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Date: 16/11/2020

Dear Member

HEALTH OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 24 NOVEMBER 2020

I am now able to enclose, for consideration at next Tuesday, 24 November 2020 meeting of the Health Overview and Scrutiny Committee, the following report.

Agenda Item No

6

South East Coast Ambulance Service NHS Foundation Trust - provider update
(Pages 1 - 190)

Appendix E - NHS Staff Survey

Yours sincerely

A handwritten signature in black ink, appearing to read 'B. Watts', is written over a faint circular stamp.

Benjamin Watts
General Counsel

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Page 1

South East Coast Ambulance Service NHS Foundation Trust

2019 NHS Staff Survey

Benchmark Report

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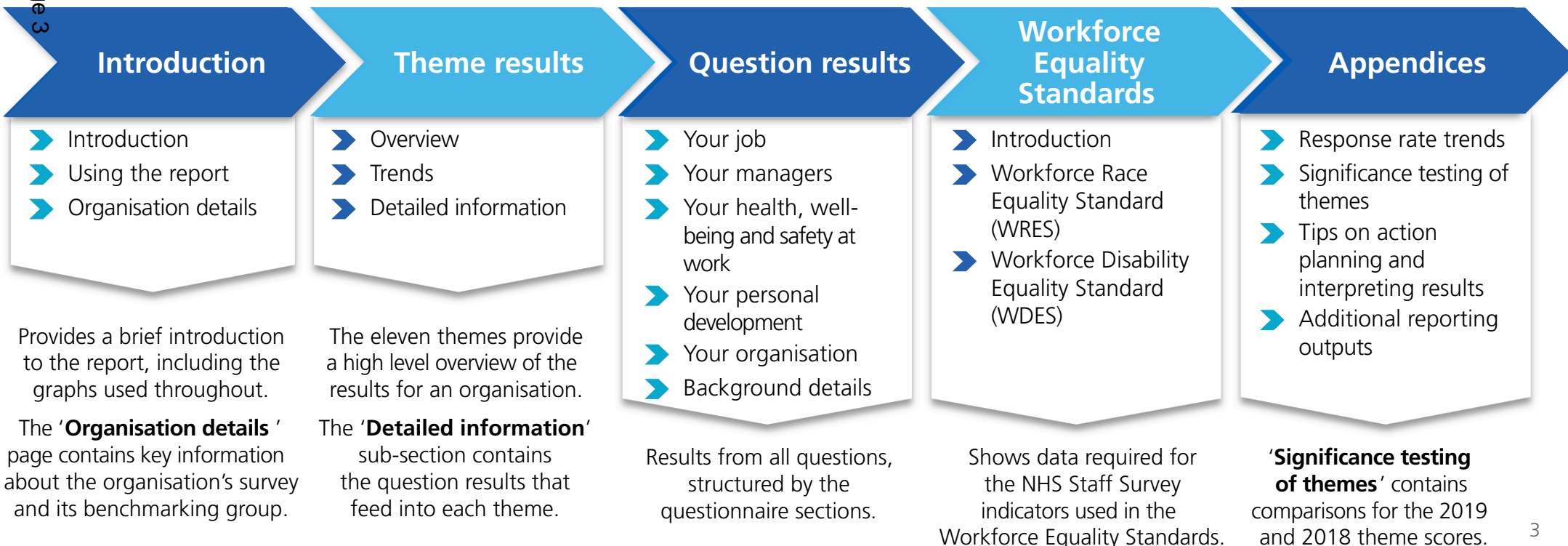
This benchmark report for South East Coast Ambulance Service NHS Foundation Trust contains results for themes and questions from the 2019 NHS Staff Survey, and historical results back to 2015 where possible. These results are presented in the context of the best, average and worst results for similar organisations where appropriate. Data in this report is weighted to allow for fair comparisons between organisations.

Please note: q1, q10a, q19f, q23d-q28a and q29-q31b 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](#).

The structure of this report

Page 3

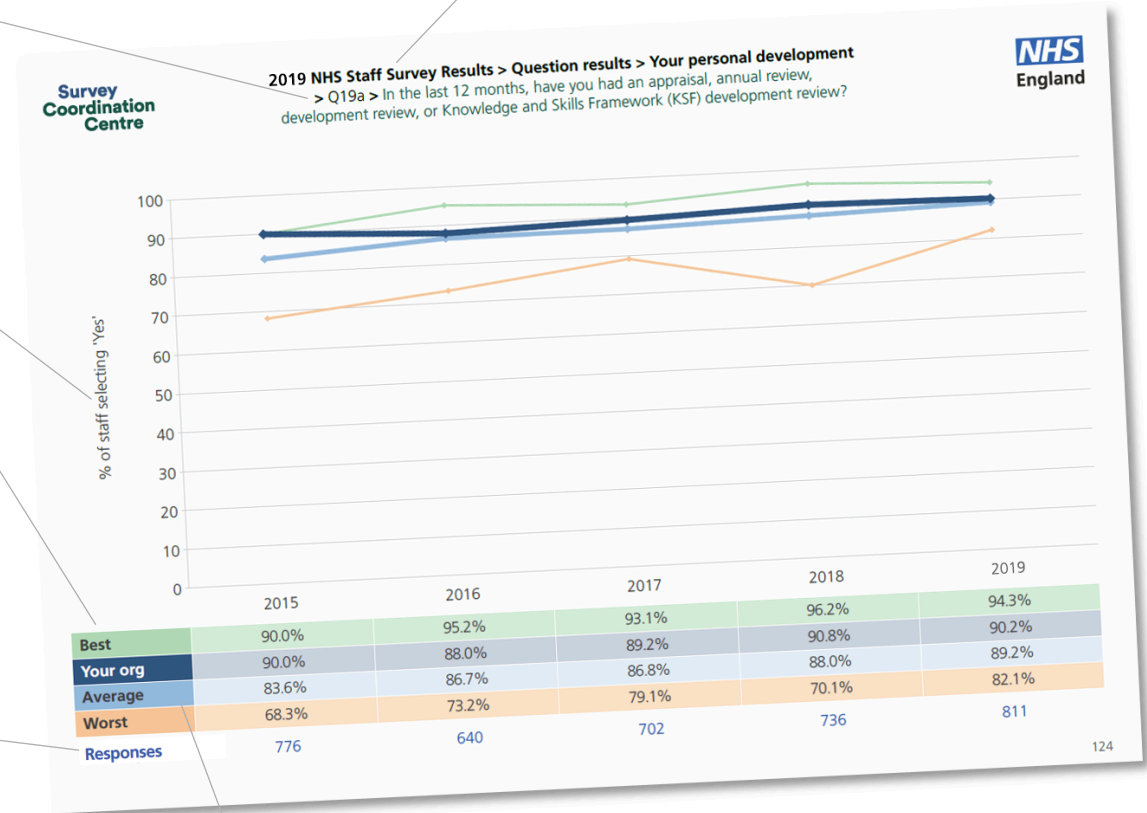


Key features

Question number and text (or the theme) specified at the top of each slide

Slide headers are **hyperlinked** throughout the document. '2019 NHS Staff Survey Results' takes you back to the contents page (which is also hyperlinked to each section), while the rest of the text highlighted in bold can be used to navigate to sections and sub-sections

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

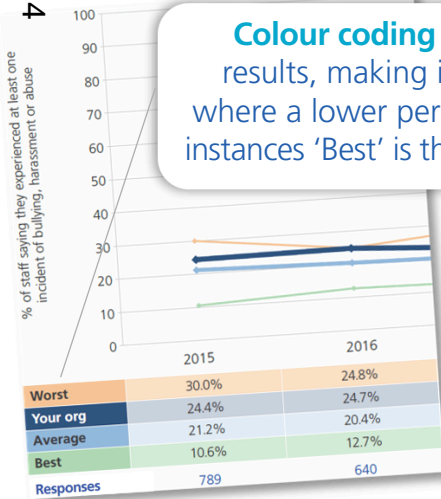


Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is better – in such instances 'Best' is the bottom line in the table

Keep an eye out!

Number of responses for the organisation for the given question

Page 4



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**

South East Coast Ambulance
Service NHS Foundation Trust

2019 NHS Staff Survey



Organisation details

Completed questionnaires **2,108**

2019 response rate **56%**

[See response rate trend for the last 5 years](#)

Survey details

Survey mode **Online**

Sample type **Census**

This organisation is benchmarked against:

Ambulance Trusts



2019 benchmarking group details

Organisations in group: **11**

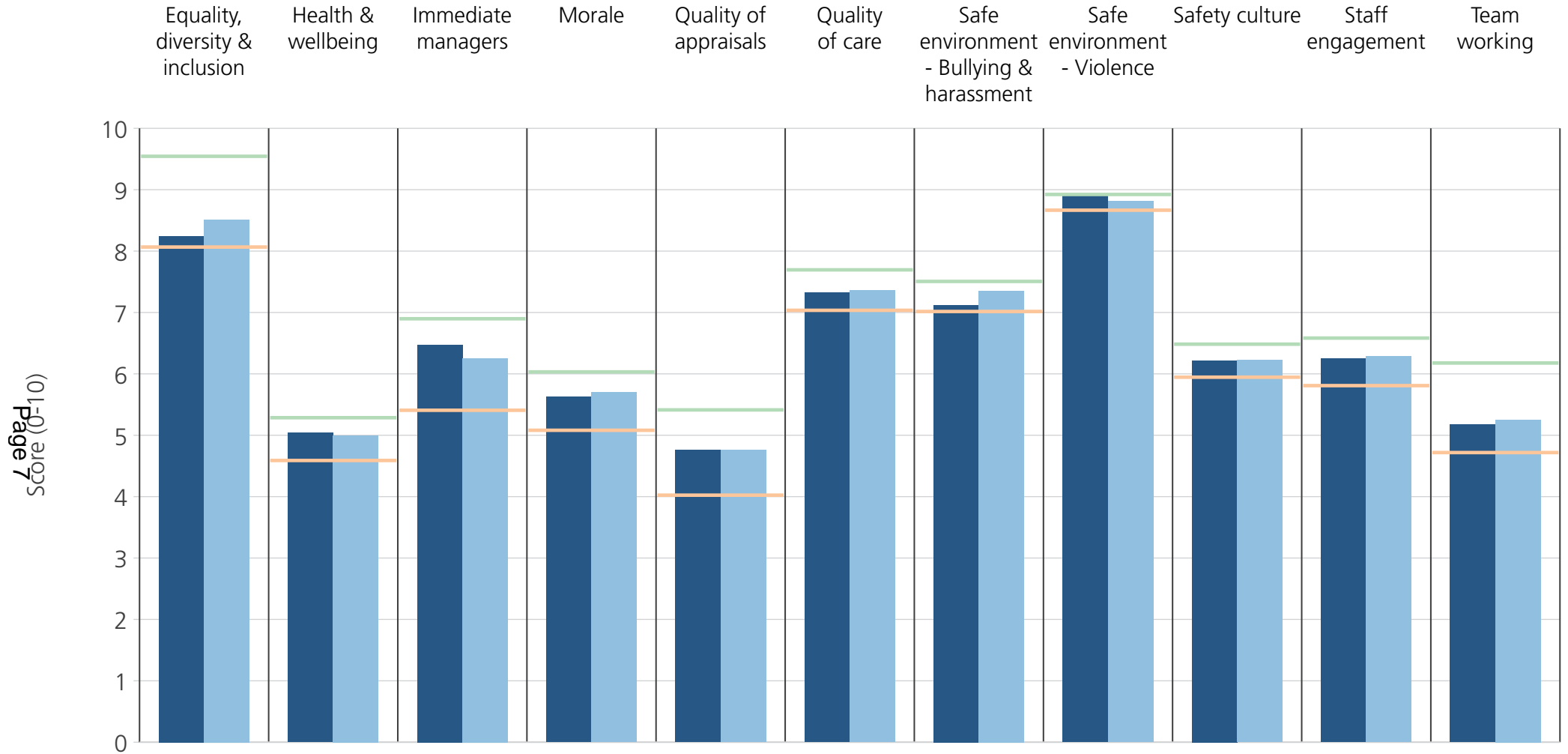
Median response rate: **50%**

No. of completed questionnaires:
24,950

Theme results

Page 6

South East Coast Ambulance Service NHS Foundation Trust
2019 NHS Staff Survey Results

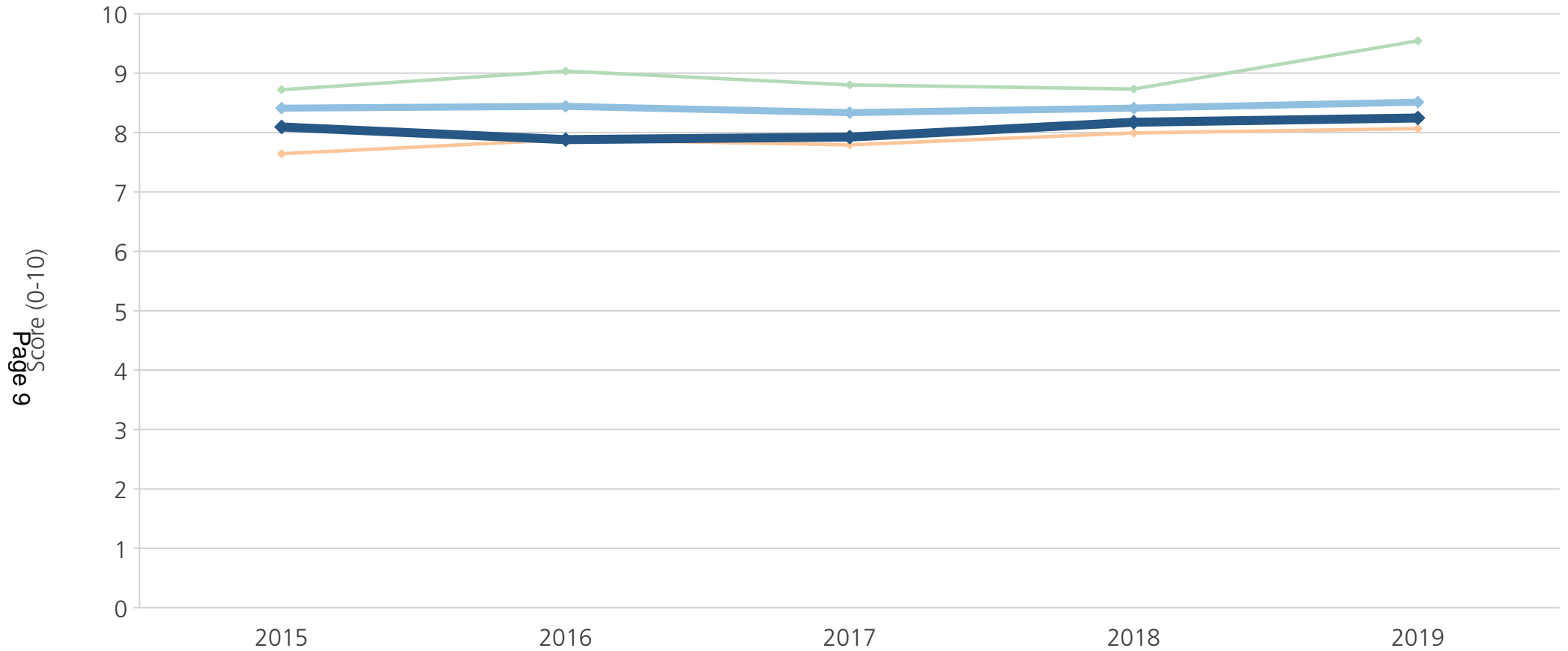


Best	9.5	5.3	6.9	6.0	5.4	7.7	7.5	8.9	6.5	6.6	6.2
Your org	8.2	5.0	6.5	5.6	4.8	7.3	7.1	8.9	6.2	6.2	5.2
Average	8.5	5.0	6.3	5.7	4.8	7.4	7.4	8.8	6.2	6.3	5.3
Worst	8.1	4.6	5.4	5.1	4.0	7.0	7.0	8.7	5.9	5.8	4.7
Responses	2,083	2,095	2,093	2,085	1,450	1,889	2,085	2,085	2,087	2,108	2,087

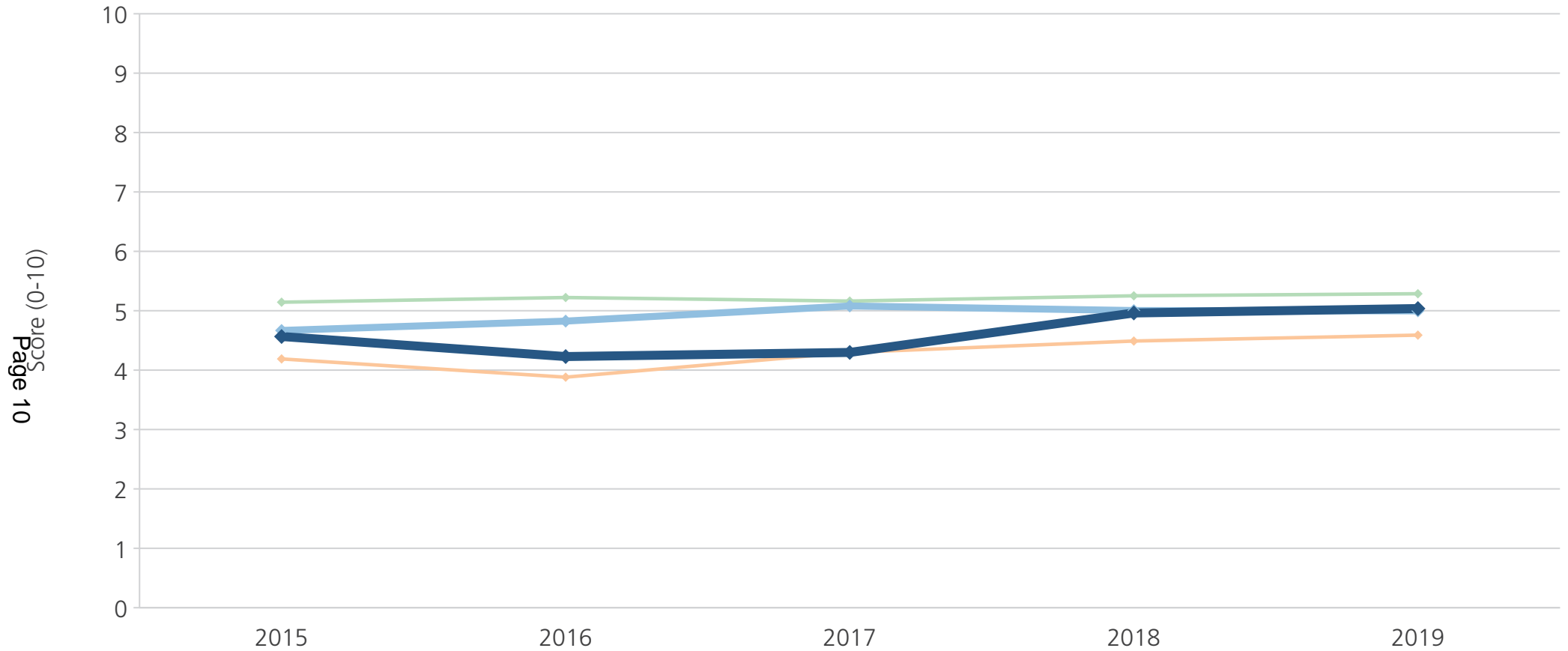
Theme results – Trends

Page 8

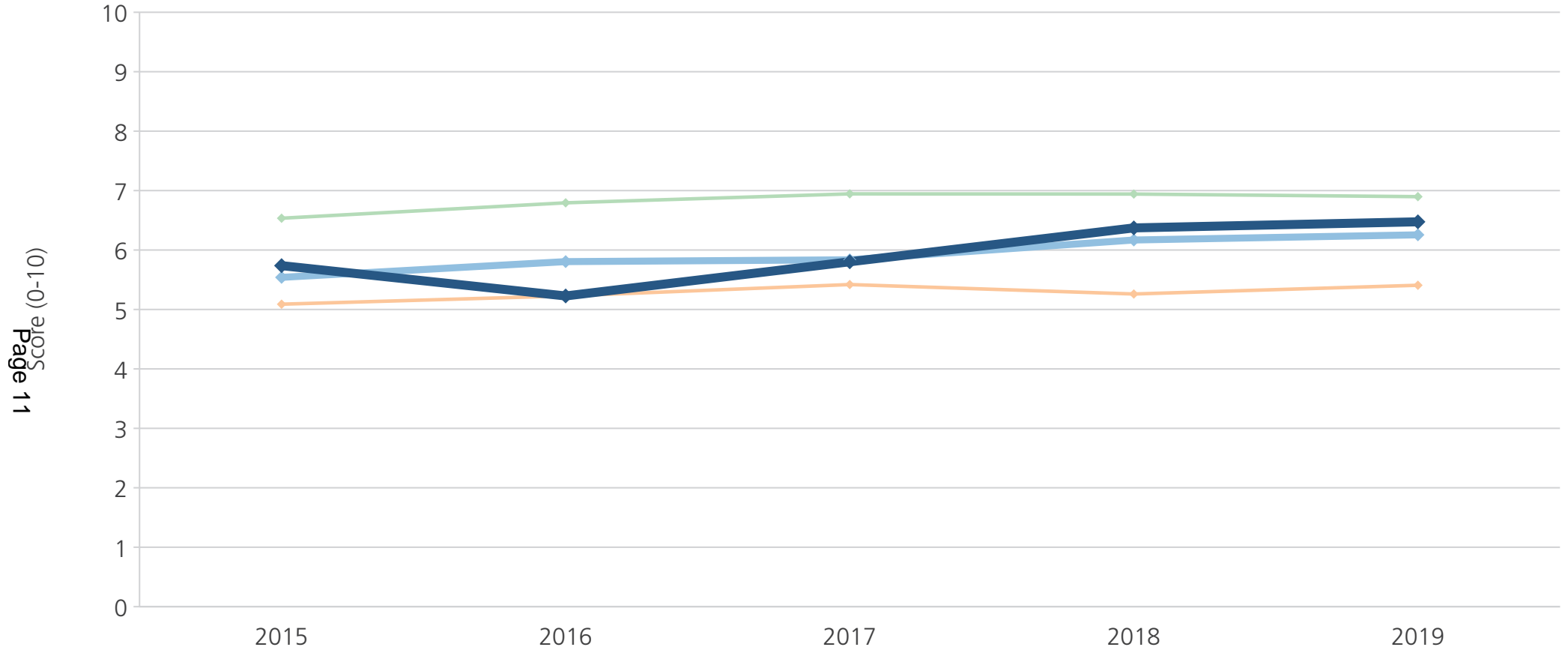
South East Coast Ambulance Service NHS Foundation Trust
2019 NHS Staff Survey Results



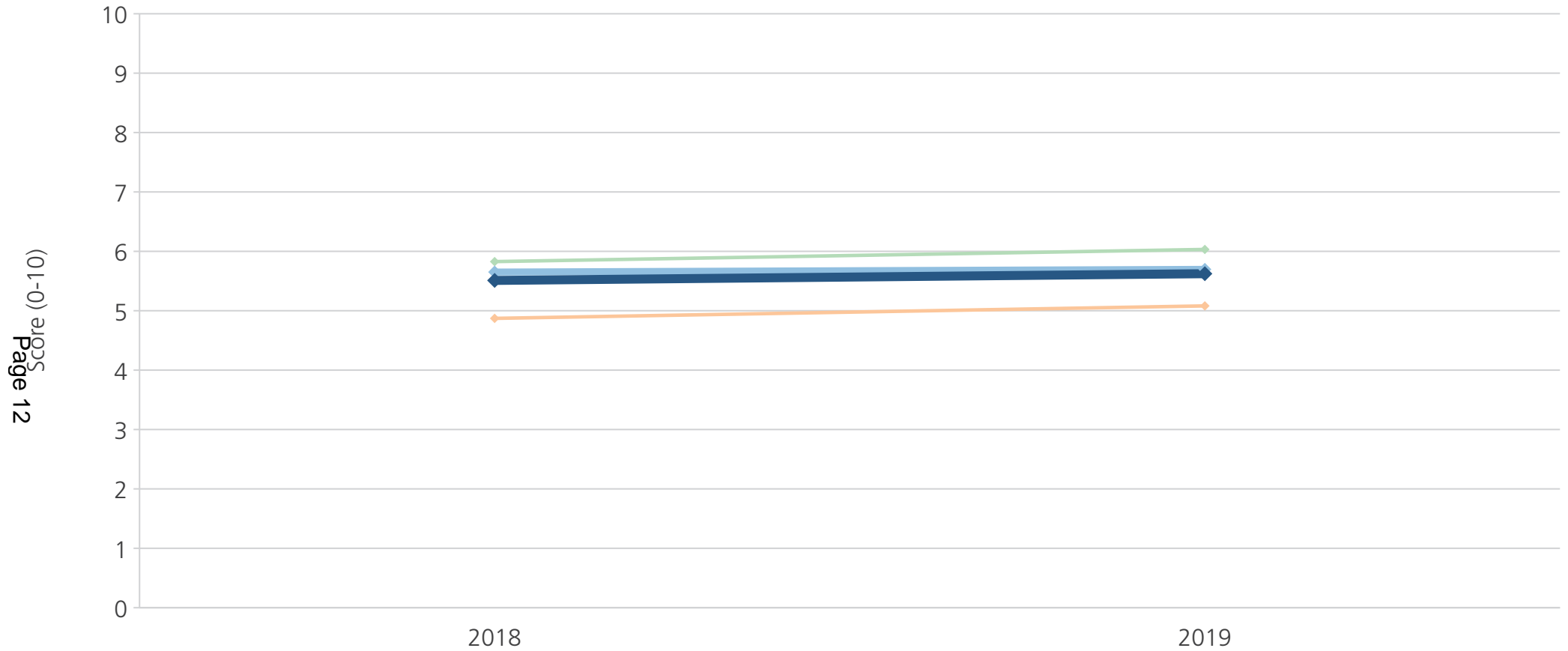
	2015	2016	2017	2018	2019
Best	8.7	9.0	8.8	8.7	9.5
Your org	8.1	7.9	7.9	8.2	8.2
Average	8.4	8.4	8.3	8.4	8.5
Worst	7.6	7.9	7.8	8.0	8.1
Responses	1,314	1,259	1,369	1,733	2,083



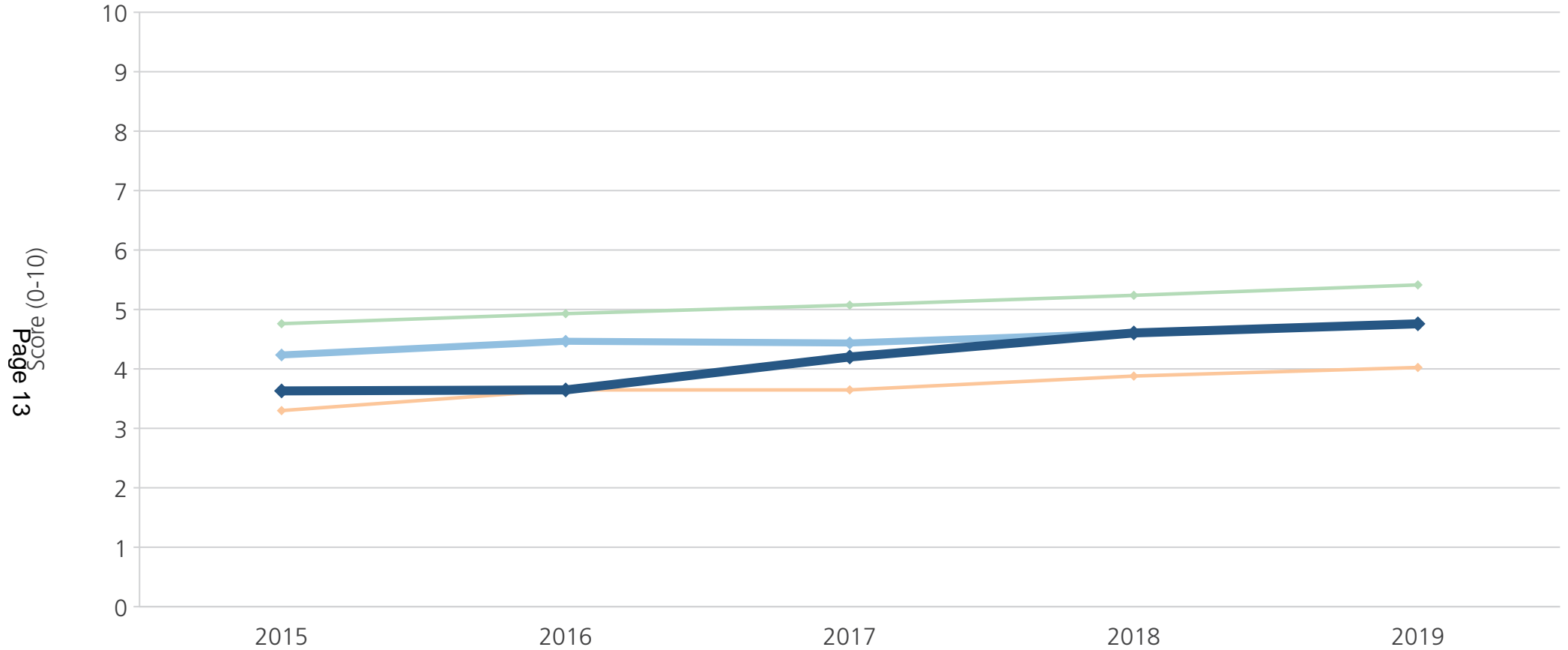
Best	5.1	5.2	5.2	5.3	5.3
Your org	4.6	4.2	4.3	5.0	5.0
Average	4.7	4.8	5.1	5.0	5.0
Worst	4.2	3.9	4.3	4.5	4.6
Responses	1,333	1,278	1,386	1,753	2,095



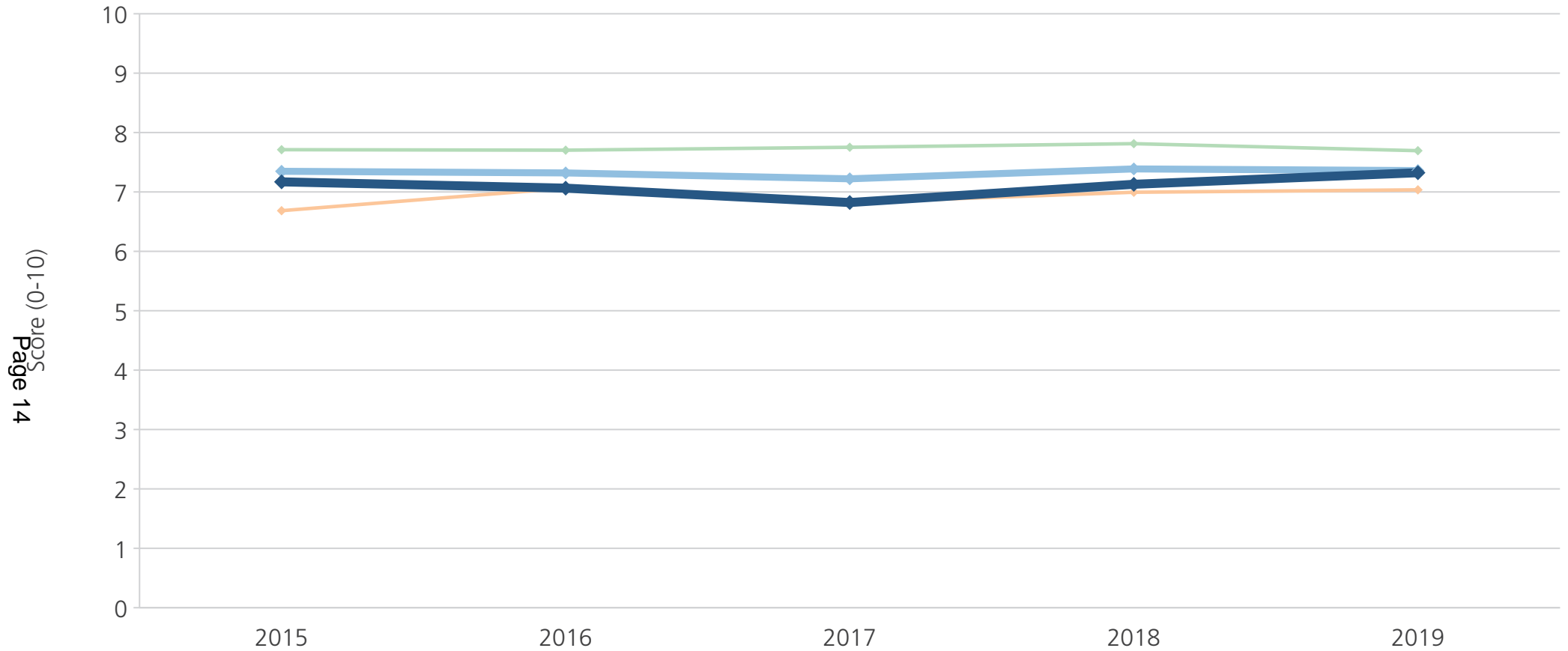
	2015	2016	2017	2018	2019
Best	6.5	6.8	6.9	6.9	6.9
Your org	5.7	5.2	5.8	6.4	6.5
Average	5.5	5.8	5.8	6.2	6.3
Worst	5.1	5.2	5.4	5.3	5.4
Responses	1,333	1,275	1,385	1,754	2,093



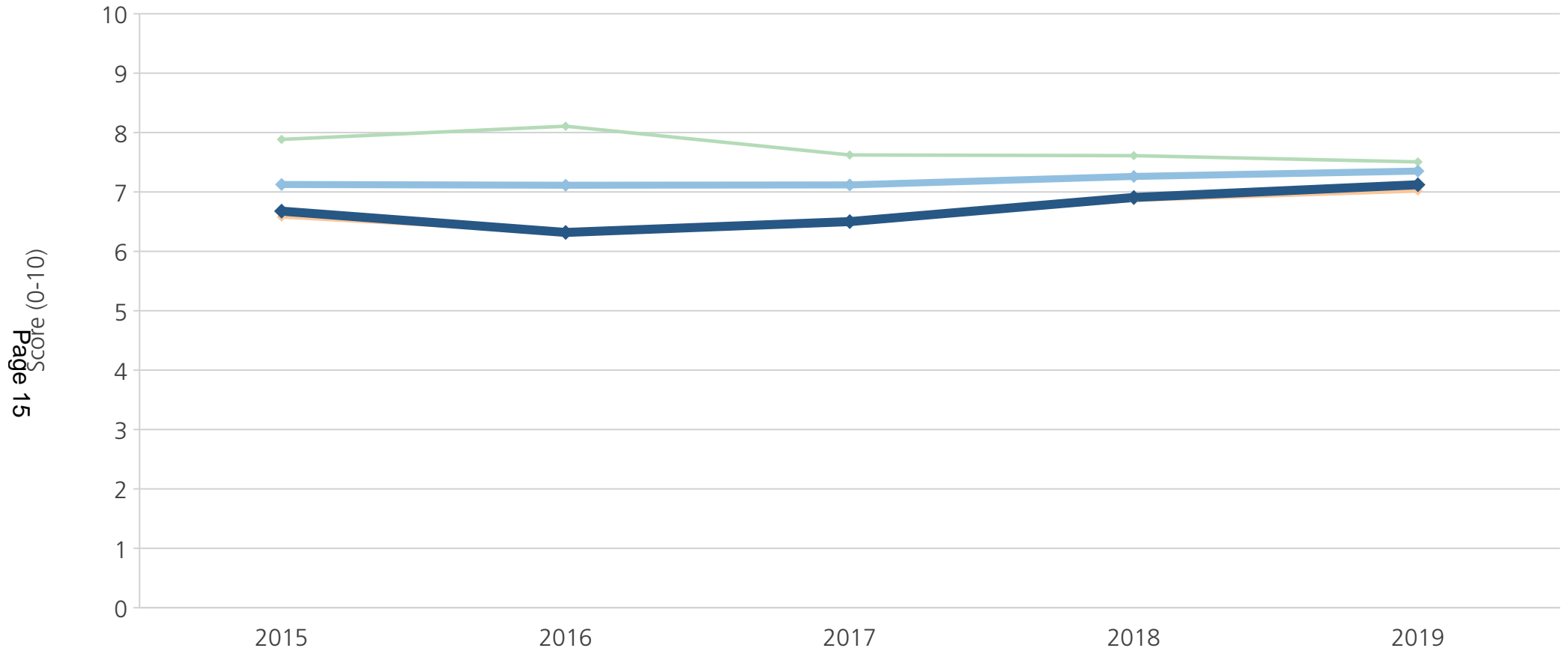
	2018	2019
Best	5.8	6.0
Your org	5.5	5.6
Average	5.7	5.7
Worst	4.9	5.1
Responses	1,740	2,085



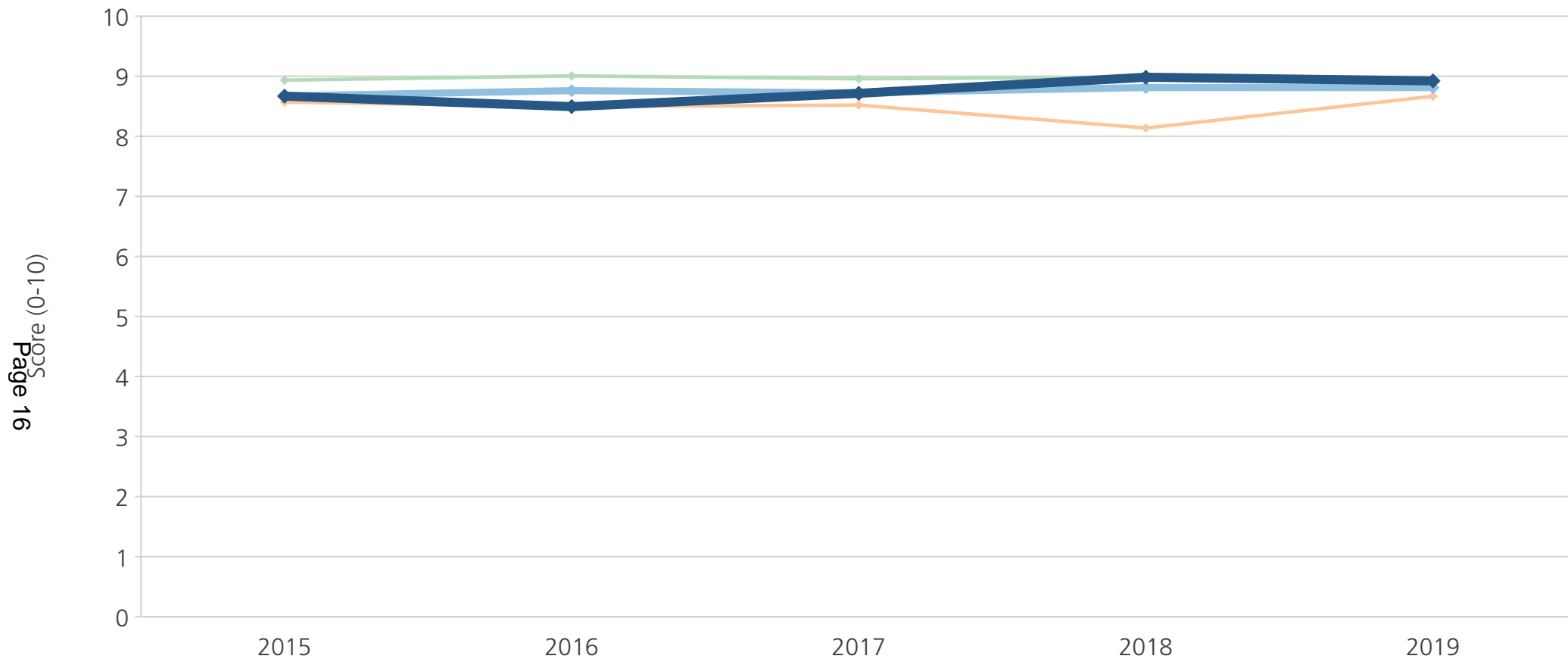
	2015	2016	2017	2018	2019
Best	4.8	4.9	5.1	5.2	5.4
Your org	3.6	3.6	4.2	4.6	4.8
Average	4.2	4.5	4.4	4.6	4.8
Worst	3.3	3.6	3.6	3.9	4.0
Responses	1,114	948	724	1,372	1,450



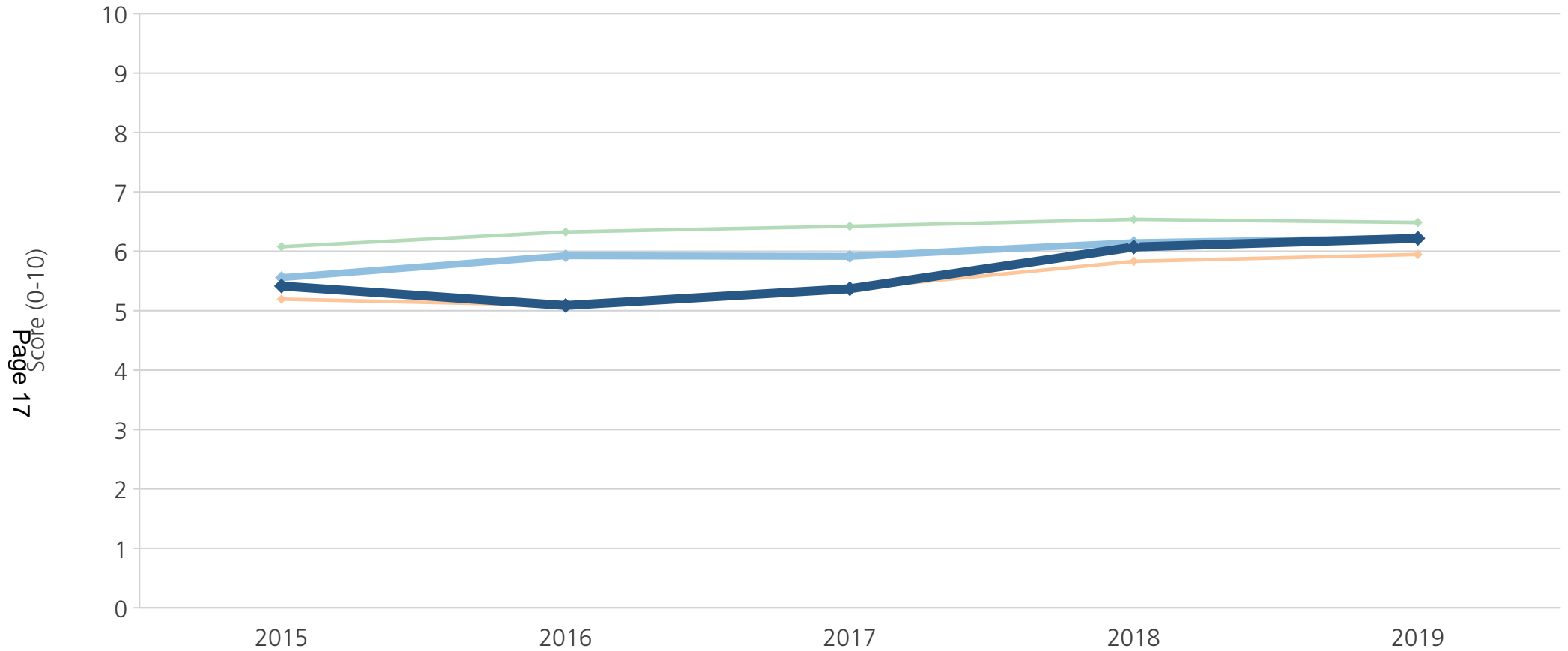
	2015	2016	2017	2018	2019
Best	7.7	7.7	7.8	7.8	7.7
Your org	7.2	7.1	6.8	7.1	7.3
Average	7.3	7.3	7.2	7.4	7.4
Worst	6.7	7.1	6.8	7.0	7.0
Responses	1,233	1,176	1,238	1,601	1,889



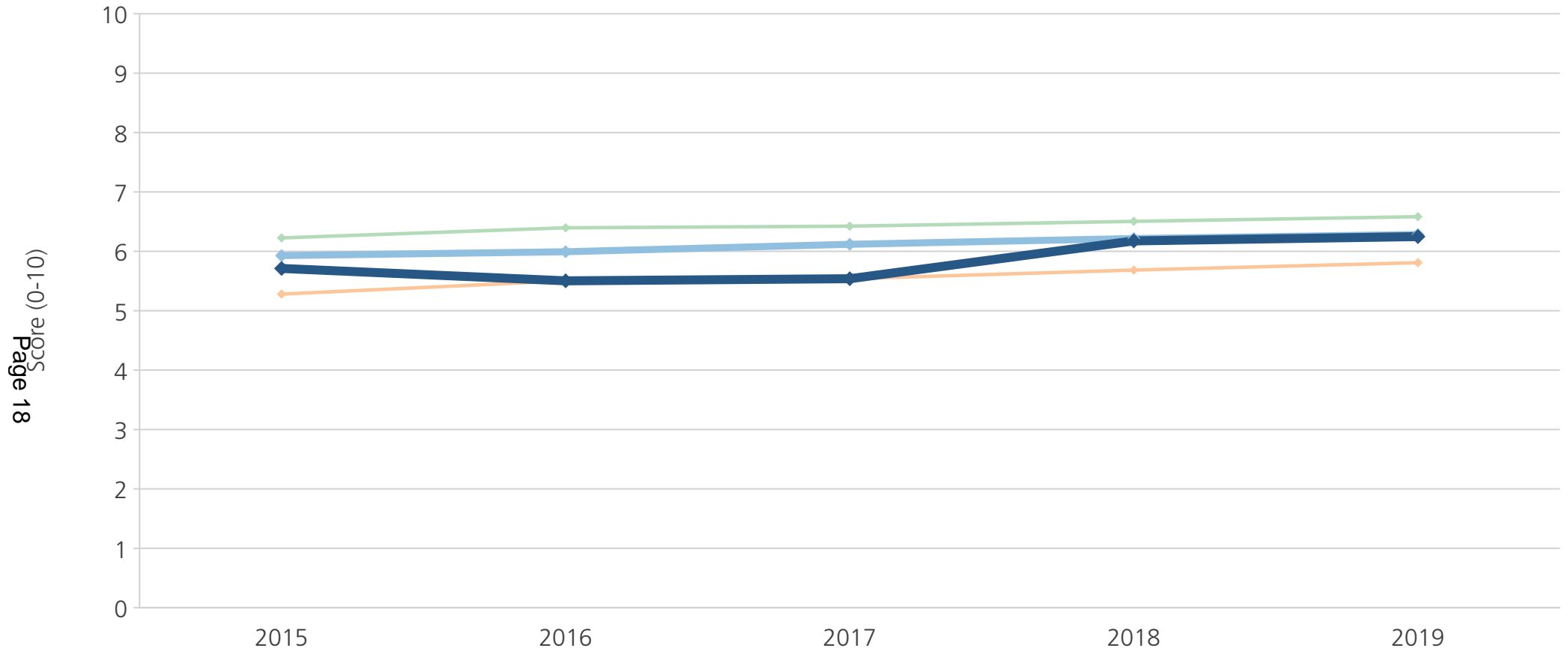
	2015	2016	2017	2018	2019
Best	7.9	8.1	7.6	7.6	7.5
Your org	6.7	6.3	6.5	6.9	7.1
Average	7.1	7.1	7.1	7.3	7.4
Worst	6.6	6.3	6.5	6.9	7.0
Responses	1,311	1,257	1,362	1,742	2,085



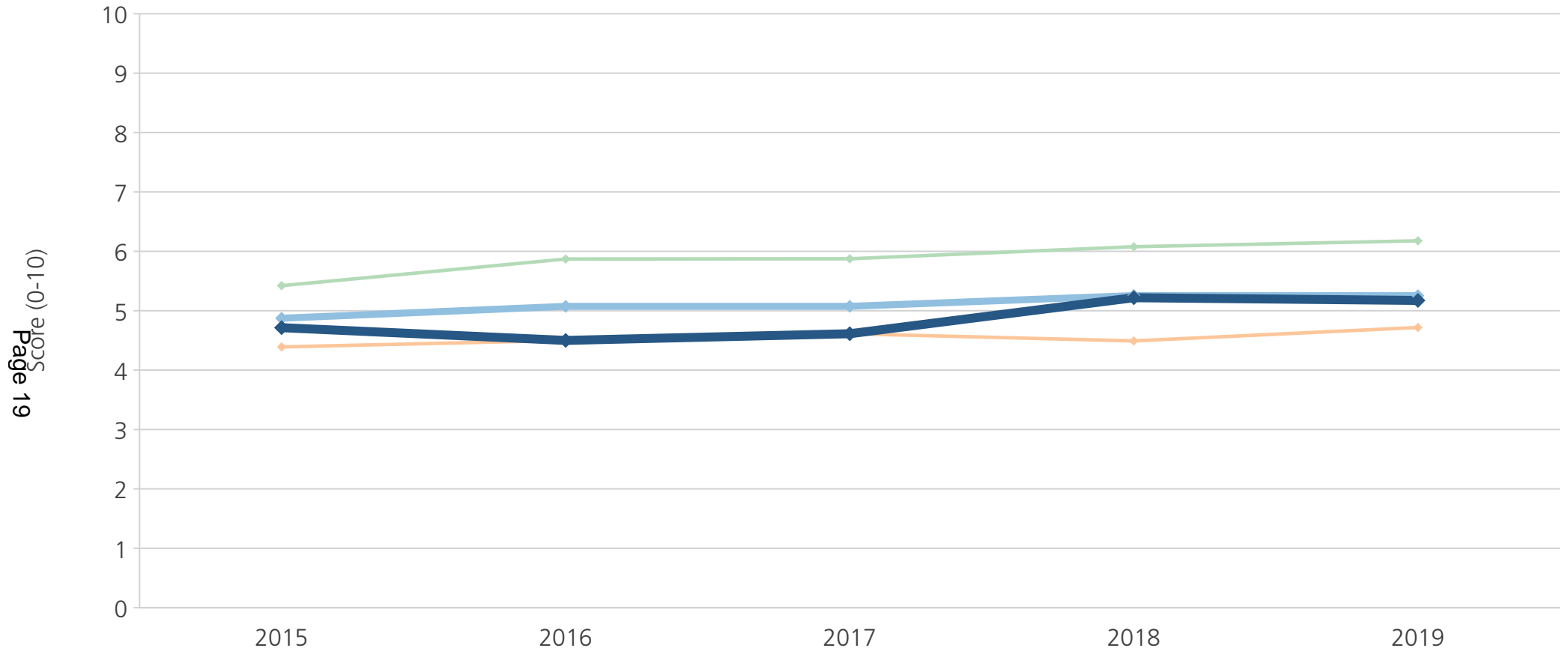
	2015	2016	2017	2018	2019
Best	8.9	9.0	9.0	9.0	8.9
Your org	8.7	8.5	8.7	9.0	8.9
Average	8.7	8.8	8.7	8.8	8.8
Worst	8.6	8.5	8.5	8.1	8.7
Responses	1,308	1,257	1,368	1,747	2,085



	2015	2016	2017	2018	2019
Best	6.1	6.3	6.4	6.5	6.5
Your org	5.4	5.1	5.4	6.1	6.2
Average	5.6	5.9	5.9	6.1	6.2
Worst	5.2	5.1	5.4	5.8	5.9
Responses	1,316	1,258	1,376	1,740	2,087



	2015	2016	2017	2018	2019
Best	6.2	6.4	6.4	6.5	6.6
Your org	5.7	5.5	5.5	6.2	6.2
Average	5.9	6.0	6.1	6.2	6.3
Worst	5.3	5.5	5.5	5.7	5.8
Responses	1,334	1,278	1,403	1,768	2,108

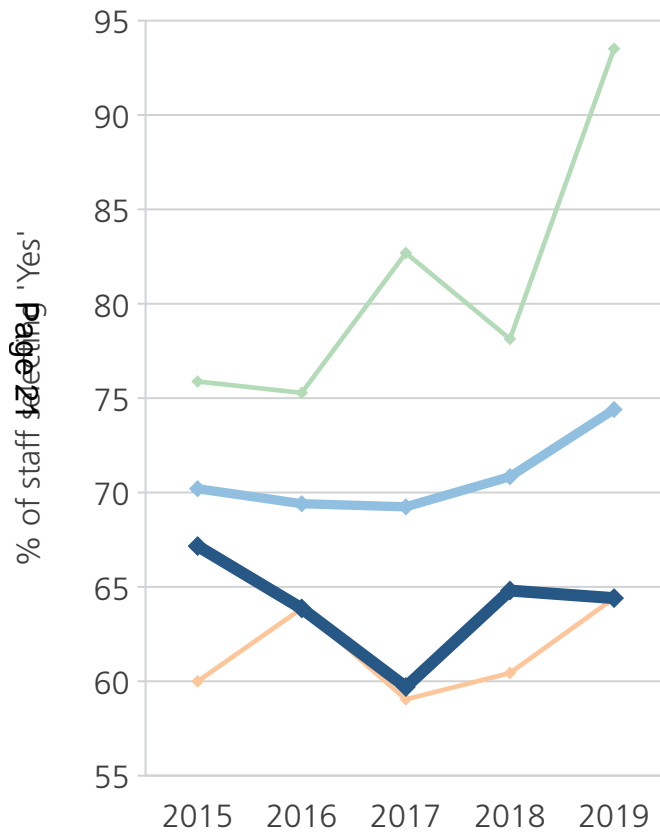


	2015	2016	2017	2018	2019
Best	5.4	5.9	5.9	6.1	6.2
Your org	4.7	4.5	4.6	5.2	5.2
Average	4.9	5.1	5.1	5.3	5.3
Worst	4.4	4.5	4.6	4.5	4.7
Responses	1,325	1,272	1,386	1,743	2,087

Theme results – Detailed information

Q14

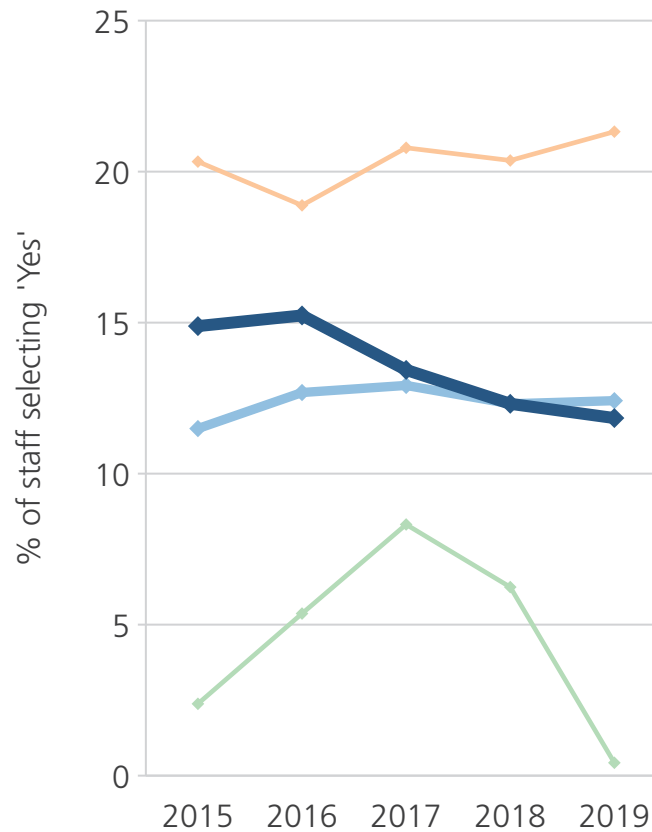
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



Best	75.9%	75.3%	82.7%	78.1%	93.5%
Your org	67.2%	63.9%	59.7%	64.8%	64.4%
Average	70.2%	69.4%	69.2%	70.8%	74.4%
Worst	60.0%	63.9%	59.0%	60.4%	64.4%

Q15a

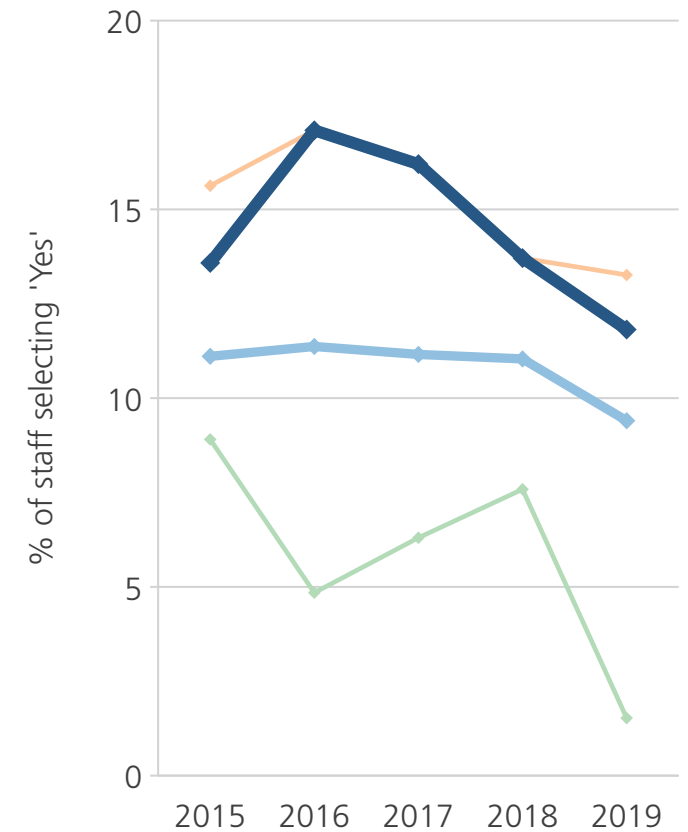
In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



Worst	20.3%	18.9%	20.8%	20.4%	21.3%
Your org	14.9%	15.2%	13.4%	12.3%	11.8%
Average	11.5%	12.7%	12.9%	12.3%	12.4%
Best	2.4%	5.4%	8.3%	6.2%	0.4%

Q15b

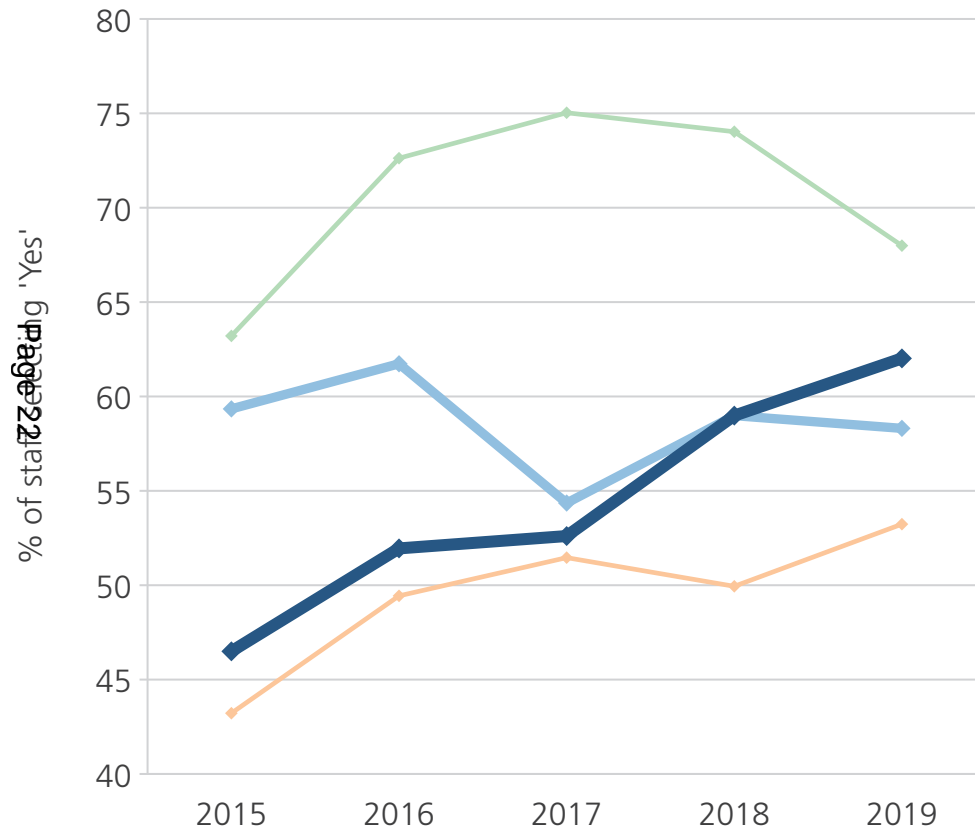
In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



Worst	15.6%	17.1%	16.2%	13.7%	13.3%
Your org	13.6%	17.1%	16.2%	13.7%	11.8%
Average	11.1%	11.4%	11.2%	11.0%	9.4%
Best	8.9%	4.8%	6.3%	7.6%	1.5%

Q28b

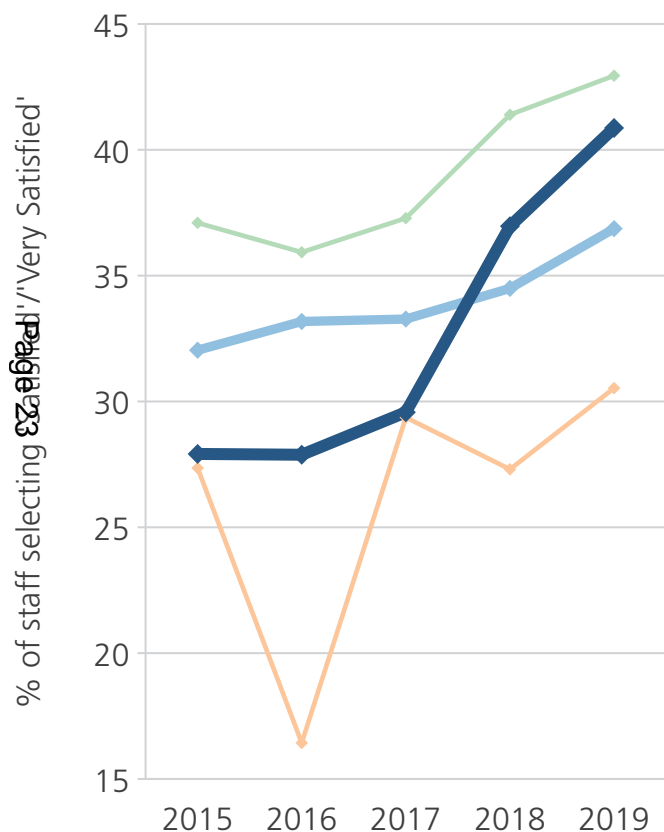
Has your employer made adequate adjustment(s) to enable you to carry out your work?



Best	63.2%	72.6%	75.0%	74.0%	68.0%
Your org	46.5%	52.0%	52.6%	59.0%	62.0%
Average	59.3%	61.7%	54.4%	59.0%	58.3%
Worst	43.2%	49.4%	51.5%	49.9%	53.2%

Q5h

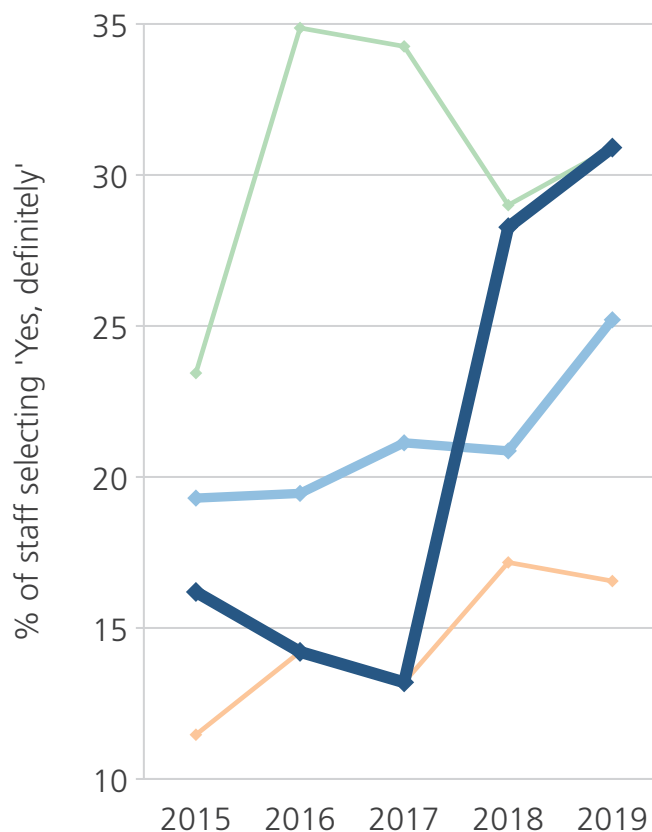
The opportunities for flexible working patterns



Best	37.1%	35.9%	37.3%	41.4%	42.9%
Your org	27.9%	27.9%	29.6%	37.0%	40.9%
Average	32.0%	33.2%	33.3%	34.5%	36.9%
Worst	27.4%	16.4%	29.4%	27.3%	30.5%

Q11a

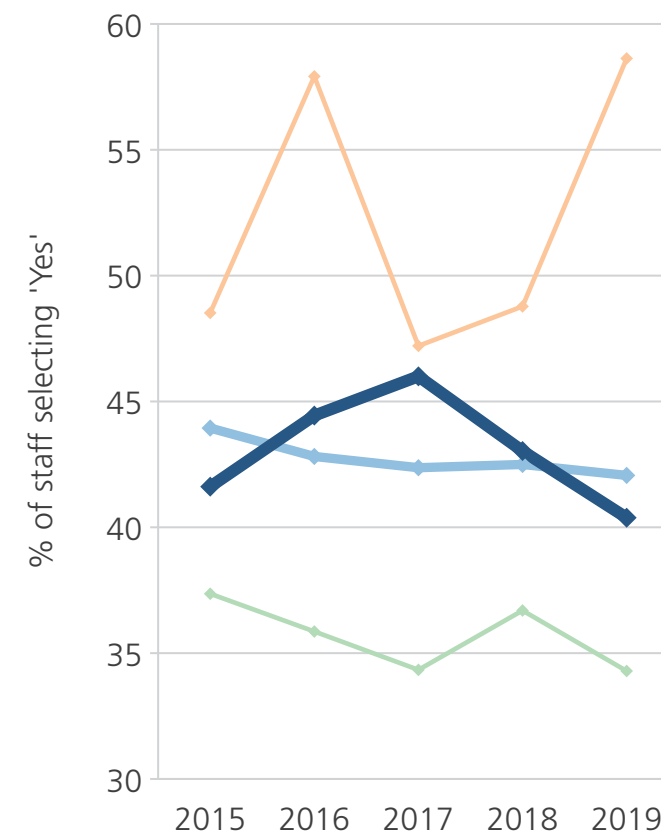
Does your organisation take positive action on health and well-being?



Best	23.4%	34.9%	34.3%	29.0%	30.9%
Your org	16.2%	14.2%	13.2%	28.3%	30.9%
Average	19.3%	19.5%	21.1%	20.9%	25.2%
Worst	11.5%	14.2%	13.2%	17.2%	16.6%

Q11b

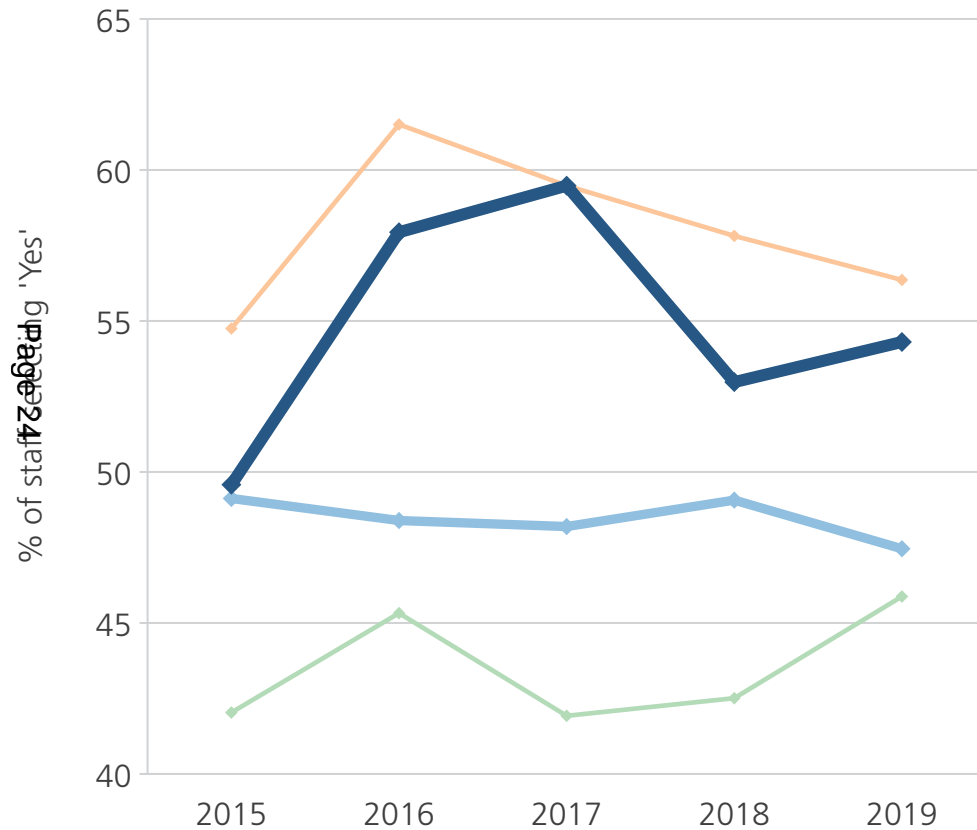
In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



Worst	48.5%	57.9%	47.2%	48.8%	58.6%
Your org	41.6%	44.4%	46.0%	43.0%	40.4%
Average	43.9%	42.8%	42.4%	42.5%	42.1%
Best	37.4%	35.9%	34.3%	36.7%	34.3%

Q11c

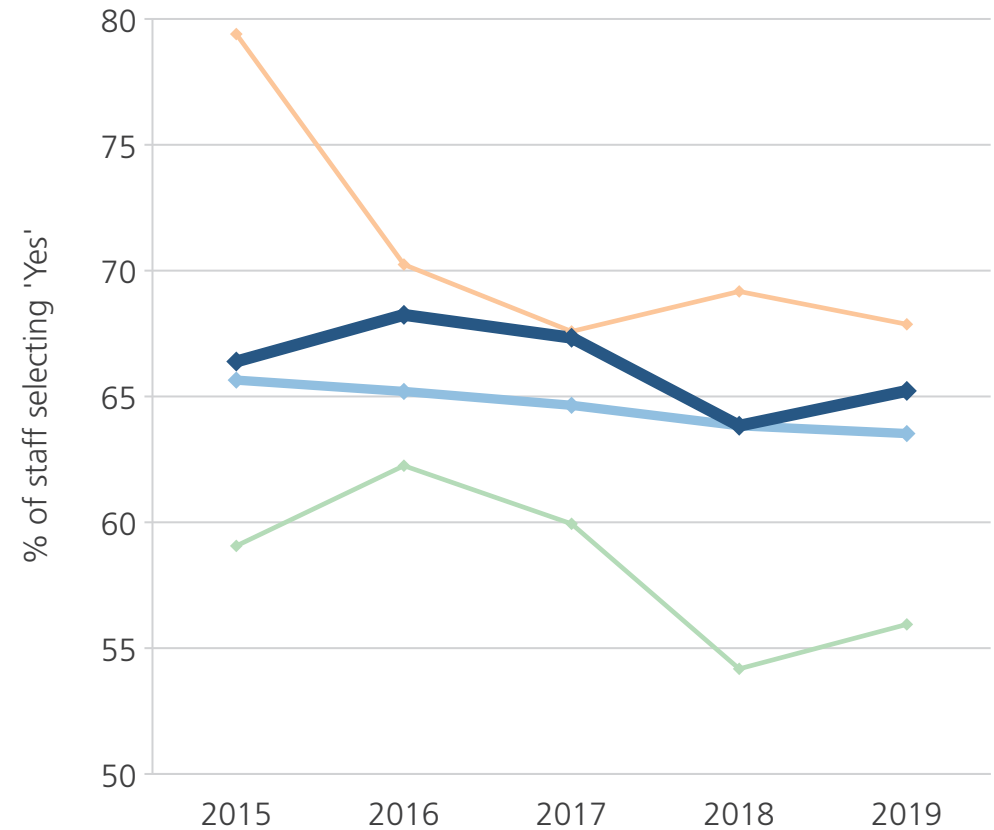
During the last 12 months have you felt unwell as a result of work related stress?



Worst	54.7%	61.5%	59.5%	57.8%	56.4%
Your org	49.6%	57.9%	59.5%	53.0%	54.3%
Average	49.1%	48.4%	48.2%	49.1%	47.5%
Best	42.0%	45.3%	41.9%	42.5%	45.9%

Q11d

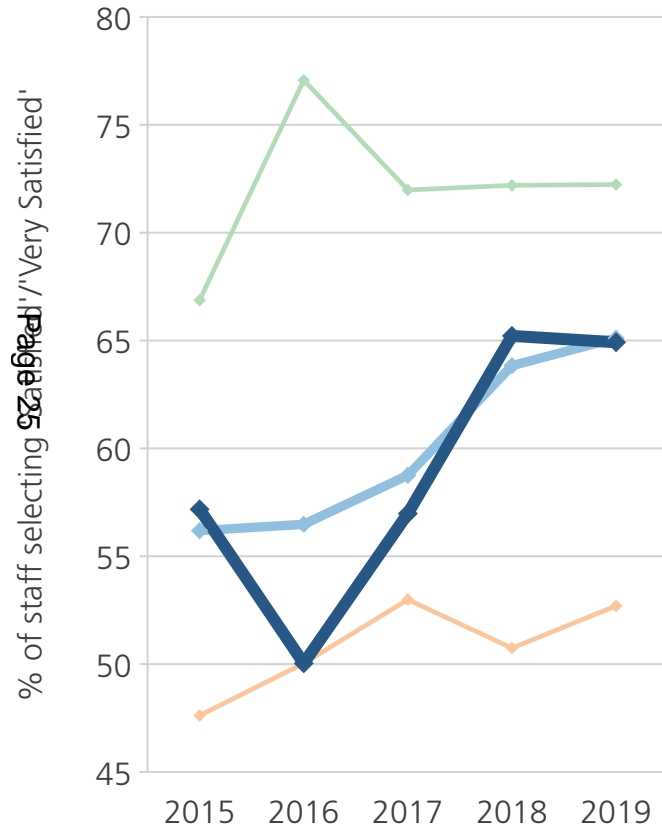
In the last three months have you ever come to work despite not feeling well enough to perform your duties?



