

Norfolk Community Health and Care NHS Trust

2020 NHS Staff Survey

Benchmark Report

Contents

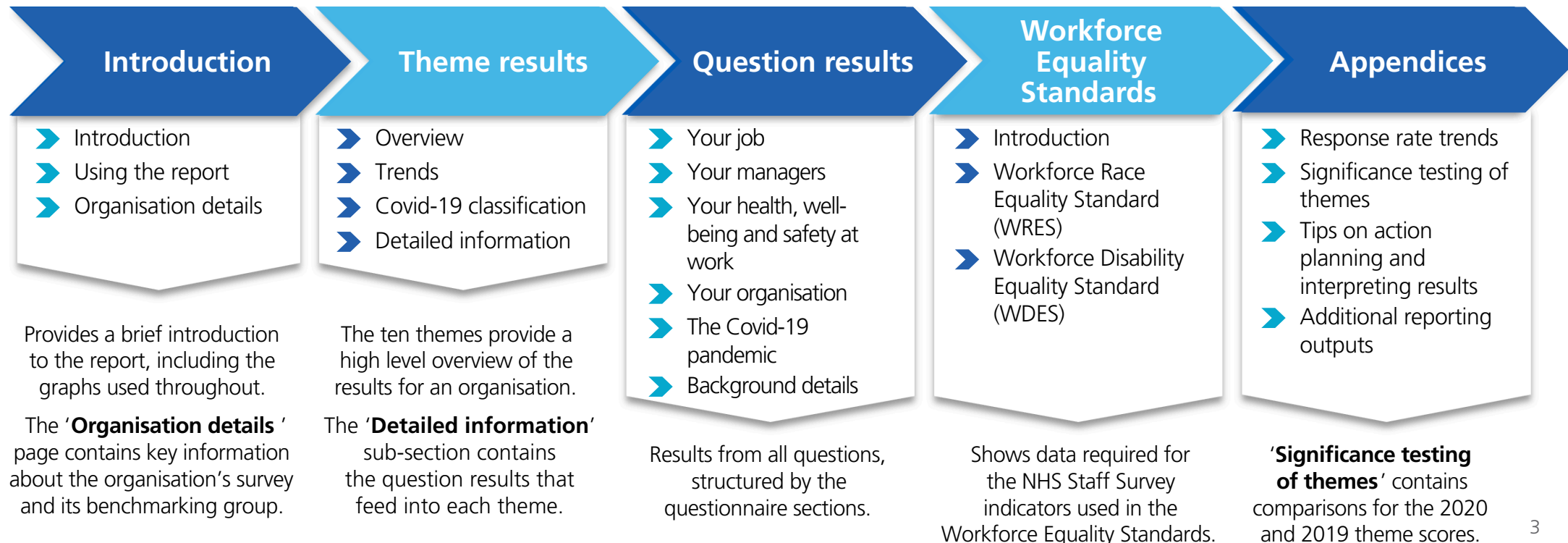
Introduction	3	Theme results – Detailed information	31
Theme results	6	Equality, diversity & inclusion	32
Overview	7	Health & wellbeing	34
Theme results – Trends	8	Immediate managers	36
Equality, diversity & inclusion	9	Morale	38
Health & wellbeing	10	Quality of care	41
Immediate managers	11	Safe environment - Bullying & harassment	42
Morale	12	Safe environment - Violence	43
Quality of care	13	Safety culture	44
Safe environment - Bullying & harassment	14	Staff engagement	46
Safe environment - Violence	15	Team working	49
Safety culture	16	Question results	50
Staff engagement	17	Your job	51
Team working	18	Your managers	83
Theme results – Covid-19 classification breakdowns	19	Your health, well-being and safety at work	95
Equality, diversity & inclusion	21	Your organisation	131
Health & wellbeing	22	The Covid-19 pandemic	147
Immediate managers	23	Background details	150
Morale	24	Workforce Equality Standards	159
Quality of care	25	Workforce Race Equality Standard (WRES)	161
Safe environment - Bullying & harassment	26	Workforce Disability Equality Standard (WDES)	166
Safe environment - Violence	27	Appendices	176
Safety culture	28	A – Response rate	178
Staff engagement	29	B – Significance testing - 2019 v 2020 theme results	180
Team working	30	C – Tips on using your benchmark report	181
		D – Additional reporting outputs	187

This benchmark report for Norfolk Community Health and Care NHS Trust contains results for themes and questions from the 2020 NHS Staff Survey, and historical results back to 2016 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: q1, q10a, q20a-d, q22-q26a, and q27a-q28 are not weighted or benchmarked because these questions ask for demographic or factual information.

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

The structure of this report



Key features

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

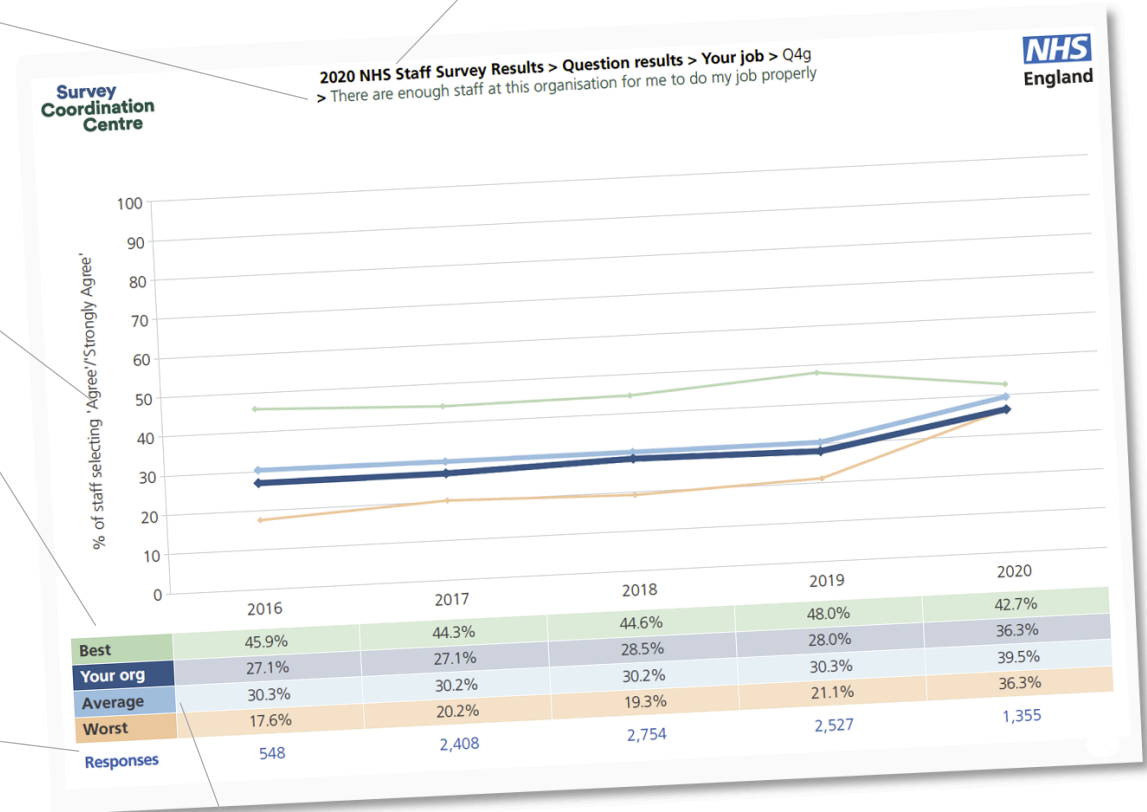
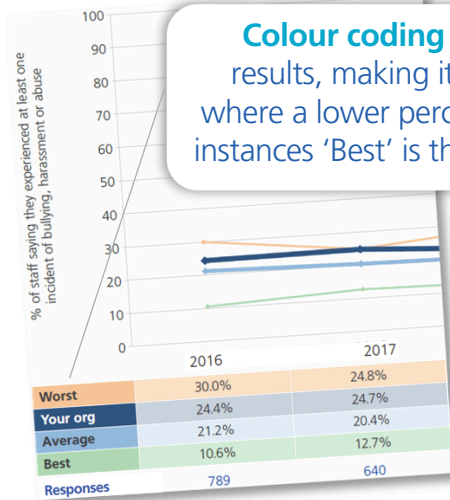
Question-level results are always reported as percentages; the **meaning of the value** is outlined along the axis. Themes are always on a 0-10pt scale where 10 is the best score attainable

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

Keep an eye out!

Number of responses for the organisation for the given question

Slide headers are **hyperlinked** throughout the document. '2020 NHS Staff Survey Results' takes you back to the contents page (which is also hyperlinked to each section), while the rest of the text highlighted in bold can be used to navigate to sections and sub-sections



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

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

Norfolk Community Health and Care NHS Trust

2020 NHS Staff Survey



Organisation details

Completed questionnaires **1,266**

2020 response rate **56%**

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

Survey details

Survey mode **Mixed**

Sample type **Census**

This organisation is benchmarked against:

Community Trusts



2020 benchmarking group details

Organisations in group: **15**

Median response rate: **58%**

No. of completed questionnaires:

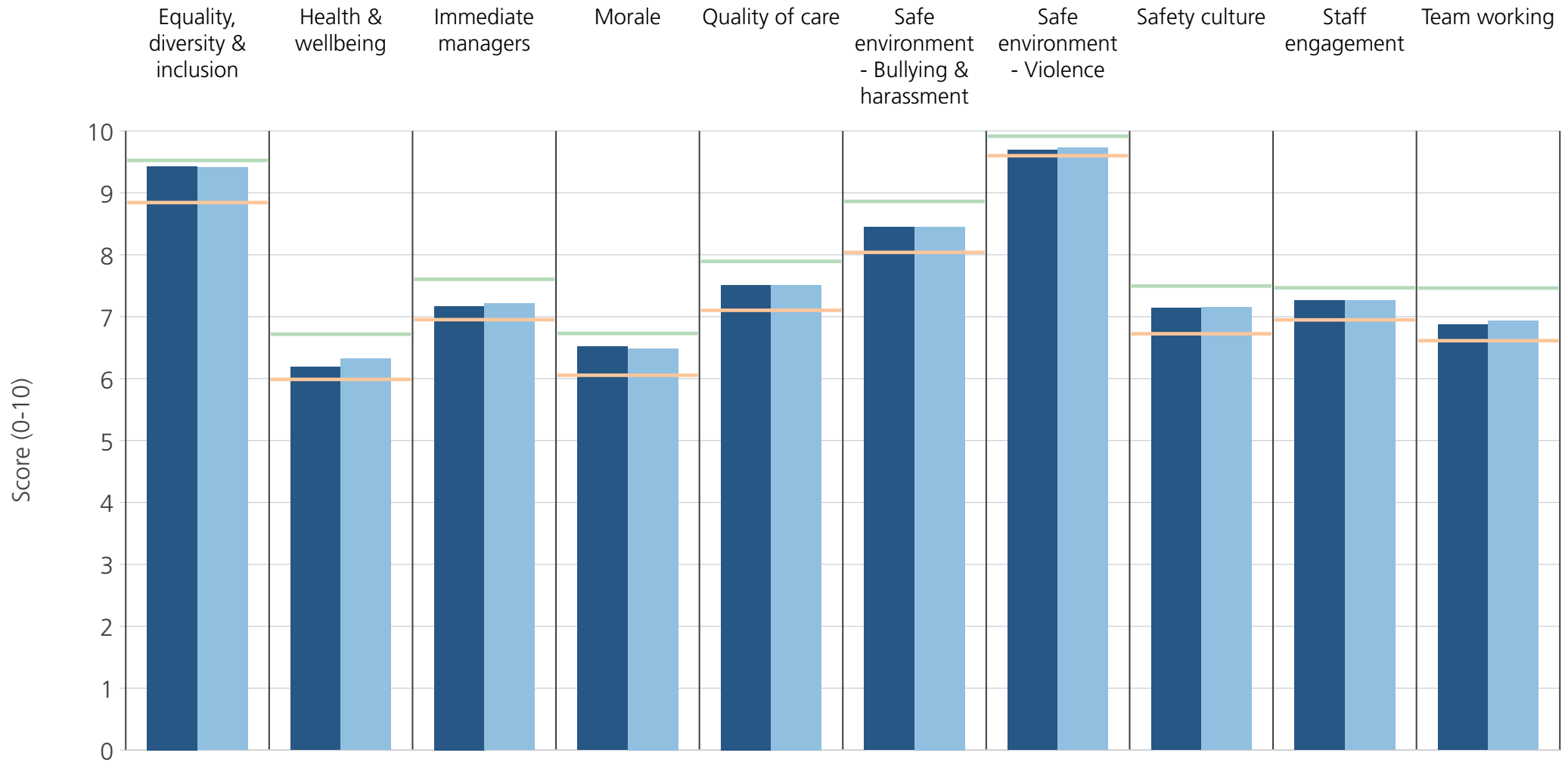
22,706

Theme results

The calculation for the immediate managers theme has changed this year due to the omission of one of the questions which previously contributed to the theme. This change has been applied retrospectively so data for 2016-2020 shown in the charts are comparable for this theme, however these figures are not directly comparable to the results reported in previous years. For more details please see the [technical document](#).

Norfolk Community Health and Care NHS Trust

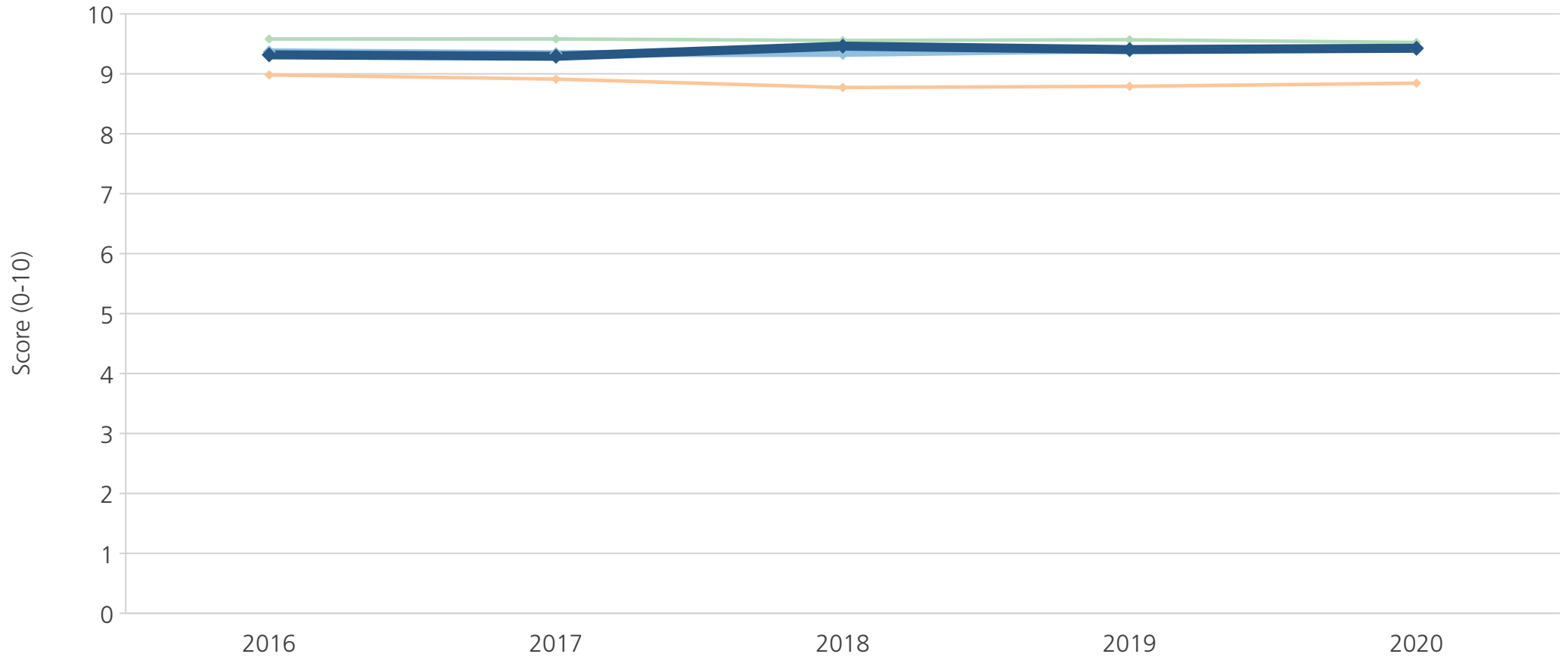
2020 NHS Staff Survey Results



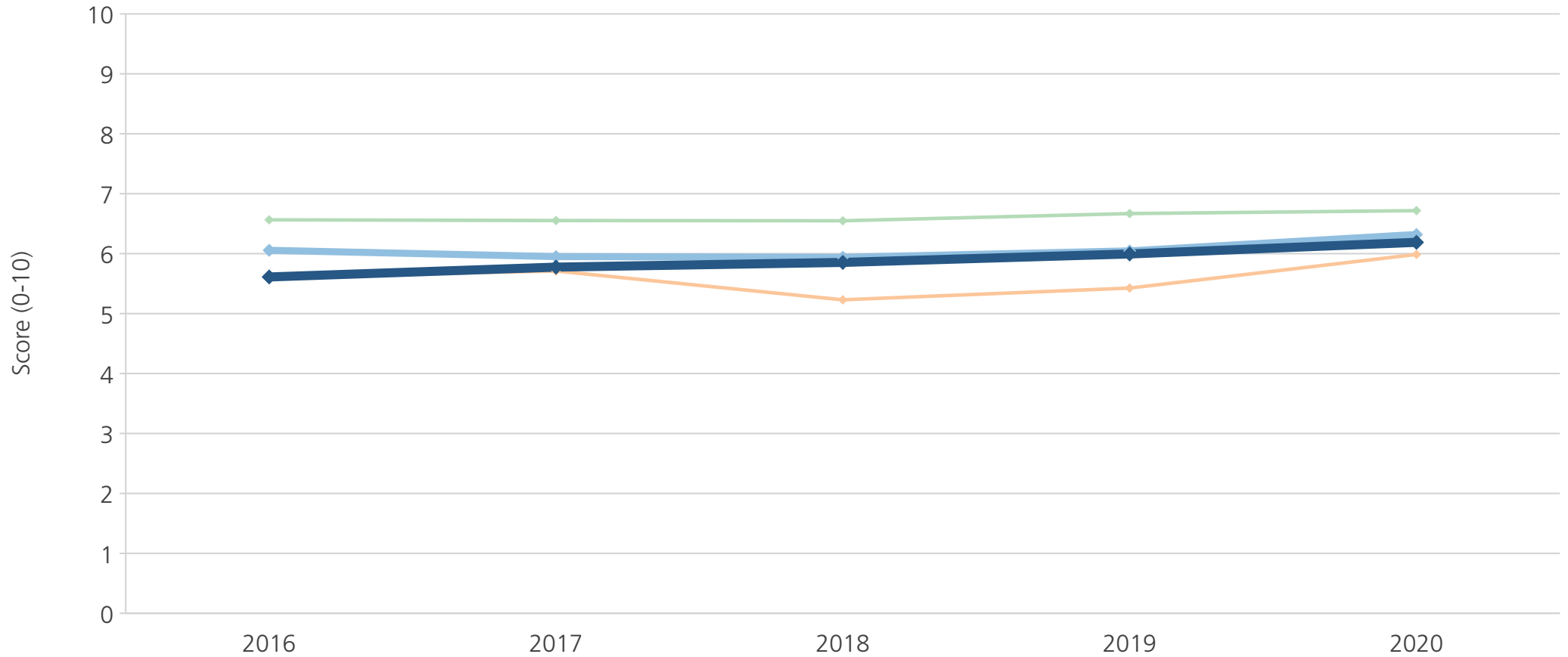
Best	9.5	6.7	7.6	6.7	7.9	8.9	9.9	7.5	7.5	7.5
Your org	9.4	6.2	7.2	6.5	7.5	8.4	9.7	7.1	7.3	6.9
Average	9.4	6.3	7.2	6.5	7.5	8.5	9.7	7.1	7.3	6.9
Worst	8.8	6.0	7.0	6.1	7.1	8.0	9.6	6.7	6.9	6.6
Responses	1,260	1,263	1,260	1,261	1,110	1,258	1,256	1,265	1,265	1,254

Theme results – Trends

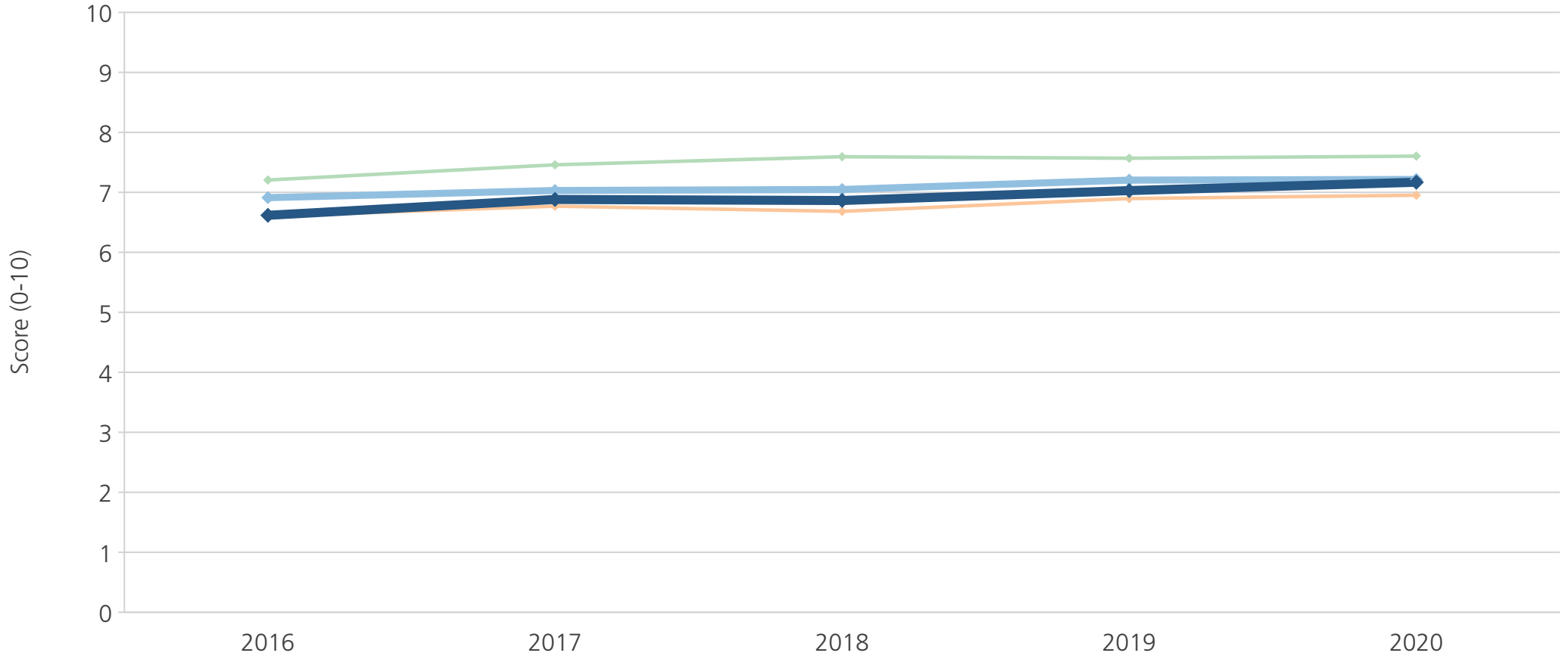
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



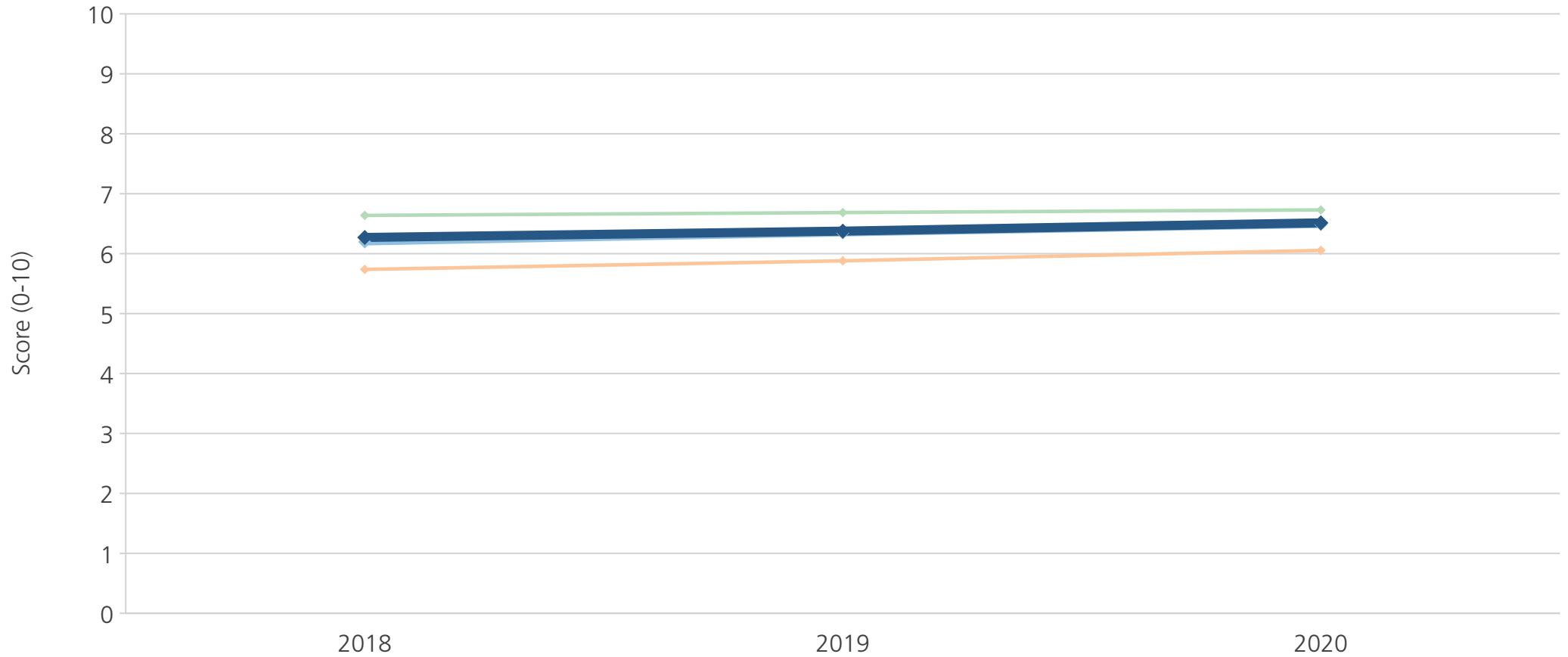
	2016	2017	2018	2019	2020
Best	9.6	9.6	9.6	9.6	9.5
Your org	9.3	9.3	9.5	9.4	9.4
Average	9.4	9.3	9.3	9.4	9.4
Worst	9.0	8.9	8.8	8.8	8.8
Responses	1,340	1,164	1,202	1,213	1,260



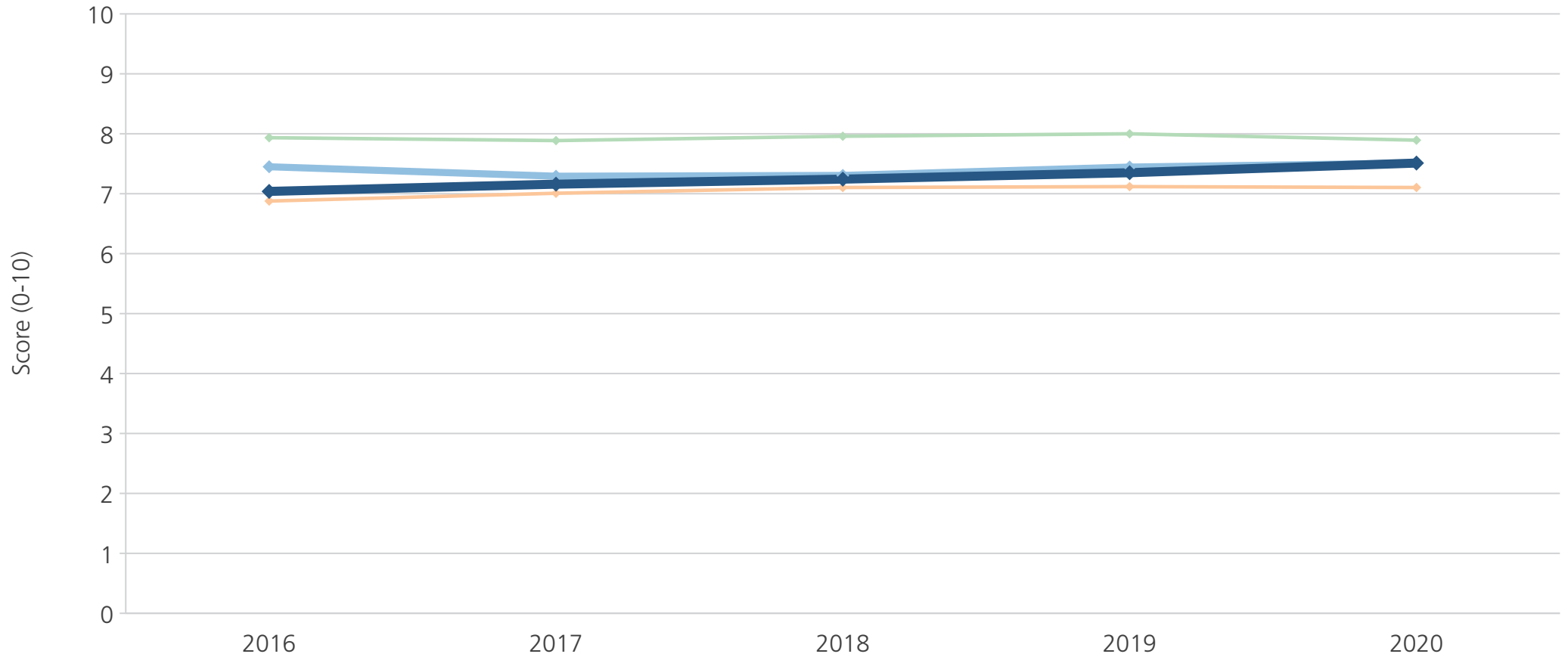
	2016	2017	2018	2019	2020
Best	6.6	6.6	6.5	6.7	6.7
Your org	5.6	5.8	5.9	6.0	6.2
Average	6.1	6.0	5.9	6.0	6.3
Worst	5.6	5.7	5.2	5.4	6.0
Responses	1,343	1,168	1,198	1,220	1,263



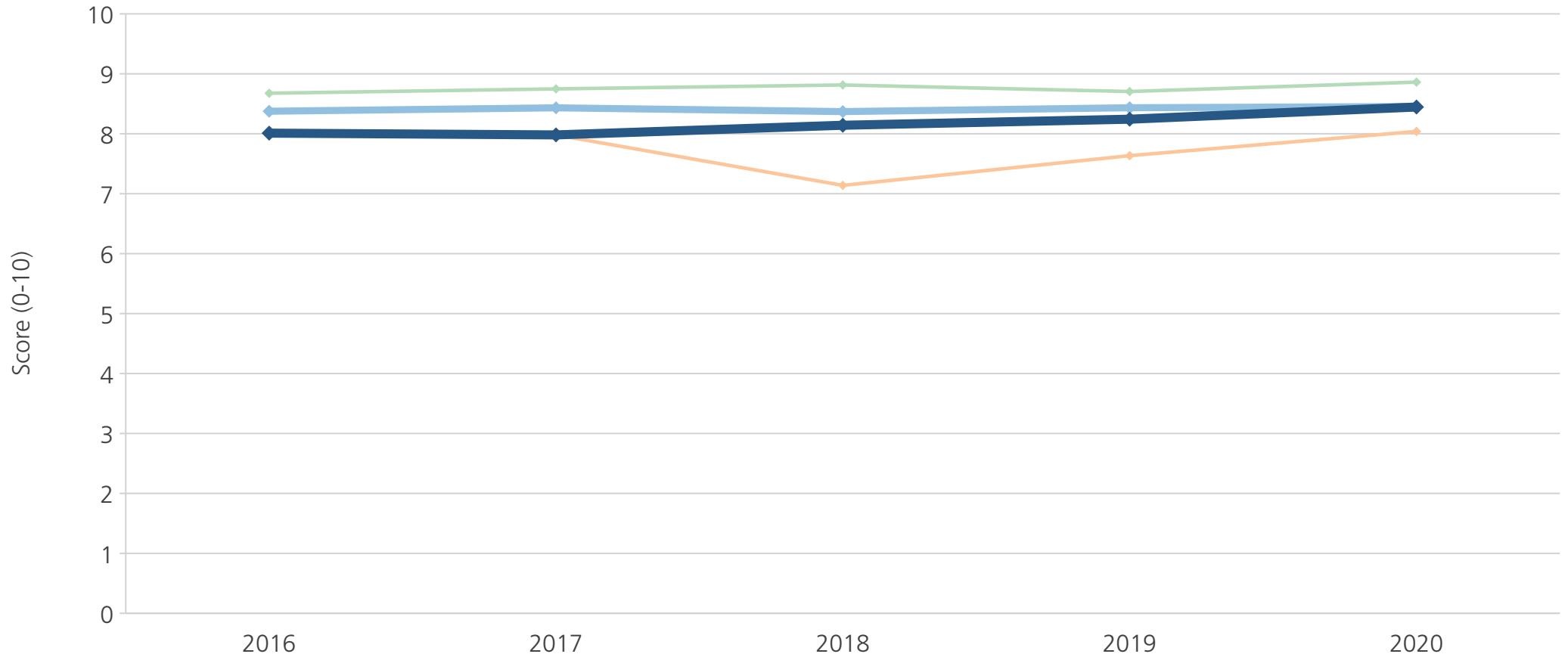
	2016	2017	2018	2019	2020
Best	7.2	7.5	7.6	7.6	7.6
Your org	6.6	6.9	6.9	7.0	7.2
Average	6.9	7.0	7.0	7.2	7.2
Worst	6.6	6.8	6.7	6.9	7.0
Responses	1,345	1,166	1,197	1,228	1,260



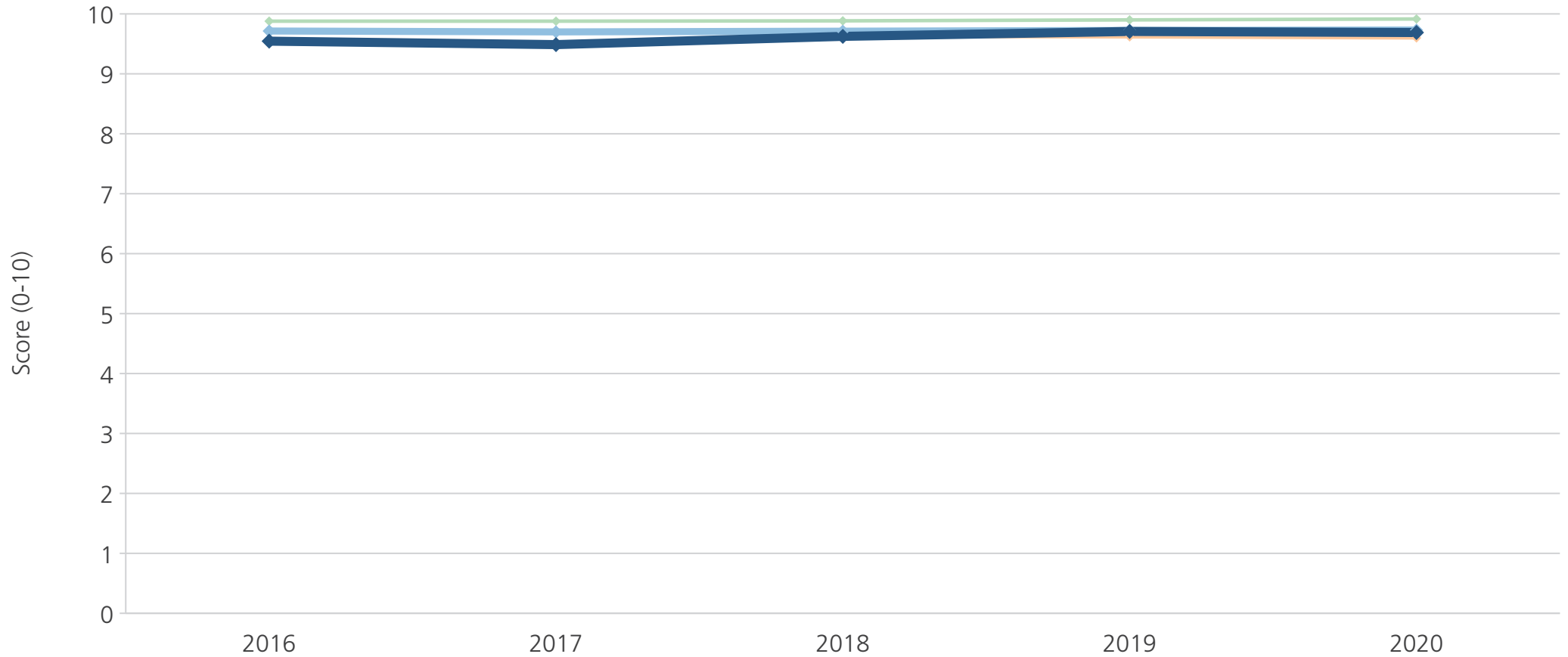
	2018	2019	2020
Best	6.6	6.7	6.7
Your org	6.3	6.4	6.5
Average	6.2	6.3	6.5
Worst	5.7	5.9	6.1
Responses	1,182	1,222	1,261



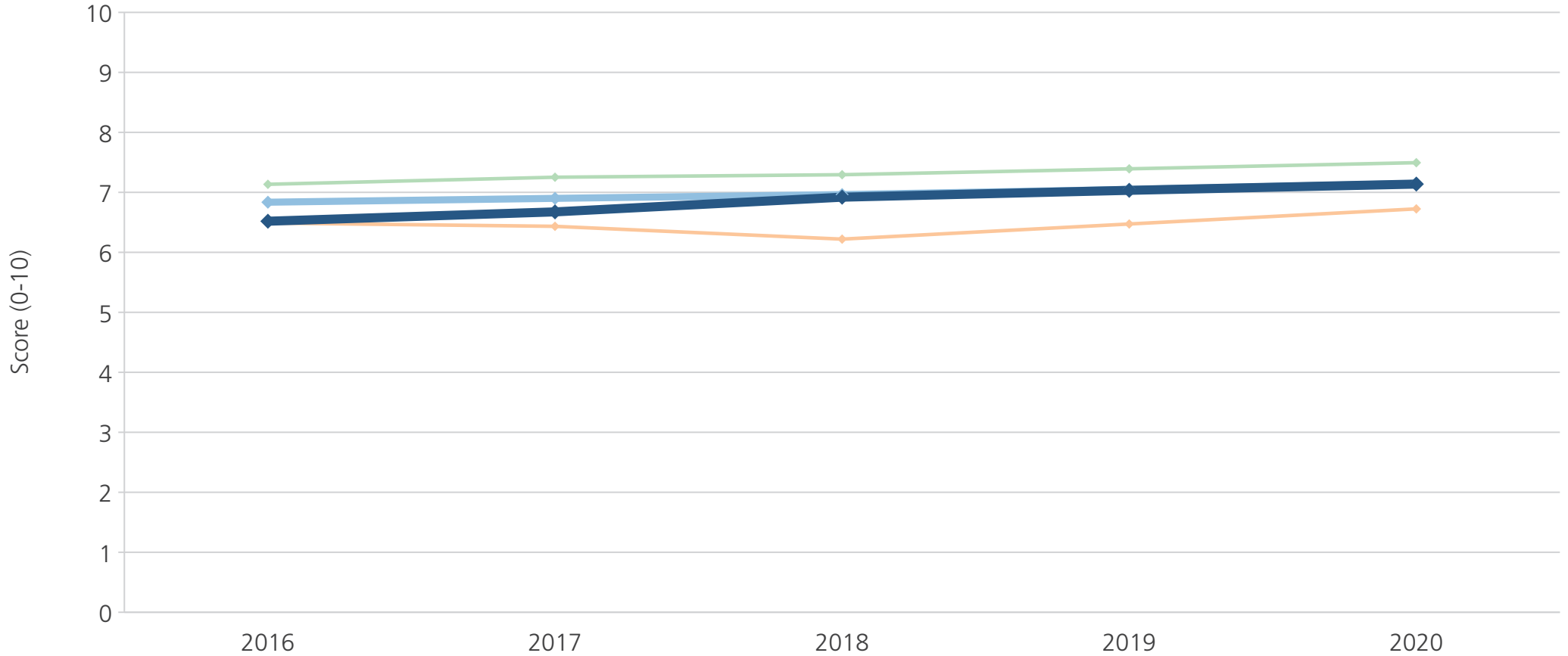
	2016	2017	2018	2019	2020
Best	7.9	7.9	8.0	8.0	7.9
Your org	7.0	7.2	7.2	7.4	7.5
Average	7.4	7.3	7.3	7.4	7.5
Worst	6.9	7.0	7.1	7.1	7.1
Responses	1,180	1,012	1,049	1,080	1,110



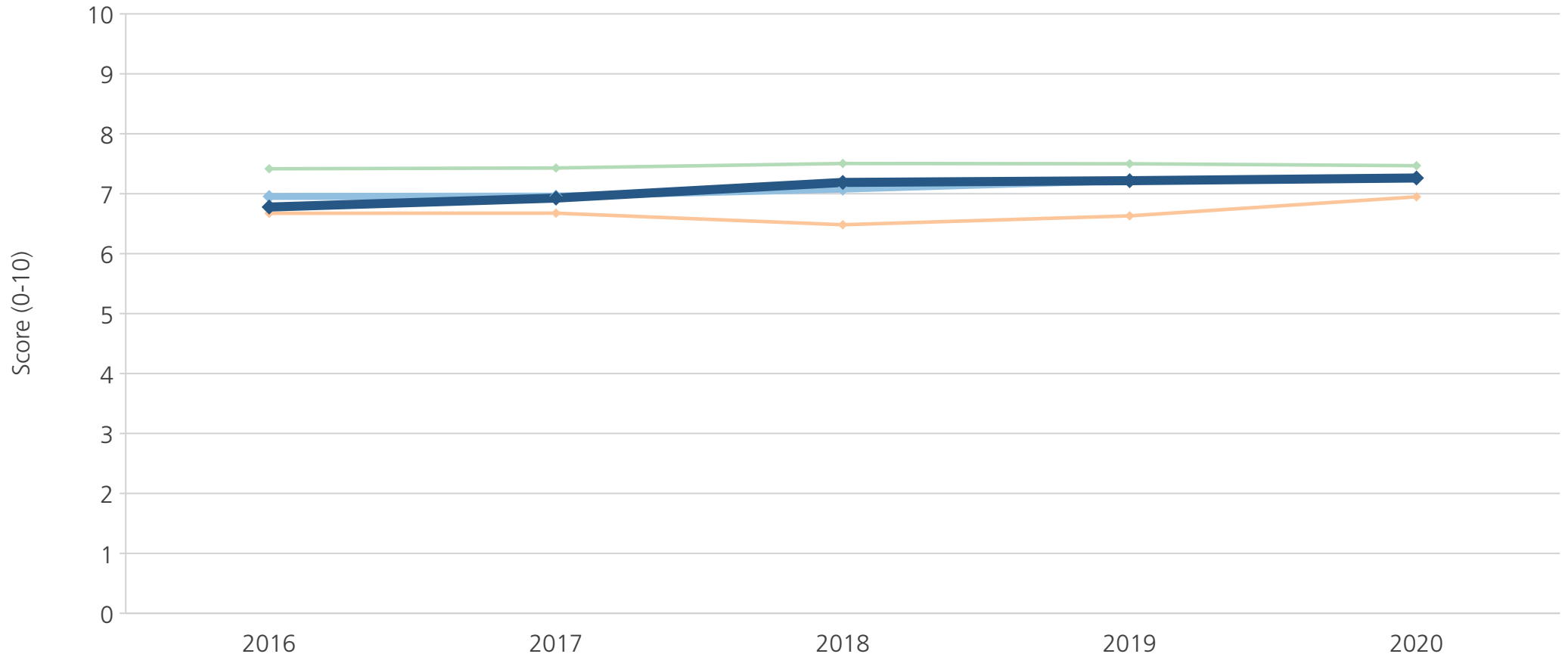
	2016	2017	2018	2019	2020
Best	8.7	8.7	8.8	8.7	8.9
Your org	8.0	8.0	8.1	8.2	8.4
Average	8.4	8.4	8.4	8.4	8.5
Worst	8.0	8.0	7.1	7.6	8.0
Responses	1,337	1,160	1,194	1,216	1,258



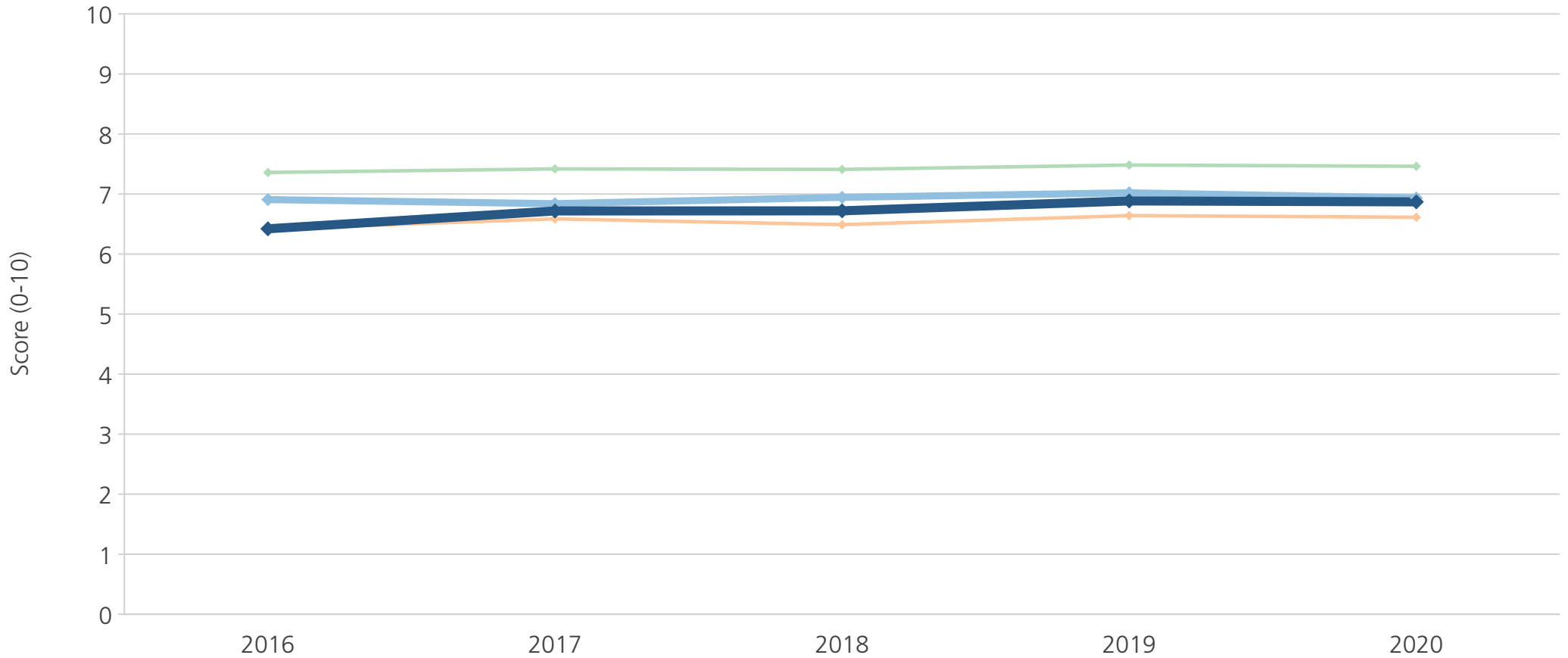
	2016	2017	2018	2019	2020
Best	9.9	9.9	9.9	9.9	9.9
Your org	9.5	9.5	9.6	9.7	9.7
Average	9.7	9.7	9.7	9.7	9.7
Worst	9.5	9.5	9.6	9.6	9.6
Responses	1,339	1,162	1,191	1,218	1,256



	2016	2017	2018	2019	2020
Best	7.1	7.3	7.3	7.4	7.5
Your org	6.5	6.7	6.9	7.0	7.1
Average	6.8	6.9	7.0	7.0	7.1
Worst	6.5	6.4	6.2	6.5	6.7
Responses	1,341	1,165	1,201	1,219	1,265



	2016	2017	2018	2019	2020
Best	7.4	7.4	7.5	7.5	7.5
Your org	6.8	6.9	7.2	7.2	7.3
Average	7.0	7.0	7.1	7.2	7.3
Worst	6.7	6.7	6.5	6.6	6.9
Responses	1,349	1,173	1,201	1,231	1,265



	2016	2017	2018	2019	2020
Best	7.4	7.4	7.4	7.5	7.5
Your org	6.4	6.7	6.7	6.9	6.9
Average	6.9	6.8	6.9	7.0	6.9
Worst	6.4	6.6	6.5	6.6	6.6
Responses	1,328	1,159	1,191	1,225	1,254

Theme results – Covid-19 classification breakdowns

Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results

Covid-19 questions

Staff were asked four 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 | |
| d. Have you been shielding? | <input type="checkbox"/> Yes, for myself | <input type="checkbox"/> Yes, for a member of my household | <input type="checkbox"/> No |

The charts on the following pages show the breakdown of theme 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

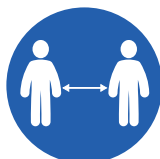
Results for these groups of staff, including data for individual questions, are also available via the [online dashboards](#). Please note that results presented in these dashboards have not been weighted where no benchmarking takes place and so may vary slightly from those shown in this report.



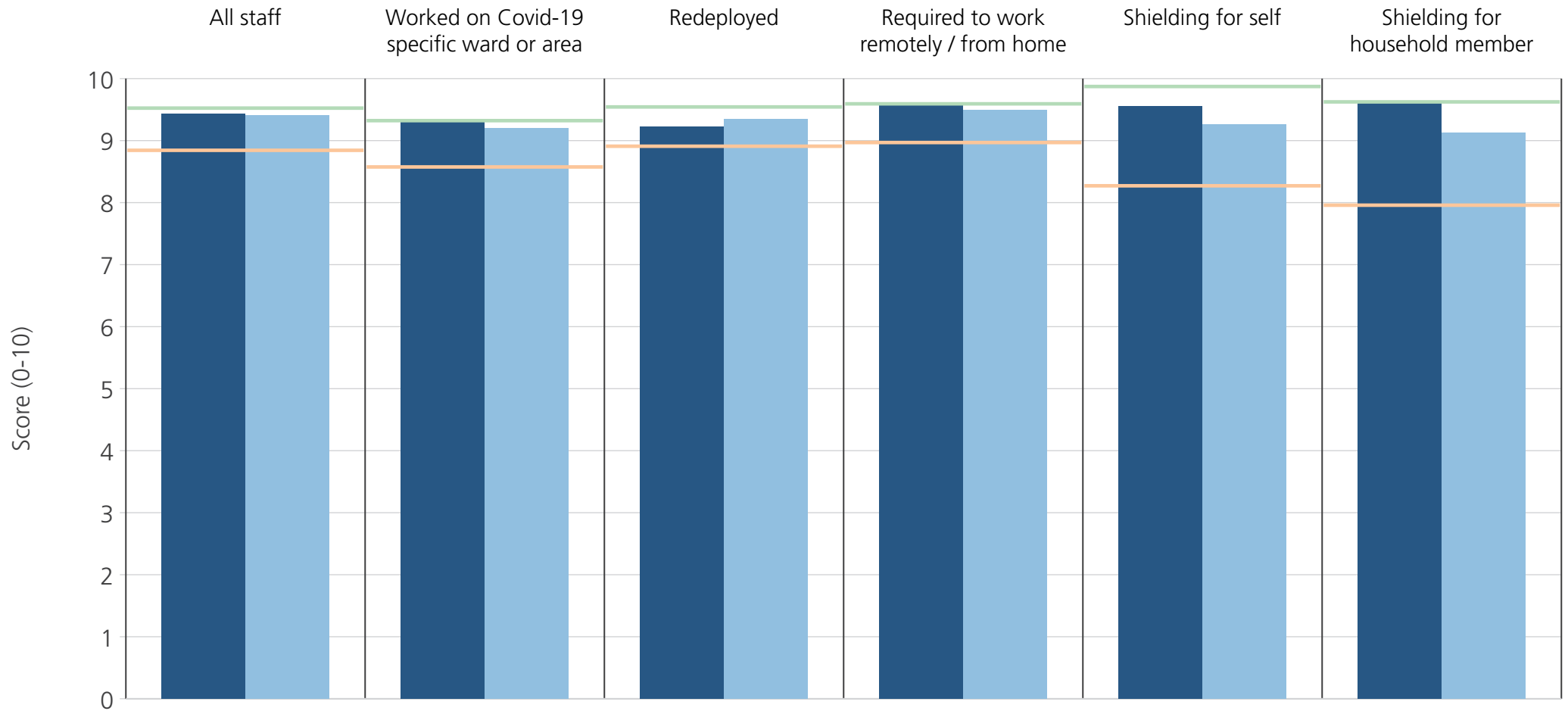
HANDS



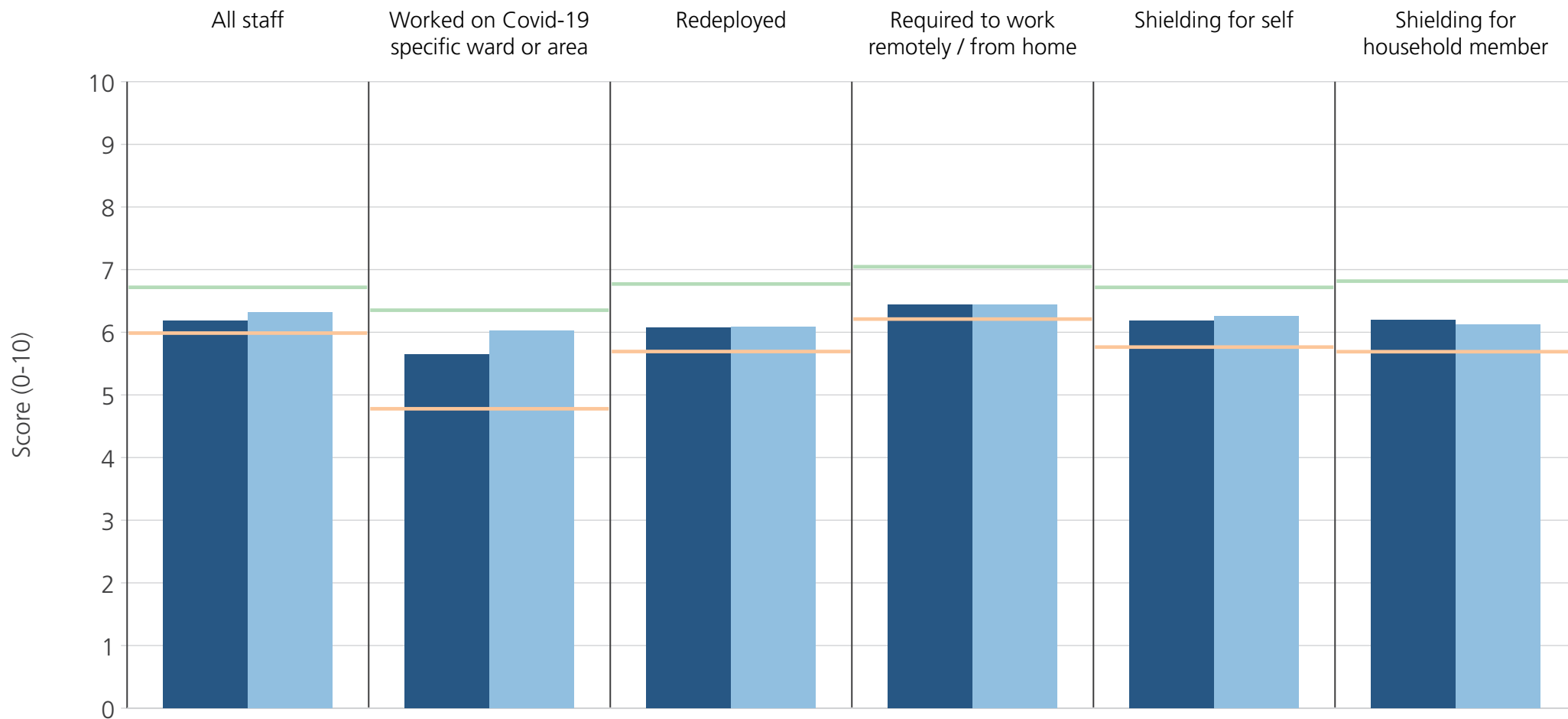
FACE



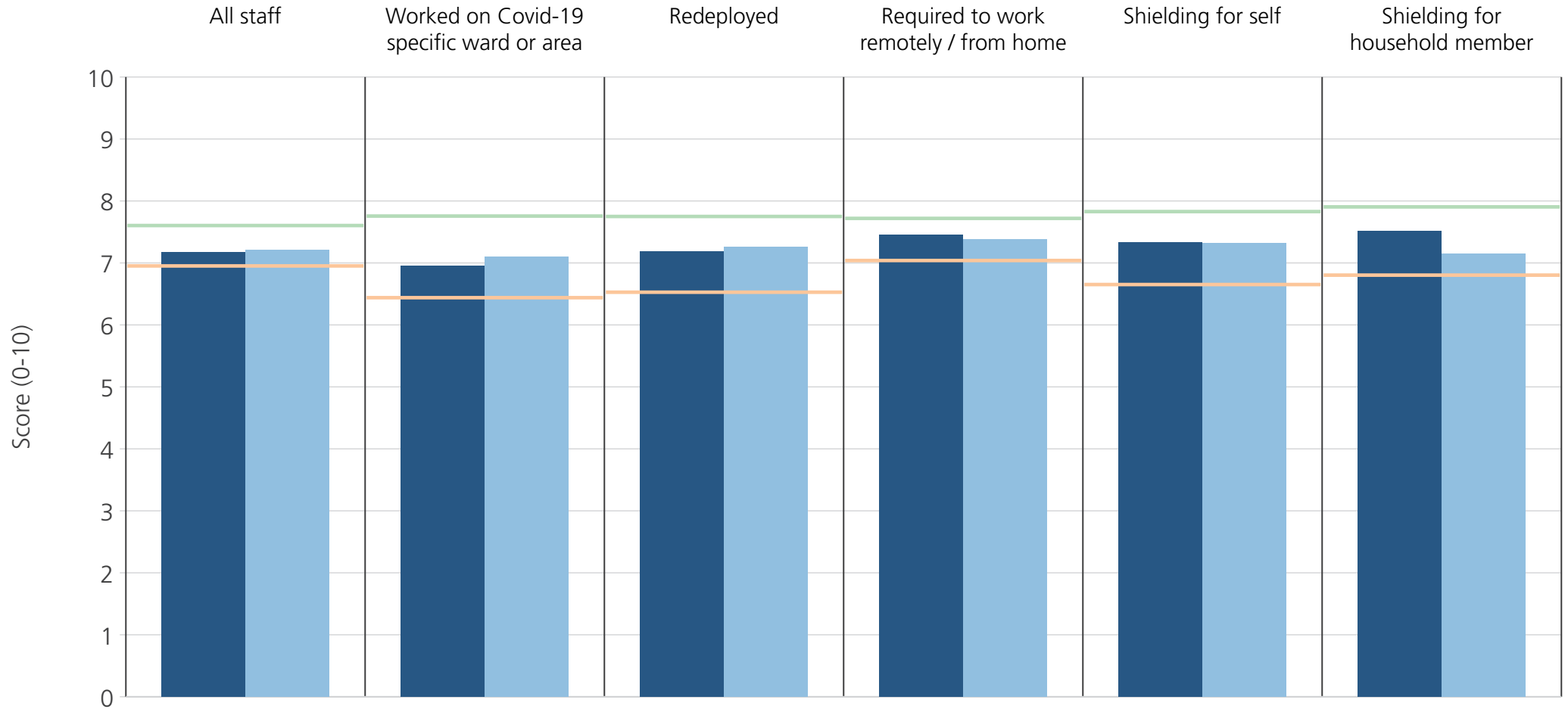
SPACE



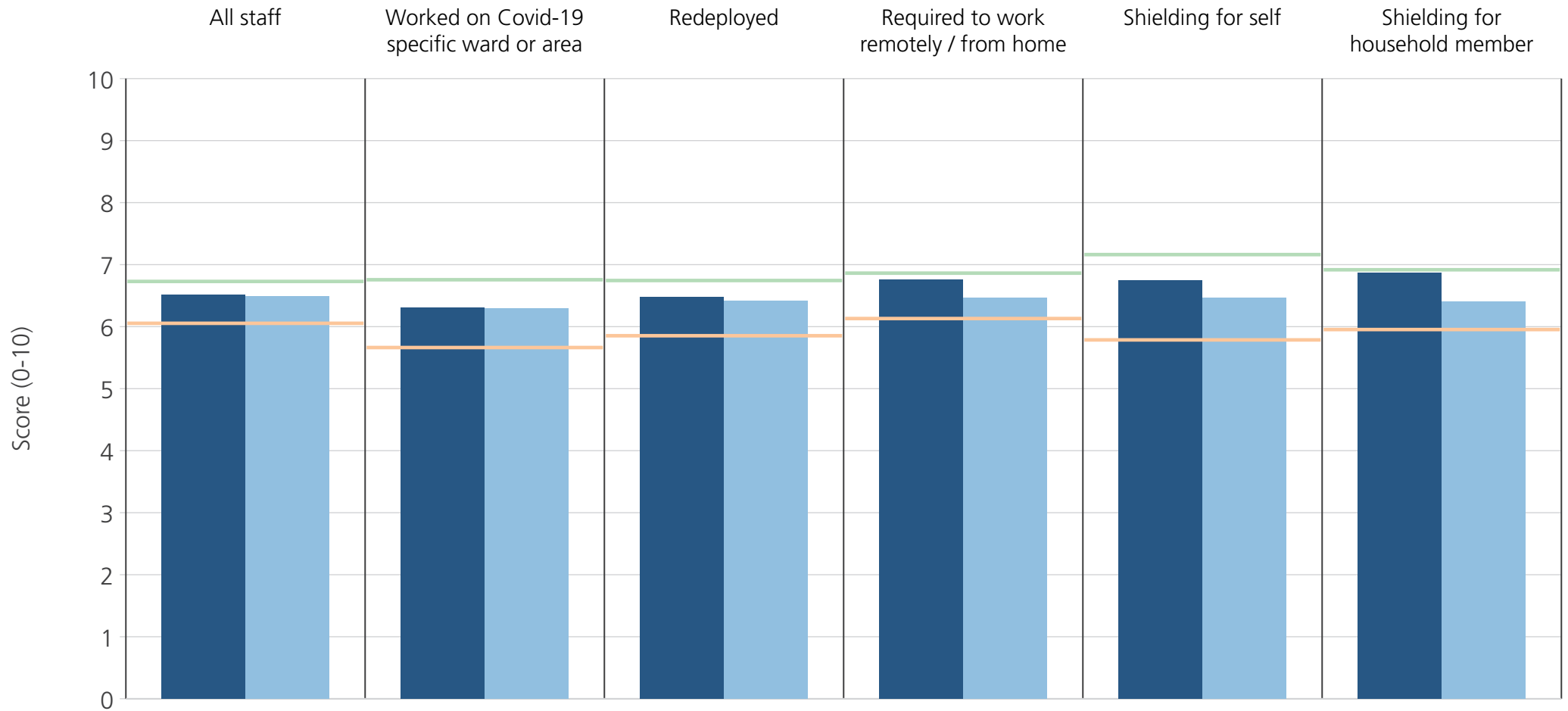
Highest	9.5	9.3	9.5	9.6	9.9	9.6
Your org	9.4	9.3	9.2	9.6	9.6	9.6
Average	9.4	9.2	9.3	9.5	9.3	9.1
Lowest	8.8	8.6	8.9	9.0	8.3	8.0
Responses	1,260	325	194	717	78	45



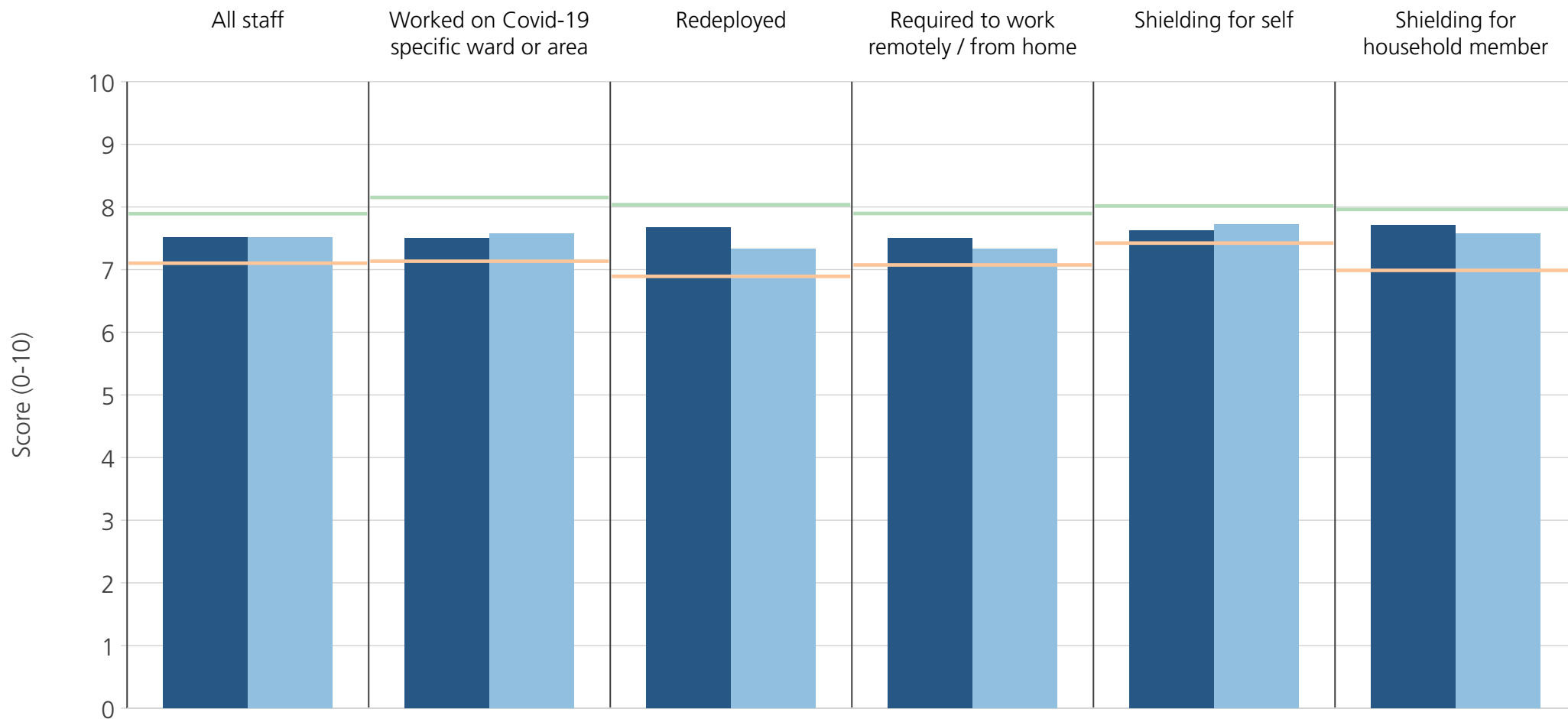
Highest	6.7	6.4	6.8	7.0	6.7	6.8
Your org	6.2	5.6	6.1	6.4	6.2	6.2
Average	6.3	6.0	6.1	6.4	6.3	6.1
Lowest	6.0	4.8	5.7	6.2	5.8	5.7
Responses	1,263	326	195	717	79	45



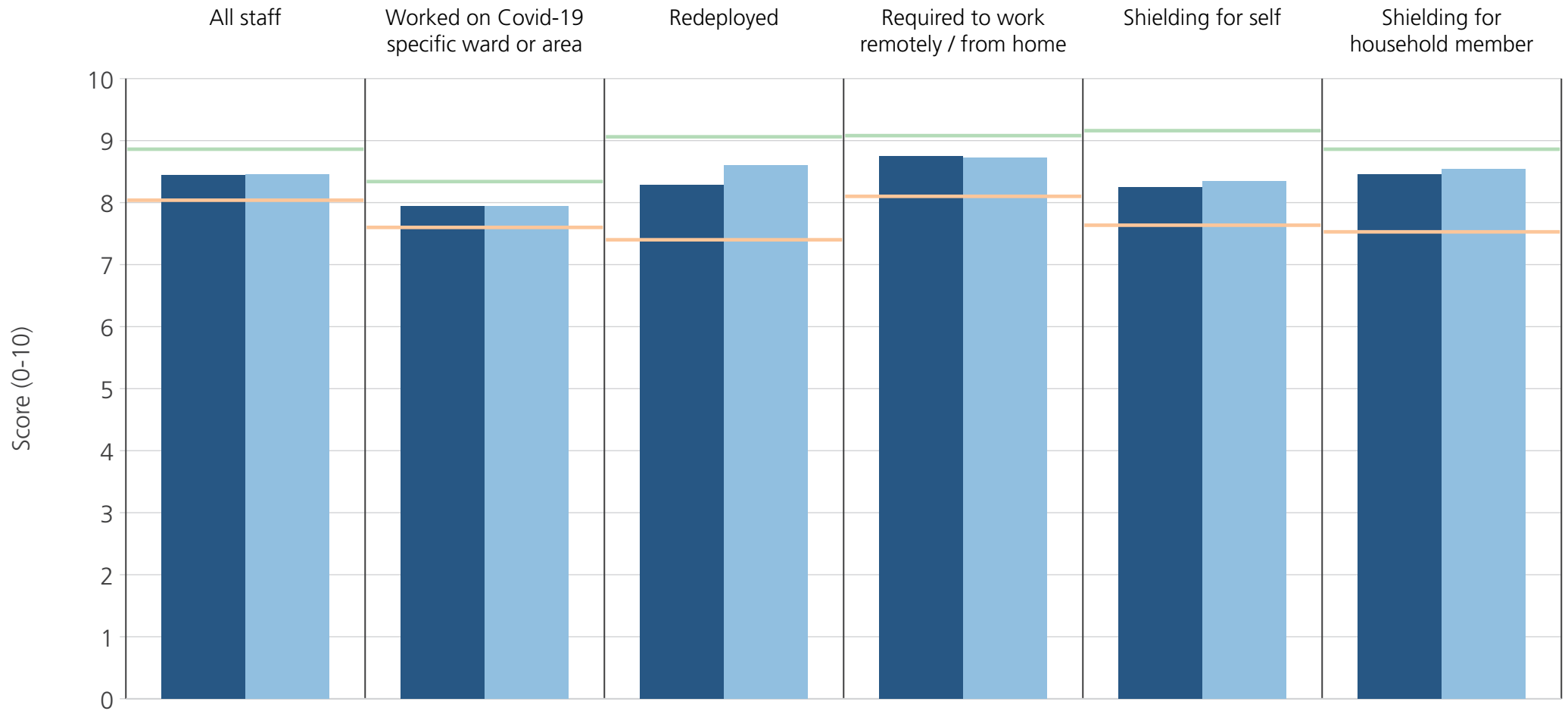
Highest	7.6	7.8	7.7	7.7	7.8	7.9
Your org	7.2	7.0	7.2	7.5	7.3	7.5
Average	7.2	7.1	7.3	7.4	7.3	7.1
Lowest	7.0	6.4	6.5	7.0	6.7	6.8
Responses	1,260	325	194	716	78	45



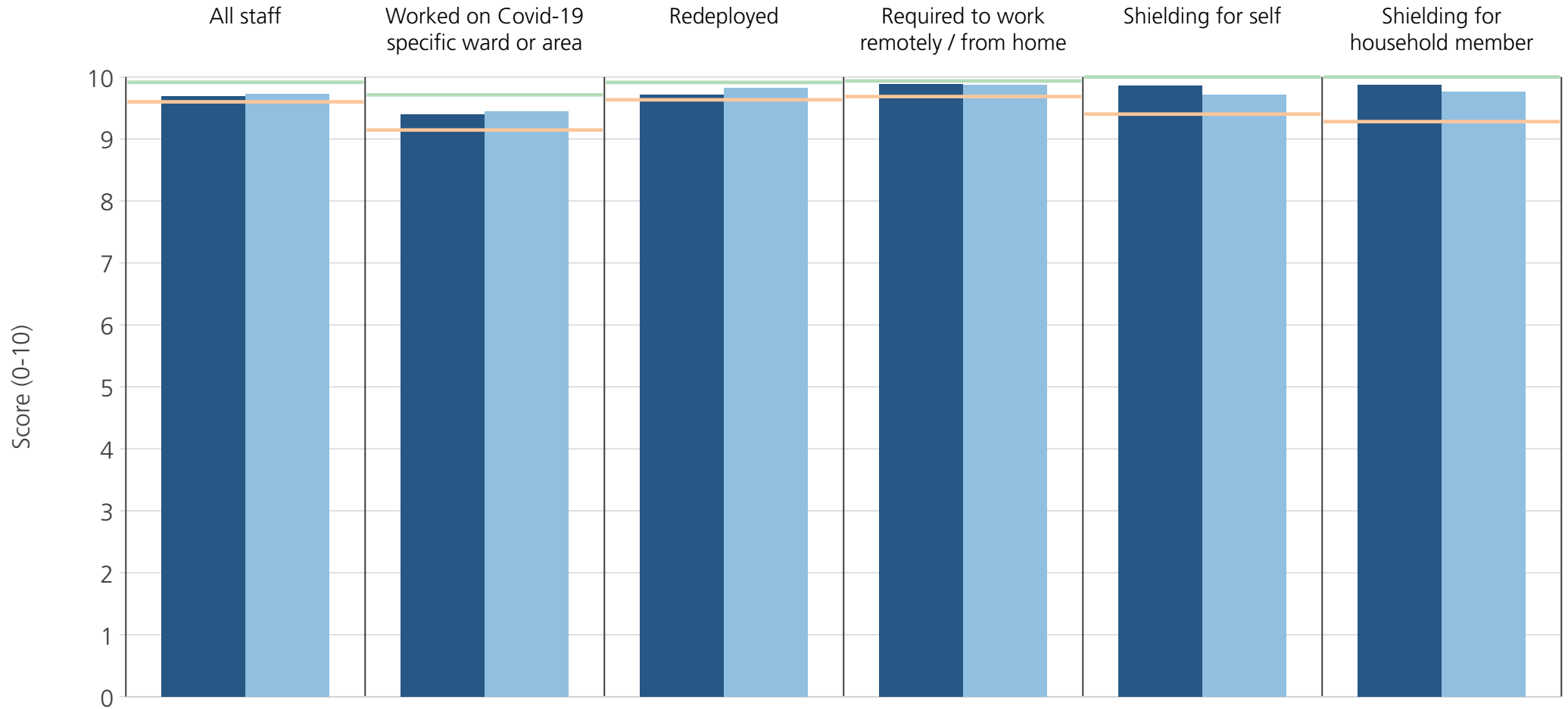
Highest	6.7	6.8	6.7	6.9	7.2	6.9
Your org	6.5	6.3	6.5	6.8	6.7	6.9
Average	6.5	6.3	6.4	6.5	6.5	6.4
Lowest	6.1	5.7	5.9	6.1	5.8	6.0
Responses	1,261	324	193	717	80	45



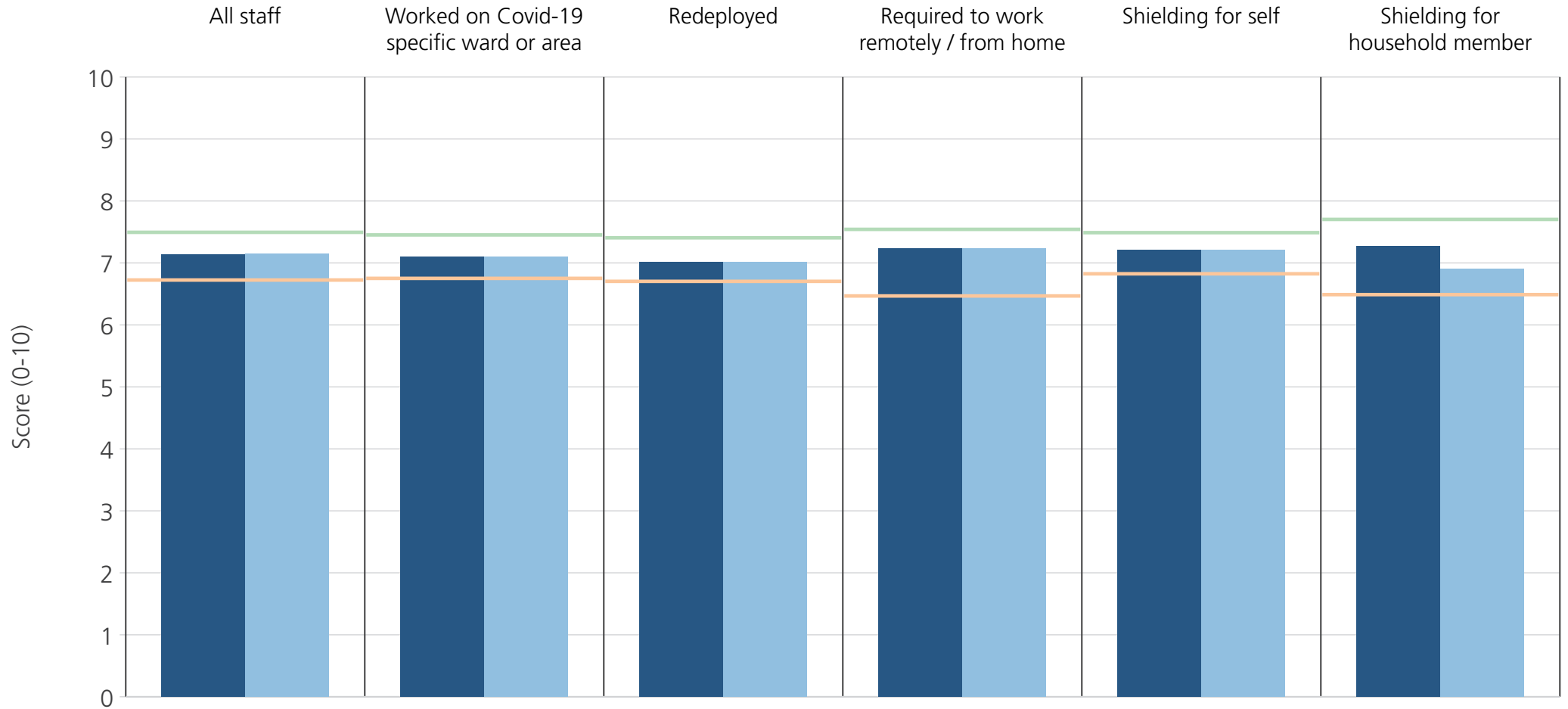
Highest	7.9	8.2	8.0	7.9	8.0	8.0
Your org	7.5	7.5	7.7	7.5	7.6	7.7
Average	7.5	7.6	7.3	7.3	7.7	7.6
Lowest	7.1	7.1	6.9	7.1	7.4	7.0
Responses	1,110	316	179	597	72	42



