

Norfolk Community Health and Care NHS Trust

2020 NHS Staff Survey

Summary Benchmark Report

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

Key features

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

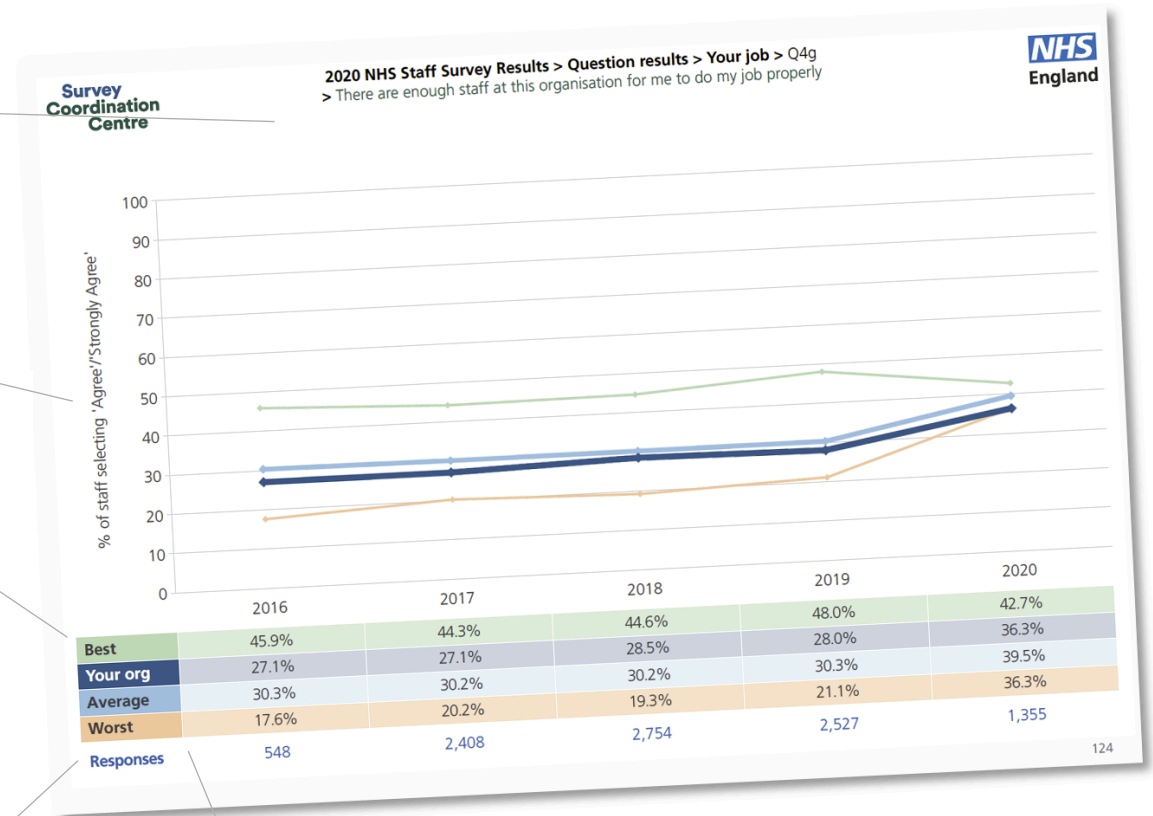
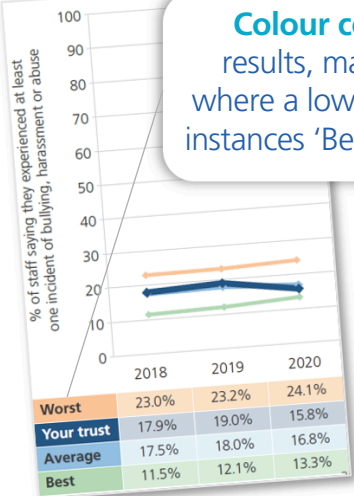
Question-level results are always reported as percentages; the **meaning of the value** is outlined along the axis. Themes are always on a 0-10pt scale where 10 is the best score attainable

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

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



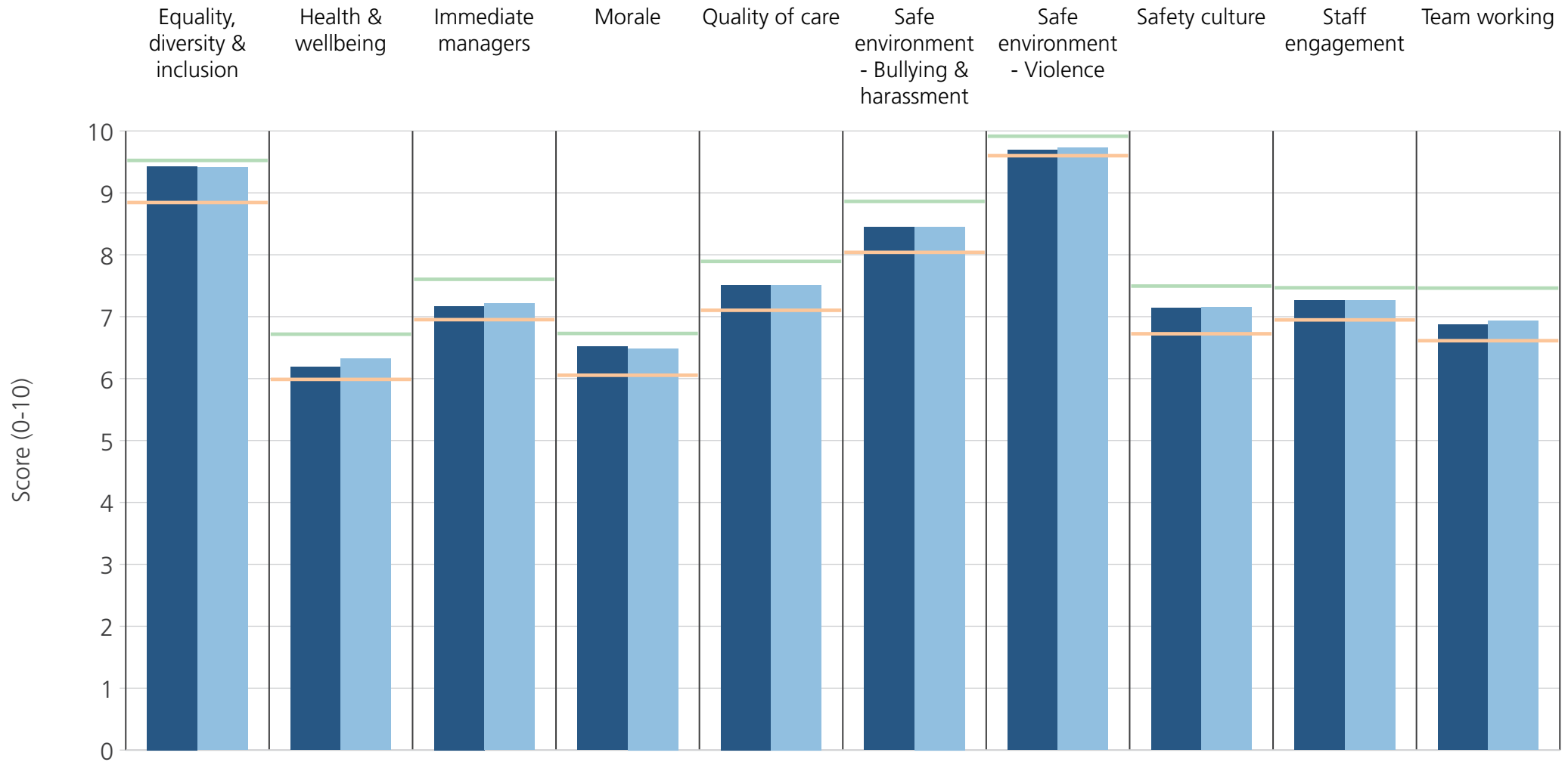
Full details on how the scores are calculated are provided in the **Technical Document**, under the Supporting Documents section of our [results page](#)

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

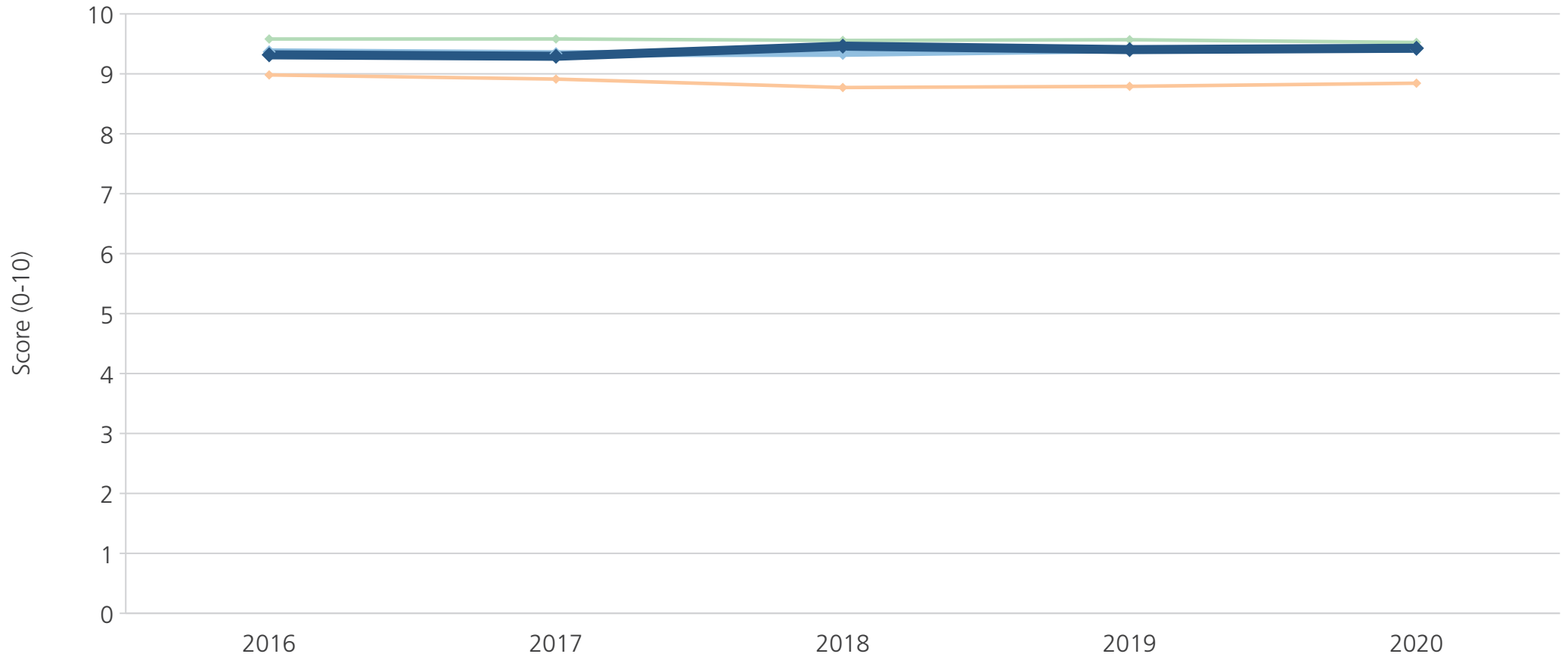
2020 NHS Staff Survey Results



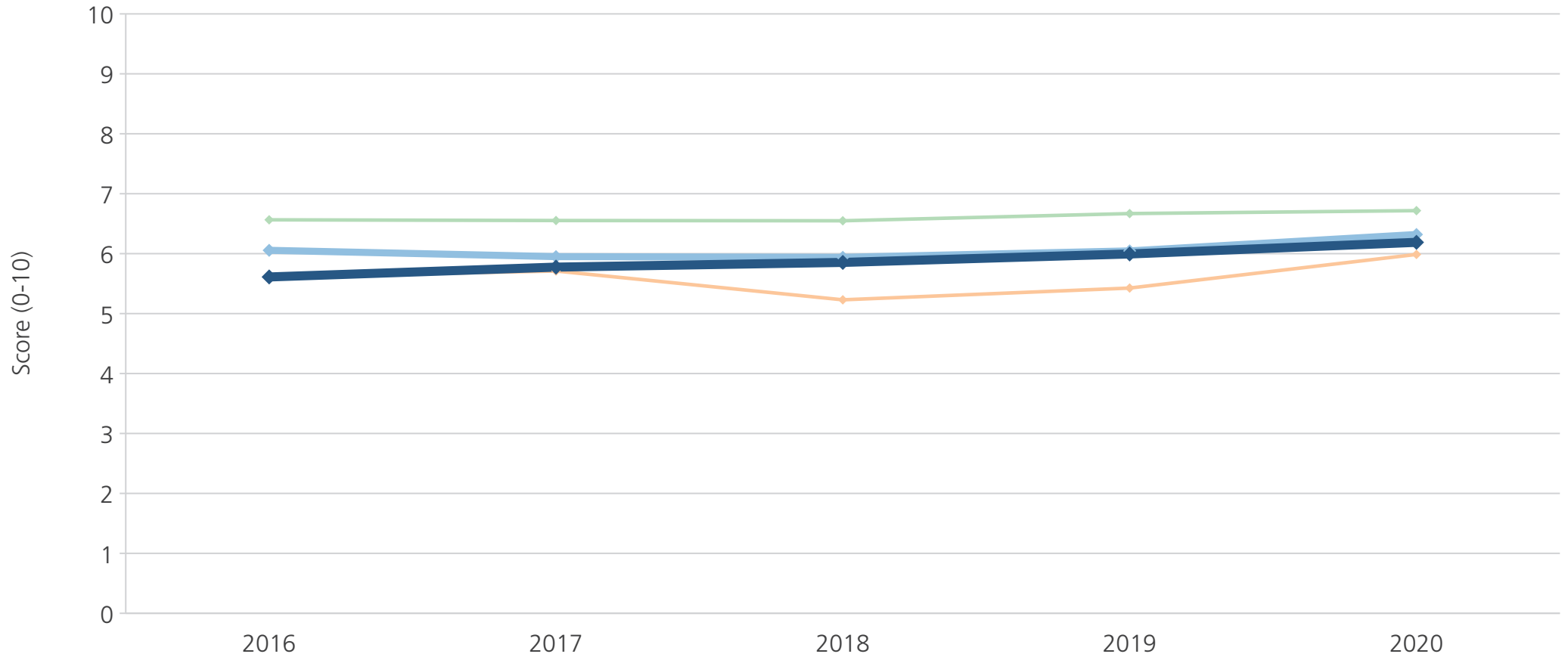
Best	9.5	6.7	7.6	6.7	7.9	8.9	9.9	7.5	7.5	7.5
Your org	9.4	6.2	7.2	6.5	7.5	8.4	9.7	7.1	7.3	6.9
Average	9.4	6.3	7.2	6.5	7.5	8.5	9.7	7.1	7.3	6.9
Worst	8.8	6.0	7.0	6.1	7.1	8.0	9.6	6.7	6.9	6.6
Responses	1,260	1,263	1,260	1,261	1,110	1,258	1,256	1,265	1,265	1,254

Theme results – Trends

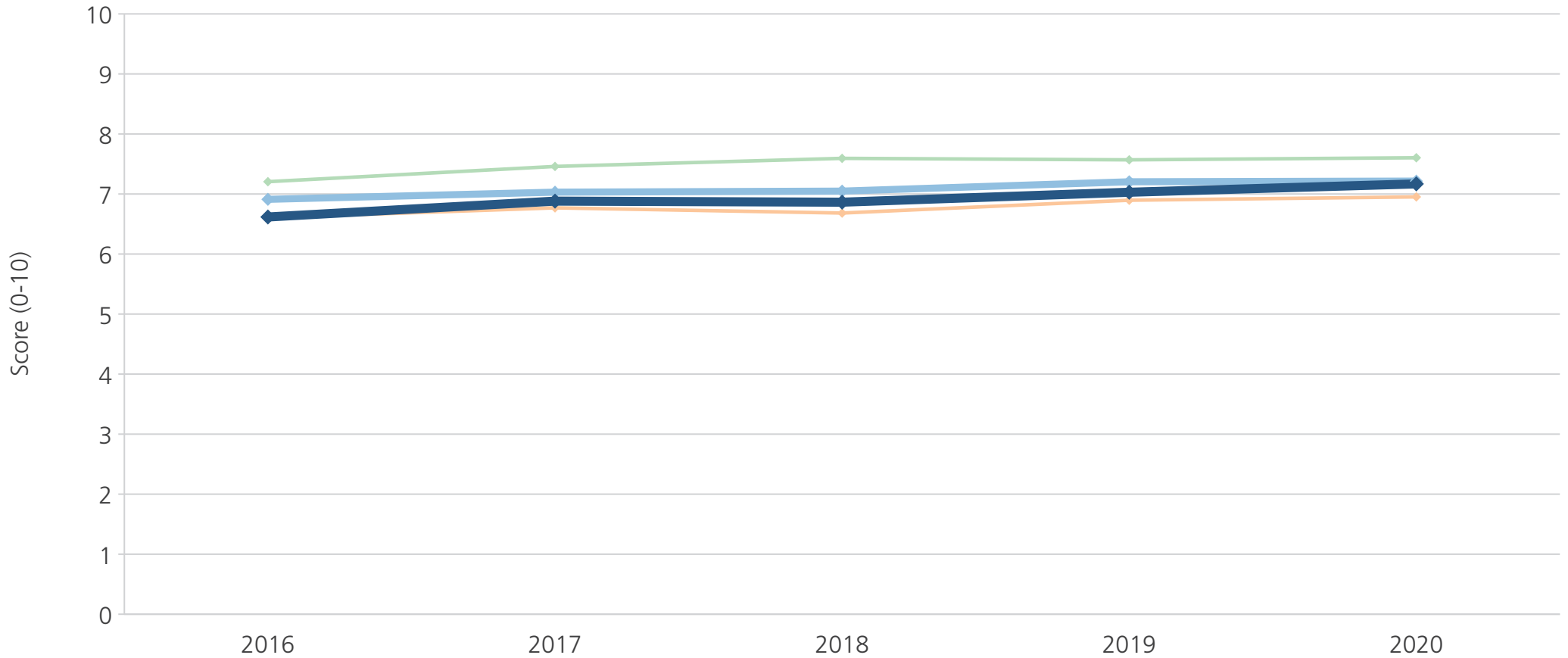
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



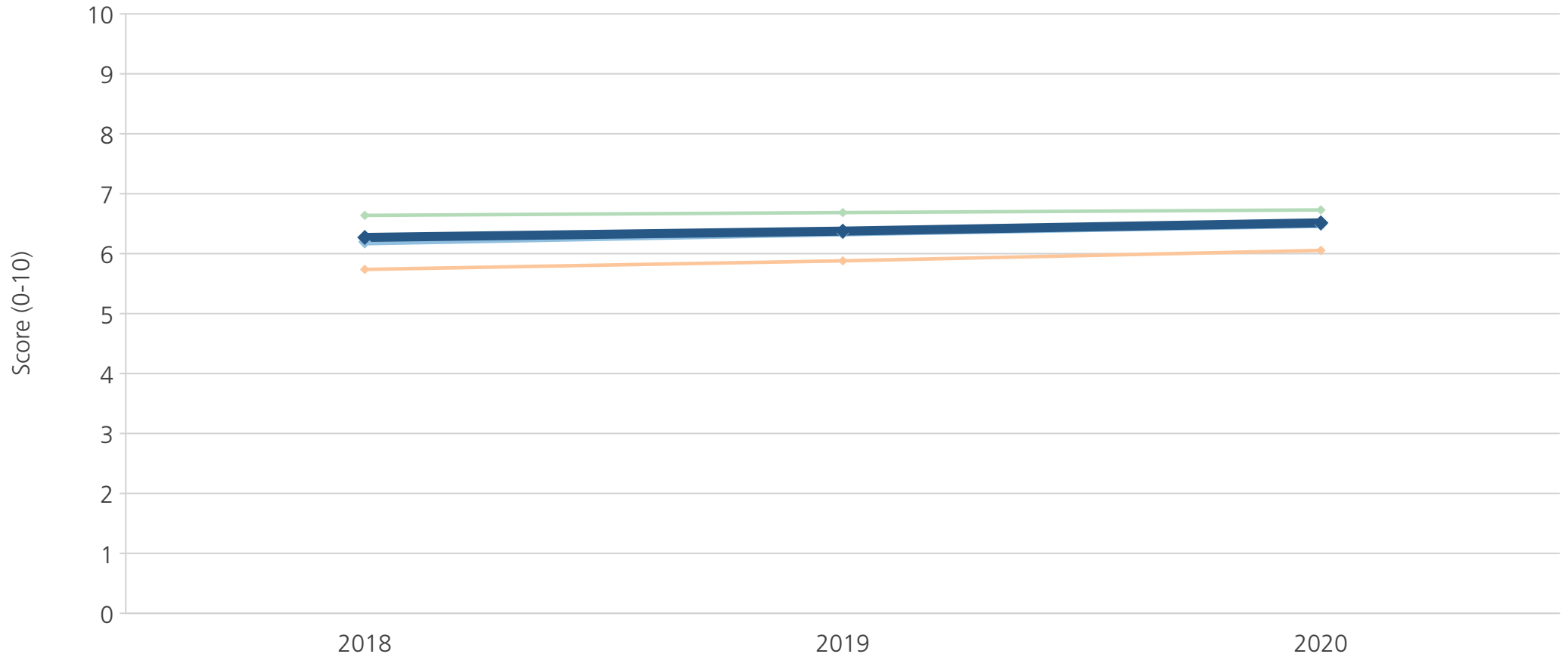
Best	9.6	9.6	9.6	9.6	9.5
Your org	9.3	9.3	9.5	9.4	9.4
Average	9.4	9.3	9.3	9.4	9.4
Worst	9.0	8.9	8.8	8.8	8.8
Responses	1,340	1,164	1,202	1,213	1,260



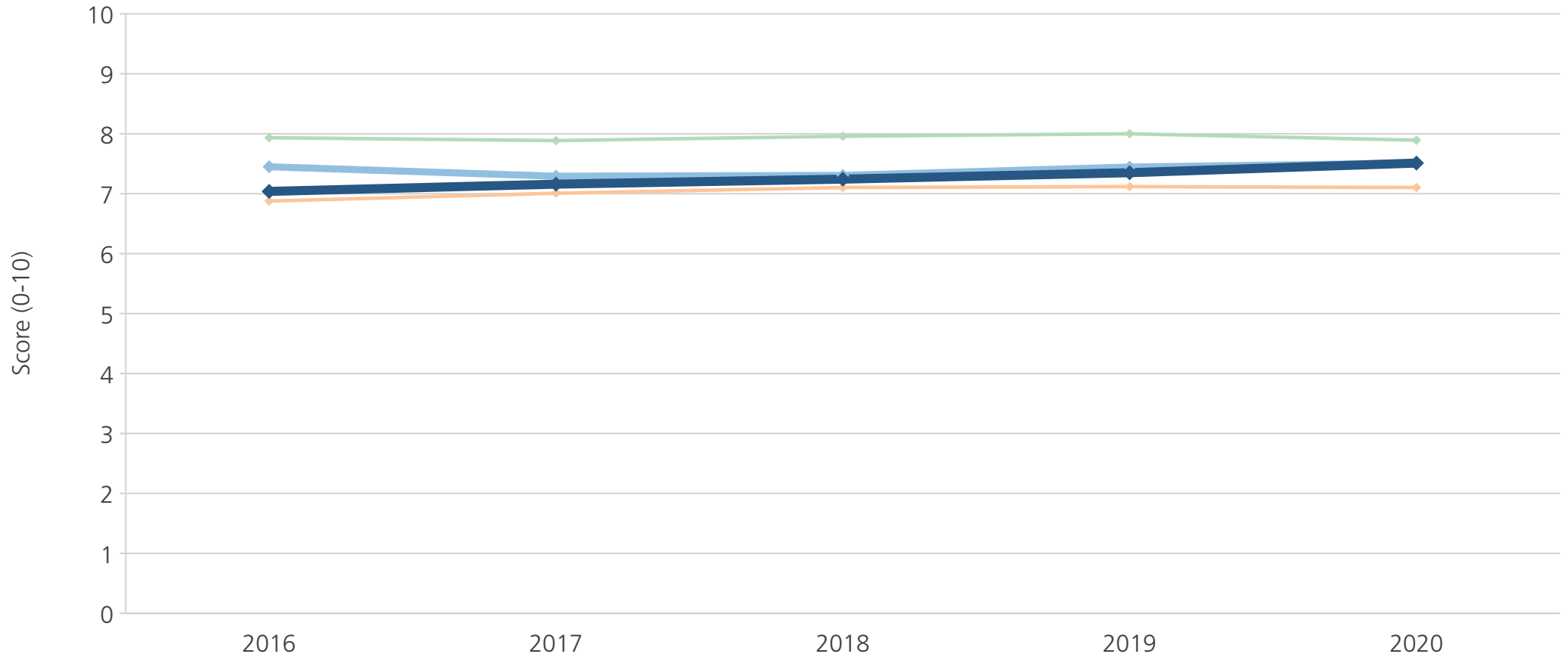
Best	6.6	6.6	6.5	6.7	6.7
Your org	5.6	5.8	5.9	6.0	6.2
Average	6.1	6.0	5.9	6.0	6.3
Worst	5.6	5.7	5.2	5.4	6.0
Responses	1,343	1,168	1,198	1,220	1,263



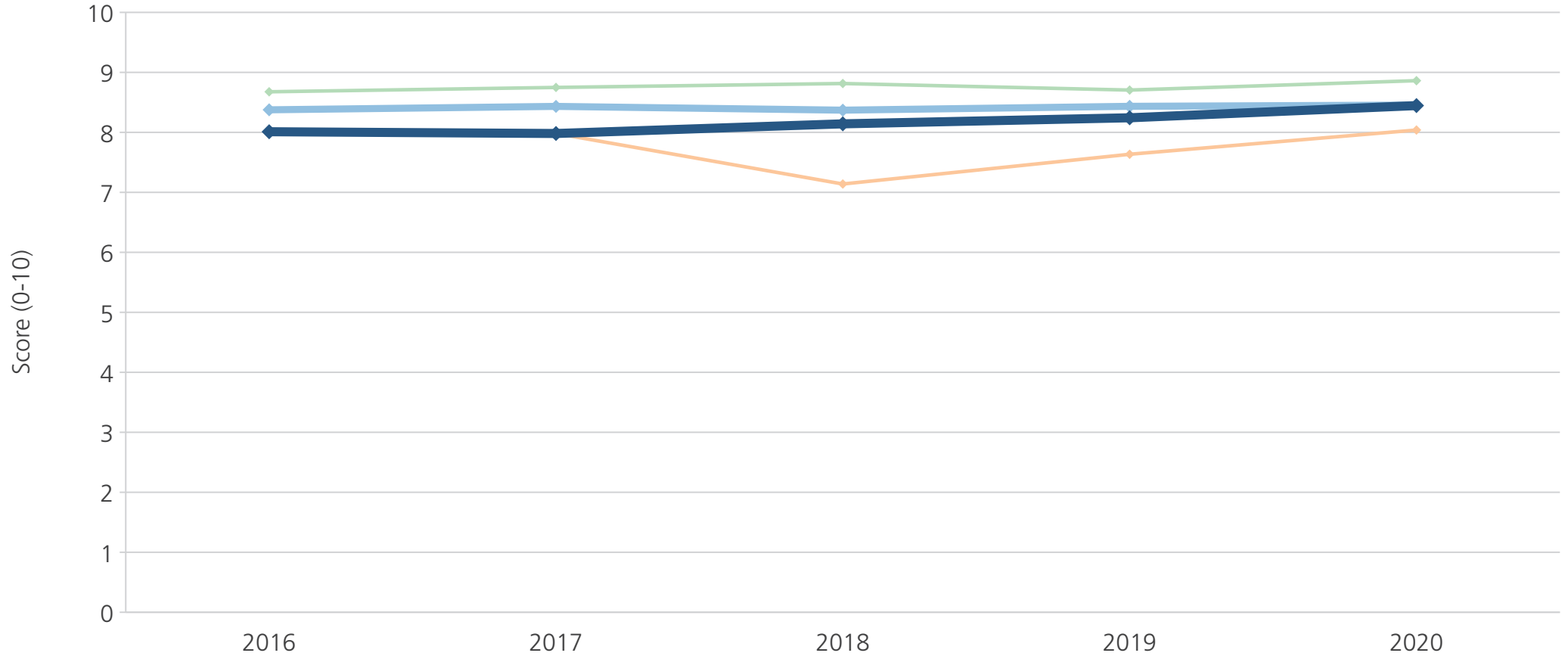
	2016	2017	2018	2019	2020
Best	7.2	7.5	7.6	7.6	7.6
Your org	6.6	6.9	6.9	7.0	7.2
Average	6.9	7.0	7.0	7.2	7.2
Worst	6.6	6.8	6.7	6.9	7.0
Responses	1,345	1,166	1,197	1,228	1,260



