

BOARD OF DIRECTORS MEETING IN PUBLIC

17 April 2024, 9.45 – 12.00pm

**Kent Community Health NHS Foundation Trust
Offices, Rooms 6 and 7, Trinity House,
110 – 120 Upper Pemberton, Ashford, Kent
TN25 4AZ**

**Supplementary pack with supporting
papers**

Agenda Item 17

- **NHS Staff Survey results**



Kent Community Health
NHS Foundation Trust

NHS staff survey results 2023



Response rates

A great place to work: Breakthrough objective 2023/2024 – more than **three per cent** increase in staff survey response rates, compared with 2022/23.



Organisation details

Completed questionnaires **3572**

2023 response rate **70%**

2022 response rate **62%**

Survey details

Survey mode **Mixed**

This organisation is benchmarked against:

Community Trusts



2023 benchmarking group details

- Organisations in group: 16
- Median response rate: 60%
- No. of completed questionnaires: 28027

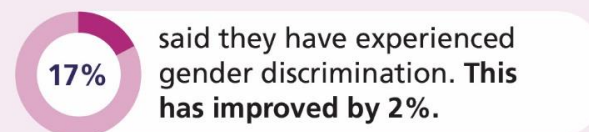
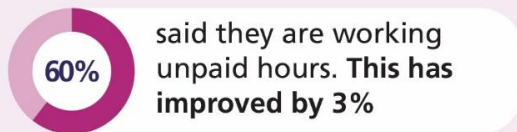
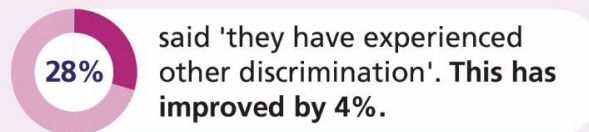
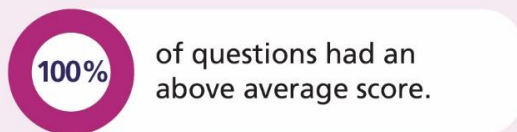
For more information on benchmarking group definitions please see the [Technical document](#).

Staff survey results 2023

The NHS Staff Survey is based on the themes of the NHS People Promise (scored out of 10)



Most improved scores from last year's survey results



Staff engagement

7.3 Last year
7.3 Sector average

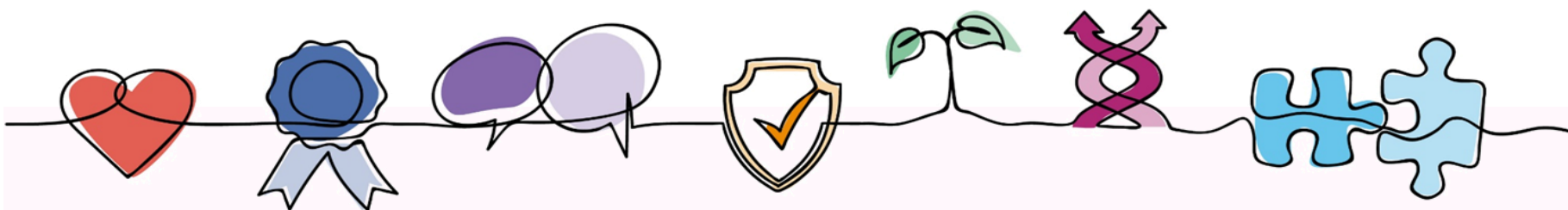


Morale

6.2 Last year
6.2 Sector average

The People Promise

The themes of the staff survey this year were based around the **seven NHS People Promises**, two themes – **engagement and morale** – and a number of question scores.



New questions

22

To what extent does the following apply to you?
I can eat nutritious and affordable food while I am working.

63% can eat nutritious and affordable food at work.

33

Thinking about your current role, how often, if at all, do you work at/from home?

45% always/often work from home.

17

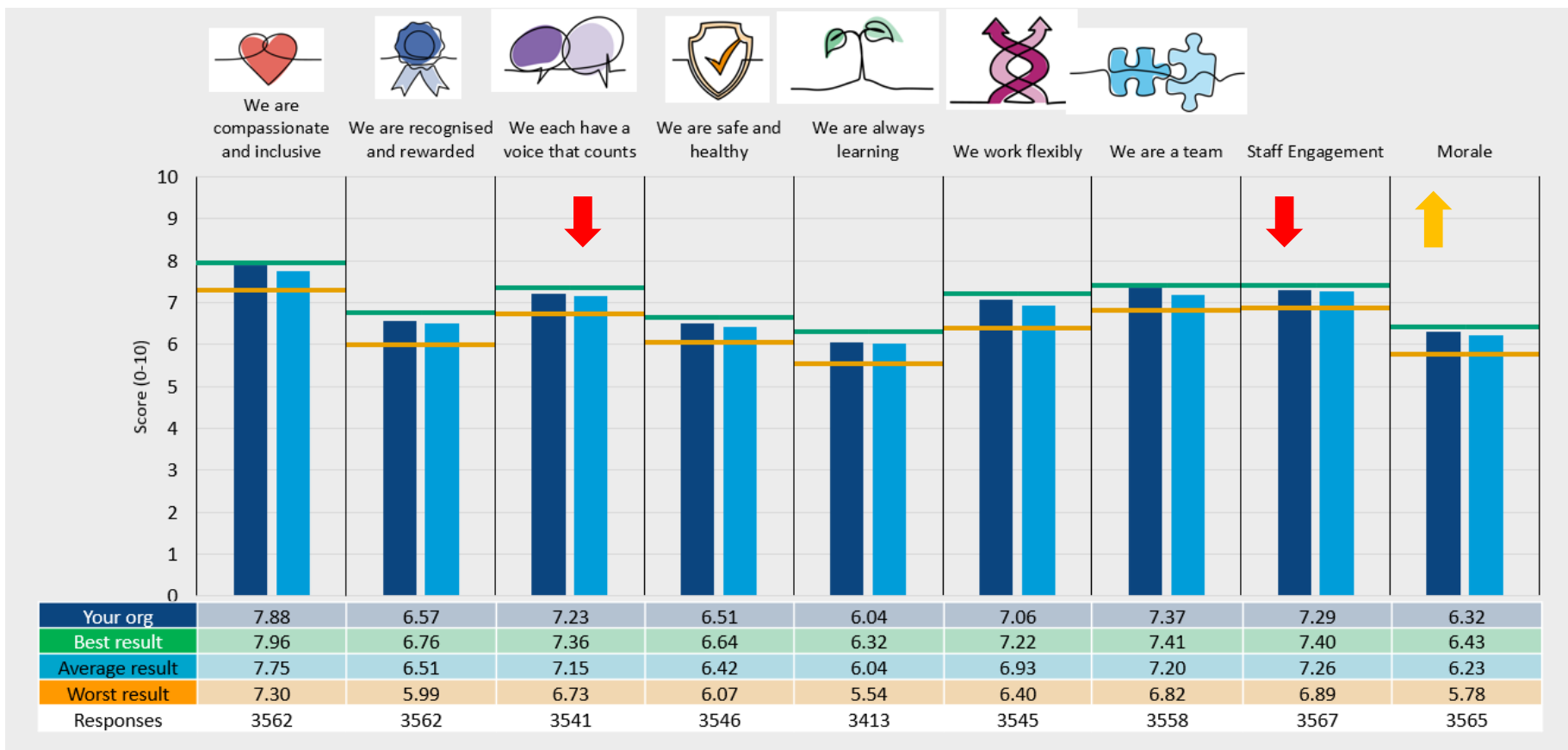
In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? This may include offensive or inappropriate sexualised conversation (including jokes), touching or assault.

94.8% have not experienced from the public.

98.3% have not experienced from colleagues.

Strategy targets

- Target: We increase our staff engagement score by 0.2, from 7.31 (7.51)
- Target: We increase our staff morale score by 0.2, as measured 6.23 (6.43)



Strategy breakthrough objectives

Objective	Response
Quality appraisal metric increase to 50% (30% in 2022/2023) – <i>it left me feeling the organisation values my work</i>	33.7% (+3.7%)
Reduction in working unpaid hours from 63.28% to 50% compared with average across 2022/2023	60.43%
More than 97% of colleagues have not personally experienced discrimination from colleagues compared with 2022/23 (94.8%)	94.7%
Increase in 'we each have a voice that counts' from 7.26 to 7.46	7.23 (-0.03)



People Promise analysis

- **Six of the seven** People Promise measures scored **better** than the benchmarked average score for similar organisations, with ‘we are always learning’, matching the average but still showing an **increase** of 0.14 from our 2022 results.
- While six of the seven areas scored better than the average, **three** saw a **slight decline** from our 2022 scores :
 - We are compassionate and inclusive 7.88 (-0.02)
 - We each have a voice that counts 7.23 (-0.07)
 - We are a team 7.37 (-0.03)
- ‘We are recognised and rewarded’ and ‘we are safe and healthy’ have both seen a statistical significantly higher change from 2022.



Sub themes

Each of the people promises has a number of sub-themes with the exception of recognised and rewarded:

- We are **compassionate and inclusive** – all sub themes scored above the benchmarked areas, however diversity, equity and inclusion have seen a slight decline from our 2022 results.
- We each **have a voice that counts** – autonomy and control scored above the benchmark with raising concerns matching However, both sub-themes have seen a decline from 2022 with the main decline being the questions within autonomy and control.
- We are **safe and healthy** – all sub themes scored above the benchmarked areas as well as an increase on our 2022 results.
- We are **always learning** – appraisals scored above the average benchmark and also saw an increase from our 2022 results however, development saw a slight decline from 2022 but did match the benchmark.
- We work **flexibly** – all sub scores saw an increase from our 2022 results and the benchmark.
- We are a **team** – all sub scores are above the benchmark however, there has been a slight decline from our 2022 score in the area relating to team working.

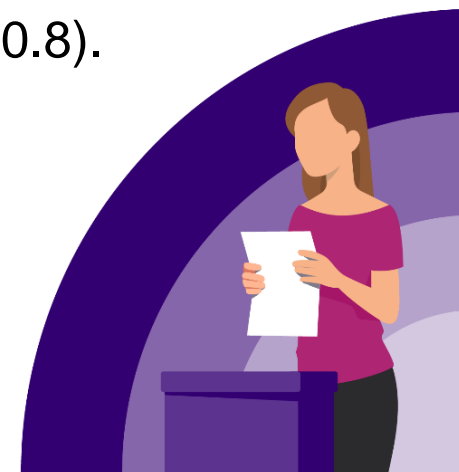


Themed question analysis

The themes of **morale** and **staff engagement** remain key performance indicators for organisations.

Morale (6.32) scored both above the benchmark and last years results and has seen a statistically significantly higher change to 2022.

Staff engagement (7.29) was above the benchmark but saw a slight decline from our 2022 results. The sub scores relating to involvement has seen the biggest decline (-0.8).



Other questions

Improved responses

- 83.7 per cent (+1.24) said they have face-to-face, video or telephone contact with patients/service users as part of their job.
- 25.75 per cent (+0.51) said they are contracted to work part time.
- 17.23 per cent (-2.23) said they have experienced gender discrimination.
- 1.17 per cent (-0.84) said they have experienced religious discrimination.
- 2.23 per cent (-0.84) have experienced sexual orientation discrimination.
- 28.09 per cent (-4.05) said they have experienced other discrimination.



- 94 per cent (+0.43) said the organisation encourages us to report errors, near misses or incidents.
- 11.31 per cent (-0.24) said If they were considering leaving their current job, they would want to move to another job in a different NHS organisation.
- 3.56 per cent (-0.88) said they would look to move to job in healthcare outside the NHS.
- 8.02 per cent (-1.28) said they would move to job outside the NHS.



Areas of development

- 21.95 per (-4.99) said they worked additional paid hours.
- 15.64 per cent (+2.74) said they felt pressure from their manager to come to work.
- 12.68 per cent (+0.68) said they have experienced disability discrimination.
- 18.20 per cent (+2.36) said they have experienced age discrimination.
- 19.25 per cent (+0.30) said they have seen errors, near misses, and incidents that could hurt staff and/or patients/service users.
- 70.82 per cent (-1.04) said the organisation treats staff who are involved in an error, near miss or incident fairly.
- 82.23 per cent (-1.44) felt supported when errors, near misses or incidents were reported.



- 76.78 per cent (-2.93%) said they are given feedback about changes made in response to reported errors, near misses and incidents.
- 82.39 per cent (-4.65%) said their employer made reasonable adjustment(s) to enable you to carry out their work.
- 15.59 per cent (-0.5) said if they were considering leaving their current job, they would want to move to another job within this organisation.



Let's work together to
make a real change

You can read the full results at
www.nhsstaffsurveyresults.com



Kent Community Health NHS Foundation Trust

NHS Staff Survey Benchmark report 2023



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Introduction

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

➤ About this Report

About this report

This benchmark report for Kent Community Health NHS Foundation Trust contains results for the 2023 NHS Staff Survey, and historical results back to 2019 where possible. These results are presented in the context of best, average and worst results for similar organisations where appropriate. Data in this report are weighted to allow for fair comparisons between organisations*.

Please note: Results for Q1, Q10a, Q26d, Q27a-c, Q28, Q29, Q30, Q31a, Q32a-b, Q33, Q34a-b and Q35 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 the [Staff Survey website](#).

How results are reported

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



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

* The data included in this report are weighted to the national benchmarking groups. The figures in this report may be different to the figures produced by your contractor. Please see Appendix C for a note on the revision to 2019 historical benchmarking for Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trust benchmarking groups.

People Promise elements, themes and sub-scores

People Promise elements	Sub-scores	Questions
We are compassionate and inclusive	Compassionate culture	Q6a, Q25a, Q25b, Q25c, Q25d
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15, Q16a, Q16b, Q21
	Inclusion	Q7h, Q7i, Q8b, Q8c
We are recognised and rewarded	No sub-score	Q4a, Q4b, Q4c, Q8d, Q9e
We each have a voice that counts	Autonomy and control	Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b
	Raising concerns	Q20a, Q20b, Q25e, Q25f
We are safe and healthy	Health and safety climate	Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d
	Burnout	Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g
	Negative experiences	Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c
	Other questions [Not scored]	Q17a*, Q17b*, Q22* *Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.
We are always learning	Development	Q24a, Q24b, Q24c, Q24d, Q24e
	Appraisals	Q23a*, Q23b, Q23c, Q23d *Q23a is a filter question and therefore influences the sub-score without being a directly scored question.
We work flexibly	Support for work-life balance	Q6b, Q6c, Q6d
	Flexible working	Q4d
We are a team	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a
	Line management	Q9a, Q9b, Q9c, Q9d
Themes	Sub-scores	Questions
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q25a, Q25c, Q25d
Morale	Thinking about leaving	Q26a, Q26b, Q26c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a
Questions not linked to the People Promise elements or themes		

Q1, Q10a, Q10b, Q10c, Q11e, Q15, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q26d, Q31b

Introduction

This section provides a brief introduction to the report, including how questions map to the People Promise elements, themes and sub-scores, as well as features of the charts used throughout.

Organisation details

This slide contains **key information** about the NHS organisations participating in this survey and details for your own organisation, such as response rate.

People Promise elements, themes and sub-scores: Overview

This section provides a high-level **overview** of the results for the seven elements of the People Promise and the two themes, followed by the results for each of the **sub-scores** that feed into these measures.

People Promise elements, themes and sub-scores: Trends

This section provides trend results for the seven elements of the People Promise and the two themes, followed by the trend results for each of the sub-scores that feed into these measures.

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score. For example, the Burnout sub-score, a higher score (closer to 10) means a lower proportion of staff are experiencing burnout from their work. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Your organisation results are benchmarked against the benchmarking group average, the best scoring organisation and the worst scoring organisation. These charts are reported as percentages. The meaning of the value is outlined along the y axis. The questions that feed into each sub-score are detailed on slide 5.



Note where there are fewer than 10 responses for a question this data is not shown to protect the confidentiality of staff and reliability of results.

People Promise elements, themes and sub-scores: Questions

This section provides trend results for **questions**. The questions are presented in sections for each of the People Promise elements and themes.

Not all questions reported within the section for a People Promise element or theme feed into the score and sub-scores for that element or theme. The first slide in the section for each People Promise element or theme lists which of the questions that are included in the section feed into the score and sub-scores, and which do not.

Questions not linked to People Promise

Results for the questions that are not related to any People Promise element or theme and do not contribute to the scores and sub-scores are included in this section.

Workforce Equality Standards

This section shows that data required for the indicators used in the **Workforce Race Equality Standard (WRES)** and the **Workforce Disability Equality Standard (WDES)**.

About your respondents

This section provides details of the staff responding to the survey, including their **demographic and other classification questions**.

Appendices

Here you will find:

- Response rate.
- Significance testing of the People Promise element and theme results for 2022 vs 2023.
- Guidance on data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.

Key features

Note this is example data

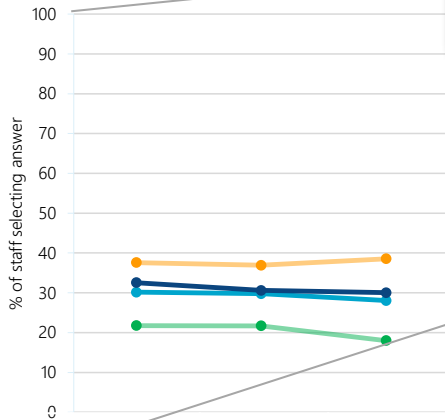
Question number and text (or summary measure) specified at the top of each slide.

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

Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is a better or worse result.

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

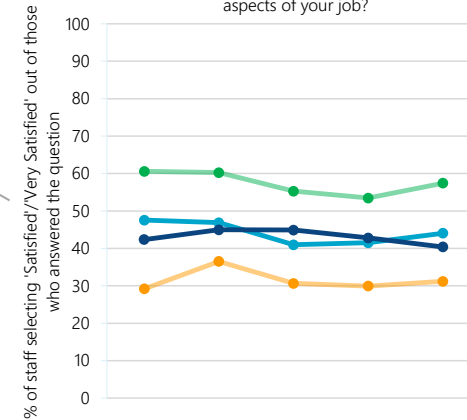
Number of responses for the organisation for the given question.



	2021	2022	2023
Your org	32.6%	30.6%	30.0%
Best result	21.8%	21.7%	18.0%
Average result	30.2%	29.8%	28.1%
Worst result	37.6%	36.9%	38.5%
Responses	480	500	515

Tips on how to read, interpret and use the data are included in the Appendices

Q4b How satisfied are you with each of the following aspects of your job?



	2019	2020	2021	2022	2023
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	53.5%	57.4%
Average result	47.5%	46.9%	41.0%	41.5%	44.0%
Worst result	29.2%	36.5%	30.6%	29.9%	31.2%
Responses	835	1255	1491	1325	517

Note charts will only display data for the years where an organisation has data. For example, an organisation with three years of trend data will see charts such as q4b with data only in the 2021, 2022 and 2023 portions of the chart and table.

Organisation details

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Kent Community Health NHS Foundation Trust

2023 NHS Staff Survey

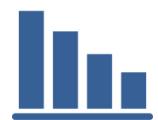
Organisation details

Completed questionnaires **3572**

2023 response rate **70%**

◀ This organisation is benchmarked against:

Community Trusts



Survey details

Survey mode **Mixed**

2023 benchmarking group details

- Organisations in group: 16
- Median response rate: 60%
- No. of completed questionnaires: 28027

For more information on benchmarking group definitions please see the [Technical document](#).



People Promise elements, themes and sub-score results

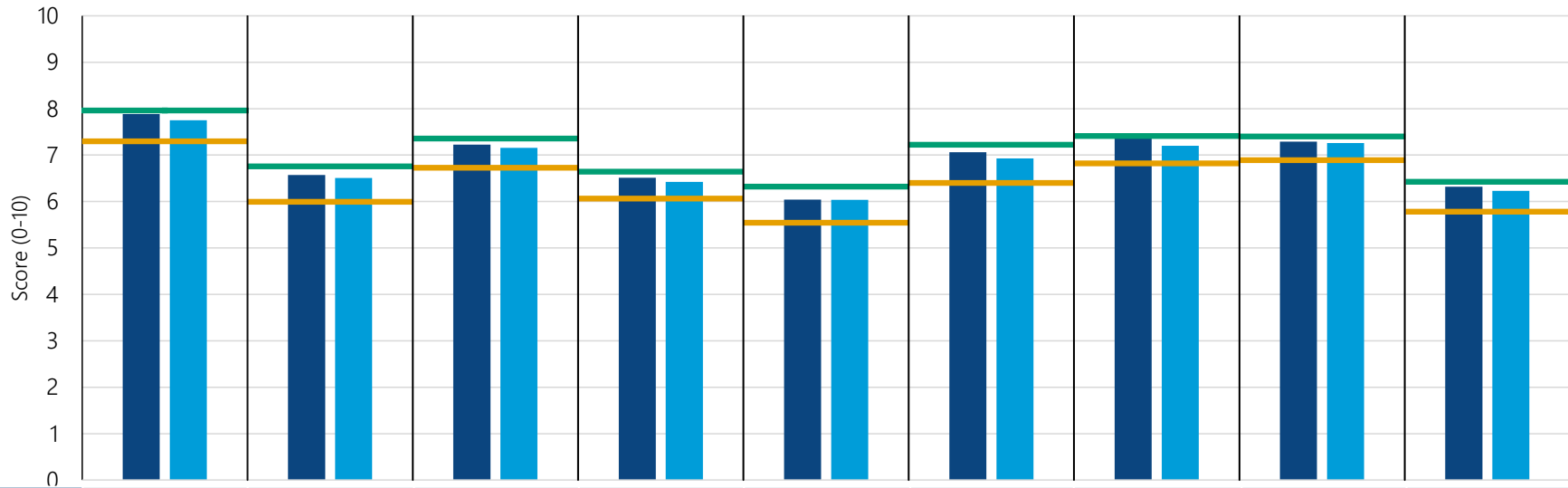
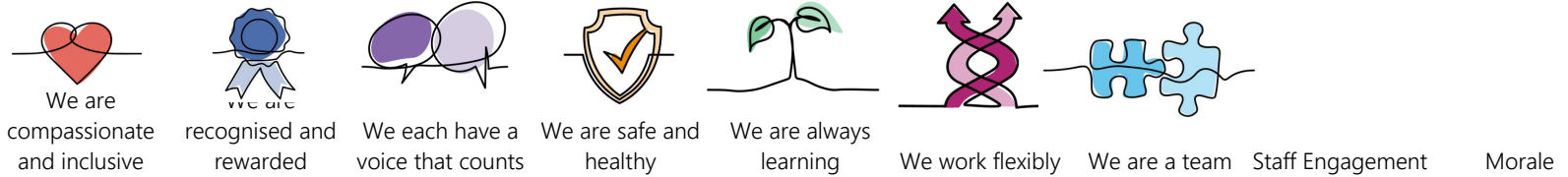
Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise elements, themes and sub-scores: Overview

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise elements and themes: Overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Your org	7.88	6.57	7.23	6.51	6.04	7.06	7.37	7.29	6.32
Best result	7.96	6.76	7.36	6.64	6.32	7.22	7.41	7.40	6.43
Average result	7.75	6.51	7.15	6.42	6.04	6.93	7.20	7.26	6.23
Worst result	7.30	5.99	6.73	6.07	5.54	6.40	6.82	6.89	5.78
Responses	3562	3562	3541	3546	3413	3545	3558	3567	3565



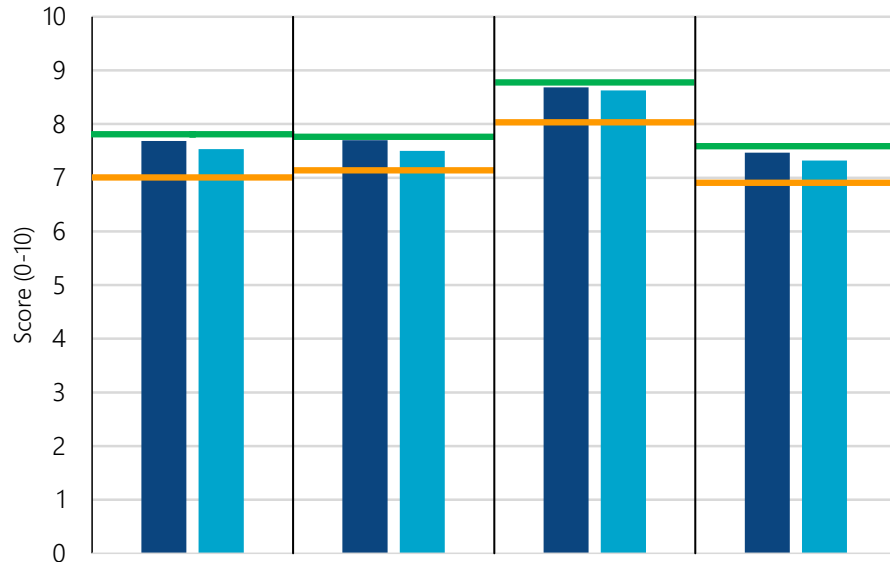
People Promise elements, themes and sub-scores: Sub-score overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive

Compassionate culture Compassionate leadership Diversity and equality Inclusion



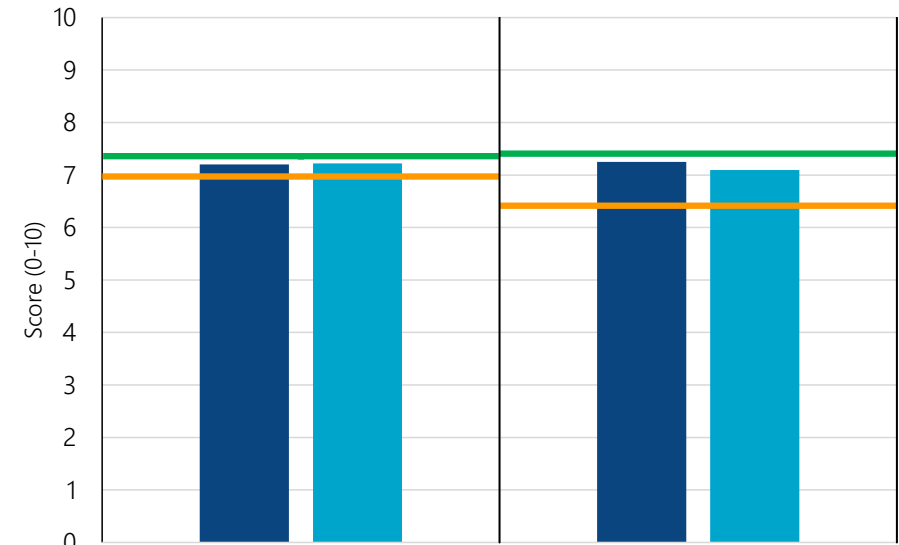
Your org	7.68	7.70	8.68	7.47
Best result	7.81	7.76	8.77	7.59
Average result	7.53	7.50	8.63	7.32
Worst result	7.01	7.14	8.03	6.91
Responses	3554	3560	3561	3557



Promise element 3: We each have a voice that counts

Autonomy and control

Raising concerns



Your org	7.20	7.25
Best result	7.36	7.41
Average result	7.22	7.09
Worst result	6.97	6.42
Responses	3566	3543

Note. People Promise element 2 'We are recognised and rewarded' does not have any sub-scores. Overall trend score data for this element is reported on slide 21.

People Promise elements, themes and sub-scores: Sub-score overview

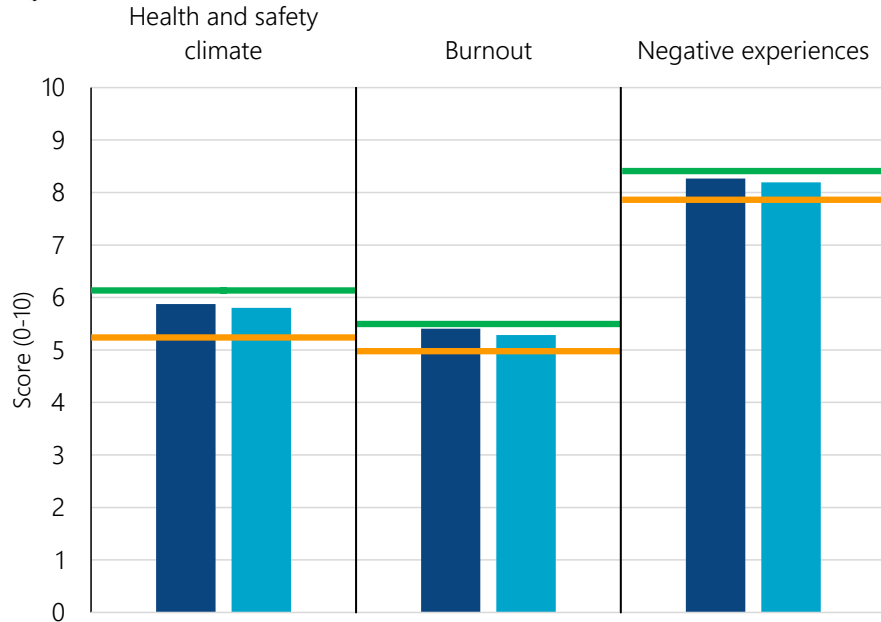
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



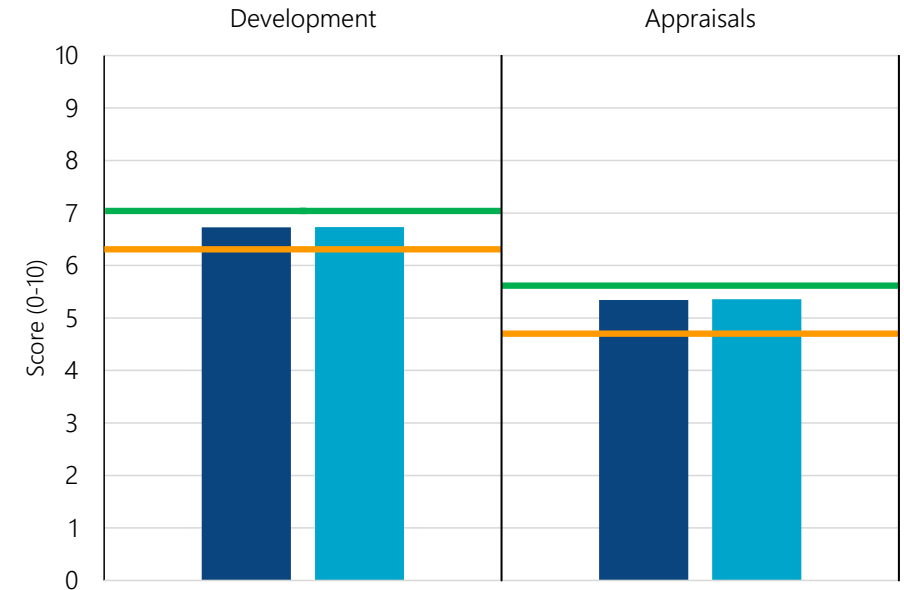
Promise element 4: We are safe and healthy



Promise element 5: We are always learning



Category	Score	Score	Score
Your org	5.87	5.41	8.26
Best result	6.13	5.49	8.41
Average result	5.80	5.29	8.19
Worst result	5.24	4.98	7.86
Responses	3565	3563	3551



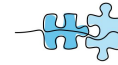
Category	Score	Score
Your org	6.73	5.34
Best result	7.04	5.61
Average result	6.73	5.36
Worst result	6.31	4.70
Responses	3559	3415

People Promise elements, themes and sub-scores: Sub-score overview

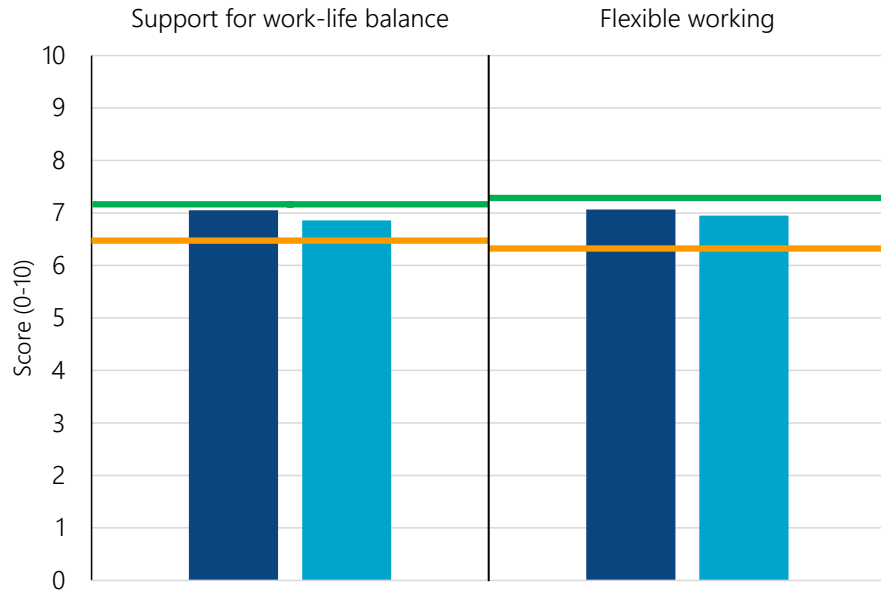
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



	Support for work-life balance	Flexible working
Your org	7.05	7.07
Best result	7.17	7.29
Average result	6.86	6.95
Worst result	6.47	6.32
Responses	3561	3550

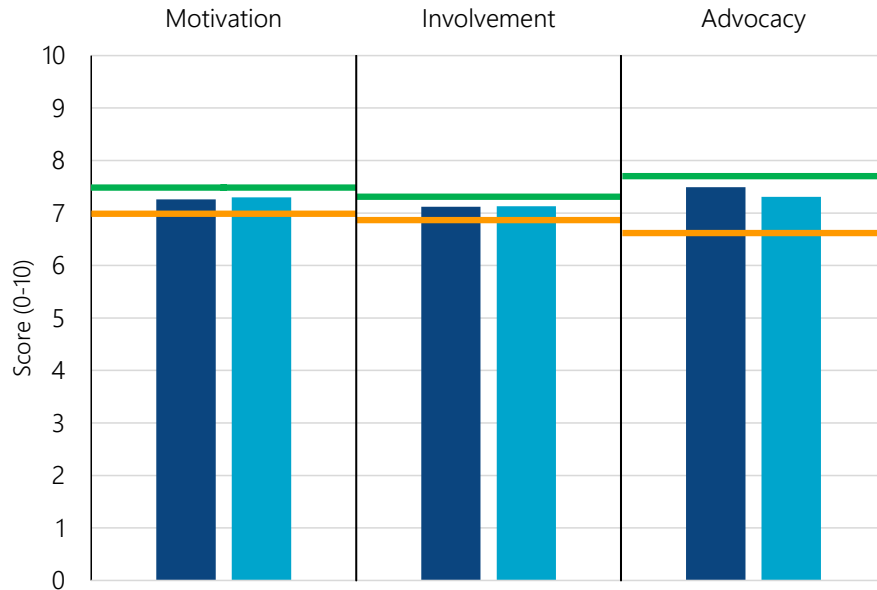
	Team working	Line management
Your org	7.17	7.56
Best result	7.26	7.66
Average result	7.05	7.30
Worst result	6.65	6.99
Responses	3562	3562



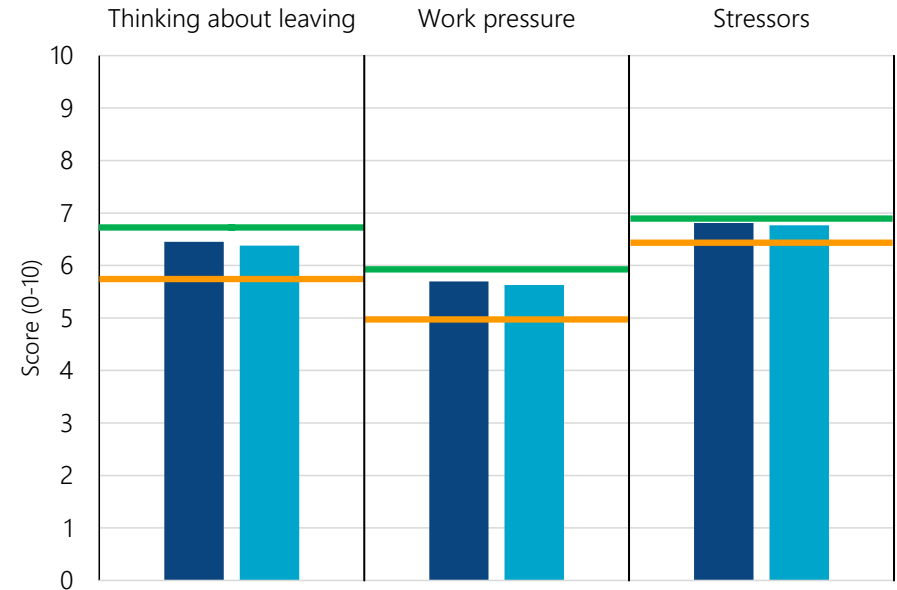
People Promise elements, themes and sub-scores: Sub-score overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



Theme: Morale



	Motivation	Involvement	Advocacy
Your org	7.26	7.12	7.49
Best result	7.48	7.31	7.70
Average result	7.30	7.13	7.31
Worst result	6.98	6.87	6.62
Responses	3538	3567	3555

	Thinking about leaving	Work pressure	Stressors
Your org	6.45	5.70	6.81
Best result	6.73	5.93	6.89
Average result	6.38	5.63	6.77
Worst result	5.74	4.97	6.44
Responses	3558	3565	3563

People Promise elements, themes and sub-scores: Trends

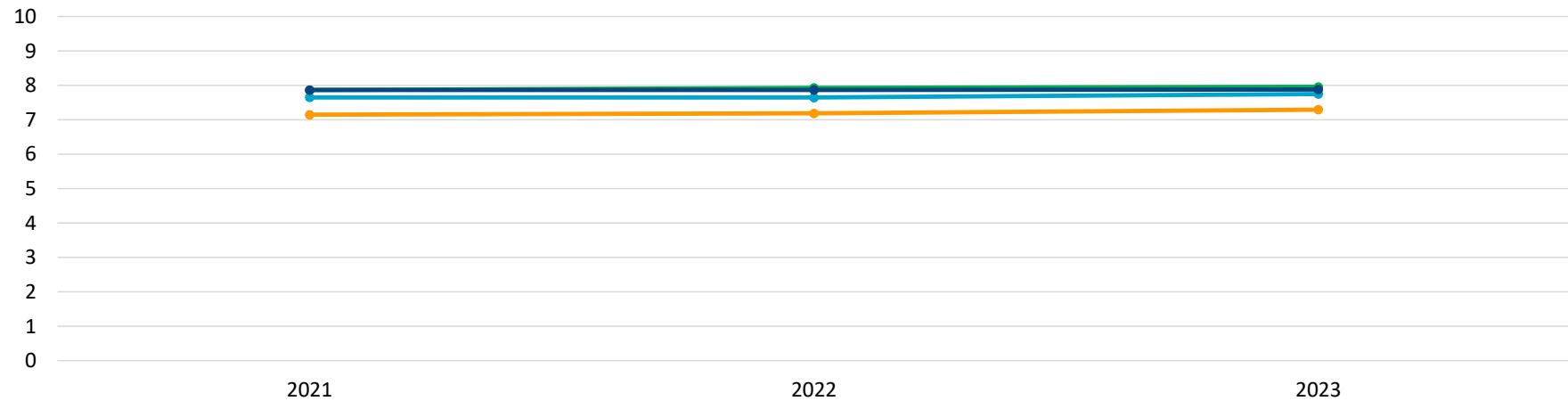
Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise elements and themes: Trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Promise element 1: We are compassionate and inclusive

We are compassionate and inclusive



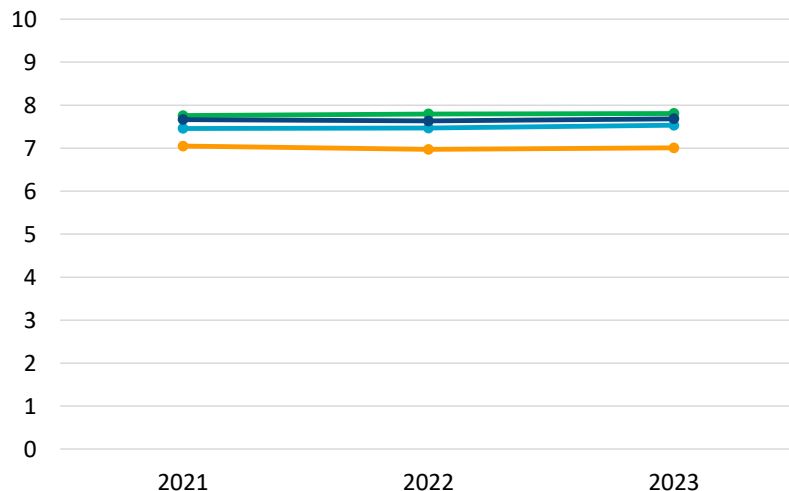
	2021	2022	2023
Your org	7.87	7.87	7.88
Best result	7.87	7.93	7.96
Average result	7.65	7.65	7.75
Worst result	7.15	7.19	7.30
Responses	3207	3060	3562

People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

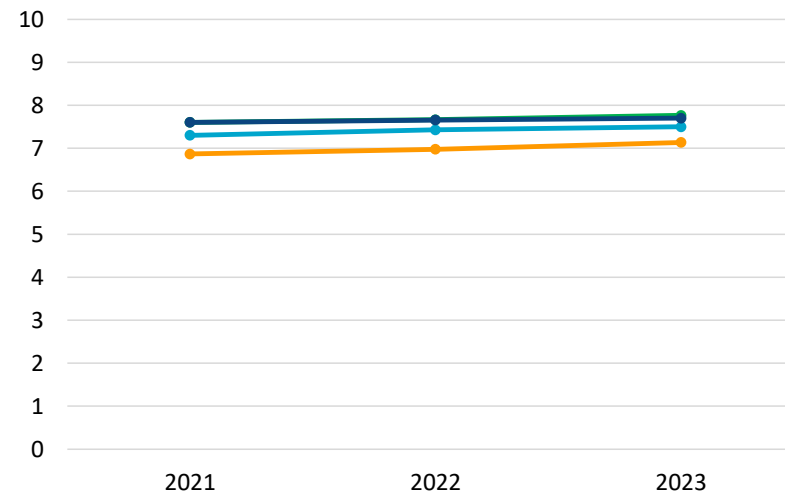
Promise element 1: We are compassionate and inclusive (1)

Compassionate culture



	2021	2022	2023
Your org	7.67	7.63	7.68
Best result	7.76	7.80	7.81
Average result	7.46	7.47	7.53
Worst result	7.05	6.97	7.01
Responses	3203	3054	3554

Compassionate leadership

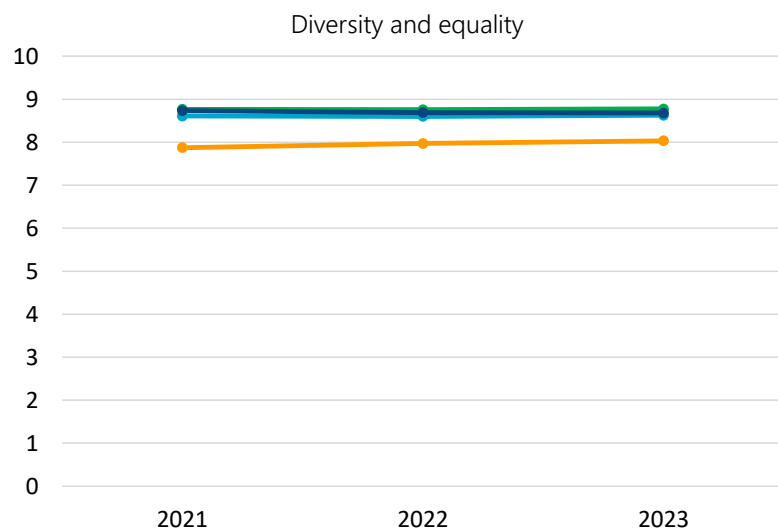


	2021	2022	2023
Your org	7.60	7.66	7.70
Best result	7.60	7.66	7.76
Average result	7.30	7.43	7.50
Worst result	6.87	6.98	7.14
Responses	3206	3059	3560

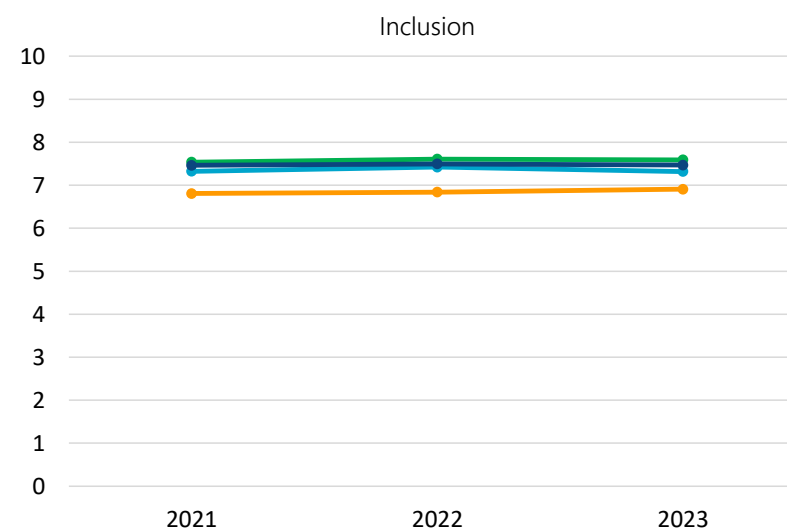
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Promise element 1: We are compassionate and inclusive (2)



	2021	2022	2023
Your org	8.73	8.69	8.68
Best result	8.77	8.76	8.77
Average result	8.61	8.60	8.63
Worst result	7.87	7.97	8.03
Responses	3201	3050	3561



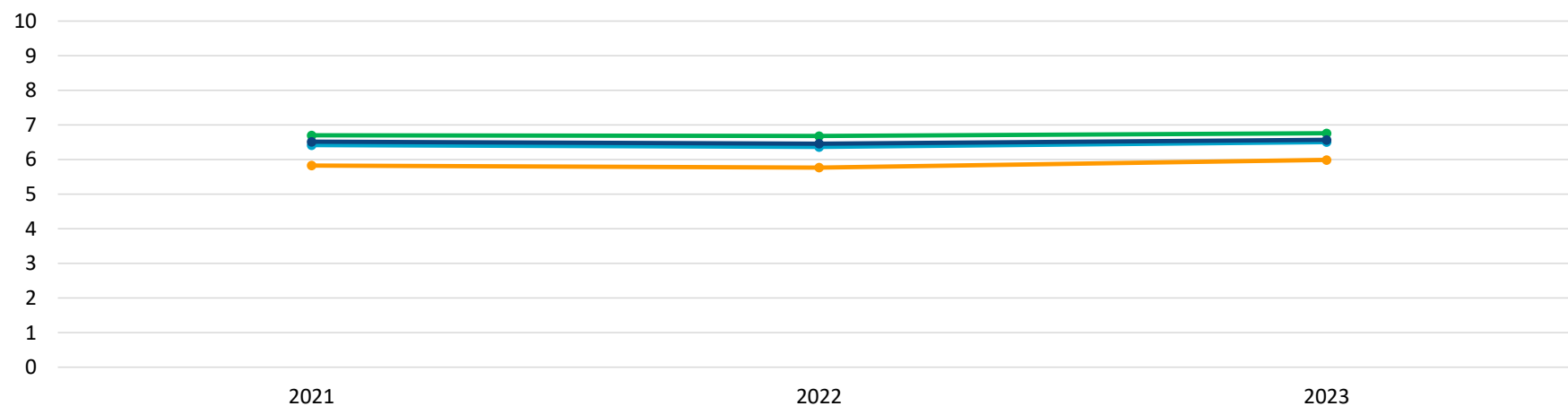
	2021	2022	2023
Your org	7.46	7.50	7.47
Best result	7.54	7.61	7.59
Average result	7.32	7.42	7.32
Worst result	6.81	6.84	6.91
Responses	3194	3054	3557

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



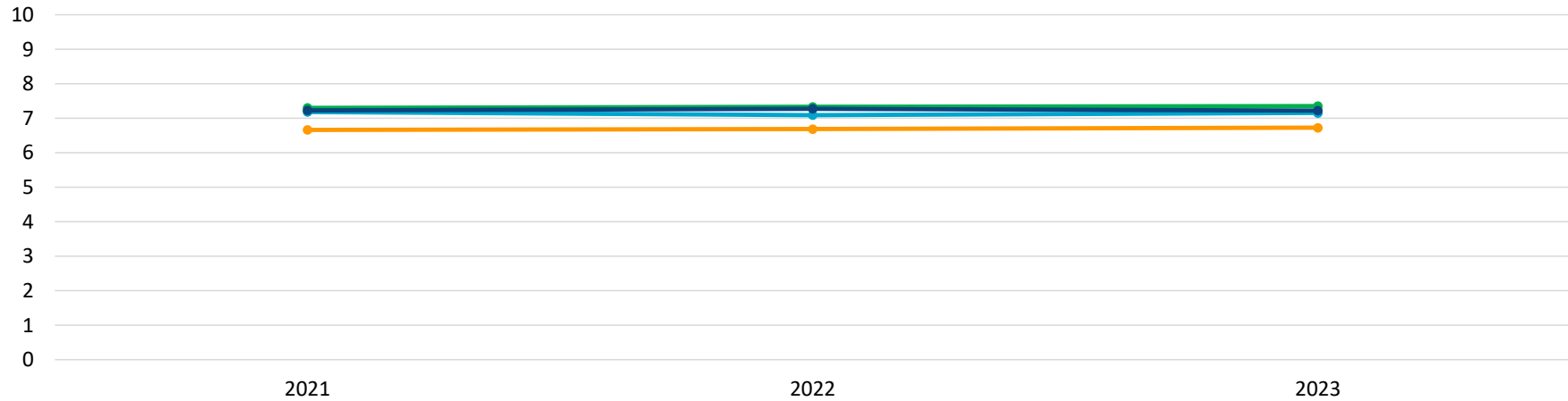
	2021	2022	2023
Your org	6.52	6.46	6.57
Best result	6.70	6.68	6.76
Average result	6.42	6.37	6.51
Worst result	5.83	5.77	5.99
Responses	3206	3058	3562

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts

We each have a voice that counts



	2021	2022	2023
Your org	7.23	7.28	7.23
Best result	7.30	7.33	7.36
Average result	7.18	7.09	7.15
Worst result	6.67	6.69	6.73
Responses	3174	3037	3541

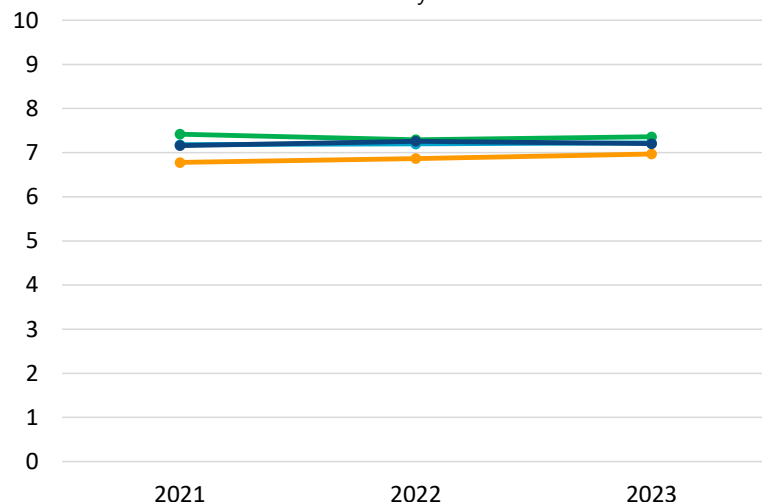
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