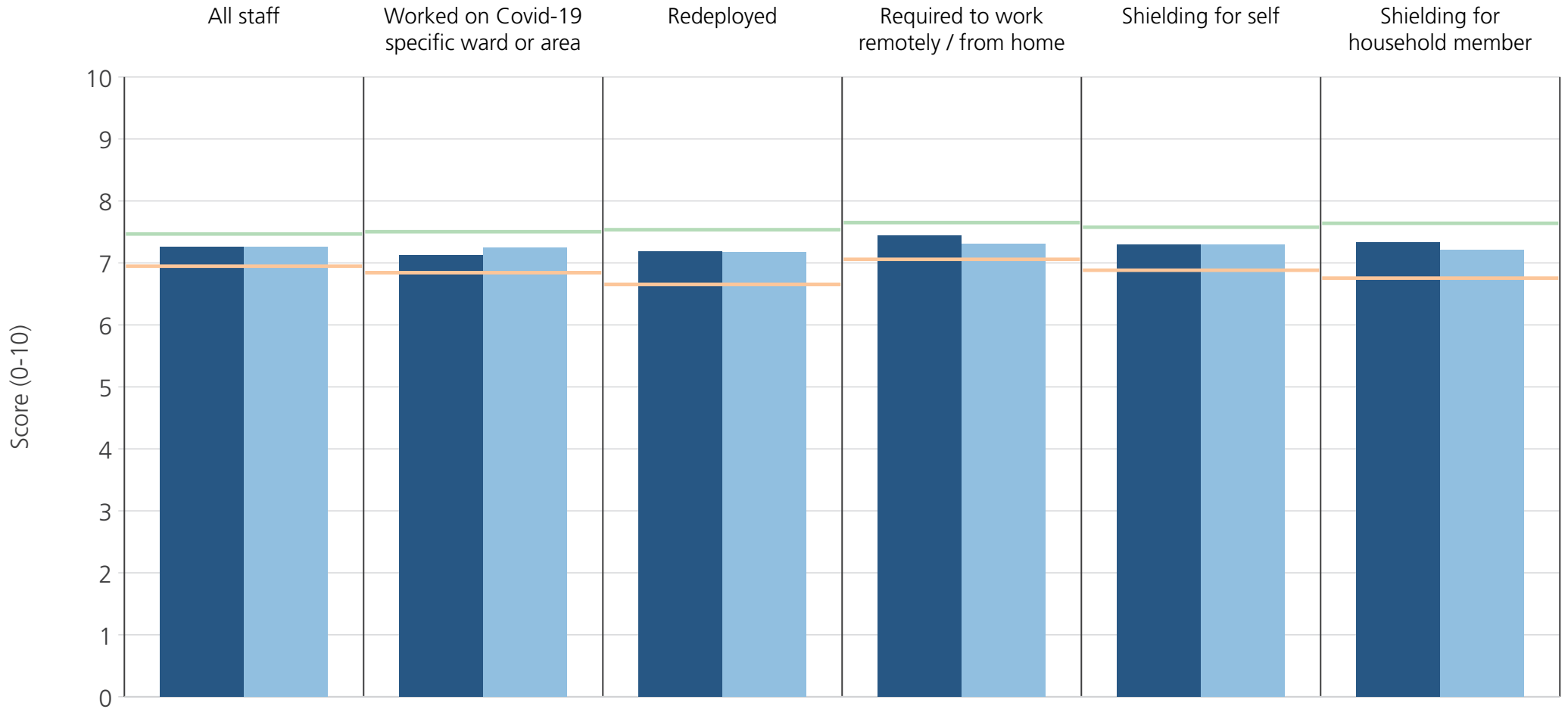
Highest	8.9	8.3	9.1	9.1	9.2	8.9
Your org	8.4	7.9	8.3	8.7	8.2	8.5
Average	8.5	7.9	8.6	8.7	8.3	8.5
Lowest	8.0	7.6	7.4	8.1	7.6	7.5
Responses	1,258	323	193	716	80	45



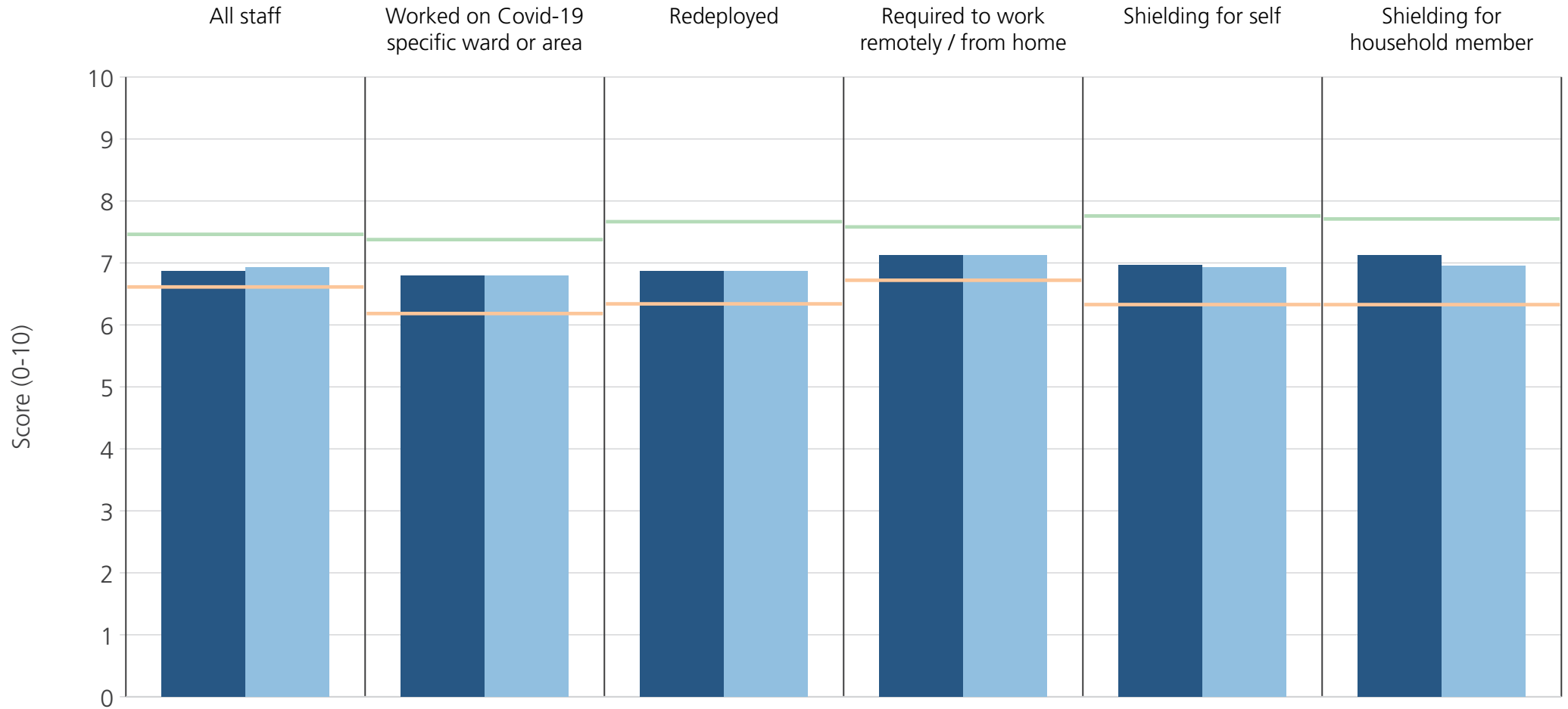
Highest	9.9	9.7	9.9	9.9	10.0	10.0
Your org	9.7	9.4	9.7	9.9	9.9	9.9
Average	9.7	9.4	9.8	9.9	9.7	9.8
Lowest	9.6	9.1	9.6	9.7	9.4	9.3
Responses	1,256	326	195	714	79	45



Highest	7.5	7.5	7.4	7.5	7.5	7.7
Your org	7.1	7.1	7.0	7.2	7.2	7.3
Average	7.1	7.1	7.0	7.2	7.2	6.9
Lowest	6.7	6.8	6.7	6.5	6.8	6.5
Responses	1,265	326	195	719	80	45



Highest	7.5	7.5	7.5	7.7	7.6	7.6
Your org	7.3	7.1	7.2	7.4	7.3	7.3
Average	7.3	7.2	7.2	7.3	7.3	7.2
Lowest	6.9	6.8	6.7	7.1	6.9	6.8
Responses	1,265	326	195	719	80	45



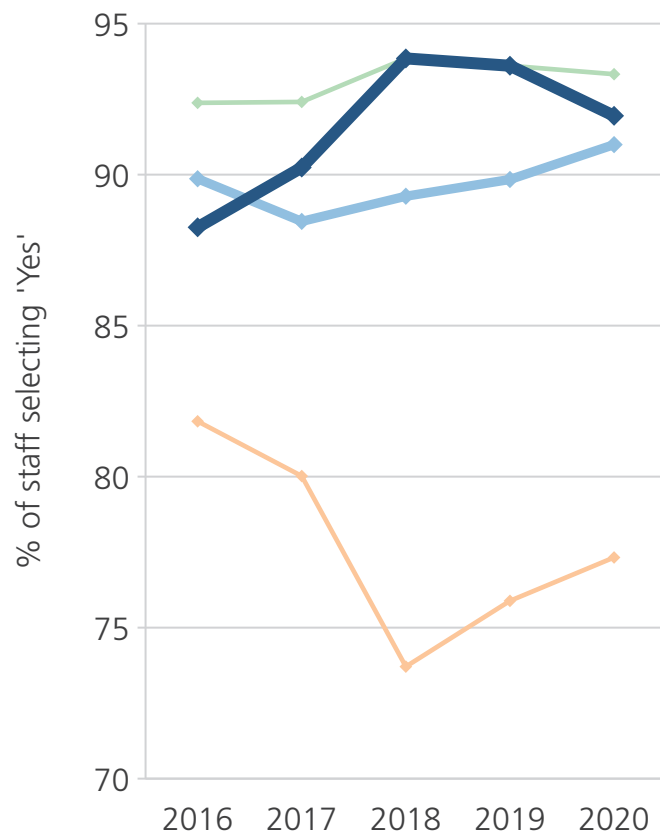
Highest	7.5	7.4	7.7	7.6	7.8	7.7
Your org	6.9	6.8	6.9	7.1	7.0	7.1
Average	6.9	6.8	6.9	7.1	6.9	7.0
Lowest	6.6	6.2	6.3	6.7	6.3	6.3
Responses	1,254	322	194	712	80	45

Theme results – Detailed information

Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results

Q14

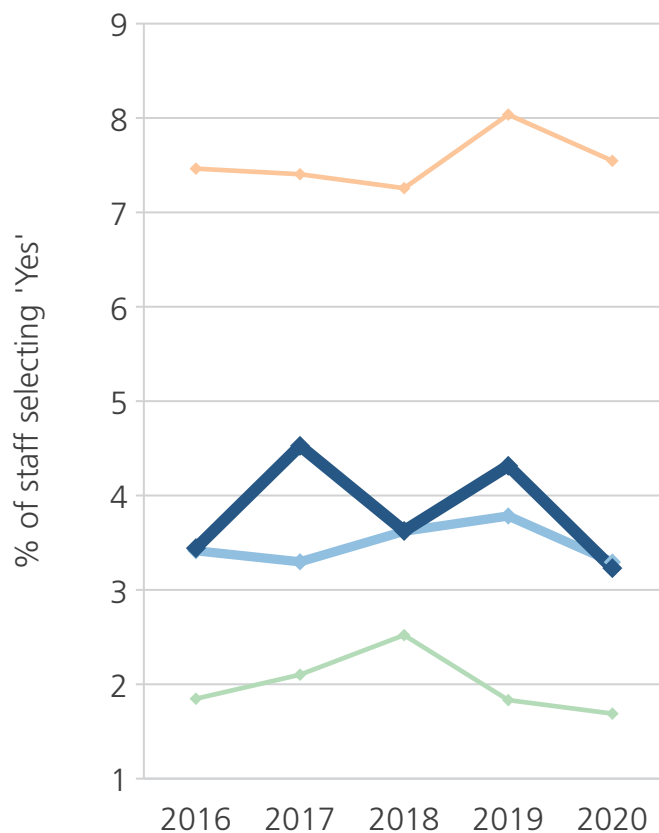
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



Best	92.4%	92.4%	93.8%	93.6%	93.3%
Your org	88.3%	90.2%	93.8%	93.6%	91.9%
Average	89.9%	88.5%	89.3%	89.8%	91.0%
Worst	81.8%	80.0%	73.7%	75.9%	77.3%

Q15a

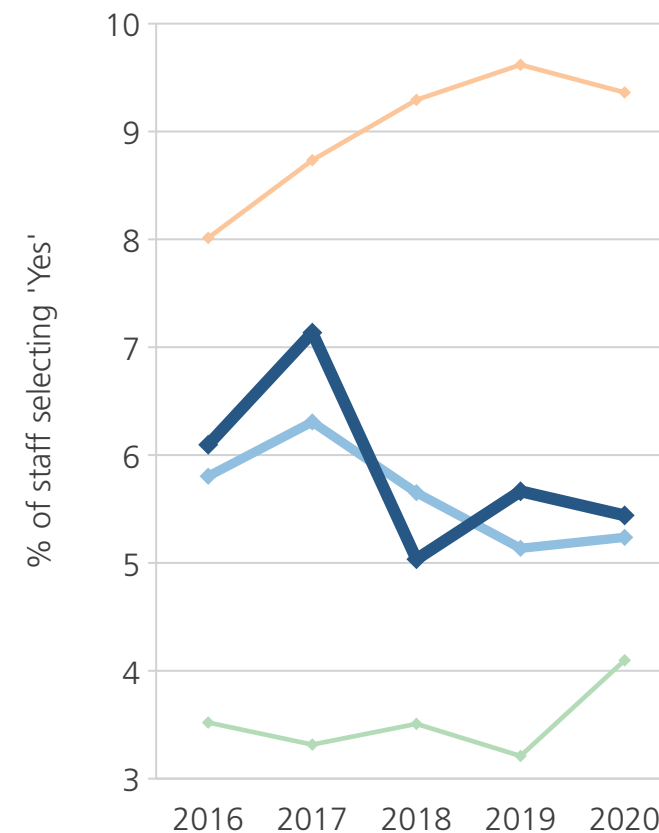
In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



Worst	7.5%	7.4%	7.3%	8.0%	7.5%
Your org	3.4%	4.5%	3.6%	4.3%	3.2%
Average	3.4%	3.3%	3.6%	3.8%	3.3%
Best	1.8%	2.1%	2.5%	1.8%	1.7%

Q15b

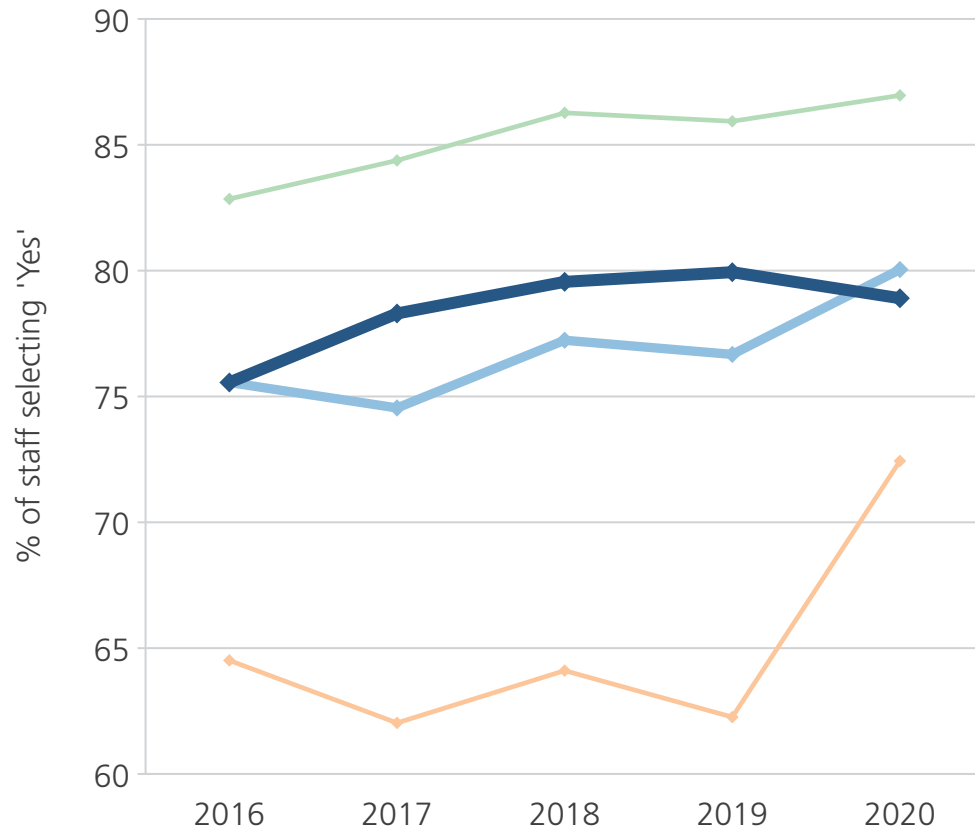
In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



Worst	8.0%	8.7%	9.3%	9.6%	9.4%
Your org	6.1%	7.1%	5.0%	5.7%	5.4%
Average	5.8%	6.3%	5.7%	5.1%	5.2%
Best	3.5%	3.3%	3.5%	3.2%	4.1%

Q26b

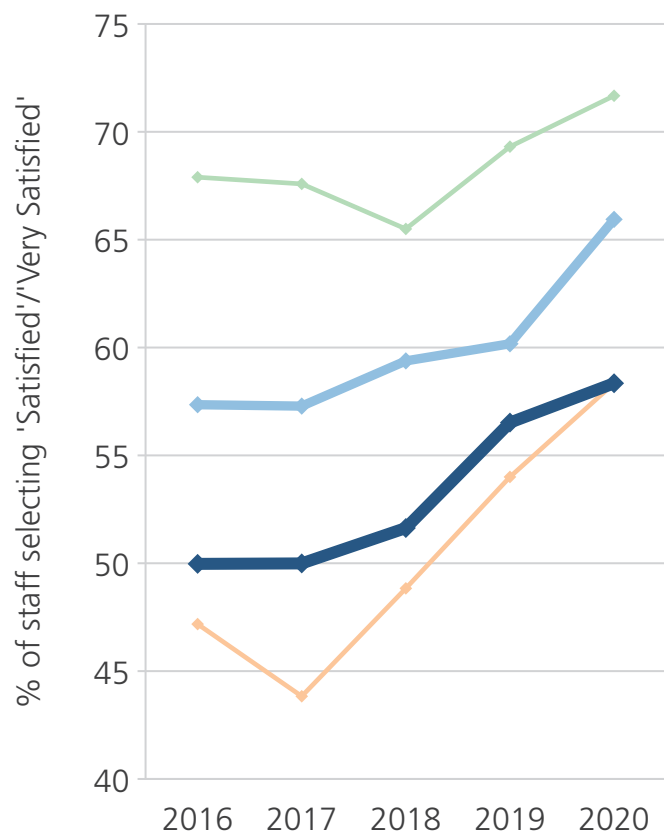
Has your employer made adequate adjustment(s) to enable you to carry out your work?



Best	82.8%	84.4%	86.3%	85.9%	87.0%
Your org	75.6%	78.3%	79.6%	79.9%	78.9%
Average	75.6%	74.5%	77.2%	76.7%	80.0%
Worst	64.5%	62.0%	64.1%	62.3%	72.4%

Q5h

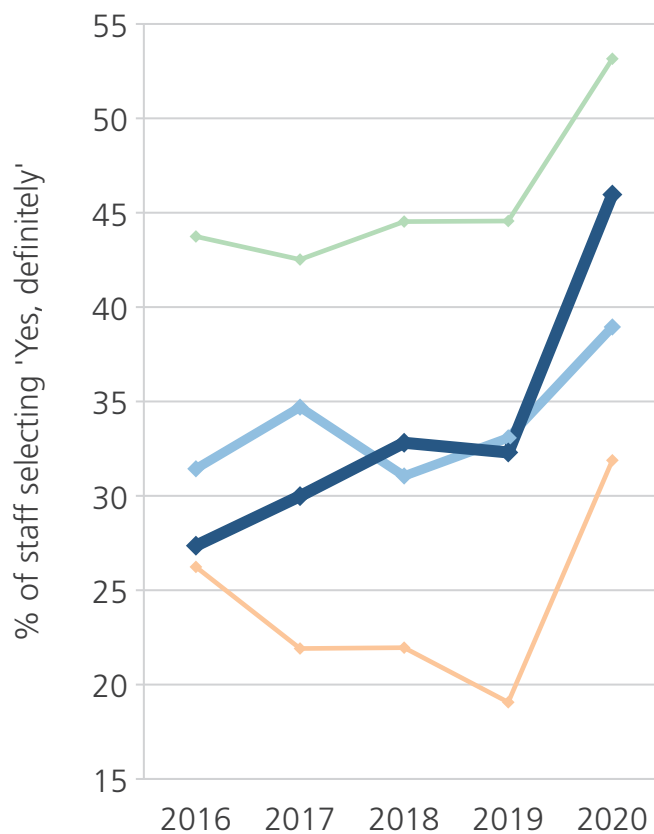
The opportunities for flexible working patterns



Best	67.9%	67.6%	65.5%	69.3%	71.7%
Your org	50.0%	50.0%	51.6%	56.5%	58.3%
Average	57.3%	57.3%	59.4%	60.2%	65.9%
Worst	47.2%	43.8%	48.8%	54.0%	58.3%

Q11a

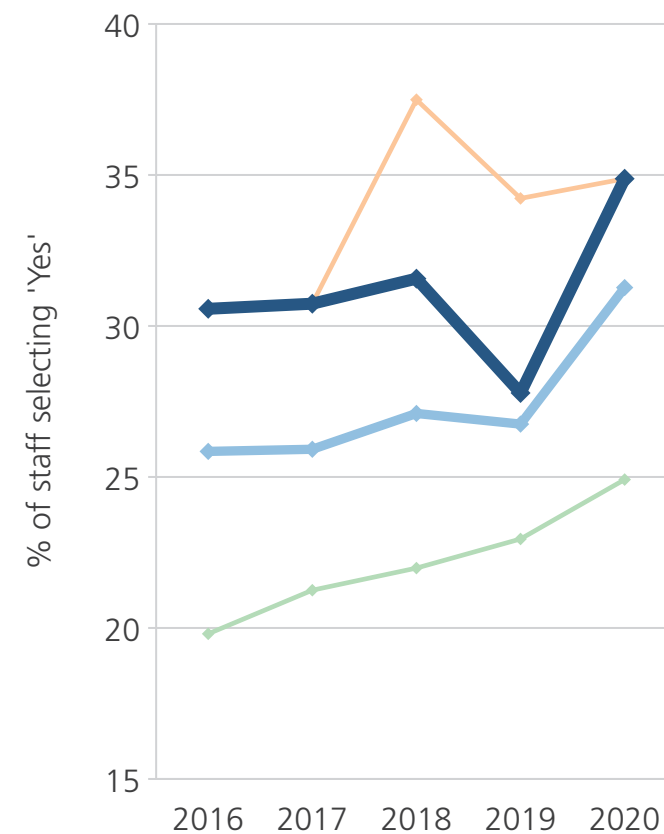
Does your organisation take positive action on health and well-being?



Best	43.7%	42.5%	44.5%	44.6%	53.2%
Your org	27.4%	30.0%	32.8%	32.3%	46.0%
Average	31.4%	34.7%	31.1%	33.1%	38.9%
Worst	26.2%	21.9%	22.0%	19.1%	31.9%

Q11b

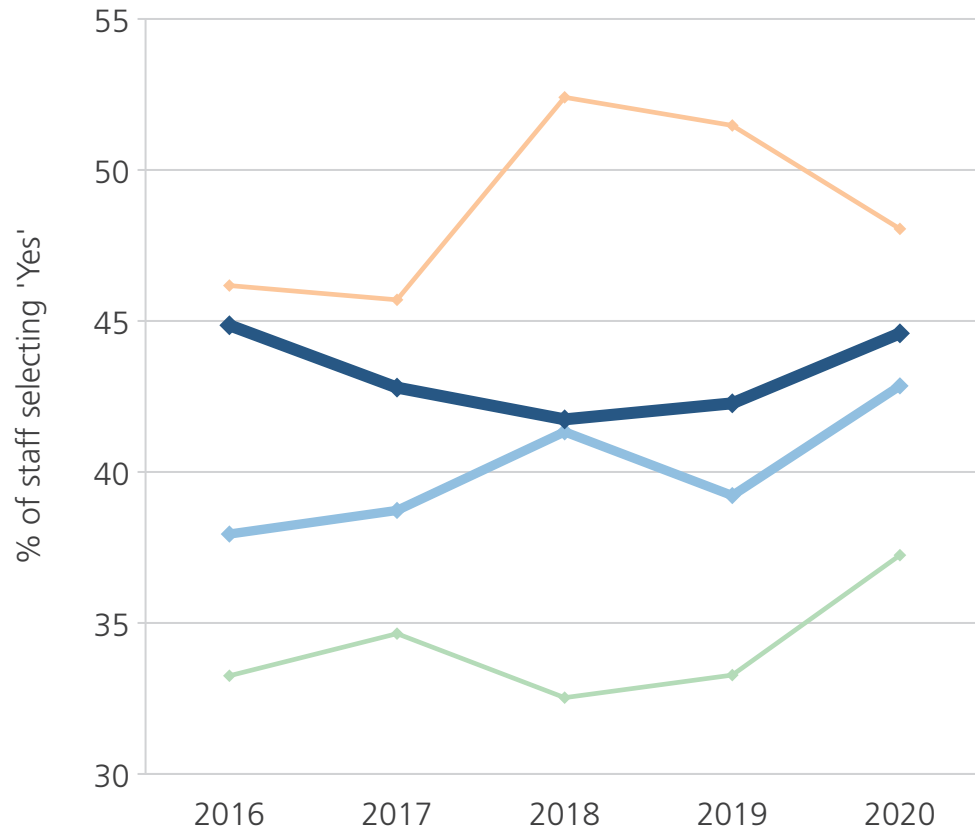
In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



Worst	30.6%	30.7%	37.5%	34.2%	34.9%
Your org	30.6%	30.7%	31.6%	27.8%	34.9%
Average	25.8%	25.9%	27.1%	26.8%	31.3%
Best	19.8%	21.3%	22.0%	22.9%	24.9%

Q11c

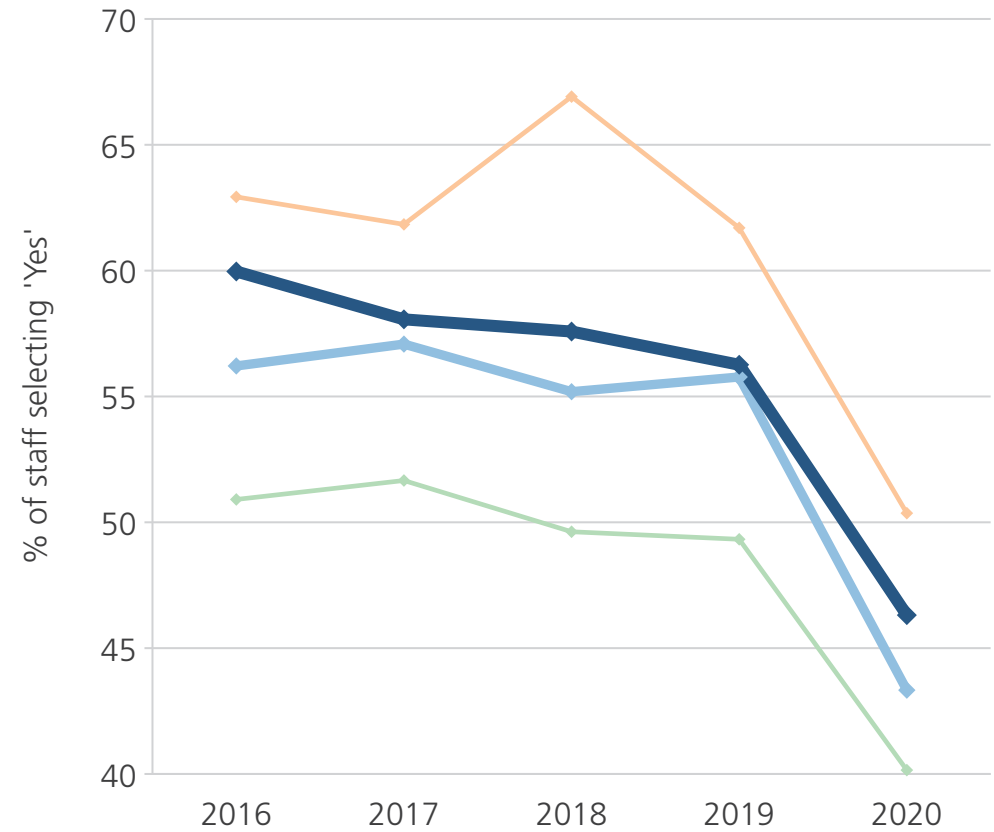
During the last 12 months have you felt unwell as a result of work related stress?



Worst	46.2%	45.7%	52.4%	51.5%	48.0%
Your org	44.9%	42.8%	41.7%	42.3%	44.6%
Average	37.9%	38.7%	41.3%	39.2%	42.9%
Best	33.3%	34.6%	32.5%	33.3%	37.2%

Q11d

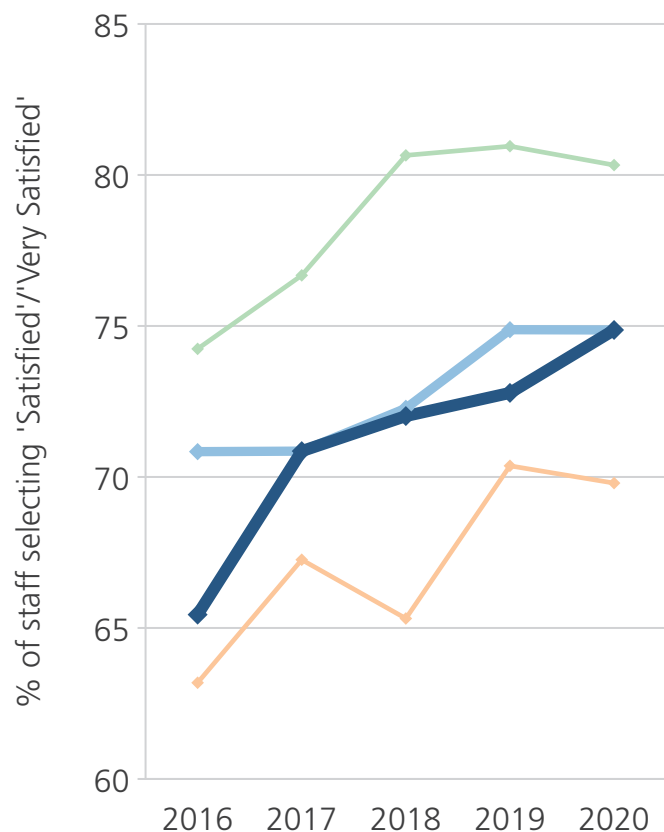
In the last three months have you ever come to work despite not feeling well enough to perform your duties?



Worst	62.9%	61.8%	66.9%	61.7%	50.4%
Your org	60.0%	58.1%	57.6%	56.3%	46.3%
Average	56.2%	57.1%	55.2%	55.8%	43.3%
Best	50.9%	51.7%	49.6%	49.3%	40.2%

Q5b

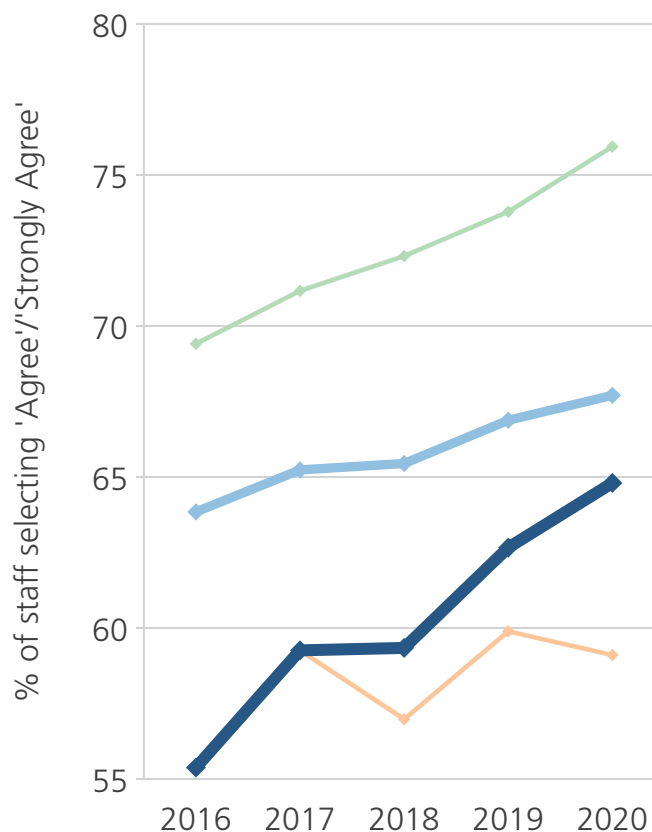
The support I get from my immediate manager



Best	74.2%	76.7%	80.6%	81.0%	80.3%
Your org	65.4%	70.9%	72.0%	72.8%	74.9%
Average	70.8%	70.9%	72.3%	74.9%	74.9%
Worst	63.2%	67.3%	65.3%	70.4%	69.8%

Q8c

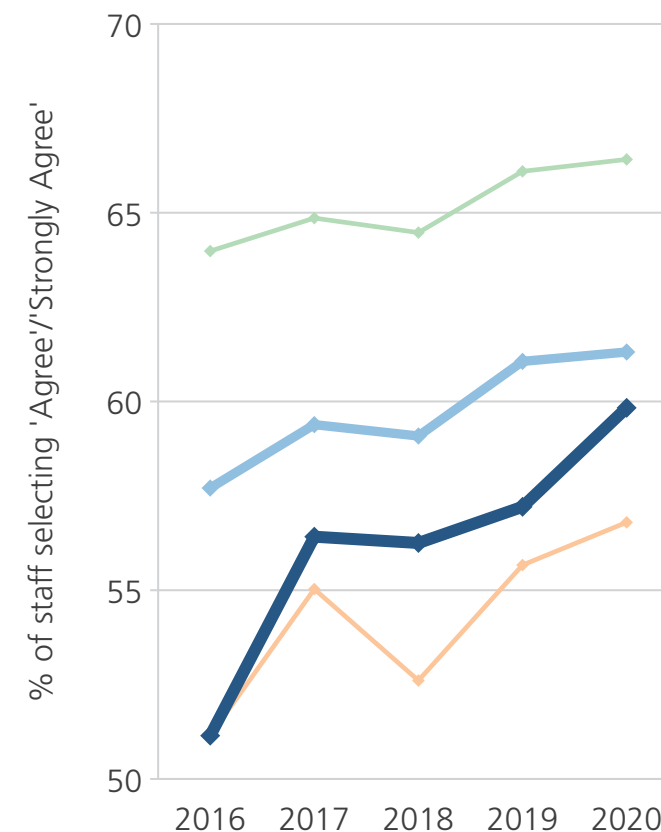
My immediate manager gives me clear feedback on my work



Best	69.4%	71.2%	72.3%	73.8%	75.9%
Your org	55.4%	59.3%	59.3%	62.7%	64.8%
Average	63.8%	65.2%	65.4%	66.9%	67.7%
Worst	55.4%	59.3%	57.0%	59.9%	59.1%

Q8d

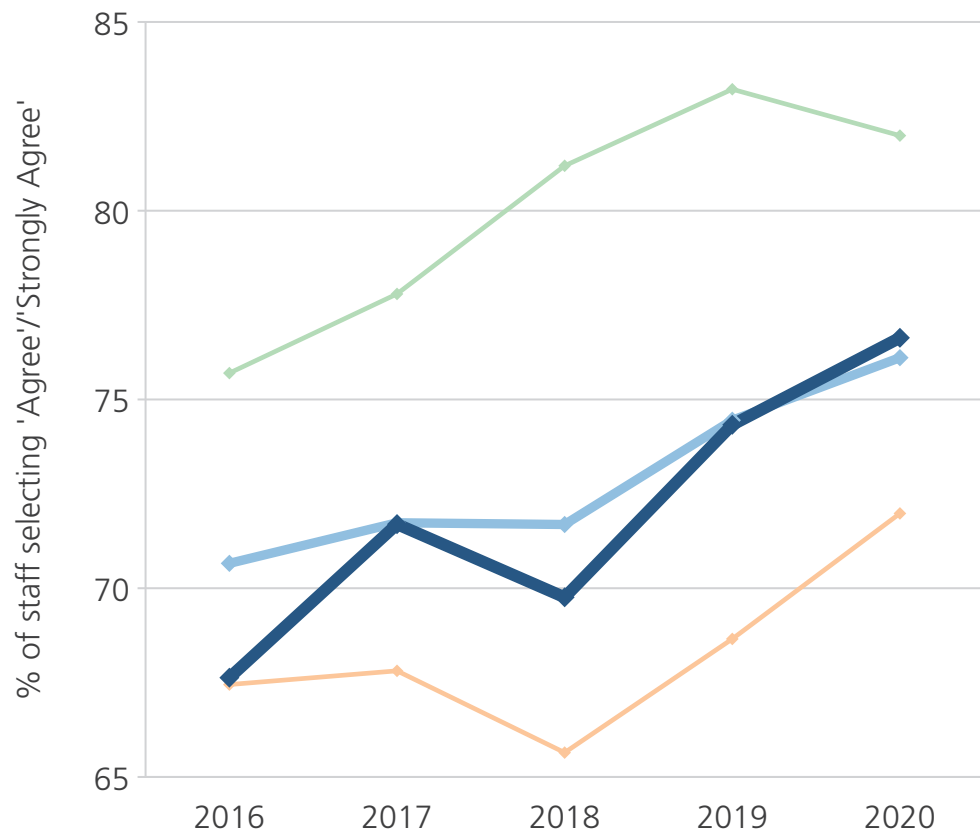
My immediate manager asks for my opinion before making decisions that affect my work



Best	64.0%	64.9%	64.5%	66.1%	66.4%
Your org	51.1%	56.4%	56.3%	57.2%	59.8%
Average	57.7%	59.4%	59.1%	61.1%	61.3%
Worst	51.1%	55.0%	52.6%	55.7%	56.8%

Q8f

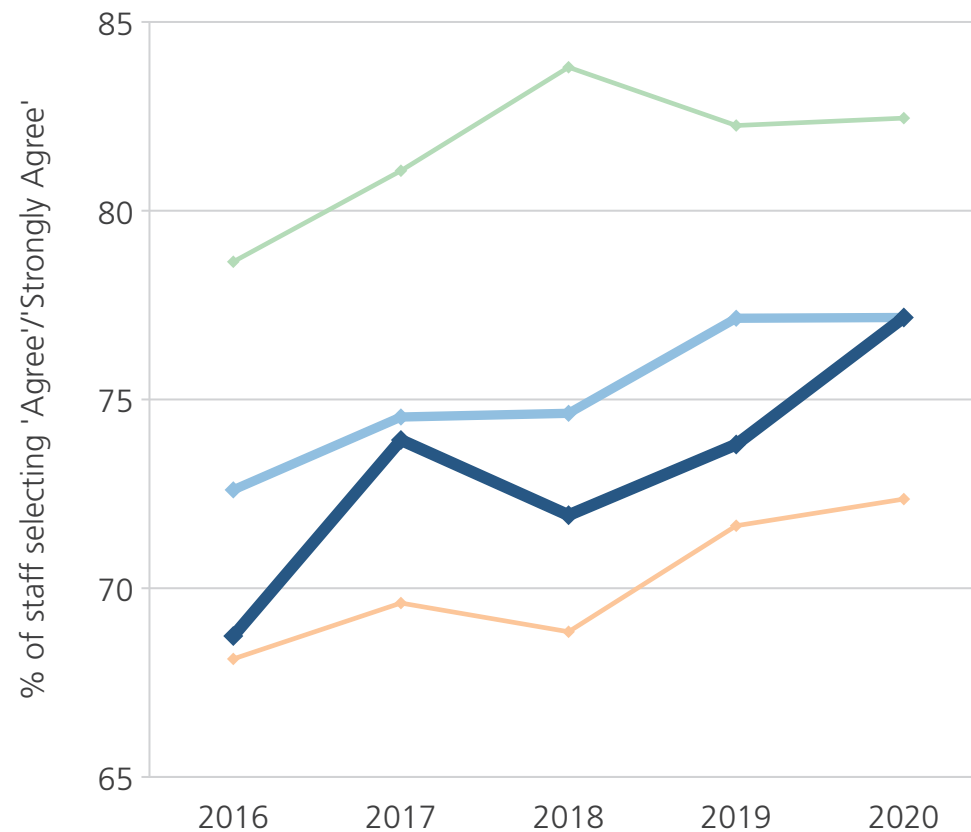
My immediate manager takes a positive interest in my health and well-being



Best	75.7%	77.8%	81.2%	83.2%	82.0%
Your org	67.6%	71.7%	69.8%	74.3%	76.6%
Average	70.7%	71.7%	71.7%	74.4%	76.1%
Worst	67.4%	67.8%	65.6%	68.7%	72.0%

Q8g

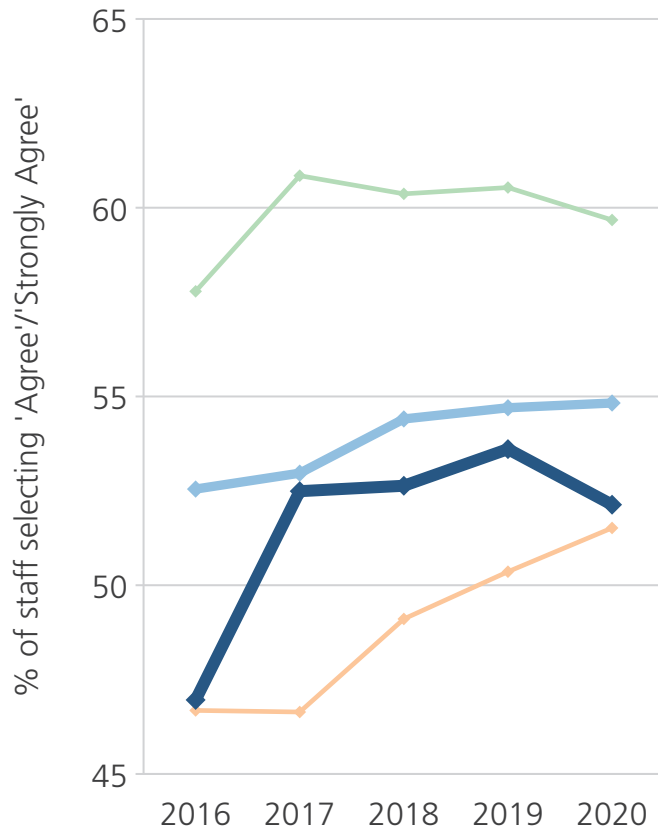
My immediate manager values my work



Best	78.6%	81.1%	83.8%	82.3%	82.5%
Your org	68.7%	73.9%	71.9%	73.8%	77.2%
Average	72.6%	74.5%	74.6%	77.2%	77.2%
Worst	68.1%	69.6%	68.8%	71.7%	72.4%

Q4c

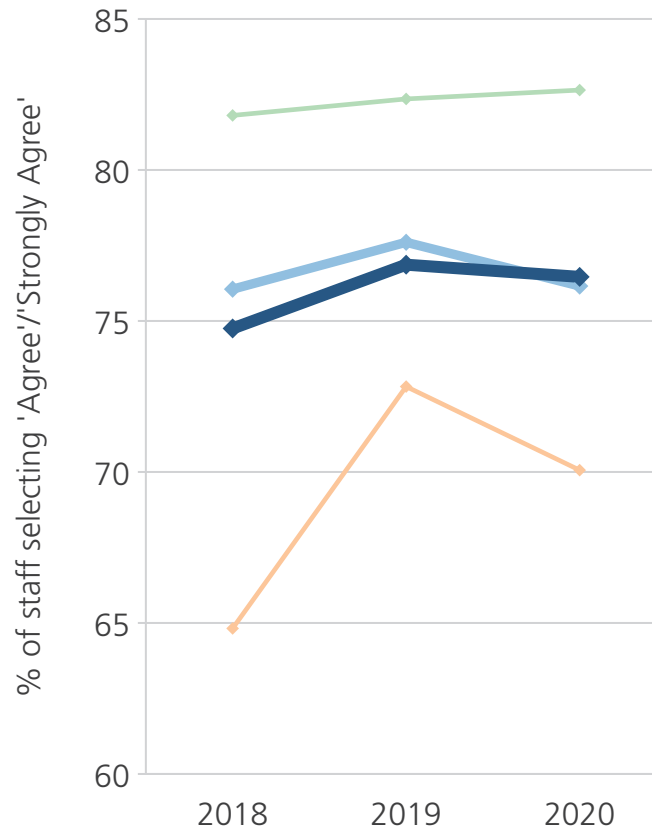
I am involved in deciding on changes introduced that affect my work area / team / department



Best	57.8%	60.8%	60.4%	60.5%	59.7%
Your org	47.0%	52.5%	52.6%	53.6%	52.1%
Average	52.5%	53.0%	54.4%	54.7%	54.8%
Worst	46.7%	46.6%	49.1%	50.4%	51.5%

Q4j

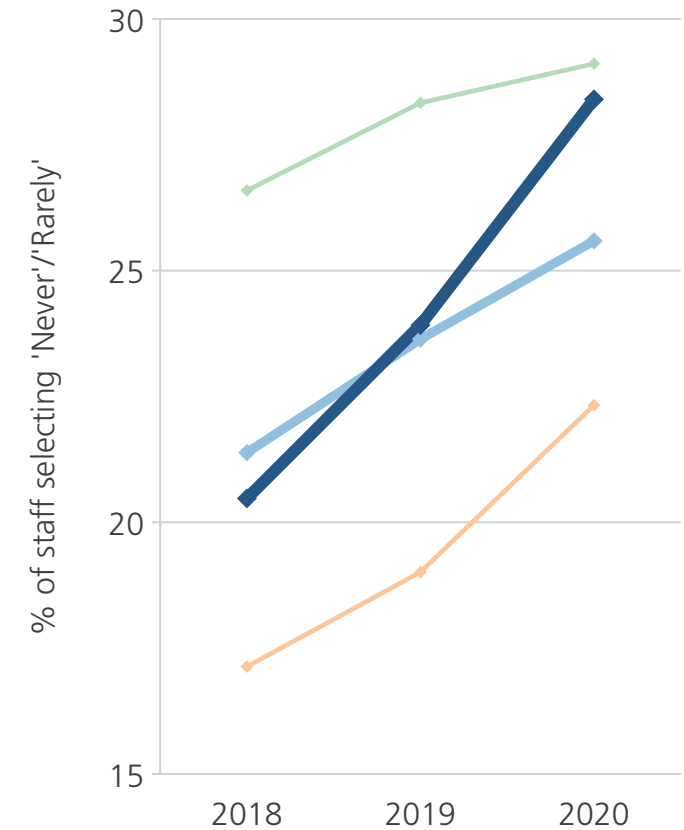
I receive the respect I deserve from my colleagues at work



Best	81.8%	82.4%	82.6%
Your org	74.8%	76.9%	76.5%
Average	76.1%	77.6%	76.2%
Worst	64.8%	72.8%	70.1%

Q6a

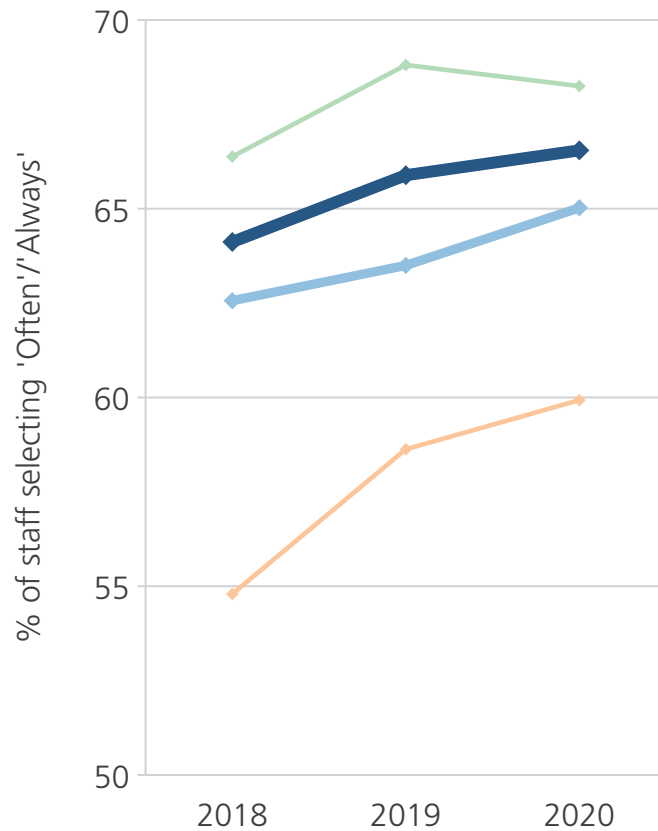
I have unrealistic time pressures



Best	26.6%	28.3%	29.1%
Your org	20.5%	23.9%	28.4%
Average	21.4%	23.6%	25.6%
Worst	17.1%	19.0%	22.3%

Q6b

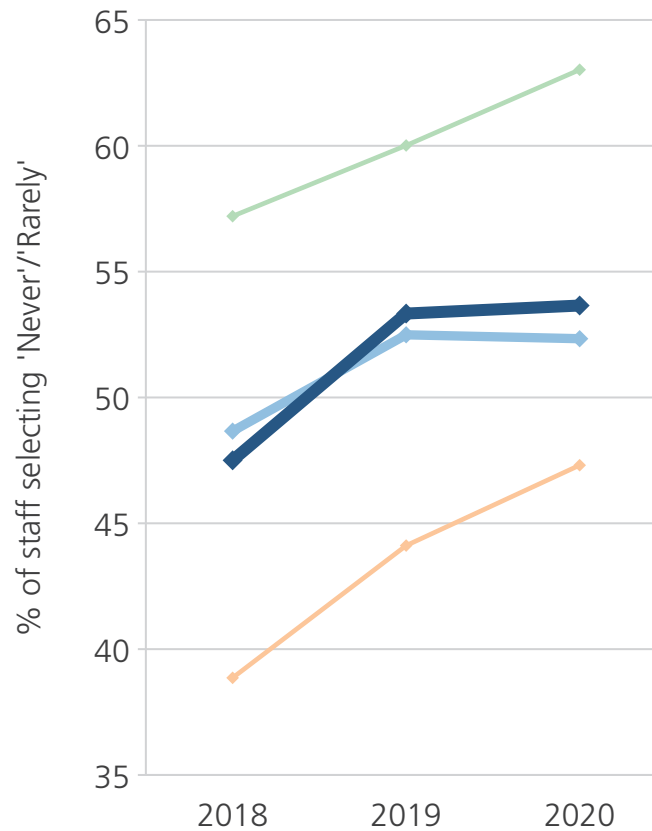
I have a choice in deciding how to do my work



Best	66.4%	68.8%	68.2%	Best	57.2%	60.0%	63.0%	Best	81.1%	82.2%	81.4%
Your org	64.1%	65.9%	66.5%	Your org	47.5%	53.3%	53.7%	Your org	70.2%	72.9%	73.4%
Average	62.6%	63.5%	65.0%	Average	48.7%	52.5%	52.3%	Average	72.9%	75.5%	74.2%
Worst	54.8%	58.6%	59.9%	Worst	38.9%	44.1%	47.3%	Worst	66.3%	69.9%	70.1%

Q6c

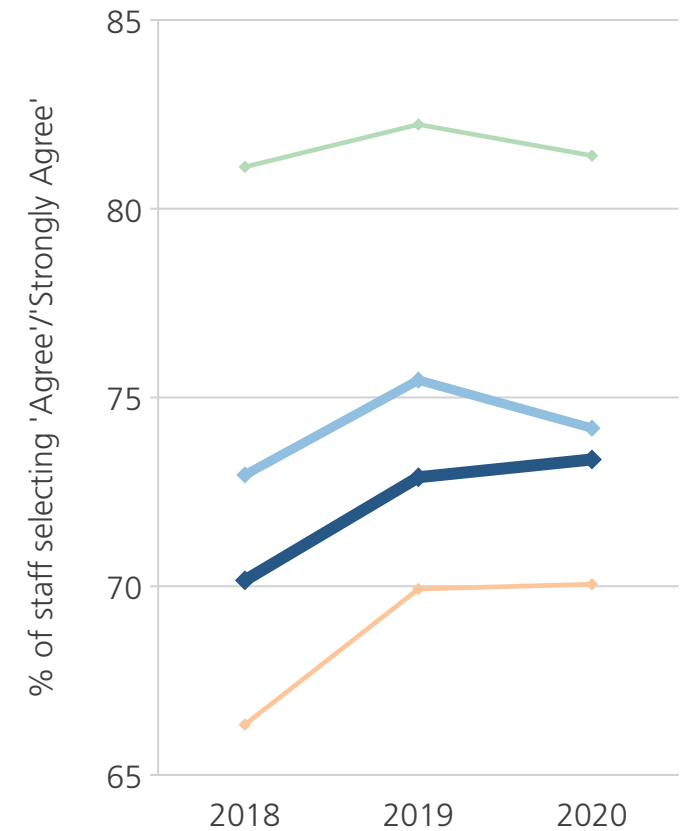
Relationships at work are strained



Best	57.2%	60.0%	63.0%	Best	81.1%	82.2%	81.4%
Your org	47.5%	53.3%	53.7%	Your org	70.2%	72.9%	73.4%
Average	48.7%	52.5%	52.3%	Average	72.9%	75.5%	74.2%
Worst	38.9%	44.1%	47.3%	Worst	66.3%	69.9%	70.1%

Q8a

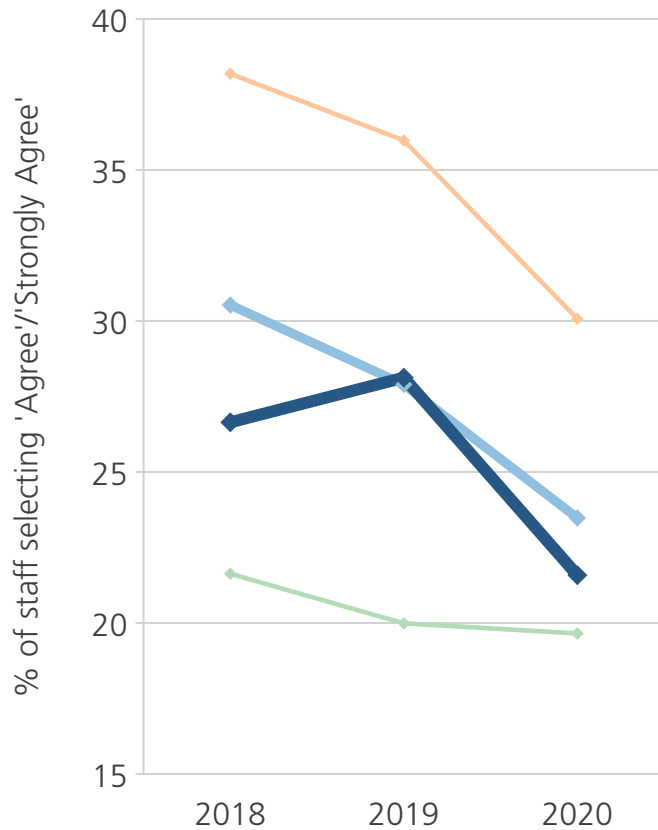
My immediate manager encourages me at work



Best	81.1%	82.2%	81.4%	Best	81.1%	82.2%	81.4%
Your org	70.2%	72.9%	73.4%	Your org	70.2%	72.9%	73.4%
Average	72.9%	75.5%	74.2%	Average	72.9%	75.5%	74.2%
Worst	66.3%	69.9%	70.1%	Worst	66.3%	69.9%	70.1%

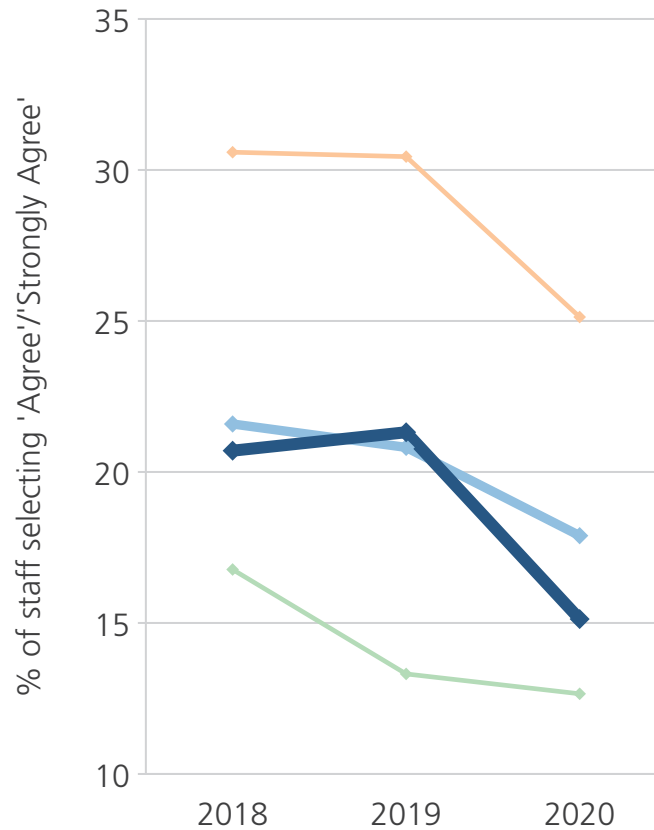
Q19a

I often think about leaving this organisation



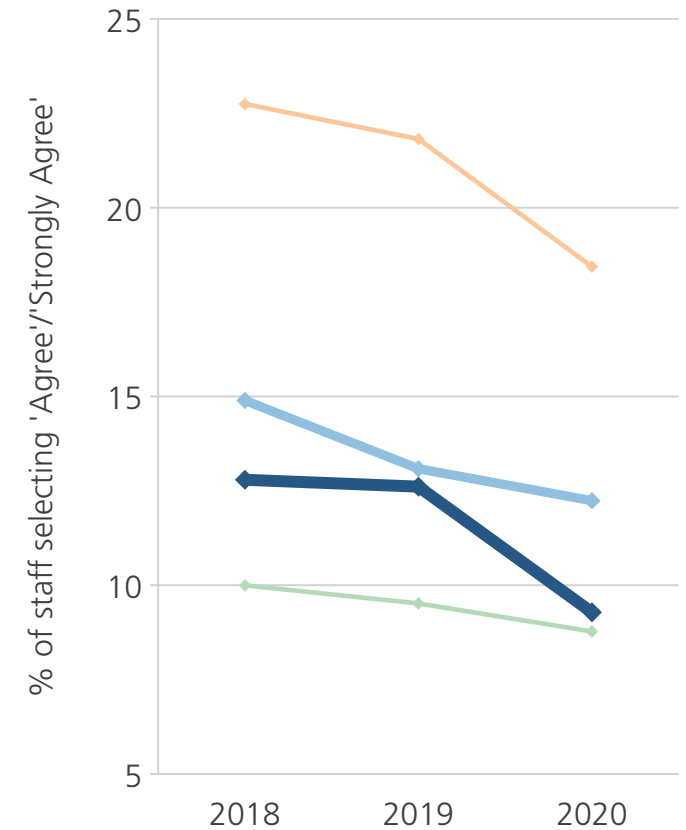
Q19b

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



Q19c

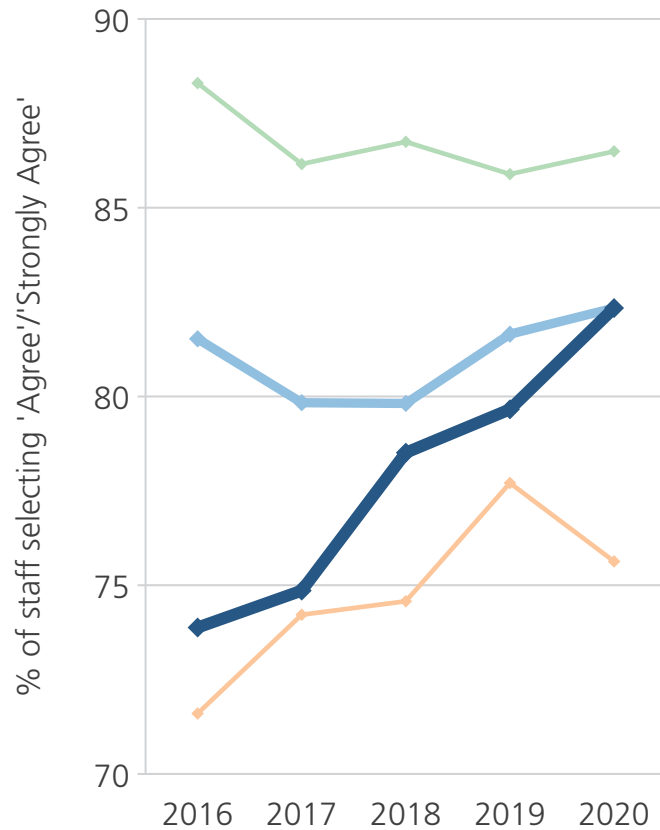
As soon as I can find another job, I will leave this organisation



Worst	38.2%	36.0%	30.1%	Worst	30.6%	30.4%	25.1%	Worst	22.7%	21.8%	18.4%
Your org	26.6%	28.1%	21.6%	Your org	20.7%	21.3%	15.1%	Your org	12.8%	12.6%	9.3%
Average	30.5%	27.9%	23.5%	Average	21.6%	20.8%	17.9%	Average	14.9%	13.1%	12.2%
Best	21.6%	20.0%	19.7%	Best	16.8%	13.3%	12.7%	Best	10.0%	9.5%	8.8%

Q7a

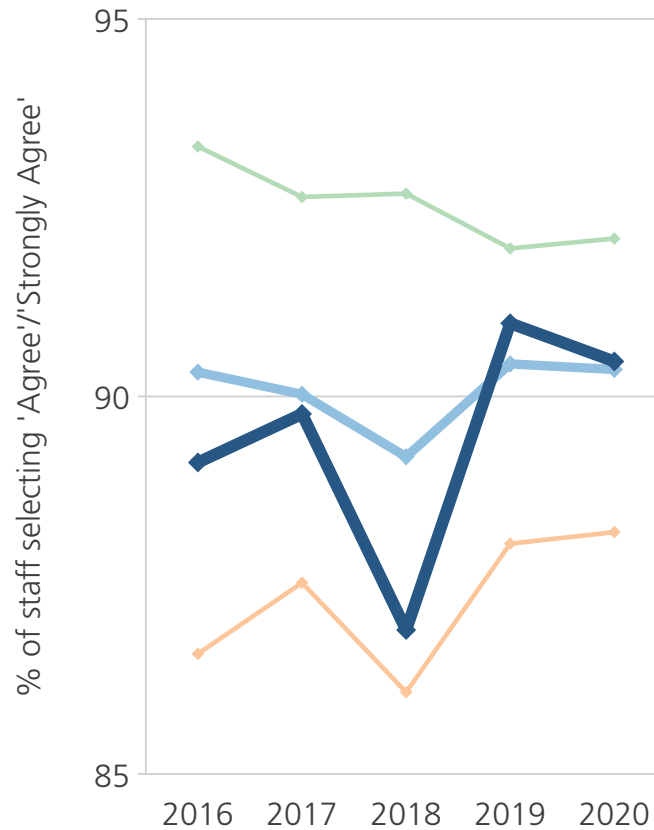
I am satisfied with the quality of care I give to patients / service users



Best	88.3%	86.2%	86.7%	85.9%	86.5%
Your org	73.9%	74.9%	78.5%	79.7%	82.3%
Average	81.5%	79.8%	79.8%	81.7%	82.3%
Worst	71.6%	74.2%	74.6%	77.7%	75.6%

Q7b

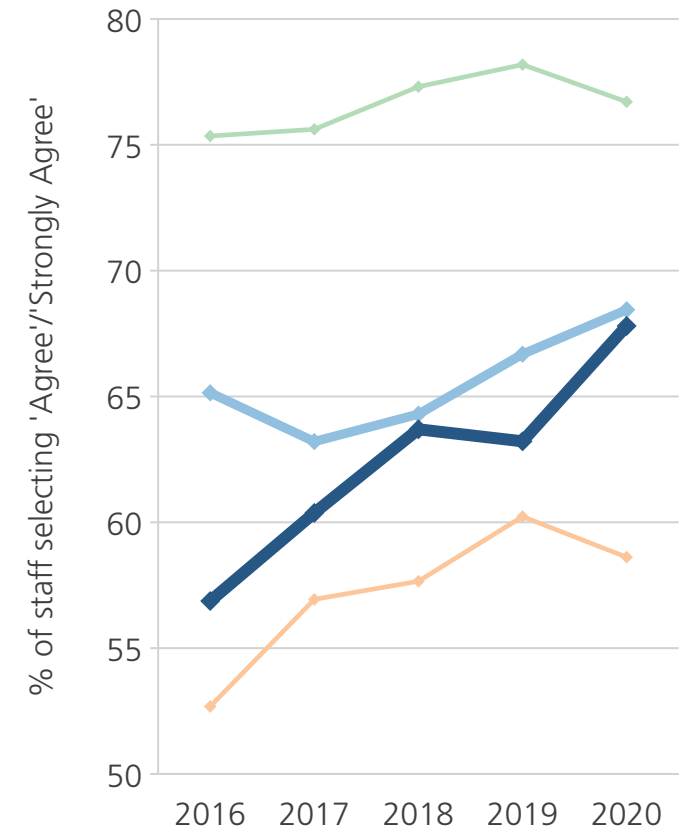
I feel that my role makes a difference to patients / service users



Best	93.3%	92.6%	92.7%	92.0%	92.1%
Your org	89.1%	89.8%	86.9%	91.0%	90.5%
Average	90.3%	90.0%	89.2%	90.4%	90.4%
Worst	86.6%	87.5%	86.1%	88.1%	88.2%

Q7c

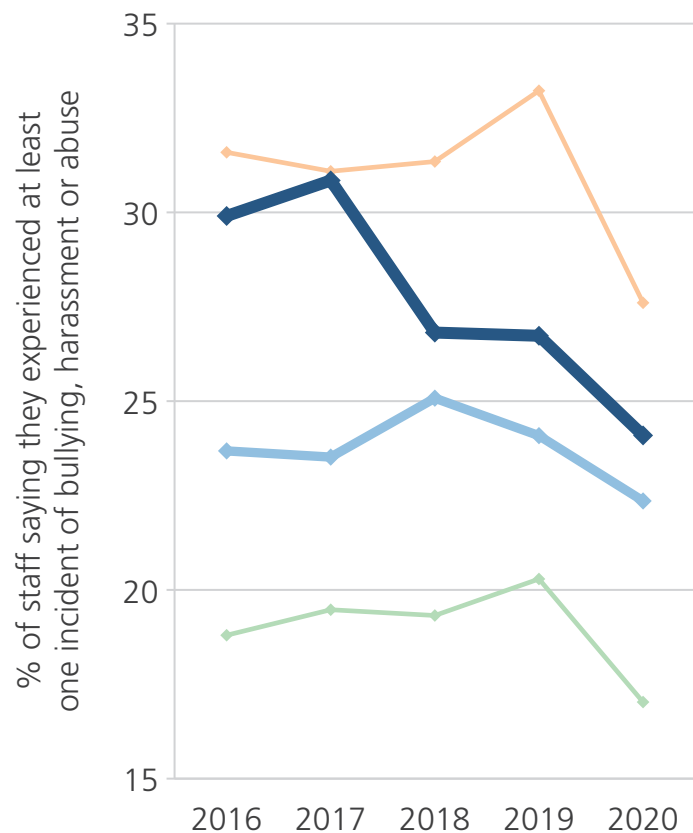
I am able to deliver the care I aspire to



Best	75.3%	75.6%	77.3%	78.2%	76.7%
Your org	56.9%	60.4%	63.7%	63.2%	67.8%
Average	65.1%	63.2%	64.3%	66.7%	68.4%
Worst	52.7%	56.9%	57.7%	60.2%	58.6%

Q13a

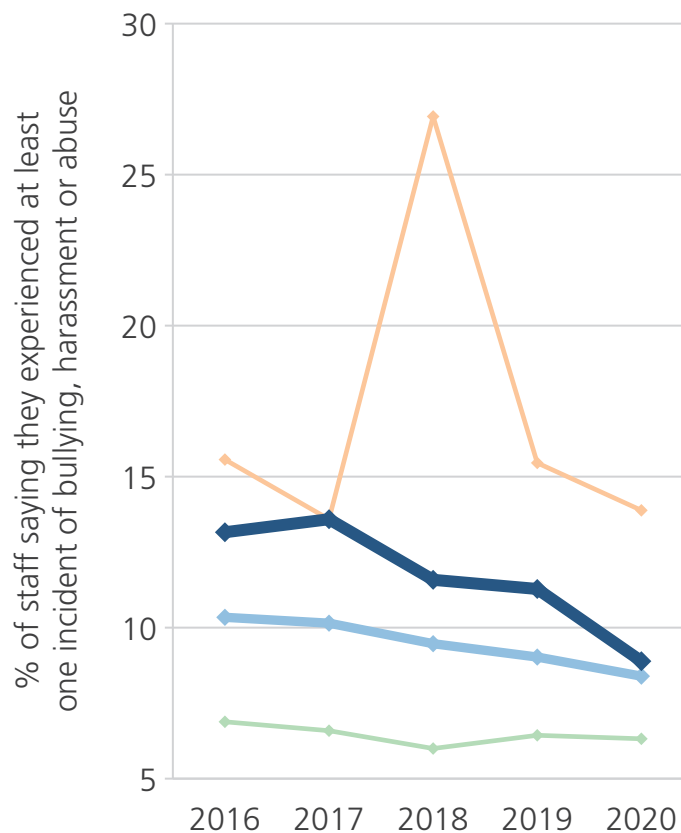
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public?



Worst	31.6%	31.1%	31.3%	33.2%	27.6%
Your org	29.9%	30.8%	26.8%	26.7%	24.1%
Average	23.7%	23.5%	25.1%	24.1%	22.4%
Best	18.8%	19.5%	19.3%	20.3%	17.0%

Q13b

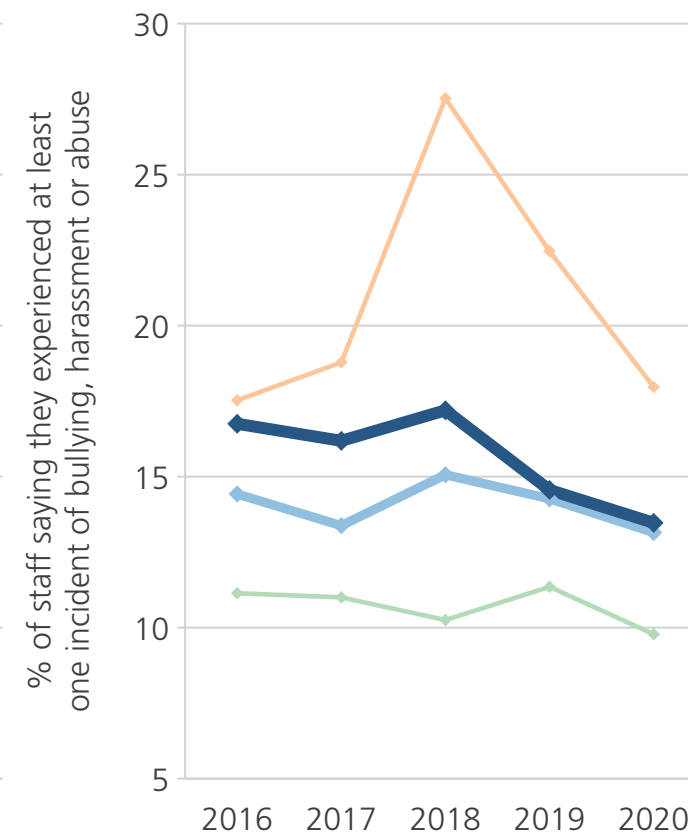
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers?



Worst	15.6%	13.6%	26.9%	15.5%	13.9%
Your org	13.2%	13.6%	11.6%	11.3%	8.9%
Average	10.3%	10.1%	9.5%	9.0%	8.4%
Best	6.9%	6.6%	6.0%	6.4%	6.3%

Q13c

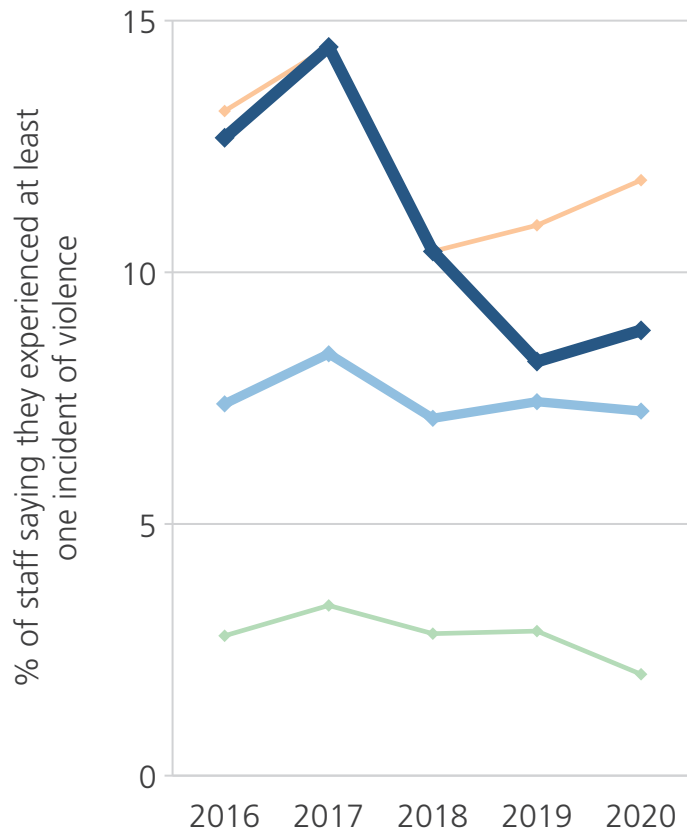
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues?



Worst	17.5%	18.8%	27.5%	22.5%	18.0%
Your org	16.8%	16.2%	17.2%	14.6%	13.5%
Average	14.4%	13.4%	15.1%	14.3%	13.2%
Best	11.1%	11.0%	10.3%	11.4%	9.8%

Q12a

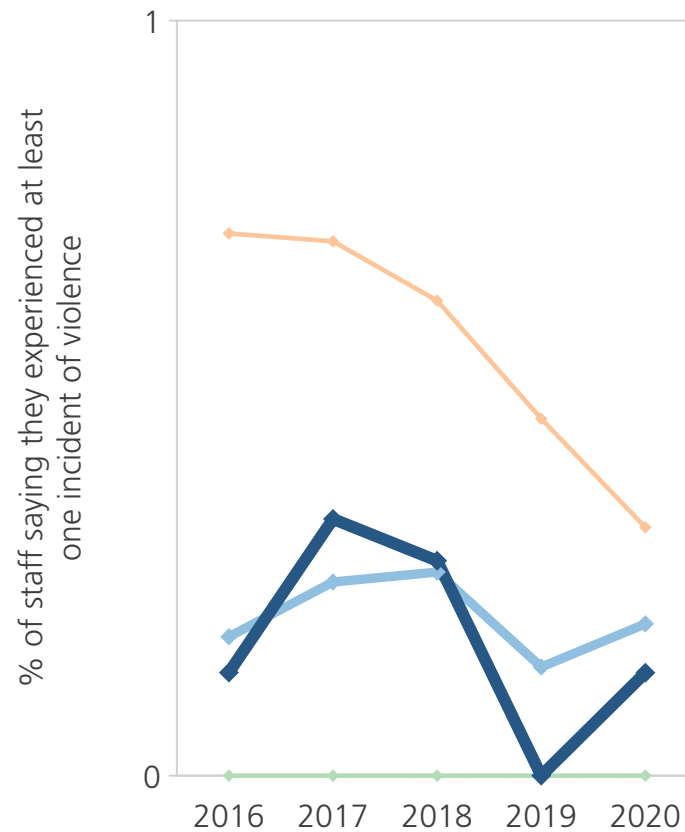
In the last 12 months how many times have you personally experienced physical violence at work from patients / service users, their relatives or other members of the public?



