

# James Paget University Hospitals NHS Foundation Trust

2021 NHS Staff Survey

**Benchmark Report**

## Contents

Introduction . . . . .	3	We are safe and healthy . . . . .	48
People Promise element and theme results . . . . .	8	We are always learning . . . . .	58
Overview . . . . .	9	We work flexibly . . . . .	63
We are compassionate and inclusive . . . . .	10	We are a team . . . . .	66
We each have a voice that counts . . . . .	10	Staff Engagement . . . . .	72
We are safe and healthy . . . . .	11	Morale . . . . .	76
We are always learning . . . . .	11	Questions not linked to the People Promise elements or themes . . . . .	81
We work flexibly . . . . .	12	About your respondents . . . . .	102
We are a team . . . . .	12	The Covid-19 pandemic . . . . .	103
Staff Engagement . . . . .	13	Background details . . . . .	105
Morale . . . . .	13	Workforce Equality Standards . . . . .	117
People Promise element and theme results – Covid-19 classification breakdowns . . . . .	17	Workforce Race Equality Standard (WRES) . . . . .	119
We are compassionate and inclusive . . . . .	19	Workforce Disability Equality Standard (WDES) . . . . .	124
We are recognised and rewarded . . . . .	20	Appendices . . . . .	134
We each have a voice that counts . . . . .	21	A – Response rate . . . . .	136
We are safe and healthy . . . . .	22	B – Significance testing - 2020 v 2021 People Promise and theme results	138
We are always learning . . . . .	23	C – Tips on using your benchmark report . . . . .	139
We work flexibly . . . . .	24	D – Additional reporting outputs . . . . .	145
We are a team . . . . .	25		
Staff Engagement . . . . .	26		
Morale . . . . .	27		
People Promise element and theme results – Detailed information . . . . .	28		
We are compassionate and inclusive . . . . .	30		
We are recognised and rewarded . . . . .	39		
We each have a voice that counts . . . . .	42		

## About this report

This benchmark report for James Paget University Hospitals NHS Foundation Trust contains results for the 2021 NHS Staff Survey, and historical results back to 2017 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 are weighted to allow for fair comparisons between organisations.

Please note: Results for q1, q10a, q22d, q23a-c, q24-q28a, and q29a-q31 are not weighted or benchmarked because these questions ask for demographic or factual information.

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

## How results are reported

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



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

Please note that you can navigate to the results of a particular score or question result by clicking on it in the table below.

People Promise element	Sub-scores	Question
We are compassionate and inclusive	Compassionate culture Compassionate leadership Diversity and equality Inclusion	Q6a, Q21a, Q21b, Q21c, Q21d Q9f, Q9g, Q9h, Q9i Q15*, Q16a, Q16b, Q18 Q7h, Q7i, Q8b, Q8c
We are recognised and rewarded	[No sub-scores]	Q4a, Q4b, Q4c, Q8d, Q9e
We each have a voice that counts	Autonomy and control Raising concerns	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b Q17a, Q17b, Q21e, Q21f
We are safe and healthy	Health and safety climate Burnout Negative experiences	Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c
We are always learning	Development Appraisals	Q20a, Q20b, Q20c, Q20d, Q20e Q19a, Q19b, Q19c, Q19d
We work flexibly	Support for work-life balance Flexible working	Q6b, Q6c, Q6d Q4d
We are a team	Team working Line management	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a Q9a, Q9b, Q9c, Q9d
Theme	Sub-scores	Question
Staff Engagement	Motivation Involvement Advocacy	Q2a, Q2b, Q2c Q3c, Q3d, Q3f Q21a, Q21c, Q21d
Morale	Thinking about leaving Work pressure Stressors	Q22a, Q22b, Q22c Q3g, Q3h, Q3i Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a
Questions not linked to the People Promise elements or themes		
Q1, Q10a, Q10b, Q10c, Q11e, Q15 (historical calculation)* , Q16c, Q22d, Q28b		

\*Please note: The approach to calculating the results for Q15 has changed for 2021, to include 'don't know' responses. These results feed into the Diversity and equality sub-score and the We are compassionate and inclusive promise element, as well as the WRES and WDES indicators. The Q15 results based on the historic calculation are reported in this section for transparency, but do not feed into any measure.

## Introduction

This section provides a brief introduction to the report, including features of the graphs used throughout. The '[Organisation details](#)' page contains key information about the organisation's survey and its benchmarking group.

## People Promise element and theme results

This section provides a high-level [overview](#) of the results for the seven elements of the People Promise and the two themes, followed by results for each of the [sub-scores](#) that feed into these measures. [Trend data](#) are shown for the themes of Staff Engagement and Morale. Results for the People Promise elements and themes are also presented split by staff experience during the [Covid-19 pandemic](#).

In the [Detailed information section](#), question level results have been divided into sections based on the sub-score and People Promise element or theme they contribute to. These are presented as line charts, or as bar charts where no trend data is available.

## Questions not linked to a People Promise element or theme

[Results](#) for the small number of questions that do not contribute to the result for any People Promise element or theme are included in this section.

## About your respondents

This section provides details of the staff responding to the survey, including the results of questions relating to their experience during the [Covid-19 pandemic](#) and [demographic and other classification questions](#).

## Workforce Equality Standards

[This section](#) shows the data required for the NHS Staff Survey indicators used in the [Workforce Race Equality Standard \(WRES\)](#) and the [Workforce Disability Equality Standard \(WDES\)](#).

## Appendices

Here you will find:

- Response rate trends
- Significance testing of the theme results for 2020 vs 2021
- Tips on action planning and interpreting results
- Details of the other reporting outputs available

## Key features

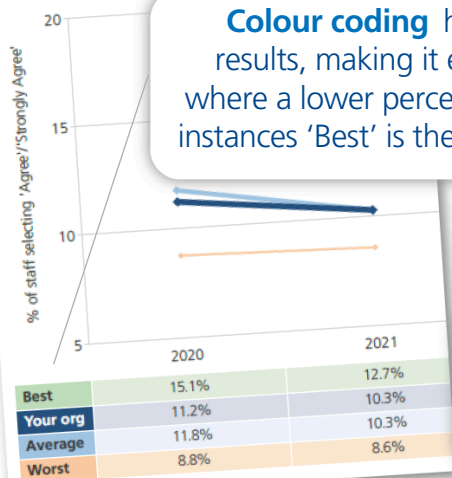
Question number and text (or summary measure) specified at the top of each slide

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

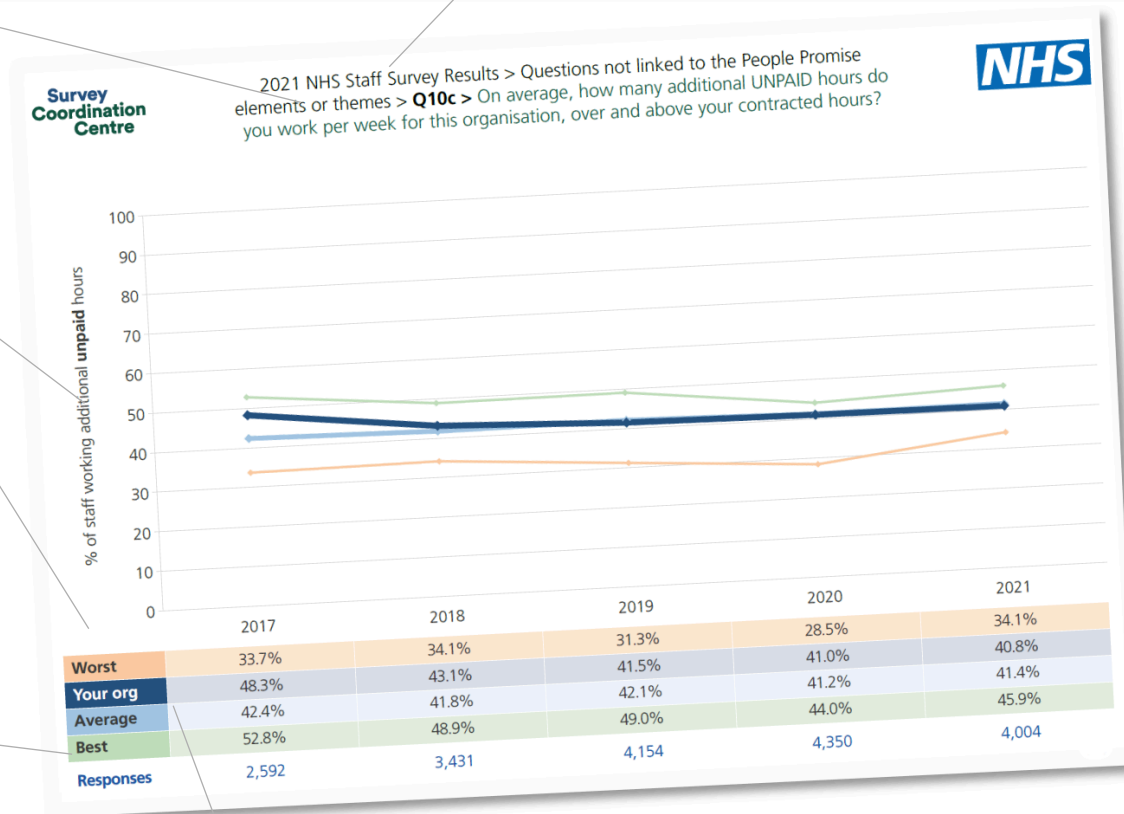
**Colour coding** highlights best / worst results, making it easy to spot questions where a lower percentage is better – in such instances 'Best' is the bottom line in the table

 Keep an eye out!

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



Slide headers are **hyperlinked** throughout the document. '2021 NHS Staff Survey Results' takes you back to the contents page (which is also hyperlinked to each section), while the rest of the text can be used to navigate to sections and sub-sections



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**

James Paget University Hospitals  
NHS Foundation Trust

2021 NHS Staff Survey



## Organisation details

Completed questionnaires **1,309**

2021 response rate **36%**

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

## Survey details

Survey mode **Mixed**

Sample type **Census**

This organisation is benchmarked against:

Acute and Acute &  
Community Trusts



## 2021 benchmarking group details

Organisations in group: **126**

Median response rate: **46%**

No. of completed questionnaires:  
**444,326**



# People Promise element and theme results

For more details please see the [technical document](#).

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results





We are  
compassionate  
and inclusive



We are  
recognised  
and rewarded



We each  
have a voice  
that counts



We are safe  
and healthy



We are always  
learning



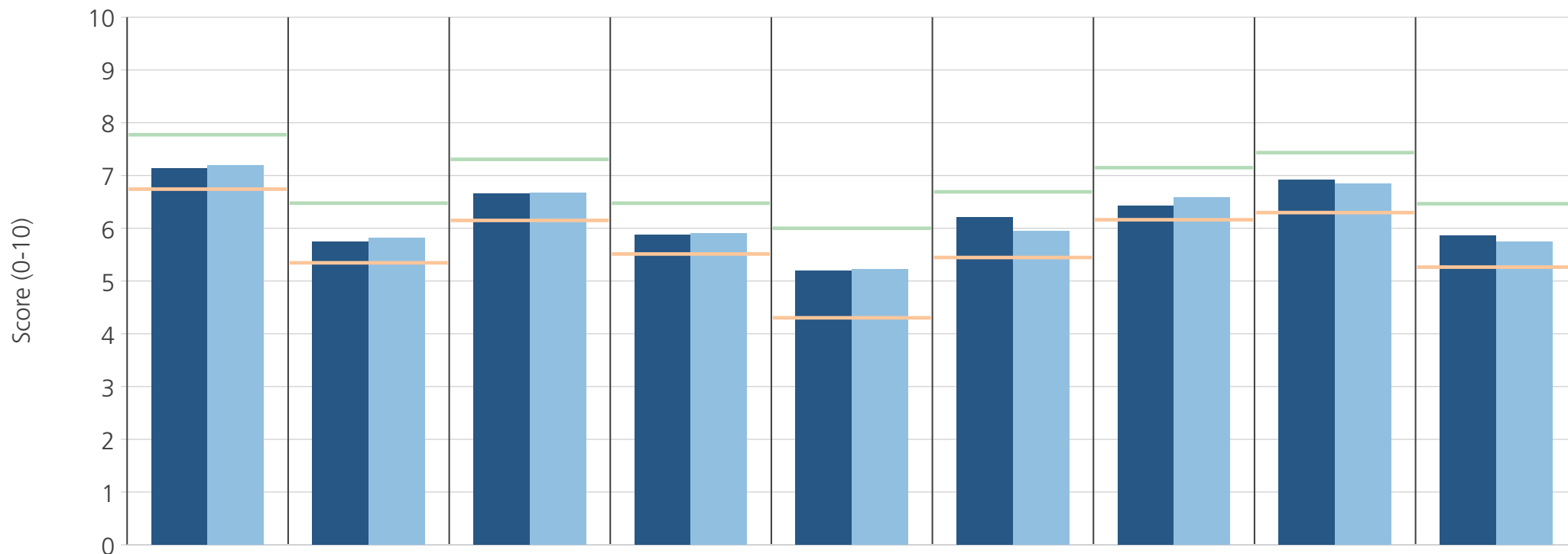
We work flexibly



We are a team

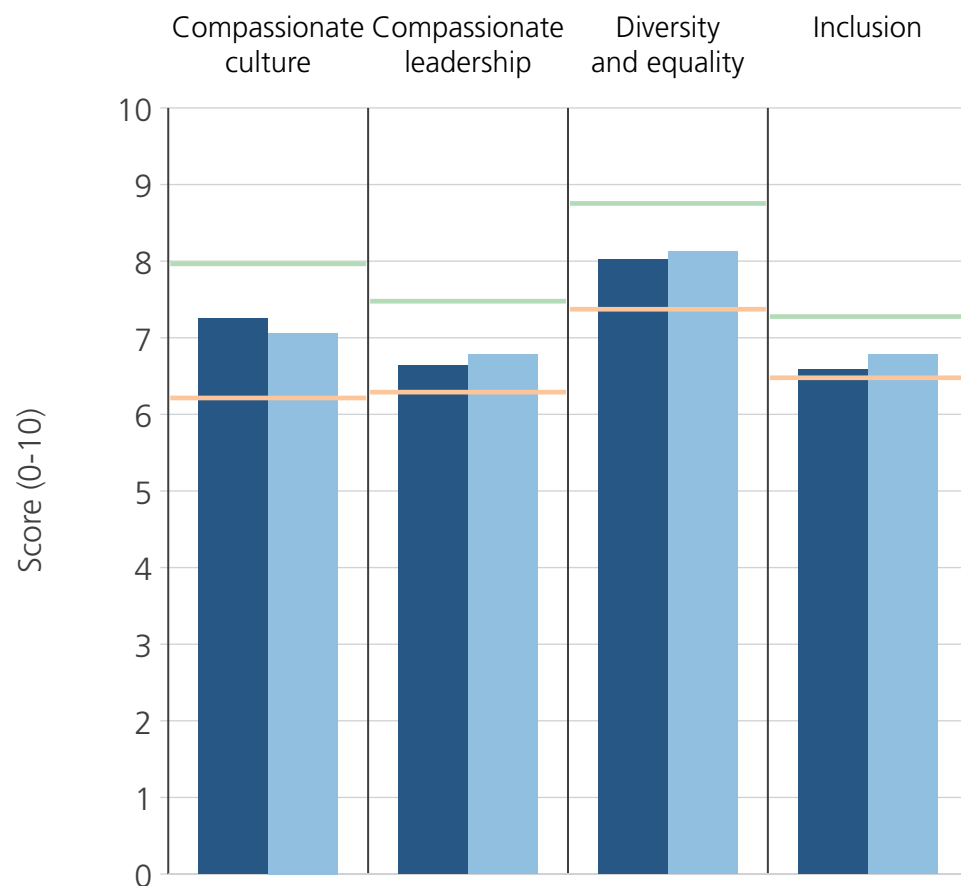
Staff  
Engagement

Morale



Best	7.8	6.5	7.3	6.5	6.0	6.7	7.1	7.4	6.5
Your org	7.1	5.7	6.7	5.9	5.2	6.2	6.4	6.9	5.9
Average	7.2	5.8	6.7	5.9	5.2	5.9	6.6	6.8	5.7
Worst	6.7	5.3	6.1	5.5	4.3	5.4	6.2	6.3	5.3
Responses	1,306	1,304	1,295	1,295	1,238	1,298	1,302	1,308	1,308

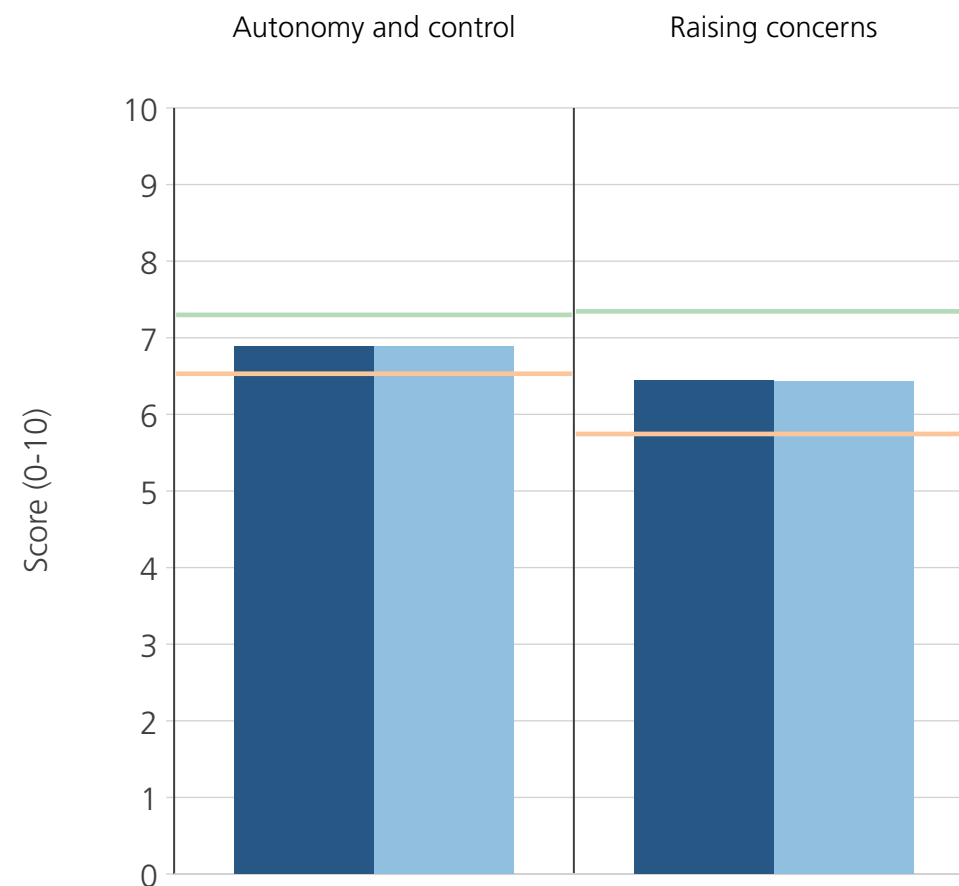
## Promise element 1: We are compassionate and inclusive



Best	8.0	7.5	8.8	7.3
Your org	7.2	6.6	8.0	6.6
Average	7.1	6.8	8.1	6.8
Worst	6.2	6.3	7.4	6.5

Responses 1,303 1,304 1,303 1,301

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

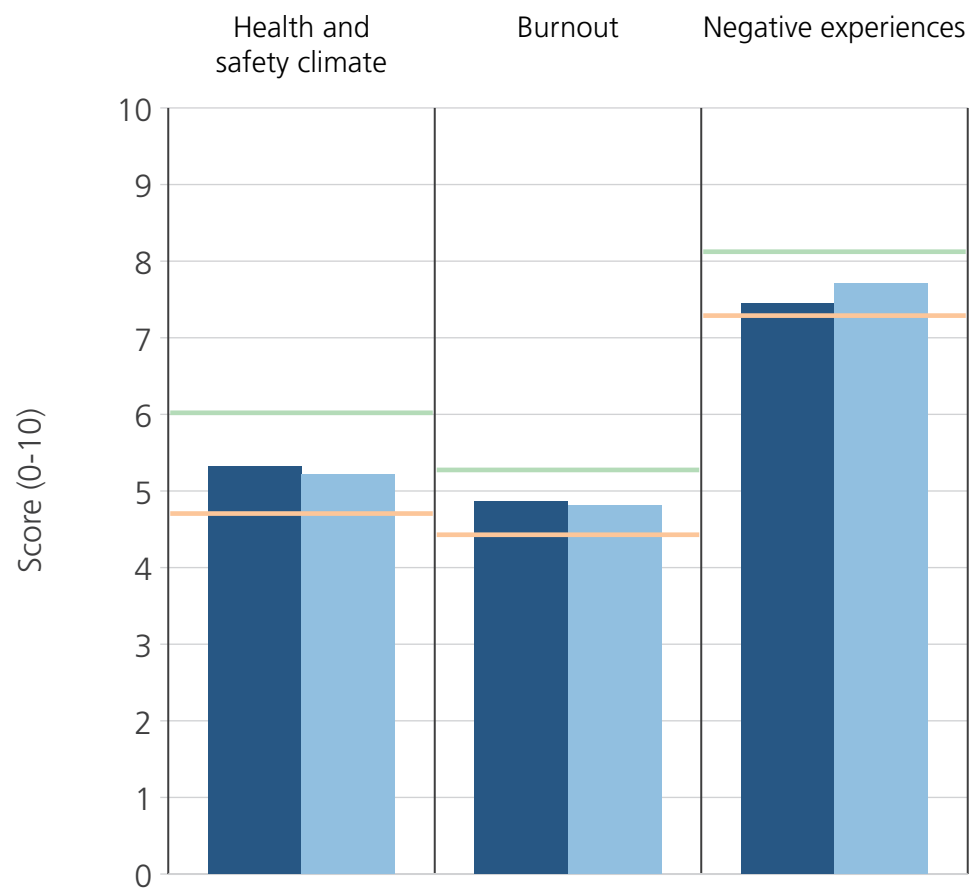


Best	7.3	7.3
Your org	6.9	6.4
Average	6.9	6.4
Worst	6.5	5.7

Responses 1,308 1,295

\* Promise element 2 features no sub-scores and so is not included in this section of the benchmarking report

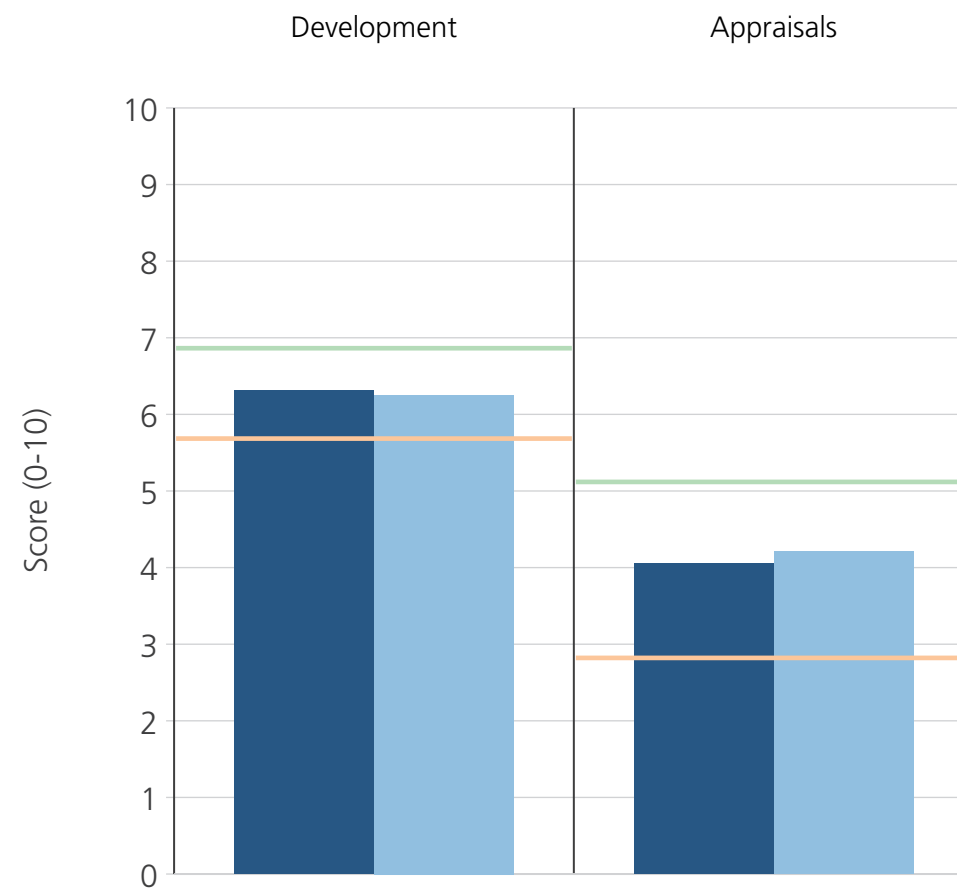
## Promise element 4: We are safe and healthy



Best	6.0	5.3	8.1
Your org	5.3	4.9	7.4
Average	5.2	4.8	7.7
Worst	4.7	4.4	7.3

Responses 1,307 1,302 1,300

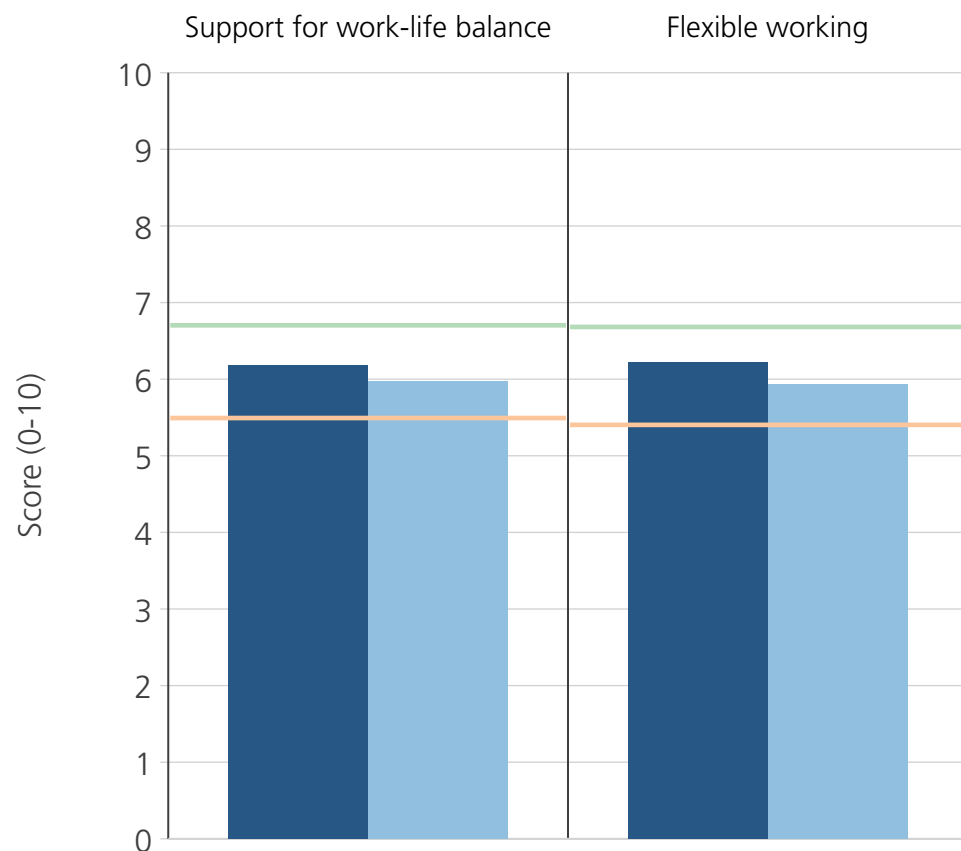
## Promise element 5: We are always learning



Best	6.9	5.1
Your org	6.3	4.1
Average	6.3	4.2
Worst	5.7	2.8

Responses 1,299 1,241

## Promise element 6: We work flexibly

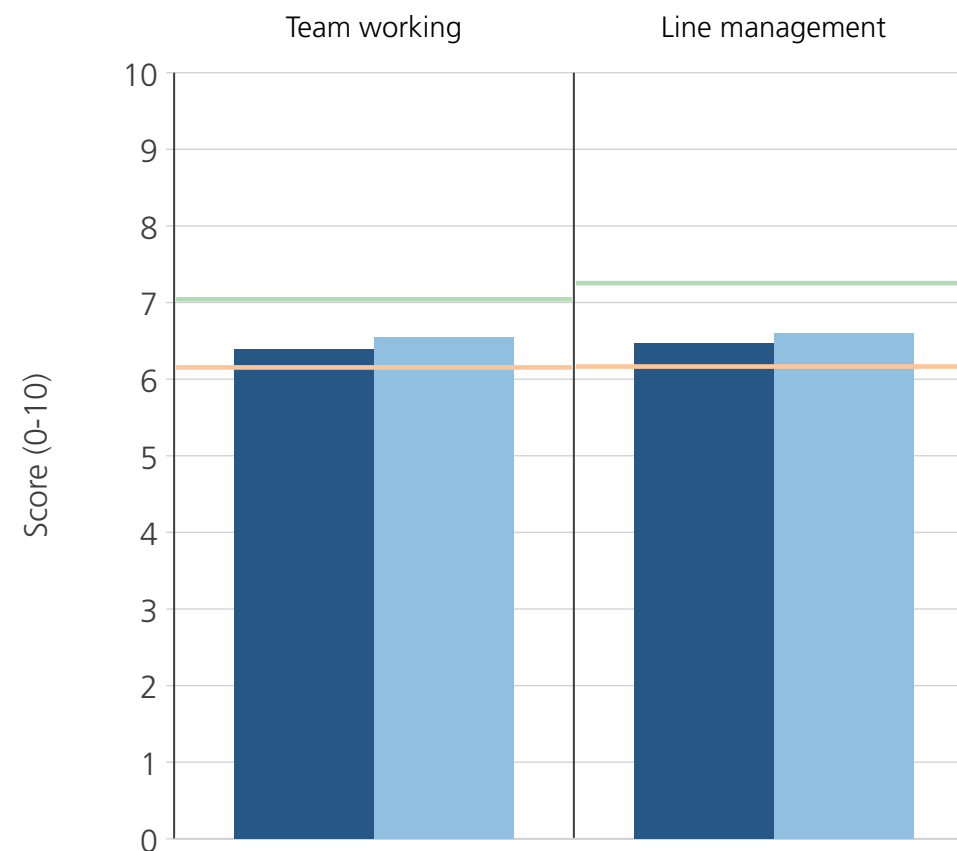


Responses

1,307

1,299

## Promise element 7: We are a team

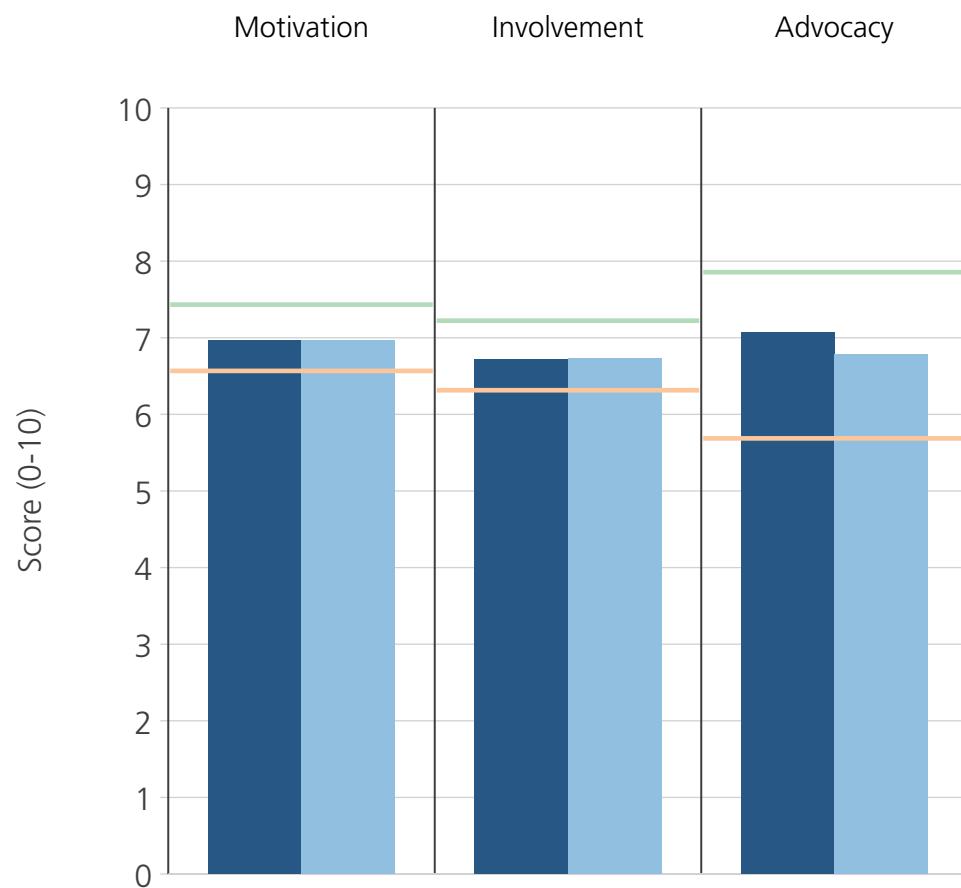


Responses

1,304

1,306

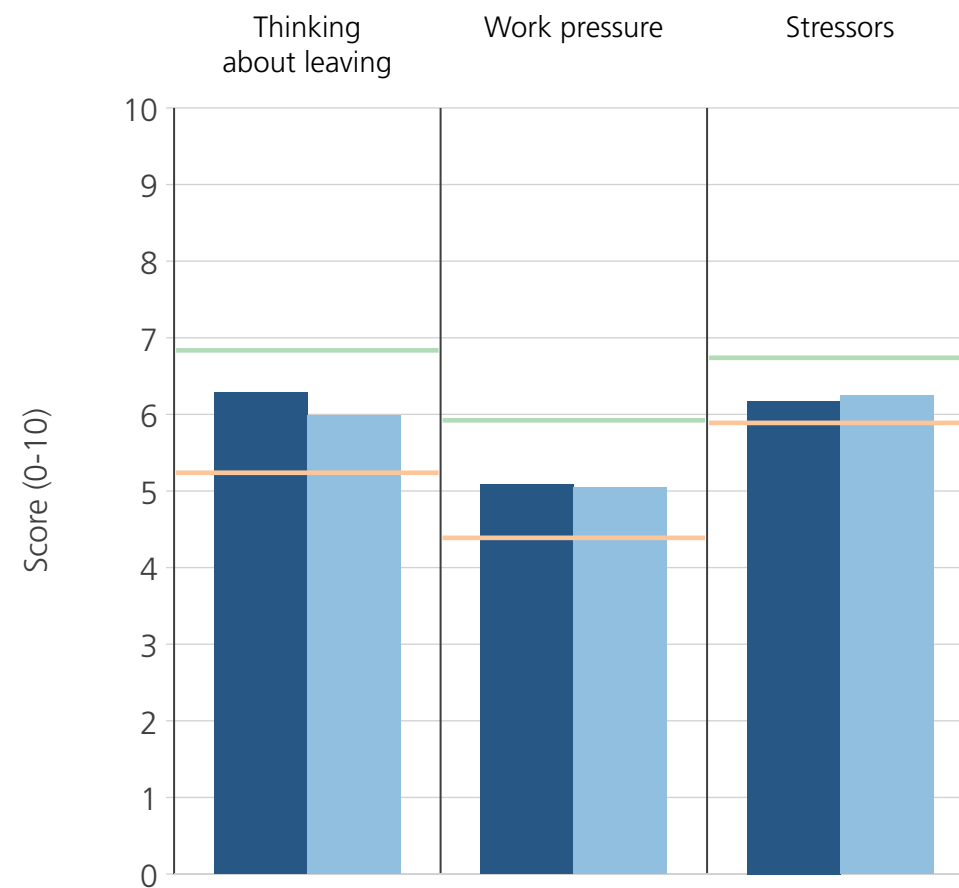
## Staff Engagement



Best	7.4	7.2	7.9
Your org	7.0	6.7	7.1
Average	7.0	6.7	6.8
Worst	6.6	6.3	5.7

Responses 1,299 1,307 1,302

## Morale

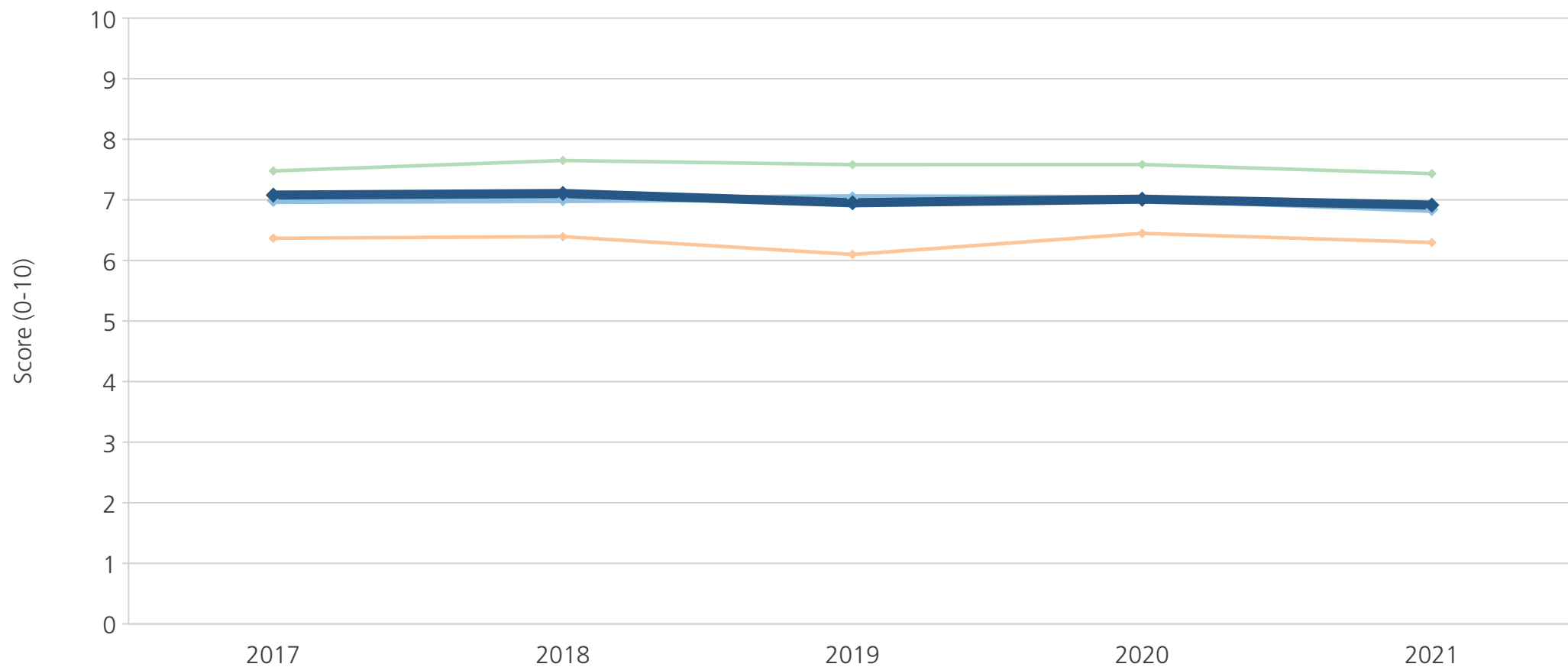


Best	6.8	5.9	6.7
Your org	6.3	5.1	6.2
Average	6.0	5.0	6.2
Worst	5.2	4.4	5.9

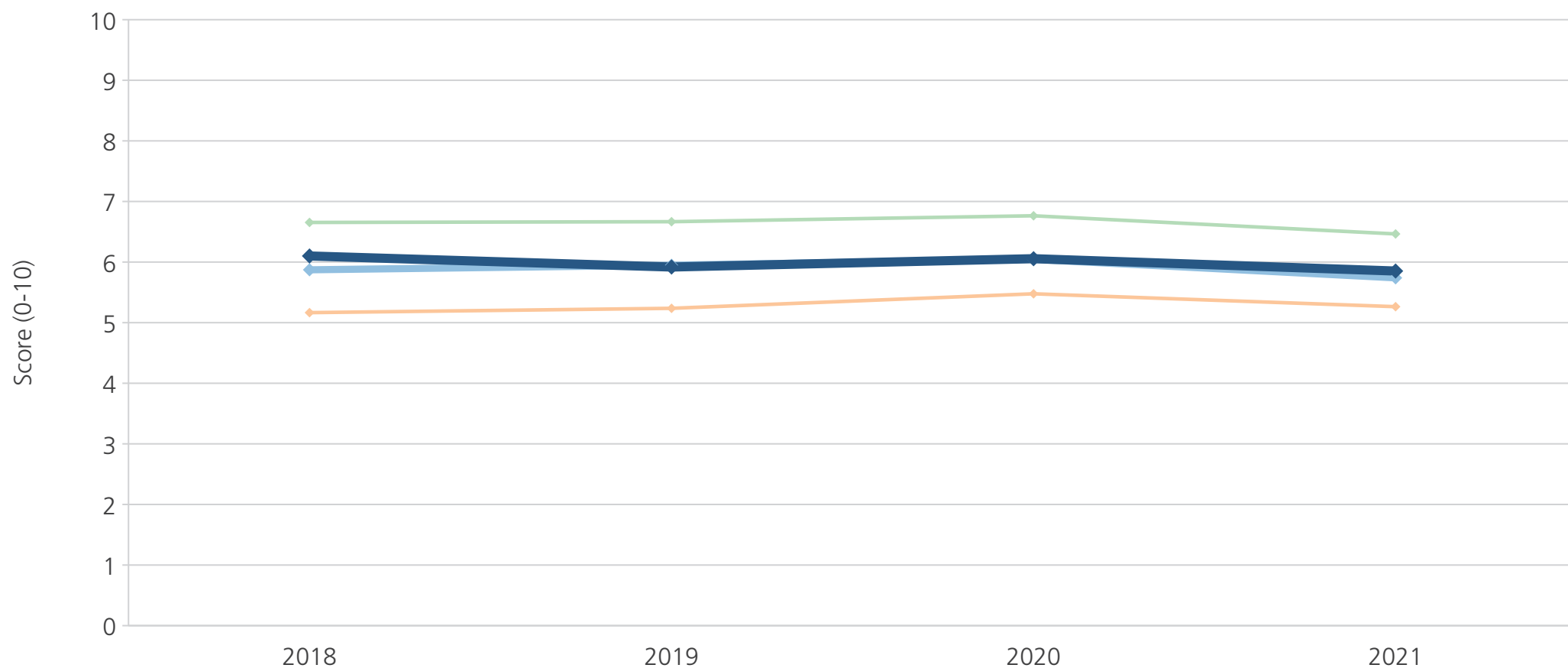
Responses 1,304 1,307 1,306

# Staff Engagement and Morale – Trends

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2021 NHS Staff Survey Results



Best	7.5	7.7	7.6	7.6	7.4
Your org	7.1	7.1	7.0	7.0	6.9
Average	7.0	7.0	7.0	7.0	6.8
Worst	6.4	6.4	6.1	6.4	6.3
Responses	524	489	1,276	1,318	1,308



Best	6.7	6.7	6.8	6.5
Your org	6.1	5.9	6.1	5.9
Average	5.9	5.9	6.0	5.7
Worst	5.2	5.2	5.5	5.3

Responses	489	1,275	1,318	1,308
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# People Promise element and theme results – Covid-19 classification breakdowns

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

## Covid-19 questions

In the 2021 survey, staff were asked three classification questions relating to their experience during the Covid-19 pandemic:

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

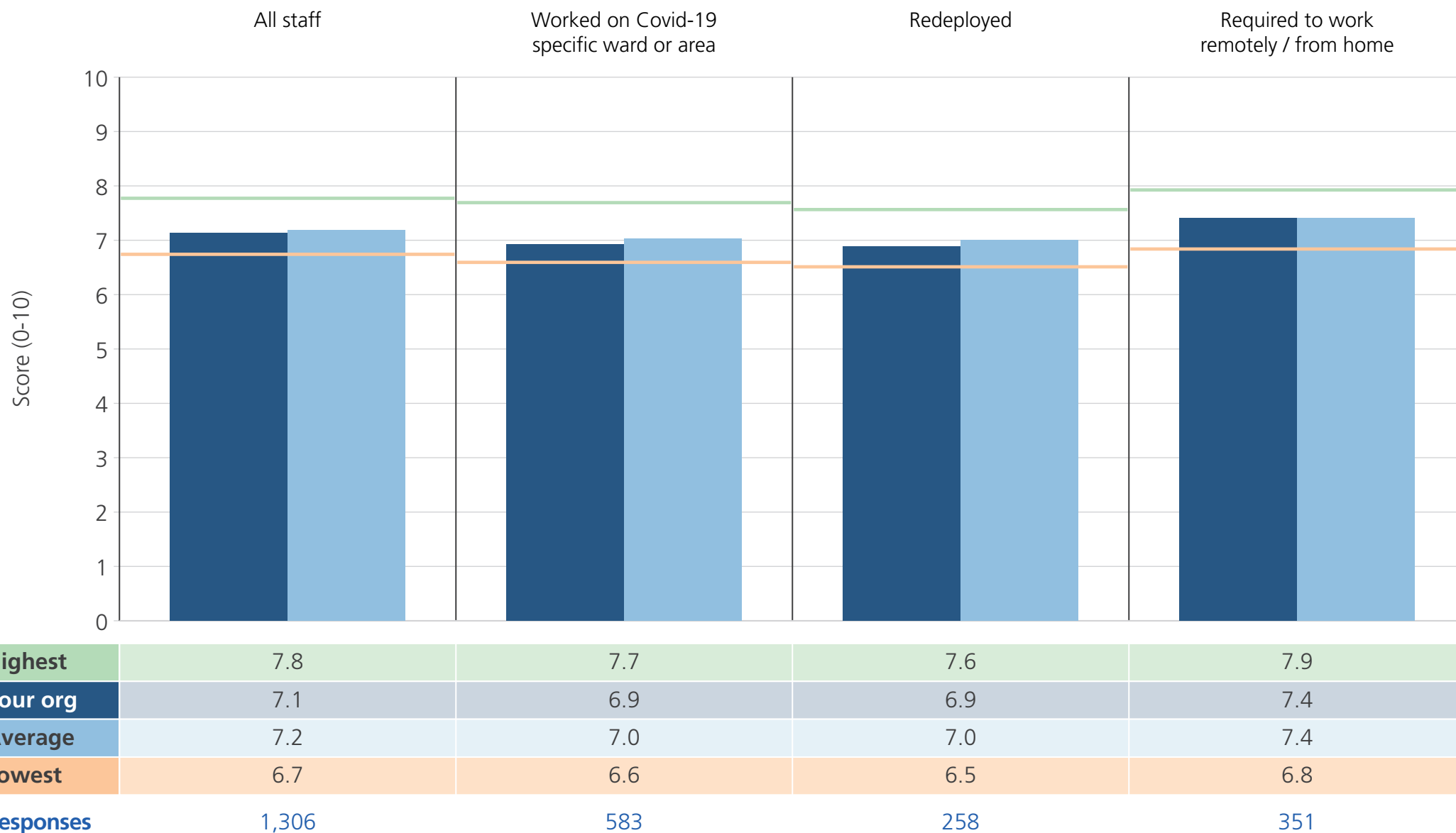
The charts on the following pages show the breakdown of People Promise element scores for staff answering 'yes' to each of these questions, compared with the results for all staff at your organisation. Results are presented in the context of the highest, average and lowest scores for similar organisations.

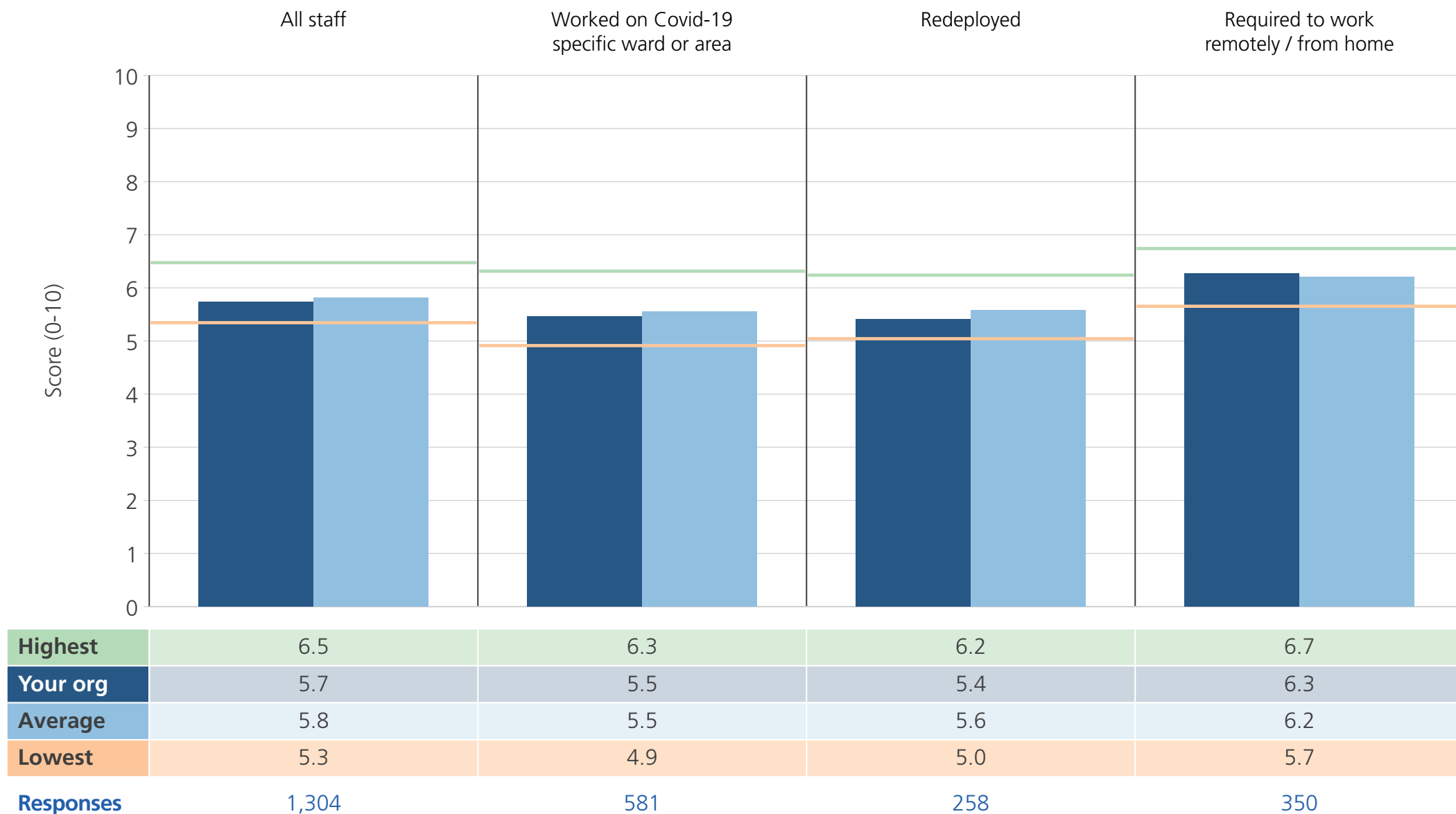
## Comparing your data

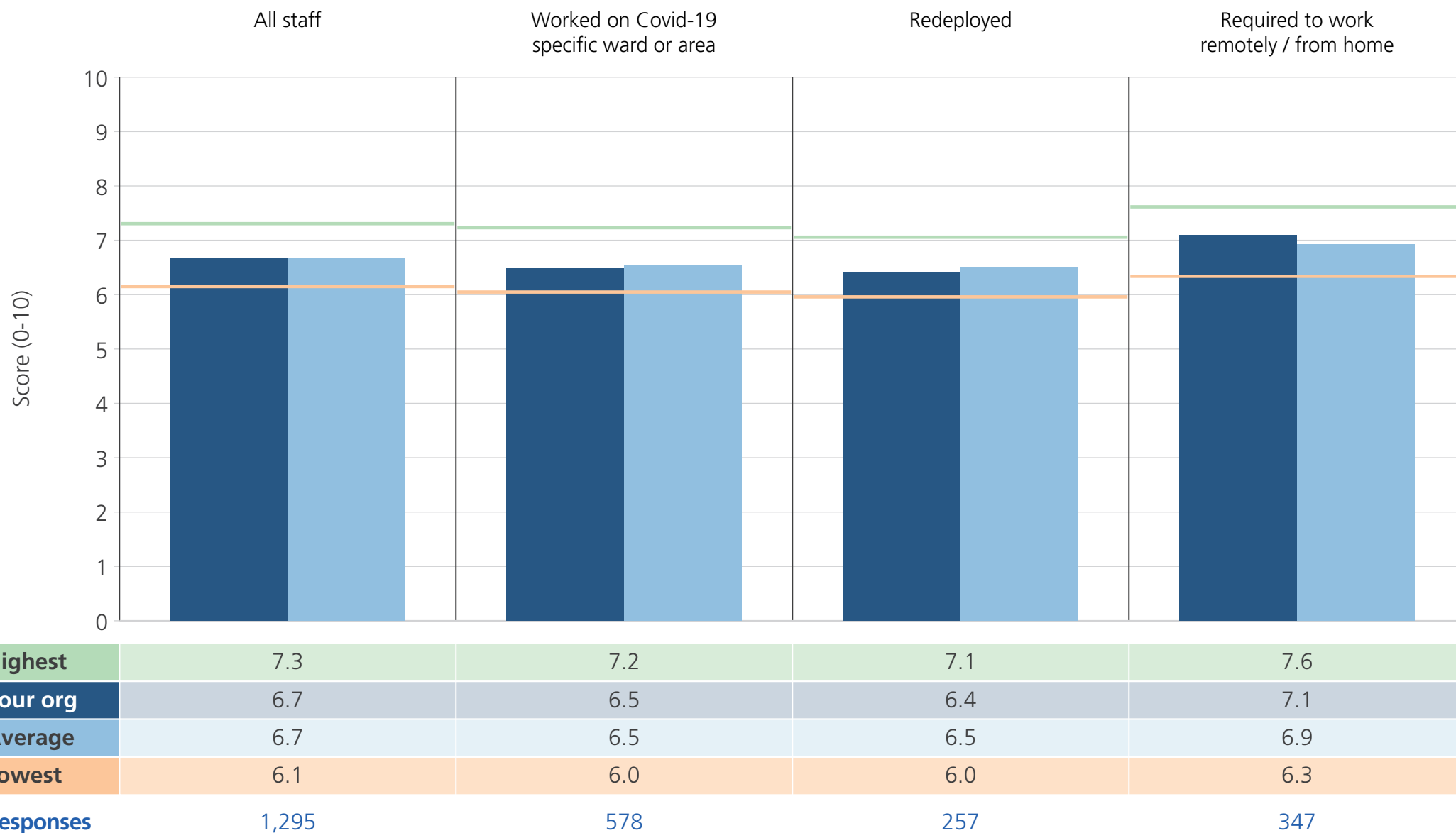
To improve overall comparability, the data have been weighted to match the occupation group profile of staff at your organisation to that of the benchmarking group, as in previous charts. However, there may be differences in the occupation group profiles of the individual COVID-19 subgroups. For example,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

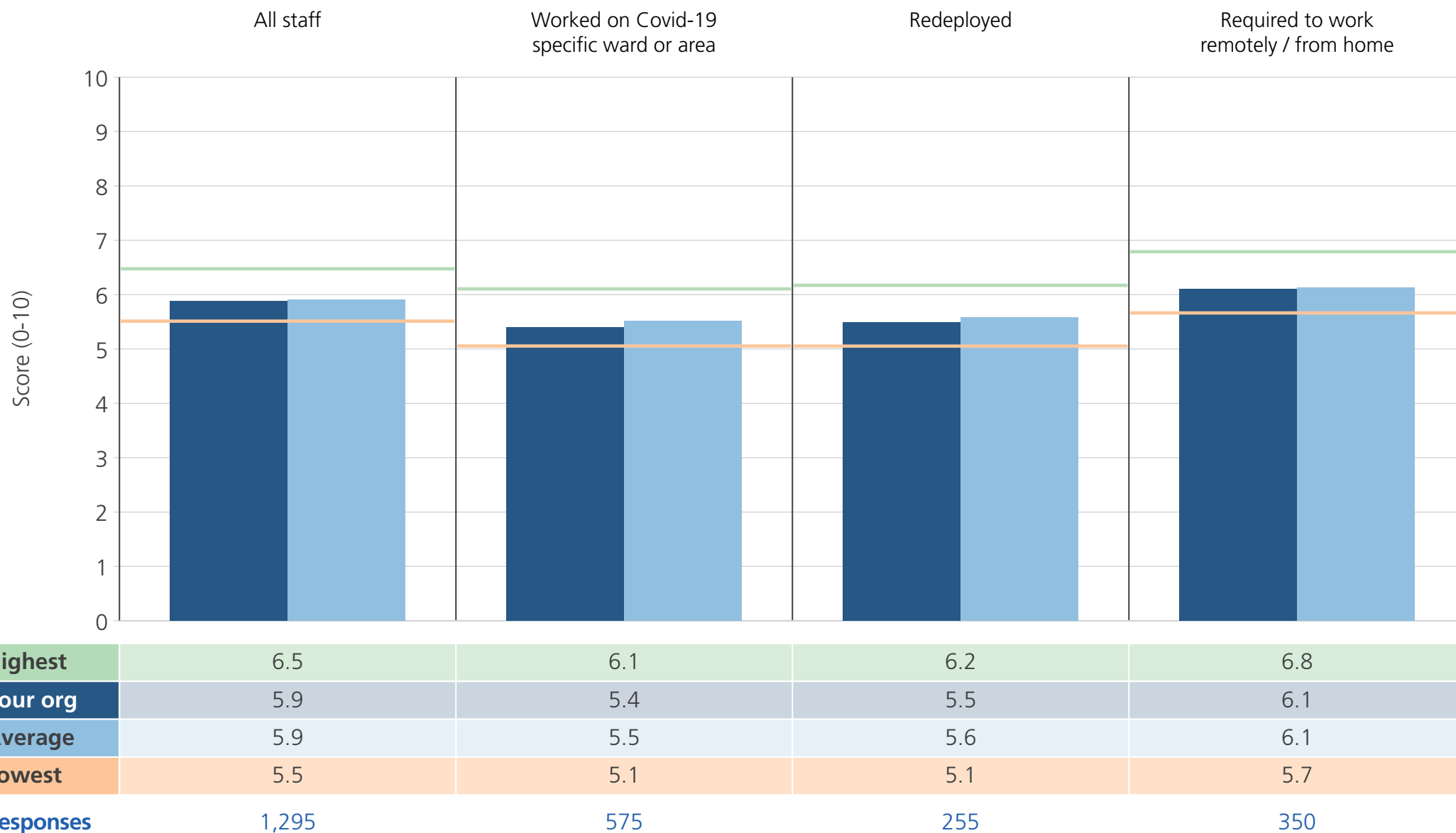
## Further information

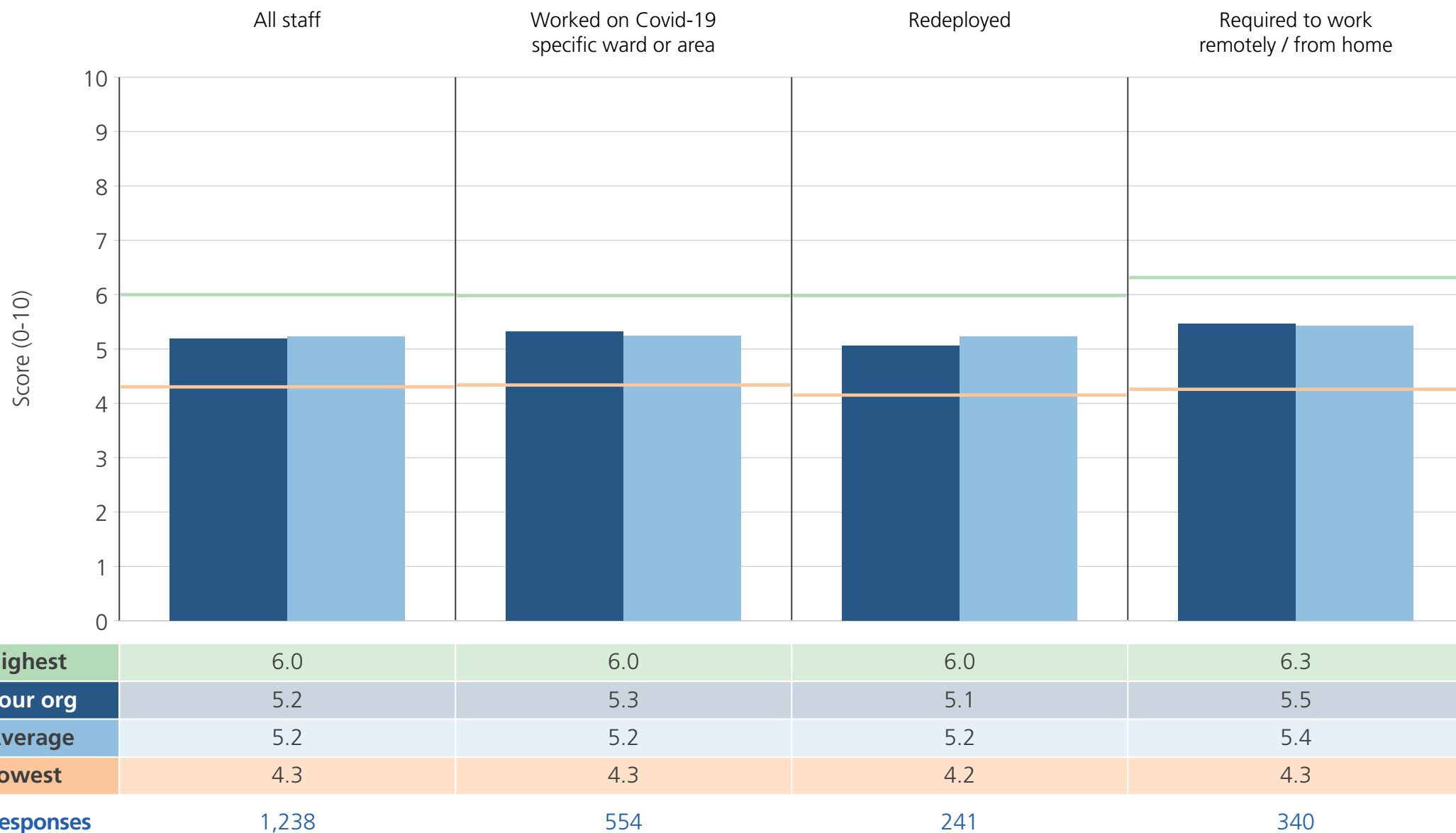
Results for these groups of staff, including data for individual questions, are also available via the [online dashboards](#). Please note that results presented in these dashboards have not been weighted where no benchmarking takes place and so may vary slightly from those shown in this report.

