

TRUST BOARD MEETING – PUBLIC

Meeting details

Date of Meeting:	30th March, 2023
Title of Paper:	Staff experience, culture and the National Staff Survey
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Executive Director:	Sandra Goatley, Chief People Officer

Purpose of Paper

Purpose:	For discussion
Submission to Committee:	Board Request

Overview of Paper

This paper sets out the overall results of the National Staff Survey, areas where the Trust's results have improved and deteriorated, and comparisons with external mental health Trust benchmarks. The paper also describes the areas for focus in the next three years of KMPT's People Plan, drawing on findings from the National Staff Survey.

Issues to bring to the Board's attention

This year's Staff Survey results for KMPT remain largely consistent with last year's results, and largely reflective with the national picture – they have seen little change, and are on the whole consistent with the national averages for mental health trusts.

Key areas for improvement are considered to be:

- Satisfaction with levels of pay (deteriorated and poorer than average);
- Satisfaction with staffing levels (deteriorated although around average);
- Responding to concerns (deteriorated and poorer than average);
- Mitigating against and supporting staff who experience violence, aggression and discrimination from patients (consistent with 2021, but poorer than average).

Key strengths are considered to be:

- Satisfaction with line management (consistent with last year, and stronger than average in a number of areas);
- Access to learning and development opportunities (consistent with last year and stronger than average);
- Likelihood of reporting when things go wrong (somewhat improved from last year, and stronger than average).

The emerging People Plan (supporting KMPT’s new three-year strategy) addresses each of these areas. Local teams are also being supported to develop local commitments.

Governance

Implications/Impact:	Recruitment and retention; quality and safety and absence
Risk recorded on:	BAF and Trust Risk Register
Risk IDs:	Risk ID 6847 - sickness Risk ID 6848 – Turnover Risk ID 6849 – Retention
Assurance/Oversight:	Workforce and Organisational Development Committee