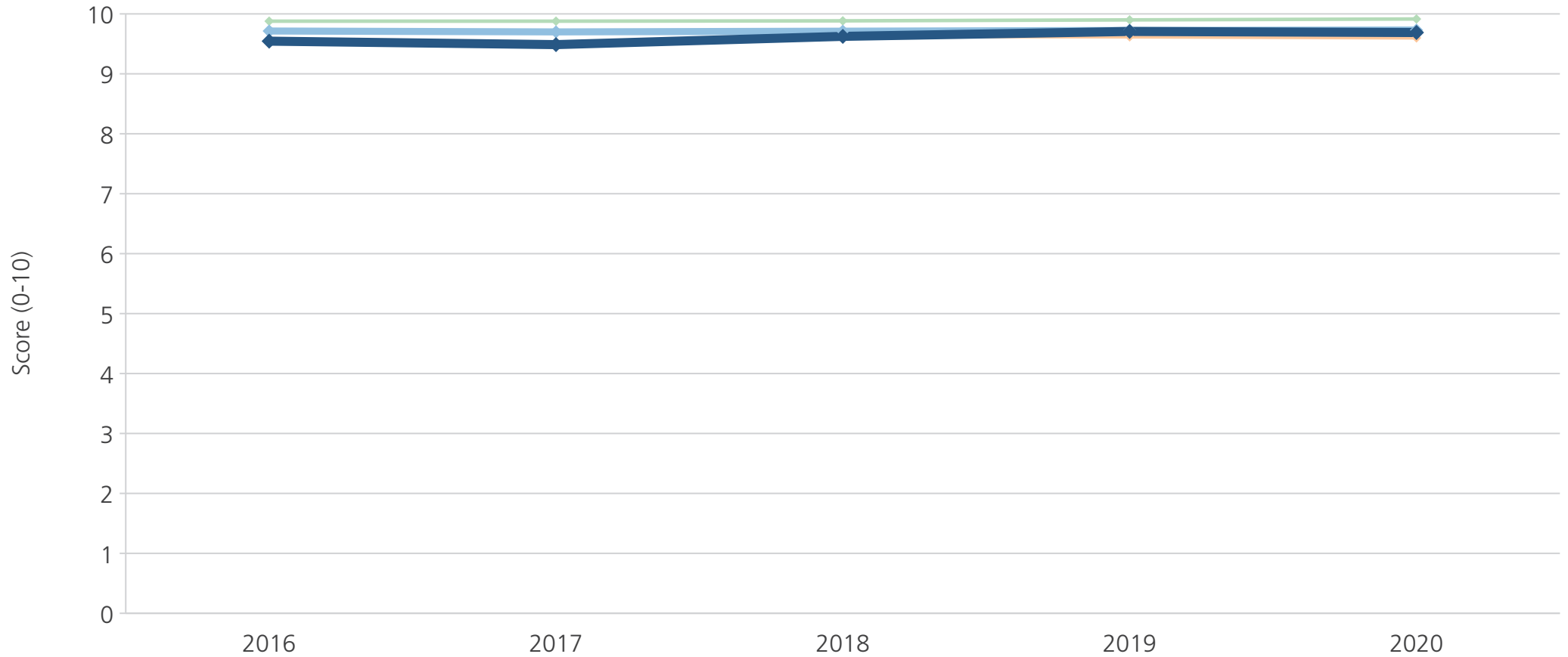
Best	6.6	6.7	6.7
Your org	6.3	6.4	6.5
Average	6.2	6.3	6.5
Worst	5.7	5.9	6.1
Responses	1,182	1,222	1,261



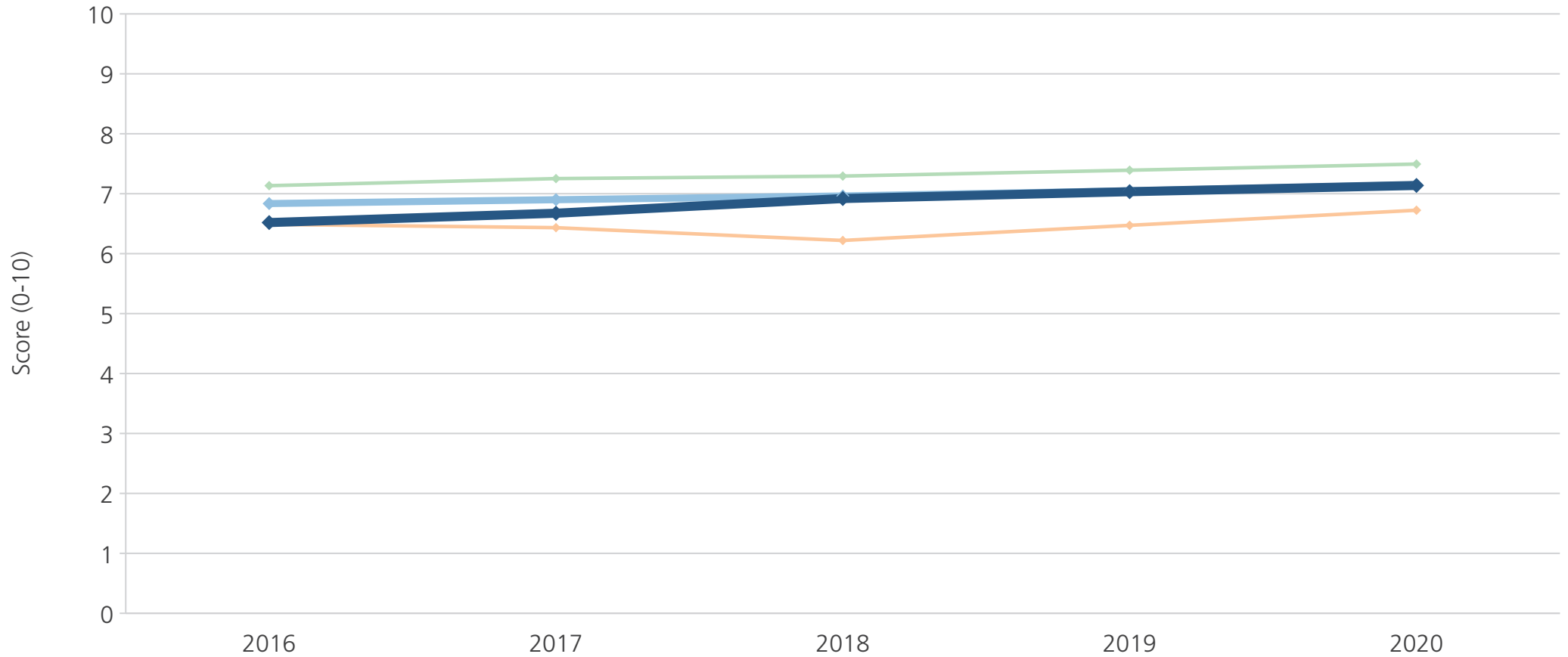
	2016	2017	2018	2019	2020
Best	7.9	7.9	8.0	8.0	7.9
Your org	7.0	7.2	7.2	7.4	7.5
Average	7.4	7.3	7.3	7.4	7.5
Worst	6.9	7.0	7.1	7.1	7.1
Responses	1,180	1,012	1,049	1,080	1,110



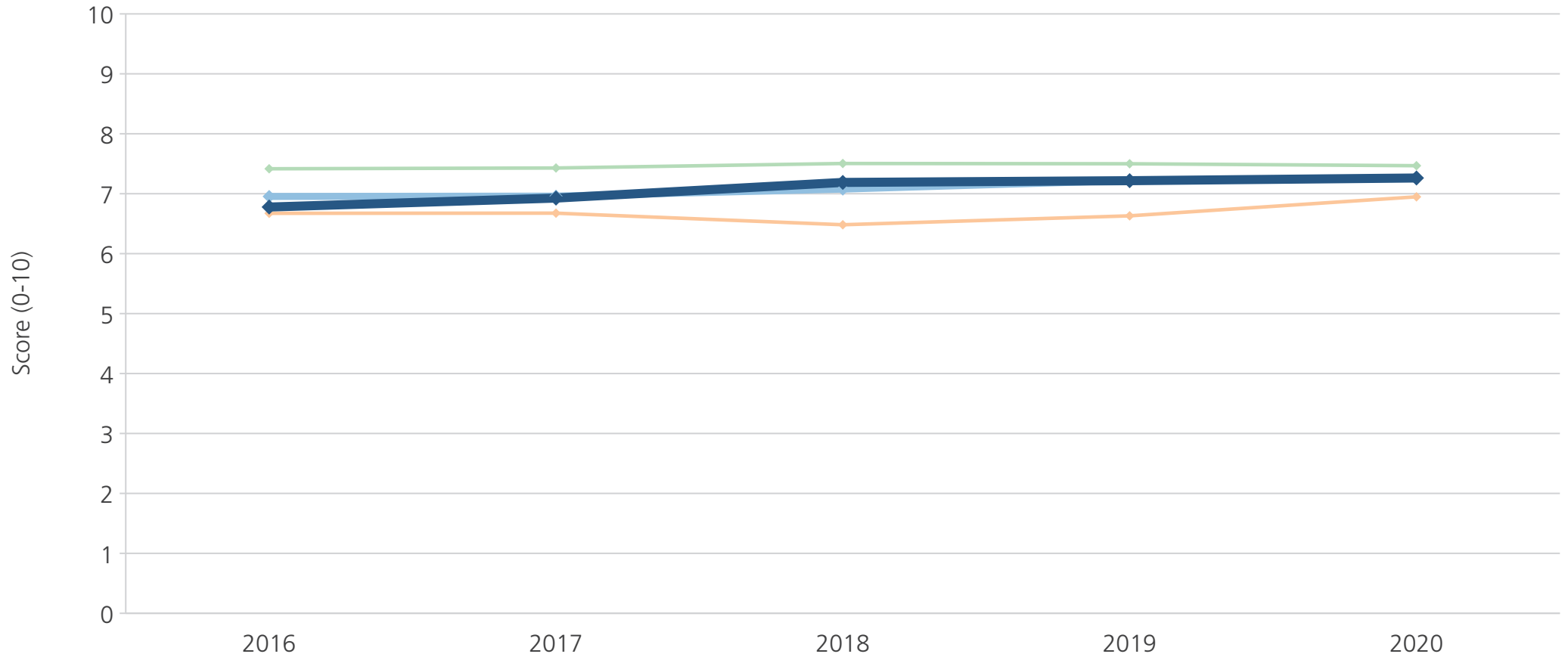
	2016	2017	2018	2019	2020
Best	8.7	8.7	8.8	8.7	8.9
Your org	8.0	8.0	8.1	8.2	8.4
Average	8.4	8.4	8.4	8.4	8.5
Worst	8.0	8.0	7.1	7.6	8.0
Responses	1,337	1,160	1,194	1,216	1,258



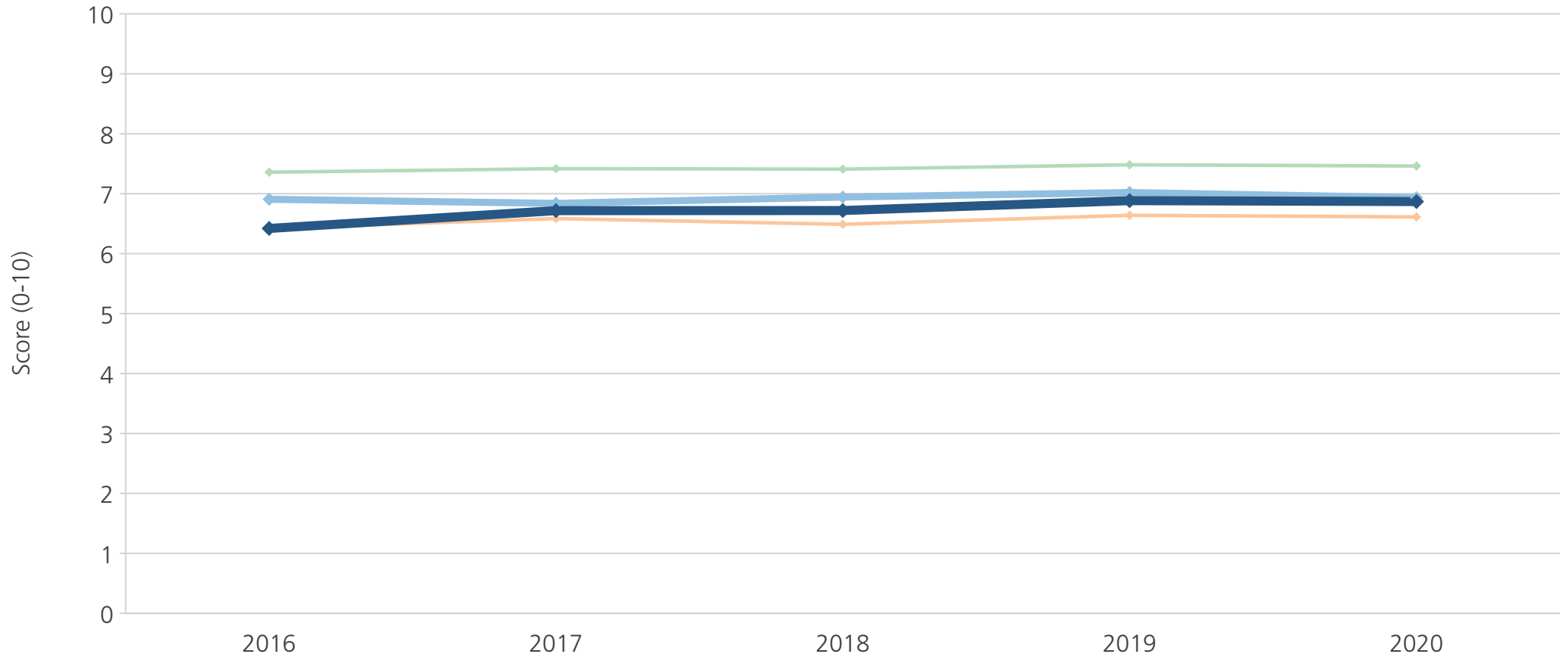
	2016	2017	2018	2019	2020
Best	9.9	9.9	9.9	9.9	9.9
Your org	9.5	9.5	9.6	9.7	9.7
Average	9.7	9.7	9.7	9.7	9.7
Worst	9.5	9.5	9.6	9.6	9.6
Responses	1,339	1,162	1,191	1,218	1,256



	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

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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

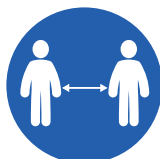
Results for these groups of staff, including data for individual questions, are also available via the [online dashboards](#). Please note that results presented in these dashboards have not been weighted where no benchmarking takes place and so may vary slightly from those shown in this report.



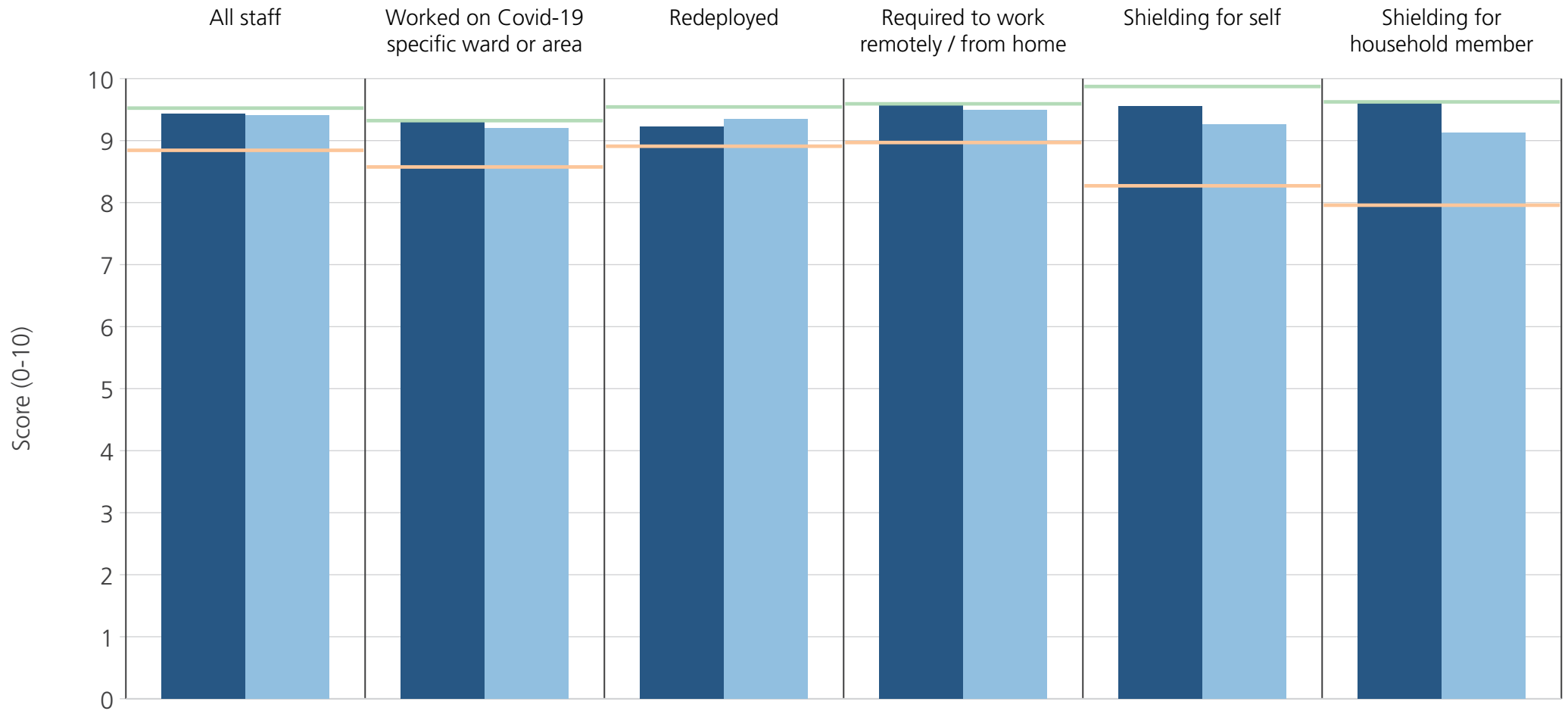
HANDS



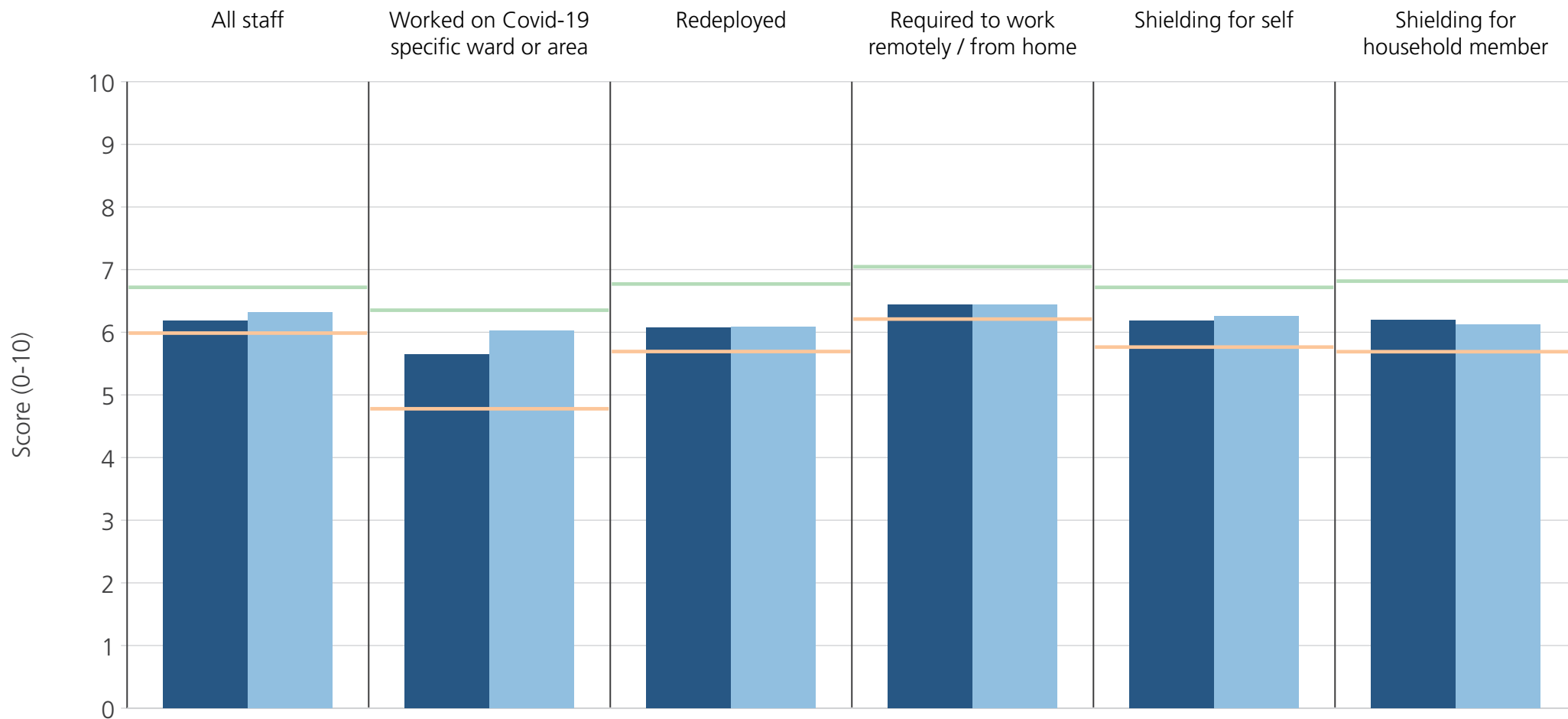
FACE



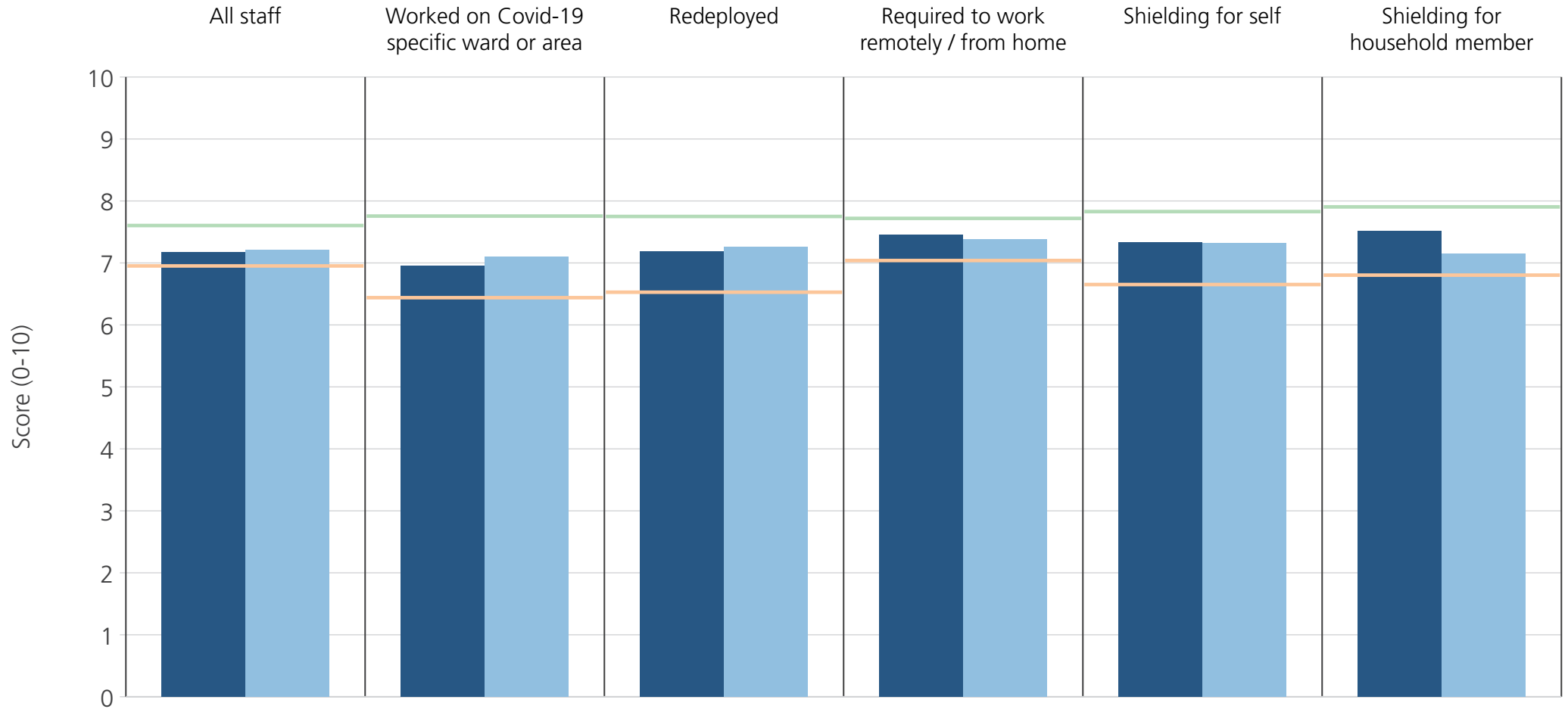
SPACE



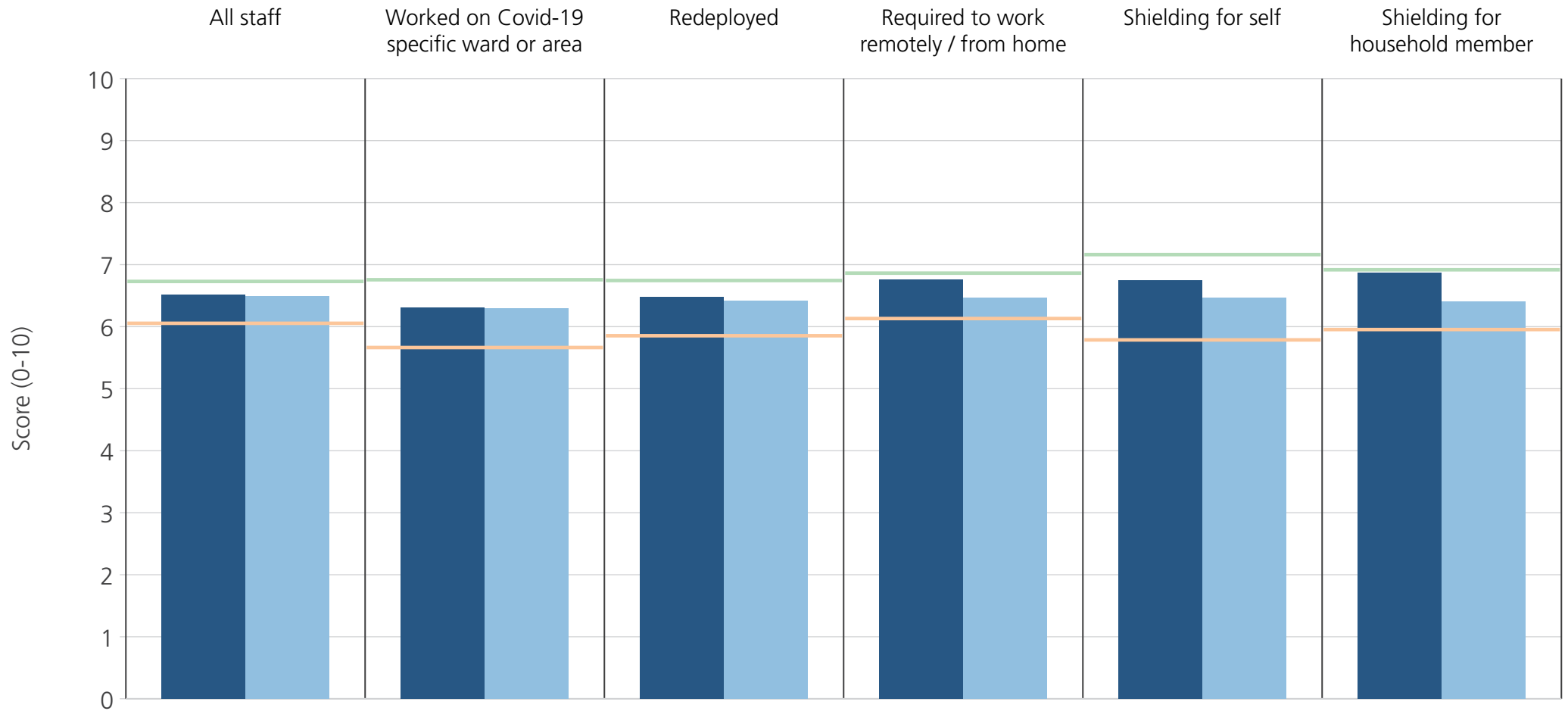
Highest	9.5	9.3	9.5	9.6	9.9	9.6
Your org	9.4	9.3	9.2	9.6	9.6	9.6
Average	9.4	9.2	9.3	9.5	9.3	9.1
Lowest	8.8	8.6	8.9	9.0	8.3	8.0
Responses	1,260	325	194	717	78	45