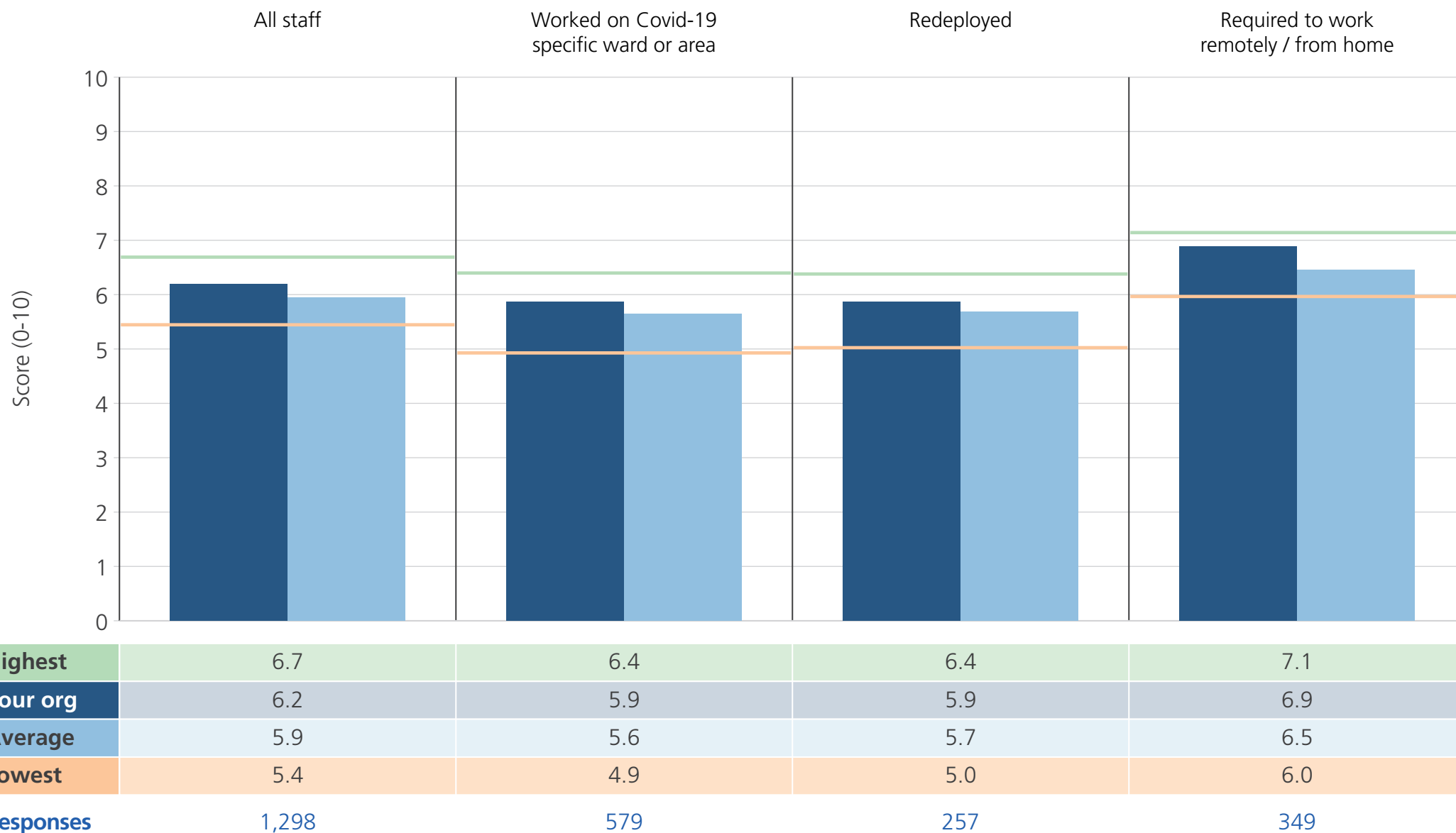




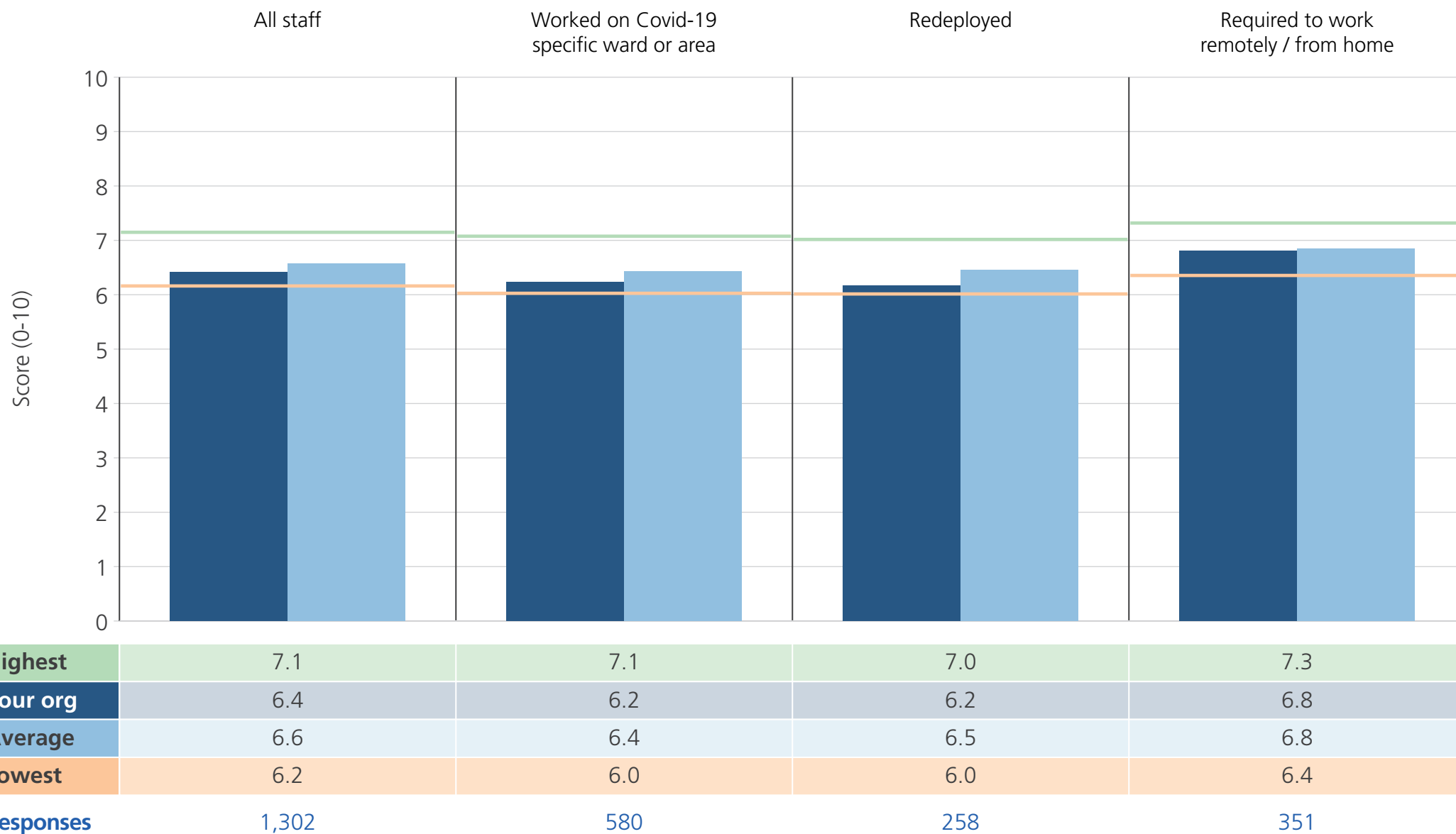


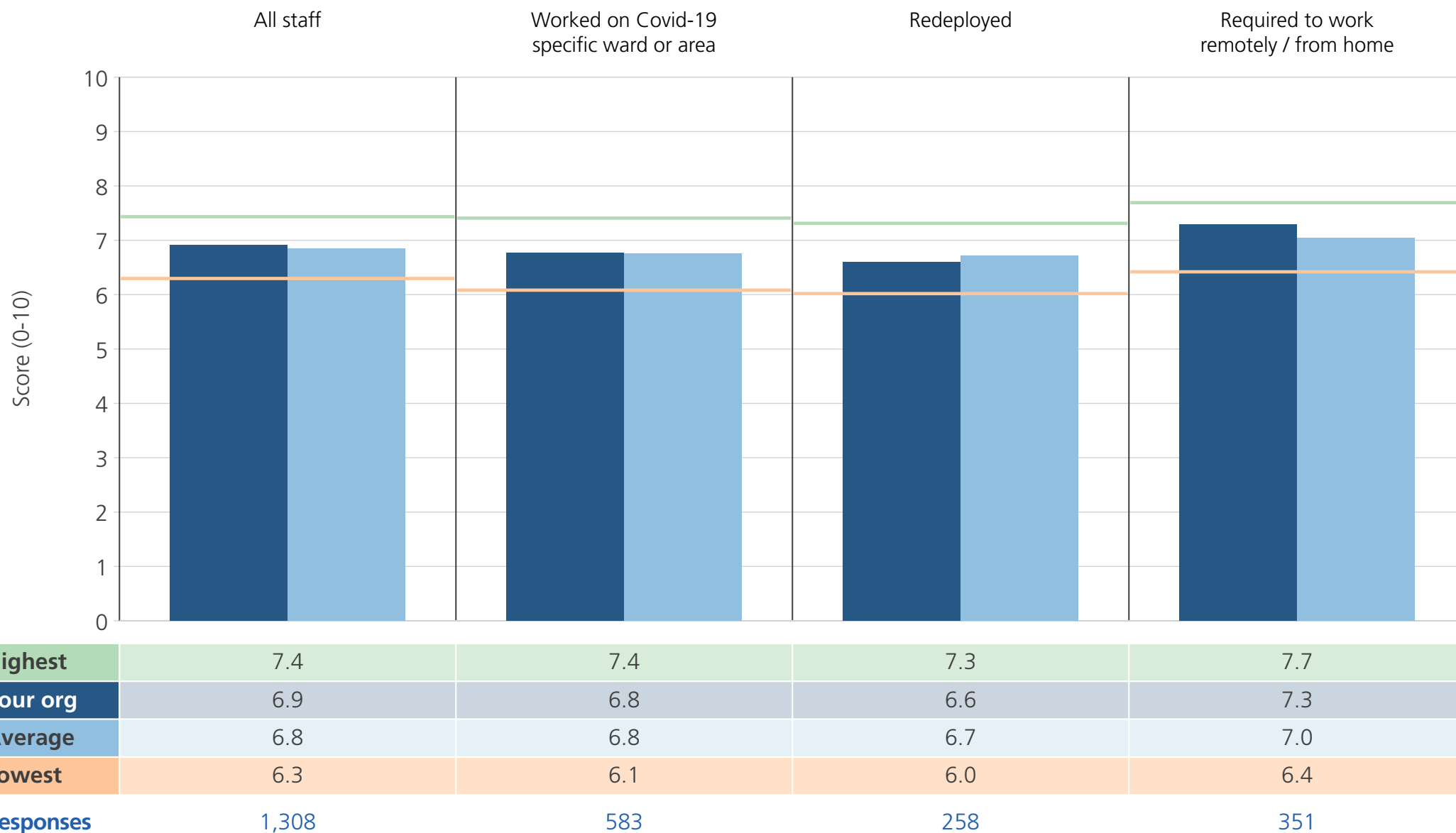








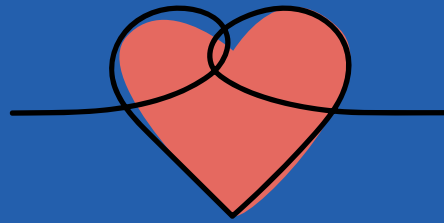






# People Promise element and theme results – Detailed information

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results



# People Promise element detailed information – We are compassionate and inclusive

## Questions:

Q6a, Q21a, Q21b, Q21c, Q21d

Q9f, Q9g, Q9h, Q9i

Q15, Q16a, Q16b, Q18

Q7h, Q7i, Q8b, Q8c

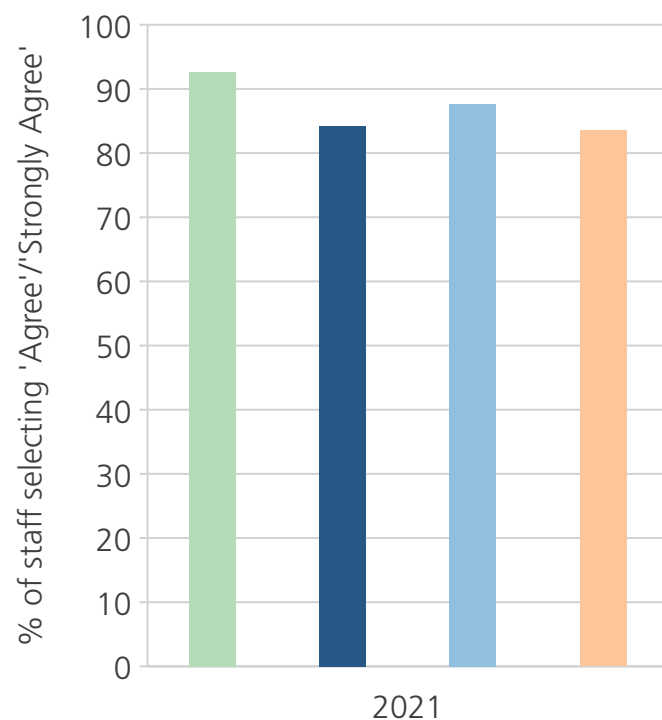
James Paget University Hospitals NHS Foundation Trust

2021 NHS Staff Survey Results

### Q6a

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

Due to changes in this year's survey it is not possible to display trend data for this question

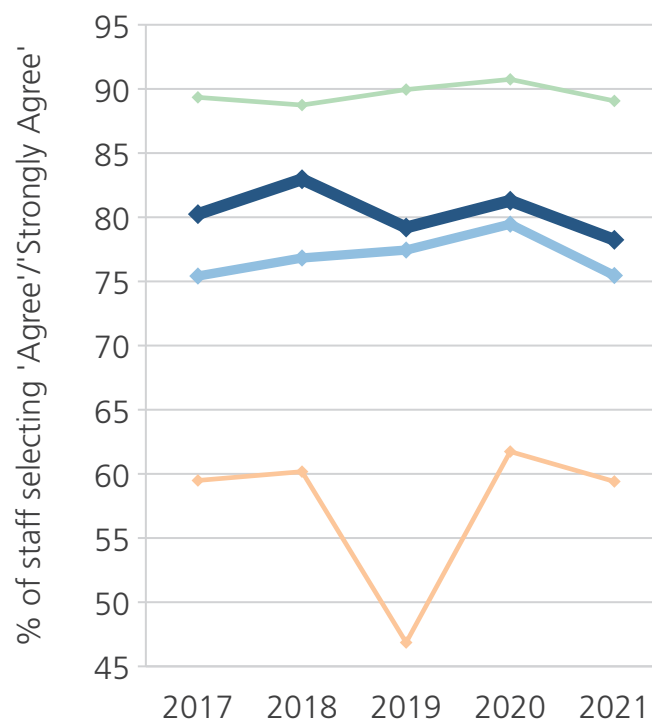


Best	92.6%
Your org	84.3%
Average	87.7%
Worst	83.5%

Responses 1,244

### Q21a

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

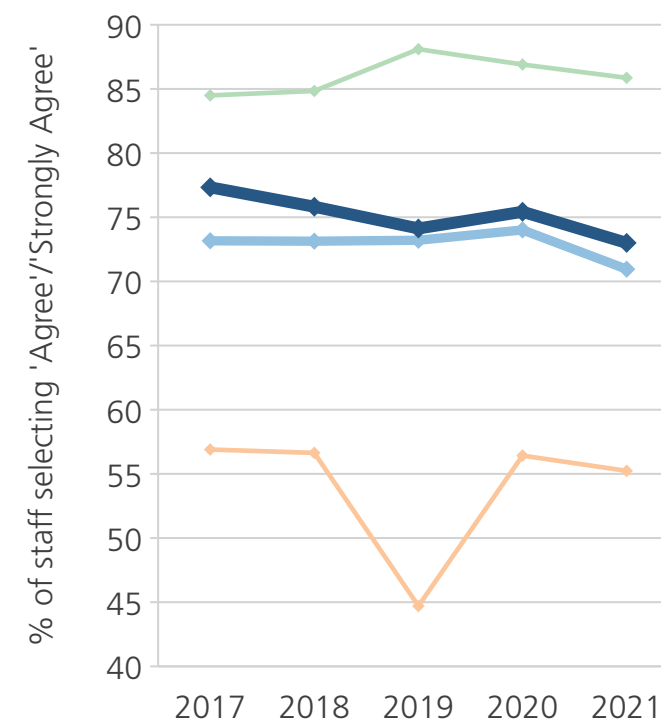


Best	89.3%	88.7%	90.0%	90.7%	89.1%
Your org	80.2%	83.0%	79.2%	81.3%	78.2%
Average	75.4%	76.8%	77.4%	79.5%	75.5%
Worst	59.5%	60.2%	46.9%	61.7%	59.4%

Responses 521 487 1,255 1,312 1,300

### Q21b

My organisation acts on concerns raised by patients / service users

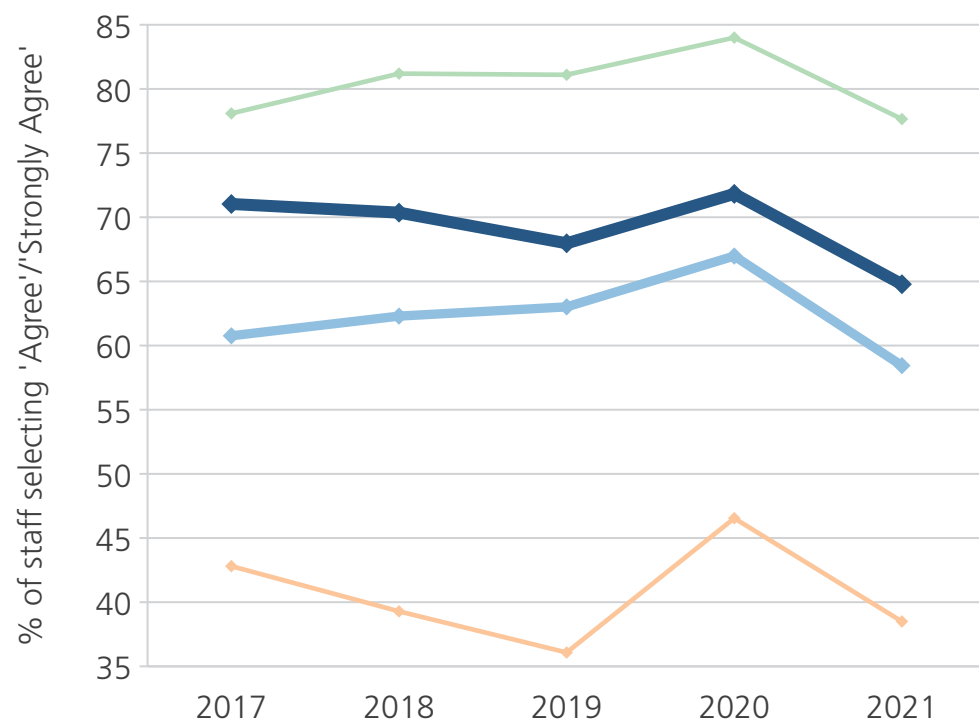


Best	84.5%	84.8%	88.1%	86.9%	85.9%
Your org	77.3%	75.8%	74.1%	75.4%	73.0%
Average	73.2%	73.1%	73.2%	74.0%	71.0%
Worst	56.9%	56.6%	44.7%	56.4%	55.2%

Responses 519 487 1,251 1,308 1,299

### Q21c

I would recommend my organisation as a place to work

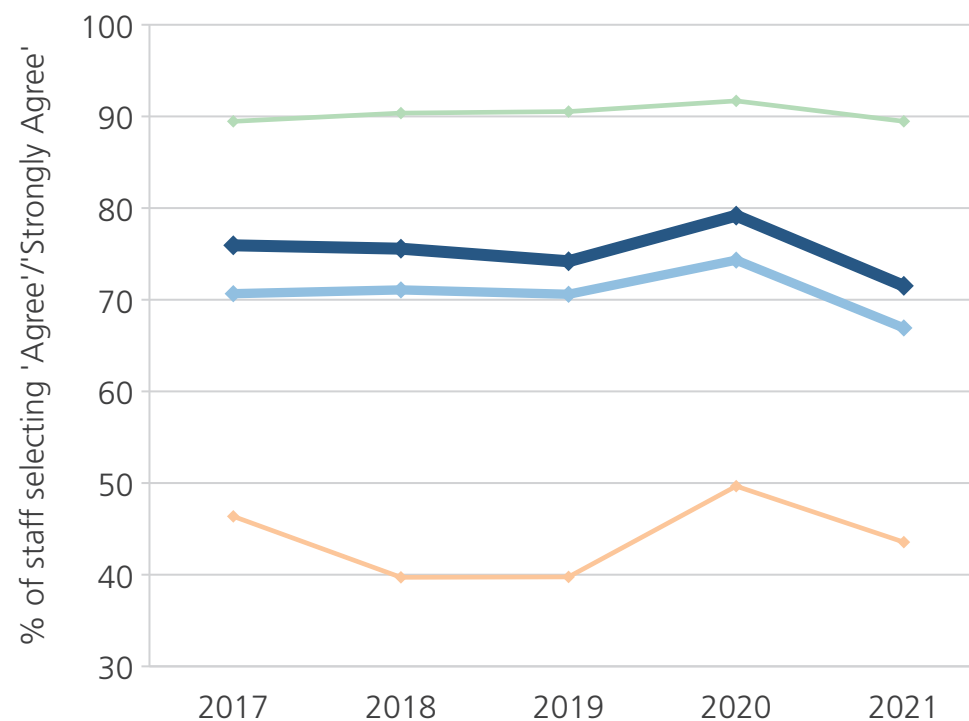


Best	78.1%	81.2%	81.1%	84.0%	77.6%
Your org	71.0%	70.4%	68.0%	71.8%	64.8%
Average	60.8%	62.3%	63.0%	67.0%	58.4%
Worst	42.8%	39.3%	36.1%	46.5%	38.5%

Responses 521 486 1,256 1,312 1,302

### Q21d

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



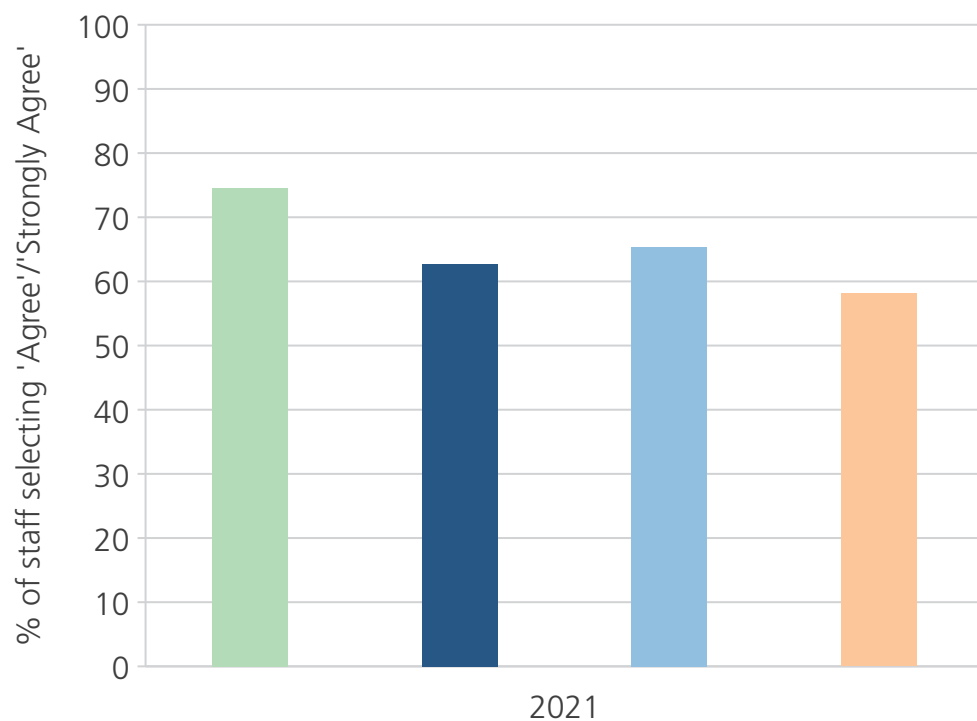
Best	89.5%	90.4%	90.5%	91.7%	89.5%
Your org	75.9%	75.6%	74.2%	79.2%	71.5%
Average	70.7%	71.1%	70.6%	74.3%	66.9%
Worst	46.4%	39.7%	39.8%	49.7%	43.6%

Responses 520 483 1,250 1,313 1,300

**Q9f**

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

No trend data are shown as this is a new question



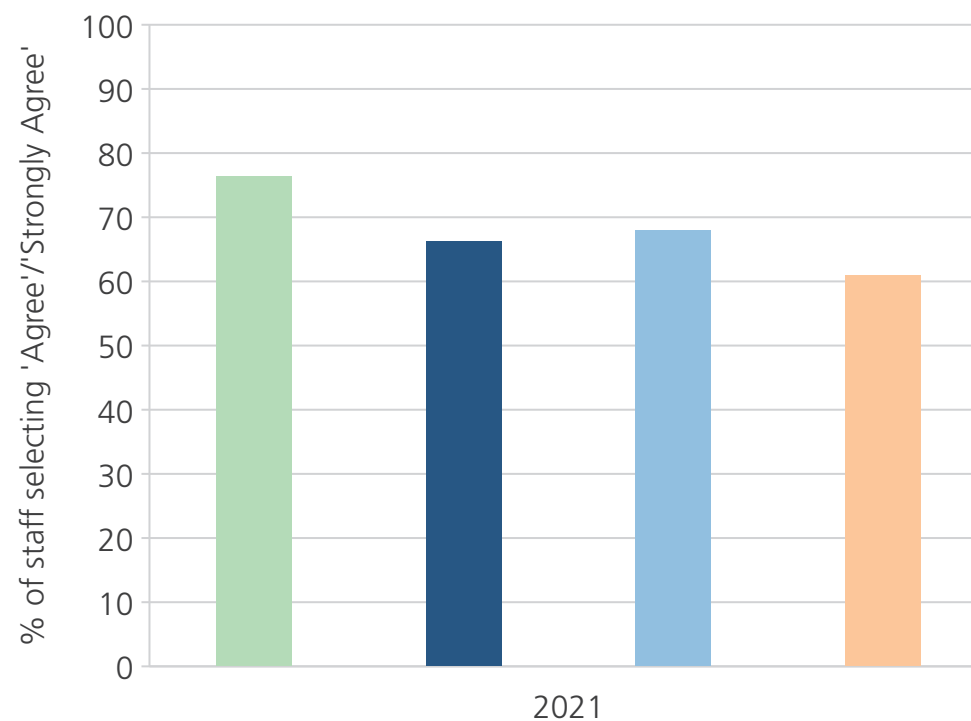
Best	74.6%
Your org	62.8%
Average	65.4%
Worst	58.1%

Responses 1,300

**Q9g**

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

No trend data are shown as this is a new question



Best	76.3%
Your org	66.2%
Average	67.9%
Worst	60.9%

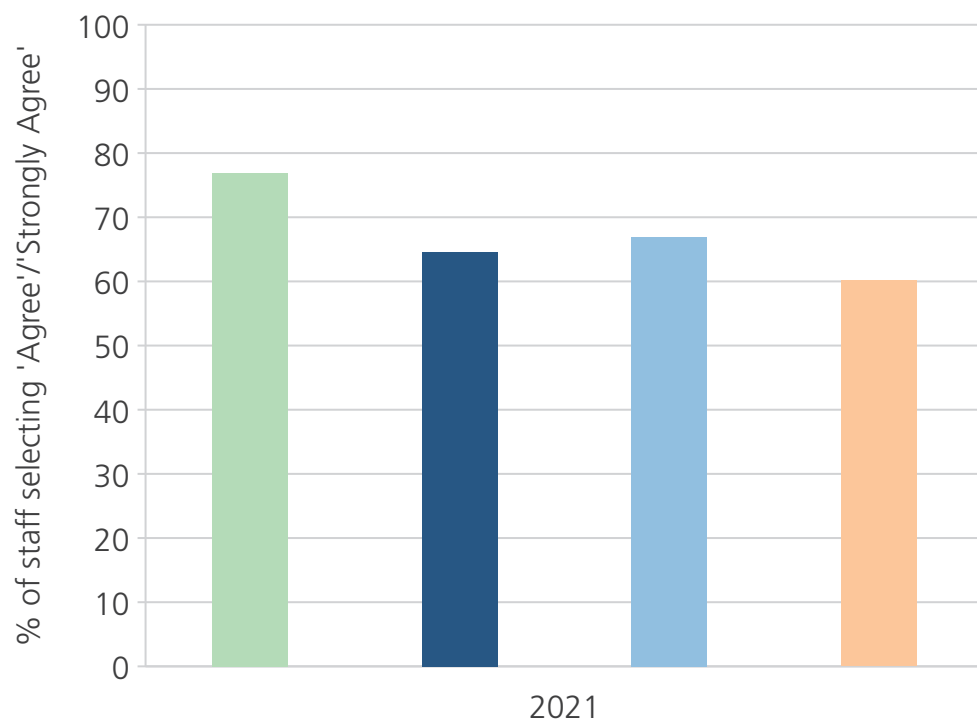
Responses 1,302



**Q9h**

My immediate manager cares about my concerns

No trend data are shown as this is a new question



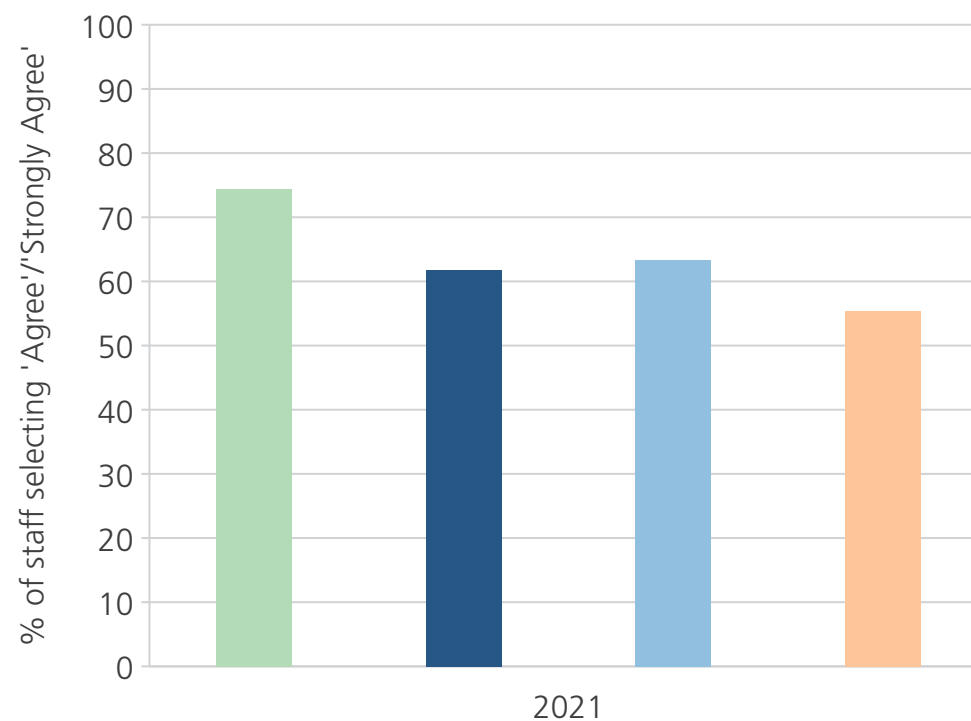
Best	76.9%
Your org	64.6%
Average	66.9%
Worst	60.1%

Responses 1,297

**Q9i**

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

No trend data are shown as this is a new question

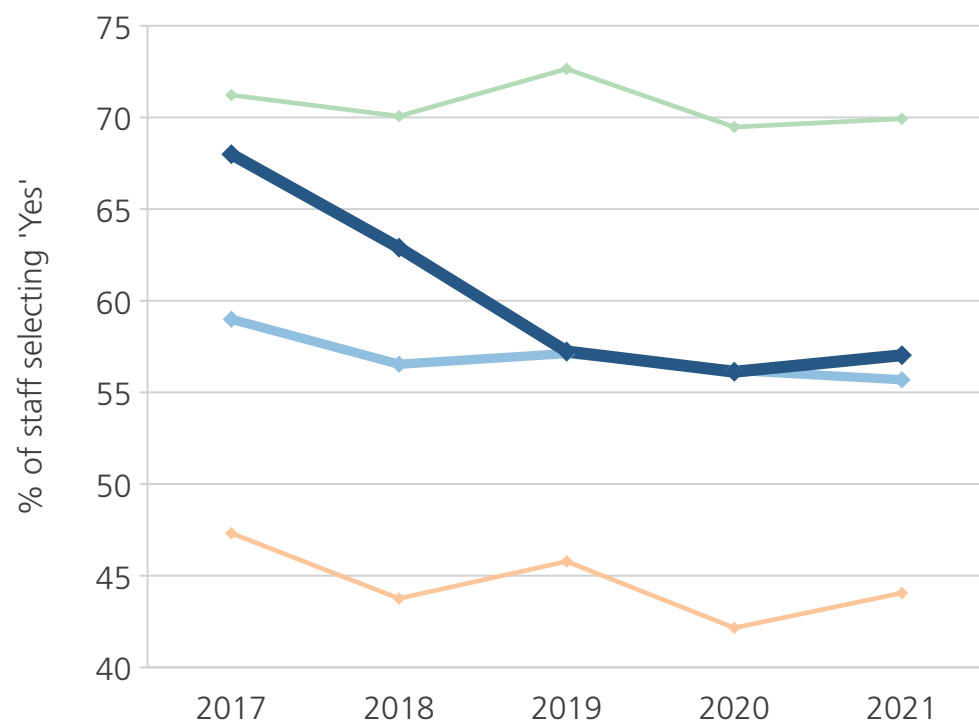


Best	74.4%
Your org	61.8%
Average	63.3%
Worst	55.3%

Responses 1,302

### Q15

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

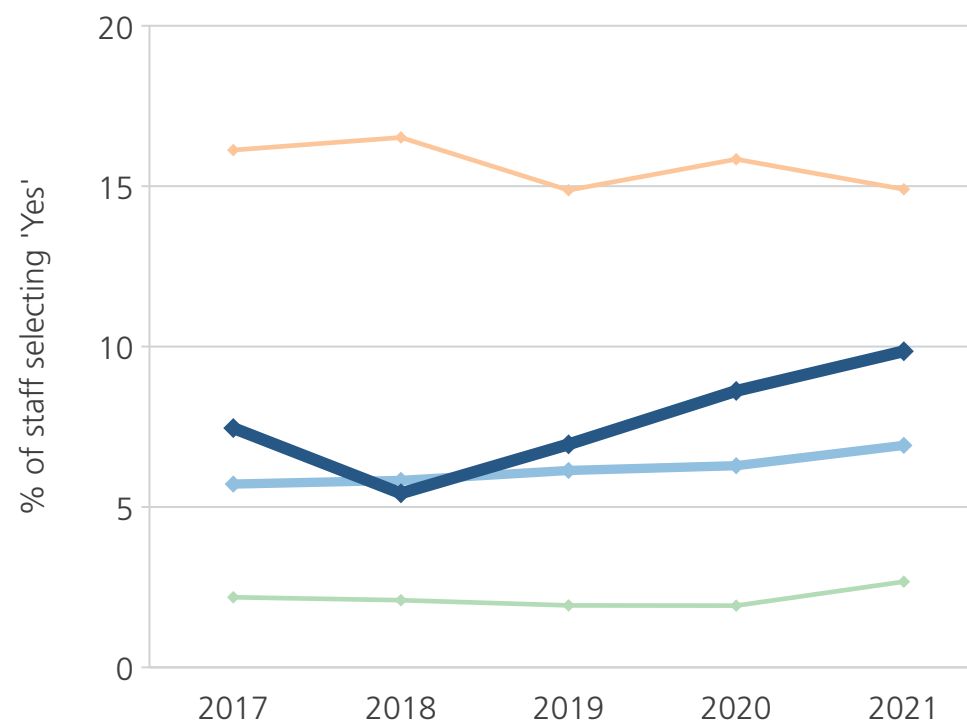


<b>Best</b>	71.2%	70.1%	72.6%	69.5%	69.9%
<b>Your org</b>	68.0%	62.9%	57.2%	56.1%	57.0%
<b>Average</b>	59.0%	56.5%	57.1%	56.2%	55.7%
<b>Worst</b>	47.3%	43.8%	45.8%	42.2%	44.1%

**Responses** 518 484 1,261 1,309 1,297

### Q16a

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

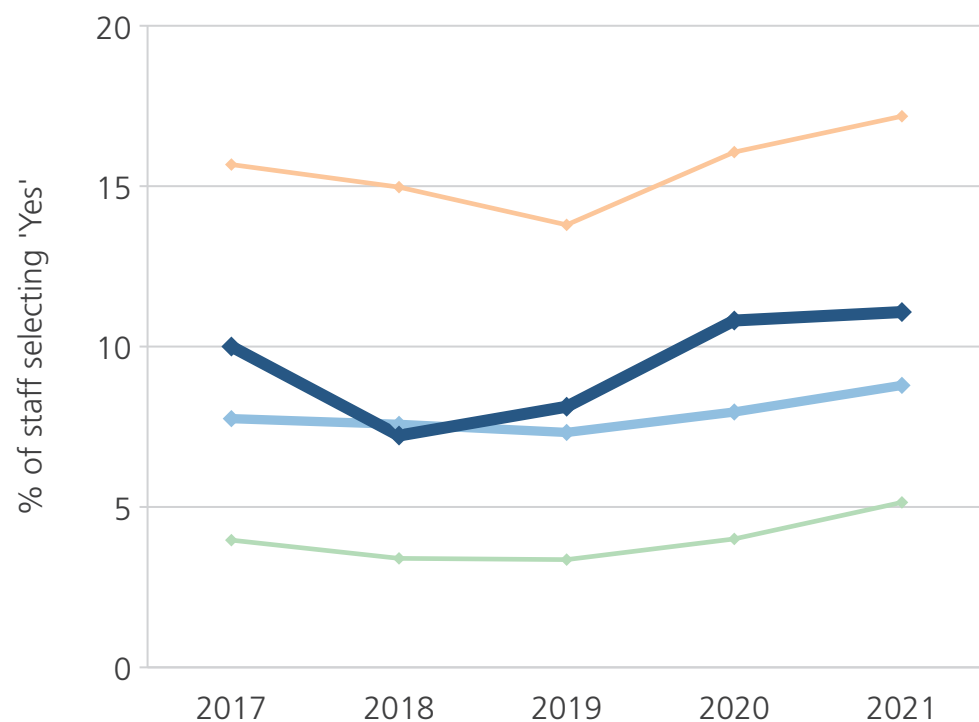


<b>Worst</b>	16.1%	16.5%	14.9%	15.8%	14.9%
<b>Your org</b>	7.5%	5.4%	7.0%	8.6%	9.9%
<b>Average</b>	5.7%	5.8%	6.1%	6.3%	6.9%
<b>Best</b>	2.2%	2.1%	1.9%	1.9%	2.7%

**Responses** 518 487 1,266 1,304 1,297

### Q16b

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

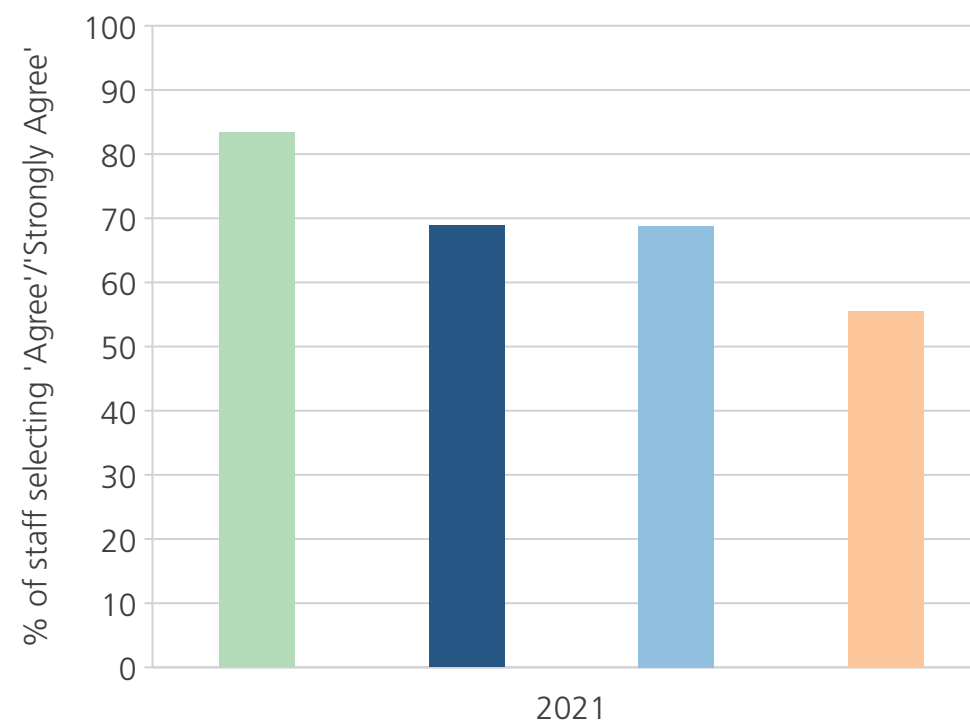


<b>Worst</b>	15.7%	15.0%	13.8%	16.1%	17.2%
<b>Your org</b>	10.0%	7.2%	8.1%	10.8%	11.1%
<b>Average</b>	7.8%	7.6%	7.3%	8.0%	8.8%
<b>Best</b>	4.0%	3.4%	3.4%	4.0%	5.1%
<b>Responses</b>	516	484	1,258	1,298	1,290

### Q18

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

No trend data are shown as this is a new question

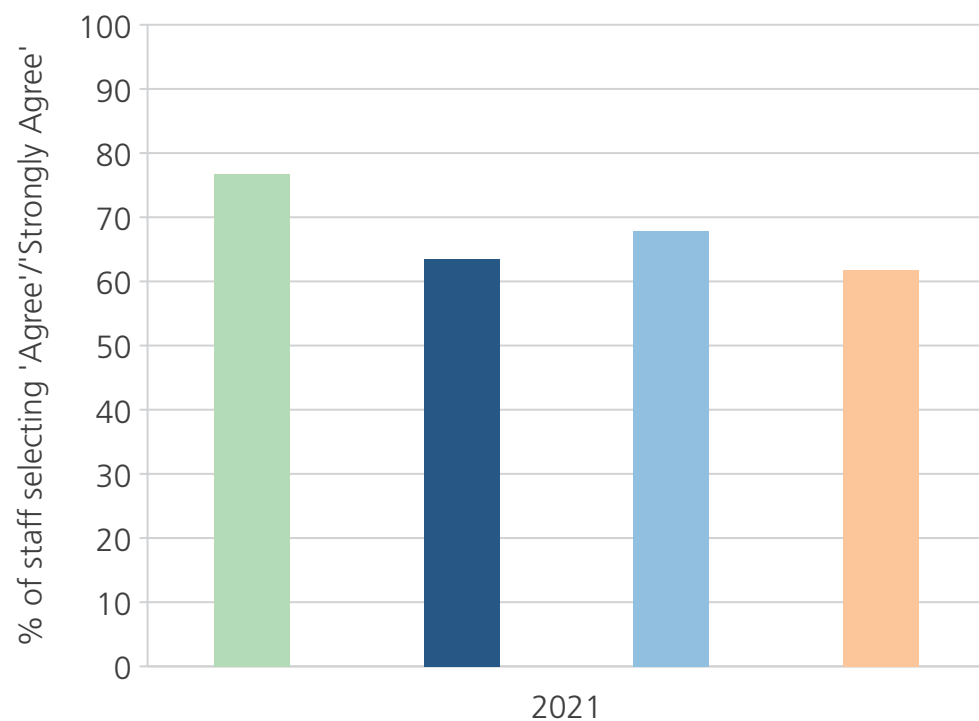


<b>Best</b>	83.4%
<b>Your org</b>	68.9%
<b>Average</b>	68.8%
<b>Worst</b>	55.5%
<b>Responses</b>	1,300

**Q7h**

I feel valued by my team

No trend data are shown as this is a new question



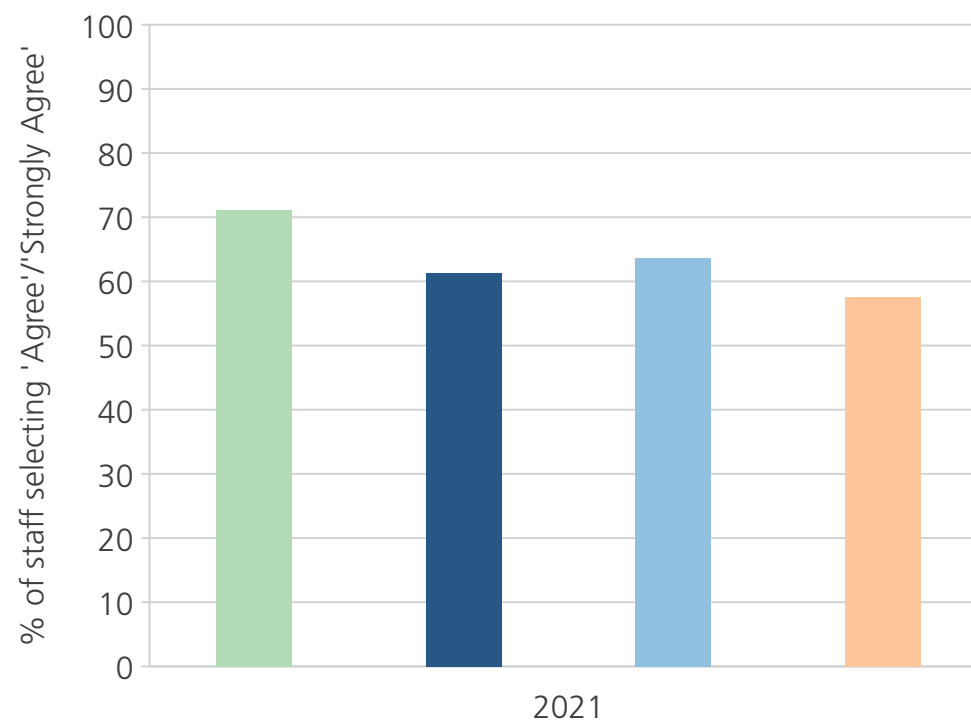
Best	76.8%
Your org	63.4%
Average	67.9%
Worst	61.8%

Responses 1,299

**Q7i**

I feel a strong personal attachment to my team

No trend data are shown as this is a new question



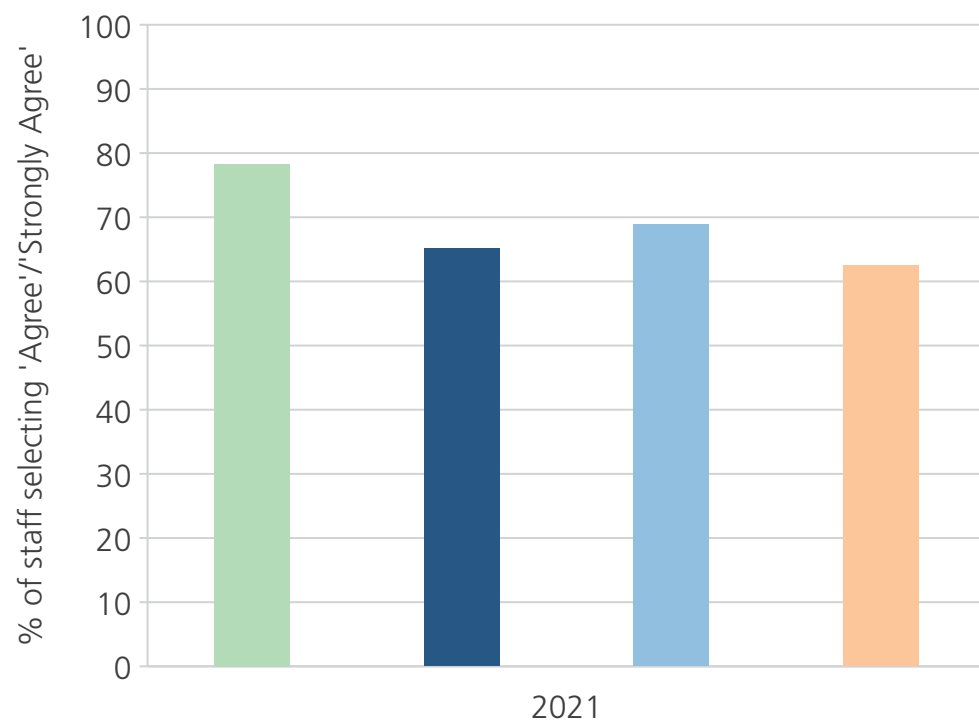
Best	71.1%
Your org	61.3%
Average	63.6%
Worst	57.6%

Responses 1,299

**Q8b**

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

No trend data are shown as this is a new question



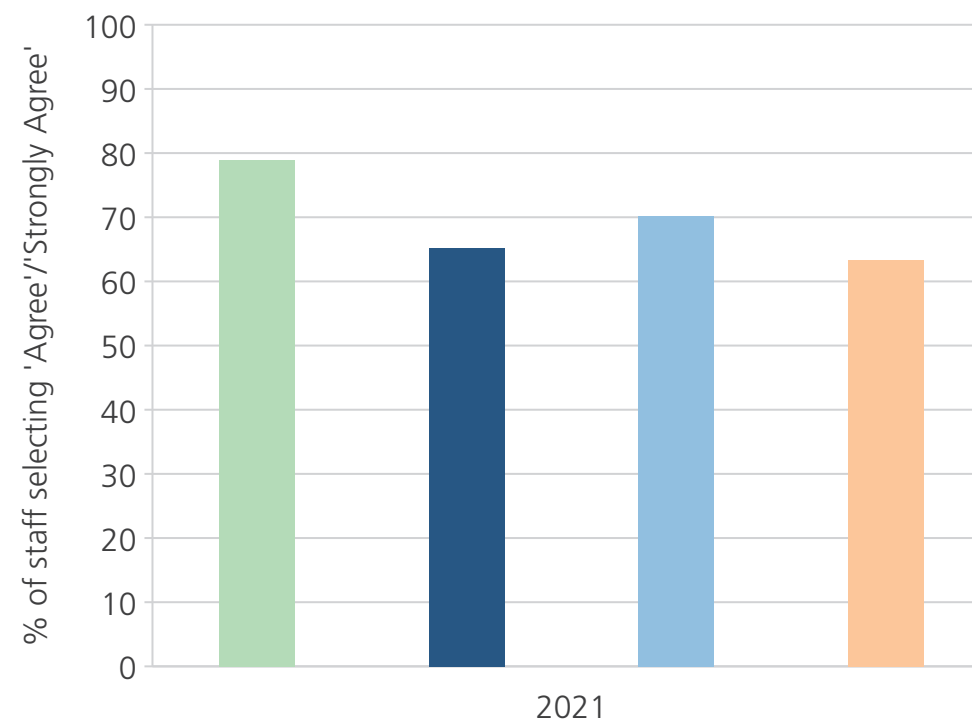
Best	78.3%
Your org	65.2%
Average	68.9%
Worst	62.5%

Responses 1,302

**Q8c**

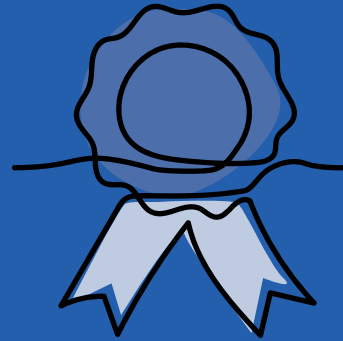
The people I work with are polite and treat each other with respect

No trend data are shown as this is a new question



Best	79.0%
Your org	65.2%
Average	70.2%
Worst	63.3%

Responses 1,303



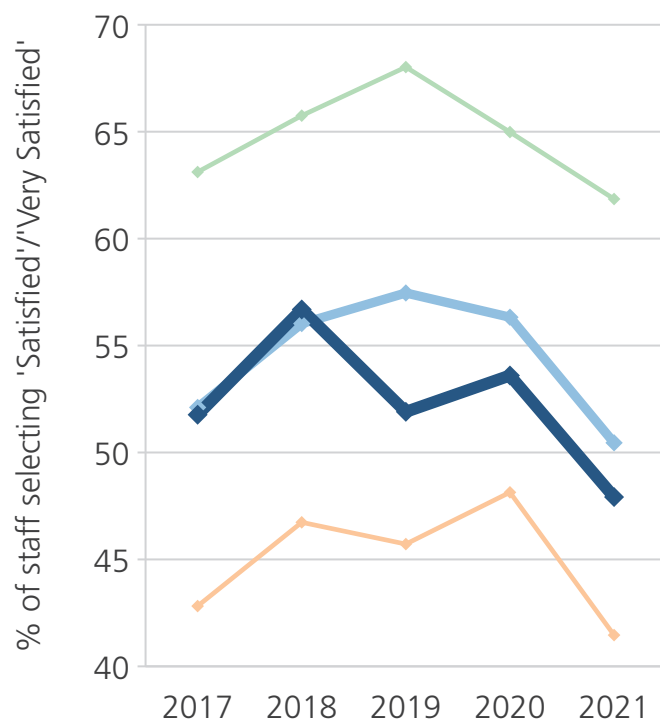
# People Promise element detailed information – We are recognised and rewarded

