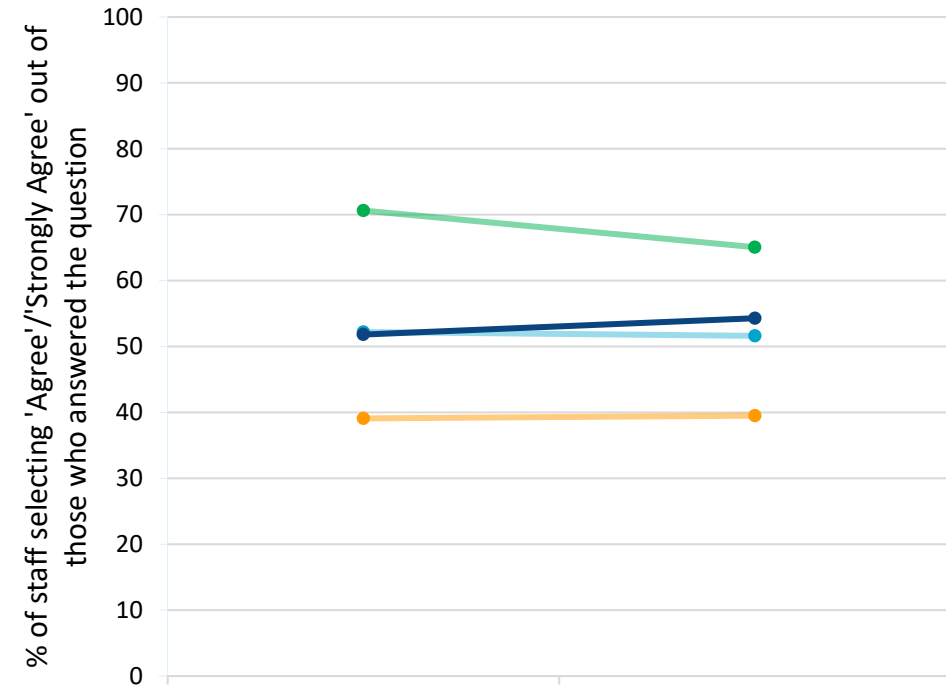
Q7g In my team disagreements are dealt with constructively.



	2021	2022
Your org	57.1%	60.1%
Best	65.0%	63.3%
Average	54.8%	55.5%
Worst	48.2%	47.9%

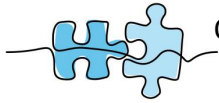
Responses 3429 3477

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

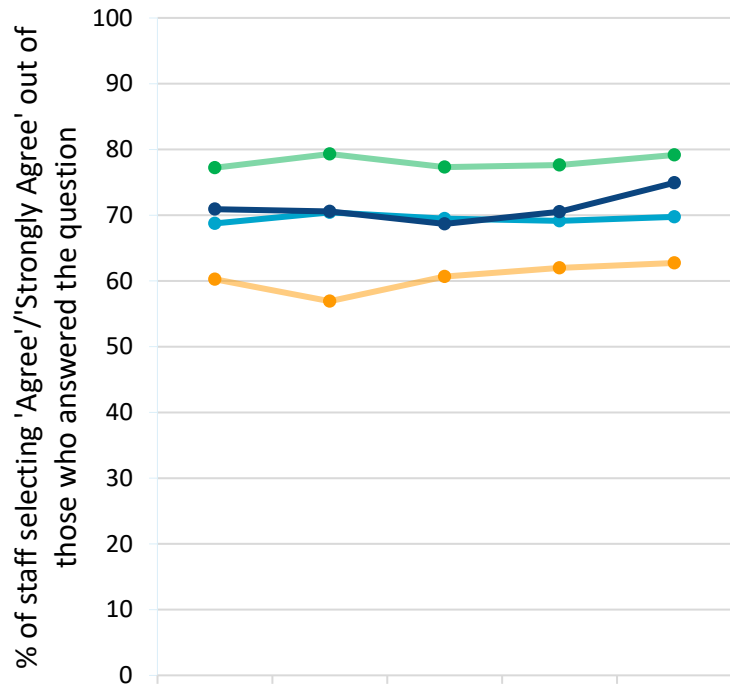


	2021	2022
Your org	51.8%	54.3%
Best	70.6%	65.1%
Average	52.2%	51.6%
Worst	39.1%	39.5%

Responses 3429 3482

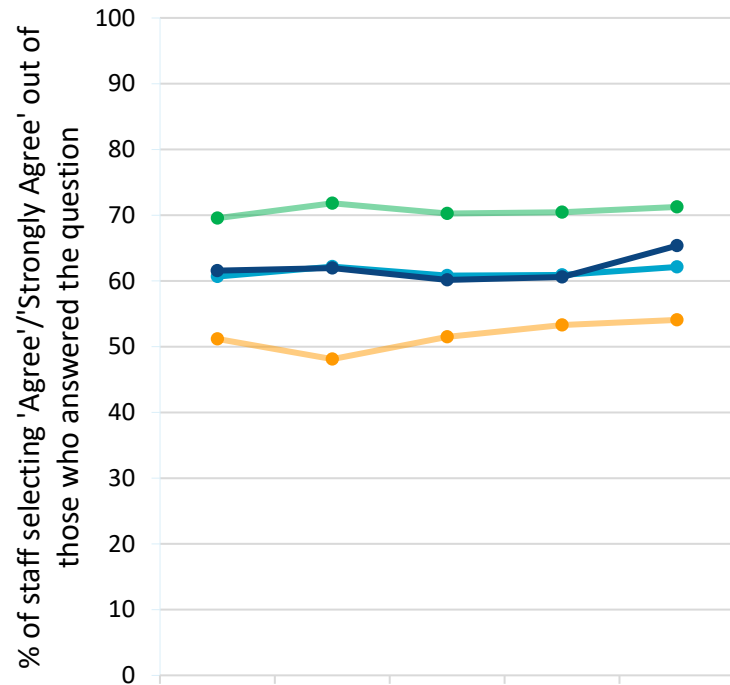


Q9a My immediate manager encourages me at work.



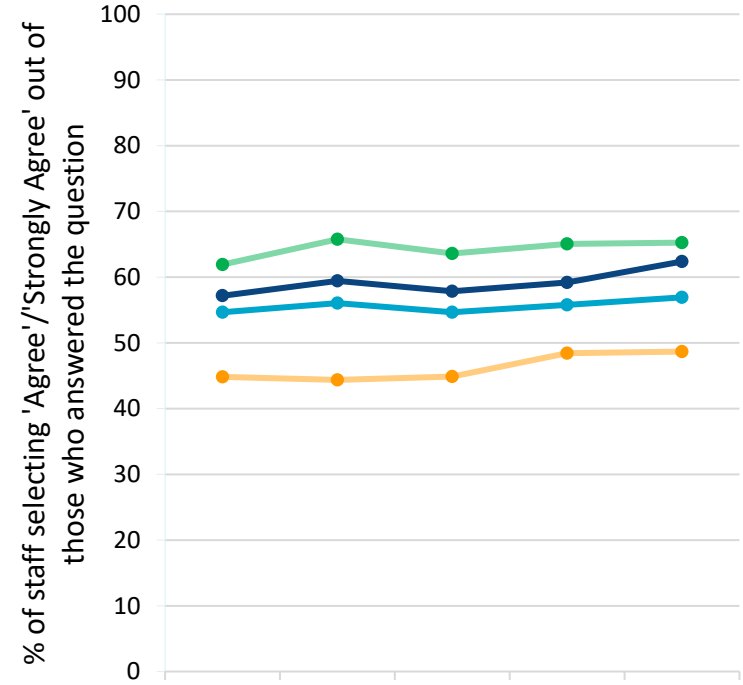
	2018	2019	2020	2021	2022
<b>Your org</b>	70.9%	70.6%	68.7%	70.5%	74.9%
<b>Best</b>	77.2%	79.3%	77.3%	77.6%	79.2%
<b>Average</b>	68.7%	70.4%	69.5%	69.1%	69.7%
<b>Worst</b>	60.3%	56.9%	60.7%	62.0%	62.7%
<b>Responses</b>	2930	2775	2982	3444	3492

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

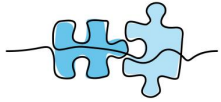


	2018	2019	2020	2021	2022
<b>Your org</b>	61.6%	62.0%	60.2%	60.6%	65.4%
<b>Best</b>	69.5%	71.8%	70.3%	70.4%	71.3%
<b>Average</b>	60.7%	62.2%	60.8%	60.9%	62.1%
<b>Worst</b>	51.2%	48.1%	51.5%	53.3%	54.1%
<b>Responses</b>	2923	2767	2972	3437	3496

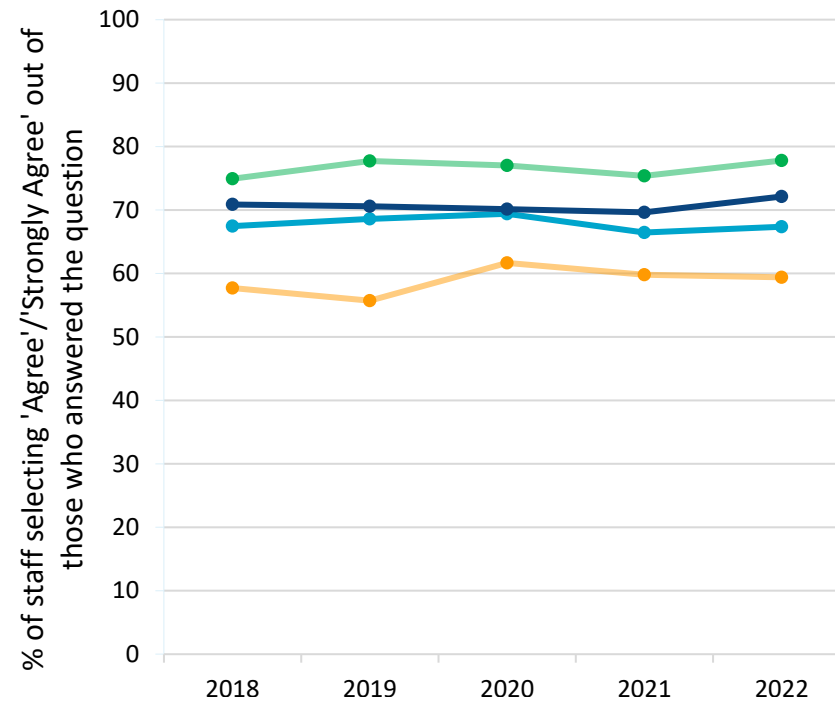
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2018	2019	2020	2021	2022
<b>Your org</b>	57.2%	59.4%	57.8%	59.2%	62.4%
<b>Best</b>	61.9%	65.8%	63.6%	65.1%	65.3%
<b>Average</b>	54.7%	56.0%	54.7%	55.8%	56.9%
<b>Worst</b>	44.8%	44.4%	44.9%	48.4%	48.7%
<b>Responses</b>	2920	2765	2971	3444	3495



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



	2018	2019	2020	2021	2022
<b>Your org</b>	70.9%	70.6%	70.1%	69.6%	72.1%
<b>Best</b>	74.9%	77.7%	77.0%	75.4%	77.8%
<b>Average</b>	67.5%	68.6%	69.4%	66.4%	67.4%
<b>Worst</b>	57.7%	55.7%	61.7%	59.8%	59.4%

Responses 2926 2766 2977 3446 3498



## Theme – Staff engagement

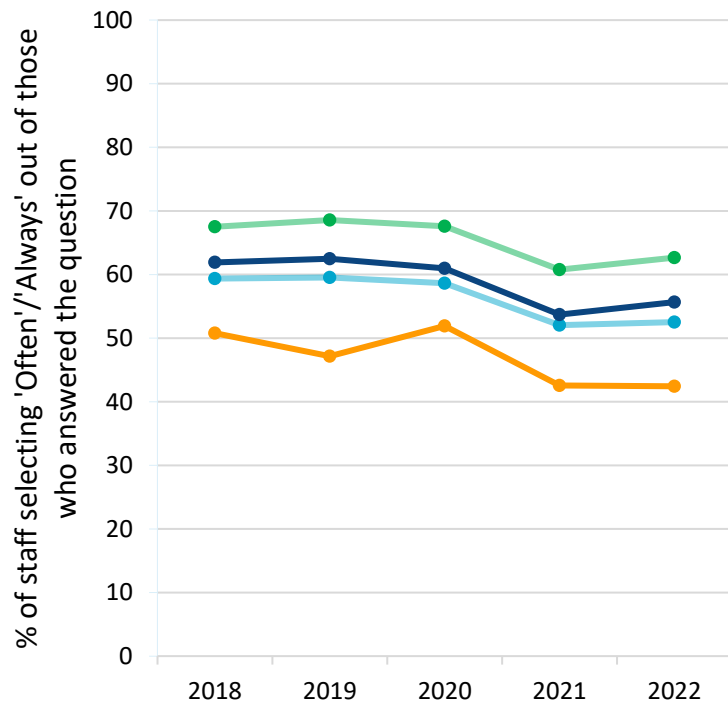
### Questions included:

Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

Advocacy – Q23a, Q23c, Q23d

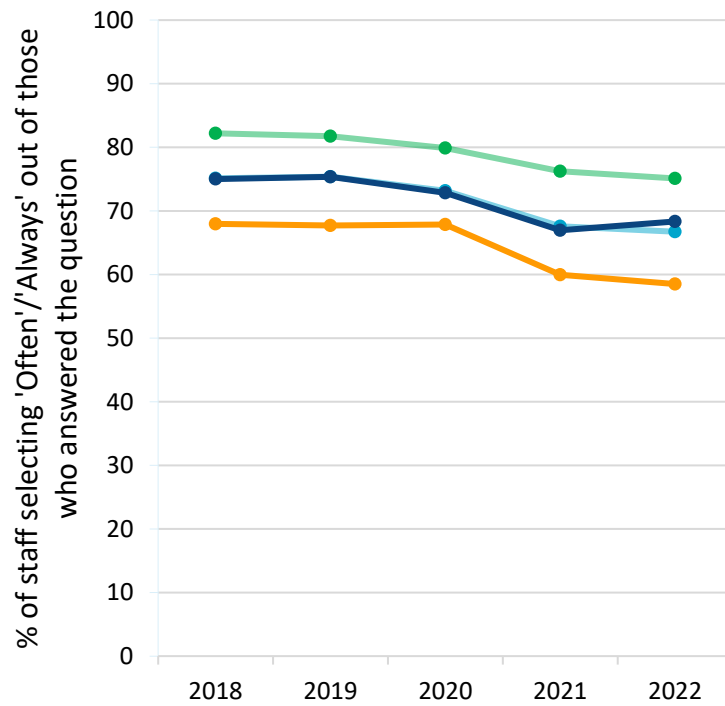
Q2a I look forward to going to work.



	2018	2019	2020	2021	2022
Best	67.5%	68.6%	67.6%	60.8%	62.7%
Average	59.4%	59.5%	58.6%	52.0%	52.5%
Your org	61.9%	62.5%	61.0%	53.7%	55.7%
Worst	50.8%	47.2%	51.9%	42.5%	42.4%

Responses 2938 2784 2964 3436 3487

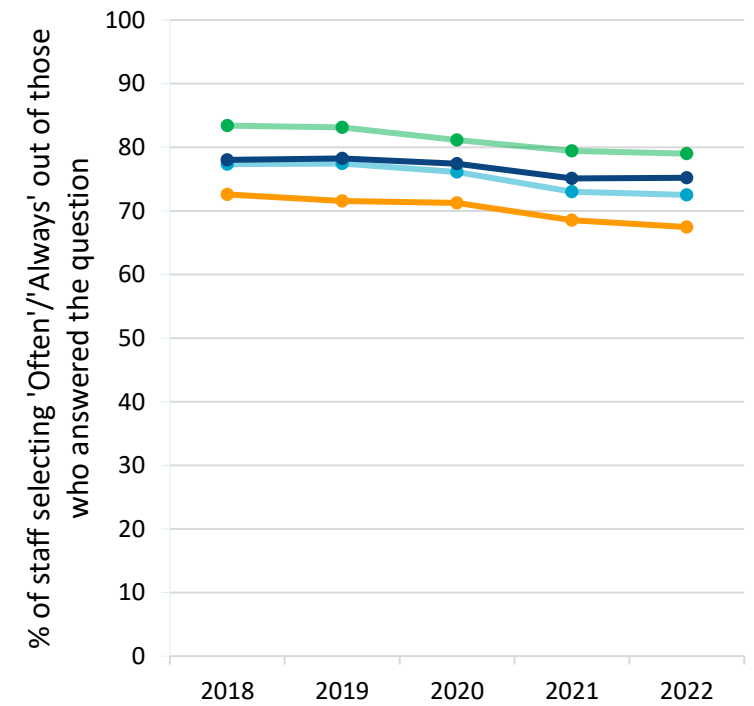
Q2b I am enthusiastic about my job.



	2018	2019	2020	2021	2022
Best	82.2%	81.7%	79.9%	76.2%	75.1%
Average	75.1%	75.4%	73.2%	67.6%	66.7%
Your org	75.0%	75.4%	72.8%	67.0%	68.3%
Worst	68.0%	67.7%	67.9%	60.0%	58.5%

Responses 2919 2774 2951 3417 3473

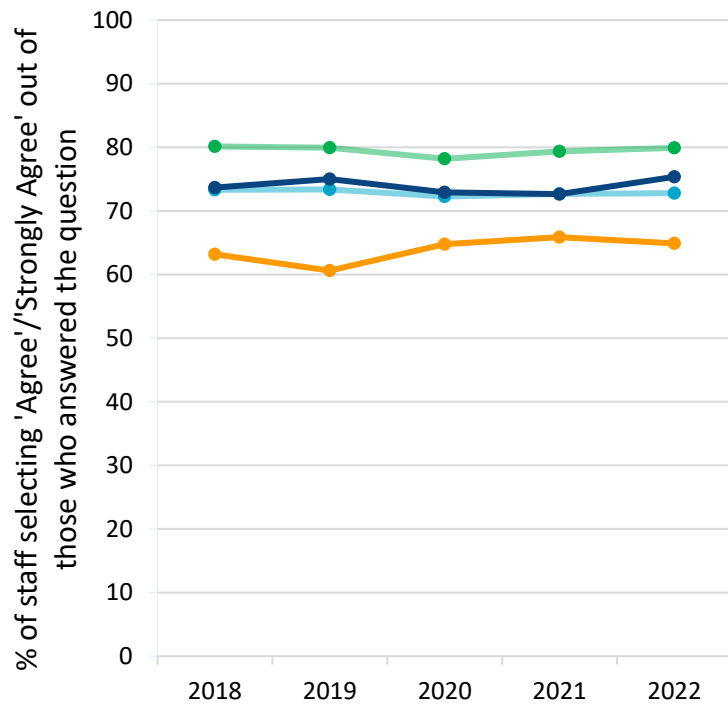
Q2c Time passes quickly when I am working.



	2018	2019	2020	2021	2022
Best	83.4%	83.1%	81.1%	79.4%	79.0%
Average	77.3%	77.4%	76.1%	73.0%	72.5%
Your org	78.0%	78.2%	77.4%	75.1%	75.2%
Worst	72.6%	71.6%	71.3%	68.5%	67.5%

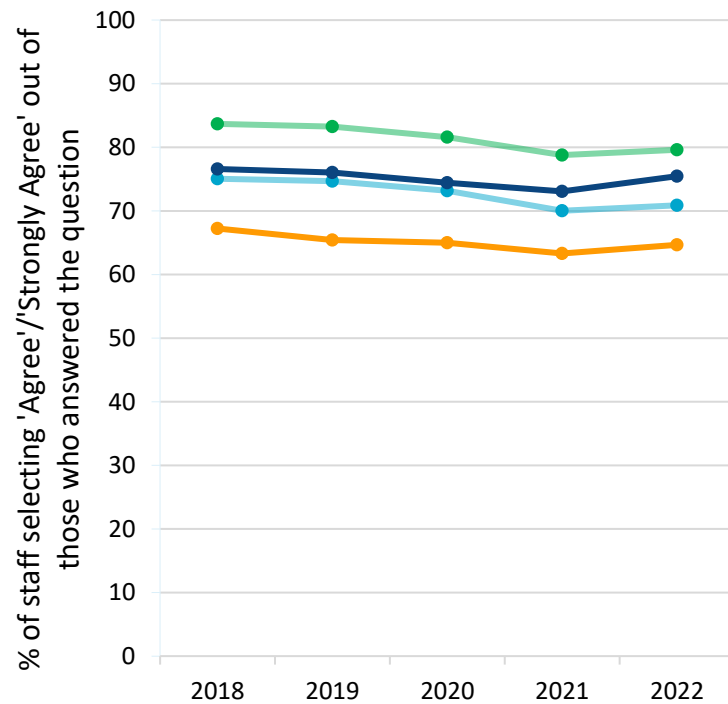
Responses 2918 2768 2951 3419 3473

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



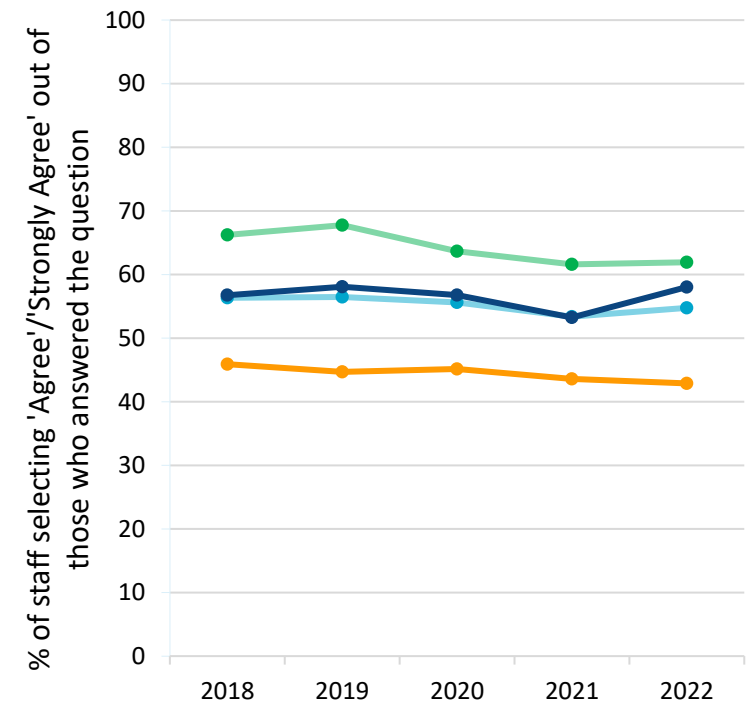
	2018	2019	2020	2021	2022
<b>Your org</b>	73.7%	75.0%	72.9%	72.6%	75.4%
<b>Best</b>	80.1%	79.9%	78.2%	79.3%	79.9%
<b>Average</b>	73.3%	73.4%	72.3%	72.7%	72.8%
<b>Worst</b>	63.2%	60.6%	64.8%	65.9%	64.9%
Responses	2945	2787	2971	3439	3494

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



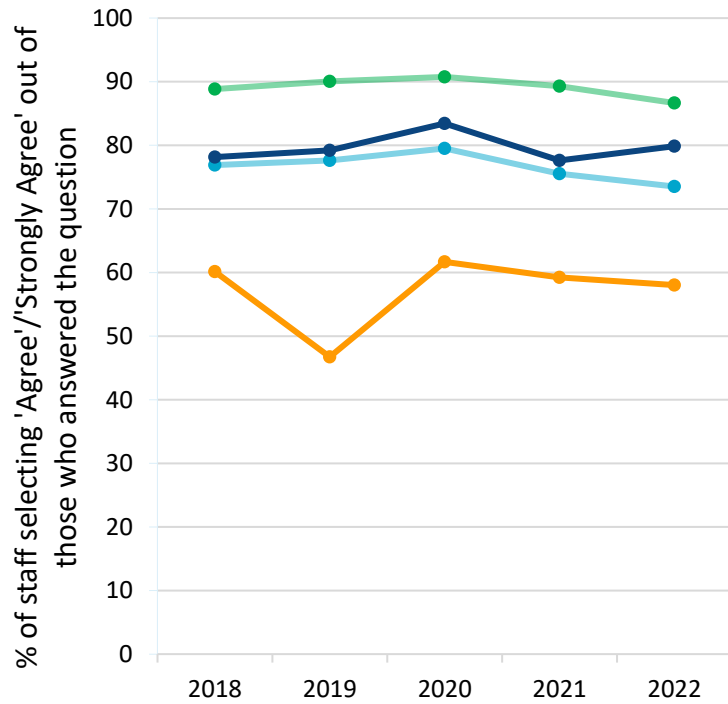
	2018	2019	2020	2021	2022
<b>Your org</b>	76.6%	76.0%	74.4%	73.1%	75.5%
<b>Best</b>	83.7%	83.3%	81.6%	78.8%	79.6%
<b>Average</b>	75.0%	74.7%	73.2%	70.0%	70.9%
<b>Worst</b>	67.2%	65.4%	65.0%	63.3%	64.7%
Responses	2943	2786	2967	3432	3484

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



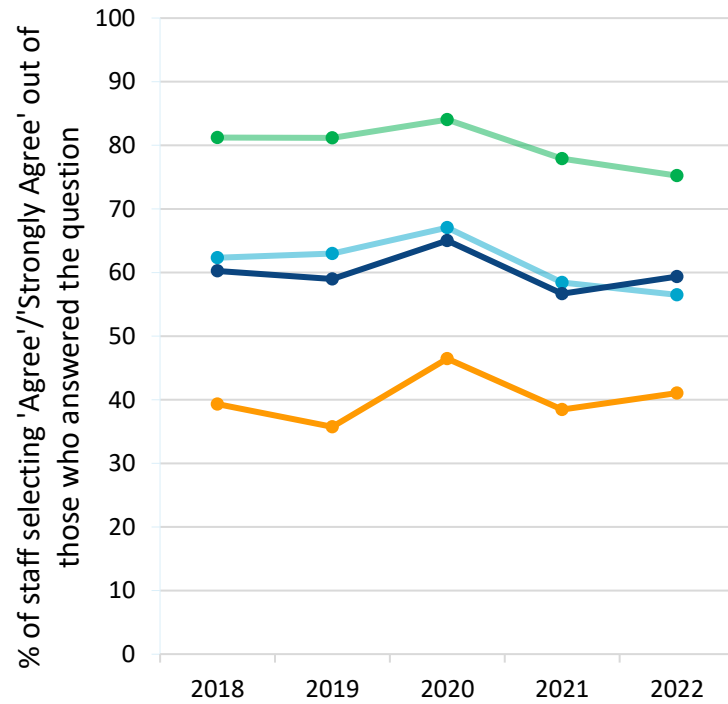
	2018	2019	2020	2021	2022
<b>Your org</b>	56.7%	58.1%	56.8%	53.2%	58.0%
<b>Best</b>	66.2%	67.8%	63.7%	61.6%	61.9%
<b>Average</b>	56.4%	56.5%	55.6%	53.4%	54.7%
<b>Worst</b>	45.9%	44.7%	45.1%	43.6%	42.9%
Responses	2932	2779	2960	3426	3473