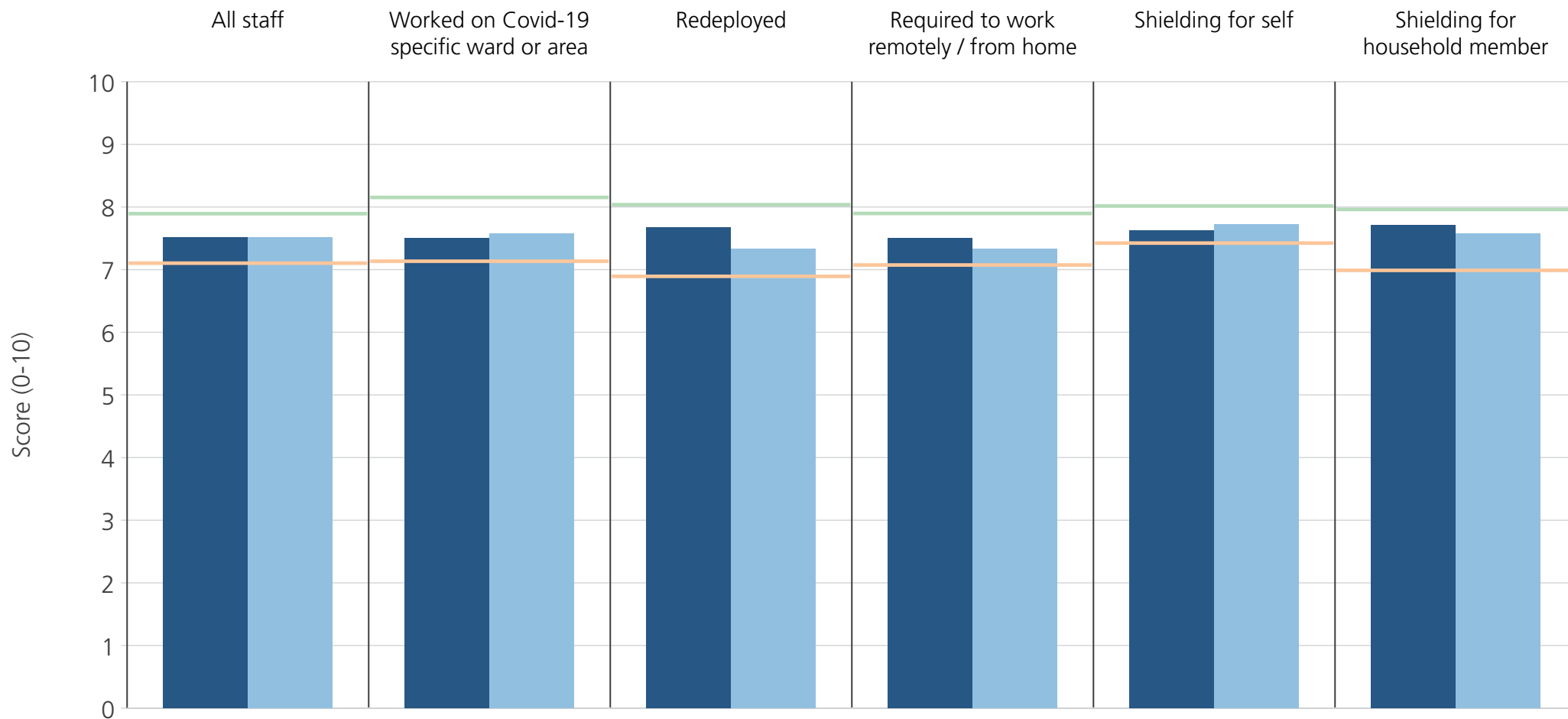
Highest	6.7	6.4	6.8	7.0	6.7	6.8
Your org	6.2	5.6	6.1	6.4	6.2	6.2
Average	6.3	6.0	6.1	6.4	6.3	6.1
Lowest	6.0	4.8	5.7	6.2	5.8	5.7
Responses	1,263	326	195	717	79	45



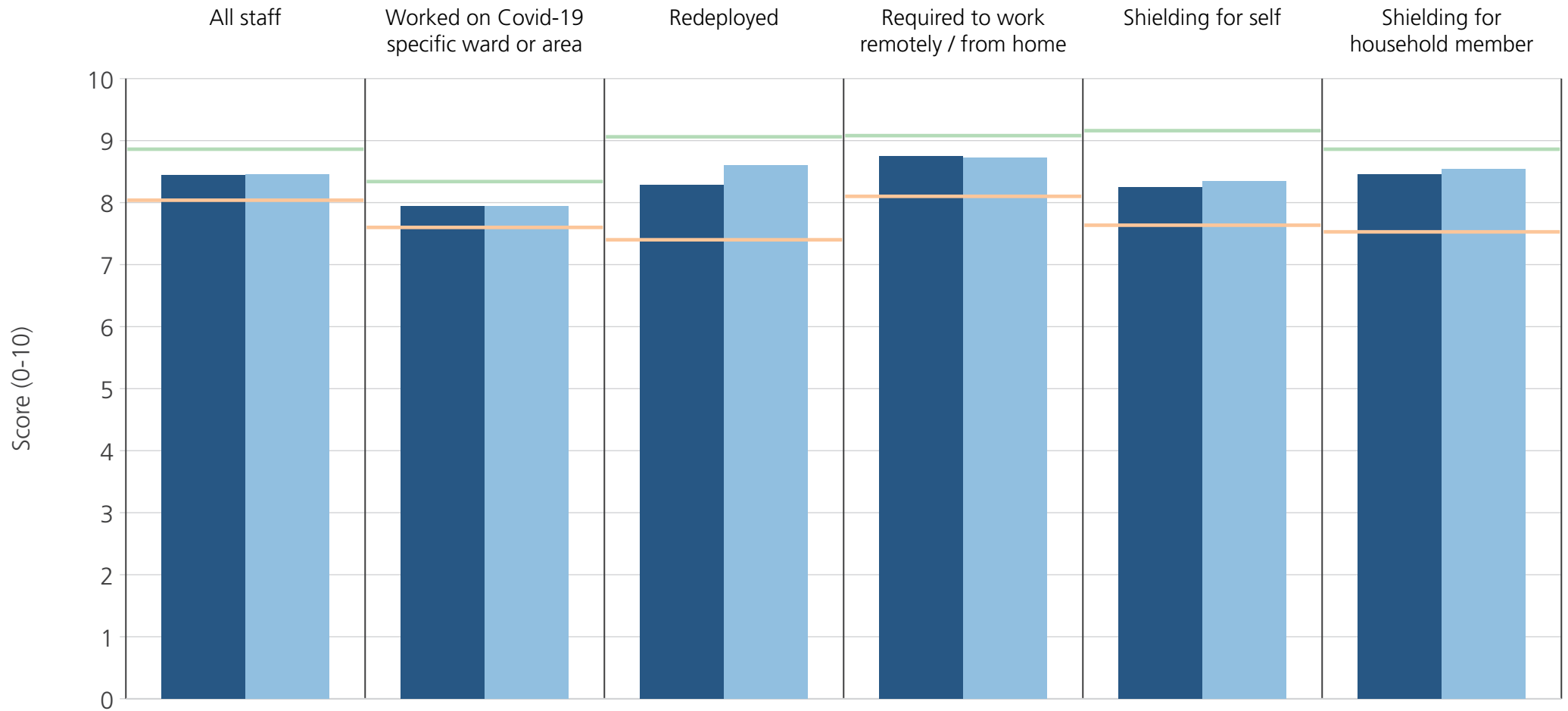
Highest	7.6	7.8	7.7	7.7	7.8	7.9
Your org	7.2	7.0	7.2	7.5	7.3	7.5
Average	7.2	7.1	7.3	7.4	7.3	7.1
Lowest	7.0	6.4	6.5	7.0	6.7	6.8
Responses	1,260	325	194	716	78	45



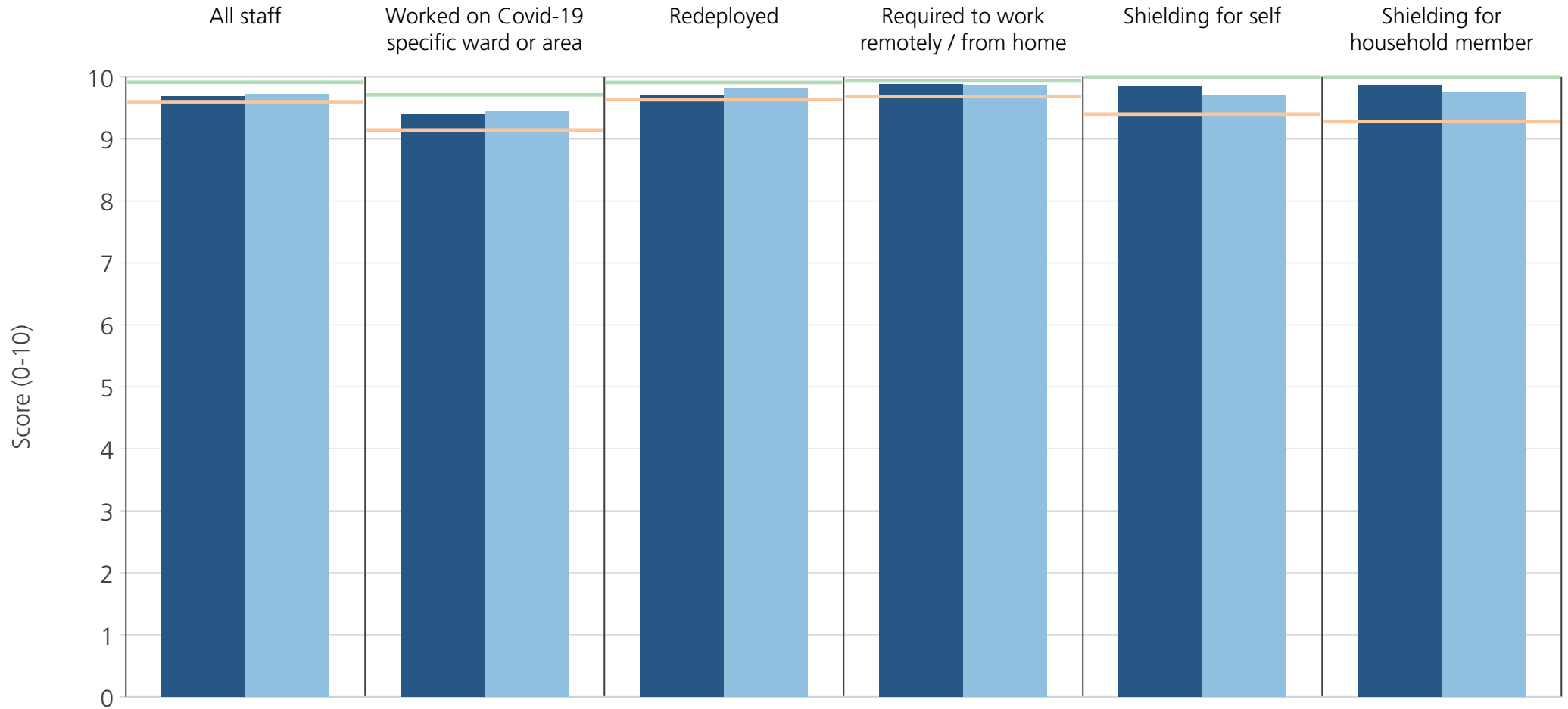
Highest	6.7	6.8	6.7	6.9	7.2	6.9
Your org	6.5	6.3	6.5	6.8	6.7	6.9
Average	6.5	6.3	6.4	6.5	6.5	6.4
Lowest	6.1	5.7	5.9	6.1	5.8	6.0
Responses	1,261	324	193	717	80	45



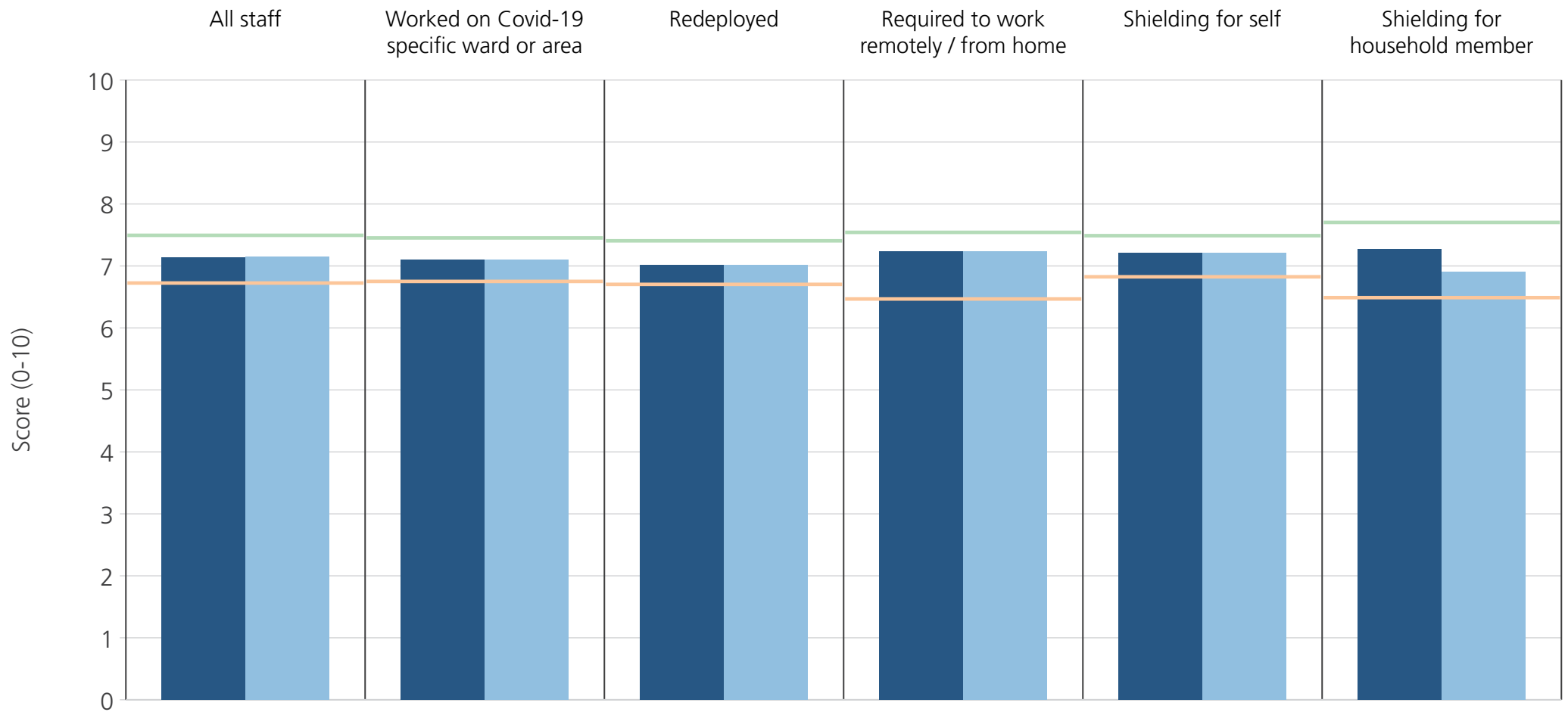
Highest	7.9	8.2	8.0	7.9	8.0	8.0
Your org	7.5	7.5	7.7	7.5	7.6	7.7
Average	7.5	7.6	7.3	7.3	7.7	7.6
Lowest	7.1	7.1	6.9	7.1	7.4	7.0
Responses	1,110	316	179	597	72	42



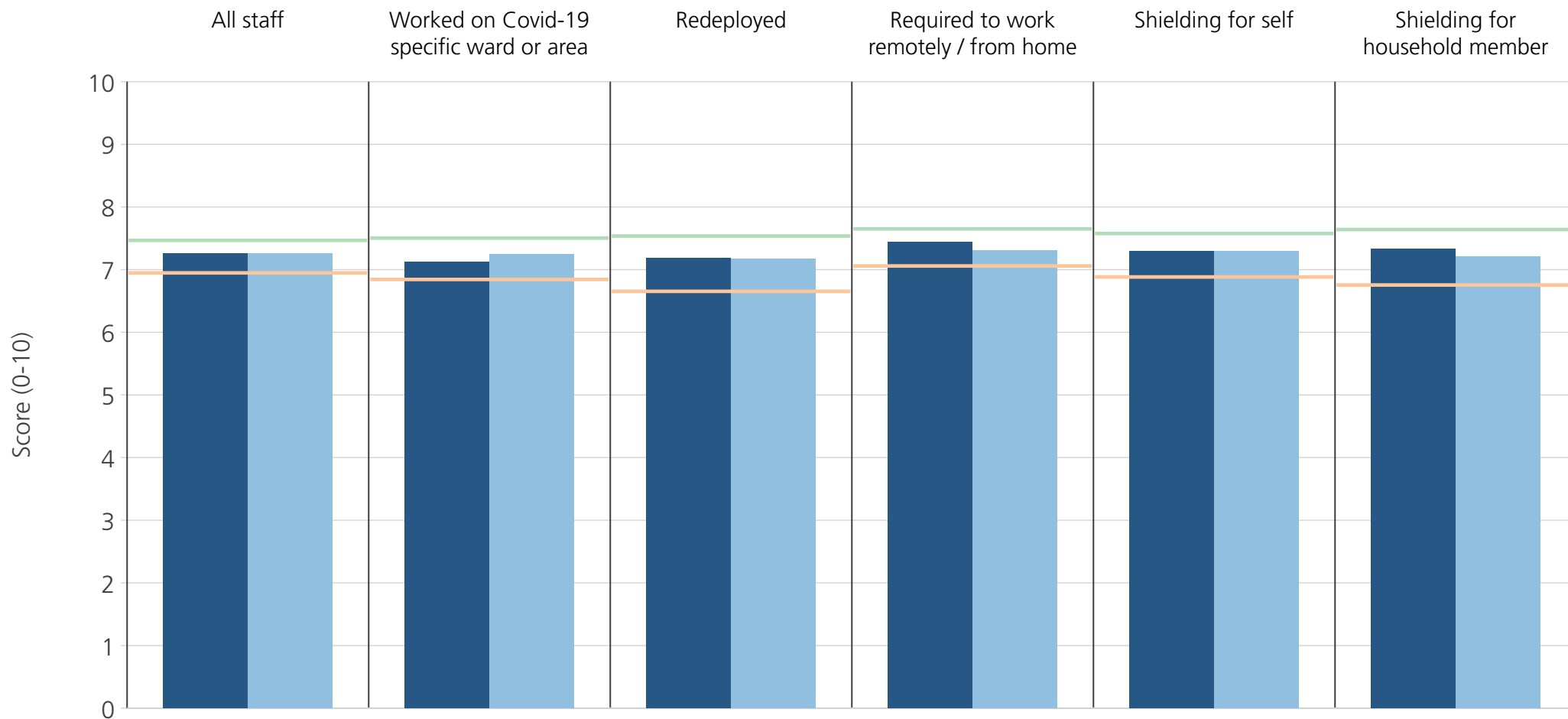
Highest	8.9	8.3	9.1	9.1	9.2	8.9
Your org	8.4	7.9	8.3	8.7	8.2	8.5
Average	8.5	7.9	8.6	8.7	8.3	8.5
Lowest	8.0	7.6	7.4	8.1	7.6	7.5
Responses	1,258	323	193	716	80	45



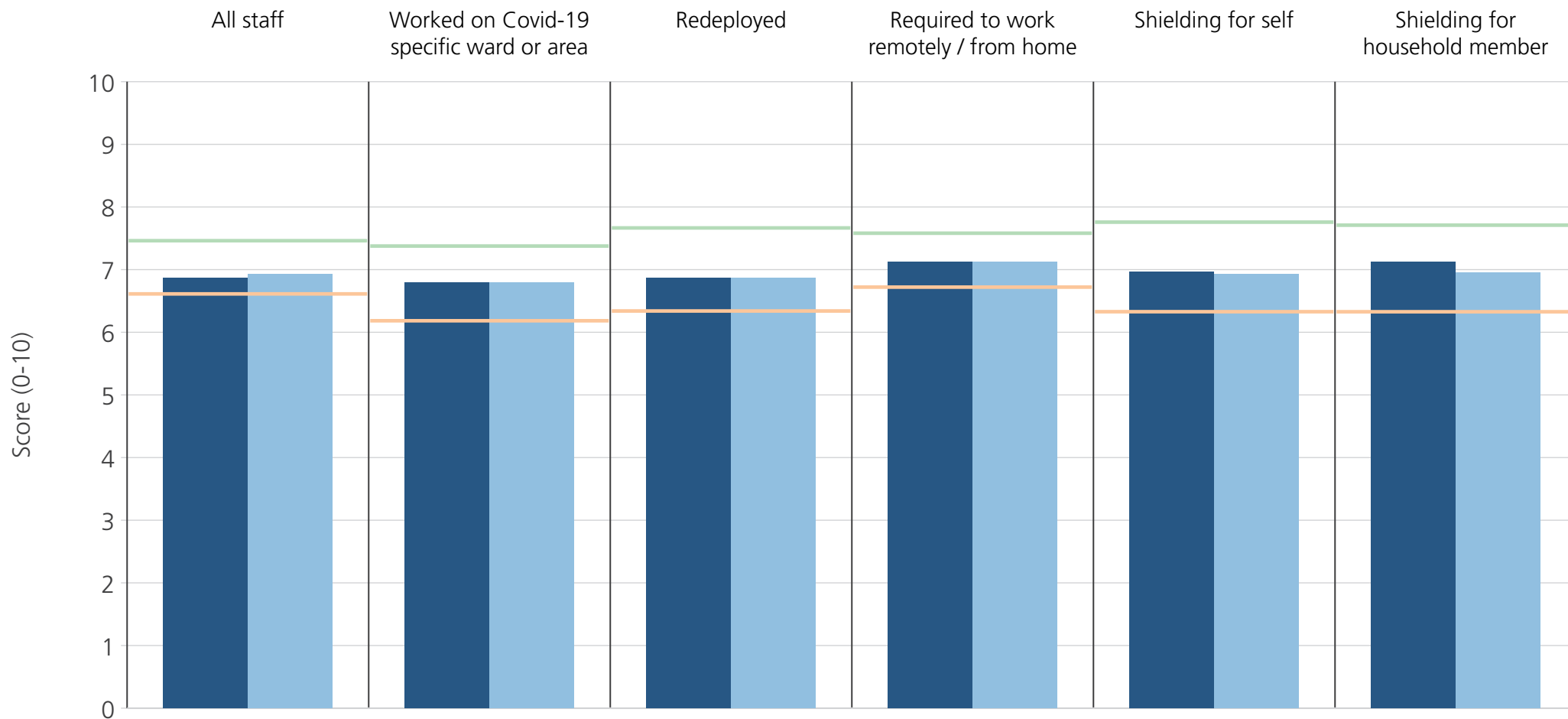
Highest	9.9	9.7	9.9	9.9	10.0	10.0
Your org	9.7	9.4	9.7	9.9	9.9	9.9
Average	9.7	9.4	9.8	9.9	9.7	9.8
Lowest	9.6	9.1	9.6	9.7	9.4	9.3
Responses	1,256	326	195	714	79	45



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



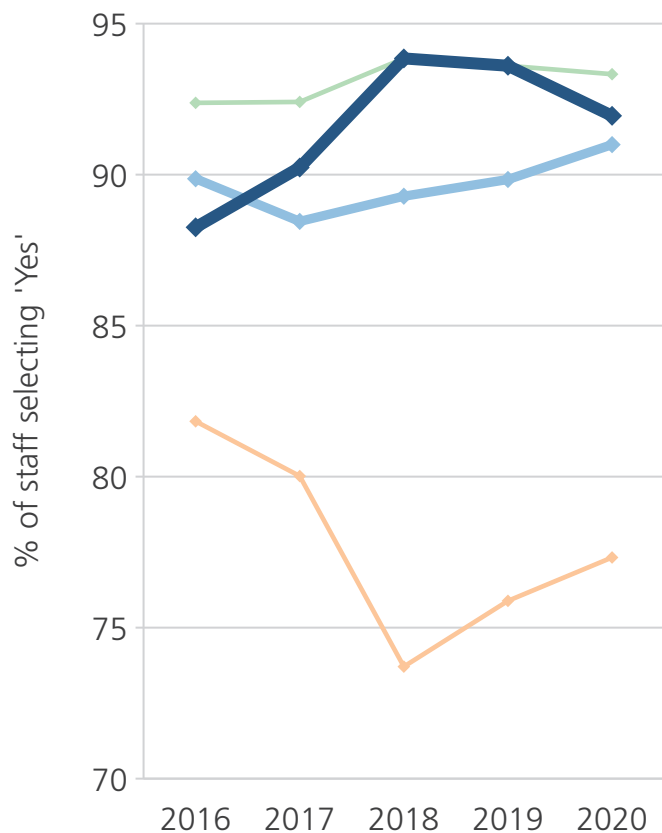
Highest	7.5	7.4	7.7	7.6	7.8	7.7
Your org	6.9	6.8	6.9	7.1	7.0	7.1
Average	6.9	6.8	6.9	7.1	6.9	7.0
Lowest	6.6	6.2	6.3	6.7	6.3	6.3
Responses	1,254	322	194	712	80	45

Theme results – Detailed information

Norfolk Community Health and Care NHS Trust
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Q14