## Questions:

Q4a, Q4b, Q4c, Q8d, Q9e

#### Q4a

The recognition I get for good work

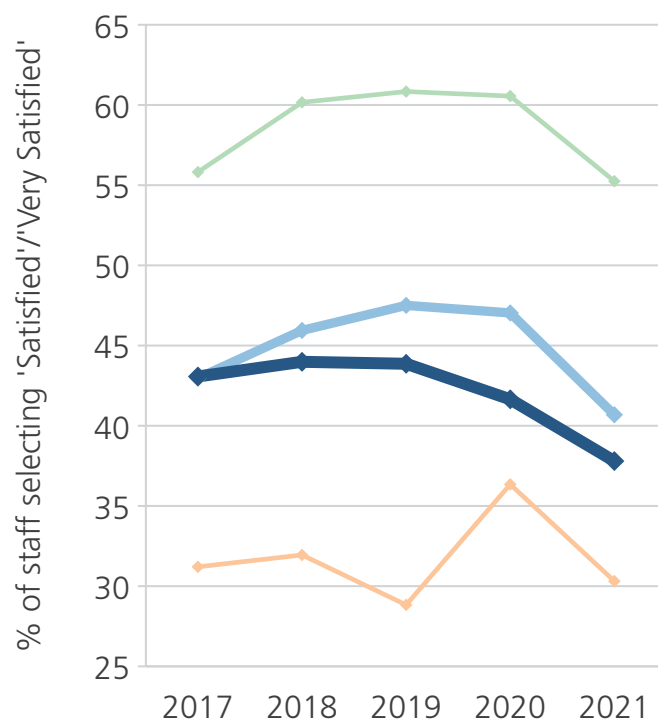


Best	63.1%	65.8%	68.0%	65.0%	61.9%
Your org	51.8%	56.7%	51.9%	53.6%	47.9%
Average	52.1%	56.0%	57.5%	56.3%	50.5%
Worst	42.8%	46.7%	45.7%	48.1%	41.5%

Responses 523 488 1,270 1,310 1,304

#### Q4b

The extent to which my organisation values my work

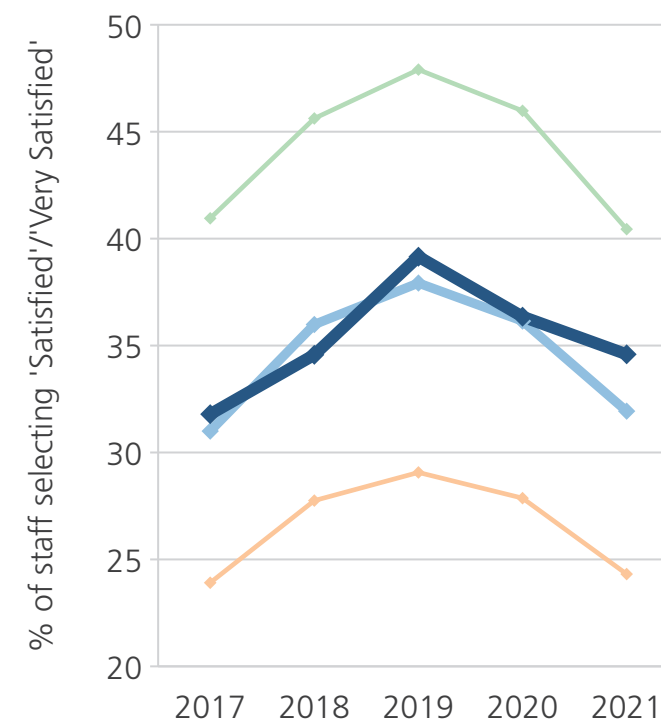


Best	55.8%	60.2%	60.8%	60.6%	55.2%
Your org	43.1%	44.0%	43.9%	41.6%	37.8%
Average	43.0%	45.9%	47.5%	47.0%	40.7%
Worst	31.2%	31.9%	28.8%	36.3%	30.3%

Responses 522 488 1,270 1,311 1,298

#### Q4c

My level of pay



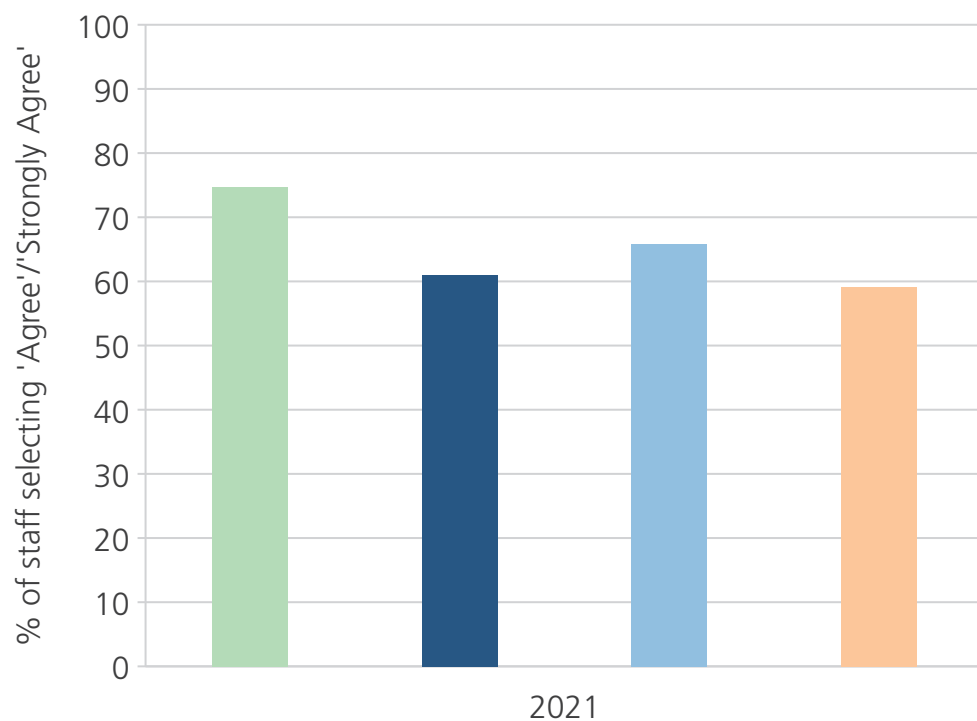
Best	40.9%	45.6%	47.9%	46.0%	40.4%
Your org	31.8%	34.6%	39.2%	36.4%	34.6%
Average	31.0%	36.0%	37.9%	36.1%	31.9%
Worst	23.9%	27.8%	29.1%	27.9%	24.3%

Responses 522 487 1,273 1,310 1,295

### Q8d

The people I work with show appreciation to one another

No trend data are shown as this is a new question

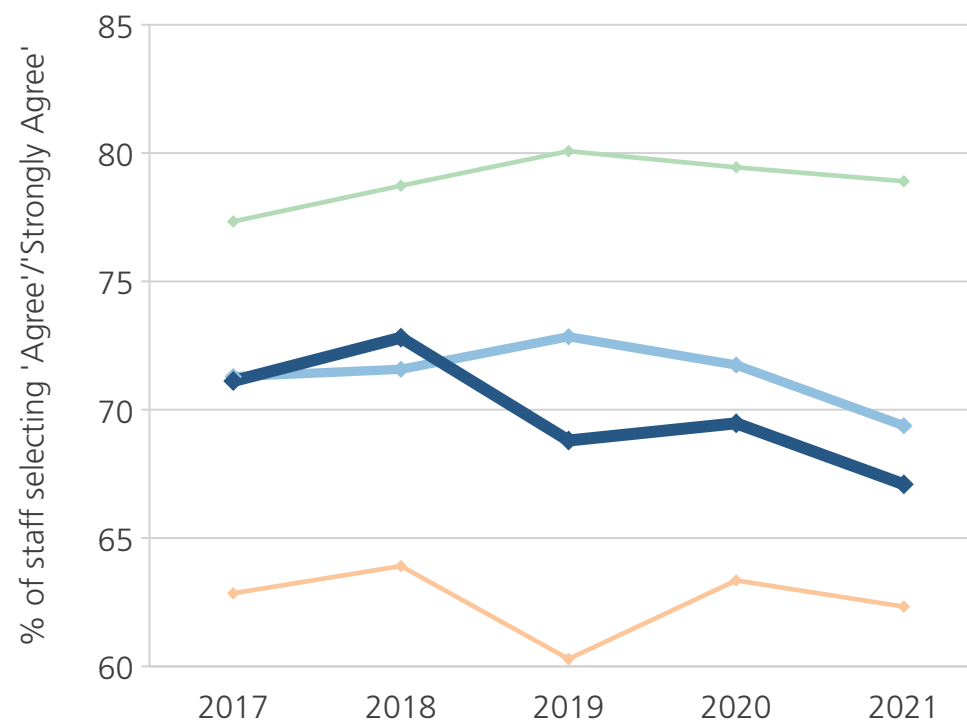


Best	74.7%
Your org	61.0%
Average	65.8%
Worst	59.1%

Responses 1,301

### Q9e

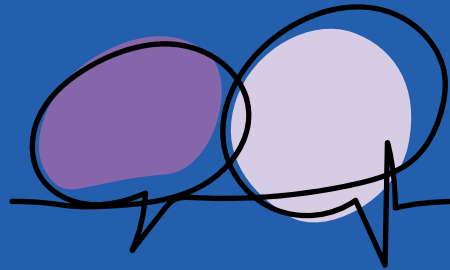
My immediate manager values my work



Best	77.3%	78.7%	80.1%	79.4%	78.9%
Your org	71.1%	72.8%	68.8%	69.5%	67.1%
Average	71.3%	71.6%	72.8%	71.7%	69.4%
Worst	62.8%	63.9%	60.3%	63.3%	62.3%

Responses 521 487 1,267 1,311 1,306





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

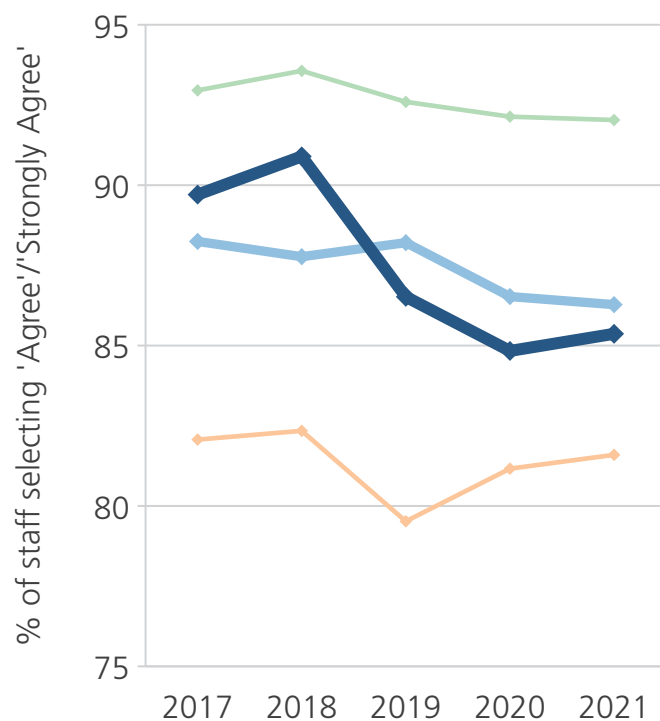
## Questions:

Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b  
Q17a, Q17b, Q21e, Q21f

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

### Q3a

I always know what my work responsibilities are

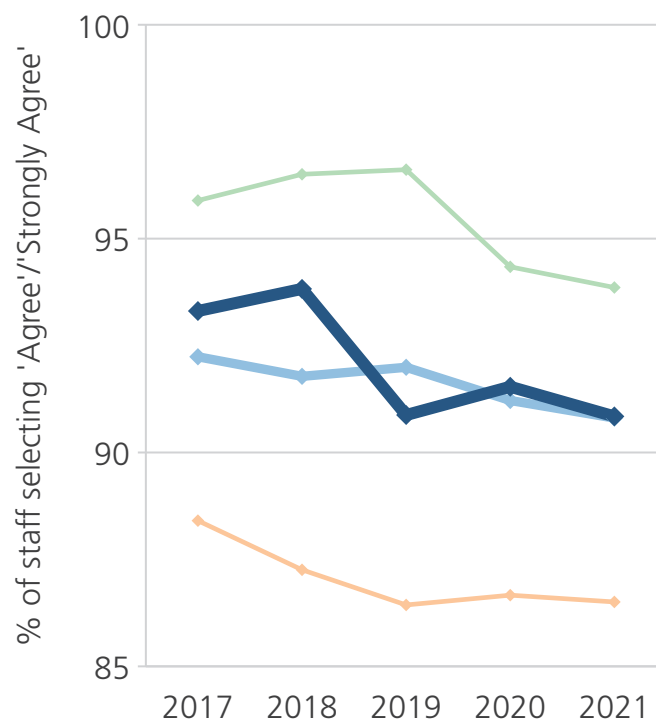


Best	93.0%	93.6%	92.6%	92.1%	92.0%
Your org	89.7%	90.9%	86.5%	84.8%	85.4%
Average	88.2%	87.8%	88.2%	86.5%	86.3%
Worst	82.1%	82.3%	79.5%	81.2%	81.6%

Responses 522 488 1,267 1,308 1,308

### Q3b

I am trusted to do my job

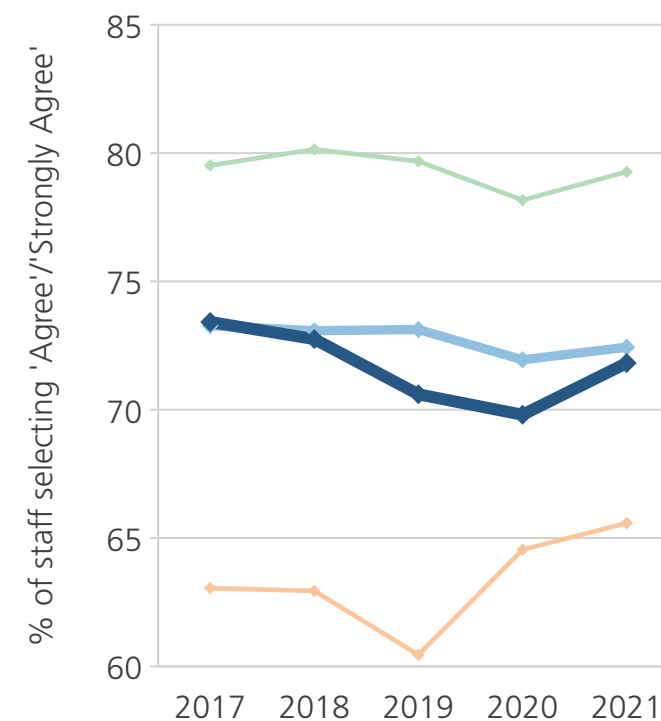


Best	95.9%	96.5%	96.6%	94.3%	93.9%
Your org	93.3%	93.8%	90.9%	91.5%	90.8%
Average	92.2%	91.8%	92.0%	91.2%	90.8%
Worst	88.4%	87.3%	86.4%	86.7%	86.5%

Responses 521 490 1,263 1,299 1,304

### Q3c

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

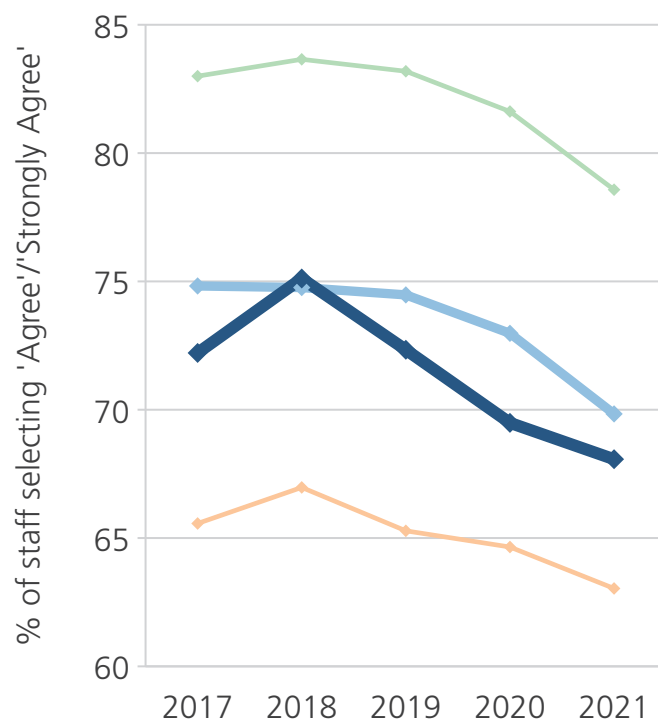


Best	79.5%	80.1%	79.7%	78.2%	79.3%
Your org	73.4%	72.8%	70.6%	69.8%	71.8%
Average	73.3%	73.1%	73.1%	71.9%	72.4%
Worst	63.0%	62.9%	60.4%	64.5%	65.6%

Responses 521 488 1,276 1,315 1,306

### Q3d

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

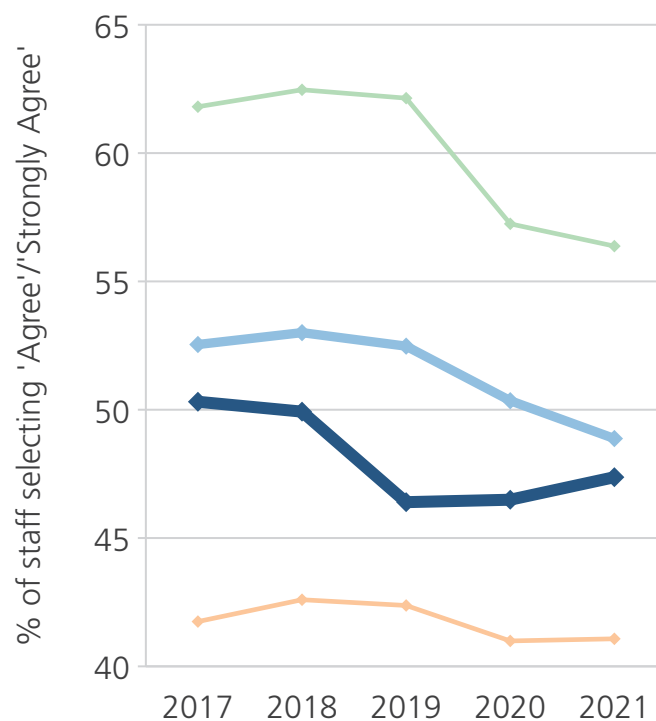


Best	83.0%	83.7%	83.2%	81.6%	78.6%
Your org	72.2%	75.1%	72.3%	69.5%	68.1%
Average	74.8%	74.8%	74.5%	73.0%	69.8%
Worst	65.6%	67.0%	65.3%	64.7%	63.0%

Responses 524 489 1,274 1,315 1,300

### Q3e

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

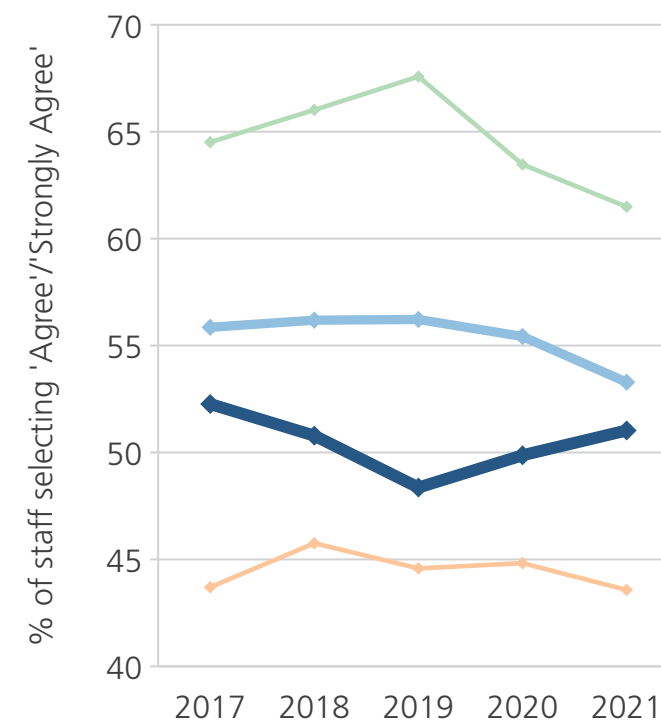


Best	61.8%	62.5%	62.1%	57.2%	56.4%
Your org	50.3%	49.9%	46.4%	46.5%	47.4%
Average	52.5%	53.0%	52.5%	50.4%	48.9%
Worst	41.7%	42.6%	42.4%	41.0%	41.1%

Responses 524 487 1,271 1,312 1,299

### Q3f

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

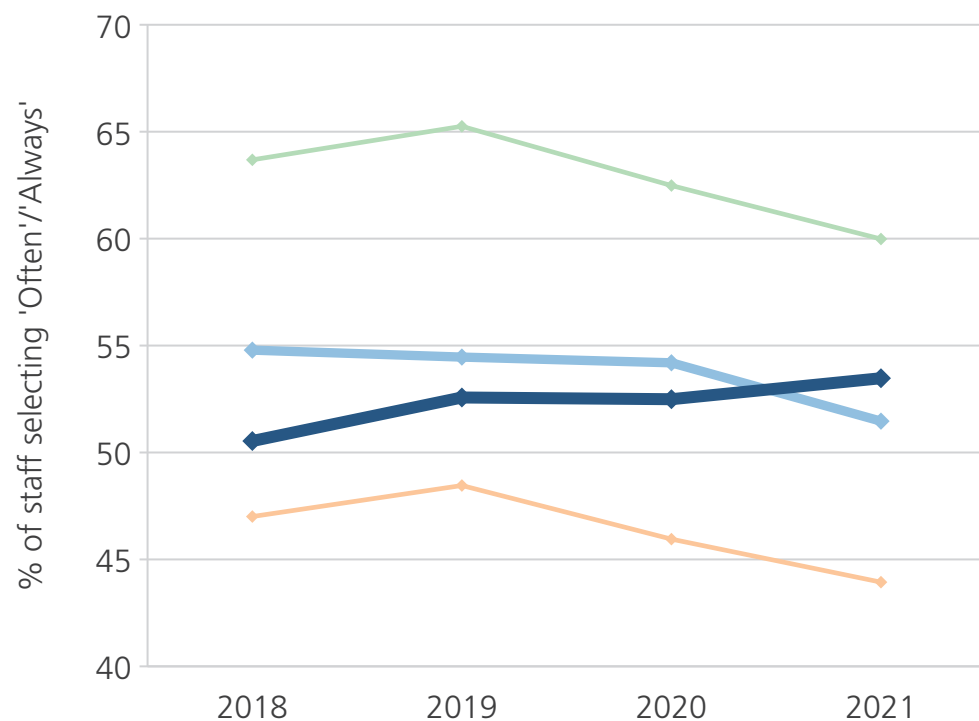


Best	64.5%	66.0%	67.6%	63.5%	61.5%
Your org	52.3%	50.8%	48.4%	49.9%	51.0%
Average	55.9%	56.2%	56.2%	55.4%	53.3%
Worst	43.7%	45.8%	44.6%	44.8%	43.6%

Responses 522 487 1,269 1,311 1,302

**Q5b**

I have a choice in deciding how to do my work

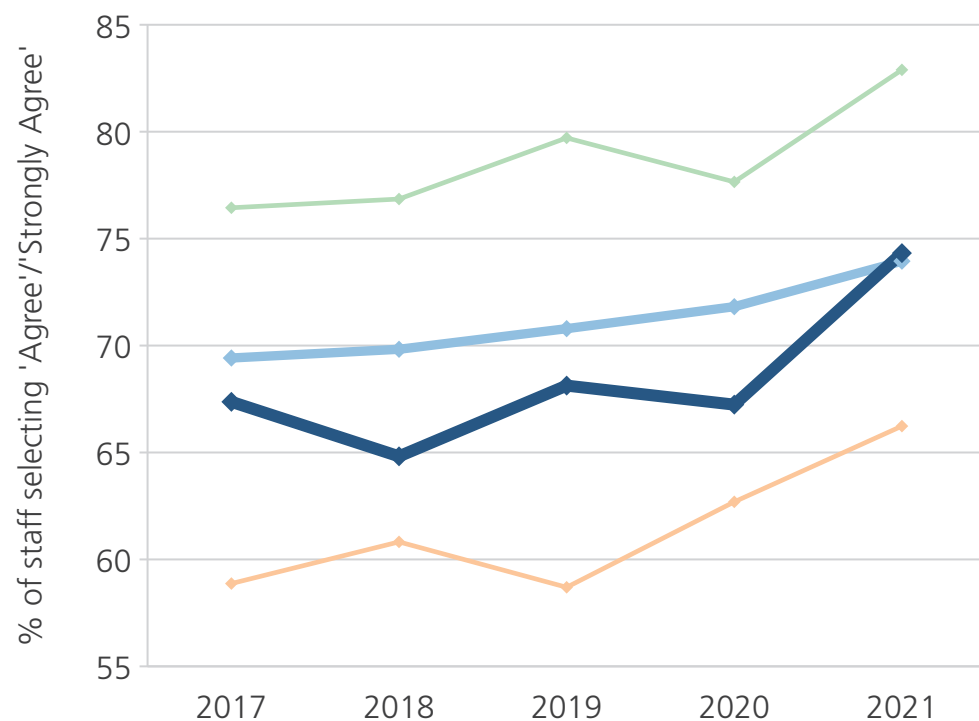


Best	63.7%	65.3%	62.5%	60.0%
Your org	50.5%	52.6%	52.5%	53.5%
Average	54.8%	54.5%	54.2%	51.5%
Worst	47.0%	48.5%	45.9%	43.9%

Responses 486 1,266 1,305 1,305

**Q17a**

I would feel secure raising concerns about unsafe clinical practice

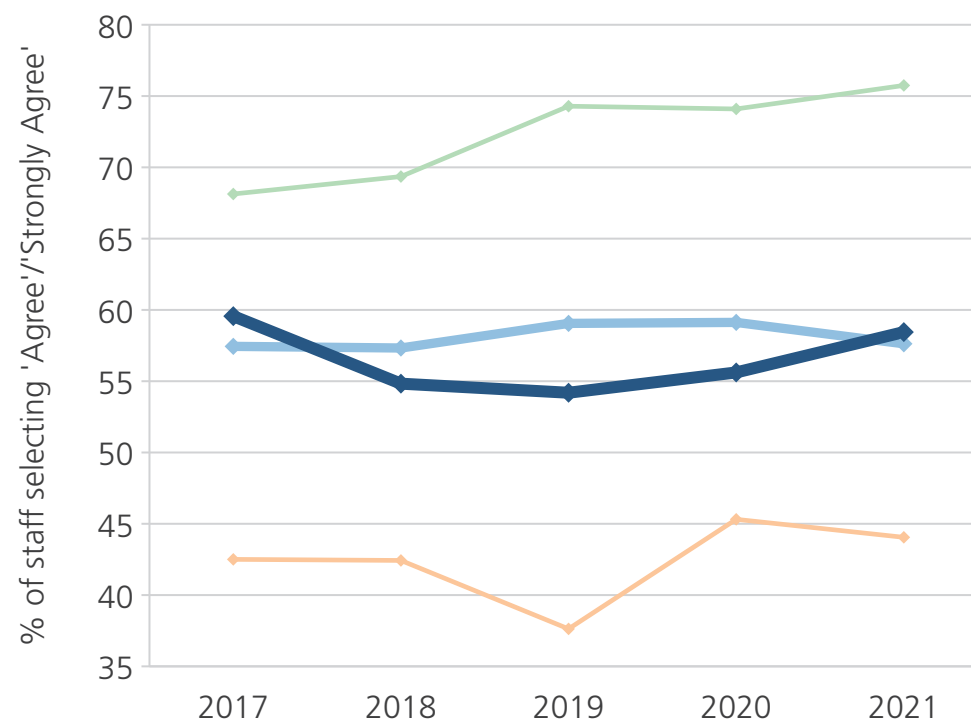


Best	76.4%	76.9%	79.7%	77.7%	82.9%
Your org	67.4%	64.8%	68.1%	67.2%	74.3%
Average	69.4%	69.8%	70.8%	71.8%	73.9%
Worst	58.9%	60.8%	58.7%	62.7%	66.2%

Responses 518 484 1,245 1,302 1,296

**Q17b**

I am confident that my organisation would address my concern

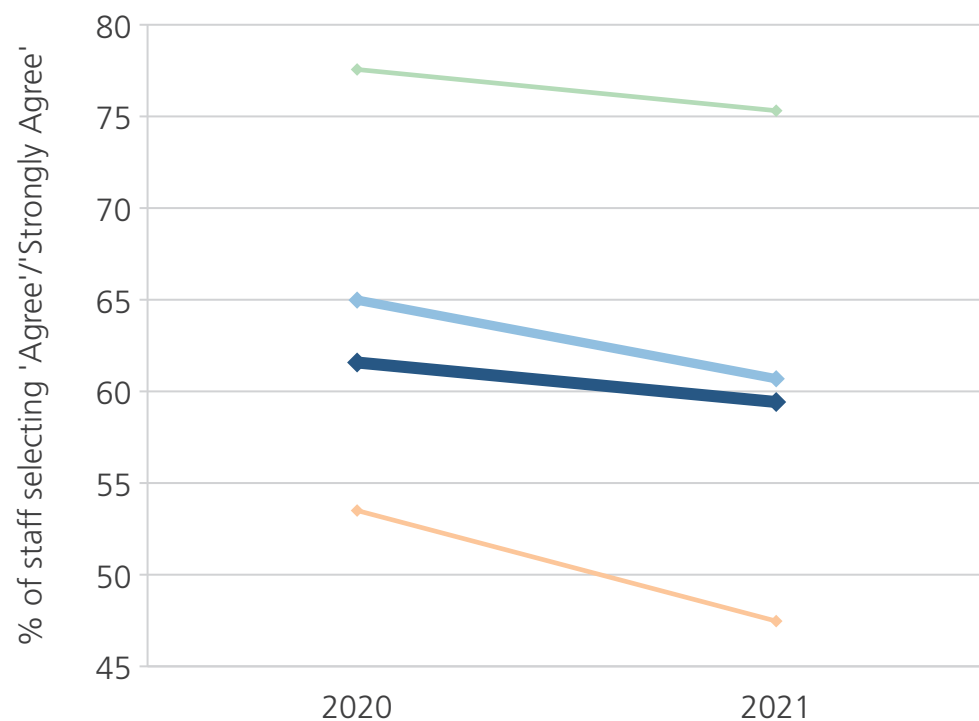


Best	68.1%	69.4%	74.3%	74.1%	75.7%
Your org	59.6%	54.8%	54.2%	55.6%	58.4%
Average	57.4%	57.3%	59.1%	59.1%	57.6%
Worst	42.5%	42.4%	37.6%	45.3%	44.1%

Responses 517 484 1,246 1,304 1,293

**Q21e**

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



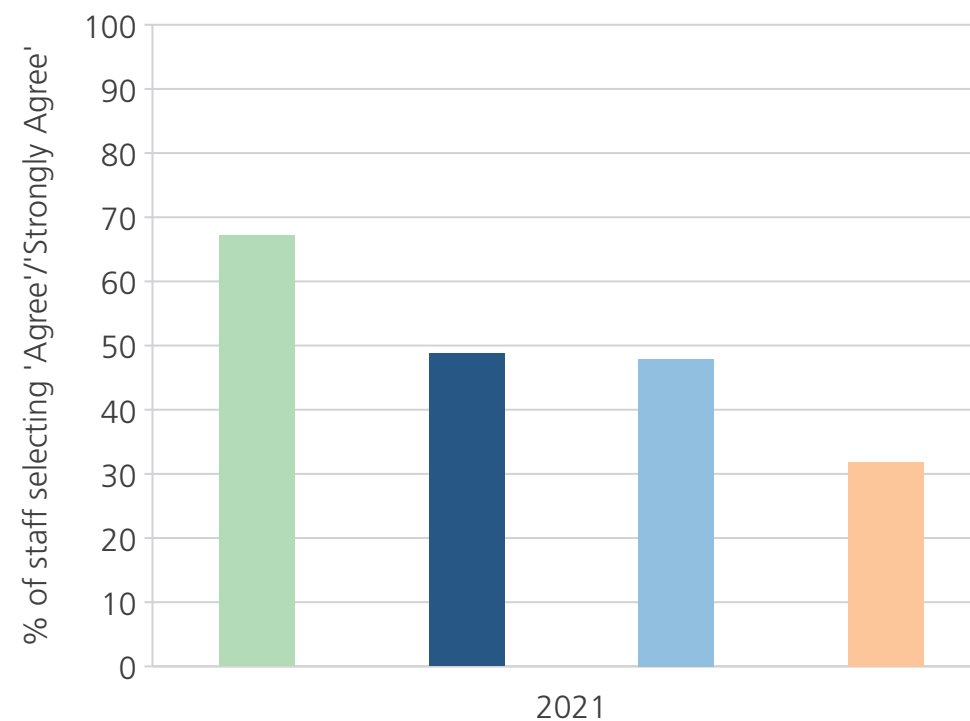
Best	77.6%	75.3%
Your org	61.6%	59.4%
Average	65.0%	60.7%
Worst	53.5%	47.5%

Responses 1,311 1,300

**Q21f**

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

No trend data are shown as this is a new question



Best	67.2%
Your org	48.8%
Average	47.9%
Worst	31.9%

Responses 1,300



# People Promise element detailed information – We are safe and healthy

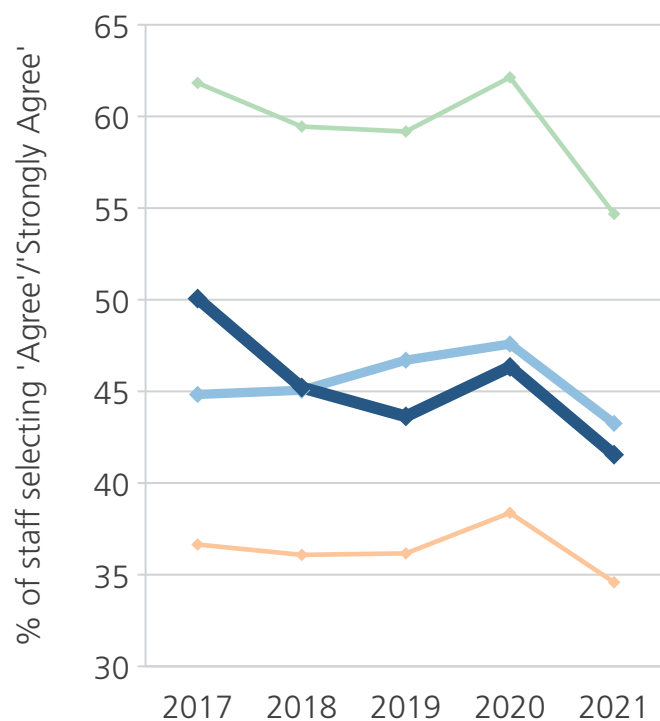
## Questions:

Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d  
Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g  
Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

### Q3g

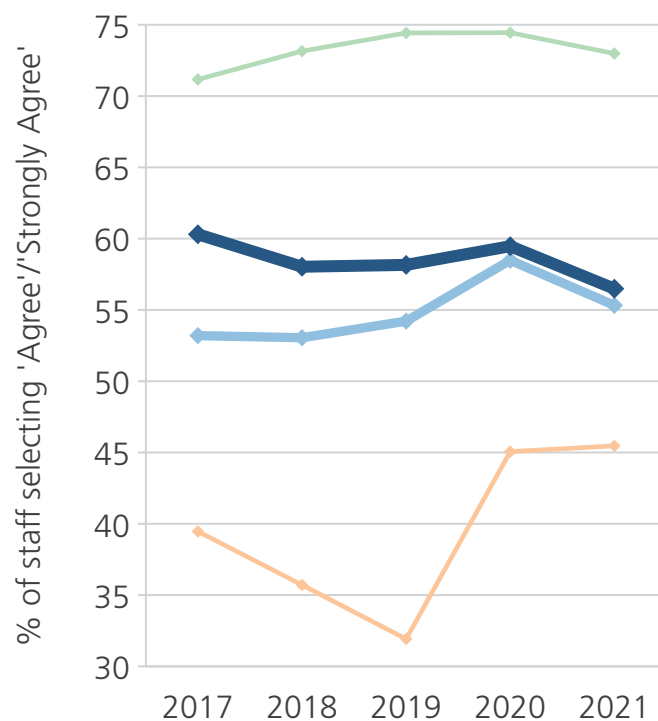
I am able to meet all the conflicting demands on my time at work



Responses 522 489 1,270 1,311 1,302

### Q3h

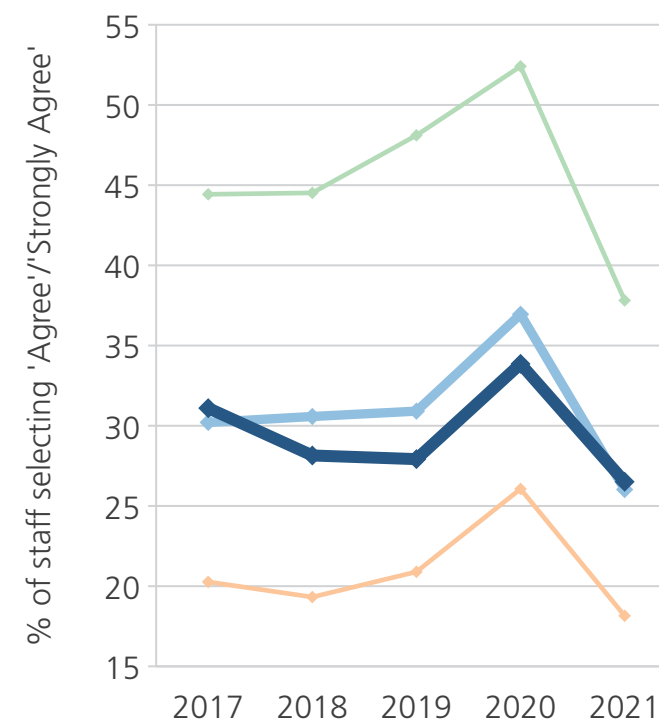
I have adequate materials, supplies and equipment to do my work



Responses 522 488 1,273 1,308 1,295

### Q3i

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

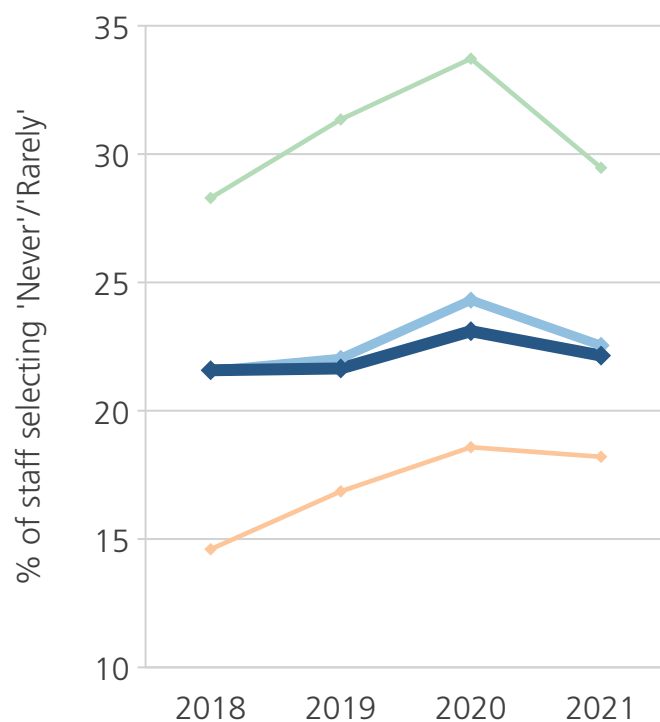


Responses 522 489 1,273 1,312 1,304



### Q5a

I have unrealistic time pressures



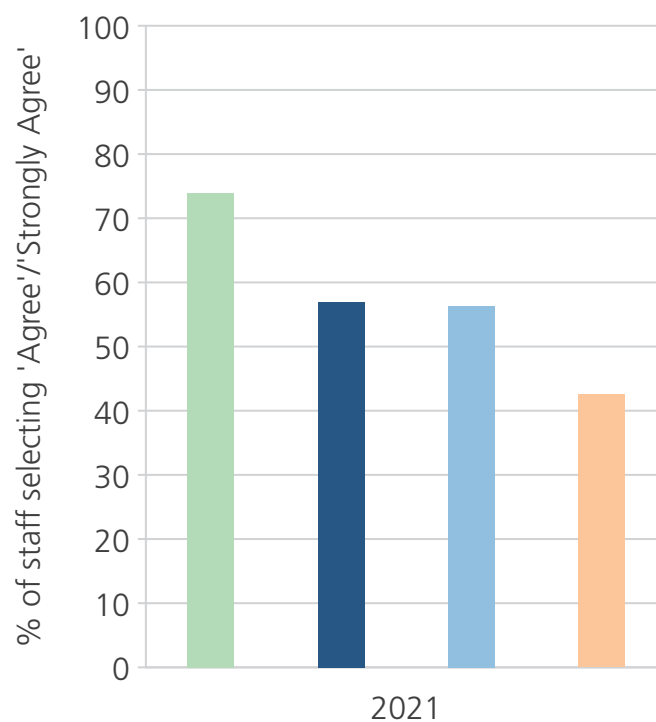
Best	28.3%	31.3%	33.7%	29.5%
Your org	21.6%	21.6%	23.1%	22.1%
Average	21.6%	22.0%	24.3%	22.5%
Worst	14.6%	16.9%	18.6%	18.2%

Responses 485 1,266 1,307 1,303

### Q11a

My organisation takes positive action on health and well-being

No trend data are shown as this is a new question

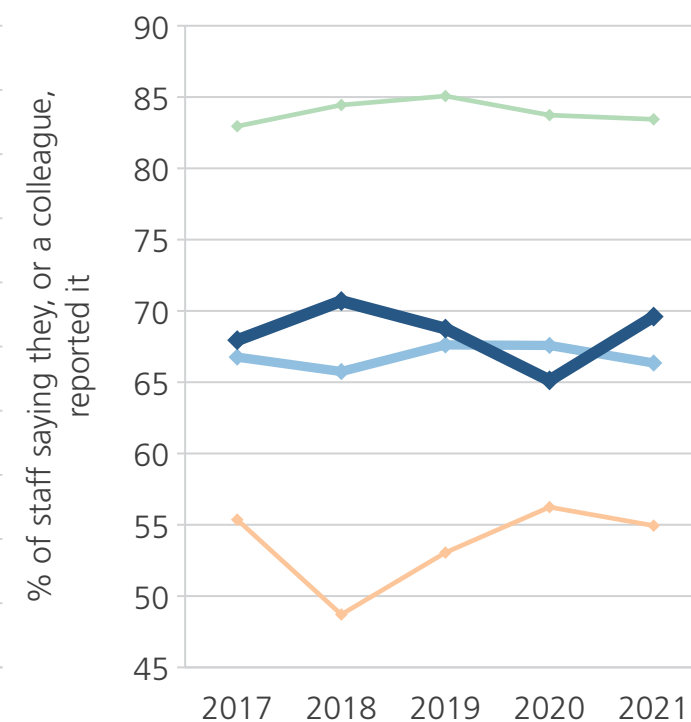


Best	74.0%
Your org	57.0%
Average	56.4%
Worst	42.5%

Responses 1,293

### Q13d

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

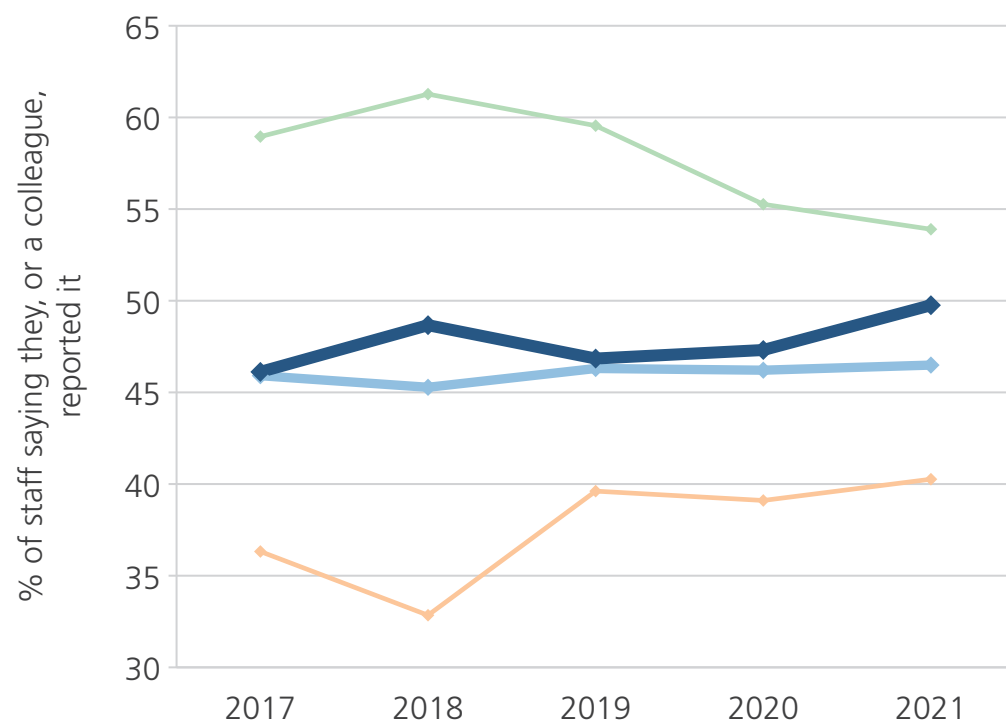


Best	83.0%	84.4%	85.1%	83.7%	83.4%
Your org	67.9%	70.7%	68.8%	65.1%	69.6%
Average	66.8%	65.7%	67.6%	67.6%	66.3%
Worst	55.4%	48.7%	53.0%	56.2%	54.9%

Responses 104 87 230 206 220

**Q14d**

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



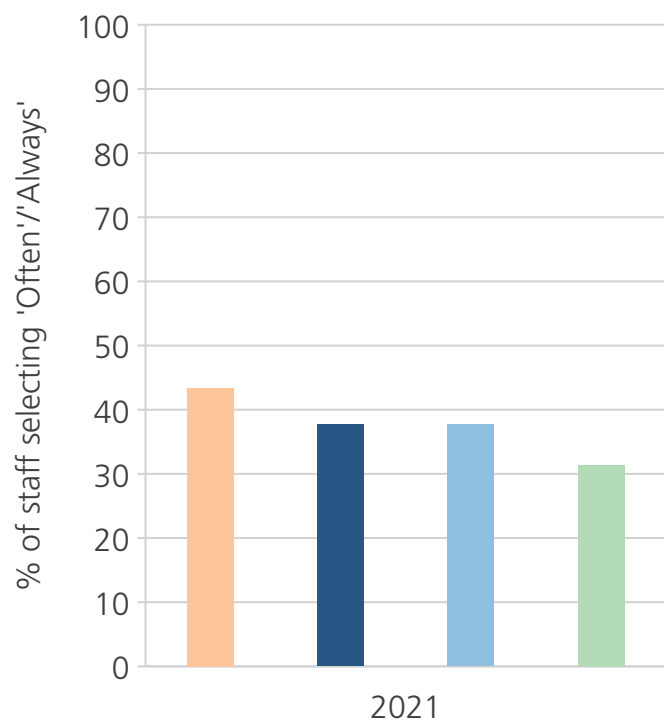
Best	59.0%	61.3%	59.5%	55.3%	53.9%
Your org	46.1%	48.7%	46.8%	47.3%	49.8%
Average	45.9%	45.3%	46.3%	46.2%	46.5%
Worst	36.3%	32.8%	39.6%	39.1%	40.3%

Responses 207 196 517 547 546

**Q12a**

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

No trend data are shown as this is a new question



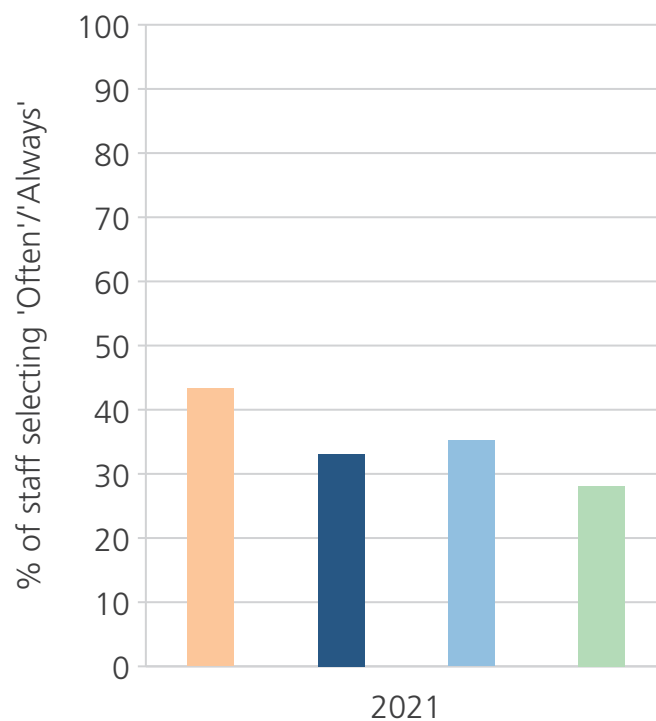
Worst	43.4%
Your org	37.7%
Average	37.7%
Best	31.4%

Responses 1,302

**Q12b**

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

No trend data are shown as this is a new question



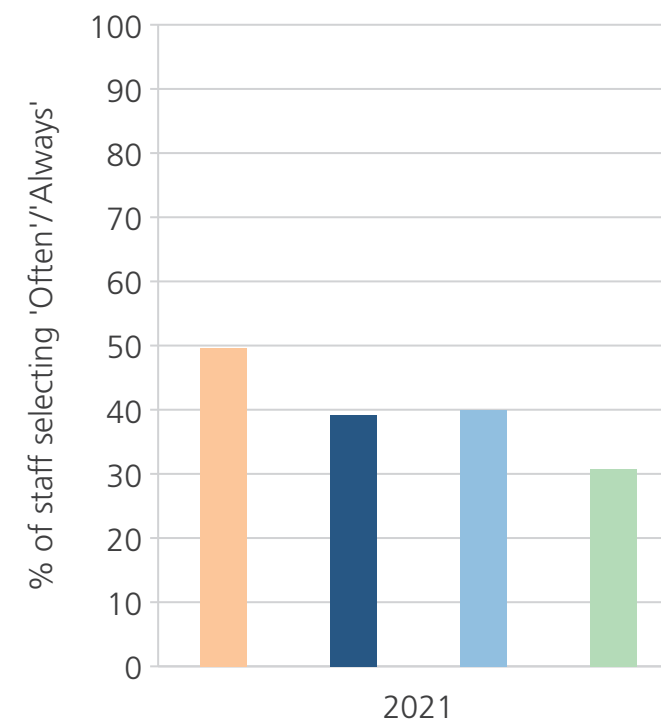
Worst	43.3%
Your org	33.1%
Average	35.2%
Best	28.1%

Responses 1,300

**Q12c**

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

No trend data are shown as this is a new question



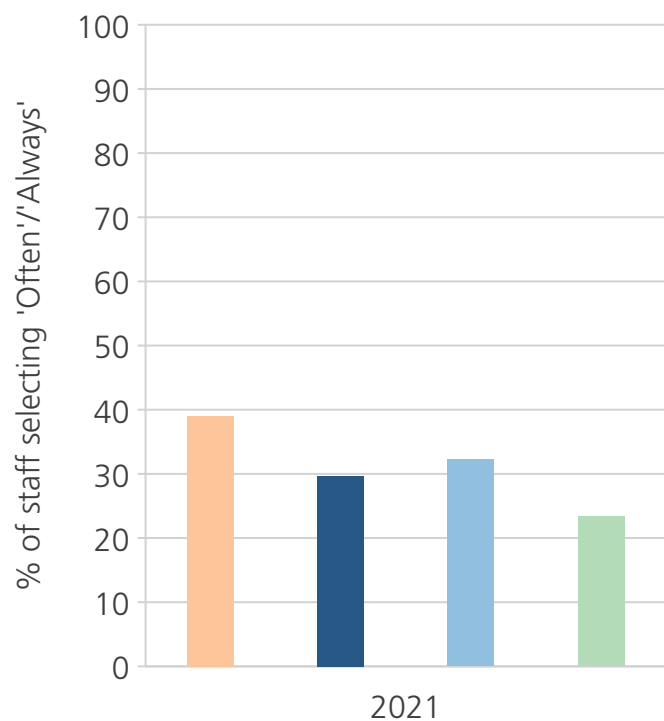
Worst	49.7%
Your org	39.2%
Average	39.9%
Best	30.8%

Responses 1,302

**Q12d**

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

No trend data are shown as this is a new question



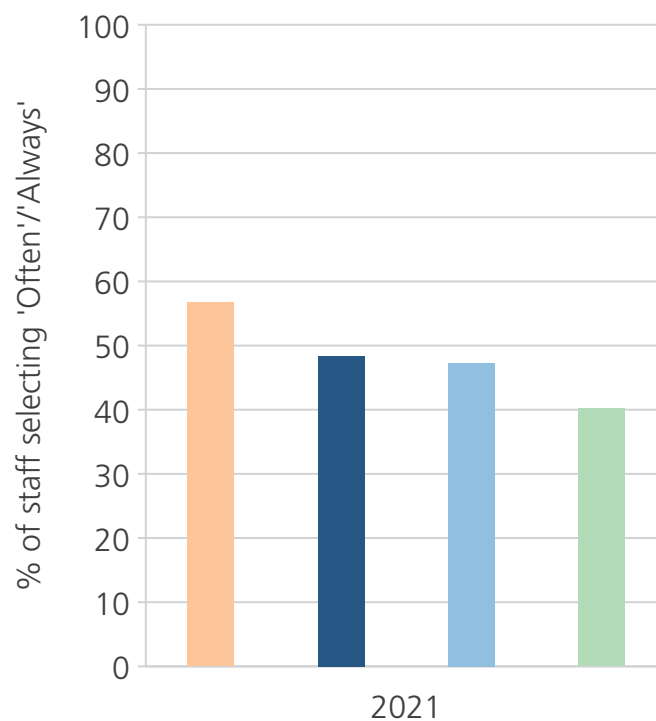
Worst	39.0%
Your org	29.7%
Average	32.2%
Best	23.4%

Responses 1,299

**Q12e**

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

No trend data are shown as this is a new question



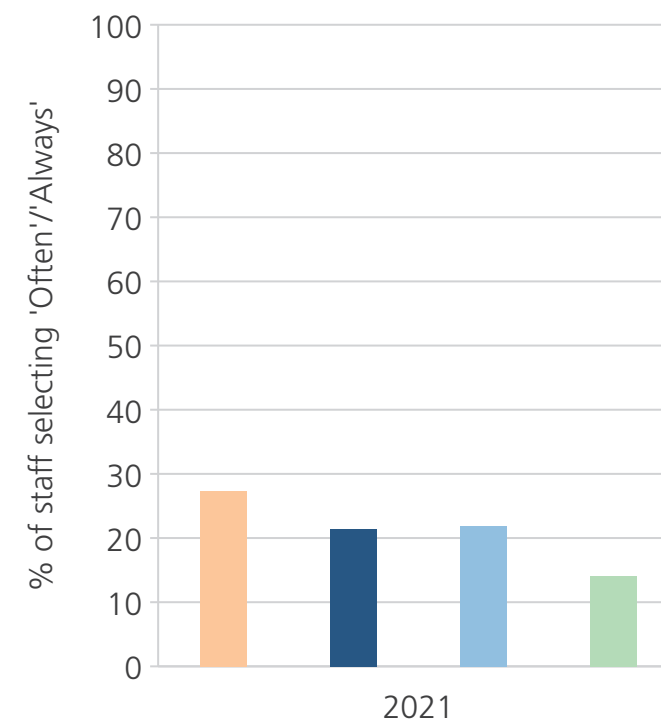
Worst	56.7%
Your org	48.4%
Average	47.2%
Best	40.2%

Responses 1,299

**Q12f**

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

No trend data are shown as this is a new question



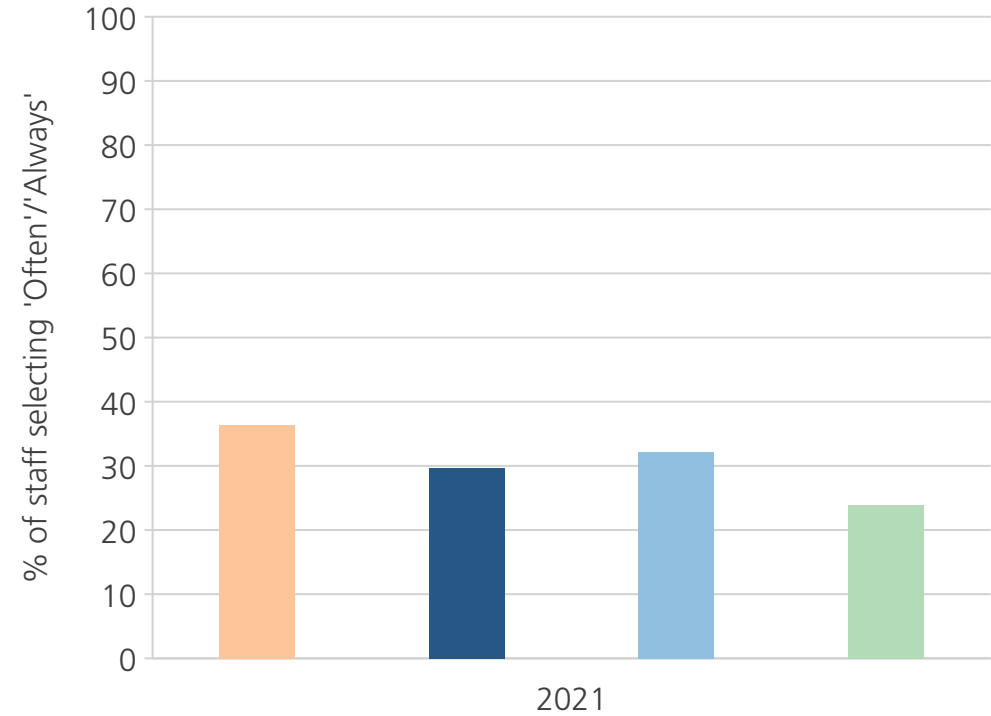
Worst	27.3%
Your org	21.4%
Average	21.9%
Best	14.1%