Worst	79.4%	70.2%	67.6%	69.2%	67.9%
Your org	66.4%	68.2%	67.3%	63.8%	65.2%
Average	65.6%	65.2%	64.6%	63.8%	63.5%
Best	59.1%	62.2%	59.9%	54.2%	55.9%

Q5b

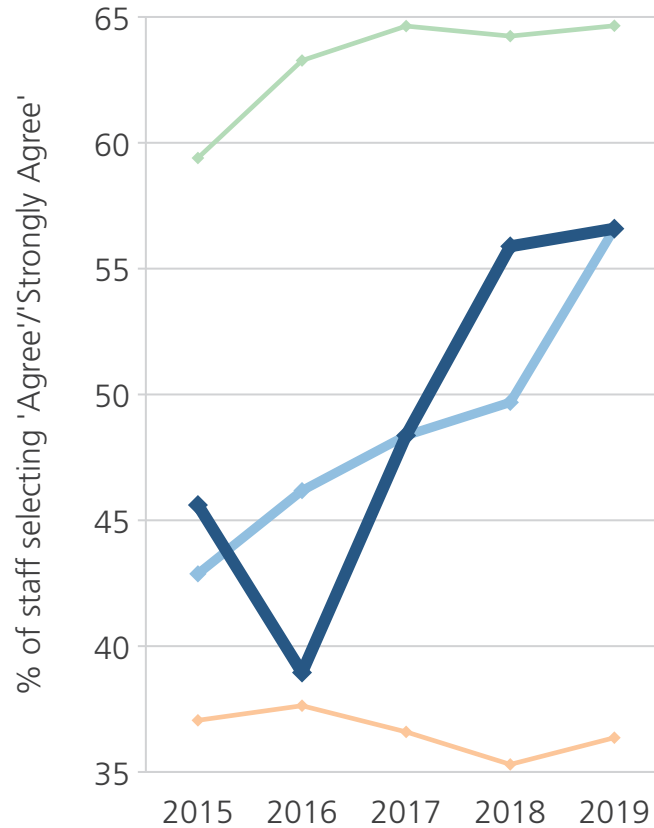
The support I get from my immediate manager



Best	66.9%	77.1%	72.0%	72.2%	72.2%
Your org	57.2%	50.0%	57.0%	65.2%	64.9%
Average	56.2%	56.5%	58.8%	63.8%	65.1%
Worst	47.6%	50.0%	53.0%	50.7%	52.7%

Q8c

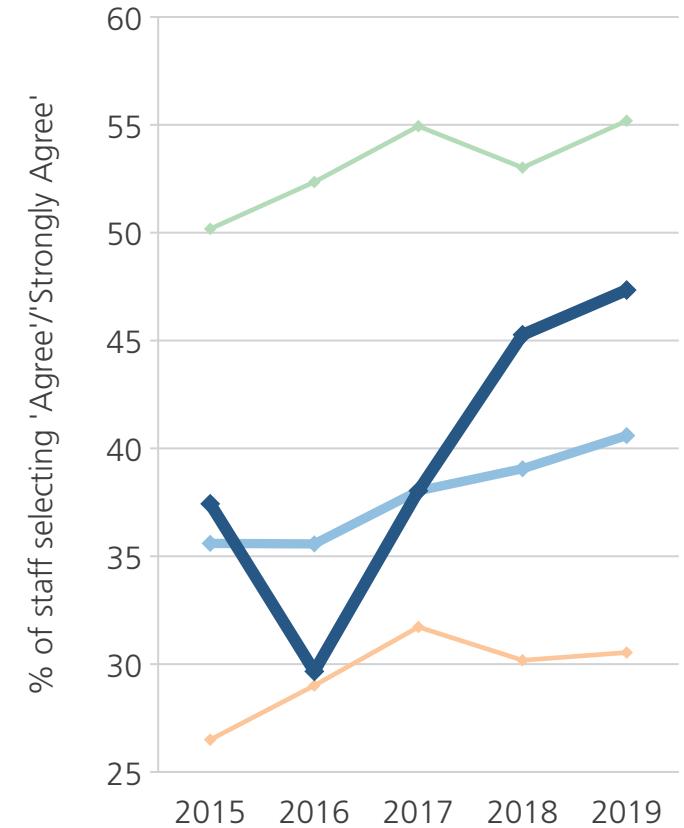
My immediate manager gives me clear feedback on my work



Best	59.4%	63.3%	64.6%	64.2%	64.7%
Your org	45.6%	39.0%	48.4%	55.9%	56.6%
Average	42.9%	46.2%	48.4%	49.7%	56.6%
Worst	37.1%	37.6%	36.6%	35.3%	36.4%

Q8d

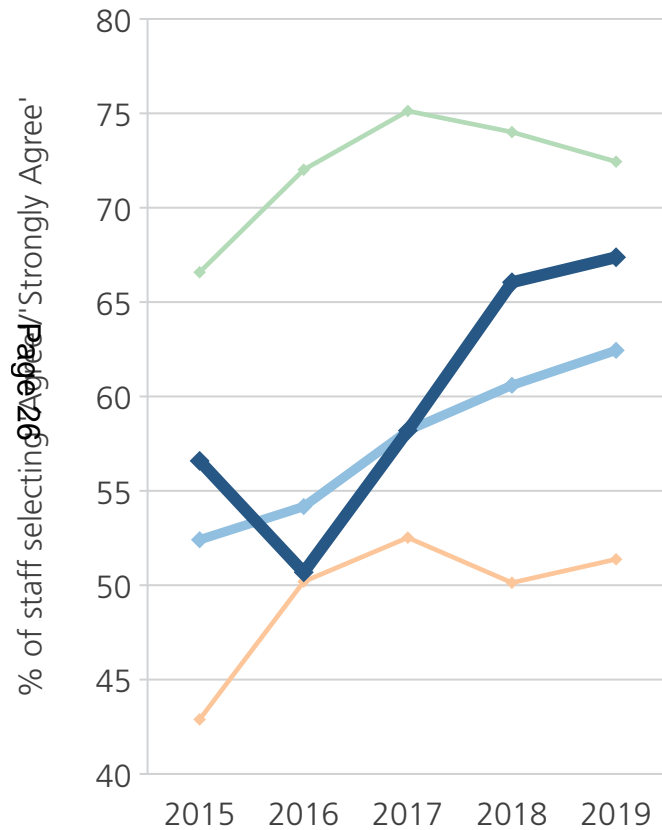
My immediate manager asks for my opinion before making decisions that affect my work



Best	50.2%	52.3%	54.9%	53.0%	55.2%
Your org	37.4%	29.7%	38.0%	45.3%	47.3%
Average	35.6%	35.6%	38.0%	39.1%	40.6%
Worst	26.5%	29.0%	31.7%	30.2%	30.5%

Q8f

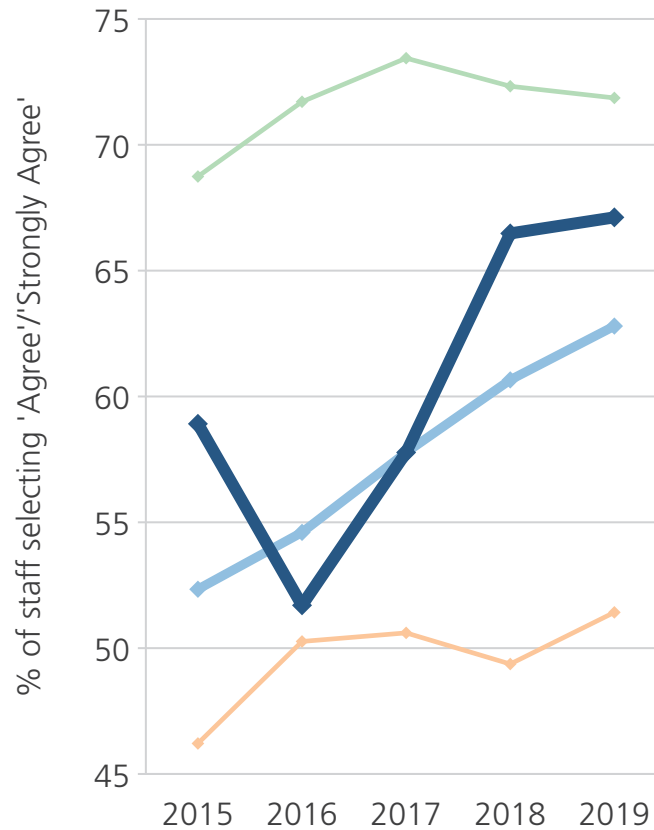
My immediate manager takes a positive interest in my health and well-being



Best	66.6%	72.0%	75.1%	74.0%	72.4%
Your org	56.6%	50.7%	58.2%	66.0%	67.4%
Average	52.4%	54.2%	58.2%	60.6%	62.4%
Worst	42.9%	50.2%	52.5%	50.1%	51.4%

Q8g

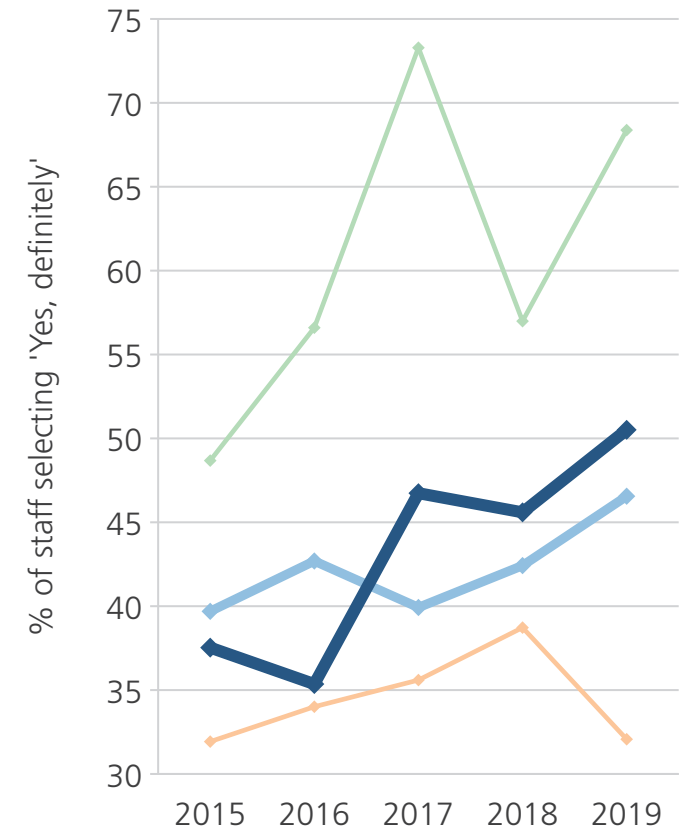
My immediate manager values my work



Best	68.7%	71.7%	73.4%	72.3%	71.9%
Your org	58.9%	51.7%	57.8%	66.5%	67.1%
Average	52.3%	54.6%	57.8%	60.7%	62.8%
Worst	46.2%	50.3%	50.6%	49.4%	51.4%

Q19g

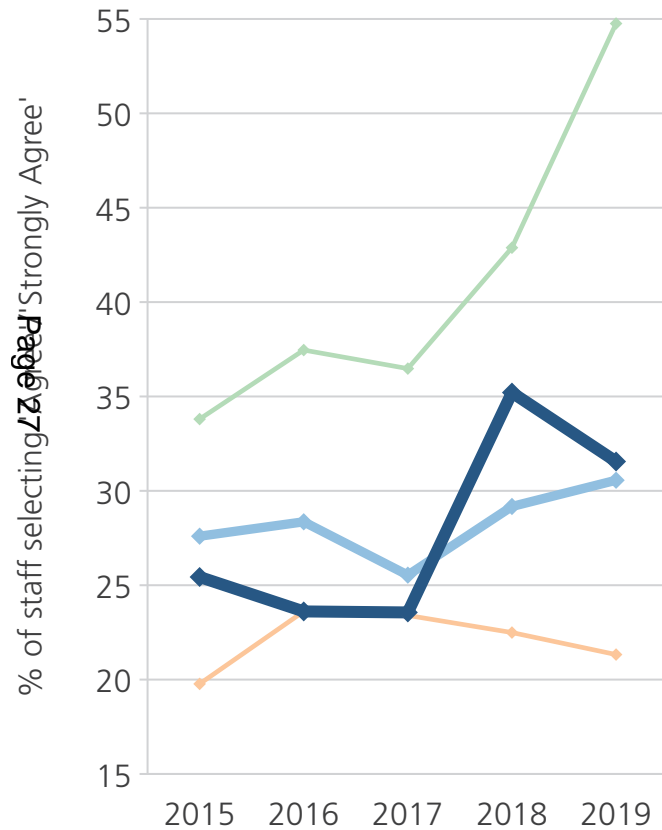
My manager supported me to receive this training, learning or development



Best	48.7%	56.6%	73.3%	57.0%	68.4%
Your org	37.5%	35.4%	46.7%	45.6%	50.5%
Average	39.7%	42.7%	39.9%	42.4%	46.6%
Worst	31.9%	34.0%	35.6%	38.7%	32.1%

Q4c

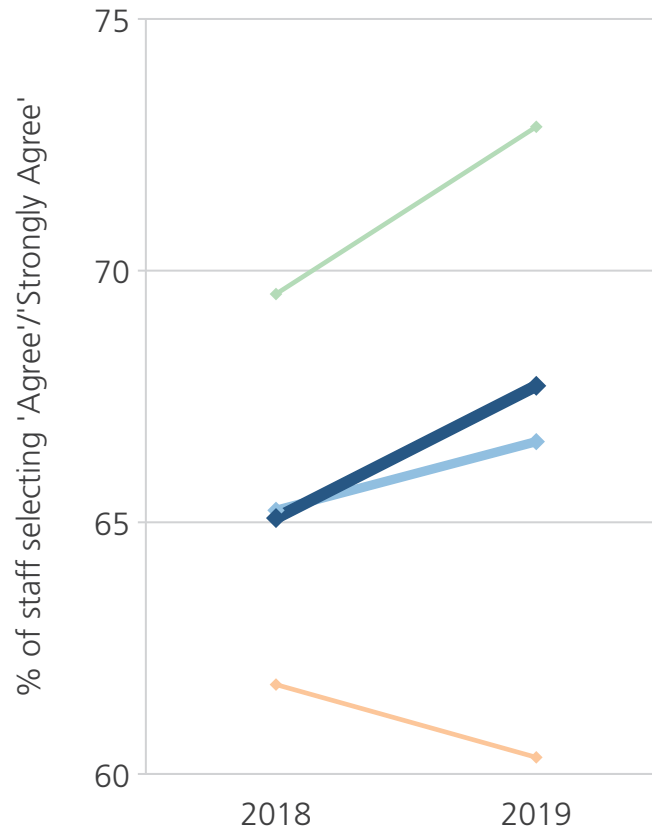
I am involved in deciding on changes introduced that affect my work area / team / department



Best	33.8%	37.5%	36.5%	42.9%	54.8%
Your org	25.4%	23.6%	23.6%	35.2%	31.6%
Average	27.6%	28.4%	25.5%	29.2%	30.6%
Worst	19.8%	23.6%	23.4%	22.5%	21.3%

Q4j

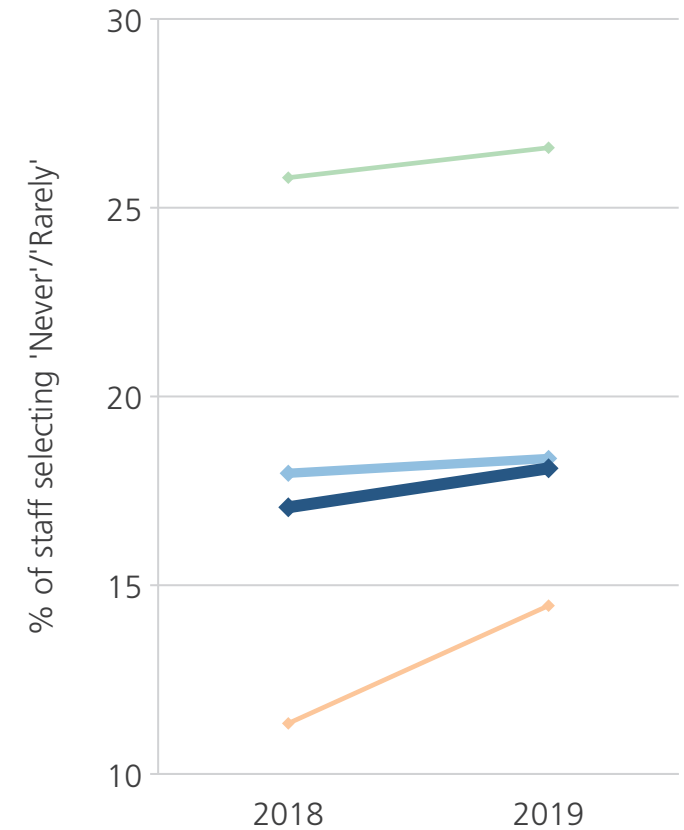
I receive the respect I deserve from my colleagues at work



Best	69.5%	72.9%
Your org	65.1%	67.7%
Average	65.2%	66.6%
Worst	61.8%	60.3%

Q6a

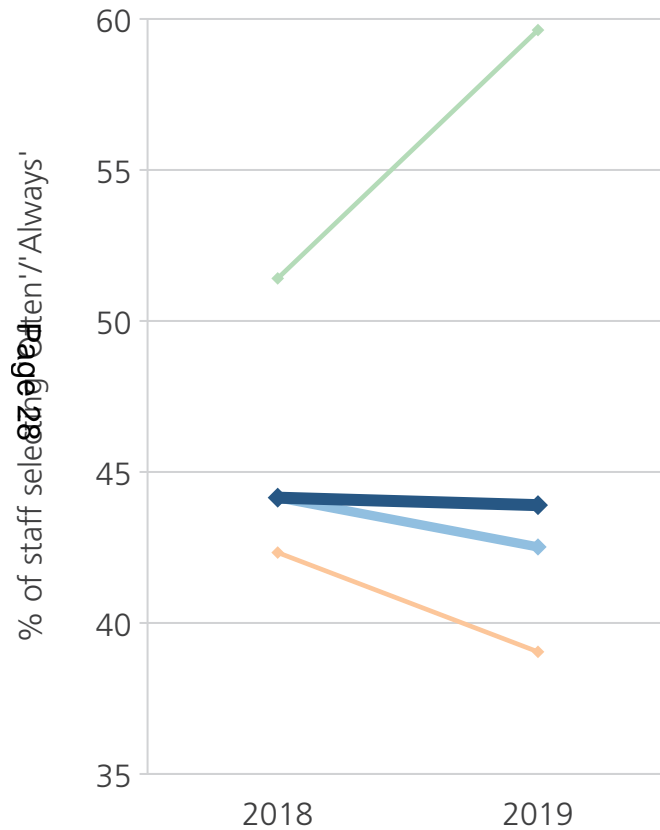
I have unrealistic time pressures



Best	25.8%	26.6%
Your org	17.1%	18.1%
Average	18.0%	18.4%
Worst	11.3%	14.5%

Q6b

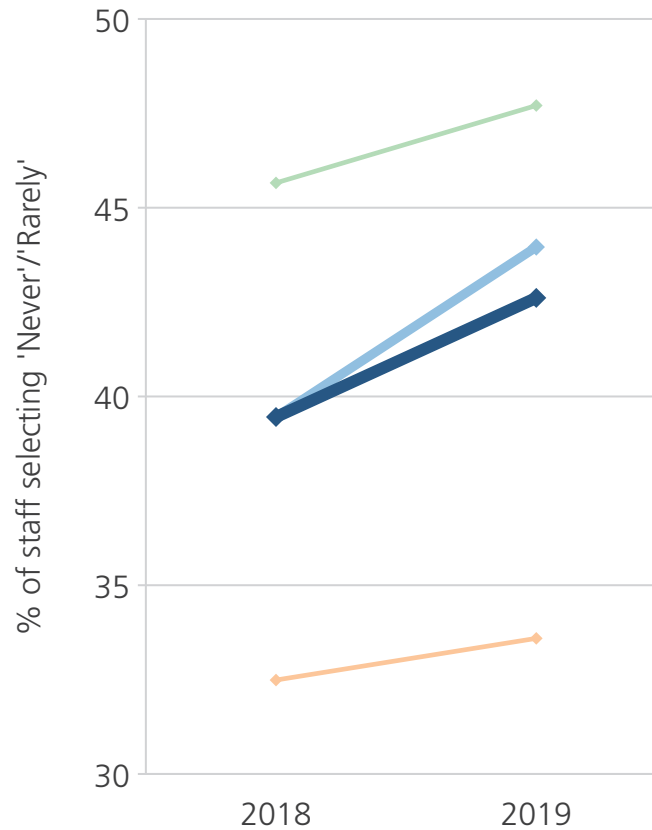
I have a choice in deciding how to do my work



Best	51.4%	59.6%
Your org	44.1%	43.9%
Average	44.1%	42.5%
Worst	42.3%	39.0%

Q6c

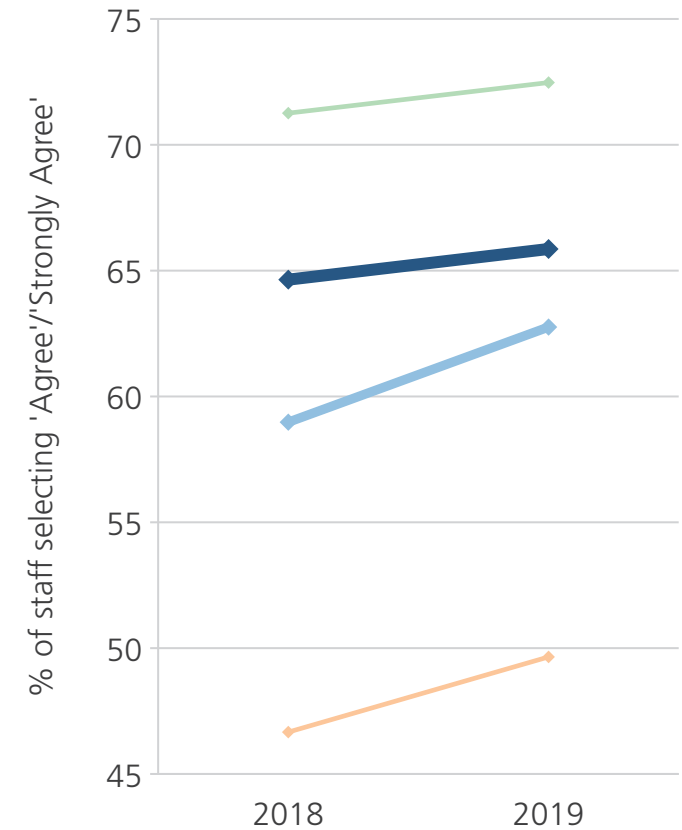
Relationships at work are strained



Best	45.7%	47.7%
Your org	39.5%	42.6%
Average	39.5%	44.0%
Worst	32.5%	33.6%

Q8a

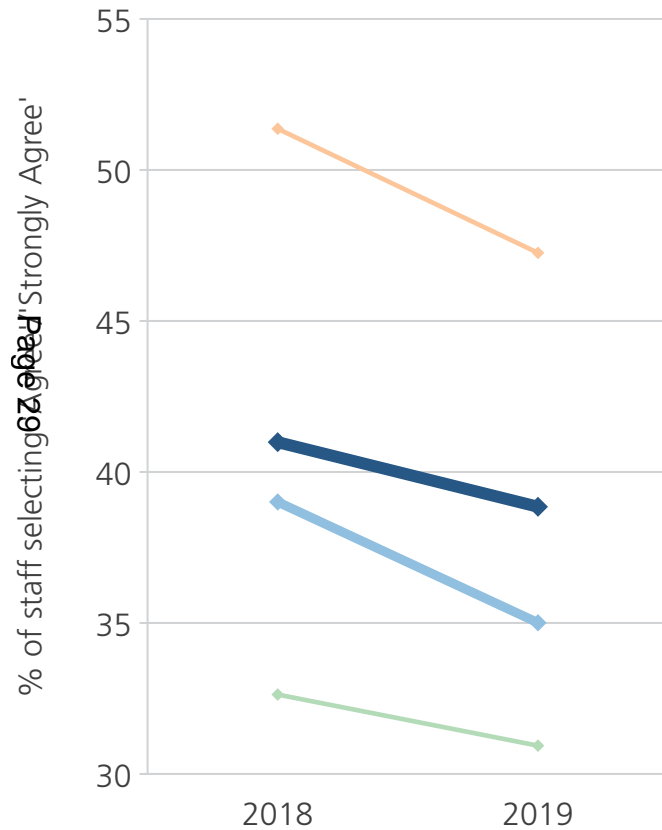
My immediate manager encourages me at work



Best	71.3%	72.5%
Your org	64.6%	65.9%
Average	59.0%	62.8%
Worst	46.7%	49.7%

Q23a

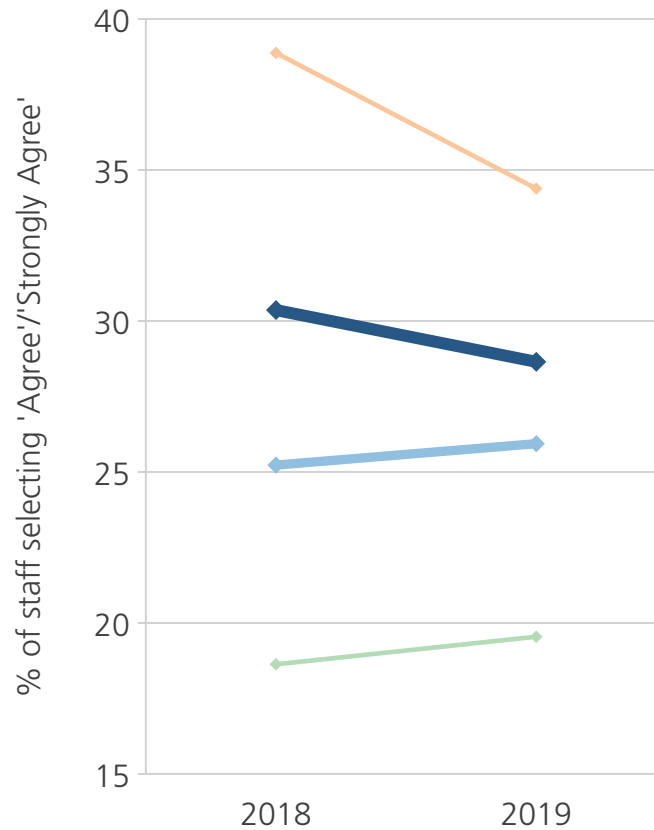
I often think about leaving this organisation



Worst	51.4%	47.3%
Your org	41.0%	38.8%
Average	39.0%	35.0%
Best	32.6%	30.9%

Q23b

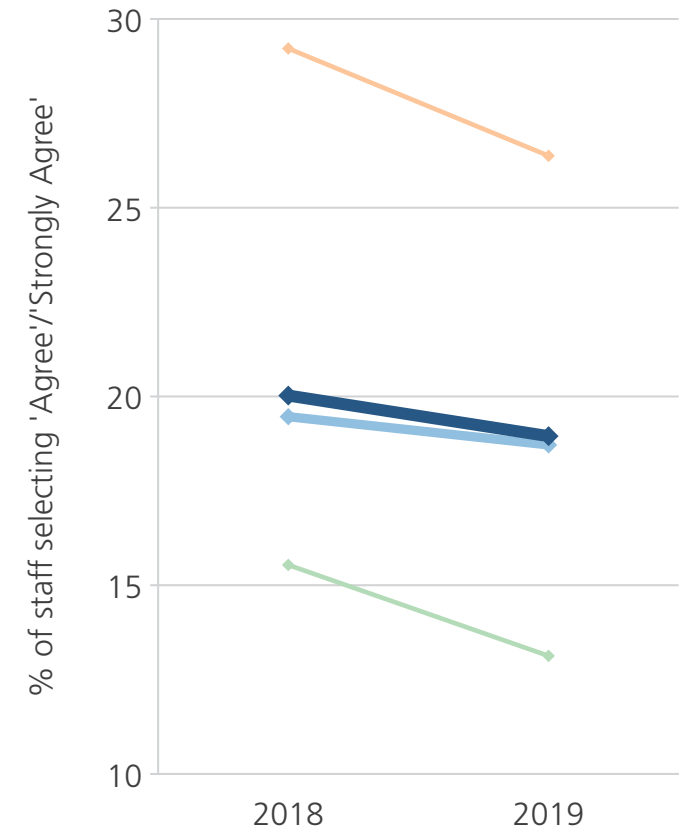
I will probably look for a job at a new organisation in the next 12 months



Worst	38.9%	34.4%
Your org	30.4%	28.6%
Average	25.2%	25.9%
Best	18.6%	19.5%

Q23c

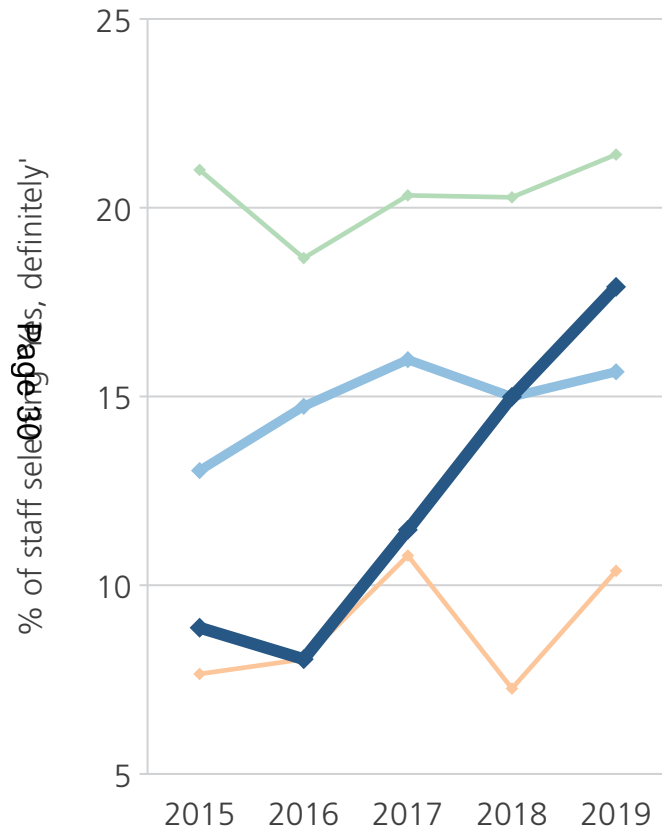
As soon as I can find another job, I will leave this organisation



Worst	29.2%	26.4%
Your org	20.0%	18.9%
Average	19.5%	18.7%
Best	15.5%	13.1%

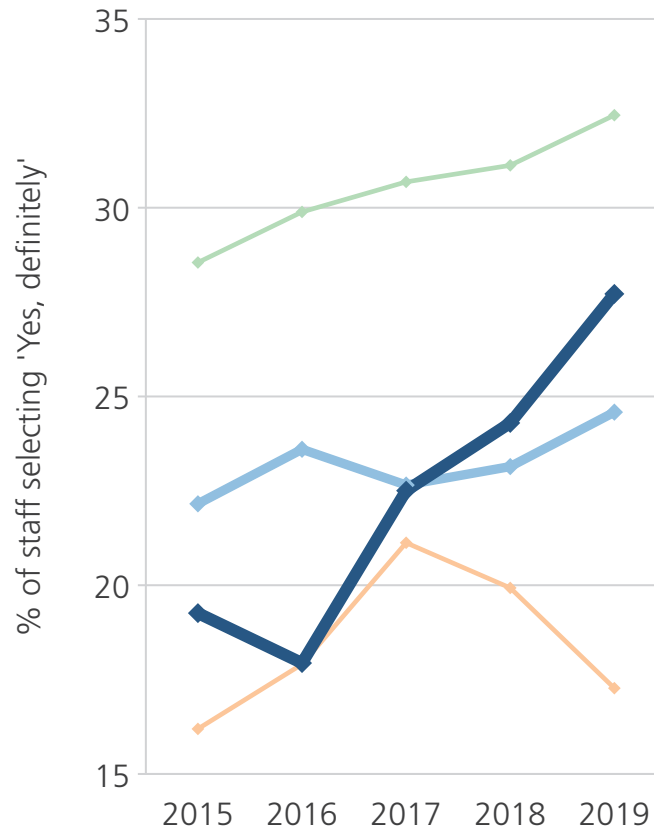
Q19b

It helped me to improve how I do my job



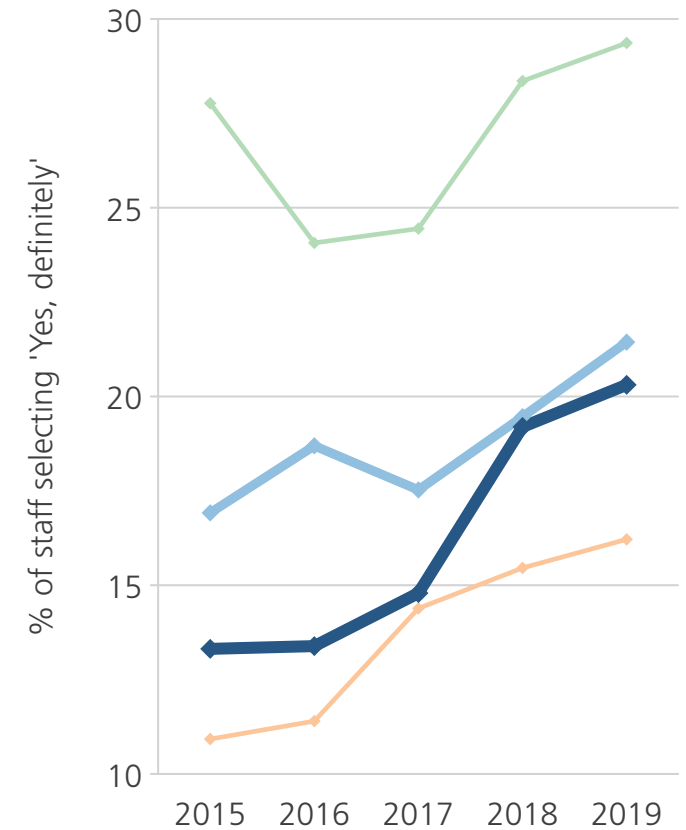
Q19c

It helped me agree clear objectives for my work



Q19d

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



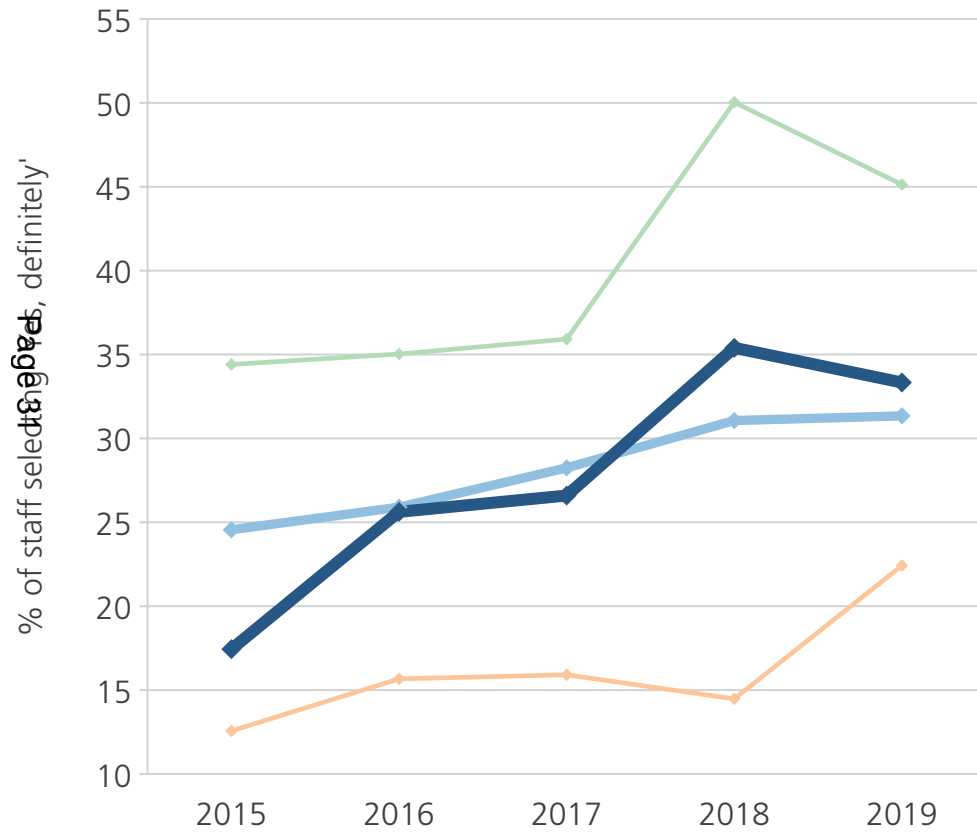
Best	21.0%	18.7%	20.3%	20.3%	21.4%
Your org	8.9%	8.0%	11.5%	15.0%	17.9%
Average	13.0%	14.7%	16.0%	15.0%	15.7%
Worst	7.6%	8.0%	10.8%	7.3%	10.4%

Best	28.5%	29.9%	30.7%	31.1%	32.5%
Your org	19.3%	17.9%	22.5%	24.3%	27.7%
Average	22.2%	23.6%	22.7%	23.1%	24.6%
Worst	16.2%	17.9%	21.1%	19.9%	17.3%

Best	27.8%	24.1%	24.4%	28.4%	29.4%
Your org	13.3%	13.4%	14.8%	19.2%	20.3%
Average	16.9%	18.7%	17.5%	19.5%	21.4%
Worst	10.9%	11.4%	14.4%	15.5%	16.2%

Q19e

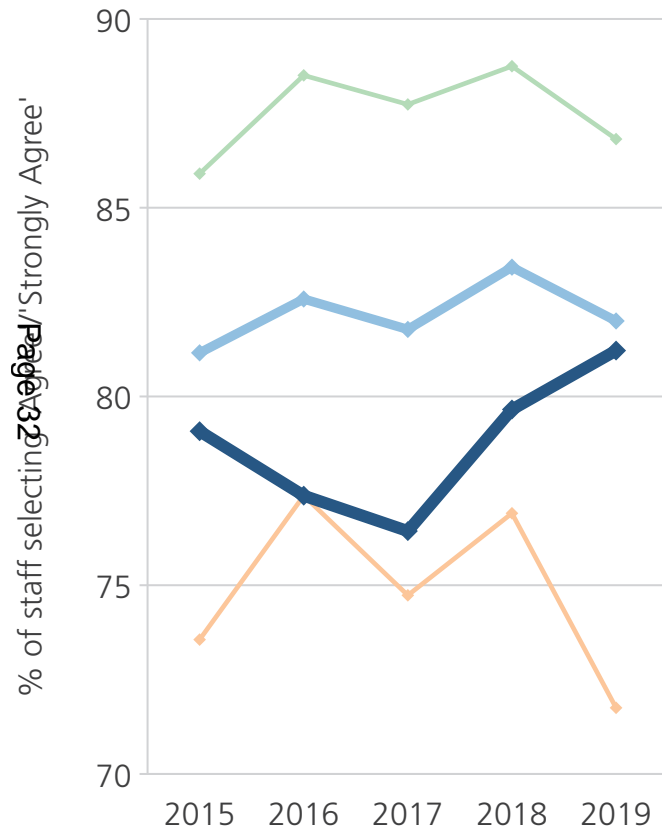
The values of my organisation were discussed as part of the appraisal process



Best	34.4%	35.0%	35.9%	50.0%	45.1%
Your org	17.4%	25.6%	26.6%	35.4%	33.3%
Average	24.6%	25.9%	28.2%	31.1%	31.3%
Worst	12.6%	15.7%	15.9%	14.5%	22.4%

Q7a

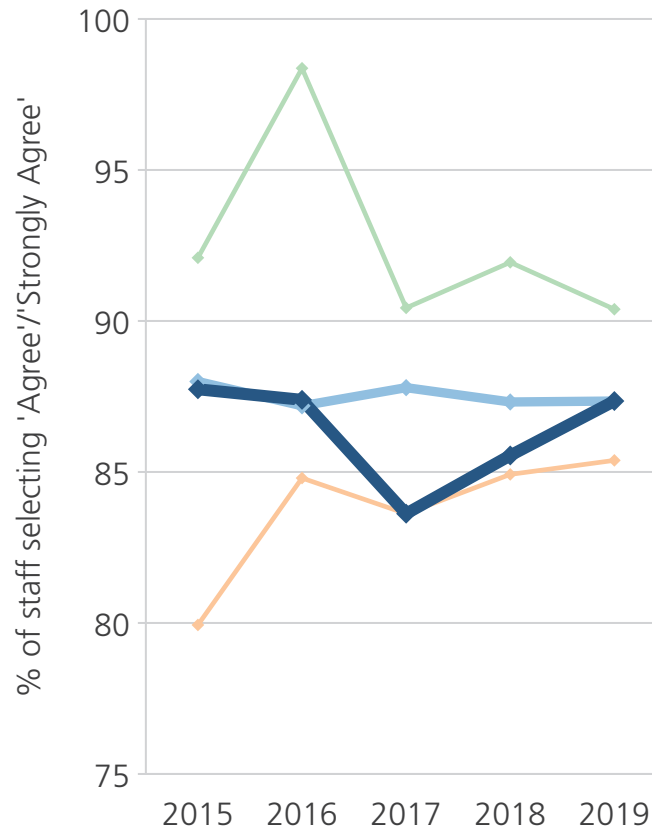
I am satisfied with the quality of care I give to patients / service users



Best	85.9%	88.5%	87.7%	88.7%	86.8%
Your org	79.1%	77.4%	76.4%	79.7%	81.2%
Average	81.2%	82.6%	81.8%	83.4%	82.0%
Worst	73.6%	77.4%	74.7%	76.9%	71.8%

Q7b

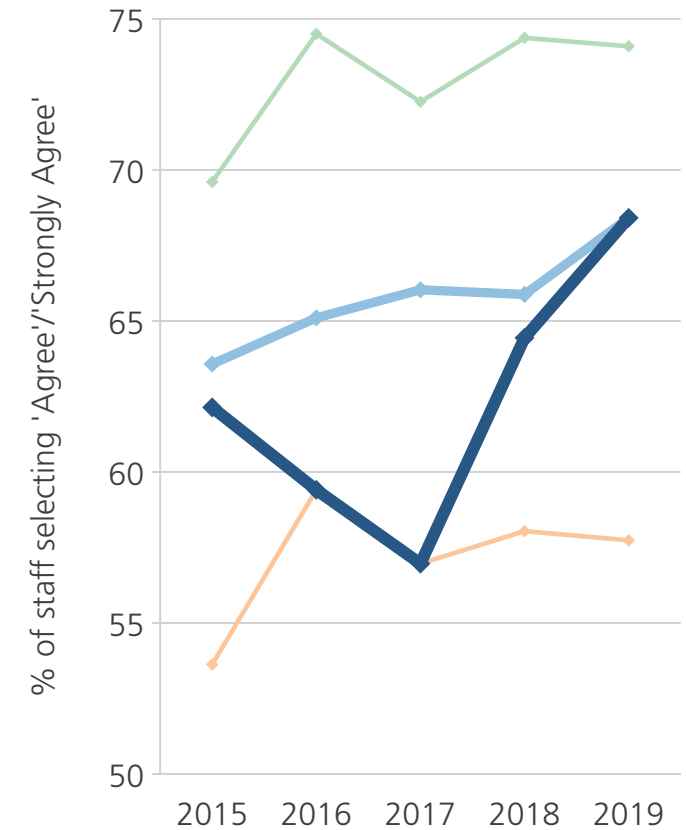
I feel that my role makes a difference to patients / service users



Best	92.1%	98.4%	90.4%	91.9%	90.4%
Your org	87.7%	87.4%	83.6%	85.5%	87.3%
Average	88.0%	87.2%	87.8%	87.3%	87.3%
Worst	79.9%	84.8%	83.6%	84.9%	85.4%

Q7c

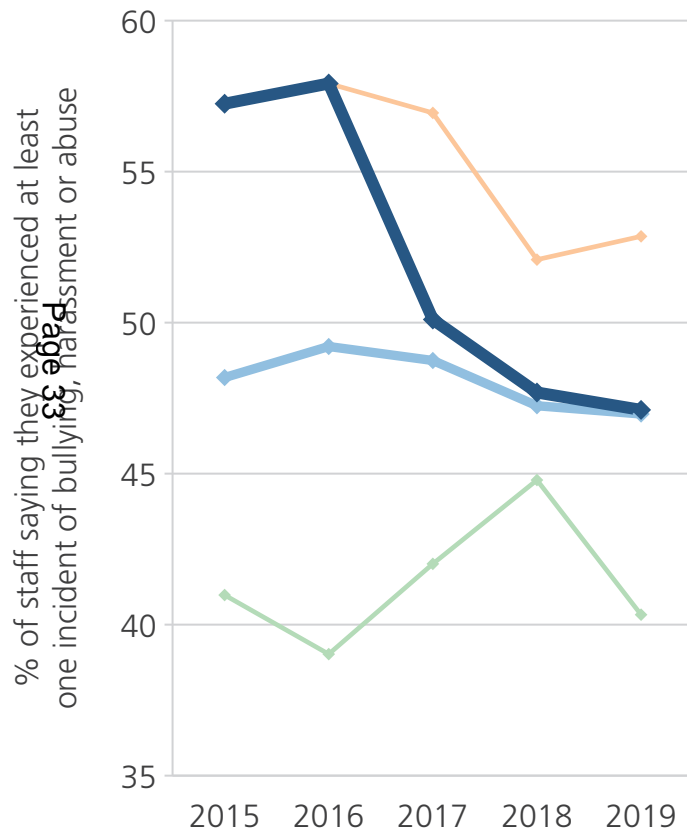
I am able to deliver the care I aspire to



Best	69.6%	74.5%	72.3%	74.4%	74.1%
Your org	62.1%	59.4%	57.0%	64.4%	68.4%
Average	63.6%	65.1%	66.0%	65.9%	68.4%
Worst	53.6%	59.4%	57.0%	58.0%	57.7%

Q13a

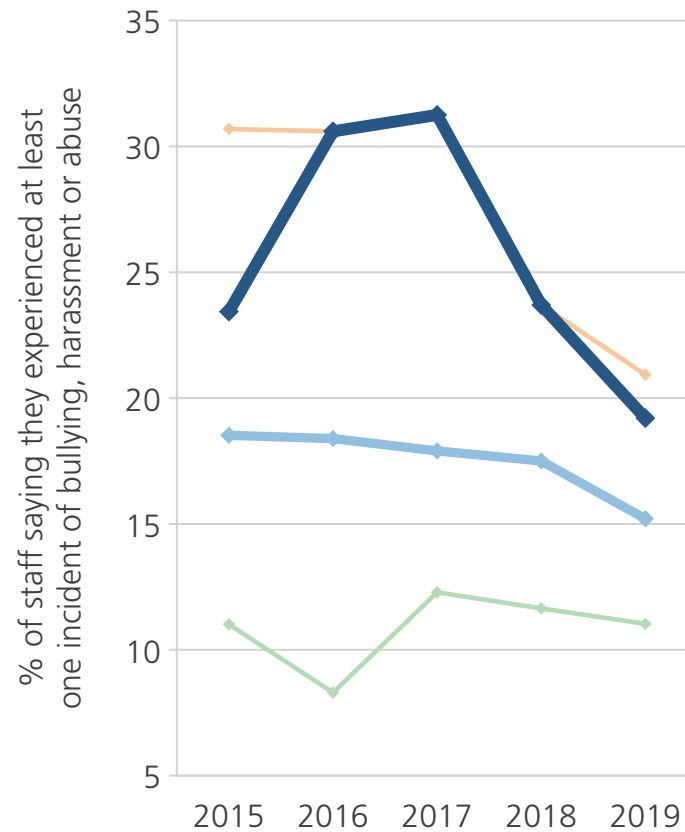
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public?



Worst	57.2%	57.9%	56.9%	52.1%	52.9%
Your org	57.2%	57.9%	50.1%	47.7%	47.1%
Average	48.2%	49.2%	48.7%	47.2%	47.0%
Best	41.0%	39.0%	42.0%	44.8%	40.3%

Q13b

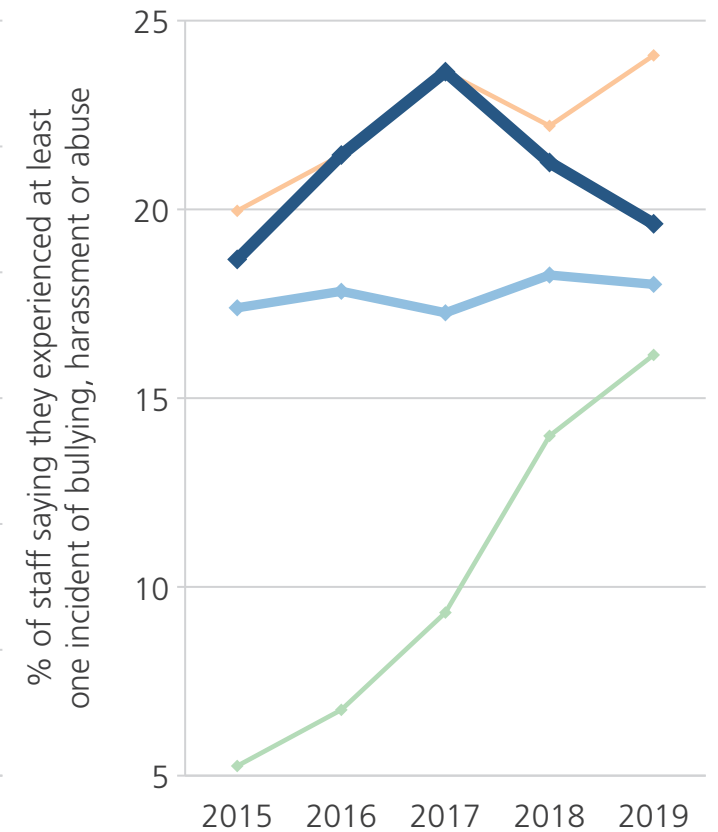
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers?



Worst	30.7%	30.6%	31.3%	23.7%	20.9%
Your org	23.4%	30.6%	31.3%	23.7%	19.2%
Average	18.5%	18.4%	17.9%	17.5%	15.2%
Best	11.0%	8.3%	12.3%	11.6%	11.0%

Q13c

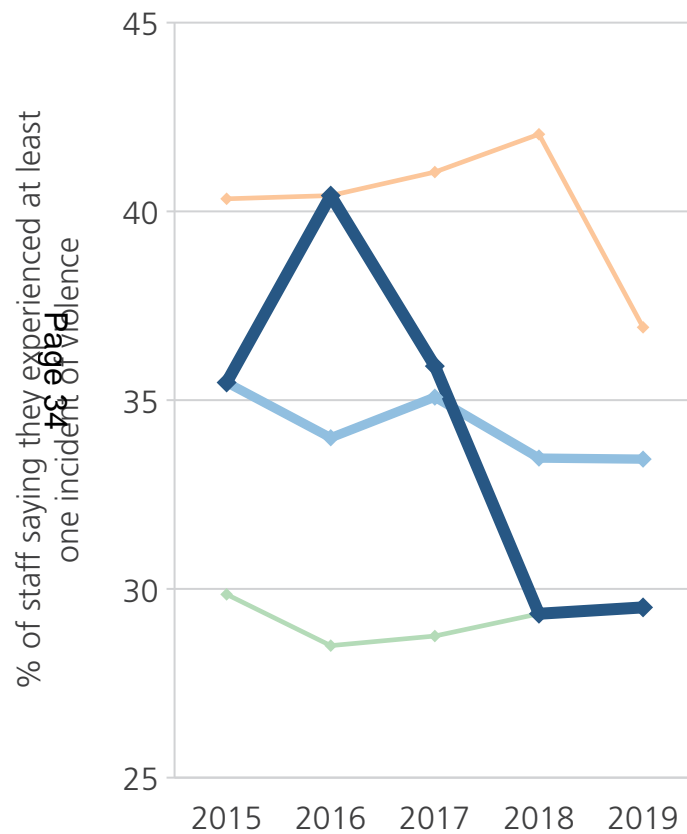
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues?



Worst	20.0%	21.4%	23.6%	22.2%	24.1%
Your org	18.7%	21.4%	23.6%	21.2%	19.6%
Average	17.4%	17.8%	17.3%	18.3%	18.0%
Best	5.3%	6.7%	9.3%	14.0%	16.1%

Q12a

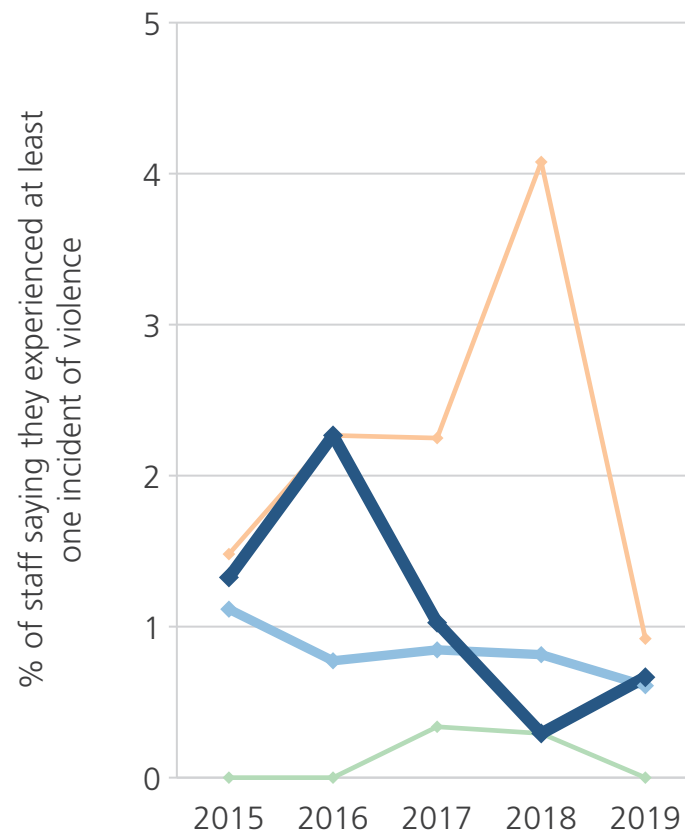
In the last 12 months how many times have you personally experienced physical violence at work from patients / service users, their relatives or other members of the public?



Worst	40.3%	40.4%	41.0%	42.0%	36.9%
Your org	35.5%	40.4%	35.9%	29.3%	29.5%
Average	35.5%	34.0%	35.1%	33.5%	33.4%
Best	29.9%	28.5%	28.8%	29.3%	29.5%

Q12b

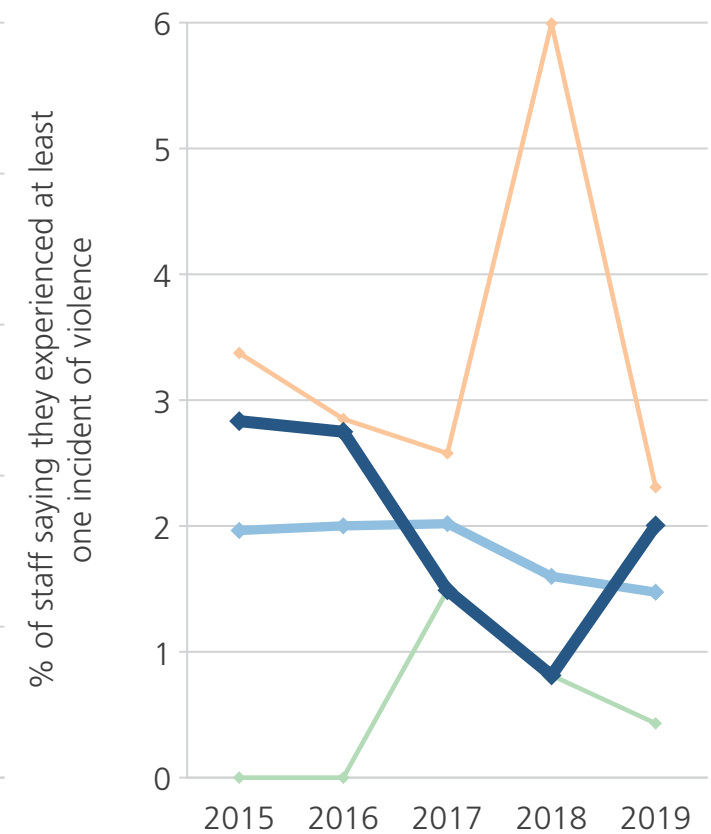
In the last 12 months how many times have you personally experienced physical violence at work from managers?



Worst	1.5%	2.3%	2.2%	4.1%	0.9%
Your org	1.3%	2.3%	1.0%	0.3%	0.7%
Average	1.1%	0.8%	0.8%	0.8%	0.6%
Best	0.0%	0.0%	0.3%	0.3%	0.0%

Q12c

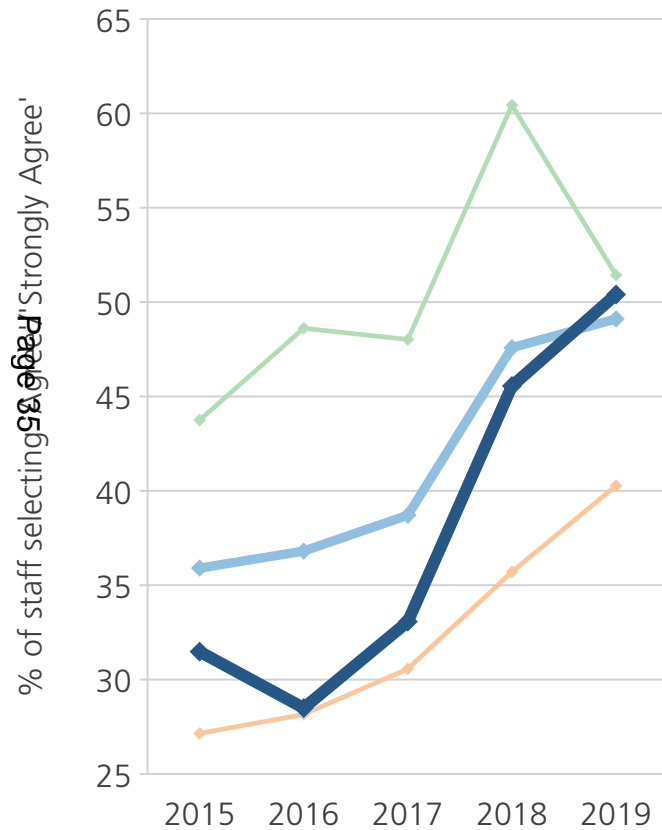
In the last 12 months how many times have you personally experienced physical violence at work from other colleagues?



Worst	3.4%	2.9%	2.6%	6.0%	2.3%
Your org	2.8%	2.7%	1.5%	0.8%	2.0%
Average	2.0%	2.0%	2.0%	1.6%	1.5%
Best	0.0%	0.0%	1.5%	0.8%	0.4%

Q17a

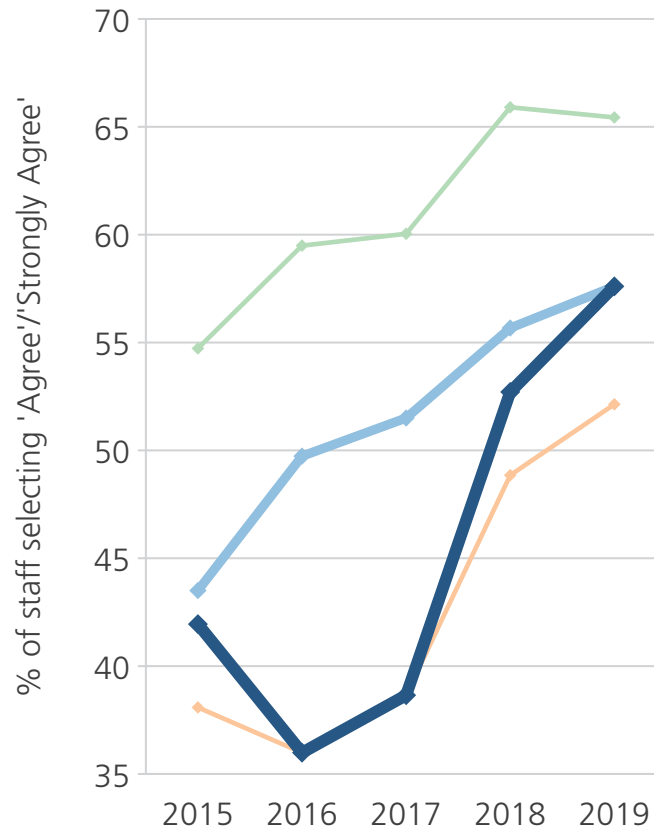
My organisation treats staff who are involved in an error, near miss or incident fairly



Best	43.7%	48.6%	48.0%	60.4%	51.4%
Your org	31.5%	28.5%	33.1%	45.6%	50.4%
Average	35.9%	36.8%	38.7%	47.6%	49.1%
Worst	27.2%	28.2%	30.6%	35.7%	40.3%

Q17c

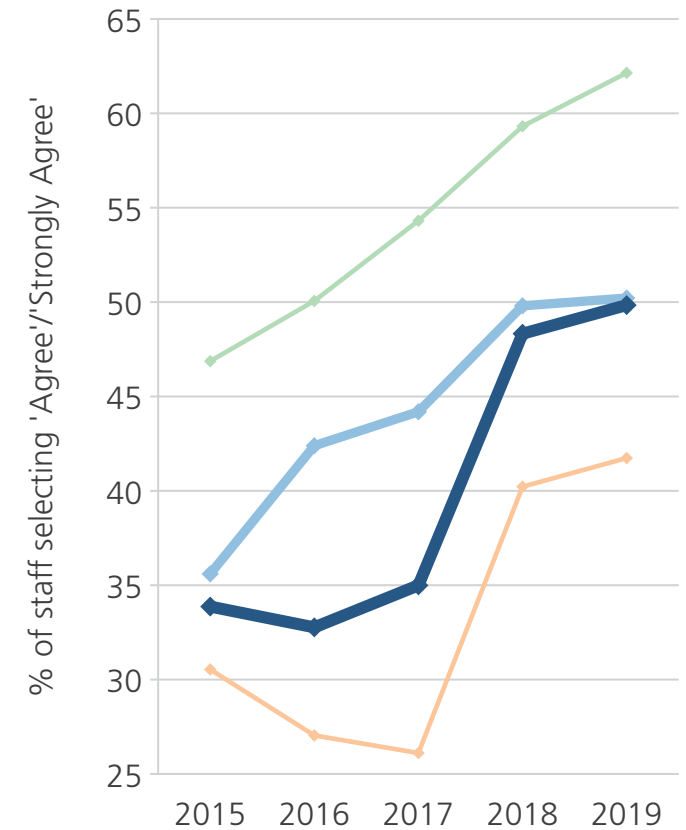
When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again



Best	54.7%	59.5%	60.0%	65.9%	65.4%
Your org	41.9%	36.0%	38.7%	52.7%	57.6%
Average	43.5%	49.7%	51.5%	55.7%	57.6%
Worst	38.1%	36.0%	38.7%	48.9%	52.1%

Q17d

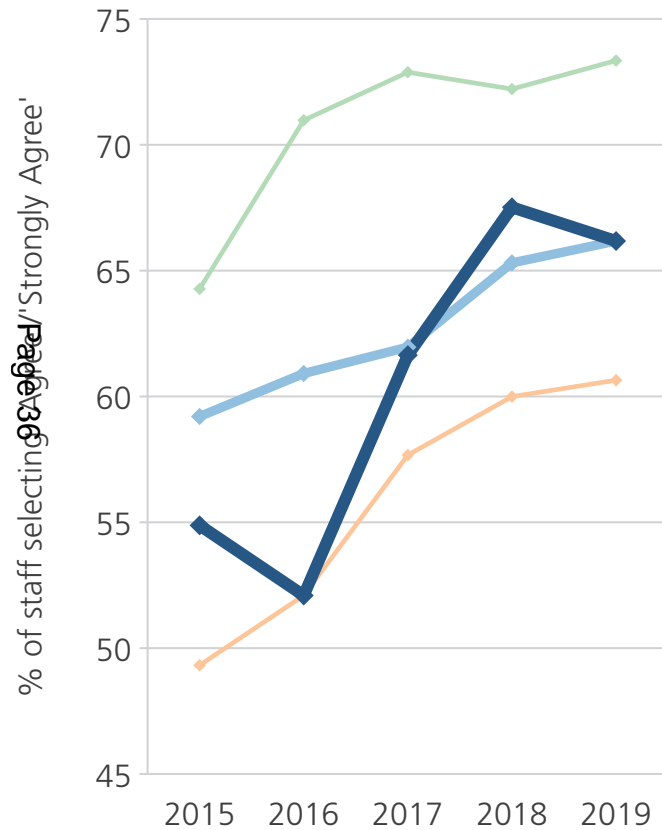
We are given feedback about changes made in response to reported errors, near misses and incidents



Best	46.9%	50.1%	54.3%	59.3%	62.1%
Your org	33.9%	32.8%	35.0%	48.3%	49.8%
Average	35.6%	42.4%	44.2%	49.8%	50.2%
Worst	30.5%	27.0%	26.1%	40.2%	41.7%

Q18b

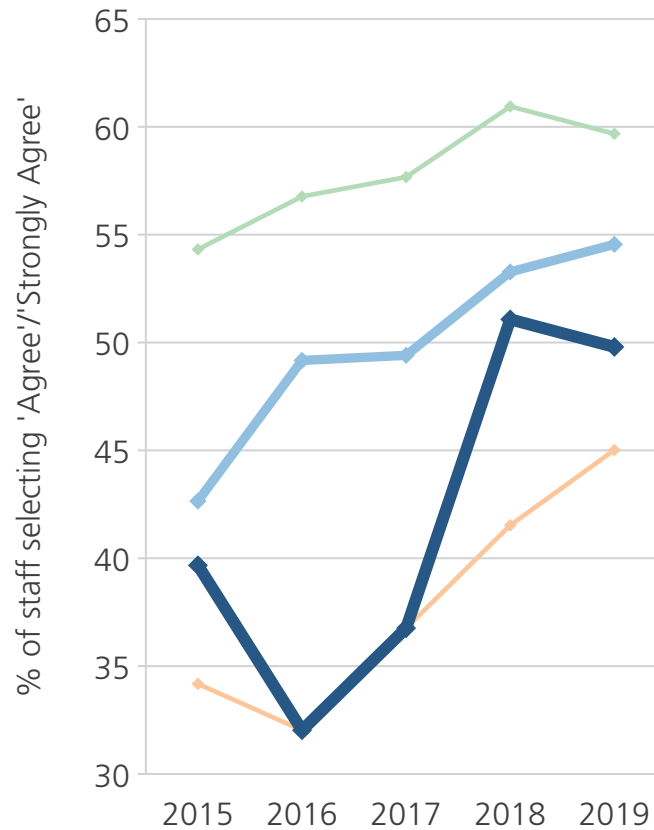
I would feel secure raising concerns about unsafe clinical practice



Best	64.3%	71.0%	72.9%	72.2%	73.3%
Your org	54.9%	52.1%	61.6%	67.5%	66.2%
Average	59.2%	60.9%	62.0%	65.3%	66.2%
Worst	49.3%	52.1%	57.7%	60.0%	60.6%

Q18c

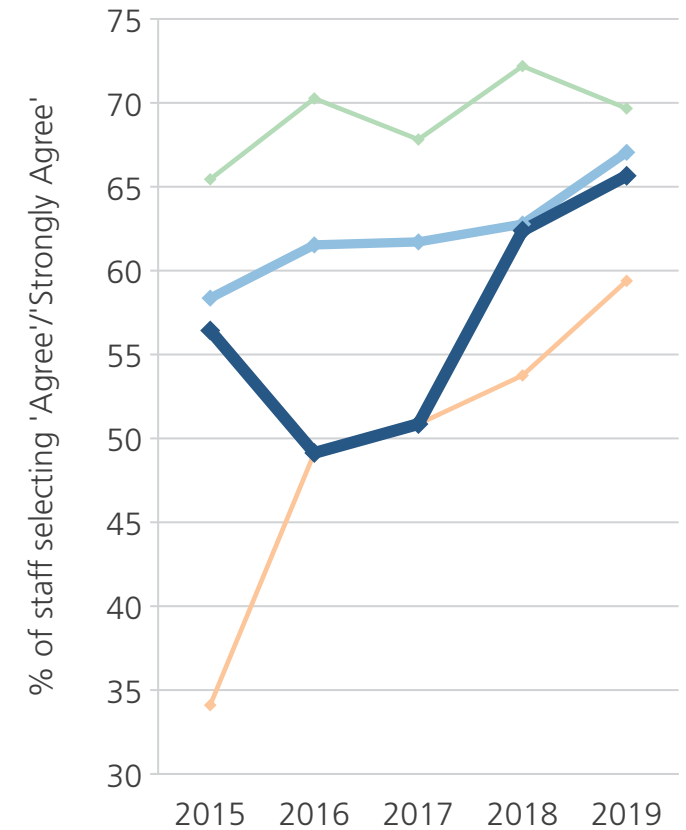
I am confident that my organisation would address my concern



Best	54.3%	56.8%	57.7%	60.9%	59.7%
Your org	39.7%	32.0%	36.8%	51.1%	49.8%
Average	42.7%	49.2%	49.4%	53.3%	54.6%
Worst	34.2%	32.0%	36.8%	41.5%	45.0%

Q21b

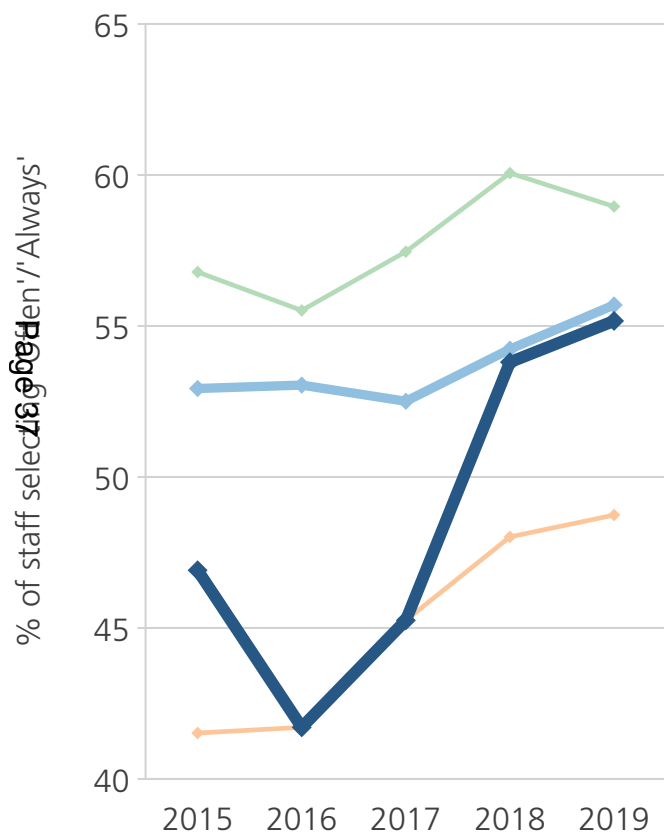
My organisation acts on concerns raised by patients / service users



Best	65.4%	70.3%	67.8%	72.2%	69.7%
Your org	56.4%	49.1%	50.9%	62.4%	65.7%
Average	58.4%	61.5%	61.7%	62.8%	67.0%
Worst	34.1%	49.1%	50.9%	53.8%	59.4%

Q2a

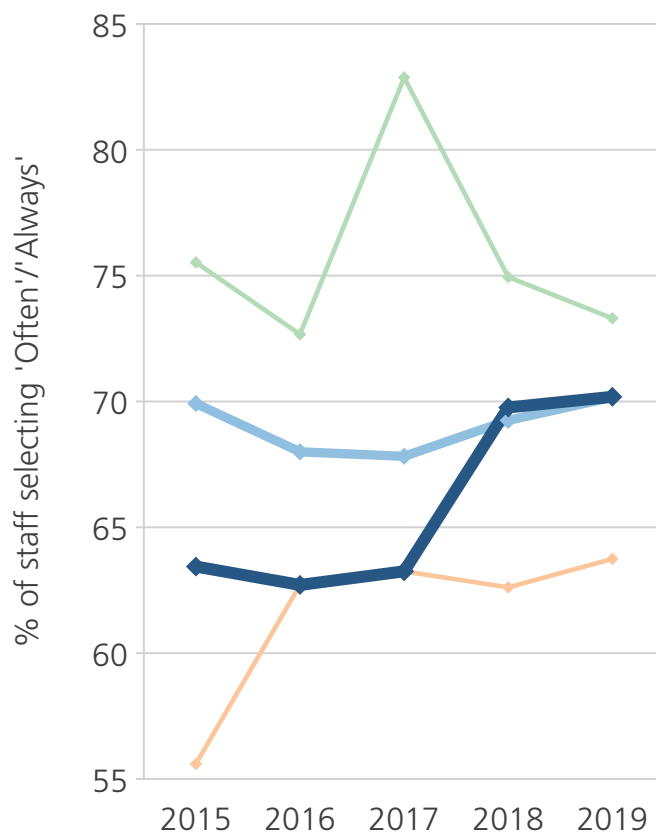
I look forward to going to work



Best	56.8%	55.5%	57.5%	60.1%	59.0%
Your org	46.9%	41.7%	45.3%	53.8%	55.2%
Average	52.9%	53.0%	52.5%	54.2%	55.7%
Worst	41.5%	41.7%	45.3%	48.0%	48.7%

Q2b

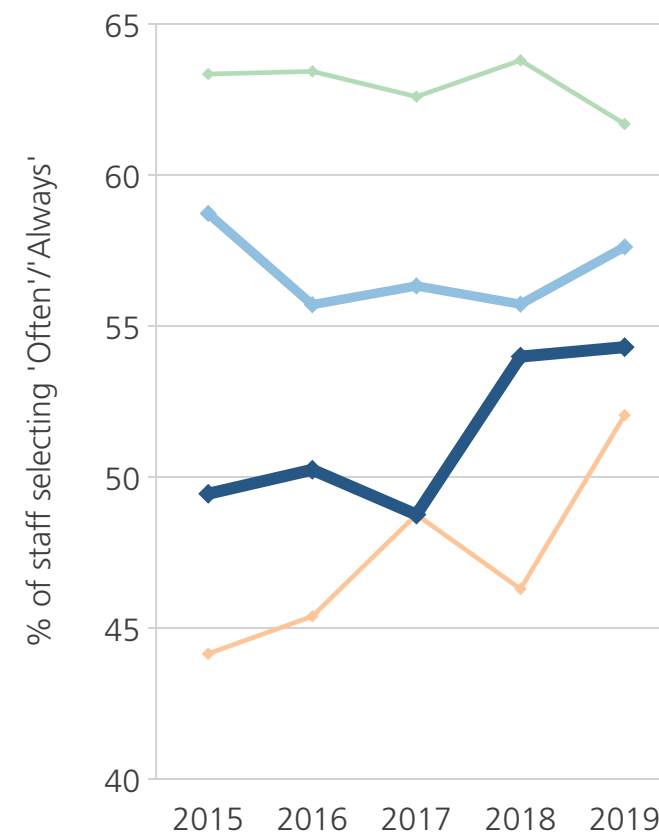
I am enthusiastic about my job



Best	75.5%	72.7%	82.9%	74.9%	73.3%
Your org	63.4%	62.7%	63.3%	69.8%	70.2%
Average	69.9%	68.0%	67.8%	69.2%	70.2%
Worst	55.6%	62.7%	63.3%	62.6%	63.7%

Q2c

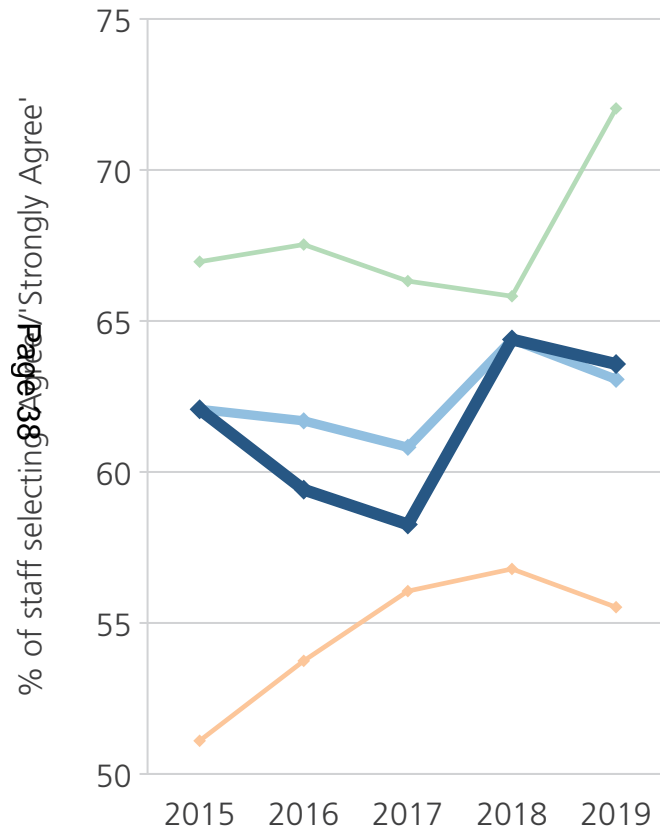
Time passes quickly when I am working



Best	63.3%	63.4%	62.6%	63.8%	61.7%
Your org	49.4%	50.2%	48.8%	54.0%	54.3%
Average	58.7%	55.7%	56.3%	55.7%	57.6%
Worst	44.1%	45.4%	48.8%	46.3%	52.0%

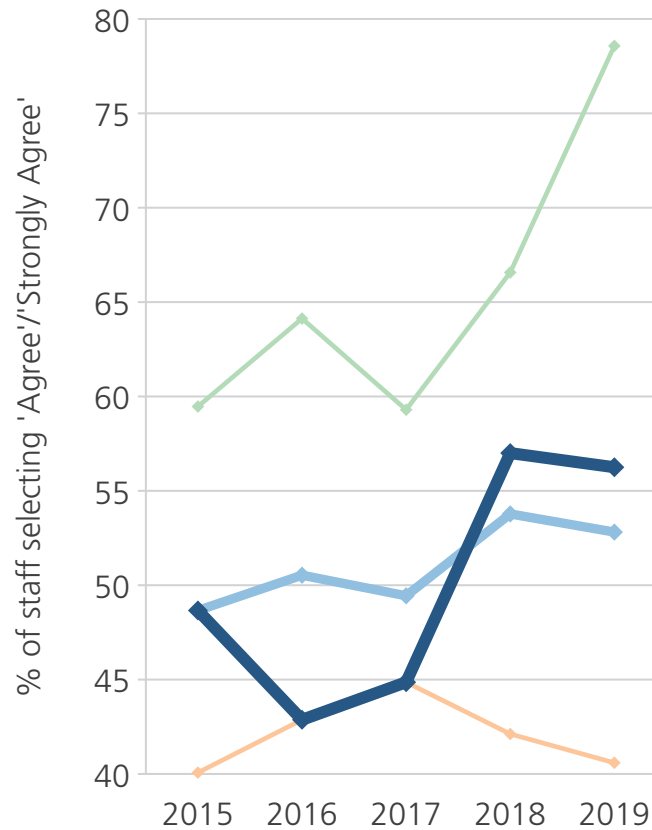
Q4a

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



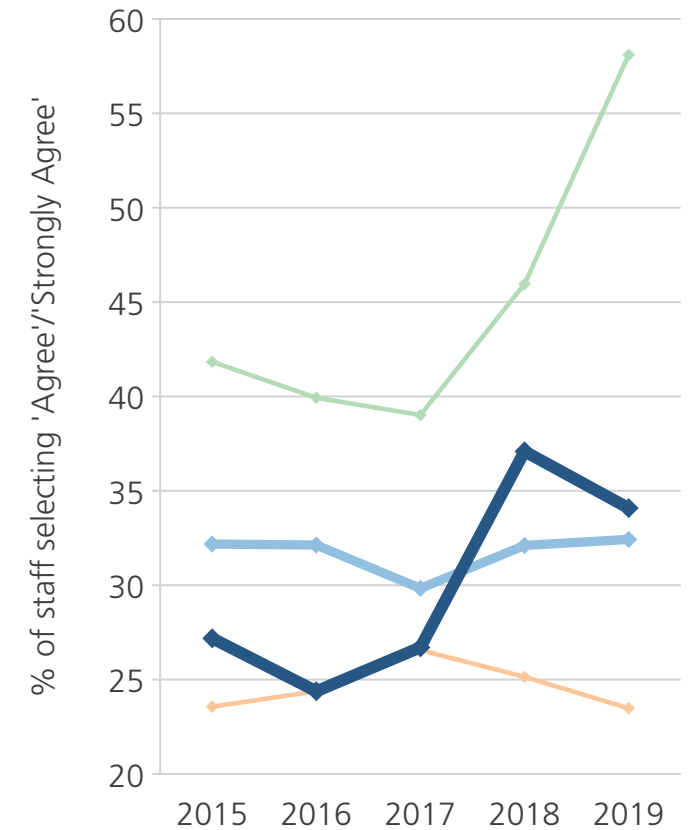
Q4b

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



Q4d

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



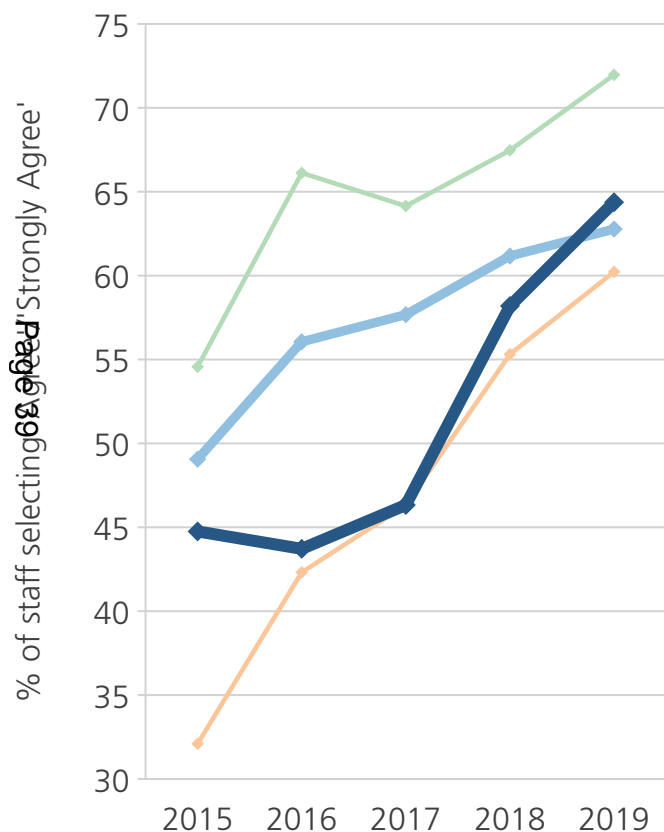
Best	67.0%	67.5%	66.3%	65.8%	72.0%
Your org	62.1%	59.4%	58.3%	64.4%	63.6%
Average	62.1%	61.7%	60.8%	64.4%	63.1%
Worst	51.1%	53.7%	56.1%	56.8%	55.5%

Best	59.5%	64.1%	59.3%	66.6%	78.6%
Your org	48.7%	42.9%	44.9%	57.0%	56.3%
Average	48.7%	50.5%	49.4%	53.8%	52.8%
Worst	40.1%	42.9%	44.9%	42.1%	40.6%

Best	41.8%	39.9%	39.0%	46.0%	58.1%
Your org	27.2%	24.4%	26.7%	37.1%	34.1%
Average	32.2%	32.1%	29.8%	32.1%	32.4%
Worst	23.6%	24.4%	26.6%	25.1%	23.5%