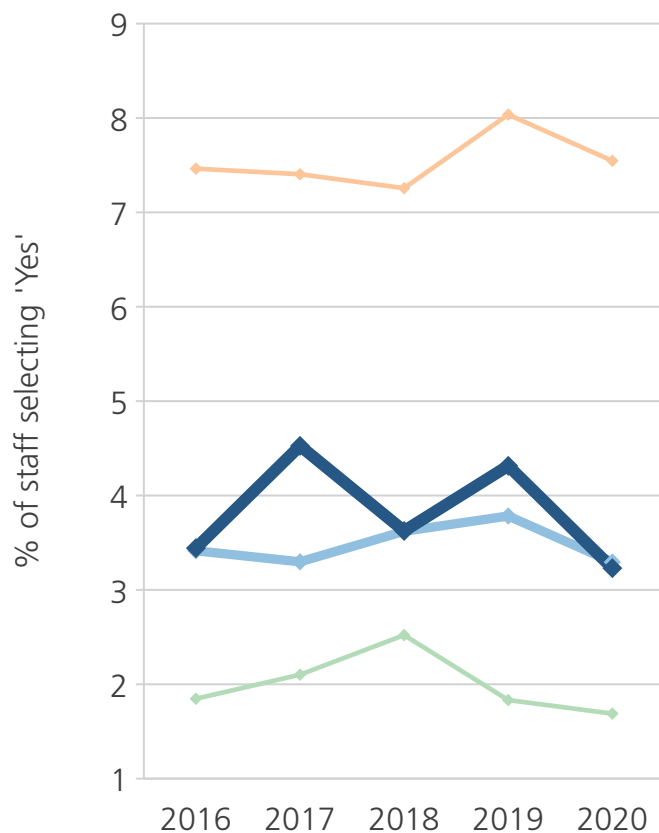
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



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

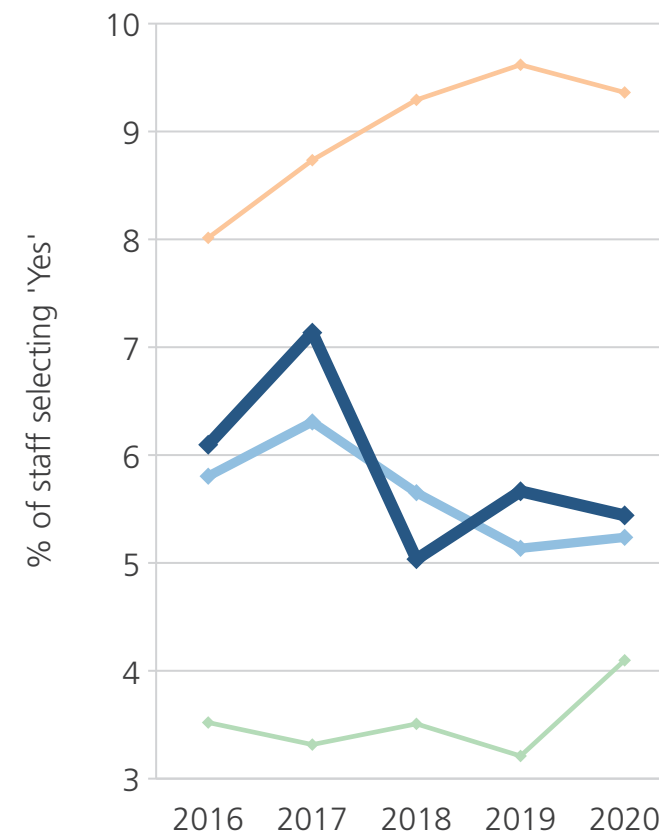
In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



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

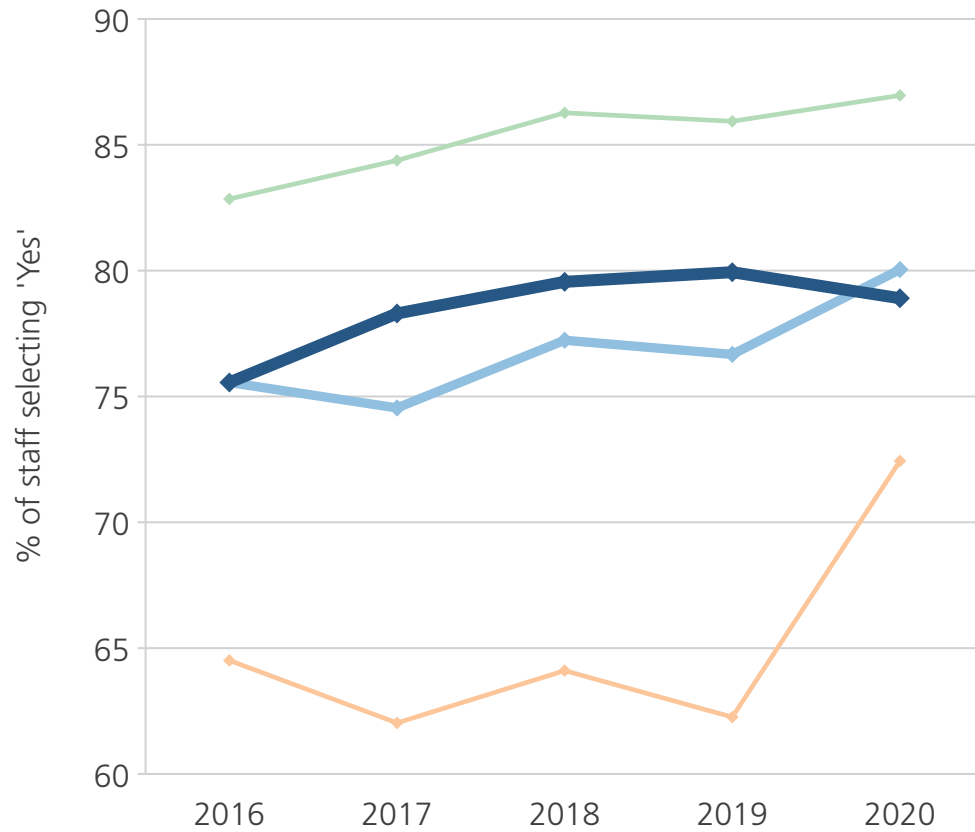
In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



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

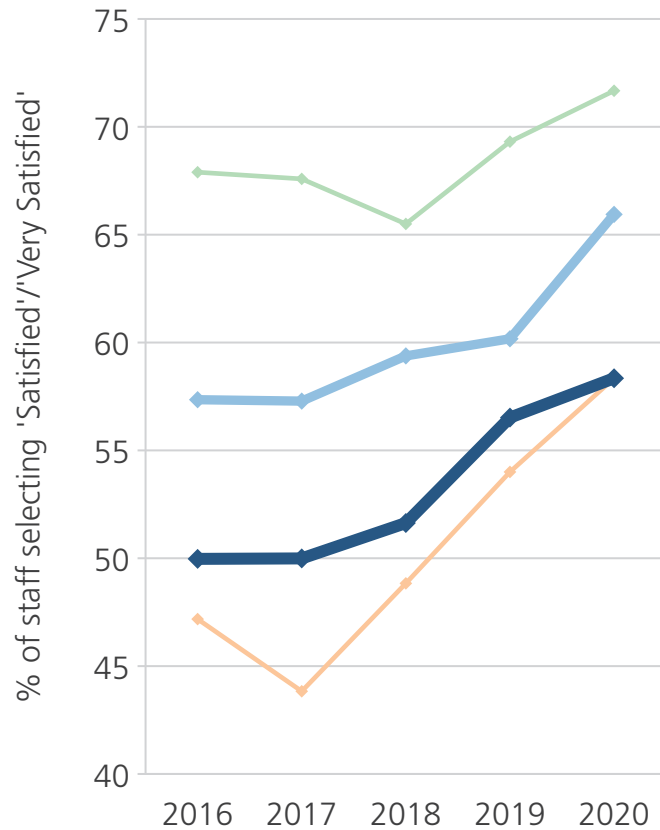
Has your employer made adequate adjustment(s) to enable you to carry out your work?



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

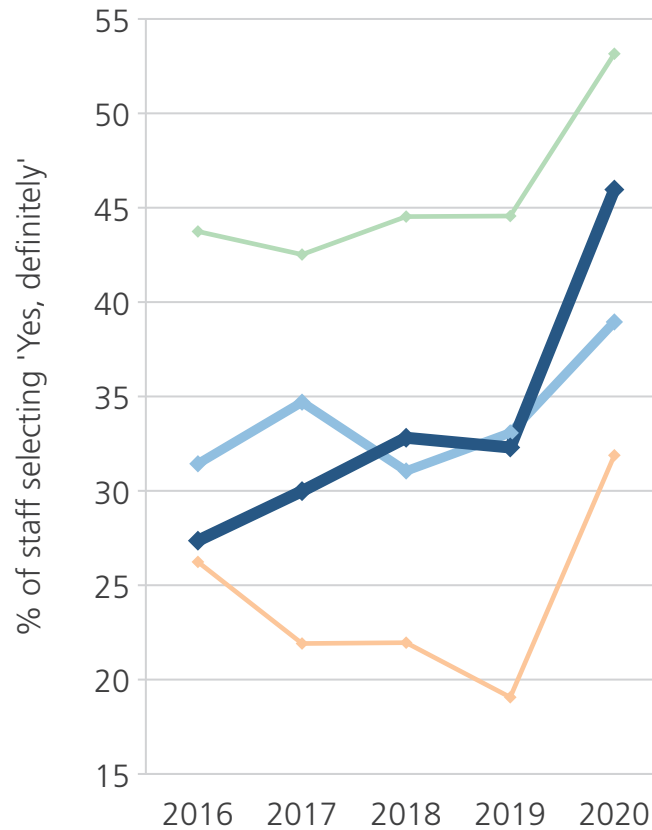
The opportunities for flexible working patterns



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

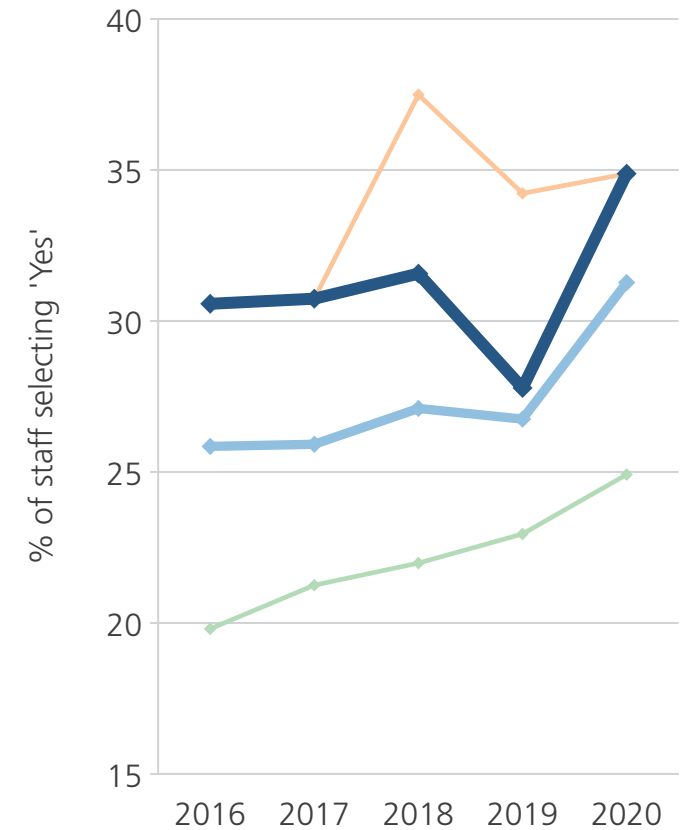
Does your organisation take positive action on health and well-being?



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

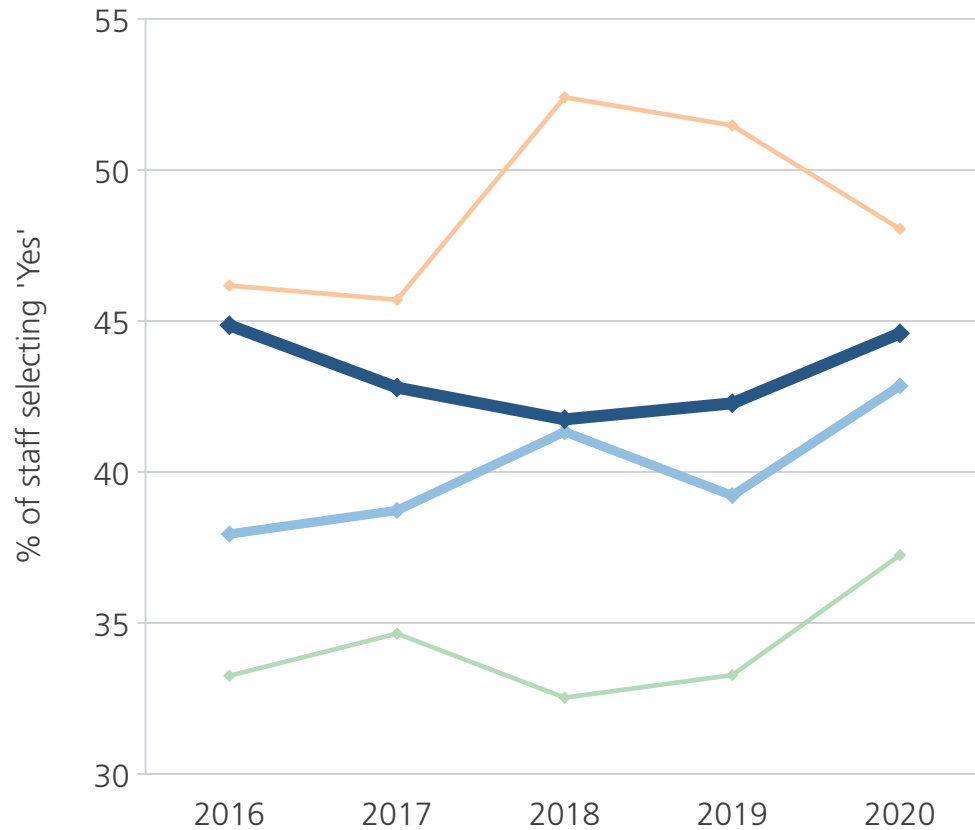
In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



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

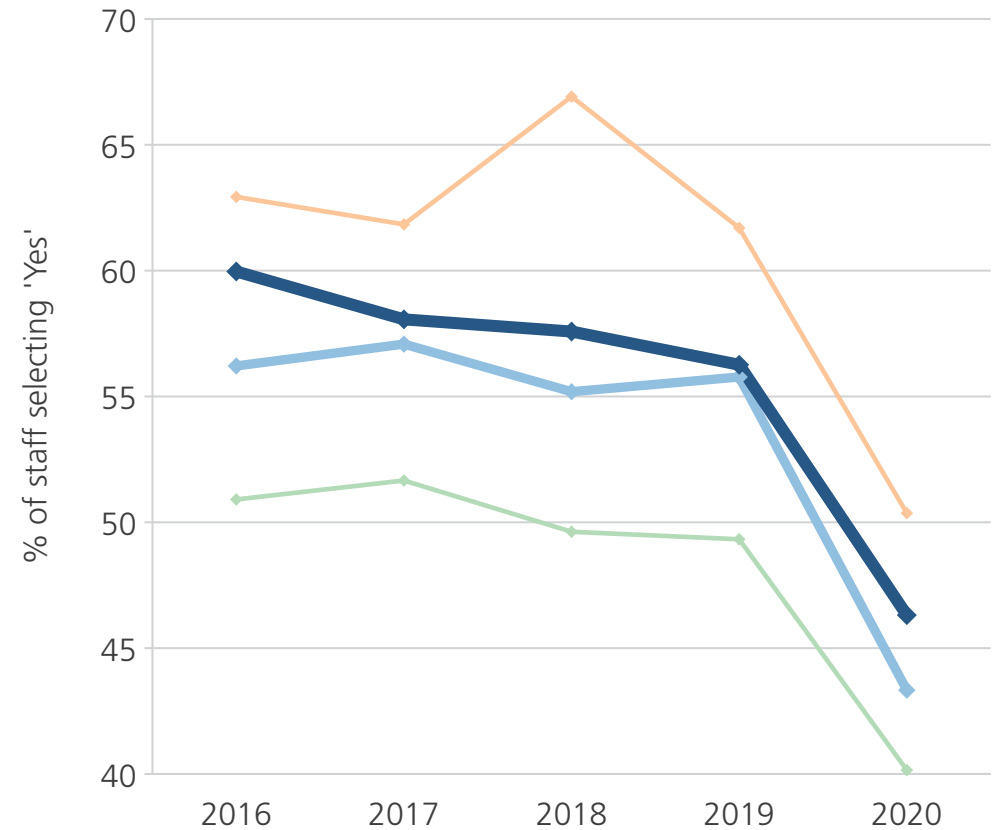
During the last 12 months have you felt unwell as a result of work related stress?



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

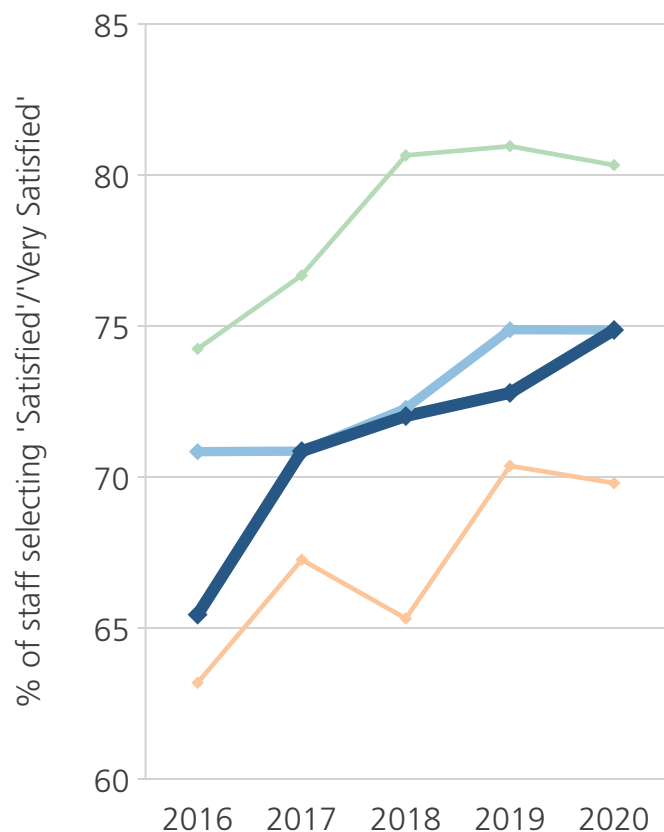
In the last three months have you ever come to work despite not feeling well enough to perform your duties?



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

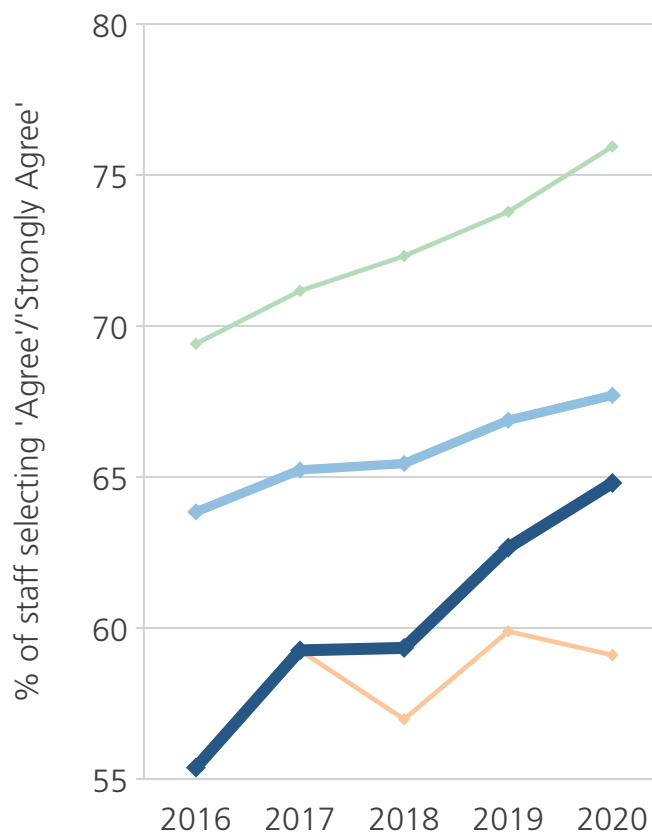
The support I get from my immediate manager



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

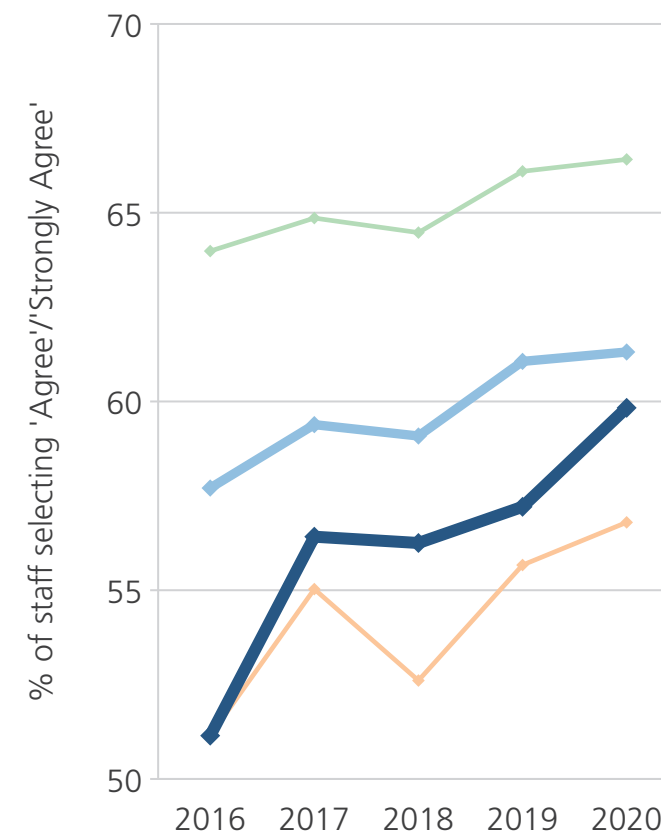
My immediate manager gives me clear feedback on my work



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

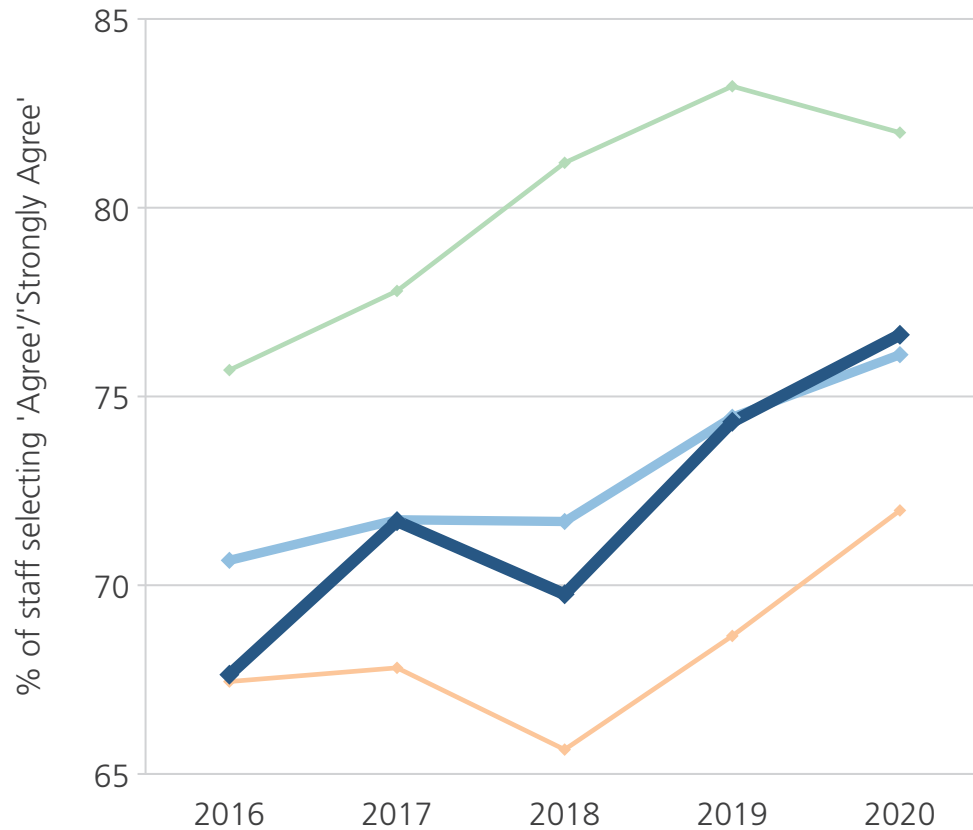
My immediate manager asks for my opinion before making decisions that affect my work



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

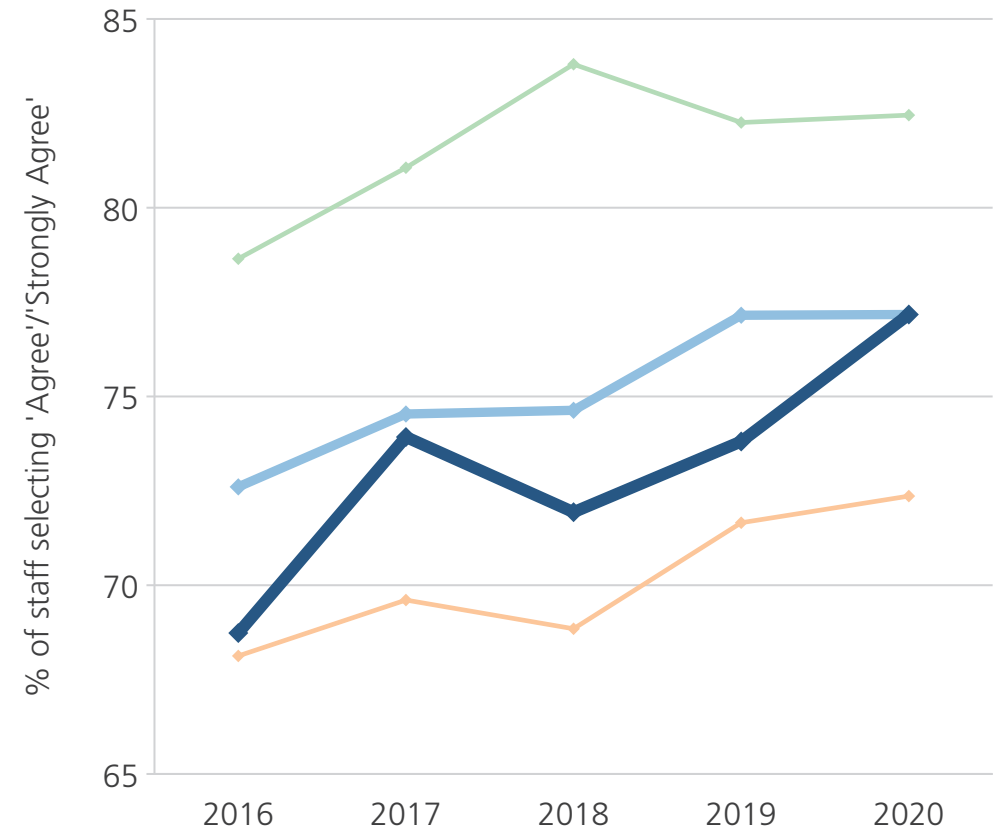
My immediate manager takes a positive interest in my health and well-being