Responses 1,296

**Q12g**

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

No trend data are shown as this is a new question

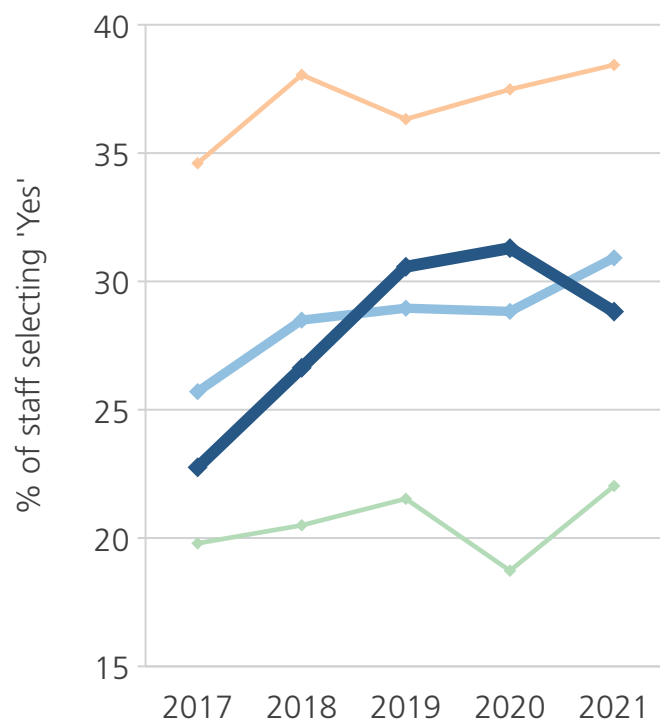


Worst	36.3%
Your org	29.7%
Average	32.1%
Best	23.9%

Responses 1,299

### Q11b

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

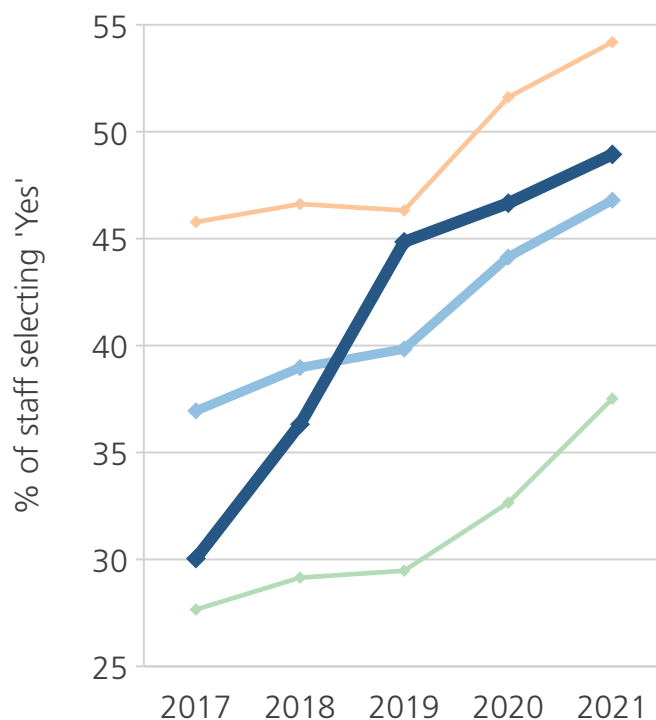


<b>Worst</b>	34.6%	38.0%	36.3%	37.5%	38.4%
<b>Your org</b>	22.8%	26.6%	30.6%	31.3%	28.8%
<b>Average</b>	25.7%	28.5%	29.0%	28.8%	30.9%
<b>Best</b>	19.8%	20.5%	21.5%	18.7%	22.0%

Responses 524 486 1,258 1,310 1,295

### Q11c

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

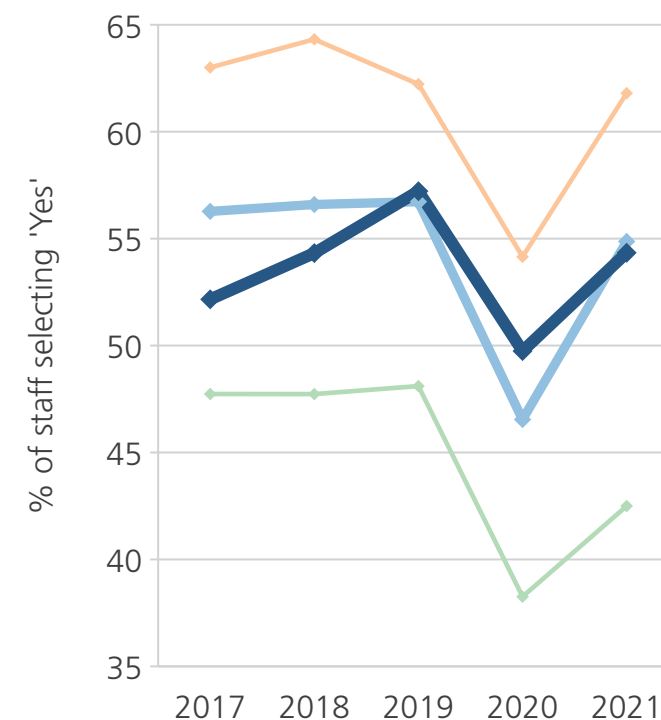


<b>Worst</b>	45.8%	46.6%	46.3%	51.6%	54.2%
<b>Your org</b>	30.0%	36.3%	44.8%	46.7%	48.9%
<b>Average</b>	36.9%	39.0%	39.8%	44.1%	46.8%
<b>Best</b>	27.7%	29.1%	29.5%	32.6%	37.5%

Responses 522 484 1,259 1,311 1,299

### Q11d

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

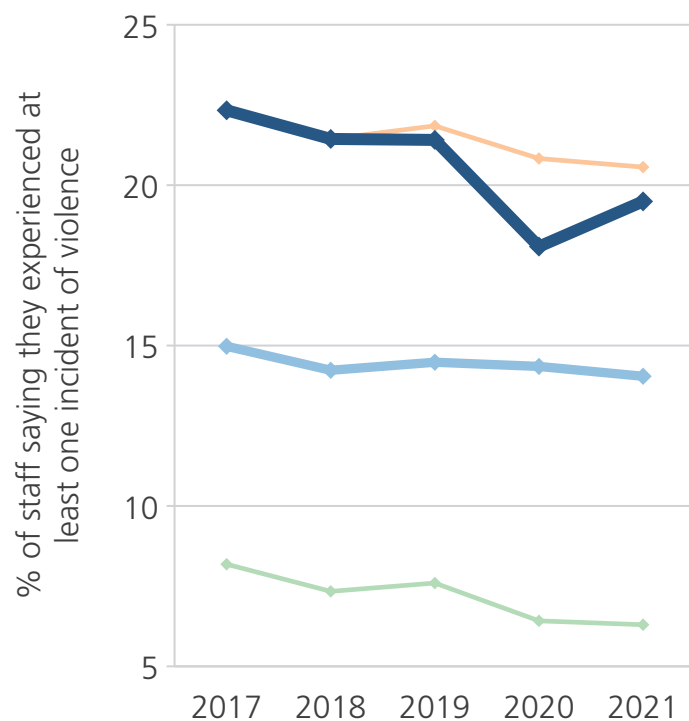


<b>Worst</b>	63.0%	64.3%	62.2%	54.2%	61.8%
<b>Your org</b>	52.2%	54.3%	57.2%	49.7%	54.3%
<b>Average</b>	56.3%	56.6%	56.7%	46.5%	54.9%
<b>Best</b>	47.7%	47.7%	48.1%	38.3%	42.5%

Responses 520 486 1,259 1,307 1,300

### Q13a

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

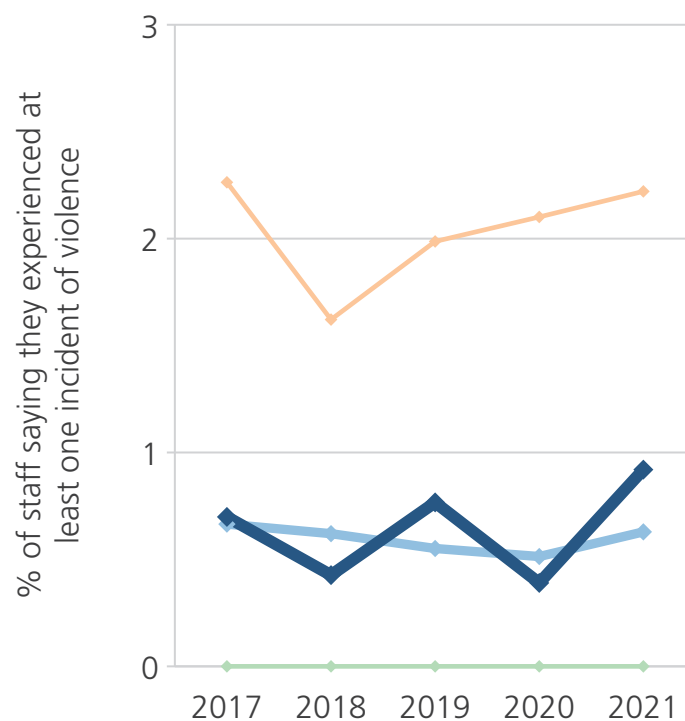


<b>Worst</b>	22.3%	21.4%	21.8%	20.8%	20.6%
<b>Your org</b>	22.3%	21.4%	21.4%	18.1%	19.5%
<b>Average</b>	15.0%	14.2%	14.5%	14.3%	14.0%
<b>Best</b>	8.2%	7.3%	7.6%	6.4%	6.3%

Responses 519 487 1,260 1,312 1,299

### Q13b

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

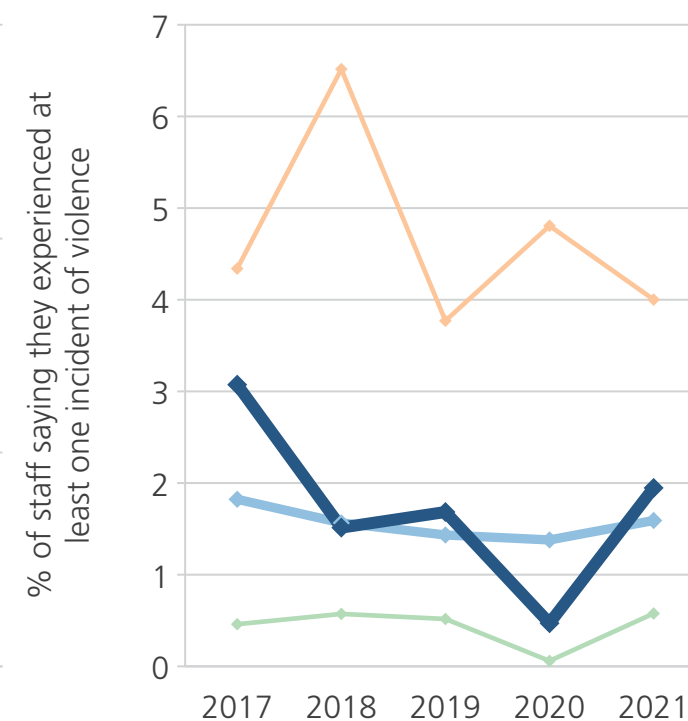


<b>Worst</b>	2.3%	1.6%	2.0%	2.1%	2.2%
<b>Your org</b>	0.7%	0.4%	0.8%	0.4%	0.9%
<b>Average</b>	0.7%	0.6%	0.6%	0.5%	0.6%
<b>Best</b>	0.0%	0.0%	0.0%	0.0%	0.0%

Responses 519 482 1,260 1,305 1,291

### Q13c

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

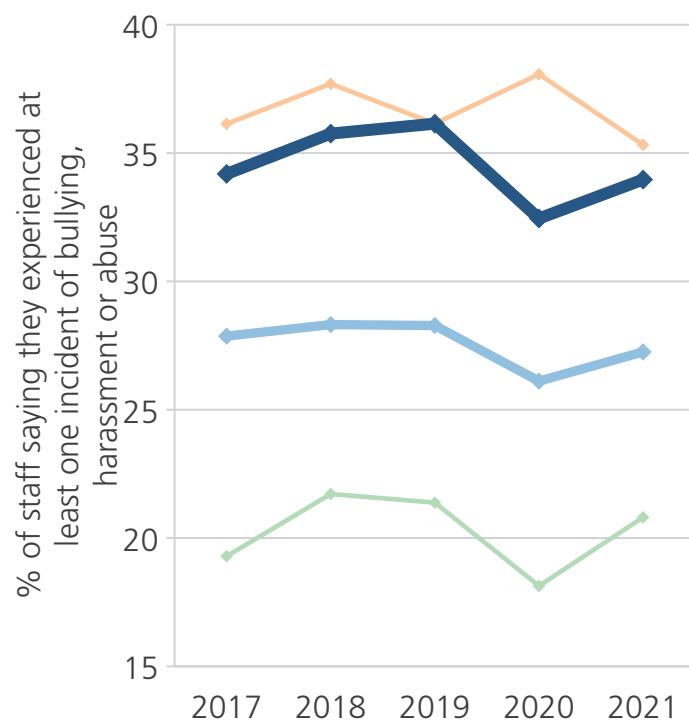


<b>Worst</b>	4.3%	6.5%	3.8%	4.8%	4.0%
<b>Your org</b>	3.1%	1.5%	1.7%	0.5%	1.9%
<b>Average</b>	1.8%	1.6%	1.4%	1.4%	1.6%
<b>Best</b>	0.5%	0.6%	0.5%	0.1%	0.6%

Responses 517 483 1,252 1,299 1,284

### Q14a

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

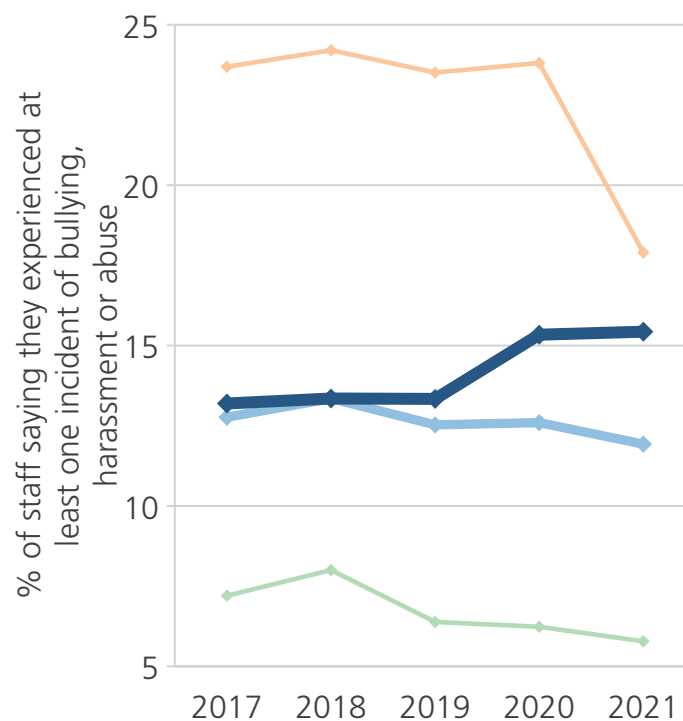


<b>Worst</b>	36.1%	37.7%	36.1%	38.1%	35.3%
<b>Your org</b>	34.2%	35.8%	36.1%	32.5%	34.0%
<b>Average</b>	27.9%	28.3%	28.3%	26.1%	27.3%
<b>Best</b>	19.3%	21.7%	21.4%	18.1%	20.8%

Responses 516 486 1,256 1,310 1,294

### Q14b

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

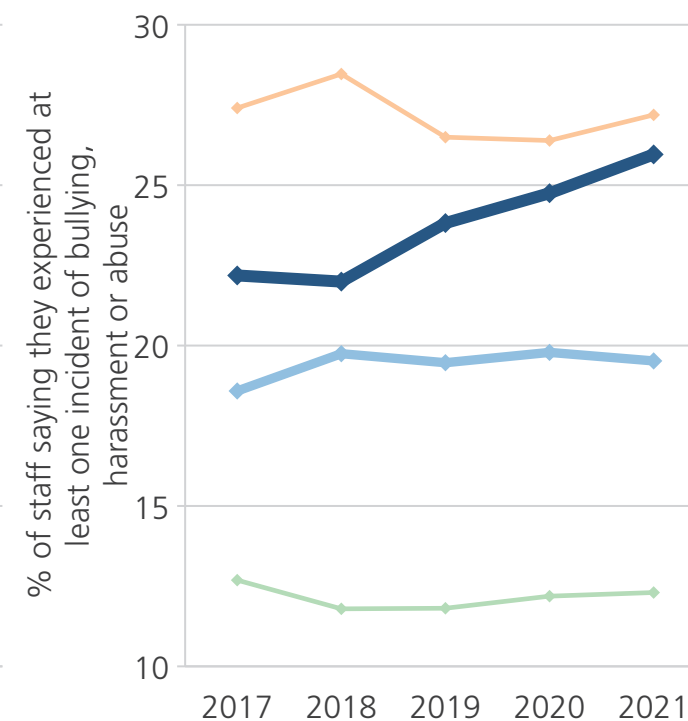


<b>Worst</b>	23.7%	24.2%	23.5%	23.8%	17.9%
<b>Your org</b>	13.2%	13.3%	13.3%	15.3%	15.4%
<b>Average</b>	12.8%	13.3%	12.5%	12.6%	11.9%
<b>Best</b>	7.2%	8.0%	6.4%	6.2%	5.8%

Responses 515 480 1,256 1,299 1,283

### Q14c

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



<b>Worst</b>	27.4%	28.5%	26.5%	26.4%	27.2%
<b>Your org</b>	22.2%	22.0%	23.8%	24.7%	26.0%
<b>Average</b>	18.6%	19.7%	19.5%	19.8%	19.5%
<b>Best</b>	12.7%	11.8%	11.8%	12.2%	12.3%

Responses 518 482 1,253 1,295 1,287





# People Promise element detailed information – We are always learning

## Questions:

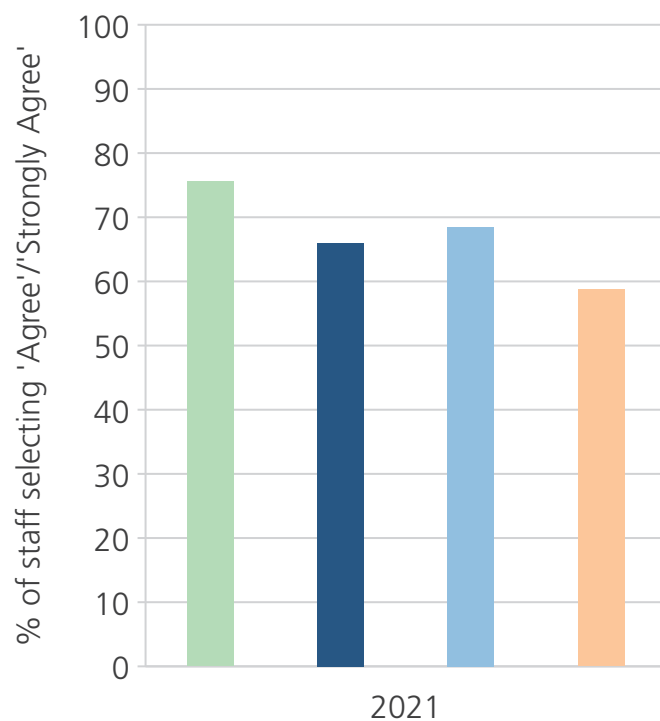
Q20a, Q20b, Q20c, Q20d, Q20e  
Q19a, Q19b, Q19c, Q19d

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

**Q20a**

This organisation offers  
me challenging work

No trend data are shown as this is a new question



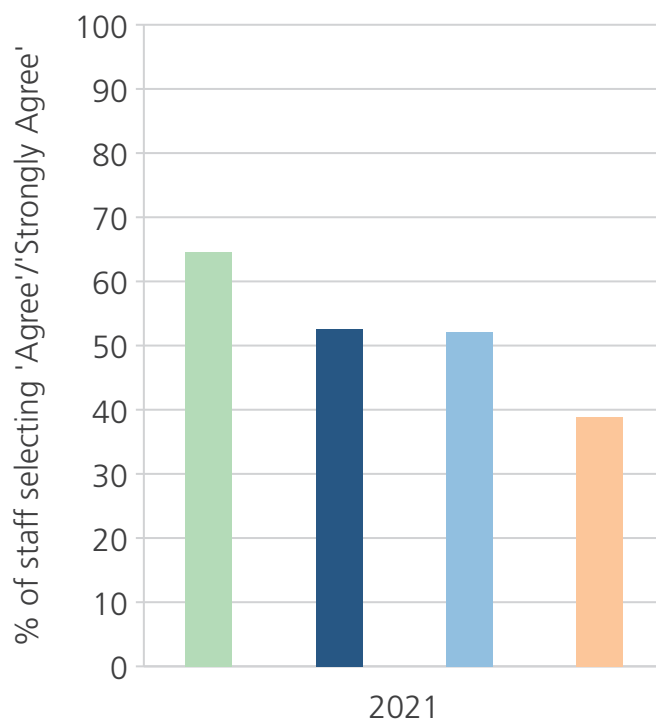
Best	75.6%
Your org	66.0%
Average	68.4%
Worst	58.8%

Responses 1,299

**Q20b**

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

No trend data are shown as this is a new question



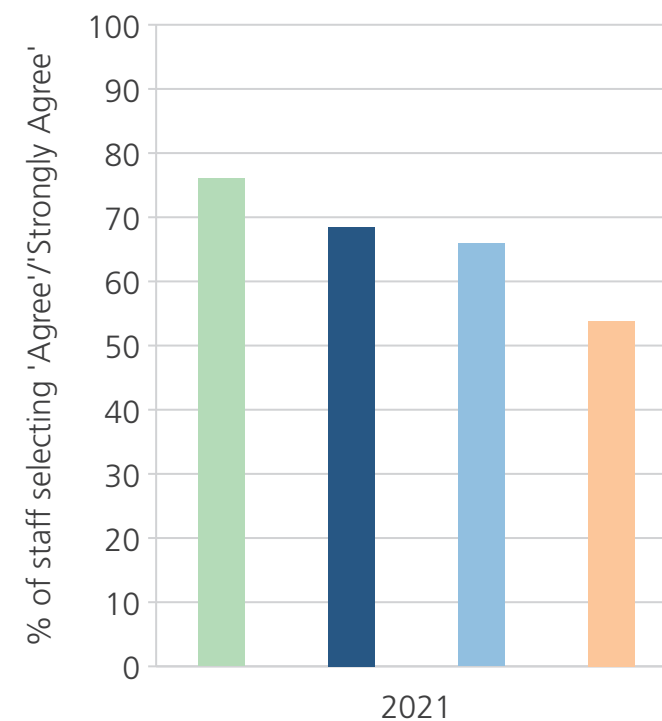
Best	64.6%
Your org	52.5%
Average	52.1%
Worst	38.8%

Responses 1,297

**Q20c**

I have opportunities to improve  
my knowledge and skills

No trend data are shown as this is a new question



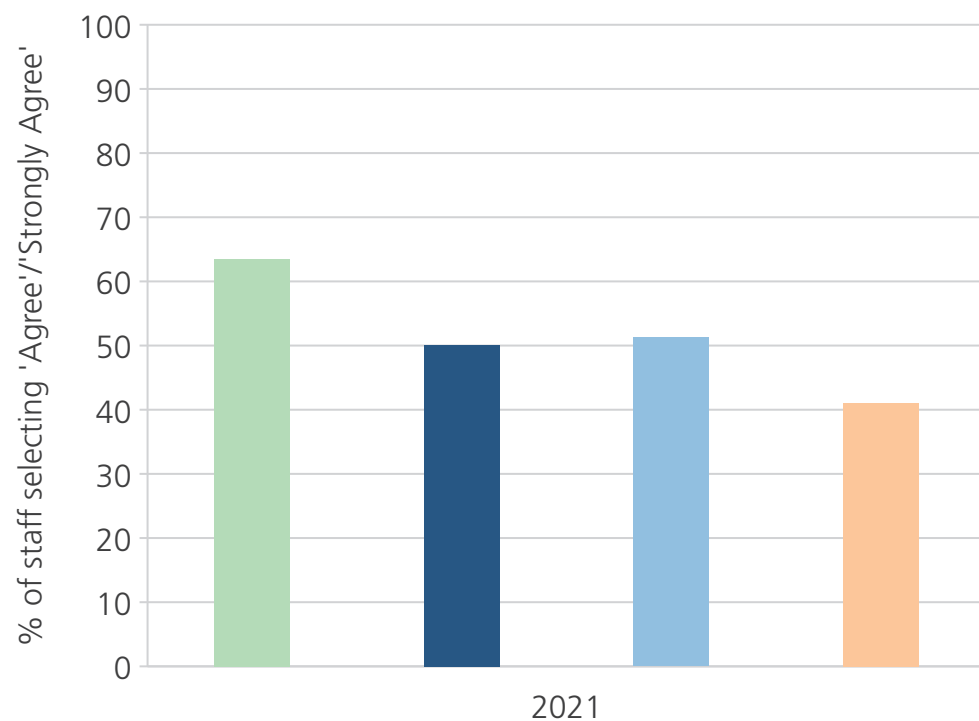
Best	76.0%
Your org	68.5%
Average	65.9%
Worst	53.8%

Responses 1,298

**Q20d**

I feel supported to develop my potential

No trend data are shown as this is a new question



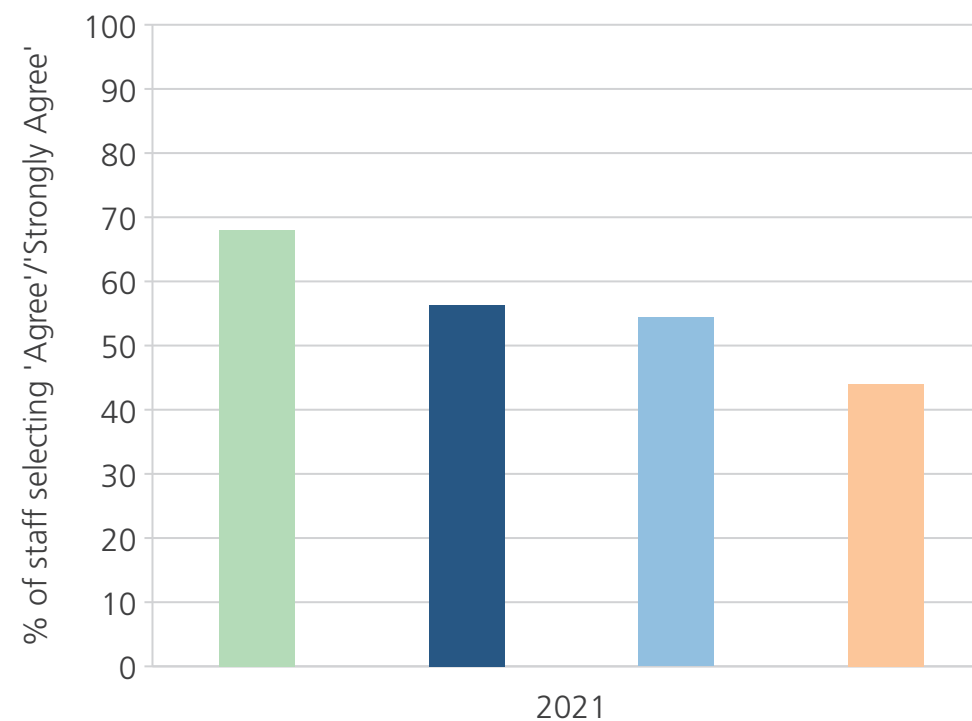
Best	63.5%
Your org	50.1%
Average	51.3%
Worst	41.0%

Responses 1,296

**Q20e**

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

No trend data are shown as this is a new question



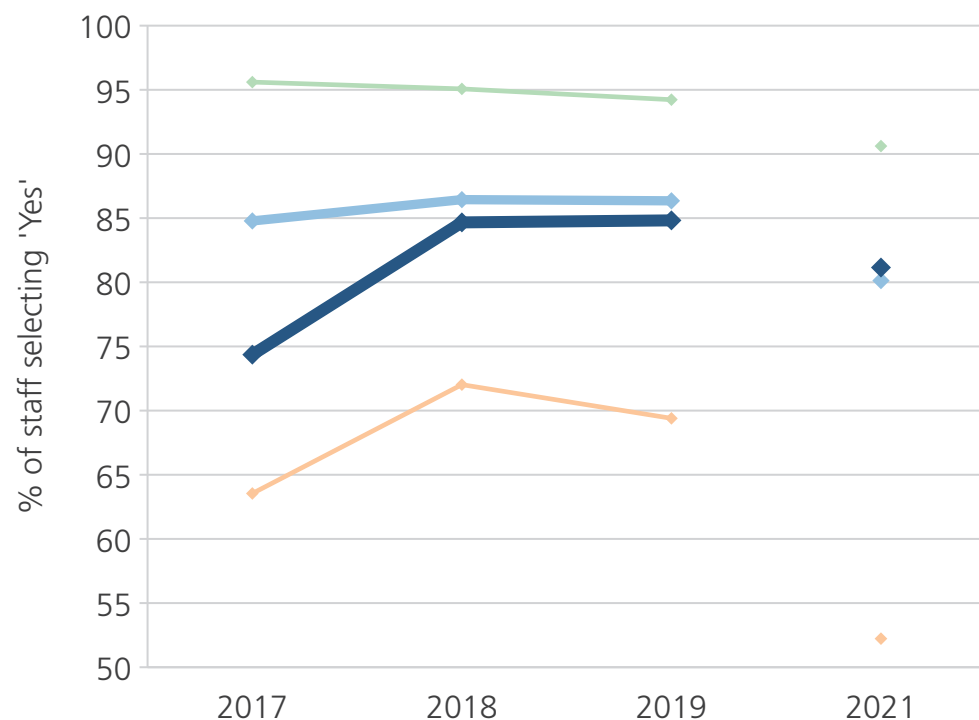
Best	68.0%
Your org	56.3%
Average	54.4%
Worst	44.1%

Responses 1,293

### Q19a

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

Note that Q19a-d were not asked in 2020. In interpreting these results, consideration should be given to the gap in the data series and evidence of changes to the response profiles over time.

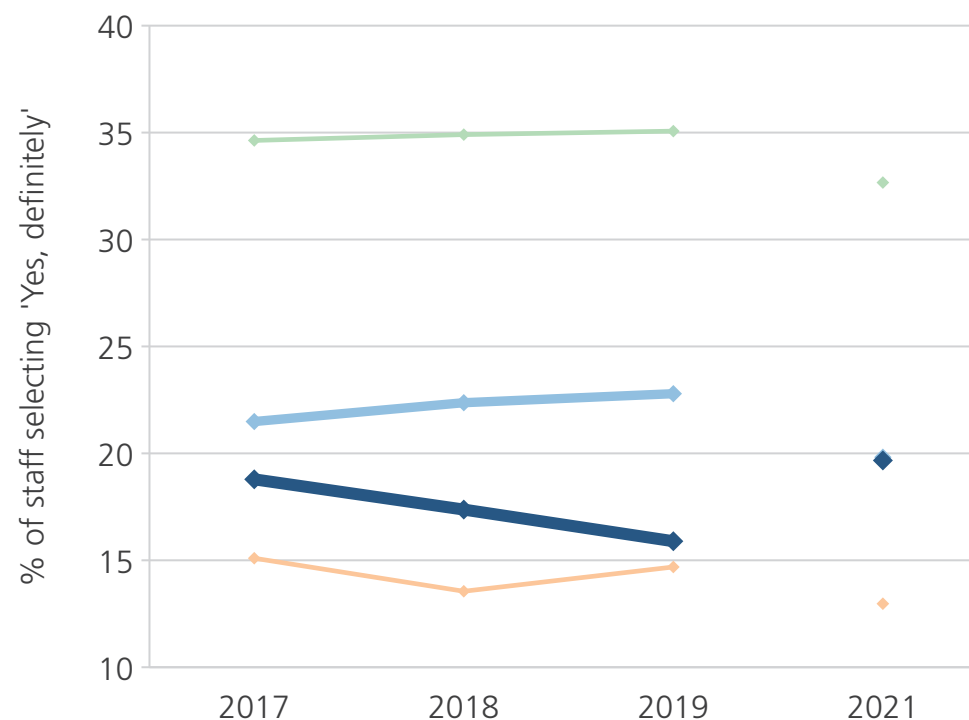


<b>Highest</b>	95.6%	95.1%	94.2%	90.6%
<b>Your org</b>	74.4%	84.7%	84.8%	81.2%
<b>Average</b>	84.8%	86.4%	86.3%	80.1%
<b>Lowest</b>	63.5%	72.0%	69.4%	52.2%
<b>Responses</b>	521	486	1,255	1,288

### Q19b

It helped me to improve how I do my job

Note that Q19a-d were not asked in 2020. In interpreting these results, consideration should be given to the gap in the data series and evidence of changes to the response profiles over time.

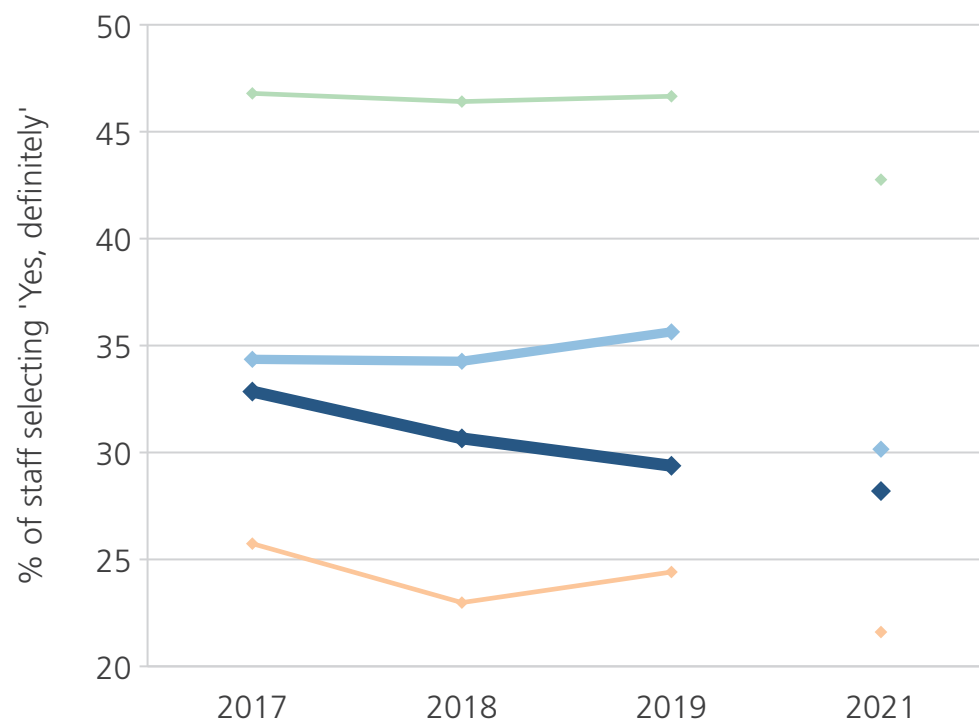


<b>Best</b>	34.6%	34.9%	35.1%	32.7%
<b>Your org</b>	18.8%	17.4%	15.9%	19.7%
<b>Average</b>	21.5%	22.4%	22.8%	19.8%
<b>Worst</b>	15.1%	13.6%	14.7%	13.0%
<b>Responses</b>	387	411	1,058	1,044

### Q19c

It helped me agree clear objectives for my work

Note that Q19a-d were not asked in 2020. In interpreting these results, consideration should be given to the gap in the data series and evidence of changes to the response profiles over time.

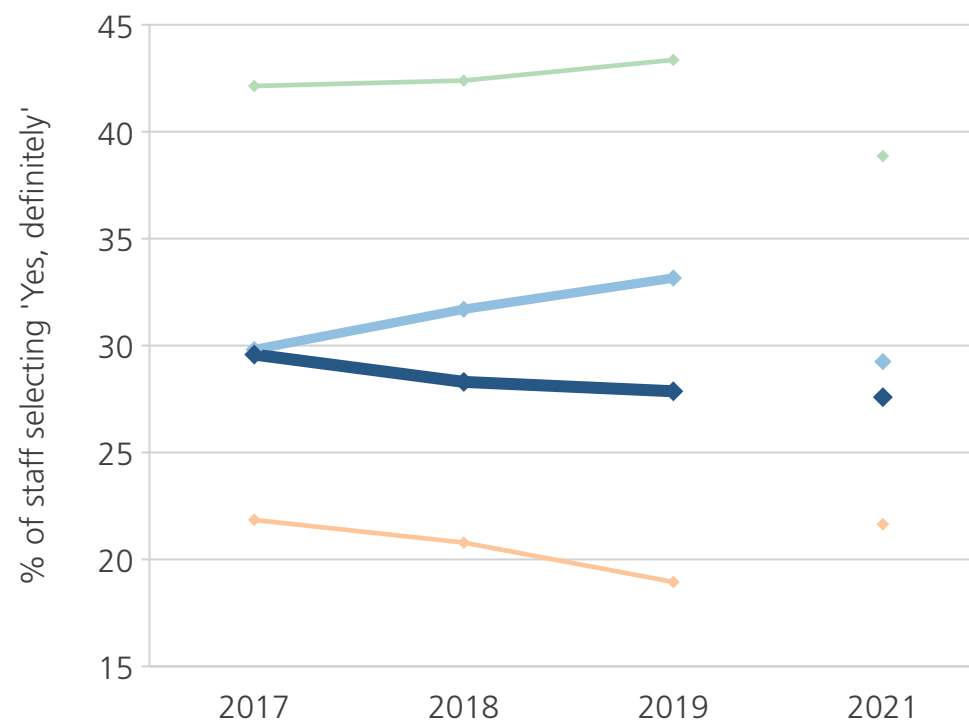


Best	46.8%	46.4%	46.7%	42.8%
Your org	32.8%	30.7%	29.4%	28.2%
Average	34.4%	34.3%	35.6%	30.2%
Worst	25.7%	23.0%	24.4%	21.6%
Responses	386	409	1,055	1,039

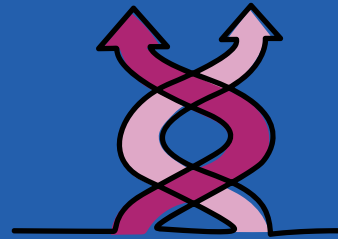
### Q19d

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

Note that Q19a-d were not asked in 2020. In interpreting these results, consideration should be given to the gap in the data series and evidence of changes to the response profiles over time.



Best	42.1%	42.4%	43.4%	38.9%
Your org	29.6%	28.3%	27.9%	27.6%
Average	29.8%	31.7%	33.2%	29.3%
Worst	21.8%	20.8%	18.9%	21.6%
Responses	385	409	1,053	1,042



# People Promise element detailed information – We work flexibly

## Questions:

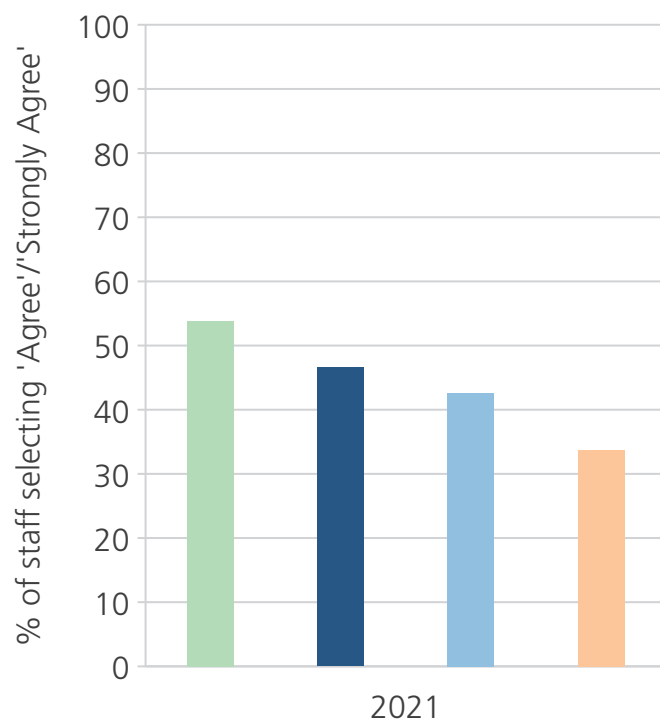
Q6b, Q6c, Q6d  
Q4d

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

**Q6b**

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

No trend data are shown as this is a new question



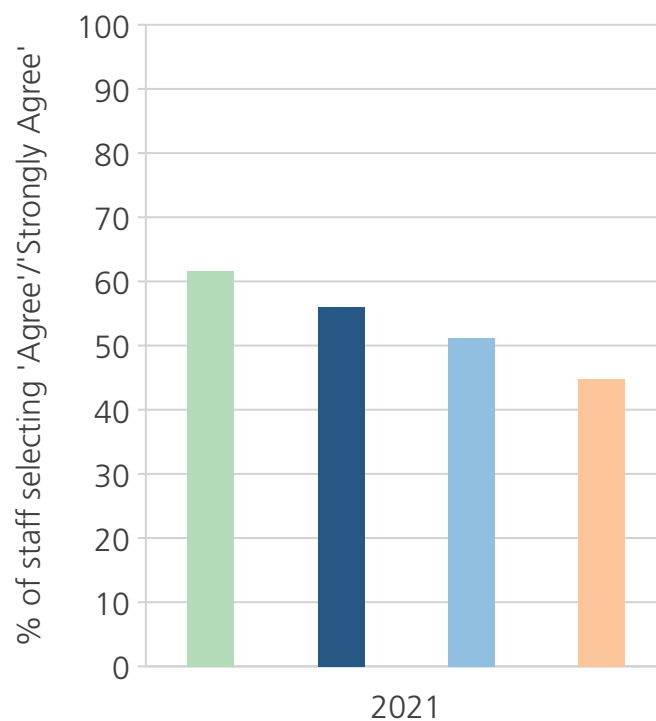
Best	53.8%
Your org	46.6%
Average	42.6%
Worst	33.8%

Responses 1,303

**Q6c**

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

No trend data are shown as this is a new question



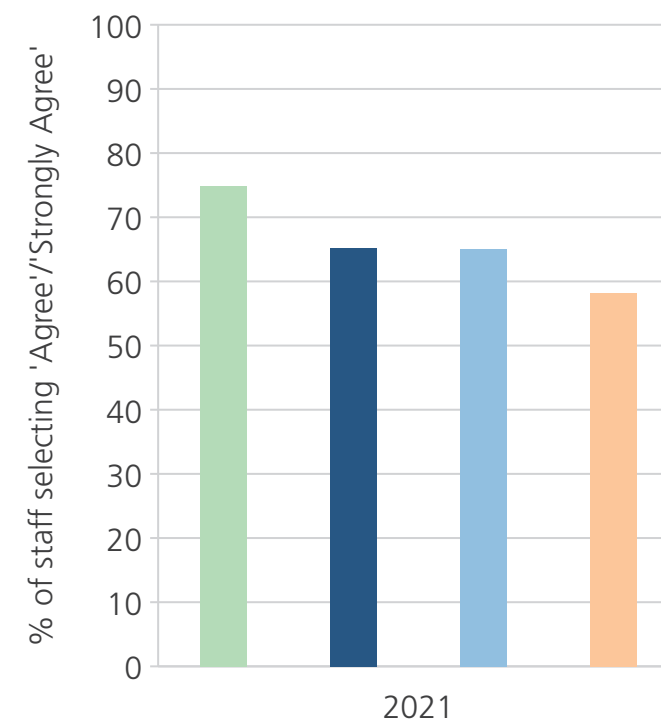
Best	61.6%
Your org	56.0%
Average	51.1%
Worst	44.7%

Responses 1,302

**Q6d**

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

No trend data are shown as this is a new question

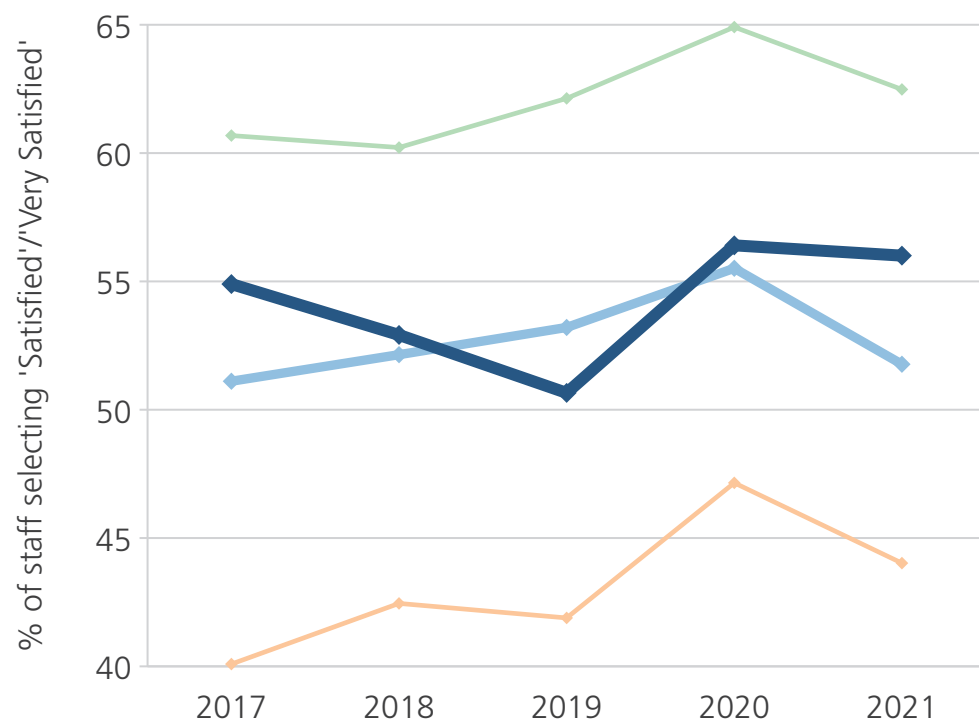


Best	74.8%
Your org	65.2%
Average	65.0%
Worst	58.2%

Responses 1,304

**Q4d**

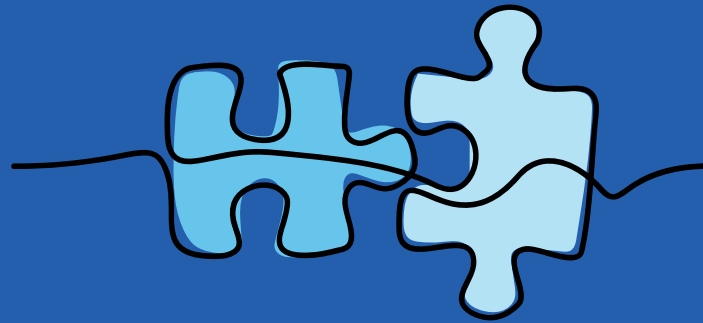
The opportunities for flexible working patterns



Best	60.7%	60.2%	62.1%	64.9%	62.5%
Your org	54.9%	52.9%	50.7%	56.4%	56.0%
Average	51.1%	52.1%	53.2%	55.5%	51.8%
Worst	40.1%	42.5%	41.9%	47.2%	44.0%

Responses	522	491	1,269	1,312	1,299
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# People Promise element detailed information – We are a team

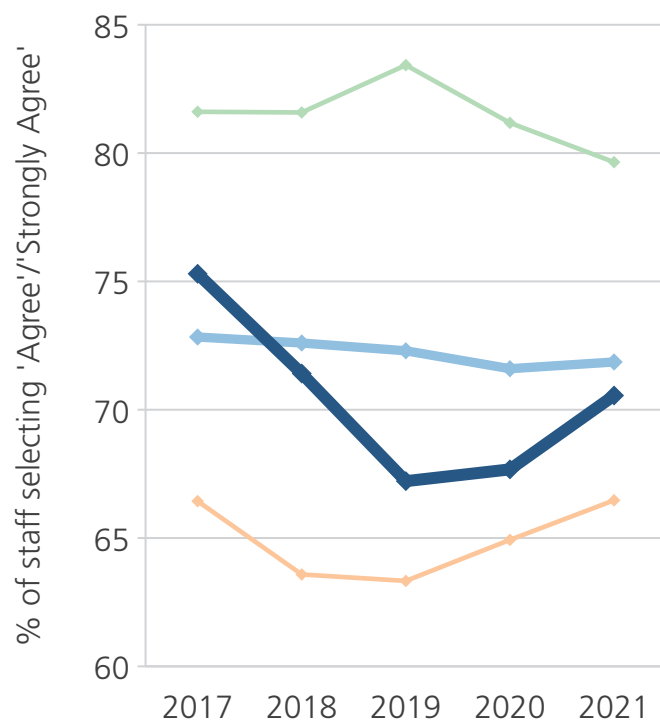
## Questions:

Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a  
Q9a, Q9b, Q9c, Q9d

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

### Q7a

The team I work in has a set of shared objectives

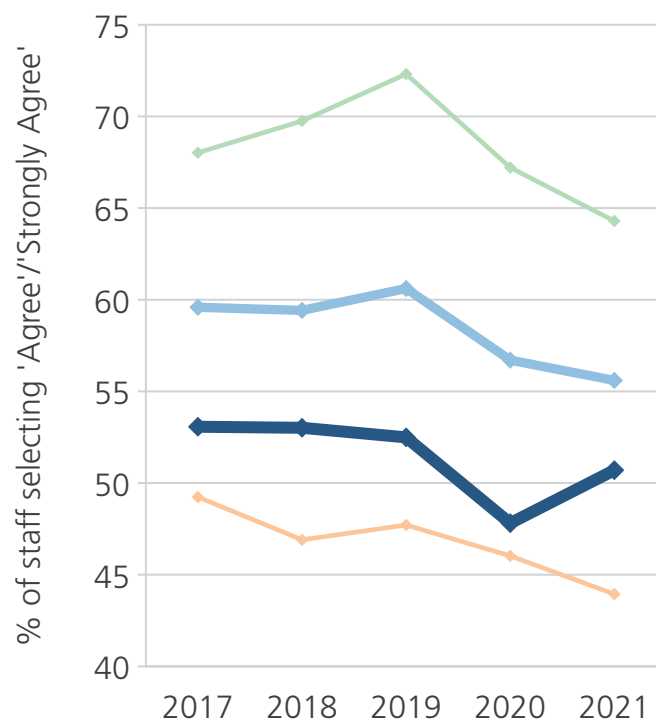


Best	81.6%	81.6%	83.4%	81.2%	79.6%
Your org	75.3%	71.4%	67.2%	67.7%	70.6%
Average	72.8%	72.6%	72.3%	71.6%	71.9%
Worst	66.4%	63.6%	63.3%	64.9%	66.5%

Responses 522 488 1,275 1,308 1,301

### Q7b

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

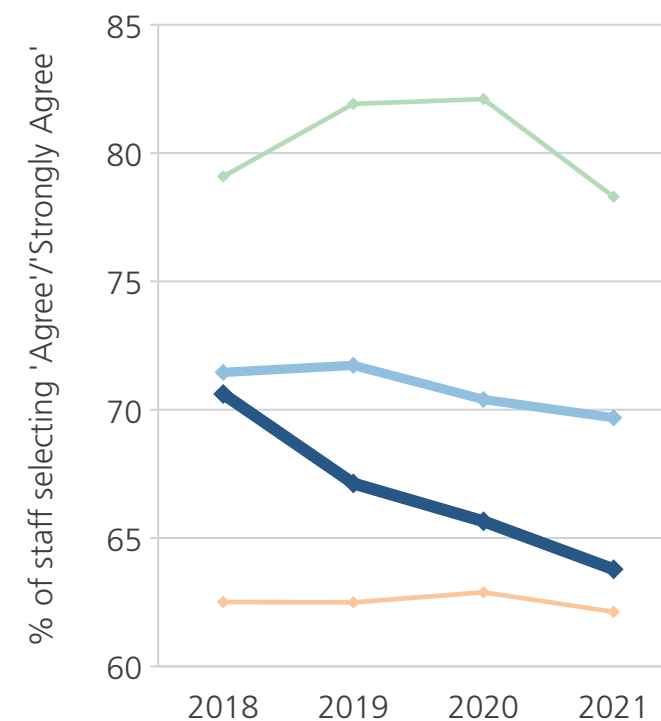


Best	68.0%	69.8%	72.3%	67.2%	64.3%
Your org	53.1%	53.0%	52.5%	47.8%	50.7%
Average	59.6%	59.4%	60.6%	56.7%	55.6%
Worst	49.2%	46.9%	47.7%	46.0%	43.9%

Responses 524 485 1,272 1,311 1,301

### Q7c

I receive the respect I deserve from my colleagues at work



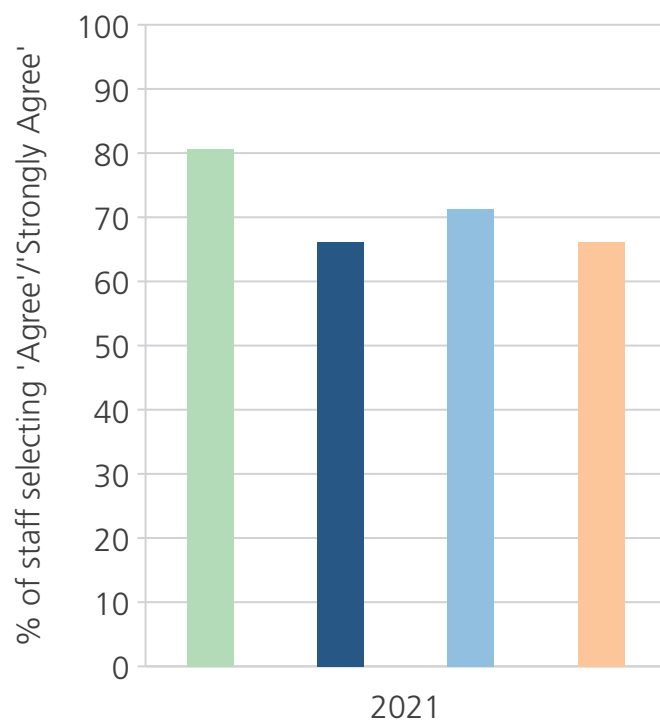
Best	79.1%	81.9%	82.1%	78.3%
Your org	70.6%	67.1%	65.7%	63.8%
Average	71.5%	71.7%	70.4%	69.7%
Worst	62.5%	62.5%	62.9%	62.1%

Responses 486 1,272 1,316 1,301

**Q7d**

Team members understand  
each other's roles

No trend data are shown as this is a new question



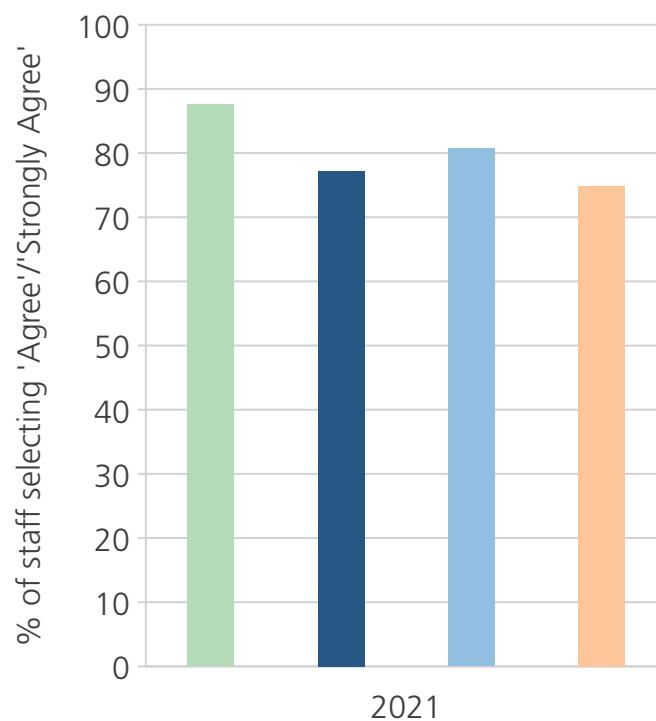
Best	80.6%
Your org	66.1%
Average	71.3%
Worst	66.1%

Responses 1,298

**Q7e**

I enjoy working with the  
colleagues in my team

No trend data are shown as this is a new question



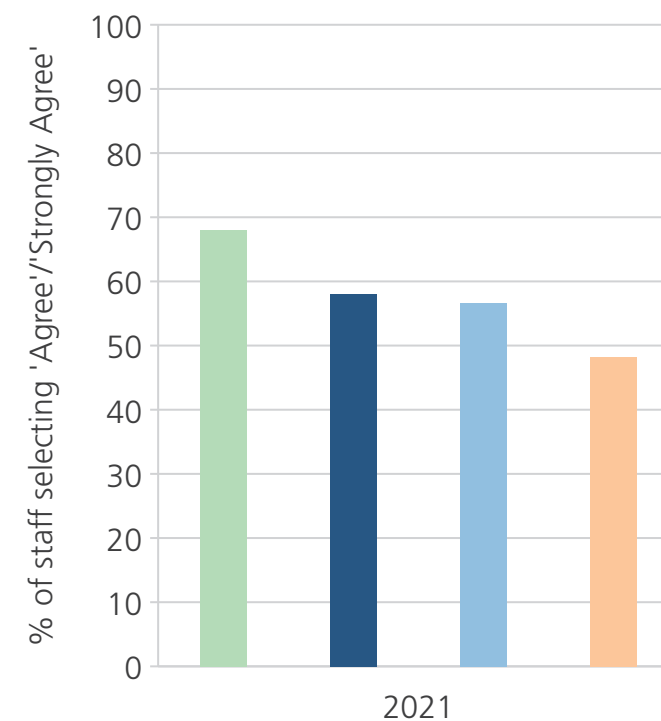
Best	87.6%
Your org	77.2%
Average	80.7%
Worst	74.9%

Responses 1,296

**Q7f**

My team has enough freedom  
in how to do its work

No trend data are shown as this is a new question



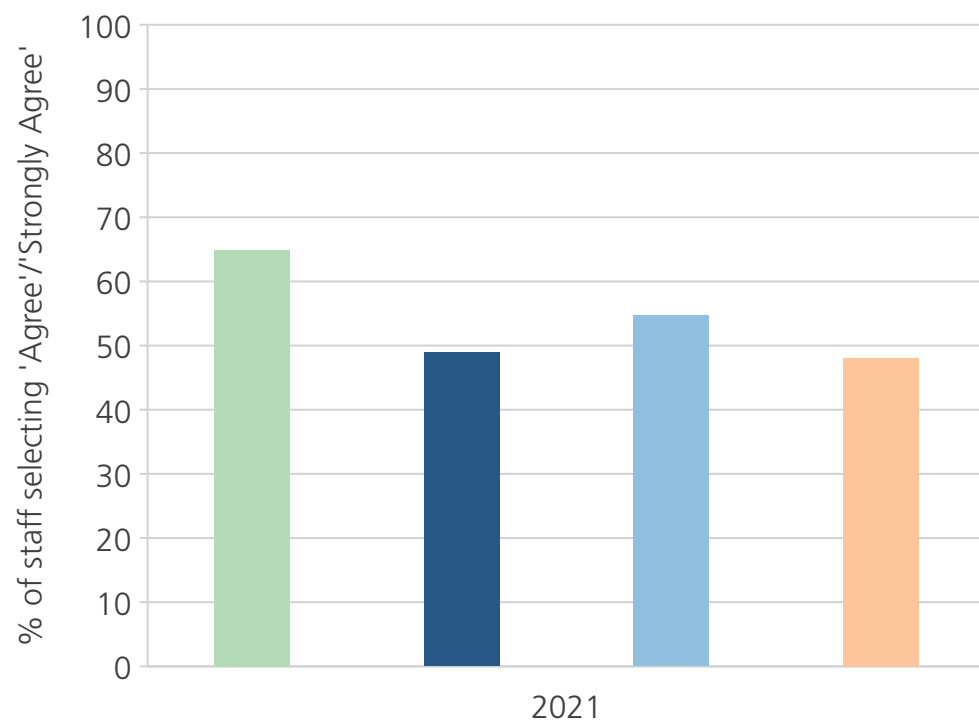
Best	68.0%
Your org	58.1%
Average	56.6%
Worst	48.2%