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



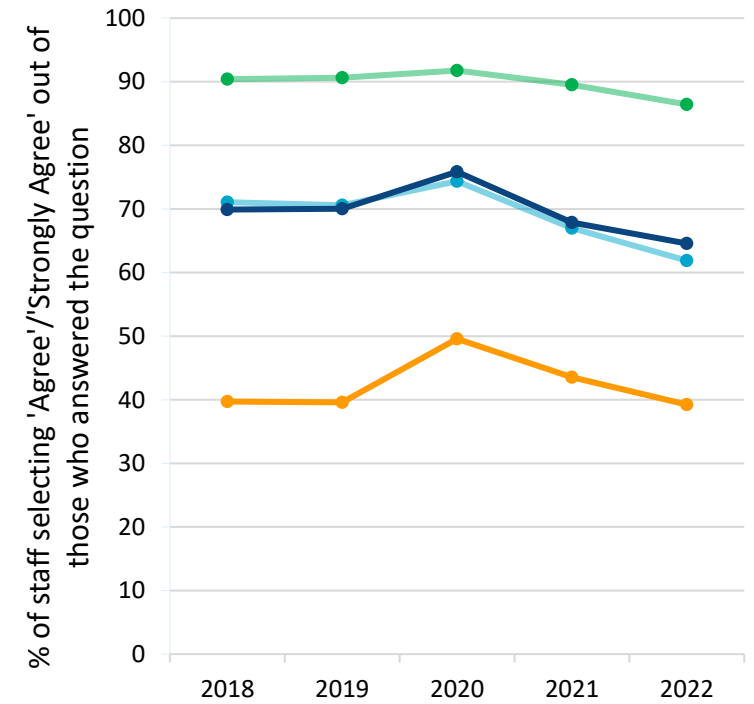
	2018	2019	2020	2021	2022
<b>Your org</b>	78.1%	79.2%	83.4%	77.6%	79.9%
<b>Best</b>	88.8%	90.0%	90.8%	89.3%	86.6%
<b>Average</b>	76.9%	77.6%	79.5%	75.5%	73.5%
<b>Worst</b>	60.1%	46.7%	61.7%	59.2%	58.0%
Responses	2907	2745	2979	3439	3480

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



	2018	2019	2020	2021	2022
<b>Your org</b>	60.3%	59.0%	65.0%	56.7%	59.4%
<b>Best</b>	81.2%	81.2%	84.0%	77.9%	75.2%
<b>Average</b>	62.3%	63.0%	67.1%	58.4%	56.5%
<b>Worst</b>	39.3%	35.7%	46.5%	38.5%	41.0%
Responses	2904	2739	2982	3435	3478

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



	2018	2019	2020	2021	2022
<b>Your org</b>	69.9%	70.0%	75.8%	67.9%	64.6%
<b>Best</b>	90.4%	90.6%	91.8%	89.5%	86.4%
<b>Average</b>	71.1%	70.6%	74.3%	67.0%	61.9%
<b>Worst</b>	39.7%	39.6%	49.6%	43.5%	39.2%
Responses	2894	2724	2977	3439	3471

## Theme - Morale

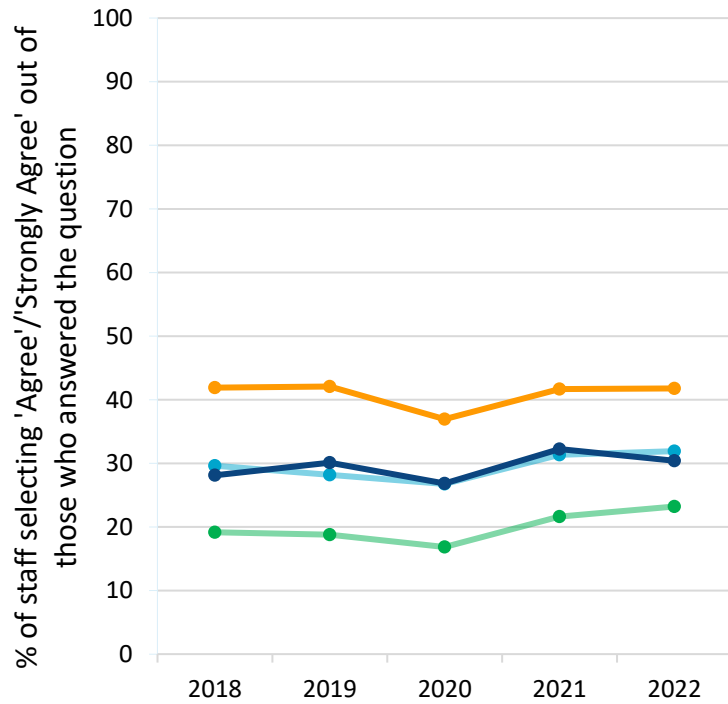
### Questions included:

Thinking about leaving – Q24a, Q24b, Q24c

Work pressure – Q3g, Q3h, Q3i

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

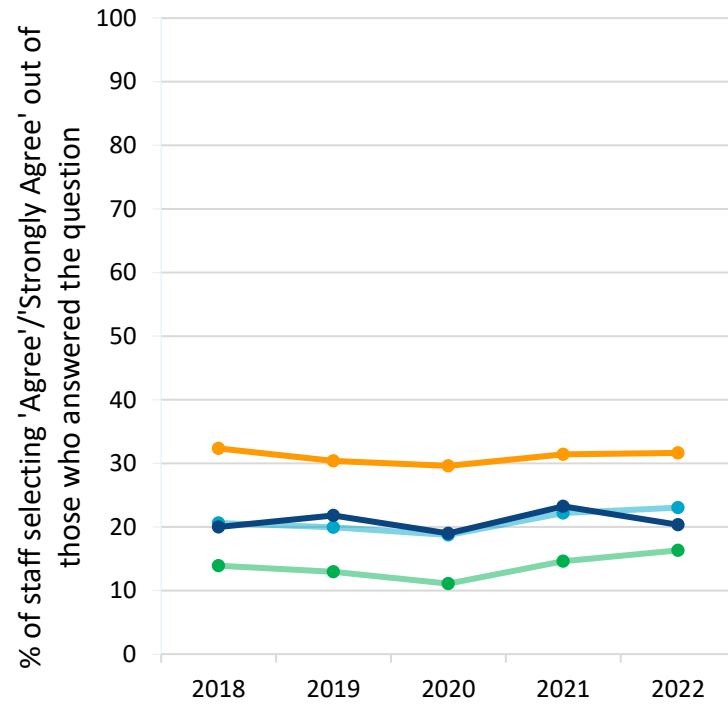
Q24a I often think about leaving this organisation.



	2018	2019	2020	2021	2022
Your org	28.1%	30.1%	26.8%	32.2%	30.4%
Best	19.2%	18.8%	16.9%	21.6%	23.2%
Average	29.6%	28.2%	26.8%	31.3%	31.9%
Worst	41.9%	42.1%	36.9%	41.7%	41.8%

Responses 2913 2740 2983 3445 3491

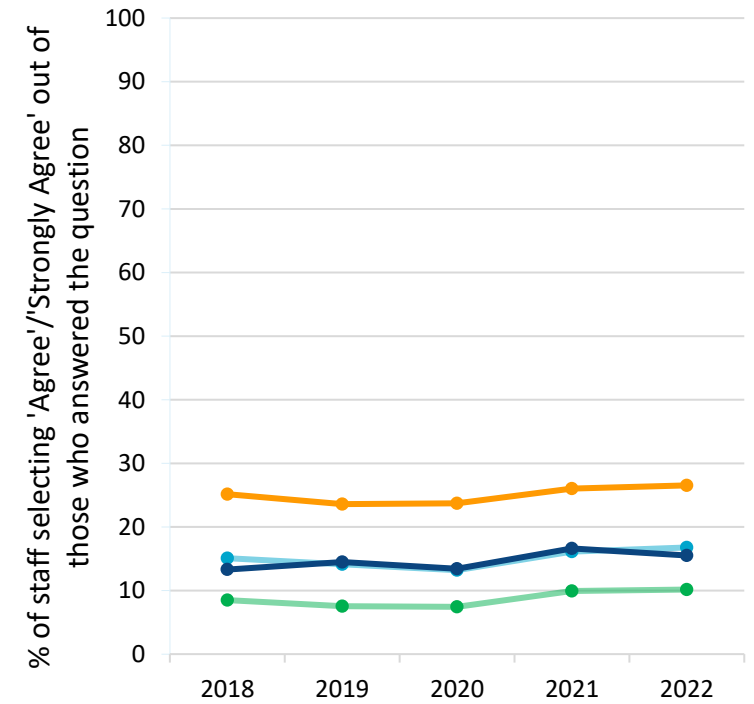
Q24b I will probably look for a job at a new organisation in the next 12 months.



	2018	2019	2020	2021	2022
Your org	20.0%	21.8%	19.0%	23.2%	20.3%
Best	13.9%	12.9%	11.1%	14.6%	16.3%
Average	20.6%	19.9%	18.7%	22.2%	23.0%
Worst	32.3%	30.4%	29.6%	31.4%	31.6%

Responses 2910 2739 2979 3438 3477

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

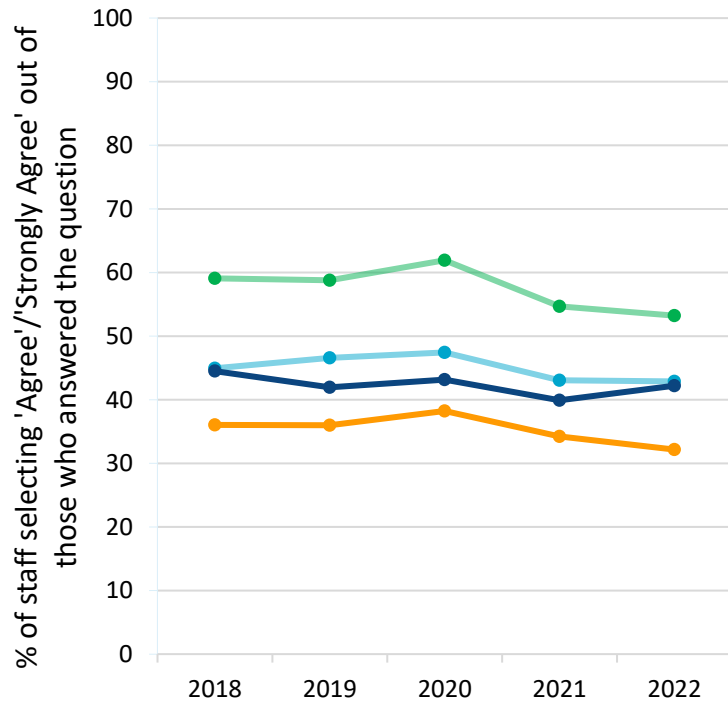


	2018	2019	2020	2021	2022
Your org	13.3%	14.5%	13.4%	16.6%	15.5%
Best	8.5%	7.5%	7.5%	9.9%	10.2%
Average	15.1%	14.1%	13.2%	16.1%	16.8%
Worst	25.2%	23.6%	23.7%	26.0%	26.5%

Responses 2899 2709 2964 3427 3475



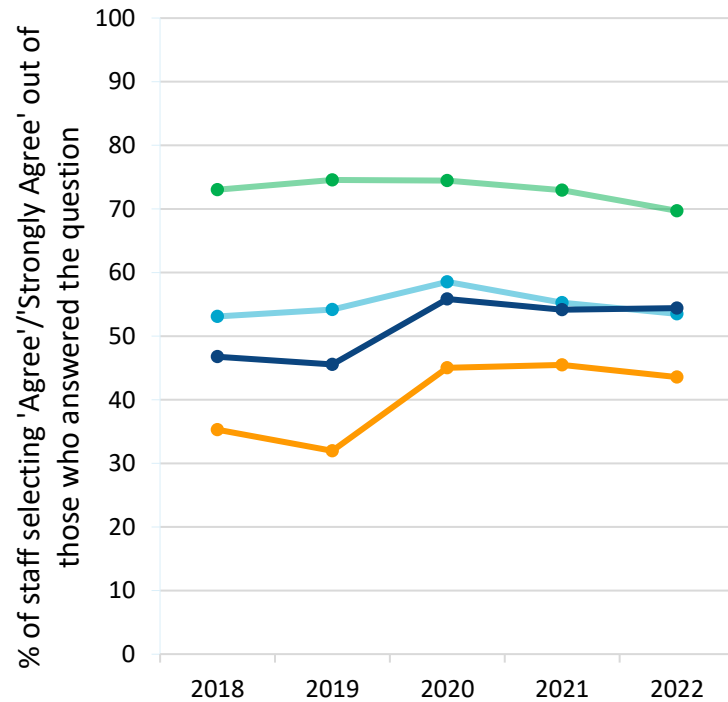
Q3g I am able to meet all the conflicting demands on my time at work.



	2018	2019	2020	2021	2022
Your org	44.5%	42.0%	43.2%	39.9%	42.2%
Best	59.1%	58.8%	61.9%	54.7%	53.2%
Average	44.9%	46.6%	47.4%	43.1%	42.9%
Worst	36.0%	36.0%	38.2%	34.2%	32.2%

Responses 2934 2784 2961 3420 3476

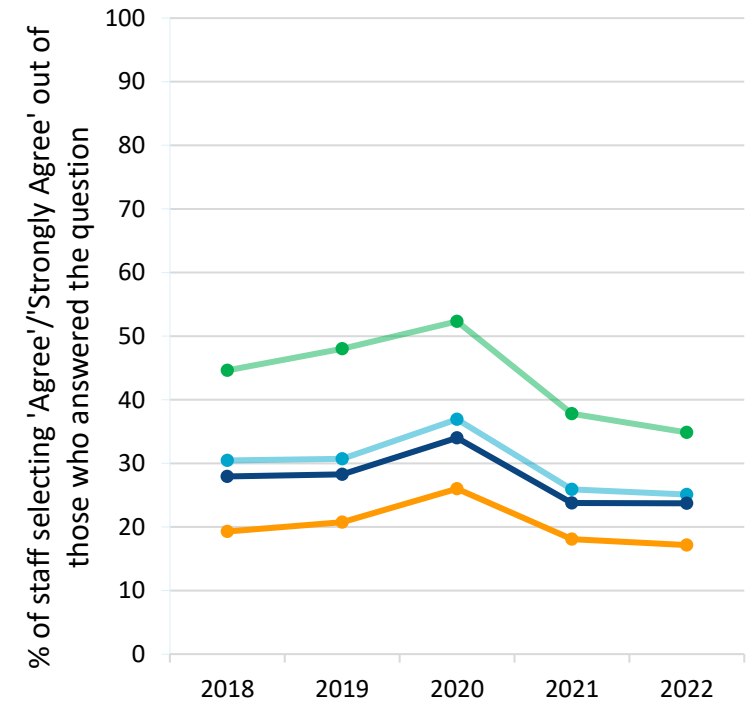
Q3h I have adequate materials, supplies and equipment to do my work.



	2018	2019	2020	2021	2022
Your org	46.8%	45.6%	55.8%	54.2%	54.4%
Best	73.0%	74.6%	74.5%	72.9%	69.7%
Average	53.1%	54.2%	58.5%	55.3%	53.5%
Worst	35.3%	32.0%	45.0%	45.5%	43.6%

Responses 2937 2776 2955 3415 3475

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

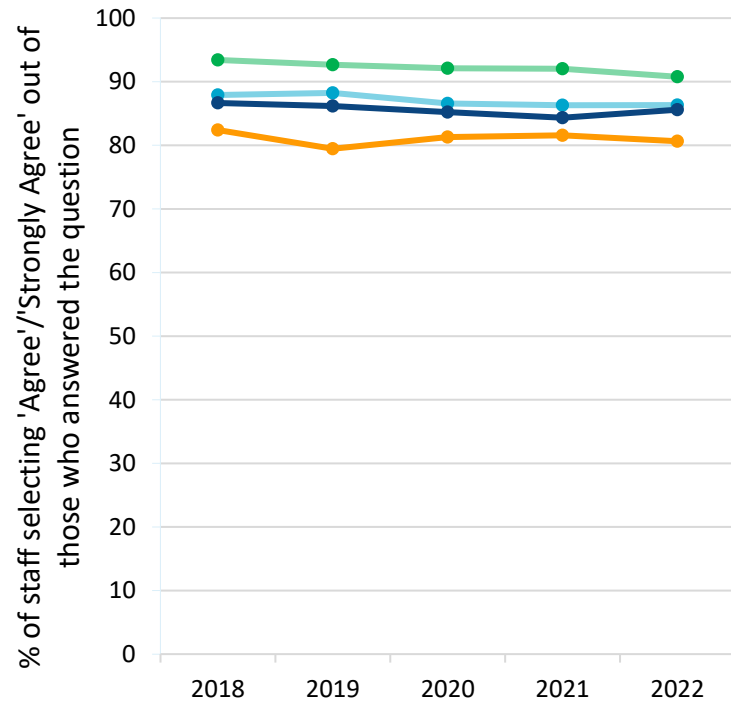


	2018	2019	2020	2021	2022
Your org	27.9%	28.3%	34.0%	23.8%	23.7%
Best	44.6%	48.0%	52.3%	37.8%	34.8%
Average	30.5%	30.7%	36.9%	25.9%	25.1%
Worst	19.3%	20.8%	26.0%	18.1%	17.2%

Responses 2935 2782 2960 3438 3493

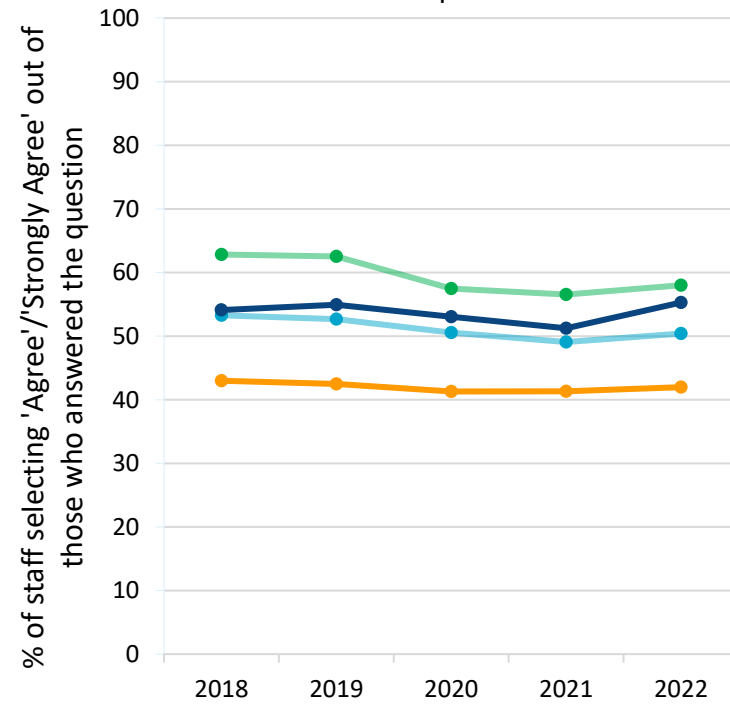


Q3a I always know what my work responsibilities are.



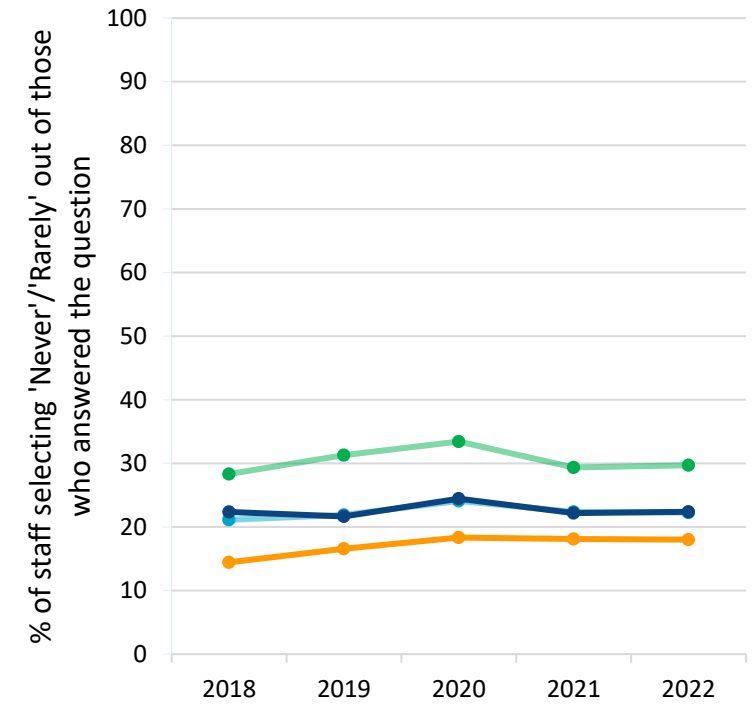
	2018	2019	2020	2021	2022
<b>Your org</b>	86.7%	86.2%	85.2%	84.3%	85.6%
<b>Best</b>	93.4%	92.7%	92.1%	92.0%	90.8%
<b>Average</b>	87.9%	88.2%	86.6%	86.3%	86.3%
<b>Worst</b>	82.4%	79.5%	81.3%	81.6%	80.6%
Responses	2927	2761	2955	3445	3498

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



	2018	2019	2020	2021	2022
<b>Your org</b>	54.1%	54.9%	53.1%	51.2%	55.3%
<b>Best</b>	62.8%	62.5%	57.5%	56.5%	58.0%
<b>Average</b>	53.3%	52.7%	50.6%	49.1%	50.4%
<b>Worst</b>	43.0%	42.5%	41.3%	41.3%	42.0%
Responses	2939	2785	2963	3425	3490

Q5a I have unrealistic time pressures.

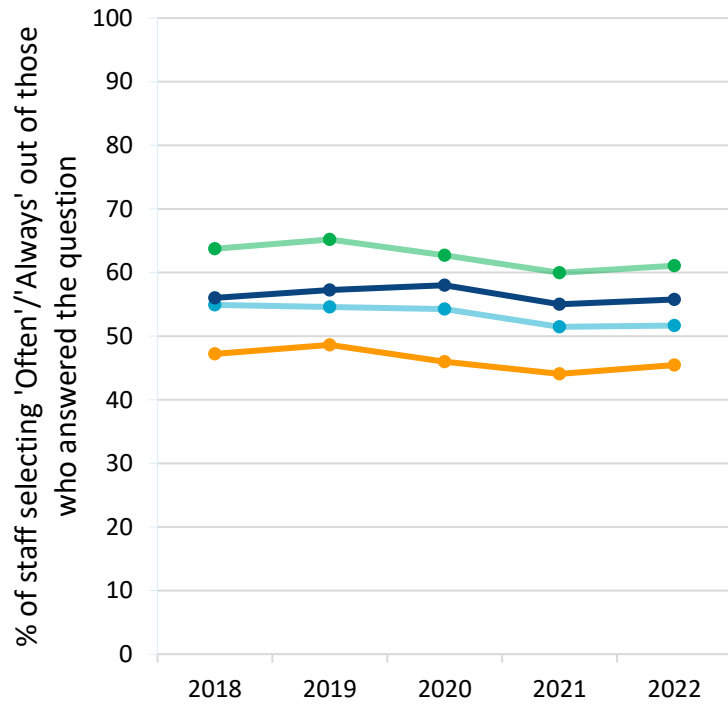


	2018	2019	2020	2021	2022
<b>Your org</b>	22.3%	21.6%	24.4%	22.2%	22.4%
<b>Best</b>	28.3%	31.3%	33.4%	29.3%	29.7%
<b>Average</b>	21.1%	21.9%	24.1%	22.4%	22.3%
<b>Worst</b>	14.4%	16.6%	18.3%	18.1%	18.0%
Responses	2924	2759	2954	3438	3489



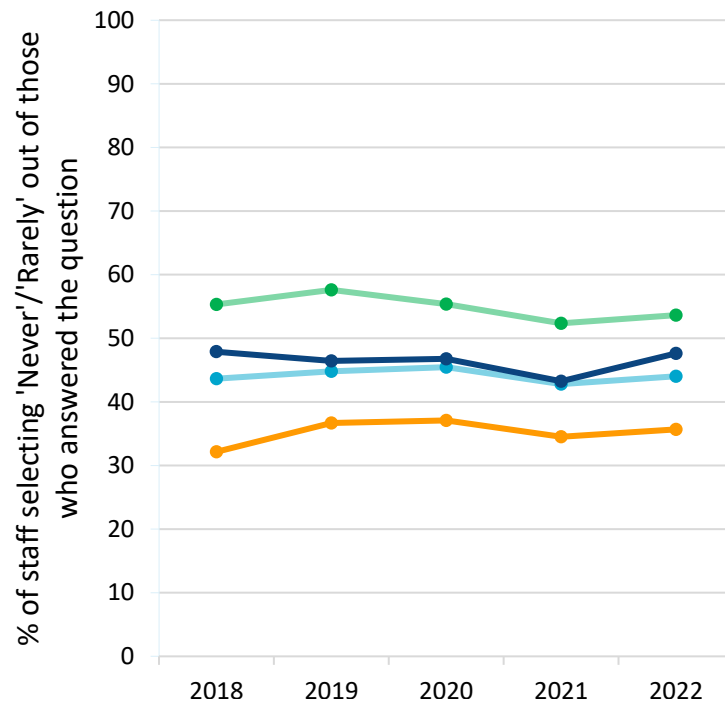


Q5b I have a choice in deciding how to do my work.



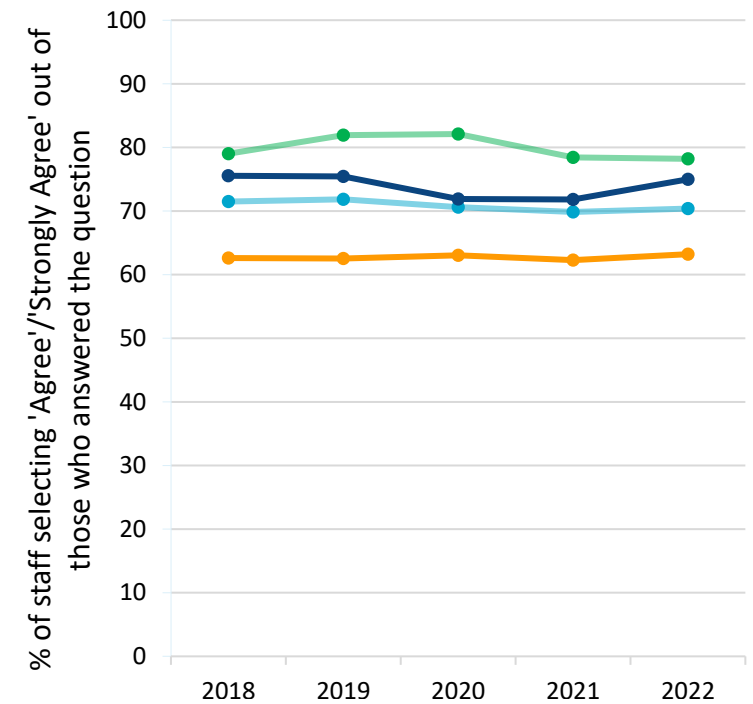
	2018	2019	2020	2021	2022
<b>Your org</b>	56.0%	57.2%	58.0%	55.0%	55.8%
<b>Best</b>	63.7%	65.2%	62.7%	60.0%	61.1%
<b>Average</b>	54.9%	54.6%	54.3%	51.5%	51.7%
<b>Worst</b>	47.2%	48.6%	46.0%	44.1%	45.4%
<b>Responses</b>	2927	2748	2945	3423	3485

Q5c Relationships at work are strained.