Q21a

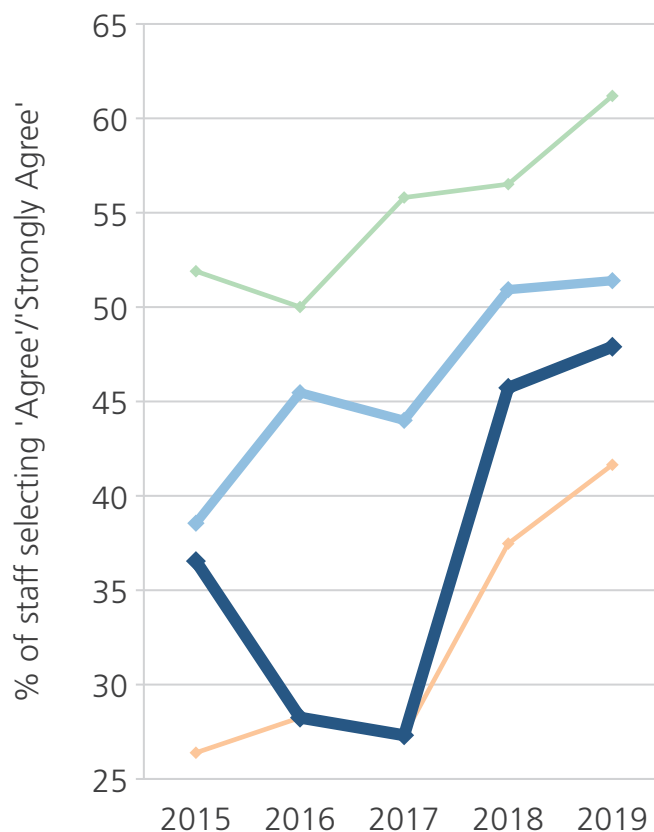
Care of patients / service users
is my organisation's top priority



Best	54.6%	66.1%	64.1%	67.5%	72.0%
Your org	44.8%	43.7%	46.3%	58.2%	64.4%
Average	49.1%	56.1%	57.7%	61.2%	62.8%
Worst	32.1%	42.3%	46.3%	55.3%	60.2%

Q21c

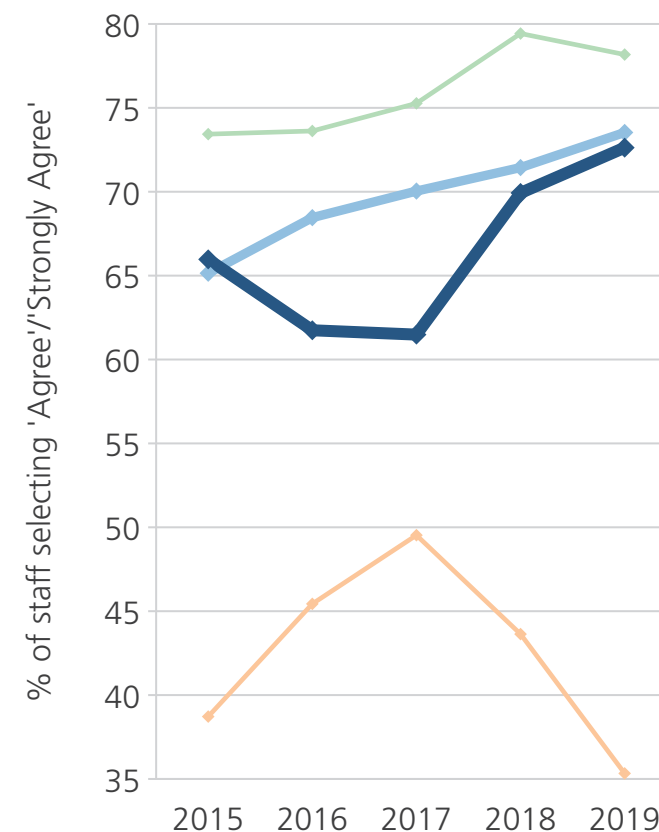
I would recommend my
organisation as a place to work



Best	51.9%	50.0%	55.8%	56.5%	61.2%
Your org	36.5%	28.2%	27.3%	45.7%	47.9%
Average	38.6%	45.5%	44.0%	50.9%	51.4%
Worst	26.4%	28.2%	27.3%	37.5%	41.6%

Q21d

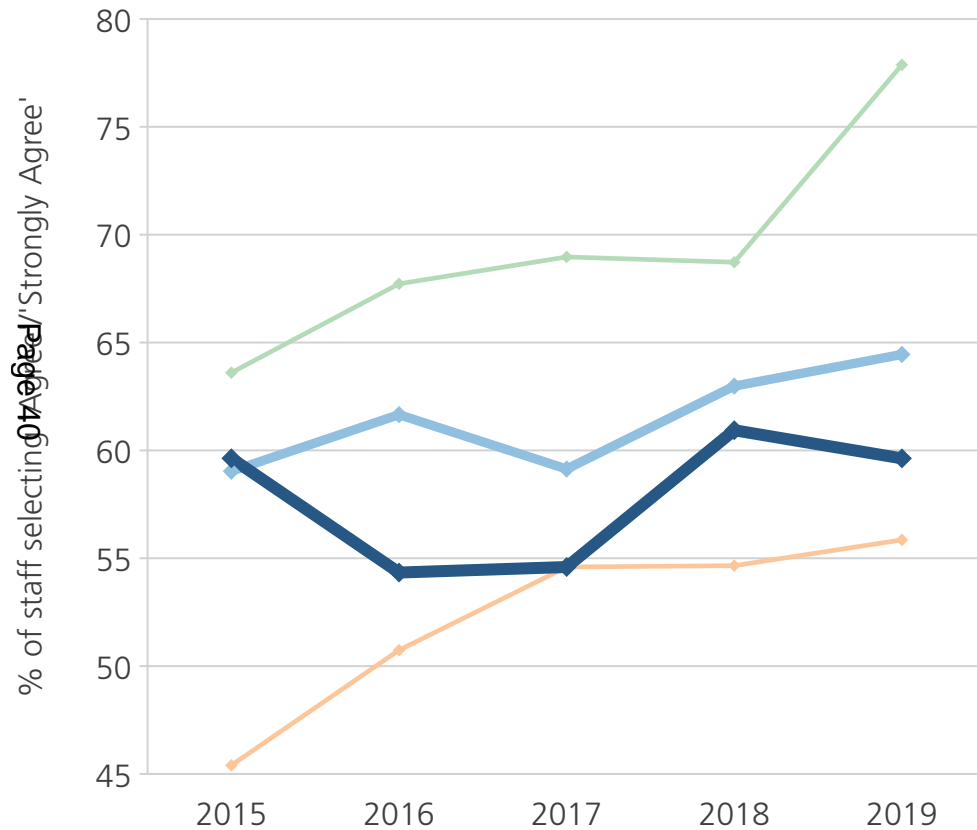
If a friend or relative needed treatment
I would be happy with the standard
of care provided by this organisation



Best	73.4%	73.6%	75.3%	79.4%	78.2%
Your org	66.0%	61.7%	61.5%	69.9%	72.6%
Average	65.1%	68.5%	70.0%	71.4%	73.5%
Worst	38.7%	45.4%	49.5%	43.6%	35.3%

Q4h

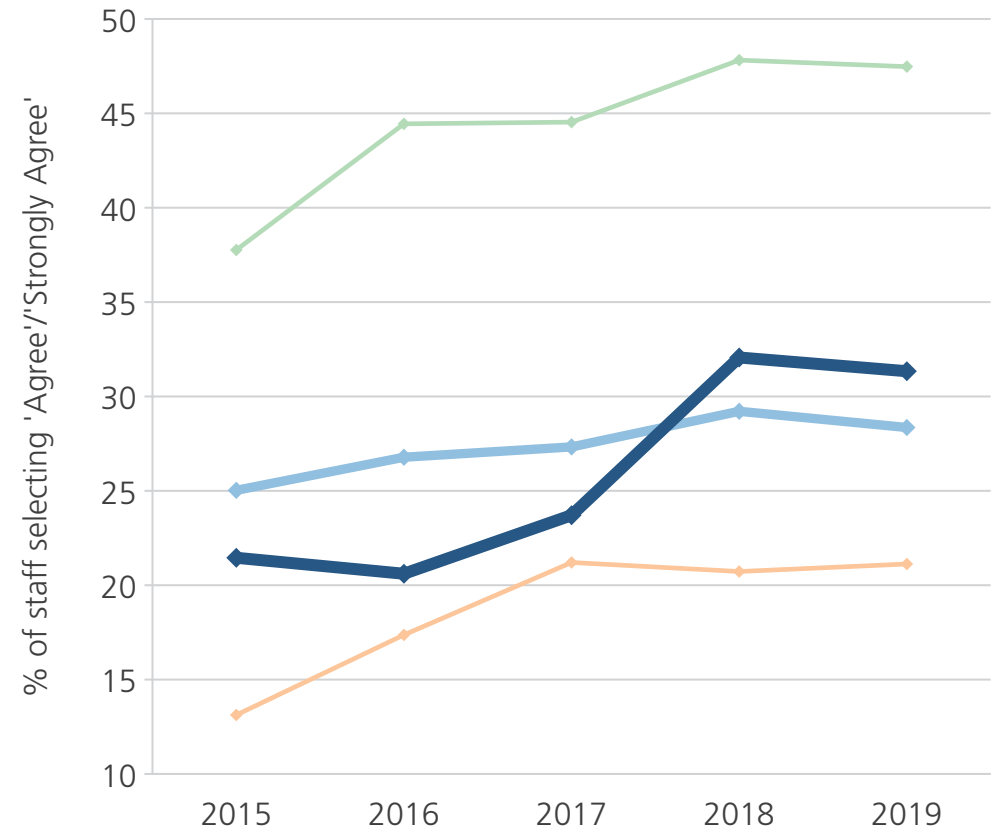
The team I work in has a set of shared objectives



Best	63.6%	67.7%	69.0%	68.7%	77.9%
Your org	59.6%	54.3%	54.6%	60.9%	59.6%
Average	59.0%	61.7%	59.1%	63.0%	64.4%
Worst	45.4%	50.7%	54.6%	54.7%	55.9%

Q4i

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

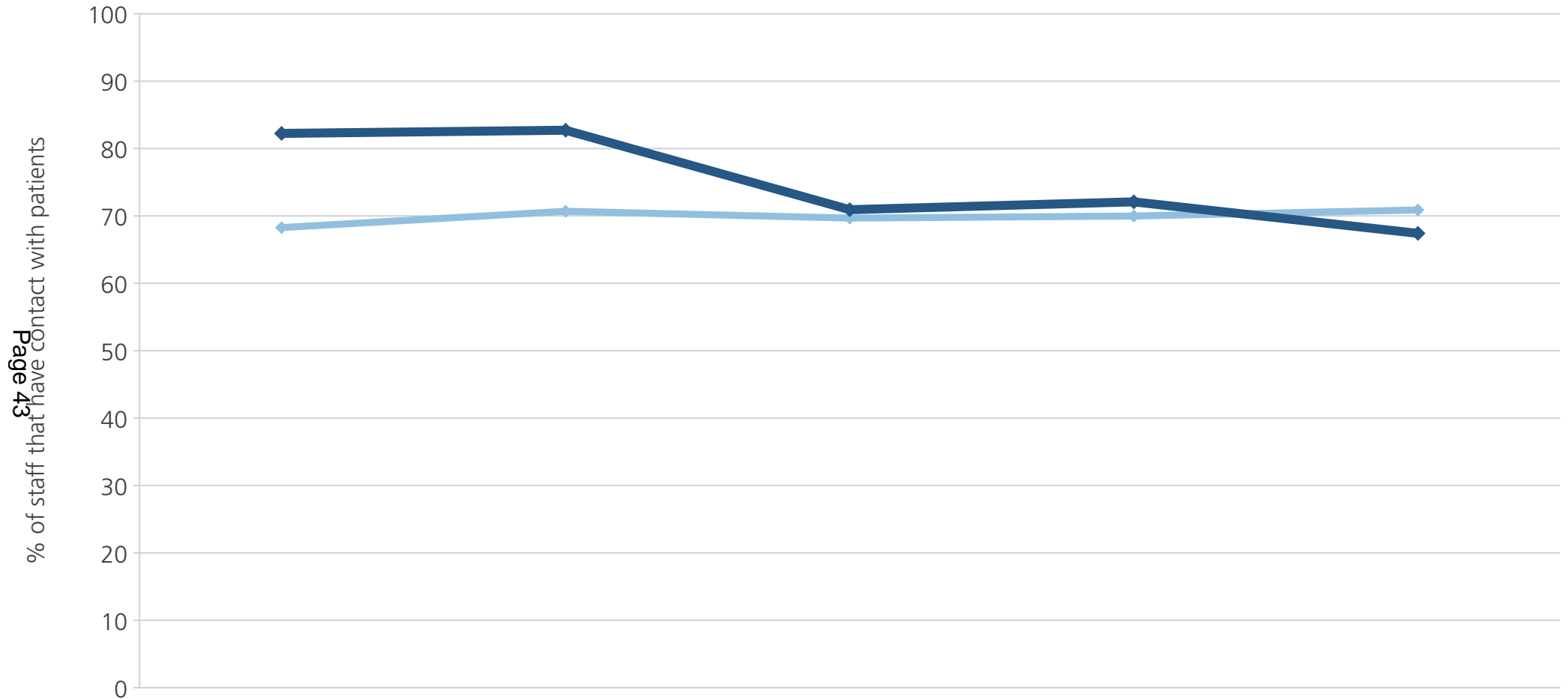


Best	37.8%	44.4%	44.5%	47.8%	47.5%
Your org	21.5%	20.6%	23.7%	32.1%	31.3%
Average	25.0%	26.8%	27.3%	29.2%	28.4%
Worst	13.1%	17.4%	21.2%	20.7%	21.1%

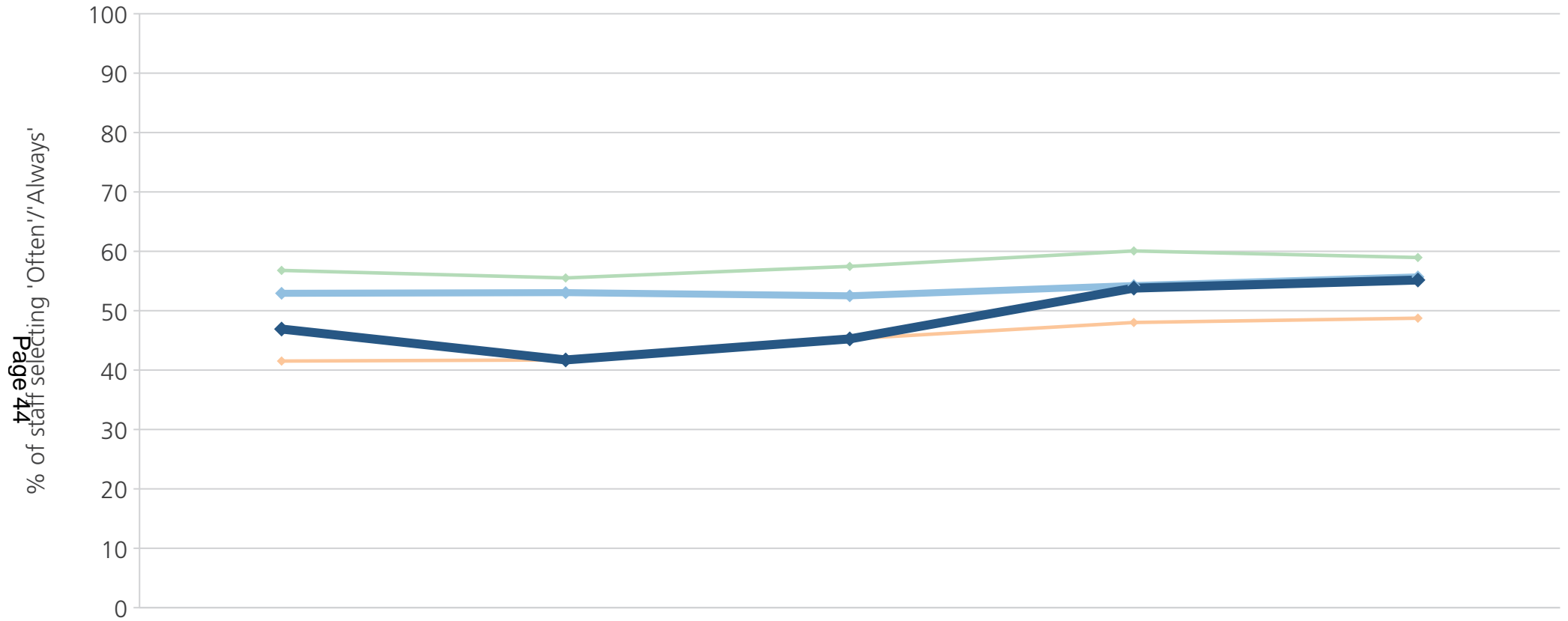
Question results

Page 41

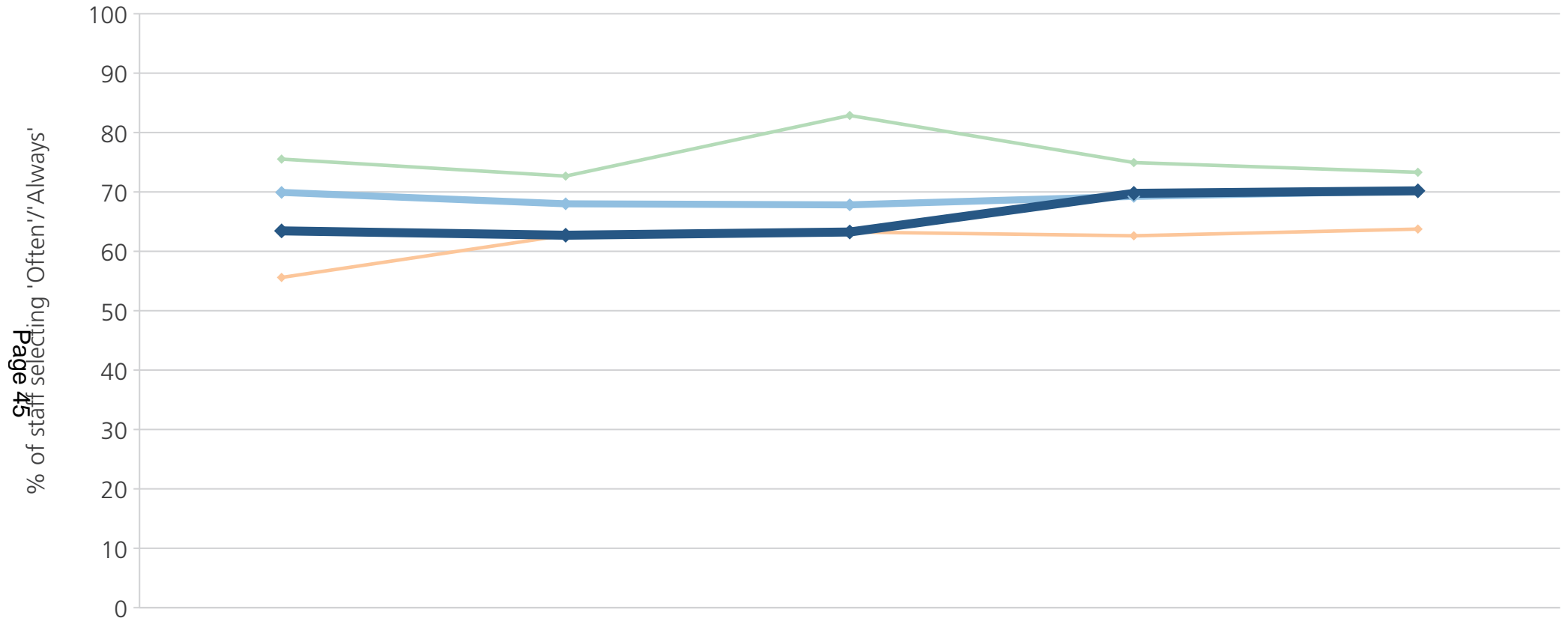
Question results – Your job



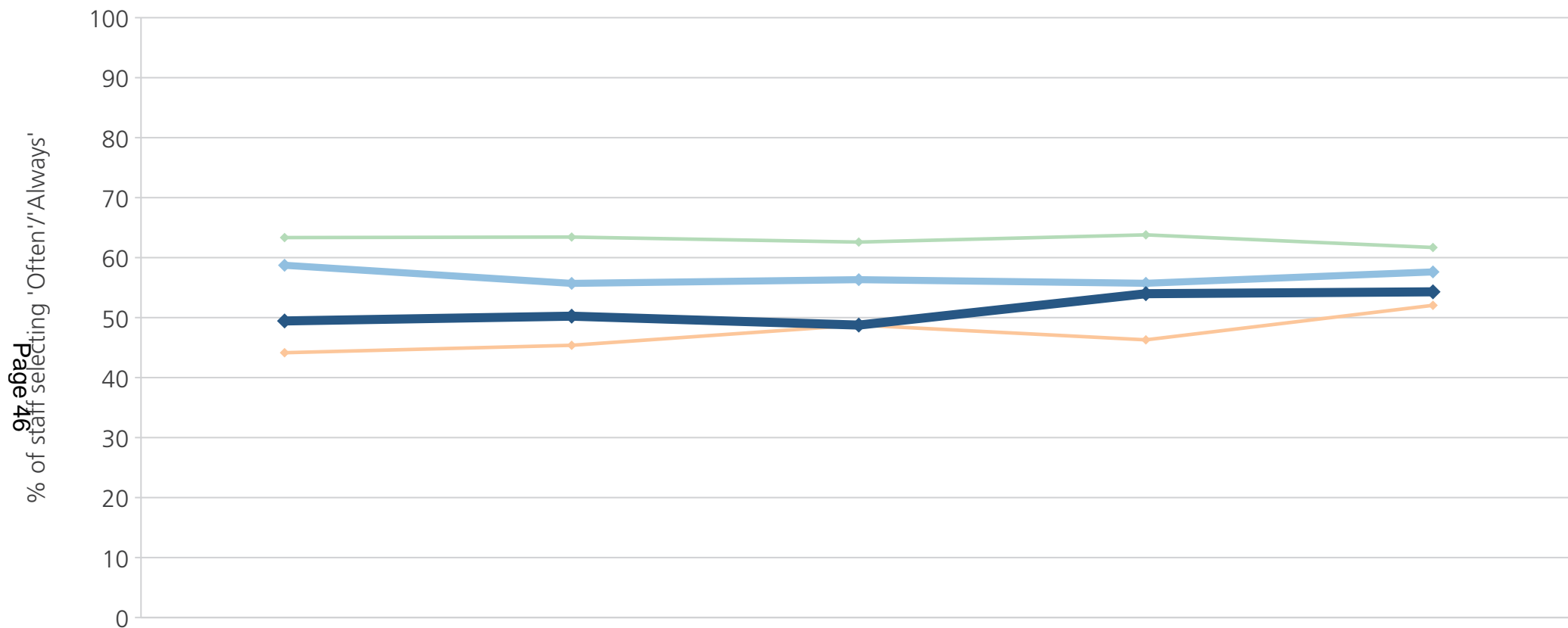
	2015	2016	2017	2018	2019
Your org	82.2%	82.7%	70.9%	72.1%	67.4%
Average	68.3%	70.7%	69.7%	70.0%	70.9%
Responses	1,318	1,273	1,393	1,752	2,096



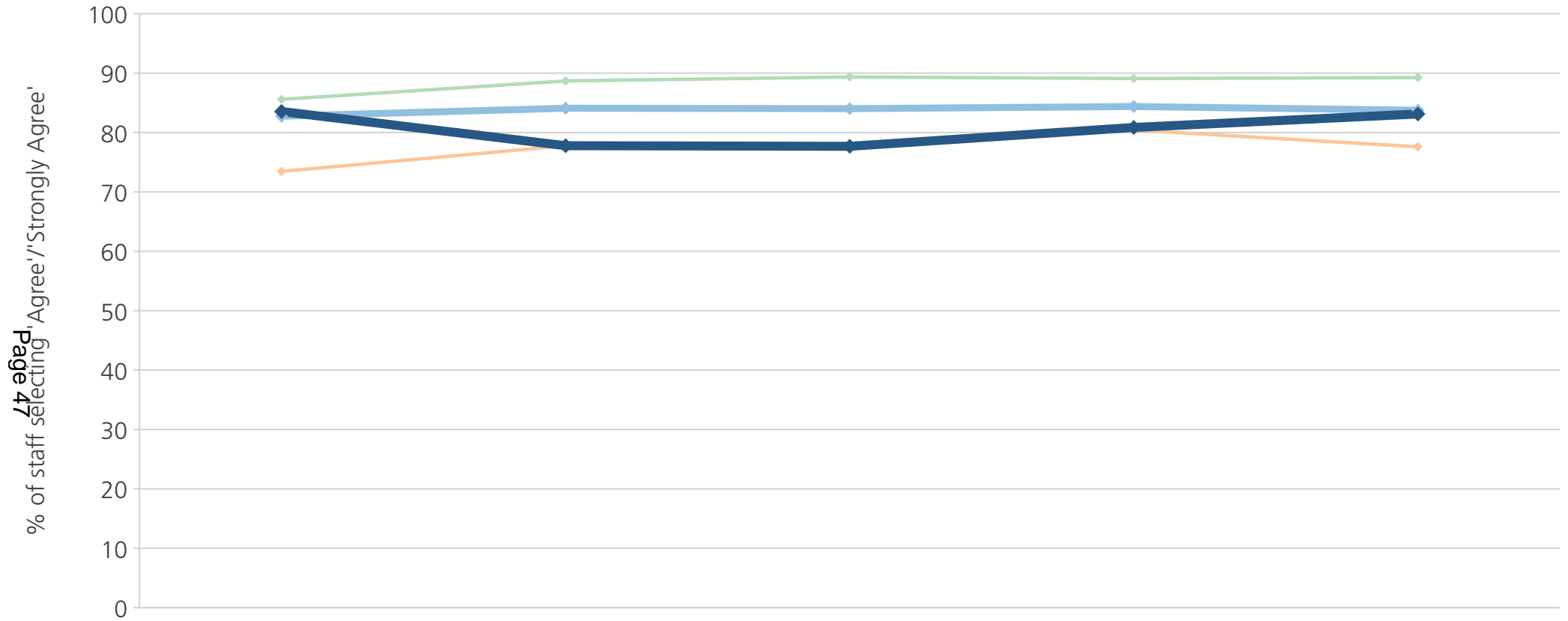
	2015	2016	2017	2018	2019
Best	56.8%	55.5%	57.5%	60.1%	59.0%
Your org	46.9%	41.7%	45.3%	53.8%	55.2%
Average	52.9%	53.0%	52.5%	54.2%	55.7%
Worst	41.5%	41.7%	45.3%	48.0%	48.7%
Responses	1,330	1,270	1,397	1,763	2,105



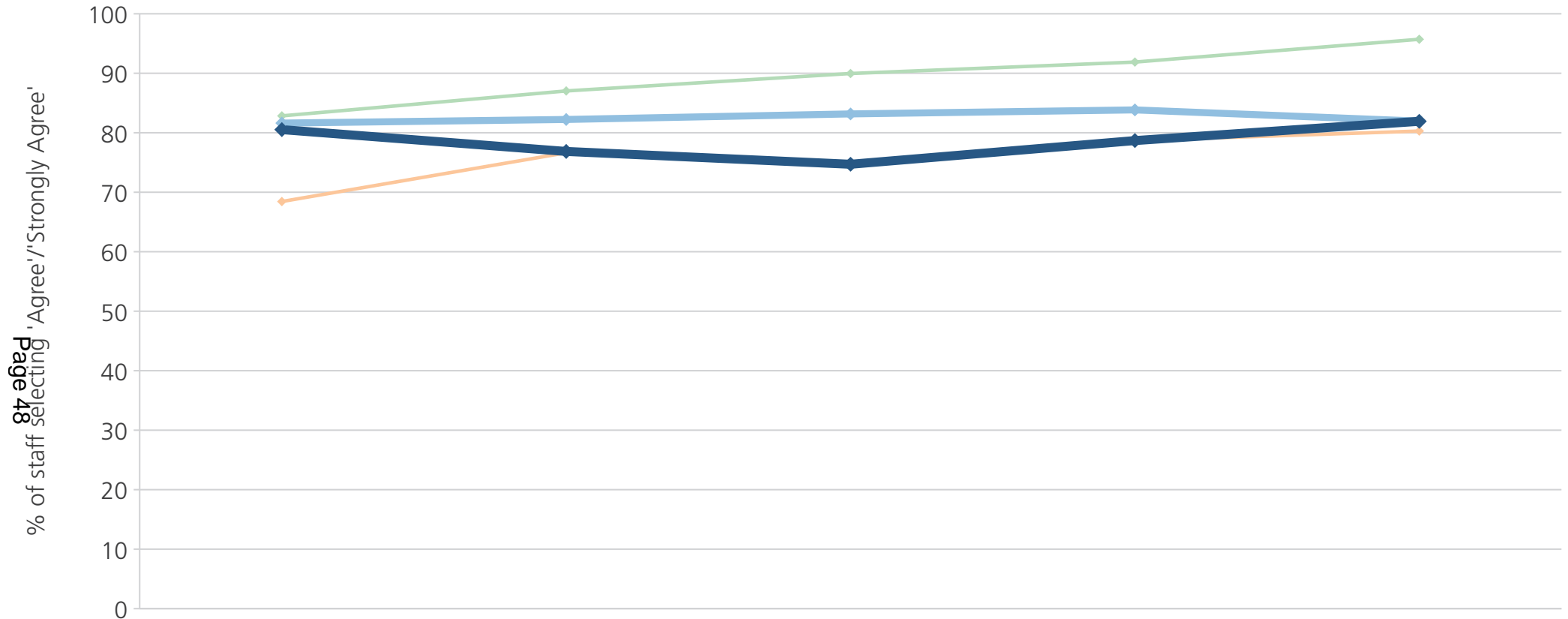
	2015	2016	2017	2018	2019
Best	75.5%	72.7%	82.9%	74.9%	73.3%
Your org	63.4%	62.7%	63.3%	69.8%	70.2%
Average	69.9%	68.0%	67.8%	69.2%	70.2%
Worst	55.6%	62.7%	63.3%	62.6%	63.7%
Responses	1,320	1,268	1,392	1,757	2,093



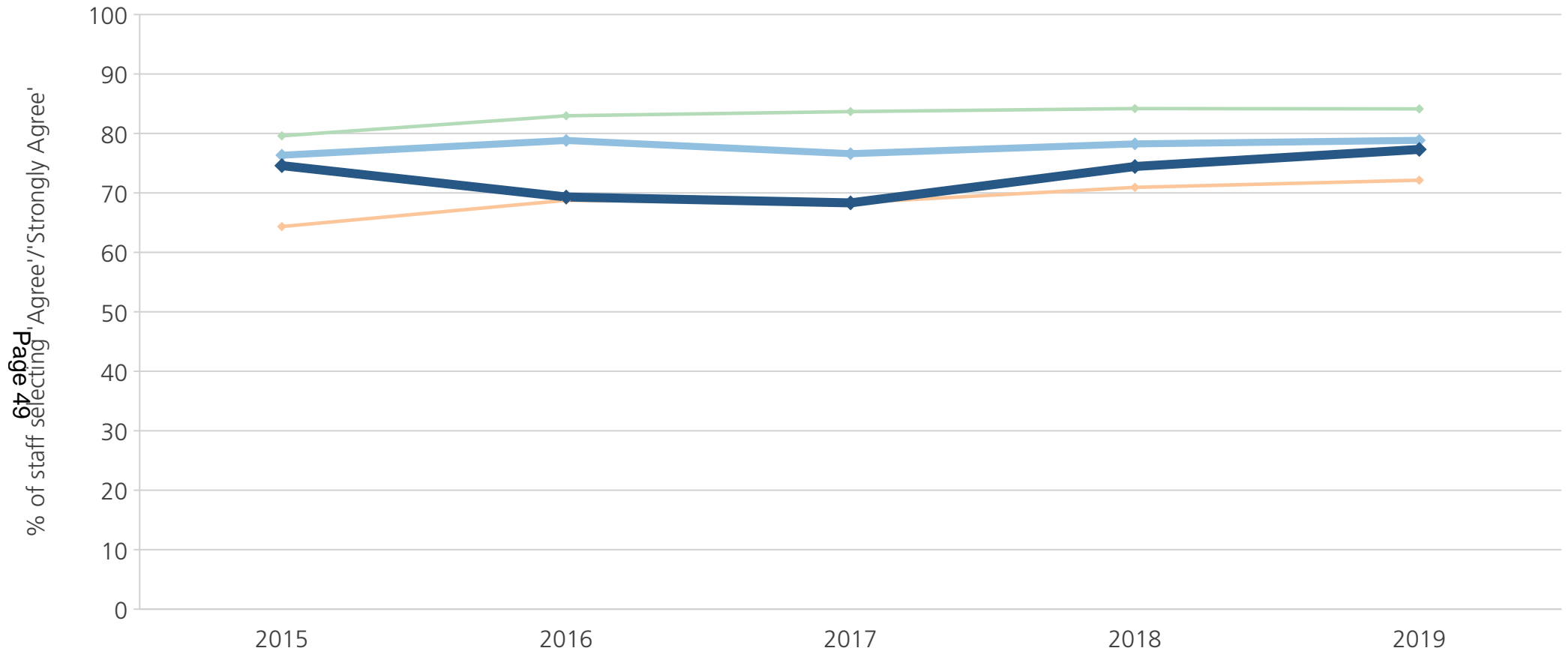
	2015	2016	2017	2018	2019
Best	63.3%	63.4%	62.6%	63.8%	61.7%
Your org	49.4%	50.2%	48.8%	54.0%	54.3%
Average	58.7%	55.7%	56.3%	55.7%	57.6%
Worst	44.1%	45.4%	48.8%	46.3%	52.0%
Responses	1,323	1,267	1,393	1,757	2,093



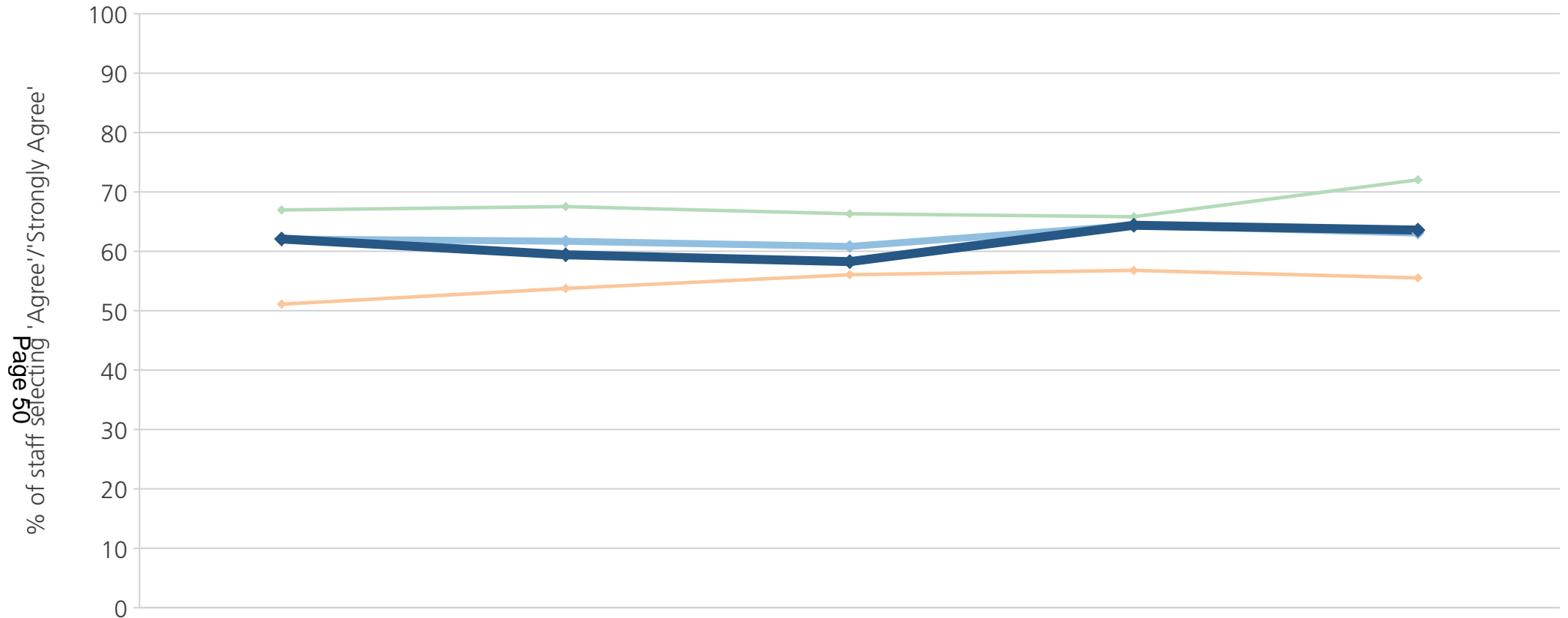
	2015	2016	2017	2018	2019
Best	85.6%	88.7%	89.4%	89.1%	89.3%
Your org	83.5%	77.8%	77.7%	80.9%	83.1%
Average	82.7%	84.1%	84.0%	84.4%	83.8%
Worst	73.5%	77.8%	77.7%	80.4%	77.6%
Responses	1,334	1,276	1,397	1,760	2,097



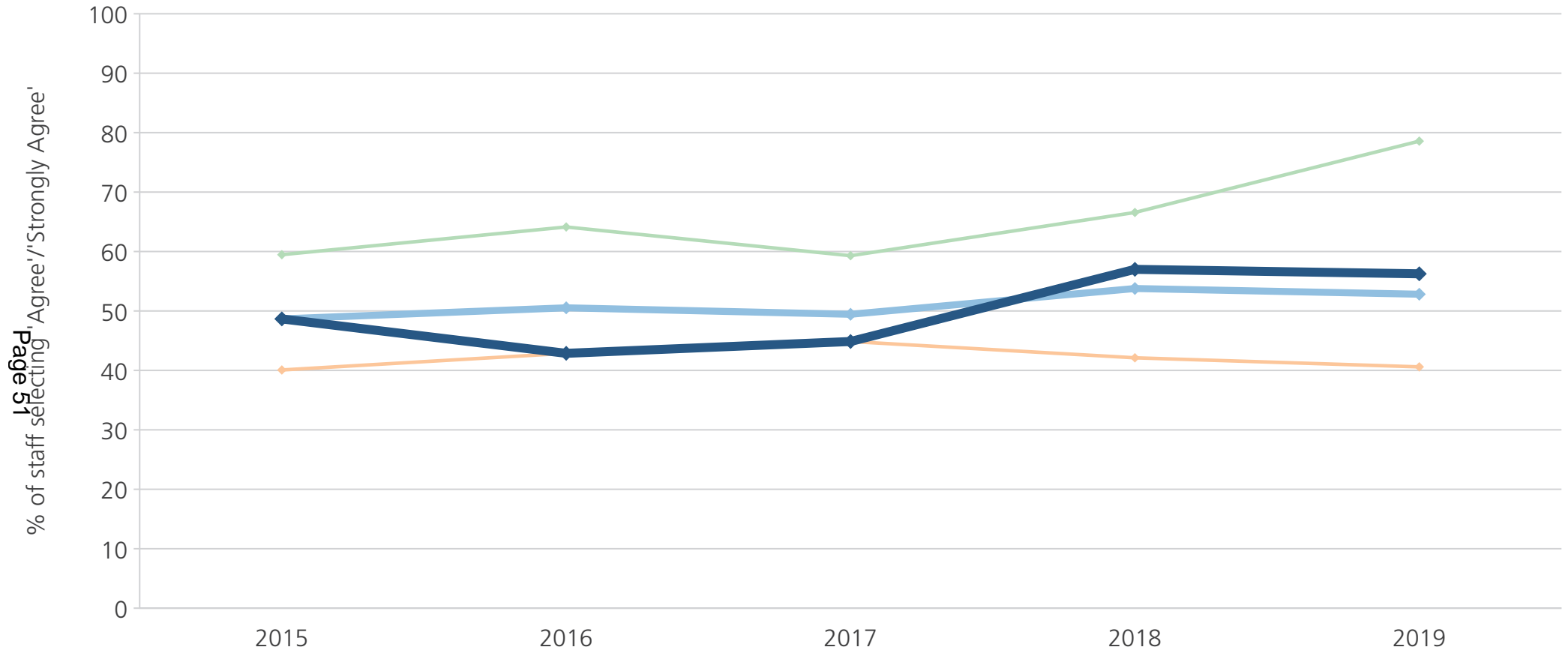
	2015	2016	2017	2018	2019
Best	82.8%	87.0%	90.0%	91.9%	95.7%
Your org	80.5%	76.9%	74.7%	78.7%	81.9%
Average	81.6%	82.2%	83.2%	83.8%	82.0%
Worst	68.4%	76.6%	74.7%	78.7%	80.3%
Responses	1,332	1,277	1,392	1,753	2,092



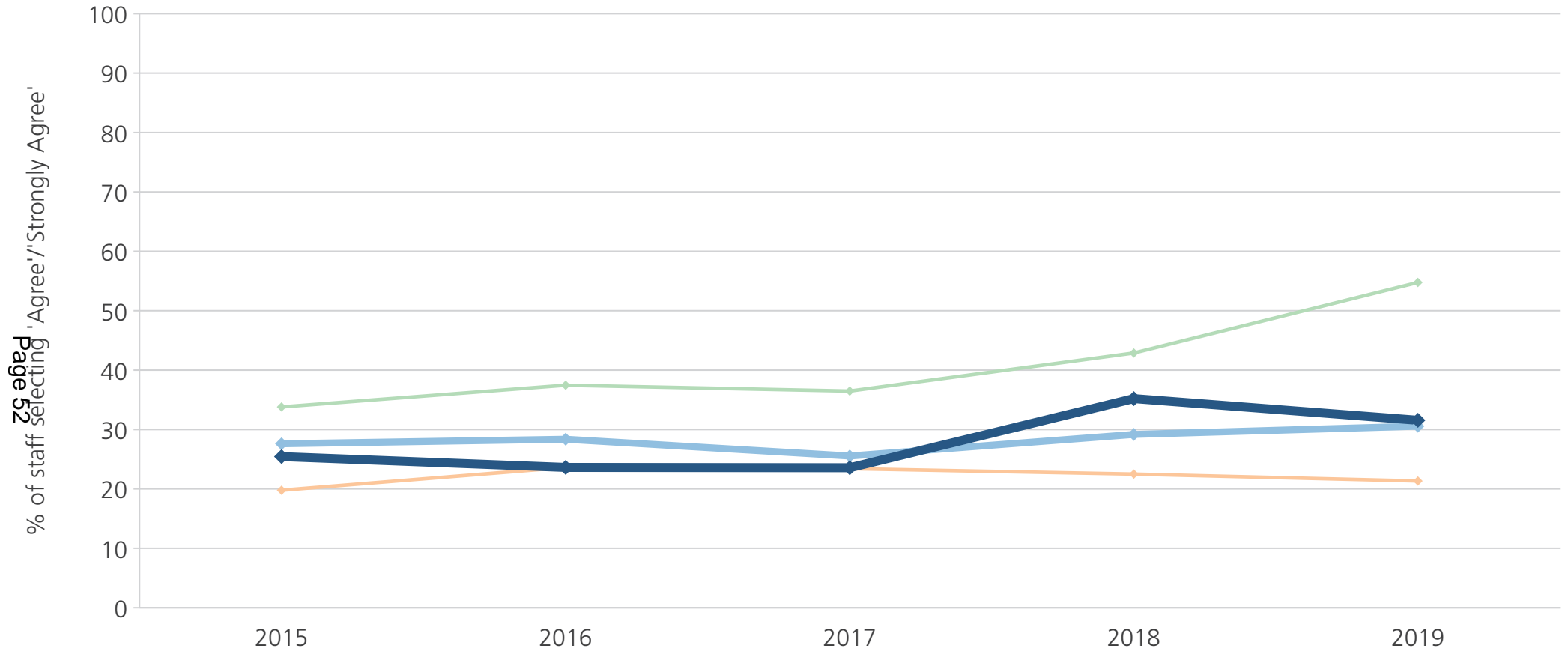
	2015	2016	2017	2018	2019
Best	79.6%	83.0%	83.7%	84.2%	84.1%
Your org	74.6%	69.3%	68.3%	74.4%	77.3%
Average	76.3%	78.8%	76.6%	78.2%	78.8%
Worst	64.3%	68.8%	68.3%	70.9%	72.1%
Responses	1,332	1,275	1,389	1,755	2,093



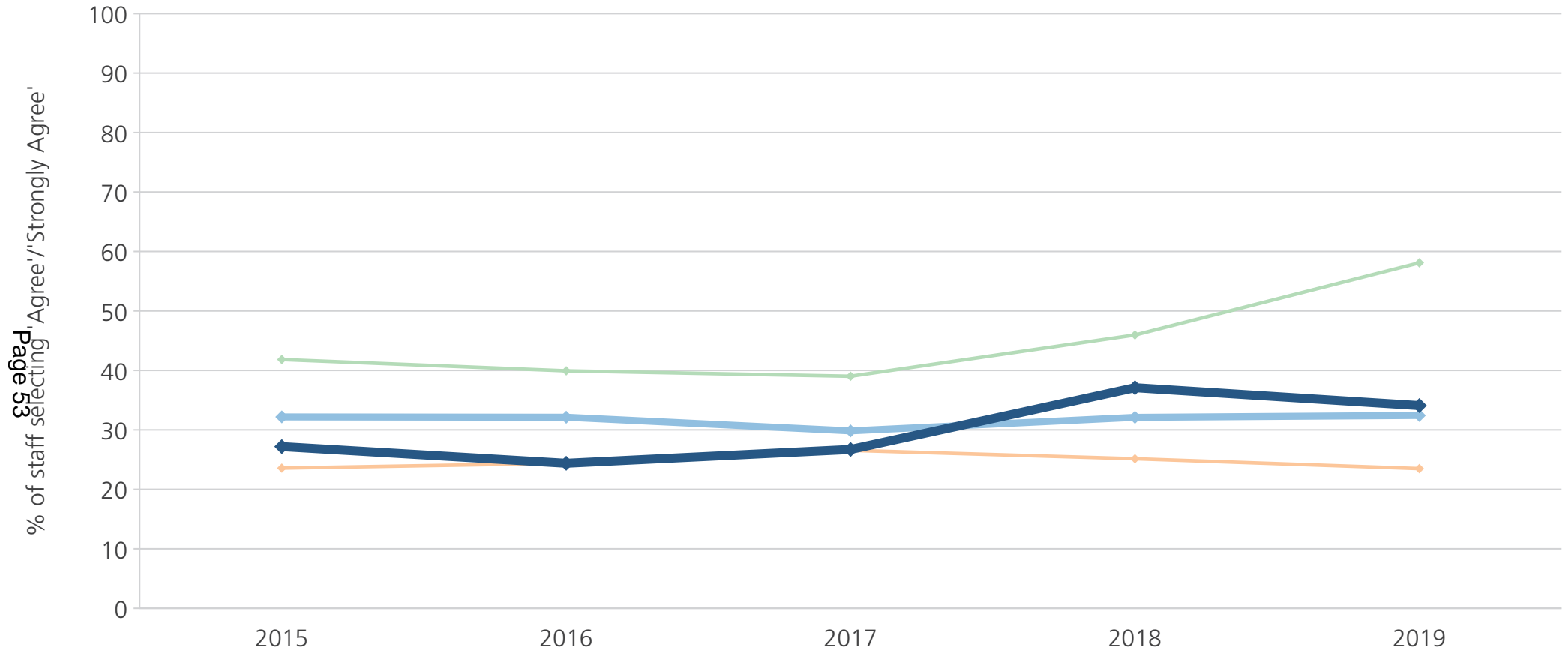
	2015	2016	2017	2018	2019
Best	67.0%	67.5%	66.3%	65.8%	72.0%
Your org	62.1%	59.4%	58.3%	64.4%	63.6%
Average	62.1%	61.7%	60.8%	64.4%	63.1%
Worst	51.1%	53.7%	56.1%	56.8%	55.5%
Responses	1,334	1,276	1,399	1,762	2,107



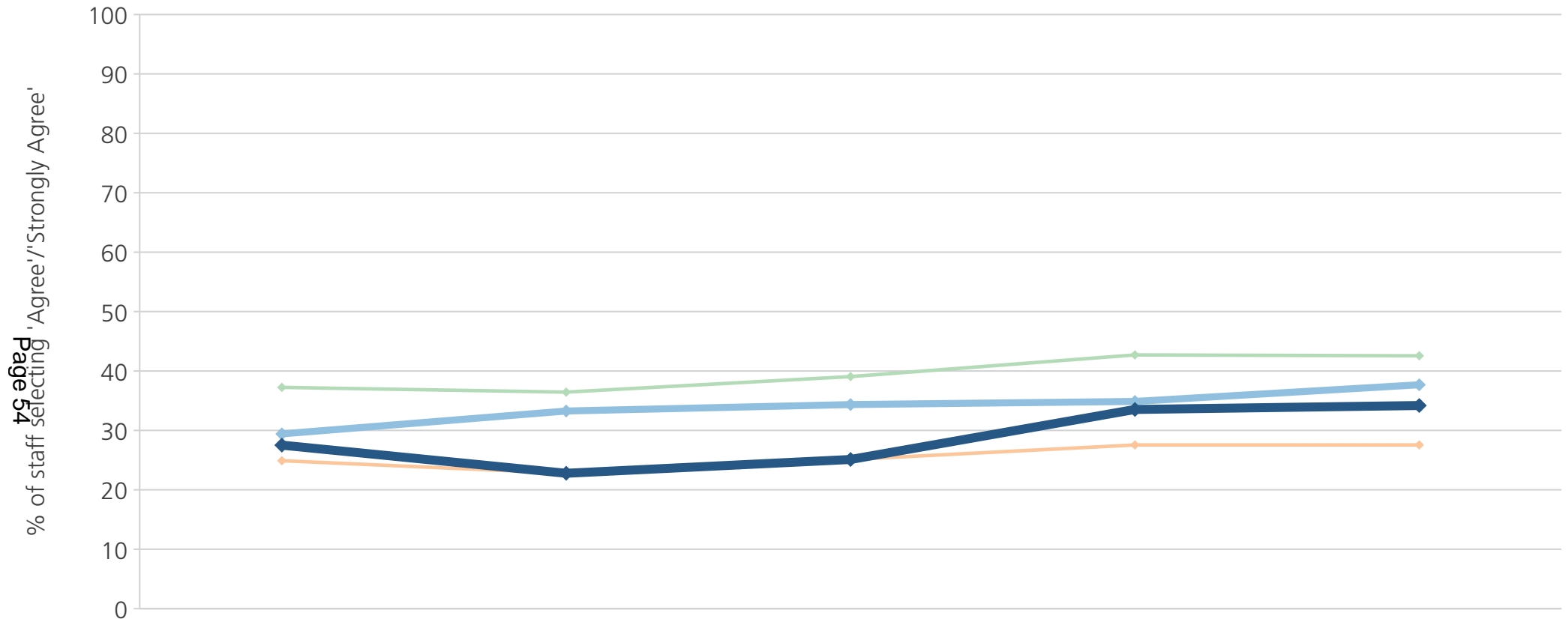
	2015	2016	2017	2018	2019
Best	59.5%	64.1%	59.3%	66.6%	78.6%
Your org	48.7%	42.9%	44.9%	57.0%	56.3%
Average	48.7%	50.5%	49.4%	53.8%	52.8%
Worst	40.1%	42.9%	44.9%	42.1%	40.6%
Responses	1,331	1,278	1,398	1,760	2,103



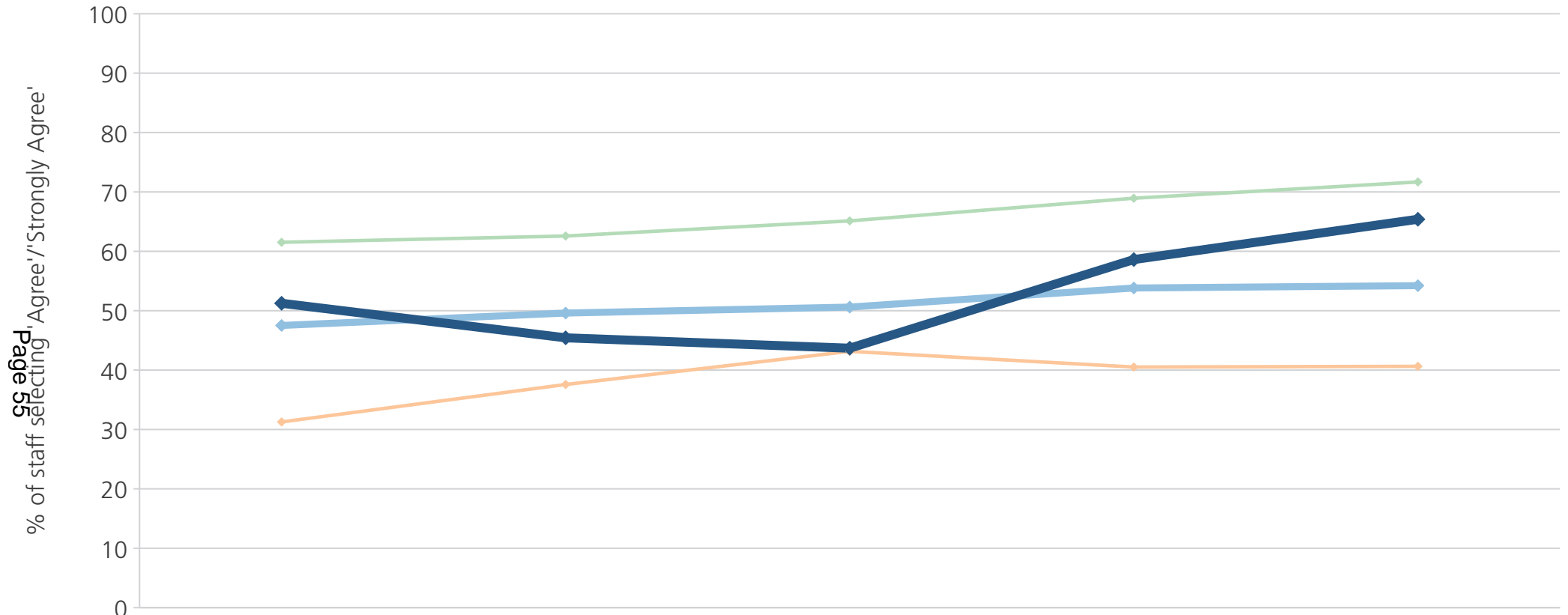
	2015	2016	2017	2018	2019
Best	33.8%	37.5%	36.5%	42.9%	54.8%
Your org	25.4%	23.6%	23.6%	35.2%	31.6%
Average	27.6%	28.4%	25.5%	29.2%	30.6%
Worst	19.8%	23.6%	23.4%	22.5%	21.3%
Responses	1,330	1,277	1,402	1,767	2,105



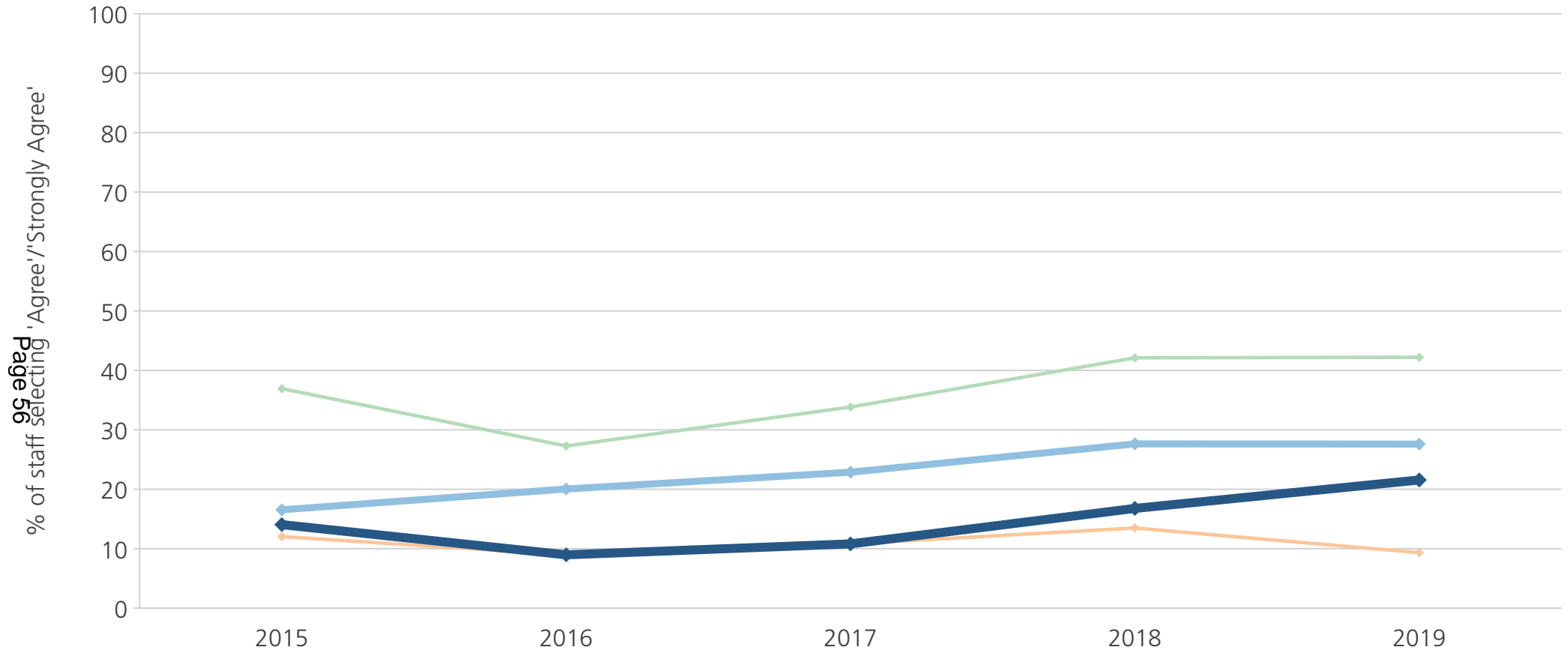
	2015	2016	2017	2018	2019
Best	41.8%	39.9%	39.0%	46.0%	58.1%
Your org	27.2%	24.4%	26.7%	37.1%	34.1%
Average	32.2%	32.1%	29.8%	32.1%	32.4%
Worst	23.6%	24.4%	26.6%	25.1%	23.5%
Responses	1,329	1,271	1,396	1,762	2,095



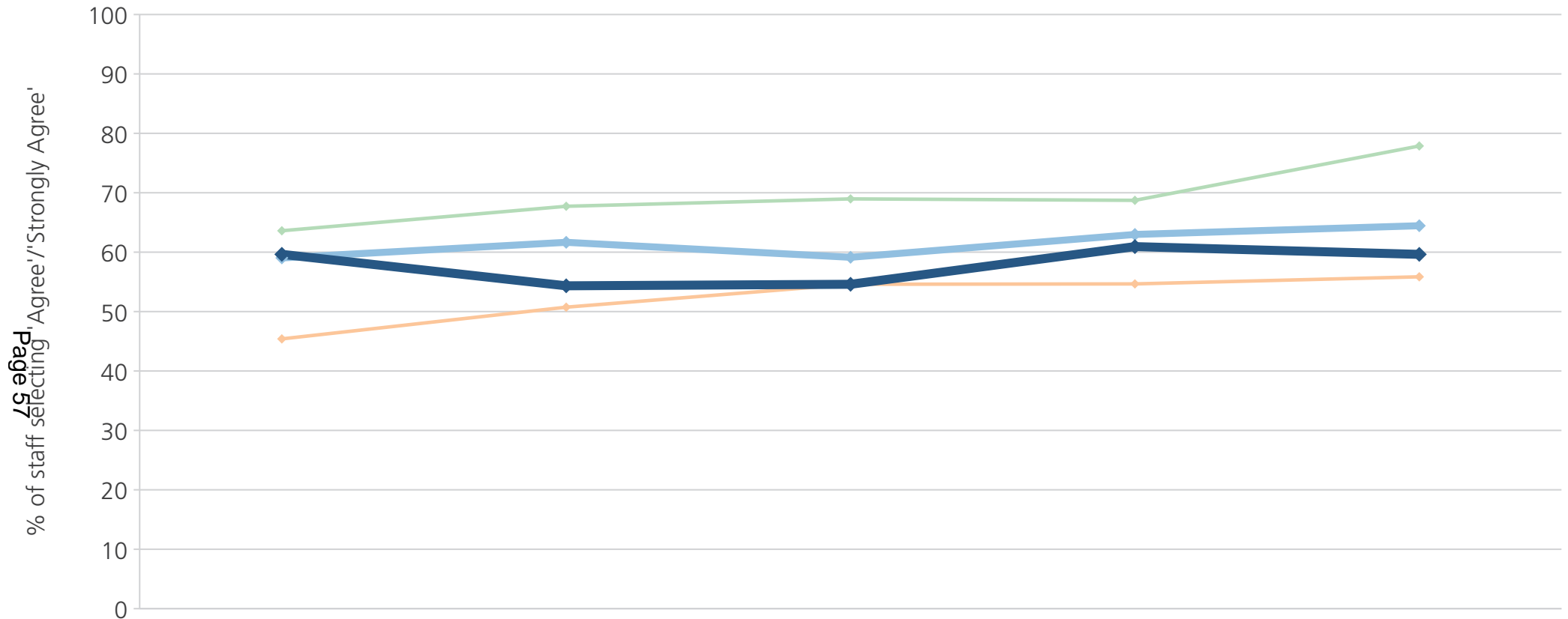
	2015	2016	2017	2018	2019
Best	37.2%	36.4%	39.1%	42.7%	42.6%
Your org	27.5%	22.8%	25.1%	33.5%	34.2%
Average	29.4%	33.3%	34.3%	34.9%	37.7%
Worst	24.9%	22.8%	25.1%	27.6%	27.6%
Responses	1,330	1,272	1,395	1,762	2,099



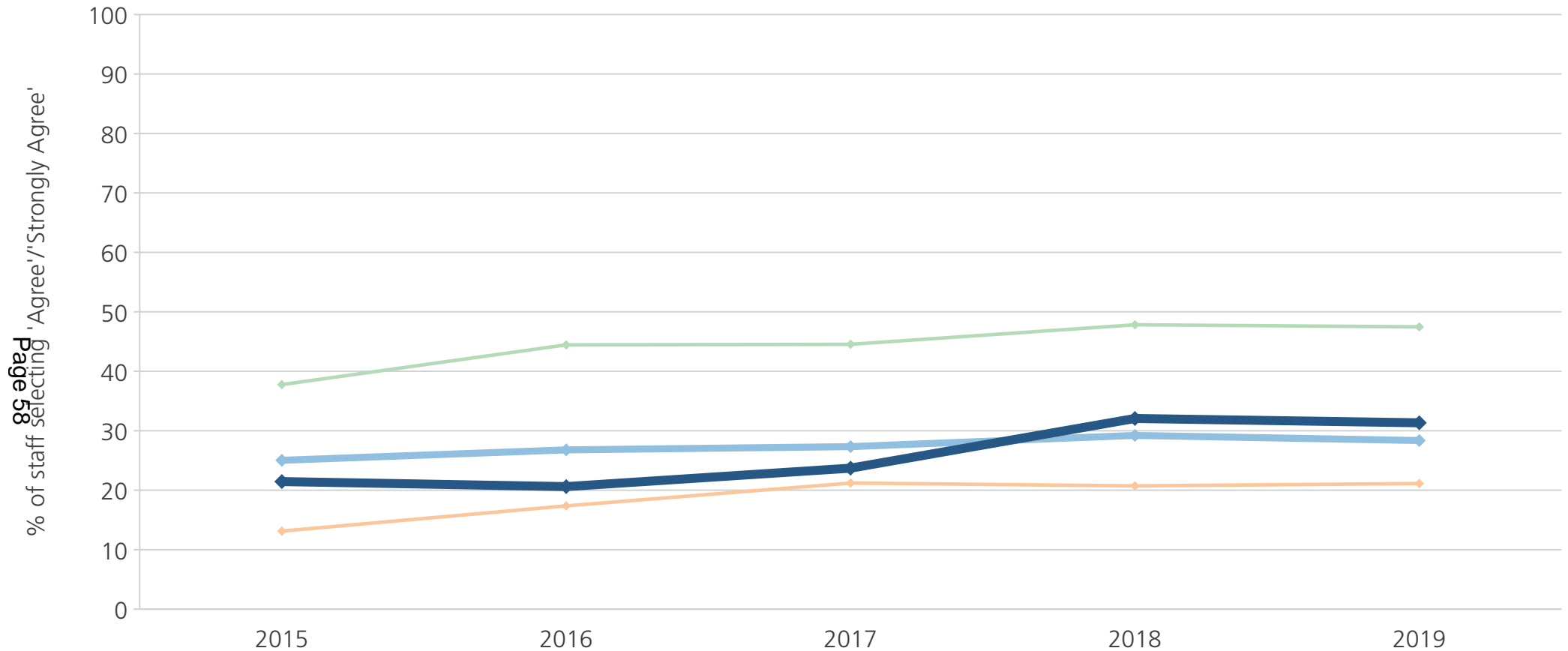
	2015	2016	2017	2018	2019
Best	61.5%	62.6%	65.1%	68.9%	71.7%
Your org	51.2%	45.4%	43.7%	58.6%	65.4%
Average	47.5%	49.6%	50.6%	53.8%	54.2%
Worst	31.3%	37.6%	43.2%	40.5%	40.6%
Responses	1,329	1,276	1,397	1,754	2,098



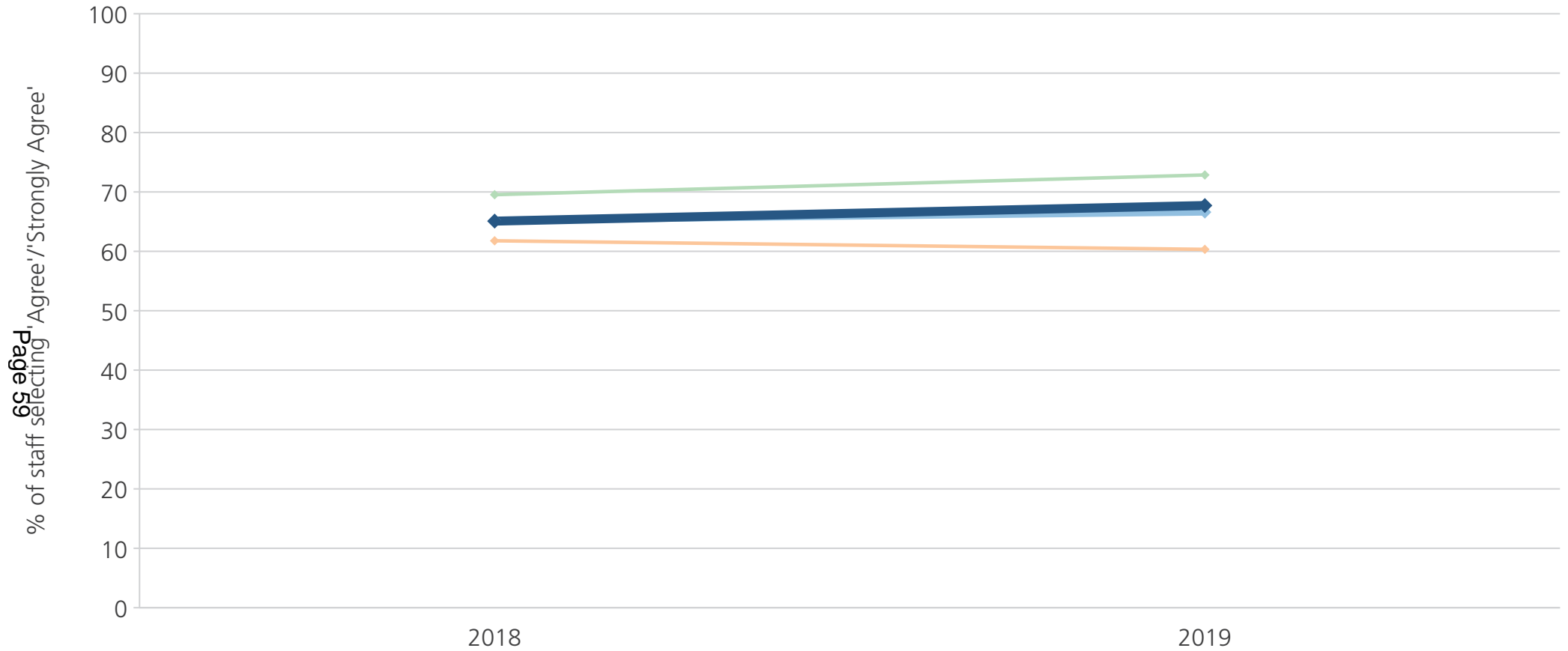
	2015	2016	2017	2018	2019
Best	36.9%	27.3%	33.8%	42.1%	42.2%
Your org	14.1%	9.0%	10.8%	16.8%	21.6%
Average	16.5%	20.0%	22.9%	27.6%	27.6%
Worst	12.0%	9.0%	10.8%	13.5%	9.3%
Responses	1,331	1,276	1,398	1,762	2,100



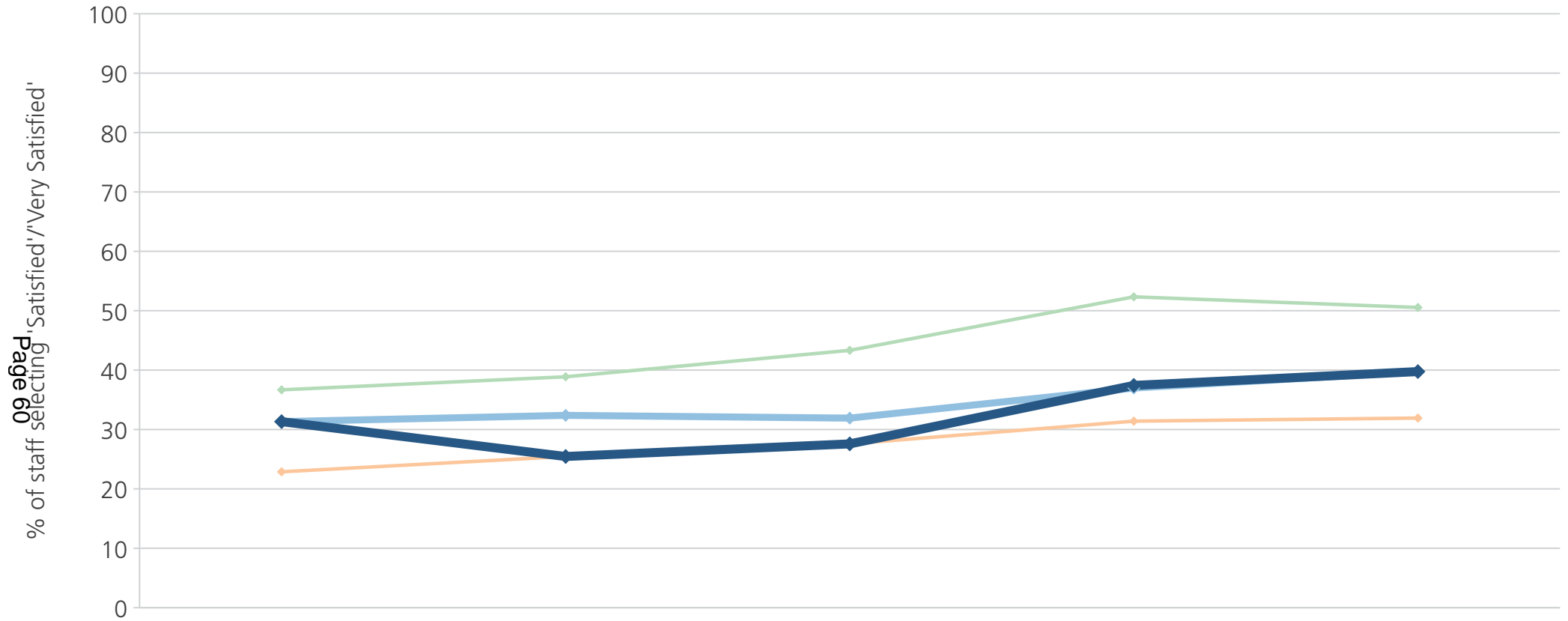
	2015	2016	2017	2018	2019
Best	63.6%	67.7%	69.0%	68.7%	77.9%
Your org	59.6%	54.3%	54.6%	60.9%	59.6%
Average	59.0%	61.7%	59.1%	63.0%	64.4%
Worst	45.4%	50.7%	54.6%	54.7%	55.9%
Responses	1,327	1,275	1,391	1,751	2,098



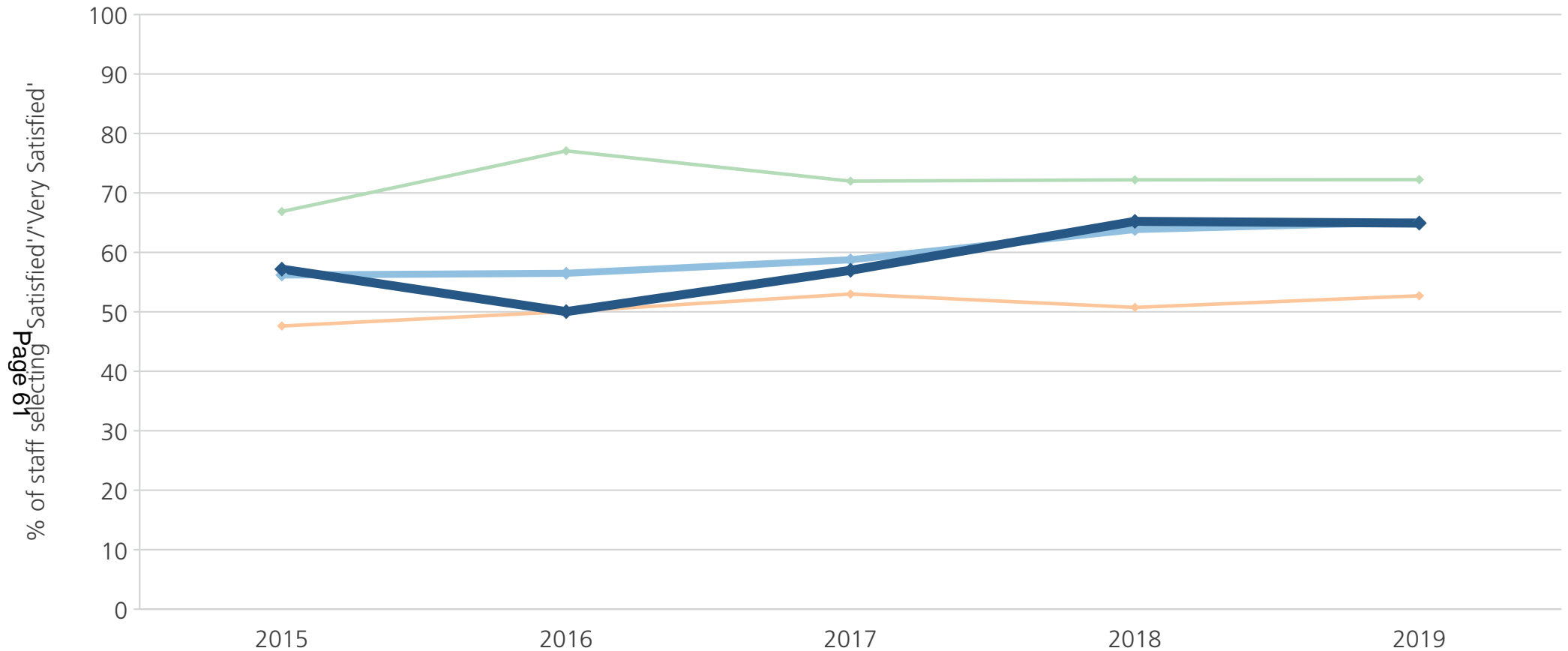
	2015	2016	2017	2018	2019
Best	37.8%	44.4%	44.5%	47.8%	47.5%
Your org	21.5%	20.6%	23.7%	32.1%	31.3%
Average	25.0%	26.8%	27.3%	29.2%	28.4%
Worst	13.1%	17.4%	21.2%	20.7%	21.1%
Responses	1,331	1,274	1,393	1,759	2,093



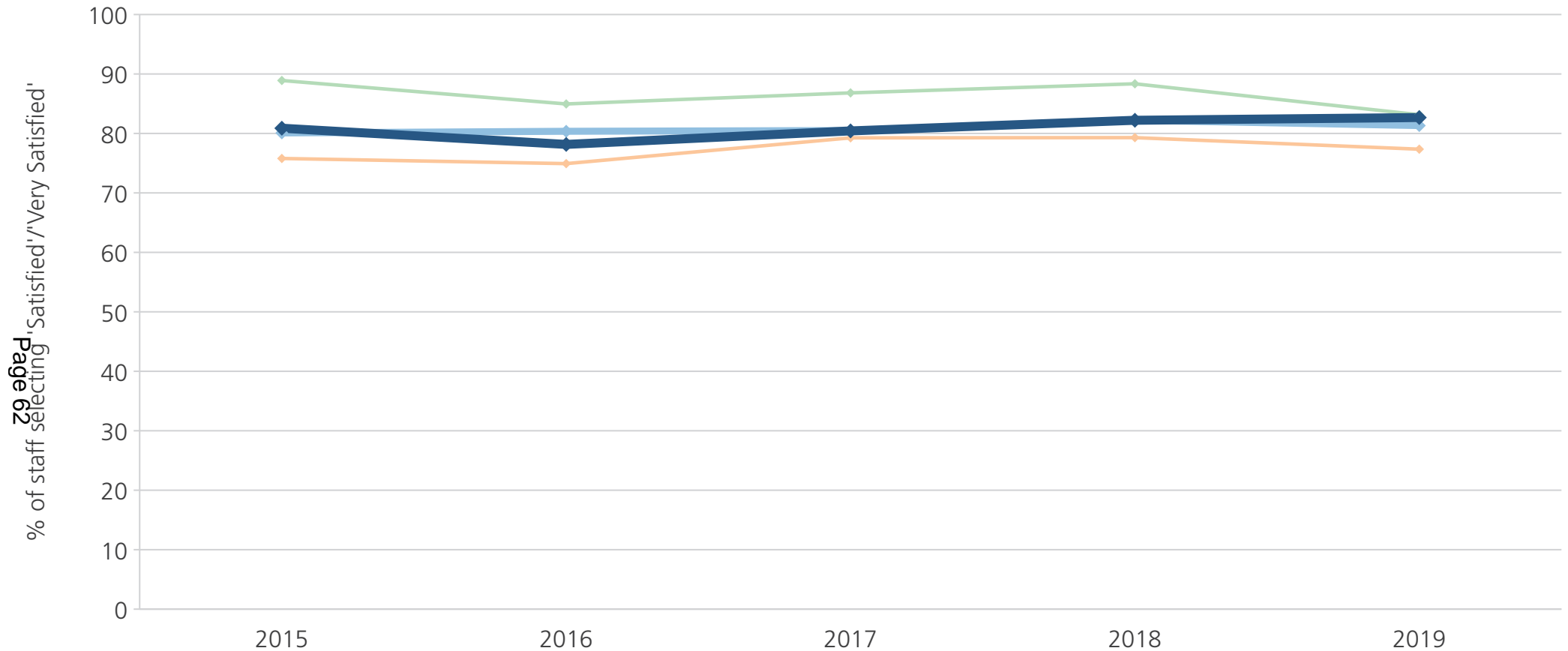
	2018	2019
Best	69.5%	72.9%
Your org	65.1%	67.7%
Average	65.2%	66.6%
Worst	61.8%	60.3%
Responses	1,762	2,105