Responses 1,301

### Q7g

In my team disagreements are dealt with constructively

No trend data are shown as this is a new question



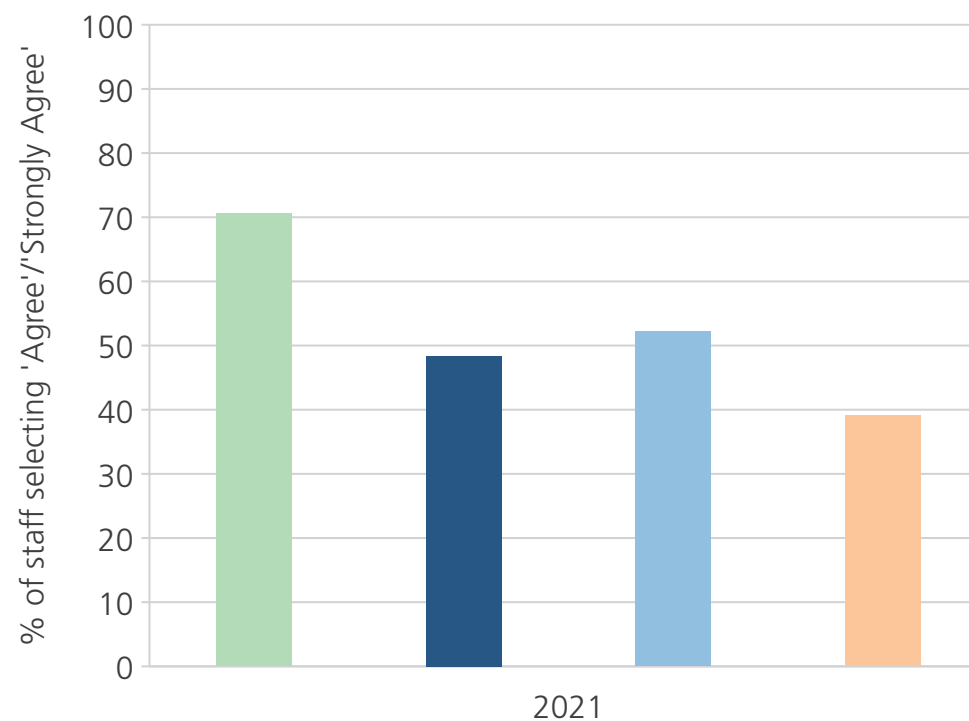
Best	64.9%
Your org	48.9%
Average	54.7%
Worst	48.0%

Responses 1,297

### Q8a

Teams within this organisation work well together to achieve their objectives

No trend data are shown as this is a new question

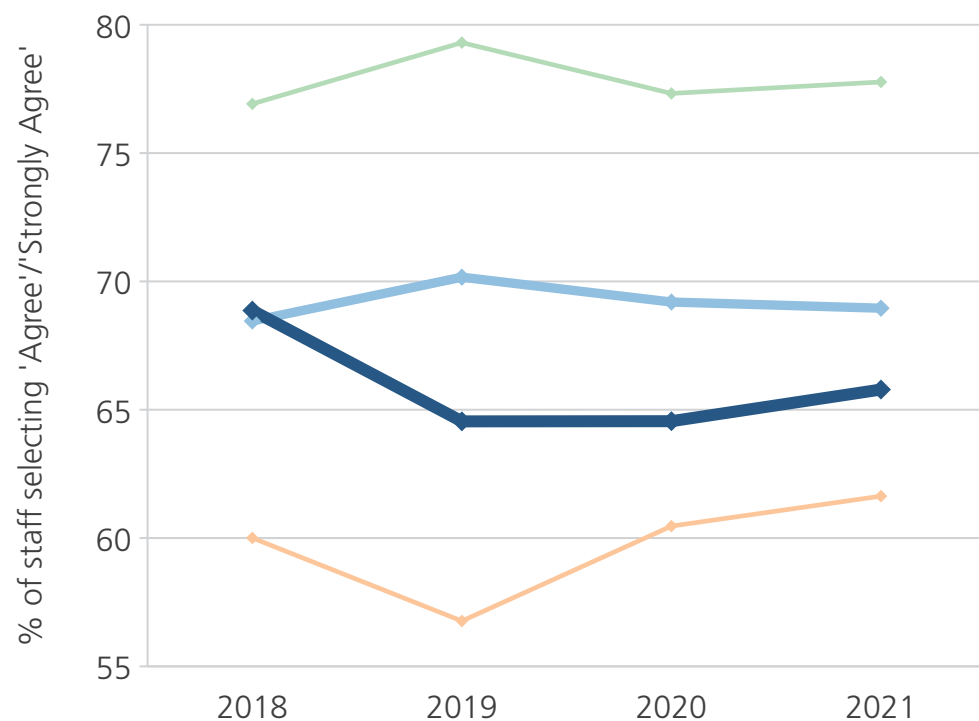


Best	70.6%
Your org	48.4%
Average	52.2%
Worst	39.1%

Responses 1,304

**Q9a**

My immediate manager encourages me at work

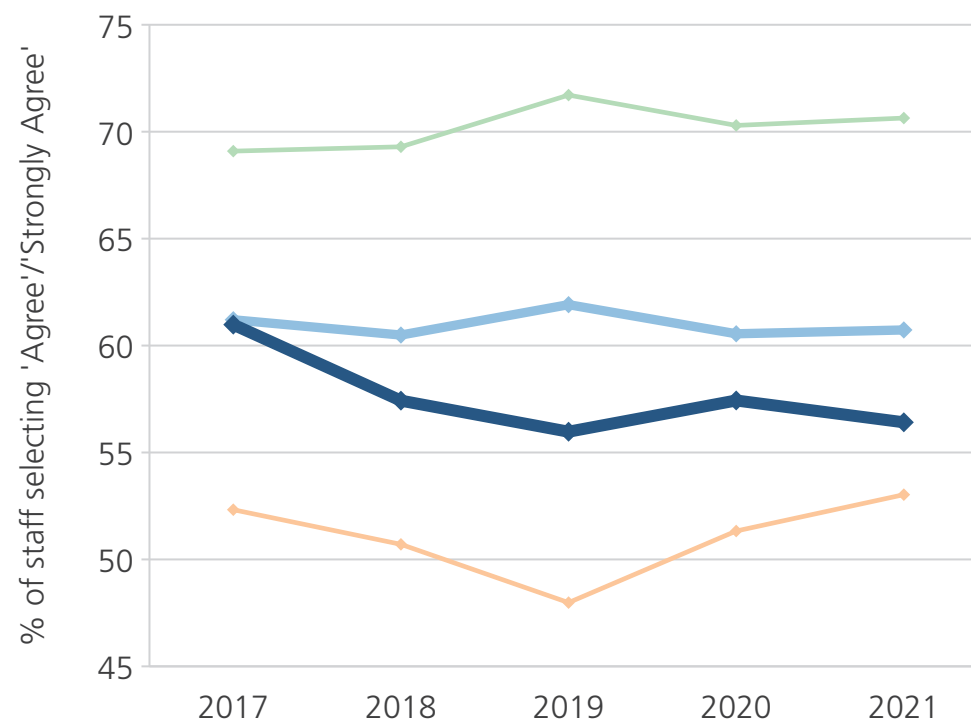


<b>Best</b>	76.9%	79.3%	77.3%	77.8%
<b>Your org</b>	68.9%	64.5%	64.6%	65.8%
<b>Average</b>	68.5%	70.2%	69.2%	69.0%
<b>Worst</b>	60.0%	56.8%	60.5%	61.6%

**Responses** 484 1,267 1,314 1,304

**Q9b**

My immediate manager gives me clear feedback on my work

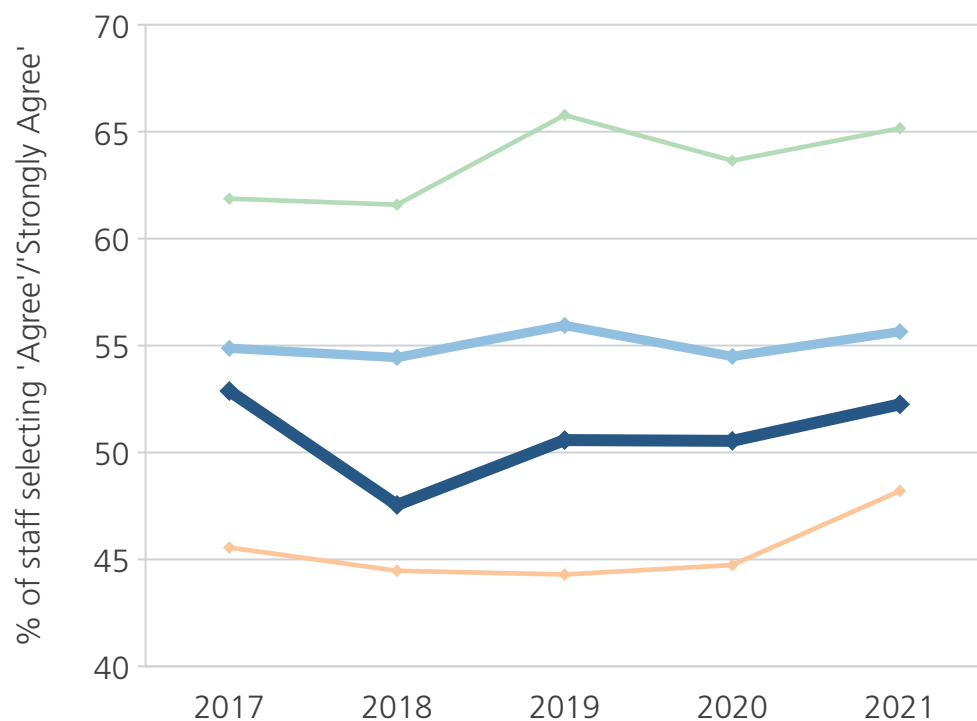


<b>Best</b>	69.1%	69.3%	71.7%	70.3%	70.6%
<b>Your org</b>	61.0%	57.4%	56.0%	57.4%	56.4%
<b>Average</b>	61.2%	60.5%	61.9%	60.6%	60.7%
<b>Worst</b>	52.3%	50.7%	48.0%	51.3%	53.0%

**Responses** 522 488 1,261 1,311 1,302

**Q9c**

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

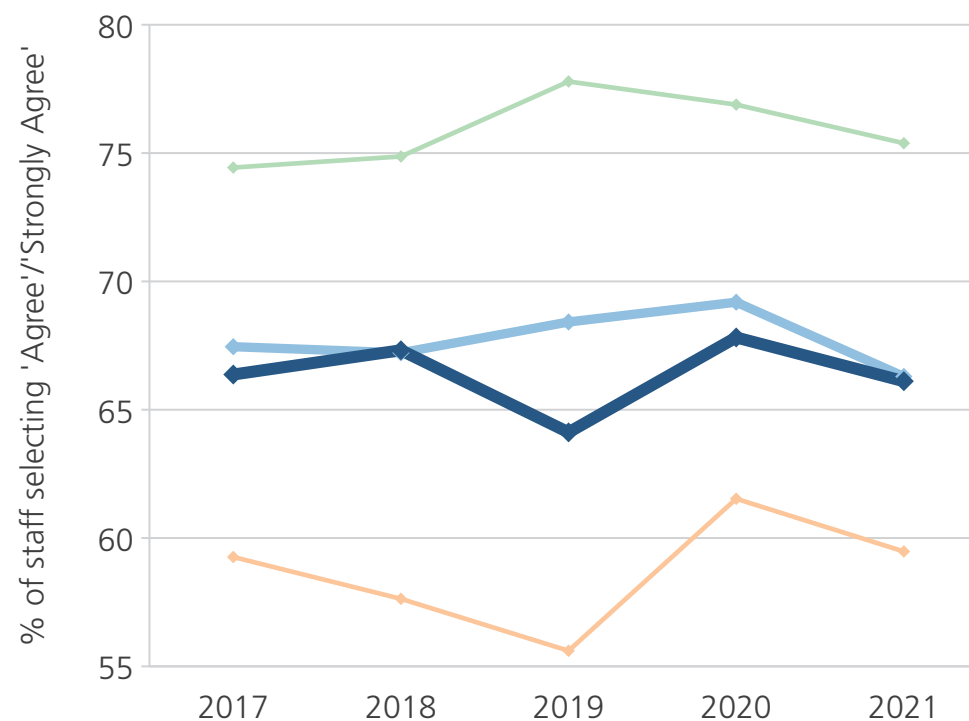


<b>Best</b>	61.9%	61.6%	65.8%	63.6%	65.2%
<b>Your org</b>	52.9%	47.5%	50.6%	50.5%	52.3%
<b>Average</b>	54.9%	54.4%	55.9%	54.5%	55.7%
<b>Worst</b>	45.6%	44.5%	44.3%	44.7%	48.2%

**Responses** 523 486 1,268 1,310 1,304

**Q9d**

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



<b>Best</b>	74.4%	74.9%	77.8%	76.9%	75.4%
<b>Your org</b>	66.4%	67.3%	64.1%	67.8%	66.1%
<b>Average</b>	67.5%	67.2%	68.4%	69.2%	66.3%
<b>Worst</b>	59.3%	57.6%	55.6%	61.5%	59.5%

**Responses** 521 487 1,269 1,313 1,306

# Theme detailed information – Staff Engagement

## Questions:

Q2a, Q2b, Q2c

Q3c, Q3d, Q3f

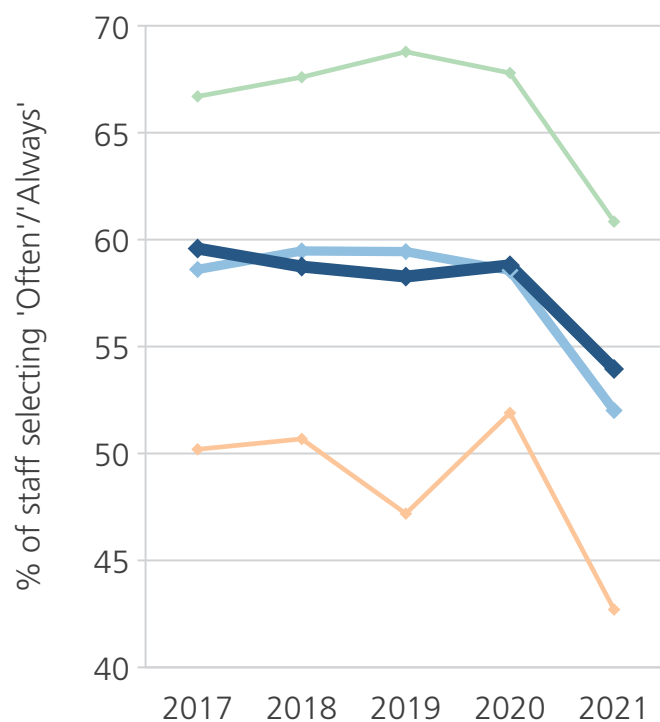
Q21a, Q21c, Q21d

James Paget University Hospitals NHS Foundation Trust

2021 NHS Staff Survey Results

**Q2a**

I look forward to going to work

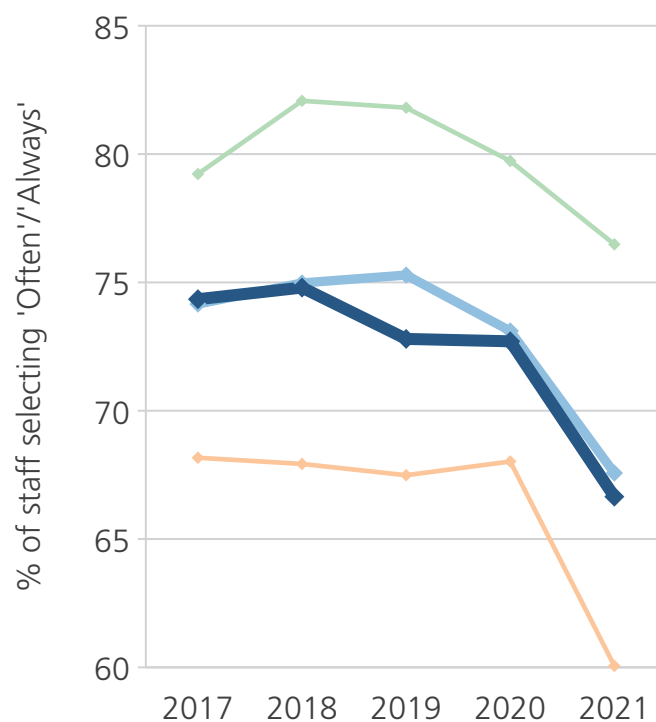


Best	66.7%	67.6%	68.8%	67.8%	60.8%
Your org	59.6%	58.7%	58.3%	58.8%	54.0%
Average	58.6%	59.5%	59.4%	58.6%	52.0%
Worst	50.2%	50.7%	47.2%	51.9%	42.7%

Responses 522 489 1,262 1,304 1,300

**Q2b**

I am enthusiastic about my job

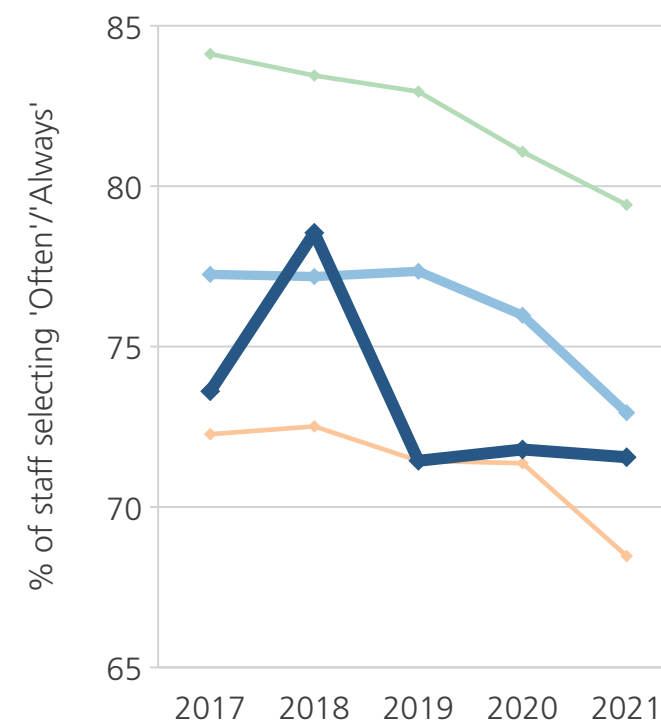


Best	79.2%	82.1%	81.8%	79.7%	76.5%
Your org	74.3%	74.8%	72.8%	72.7%	66.7%
Average	74.2%	75.0%	75.3%	73.1%	67.6%
Worst	68.2%	67.9%	67.5%	68.0%	60.1%

Responses 521 486 1,256 1,304 1,298

**Q2c**

Time passes quickly when I am working



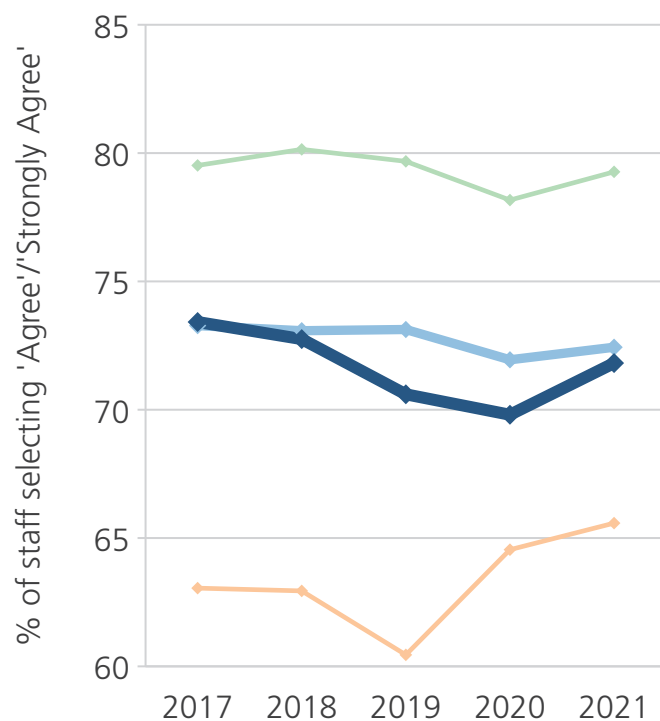
Best	84.1%	83.4%	82.9%	81.1%	79.4%
Your org	73.6%	78.5%	71.4%	71.8%	71.6%
Average	77.2%	77.2%	77.3%	76.0%	72.9%
Worst	72.3%	72.5%	71.4%	71.4%	68.5%

Responses 521 486 1,260 1,305 1,298



**Q3c**

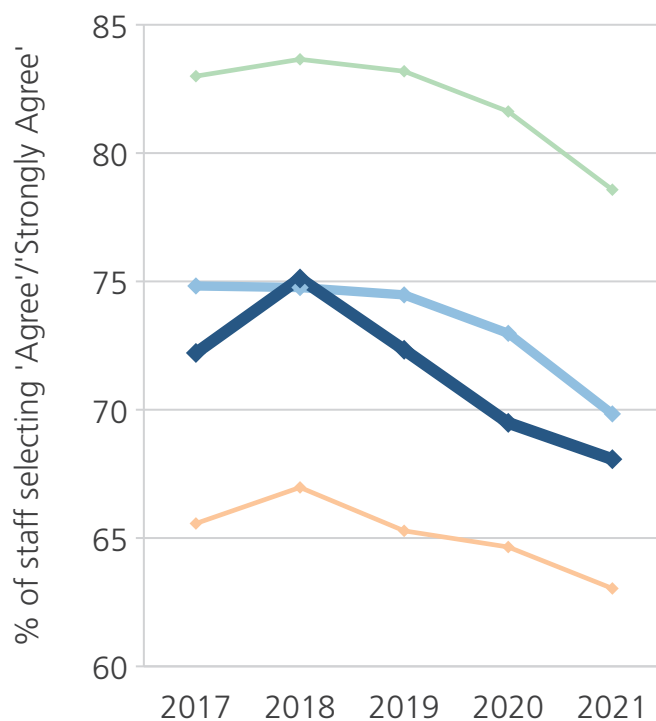
There are frequent opportunities for me to show initiative in my role



Responses 521 488 1,276 1,315 1,306

**Q3d**

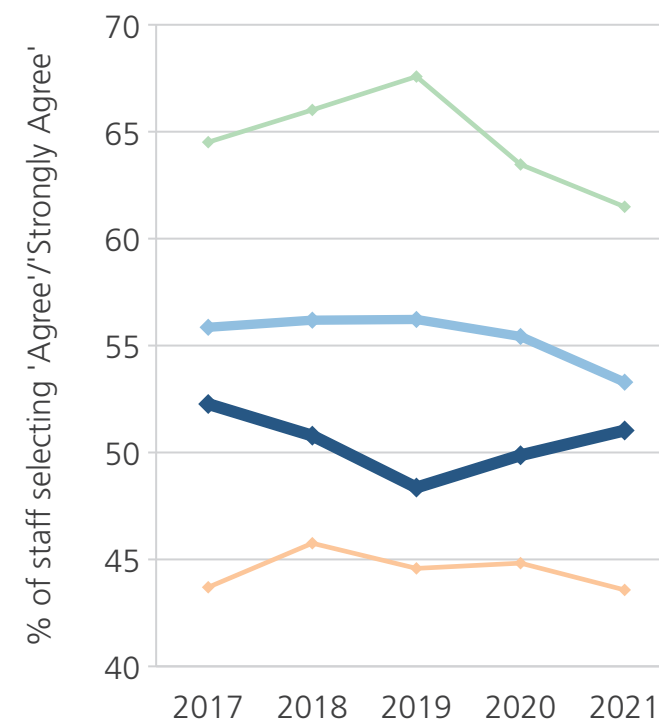
I am able to make suggestions to improve the work of my team / department



Responses 524 489 1,274 1,315 1,300

**Q3f**

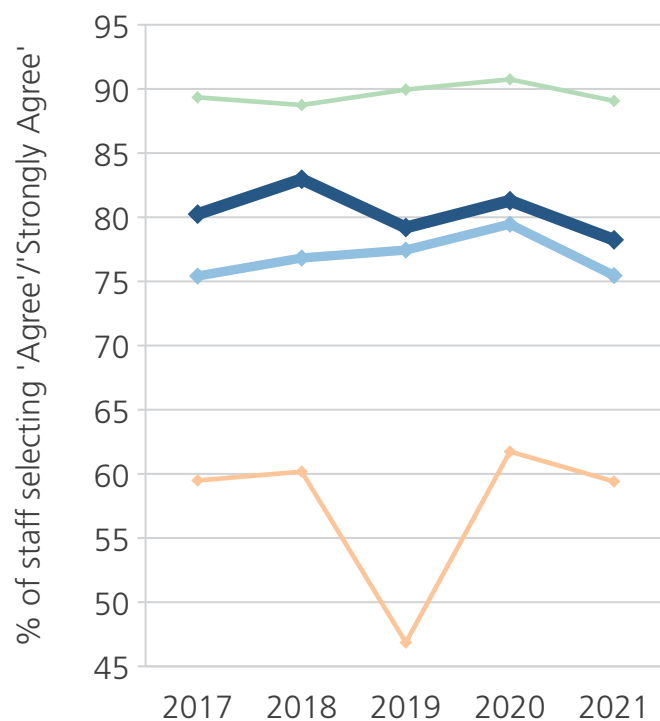
I am able to make improvements happen in my area of work



Responses 522 487 1,269 1,311 1,302

### Q21a

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

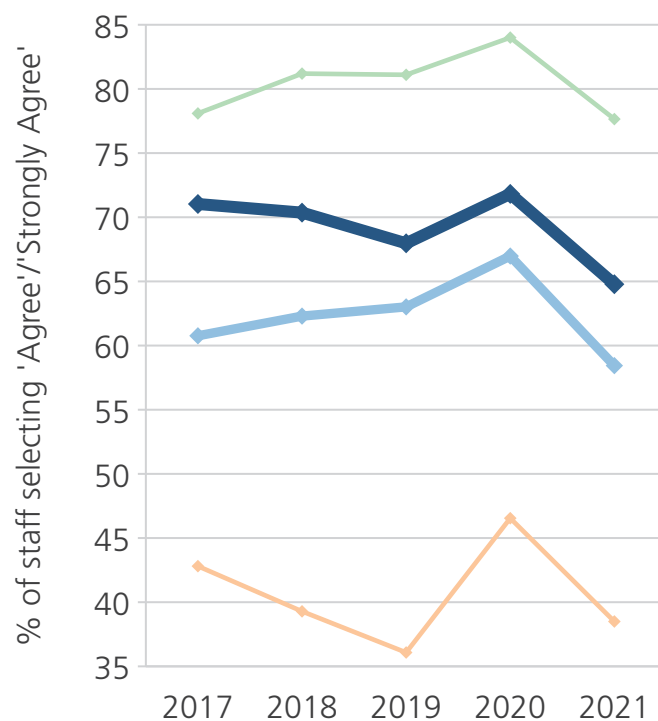


Best	89.3%	88.7%	90.0%	90.7%	89.1%
Your org	80.2%	83.0%	79.2%	81.3%	78.2%
Average	75.4%	76.8%	77.4%	79.5%	75.5%
Worst	59.5%	60.2%	46.9%	61.7%	59.4%

Responses 521 487 1,255 1,312 1,300

### Q21c

I would recommend my  
organisation as a place to work

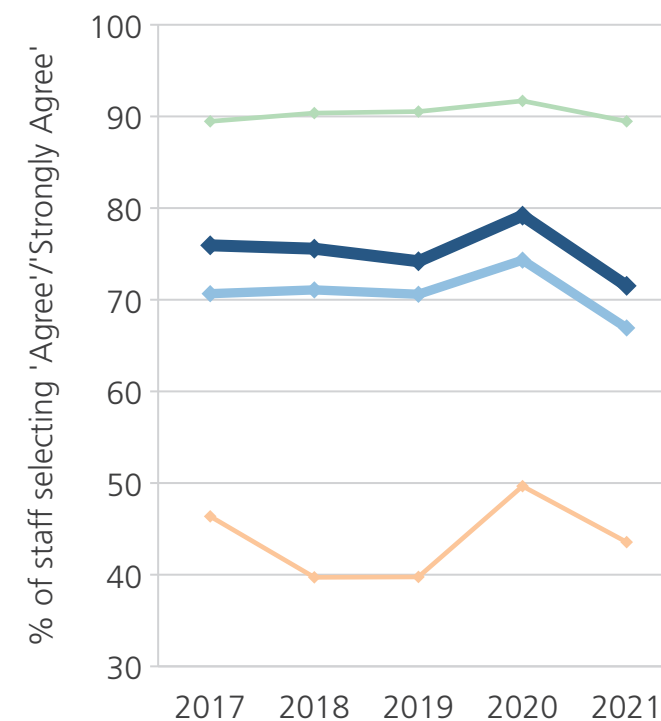


Best	78.1%	81.2%	81.1%	84.0%	77.6%
Your org	71.0%	70.4%	68.0%	71.8%	64.8%
Average	60.8%	62.3%	63.0%	67.0%	58.4%
Worst	42.8%	39.3%	36.1%	46.5%	38.5%

Responses 521 486 1,256 1,312 1,302

### Q21d

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



Best	89.5%	90.4%	90.5%	91.7%	89.5%
Your org	75.9%	75.6%	74.2%	79.2%	71.5%
Average	70.7%	71.1%	70.6%	74.3%	66.9%
Worst	46.4%	39.7%	39.8%	49.7%	43.6%

Responses 520 483 1,250 1,313 1,300

# Theme detailed information – Morale

## Questions:

Q22a, Q22b, Q22c

Q3g, Q3h, Q3i

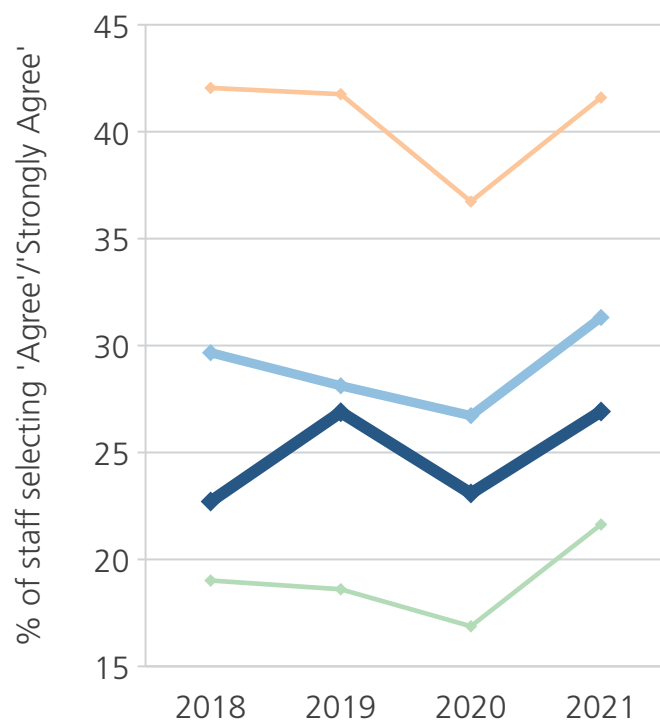
Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

James Paget University Hospitals NHS Foundation Trust

2021 NHS Staff Survey Results

**Q22a**

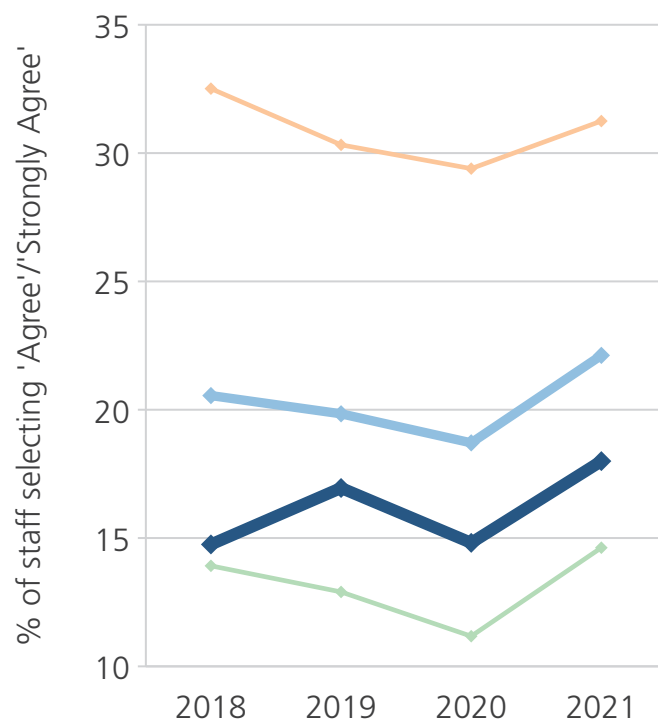
I often think about  
leaving this organisation



**Responses** 484 1,254 1,316 1,305

**Q22b**

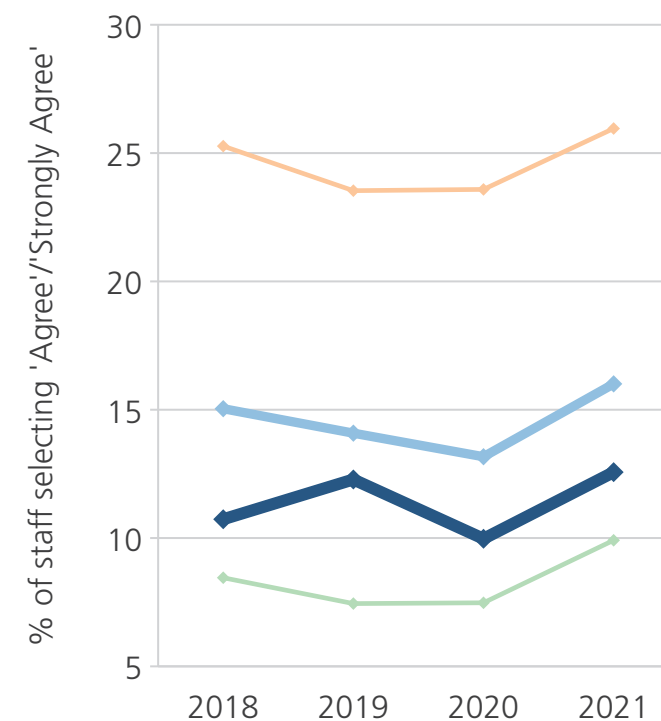
I will probably look for a job at a new  
organisation in the next 12 months



**Responses** 484 1,250 1,313 1,301

**Q22c**

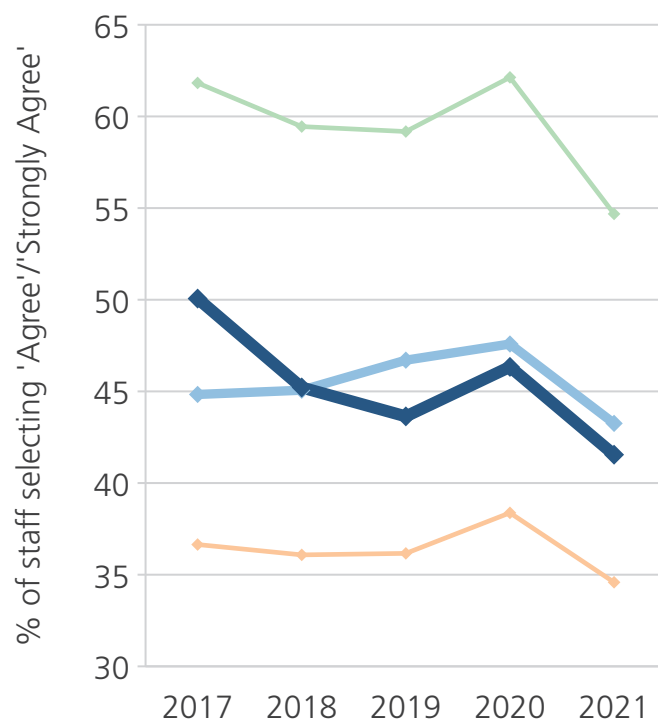
As soon as I can find another  
job, I will leave this organisation



**Responses** 483 1,246 1,309 1,294

### Q3g

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

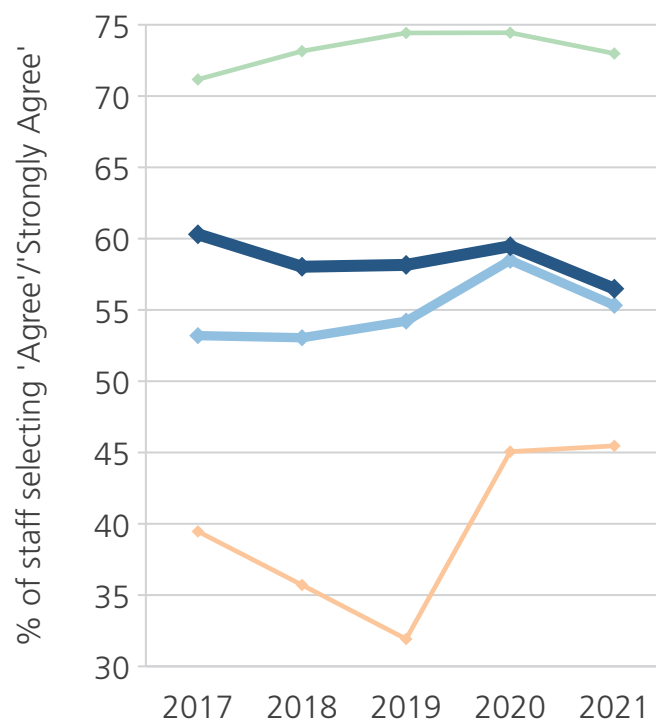


Best	61.8%	59.4%	59.2%	62.1%	54.7%
Your org	50.1%	45.2%	43.6%	46.3%	41.5%
Average	44.8%	45.1%	46.7%	47.6%	43.3%
Worst	36.6%	36.1%	36.2%	38.4%	34.6%

Responses 522 489 1,270 1,311 1,302

### Q3h

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

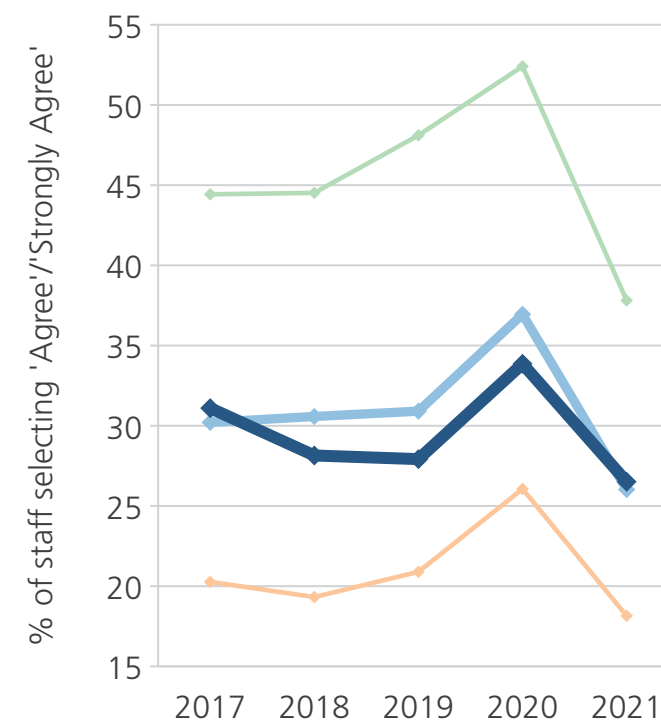


Best	71.2%	73.2%	74.4%	74.4%	73.0%
Your org	60.3%	58.0%	58.2%	59.5%	56.5%
Average	53.2%	53.0%	54.2%	58.5%	55.3%
Worst	39.5%	35.7%	31.9%	45.1%	45.5%

Responses 522 488 1,273 1,308 1,295

### Q3i

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

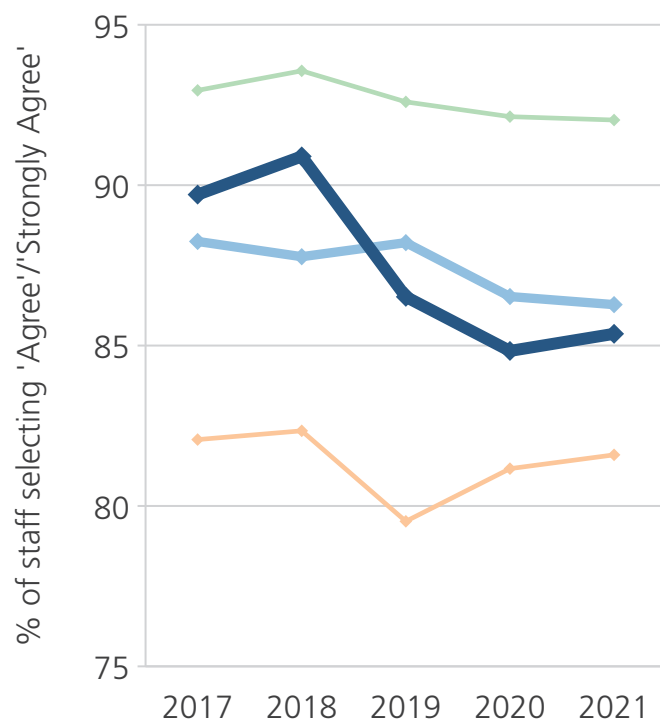


Best	44.4%	44.5%	48.1%	52.4%	37.8%
Your org	31.1%	28.1%	27.9%	33.9%	26.5%
Average	30.2%	30.6%	30.9%	36.9%	26.0%
Worst	20.3%	19.3%	20.9%	26.1%	18.2%

Responses 522 489 1,273 1,312 1,304

**Q3a**

I always know what my  
work responsibilities are

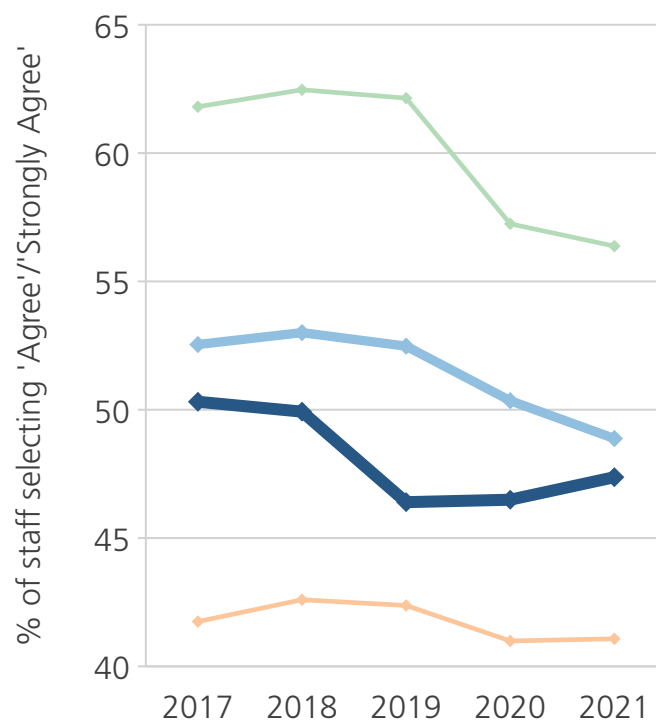


Best	93.0%	93.6%	92.6%	92.1%	92.0%
Your org	89.7%	90.9%	86.5%	84.8%	85.4%
Average	88.2%	87.8%	88.2%	86.5%	86.3%
Worst	82.1%	82.3%	79.5%	81.2%	81.6%

Responses 522 488 1,267 1,308 1,308

**Q3e**

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

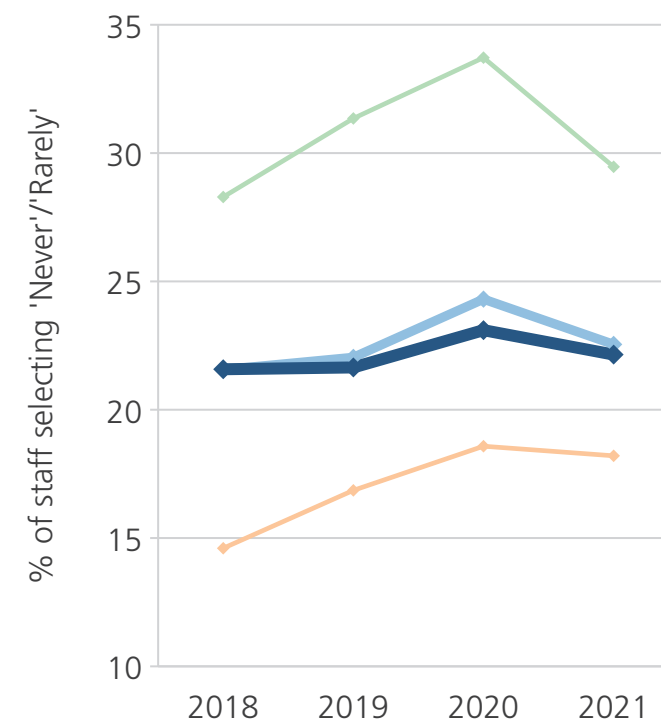


Best	61.8%	62.5%	62.1%	57.2%	56.4%
Your org	50.3%	49.9%	46.4%	46.5%	47.4%
Average	52.5%	53.0%	52.5%	50.4%	48.9%
Worst	41.7%	42.6%	42.4%	41.0%	41.1%

Responses 524 487 1,271 1,312 1,299

**Q5a**

I have unrealistic time pressures

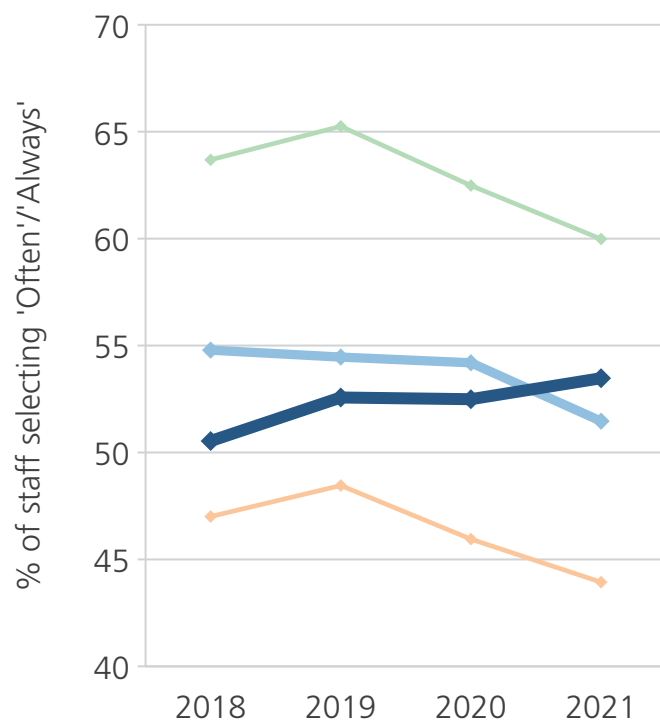


Best	28.3%	31.3%	33.7%	29.5%
Your org	21.6%	21.6%	23.1%	22.1%
Average	21.6%	22.0%	24.3%	22.5%
Worst	14.6%	16.9%	18.6%	18.2%

Responses 485 1,266 1,307 1,303

**Q5b**

I have a choice in deciding  
how to do my work

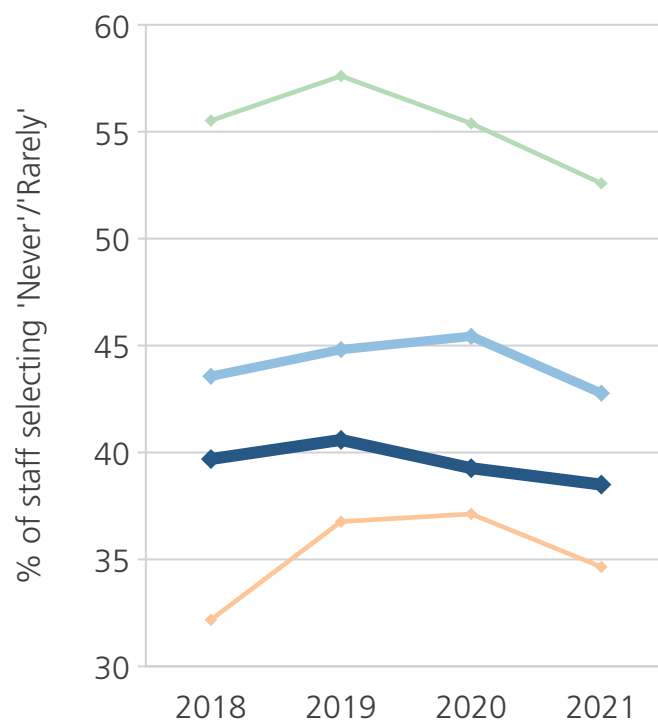


<b>Best</b>	63.7%	65.3%	62.5%	60.0%
<b>Your org</b>	50.5%	52.6%	52.5%	53.5%
<b>Average</b>	54.8%	54.5%	54.2%	51.5%
<b>Worst</b>	47.0%	48.5%	45.9%	43.9%

**Responses** 486 1,266 1,305 1,305

**Q5c**

Relationships at work are strained

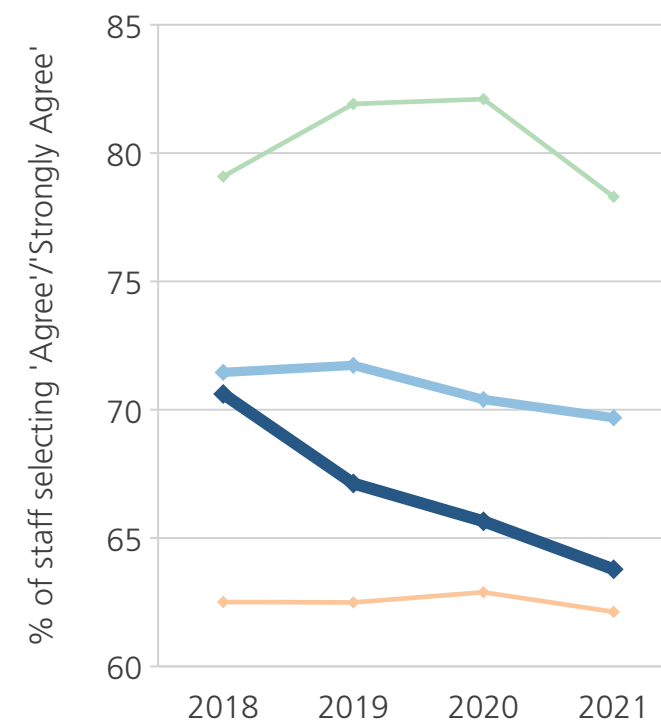


<b>Best</b>	55.5%	57.6%	55.4%	52.6%
<b>Your org</b>	39.7%	40.6%	39.3%	38.5%
<b>Average</b>	43.6%	44.8%	45.4%	42.8%
<b>Worst</b>	32.2%	36.8%	37.1%	34.6%

**Responses** 485 1,266 1,304 1,302

**Q7c**

I receive the respect I deserve  
from my colleagues at work

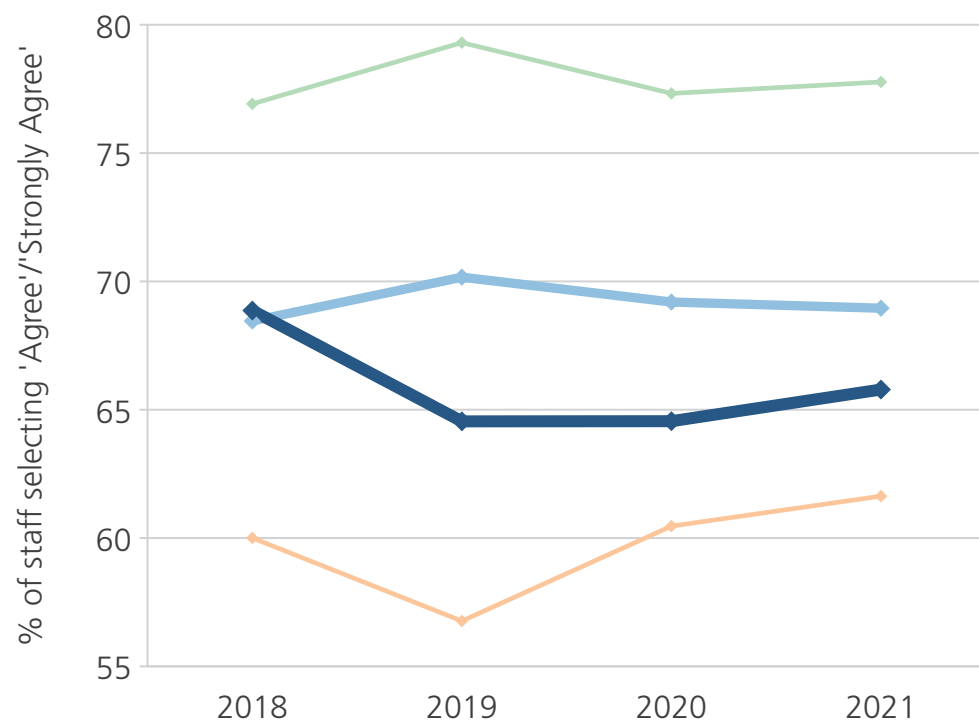


<b>Best</b>	79.1%	81.9%	82.1%	78.3%
<b>Your org</b>	70.6%	67.1%	65.7%	63.8%
<b>Average</b>	71.5%	71.7%	70.4%	69.7%
<b>Worst</b>	62.5%	62.5%	62.9%	62.1%

**Responses** 486 1,272 1,316 1,301

**Q9a**

My immediate manager encourages me at work

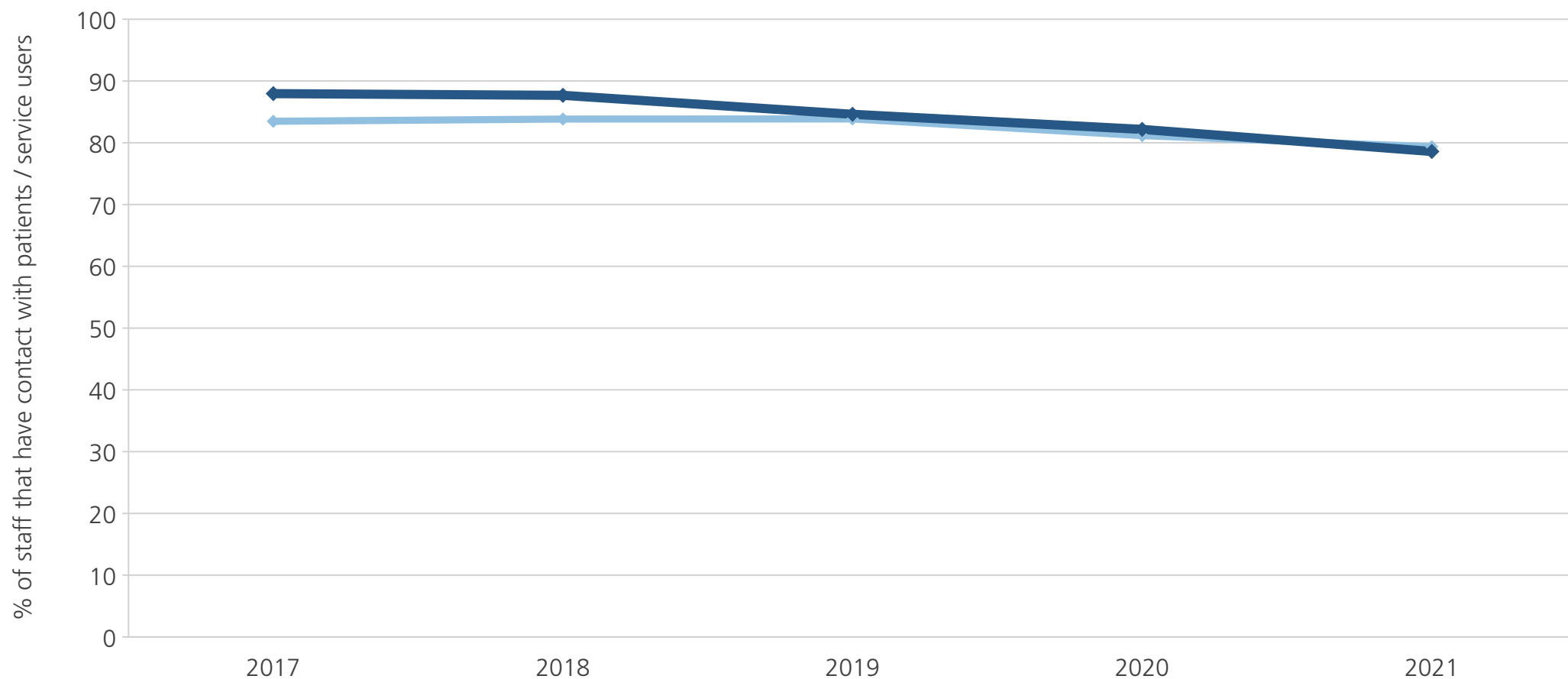


Best	76.9%	79.3%	77.3%	77.8%
Your org	68.9%	64.5%	64.6%	65.8%
Average	68.5%	70.2%	69.2%	69.0%
Worst	60.0%	56.8%	60.5%	61.6%