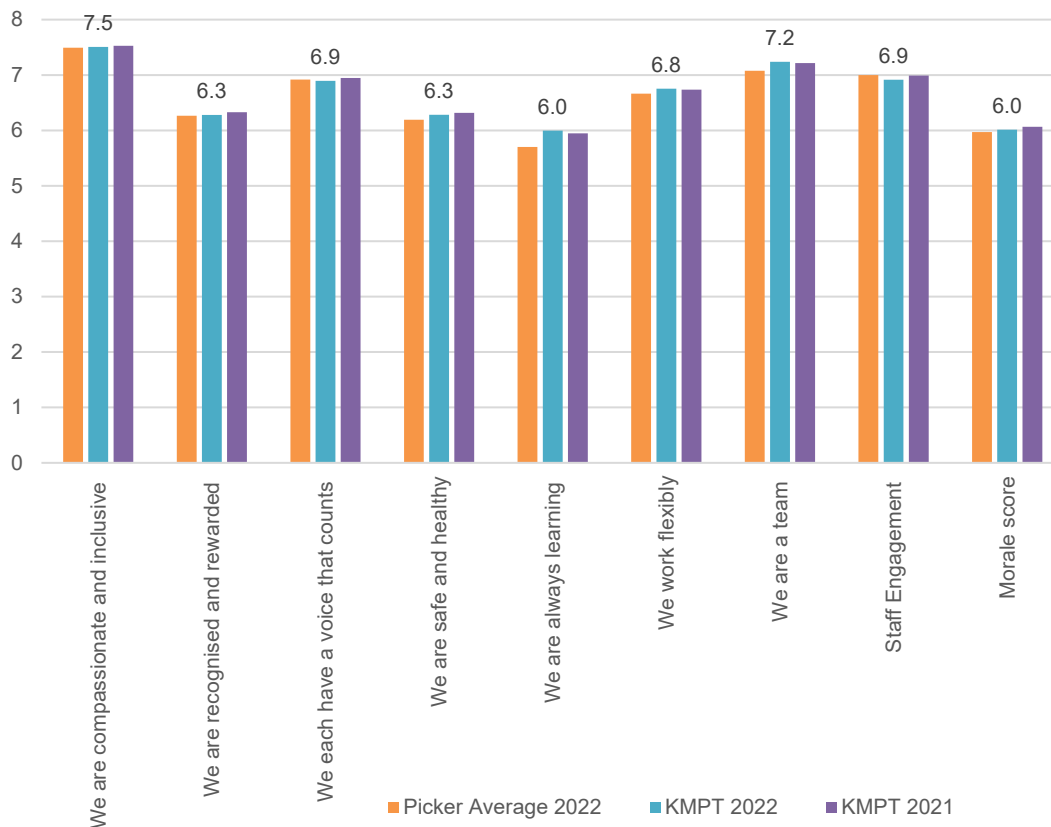
1. INTRODUCTION AND CONTEXT

- 1.1 Recognising that people are its most critical asset, Kent and Medway NHS and Social Care Partnership Trust (KMPT) continues to pay close attention to the experience that its people have in the workplace, and to the culture that exists in the organisation.
- 1.2 Indeed, there is a wealth of evidence reminding NHS organisations to address systemic cultural features which facilitate or impede the provision of safe, high quality care for patients. Bringing together this evidence, the national People Plan concluded that NHS organisations should aspire to a culture where:
 - We are compassionate and inclusive
 - We are recognised and rewarded
 - We each have a voice that counts
 - We are safe and healthy
 - We are learning
 - We work flexible
 - We are a team.
- 1.3 The National Staff Survey (responded to this year by 63.4% of KMPT staff) serves, alongside other indicators, as a helpful barometer for organisational culture. It is a means of staff communicating, from their experience, where there are strengths and weaknesses in the culture and in the system which impact on the provision of care. The Staff Survey results at KMPT have remained fairly stable over the past 5 years, and have tended to be broadly in line with the average results for mental health Trusts. The same is true of the results for 2022.
- 1.4 KMPT has taken many positive steps over the past few years to make improvements in relation to staff experience and culture. A small number of examples include investing in its health and wellbeing offer to promote work life balance and team cohesion, creation of the Centre for Practice and Learning to promote career development and introducing the independent Freedom to Speak Up Guardian service to increase confidence and clarity about how to raise concerns.
- 1.5 Over the coming three years, KMPT seeks to build on these strong foundations to gain momentum towards its ambitions of being a truly great place to work and of fostering a culture where its people thrive.
- 1.6 This paper sets out the overall results of the National Staff Survey, areas where the Trust's results have improved and deteriorated, and comparisons with external mental health Trust benchmarks. The paper also describes the areas for focus in the next three years of KMPT's People Plan, drawing on findings from the National Staff Survey.

2. STAFF SURVEY RESULTS

2.1 Staff Survey results: Overview against People Promise

2.1.1 Since last year, the National Staff Survey questions have been grouped into the key strands of the national People Promise, and scored on a scale of 1 to 10 (10 being the most positive) based on the responses. This grouping provides a helpful overview of the total feedback. The numbers labelled reflect KMPT's 2022 scores.



2.1.2 Overall, this highlights, as previously stated, that KMPT's results are broadly in line with the national average for Mental Health Trusts overall, and broadly in line with KMPT's results last year.

2.2 Staff Survey results: Historical benchmarking (changes over time)

2.2.1 Across all the 97 individual questions in this year's survey, responses had improved in response to 13 questions and deteriorated in response to 3 questions since the

2021 National Staff Survey. It should be noted that for statistical purposes, only variations of more than 3% are recognised as variations.

2.2.2 The scores with the greatest improvement and deterioration are shown below:

Most Improved 5 scores compared to 2021		Trust 2022	Trust 2021	Picker Avg 2022
Q11e	Not felt pressure from manager to come to work when not feeling well enough	84.1%	81.5%	84.4%
Q3c	Opportunities to show initiative frequently in my role	78.5%	76.2%	77.1%
Q14d	Last experience of harassment/bullying/abuse reported	67%	65.5%	60.1%
Q11b	In last 12 months, have not experienced musculoskeletal (MSK) problems as a result of work activities	78.3%	76.2%	75.4%
Q12a	Never/rarely find work emotionally exhausting	22%	20.1%	19%

Most deteriorated 5 scores compared to 2021		Trust 2022	Trust 2021	Picker Avg 2022
Q4c	Satisfied with level of pay	26.6%	31.4%	29.4%
Q19b	Would feel confident that organisation would address concerns about unsafe clinical practice	59%	63.4%	60.5%
Q3i	Enough staff at organisation to do my job properly	28.2%	31.9%	29.3%
Q23b	Organisation acts on concerns raised by patients/service users	72.9%	76.4%	73.6%
Q23f	Feel organisation would address any concerns I raised	51.8%	55%	53.5%

2.2.3 The full set of question scores since the 2018 National Staff Survey can be found in Appendix 1.

2.2.4 There appear to be deteriorated responses to quite a number of questions, and it seems that many of these challenges reflect the national context and are shared nationally. Specifically, responses relating to recommendation of the organisation (both as a place to work and to be treated), satisfaction with level of pay, the impact of work pressures and staffing levels, and intention to leave the organisation saw deteriorations both within KMPT and nationally.