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

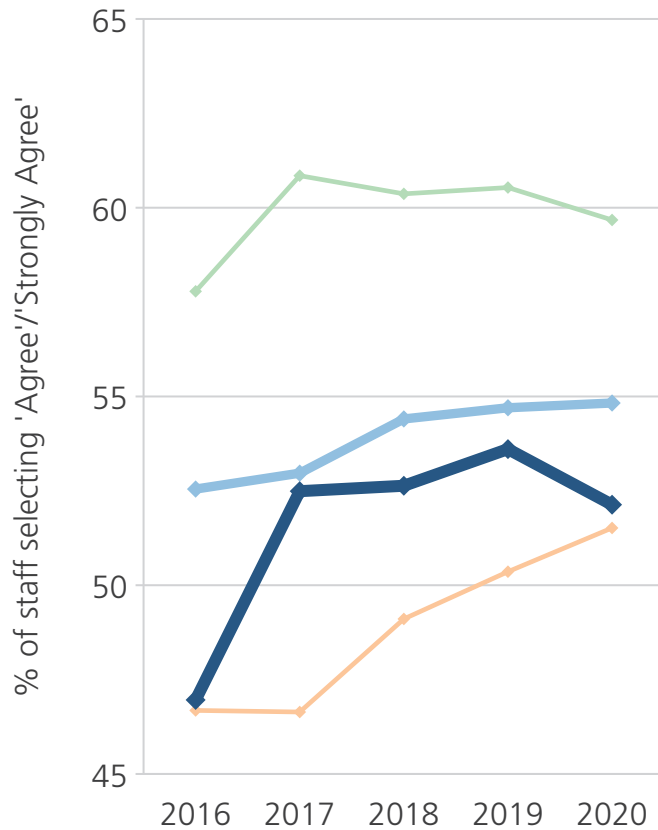
My immediate manager values my work



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

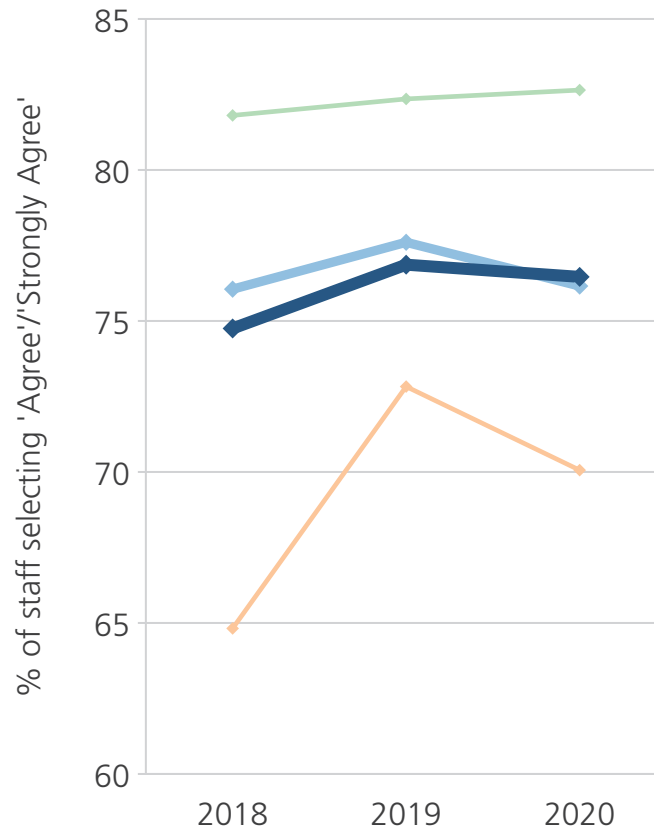
I am involved in deciding on changes introduced that affect my work area / team / department



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

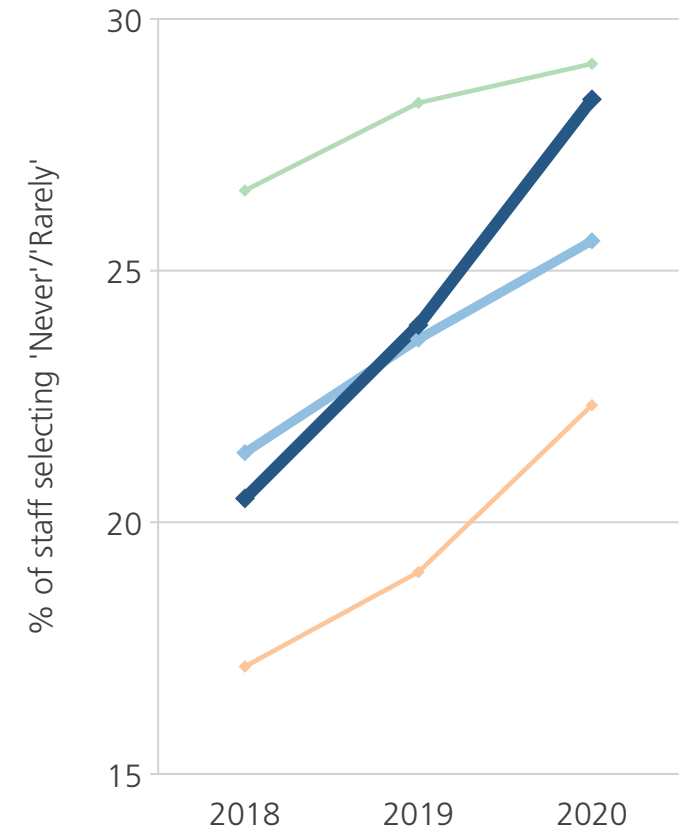
I receive the respect I deserve from my colleagues at work



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

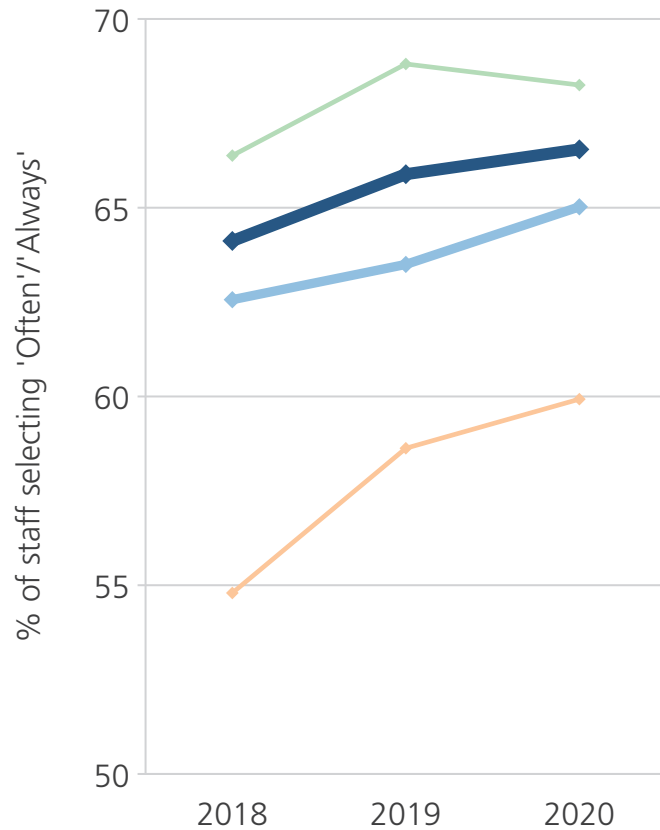
I have unrealistic time pressures



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

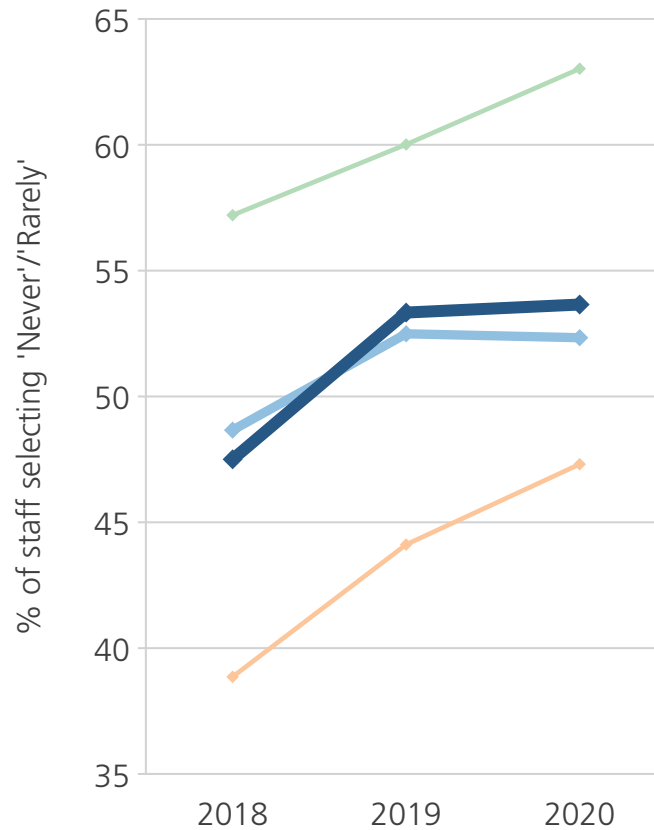
I have a choice in deciding how to do my work



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

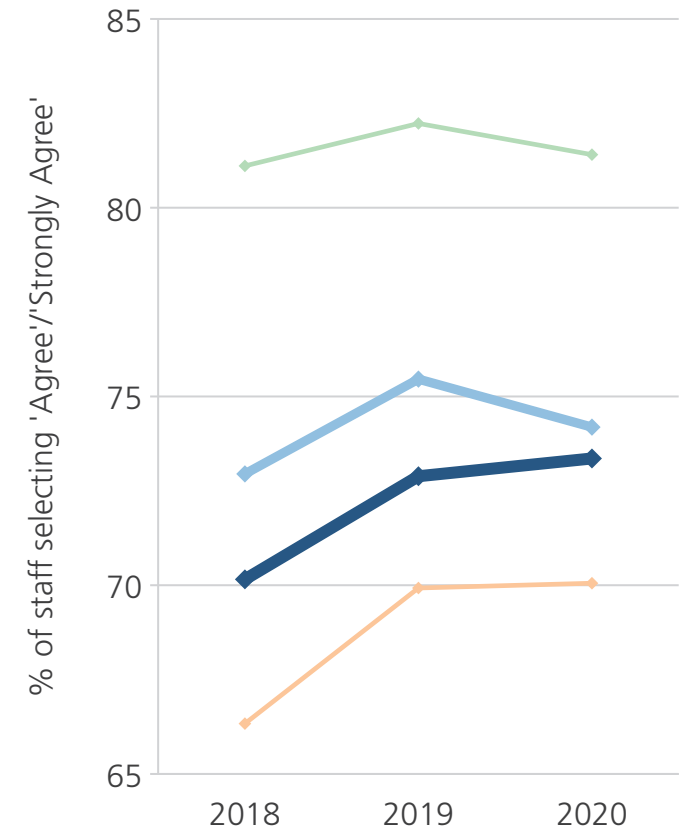
Relationships at work are strained



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

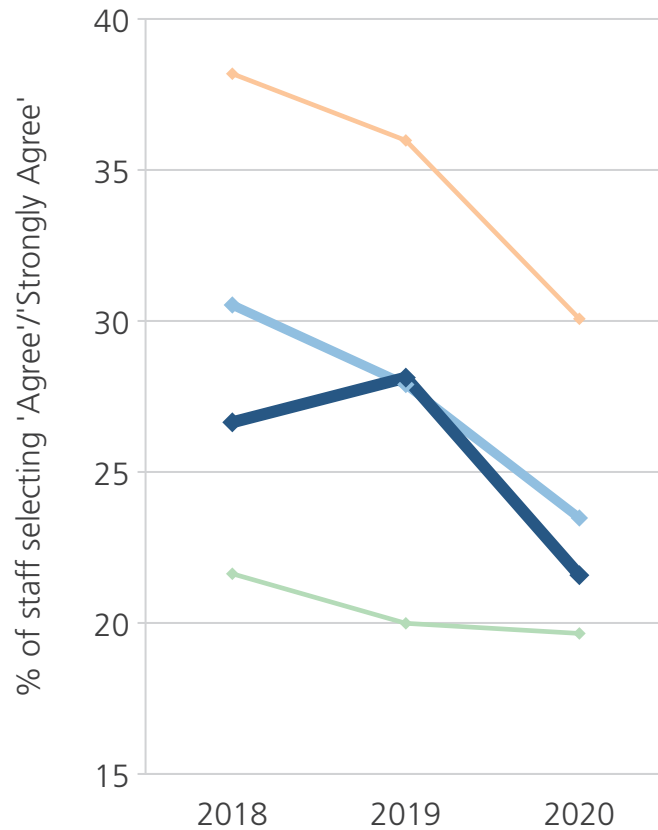
My immediate manager encourages me at work



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%

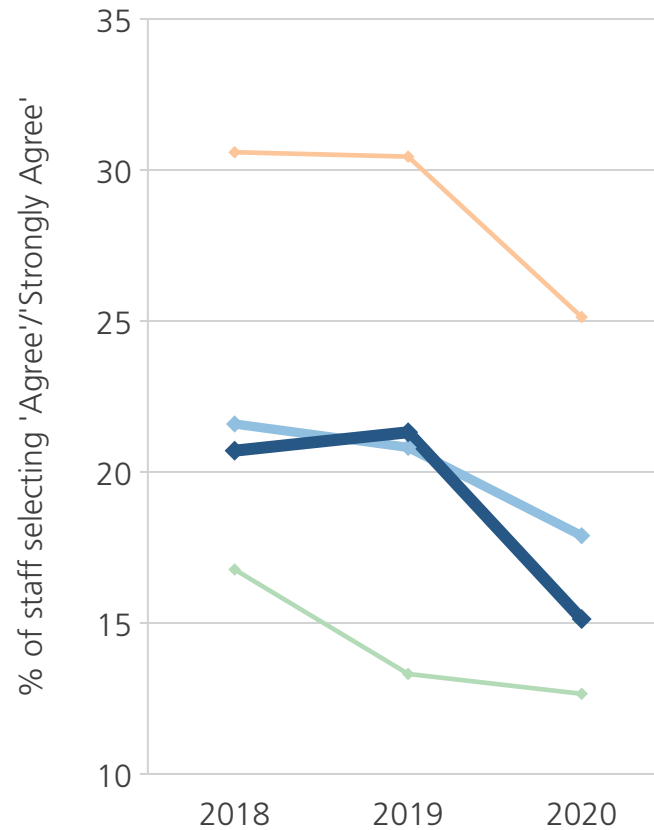
Q19a

I often think about leaving this organisation



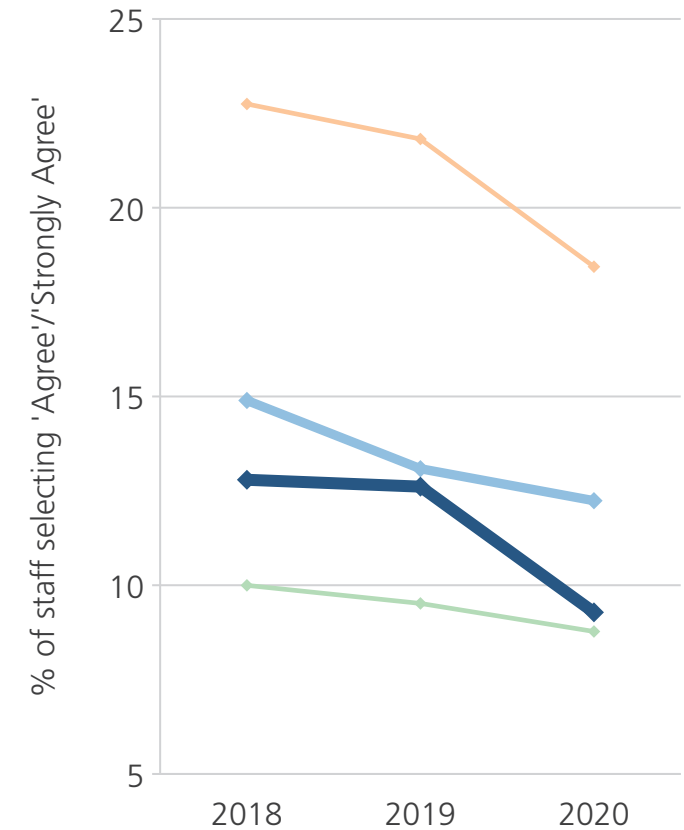
Q19b

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



Q19c

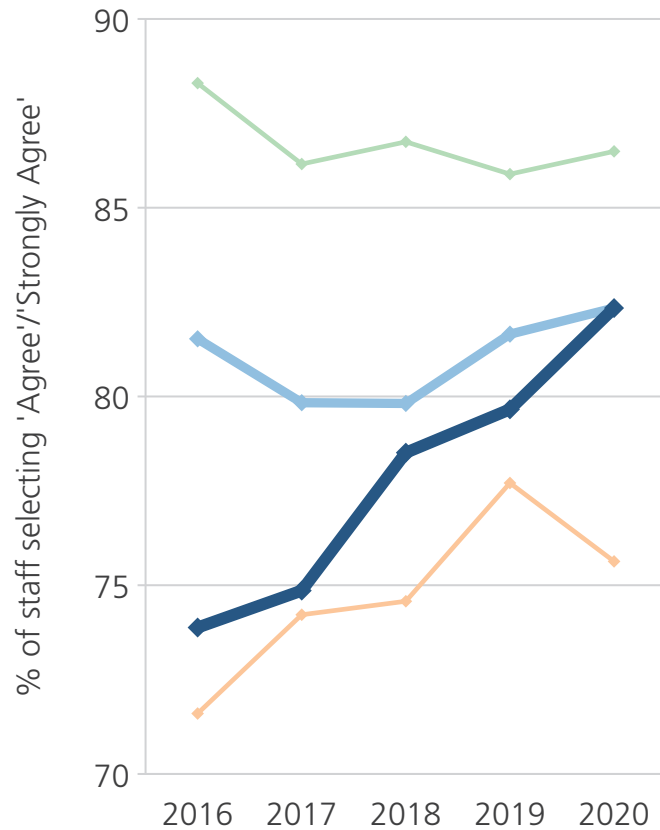
As soon as I can find another job, I will leave this organisation



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

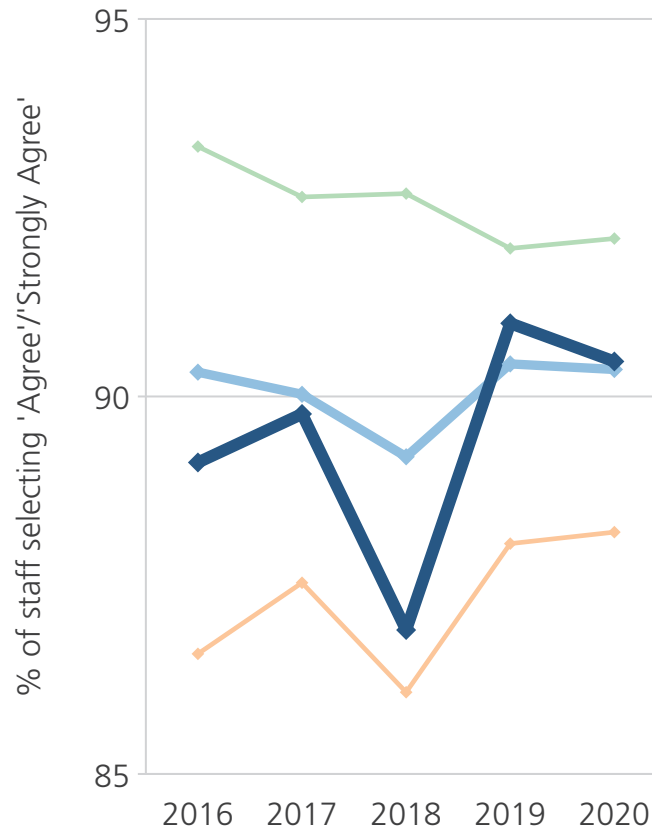
I am satisfied with the quality of care I give to patients / service users



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

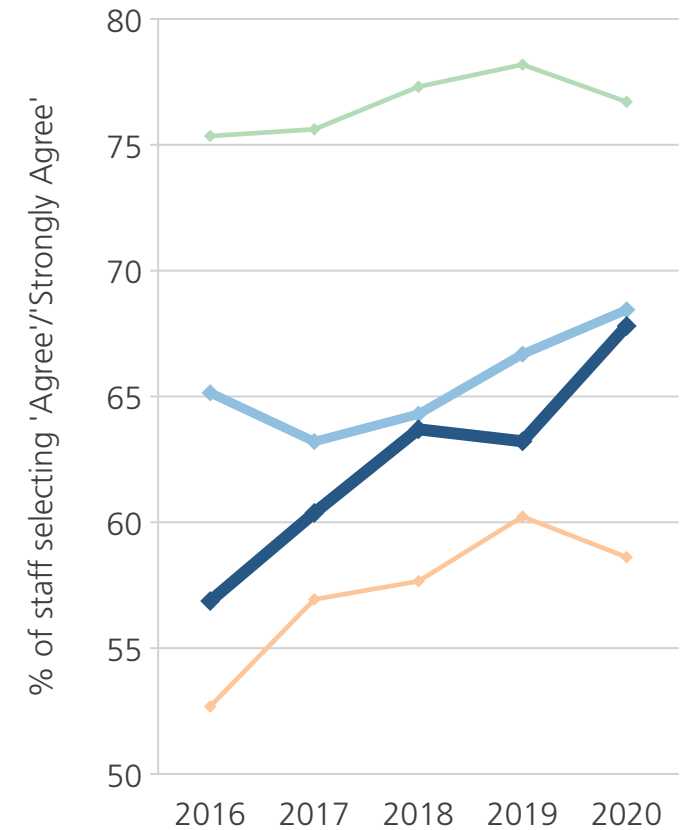
I feel that my role makes a difference to patients / service users



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

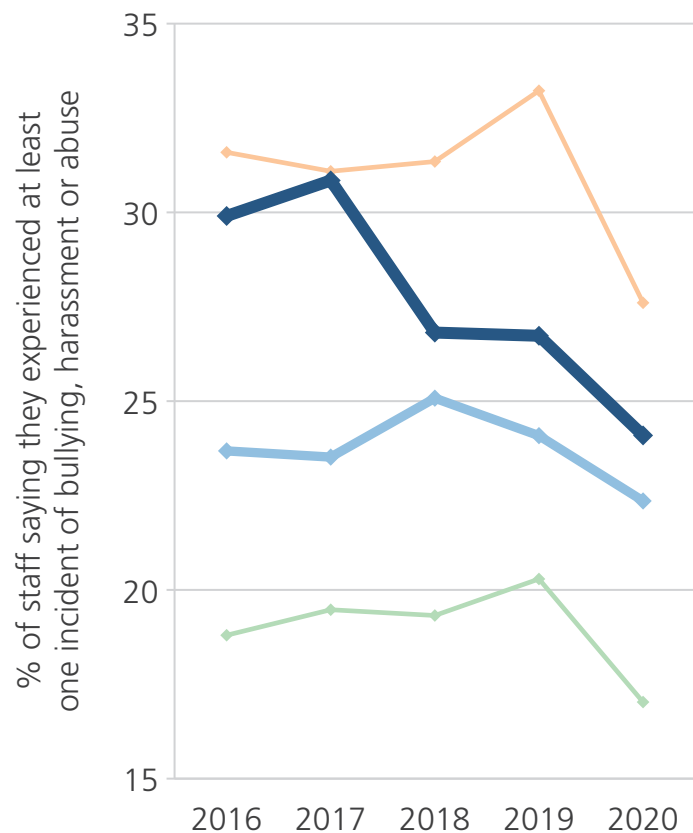
I am able to deliver the care I aspire to



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

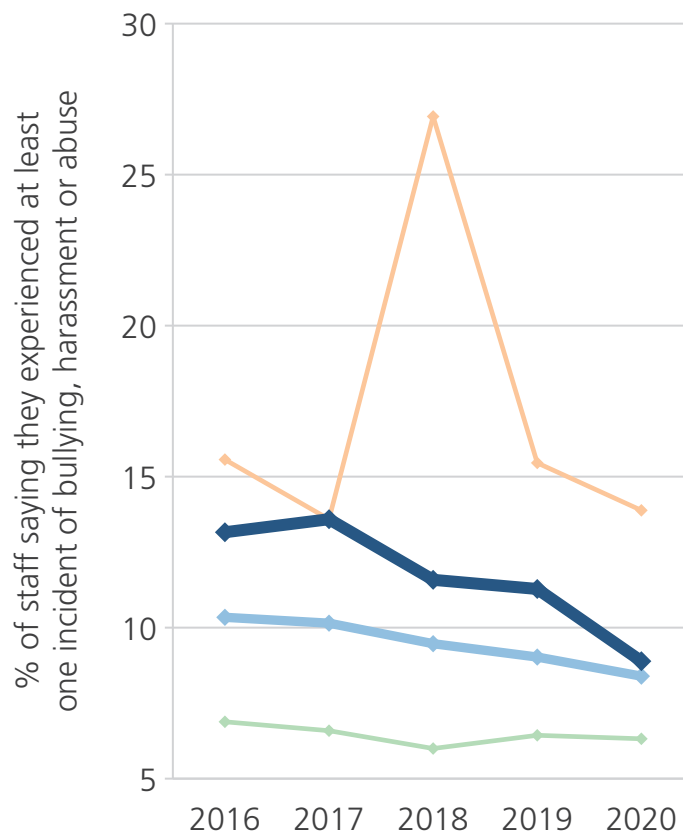
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public?



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

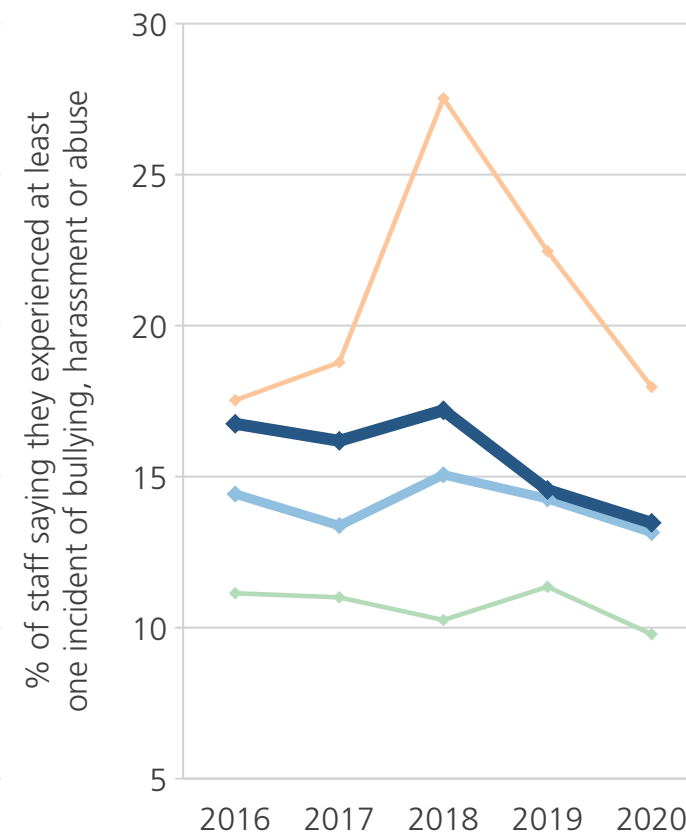
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers?