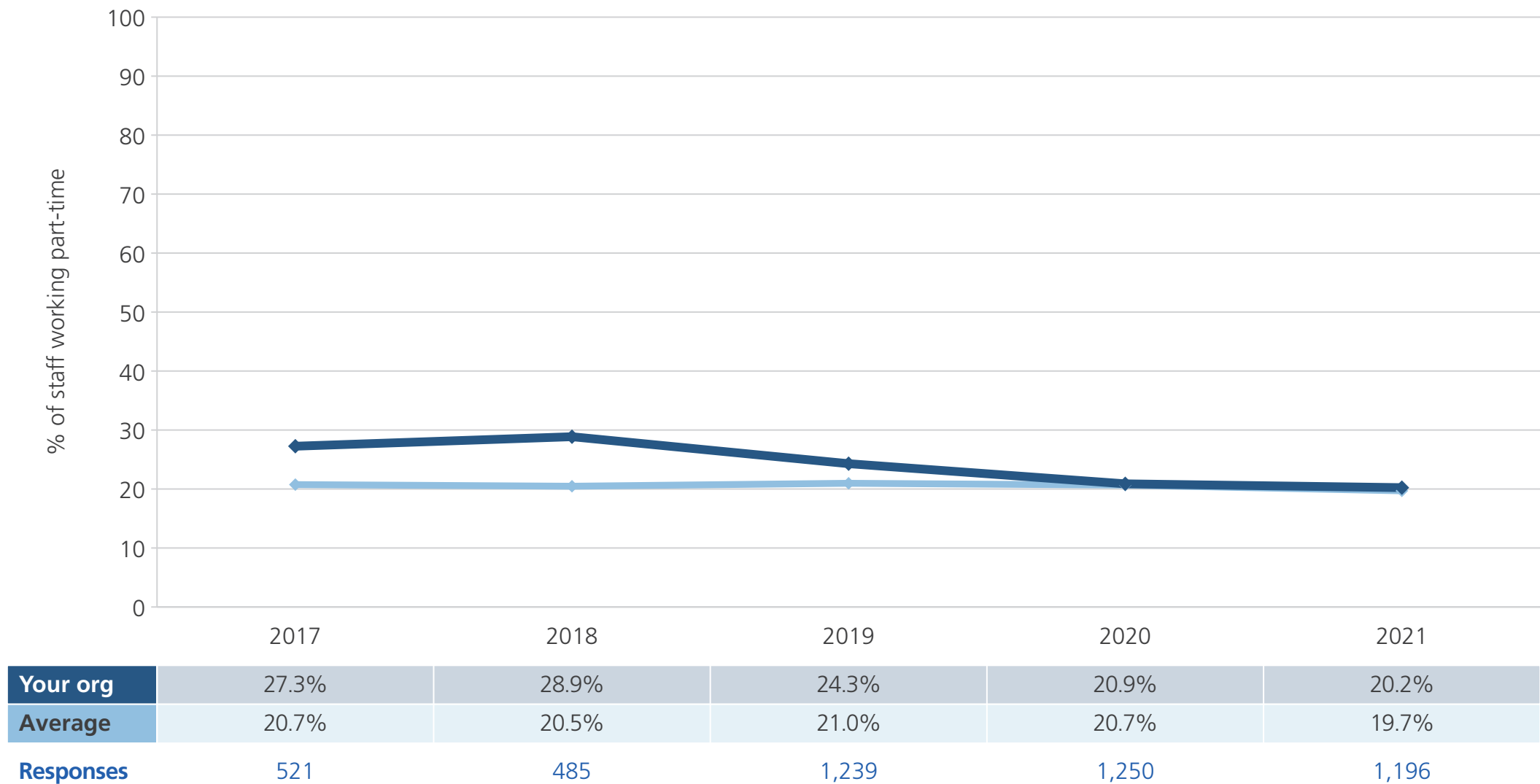
Responses	484	1,267	1,314	1,304
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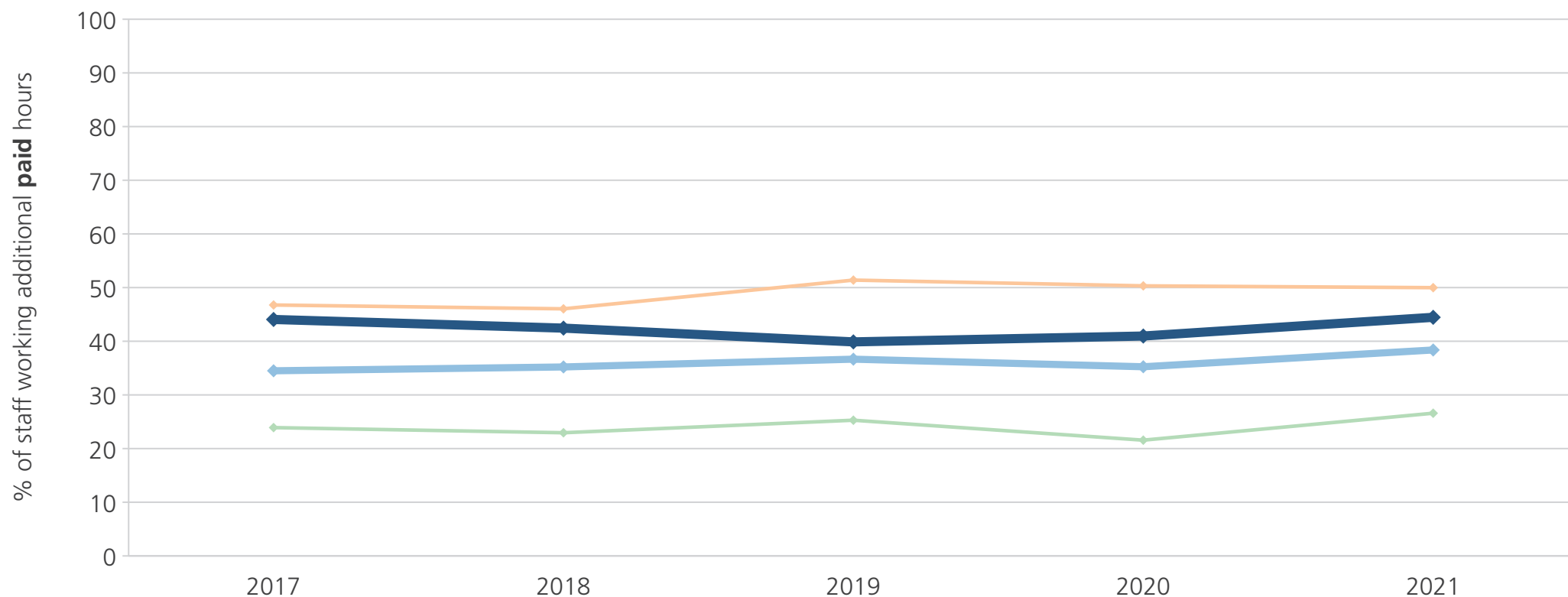


# Questions not linked to the People Promise elements or themes

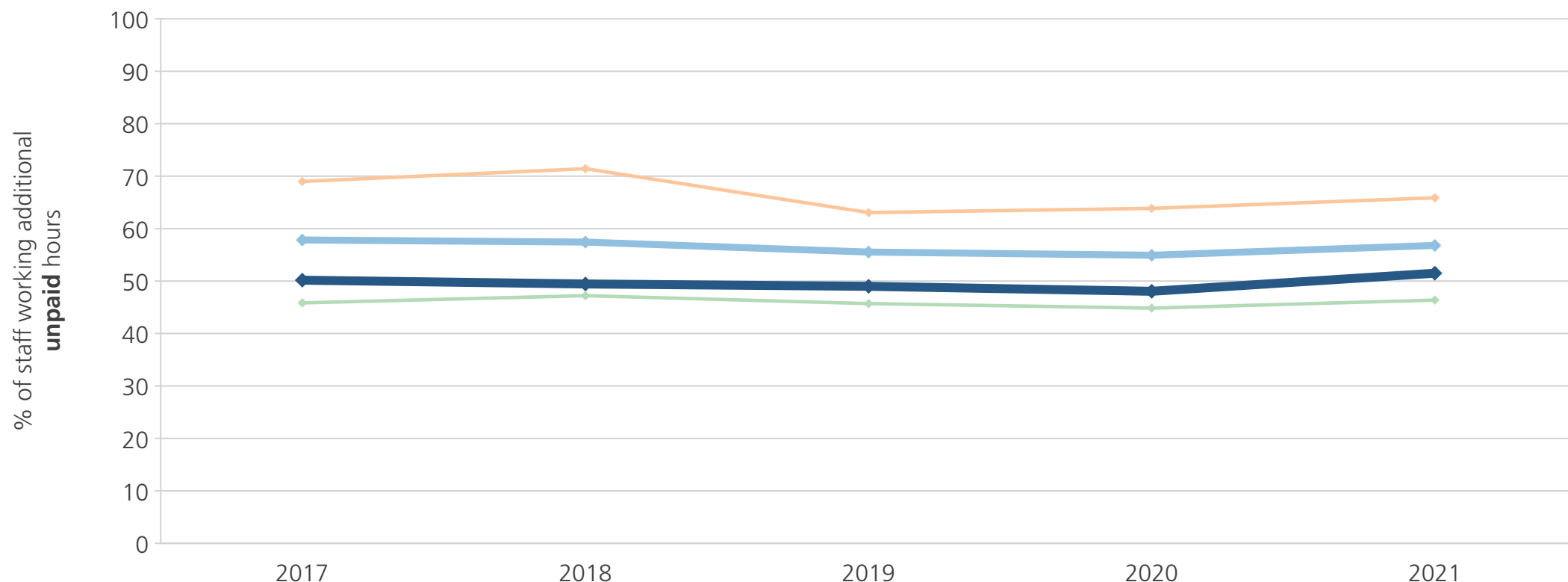


Your org	88.0%	87.7%	84.6%	82.2%	78.6%
Average	83.5%	83.8%	83.9%	81.2%	79.4%
Responses	523	487	1,267	1,312	1,303



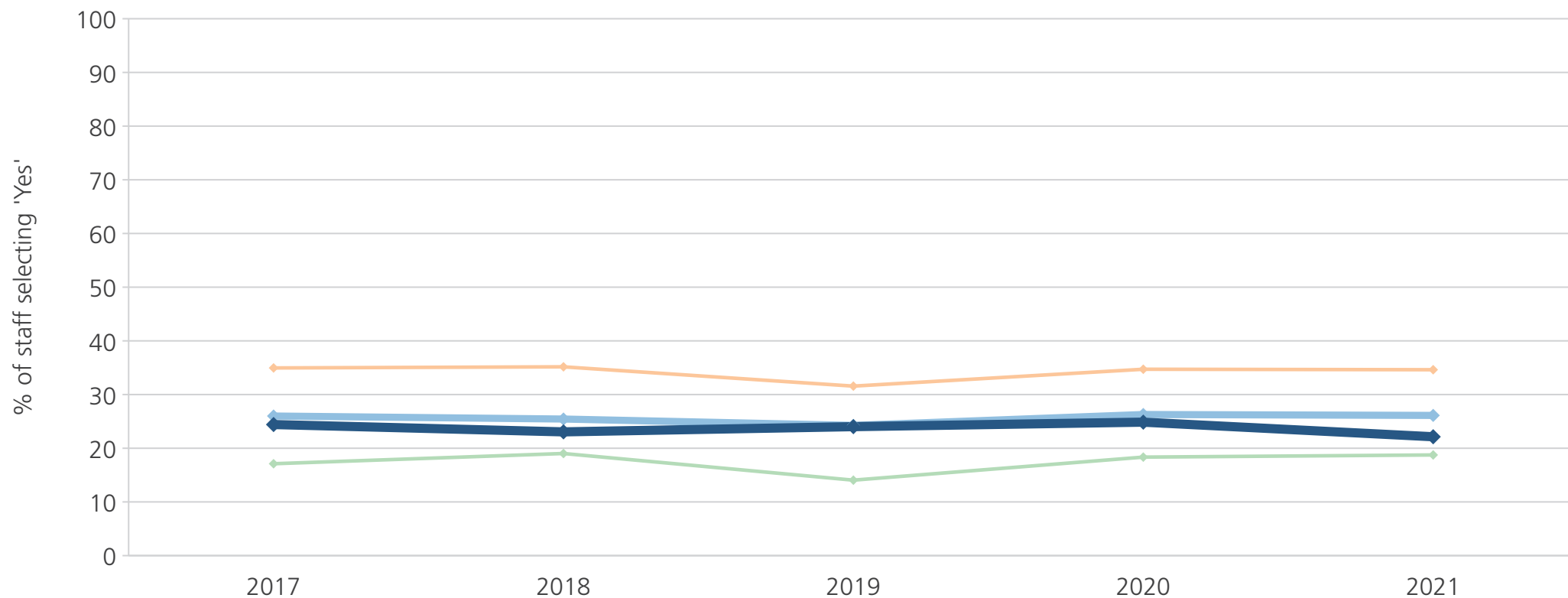


Highest	46.8%	46.0%	51.4%	50.3%	50.0%
Your org	44.1%	42.4%	39.9%	41.0%	44.5%
Average	34.5%	35.2%	36.7%	35.2%	38.4%
Lowest	23.9%	22.9%	25.3%	21.6%	26.6%
Responses	507	474	1,239	1,271	1,279

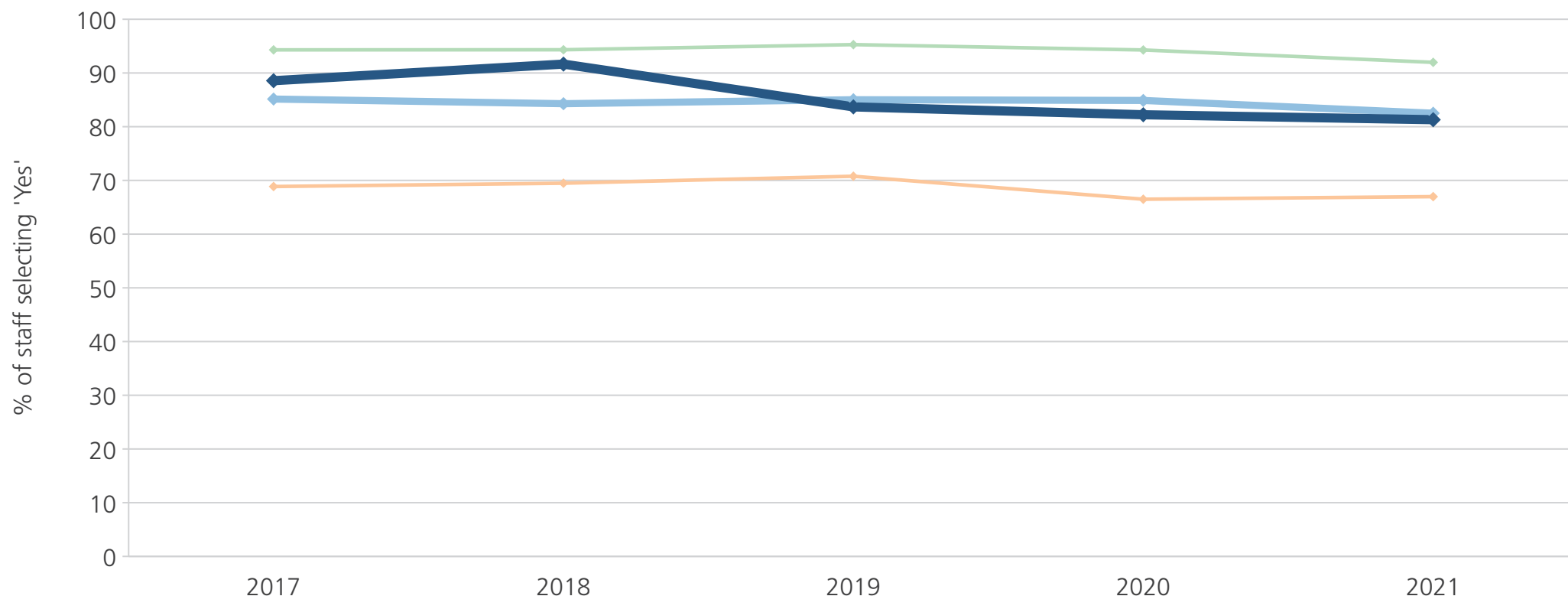


Highest	69.0%	71.4%	63.1%	63.9%	65.9%
Your org	50.2%	49.4%	49.0%	48.1%	51.5%
Average	57.8%	57.4%	55.5%	54.9%	56.8%
Lowest	45.8%	47.2%	45.7%	44.8%	46.4%
Responses	500	470	1,247	1,288	1,278

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



	2017	2018	2019	2020	2021
<b>Worst</b>	35.0%	35.2%	31.6%	34.7%	34.6%
<b>Your org</b>	24.4%	23.0%	24.0%	24.9%	22.1%
<b>Average</b>	26.0%	25.4%	24.3%	26.3%	26.1%
<b>Best</b>	17.1%	19.0%	14.1%	18.3%	18.7%
<b>Responses</b>	268	261	713	648	700



Best	94.3%	94.3%	95.3%	94.3%	92.0%
Your org	88.6%	91.7%	83.7%	82.2%	81.3%
Average	85.1%	84.3%	85.0%	84.9%	82.5%
Worst	68.9%	69.5%	70.8%	66.5%	67.0%

Responses

397

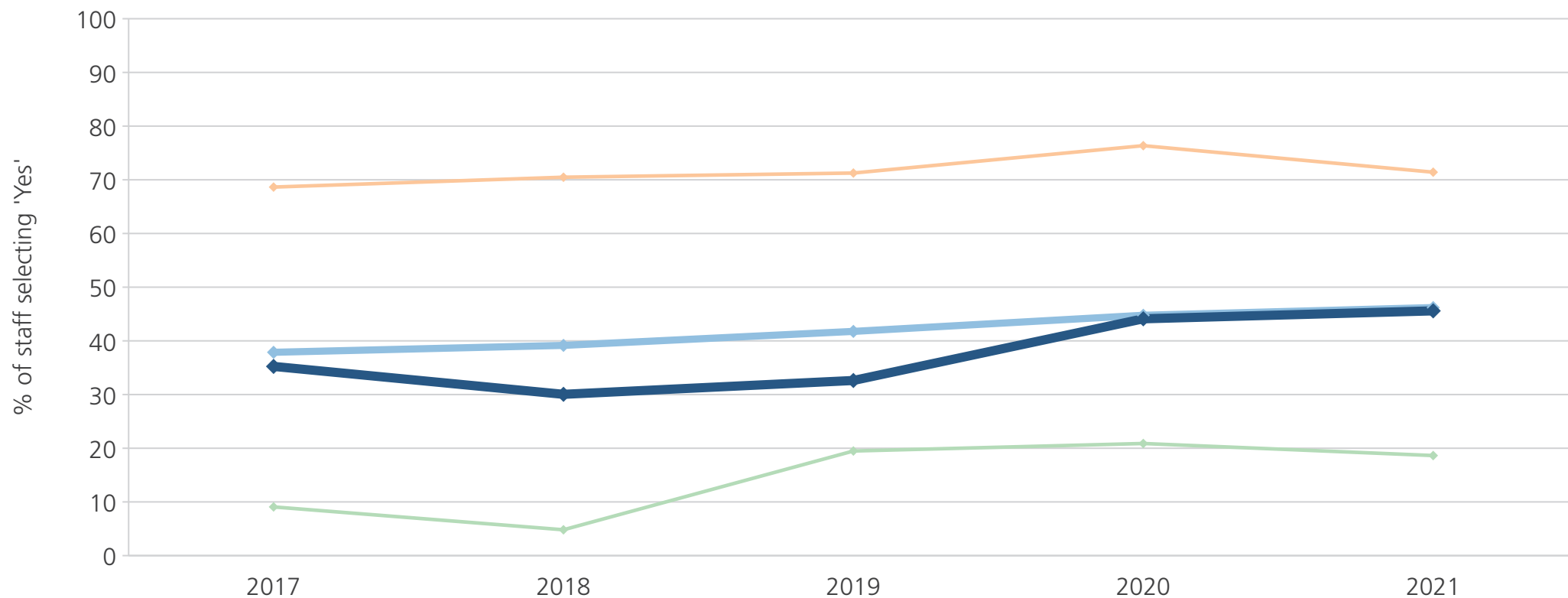
334

864

899

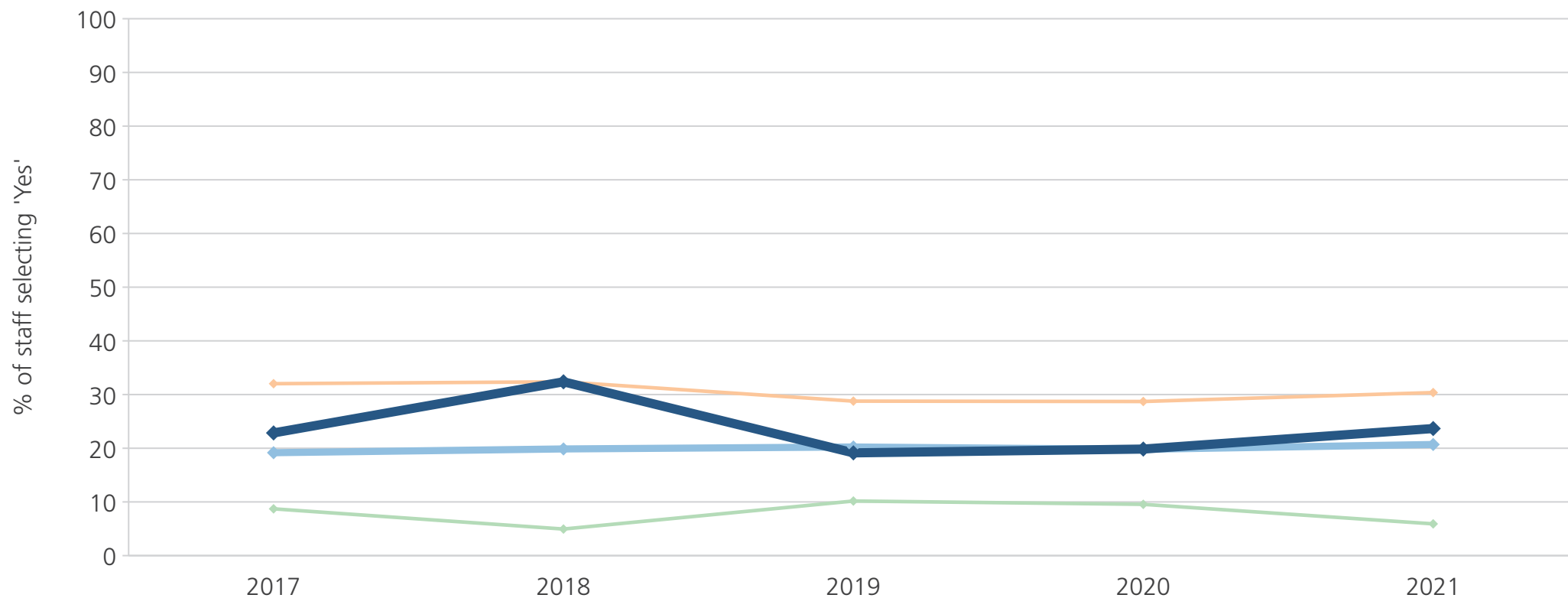
915

Please note: The approach to calculating the results for Q15 has changed for 2021, to include 'don't know' responses. These results feed into the Diversity and equality sub-score and the We are compassionate and inclusive promise element, as well as the WRES and WDES indicators. The Q15 results based on the historic calculation are reported in this section for transparency, but do not feed into any measure.

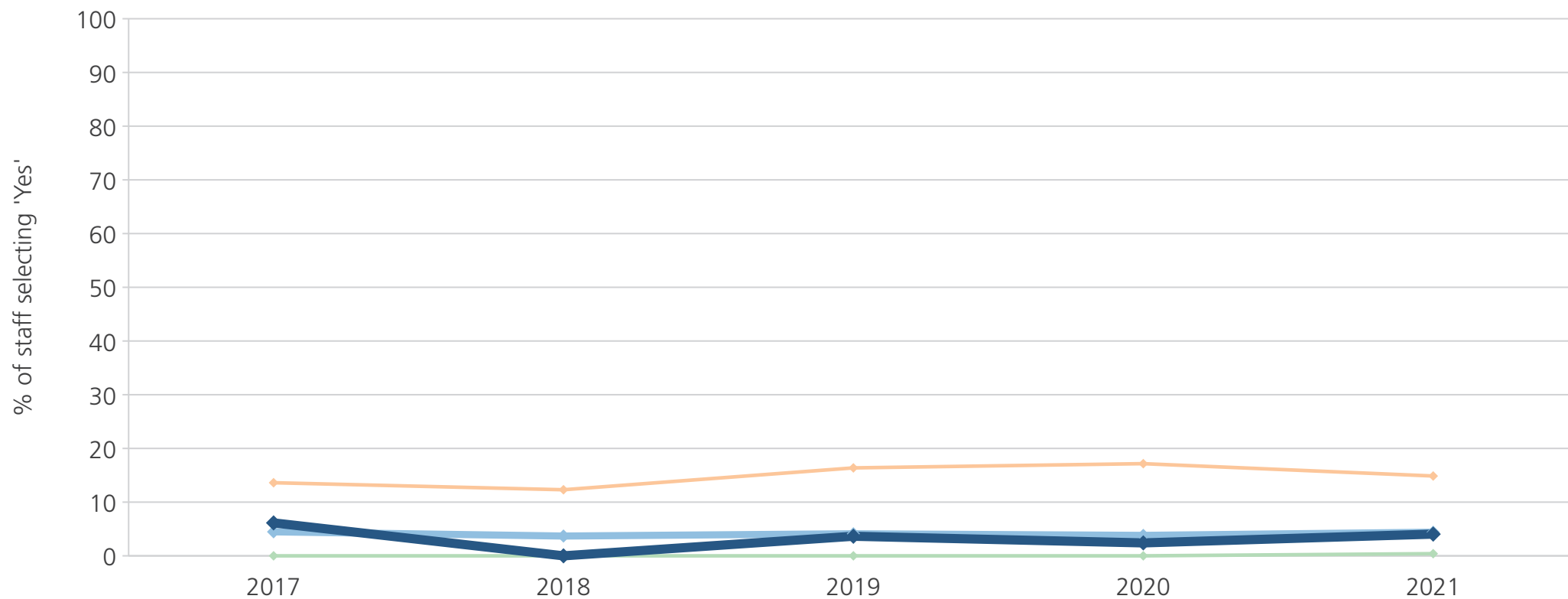


Worst	68.6%	70.5%	71.3%	76.4%	71.4%
Your org	35.2%	30.0%	32.6%	44.1%	45.6%
Average	37.9%	39.2%	41.8%	44.8%	46.2%
Best	9.1%	4.8%	19.5%	20.9%	18.6%
Responses	67	46	161	205	216

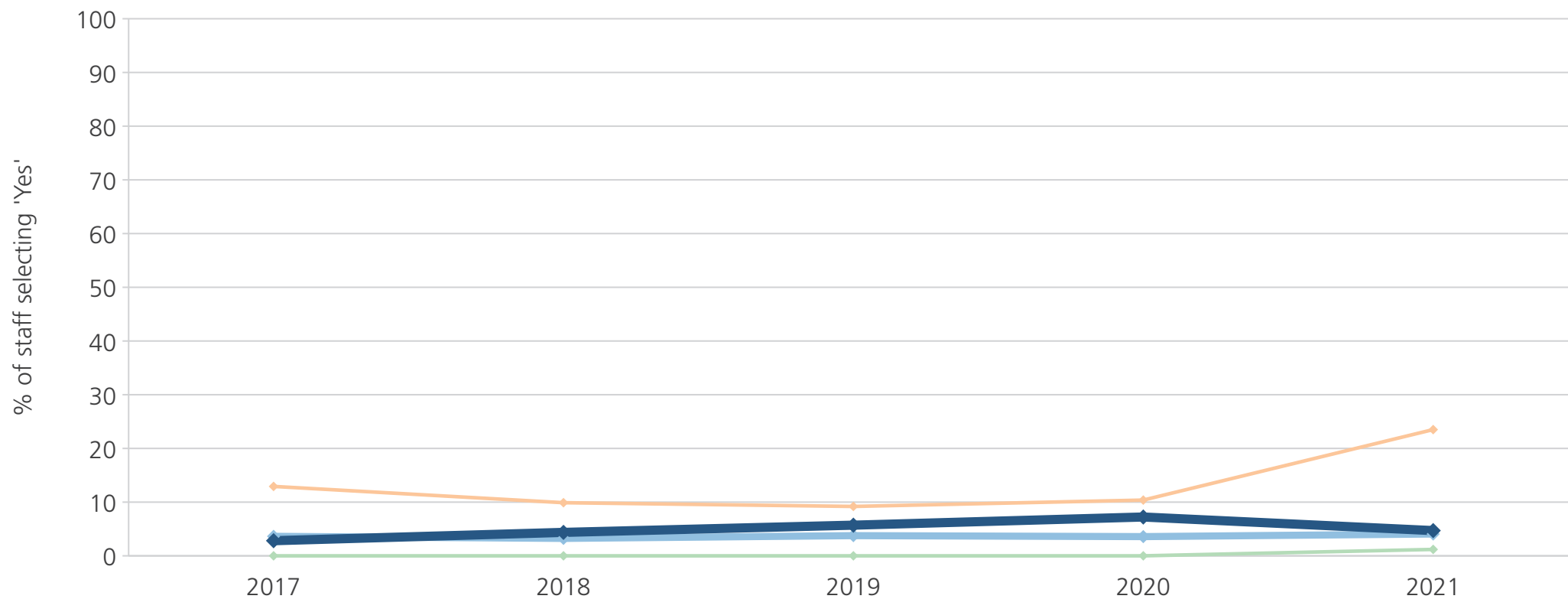




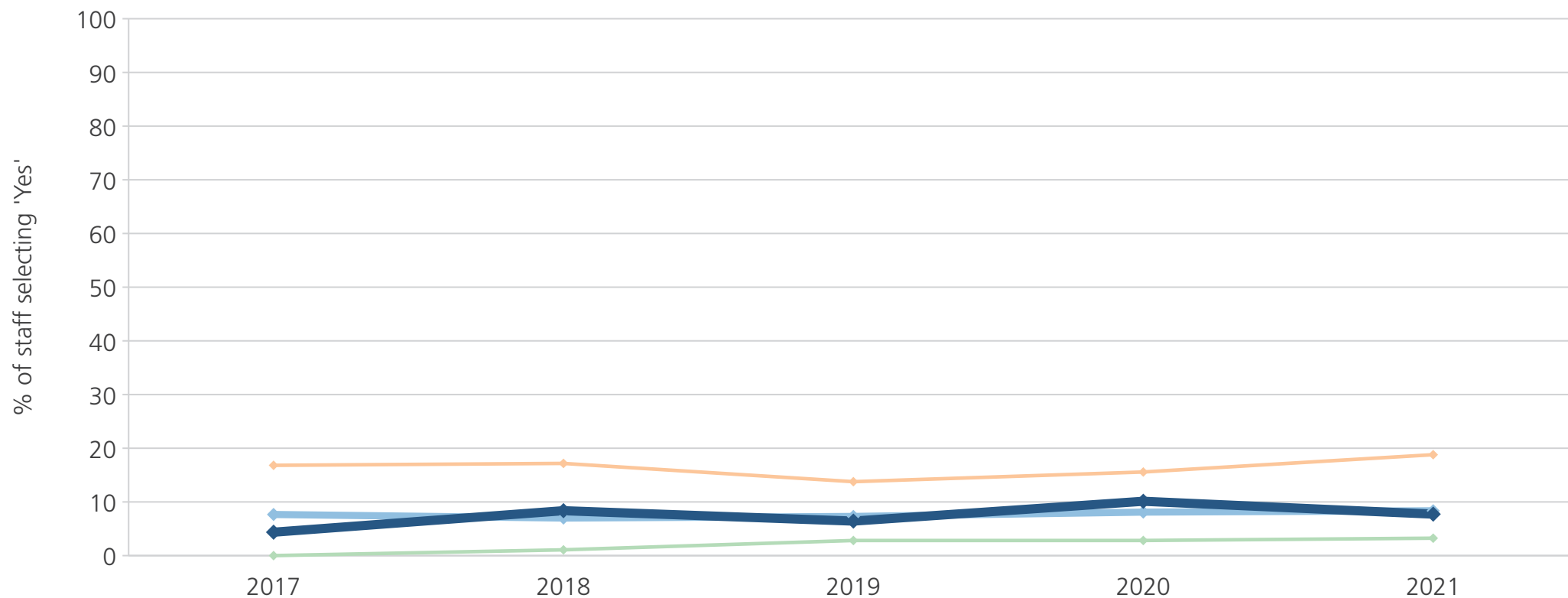
	2017	2018	2019	2020	2021
<b>Worst</b>	32.0%	32.4%	28.8%	28.7%	30.4%
<b>Your org</b>	22.9%	32.4%	19.1%	19.8%	23.7%
<b>Average</b>	19.2%	19.9%	20.2%	19.8%	20.7%
<b>Best</b>	8.7%	4.9%	10.2%	9.6%	5.9%
<b>Responses</b>	67	46	161	205	216



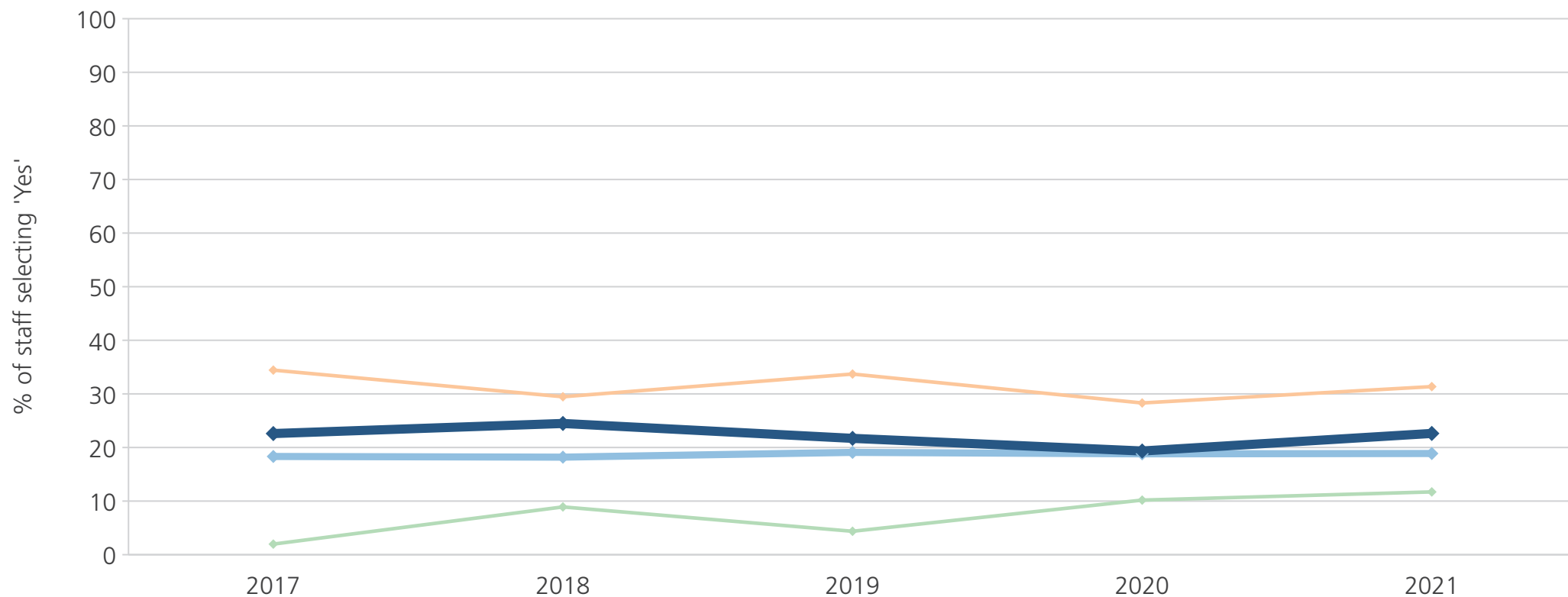
Worst	13.6%	12.3%	16.4%	17.2%	14.9%
Your org	6.1%	0.0%	3.6%	2.4%	4.0%
Average	4.5%	3.7%	4.1%	3.8%	4.4%
Best	0.0%	0.0%	0.0%	0.0%	0.4%
Responses	67	46	161	205	216



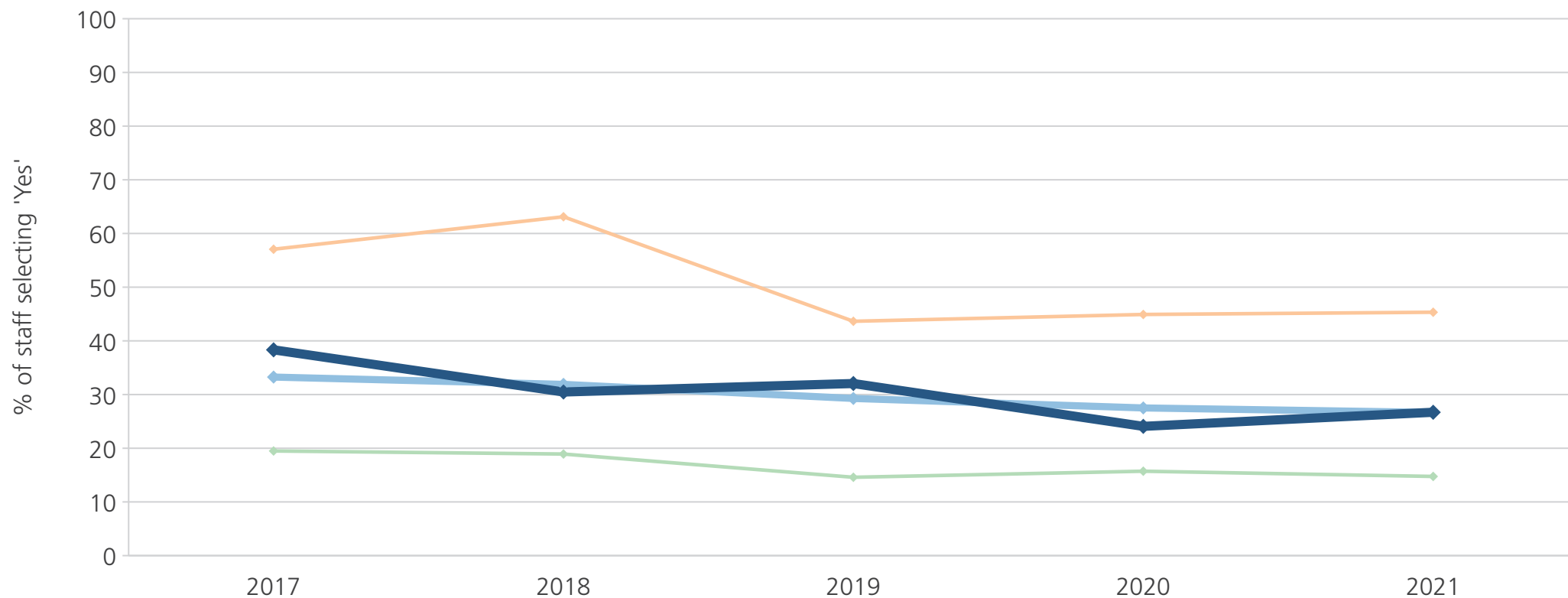
Worst	12.9%	9.9%	9.2%	10.4%	23.5%
Your org	2.8%	4.4%	5.7%	7.2%	4.7%
Average	3.6%	3.2%	3.8%	3.6%	4.1%
Best	0.0%	0.0%	0.0%	0.0%	1.2%
Responses	67	46	161	205	216



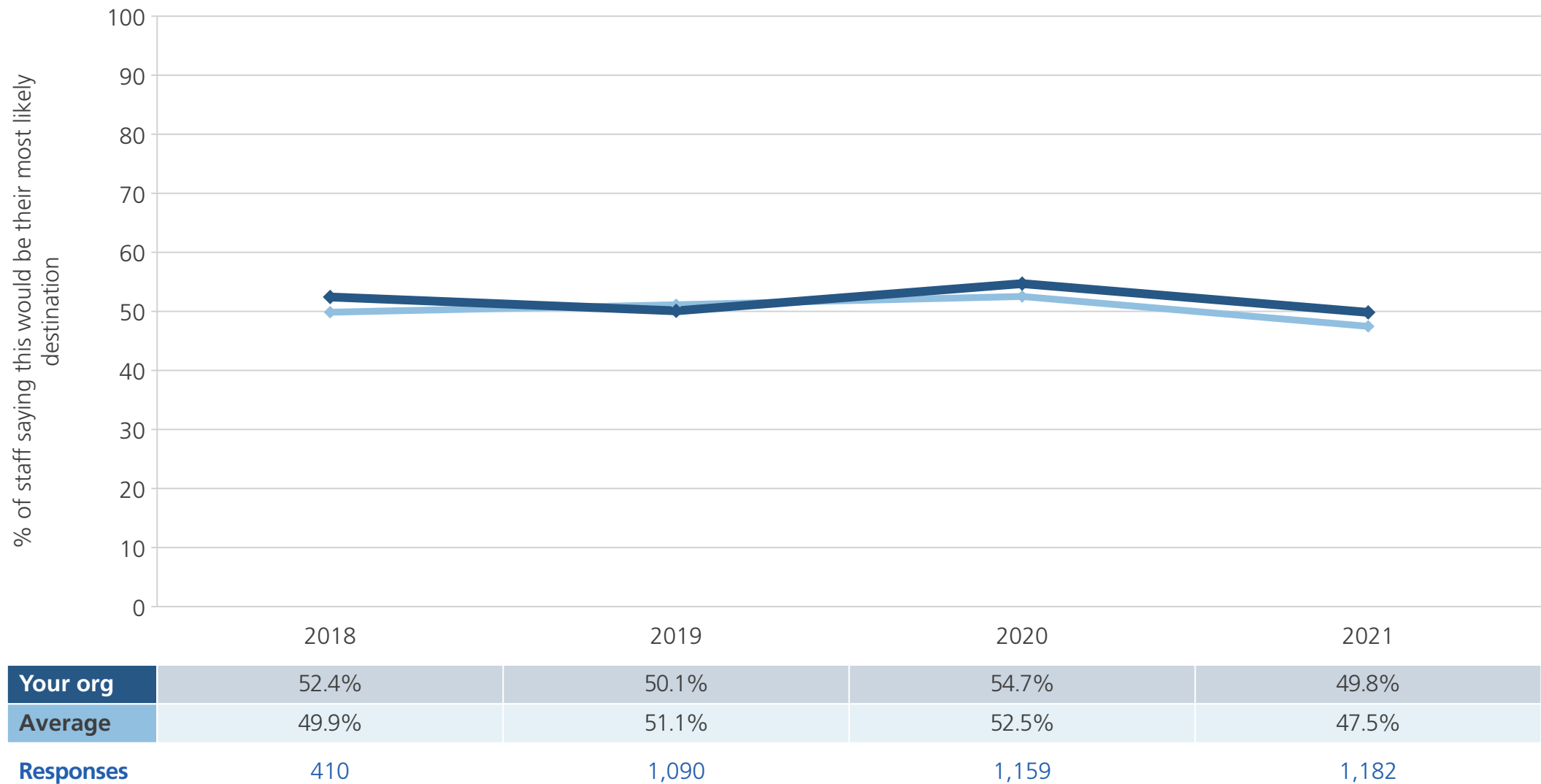
Worst	16.8%	17.2%	13.8%	15.6%	18.8%
Your org	4.4%	8.4%	6.4%	10.1%	7.7%
Average	7.7%	7.0%	7.3%	8.1%	8.3%
Best	0.0%	1.1%	2.8%	2.8%	3.2%
Responses	67	46	161	205	216

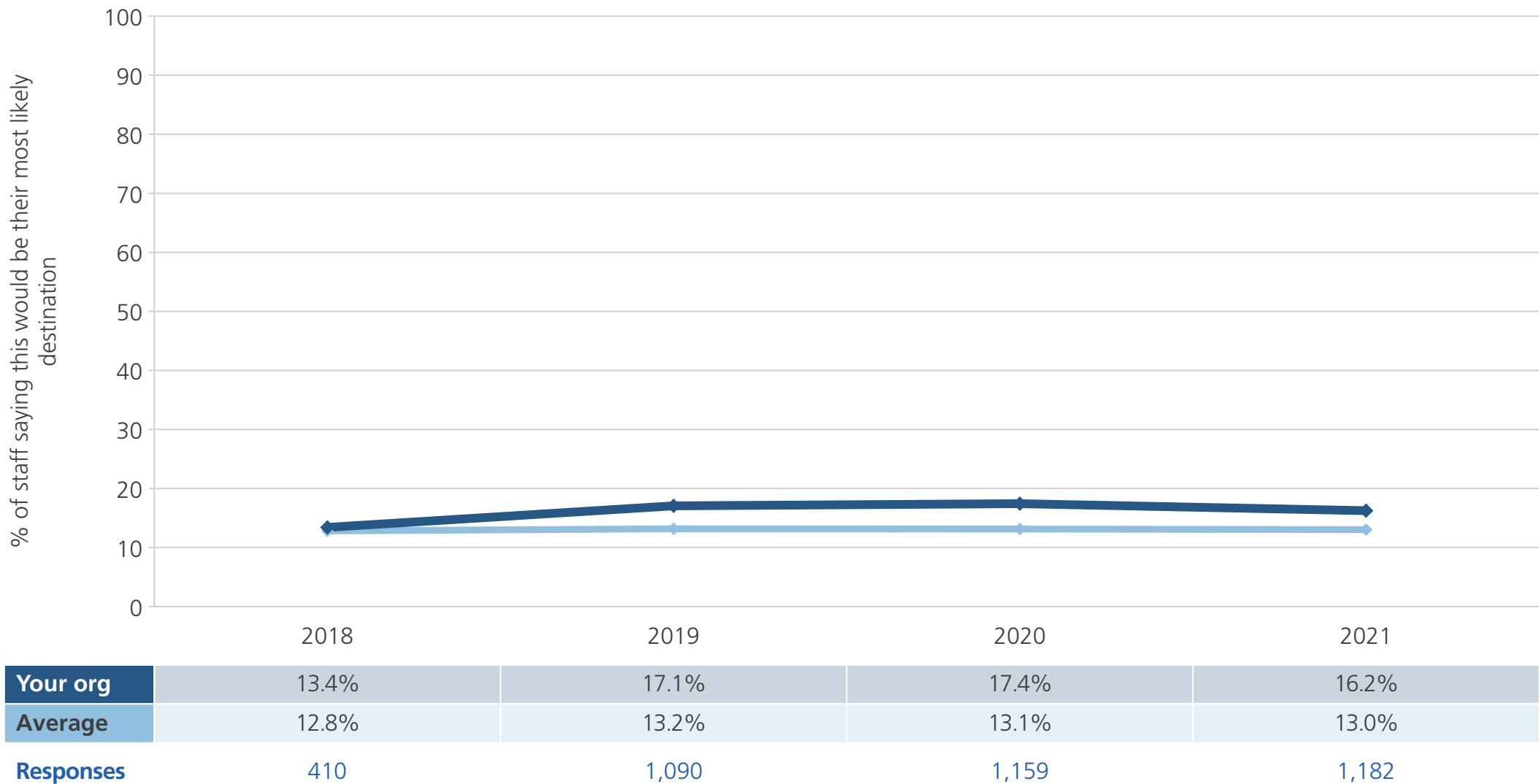


Worst	34.4%	29.5%	33.7%	28.3%	31.4%
Your org	22.6%	24.5%	21.7%	19.3%	22.6%
Average	18.3%	18.2%	19.1%	18.8%	18.9%
Best	2.0%	8.9%	4.4%	10.2%	11.7%
Responses	67	46	161	205	216

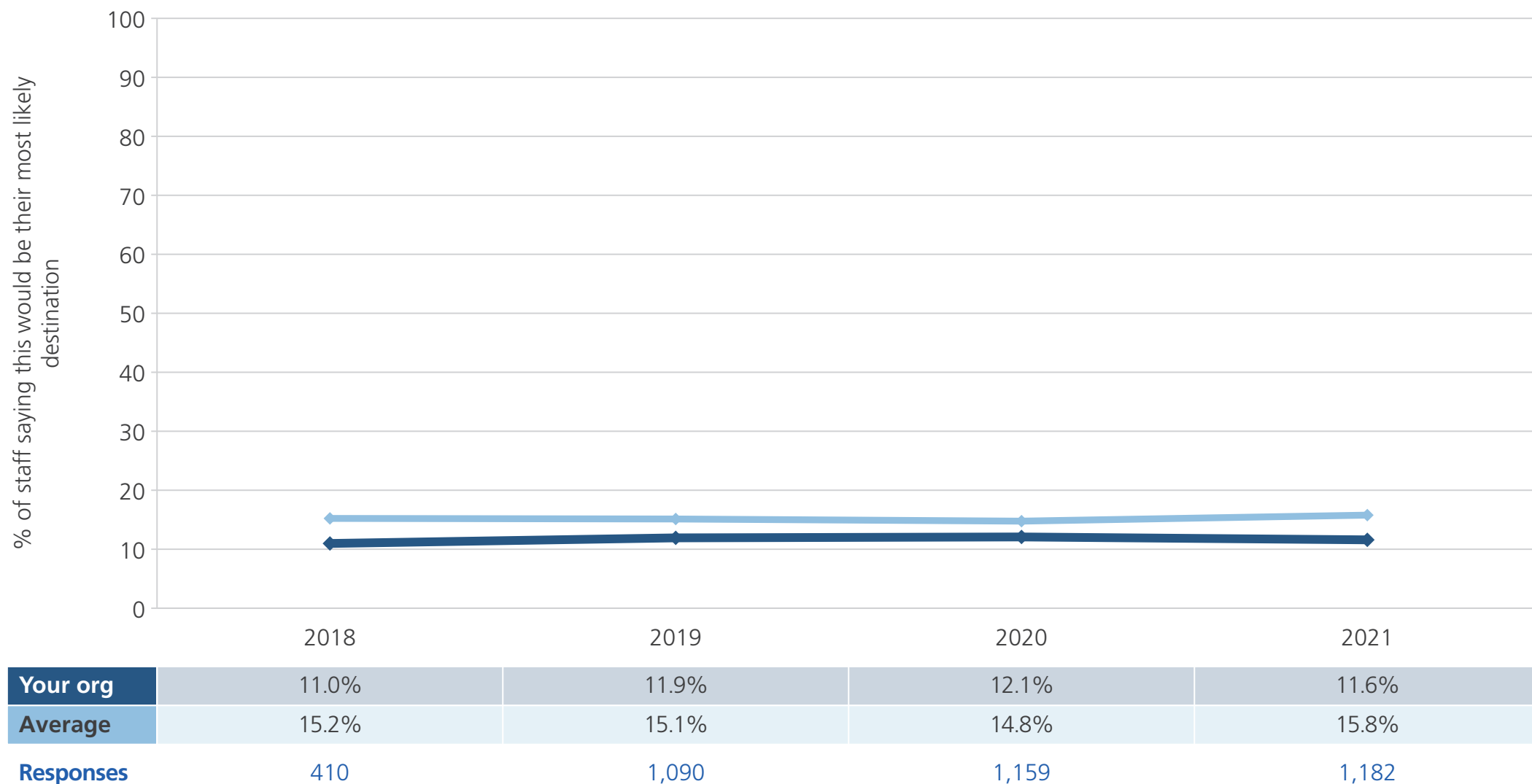


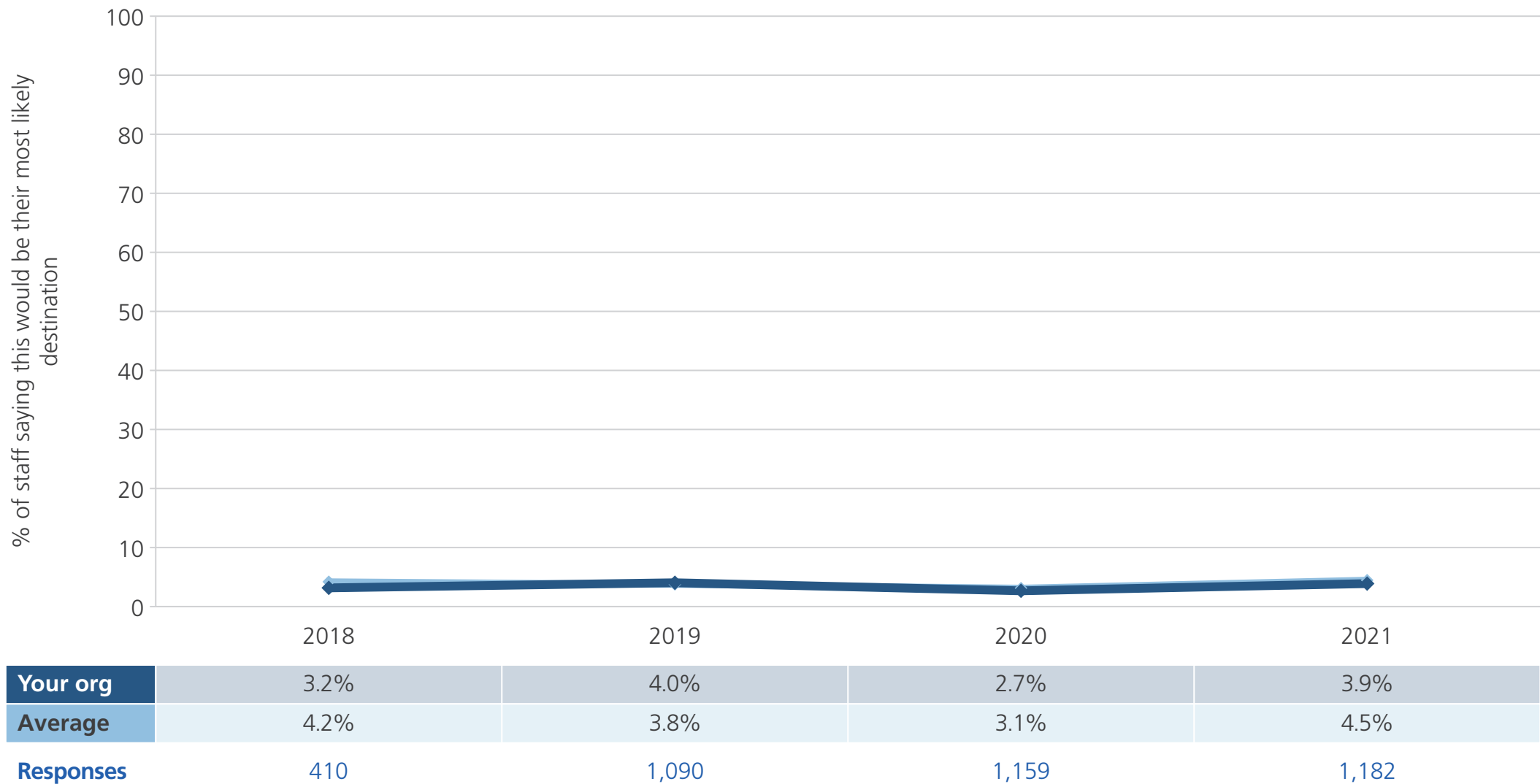
	2017	2018	2019	2020	2021
<b>Worst</b>	57.1%	63.1%	43.6%	44.9%	45.3%
<b>Your org</b>	38.3%	30.5%	32.1%	24.1%	26.7%
<b>Average</b>	33.3%	31.9%	29.3%	27.5%	26.7%
<b>Best</b>	19.5%	18.9%	14.6%	15.7%	14.7%
<b>Responses</b>	67	46	161	205	216