Worst	13.2%	14.5%	10.4%	10.9%	11.8%
Your org	12.7%	14.5%	10.4%	8.2%	8.8%
Average	7.4%	8.4%	7.1%	7.4%	7.2%
Best	2.8%	3.4%	2.8%	2.9%	2.0%

Q12b

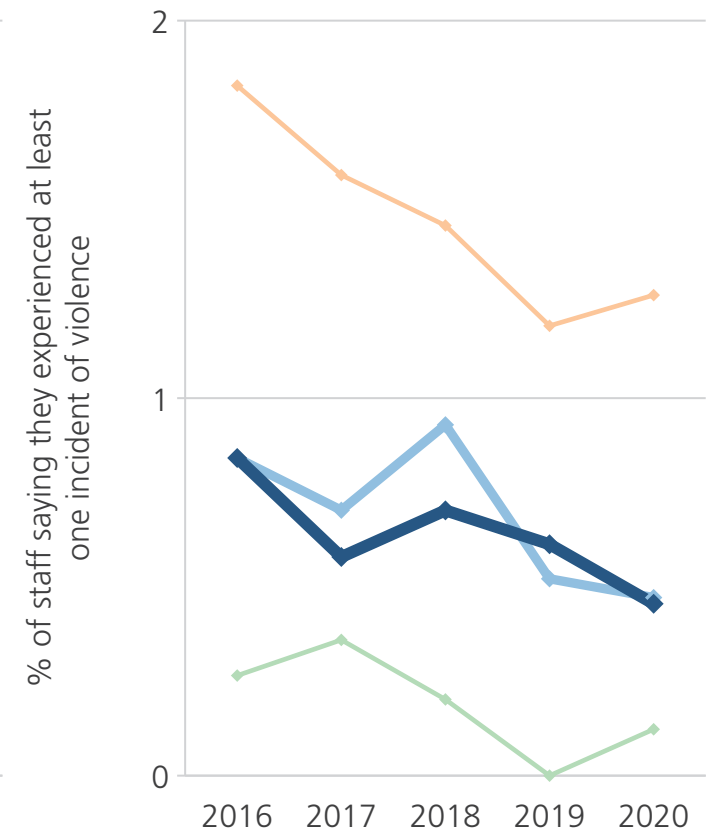
In the last 12 months how many times have you personally experienced physical violence at work from managers?



Worst	0.7%	0.7%	0.6%	0.5%	0.3%
Your org	0.1%	0.3%	0.3%	0.0%	0.1%
Average	0.2%	0.3%	0.3%	0.1%	0.2%
Best	0.0%	0.0%	0.0%	0.0%	0.0%

Q12c

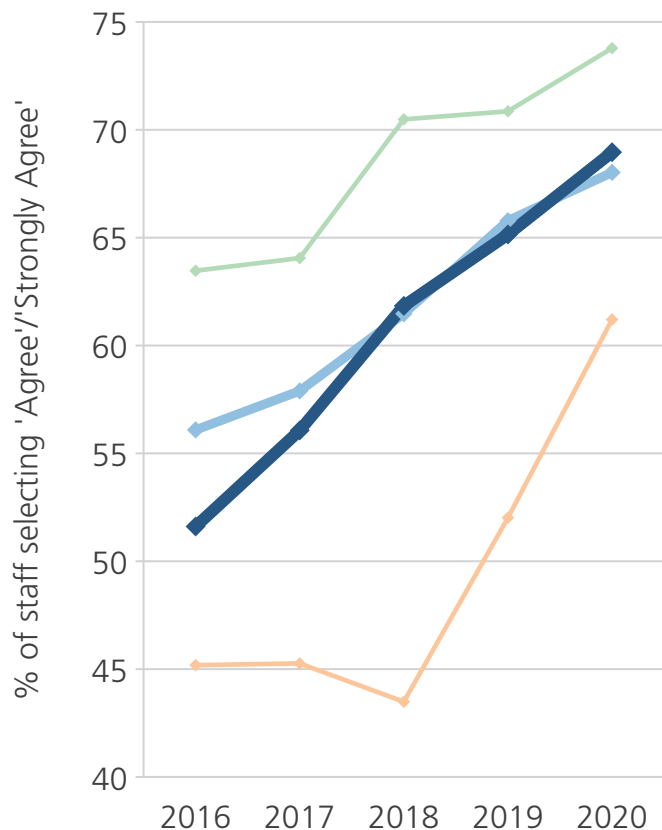
In the last 12 months how many times have you personally experienced physical violence at work from other colleagues?



Worst	1.8%	1.6%	1.5%	1.2%	1.3%
Your org	0.8%	0.6%	0.7%	0.6%	0.5%
Average	0.8%	0.7%	0.9%	0.5%	0.5%
Best	0.3%	0.4%	0.2%	0.0%	0.1%

Q16a

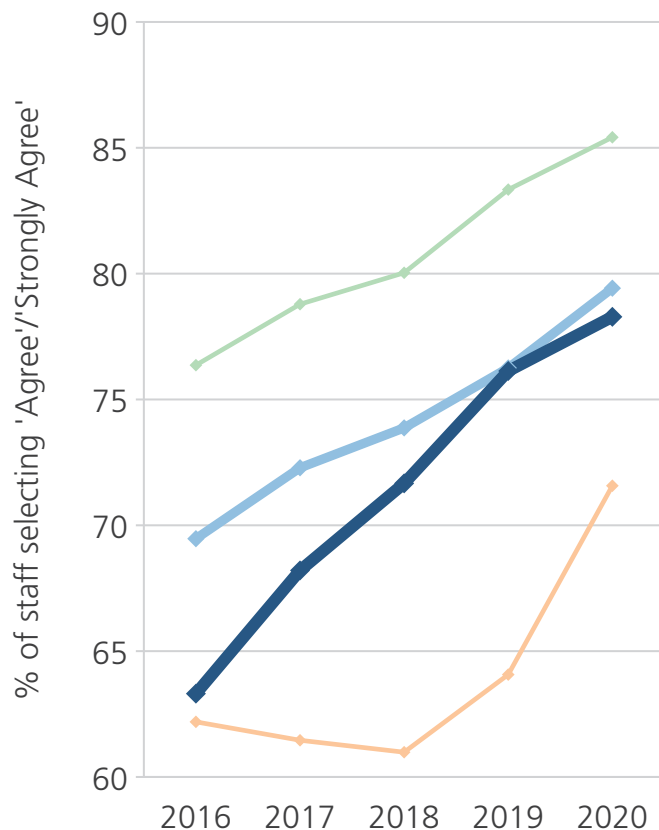
My organisation treats staff who are involved in an error, near miss or incident fairly



Best	63.5%	64.1%	70.5%	70.9%	73.8%
Your org	51.6%	56.1%	61.8%	65.1%	69.0%
Average	56.1%	57.9%	61.5%	65.8%	68.0%
Worst	45.2%	45.3%	43.5%	52.0%	61.2%

Q16c

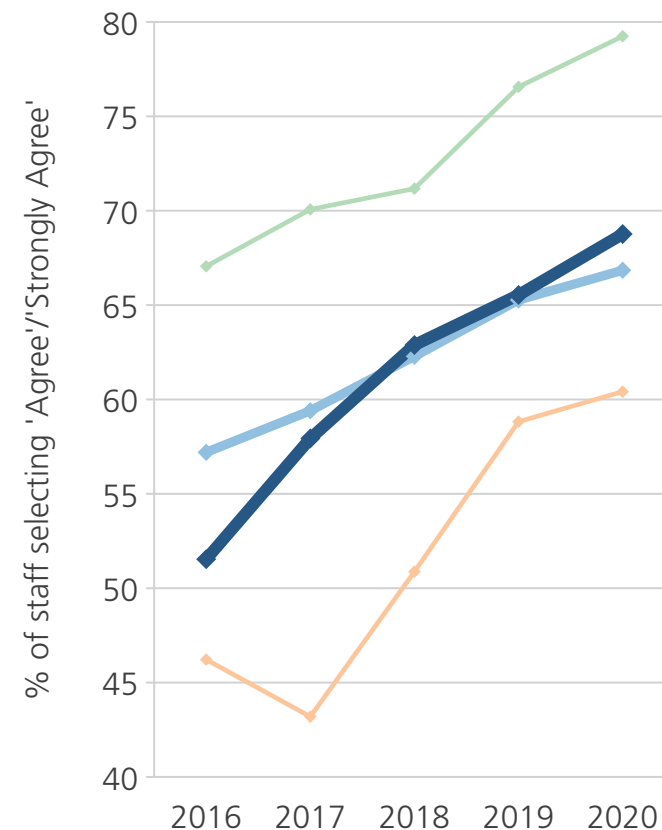
When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again



Best	76.4%	78.8%	80.0%	83.3%	85.4%
Your org	63.3%	68.2%	71.7%	76.1%	78.3%
Average	69.5%	72.3%	73.9%	76.3%	79.4%
Worst	62.2%	61.5%	61.0%	64.1%	71.6%

Q16d

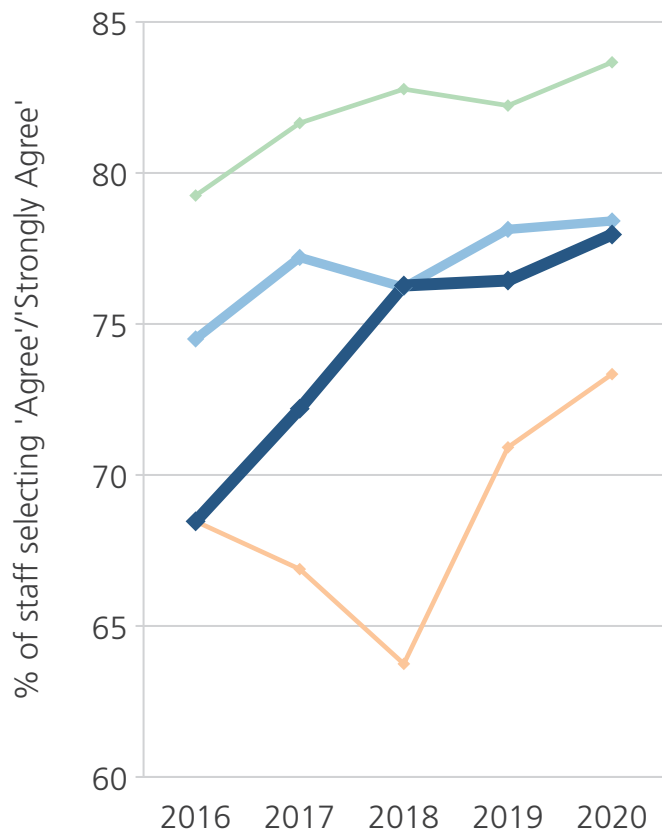
We are given feedback about changes made in response to reported errors, near misses and incidents



Best	67.1%	70.1%	71.2%	76.6%	79.2%
Your org	51.5%	57.9%	62.9%	65.5%	68.8%
Average	57.2%	59.4%	62.3%	65.3%	66.8%
Worst	46.2%	43.2%	50.9%	58.8%	60.4%

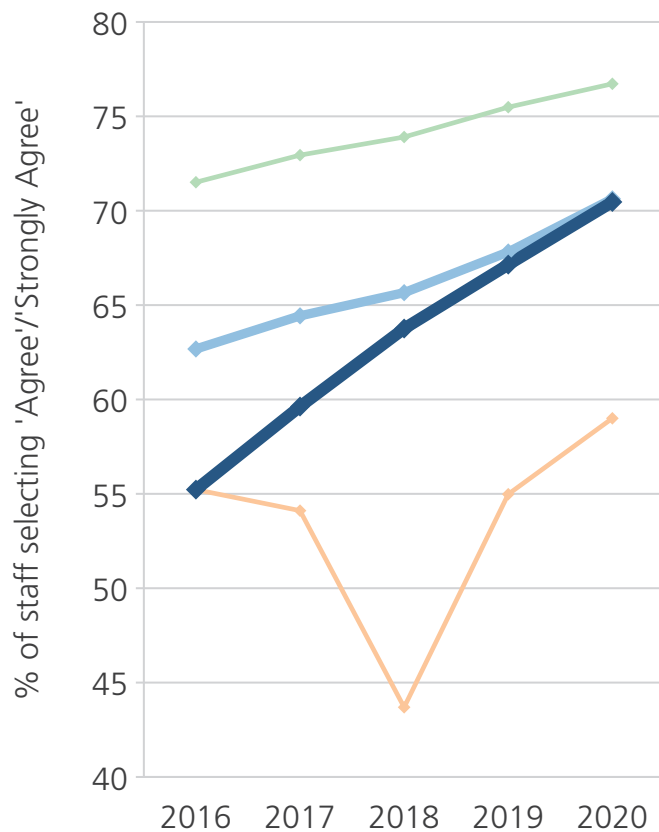
Q17b

I would feel secure raising concerns about unsafe clinical practice



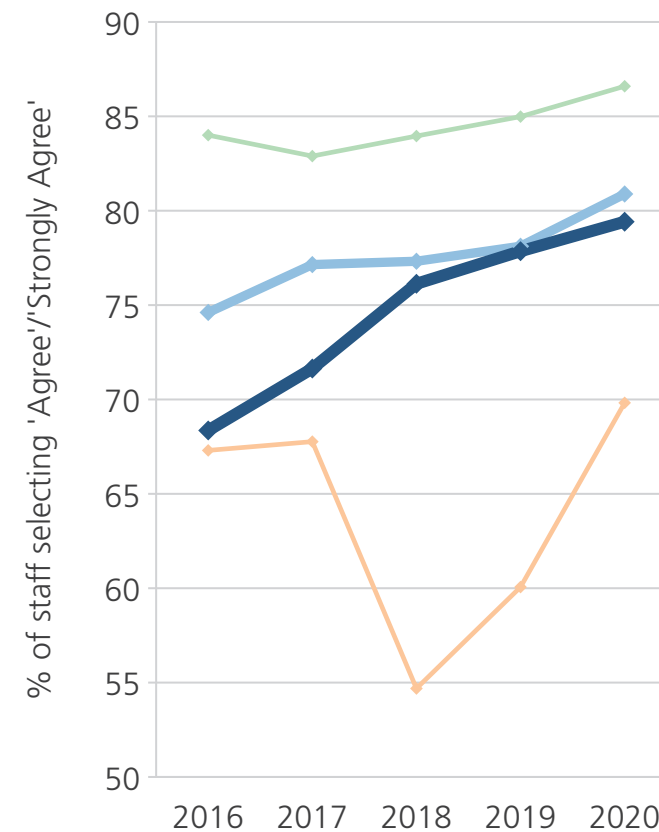
Q17c

I am confident that my organisation would address my concern



Q18b

My organisation acts on concerns raised by patients / service users

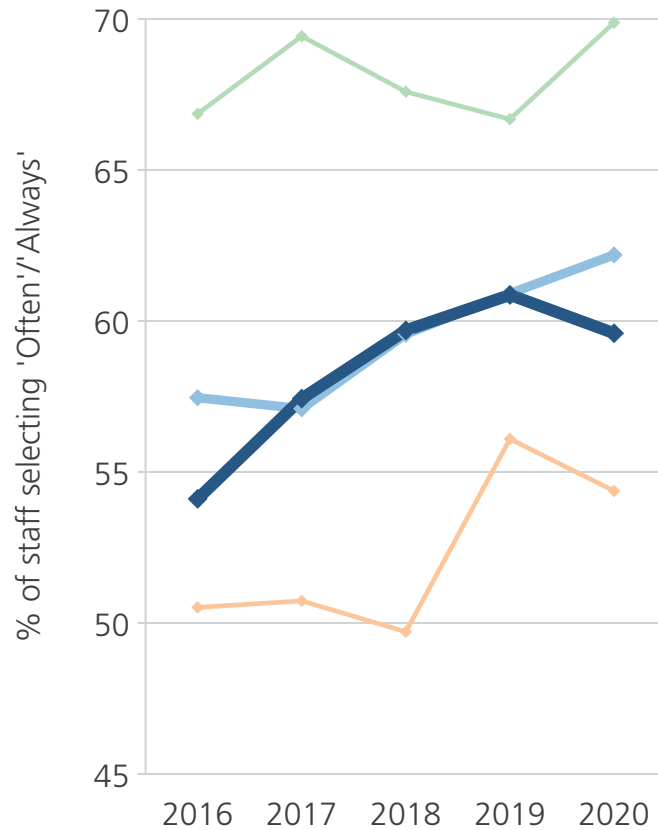


Best	79.3%	81.7%	82.8%	82.2%	83.7%
Your org	68.5%	72.2%	76.3%	76.4%	78.0%
Average	74.5%	77.2%	76.2%	78.1%	78.4%
Worst	68.5%	66.9%	63.7%	70.9%	73.3%

Best	71.5%	72.9%	73.9%	75.5%	76.7%
Your org	55.2%	59.6%	63.8%	67.1%	70.5%
Average	62.7%	64.4%	65.7%	67.8%	70.6%
Worst	55.2%	54.1%	43.7%	55.0%	59.0%

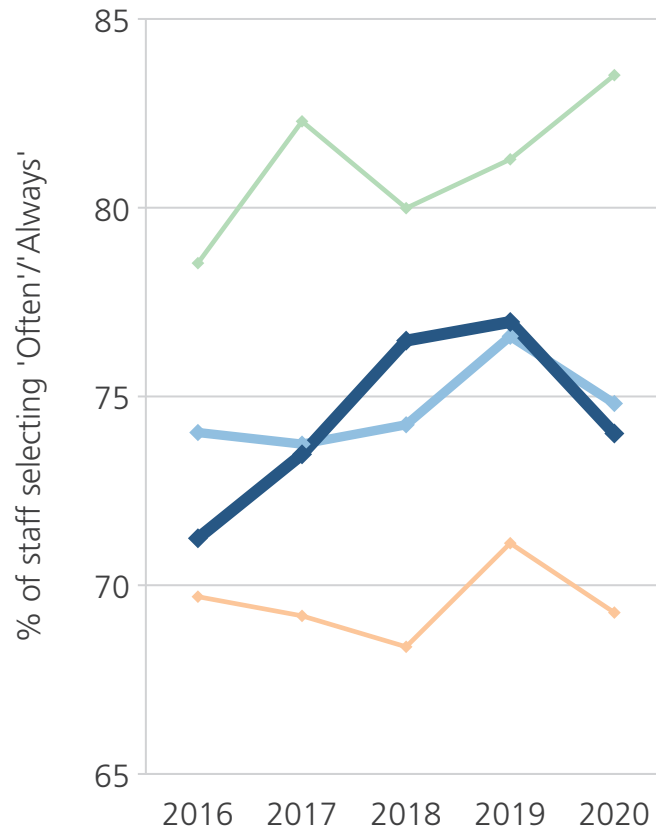
Best	84.0%	82.9%	84.0%	85.0%	86.6%
Your org	68.4%	71.6%	76.1%	77.9%	79.4%
Average	74.6%	77.1%	77.3%	78.1%	80.9%
Worst	67.3%	67.8%	54.7%	60.1%	69.8%

Q2a
I look forward to going to work



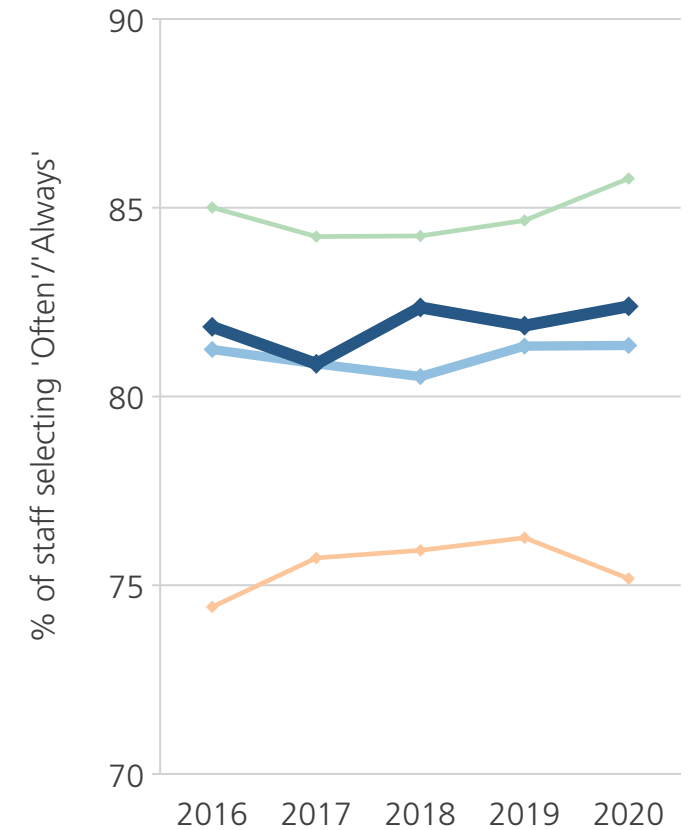
Best	66.9%	69.4%	67.6%	66.7%	69.9%
Your org	54.1%	57.4%	59.7%	60.9%	59.6%
Average	57.5%	57.1%	59.6%	60.9%	62.2%
Worst	50.5%	50.7%	49.7%	56.1%	54.4%

Q2b
I am enthusiastic about my job



Best	78.5%	82.3%	80.0%	81.3%	83.5%
Your org	71.2%	73.5%	76.5%	77.0%	74.0%
Average	74.0%	73.7%	74.3%	76.6%	74.8%
Worst	69.7%	69.2%	68.4%	71.1%	69.3%

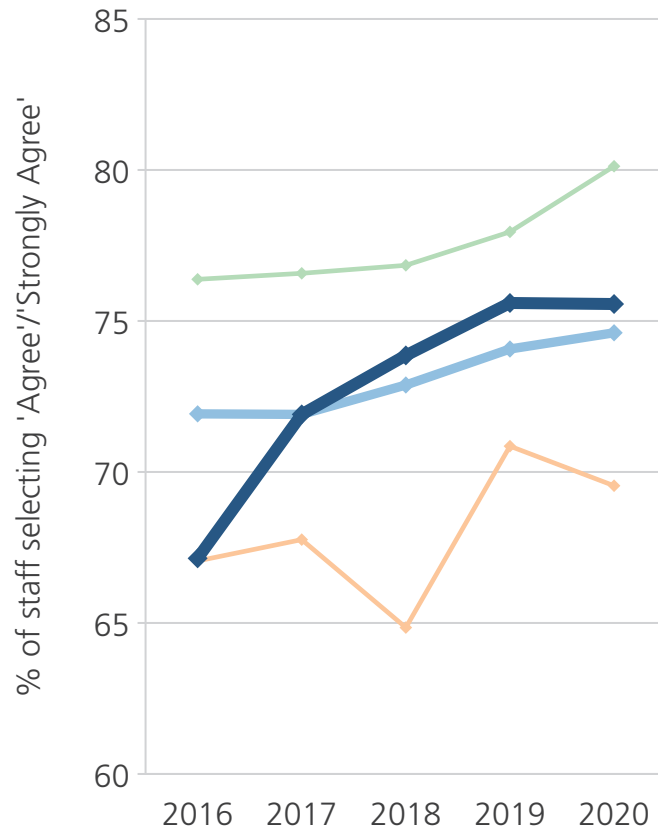
Q2c
Time passes quickly when I am working



Best	85.0%	84.2%	84.3%	84.7%	85.8%
Your org	81.8%	80.9%	82.4%	81.9%	82.4%
Average	81.2%	80.9%	80.5%	81.3%	81.4%
Worst	74.4%	75.7%	75.9%	76.3%	75.2%

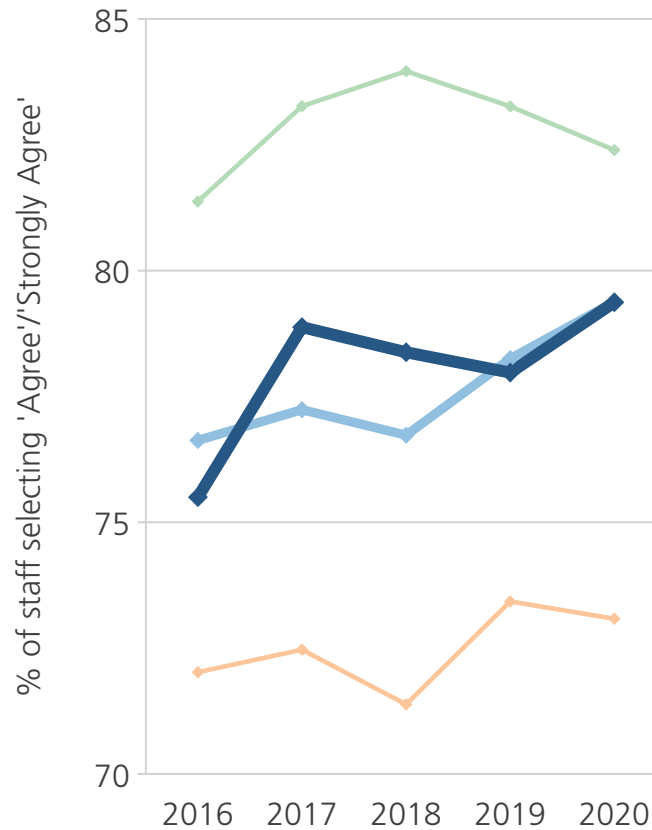
Q4a

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



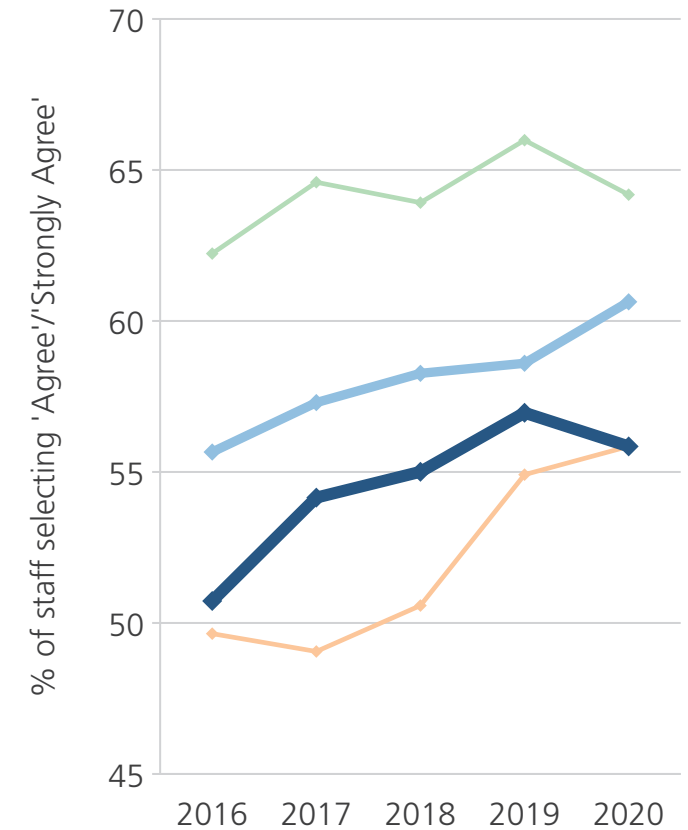
Q4b

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



Q4d

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



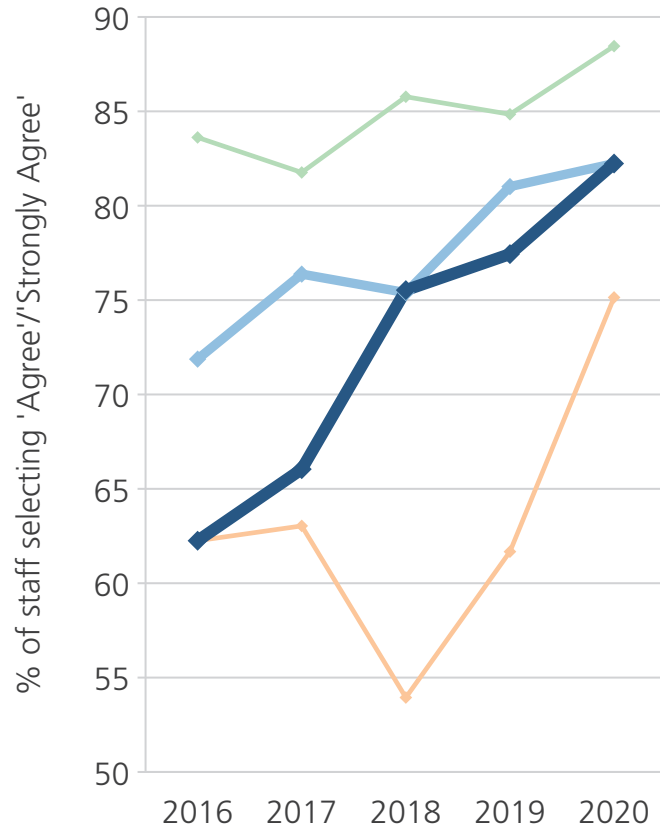
Best	76.4%	76.6%	76.8%	77.9%	80.1%
Your org	67.1%	71.9%	73.9%	75.6%	75.6%
Average	71.9%	71.9%	72.9%	74.1%	74.6%
Worst	67.1%	67.8%	64.8%	70.9%	69.5%

Best	81.4%	83.3%	84.0%	83.3%	82.4%
Your org	75.5%	78.9%	78.4%	78.0%	79.4%
Average	76.6%	77.2%	76.7%	78.3%	79.4%
Worst	72.0%	72.5%	71.4%	73.4%	73.1%

Best	62.2%	64.6%	63.9%	66.0%	64.2%
Your org	50.7%	54.2%	55.0%	57.0%	55.8%
Average	55.7%	57.3%	58.3%	58.6%	60.6%
Worst	49.6%	49.1%	50.6%	54.9%	55.8%

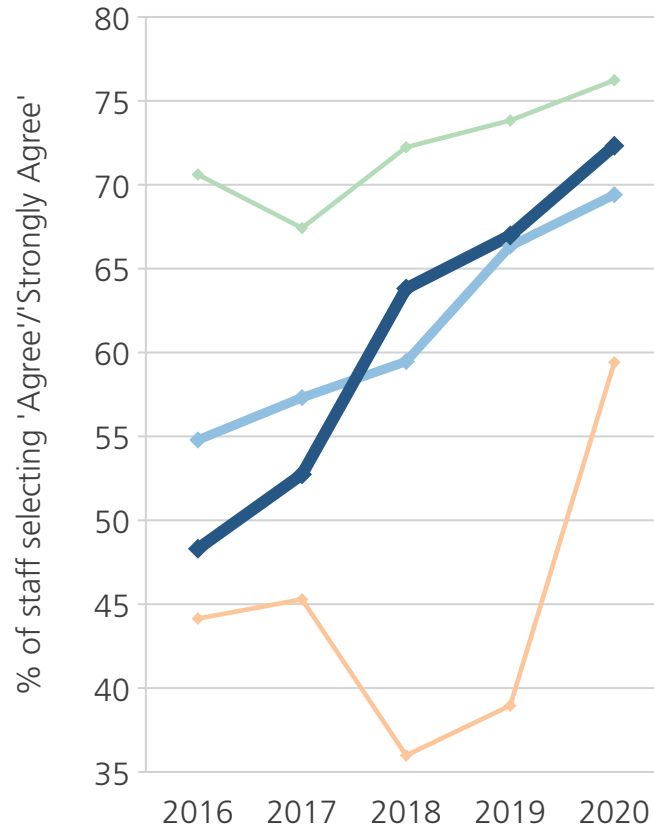
Q18a

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



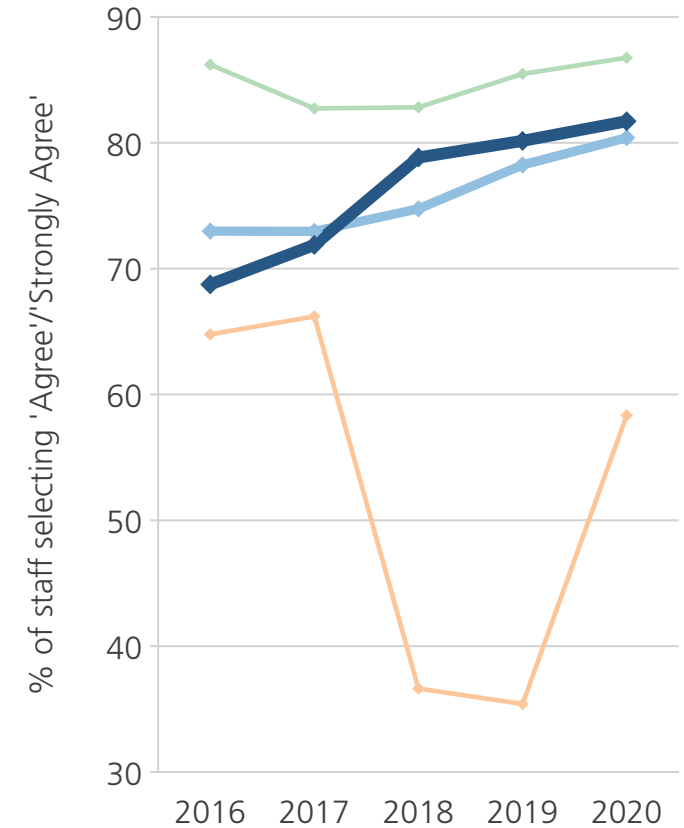
Q18c

I would recommend my
organisation as a place to work



Q18d

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



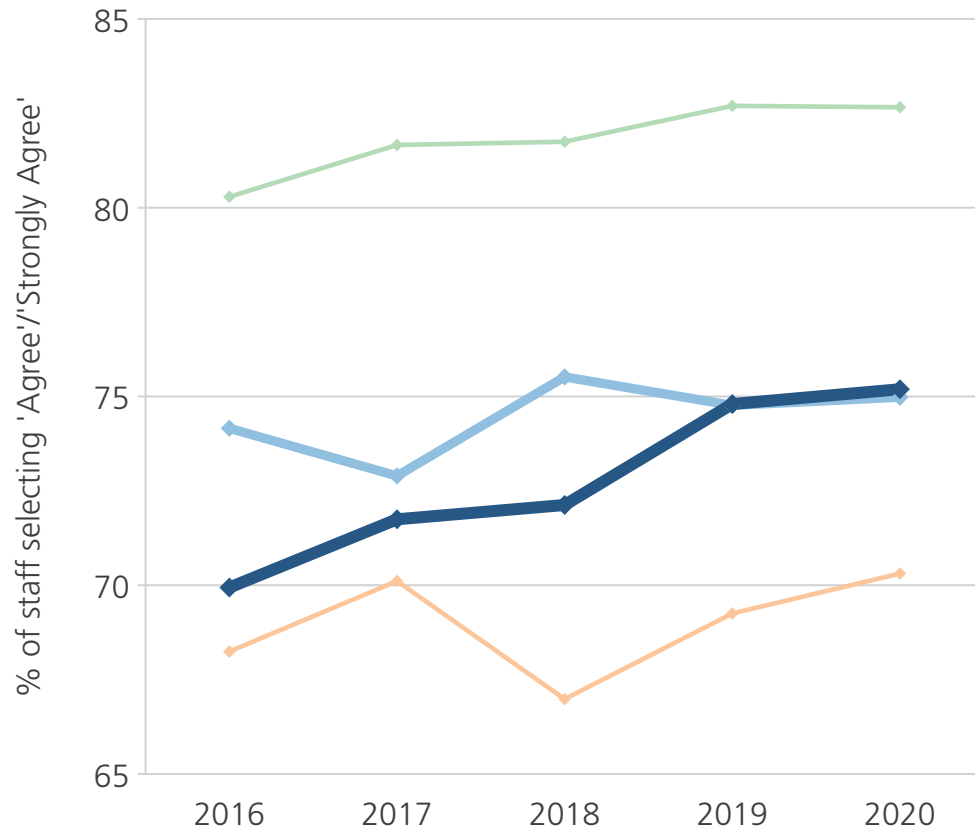
Best	83.6%	81.8%	85.8%	84.8%	88.5%
Your org	62.3%	66.0%	75.5%	77.4%	82.2%
Average	71.9%	76.4%	75.4%	81.0%	82.2%
Worst	62.3%	63.0%	53.9%	61.7%	75.1%

Best	70.6%	67.4%	72.2%	73.8%	76.2%
Your org	48.3%	52.7%	63.8%	67.0%	72.3%
Average	54.8%	57.3%	59.5%	66.3%	69.4%
Worst	44.1%	45.3%	36.0%	39.0%	59.4%

Best	86.2%	82.7%	82.8%	85.5%	86.8%
Your org	68.7%	71.9%	78.8%	80.2%	81.7%
Average	73.0%	73.0%	74.8%	78.2%	80.4%
Worst	64.8%	66.2%	36.6%	35.4%	58.3%

Q4h

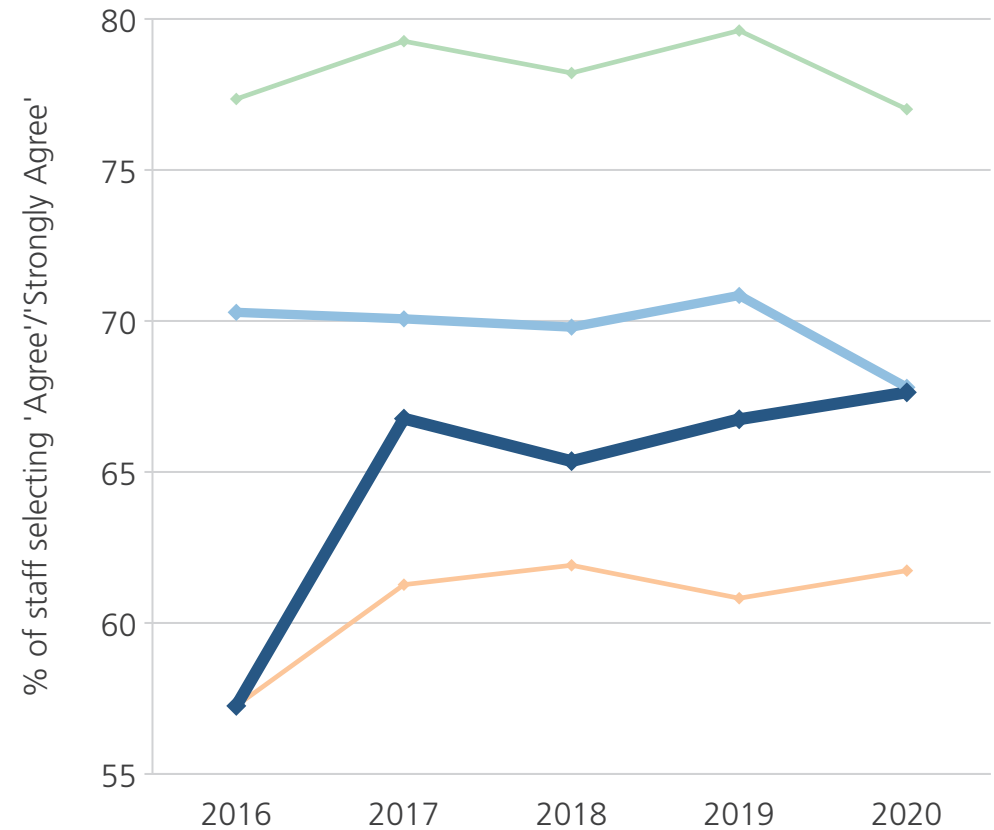
The team I work in has a set of shared objectives



Best	80.3%	81.7%	81.7%	82.7%	82.7%
Your org	69.9%	71.7%	72.1%	74.8%	75.2%
Average	74.2%	72.9%	75.5%	74.8%	75.0%
Worst	68.2%	70.1%	67.0%	69.3%	70.3%

Q4i

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



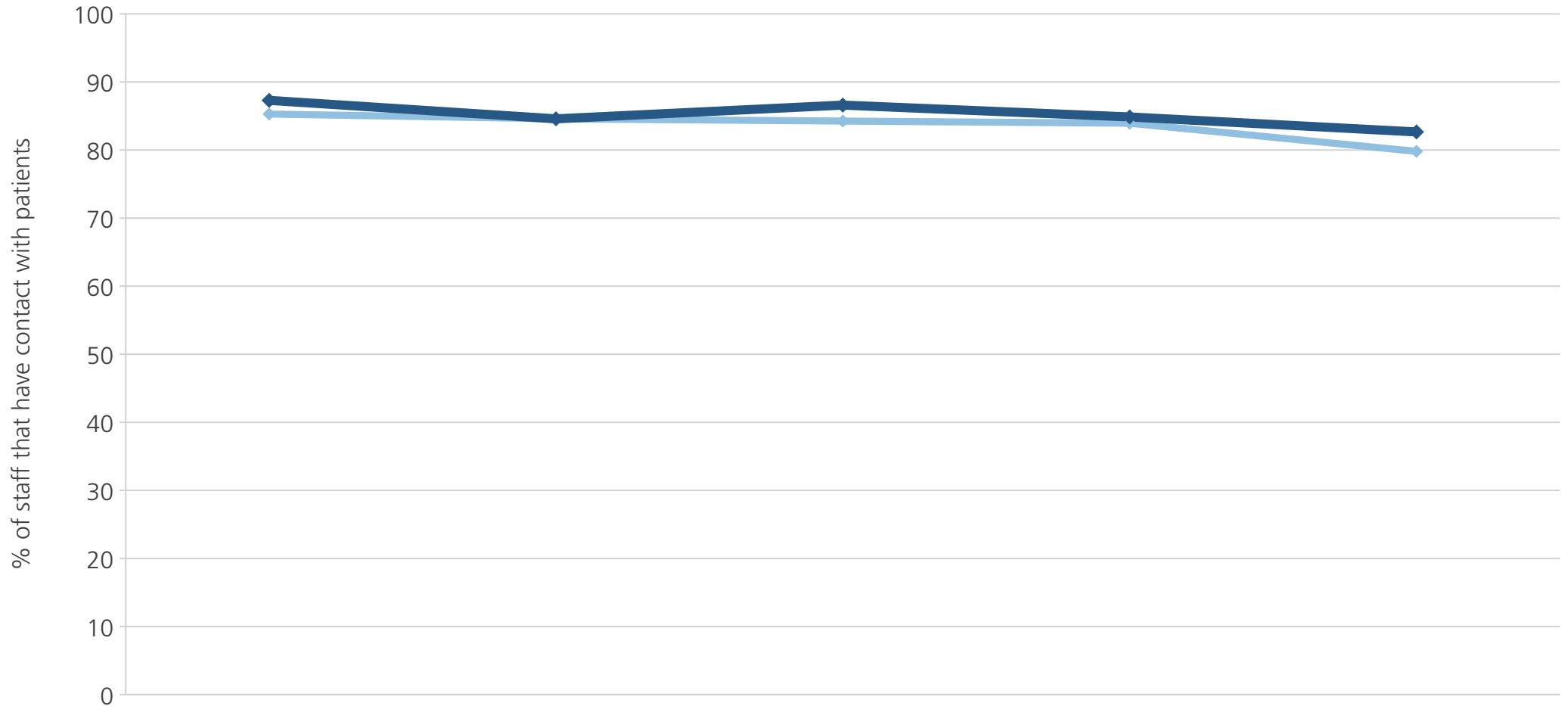
Best	77.4%	79.3%	78.2%	79.6%	77.0%
Your org	57.3%	66.8%	65.4%	66.7%	67.6%
Average	70.3%	70.1%	69.8%	70.8%	67.8%
Worst	57.3%	61.3%	61.9%	60.8%	61.7%

Question results

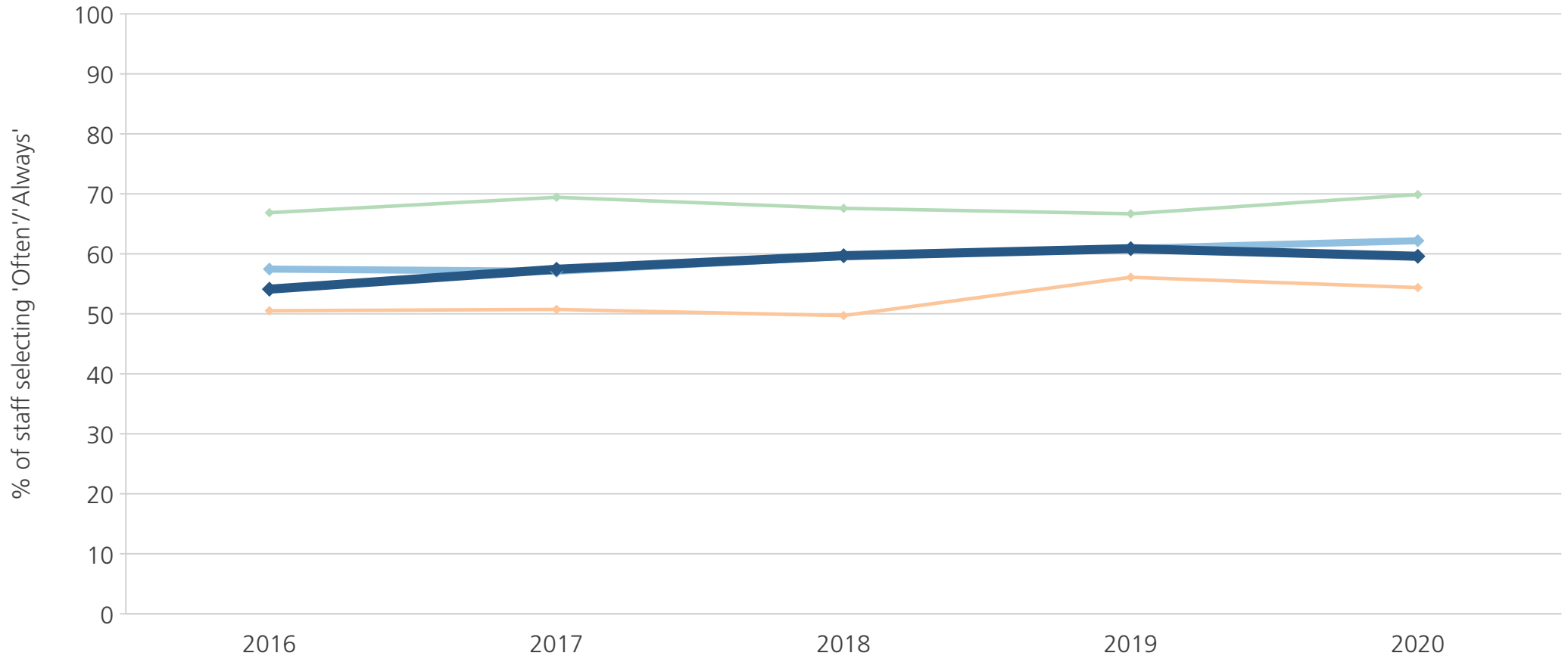
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results

Question results – Your job

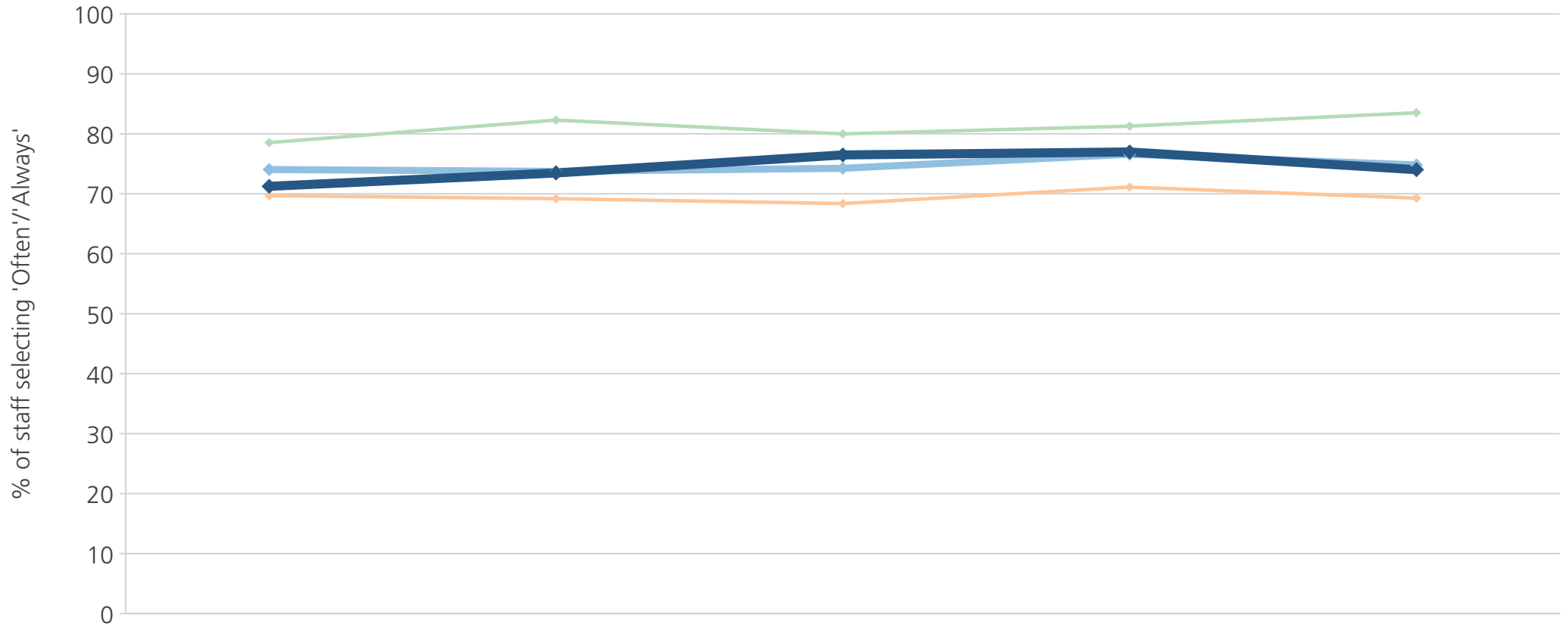
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



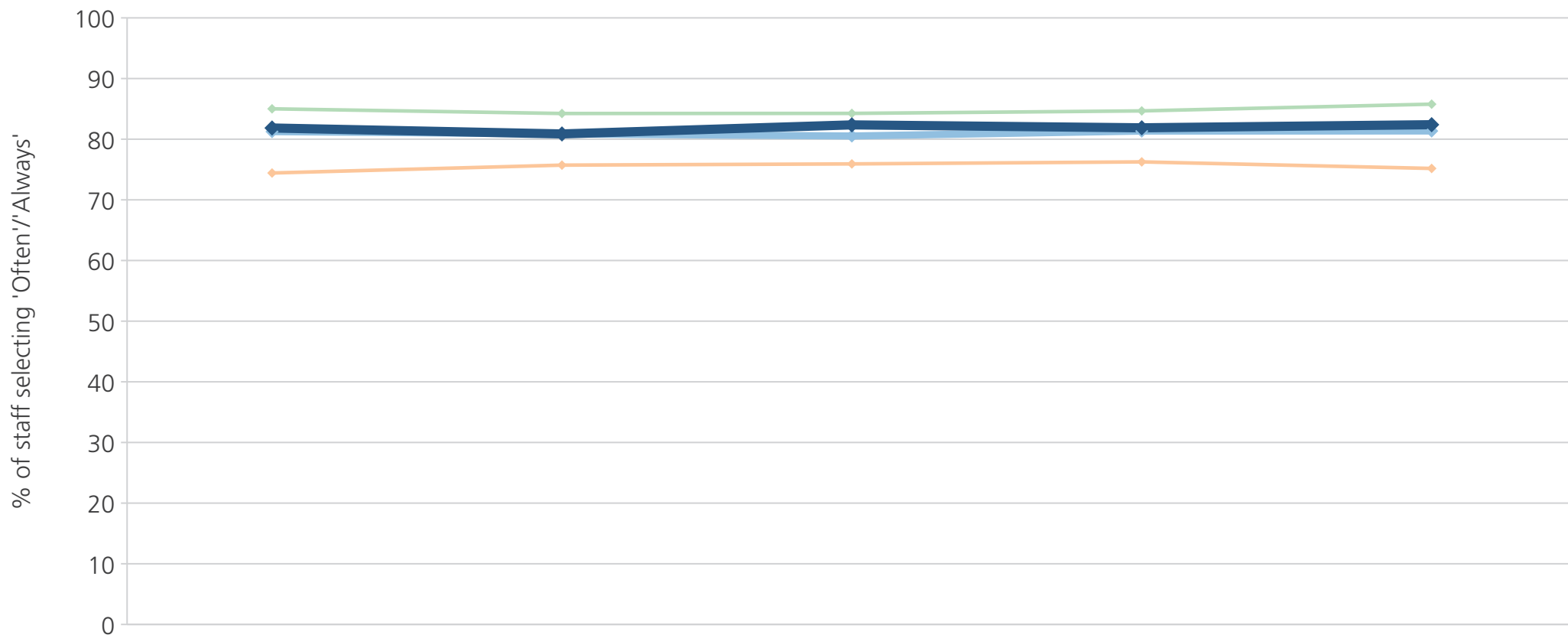
	2016	2017	2018	2019	2020
Your org	87.3%	84.6%	86.6%	84.9%	82.7%
Average	85.3%	84.6%	84.3%	83.9%	79.8%
Responses	1,346	1,161	1,194	1,222	1,257



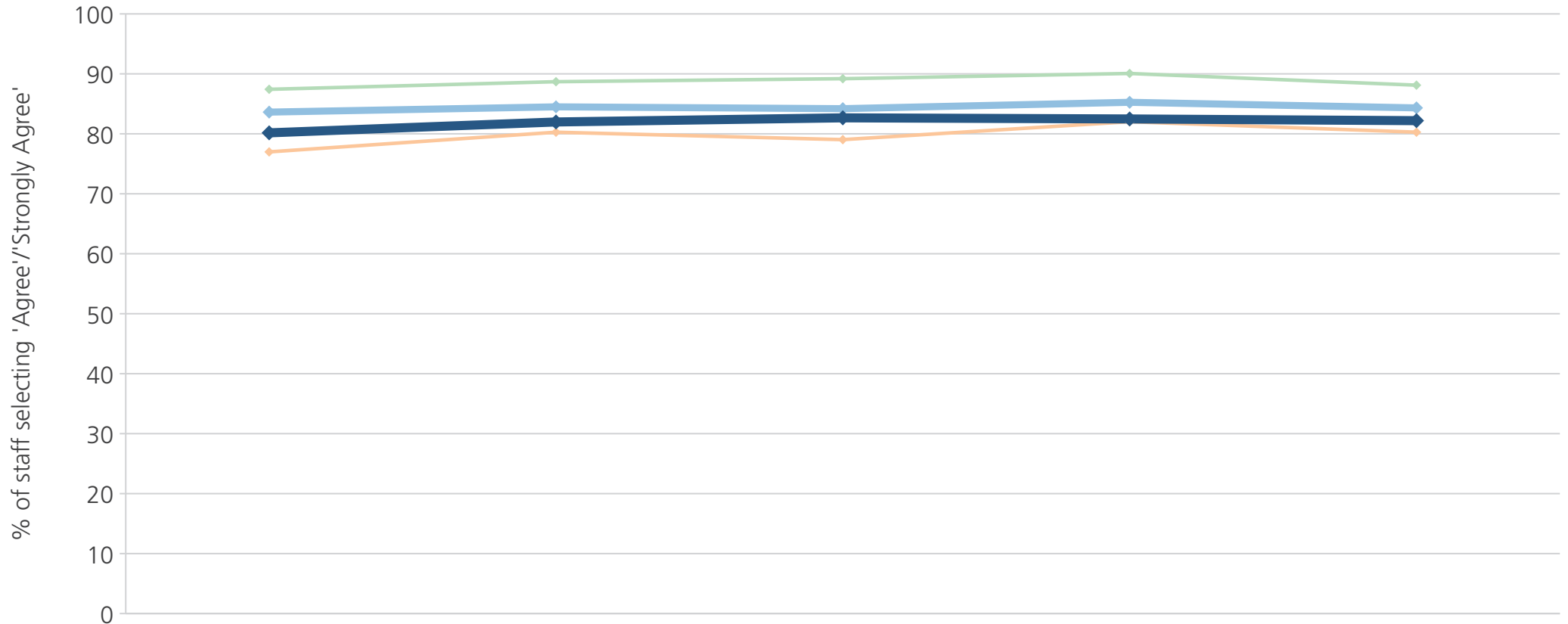
	2016	2017	2018	2019	2020
Best	66.9%	69.4%	67.6%	66.7%	69.9%
Your org	54.1%	57.4%	59.7%	60.9%	59.6%
Average	57.5%	57.1%	59.6%	60.9%	62.2%
Worst	50.5%	50.7%	49.7%	56.1%	54.4%
Responses	1,344	1,165	1,195	1,223	1,255



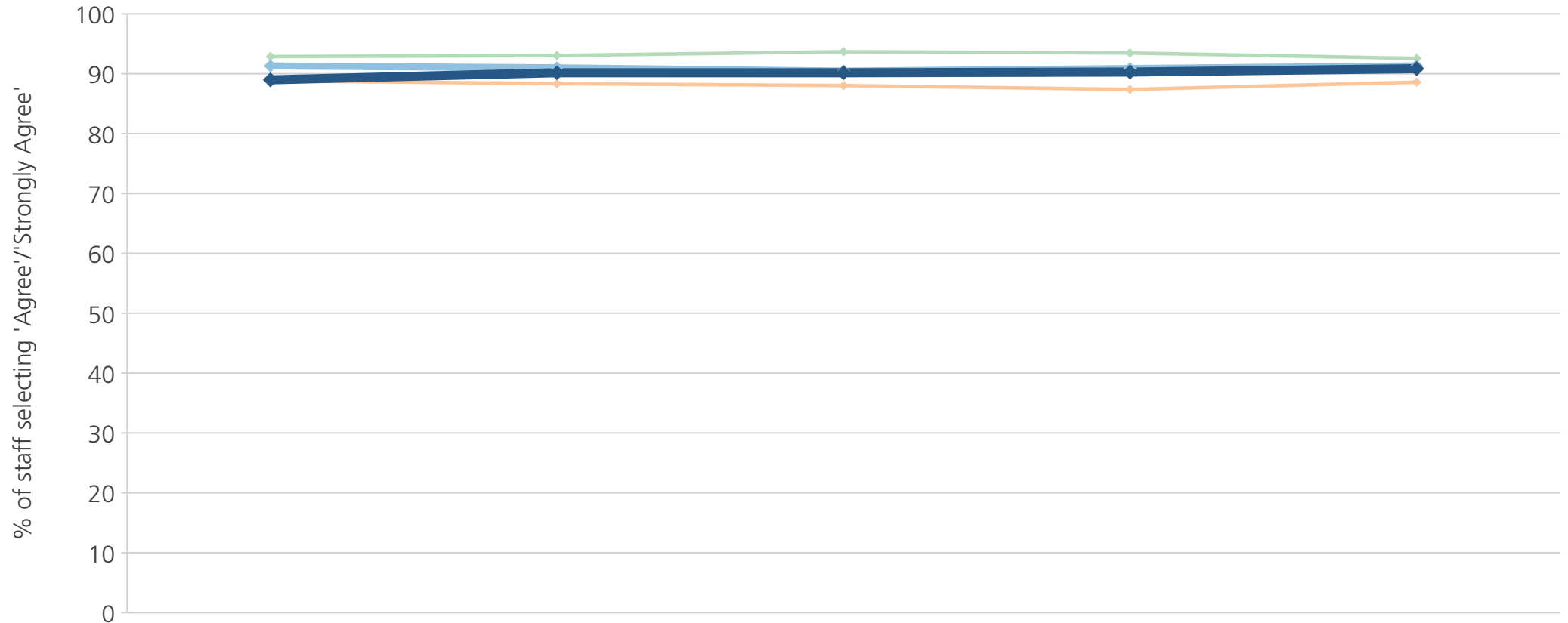
	2016	2017	2018	2019	2020
Best	78.5%	82.3%	80.0%	81.3%	83.5%
Your org	71.2%	73.5%	76.5%	77.0%	74.0%
Average	74.0%	73.7%	74.3%	76.6%	74.8%
Worst	69.7%	69.2%	68.4%	71.1%	69.3%
Responses	1,339	1,155	1,191	1,220	1,252



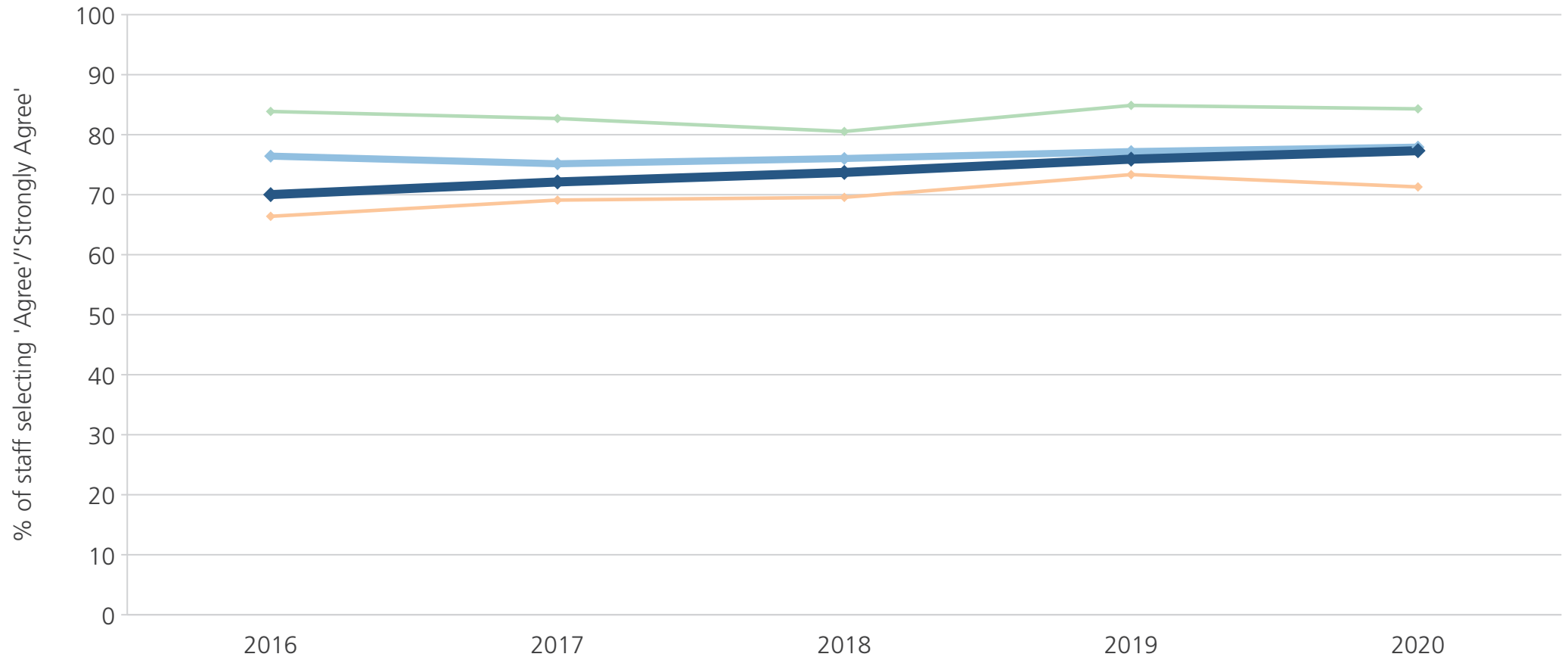
	2016	2017	2018	2019	2020
Best	85.0%	84.2%	84.3%	84.7%	85.8%
Your org	81.8%	80.9%	82.4%	81.9%	82.4%
Average	81.2%	80.9%	80.5%	81.3%	81.4%
Worst	74.4%	75.7%	75.9%	76.3%	75.2%
Responses	1,337	1,159	1,190	1,220	1,255



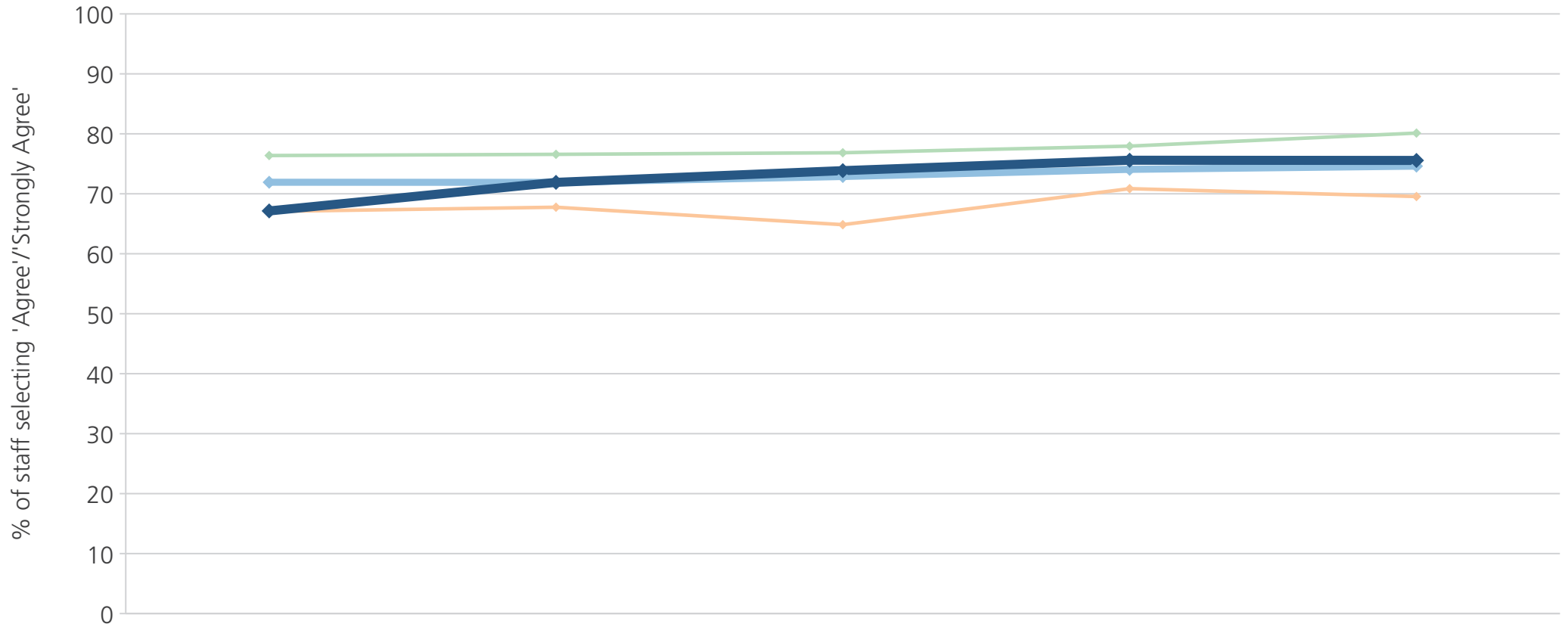
	2016	2017	2018	2019	2020
Best	87.4%	88.7%	89.2%	90.1%	88.1%
Your org	80.2%	82.0%	82.7%	82.5%	82.2%
Average	83.6%	84.5%	84.2%	85.3%	84.3%
Worst	77.0%	80.3%	79.0%	82.0%	80.3%
Responses	1,349	1,169	1,198	1,226	1,259



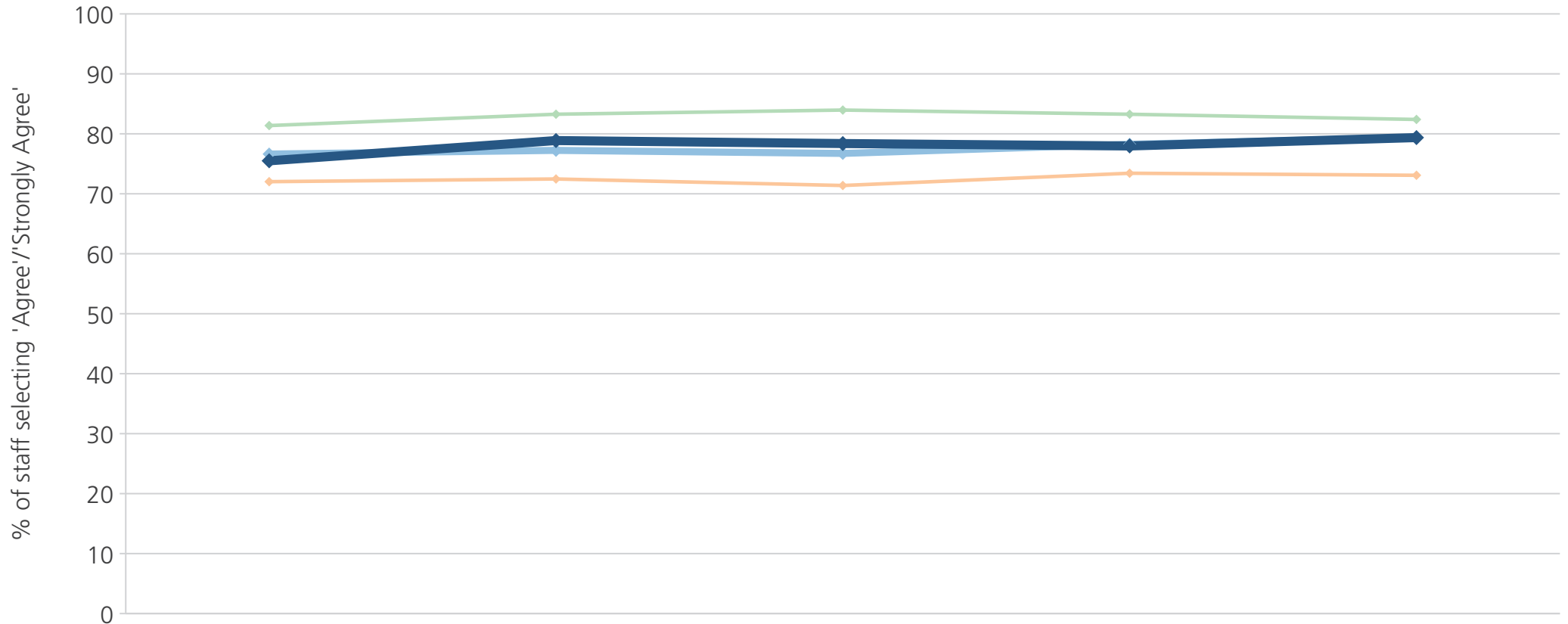
	2016	2017	2018	2019	2020
Best	92.9%	93.0%	93.7%	93.5%	92.6%
Your org	89.0%	90.2%	90.2%	90.3%	90.8%
Average	91.3%	91.0%	90.4%	90.9%	91.3%
Worst	88.8%	88.3%	88.0%	87.4%	88.6%
Responses	1,346	1,169	1,197	1,227	1,258



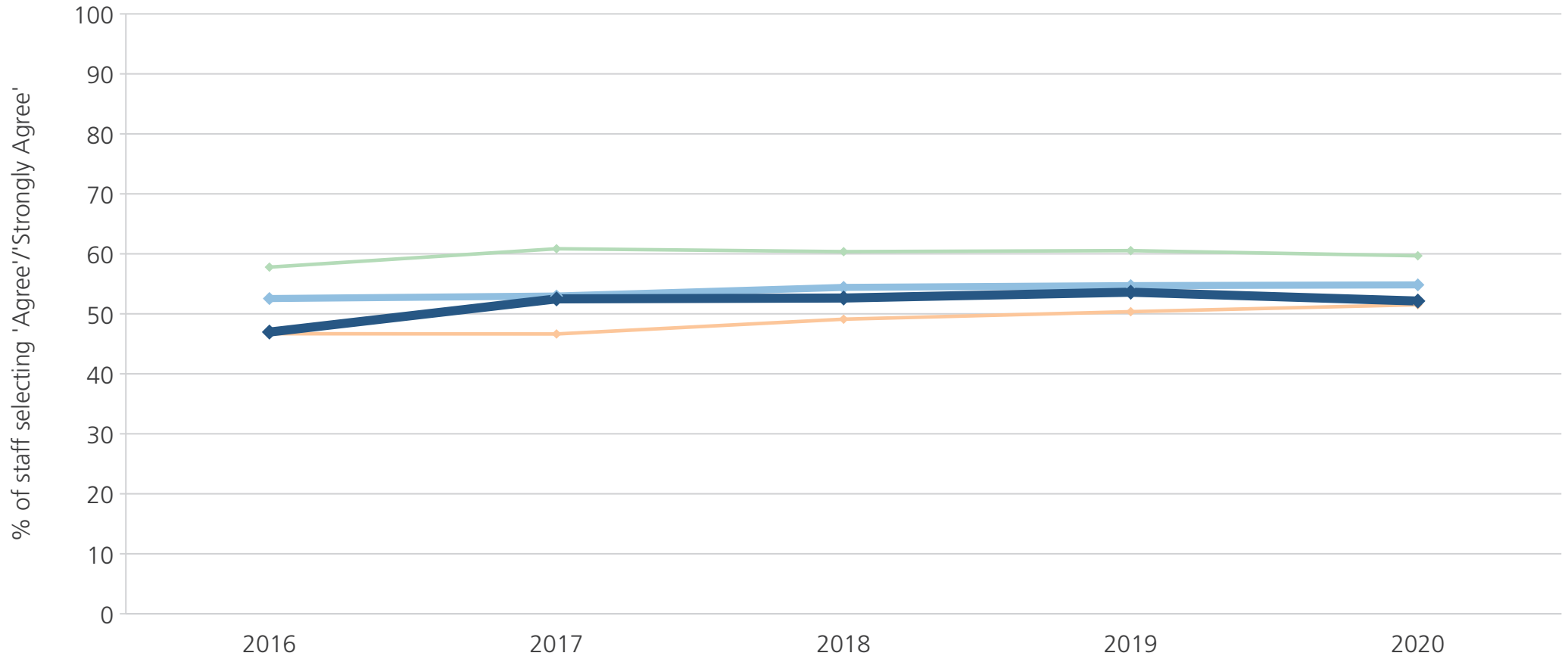
	2016	2017	2018	2019	2020
Best	83.9%	82.7%	80.5%	84.9%	84.3%
Your org	70.0%	72.1%	73.7%	75.9%	77.3%
Average	76.4%	75.1%	76.0%	77.2%	77.9%
Worst	66.4%	69.1%	69.6%	73.3%	71.3%
Responses	1,343	1,164	1,197	1,225	1,257



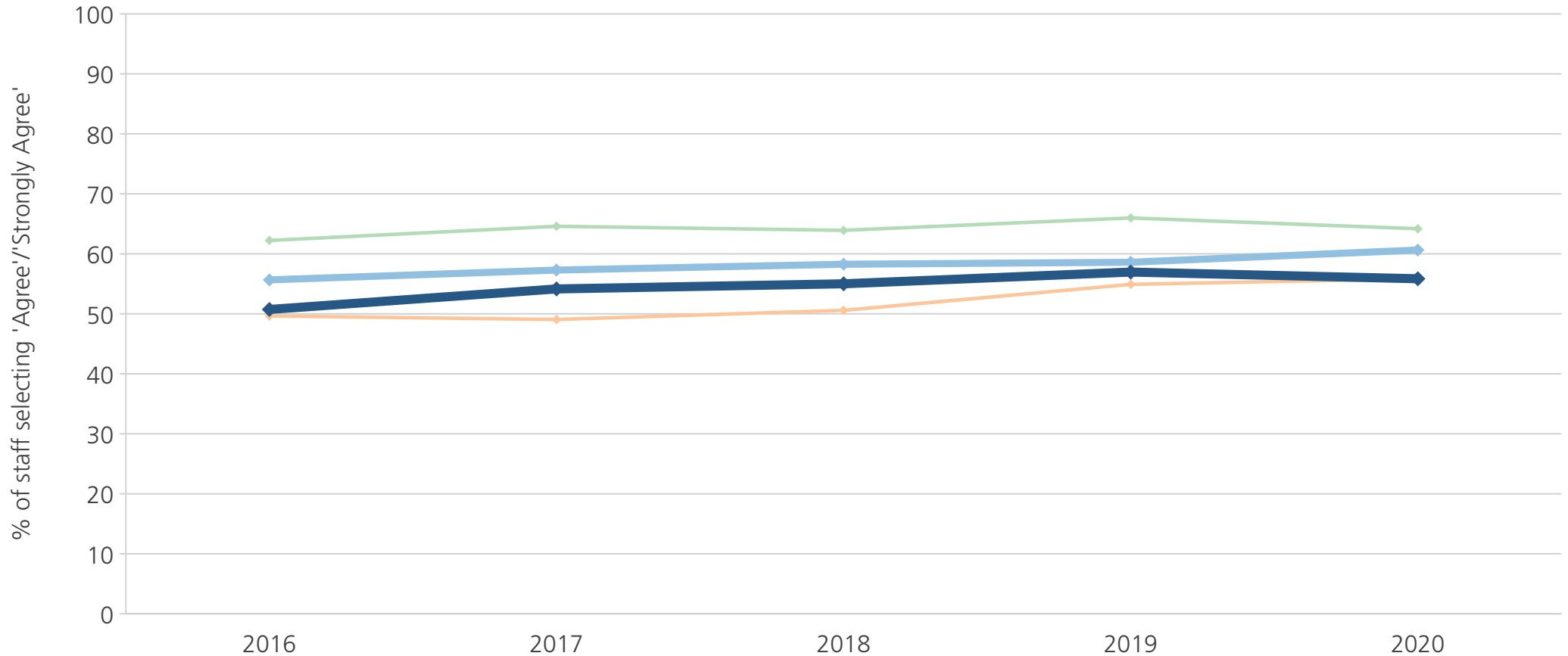
	2016	2017	2018	2019	2020
Best	76.4%	76.6%	76.8%	77.9%	80.1%
Your org	67.1%	71.9%	73.9%	75.6%	75.6%
Average	71.9%	71.9%	72.9%	74.1%	74.6%
Worst	67.1%	67.8%	64.8%	70.9%	69.5%
Responses	1,345	1,169	1,200	1,228	1,263