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

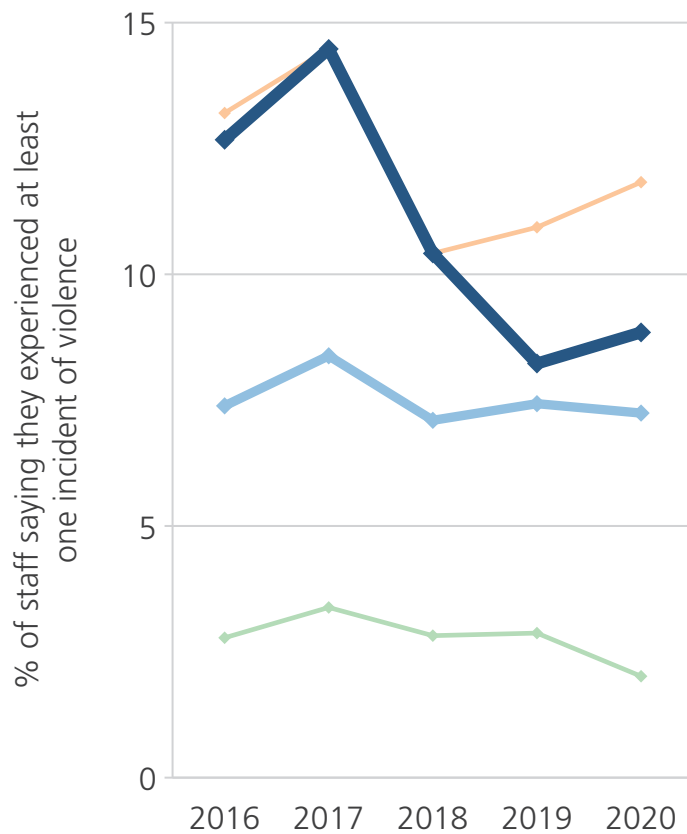
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues?



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

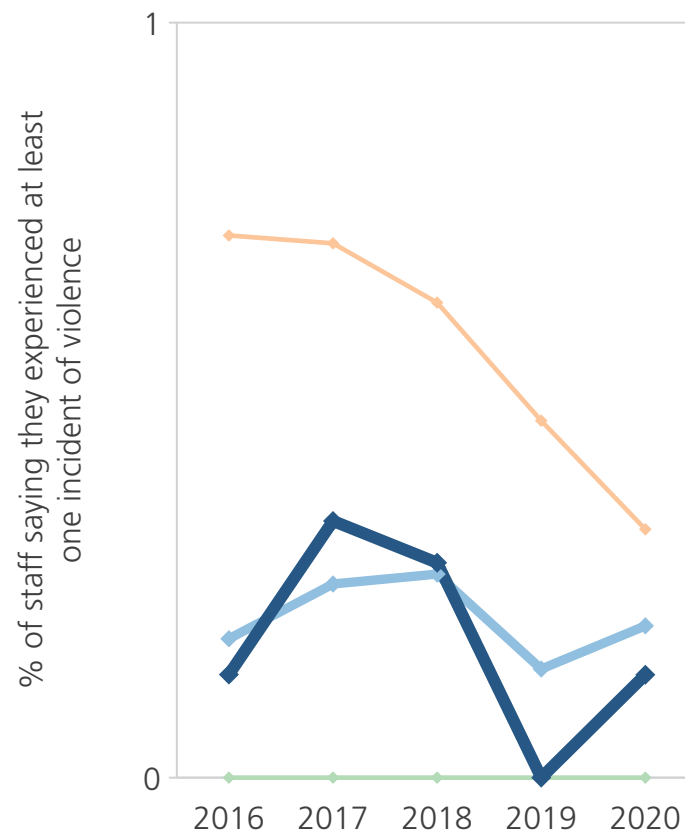
In the last 12 months how many times have you personally experienced physical violence at work from patients / service users, their relatives or other members of the public?



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

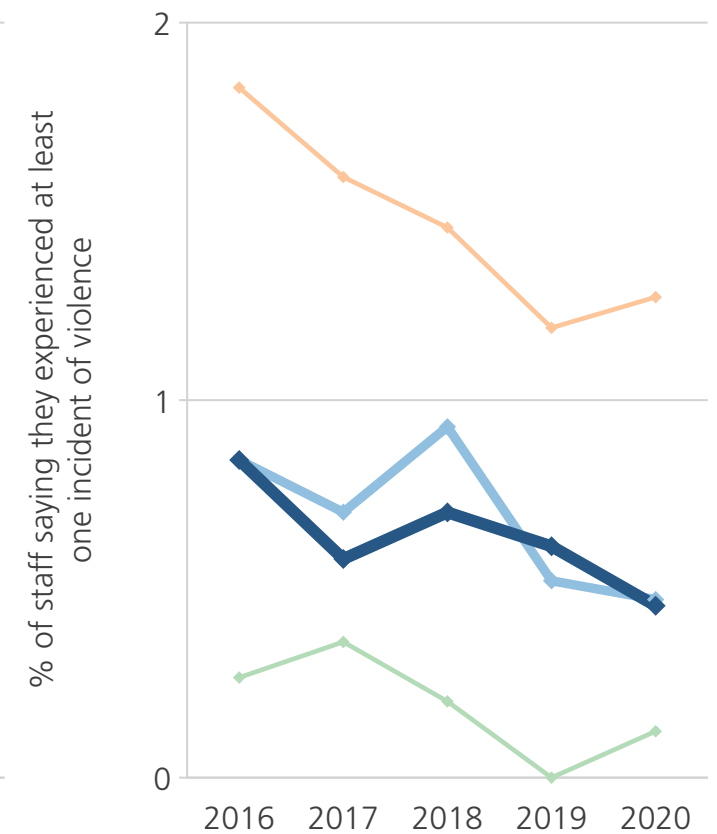
In the last 12 months how many times have you personally experienced physical violence at work from managers?



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

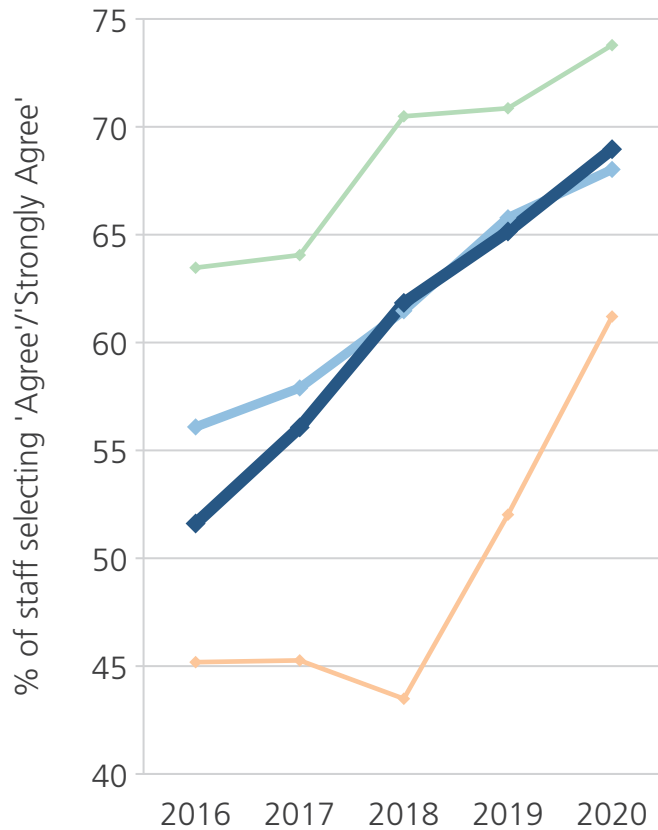
In the last 12 months how many times have you personally experienced physical violence at work from other colleagues?



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

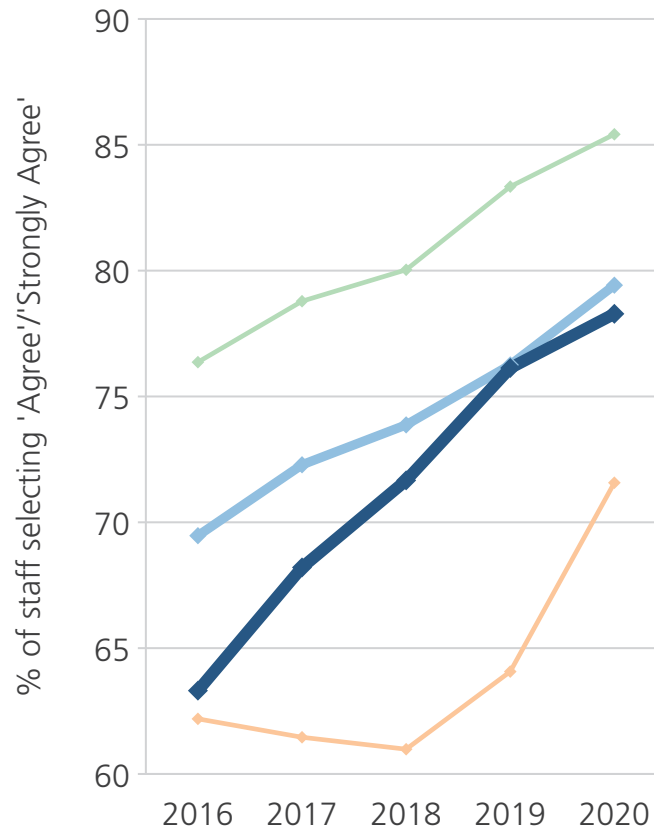
My organisation treats staff who are involved in an error, near miss or incident fairly



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

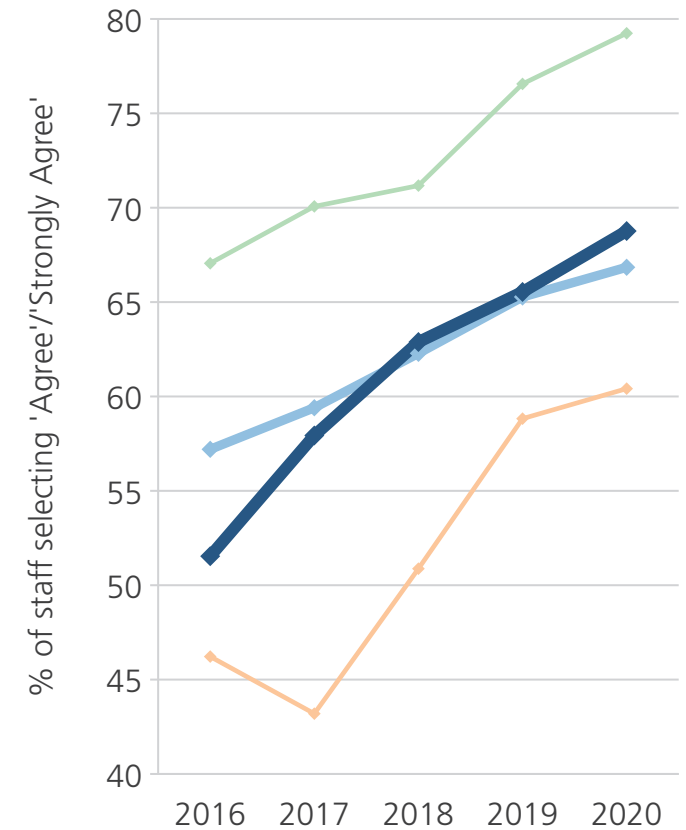
When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again



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

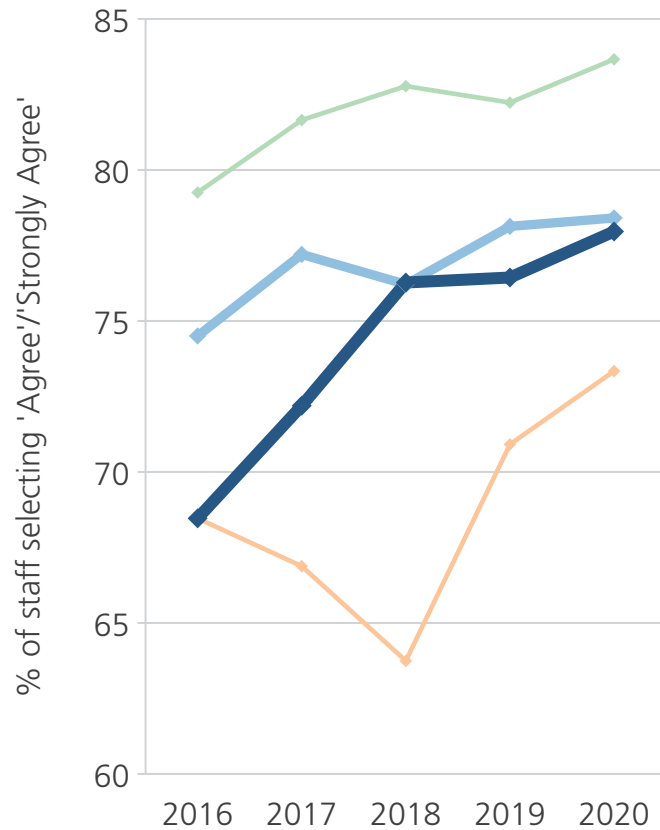
We are given feedback about changes made in response to reported errors, near misses and incidents



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

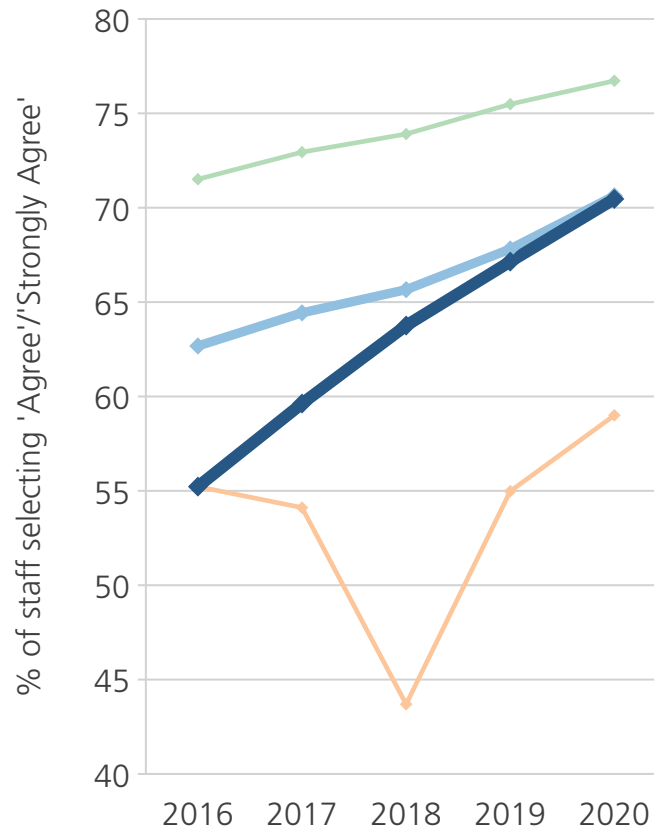
I would feel secure raising concerns about unsafe clinical practice



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%

Q17c

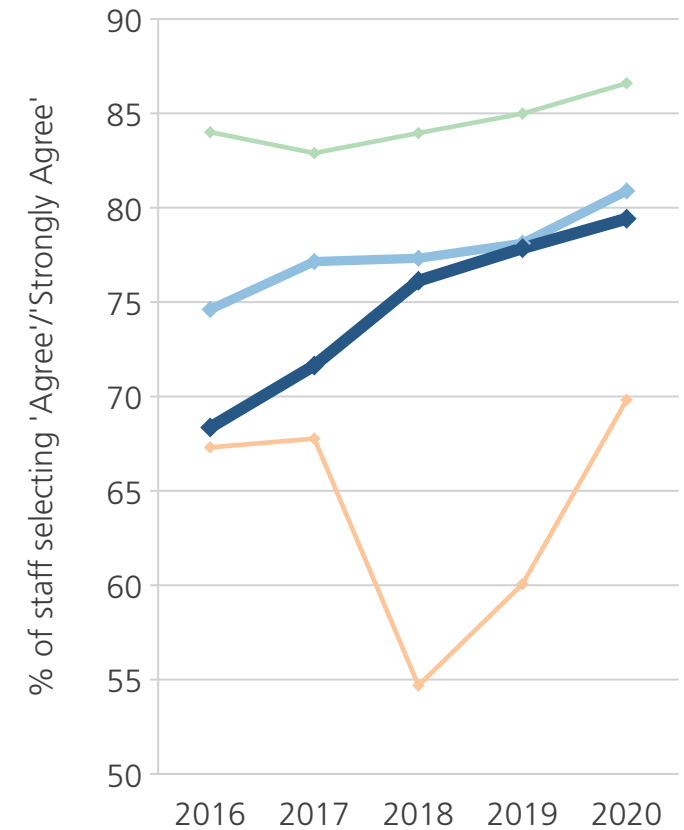
I am confident that my organisation would address my concern



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%

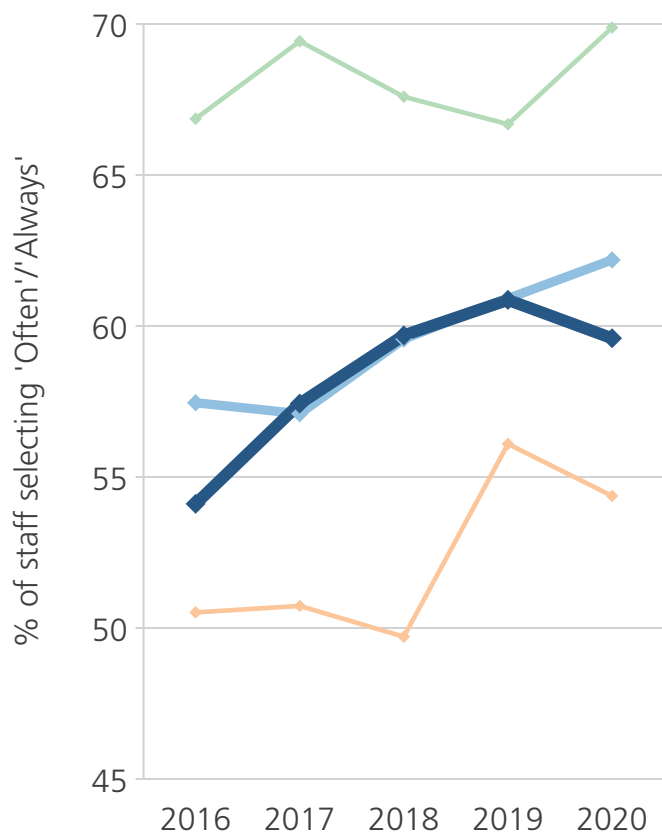
Q18b

My organisation acts on concerns raised by patients / service users



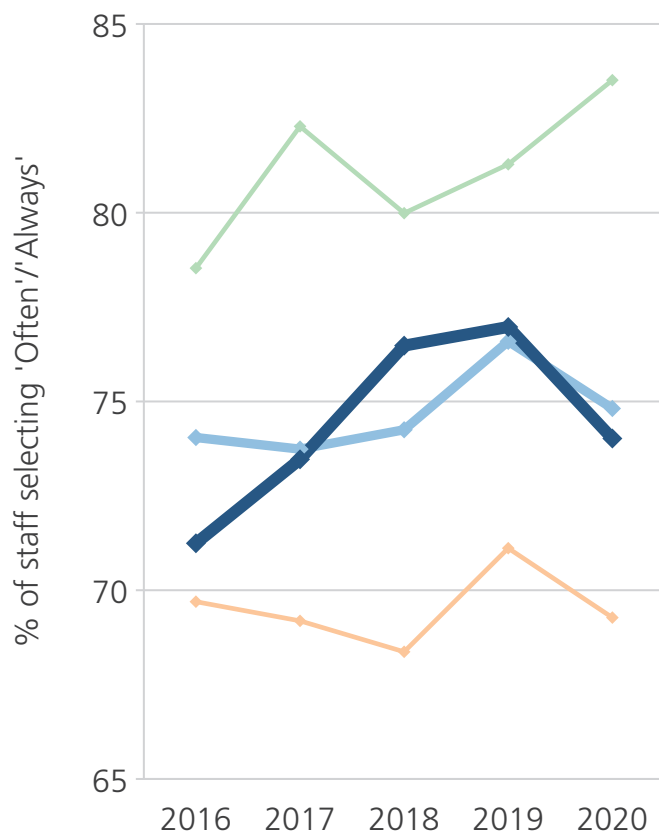
Best	84.0%	82.9%	84.0%	85.0%	86.6%
Your org	68.4%	71.6%	76.1%	77.9%	79.4%
Average	74.6%	77.1%	77.3%	78.1%	80.9%
Worst	67.3%	67.8%	54.7%	60.1%	69.8%

Q2a
I look forward to going to work



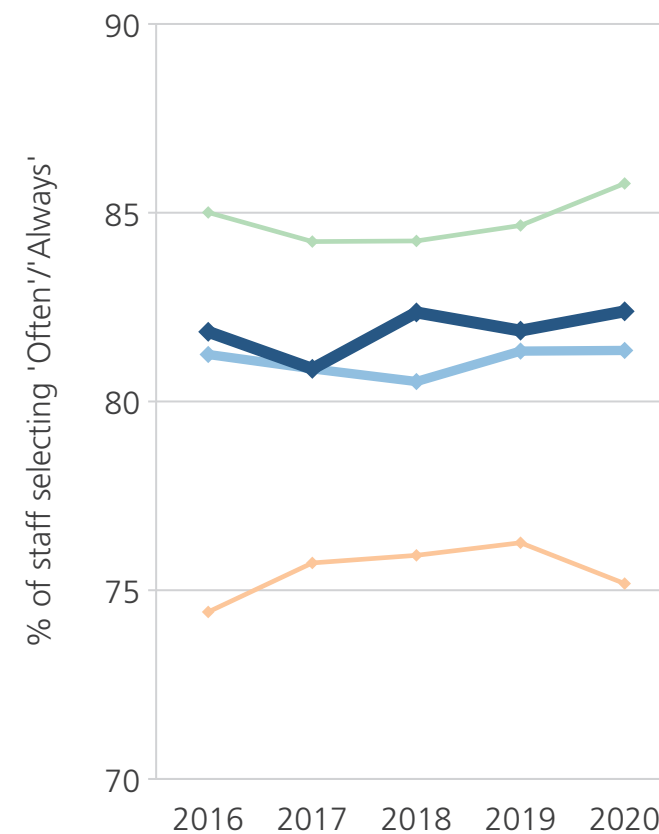
Best	66.9%	69.4%	67.6%	66.7%	69.9%
Your org	54.1%	57.4%	59.7%	60.9%	59.6%
Average	57.5%	57.1%	59.6%	60.9%	62.2%
Worst	50.5%	50.7%	49.7%	56.1%	54.4%

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%

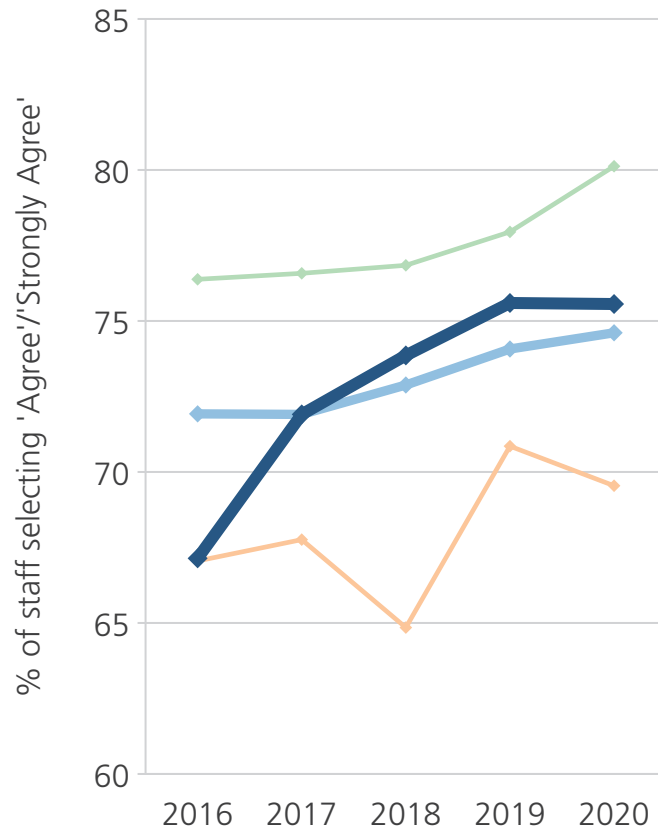
Q2c
Time passes quickly when I am working



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%

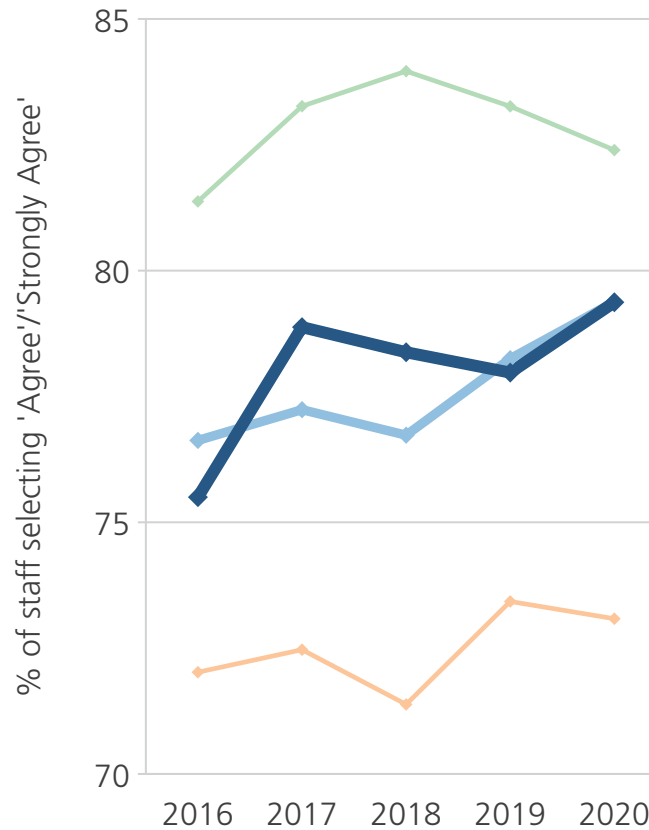
Q4a

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



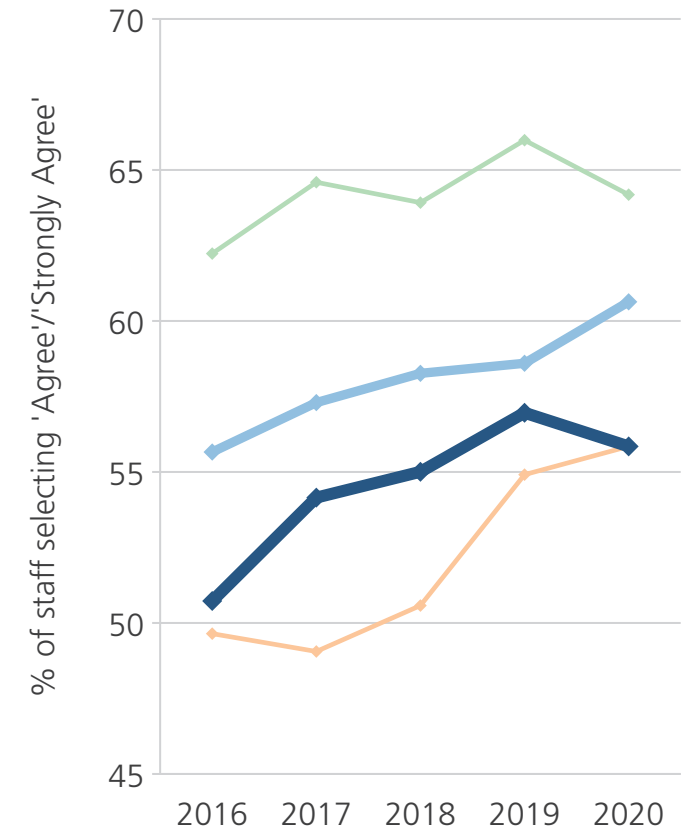
Q4b

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



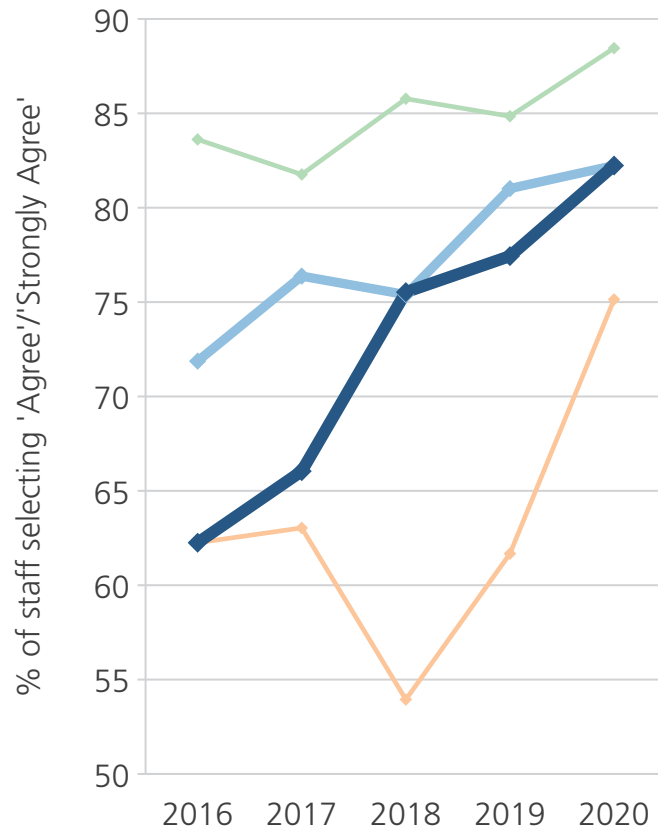
Best	76.4%	76.6%	76.8%	77.9%	80.1%
Your org	67.1%	71.9%	73.9%	75.6%	75.6%
Average	71.9%	71.9%	72.9%	74.1%	74.6%
Worst	67.1%	67.8%	64.8%	70.9%	69.5%