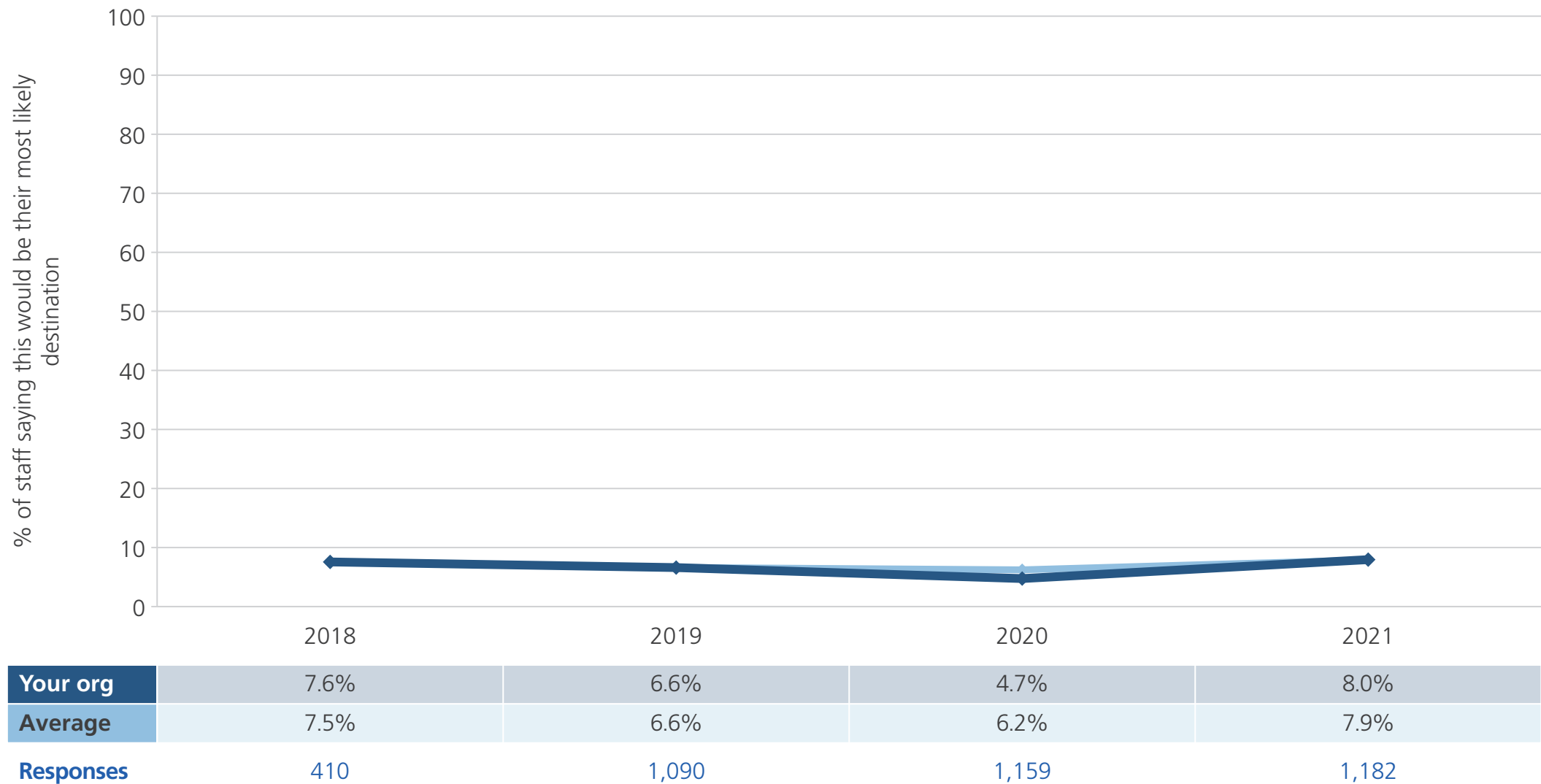


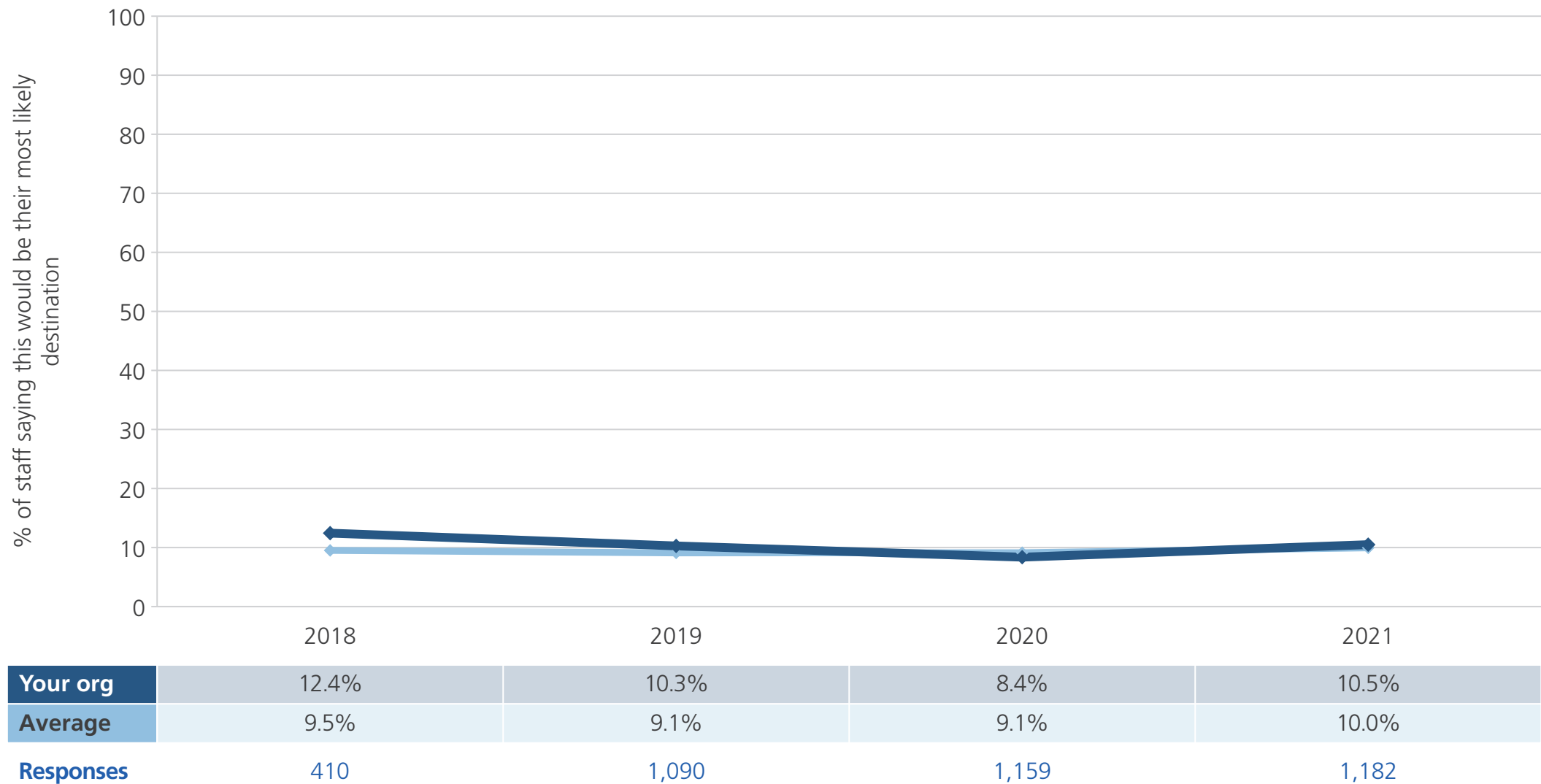




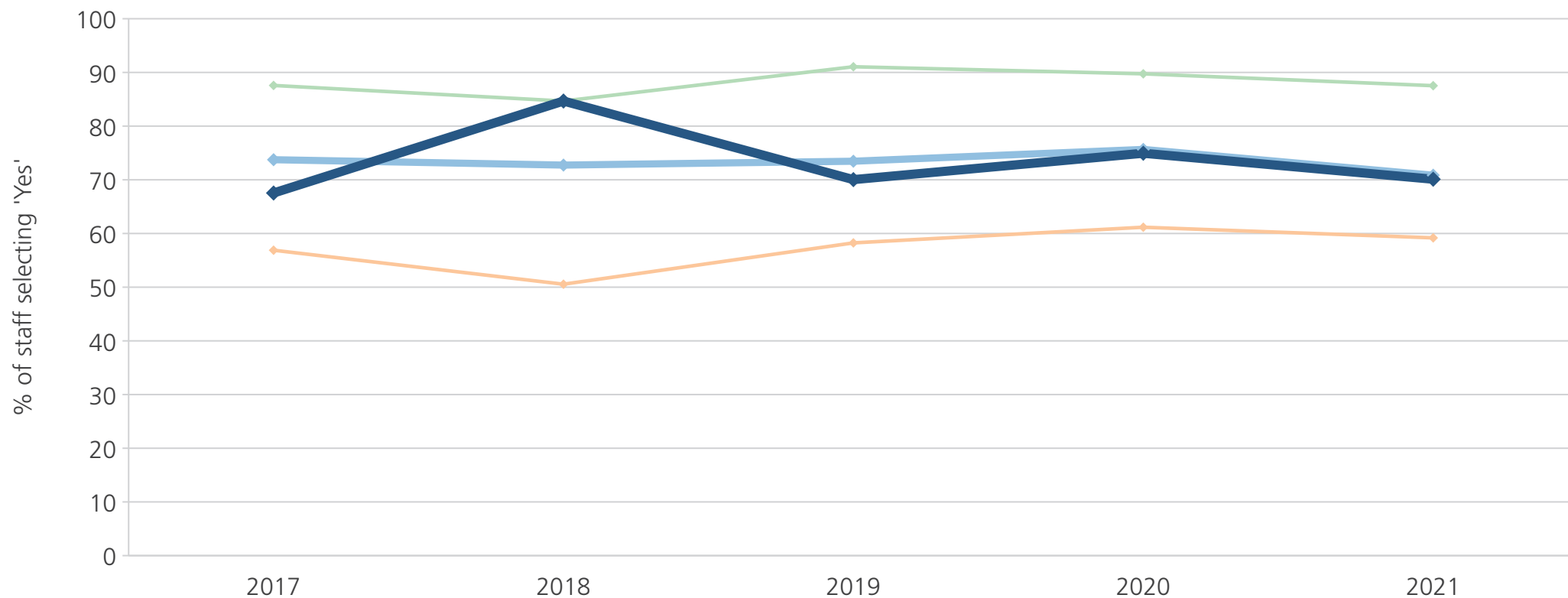








This questions was only answered by people who responded 'yes' to Q28a



Best	87.6%	84.7%	91.1%	89.7%	87.5%
Your org	67.5%	84.7%	70.0%	74.9%	70.1%
Average	73.7%	72.7%	73.5%	75.7%	70.9%
Worst	56.9%	50.6%	58.2%	61.2%	59.2%
Responses	33	43	153	166	195

# About your respondents

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

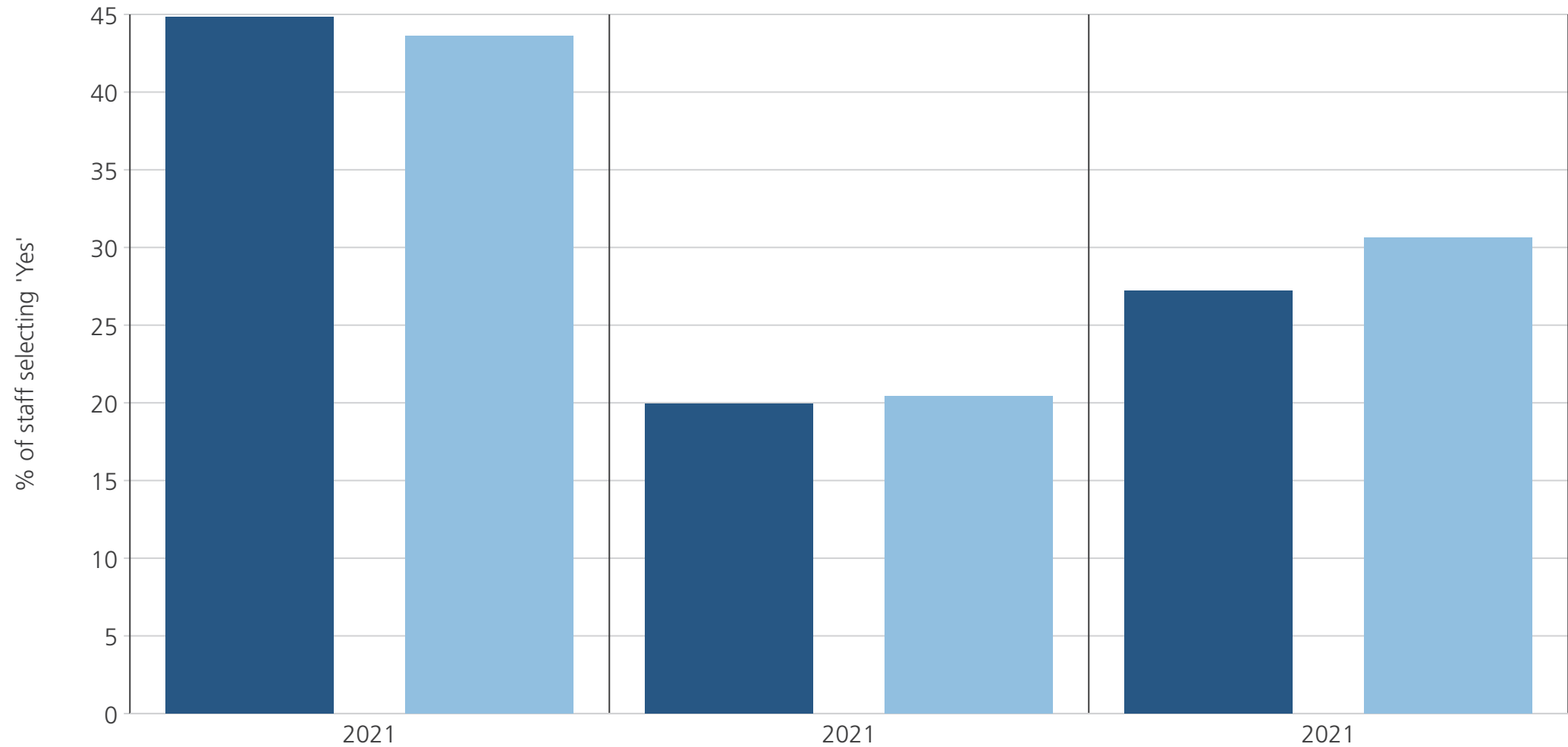
# About your respondents – The Covid-19 pandemic

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

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

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

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

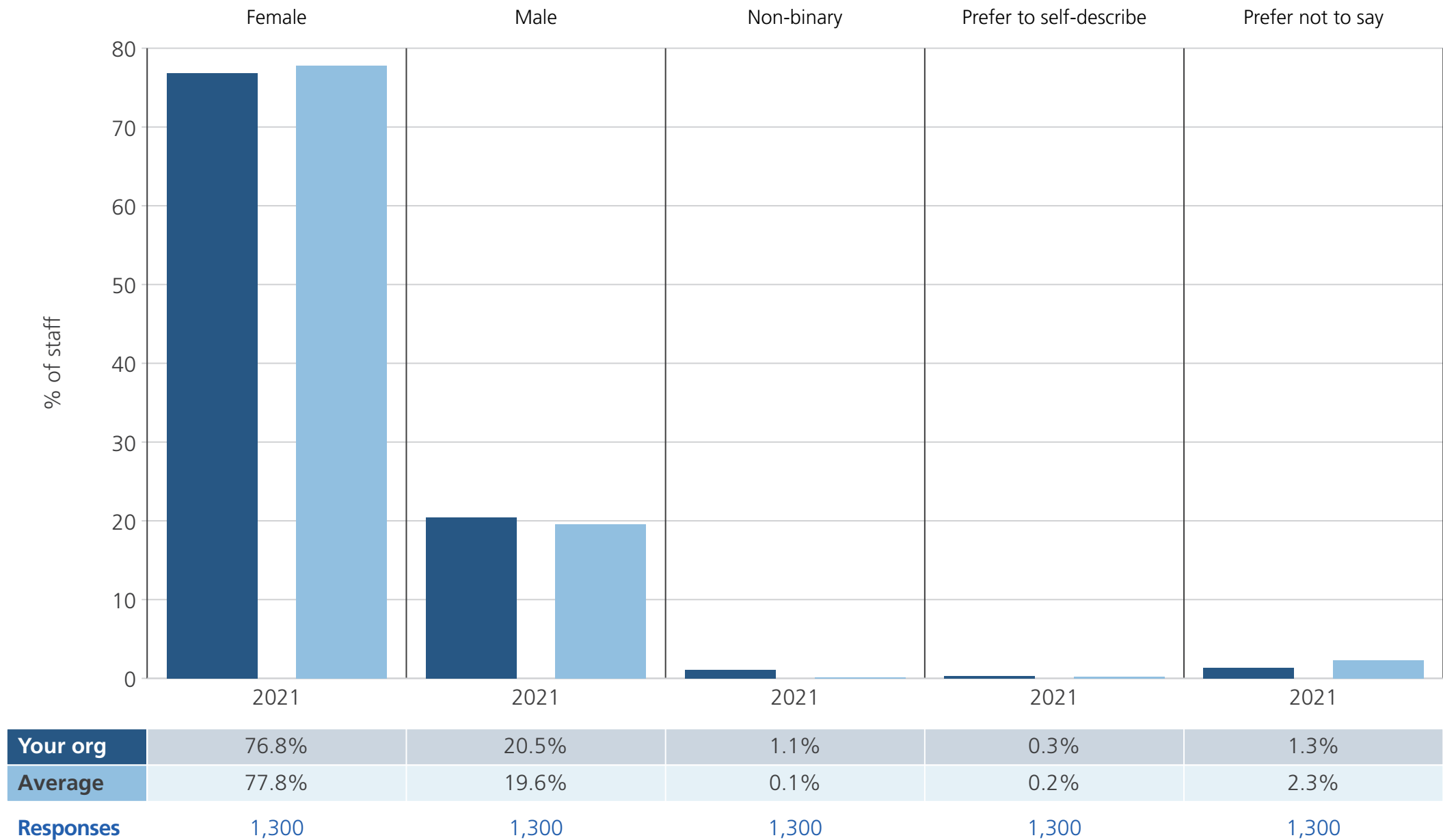


Your org	44.8%	19.9%	27.2%
Average	43.6%	20.4%	30.6%
Responses	1,300	1,295	1,290

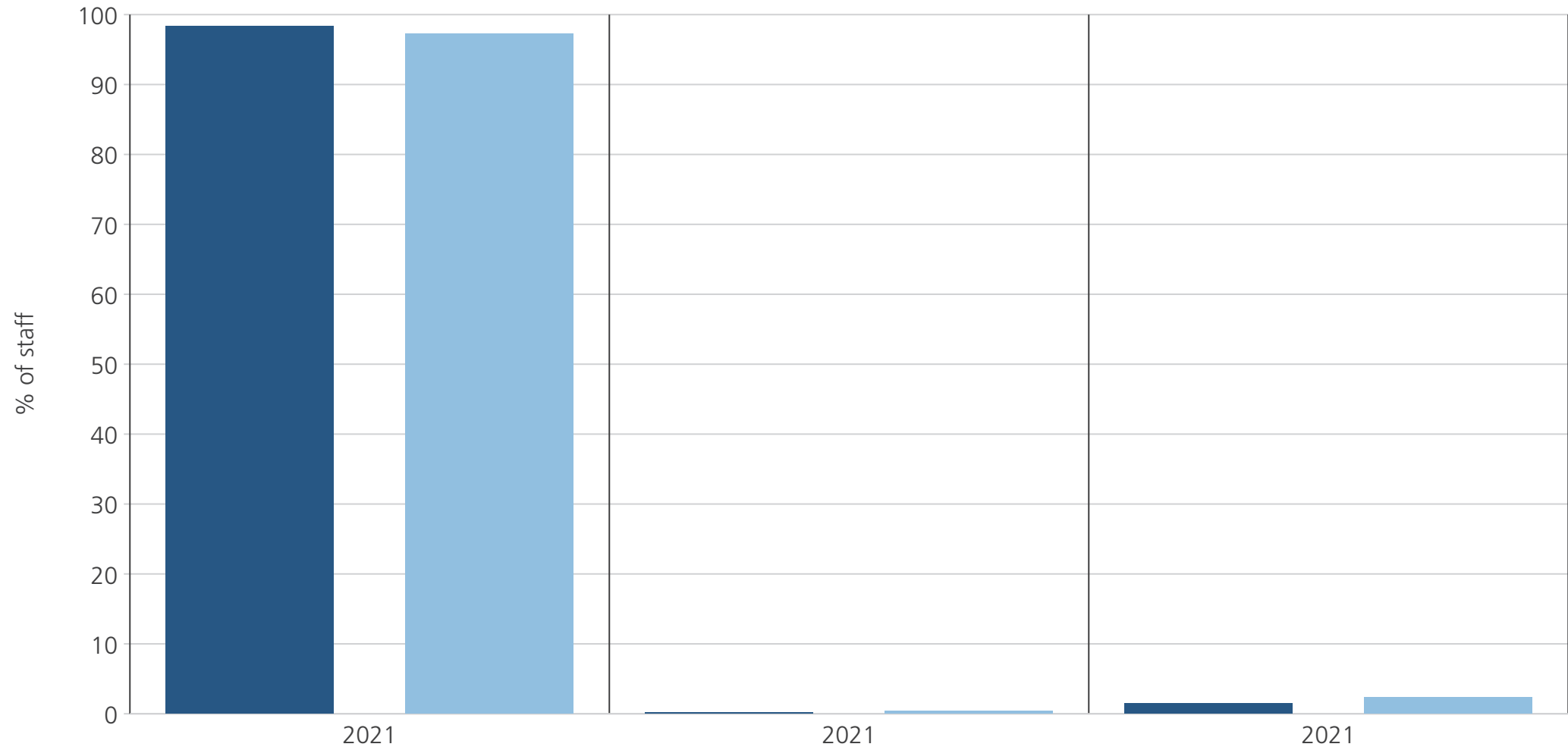


# About your respondents – Background details

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

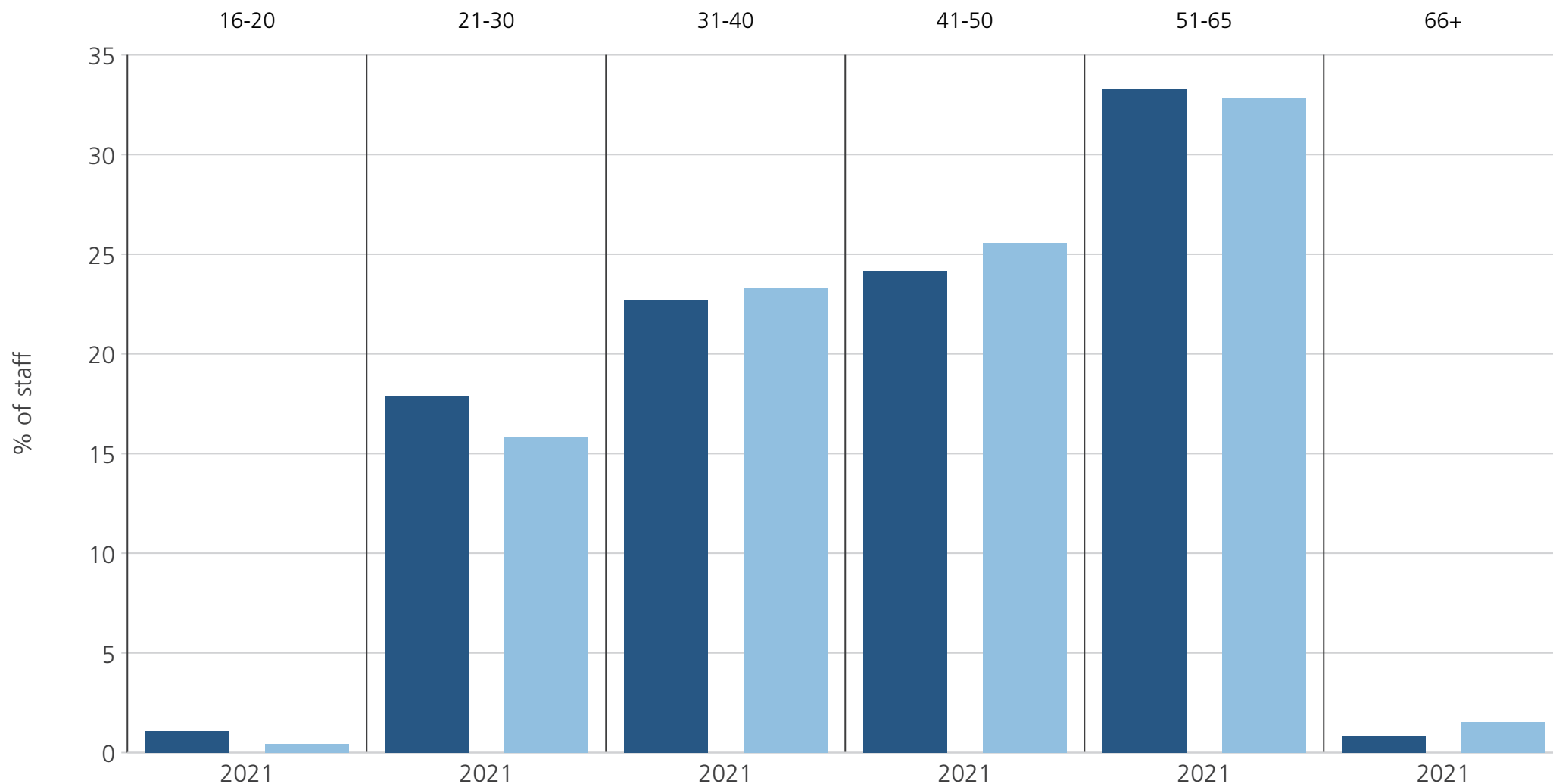


Yes No Prefer not to say

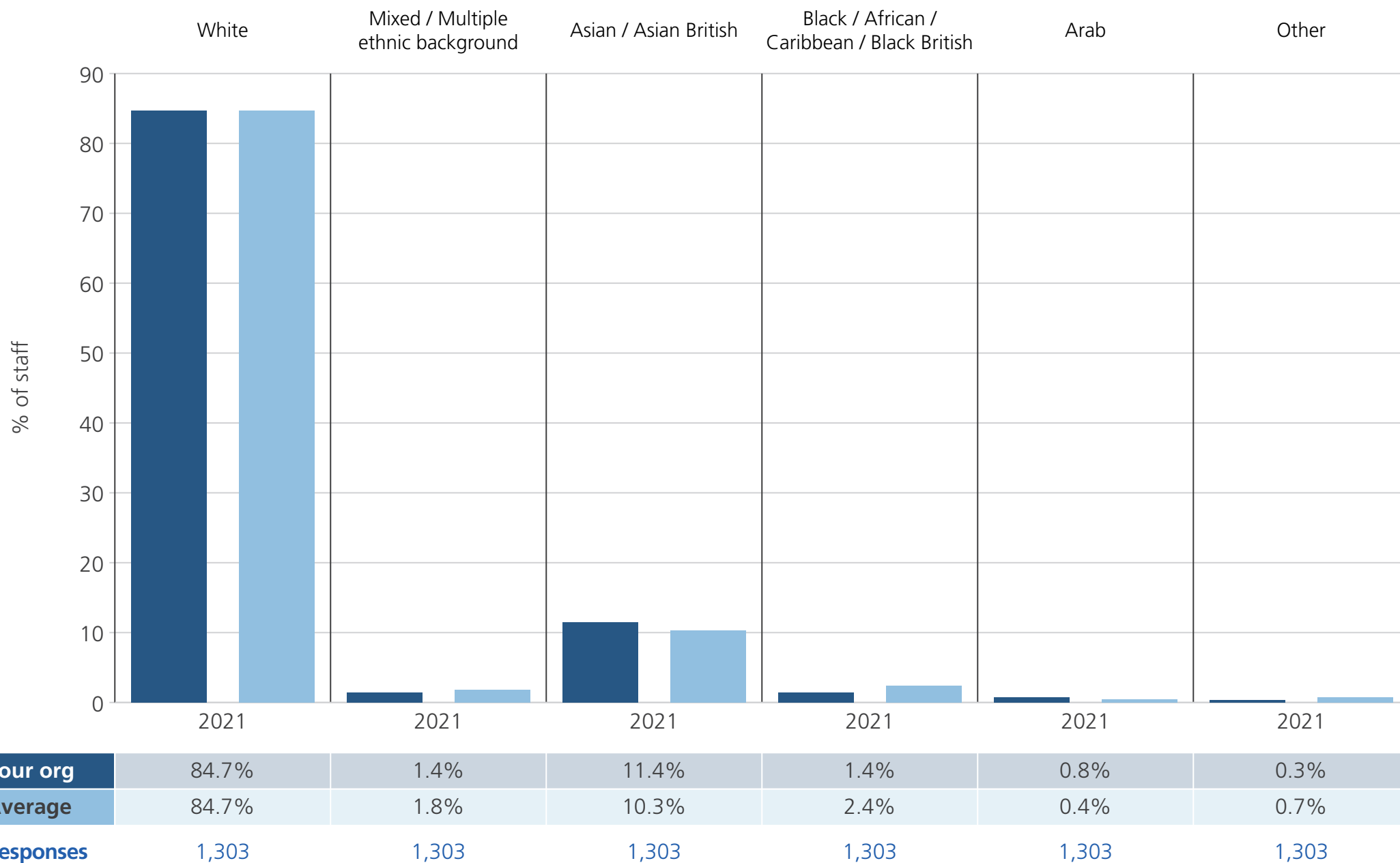


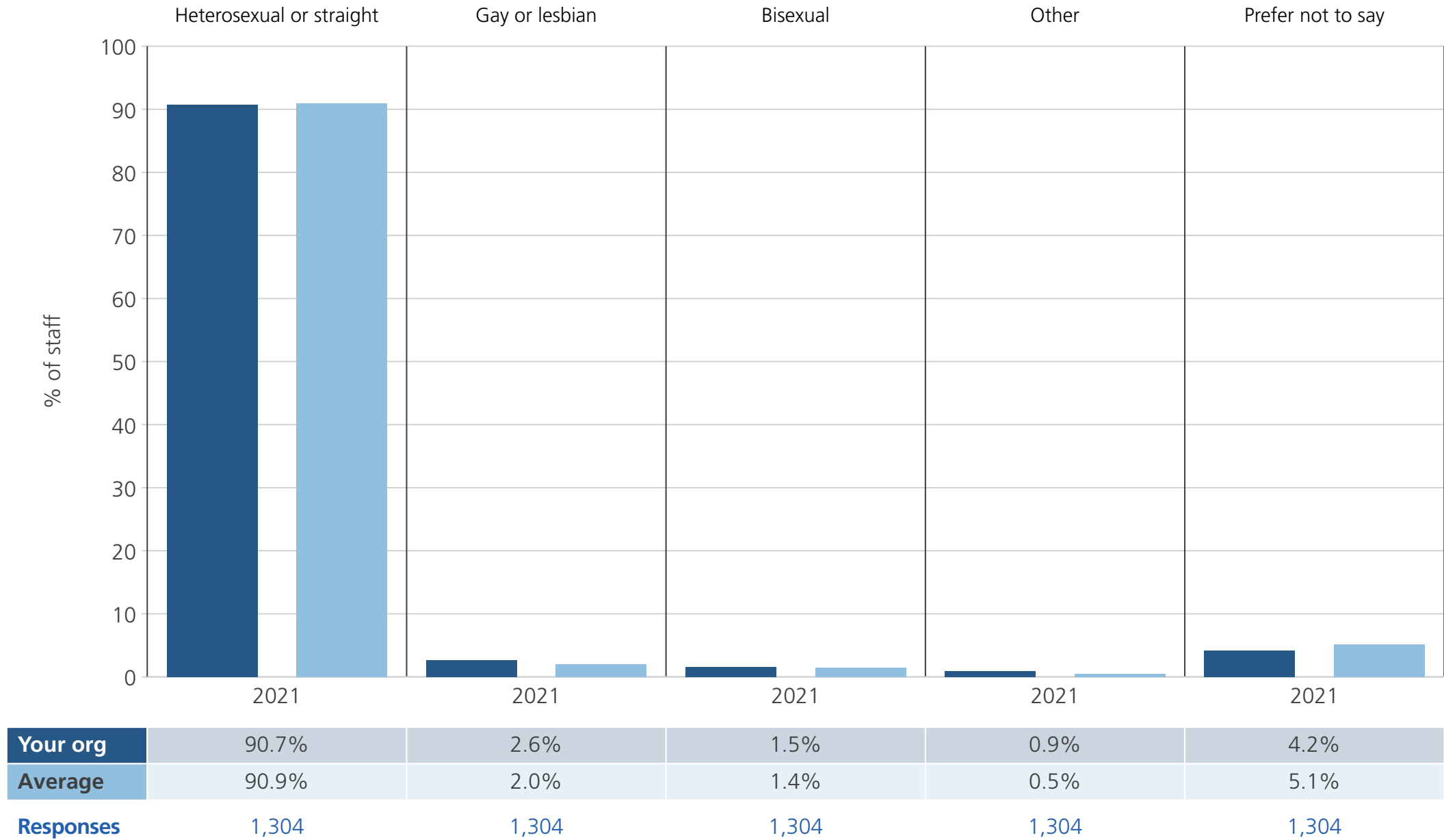
Your org	98.4%	0.2%	1.5%
Average	97.2%	0.4%	2.3%

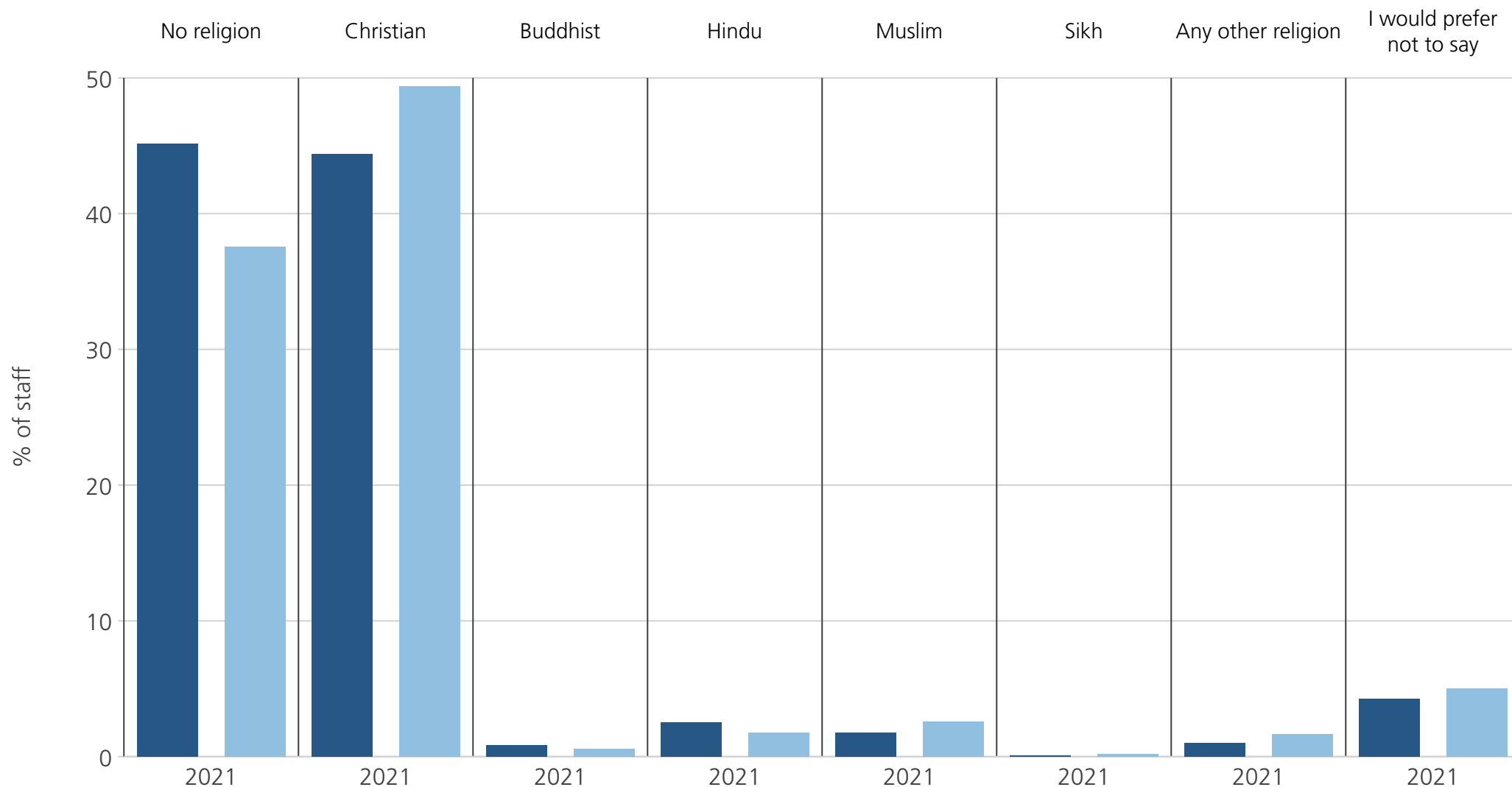
Responses 1,214 1,214 1,214



Your org	1.1%	17.9%	22.7%	24.2%	33.3%	0.8%
Average	0.4%	15.8%	23.3%	25.6%	32.8%	1.5%
Responses	1,295	1,295	1,295	1,295	1,295	1,295

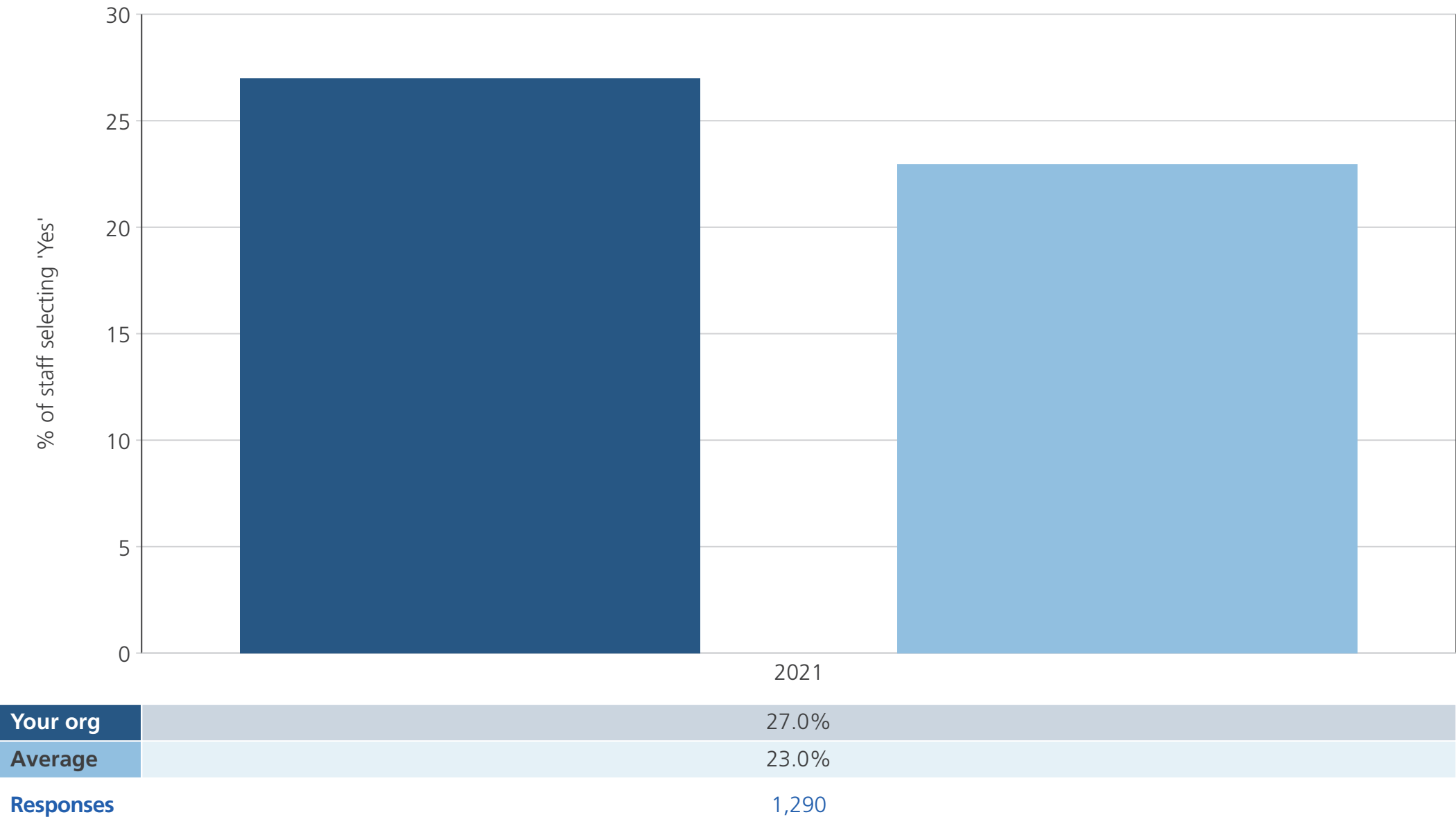






Your org	45.1%	44.4%	0.8%	2.5%	1.8%	0.1%	1.0%	4.2%
Average	37.6%	49.4%	0.6%	1.8%	2.6%	0.2%	1.7%	5.0%
Responses	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298

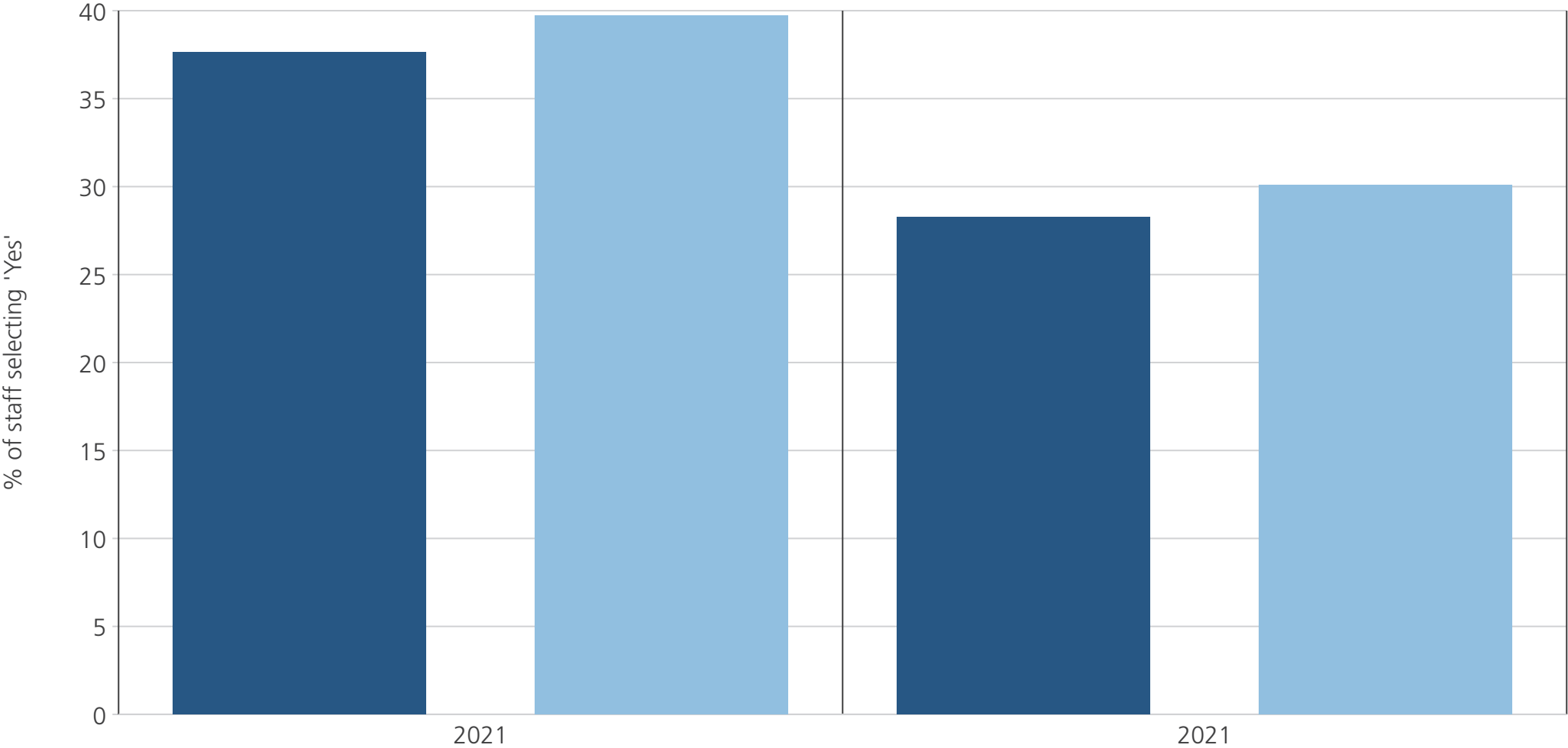
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



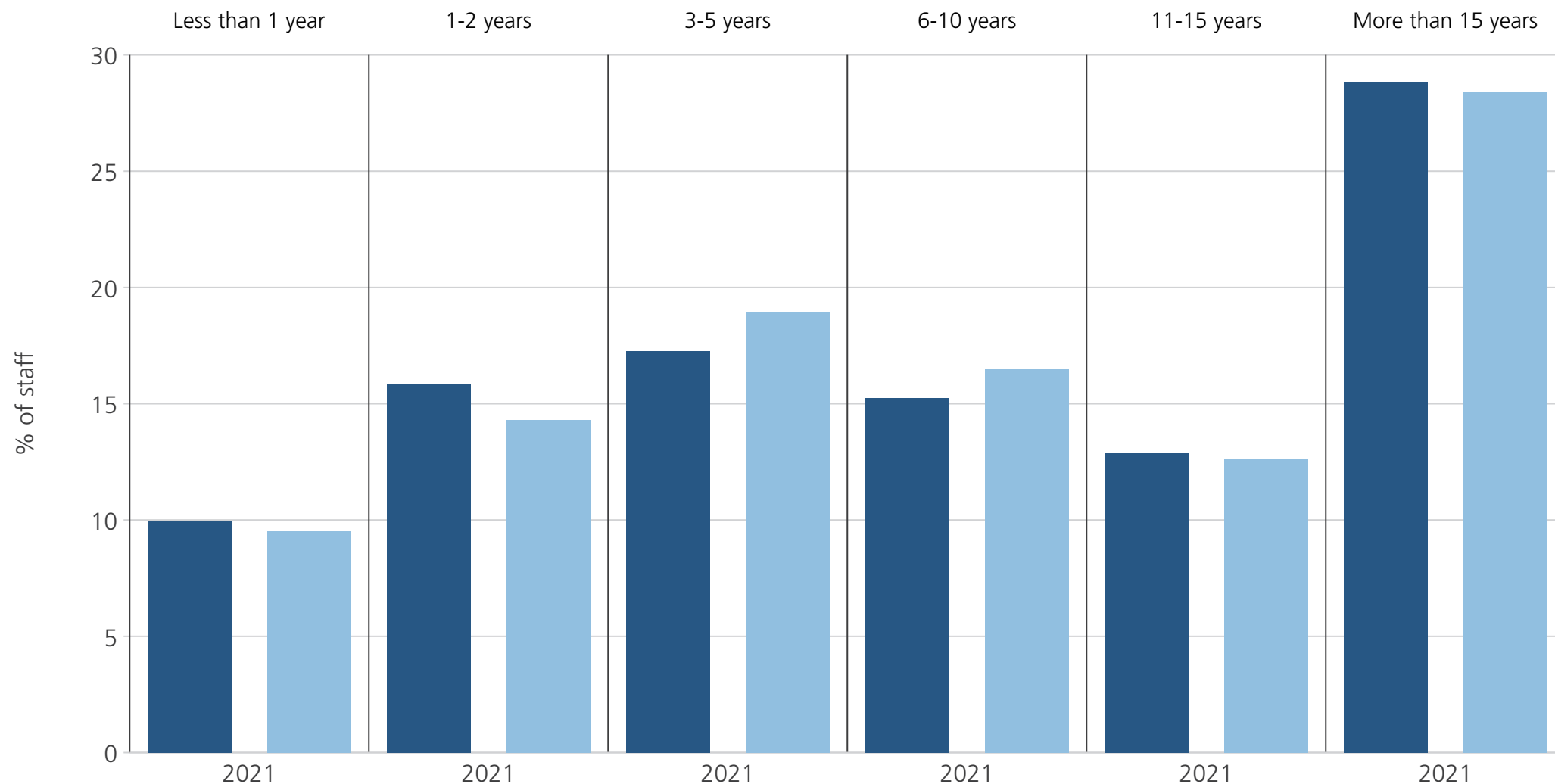


Do you have any children aged from 0 to 17 living at home with you, or who you have regular caring responsibility for?

Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age?

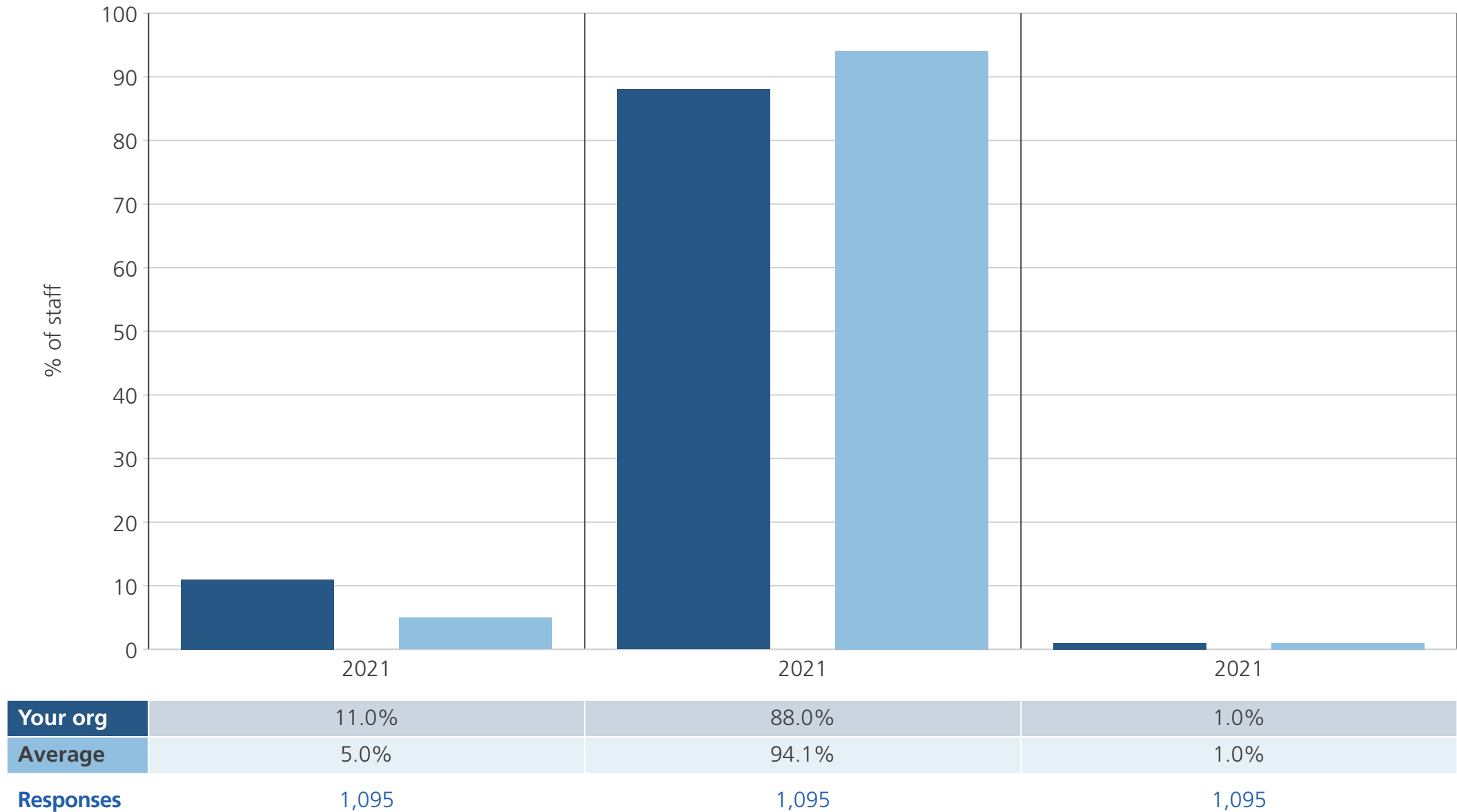


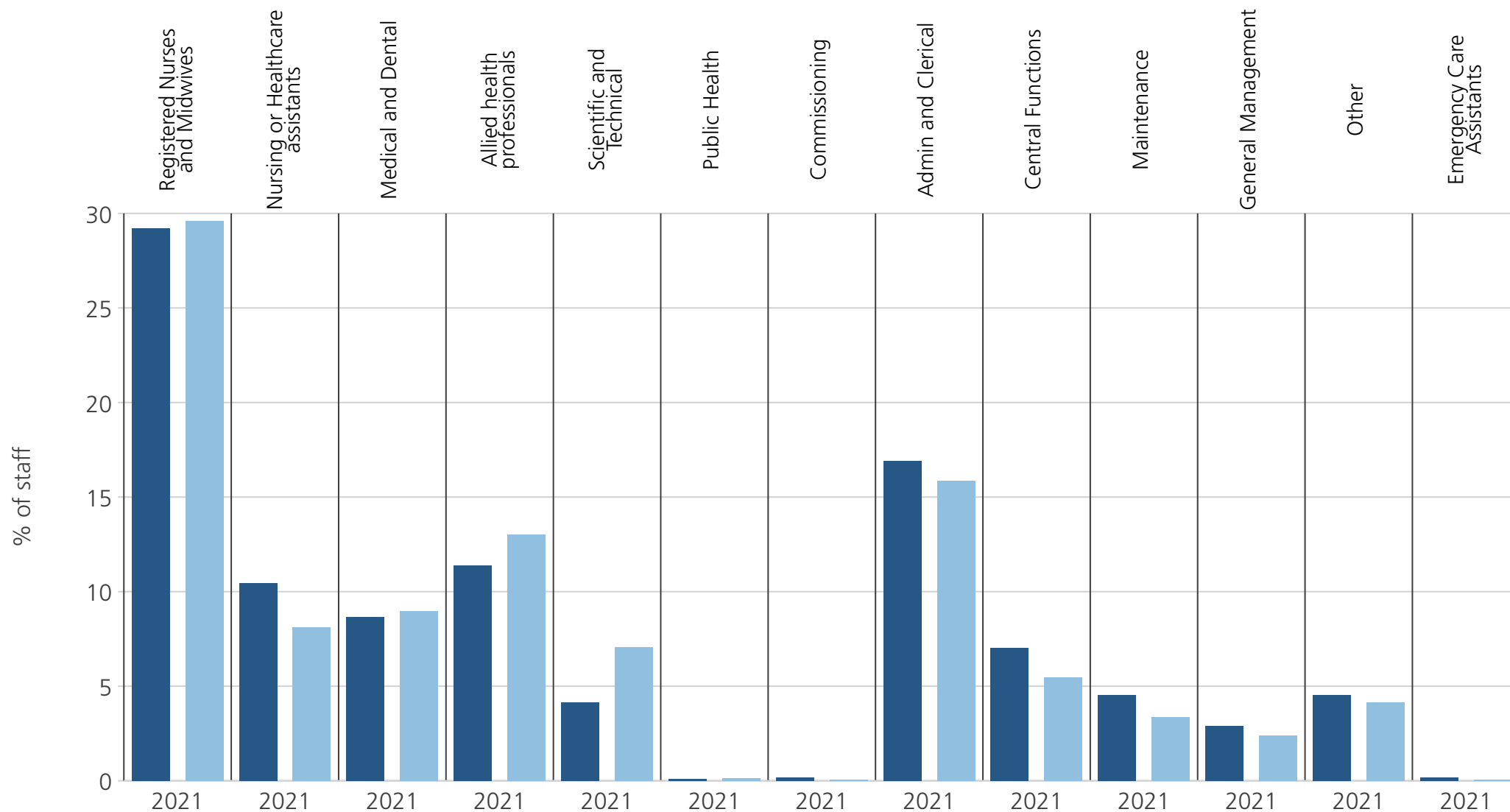
Your org	37.6%	28.3%
Average	39.7%	30.1%
Responses	1,294	1,295



Your org	9.9%	15.9%	17.3%	15.3%	12.9%	28.8%
Average	9.5%	14.3%	19.0%	16.5%	12.6%	28.4%
Responses	1,298	1,298	1,298	1,298	1,298	1,298

Yes No Prefer not to say





Your org	29.2%	10.4%	8.6%	11.4%	4.1%	0.1%	0.2%	16.9%	7.0%	4.5%	2.9%	4.5%	0.2%
Average	29.6%	8.1%	9.0%	13.0%	7.1%	0.2%	0.1%	15.9%	5.5%	3.4%	2.4%	4.1%	0.0%
Responses	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284

# Workforce Equality Standards

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

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.

## 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 2017-2021 organisation and benchmarking group median results for q14a, q14b&c combined, q15, and q16b split by ethnicity (by white / BME staff).

## Workforce Disability Equality Standard (WDES)

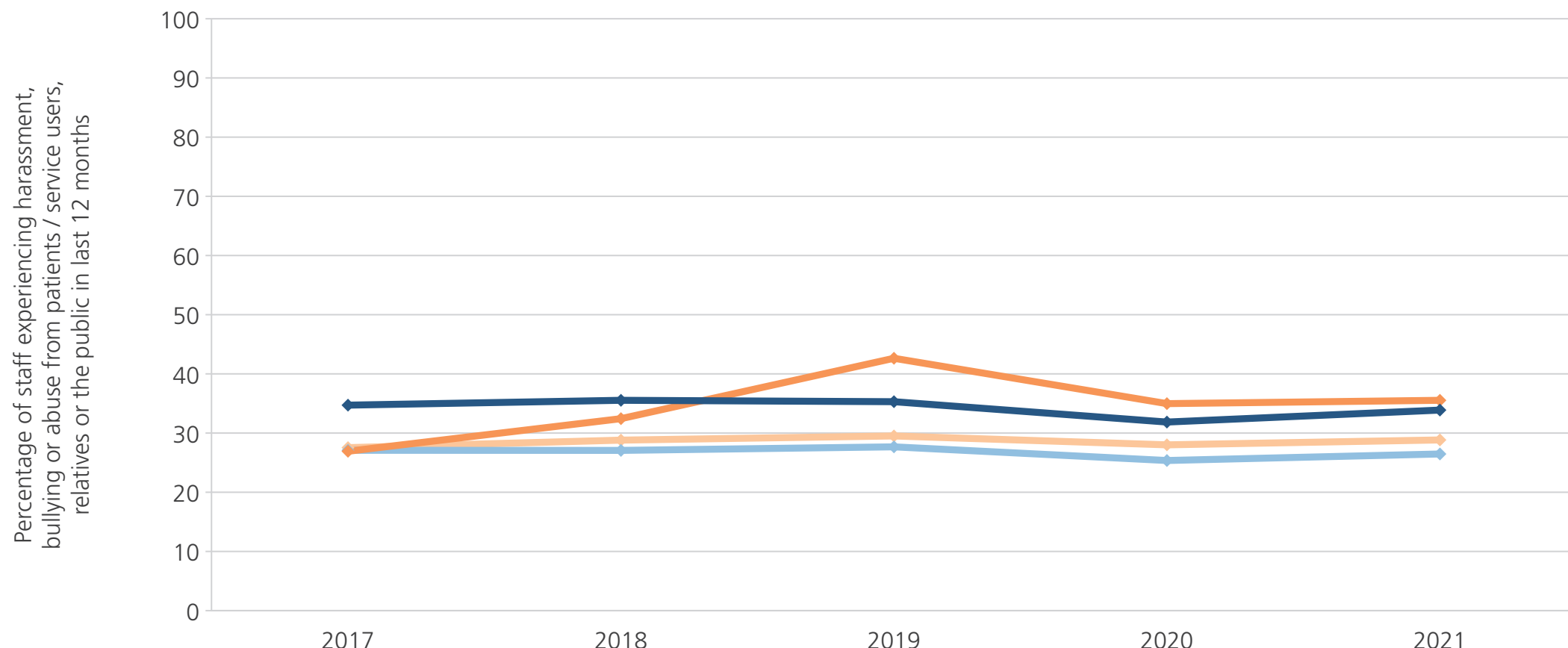
- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018-2021 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. It also shows results for q28b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.
- The WDES breakdowns are based on the responses to q28a ***Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?*** In 2020, the question text was shortened and the word 'disabilities' was removed but the question and WDES results still remain historically comparable.