2.2.5 However, there is also an area of deterioration which seems to be more specific to KMPT relating to the way in which concerns are addressed. It is not uncommon to see this sort of deterioration following a period of promotion of raising concerns and freedom to speak up. Indeed, improvements in scores around likelihood of issues

being reported are noted, but the organisational and managerial response when issues are reported must be an area of attention if KMPT is to maintain its progress around speaking up. Opportunities to make improvements in this area were similarly highlighted in the recent six-monthly report to the Board from the Guardian's office, and plans are now in place.

2.3 Staff Survey results: External benchmarking (comparison with other mental health Trusts)

2.3.1 Across the 97 questions in this year's survey, responses to 13 questions were better than the average for mental health Trusts, and responses to 12 questions were worse than the average for mental health Trusts.

2.3.2 The strongest and poorest scores in relation to the average for mental health Trusts are shown below:

Strongest scores compared to average		Trust 2022	Picker Avg 2022	Trust 2021
Q12a	Never/rarely find work emotionally exhausting	22%	19%	20.1%
Q21c	Appraisal helped me agree clear objectives for my job	38.9%	33.6%	38.6%
Q21b	Appraisal helped me improve how I do my job	25.9%	22.5%	26.1%
Q14d	Last experience of harassment/bullying/abuse reported	67%	60.1%	65.5%
Q3h.	Have adequate materials, supplies and equipment to do my work	67.4%	61.3%	66.4%

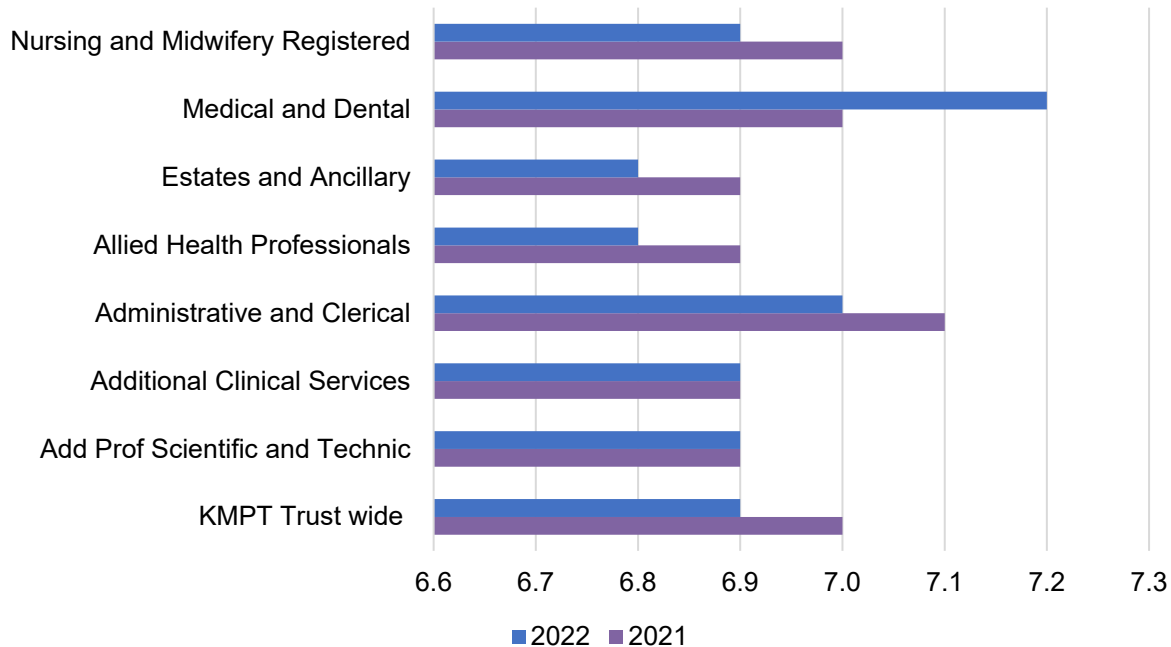
Poorest scores compared to average		Trust 2022	Picker Avg 2022	Trust 2021
Q4c	Satisfied with level of pay	26.6%	29.4%	31.4%
Q24a	I don't often think about leaving this organisation	41%	44.7%	42.7%
Q23d	If friend/relative needed treatment would be happy with standard of care provided by organisation	56.8%	60.8%	59.4%
Q24c	I am not planning on leaving this organisation	55.9%	59.4%	57.9%
Q23c	Would recommend organisation as place to work	57.6%	61.1%	60.1%