	2018	2019	2020	2021	2022
<b>Your org</b>	47.9%	46.4%	46.8%	43.2%	47.6%
<b>Best</b>	55.3%	57.6%	55.4%	52.4%	53.6%
<b>Average</b>	43.6%	44.8%	45.4%	42.8%	44.0%
<b>Worst</b>	32.2%	36.7%	37.1%	34.5%	35.7%
<b>Responses</b>	2918	2751	2950	3433	3490

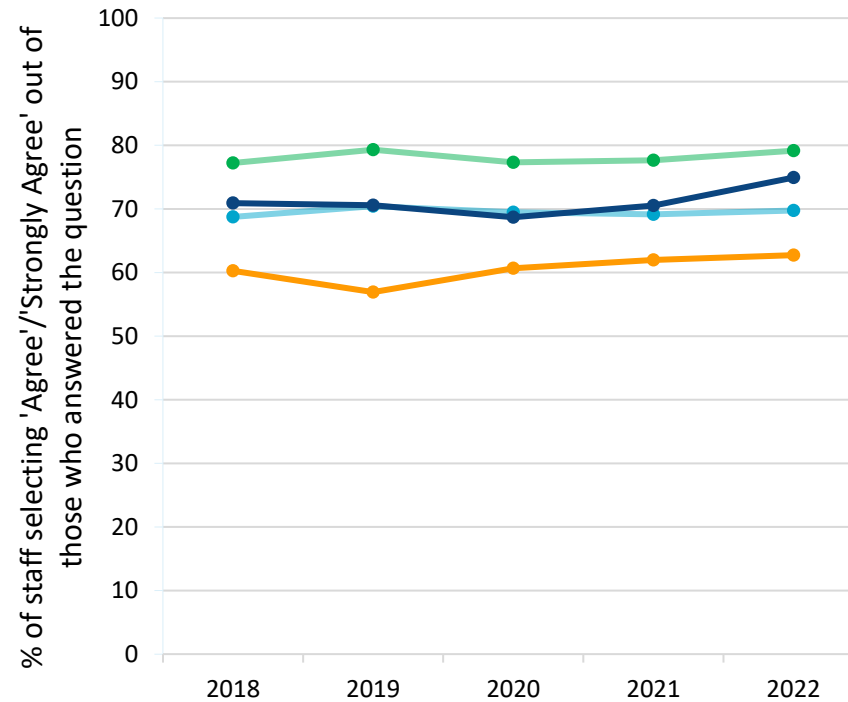
Q7c I receive the respect I deserve from my colleagues at work.



	2018	2019	2020	2021	2022
<b>Your org</b>	75.5%	75.4%	71.9%	71.8%	75.0%
<b>Best</b>	79.0%	81.9%	82.1%	78.4%	78.2%
<b>Average</b>	71.5%	71.8%	70.6%	69.9%	70.4%
<b>Worst</b>	62.6%	62.5%	63.0%	62.3%	63.2%
<b>Responses</b>	2943	2789	2958	3439	3491



Q9a My immediate manager encourages me at work.



	2018	2019	2020	2021	2022
<b>Your org</b>	70.9%	70.6%	68.7%	70.5%	74.9%
<b>Best</b>	77.2%	79.3%	77.3%	77.6%	79.2%
<b>Average</b>	68.7%	70.4%	69.5%	69.1%	69.7%
<b>Worst</b>	60.3%	56.9%	60.7%	62.0%	62.7%
<b>Responses</b>	2930	2775	2982	3444	3492

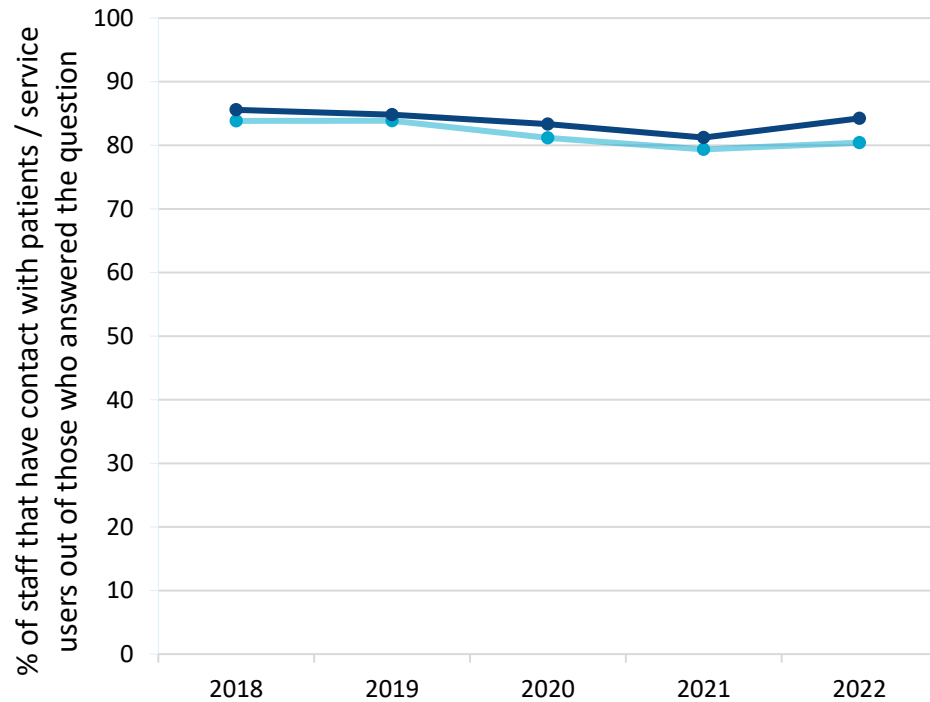
## Question not linked to People Promise elements or themes

Questions included:

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



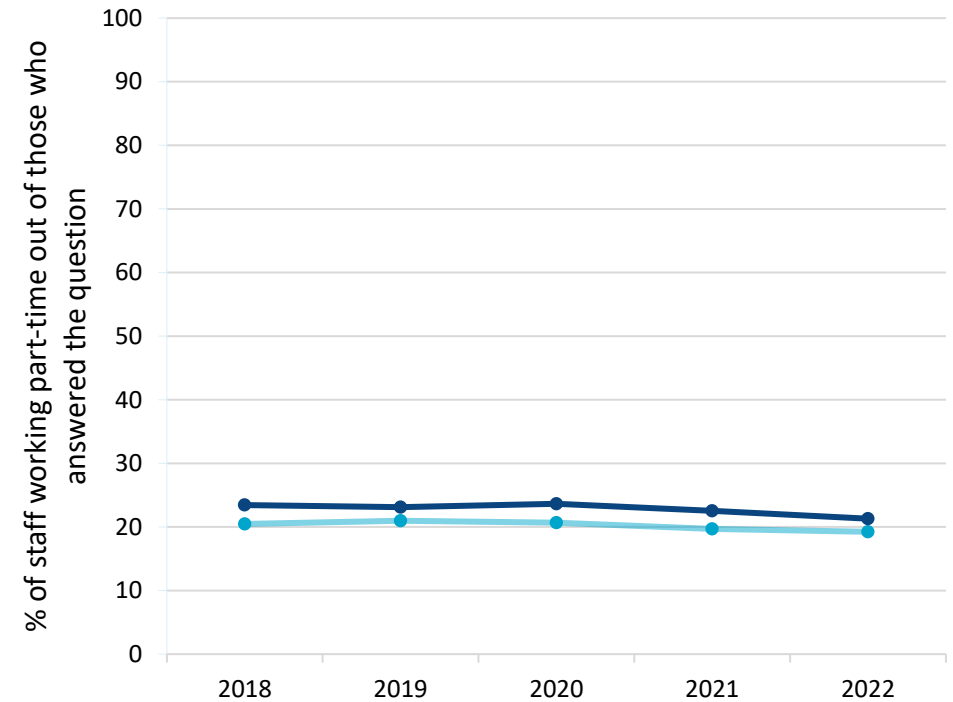
Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
<b>Your org</b>	85.6%	84.8%	83.3%	81.2%	84.2%
<b>Average</b>	83.8%	83.9%	81.2%	79.4%	80.4%
Responses	2932	2766	2971	3436	3482

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

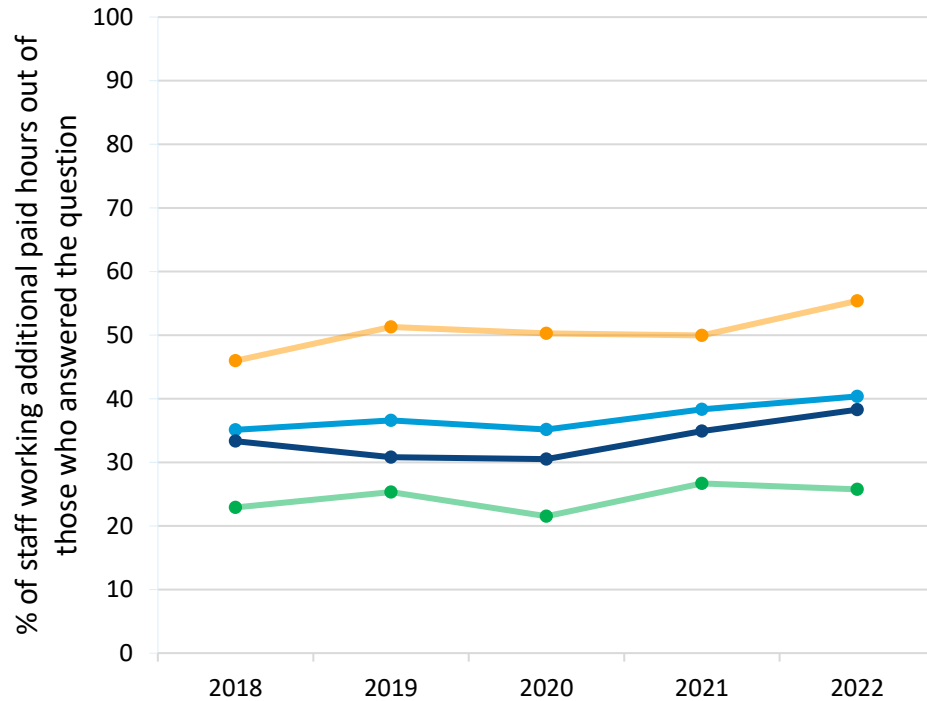


2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
<b>Your org</b>	23.4%	23.1%	23.6%	22.5%	21.3%
<b>Average</b>	20.5%	21.0%	20.7%	19.7%	19.2%
Responses	2841	2527	2734	3165	3230

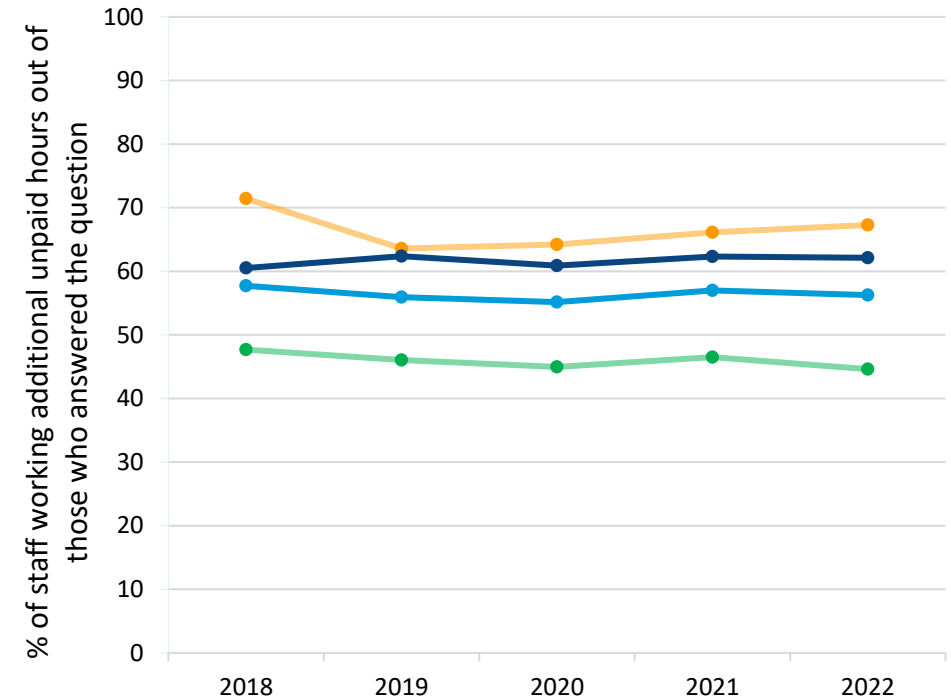


Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



	2018	2019	2020	2021	2022
Your org	33.3%	30.8%	30.5%	34.9%	38.3%
Lowest	22.9%	25.3%	21.5%	26.7%	25.8%
Average	35.1%	36.6%	35.2%	38.3%	40.4%
Highest	46.0%	51.3%	50.3%	50.0%	55.4%
Responses	2817	2620	2917	3337	3397

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

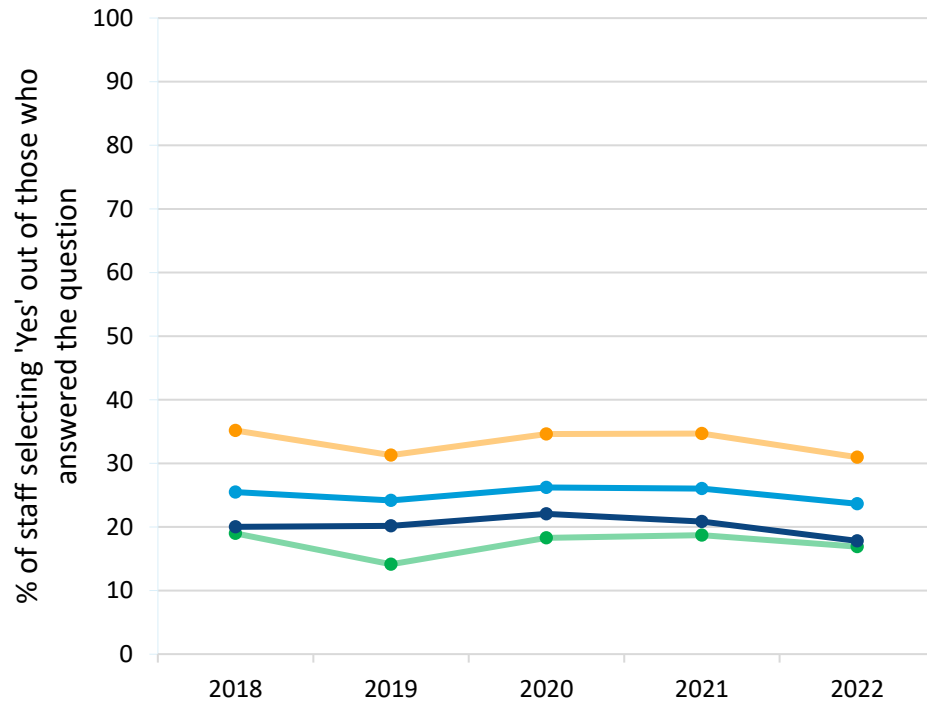


	2018	2019	2020	2021	2022
Your org	60.5%	62.4%	60.9%	62.3%	62.1%
Lowest	47.7%	46.0%	45.0%	46.5%	44.6%
Average	57.7%	55.9%	55.1%	57.0%	56.3%
Highest	71.4%	63.6%	64.2%	66.1%	67.3%
Responses	2832	2654	2921	3366	3406



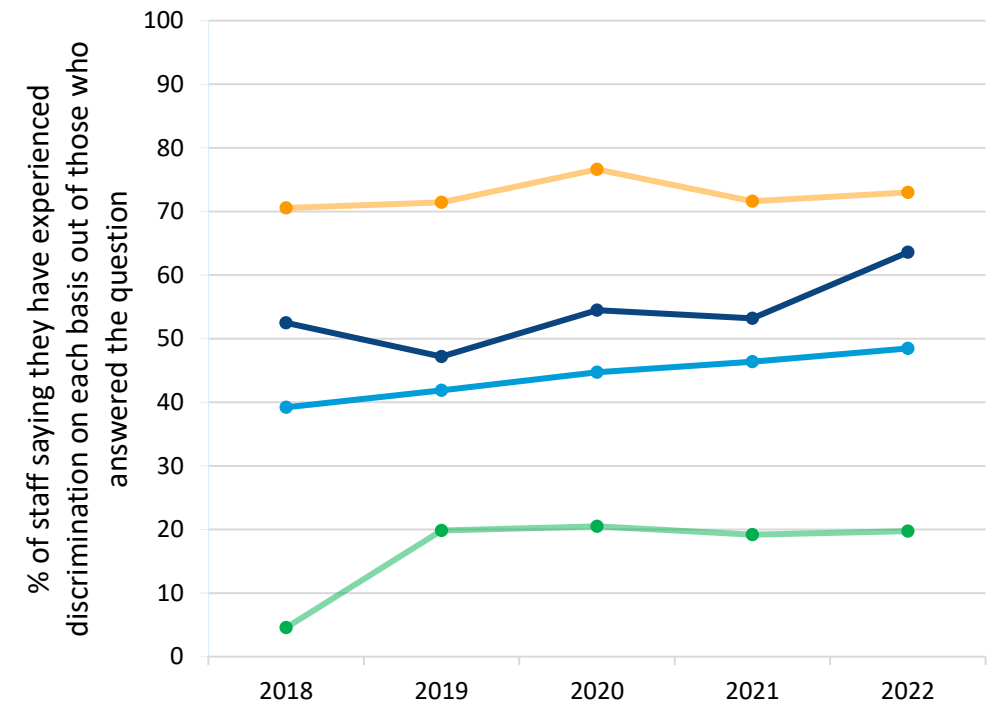
\*Q11e is only answered by staff who responded 'Yes' to Q11d.

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



	2018	2019	2020	2021	2022
Your org	20.0%	20.2%	22.1%	20.9%	17.8%
Best	19.0%	14.1%	18.3%	18.7%	16.9%
Average	25.5%	24.2%	26.2%	26.0%	23.6%
Worst	35.2%	31.3%	34.6%	34.7%	30.9%
Responses	1458	1438	1229	1747	1871

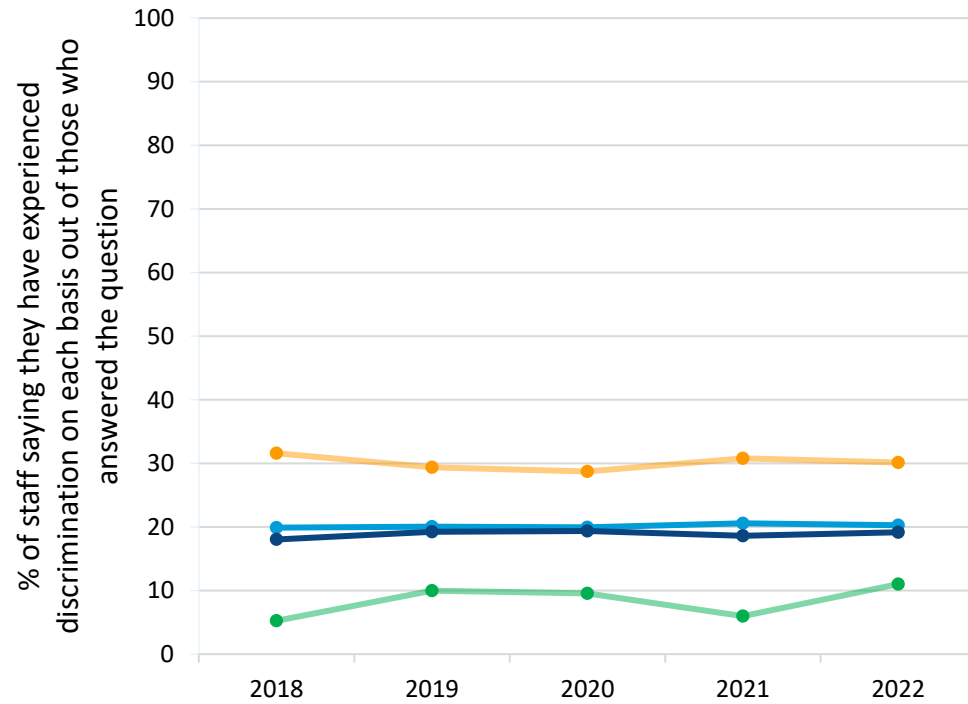
Q16c.1 On what grounds have you experienced discrimination?  
- Ethnic background.



	2018	2019	2020	2021	2022
Your org	52.5%	47.2%	54.5%	53.2%	63.6%
Best	4.6%	19.8%	20.5%	19.2%	19.7%
Average	39.2%	41.9%	44.7%	46.4%	48.5%
Worst	70.5%	71.4%	76.6%	71.6%	73.0%
Responses	301	290	381	446	479



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

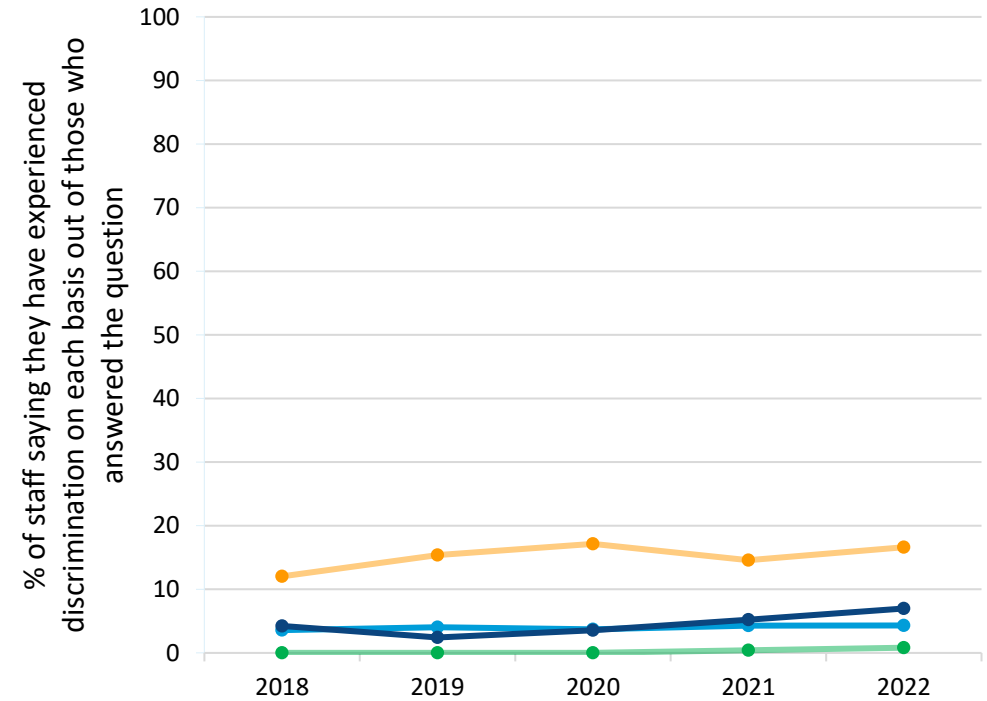


2018 2019 2020 2021 2022

Your org	18.0%	19.2%	19.4%	18.6%	19.2%
Best	5.2%	10.0%	9.6%	6.0%	11.0%
Average	19.9%	20.1%	20.0%	20.6%	20.3%
Worst	31.6%	29.4%	28.7%	30.8%	30.1%

Responses 301 290 381 446 479

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



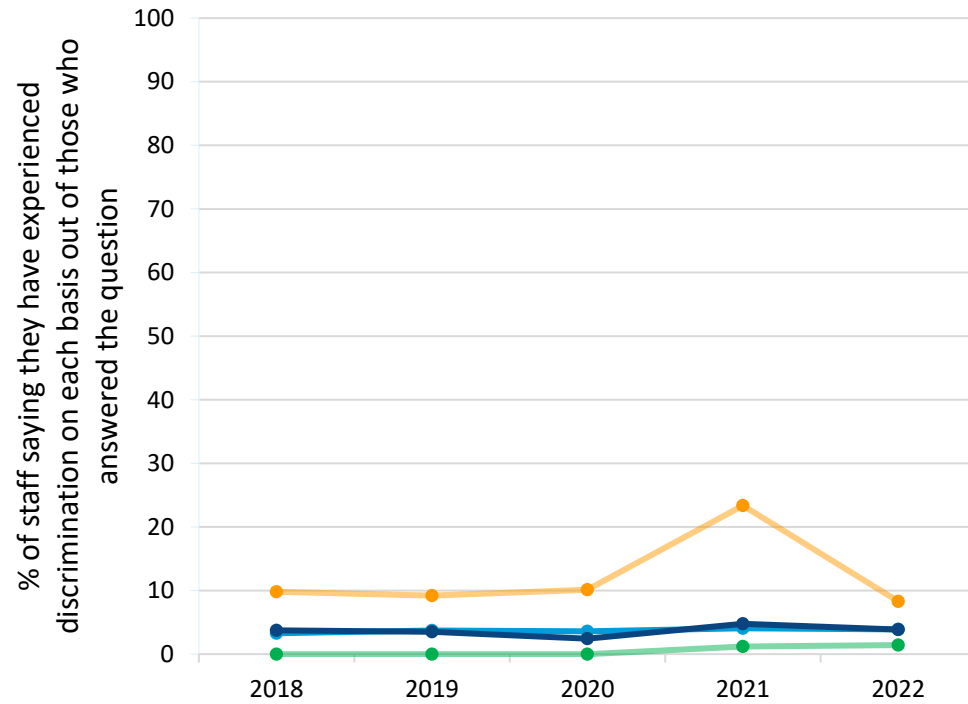
2018 2019 2020 2021 2022

Your org	4.2%	2.4%	3.5%	5.2%	7.0%
Best	0.0%	0.0%	0.0%	0.4%	0.8%
Average	3.6%	4.0%	3.7%	4.3%	4.3%
Worst	12.0%	15.4%	17.1%	14.6%	16.6%