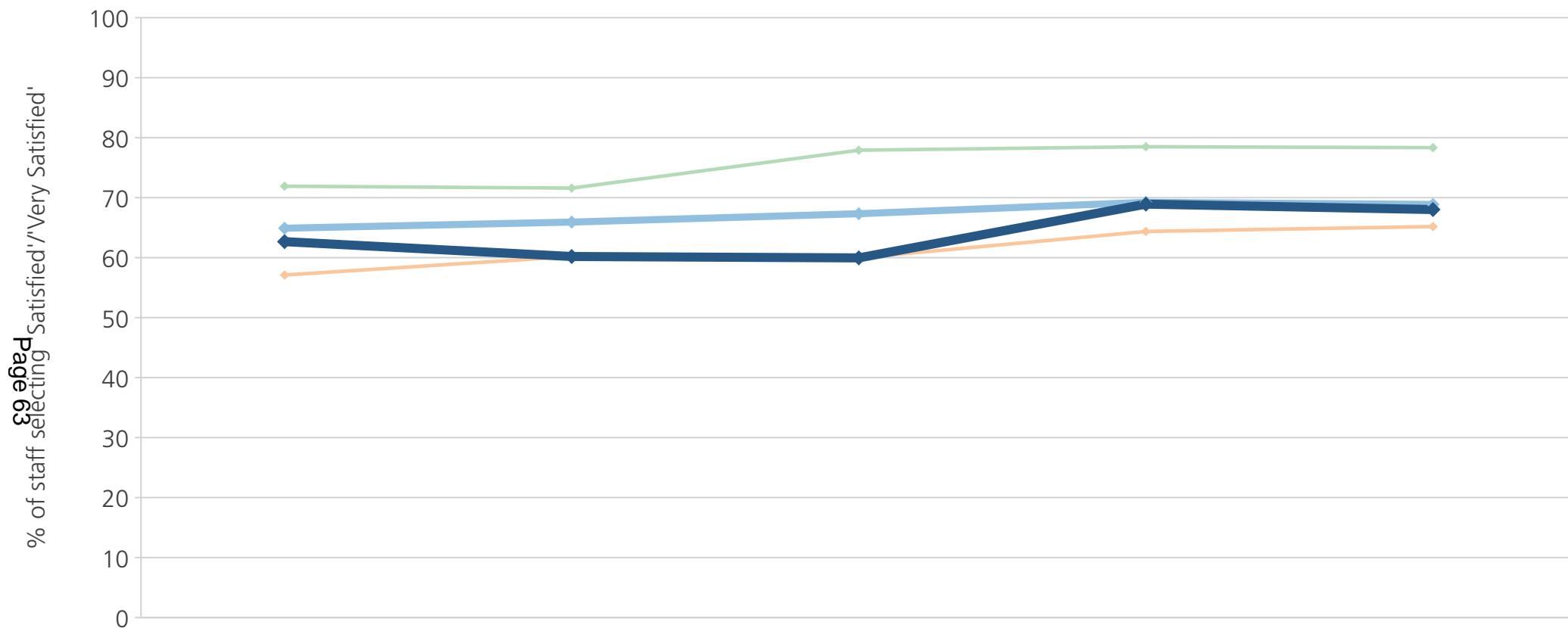
	2015	2016	2017	2018	2019
Best	36.7%	38.9%	43.3%	52.3%	50.5%
Your org	31.3%	25.5%	27.6%	37.4%	39.8%
Average	31.3%	32.4%	31.9%	37.0%	39.7%
Worst	22.9%	25.5%	27.6%	31.4%	31.9%
Responses	1,330	1,276	1,398	1,758	2,105



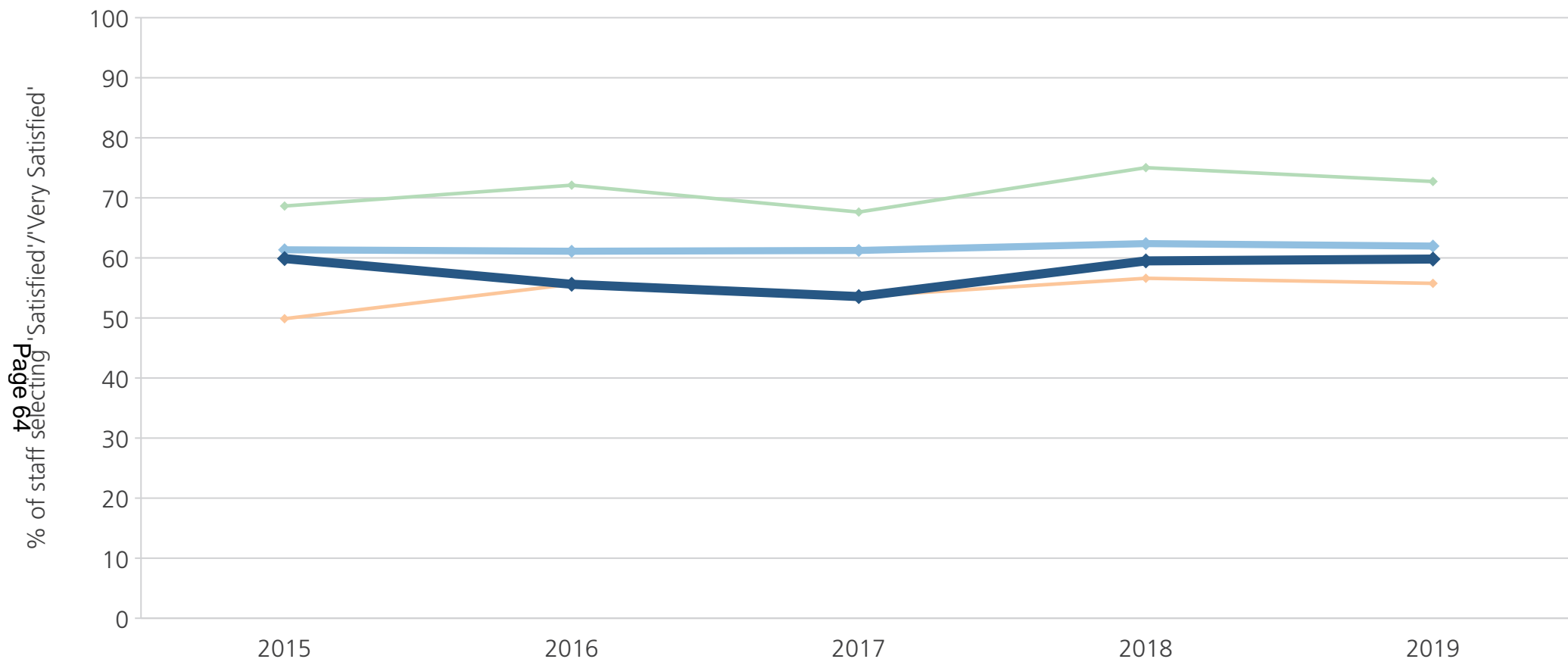
	2015	2016	2017	2018	2019
Best	66.9%	77.1%	72.0%	72.2%	72.2%
Your org	57.2%	50.0%	57.0%	65.2%	64.9%
Average	56.2%	56.5%	58.8%	63.8%	65.1%
Worst	47.6%	50.0%	53.0%	50.7%	52.7%
Responses	1,332	1,277	1,398	1,758	2,105



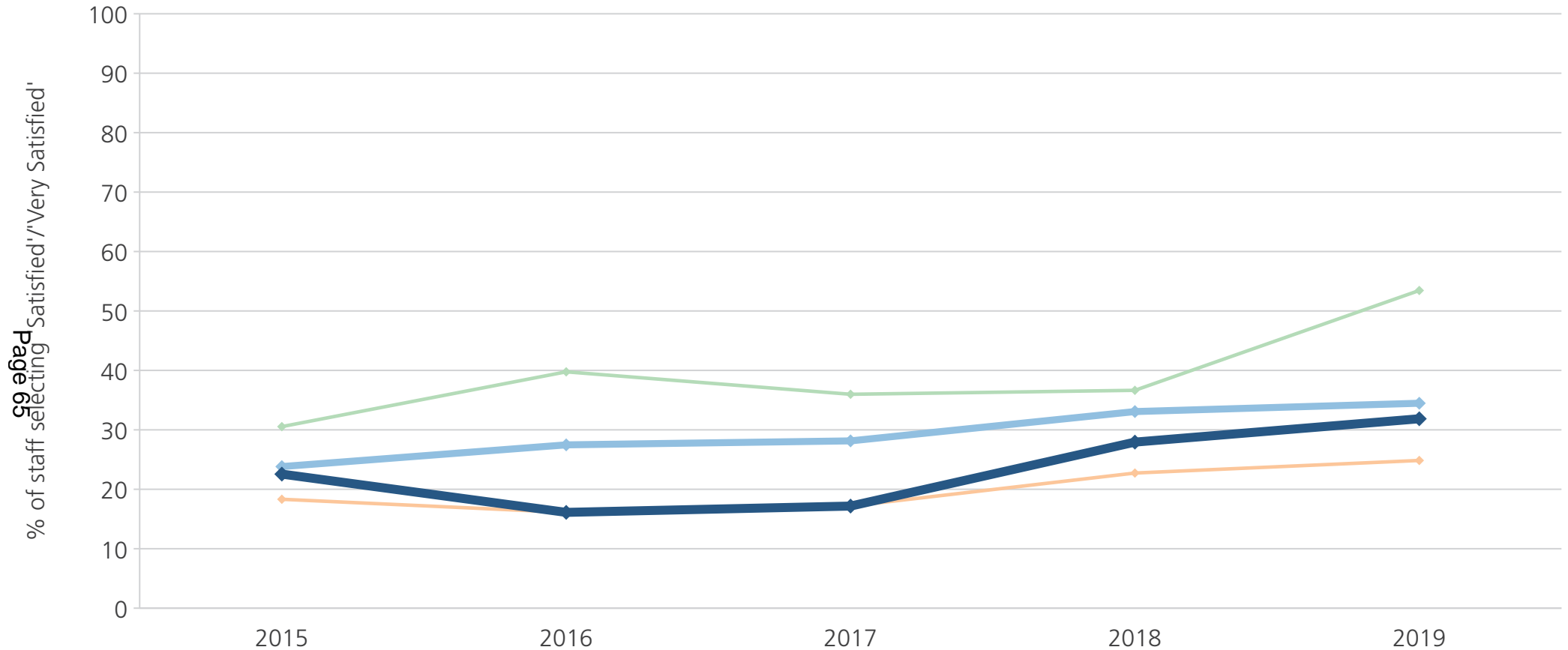
	2015	2016	2017	2018	2019
Best	88.9%	85.0%	86.8%	88.4%	83.1%
Your org	80.9%	78.2%	80.4%	82.2%	82.7%
Average	80.1%	80.4%	80.5%	82.2%	81.3%
Worst	75.8%	74.9%	79.3%	79.3%	77.4%
Responses	1,330	1,278	1,395	1,755	2,098



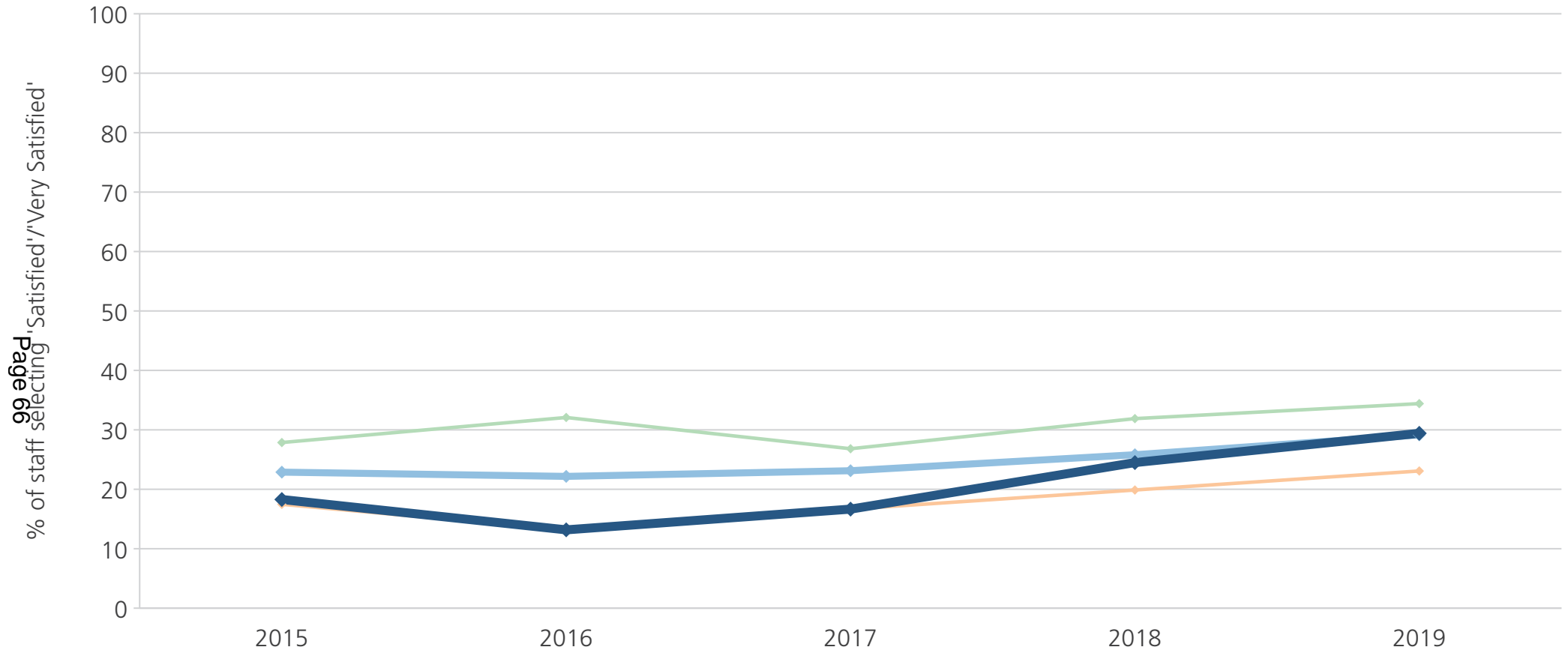
	2015	2016	2017	2018	2019
Best	71.9%	71.6%	77.9%	78.5%	78.3%
Your org	62.7%	60.2%	60.0%	68.9%	68.0%
Average	64.9%	65.9%	67.3%	69.2%	68.9%
Worst	57.1%	60.2%	60.0%	64.4%	65.2%
Responses	1,333	1,272	1,398	1,757	2,104



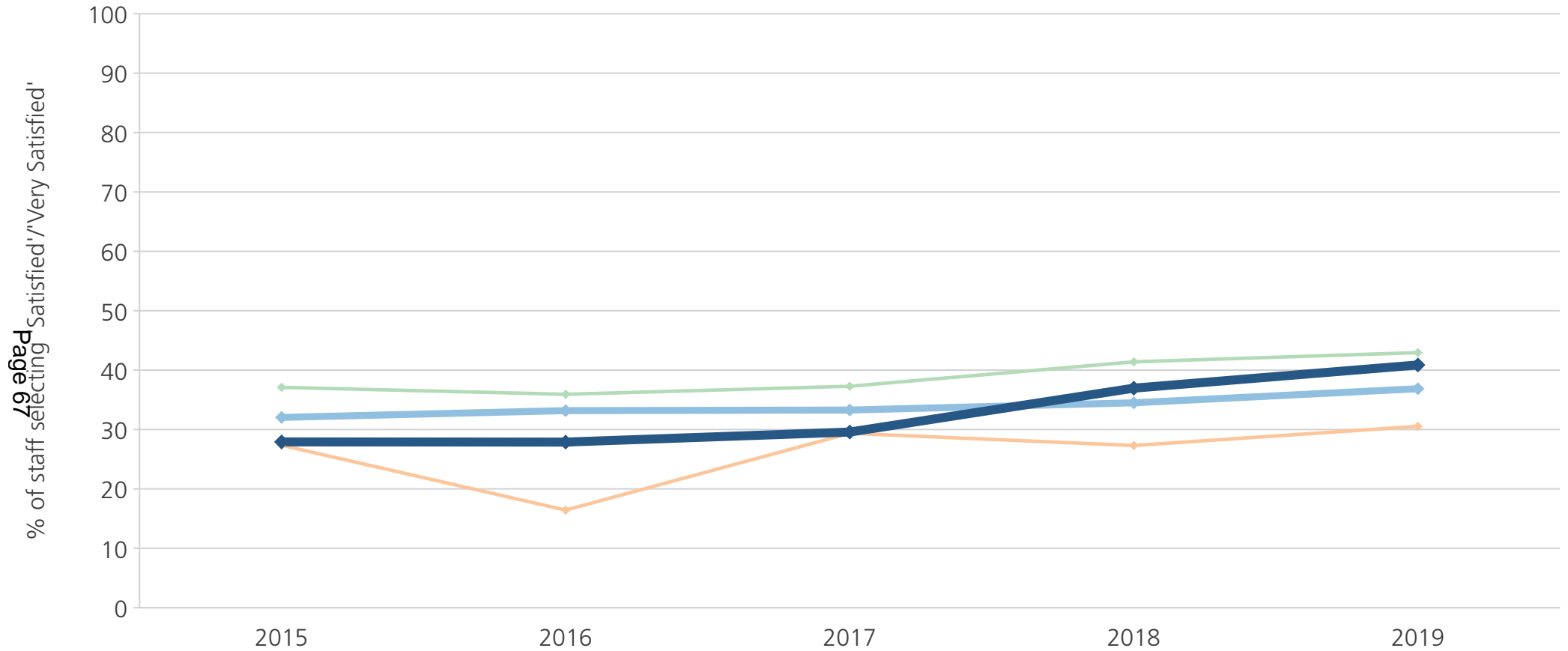
	2015	2016	2017	2018	2019
Best	68.6%	72.1%	67.6%	75.0%	72.7%
Your org	59.9%	55.6%	53.6%	59.5%	59.8%
Average	61.3%	61.1%	61.2%	62.4%	62.0%
Worst	49.9%	55.6%	53.6%	56.6%	55.8%
Responses	1,332	1,272	1,394	1,750	2,097



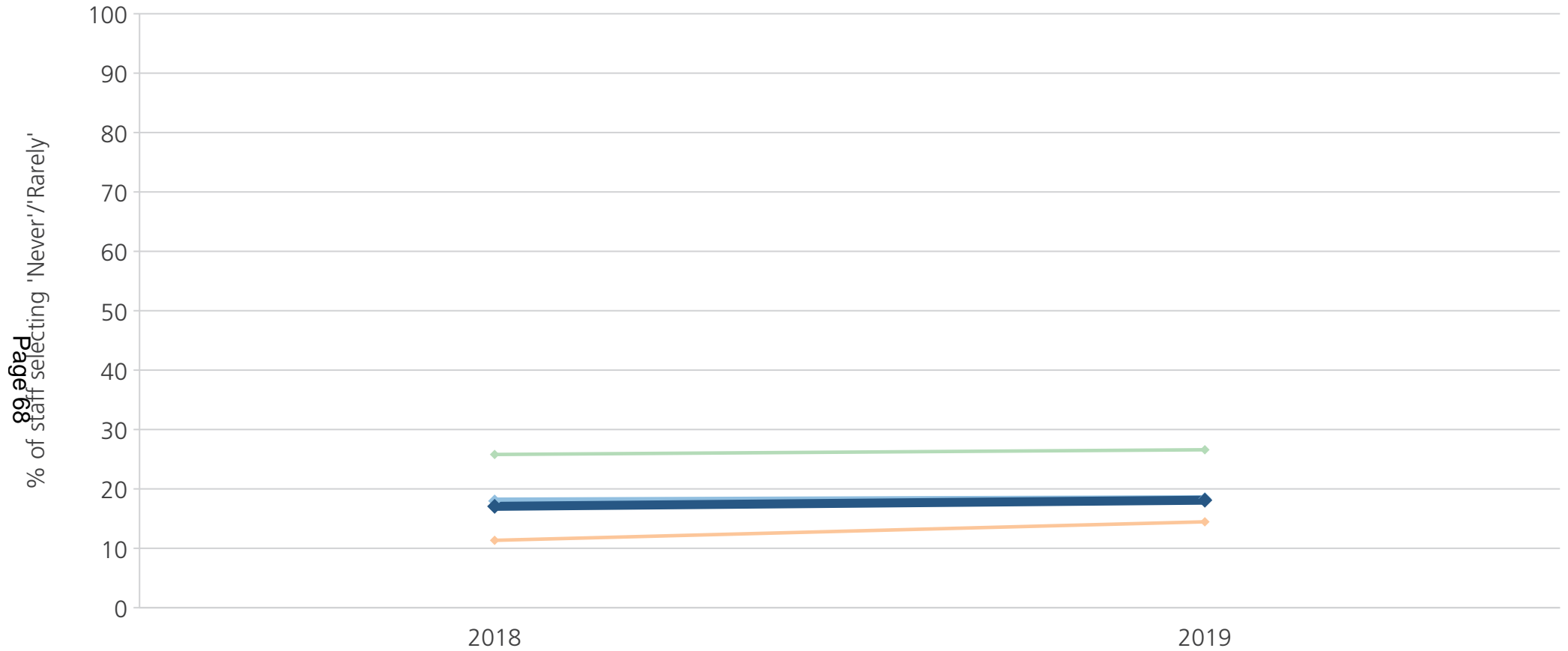
	2015	2016	2017	2018	2019
Best	30.5%	39.8%	36.0%	36.6%	53.4%
Your org	22.6%	16.1%	17.2%	27.9%	31.9%
Average	23.8%	27.5%	28.1%	33.1%	34.5%
Worst	18.3%	16.1%	17.2%	22.7%	24.8%
Responses	1,330	1,276	1,396	1,754	2,096



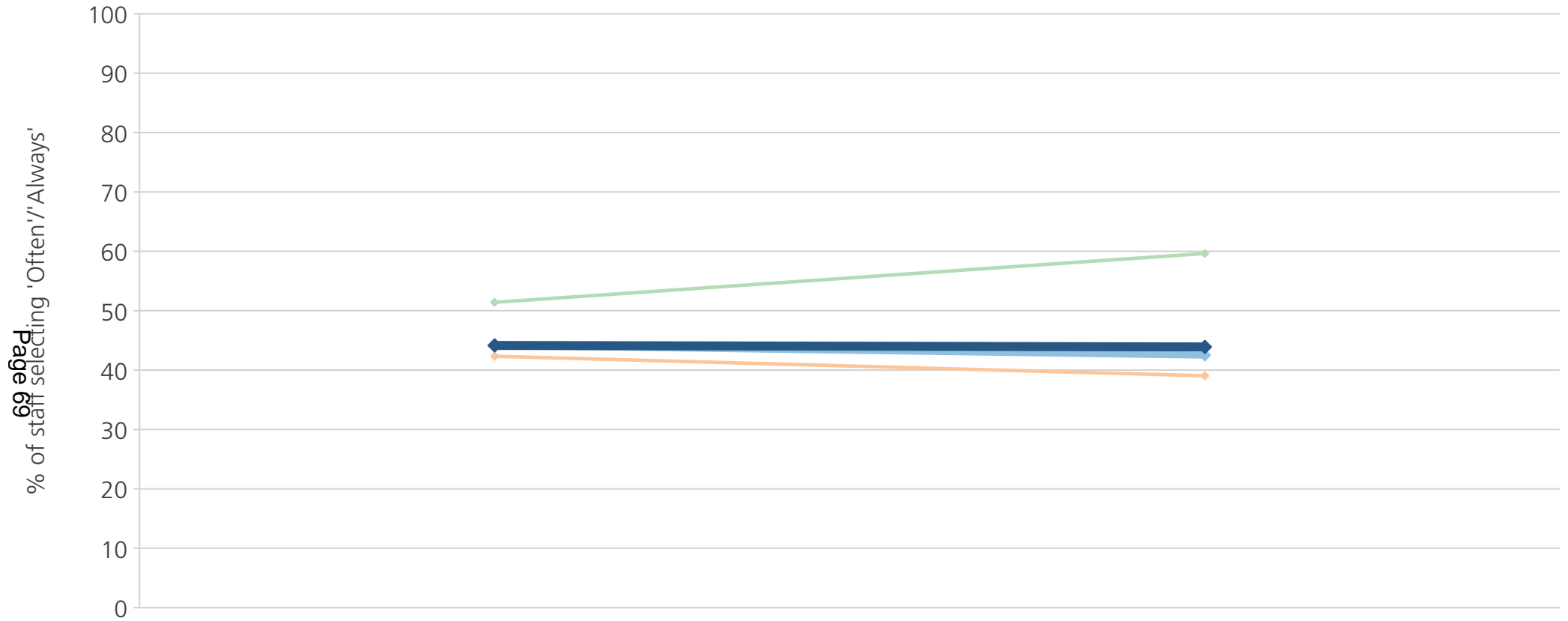
	2015	2016	2017	2018	2019
Best	27.9%	32.1%	26.8%	31.9%	34.4%
Your org	18.3%	13.2%	16.7%	24.5%	29.4%
Average	22.9%	22.2%	23.1%	25.8%	29.2%
Worst	17.5%	13.2%	16.7%	19.9%	23.1%
Responses	1,331	1,274	1,395	1,752	2,102



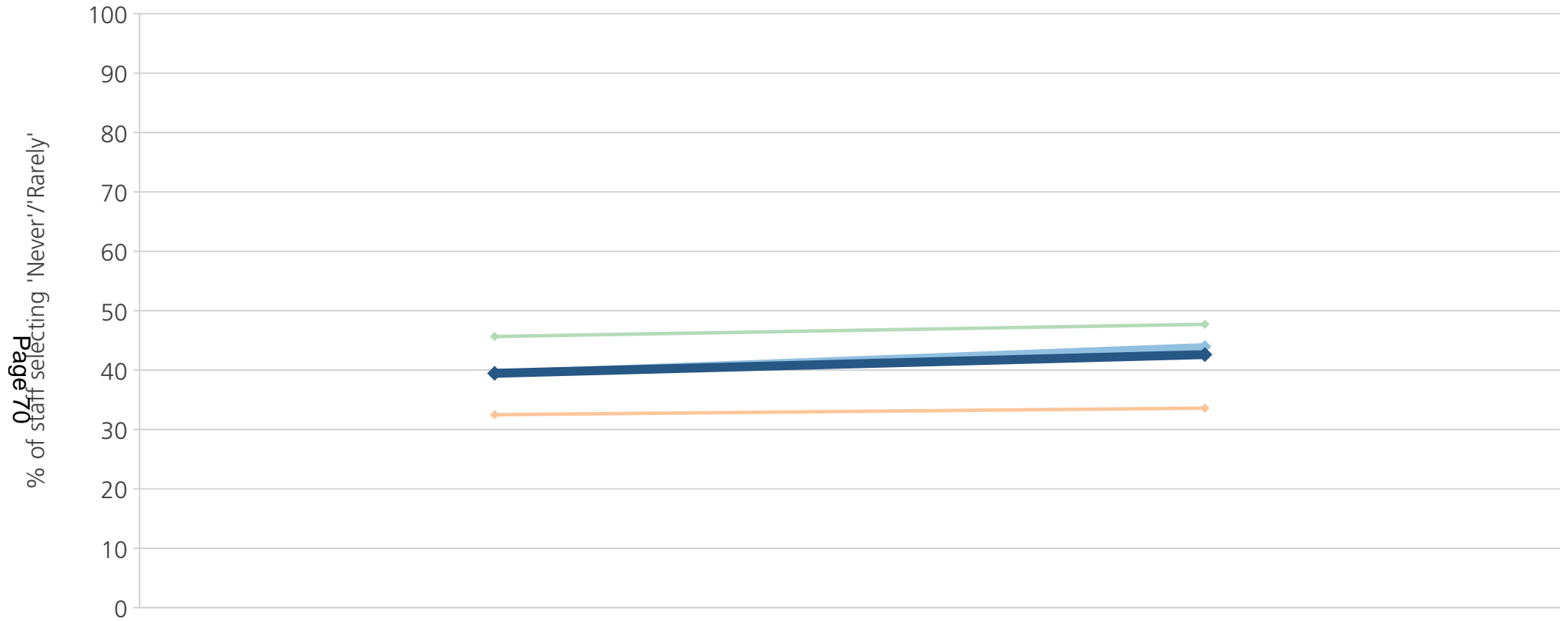
	2015	2016	2017	2018	2019
Best	37.1%	35.9%	37.3%	41.4%	42.9%
Your org	27.9%	27.9%	29.6%	37.0%	40.9%
Average	32.0%	33.2%	33.3%	34.5%	36.9%
Worst	27.4%	16.4%	29.4%	27.3%	30.5%
Responses	1,332	1,274	1,390	1,756	2,102



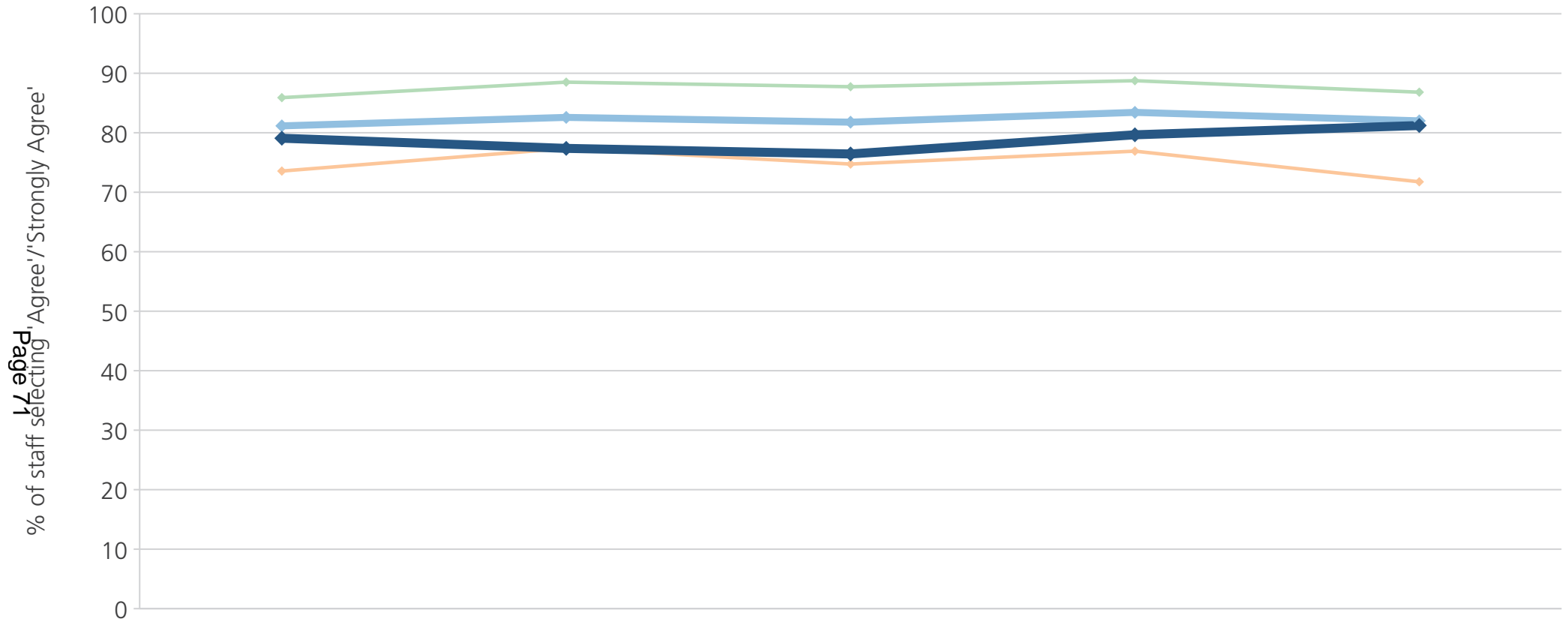
	2018	2019
Best	25.8%	26.6%
Your org	17.1%	18.1%
Average	18.0%	18.4%
Worst	11.3%	14.5%
Responses	1,752	2,102



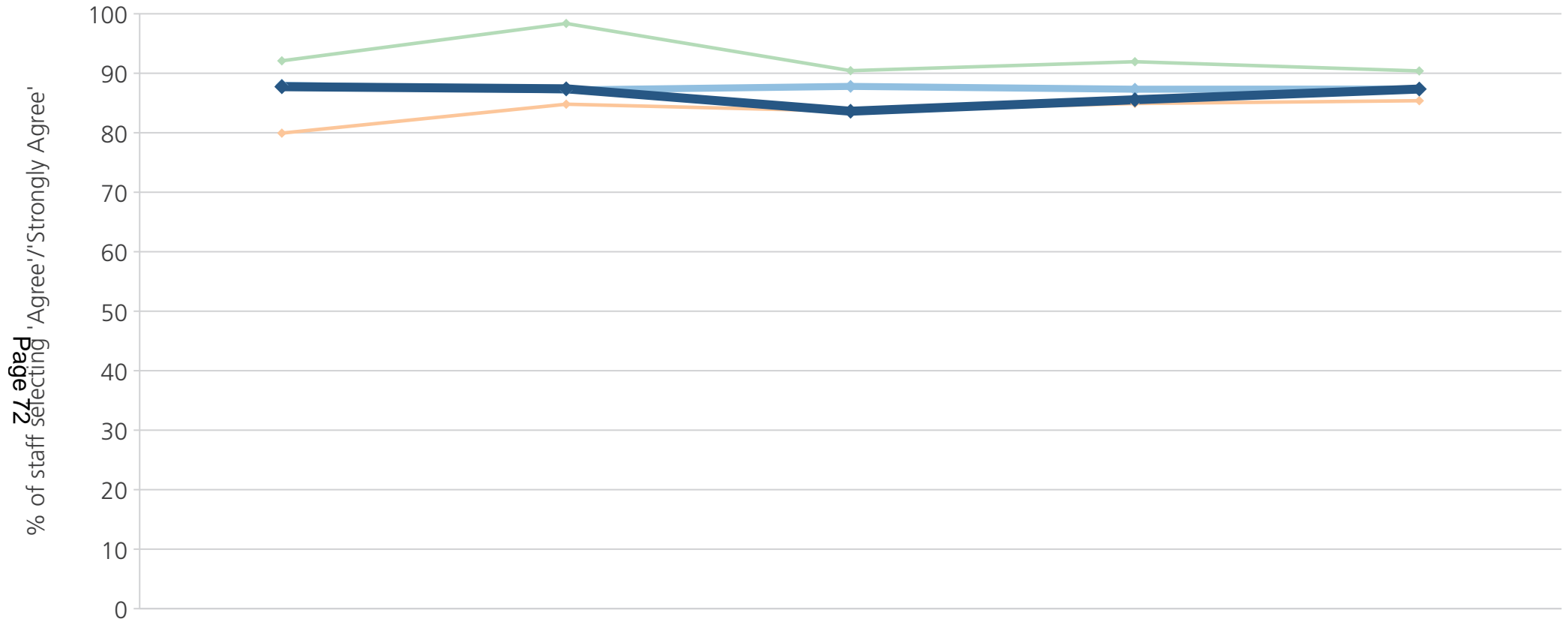
	2018	2019
Best	51.4%	59.6%
Your org	44.1%	43.9%
Average	44.1%	42.5%
Worst	42.3%	39.0%
Responses	1,752	2,098



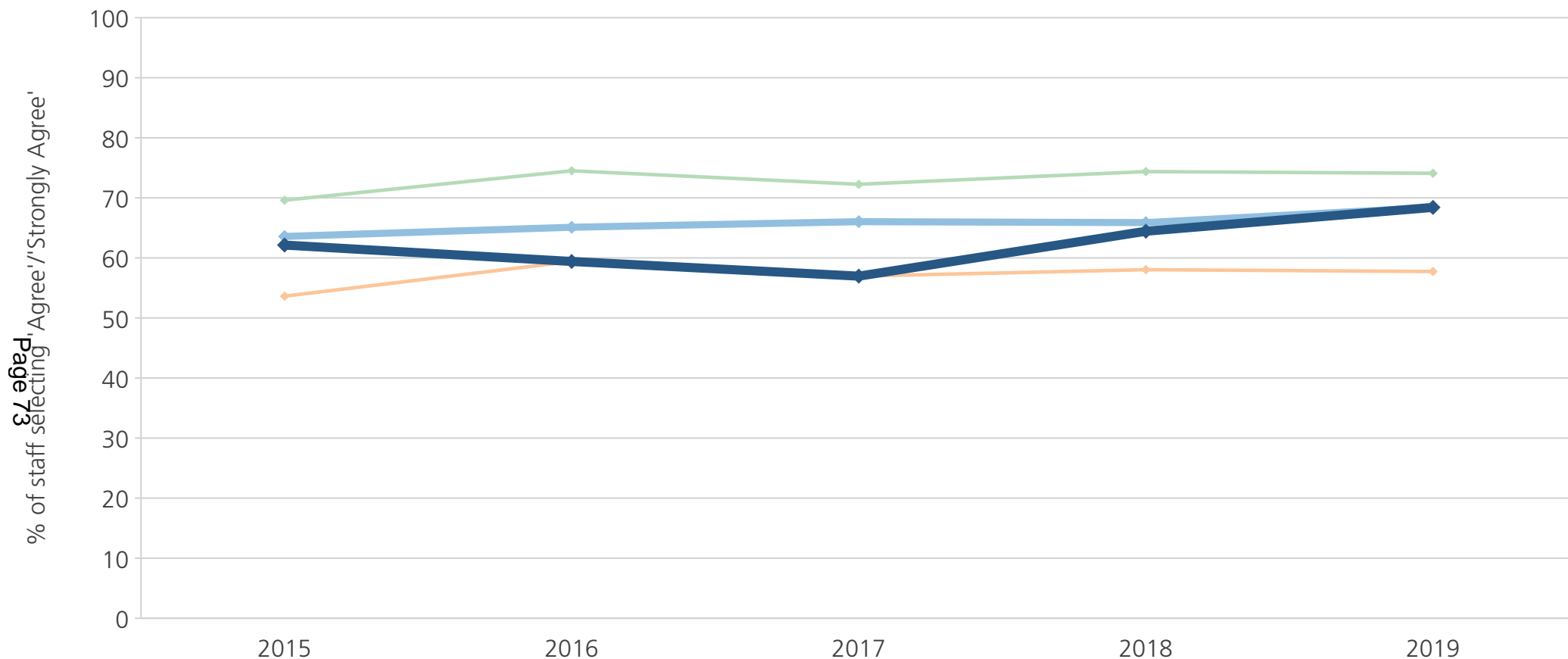
	2018	2019
Best	45.7%	47.7%
Your org	39.5%	42.6%
Average	39.5%	44.0%
Worst	32.5%	33.6%
Responses	1,750	2,098



	2015	2016	2017	2018	2019
Best	85.9%	88.5%	87.7%	88.7%	86.8%
Your org	79.1%	77.4%	76.4%	79.7%	81.2%
Average	81.2%	82.6%	81.8%	83.4%	82.0%
Worst	73.6%	77.4%	74.7%	76.9%	71.8%
Responses	1,229	1,164	1,220	1,579	1,864

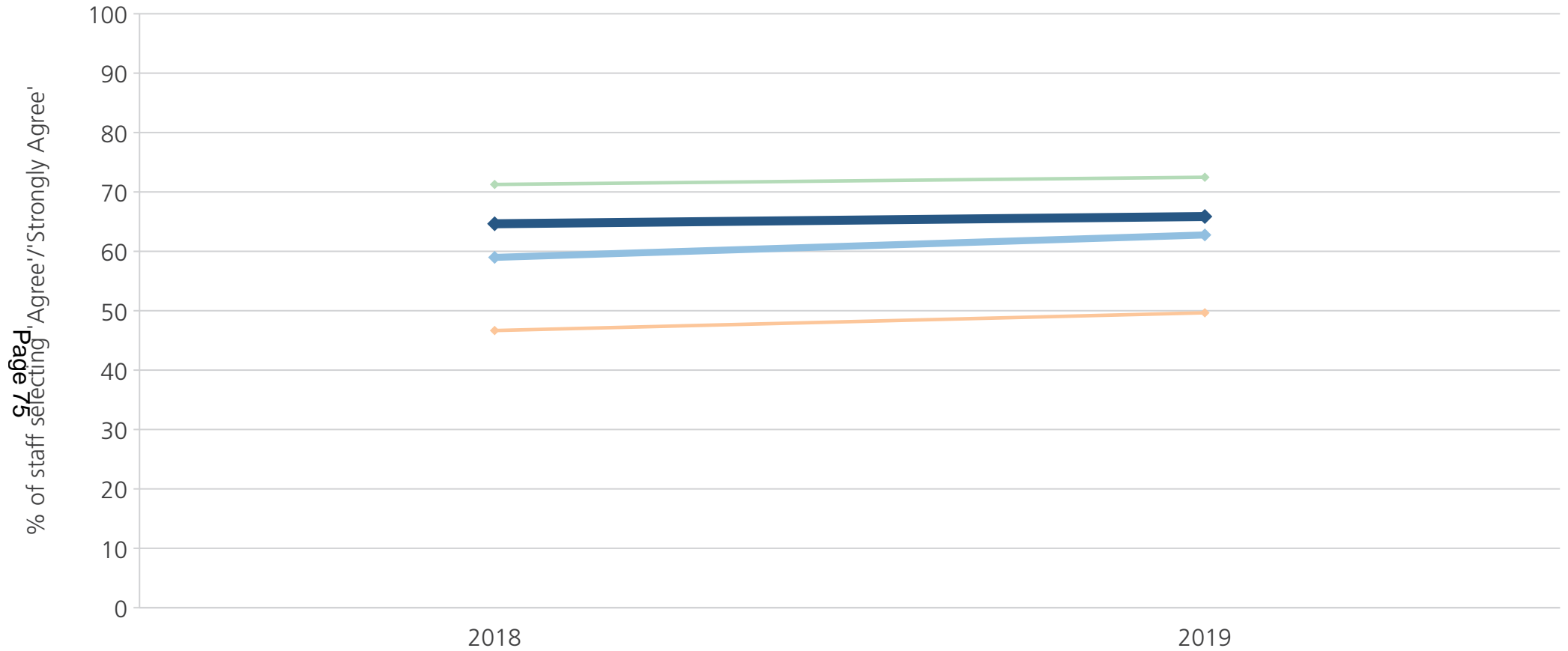


	2015	2016	2017	2018	2019
Best	92.1%	98.4%	90.4%	91.9%	90.4%
Your org	87.7%	87.4%	83.6%	85.5%	87.3%
Average	88.0%	87.2%	87.8%	87.3%	87.3%
Worst	79.9%	84.8%	83.6%	84.9%	85.4%
Responses	1,268	1,211	1,303	1,665	1,974

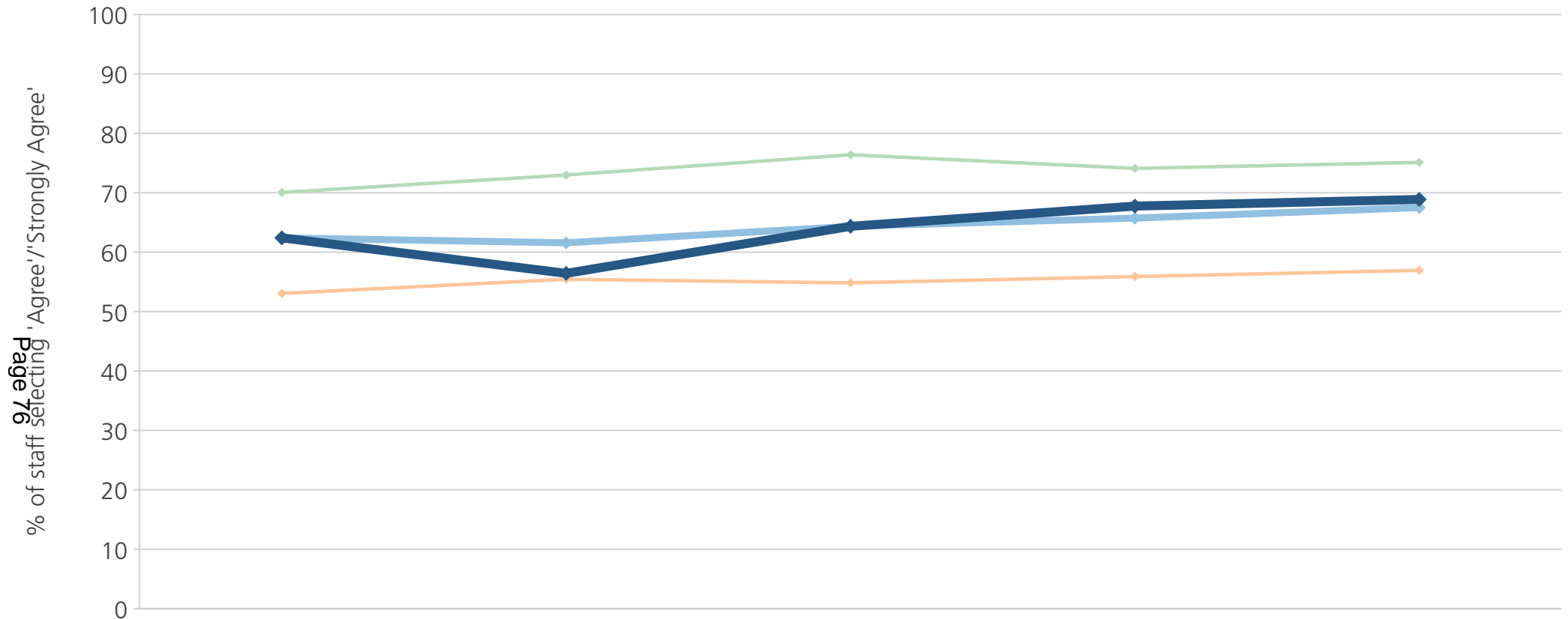


	2015	2016	2017	2018	2019
Best	69.6%	74.5%	72.3%	74.4%	74.1%
Your org	62.1%	59.4%	57.0%	64.4%	68.4%
Average	63.6%	65.1%	66.0%	65.9%	68.4%
Worst	53.6%	59.4%	57.0%	58.0%	57.7%
Responses	1,224	1,164	1,228	1,594	1,869

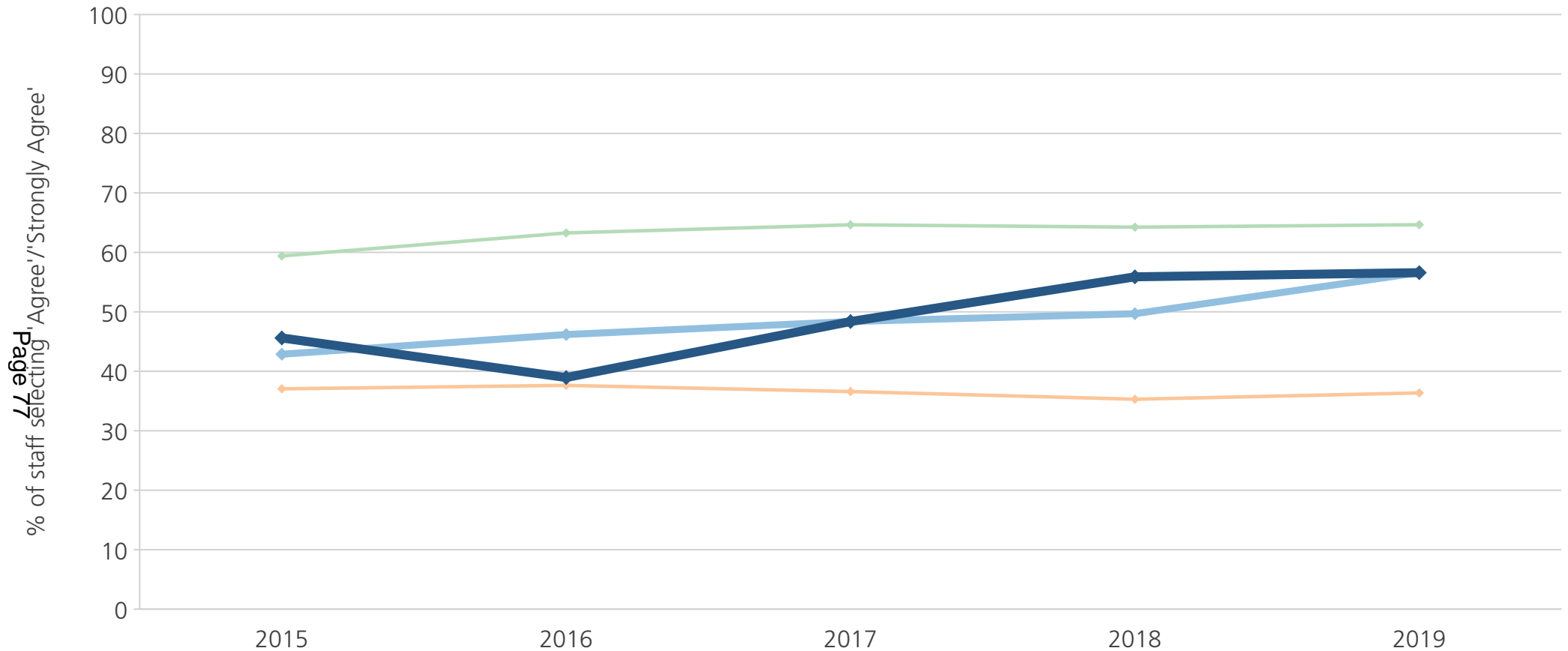
Question results – Your managers



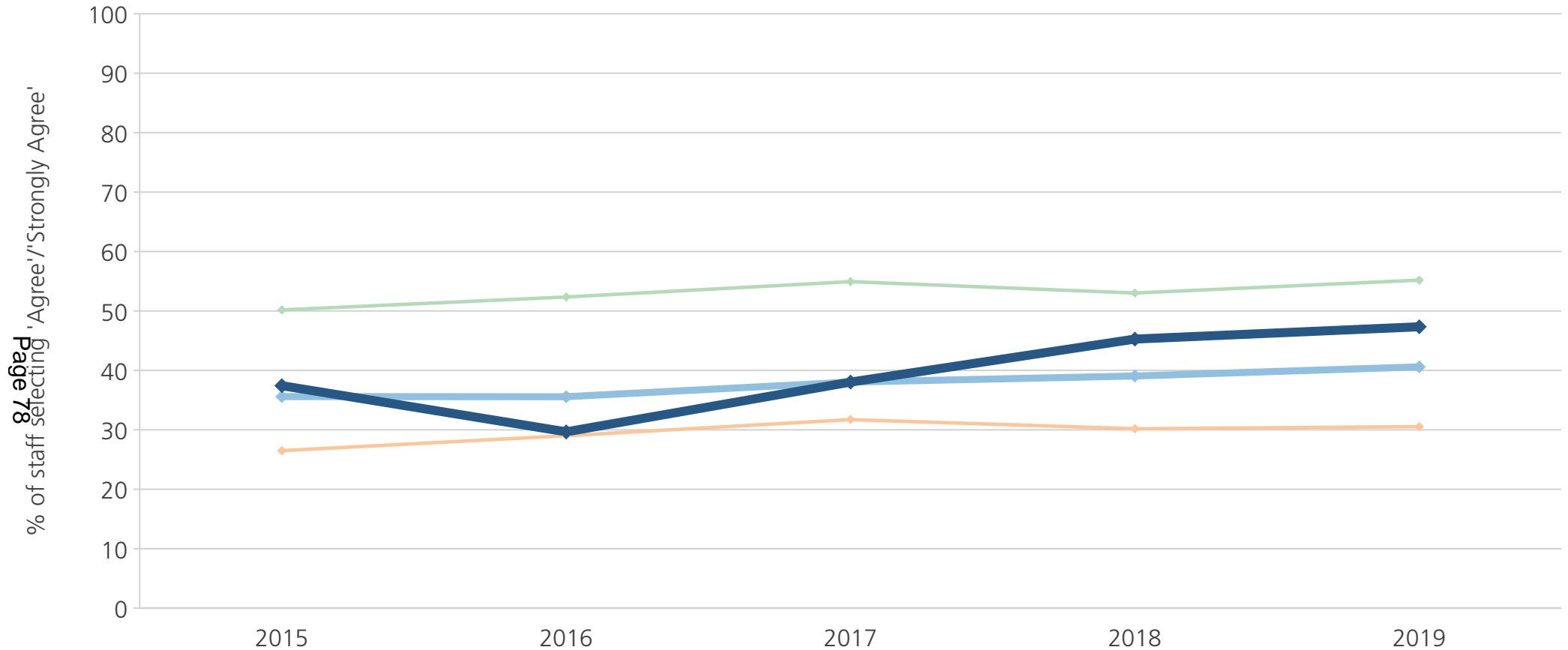
	2018	2019
Best	71.3%	72.5%
Your org	64.6%	65.9%
Average	59.0%	62.8%
Worst	46.7%	49.7%
Responses	1,754	2,093



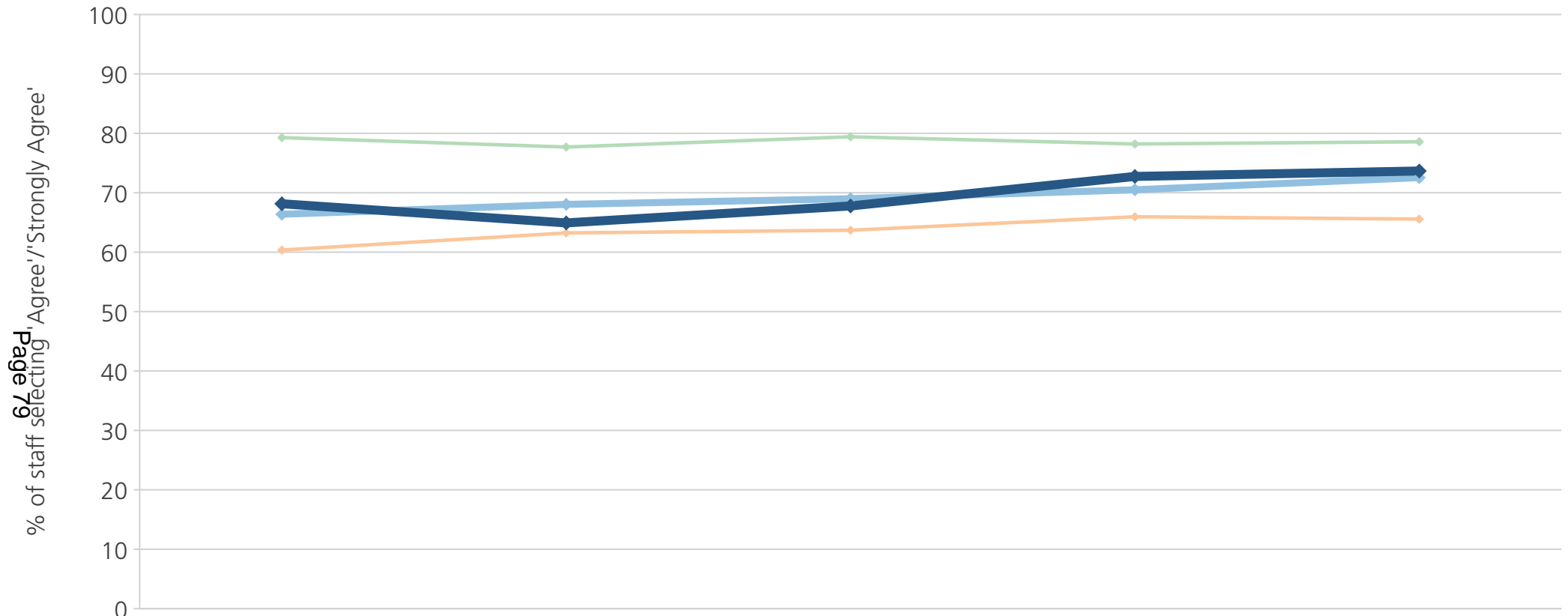
	2015	2016	2017	2018	2019
Best	70.1%	73.0%	76.4%	74.1%	75.1%
Your org	62.4%	56.4%	64.4%	67.8%	68.9%
Average	62.4%	61.6%	64.4%	65.7%	67.5%
Worst	53.1%	55.4%	54.8%	55.9%	56.9%
Responses	1,331	1,274	1,386	1,754	2,090



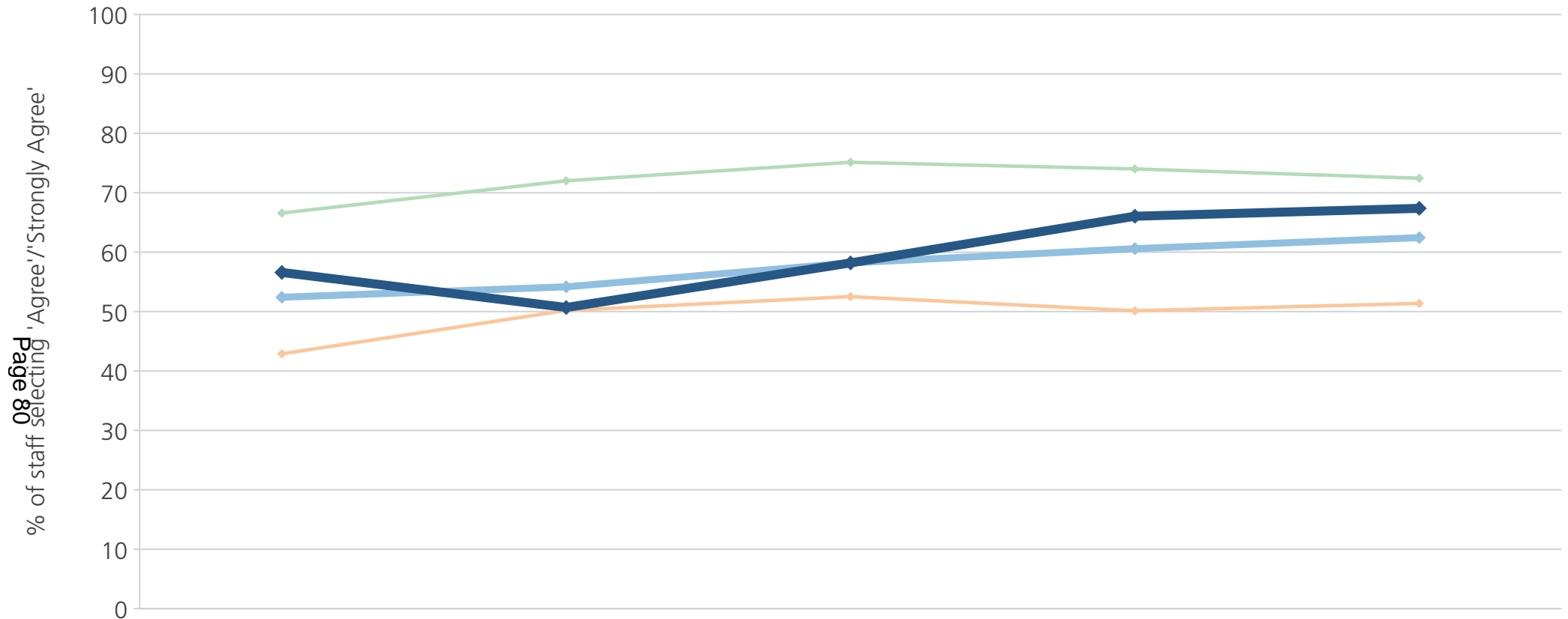
	2015	2016	2017	2018	2019
Best	59.4%	63.3%	64.6%	64.2%	64.7%
Your org	45.6%	39.0%	48.4%	55.9%	56.6%
Average	42.9%	46.2%	48.4%	49.7%	56.6%
Worst	37.1%	37.6%	36.6%	35.3%	36.4%
Responses	1,328	1,273	1,383	1,746	2,091



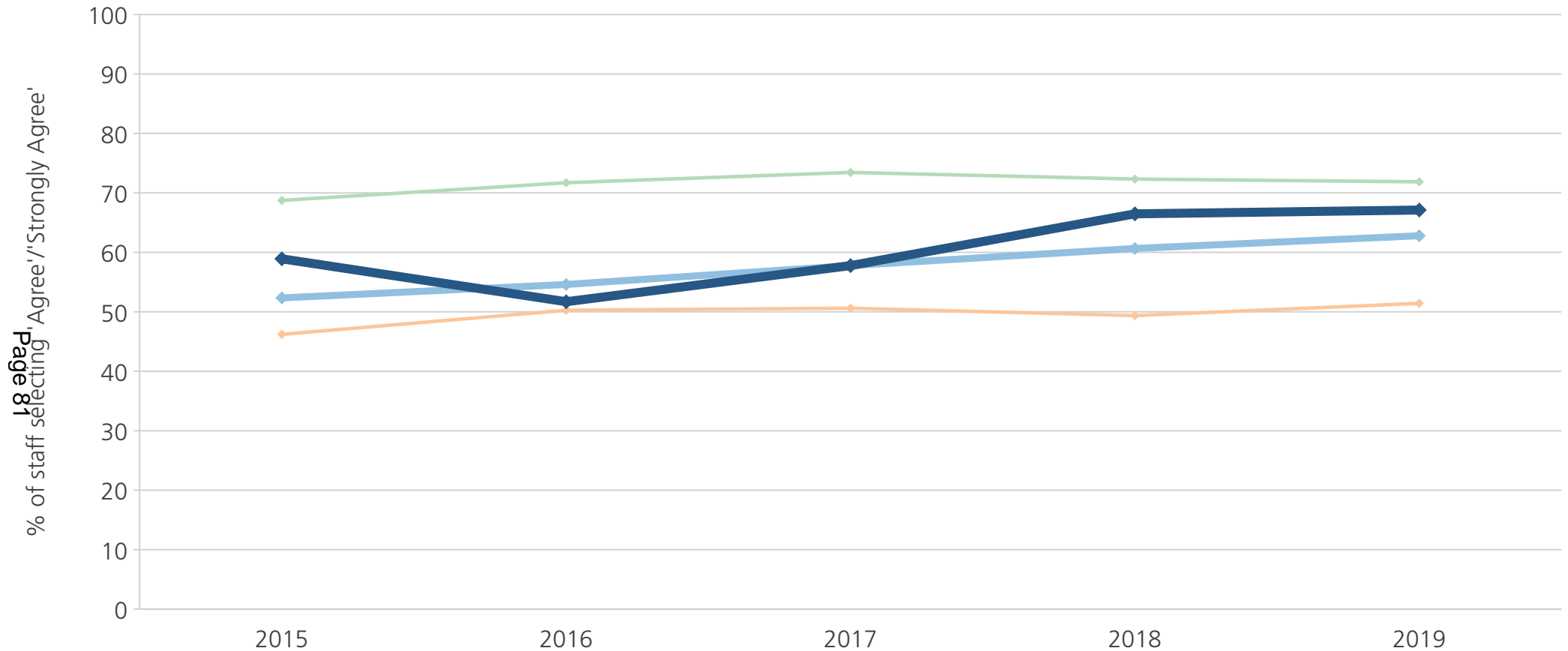
	2015	2016	2017	2018	2019
Best	50.2%	52.3%	54.9%	53.0%	55.2%
Your org	37.4%	29.7%	38.0%	45.3%	47.3%
Average	35.6%	35.6%	38.0%	39.1%	40.6%
Worst	26.5%	29.0%	31.7%	30.2%	30.5%
Responses	1,325	1,272	1,381	1,749	2,089



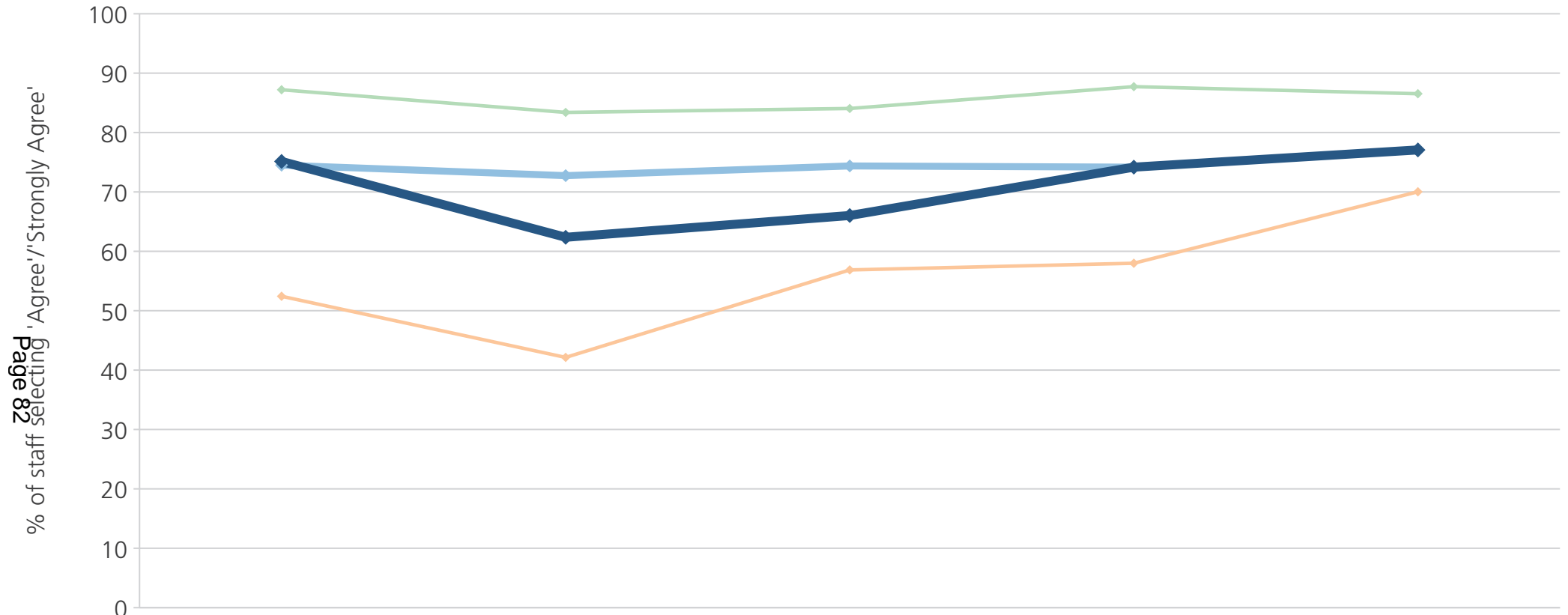
	2015	2016	2017	2018	2019
Best	79.3%	77.7%	79.4%	78.2%	78.6%
Your org	68.1%	64.9%	67.8%	72.7%	73.7%
Average	66.4%	68.0%	69.0%	70.5%	72.5%
Worst	60.4%	63.2%	63.7%	66.0%	65.6%
Responses	1,330	1,271	1,383	1,752	2,089



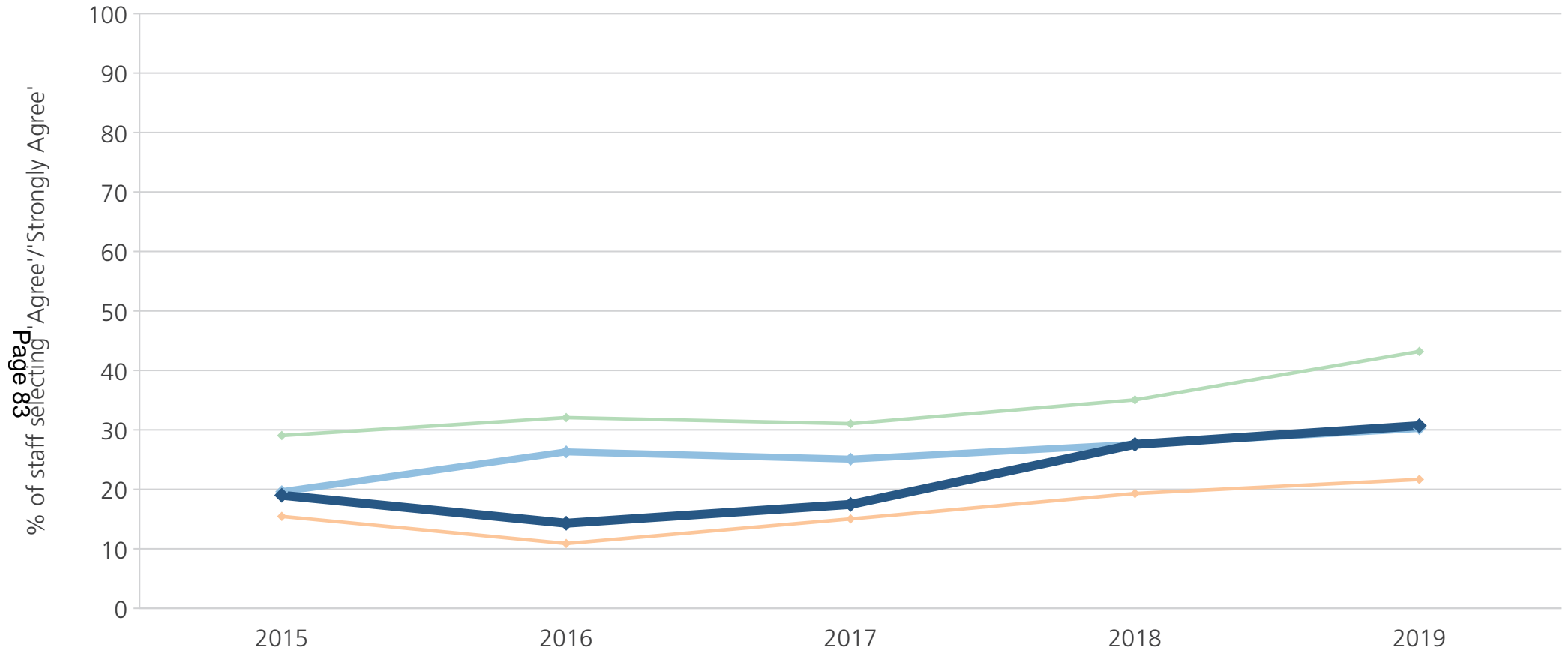
	2015	2016	2017	2018	2019
Best	66.6%	72.0%	75.1%	74.0%	72.4%
Your org	56.6%	50.7%	58.2%	66.0%	67.4%
Average	52.4%	54.2%	58.2%	60.6%	62.4%
Worst	42.9%	50.2%	52.5%	50.1%	51.4%
Responses	1,326	1,273	1,380	1,750	2,088



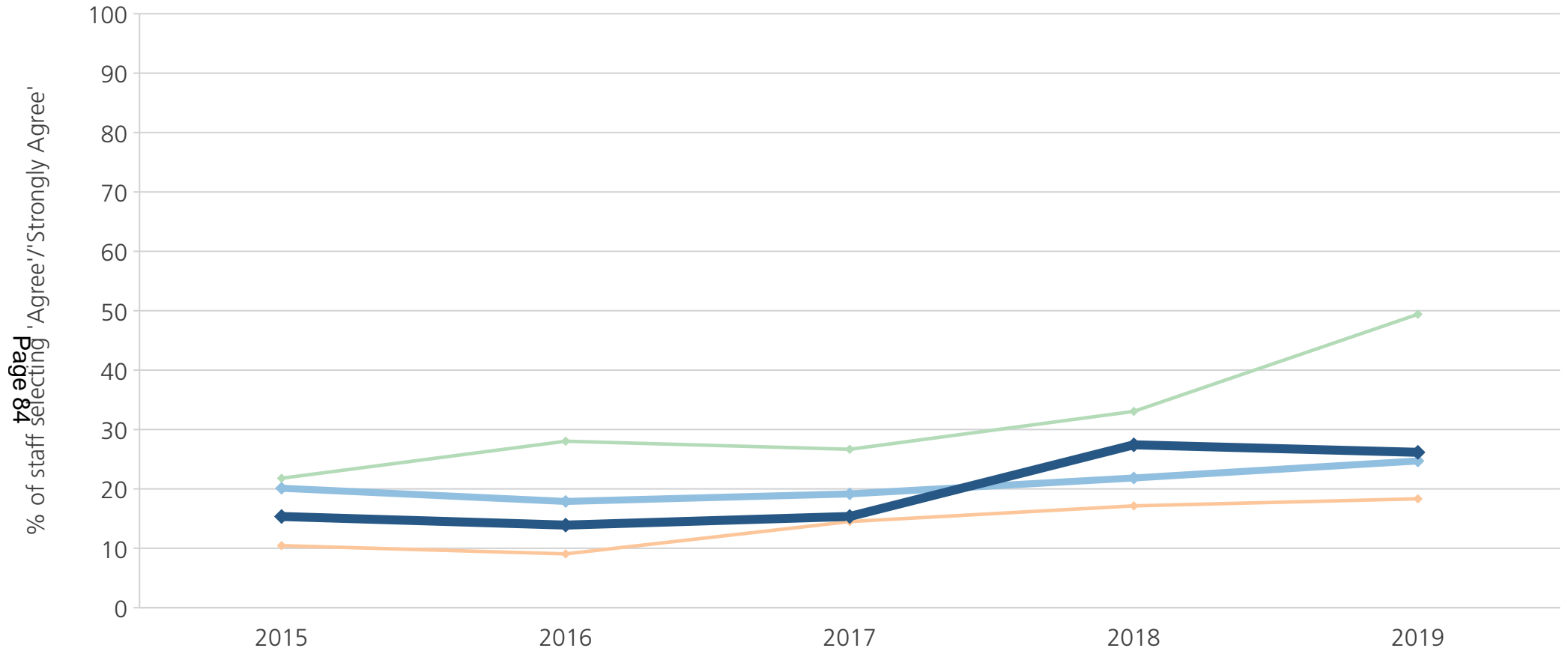
	2015	2016	2017	2018	2019
Best	68.7%	71.7%	73.4%	72.3%	71.9%
Your org	58.9%	51.7%	57.8%	66.5%	67.1%
Average	52.3%	54.6%	57.8%	60.7%	62.8%
Worst	46.2%	50.3%	50.6%	49.4%	51.4%
Responses	1,324	1,275	1,380	1,750	2,087



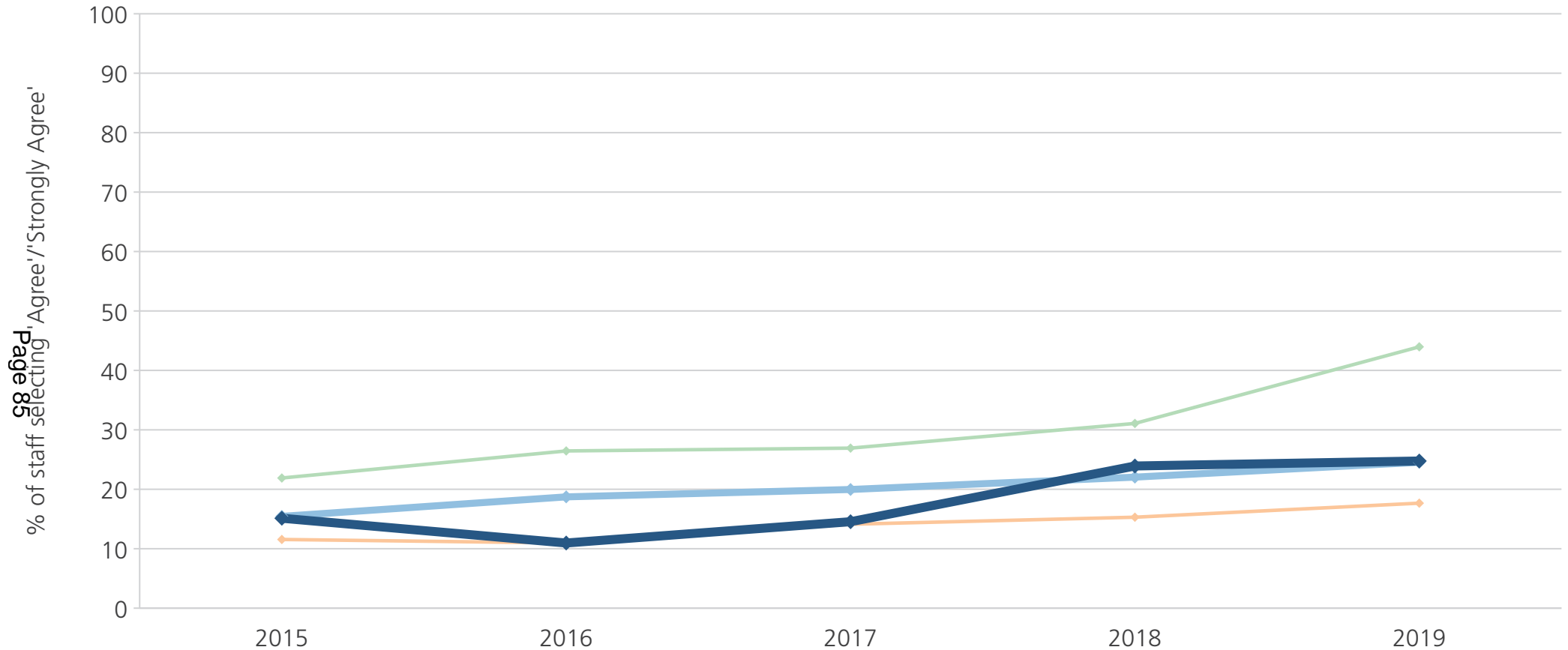
	2015	2016	2017	2018	2019
Best	87.2%	83.4%	84.0%	87.7%	86.5%
Your org	75.1%	62.4%	66.0%	74.2%	77.1%
Average	74.5%	72.7%	74.4%	74.2%	77.1%
Worst	52.4%	42.1%	56.9%	58.0%	70.0%
Responses	1,334	1,278	1,382	1,753	2,091



	2015	2016	2017	2018	2019
Best	29.0%	32.1%	31.0%	35.0%	43.2%
Your org	19.0%	14.3%	17.5%	27.6%	30.7%
Average	19.6%	26.3%	25.1%	27.6%	30.2%
Worst	15.5%	10.9%	15.0%	19.3%	21.7%
Responses	1,331	1,276	1,386	1,754	2,090

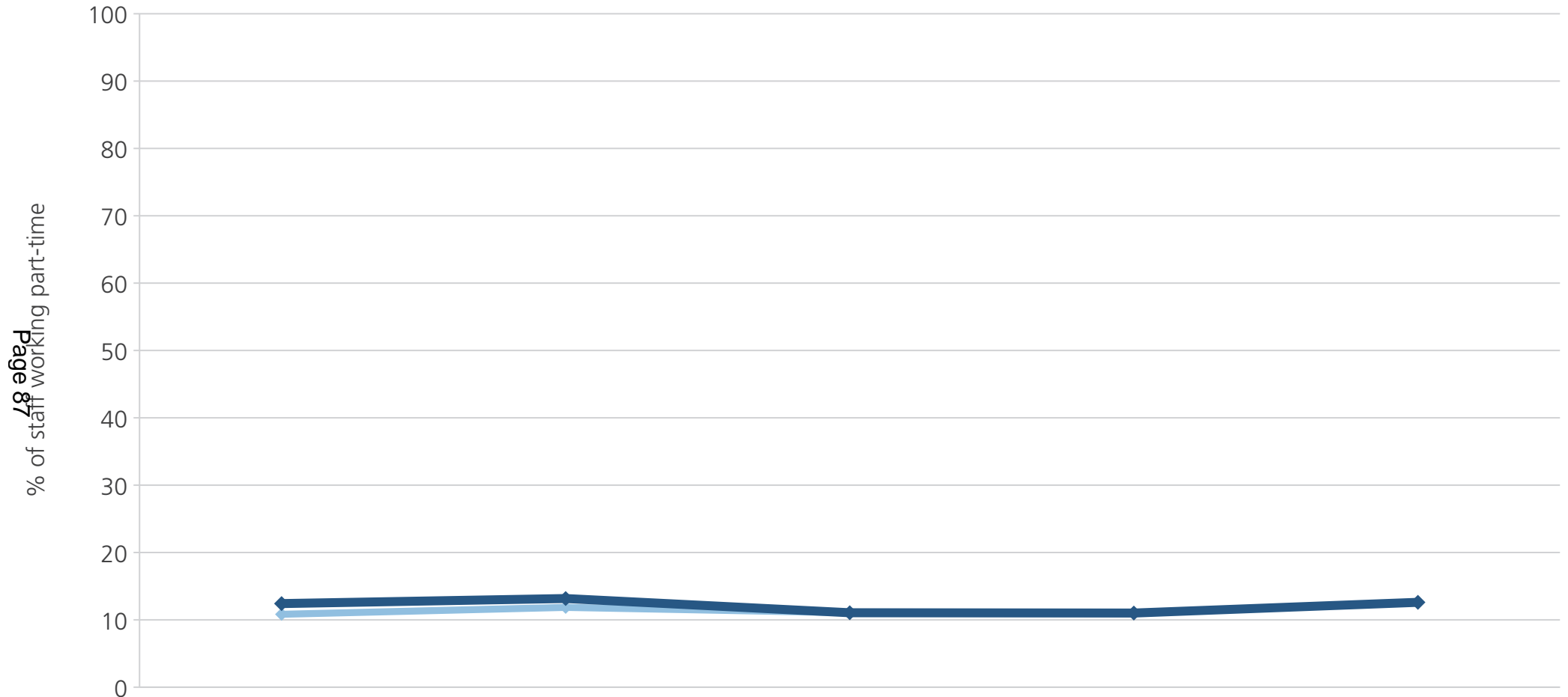


	2015	2016	2017	2018	2019
Best	21.8%	28.0%	26.7%	33.0%	49.4%
Your org	15.4%	13.9%	15.4%	27.4%	26.2%
Average	20.1%	17.9%	19.2%	21.8%	24.7%
Worst	10.4%	9.1%	14.5%	17.1%	18.3%
Responses	1,331	1,277	1,384	1,756	2,092