- 2.3.3 The full set of questions ranked against other mental health Trusts can be found in Appendix 2.
- 2.3.4 These results indicate relative strengths particularly around line management and learning and development, which are critical foundations for future change and improvement. It should of course be noted that even scores which are positive compared to the national average may leave scope for improvement, such as, for example, scores around appraisal.
- 2.3.5 The five questions with the poorest results relative to the national average for Mental Health Trusts and so shown above are all considered to be lag measures (measures that are driven by other measures) , and as such it is necessary to understand the wider range of questions which score more poorly than average (highlighted in Appendix 2) in order to identify areas which can be addressed directly, and which tend to have a longer term impact on some of these lag measures.
- 2.3.6 The wider set of results indicate particular challenges for KMPT around experiences of violence, aggression and discrimination perpetrated against staff by patients, in particular in relation to minority ethnic staff. This echoes recent findings reported to Trust Board, and triangulates with reports through the Datix system. Plans are in place, although of course this remains a sensitive area requiring ongoing attention and priority.
- 2.3.7 Unsurprisingly, the results also indicate pressures resulting from vacancy rates and increased acuity, with significant numbers of staff reporting working additional hours (notwithstanding that these are paid).
- 2.3.8 The final area which is indicated for focus based on relativities with national Mental Health Trust average (as well as the deterioration beyond national trend since last year) is the way in which concerns are addressed when raised. Specifically, as well as a deterioration in confidence that concerns are addressed, fewer staff than the national average also report a lack of confidence that they will be treated fairly having raised them.

2.4 **Staff Survey results: Internal benchmarking (comparison across professional groups)**

- 2.4.1 Staff do not report a marked difference in levels in engagement across most professional groups. Similarly, there has not been a material change in levels of engagement reported for most professional groups since the 2021 Survey.

2.4.2 One exception however is that colleagues in the medical professional group report higher levels of engagement than those in other professional groups, and also report noticeably more positively than in 2021, as can be seen below:



2.5 Staff Survey results: Summary of key themes

2.5.1 It is not proposed that a discrete Staff Survey action plan is created, but rather that key findings from the Staff Survey are considered and reflected, alongside other pertinent challenges identified through different sources, in KMPT’s emerging People Plan for 2023-26. As such, it is important to crystallise the key issues highlighted by staff through the Staff Survey.

2.5.2 These areas for improvement are considered to be:

- Satisfaction with levels of pay (deteriorated and poorer than average);
- Satisfaction with staffing levels (deteriorated although around average);
- Responding to concerns (deteriorated and poorer than average);

- Mitigating against and supporting staff who experience violence, aggression and discrimination from patients (consistent with 2021, but poorer than average).

2.5.3 Similarly, the People Plan should build on the strengths highlighted through the Staff Survey.

2.5.4 These areas to build on are considered to be:

- Satisfaction with line management (consistent with last year, and stronger than average in a number of areas);
- Access to learning and development opportunities (consistent with last year and stronger than average);
- Likelihood of reporting when things go wrong (somewhat improved from last year, and stronger than average).

3. PLAN: PEOPLE PLAN STAFF EXPERIENCE AND CULTURE PRIORITIES

3.1 The work undertaken by KMPT to date lays some good foundations in terms of culture and staff experience. However, the imminent venture into KMPT's new three-year strategy creates an opportunity to refresh KMPT's cultural aspirations and to renew our momentum towards them.

3.2 The proposed People Plan for 2023-26 aims to capitalise on this opportunity, with a small number of clear objectives. Although this plan is still in development and follows from the wider KMPT strategy, its anticipated key priorities are set out below:

i) To build a sustainable workforce for the future;

It is proposed that this workstream will focus on delivering a more manageable vacancy gap through a balance of a 'grow our own' approach delivered in partnership with local education partners, and a more competitive external recruitment strategy. The latter may involve a more managed pay strategies, but the flexible working advantages that could be offered through different temporary staffing approaches are also currently being explored.

Some specific interventions for the next twelve months are likely to be:

- Increasing our numbers of Registered Nurse Degree Apprentices and staff accessing degree top-ups;

- Transformation of the Recruitment function to deliver more targeted and proactive recruitment;
- Introduction of a Recruitment and Retention pay framework;
- Exploration of different temporary staffing vehicles, including, possibly, the creation of and recruitment to an in-house staff bank.

It is anticipated that this workstream will over its three-year lifespan deliver a material reduction in vacancy rates and so address some of the issues around staffing and pay highlighted by staff through the Staff Survey.

ii) To nurture a confident, capable and well-led KMPT team;

It is proposed that this workstream will build on existing strengths highlighted through the Staff Survey around both learning and development and management. The focus of the workstream will be on ensuring staff have access to the right learning and development opportunities at the right time, and on upskilling managers to get the most out of their staff.

Some specific interventions over the next twelve months are likely to be:

- Linking training needs analysis to workforce plans;
- Streamlining of essential training;
- Implementation of the new coaching and mentoring strategy;
- Mapping of leadership and management competencies and behaviours and introduction of a new leadership and management foundation programme.