Responses 301 290 381 446 479



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

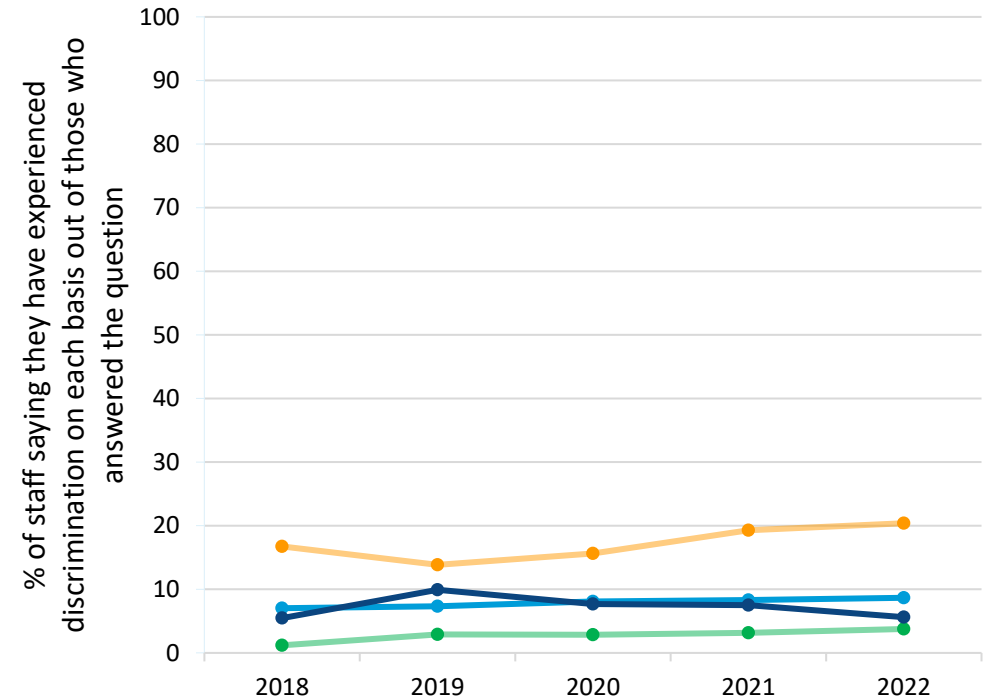


2018 2019 2020 2021 2022

Your org	3.7%	3.5%	2.4%	4.8%	3.9%
Best	0.0%	0.0%	0.0%	1.2%	1.4%
Average	3.3%	3.7%	3.6%	4.1%	3.9%
Worst	9.8%	9.2%	10.1%	23.4%	8.3%

Responses 301 290 381 446 479

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



2018 2019 2020 2021 2022

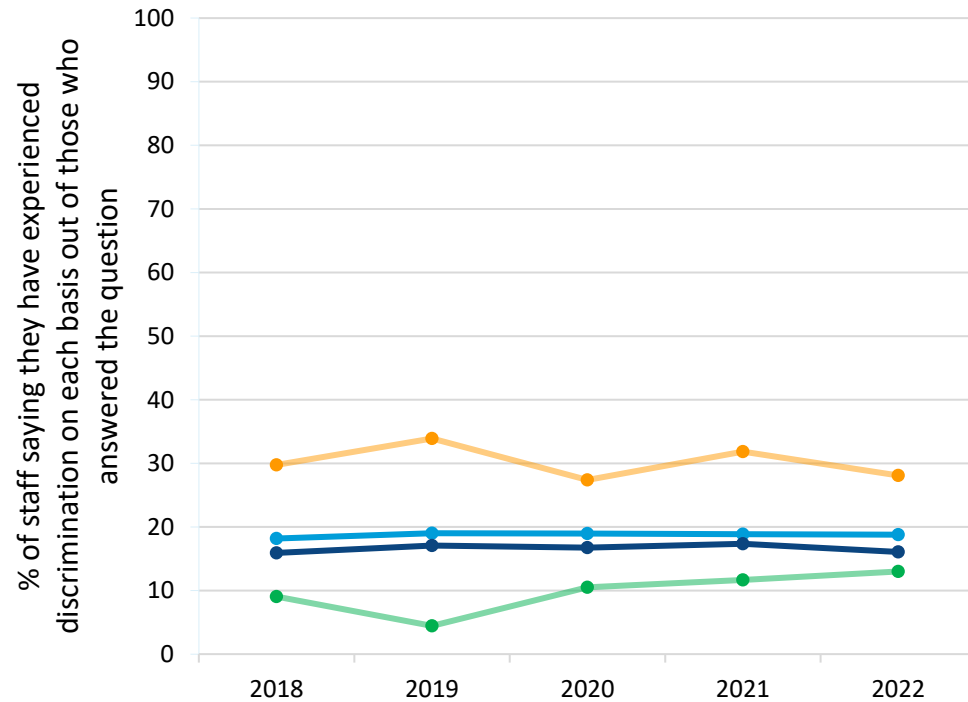
Your org	5.5%	9.9%	7.7%	7.5%	5.6%
Best	1.2%	2.9%	2.8%	3.2%	3.8%
Average	7.0%	7.3%	8.1%	8.3%	8.7%
Worst	16.7%	13.8%	15.6%	19.3%	20.4%

Responses 301 290 381 446 479



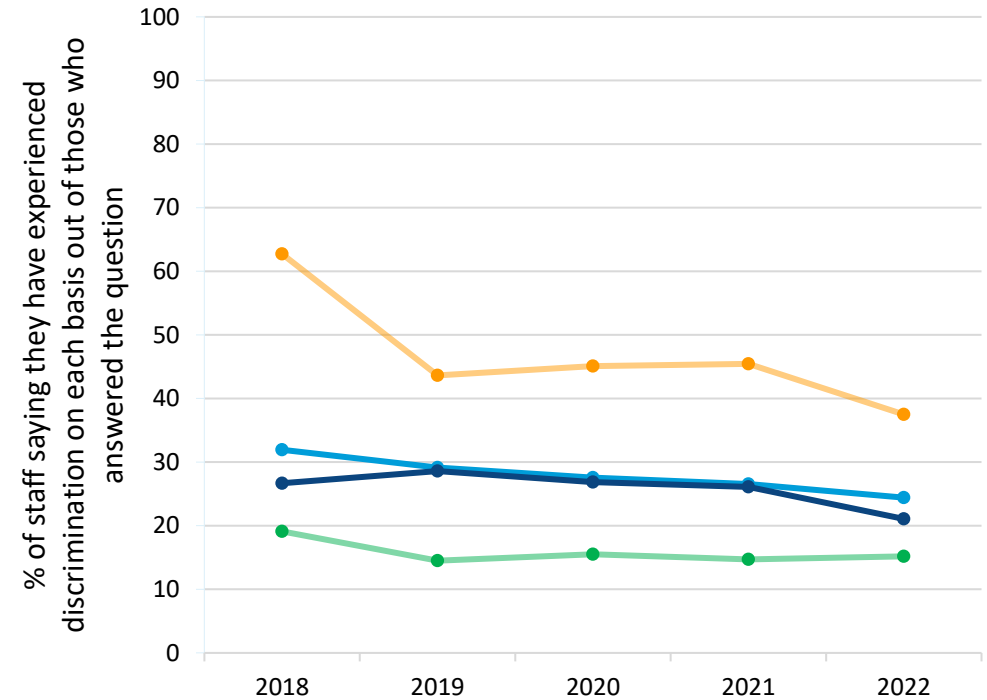


Q16c.6 On what grounds have you experienced discrimination?  
– Age.



	2018	2019	2020	2021	2022
Your org	15.9%	17.1%	16.8%	17.3%	16.1%
Best	9.0%	4.5%	10.5%	11.7%	13.0%
Average	18.2%	19.0%	19.0%	18.9%	18.8%
Worst	29.8%	33.9%	27.4%	31.8%	28.1%
Responses	301	290	381	446	479

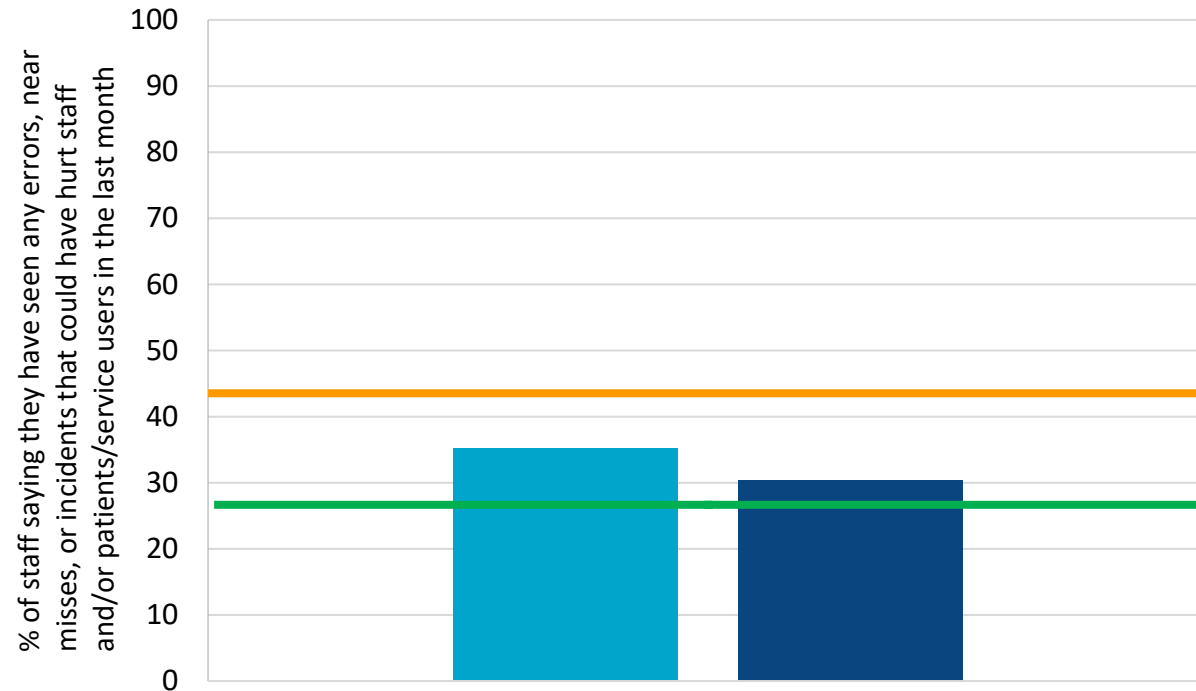
Q16c.7 On what grounds have you experienced discrimination?  
– Other.



	2018	2019	2020	2021	2022
Your org	26.7%	28.6%	26.8%	26.1%	21.1%
Best	19.1%	14.5%	15.5%	14.7%	15.2%
Average	31.9%	29.1%	27.6%	26.6%	24.4%
Worst	62.7%	43.6%	45.1%	45.4%	37.5%
Responses	301	290	381	446	479



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

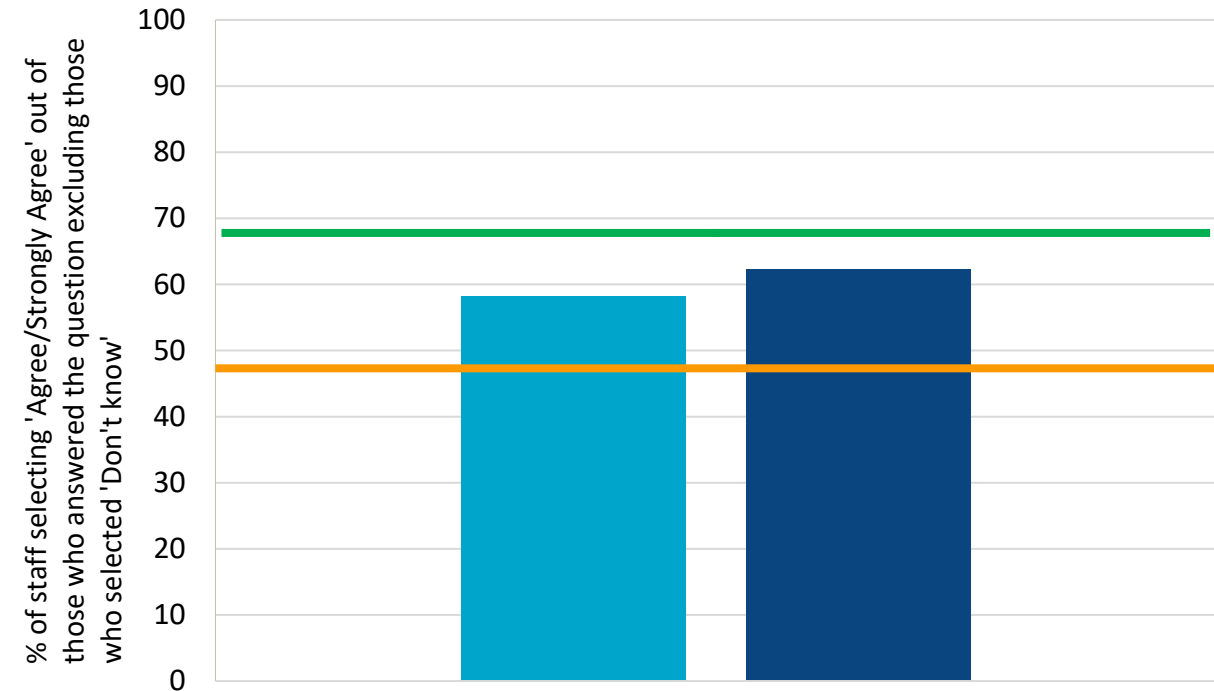


2022

Your org	30.4%
Best	26.7%
Average	35.2%
Worst	43.5%

Responses 3486

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



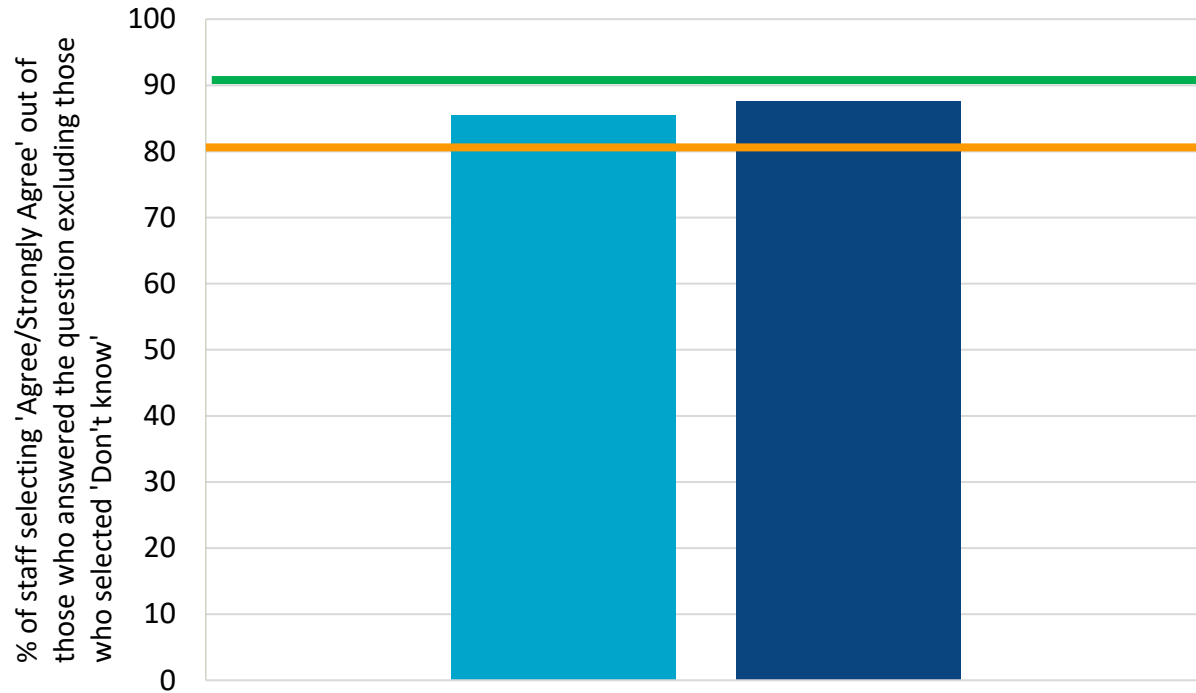
2022

Your org	62.2%
Best	67.8%
Average	58.2%
Worst	47.3%

Responses 2620



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



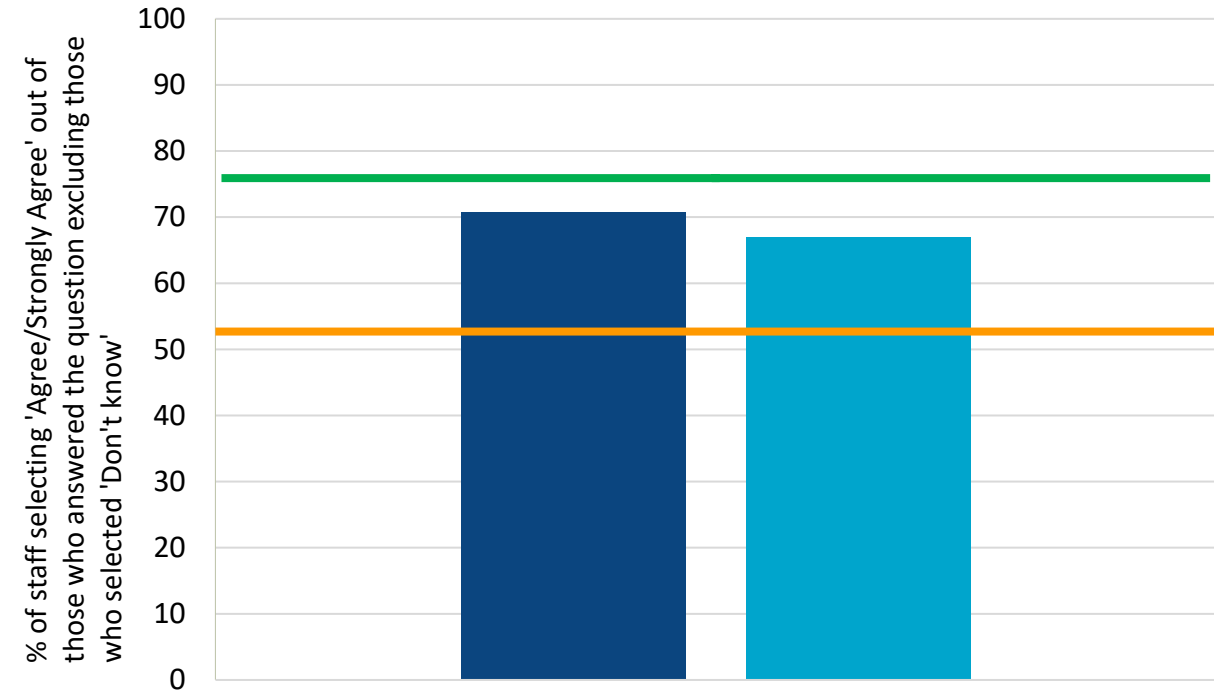
2022

Your org	87.6%
Best	90.8%
Average	85.5%
Worst	80.6%

Responses

3355

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



2022

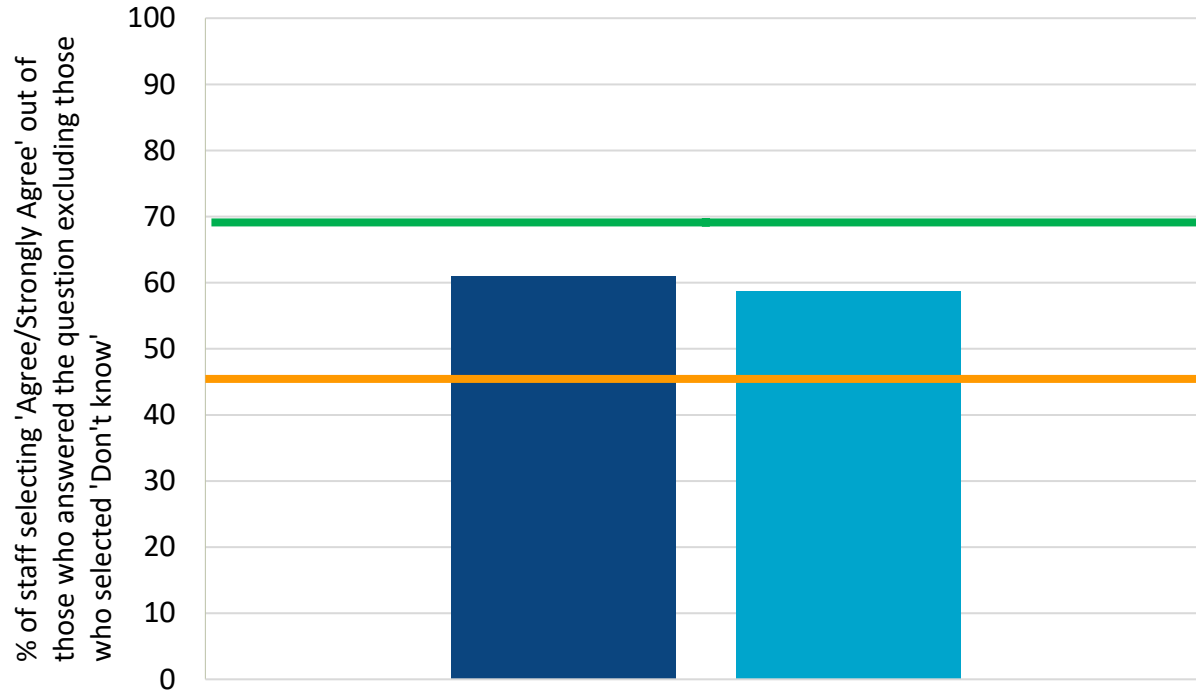
Your org	70.7%
Best	75.9%
Average	67.0%
Worst	52.7%

Responses

3047

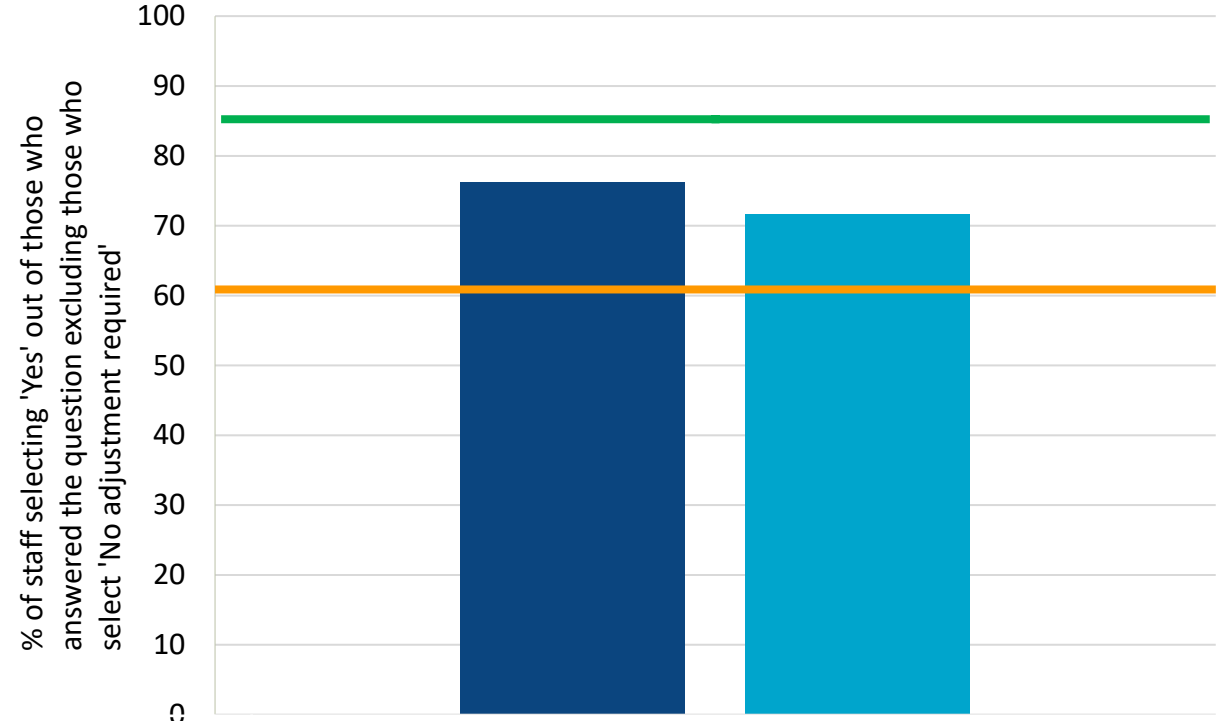


Q18d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022
Your org	61.0%
Best	69.1%
Average	58.8%
Worst	45.4%
Responses	3102

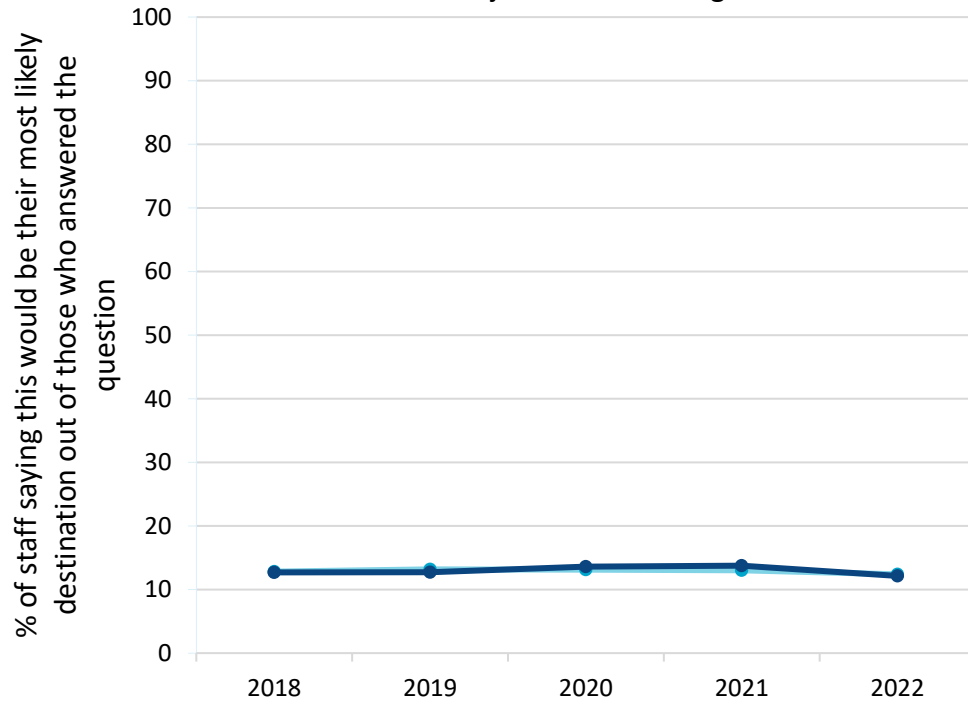
Q30b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022
Your org	76.3%
Best	85.3%
Average	71.7%
Worst	60.9%
Responses	391



