

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

2021 NHS Staff Survey

Benchmark Report

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About this report

This benchmark report for The Queen Elizabeth Hospital King's Lynn 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

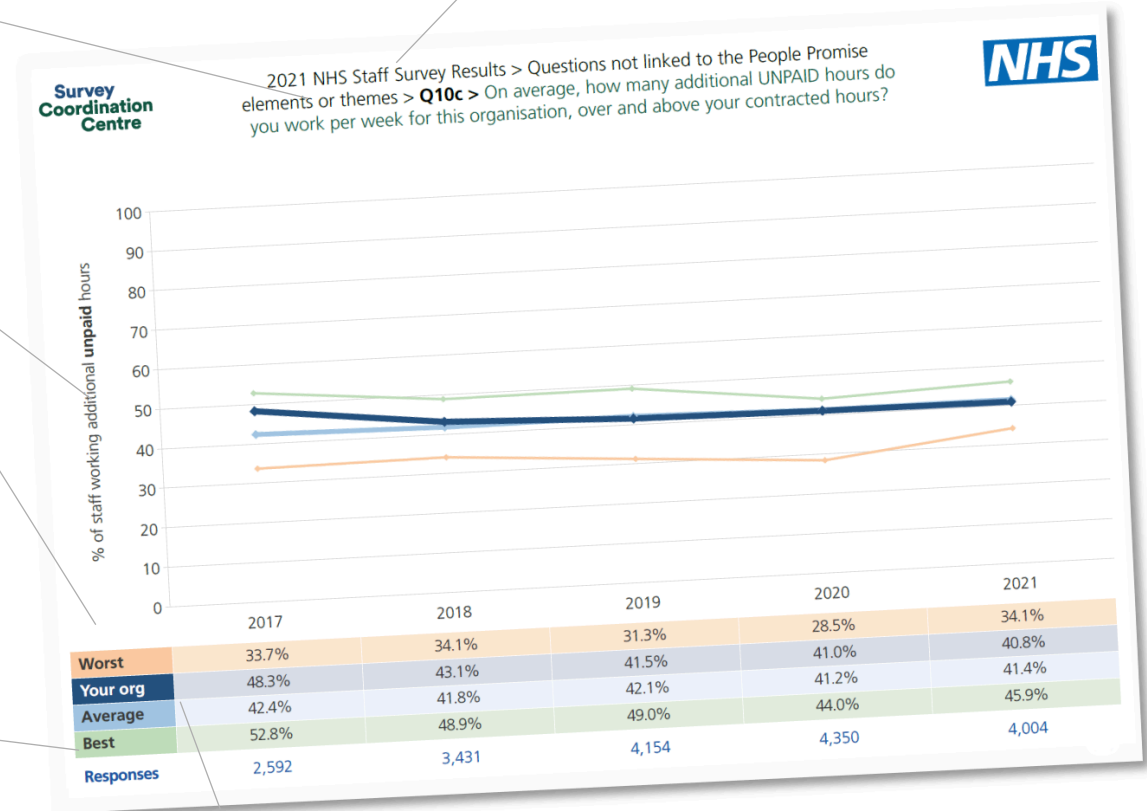
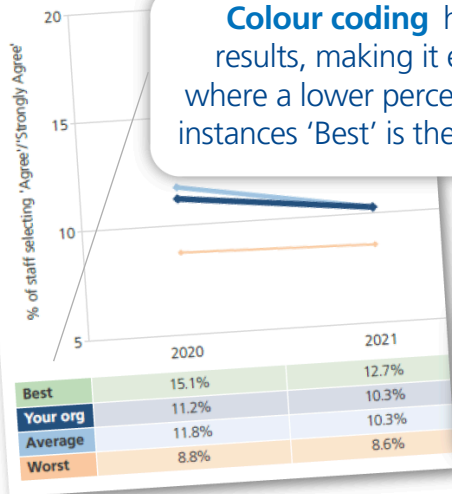
Slide headers are **hyperlinked** throughout the document. '2021 NHS Staff Survey Results' takes you back to the contents page (which is also hyperlinked to each section), while the rest of the text can be used to navigate to sections and sub-sections

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



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



Tips on how to read, interpret and use the data are included in the [Appendices](#)

The Queen Elizabeth Hospital
King's Lynn NHS Foundation Trust

2021 NHS Staff Survey



Organisation details

Completed questionnaires **1,714**

2021 response rate **45%**

[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](#).

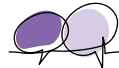
The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results



We are
compassionate
and inclusive



We are
recognised
and rewarded



We each
have a voice
that counts



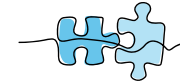
We are safe
and healthy



We are always
learning



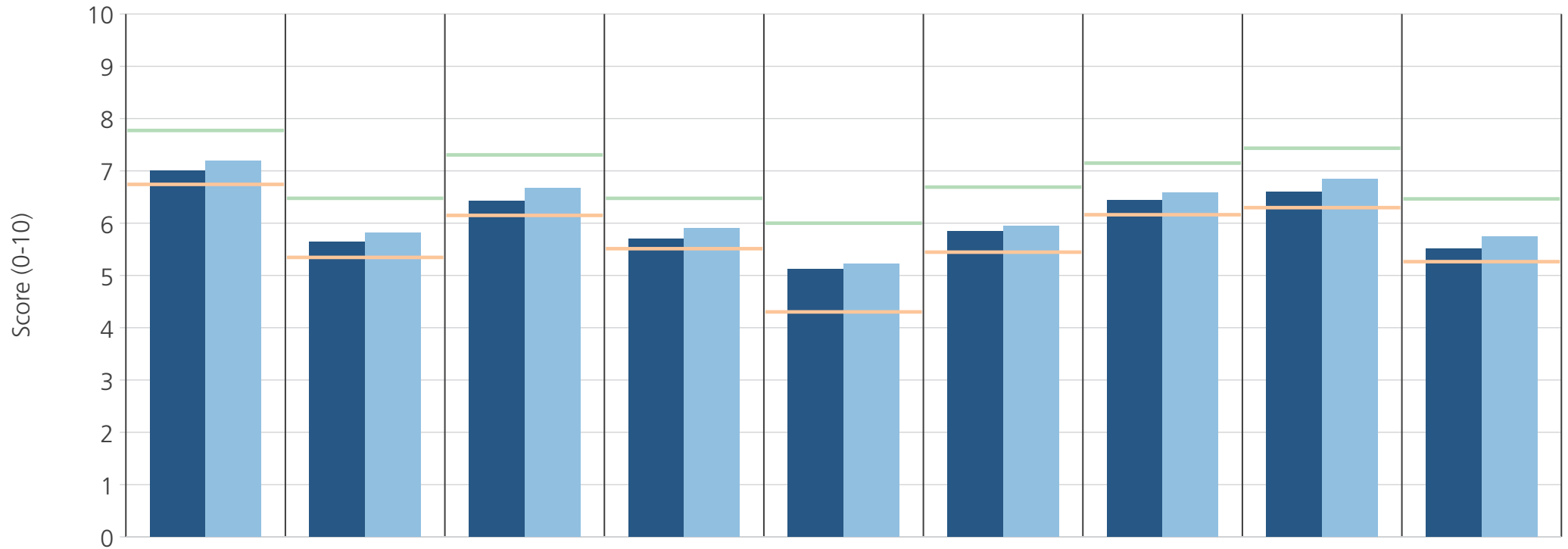
We work flexibly



We are a team

Staff
Engagement

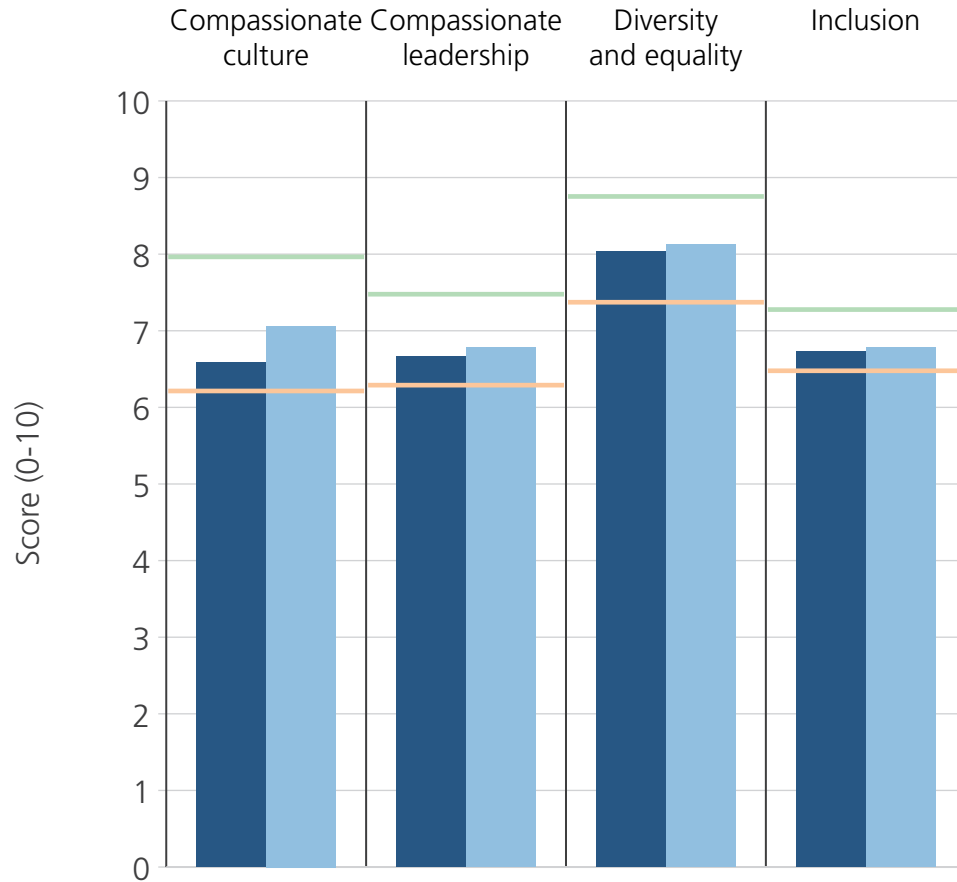
Morale



Best	7.8	6.5	7.3	6.5	6.0	6.7	7.1	7.4	6.5
Your org	7.0	5.6	6.4	5.7	5.1	5.8	6.4	6.6	5.5
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	1,619	1,667	1,586	1,613	1,526	1,656	1,625	1,671	1,666
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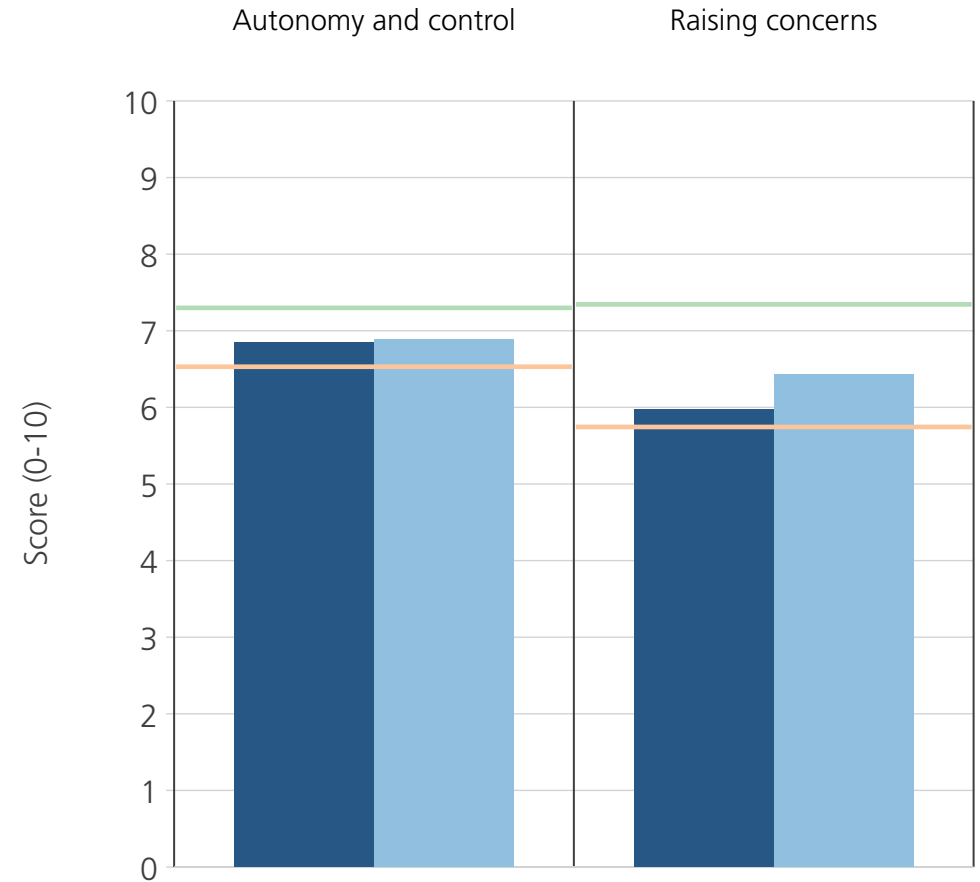
Promise element 1: We are compassionate and inclusive



Best	8.0	7.5	8.8	7.3
Your org	6.6	6.7	8.0	6.7
Average	7.1	6.8	8.1	6.8
Worst	6.2	6.3	7.4	6.5

Responses 1,597 1,623 1,616 1,640

Promise element 3: We each have a voice that counts

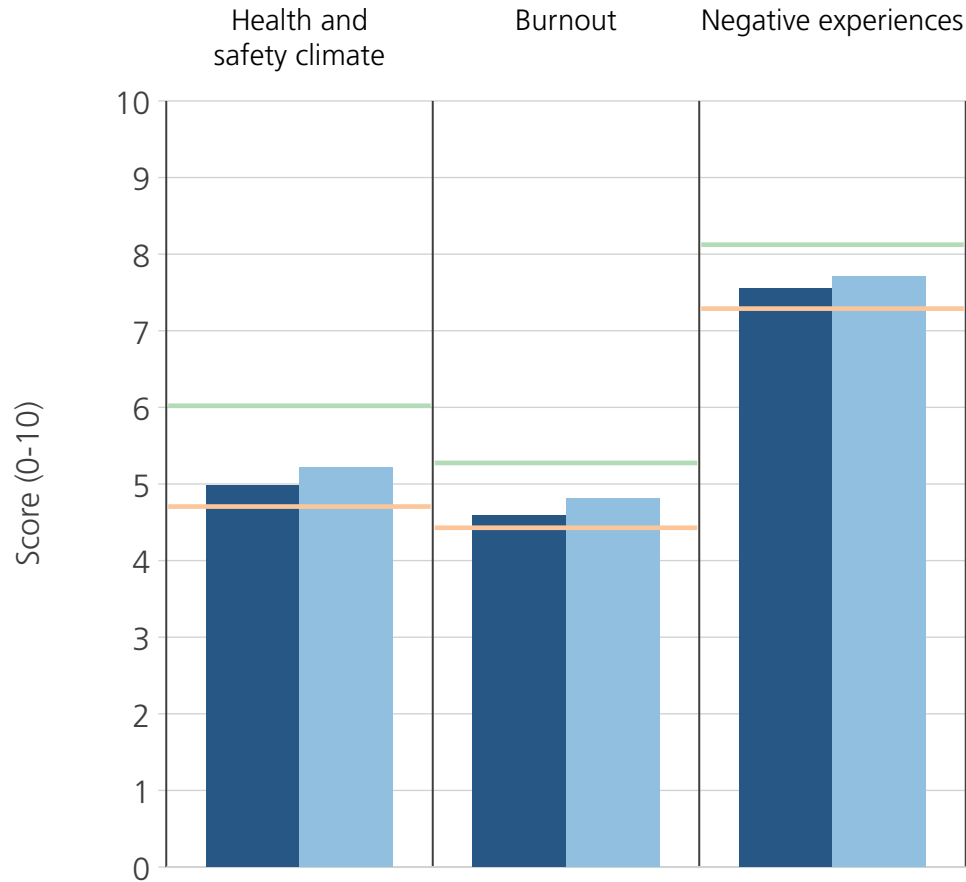


Best	7.3	7.3
Your org	6.8	6.0
Average	6.9	6.4
Worst	6.5	5.7

Responses 1,671 1,588

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

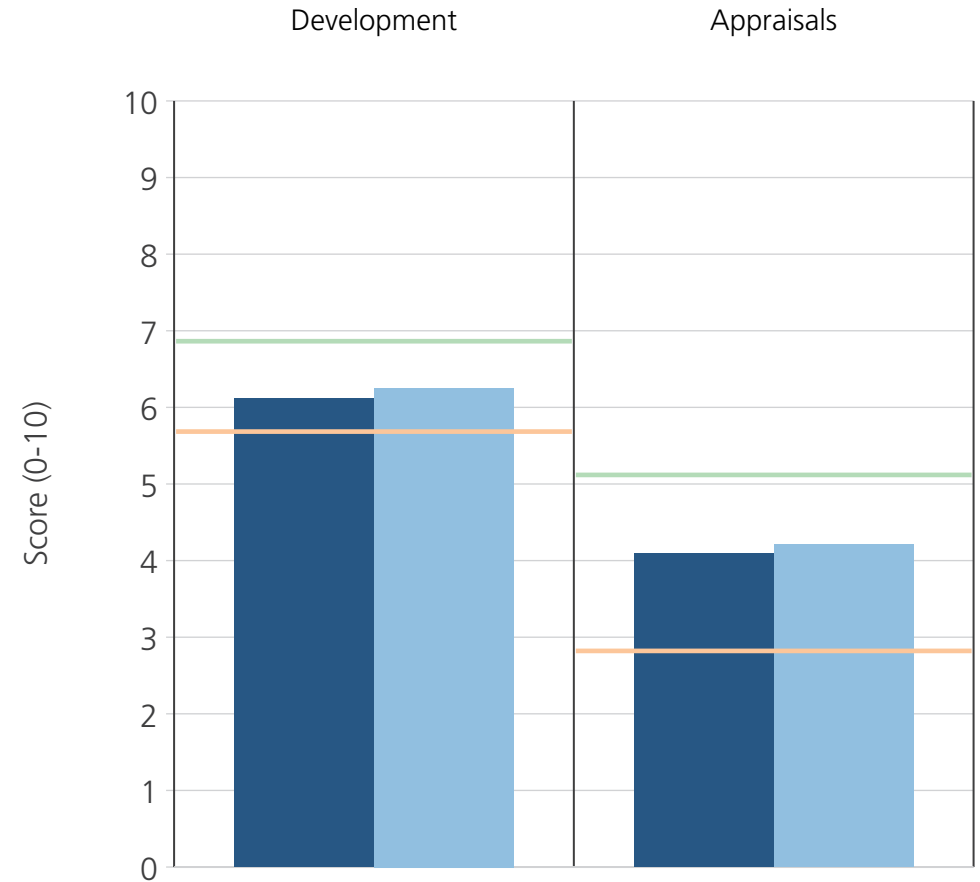
Promise element 4: We are safe and healthy



Best	6.0	5.3	8.1
Your org	5.0	4.6	7.5
Average	5.2	4.8	7.7
Worst	4.7	4.4	7.3

Responses 1,670 1,620 1,622

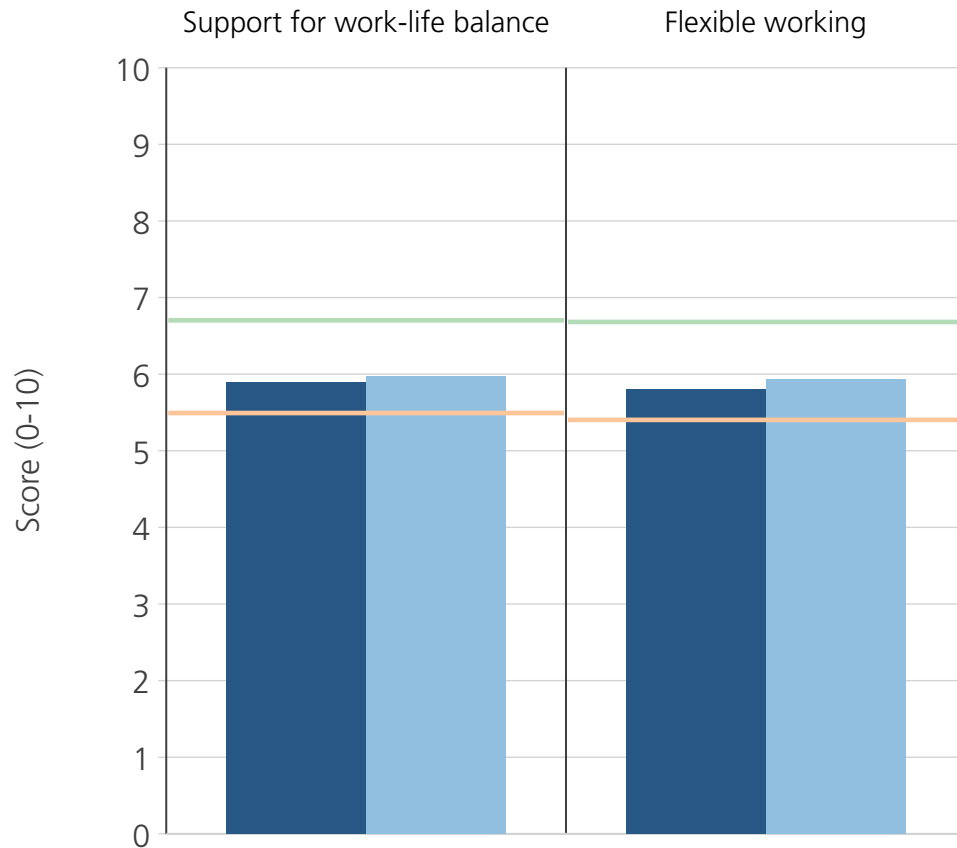
Promise element 5: We are always learning



Best	6.9	5.1
Your org	6.1	4.1
Average	6.3	4.2
Worst	5.7	2.8

Responses 1,601 1,539

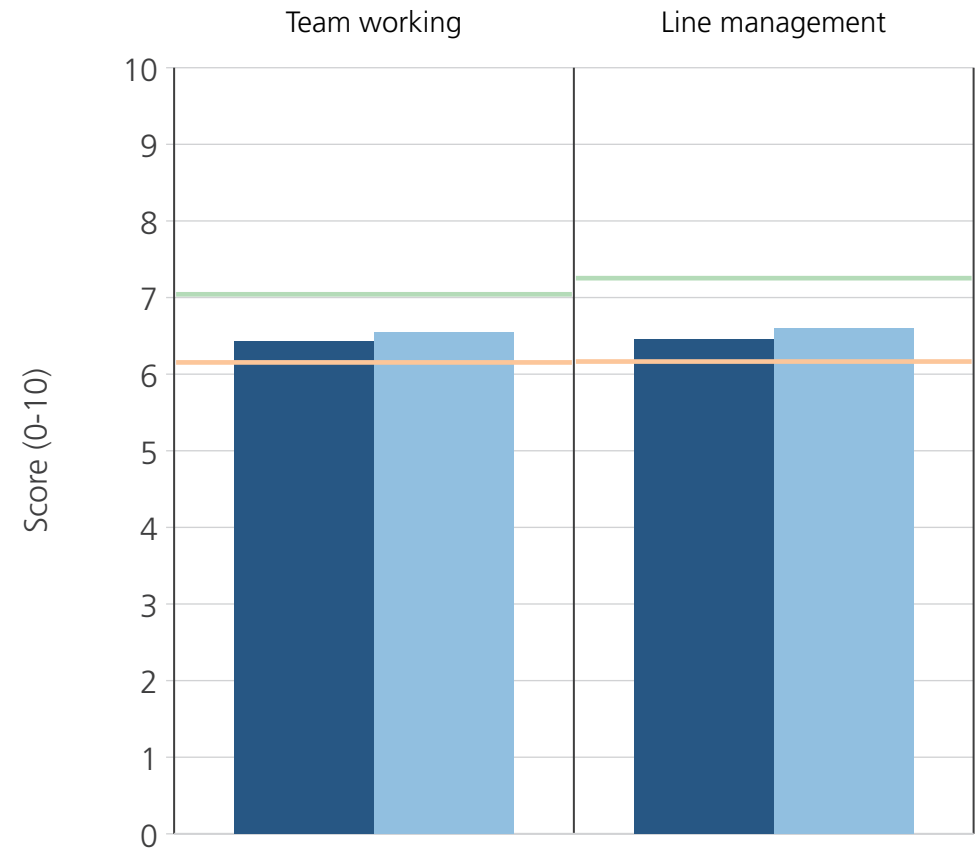
Promise element 6: We work flexibly



Best	6.7	6.7
Your org	5.9	5.8
Average	6.0	5.9
Worst	5.5	5.4

Responses 1,660 1,665

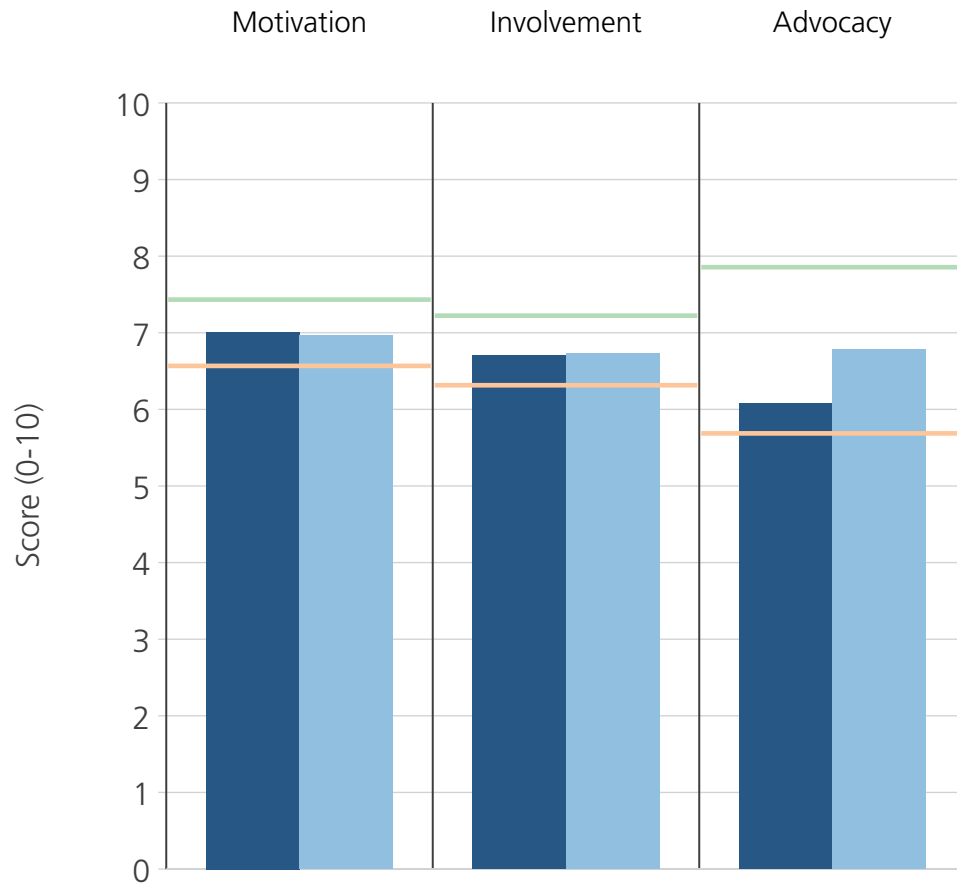
Promise element 7: We are a team



Best	7.0	7.3
Your org	6.4	6.5
Average	6.5	6.6
Worst	6.2	6.2

Responses 1,648 1,627

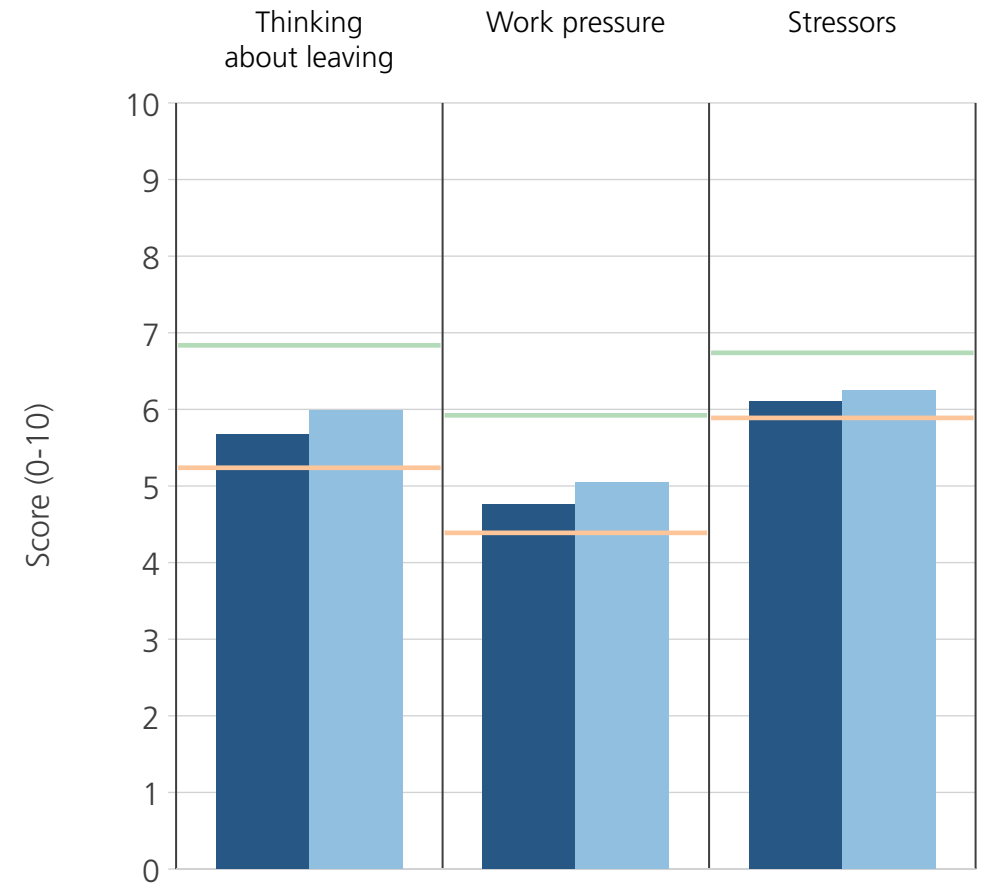
Staff Engagement



Best	7.4	7.2	7.9
Your org	7.0	6.7	6.1
Average	7.0	6.7	6.8
Worst	6.6	6.3	5.7

Responses 1,693 1,671 1,597

Morale

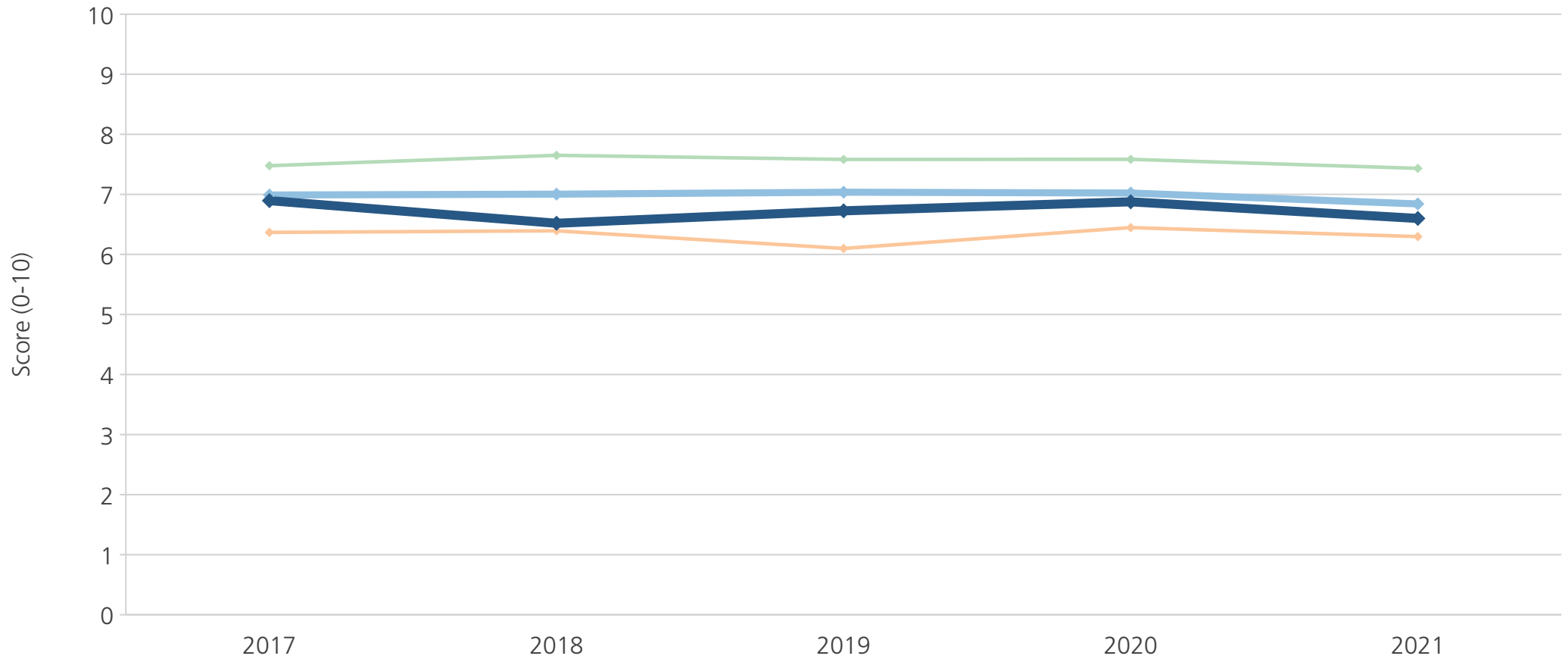


Best	6.8	5.9	6.7
Your org	5.7	4.8	6.1
Average	6.0	5.0	6.2
Worst	5.2	4.4	5.9

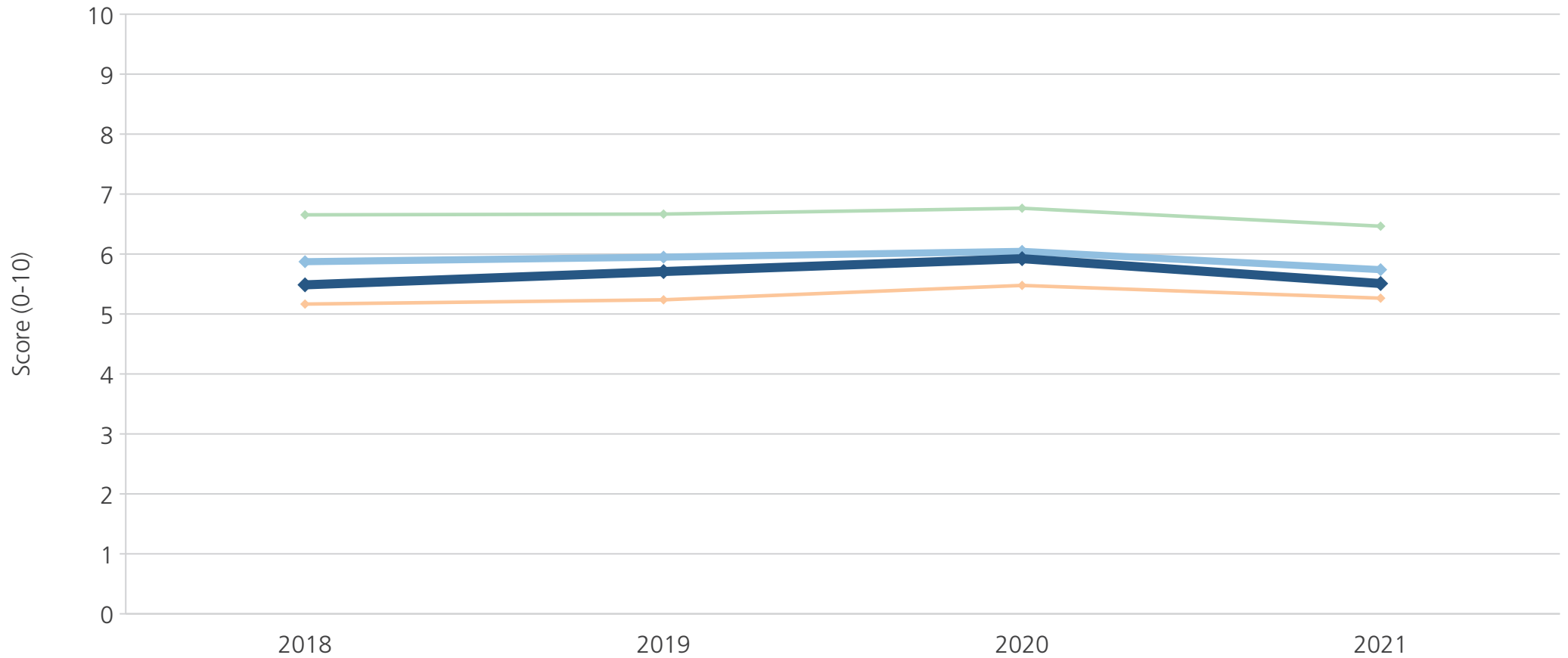
Responses 1,586 1,670 1,664

Staff Engagement and Morale – Trends

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results



Best	7.5	7.7	7.6	7.6	7.4
Your org	6.9	6.5	6.7	6.9	6.6
Average	7.0	7.0	7.0	7.0	6.8
Worst	6.4	6.4	6.1	6.4	6.3
Responses	1,424	1,360	1,352	1,532	1,671



	2018	2019	2020	2021
Best	6.7	6.7	6.8	6.5
Your org	5.5	5.7	5.9	5.5
Average	5.9	5.9	6.0	5.7
Worst	5.2	5.2	5.5	5.3
Responses	1,361	1,353	1,531	1,666

People Promise element and theme results – Covid-19 classification breakdowns

The Queen Elizabeth Hospital King's Lynn 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 |

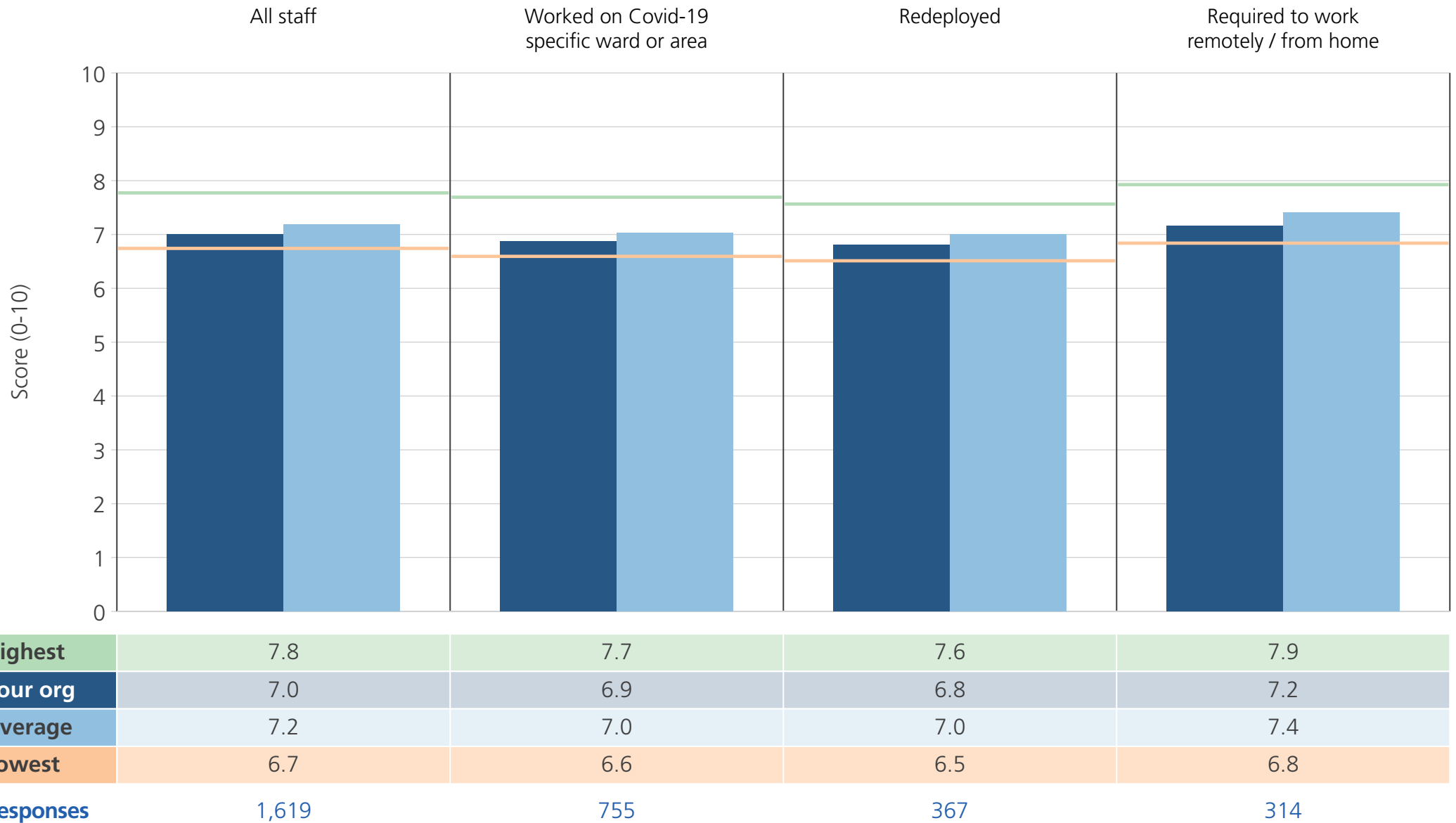
The charts on the following pages show the breakdown of People Promise element scores for staff answering 'yes' to each of these questions, compared with the results for all staff at your organisation. Results are presented in the context of the highest, average and lowest scores for similar organisations.

Comparing your data

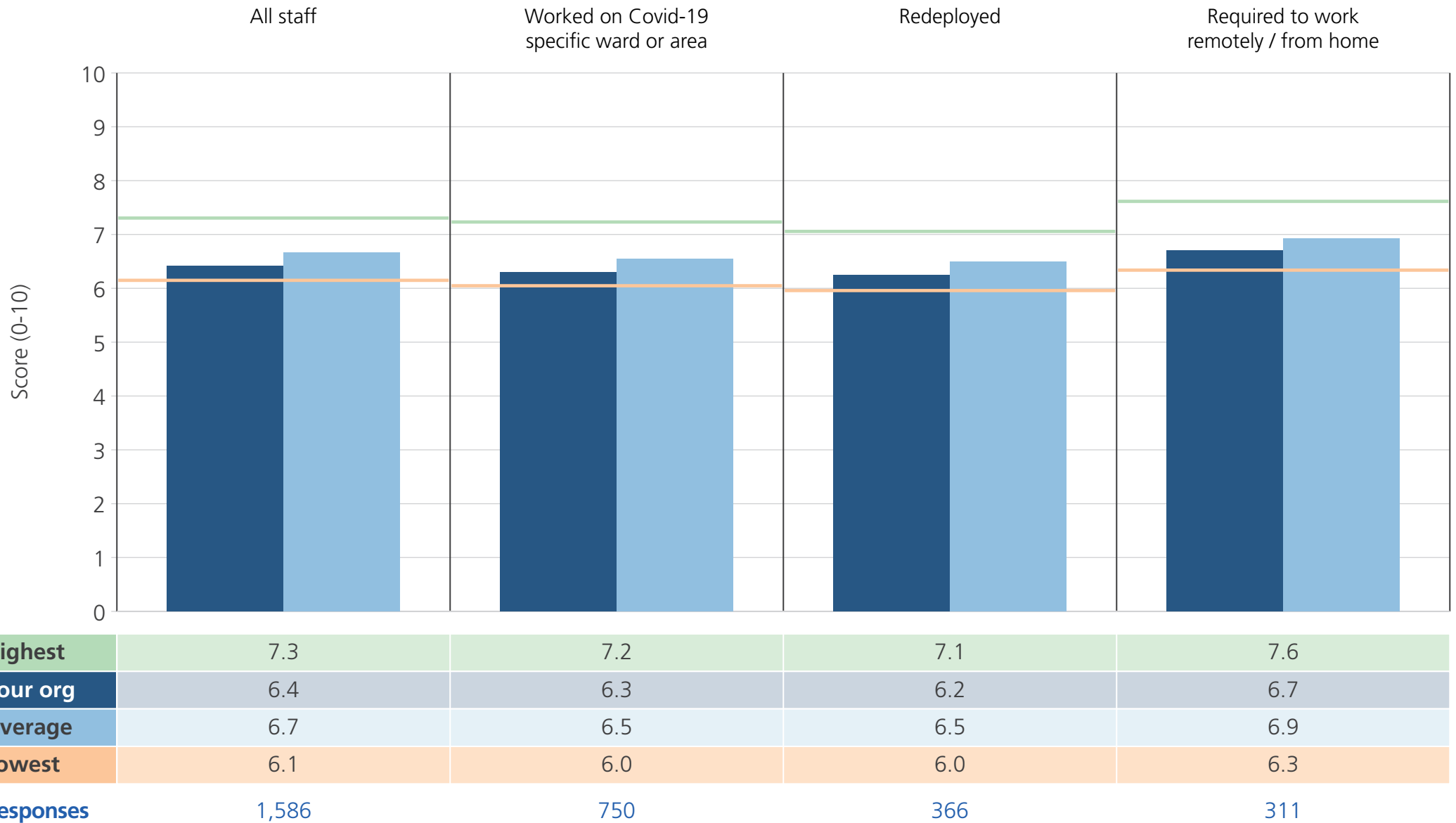
To improve overall comparability, the data have been weighted to match the occupation group profile of staff at your organisation to that of the benchmarking group, as in previous charts. However, there may be differences in the occupation group profiles of the individual COVID-19 subgroups. For example, 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.





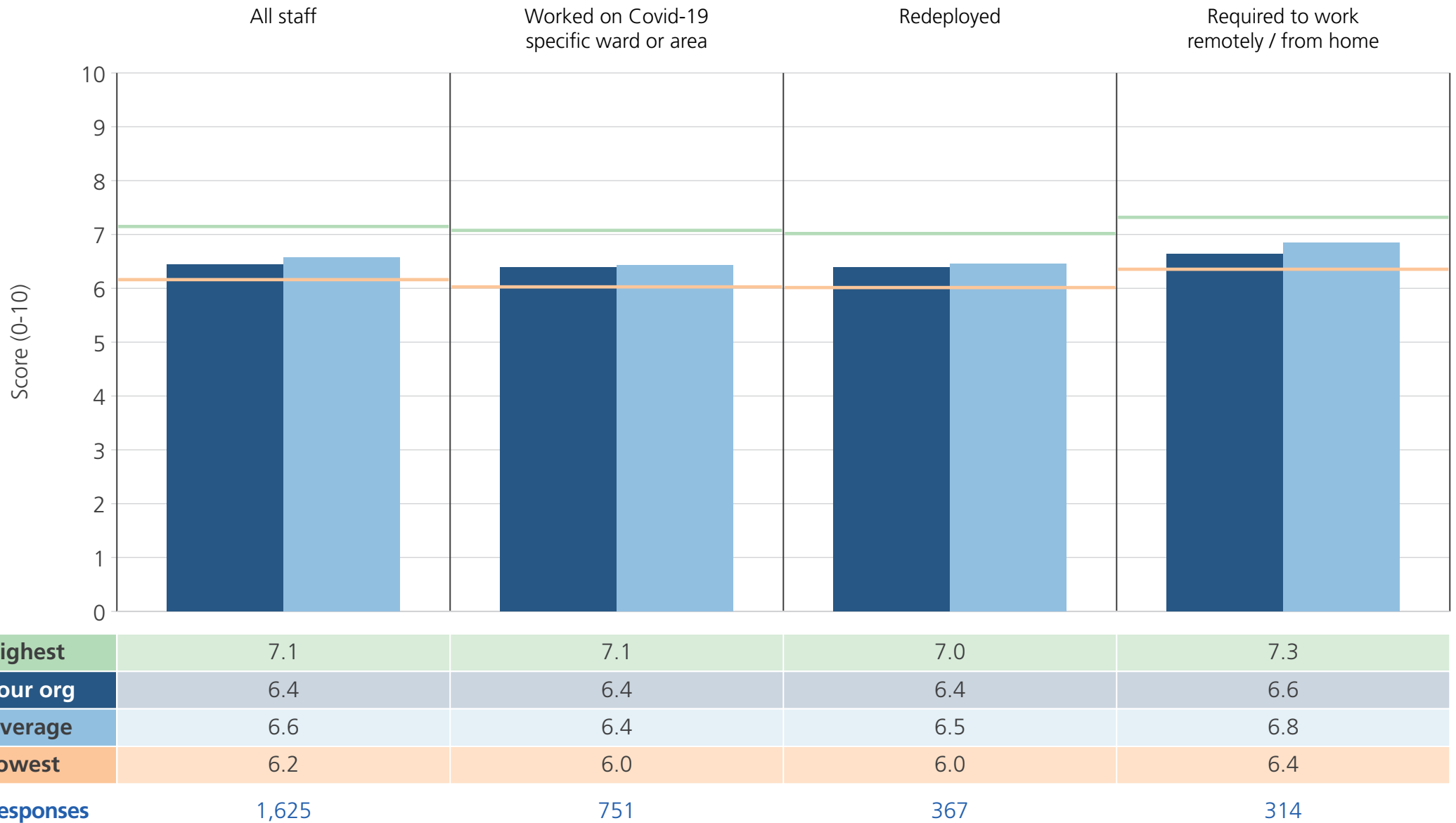






Highest	6.0	6.0	6.0	6.3
Your org	5.1	5.2	5.2	5.3
Average	5.2	5.2	5.2	5.4
Lowest	4.3	4.3	4.2	4.3
Responses	1,526	719	352	306



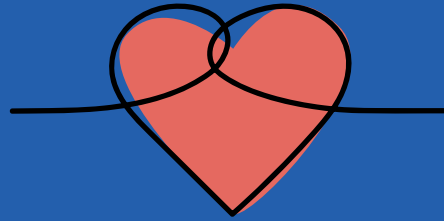






People Promise element and theme results – Detailed information

The Queen Elizabeth Hospital King's Lynn 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

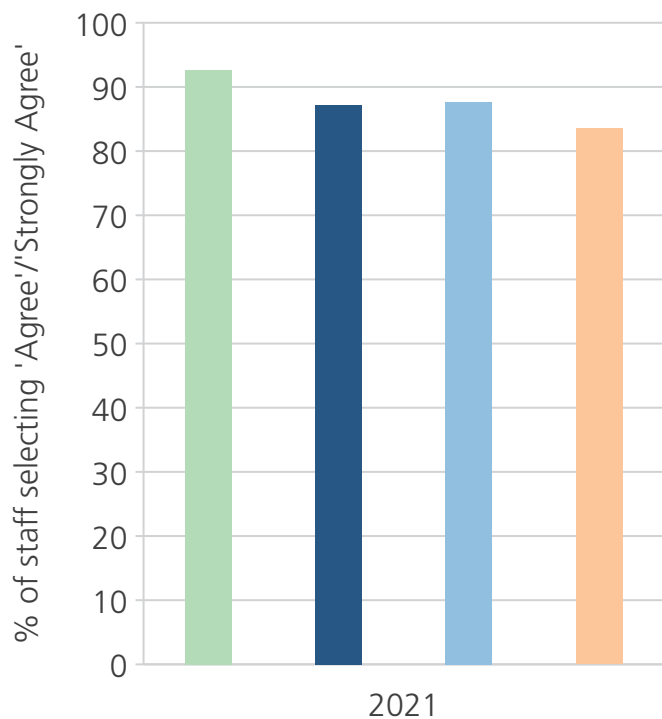
The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

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

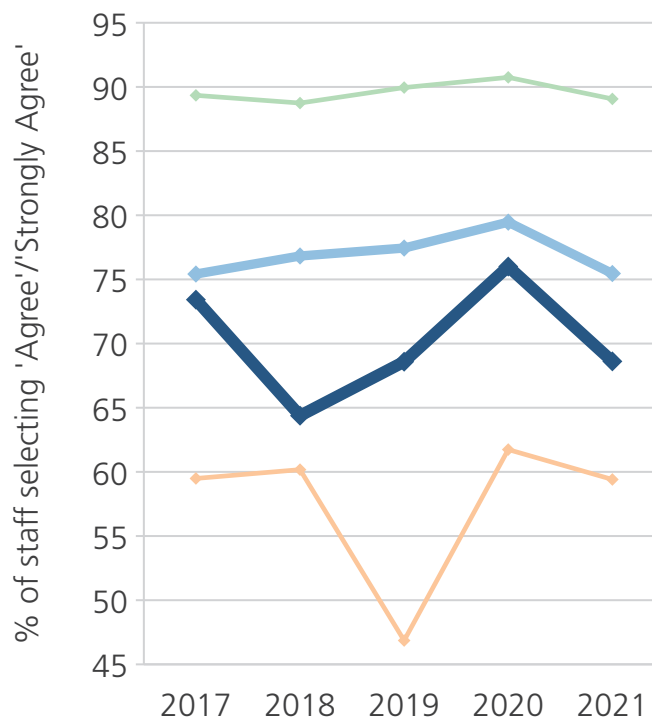


Best	92.6%
Your org	87.2%
Average	87.7%
Worst	83.5%

Responses 1,611

Q21a

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

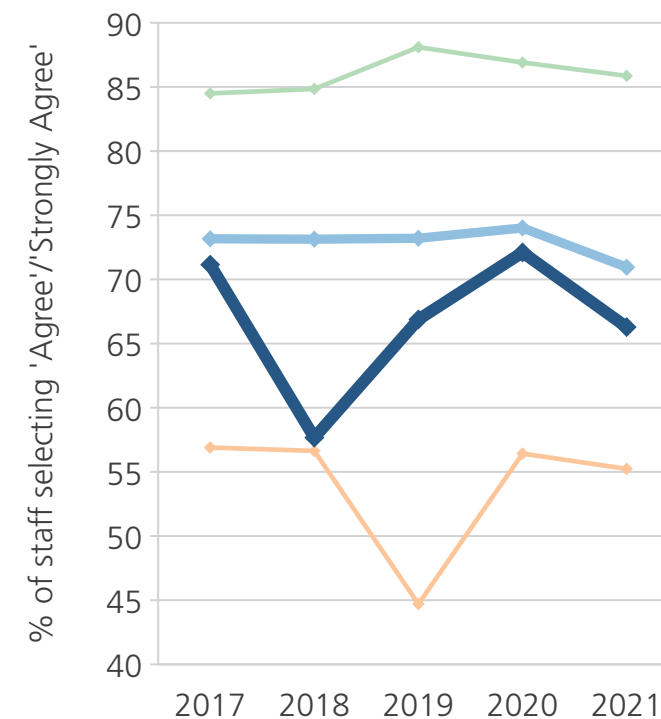


Best	89.3%	88.7%	90.0%	90.7%	89.1%
Your org	73.4%	64.4%	68.6%	76.0%	68.6%
Average	75.4%	76.8%	77.4%	79.5%	75.5%
Worst	59.5%	60.2%	46.9%	61.7%	59.4%