It is anticipated that this approach will see continued improvement in scores around learning and development and management in the Staff Survey.

iii) To foster a culture where people thrive.

It is proposed that this workstream will focus on enhancing three key aspects of KMPT's organisational culture, namely care and kindness, equality and inclusion, and voice and empowerment.

Some specific interventions over the next twelve months are likely to be:

- Enhancement of fast-track support for staff experiencing mental ill-health;
- Refresh of the violence and aggression task and finish group and introduction of trauma-Informed approaches to supporting staff involved in incidents, with a particular focus on minority ethnic staff;
- Implementation of improvements in how concerns are addressed, including through closer links with Quality Improvement;

- Establishment of the Staff Council.

It is anticipated that this workstream will over its three-year lifespan deliver improvements in scores around how we respond to concerns, how we deal with violence and aggression, and overall engagement.

4. PLAN: TEAM-LED CHANGE

- 4.1 Alongside the Trust-wide People Plan, the process itself of learning from our staff about their experiences is considered to be a valuable opportunity to build engagement. The anecdotal feedback that could be shared through this process also adds depth to and complements the intelligence obtained through the National Staff Survey.
- 4.2 To capitalise on this opportunity, a toolkit has been made available for managers to support them with holding conversations with their teams about their experiences working with KMPT, using the Staff Survey results for those teams as a prompt.
- 4.3 Between now and June, each team will together identify three commitments that will improve experiences within that team in order that these can be delivered by the team collectively.
- 4.4 Dedicated support has been offered to teams where the Staff Survey or other intelligence highlights particular challenges.

5. CONCLUSION

- 5.1 The organisation's new three-year strategy and associated People Plan creates an opportunity to increase momentum towards KMPT's goal of being an employer of choice, and to fulfil its potential as an anchor institution.
- 5.2 The National Staff Survey serves as a helpful barometer of organisational culture, allowing KMPT to intelligently adapt existing and emerging plans to take advantage of strengths and to address areas of weakness.
- 5.3 The Board is asked to consider the findings of the National Staff Survey and the approach set out in this paper to fostering the right culture for KMPT to continue delivering Brilliant Care through its Brilliant People.

Appendix 1: full set of question scores since the 2018 National Staff Survey

#	Description	2022	2021	2020	2019	2018
q23a	Care of patients/service users is organisation's top priority	73%	75%	78%	77%	70%
q23b	Organisation acts on concerns raised by patients/service users	73%	76%	78%	78%	74%
q23c	Would recommend organisation as place to work	58%	60%	64%	61%	57%
q23d	If friend/relative needed treatment would be happy with standard of care provided by organisation	57%	59%	64%	62%	57%
q6a	Feel my role makes a difference to patients/service users	85%	86%	87%	88%	87%
q9f	Immediate manager works with me to understand problems	78%	78%	*	*	*
q9g	Immediate manager listens to challenges I face	80%	81%	*	*	*
q9h	Immediate manager cares about my concerns	79%	79%	*	*	*
q9i	Immediate manager helps me with problems I face	76%	75%	*	*	*
q15	Organisation acts fairly: career progression	60%	60%	60%	59%	57%
q16a	Not experienced discrimination from patients/service users, their relatives or other members of the public	88%	89%	88%	88%	90%
q16b	Not experienced discrimination from manager/team leader or other colleagues	93%	92%	92%	93%	92%
q20	Feel organisation respects individual differences	72%	71%	*	*	*
q7h	Feel valued by my team	75%	74%	*	*	*
q7i	Feel a strong personal attachment to my team	67%	67%	*	*	*
q8b	Colleagues are understanding and kind to one another	77%	78%	*	*	*
q8c	Colleagues are polite and treat each other with respect	79%	79%	*	*	*
q4a	Satisfied with recognition for good work	62%	62%	65%	66%	64%