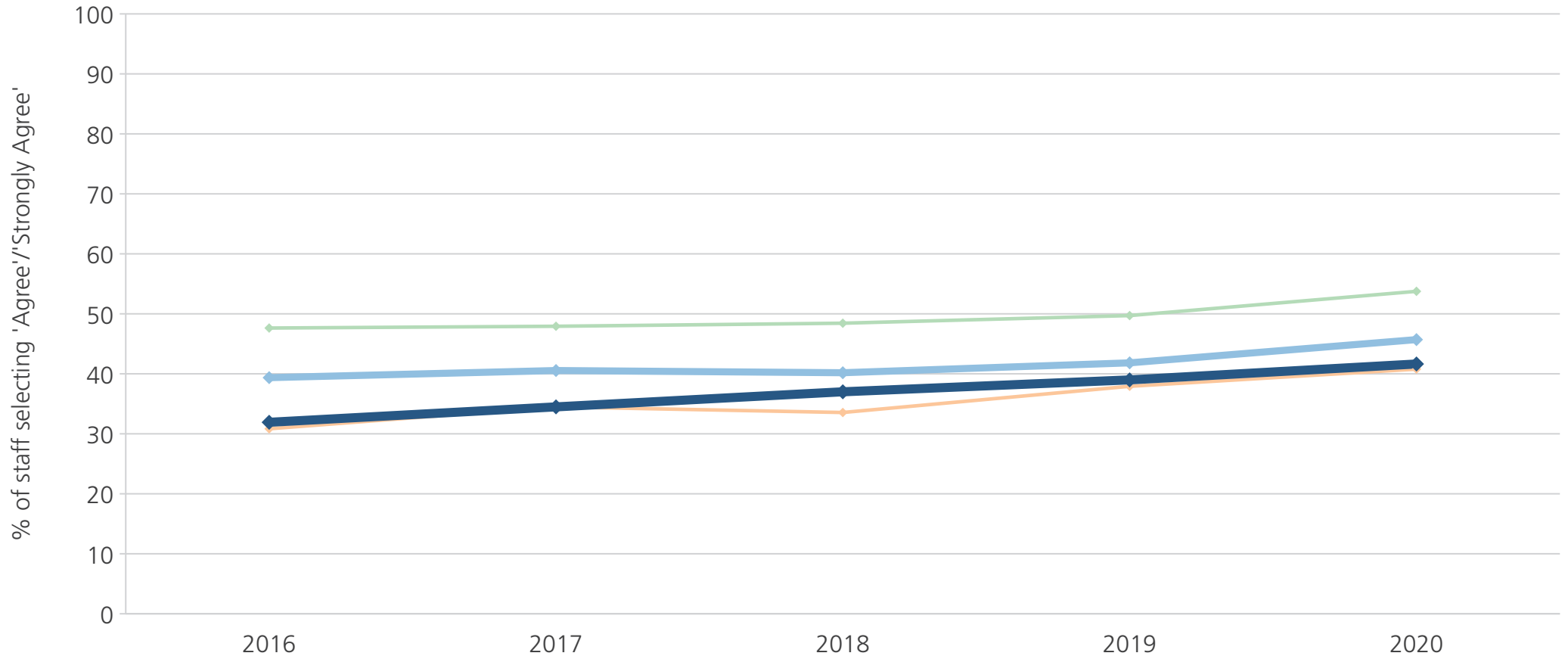
	2016	2017	2018	2019	2020
Best	81.4%	83.3%	84.0%	83.3%	82.4%
Your org	75.5%	78.9%	78.4%	78.0%	79.4%
Average	76.6%	77.2%	76.7%	78.3%	79.4%
Worst	72.0%	72.5%	71.4%	73.4%	73.1%
Responses	1,346	1,166	1,201	1,228	1,260



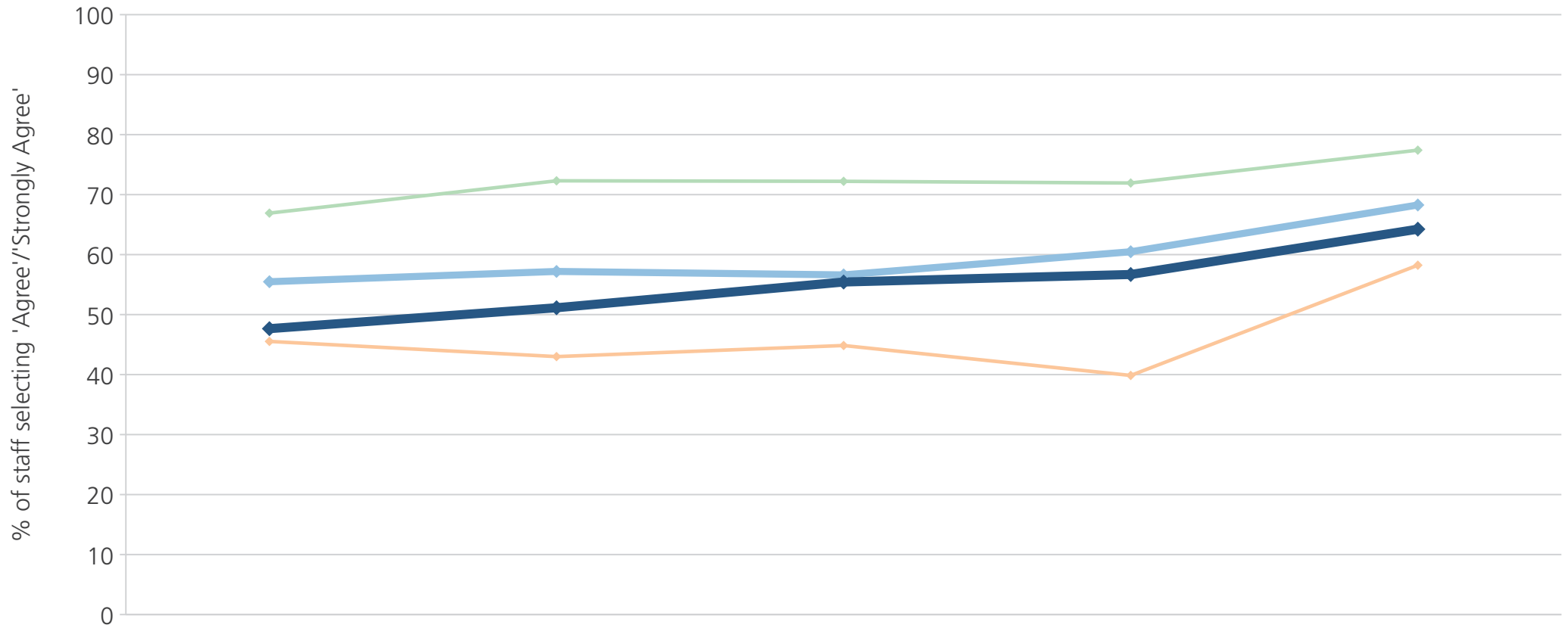
	2016	2017	2018	2019	2020
Best	57.8%	60.8%	60.4%	60.5%	59.7%
Your org	47.0%	52.5%	52.6%	53.6%	52.1%
Average	52.5%	53.0%	54.4%	54.7%	54.8%
Worst	46.7%	46.6%	49.1%	50.4%	51.5%
Responses	1,344	1,164	1,200	1,225	1,257



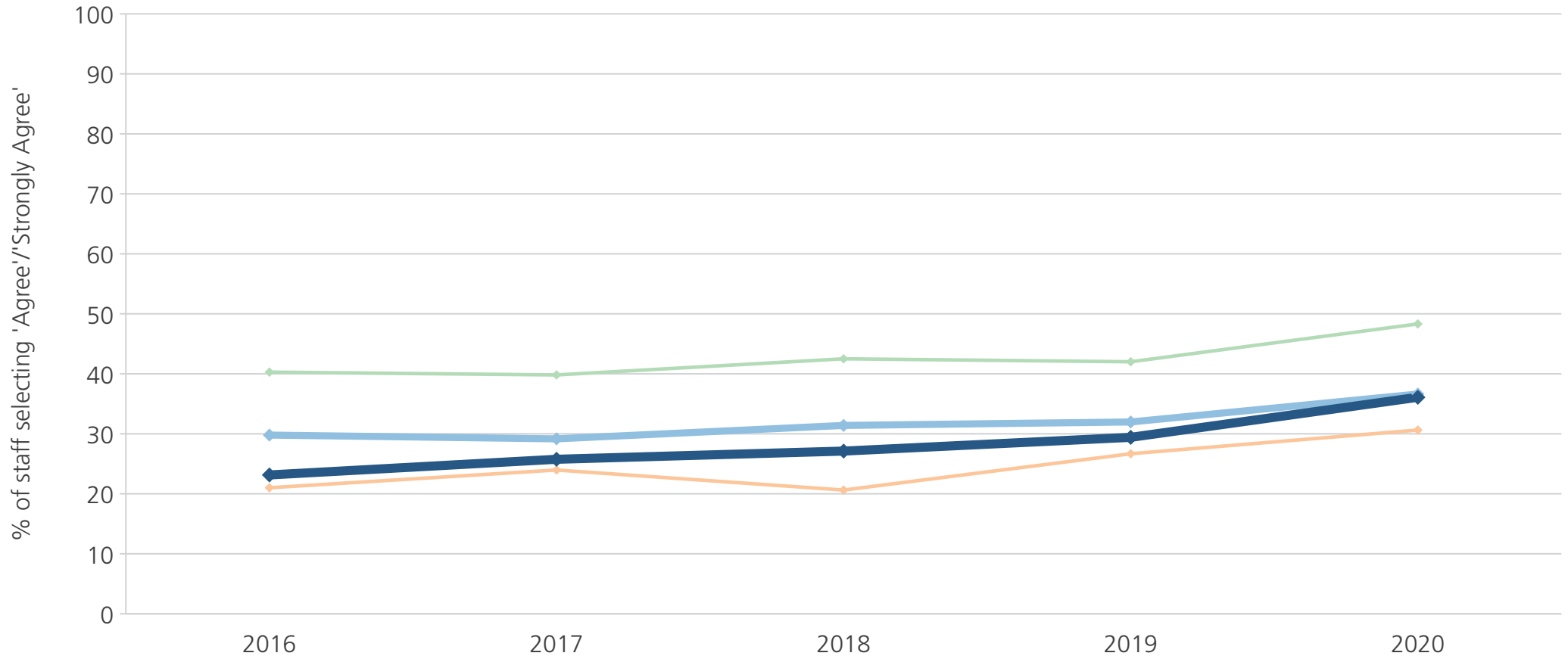
	2016	2017	2018	2019	2020
Best	62.2%	64.6%	63.9%	66.0%	64.2%
Your org	50.7%	54.2%	55.0%	57.0%	55.8%
Average	55.7%	57.3%	58.3%	58.6%	60.6%
Worst	49.6%	49.1%	50.6%	54.9%	55.8%
Responses	1,337	1,165	1,194	1,225	1,258



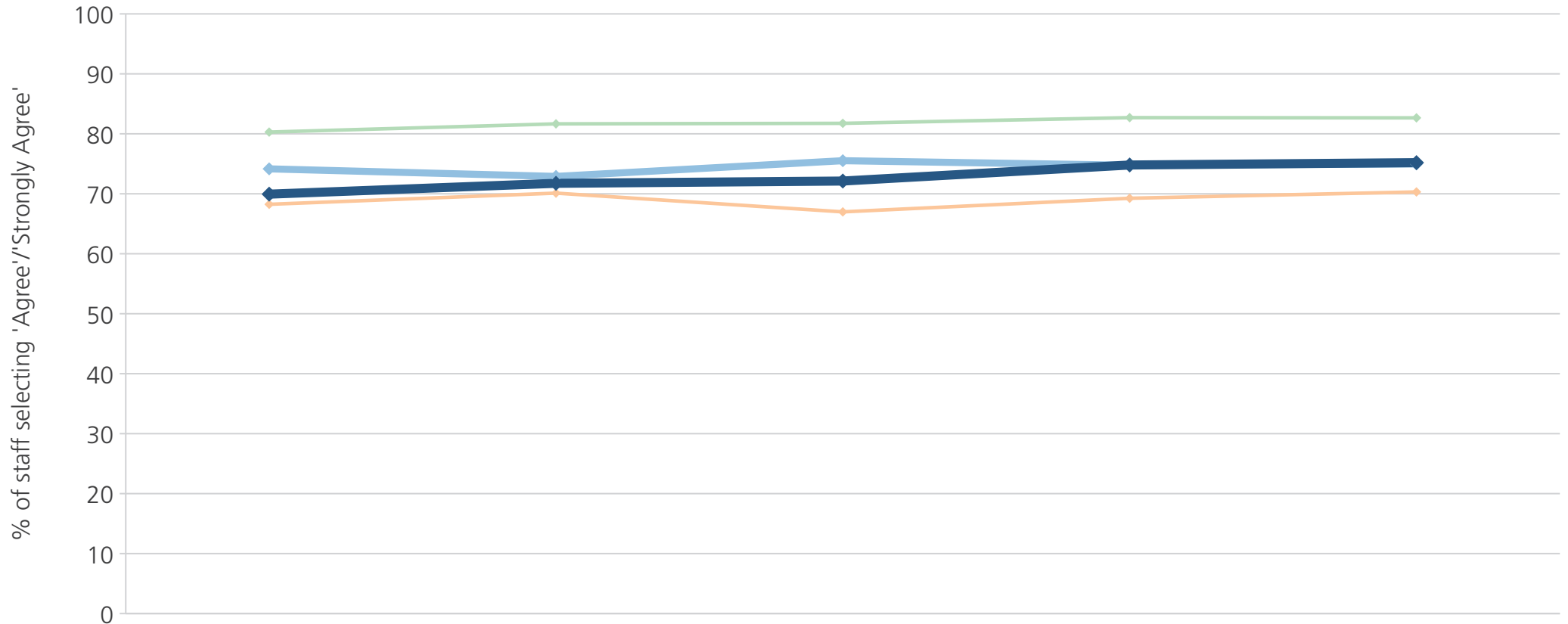
	2016	2017	2018	2019	2020
Best	47.6%	47.9%	48.4%	49.7%	53.8%
Your org	31.9%	34.5%	37.0%	39.0%	41.6%
Average	39.4%	40.5%	40.2%	41.8%	45.7%
Worst	30.8%	34.5%	33.6%	37.9%	40.8%
Responses	1,341	1,165	1,196	1,225	1,256



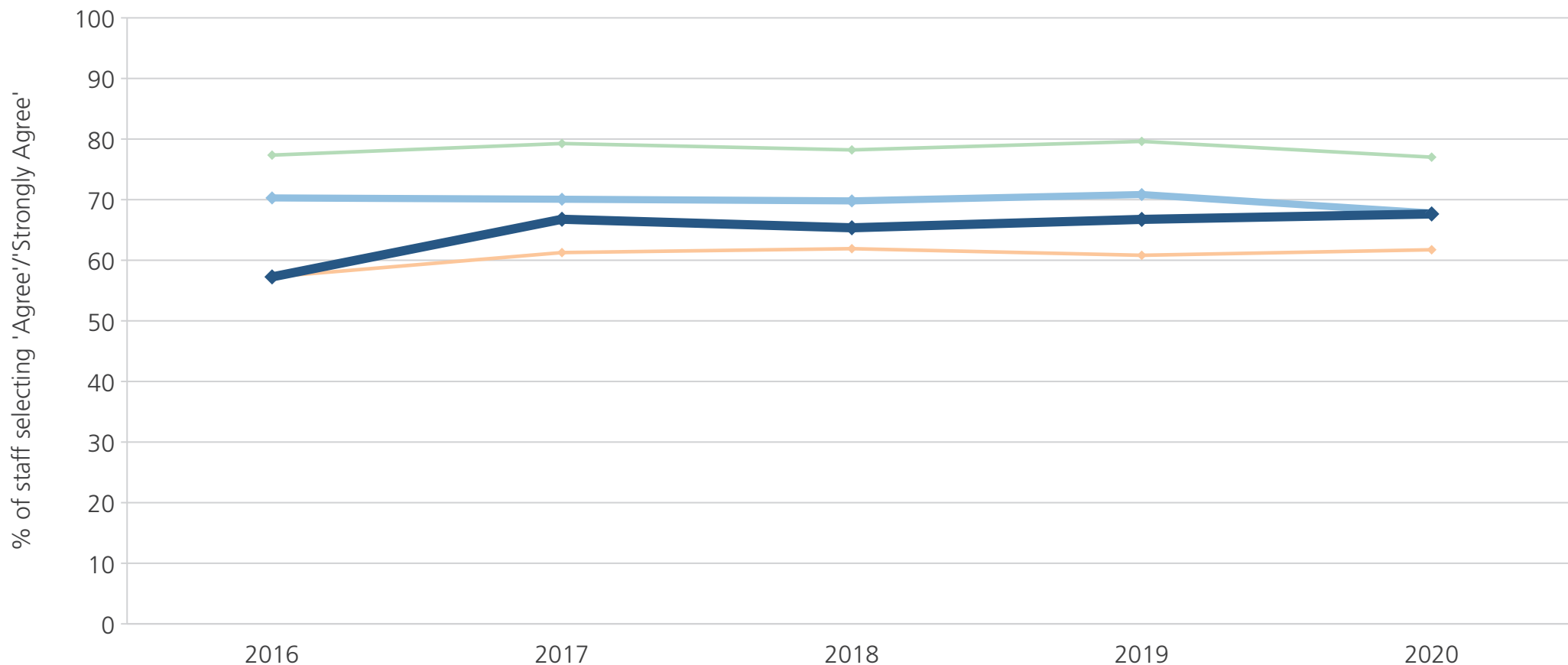
	2016	2017	2018	2019	2020
Best	66.9%	72.3%	72.2%	71.9%	77.4%
Your org	47.7%	51.1%	55.4%	56.7%	64.2%
Average	55.5%	57.2%	56.6%	60.5%	68.3%
Worst	45.5%	43.0%	44.8%	39.9%	58.2%
Responses	1,336	1,168	1,199	1,226	1,255



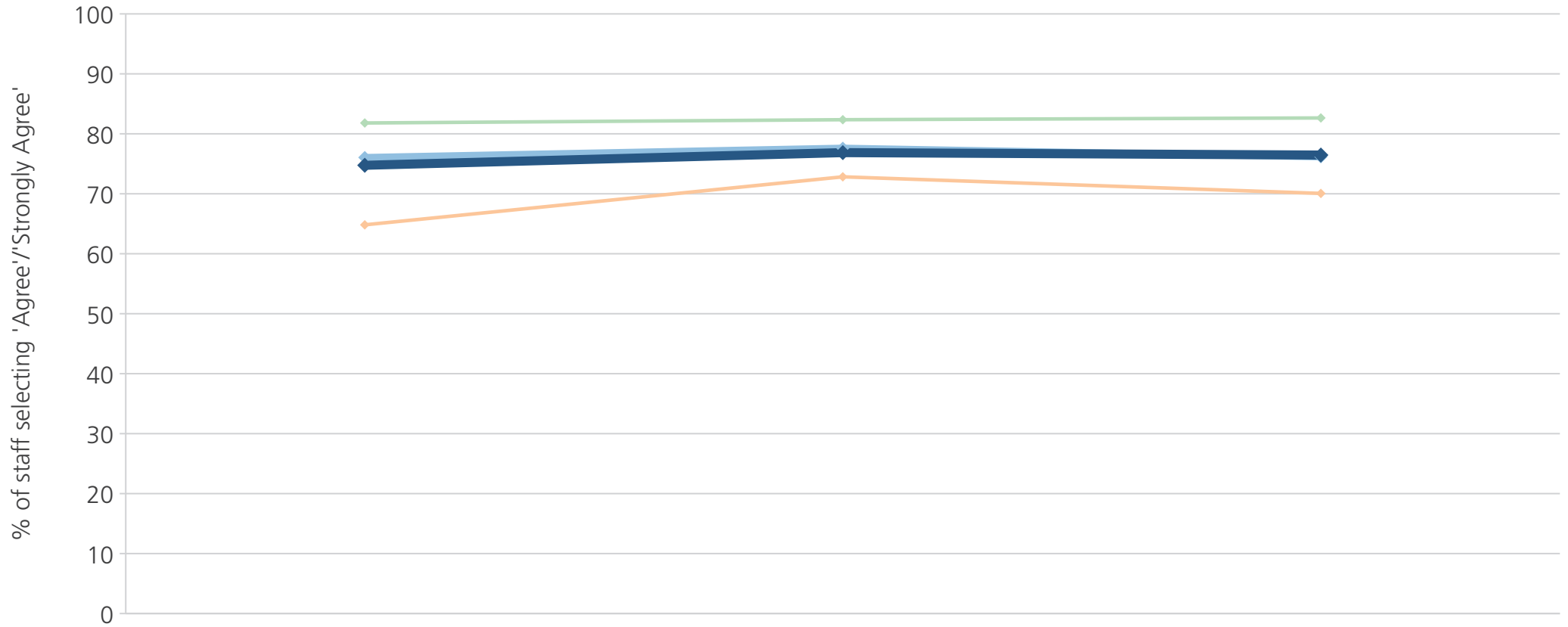
	2016	2017	2018	2019	2020
Best	40.3%	39.8%	42.5%	42.0%	48.3%
Your org	23.1%	25.8%	27.1%	29.4%	36.1%
Average	29.8%	29.2%	31.4%	32.0%	36.6%
Worst	21.0%	24.0%	20.6%	26.7%	30.6%
Responses	1,342	1,164	1,196	1,222	1,262



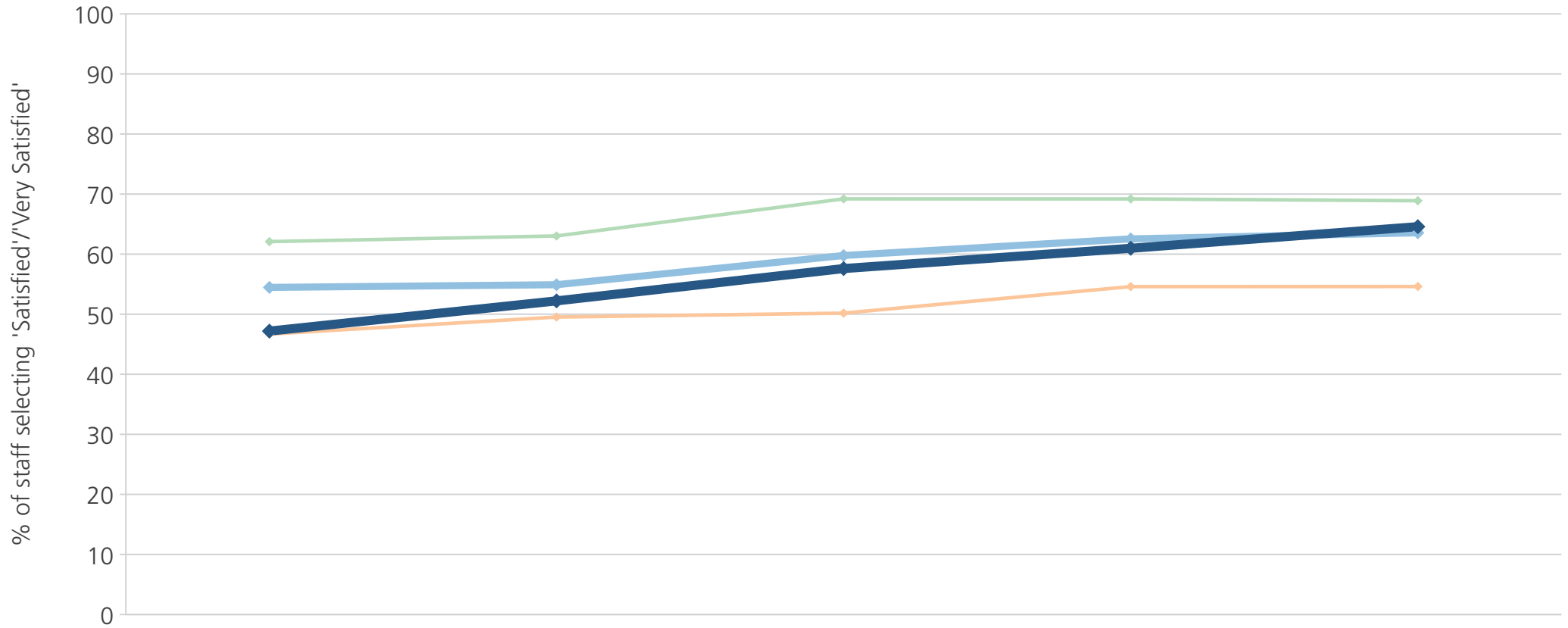
	2016	2017	2018	2019	2020
Best	80.3%	81.7%	81.7%	82.7%	82.7%
Your org	69.9%	71.7%	72.1%	74.8%	75.2%
Average	74.2%	72.9%	75.5%	74.8%	75.0%
Worst	68.2%	70.1%	67.0%	69.3%	70.3%
Responses	1,339	1,163	1,192	1,226	1,260



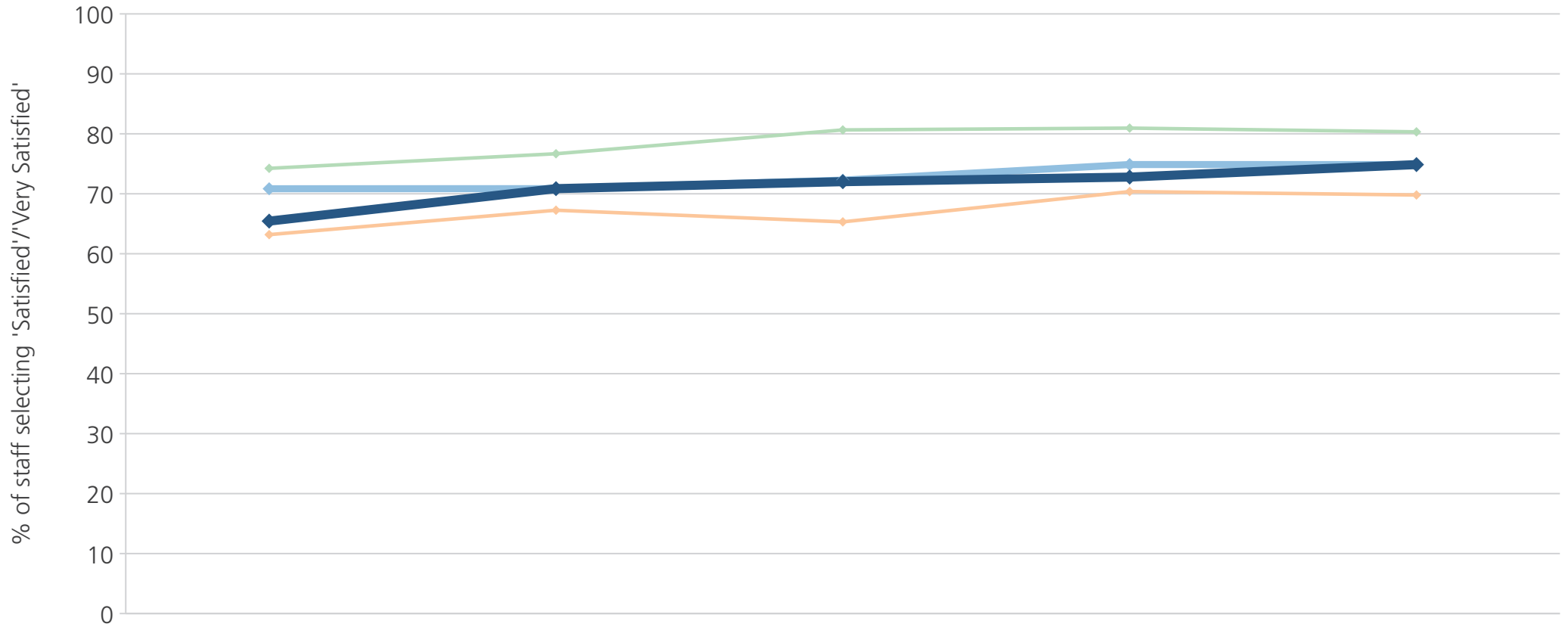
	2016	2017	2018	2019	2020
Best	77.4%	79.3%	78.2%	79.6%	77.0%
Your org	57.3%	66.8%	65.4%	66.7%	67.6%
Average	70.3%	70.1%	69.8%	70.8%	67.8%
Worst	57.3%	61.3%	61.9%	60.8%	61.7%
Responses	1,333	1,164	1,199	1,229	1,258



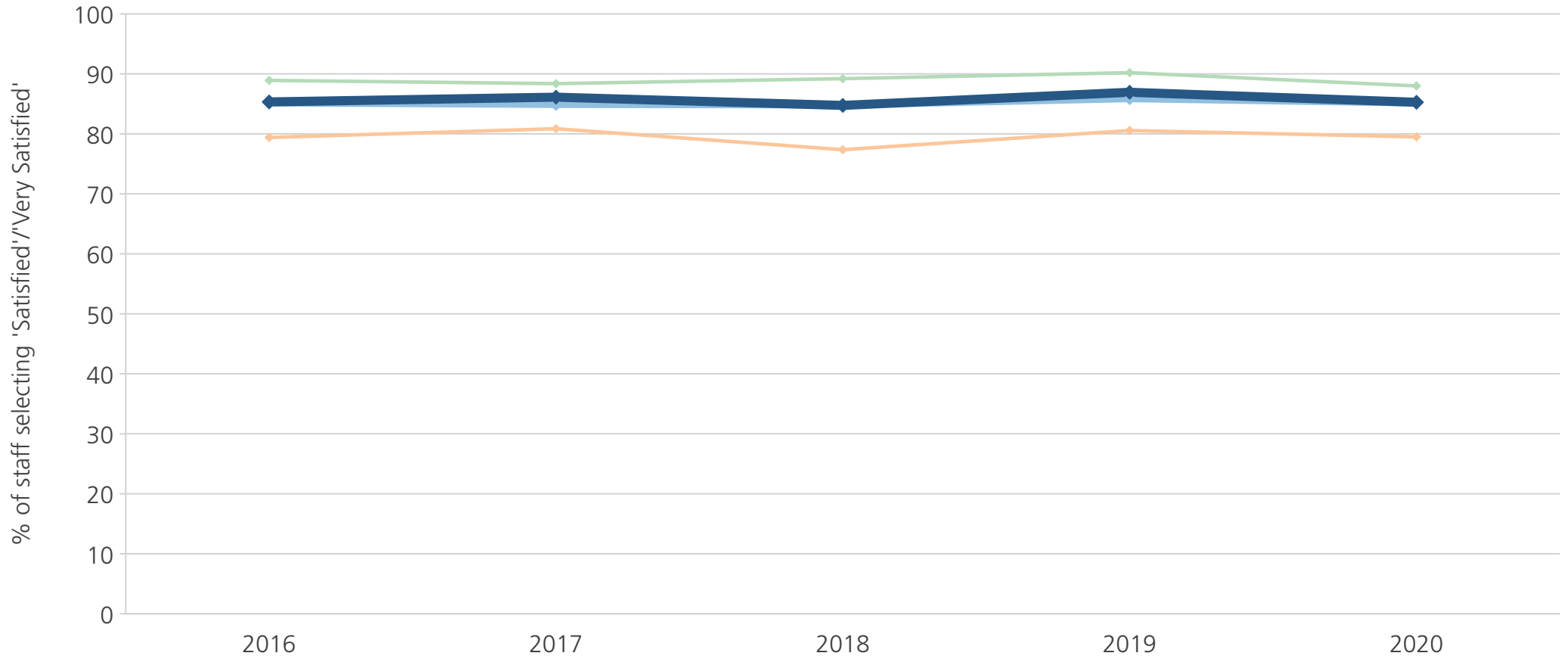
	2018	2019	2020
Best	81.8%	82.4%	82.6%
Your org	74.8%	76.9%	76.5%
Average	76.1%	77.6%	76.2%
Worst	64.8%	72.8%	70.1%
Responses	1,197	1,228	1,257



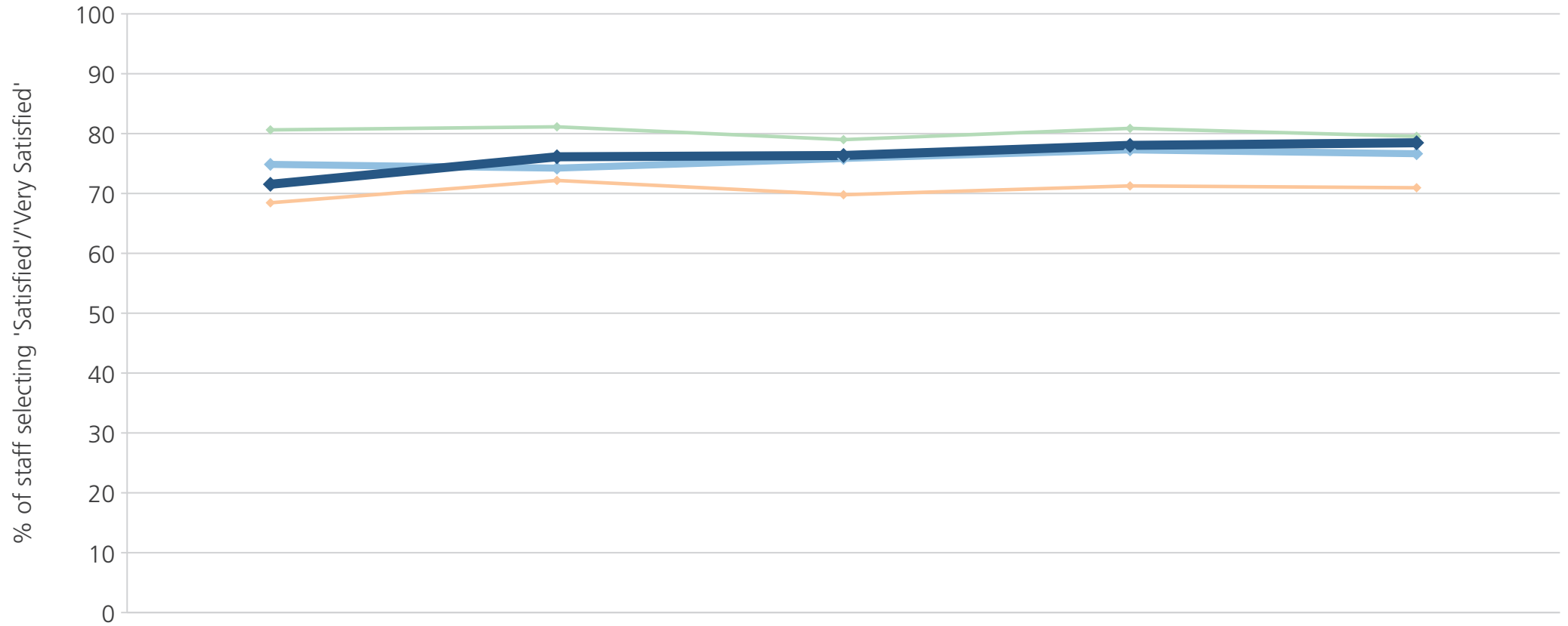
	2016	2017	2018	2019	2020
Best	62.1%	63.0%	69.2%	69.2%	68.9%
Your org	47.2%	52.2%	57.6%	61.0%	64.6%
Average	54.5%	54.9%	59.8%	62.5%	63.6%
Worst	46.7%	49.5%	50.2%	54.6%	54.6%
Responses	1,345	1,169	1,189	1,228	1,263



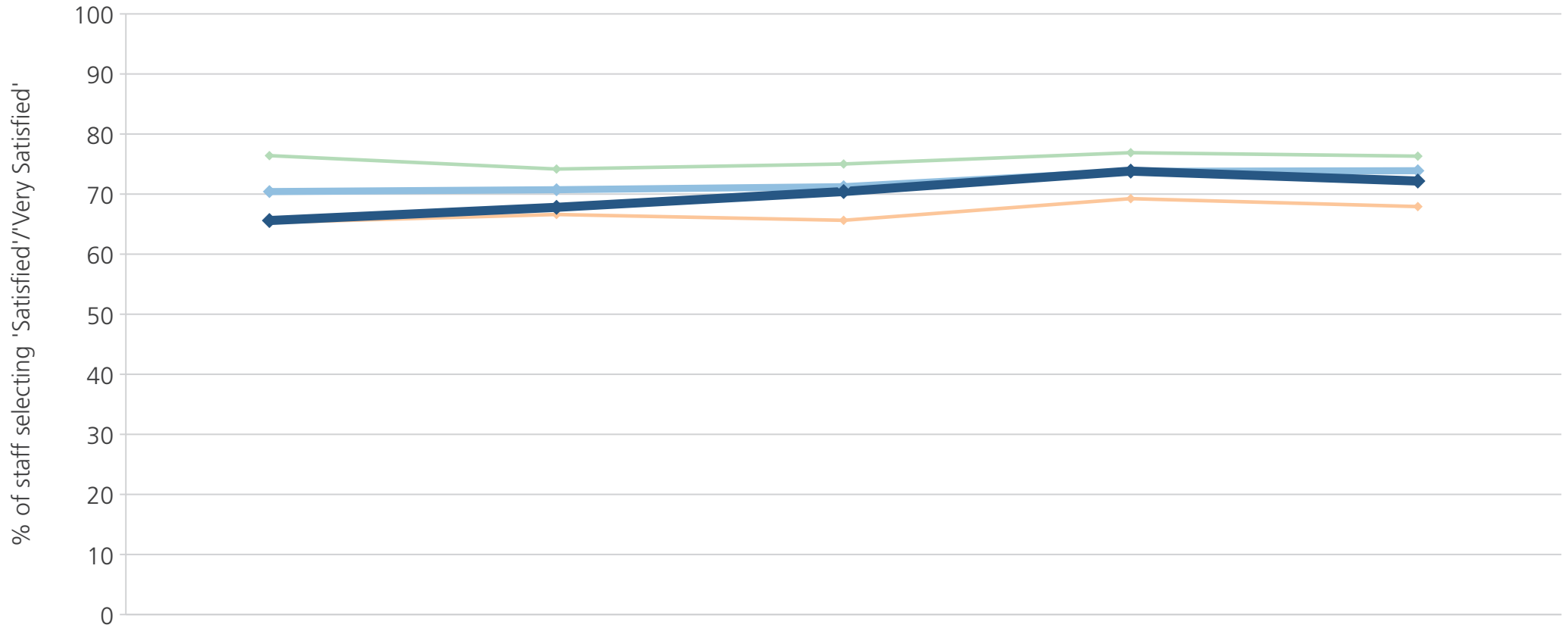
	2016	2017	2018	2019	2020
Best	74.2%	76.7%	80.6%	81.0%	80.3%
Your org	65.4%	70.9%	72.0%	72.8%	74.9%
Average	70.8%	70.9%	72.3%	74.9%	74.9%
Worst	63.2%	67.3%	65.3%	70.4%	69.8%
Responses	1,345	1,168	1,195	1,225	1,264



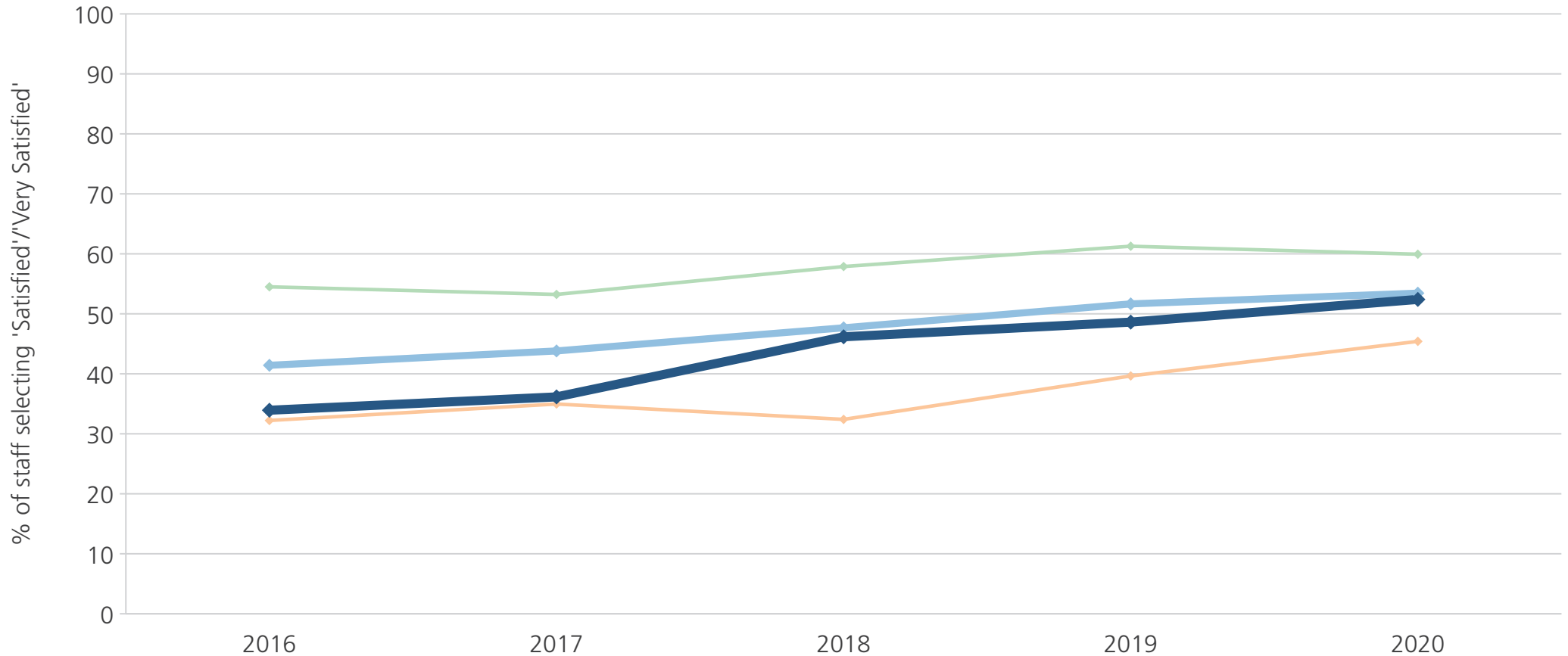
	2016	2017	2018	2019	2020
Best	88.9%	88.4%	89.2%	90.2%	88.0%
Your org	85.3%	86.1%	84.7%	86.9%	85.3%
Average	85.2%	84.9%	84.8%	85.9%	85.1%
Worst	79.4%	80.9%	77.4%	80.6%	79.5%
Responses	1,347	1,167	1,198	1,225	1,257



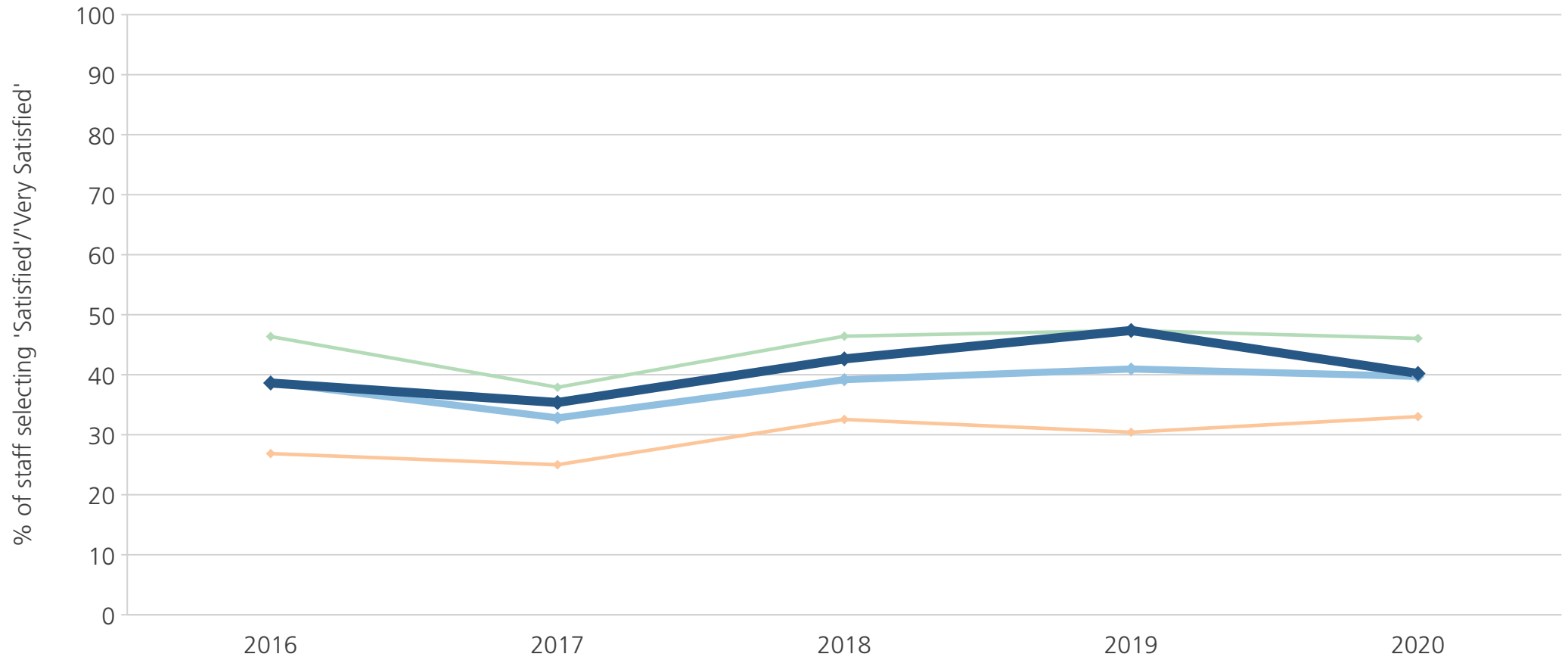
	2016	2017	2018	2019	2020
Best	80.6%	81.1%	79.0%	80.9%	79.5%
Your org	71.5%	76.1%	76.3%	78.0%	78.5%
Average	74.9%	74.2%	75.8%	77.3%	76.6%
Worst	68.4%	72.2%	69.8%	71.3%	71.0%
Responses	1,345	1,170	1,198	1,225	1,263



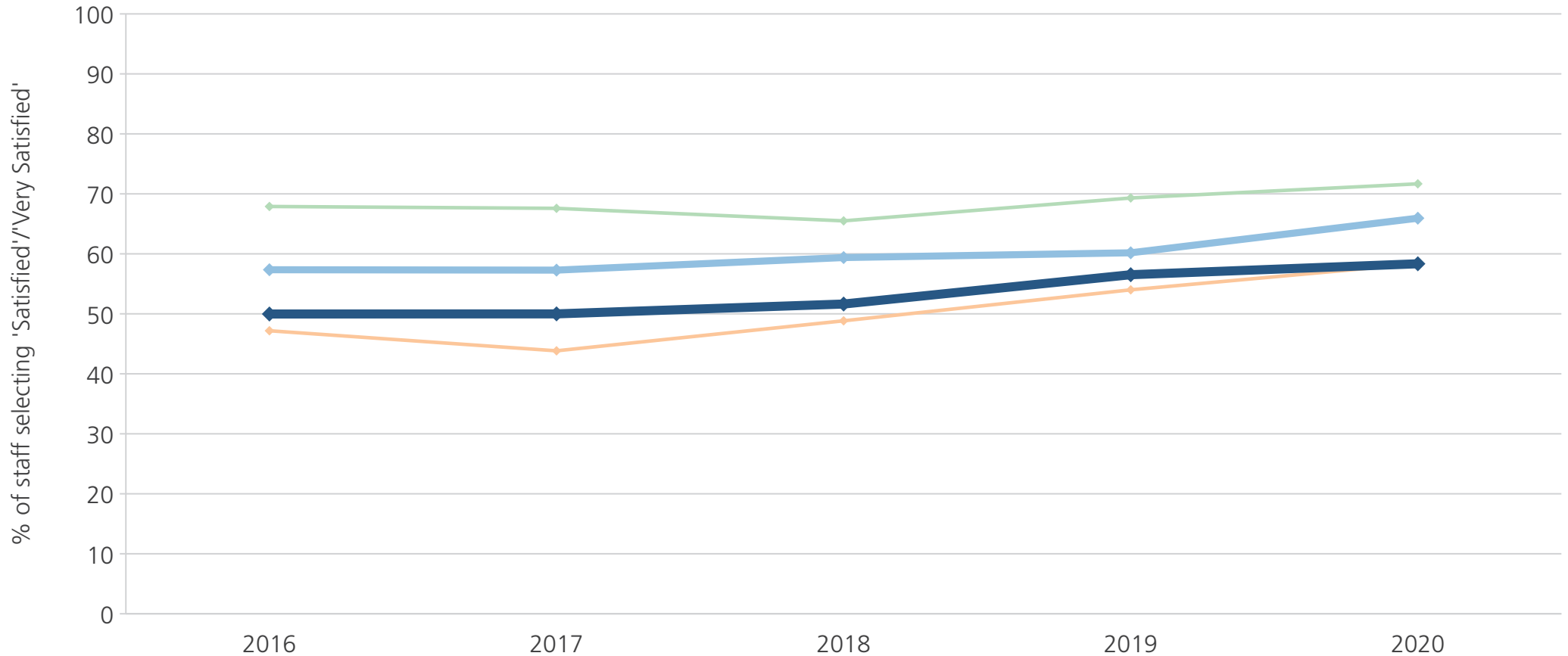
	2016	2017	2018	2019	2020
Best	76.4%	74.2%	75.0%	76.9%	76.3%
Your org	65.6%	67.8%	70.4%	73.8%	72.2%
Average	70.4%	70.7%	71.2%	73.8%	73.9%
Worst	65.3%	66.6%	65.6%	69.2%	67.9%
Responses	1,345	1,171	1,197	1,224	1,258



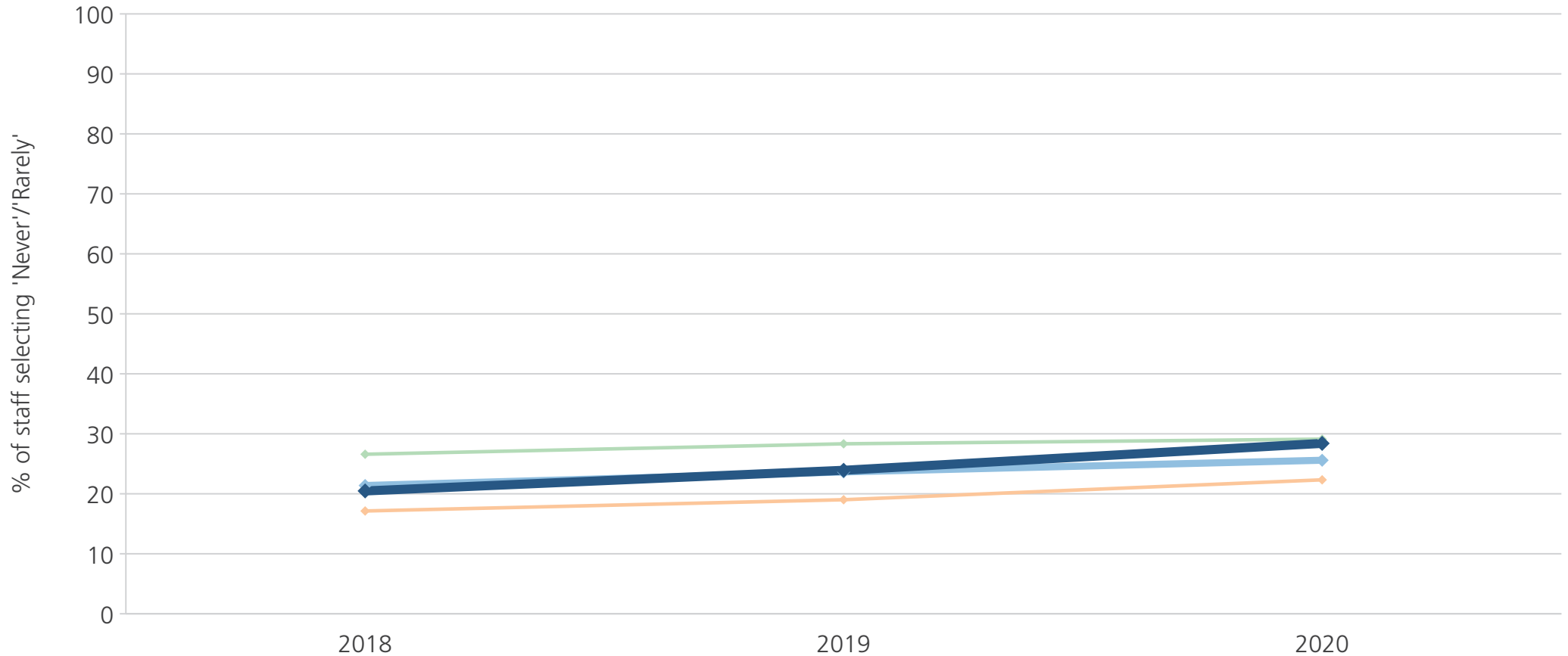
	2016	2017	2018	2019	2020
Best	54.5%	53.2%	57.9%	61.3%	59.9%
Your org	33.9%	36.2%	46.2%	48.6%	52.4%
Average	41.4%	43.8%	47.7%	51.7%	53.4%
Worst	32.2%	35.0%	32.4%	39.6%	45.4%
Responses	1,345	1,166	1,195	1,227	1,260



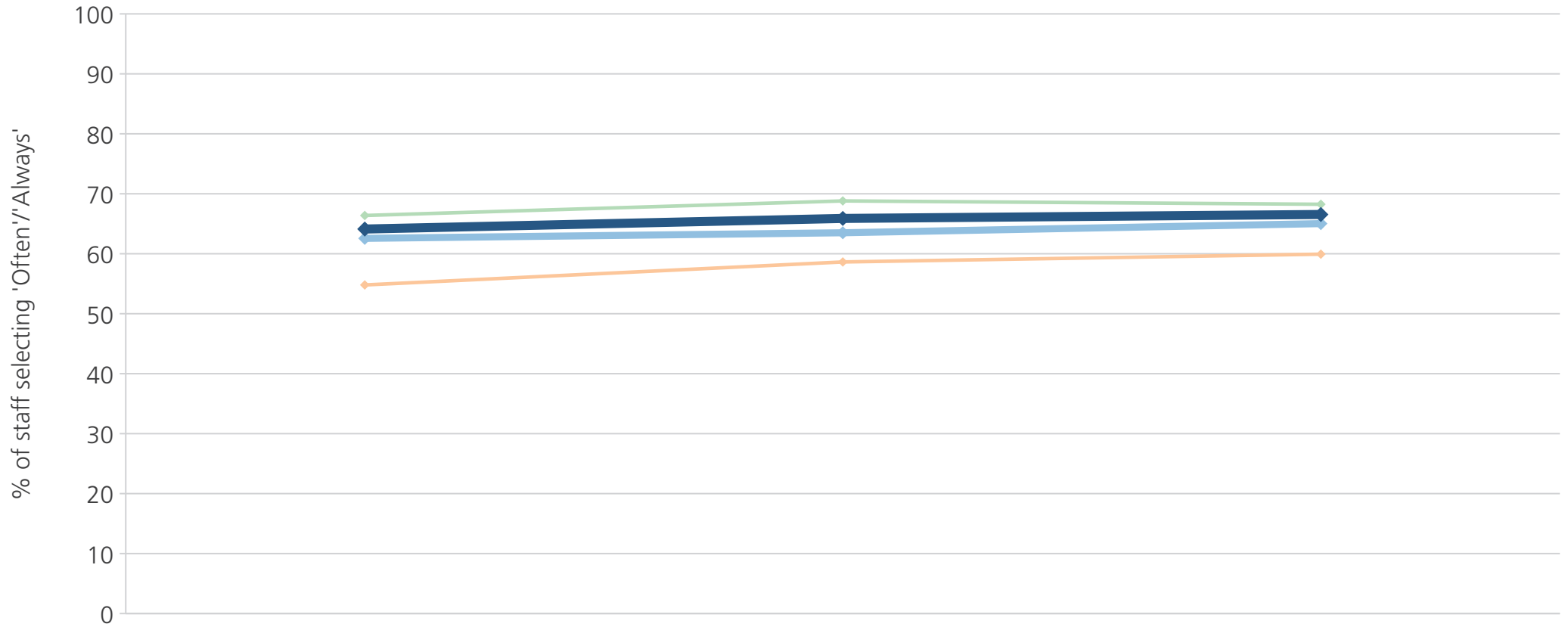
	2016	2017	2018	2019	2020
Best	46.4%	37.9%	46.4%	47.4%	46.1%
Your org	38.6%	35.4%	42.6%	47.4%	40.2%
Average	38.7%	32.8%	39.2%	41.0%	39.7%
Worst	26.9%	25.0%	32.5%	30.4%	33.0%
Responses	1,347	1,168	1,195	1,228	1,258



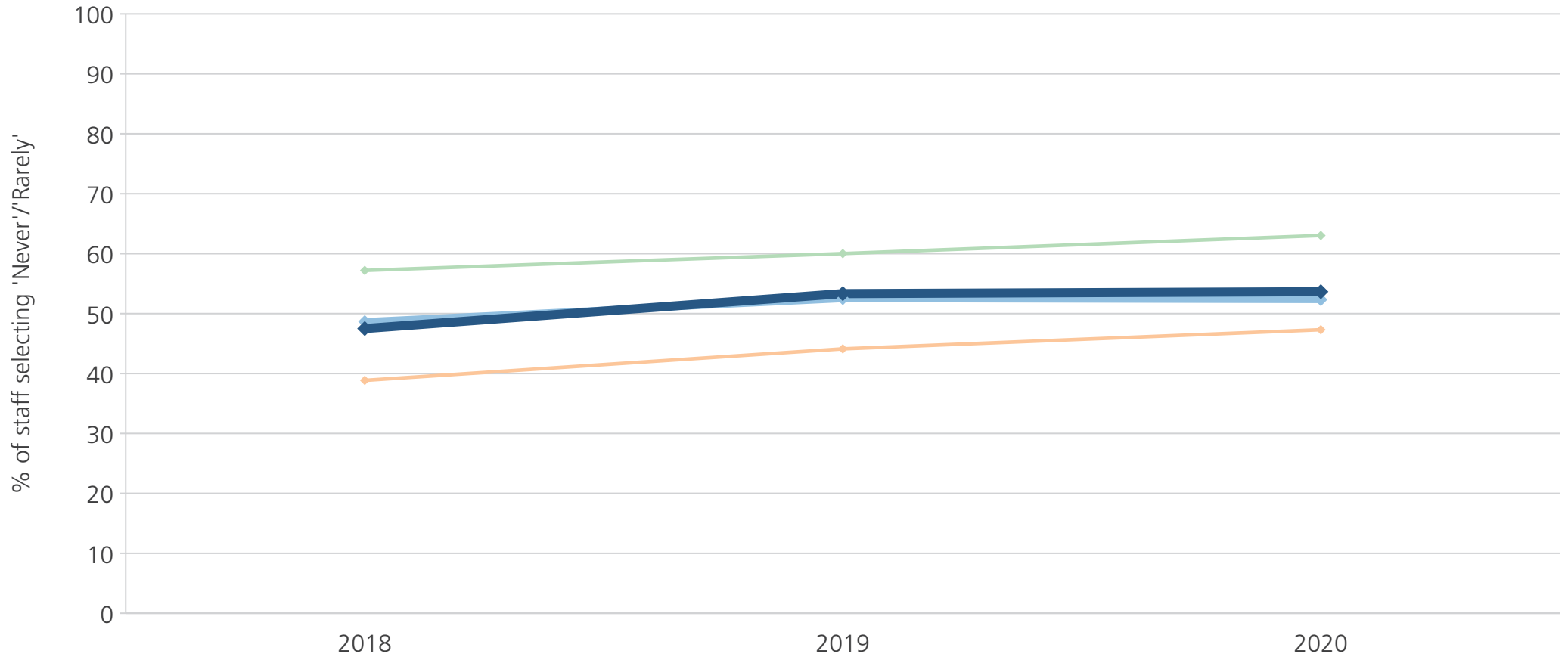
	2016	2017	2018	2019	2020
Best	67.9%	67.6%	65.5%	69.3%	71.7%
Your org	50.0%	50.0%	51.6%	56.5%	58.3%
Average	57.3%	57.3%	59.4%	60.2%	65.9%
Worst	47.2%	43.8%	48.8%	54.0%	58.3%
Responses	1,344	1,166	1,194	1,225	1,258



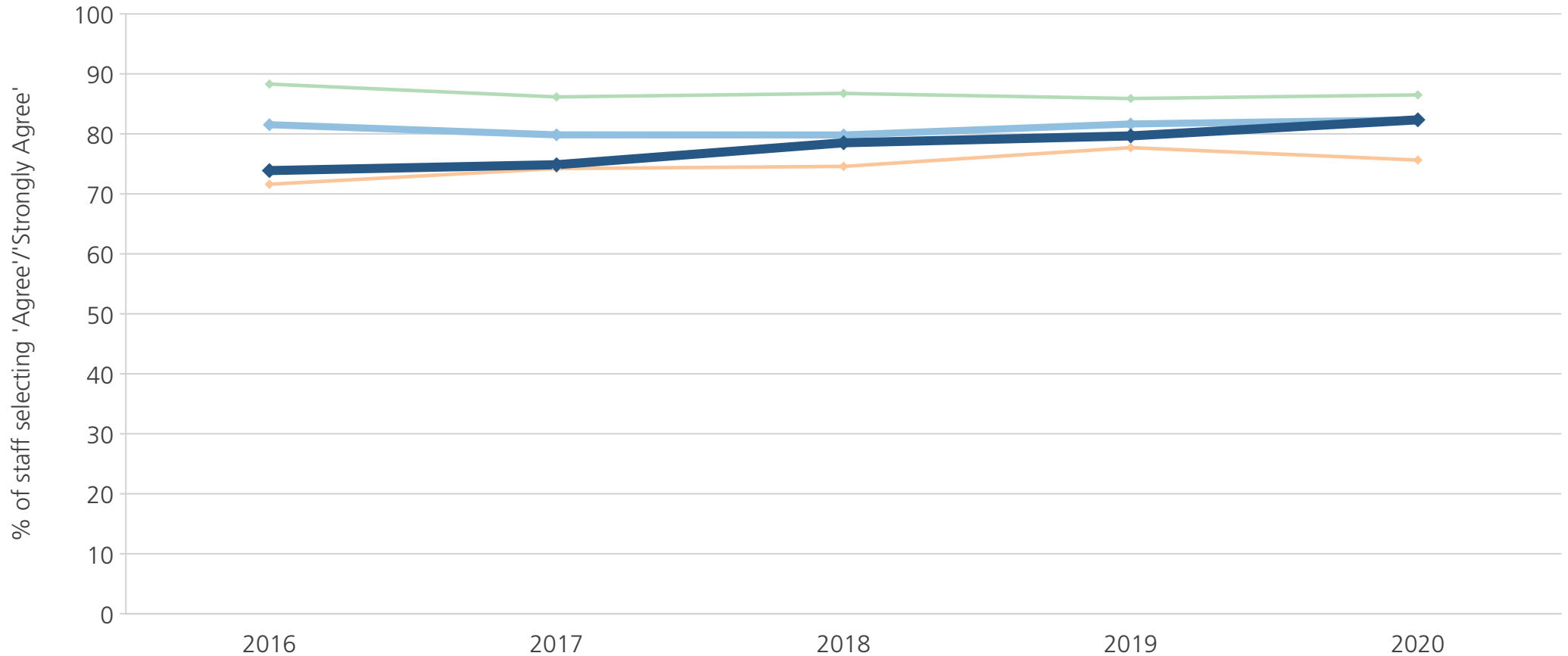
	2018	2019	2020
Best	26.6%	28.3%	29.1%
Your org	20.5%	23.9%	28.4%
Average	21.4%	23.6%	25.6%
Worst	17.1%	19.0%	22.3%
Responses	1,198	1,225	1,262



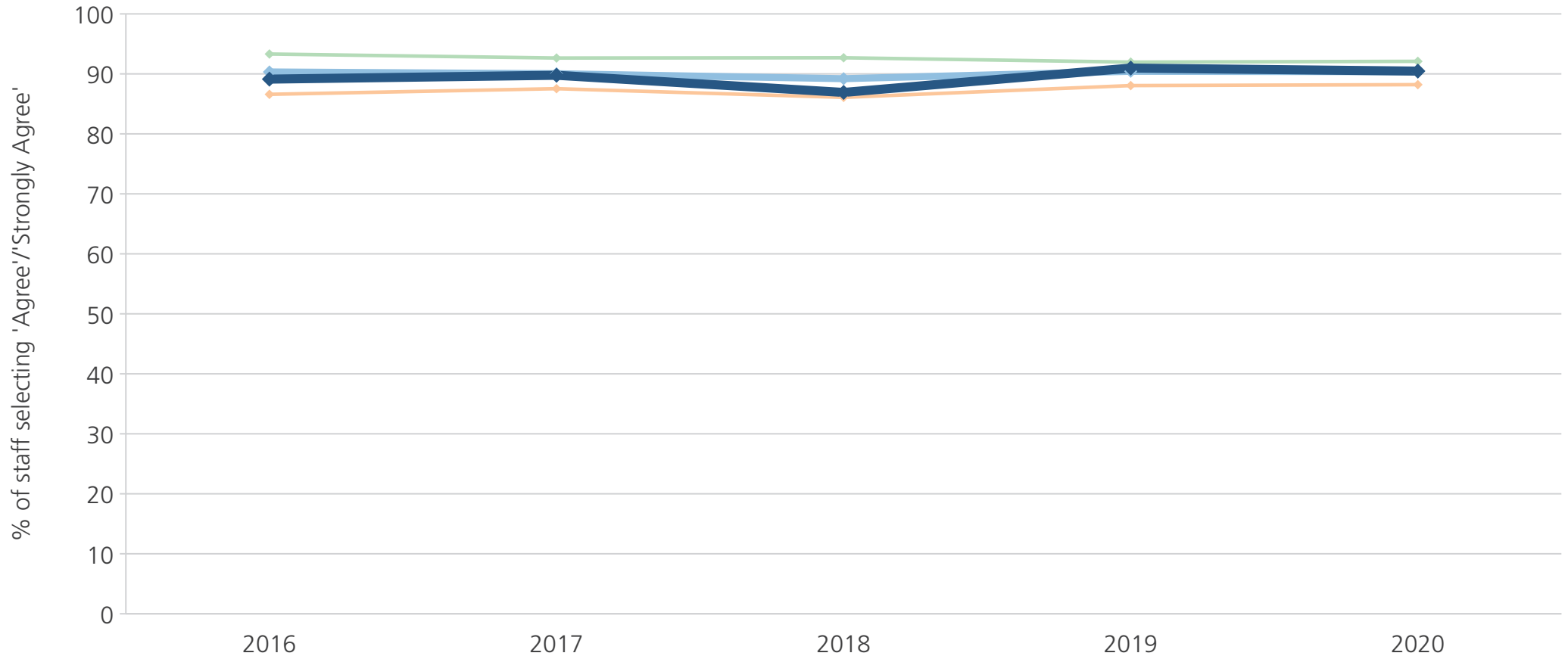
	2018	2019	2020
Best	66.4%	68.8%	68.2%
Your org	64.1%	65.9%	66.5%
Average	62.6%	63.5%	65.0%
Worst	54.8%	58.6%	59.9%
Responses	1,198	1,223	1,260



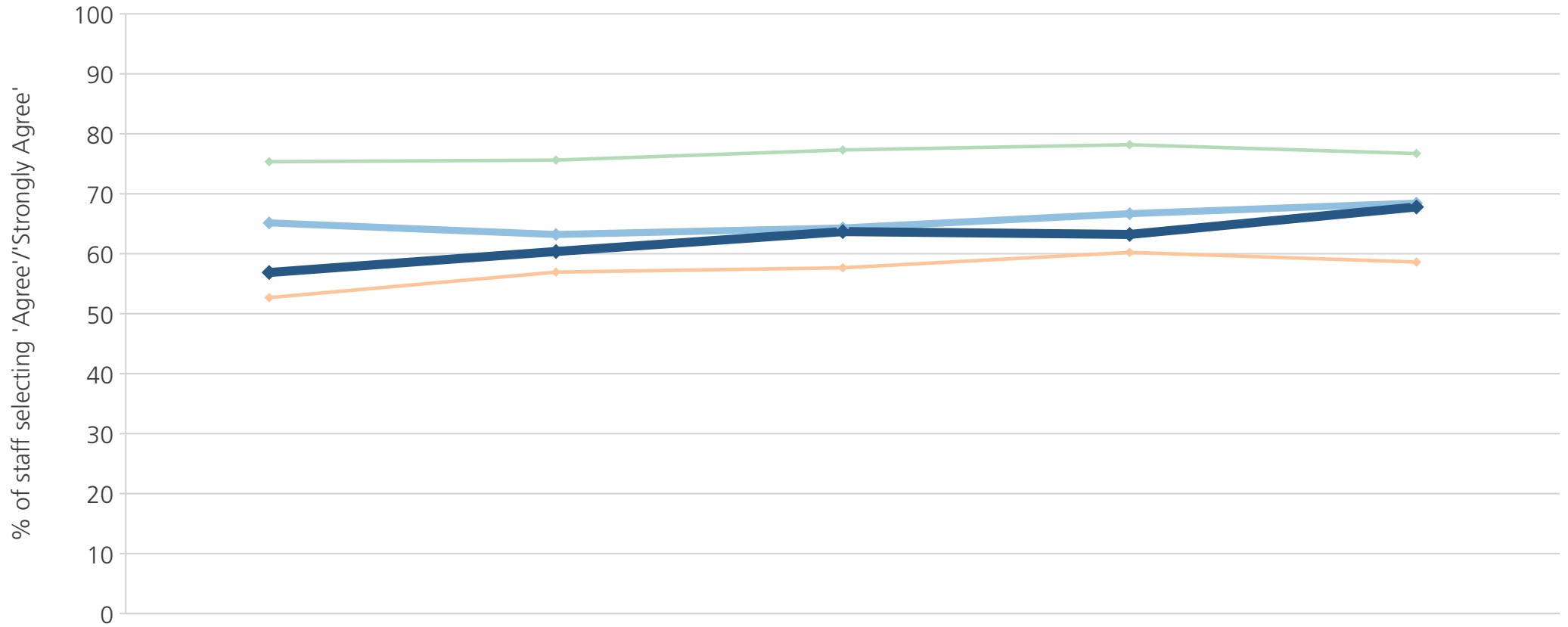
	2018	2019	2020
Best	57.2%	60.0%	63.0%
Your org	47.5%	53.3%	53.7%
Average	48.7%	52.5%	52.3%
Worst	38.9%	44.1%	47.3%
Responses	1,193	1,225	1,260



	2016	2017	2018	2019	2020
Best	88.3%	86.2%	86.7%	85.9%	86.5%
Your org	73.9%	74.9%	78.5%	79.7%	82.3%
Average	81.5%	79.8%	79.8%	81.7%	82.3%
Worst	71.6%	74.2%	74.6%	77.7%	75.6%
Responses	1,165	995	1,040	1,073	1,103



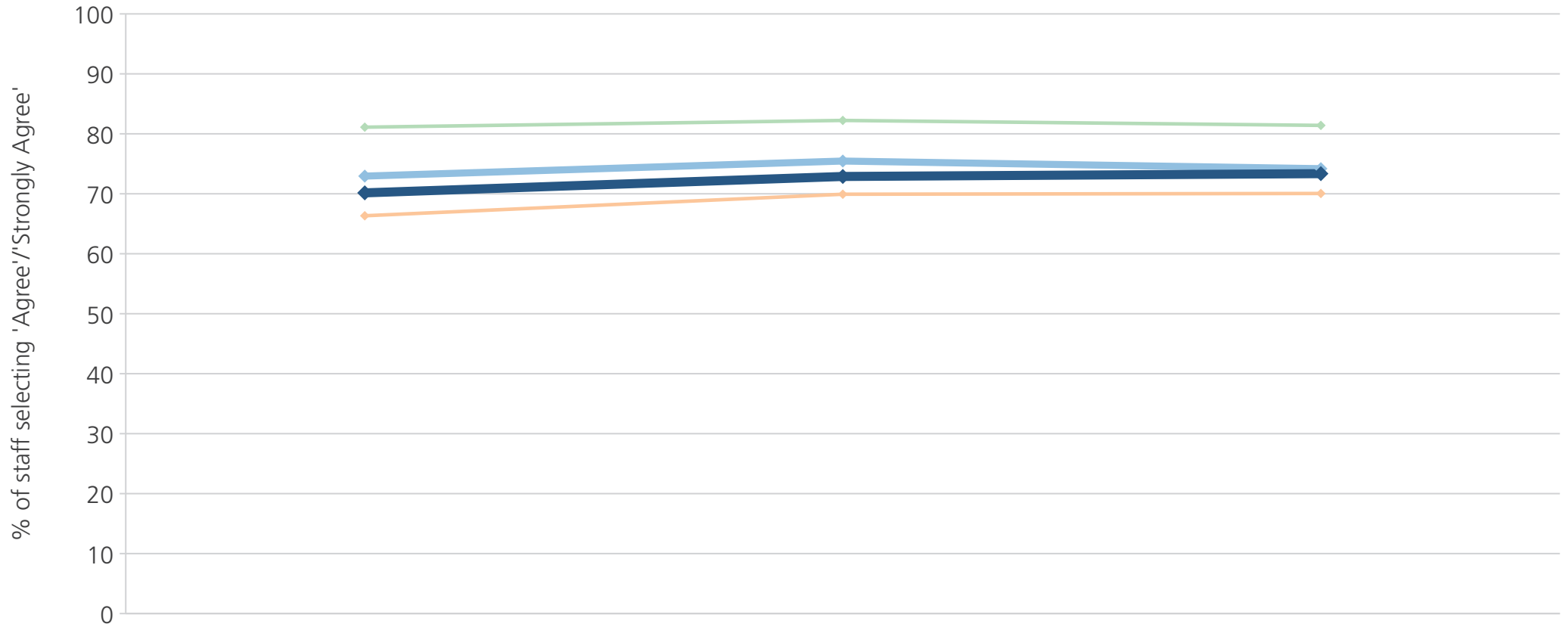
	2016	2017	2018	2019	2020
Best	93.3%	92.6%	92.7%	92.0%	92.1%
Your org	89.1%	89.8%	86.9%	91.0%	90.5%
Average	90.3%	90.0%	89.2%	90.4%	90.4%
Worst	86.6%	87.5%	86.1%	88.1%	88.2%
Responses	1,273	1,105	1,145	1,174	1,203



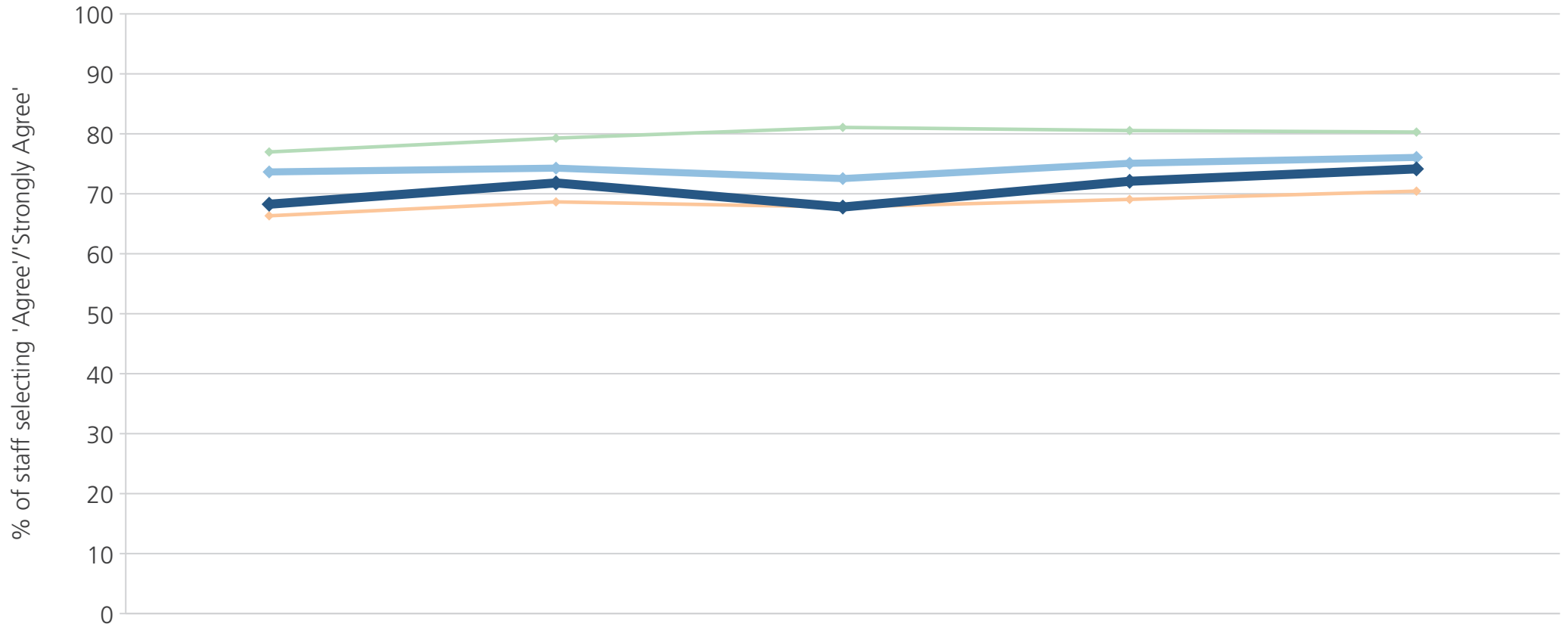
	2016	2017	2018	2019	2020
Best	75.3%	75.6%	77.3%	78.2%	76.7%
Your org	56.9%	60.4%	63.7%	63.2%	67.8%
Average	65.1%	63.2%	64.3%	66.7%	68.4%
Worst	52.7%	56.9%	57.7%	60.2%	58.6%
Responses	1,151	993	1,037	1,057	1,091