Responses 1,402 1,344 1,328 1,523 1,596

Q21b

My organisation acts on concerns raised by patients / service users

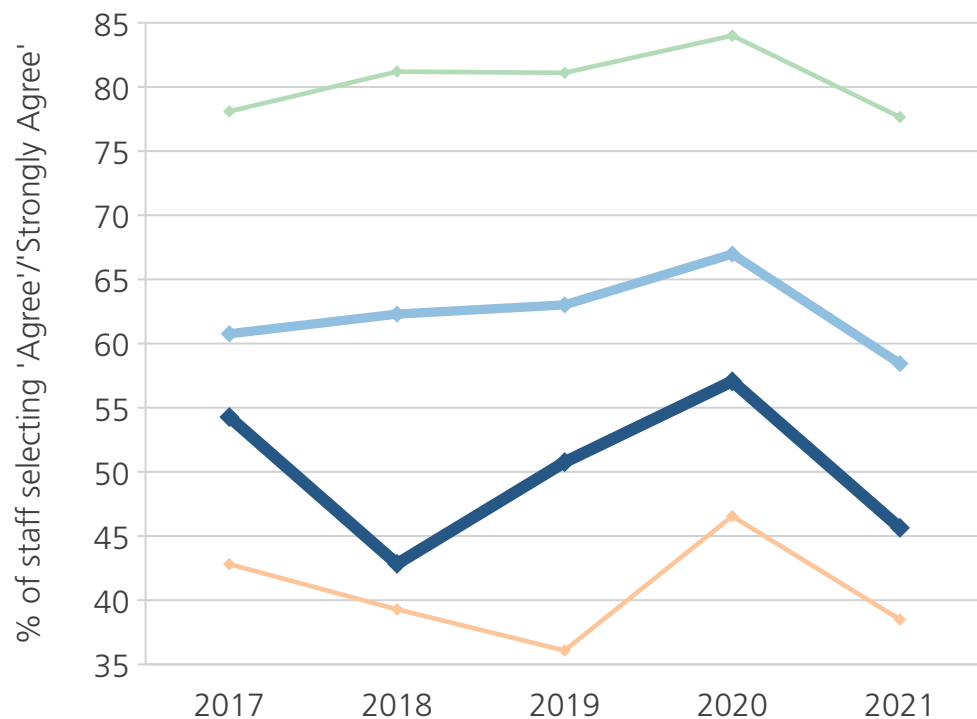


Best	84.5%	84.8%	88.1%	86.9%	85.9%
Your org	71.1%	57.7%	66.9%	72.1%	66.3%
Average	73.2%	73.1%	73.2%	74.0%	71.0%
Worst	56.9%	56.6%	44.7%	56.4%	55.2%

Responses 1,400 1,342 1,324 1,519 1,597

Q21c

I would recommend my organisation as a place to work

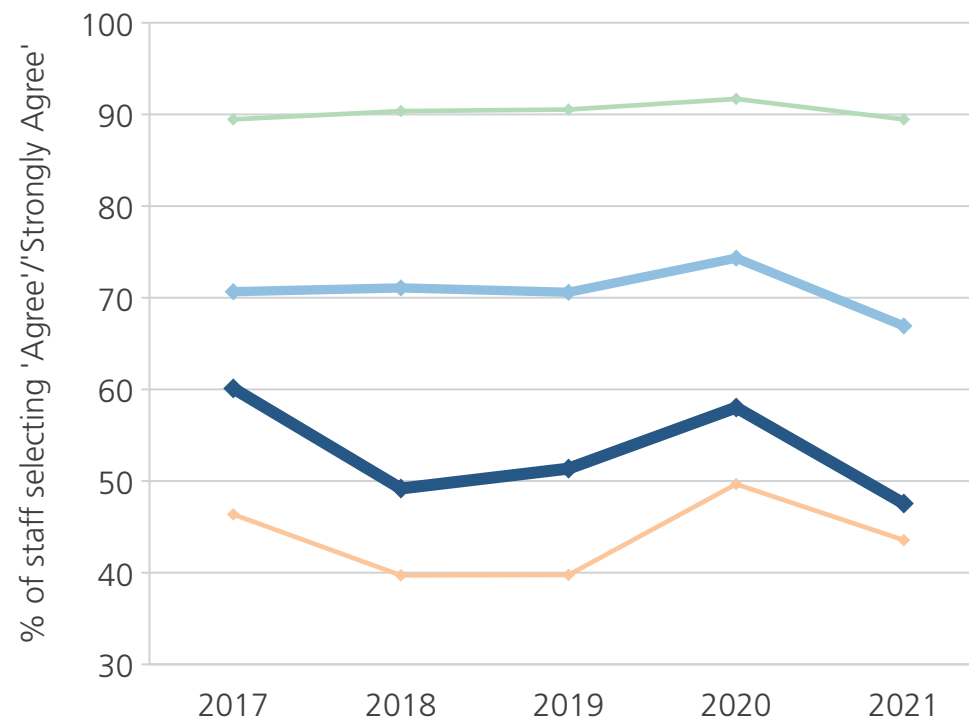


Best	78.1%	81.2%	81.1%	84.0%	77.6%
Your org	54.3%	42.8%	50.8%	57.1%	45.6%
Average	60.8%	62.3%	63.0%	67.0%	58.4%
Worst	42.8%	39.3%	36.1%	46.5%	38.5%

Responses 1,403 1,343 1,327 1,521 1,596

Q21d

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



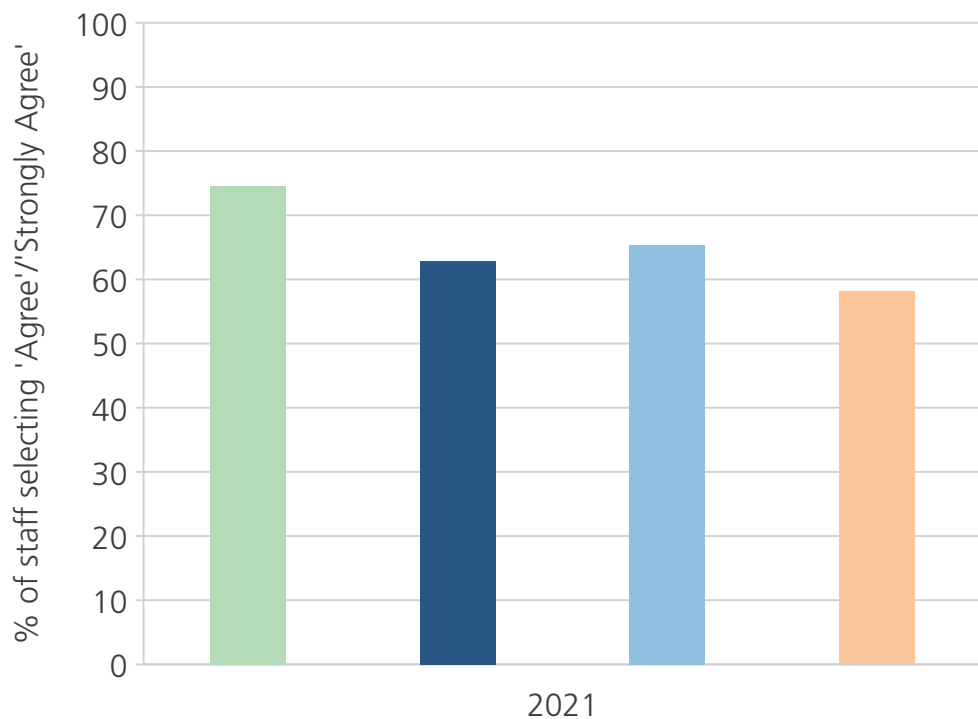
Best	89.5%	90.4%	90.5%	91.7%	89.5%
Your org	60.1%	49.2%	51.4%	58.0%	47.5%
Average	70.7%	71.1%	70.6%	74.3%	66.9%
Worst	46.4%	39.7%	39.8%	49.7%	43.6%

Responses 1,399 1,339 1,323 1,524 1,595

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



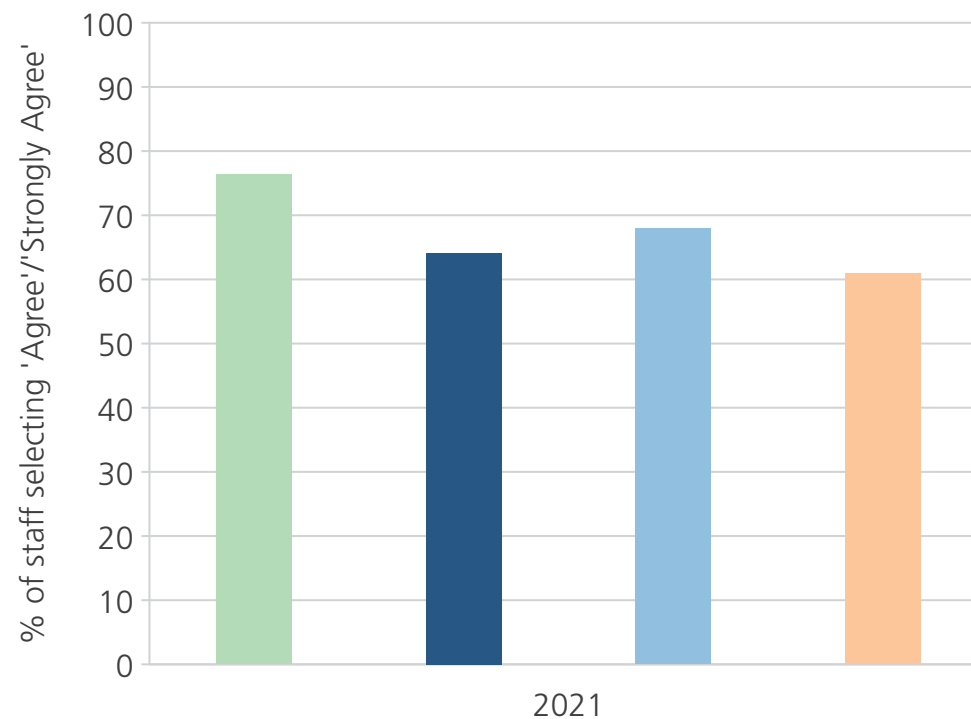
Best	74.6%
Your org	62.9%
Average	65.4%
Worst	58.1%

Responses 1,624

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



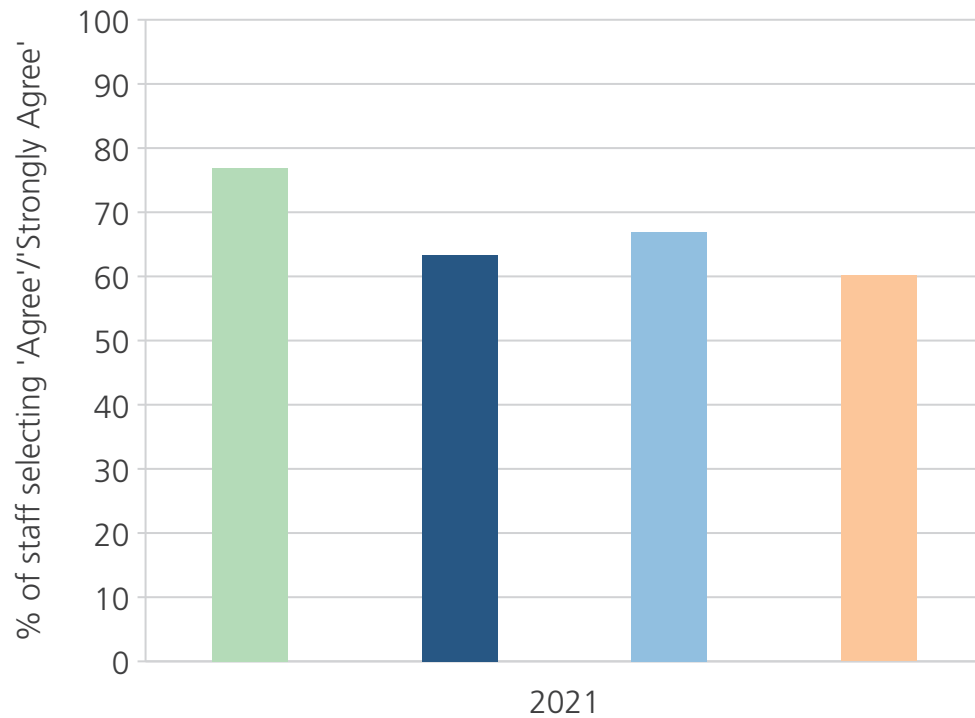
Best	76.3%
Your org	64.1%
Average	67.9%
Worst	60.9%

Responses 1,626

Q9h

My immediate manager cares about my concerns

No trend data are shown as this is a new question



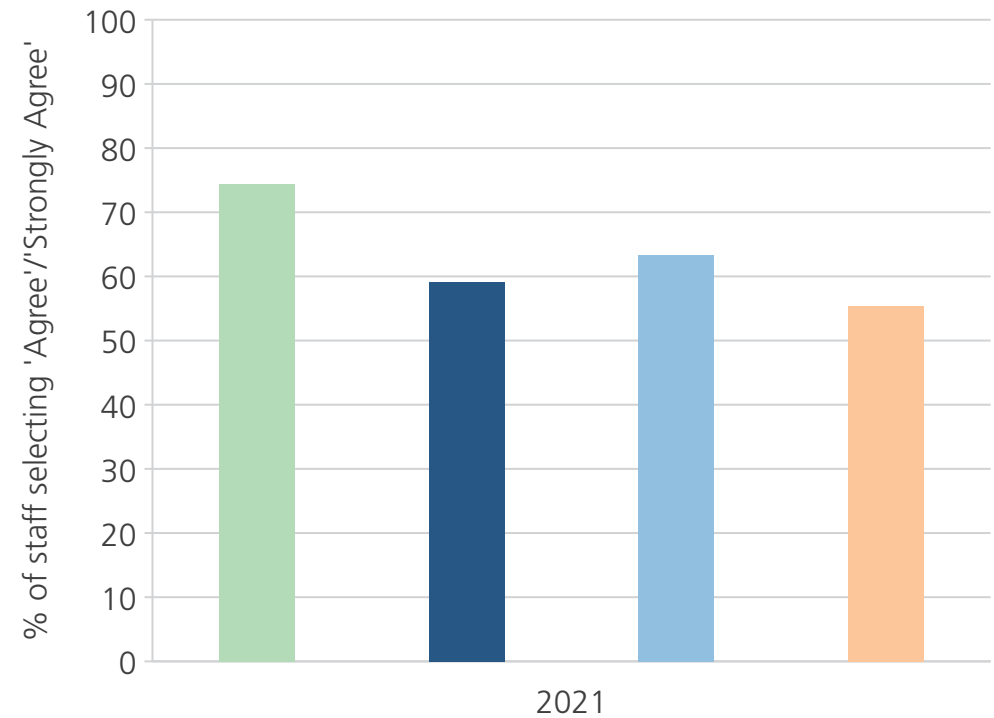
Best	76.9%
Your org	63.4%
Average	66.9%
Worst	60.1%

Responses 1,623

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

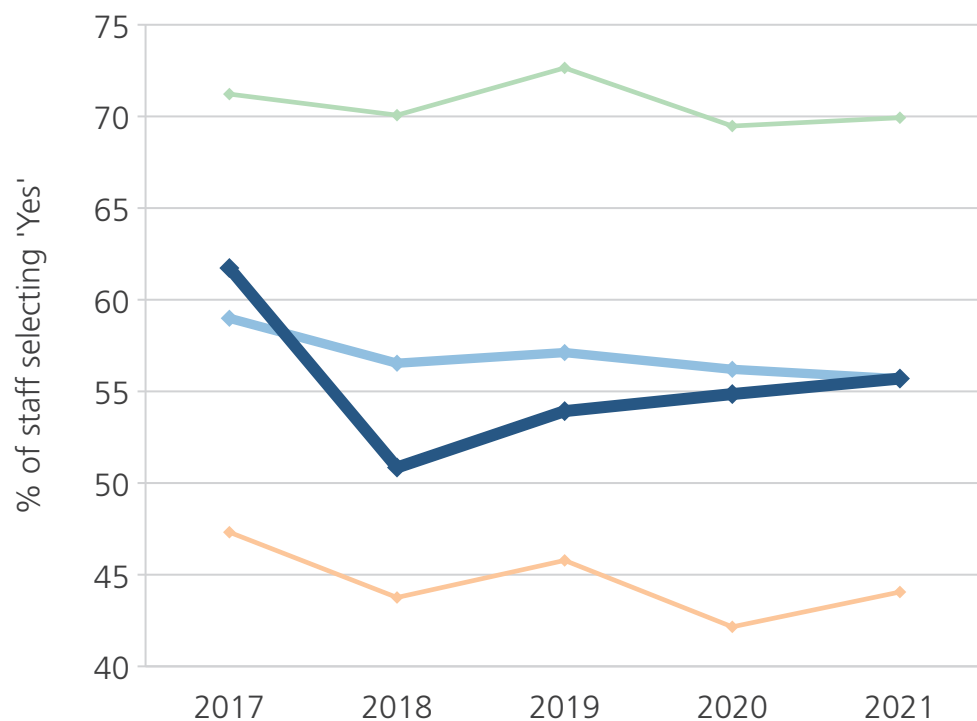


Best	74.4%
Your org	59.1%
Average	63.3%
Worst	55.3%

Responses 1,621

Q15

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

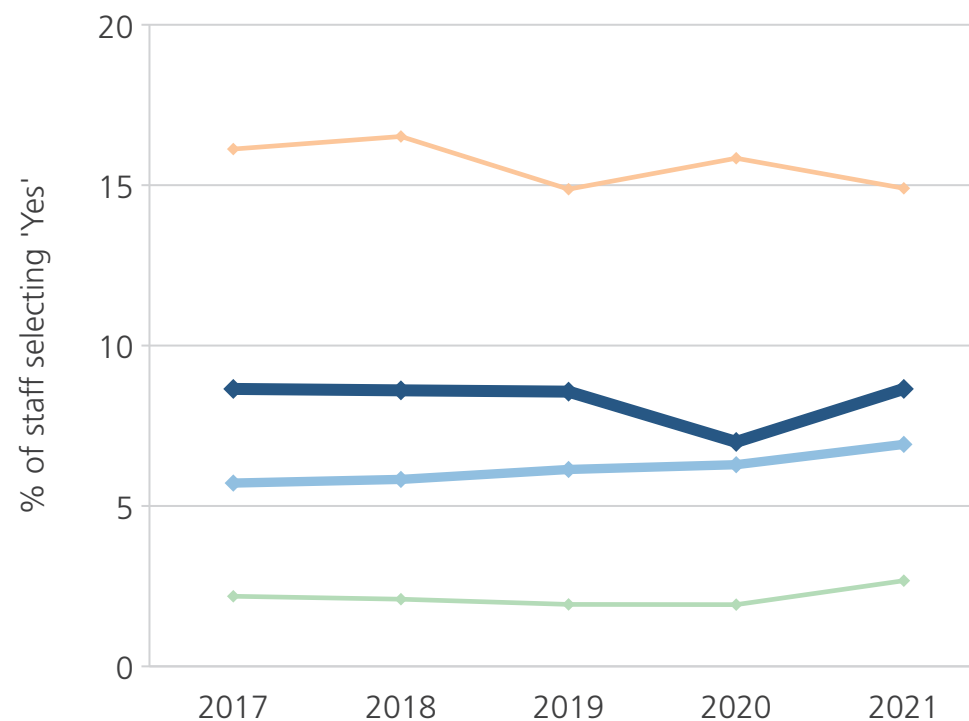


Best	71.2%	70.1%	72.6%	69.5%	69.9%
Your org	61.7%	50.8%	53.9%	54.9%	55.7%
Average	59.0%	56.5%	57.1%	56.2%	55.7%
Worst	47.3%	43.8%	45.8%	42.2%	44.1%

Responses 1,419 1,356 1,349 1,525 1,612

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?



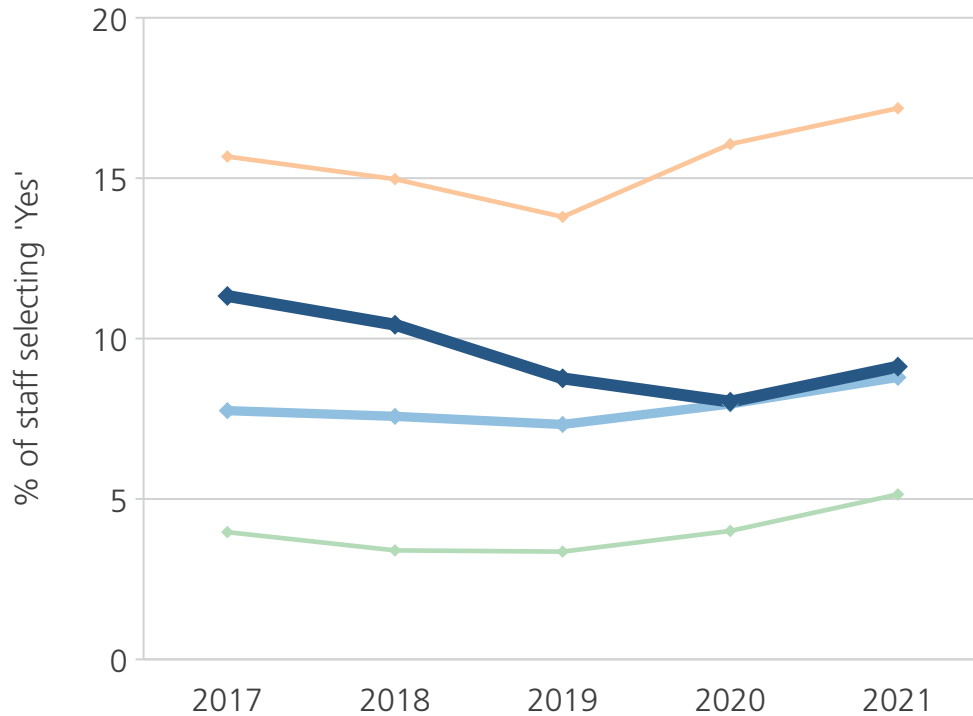
Worst	16.1%	16.5%	14.9%	15.8%	14.9%
Your org	8.6%	8.6%	8.6%	7.0%	8.6%
Average	5.7%	5.8%	6.1%	6.3%	6.9%
Best	2.2%	2.1%	1.9%	1.9%	2.7%

Responses 1,421 1,358 1,347 1,526 1,615

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.

Q16b

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

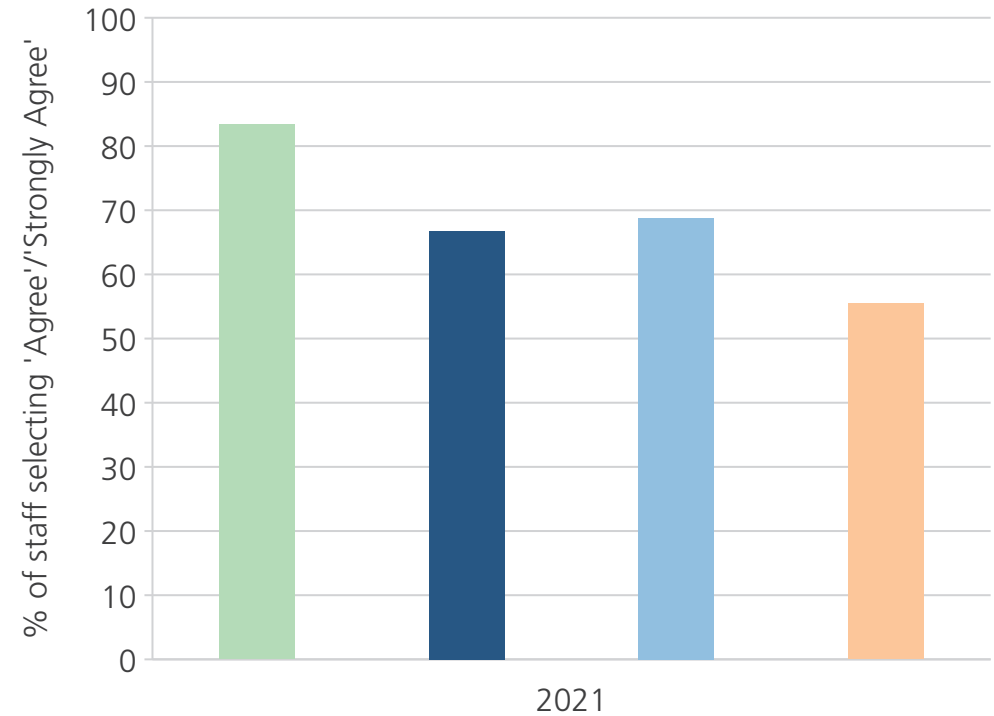


Worst	15.7%	15.0%	13.8%	16.1%	17.2%
Your org	11.3%	10.4%	8.8%	8.0%	9.1%
Average	7.8%	7.6%	7.3%	8.0%	8.8%
Best	4.0%	3.4%	3.4%	4.0%	5.1%
Responses	1,417	1,351	1,342	1,515	1,606

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

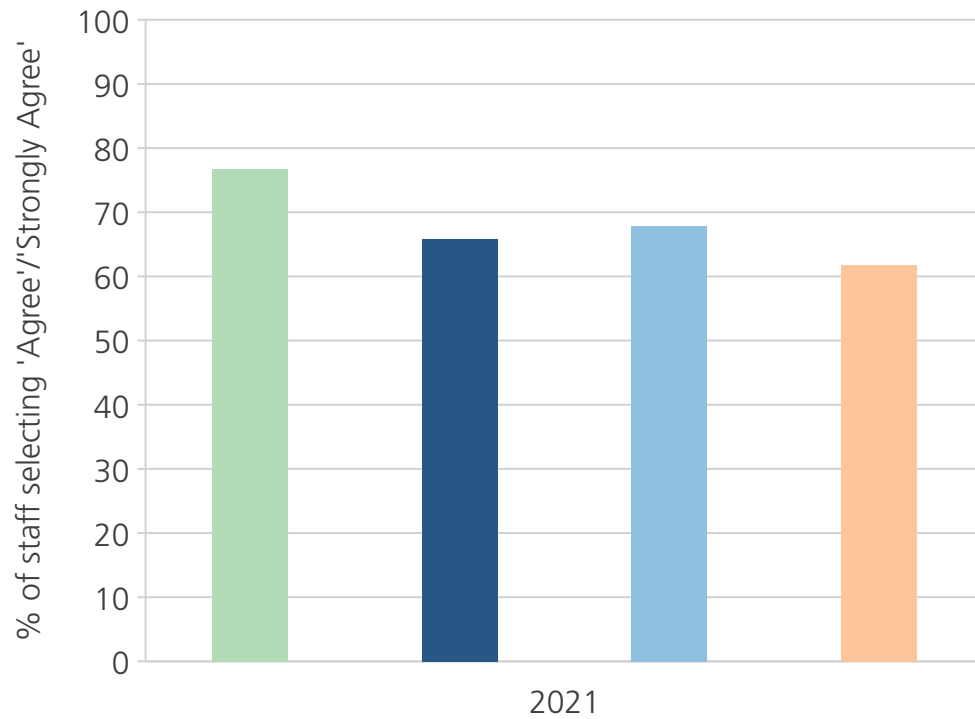


Best	83.4%
Your org	66.8%
Average	68.8%
Worst	55.5%
Responses	1,605

Q7h

I feel valued by my team

No trend data are shown as this is a new question



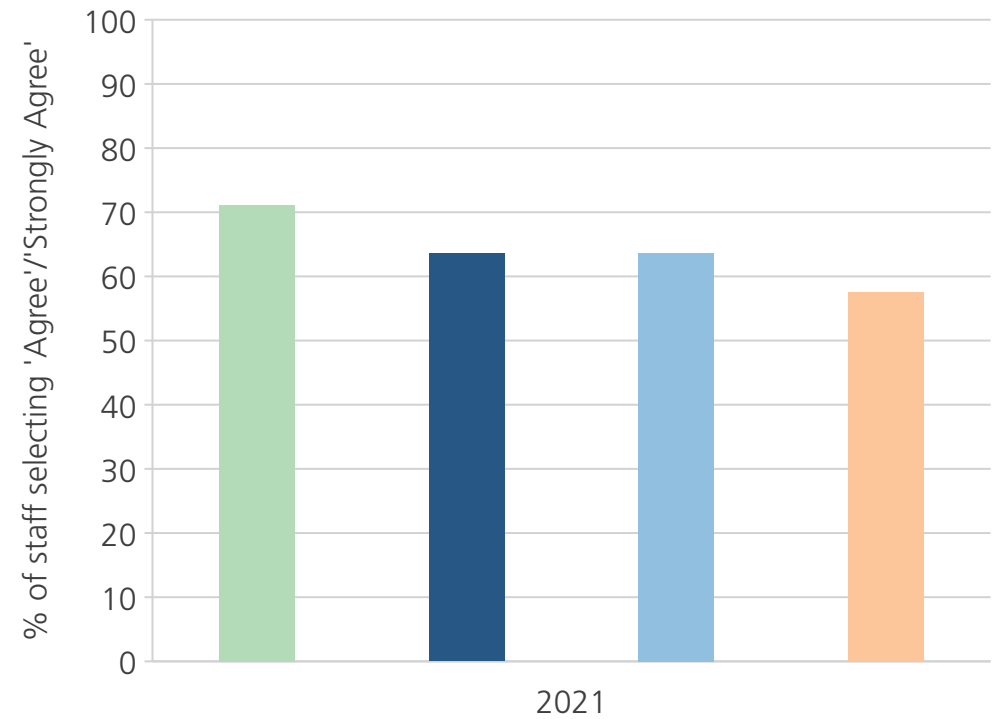
Best	76.8%
Your org	65.8%
Average	67.9%
Worst	61.8%

Responses 1,648

Q7i

I feel a strong personal attachment to my team

No trend data are shown as this is a new question



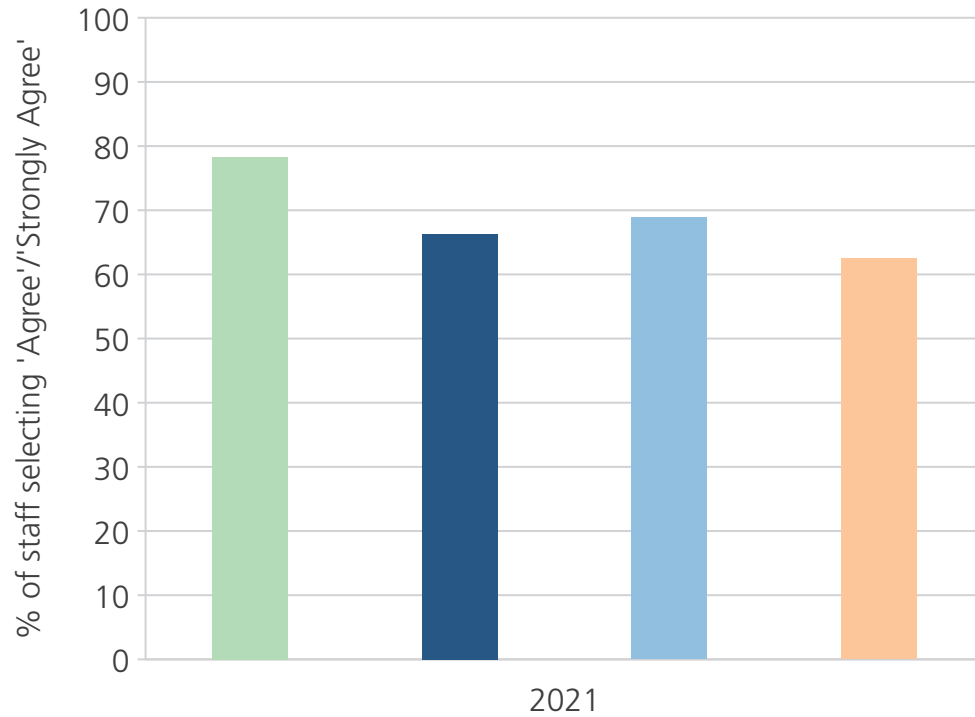
Best	71.1%
Your org	63.6%
Average	63.6%
Worst	57.6%

Responses 1,647

Q8b

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

No trend data are shown as this is a new question



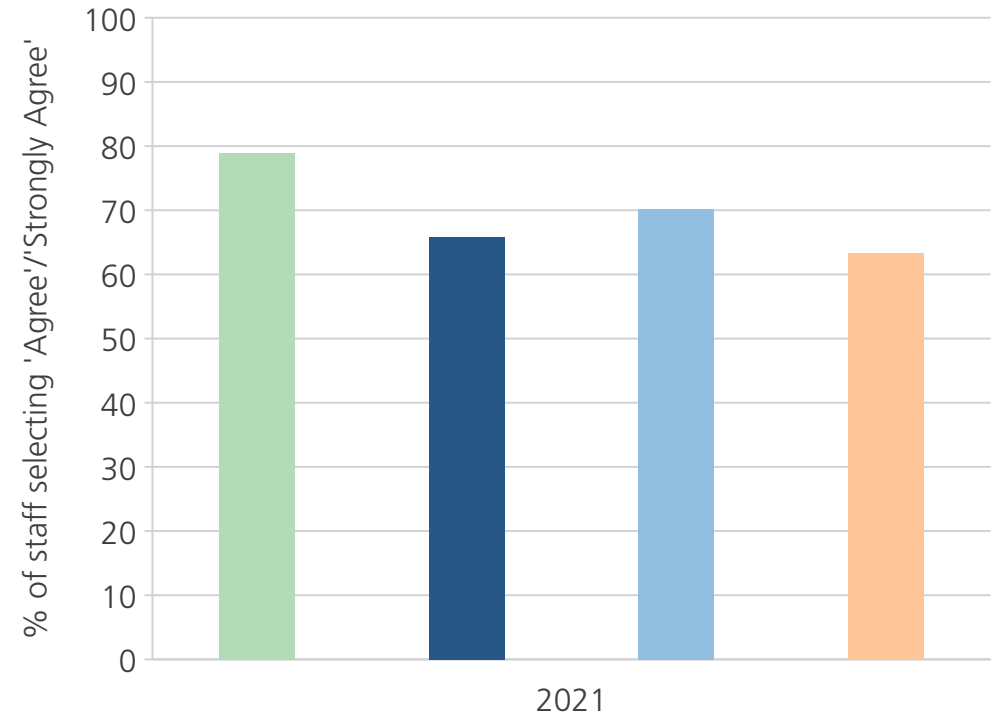
Best	78.3%
Your org	66.3%
Average	68.9%
Worst	62.5%

Responses 1,642

Q8c

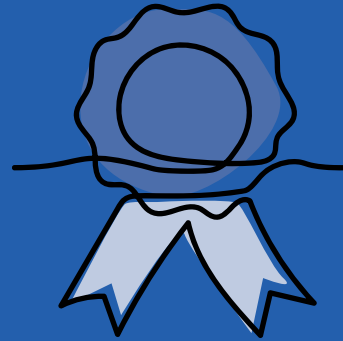
The people I work with are polite and treat each other with respect

No trend data are shown as this is a new question



Best	79.0%
Your org	65.9%
Average	70.2%
Worst	63.3%

Responses 1,638



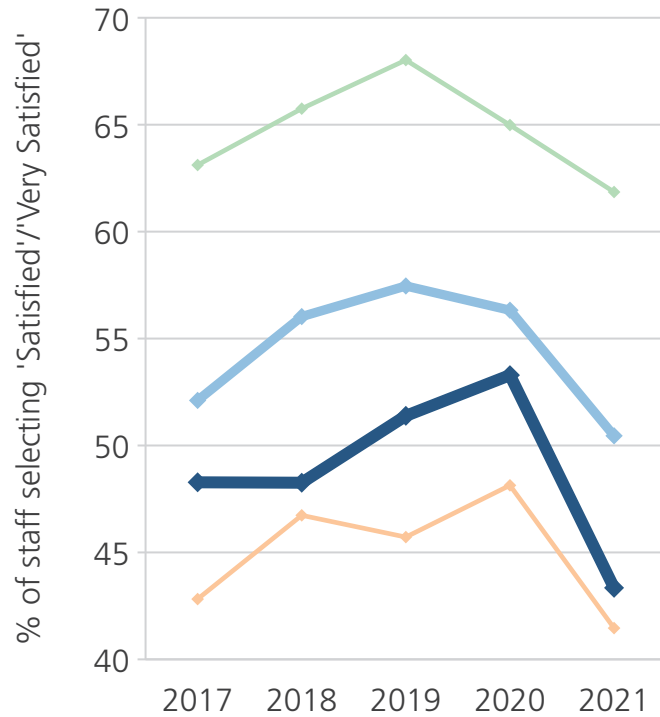
People Promise element detailed information – We are recognised and rewarded

Questions:

Q4a, Q4b, Q4c, Q8d, Q9e

Q4a

The recognition I get for good work

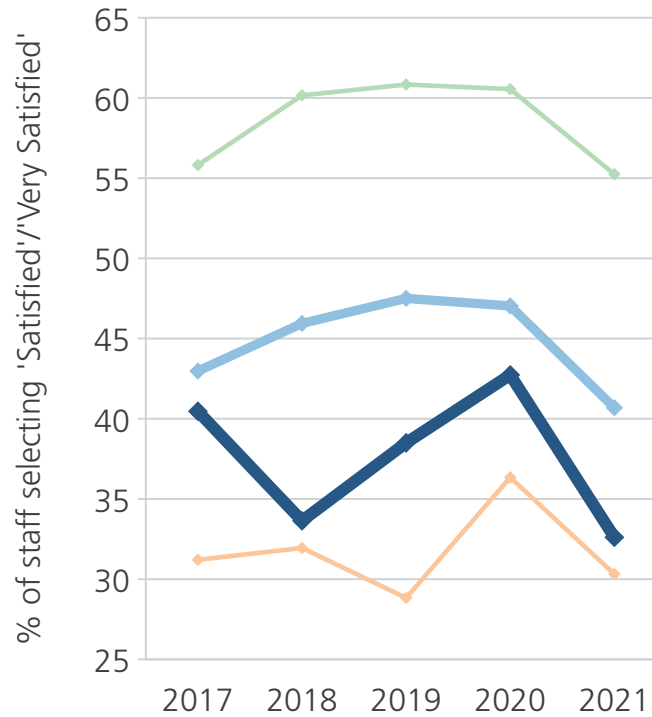


Best	63.1%	65.8%	68.0%	65.0%	61.9%
Your org	48.3%	48.3%	51.4%	53.3%	43.3%
Average	52.1%	56.0%	57.5%	56.3%	50.5%
Worst	42.8%	46.7%	45.7%	48.1%	41.5%

Responses 1,423 1,356 1,346 1,529 1,669

Q4b

The extent to which my organisation values my work

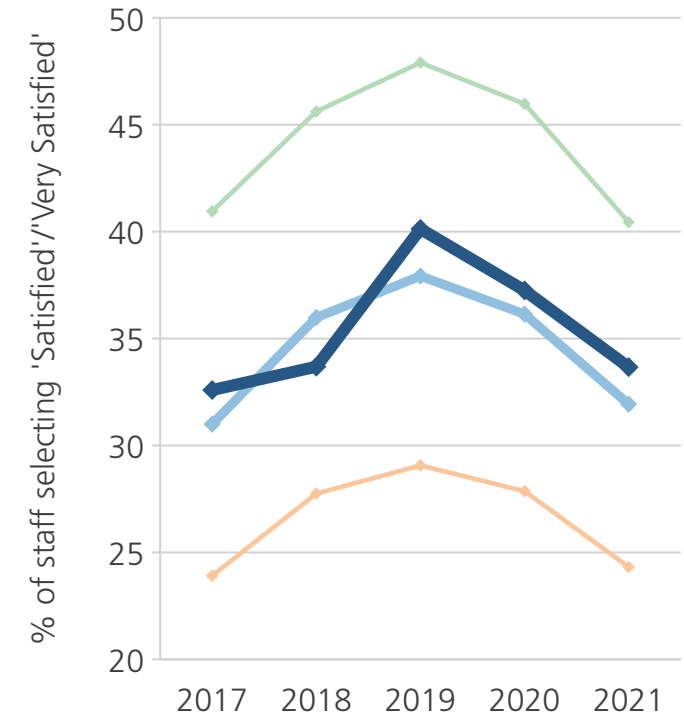


Best	55.8%	60.2%	60.8%	60.6%	55.2%
Your org	40.5%	33.6%	38.5%	42.7%	32.6%
Average	43.0%	45.9%	47.5%	47.0%	40.7%
Worst	31.2%	31.9%	28.8%	36.3%	30.3%

Responses 1,417 1,356 1,344 1,519 1,667

Q4c

My level of pay



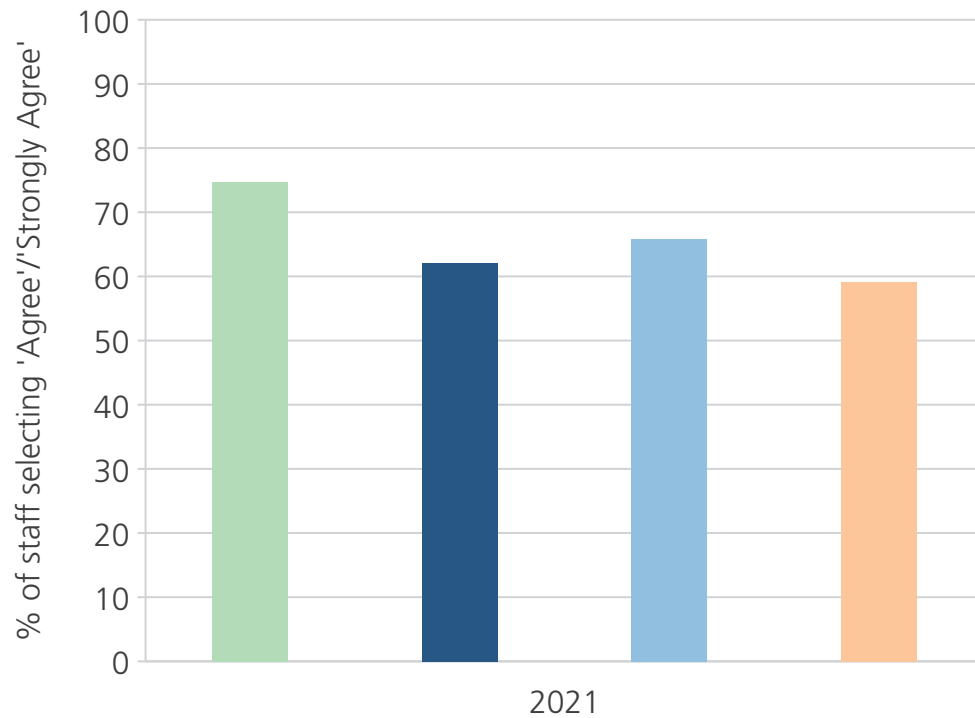
Best	40.9%	45.6%	47.9%	46.0%	40.4%
Your org	32.6%	33.7%	40.1%	37.3%	33.7%
Average	31.0%	36.0%	37.9%	36.1%	31.9%
Worst	23.9%	27.8%	29.1%	27.9%	24.3%

Responses 1,419 1,358 1,344 1,526 1,667

Q8d

The people I work with show appreciation to one another

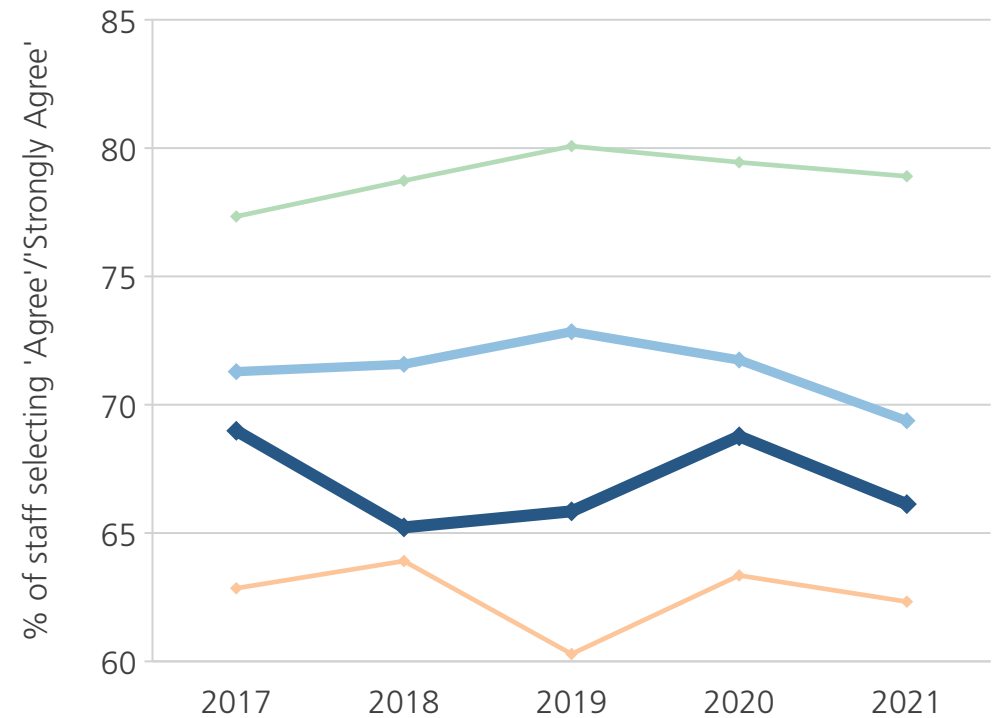
No trend data are shown as this is a new question



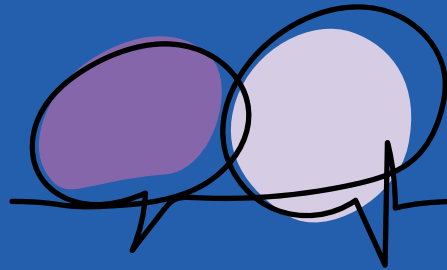
Best	74.7%
Your org	62.1%
Average	65.8%
Worst	59.1%
Responses	1,642

Q9e

My immediate manager values my work



Best	77.3%	78.7%	80.1%	79.4%	78.9%
Your org	69.0%	65.2%	65.8%	68.8%	66.1%
Average	71.3%	71.6%	72.8%	71.7%	69.4%
Worst	62.8%	63.9%	60.3%	63.3%	62.3%
Responses	1,420	1,358	1,344	1,527	1,628



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

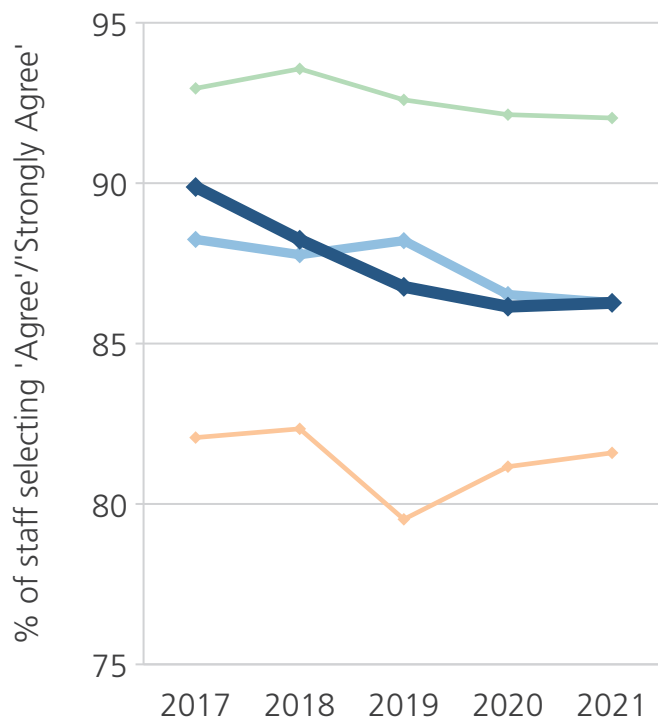
Questions:

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

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results

Q3a

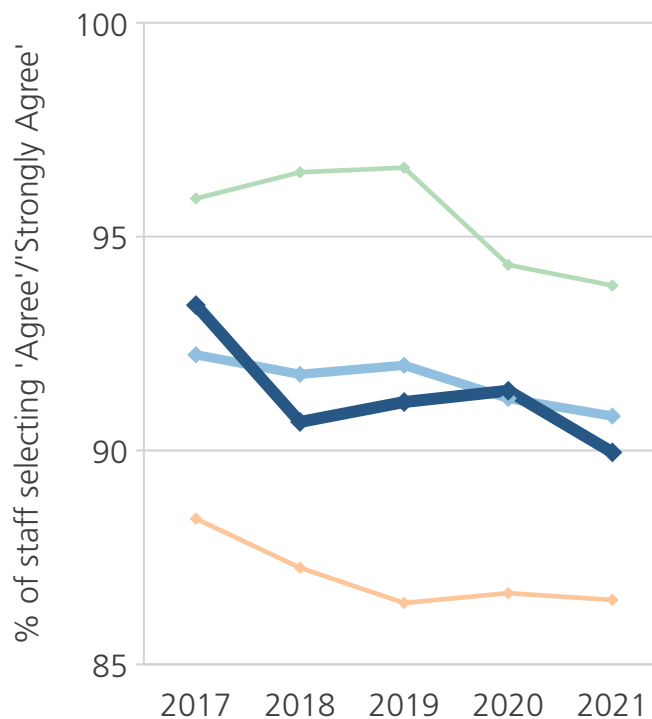
I always know what my work responsibilities are



Responses 1,423 1,362 1,345 1,515 1,662

Q3b

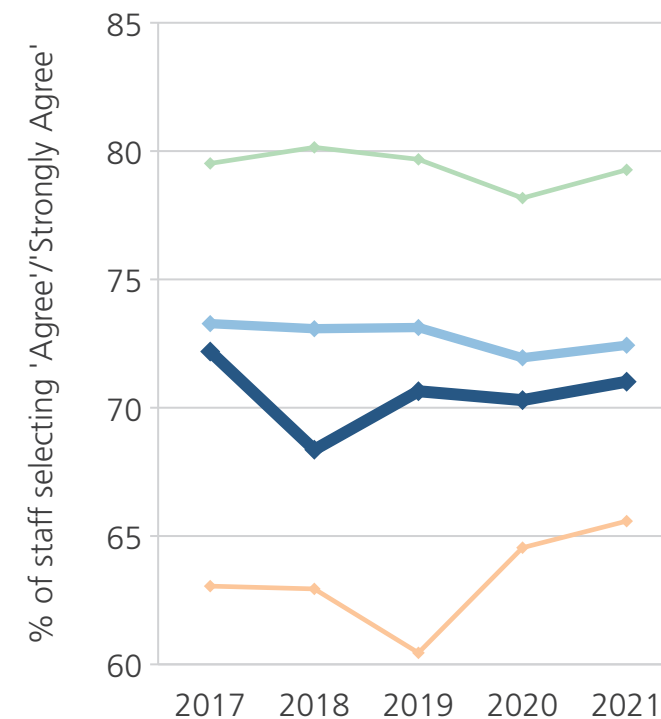
I am trusted to do my job



Responses 1,423 1,357 1,346 1,510 1,670

Q3c

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



Responses 1,421 1,356 1,350 1,532 1,668

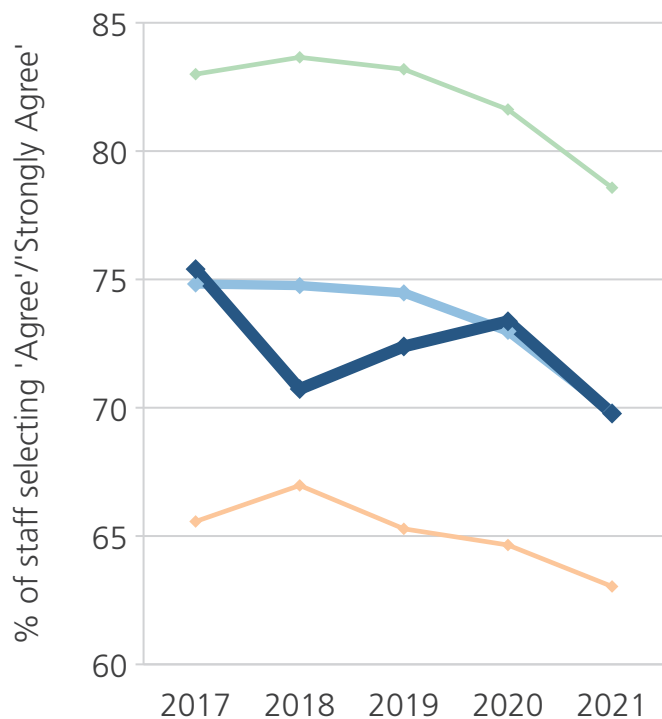
Best	93.0%	93.6%	92.6%	92.1%	92.0%
Your org	89.9%	88.2%	86.8%	86.2%	86.3%
Average	88.2%	87.8%	88.2%	86.5%	86.3%
Worst	82.1%	82.3%	79.5%	81.2%	81.6%

Best	95.9%	96.5%	96.6%	94.3%	93.9%
Your org	93.4%	90.7%	91.1%	91.4%	90.0%
Average	92.2%	91.8%	92.0%	91.2%	90.8%
Worst	88.4%	87.3%	86.4%	86.7%	86.5%

Best	79.5%	80.1%	79.7%	78.2%	79.3%
Your org	72.2%	68.4%	70.6%	70.3%	71.0%
Average	73.3%	73.1%	73.1%	71.9%	72.4%
Worst	63.0%	62.9%	60.4%	64.5%	65.6%