q4b	Satisfied with extent organisation values my work	48%	49%	53%	52%	50%
q4c	Satisfied with level of pay	27%	31%	34%	33%	34%
q8d	Colleagues show appreciation to one another	75%	75%	*	*	*
q9e	Immediate manager values my work	81%	81%	82%	82%	80%
q3a	Always know what work responsibilities are	87%	86%	86%	86%	85%
q3b	Feel trusted to do my job	92%	91%	91%	91%	91%
q3c	Opportunities to show initiative frequently in my role	79%	76%	75%	74%	75%
q3d	Able to make suggestions to improve the work of my team/dept	77%	78%	79%	78%	80%
q3e	Involved in deciding changes that affect work	52%	53%	55%	53%	54%
q3f	Able to make improvements happen in my area of work	61%	61%	64%	62%	62%
q19a	Would feel secure raising concerns about unsafe clinical practice	75%	78%	76%	75%	71%
q19b	Would feel confident that organisation would address concerns about unsafe clinical practice	59%	63%	66%	63%	58%
q23e	Feel safe to speak up about anything that concerns me in this organisation	64%	66%	67%	*	*
q23f	Feel organisation would address any concerns I raised	52%	55%	*	*	*
q11a	Organisation takes positive action on health and well-being	62%	62%	*	*	*
q13d	Last experience of physical violence reported	92%	94%	94%	96%	92%
q3g	Able to meet conflicting demands on my time at work	48%	49%	51%	50%	46%
q3h	Have adequate materials, supplies and equipment to do my work	67%	66%	68%	61%	59%
q3i	Enough staff at organisation to do my job properly	28%	32%	42%	35%	34%
q5a	Have realistic time pressures	28%	29%	28%	28%	27%
q12a	Never/rarely find work emotionally exhausting	22%	20%	*	*	*

q12b	Never/rarely feel burnt out because of work	33%	34%	*	*	*
q12c	Never/rarely frustrated by work	23%	24%	*	*	*
q12d	Never/rarely exhausted by the thought of another day/shift at work	42%	42%	*	*	*
q12e	Never/rarely worn out at the end of work	20%	21%	*	*	*
q12f	Never/rarely feel every working hour is tiring	56%	57%	*	*	*
q11b	In last 12 months, have not experienced musculoskeletal (MSK) problems as a result of work activities	78%	76%	77%	80%	79%
q11c	In last 12 months, have not felt unwell due to work related stress	59%	58%	59%	62%	61%
q11d	In last 3 months, have not come to work when not feeling well enough to perform duties	47%	50%	54%	46%	42%
q13a	Not experienced physical violence from patients/service users, their relatives or other members of the public	82%	82%	80%	79%	79%
q13b	Not experienced physical violence from managers	99%	99%	99%	99%	99%
q13c	Not experienced physical violence from other colleagues	98%	99%	99%	98%	98%
q22a	Organisation offers me challenging work	73%	72%	*	*	*
q22b	There are opportunities for me to develop my career in this organisation	57%	56%	*	*	*
q22c	Have opportunities to improve my knowledge and skills	75%	75%	*	*	*
q22d	Feel supported to develop my potential	64%	63%	*	*	*
q22e	Able to access the right learning and development opportunities when I need to	67%	65%	*	*	*
q21b	Appraisal helped me improve how I do my job	26%	26%	*	28%	29%
q21c	Appraisal helped me agree clear objectives for my work	39%	39%	*	42%	40%
q21d	Appraisal left me feeling organisation values my work	37%	36%	*	36%	35%
q6b	Organisation is committed to helping balance work and home life	55%	55%	*	*	*
q6c	Achieve a good balance between work and home life	59%	58%	*	*	*

q6d	Can approach immediate manager to talk openly about flexible working	80%	79%	*	*	*
q4d	Satisfied with opportunities for flexible working patterns	65%	66%	68%	64%	63%
q7a	Team members have a set of shared objectives	77%	78%	76%	76%	75%
q7b	Team members often meet to discuss the team's effectiveness	71%	73%	72%	74%	74%
q7c	Receive the respect I deserve from my colleagues at work	76%	77%	76%	76%	77%
q7d	Team members understand each other's roles	72%	72%	*	*	*
q7e	Enjoy working with colleagues in team	85%	85%	*	*	*
q7f	Team has enough freedom in how to do its work	60%	59%	*	*	*
q9a	Immediate manager encourages me at work	82%	82%	81%	82%	79%
q9b	Immediate manager gives clear feedback on my work	78%	78%	77%	78%	74%
q9c	Immediate manager asks for my opinion before making decisions that affect my work	69%	68%	66%	67%	65%
q9d	Immediate manager takes a positive interest in my health & well-being	81%	80%	82%	81%	79%
q10b	Don't work any additional paid hours per week for this organisation, over and above contracted hours	70%	70%	73%	72%	74%
q10c	Don't work any additional unpaid hours per week for this organisation, over and above contracted hours	39%	39%	41%	41%	41%
q11e	Not felt pressure from manager to come to work when not feeling well enough	84%	81%	78%	84%	81%
q12g	Never/rarely lack energy for family and friends	38%	38%	*	*	*
q14a	Not experienced harassment, bullying or abuse from patients/service users, their relatives or members of the public	70%	71%	68%	65%	67%
q14b	Not experienced harassment, bullying or abuse from managers	92%	92%	90%	89%	88%
q14c	Not experienced harassment, bullying or abuse from other colleagues	87%	86%	84%	84%	84%
q14d	Last experience of harassment/bullying/abuse reported	67%	66%	63%	63%	59%