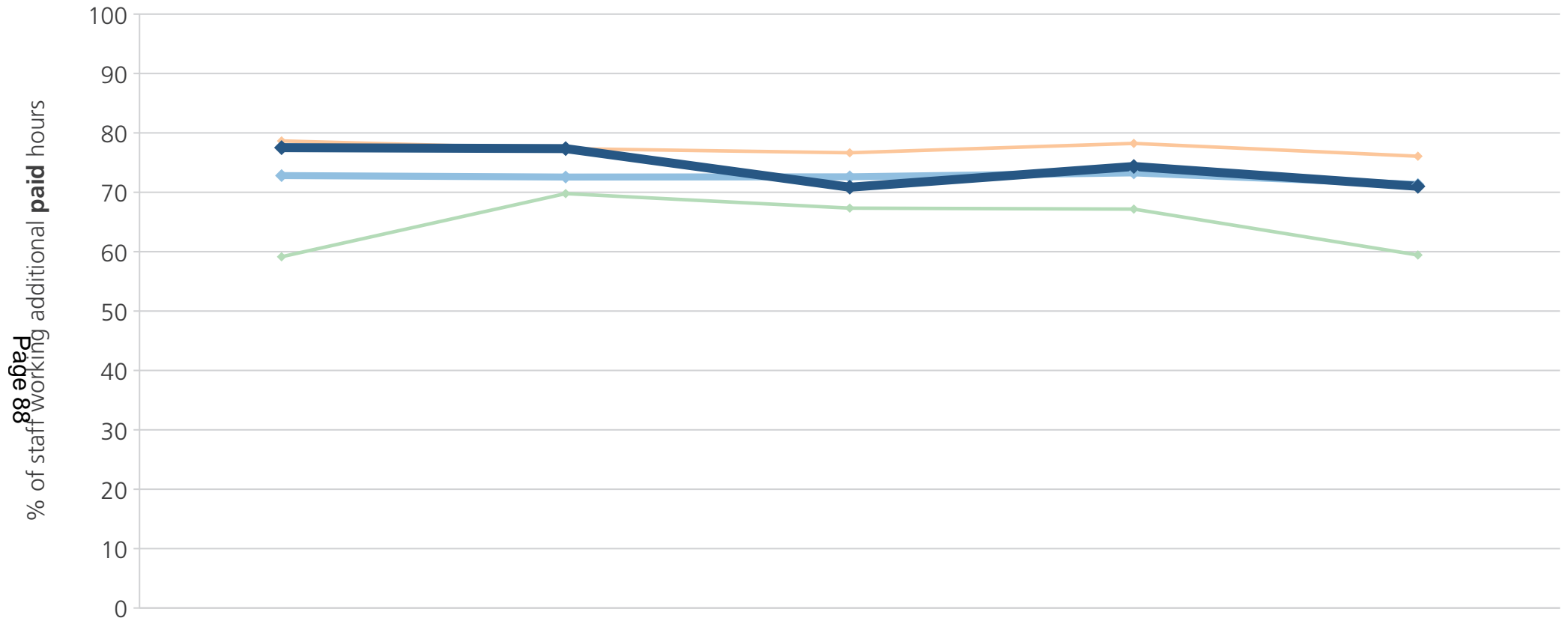


	2015	2016	2017	2018	2019
Best	21.9%	26.5%	26.9%	31.1%	44.0%
Your org	15.1%	11.0%	14.5%	23.9%	24.8%
Average	15.4%	18.7%	20.0%	22.0%	24.5%
Worst	11.6%	11.0%	14.1%	15.3%	17.7%
Responses	1,333	1,276	1,385	1,751	2,087

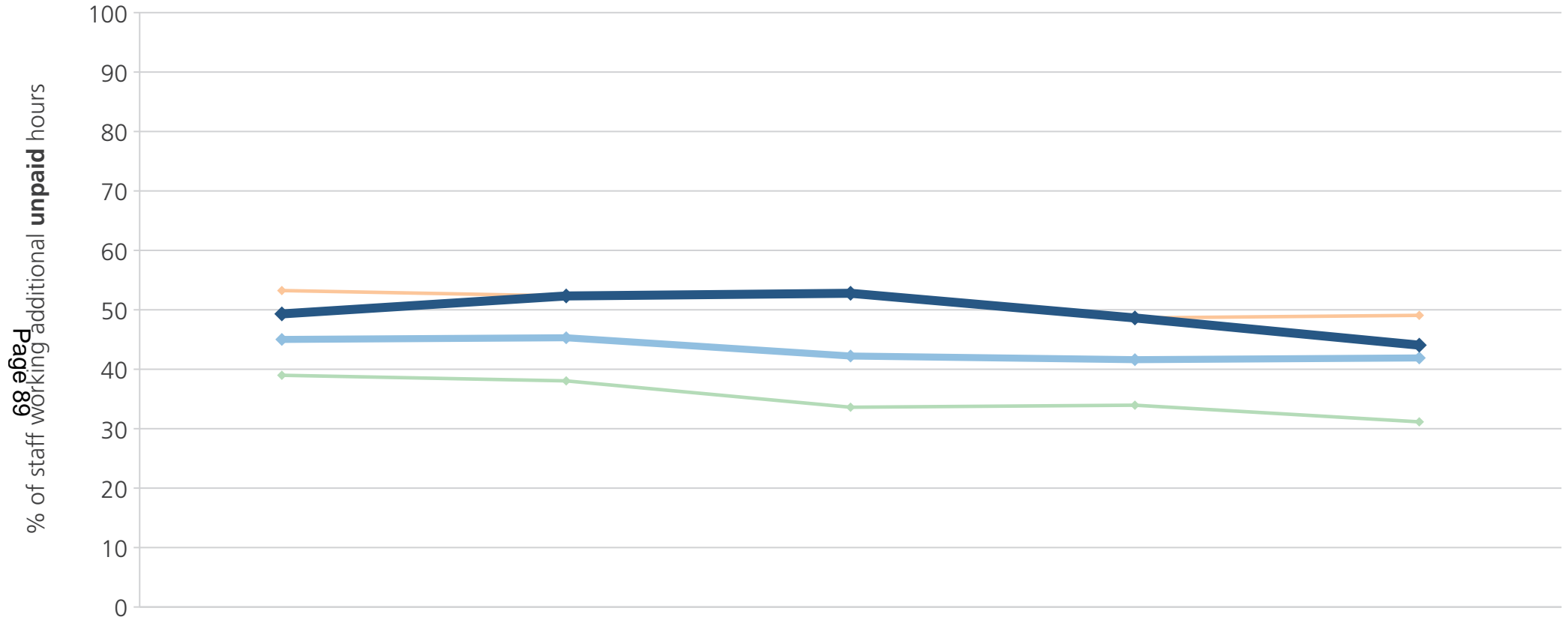
Question results – Your health, well-being and safety at work



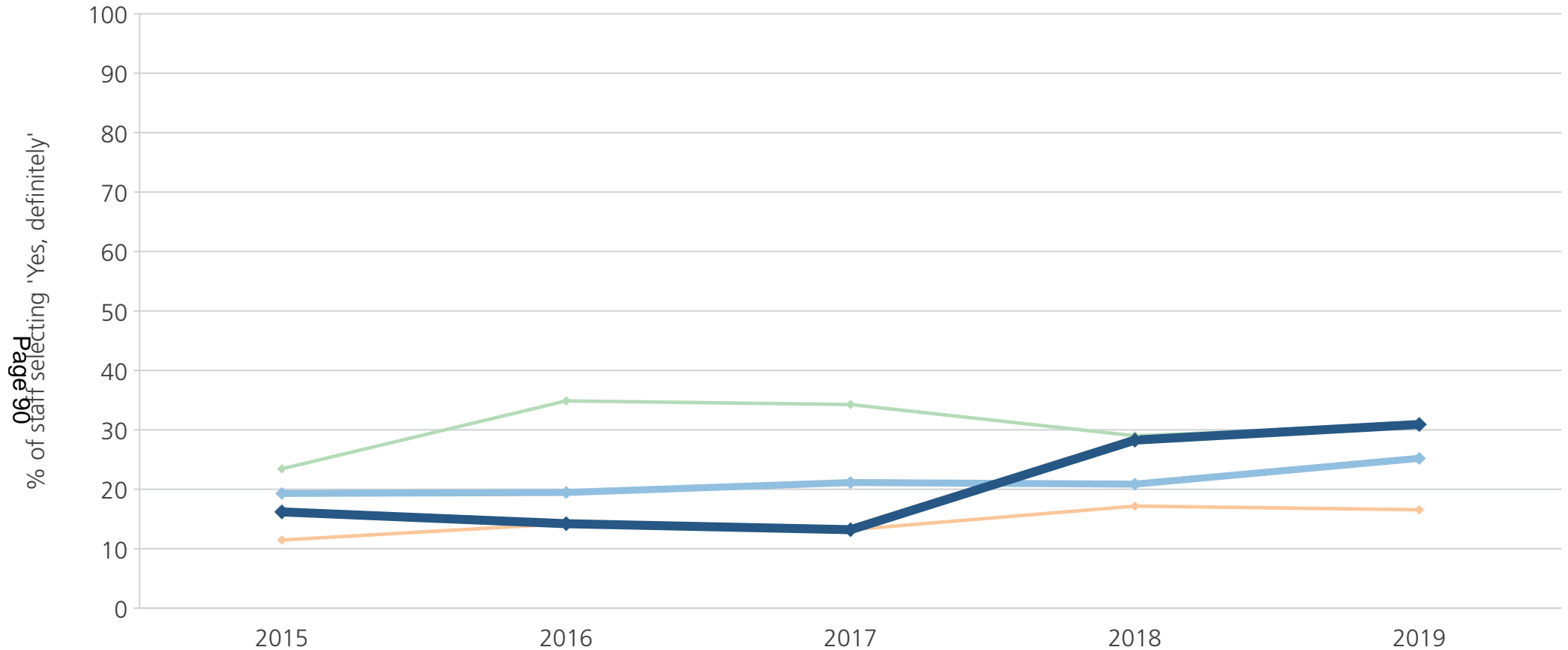
	2015	2016	2017	2018	2019
Your org	12.4%	13.2%	11.1%	11.0%	12.6%
Average	10.8%	11.8%	11.1%	11.0%	12.6%
Responses	1,313	1,261	1,348	1,626	1,849



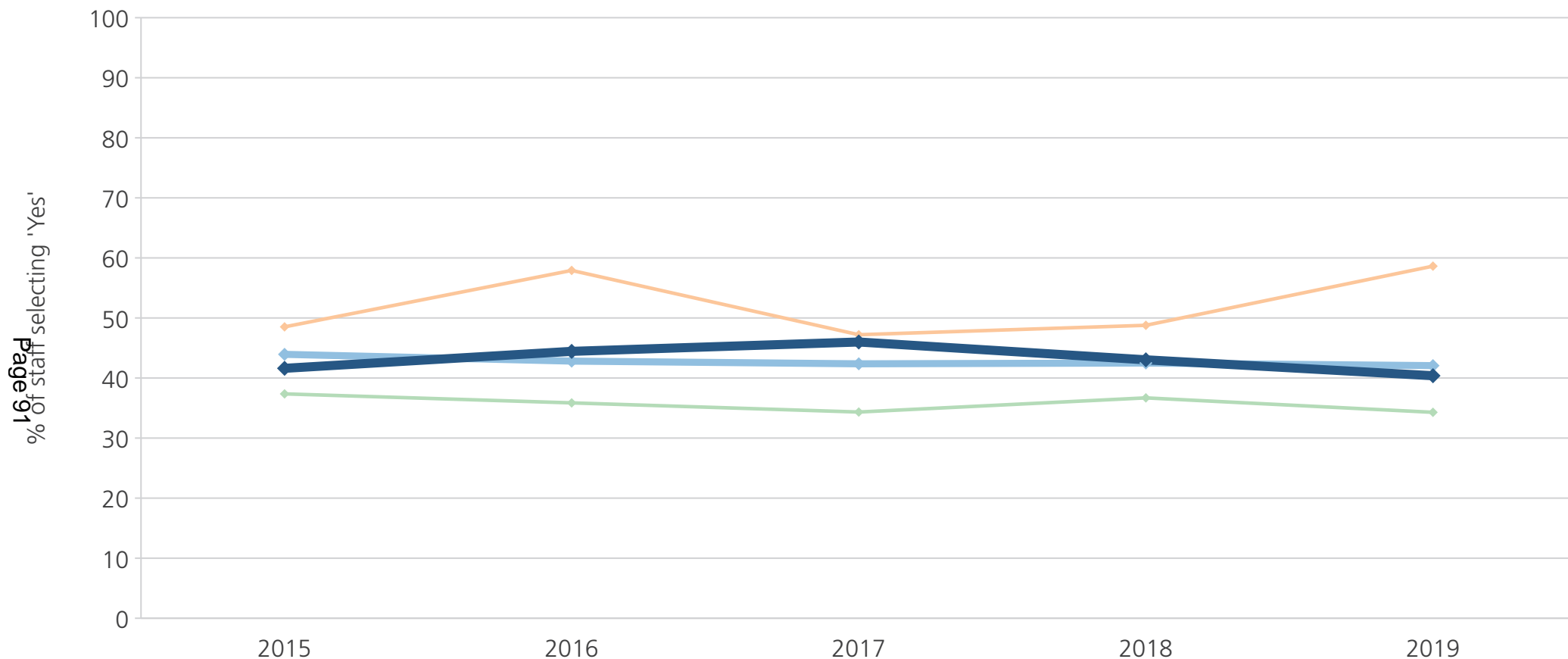
	2015	2016	2017	2018	2019
Worst	78.6%	77.4%	76.7%	78.2%	76.1%
Your org	77.5%	77.4%	70.8%	74.3%	71.0%
Average	72.8%	72.6%	72.6%	73.3%	71.3%
Best	59.1%	69.8%	67.3%	67.2%	59.4%
Responses	1,281	1,238	1,356	1,719	2,033



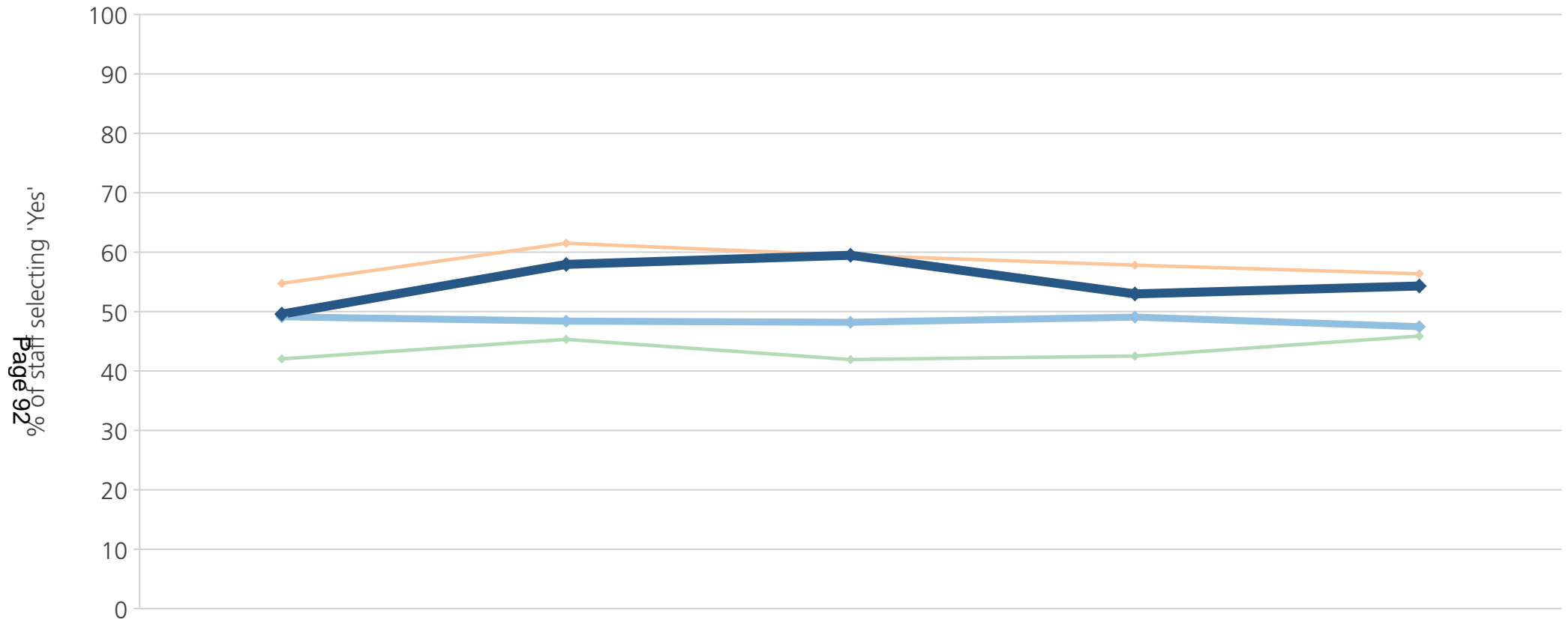
	2015	2016	2017	2018	2019
Worst	53.2%	52.3%	52.8%	48.6%	49.1%
Your org	49.3%	52.3%	52.8%	48.6%	44.1%
Average	45.0%	45.3%	42.2%	41.6%	41.9%
Best	39.0%	38.0%	33.6%	34.0%	31.1%
Responses	1,278	1,224	1,354	1,704	2,034



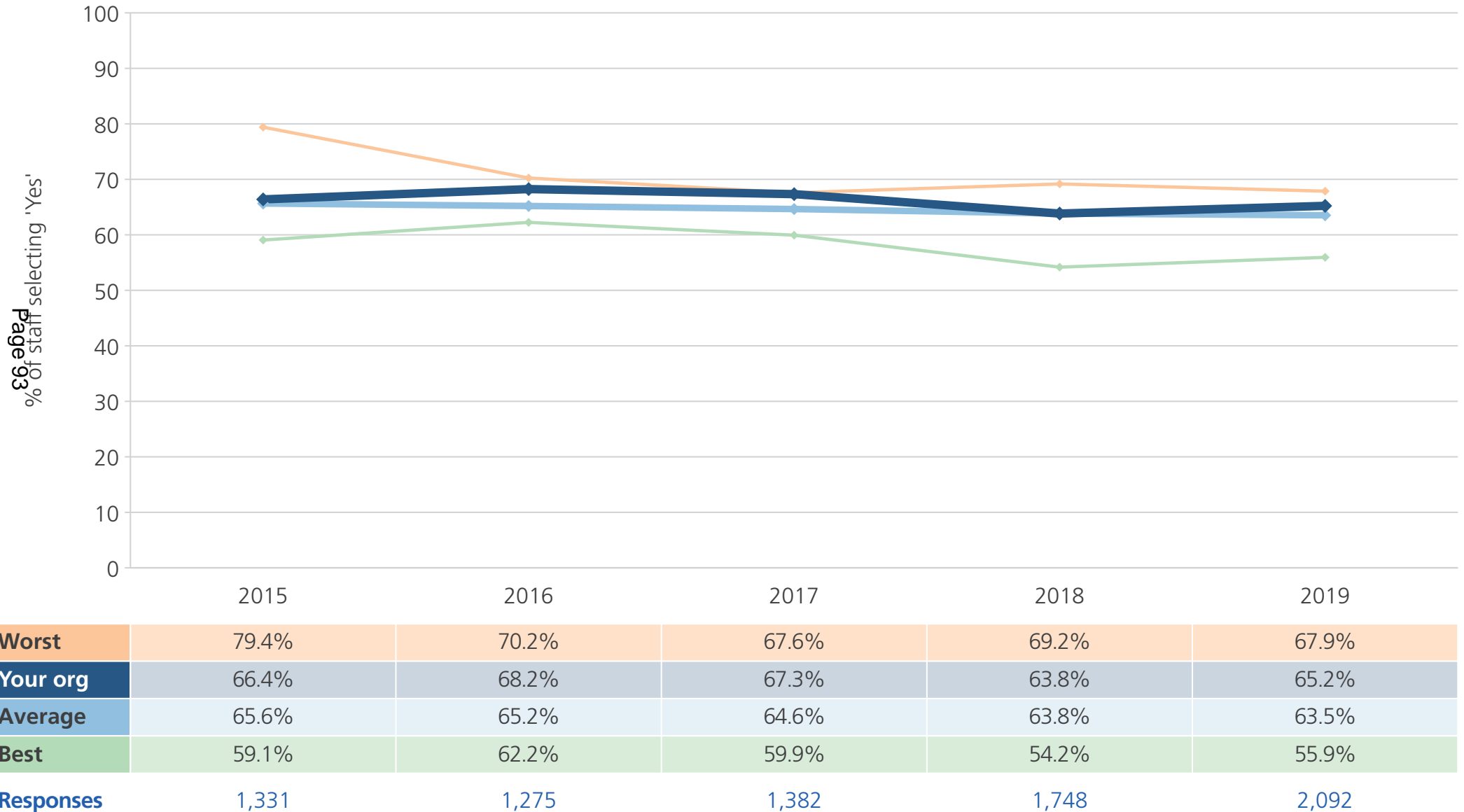
	2015	2016	2017	2018	2019
Best	23.4%	34.9%	34.3%	29.0%	30.9%
Your org	16.2%	14.2%	13.2%	28.3%	30.9%
Average	19.3%	19.5%	21.1%	20.9%	25.2%
Worst	11.5%	14.2%	13.2%	17.2%	16.6%
Responses	1,329	1,276	1,377	1,742	2,089



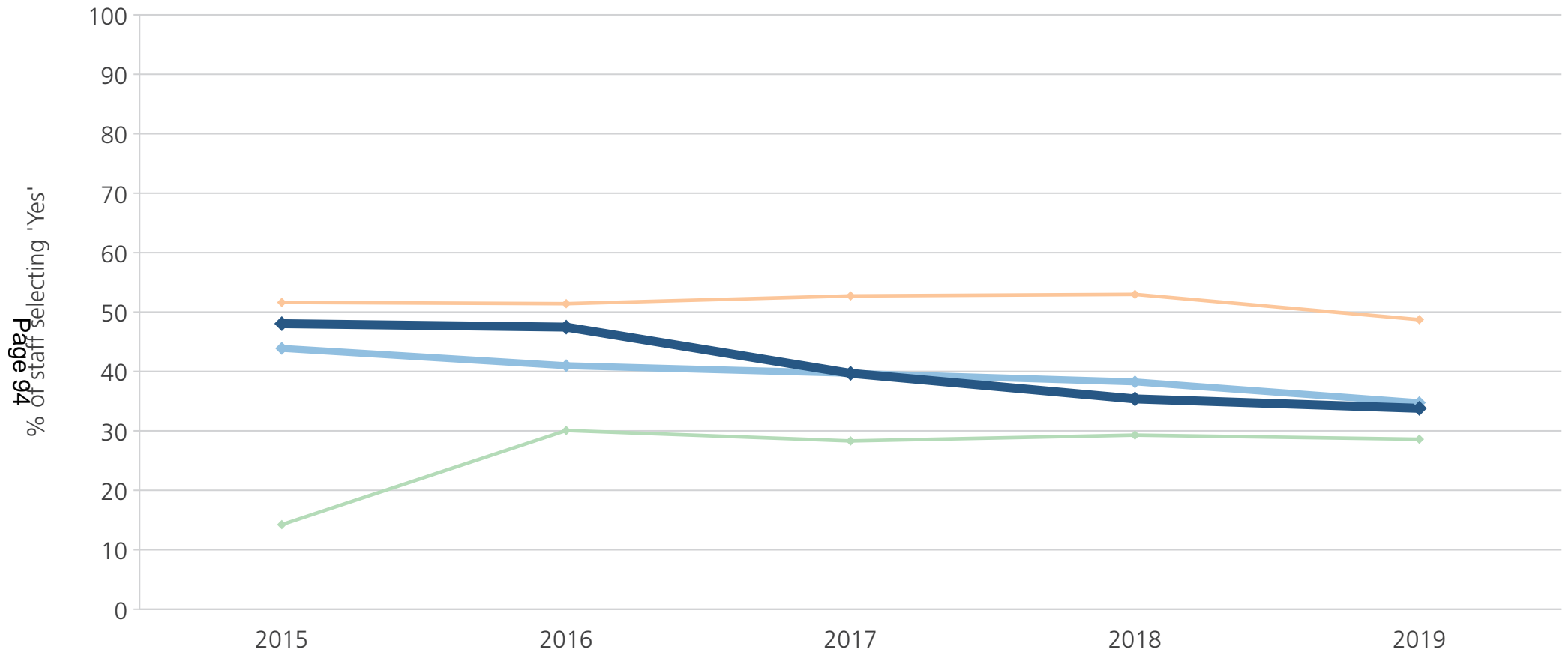
	2015	2016	2017	2018	2019
Worst	48.5%	57.9%	47.2%	48.8%	58.6%
Your org	41.6%	44.4%	46.0%	43.0%	40.4%
Average	43.9%	42.8%	42.4%	42.5%	42.1%
Best	37.4%	35.9%	34.3%	36.7%	34.3%
Responses	1,330	1,276	1,380	1,746	2,092



	2015	2016	2017	2018	2019
Worst	54.7%	61.5%	59.5%	57.8%	56.4%
Your org	49.6%	57.9%	59.5%	53.0%	54.3%
Average	49.1%	48.4%	48.2%	49.1%	47.5%
Best	42.0%	45.3%	41.9%	42.5%	45.9%
Responses	1,331	1,277	1,381	1,753	2,091

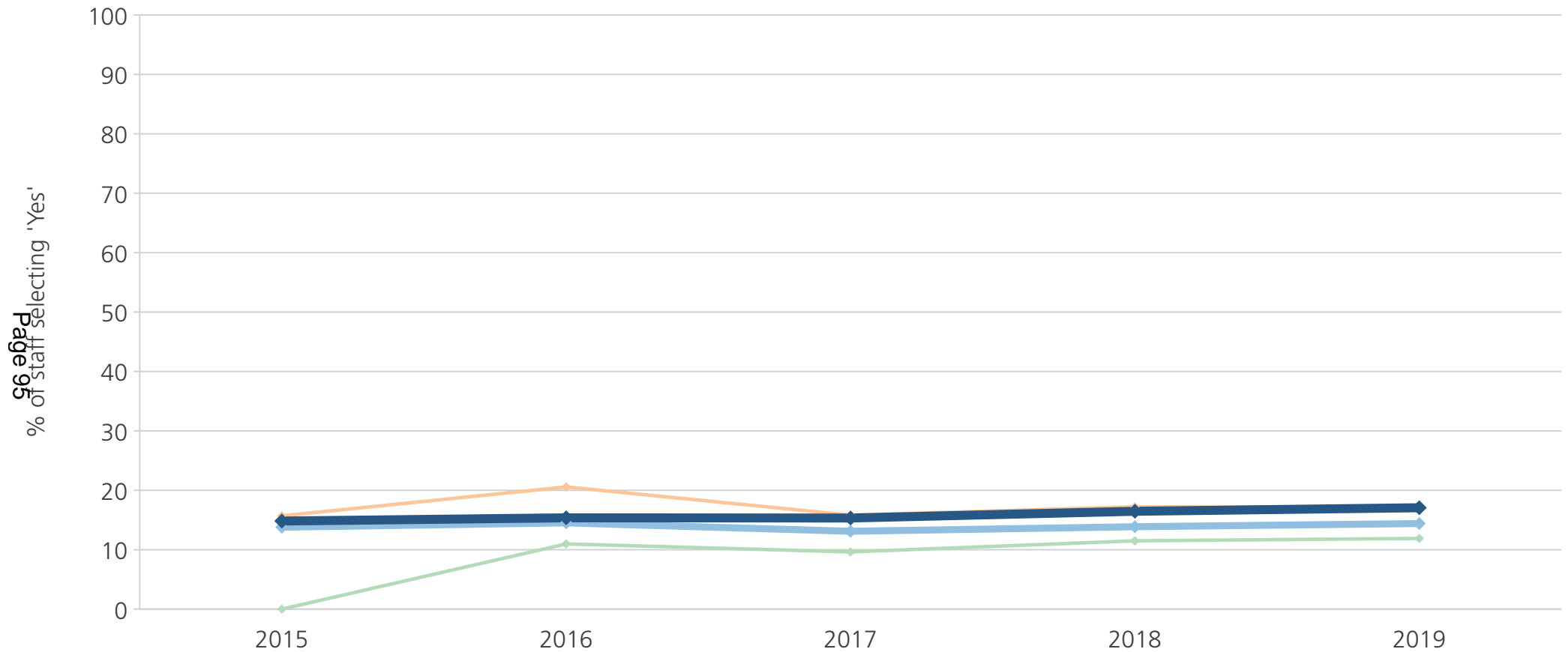


This question was only answered by people who responded to Q11d.



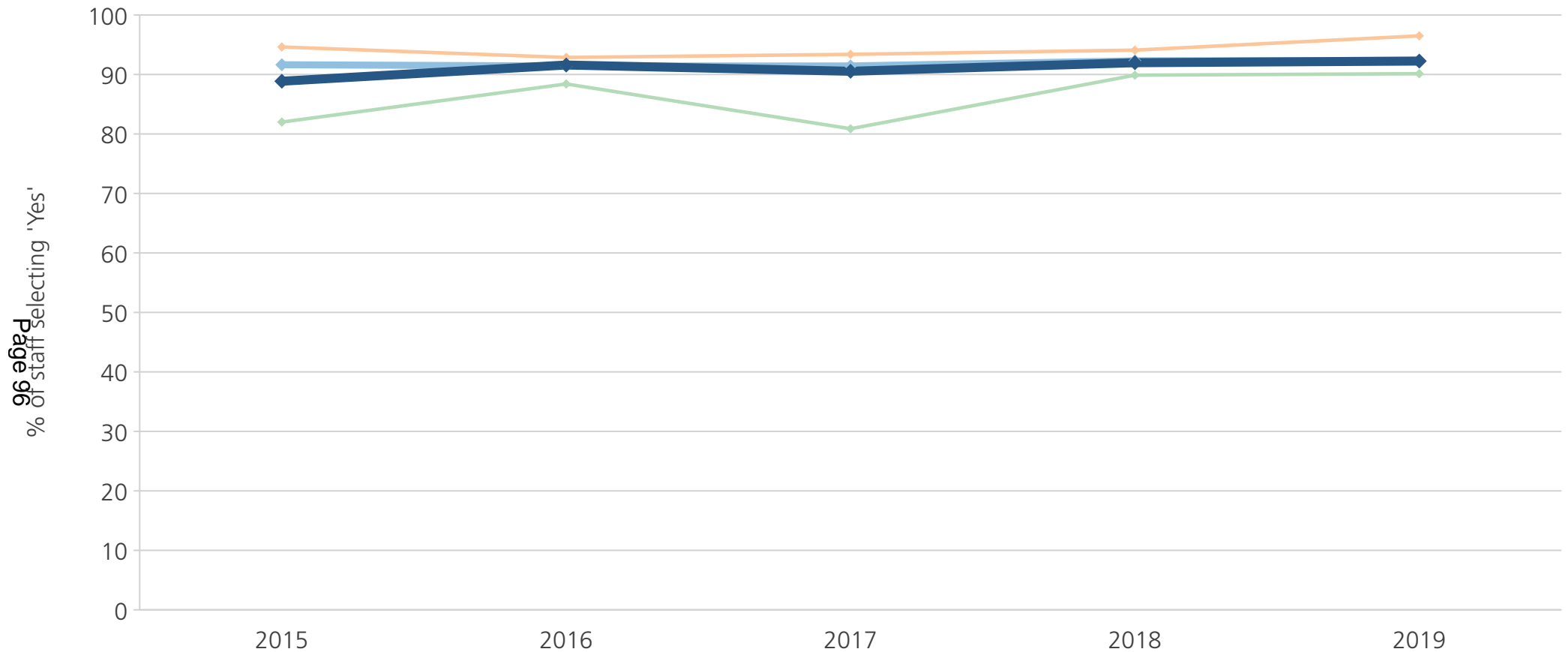
Worst	51.6%	51.4%	52.7%	53.0%	48.7%
Your org	48.0%	47.5%	39.7%	35.4%	33.8%
Average	43.9%	41.0%	39.7%	38.2%	34.7%
Best	14.2%	30.1%	28.3%	29.3%	28.6%
Responses	893	869	927	1,114	1,375

This question was only answered by people who responded to Q11d.

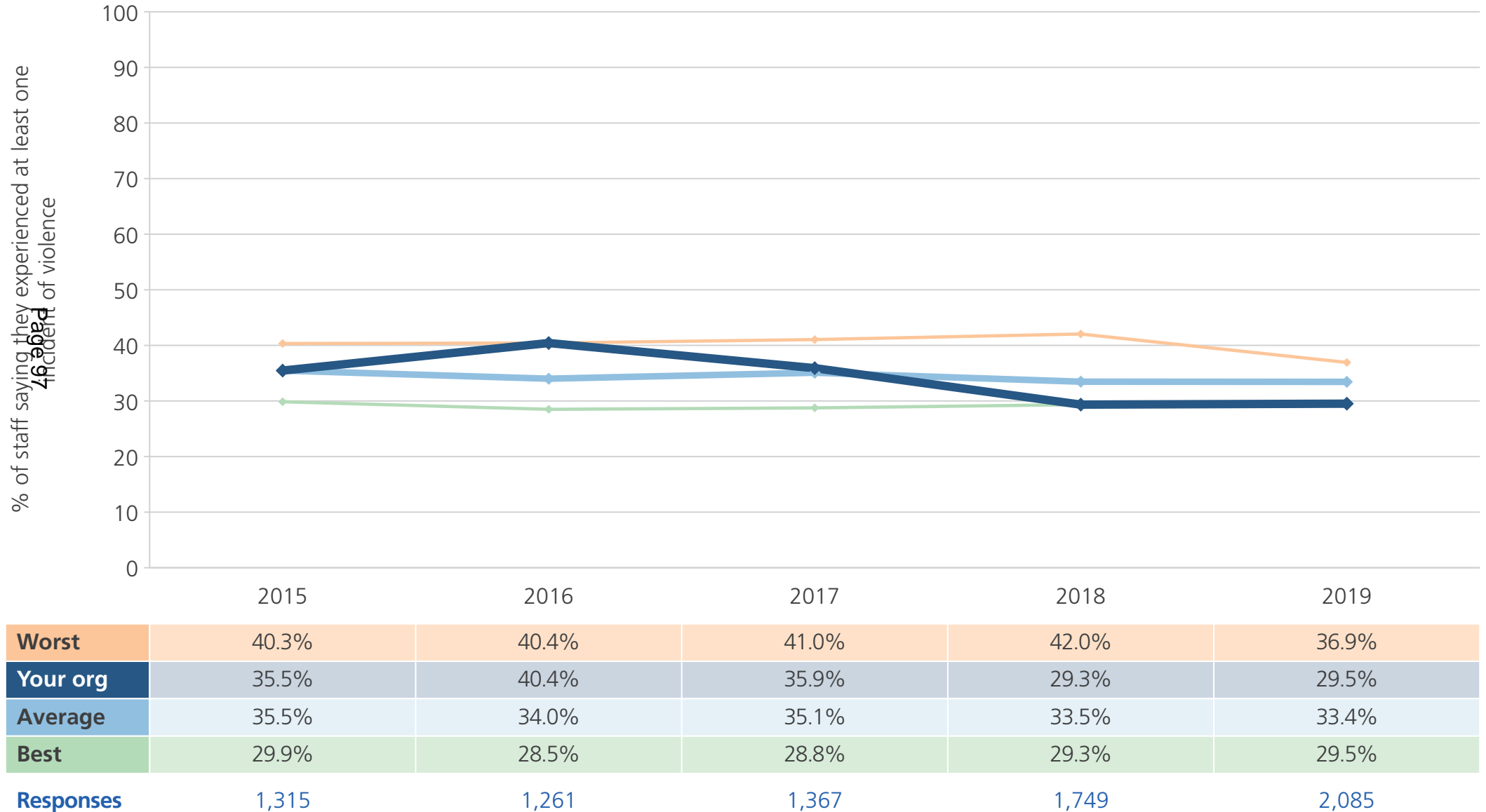


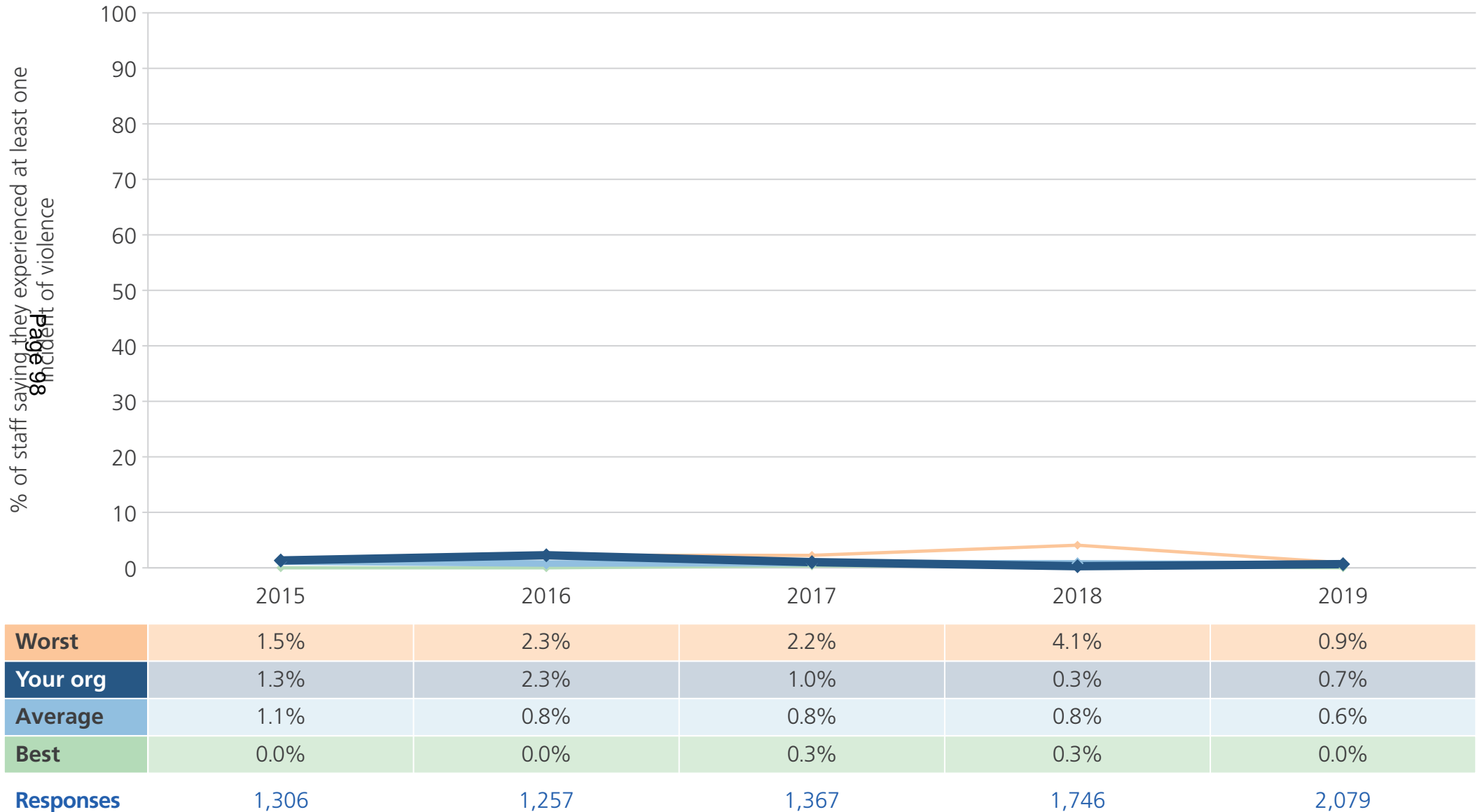
Worst	15.7%	20.6%	15.8%	17.2%	17.1%
Your org	14.8%	15.4%	15.3%	16.5%	17.1%
Average	13.8%	14.5%	13.1%	13.9%	14.4%
Best	0.0%	11.0%	9.6%	11.5%	11.9%
Responses	887	869	925	1,113	1,374

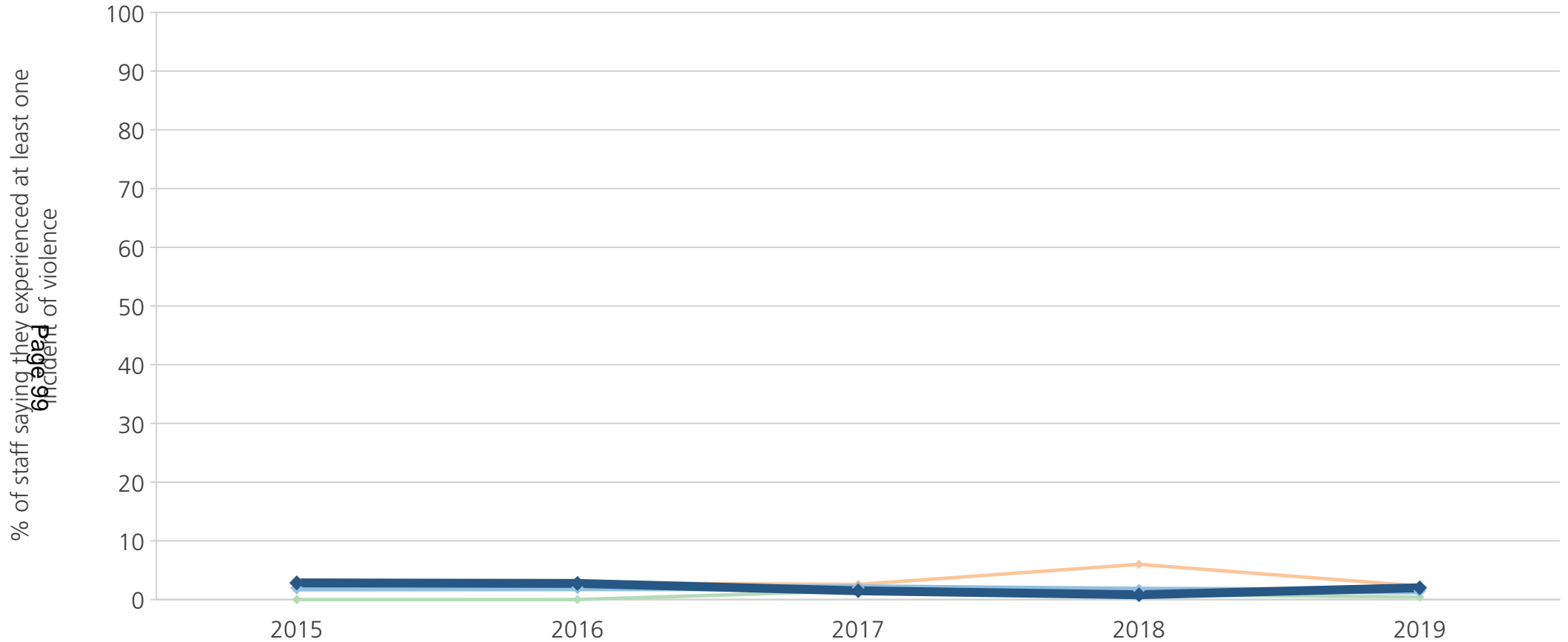
This question was only answered by people who responded to Q11d.



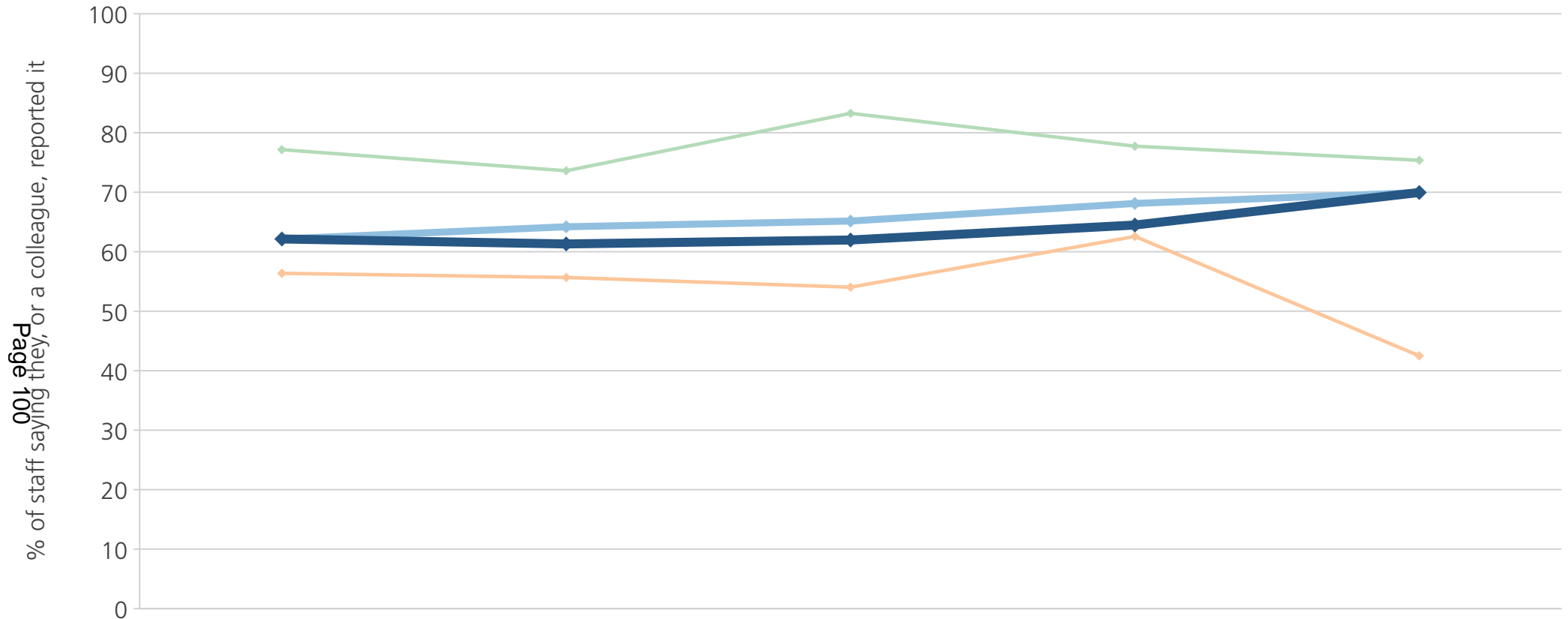
	2015	2016	2017	2018	2019
Worst	94.6%	92.9%	93.4%	94.1%	96.5%
Your org	88.9%	91.6%	90.5%	92.0%	92.3%
Average	91.6%	91.4%	91.4%	92.3%	92.4%
Best	82.0%	88.4%	80.9%	89.9%	90.1%
Responses	894	873	926	1,115	1,374



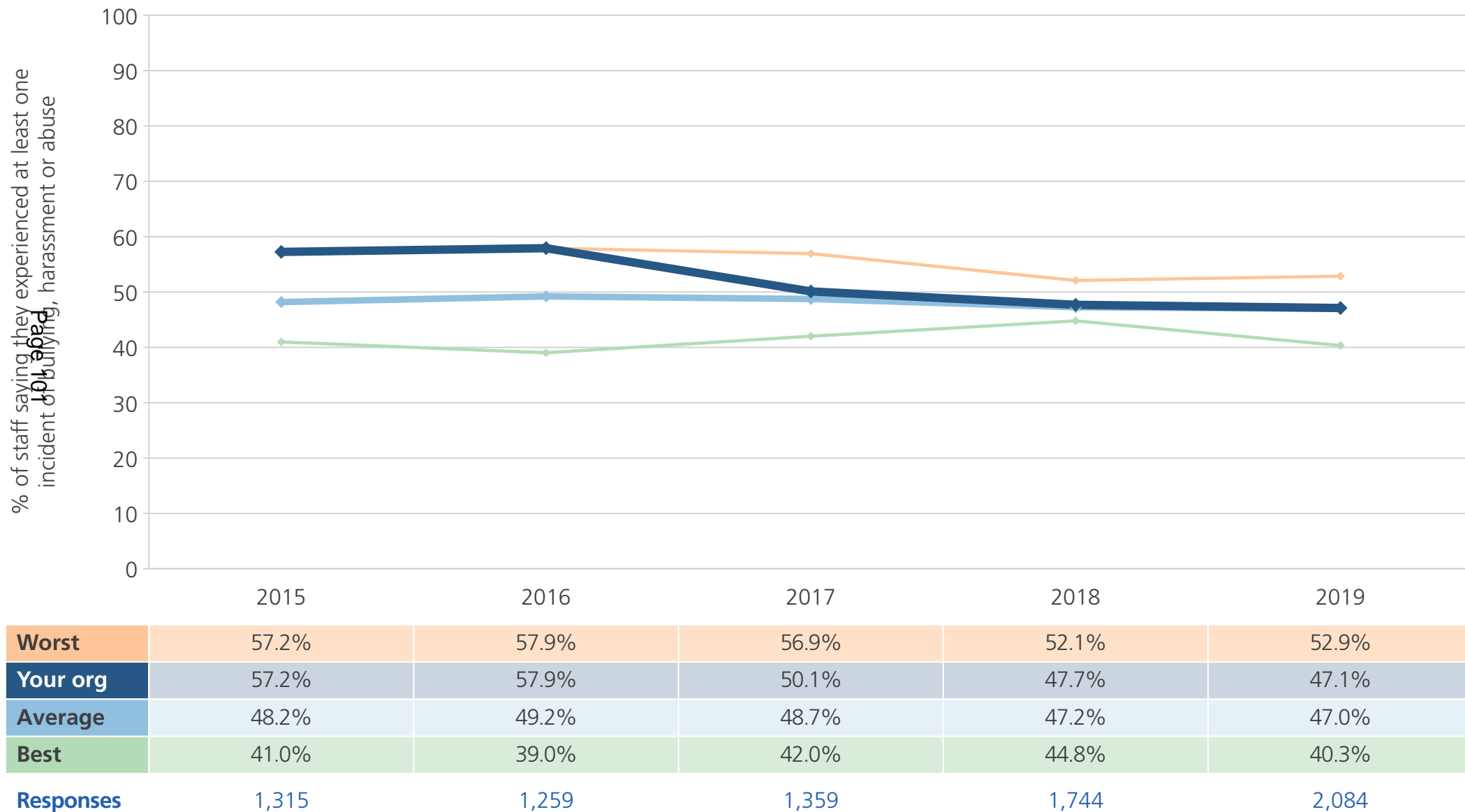


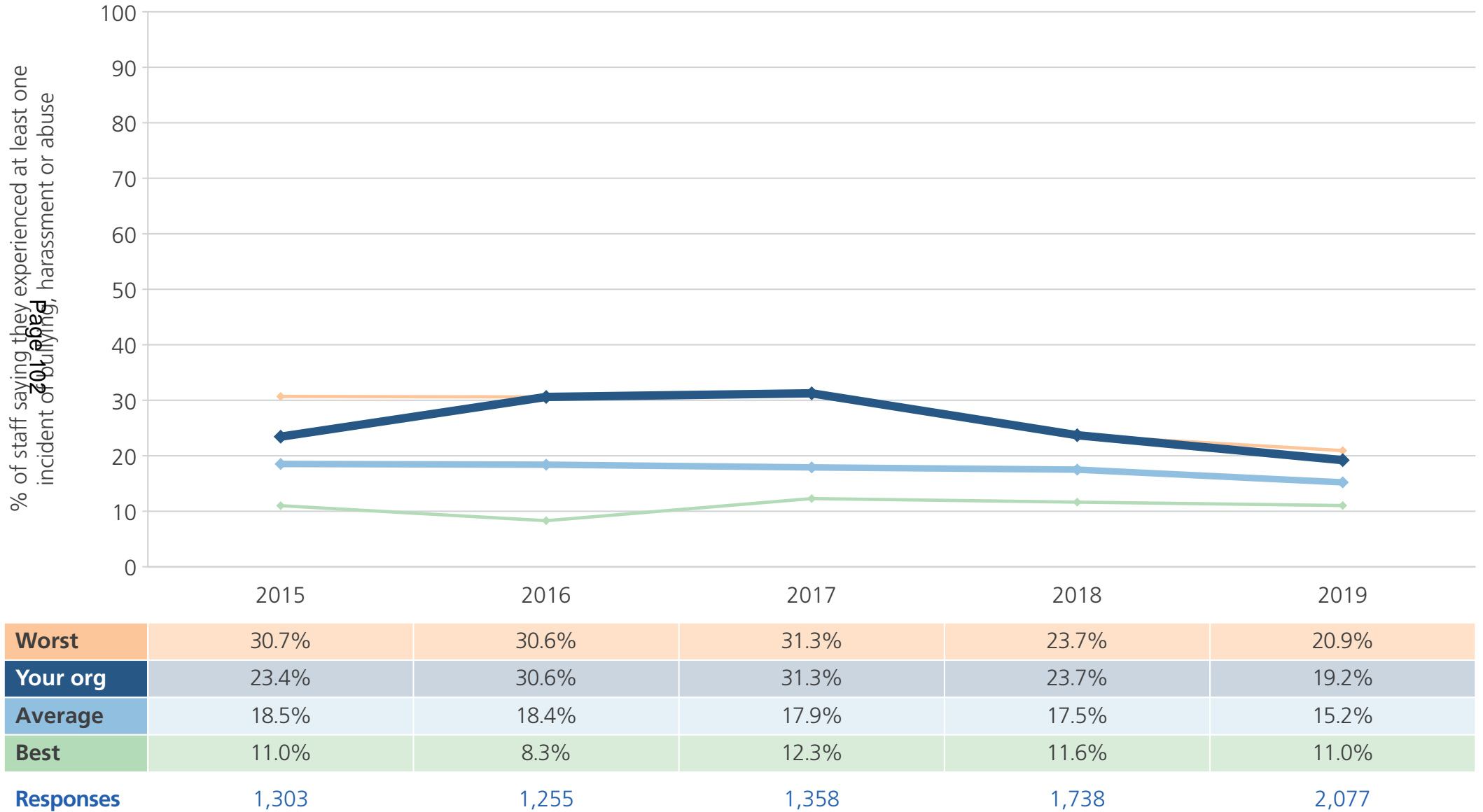


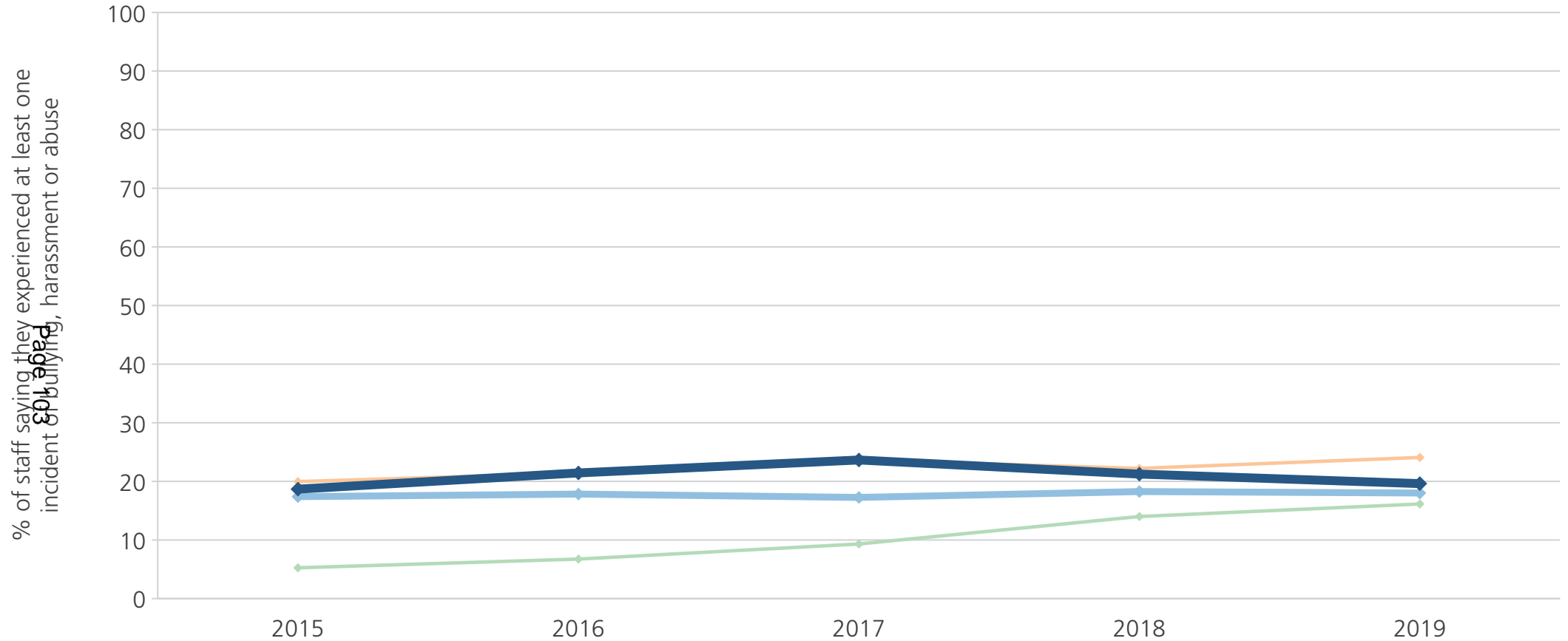
	2015	2016	2017	2018	2019
Worst	3.4%	2.9%	2.6%	6.0%	2.3%
Your org	2.8%	2.7%	1.5%	0.8%	2.0%
Average	2.0%	2.0%	2.0%	1.6%	1.5%
Best	0.0%	0.0%	1.5%	0.8%	0.4%
Responses	1,304	1,257	1,351	1,724	2,030



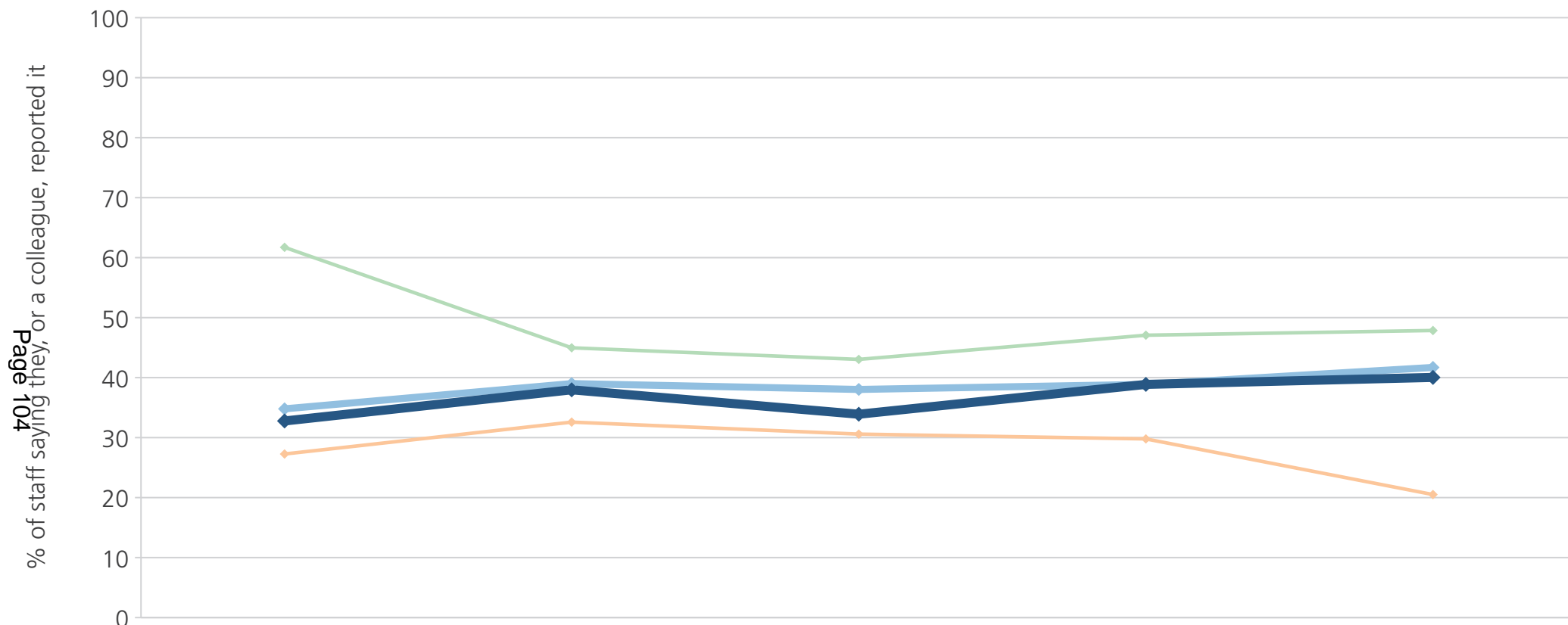
	2015	2016	2017	2018	2019
Best	77.2%	73.6%	83.3%	77.7%	75.4%
Your org	62.1%	61.3%	62.0%	64.5%	70.0%
Average	62.1%	64.2%	65.2%	68.1%	70.0%
Worst	56.4%	55.7%	54.0%	62.6%	42.5%
Responses	483	521	435	430	547



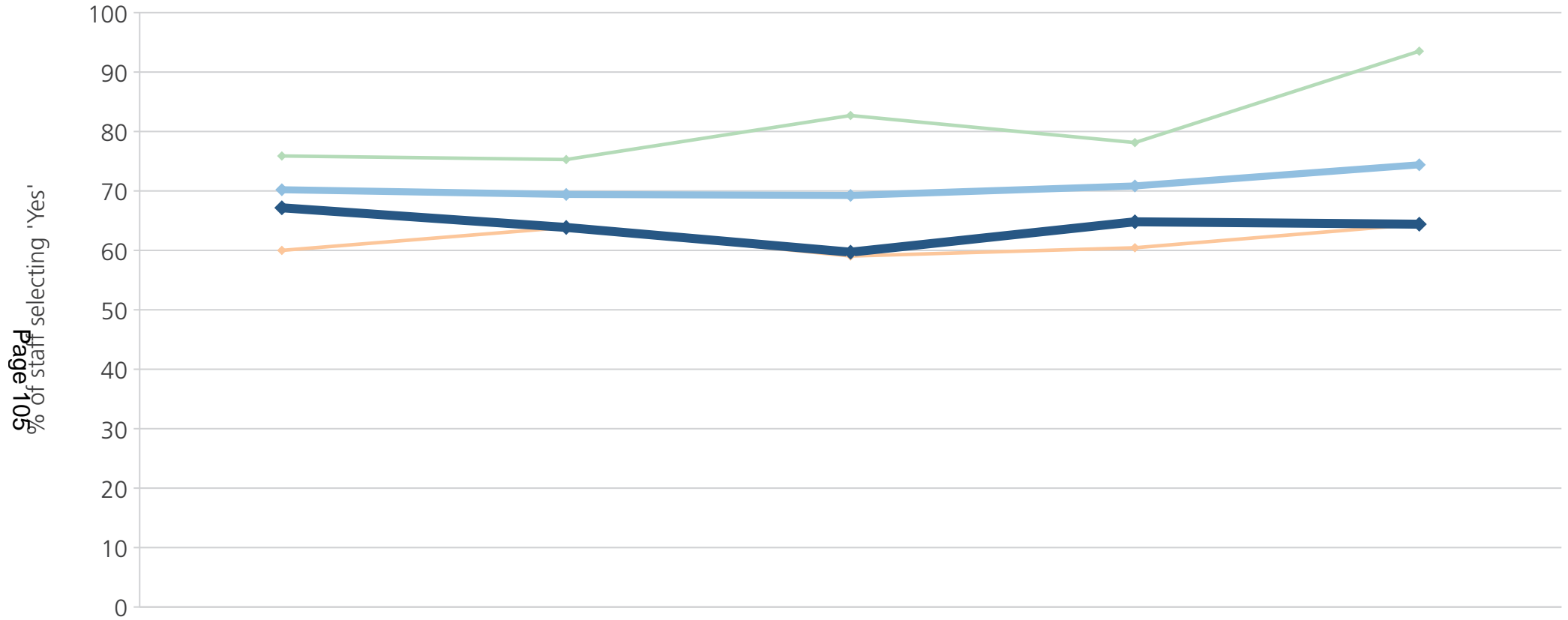




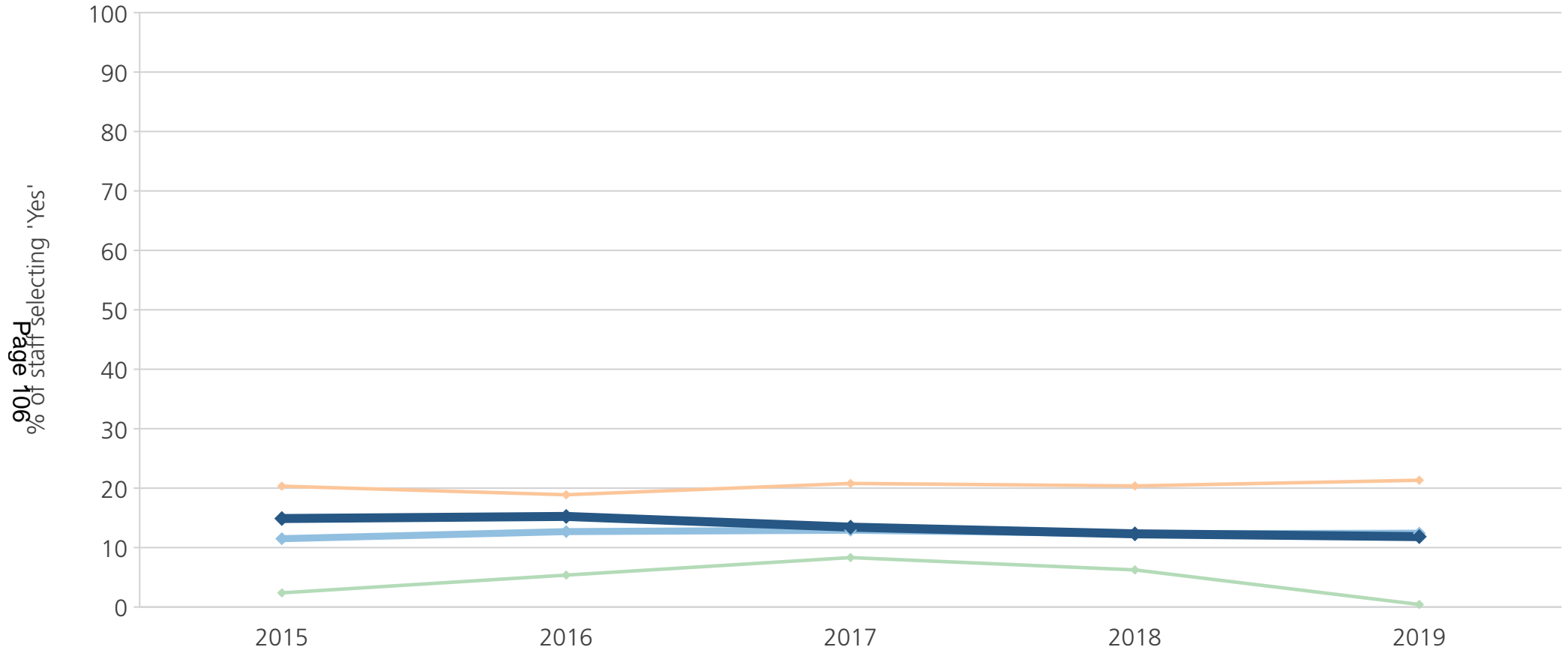
	2015	2016	2017	2018	2019
Worst	20.0%	21.4%	23.6%	22.2%	24.1%
Your org	18.7%	21.4%	23.6%	21.2%	19.6%
Average	17.4%	17.8%	17.3%	18.3%	18.0%
Best	5.3%	6.7%	9.3%	14.0%	16.1%
Responses	1,308	1,250	1,358	1,730	2,041



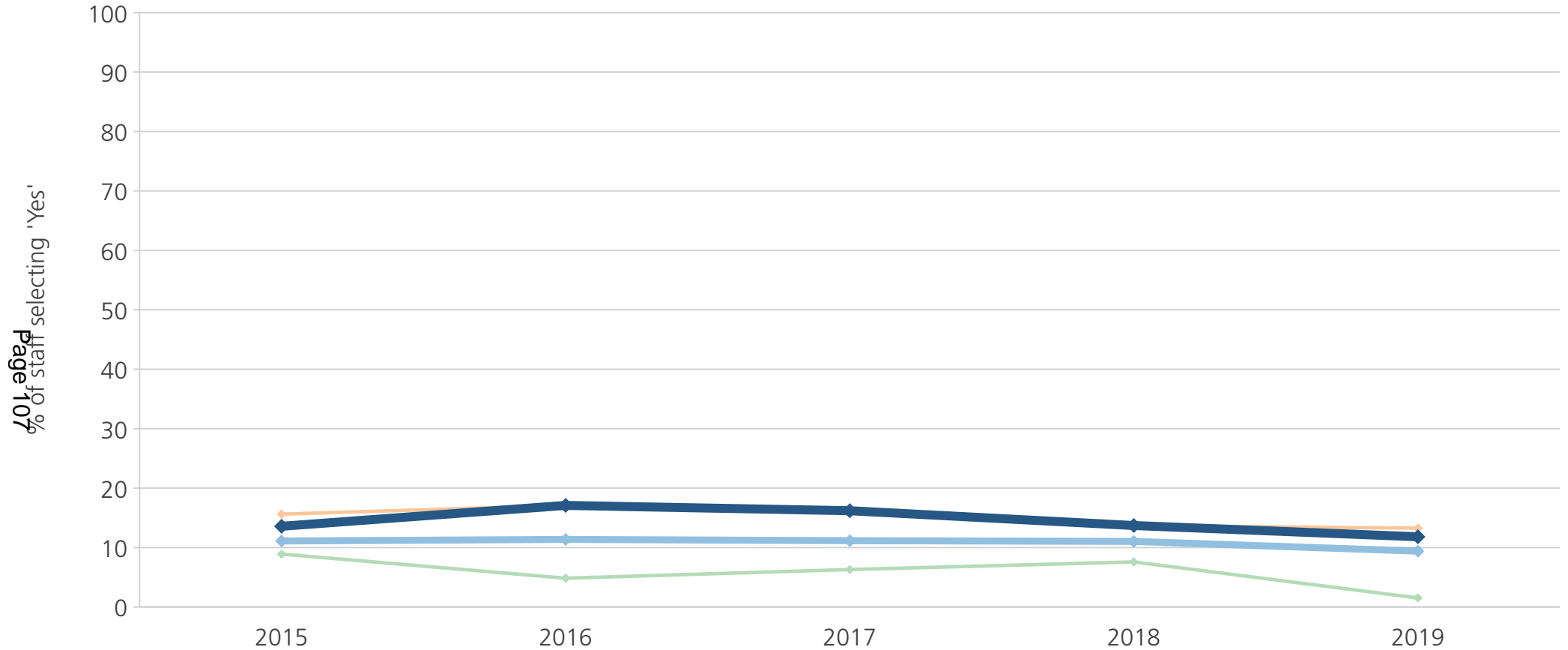
	2015	2016	2017	2018	2019
Best	61.7%	45.0%	43.0%	47.1%	47.9%
Your org	32.8%	38.0%	33.9%	38.9%	40.0%
Average	34.8%	39.0%	38.0%	38.9%	41.7%
Worst	27.3%	32.6%	30.6%	29.8%	20.5%
Responses	795	846	808	906	1,089



	2015	2016	2017	2018	2019
Best	75.9%	75.3%	82.7%	78.1%	93.5%
Your org	67.2%	63.9%	59.7%	64.8%	64.4%
Average	70.2%	69.4%	69.2%	70.8%	74.4%
Worst	60.0%	63.9%	59.0%	60.4%	64.4%
Responses	937	899	946	1,224	1,405

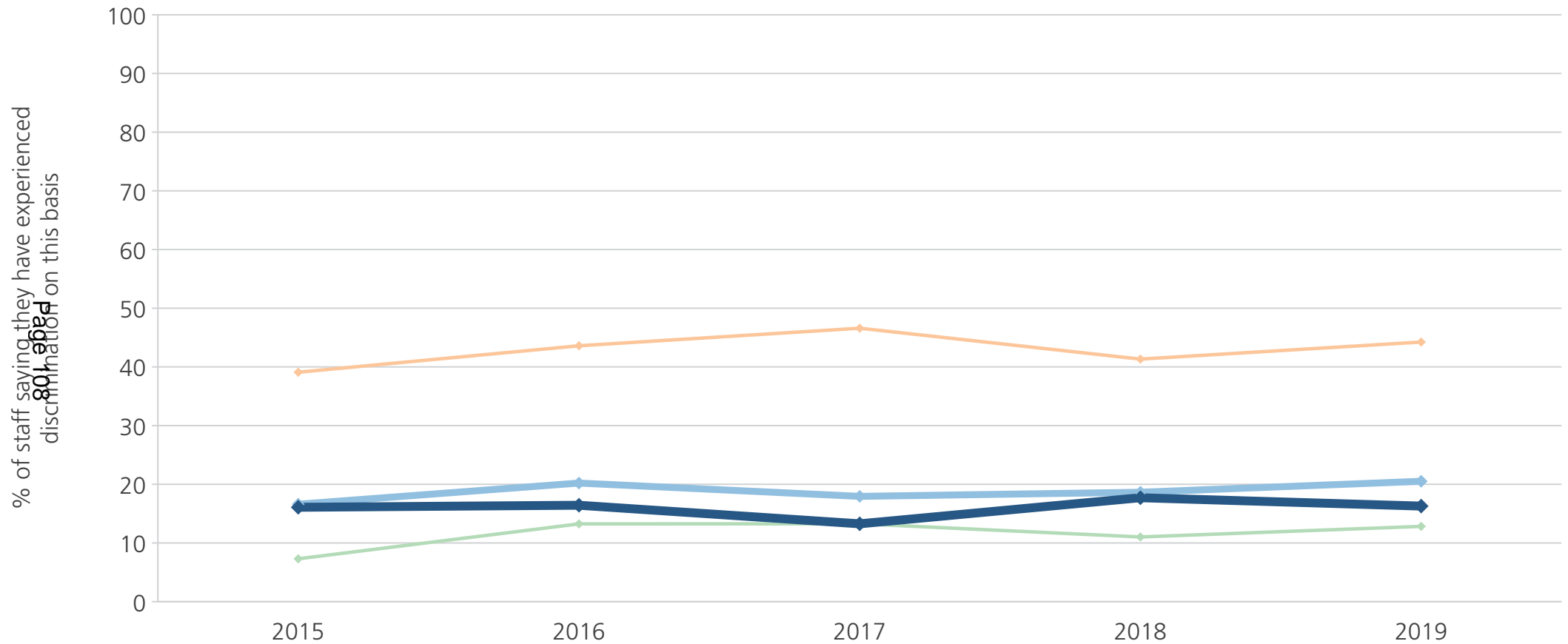


Worst	20.3%	18.9%	20.8%	20.4%	21.3%
Your org	14.9%	15.2%	13.4%	12.3%	11.8%
Average	11.5%	12.7%	12.9%	12.3%	12.4%
Best	2.4%	5.4%	8.3%	6.2%	0.4%
Responses	1,314	1,259	1,365	1,734	2,077



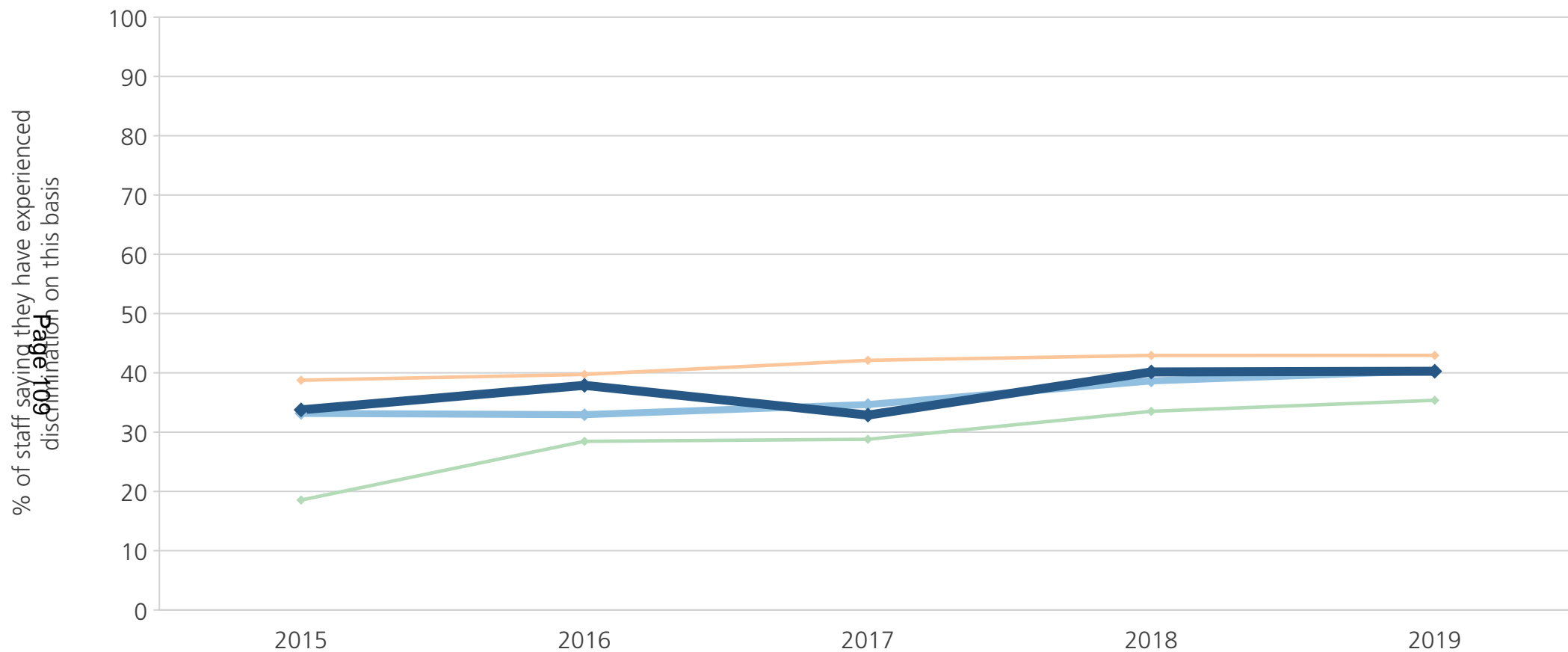
	2015	2016	2017	2018	2019
Worst	15.6%	17.1%	16.2%	13.7%	13.3%
Your org	13.6%	17.1%	16.2%	13.7%	11.8%
Average	11.1%	11.4%	11.2%	11.0%	9.4%
Best	8.9%	4.8%	6.3%	7.6%	1.5%
Responses	1,309	1,258	1,367	1,718	2,069

This question was only answered by staff who reported experiencing at least one incident of discrimination in the last 12 months.