Q3d

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

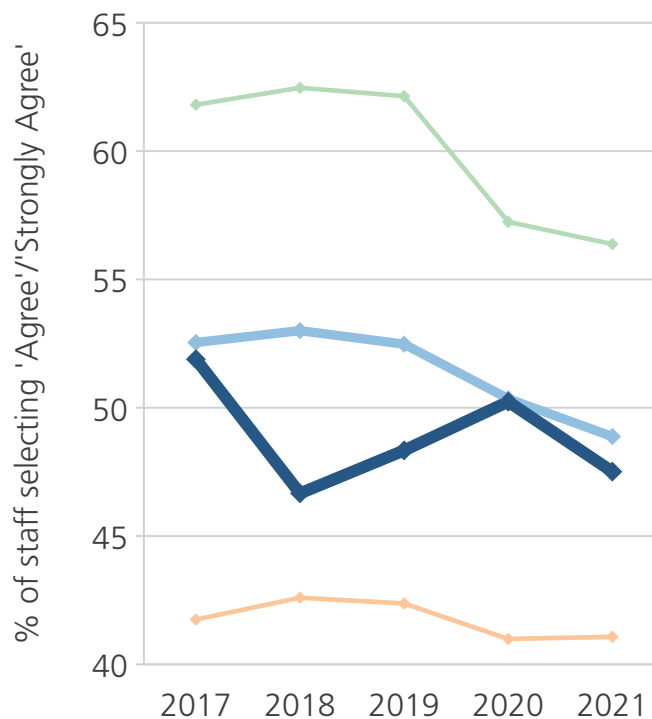


Best	83.0%	83.7%	83.2%	81.6%	78.6%
Your org	75.4%	70.7%	72.4%	73.4%	69.8%
Average	74.8%	74.8%	74.5%	73.0%	69.8%
Worst	65.6%	67.0%	65.3%	64.7%	63.0%

Responses 1,421 1,360 1,350 1,528 1,668

Q3e

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

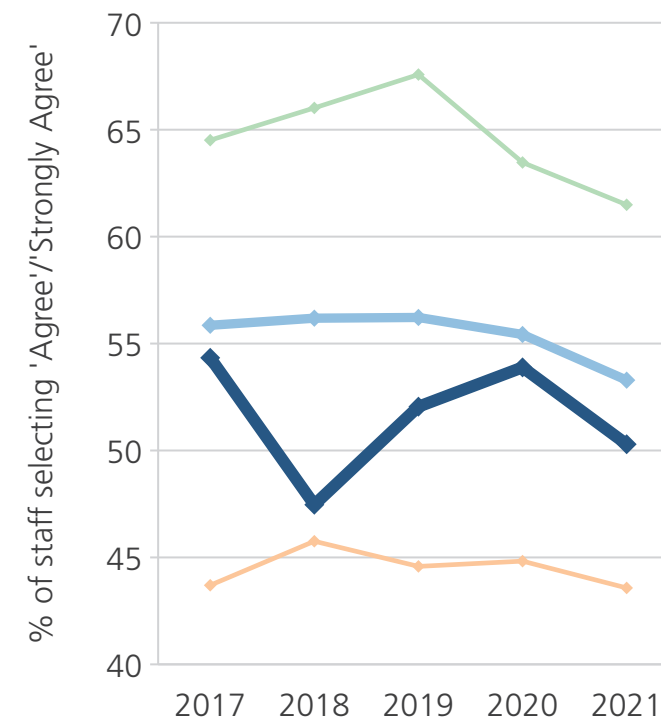


Best	61.8%	62.5%	62.1%	57.2%	56.4%
Your org	51.9%	46.7%	48.3%	50.2%	47.5%
Average	52.5%	53.0%	52.5%	50.4%	48.9%
Worst	41.7%	42.6%	42.4%	41.0%	41.1%

Responses 1,422 1,358 1,348 1,527 1,672

Q3f

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

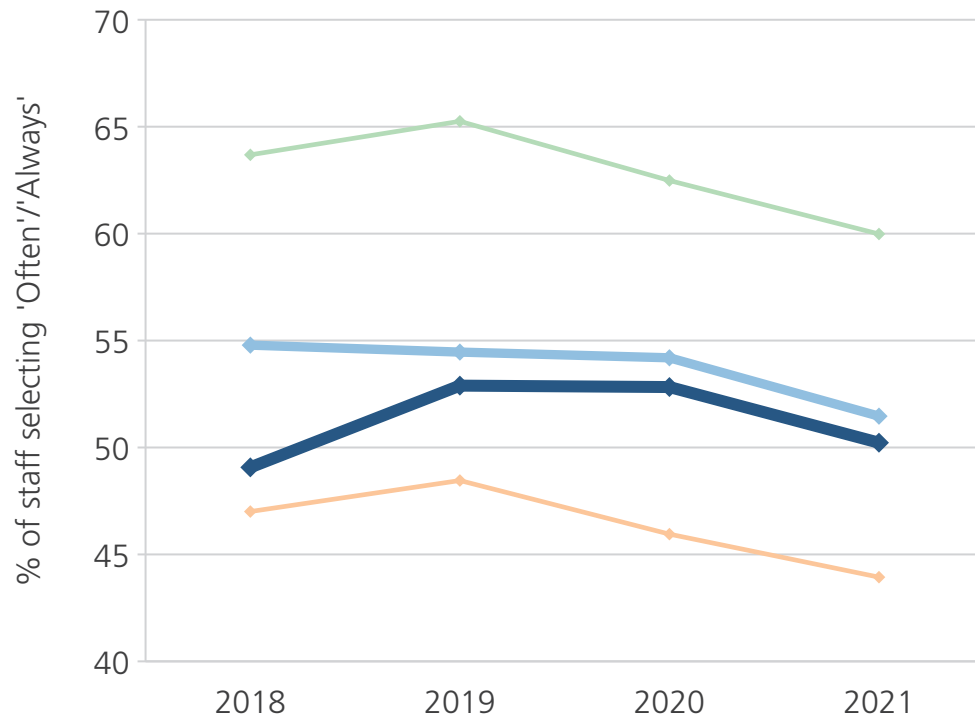


Best	64.5%	66.0%	67.6%	63.5%	61.5%
Your org	54.3%	47.5%	52.0%	53.9%	50.3%
Average	55.9%	56.2%	56.2%	55.4%	53.3%
Worst	43.7%	45.8%	44.6%	44.8%	43.6%

Responses 1,418 1,351 1,347 1,522 1,664

Q5b

I have a choice in deciding how to do my work

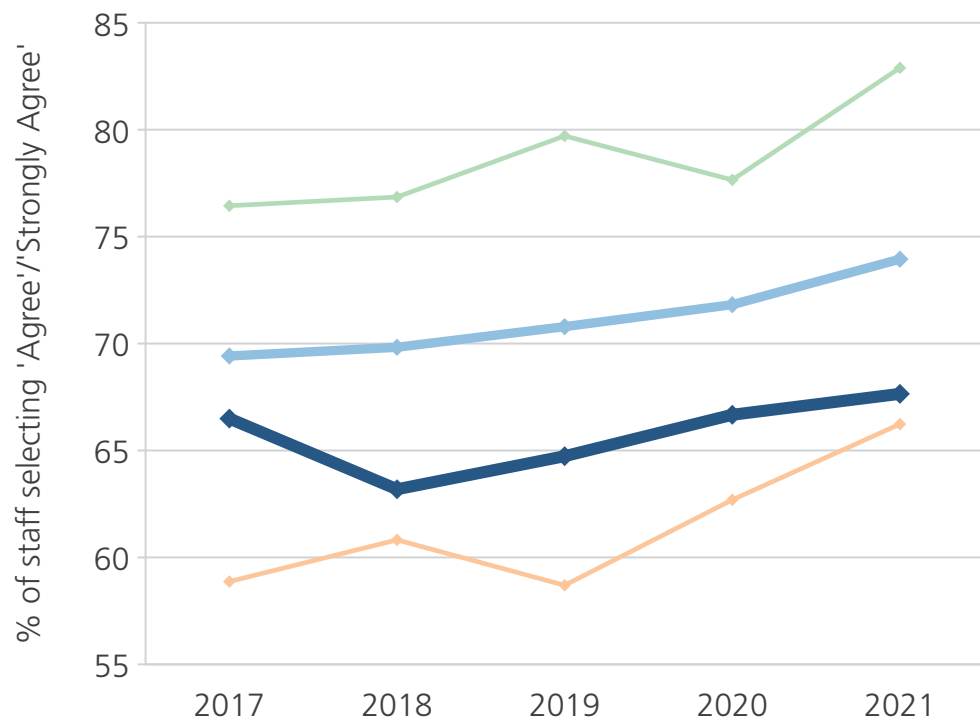


Best	63.7%	65.3%	62.5%	60.0%
Your org	49.1%	52.9%	52.8%	50.2%
Average	54.8%	54.5%	54.2%	51.5%
Worst	47.0%	48.5%	45.9%	43.9%

Responses	1,356	1,345	1,510	1,661
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Q17a

I would feel secure raising concerns about unsafe clinical practice

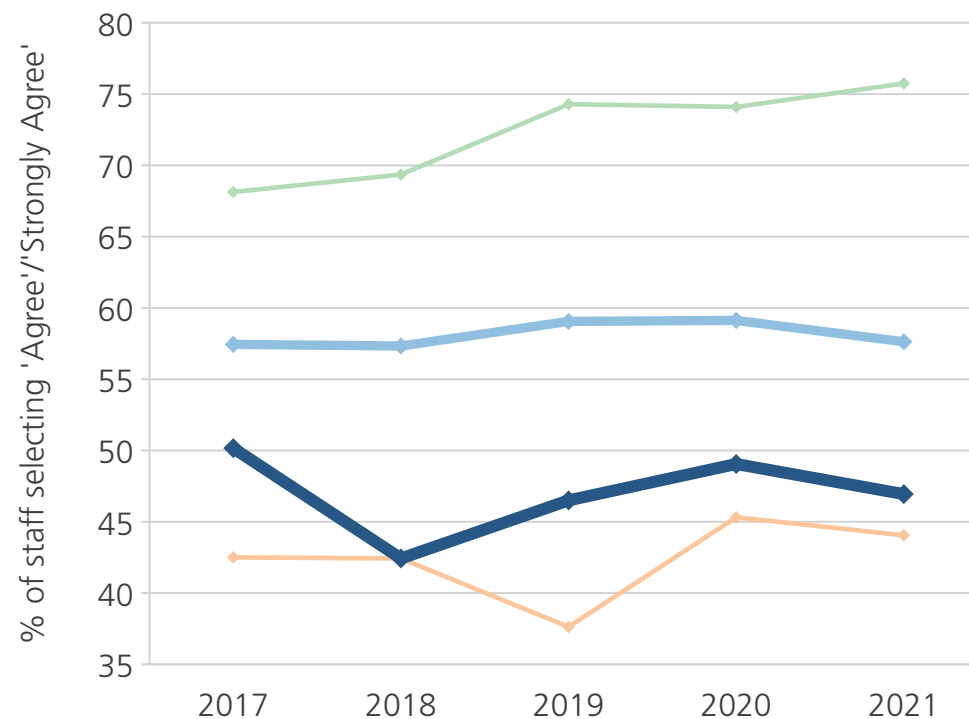


Best	76.4%	76.9%	79.7%	77.7%	82.9%
Your org	66.5%	63.2%	64.7%	66.7%	67.6%
Average	69.4%	69.8%	70.8%	71.8%	73.9%
Worst	58.9%	60.8%	58.7%	62.7%	66.2%

Responses 1,402 1,346 1,332 1,518 1,606

Q17b

I am confident that my organisation would address my concern

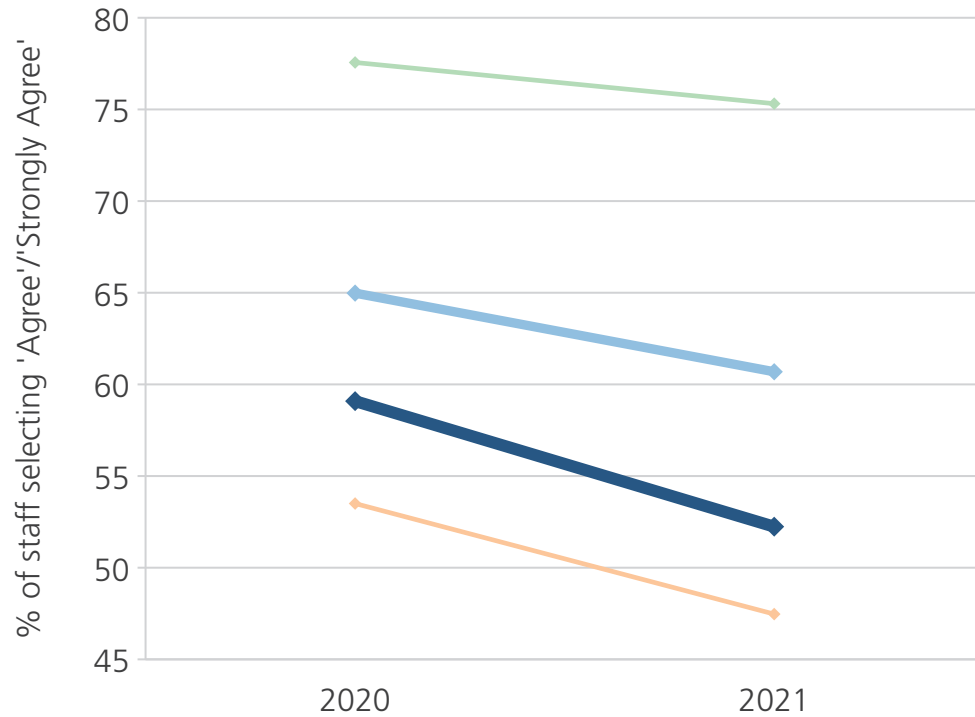


Best	68.1%	69.4%	74.3%	74.1%	75.7%
Your org	50.2%	42.4%	46.5%	49.1%	46.9%
Average	57.4%	57.3%	59.1%	59.1%	57.6%
Worst	42.5%	42.4%	37.6%	45.3%	44.1%

Responses 1,403 1,339 1,329 1,515 1,605

Q21e

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

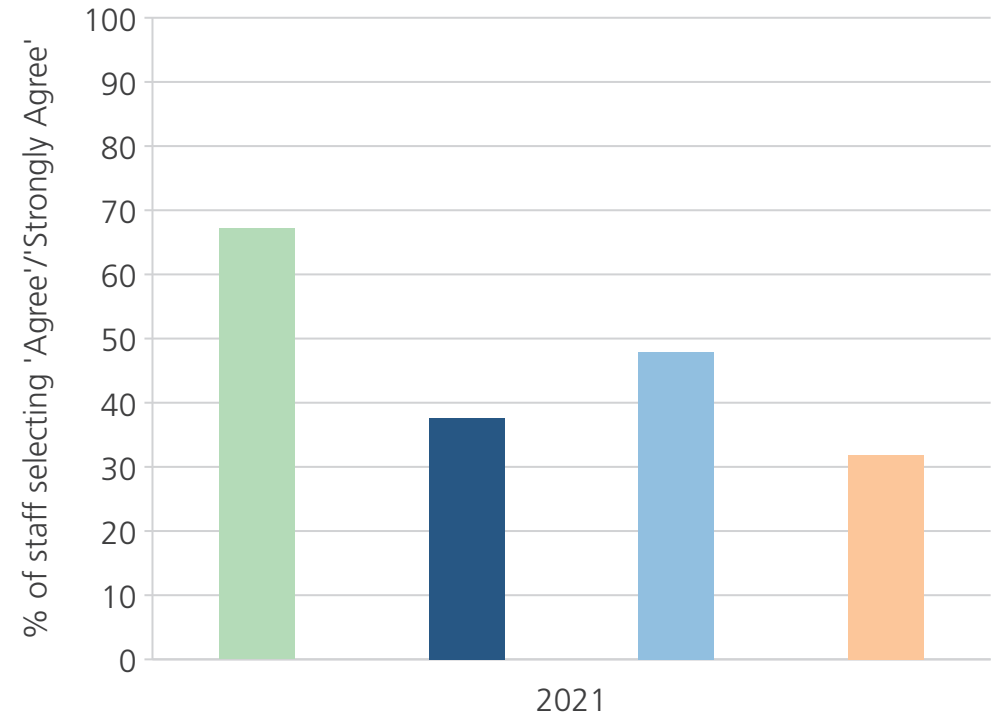


Best	77.6%	75.3%
Your org	59.1%	52.2%
Average	65.0%	60.7%
Worst	53.5%	47.5%
Responses	1,519	1,598

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	37.7%
Average	47.9%
Worst	31.9%
Responses	1,594



People Promise element detailed information – We are safe and healthy

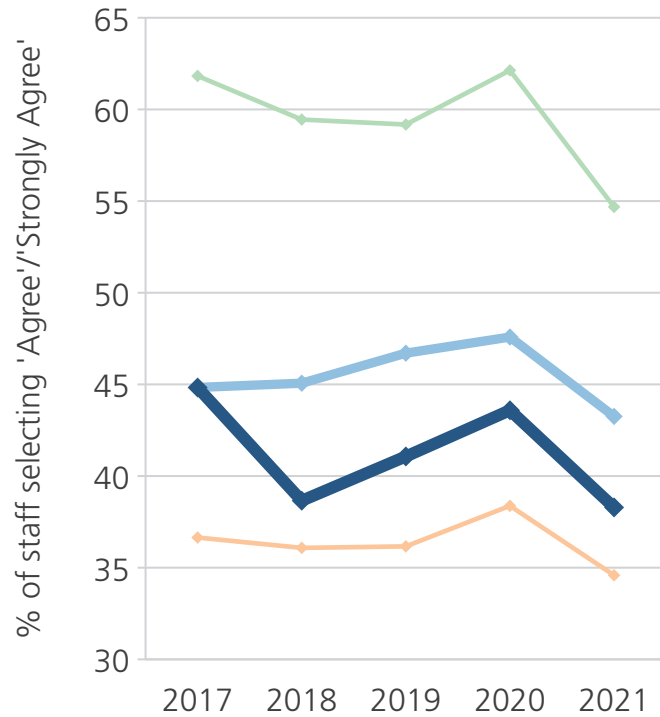
Questions:

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

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results

Q3g

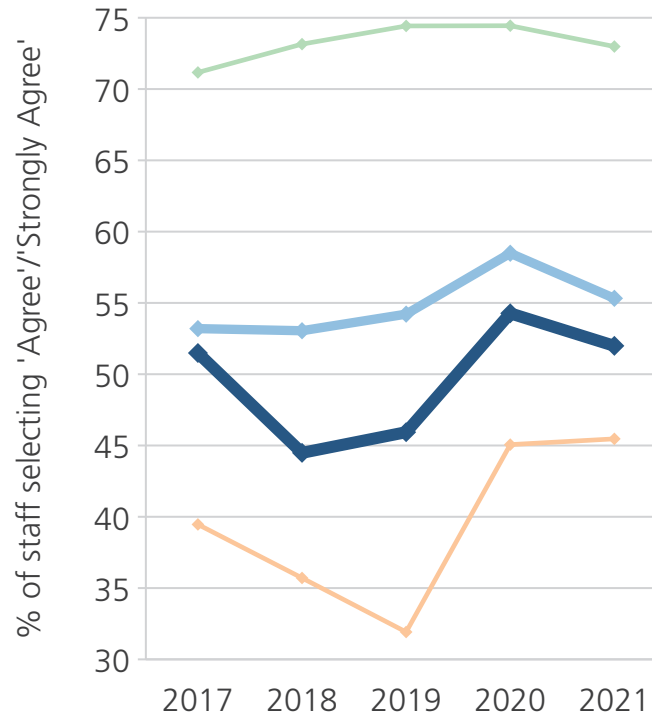
I am able to meet all the conflicting demands on my time at work



Responses 1,419 1,350 1,344 1,522 1,664

Q3h

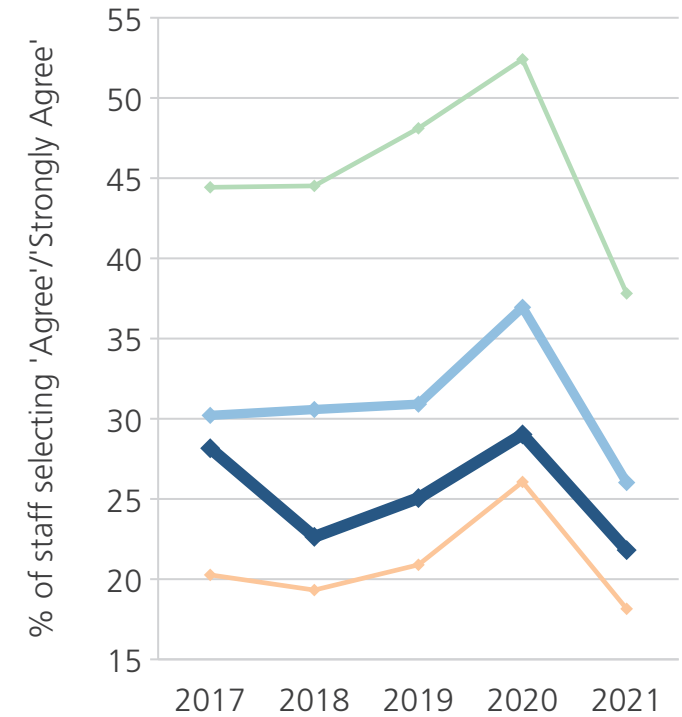
I have adequate materials, supplies and equipment to do my work



Responses 1,418 1,354 1,349 1,516 1,668

Q3i

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



Responses 1,418 1,355 1,343 1,522 1,667

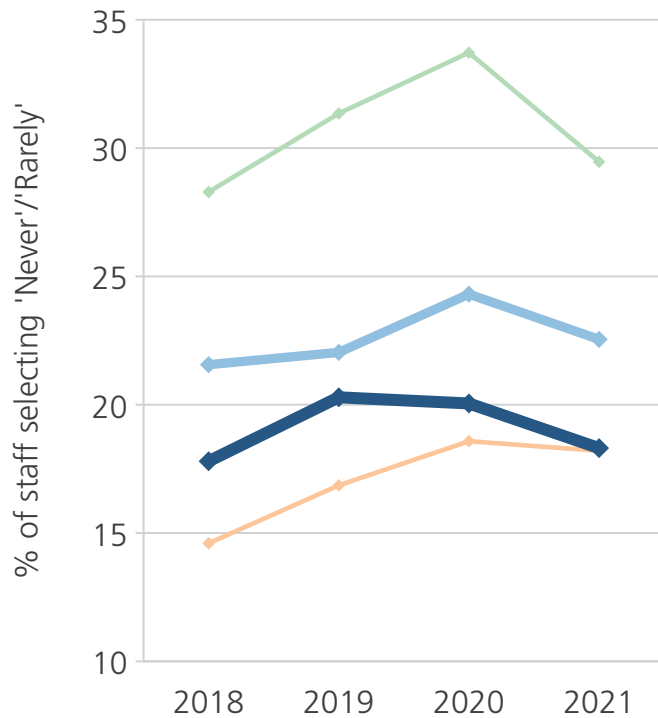
Best	61.8%	59.4%	59.2%	62.1%	54.7%
Your org	44.8%	38.7%	41.1%	43.6%	38.3%
Average	44.8%	45.1%	46.7%	47.6%	43.3%
Worst	36.6%	36.1%	36.2%	38.4%	34.6%

Best	71.2%	73.2%	74.4%	74.4%	73.0%
Your org	51.5%	44.5%	45.9%	54.3%	52.0%
Average	53.2%	53.0%	54.2%	58.5%	55.3%
Worst	39.5%	35.7%	31.9%	45.1%	45.5%

Best	44.4%	44.5%	48.1%	52.4%	37.8%
Your org	28.2%	22.6%	25.1%	29.0%	21.8%
Average	30.2%	30.6%	30.9%	36.9%	26.0%
Worst	20.3%	19.3%	20.9%	26.1%	18.2%

Q5a

I have unrealistic time pressures



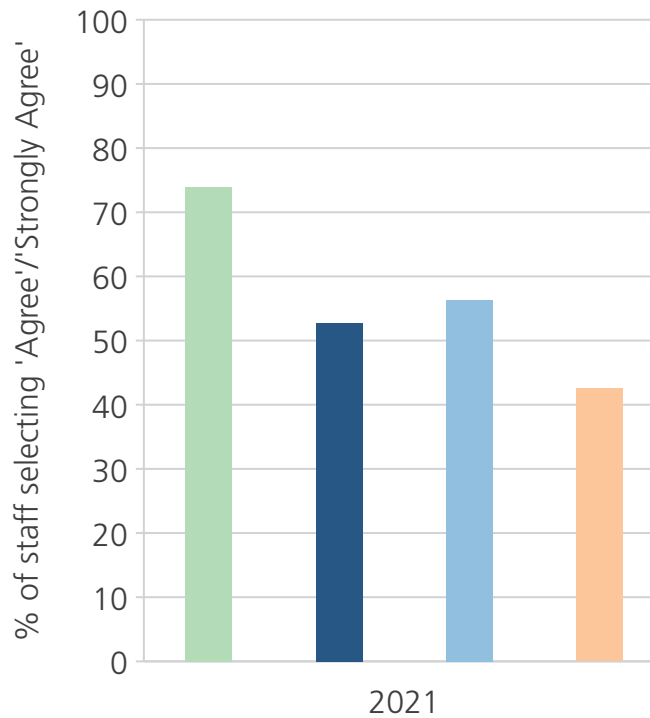
Best	28.3%	31.3%	33.7%	29.5%
Your org	17.8%	20.3%	20.0%	18.3%
Average	21.6%	22.0%	24.3%	22.5%
Worst	14.6%	16.9%	18.6%	18.2%

Responses 1,353 1,345 1,515 1,661

Q11a

My organisation takes positive action on health and well-being

No trend data are shown as this is a new question

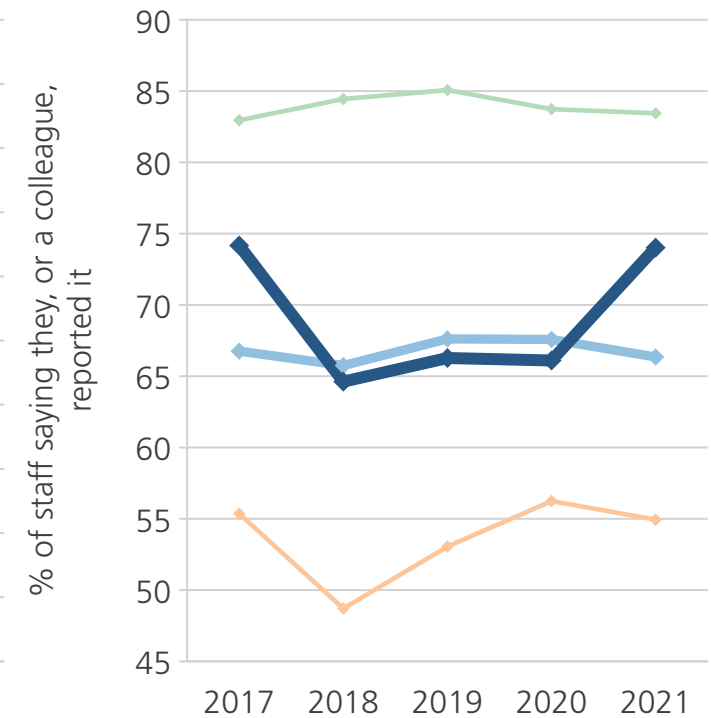


Best	74.0%
Your org	52.8%
Average	56.4%
Worst	42.5%

Responses 1,602

Q13d

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

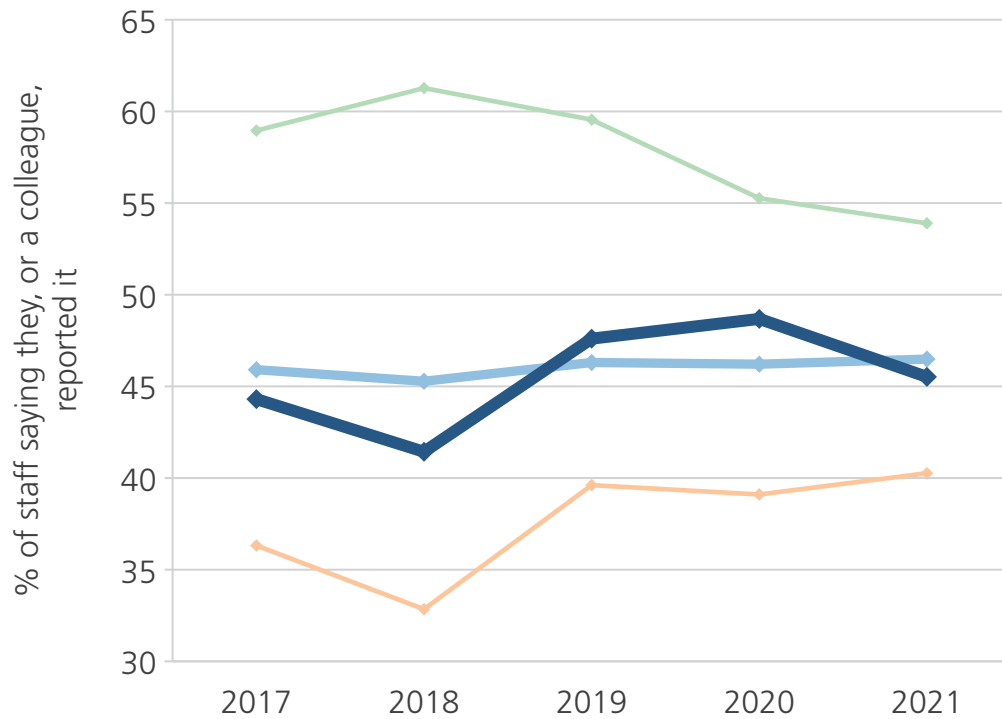


Best	83.0%	84.4%	85.1%	83.7%	83.4%
Your org	74.2%	64.6%	66.3%	66.1%	74.0%
Average	66.8%	65.7%	67.6%	67.6%	66.3%
Worst	55.4%	48.7%	53.0%	56.2%	54.9%

Responses 263 220 205 182 213

Q14d

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



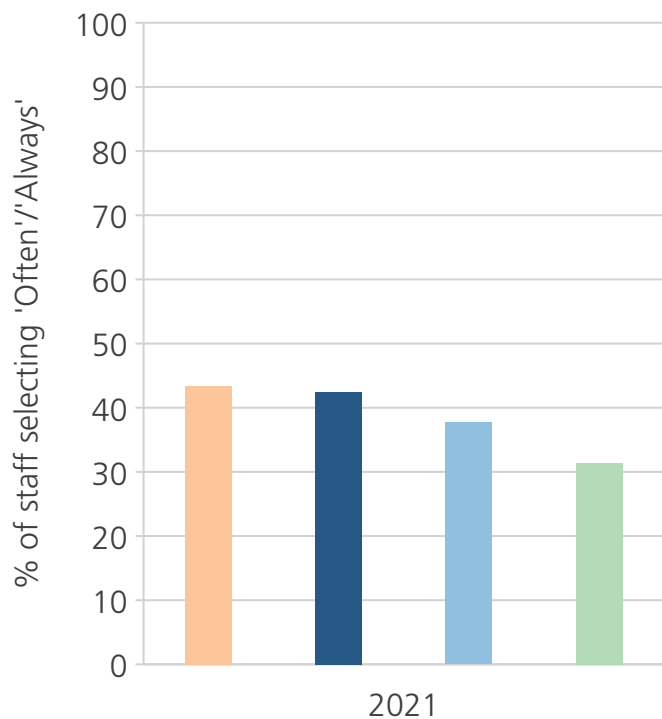
Best	59.0%	61.3%	59.5%	55.3%	53.9%
Your org	44.3%	41.4%	47.6%	48.7%	45.5%
Average	45.9%	45.3%	46.3%	46.2%	46.5%
Worst	36.3%	32.8%	39.6%	39.1%	40.3%

Responses 605 534 532 562 616

Q12a

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

No trend data are shown as this is a new question



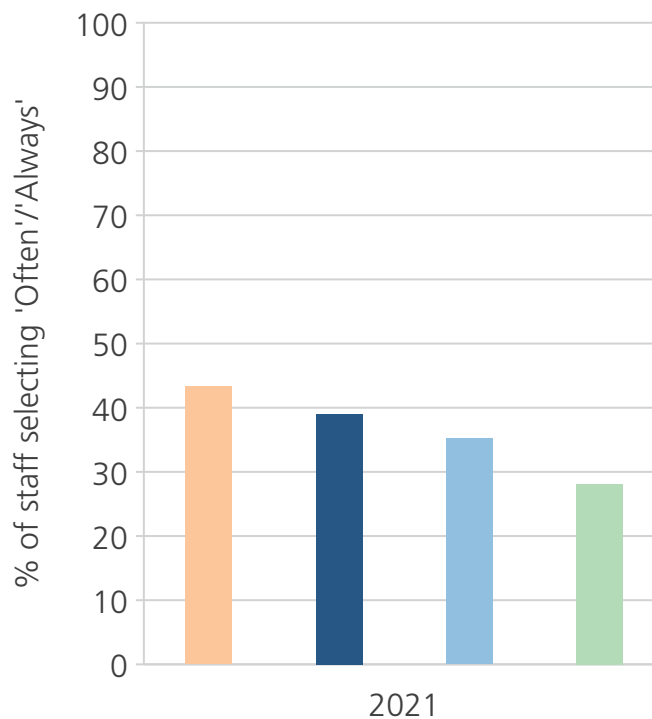
Worst	43.4%
Your org	42.5%
Average	37.7%
Best	31.4%

Responses 1,623

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



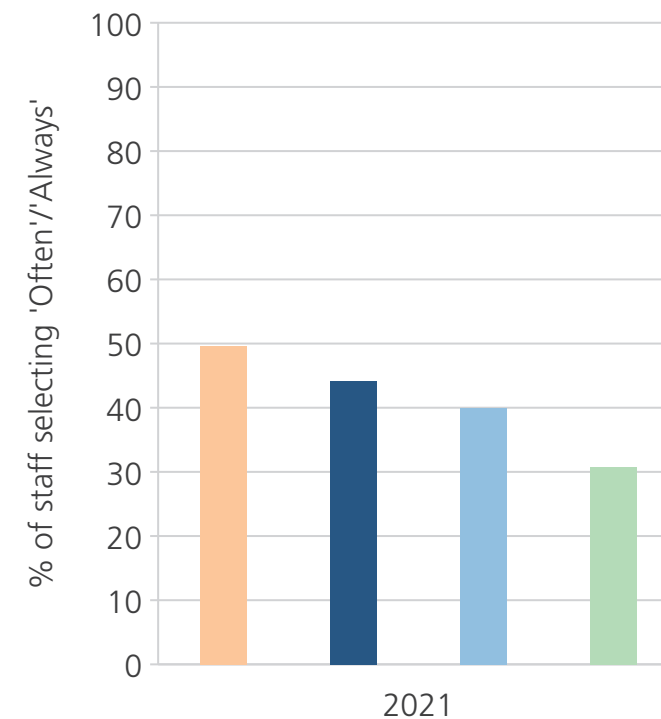
Worst	43.3%
Your org	39.0%
Average	35.2%
Best	28.1%

Responses 1,622

Q12c

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

No trend data are shown as this is a new question



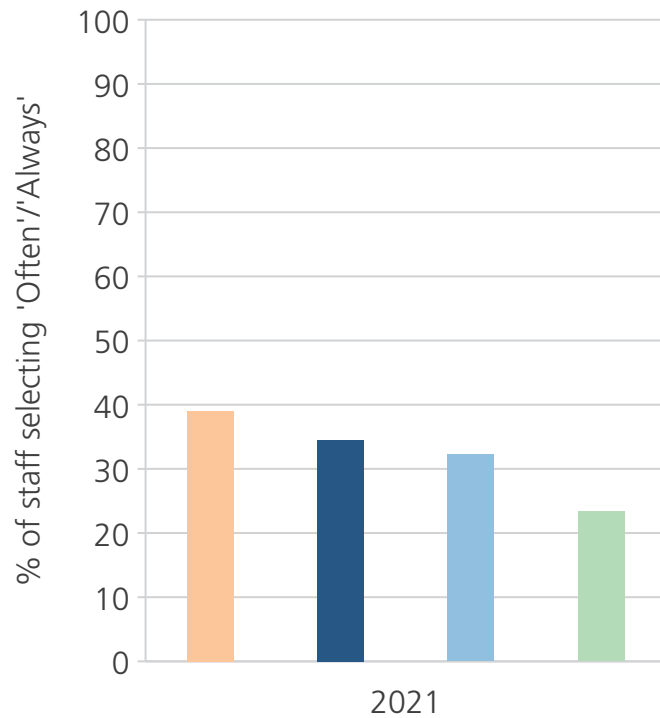
Worst	49.7%
Your org	44.2%
Average	39.9%
Best	30.8%

Responses 1,621

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



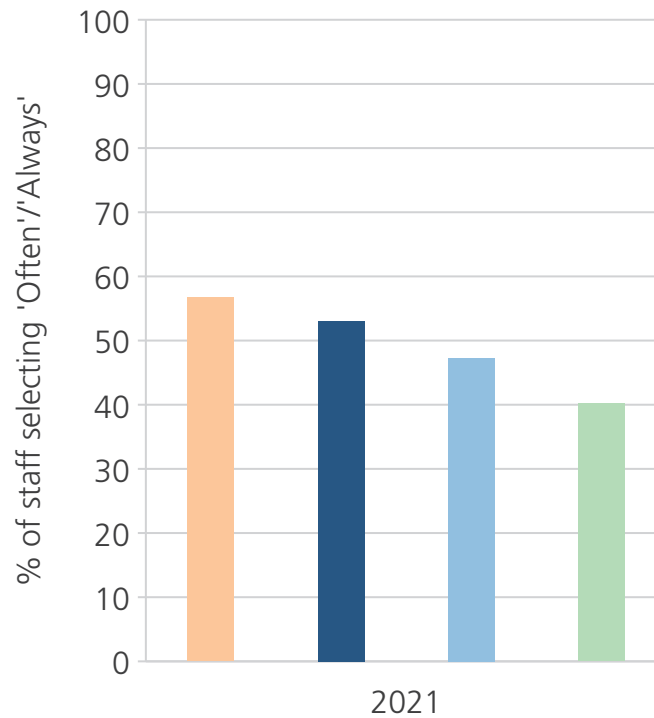
Worst	39.0%
Your org	34.5%
Average	32.2%
Best	23.4%

Responses 1,616

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



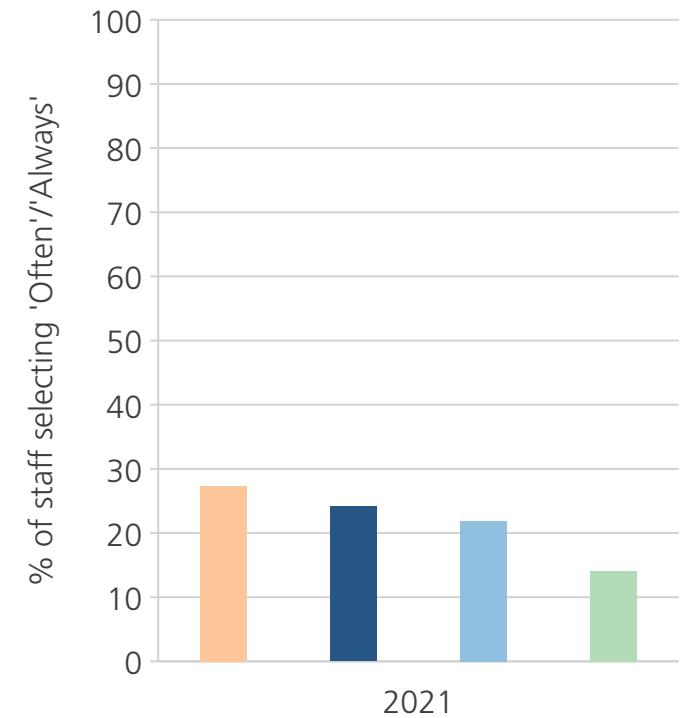
Worst	56.7%
Your org	53.0%
Average	47.2%
Best	40.2%

Responses 1,620

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



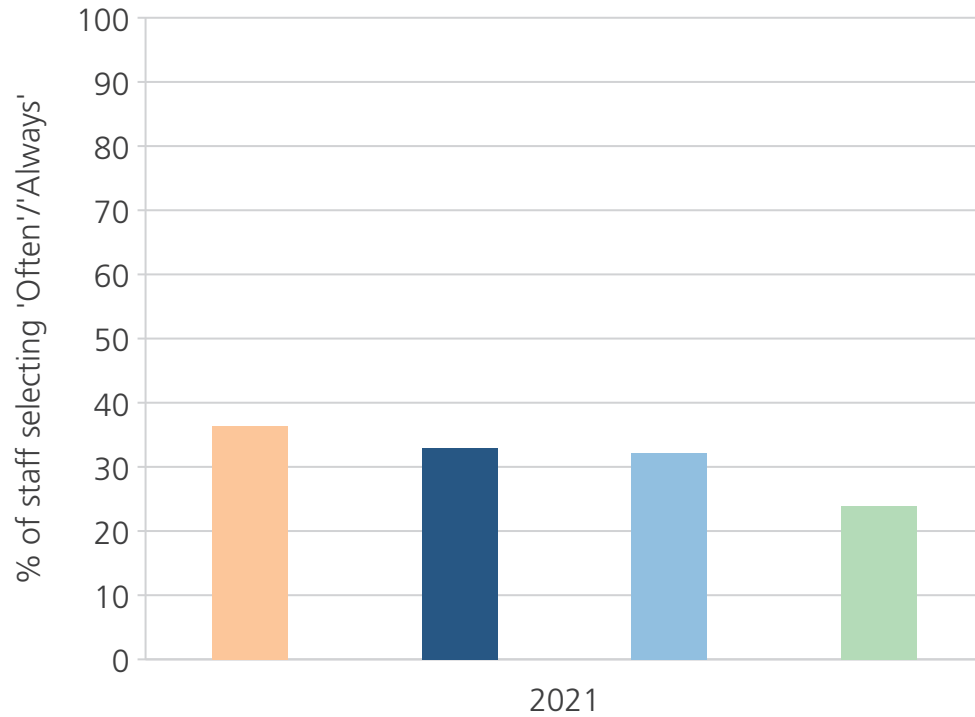
Worst	27.3%
Your org	24.2%
Average	21.9%
Best	14.1%

Responses 1,617

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

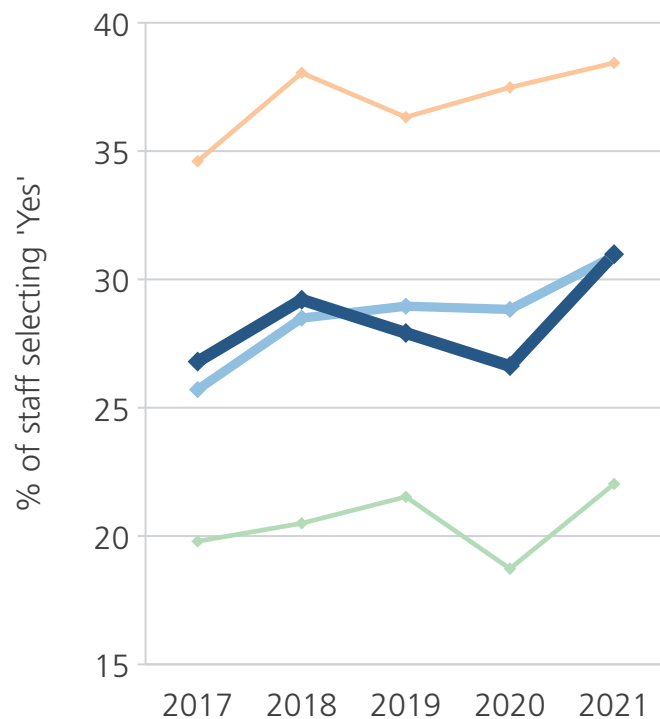


Worst	36.3%
Your org	32.9%
Average	32.1%
Best	23.9%

Responses 1,621

Q11b

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

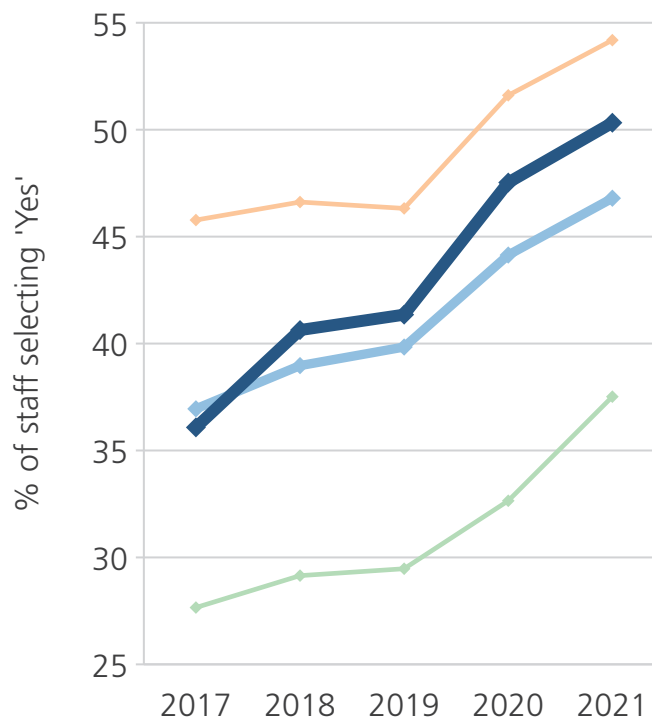


Worst	34.6%	38.0%	36.3%	37.5%	38.4%
Your org	26.8%	29.2%	27.9%	26.6%	31.0%
Average	25.7%	28.5%	29.0%	28.8%	30.9%
Best	19.8%	20.5%	21.5%	18.7%	22.0%

Responses 1,416 1,361 1,345 1,514 1,625

Q11c

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

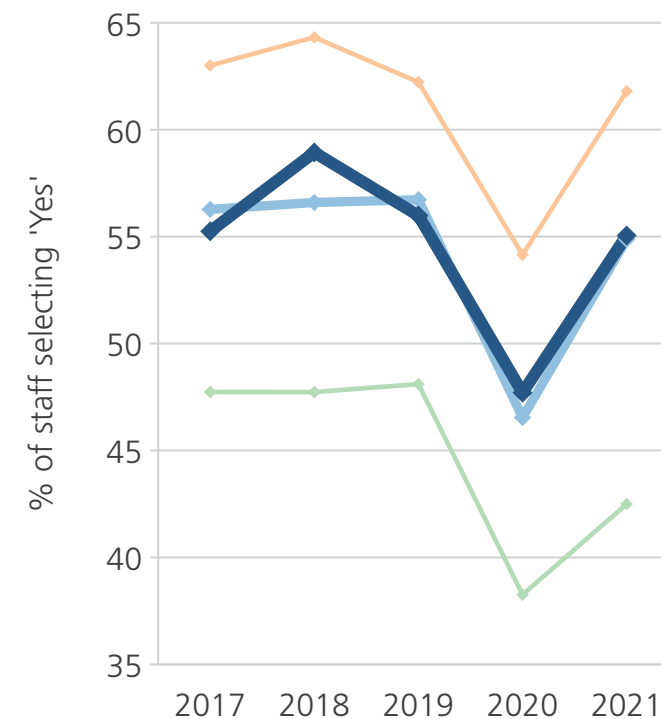


Worst	45.8%	46.6%	46.3%	51.6%	54.2%
Your org	36.1%	40.6%	41.4%	47.5%	50.3%
Average	36.9%	39.0%	39.8%	44.1%	46.8%
Best	27.7%	29.1%	29.5%	32.6%	37.5%

Responses 1,419 1,358 1,346 1,519 1,626

Q11d

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

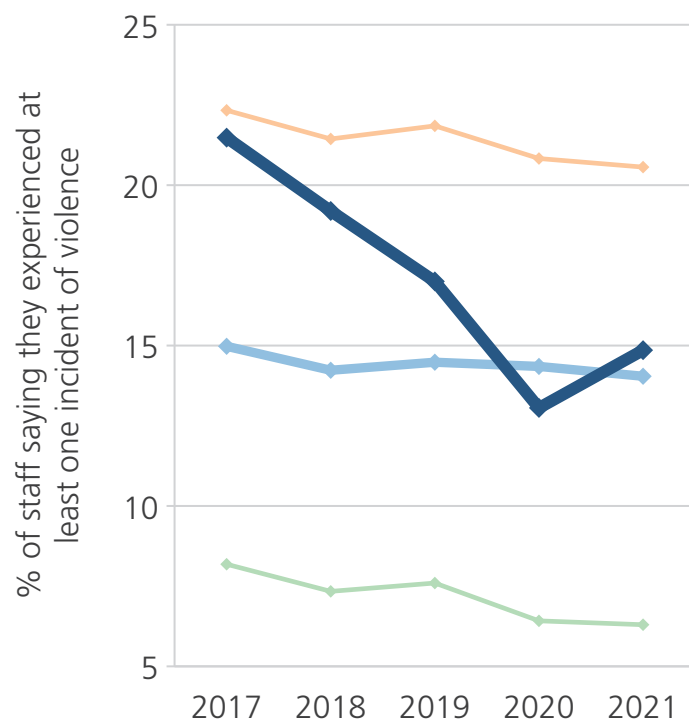


Worst	63.0%	64.3%	62.2%	54.2%	61.8%
Your org	55.2%	58.9%	56.0%	47.7%	55.1%
Average	56.3%	56.6%	56.7%	46.5%	54.9%
Best	47.7%	47.7%	48.1%	38.3%	42.5%

Responses 1,420 1,362 1,342 1,519 1,625

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?

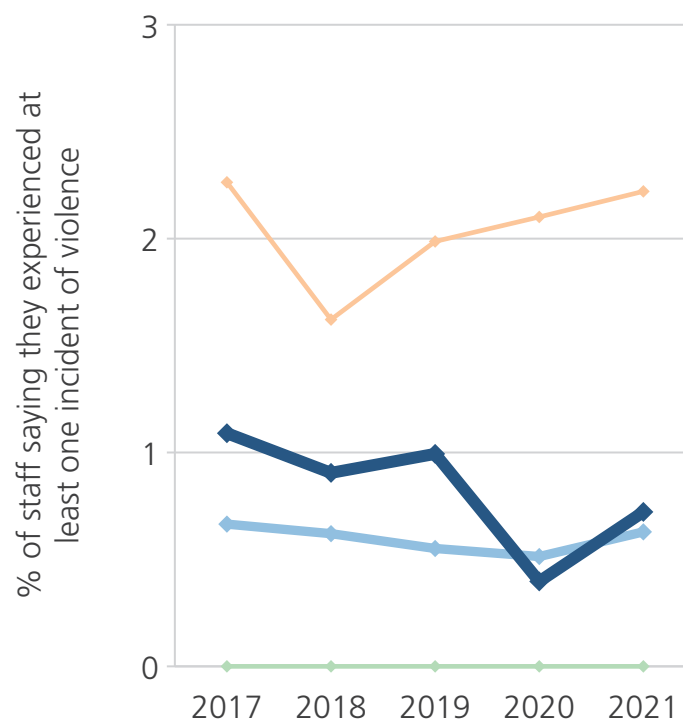


Worst	22.3%	21.4%	21.8%	20.8%	20.6%
Your org	21.5%	19.2%	17.0%	13.1%	14.9%
Average	15.0%	14.2%	14.5%	14.3%	14.0%
Best	8.2%	7.3%	7.6%	6.4%	6.3%

Responses 1,416 1,361 1,349 1,528 1,624

Q13b

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

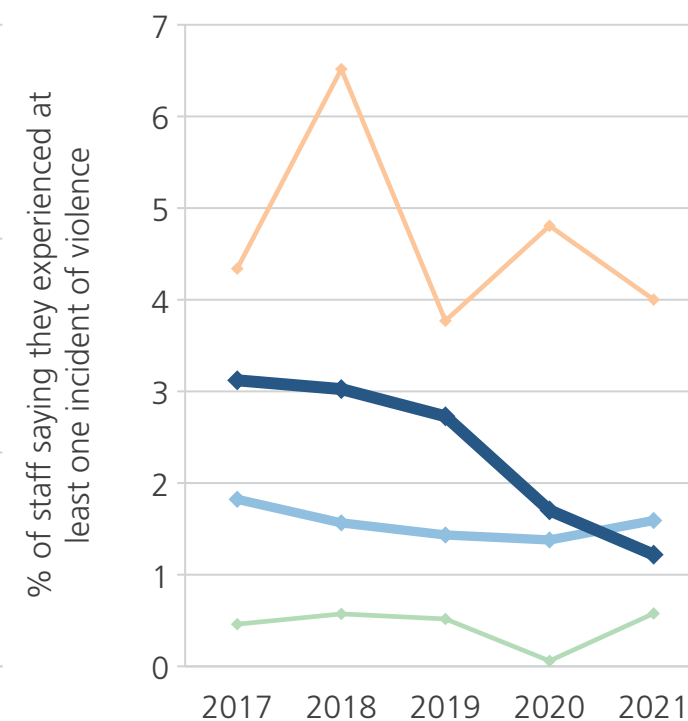


Worst	2.3%	1.6%	2.0%	2.1%	2.2%
Your org	1.1%	0.9%	1.0%	0.4%	0.7%
Average	0.7%	0.6%	0.6%	0.5%	0.6%
Best	0.0%	0.0%	0.0%	0.0%	0.0%

Responses 1,417 1,347 1,339 1,522 1,607

Q13c

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

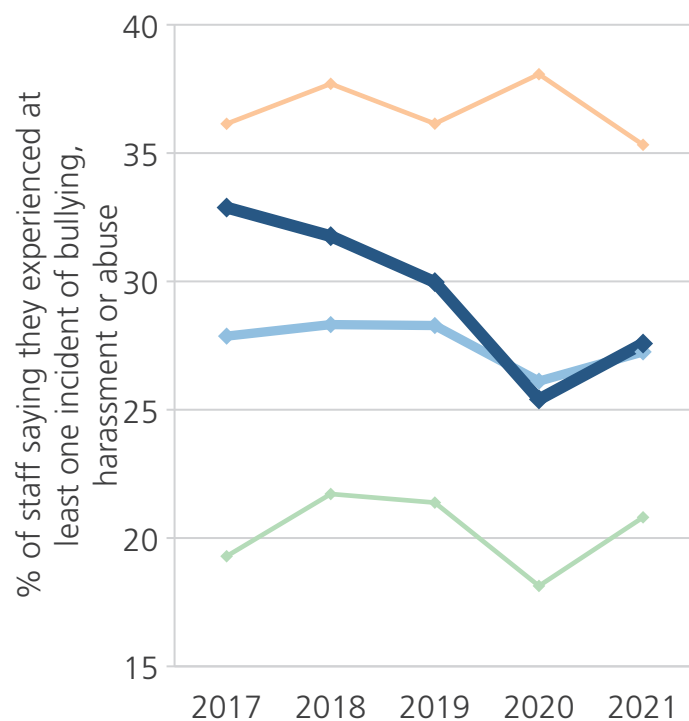


Worst	4.3%	6.5%	3.8%	4.8%	4.0%
Your org	3.1%	3.0%	2.7%	1.7%	1.2%
Average	1.8%	1.6%	1.4%	1.4%	1.6%
Best	0.5%	0.6%	0.5%	0.1%	0.6%

Responses 1,415 1,346 1,339 1,518 1,590

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?