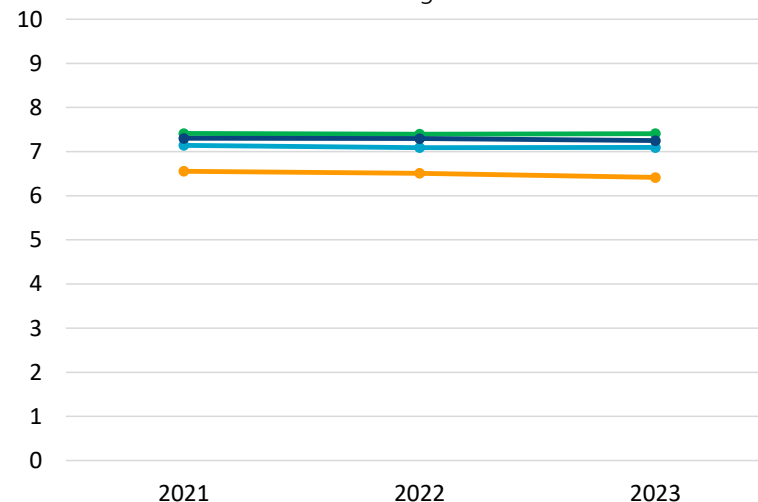
Promise element 3: We each have a voice that counts

Autonomy and control



	2021	2022	2023
Your org	7.16	7.26	7.20
Best result	7.42	7.29	7.36
Average result	7.18	7.20	7.22
Worst result	6.78	6.87	6.97
Responses	3204	3059	3566

Raising concerns



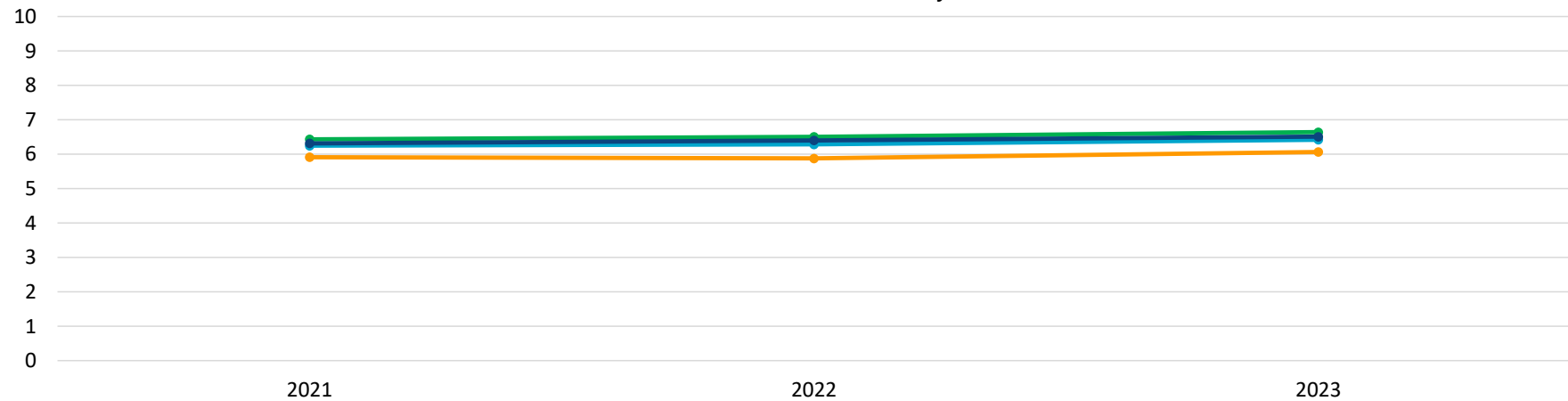
	2021	2022	2023
Your org	7.30	7.29	7.25
Best result	7.41	7.40	7.41
Average result	7.14	7.09	7.09
Worst result	6.56	6.51	6.42
Responses	3182	3042	3543

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy

We are safe and healthy



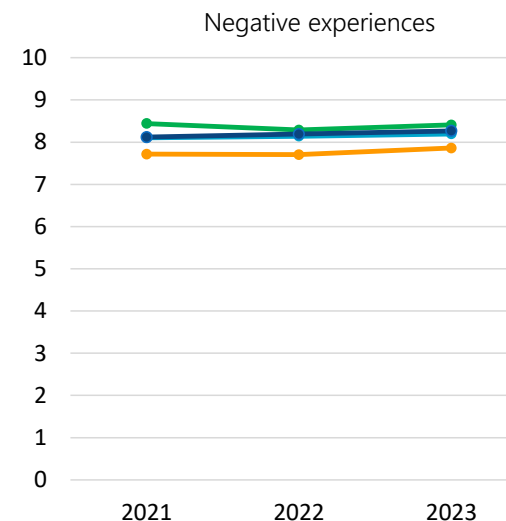
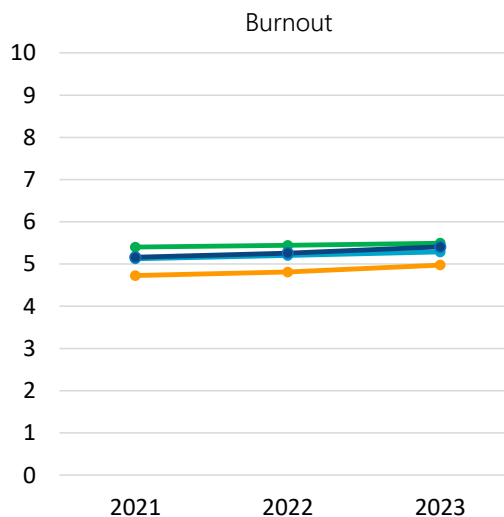
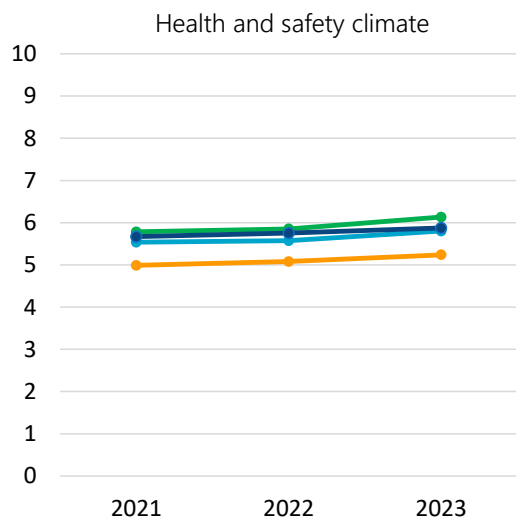
	2021	2022	2023
Your org	6.32	6.40	6.51
Best result	6.44	6.51	6.64
Average result	6.25	6.29	6.42
Worst result	5.92	5.88	6.07
Responses	3191	3041	3546

People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



	2021	2022	2023
Your org	5.67	5.75	5.87
Best result	5.78	5.85	6.13
Average result	5.54	5.57	5.80
Worst result	4.99	5.08	5.24
Responses	3203	3059	3565

	2021	2022	2023
Your org	5.16	5.26	5.41
Best result	5.40	5.44	5.49
Average result	5.12	5.20	5.29
Worst result	4.73	4.81	4.98
Responses	3208	3056	3563

	2021	2022	2023
Your org	8.12	8.19	8.26
Best result	8.44	8.29	8.41
Average result	8.10	8.14	8.19
Worst result	7.72	7.70	7.86
Responses	3202	3049	3551

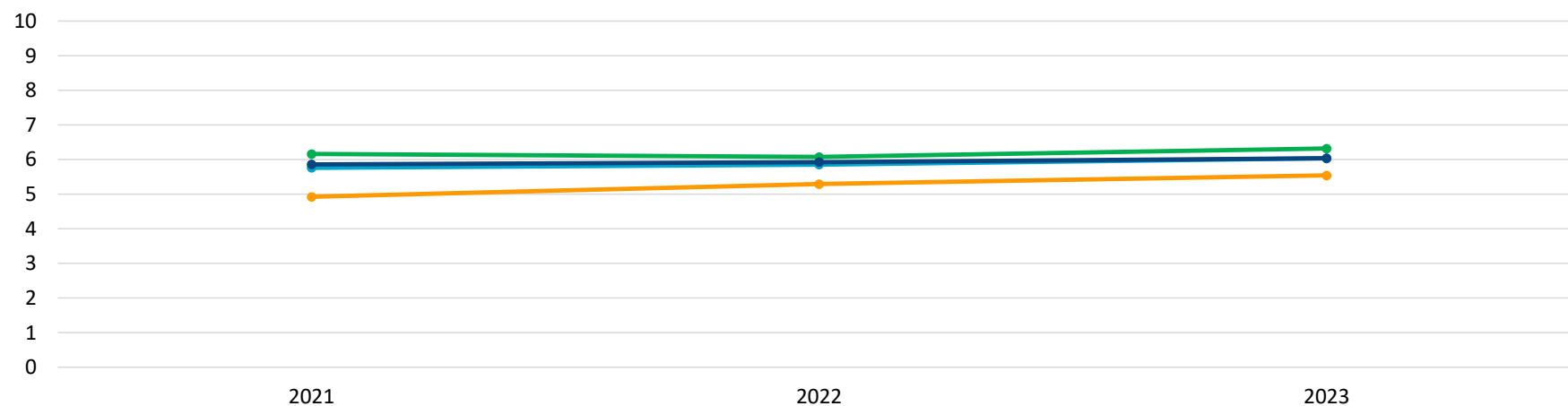
Kent Community Health NHS Foundation Trust Benchmark report

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 5: We are always learning

We are always learning



	2021	2022	2023
Your org	5.86	5.93	6.04
Best result	6.16	6.08	6.32
Average result	5.76	5.86	6.04
Worst result	4.93	5.29	5.54
Responses	3089	2970	3413

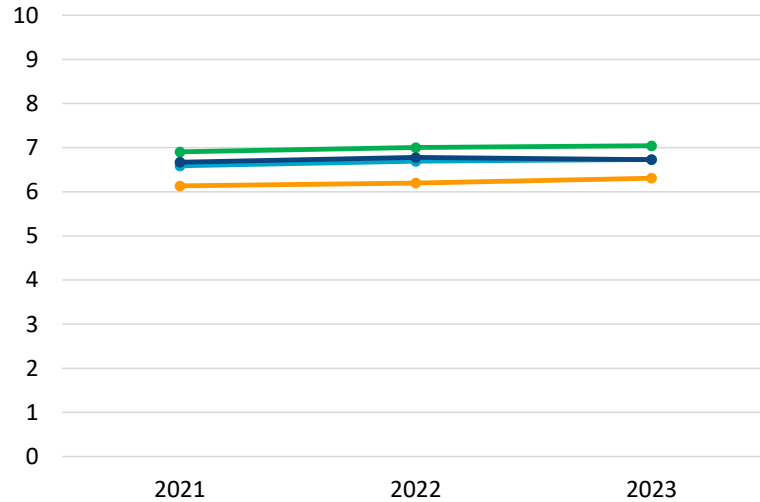
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



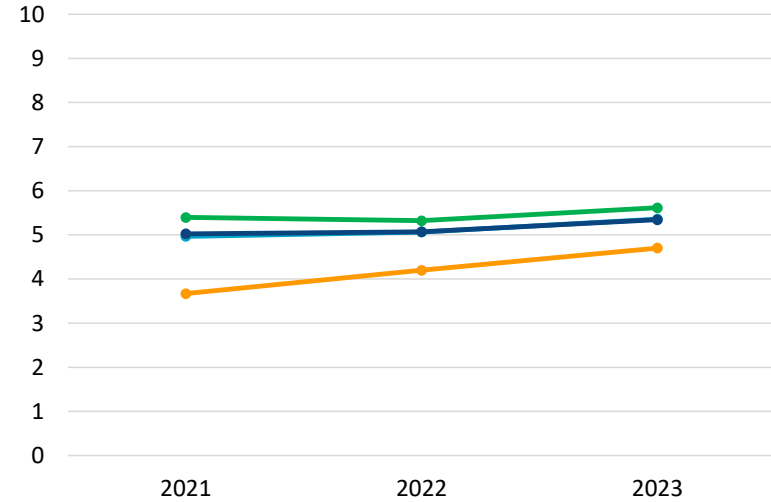
Promise element 5: We are always learning

Development



	2021	2022	2023
Your org	6.67	6.78	6.73
Best result	6.90	7.00	7.04
Average result	6.59	6.69	6.73
Worst result	6.13	6.20	6.31
Responses	3196	3054	3559

Appraisals



	2021	2022	2023
Your org	5.02	5.07	5.34
Best result	5.40	5.32	5.61
Average result	4.97	5.06	5.36
Worst result	3.67	4.20	4.70
Responses	3099	2974	3415

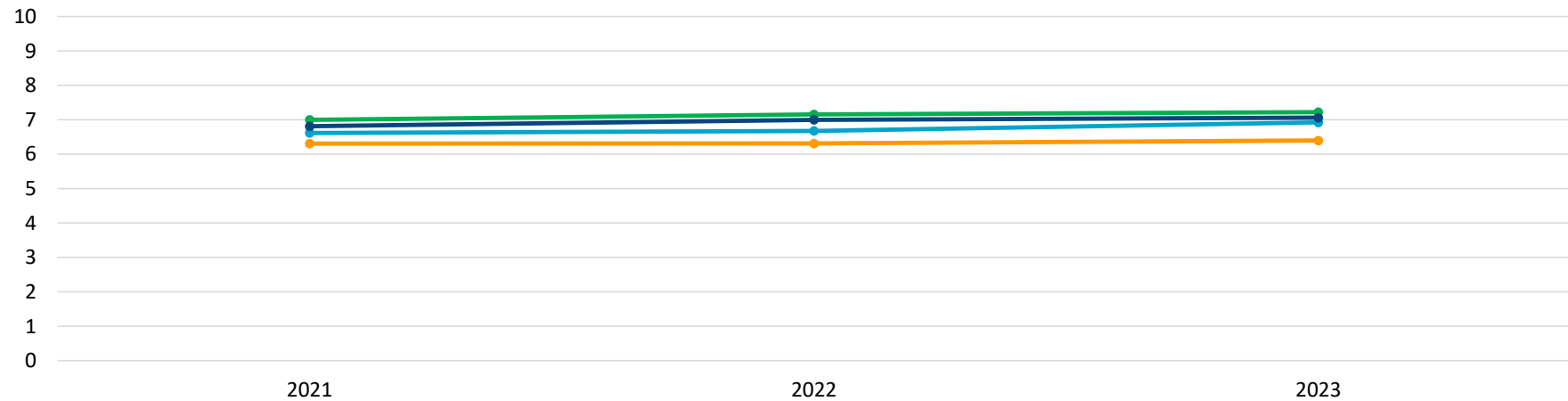
People Promise elements and themes: Trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly

We work flexibly



	2021	2022	2023
Your org	6.81	7.00	7.06
Best result	7.00	7.16	7.22
Average result	6.62	6.68	6.93
Worst result	6.31	6.31	6.40
Responses	3188	3041	3545

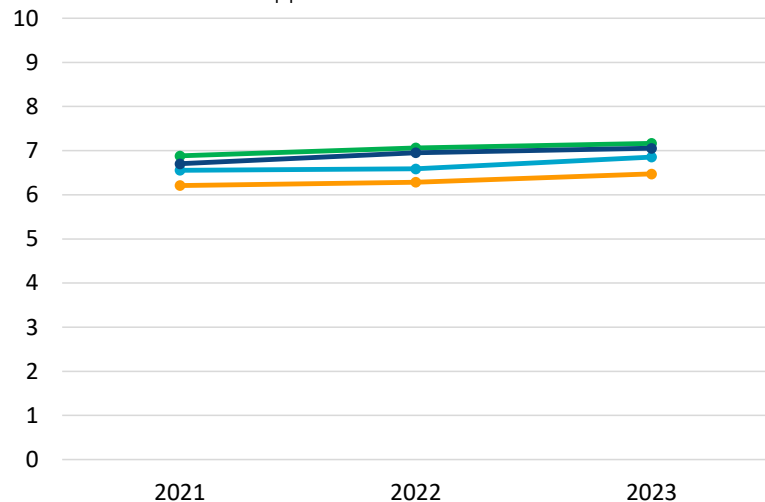
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



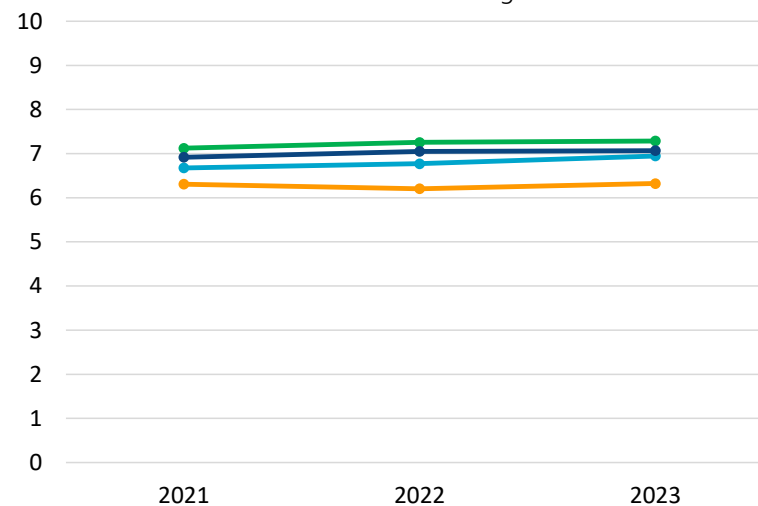
Promise element 6: We work flexibly

Support for work-life balance



	2021	2022	2023
Your org	6.70	6.95	7.05
Best result	6.88	7.06	7.17
Average result	6.56	6.59	6.86
Worst result	6.21	6.28	6.47
Responses	3202	3058	3561

Flexible working



	2021	2022	2023
Your org	6.92	7.05	7.07
Best result	7.12	7.26	7.29
Average result	6.68	6.77	6.95
Worst result	6.31	6.21	6.32
Responses	3195	3046	3550

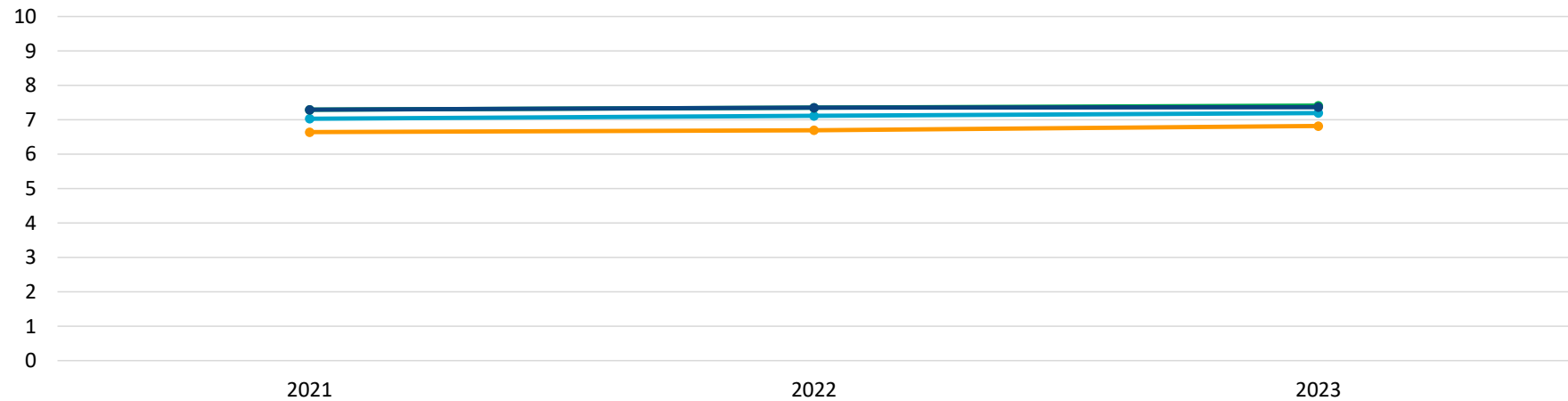
People Promise elements and themes: Trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 7: We are a team

We are a team



	2021	2022	2023
Your org	7.29	7.35	7.37
Best result	7.29	7.35	7.41
Average result	7.03	7.12	7.20
Worst result	6.64	6.70	6.82
Responses	3199	3055	3558

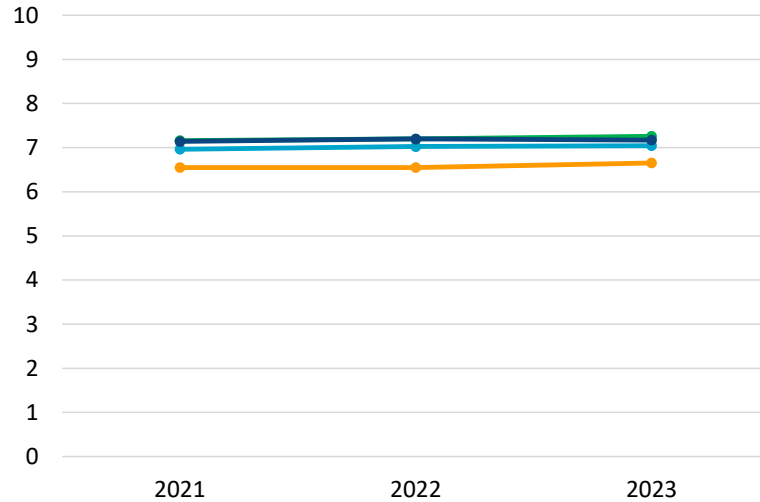
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

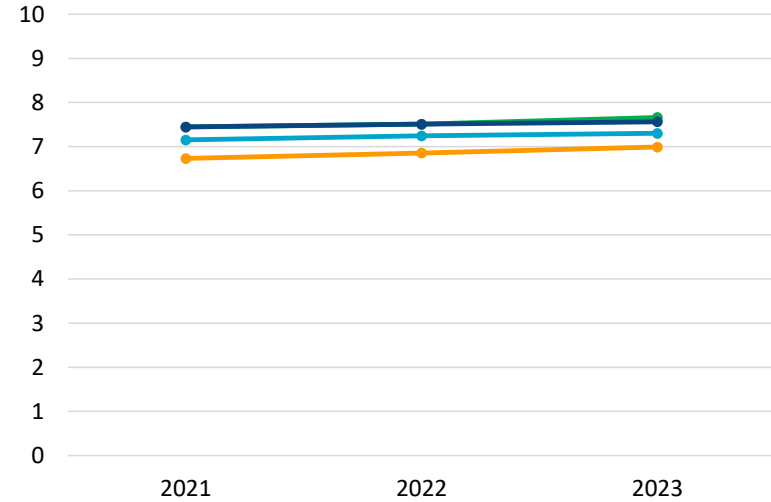


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023
Your org	7.14	7.20	7.17
Best result	7.16	7.20	7.26
Average result	6.96	7.02	7.05
Worst result	6.55	6.55	6.65
Responses	3204	3058	3562

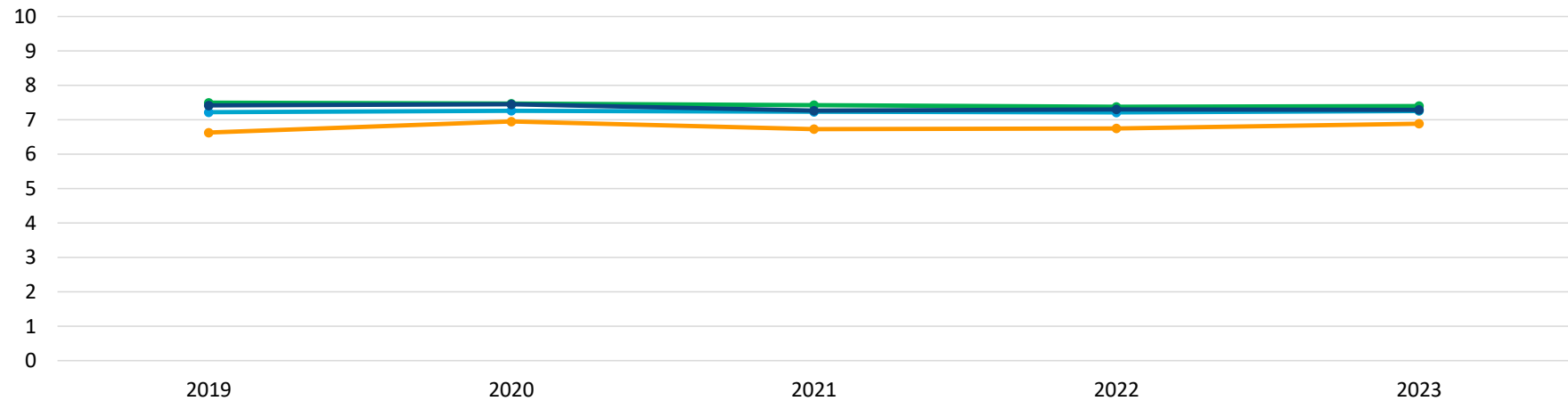
	2021	2022	2023
Your org	7.44	7.51	7.56
Best result	7.44	7.51	7.66
Average result	7.15	7.24	7.30
Worst result	6.73	6.85	6.99
Responses	3206	3059	3562

People Promise elements and themes: Trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement

Staff Engagement

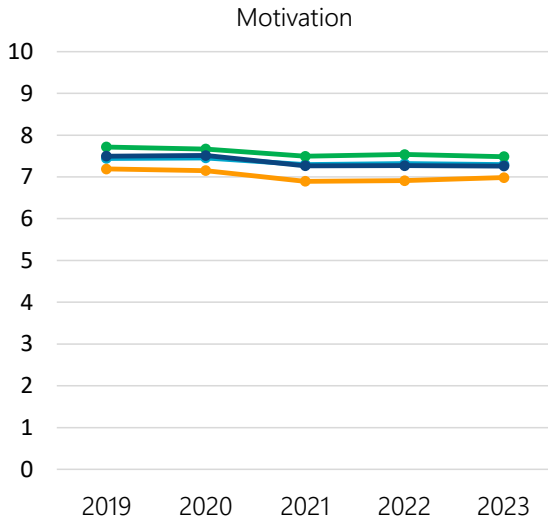


	2019	2020	2021	2022	2023
Your org	7.42	7.45	7.27	7.30	7.29
Best result	7.50	7.47	7.43	7.38	7.40
Average result	7.22	7.27	7.23	7.21	7.26
Worst result	6.63	6.95	6.73	6.75	6.89
Responses	2734	3099	3208	3063	3567

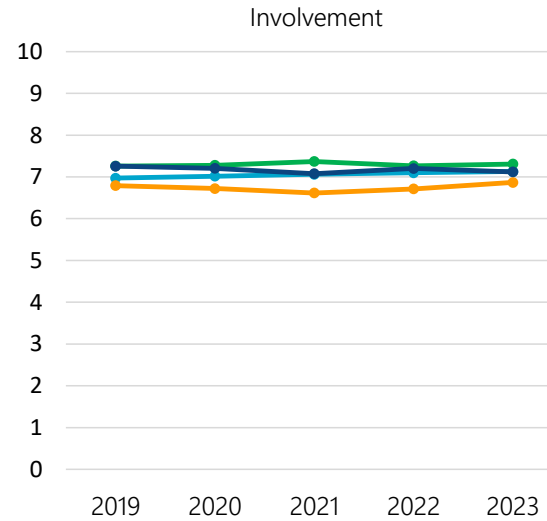
People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

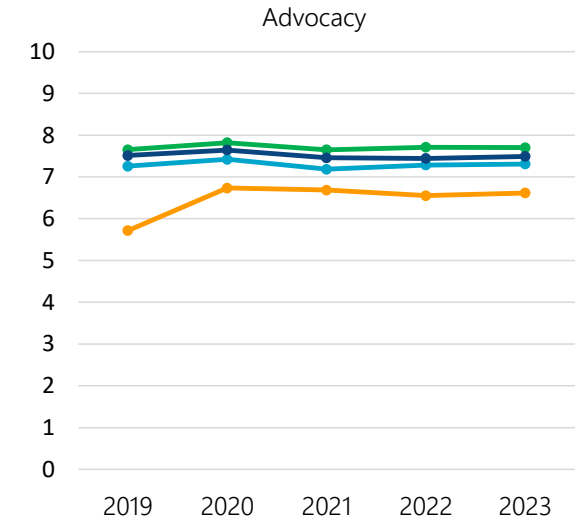
Theme: Staff Engagement



	2019	2020	2021	2022	2023
Your org	7.50	7.51	7.27	7.27	7.26
Best result	7.72	7.67	7.49	7.54	7.48
Average result	7.44	7.46	7.29	7.32	7.30
Worst result	7.19	7.15	6.90	6.91	6.98
Responses	2703	3087	3177	3034	3538



	2019	2020	2021	2022	2023
Your org	7.26	7.20	7.08	7.20	7.12
Best result	7.26	7.28	7.37	7.27	7.31
Average result	6.97	7.02	7.06	7.10	7.13
Worst result	6.79	6.72	6.62	6.71	6.87
Responses	2734	3099	3204	3060	3567



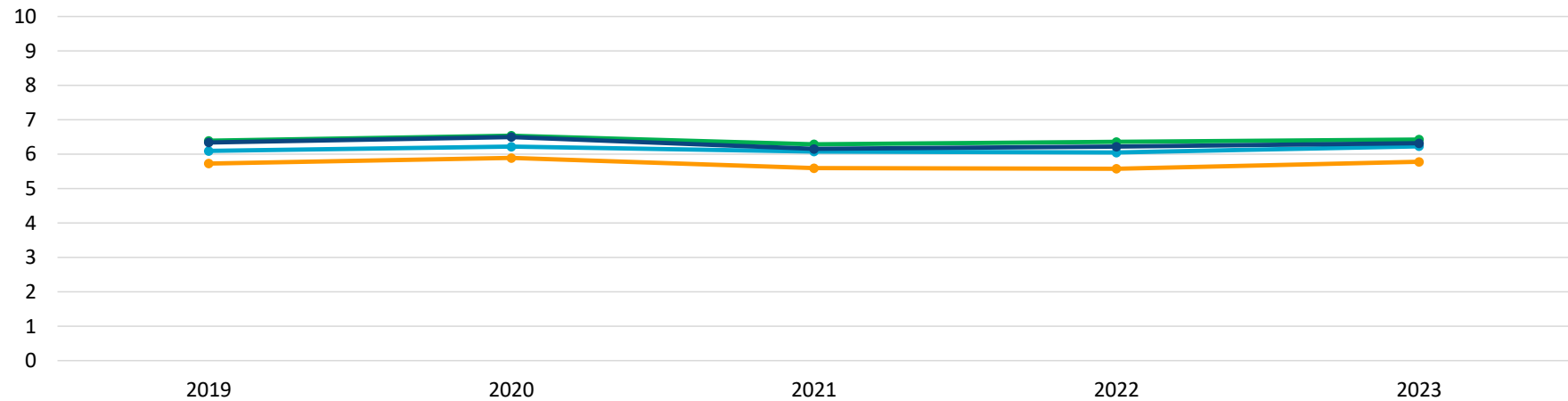
	2019	2020	2021	2022	2023
Your org	7.51	7.64	7.46	7.44	7.49
Best result	7.65	7.82	7.65	7.71	7.70
Average result	7.26	7.42	7.18	7.29	7.31
Worst result	5.71	6.73	6.68	6.55	6.62
Responses	2703	3085	3203	3054	3555

People Promise elements and themes: Trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale

Morale

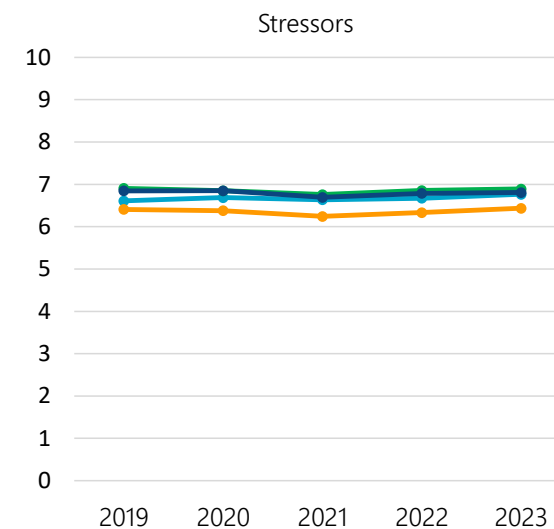
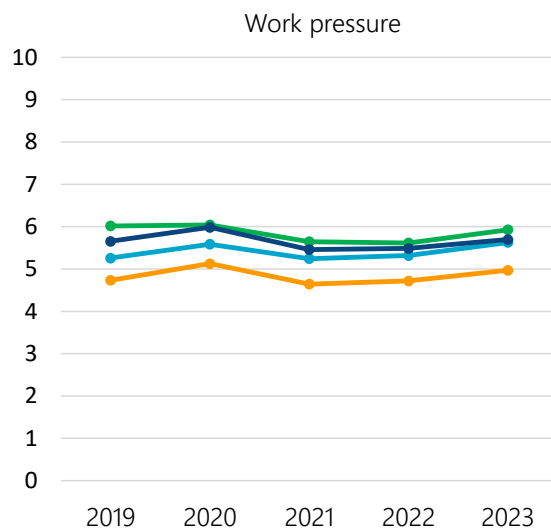
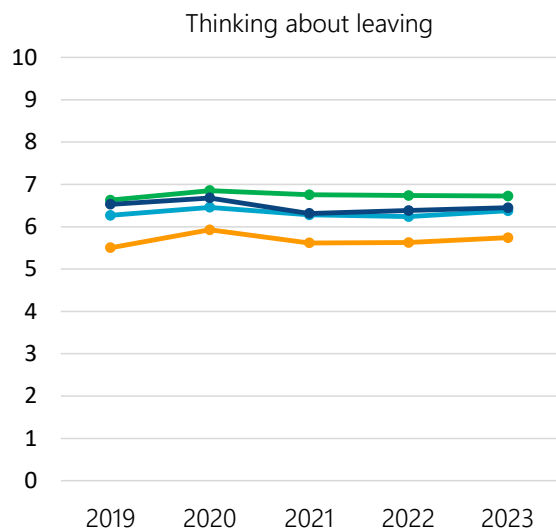


	2019	2020	2021	2022	2023
Your org	6.34	6.50	6.16	6.22	6.32
Best result	6.39	6.54	6.29	6.36	6.43
Average result	6.10	6.22	6.08	6.05	6.23
Worst result	5.73	5.89	5.59	5.58	5.78
Responses	2732	3100	3208	3061	3565

People Promise elements, themes and sub-scores: Sub-score trends

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Morale



	2019	2020	2021	2022	2023
Your org	6.53	6.68	6.31	6.38	6.45
Best result	6.63	6.85	6.75	6.74	6.73
Average result	6.27	6.46	6.28	6.24	6.38
Worst result	5.50	5.93	5.62	5.63	5.74
Responses	2710	3095	3202	3051	3558

	2019	2020	2021	2022	2023
Your org	5.66	5.99	5.46	5.49	5.70
Best result	6.02	6.04	5.65	5.61	5.93
Average result	5.26	5.59	5.24	5.32	5.63
Worst result	4.73	5.13	4.64	4.72	4.97
Responses	2731	3098	3202	3059	3565

	2019	2020	2021	2022	2023
Your org	6.85	6.85	6.69	6.79	6.81
Best result	6.91	6.85	6.76	6.86	6.89
Average result	6.61	6.69	6.64	6.67	6.77
Worst result	6.41	6.38	6.24	6.33	6.44
Responses	2731	3084	3202	3051	3563

Kent Community Health NHS Foundation Trust Benchmark report

People Promise element – We are compassionate and inclusive



Questions included:

Compassionate culture – Q6a, Q25a, Q25b, Q25c, Q25d

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

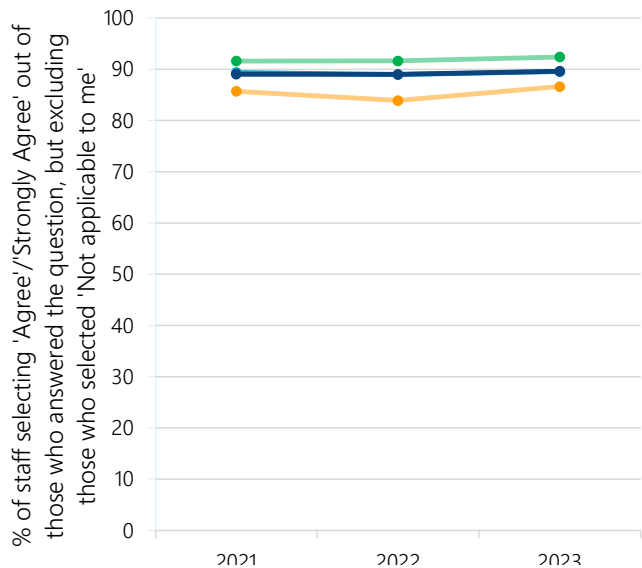
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

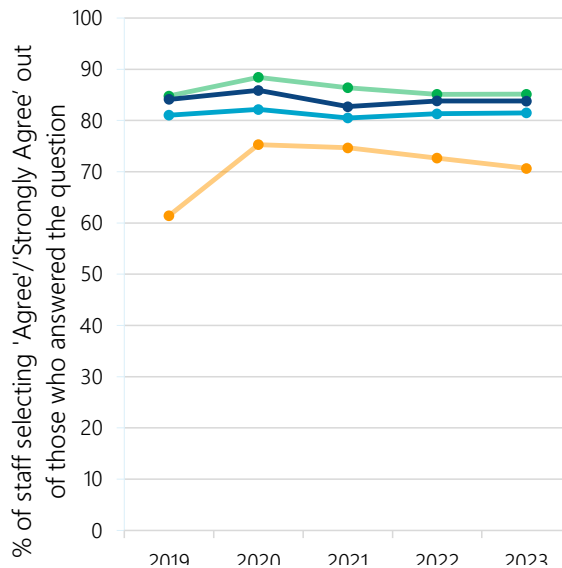


Q6a I feel that my role makes a difference to patients / service users.



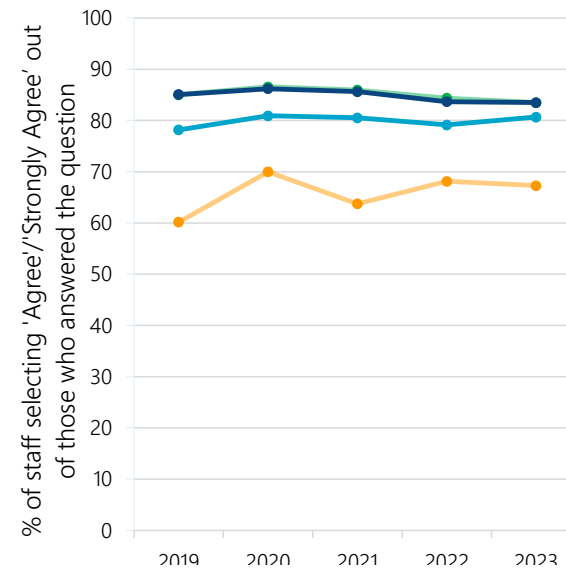
	2021	2022	2023
Your org	89.02%	89.00%	89.64%
Best result	91.62%	91.64%	92.41%
Average result	89.38%	88.98%	89.56%
Worst result	85.72%	83.90%	86.64%
Responses	3094	2977	3457

Q25a Care of patients / service users is my organisation's top priority.



	2019	2020	2021	2022	2023
Your org	84.11%	85.89%	82.70%	83.83%	83.80%
Best result	84.78%	88.44%	86.39%	85.10%	85.13%
Average result	81.05%	82.16%	80.51%	81.33%	81.50%
Worst result	61.44%	75.30%	74.67%	72.66%	70.67%
Responses	2702	3084	3201	3052	3546

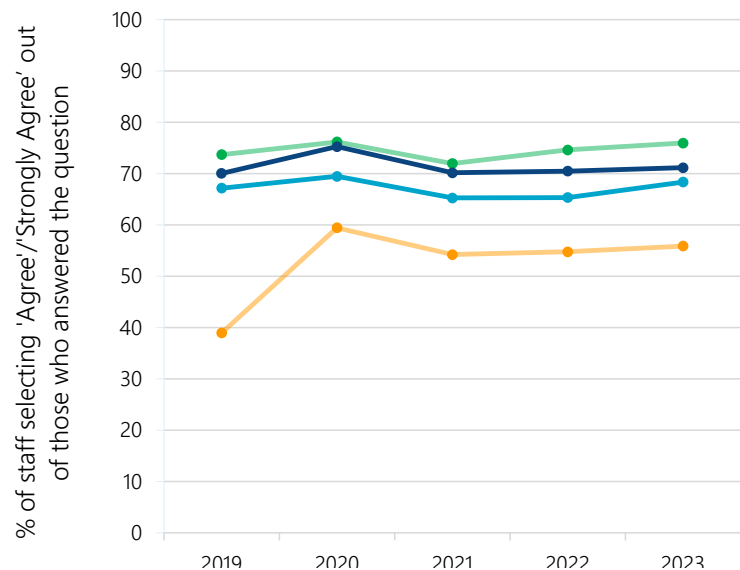
Q25b My organisation acts on concerns raised by patients / service users.



	2019	2020	2021	2022	2023
Your org	85.04%	86.21%	85.63%	83.67%	83.51%
Best result	85.04%	86.59%	85.96%	84.37%	83.51%
Average result	78.17%	80.92%	80.53%	79.15%	80.68%
Worst result	60.17%	69.98%	63.74%	68.13%	67.29%
Responses	2701	3078	3193	3049	3550

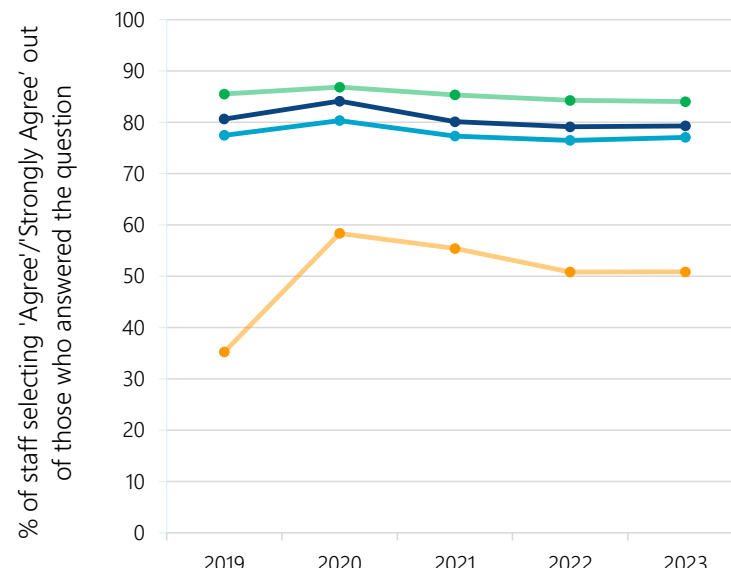


Q25c I would recommend my organisation as a place to work.



	2019	2020	2021	2022	2023
Your org	70.04%	75.27%	70.18%	70.50%	71.16%
Best result	73.71%	76.19%	71.98%	74.63%	75.97%
Average result	67.17%	69.48%	65.26%	65.35%	68.36%
Worst result	38.94%	59.44%	54.23%	54.77%	55.88%
Responses	2702	3085	3199	3052	3552

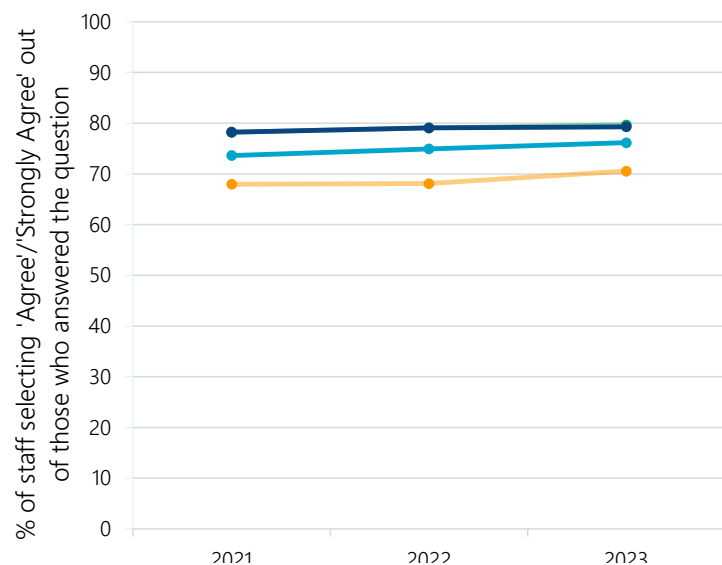
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2019	2020	2021	2022	2023
Your org	80.66%	84.13%	80.12%	79.14%	79.32%
Best result	85.51%	86.85%	85.36%	84.28%	84.05%
Average result	77.48%	80.35%	77.34%	76.49%	77.09%
Worst result	35.24%	58.37%	55.41%	50.84%	50.86%
Responses	2699	3080	3198	3051	3550

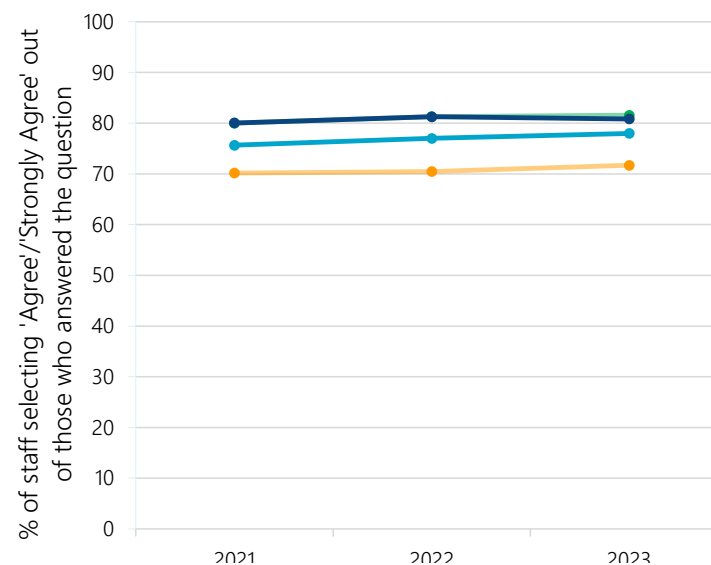


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023
Your org	78.21%	79.07%	79.28%
Best result	78.21%	79.07%	79.65%
Average result	73.63%	74.93%	76.16%
Worst result	67.96%	68.09%	70.53%
Responses	3196	3052	3552

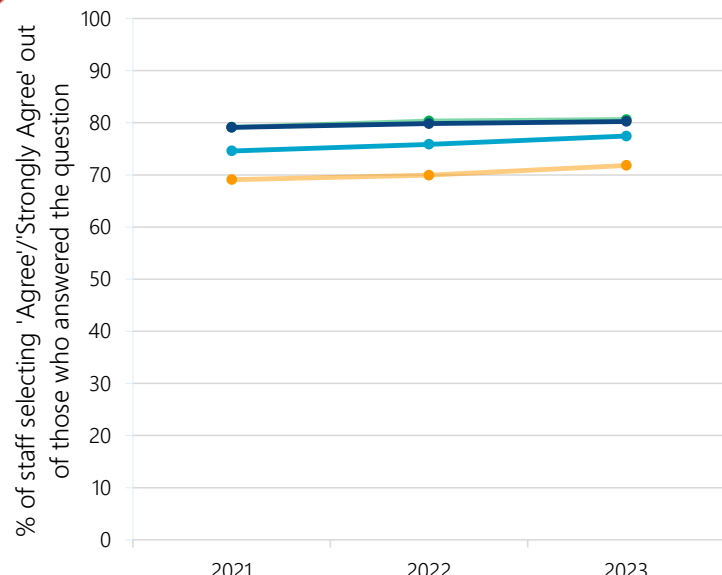
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023
Your org	80.01%	81.26%	80.83%
Best result	80.01%	81.26%	81.58%
Average result	75.65%	77.01%	77.97%
Worst result	70.17%	70.46%	71.70%
Responses	3202	3053	3556

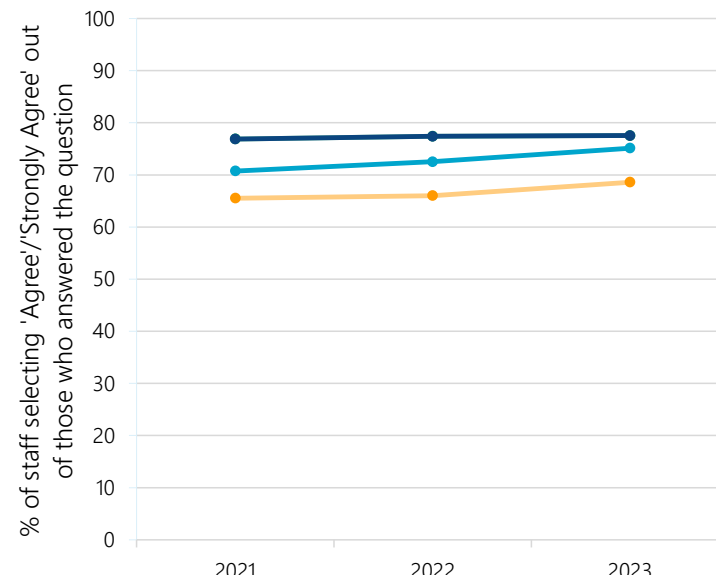


Q9h My immediate manager cares about my concerns.



	2021	2022	2023
Your org	79.14%	79.84%	80.25%
Best result	79.14%	80.32%	80.61%
Average result	74.61%	75.87%	77.44%
Worst result	69.09%	69.94%	71.82%
Responses	3197	3051	3556

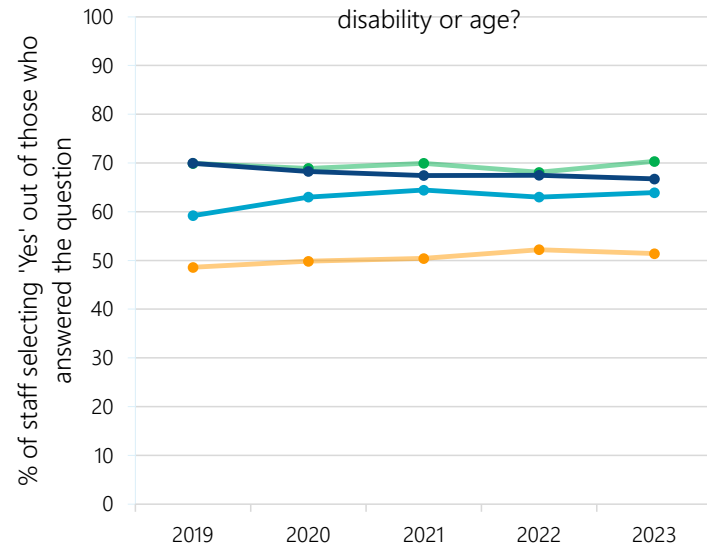
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023
Your org	76.89%	77.41%	77.54%
Best result	76.89%	77.41%	77.54%
Average result	70.75%	72.53%	75.14%
Worst result	65.52%	66.03%	68.59%
Responses	3202	3055	3558

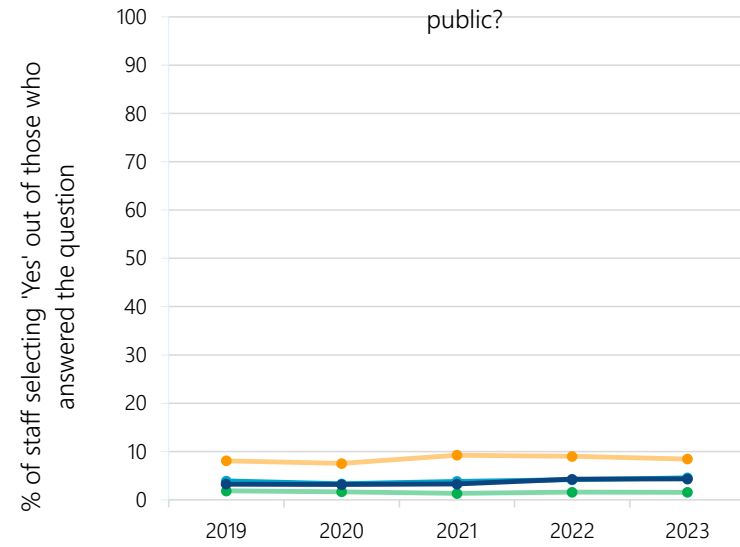


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2019	2020	2021	2022	2023
Your org	69.90%	68.28%	67.44%	67.50%	66.72%
Best result	69.90%	68.90%	69.95%	68.08%	70.32%
Average result	59.20%	63.01%	64.43%	62.99%	63.93%
Worst result	48.58%	49.83%	50.42%	52.22%	51.39%
Responses	2719	3089	3189	3038	3545

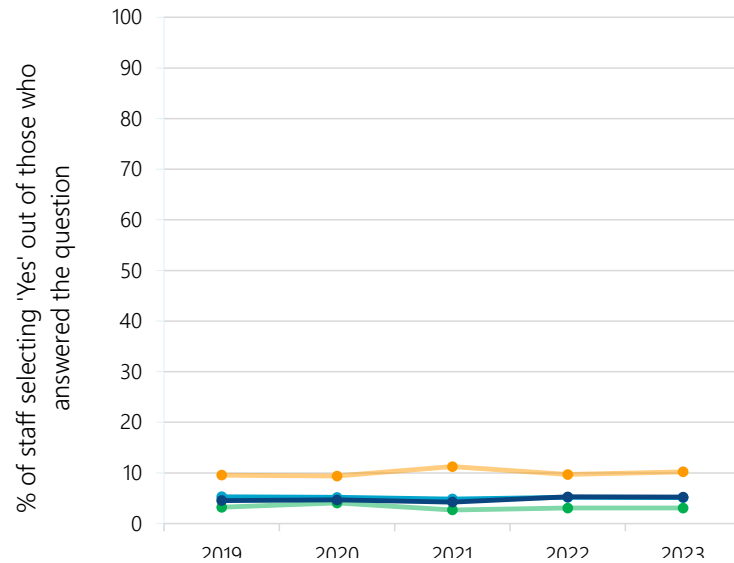
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2019	2020	2021	2022	2023
Your org	3.23%	3.18%	3.28%	4.27%	4.33%
Best result	1.86%	1.67%	1.32%	1.59%	1.57%
Average result	3.92%	3.33%	3.83%	4.18%	4.57%
Worst result	8.09%	7.52%	9.24%	9.00%	8.45%
Responses	2721	3080	3195	3046	3553

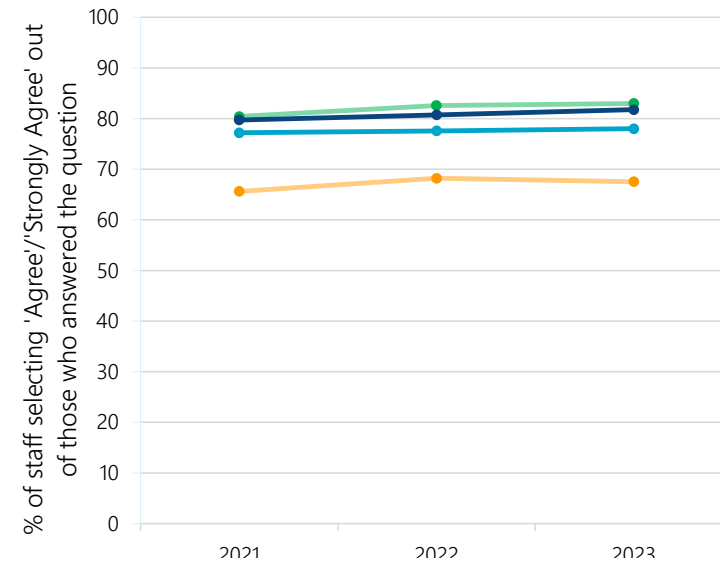


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2019	2020	2021	2022	2023
Your org	4.52%	4.68%	4.24%	5.28%	5.22%
Best result	3.21%	4.08%	2.68%	3.06%	3.07%
Average result	5.30%	5.19%	4.84%	5.19%	5.13%
Worst result	9.56%	9.38%	11.24%	9.70%	10.22%
Responses	2714	3060	3179	3032	3542

Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).