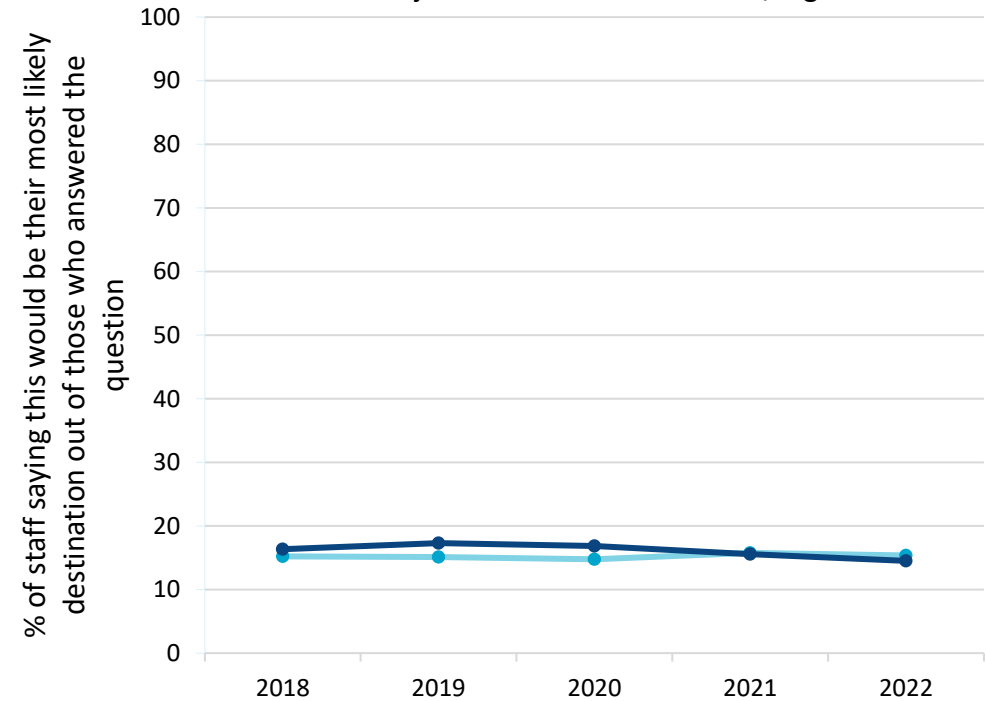
Q24d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
<b>Your org</b>	12.7%	12.7%	13.6%	13.8%	12.1%
<b>Average</b>	12.8%	13.2%	13.1%	13.0%	12.4%
Responses	2552	2438	2690	3155	3205

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

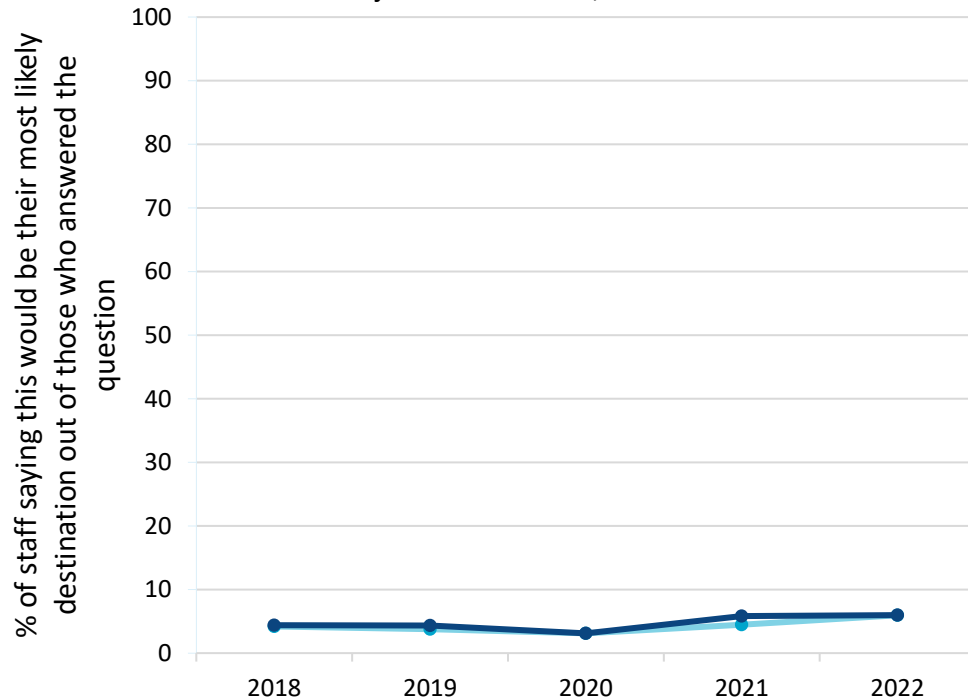


2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
<b>Your org</b>	16.3%	17.3%	16.8%	15.6%	14.5%
<b>Average</b>	15.2%	15.1%	14.8%	15.8%	15.4%
Responses	2552	2438	2690	3155	3205



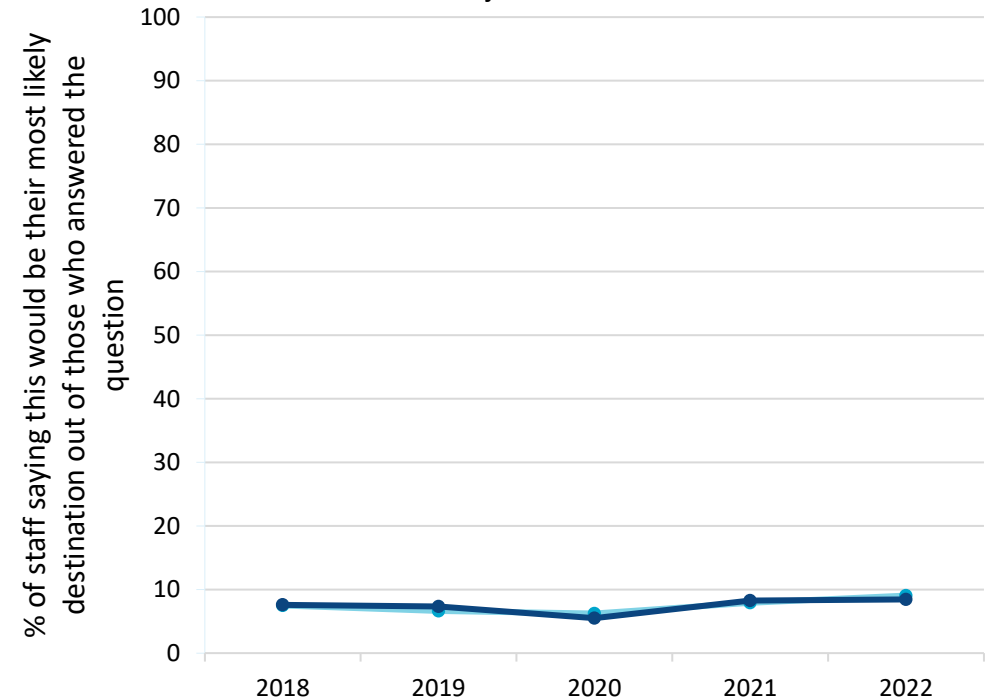
Q24d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
<b>Your org</b>	4.4%	4.3%	3.1%	5.8%	6.0%
<b>Average</b>	4.2%	3.8%	3.1%	4.5%	6.0%
Responses	2552	2438	2690	3155	3205

Q24d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.

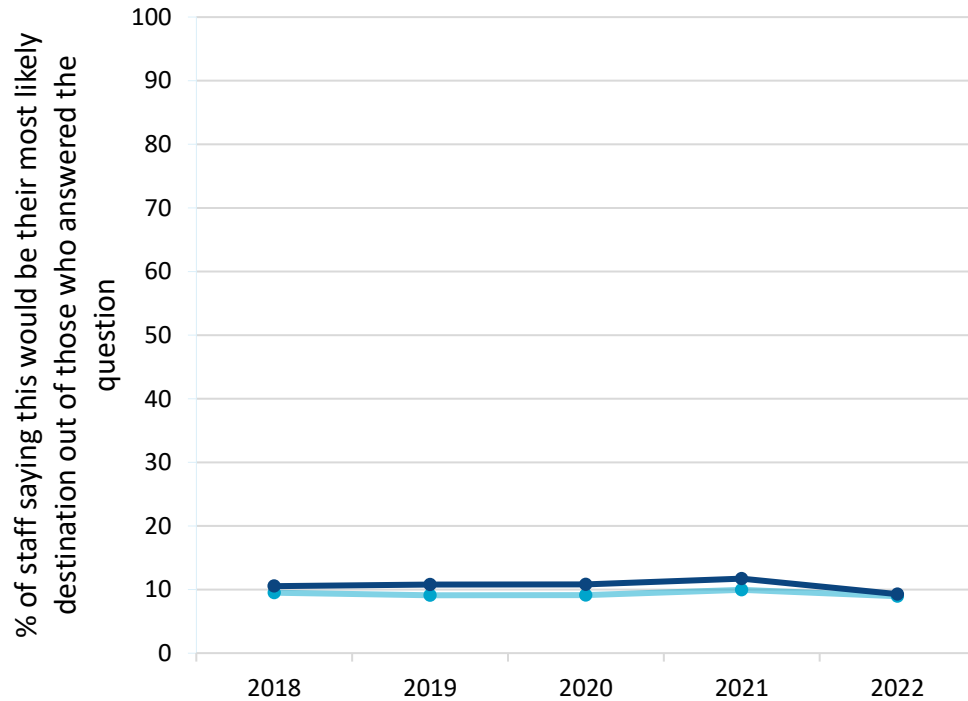


2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
<b>Your org</b>	7.6%	7.3%	5.5%	8.3%	8.5%
<b>Average</b>	7.5%	6.6%	6.2%	7.9%	9.1%
Responses	2552	2438	2690	3155	3205



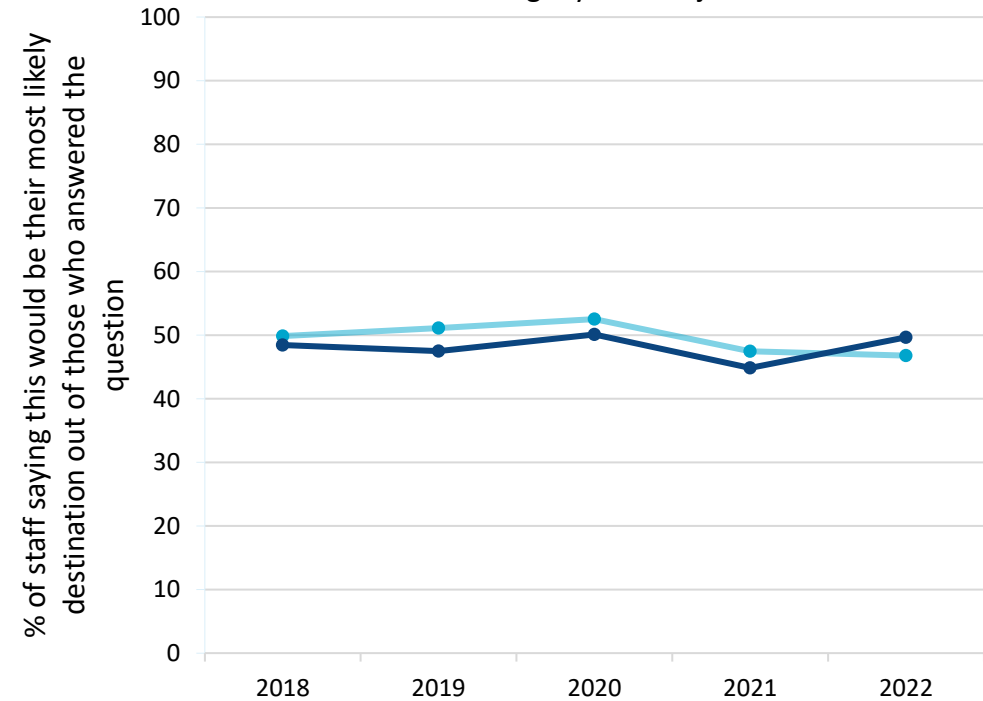
Q24d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
<b>Your org</b>	10.5%	10.8%	10.8%	11.7%	9.3%
<b>Average</b>	9.5%	9.1%	9.1%	10.0%	8.9%
Responses	2552	2438	2690	3155	3205

Q24d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.



2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
<b>Your org</b>	48.4%	47.5%	50.1%	44.8%	49.6%
<b>Average</b>	49.9%	51.1%	52.5%	47.5%	46.8%
Responses	2552	2438	2690	3155	3205

## Workforce Equality Standards

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



## Workforce Race Equality Standards (WRES)

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

## Workforce Disability Equality Standards (WDES)

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

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

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

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

## Workforce Race Equality Standards (WRES)

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

## Workforce Disability Equality Standards (WDES)

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

\*Staff with a long term condition

## Workforce Race Equality Standards (WRES)

N.B.

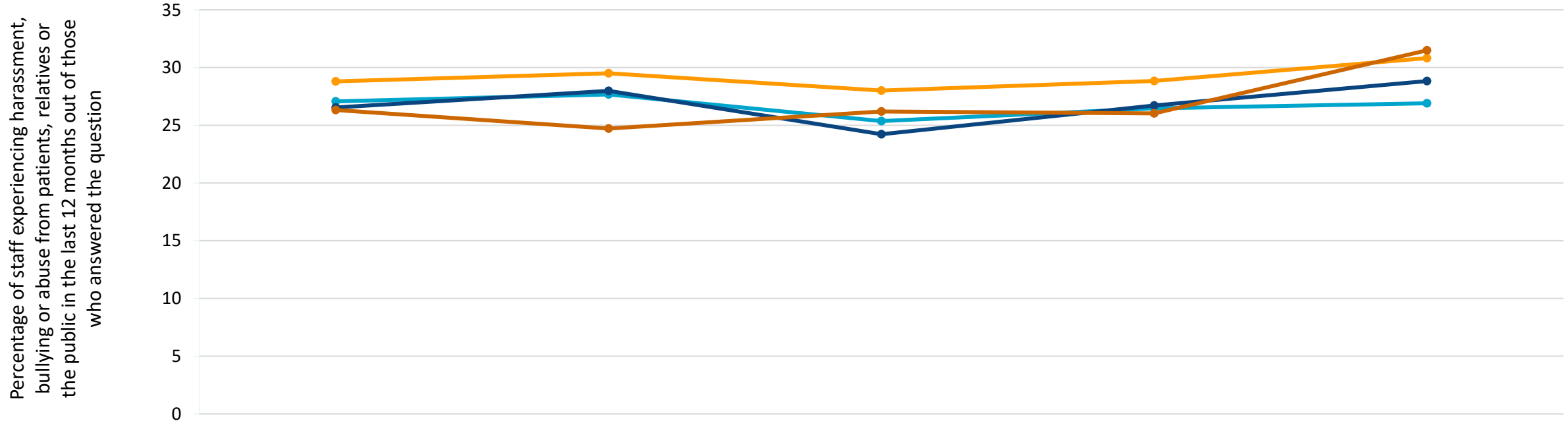
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed.  
Data shown in the WRES charts are unweighted.

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



# Workforce Race Equality Standard (WRES)

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

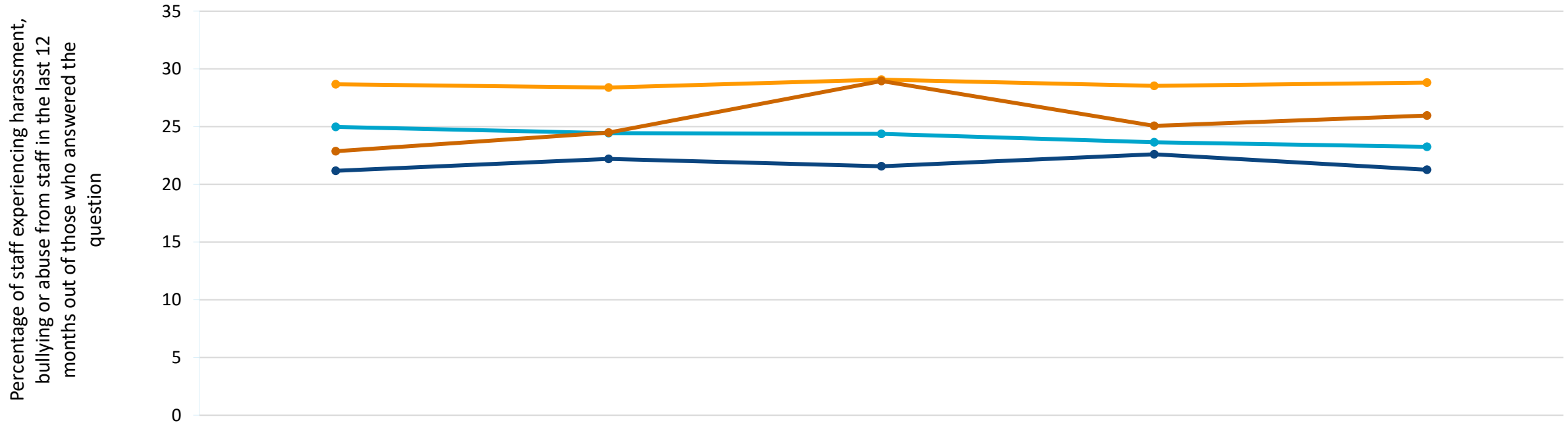


	2018	2019	2020	2021	2022
White staff: Your org	26.5%	28.0%	24.2%	26.7%	28.8%
All other ethnic groups*: Your org	26.3%	24.7%	26.2%	26.0%	31.5%
White staff: Average	27.1%	27.7%	25.4%	26.5%	26.9%
All other ethnic groups*: Average	28.8%	29.5%	28.0%	28.8%	30.8%
White staff: Responses	2257	2144	2324	2620	2504
All other ethnic groups*: Responses	585	530	607	776	940

\*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

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



	2018	2019	2020	2021	2022
White staff: Your org	21.2%	22.2%	21.6%	22.6%	21.3%
All other ethnic groups*: Your org	22.9%	24.5%	28.9%	25.1%	26.0%
White staff: Average	25.0%	24.4%	24.4%	23.6%	23.3%
All other ethnic groups*: Average	28.7%	28.4%	29.1%	28.5%	28.8%
White staff: Responses	2258	2148	2323	2619	2502
All other ethnic groups*: Responses	586	531	608	778	940

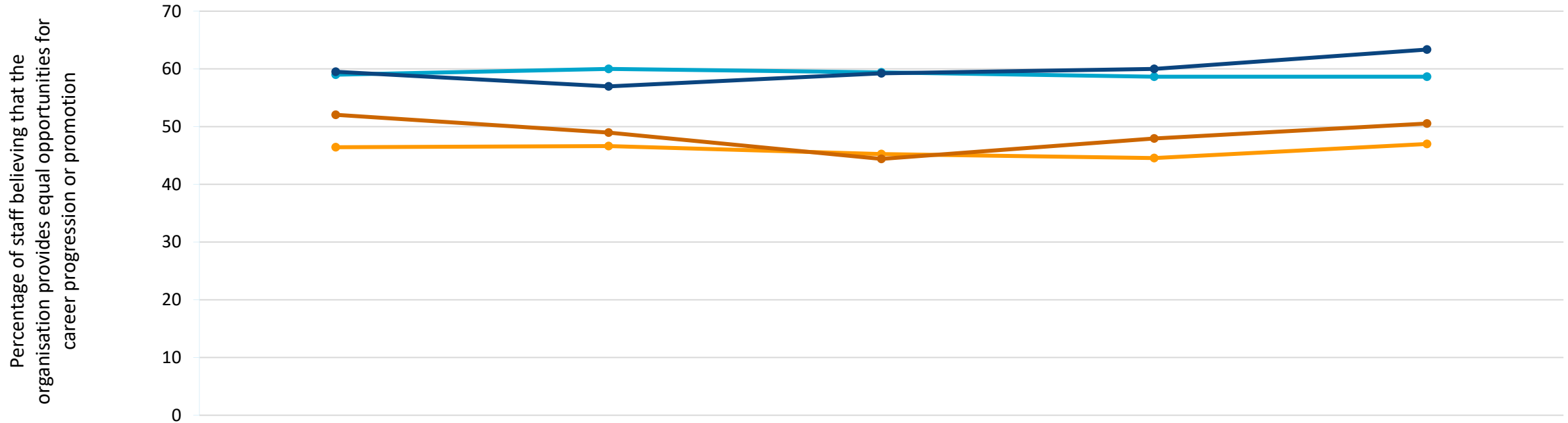
\*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group



# Workforce Race Equality Standard (WRES)

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

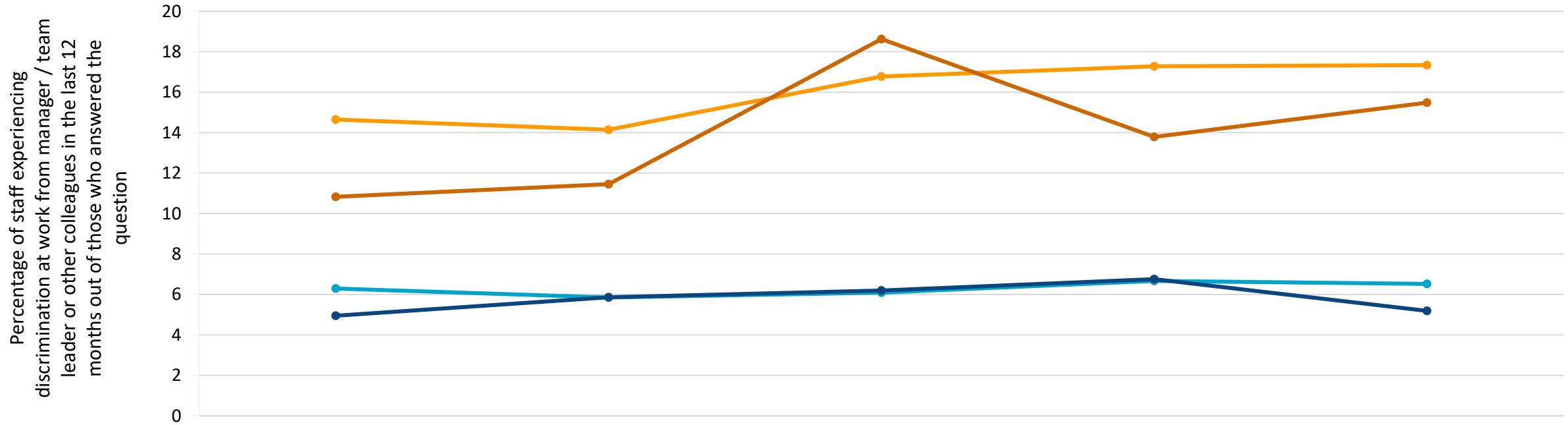


	2018	2019	2020	2021	2022
White staff: Your org	59.5%	57.0%	59.2%	60.0%	63.4%
All other ethnic groups*: Your org	52.0%	49.0%	44.4%	47.9%	50.5%
White staff: Average	59.0%	60.0%	59.4%	58.6%	58.6%
All other ethnic groups*: Average	46.4%	46.6%	45.2%	44.6%	47.0%
White staff: Responses	2257	2143	2330	2622	2497
All other ethnic groups*: Responses	586	531	608	780	944

\*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

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



	2018	2019	2020	2021	2022
White staff: Your org	5.0%	5.9%	6.2%	6.8%	5.2%
All other ethnic groups*: Your org	10.8%	11.5%	18.6%	13.8%	15.5%
White staff: Average	6.3%	5.9%	6.1%	6.7%	6.5%
All other ethnic groups*: Average	14.6%	14.1%	16.8%	17.3%	17.3%
White staff: Responses	2242	2132	2309	2619	2486
All other ethnic groups*: Responses	582	524	596	776	943

\*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

## Workforce Disability Equality Standards (WDES)

N.B.

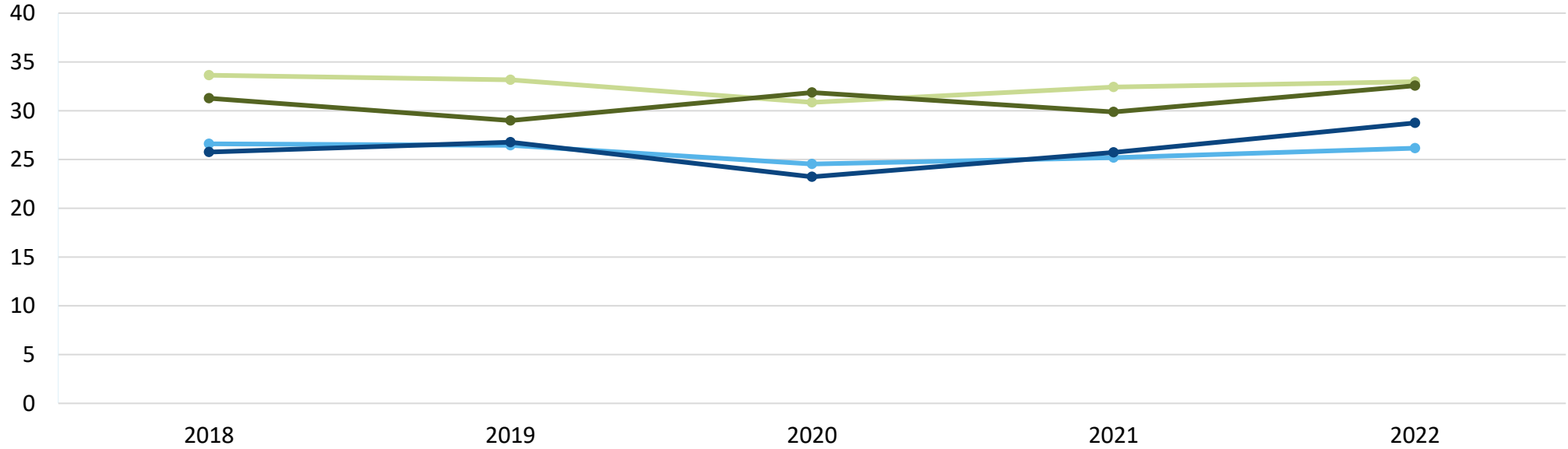
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed.  
Data shown in the WDES charts are unweighted.