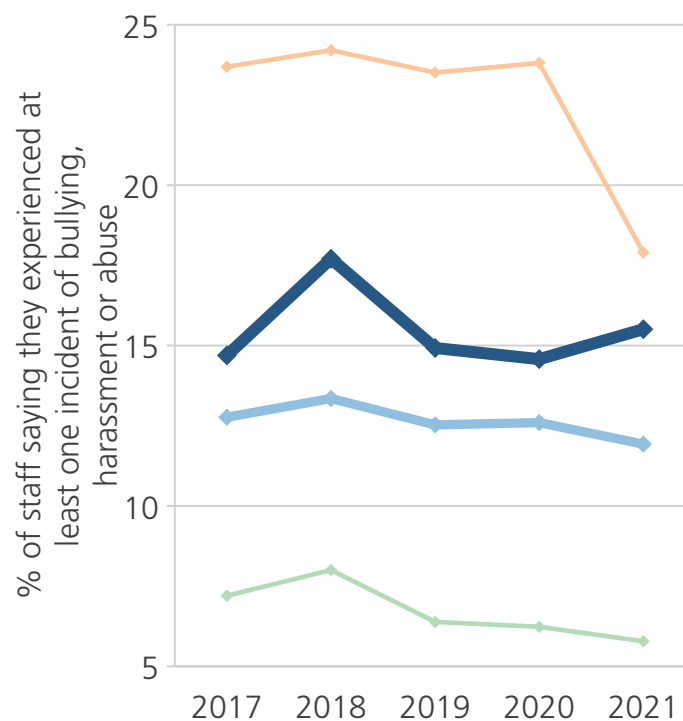


Worst	36.1%	37.7%	36.1%	38.1%	35.3%
Your org	32.9%	31.8%	30.0%	25.4%	27.6%
Average	27.9%	28.3%	28.3%	26.1%	27.3%
Best	19.3%	21.7%	21.4%	18.1%	20.8%

Responses 1,416 1,363 1,345 1,523 1,574

Q14b

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

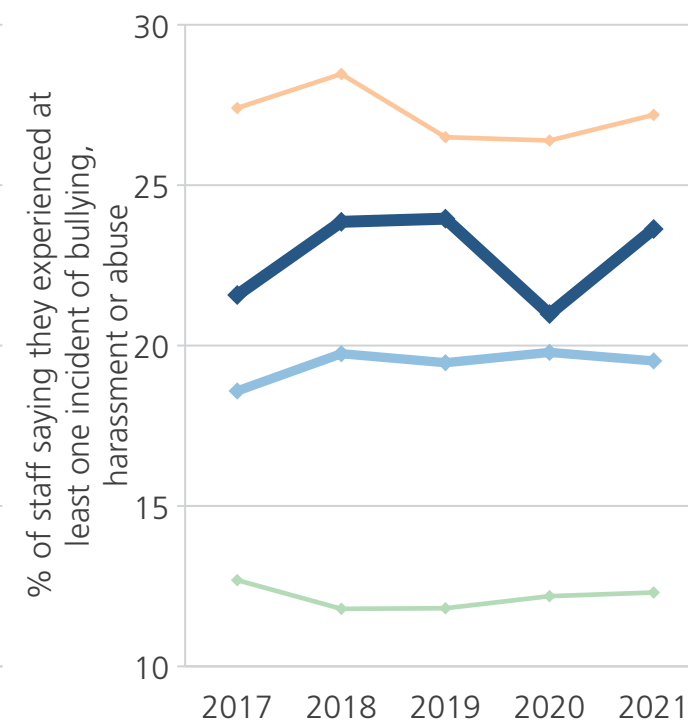


Worst	23.7%	24.2%	23.5%	23.8%	17.9%
Your org	14.7%	17.7%	14.9%	14.6%	15.5%
Average	12.8%	13.3%	12.5%	12.6%	11.9%
Best	7.2%	8.0%	6.4%	6.2%	5.8%

Responses 1,410 1,344 1,335 1,512 1,558

Q14c

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



Worst	27.4%	28.5%	26.5%	26.4%	27.2%
Your org	21.6%	23.9%	24.0%	21.0%	23.6%
Average	18.6%	19.7%	19.5%	19.8%	19.5%
Best	12.7%	11.8%	11.8%	12.2%	12.3%

Responses 1,411 1,344 1,339 1,509 1,551



People Promise element detailed information – We are always learning

Questions:

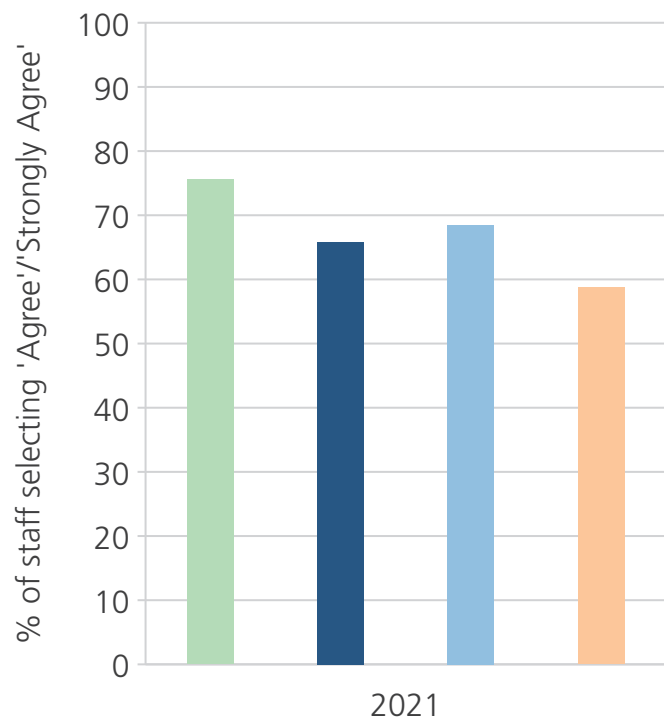
Q20a, Q20b, Q20c, Q20d, Q20e
Q19a, Q19b, Q19c, Q19d

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Q20a

This organisation offers me challenging work

No trend data are shown as this is a new question



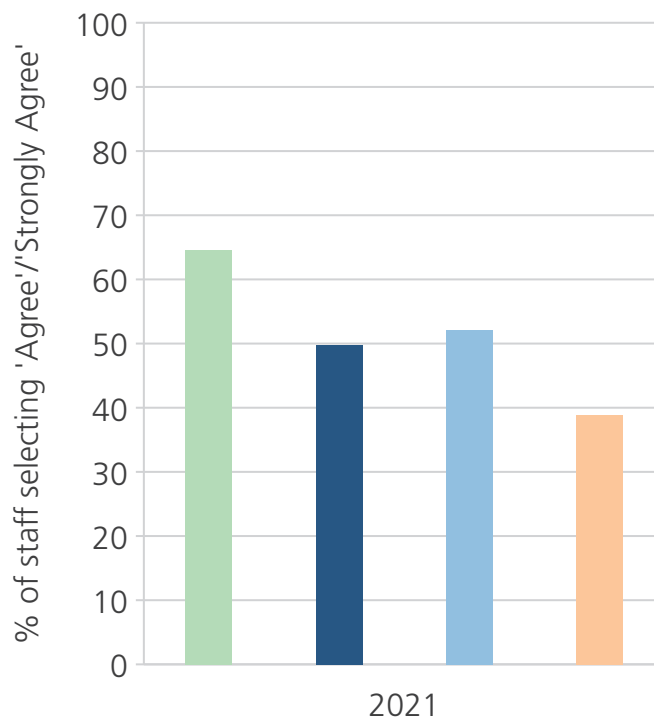
Best	75.6%
Your org	65.9%
Average	68.4%
Worst	58.8%

Responses 1,600

Q20b

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

No trend data are shown as this is a new question



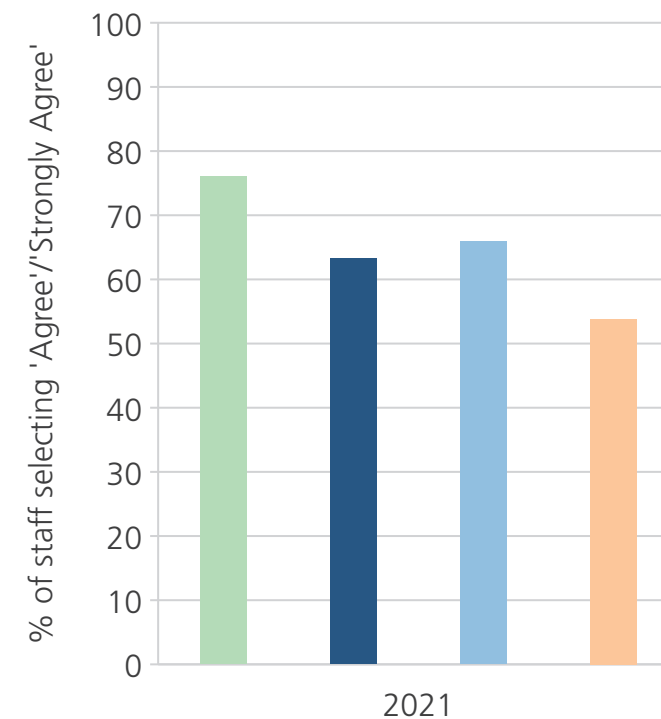
Best	64.6%
Your org	49.7%
Average	52.1%
Worst	38.8%

Responses 1,601

Q20c

I have opportunities to improve my knowledge and skills

No trend data are shown as this is a new question



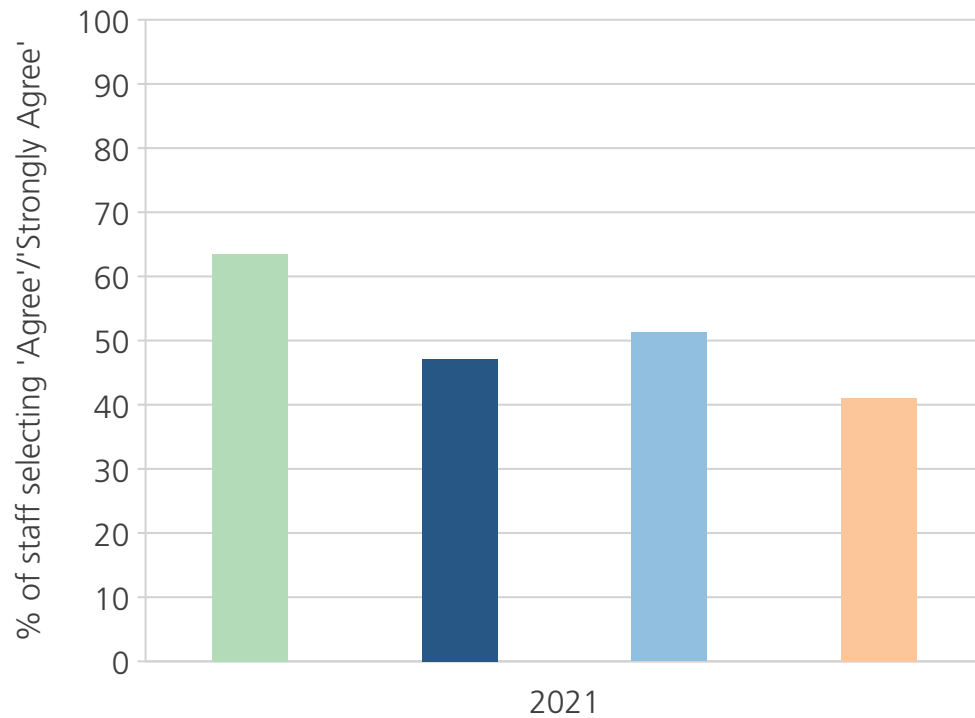
Best	76.0%
Your org	63.3%
Average	65.9%
Worst	53.8%

Responses 1,601

Q20d

I feel supported to develop my potential

No trend data are shown as this is a new question



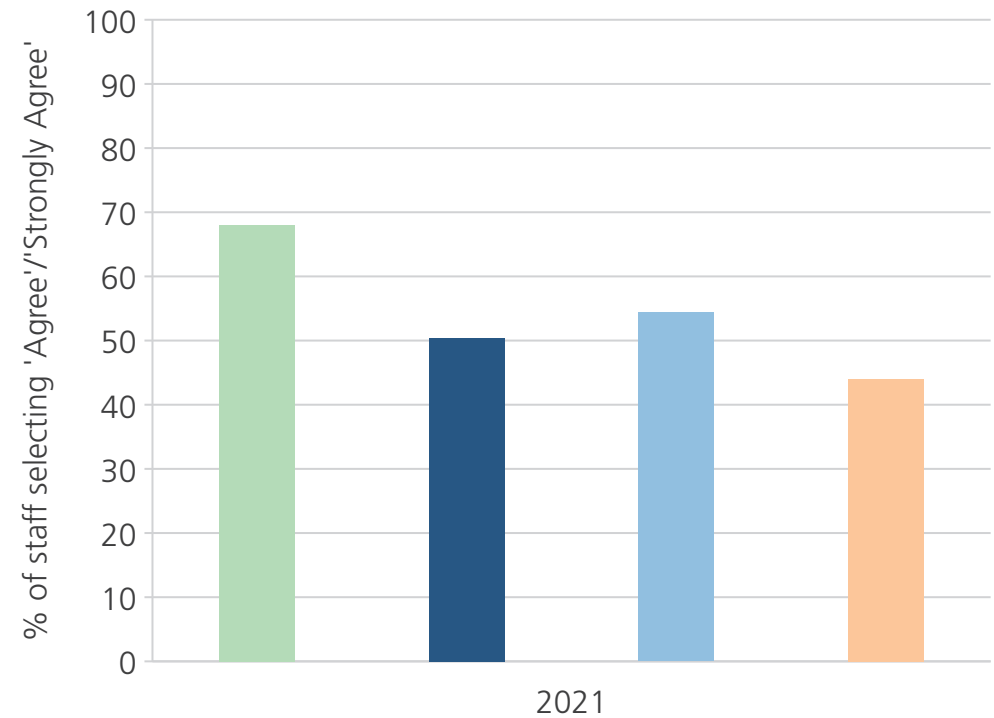
Best	63.5%
Your org	47.2%
Average	51.3%
Worst	41.0%

Responses 1,600

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



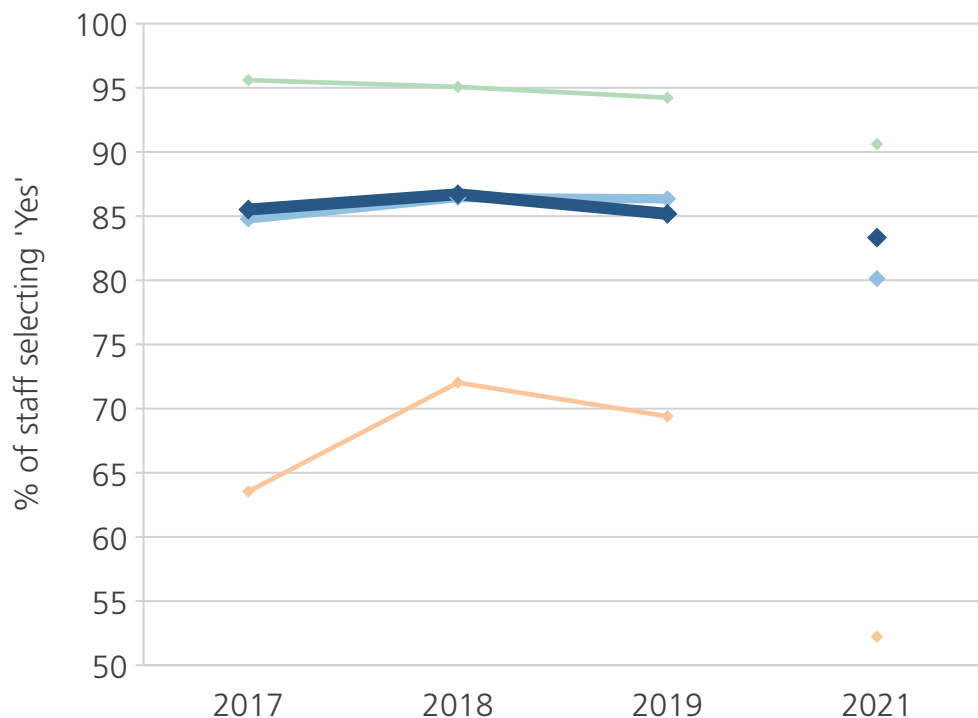
Best	68.0%
Your org	50.4%
Average	54.4%
Worst	44.1%

Responses 1,600

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.

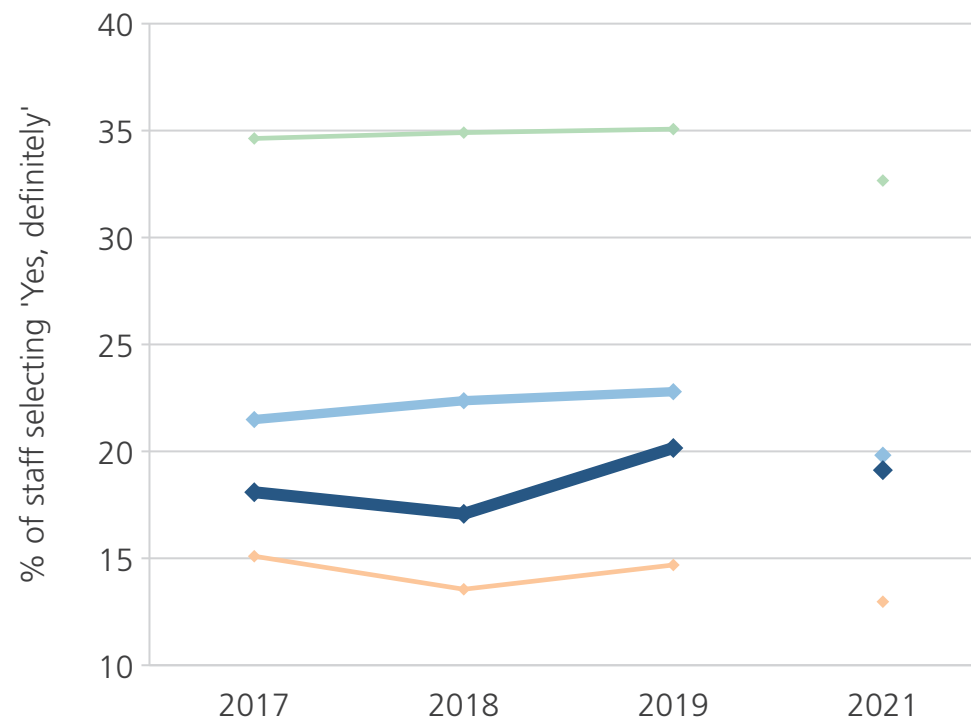


Highest	95.6%	95.1%	94.2%	90.6%
Your org	85.5%	86.7%	85.2%	83.3%
Average	84.8%	86.4%	86.3%	80.1%
Lowest	63.5%	72.0%	69.4%	52.2%
Responses	1,395	1,354	1,347	1,612

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.

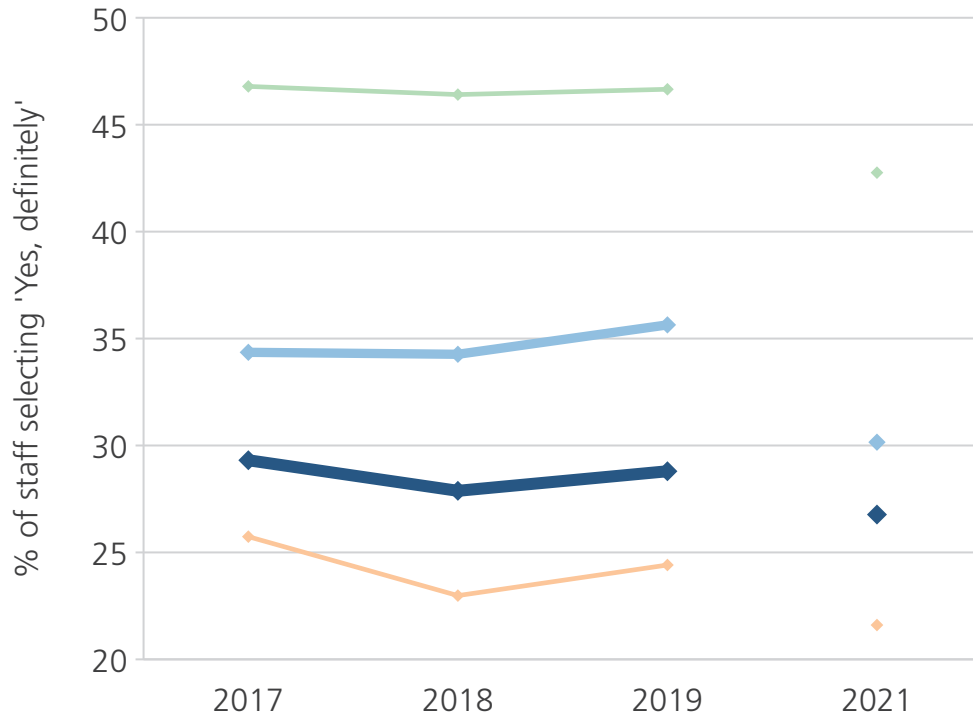


Best	34.6%	34.9%	35.1%	32.7%
Your org	18.1%	17.1%	20.2%	19.1%
Average	21.5%	22.4%	22.8%	19.8%
Worst	15.1%	13.6%	14.7%	13.0%
Responses	1,179	1,165	1,138	1,335

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.

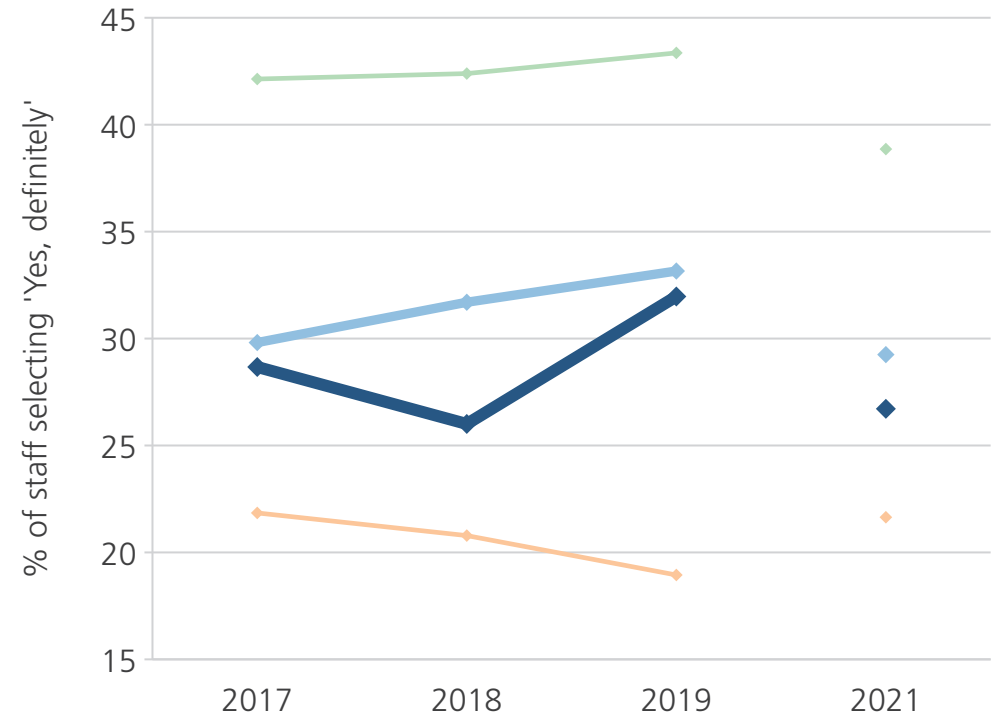


Best	46.8%	46.4%	46.7%	42.8%
Your org	29.3%	27.9%	28.8%	26.8%
Average	34.4%	34.3%	35.6%	30.2%
Worst	25.7%	23.0%	24.4%	21.6%
Responses	1,175	1,164	1,136	1,332

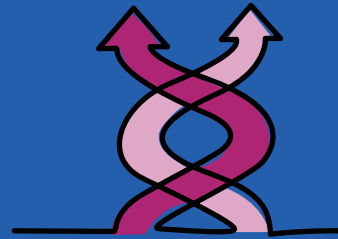
Q19d

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	28.7%	26.0%	32.0%	26.7%
Average	29.8%	31.7%	33.2%	29.3%
Worst	21.8%	20.8%	18.9%	21.6%
Responses	1,174	1,159	1,135	1,333



People Promise element detailed information – We work flexibly

Questions:

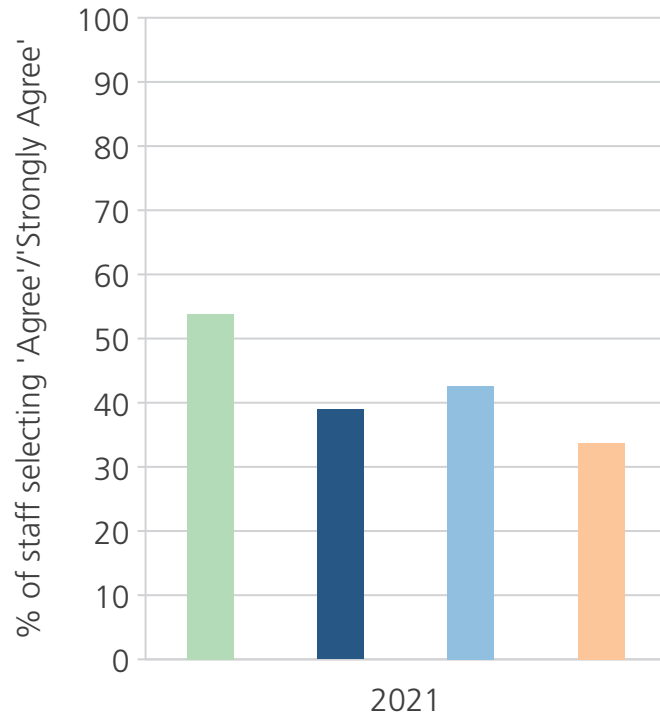
Q6b, Q6c, Q6d
Q4d

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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



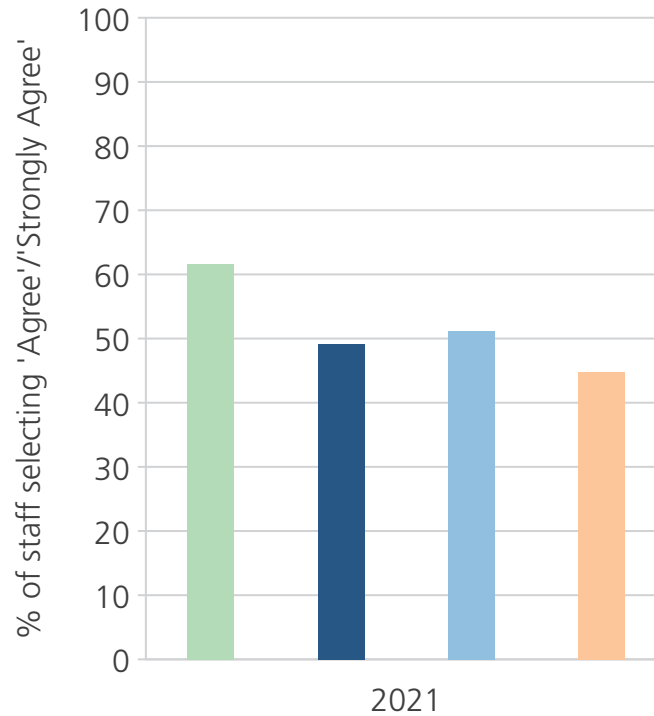
Best	53.8%
Your org	39.0%
Average	42.6%
Worst	33.8%

Responses 1,659

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



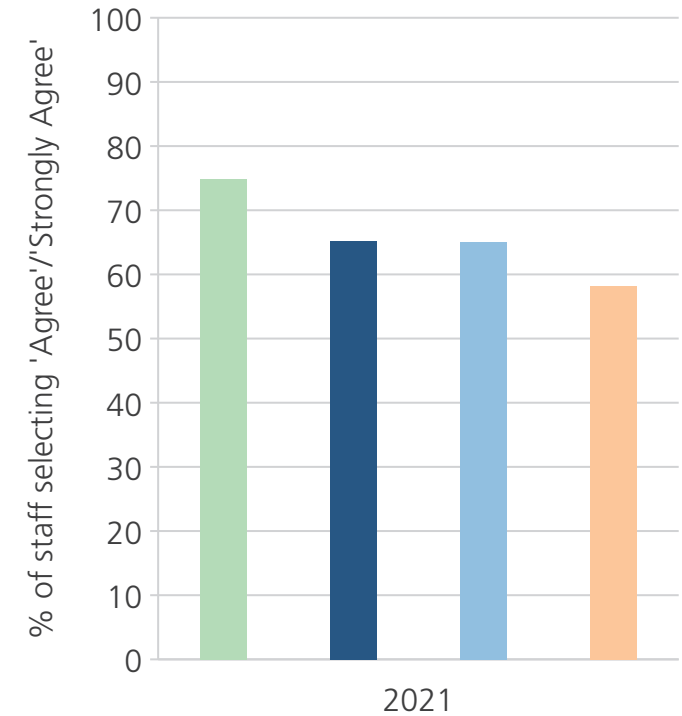
Best	61.6%
Your org	49.2%
Average	51.1%
Worst	44.7%

Responses 1,658

Q6d

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

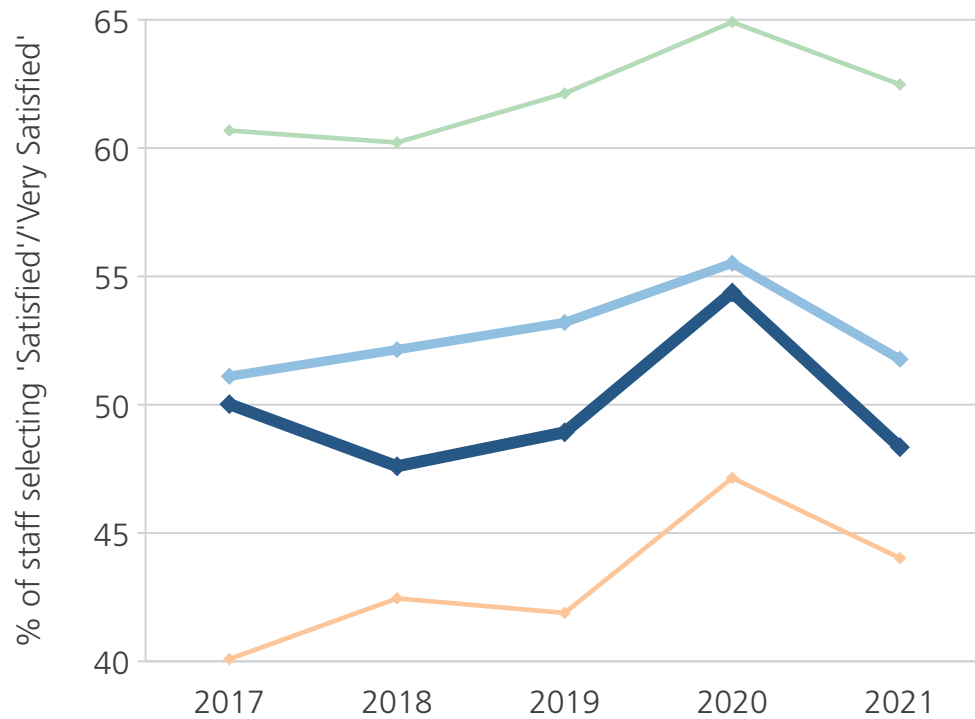
No trend data are shown as this is a new question



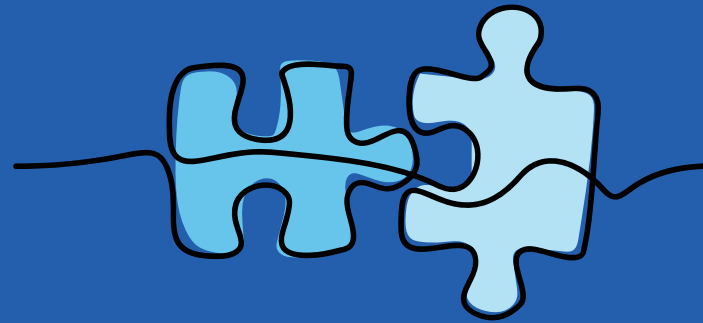
Best	74.8%
Your org	65.2%
Average	65.0%
Worst	58.2%

Responses 1,659

Q4d
The opportunities for flexible working patterns



Best	60.7%	60.2%	62.1%	64.9%	62.5%
Your org	50.0%	47.6%	48.9%	54.4%	48.3%
Average	51.1%	52.1%	53.2%	55.5%	51.8%
Worst	40.1%	42.5%	41.9%	47.2%	44.0%
Responses	1,417	1,355	1,345	1,521	1,665



People Promise element detailed information – We are a team

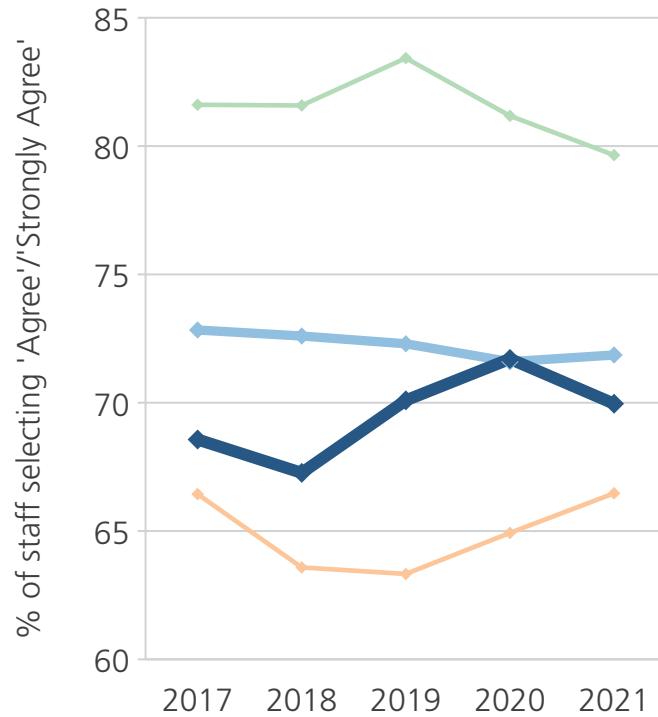
Questions:

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

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Q7a

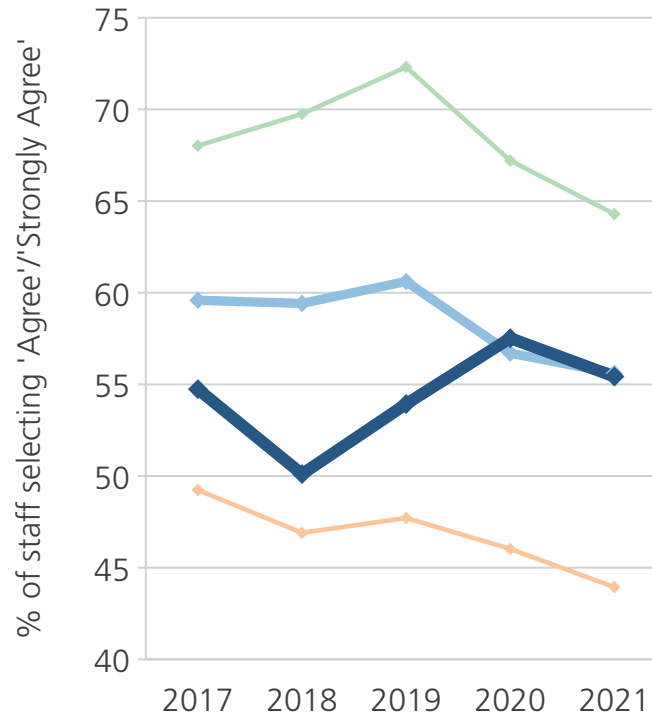
The team I work in has a set of shared objectives



Responses 1,418 1,353 1,347 1,523 1,644

Q7b

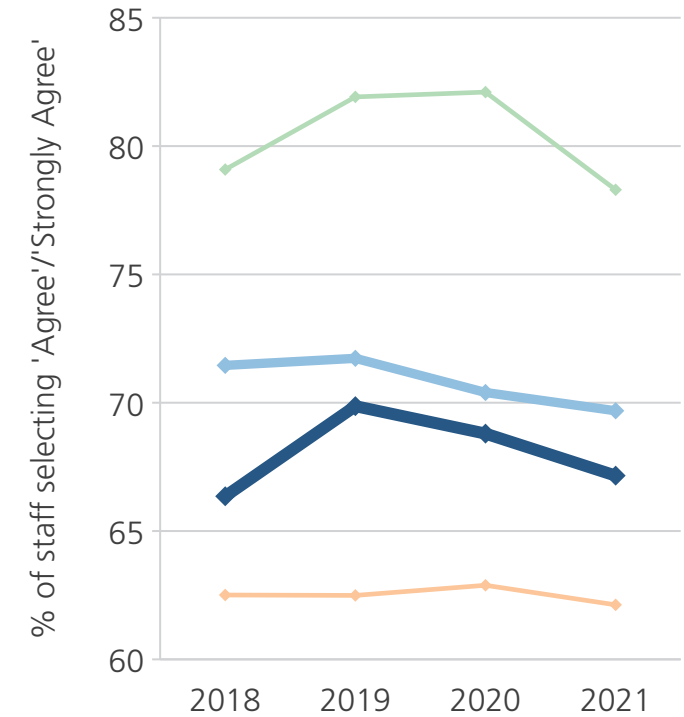
The team I work in often meets to discuss the team's effectiveness



Responses 1,417 1,354 1,349 1,524 1,643

Q7c

I receive the respect I deserve from my colleagues at work



Responses 1,354 1,348 1,529 1,649

Best	81.6%	81.6%	83.4%	81.2%	79.6%
Your org	68.6%	67.3%	70.1%	71.7%	70.0%
Average	72.8%	72.6%	72.3%	71.6%	71.9%
Worst	66.4%	63.6%	63.3%	64.9%	66.5%

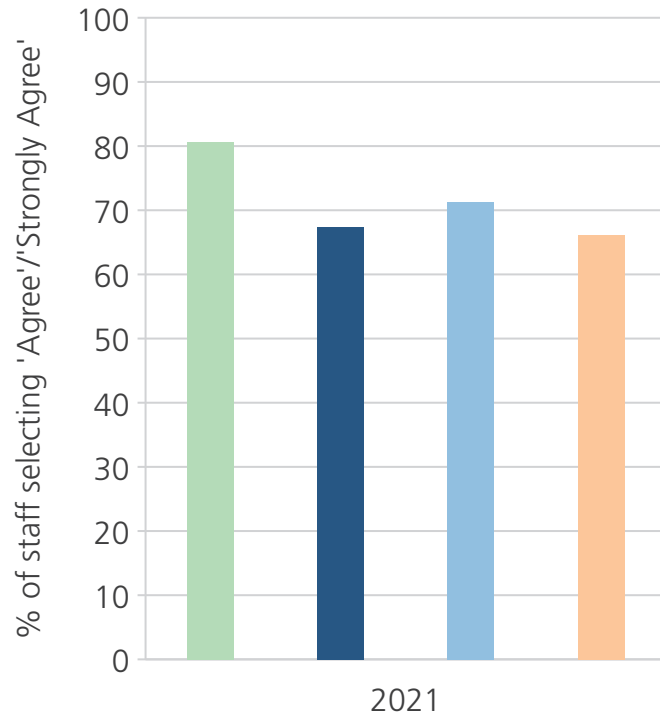
Best	68.0%	69.8%	72.3%	67.2%	64.3%
Your org	54.7%	50.1%	53.9%	57.5%	55.4%
Average	59.6%	59.4%	60.6%	56.7%	55.6%
Worst	49.2%	46.9%	47.7%	46.0%	43.9%

Best	79.1%	81.9%	82.1%	78.3%
Your org	66.4%	69.9%	68.8%	67.2%
Average	71.5%	71.7%	70.4%	69.7%
Worst	62.5%	62.5%	62.9%	62.1%

Q7d

Team members understand each other's roles

No trend data are shown as this is a new question



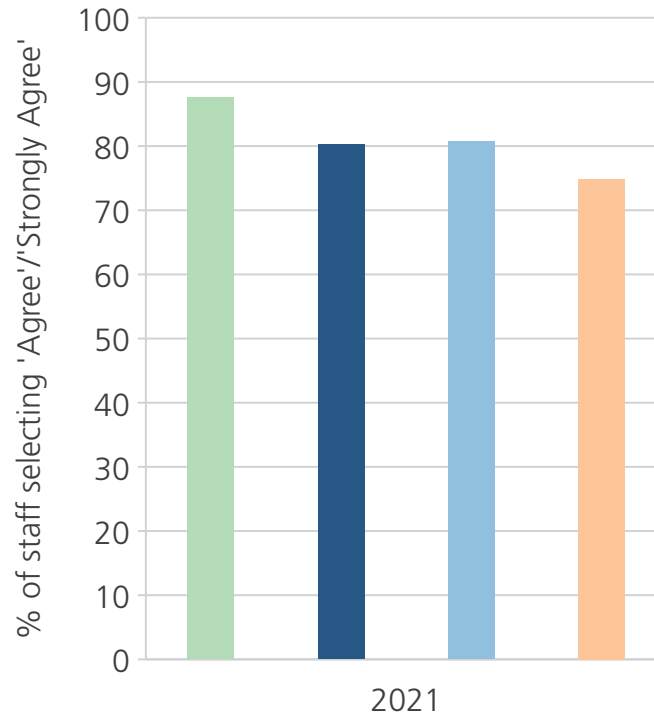
Best	80.6%
Your org	67.3%
Average	71.3%
Worst	66.1%

Responses 1,645

Q7e

I enjoy working with the colleagues in my team

No trend data are shown as this is a new question



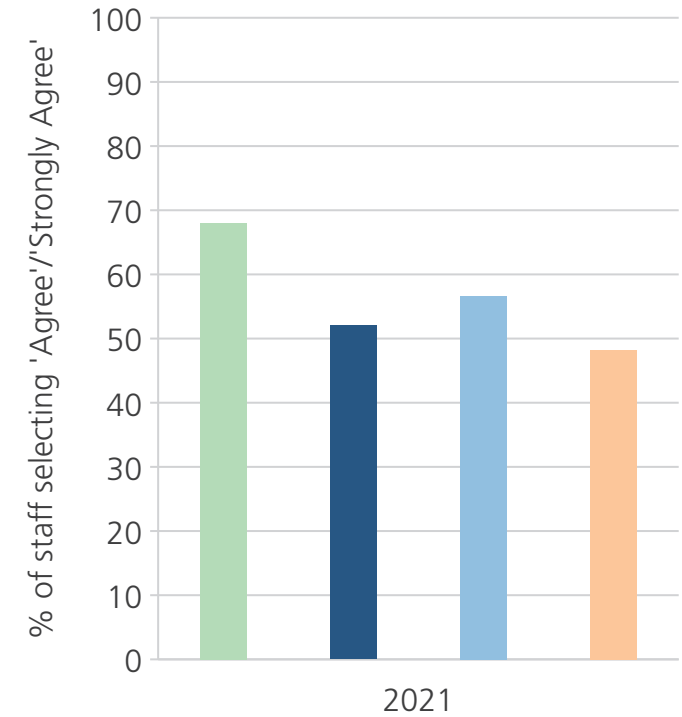
Best	87.6%
Your org	80.3%
Average	80.7%
Worst	74.9%

Responses 1,647

Q7f

My team has enough freedom in how to do its work

No trend data are shown as this is a new question



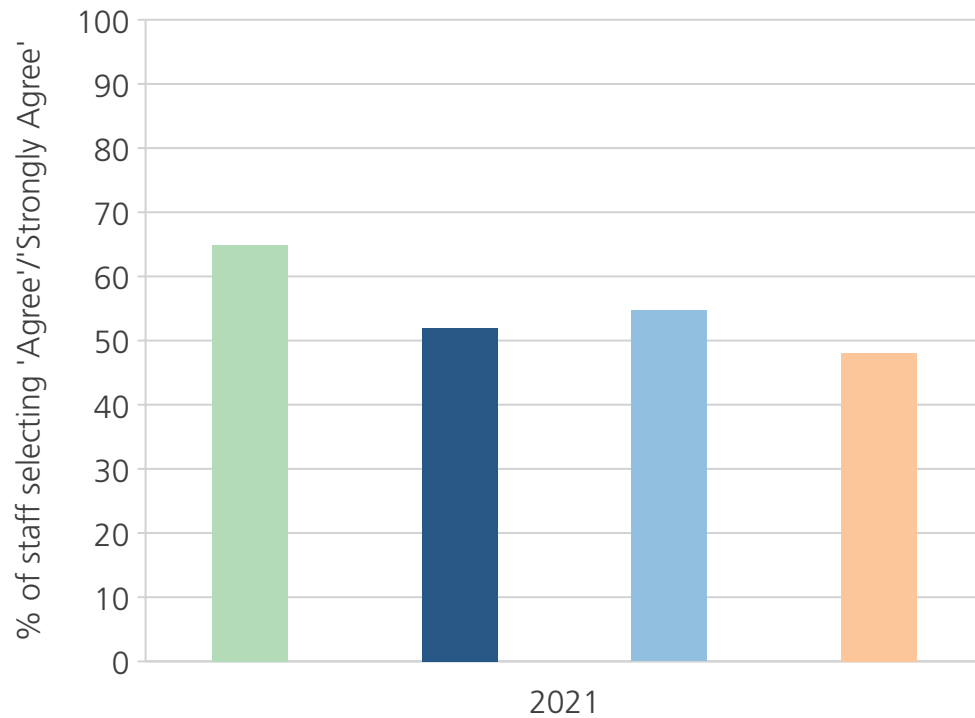
Best	68.0%
Your org	52.0%
Average	56.6%
Worst	48.2%

Responses 1,645

Q7g

In my team disagreements are dealt with constructively

No trend data are shown as this is a new question



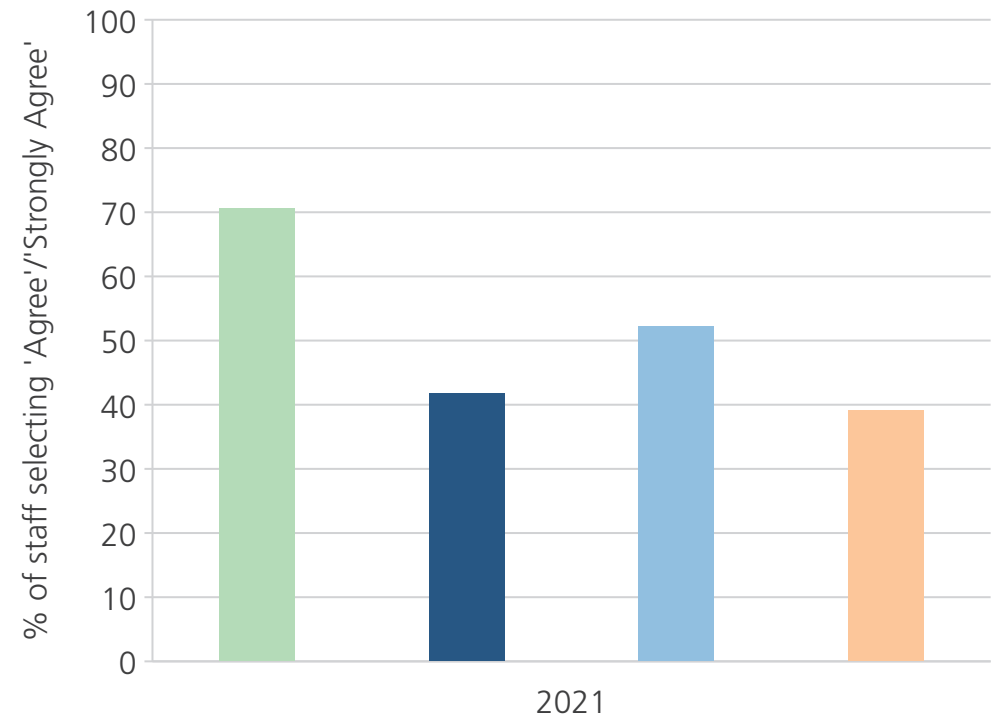
Best	64.9%
Your org	52.0%
Average	54.7%
Worst	48.0%

Responses 1,645

Q8a

Teams within this organisation work well together to achieve their objectives

No trend data are shown as this is a new question

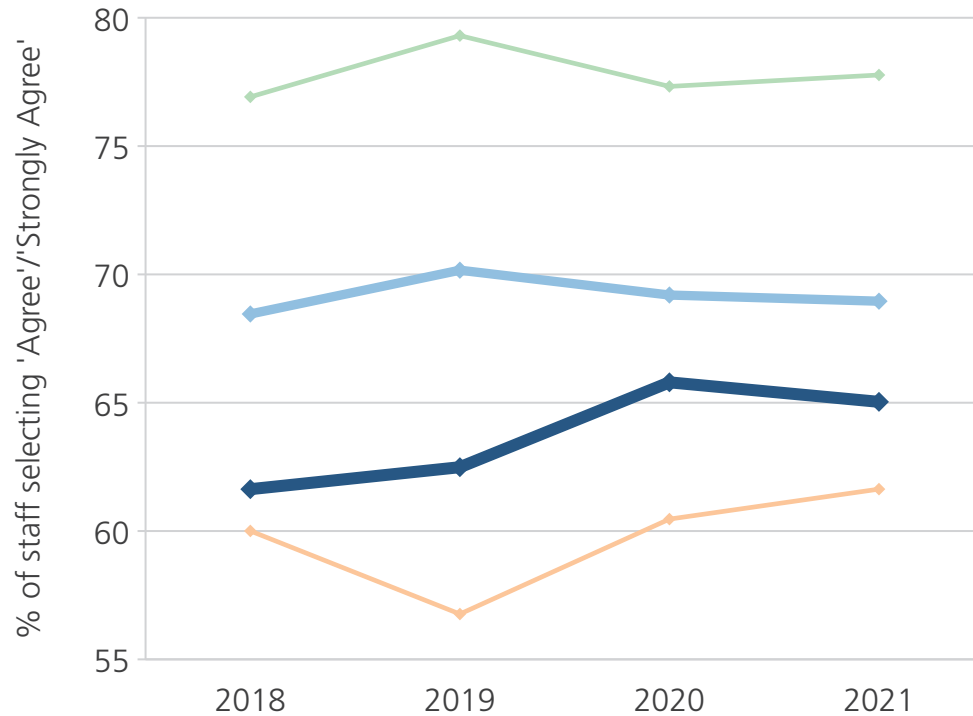


Best	70.6%
Your org	41.8%
Average	52.2%
Worst	39.1%

Responses 1,640

Q9a

My immediate manager encourages me at work

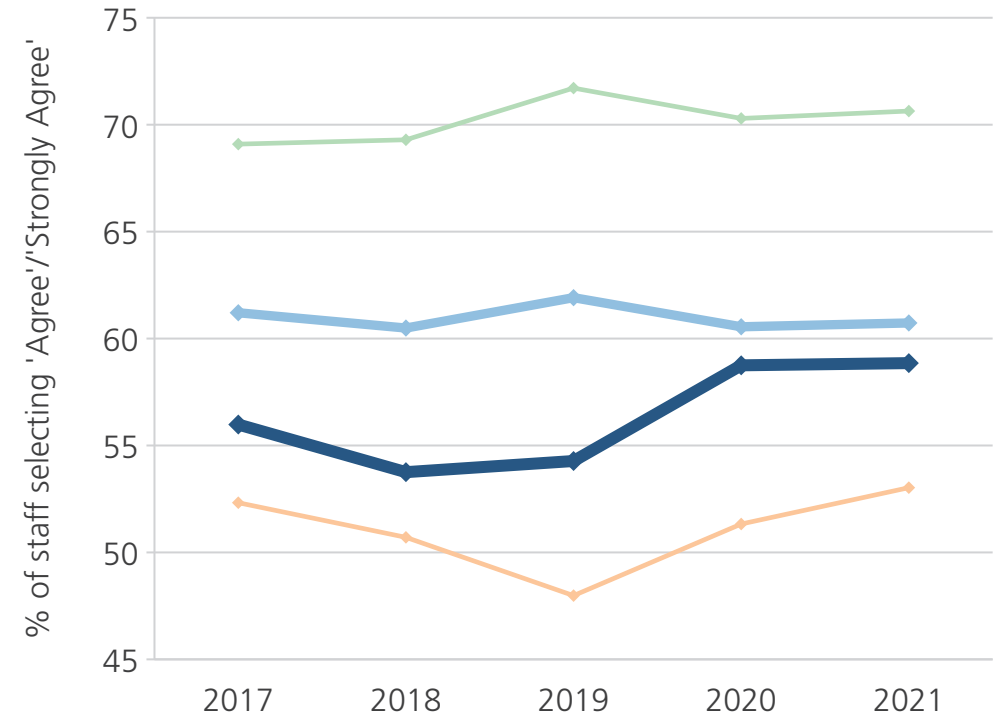


Best	76.9%	79.3%	77.3%	77.8%
Your org	61.6%	62.5%	65.8%	65.0%
Average	68.5%	70.2%	69.2%	69.0%
Worst	60.0%	56.8%	60.5%	61.6%