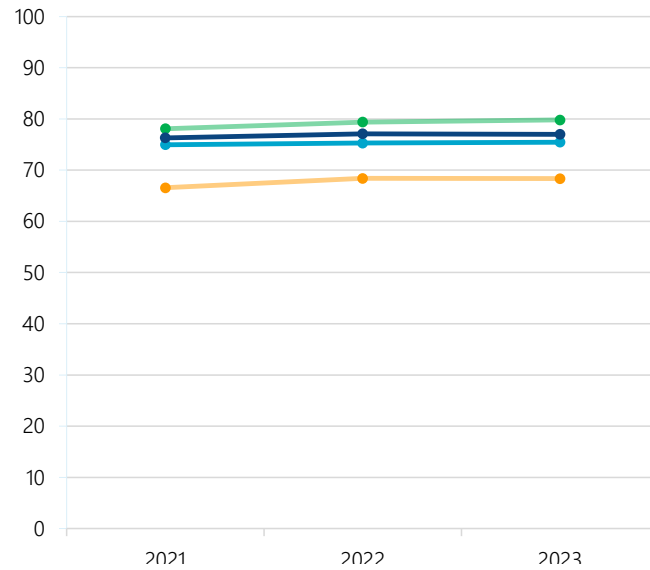


	2021	2022	2023
Your org	79.70%	80.74%	81.77%
Best result	80.42%	82.59%	83.00%
Average result	77.20%	77.58%	78.01%
Worst result	65.62%	68.21%	67.54%
Responses	3200	3055	3560



Q7h I feel valued by my team.

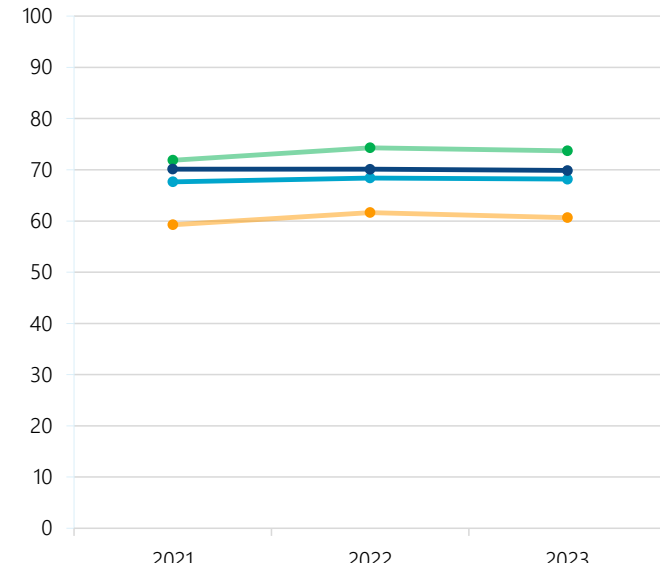
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	76.31%	77.09%	76.99%
Best result	78.10%	79.35%	79.80%
Average result	74.95%	75.29%	75.45%
Worst result	66.55%	68.38%	68.33%
Responses	3199	3053	3560

Q7i I feel a strong personal attachment to my team.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question

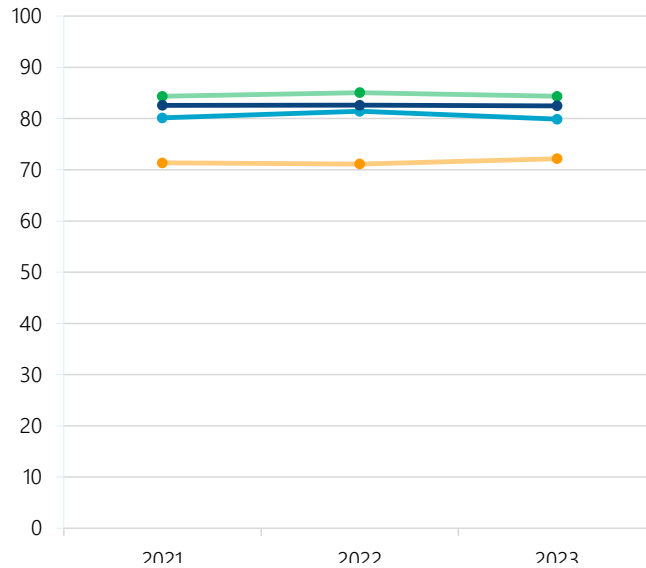


	2021	2022	2023
Your org	70.11%	70.11%	69.88%
Best result	71.88%	74.30%	73.72%
Average result	67.67%	68.40%	68.19%
Worst result	59.29%	61.65%	60.67%
Responses	3187	3048	3555



Q8b The people I work with are understanding and kind to one another.

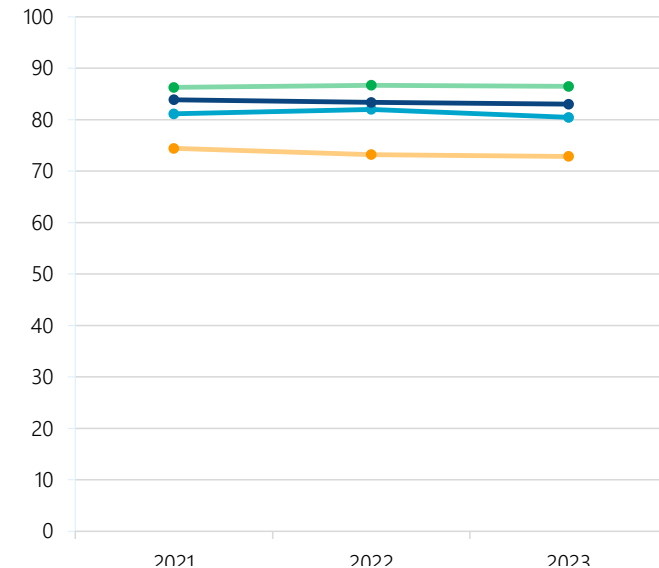
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	82.59%	82.62%	82.49%
Best result	84.35%	85.07%	84.35%
Average result	80.13%	81.43%	79.90%
Worst result	71.36%	71.13%	72.18%
Responses	3197	3054	3561

Q8c The people I work with are polite and treat each other with respect.

% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023
Your org	83.89%	83.36%	83.01%
Best result	86.26%	86.68%	86.47%
Average result	81.12%	81.99%	80.44%
Worst result	74.42%	73.21%	72.86%
Responses	3186	3056	3559

People Promise element – We are recognised and rewarded



Questions included:
Q4a, Q4b, Q4c, Q8d, Q9e

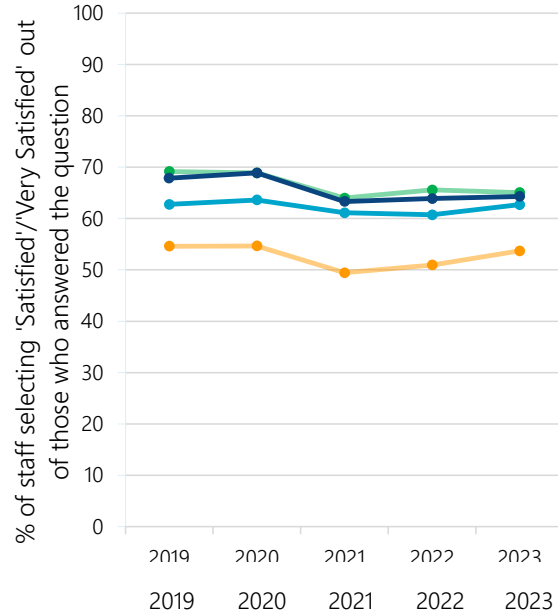
Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



People Promise elements and theme results – We are recognised and rewarded

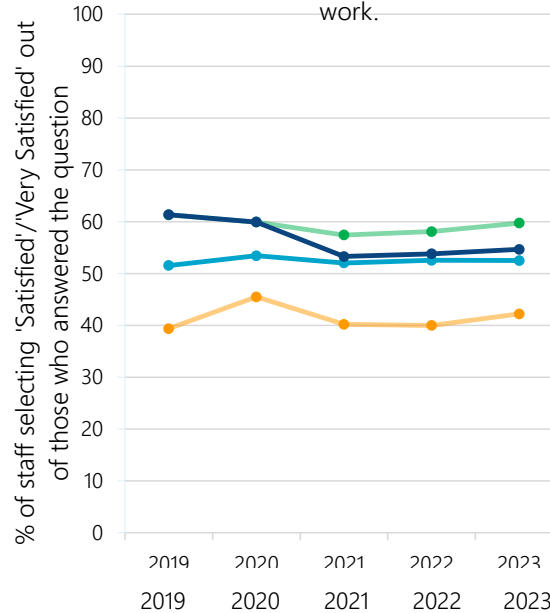


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



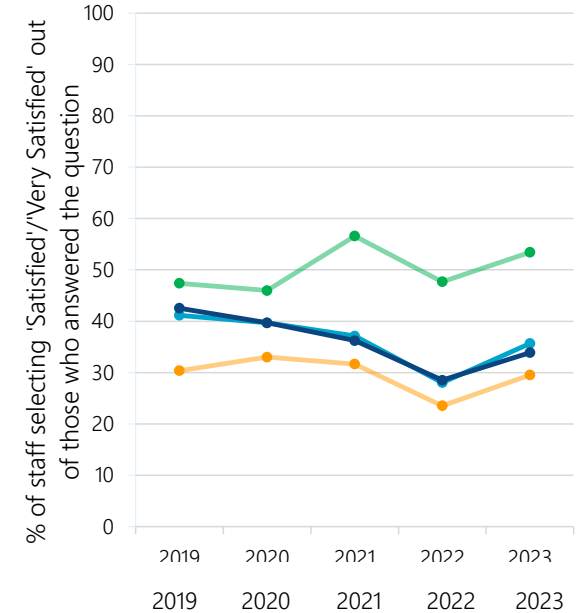
	2019	2020	2021	2022	2023
Your org	67.87%	68.87%	63.31%	63.87%	64.30%
Best result	69.16%	68.87%	63.99%	65.57%	65.04%
Average result	62.75%	63.61%	61.11%	60.71%	62.69%
Worst result	54.61%	54.67%	49.44%	50.94%	53.69%
Responses	2723	3095	3206	3057	3563

Q4b How satisfied are you with each of the following aspects of your job? The extent to which my organisation values my work.



	2019	2020	2021	2022	2023
Your org	61.32%	59.91%	53.29%	53.80%	54.66%
Best result	61.32%	59.91%	57.41%	58.09%	59.72%
Average result	51.55%	53.44%	52.04%	52.55%	52.50%
Worst result	39.36%	45.48%	40.19%	39.96%	42.21%
Responses	2727	3078	3199	3049	3555

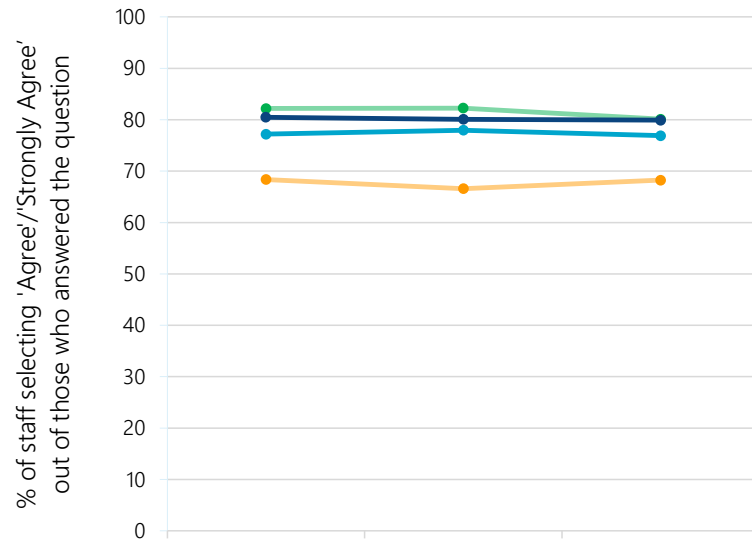
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2019	2020	2021	2022	2023
Your org	42.52%	39.69%	36.23%	28.51%	33.89%
Best result	47.39%	45.98%	56.58%	47.69%	53.41%
Average result	41.16%	39.69%	37.12%	28.03%	35.67%
Worst result	30.36%	33.01%	31.65%	23.53%	29.52%
Responses	2724	3086	3198	3054	3557

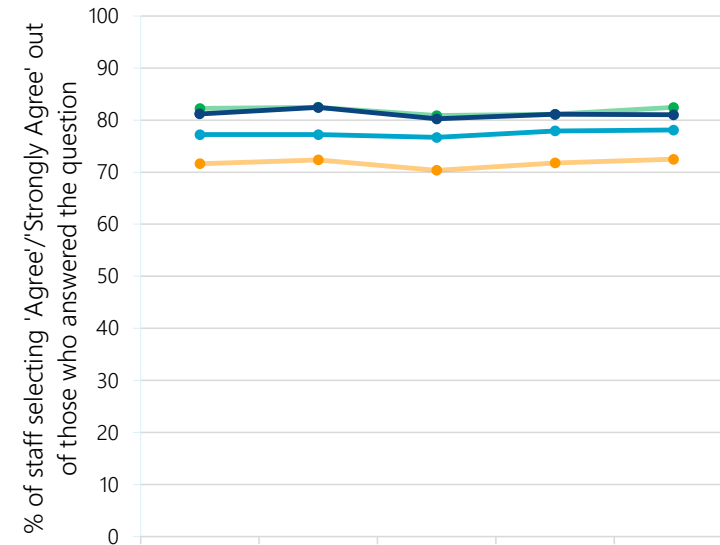


Q8d The people I work with show appreciation to one another.



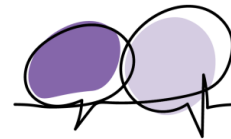
	2021	2022	2023
Your org	80.46%	80.10%	79.91%
Best result	82.20%	82.24%	80.12%
Average result	77.20%	77.97%	76.90%
Worst result	68.38%	66.59%	68.23%
Responses	3190	3049	3560

Q9e My immediate manager values my work.



	2019	2020	2021	2022	2023
Your org	81.18%	82.43%	80.23%	81.11%	81.02%
Best result	82.24%	82.43%	80.87%	81.11%	82.43%
Average result	77.20%	77.20%	76.67%	77.91%	78.09%
Worst result	71.62%	72.34%	70.35%	71.77%	72.47%
Responses	2723	3083	3197	3053	3558

People Promise element – We each have a voice that counts



Questions included:

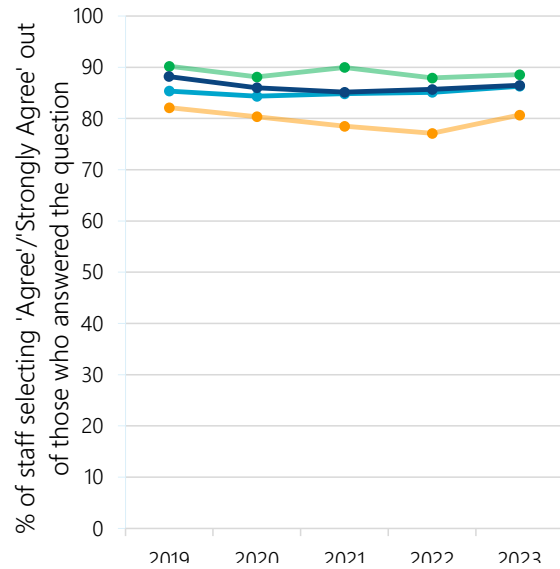
Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

Raising concerns – Q20a, Q20b, Q25e, Q25f

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

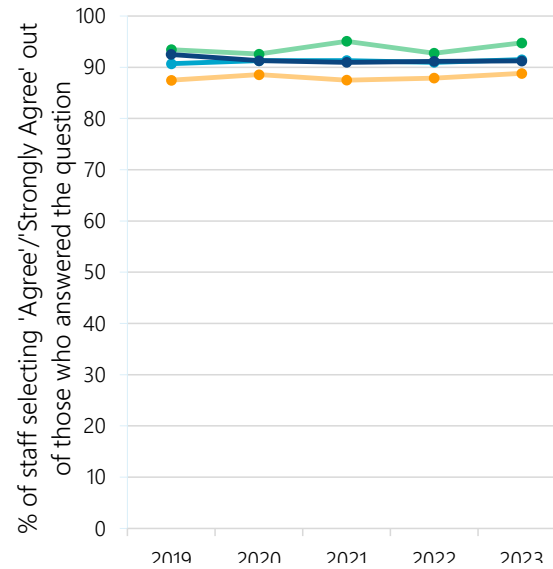


Q3a I always know what my work responsibilities are.



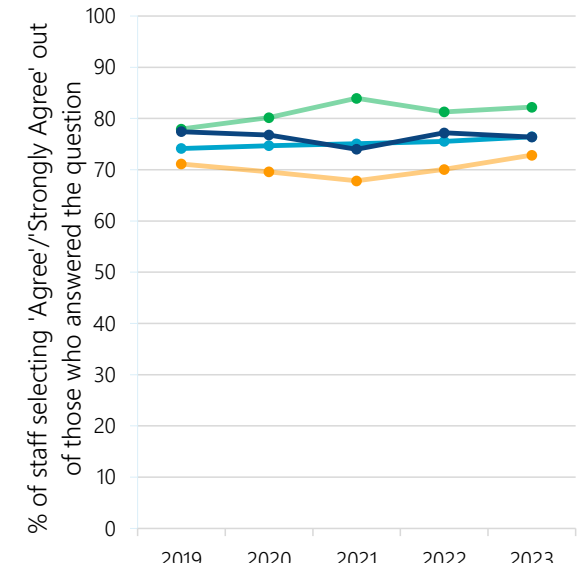
	2019	2020	2021	2022	2023
Your org	88.16%	86.00%	85.14%	85.67%	86.46%
Best result	90.19%	88.11%	89.96%	87.92%	88.55%
Average result	85.36%	84.35%	84.84%	85.11%	86.31%
Worst result	82.12%	80.35%	78.48%	77.11%	80.67%
Responses	2731	3074	3204	3060	3566

Q3b I am trusted to do my job.



	2019	2020	2021	2022	2023
Your org	92.49%	91.29%	90.96%	91.15%	91.23%
Best result	93.45%	92.57%	95.09%	92.74%	94.75%
Average result	90.68%	91.29%	91.32%	90.96%	91.50%
Worst result	87.47%	88.56%	87.49%	87.89%	88.81%
Responses	2723	3067	3202	3053	3566

Q3c There are frequent opportunities for me to show initiative in my role.

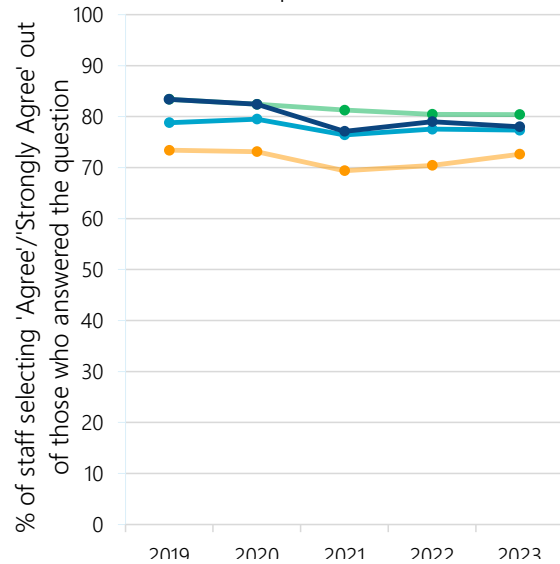


	2019	2020	2021	2022	2023
Your org	77.41%	76.79%	74.01%	77.20%	76.39%
Best result	77.96%	80.17%	83.95%	81.29%	82.22%
Average result	74.14%	74.71%	75.08%	75.55%	76.42%
Worst result	71.12%	69.59%	67.84%	70.07%	72.83%
Responses	2733	3099	3200	3052	3561

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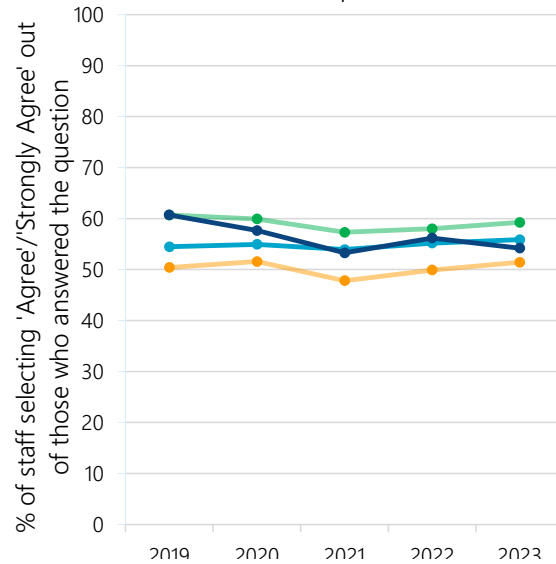


Q3d I am able to make suggestions to improve the work of my team / department.



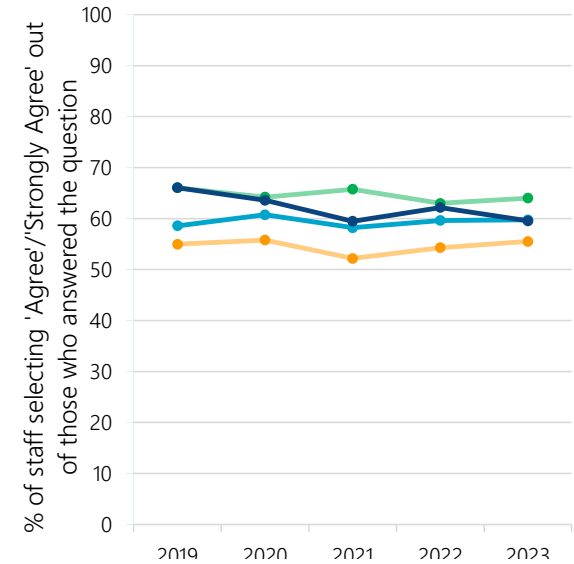
	2019	2020	2021	2022	2023
Your org	83.38%	82.43%	77.11%	79.02%	78.01%
Best result	83.38%	82.43%	81.27%	80.44%	80.41%
Average result	78.80%	79.50%	76.42%	77.54%	77.35%
Worst result	73.39%	73.11%	69.39%	70.44%	72.63%
Responses	2732	3093	3187	3052	3566

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



	2019	2020	2021	2022	2023
Your org	60.70%	57.66%	53.27%	56.17%	54.19%
Best result	60.70%	59.93%	57.29%	58.01%	59.24%
Average result	54.48%	54.94%	53.91%	55.19%	55.86%
Worst result	50.40%	51.57%	47.81%	49.89%	51.42%
Responses	2724	3090	3194	3053	3559

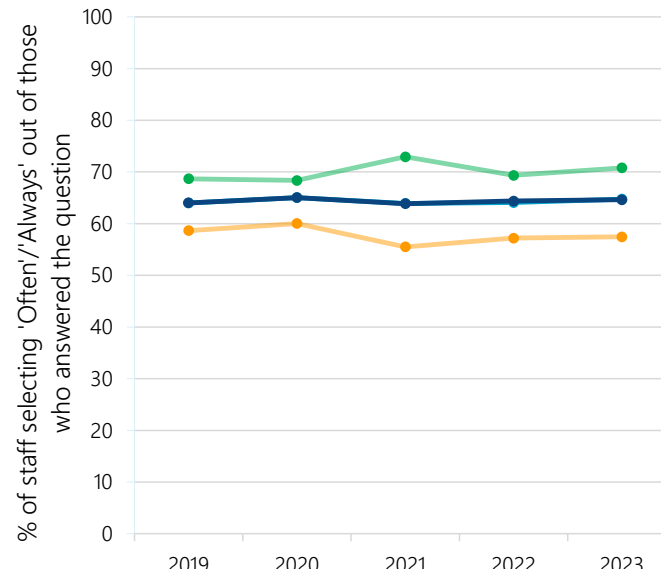
Q3f I am able to make improvements happen in my area of work.



	2019	2020	2021	2022	2023
Your org	66.05%	63.59%	59.47%	62.16%	59.55%
Best result	66.05%	64.21%	65.76%	62.97%	64.00%
Average result	58.59%	60.74%	58.19%	59.61%	59.74%
Worst result	54.96%	55.80%	52.16%	54.29%	55.50%
Responses	2723	3085	3182	3046	3559



Q5b I have a choice in deciding how to do my work.

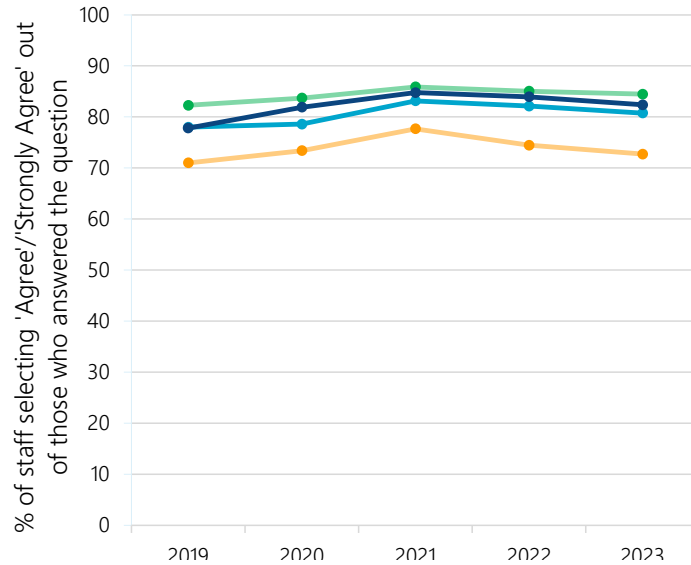


	2019	2020	2021	2022	2023
Your org	64.01%	65.06%	63.85%	64.38%	64.62%
Best result	68.70%	68.37%	72.93%	69.36%	70.79%
Average result	64.01%	65.06%	63.92%	64.09%	64.76%
Worst result	58.65%	60.03%	55.51%	57.21%	57.46%
Responses	2728	3074	3186	3046	3560

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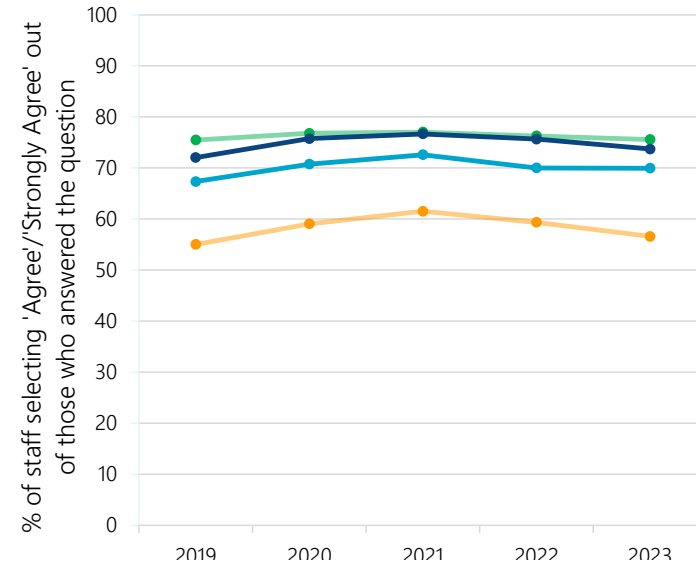


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2019	2020	2021	2022	2023
Your org	77.78%	81.89%	84.76%	83.94%	82.38%
Best result	82.27%	83.69%	85.89%	85.02%	84.47%
Average result	78.00%	78.58%	83.14%	82.11%	80.76%
Worst result	71.01%	73.38%	77.66%	74.45%	72.71%
Responses	2696	3076	3192	3050	3549

Q20b I am confident that my organisation would address my concern.

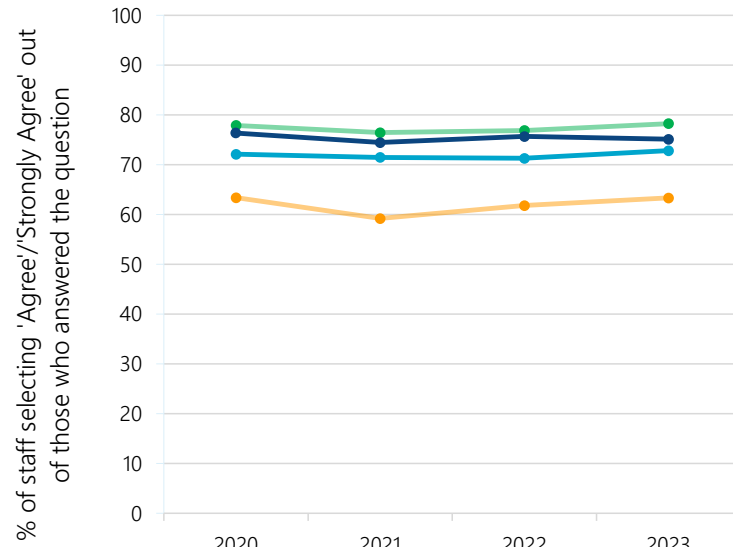


	2019	2020	2021	2022	2023
Your org	72.02%	75.75%	76.67%	75.65%	73.72%
Best result	75.48%	76.79%	77.03%	76.28%	75.57%
Average result	67.34%	70.75%	72.59%	70.01%	69.95%
Worst result	55.01%	59.05%	61.50%	59.35%	56.59%
Responses	2695	3073	3182	3045	3551

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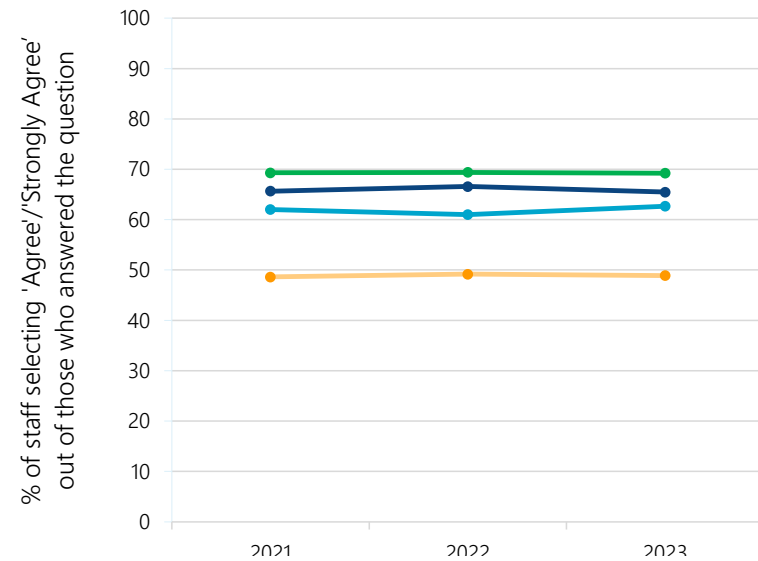


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023
Your org	76.35%	74.47%	75.69%	75.12%
Best result	77.91%	76.46%	76.88%	78.27%
Average result	72.13%	71.48%	71.30%	72.83%
Worst result	63.39%	59.21%	61.81%	63.35%
Responses	3082	3196	3049	3550

Q25f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022	2023
Your org	65.66%	66.57%	65.47%
Best result	69.32%	69.39%	69.24%
Average result	62.01%	61.01%	62.66%
Worst result	48.63%	49.19%	48.90%
Responses	3194	3046	3552

People Promise element – We are safe and healthy



Questions included:

Health and safety climate: Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d

Burnout: Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g

Negative experiences: Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

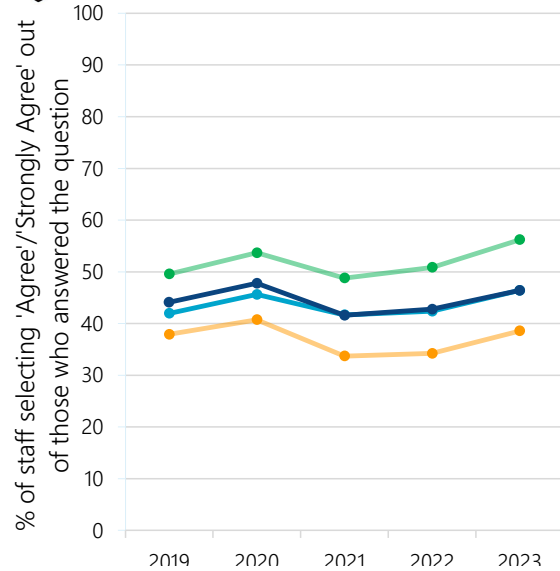
Other questions:* Q17a, Q17b, Q22

*Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

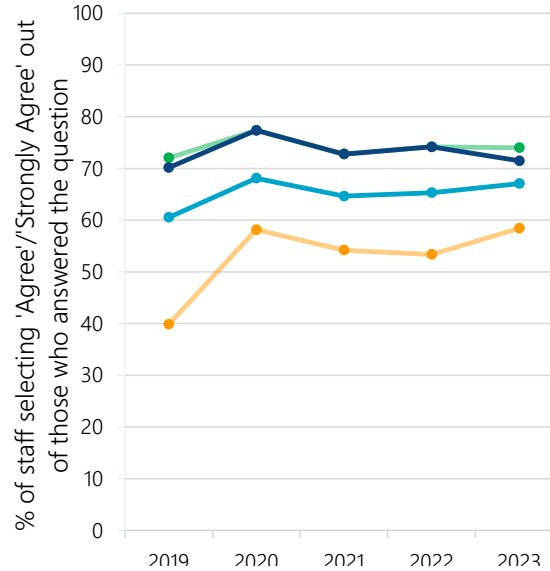


Q3g I am able to meet all the conflicting demands on my time at work.



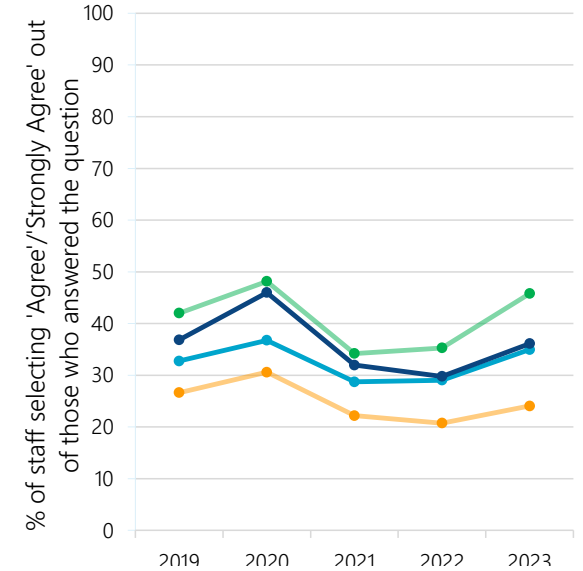
	2019	2020	2021	2022	2023
Your org	44.10%	47.79%	41.60%	42.77%	46.40%
Best result	49.57%	53.69%	48.79%	50.85%	56.20%
Average result	41.95%	45.61%	41.66%	42.37%	46.39%
Worst result	37.89%	40.73%	33.71%	34.22%	38.57%
Responses	2726	3085	3189	3053	3553

Q3h I have adequate materials, supplies and equipment to do my work.



	2019	2020	2021	2022	2023
Your org	70.14%	77.35%	72.75%	74.15%	71.46%
Best result	72.03%	77.35%	72.75%	74.15%	73.99%
Average result	60.53%	68.10%	64.64%	65.29%	67.06%
Worst result	39.85%	58.16%	54.19%	53.37%	58.41%
Responses	2726	3079	3180	3046	3561

Q3i There are enough staff at this organisation for me to do my job properly.

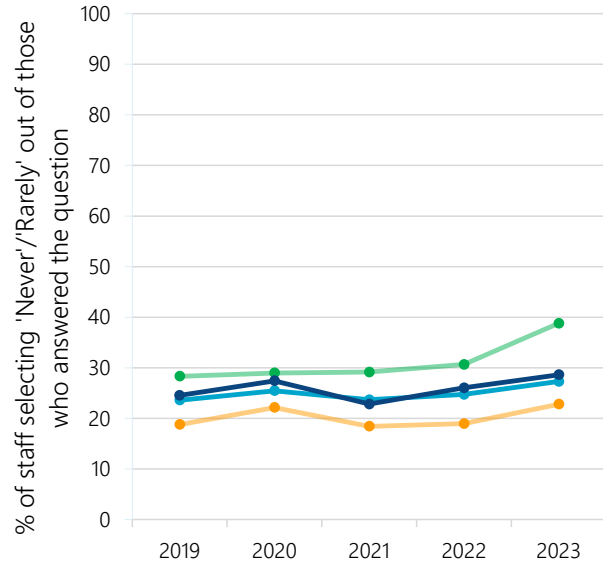


	2019	2020	2021	2022	2023
Your org	36.85%	45.98%	31.97%	29.78%	36.12%
Best result	42.02%	48.15%	34.19%	35.28%	45.80%
Average result	32.74%	36.75%	28.72%	29.04%	34.95%
Worst result	26.63%	30.58%	22.18%	20.73%	24.05%
Responses	2725	3080	3191	3053	3562

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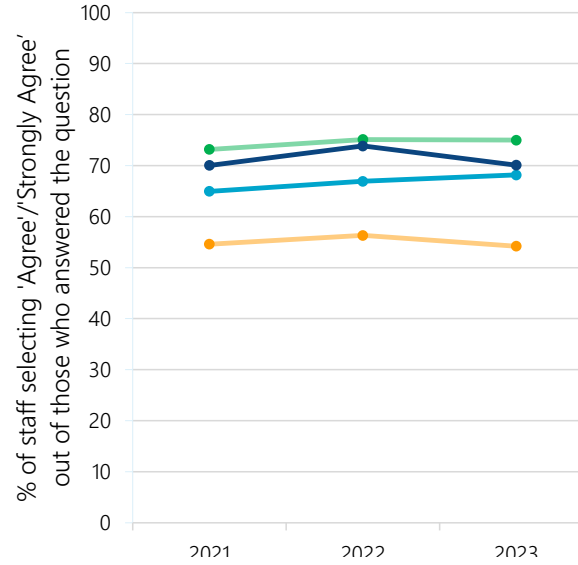


Q5a I have unrealistic time pressures.



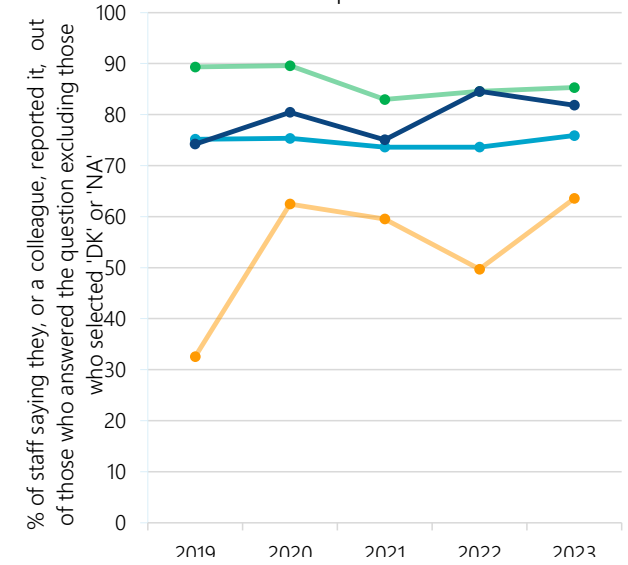
	2019	2020	2021	2022	2023
Your org	24.53%	27.43%	22.84%	26.05%	28.63%
Best result	28.32%	28.99%	29.16%	30.68%	38.80%
Average result	23.62%	25.48%	23.68%	24.73%	27.31%
Worst result	18.78%	22.16%	18.44%	18.96%	22.81%
Responses	2723	3082	3193	3050	3561

Q11a My organisation takes positive action on health and well-being.



	2021	2022	2023
Your org	70.04%	73.83%	70.09%
Best result	73.17%	75.09%	74.99%
Average result	64.95%	66.92%	68.16%
Worst result	54.61%	56.32%	54.20%
Responses	3169	3038	3558

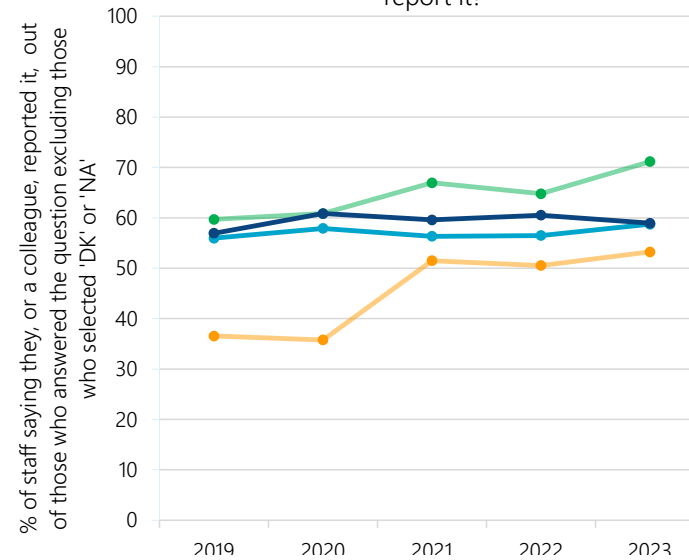
Q13d The last time you experienced physical violence at work, did you or a colleague report it?



	2019	2020	2021	2022	2023
Your org	74.21%	80.44%	75.06%	84.56%	81.84%
Best result	89.32%	89.58%	82.96%	84.56%	85.29%
Average result	75.16%	75.34%	73.63%	73.62%	75.88%
Worst result	32.56%	62.47%	59.54%	49.68%	63.55%
Responses	130	114	129	138	155



Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?

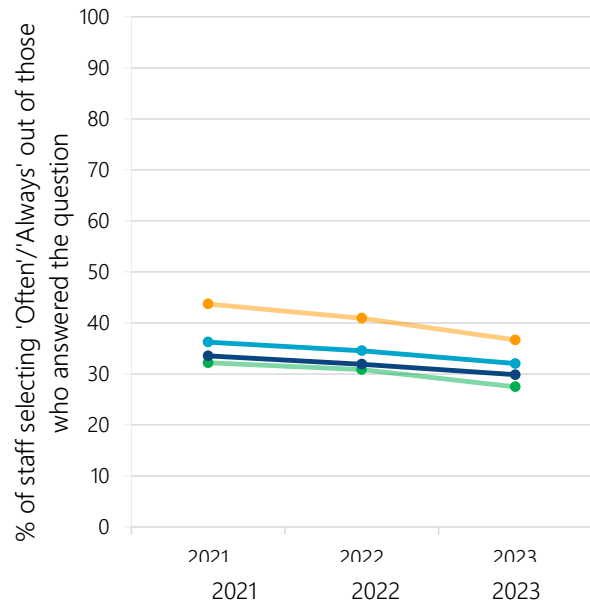


	2019	2020	2021	2022	2023
Your org	56.92%	60.85%	59.59%	60.52%	58.94%
Best result	59.68%	60.85%	66.94%	64.79%	71.15%
Average result	55.96%	57.91%	56.35%	56.49%	58.74%
Worst result	36.54%	35.78%	51.50%	50.54%	53.23%
Responses	700	700	792	745	779

Kent Community Health NHS Foundation Trust Benchmark report

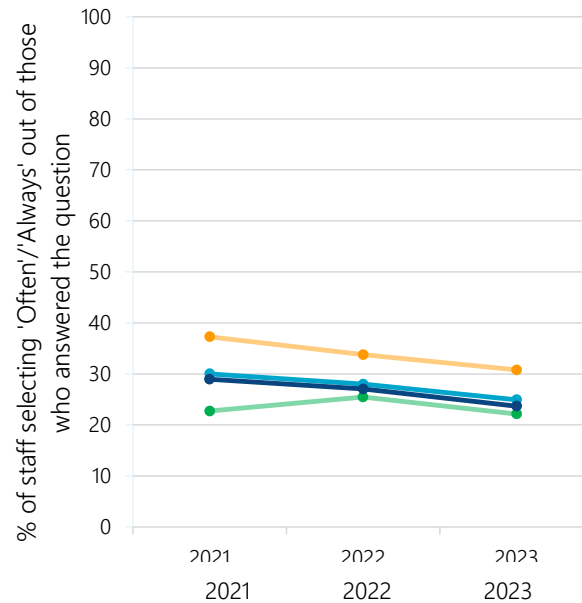


Q12a How often, if at all, do you find your work emotionally exhausting?



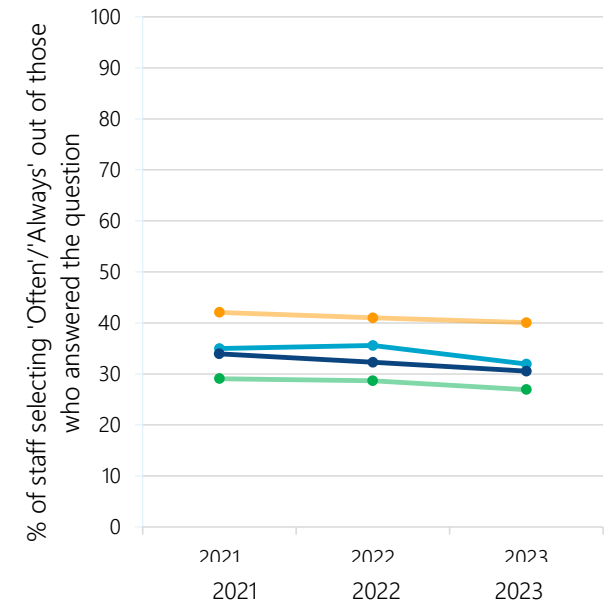
	2021	2022	2023
Your org	33.52%	31.92%	29.85%
Best result	32.19%	30.86%	27.48%
Average result	36.23%	34.55%	32.04%
Worst result	43.71%	40.92%	36.68%
Responses	3206	3056	3563

Q12b How often, if at all, do you feel burnt out because of your work?



	2021	2022	2023
Your org	28.96%	27.05%	23.69%
Best result	22.72%	25.47%	22.16%
Average result	30.03%	28.00%	24.94%
Worst result	37.28%	33.77%	30.79%
Responses	3204	3055	3562

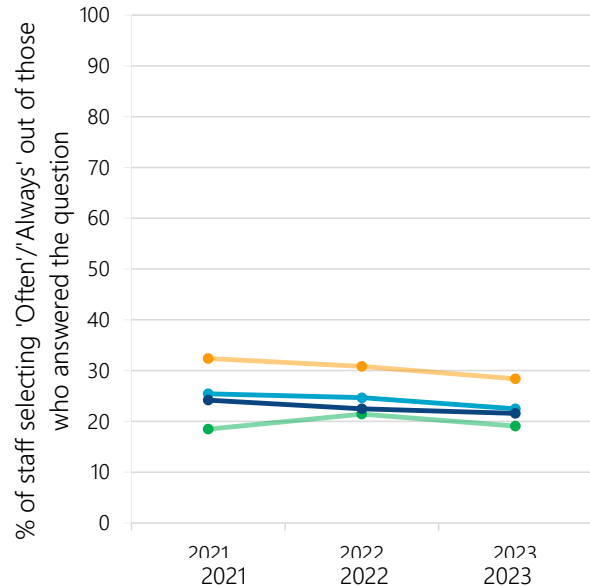
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023
Your org	33.93%	32.29%	30.55%
Best result	29.08%	28.67%	26.94%
Average result	34.97%	35.56%	31.94%
Worst result	42.06%	41.01%	40.04%
Responses	3202	3050	3560

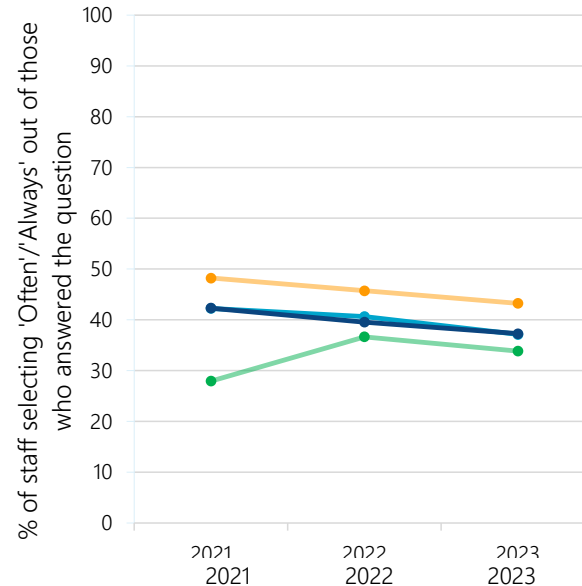


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



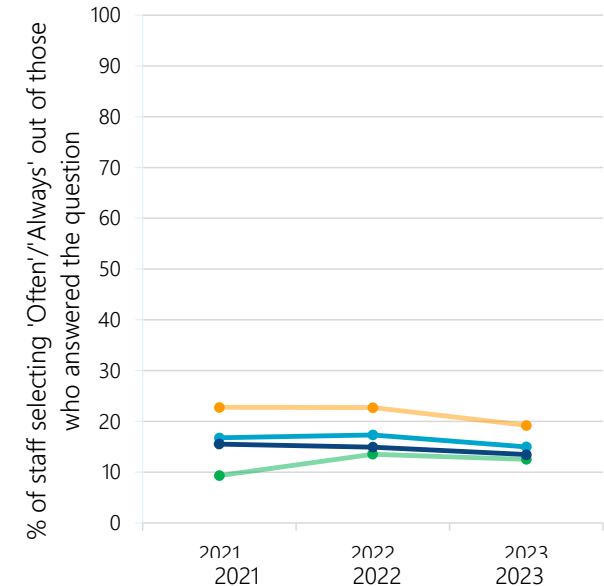
	2021	2022	2023
Your org	24.19%	22.50%	21.61%
Best result	18.50%	21.44%	19.10%
Average result	25.46%	24.67%	22.52%
Worst result	32.41%	30.85%	28.40%
Responses	3198	3049	3554

Q12e How often, if at all, do you feel worn out at the end of your working day/shift?