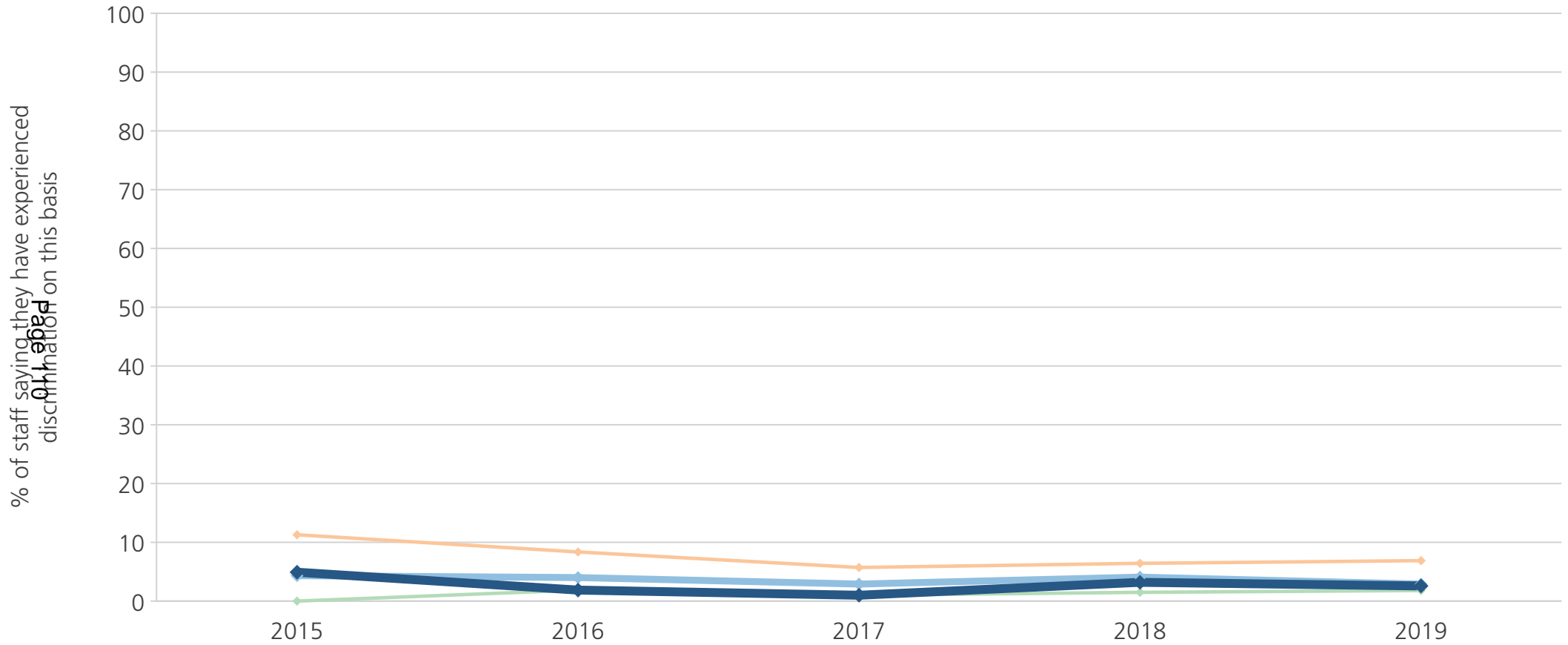
Worst	39.1%	43.6%	46.6%	41.3%	44.2%
Your org	16.1%	16.4%	13.3%	17.7%	16.3%
Average	16.6%	20.2%	17.9%	18.6%	20.5%
Best	7.3%	13.3%	13.3%	11.0%	12.8%
Responses	319	355	326	341	403

This question was only answered by staff who reported experiencing at least one incident of discrimination in the last 12 months.



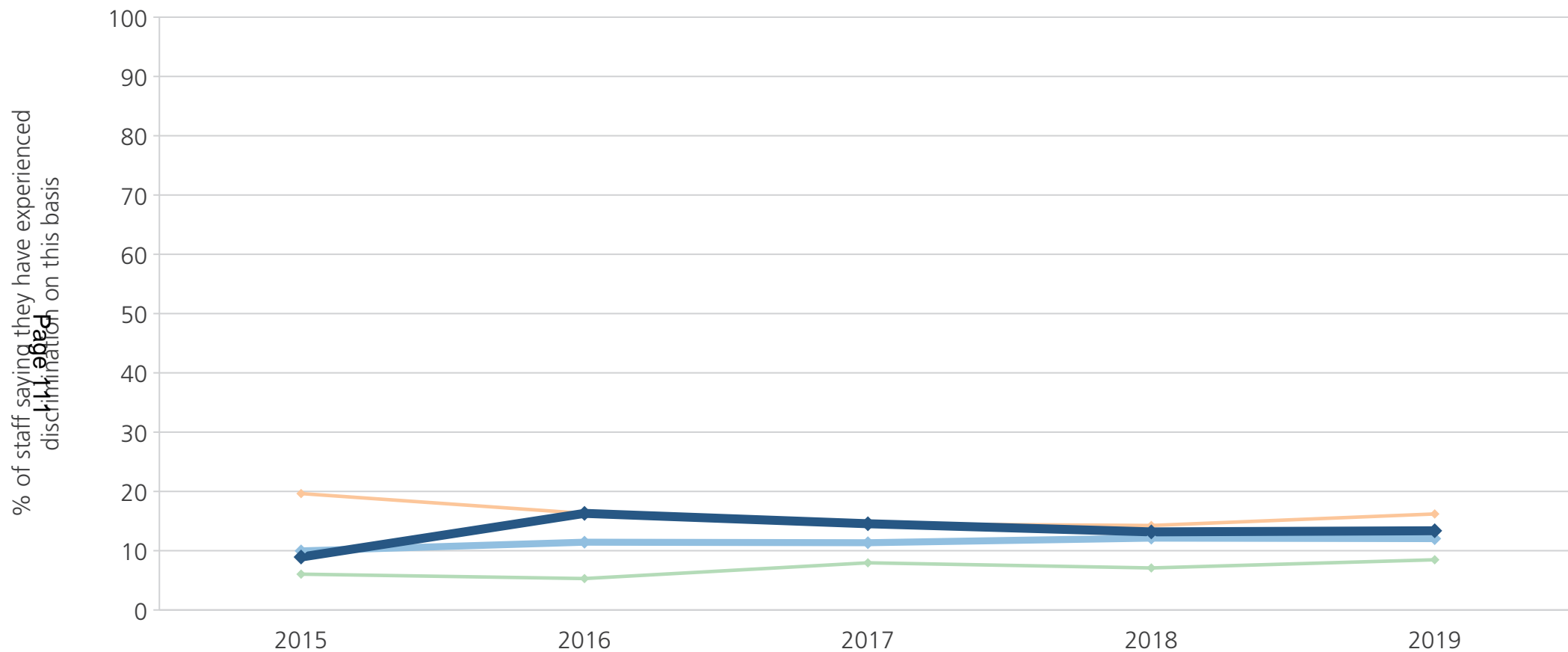
	2015	2016	2017	2018	2019
Worst	38.8%	39.7%	42.1%	42.9%	42.9%
Your org	33.8%	37.9%	32.9%	40.2%	40.3%
Average	33.2%	32.9%	34.7%	38.6%	40.4%
Best	18.5%	28.4%	28.8%	33.5%	35.4%
Responses	319	355	326	341	403

This question was only answered by staff who reported experiencing at least one incident of discrimination in the last 12 months.



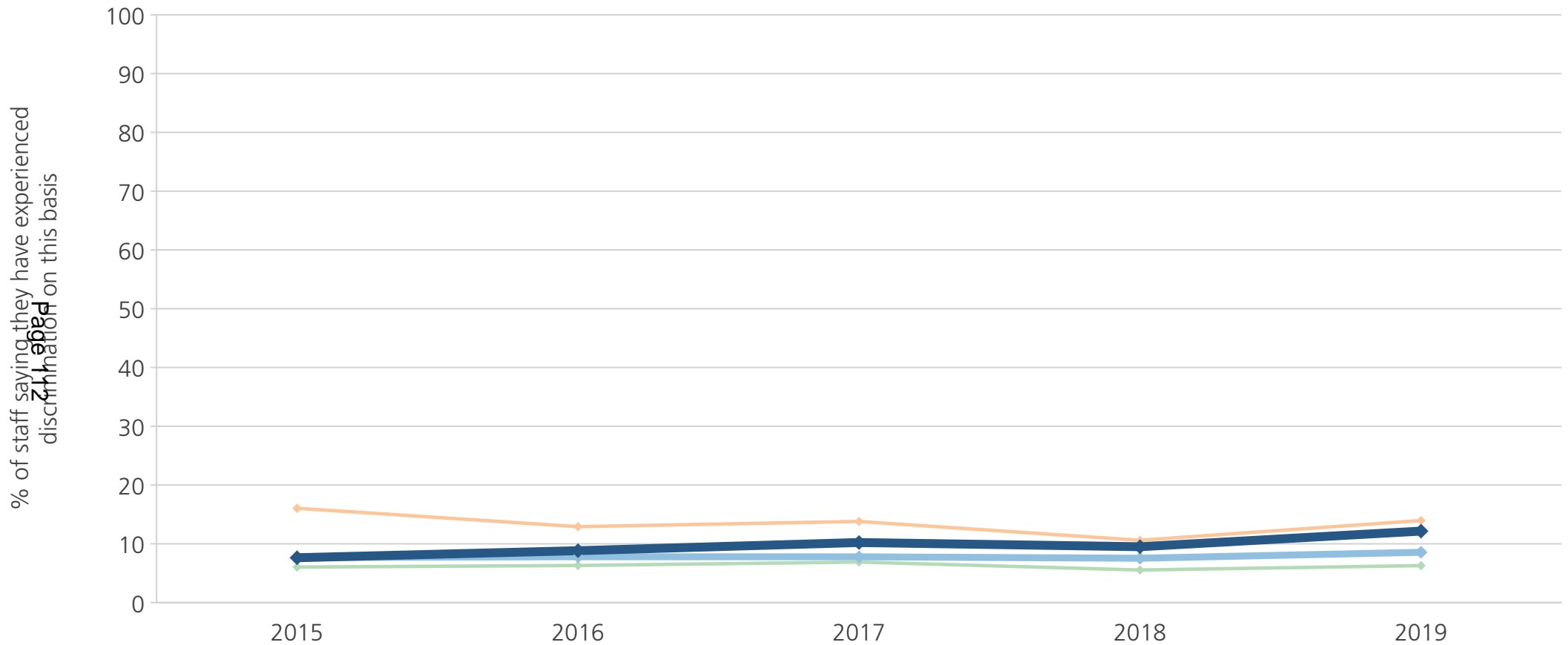
Worst	11.3%	8.4%	5.7%	6.4%	6.9%
Your org	4.9%	1.9%	1.0%	3.2%	2.6%
Average	4.3%	4.0%	2.9%	4.1%	2.9%
Best	0.0%	1.9%	1.0%	1.5%	1.8%
Responses	319	355	326	341	403

This question was only answered by staff who reported experiencing at least one incident of discrimination in the last 12 months.



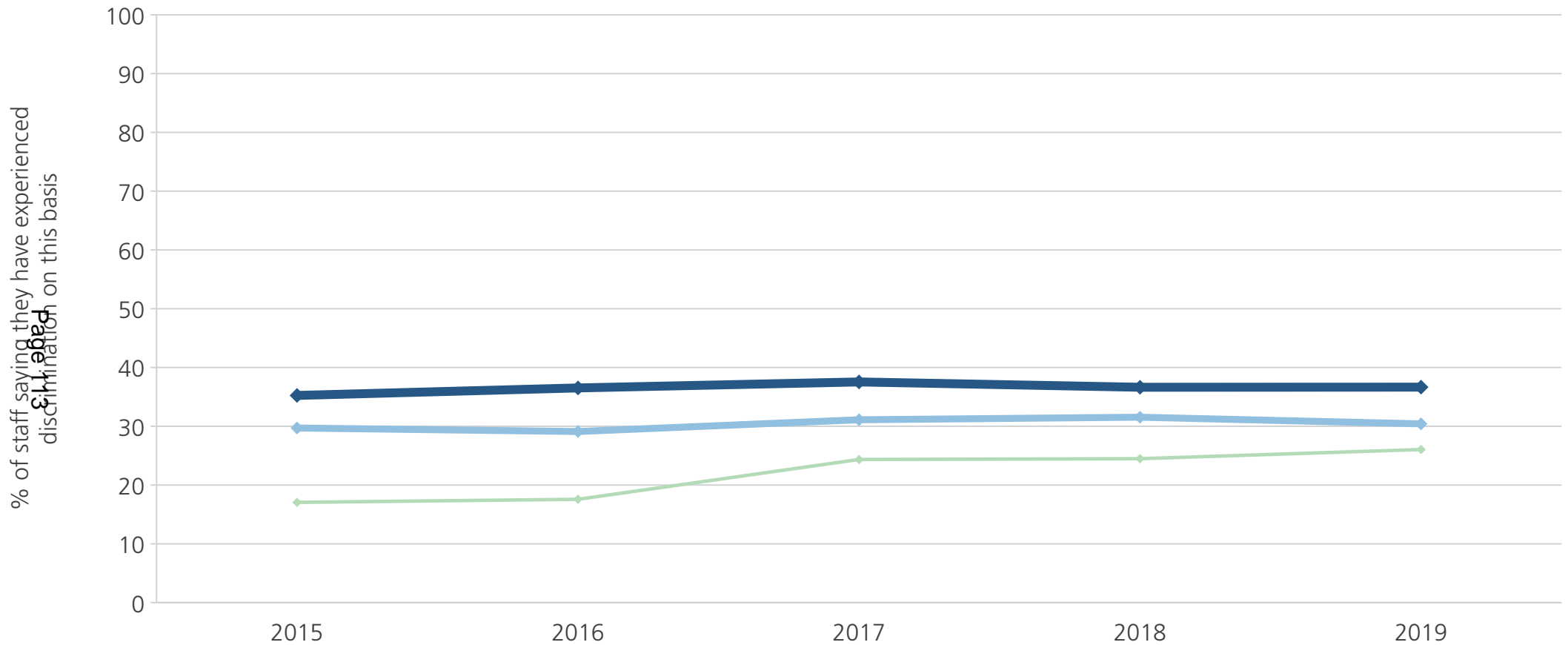
Worst	19.6%	16.3%	14.5%	14.3%	16.2%
Your org	8.9%	16.3%	14.5%	13.2%	13.4%
Average	10.0%	11.4%	11.3%	12.1%	12.0%
Best	6.0%	5.3%	8.0%	7.1%	8.5%
Responses	319	355	326	341	403

This question was only answered by staff who reported experiencing at least one incident of discrimination in the last 12 months.



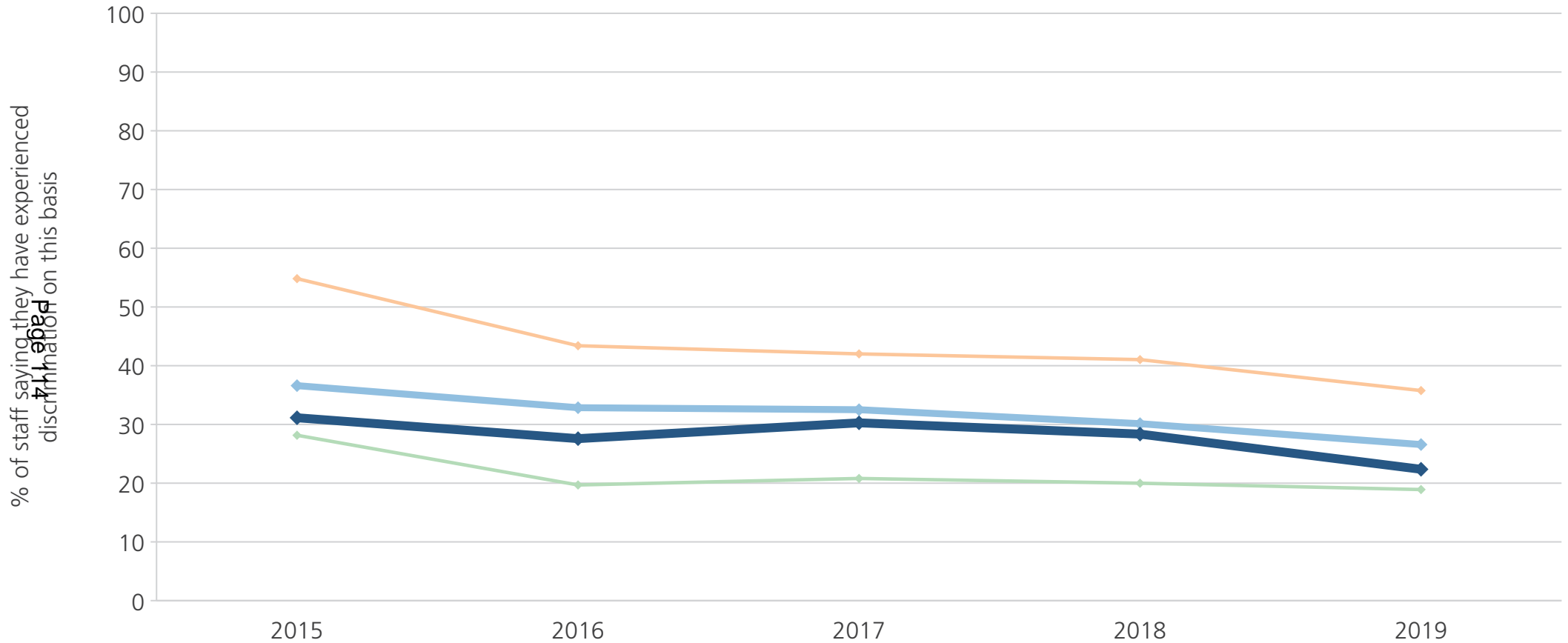
Worst	16.1%	12.9%	13.8%	10.6%	14.0%
Your org	7.6%	8.8%	10.2%	9.5%	12.2%
Average	7.7%	7.8%	7.8%	7.5%	8.6%
Best	6.0%	6.3%	6.9%	5.5%	6.3%
Responses	319	355	326	341	403

This question was only answered by staff who reported experiencing at least one incident of discrimination in the last 12 months.

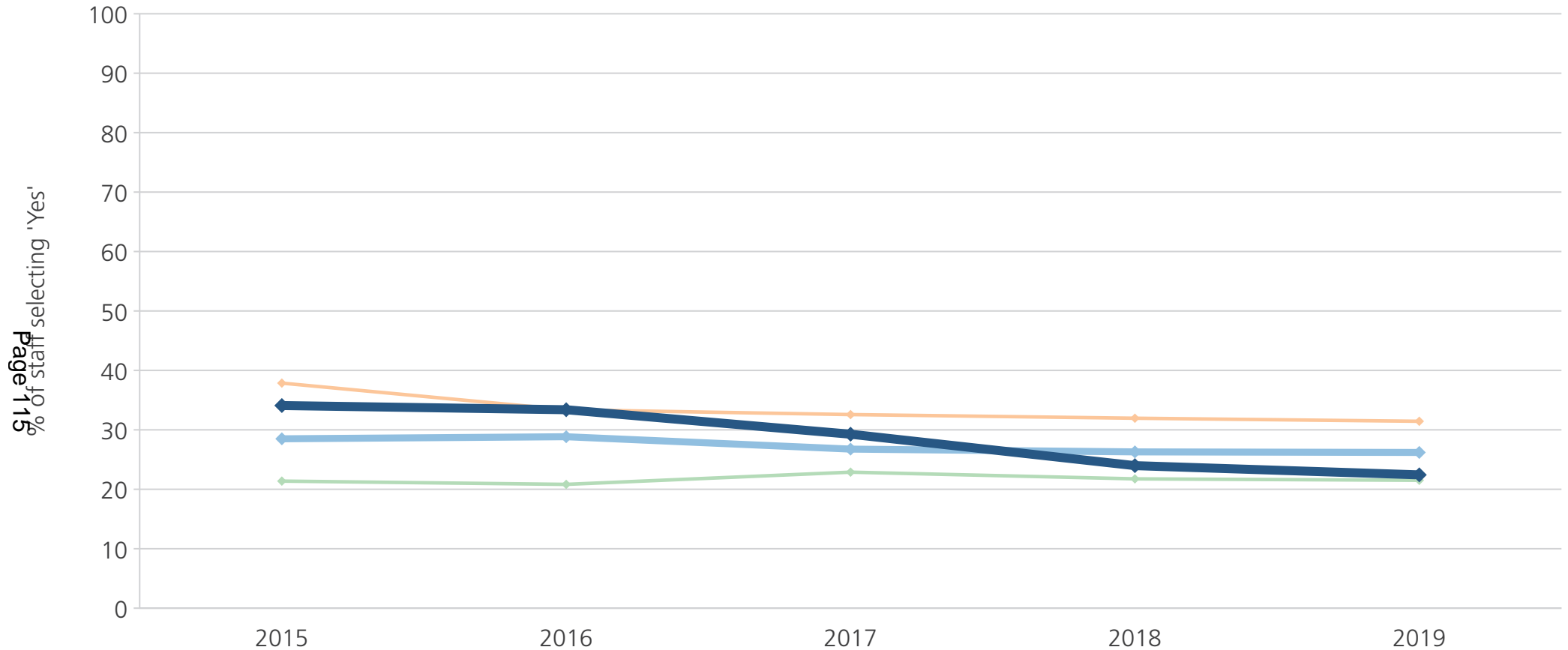


	2015	2016	2017	2018	2019
Worst	35.2%	36.5%	37.5%	36.6%	36.7%
Your org	29.7%	29.1%	31.1%	31.5%	30.4%
Average	17.1%	17.6%	24.3%	24.5%	26.0%
Best	319	355	326	341	403
Responses					

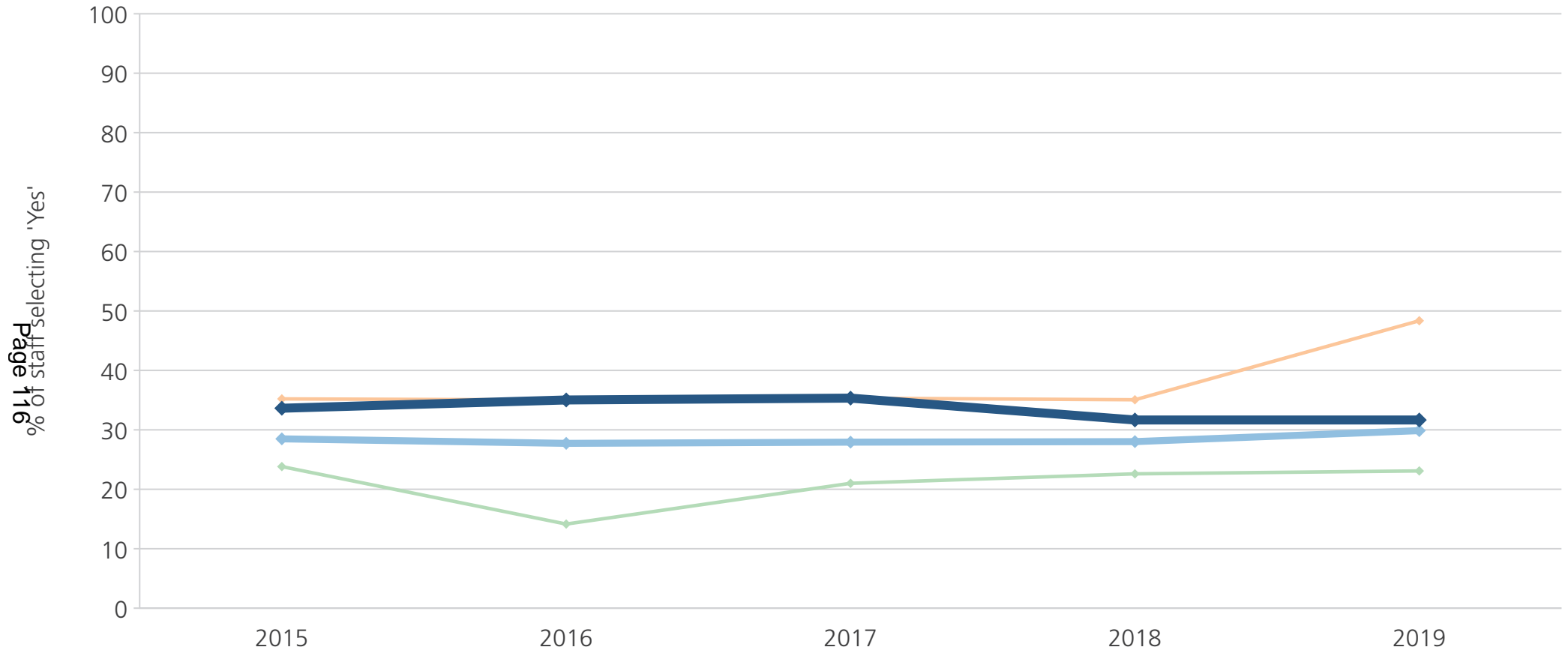
This question was only answered by staff who reported experiencing at least one incident of discrimination in the last 12 months.



	2015	2016	2017	2018	2019
Worst	54.8%	43.4%	42.0%	41.0%	35.8%
Your org	31.1%	27.6%	30.3%	28.4%	22.4%
Average	36.6%	32.8%	32.5%	30.1%	26.6%
Best	28.2%	19.7%	20.8%	20.0%	18.9%
Responses	319	355	326	341	403

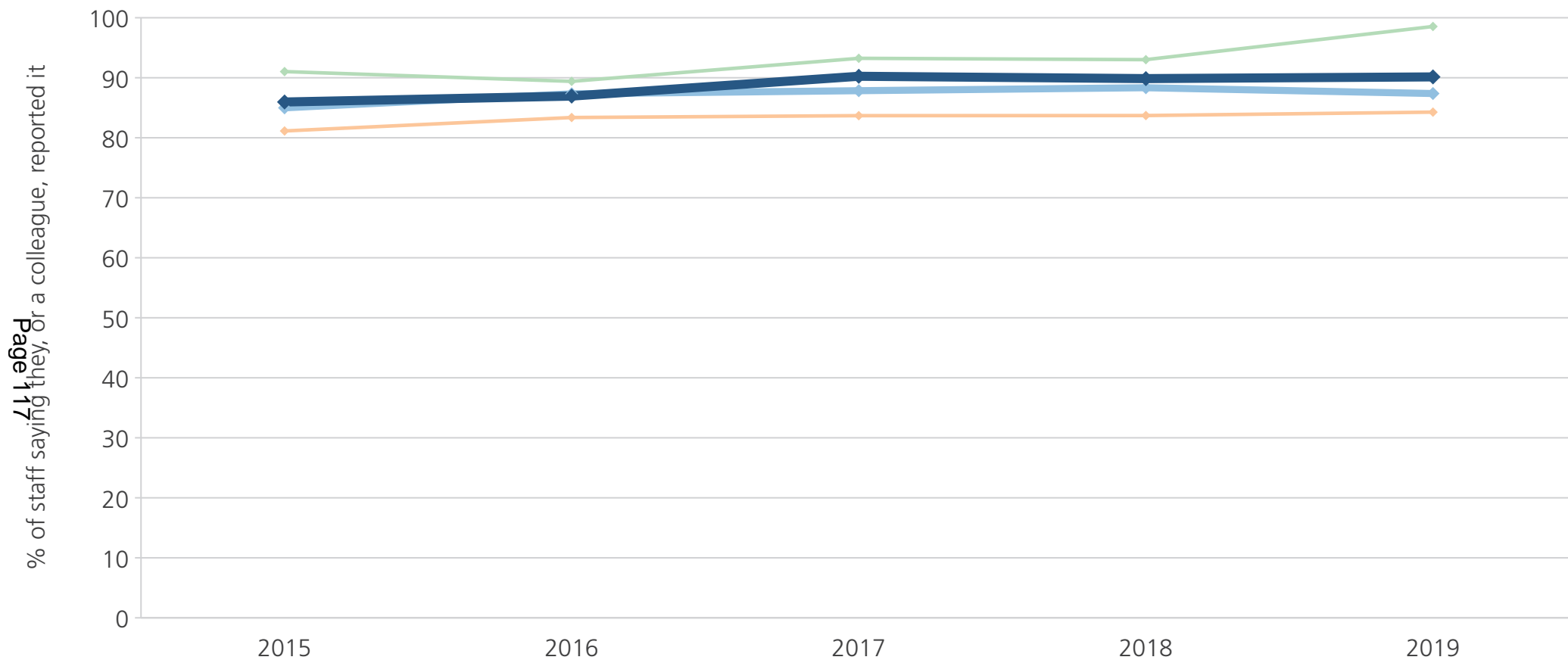


	2015	2016	2017	2018	2019
Worst	37.9%	33.4%	32.6%	32.0%	31.4%
Your org	34.1%	33.4%	29.3%	24.0%	22.4%
Average	28.5%	28.8%	26.8%	26.3%	26.2%
Best	21.4%	20.8%	22.9%	21.8%	21.5%
Responses	1,308	1,251	1,372	1,731	2,079

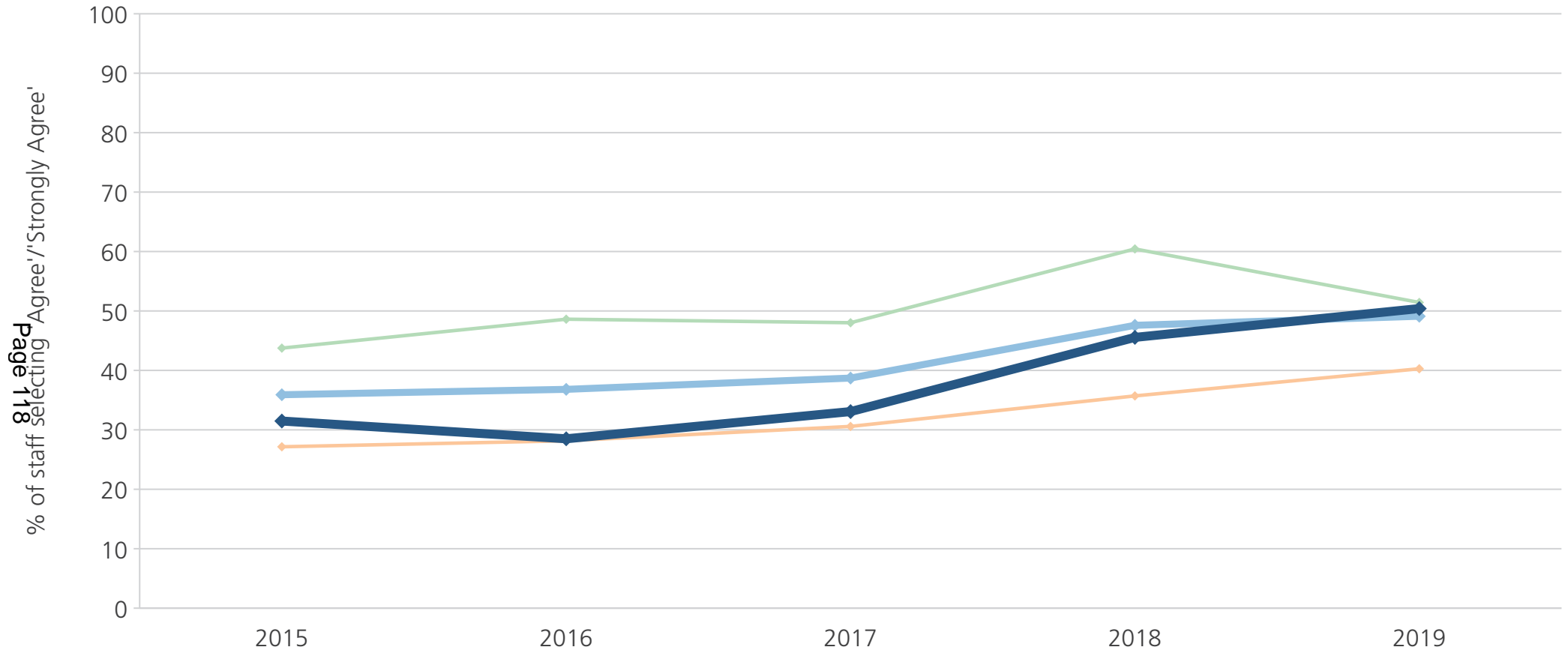


	2015	2016	2017	2018	2019
Worst	35.2%	35.0%	35.3%	35.1%	48.4%
Your org	33.6%	35.0%	35.3%	31.7%	31.7%
Average	28.5%	27.7%	27.9%	28.0%	29.9%
Best	23.8%	14.1%	21.0%	22.6%	23.1%
Responses	1,299	1,247	1,374	1,725	2,074

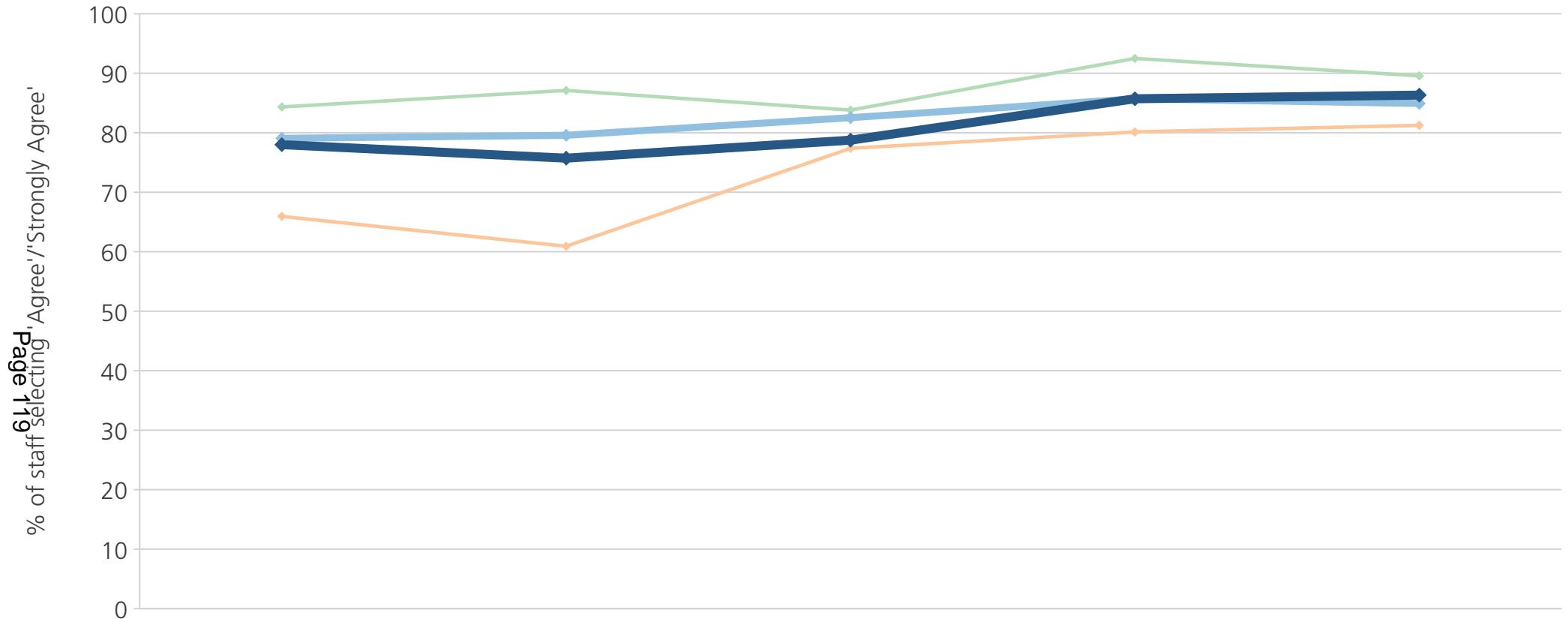
This question was only answered by staff who reported observing at least one error, near miss or incident in the last month.



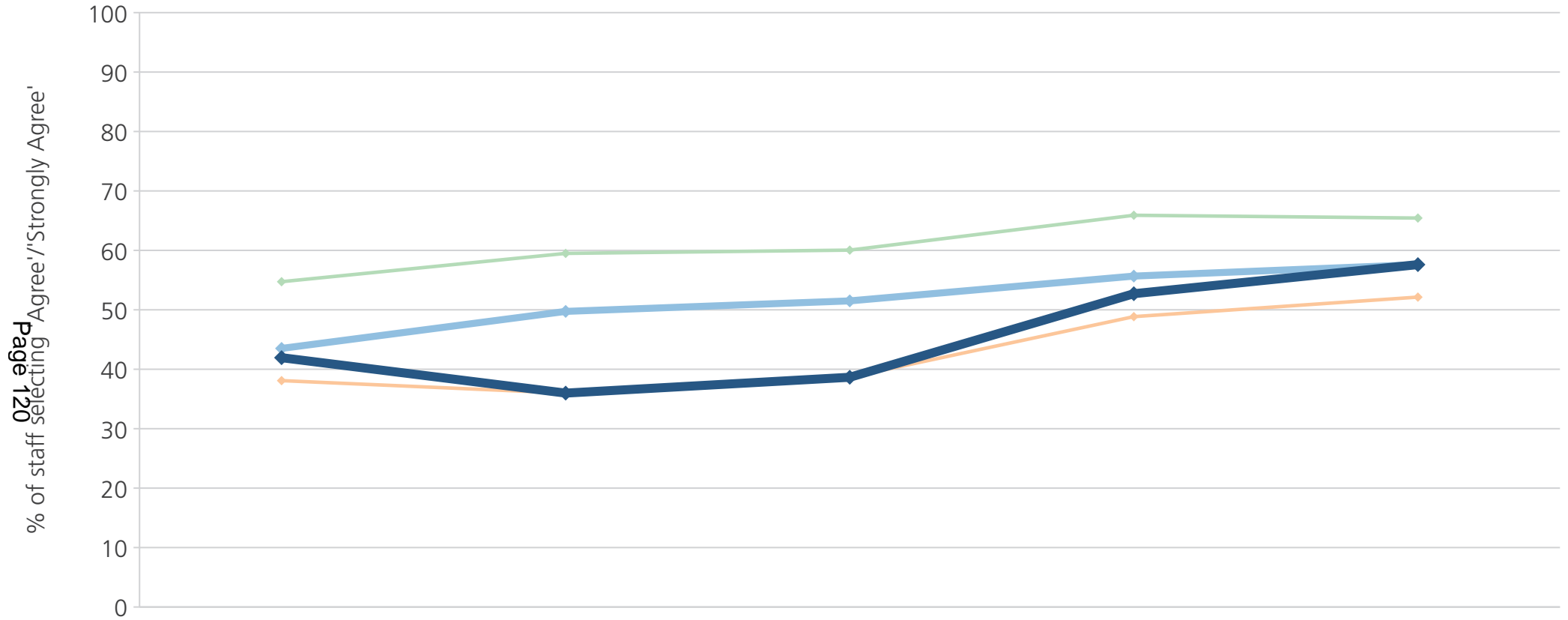
	2015	2016	2017	2018	2019
Best	91.0%	89.4%	93.2%	93.0%	98.5%
Your org	86.0%	86.9%	90.2%	89.9%	90.1%
Average	85.0%	87.3%	87.8%	88.3%	87.4%
Worst	81.1%	83.4%	83.7%	83.7%	84.3%
Responses	537	515	550	565	728



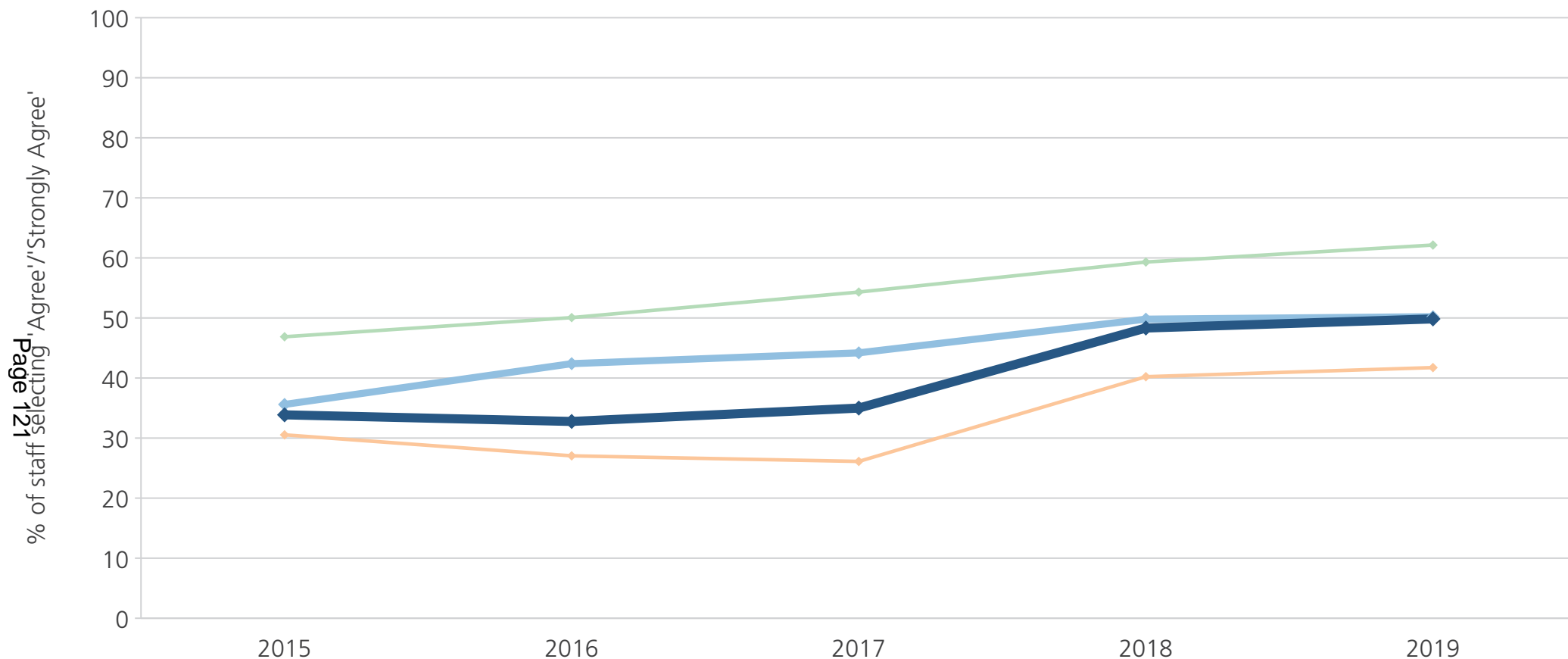
	2015	2016	2017	2018	2019
Best	43.7%	48.6%	48.0%	60.4%	51.4%
Your org	31.5%	28.5%	33.1%	45.6%	50.4%
Average	35.9%	36.8%	38.7%	47.6%	49.1%
Worst	27.2%	28.2%	30.6%	35.7%	40.3%
Responses	1,181	1,117	1,163	1,440	1,667



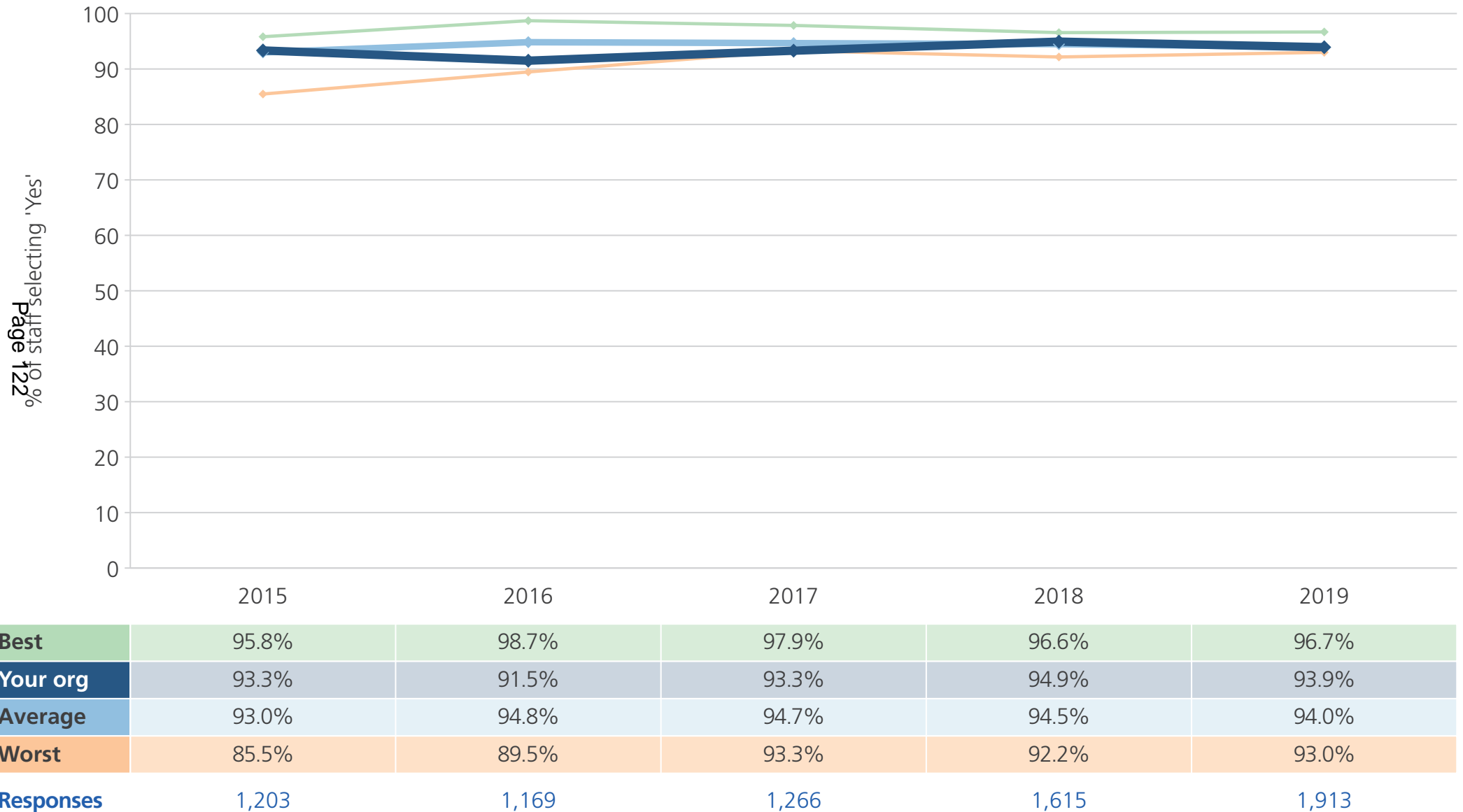
	2015	2016	2017	2018	2019
Best	84.3%	87.1%	83.8%	92.5%	89.6%
Your org	78.0%	75.7%	78.8%	85.7%	86.3%
Average	79.1%	79.6%	82.5%	85.7%	84.9%
Worst	65.9%	60.9%	77.4%	80.1%	81.2%
Responses	1,297	1,234	1,335	1,687	2,020

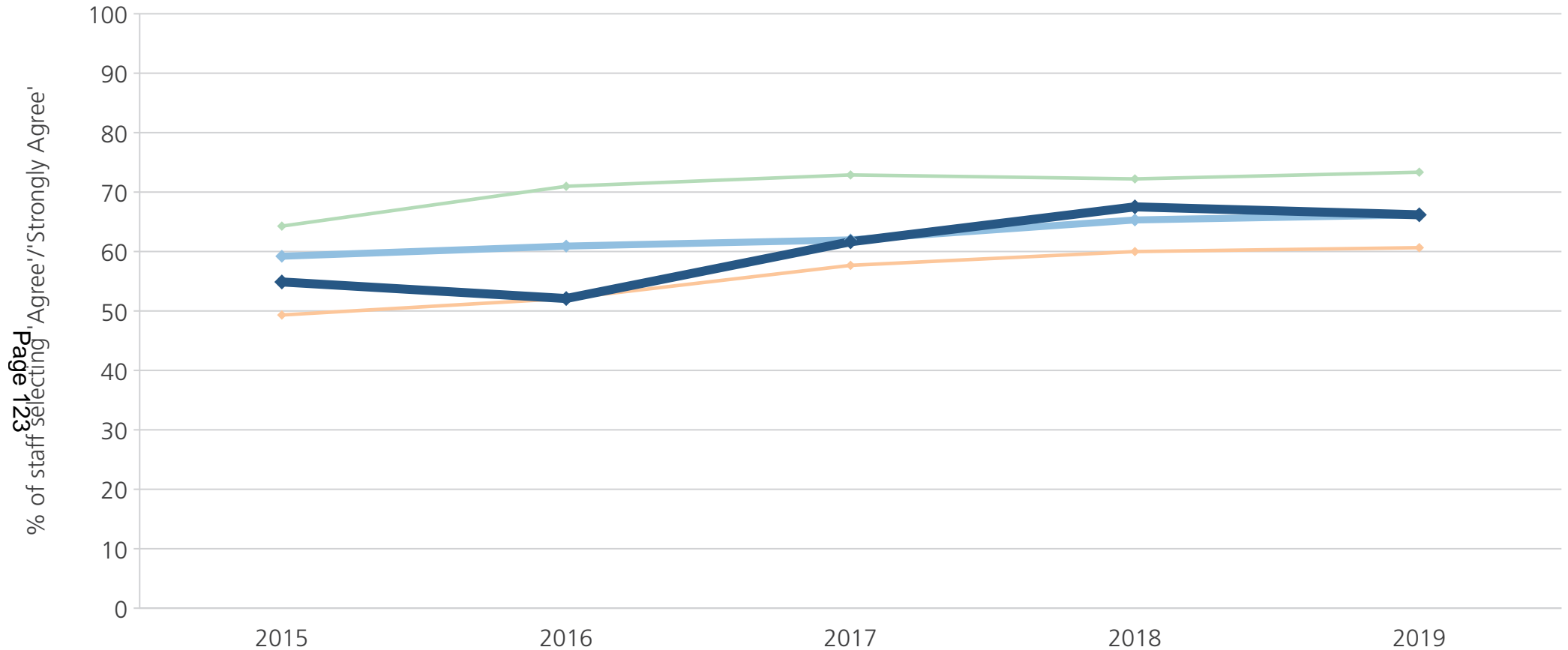


	2015	2016	2017	2018	2019
Best	54.7%	59.5%	60.0%	65.9%	65.4%
Your org	41.9%	36.0%	38.7%	52.7%	57.6%
Average	43.5%	49.7%	51.5%	55.7%	57.6%
Worst	38.1%	36.0%	38.7%	48.9%	52.1%
Responses	1,208	1,150	1,234	1,543	1,808

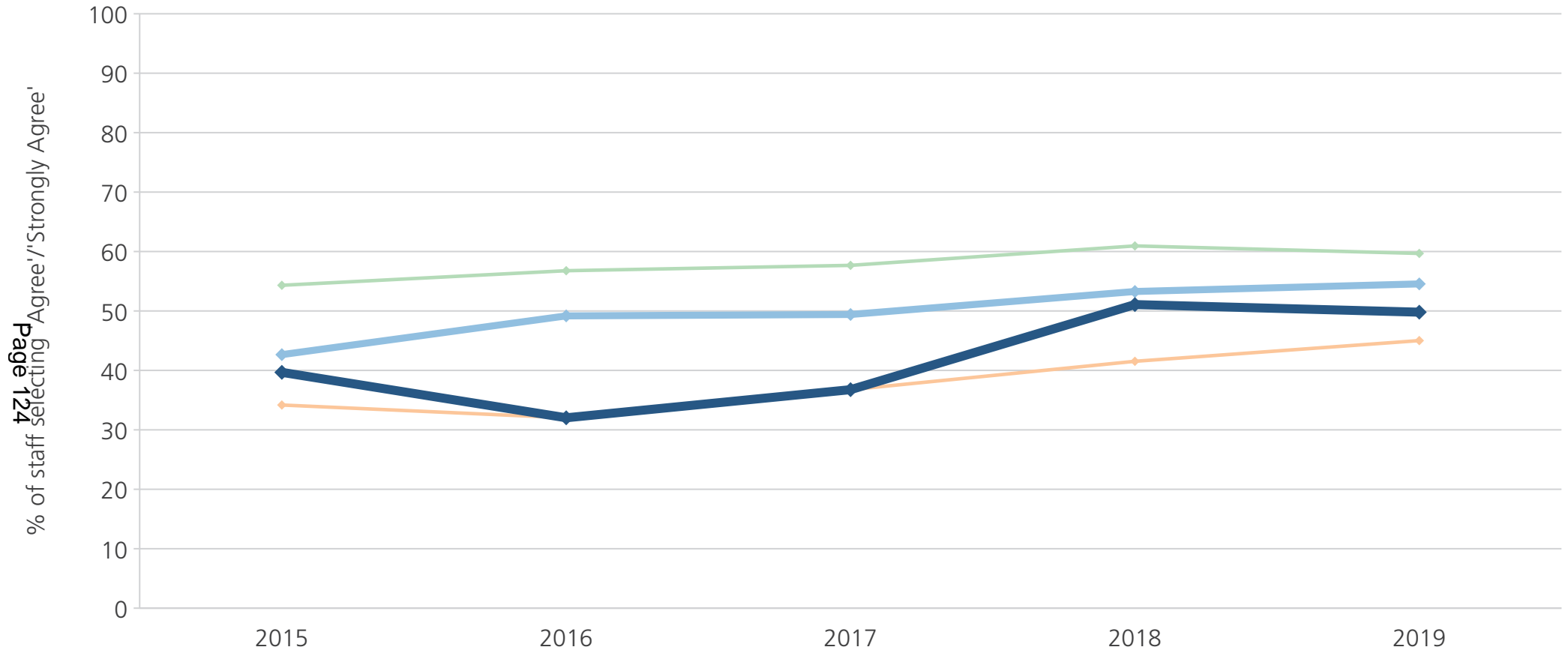


	2015	2016	2017	2018	2019
Best	46.9%	50.1%	54.3%	59.3%	62.1%
Your org	33.9%	32.8%	35.0%	48.3%	49.8%
Average	35.6%	42.4%	44.2%	49.8%	50.2%
Worst	30.5%	27.0%	26.1%	40.2%	41.7%
Responses	1,228	1,155	1,260	1,571	1,864



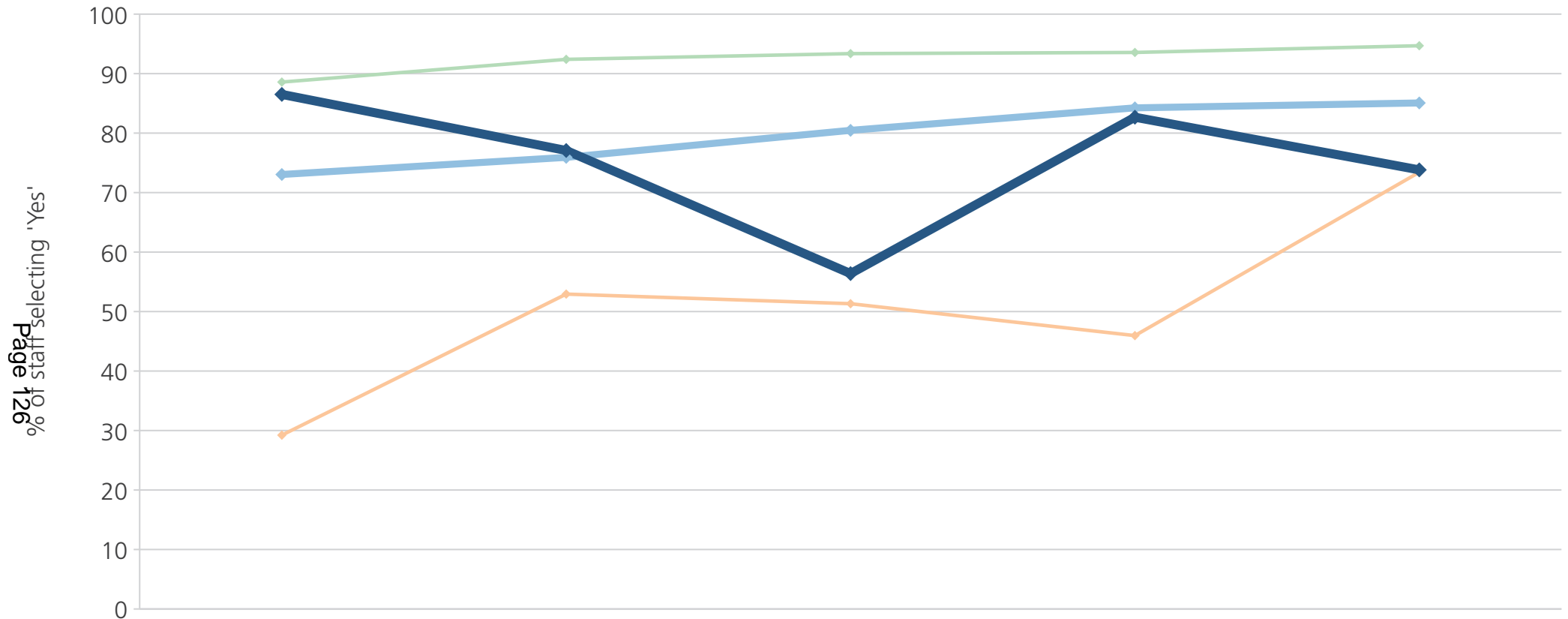


	2015	2016	2017	2018	2019
Best	64.3%	71.0%	72.9%	72.2%	73.3%
Your org	54.9%	52.1%	61.6%	67.5%	66.2%
Average	59.2%	60.9%	62.0%	65.3%	66.2%
Worst	49.3%	52.1%	57.7%	60.0%	60.6%
Responses	1,305	1,253	1,378	1,738	2,084



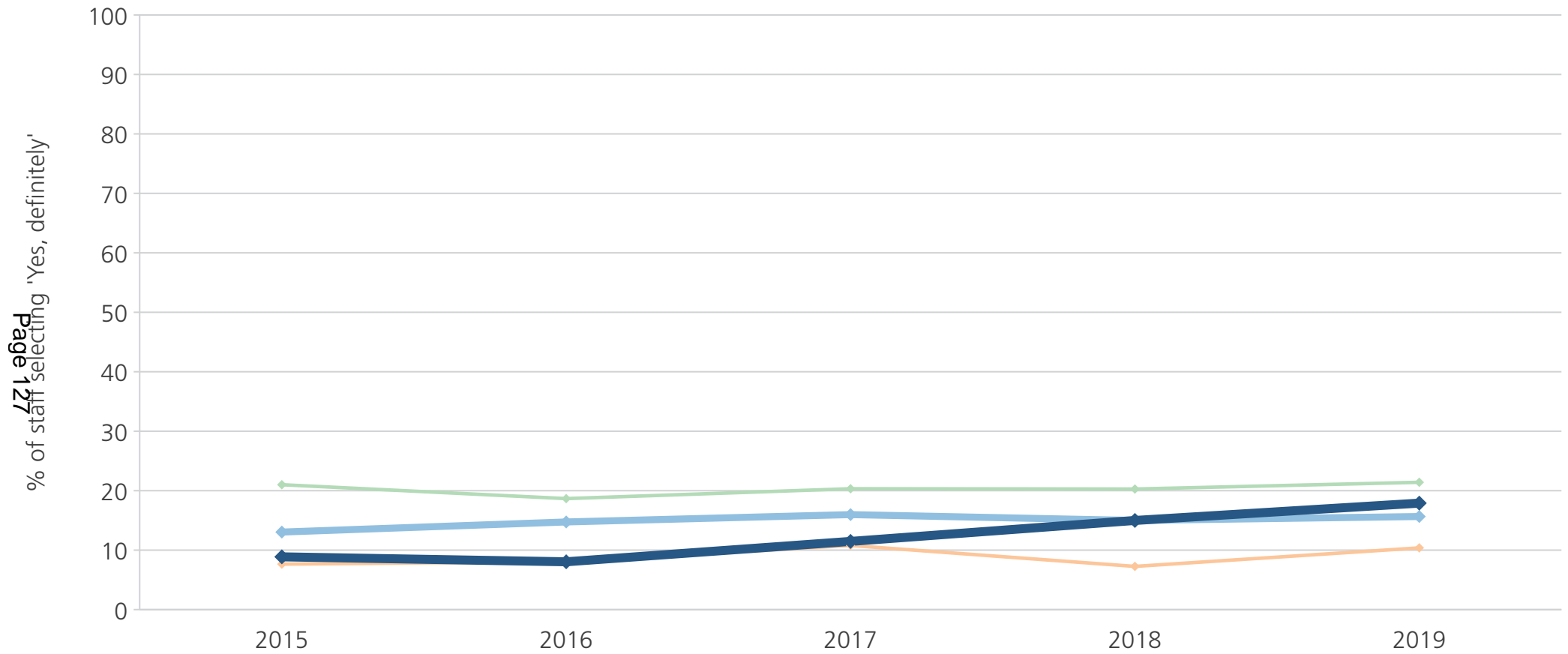
	2015	2016	2017	2018	2019
Best	54.3%	56.8%	57.7%	60.9%	59.7%
Your org	39.7%	32.0%	36.8%	51.1%	49.8%
Average	42.7%	49.2%	49.4%	53.3%	54.6%
Worst	34.2%	32.0%	36.8%	41.5%	45.0%
Responses	1,306	1,252	1,374	1,733	2,083

Question results – Your personal development



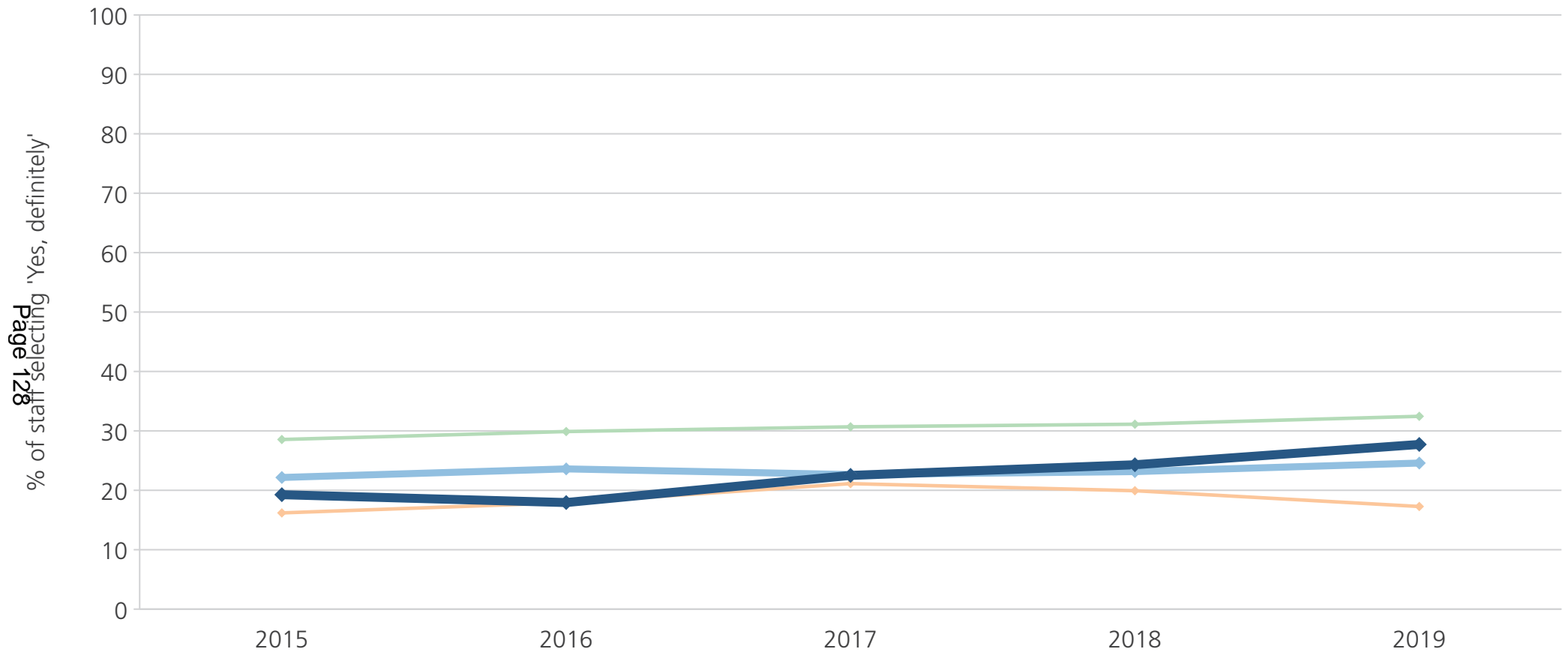
	2015	2016	2017	2018	2019
Best	88.6%	92.4%	93.4%	93.6%	94.7%
Your org	86.5%	77.1%	56.4%	82.7%	73.8%
Average	73.0%	75.9%	80.5%	84.2%	85.1%
Worst	29.2%	52.9%	51.3%	46.0%	73.4%
Responses	1,290	1,246	1,299	1,665	1,958

This question was only answered by staff who selected 'Yes' on q19a.



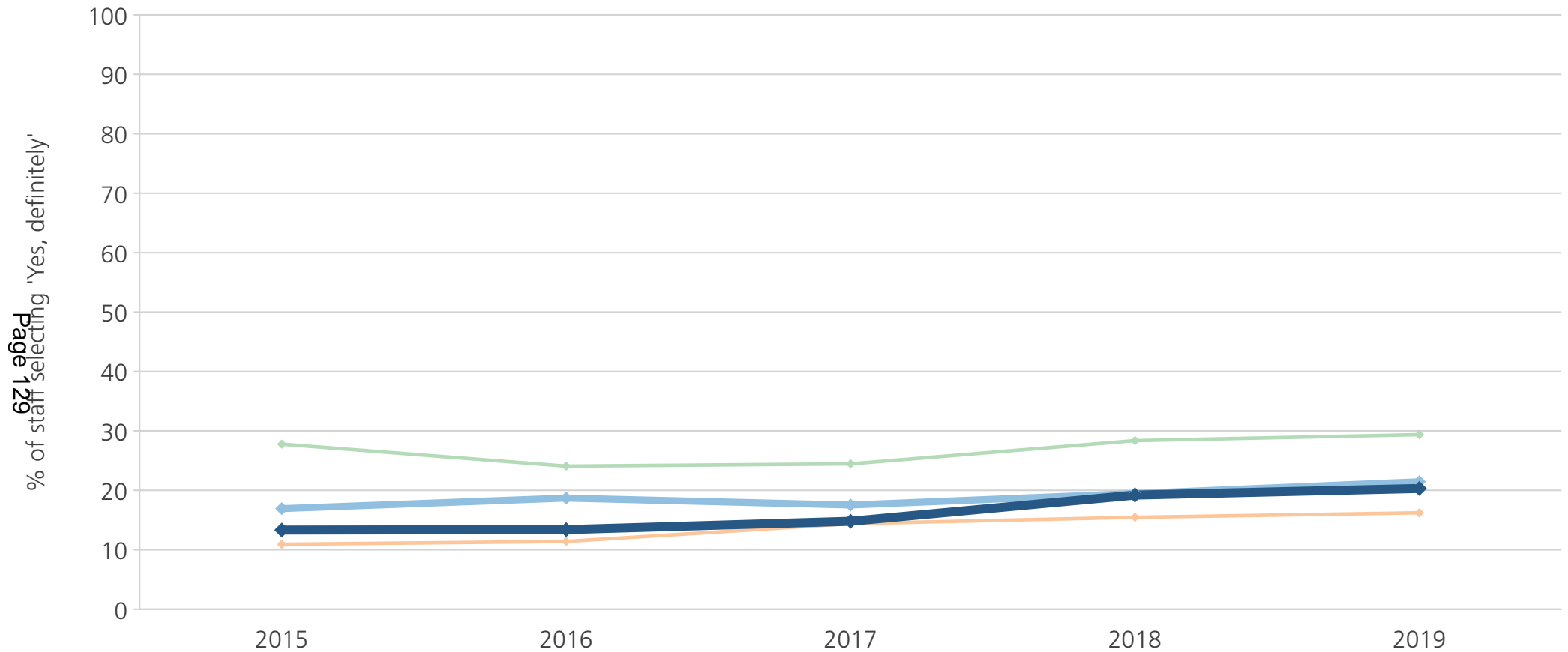
Best	21.0%	18.7%	20.3%	20.3%	21.4%
Your org	8.9%	8.0%	11.5%	15.0%	17.9%
Average	13.0%	14.7%	16.0%	15.0%	15.7%
Worst	7.6%	8.0%	10.8%	7.3%	10.4%
Responses	1,113	950	723	1,371	1,449

This question was only answered by staff who selected 'Yes' on q19a.



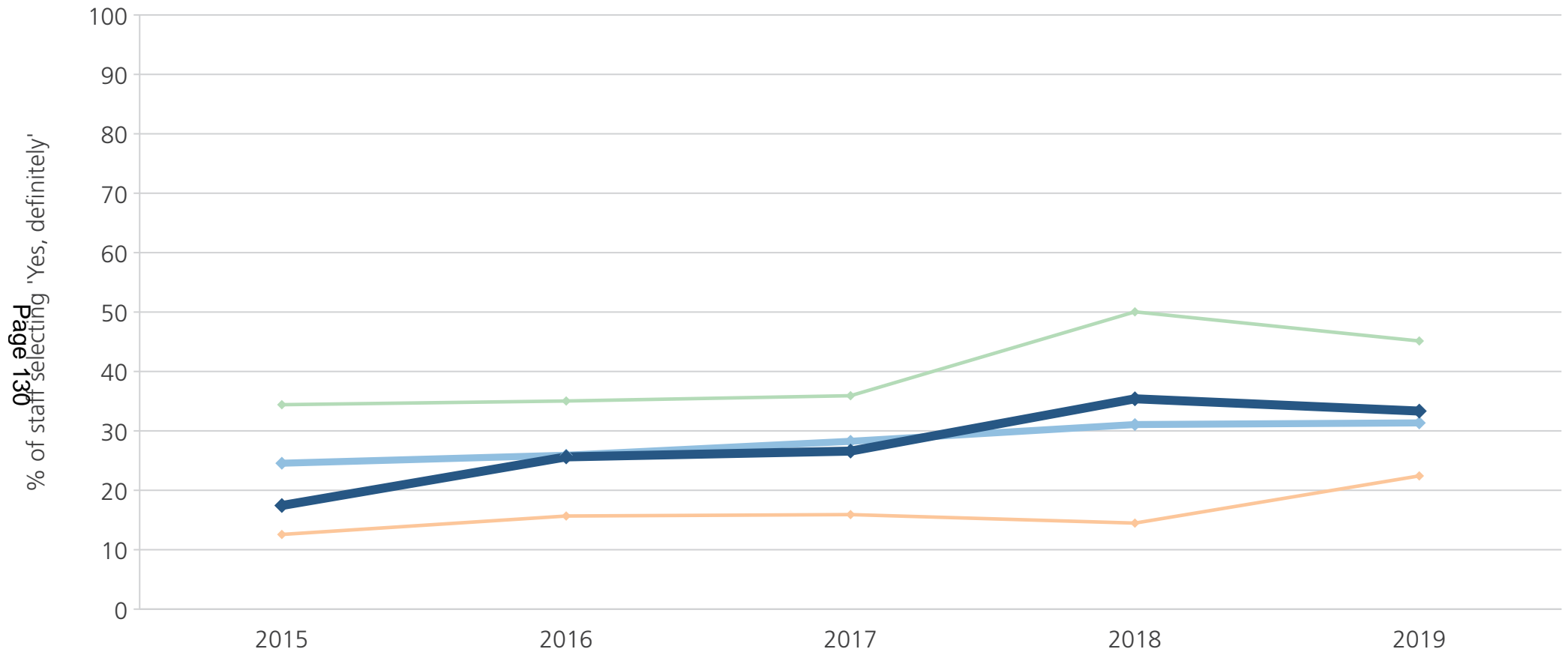
Best	28.5%	29.9%	30.7%	31.1%	32.5%
Your org	19.3%	17.9%	22.5%	24.3%	27.7%
Average	22.2%	23.6%	22.7%	23.1%	24.6%
Worst	16.2%	17.9%	21.1%	19.9%	17.3%
Responses	1,112	947	721	1,369	1,444

This question was only answered by staff who selected 'Yes' on q19a.



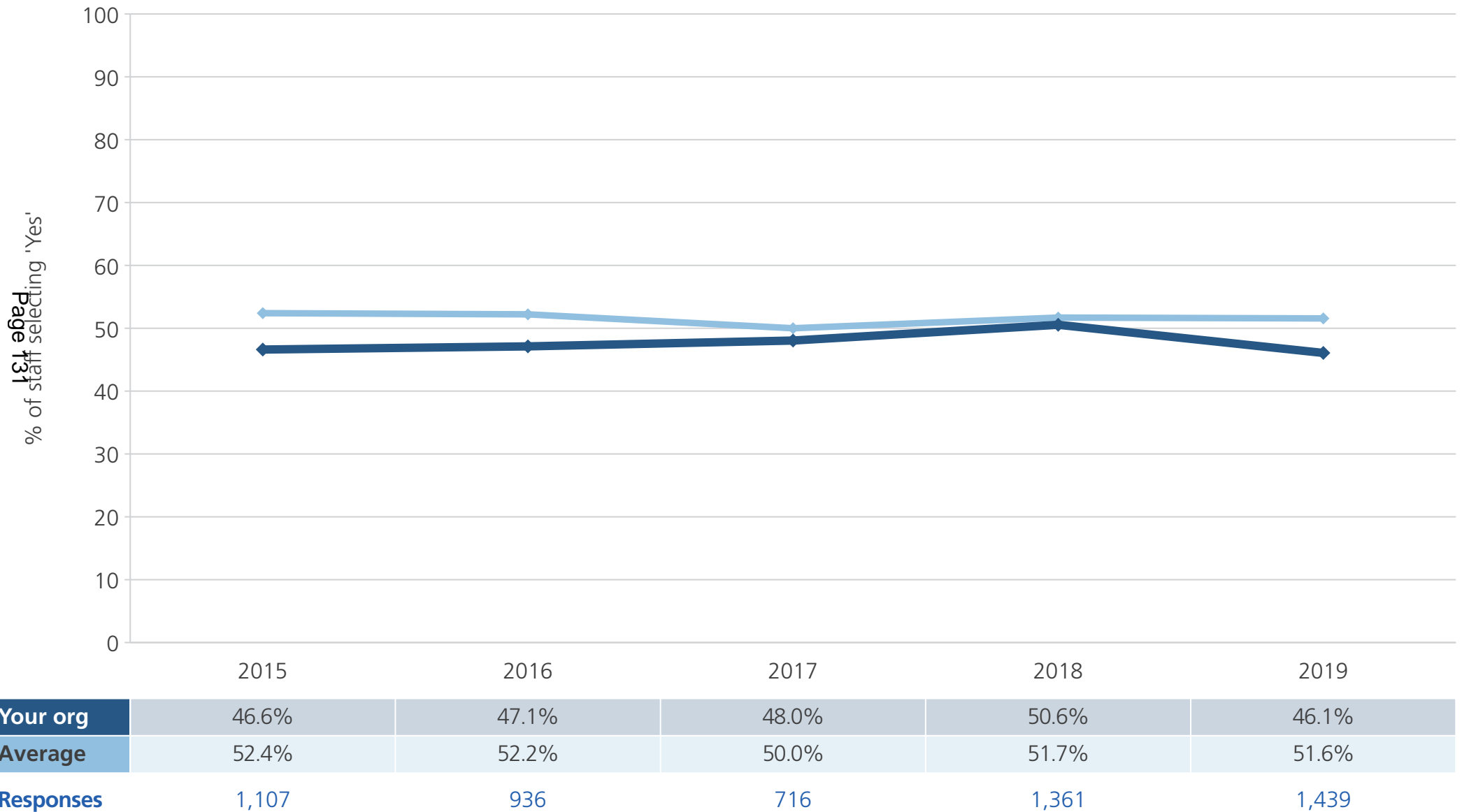
	2015	2016	2017	2018	2019
Best	27.8%	24.1%	24.4%	28.4%	29.4%
Your org	13.3%	13.4%	14.8%	19.2%	20.3%
Average	16.9%	18.7%	17.5%	19.5%	21.4%
Worst	10.9%	11.4%	14.4%	15.5%	16.2%
Responses	1,108	948	722	1,369	1,442

This question was only answered by staff who selected 'Yes' on q19a.