Responses 1,360 1,344 1,528 1,630

Q9b

My immediate manager gives me clear feedback on my work

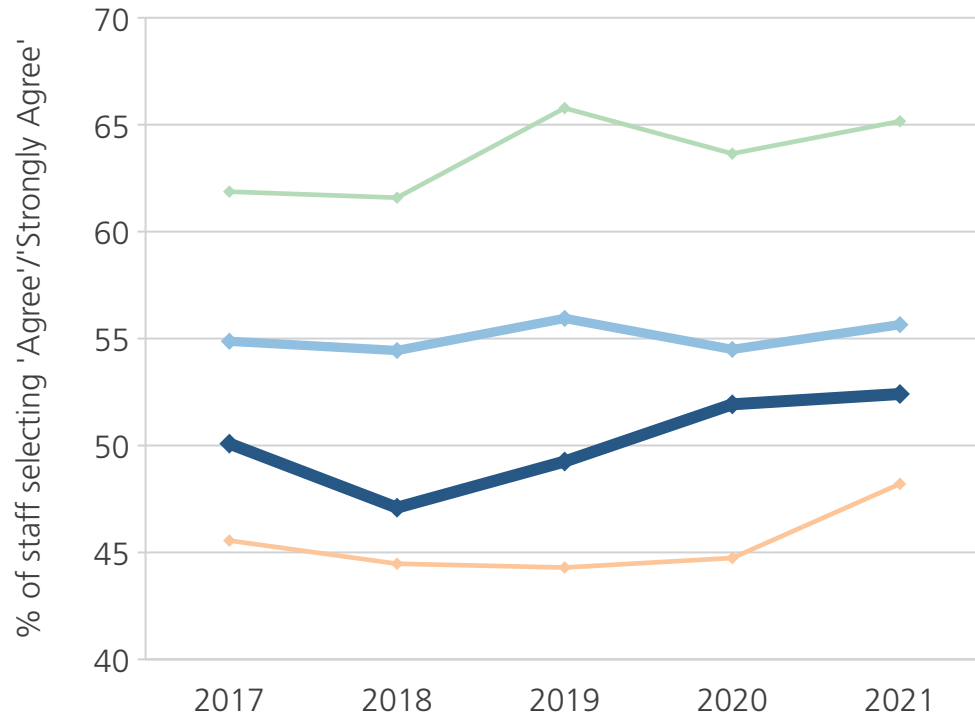


Best	69.1%	69.3%	71.7%	70.3%	70.6%
Your org	56.0%	53.8%	54.3%	58.7%	58.9%
Average	61.2%	60.5%	61.9%	60.6%	60.7%
Worst	52.3%	50.7%	48.0%	51.3%	53.0%

Responses 1,416 1,357 1,343 1,525 1,625

Q9c

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

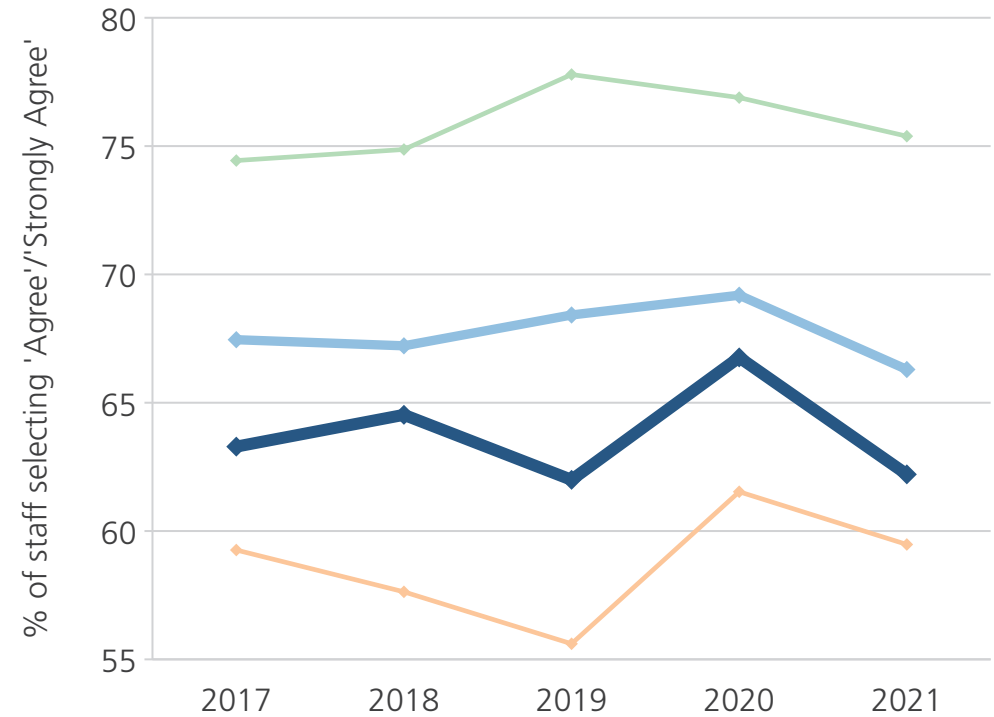


Best	61.9%	61.6%	65.8%	63.6%	65.2%
Your org	50.1%	47.1%	49.3%	51.9%	52.4%
Average	54.9%	54.4%	55.9%	54.5%	55.7%
Worst	45.6%	44.5%	44.3%	44.7%	48.2%

Responses 1,421 1,358 1,342 1,525 1,625

Q9d

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



Best	74.4%	74.9%	77.8%	76.9%	75.4%
Your org	63.3%	64.5%	62.0%	66.8%	62.2%
Average	67.5%	67.2%	68.4%	69.2%	66.3%
Worst	59.3%	57.6%	55.6%	61.5%	59.5%

Responses 1,420 1,357 1,344 1,524 1,627

Theme detailed information – Staff Engagement

Questions:

Q2a, Q2b, Q2c

Q3c, Q3d, Q3f

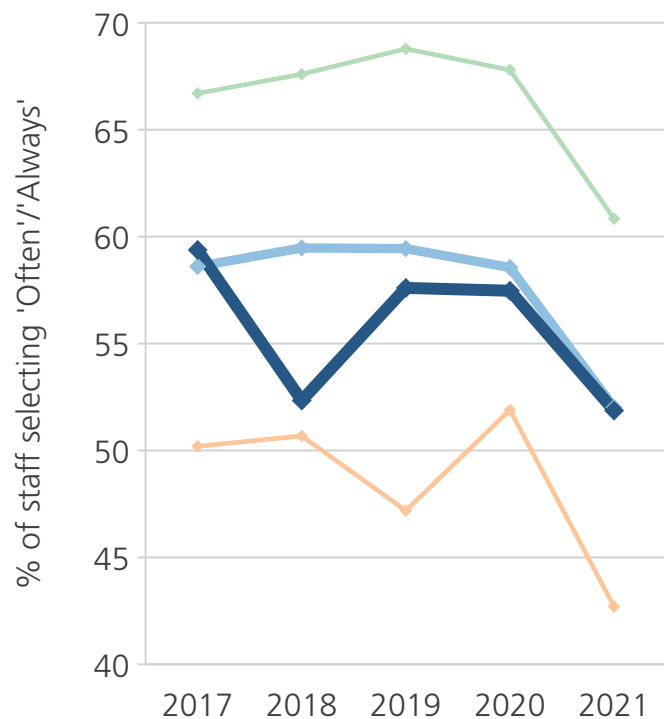
Q21a, Q21c, Q21d

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

2021 NHS Staff Survey Results

Q2a

I look forward to going to work

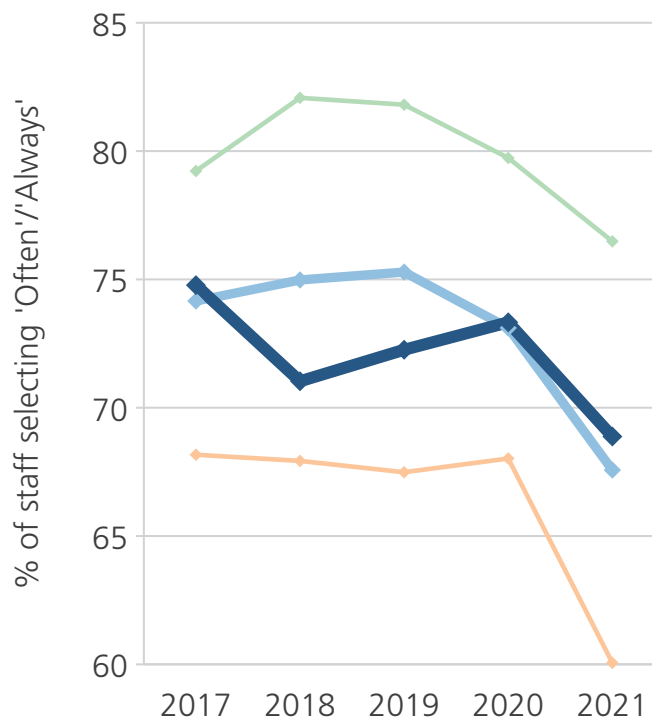


Best	66.7%	67.6%	68.8%	67.8%	60.8%
Your org	59.4%	52.3%	57.6%	57.5%	51.9%
Average	58.6%	59.5%	59.4%	58.6%	52.0%
Worst	50.2%	50.7%	47.2%	51.9%	42.7%

Responses 1,421 1,355 1,344 1,523 1,699

Q2b

I am enthusiastic about my job

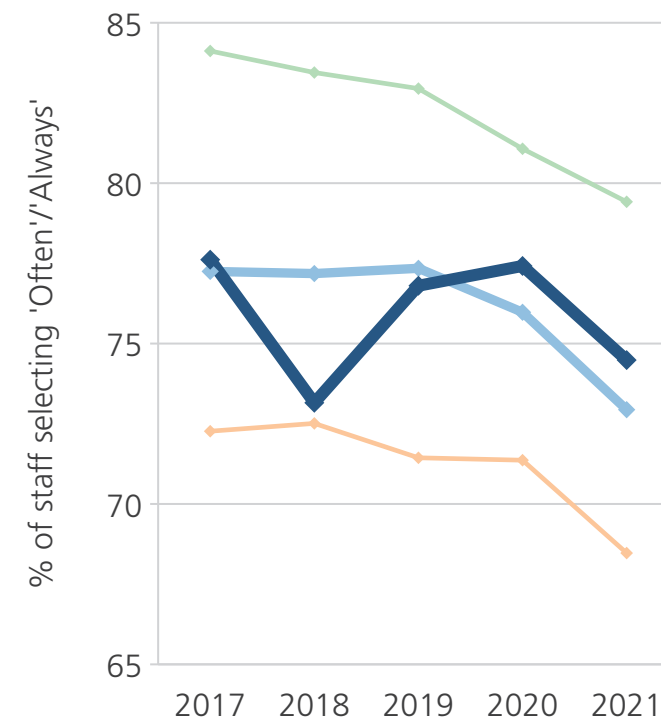


Best	79.2%	82.1%	81.8%	79.7%	76.5%
Your org	74.8%	71.0%	72.3%	73.3%	68.9%
Average	74.2%	75.0%	75.3%	73.1%	67.6%
Worst	68.2%	67.9%	67.5%	68.0%	60.1%

Responses 1,410 1,344 1,340 1,509 1,694

Q2c

Time passes quickly when I am working

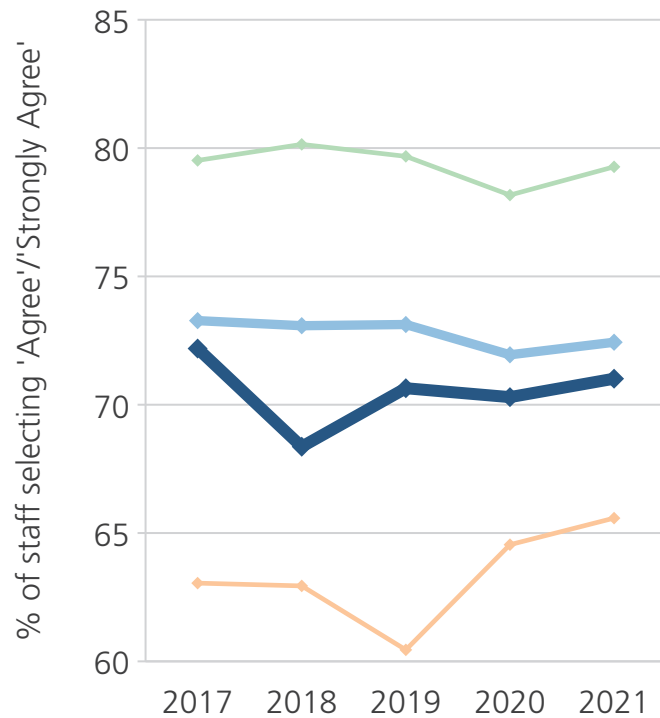


Best	84.1%	83.4%	82.9%	81.1%	79.4%
Your org	77.6%	73.2%	76.8%	77.4%	74.5%
Average	77.2%	77.2%	77.3%	76.0%	72.9%
Worst	72.3%	72.5%	71.4%	71.4%	68.5%

Responses 1,408 1,346 1,338 1,510 1,695

Q3c

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

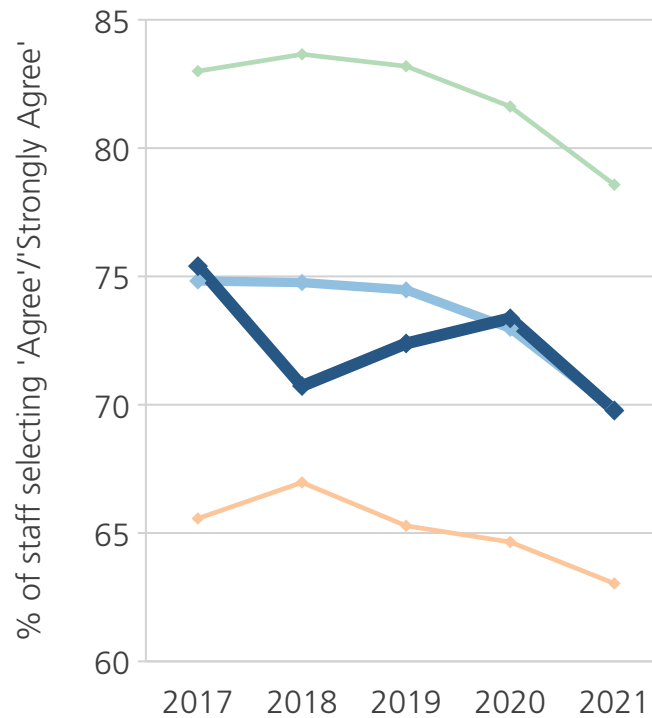


Best	79.5%	80.1%	79.7%	78.2%	79.3%
Your org	72.2%	68.4%	70.6%	70.3%	71.0%
Average	73.3%	73.1%	73.1%	71.9%	72.4%
Worst	63.0%	62.9%	60.4%	64.5%	65.6%

Responses 1,421 1,356 1,350 1,532 1,668

Q3d

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

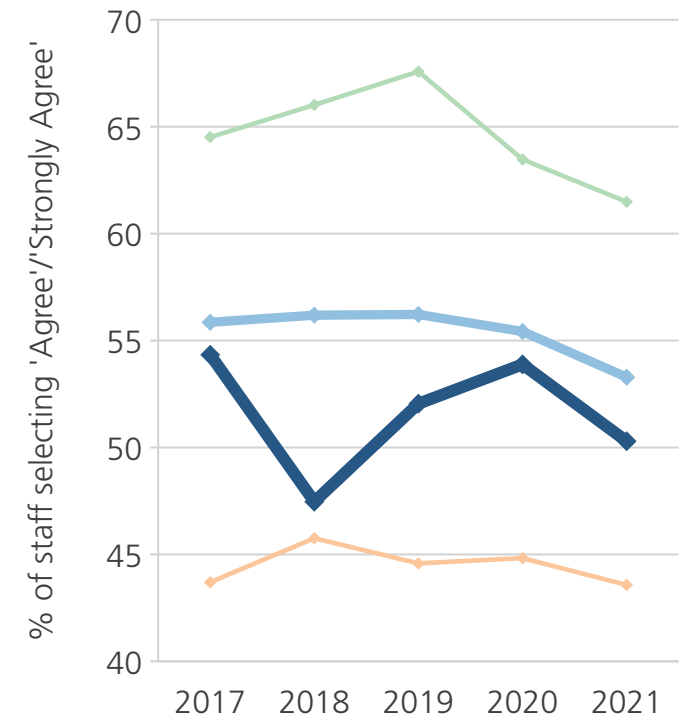


Best	83.0%	83.7%	83.2%	81.6%	78.6%
Your org	75.4%	70.7%	72.4%	73.4%	69.8%
Average	74.8%	74.8%	74.5%	73.0%	69.8%
Worst	65.6%	67.0%	65.3%	64.7%	63.0%

Responses 1,421 1,360 1,350 1,528 1,668

Q3f

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

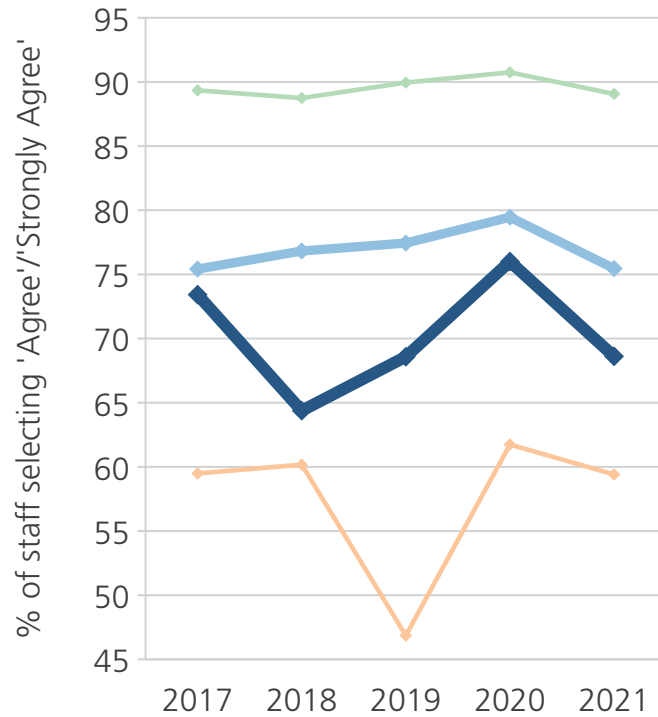


Best	64.5%	66.0%	67.6%	63.5%	61.5%
Your org	54.3%	47.5%	52.0%	53.9%	50.3%
Average	55.9%	56.2%	56.2%	55.4%	53.3%
Worst	43.7%	45.8%	44.6%	44.8%	43.6%

Responses 1,418 1,351 1,347 1,522 1,664

Q21a

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

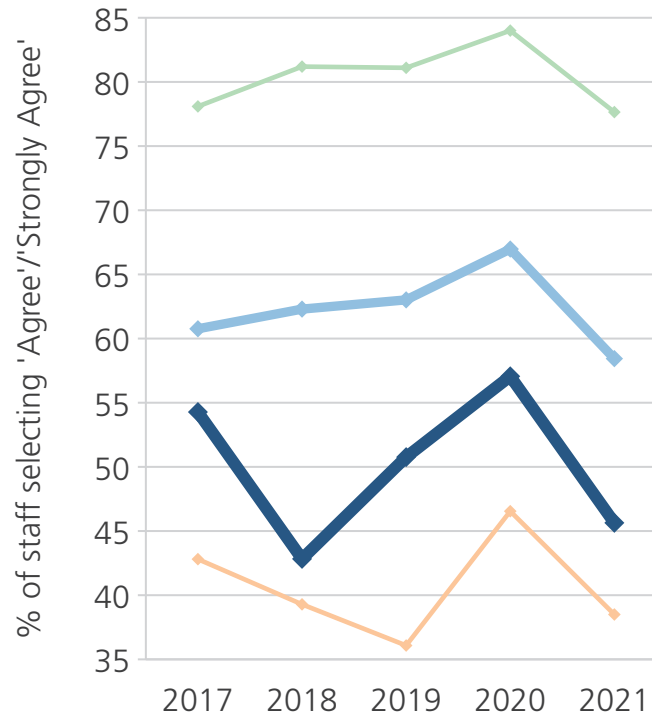


Best	89.3%	88.7%	90.0%	90.7%	89.1%
Your org	73.4%	64.4%	68.6%	76.0%	68.6%
Average	75.4%	76.8%	77.4%	79.5%	75.5%
Worst	59.5%	60.2%	46.9%	61.7%	59.4%

Responses 1,402 1,344 1,328 1,523 1,596

Q21c

I would recommend my
organisation as a place to work

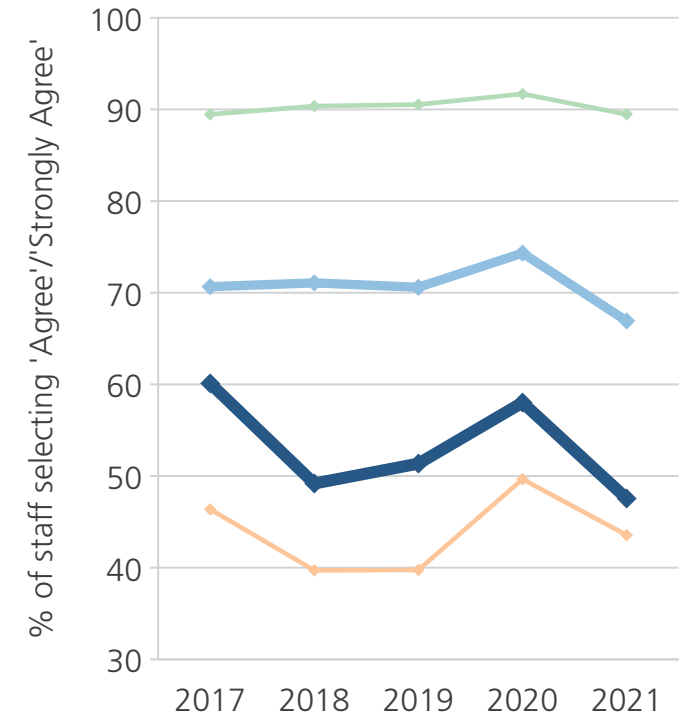


Best	78.1%	81.2%	81.1%	84.0%	77.6%
Your org	54.3%	42.8%	50.8%	57.1%	45.6%
Average	60.8%	62.3%	63.0%	67.0%	58.4%
Worst	42.8%	39.3%	36.1%	46.5%	38.5%

Responses 1,403 1,343 1,327 1,521 1,596

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	60.1%	49.2%	51.4%	58.0%	47.5%
Average	70.7%	71.1%	70.6%	74.3%	66.9%
Worst	46.4%	39.7%	39.8%	49.7%	43.6%

Responses 1,399 1,339 1,323 1,524 1,595

Theme detailed information – Morale

Questions:

Q22a, Q22b, Q22c

Q3g, Q3h, Q3i

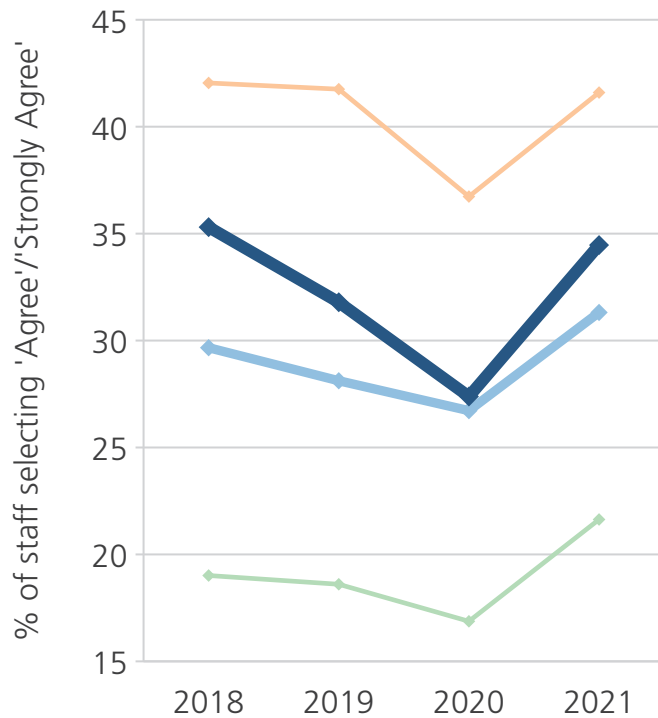
Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

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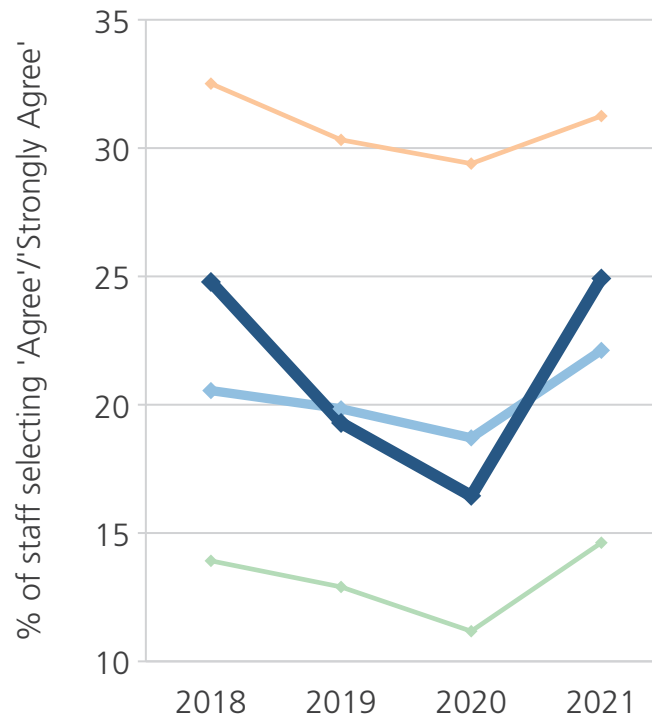
Q22a

I often think about leaving this organisation



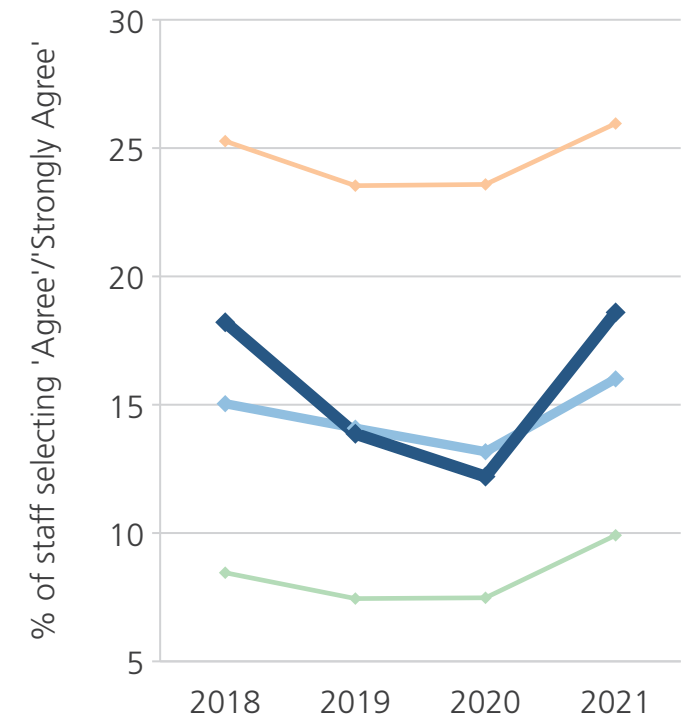
Q22b

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



Q22c

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



Worst	42.0%	41.8%	36.7%	41.6%
Your org	35.3%	31.8%	27.4%	34.5%
Average	29.7%	28.1%	26.7%	31.3%
Best	19.0%	18.6%	16.9%	21.6%

Responses 1,347 1,325 1,524 1,588

Worst	32.5%	30.3%	29.4%	31.2%
Your org	24.8%	19.3%	16.4%	24.9%
Average	20.6%	19.8%	18.7%	22.1%
Best	13.9%	12.9%	11.2%	14.6%

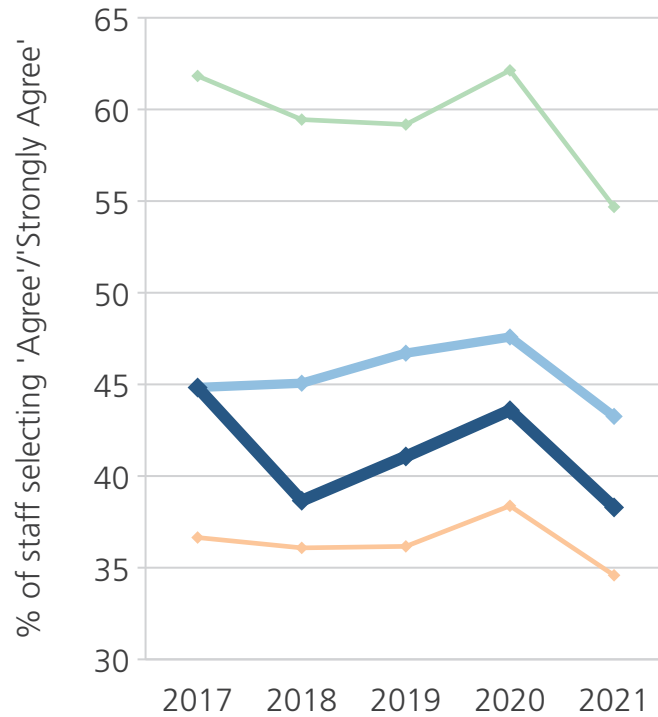
Responses 1,341 1,324 1,520 1,585

Worst	25.3%	23.5%	23.6%	26.0%
Your org	18.2%	13.9%	12.2%	18.6%
Average	15.0%	14.1%	13.2%	16.0%
Best	8.5%	7.4%	7.5%	9.9%

Responses 1,341 1,320 1,513 1,584

Q3g

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

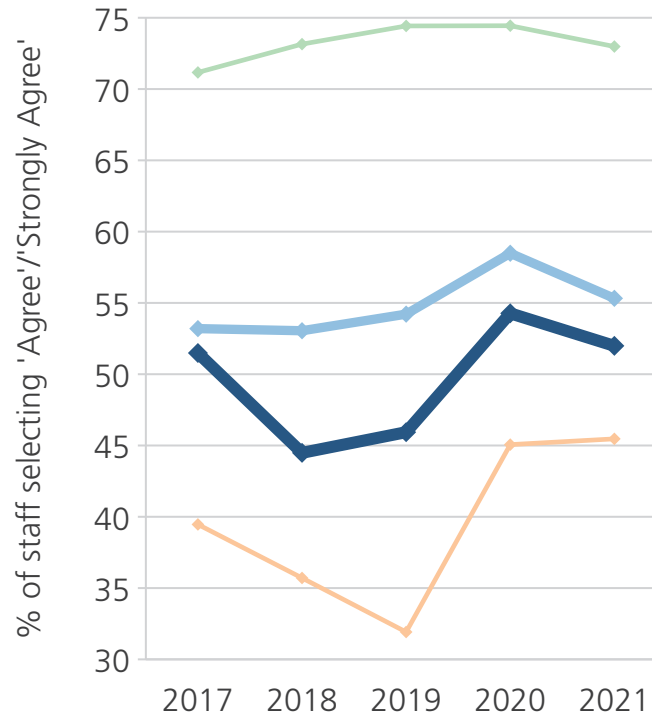


Best	61.8%	59.4%	59.2%	62.1%	54.7%
Your org	44.8%	38.7%	41.1%	43.6%	38.3%
Average	44.8%	45.1%	46.7%	47.6%	43.3%
Worst	36.6%	36.1%	36.2%	38.4%	34.6%

Responses 1,419 1,350 1,344 1,522 1,664

Q3h

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

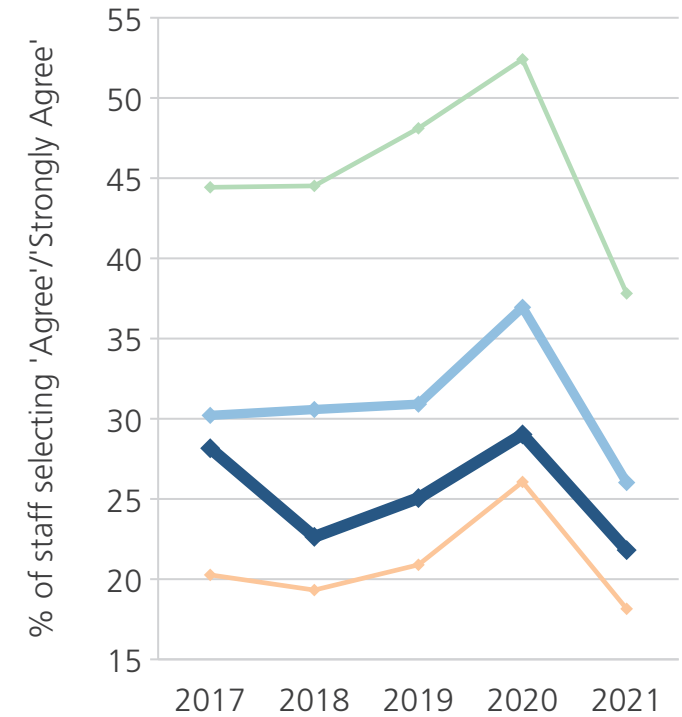


Best	71.2%	73.2%	74.4%	74.4%	73.0%
Your org	51.5%	44.5%	45.9%	54.3%	52.0%
Average	53.2%	53.0%	54.2%	58.5%	55.3%
Worst	39.5%	35.7%	31.9%	45.1%	45.5%

Responses 1,418 1,354 1,349 1,516 1,668

Q3i

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

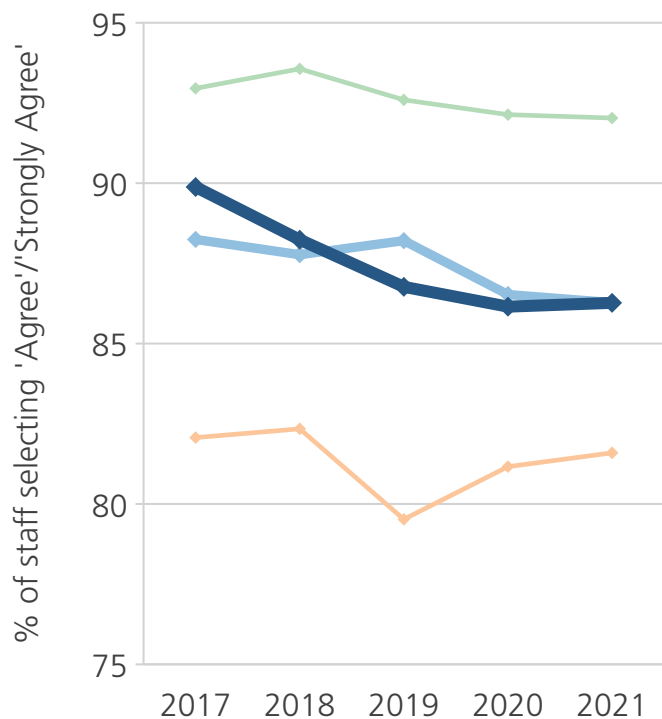


Best	44.4%	44.5%	48.1%	52.4%	37.8%
Your org	28.2%	22.6%	25.1%	29.0%	21.8%
Average	30.2%	30.6%	30.9%	36.9%	26.0%
Worst	20.3%	19.3%	20.9%	26.1%	18.2%

Responses 1,418 1,355 1,343 1,522 1,667

Q3a

I always know what my work responsibilities are

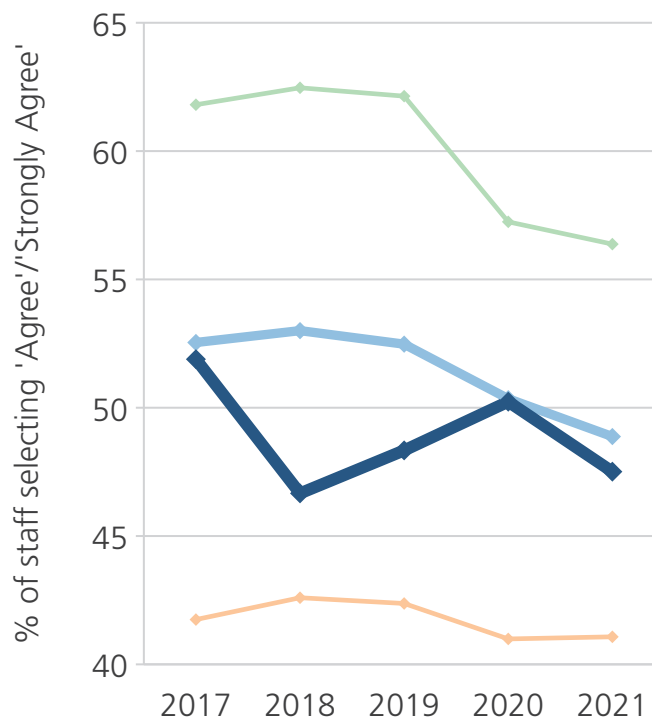


Best	93.0%	93.6%	92.6%	92.1%	92.0%
Your org	89.9%	88.2%	86.8%	86.2%	86.3%
Average	88.2%	87.8%	88.2%	86.5%	86.3%
Worst	82.1%	82.3%	79.5%	81.2%	81.6%

Responses 1,423 1,362 1,345 1,515 1,662

Q3e

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

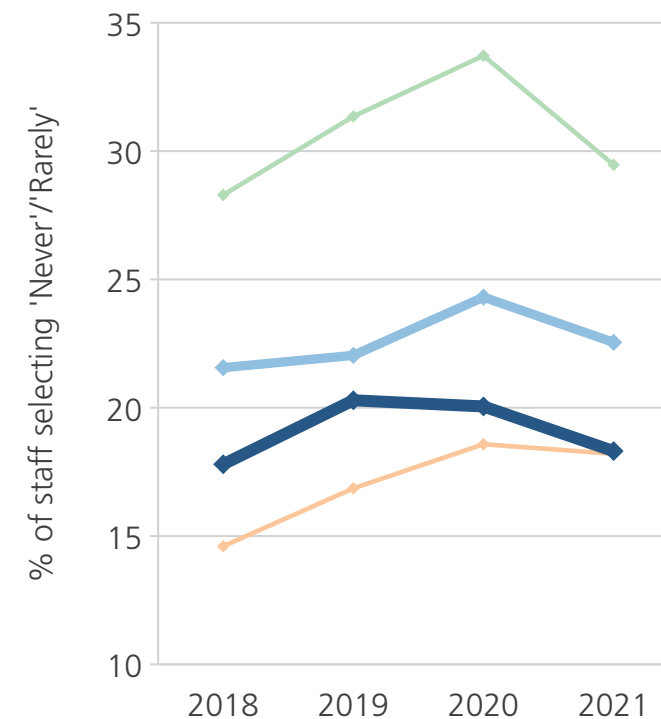


Best	61.8%	62.5%	62.1%	57.2%	56.4%
Your org	51.9%	46.7%	48.3%	50.2%	47.5%
Average	52.5%	53.0%	52.5%	50.4%	48.9%
Worst	41.7%	42.6%	42.4%	41.0%	41.1%

Responses 1,422 1,358 1,348 1,527 1,672

Q5a

I have unrealistic time pressures

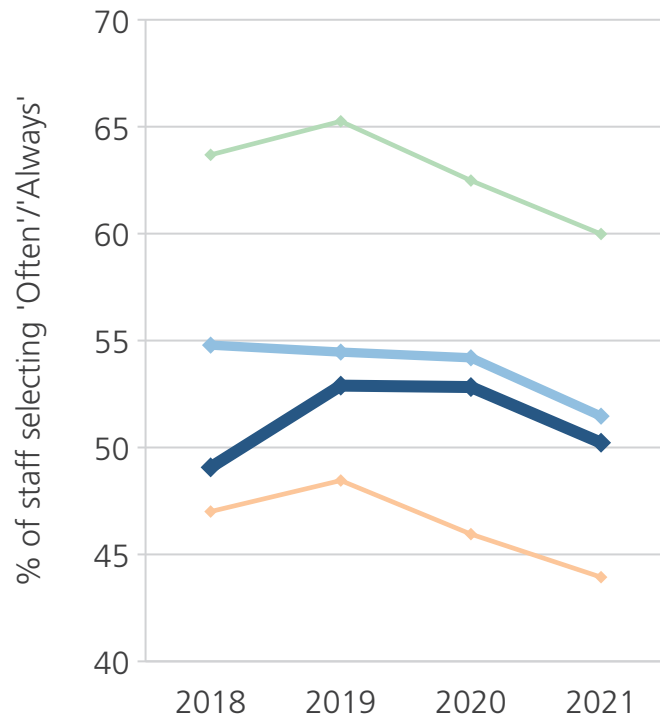


Best	28.3%	31.3%	33.7%	29.5%
Your org	17.8%	20.3%	20.0%	18.3%
Average	21.6%	22.0%	24.3%	22.5%
Worst	14.6%	16.9%	18.6%	18.2%

Responses 1,353 1,345 1,515 1,661

Q5b

I have a choice in deciding
how to do my work

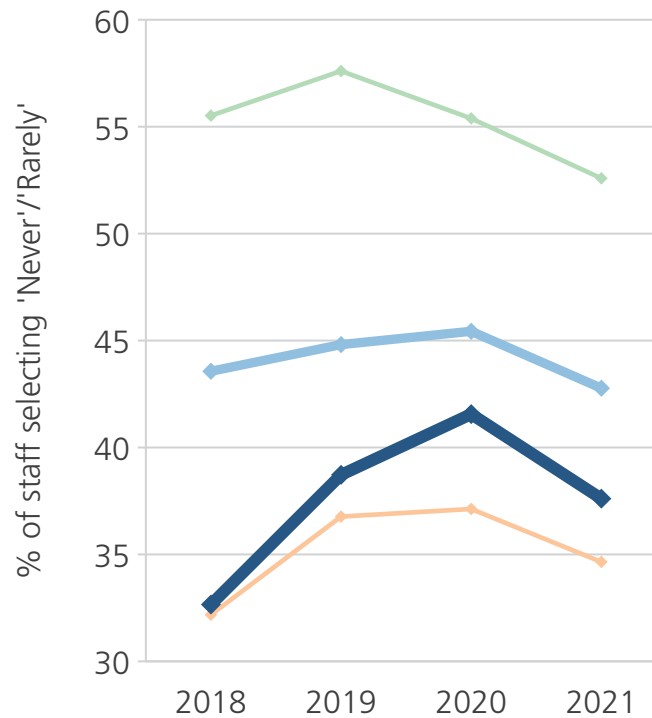


Best	63.7%	65.3%	62.5%	60.0%
Your org	49.1%	52.9%	52.8%	50.2%
Average	54.8%	54.5%	54.2%	51.5%
Worst	47.0%	48.5%	45.9%	43.9%

Responses 1,356 1,345 1,510 1,661

Q5c

Relationships at work are strained

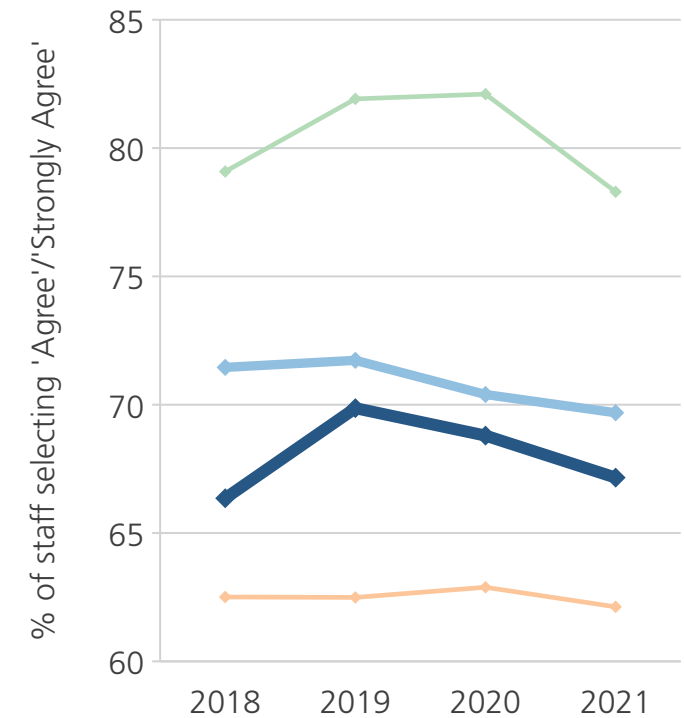


Best	55.5%	57.6%	55.4%	52.6%
Your org	32.7%	38.7%	41.6%	37.6%
Average	43.6%	44.8%	45.4%	42.8%
Worst	32.2%	36.8%	37.1%	34.6%

Responses 1,353 1,341 1,512 1,661

Q7c

I receive the respect I deserve
from my colleagues at work

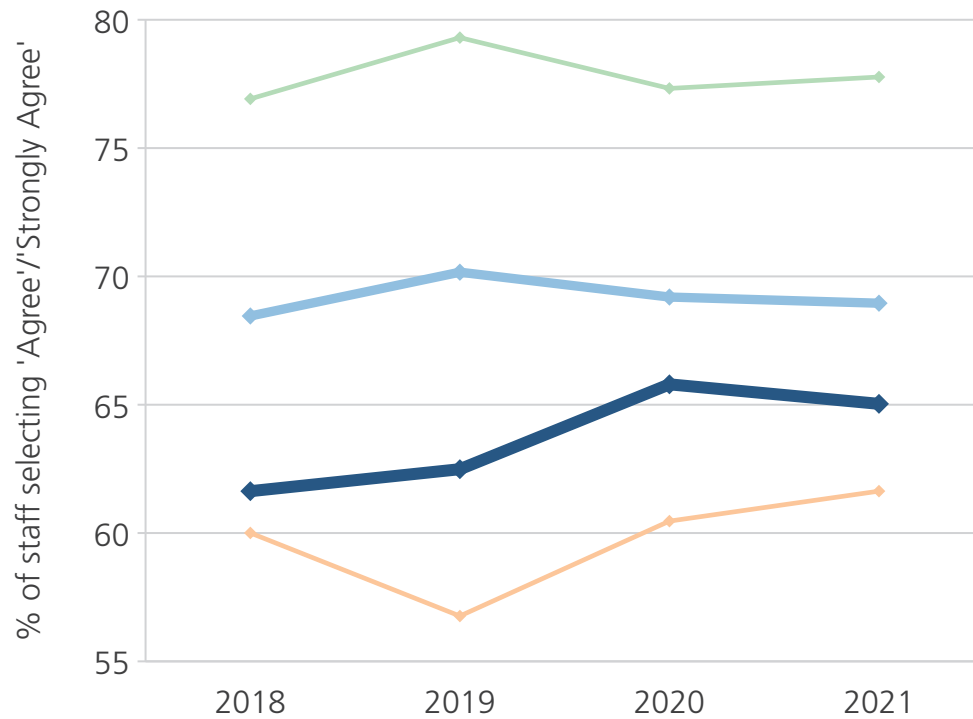


Best	79.1%	81.9%	82.1%	78.3%
Your org	66.4%	69.9%	68.8%	67.2%
Average	71.5%	71.7%	70.4%	69.7%
Worst	62.5%	62.5%	62.9%	62.1%

Responses 1,354 1,348 1,529 1,649

Q9a

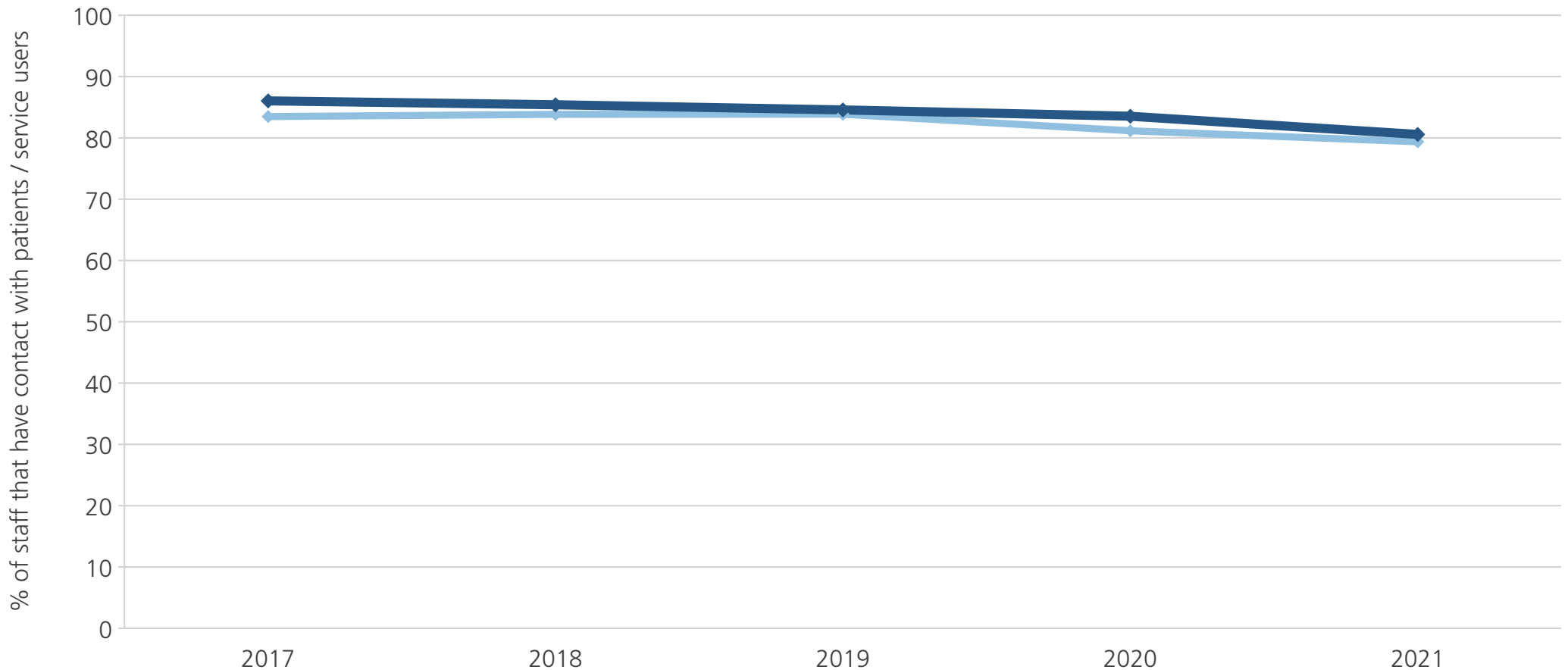
My immediate manager encourages me at work



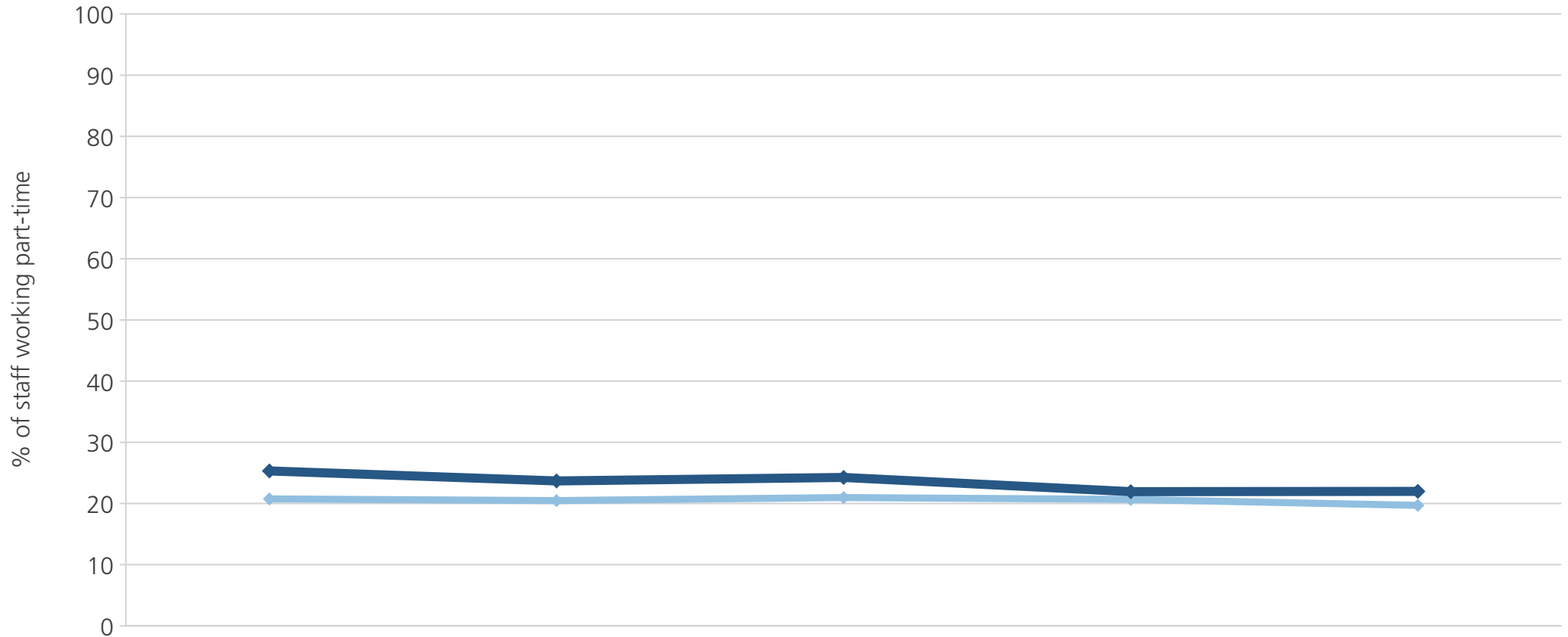
Best	76.9%	79.3%	77.3%	77.8%
Your org	61.6%	62.5%	65.8%	65.0%
Average	68.5%	70.2%	69.2%	69.0%
Worst	60.0%	56.8%	60.5%	61.6%
Responses	1,360	1,344	1,528	1,630

Questions not linked to the People Promise elements or themes

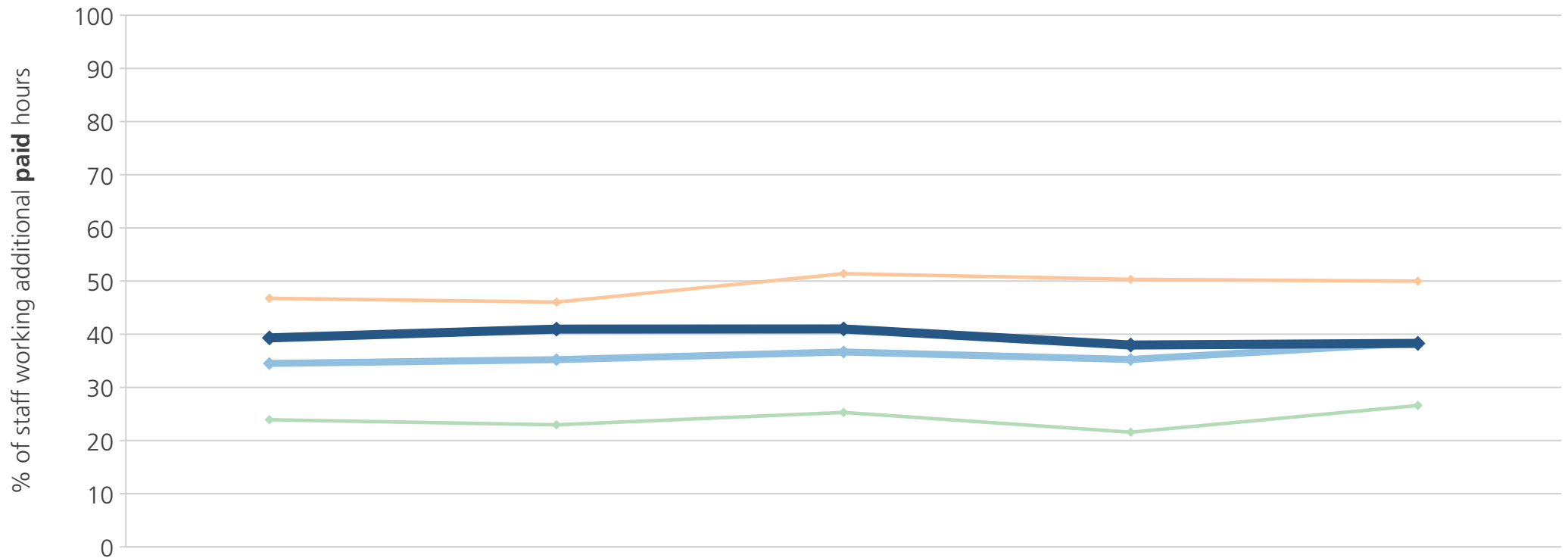
The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results