	2021	2022	2023
Your org	42.28%	39.56%	37.28%
Best result	27.96%	36.63%	33.87%
Average result	42.25%	40.66%	37.14%
Worst result	48.23%	45.73%	43.25%
Responses	3197	3046	3557

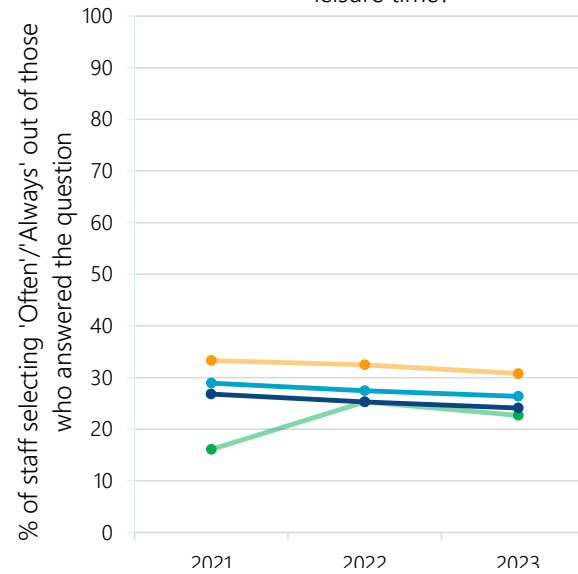
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023
Your org	15.54%	14.95%	13.47%
Best result	9.36%	13.52%	12.55%
Average result	16.77%	17.35%	15.00%
Worst result	22.79%	22.74%	19.23%
Responses	3196	3040	3560



Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



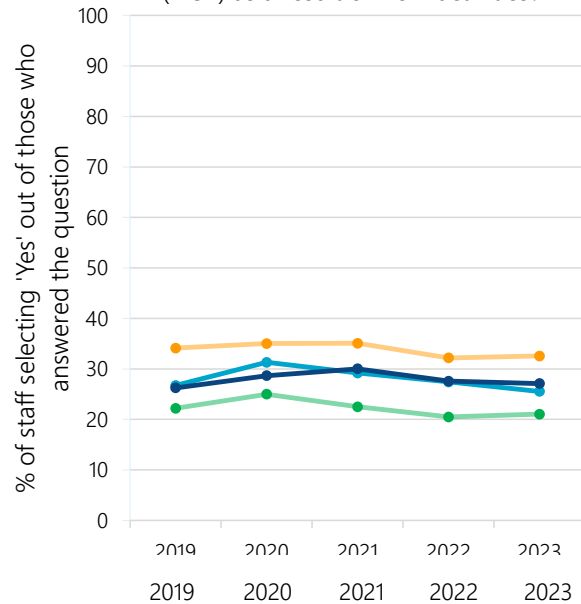
	2021	2022	2023
Your org	26.80%	25.28%	24.13%
Best result	16.10%	25.28%	22.69%
Average result	28.93%	27.46%	26.39%
Worst result	33.32%	32.49%	30.78%
Responses	3201	3050	3562



People Promise elements and theme results – We are safe and healthy: Negative experiences

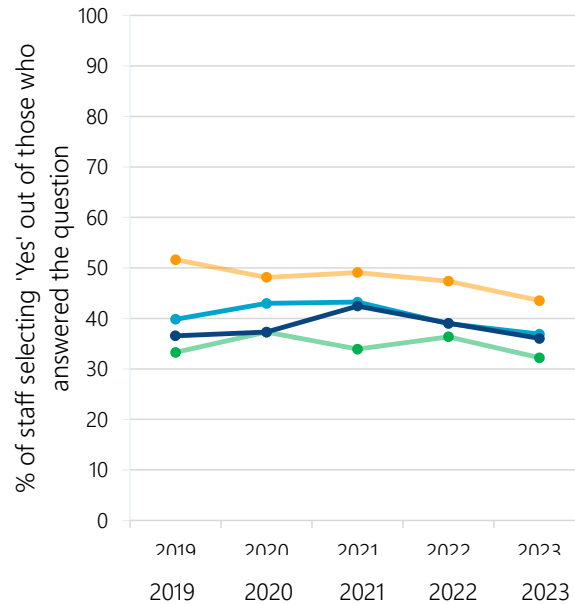


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



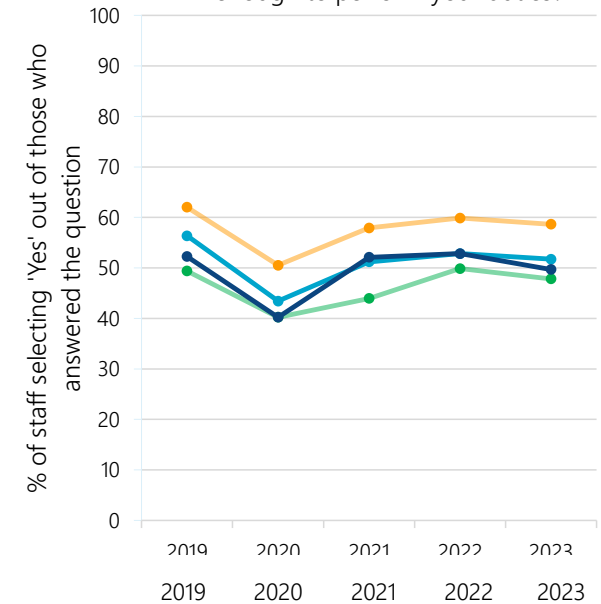
Year	2019	2020	2021	2022	2023
Your org	26.24%	28.67%	30.02%	27.57%	27.11%
Best result	22.18%	24.98%	22.50%	20.48%	21.04%
Average result	26.71%	31.31%	29.19%	27.43%	25.53%
Worst result	34.12%	35.02%	35.08%	32.17%	32.56%
Responses	2717	3094	3187	3049	3559

Q11c During the last 12 months have you felt unwell as a result of work related stress?



Year	2019	2020	2021	2022	2023
Your org	36.54%	37.29%	42.44%	39.04%	36.04%
Best result	33.26%	37.29%	33.91%	36.35%	32.21%
Average result	39.84%	42.96%	43.23%	38.98%	36.88%
Worst result	51.64%	48.13%	49.09%	47.37%	43.51%
Responses	2723	3093	3190	3052	3559

Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



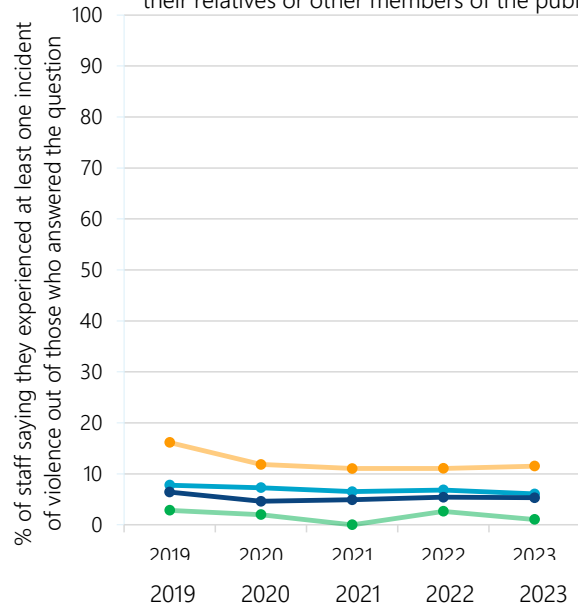
Year	2019	2020	2021	2022	2023
Your org	52.22%	40.23%	52.11%	52.83%	49.68%
Best result	49.37%	40.23%	43.95%	49.86%	47.83%
Average result	56.36%	43.43%	51.20%	52.83%	51.72%
Worst result	62.00%	50.52%	57.91%	59.87%	58.65%
Responses	2723	3092	3190	3042	3557



People Promise elements and theme results – We are safe and healthy: Negative experiences

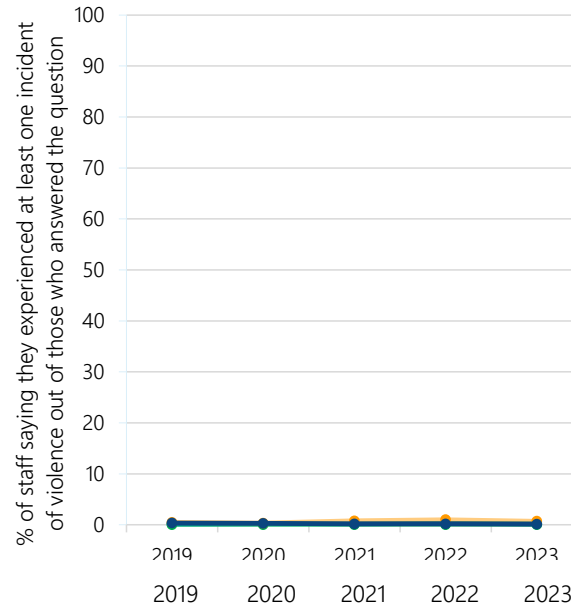


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



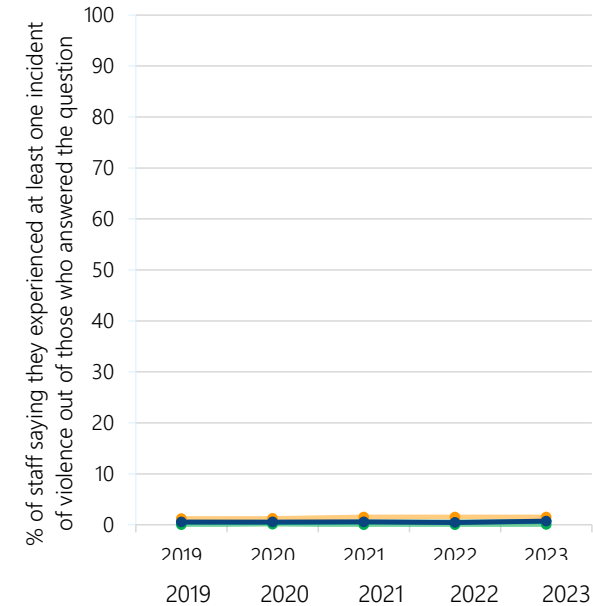
Your org	6.44%	4.62%	4.92%	5.41%	5.33%
Best result	2.86%	2.01%	0.00%	2.64%	1.06%
Average result	7.79%	7.29%	6.51%	6.84%	6.07%
Worst result	16.15%	11.84%	11.05%	11.06%	11.51%
Responses	2722	3086	3205	3048	3482

Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Your org	0.33%	0.27%	0.19%	0.17%	0.14%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	0.15%	0.20%	0.19%	0.27%	0.20%
Worst result	0.48%	0.32%	0.78%	1.00%	0.71%
Responses	2705	3078	3193	3043	3452

Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.



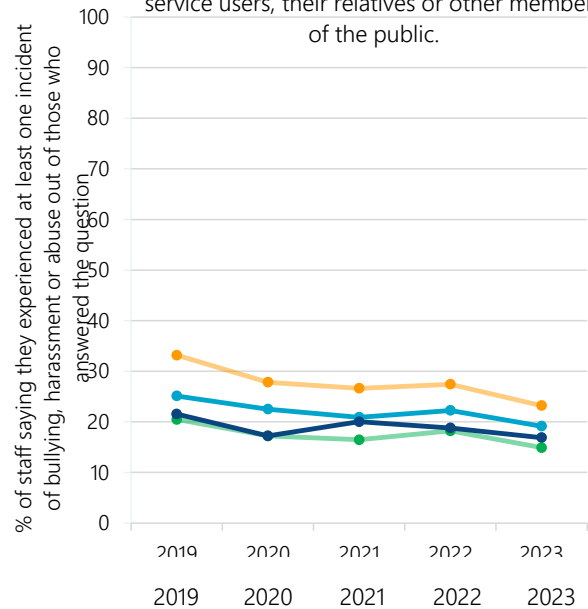
Your org	0.52%	0.55%	0.58%	0.46%	0.72%
Best result	0.00%	0.12%	0.00%	0.00%	0.07%
Average result	0.52%	0.47%	0.53%	0.53%	0.65%
Worst result	1.22%	1.26%	1.52%	1.54%	1.53%
Responses	2702	3062	3165	3032	3416



People Promise elements and theme results – We are safe and healthy: Negative experiences

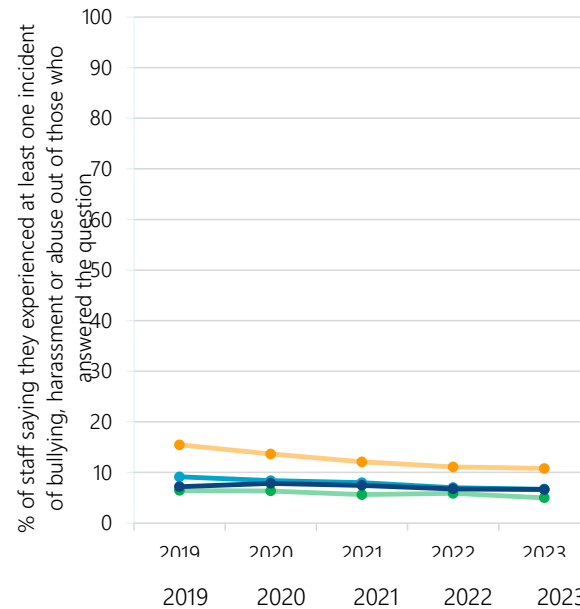


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



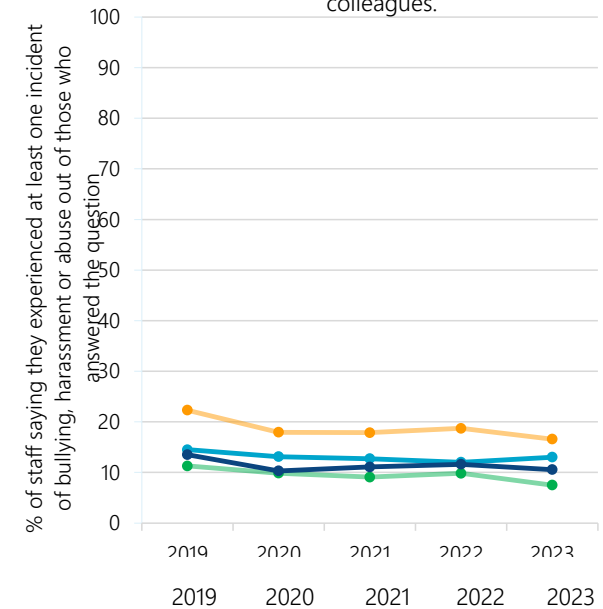
Your org	21.55%	17.20%	20.03%	18.79%	16.89%
Best result	20.47%	17.20%	16.47%	18.22%	14.90%
Average result	25.13%	22.50%	20.90%	22.27%	19.13%
Worst result	33.19%	27.84%	26.62%	27.43%	23.22%
Responses	2719	3082	3183	3040	3559

Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.



Your org	7.19%	7.85%	7.45%	6.74%	6.62%
Best result	6.43%	6.34%	5.60%	5.86%	4.98%
Average result	9.12%	8.37%	7.97%	7.00%	6.70%
Worst result	15.45%	13.64%	12.09%	11.08%	10.77%
Responses	2694	3069	3175	3026	3522

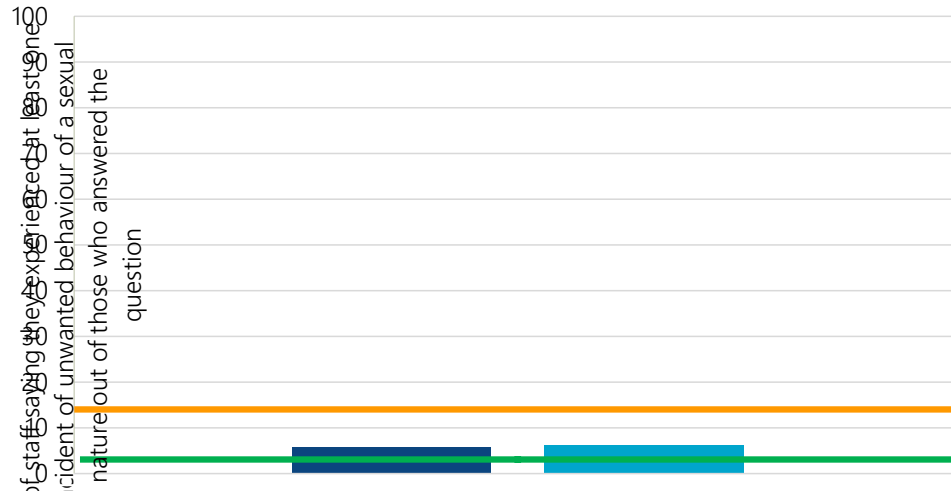
Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Other colleagues.



Your org	13.49%	10.30%	11.08%	11.61%	10.56%
Best result	11.29%	9.85%	9.07%	9.84%	7.49%
Average result	14.50%	13.13%	12.72%	12.02%	13.02%
Worst result	22.32%	17.93%	17.87%	18.71%	16.58%
Responses	2694	3036	3160	3013	3532

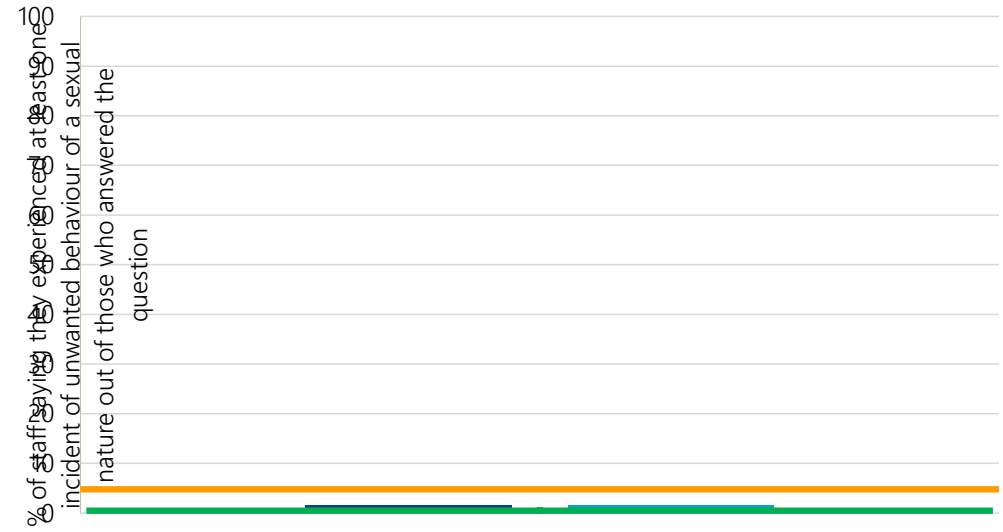


Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



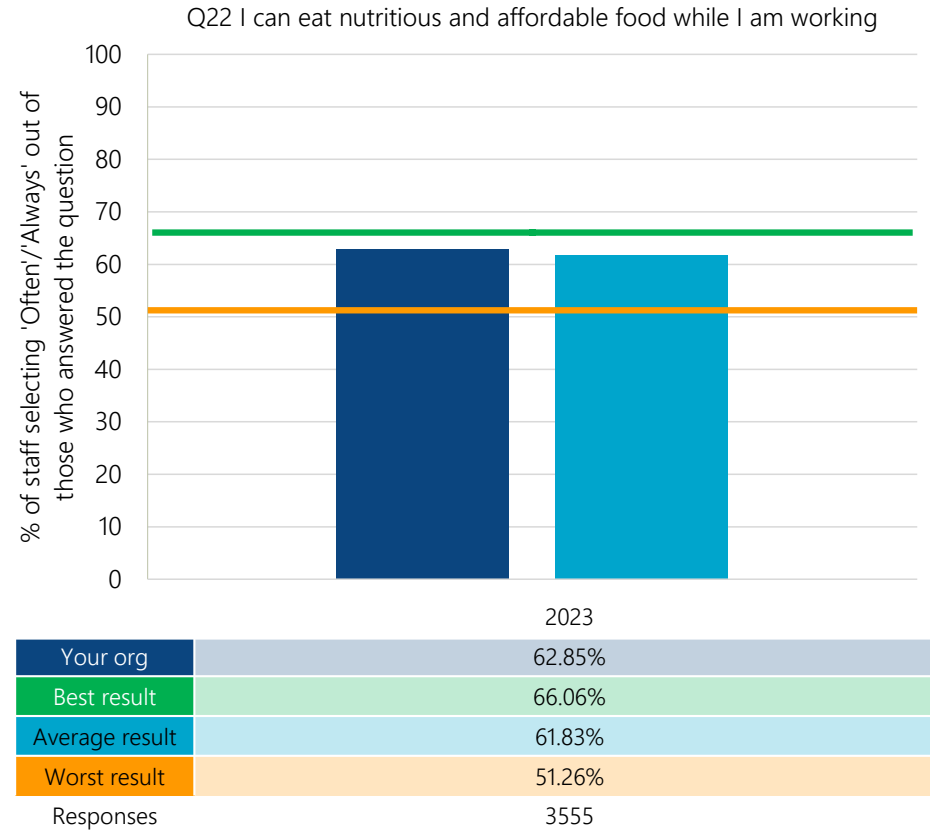
	2023
Your org	5.70%
Best result	3.10%
Average result	6.35%
Worst result	14.00%
Responses	3559

Q17b In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From staff / colleagues



	2023
Your org	1.62%
Best result	0.49%
Average result	1.58%
Worst result	4.75%
Responses	3549

*These questions do not contribute towards any People Promise element score, theme score or sub-score



*These questions do not contribute towards any People Promise element score, theme score or sub-score

People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

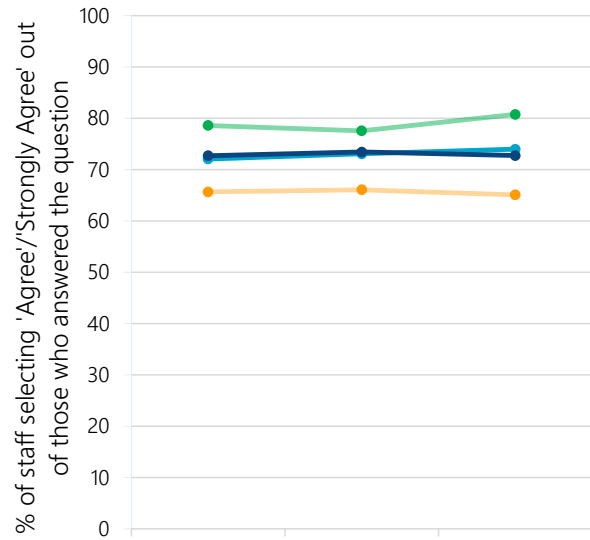
Appraisals – Q23a*, Q23b, Q23c, Q23d

*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

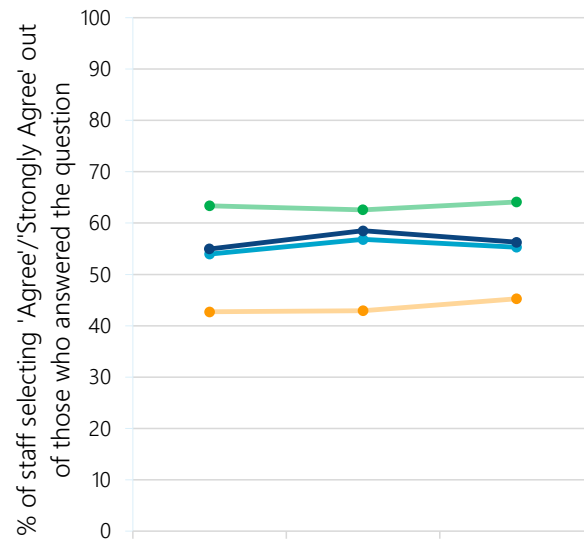


Q24a This organisation offers me challenging work.



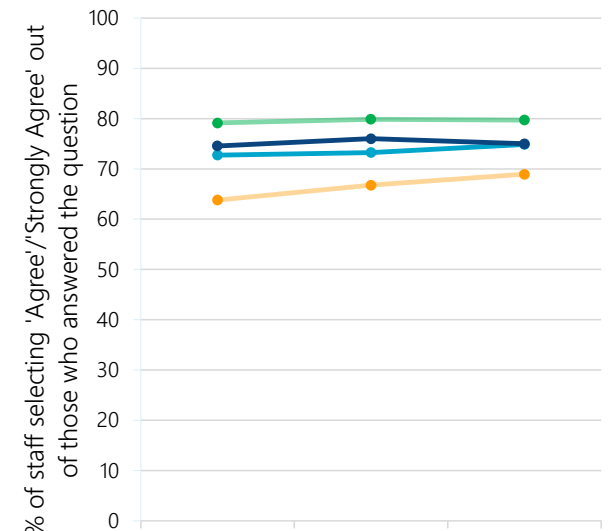
	2021	2022	2023
Your org	72.71%	73.42%	72.73%
Best result	78.59%	77.53%	80.74%
Average result	72.07%	73.08%	73.95%
Worst result	65.65%	66.06%	65.09%
Responses	3192	3046	3556

Q24b There are opportunities for me to develop my career in this organisation.



	2021	2022	2023
Your org	54.95%	58.49%	56.26%
Best result	63.38%	62.58%	64.13%
Average result	53.98%	56.82%	55.30%
Worst result	42.71%	42.95%	45.26%
Responses	3191	3052	3558

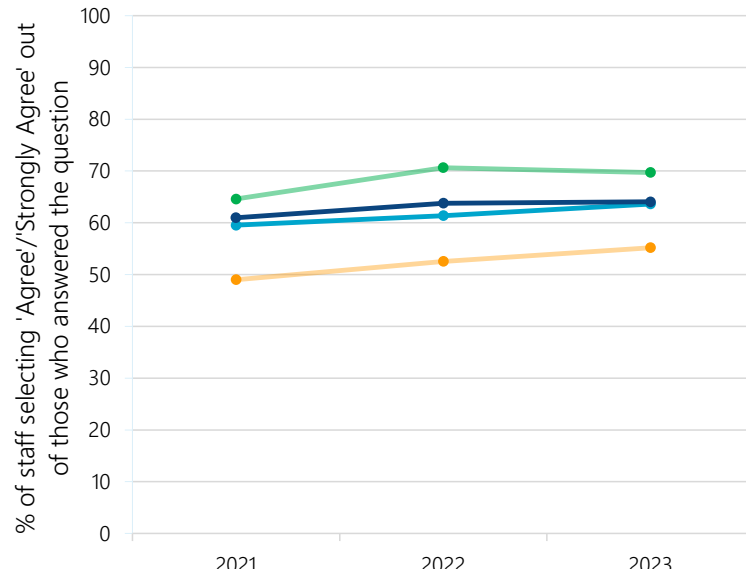
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023
Your org	74.53%	76.00%	74.99%
Best result	79.14%	79.85%	79.73%
Average result	72.74%	73.25%	74.87%
Worst result	63.81%	66.76%	68.92%
Responses	3192	3048	3556

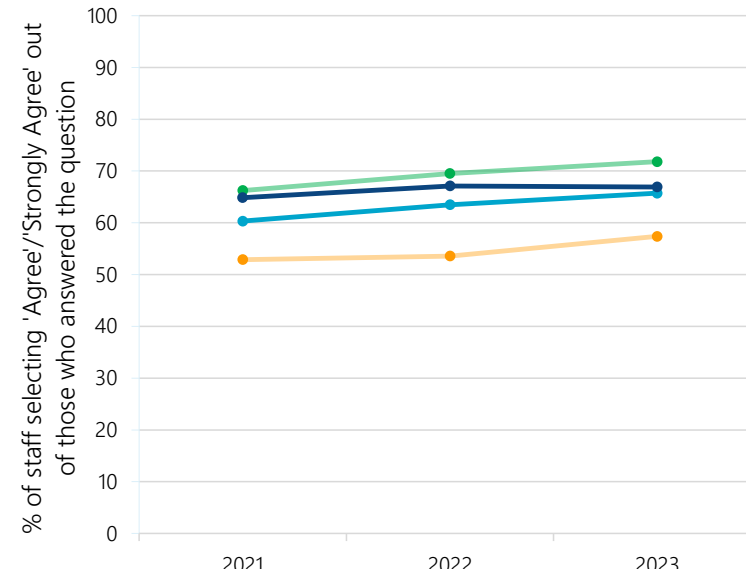


Q24d I feel supported to develop my potential.



	2021	2022	2023
Your org	60.99%	63.78%	64.04%
Best result	64.58%	70.62%	69.71%
Average result	59.54%	61.36%	63.62%
Worst result	49.00%	52.55%	55.19%
Responses	3192	3051	3557

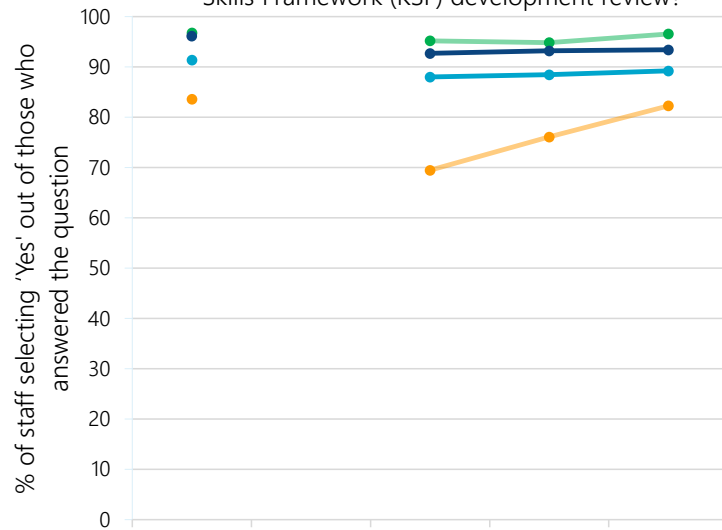
Q24e I am able to access the right learning and development opportunities when I need to.



	2021	2022	2023
Your org	64.85%	67.12%	66.92%
Best result	66.22%	69.51%	71.81%
Average result	60.33%	63.49%	65.72%
Worst result	52.88%	53.58%	57.38%
Responses	3178	3047	3557

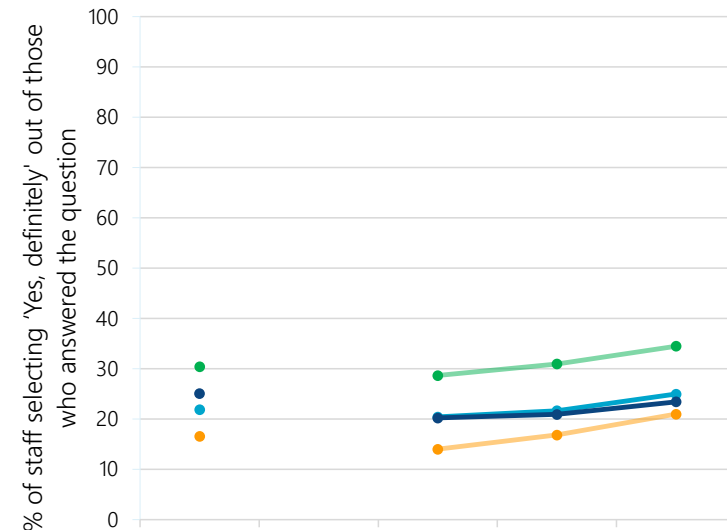


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2019	2020	2021	2022	2023
Your org	96.09%	-	92.69%	93.19%	93.40%
Best result	96.76%	-	95.17%	94.82%	96.53%
Average result	91.33%	-	87.98%	88.44%	89.19%
Worst result	83.59%	-	69.44%	76.06%	82.25%
Responses	2707	-	3185	3038	3513

Q23b It helped me to improve how I do my job.

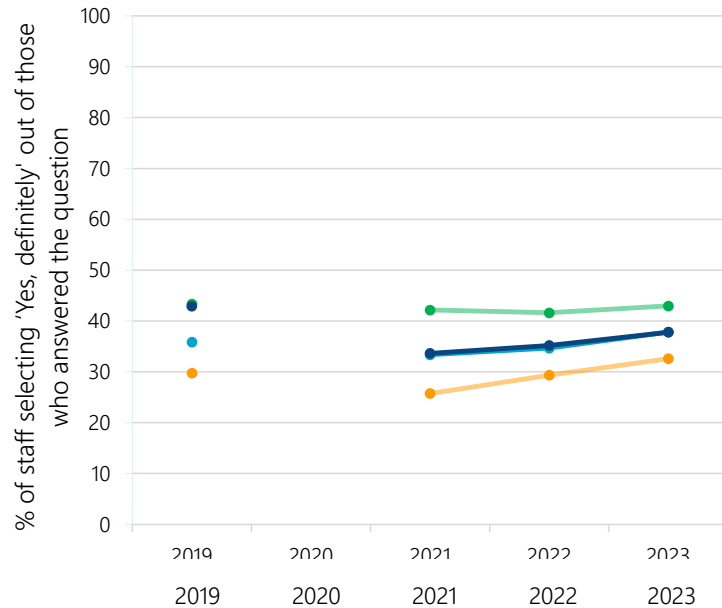


	2019	2020	2021	2022	2023
Your org	25.00%	-	20.20%	20.92%	23.42%
Best result	30.41%	-	28.64%	30.94%	34.48%
Average result	21.87%	-	20.41%	21.66%	24.95%
Worst result	16.56%	-	14.01%	16.83%	20.96%
Responses	2583	-	2939	2819	3258

*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.



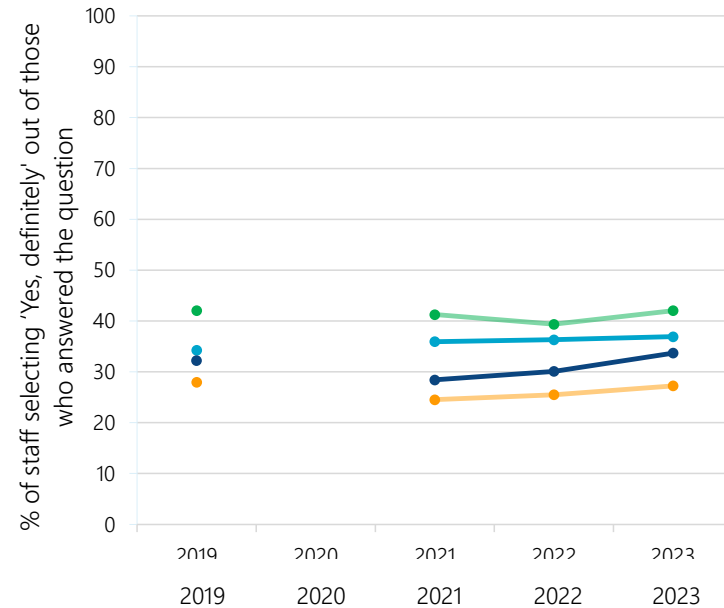
Q23c It helped me agree clear objectives for my work.



	2019	2020	2021	2022	2023
Your org	42.85%	-	33.65%	35.18%	37.78%
Best result	43.34%	-	42.16%	41.61%	42.95%
Average result	35.86%	-	33.37%	34.66%	37.85%
Worst result	29.78%	-	25.75%	29.34%	32.59%

Responses 2579 - 2929 2811 3257

Q23d It left me feeling that my work is valued by my organisation.

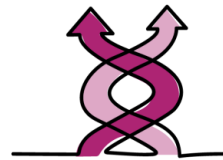


	2019	2020	2021	2022	2023
Your org	32.20%	-	28.43%	30.08%	33.70%
Best result	42.05%	-	41.26%	39.36%	42.03%
Average result	34.27%	-	35.95%	36.30%	36.91%
Worst result	27.94%	-	24.51%	25.49%	27.25%

Responses 2574 - 2930 2813 3259

Kent Community Health NHS Foundation Trust Benchmark report

People Promise element – We work flexibly

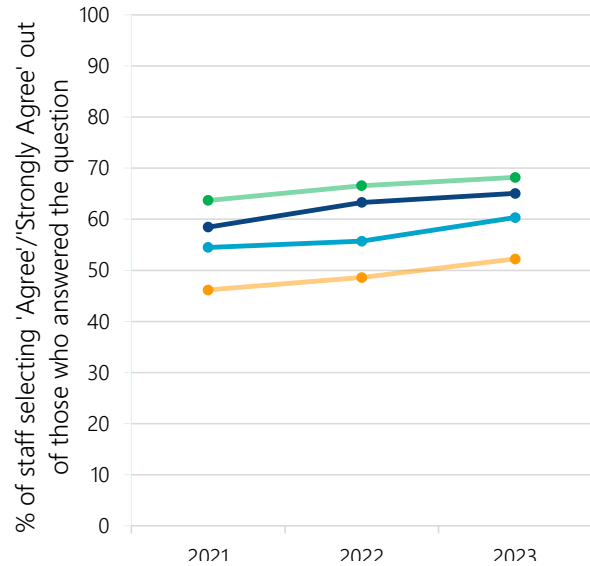


Questions included:
Support for work-life balance – Q6b, Q6c, Q6d
Flexible working – Q4d

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

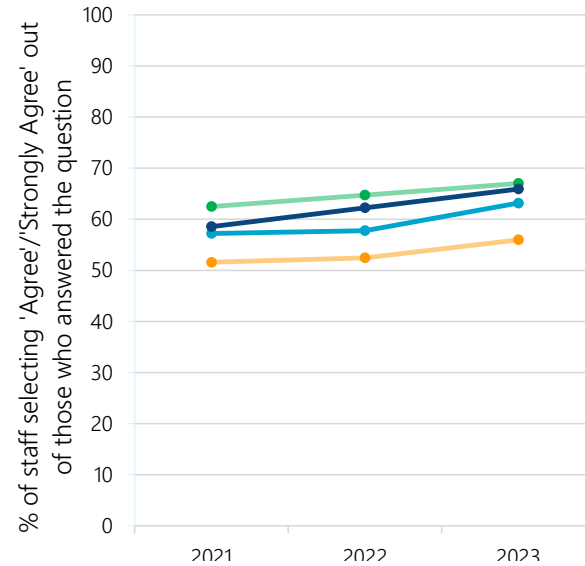


Q6b My organisation is committed to helping me balance my work and home life.



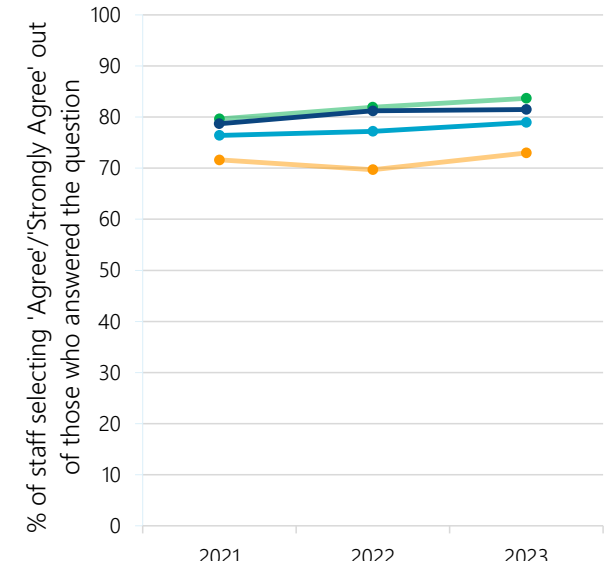
	2021	2022	2023
Your org	58.48%	63.29%	65.06%
Best result	63.69%	66.55%	68.20%
Average result	54.49%	55.72%	60.33%
Worst result	46.15%	48.61%	52.23%
Responses	3200	3056	3559

Q6c I achieve a good balance between my work life and my home life.



	2021	2022	2023
Your org	58.58%	62.25%	65.93%
Best result	62.50%	64.74%	67.02%
Average result	57.22%	57.77%	63.17%
Worst result	51.59%	52.45%	55.99%
Responses	3194	3056	3556

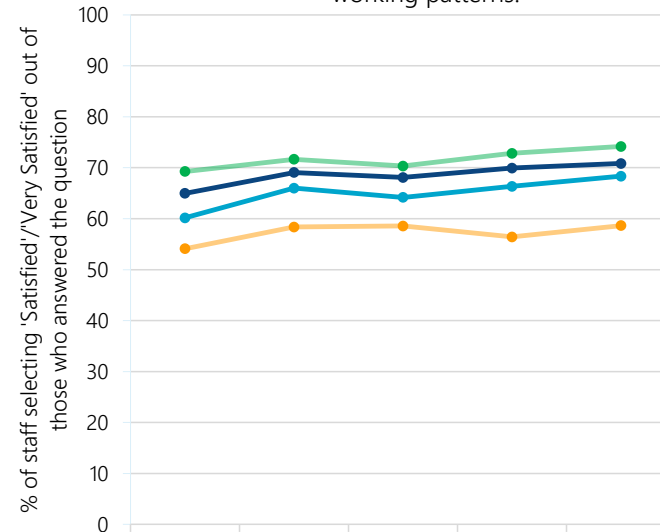
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023
Your org	78.68%	81.21%	81.49%
Best result	79.66%	81.92%	83.69%
Average result	76.43%	77.21%	78.95%
Worst result	71.63%	69.70%	72.99%
Responses	3193	3055	3559



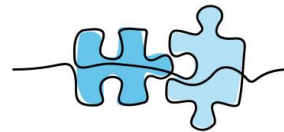
Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2019	2020	2021	2022	2023
Your org	64.95%	69.05%	68.09%	69.94%	70.84%
Best result	69.27%	71.66%	70.34%	72.83%	74.18%
Average result	60.17%	65.99%	64.19%	66.34%	68.34%
Worst result	54.10%	58.37%	58.58%	56.43%	58.64%
Responses	2726	3083	3195	3046	3550

Kent Community Health NHS Foundation Trust Benchmark report

People Promise element – We are a team



Questions included:

Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



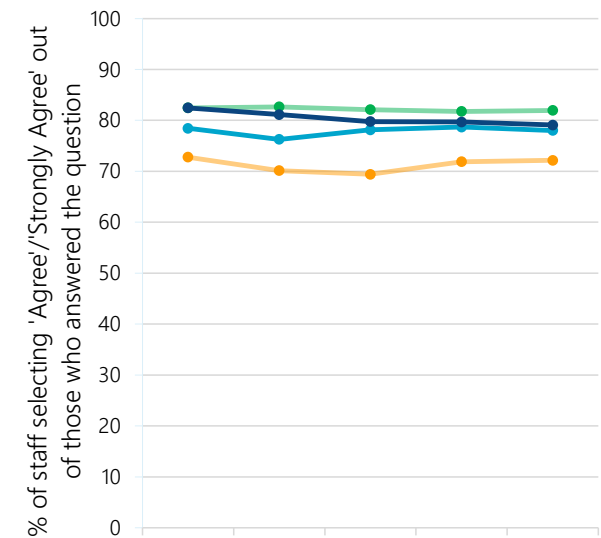
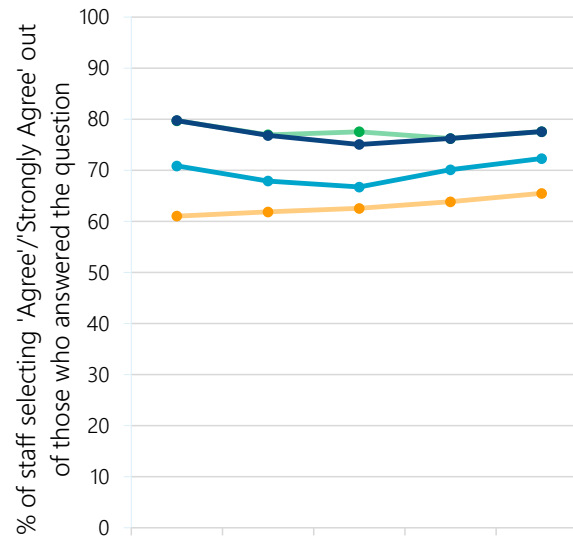
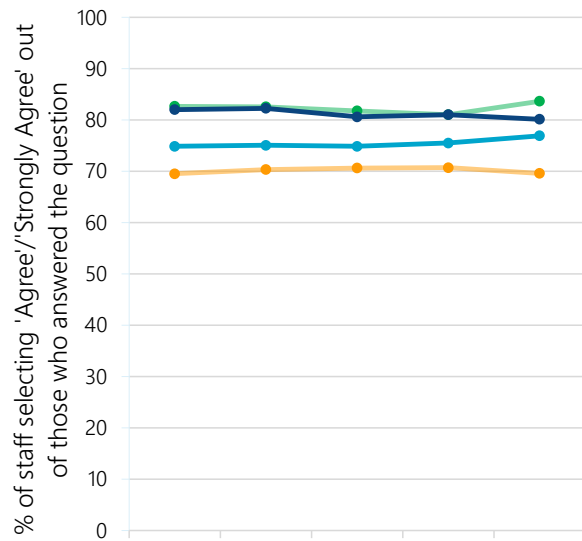
People Promise elements and theme results – We are a team: Team working



Q7a The team I work in has a set of shared objectives.

Q7b The team I work in often meets to discuss the team's effectiveness.

Q7c I receive the respect I deserve from my colleagues at work.



	2019	2020	2021	2022	2023
Your org	82.01%	82.29%	80.62%	81.04%	80.15%
Best result	82.67%	82.58%	81.79%	81.04%	83.66%
Average result	74.88%	75.09%	74.88%	75.53%	76.93%
Worst result	69.54%	70.35%	70.64%	70.71%	69.61%
Responses	2719	3057	3198	3055	3555

	2019	2020	2021	2022	2023
Your org	79.72%	76.82%	75.07%	76.23%	77.59%
Best result	79.72%	76.96%	77.54%	76.23%	77.59%
Average result	70.86%	67.90%	66.73%	70.11%	72.31%
Worst result	61.04%	61.85%	62.54%	63.85%	65.49%
Responses	2722	3081	3201	3054	3560

	2019	2020	2021	2022	2023
Your org	82.44%	81.14%	79.76%	79.69%	79.09%
Best result	82.44%	82.66%	82.11%	81.75%	81.96%
Average result	78.45%	76.28%	78.15%	78.68%	78.01%
Worst result	72.78%	70.14%	69.40%	71.88%	72.15%
Responses	2727	3085	3201	3053	3561

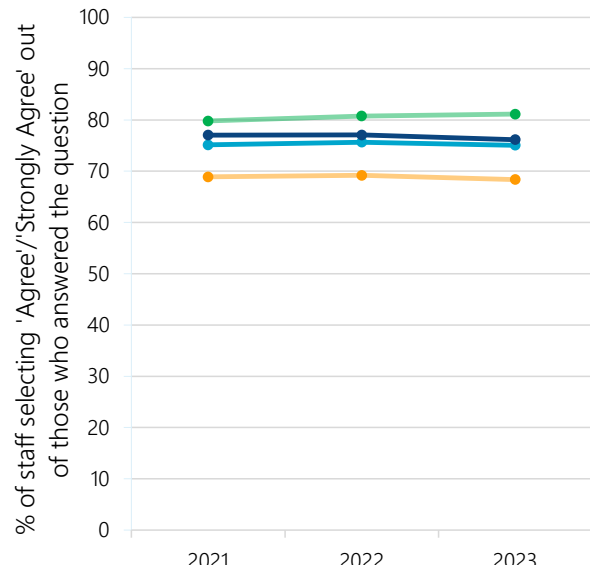
Kent Community Health NHS Foundation Trust Benchmark report



People Promise elements and theme results – We are a team: Team working

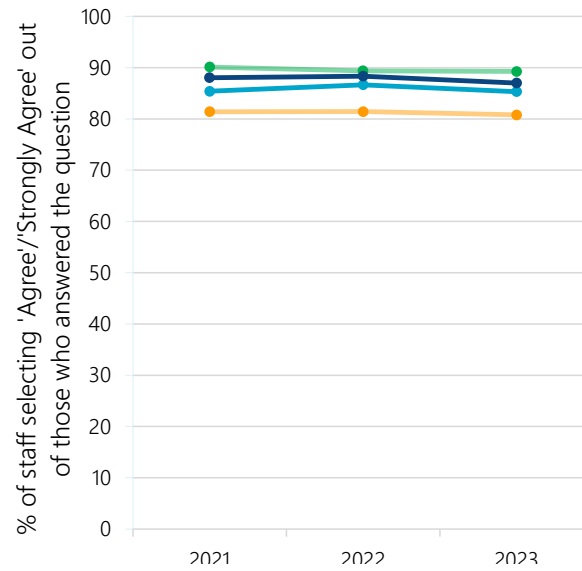


Q7d Team members understand each other's roles.



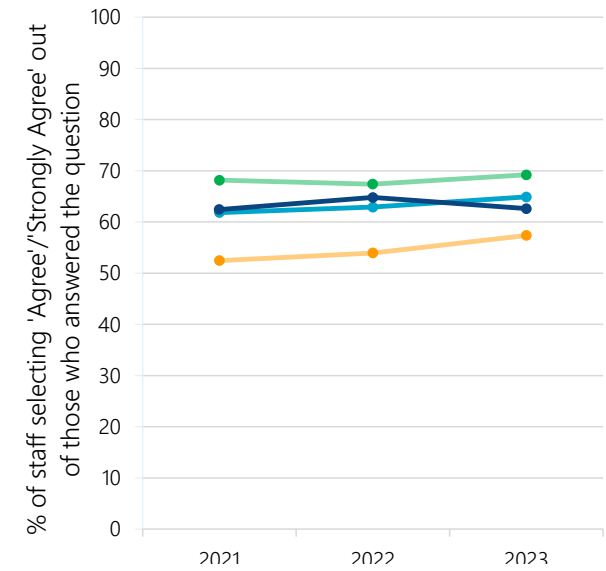
	2021	2022	2023
Your org	77.01%	77.06%	76.16%
Best result	79.79%	80.75%	81.14%
Average result	75.14%	75.65%	75.06%
Worst result	68.89%	69.18%	68.37%
Responses	3197	3056	3562

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023
Your org	88.02%	88.34%	87.00%
Best result	90.12%	89.35%	89.27%
Average result	85.39%	86.66%	85.32%
Worst result	81.40%	81.43%	80.78%
Responses	3193	3053	3559

Q7f My team has enough freedom in how to do its work.