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



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

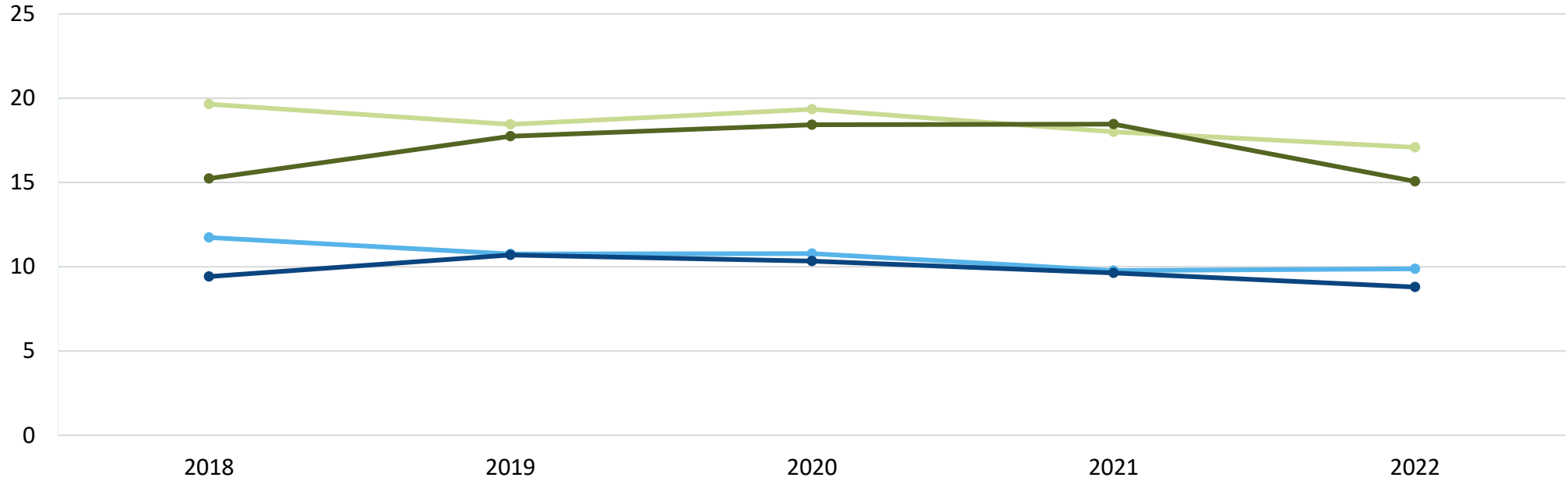
Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	31.3%	29.0%	31.9%	29.9%	32.6%
Staff without a LTC or illness: Your org	25.8%	26.8%	23.2%	25.7%	28.8%
Staff with a LTC or illness: Average	33.6%	33.2%	30.9%	32.4%	33.0%
Staff without a LTC or illness: Average	26.6%	26.5%	24.5%	25.2%	26.2%
Staff with a LTC or illness: Responses	470	438	524	703	703
Staff without a LTC or illness: Responses	2410	2252	2420	2674	2751

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

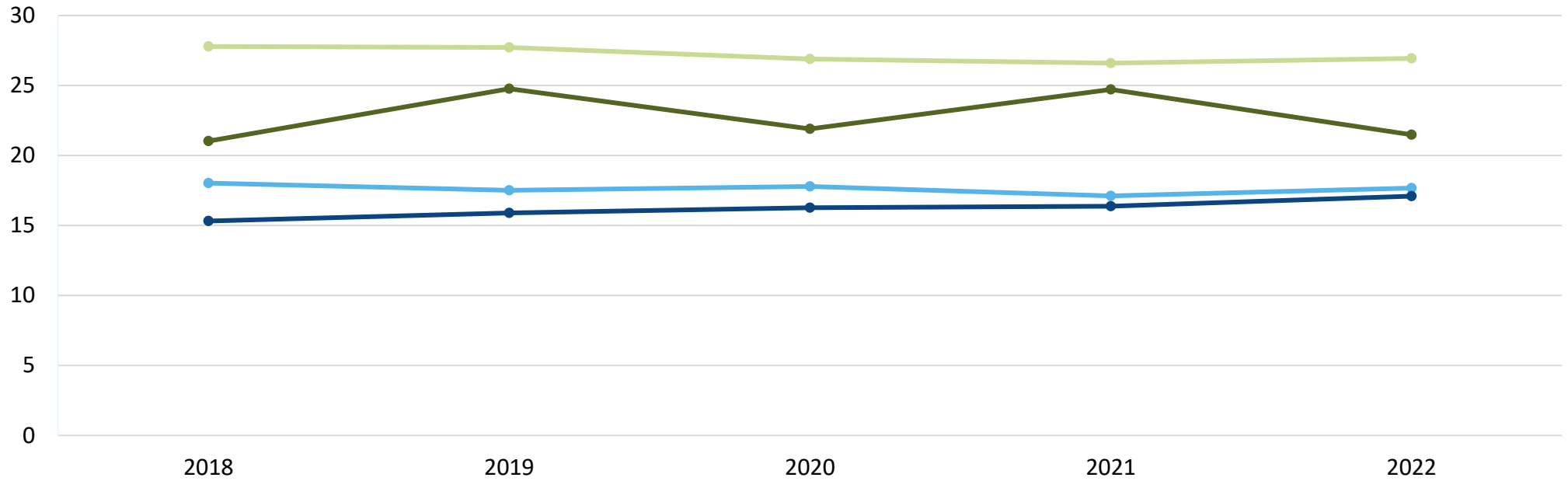
Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	15.2%	17.7%	18.4%	18.5%	15.1%
Staff without a LTC or illness: Your org	9.4%	10.7%	10.3%	9.6%	8.8%
Staff with a LTC or illness: Average	19.6%	18.4%	19.3%	18.0%	17.1%
Staff without a LTC or illness: Average	11.7%	10.8%	10.8%	9.8%	9.9%
Staff with a LTC or illness: Responses	466	434	521	704	697
Staff without a LTC or illness: Responses	2400	2244	2409	2658	2739

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

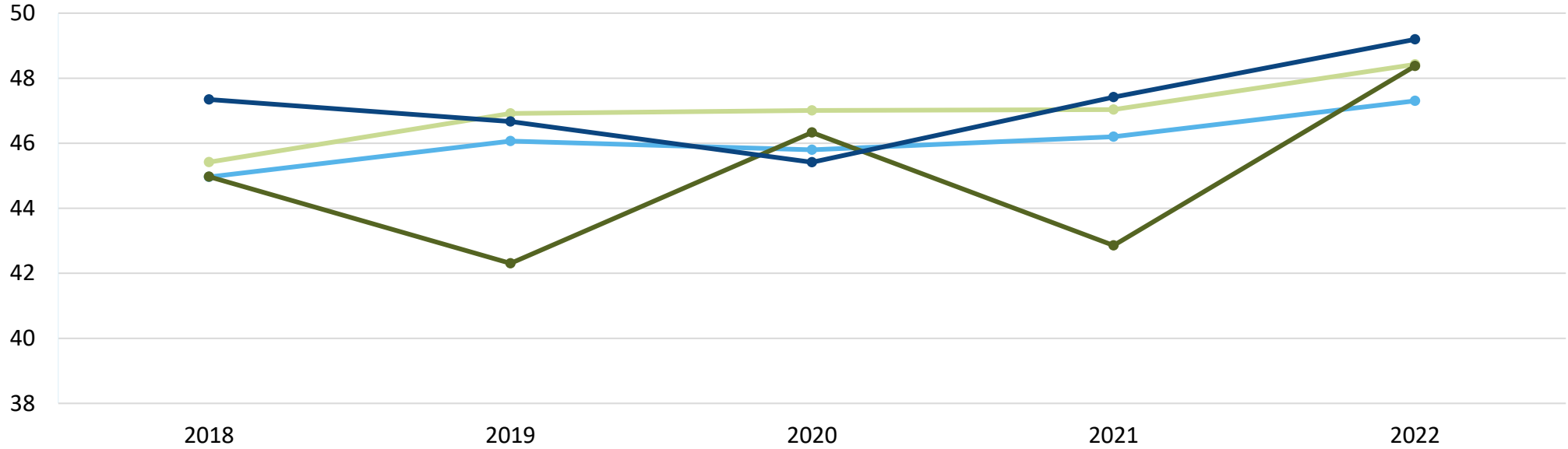
Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	21.0%	24.8%	21.9%	24.7%	21.5%
Staff without a LTC or illness: Your org	15.3%	15.9%	16.3%	16.4%	17.1%
Staff with a LTC or illness: Average	27.8%	27.7%	26.9%	26.6%	26.9%
Staff without a LTC or illness: Average	18.0%	17.5%	17.8%	17.1%	17.7%
Staff with a LTC or illness: Responses	466	432	516	696	689
Staff without a LTC or illness: Responses	2390	2221	2392	2644	2726

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

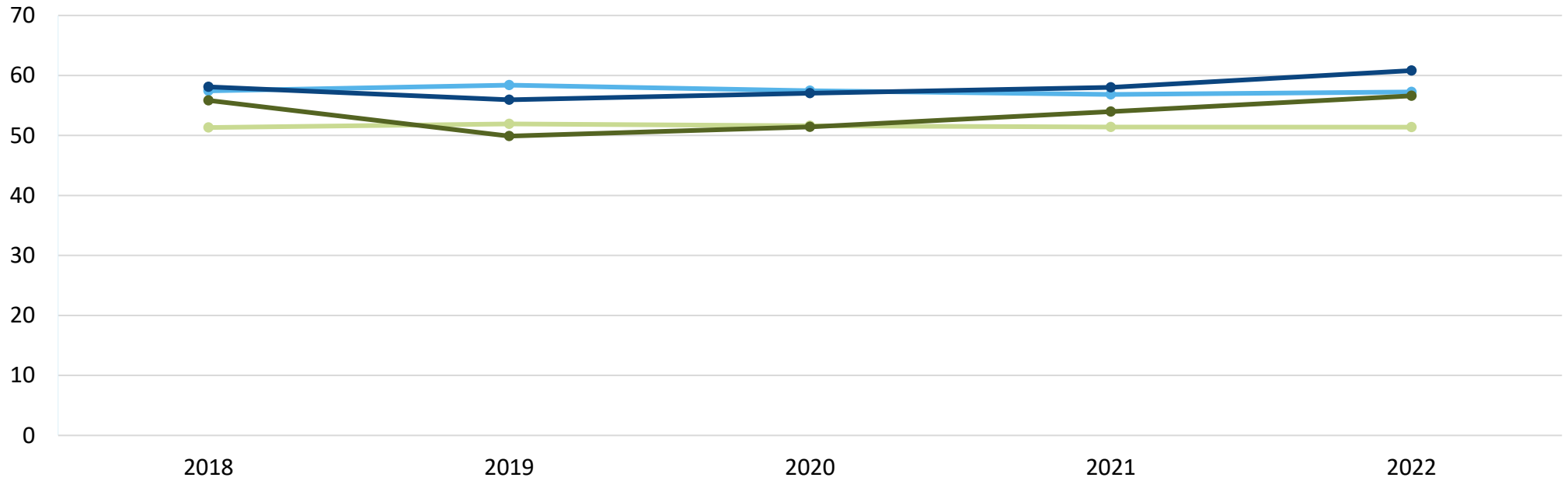
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	45.0%	42.3%	46.3%	42.9%	48.4%
Staff without a LTC or illness: Your org	47.3%	46.7%	45.4%	47.4%	49.2%
Staff with a LTC or illness: Average	45.4%	46.9%	47.0%	47.0%	48.4%
Staff without a LTC or illness: Average	45.0%	46.1%	45.8%	46.2%	47.3%
Staff with a LTC or illness: Responses	169	182	218	287	277
Staff without a LTC or illness: Responses	735	720	731	852	933

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

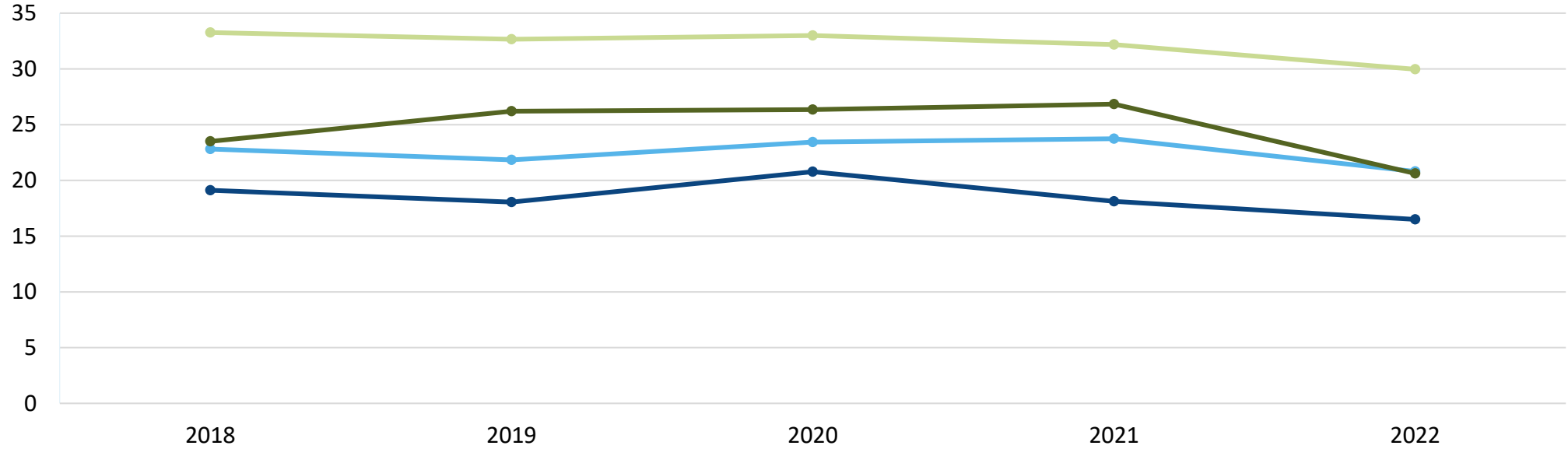
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	55.8%	49.9%	51.4%	54.0%	56.6%
Staff without a LTC or illness: Your org	58.1%	55.9%	57.0%	58.0%	60.8%
Staff with a LTC or illness: Average	51.3%	51.9%	51.6%	51.4%	51.4%
Staff without a LTC or illness: Average	57.4%	58.4%	57.4%	56.8%	57.3%
Staff with a LTC or illness: Responses	471	435	525	704	703
Staff without a LTC or illness: Responses	2410	2256	2426	2679	2748

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

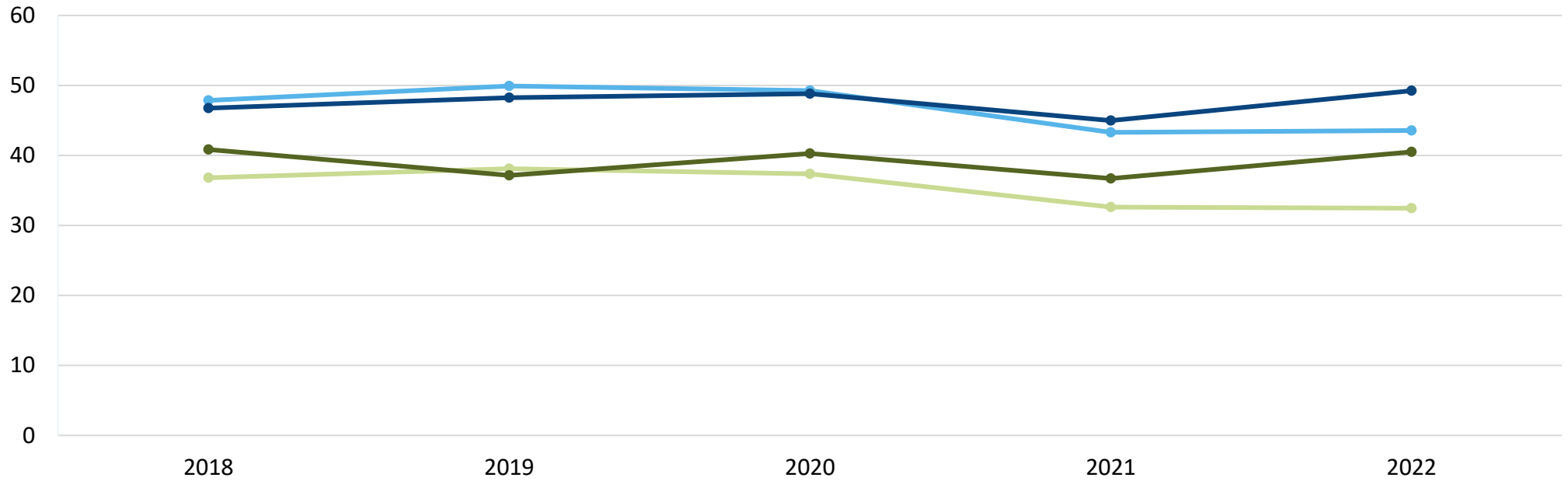
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	23.5%	26.2%	26.4%	26.8%	20.6%
Staff without a LTC or illness: Your org	19.1%	18.1%	20.8%	18.1%	16.5%
Staff with a LTC or illness: Average	33.3%	32.7%	33.0%	32.2%	30.0%
Staff without a LTC or illness: Average	22.8%	21.8%	23.4%	23.7%	20.8%
Staff with a LTC or illness: Responses	319	309	296	473	485
Staff without a LTC or illness: Responses	1130	1102	919	1253	1370

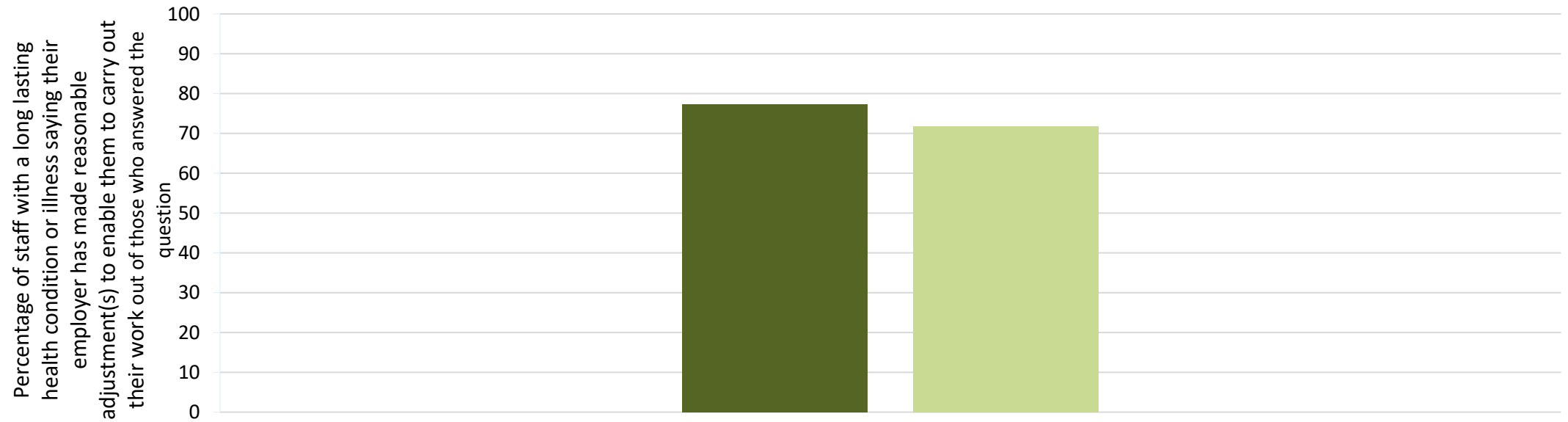
Percentage of staff satisfied with the extent to which their organisation values their work out of those who answered the question

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



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	40.9%	37.2%	40.3%	36.7%	40.5%
Staff without a LTC or illness: Your org	46.8%	48.3%	48.8%	45.0%	49.3%
Staff with a LTC or illness: Average	36.8%	38.1%	37.4%	32.6%	32.5%
Staff without a LTC or illness: Average	47.9%	49.9%	49.3%	43.3%	43.6%
Staff with a LTC or illness: Responses	470	436	519	700	701
Staff without a LTC or illness: Responses	2421	2259	2411	2668	2741

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



2022

Staff with a LTC or illness: Your org

77.2%

Staff with a LTC or illness: Average

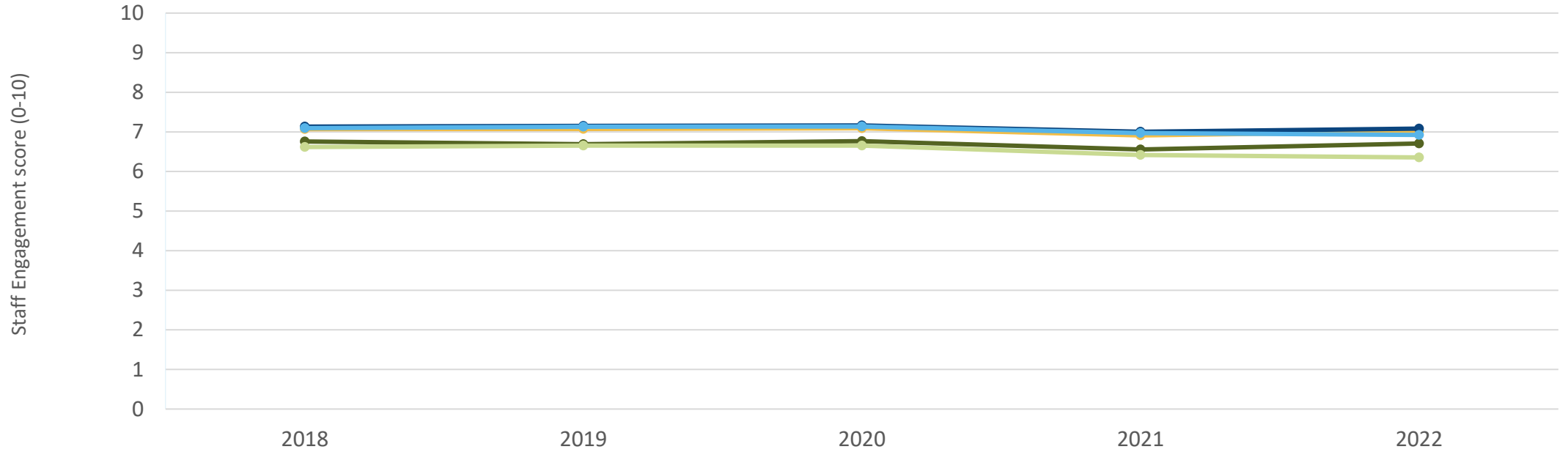
71.8%

Staff with a LTC or illness: Responses

391



Staff engagement score (0-10)



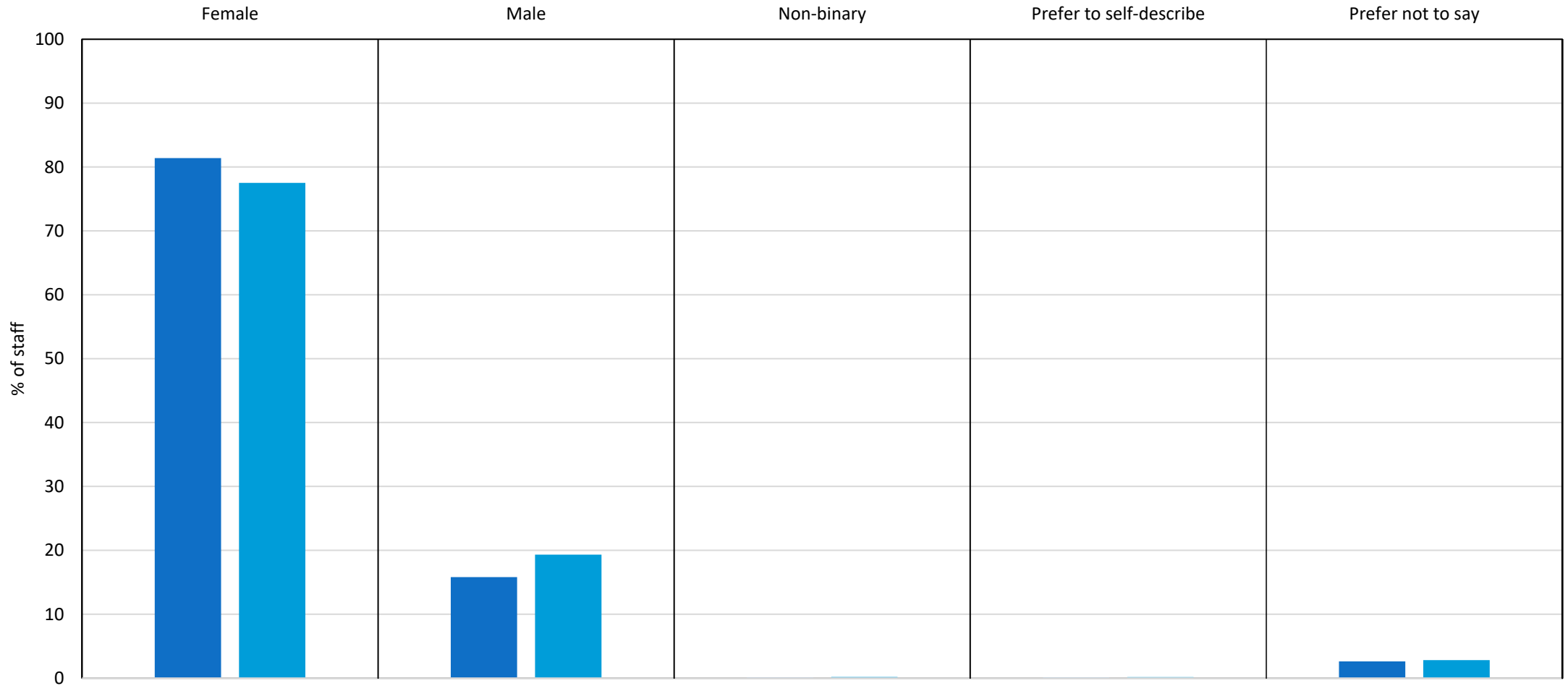
	2018	2019	2020	2021	2022
Organisation average	7.1	7.1	7.1	6.9	7.0
Staff with a LTC or illness: Your org	6.8	6.7	6.8	6.6	6.7
Staff without a LTC or illness: Your org	7.1	7.2	7.2	7.0	7.1
Staff with a LTC or illness: Average	6.6	6.7	6.7	6.4	6.4
Staff without a LTC or illness: Average	7.1	7.1	7.1	7.0	6.9
Staff with a LTC or illness: Responses	475	439	524	706	704
Staff without a LTC or illness: Responses	2436	2277	2427	2688	2760

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

## About your respondents

This section will show demographic information for 2022.