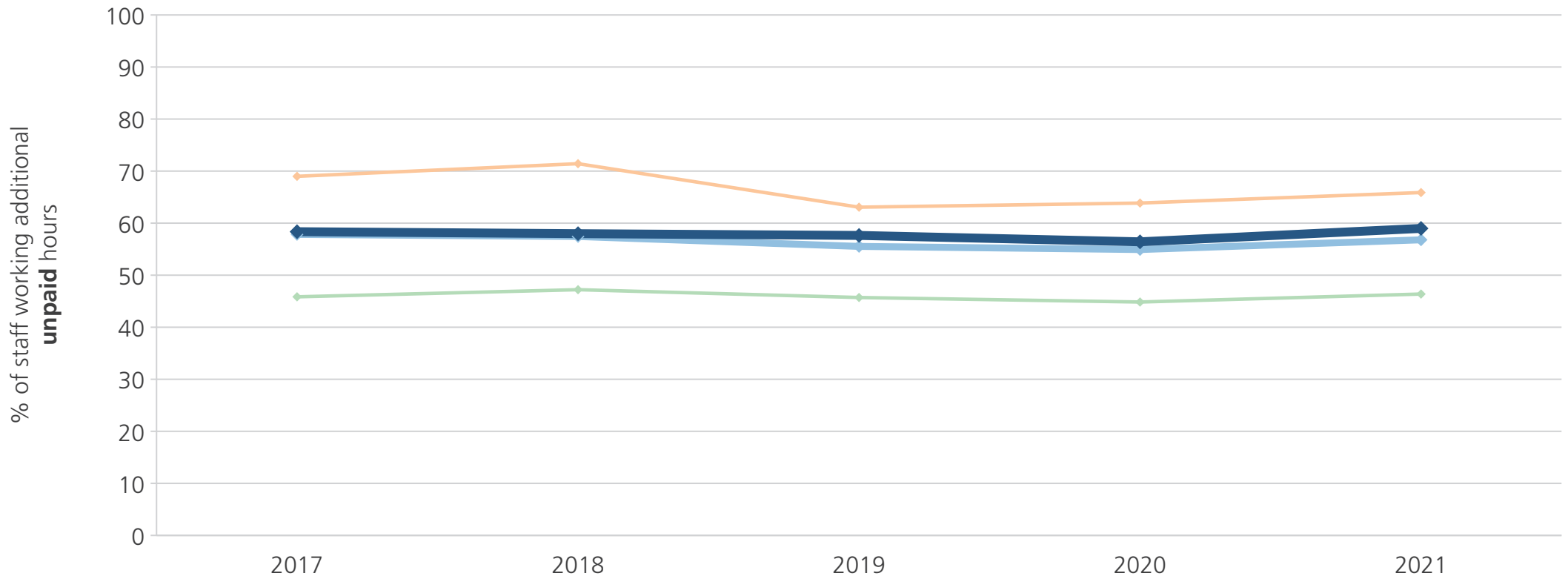
	2017	2018	2019	2020	2021
Your org	86.0%	85.4%	84.6%	83.5%	80.6%
Average	83.5%	83.8%	83.9%	81.2%	79.4%
Responses	1,411	1,343	1,341	1,524	1,703



	2017	2018	2019	2020	2021
Your org	25.3%	23.7%	24.3%	21.9%	22.0%
Average	20.7%	20.5%	21.0%	20.7%	19.7%
Responses	1,414	1,351	1,344	1,395	1,597

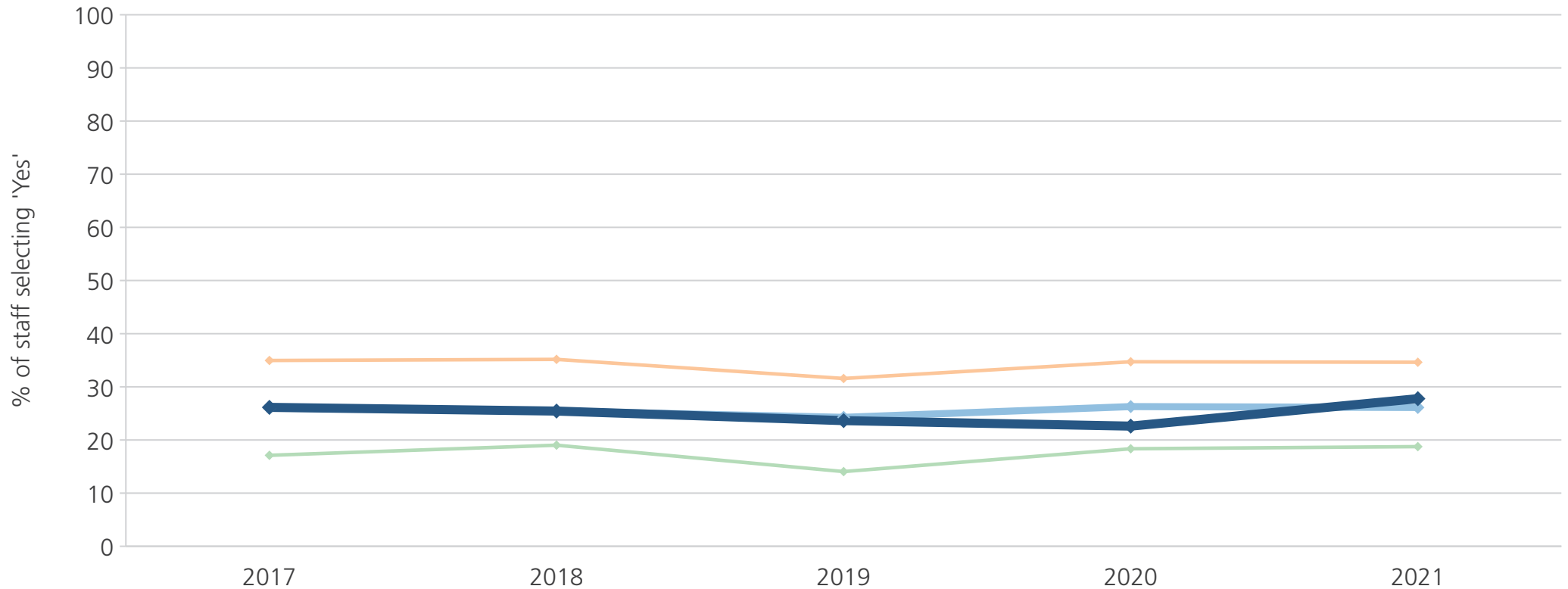


	2017	2018	2019	2020	2021
Highest	46.8%	46.0%	51.4%	50.3%	50.0%
Your org	39.3%	41.0%	41.0%	38.0%	38.3%
Average	34.5%	35.2%	36.7%	35.2%	38.4%
Lowest	23.9%	22.9%	25.3%	21.6%	26.6%
Responses	1,365	1,315	1,302	1,480	1,614

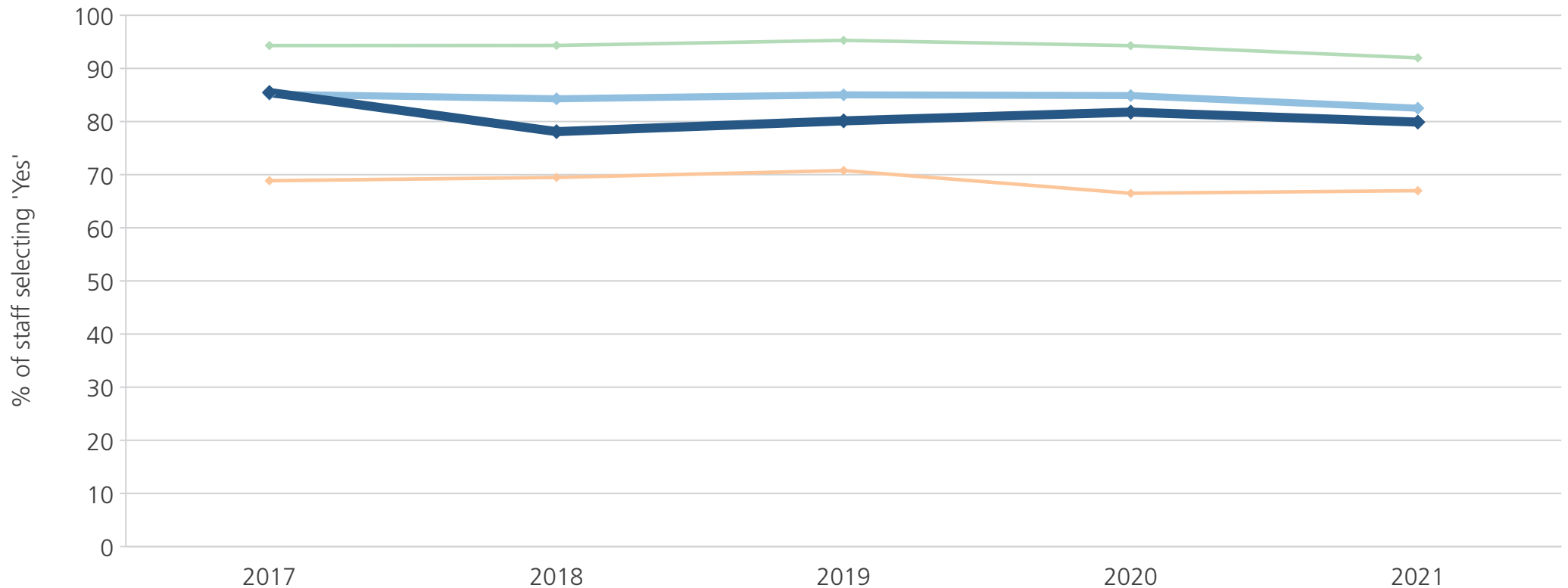


Highest	69.0%	71.4%	63.1%	63.9%	65.9%
Your org	58.4%	58.0%	57.6%	56.4%	59.0%
Average	57.8%	57.4%	55.5%	54.9%	56.8%
Lowest	45.8%	47.2%	45.7%	44.8%	46.4%
Responses	1,358	1,315	1,305	1,488	1,614

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



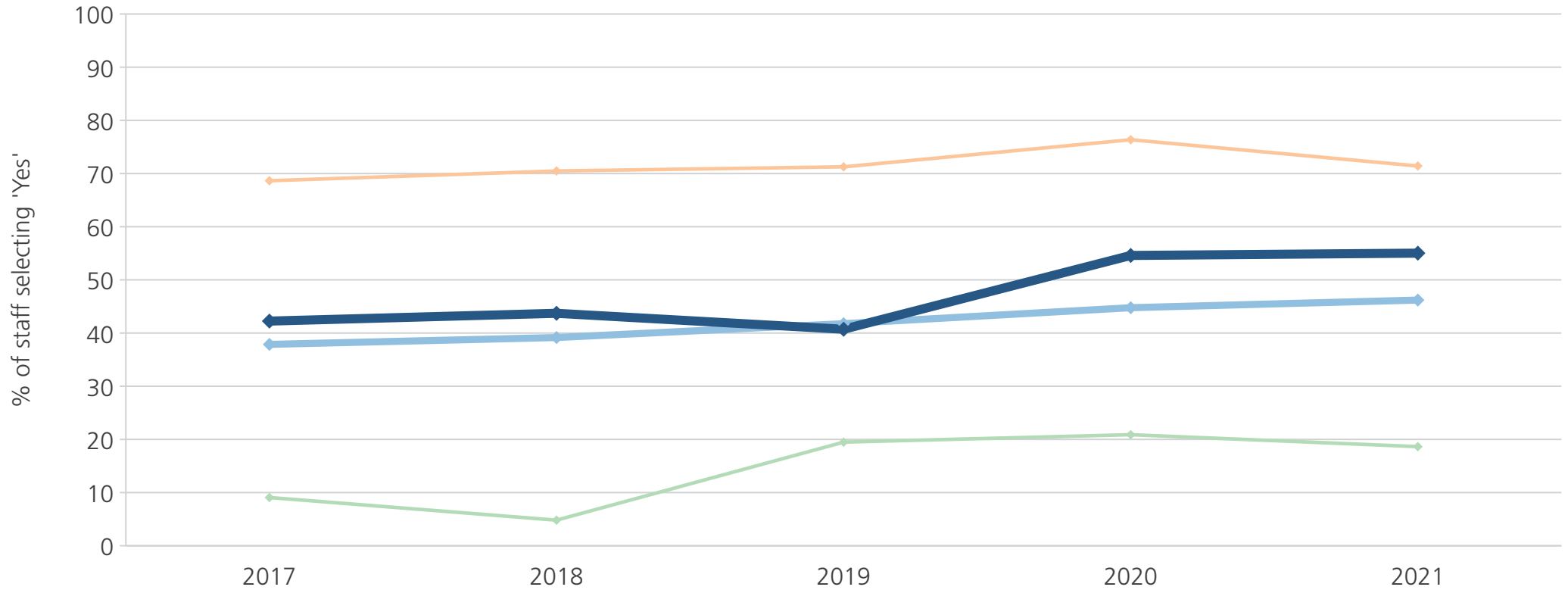
Worst	35.0%	35.2%	31.6%	34.7%	34.6%
Your org	26.1%	25.4%	23.6%	22.6%	27.8%
Average	26.0%	25.4%	24.3%	26.3%	26.1%
Best	17.1%	19.0%	14.1%	18.3%	18.7%
Responses	767	796	730	710	887



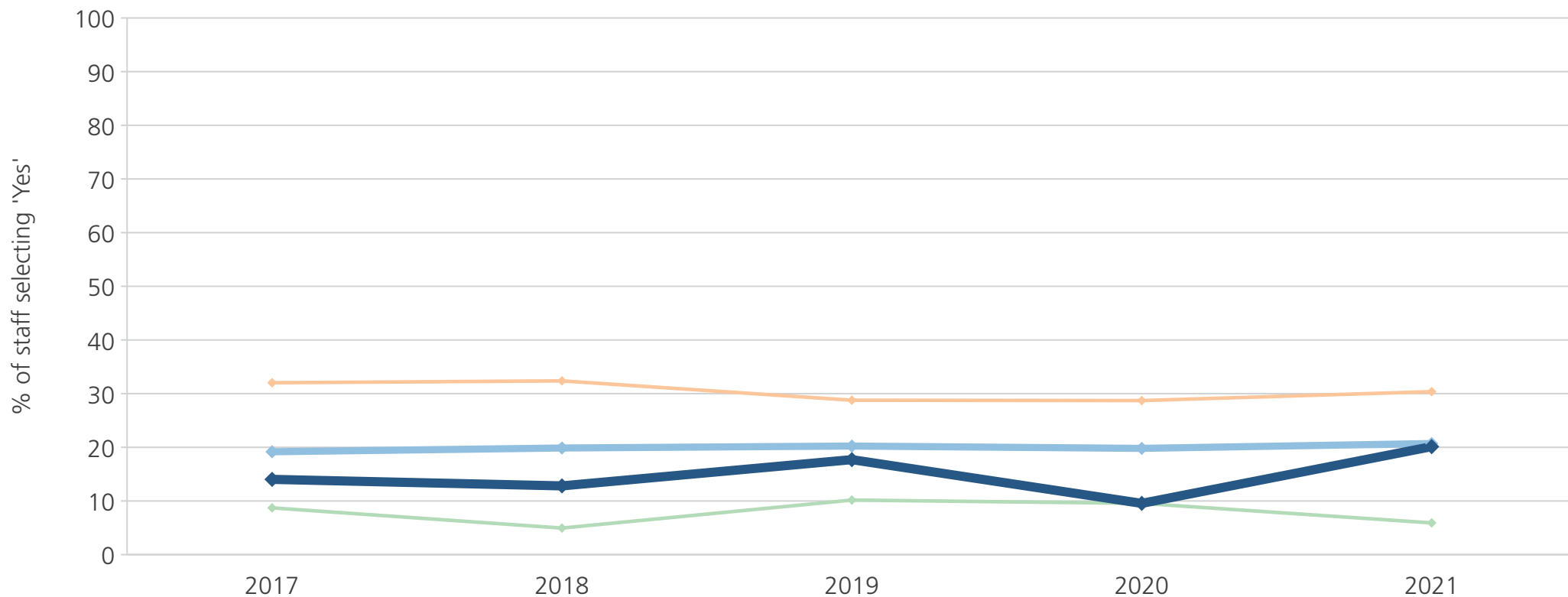
Best	94.3%	94.3%	95.3%	94.3%	92.0%
Your org	85.5%	78.1%	80.1%	81.8%	79.9%
Average	85.1%	84.3%	85.0%	84.9%	82.5%
Worst	68.9%	69.5%	70.8%	66.5%	67.0%

Responses 1,023 884 904 1,021 1,118

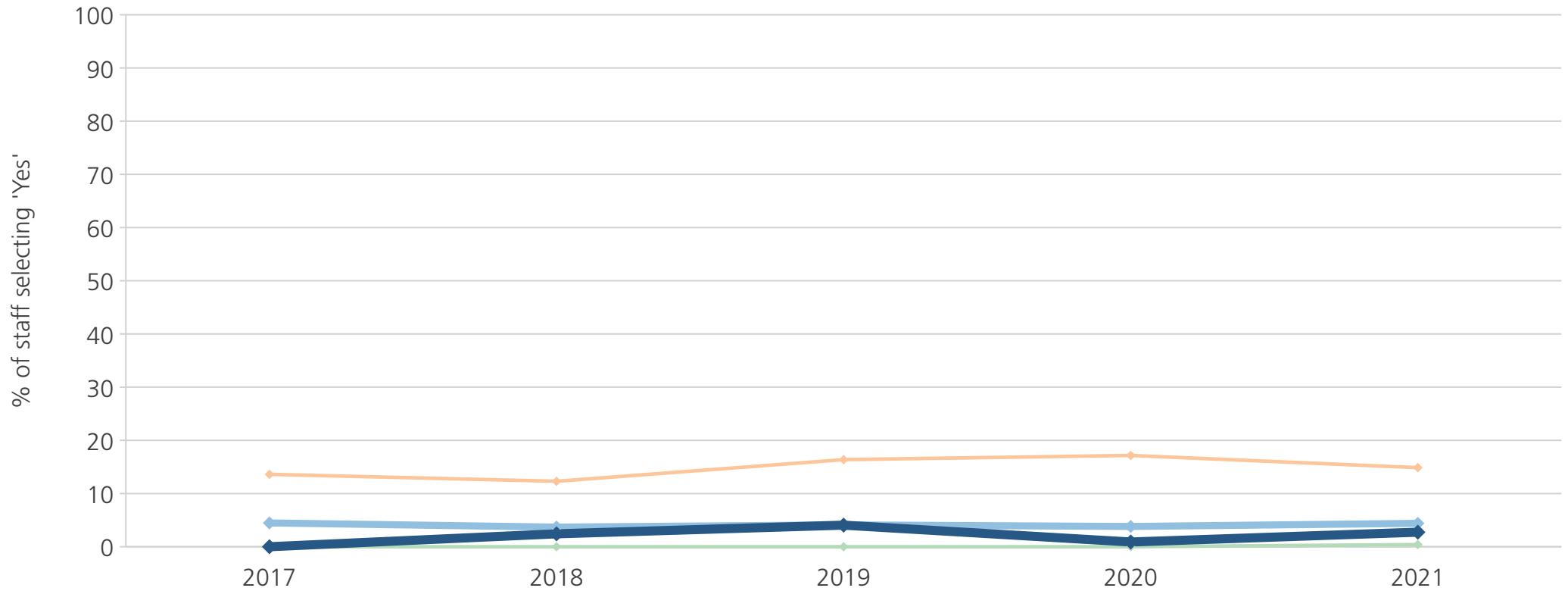
Please note: The approach to calculating the results for Q15 has changed for 2021, to include 'don't know' responses. These results feed into the Diversity and equality sub-score and the We are compassionate and inclusive promise element, as well as the WRES and WDES indicators. The Q15 results based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



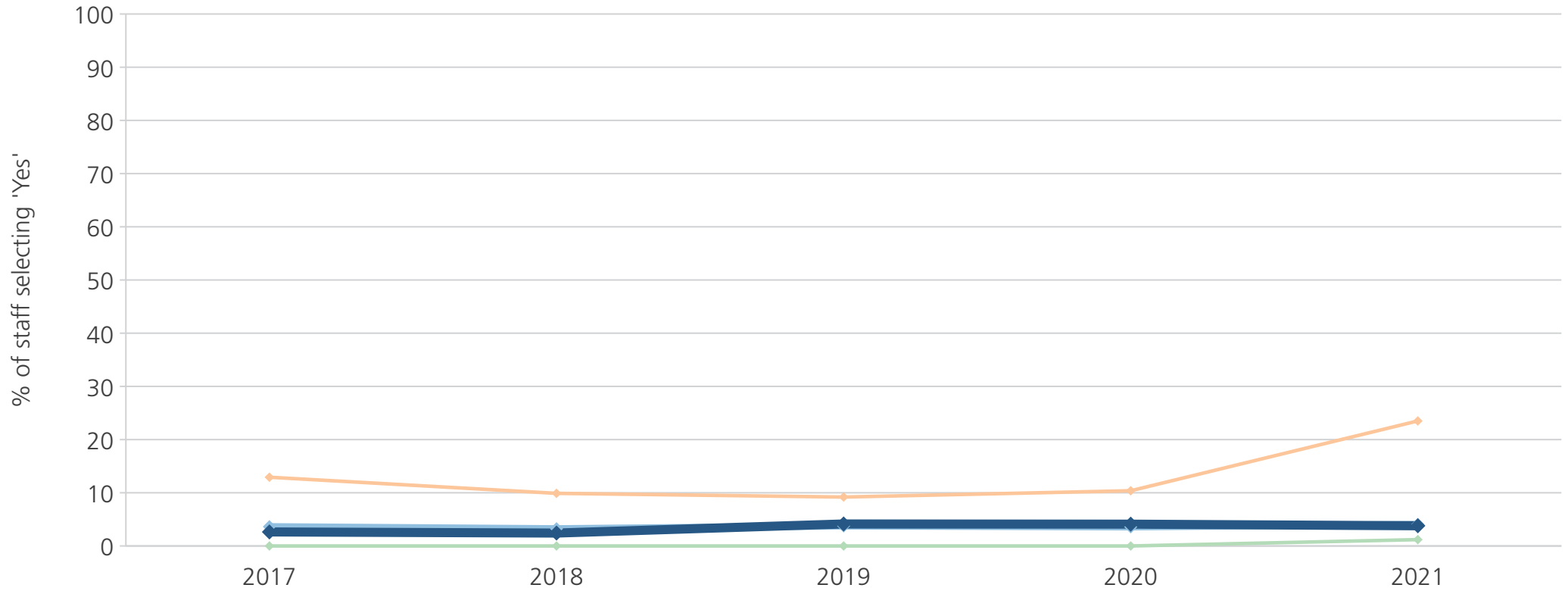
Worst	68.6%	70.5%	71.3%	76.4%	71.4%
Your org	42.2%	43.7%	40.7%	54.6%	55.0%
Average	37.9%	39.2%	41.8%	44.8%	46.2%
Best	9.1%	4.8%	19.5%	20.9%	18.6%
Responses	202	203	186	194	219



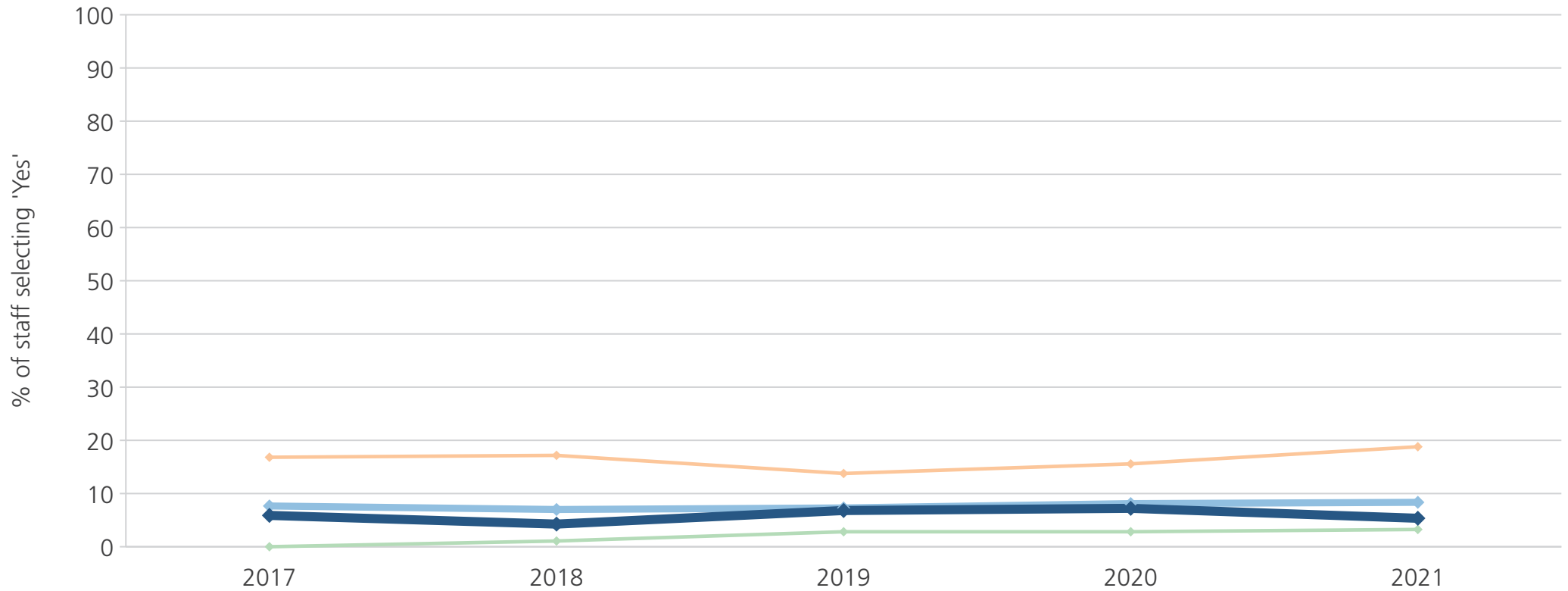
Worst	32.0%	32.4%	28.8%	28.7%	30.4%
Your org	14.0%	12.8%	17.7%	9.6%	20.1%
Average	19.2%	19.9%	20.2%	19.8%	20.7%
Best	8.7%	4.9%	10.2%	9.6%	5.9%
Responses	202	203	186	194	219



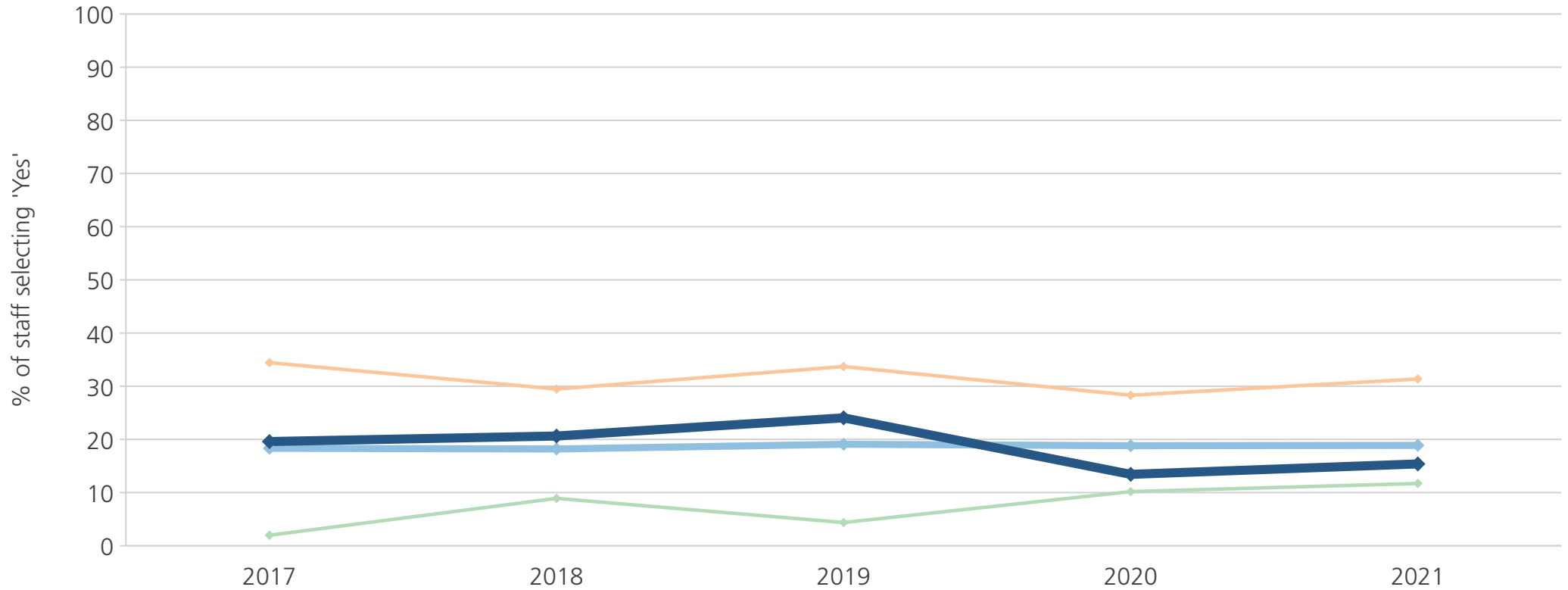
Worst	13.6%	12.3%	16.4%	17.2%	14.9%
Your org	0.0%	2.4%	4.1%	0.9%	2.7%
Average	4.5%	3.7%	4.1%	3.8%	4.4%
Best	0.0%	0.0%	0.0%	0.0%	0.4%
Responses	202	203	186	194	219



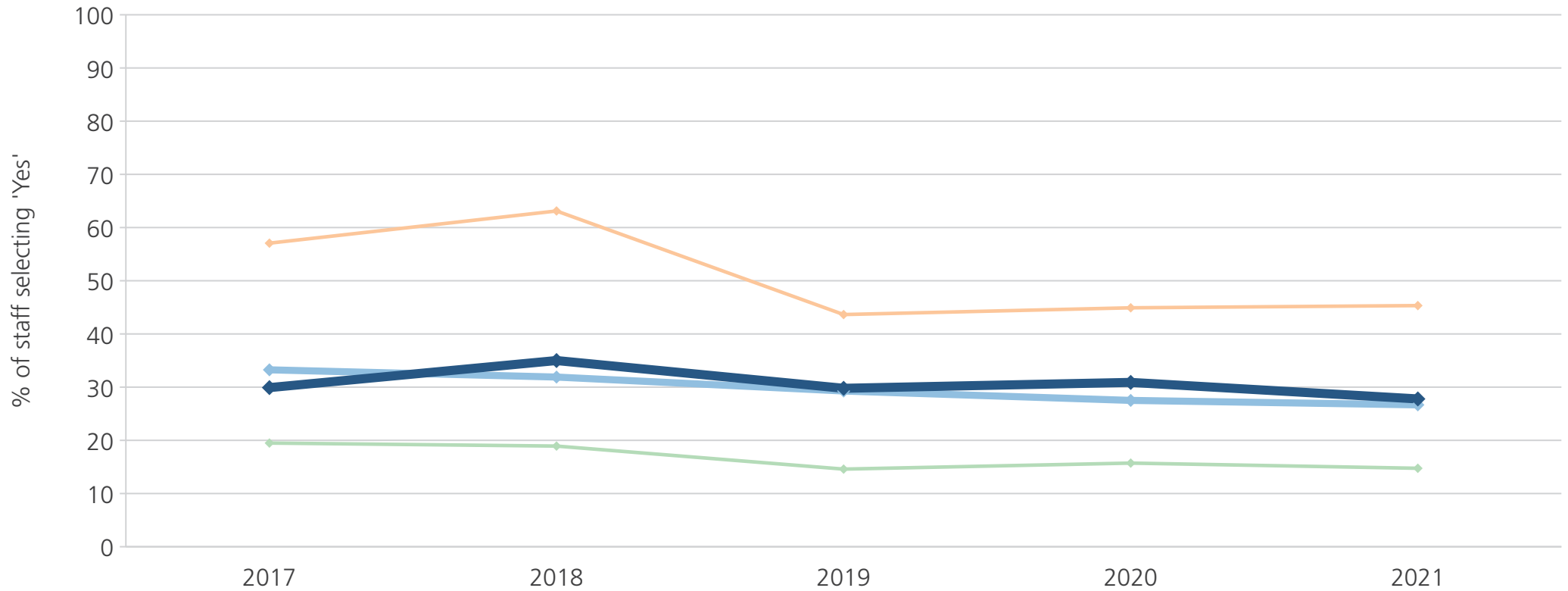
Worst	12.9%	9.9%	9.2%	10.4%	23.5%
Your org	2.6%	2.4%	4.1%	4.1%	3.8%
Average	3.6%	3.2%	3.8%	3.6%	4.1%
Best	0.0%	0.0%	0.0%	0.0%	1.2%
Responses	202	203	186	194	219



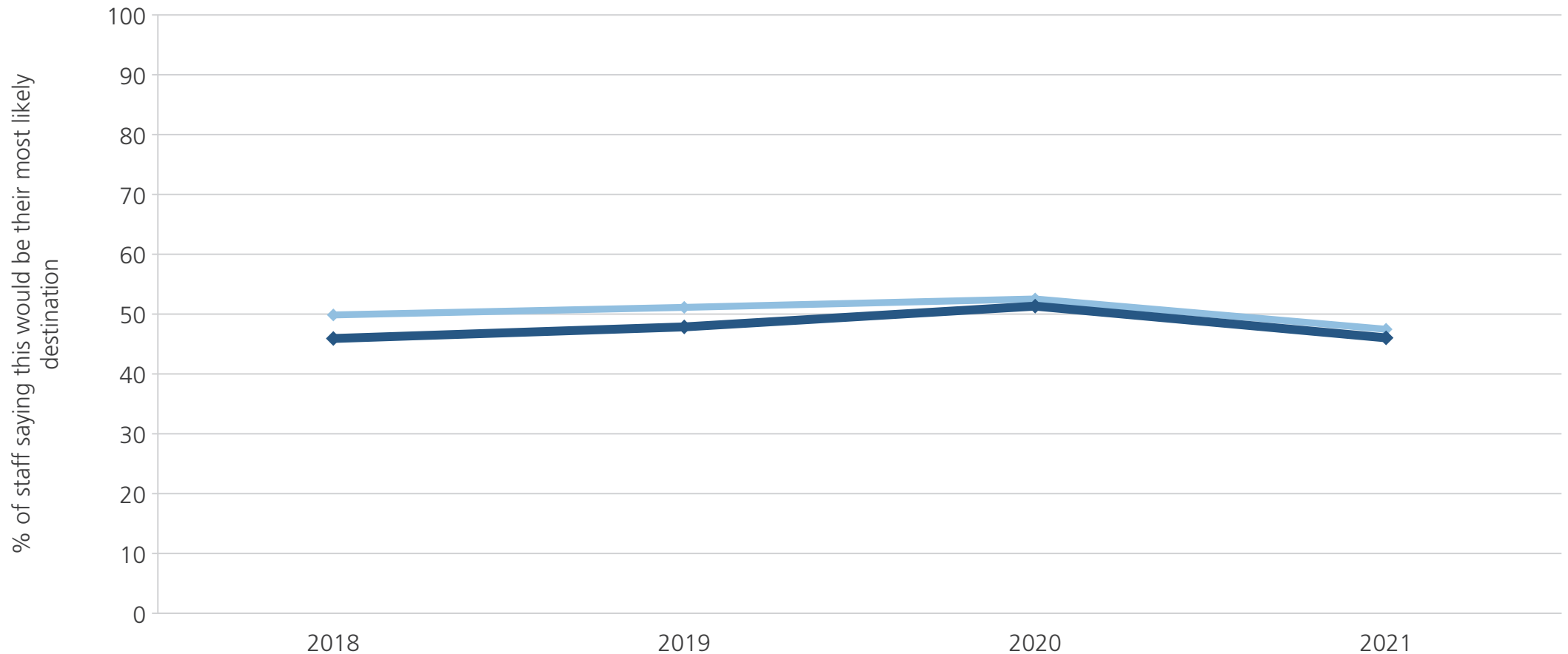
Worst	16.8%	17.2%	13.8%	15.6%	18.8%
Your org	5.9%	4.3%	6.8%	7.2%	5.3%
Average	7.7%	7.0%	7.3%	8.1%	8.3%
Best	0.0%	1.1%	2.8%	2.8%	3.2%
Responses	202	203	186	194	219



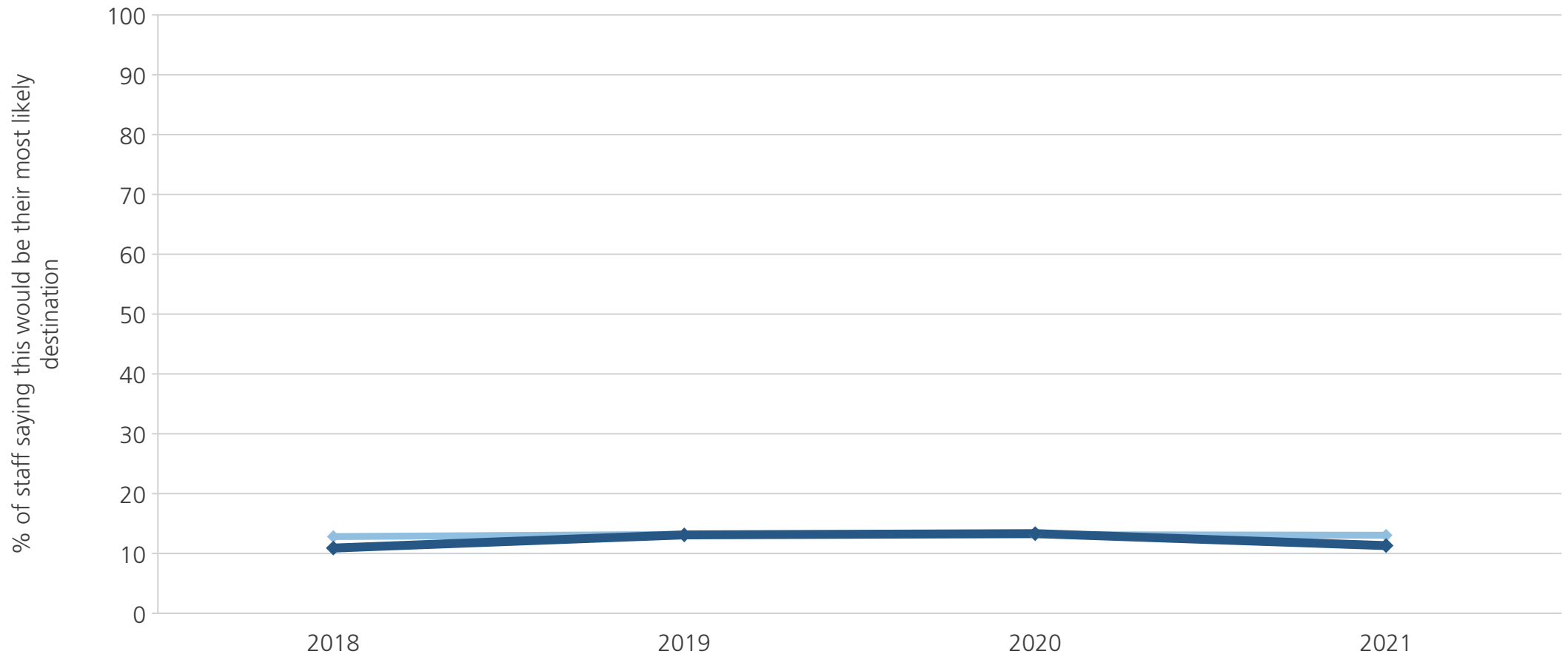
Worst	34.4%	29.5%	33.7%	28.3%	31.4%
Your org	19.6%	20.6%	24.1%	13.4%	15.4%
Average	18.3%	18.2%	19.1%	18.8%	18.9%
Best	2.0%	8.9%	4.4%	10.2%	11.7%
Responses	202	203	186	194	219



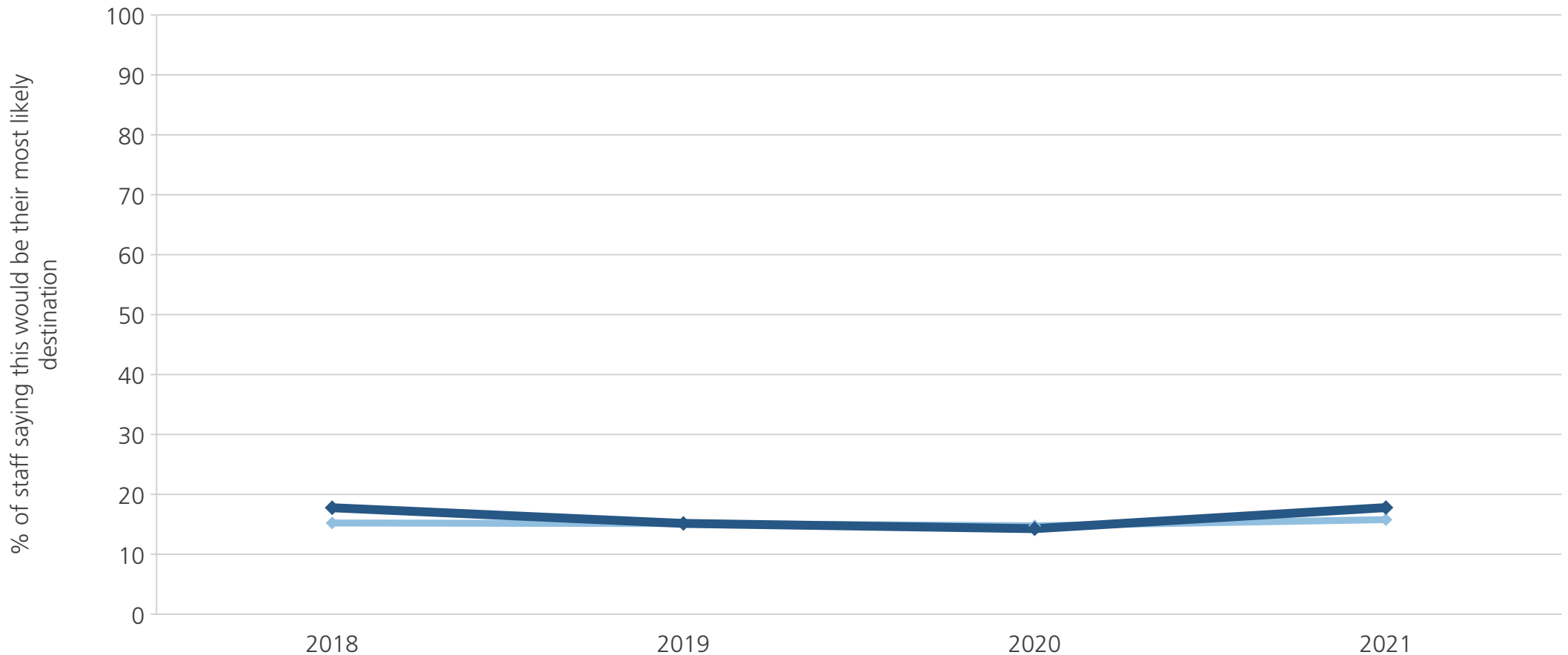
Worst	57.1%	63.1%	43.6%	44.9%	45.3%
Your org	29.9%	35.0%	29.8%	30.9%	27.8%
Average	33.3%	31.9%	29.3%	27.5%	26.7%
Best	19.5%	18.9%	14.6%	15.7%	14.7%
Responses	202	203	186	194	219



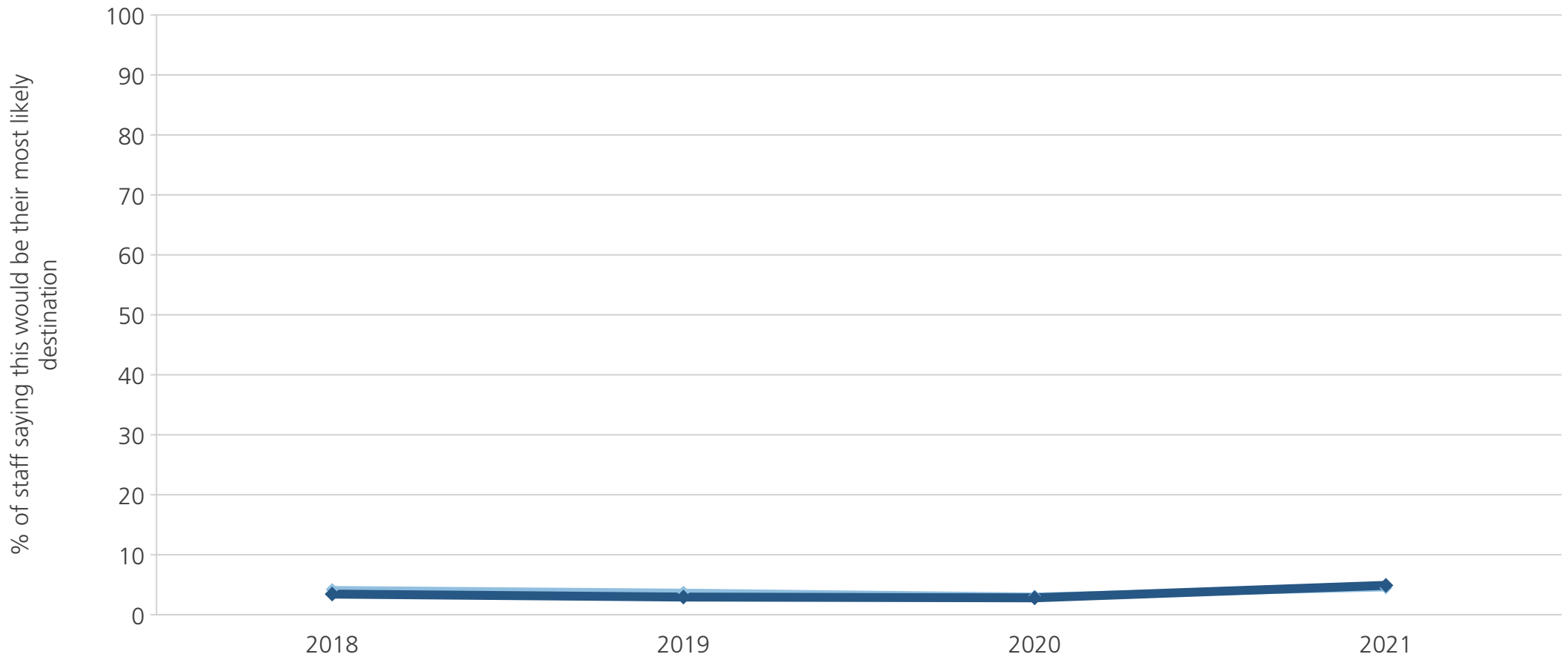
	2018	2019	2020	2021
Your org	45.9%	47.9%	51.3%	46.0%
Average	49.9%	51.1%	52.5%	47.5%
Responses	1,165	1,122	1,352	1,512



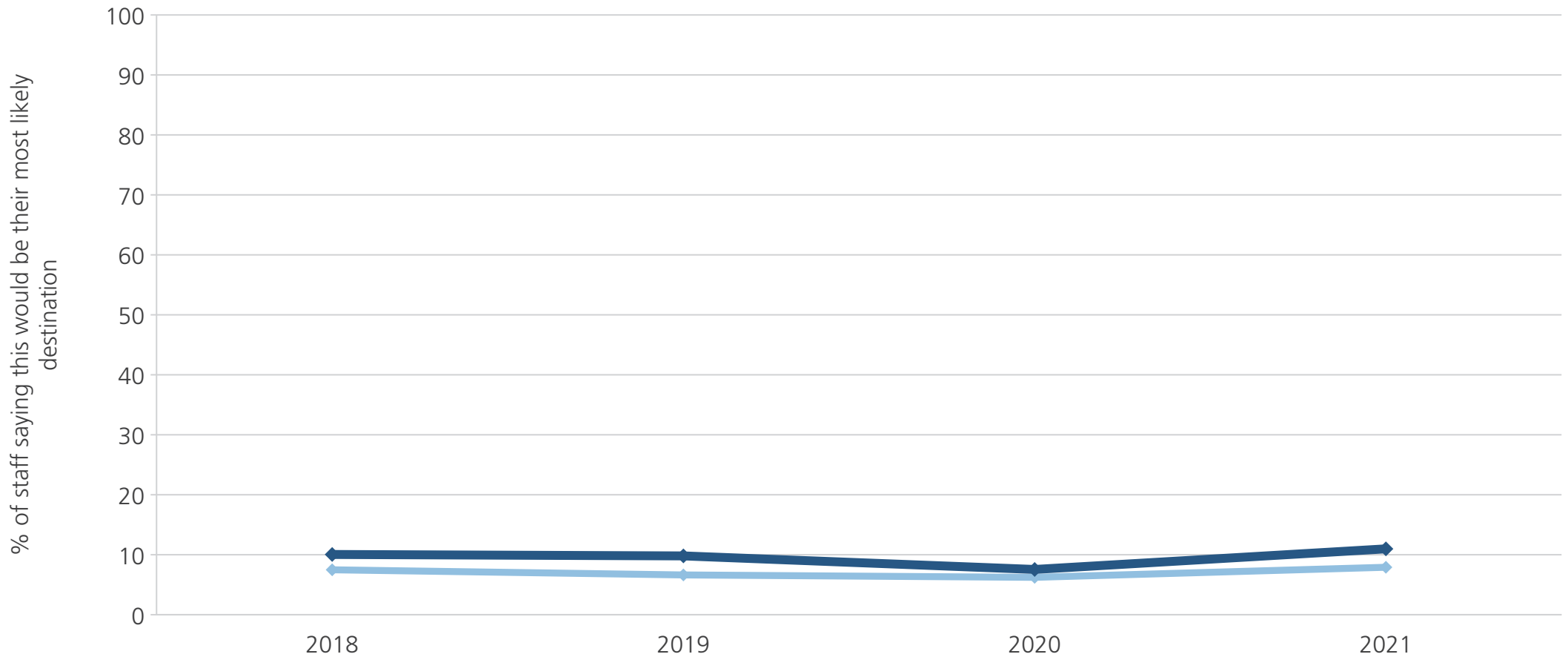
	2018	2019	2020	2021
Your org	10.9%	13.1%	13.3%	11.3%
Average	12.8%	13.2%	13.1%	13.0%
Responses	1,165	1,122	1,352	1,512



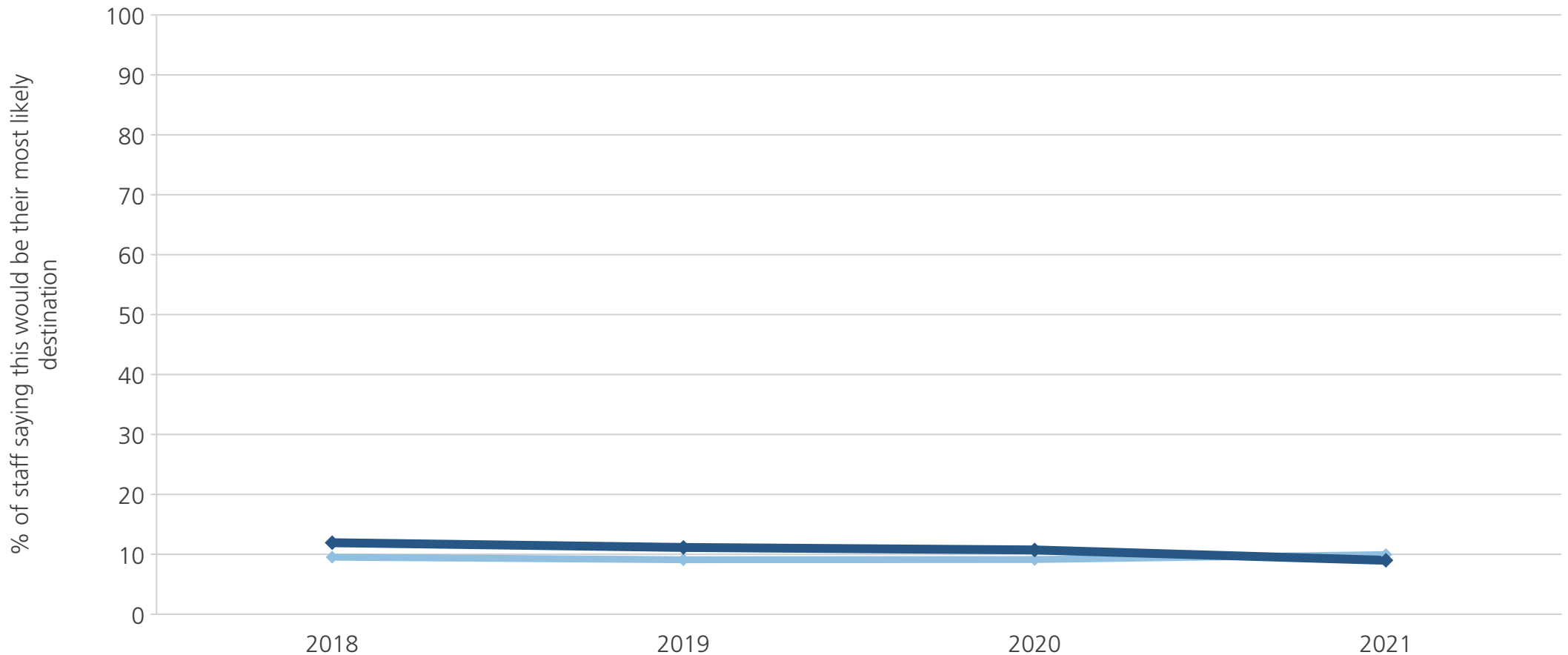
	2018	2019	2020	2021
Your org	17.8%	15.2%	14.3%	17.8%
Average	15.2%	15.1%	14.8%	15.8%
Responses	1,165	1,122	1,352	1,512



Your org	3.4%	2.9%	2.8%	4.9%
Average	4.2%	3.8%	3.1%	4.5%
Responses	1,165	1,122	1,352	1,512

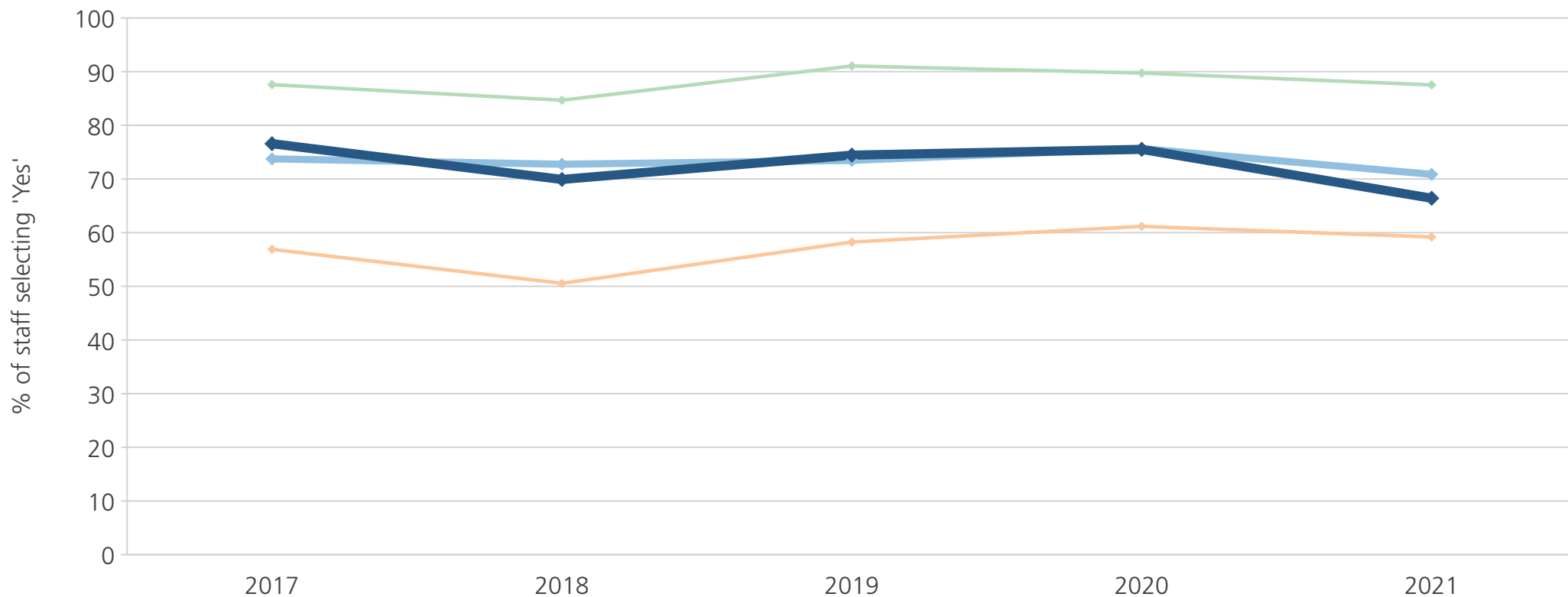


	2018	2019	2020	2021
Your org	10.0%	9.8%	7.5%	11.0%
Average	7.5%	6.6%	6.2%	7.9%
Responses	1,165	1,122	1,352	1,512



	2018	2019	2020	2021
Your org	11.9%	11.1%	10.7%	9.0%
Average	9.5%	9.1%	9.1%	10.0%
Responses	1,165	1,122	1,352	1,512

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	76.6%	69.9%	74.4%	75.5%	66.4%
Average	73.7%	72.7%	73.5%	75.7%	70.9%
Worst	56.9%	50.6%	58.2%	61.2%	59.2%
Responses	144	131	160	171	219

About your respondents

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results

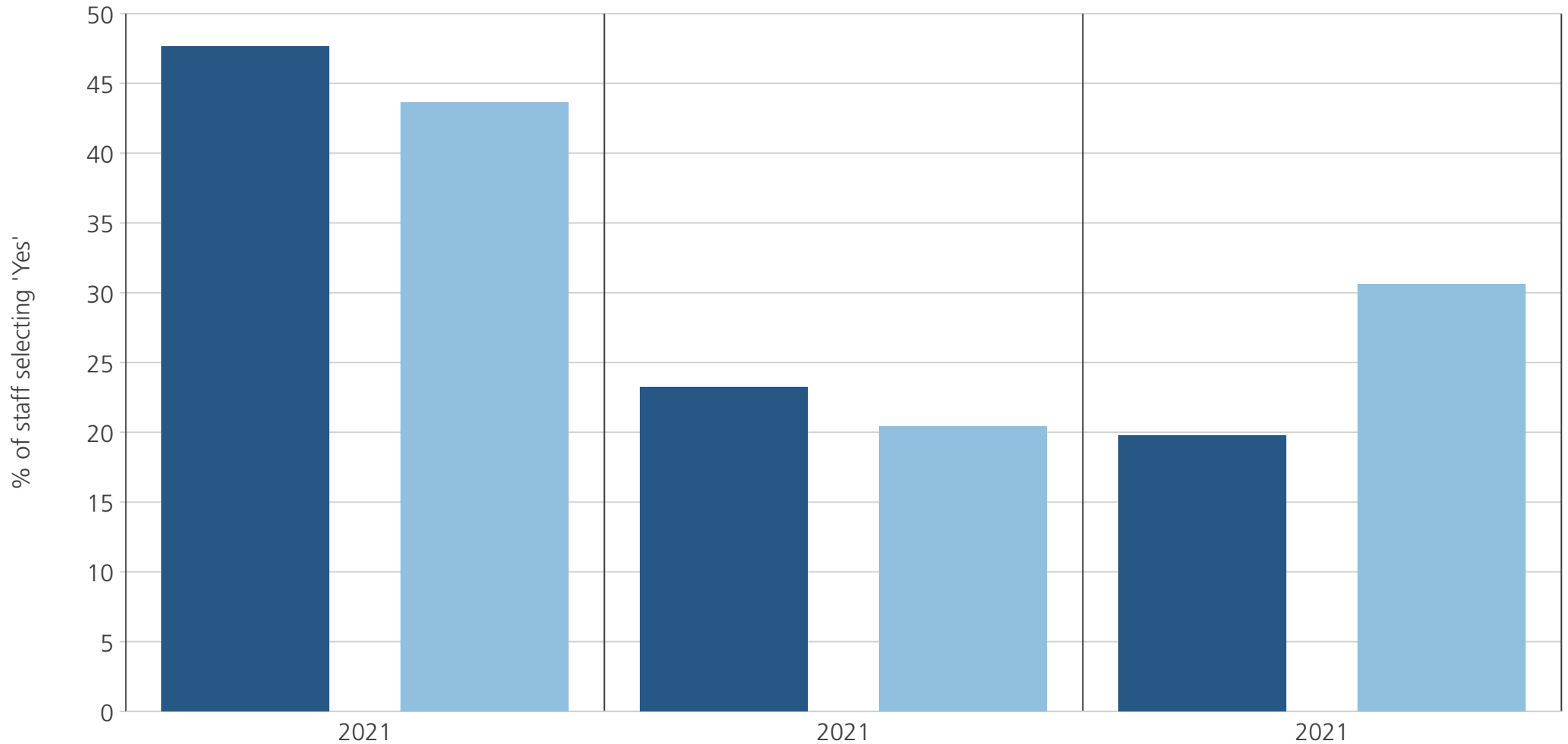
About your respondents – The Covid-19 pandemic

The Queen Elizabeth Hospital King's Lynn 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?