Question results – Your managers

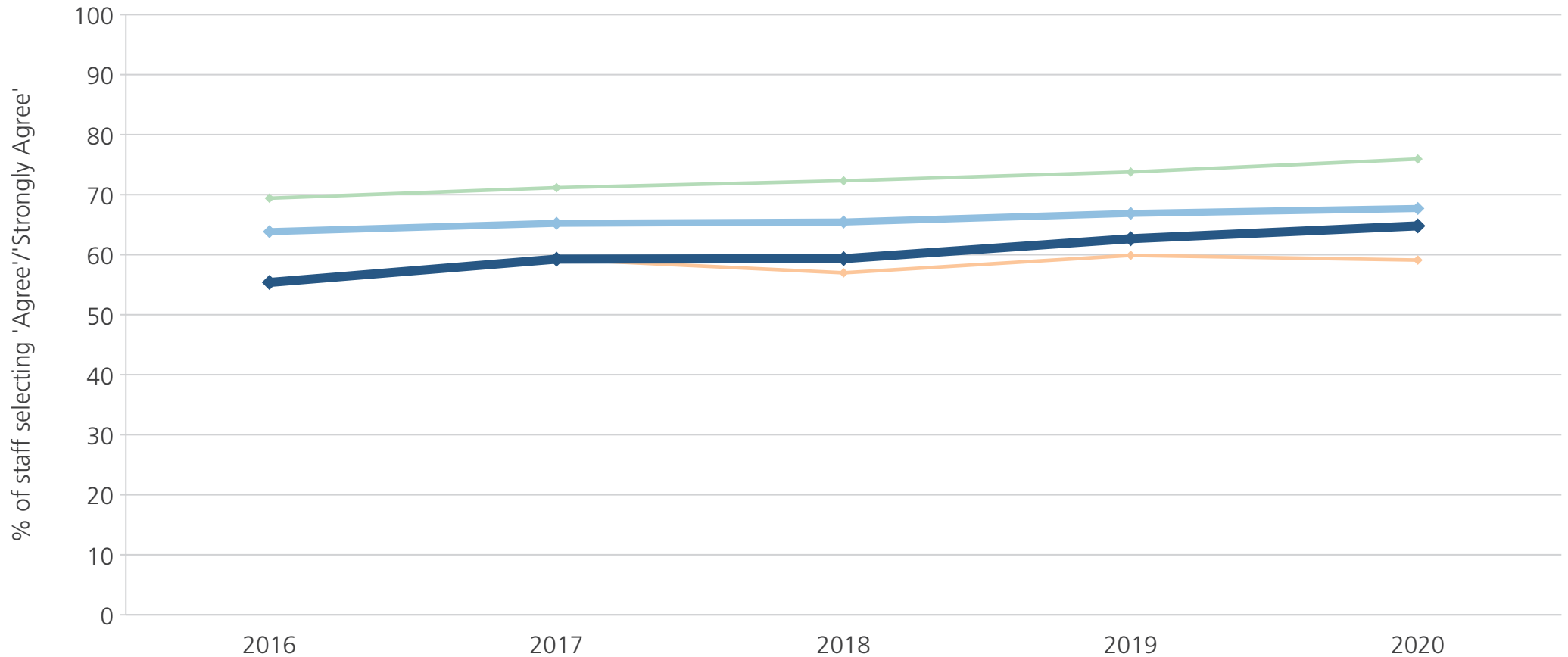
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



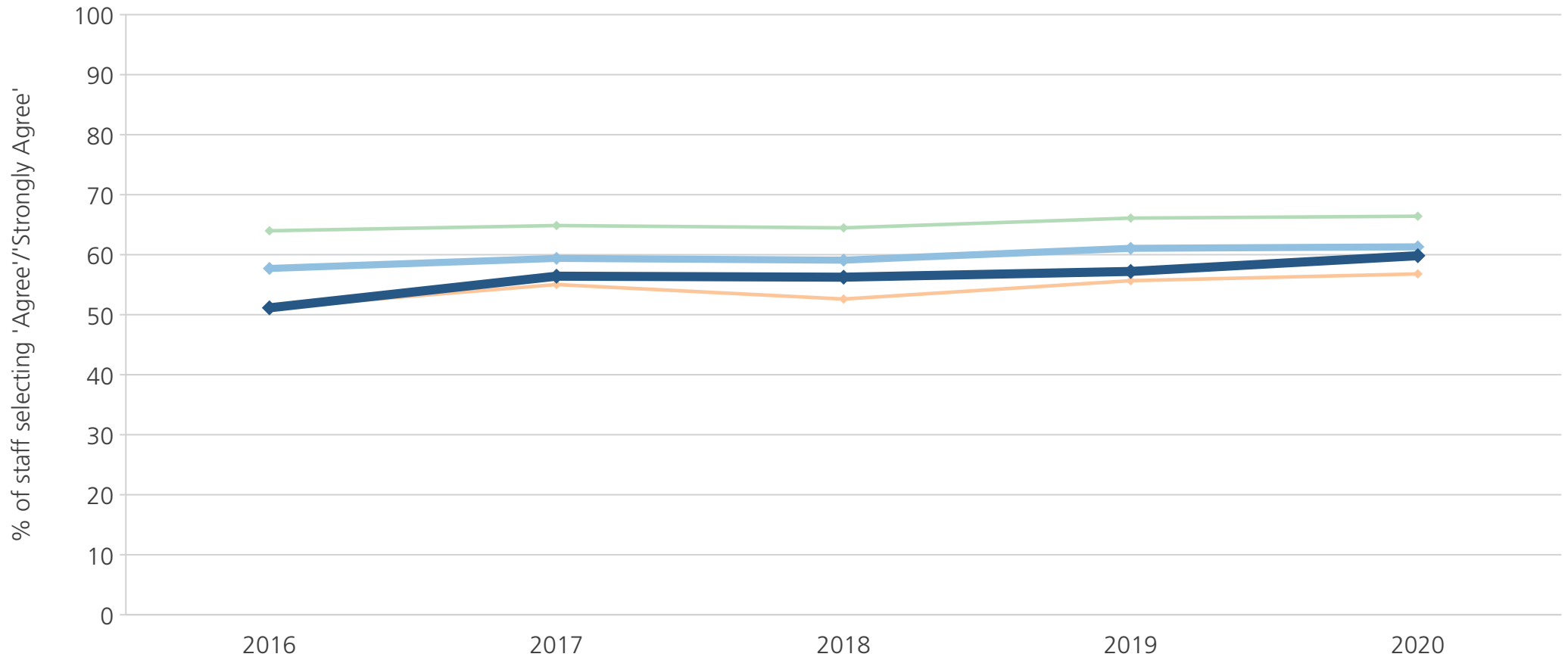
	2018	2019	2020
Best	81.1%	82.2%	81.4%
Your org	70.2%	72.9%	73.4%
Average	72.9%	75.5%	74.2%
Worst	66.3%	69.9%	70.1%
Responses	1,195	1,224	1,262



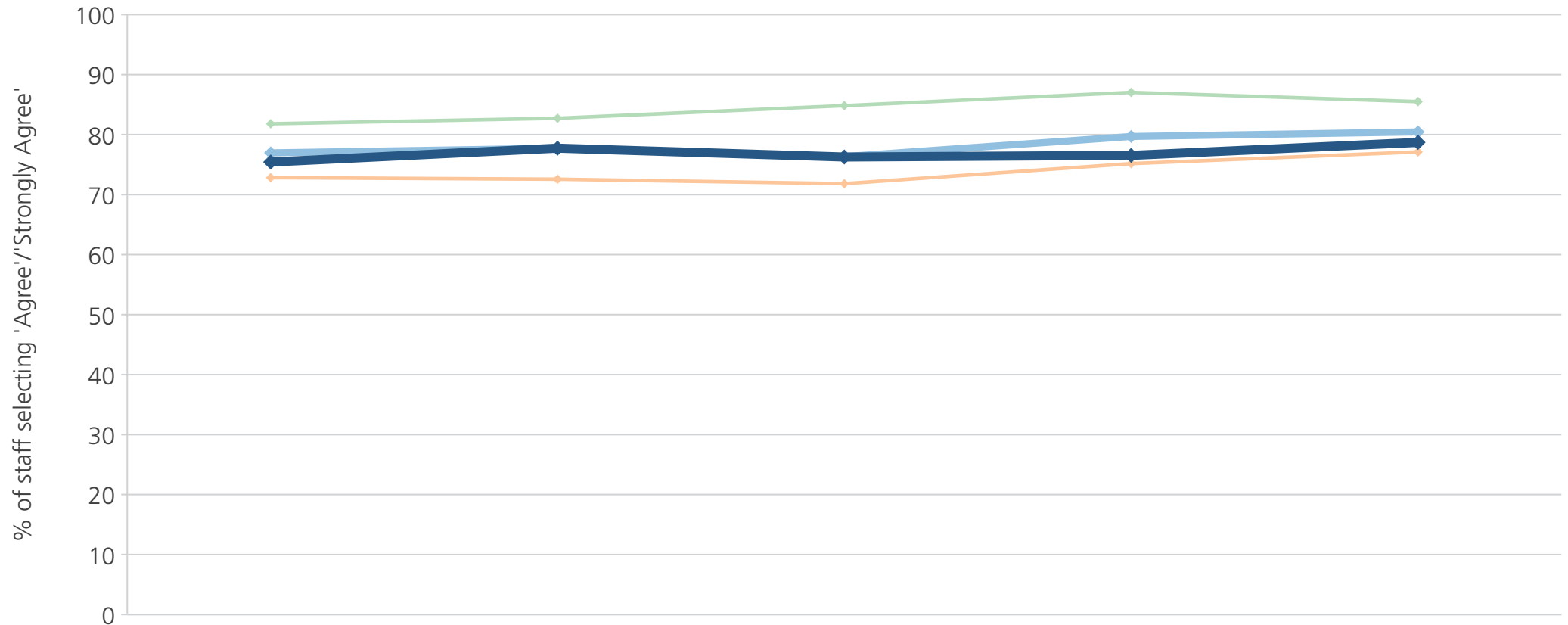
	2016	2017	2018	2019	2020
Best	77.0%	79.3%	81.1%	80.5%	80.3%
Your org	68.3%	71.8%	67.8%	72.1%	74.2%
Average	73.6%	74.3%	72.5%	75.1%	76.1%
Worst	66.3%	68.6%	67.8%	69.1%	70.4%
Responses	1,345	1,164	1,197	1,227	1,261



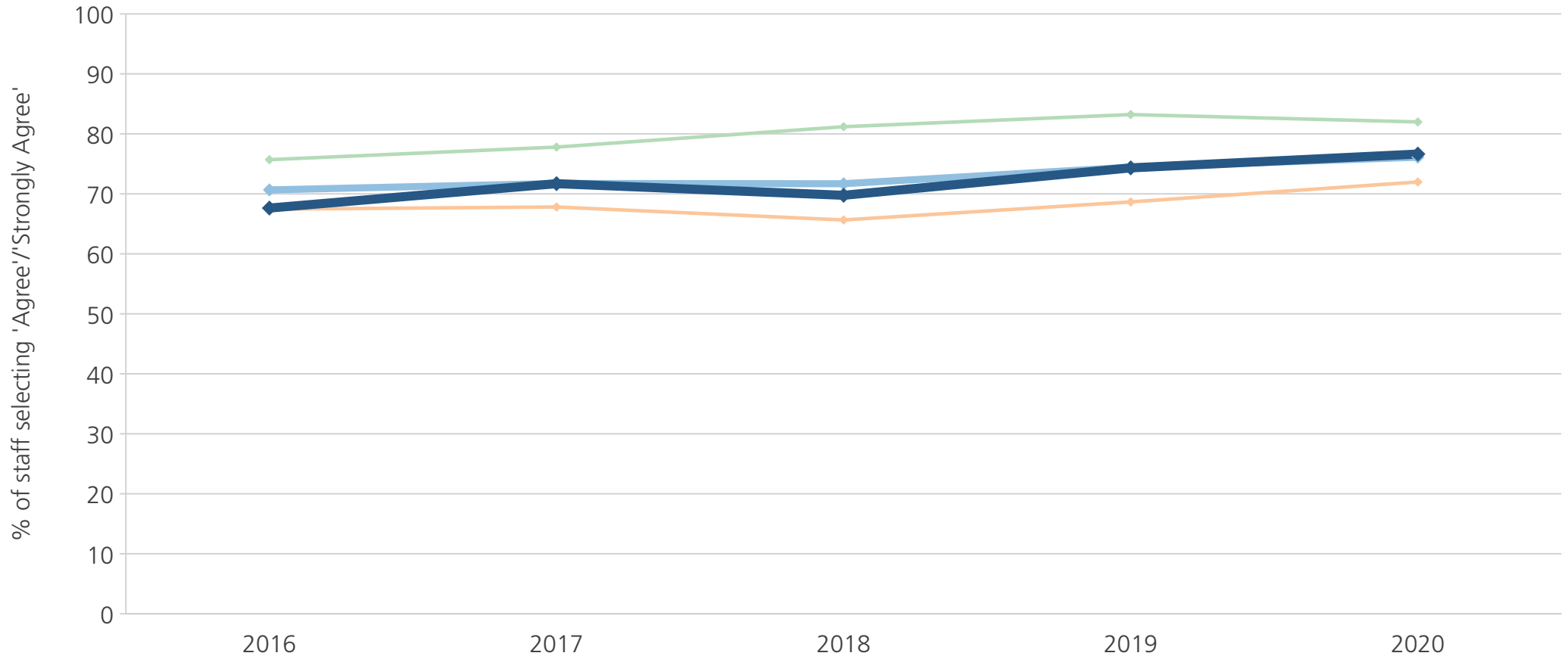
	2016	2017	2018	2019	2020
Best	69.4%	71.2%	72.3%	73.8%	75.9%
Your org	55.4%	59.3%	59.3%	62.7%	64.8%
Average	63.8%	65.2%	65.4%	66.9%	67.7%
Worst	55.4%	59.3%	57.0%	59.9%	59.1%
Responses	1,343	1,166	1,196	1,226	1,257



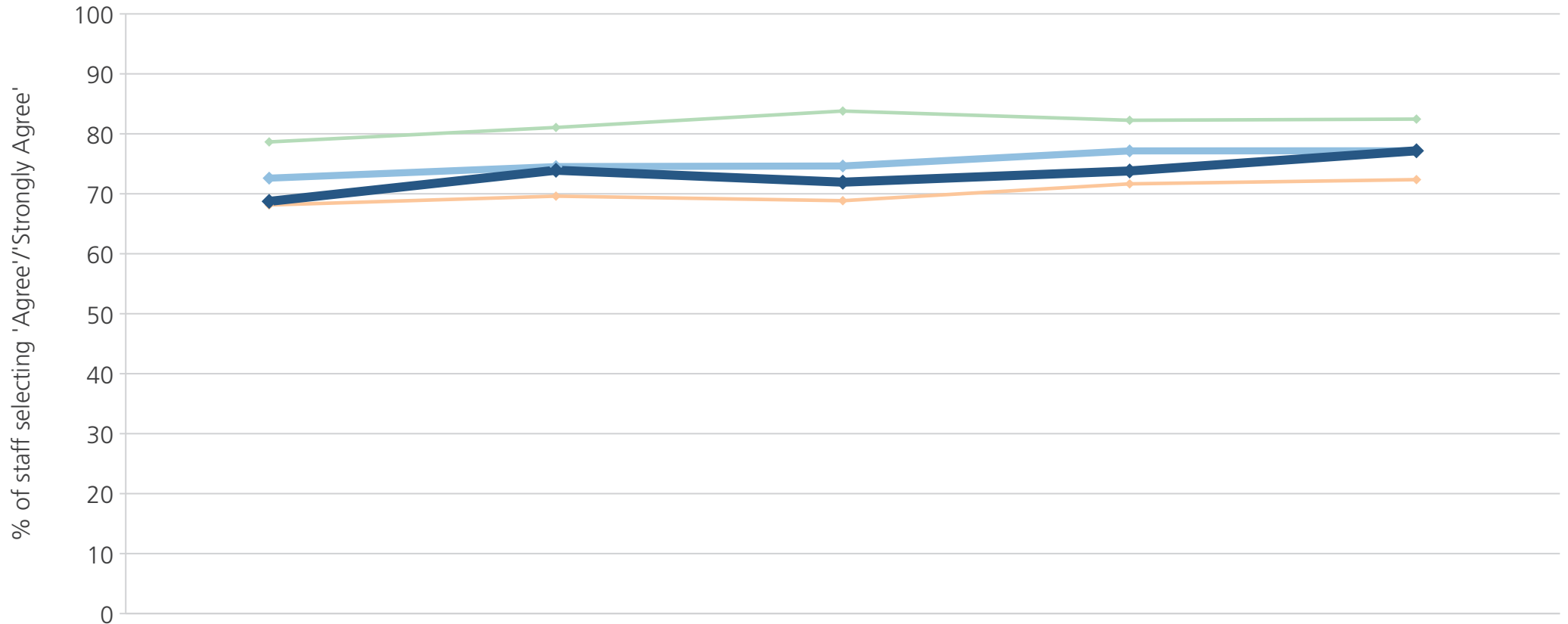
	2016	2017	2018	2019	2020
Best	64.0%	64.9%	64.5%	66.1%	66.4%
Your org	51.1%	56.4%	56.3%	57.2%	59.8%
Average	57.7%	59.4%	59.1%	61.1%	61.3%
Worst	51.1%	55.0%	52.6%	55.7%	56.8%
Responses	1,341	1,165	1,194	1,224	1,258



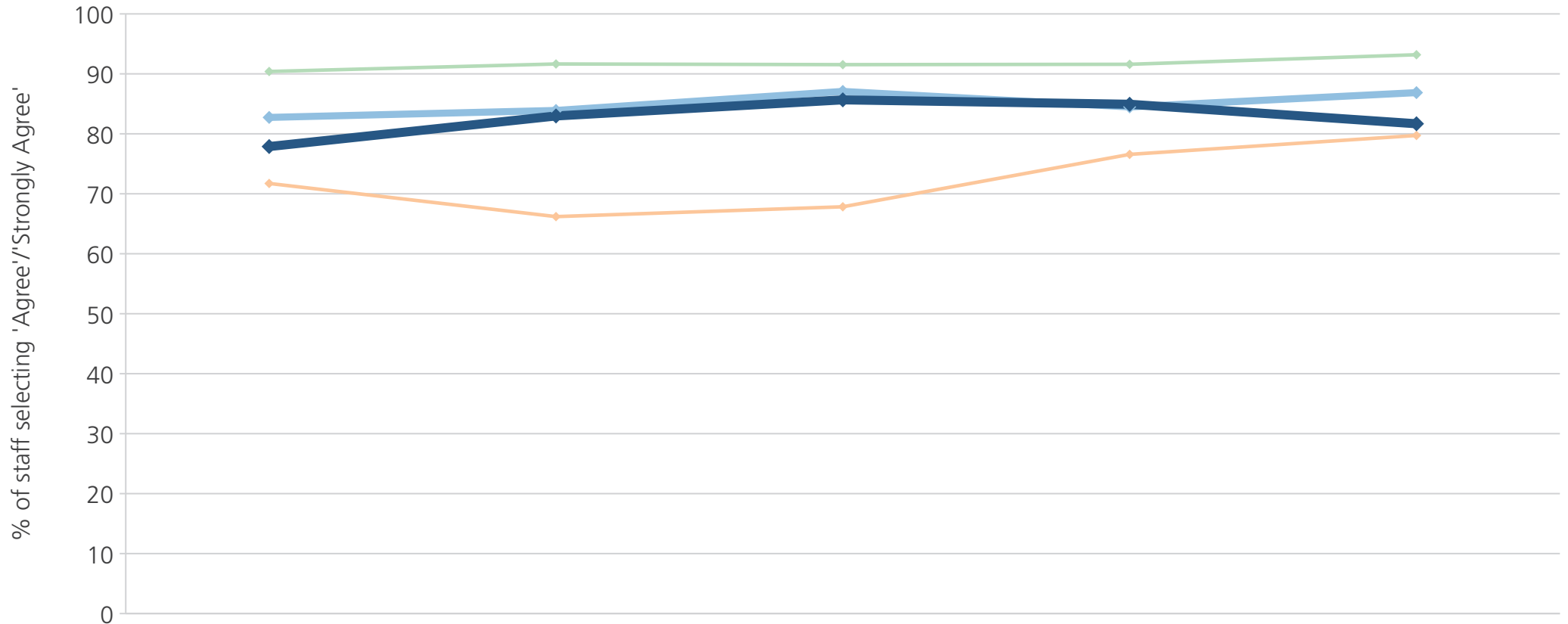
	2016	2017	2018	2019	2020
Best	81.8%	82.7%	84.8%	87.0%	85.5%
Your org	75.4%	77.7%	76.3%	76.5%	78.7%
Average	77.0%	77.7%	76.3%	79.7%	80.5%
Worst	72.8%	72.6%	71.8%	75.2%	77.1%
Responses	1,345	1,162	1,192	1,226	1,257



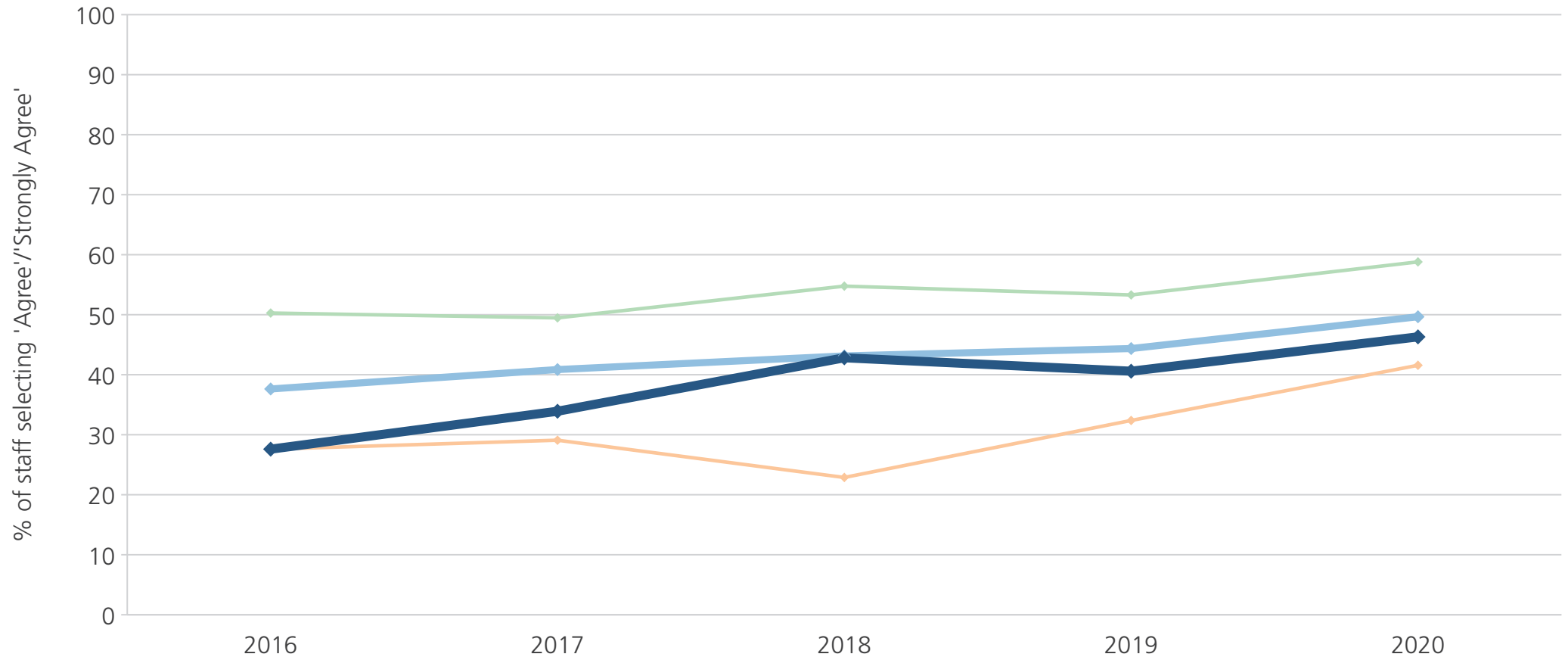
	2016	2017	2018	2019	2020
Best	75.7%	77.8%	81.2%	83.2%	82.0%
Your org	67.6%	71.7%	69.8%	74.3%	76.6%
Average	70.7%	71.7%	71.7%	74.4%	76.1%
Worst	67.4%	67.8%	65.6%	68.7%	72.0%
Responses	1,342	1,165	1,196	1,227	1,259



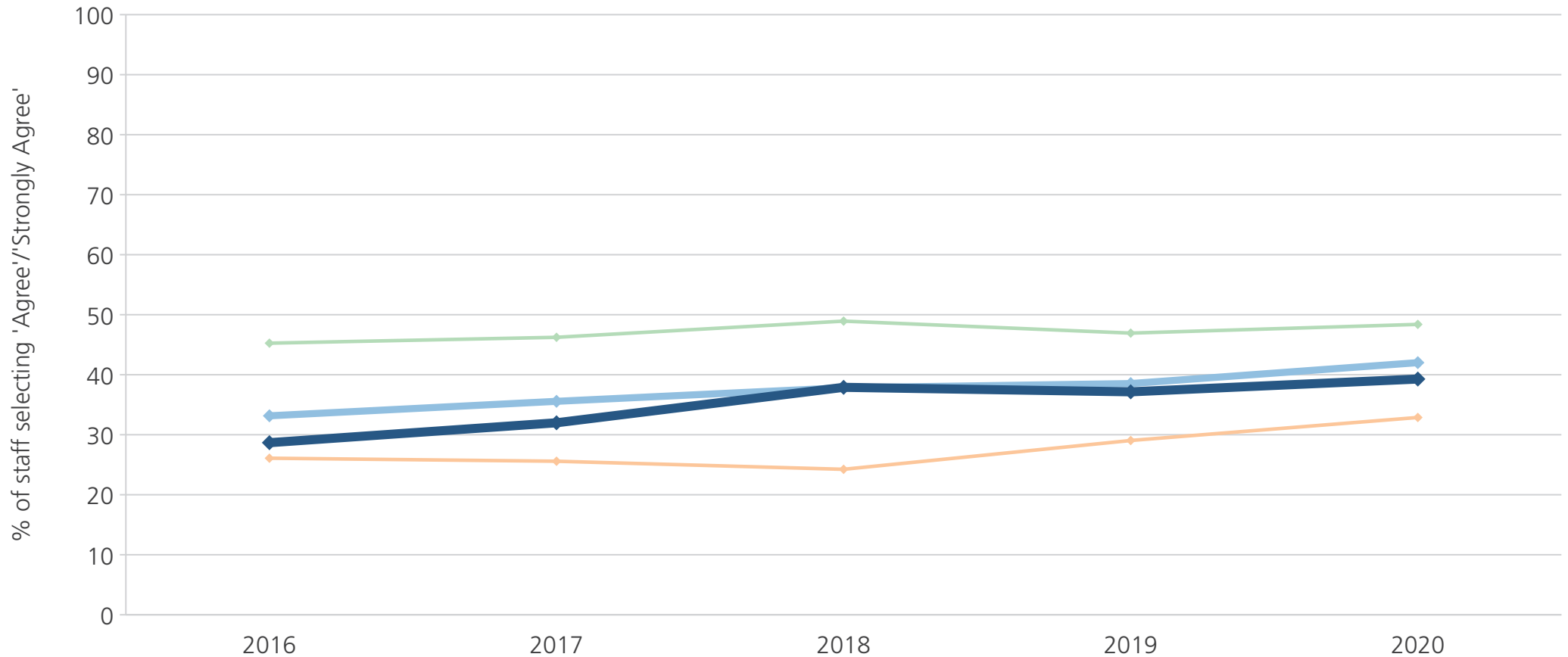
	2016	2017	2018	2019	2020
Best	78.6%	81.1%	83.8%	82.3%	82.5%
Your org	68.7%	73.9%	71.9%	73.8%	77.2%
Average	72.6%	74.5%	74.6%	77.2%	77.2%
Worst	68.1%	69.6%	68.8%	71.7%	72.4%
Responses	1,344	1,162	1,196	1,226	1,256



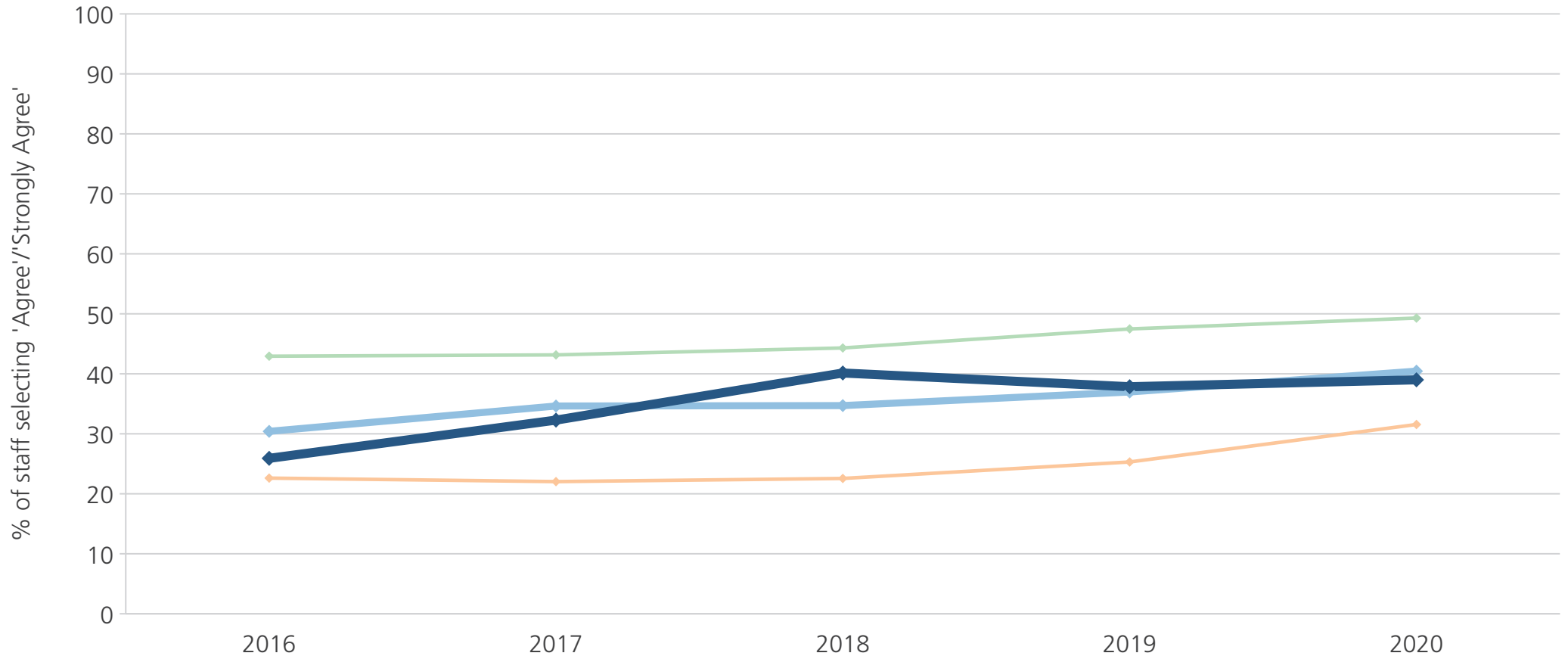
	2016	2017	2018	2019	2020
Best	90.4%	91.6%	91.5%	91.6%	93.2%
Your org	77.9%	83.0%	85.7%	84.9%	81.7%
Average	82.7%	83.9%	87.1%	84.5%	86.9%
Worst	71.7%	66.2%	67.8%	76.6%	79.7%
Responses	1,345	1,163	1,195	1,224	1,262



	2016	2017	2018	2019	2020
Best	50.3%	49.5%	54.8%	53.3%	58.8%
Your org	27.6%	33.9%	42.8%	40.6%	46.3%
Average	37.6%	40.9%	43.1%	44.4%	49.7%
Worst	27.6%	29.1%	22.9%	32.4%	41.6%
Responses	1,345	1,162	1,195	1,224	1,260



	2016	2017	2018	2019	2020
Best	45.3%	46.2%	48.9%	46.9%	48.4%
Your org	28.7%	32.0%	37.9%	37.1%	39.3%
Average	33.2%	35.6%	37.8%	38.5%	42.0%
Worst	26.1%	25.6%	24.2%	29.0%	32.9%
Responses	1,342	1,160	1,192	1,223	1,259



	2016	2017	2018	2019	2020
Best	42.9%	43.2%	44.3%	47.5%	49.3%
Your org	25.9%	32.3%	40.1%	37.8%	39.0%
Average	30.4%	34.6%	34.7%	37.0%	40.4%
Worst	22.6%	22.0%	22.6%	25.3%	31.6%
Responses	1,342	1,162	1,191	1,224	1,261

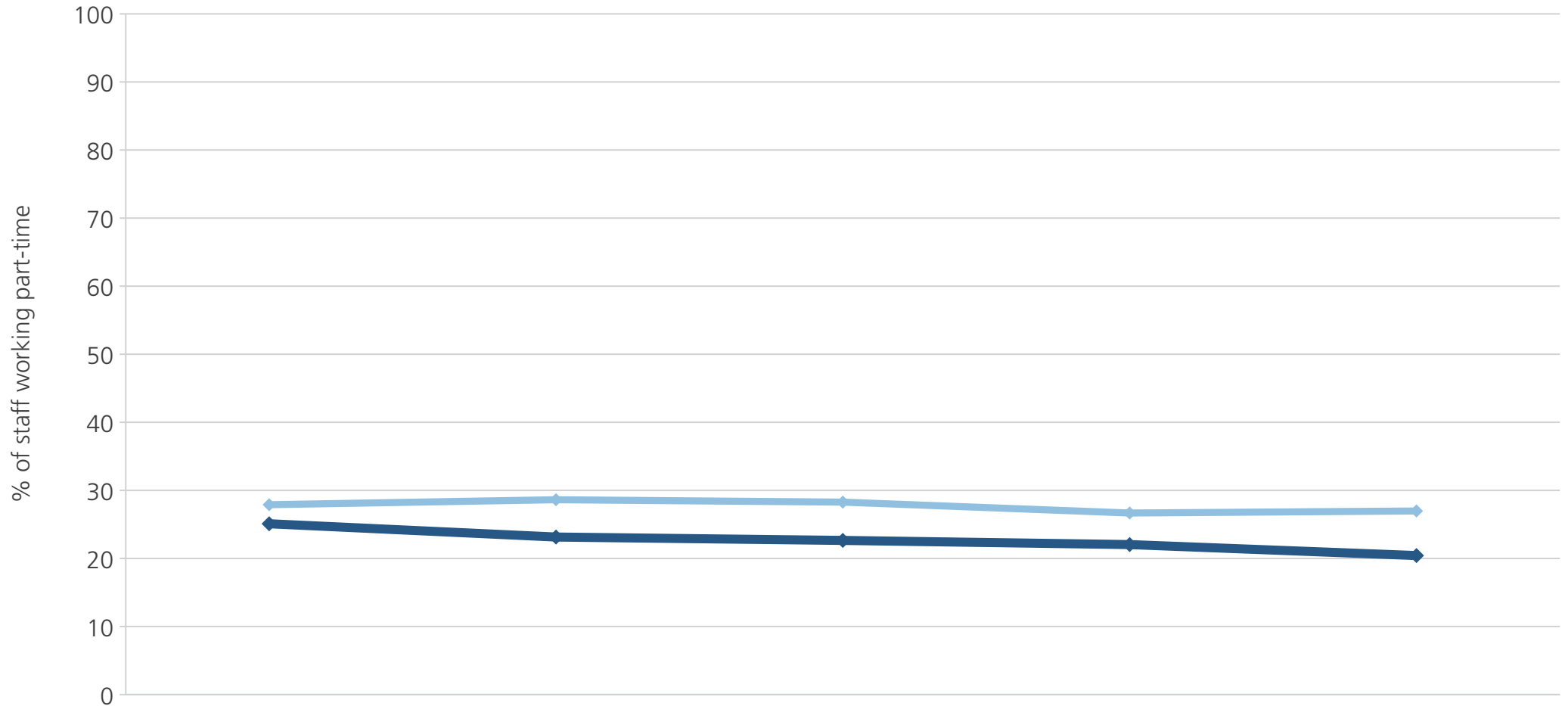
Question results – Your health, well-being and safety at work

The way in which the data for Q12d and Q13d are reported has changed this year. This change has been applied retrospectively so the data for 2016-2020 shown in the charts for these questions are comparable. However, these figures are not directly comparable to the results reported in previous years.

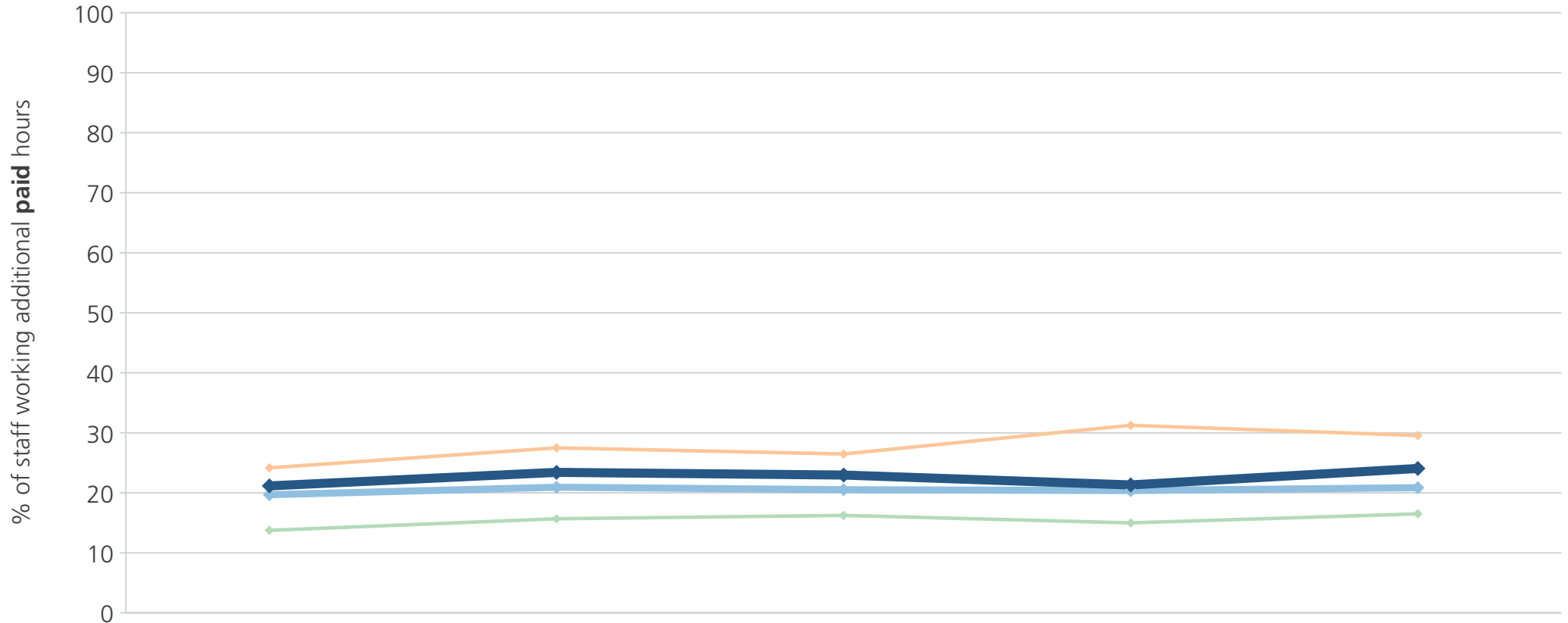
For more details please see the [technical document](#).

Norfolk Community Health and Care NHS Trust

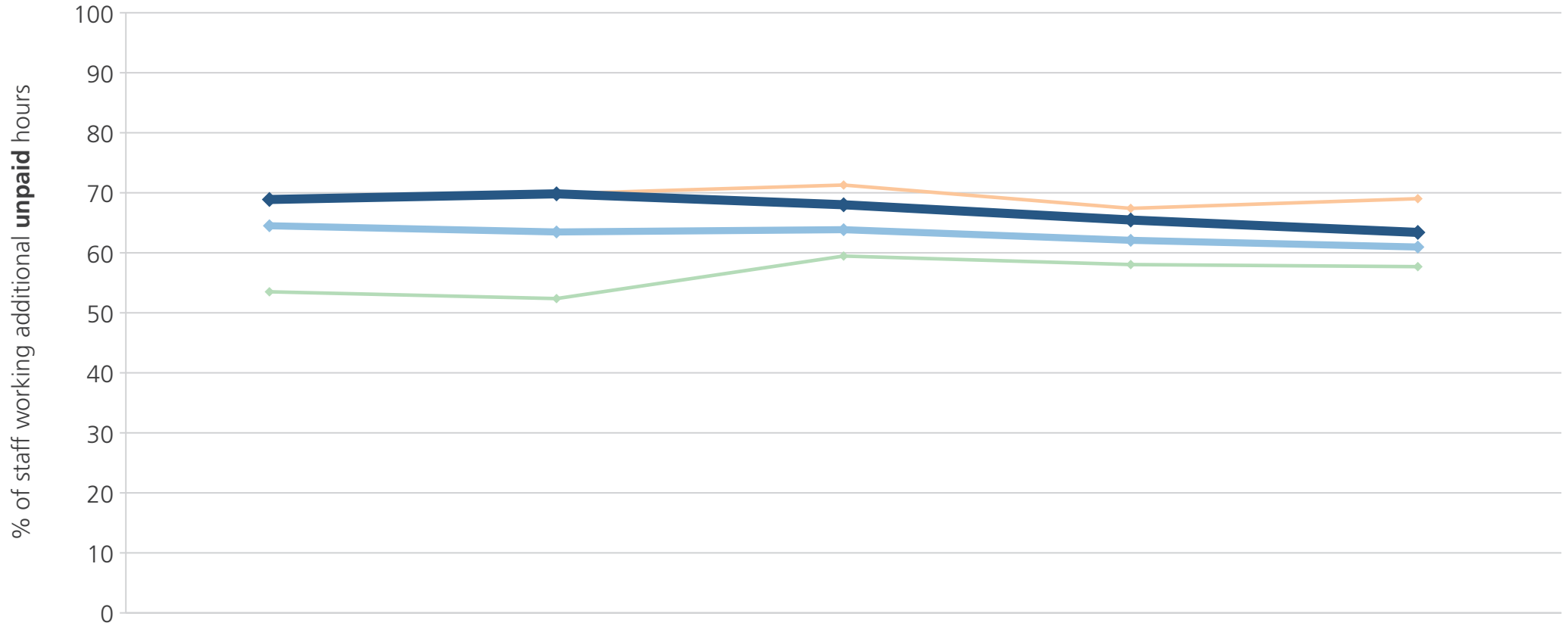
2020 NHS Staff Survey Results



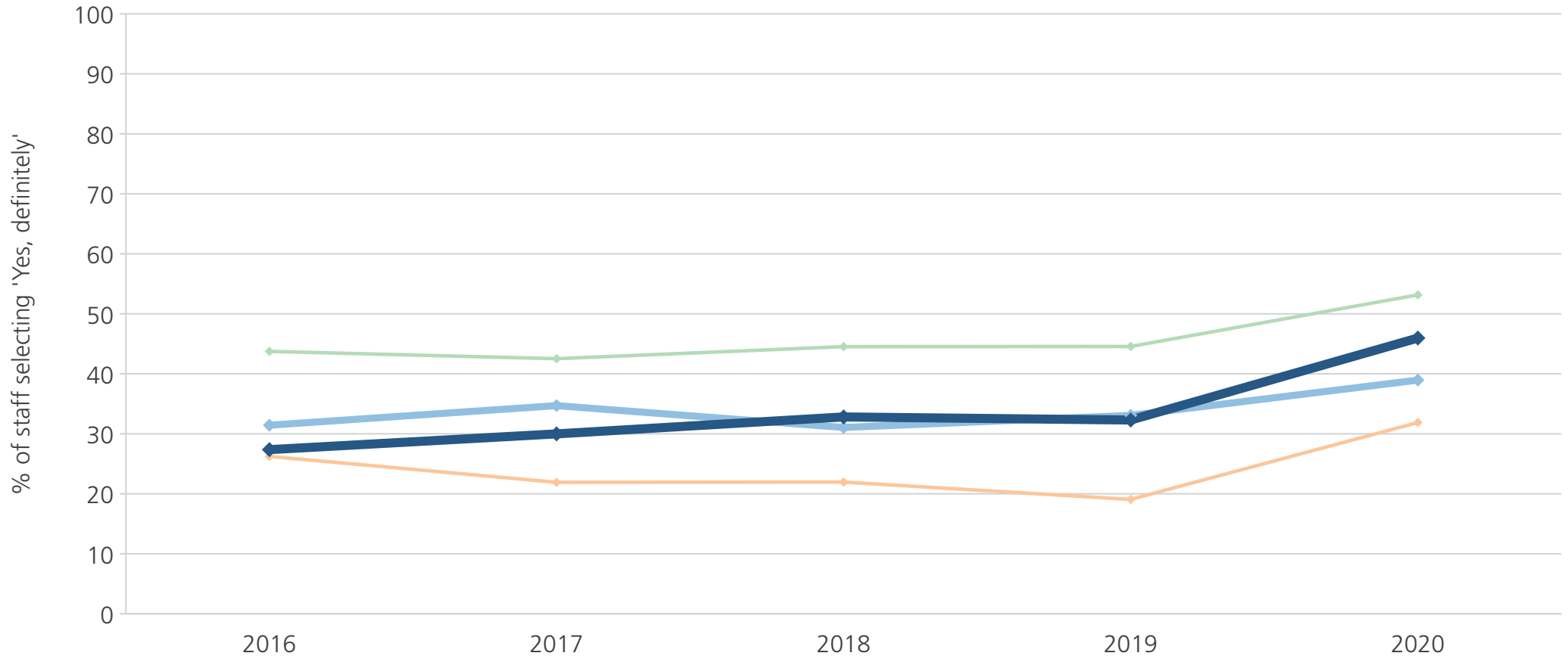
	2016	2017	2018	2019	2020
Your org	25.1%	23.1%	22.6%	22.0%	20.4%
Average	27.9%	28.6%	28.3%	26.7%	27.0%
Responses	1,335	1,158	1,179	1,180	1,185



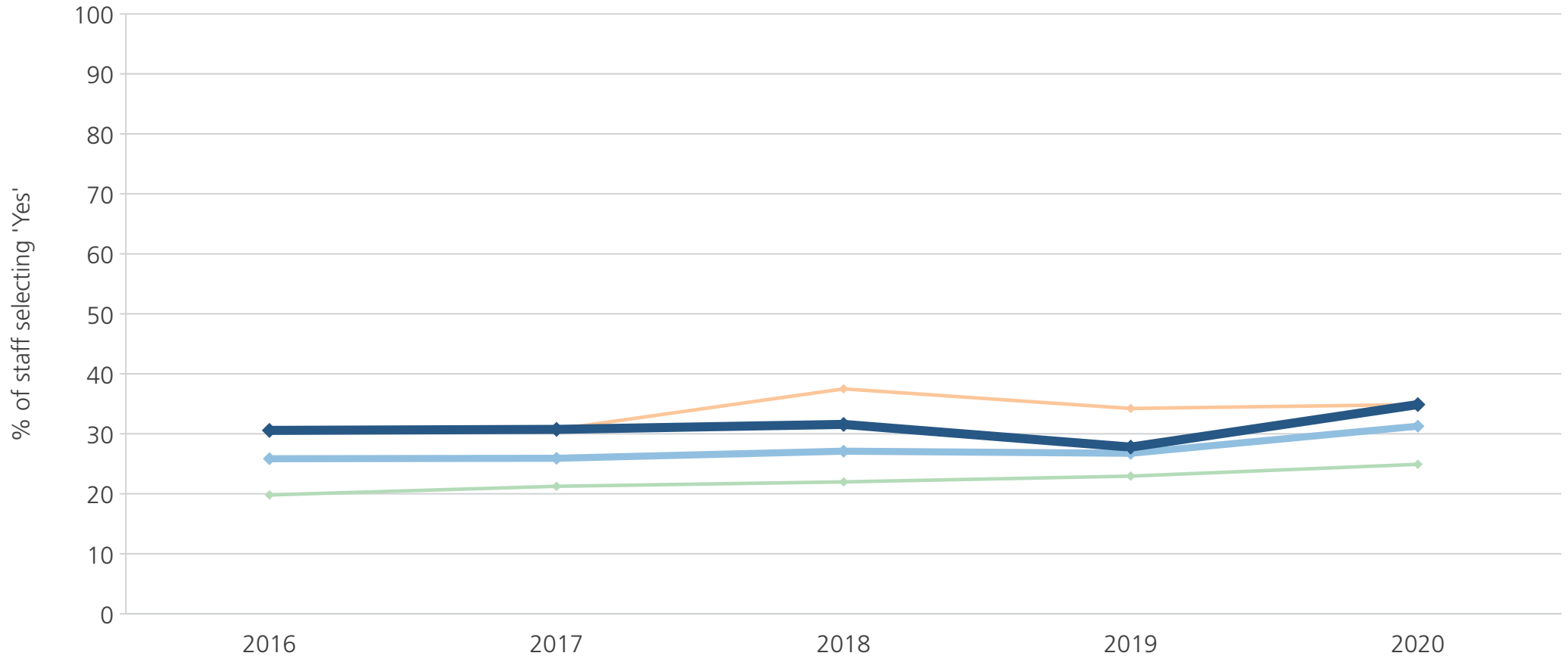
	2016	2017	2018	2019	2020
Worst	24.2%	27.5%	26.5%	31.3%	29.6%
Your org	21.2%	23.4%	23.0%	21.3%	24.1%
Average	19.7%	20.9%	20.5%	20.4%	20.9%
Best	13.8%	15.7%	16.2%	15.0%	16.5%
Responses	1,287	1,117	1,161	1,187	1,235



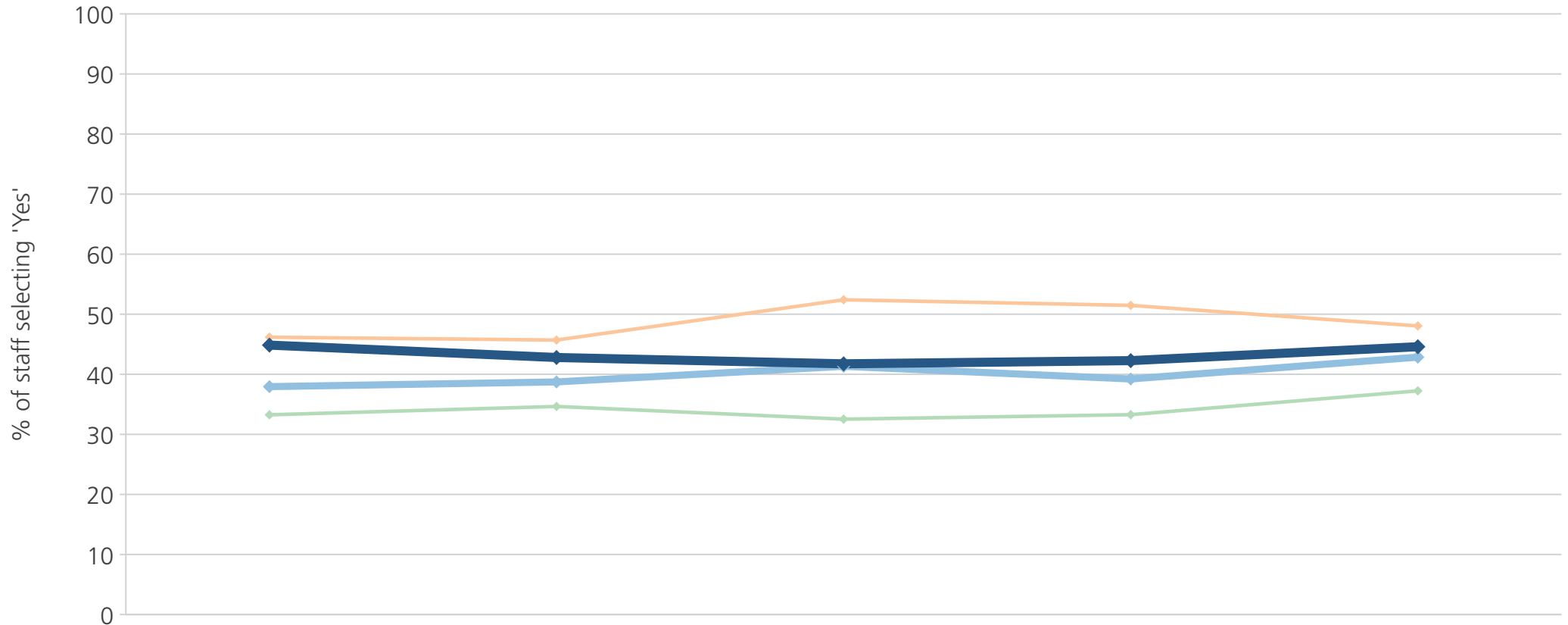
	2016	2017	2018	2019	2020
Worst	69.0%	69.8%	71.3%	67.4%	69.0%
Your org	68.9%	69.8%	68.0%	65.5%	63.4%
Average	64.5%	63.5%	63.9%	62.1%	61.0%
Best	53.5%	52.4%	59.5%	58.0%	57.7%
Responses	1,303	1,127	1,176	1,201	1,243



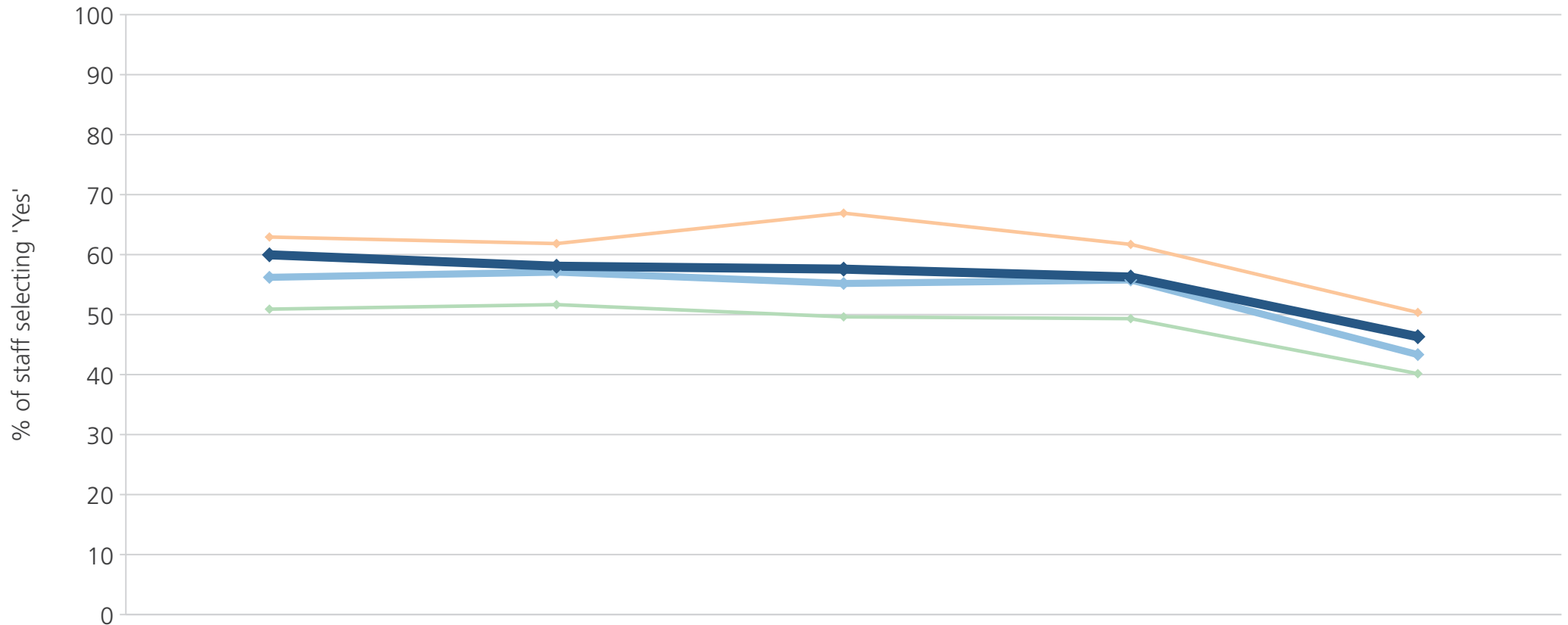
	2016	2017	2018	2019	2020
Best	43.7%	42.5%	44.5%	44.6%	53.2%
Your org	27.4%	30.0%	32.8%	32.3%	46.0%
Average	31.4%	34.7%	31.1%	33.1%	38.9%
Worst	26.2%	21.9%	22.0%	19.1%	31.9%
Responses	1,336	1,158	1,191	1,214	1,254



	2016	2017	2018	2019	2020
Worst	30.6%	30.7%	37.5%	34.2%	34.9%
Your org	30.6%	30.7%	31.6%	27.8%	34.9%
Average	25.8%	25.9%	27.1%	26.8%	31.3%
Best	19.8%	21.3%	22.0%	22.9%	24.9%
Responses	1,338	1,165	1,193	1,216	1,260

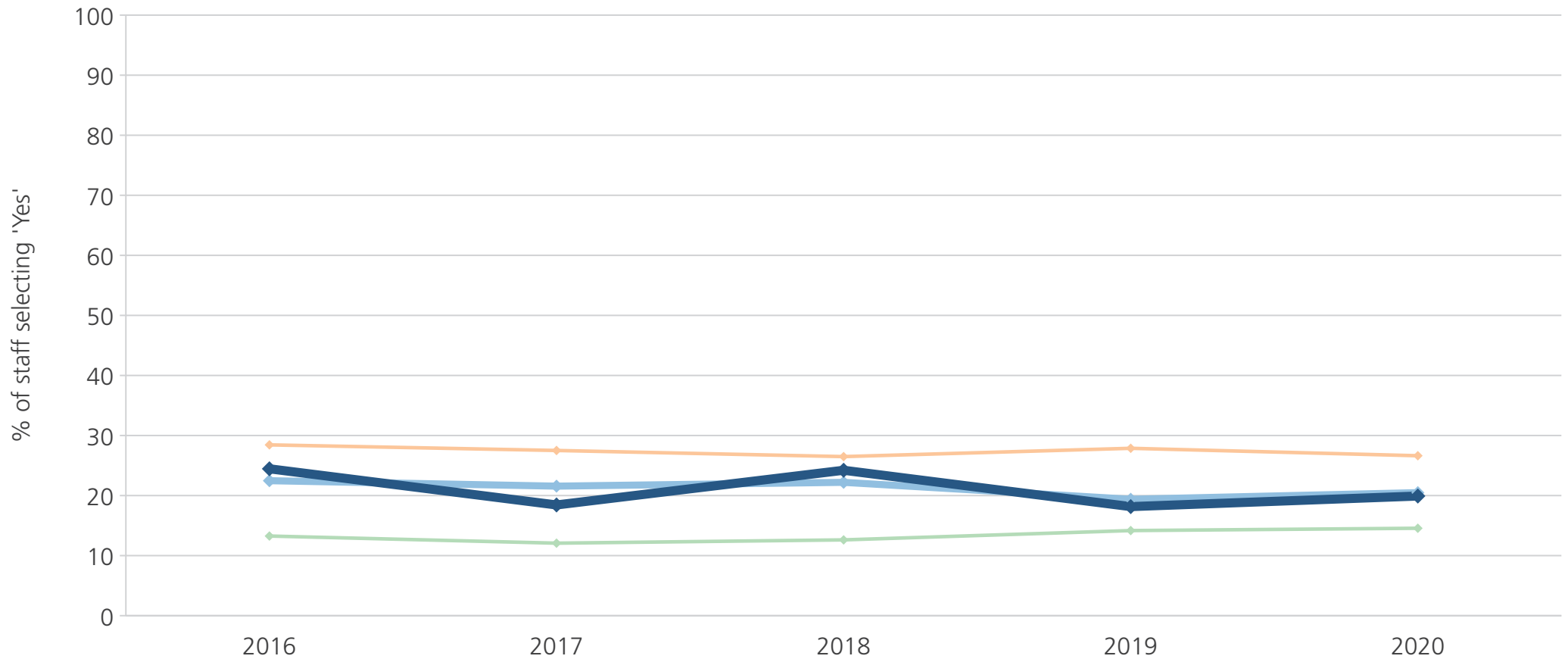


	2016	2017	2018	2019	2020
Worst	46.2%	45.7%	52.4%	51.5%	48.0%
Your org	44.9%	42.8%	41.7%	42.3%	44.6%
Average	37.9%	38.7%	41.3%	39.2%	42.9%
Best	33.3%	34.6%	32.5%	33.3%	37.2%
Responses	1,340	1,165	1,192	1,216	1,258



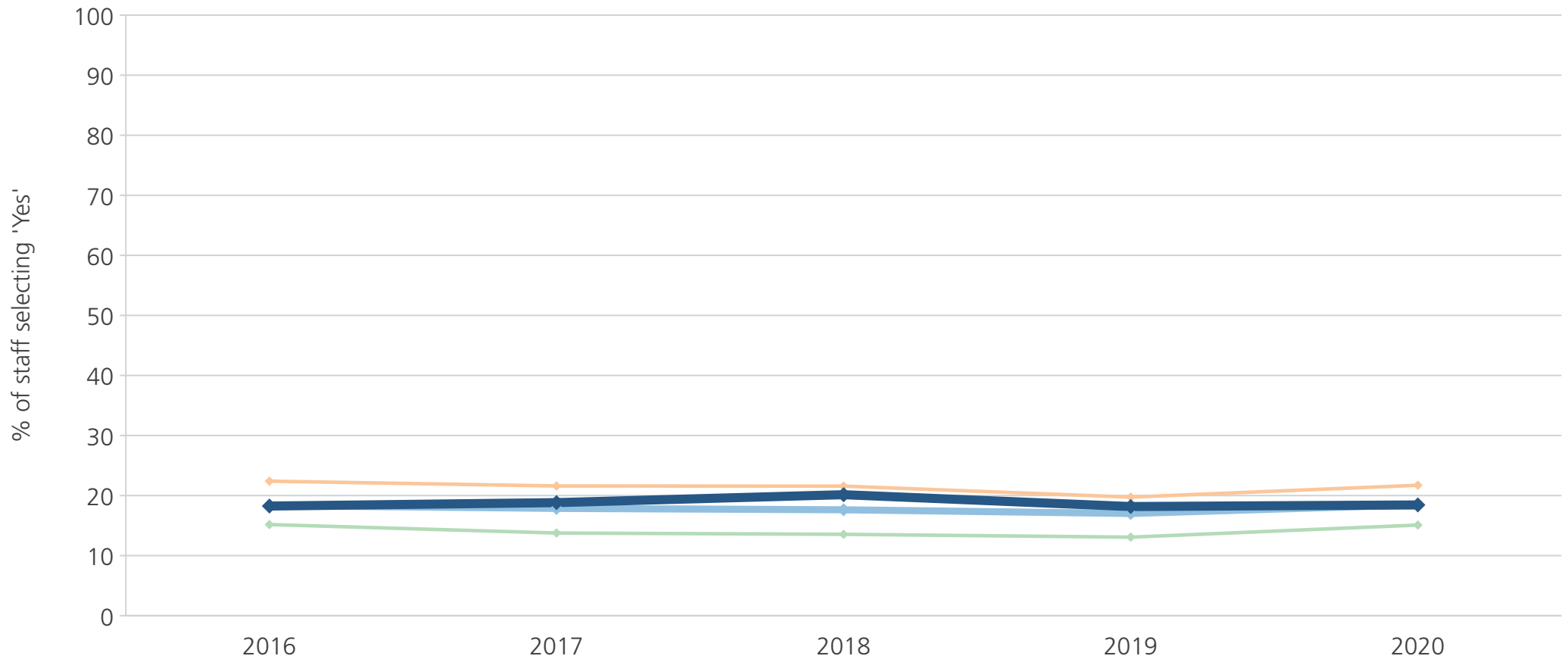
	2016	2017	2018	2019	2020
Worst	62.9%	61.8%	66.9%	61.7%	50.4%
Your org	60.0%	58.1%	57.6%	56.3%	46.3%
Average	56.2%	57.1%	55.2%	55.8%	43.3%
Best	50.9%	51.7%	49.6%	49.3%	40.2%
Responses	1,334	1,164	1,194	1,218	1,261

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



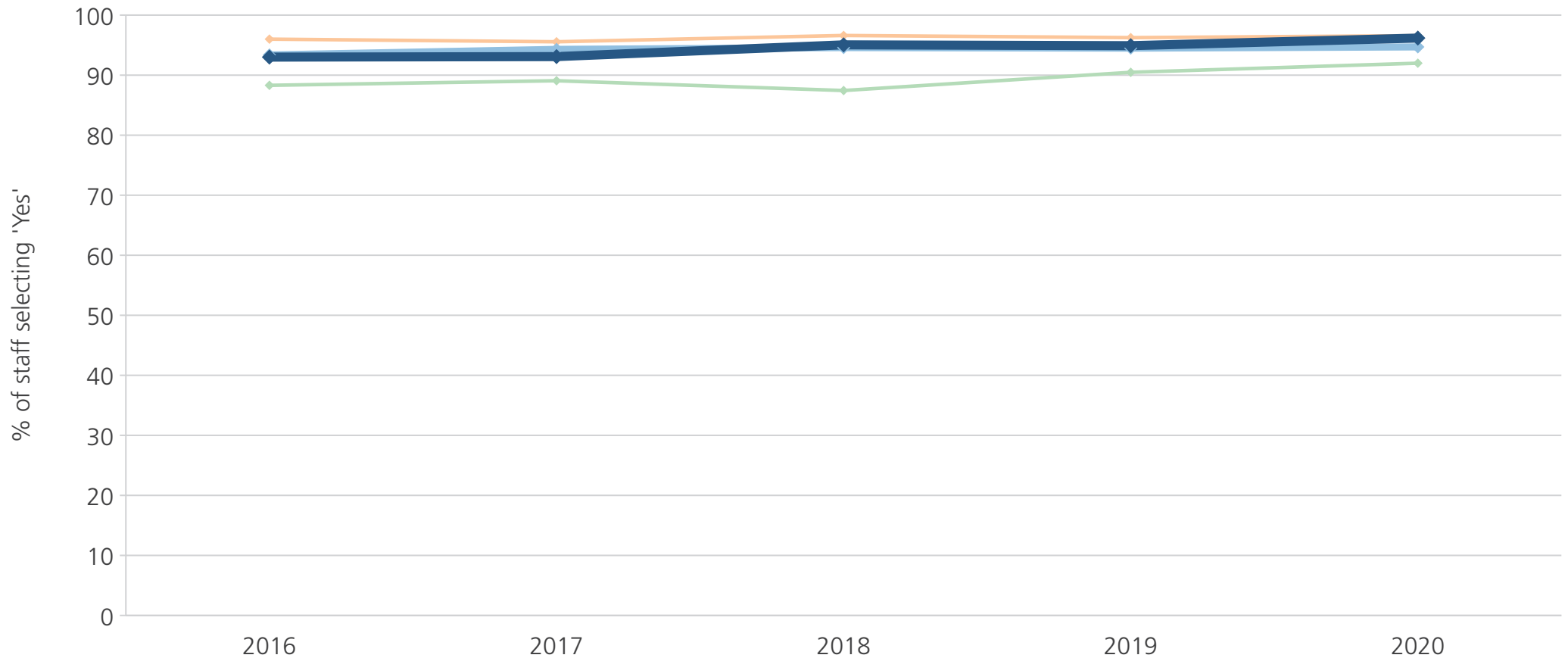
Worst	28.4%	27.5%	26.5%	27.9%	26.6%
Your org	24.5%	18.4%	24.2%	18.2%	19.9%
Average	22.5%	21.6%	22.2%	19.4%	20.5%
Best	13.3%	12.1%	12.6%	14.2%	14.6%
Responses	789	672	674	684	584

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

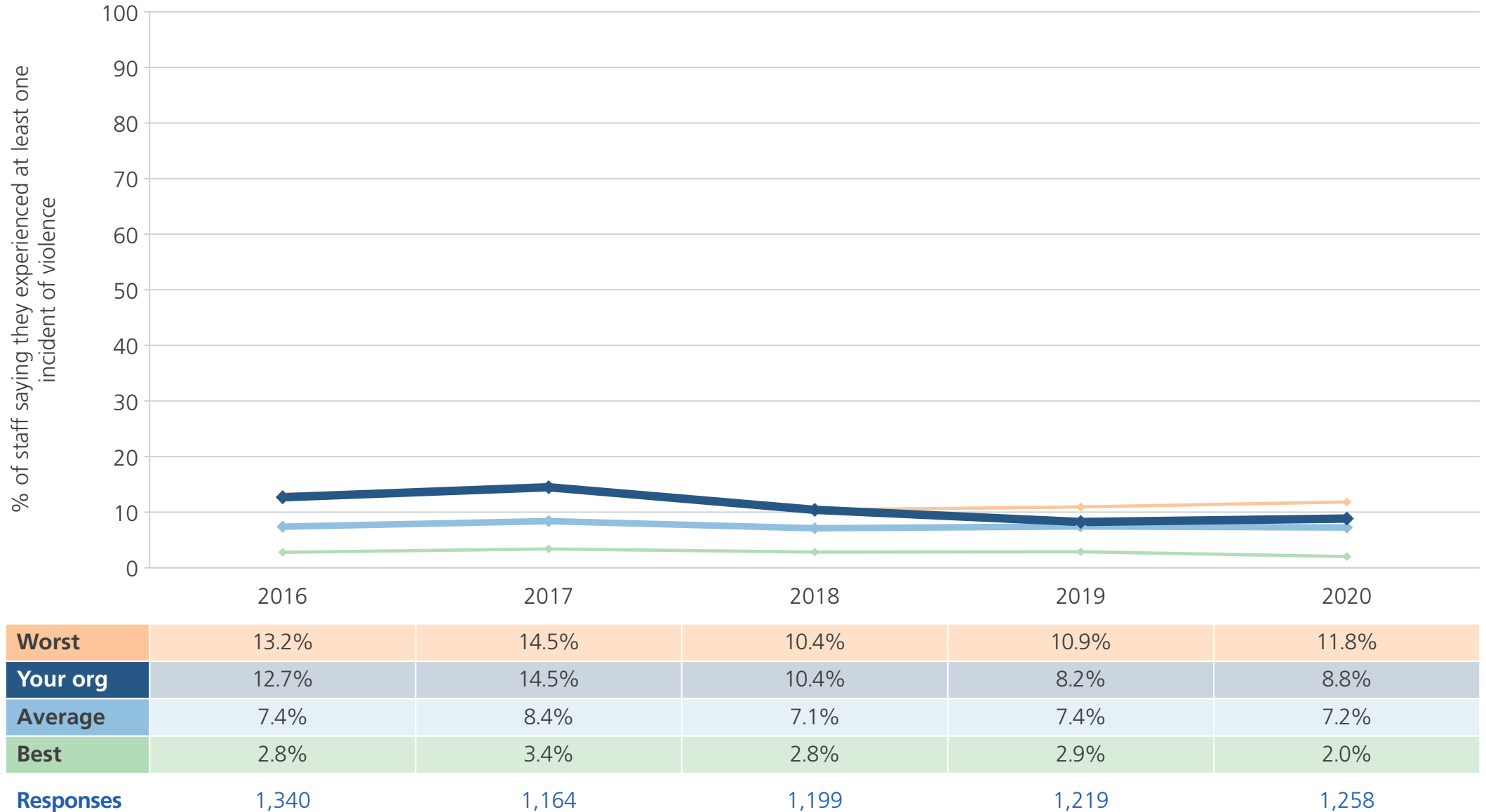


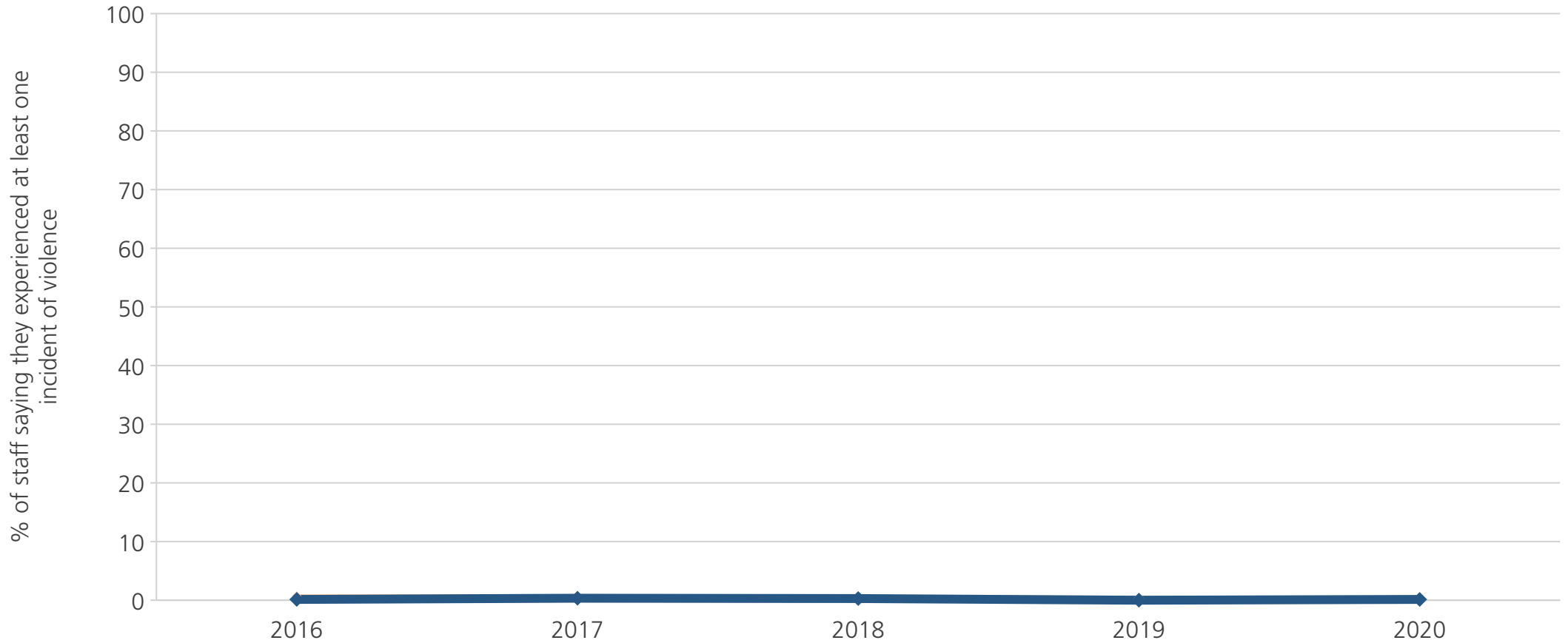
	2016	2017	2018	2019	2020
Worst	22.4%	21.6%	21.6%	19.7%	21.7%
Your org	18.3%	18.8%	20.1%	18.2%	18.4%
Average	18.3%	17.9%	17.6%	17.0%	18.5%
Best	15.2%	13.8%	13.5%	13.1%	15.1%
Responses	787	670	672	683	584

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

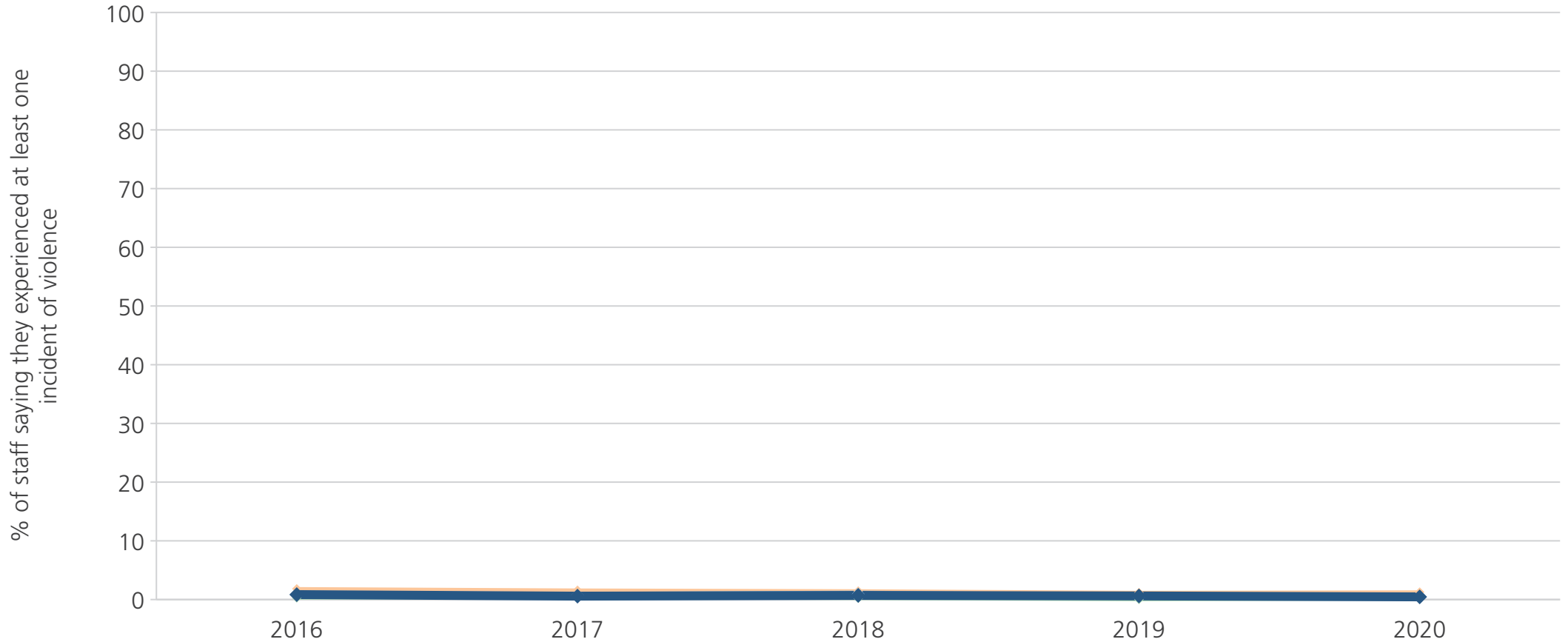


	2016	2017	2018	2019	2020
Worst	96.0%	95.6%	96.6%	96.3%	96.6%
Your org	93.0%	93.1%	95.0%	94.9%	96.2%
Average	93.4%	94.3%	94.6%	94.5%	94.7%
Best	88.3%	89.1%	87.4%	90.5%	92.0%
Responses	795	674	685	688	586