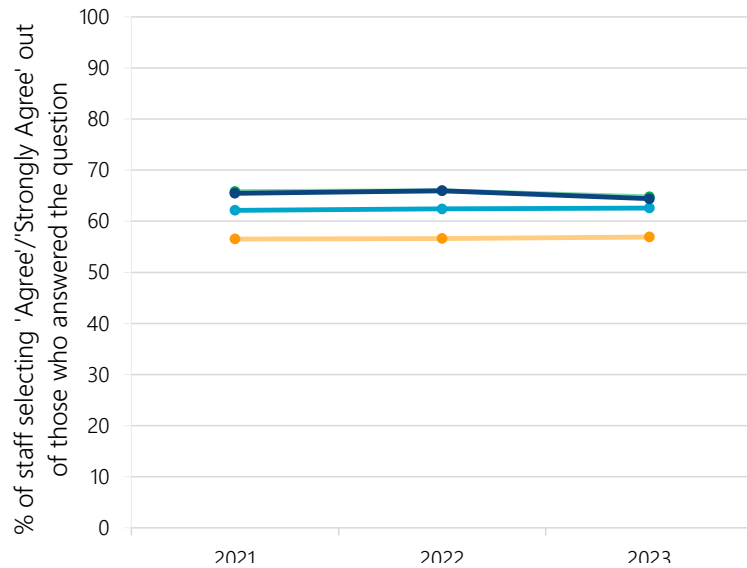


	2021	2022	2023
Your org	62.44%	64.79%	62.60%
Best result	68.17%	67.36%	69.20%
Average result	61.83%	62.90%	64.89%
Worst result	52.45%	53.94%	57.38%
Responses	3192	3056	3553

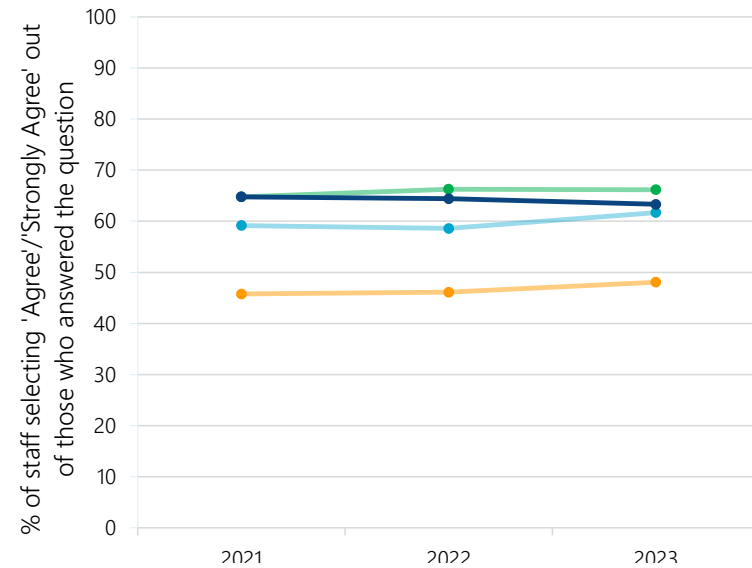


Q7g In my team disagreements are dealt with constructively.

Q8a Teams within this organisation work well together to achieve their objectives.



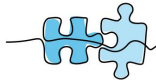
	2021	2022	2023
Your org	65.49%	65.97%	64.42%
Best result	65.83%	65.97%	64.79%
Average result	62.15%	62.42%	62.60%
Worst result	56.52%	56.63%	56.93%
Responses	3192	3048	3556



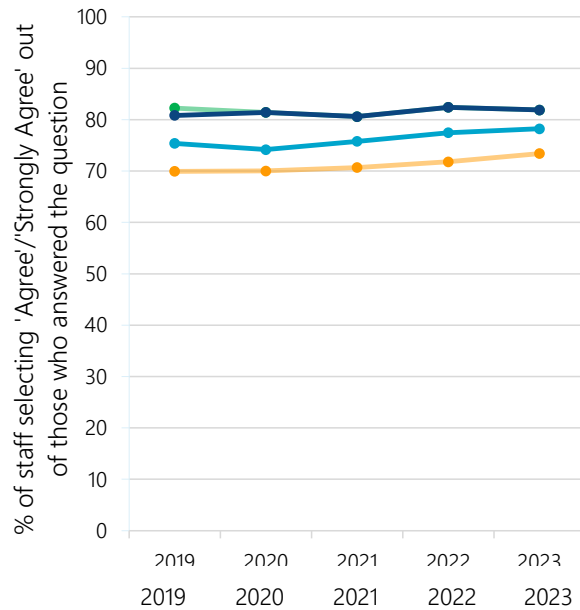
	2021	2022	2023
Your org	64.77%	64.42%	63.33%
Best result	64.77%	66.26%	66.18%
Average result	59.17%	58.60%	61.70%
Worst result	45.76%	46.10%	48.08%
Responses	3199	3055	3559



People Promise elements and theme results – We are a team: Line management

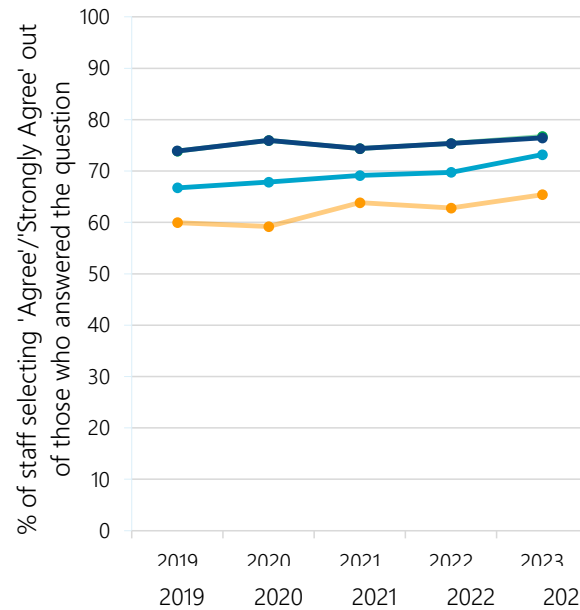


Q9a My immediate manager encourages me at work.



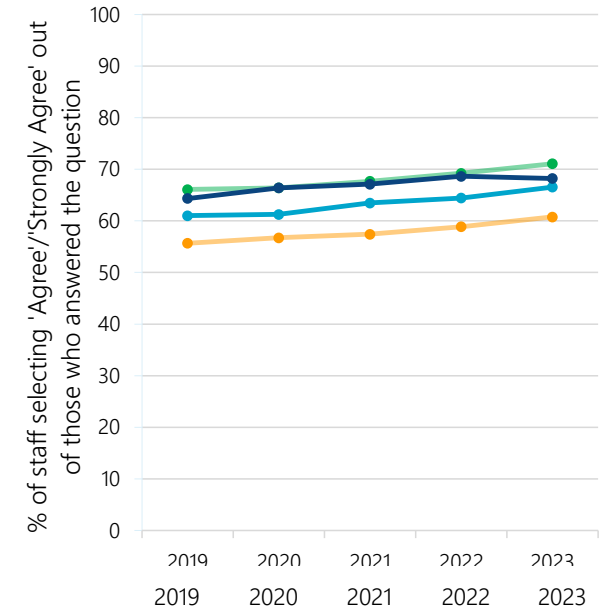
Your org	2019	2020	2021	2022	2023
Best result	82.25%	81.40%	80.59%	82.40%	81.89%
Average result	75.38%	74.17%	75.79%	77.46%	78.23%
Worst result	69.95%	70.02%	70.69%	71.80%	73.41%
Responses	2728	3094	3206	3059	3557

Q9b My immediate manager gives me clear feedback on my work.



Your org	2019	2020	2021	2022	2023
Best result	73.87%	75.94%	74.36%	75.36%	76.72%
Average result	66.73%	67.83%	69.11%	69.74%	73.18%
Worst result	59.94%	59.20%	63.84%	62.80%	65.39%
Responses	2727	3088	3200	3051	3559

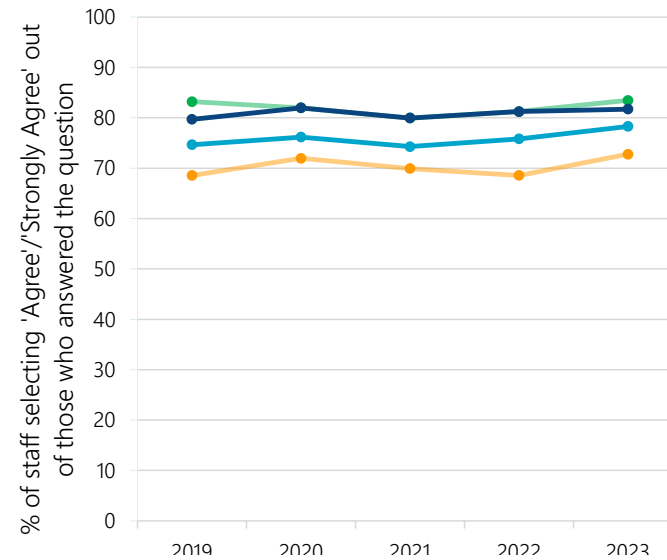
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



Your org	2019	2020	2021	2022	2023
Best result	66.07%	66.41%	67.68%	69.24%	71.07%
Average result	61.01%	61.26%	63.47%	64.42%	66.54%
Worst result	55.68%	56.73%	57.42%	58.86%	60.78%
Responses	2727	3087	3200	3056	3559



Q9d My immediate manager takes a positive interest in my health and well-being.



	2019	2020	2021	2022	2023
Your org	79.70%	81.97%	79.96%	81.24%	81.71%
Best result	83.21%	81.97%	79.96%	81.24%	83.46%
Average result	74.67%	76.17%	74.29%	75.83%	78.29%
Worst result	68.56%	71.98%	69.92%	68.57%	72.76%
Responses	2727	3087	3201	3060	3559

Kent Community Health NHS Foundation Trust Benchmark report

Theme – Staff engagement

Questions included:

Motivation – Q2a, Q2b, Q2c

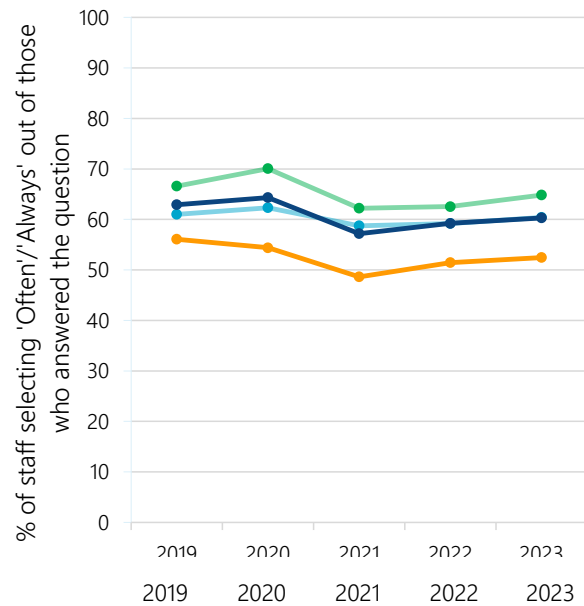
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

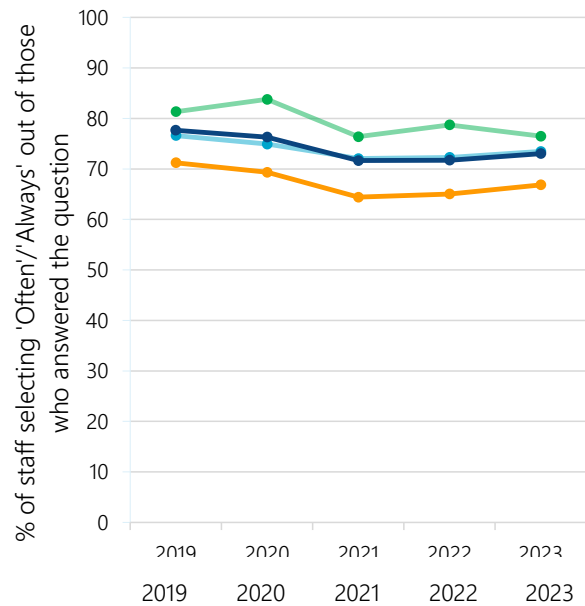


Q2a I look forward to going to work.



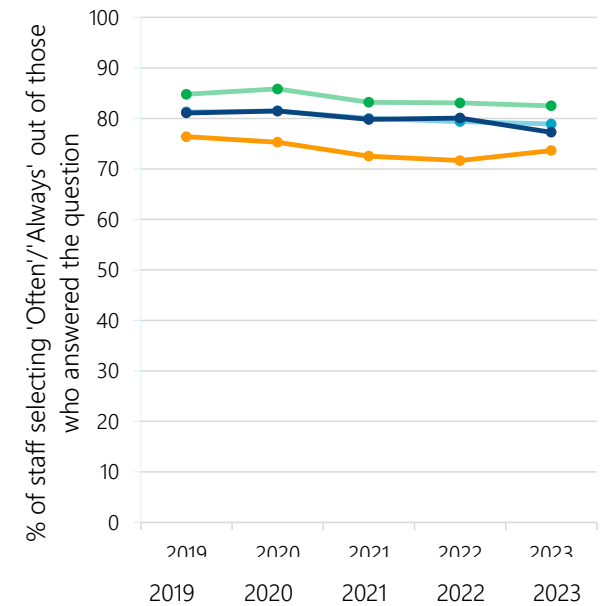
Your org	62.89%	64.32%	57.18%	59.22%	60.31%
Best result	66.59%	70.06%	62.20%	62.55%	64.84%
Average result	61.01%	62.31%	58.75%	59.20%	60.40%
Worst result	56.07%	54.39%	48.64%	51.46%	52.45%
Responses	2726	3093	3193	3048	3553

Q2b I am enthusiastic about my job.



Your org	77.67%	76.30%	71.65%	71.71%	73.03%
Best result	81.33%	83.77%	76.38%	78.71%	76.47%
Average result	76.60%	74.91%	72.04%	72.29%	73.46%
Worst result	71.21%	69.33%	64.39%	65.02%	66.86%
Responses	2705	3076	3176	3033	3541

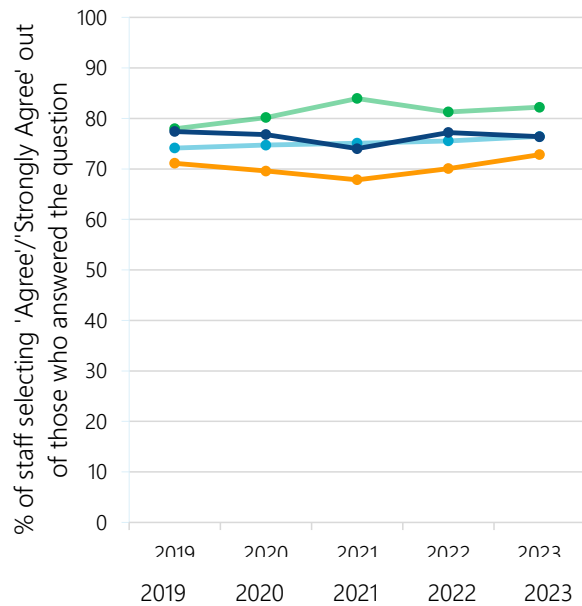
Q2c Time passes quickly when I am working.



Your org	81.09%	81.45%	79.80%	80.07%	77.27%
Best result	84.78%	85.83%	83.20%	83.07%	82.50%
Average result	81.29%	81.48%	80.00%	79.38%	78.90%
Worst result	76.37%	75.30%	72.52%	71.64%	73.63%
Responses	2706	3082	3178	3038	3546

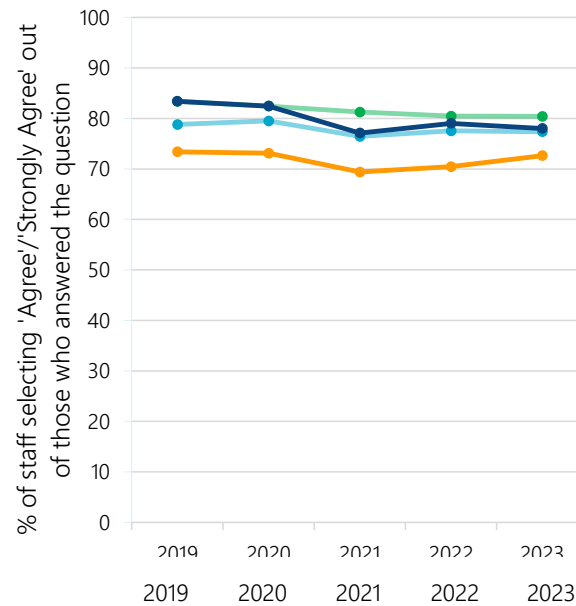


Q3c There are frequent opportunities for me to show initiative in my role.



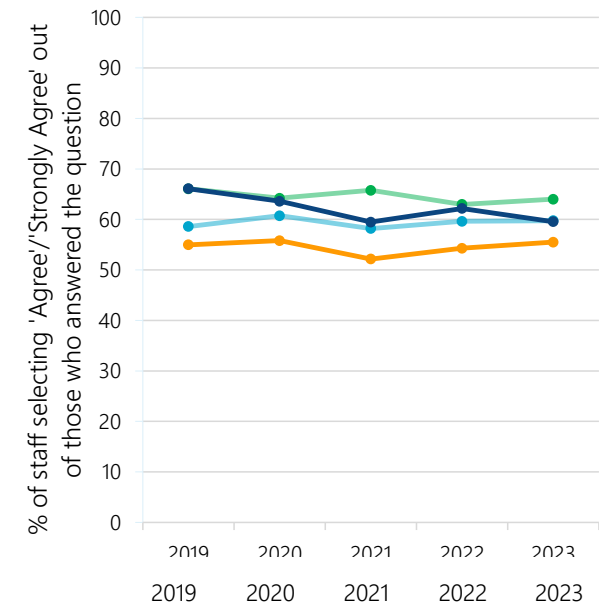
Your org	77.41%	76.79%	74.01%	77.20%	76.39%
Best result	77.96%	80.17%	83.95%	81.29%	82.22%
Average result	74.14%	74.71%	75.08%	75.55%	76.42%
Worst result	71.12%	69.59%	67.84%	70.07%	72.83%
Responses	2733	3099	3200	3052	3561

Q3d I am able to make suggestions to improve the work of my team / department.



Your org	83.38%	82.43%	77.11%	79.02%	78.01%
Best result	83.38%	82.43%	81.27%	80.44%	80.41%
Average result	78.80%	79.50%	76.42%	77.54%	77.35%
Worst result	73.39%	73.11%	69.39%	70.44%	72.63%
Responses	2732	3093	3187	3052	3566

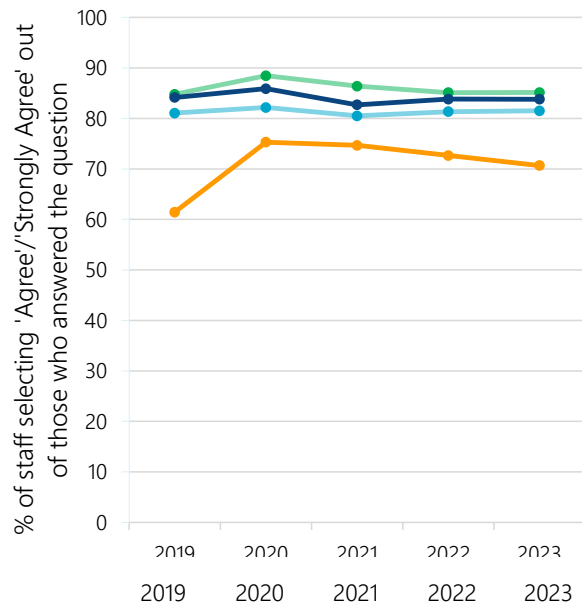
Q3f I am able to make improvements happen in my area of work.



Your org	66.05%	63.59%	59.47%	62.16%	59.55%
Best result	66.05%	64.21%	65.76%	62.97%	64.00%
Average result	58.59%	60.74%	58.19%	59.61%	59.74%
Worst result	54.96%	55.80%	52.16%	54.29%	55.50%
Responses	2723	3085	3182	3046	3559

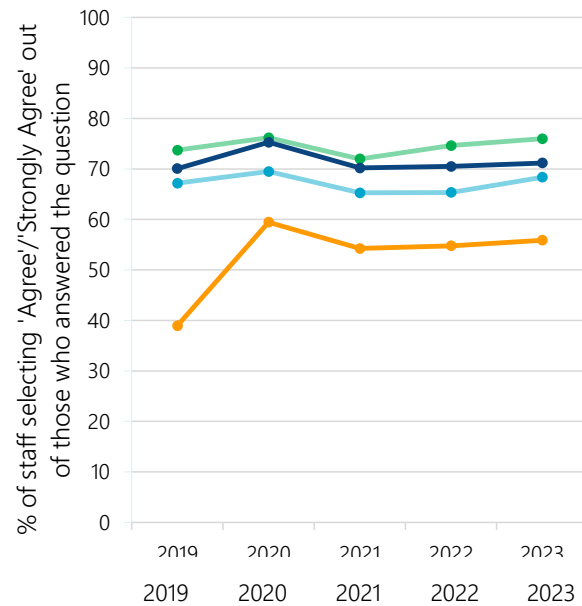


Q25a Care of patients / service users is my organisation's top priority.



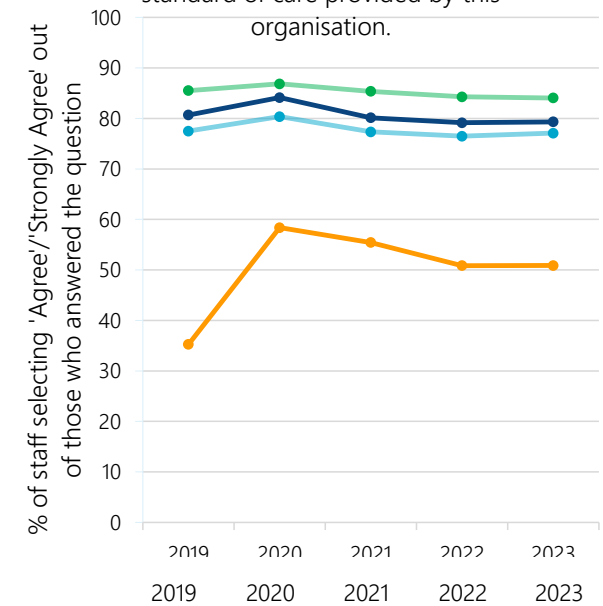
Your org	84.11%	85.89%	82.70%	83.83%	83.80%
Best result	84.78%	88.44%	86.39%	85.10%	85.13%
Average result	81.05%	82.16%	80.51%	81.33%	81.50%
Worst result	61.44%	75.30%	74.67%	72.66%	70.67%
Responses	2702	3084	3201	3052	3546

Q25c I would recommend my organisation as a place to work.



Your org	70.04%	75.27%	70.18%	70.50%	71.16%
Best result	73.71%	76.19%	71.98%	74.63%	75.97%
Average result	67.17%	69.48%	65.26%	65.35%	68.36%
Worst result	38.94%	59.44%	54.23%	54.77%	55.88%
Responses	2702	3085	3199	3052	3552

Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



Your org	80.66%	84.13%	80.12%	79.14%	79.32%
Best result	85.51%	86.85%	85.36%	84.28%	84.05%
Average result	77.48%	80.35%	77.34%	76.49%	77.09%
Worst result	35.24%	58.37%	55.41%	50.84%	50.86%
Responses	2699	3080	3198	3051	3550

Theme - Morale

Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

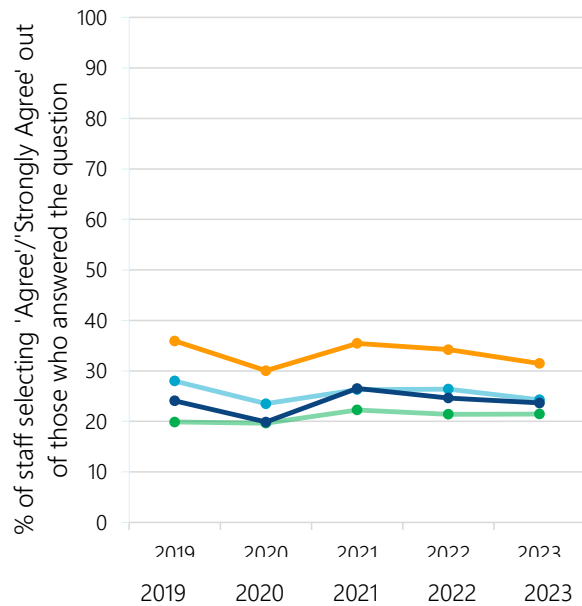
Work pressure – Q3g, Q3h, Q3i

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

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

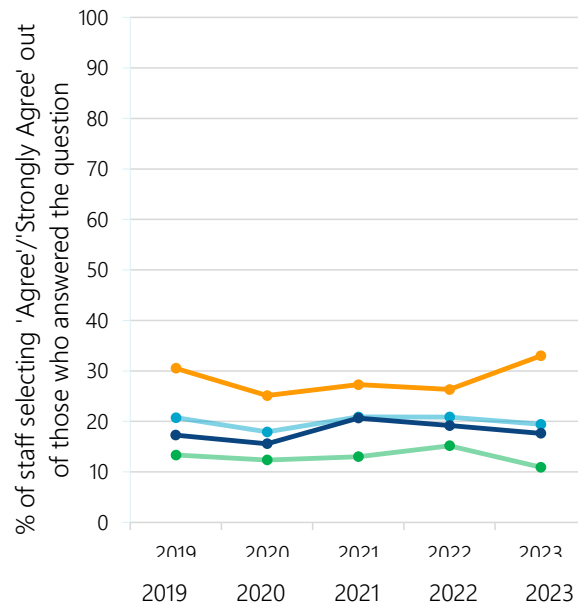


Q26a I often think about leaving this organisation.



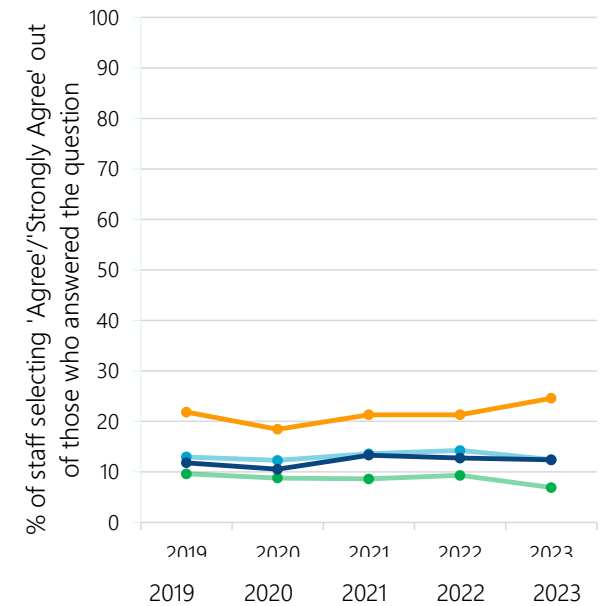
Your org	24.05%	19.88%	26.53%	24.62%	23.64%
Best result	19.89%	19.66%	22.26%	21.42%	21.47%
Average result	28.00%	23.51%	26.29%	26.38%	24.28%
Worst result	35.92%	30.04%	35.46%	34.22%	31.49%
Responses	2709	3098	3206	3053	3559

Q26b I will probably look for a job at a new organisation in the next 12 months.



Your org	17.28%	15.59%	20.67%	19.17%	17.64%
Best result	13.34%	12.36%	13.01%	15.17%	10.91%
Average result	20.72%	17.91%	20.89%	20.87%	19.43%
Worst result	30.53%	25.10%	27.28%	26.31%	32.98%
Responses	2709	3089	3200	3045	3556

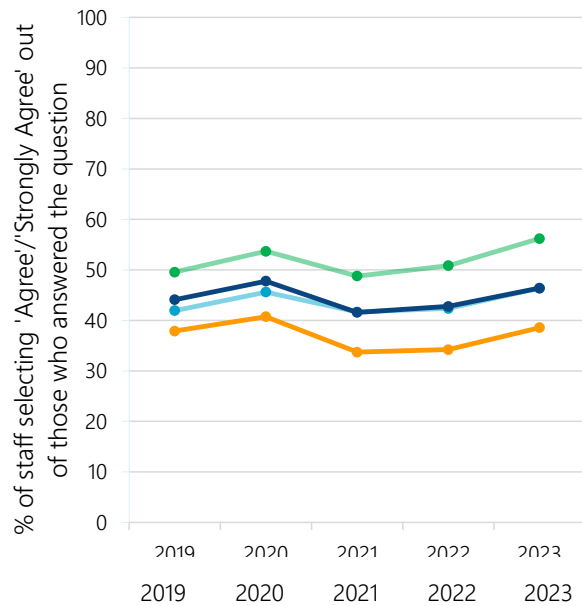
Q26c As soon as I can find another job, I will leave this organisation.



Your org	11.77%	10.52%	13.32%	12.74%	12.39%
Best result	9.61%	8.79%	8.62%	9.31%	6.89%
Average result	12.96%	12.29%	13.59%	14.25%	12.45%
Worst result	21.84%	18.45%	21.31%	21.31%	24.58%
Responses	2699	3083	3196	3034	3550

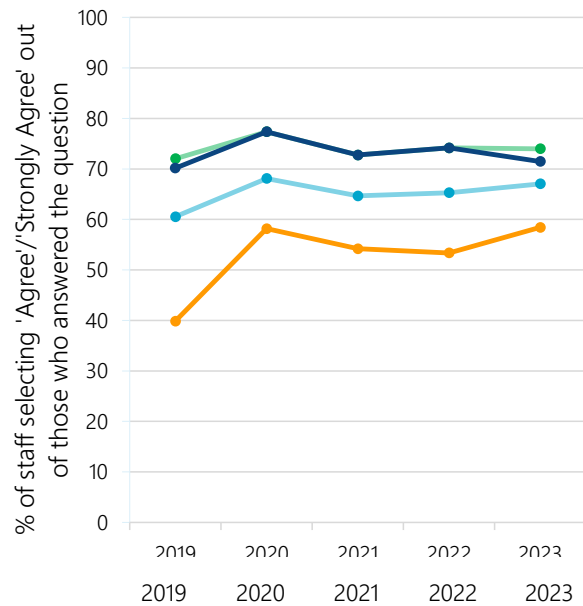


Q3g I am able to meet all the conflicting demands on my time at work.



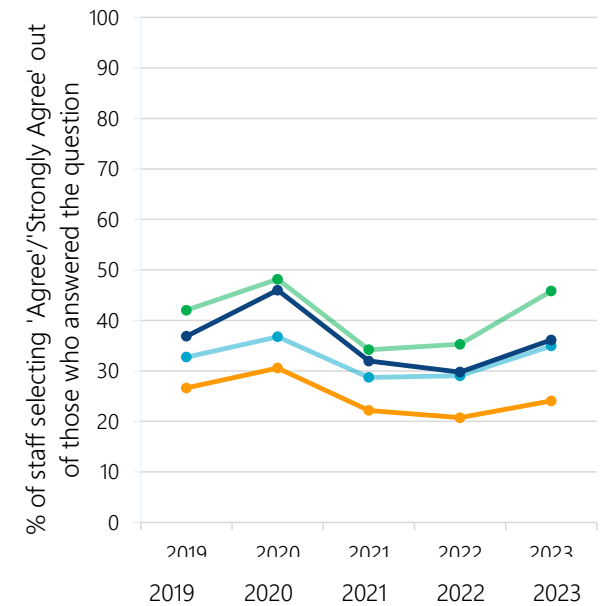
Your org	44.10%	47.79%	41.60%	42.77%	46.40%
Best result	49.57%	53.69%	48.79%	50.85%	56.20%
Average result	41.95%	45.61%	41.66%	42.37%	46.39%
Worst result	37.89%	40.73%	33.71%	34.22%	38.57%
Responses	2726	3085	3189	3053	3553

Q3h I have adequate materials, supplies and equipment to do my work.



Your org	70.14%	77.35%	72.75%	74.15%	71.46%
Best result	72.03%	77.35%	72.75%	74.15%	73.99%
Average result	60.53%	68.10%	64.64%	65.29%	67.06%
Worst result	39.85%	58.16%	54.19%	53.37%	58.41%
Responses	2726	3079	3180	3046	3561

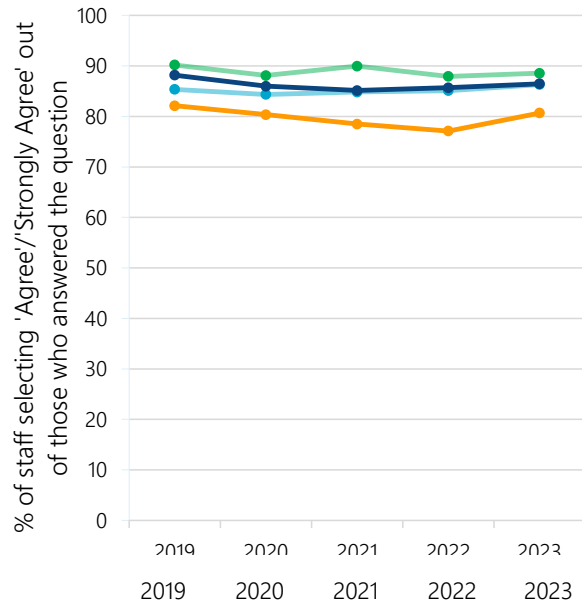
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	36.85%	45.98%	31.97%	29.78%	36.12%
Best result	42.02%	48.15%	34.19%	35.28%	45.80%
Average result	32.74%	36.75%	28.72%	29.04%	34.95%
Worst result	26.63%	30.58%	22.18%	20.73%	24.05%
Responses	2725	3080	3191	3053	3562

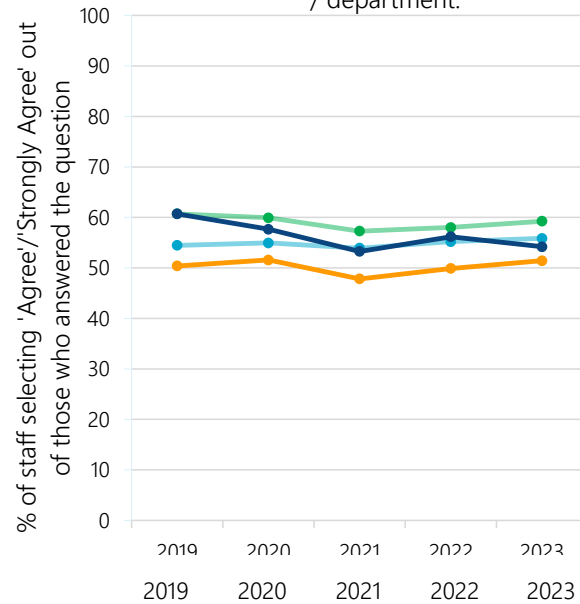


Q3a I always know what my work responsibilities are.



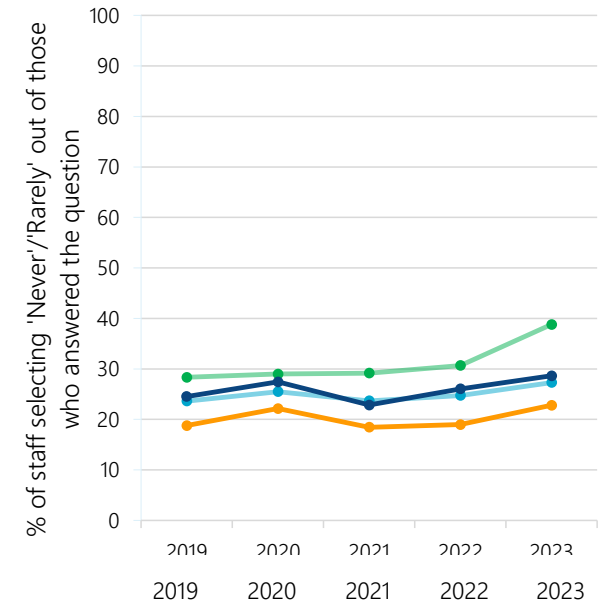
	2019	2020	2021	2022	2023
Your org	88.16%	86.00%	85.14%	85.67%	86.46%
Best result	90.19%	88.11%	89.96%	87.92%	88.55%
Average result	85.36%	84.35%	84.84%	85.11%	86.31%
Worst result	82.12%	80.35%	78.48%	77.11%	80.67%
Responses	2731	3074	3204	3060	3566

Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



	2019	2020	2021	2022	2023
Your org	60.70%	57.66%	53.27%	56.17%	54.19%
Best result	60.70%	59.93%	57.29%	58.01%	59.24%
Average result	54.48%	54.94%	53.91%	55.19%	55.86%
Worst result	50.40%	51.57%	47.81%	49.89%	51.42%
Responses	2724	3090	3194	3053	3559

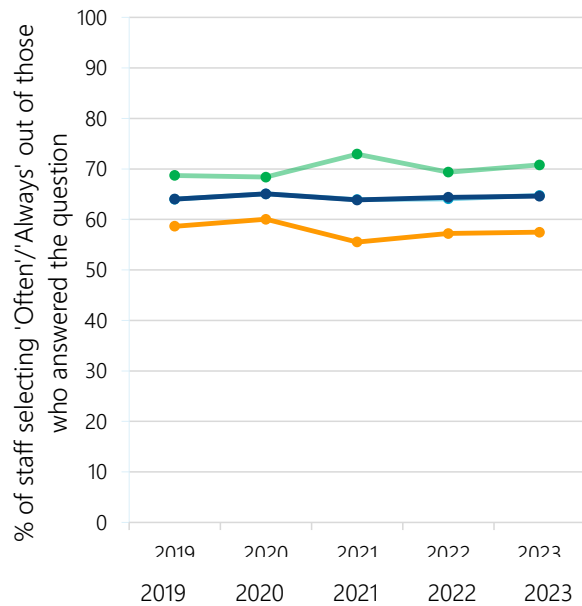
Q5a I have unrealistic time pressures.



	2019	2020	2021	2022	2023
Your org	24.53%	27.43%	22.84%	26.05%	28.63%
Best result	28.32%	28.99%	29.16%	30.68%	38.80%
Average result	23.62%	25.48%	23.68%	24.73%	27.31%
Worst result	18.78%	22.16%	18.44%	18.96%	22.81%
Responses	2723	3082	3193	3050	3561

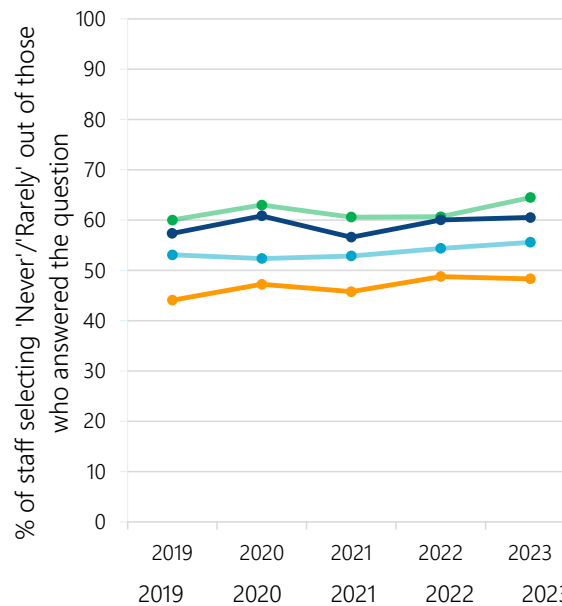


Q5b I have a choice in deciding how to do my work.



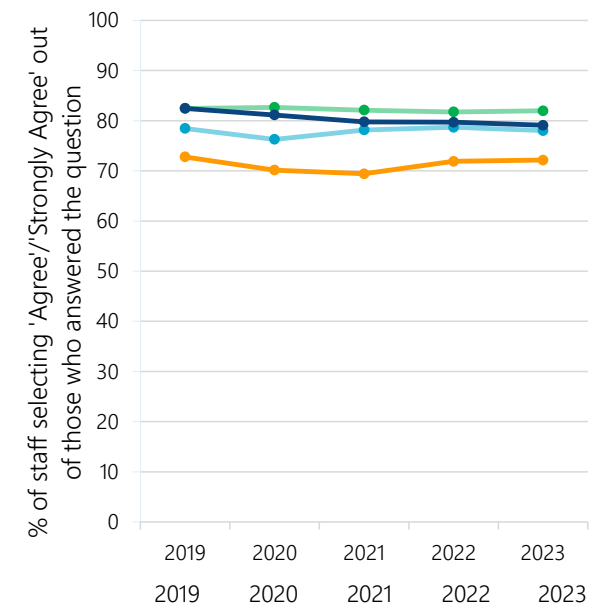
Your org	64.01%	65.06%	63.85%	64.38%	64.62%
Best result	68.70%	68.37%	72.93%	69.36%	70.79%
Average result	64.01%	65.06%	63.92%	64.09%	64.76%
Worst result	58.65%	60.03%	55.51%	57.21%	57.46%
Responses	2728	3074	3186	3046	3560

Q5c Relationships at work are strained.



Your org	57.38%	60.85%	56.62%	60.03%	60.52%
Best result	60.03%	63.00%	60.60%	60.67%	64.50%
Average result	53.10%	52.35%	52.86%	54.39%	55.60%
Worst result	44.08%	47.23%	45.78%	48.78%	48.31%
Responses	2719	3077	3196	3048	3555

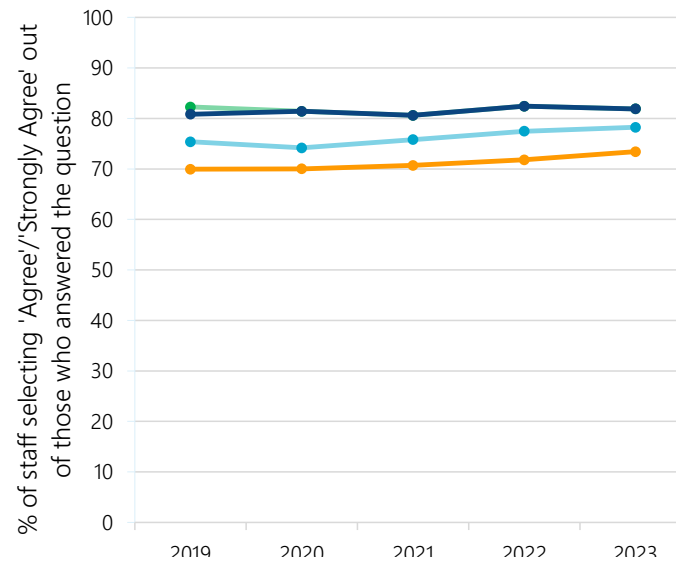
Q7c I receive the respect I deserve from my colleagues at work.



Your org	82.44%	81.14%	79.76%	79.69%	79.09%
Best result	82.44%	82.66%	82.11%	81.75%	81.96%
Average result	78.45%	76.28%	78.15%	78.68%	78.01%
Worst result	72.78%	70.14%	69.40%	71.88%	72.15%
Responses	2727	3085	3201	3053	3561



Q9a My immediate manager encourages me at work.



	2019	2020	2021	2022	2023
Your org	80.82%	81.40%	80.59%	82.40%	81.89%
Best result	82.25%	81.40%	80.59%	82.40%	81.89%
Average result	75.38%	74.17%	75.79%	77.46%	78.23%
Worst result	69.95%	70.02%	70.69%	71.80%	73.41%
Responses	2728	3094	3206	3059	3557

Kent Community Health NHS Foundation Trust Benchmark report

Question not linked to People Promise elements or themes

Questions included:*

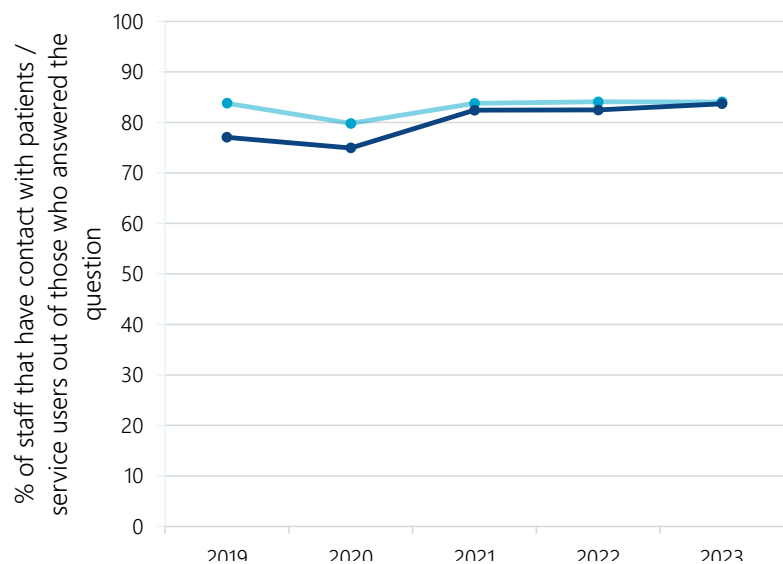
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*The results for Q17a, Q17b and Q22 are reported in the section for People Promise element 4: We are safe and healthy. These questions do not contribute to any score or sub-score calculations.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

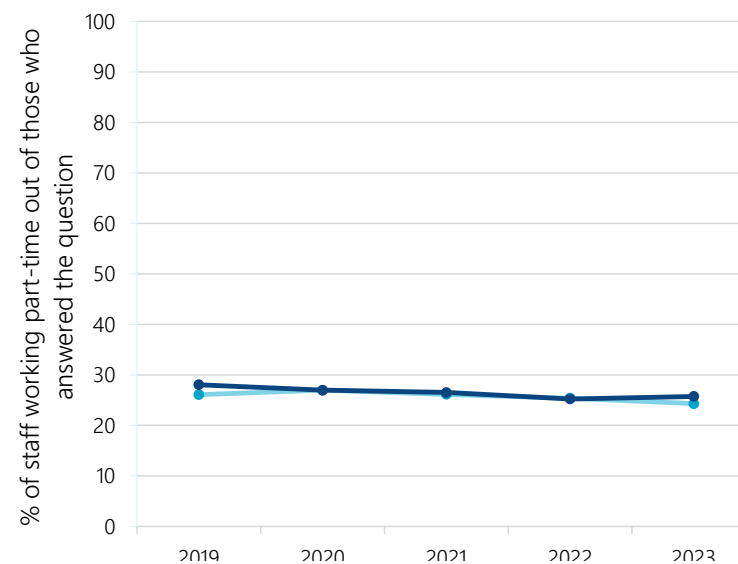


Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



	2019	2020	2021	2022	2023
Your org	77.04%	74.94%	82.41%	82.46%	83.70%
Average	83.79%	79.80%	83.78%	84.08%	84.05%
Responses	2713	3088	3195	3051	3546

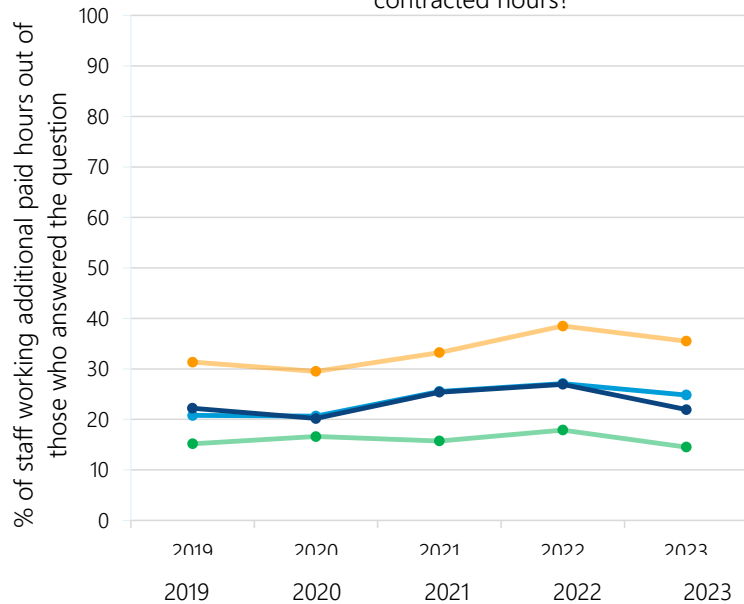
Q10a How many hours a week are you contracted to work?



	2019	2020	2021	2022	2023
Your org	28.03%	26.97%	26.52%	25.24%	25.75%
Average	26.09%	26.97%	26.14%	25.40%	24.30%
Responses	2719	2855	2968	2797	3503

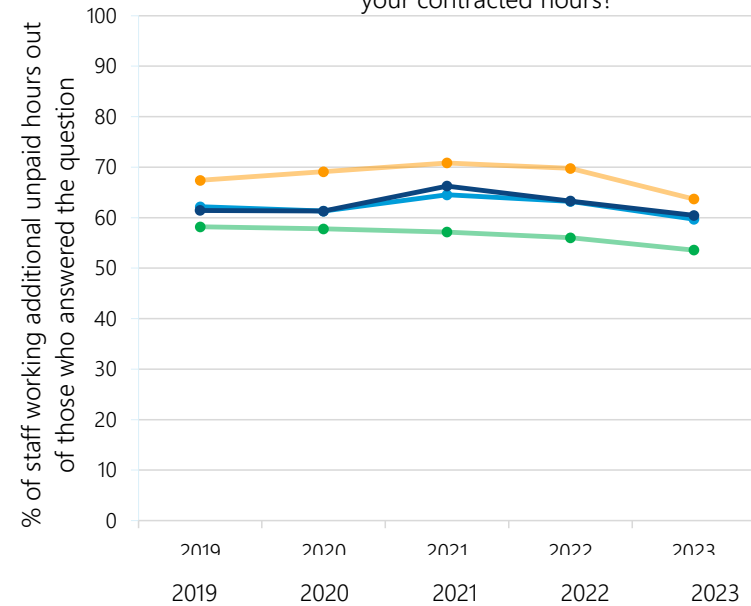


Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



	2019	2020	2021	2022	2023
Your org	22.20%	20.19%	25.39%	26.94%	21.95%
Lowest	15.17%	16.60%	15.74%	17.89%	14.53%
Average	20.78%	20.67%	25.53%	27.11%	24.82%
Highest	31.36%	29.51%	33.24%	38.49%	35.49%
Responses	2650	3015	3112	2992	3528

Q10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?

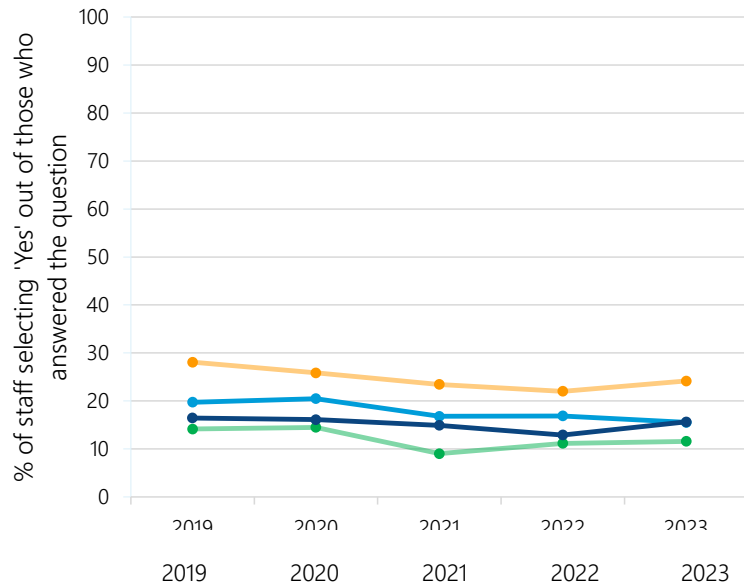


	2019	2020	2021	2022	2023
Your org	61.42%	61.30%	66.26%	63.28%	60.43%
Lowest	58.18%	57.77%	57.16%	56.01%	53.57%
Average	62.16%	61.30%	64.52%	63.21%	59.70%
Highest	67.40%	69.11%	70.84%	69.76%	63.68%
Responses	2665	3045	3148	3008	3534

Kent Community Health NHS Foundation Trust Benchmark report

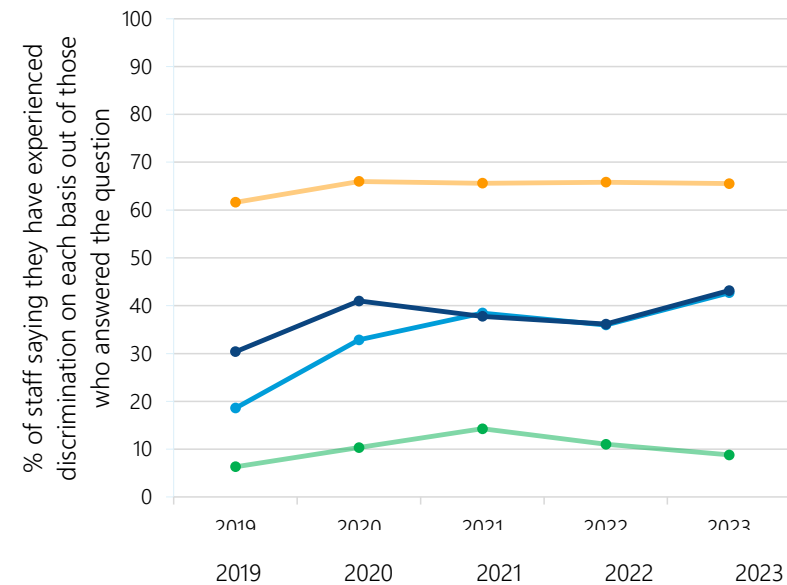


Q11e* Have you felt pressure from your manager to come to work?