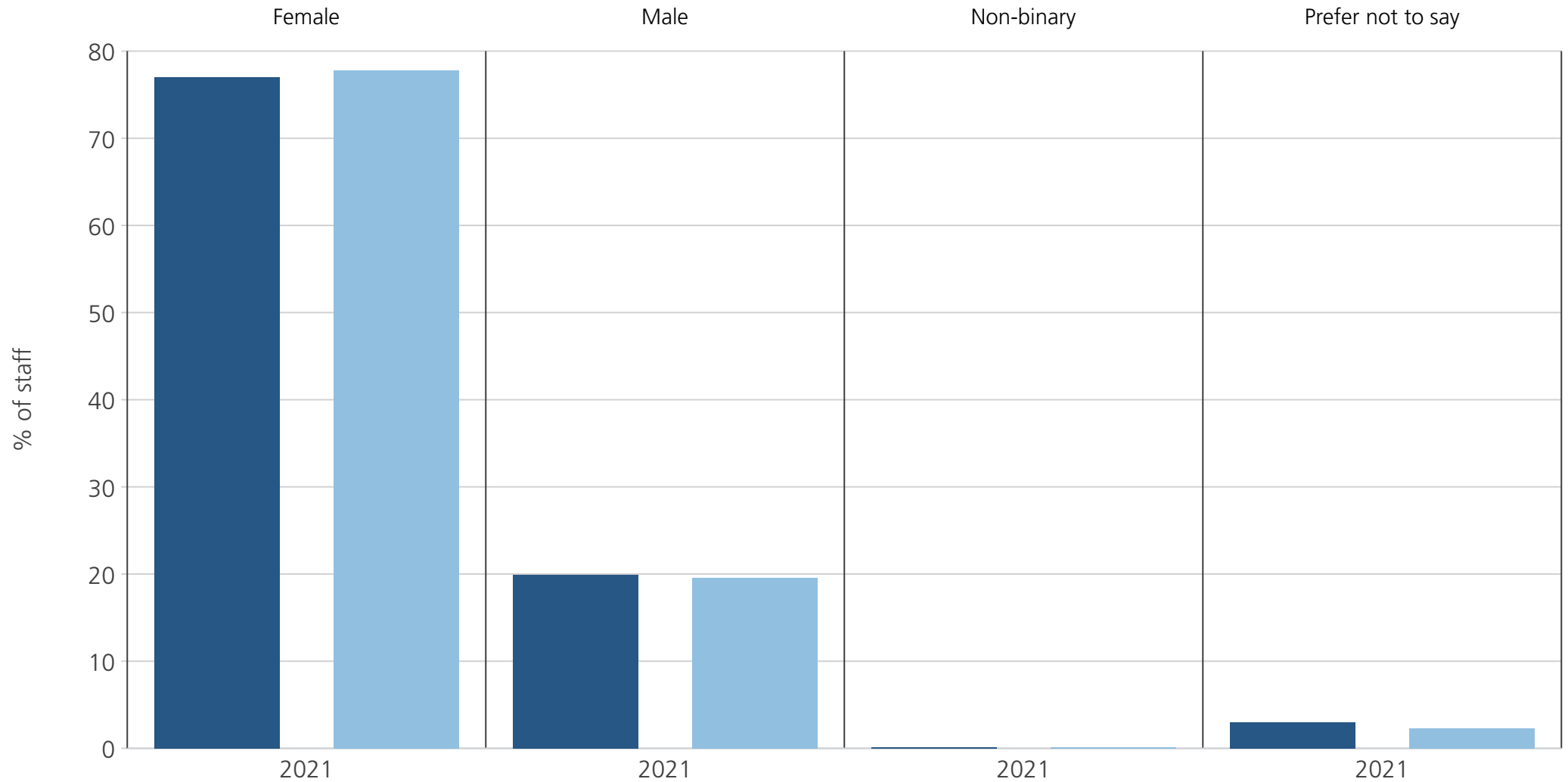
In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic?



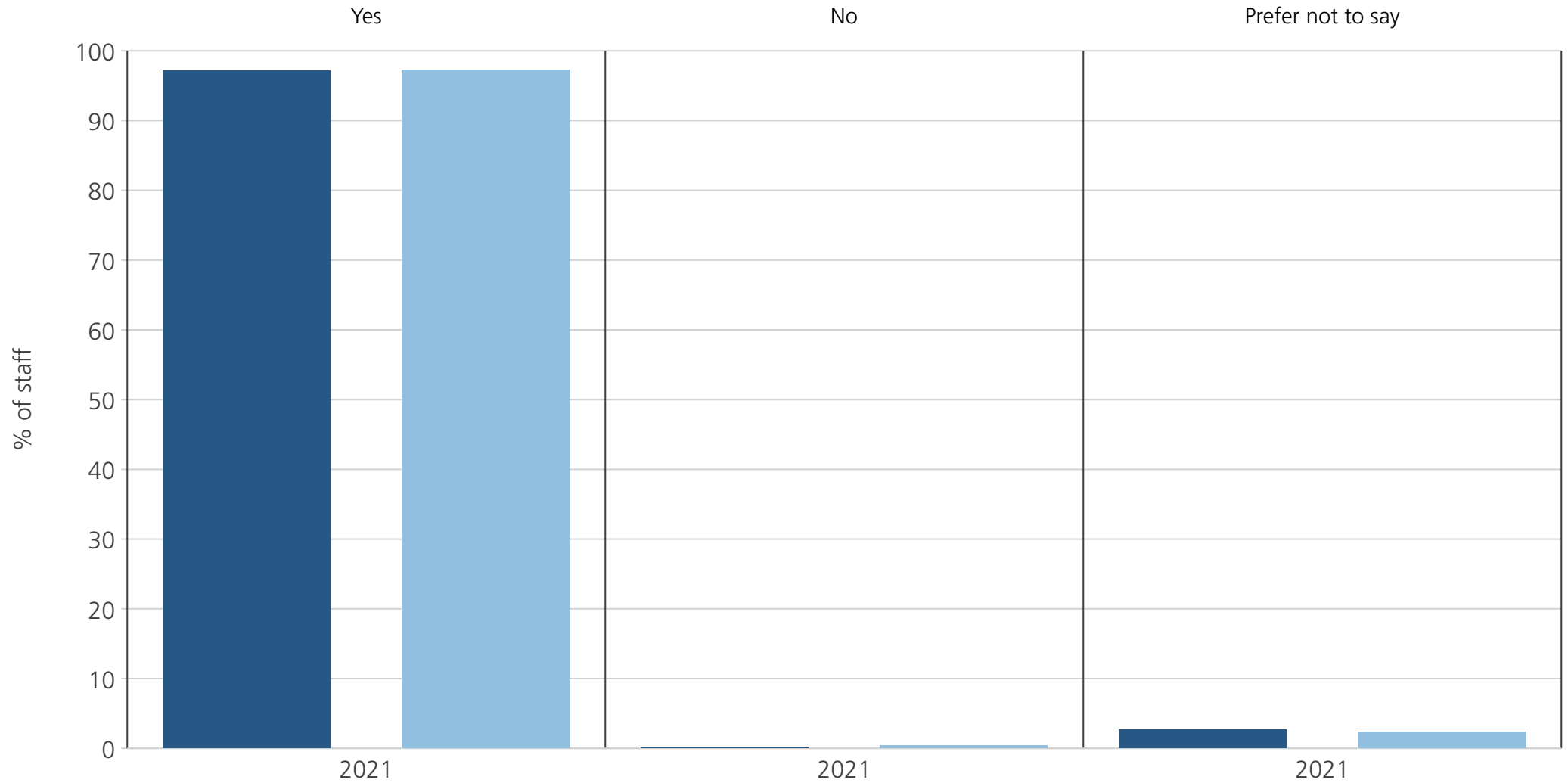
Your org	47.6%	23.3%	19.8%
Average	43.6%	20.4%	30.6%
Responses	1,587	1,582	1,587

About your respondents – Background details

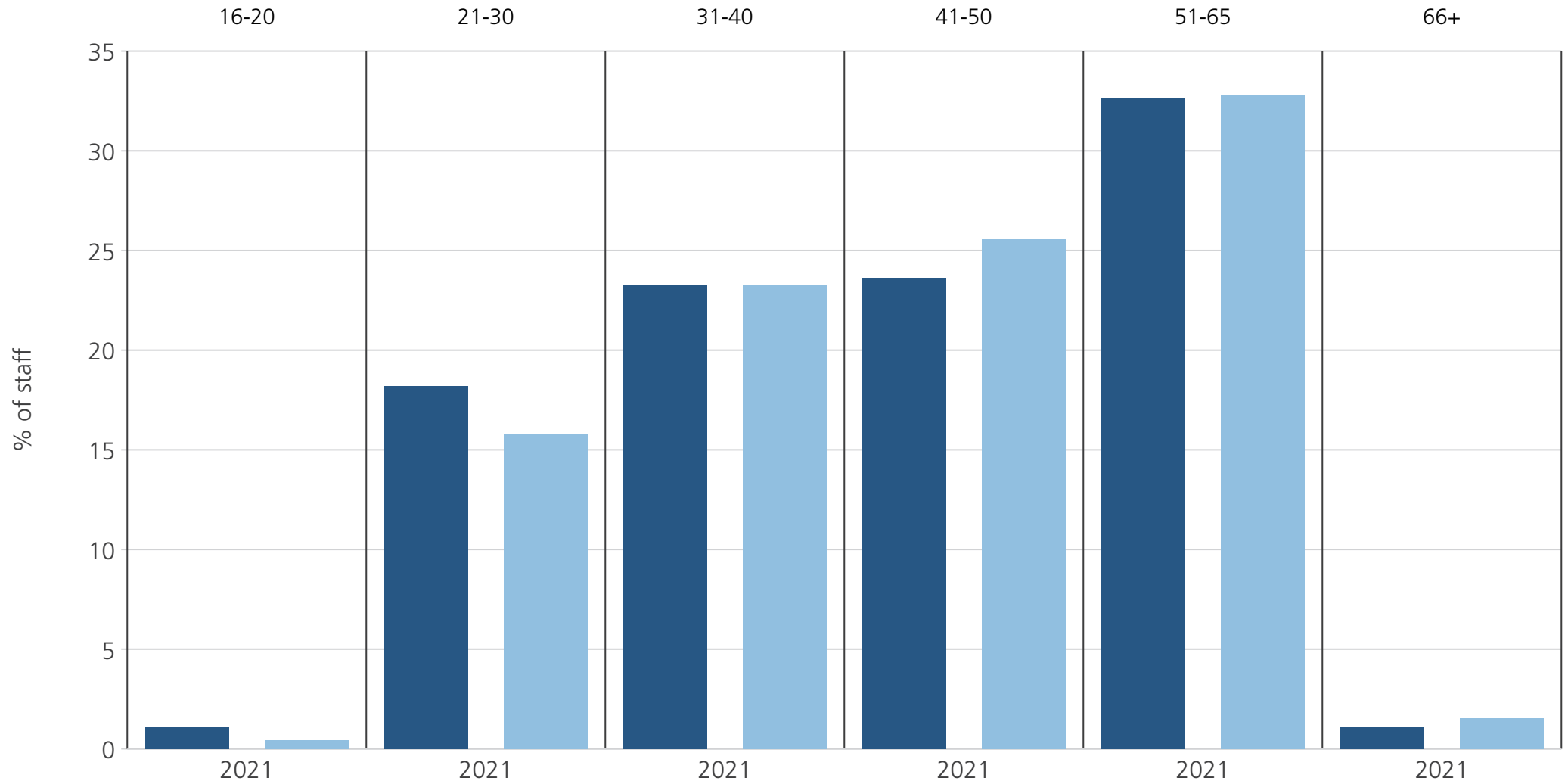
The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results



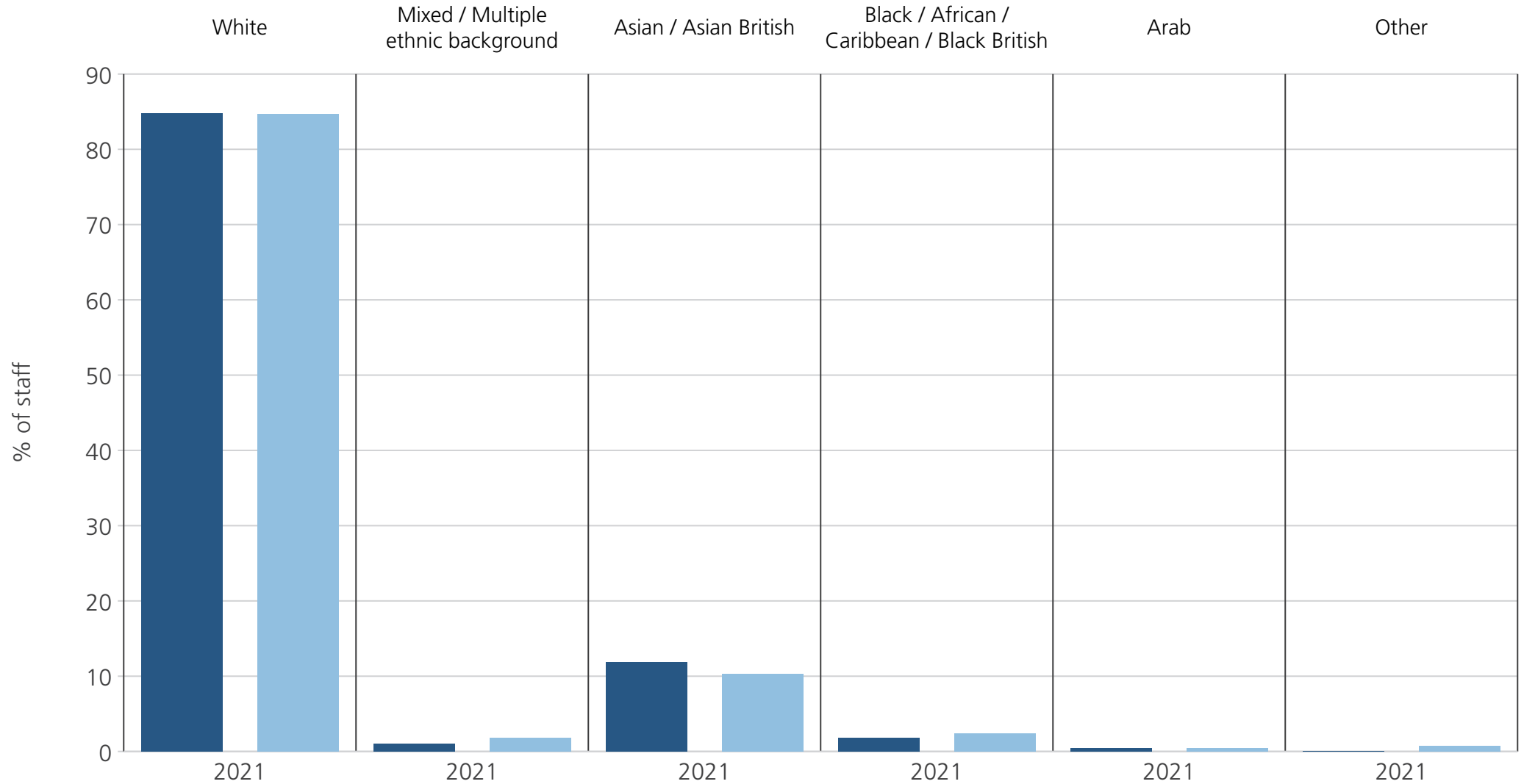
Your org	77.0%	19.9%	0.1%	3.0%
Average	77.8%	19.6%	0.1%	2.3%
Responses	1,583	1,583	1,583	1,583



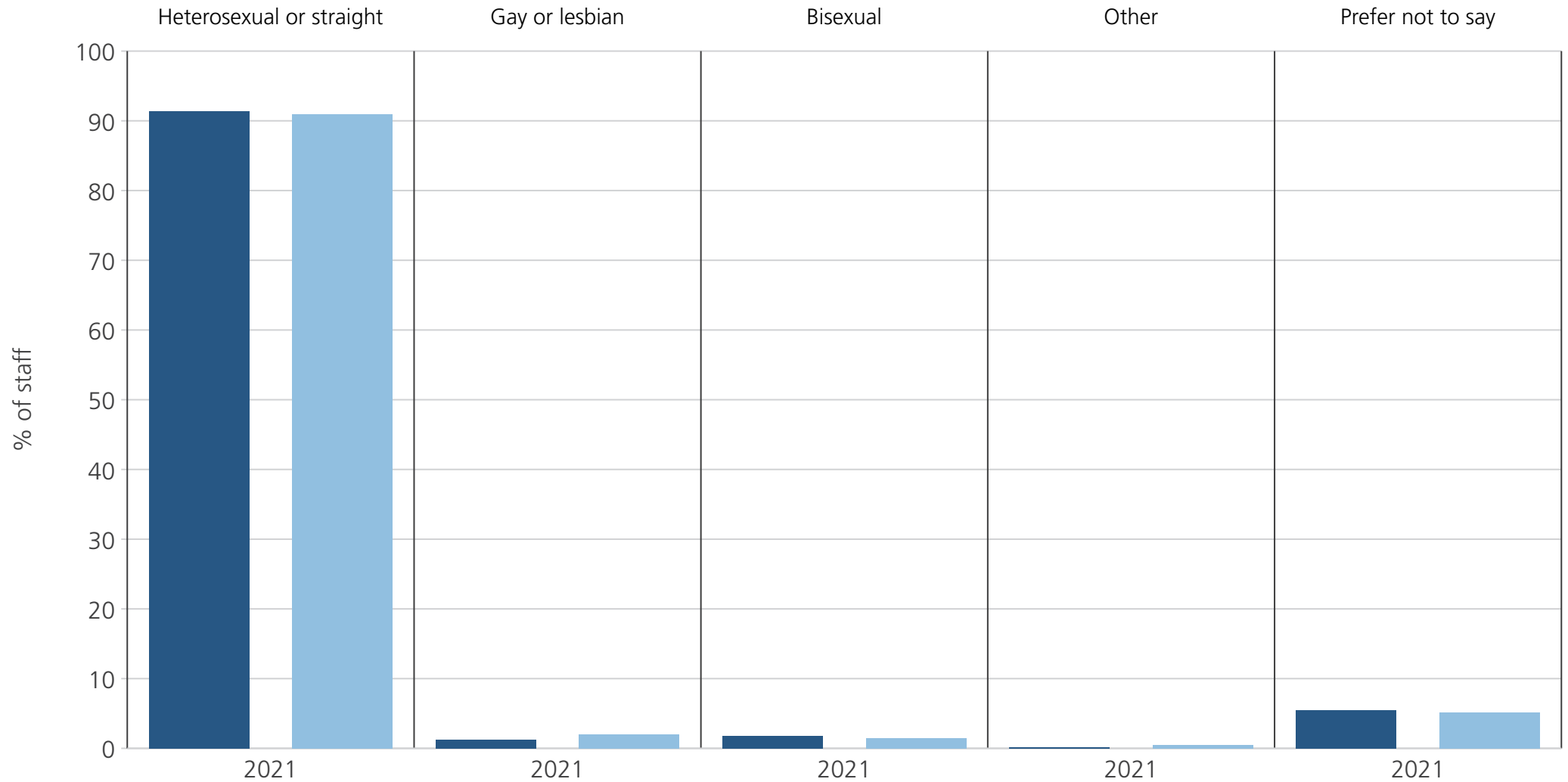
Your org	97.2%	0.2%	2.7%
Average	97.2%	0.4%	2.3%
Responses	1,547	1,547	1,547



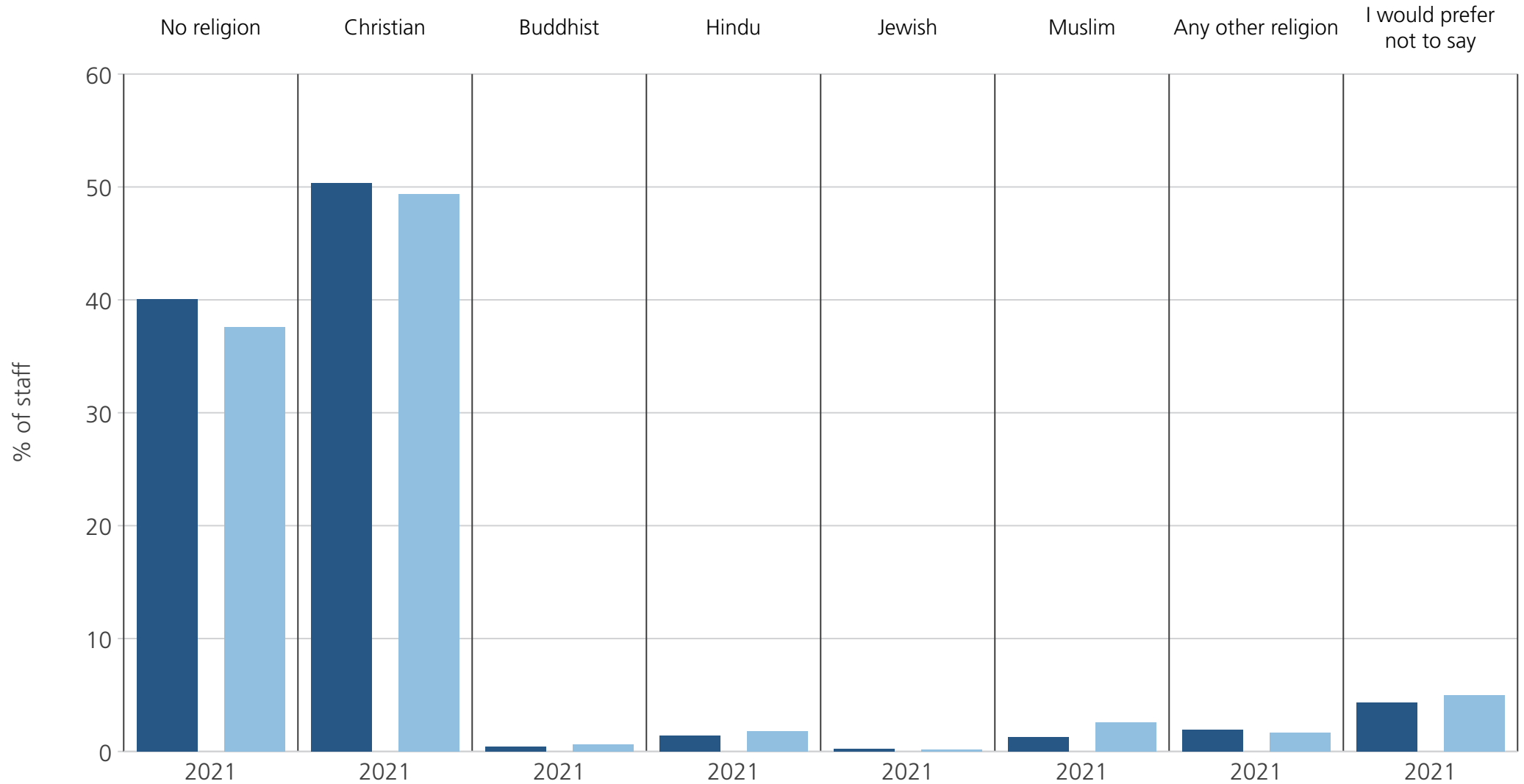
Your org	1.1%	18.2%	23.3%	23.6%	32.7%	1.1%
Average	0.4%	15.8%	23.3%	25.6%	32.8%	1.5%
Responses	1,586	1,586	1,586	1,586	1,586	1,586



Your org	84.8%	1.0%	11.8%	1.8%	0.4%	0.1%
Average	84.7%	1.8%	10.3%	2.4%	0.4%	0.7%
Responses	1,572	1,572	1,572	1,572	1,572	1,572

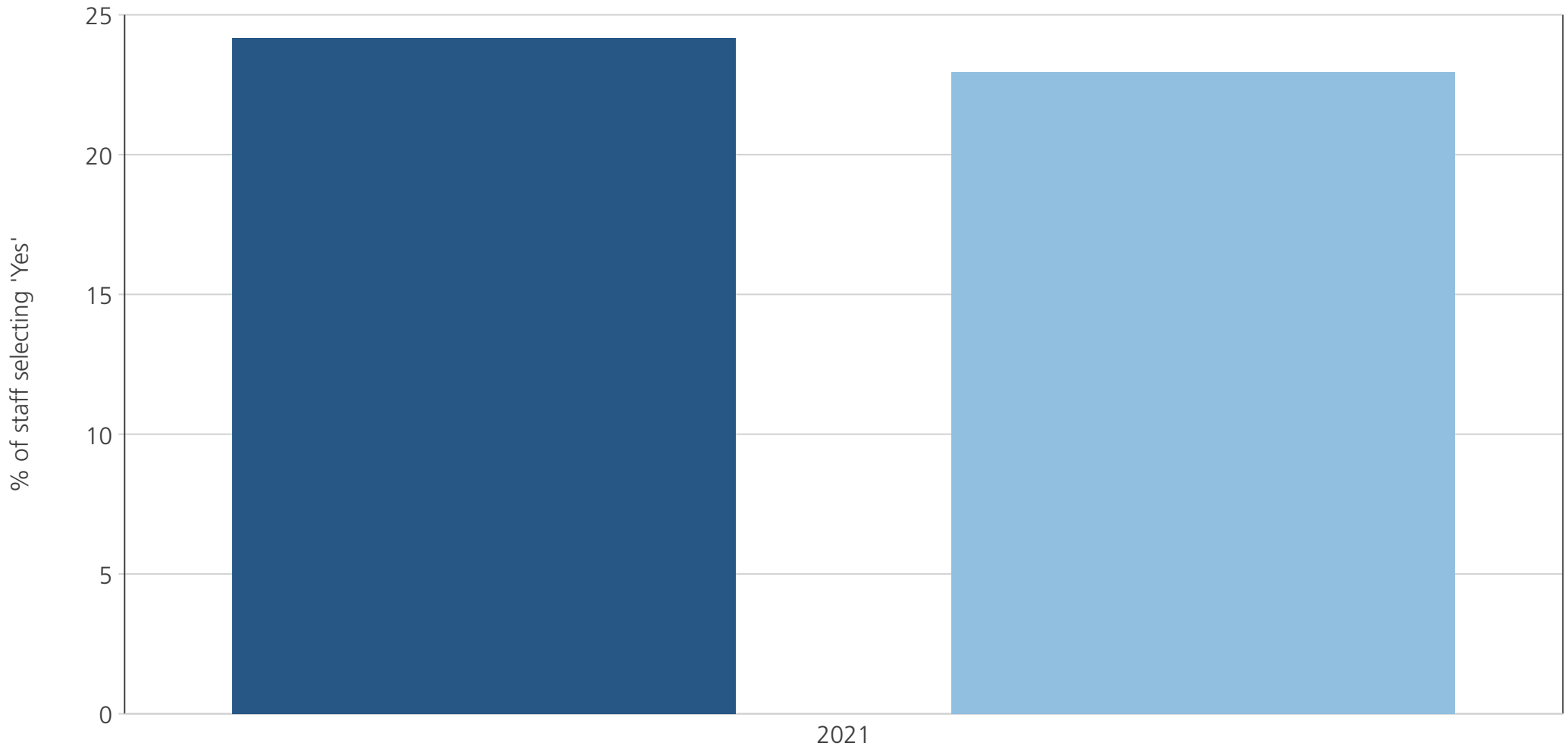


Your org	91.4%	1.2%	1.8%	0.2%	5.4%
Average	90.9%	2.0%	1.4%	0.5%	5.1%
Responses	1,579	1,579	1,579	1,579	1,579



Your org	40.1%	50.3%	0.4%	1.4%	0.3%	1.3%	1.9%	4.3%
Average	37.6%	49.4%	0.6%	1.8%	0.2%	2.6%	1.7%	5.0%
Responses	1,577	1,577	1,577	1,577	1,577	1,577	1,577	1,577

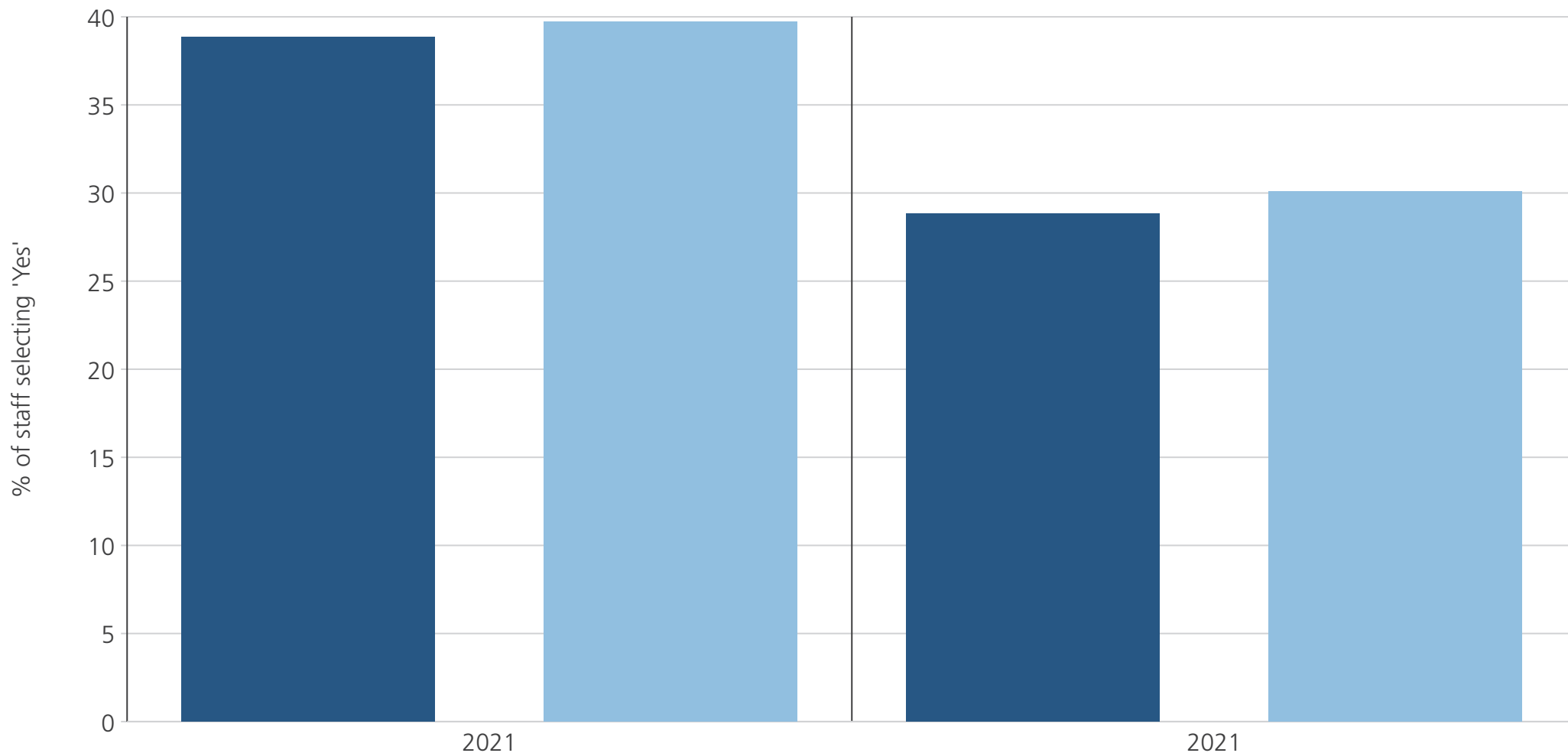
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



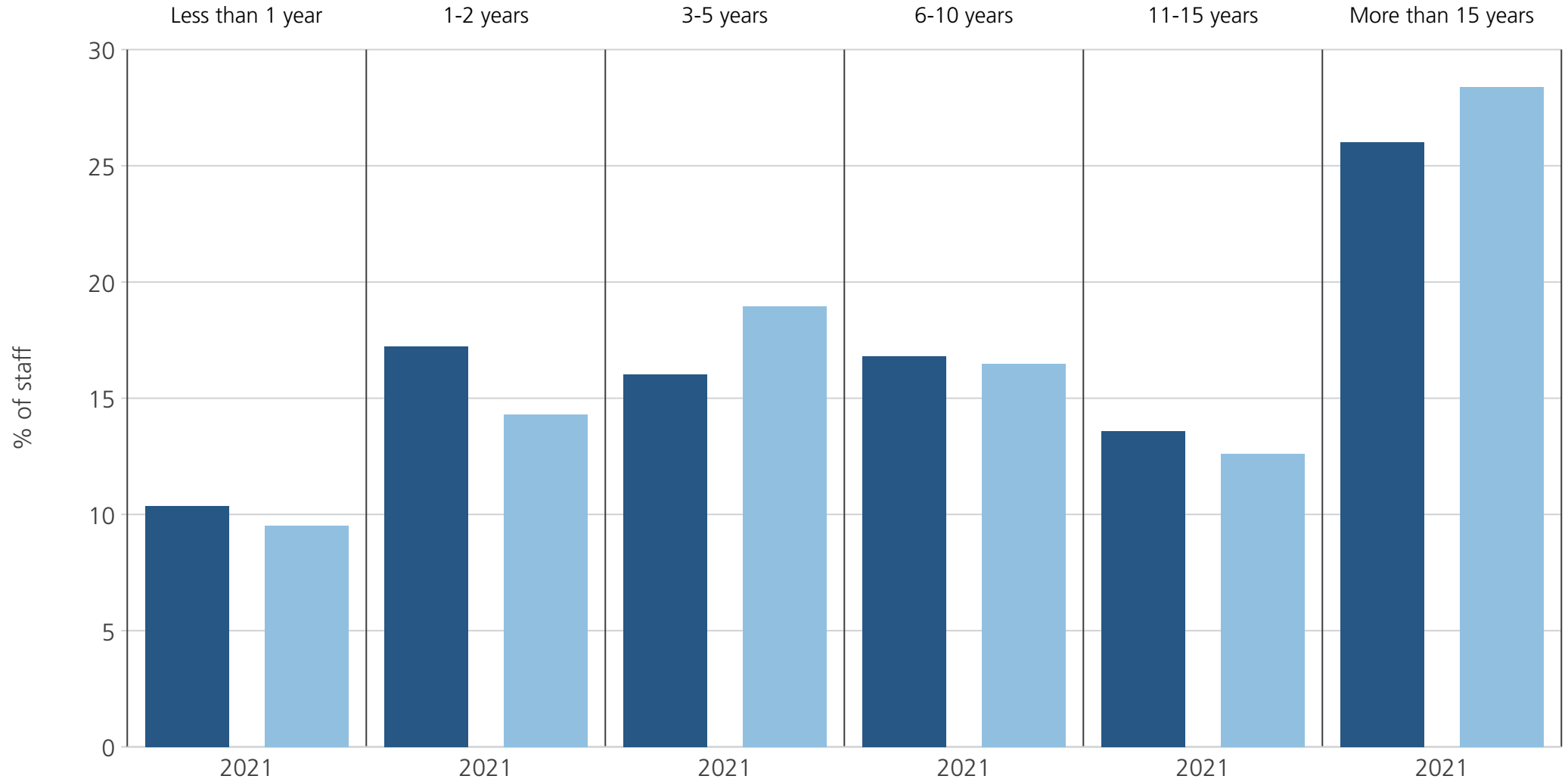
Your org	24.2%
Average	23.0%
Responses	1,588

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

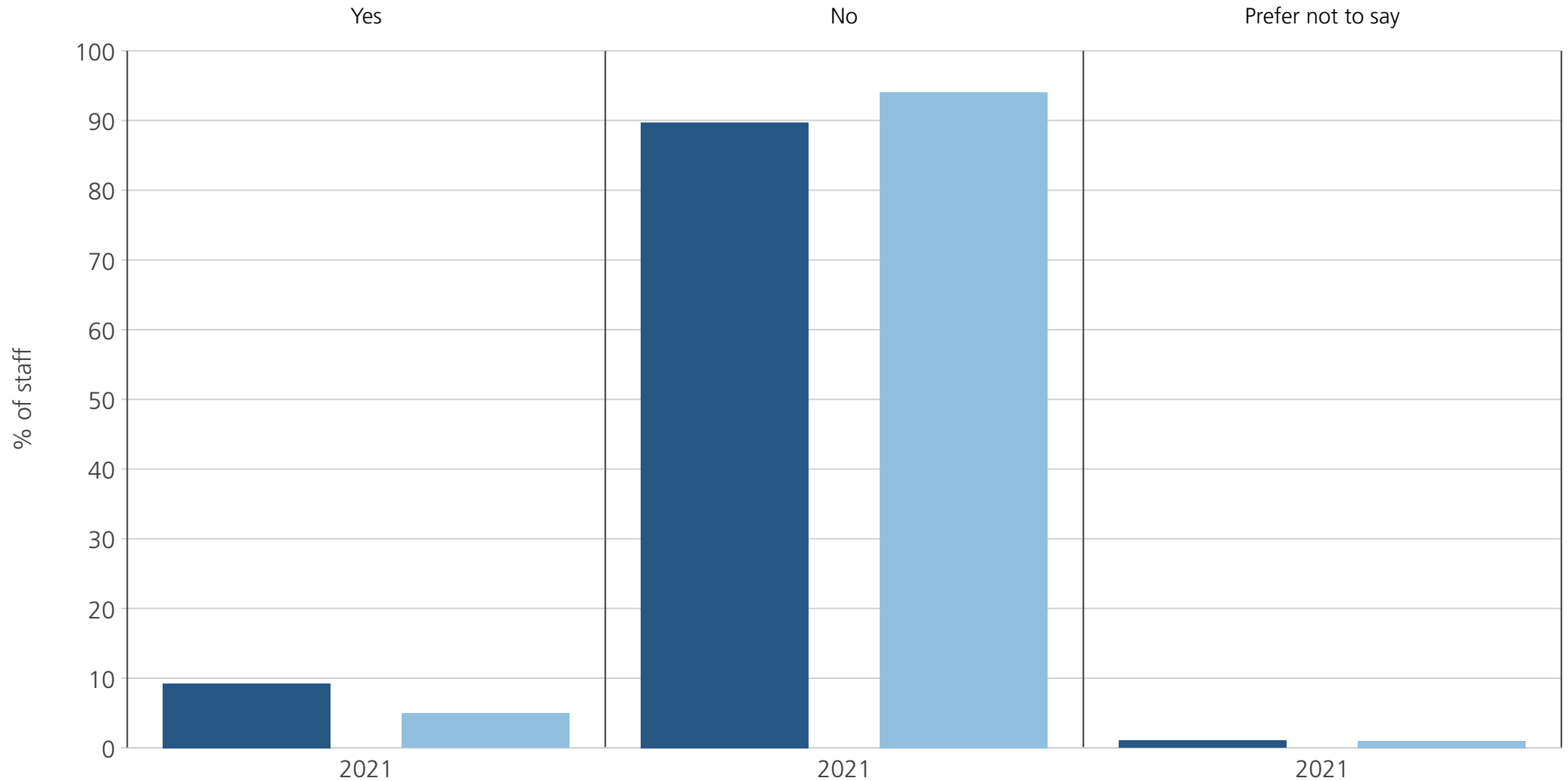
Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age?