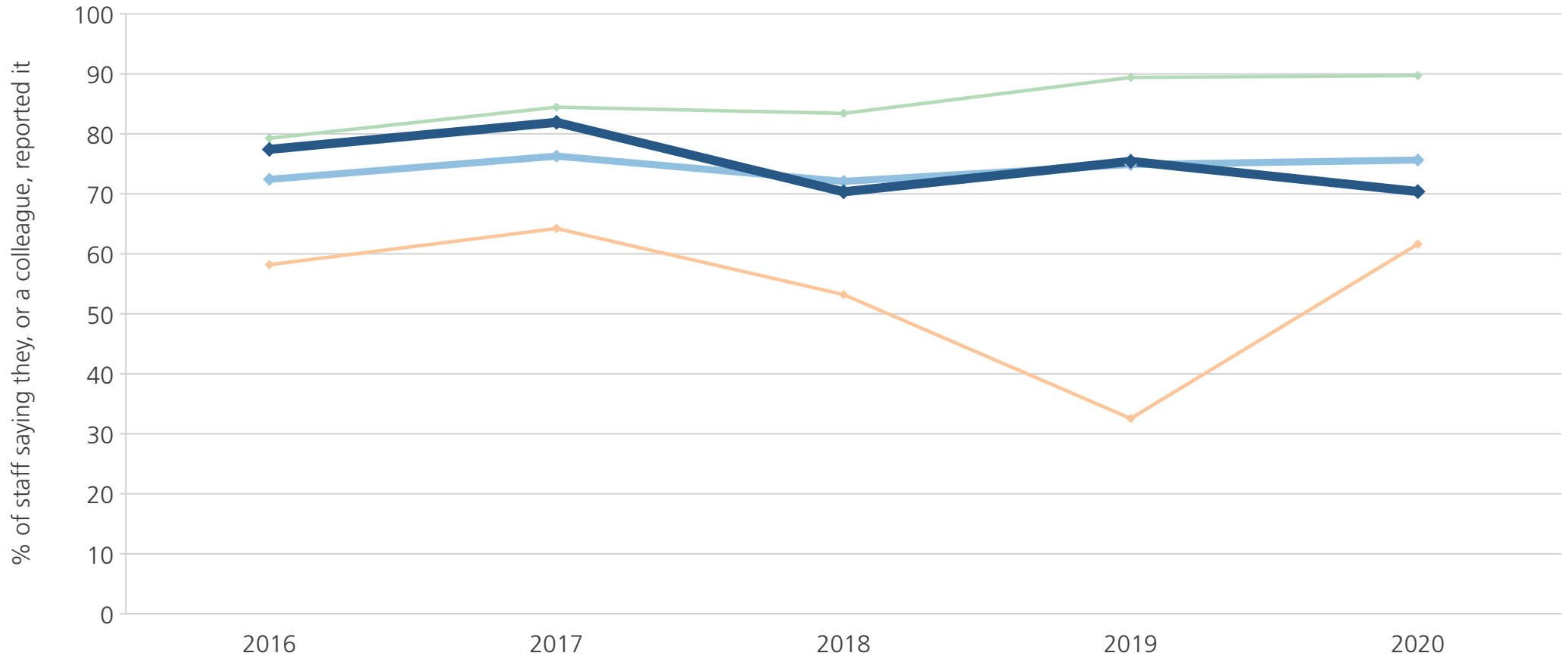




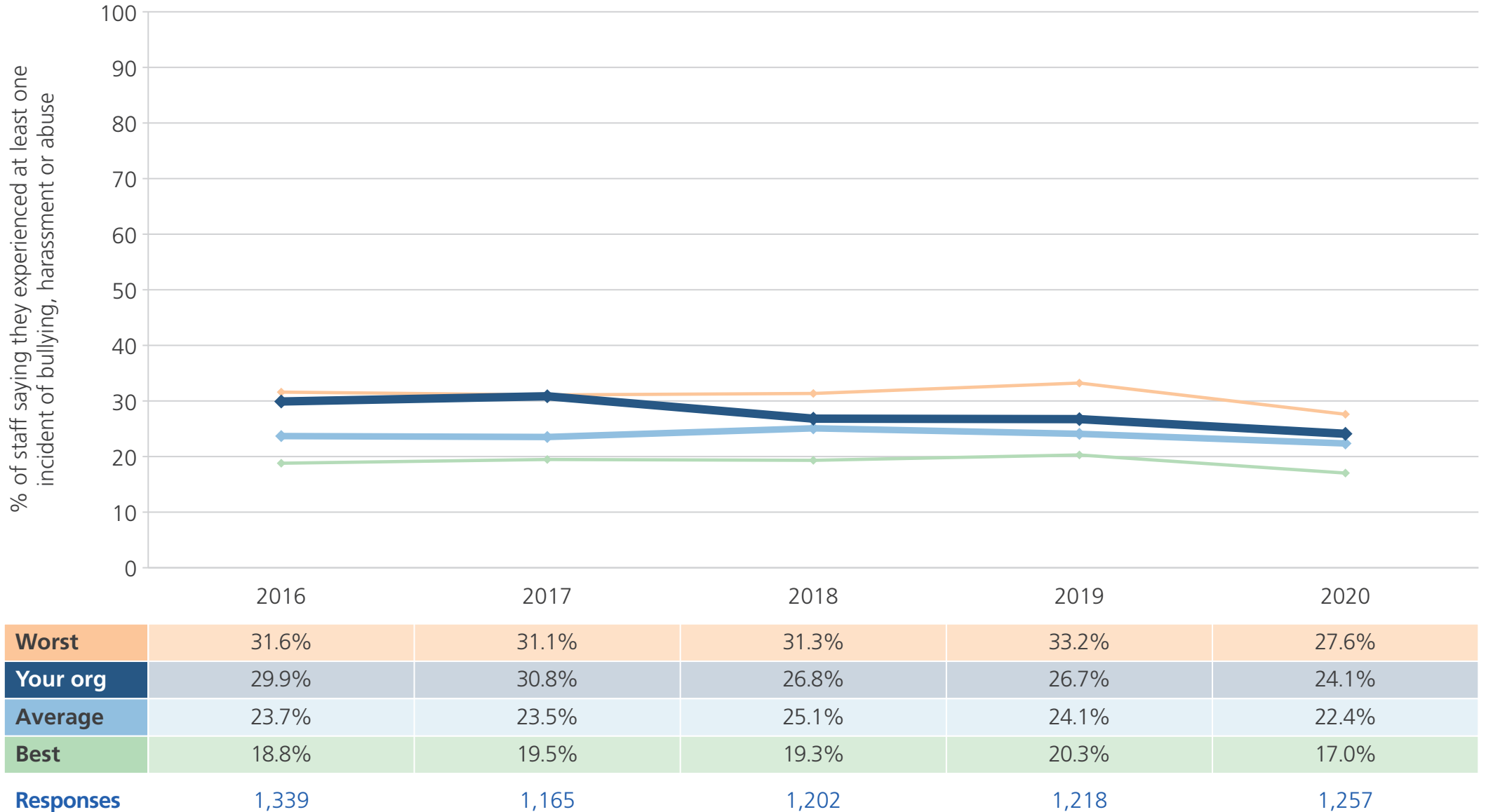
Worst	0.7%	0.7%	0.6%	0.5%	0.3%
Your org	0.1%	0.3%	0.3%	0.0%	0.1%
Average	0.2%	0.3%	0.3%	0.1%	0.2%
Best	0.0%	0.0%	0.0%	0.0%	0.0%
Responses	1,339	1,160	1,190	1,214	1,253

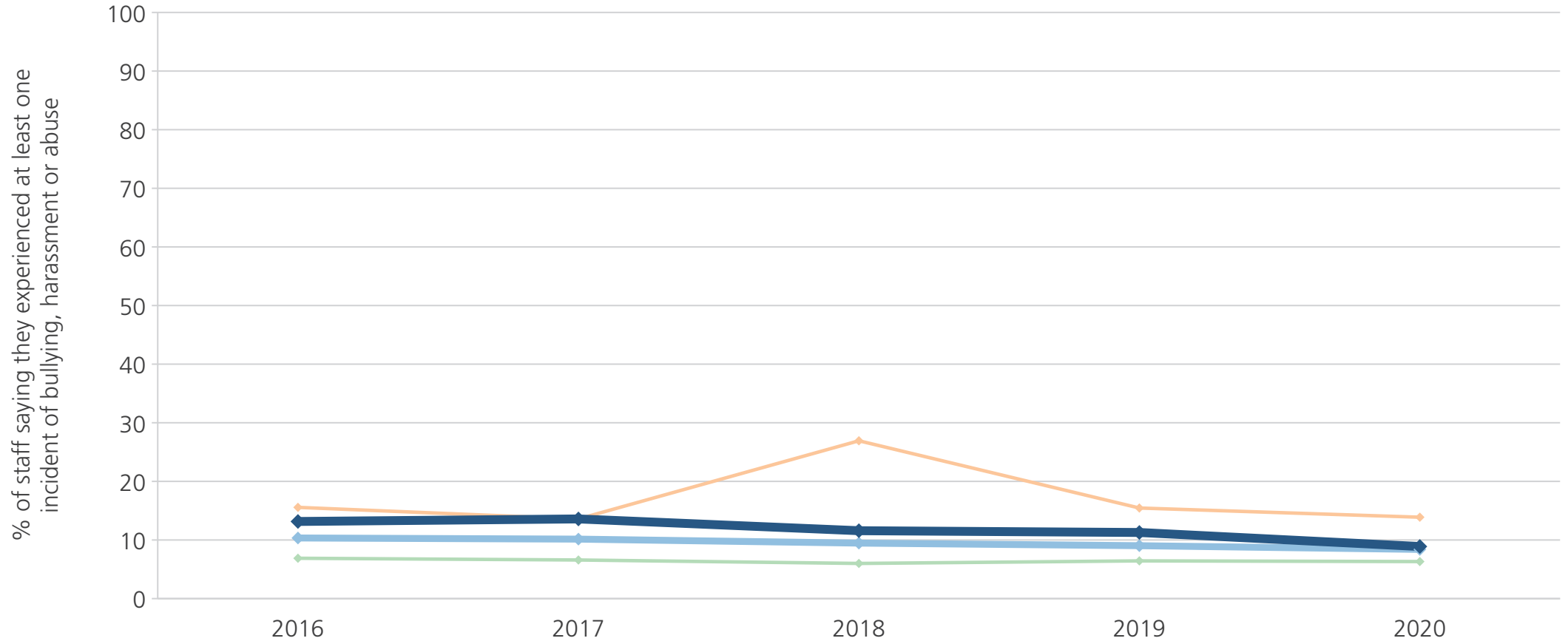


Worst	1.8%	1.6%	1.5%	1.2%	1.3%
Your org	0.8%	0.6%	0.7%	0.6%	0.5%
Average	0.8%	0.7%	0.9%	0.5%	0.5%
Best	0.3%	0.4%	0.2%	0.0%	0.1%
Responses	1,335	1,157	1,189	1,187	1,238

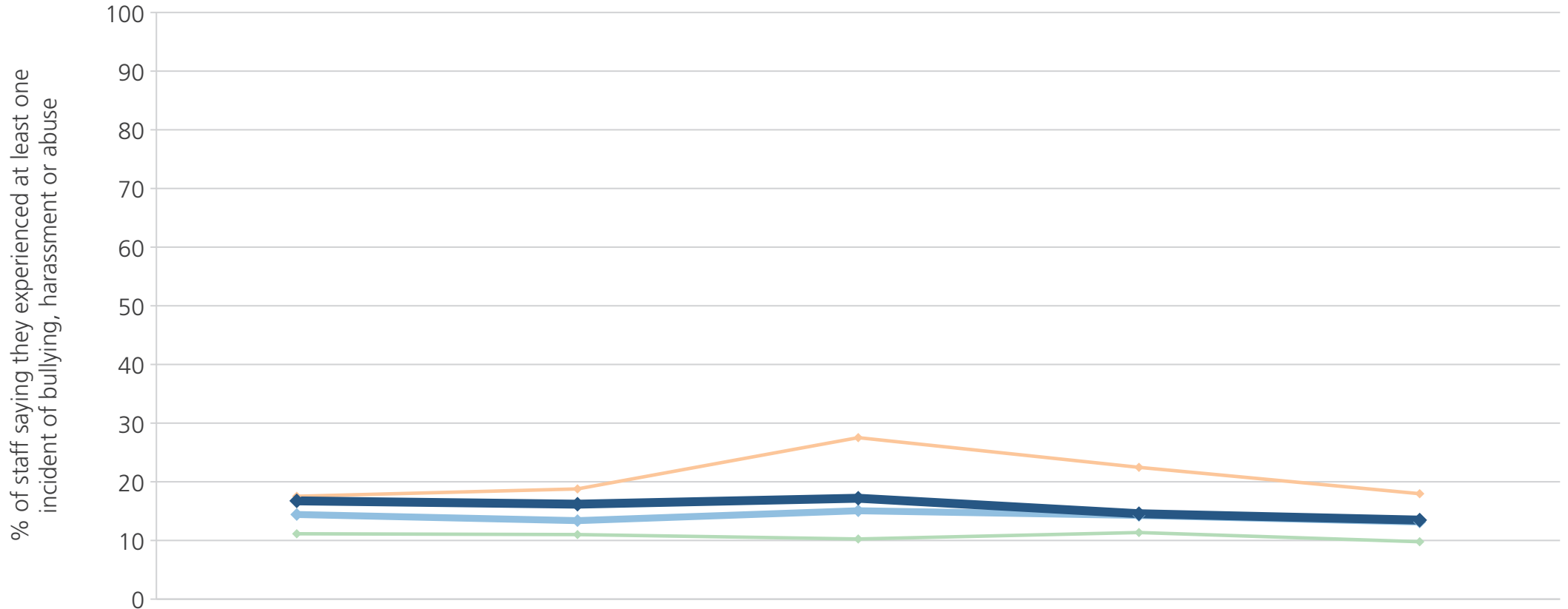


	2016	2017	2018	2019	2020
Best	79.3%	84.5%	83.4%	89.4%	89.7%
Your org	77.4%	81.9%	70.3%	75.4%	70.4%
Average	72.4%	76.3%	72.1%	74.9%	75.6%
Worst	58.2%	64.2%	53.2%	32.5%	61.6%
Responses	156	146	110	89	94

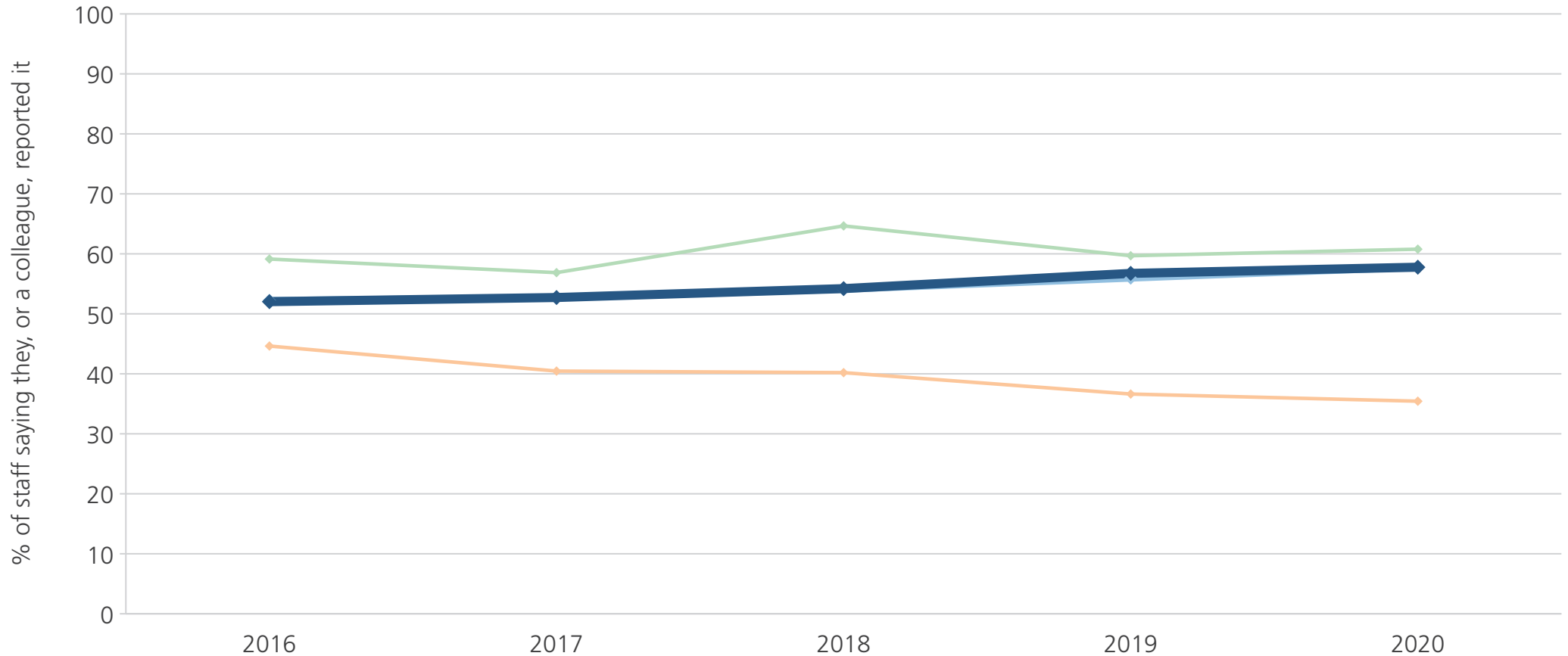




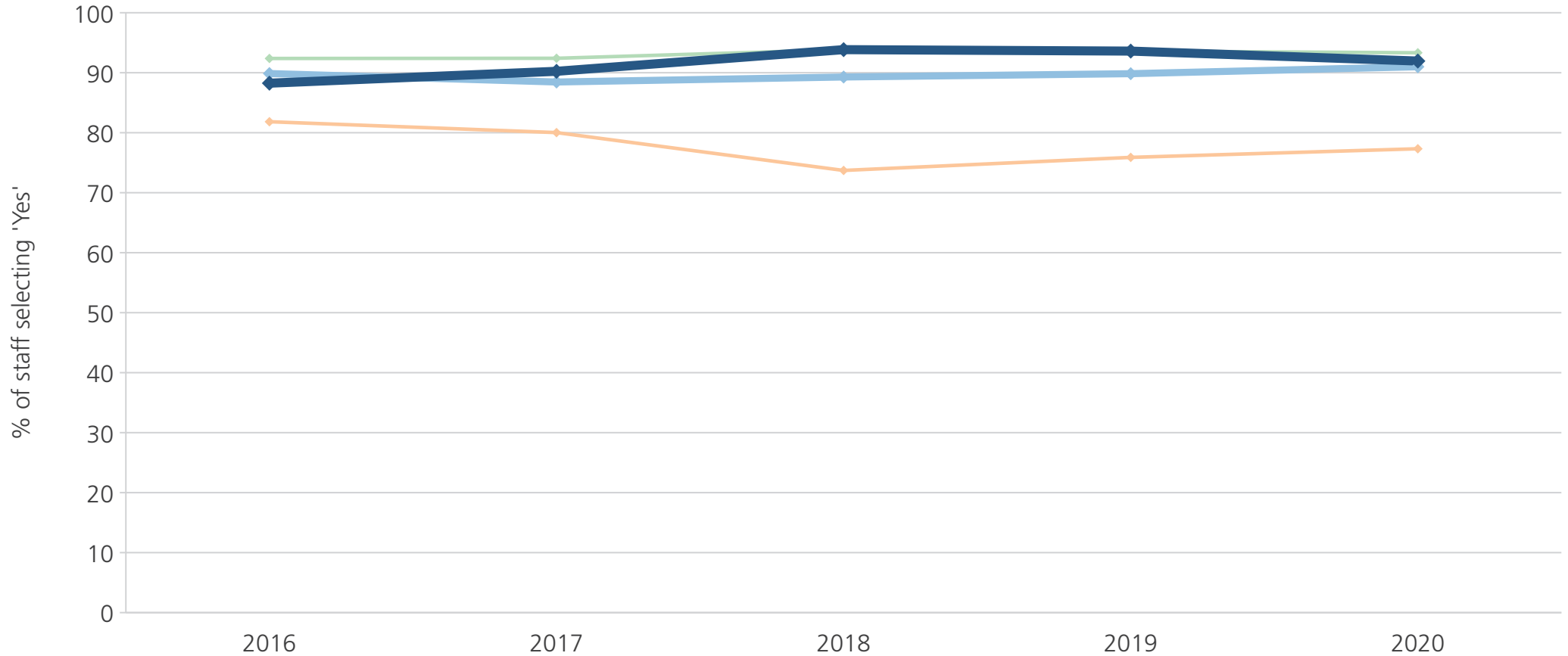
	2016	2017	2018	2019	2020
Worst	15.6%	13.6%	26.9%	15.5%	13.9%
Your org	13.2%	13.6%	11.6%	11.3%	8.9%
Average	10.3%	10.1%	9.5%	9.0%	8.4%
Best	6.9%	6.6%	6.0%	6.4%	6.3%
Responses	1,328	1,157	1,190	1,212	1,252



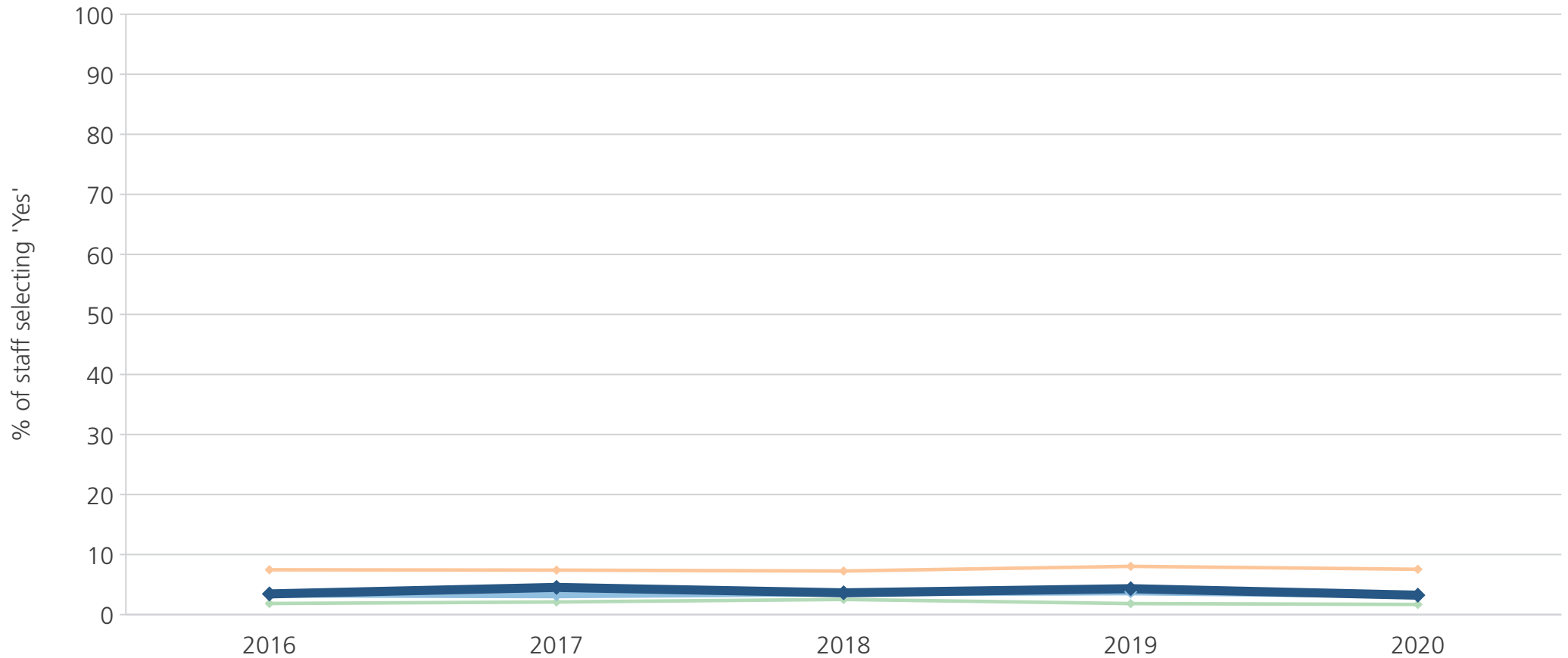
	2016	2017	2018	2019	2020
Worst	17.5%	18.8%	27.5%	22.5%	18.0%
Your org	16.8%	16.2%	17.2%	14.6%	13.5%
Average	14.4%	13.4%	15.1%	14.3%	13.2%
Best	11.1%	11.0%	10.3%	11.4%	9.8%
Responses	1,335	1,153	1,189	1,185	1,241



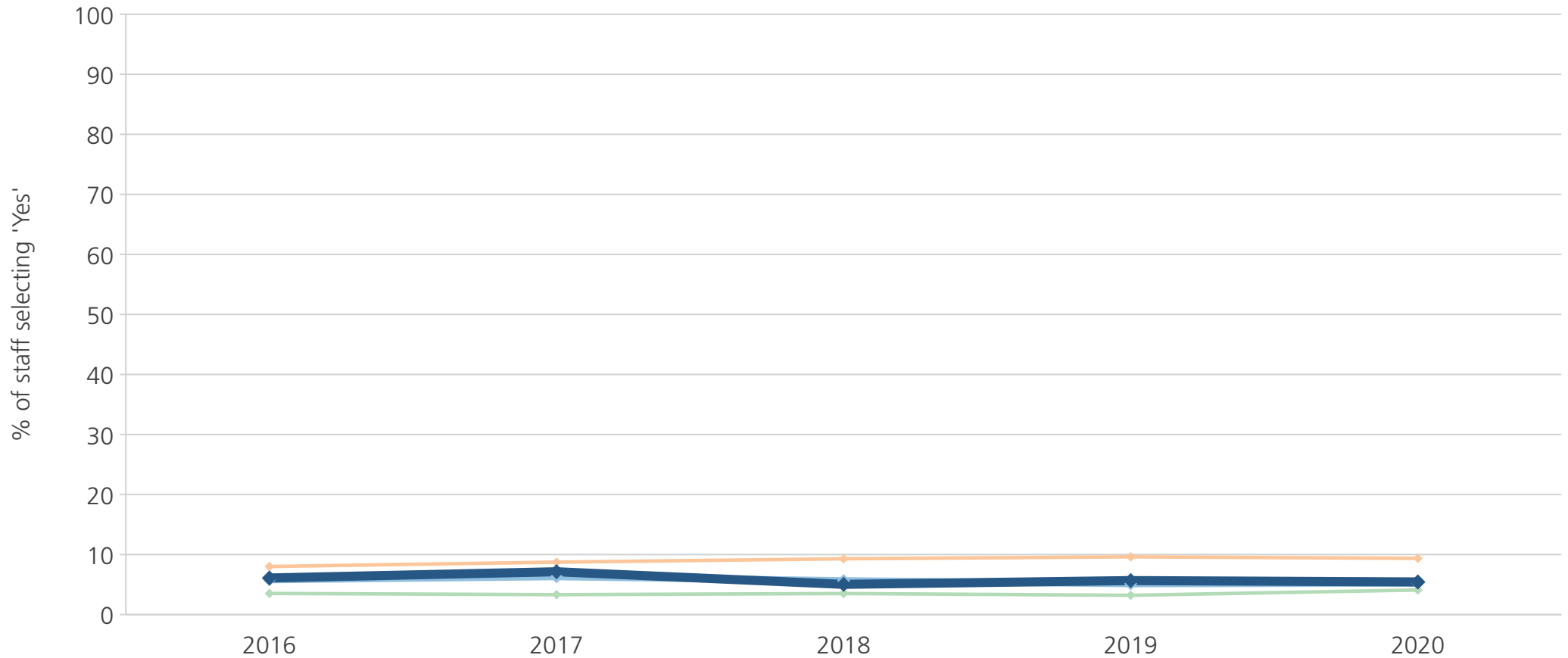
	2016	2017	2018	2019	2020
Best	59.1%	56.9%	64.7%	59.7%	60.8%
Your org	52.0%	52.7%	54.2%	56.7%	57.8%
Average	52.2%	52.7%	54.1%	56.0%	57.8%
Worst	44.6%	40.5%	40.2%	36.6%	35.4%
Responses	514	433	405	396	388



	2016	2017	2018	2019	2020
Best	92.4%	92.4%	93.8%	93.6%	93.3%
Your org	88.3%	90.2%	93.8%	93.6%	91.9%
Average	89.9%	88.5%	89.3%	89.8%	91.0%
Worst	81.8%	80.0%	73.7%	75.9%	77.3%
Responses	872	776	818	811	898

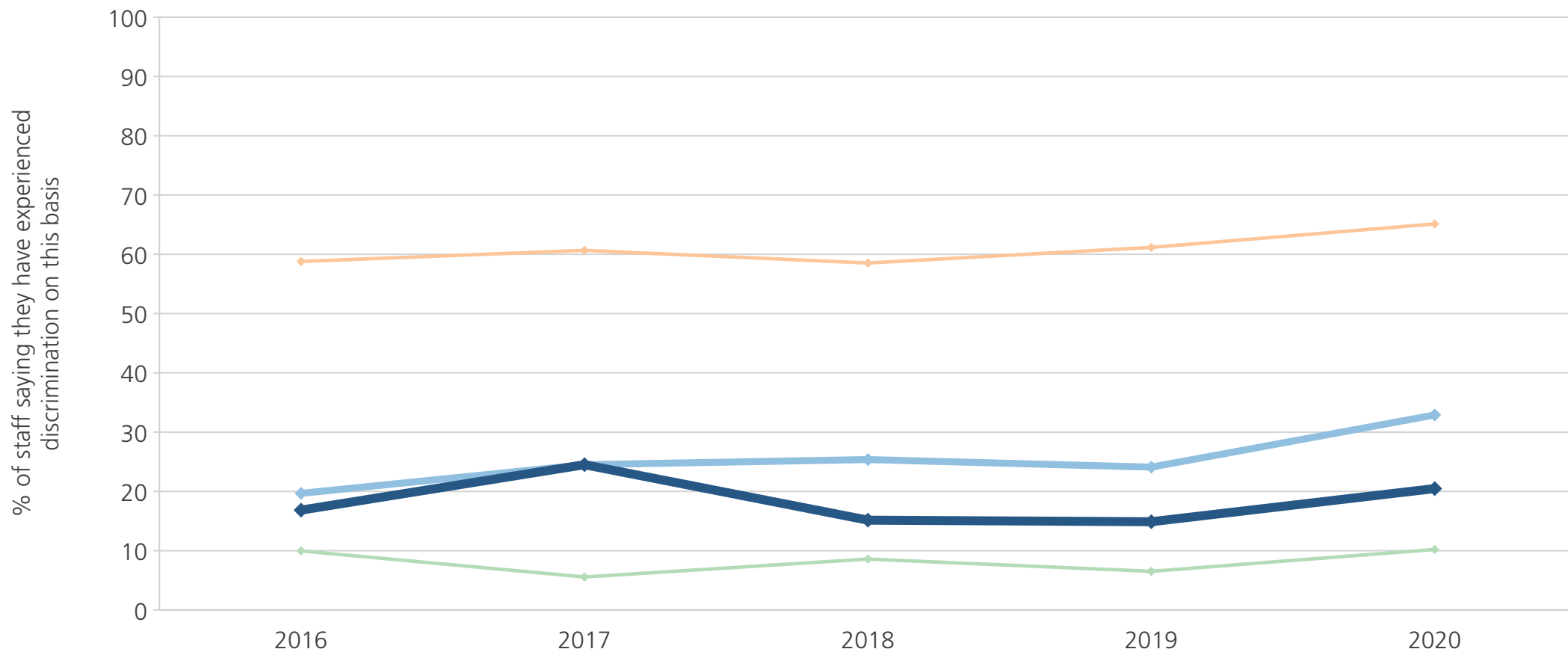


	2016	2017	2018	2019	2020
Worst	7.5%	7.4%	7.3%	8.0%	7.5%
Your org	3.4%	4.5%	3.6%	4.3%	3.2%
Average	3.4%	3.3%	3.6%	3.8%	3.3%
Best	1.8%	2.1%	2.5%	1.8%	1.7%
Responses	1,332	1,162	1,201	1,215	1,260



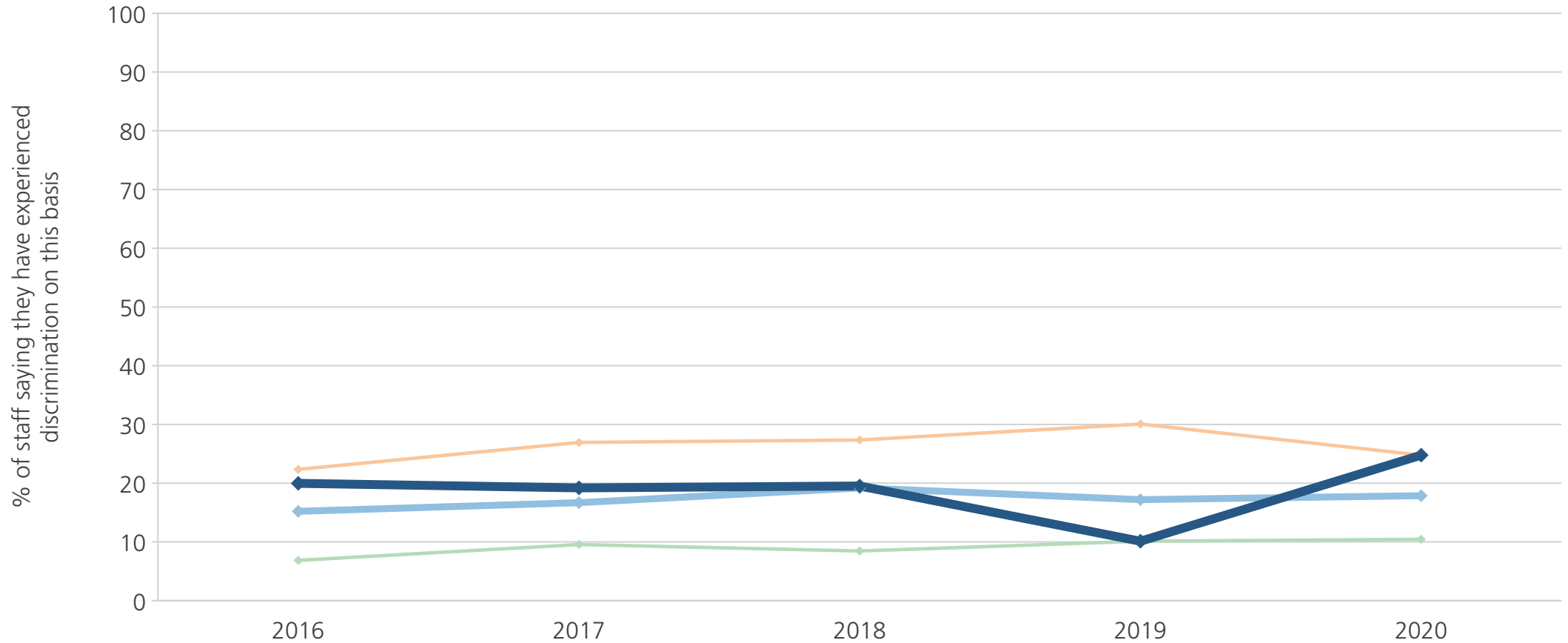
	2016	2017	2018	2019	2020
Worst	8.0%	8.7%	9.3%	9.6%	9.4%
Your org	6.1%	7.1%	5.0%	5.7%	5.4%
Average	5.8%	6.3%	5.7%	5.1%	5.2%
Best	3.5%	3.3%	3.5%	3.2%	4.1%
Responses	1,337	1,166	1,197	1,207	1,258

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



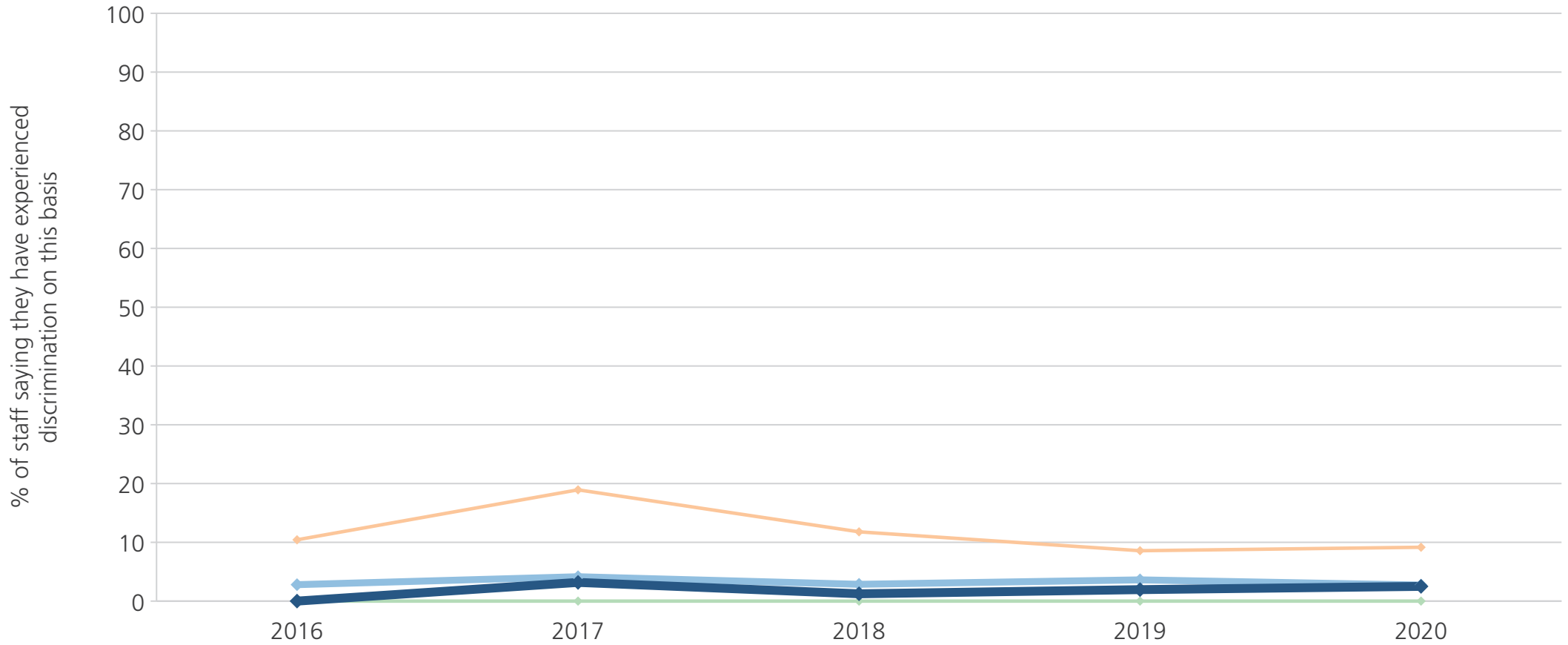
Worst	58.8%	60.7%	58.5%	61.2%	65.1%
Your org	16.8%	24.5%	15.2%	14.9%	20.5%
Average	19.7%	24.5%	25.4%	24.1%	32.9%
Best	10.0%	5.6%	8.6%	6.5%	10.2%
Responses	111	104	86	95	91

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



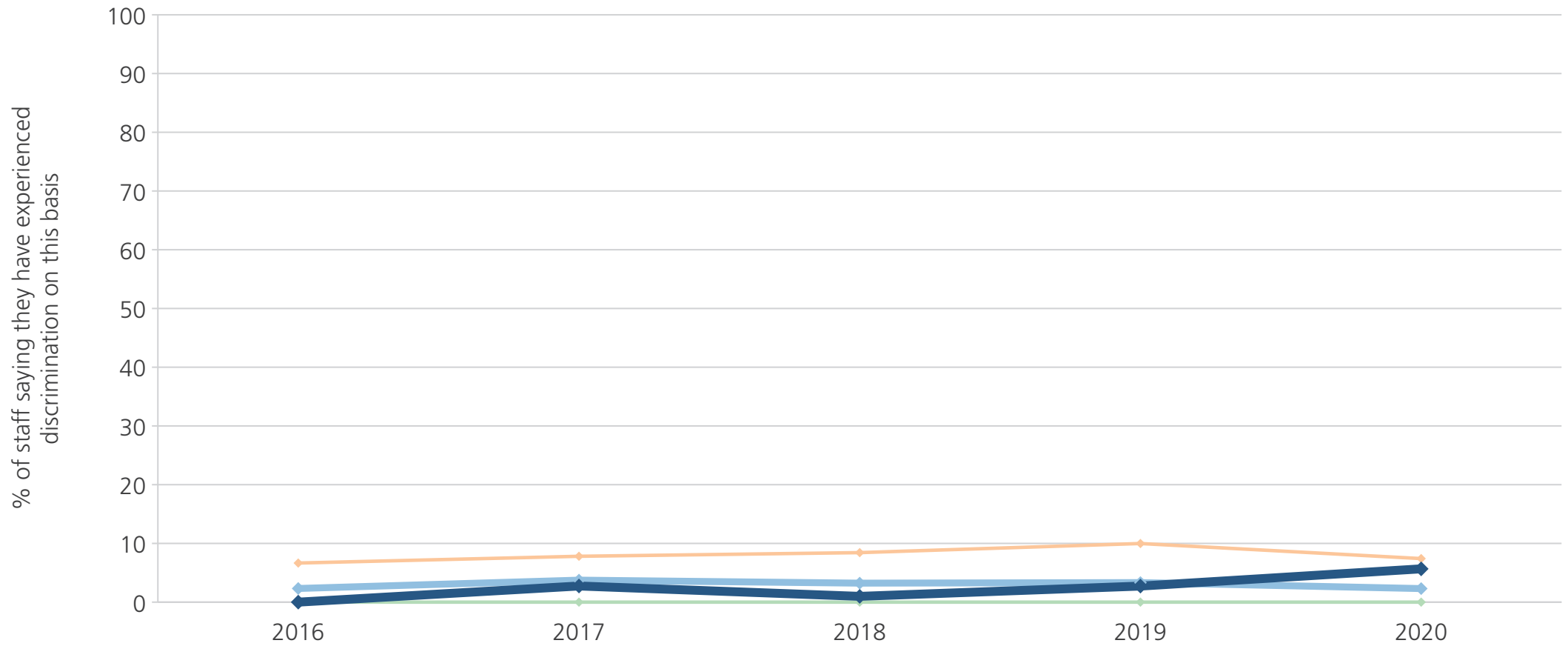
	2016	2017	2018	2019	2020
Worst	22.3%	26.9%	27.3%	30.1%	24.8%
Your org	20.0%	19.2%	19.5%	10.1%	24.8%
Average	15.2%	16.7%	19.2%	17.2%	17.9%
Best	6.9%	9.6%	8.4%	10.1%	10.4%
Responses	111	104	86	95	91

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



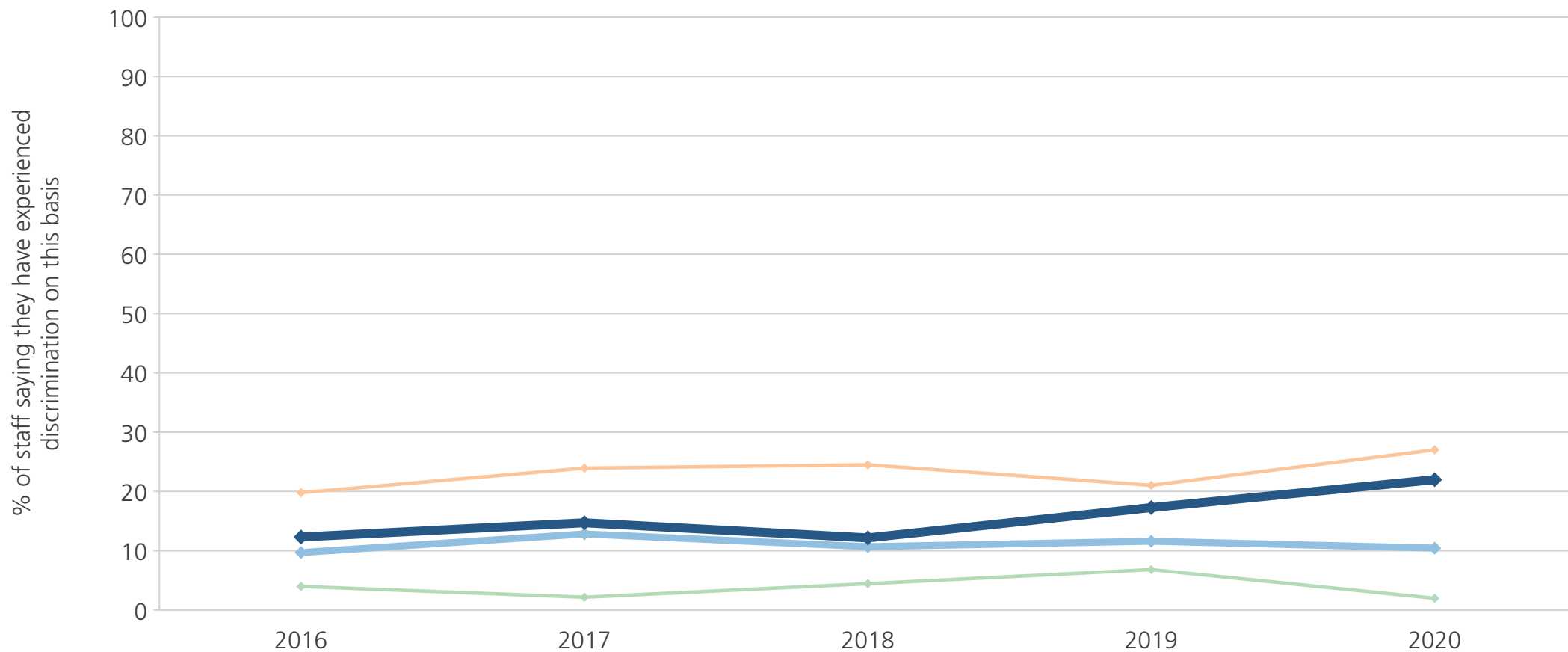
Worst	10.4%	18.9%	11.8%	8.6%	9.2%
Your org	0.0%	3.2%	1.2%	2.0%	2.5%
Average	2.8%	4.1%	2.9%	3.6%	2.7%
Best	0.0%	0.0%	0.0%	0.0%	0.0%
Responses	111	104	86	95	91

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



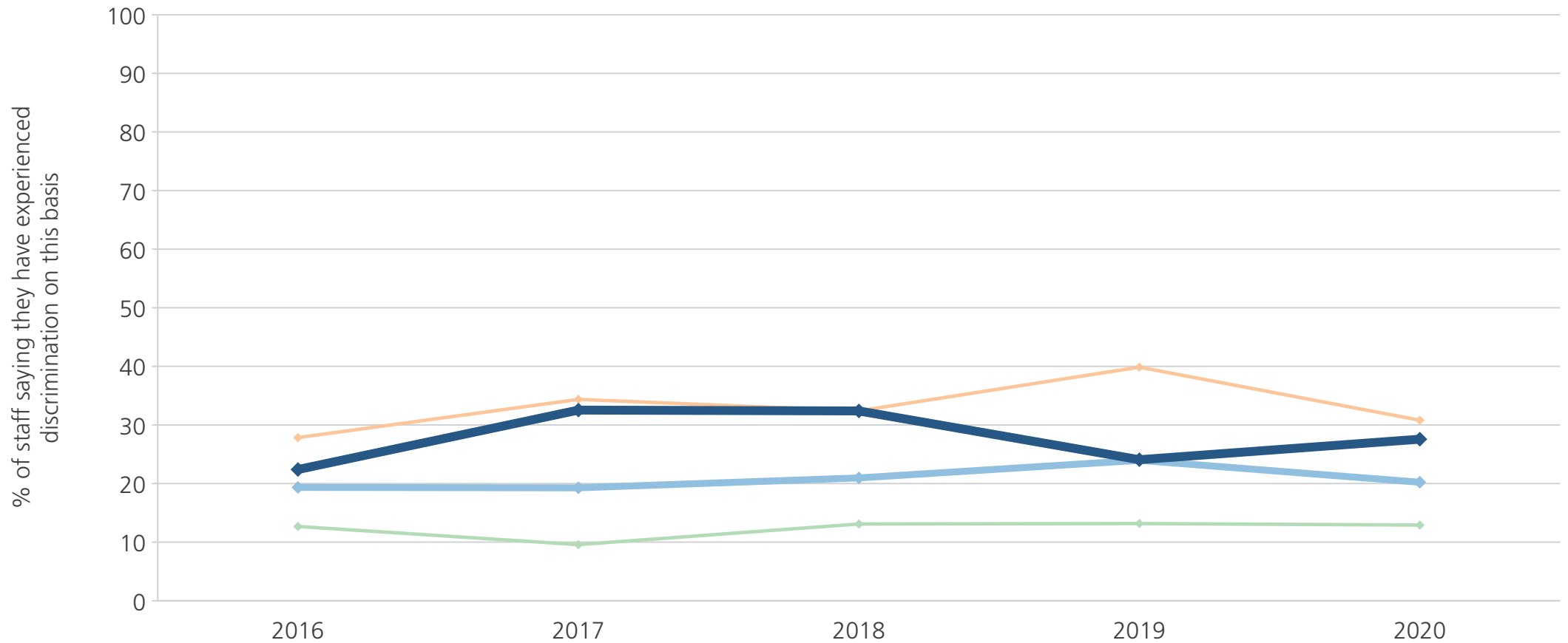
Worst	6.7%	7.8%	8.4%	10.0%	7.4%
Your org	0.0%	2.7%	1.0%	2.7%	5.7%
Average	2.3%	3.7%	3.2%	3.3%	2.3%
Best	0.0%	0.0%	0.0%	0.0%	0.0%
Responses	111	104	86	95	91

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



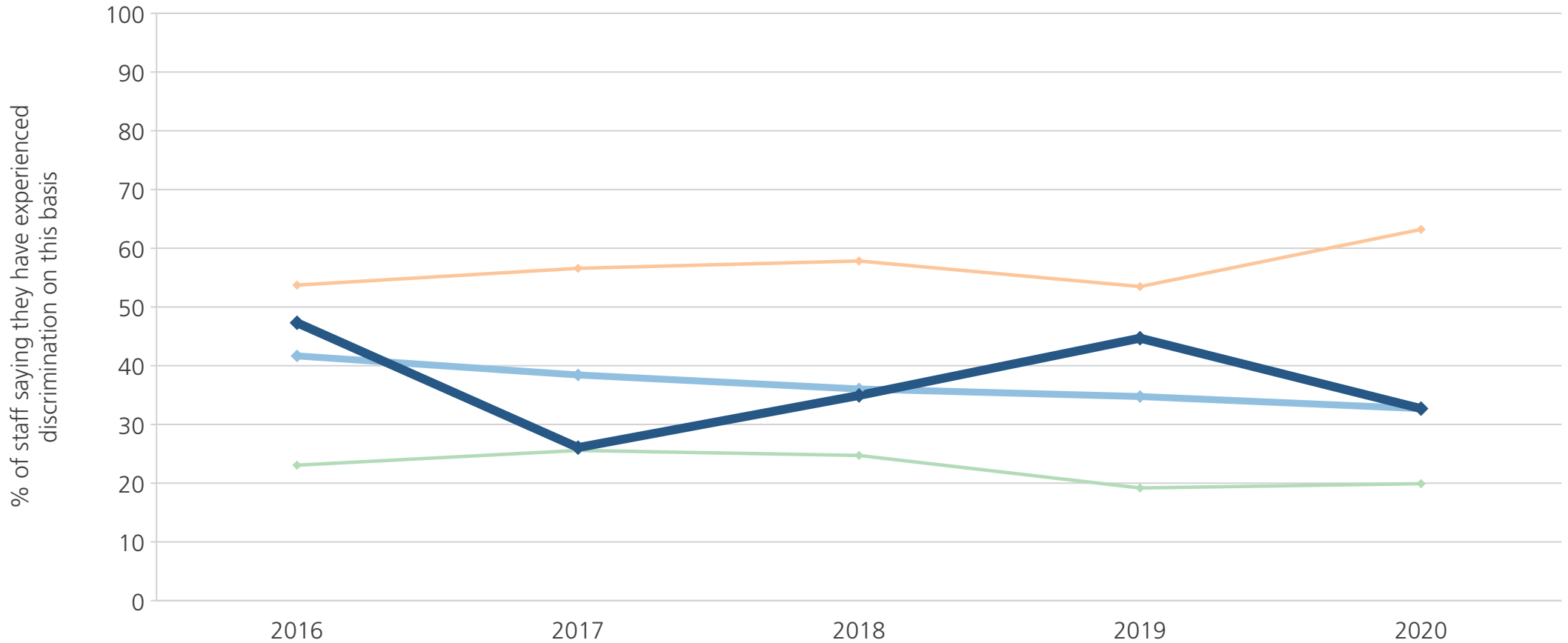
Worst	19.8%	23.9%	24.5%	21.0%	27.0%
Your org	12.3%	14.7%	12.2%	17.3%	22.0%
Average	9.7%	12.8%	10.7%	11.6%	10.4%
Best	4.0%	2.1%	4.4%	6.8%	2.0%
Responses	111	104	86	95	91

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

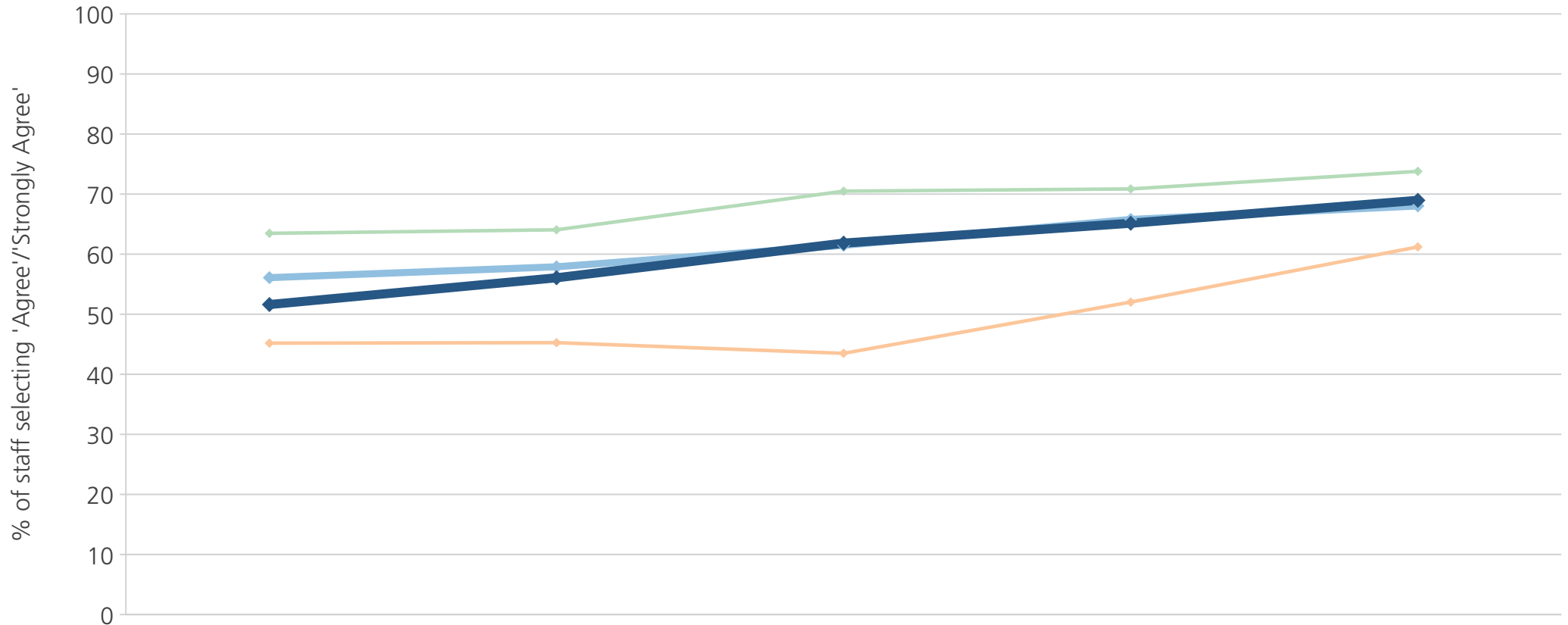


	2016	2017	2018	2019	2020
Worst	27.8%	34.4%	32.4%	39.9%	30.8%
Your org	22.4%	32.5%	32.4%	24.1%	27.6%
Average	19.3%	19.3%	21.0%	24.0%	20.2%
Best	12.7%	9.6%	13.1%	13.2%	12.9%
Responses	111	104	86	95	91

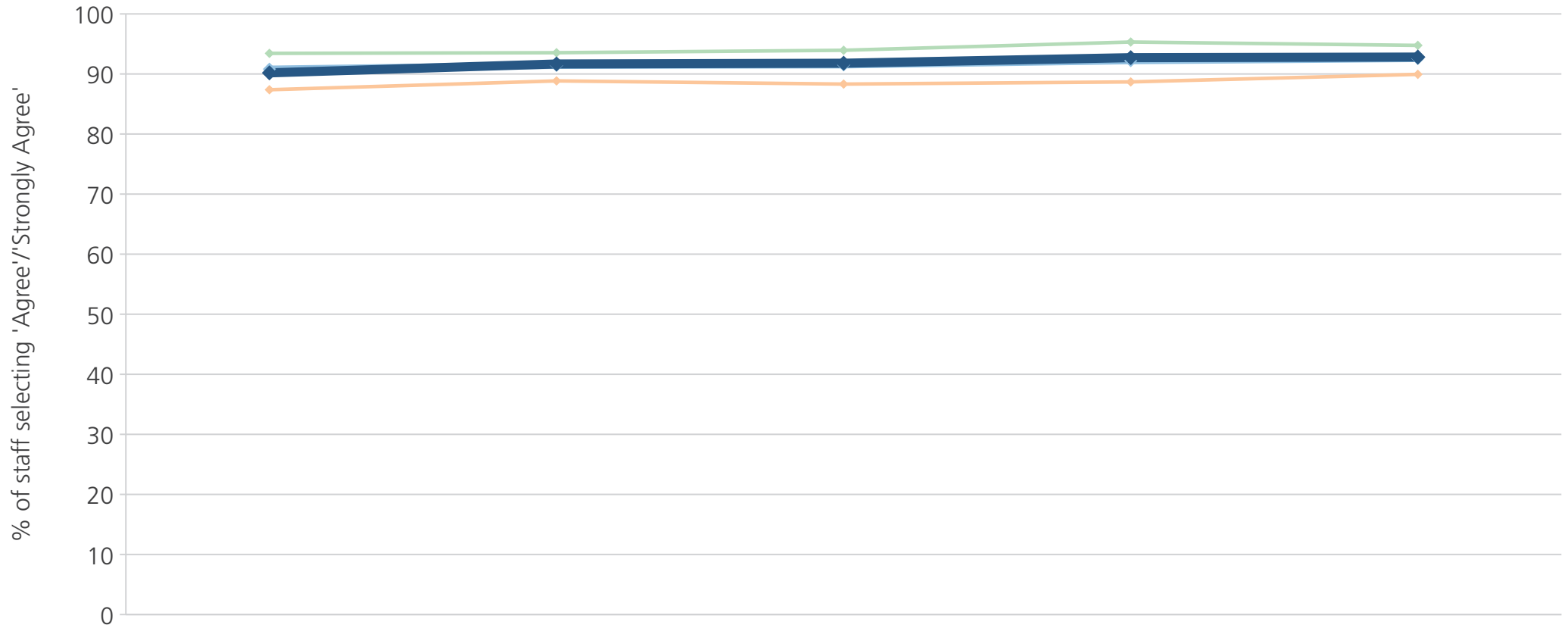
This question was only answered by staff who reported experiencing at least one incident of discrimination in the last 12 months.



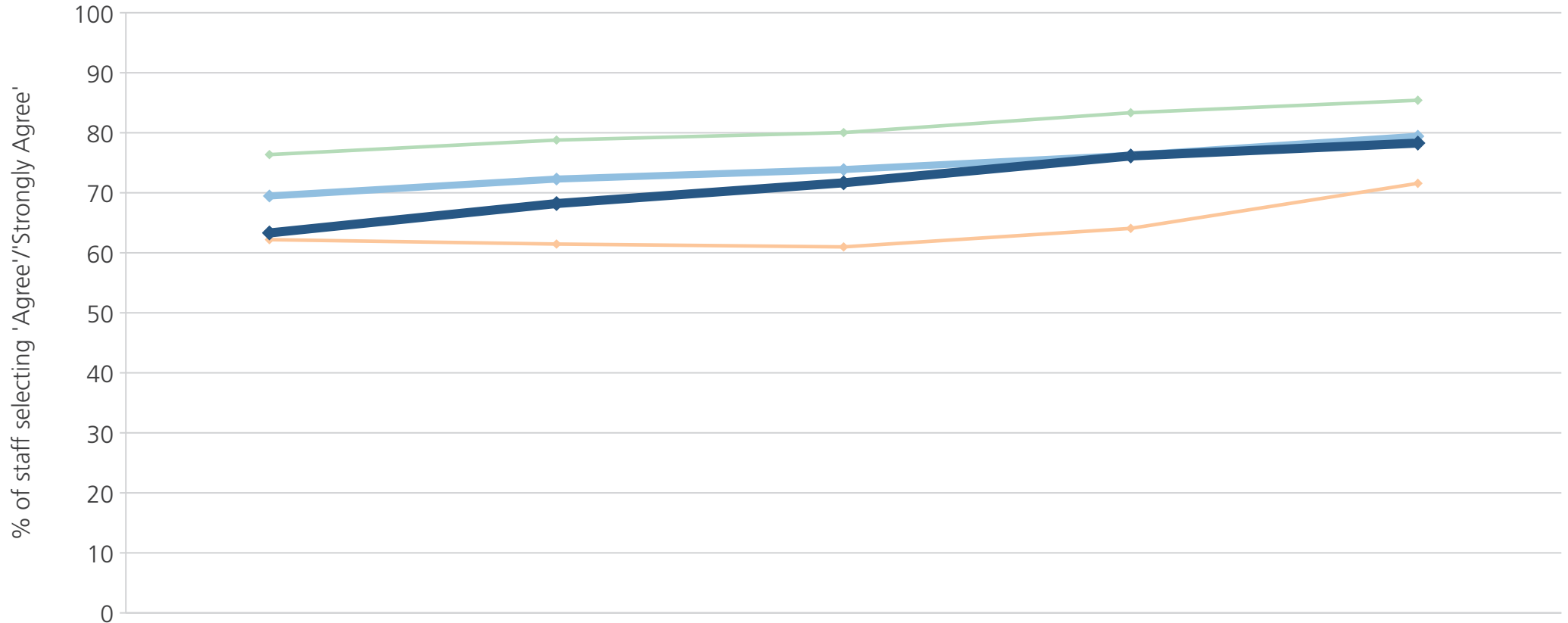
	2016	2017	2018	2019	2020
Worst	53.7%	56.6%	57.8%	53.5%	63.2%
Your org	47.3%	26.1%	34.9%	44.7%	32.7%
Average	41.7%	38.4%	36.0%	34.8%	32.7%
Best	23.1%	25.6%	24.7%	19.2%	19.9%
Responses	111	104	86	95	91



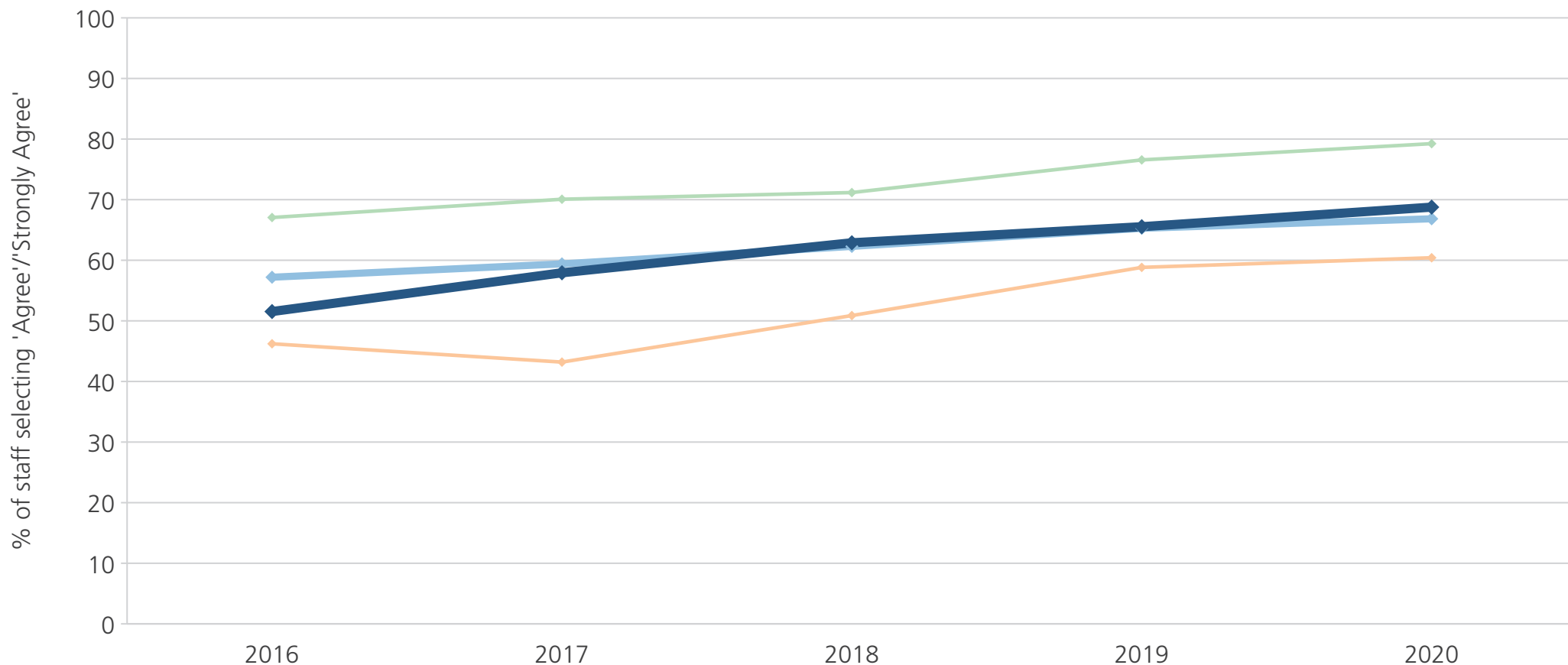
	2016	2017	2018	2019	2020
Best	63.5%	64.1%	70.5%	70.9%	73.8%
Your org	51.6%	56.1%	61.8%	65.1%	69.0%
Average	56.1%	57.9%	61.5%	65.8%	68.0%
Worst	45.2%	45.3%	43.5%	52.0%	61.2%
Responses	1,090	946	957	949	982



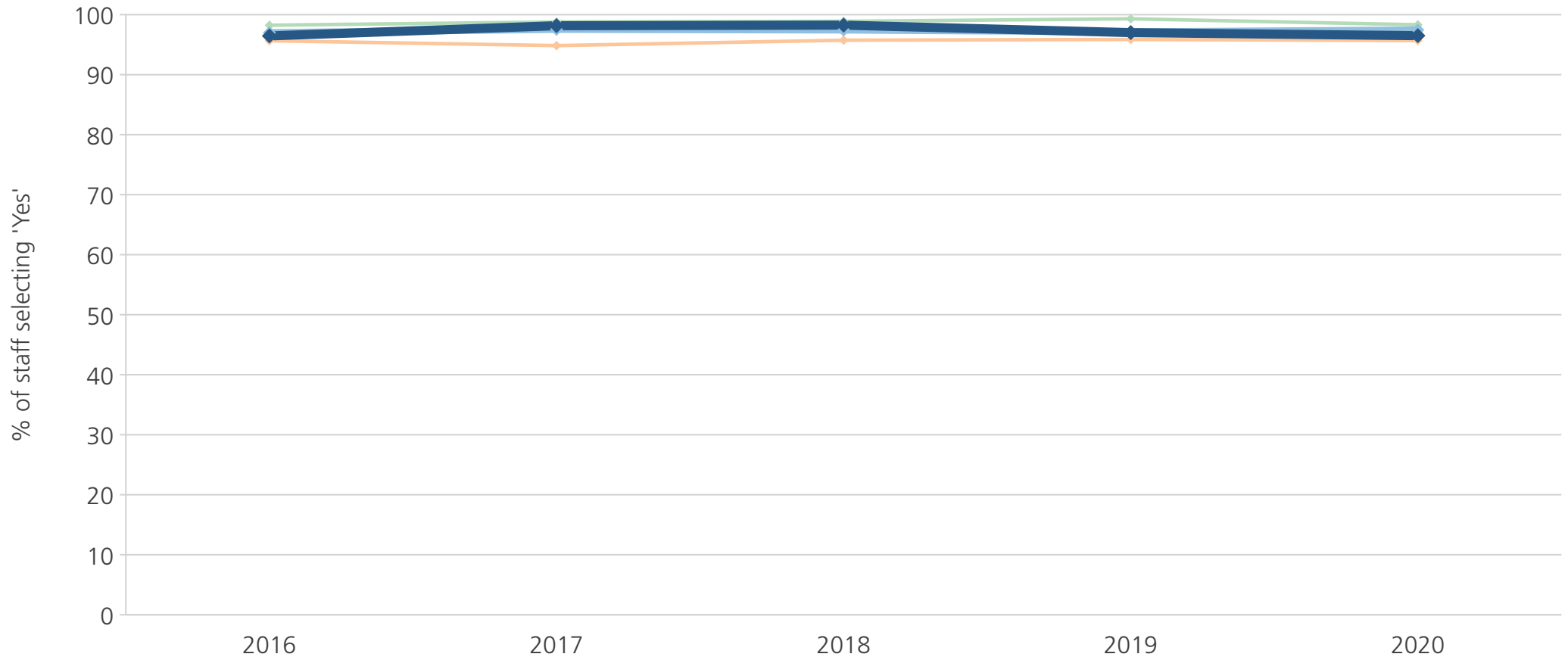
	2016	2017	2018	2019	2020
Best	93.4%	93.5%	93.9%	95.3%	94.8%
Your org	90.2%	91.7%	91.8%	92.7%	92.8%
Average	90.8%	91.4%	91.5%	92.2%	92.6%
Worst	87.4%	88.8%	88.3%	88.7%	89.9%
Responses	1,315	1,146	1,180	1,186	1,233



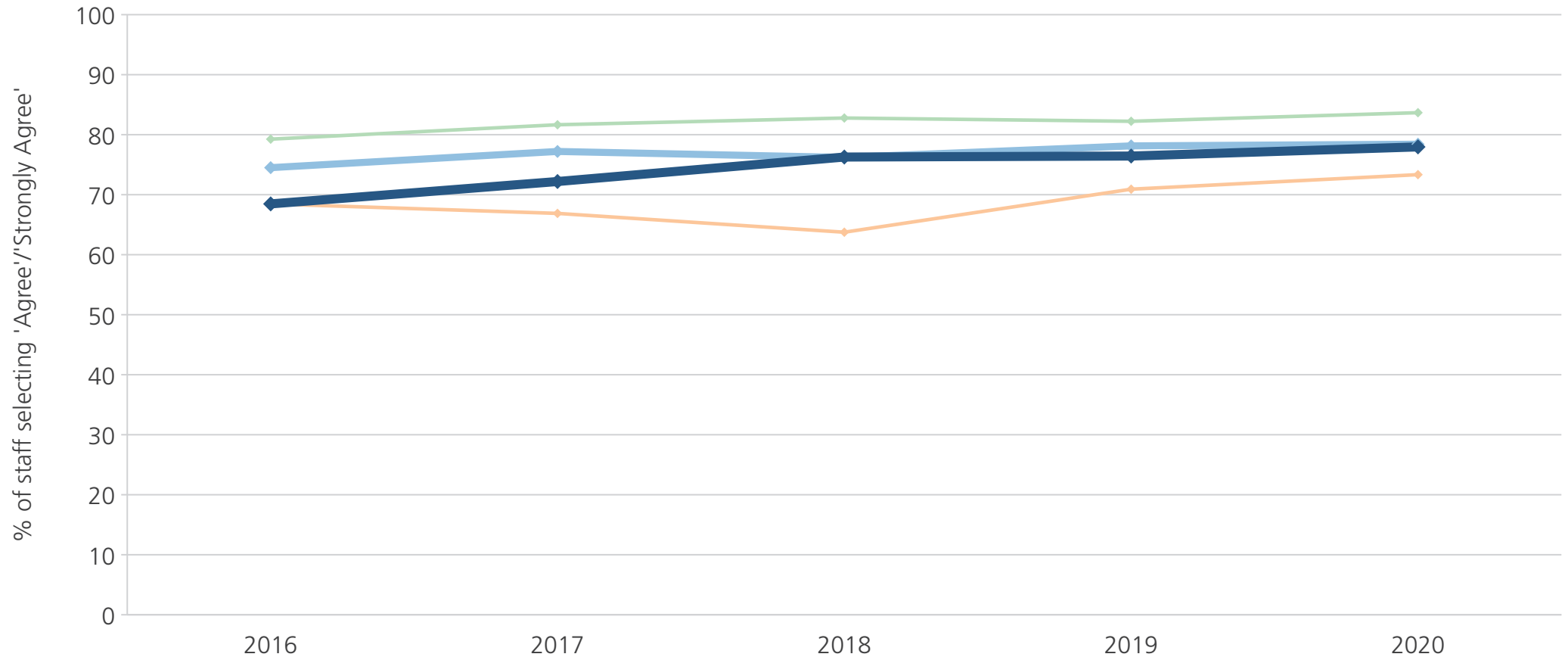
	2016	2017	2018	2019	2020
Best	76.4%	78.8%	80.0%	83.3%	85.4%
Your org	63.3%	68.2%	71.7%	76.1%	78.3%
Average	69.5%	72.3%	73.9%	76.3%	79.4%
Worst	62.2%	61.5%	61.0%	64.1%	71.6%
Responses	1,212	1,056	1,104	1,084	1,137



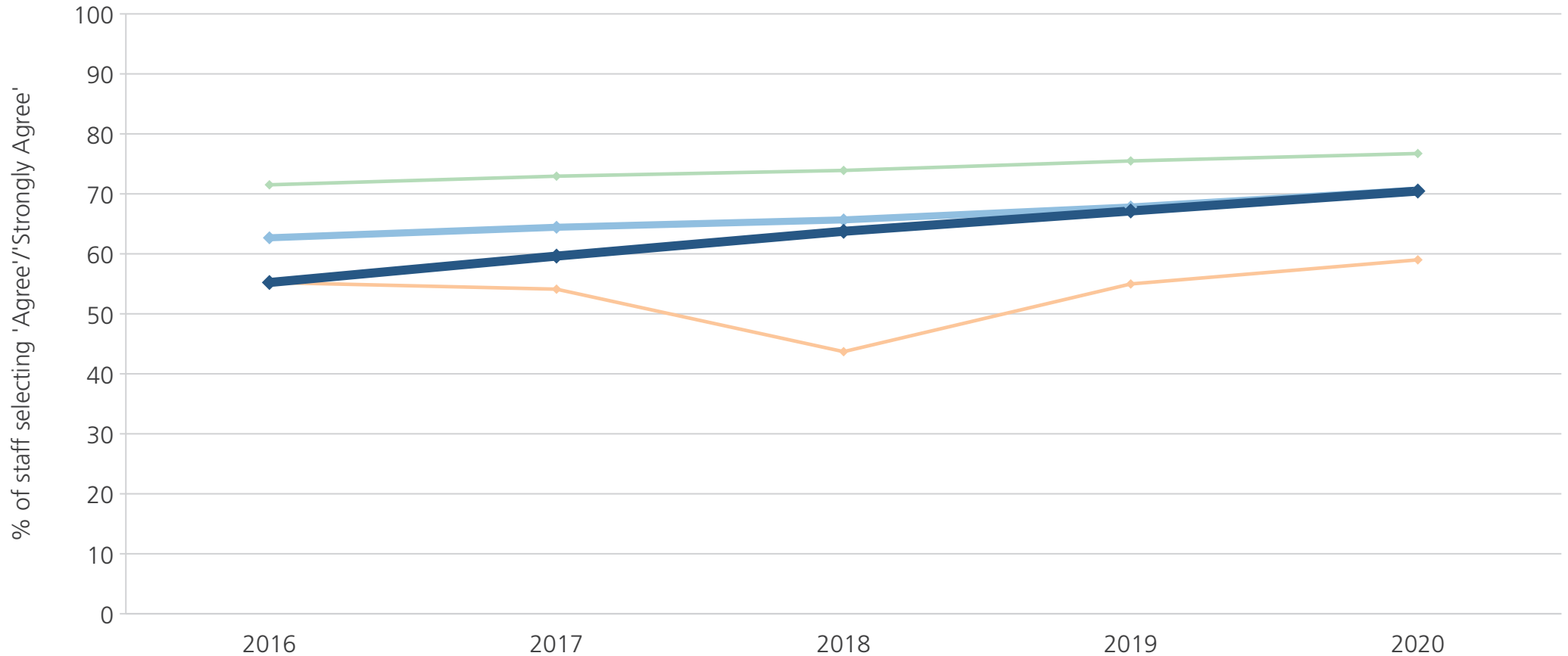
	2016	2017	2018	2019	2020
Best	67.1%	70.1%	71.2%	76.6%	79.2%
Your org	51.5%	57.9%	62.9%	65.5%	68.8%
Average	57.2%	59.4%	62.3%	65.3%	66.8%
Worst	46.2%	43.2%	50.9%	58.8%	60.4%
Responses	1,240	1,072	1,116	1,094	1,154