	2019	2020	2021	2022	2023
Your org	16.46%	16.11%	14.93%	12.90%	15.64%
Best result	14.15%	14.51%	9.02%	11.17%	11.60%
Average result	19.74%	20.48%	16.80%	16.86%	15.53%
Worst result	28.06%	25.85%	23.45%	22.02%	24.16%
Responses	1397	1221	1611	1585	1716

Q16c.1 On what grounds have you experienced discrimination? - Ethnic background.

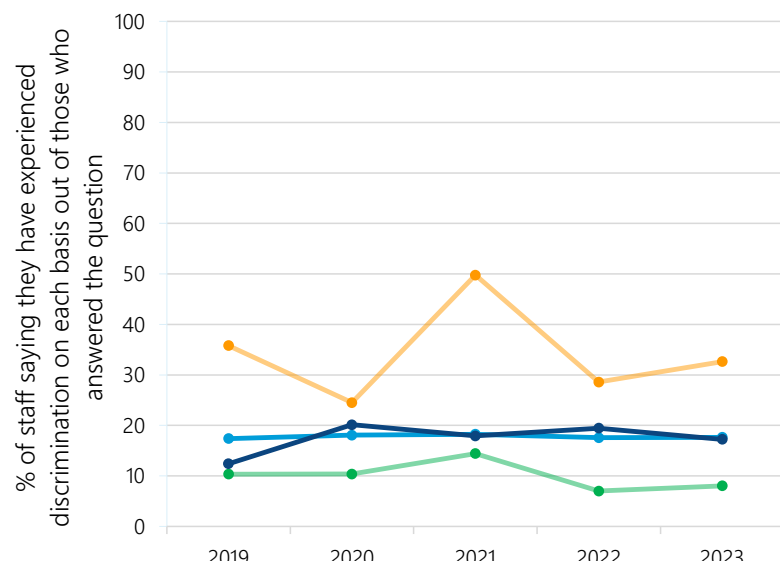


	2019	2020	2021	2022	2023
Your org	30.36%	40.99%	37.77%	36.15%	43.15%
Best result	6.34%	10.33%	14.28%	11.02%	8.79%
Average result	18.61%	32.86%	38.46%	35.97%	42.71%
Worst result	61.62%	65.98%	65.59%	65.82%	65.52%
Responses	181	207	209	231	282

*Q11e is only answered by staff who responded 'Yes' to Q11d.

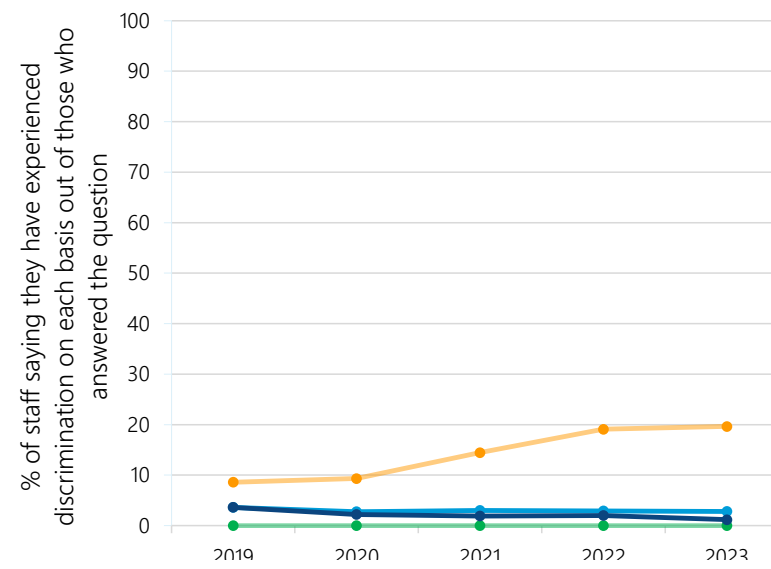


Q16c.2 On what grounds have you experienced discrimination? – Gender.



	2019	2020	2021	2022	2023
Your org	12.40%	20.12%	17.91%	19.46%	17.23%
Best result	10.34%	10.38%	14.42%	7.00%	8.02%
Average result	17.39%	18.07%	18.25%	17.55%	17.65%
Worst result	35.81%	24.52%	49.76%	28.58%	32.64%
Responses	181	207	209	231	282

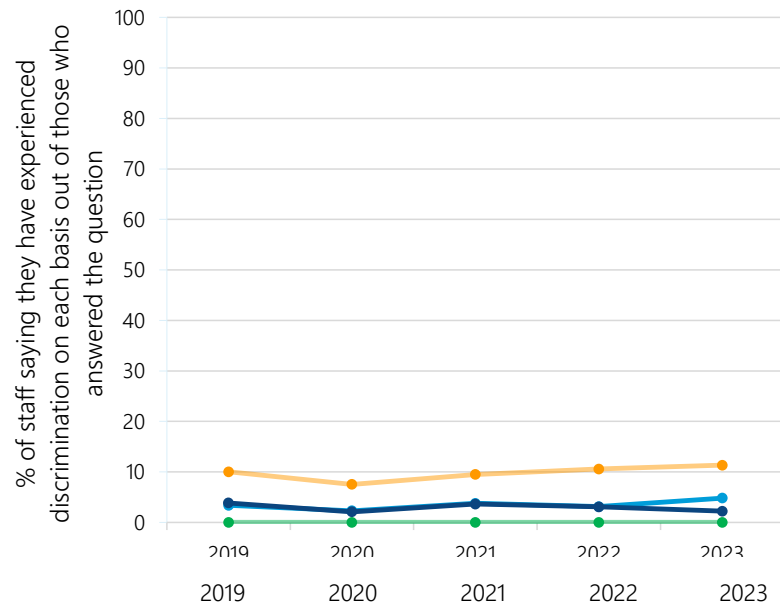
Q16c.3 On what grounds have you experienced discrimination? – Religion.



	2019	2020	2021	2022	2023
Your org	3.63%	2.21%	1.91%	2.01%	1.17%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	3.61%	2.76%	3.02%	2.91%	2.81%
Worst result	8.60%	9.33%	14.45%	19.09%	19.64%
Responses	181	207	209	231	282

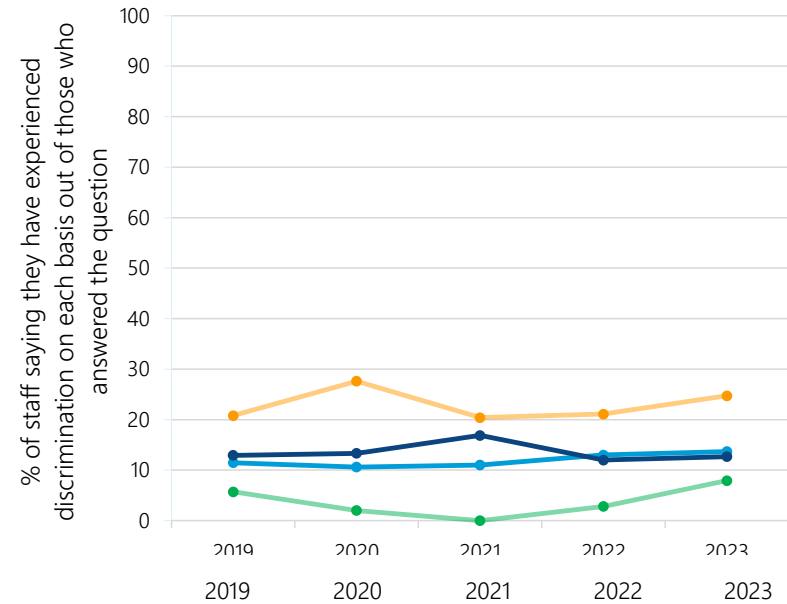


Q16c.4 On what grounds have you experienced discrimination? – Sexual orientation.



	2019	2020	2021	2022	2023
Your org	3.86%	2.09%	3.63%	3.07%	2.23%
Best result	0.00%	0.00%	0.00%	0.00%	0.00%
Average result	3.37%	2.29%	3.78%	3.14%	4.81%
Worst result	10.01%	7.52%	9.50%	10.57%	11.34%
Responses	181	207	209	231	282

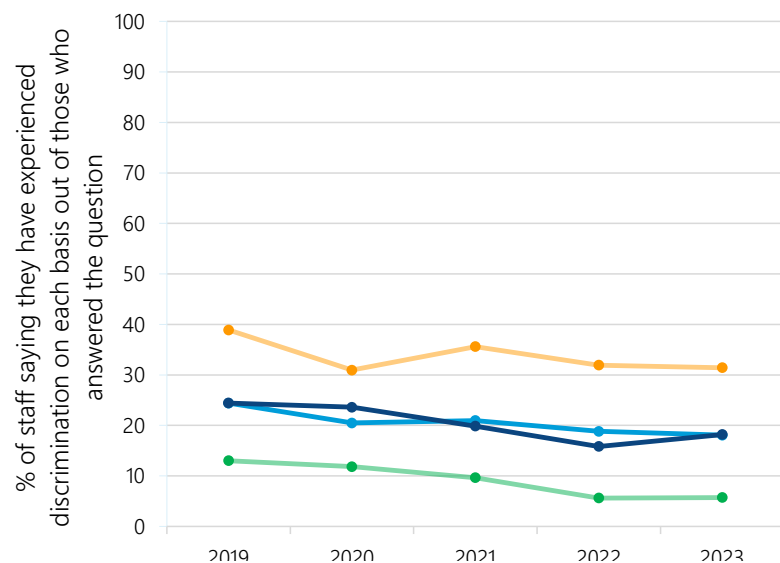
Q16c.5 On what grounds have you experienced discrimination? – Disability.



	2019	2020	2021	2022	2023
Your org	12.89%	13.32%	16.89%	12.00%	12.68%
Best result	5.72%	2.01%	0.00%	2.80%	7.91%
Average result	11.48%	10.60%	11.02%	13.00%	13.69%
Worst result	20.80%	27.61%	20.40%	21.10%	24.72%
Responses	181	207	209	231	282

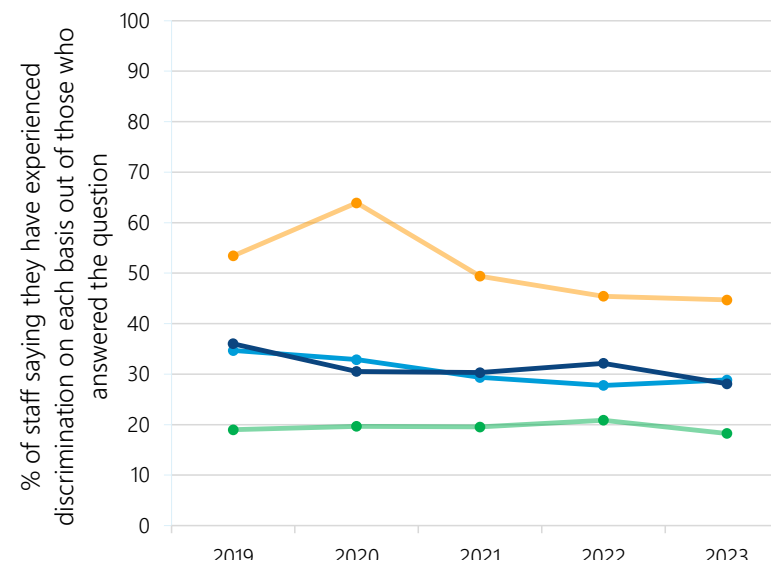


Q16c.6 On what grounds have you experienced discrimination? – Age.



	2019	2020	2021	2022	2023
Your org	24.41%	23.61%	19.86%	15.84%	18.20%
Best result	13.02%	11.83%	9.64%	5.61%	5.72%
Average result	24.41%	20.47%	20.96%	18.84%	18.06%
Worst result	38.91%	30.95%	35.61%	31.94%	31.42%
Responses	181	207	209	231	282

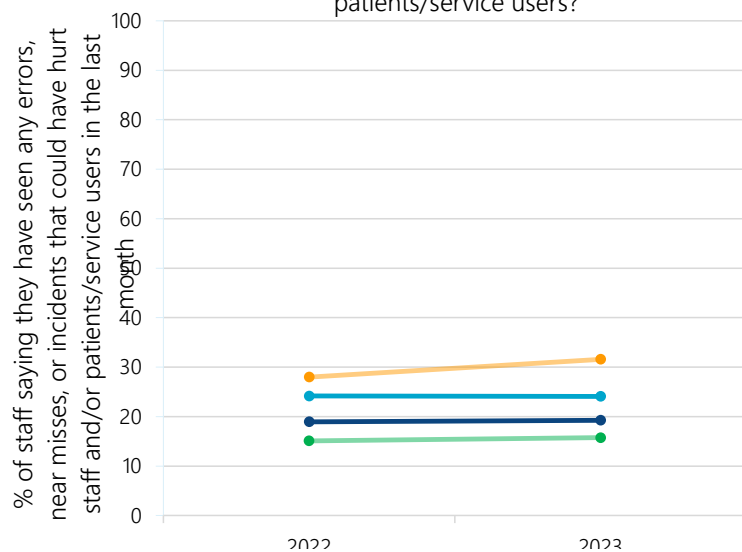
Q16c.7 On what grounds have you experienced discrimination? – Other.



	2019	2020	2021	2022	2023
Your org	36.03%	30.53%	30.31%	32.14%	28.09%
Best result	18.98%	19.66%	19.55%	20.87%	18.26%
Average result	34.70%	32.88%	29.35%	27.77%	28.86%
Worst result	53.43%	63.91%	49.40%	45.43%	44.70%
Responses	181	207	209	231	282



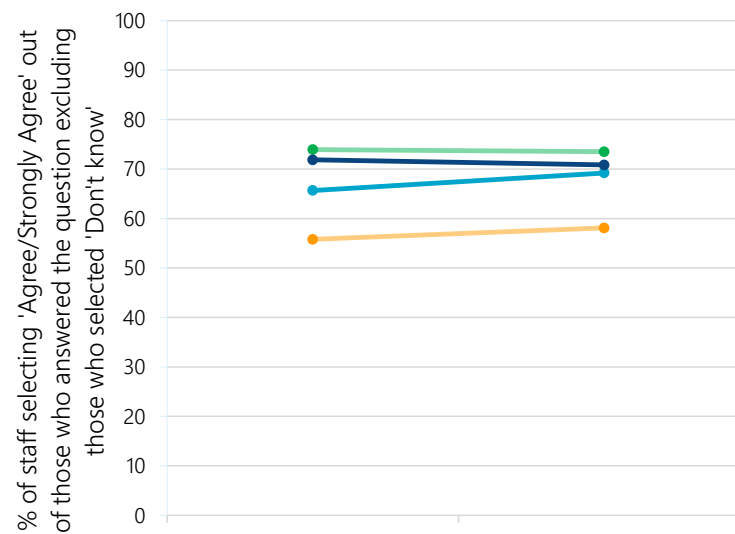
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023
Your org	18.95%	19.25%
Best result	15.08%	15.75%
Average result	24.17%	24.08%
Worst result	27.99%	31.58%

Responses 3035 3519

Q19a My organisation treats staff who are involved in an error, near miss or incident fairly.

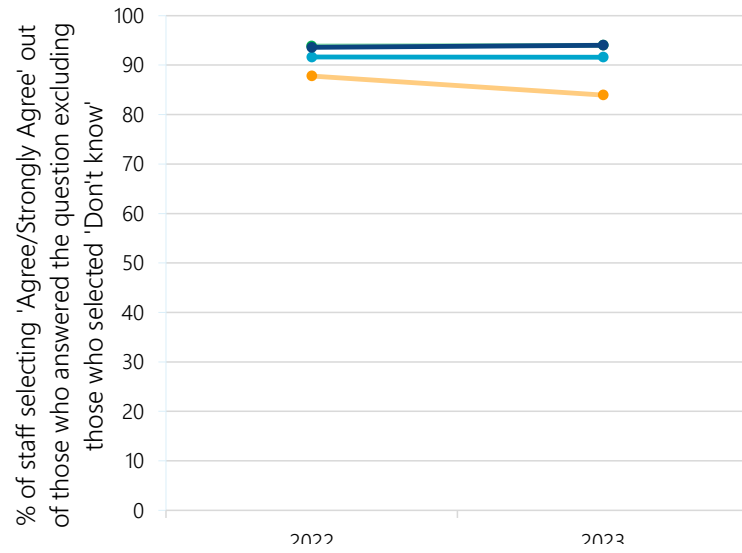


	2022	2023
Your org	71.86%	70.82%
Best result	73.94%	73.50%
Average result	65.67%	69.22%
Worst result	55.78%	58.09%

Responses 2456 2800

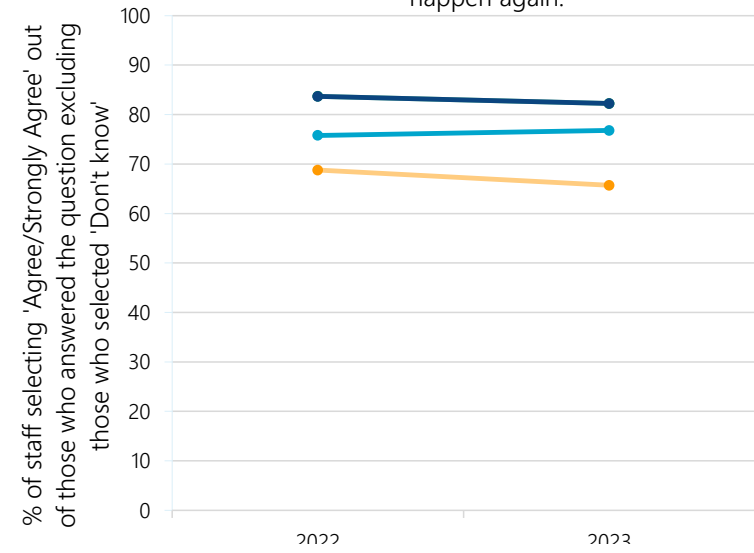


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023
Your org	93.58%	94.01%
Best result	93.82%	94.01%
Average result	91.61%	91.60%
Worst result	87.80%	83.93%
Responses	2976	3486

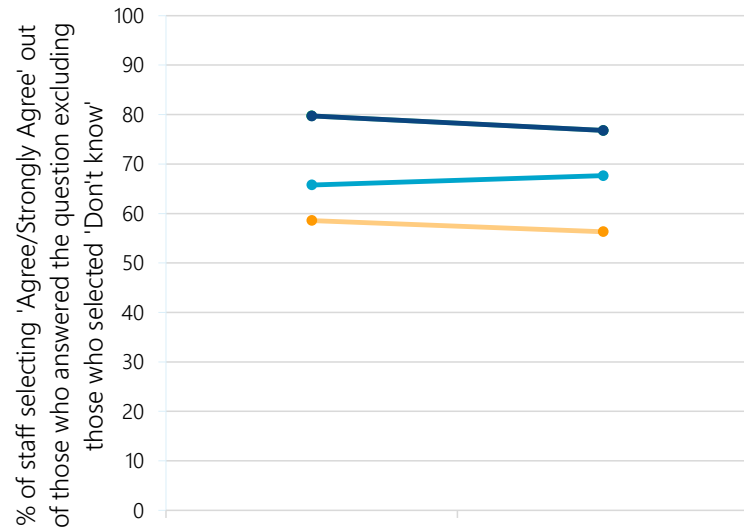
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023
Your org	83.67%	82.23%
Best result	83.67%	82.23%
Average result	75.77%	76.79%
Worst result	68.76%	65.70%
Responses	2791	3236

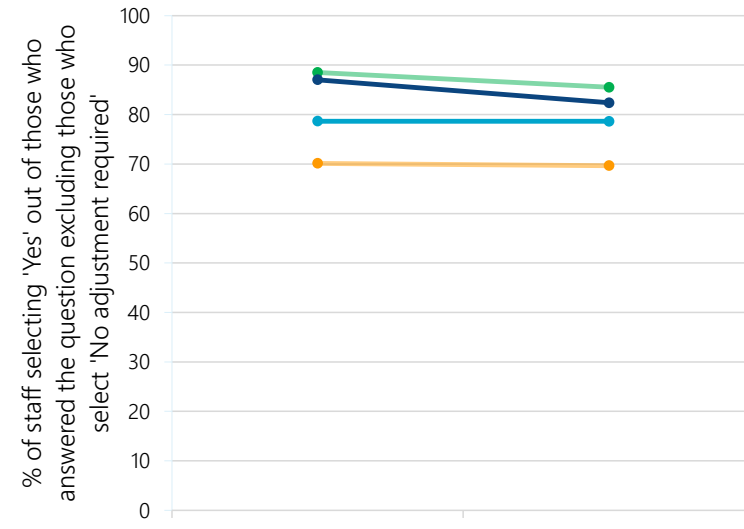


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023
Your org	79.71%	76.78%
Best result	79.71%	76.78%
Average result	65.75%	67.64%
Worst result	58.57%	56.31%
Responses	2812	3277

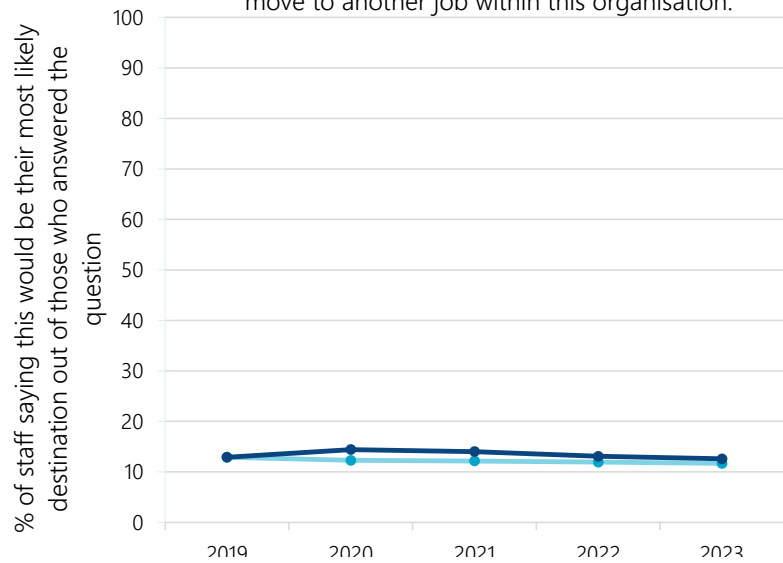
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023
Your org	87.04%	82.39%
Best result	88.50%	85.52%
Average result	78.66%	78.64%
Worst result	70.12%	69.67%
Responses	520	596

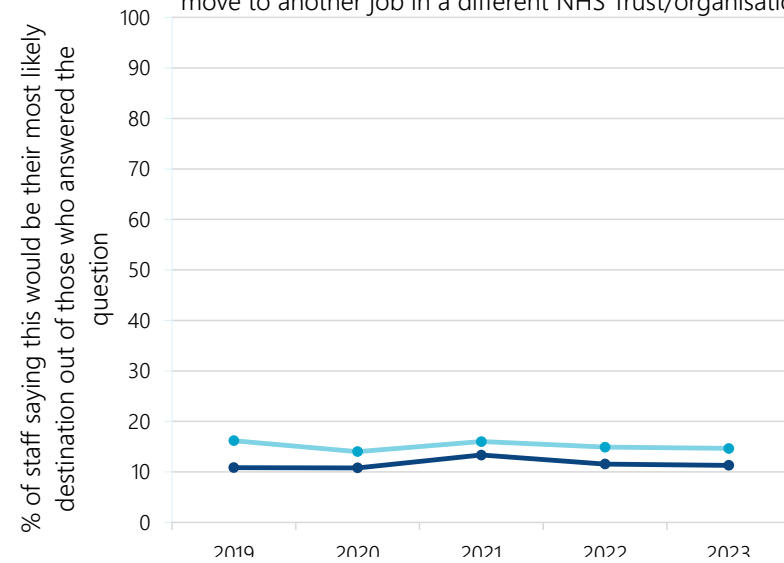


Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



	2019	2020	2021	2022	2023
Your org	12.89%	14.43%	14.02%	13.09%	12.59%
Average	12.89%	12.28%	12.16%	11.94%	11.68%
Responses	2257	2730	2839	2727	3368

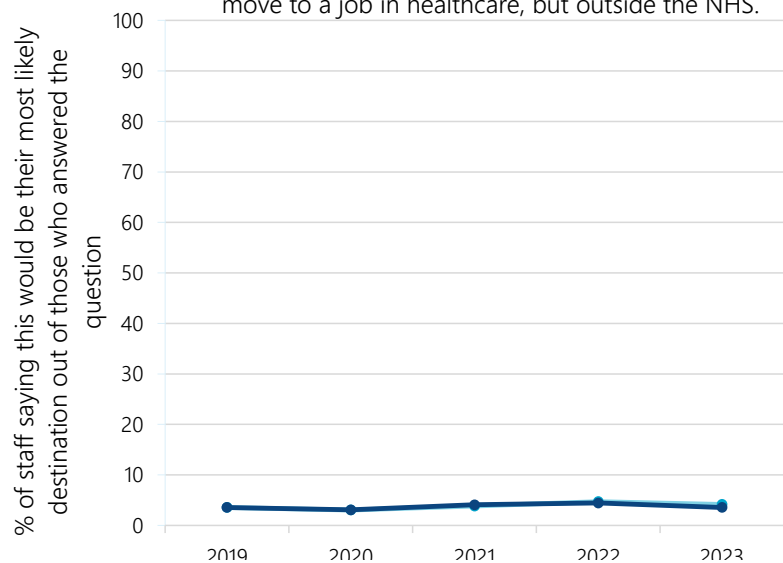
Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.



	2019	2020	2021	2022	2023
Your org	10.86%	10.81%	13.35%	11.55%	11.31%
Average	16.18%	14.01%	16.02%	14.89%	14.65%
Responses	2257	2730	2839	2727	3368

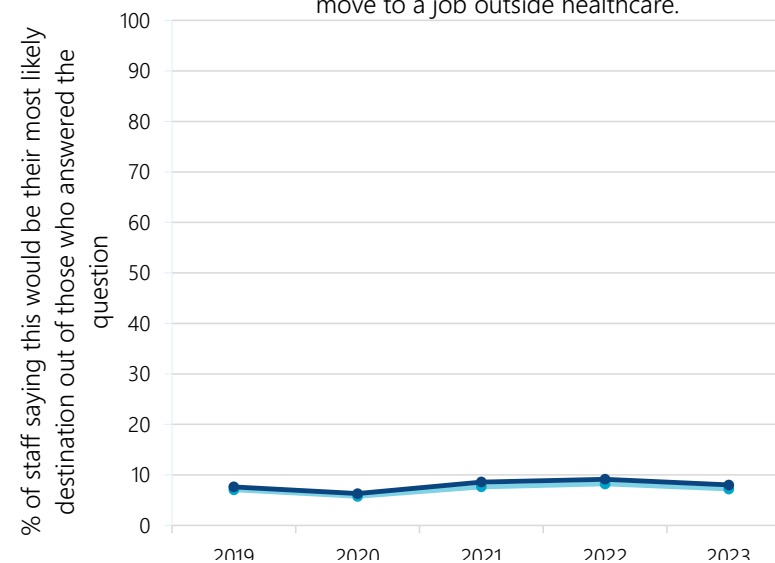


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



Your org	3.54%	3.08%	4.09%	4.44%	3.56%
Average	3.54%	3.05%	3.84%	4.72%	4.15%
Responses	2257	2730	2839	2727	3368

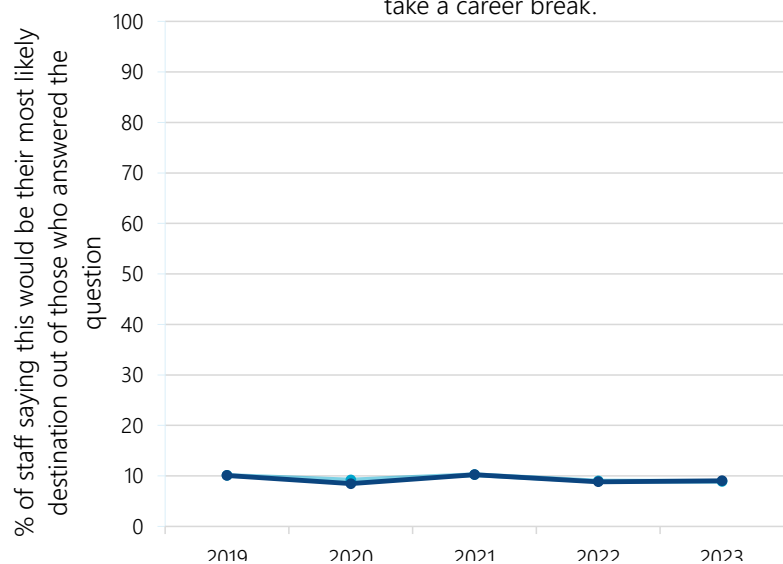
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



Your org	7.62%	6.30%	8.59%	9.13%	8.02%
Average	7.05%	5.75%	7.62%	8.22%	7.20%
Responses	2257	2730	2839	2727	3368

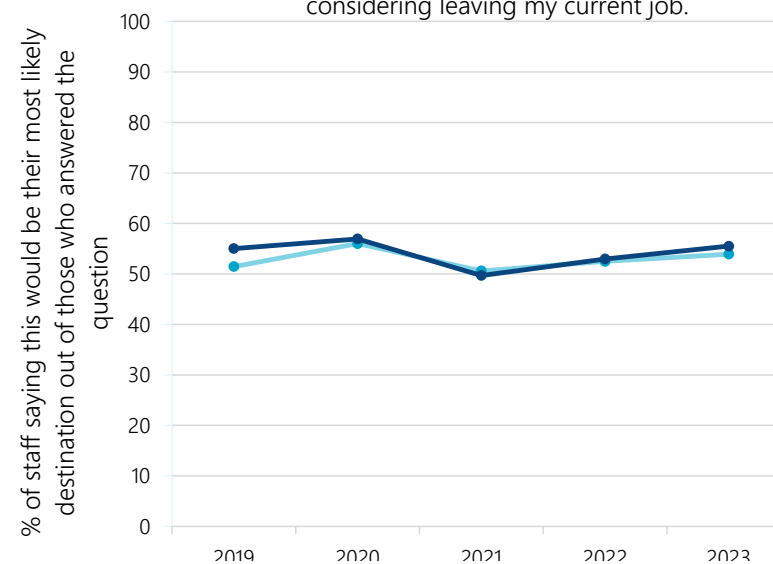


Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



Your org	10.10%	8.46%	10.25%	8.84%	9.03%
Average	10.10%	9.20%	10.25%	8.99%	8.91%
Responses	2257	2730	2839	2727	3368

Q26d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.



Your org	54.98%	56.92%	49.70%	52.95%	55.49%
Average	51.45%	56.01%	50.60%	52.49%	53.91%
Responses	2257	2730	2839	2727	3368

Workforce Equality Standards

Note where there are fewer than 10 responses for a question, results are suppressed to protect staff confidentiality and reliability of data.

Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2019-2023 organisation and benchmarking group median results for q13a, q13b&c combined, q15, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined).

Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2019-2023 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. It also shows results for q31b (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.

In 2022, the text for q31b was updated and the word 'adequate' was updated to 'reasonable'.

The WDES breakdowns are based on the responses to q31a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?

Workforce Equality Standards

This section contains data required for the staff survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Data presented in this section are unweighted.

Workforce Race Equality Standards (WRES)

Indicator	Qu No	Workforce Race Equality Standard
For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined		
5	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	Q14b & Q14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
8	Q16b	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues

Workforce Disability Equality Standards (WDES)

Indicator	Qu No	Workforce Disability Equality Standard
For each of the following indicators, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness		
4a	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public
4b	Q14b	Percentage of staff experiencing harassment, bullying or abuse from managers
4c	Q14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues
4d	Q14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
5	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion
6	Q11e	Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
7	Q4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work
8	Q31b	Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work
9a	theme_engagement	The staff engagement score for staff with LTC or illness vs staff without a LTC or illness

*Staff with a long term condition

Workforce Race Equality Standards (WRES)

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

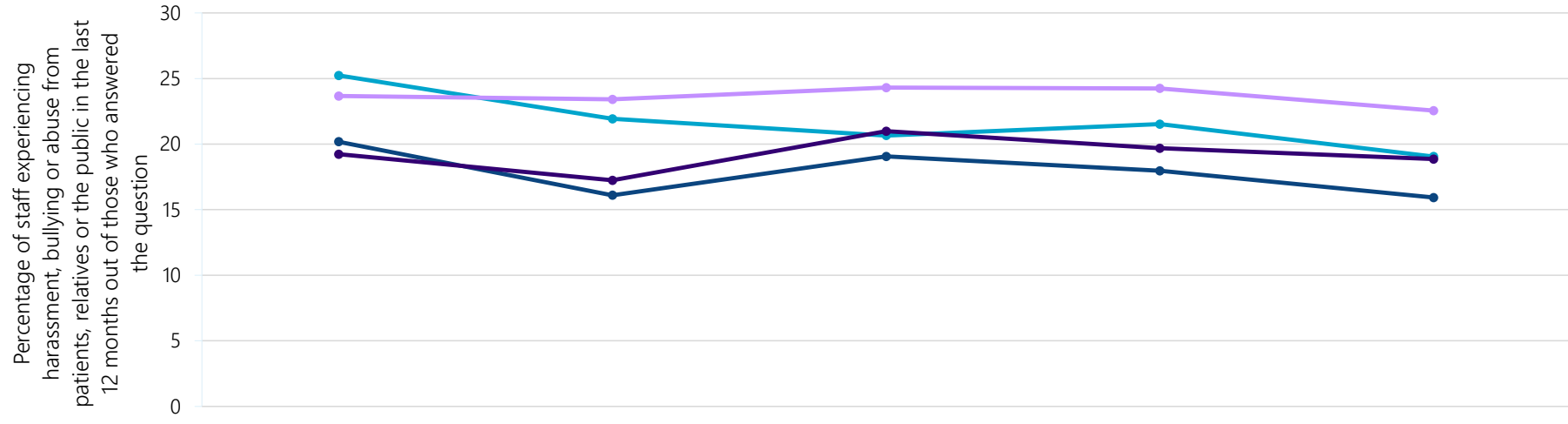
Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Workforce Race Equality Standard (WRES)

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months

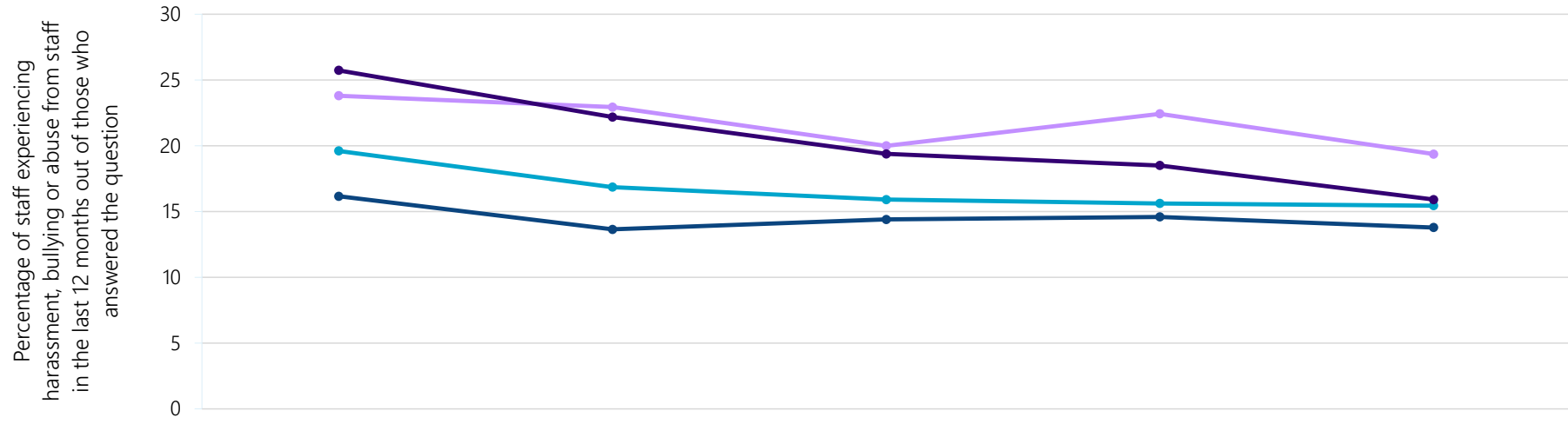


	2019	2020	2021	2022	2023
White staff: Your org	20.18%	16.10%	19.06%	17.96%	15.93%
All other ethnic groups*: Your org	19.23%	17.24%	20.98%	19.68%	18.85%
White staff: Average	25.23%	21.93%	20.65%	21.52%	19.05%
All other ethnic groups*: Average	23.66%	23.41%	24.30%	24.24%	22.55%
White staff: Responses	2448	2752	2860	2689	3102
All other ethnic groups*: Responses	208	290	286	315	419

*Staff from all other ethnic groups combined

Workforce Race Equality Standard (WRES)

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

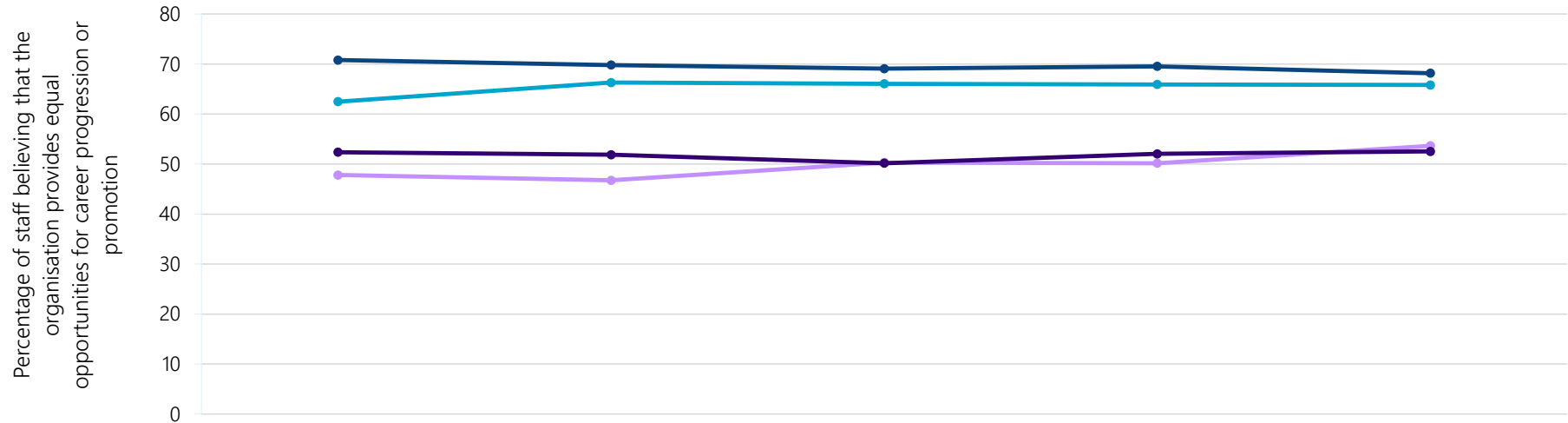


	2019	2020	2021	2022	2023
White staff: Your org	16.16%	13.64%	14.40%	14.59%	13.79%
All other ethnic groups*: Your org	25.73%	22.18%	19.38%	18.50%	15.90%
White staff: Average	19.61%	16.86%	15.91%	15.62%	15.45%
All other ethnic groups*: Average	23.80%	22.94%	19.99%	22.42%	19.36%
White staff: Responses	2432	2756	2869	2687	3097
All other ethnic groups*: Responses	206	293	289	319	415

*Staff from all other ethnic groups combined

Workforce Race Equality Standard (WRES)

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion.

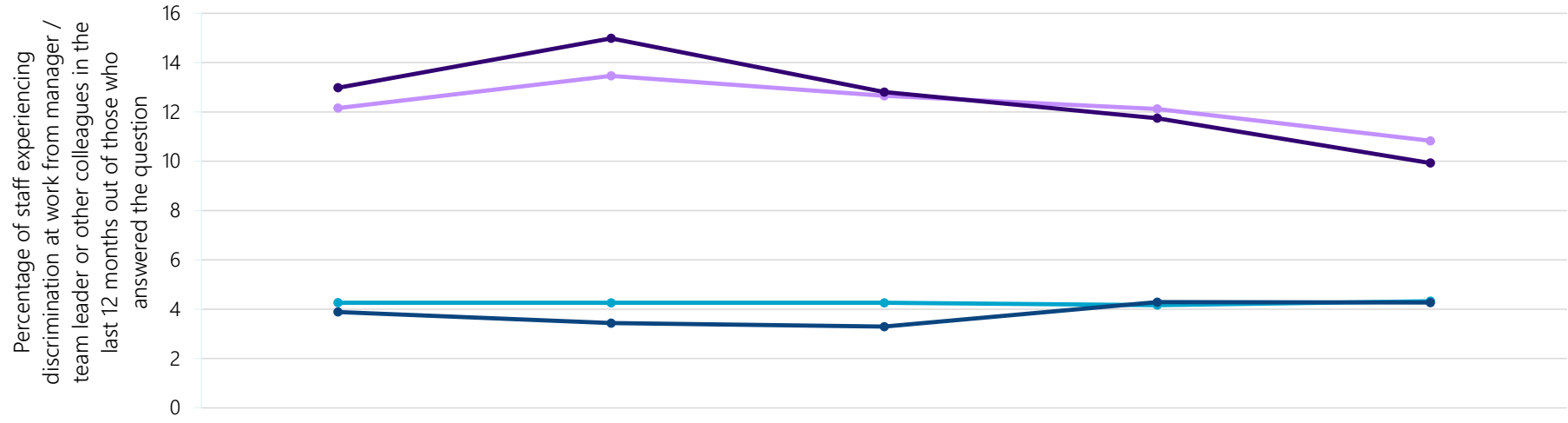


	2019	2020	2021	2022	2023
White staff: Your org	70.81%	69.80%	69.08%	69.54%	68.18%
All other ethnic groups*: Your org	52.38%	51.88%	50.17%	52.04%	52.53%
White staff: Average	62.48%	66.30%	66.05%	65.92%	65.80%
All other ethnic groups*: Average	47.81%	46.75%	50.31%	50.18%	53.66%
White staff: Responses	2446	2755	2859	2682	3092
All other ethnic groups*: Responses	210	293	293	319	415

*Staff from all other ethnic groups combined

Workforce Race Equality Standard (WRES)

Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in the last 12 months.



	2019	2020	2021	2022	2023
White staff: Your org	3.89%	3.44%	3.29%	4.29%	4.27%
All other ethnic groups*: Your org	12.98%	14.98%	12.80%	11.75%	9.93%
White staff: Average	4.26%	4.26%	4.26%	4.17%	4.33%
All other ethnic groups*: Average	12.16%	13.46%	12.65%	12.12%	10.83%
White staff: Responses	2443	2734	2853	2681	3091
All other ethnic groups*: Responses	208	287	289	315	413

*Staff from all other ethnic groups combined

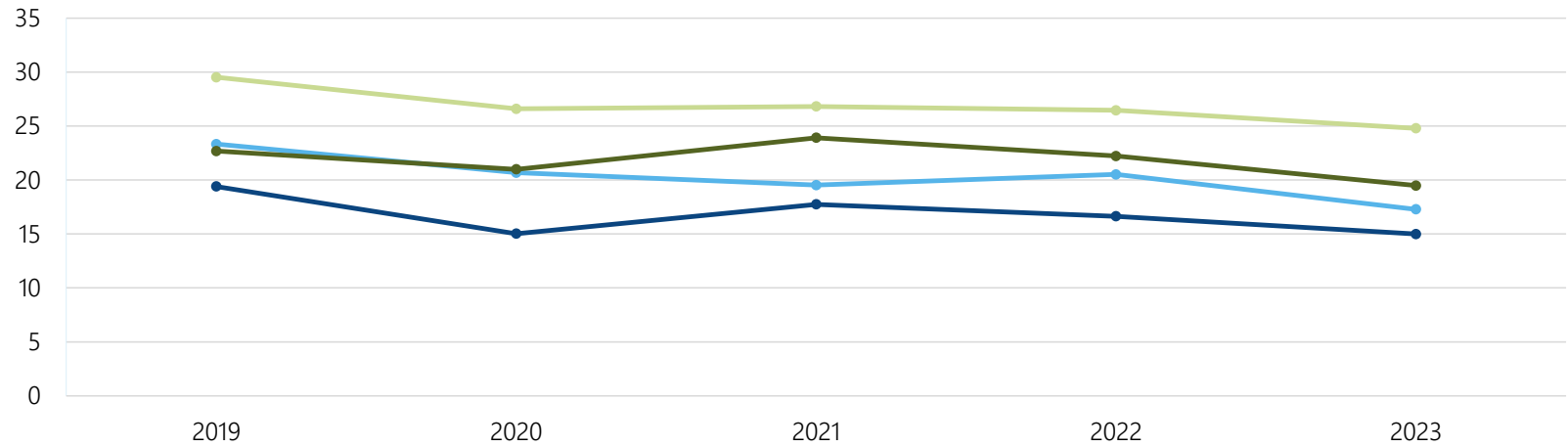
Workforce Disability Equality Standards (WDES)

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted. Data shown in the WDES charts are unweighted.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months out of those who answered the question

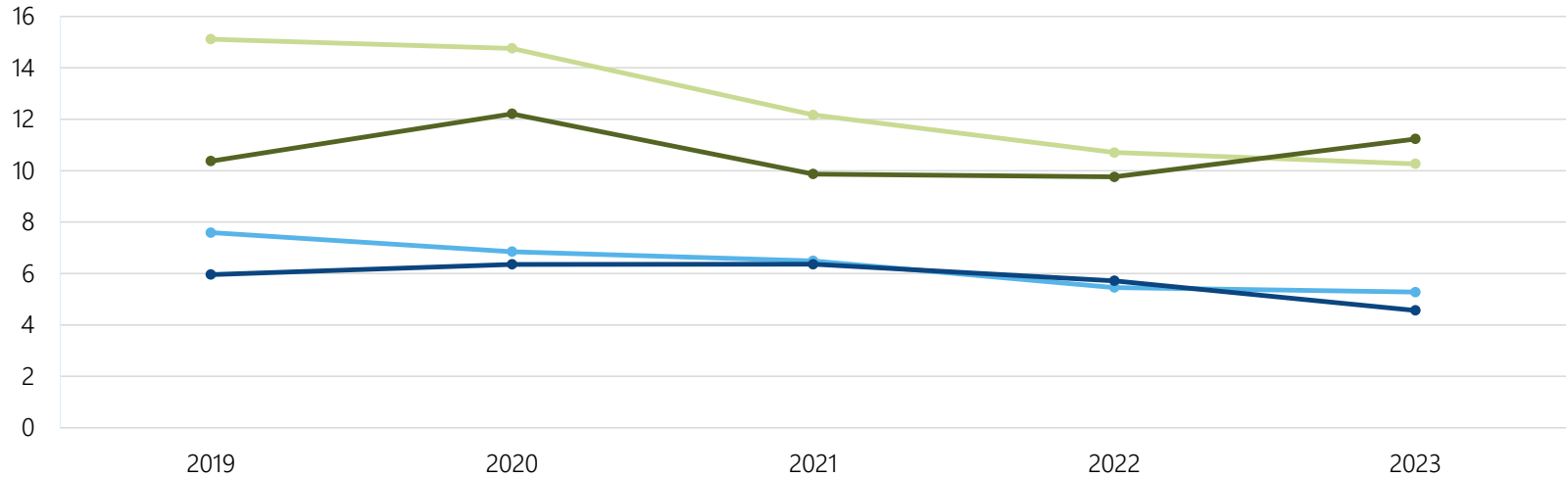
Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	22.68%	20.98%	23.91%	22.22%	19.48%
Staff without a LTC or illness: Your org	19.40%	15.02%	17.75%	16.64%	14.99%
Staff with a LTC or illness: Average	29.52%	26.60%	26.81%	26.46%	24.79%
Staff without a LTC or illness: Average	23.32%	20.67%	19.53%	20.51%	17.29%
Staff with a LTC or illness: Responses	679	691	828	837	1006
Staff without a LTC or illness: Responses	2000	2370	2327	2176	2481

Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months out of those who answered the question

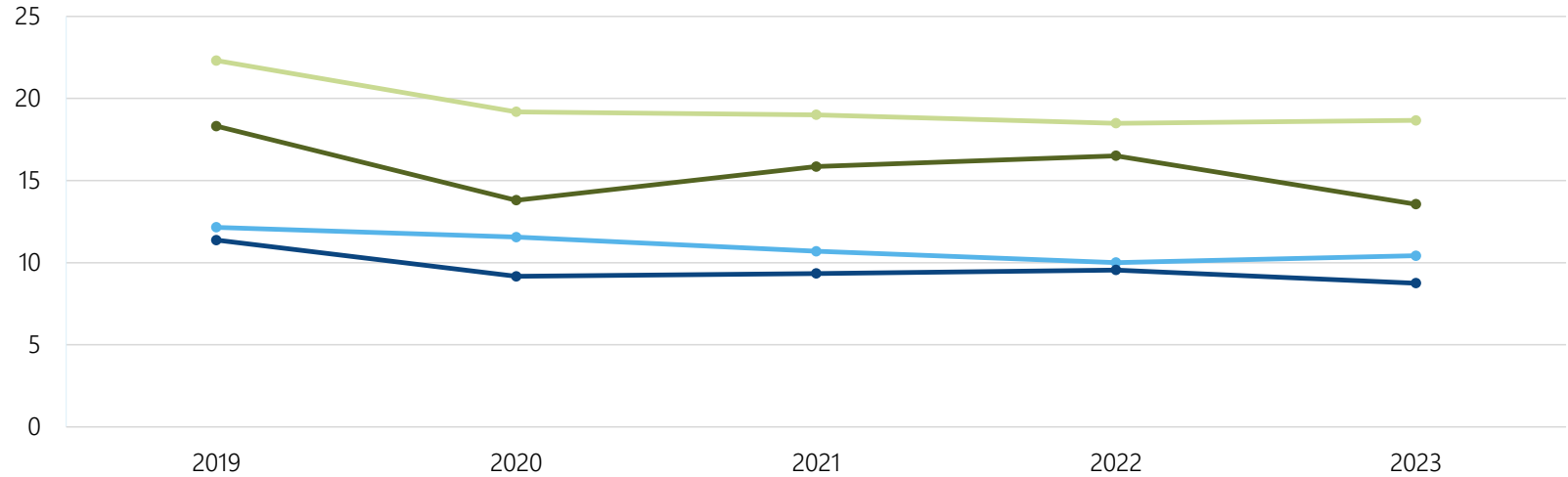
Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	10.37%	12.21%	9.87%	9.76%	11.23%
Staff without a LTC or illness: Your org	5.96%	6.36%	6.36%	5.71%	4.57%
Staff with a LTC or illness: Average	15.12%	14.75%	12.17%	10.71%	10.27%
Staff without a LTC or illness: Average	7.59%	6.85%	6.49%	5.45%	5.28%
Staff with a LTC or illness: Responses	675	688	821	830	997
Staff without a LTC or illness: Responses	1980	2360	2327	2170	2453

Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months out of those who answered the question

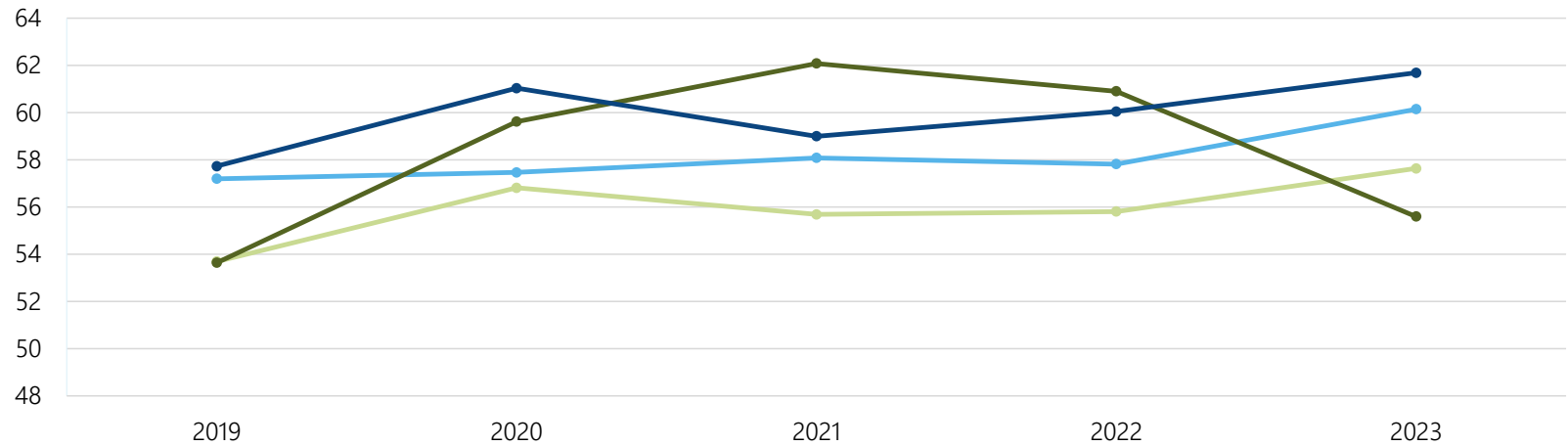
Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.