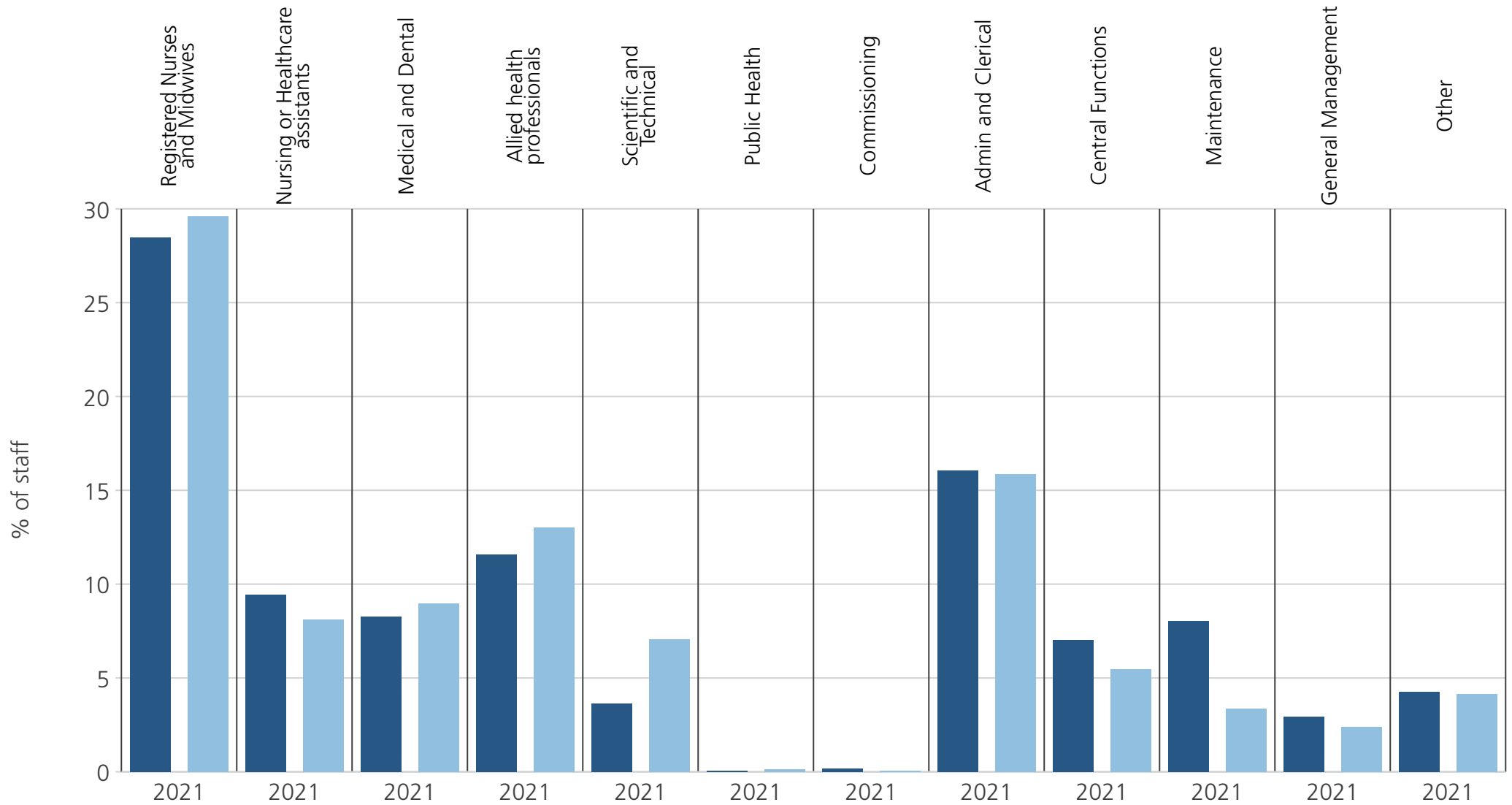
Your org	38.9%	28.8%
Average	39.7%	30.1%
Responses	1,580	1,575



Your org	10.4%	17.2%	16.0%	16.8%	13.6%	26.0%
Average	9.5%	14.3%	19.0%	16.5%	12.6%	28.4%
Responses	1,584	1,584	1,584	1,584	1,584	1,584



	2021	2021	2021
Your org	9.3%	89.7%	1.0%
Average	5.0%	94.1%	1.0%
Responses	1,556	1,556	1,556



Your org	28.5%	9.4%	8.3%	11.6%	3.6%	0.1%	0.2%	16.1%	7.0%	8.0%	2.9%	4.3%
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%
Responses	1,569	1,569	1,569	1,569	1,569	1,569	1,569	1,569	1,569	1,569	1,569	1,569

Workforce Equality Standards

The Queen Elizabeth Hospital King's Lynn 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)

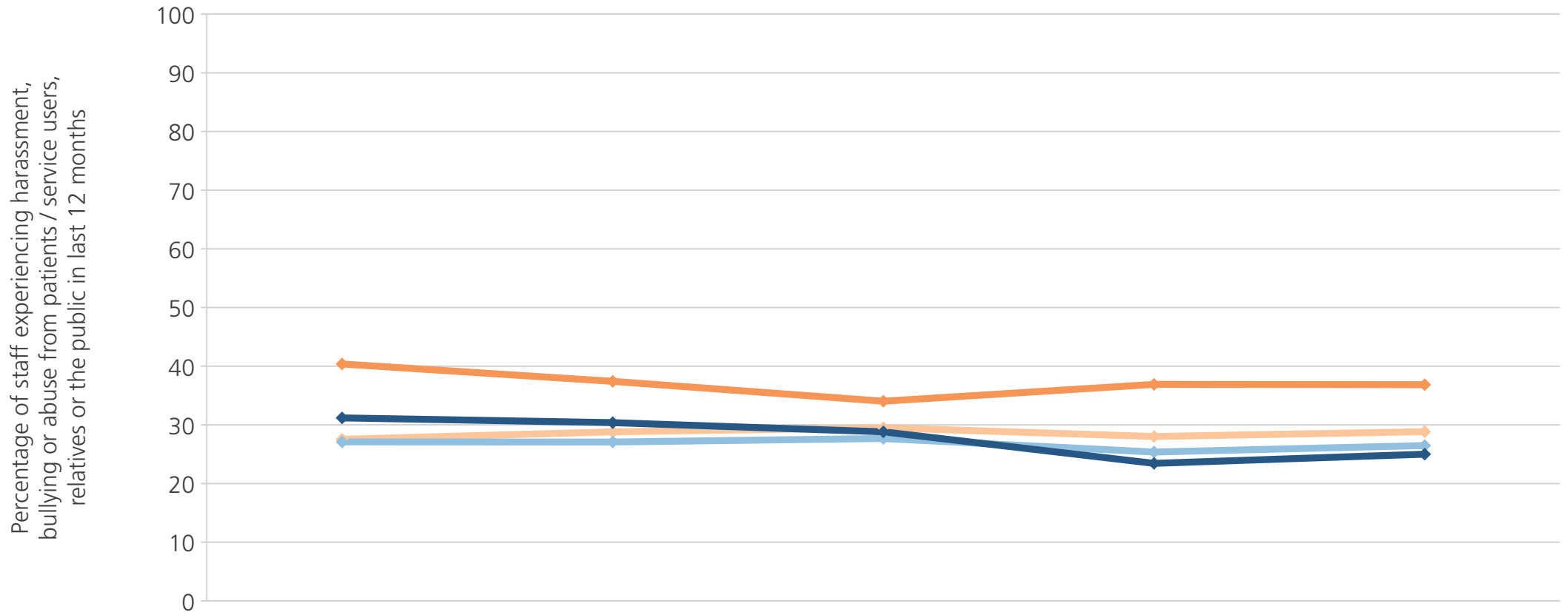
- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018-2021 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition 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)

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results



	2017	2018	2019	2020	2021
White: Your org	31.2%	30.4%	28.8%	23.4%	25.0%
BME: Your org	40.4%	37.4%	34.0%	36.9%	36.8%
White: Average	27.1%	27.1%	27.7%	25.4%	26.5%
BME: Average	27.5%	28.8%	29.5%	28.0%	28.8%

White: Responses

1,225

1,172

1,149

1,293

1,296

BME: Responses

161

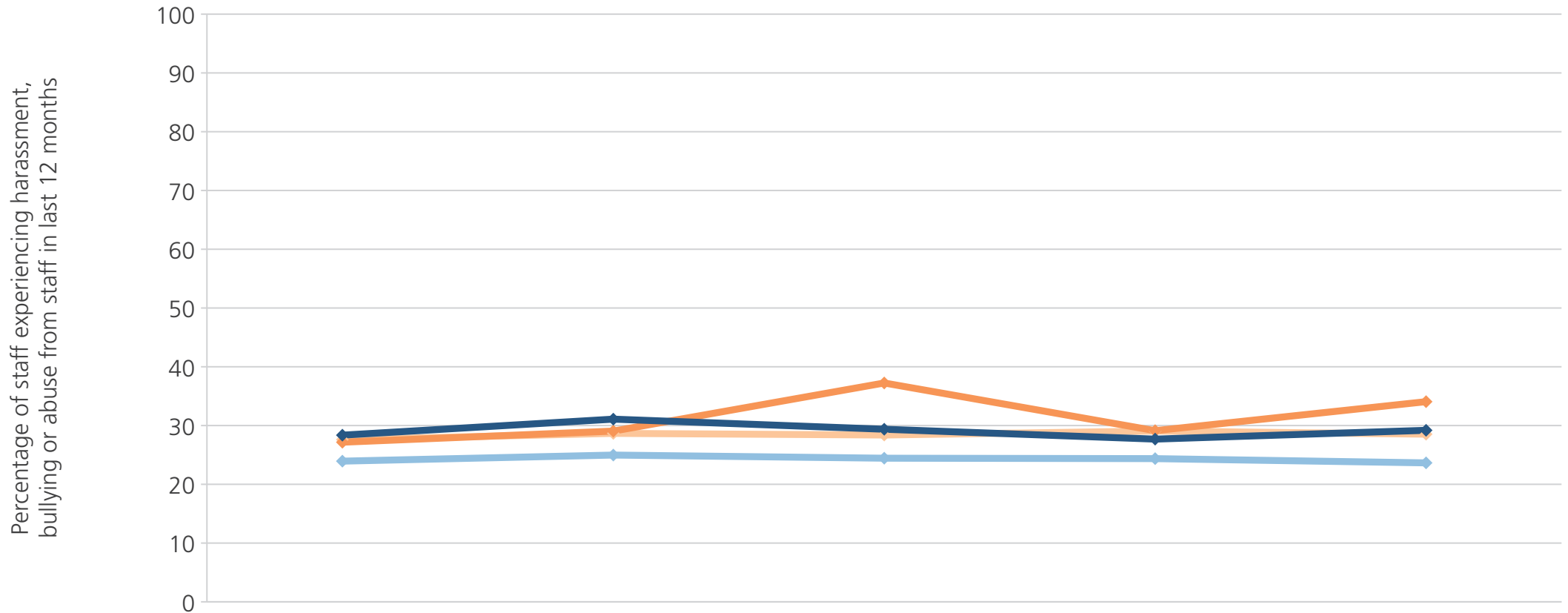
147

144

206

228

Average calculated as the median for the benchmark group



	2017	2018	2019	2020	2021
White: Your org	28.4%	31.1%	29.4%	27.7%	29.2%
BME: Your org	27.2%	29.1%	37.2%	29.1%	34.1%
White: Average	23.9%	25.0%	24.4%	24.4%	23.6%
BME: Average	27.6%	28.7%	28.4%	29.1%	28.5%

White: Responses

1,227

1,158

1,144

1,293

1,295

BME: Responses

162

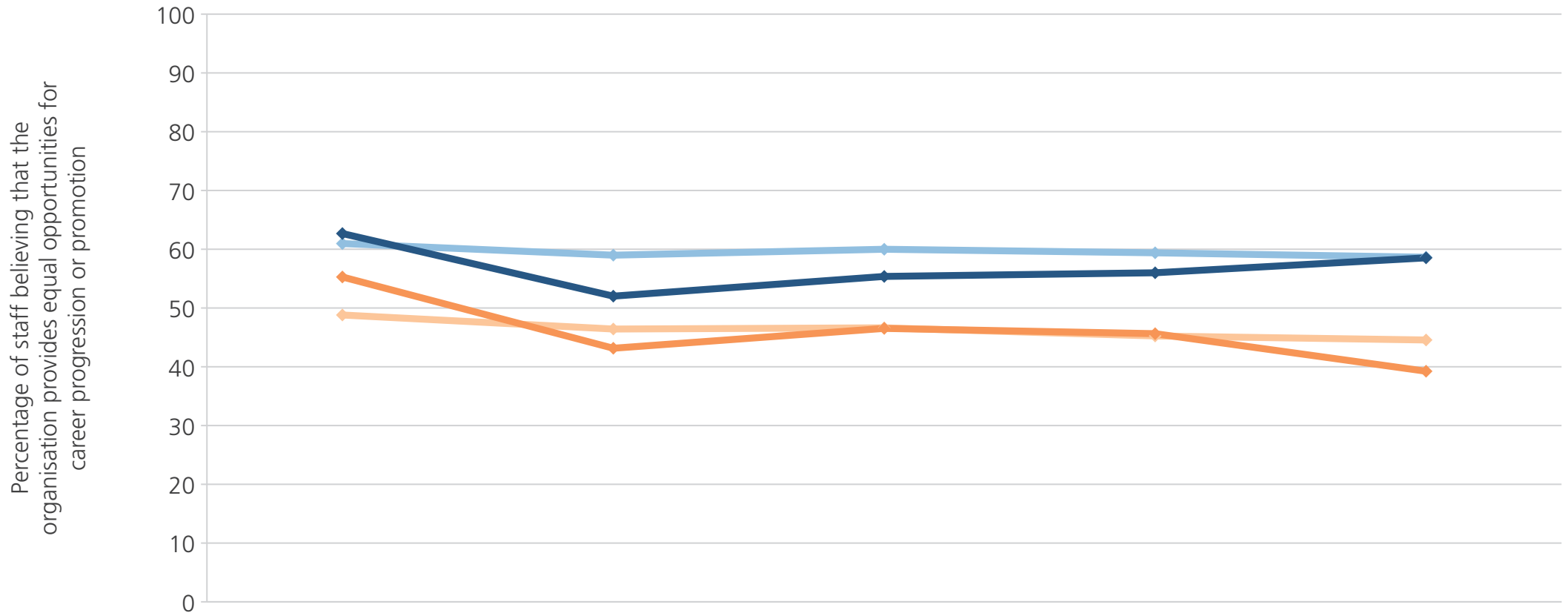
148

145

206

229

Average calculated as the median for the benchmark group



	2017	2018	2019	2020	2021
White: Your org	62.7%	52.0%	55.4%	56.0%	58.5%
BME: Your org	55.3%	43.2%	46.5%	45.6%	39.2%
White: Average	61.0%	59.0%	60.0%	59.4%	58.6%
BME: Average	48.8%	46.4%	46.6%	45.2%	44.6%

White: Responses

1,227

1,165

1,154

1,293

1,324

BME: Responses

161

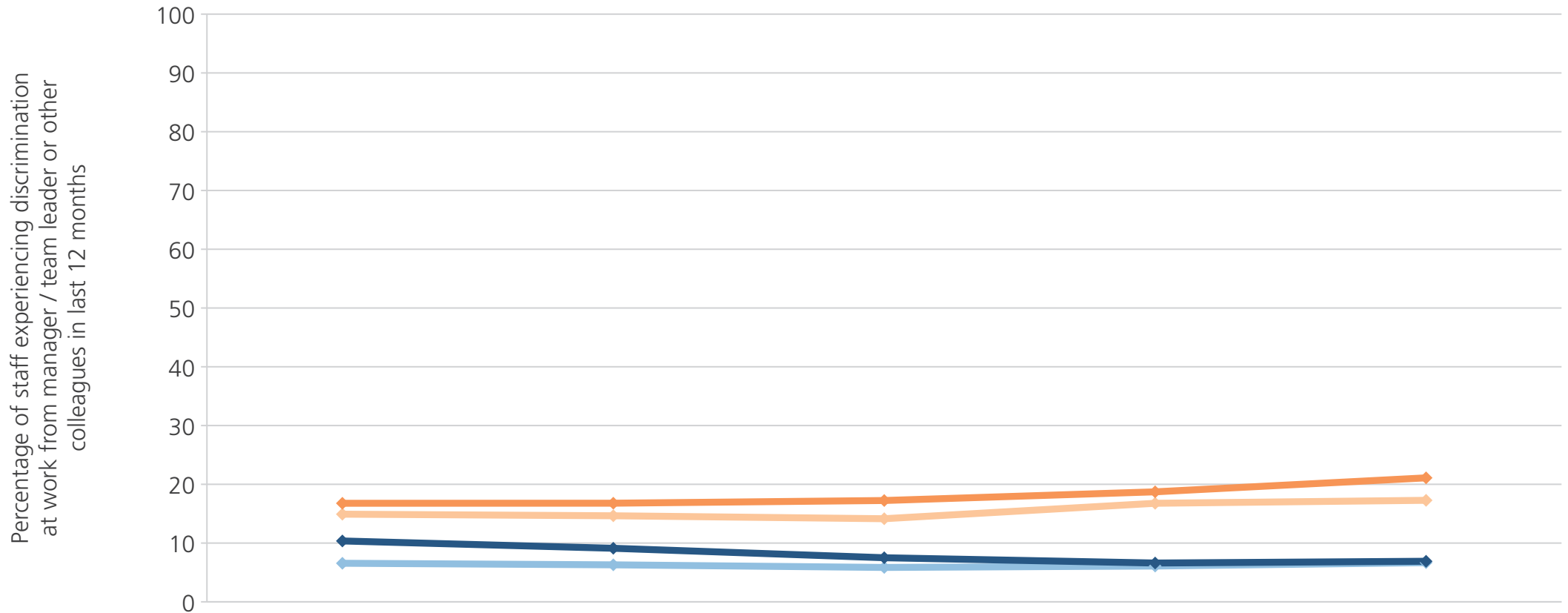
146

144

206

237

Average calculated as the median for the benchmark group



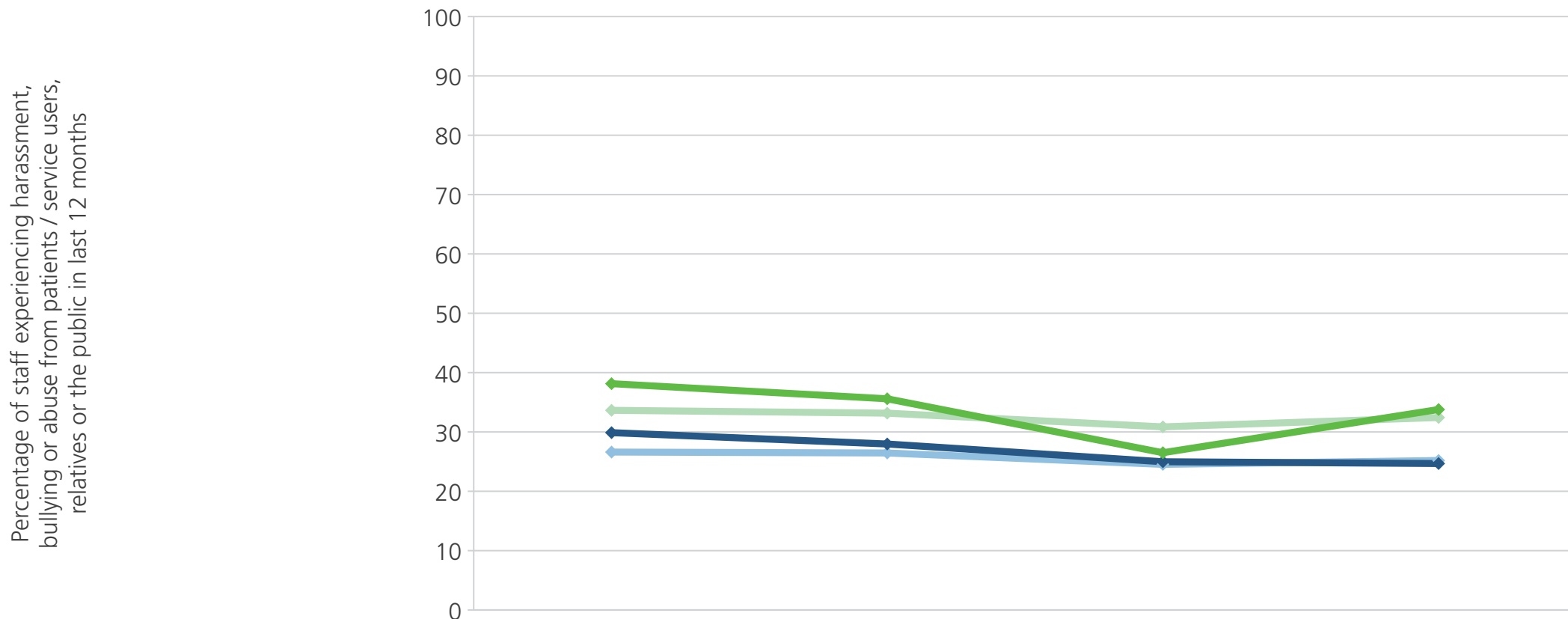
	2017	2018	2019	2020	2021
White: Your org	10.4%	9.1%	7.5%	6.6%	6.9%
BME: Your org	16.8%	16.8%	17.2%	18.7%	21.1%
White: Average	6.6%	6.3%	5.9%	6.1%	6.7%
BME: Average	14.9%	14.6%	14.1%	16.8%	17.3%

White: Responses	1,226	1,163	1,146	1,287	1,318
BME: Responses	161	143	145	203	237

Average calculated as the median for the benchmark group

Workforce Disability Equality Standard (WDES)

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results



	2018	2019	2020	2021
Staff with a LTC or illness: Your org	38.1%	35.6%	26.5%	33.8%
Staff without a LTC or illness: Your org	29.9%	28.0%	25.0%	24.7%
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

236

281

317

373

Staff without a LTC or illness: Responses

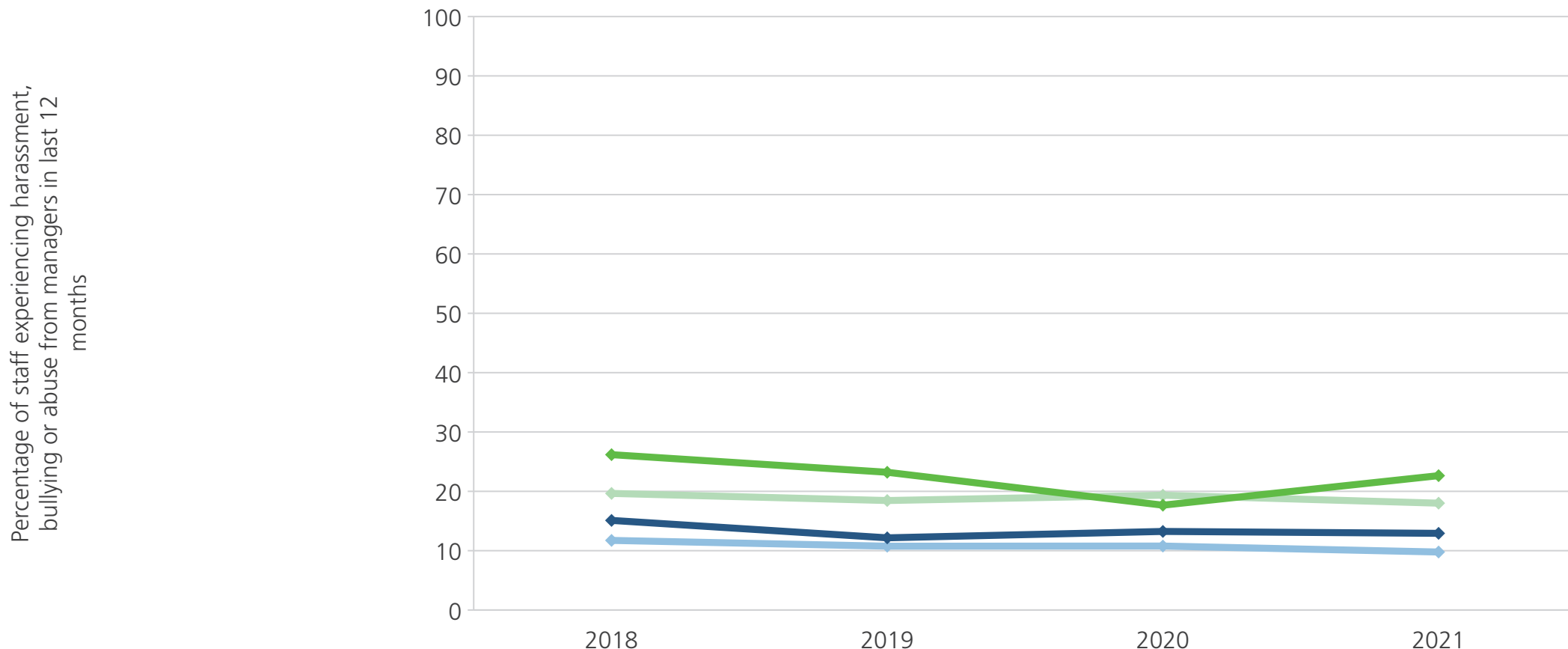
1,101

1,019

1,189

1,167

Average calculated as the median for the benchmark group



	2018	2019	2020	2021
Staff with a LTC or illness: Your org	26.2%	23.2%	17.7%	22.6%
Staff without a LTC or illness: Your org	15.1%	12.2%	13.2%	12.9%
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

233

280

317

371

Staff without a LTC or illness: Responses

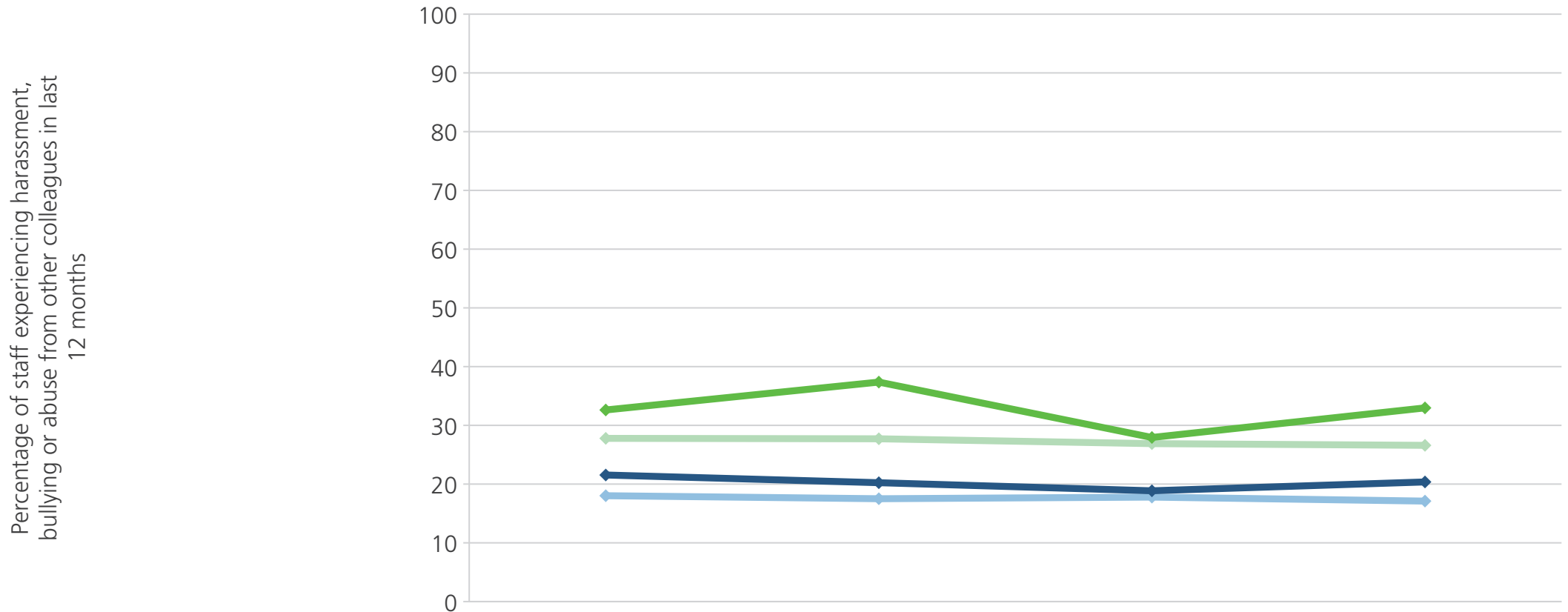
1,086

1,011

1,178

1,153

Average calculated as the median for the benchmark group



	2018	2019	2020	2021
Staff with a LTC or illness: Your org	32.6%	37.4%	27.9%	33.0%
Staff without a LTC or illness: Your org	21.5%	20.2%	18.9%	20.4%
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

Staff without a LTC or illness: Responses

233

1,086

281

1,013

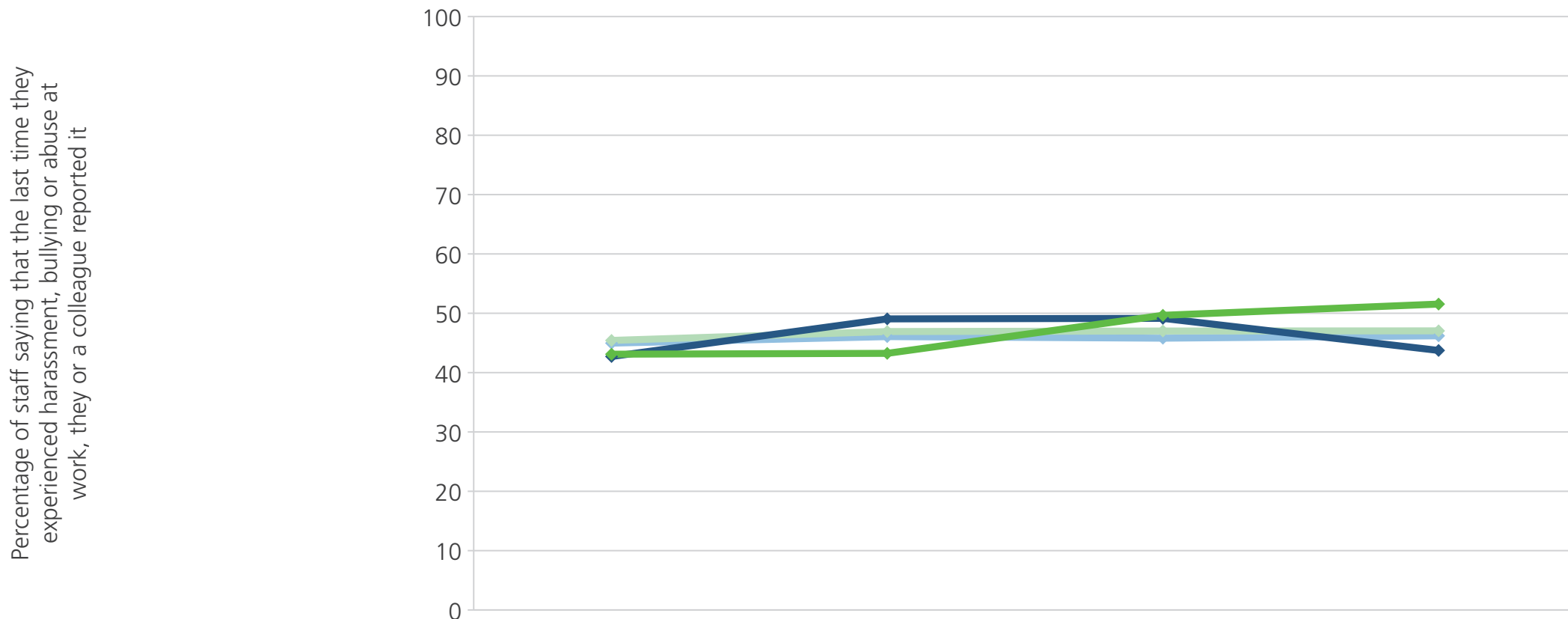
315

1,177

370

1,149

Average calculated as the median for the benchmark group



	2018	2019	2020	2021
Staff with a LTC or illness: Your org	43.1%	43.2%	49.7%	51.5%
Staff without a LTC or illness: Your org	42.7%	49.1%	49.1%	43.7%
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

116

148

145

194

Staff without a LTC or illness: Responses

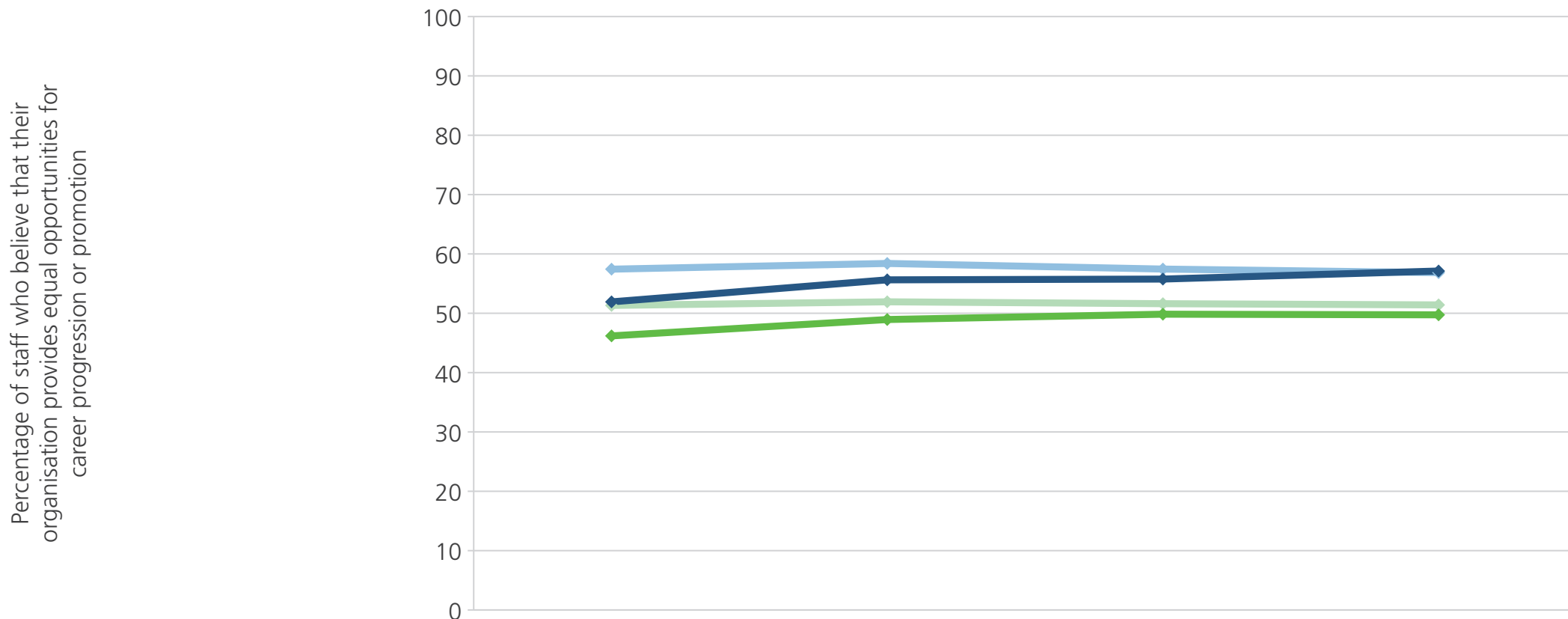
405

369

409

407

Average calculated as the median for the benchmark group



	2018	2019	2020	2021
Staff with a LTC or illness: Your org	46.2%	48.9%	49.8%	49.7%
Staff without a LTC or illness: Your org	51.9%	55.6%	55.8%	57.1%
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

236

284

317

382

Staff without a LTC or illness: Responses

1,094

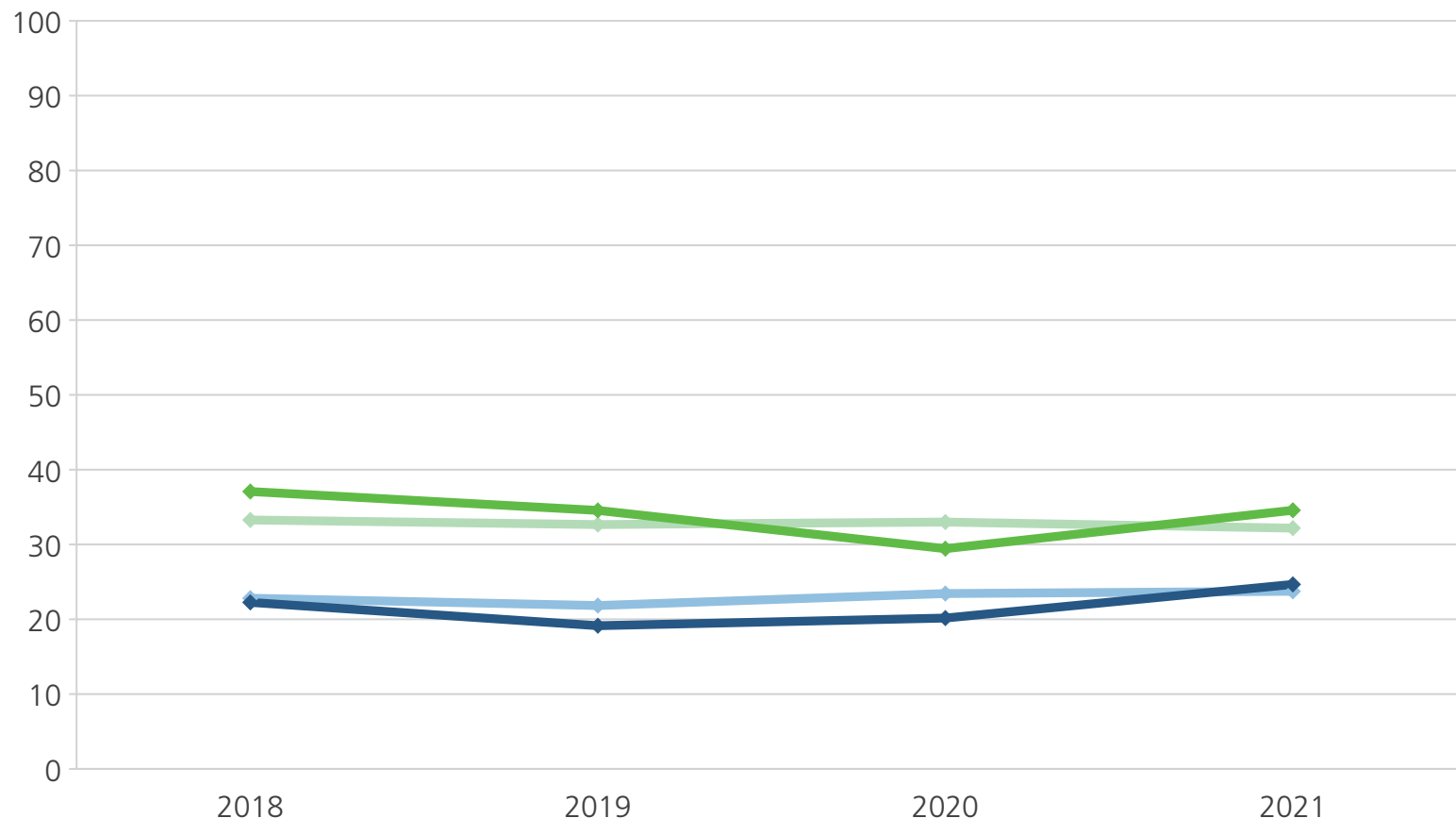
1,021

1,189

1,194

Average calculated as the median for the benchmark group

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



	2018	2019	2020	2021
Staff with a LTC or illness: Your org	37.1%	34.6%	29.4%	34.6%
Staff without a LTC or illness: Your org	22.3%	19.1%	20.2%	24.7%
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

178

191

214

269

Staff without a LTC or illness: Responses

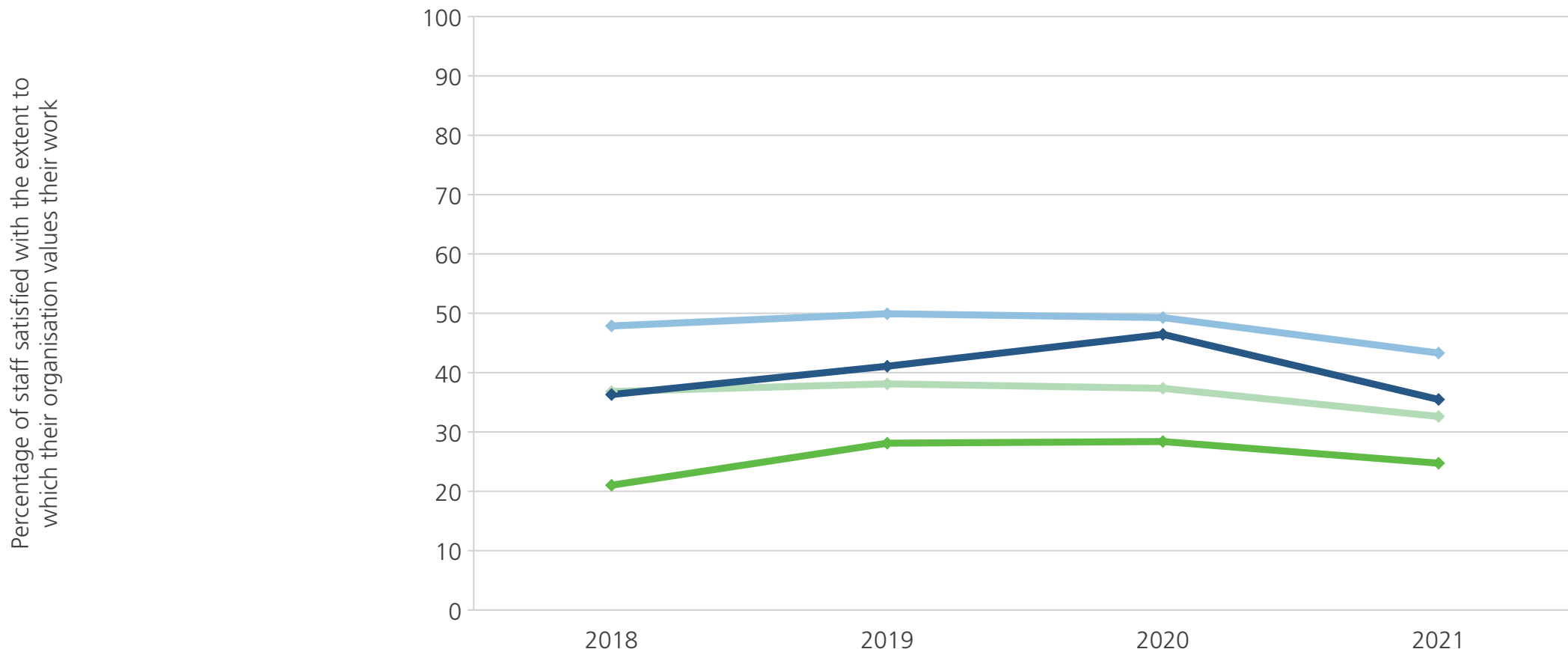
602

512

491

592

Average calculated as the median for the benchmark group



	2018	2019	2020	2021
Staff with a LTC or illness: Your org	21.0%	28.1%	28.4%	24.7%
Staff without a LTC or illness: Your org	36.3%	41.1%	46.5%	35.5%
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

233

281

317

384

Staff without a LTC or illness: Responses

1,099

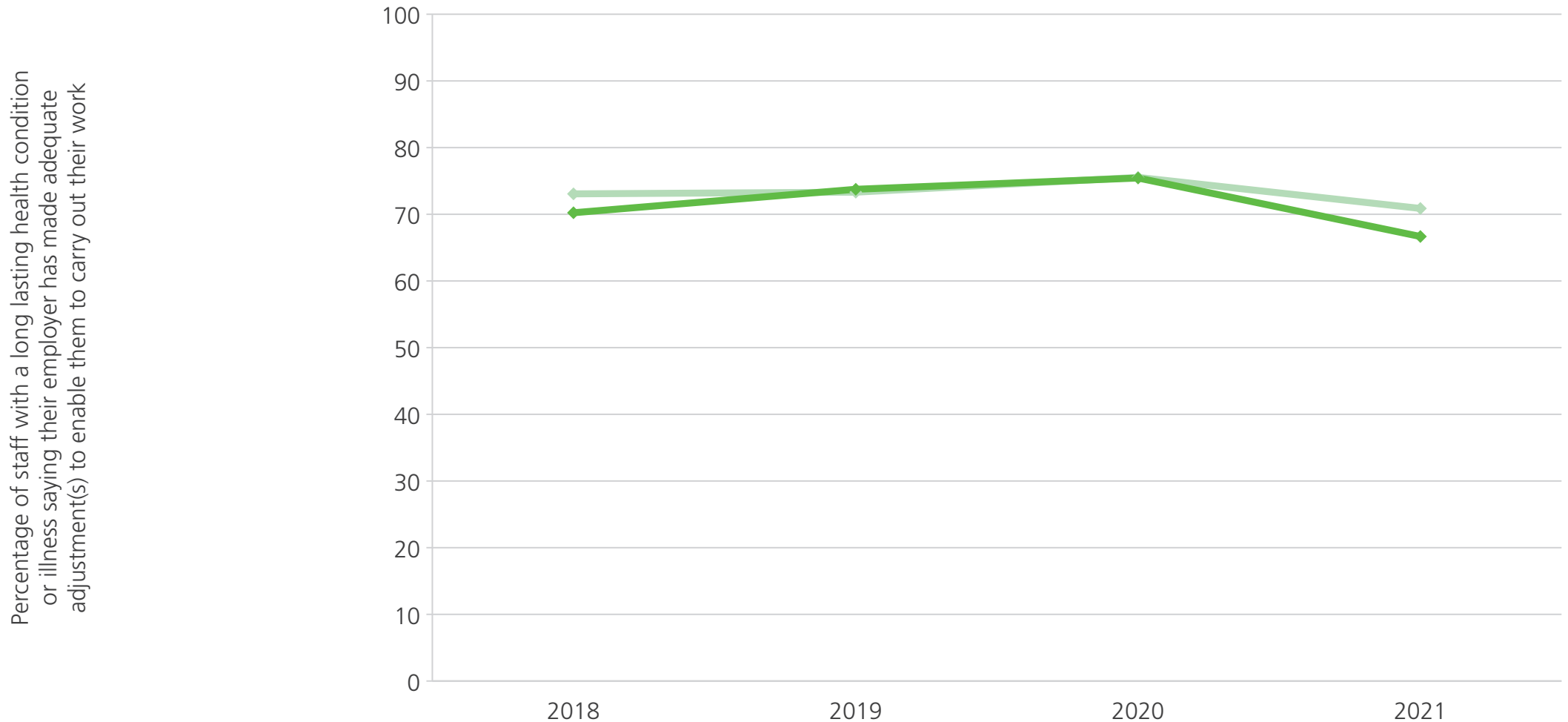
1,020

1,184

1,198

Average calculated as the median for the benchmark group

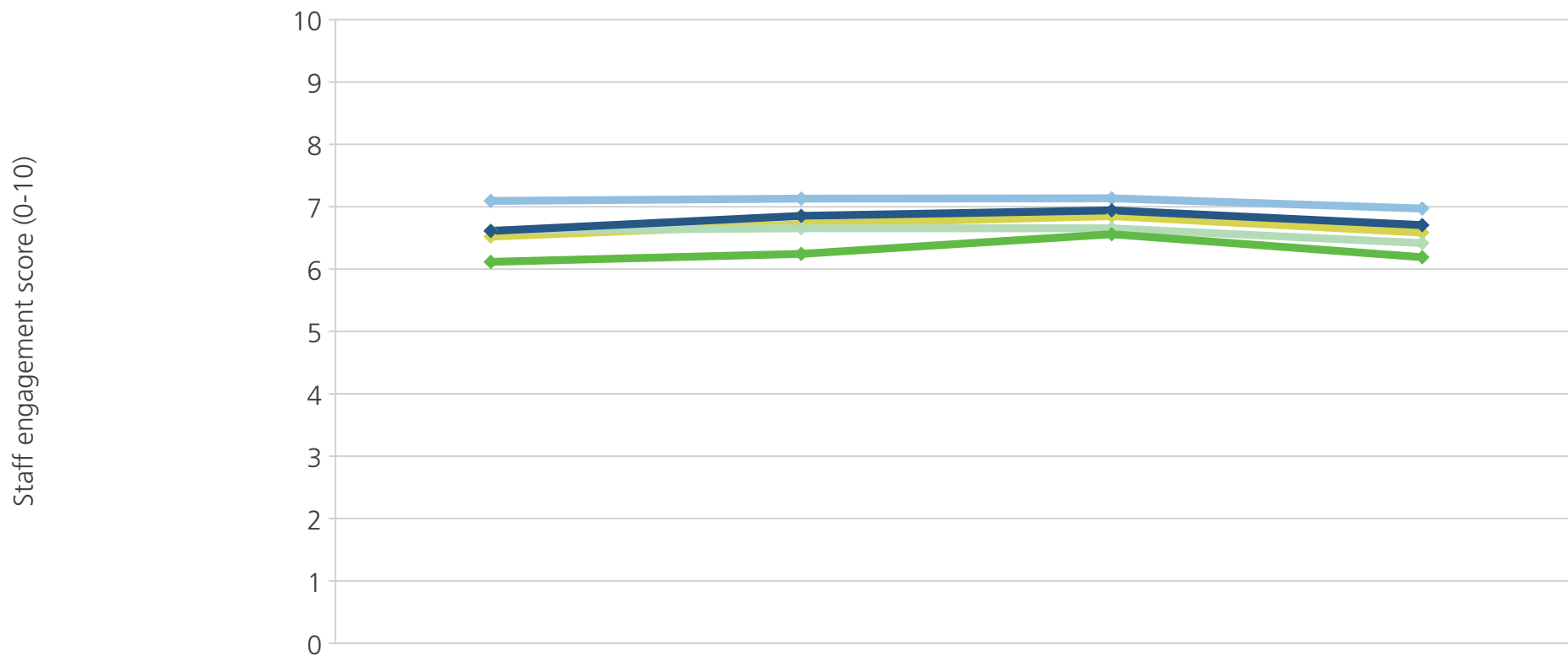
2021 NHS Staff Survey Results > WDES > Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work



Staff with a LTC or illness: Your org	70.2%	73.8%	75.4%	66.7%
Staff with a LTC or illness: Average	73.1%	73.3%	75.5%	70.9%

Staff with a LTC or illness: Responses	131	160	171	219
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Average calculated as the median for the benchmark group



	2018	2019	2020	2021
Organisation average	6.5	6.7	6.8	6.6
Staff with a LTC or illness: Your org	6.1	6.2	6.6	6.2
Staff without a LTC or illness: Your org	6.6	6.9	6.9	6.7
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	1,360	1,352	1,532	1,671
Staff with a LTC or illness: Responses	235	285	319	384
Staff without a LTC or illness: Responses	1,100	1,024	1,194	1,200

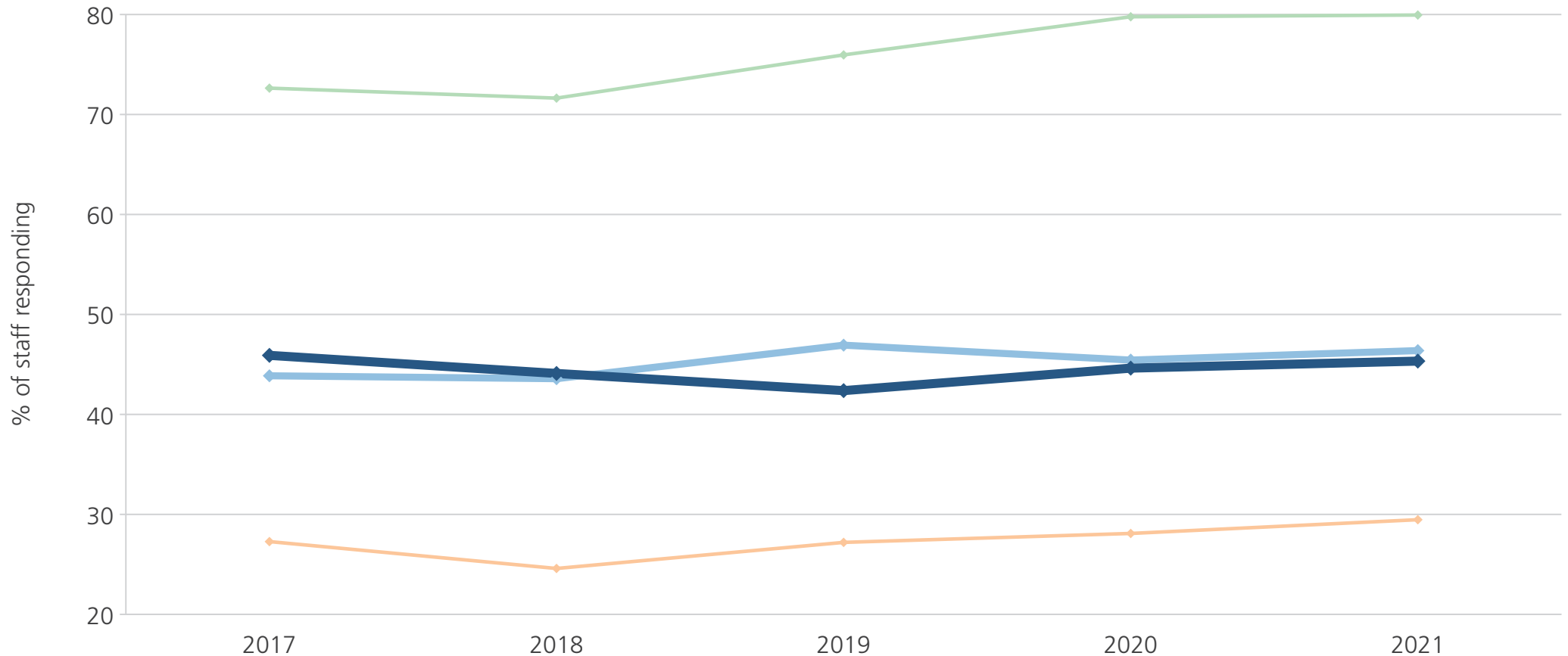
Average calculated as the median for the benchmark group

Appendices

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results

Appendix A: Response rate

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
2021 NHS Staff Survey Results



	2017	2018	2019	2020	2021
Highest	72.6%	71.6%	76.0%	79.8%	79.9%
Your org	45.9%	44.1%	42.4%	44.6%	45.3%
Median	43.9%	43.6%	46.9%	45.4%	46.4%
Lowest	27.3%	24.6%	27.2%	28.1%	29.5%

Appendix B: Significance testing – 2020 vs 2021

The Queen Elizabeth Hospital King's Lynn 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			7.0	1619	N/A
We are recognised and rewarded			5.6	1667	N/A
We each have a voice that counts			6.4	1586	N/A
We are safe and healthy			5.7	1613	N/A
We are always learning			5.1	1526	N/A
We work flexibly			5.8	1656	N/A
We are a team			6.4	1625	N/A
Themes	2020 score	2020 respondents	2021 score	2021 respondents	Statistically significant change?
Staff Engagement	6.9	1532	6.6	1671	↓
Morale	5.9	1531	5.5	1666	↓

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

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

Appendix C: Tips on using your benchmark report

The Queen Elizabeth Hospital King's Lynn 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.



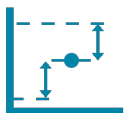
Key points to note



- 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.

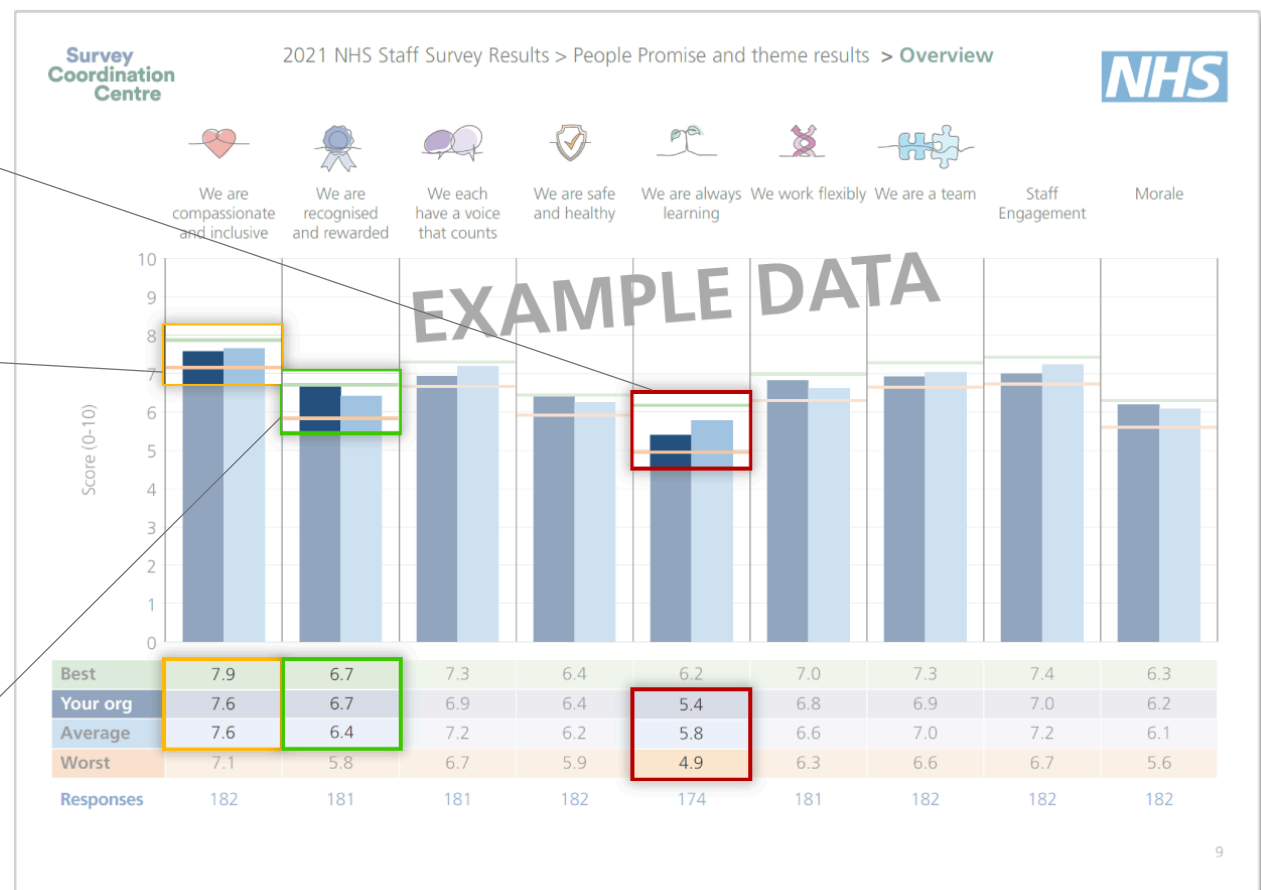
It is important to **consider each result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing People Promise element and theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

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

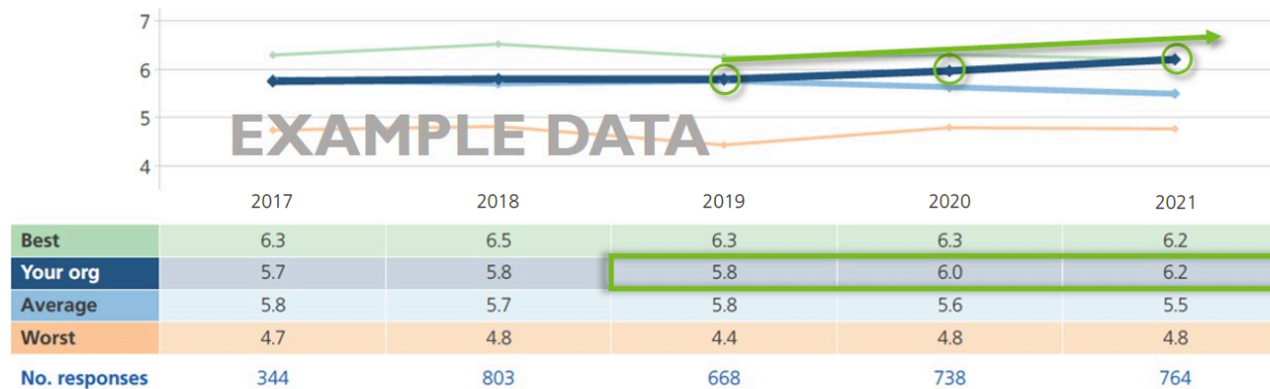
- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' scores are distinctly higher than the benchmarking group 'Average' score.
- Positive stories to report could be ones where your organisation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

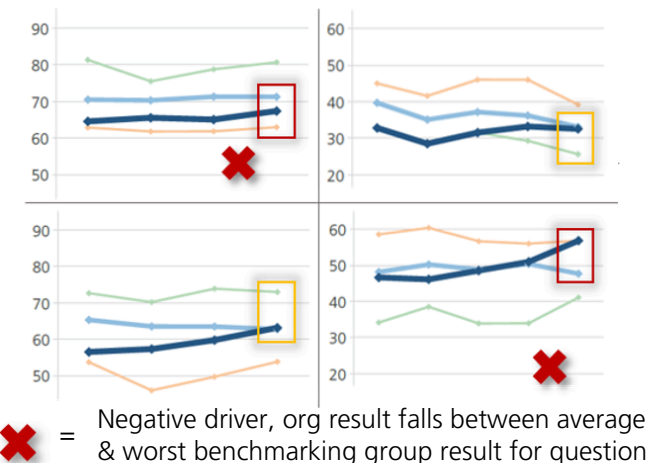


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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.



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.

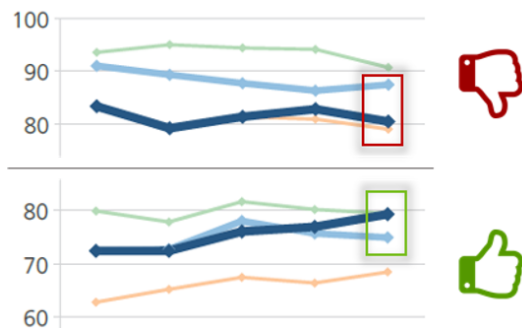
Identifying questions of interest

➤ 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




The Queen Elizabeth Hospital King's Lynn 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 The Queen Elizabeth Hospital King's Lynn 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.