q17	Not seen any errors/near misses/incidents that could have hurt staff/patients/service users	70%	*	*	*	*
q18a	Staff involved in an error/near miss/incident treated fairly	55%	*	*	*	*
q18b	Encouraged to report errors/near misses/incidents	88%	*	*	*	*
q18c	Organisation ensure errors/near misses/incidents do not repeat	70%	*	*	*	*
q18d	Feedback given on changes made following errors/near misses/incidents	67%	*	*	*	*
q21a	Received appraisal in the past 12 months	91%	91%	*	94%	94%
q24a	I don't often think about leaving this organisation	41%	43%	47%	46%	43%
q24b	I am unlikely to look for a job at a new organisation in the next 12 months	48%	50%	53%	53%	50%
q24c	I am not planning on leaving this organisation	56%	58%	60%	60%	57%
q2a	Often/always look forward to going to work	55%	58%	62%	62%	59%
q2b	Often/always enthusiastic about my job	68%	70%	74%	75%	73%
q2c	Time often/always passes quickly when I am working	72%	74%	76%	76%	76%
q30b	Disability: organisation made reasonable adjustment(s) to enable me to carry out work	78%	79%	85%	*	*
q5b	Have a choice in deciding how to do my work	60%	59%	60%	61%	59%
q5c	Relationships at work are unstrained	54%	52%	54%	55%	51%
q7g	Team deals with disagreements constructively	62%	63%	*	*	*
q8a	Teams within the organisation work well together to achieve objectives	51%	53%	*	*	*

Appendix 2: full set of question scores compared to the national average

Q	Description	Picker Avg 2022	KMPT 2022
q23a	Care of patients/service users is organisation's top priority	77.11%	73.32%
q23b	Organisation acts on concerns raised by patients/service users	73.57%	72.92%
q23c	Would recommend organisation as place to work	61.05%	57.64%
q23d	If friend/relative needed treatment would be happy with standard of care provided by organisation	60.83%	56.79%
q6a	Feel my role makes a difference to patients/service users	86.75%	85.13%
q9f	Immediate manager works with me to understand problems	75.88%	77.90%
q9g	Immediate manager listens to challenges I face	77.97%	80.31%
q9h	Immediate manager cares about my concerns	77.05%	79.44%
q9i	Immediate manager helps me with problems I face	72.73%	76.34%
q15	Organisation acts fairly: career progression	57.52%	59.88%
q16a	Not experienced discrimination from patients/service users, their relatives or other members of the public	91.37%	88.30%
q16b	Not experienced discrimination from manager/team leader or other colleagues	91.58%	93.12%
q20	Feel organisation respects individual differences	73.16%	72.05%
q7h	Feel valued by my team	74.75%	74.51%
q7i	Feel a strong personal attachment to my team	66.54%	66.53%
q8b	Colleagues are understanding and kind to one another	77.87%	77.06%
q8c	Colleagues are polite and treat each other with respect	79.12%	78.69%
q4a	Satisfied with recognition for good work	61.11%	61.68%
q4b	Satisfied with extent organisation values my work	50.08%	48.49%

q4c	Satisfied with level of pay	29.38%	26.60%
q8d	Colleagues show appreciation to one another	75.19%	75.05%
q9e	Immediate manager values my work	79.16%	81.27%
q3a	Always know what work responsibilities are	83.49%	86.90%
q3b	Feel trusted to do my job	90.54%	91.58%
q3c	Opportunities to show initiative frequently in my role	77.06%	78.55%
q3d	Able to make suggestions to improve the work of my team/dept	76.77%	76.75%
q3e	Involved in deciding changes that affect work	54.86%	51.96%
q3f	Able to make improvements happen in my area of work	60.10%	61.37%
q19a	Would feel secure raising concerns about unsafe clinical practice	75.66%	75.39%
q19b	Would feel confident that organisation would address concerns about unsafe clinical practice	60.46%	59.04%
q23e	Feel safe to speak up about anything that concerns me in this organisation	65.97%	63.71%
q23f	Feel organisation would address any concerns I raised	53.50%	51.76%
q11a	Organisation takes positive action on health and well-being	61.76%	61.57%
q13d	Last experience of physical violence reported	89.94%	92.29%
q3g	Able to meet conflicting demands on my time at work	44.53%	48.06%
q3h	Have adequate materials, supplies and equipment to do my work	61.26%	67.36%
q3i	Enough staff at organisation to do my job properly	29.32%	28.16%
q5a	Have realistic time pressures	26.10%	28.36%
q12a	Never/rarely find work emotionally exhausting	18.96%	22.03%
q12b	Never/rarely feel burnt out because of work	31.84%	32.76%