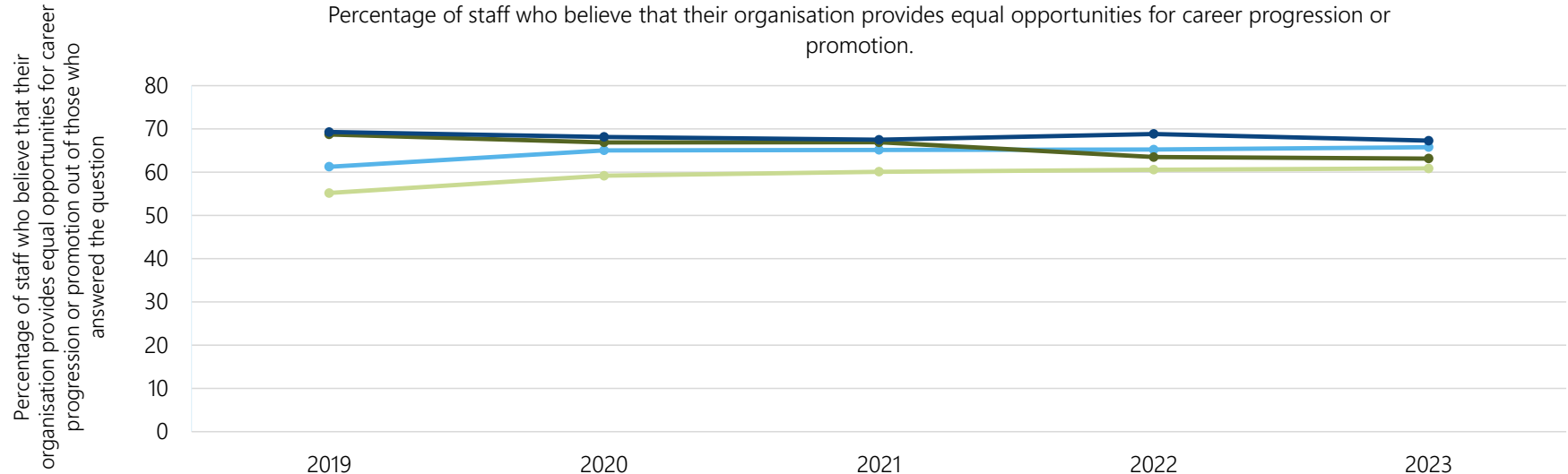
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	18.32%	13.80%	15.85%	16.51%	13.56%
Staff without a LTC or illness: Your org	11.38%	9.17%	9.34%	9.55%	8.75%
Staff with a LTC or illness: Average	22.31%	19.19%	19.00%	18.49%	18.66%
Staff without a LTC or illness: Average	12.15%	11.56%	10.69%	10.01%	10.42%
Staff with a LTC or illness: Responses	677	681	820	830	1003
Staff without a LTC or illness: Responses	1978	2334	2313	2156	2458

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

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



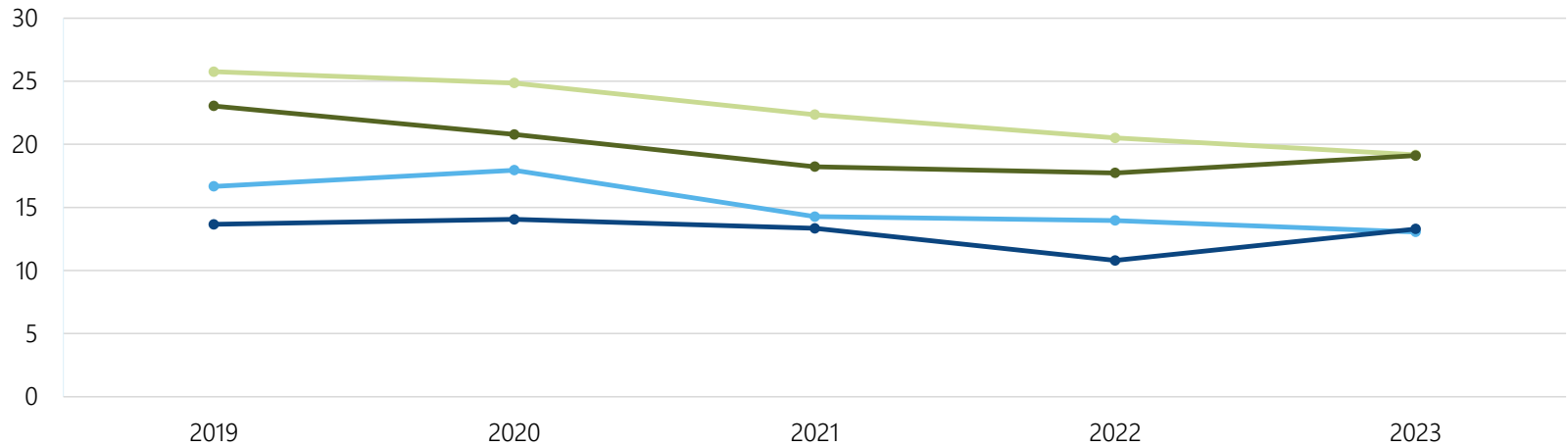
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	53.64%	59.62%	62.08%	60.90%	55.59%
Staff without a LTC or illness: Your org	57.73%	61.03%	58.99%	60.04%	61.68%
Staff with a LTC or illness: Average	53.69%	56.81%	55.68%	55.80%	57.63%
Staff without a LTC or illness: Average	57.19%	57.46%	58.08%	57.82%	60.14%
Staff with a LTC or illness: Responses	220	208	269	266	286
Staff without a LTC or illness: Responses	466	485	517	473	475



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	68.72%	66.86%	66.91%	63.47%	63.12%
Staff without a LTC or illness: Your org	69.25%	68.14%	67.47%	68.81%	67.27%
Staff with a LTC or illness: Average	55.17%	59.15%	60.09%	60.54%	60.85%
Staff without a LTC or illness: Average	61.24%	65.01%	65.12%	65.22%	65.75%
Staff with a LTC or illness: Responses	681	691	828	835	1006
Staff without a LTC or illness: Responses	1997	2376	2333	2177	2469

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

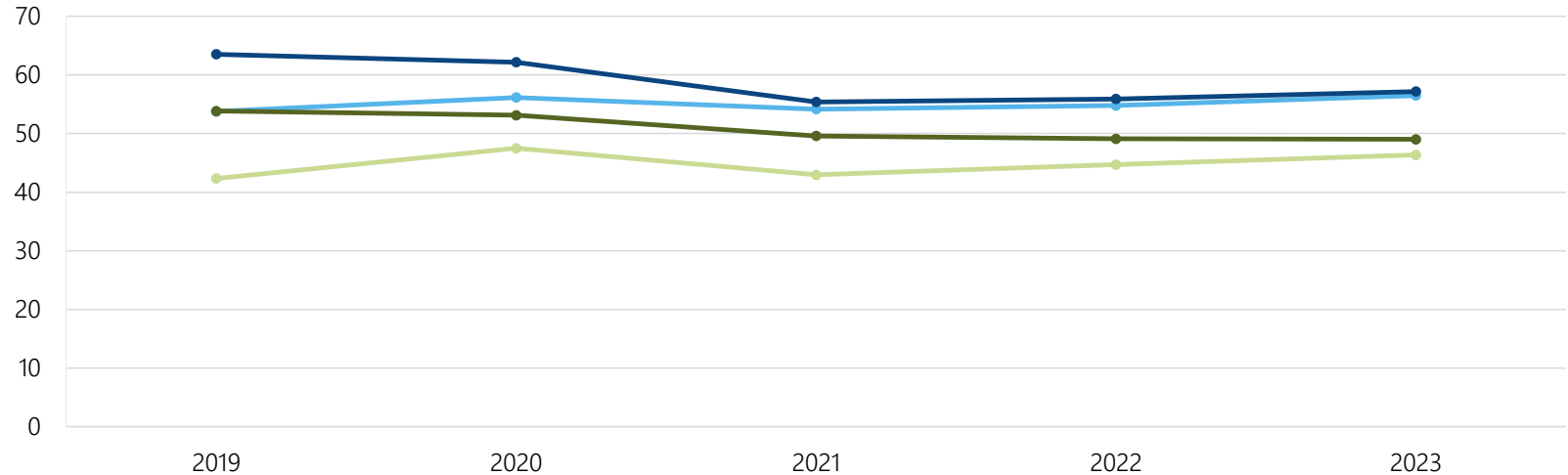
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	23.04%	20.78%	18.23%	17.73%	19.11%
Staff without a LTC or illness: Your org	13.66%	14.05%	13.34%	10.79%	13.30%
Staff with a LTC or illness: Average	25.76%	24.86%	22.35%	20.51%	19.16%
Staff without a LTC or illness: Average	16.67%	17.95%	14.27%	13.97%	13.06%
Staff with a LTC or illness: Responses	460	409	543	564	628
Staff without a LTC or illness: Responses	915	804	1057	1010	1053

Percentage of staff satisfied with the extent to which their organisation values their work out of those who answered the question

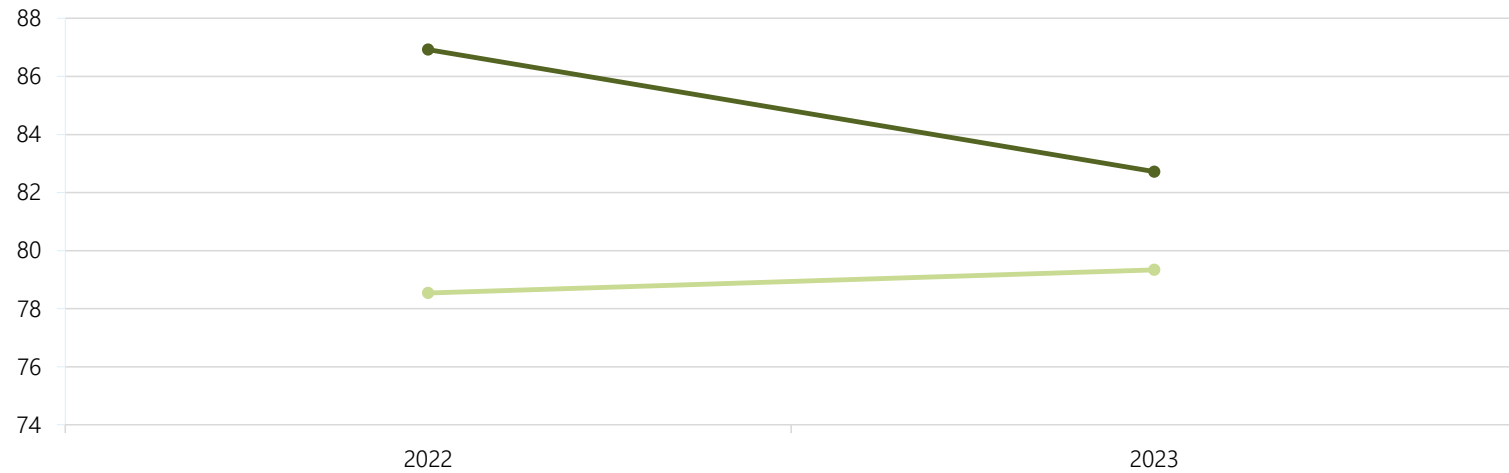
Percentage of staff satisfied with the extent to which their organisation values their work.



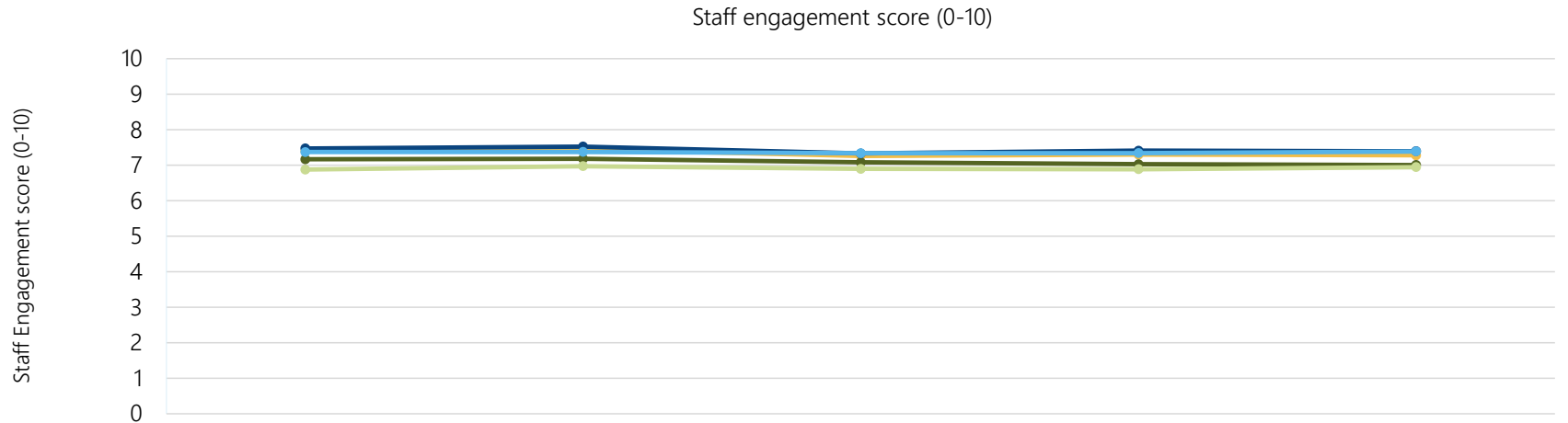
	2019	2020	2021	2022	2023
Staff with a LTC or illness: Your org	53.83%	53.12%	49.58%	49.11%	49.01%
Staff without a LTC or illness: Your org	63.53%	62.17%	55.40%	55.89%	57.17%
Staff with a LTC or illness: Average	42.35%	47.49%	42.95%	44.69%	46.35%
Staff without a LTC or illness: Average	53.76%	56.14%	54.16%	54.77%	56.49%
Staff with a LTC or illness: Responses	678	689	835	839	1006
Staff without a LTC or illness: Responses	2007	2366	2334	2183	2475

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

Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work out of those who answered the question



	2022	2023
Staff with a LTC or illness: Your org	86.92%	82.72%
Staff with a LTC or illness: Average	78.54%	79.34%
Staff with a LTC or illness: Responses	520	596



	2019	2020	2021	2022	2023
Organisation average	7.39	7.44	7.26	7.30	7.28
Staff with a LTC or illness: Your org	7.17	7.18	7.08	7.03	7.00
Staff without a LTC or illness: Your org	7.47	7.52	7.33	7.41	7.39
Staff with a LTC or illness: Average	6.88	6.97	6.89	6.88	6.95
Staff without a LTC or illness: Average	7.37	7.37	7.34	7.34	7.39
Staff with a LTC or illness: Responses	679	695	836	841	1009
Staff without a LTC or illness: Responses	2013	2381	2343	2194	2482

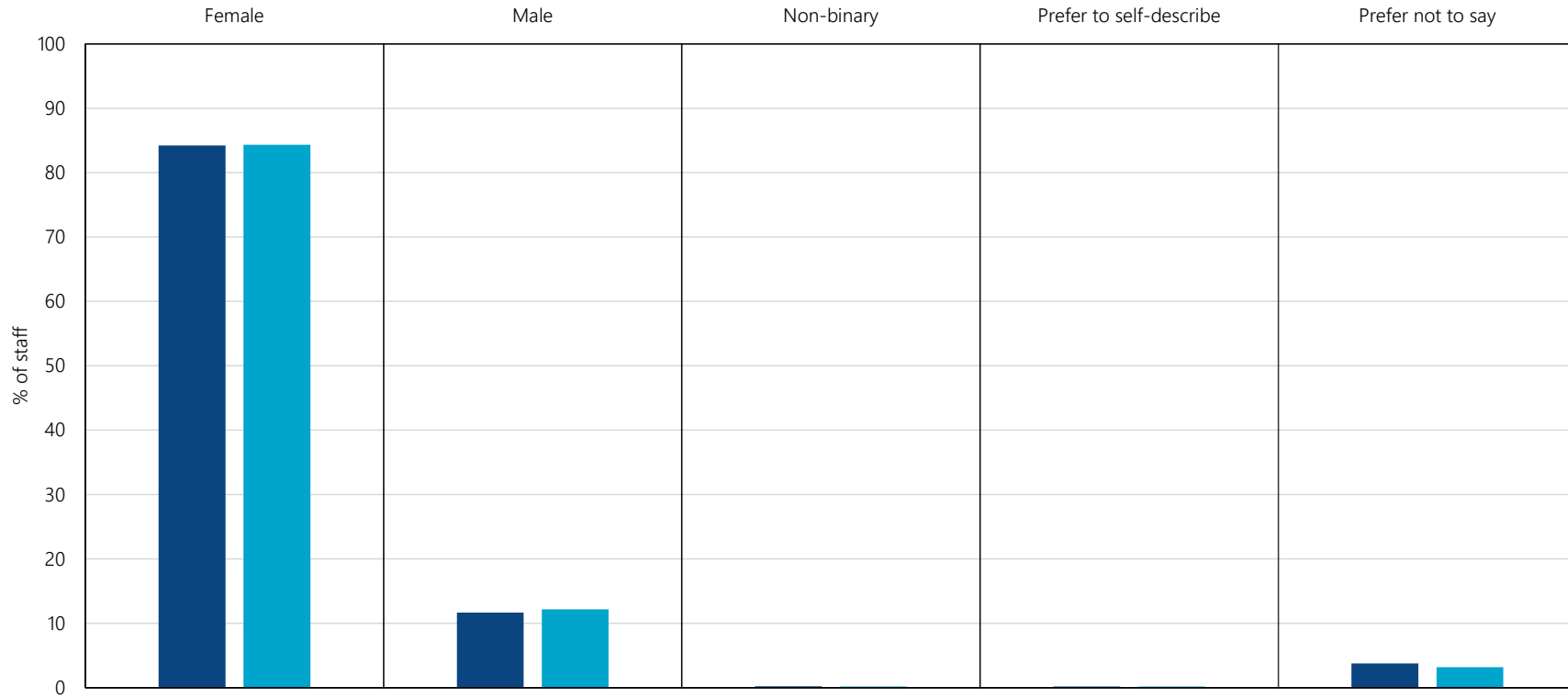
Note: Data shown in this chart are unweighted therefore will not match weighted staff engagement scores in other outputs.

About your respondents

This section shows demographic and other background information for 2023.

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Background details - Gender

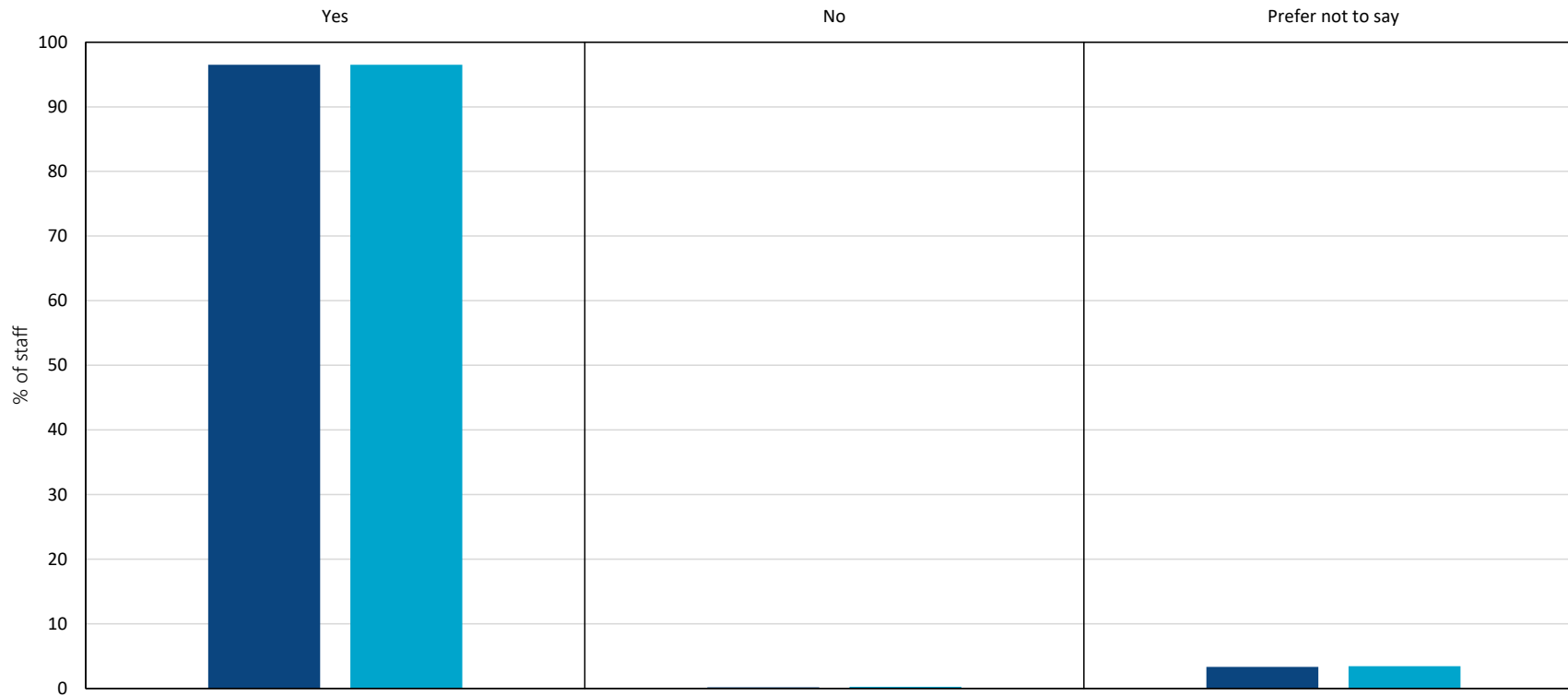


	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	84.24%	11.65%	0.20%	0.17%	3.75%
Average	84.33%	12.15%	0.17%	0.18%	3.19%
Responses	3546	3546	3546	3546	3546



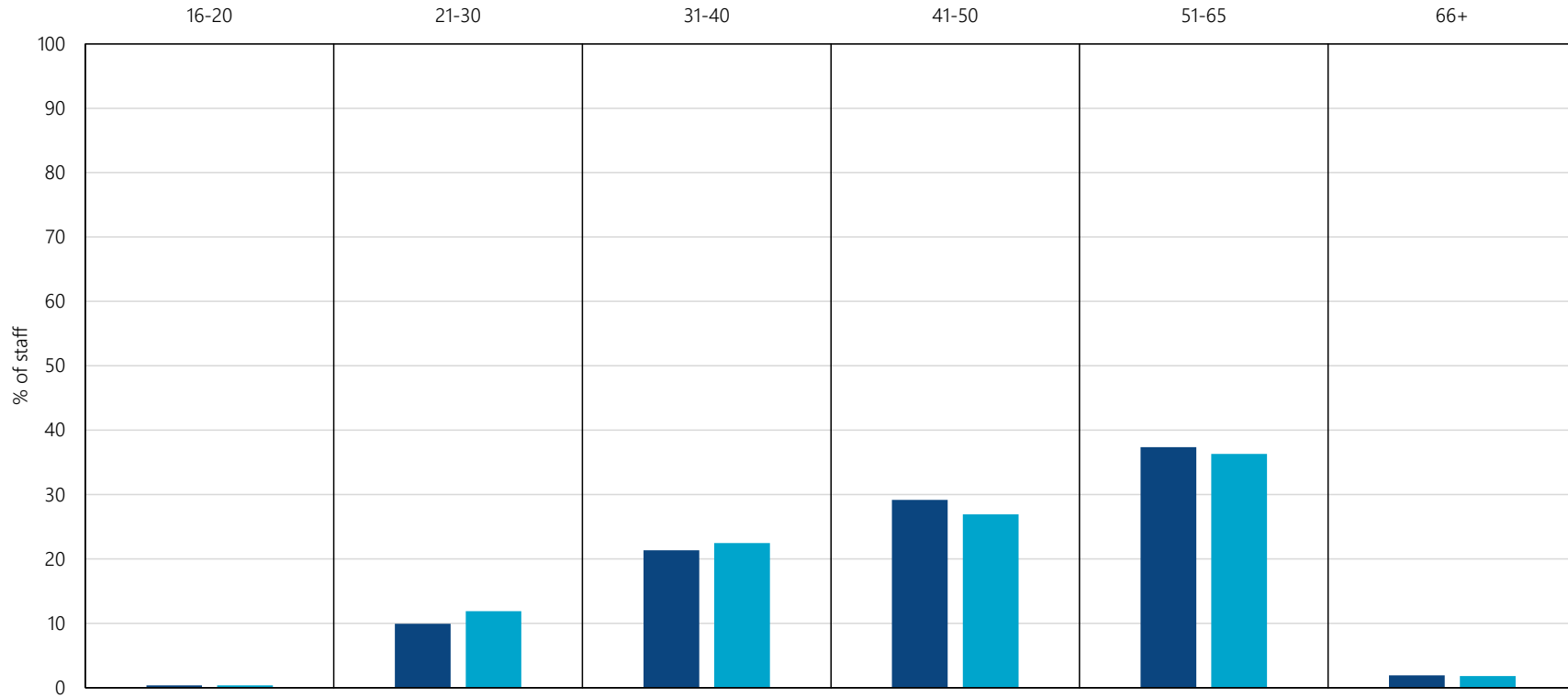
Background details – Is your gender identity the same as the sex you were registered at birth?

Survey
Coordination
Centre



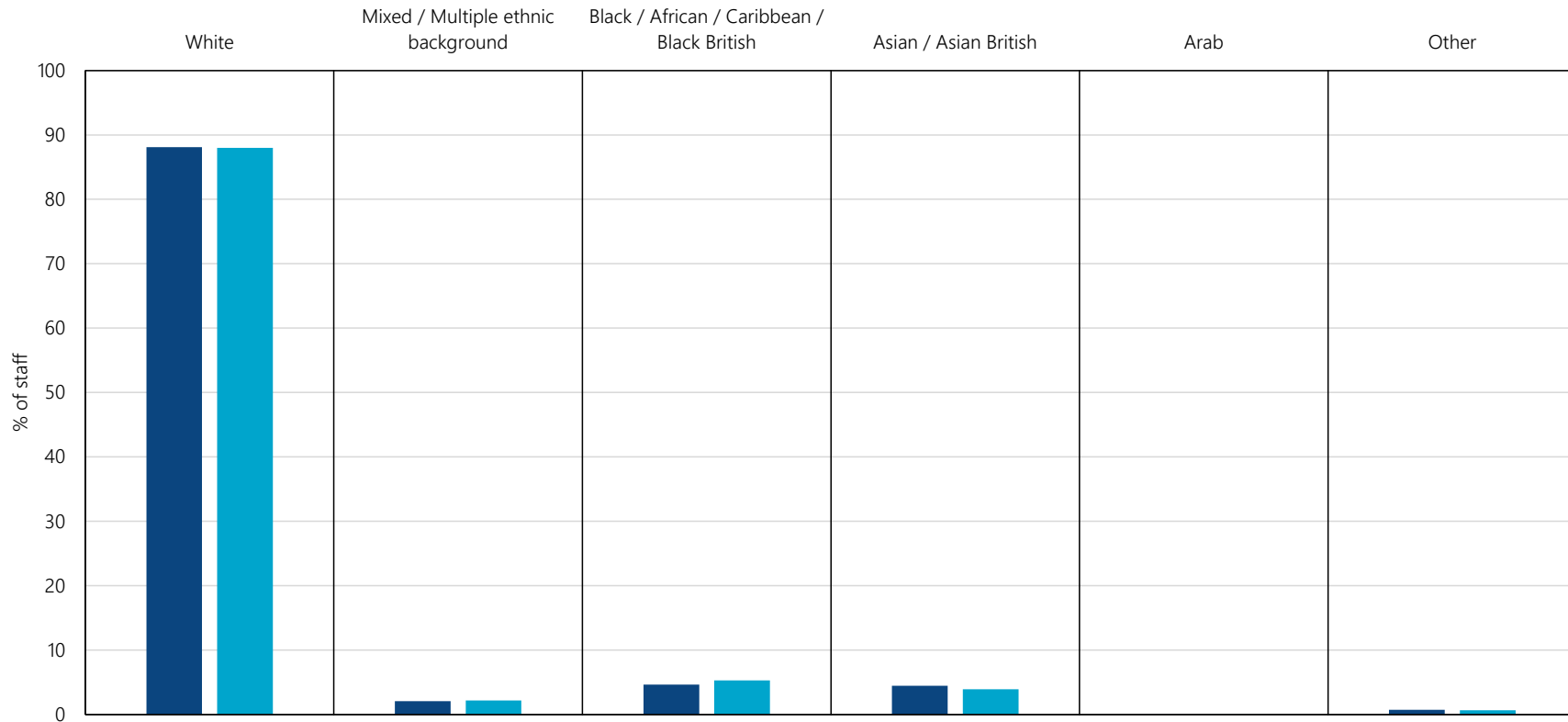
	Yes	No	Prefer not to say
Your org	96.50%	0.17%	3.33%
Average	96.50%	0.25%	3.41%
Responses	3488	3488	3488

Background details - Age



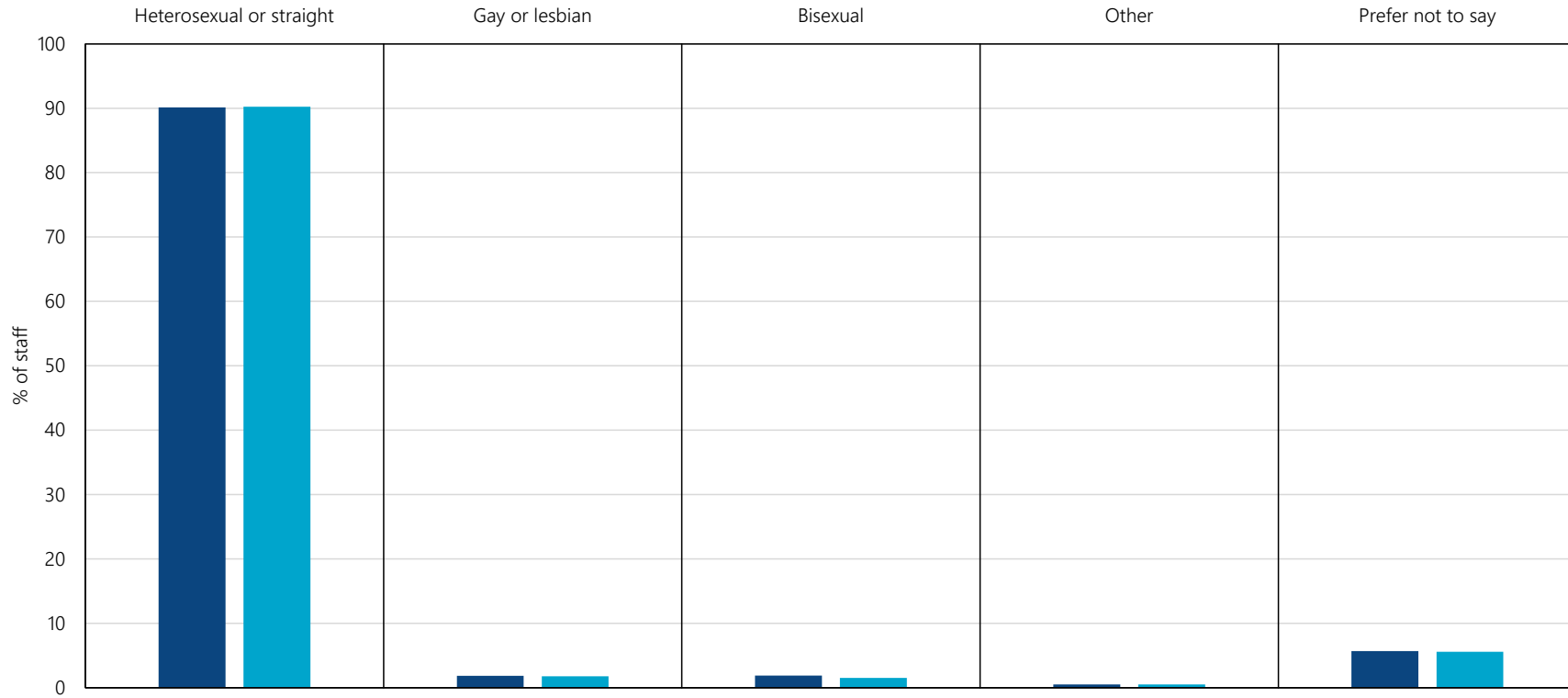
	16-20	21-30	31-40	41-50	51-65	66+
Your org	0.34%	9.91%	21.34%	29.15%	37.36%	1.90%
Average	0.33%	11.86%	22.45%	26.92%	36.29%	1.79%
Responses	3533	3533	3533	3533	3533	3533

Background details - Ethnicity



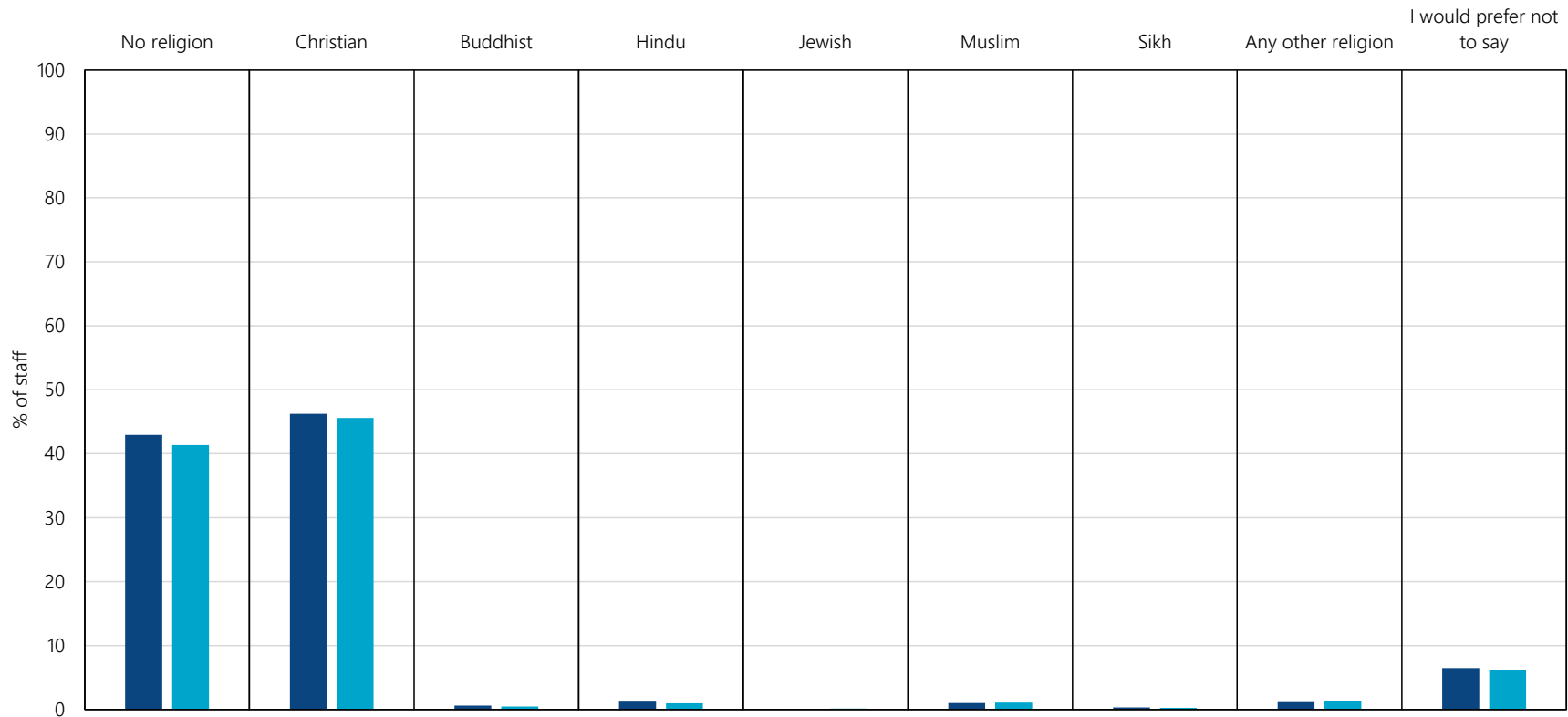
	White	Mixed / Multiple ethnic background	Black / African / Caribbean / Black British	Asian / Asian British	Arab	Other
Your org	88.10%	2.04%	4.62%	4.45%	0.08%	0.71%
Average Responses	87.99%	2.16%	5.29%	3.90%	0.10%	0.63%
	3530	3530	3530	3530	3530	3530

Background details – Sexual orientation



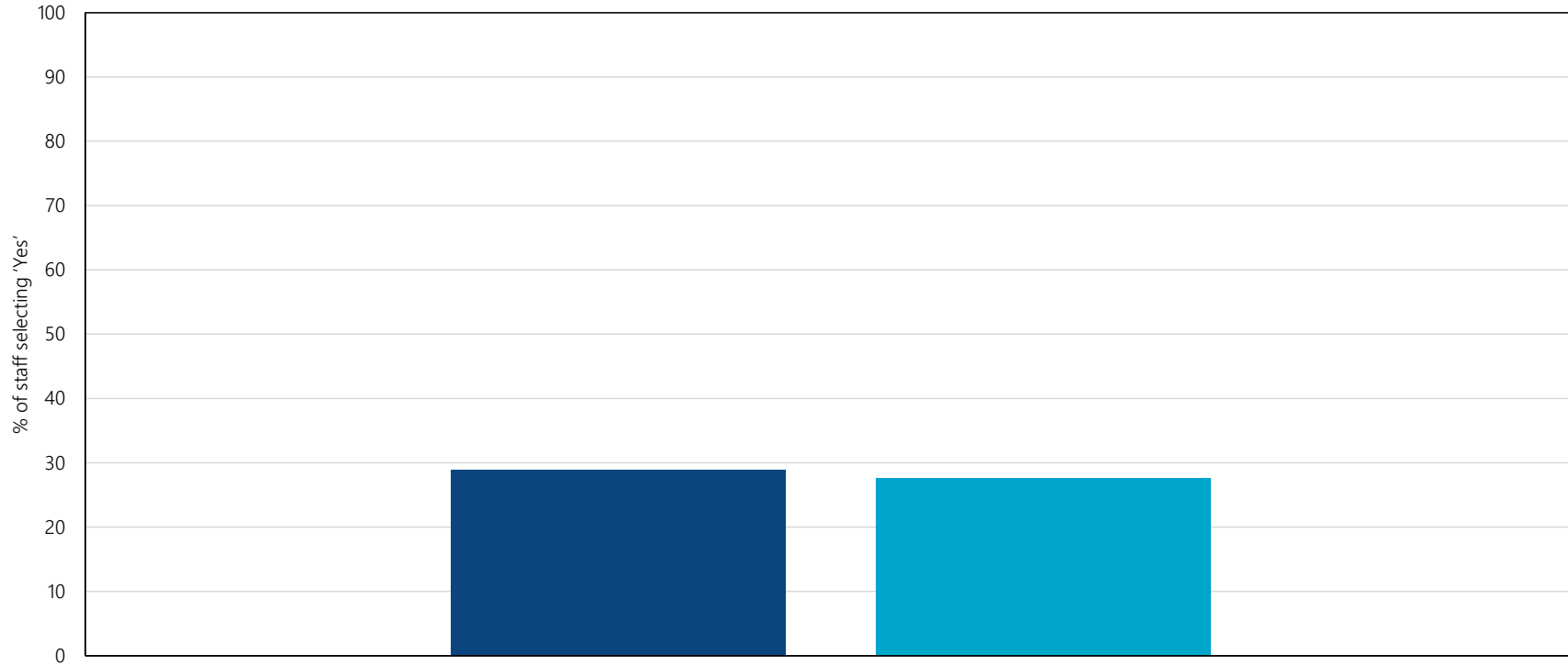
	Heterosexual or straight	Gay or lesbian	Bisexual	Other	Prefer not to say
Your org	90.14%	1.83%	1.86%	0.48%	5.69%
Average	90.24%	1.75%	1.49%	0.50%	5.58%
Responses	3549	3549	3549	3549	3549

Background details - Religion



	No religion	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Any other religion	I would prefer not to say
Your org	42.95%	46.25%	0.59%	1.21%	0.06%	0.99%	0.31%	1.16%	6.48%
Average	41.35%	45.58%	0.45%	0.98%	0.13%	1.05%	0.24%	1.30%	6.13%
Responses	3548	3548	3548	3548	3548	3548	3548	3548	3548

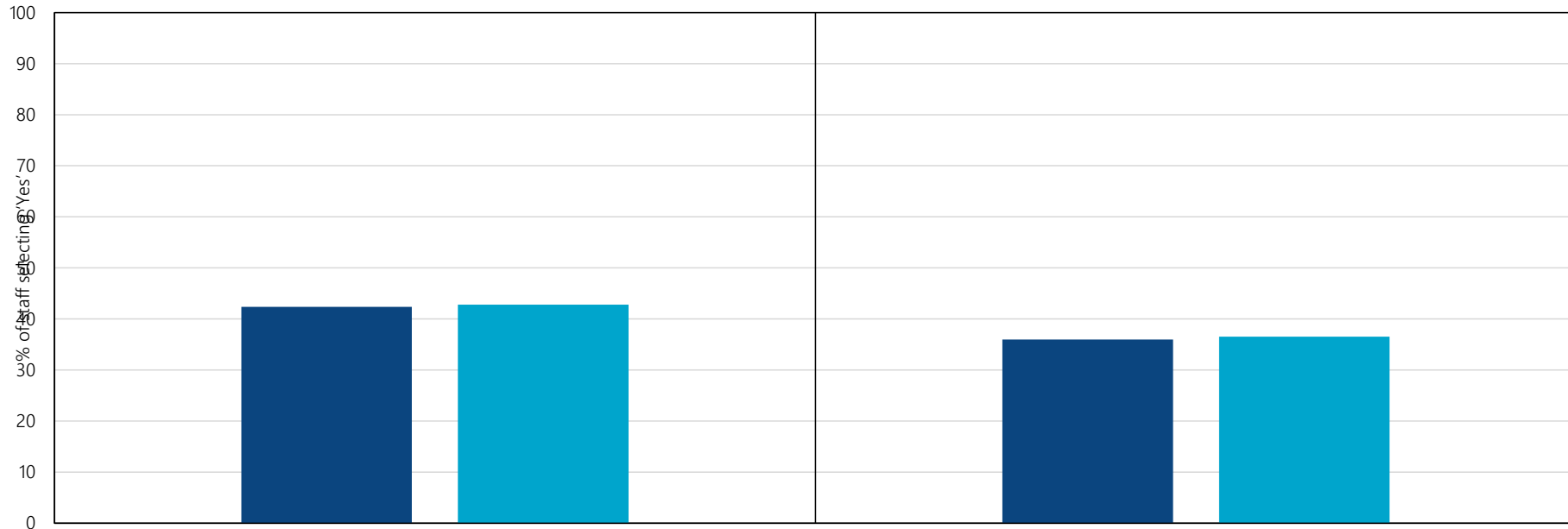
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	28.87%
Average	27.60%
Responses	3495

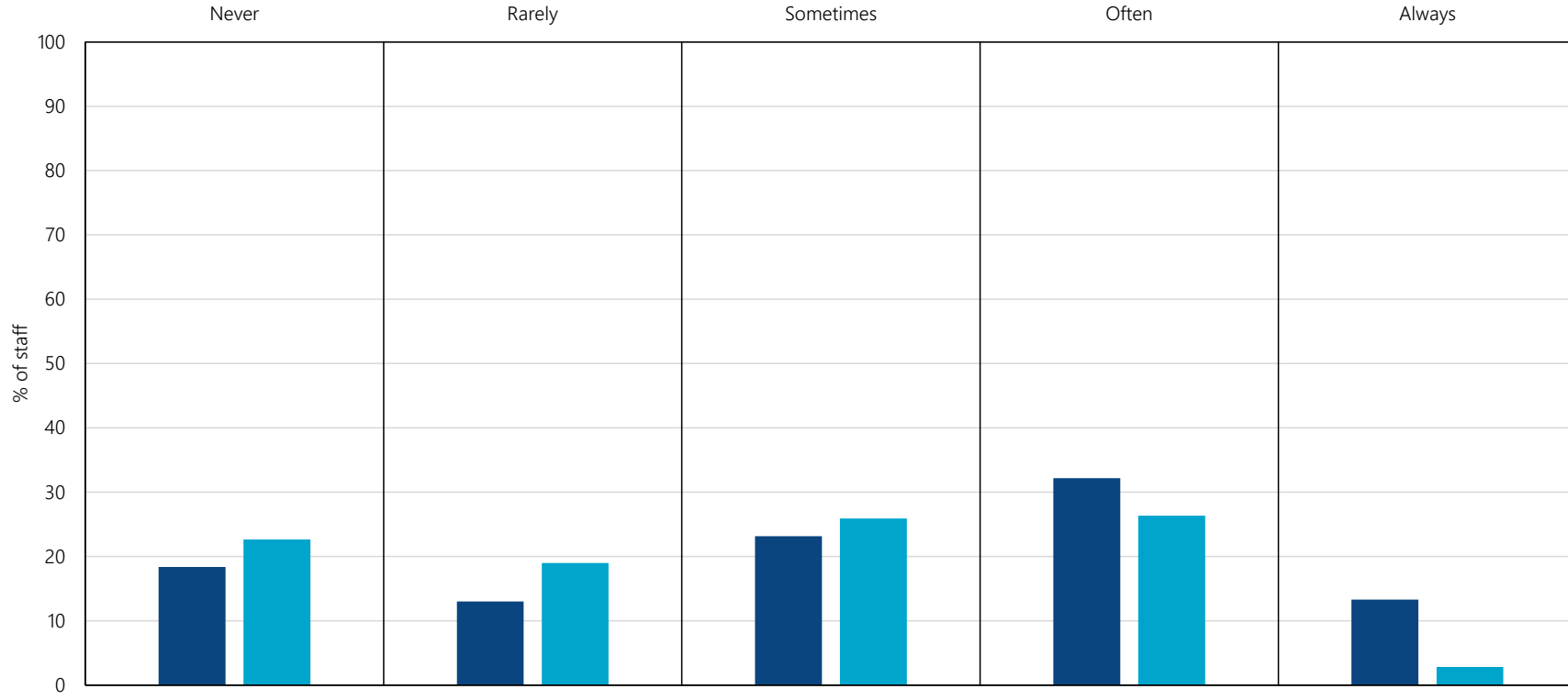
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.



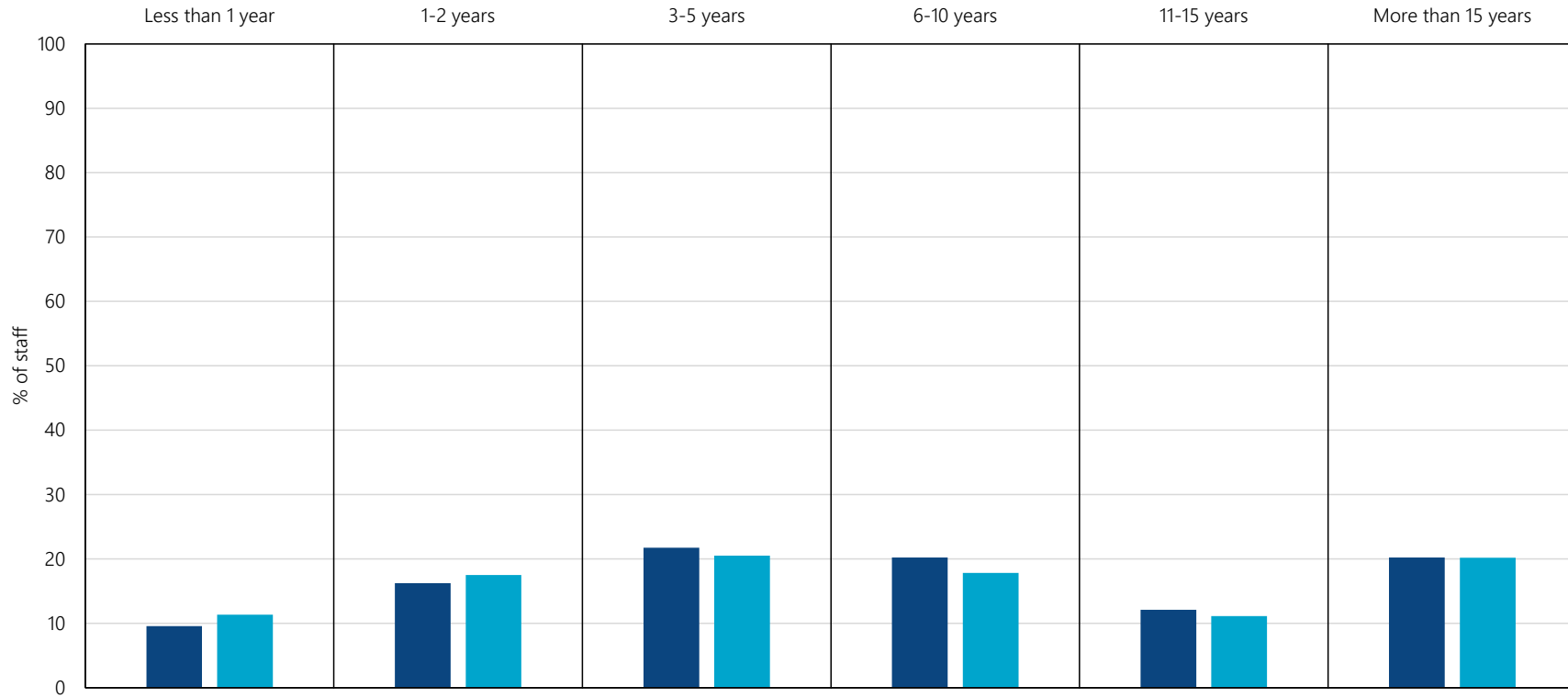
Category	Percentage	Responses
Your org	42.36%	3534
Average	42.78%	3534
Your org	35.96%	3529
Average	36.54%	3529

➤ Background details – How often do you work at/from home?