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%

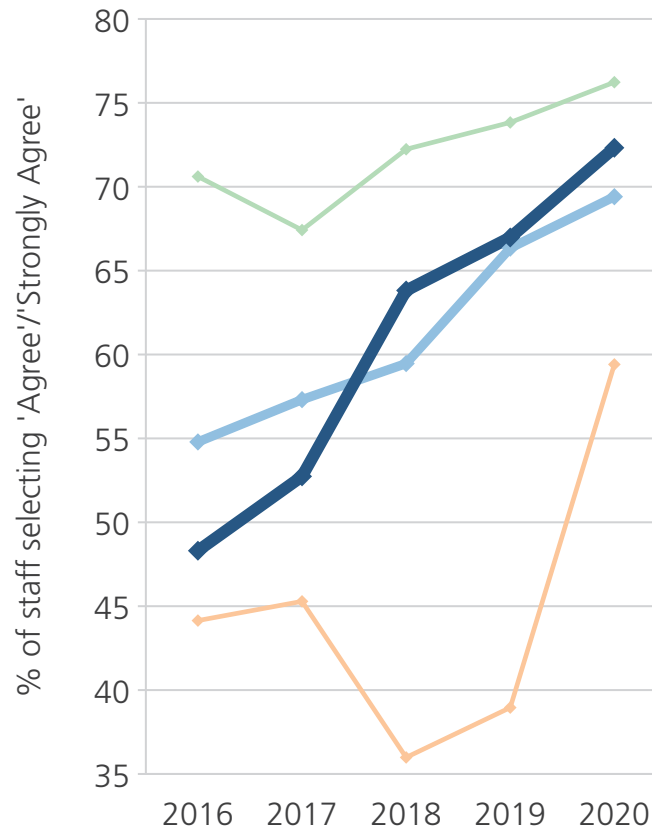
Q18a

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



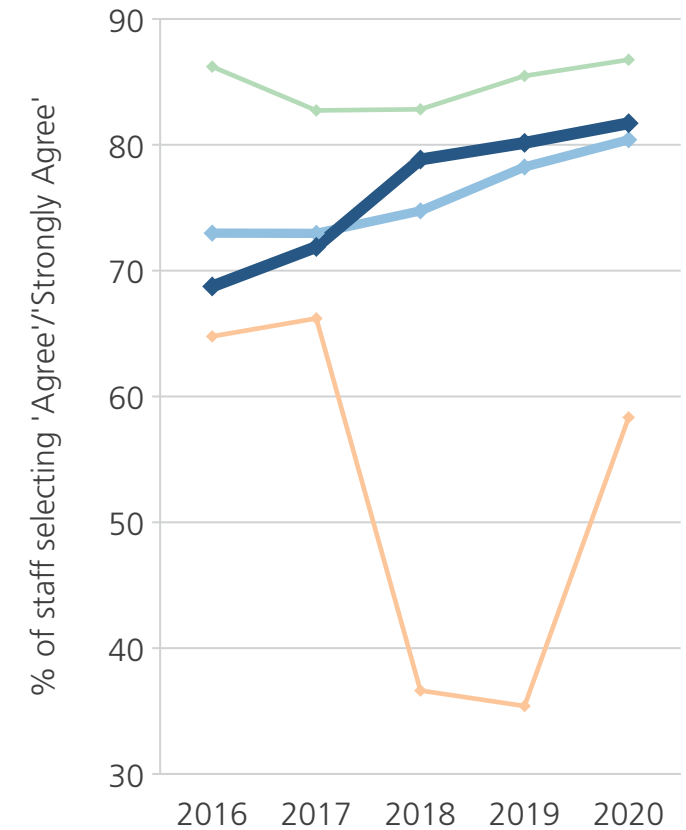
Q18c

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



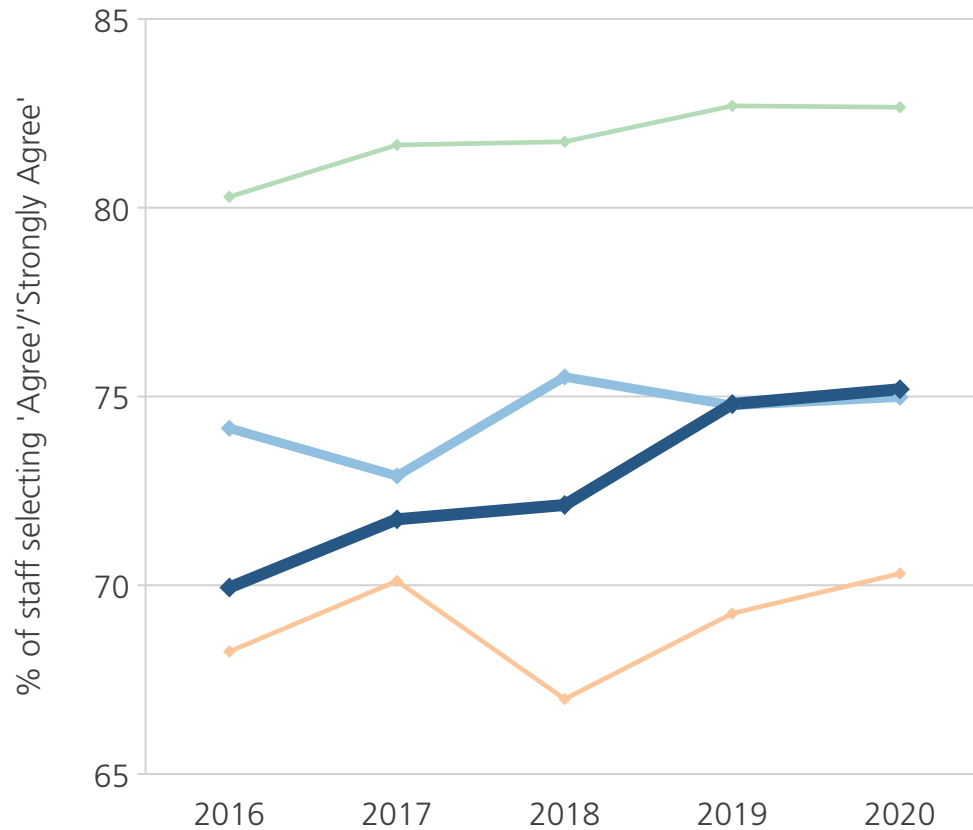
Best	83.6%	81.8%	85.8%	84.8%	88.5%
Your org	62.3%	66.0%	75.5%	77.4%	82.2%
Average	71.9%	76.4%	75.4%	81.0%	82.2%
Worst	62.3%	63.0%	53.9%	61.7%	75.1%

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

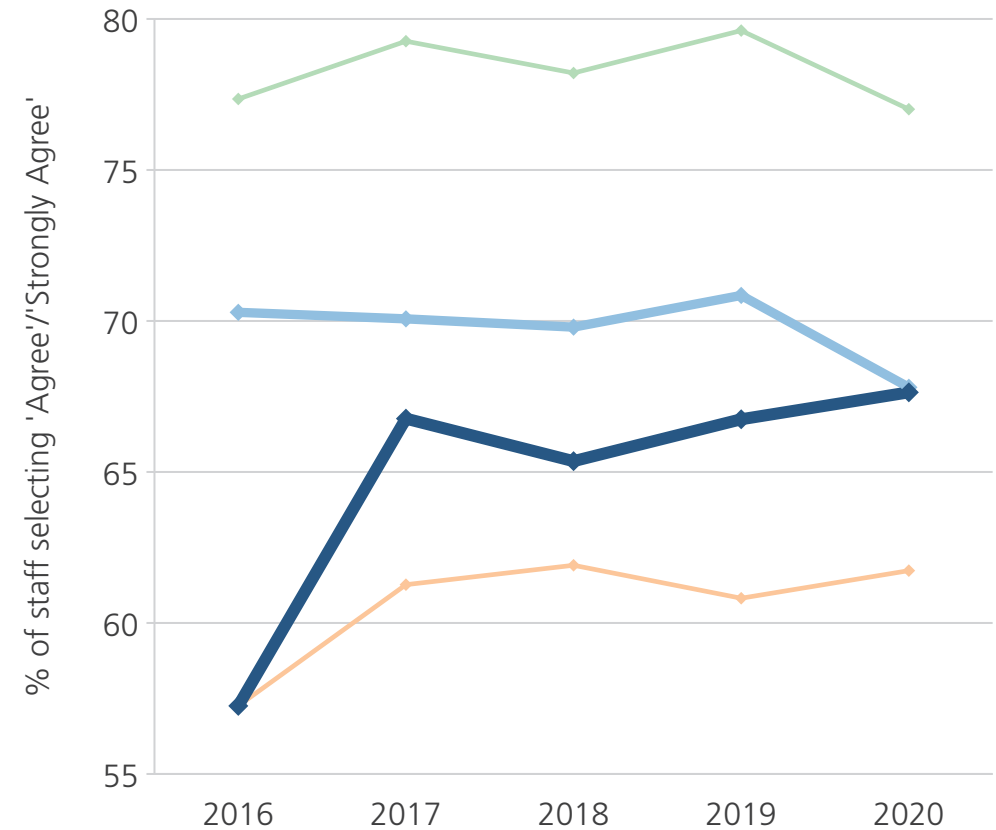
The team I work in has a set of shared objectives



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%

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)

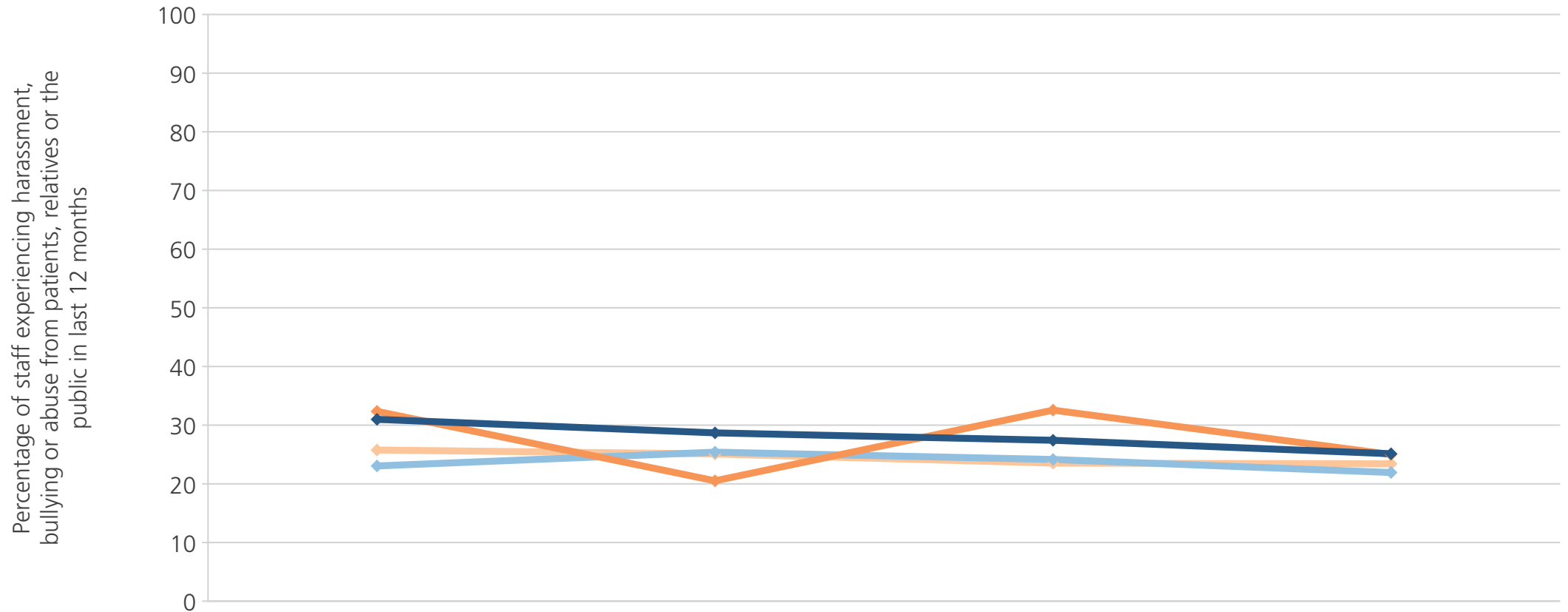
- This contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2017, 2018 and 2019 trust/CCG and benchmarking group median results for q13a, q13b&c combined, q14, and q15b split by ethnicity (by white / BME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

Workforce Disability Equality Standard (WDES)

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

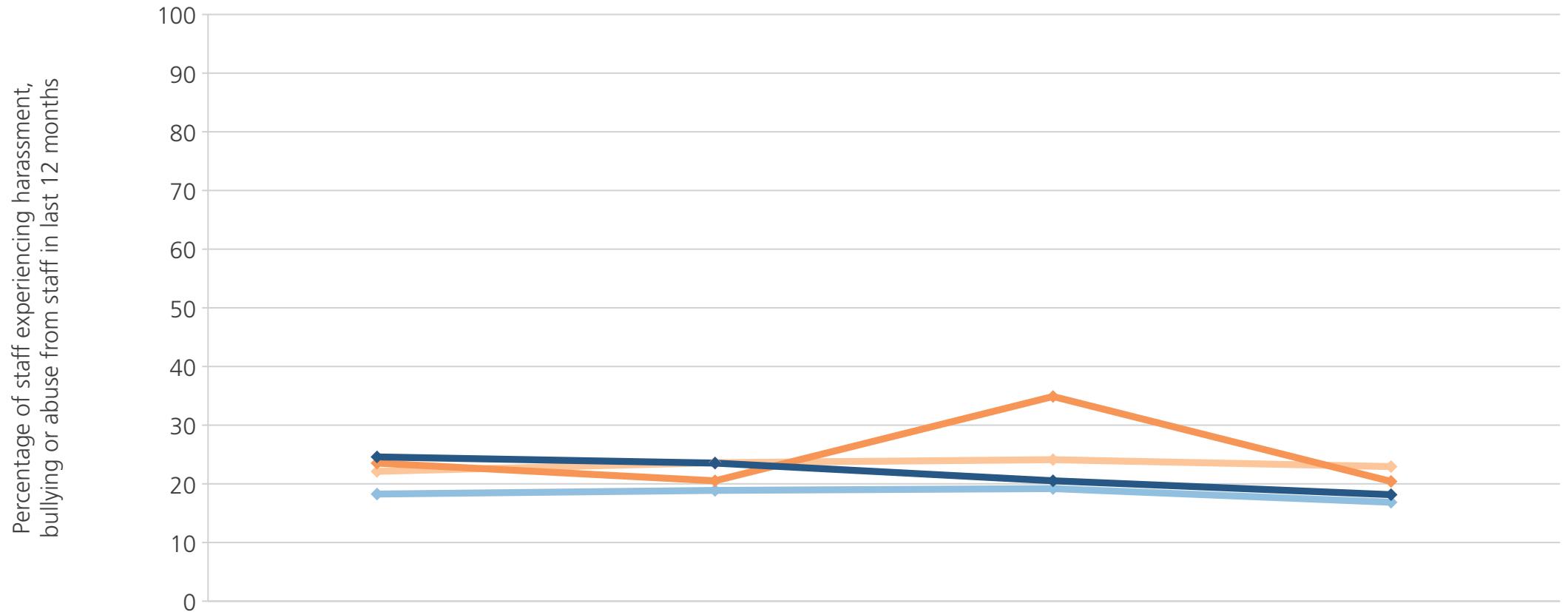
Norfolk Community Health and Care NHS Trust
2020 NHS Staff Survey Results



	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

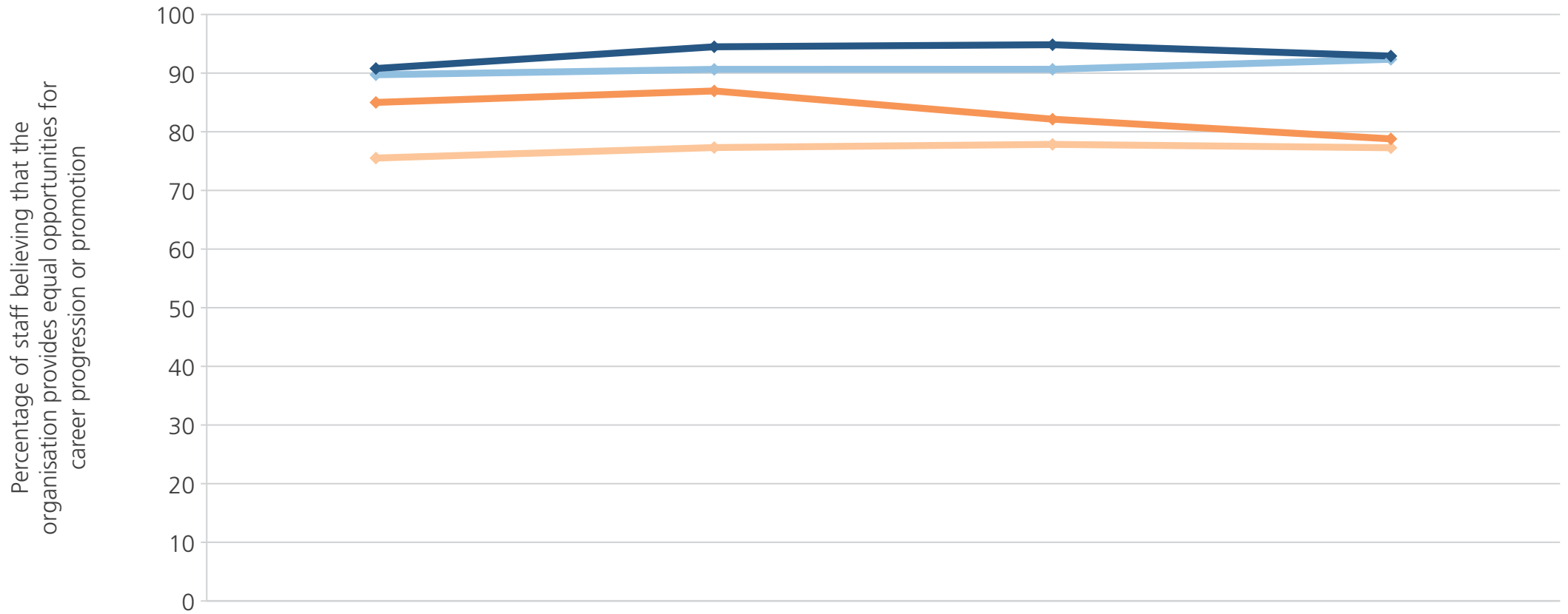
Average calculated as the median for the benchmark group



	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	1,126	1,155	1,201
BME: Responses	34	39	43	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

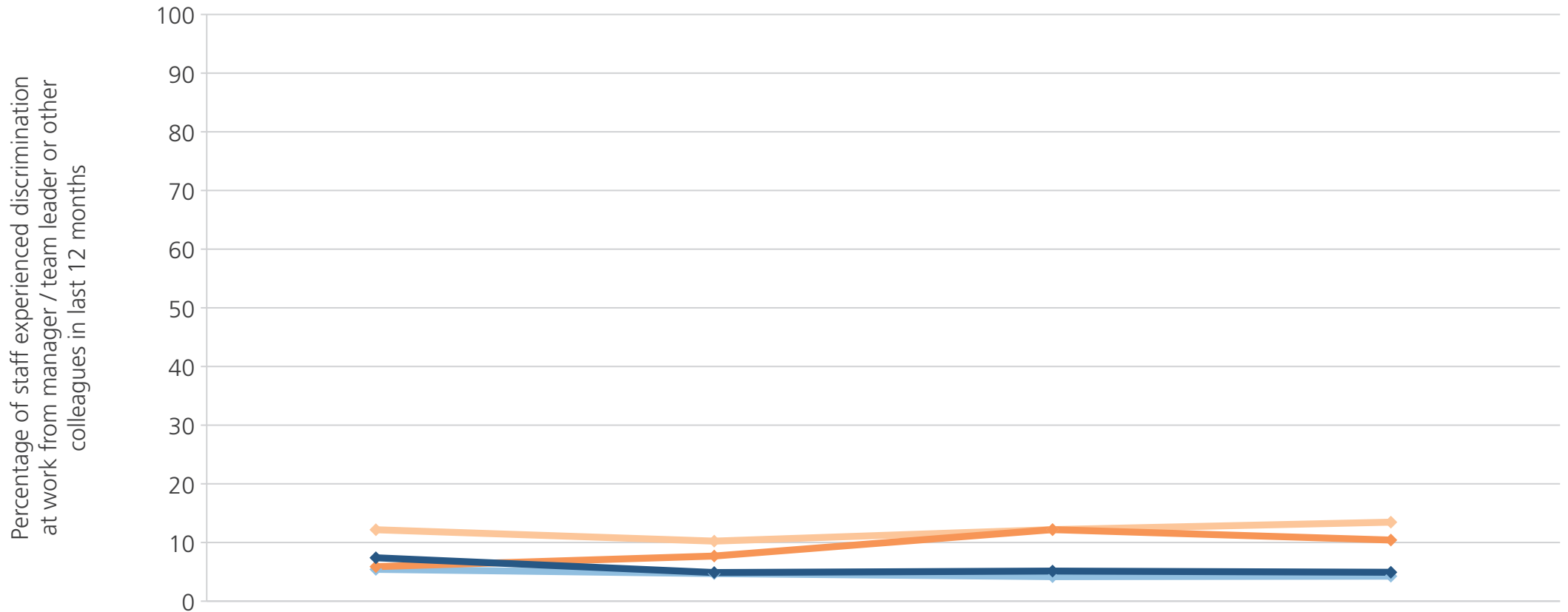
775

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

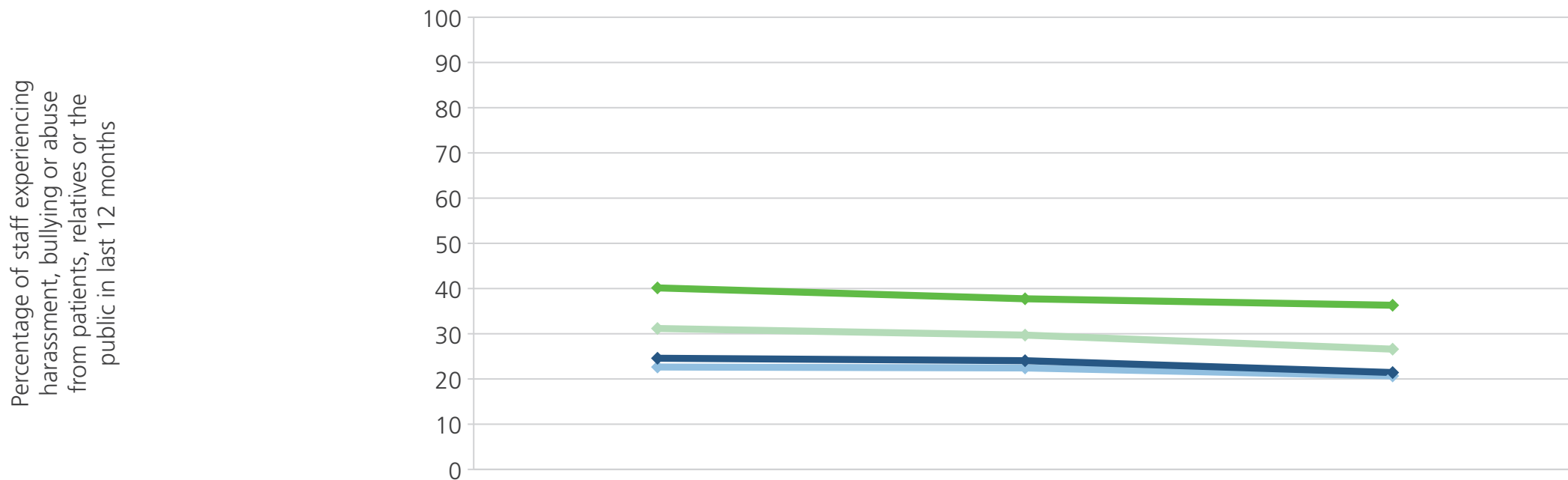
Average calculated as the median for the benchmark group

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

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	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