q12c	Never/rarely frustrated by work	21.47%	23.20%
q12d	Never/rarely exhausted by the thought of another day/shift at work	40.15%	41.65%
q12e	Never/rarely worn out at the end of work	19.71%	19.72%
q12f	Never/rarely feel every working hour is tiring	56.18%	55.88%
q11b	In last 12 months, have not experienced musculoskeletal (MSK) problems as a result of work activities	75.42%	78.30%
q11c	In last 12 months, have not felt unwell due to work related stress	56.85%	58.59%
q11d	In last 3 months, have not come to work when not feeling well enough to perform duties	45.69%	47.48%
q13a	Not experienced physical violence from patients/service users, their relatives or other members of the public	85.23%	82.11%
q13b	Not experienced physical violence from managers	99.37%	99.08%
q13c	Not experienced physical violence from other colleagues	98.50%	98.06%
q22a	Organisation offers me challenging work	76.49%	72.85%
q22b	There are opportunities for me to develop my career in this organisation	56.58%	56.99%
q22c	Have opportunities to improve my knowledge and skills	73.70%	74.67%
q22d	Feel supported to develop my potential	61.22%	63.70%
q22e	Able to access the right learning and development opportunities when I need to	61.36%	66.71%
q21b	Appraisal helped me improve how I do my job	22.46%	25.87%
q21c	Appraisal helped me agree clear objectives for my work	33.64%	38.85%
q21d	Appraisal left me feeling organisation values my work	34.42%	37.01%
q6b	Organisation is committed to helping balance work and home life	54.59%	54.57%
q6c	Achieve a good balance between work and home life	57.34%	59.03%
q6d	Can approach immediate manager to talk openly about flexible working	77.47%	80.08%

q4d	Satisfied with opportunities for flexible working patterns	65.57%	65.16%
q7a	Team members have a set of shared objectives	75.37%	77.26%
q7b	Team members often meet to discuss the team's effectiveness	69.07%	70.98%
q7c	Receive the respect I deserve from my colleagues at work	76.12%	76.36%
q7d	Team members understand each other's roles	69.74%	71.91%
q7e	Enjoy working with colleagues in team	84.32%	85.29%
q7f	Team has enough freedom in how to do its work	60.54%	59.84%
q9a	Immediate manager encourages me at work	78.36%	81.70%
q9b	Immediate manager gives clear feedback on my work	71.77%	77.67%
q9c	Immediate manager asks for my opinion before making decisions that affect my work	66.92%	69.21%
q9d	Immediate manager takes a positive interest in my health & well-being	77.87%	80.54%
q10b	Don't work any additional paid hours per week for this organisation, over and above contracted hours	73.54%	70.45%
q10c	Don't work any additional unpaid hours per week for this organisation, over and above contracted hours	37.28%	39.22%
q11e	Not felt pressure from manager to come to work when not feeling well enough	84.36%	84.06%
q12g	Never/rarely lack energy for family and friends	37.42%	37.51%
q14a	Not experienced harassment, bullying or abuse from patients/service users, their relatives or members of the public	74.02%	70.50%
q14b	Not experienced harassment, bullying or abuse from managers	90.93%	92.37%
q14c	Not experienced harassment, bullying or abuse from other colleagues	85.63%	86.68%
q14d	Last experience of harassment/bullying/abuse reported	60.15%	66.98%
q17	Not seen any errors/near misses/incidents that could have hurt staff/patients/service users	72.29%	70.24%
q18a	Staff involved in an error/near miss/incident treated fairly	57.97%	54.76%

q18b	Encouraged to report errors/near misses/incidents	87.74%	88.13%
q18c	Organisation ensure errors/near misses/incidents do not repeat	68.89%	70.36%
q18d	Feedback given on changes made following errors/near misses/incidents	62.08%	67.40%
q21a	Received appraisal in the past 12 months	83.52%	91.44%
q24a	I don't often think about leaving this organisation	44.68%	41.02%
q24b	I am unlikely to look for a job at a new organisation in the next 12 months	50.08%	47.99%
q24c	I am not planning on leaving this organisation	59.35%	55.95%
q2a	Often/always look forward to going to work	55.94%	55.33%
q2b	Often/always enthusiastic about my job	69.63%	68.47%
q2c	Time often/always passes quickly when I am working	75.18%	72.14%
q30b	Disability: organisation made reasonable adjustment(s) to enable me to carry out work	78.32%	77.93%
q5b	Have a choice in deciding how to do my work	62.52%	60.47%
q5c	Relationships at work are unstrained	54.39%	53.60%
q7g	Team deals with disagreements constructively	61.02%	61.75%
q8a	Teams within the organisation work well together to achieve objectives	51.18%	50.90%