	Never	Rarely	Sometimes	Often	Always
Your org	18.37%	13.01%	23.14%	32.18%	13.29%
Average	22.62%	18.97%	25.91%	26.34%	2.81%
Responses	3543	3543	3543	3543	3543

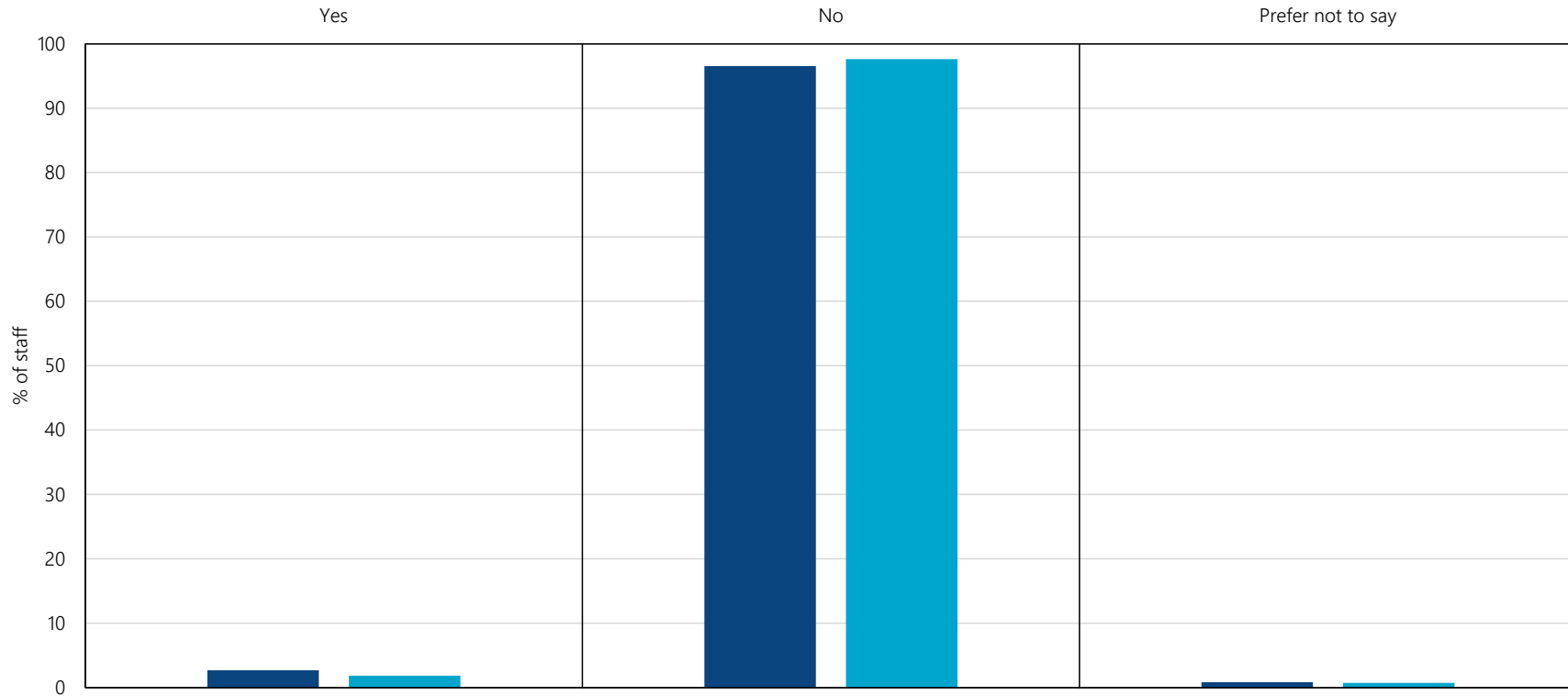
Background details – Length of service



	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	More than 15 years
Your org	9.55%	16.22%	21.74%	20.19%	12.08%	20.22%
Average	11.33%	17.50%	20.48%	17.82%	11.11%	20.17%
Responses	3551	3551	3551	3551	3551	3551

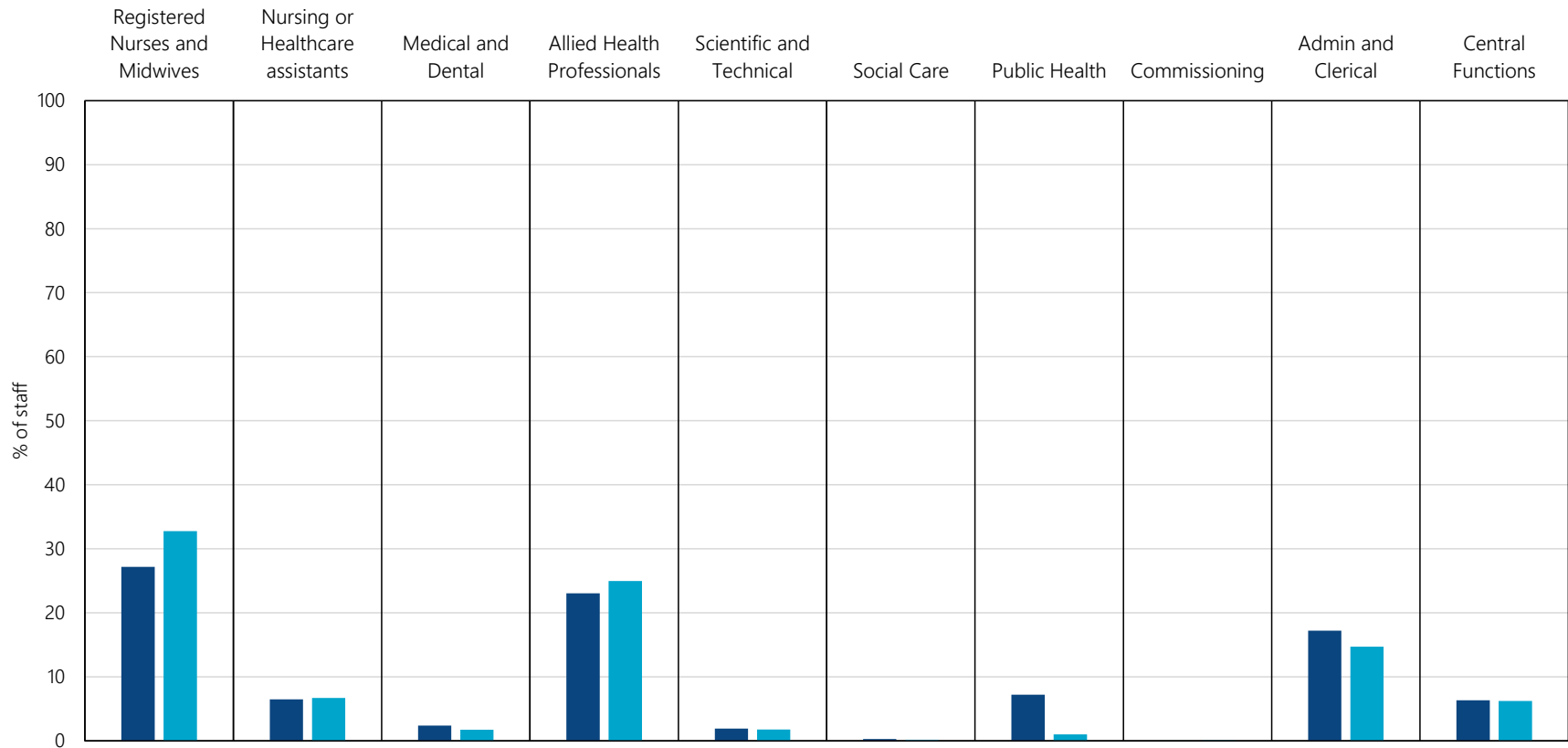


Background details – When you joined this organisation were you recruited from outside of the UK?



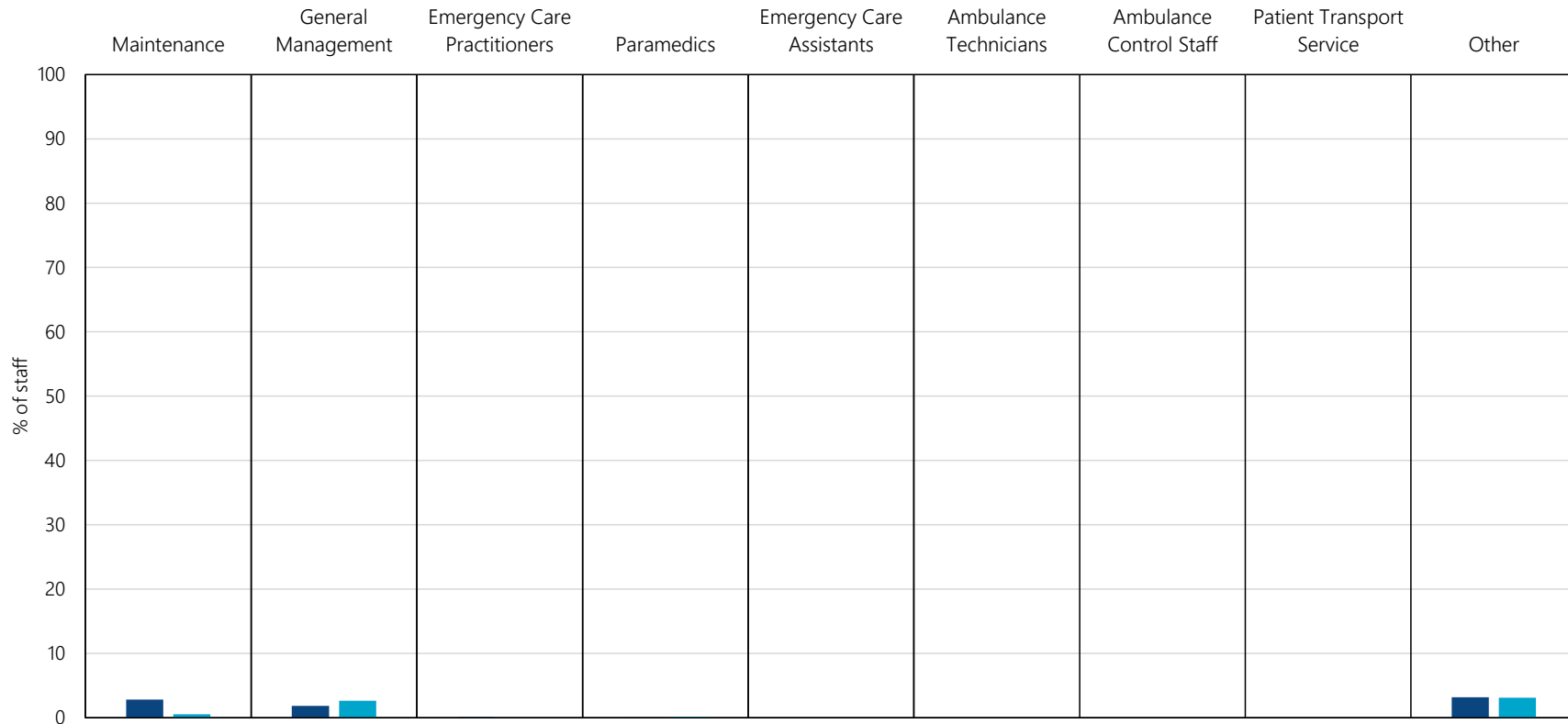
	Yes	No	Prefer not to say
Your org	2.67%	96.53%	0.80%
Average	1.85%	97.64%	0.72%
Responses	3487	3487	3487

Background details – Occupational group



Occupational Group	Your org (%)	Average (%)	Responses
Registered Nurses and Midwives	27.18%	32.76%	3514
Nursing or Healthcare assistants	6.49%	6.70%	3514
Medical and Dental	2.39%	1.74%	3514
Allied Health Professionals	23.02%	24.97%	3514
Scientific and Technical	1.91%	1.76%	3514
Social Care	0.28%	0.17%	3514
Public Health	7.20%	1.01%	3514
Commissioning	0.03%	0.06%	3514
Admin and Clerical	17.22%	14.72%	3514
Central Functions	6.35%	6.21%	3514

Background details – Occupational group



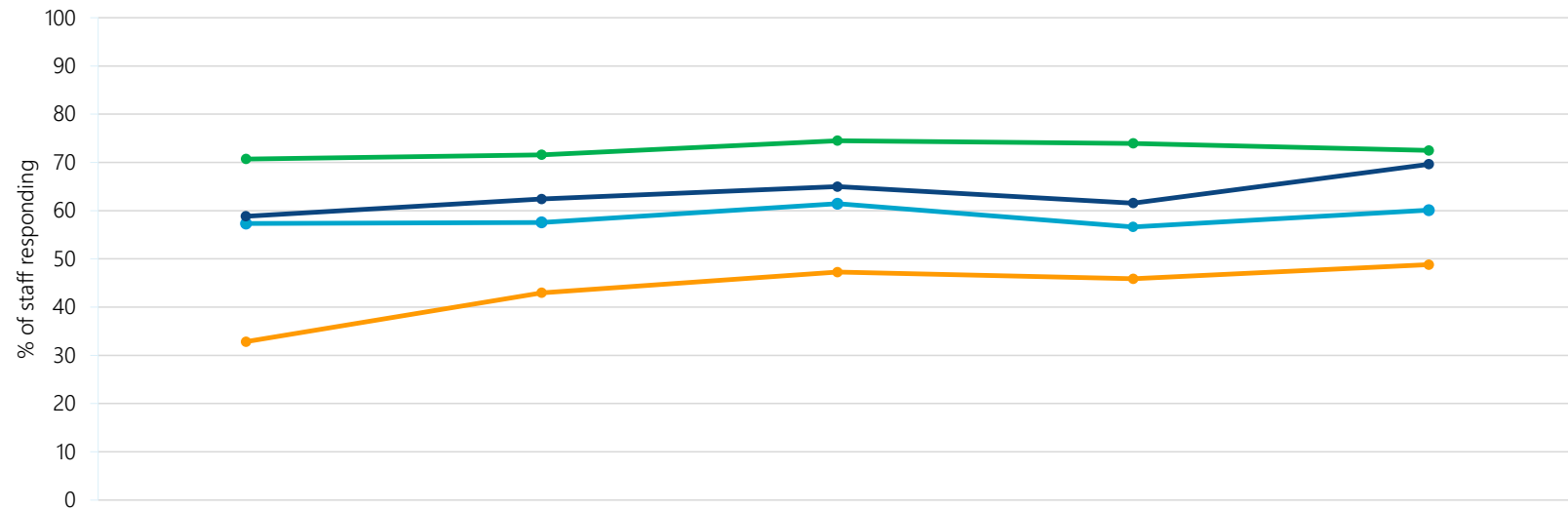
	Maintenance	General Management	Emergency Care Practitioners	Paramedics	Emergency Care Assistants	Ambulance Technicians	Ambulance Control Staff	Patient Transport Service	Other
Your org	2.82%	1.82%	0.09%	0.03%	0.00%	0.00%	0.00%	0.00%	3.19%
Average	0.51%	2.63%	0.00%	0.12%	0.00%	0.00%	0.00%	0.00%	3.11%
Responses	3514	3514	3514	3514	3514	3514	3514	3514	3514

Appendices

Appendix A: Response rate

Appendix A: Response rate

Response rate



	2019	2020	2021	2022	2023
Your org	58.80%	62.40%	64.98%	61.56%	69.62%
Highest	70.69%	71.57%	74.50%	73.93%	72.47%
Average	57.32%	57.55%	61.43%	56.61%	60.10%
Lowest	32.81%	42.97%	47.25%	45.87%	48.80%
Responses	2753	3108	3217	3067	3572

Appendix B: Significance testing 2022 vs 2023

➤ Appendix B: Significance testing – 2022 vs 2023

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2022 and 2023*. For more details please see the [technical document](#).

People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	7.87	3060	7.88	3562	Not significant
We are recognised and rewarded	6.46	3058	6.57	3562	Significantly higher
We each have a voice that counts	7.28	3037	7.23	3541	Not significant
We are safe and healthy	6.40	3041	6.51	3546	Significantly higher
We are always learning	5.93	2970	6.04	3413	Not significant
We work flexibly	7.00	3041	7.06	3545	Not significant
We are a team	7.35	3055	7.37	3558	Not significant
Themes					
Staff Engagement	7.30	3063	7.29	3567	Not significant
Morale	6.22	3061	6.32	3565	Significantly higher

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

Appendix C: Tips on using your benchmark report

➤ Appendix C: Data in the benchmark reports

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

Key points to note



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



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



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

Note. Historical benchmarking data for 2019 has been revised for the Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, and Community Trusts benchmarking groups. This is due to a revision in the occupation group weighting to correctly reflect historical benchmarking group changes. Historical data is reweighted each year according to the latest results and so historical figures change with each new year of data; however it is advised to keep the above in mind when viewing historical results released in 2023.

Appendix C: 1. Reviewing People Promise and theme results

When analysing People Promise element and theme results, it is easiest to start with the **overview** page to quickly identify areas of interest which can then be compared to the best, average, and worst result in the benchmarking group.

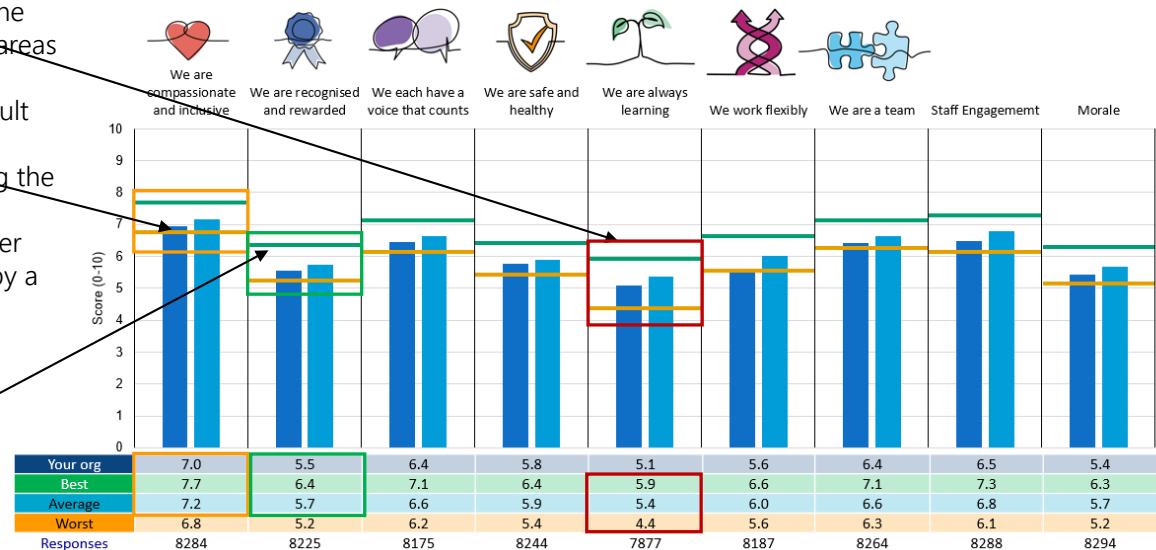
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another important point of reference.

Areas to improve

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

Positive outcomes

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

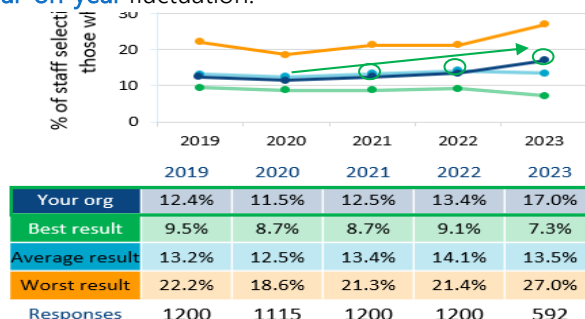


Only one example is highlighted for each point

Appendix C: 2. Reviewing results in more detail

Review trend data

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

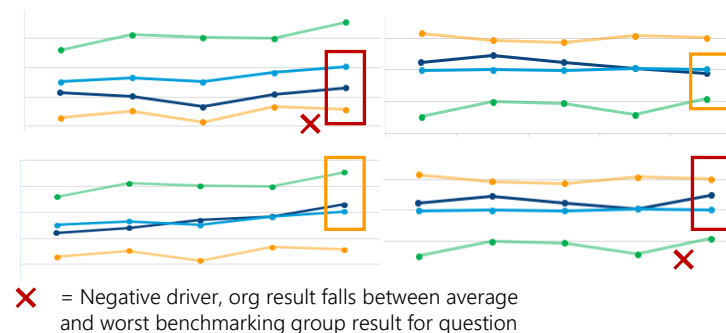


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

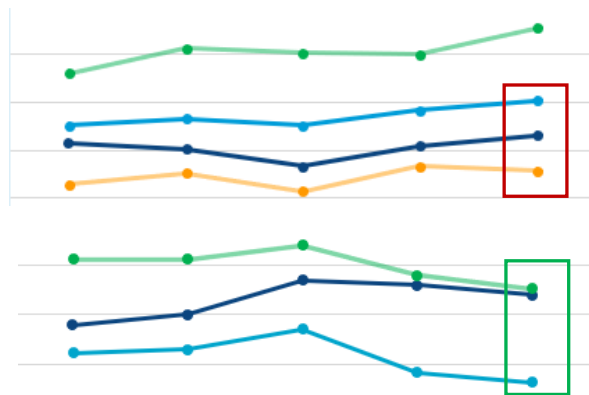
Identifying questions of interest

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

Most organisations will have questions which have traditionally been a focus for them - questions which have been targeted with internal policies or programmes, or whose results are of heightened importance due to organisation values or because they are considered a proxy for key issues. Outcomes for these questions can be assessed on the backdrop of benchmark and historical trend data.

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

The methods recommended to review your People Promise and theme results can also be applied to pick out question level results of interest. However, **unlike People Promise elements, themes and sub-scores where a higher result 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 result, particularly questions where your organisation result is very close to the worst result. 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 organisation 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.

Kent Community Health NHS Foundation Trust Benchmark report

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Appendix D: Additional reporting outputs

Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

Appendix D: Additional reporting outputs

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

Supporting documents



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



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

Other reporting outputs



[Online Dashboards](#): Interactive dashboards containing results for all trusts nationally, each participating organisation (local), and for each region and ICS. Results are shown with trend data for up to five years where possible and show the full breakdown of response options for each question.



[Breakdown reports](#): Reports containing People Promise and theme results split by breakdown (locality) for Kent Community Health NHS Foundation Trust.



[National Briefing Document](#): Report containing the national results for the People Promise elements, themes and sub-scores. Results are shown with trend data for up to five years where possible.



[Detailed spreadsheets](#): Contain detailed weighted results for all participating organisations, all trusts nationally, and for each region and ICS.



Kent Community Health NHS Foundation Trust

2023 NHS Staff Survey

Breakdown report

<u>846 300 L3 Operations Directorate</u>	6
<u>846 310 L3 Public Health &Prevention</u>	7
<u>846 325 L3 IT</u>	8
<u>846 330 L3 Clinical,Care &Quality</u>	9
<u>846 335 L3 Medical Director</u>	10
<u>846 350 L3 HR, OD & Communications</u>	11
<u>846 355 L3 Finance Directorate</u>	12
<u>846 370 L3 Corporate Services</u>	13
<u>846 375 L3 Estates</u>	14

846 L4 4103 Specialist Services	16
846 L4 4200 Adult Services	17
846 L4 4215 Public Health&Prevention	18
846 L4 4216 Dental and Planned Care	19
846 L4 4219 Operations Management	20
846 L4 4220 IT	21
846 L4 4302 Clinical Gov & IPC	22
846 L4 4304 Chief Nurse	23
846 L4 4305 Safeguarding	24
846 L4 4306 Medicines Management	25
846 L4 4350 Medical Director	26
846 L4 4502 Human Resources	27
846 L4 4503 Communication	28
846 L4 4504 Education & Development	29
846 L4 4550 Finance	30
846 L4 4554 Estates Management	31
846 L4 4556 Facilities Service	32
846 L4 4706 Executive Teams	33

This breakdown report for Kent Community Health NHS Foundation Trust contains results by breakdown area for People Promise element and theme results from the 2023 NHS Staff Survey. These results are compared to the unweighted average for your organisation.

Please note: It is possible that there are differences between the 'Your org' scores reported in this breakdown report and those in the benchmark report. This is because the results in the benchmark report are weighted to allow for fair comparisons between organisations of a similar type. However, in this report comparisons are made within your organisation so the unweighted organisation result is a more appropriate point of comparison.

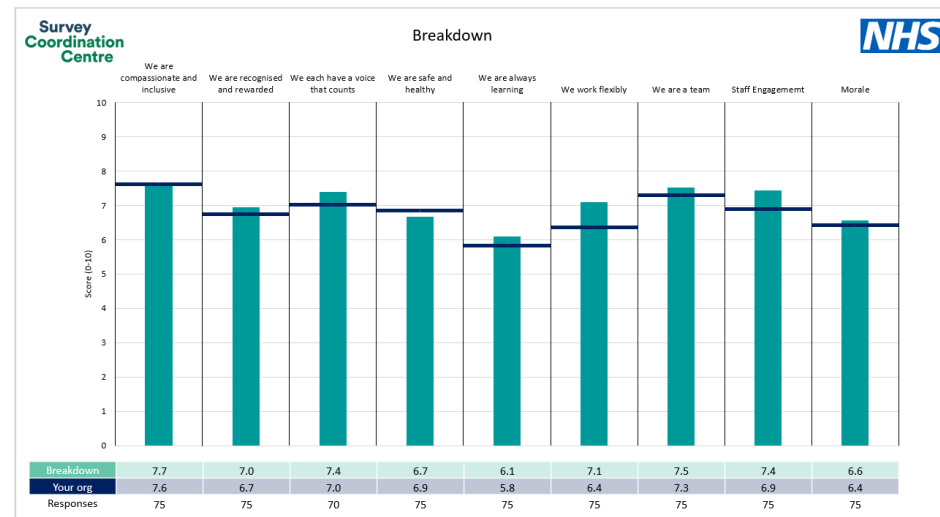
The breakdowns used in this report were provided and defined by Kent Community Health NHS Foundation Trust. Details of how the People Promise element and theme scores were calculated are included in the Technical Document, available to download from our results website.

Key features

Breakdown type and **breakdown name** are specified in the header.

Breakdown results are presented in the context of the (unweighted) **organisation average ('Your org')**, so it is easy to tell if a breakdown area is performing better or worse than the organisation average. For all People Promise element and theme results, a higher score is a better result than a lower score

The **number of responses** feeding into each measures and sub-scores for the **given breakdown** is specified below the table containing the breakdown and trust scores.



! Note: when there are less than 10 responses in a group, results are suppressed to protect staff confidentiality, for some organisations this could mean that all breakdown results are suppressed.

Breakdowns 1

Kent Community Health NHS Foundation Trust
2023 NHS Staff Survey



Breakdown	7.82	6.48	7.13	6.36	5.99	6.96	7.28	7.20	6.18
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	2331	2330	2321	2319	2236	2321	2326	2334	2333

6

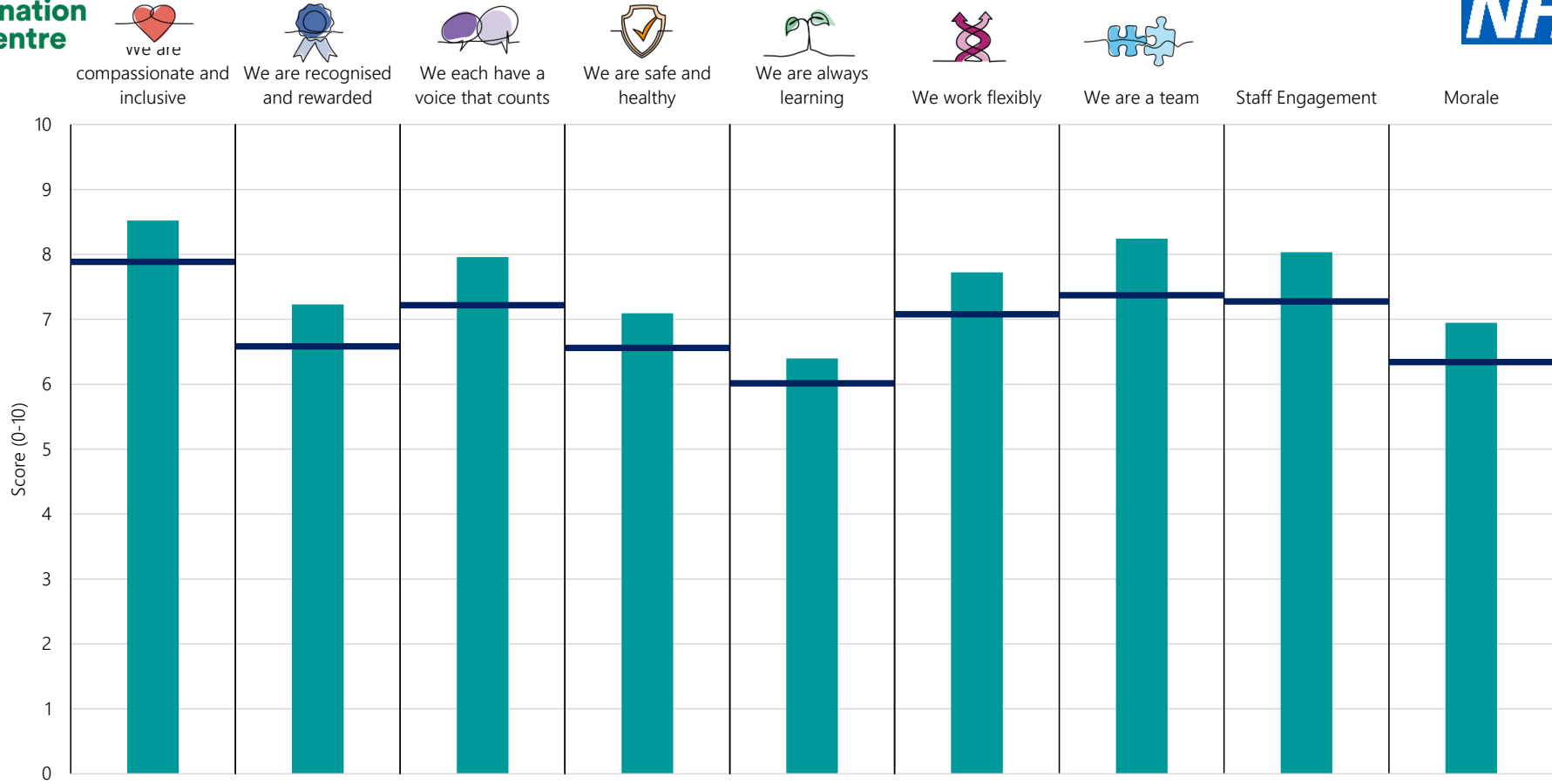


Breakdown	8.05	6.74	7.34	6.79	6.01	7.16	7.60	7.37	6.55
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	661	661	659	661	634	659	661	661	661



Breakdown	7.82	6.38	7.15	6.99	5.53	7.22	7.27	7.21	6.55
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	137	137	134	137	129	136	137	137	137

8

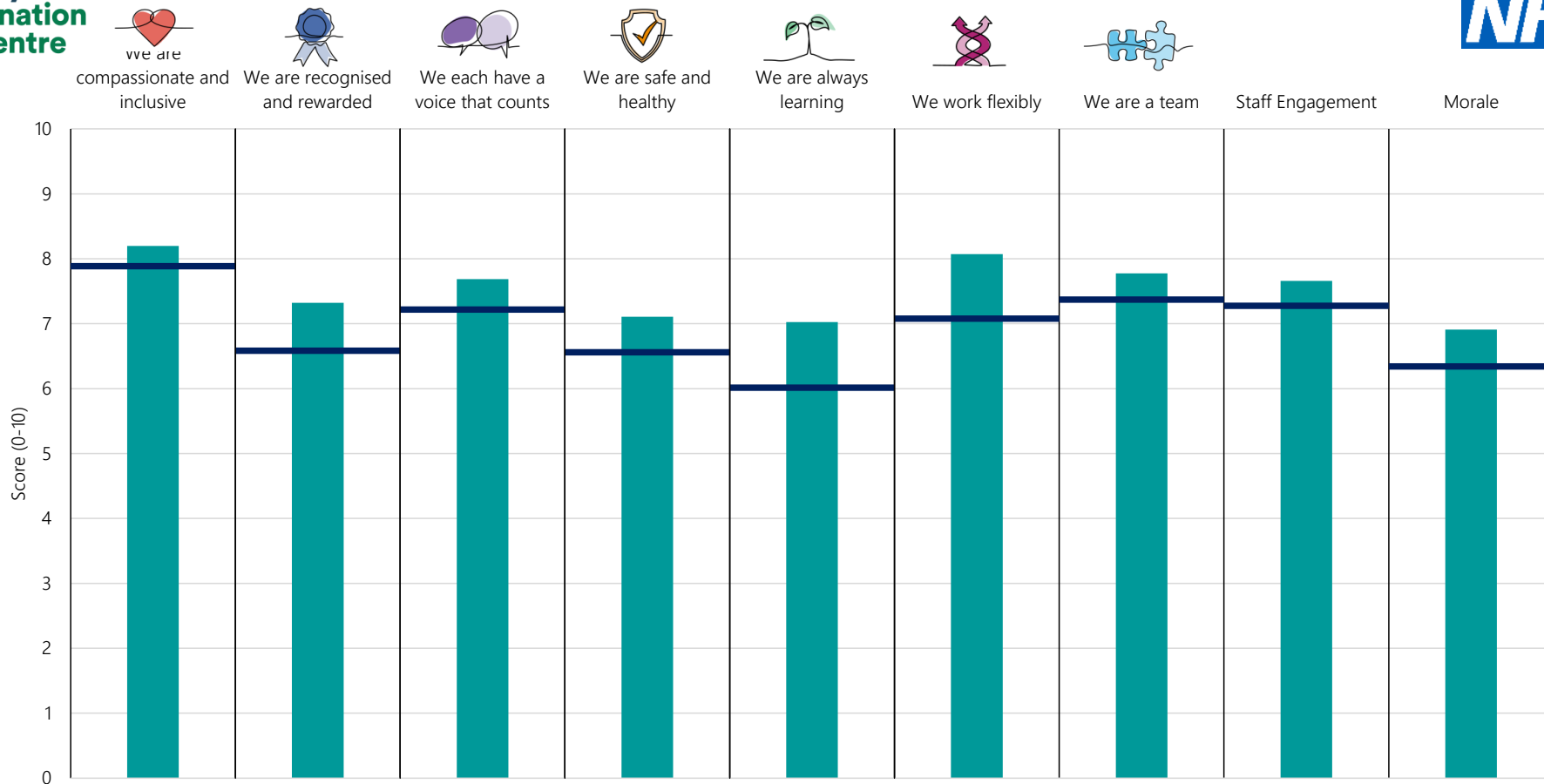


Breakdown	8.52	7.23	7.96	7.09	6.40	7.73	8.24	8.03	6.95
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	85	85	85	85	83	85	85	85	85



Breakdown	7.87	7.15	7.12	7.32	6.18	8.21	7.58	7.26	6.83
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	26	26	26	26	26	26	26	26	26

10



Breakdown	8.20	7.32	7.69	7.11	7.03	8.07	7.77	7.66	6.91
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	110	110	109	110	106	108	110	110	110 ¹¹



Breakdown	7.80	6.66	7.25	6.96	6.22	7.18	7.35	7.28	6.58
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	68	68	68	68	65	67	68	68	68

12



Breakdown	8.75	8.57	8.77	7.42	8.73	8.99	8.49	8.89	7.47
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	14	14	14	14	14	14	14	14	14 13



Breakdown	7.63	6.50	7.11	7.20	5.39	6.88	6.85	7.19	6.75
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	130	131	125	126	120	129	131	132	131 ¹⁴

Breakdowns 2

Kent Community Health NHS Foundation Trust
2023 NHS Staff Survey



Breakdown	7.79	6.58	6.99	6.17	5.71	7.27	7.32	6.93	5.83
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	571	571	570	568	552	570	569	571	571

16



Breakdown	7.89	6.53	7.29	6.47	6.23	6.98	7.32	7.43	6.39
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	1310	1309	1304	1303	1260	1305	1307	1312	1312 ₁₇



Breakdown	8.05	6.74	7.34	6.79	6.01	7.16	7.60	7.37	6.55
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	661	661	659	661	634	659	661	661	661

18



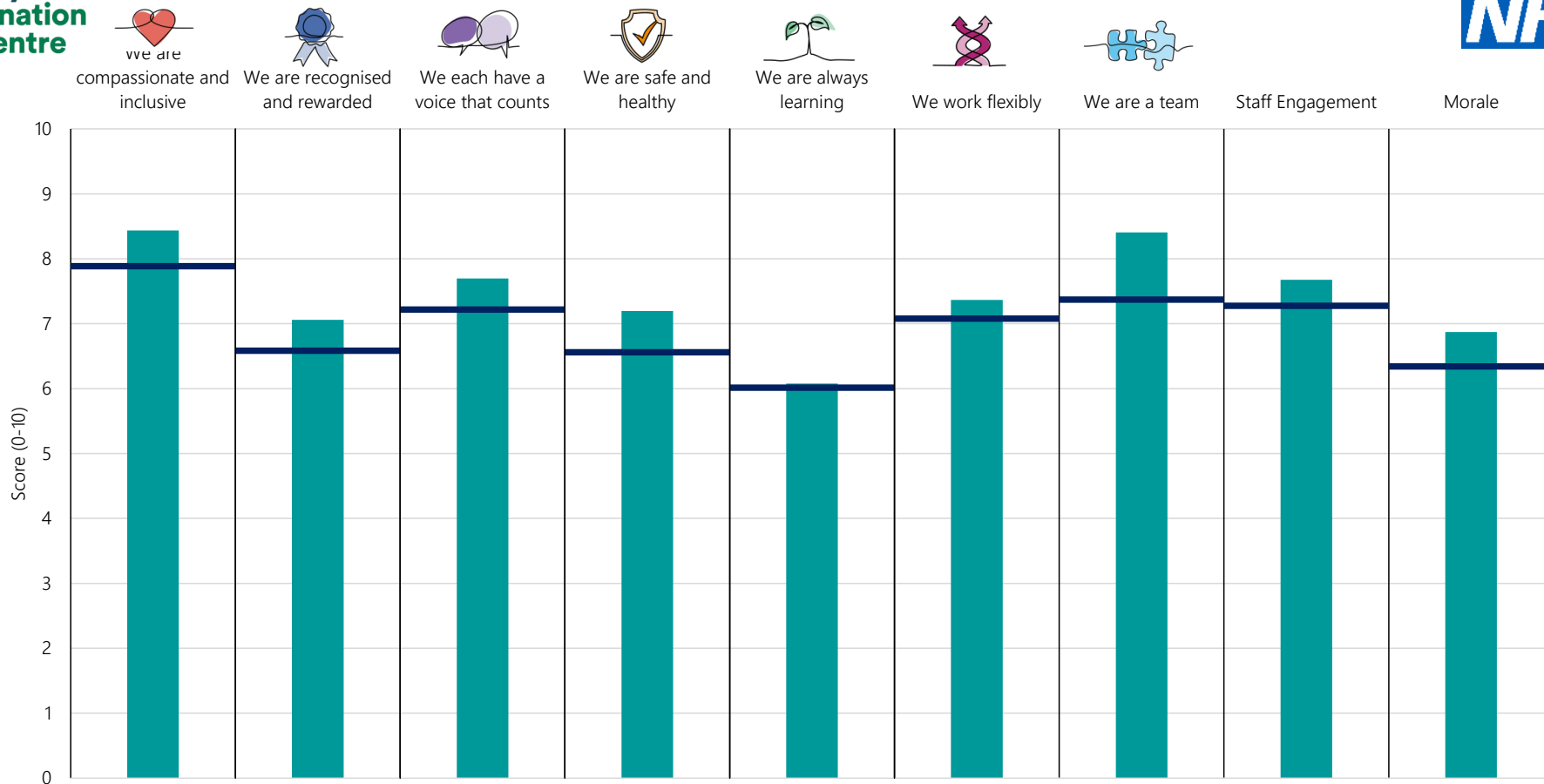
Breakdown	7.61	6.19	6.82	6.24	5.69	6.40	7.13	6.82	5.99
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	383	383	380	381	359	379	383	384	383 ₁₉



Breakdown	8.02	7.14	7.88	7.06	6.05	7.56	7.45	8.08	6.55
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	21	21	21	21	21	21	21	21	21 20



Breakdown	7.82	6.38	7.15	6.99	5.53	7.22	7.27	7.21	6.55
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	137	137	134	137	129	136	137	137	137 ²¹

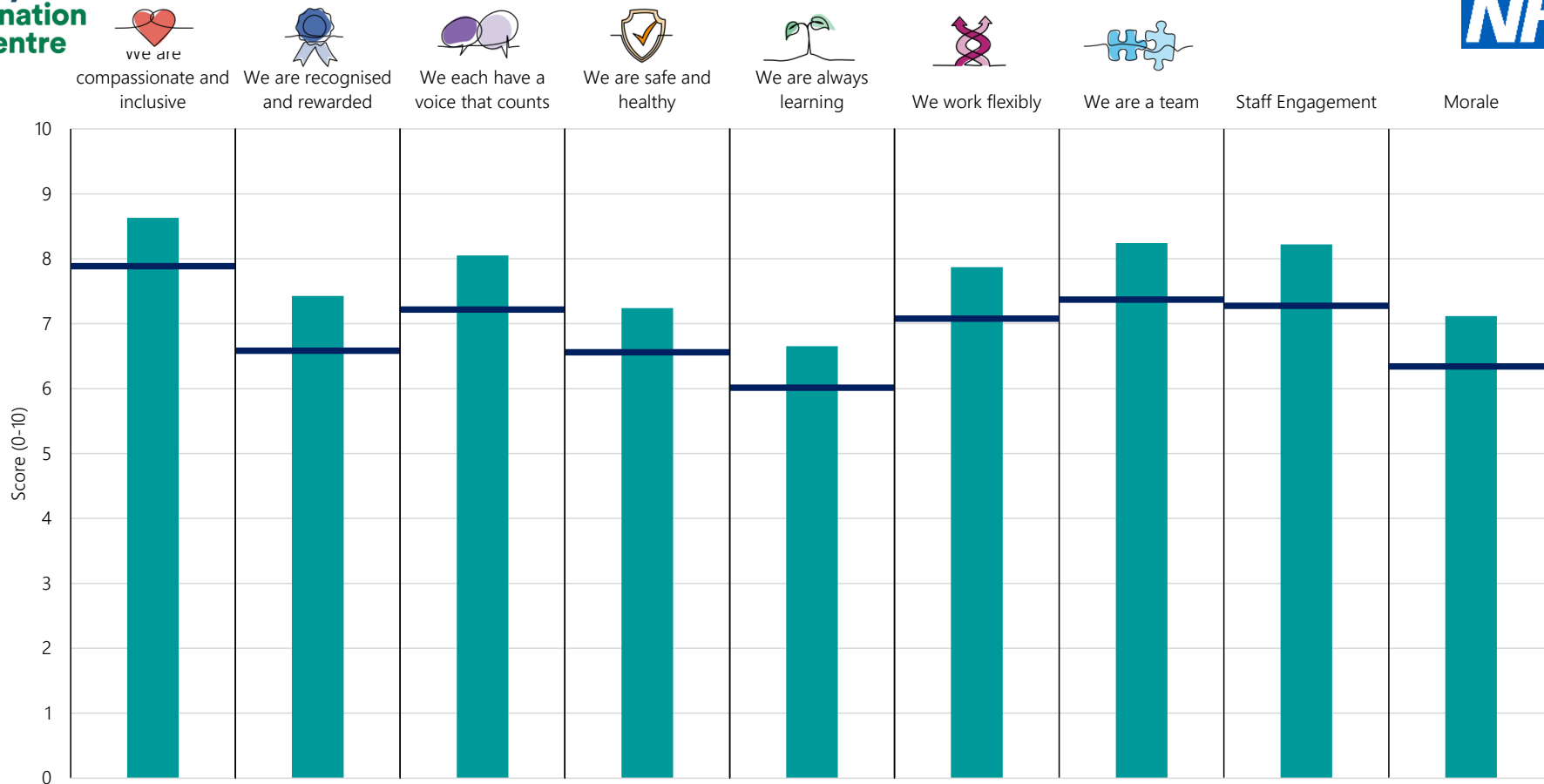


Breakdown	8.44	7.06	7.70	7.20	6.08	7.37	8.41	7.68	6.87
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	25	25	25	25	24	25	25	25	25

22



Breakdown	8.62	7.21	8.20	7.02	6.58	8.23	8.26	8.14	6.99
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	24	24	24	24	23	24	24	24	24



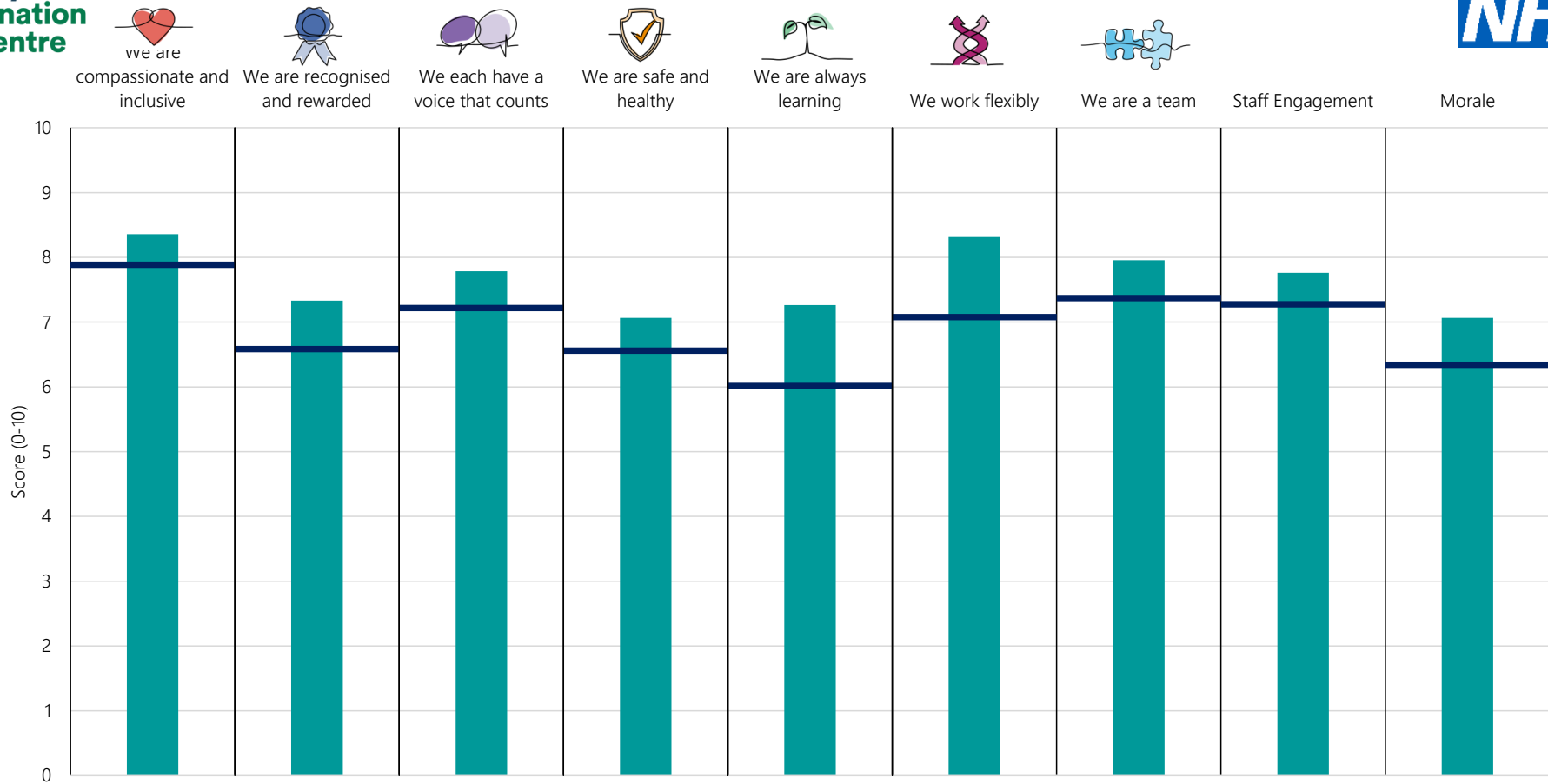
Breakdown	8.63	7.43	8.05	7.24	6.65	7.87	8.24	8.22	7.12
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	27	27	27	27	27	27	27	27	27 24



Breakdown	7.65	5.90	6.63	6.43	5.22	6.95	6.94	6.91	5.77
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	46	46	46	46	44	46	46	46	46 25



Breakdown	7.87	7.15	7.12	7.32	6.18	8.21	7.58	7.26	6.83
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	26	26	26	26	26	26	26	26	26

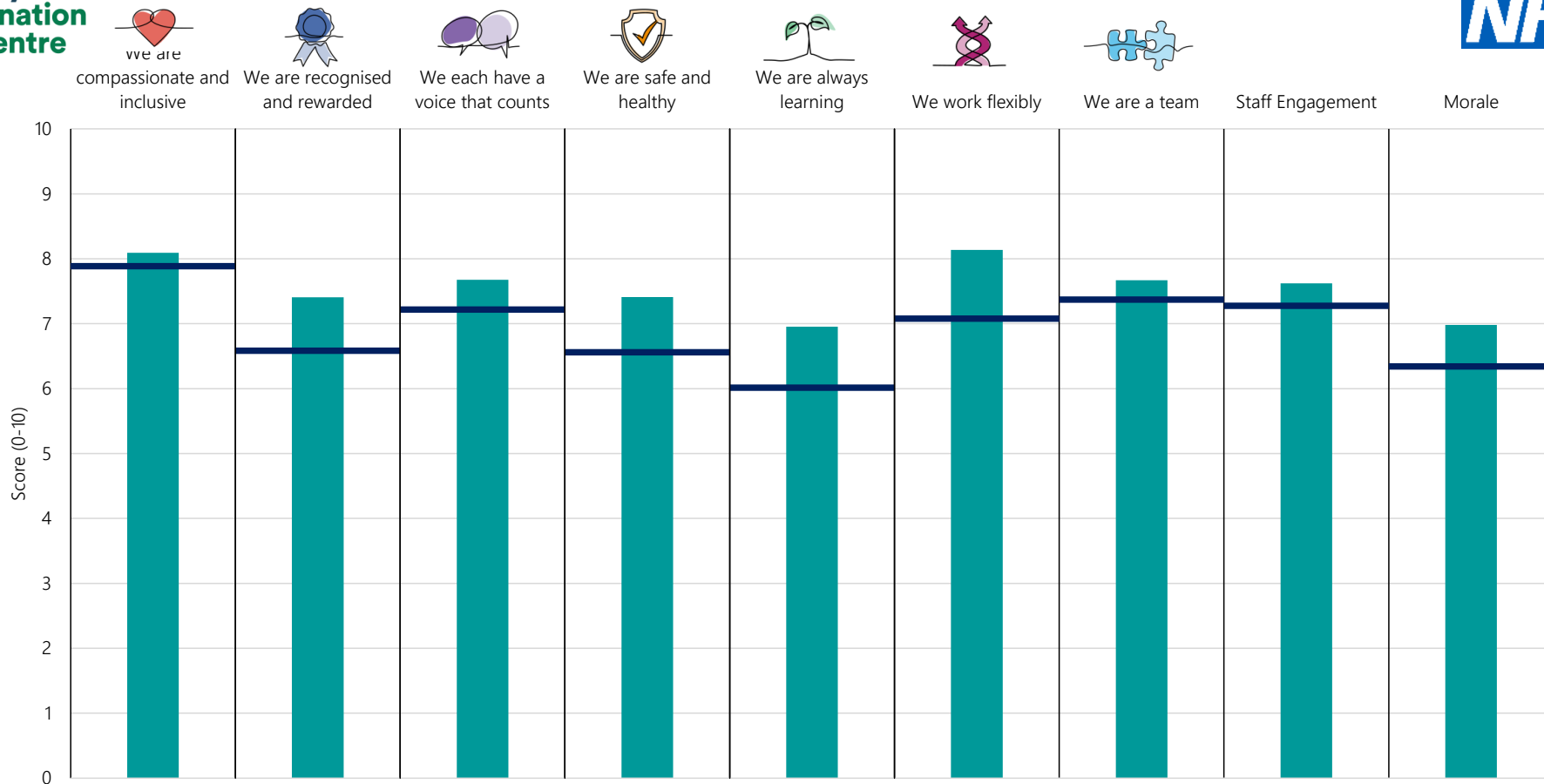


Breakdown	8.36	7.33	7.79	7.07	7.26	8.31	7.95	7.76	7.07
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	65	65	65	65	62	64	65	65	65 ²⁷



Breakdown	7.66	7.08	7.20	6.55	5.98	6.60	7.14	7.24	5.95
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	13	13	13	13	12	12	13	13	13

28



Breakdown	8.09	7.41	7.68	7.41	6.95	8.14	7.67	7.62	6.98
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	32	32	31	32	32	32	32	32	32



Breakdown	7.80	6.66	7.25	6.96	6.22	7.18	7.35	7.28	6.58
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	68	68	68	68	65	67	68	68	68 30



Breakdown	6.89	5.32	6.22	6.24	4.40	6.97	6.13	6.09	5.33
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	30	30	29	30	28	30	30	30	30 ₃₁



Breakdown	7.85	6.85	7.38	7.49	5.69	6.85	7.06	7.51	7.17
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	100	101	96	96	92	99	101	102	101 ₃₂



Breakdown	8.75	8.57	8.77	7.42	8.73	8.99	8.49	8.89	7.47
Your org	7.89	6.58	7.22	6.56	6.02	7.08	7.37	7.28	6.34
Responses	14	14	14	14	14	14	14	14	14 33