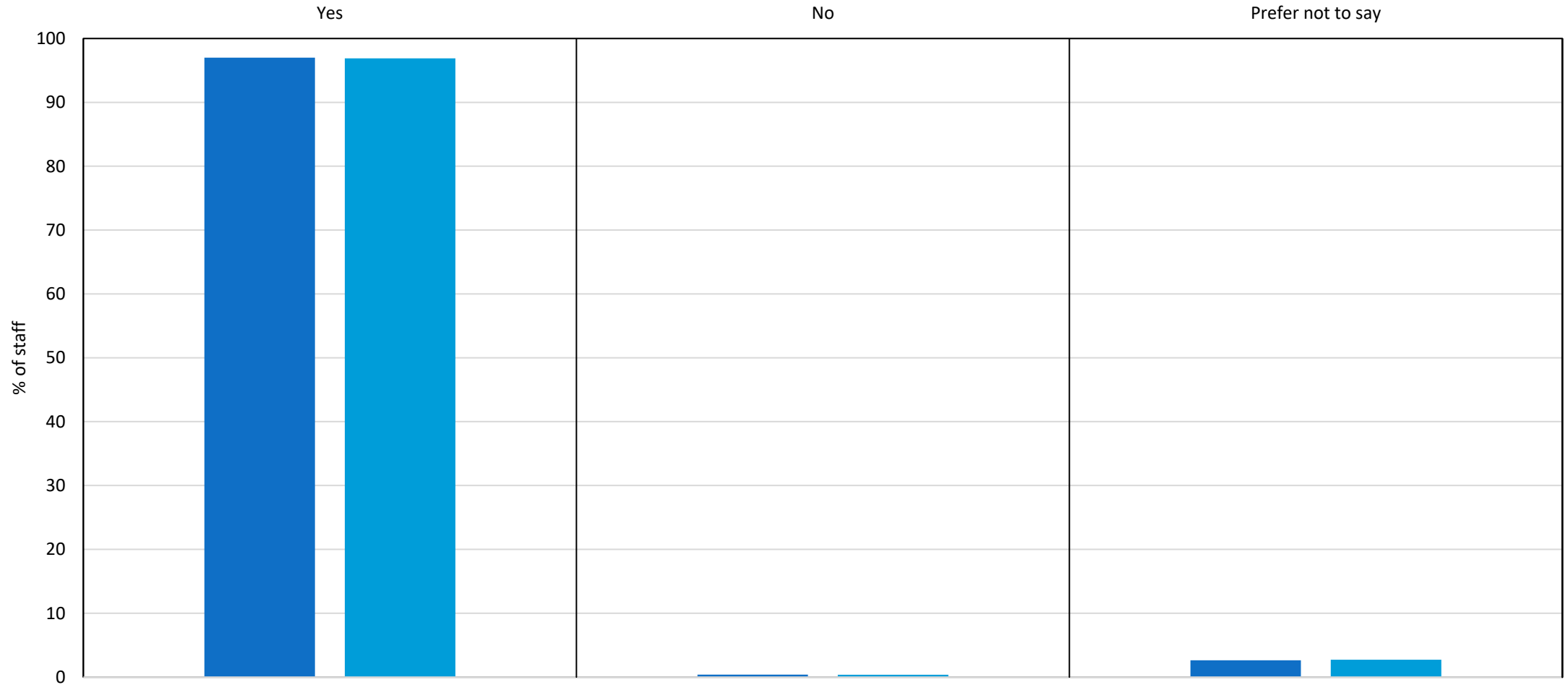
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



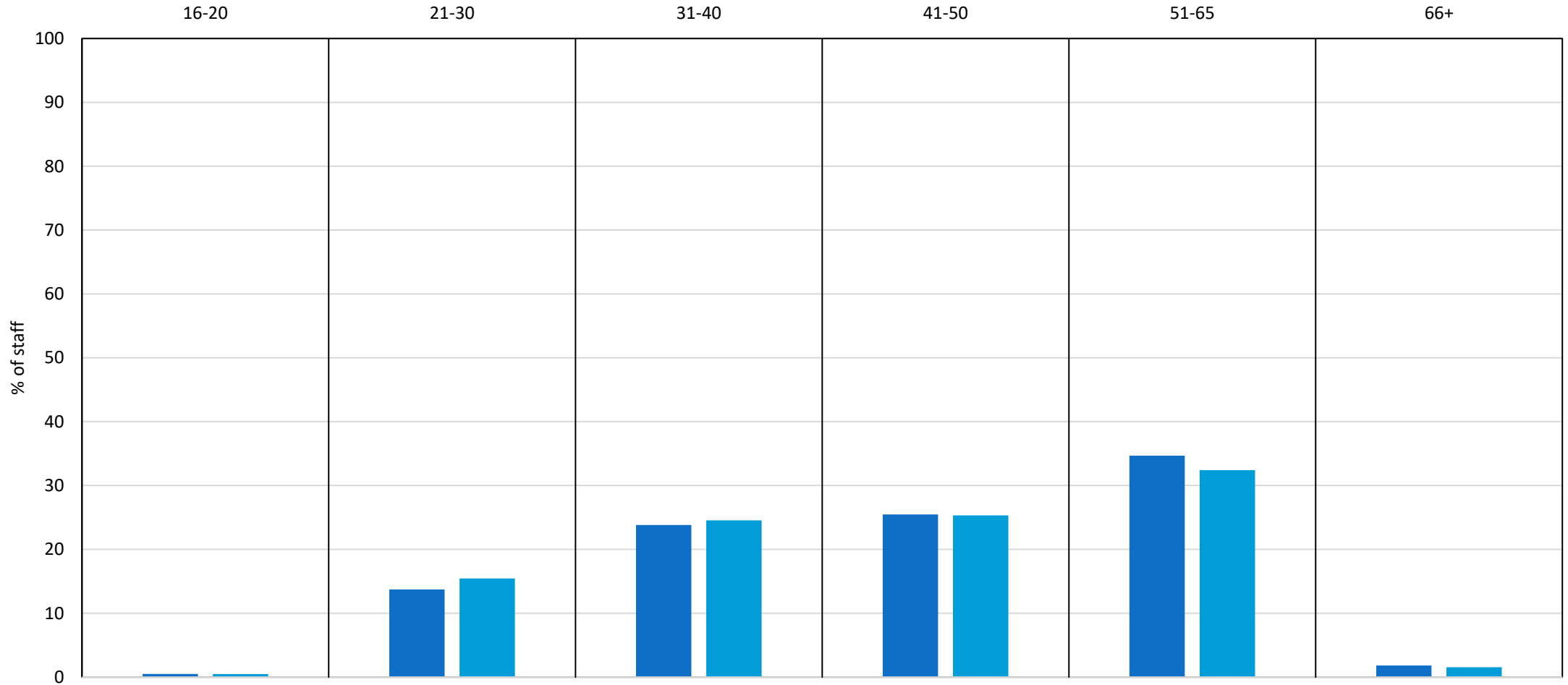
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
<b>Your org</b>	81.4%	15.8%	0.1%	0.1%	2.6%
<b>Average</b>	77.5%	19.3%	0.2%	0.1%	2.8%
<b>Responses</b>	3487	3487	3487	3487	3487



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

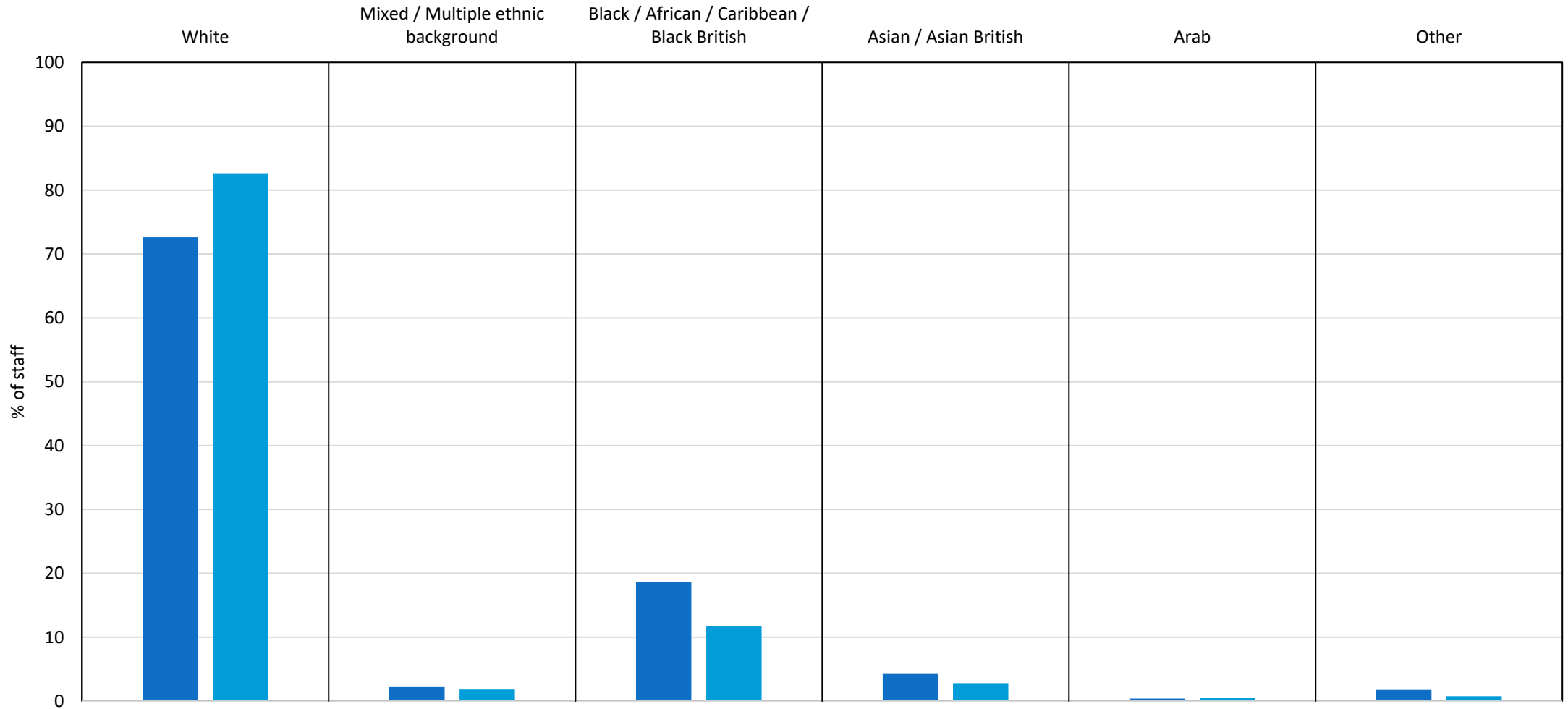


	Yes	No	Prefer not to say
<b>Your org</b>	97.0%	0.4%	2.6%
<b>Average</b>	96.9%	0.4%	2.7%
<b>Responses</b>	3356	3356	3356



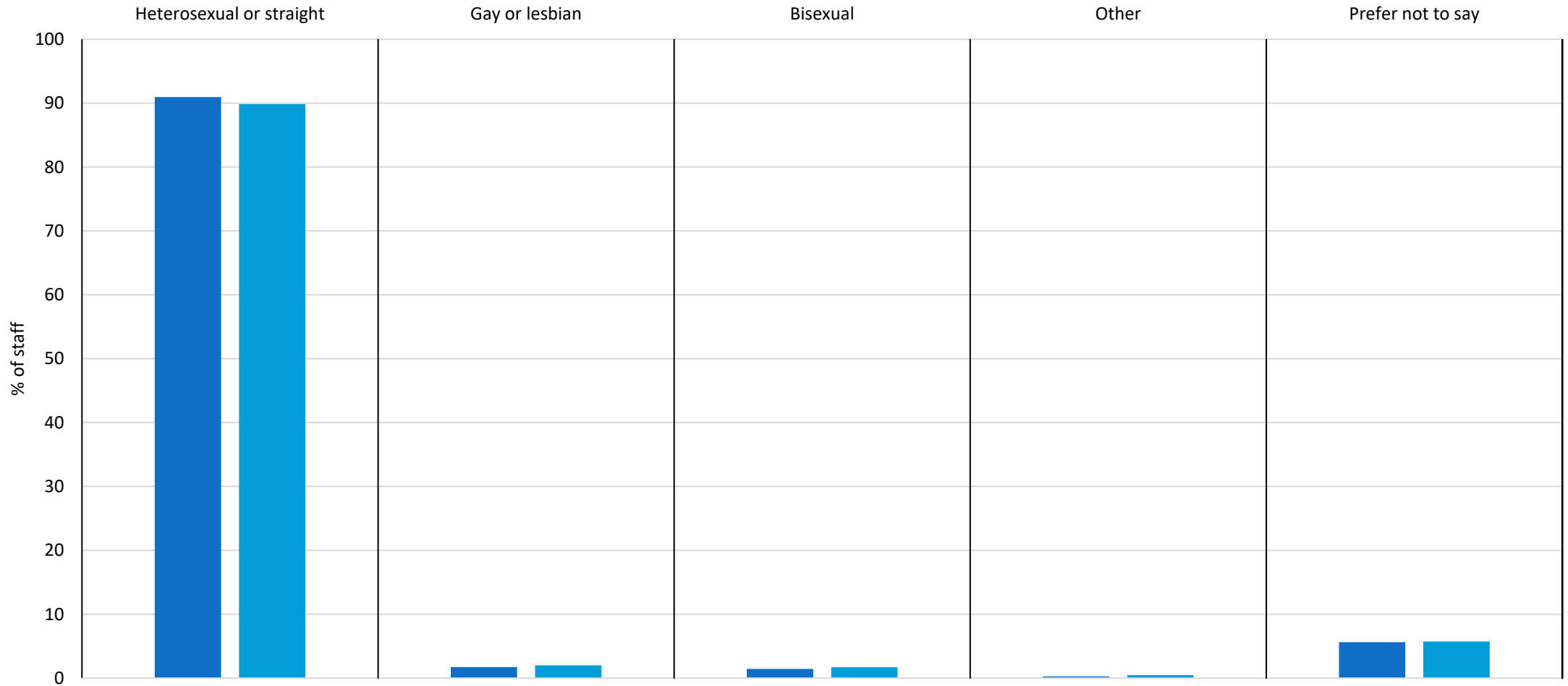
	16-20	21-30	31-40	41-50	51-65	66+
<b>Your org</b>	0.5%	13.7%	23.8%	25.5%	34.7%	1.8%
<b>Average</b>	0.5%	15.4%	24.5%	25.3%	32.4%	1.5%
<b>Responses</b>	3467	3467	3467	3467	3467	3467

# Background details - Ethnicity



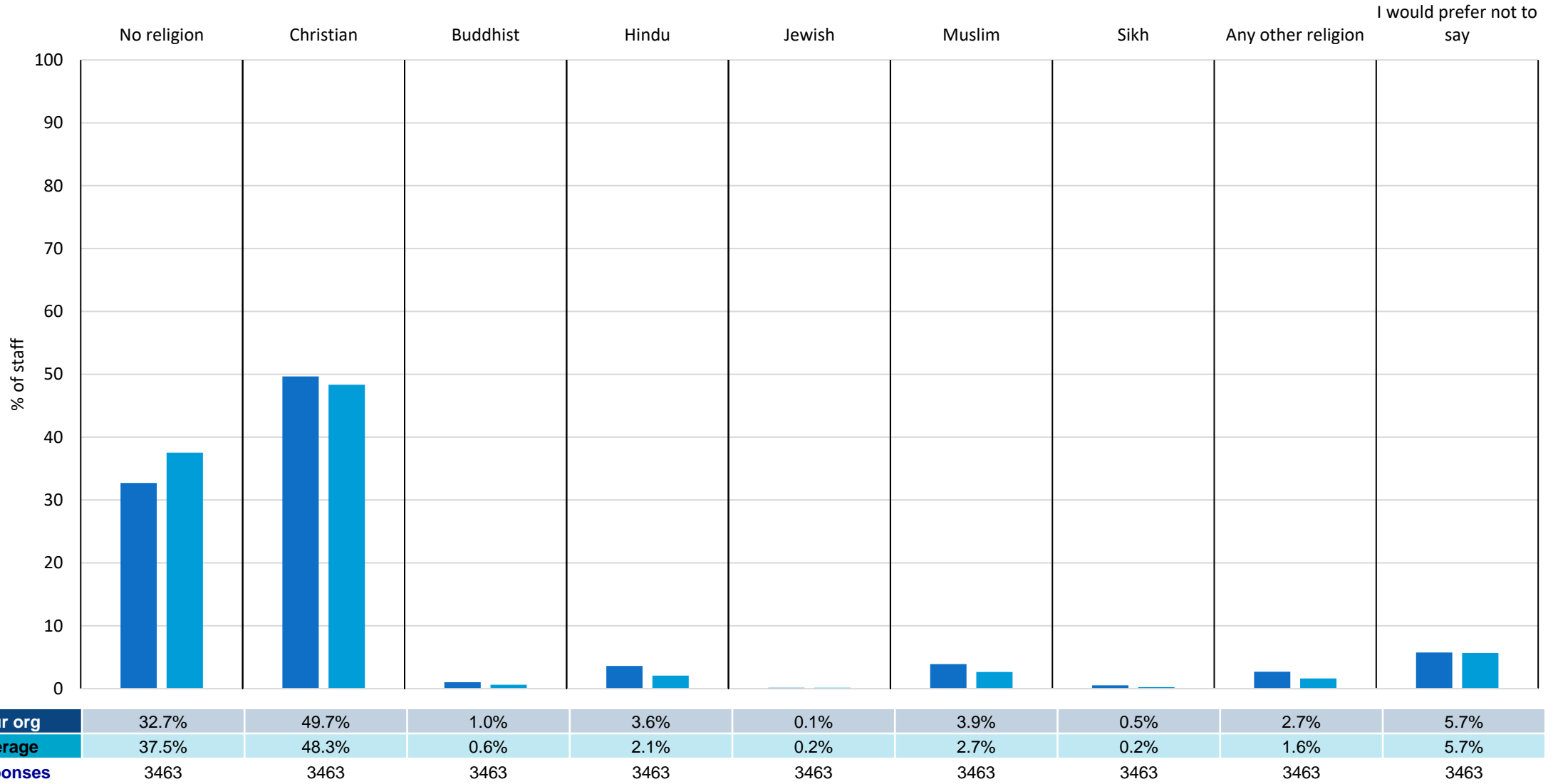
	White	Mixed / Multiple ethnic background	Black / African / Caribbean / Black British	Asian / Asian British	Arab	Other
<b>Your org</b>	72.6%	2.3%	18.6%	4.3%	0.4%	1.7%
<b>Average</b>	82.6%	1.8%	11.8%	2.8%	0.5%	0.8%
<b>Responses</b>	3454	3454	3454	3454	3454	3454

# Background details – Sexual orientation



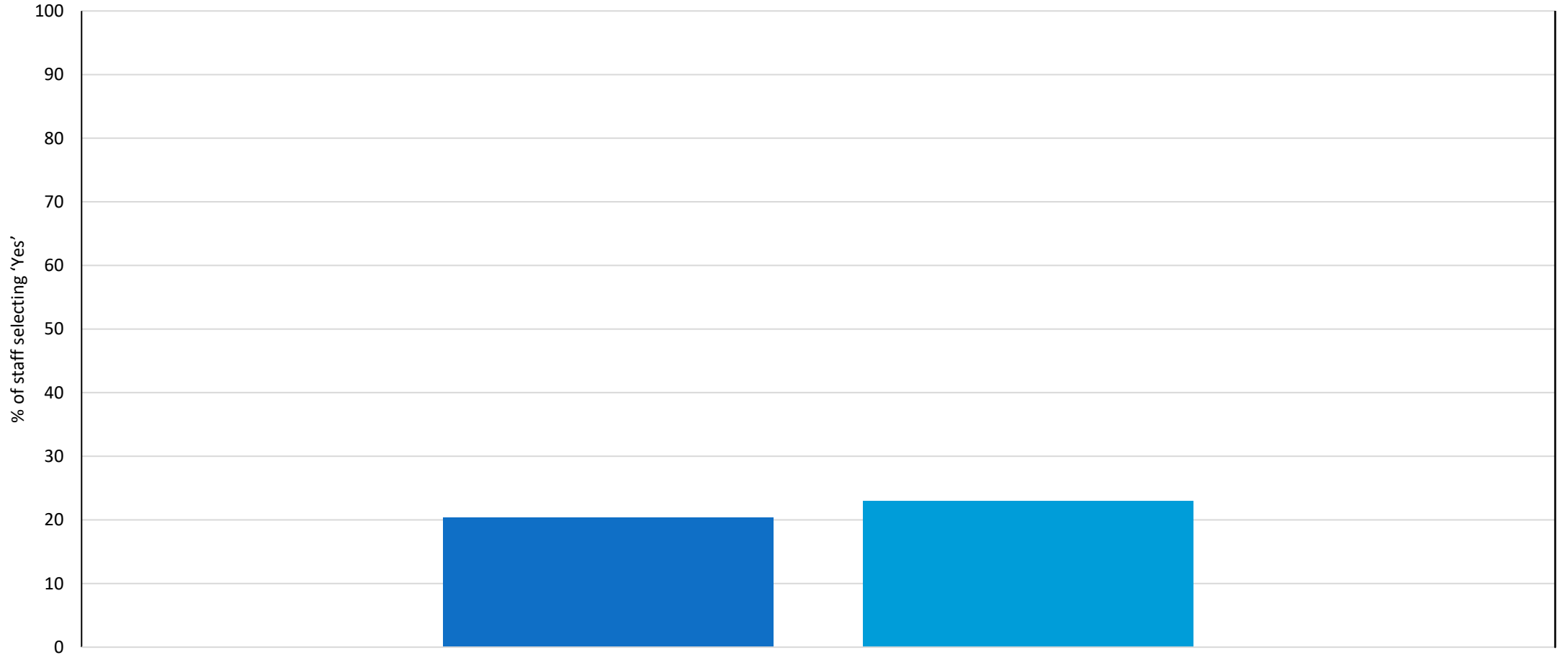
<b>Your org</b>	91.0%	1.7%	1.4%	0.3%	5.6%
<b>Average</b>	89.8%	2.0%	1.7%	0.5%	5.7%
<b>Responses</b>	3471	3471	3471	3471	3471

# Background details - Religion





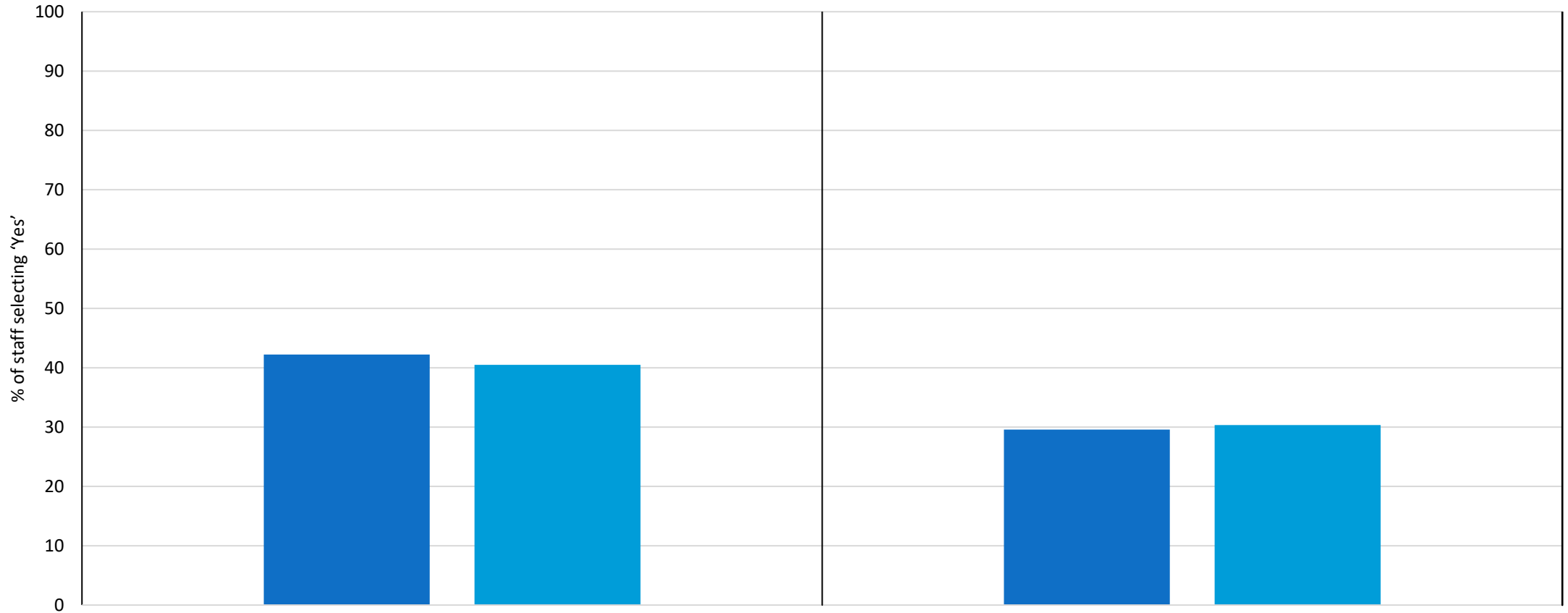
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	20.3%
Average	22.9%
Responses	3466