	2016	2017	2018	2019	2020
Best	98.2%	98.8%	98.9%	99.3%	98.3%
Your org	96.5%	98.2%	98.3%	97.0%	96.5%
Average	97.0%	97.6%	97.4%	97.1%	97.4%
Worst	95.7%	94.8%	95.7%	95.9%	95.7%
Responses	1,240	1,096	1,148	1,155	1,189



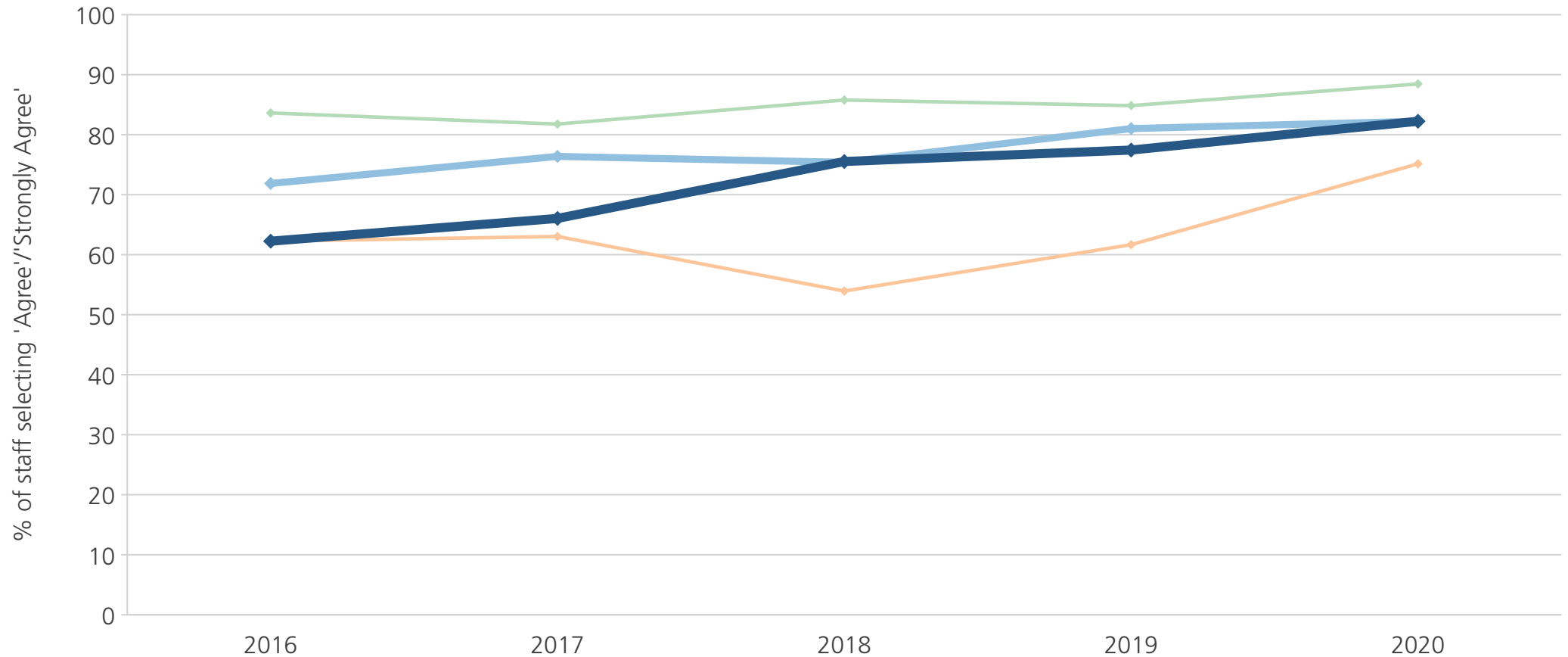
	2016	2017	2018	2019	2020
Best	79.3%	81.7%	82.8%	82.2%	83.7%
Your org	68.5%	72.2%	76.3%	76.4%	78.0%
Average	74.5%	77.2%	76.2%	78.1%	78.4%
Worst	68.5%	66.9%	63.7%	70.9%	73.3%
Responses	1,336	1,157	1,196	1,215	1,260



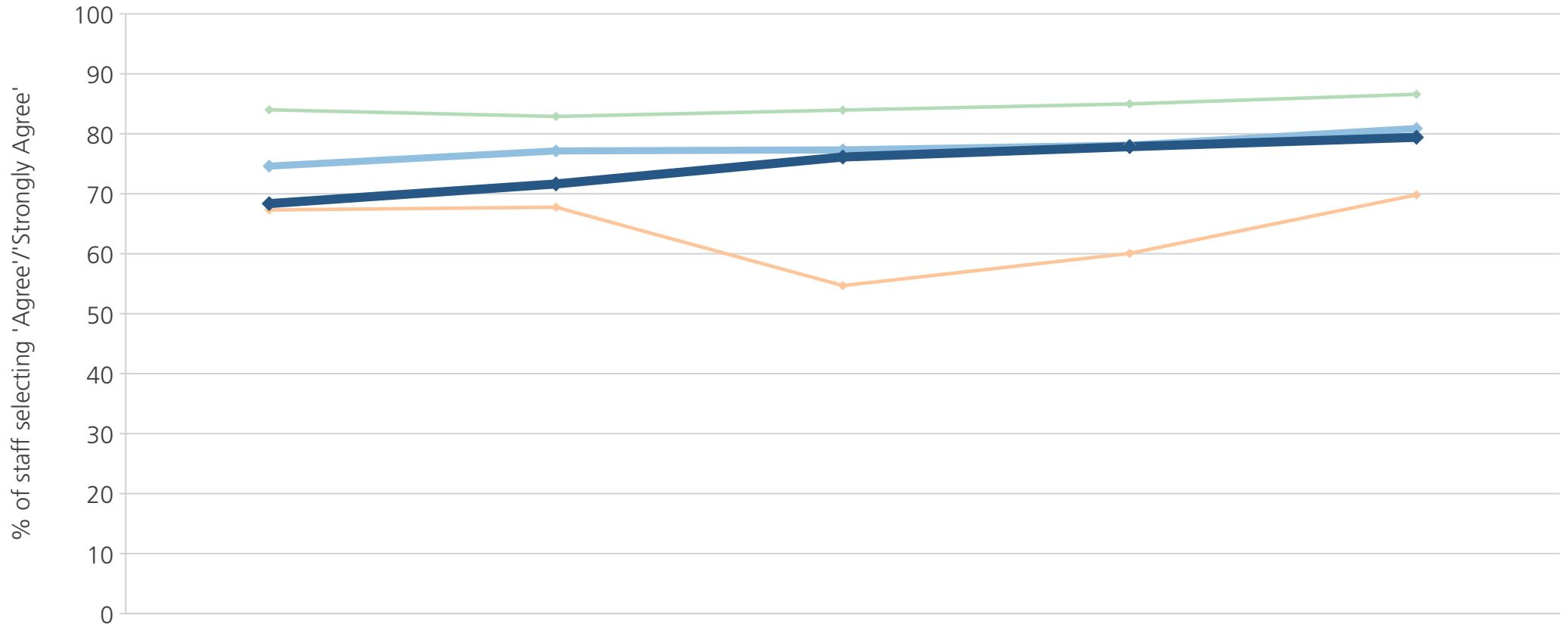
	2016	2017	2018	2019	2020
Best	71.5%	72.9%	73.9%	75.5%	76.7%
Your org	55.2%	59.6%	63.8%	67.1%	70.5%
Average	62.7%	64.4%	65.7%	67.8%	70.6%
Worst	55.2%	54.1%	43.7%	55.0%	59.0%
Responses	1,332	1,156	1,198	1,215	1,260

Question results – Your organisation

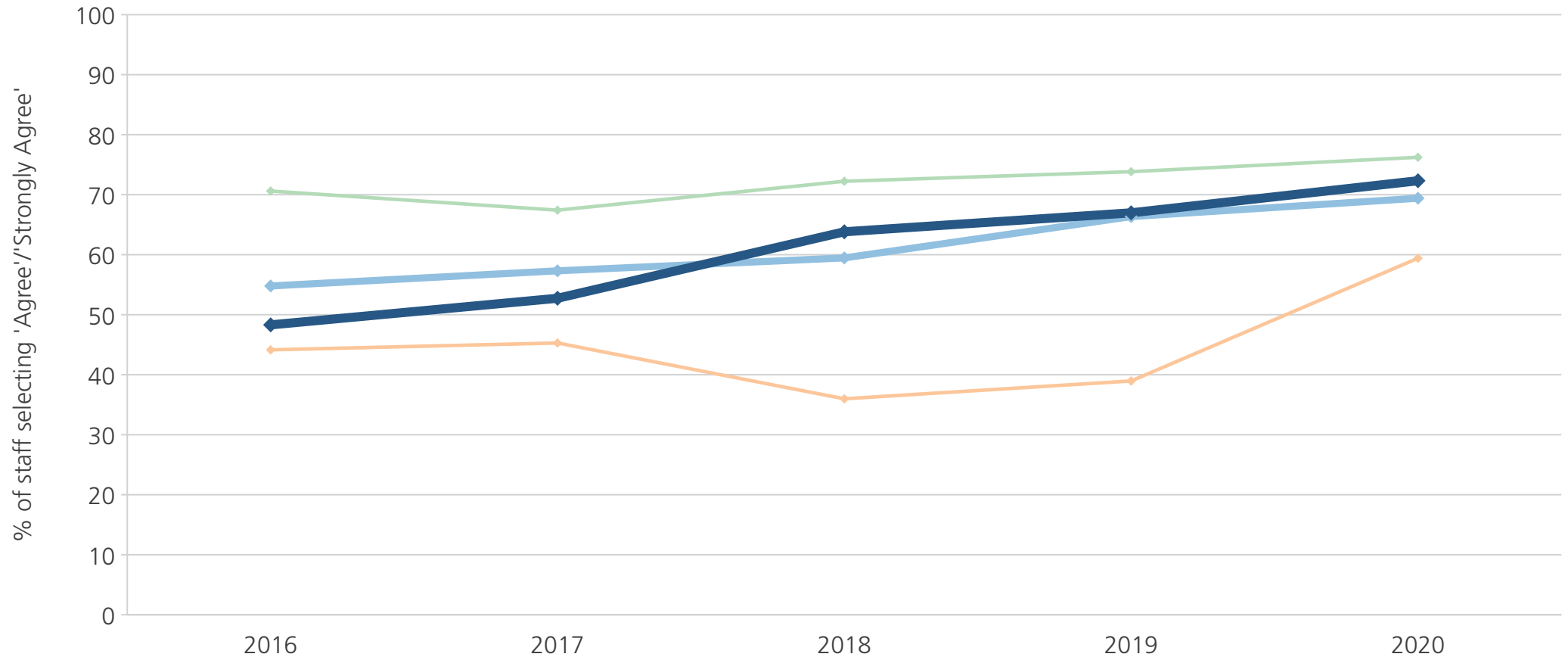
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



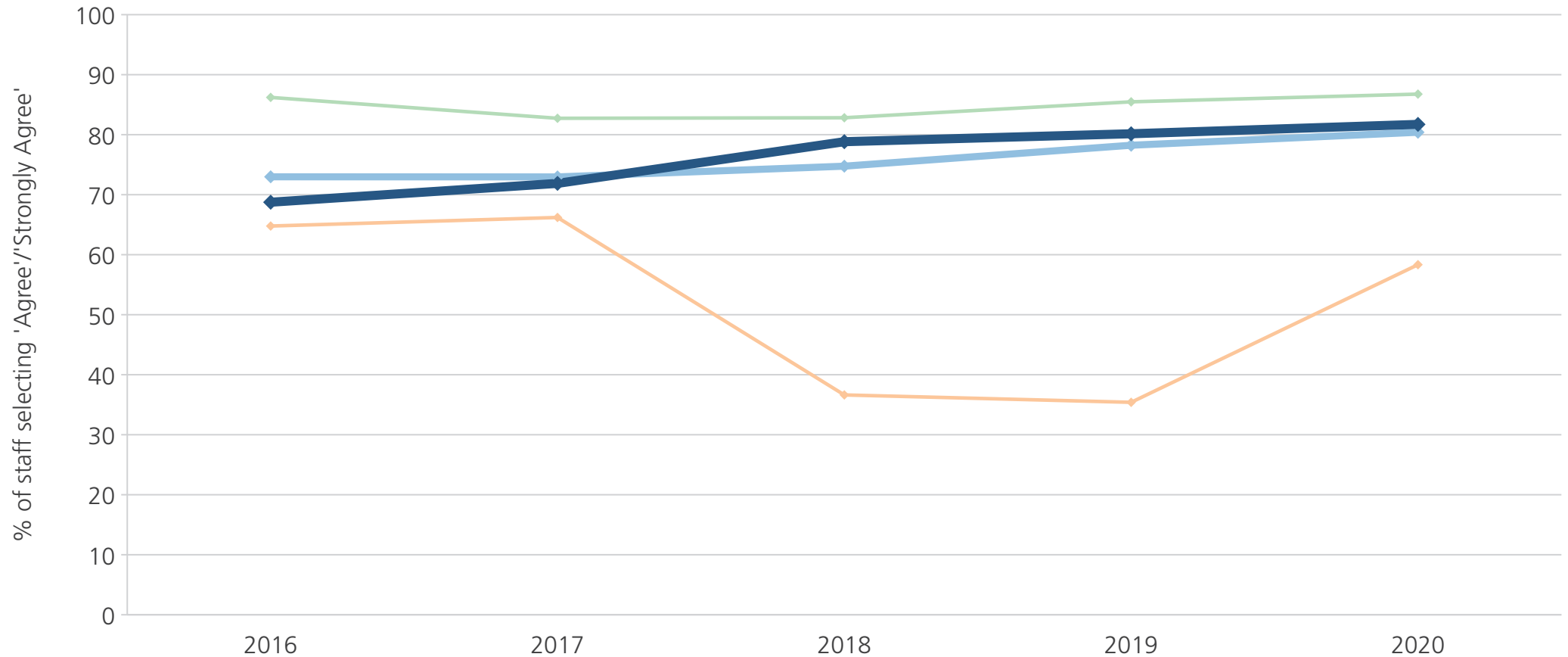
	2016	2017	2018	2019	2020
Best	83.6%	81.8%	85.8%	84.8%	88.5%
Your org	62.3%	66.0%	75.5%	77.4%	82.2%
Average	71.9%	76.4%	75.4%	81.0%	82.2%
Worst	62.3%	63.0%	53.9%	61.7%	75.1%
Responses	1,340	1,163	1,187	1,222	1,264



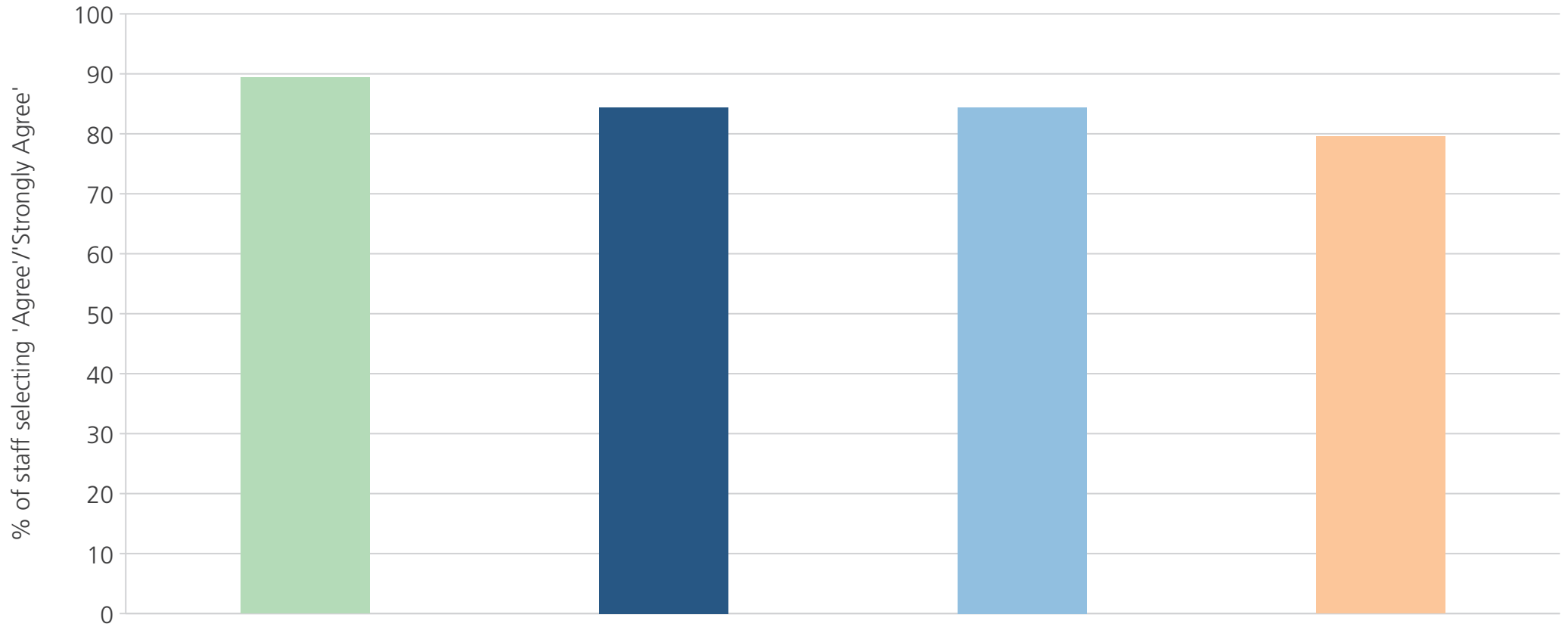
	2016	2017	2018	2019	2020
Best	84.0%	82.9%	84.0%	85.0%	86.6%
Your org	68.4%	71.6%	76.1%	77.9%	79.4%
Average	74.6%	77.1%	77.3%	78.1%	80.9%
Worst	67.3%	67.8%	54.7%	60.1%	69.8%
Responses	1,338	1,160	1,185	1,221	1,262



	2016	2017	2018	2019	2020
Best	70.6%	67.4%	72.2%	73.8%	76.2%
Your org	48.3%	52.7%	63.8%	67.0%	72.3%
Average	54.8%	57.3%	59.5%	66.3%	69.4%
Worst	44.1%	45.3%	36.0%	39.0%	59.4%
Responses	1,339	1,160	1,187	1,221	1,262



	2016	2017	2018	2019	2020
Best	86.2%	82.7%	82.8%	85.5%	86.8%
Your org	68.7%	71.9%	78.8%	80.2%	81.7%
Average	73.0%	73.0%	74.8%	78.2%	80.4%
Worst	64.8%	66.2%	36.6%	35.4%	58.3%
Responses	1,336	1,157	1,183	1,221	1,263

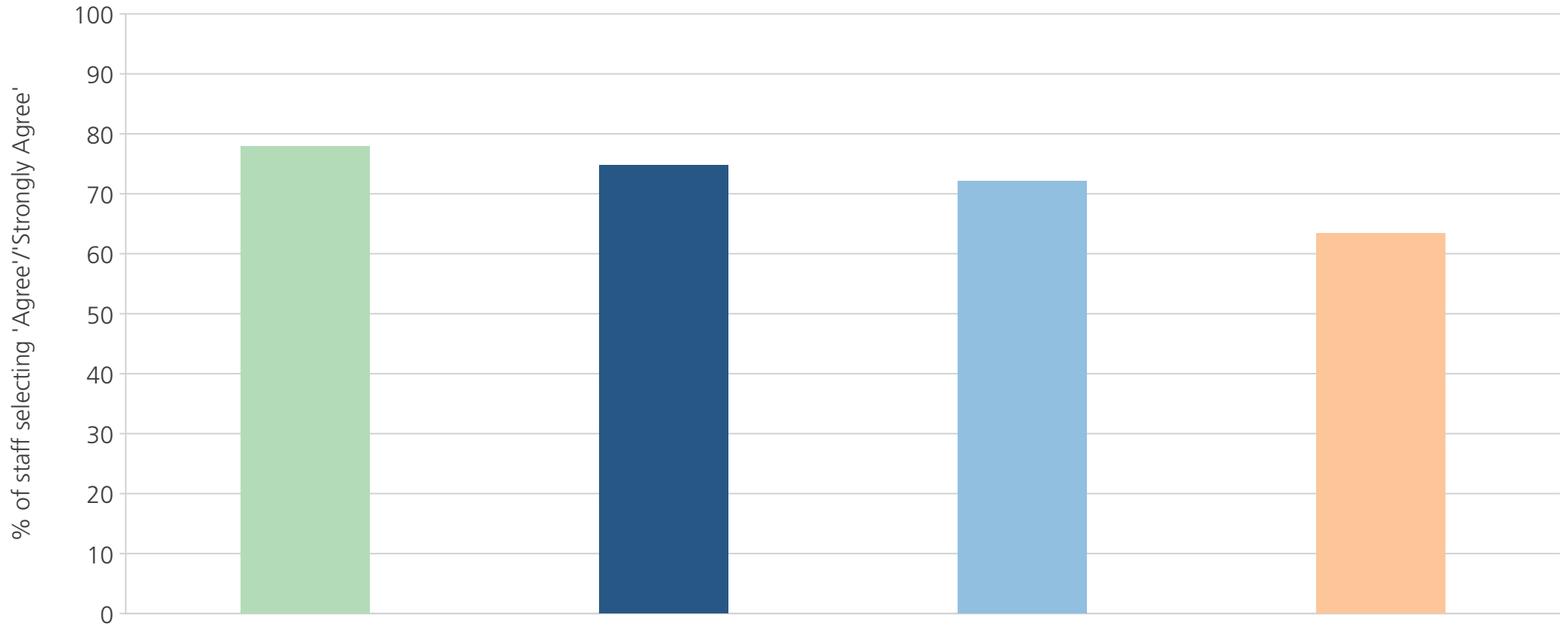


2020

Best	89.4%
Your org	84.4%
Average	84.4%
Worst	79.6%

Responses

1,262

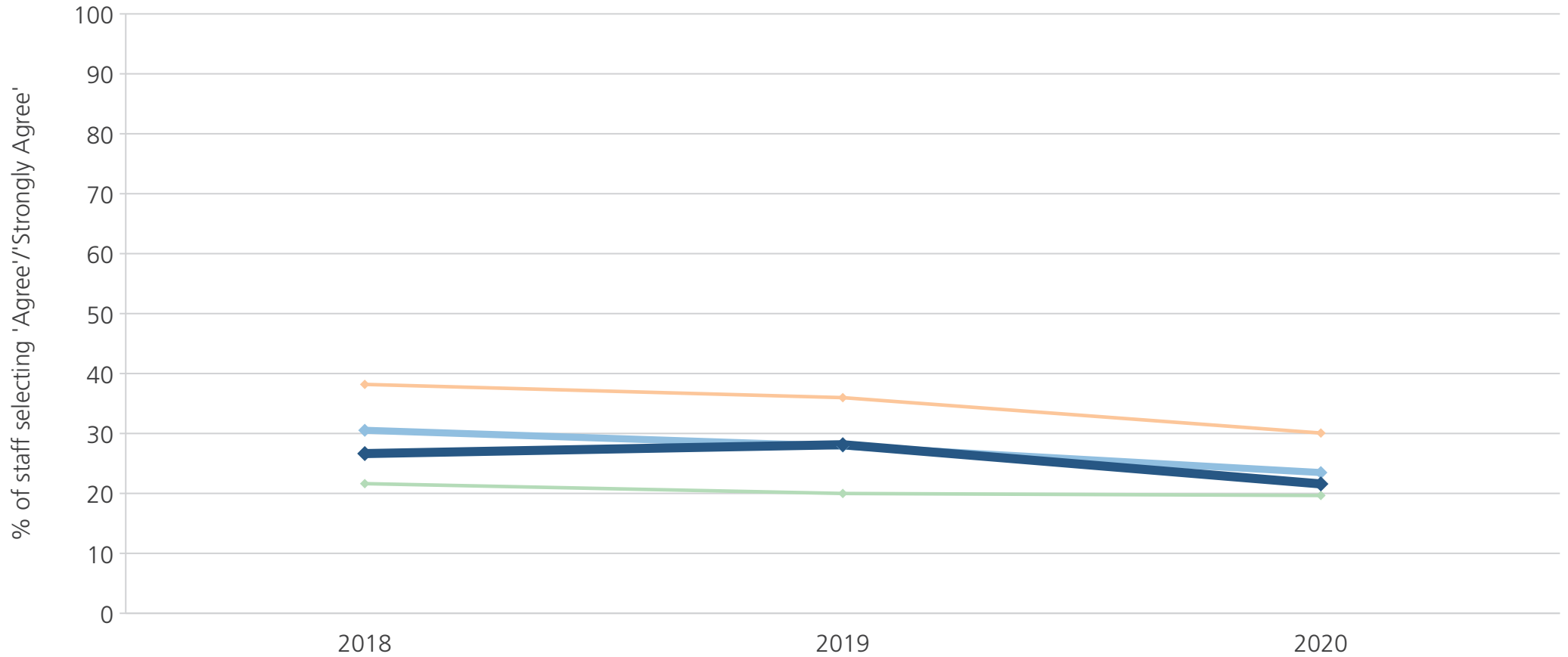


2020

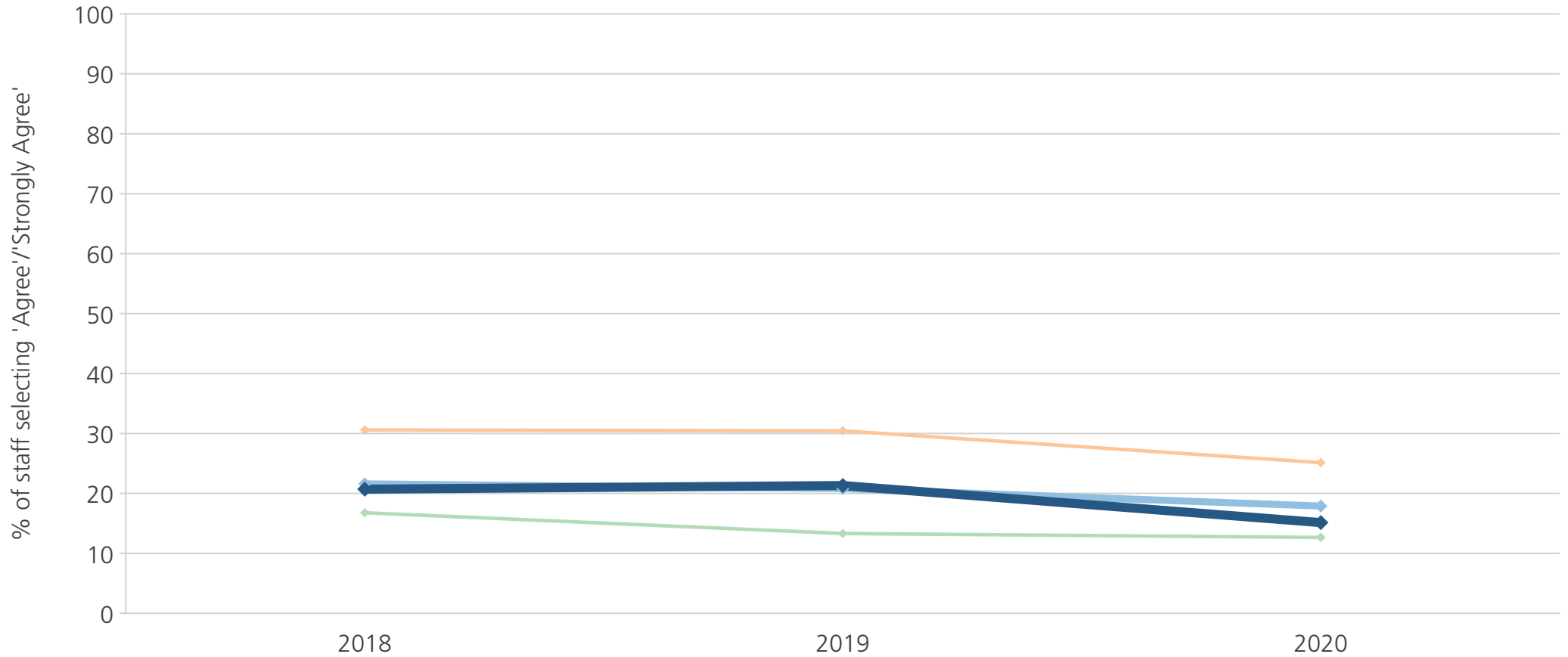
Best	77.9%
Your org	74.7%
Average	72.1%
Worst	63.4%

Responses

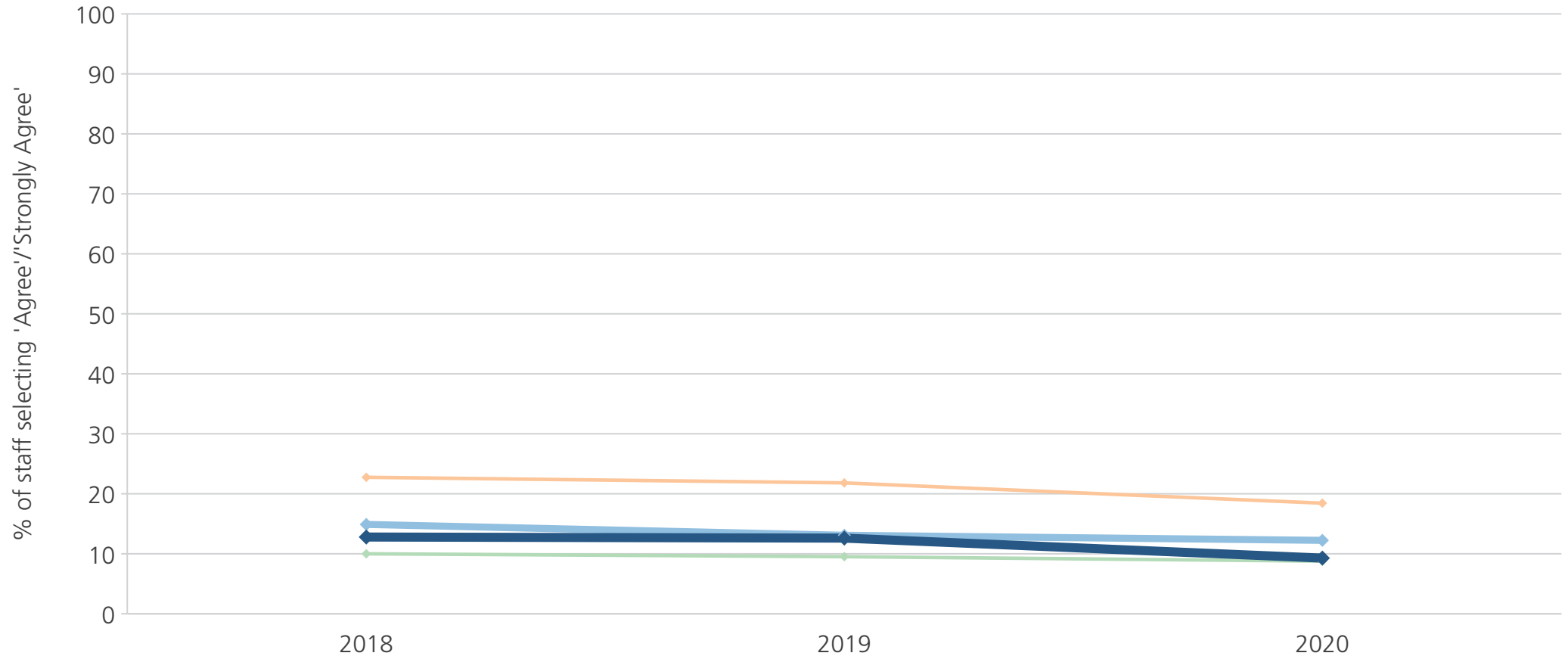
1,260



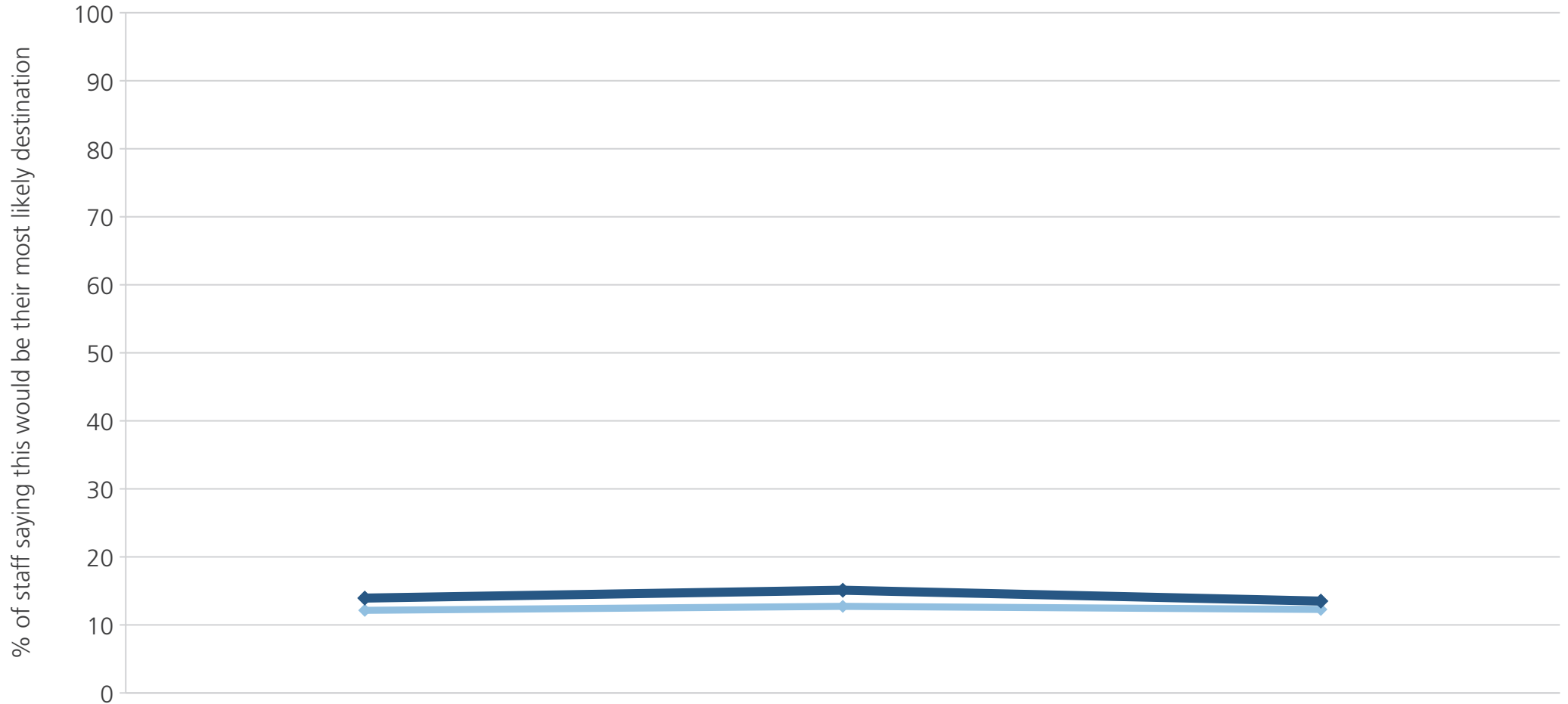
	2018	2019	2020
Worst	38.2%	36.0%	30.1%
Your org	26.6%	28.1%	21.6%
Average	30.5%	27.9%	23.5%
Best	21.6%	20.0%	19.7%
Responses	1,187	1,223	1,262



	2018	2019	2020
Worst	30.6%	30.4%	25.1%
Your org	20.7%	21.3%	15.1%
Average	21.6%	20.8%	17.9%
Best	16.8%	13.3%	12.7%
Responses	1,186	1,221	1,261

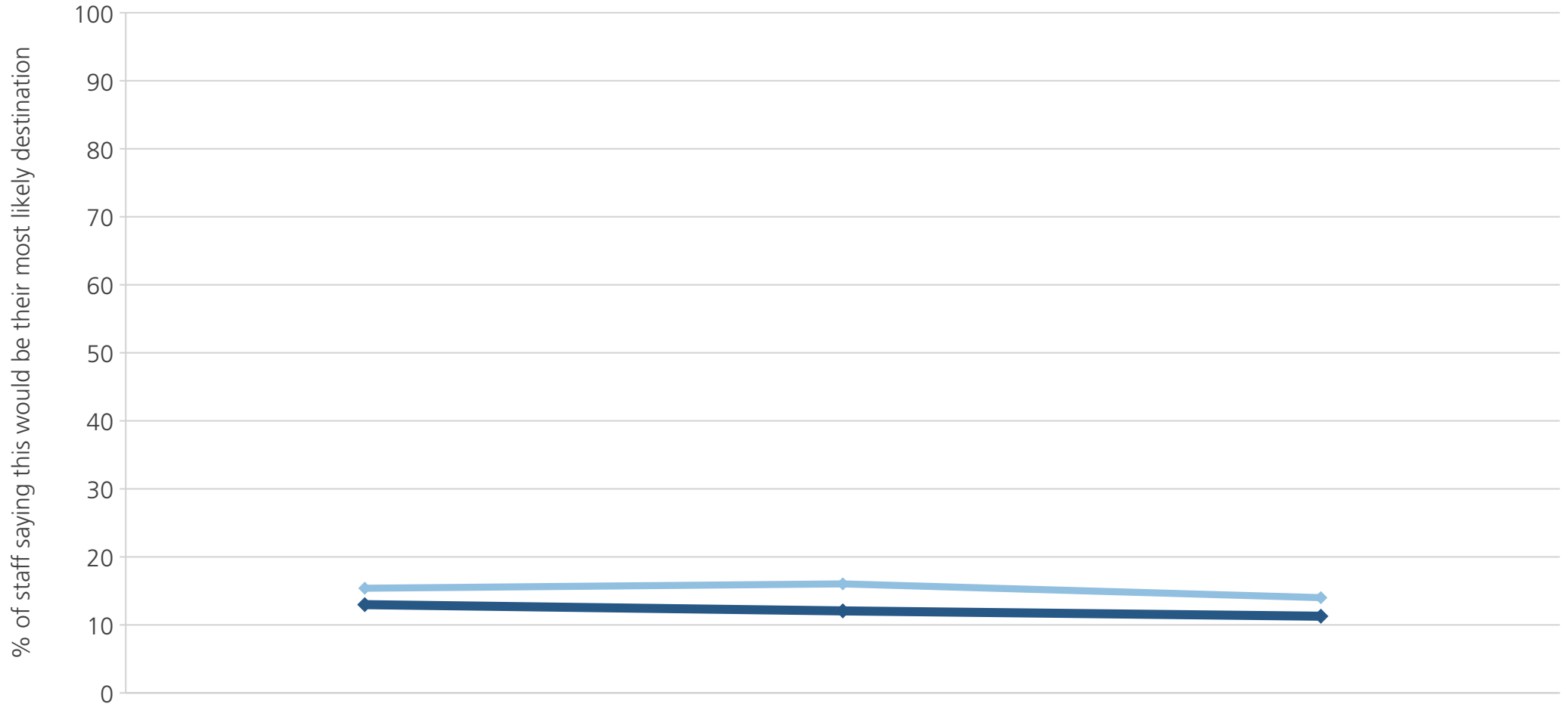


	2018	2019	2020
Worst	22.7%	21.8%	18.4%
Your org	12.8%	12.6%	9.3%
Average	14.9%	13.1%	12.2%
Best	10.0%	9.5%	8.8%
Responses	1,181	1,203	1,250



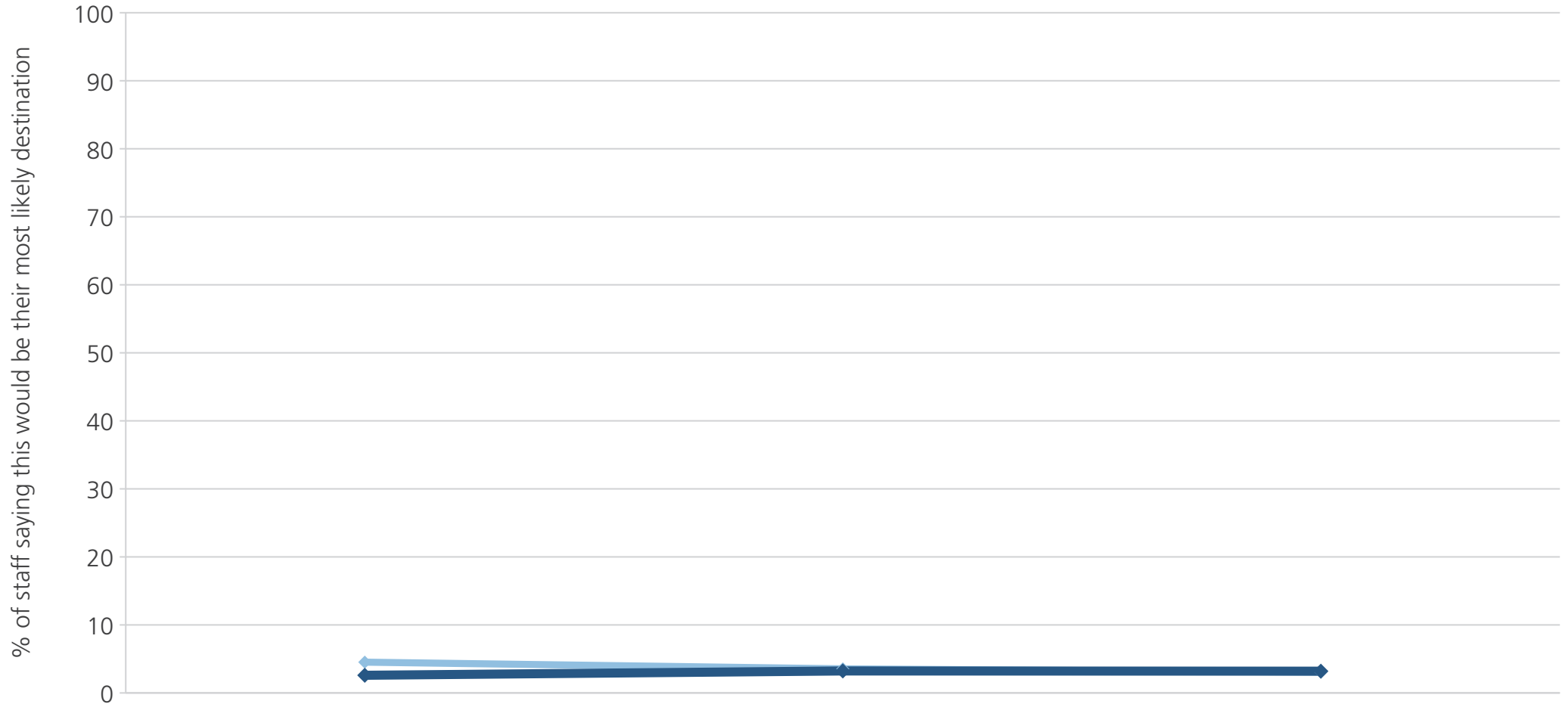
	2018	2019	2020
Your org	13.9%	15.1%	13.5%
Average	12.1%	12.7%	12.3%
Responses	1,040	1,053	1,126

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

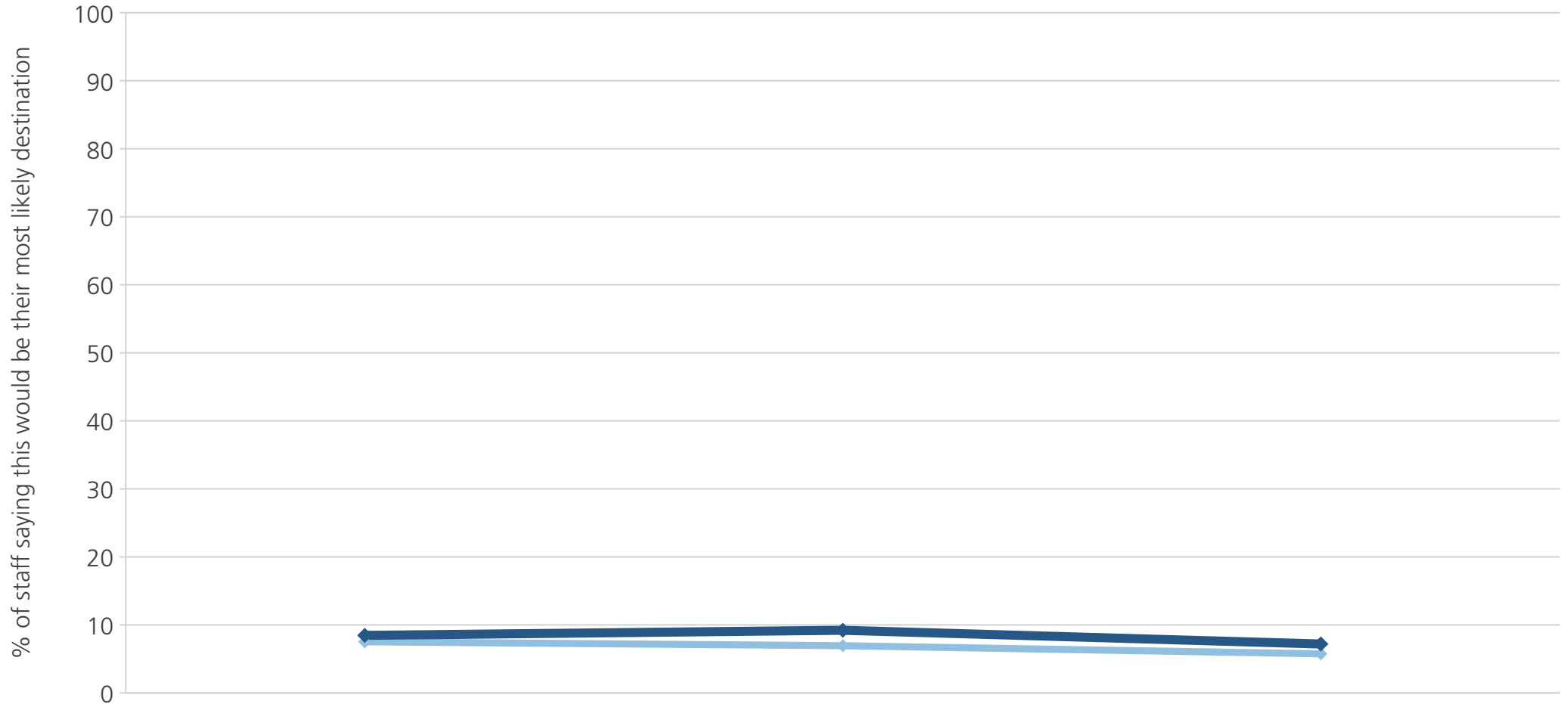


	2018	2019	2020
Your org	13.0%	12.1%	11.3%
Average	15.4%	16.0%	14.0%
Responses	1,040	1,053	1,126

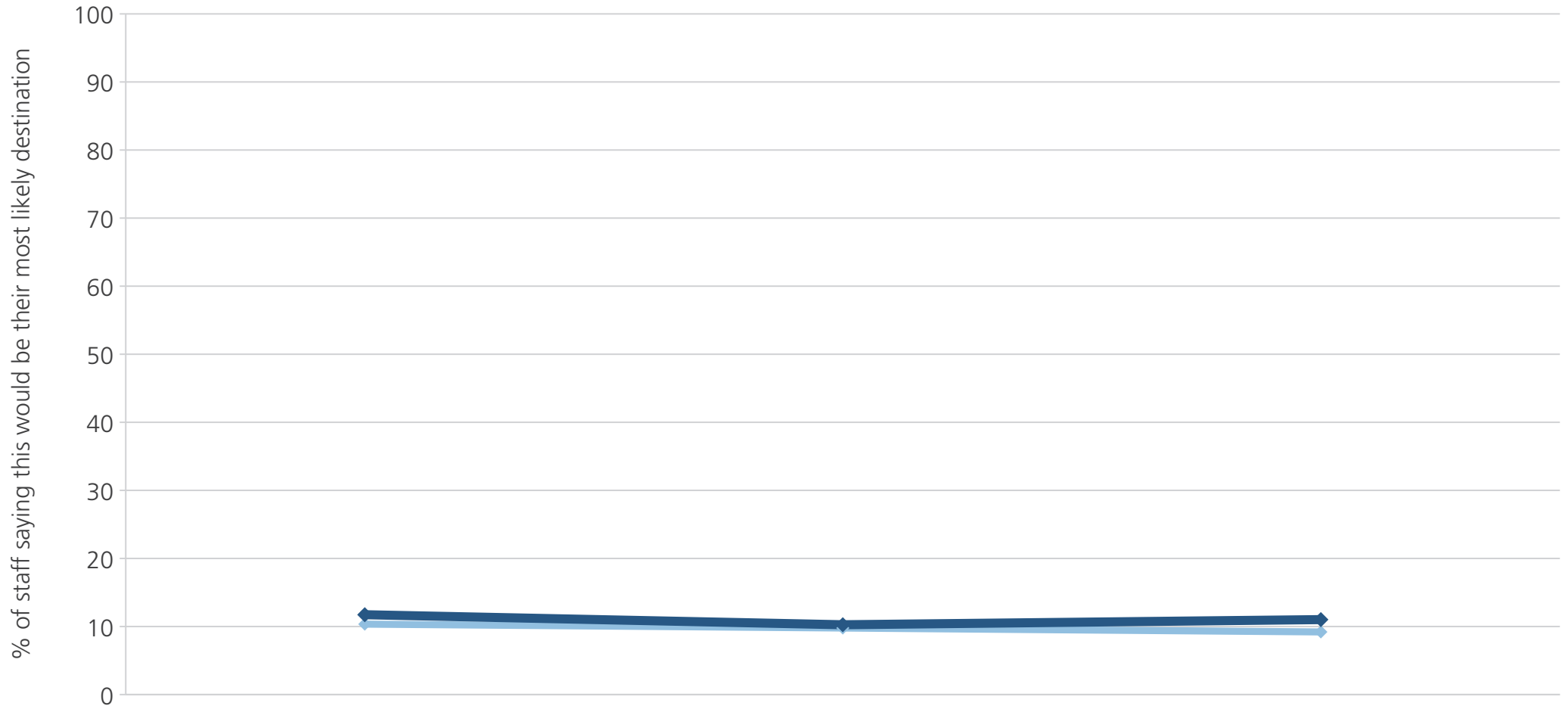
> If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS



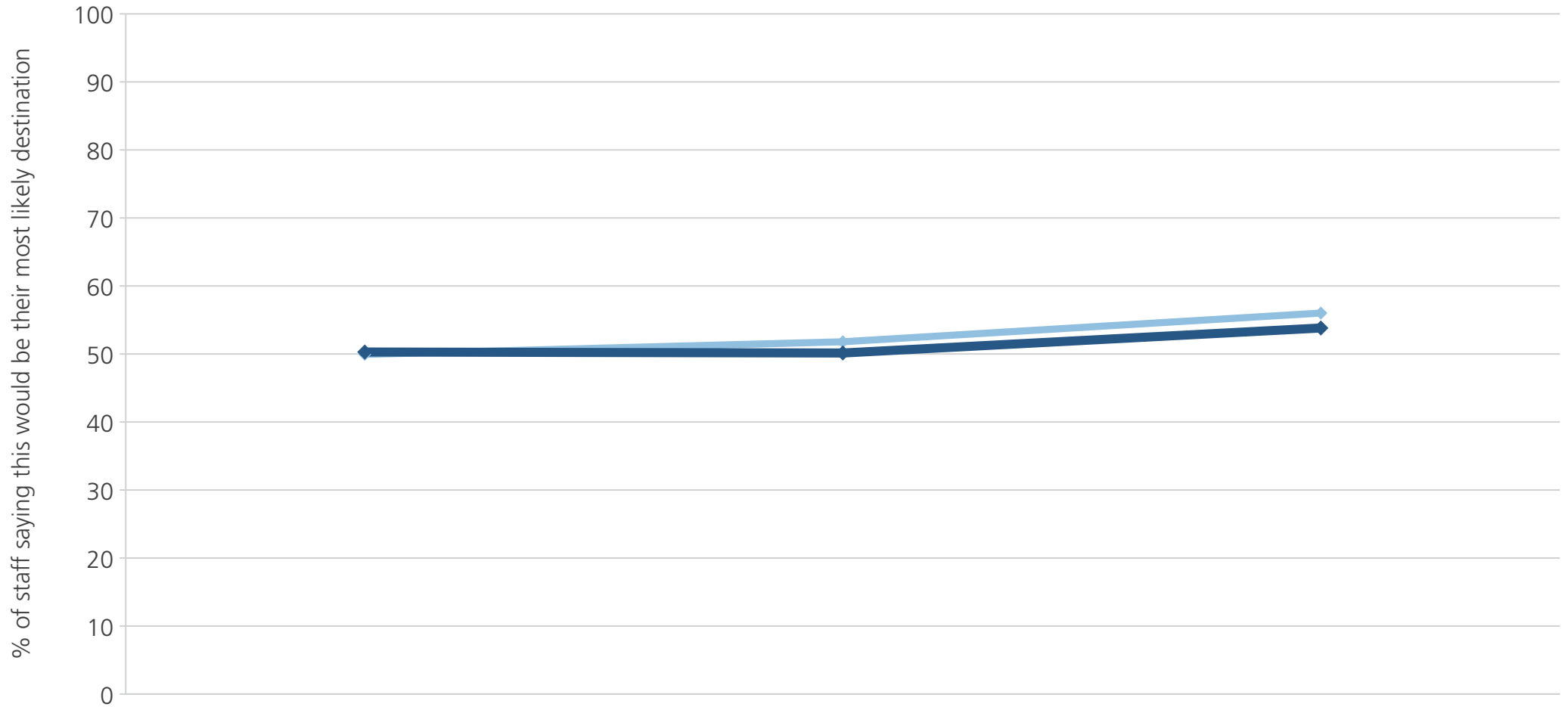
Your org	2.6%	3.2%	3.2%
Average	4.5%	3.5%	3.1%
Responses	1,040	1,053	1,126



Your org	8.5%	9.2%	7.2%
Average	7.5%	6.9%	5.7%
Responses	1,040	1,053	1,126



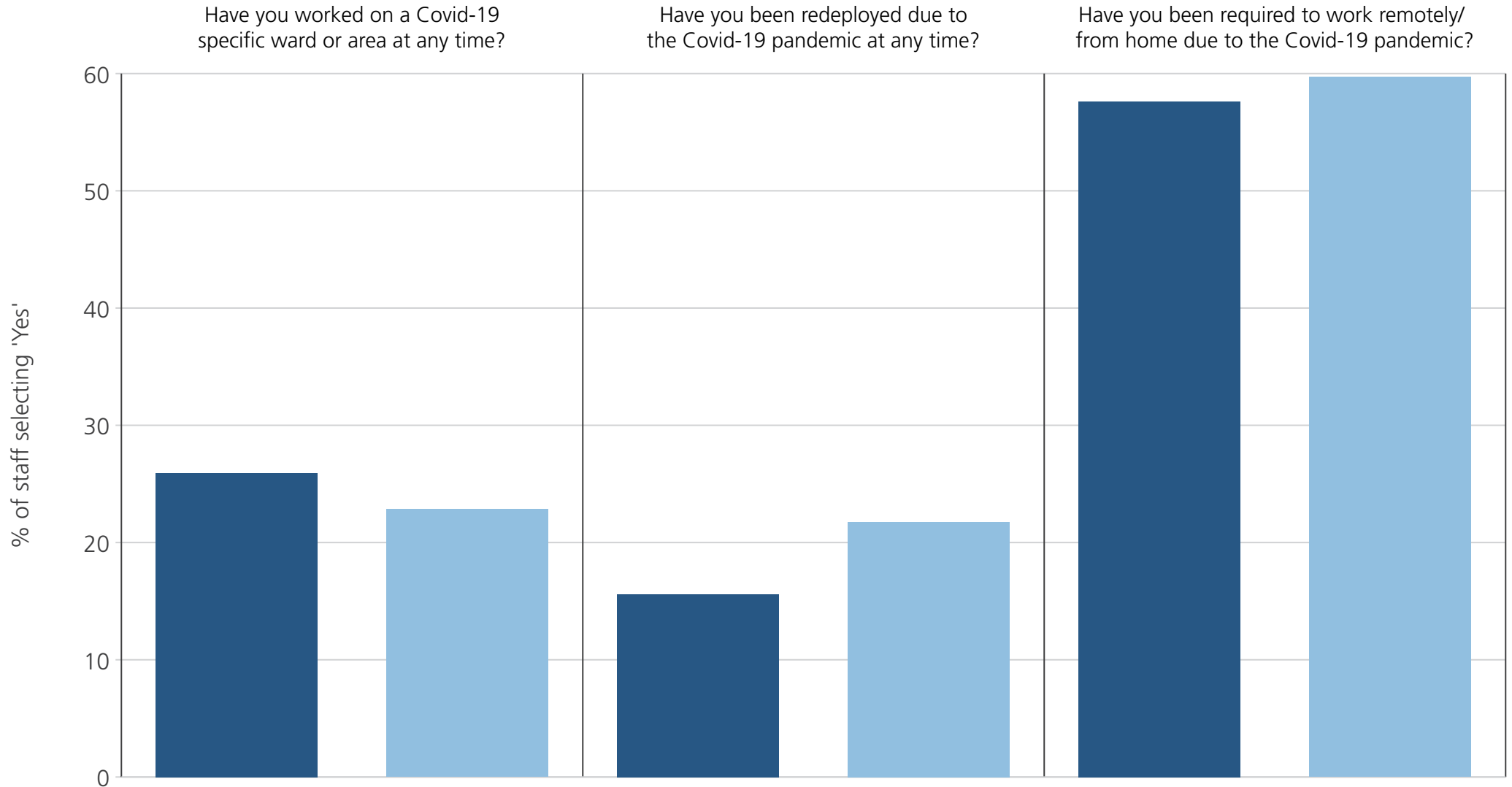
	2018	2019	2020
Your org	11.7%	10.3%	11.0%
Average	10.3%	9.8%	9.2%
Responses	1,040	1,053	1,126



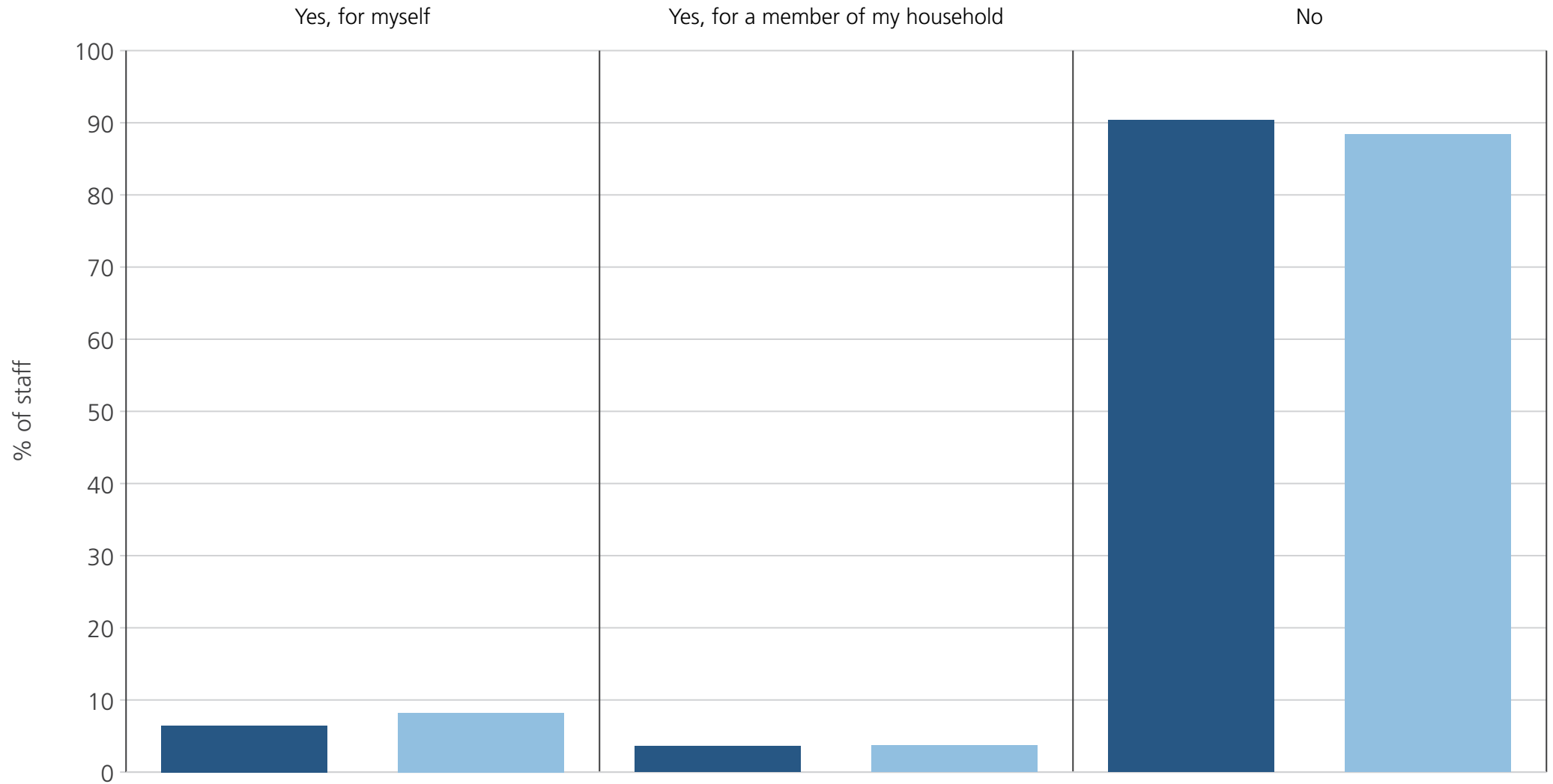
	2018	2019	2020
Your org	50.3%	50.1%	53.8%
Average	49.9%	51.8%	56.0%
Responses	1,040	1,053	1,126

Question results – The Covid-19 pandemic

Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



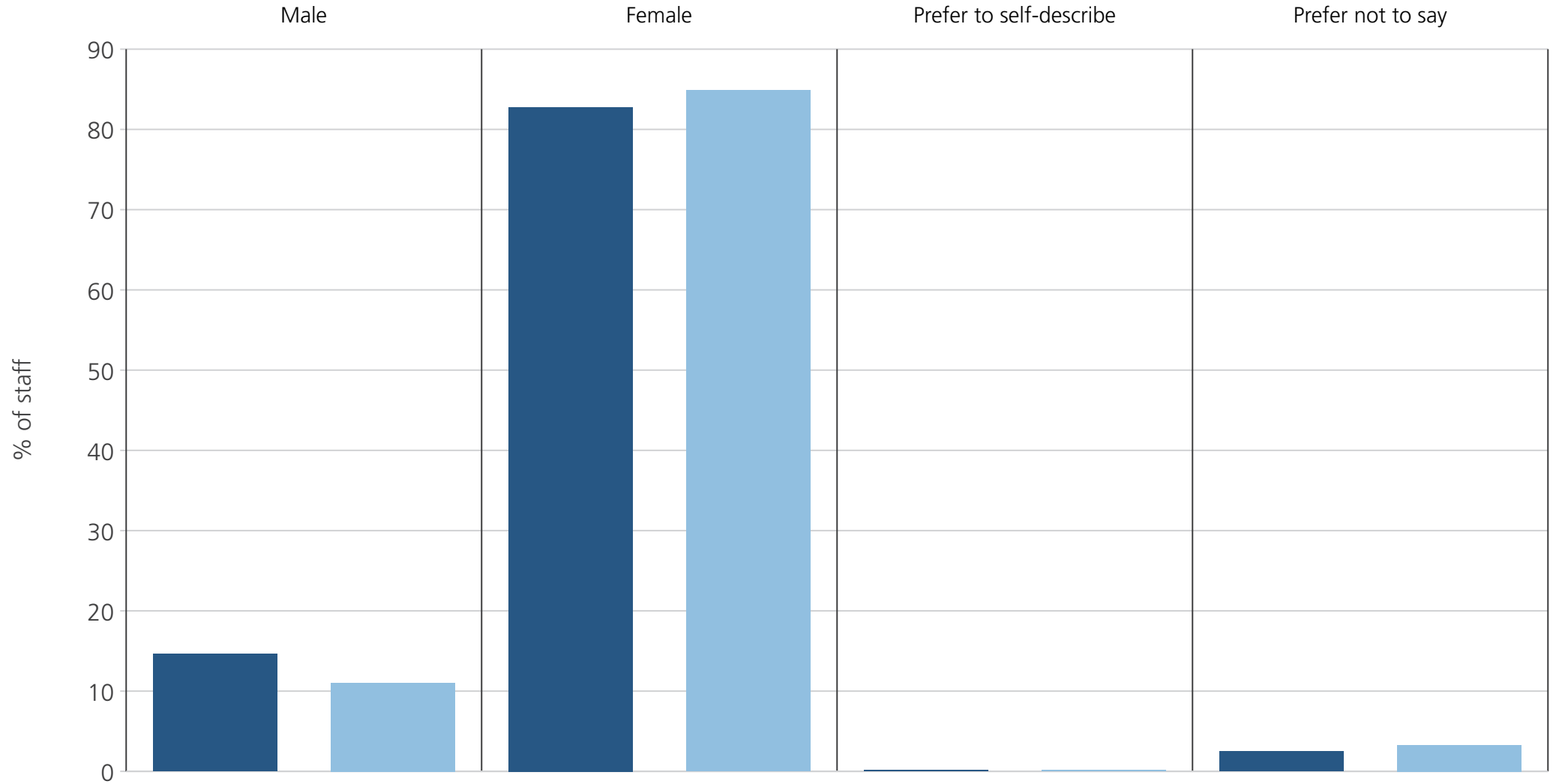
Your org	25.9%	15.6%	57.6%
Average	22.8%	21.8%	59.7%
Responses	1,258	1,250	1,248



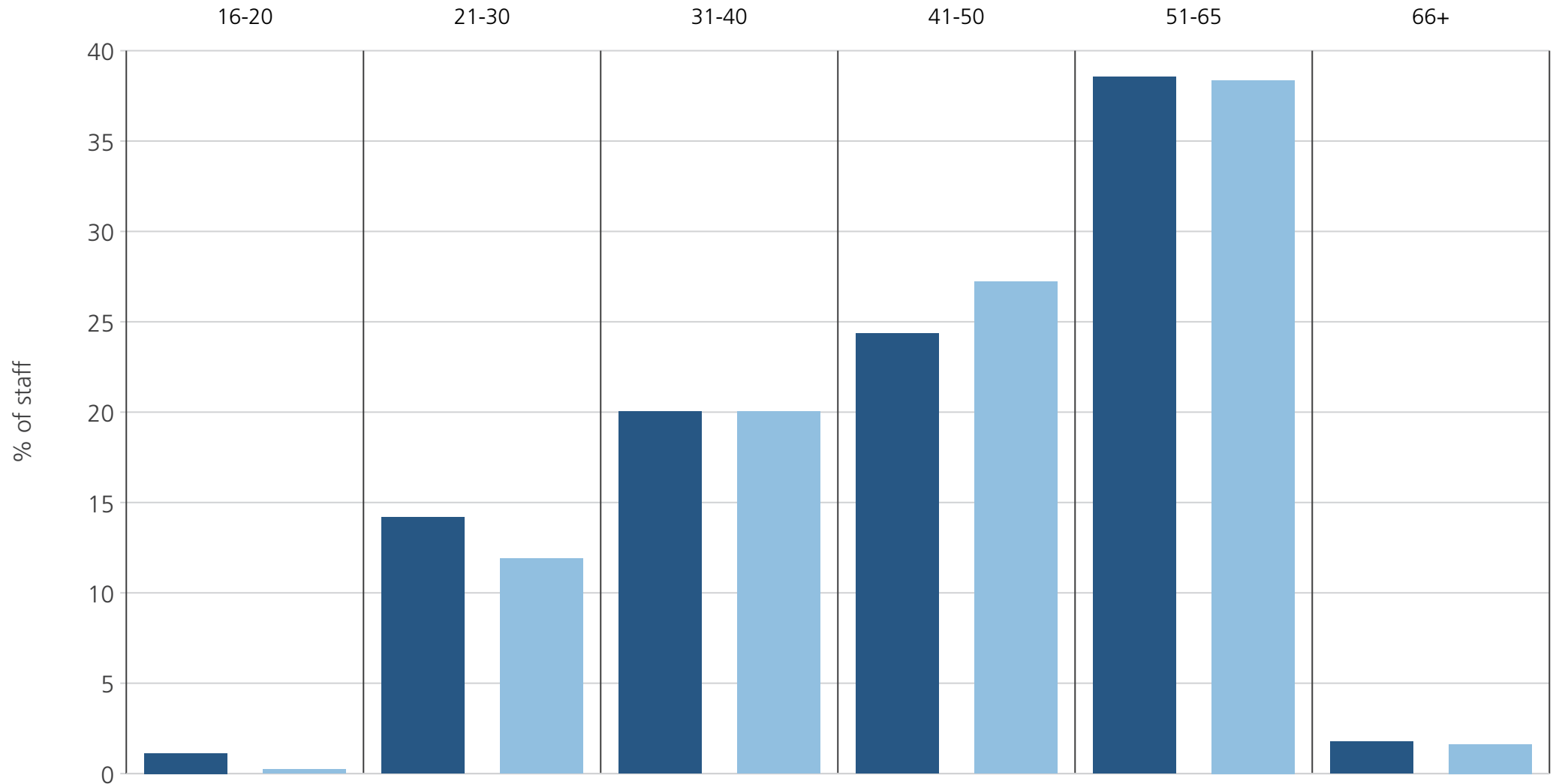
Your org	6.4%	3.6%	90.3%
Average	8.2%	3.7%	88.4%
Responses	1,243	1,243	1,243

Question results – Background details

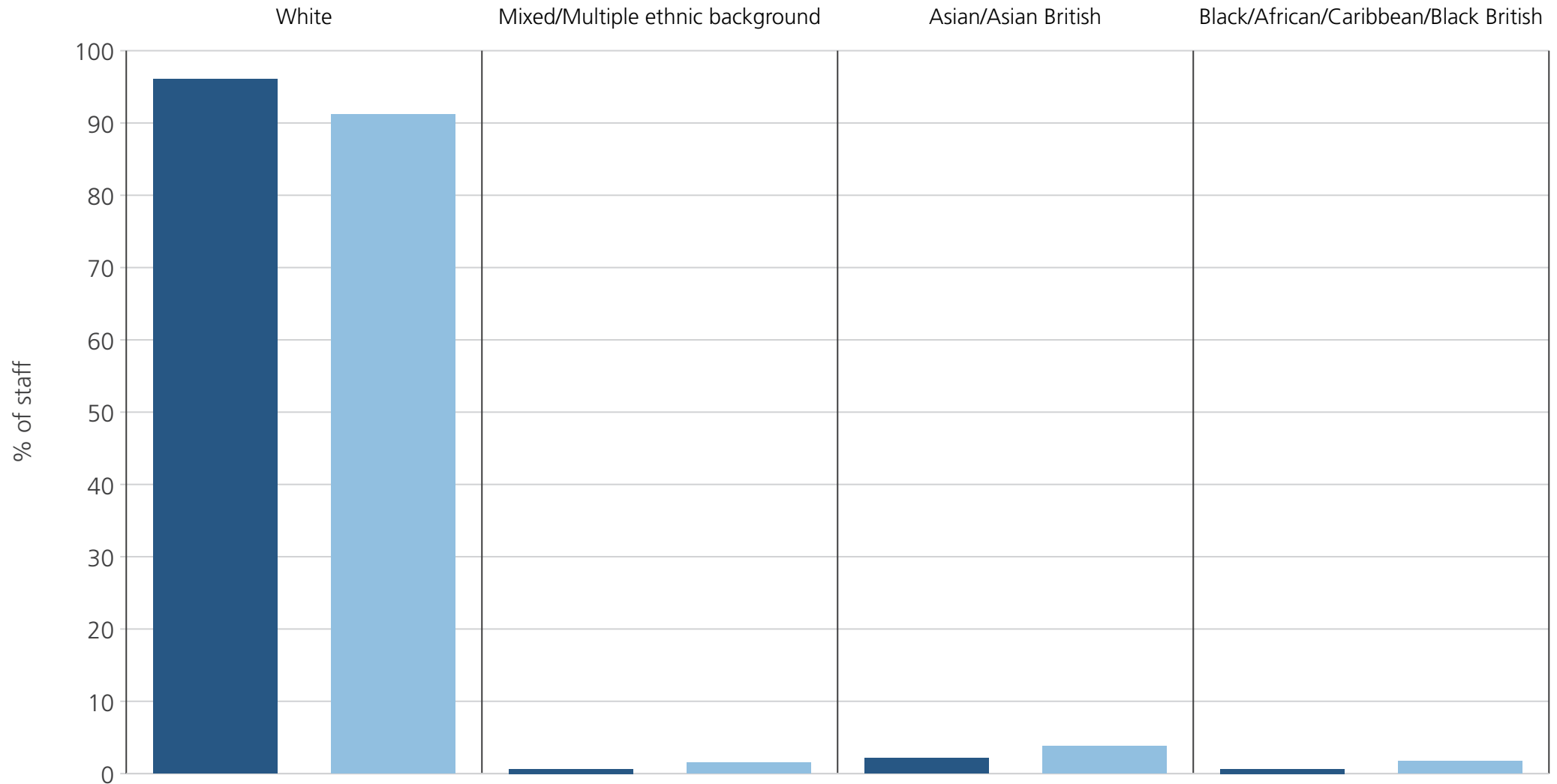
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



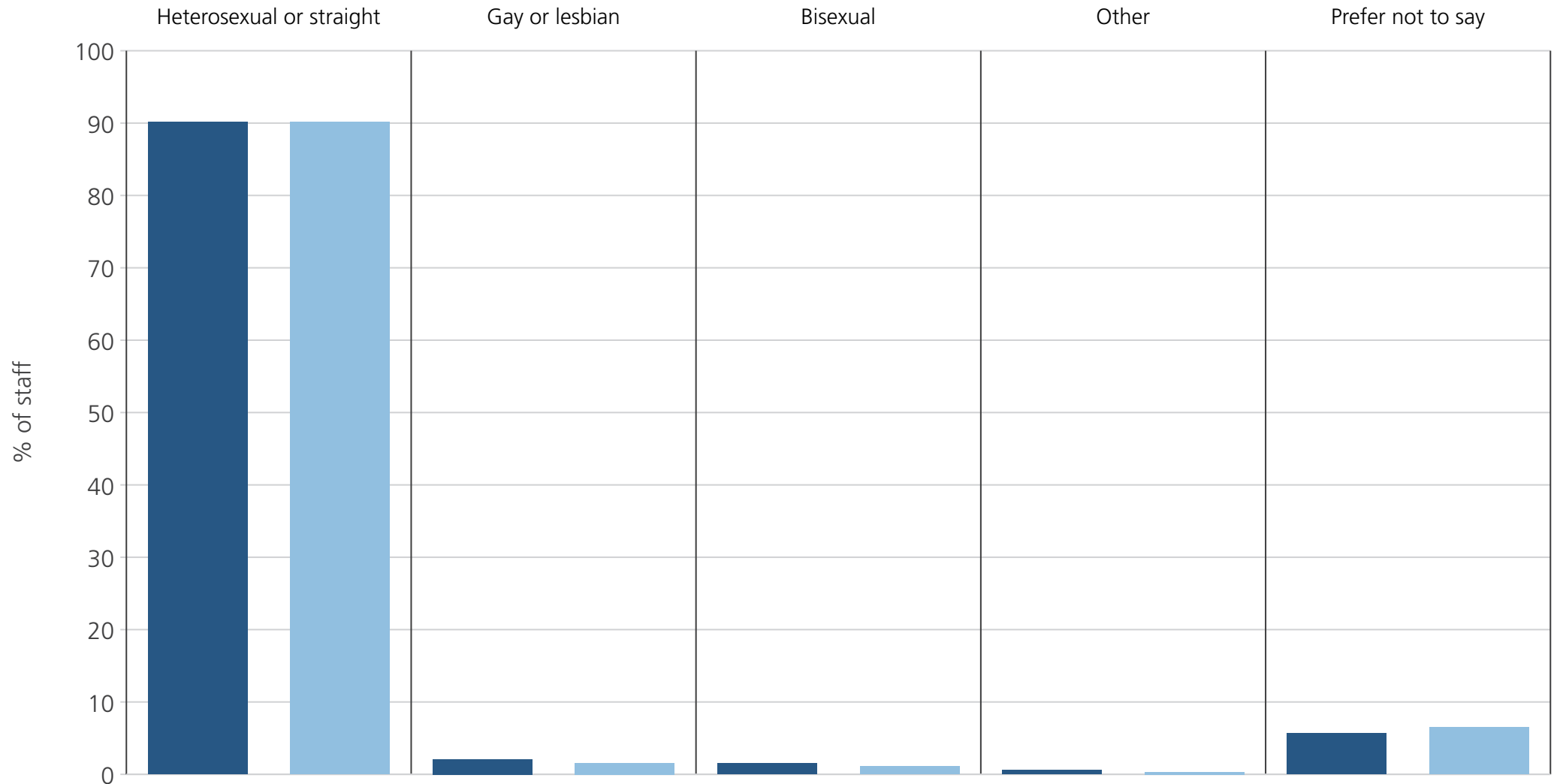
	Male	Female	Prefer to self-describe	Prefer not to say
Your org	14.6%	82.8%	0.2%	2.5%
Average	11.0%	84.9%	0.2%	3.3%
Responses	1,253	1,253	1,253	1,253