## Changes to how the Workforce Equality Standards are calculated

- For 2021, the data way in which data for Q15 are reported has changed, with the inclusion of "don't know" responses in the base of the calculation.
- In 2020, the approach to calculating the benchmark median scores and the way in which data for Q14d are reported also changed.
- All these changes have been applied retrospectively so all historical results for Q14d and Q15 and data shown in the average calculations are comparable across years. However, the figures shown may not be directly comparable to the results reported in previous years.
- 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)

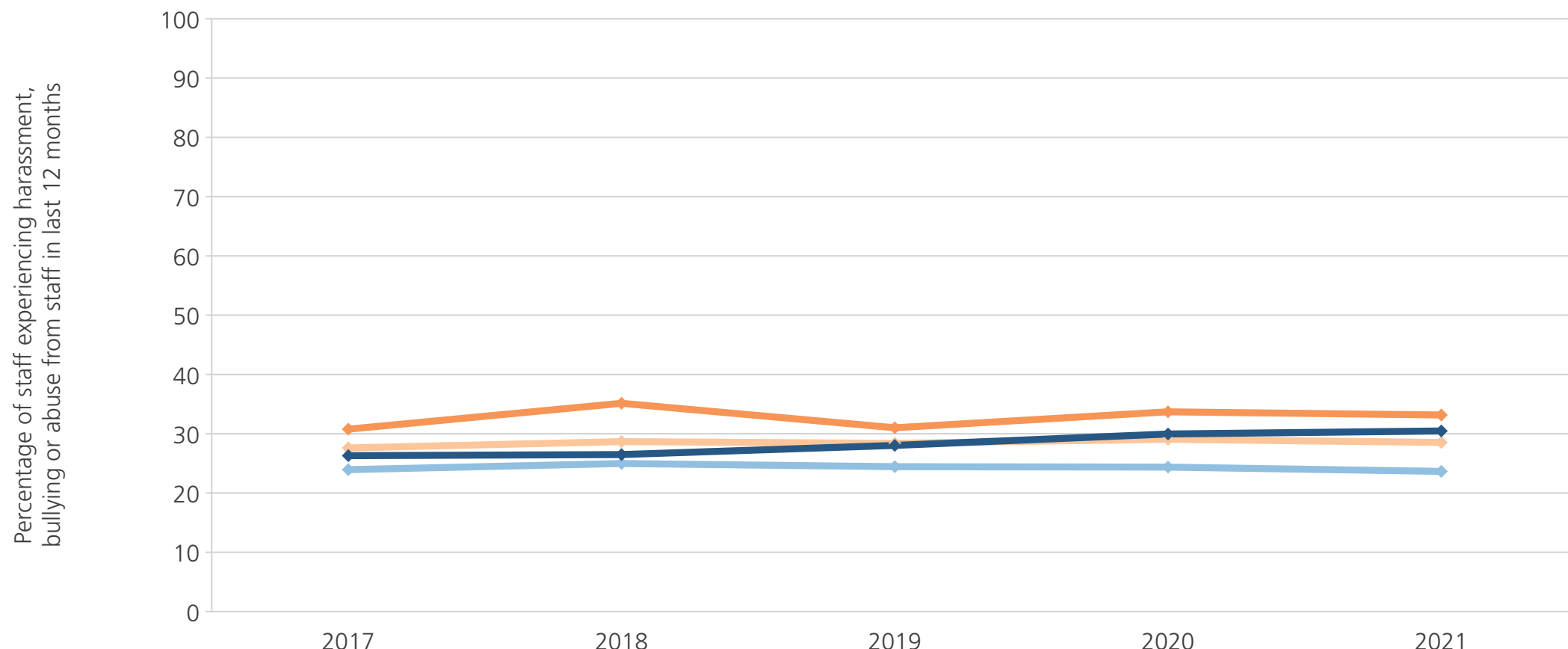
James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results



	2017	2018	2019	2020	2021
<b>White: Your org</b>	34.7%	35.5%	35.3%	31.9%	33.9%
<b>BME: Your org</b>	26.9%	32.4%	42.6%	35.0%	35.5%
<b>White: Average</b>	27.1%	27.1%	27.7%	25.4%	26.5%
<b>BME: Average</b>	27.5%	28.8%	29.5%	28.0%	28.8%
<b>White: Responses</b>	458	439	1,102	1,108	1,092
<b>BME: Responses</b>	52	37	129	183	197

Average calculated as the median for the benchmark group





	2017	2018	2019	2020	2021
<b>White: Your org</b>	26.3%	26.5%	28.0%	30.0%	30.5%
<b>BME: Your org</b>	30.8%	35.1%	31.0%	33.7%	33.2%
<b>White: Average</b>	23.9%	25.0%	24.4%	24.4%	23.6%
<b>BME: Average</b>	27.6%	28.7%	28.4%	29.1%	28.5%

White: Responses

460

438

1,106

1,105

1,093

BME: Responses

52

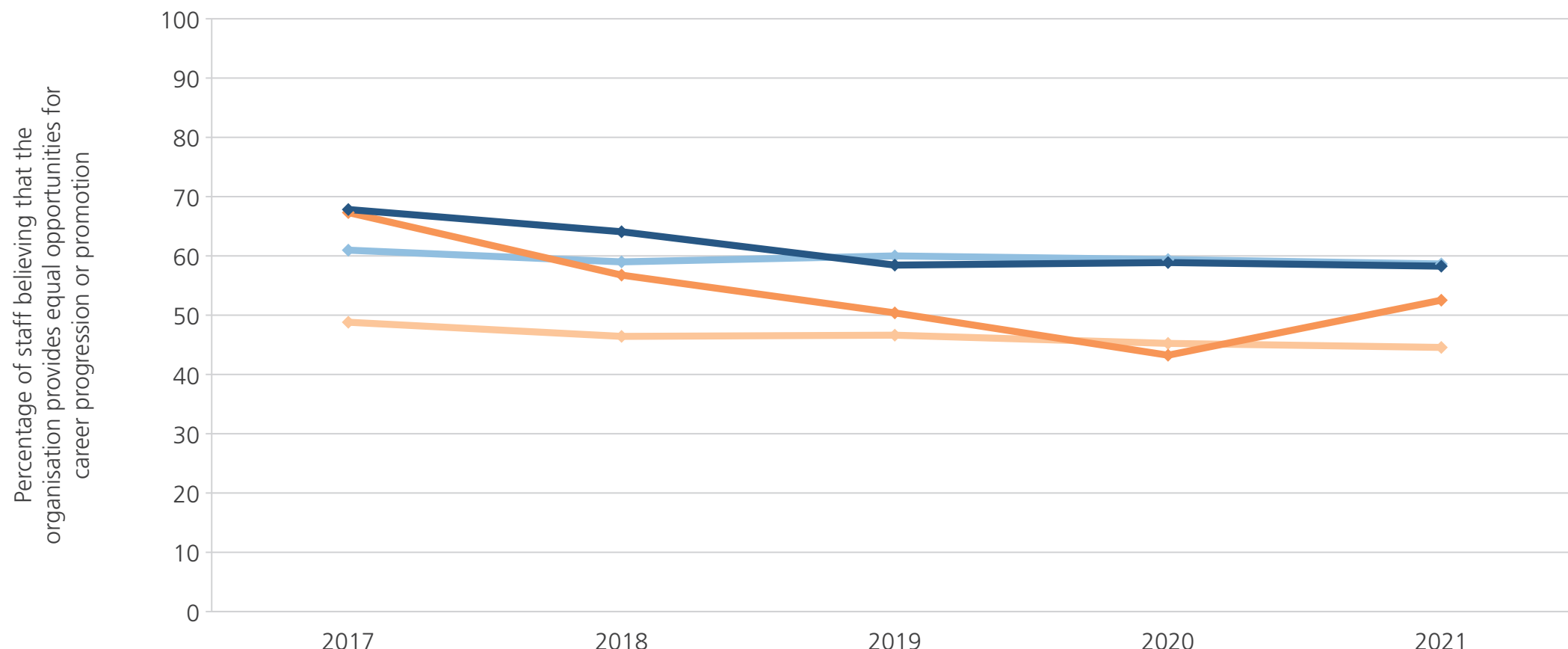
37

129

184

196

Average calculated as the median for the benchmark group



	2017	2018	2019	2020	2021
<b>White: Your org</b>	67.8%	64.1%	58.4%	58.9%	58.3%
<b>BME: Your org</b>	67.3%	56.8%	50.4%	43.2%	52.5%
<b>White: Average</b>	61.0%	59.0%	60.0%	59.4%	58.6%
<b>BME: Average</b>	48.8%	46.4%	46.6%	45.2%	44.6%

White: Responses

460

437

1,107

1,104

1,095

BME: Responses

52

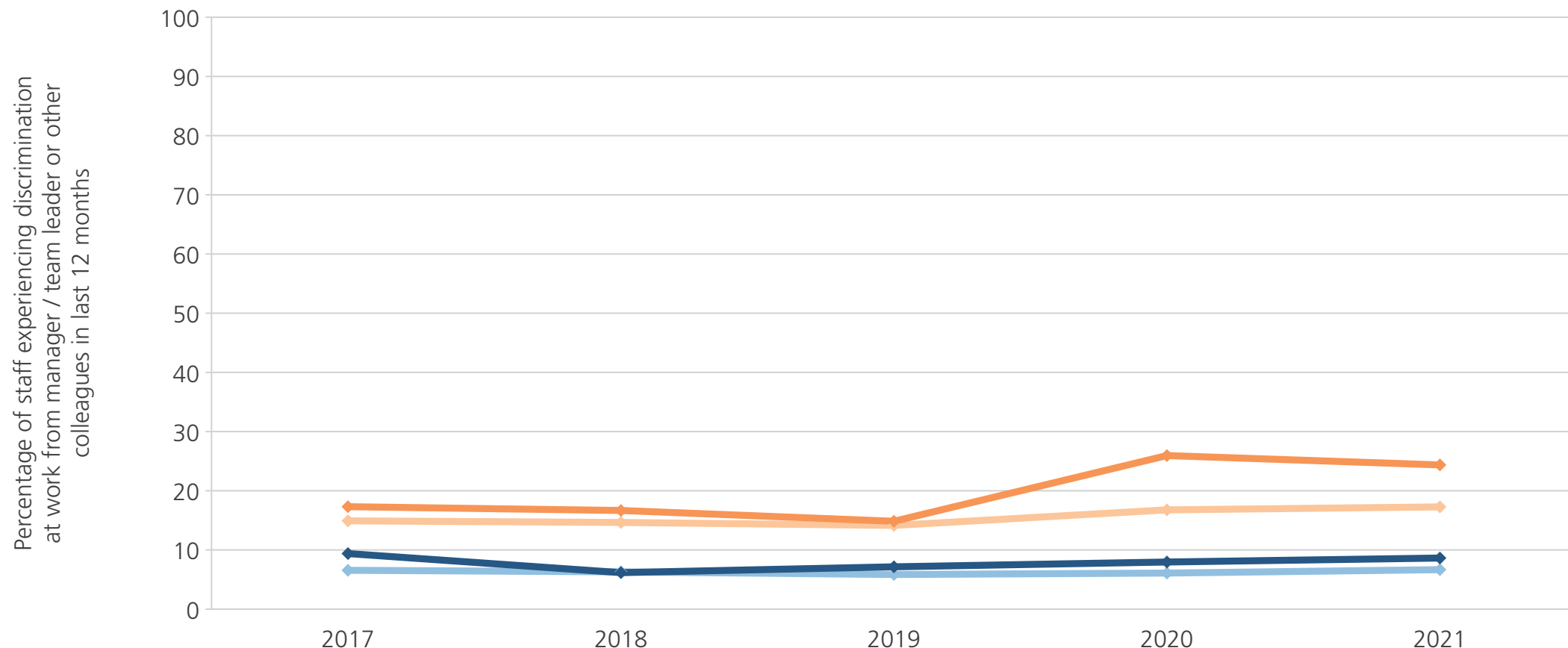
37

129

185

198

Average calculated as the median for the benchmark group

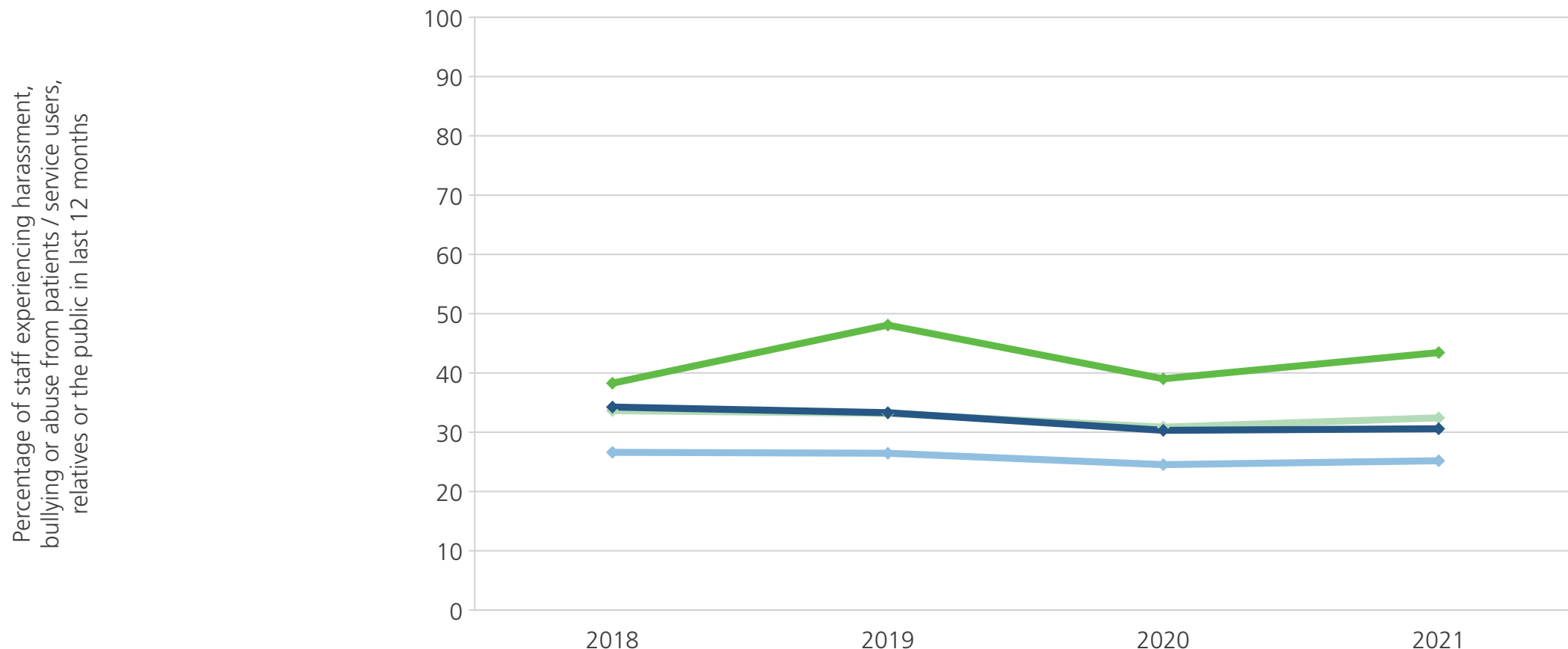


White: Your org	9.4%	6.2%	7.1%	8.0%	8.6%
BME: Your org	17.3%	16.7%	14.8%	25.9%	24.4%
White: Average	6.6%	6.3%	5.9%	6.1%	6.7%
BME: Average	14.9%	14.6%	14.1%	16.8%	17.3%
	2017	2018	2019	2020	2021
White: Responses	458	438	1,105	1,093	1,089
BME: Responses	52	36	128	185	197

Average calculated as the median for the benchmark group

# Workforce Disability Equality Standard (WDES)

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results



Staff with a LTC or illness: Your org	38.3%	48.1%	39.0%	43.4%
Staff without a LTC or illness: Your org	34.3%	33.3%	30.3%	30.6%
Staff with a LTC or illness: Average	33.6%	33.2%	30.9%	32.4%
Staff without a LTC or illness: Average	26.6%	26.5%	24.5%	25.2%

Staff with a LTC or illness: Responses

81

260

264

343

Staff without a LTC or illness: Responses

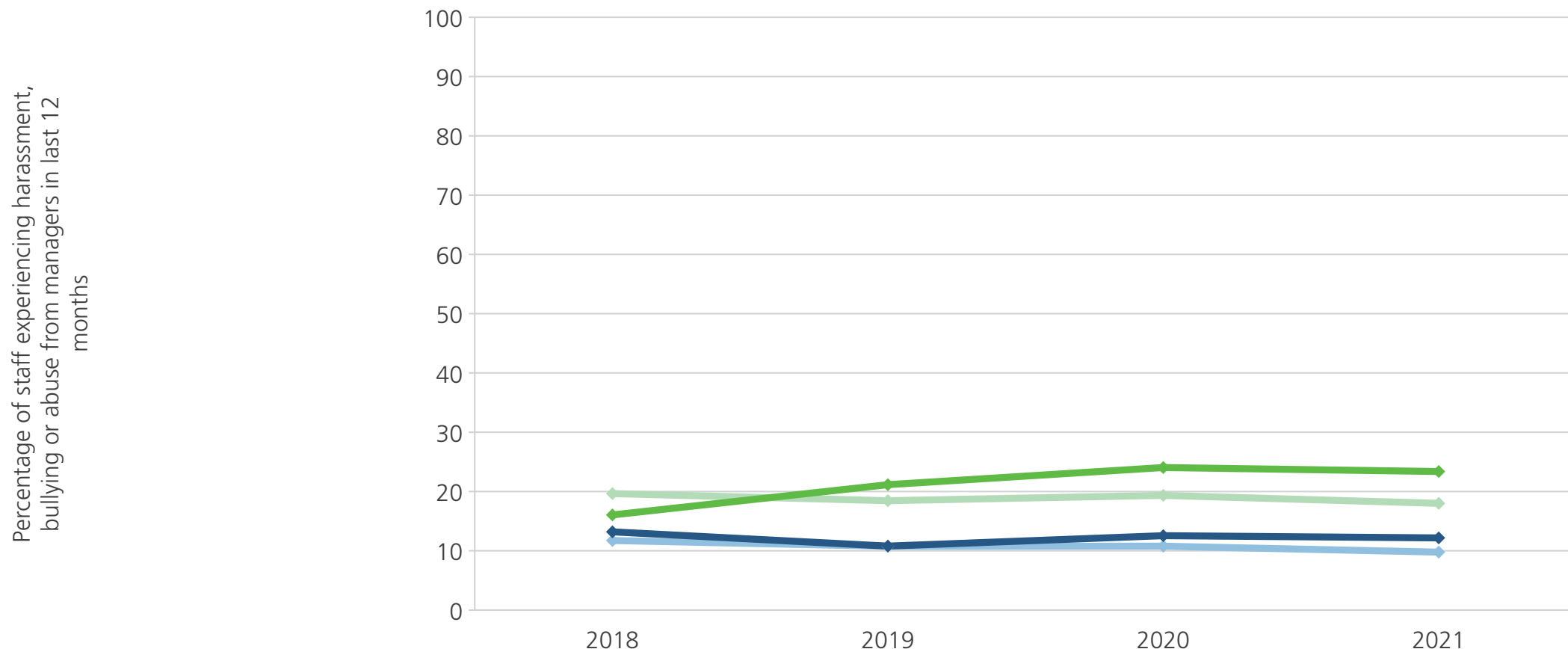
400

973

1,029

935

Average calculated as the median for the benchmark group



Staff with a LTC or illness: Your org	16.0%	21.2%	24.0%	23.4%
Staff without a LTC or illness: Your org	13.2%	10.8%	12.5%	12.2%
Staff with a LTC or illness: Average	19.6%	18.4%	19.3%	18.0%
Staff without a LTC or illness: Average	11.7%	10.8%	10.8%	9.8%

Staff with a LTC or illness: Responses

81

260

262

338

Staff without a LTC or illness: Responses

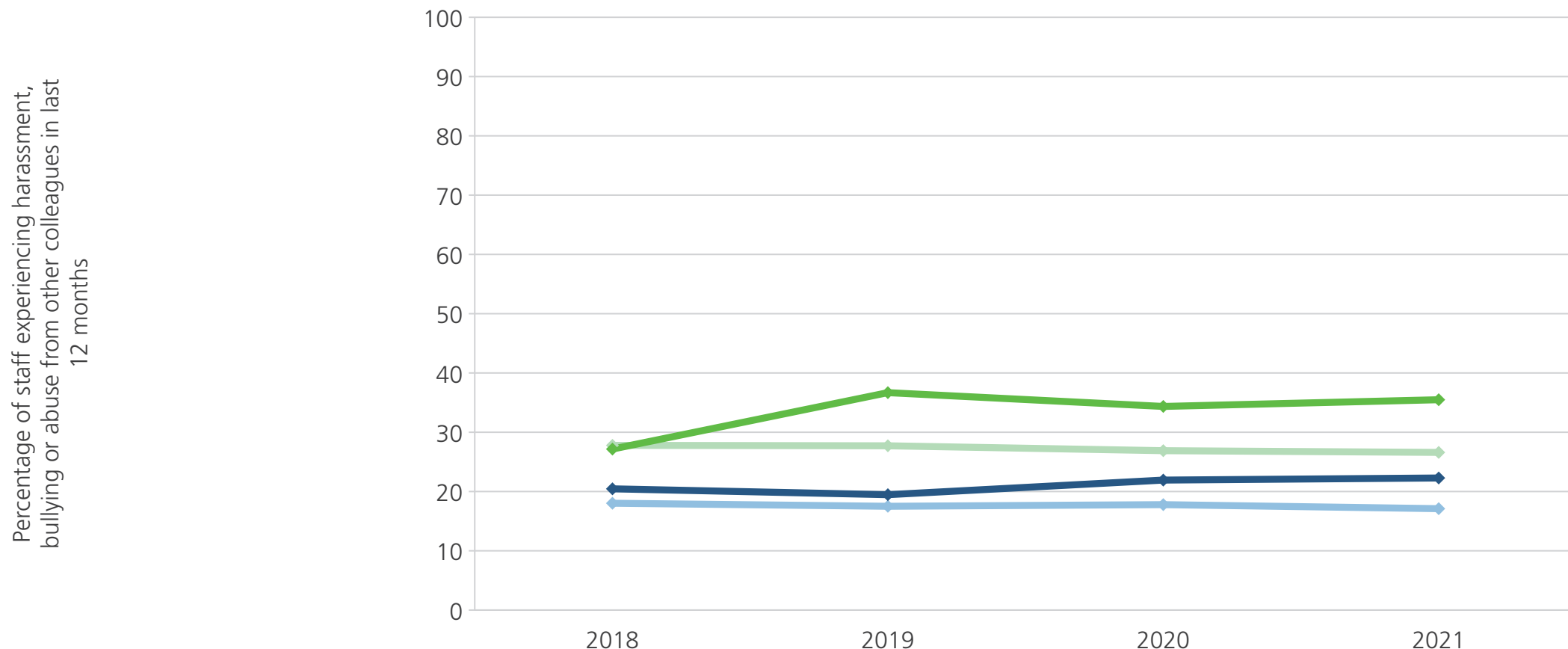
394

973

1,020

928

Average calculated as the median for the benchmark group



Staff with a LTC or illness: Your org	27.2%	36.7%	34.4%	35.5%
Staff without a LTC or illness: Your org	20.5%	19.5%	21.9%	22.3%
Staff with a LTC or illness: Average	27.8%	27.7%	26.9%	26.6%
Staff without a LTC or illness: Average	18.0%	17.5%	17.8%	17.1%

Staff with a LTC or illness: Responses

81

259

262

341

Staff without a LTC or illness: Responses

396

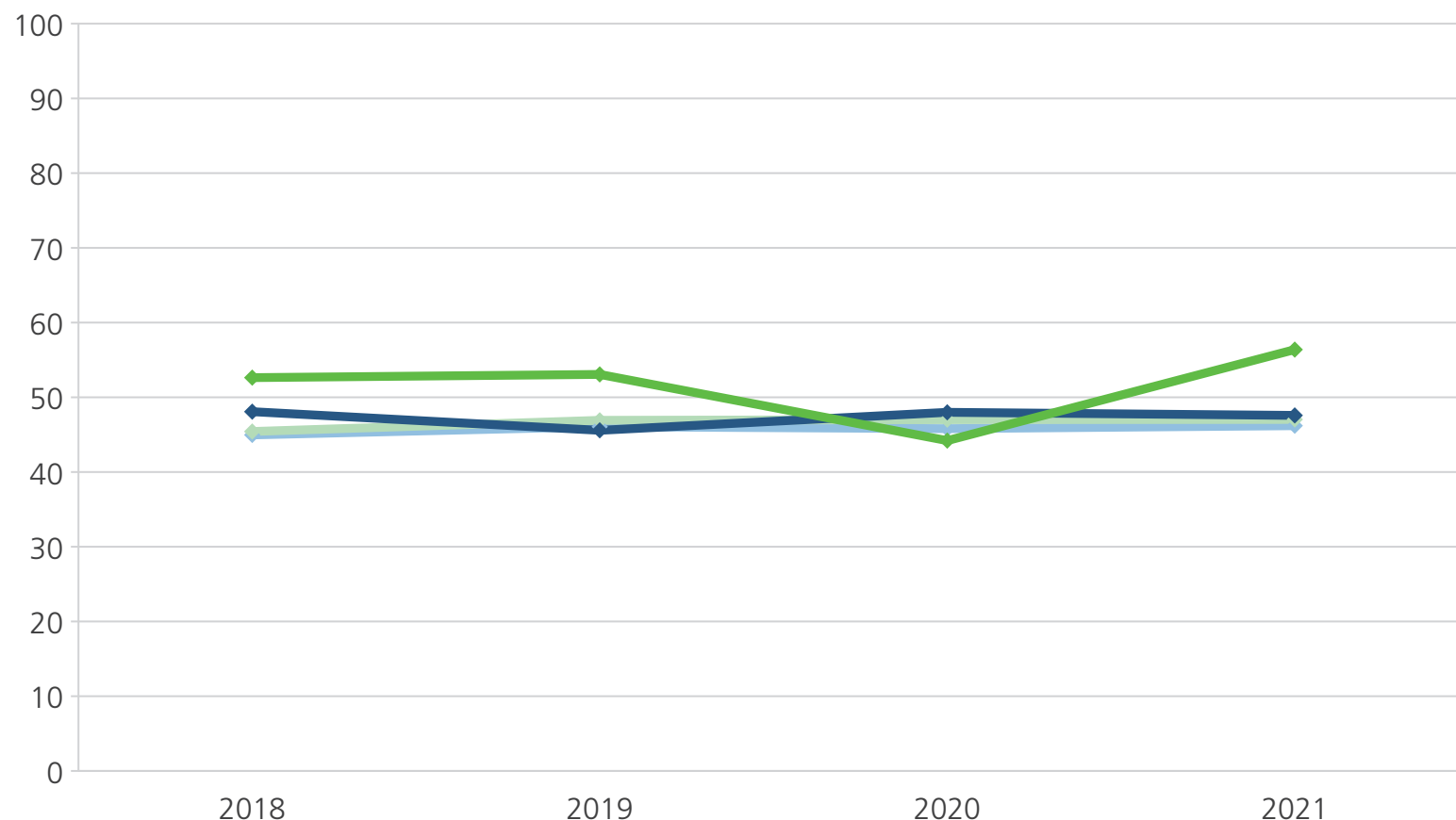
971

1,017

929

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

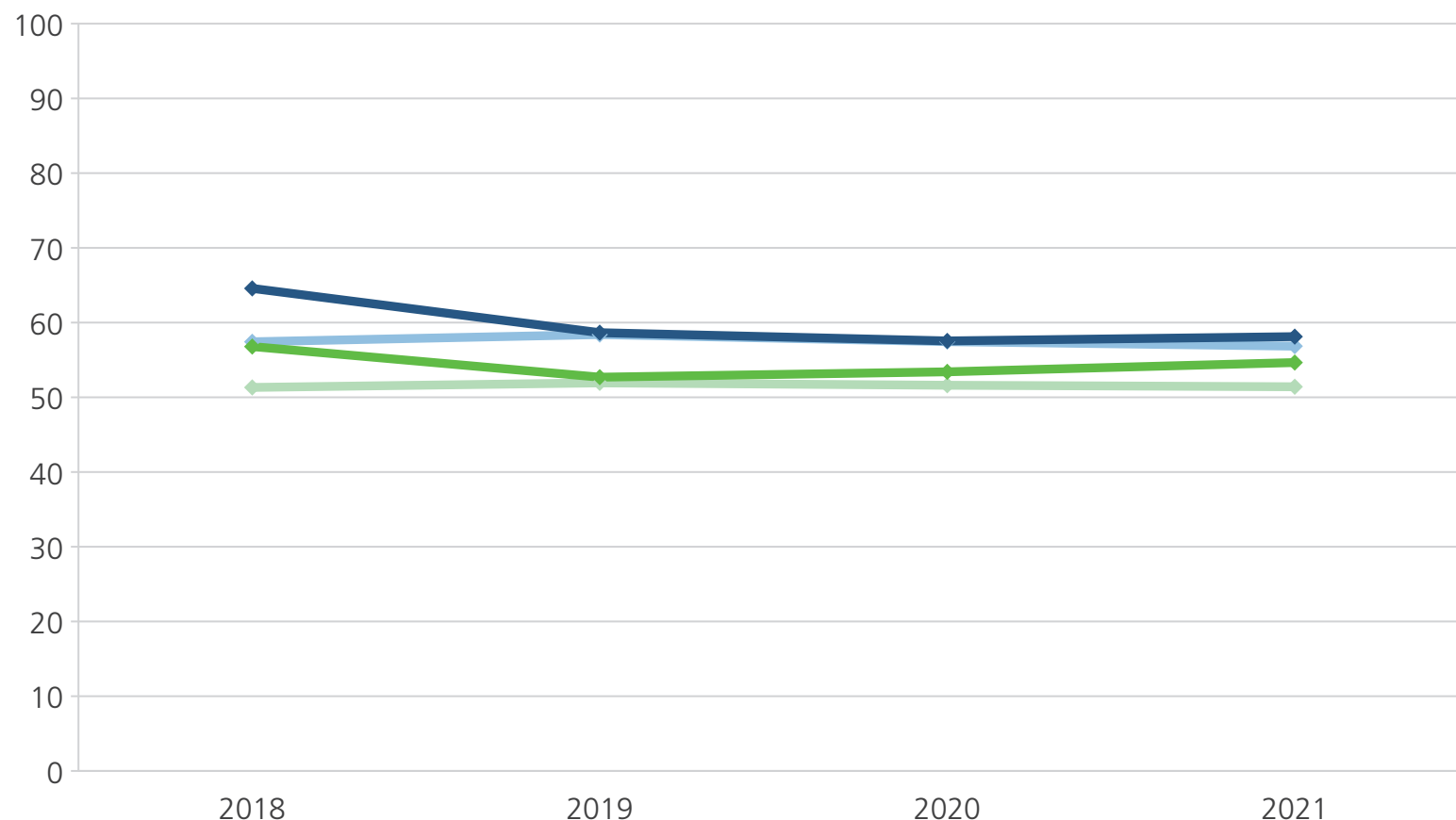


Staff with a LTC or illness: Your org	52.6%	53.1%	44.2%	56.4%
Staff without a LTC or illness: Your org	48.1%	45.6%	48.0%	47.6%
Staff with a LTC or illness: Average	45.4%	46.9%	47.0%	47.0%
Staff without a LTC or illness: Average	45.0%	46.1%	45.8%	46.2%
Staff with a LTC or illness: Responses	38	147	138	188
Staff without a LTC or illness: Responses	156	362	398	351

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



Staff with a LTC or illness: Your org	56.8%	52.7%	53.4%	54.7%
Staff without a LTC or illness: Your org	64.6%	58.6%	57.5%	58.1%
Staff with a LTC or illness: Average	51.3%	51.9%	51.6%	51.4%
Staff without a LTC or illness: Average	57.4%	58.4%	57.4%	56.8%

Staff with a LTC or illness: Responses

81

260

264

344

Staff without a LTC or illness: Responses

398

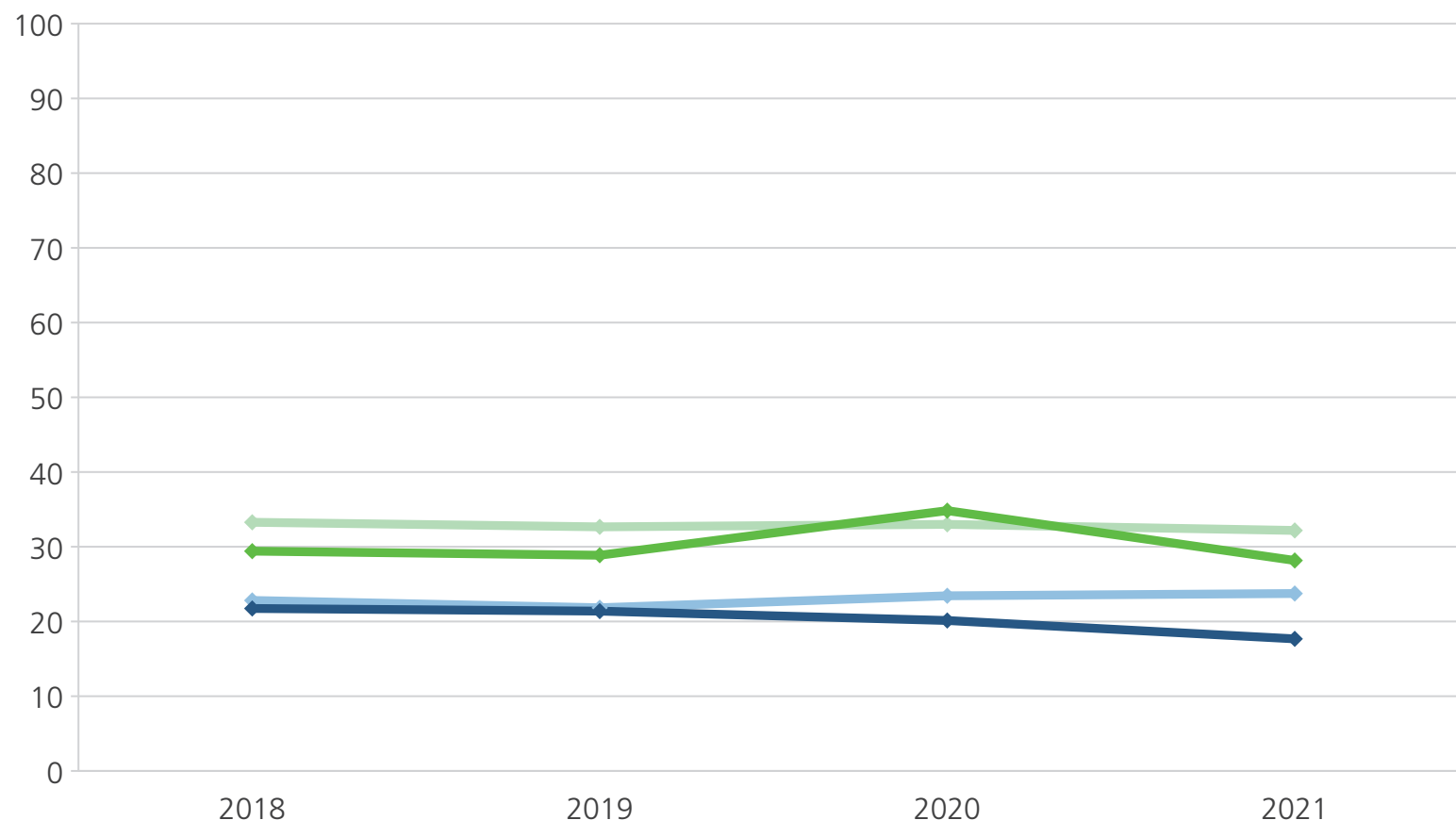
977

1,027

936

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



Staff with a LTC or illness: Your org	29.4%	28.9%	34.8%	28.2%
Staff without a LTC or illness: Your org	21.7%	21.4%	20.1%	17.7%
Staff with a LTC or illness: Average	33.3%	32.7%	33.0%	32.2%
Staff without a LTC or illness: Average	22.8%	21.8%	23.4%	23.7%

Staff with a LTC or illness: Responses

51

194

178

245

Staff without a LTC or illness: Responses

207

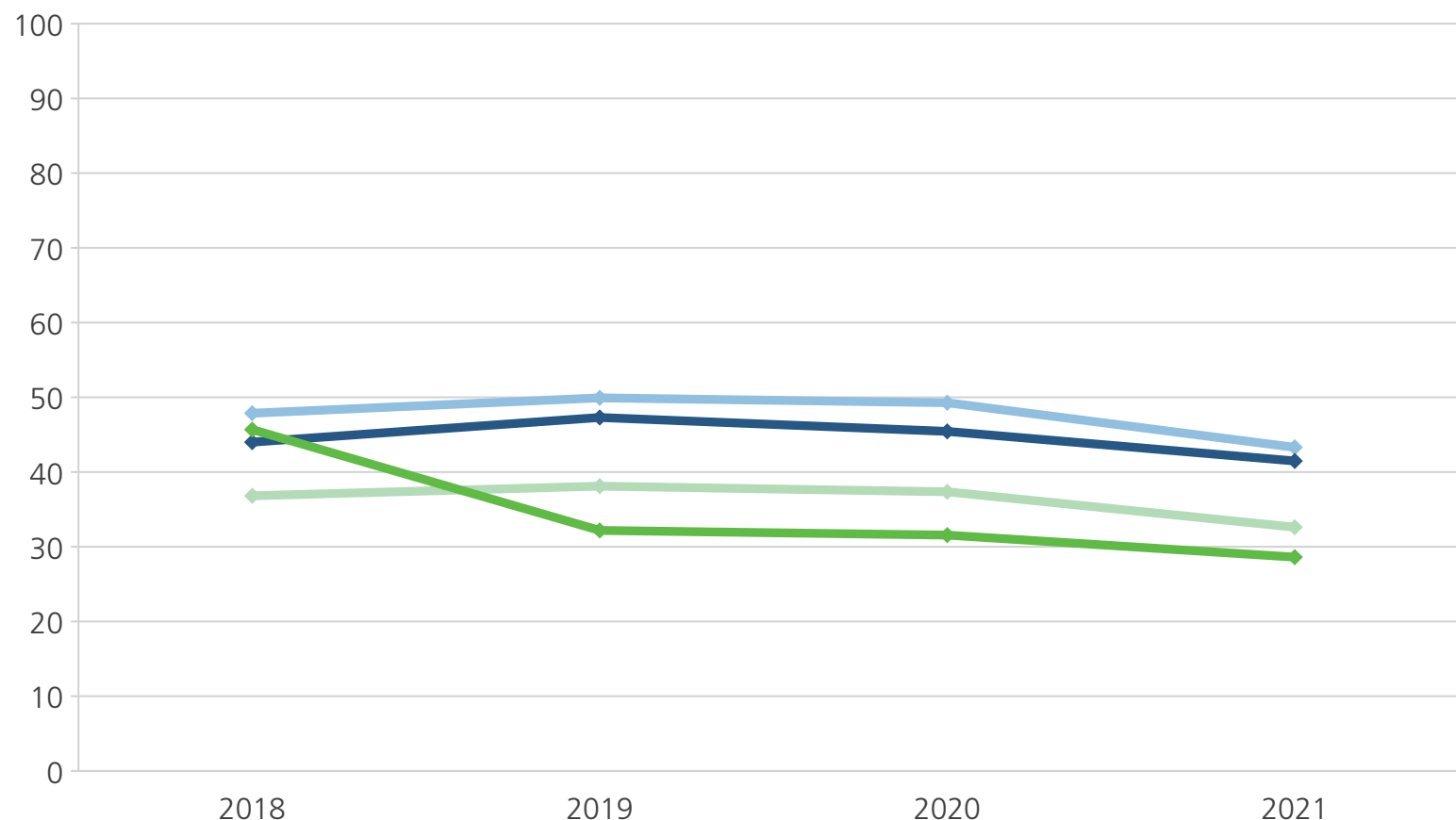
505

457

447

Average calculated as the median for the benchmark group

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

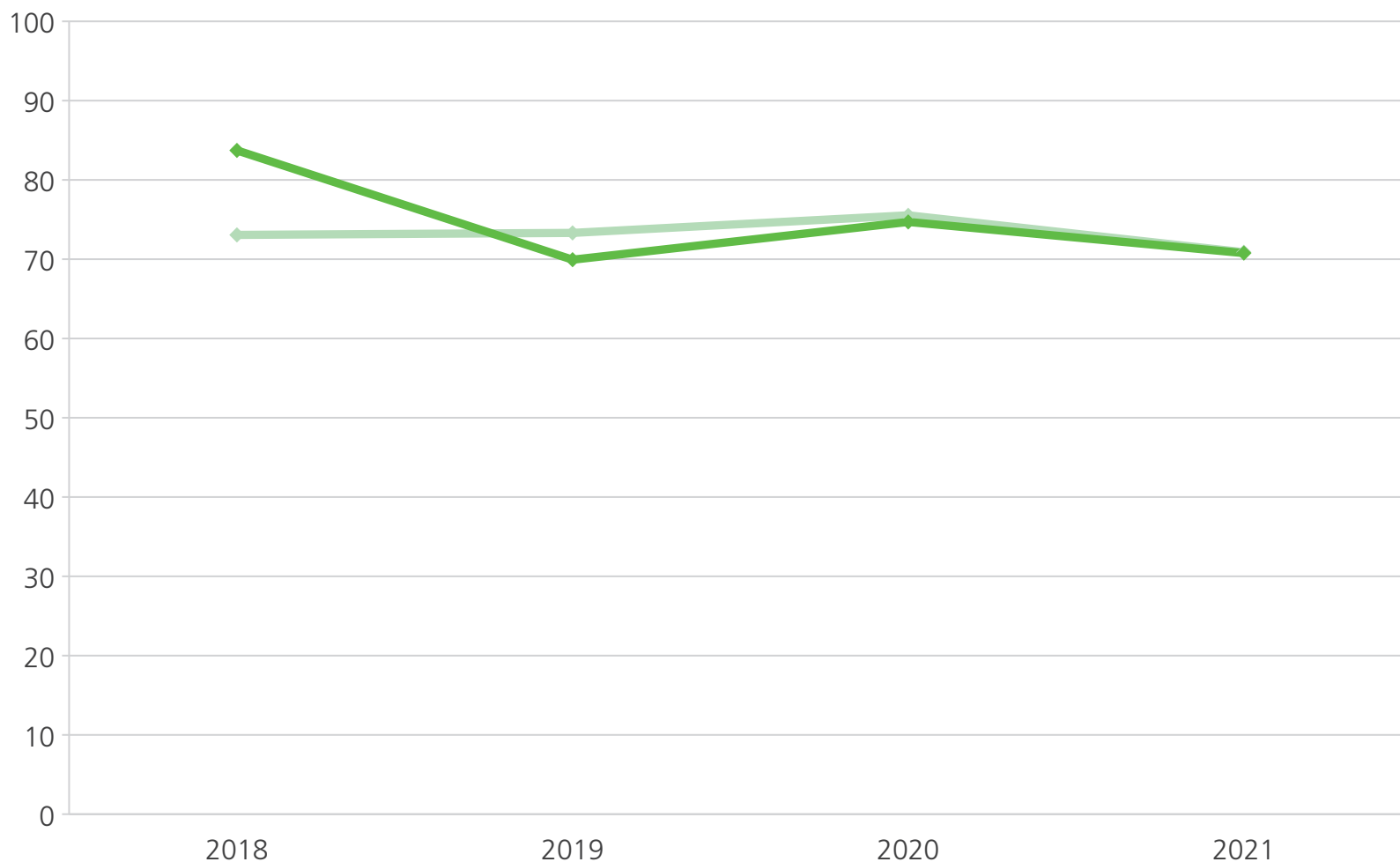


Staff with a LTC or illness: Your org	45.7%	32.2%	31.6%	28.6%
Staff without a LTC or illness: Your org	44.0%	47.3%	45.4%	41.5%
Staff with a LTC or illness: Average	36.8%	38.1%	37.4%	32.6%
Staff without a LTC or illness: Average	47.9%	49.9%	49.3%	43.3%
Staff with a LTC or illness: Responses	81	261	263	346
Staff without a LTC or illness: Responses	400	981	1,030	933

Average calculated as the median for the benchmark group

# 2021 NHS Staff Survey Results > WDES > Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work

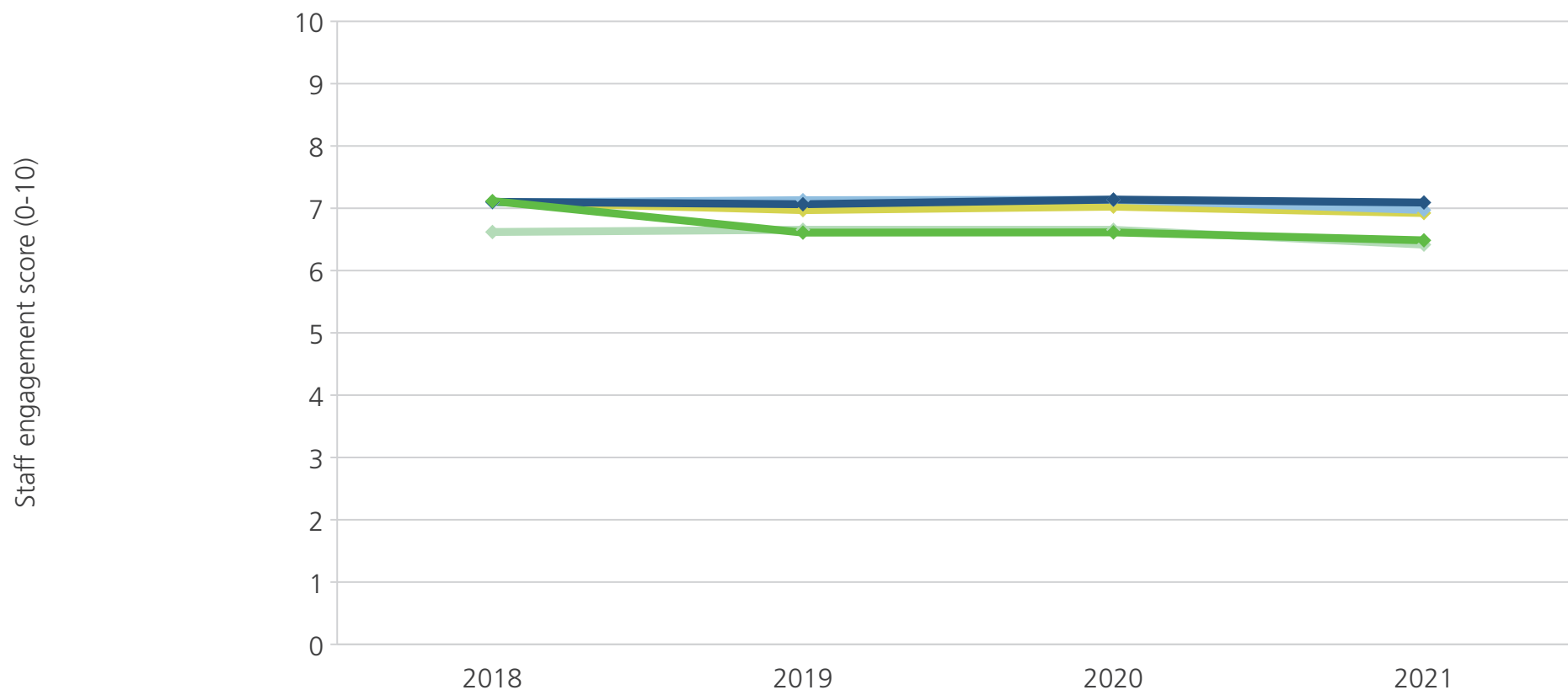
Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work



Staff with a LTC or illness: Your org	83.7%	69.9%	74.7%	70.8%
Staff with a LTC or illness: Average	73.1%	73.3%	75.5%	70.9%

Staff with a LTC or illness: Responses 43 153 166 195

Average calculated as the median for the benchmark group



Organisation average	2018	2019	2020	2021
Staff with a LTC or illness: Your org	7.1	6.6	6.6	6.5
Staff without a LTC or illness: Your org	7.1	7.1	7.1	7.1
Staff with a LTC or illness: Average	6.6	6.7	6.7	6.4
Staff without a LTC or illness: Average	7.1	7.1	7.1	7.0

Organisation Responses

489

Staff with a LTC or illness: Responses

80

Staff without a LTC or illness: Responses

402

1,276

261

987

1,318

266

1,034

1,308

348

942

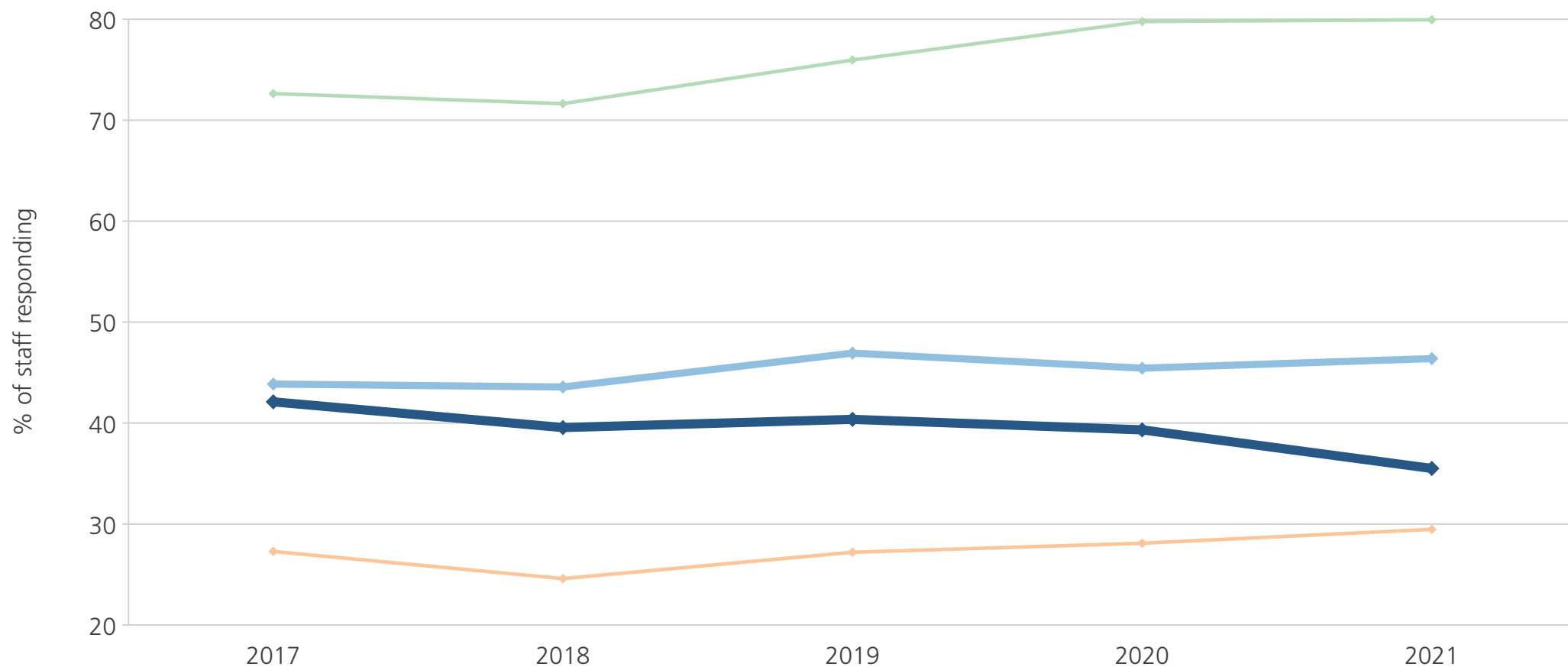
Average calculated as the median for the benchmark group

# Appendices

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

# Appendix A: Response rate

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results



	2017	2018	2019	2020	2021
<b>Highest</b>	72.6%	71.6%	76.0%	79.8%	79.9%
<b>Your org</b>	42.1%	39.6%	40.4%	39.3%	35.5%
<b>Median</b>	43.9%	43.6%	46.9%	45.4%	46.4%
<b>Lowest</b>	27.3%	24.6%	27.2%	28.1%	29.5%



# Appendix B: Significance testing – 2020 vs 2021

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

The table below presents the results of significance testing conducted on the theme scores calculated in both 2020 and 2021\*. Note that results for the People Promise elements are not available for 2020. The table 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 2021 score is significantly higher than last year's, whereas **↓** indicates that the 2021 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'.

People Promise elements	2020 score	2020 respondents	2021 score	2021 respondents	Statistically significant change?
We are compassionate and inclusive			<b>7.1</b>	1306	N/A
We are recognised and rewarded			<b>5.7</b>	1304	N/A
We each have a voice that counts			<b>6.7</b>	1295	N/A
We are safe and healthy			<b>5.9</b>	1295	N/A
We are always learning			<b>5.2</b>	1238	N/A
We work flexibly			<b>6.2</b>	1298	N/A
We are a team			<b>6.4</b>	1302	N/A
Themes	2020 score	2020 respondents	2021 score	2021 respondents	Statistically significant change?
Staff Engagement	<b>7.0</b>	1318	<b>6.9</b>	1308	Not significant
Morale	<b>6.1</b>	1318	<b>5.9</b>	1308	<b>↓</b>

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

For more details please see the [technical document](#).

# Appendix C: Tips on using your benchmark report

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results

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 who are new to the Staff Survey.



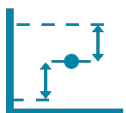
## Key points to note



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



- A key feature of the reports is that they **provide organisations with up to five years of trend data**. For this year, trend data is provided for the two themes of Staff Engagement and Morale, the sub-scores that feed into these themes and for all questions except those added to the survey for the first time this year, and those impacted by survey change. Trend data provides a much more reliable indication of whether the most recent results represent a change from the norm for an organisation than comparing the most recent results only to those from the previous year. Taking a longer term view will help organisations to identify trends over several years that may have been missed when comparisons are drawn solely between the current and previous year.



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

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

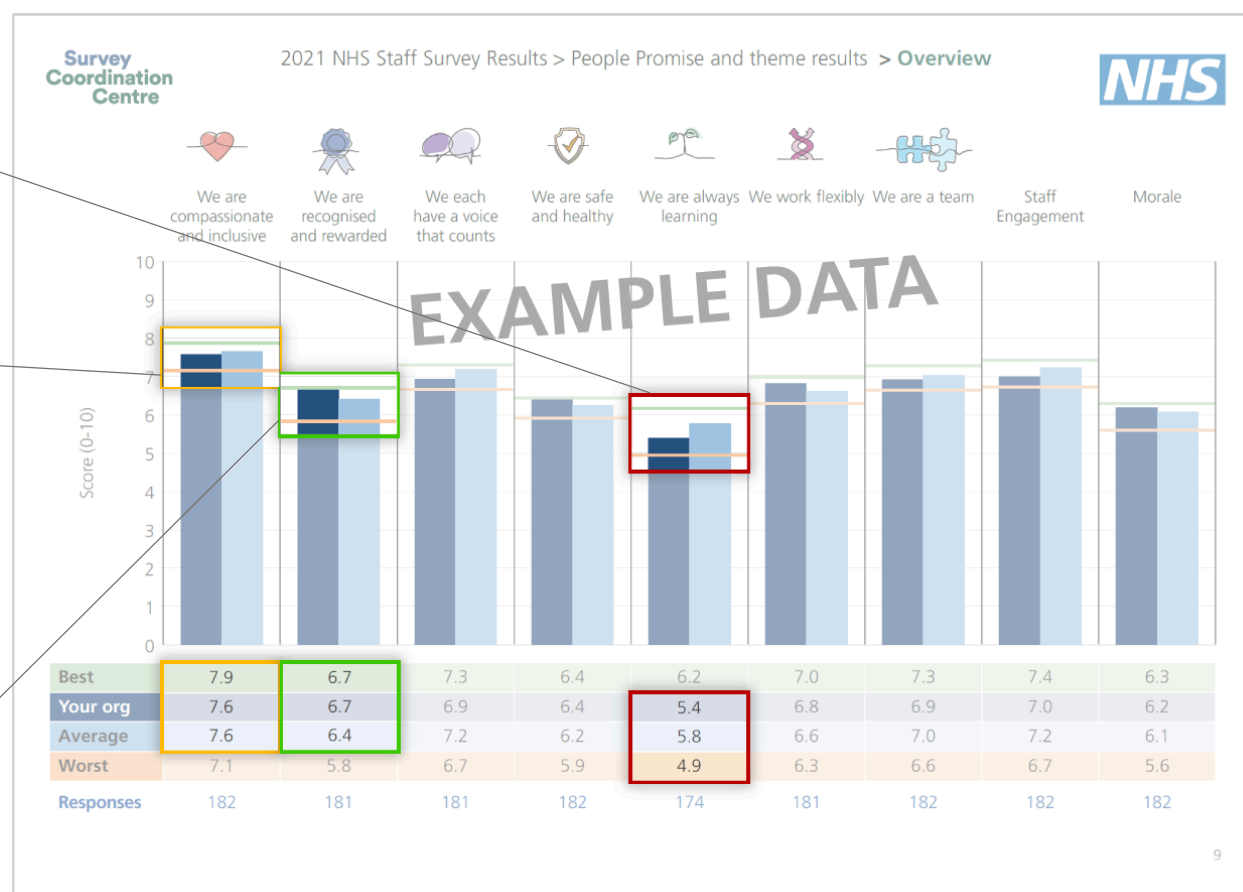
It is important to **consider each result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing People Promise element and theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

## Areas to improve

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

## Positive outcomes

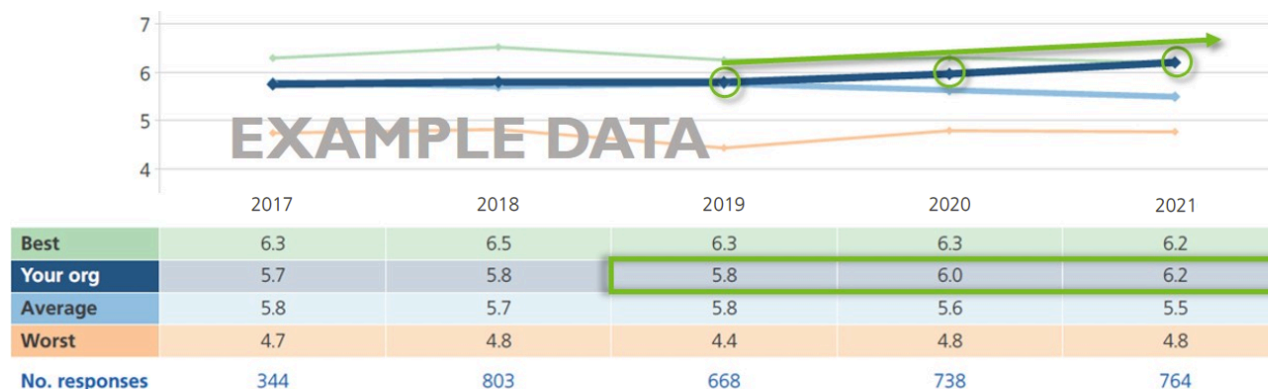
- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' scores are distinctly higher than the benchmarking group 'Average' score.
- Positive stories to report could be ones where your organisation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



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.

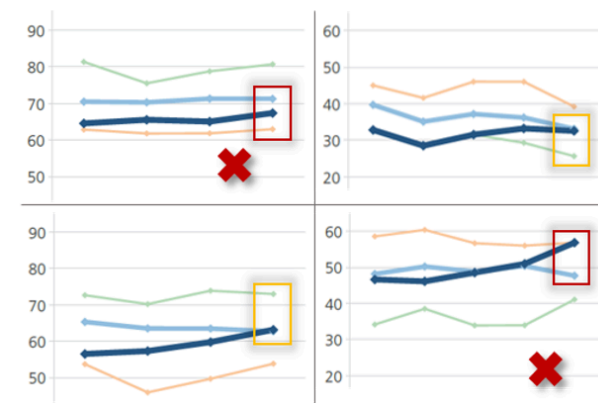


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

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

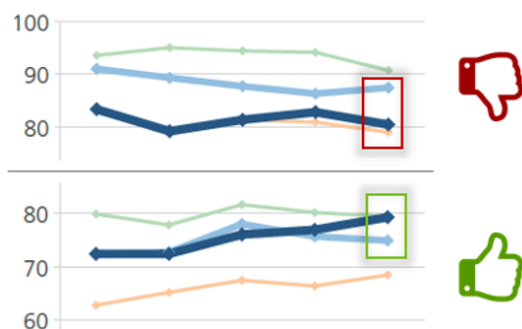
## Identifying questions of interest

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

Most organisations will have questions which have traditionally been a focus for them. Questions which have been targeted with internal policies or programmes, or whose results are of heightened importance due to organisation values or because they are considered a proxy for key issues. Outcomes for these questions can be assessed on the backdrop of benchmark and historical trend data. You can search for specific question results using the 'Find text' feature or by clicking on the question number in the table on page 4.

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

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



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

➤ **When looking for positive outcomes:** search for results where your organisation is closest to the benchmarking group best result (but remember to consider results for previous years), or ones where there is a clear trend of continued improvement over multiple years.

# Appendix D: Additional reporting outputs

James Paget University Hospitals NHS Foundation Trust  
2021 NHS Staff Survey Results



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

## Supporting documents



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



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

## Other local results



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



**[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 People Promise and theme results split by directorate (locality) for James Paget University Hospitals NHS Foundation Trust.

## National results



**[National Trend Data](#)** and **[National Breakdowns](#)**: Dashboards containing national results – data available for five years where possible.



**[Regional/System overview](#)** and **[Regional/System breakdown](#)**: Dashboards containing results for each region and each ICS/STP.