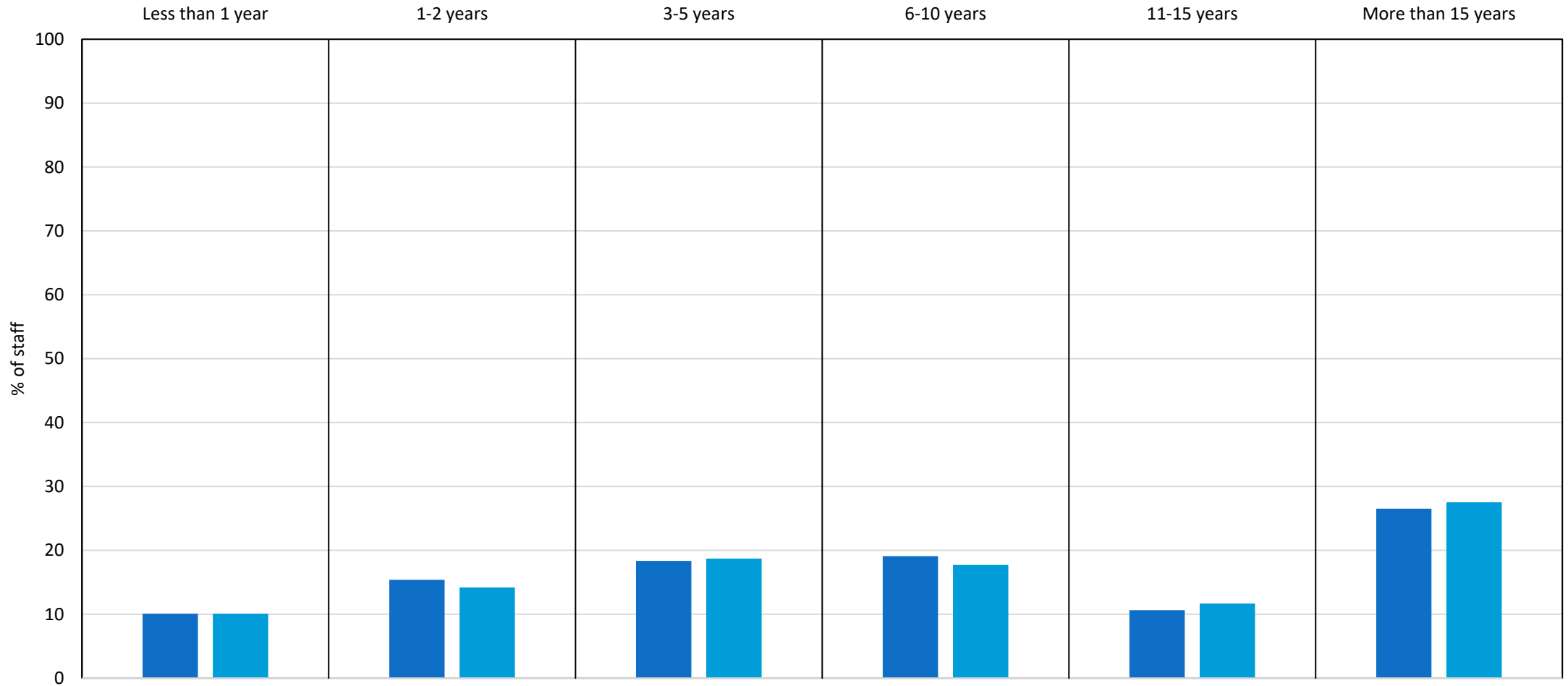
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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>	42.2%	29.6%
<b>Average</b>	40.5%	30.3%
<b>Responses</b>	3469	3452

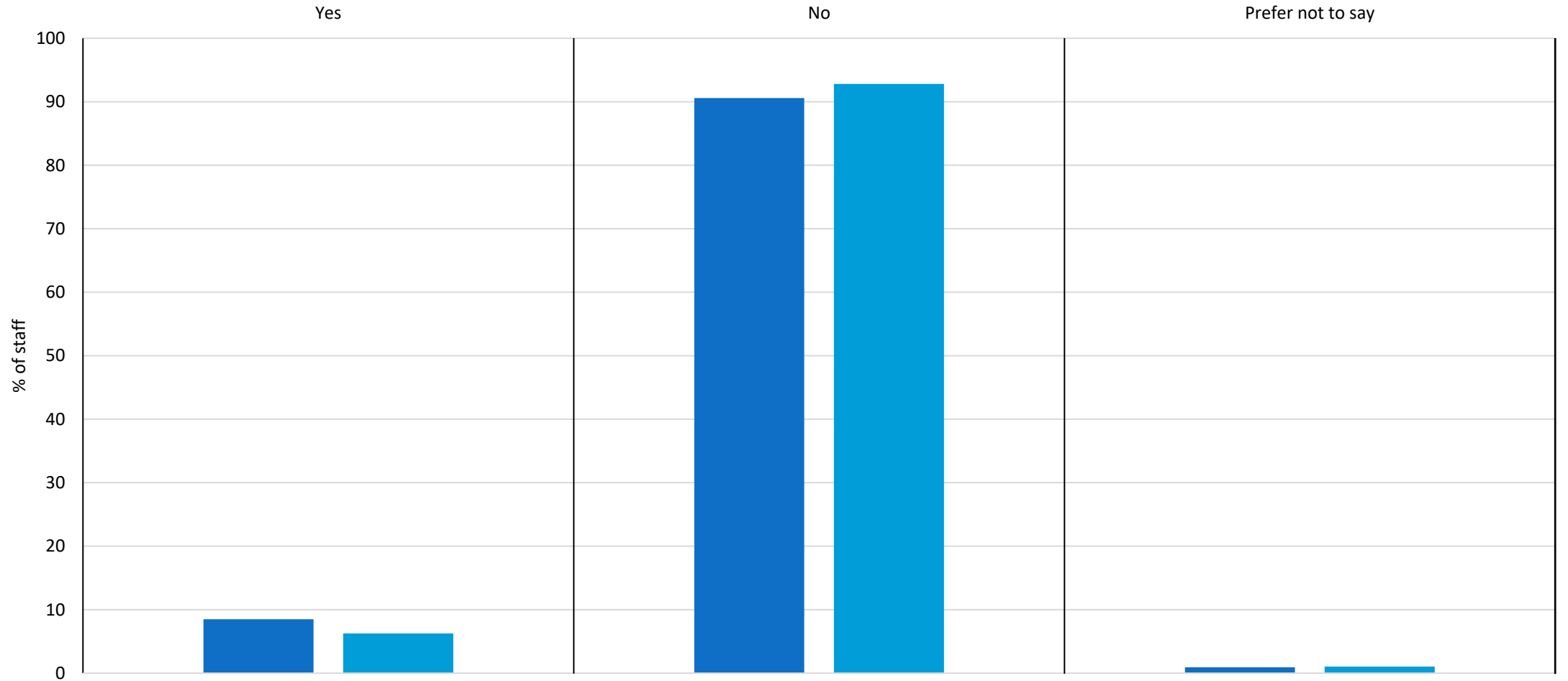
# Background details – Length of service



<b>Your org</b>	10.1%	15.4%	18.3%	19.1%	10.6%	26.5%
<b>Average</b>	10.1%	14.2%	18.7%	17.7%	11.7%	27.5%
<b>Responses</b>	3485	3485	3485	3485	3485	3485

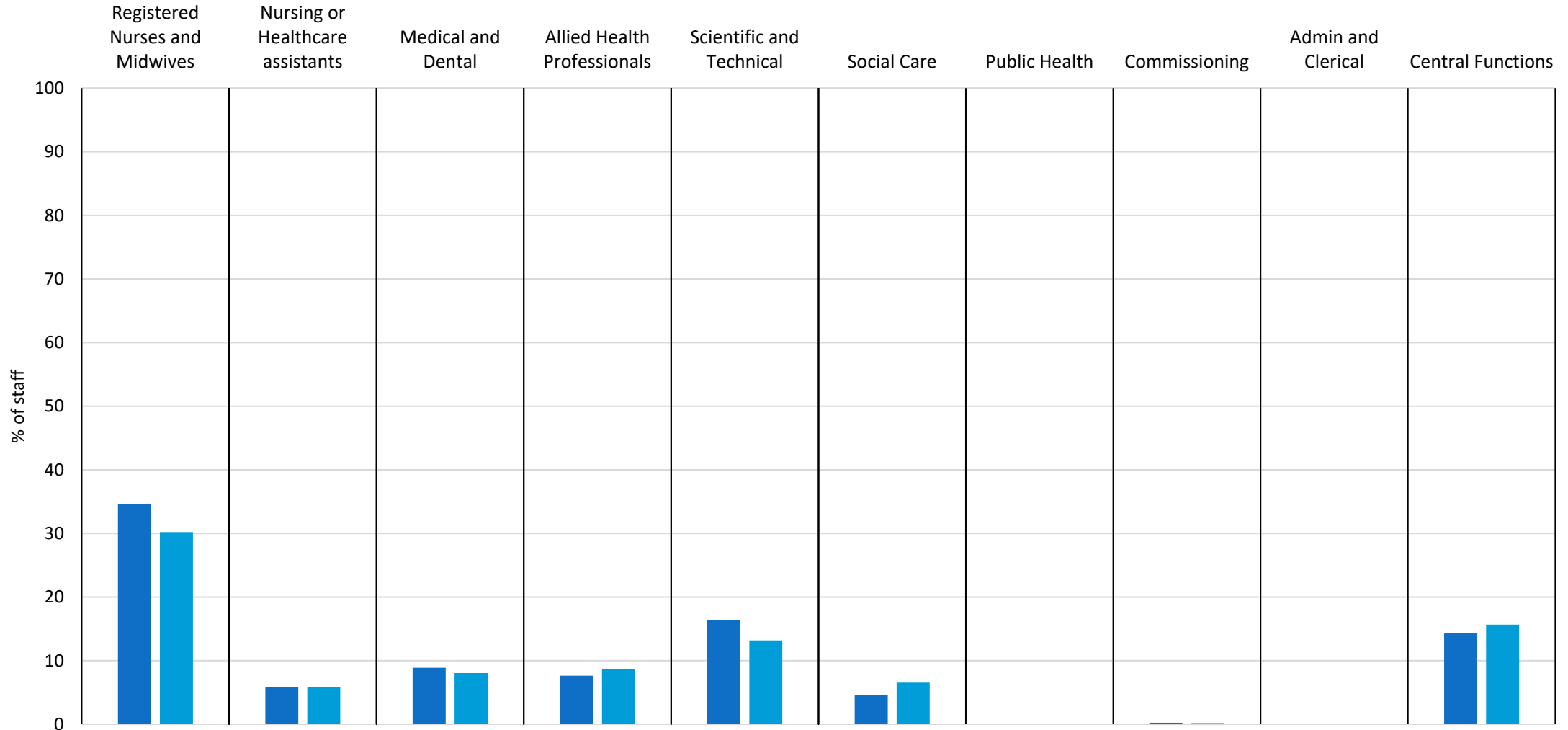


# Background details – When you joined this organisation were you recruited from outside of the UK?



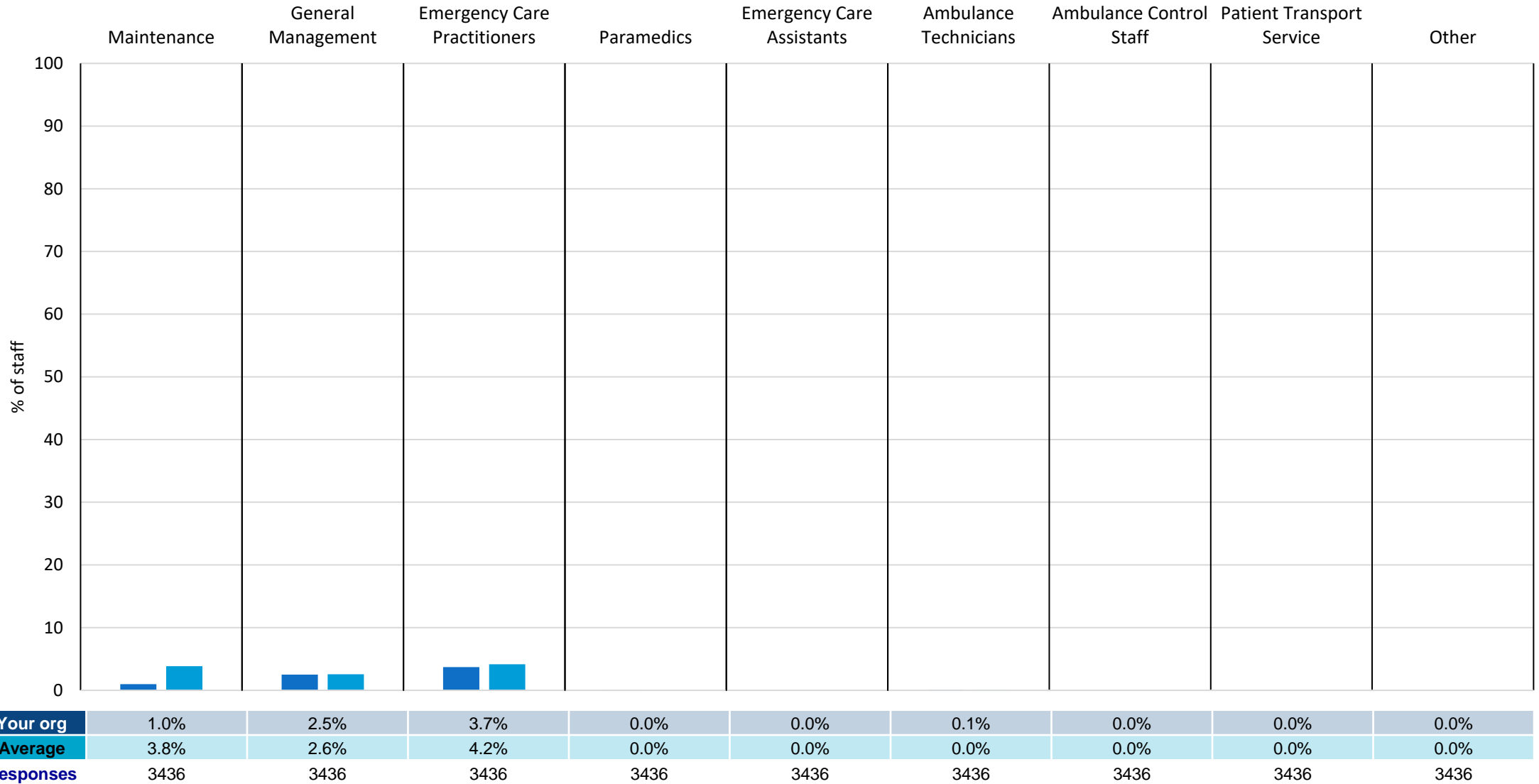
	Yes	No	Prefer not to say
<b>Your org</b>	8.5%	90.6%	0.9%
<b>Average</b>	6.2%	92.8%	1.0%
<b>Responses</b>	3462	3462	3462

# Background details – Occupational group



<b>Your org</b>	34.6%	5.8%	8.9%	7.6%	16.4%	4.6%	0.1%	0.2%	0.1%	14.4%
<b>Average</b>	30.2%	5.8%	8.0%	8.6%	13.2%	6.5%	0.1%	0.2%	0.1%	15.7%
<b>Responses</b>	3436	3436	3436	3436	3436	3436	3436	3436	3436	3436

# Background details – Occupational group

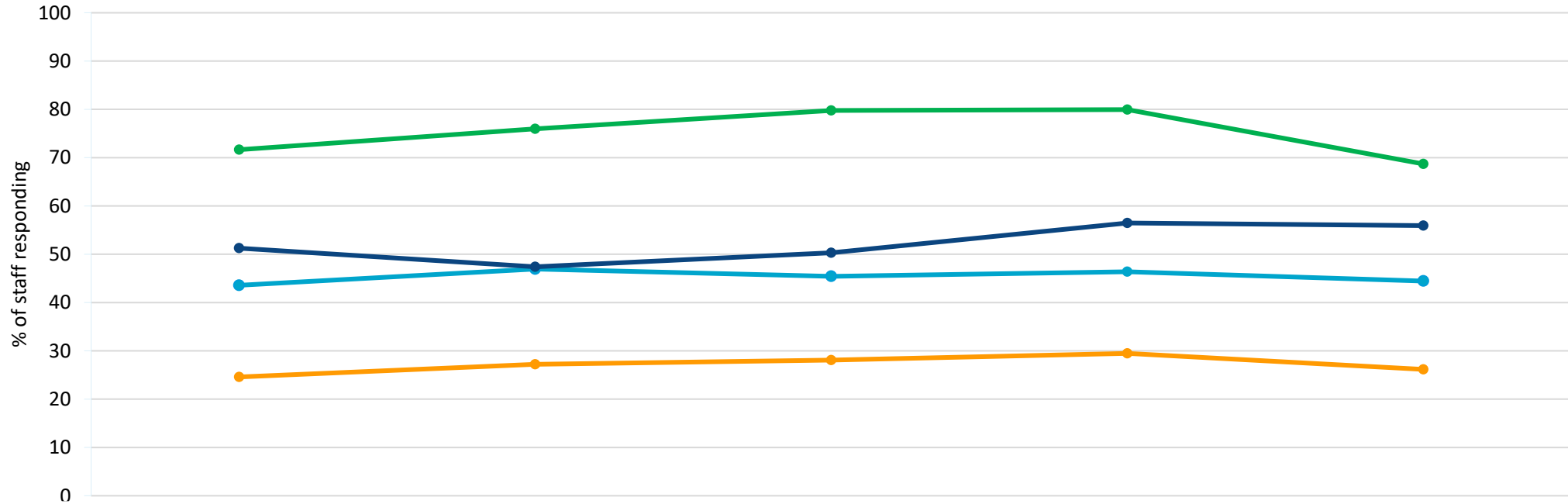


## Appendices

## Appendix A: Response rate



Response rate



	2018	2019	2020	2021	2022
Your org	51.3%	47.4%	50.3%	56.5%	55.9%
Highest	71.6%	76.0%	79.8%	79.9%	68.7%
Average	43.6%	46.9%	45.4%	46.4%	44.5%
Lowest	24.6%	27.2%	28.1%	29.5%	26.2%
Responses	2954	2800	2991	3455	3504

## Appendix B: Significance testing 2021 vs 2022

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

People Promise elements	2021 score	2021 respondents	2022 score	2022 respondents	Statistically significant change?
We are compassionate and inclusive	7.3	3451	7.4	3499	Significantly higher
We are recognised and rewarded	5.9	3435	6.0	3497	Not significant
We each have a voice that counts	6.8	3435	6.8	3470	Not significant
We are safe and healthy	6.0	3436	6.1	3492	Not significant
We are always learning	5.0	3278	5.6	3404	Significantly higher
We work flexibly	6.1	3418	6.3	3482	Significantly higher
We are a team	6.7	3439	6.9	3493	Significantly higher
<b>Themes</b>					
Staff Engagement	6.9	3450	7.0	3502	Significantly higher
Morale	5.7	3451	5.8	3502	Significantly higher

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

## Appendix C: Tips on using your benchmark report

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

### Key points to note



The seven People Promise elements, the two themes and the sub-scores that feed into them cover key areas of staff experience and present results in these areas in a clear and consistent way. All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Details of how the scores are calculated can be found in the technical document available on the [Staff Survey website](#).



A key feature of the reports is that they **provide organisations with up to five years of trend data**. Trend data provides a much more reliable indication of whether the most recent results represent a change from the norm for an organisation than comparing the most recent results only to those from the previous year. Taking a longer term view will help organisations to identify trends over several years that may have been missed when comparisons are drawn solely between the current and previous year.



People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are benchmarked so that organisations can identify how results on each question have changed for themselves and their peers over time by looking at a single graph.

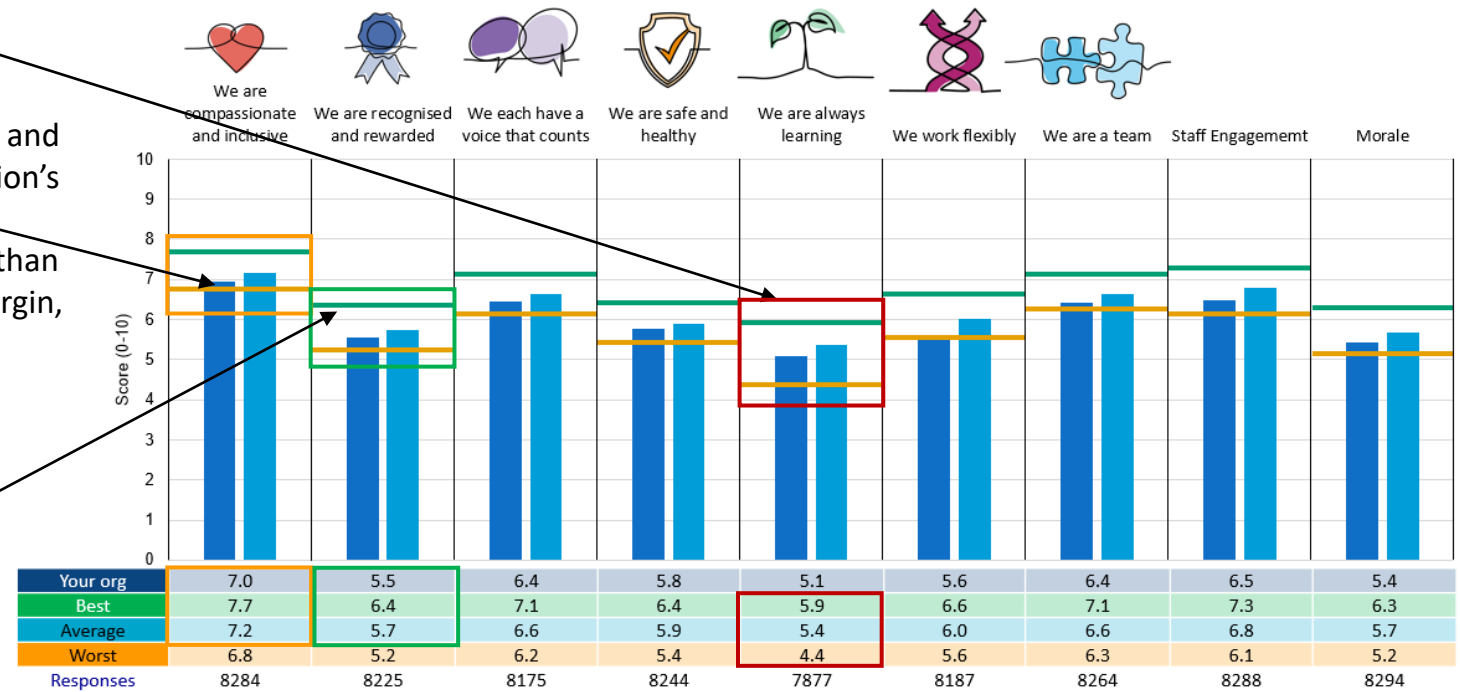
N.B. Historical benchmarking data for 2019 has been revised for the Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trusts benchmarking groups. This is due to a revision in the occupation group weighting to correctly reflect historical benchmarking group changes. Historical data is reweighted each year according to the latest results and so historical figures change with each new year of data; however it is advised to keep the above in mind when viewing historical results released in 2022.

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

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

## Areas to improve

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



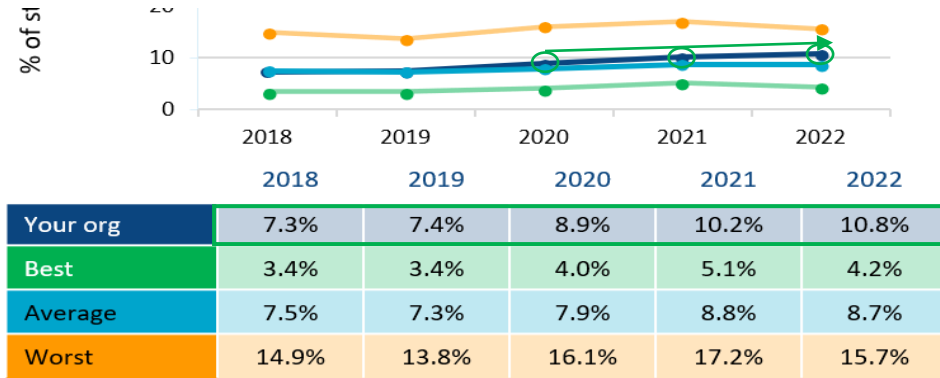
Only one example is highlighted for each point

## 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' scores are distinctly higher than the benchmarking group 'Average' score.
- Positive stories to report could be ones where your organisation approaches or matches the benchmarking group's 'Best' score.

## Review trend data

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

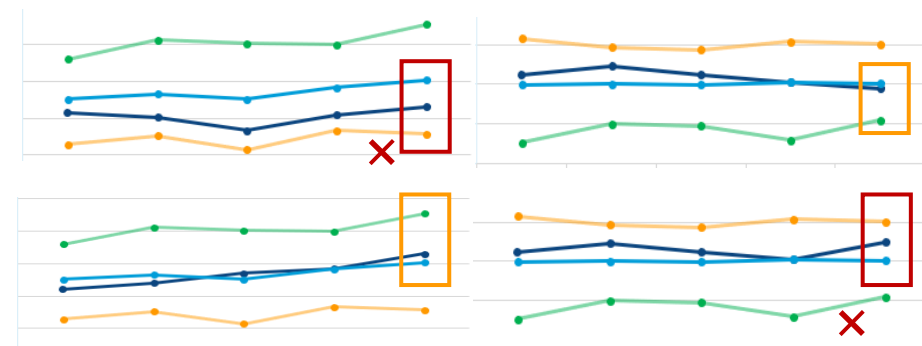


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

This benchmark report displays results for all questions in the questionnaire, including benchmarked trend data wherever available. While this a key feature of the report, at first glance the amount of information contained on more than 140 pages might appear daunting. The below suggestions aim to provide some guidance on how to get started with navigating through this set of data.

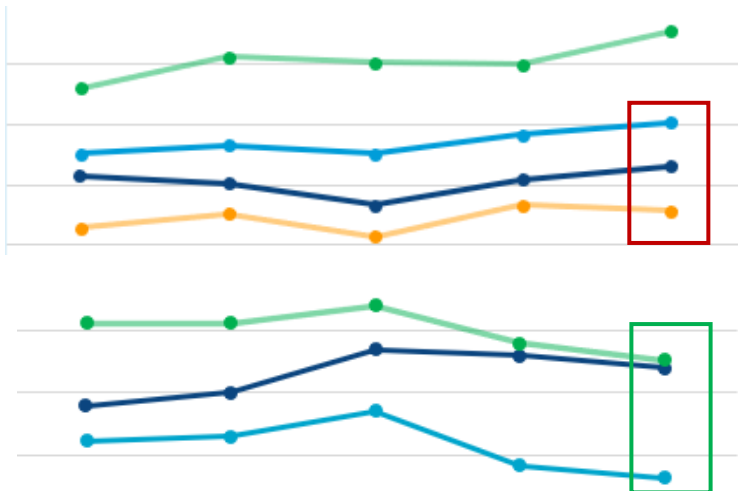
### Identifying questions of interest

#### ➤ Pre-defined questions of interest – key questions for your organisation

Most organisations will have questions which have traditionally been a focus for them - questions which have been targeted with internal policies or programmes, or whose results are of heightened importance due to organisation values or because they are considered a proxy for key issues. Outcomes for these questions can be assessed on the backdrop of benchmark and historical trend data.

#### ➤ Identifying questions of interest based on the results in this report

The methods recommended to review your People Promise and theme results can also be applied to pick out question level results of interest. However, **unlike People Promise elements, themes and sub-scores where a higher score always indicates a better result, it is important to keep an eye out for questions where a lower percentage relates to a better outcome** (see details on the 'Using the report' page in the 'Introduction' section).



- **To identify areas of concern:** look for questions where the organisation value falls between the benchmarking group average and the worst score, particularly questions where your organisation result is very close to the worst score. Review changes in the trend data to establish if there has been a decline or stagnation in results across multiple years, but consider the context of how the trust has performed in comparison to its benchmarking group over this period. A positive trend for a question that is still below the average result can be seen as good progress to build on further in the future.
- **When looking for positive outcomes:** search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.



## Appendix D: Additional reporting outputs

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

### Supporting documents



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



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

### Other local results



**Local Dashboards:** Online dashboards containing results for each participating organisation, similar those provided in this report, with trend data and benchmark results for up to five years where possible. These dashboards additionally show the full breakdown of response options for each question.



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

### National results



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



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



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