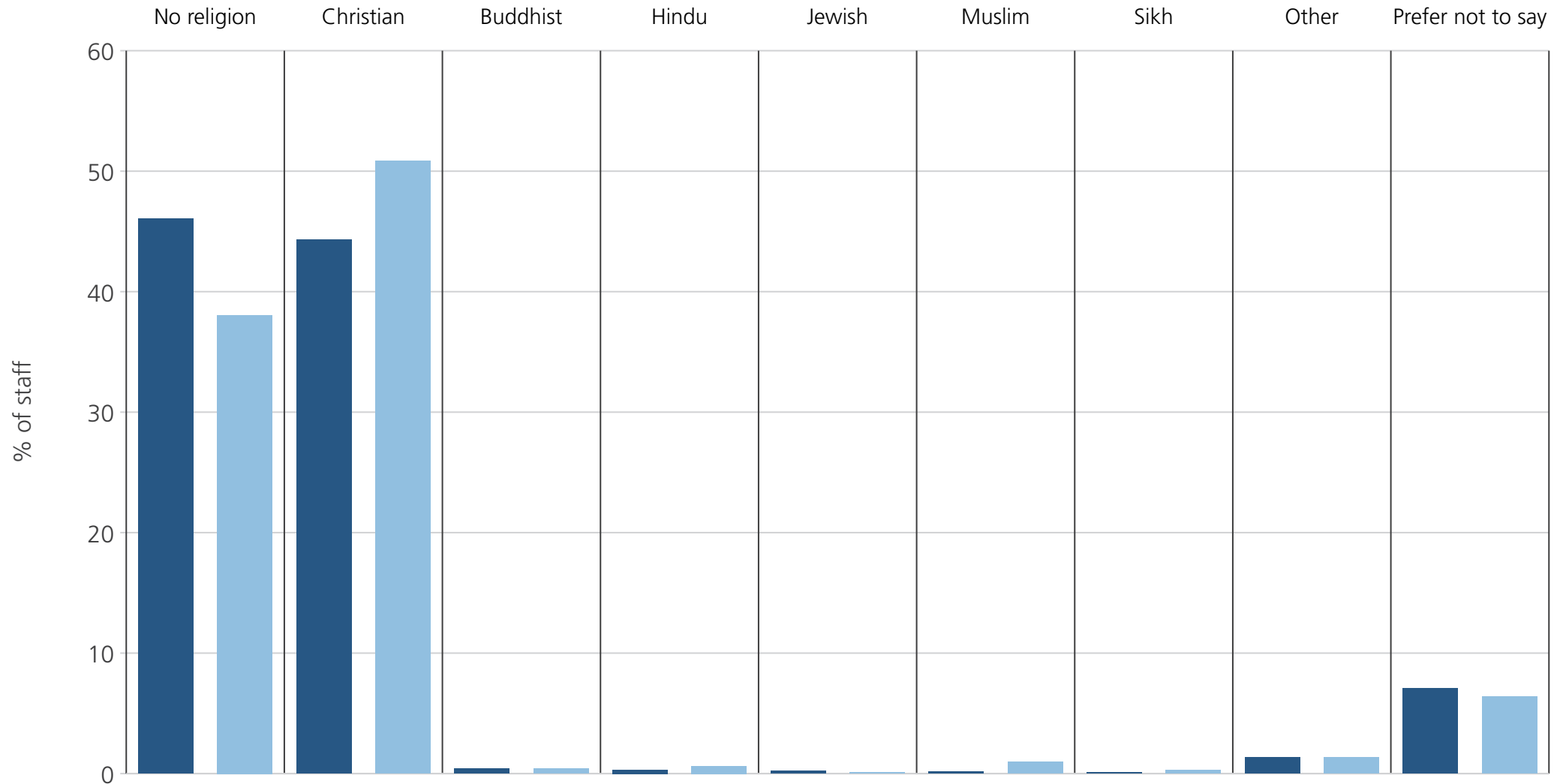
Your org	1.1%	14.2%	20.0%	24.4%	38.5%	1.8%
Average	0.2%	11.9%	20.0%	27.2%	38.4%	1.6%
Responses	1,248	1,248	1,248	1,248	1,248	1,248



Your org	96.1%	0.6%	2.2%	0.6%
Average	91.2%	1.5%	3.8%	1.7%
Responses	1,253	1,253	1,253	1,253



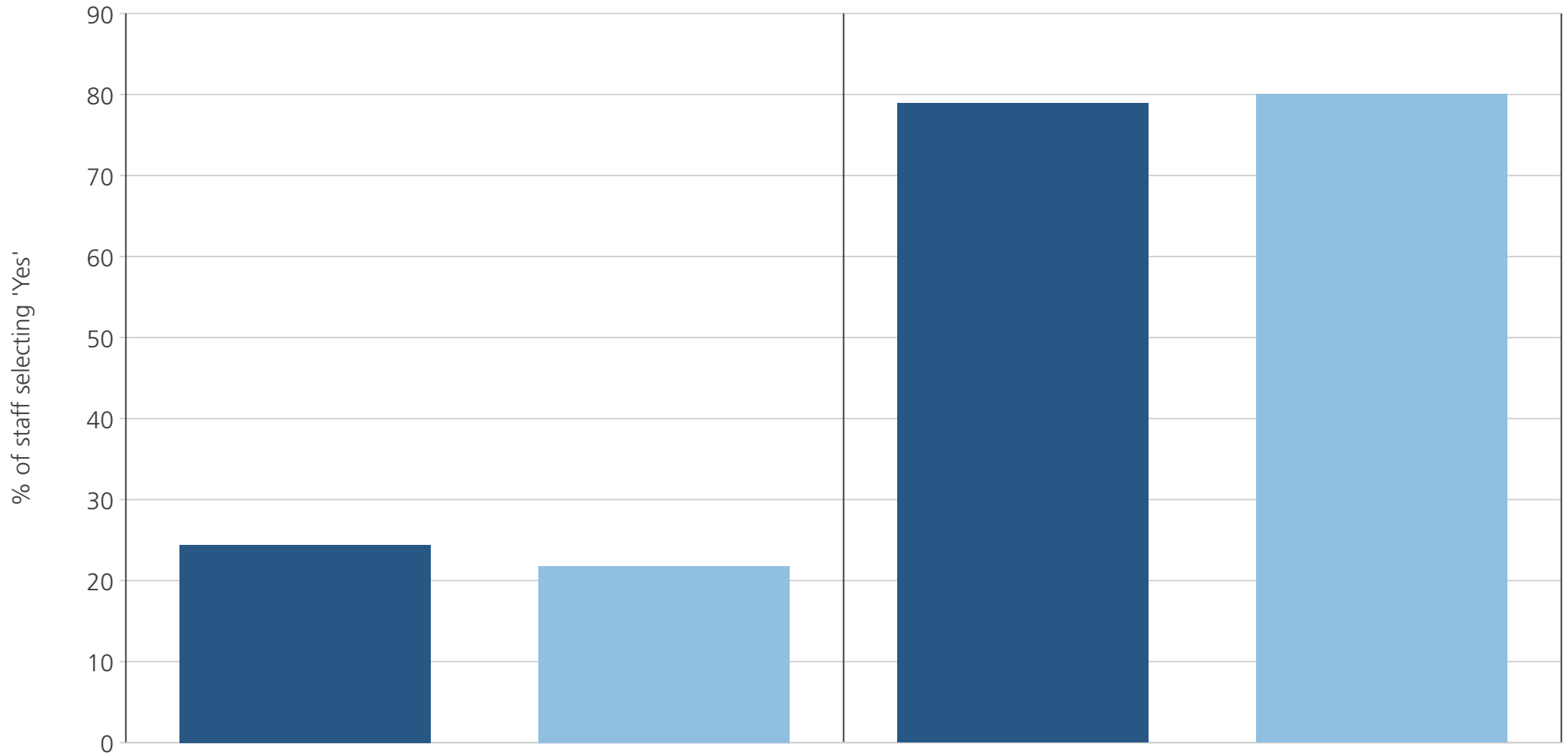
Your org	90.2%	2.1%	1.5%	0.6%	5.7%
Average	90.2%	1.6%	1.1%	0.3%	6.5%
Responses	1,250	1,250	1,250	1,250	1,250



Your org	46.1%	44.3%	0.4%	0.3%	0.2%	0.2%	0.1%	1.4%	7.1%
Average	38.1%	50.8%	0.4%	0.6%	0.1%	1.0%	0.3%	1.4%	6.4%
Responses	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244

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

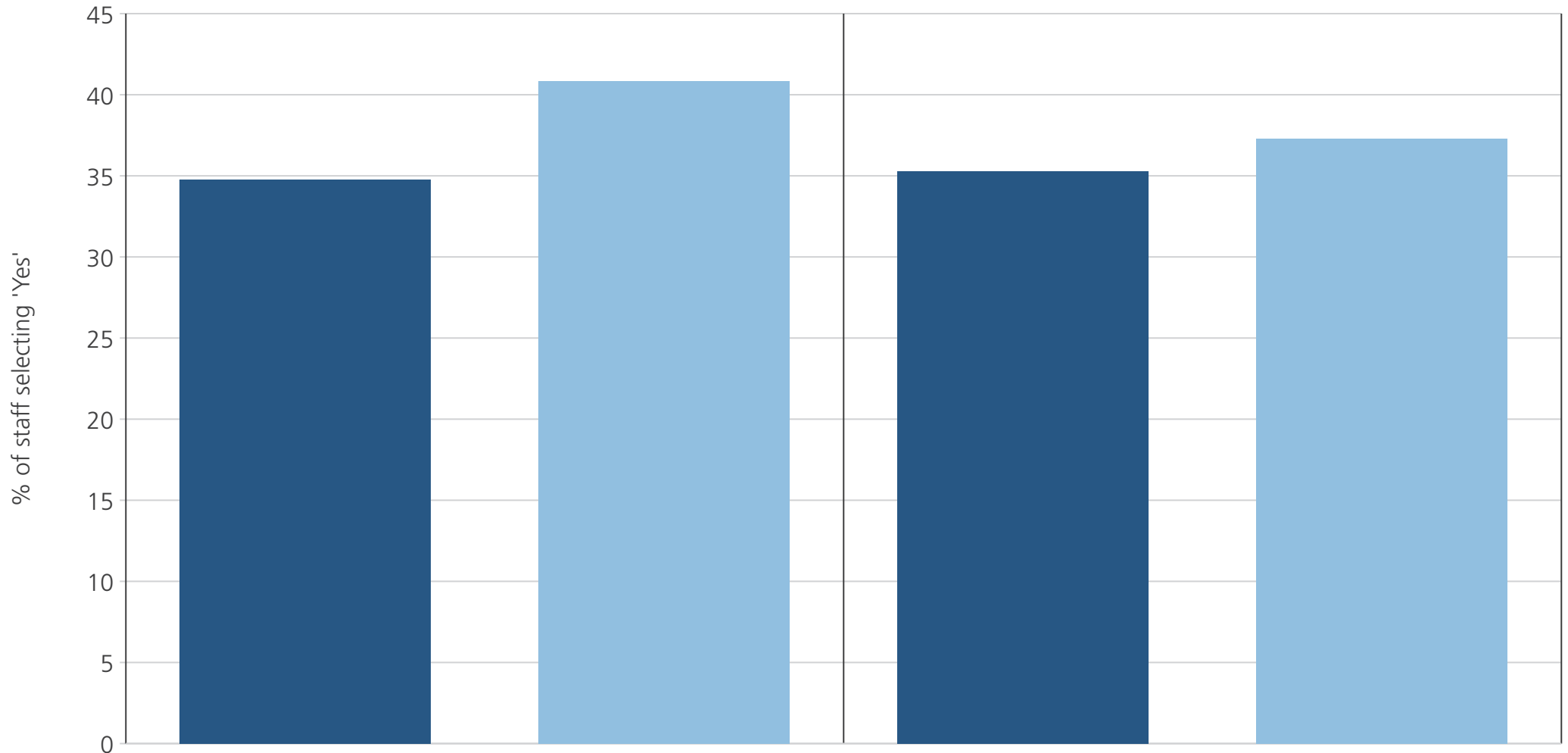
Has your employer made adequate adjustment(s) to enable you to carry out your work?



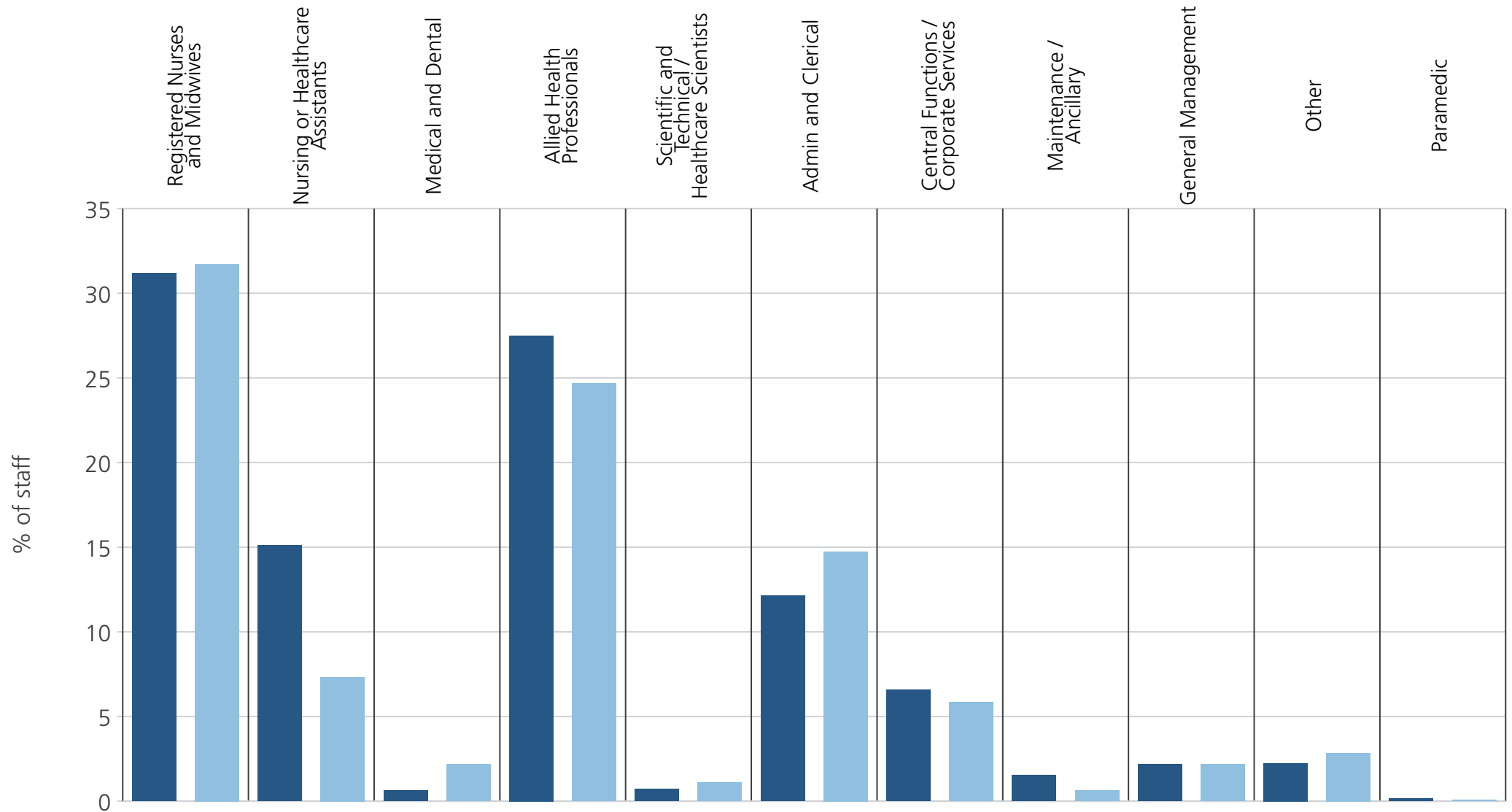
Your org	24.4%	78.9%
Average	21.8%	80.0%
Responses	1,254	196

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	34.8%	35.3%
Average	40.9%	37.3%
Responses	1,234	1,238



Your org	31.2%	15.1%	0.6%	27.5%	0.7%	12.1%	6.6%	1.5%	2.2%	2.3%	0.2%
Average	31.7%	7.3%	2.2%	24.7%	1.1%	14.7%	5.8%	0.6%	2.2%	2.8%	0.1%
Responses	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244	1,244

Workforce Equality Standards

Norfolk Community Health and Care NHS Trust
2020 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.

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

Workforce Race Equality Standard (WRES)

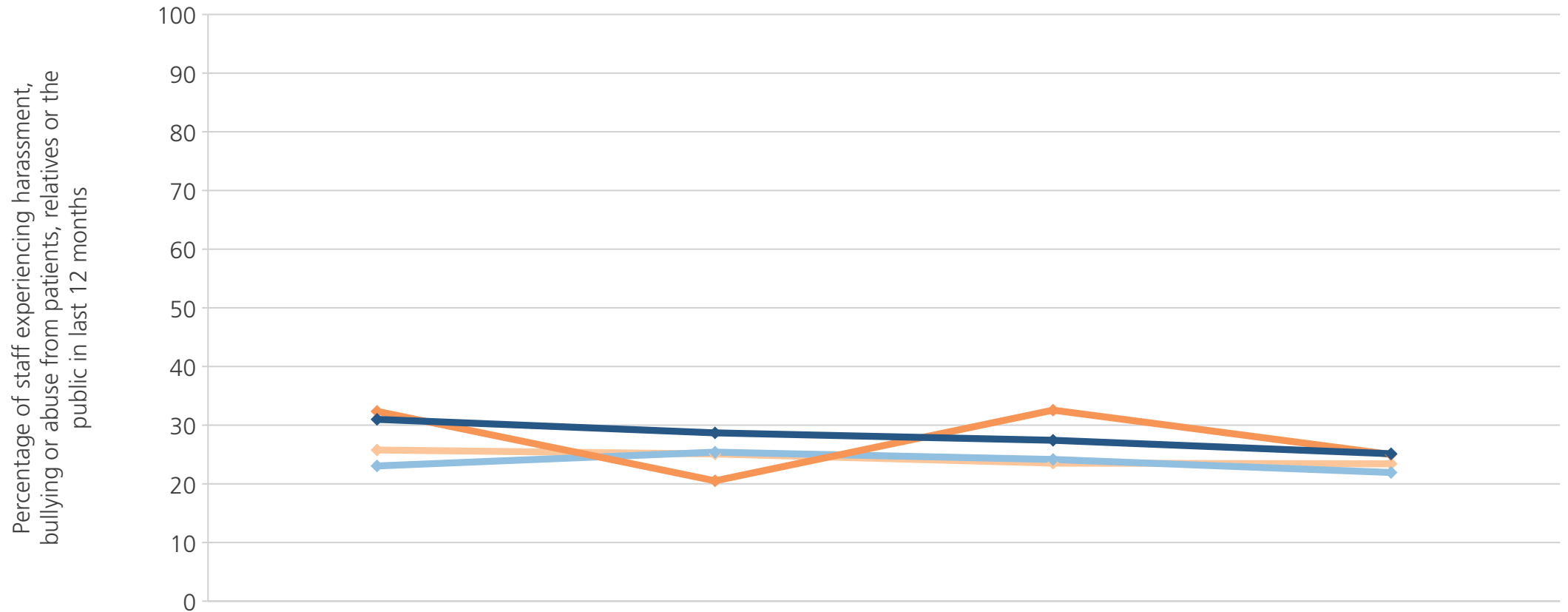
- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2017, 2018, 2019 and 2020 trust/CCG and benchmarking group median results for q13a, q13b&c combined, q14, and q15b split by ethnicity (by white / BME staff).

Workforce Disability Equality Standard (WDES)

- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018 and 2019 trust/CCG and benchmarking group median results for q5f, q11e, q13a-d, and q14 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 q26b (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 q26a ***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.

Workforce Race Equality Standard (WRES)

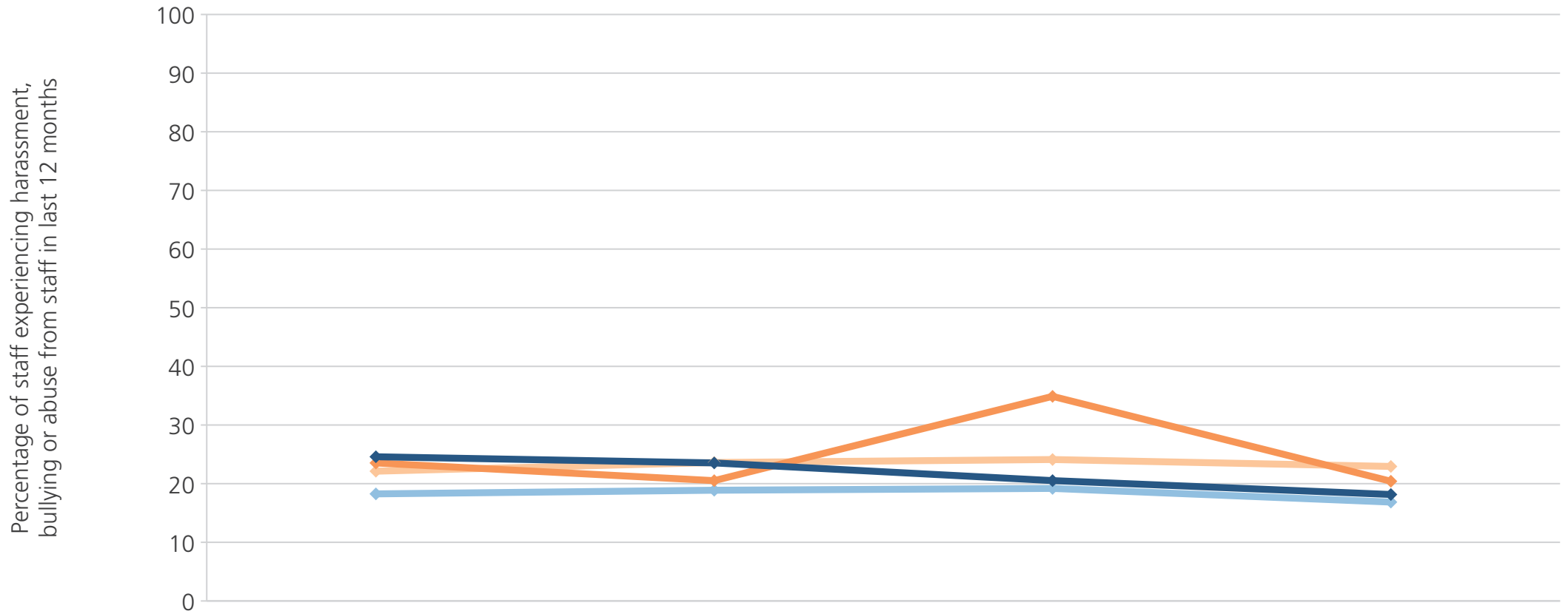
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



	2017	2018	2019	2020
White: Your org	31.0%	28.7%	27.4%	25.1%
BME: Your org	32.4%	20.5%	32.6%	25.0%
White: Average	23.0%	25.4%	24.2%	21.9%
BME: Average	25.8%	25.1%	23.5%	23.4%

White: Responses	1,094	1,133	1,156	1,198
BME: Responses	34	39	43	48

Average calculated as the median for the benchmark group



	2017	2018	2019	2020
White: Your org	24.6%	23.5%	20.5%	18.2%
BME: Your org	23.5%	20.5%	34.9%	20.4%
White: Average	18.3%	18.9%	19.2%	16.9%
BME: Average	22.1%	23.6%	24.1%	22.9%

White: Responses

1,090

BME: Responses

34

1,126

39

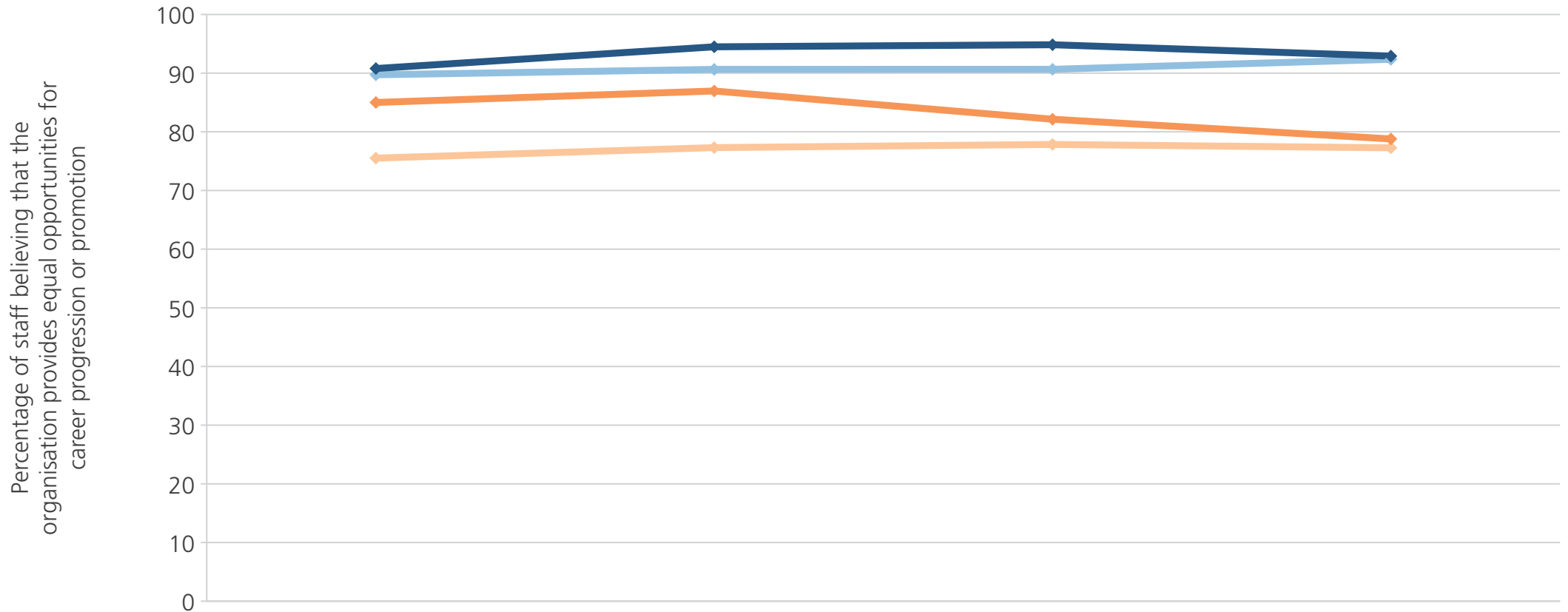
1,155

43

1,201

49

Average calculated as the median for the benchmark group



	2017	2018	2019	2020
White: Your org	90.8%	94.5%	94.8%	92.9%
BME: Your org	85.0%	87.0%	82.1%	78.8%
White: Average	89.7%	90.6%	90.7%	92.4%
BME: Average	75.5%	77.3%	77.8%	77.3%

White: Responses

738

BME: Responses

20

780

23

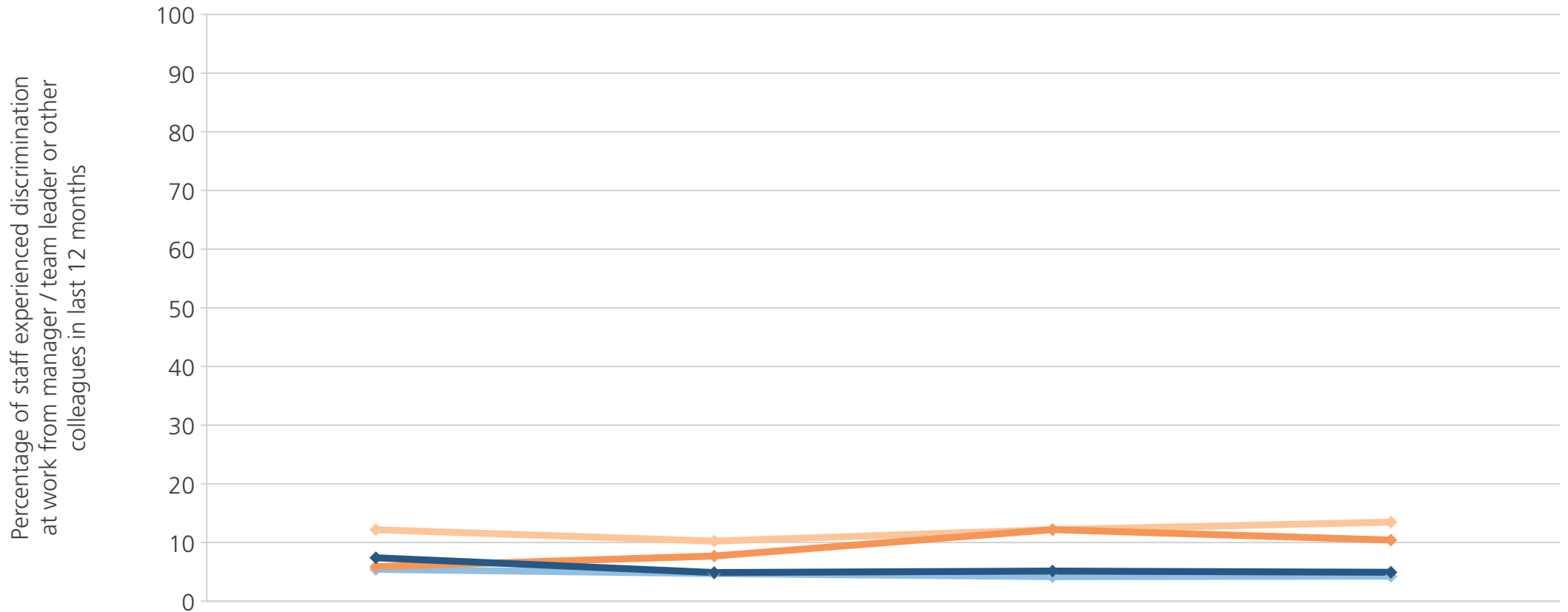
775

28

860

33

Average calculated as the median for the benchmark group



	2017	2018	2019	2020
White: Your org	7.4%	4.9%	5.1%	4.9%
BME: Your org	5.9%	7.7%	12.2%	10.4%
White: Average	5.4%	4.7%	4.2%	4.3%
BME: Average	12.2%	10.2%	12.2%	13.5%

White: Responses

1,095

1,127

1,150

1,198

BME: Responses

34

39

41

48

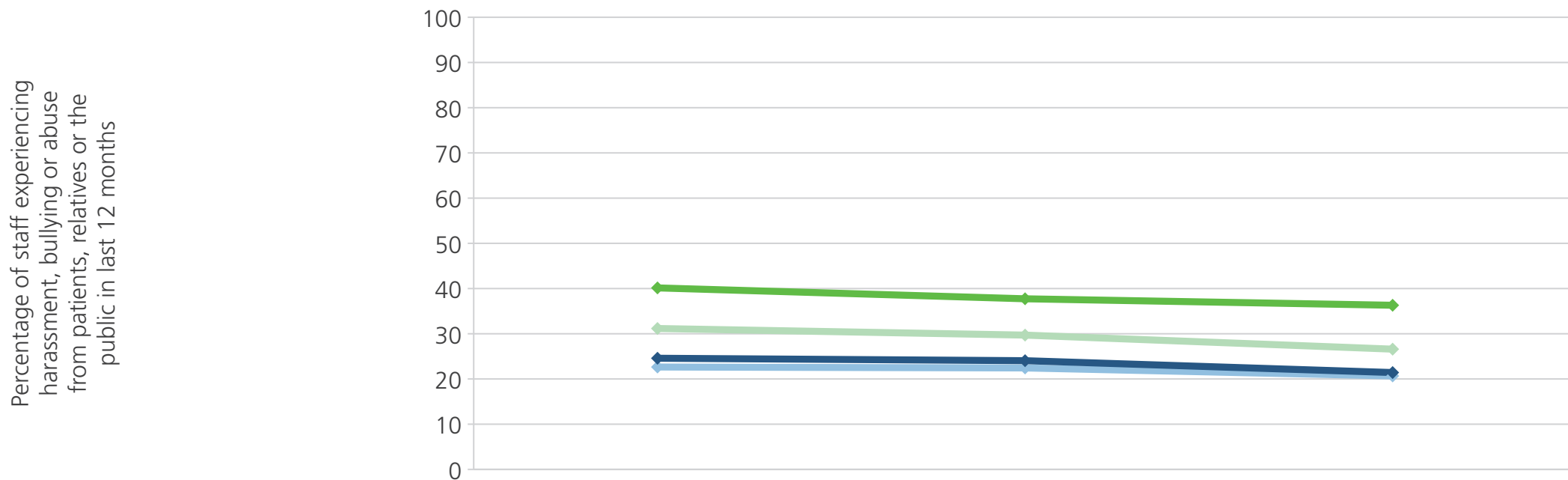
Average calculated as the median for the benchmark group

Workforce Disability Equality Standard (WDES)

The approach to calculating the benchmark median scores and the way in which the data for Q13d are reported has changed this year. These changes have been applied retrospectively so historical data shown in the average calculations and all figures for Q13d are comparable. However, these figures are not directly comparable to the results reported in previous years. For more details please see the [technical document](#).

Norfolk Community Health and Care NHS Trust

2020 NHS Staff Survey Results



	2018	2019	2020
Staff with a LTC or illness: Your org	40.1%	37.7%	36.3%
Staff without a LTC or illness: Your org	24.6%	24.0%	21.4%
Staff with a LTC or illness: Average	31.2%	29.7%	26.6%
Staff without a LTC or illness: Average	22.6%	22.4%	20.7%

Staff with a LTC or illness: Responses

279

318

303

Staff without a LTC or illness: Responses

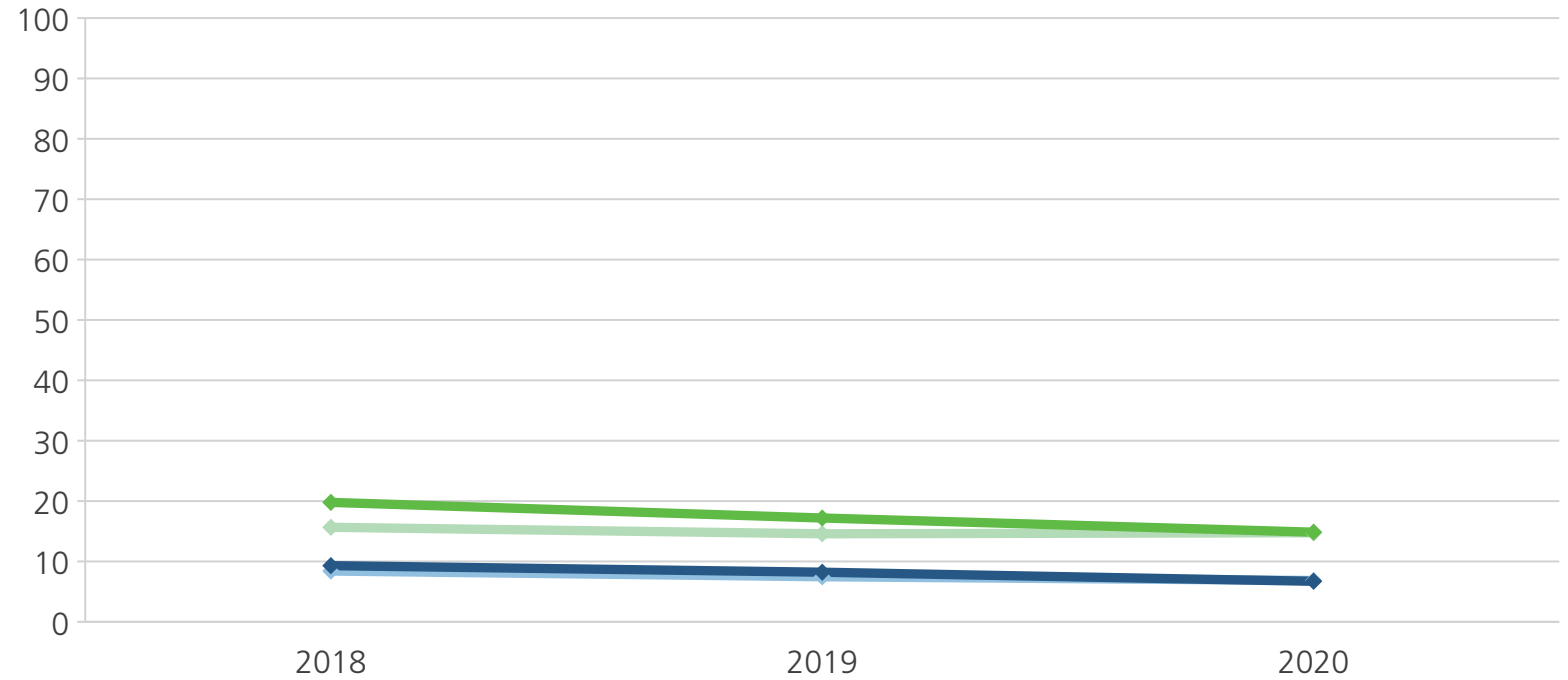
903

890

943

Average calculated as the median for the benchmark group

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



	2018	2019	2020
Staff with a LTC or illness: Your org	19.8%	17.2%	14.9%
Staff without a LTC or illness: Your org	9.3%	8.2%	6.7%
Staff with a LTC or illness: Average	15.7%	14.6%	14.8%
Staff without a LTC or illness: Average	8.4%	7.5%	6.9%

Staff with a LTC or illness: Responses

278

314

303

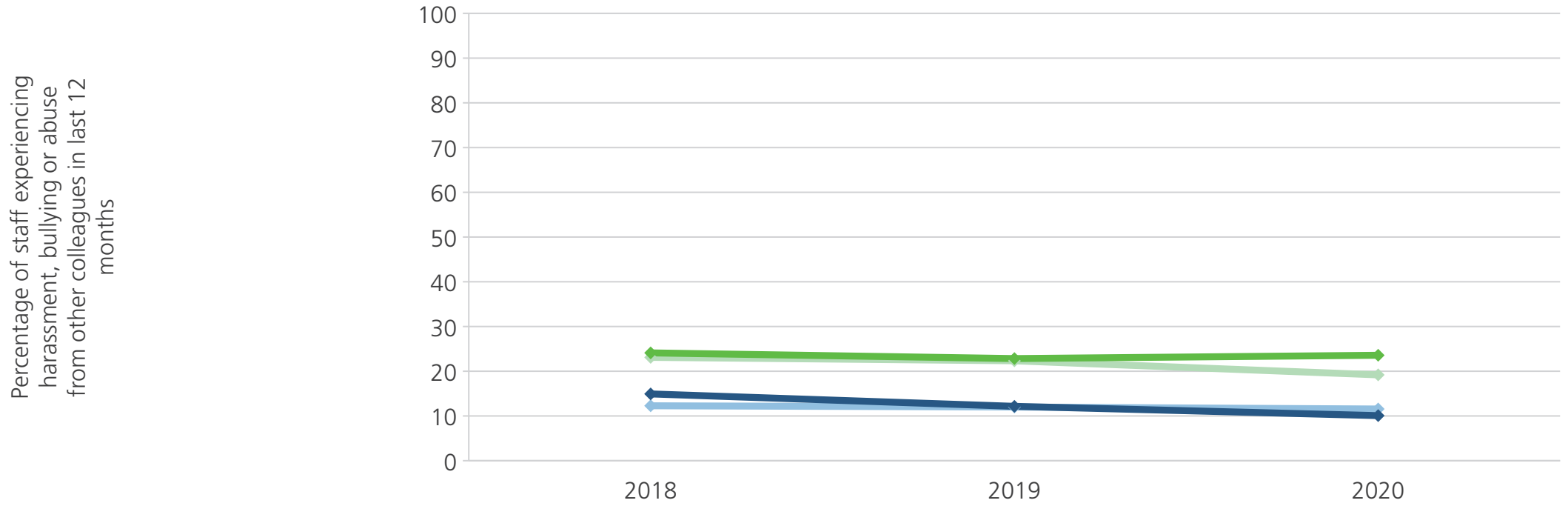
Staff without a LTC or illness: Responses

892

888

938

Average calculated as the median for the benchmark group



Category	2018	2019	2020
Staff with a LTC or illness: Your org	24.1%	22.8%	23.6%
Staff without a LTC or illness: Your org	14.9%	12.2%	10.1%
Staff with a LTC or illness: Average	23.1%	22.3%	19.2%
Staff without a LTC or illness: Average	12.3%	12.0%	11.6%

Staff with a LTC or illness: Responses

278

311

297

Staff without a LTC or illness: Responses

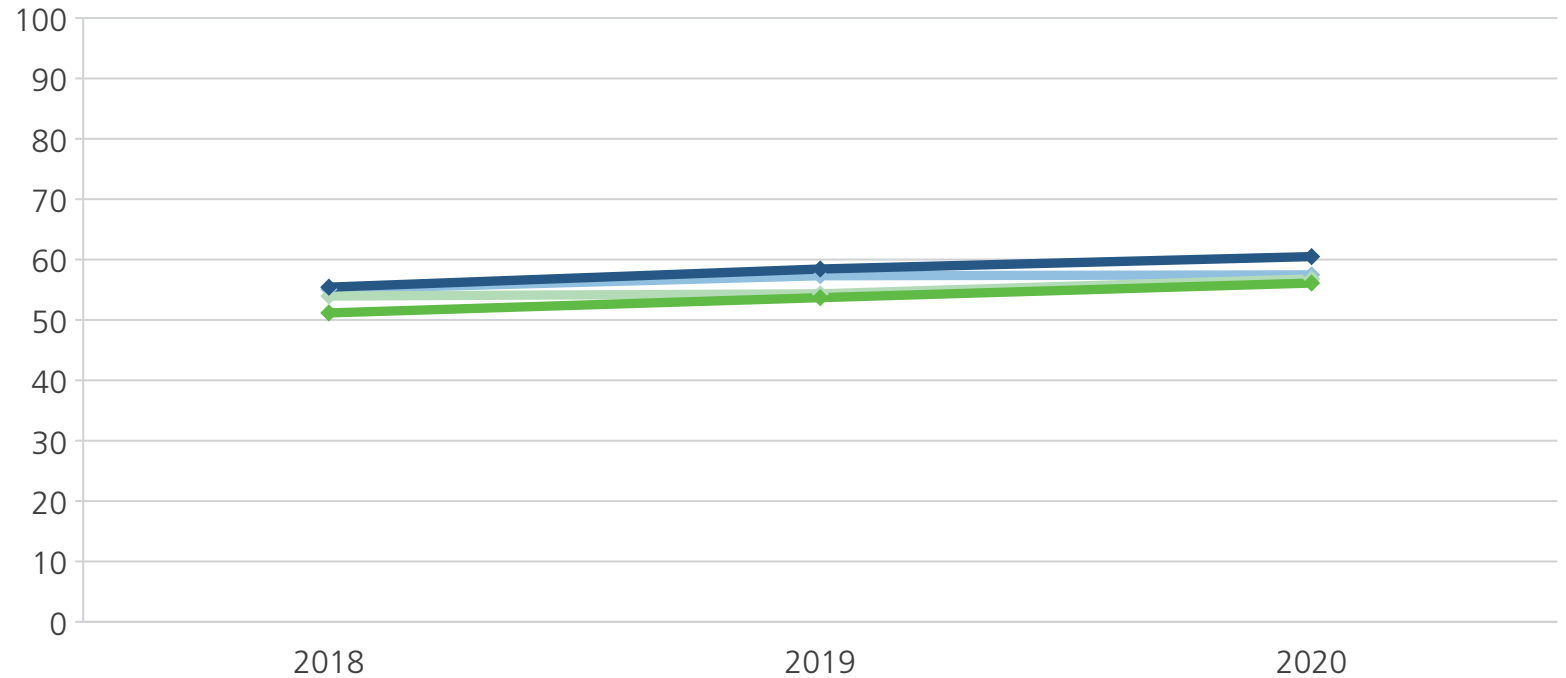
891

864

933

Average calculated as the median for the benchmark group

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



	2018	2019	2020
Staff with a LTC or illness: Your org	51.2%	53.7%	56.1%
Staff without a LTC or illness: Your org	55.4%	58.4%	60.5%
Staff with a LTC or illness: Average	54.0%	54.3%	56.8%
Staff without a LTC or illness: Average	55.1%	57.3%	57.5%

Staff with a LTC or illness: Responses

129

149

139

Staff without a LTC or illness: Responses

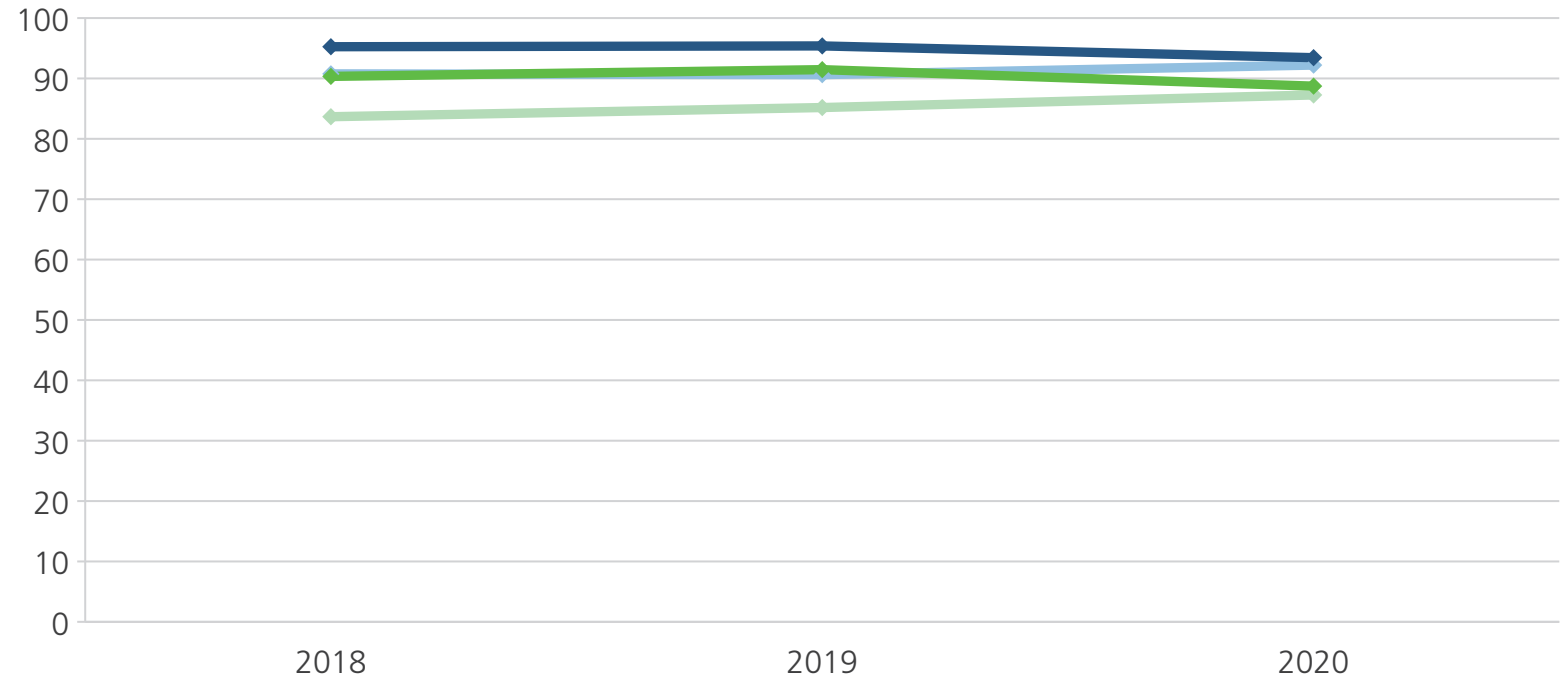
267

243

243

Average calculated as the median for the benchmark group

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



	2018	2019	2020
Staff with a LTC or illness: Your org	90.3%	91.5%	88.7%
Staff without a LTC or illness: Your org	95.3%	95.4%	93.4%
Staff with a LTC or illness: Average	83.7%	85.2%	87.3%
Staff without a LTC or illness: Average	90.8%	90.6%	92.2%

Staff with a LTC or illness: Responses

176

199

204

Staff without a LTC or illness: Responses

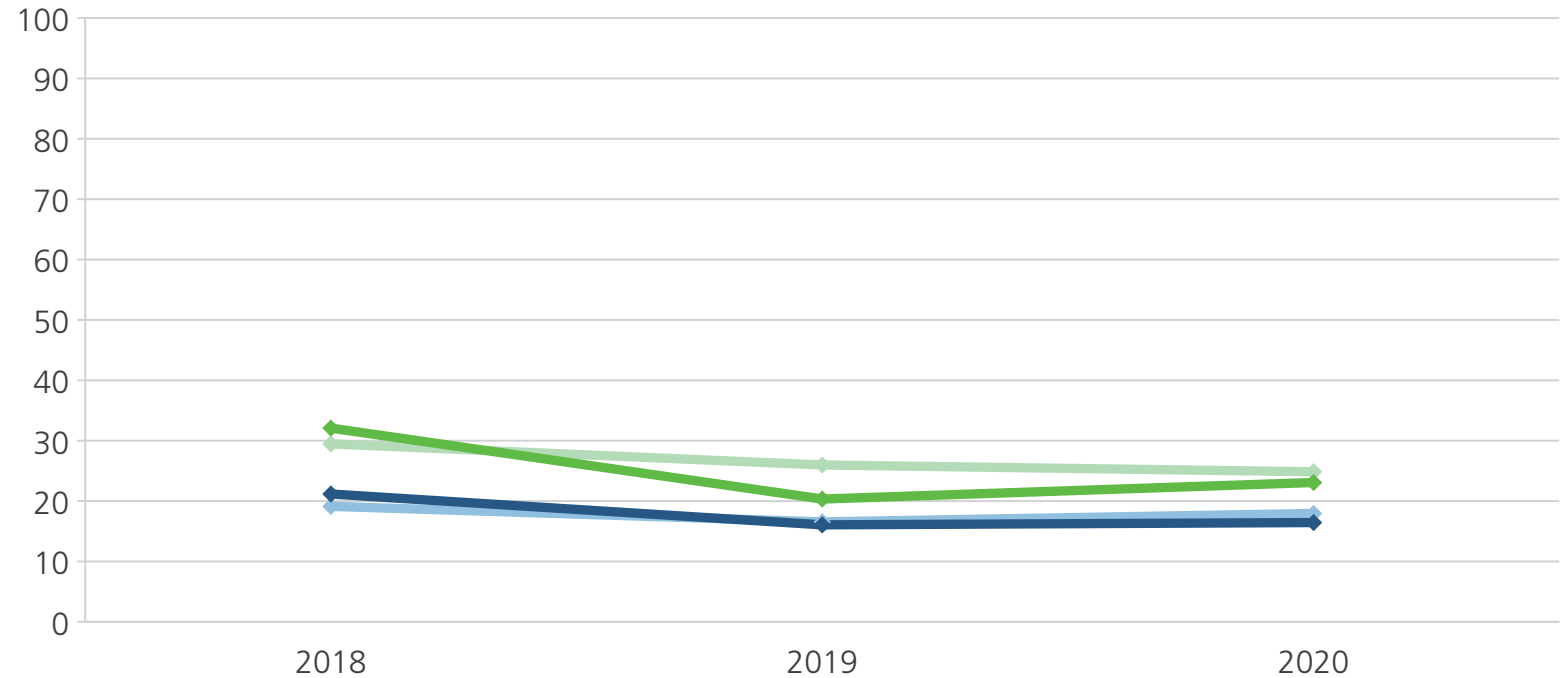
632

607

686

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
Staff with a LTC or illness: Your org	32.1%	20.3%	23.1%
Staff without a LTC or illness: Your org	21.2%	16.1%	16.4%
Staff with a LTC or illness: Average	29.5%	26.0%	24.9%
Staff without a LTC or illness: Average	19.1%	16.6%	17.9%

Staff with a LTC or illness: Responses

187

236

208

Staff without a LTC or illness: Responses

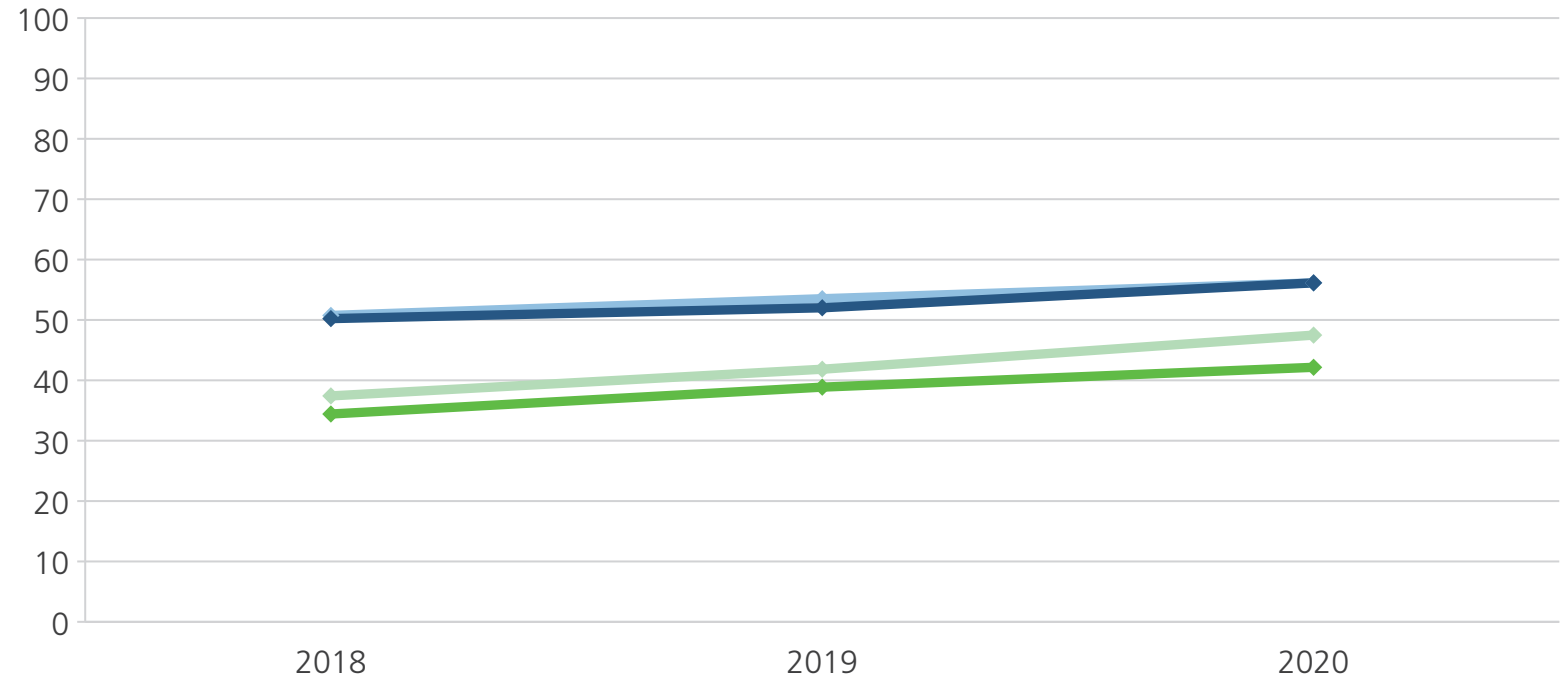
477

442

371

Average calculated as the median for the benchmark group

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



	2018	2019	2020
Staff with a LTC or illness: Your org	34.4%	38.9%	42.2%
Staff without a LTC or illness: Your org	50.2%	52.0%	56.1%
Staff with a LTC or illness: Average	37.4%	41.8%	47.5%
Staff without a LTC or illness: Average	50.7%	53.5%	56.1%

Staff with a LTC or illness: Responses

276

319

306

Staff without a LTC or illness: Responses

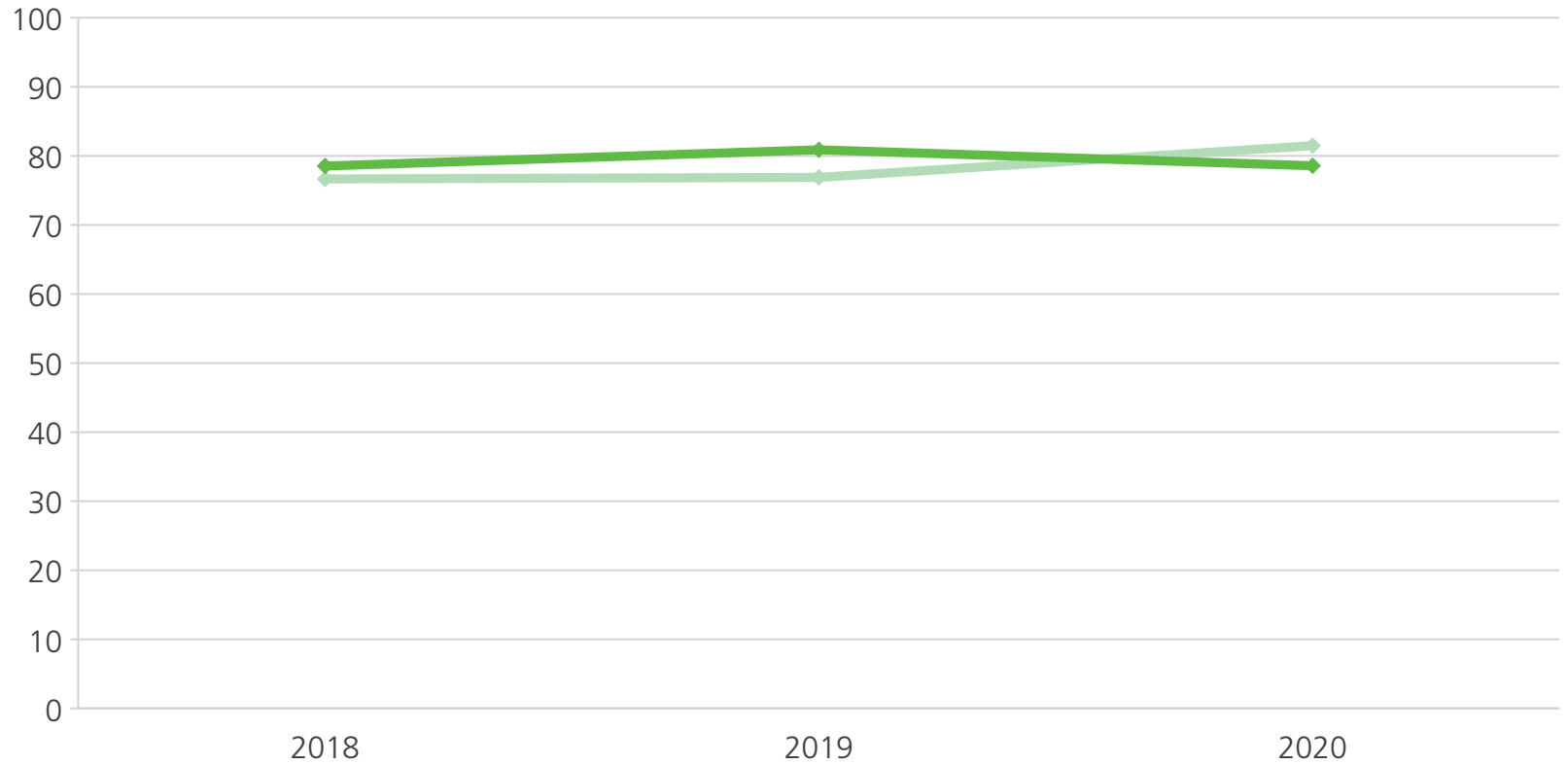
900

894

944

Average calculated as the median for the benchmark group

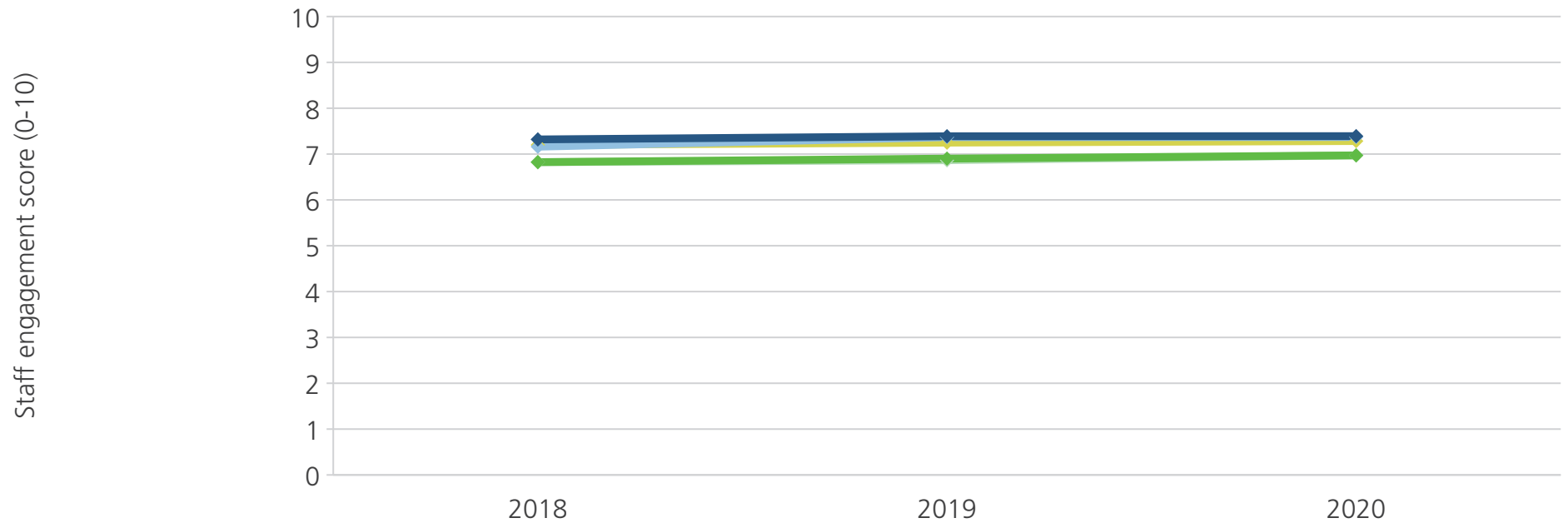
Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work



Staff with a LTC or illness: Your org	78.5%	80.9%	78.6%
Staff with a LTC or illness: Average	76.7%	76.9%	81.5%

Staff with a LTC or illness: Responses	177	204	196
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Average calculated as the median for the benchmark group



	2018	2019	2020
Organisation average	7.2	7.2	7.3
Staff with a LTC or illness: Your org	6.8	6.9	7.0
Staff without a LTC or illness: Your org	7.3	7.4	7.4
Staff with a LTC or illness: Average	6.8	6.9	7.0
Staff without a LTC or illness: Average	7.2	7.4	7.4

Organisation Responses

1,201

1,231

1,265

Staff with a LTC or illness: Responses

278

321

306

Staff without a LTC or illness: Responses

902

895

948

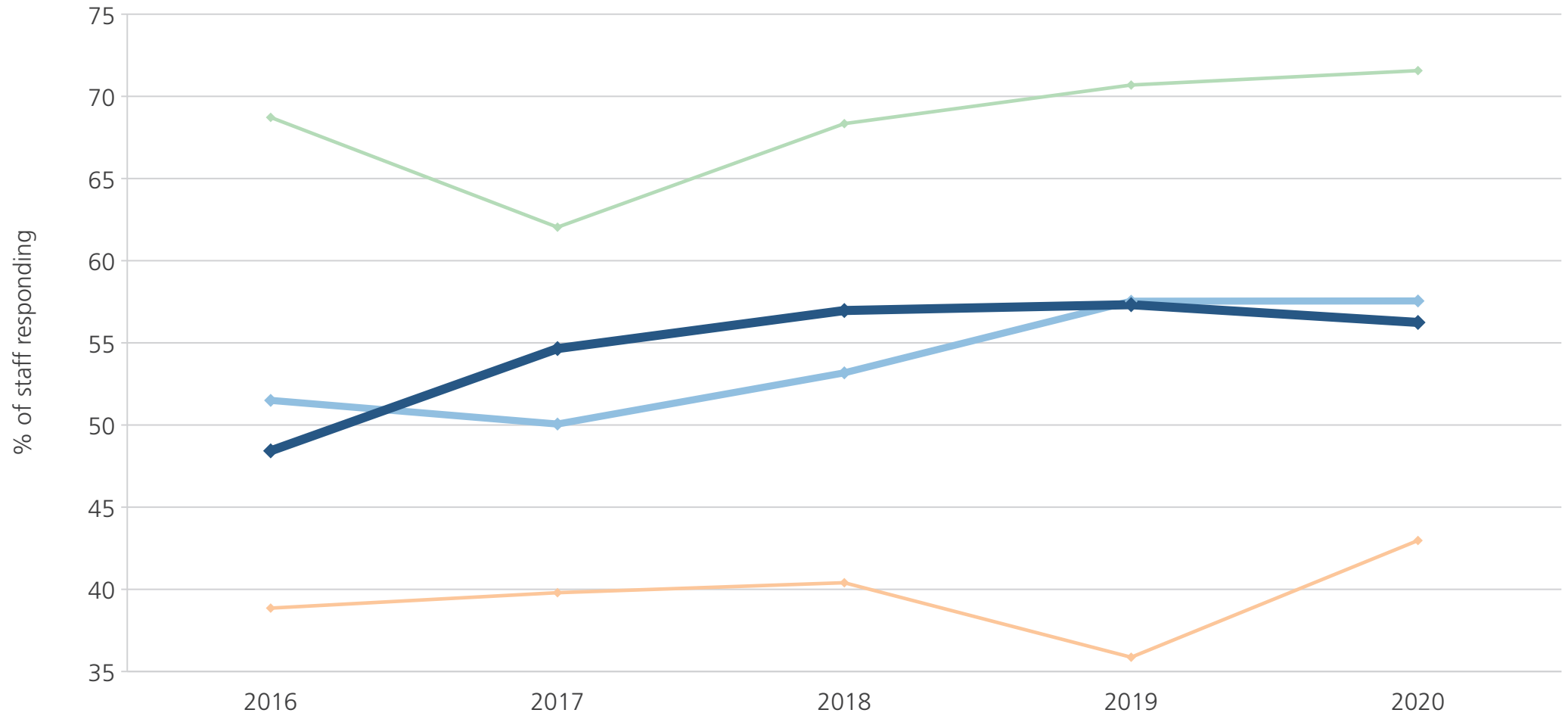
Average calculated as the median for the benchmark group

Appendices

Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results

Appendix A: Response rate

Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



	2016	2017	2018	2019	2020
Best	68.7%	62.0%	68.3%	70.7%	71.6%
Your org	48.4%	54.7%	57.0%	57.3%	56.2%
Median	51.5%	50.1%	53.2%	57.5%	57.5%
Worst	38.9%	39.8%	40.4%	35.9%	43.0%

Appendix B: Significance testing - 2019 v 2020 theme results

Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results

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

The final column contains the outcome of the significance testing: ↑ indicates that the 2020 score is significantly higher than last year's, whereas ↓ indicates that the 2020 score is significantly lower. If there is no statistically significant difference, you will see 'Not significant'. When there is no comparable data from the past survey year, you will see 'N/A'.

Theme	2019 score	2019 respondents	2020 score	2020 respondents	Statistically significant change?
Equality, diversity & inclusion	9.4	1213	9.4	1260	Not significant
Health & wellbeing	6.0	1220	6.2	1263	Not significant
Immediate managers †	7.0	1228	7.2	1260	Not significant
Morale	6.4	1222	6.5	1261	Not significant
Quality of care	7.4	1080	7.5	1110	Not significant
Safe environment - Bullying & harassment	8.2	1216	8.4	1258	Not significant
Safe environment - Violence	9.7	1218	9.7	1256	Not significant
Safety culture	7.0	1219	7.1	1265	Not significant
Staff engagement	7.2	1231	7.3	1265	Not significant
Team working	6.9	1225	6.9	1254	Not significant

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

† The calculation for the immediate managers theme has changed this year due to the omission of one of the questions which previously contributed to the theme. This change has been applied retrospectively so data for 2016-2020 shown in this table are comparable. However, these figures are not directly comparable to the results reported in previous years. For more details please see the [technical document](#).

Appendix C: Tips on using your benchmark report

Norfolk Community Health and Care NHS Trust
2020 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 transitioning from the previous version of the benchmark report and those who are new to the Staff Survey.



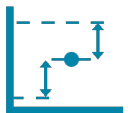
Key points to note



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



- A key feature of the reports is that they **provide organisations with up to 5 years of trend data** across theme **and** question results. Trend data provides a much **more reliable indication of whether the most recent results represent a change from the norm** for an organisation than comparing the most recent results to those from the previous year. Taking a longer term view will help organisations to identify trends over several years that may have been missed when comparisons were drawn solely between the current and previous year.



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

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

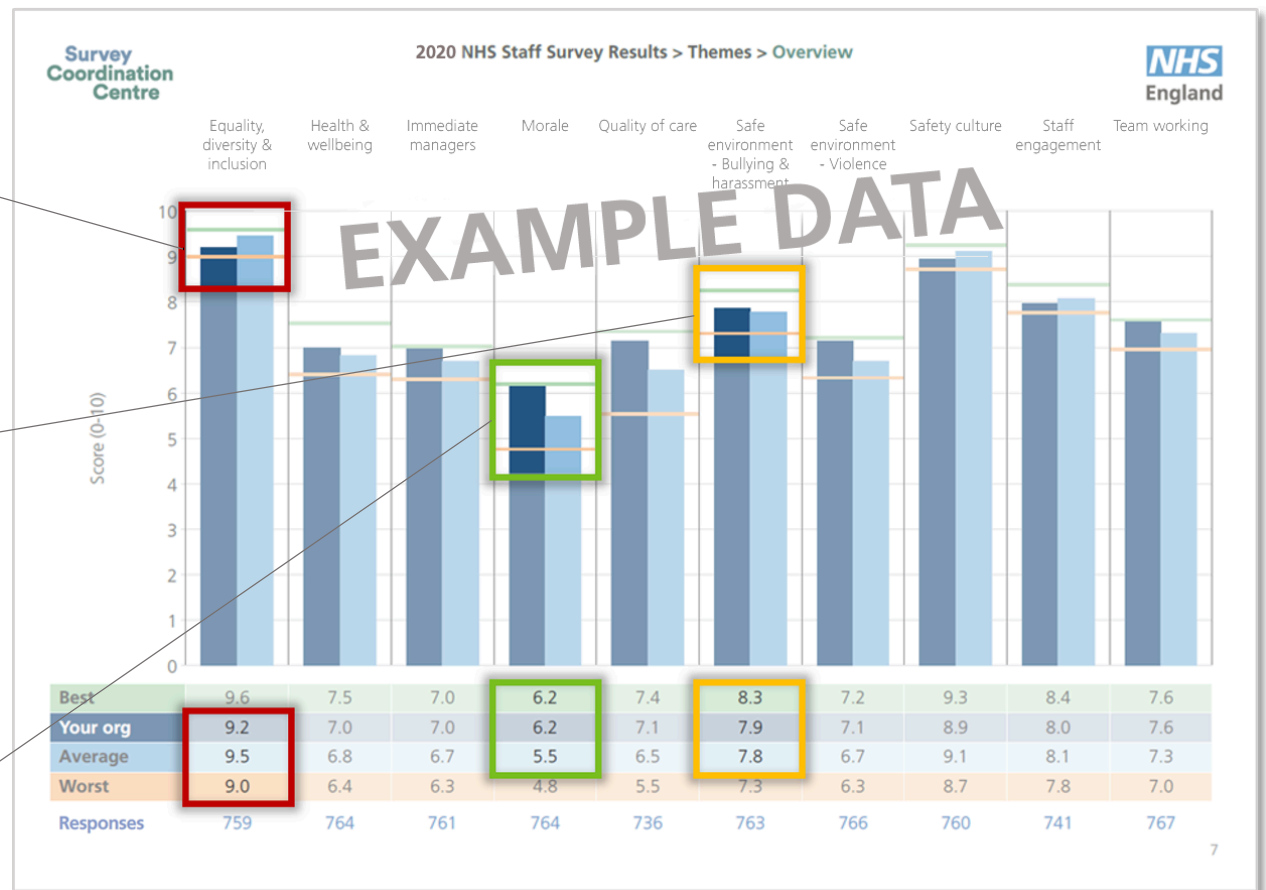
It is important to **consider each theme result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

Areas to improve

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

Positive outcomes

- Similarly, using the overview page it is easy to identify themes which show a positive outcome for your organisation, where 'Your org' scores are distinctly higher than the benchmarking group 'Average' score.

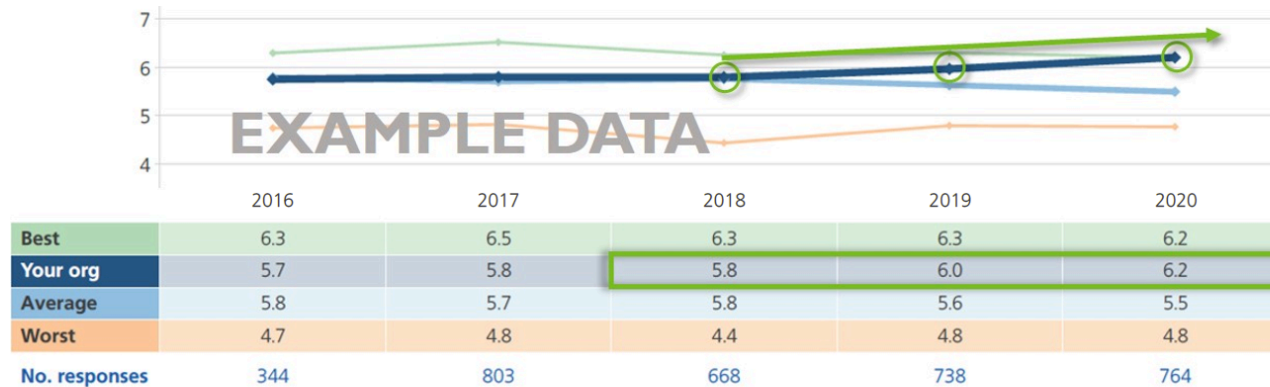


Only one example is highlighted for each point

- Positive stories to report could be ones where your organisation approaches or matches the benchmarking group's 'Best' score.

Review trend data

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

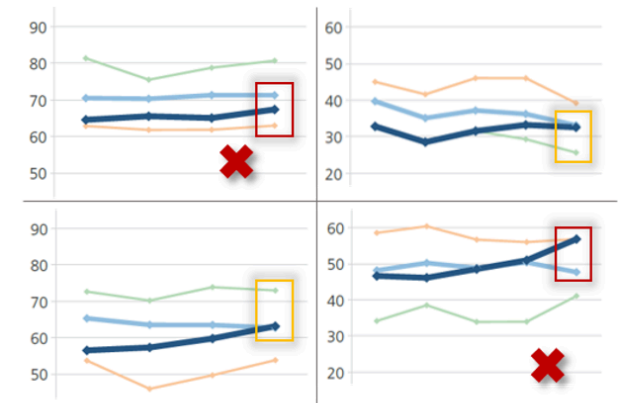


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

Review questions feeding into the themes

In order to understand exactly which factors are driving your organisation’s theme score, you should review the questions feeding into the theme. The **‘Detailed information’** section contains the questions contributing to each theme, grouped together, thus they can be reviewed easily without the need to search through the ‘Question results’ section. By comparing ‘Your org’ scores to the benchmarking group ‘Average’, ‘Best’ and ‘Worst’ scores for each question, the **questions which are driving your organisation’s theme results can be identified**.

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



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

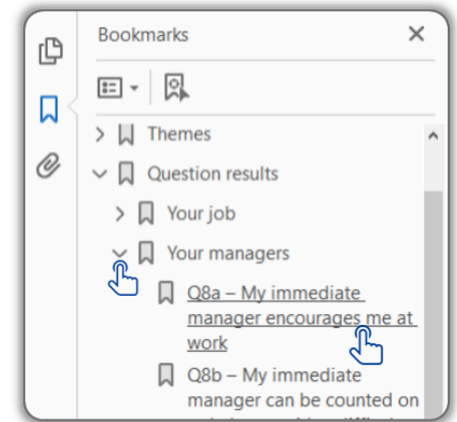
This benchmark report displays results for all questions in the questionnaire, including benchmarked trend data wherever available. While this a key feature of the report, at first glance the amount of information contained on more than 180 pages might appear daunting. The below suggestions aim to provide some guidance on how to get started with navigating through this set of data. It is worth noting that a PDF summary report is also available. This presents the same data as this main benchmark report, but does not include the detailed question level reporting.

Identifying questions of interest

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

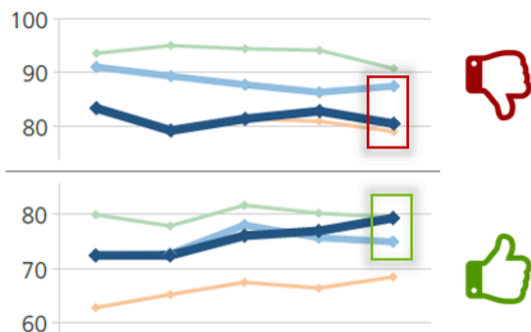
- Most organisations will have questions which have traditionally been a focus for them. Questions which have been targeted with internal policies or programmes, or whose results are of heightened importance due to organisation values or because they are considered a proxy for key issues. Outcomes for these questions can now be assessed on the backdrop of benchmark and historical trend data.
- **Note:** The bookmarks bar allows for easy navigation through the report, allowing subsections of the report to be folded, for quick access to questions through hyperlinks.

Use the bookmarks bar to navigate directly to questions of interest



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

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





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

Appendix D: Additional reporting outputs




Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results

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



Supporting documents

-  **Basic Guide:** Provides a brief overview of the NHS Staff Survey data and details on what is contained in each of the reporting outputs.
-  **Technical Document:** Contains technical details about the NHS Staff Survey data, including: data cleaning, weighting, benchmarking, theme, historical comparability of organisations and questions in the survey.

Other local results

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

National results

-  **National Trend Data** and **National Breakdowns:** Dashboards containing national results – data available for five years where possible.
-  **National Free Text report:** A PDF report will be available from April 2021 that highlights the themes, subthemes and sentiment scores of the free text comments from questions 21a and 21b.