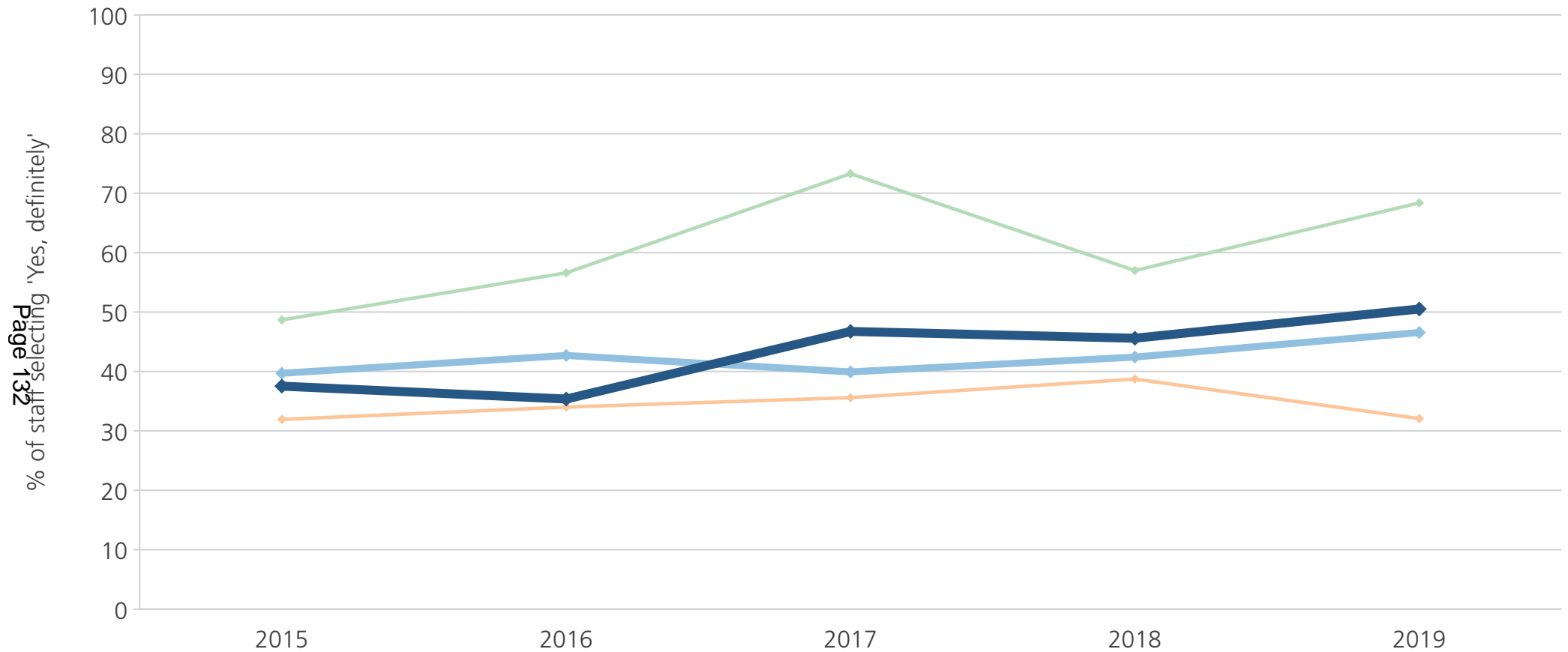


Best	34.4%	35.0%	35.9%	50.0%	45.1%
Your org	17.4%	25.6%	26.6%	35.4%	33.3%
Average	24.6%	25.9%	28.2%	31.1%	31.3%
Worst	12.6%	15.7%	15.9%	14.5%	22.4%
Responses	1,104	939	721	1,362	1,434

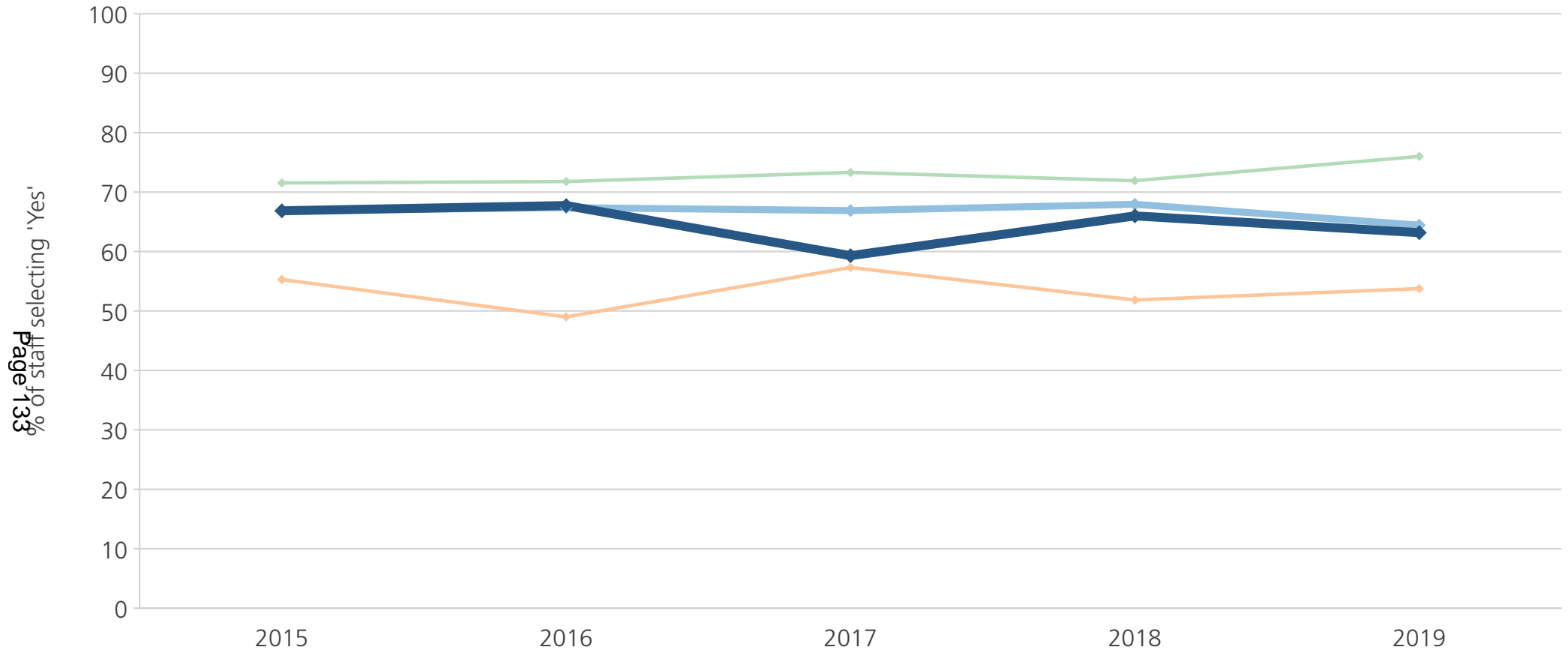
This question was only answered by staff who selected 'Yes' on q19a.



This question was only answered by staff who selected 'Yes' on q19f.

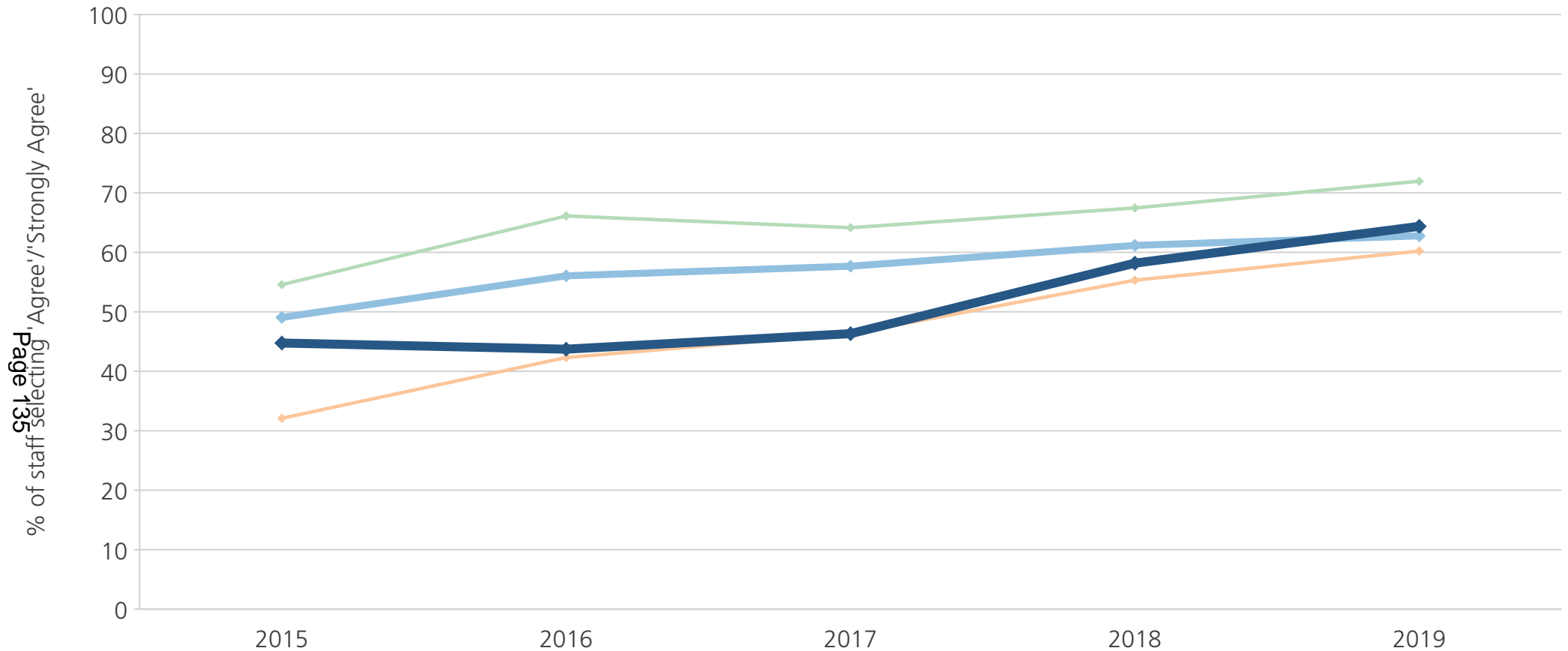


Best	48.7%	56.6%	73.3%	57.0%	68.4%
Your org	37.5%	35.4%	46.7%	45.6%	50.5%
Average	39.7%	42.7%	39.9%	42.4%	46.6%
Worst	31.9%	34.0%	35.6%	38.7%	32.1%
Responses	510	430	341	683	656

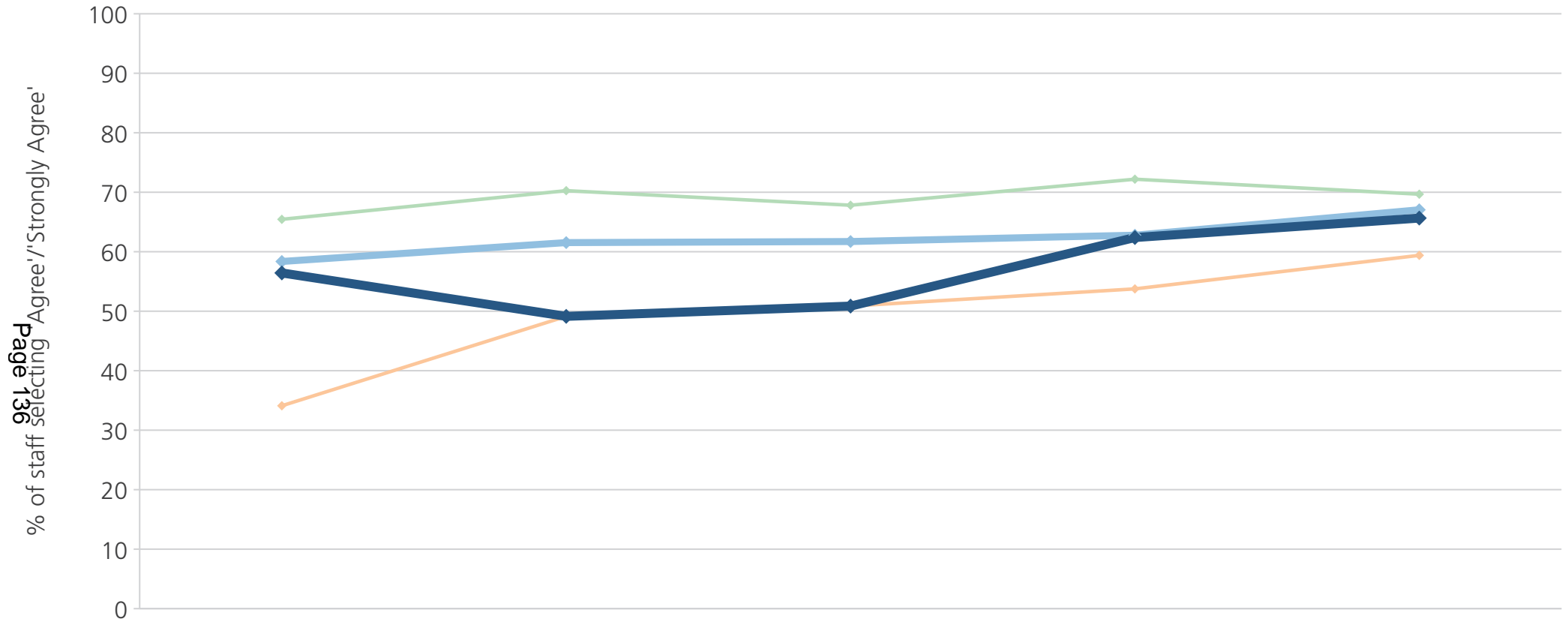


	2015	2016	2017	2018	2019
Best	71.5%	71.8%	73.3%	71.9%	76.0%
Your org	66.9%	67.7%	59.3%	66.0%	63.2%
Average	66.9%	67.4%	66.9%	67.9%	64.4%
Worst	55.3%	49.0%	57.3%	51.8%	53.8%
Responses	1,297	1,249	1,336	1,700	2,032

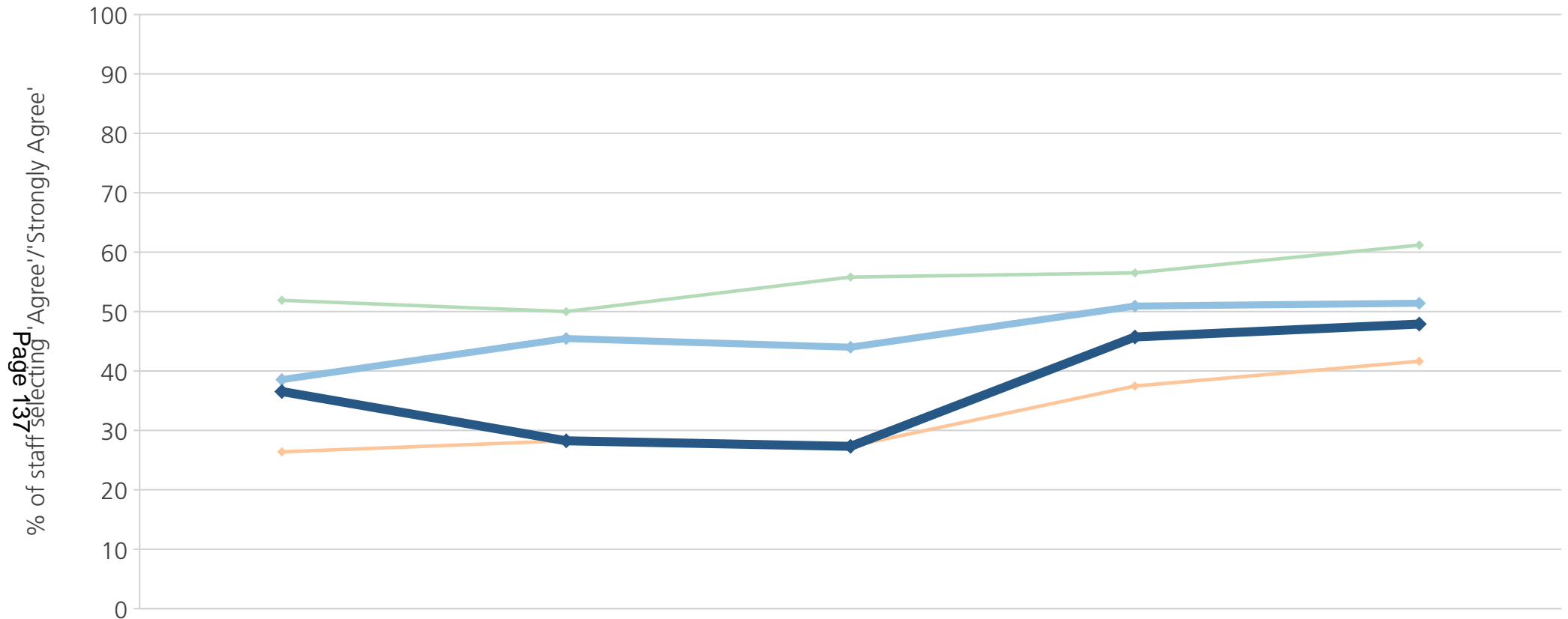
Question results – Your organisation



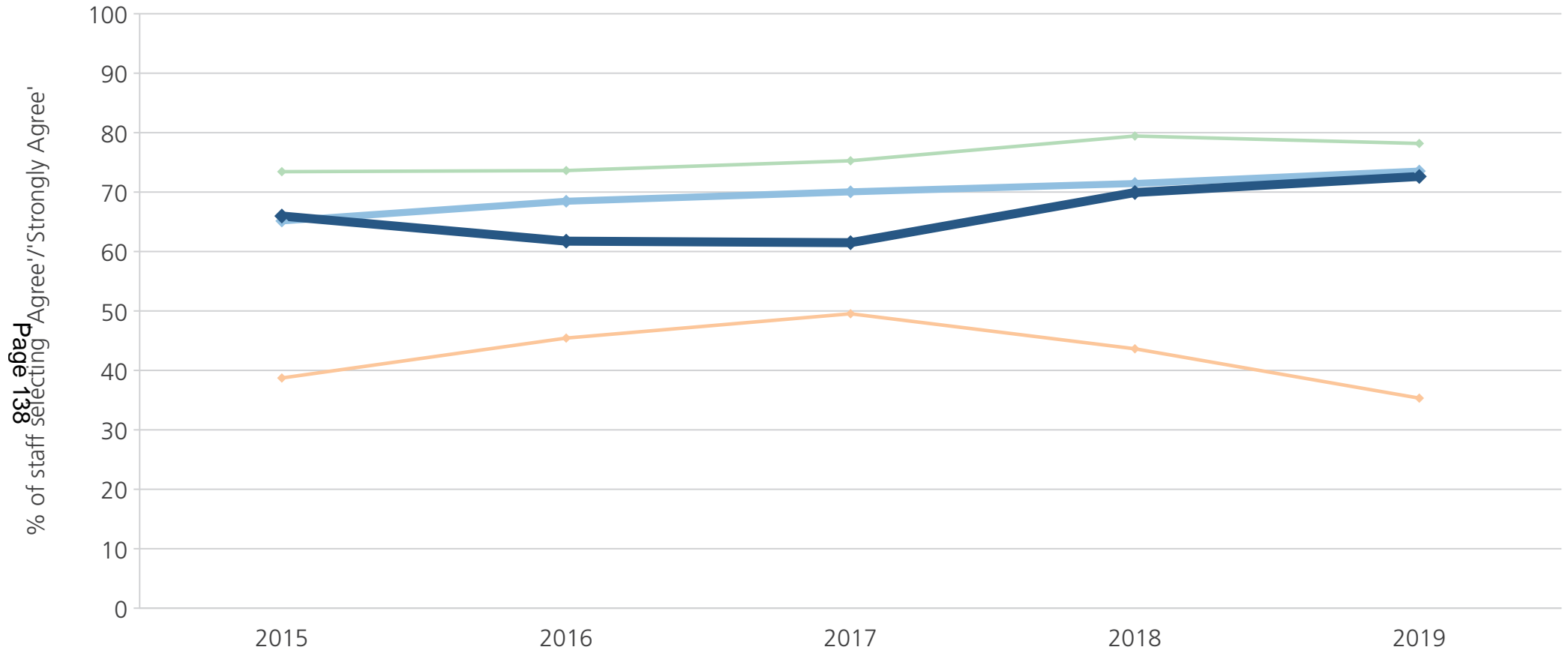
	2015	2016	2017	2018	2019
Best	54.6%	66.1%	64.1%	67.5%	72.0%
Your org	44.8%	43.7%	46.3%	58.2%	64.4%
Average	49.1%	56.1%	57.7%	61.2%	62.8%
Worst	32.1%	42.3%	46.3%	55.3%	60.2%
Responses	1,320	1,269	1,356	1,737	2,083



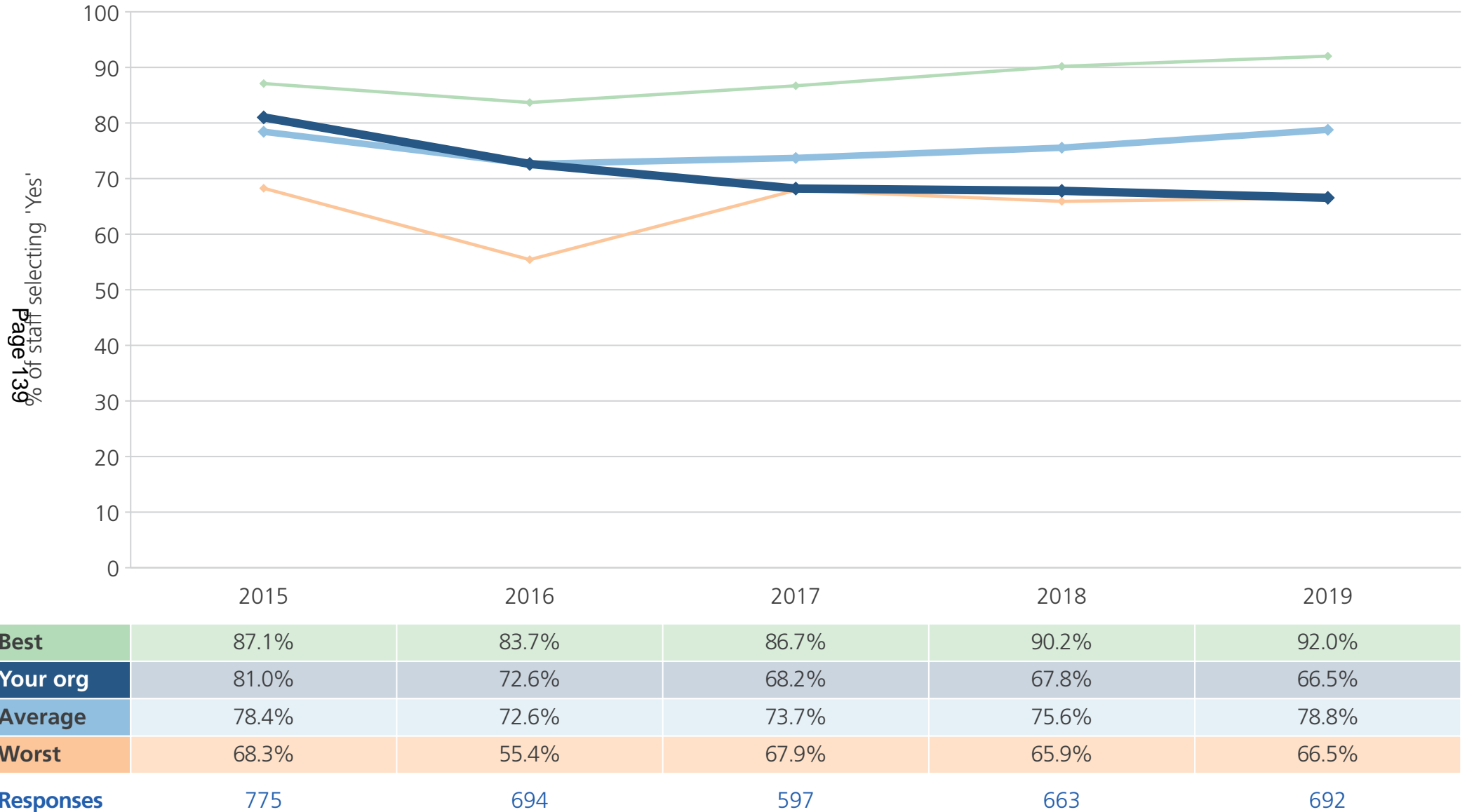
	2015	2016	2017	2018	2019
Best	65.4%	70.3%	67.8%	72.2%	69.7%
Your org	56.4%	49.1%	50.9%	62.4%	65.7%
Average	58.4%	61.5%	61.7%	62.8%	67.0%
Worst	34.1%	49.1%	50.9%	53.8%	59.4%
Responses	1,320	1,270	1,352	1,730	2,079



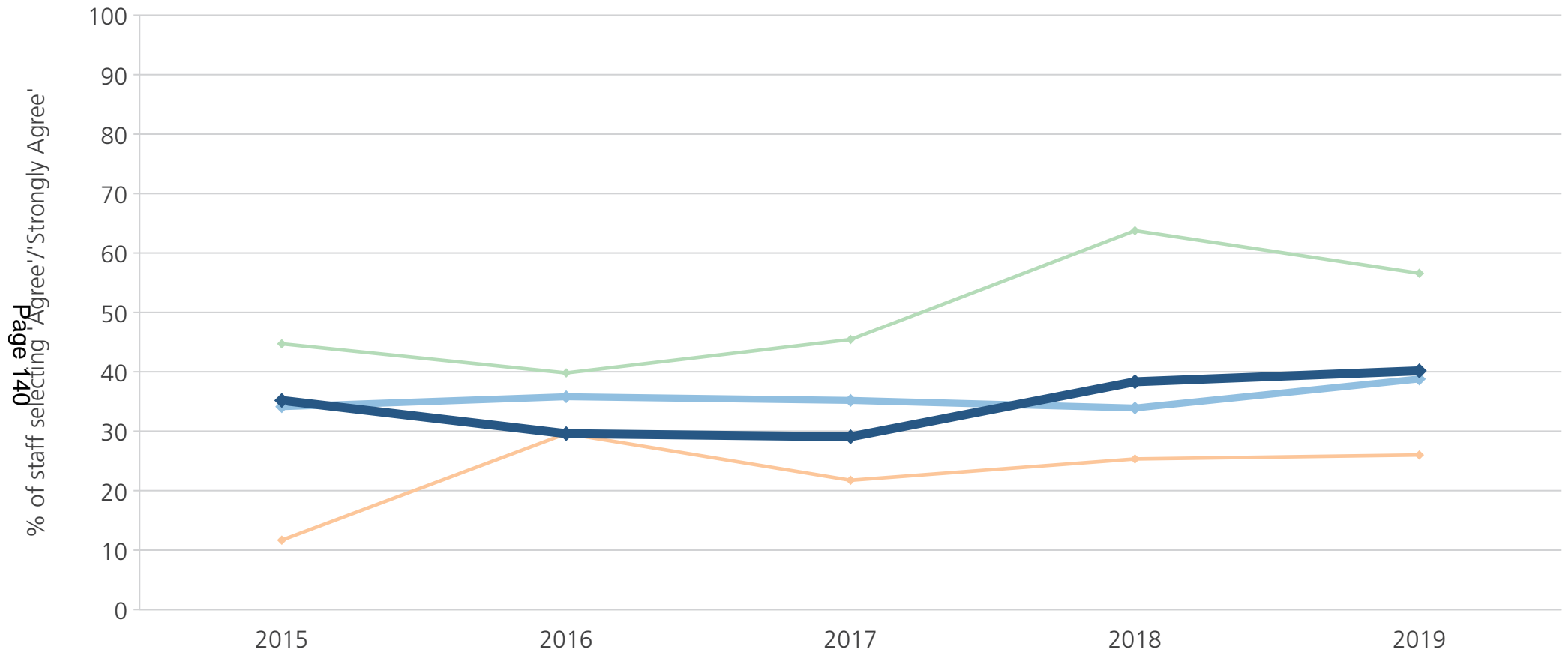
	2015	2016	2017	2018	2019
Best	51.9%	50.0%	55.8%	56.5%	61.2%
Your org	36.5%	28.2%	27.3%	45.7%	47.9%
Average	38.6%	45.5%	44.0%	50.9%	51.4%
Worst	26.4%	28.2%	27.3%	37.5%	41.6%
Responses	1,320	1,271	1,354	1,735	2,079



	2015	2016	2017	2018	2019
Best	73.4%	73.6%	75.3%	79.4%	78.2%
Your org	66.0%	61.7%	61.5%	69.9%	72.6%
Average	65.1%	68.5%	70.0%	71.4%	73.5%
Worst	38.7%	45.4%	49.5%	43.6%	35.3%
Responses	1,316	1,270	1,348	1,729	2,074

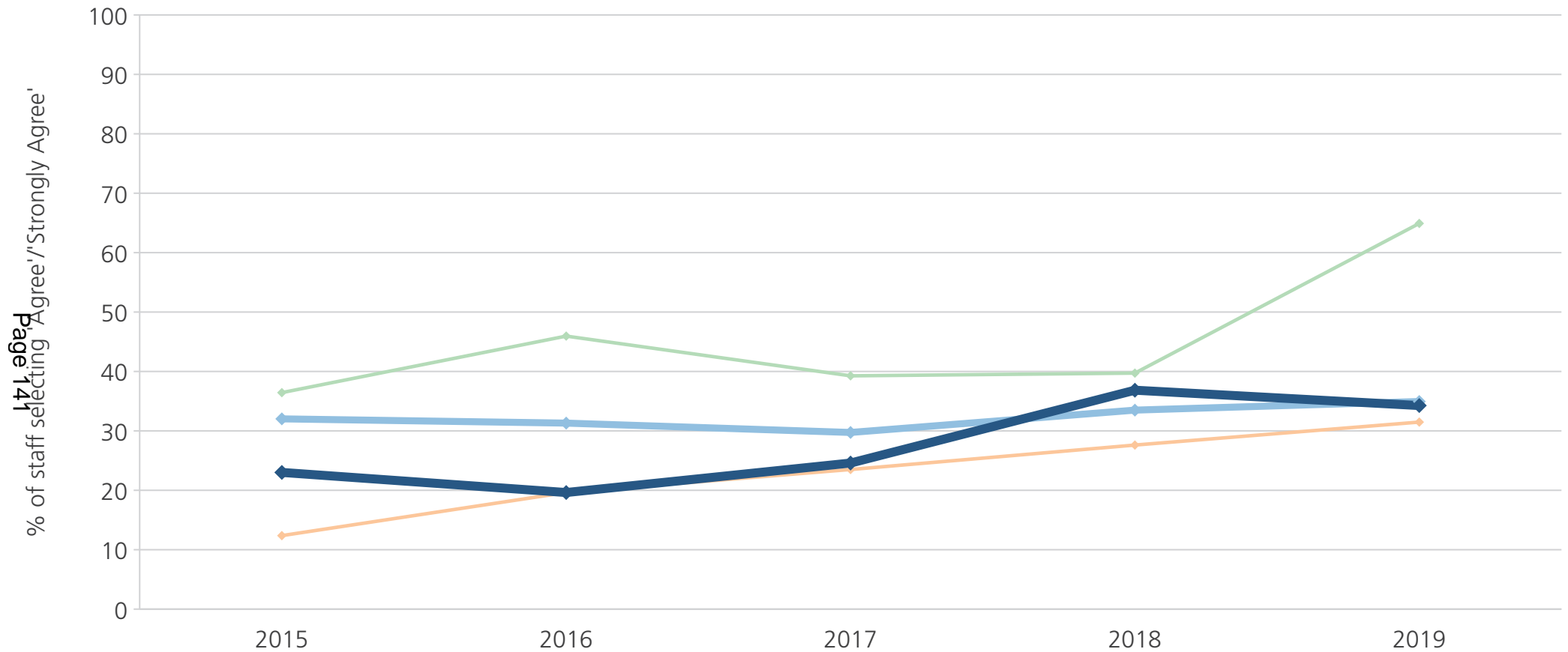


This question was only answered by staff who selected 'Yes' on q22a.

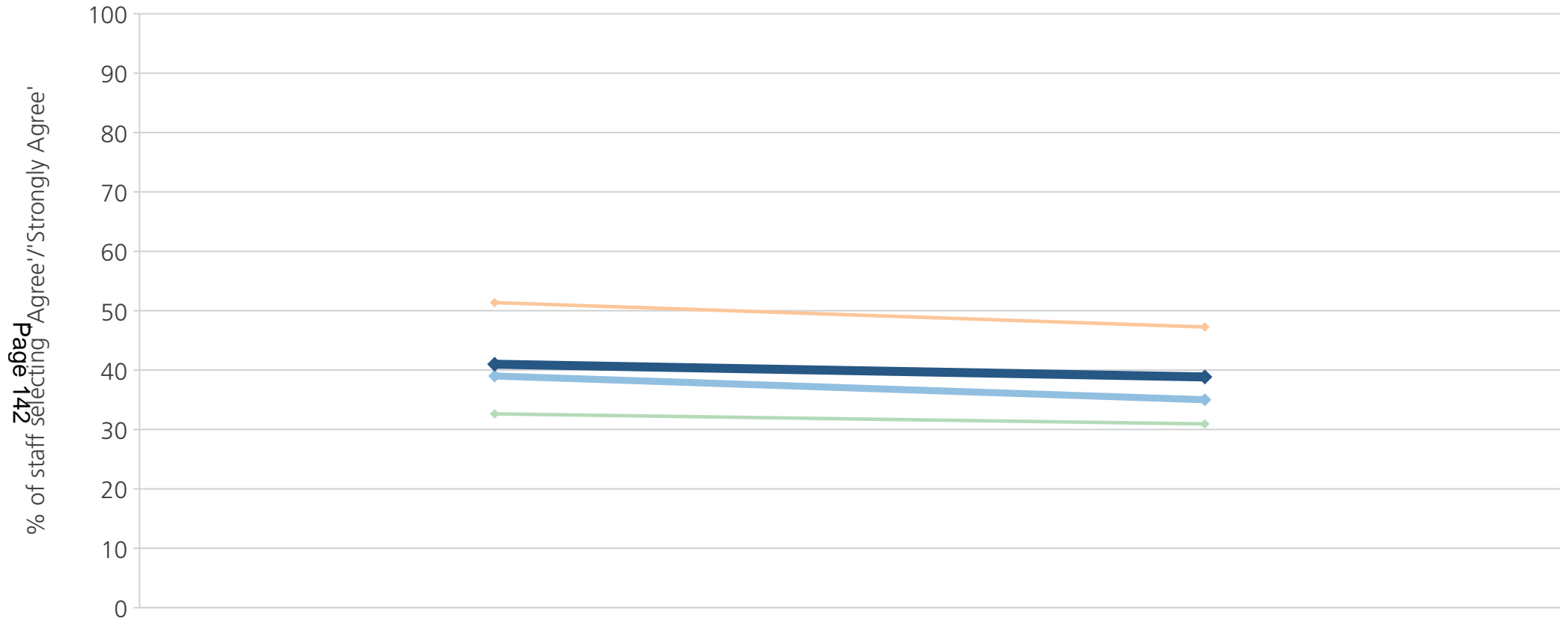


Best	44.7%	39.8%	45.4%	63.8%	56.6%
Your org	35.2%	29.6%	29.1%	38.3%	40.2%
Average	34.1%	35.8%	35.2%	33.9%	38.8%
Worst	11.7%	29.6%	21.7%	25.3%	26.0%
Responses	606	502	383	433	429

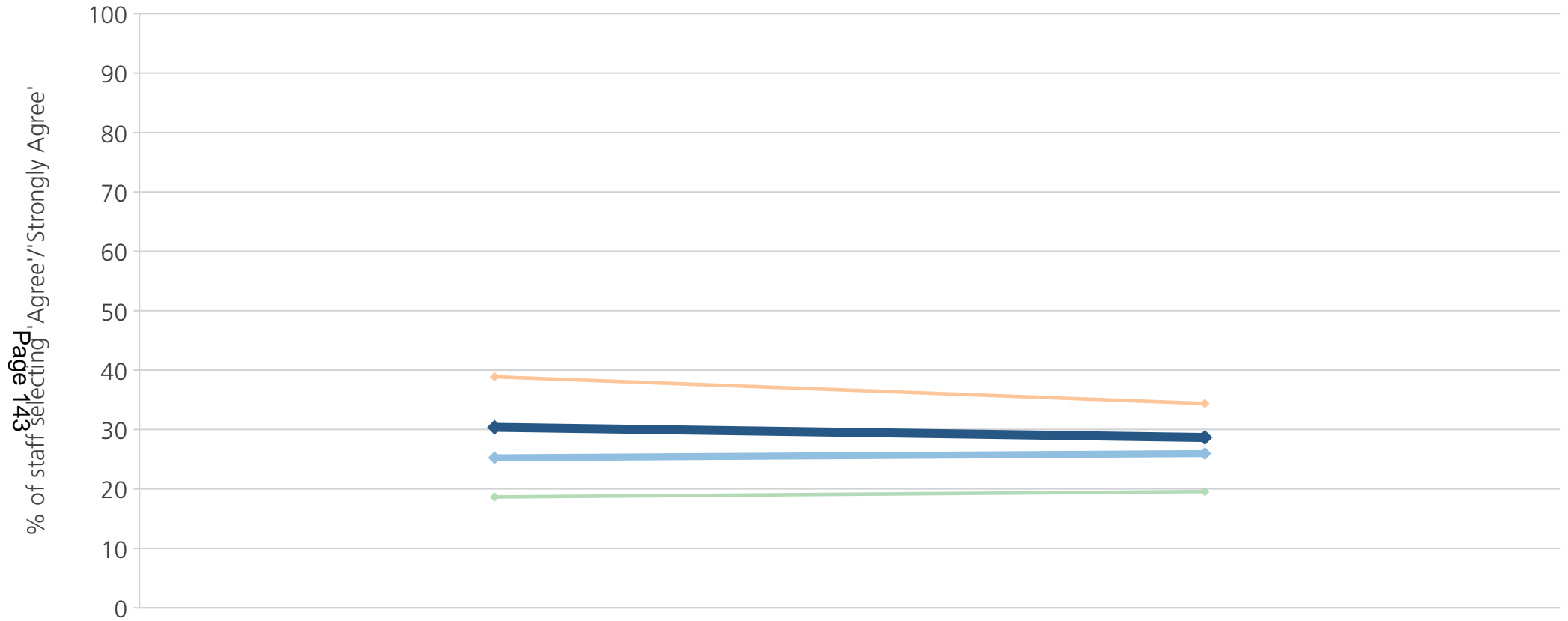
This question was only answered by staff who selected 'Yes' on q22a.



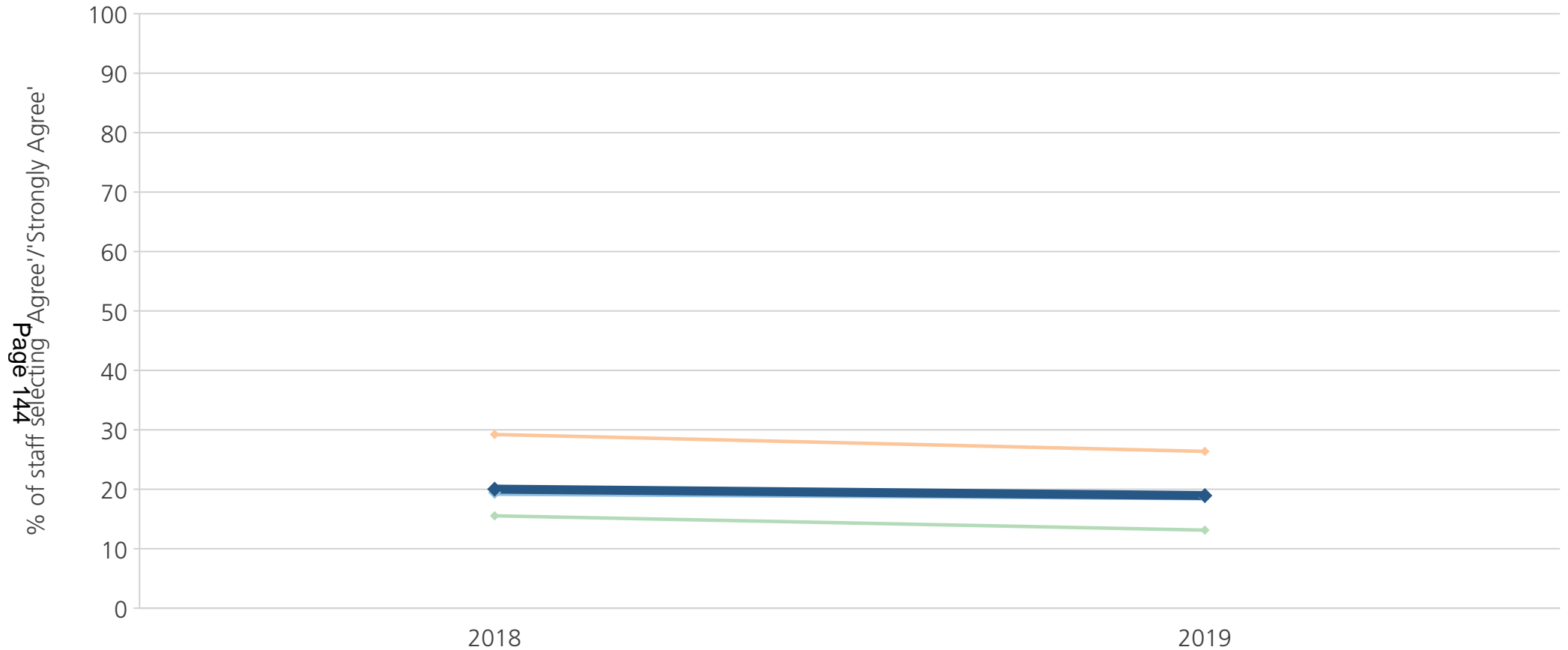
Best	36.4%	46.0%	39.3%	39.7%	64.9%
Your org	23.0%	19.6%	24.6%	36.8%	34.3%
Average	32.0%	31.3%	29.7%	33.5%	34.9%
Worst	12.4%	19.6%	23.5%	27.6%	31.5%
Responses	505	425	334	358	374



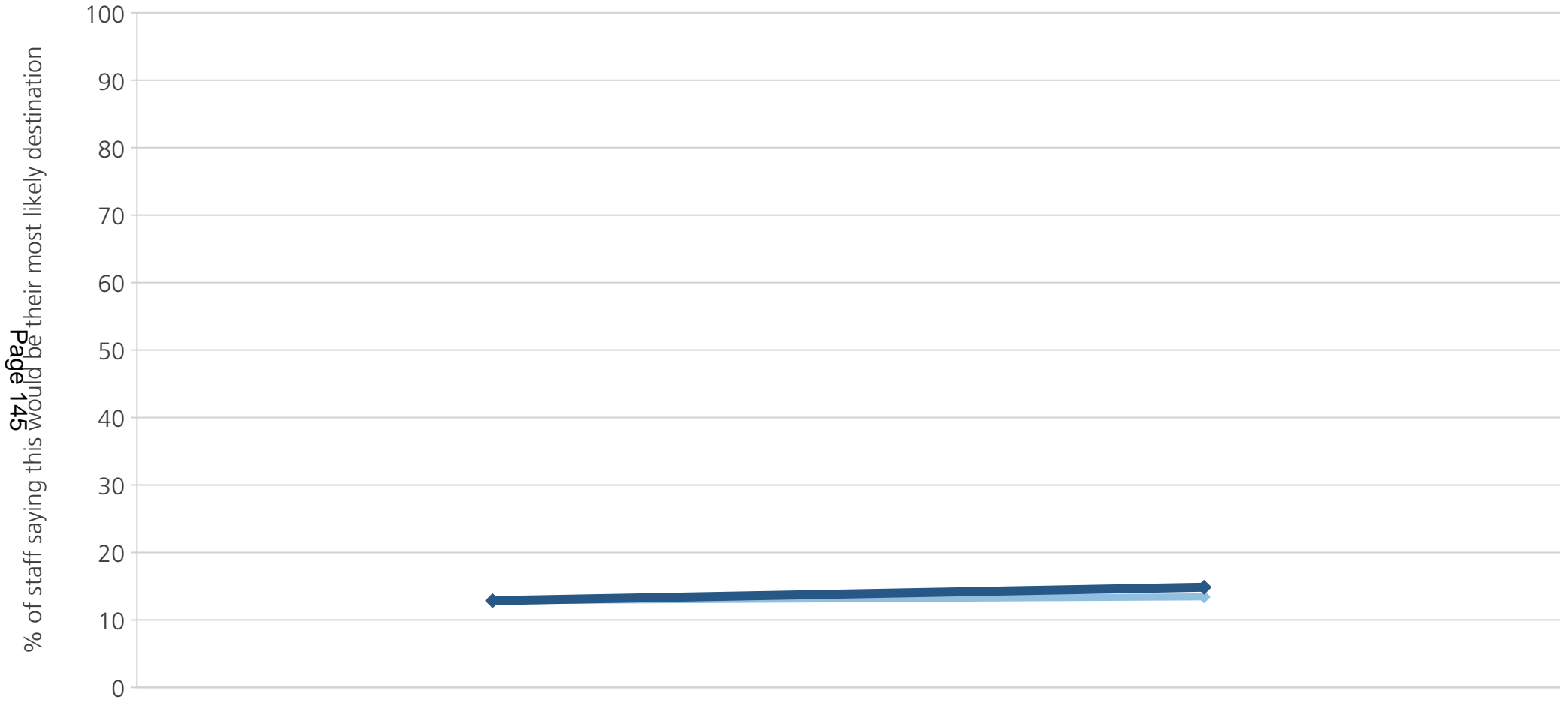
	2018	2019
Worst	51.4%	47.3%
Your org	41.0%	38.8%
Average	39.0%	35.0%
Best	32.6%	30.9%
Responses	1,739	2,085



	2018	2019
Worst	38.9%	34.4%
Your org	30.4%	28.6%
Average	25.2%	25.9%
Best	18.6%	19.5%
Responses	1,738	2,082

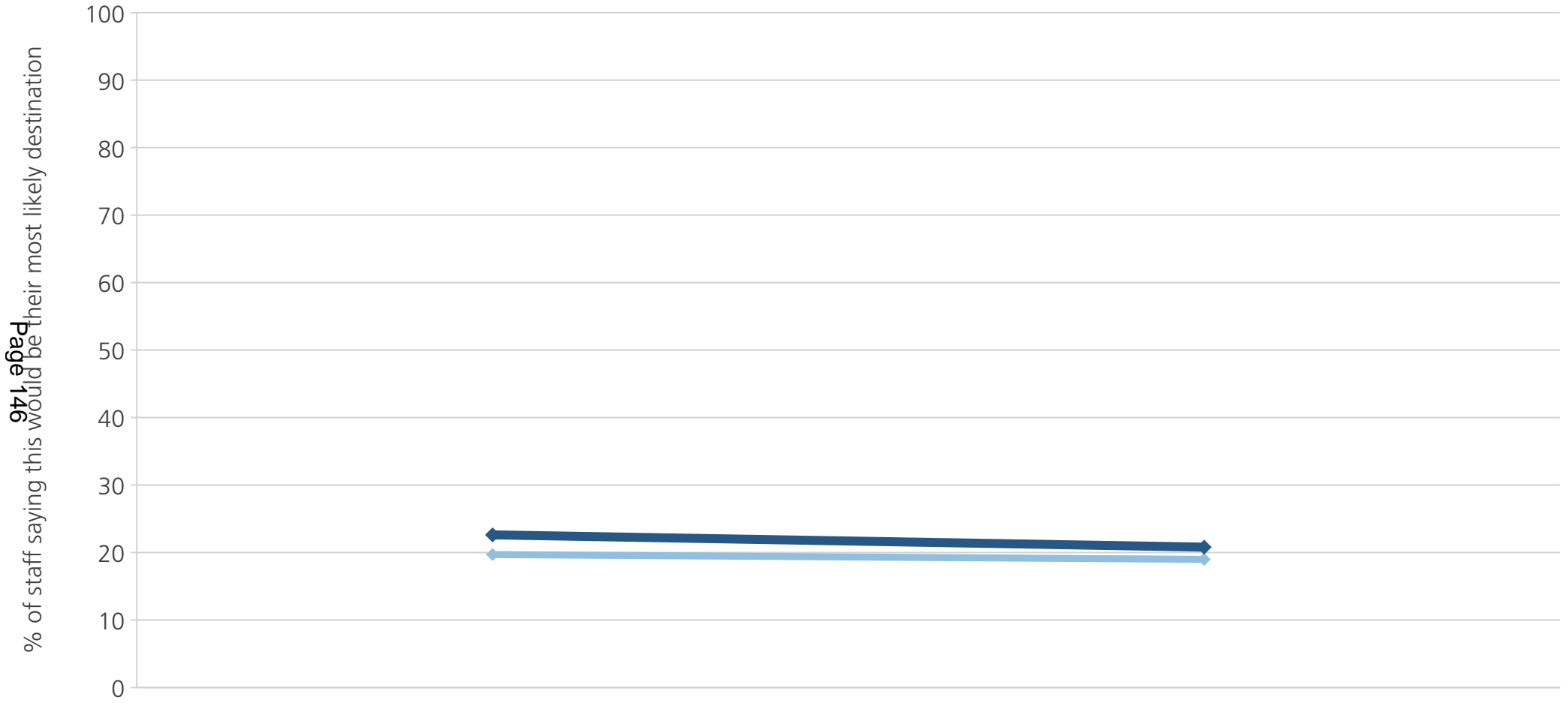


	2018	2019
Worst	29.2%	26.4%
Your org	20.0%	18.9%
Average	19.5%	18.7%
Best	15.5%	13.1%
Responses	1,732	2,062



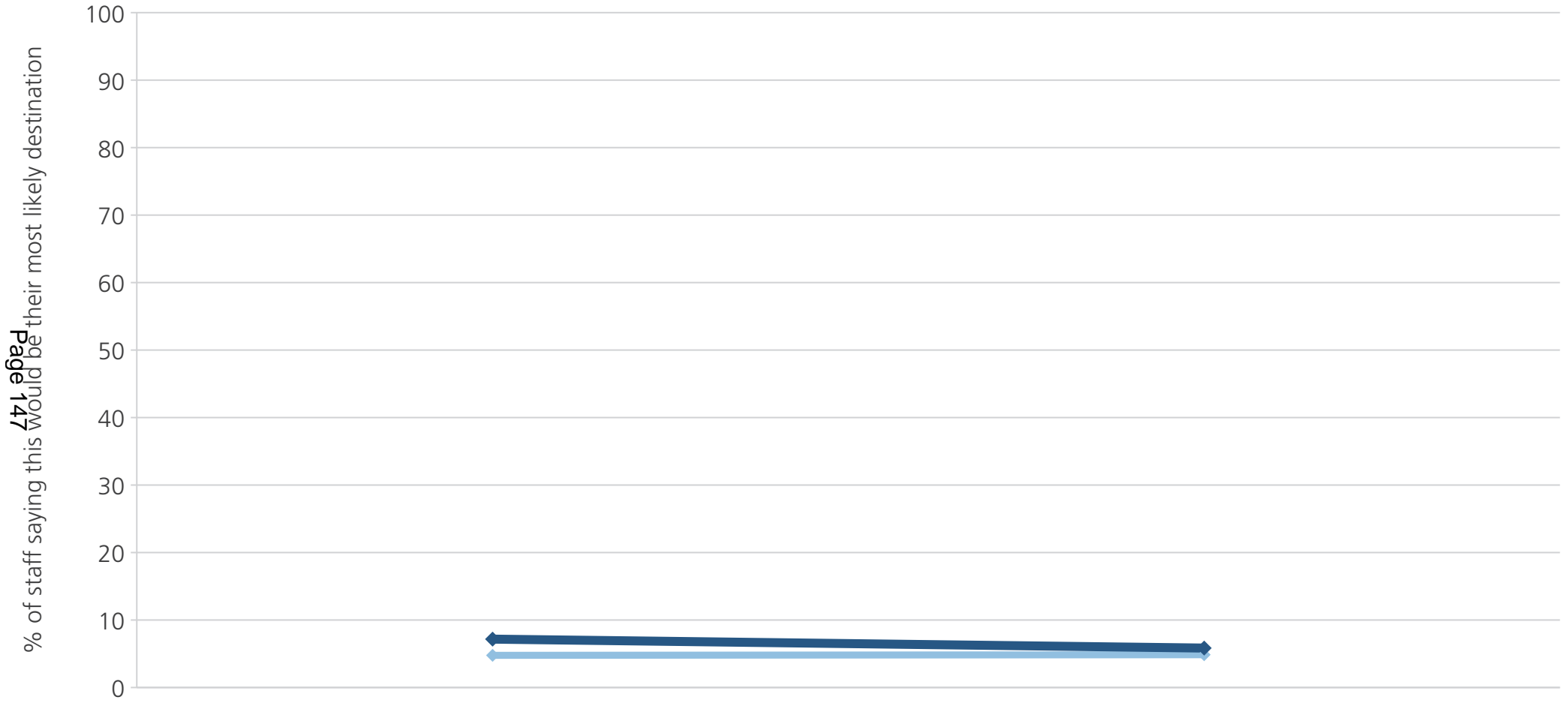
Your org	12.9%	14.8%
Average	12.9%	13.4%
Responses	1,618	1,899

> If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in a different NHS trust/organisation



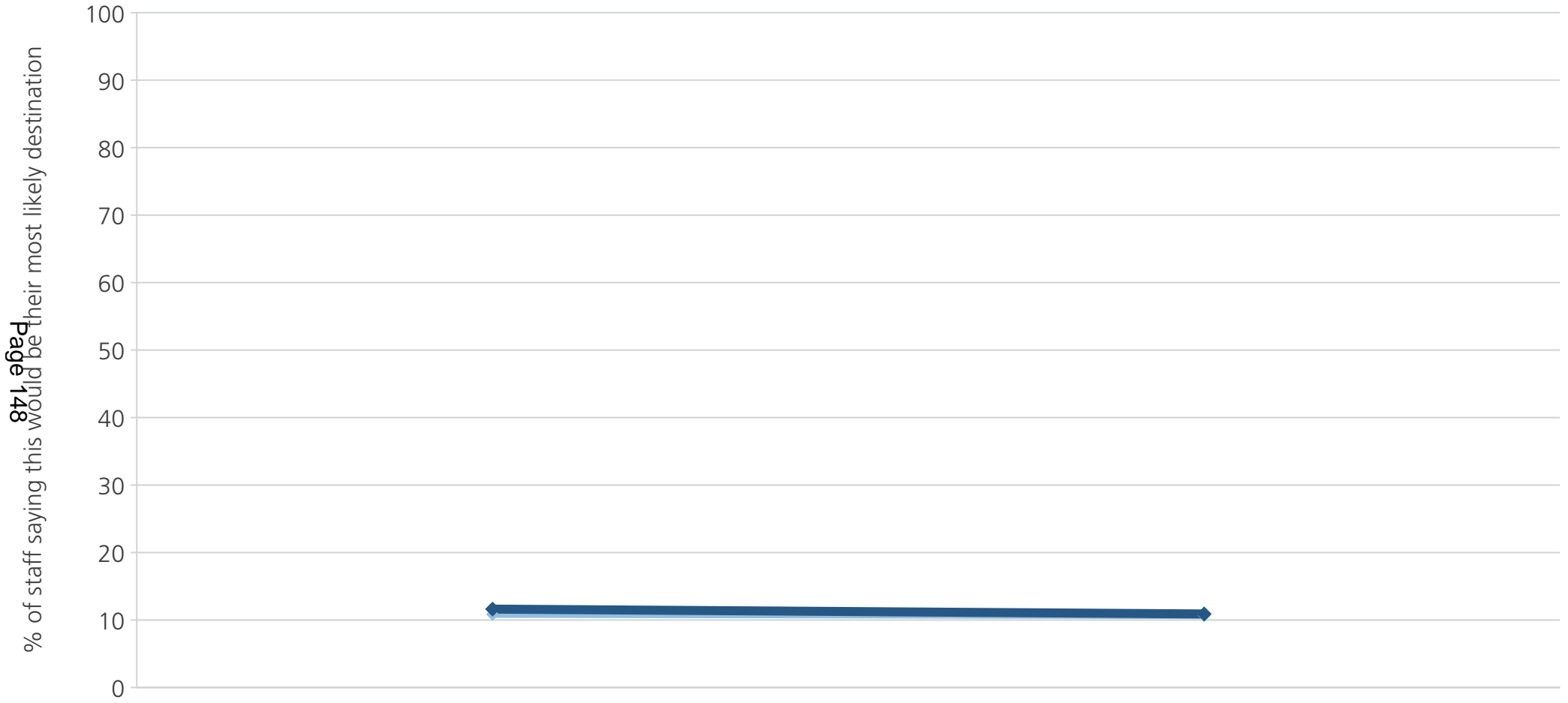
Your org	2018	22.6%	2019	20.8%
Average	2018	19.7%	2019	19.0%
Responses	2018	1,618	2019	1,899

> 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

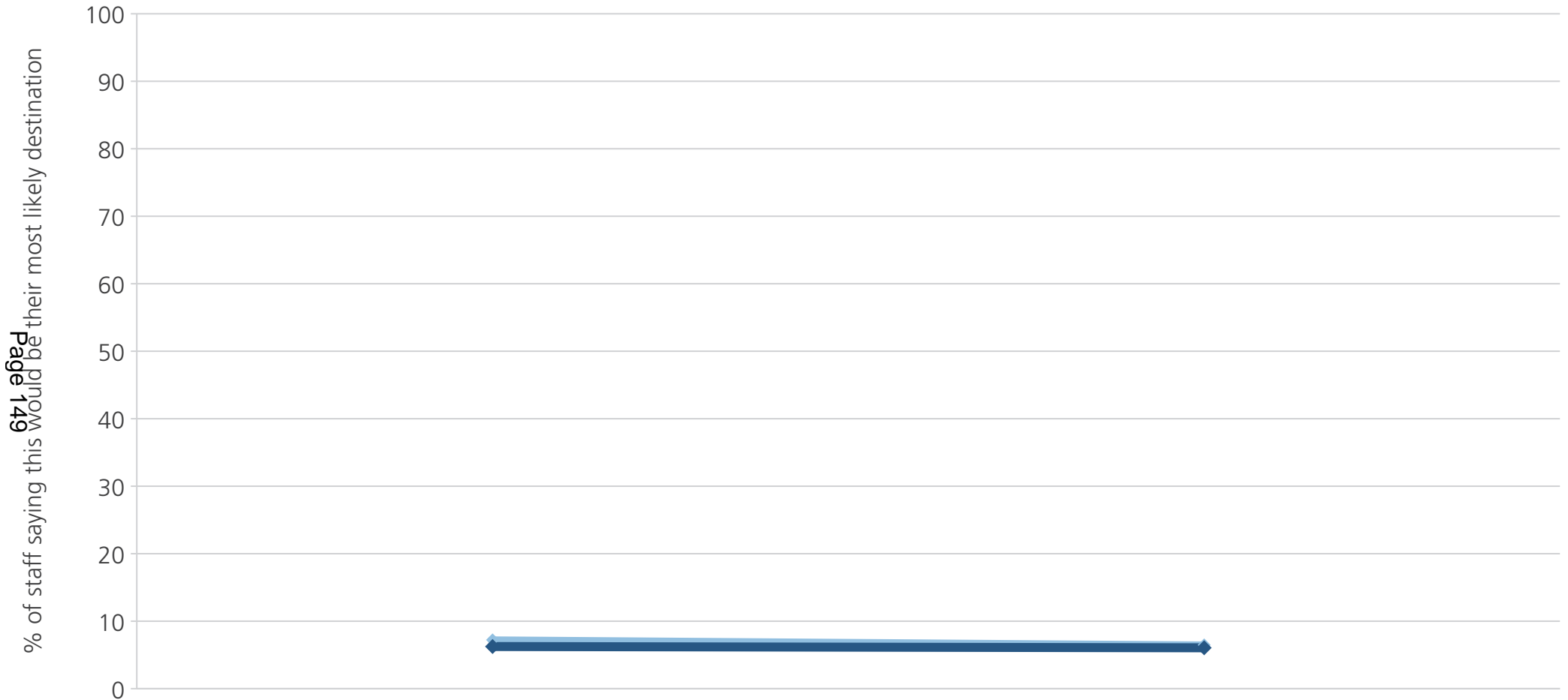


Your org	7.2%	5.8%
Average	4.8%	4.9%
Responses	1,618	1,899

Page 147

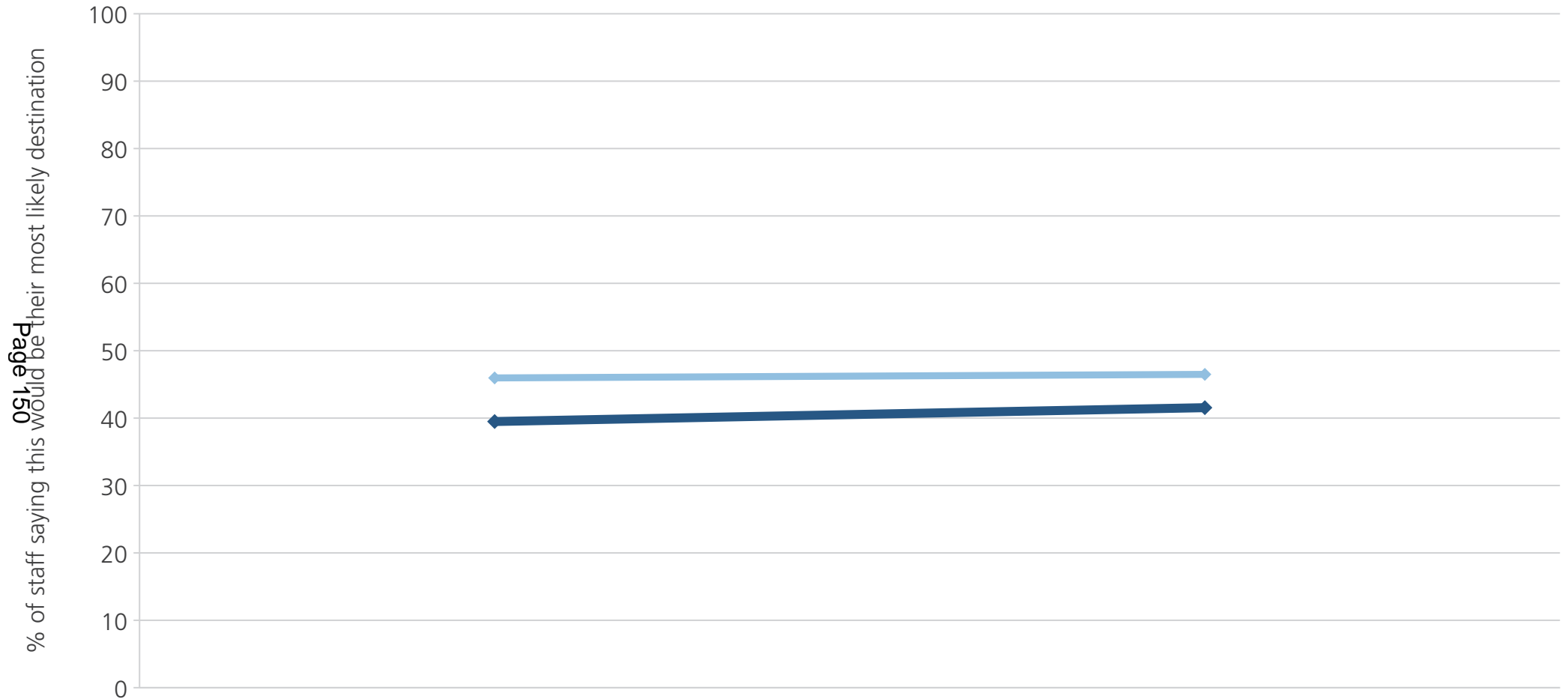


Your org	11.6%	10.9%
Average	10.8%	10.7%
Responses	1,618	1,899



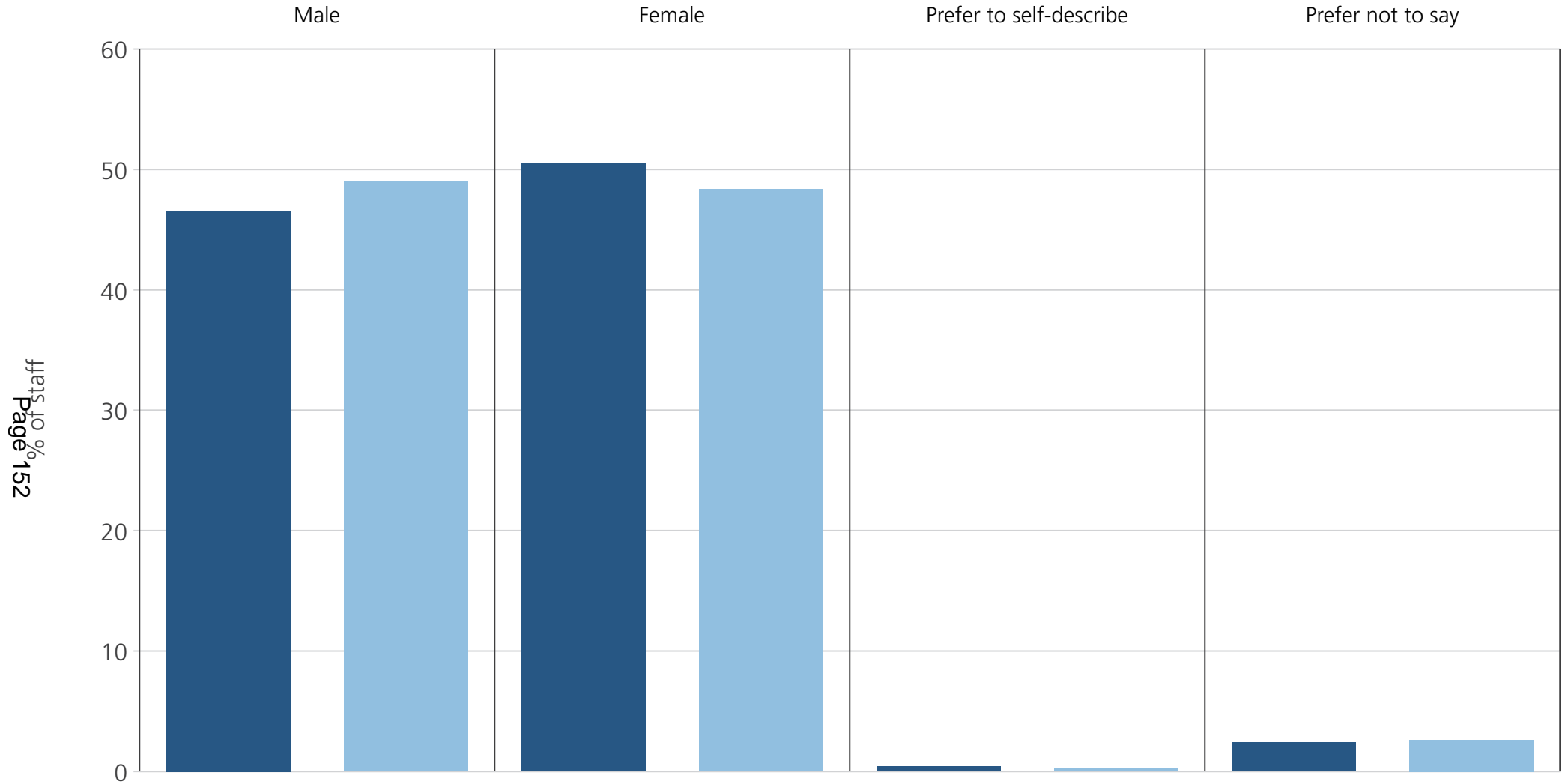
Page 149

Your org	6.2%	6.1%
Average	7.2%	6.5%
Responses	1,618	1,899

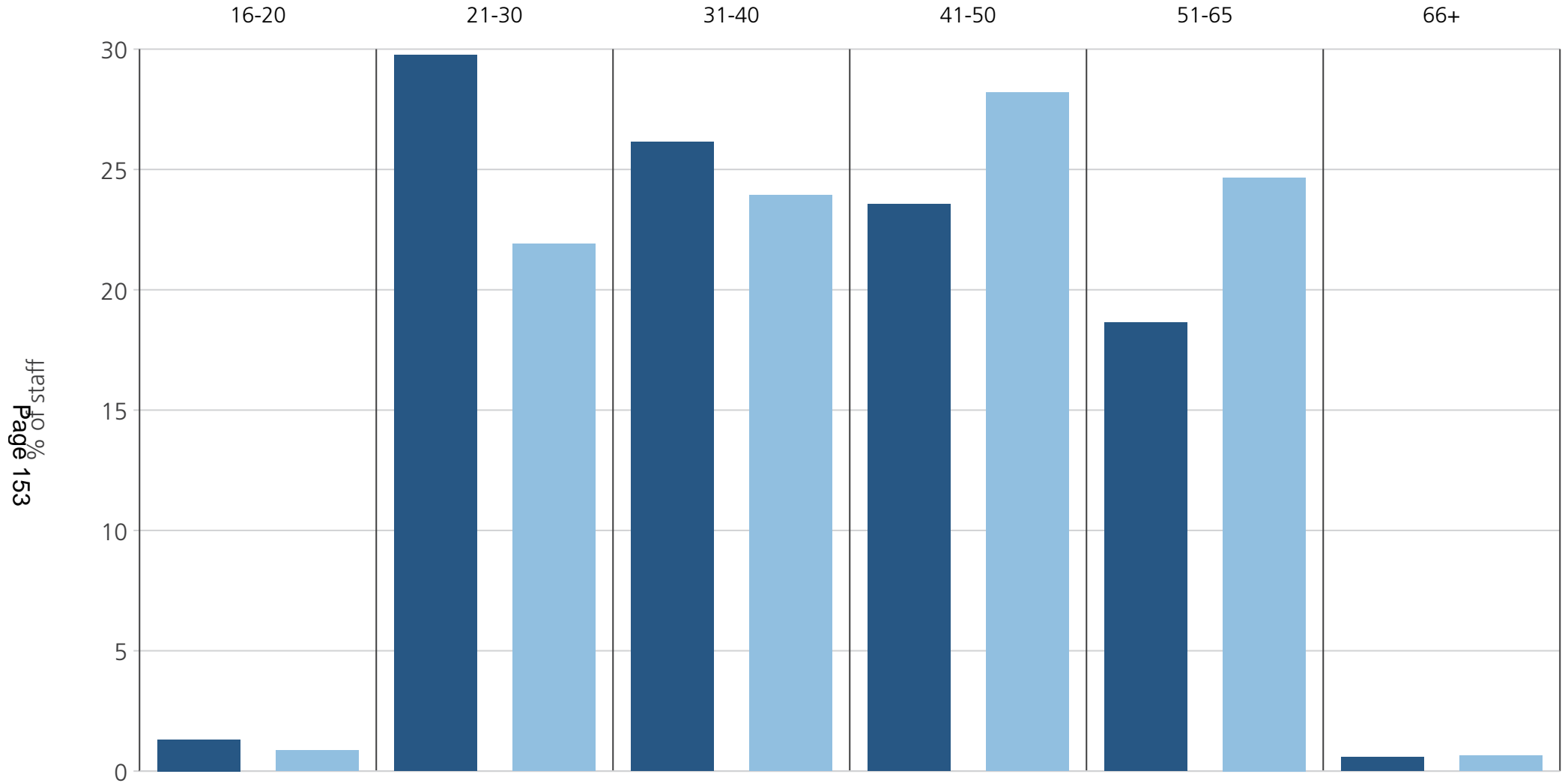


Your org	39.5%	41.5%
Average	46.0%	46.5%
Responses	1,618	1,899

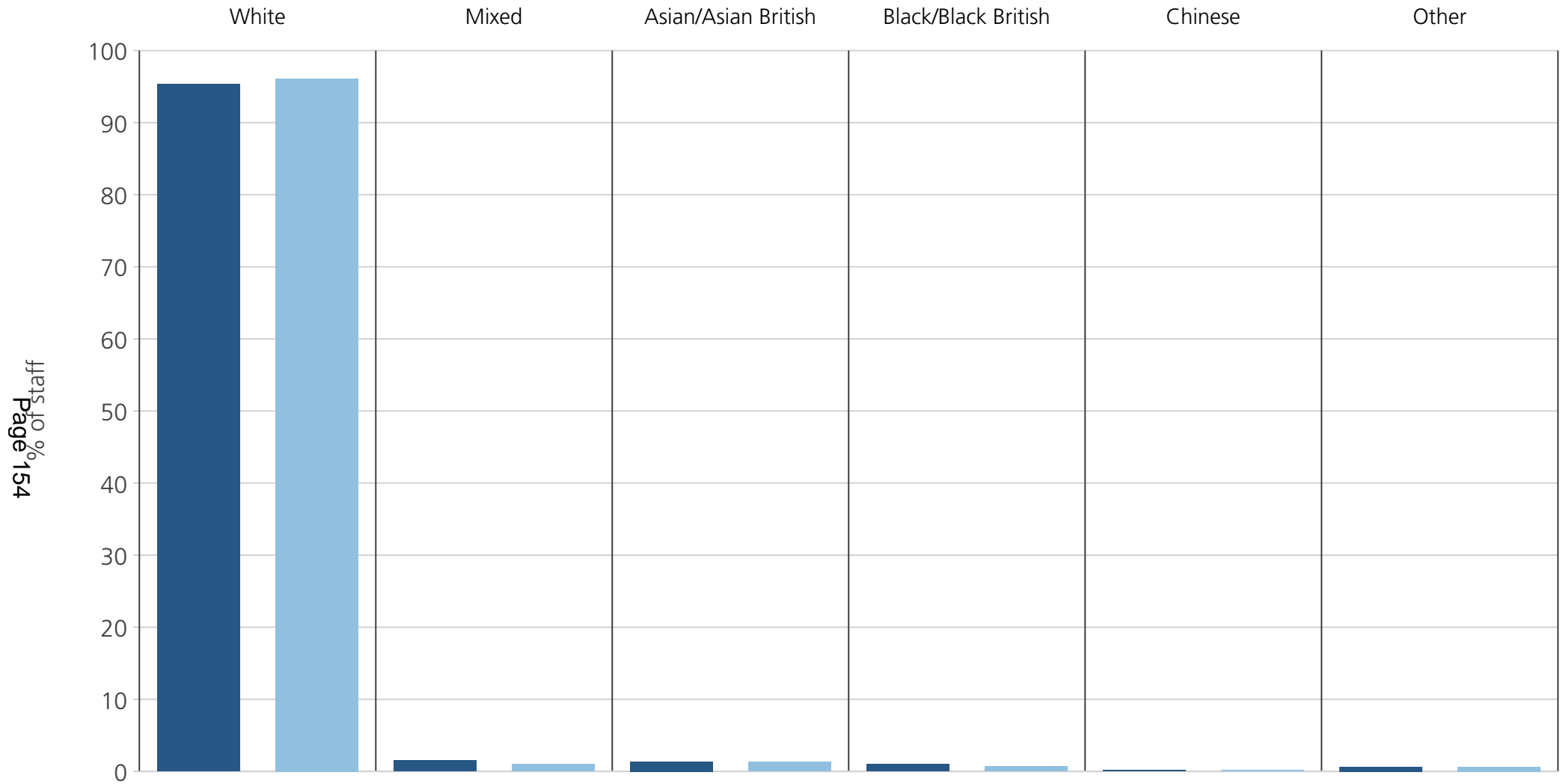
Question results – Background details



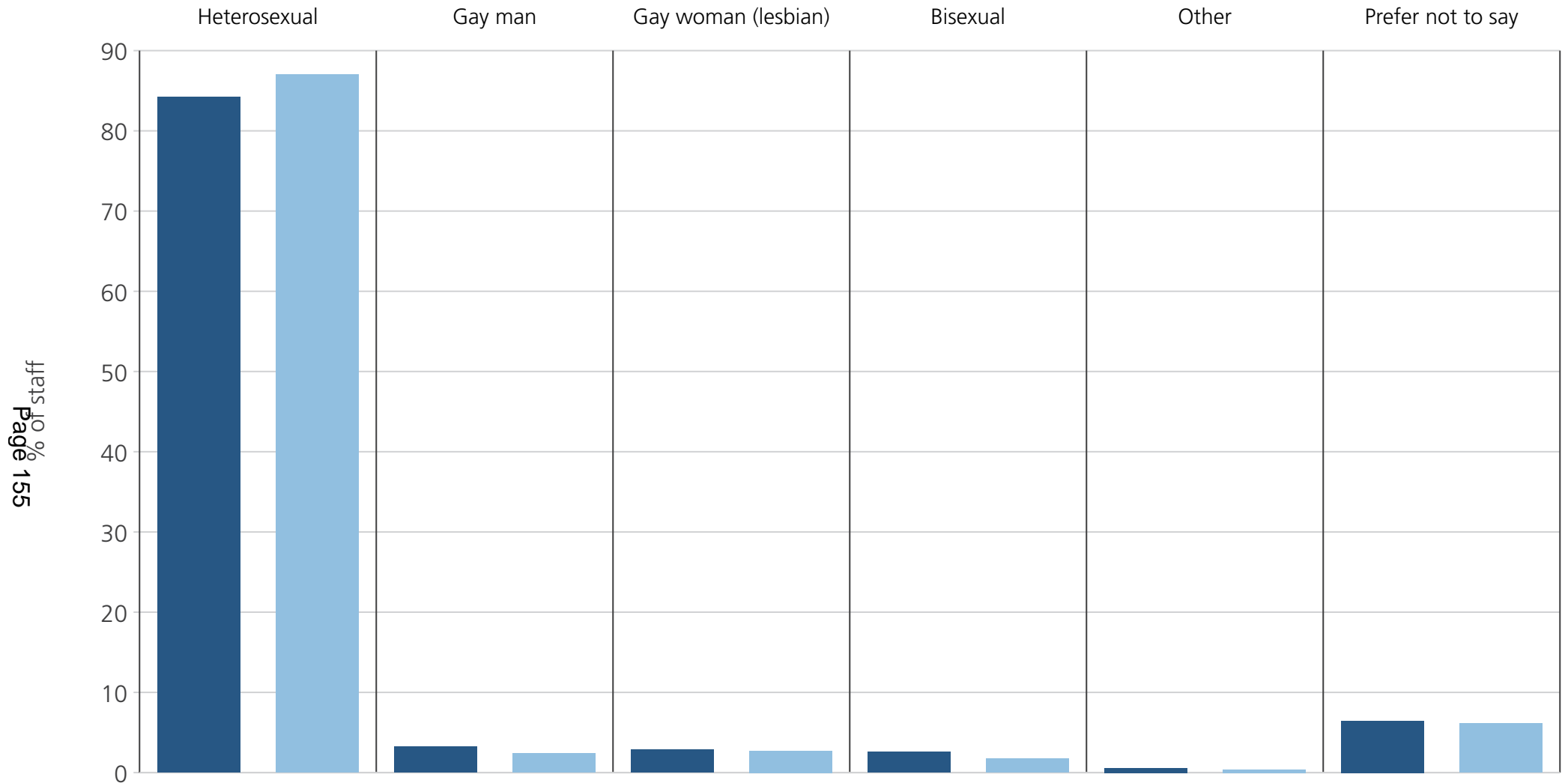
Your org	46.6%	50.6%	0.4%	2.4%
Average	49.0%	48.4%	0.3%	2.6%
Responses	2,065	2,065	2,065	2,065