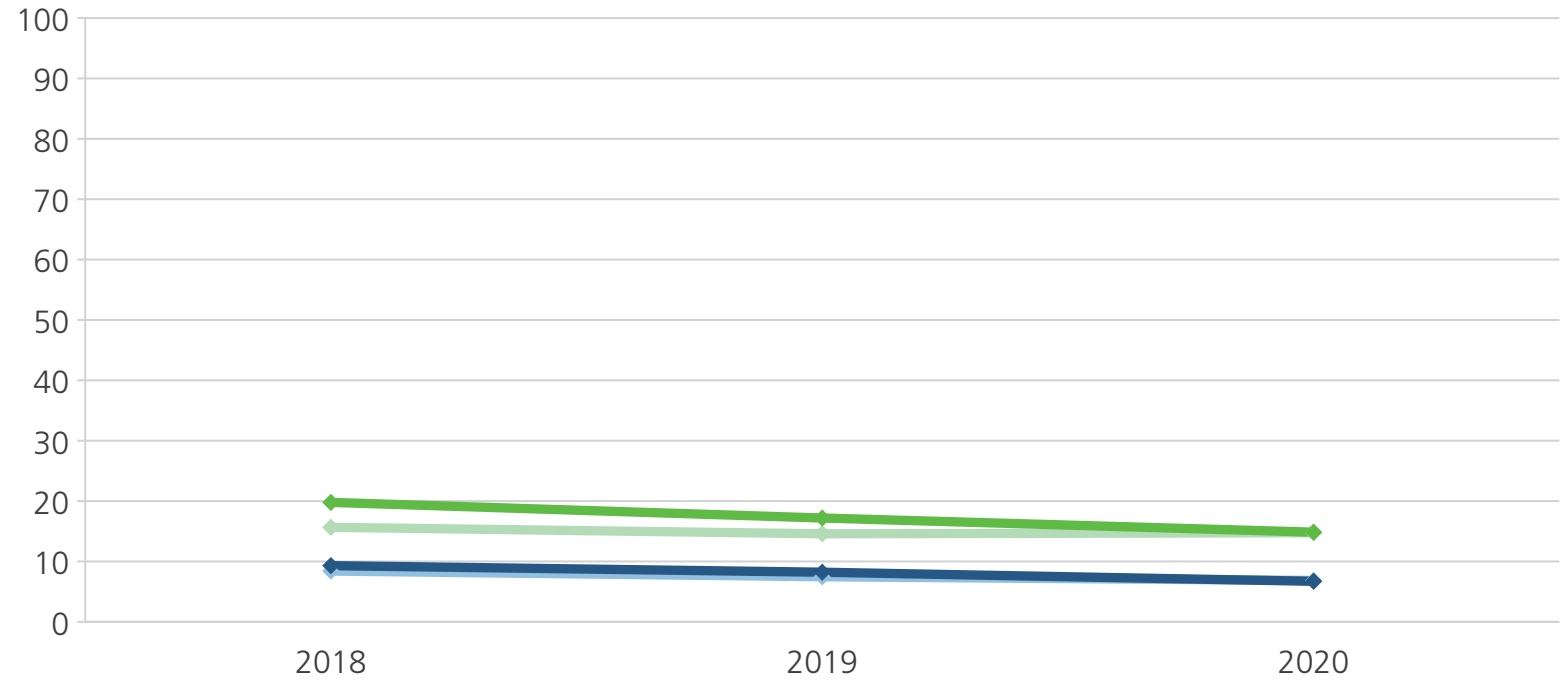
903

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



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

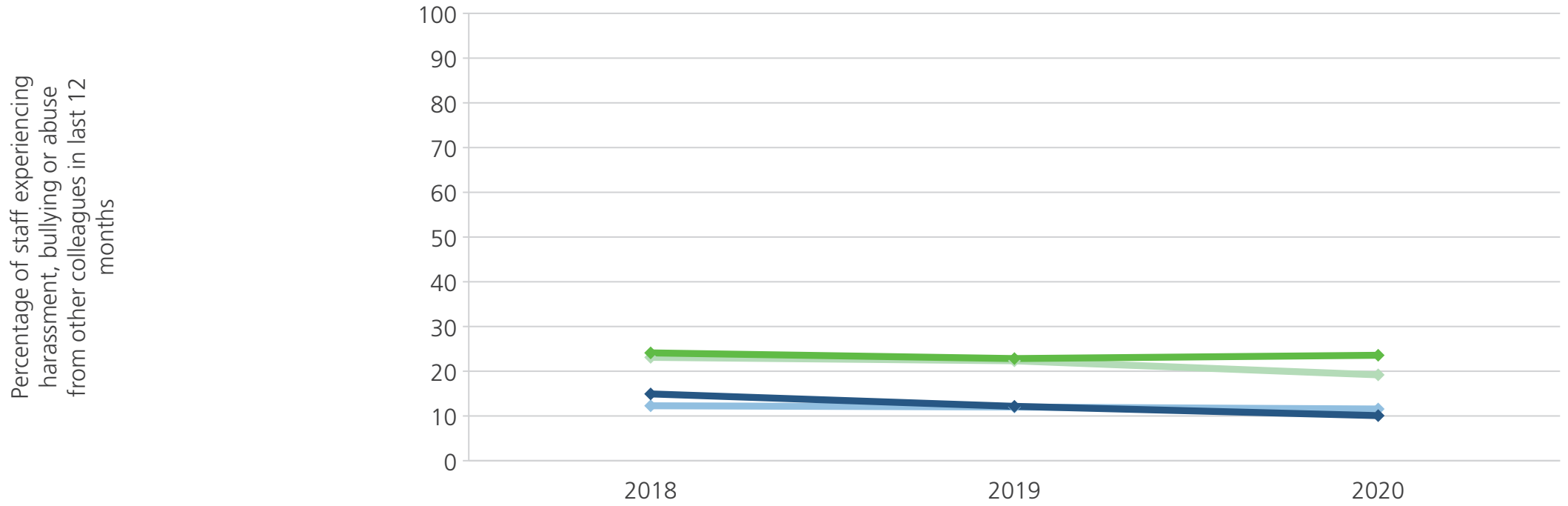
Staff without a LTC or illness: Responses

892

888

938

Average calculated as the median for the benchmark group



	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

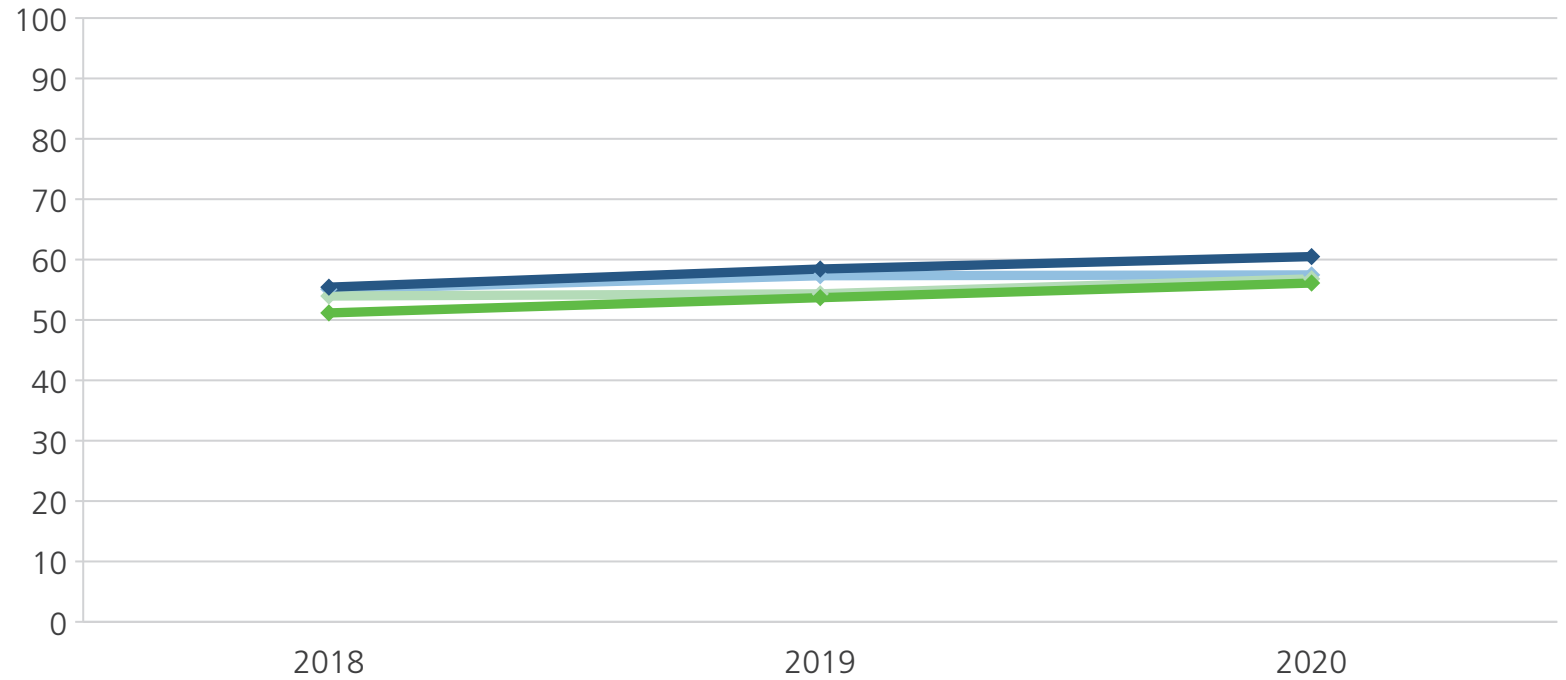
891

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

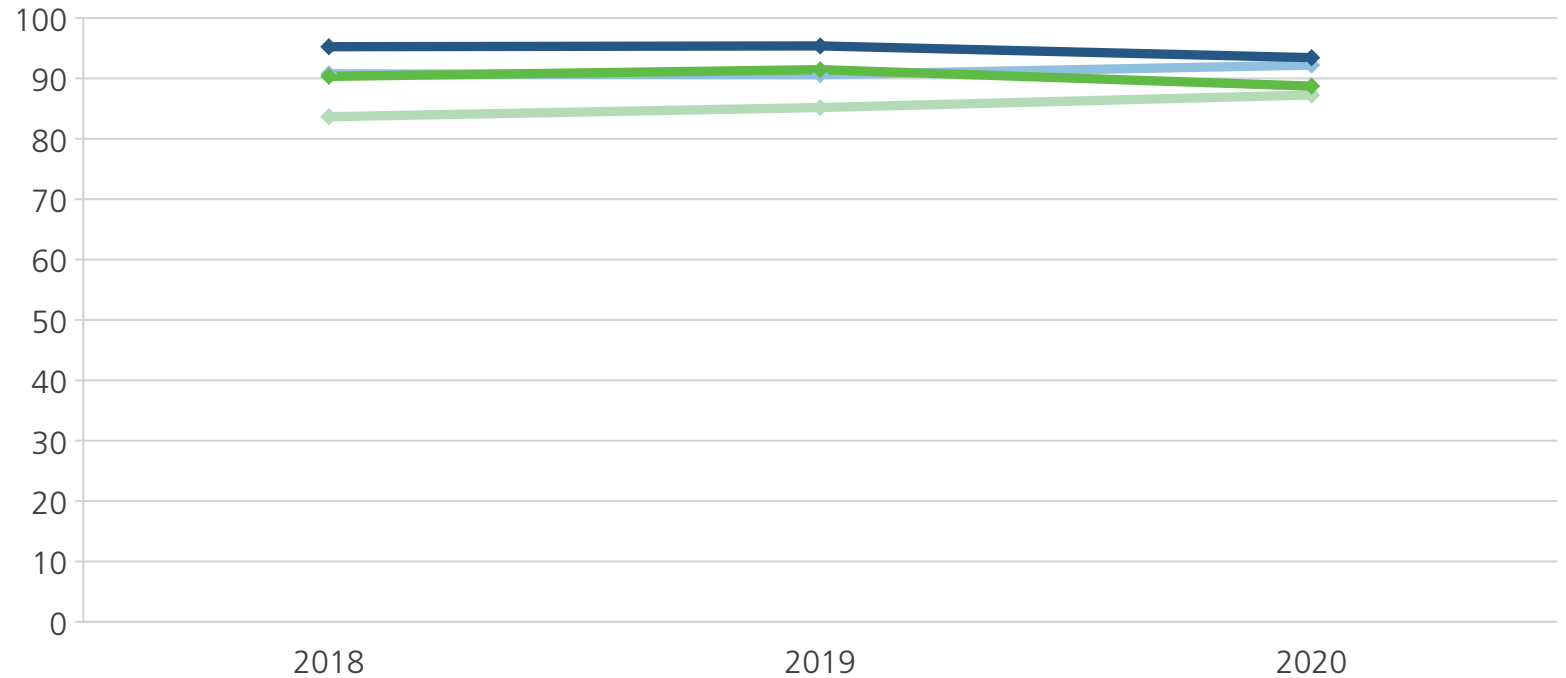
267

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

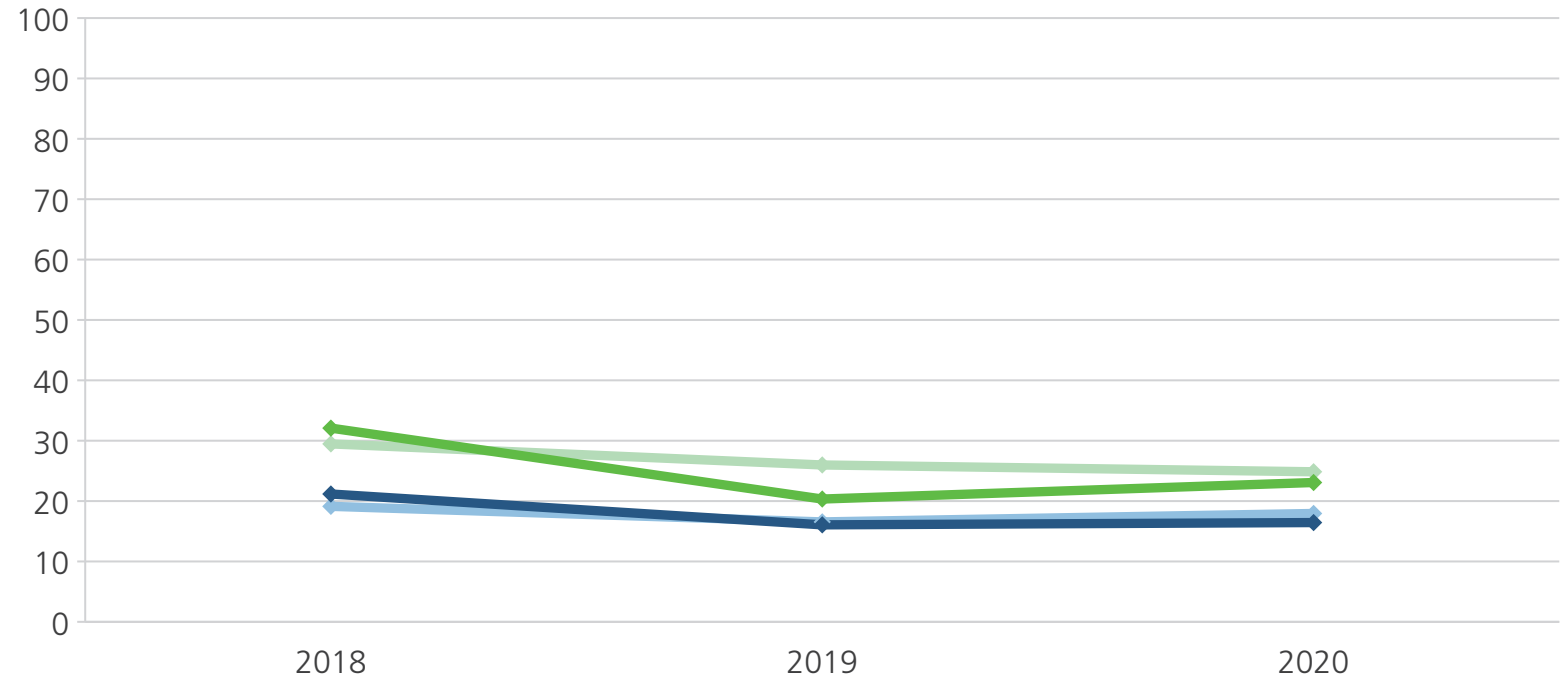
632

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

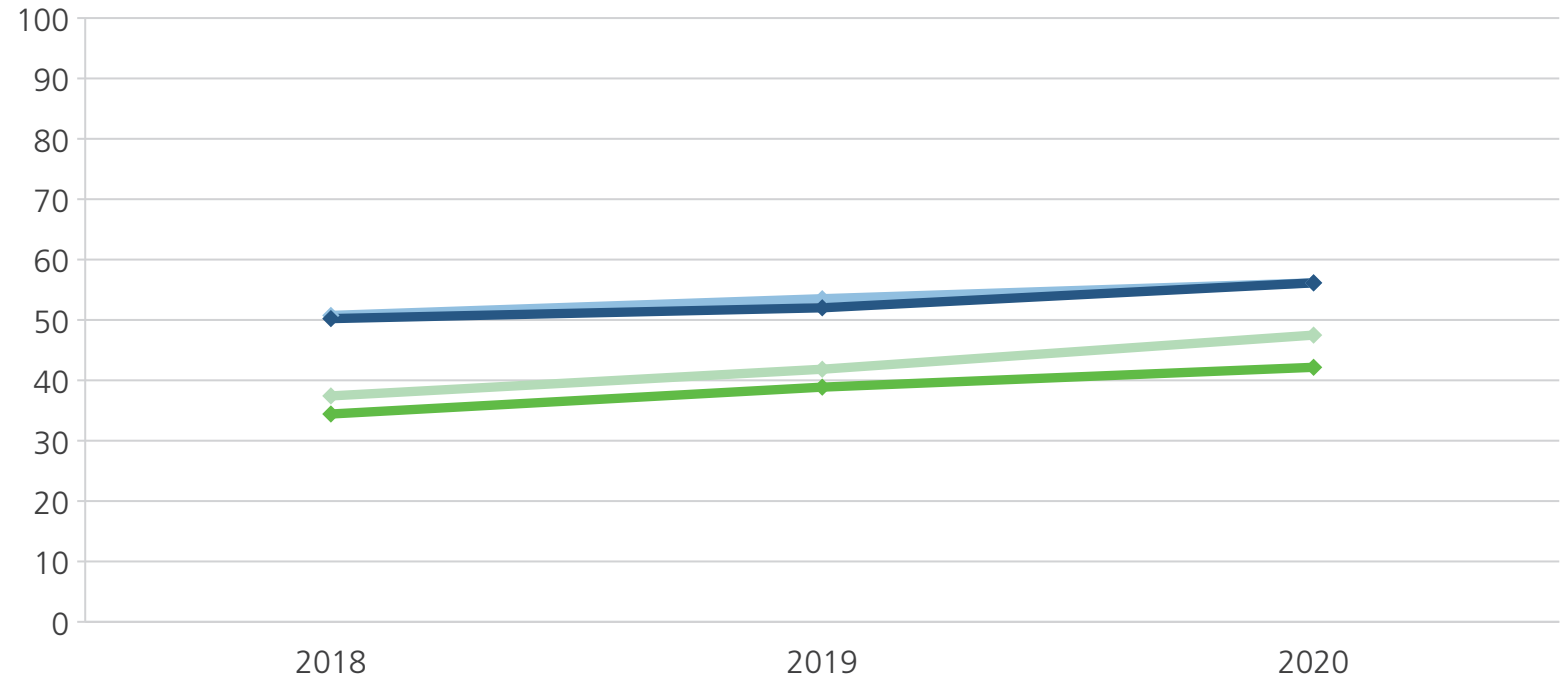
477

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

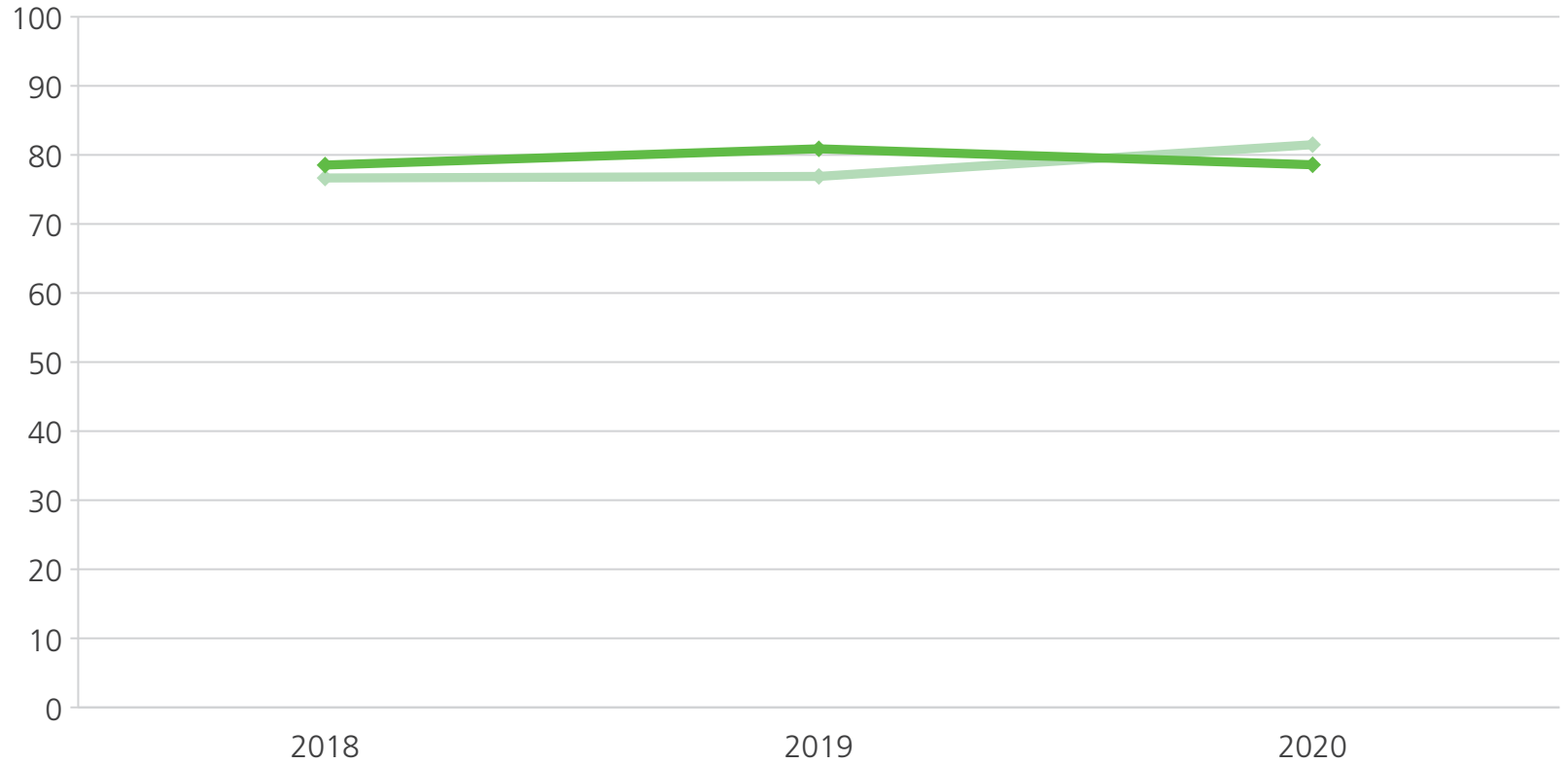
900

894

944

Average calculated as the median for the benchmark group

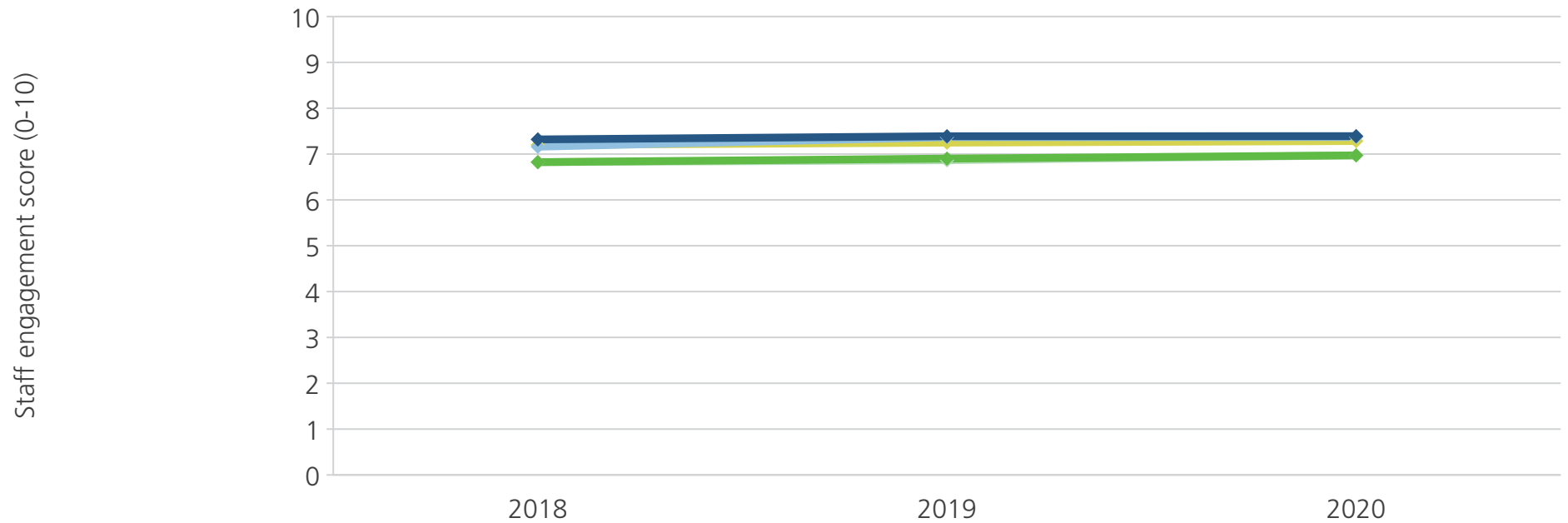
Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work



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

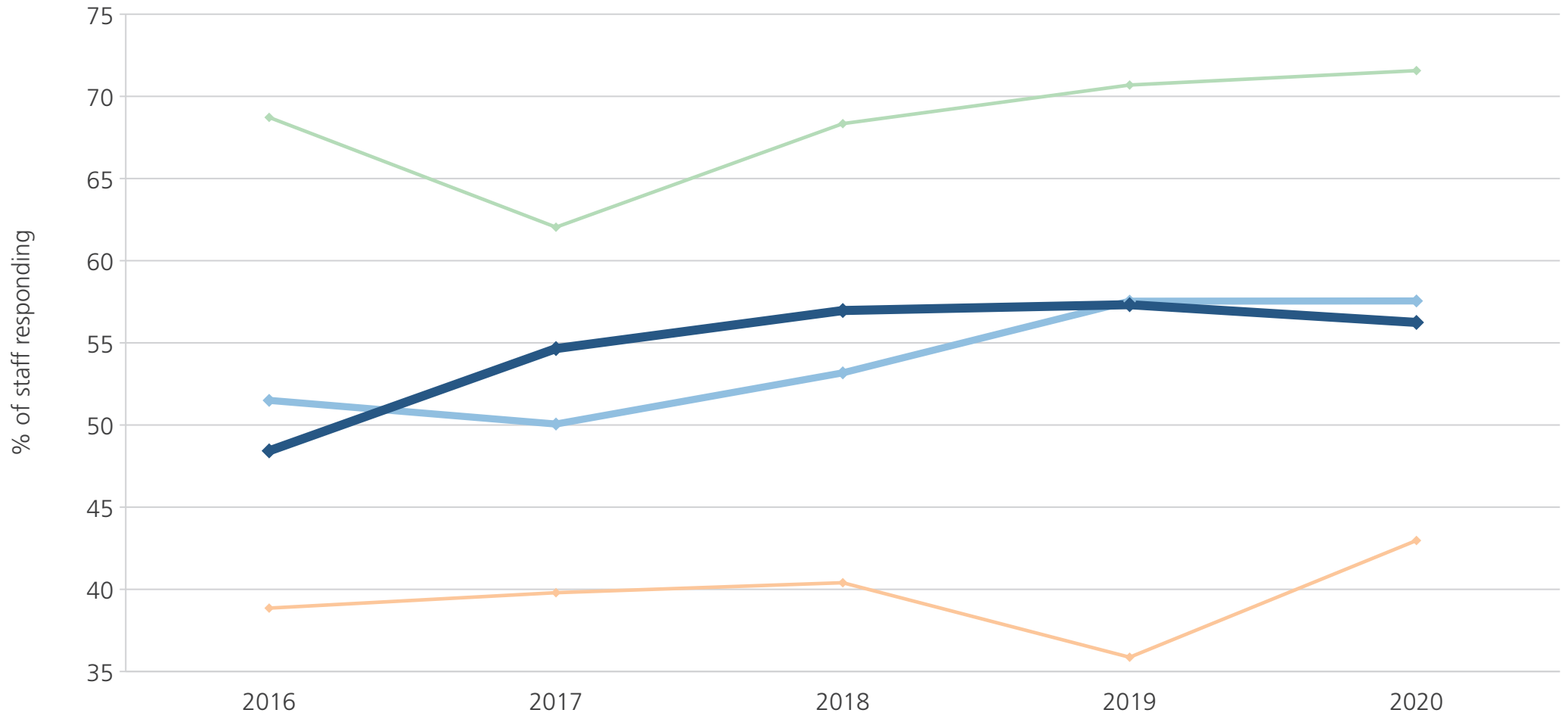
Average calculated as the median for the benchmark group

Appendices

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

Appendix A: Response rate

Norfolk Community Health and Care NHS Trust
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	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
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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](#).