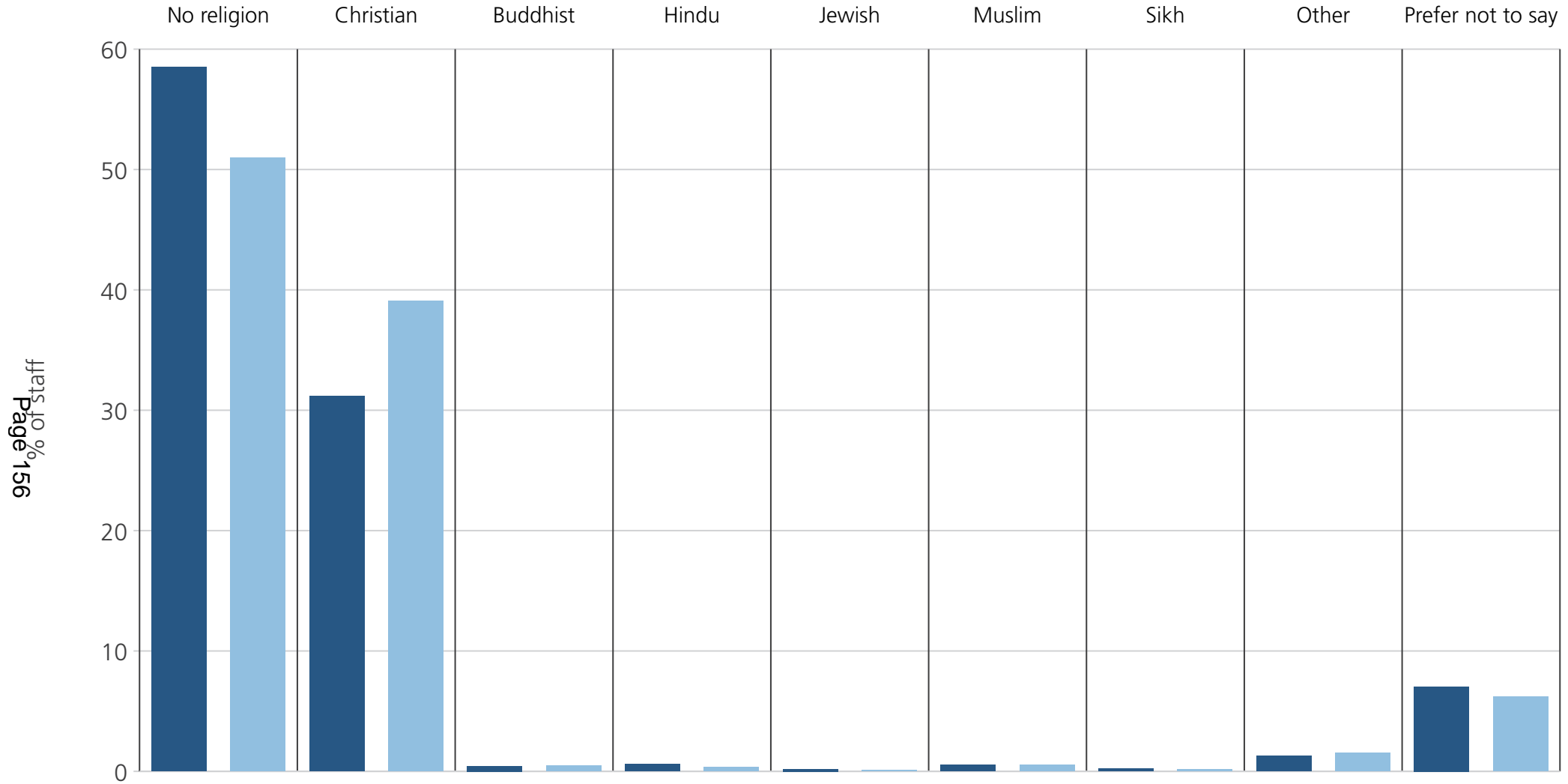
Your org	1.3%	29.7%	26.1%	23.6%	18.6%	0.6%
Average	0.9%	21.9%	23.9%	28.2%	24.7%	0.6%
Responses	2,054	2,054	2,054	2,054	2,054	2,054



Your org	95.3%	1.5%	1.4%	1.0%	0.1%	0.6%
Average	96.1%	1.0%	1.3%	0.7%	0.1%	0.6%
Responses	2,053	2,053	2,053	2,053	2,053	2,053



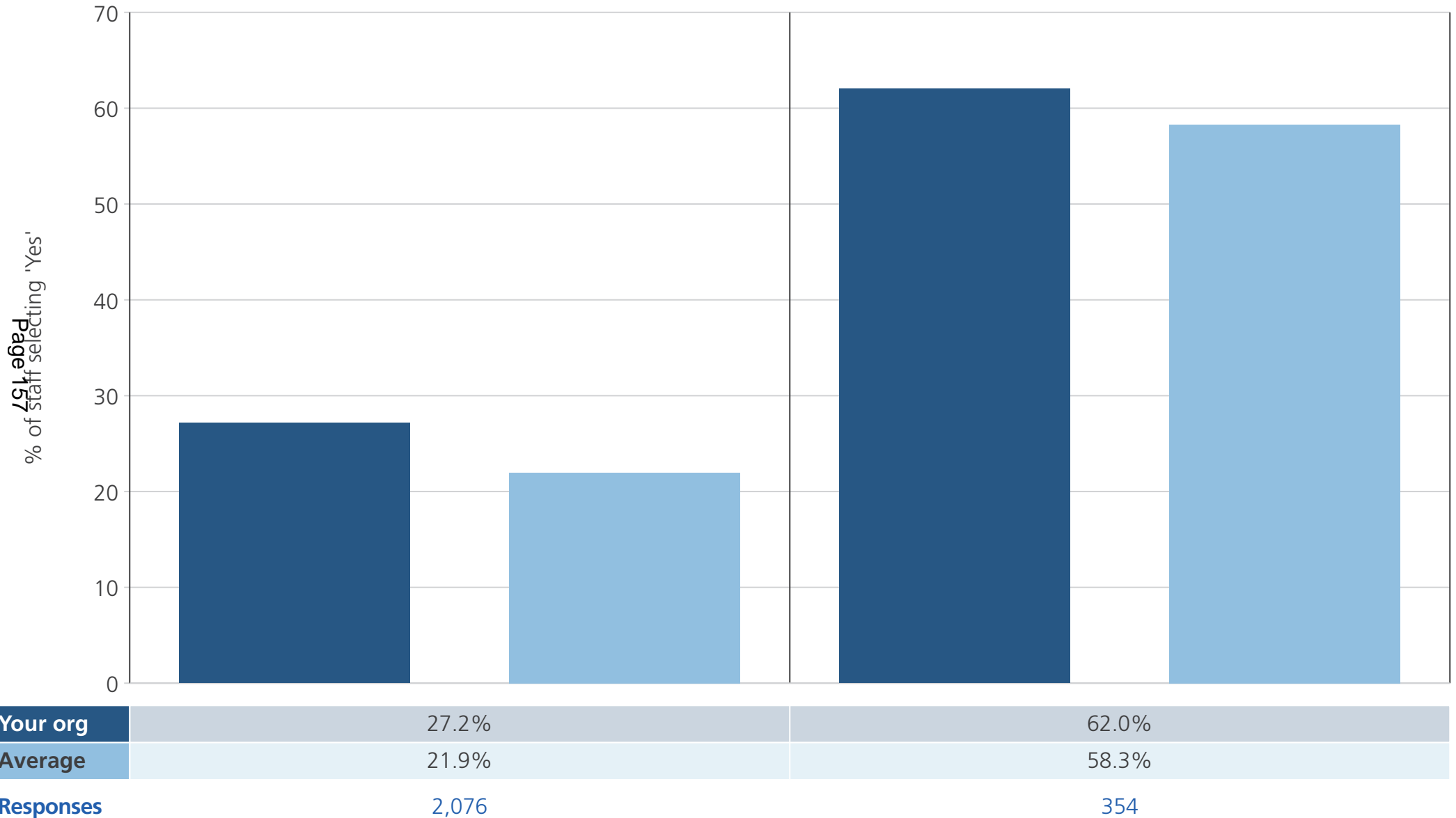
Your org	84.2%	3.2%	2.9%	2.6%	0.6%	6.5%
Average	87.0%	2.4%	2.7%	1.7%	0.4%	6.1%
Responses	2,073	2,073	2,073	2,073	2,073	2,073

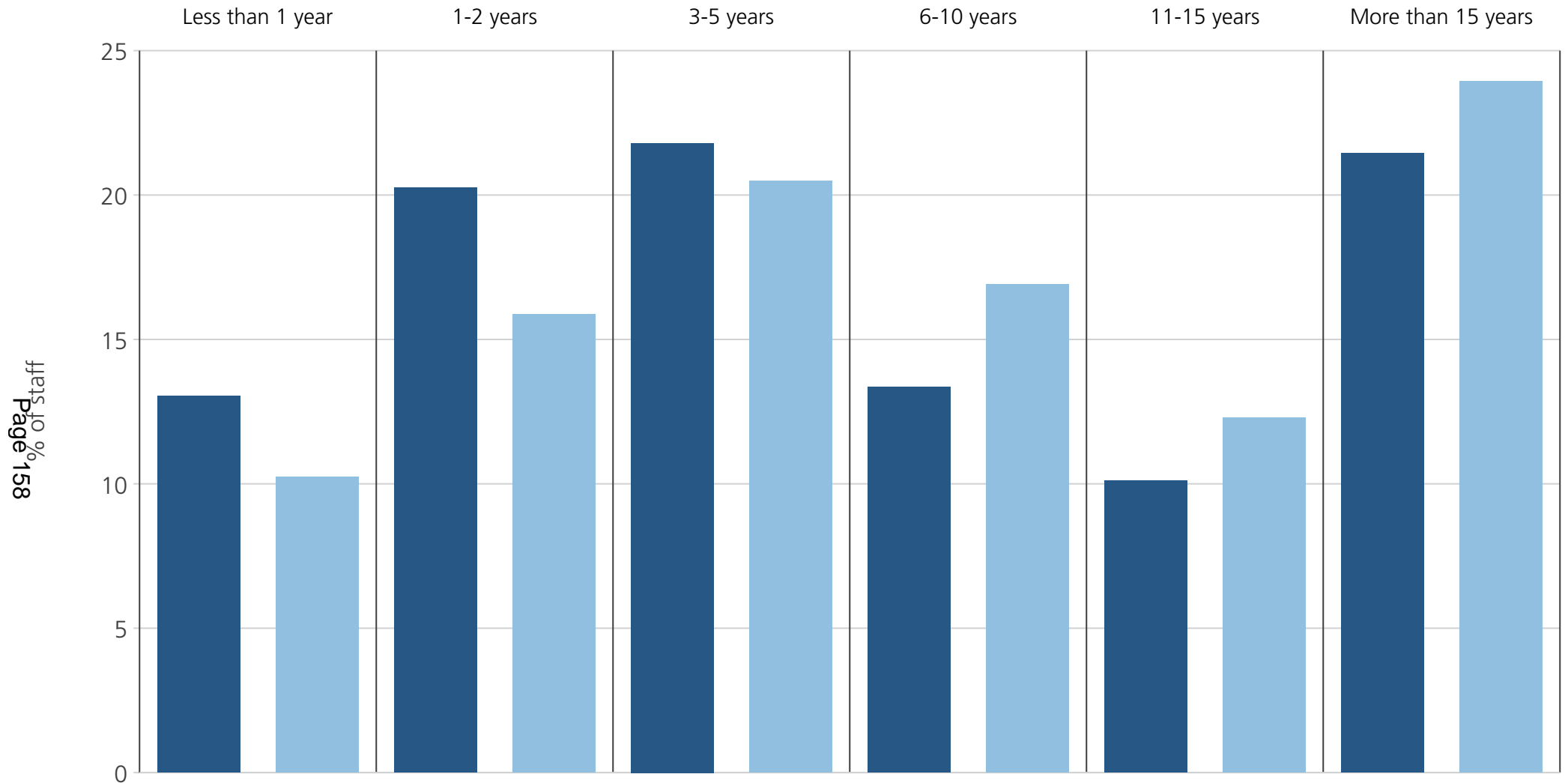


Your org	58.5%	31.2%	0.4%	0.6%	0.2%	0.5%	0.2%	1.3%	7.0%
Average	51.0%	39.1%	0.5%	0.3%	0.1%	0.5%	0.2%	1.5%	6.2%
Responses	2,058	2,058	2,058	2,058	2,058	2,058	2,058	2,058	2,058

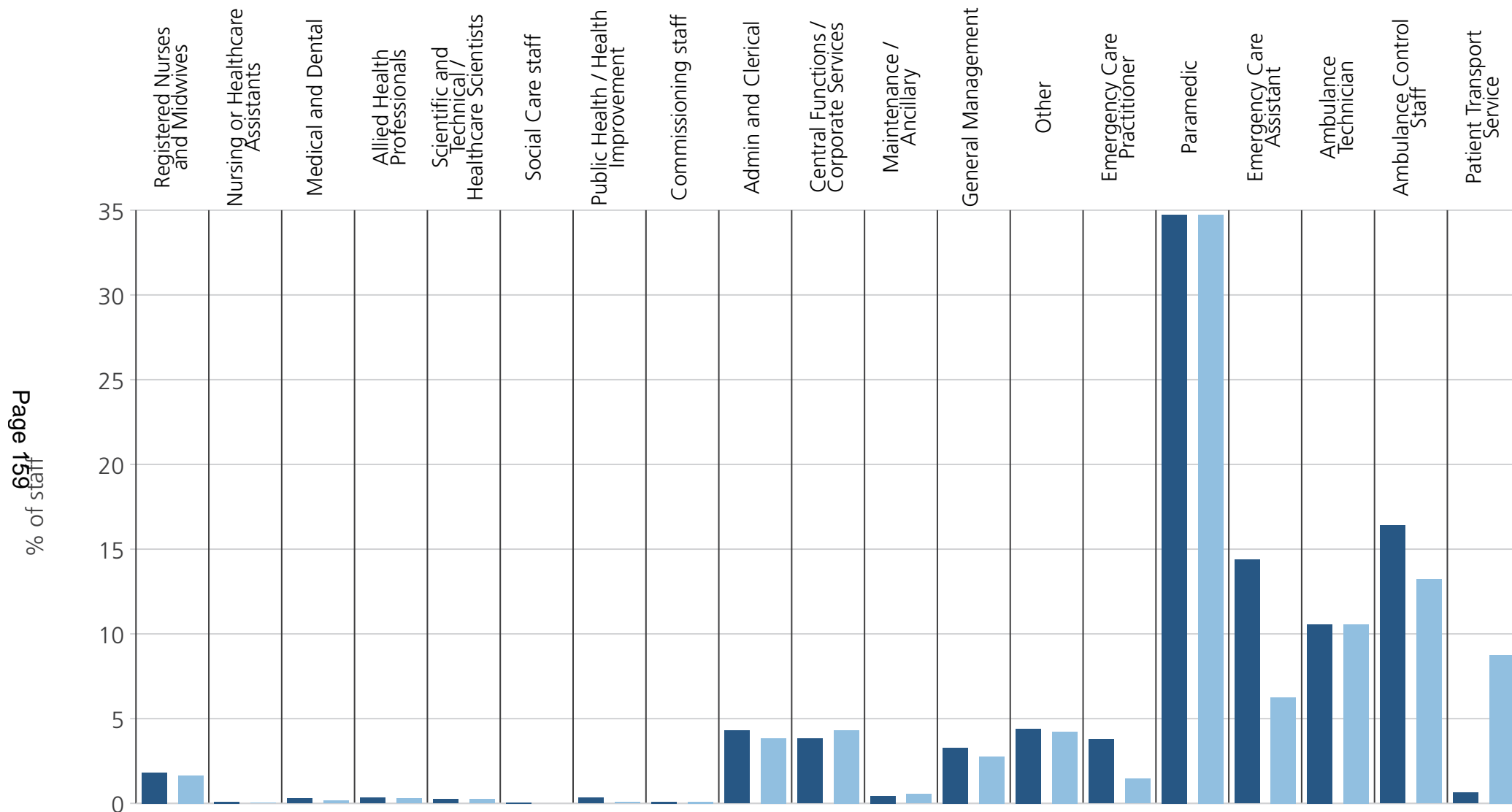
Do you have any physical or mental health conditions, disabilities or illnesses that have lasted or are expected to last for 12 months or more?

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





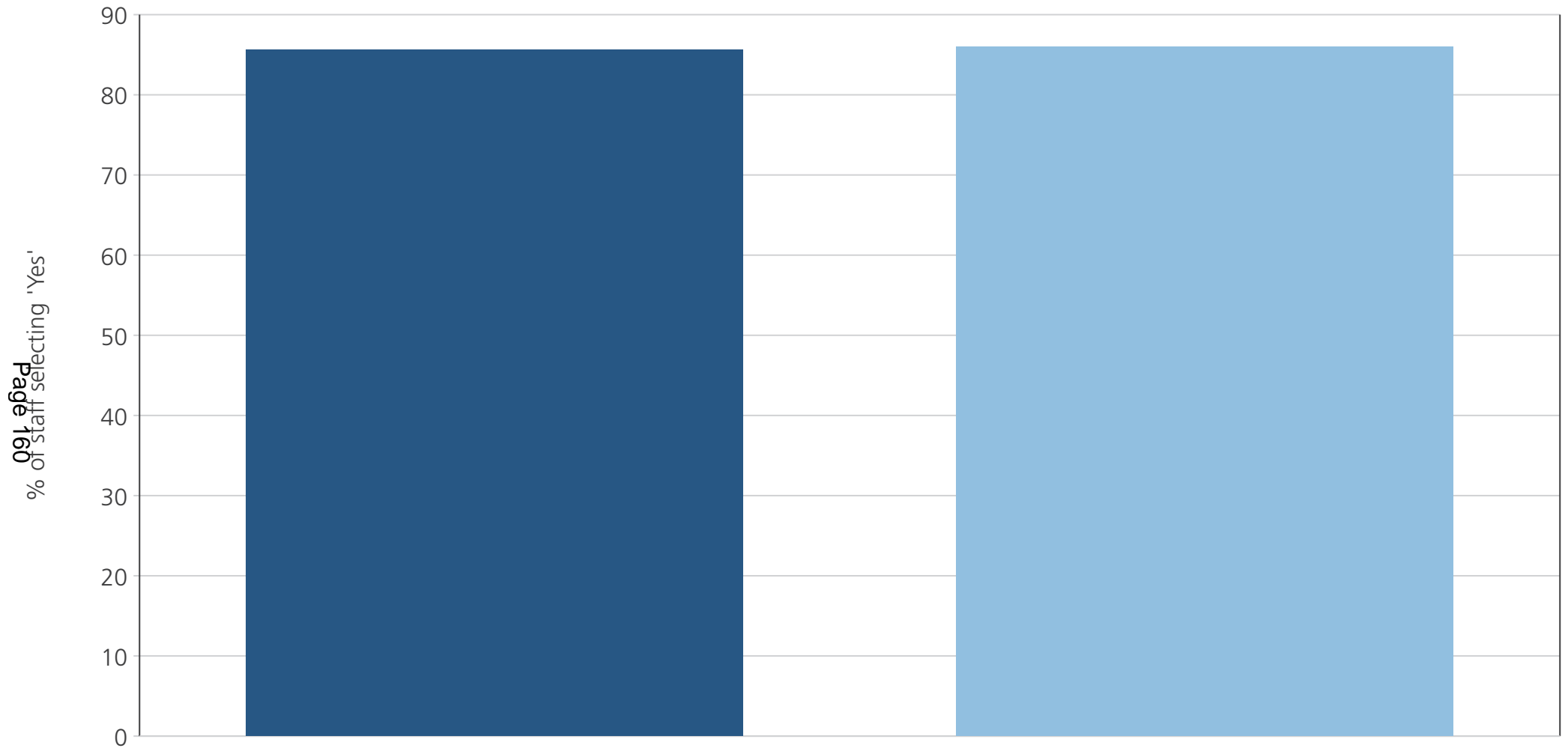
Your org	13.1%	20.3%	21.8%	13.3%	10.1%	21.4%
Average	10.2%	15.9%	20.5%	16.9%	12.3%	23.9%
Responses	2,000	2,000	2,000	2,000	2,000	2,000



Your org	1.8%	0.1%	0.3%	0.3%	0.2%	0.0%	0.3%	0.1%	4.3%	3.8%	0.4%	3.3%	4.4%	3.8%	34.7%	14.4%	10.6%	16.4%	0.6%
Average	1.6%	0.0%	0.1%	0.3%	0.3%	0.0%	0.1%	0.1%	3.8%	4.3%	0.6%	2.8%	4.2%	1.5%	34.7%	6.3%	10.6%	13.2%	8.8%

Responses	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044
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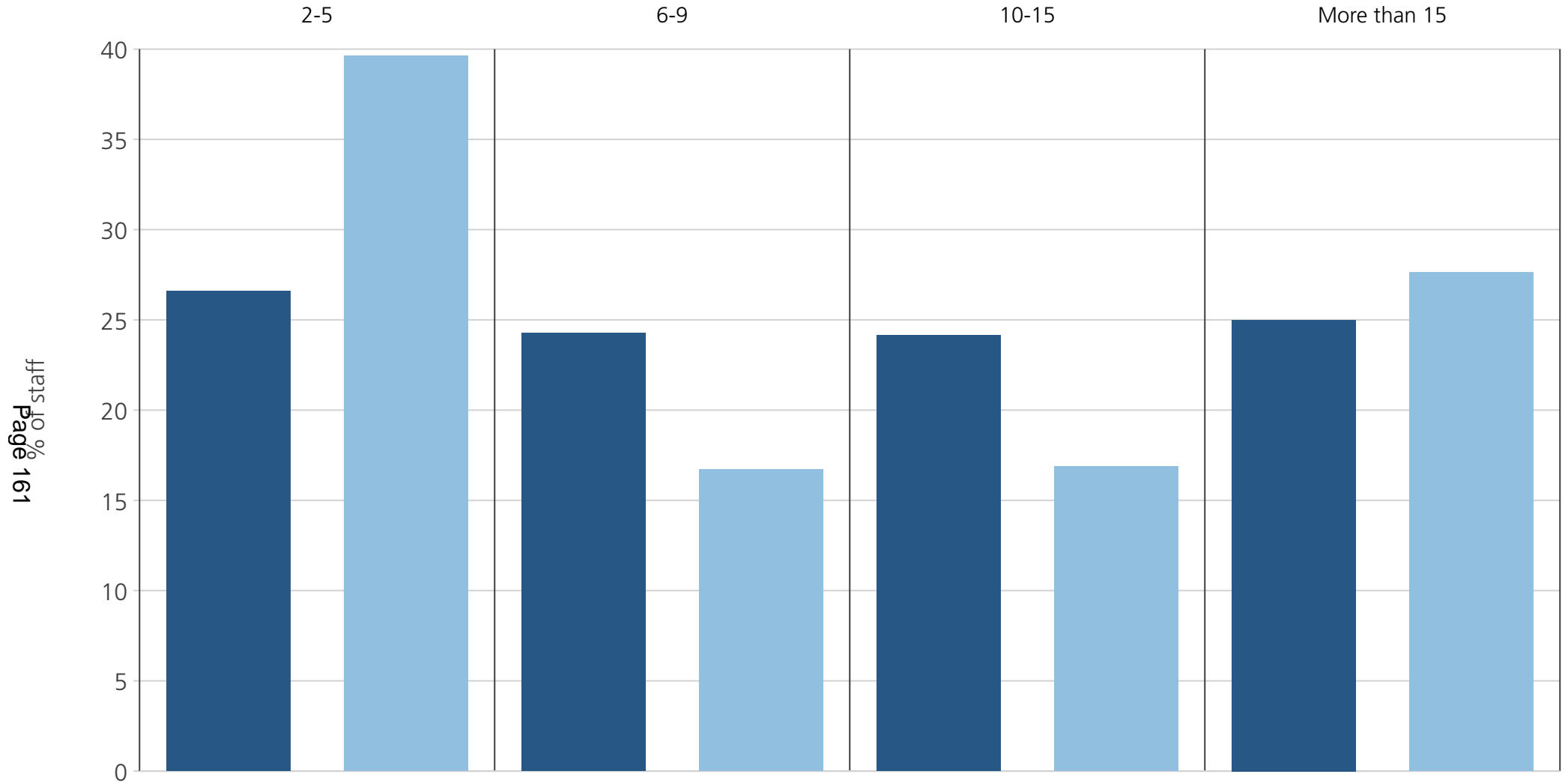
Do you work in a team?



Your org	85.6%
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Average	86.0%
----------------	-------

Responses	2,081
------------------	-------



Your org	26.6%	24.3%	24.2%	25.0%
Average	39.6%	16.7%	16.9%	27.6%
Responses	1,768	1,768	1,768	1,768

Workforce Equality Standards

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

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

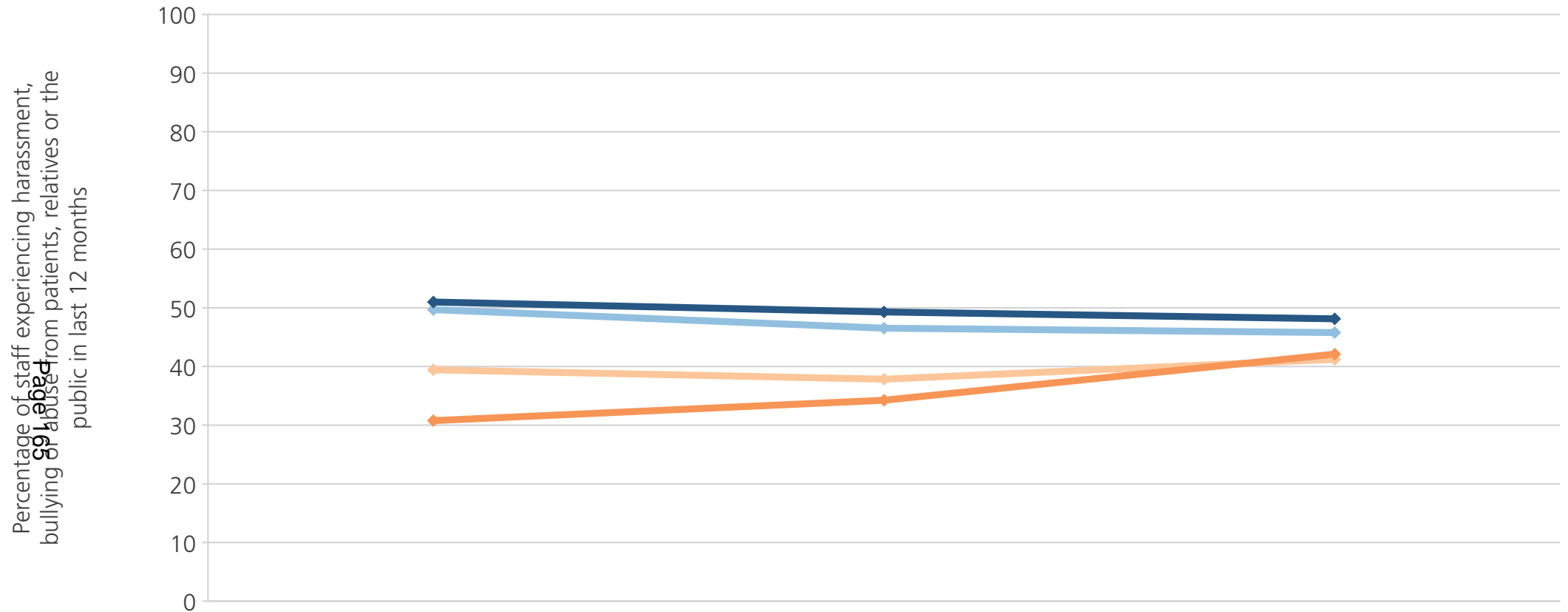
Workforce Race Equality Standard (WRES)

- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2017, 2018 and 2019 trust/CCG and benchmarking group median results for q13a, q13b&c combined, q14, and q15b split by ethnicity (by white / BME staff).

Workforce Disability Equality Standard (WDES)

- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018 and 2019 trust/CCG and benchmarking group median results for q5f, q11e, q13, and q14 split by disabled staff compared to non-disabled staff. It also shows results for q28b (for disabled staff only), and the staff engagement score for disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.

Workforce Race Equality Standard (WRES)



	2017	2018	2019
White: Your org	51.0%	49.3%	48.1%
BME: Your org	30.8%	34.2%	42.1%
White: Average	49.7%	46.5%	45.8%
BME: Average	39.4%	37.8%	41.2%

White: Responses

1,265

1,633

1,947

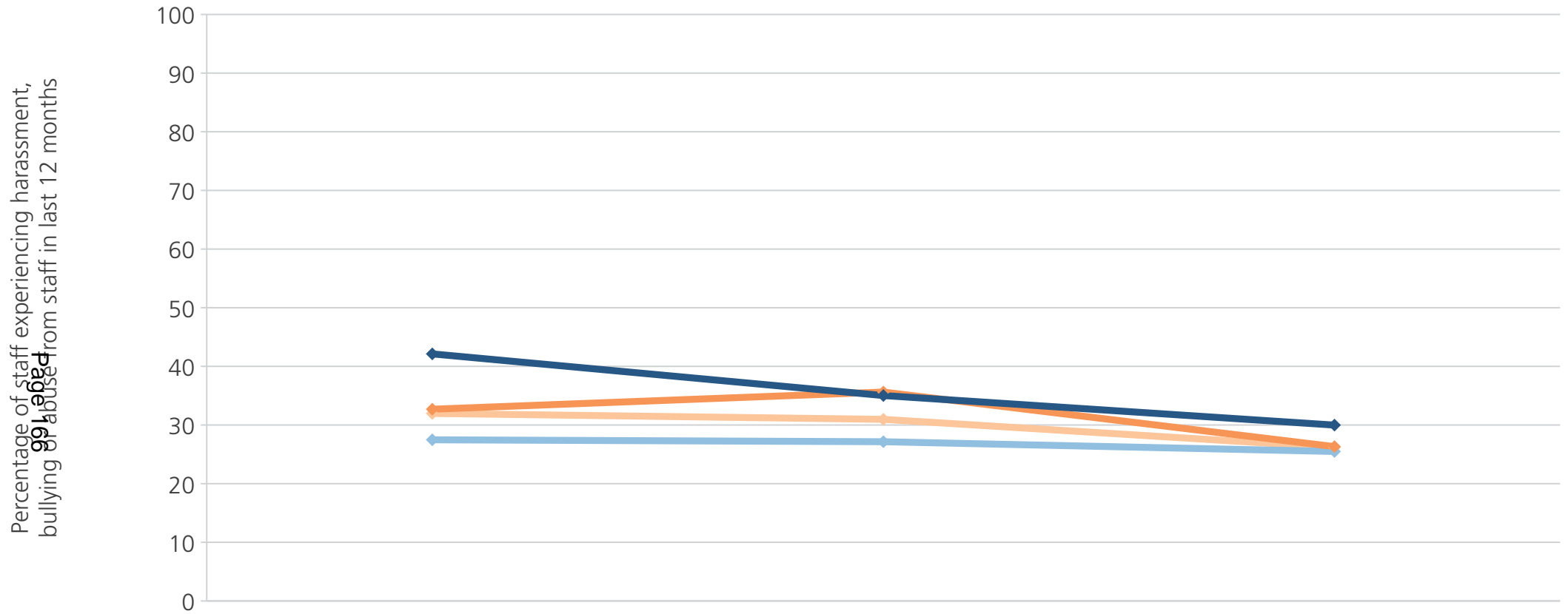
BME: Responses

52

73

95

Average calculated as the median for the benchmark group



	2017	2018	2019
White: Your org	42.1%	35.0%	30.0%
BME: Your org	32.7%	35.6%	26.3%
White: Average	27.5%	27.1%	25.5%
BME: Average	32.0%	31.0%	26.2%

White: Responses

1,270

1,636

1,951

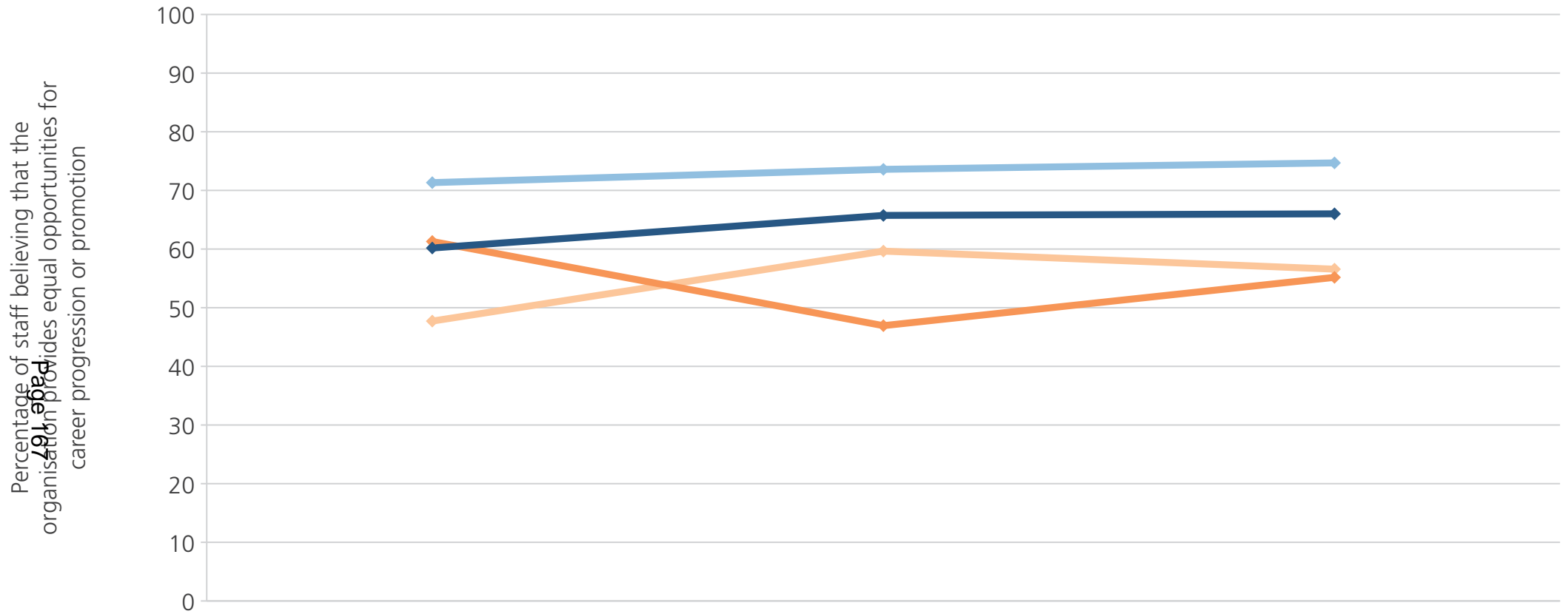
BME: Responses

52

73

95

Average calculated as the median for the benchmark group



White: Your org	60.2%	65.7%	66.0%
BME: Your org	61.3%	46.9%	55.2%
White: Average	71.3%	73.6%	74.7%
BME: Average	47.7%	59.6%	56.6%

White: Responses

889

1,147

1,318

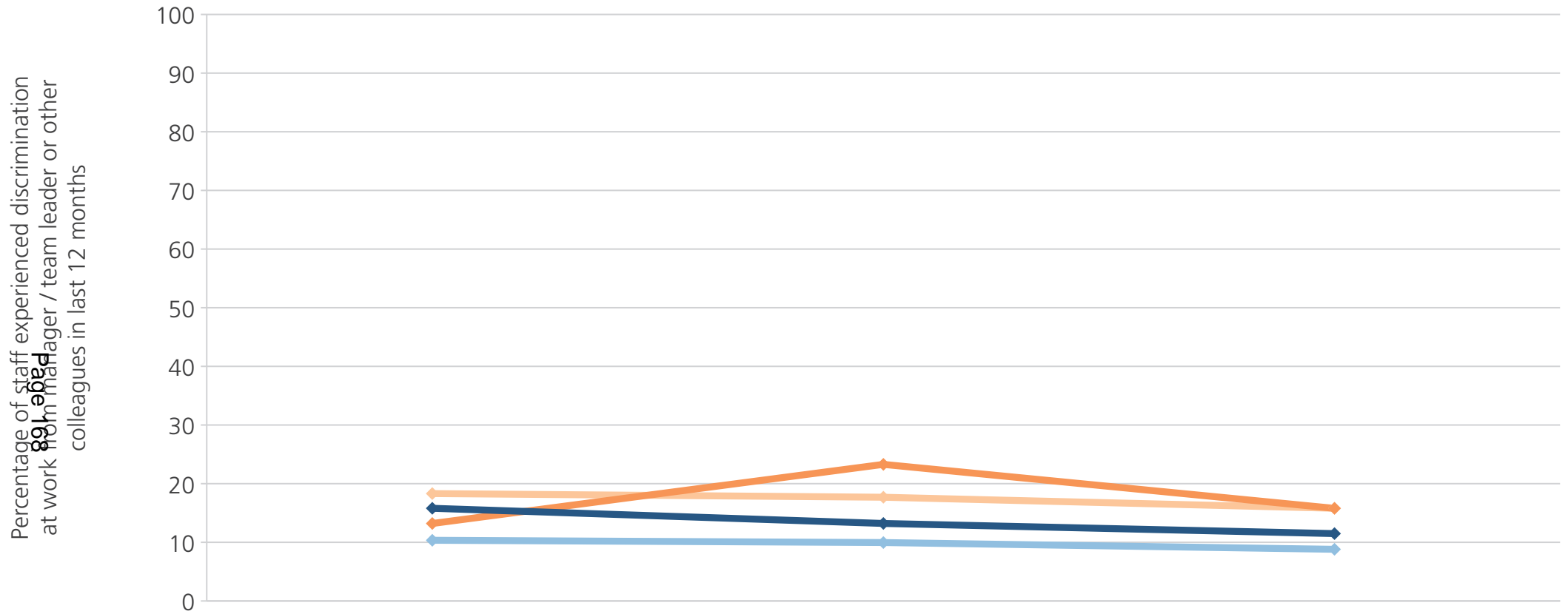
BME: Responses

31

49

58

Average calculated as the median for the benchmark group



	2017	2018	2019
White: Your org	15.8%	13.2%	11.5%
BME: Your org	13.2%	23.3%	15.8%
White: Average	10.3%	10.0%	8.8%
BME: Average	18.3%	17.7%	15.8%

White: Responses

1,272

1,612

1,933

BME: Responses

53

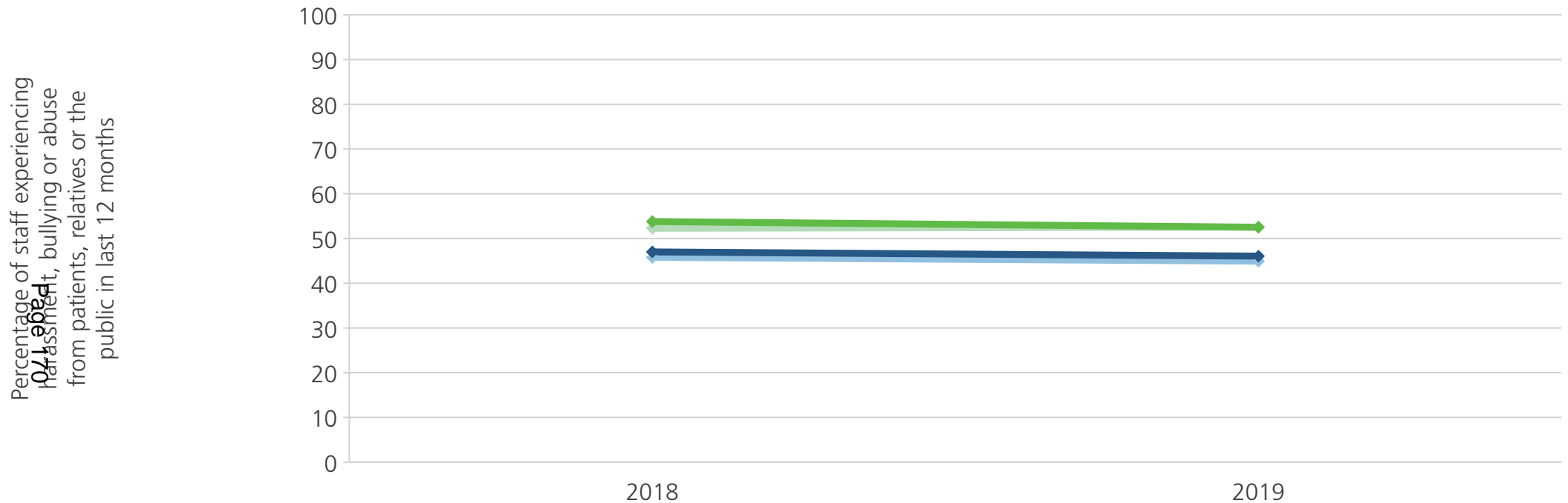
73

95

Average calculated as the median for the benchmark group

Workforce Disability Equality Standard (WDES)

South East Coast Ambulance Service NHS Foundation Trust
2019 NHS Staff Survey Results



	2018	2019
Disabled staff: Your org	53.8%	52.5%
Non-disabled staff: Your org	47.0%	46.1%
Disabled staff: Average	52.3%	52.5%
Non-disabled staff: Average	45.8%	44.9%

Disabled staff: Responses

435

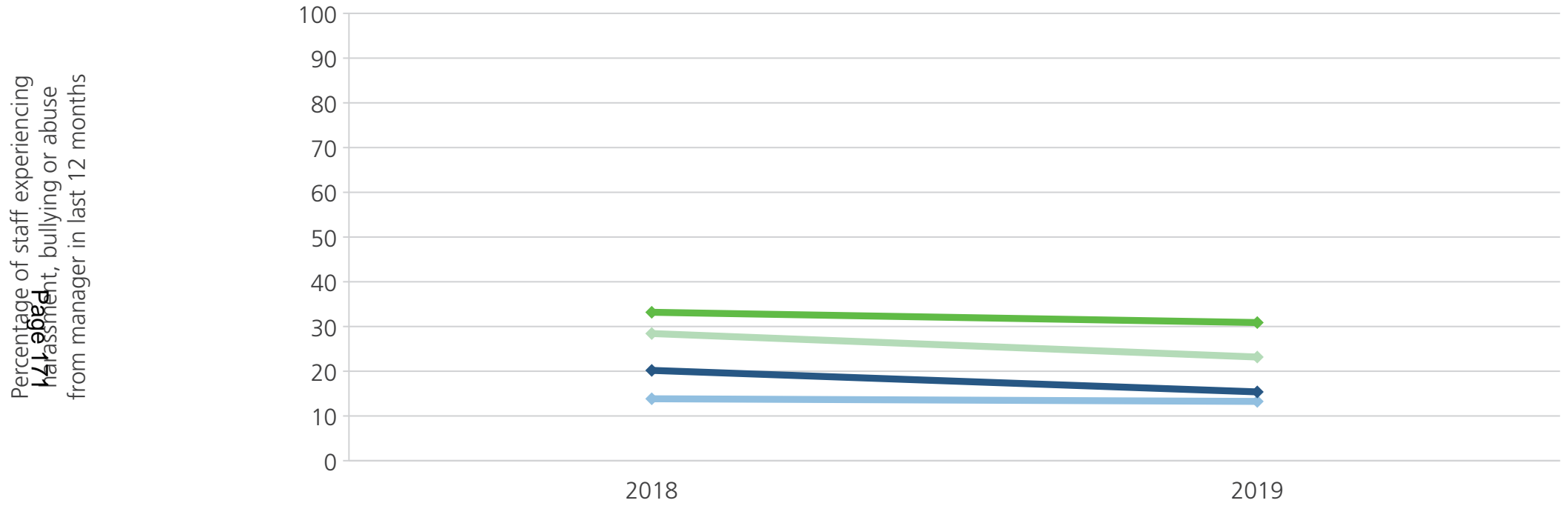
556

Non-disabled staff: Responses

1,283

1,509

Average calculated as the median for the benchmark group



	2018	2019
Disabled staff: Your org	33.2%	30.9%
Non-disabled staff: Your org	20.2%	15.4%
Disabled staff: Average	28.4%	23.2%
Non-disabled staff: Average	13.8%	13.3%

Disabled staff: Responses

434

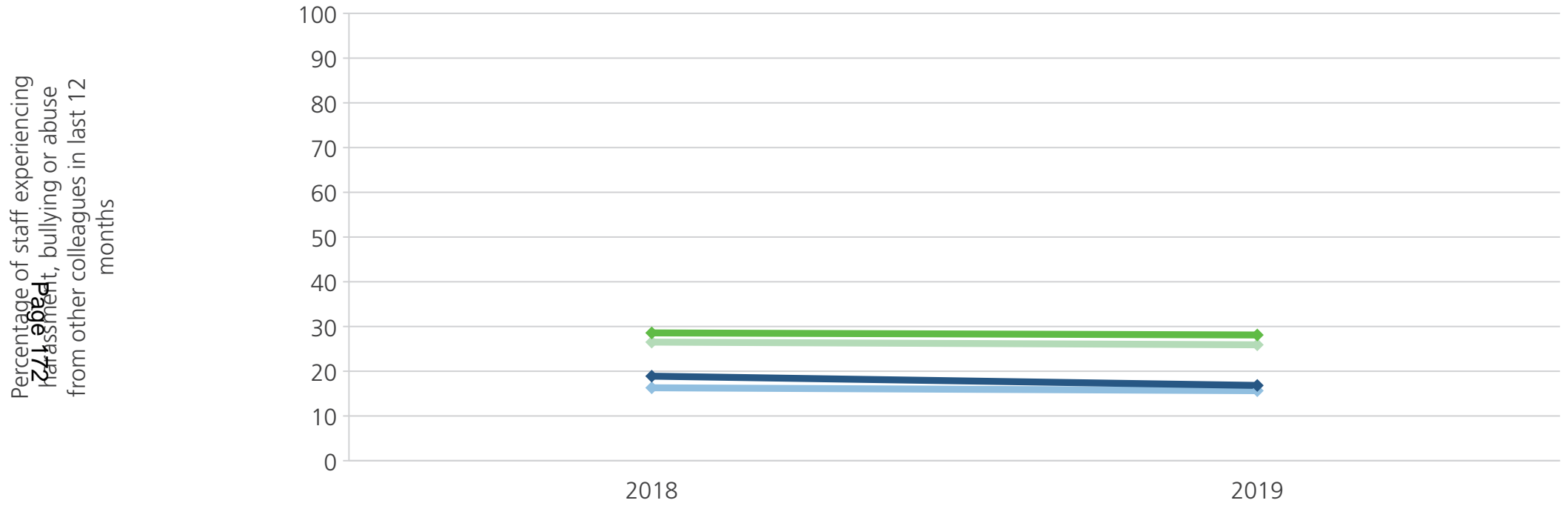
557

Non-disabled staff: Responses

1,278

1,502

Average calculated as the median for the benchmark group



	2018	2019
Disabled staff: Your org	28.6%	28.1%
Non-disabled staff: Your org	18.9%	16.8%
Disabled staff: Average	26.5%	25.9%
Non-disabled staff: Average	16.3%	15.7%

Disabled staff: Responses

434

548

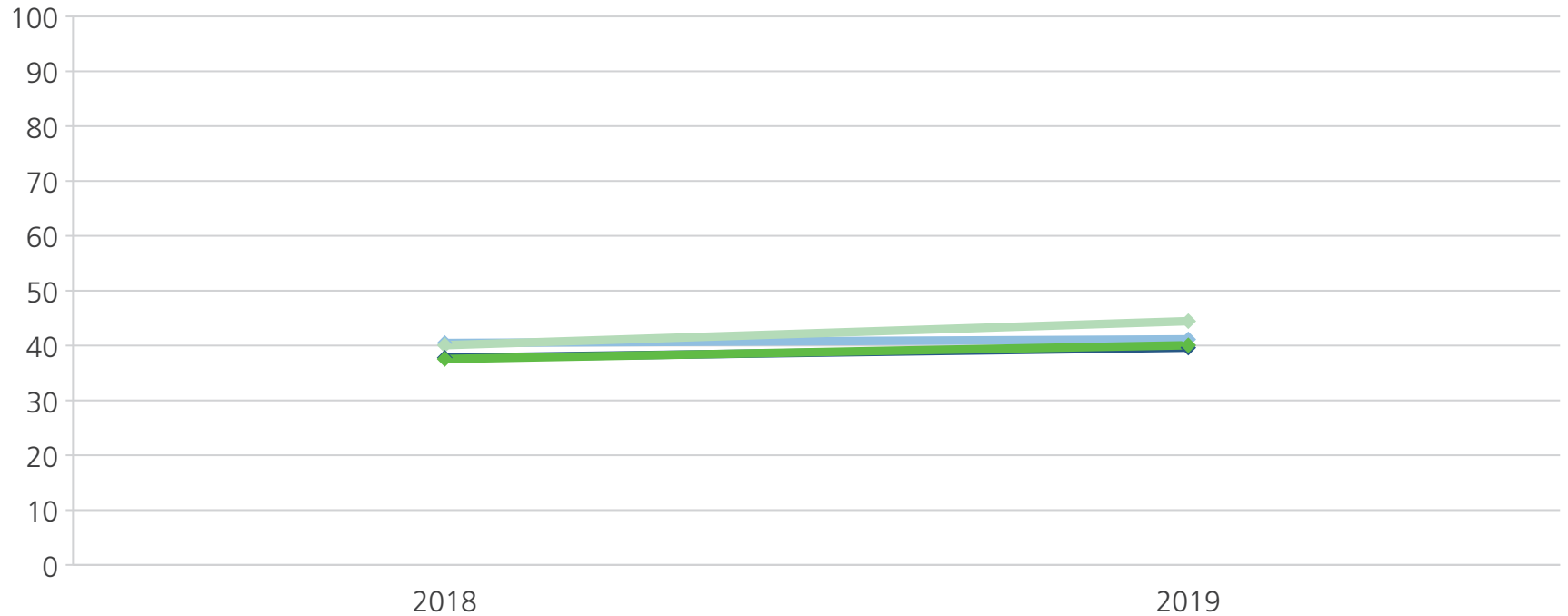
Non-disabled staff: Responses

1,270

1,474

Average calculated as the median for the benchmark group

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



	2018	2019
Disabled staff: Your org	37.5%	40.1%
Non-disabled staff: Your org	37.8%	39.6%
Disabled staff: Average	40.1%	44.4%
Non-disabled staff: Average	40.5%	41.1%

Disabled staff: Responses

261

342

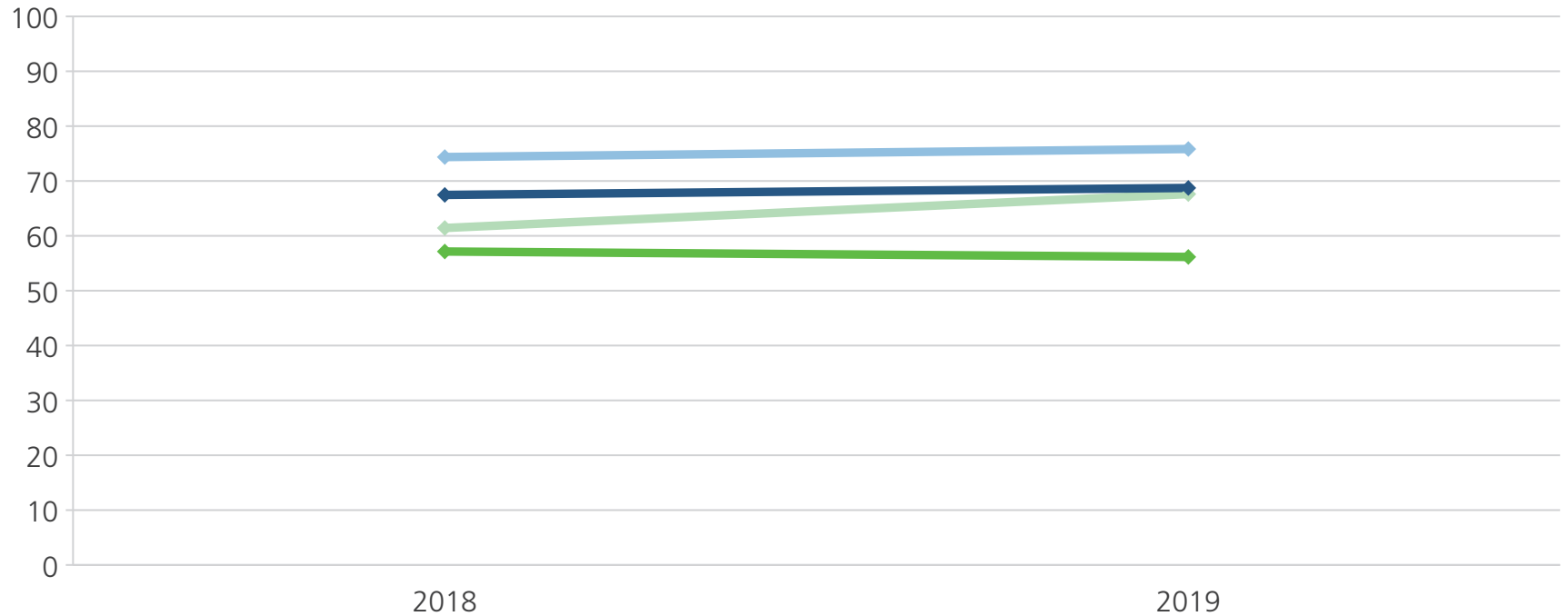
Non-disabled staff: Responses

630

737

Average calculated as the median for the benchmark group

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



	2018	2019
Disabled staff: Your org	57.1%	56.2%
Non-disabled staff: Your org	67.5%	68.7%
Disabled staff: Average	61.4%	67.6%
Non-disabled staff: Average	74.4%	75.8%

Disabled staff: Responses

Non-disabled staff: Responses

322

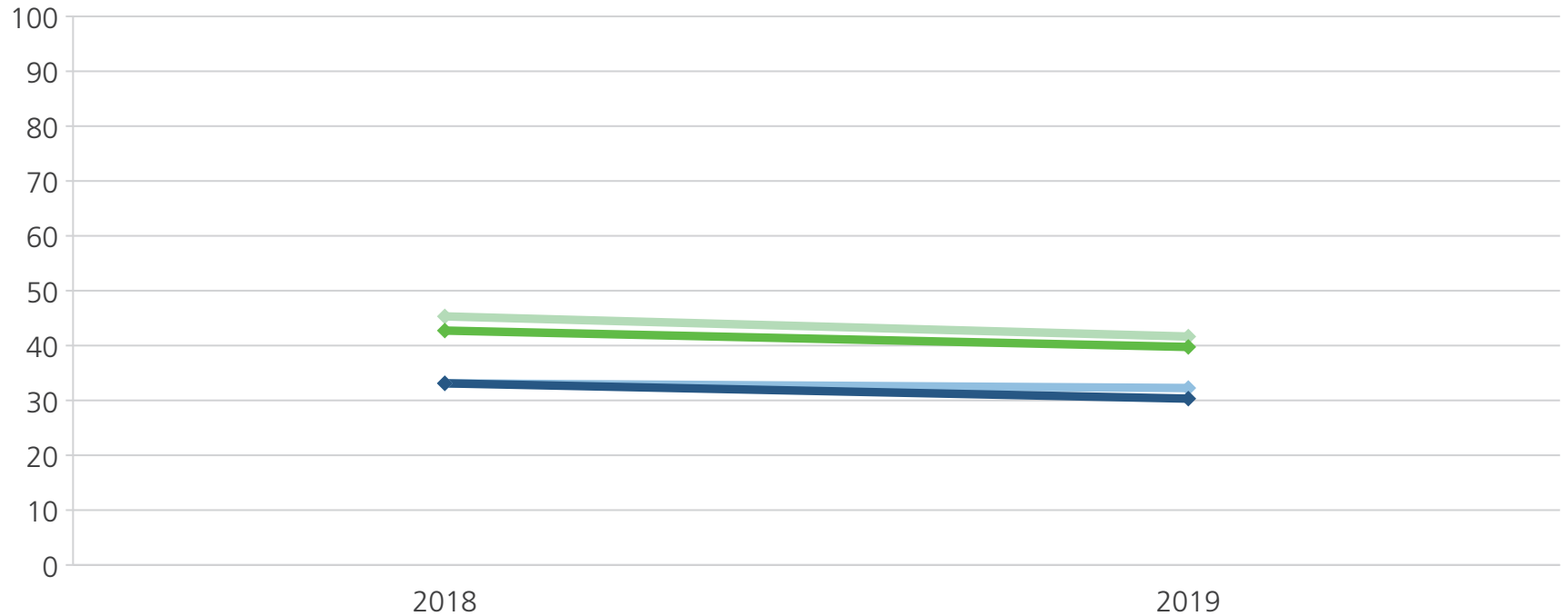
882

390

1,001

Average calculated as the median for the benchmark group

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
Disabled staff: Your org	42.7%	39.7%
Non-disabled staff: Your org	33.1%	30.3%
Disabled staff: Average	45.3%	41.6%
Non-disabled staff: Average	33.1%	32.3%

Disabled staff: Responses

337

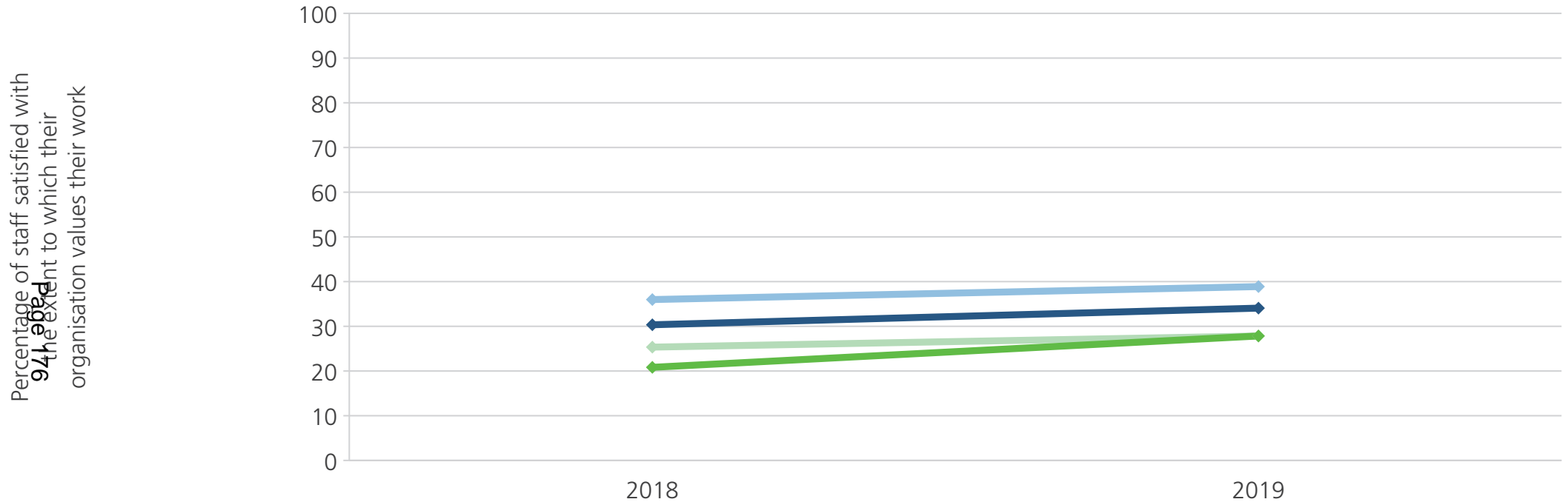
463

Non-disabled staff: Responses

758

897

Average calculated as the median for the benchmark group



	2018	2019
Disabled staff: Your org	20.8%	27.8%
Non-disabled staff: Your org	30.3%	34.1%
Disabled staff: Average	25.3%	27.8%
Non-disabled staff: Average	36.0%	38.9%

Disabled staff: Responses

437

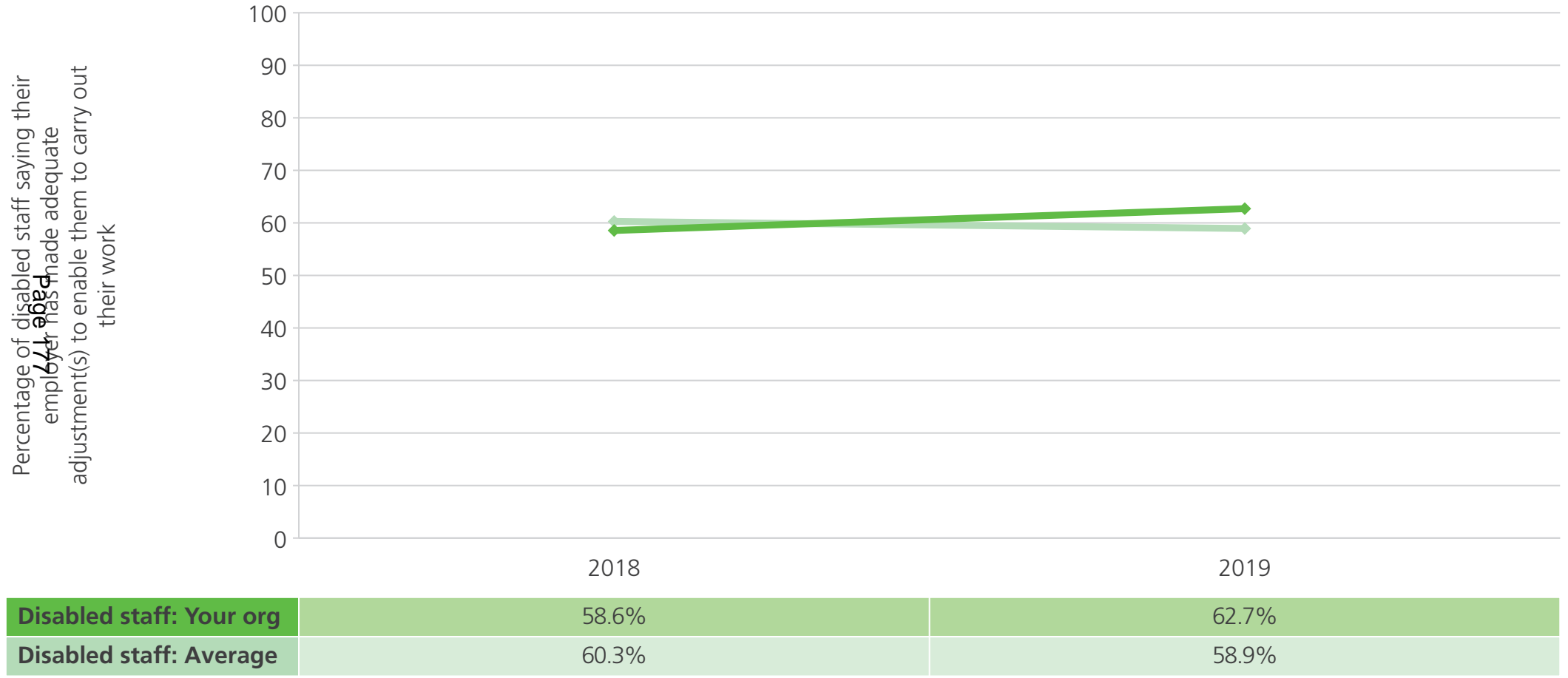
564

Non-disabled staff: Responses

1,282

1,500

Average calculated as the median for the benchmark group



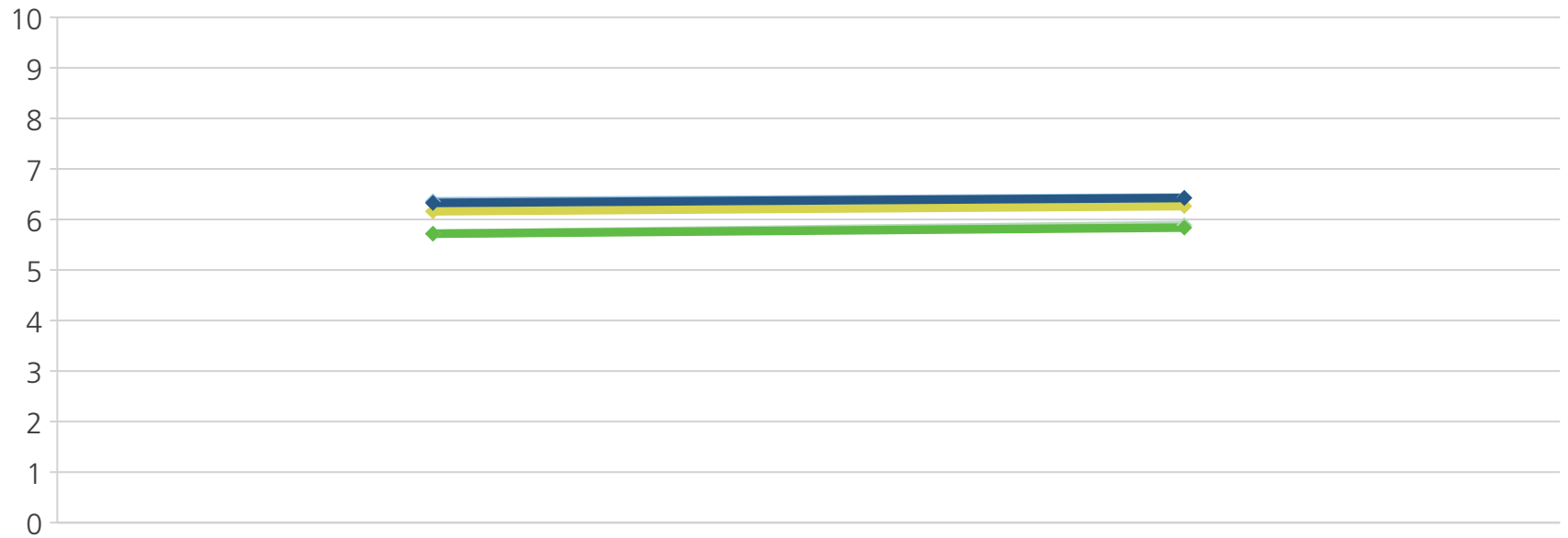
Disabled staff: Responses

263

354

Average calculated as the median for the benchmark group

Staff engagement score (0-10)



	2018	2019
Organisation average	6.2	6.3
Disabled staff: Your org	5.7	5.8
Non-disabled staff: Your org	6.3	6.4
Disabled staff: Average	5.7	5.9
Non-disabled staff: Average	6.4	6.4

Organisation Responses

1,768

2,108

Disabled staff: Responses

439

564

Non-disabled staff: Responses

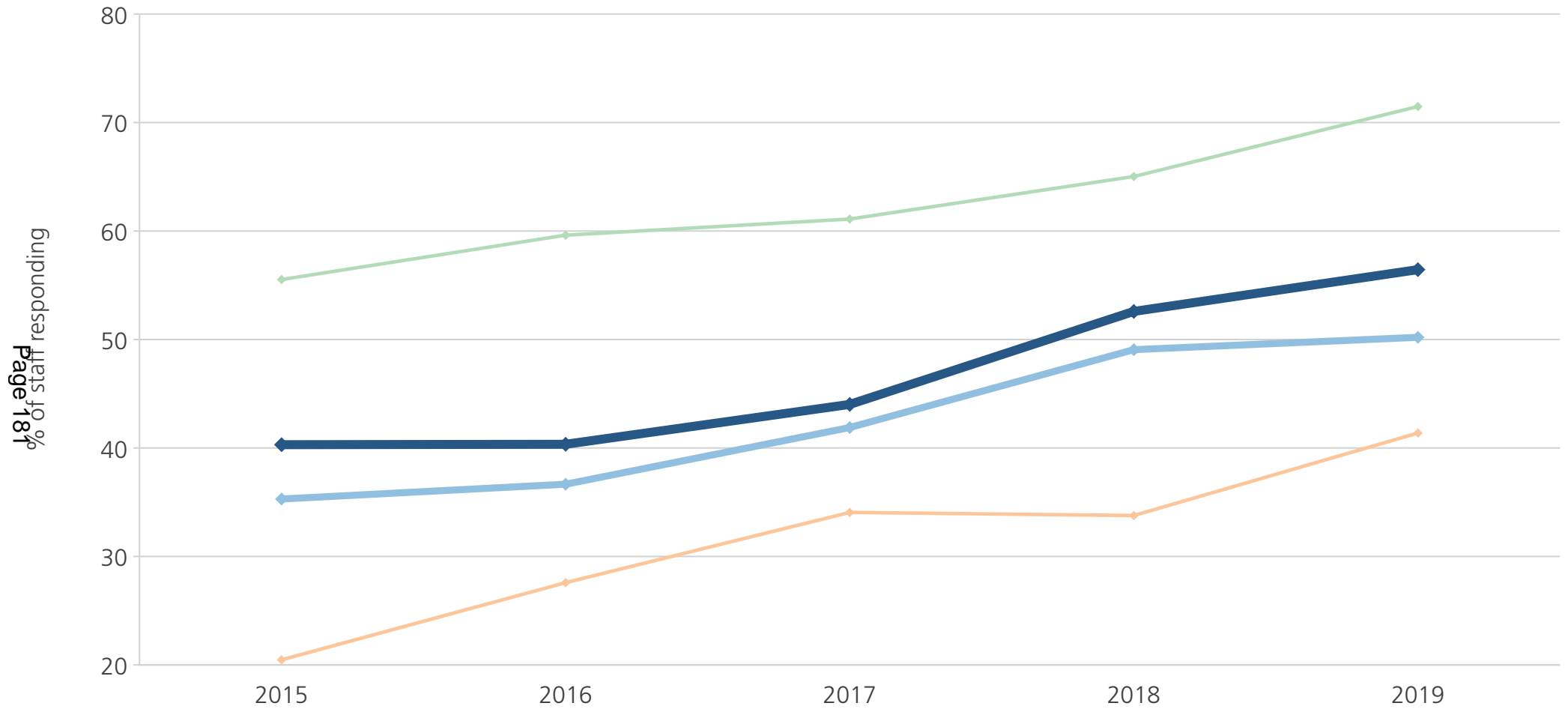
1,291

1,512

Average calculated as the median for the benchmark group

Appendices

Appendix A: Response rate



	2015	2016	2017	2018	2019
Best	55.5%	59.6%	61.1%	65.0%	71.5%
Your org	40.3%	40.3%	44.0%	52.6%	56.4%
Median	35.3%	36.7%	41.9%	49.1%	50.2%
Worst	20.5%	27.6%	34.1%	33.8%	41.4%

Appendix B: Significance testing - 2018 v 2019 theme results

The table below presents the results of significance testing conducted on this year's theme scores and those from last year*. It details the organisation's theme scores for both years and the number of responses each of these are based on.

The final column contains the outcome of the significance testing: ↑ indicates that the 2019 score is significantly higher than last year's, whereas ↓ indicates that the 2019 score is significantly lower. If there is no statistically significant difference, you will see 'Not significant'. When there is no comparable data from the past survey year, you will see 'N/A'.

Theme	2018 score	2018 respondents	2019 score	2019 respondents	Statistically significant change?
Equality, diversity & inclusion	8.2	1733	8.2	2083	Not significant
Health & wellbeing	5.0	1753	5.0	2095	Not significant
Immediate managers	6.4	1754	6.5	2093	Not significant
Morale	5.5	1740	5.6	2085	Not significant
Quality of appraisals	4.6	1372	4.8	1450	Not significant
Quality of care	7.1	1601	7.3	1889	↑
Safe environment - Bullying & harassment	6.9	1742	7.1	2085	↑
Safe environment - Violence	9.0	1747	8.9	2085	Not significant
Safety culture	6.1	1740	6.2	2087	↑
Staff engagement	6.2	1768	6.2	2108	Not significant
Team working	5.2	1743	5.2	2087	Not significant

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

Appendix C: Tips on using your benchmark report

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



Key points to note

There are a number of differences in this benchmark report compared to the style of benchmark reports prior to the 2018 survey, which are worth noting

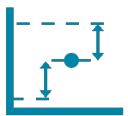
Page 185



- Key Findings have been replaced by themes. The themes cover eleven areas of staff experience and present results in these areas in a clear and consistent way. All of the eleven themes are scored on a 0-10 scale, where a higher score is more positive than a lower score. These theme scores are created by scoring question results and grouping these results together.



- A key feature of the reports is that they **provide organisations with up to 5 years of trend data** across theme and question results. 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 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 were drawn solely between the current and previous year.



- **Question results 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.

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

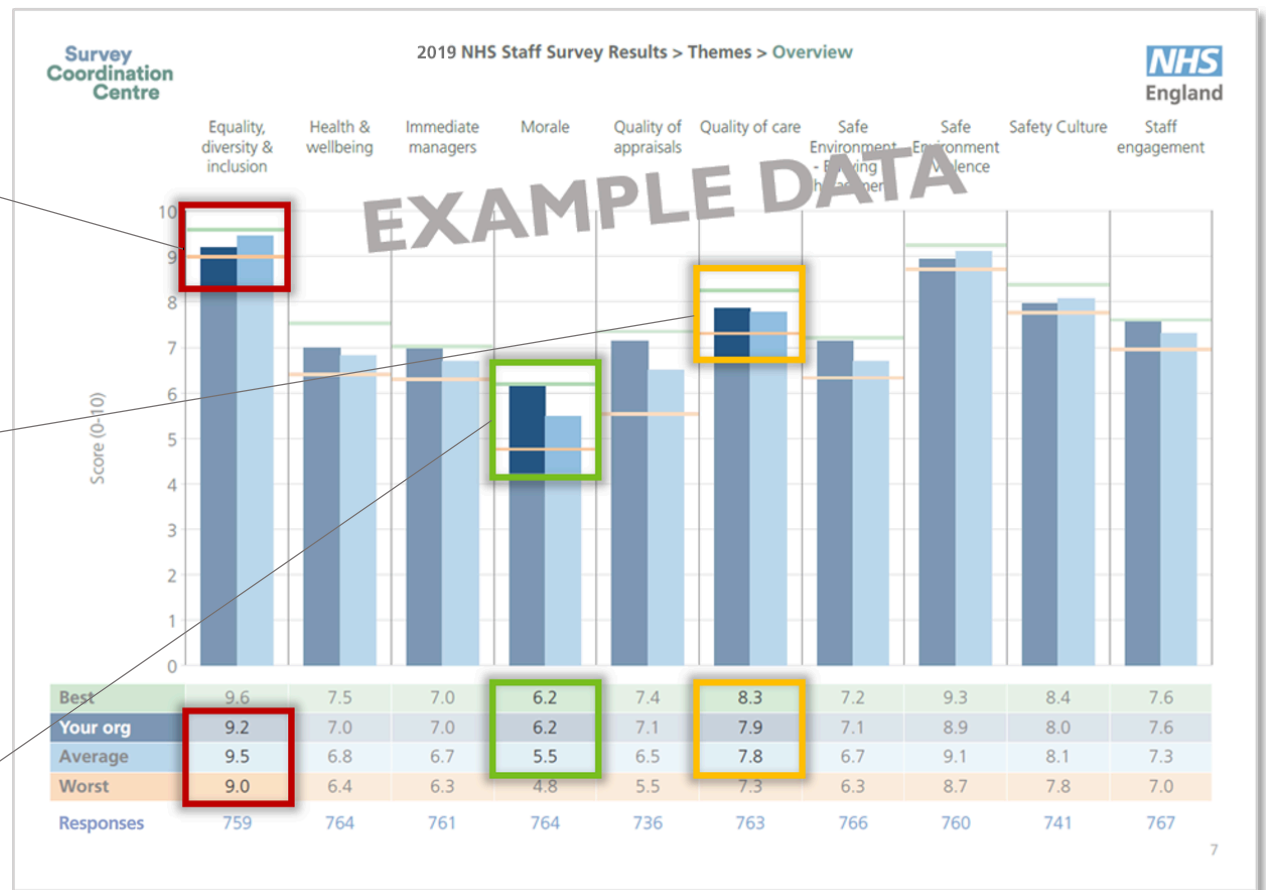
It is important to **consider each theme result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

Areas to improve

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

Positive outcomes

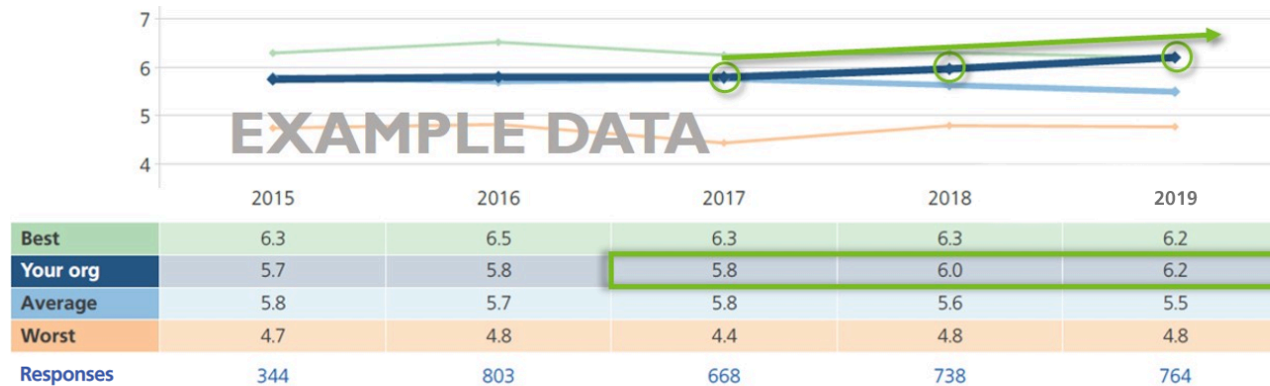
- Similarly, using the overview page it is easy to identify themes which show a positive outcome for your organisation, where 'Your org' scores are distinctly higher than the benchmarking group 'Average' score.
- Positive stories to report could be ones where your organisation approaches or matches the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



Only one example is highlighted for each point

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.



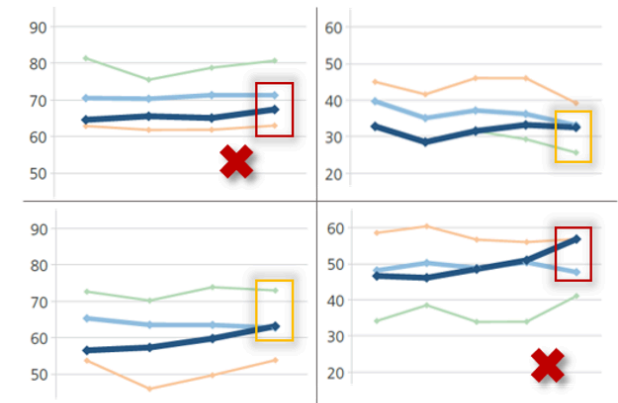
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Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation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

Review questions feeding into the themes

In order to understand exactly which factors are driving your organisation's theme score, you should review the questions feeding into the theme. The **'Detailed information'** section contains the questions contributing to each theme, grouped together, thus they can be reviewed easily without the need to search through the 'Question results' section. 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 theme results can be identified**.

For themes where results need improvement, action plans can be formulated to **focus on the areas 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

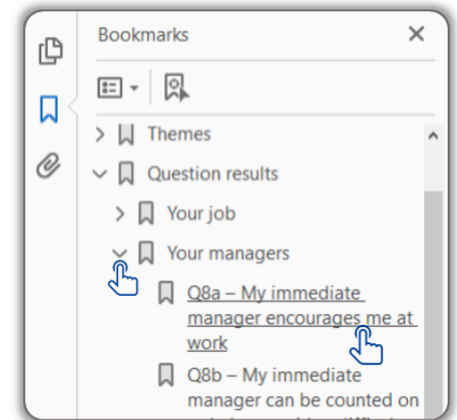
This benchmark report displays results for all questions in the questionnaire, including benchmarked trend data wherever available. While this a key feature of the report, at first glance the amount of information contained on more than 170 pages might appear daunting. The below suggestions aim to provide some guidance on how to get started with navigating through this set of data. It's also worth noting that new for 2019 is a PDF summary version of this benchmark report. This presents the same data as this main benchmark report, but does not include the detailed question level reporting.

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 now be assessed on the backdrop of benchmark and historical trend data.
- **Note:** The bookmarks bar allows for easy navigation through the report, allowing subsections of the report to be folded, for quick access to questions through hyperlinks.

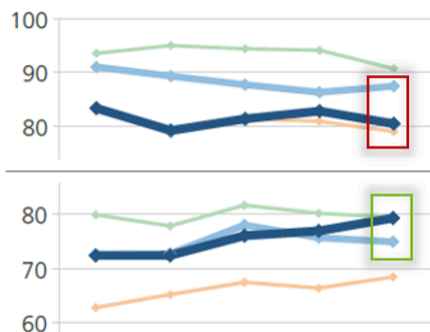
Use the bookmarks bar to navigate directly to questions of interest



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

The methods recommended to review your theme results can also be applied to pick out question level results of interest. However, **unlike themes 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 which 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, theme, historical comparability of organisations and questions in the survey.

Other local results

-  **Benchmark summary reports:** A PDF summary version of this benchmark report, that produces the same data, but does not include the detailed question level reporting.
-  **Local Breakdowns:** Dashboards containing results for each organisation broken down by demographic characteristics. Data is available for up to five years where possible.
-  **Directorate Reports:** Reports containing theme results split by directorate (locality) for South East Coast Ambulance Service NHS Foundation Trust.

National results

-  **National Trend Data** and **National Breakdowns:** Dashboards containing national results – data available for five years where possible.