## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Themes – Directorates 1</td>
<td>4</td>
</tr>
<tr>
<td>Clinical Support Services</td>
<td>5</td>
</tr>
<tr>
<td>Thoracic</td>
<td>6</td>
</tr>
<tr>
<td>Cardiology</td>
<td>7</td>
</tr>
<tr>
<td>Surgery</td>
<td>8</td>
</tr>
<tr>
<td>Ambulatory</td>
<td>9</td>
</tr>
<tr>
<td>Operations Director</td>
<td>10</td>
</tr>
<tr>
<td>Finance</td>
<td>11</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>12</td>
</tr>
<tr>
<td>Nursing-clinical</td>
<td>13</td>
</tr>
<tr>
<td>Corporate/HR Services</td>
<td>14</td>
</tr>
<tr>
<td>Digital Directorate</td>
<td>15</td>
</tr>
<tr>
<td>Nursing- Corporate</td>
<td>16</td>
</tr>
<tr>
<td>Themes – Directorates 2</td>
<td>17</td>
</tr>
<tr>
<td>Critical care</td>
<td>18</td>
</tr>
<tr>
<td>Clinical Admin services</td>
<td>19</td>
</tr>
<tr>
<td>Surgery Wards</td>
<td>20</td>
</tr>
<tr>
<td>Thoracic</td>
<td>21</td>
</tr>
<tr>
<td>Theatres</td>
<td>22</td>
</tr>
<tr>
<td>Thoracic Wards</td>
<td>23</td>
</tr>
<tr>
<td>Nursing clinical/corporate</td>
<td>24</td>
</tr>
<tr>
<td>Diagnostic services</td>
<td>25</td>
</tr>
<tr>
<td>Cardiology</td>
<td>26</td>
</tr>
<tr>
<td>Surgery and transplant</td>
<td>27</td>
</tr>
<tr>
<td>Cardiology Wards</td>
<td>28</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>29</td>
</tr>
<tr>
<td>PSS</td>
<td>30</td>
</tr>
<tr>
<td>Financial services</td>
<td>31</td>
</tr>
<tr>
<td>CADS</td>
<td>32</td>
</tr>
<tr>
<td>Corporate /HR</td>
<td>33</td>
</tr>
<tr>
<td>Cardiac/Echo physiologists</td>
<td>34</td>
</tr>
<tr>
<td>Day Wards</td>
<td>35</td>
</tr>
<tr>
<td>Estates &amp; Facilities</td>
<td>36</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>37</td>
</tr>
<tr>
<td>Digital</td>
<td>38</td>
</tr>
<tr>
<td>Cath Labs</td>
<td>39</td>
</tr>
</tbody>
</table>
This directorate report for Royal Papworth Hospital NHS Foundation Trust contains results by directorate for themes from the 2018 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 directorate 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 directorate breakdowns used in this report were provided and defined by Royal Papworth Hospital NHS Foundation Trust. Details of how the theme scores were calculated are included in the Technical Document, available to download from our results website.

Key features

Breakdown type and directorate name are specified in the header. Black text in the header is hyperlinked: clicking on ‘2018 NHS Staff Survey Results’ navigates back to the contents page.

Directorate results are presented in the context of the (unweighted) organisation average (‘Your org’), so it is easy to tell if a directorate is performing better or worse than the organisation average. For all themes, a higher score is a better result than a lower score.

The number of responses feeding into each theme score for the given directorate is specified below the table containing the directorate and trust scores.

Note: when there are less than 11 responses in a group, results are suppressed to protect staff confidentiality.
Directorate | Equality, diversity & inclusion | Health & wellbeing | Immediate managers | Morale | Quality of appraisals | Quality of care | Safe environment - Bullying & harassment | Safe environment - Violence | Safety culture | Staff engagement |
---|---|---|---|---|---|---|---|---|---|---|
Thoracic | 9.4 | 6.5 | 7.1 | 6.2 | 6.3 | 7.7 | 8.9 | 9.9 | 7.2 | 7.4 |
Your org | 9.1 | 6.0 | 6.9 | 5.8 | 5.4 | 7.4 | 8.2 | 9.7 | 6.8 | 7.2 |
No. responses | 90 | 92 | 92 | 87 | 74 | 89 | 90 | 90 | 90 | 93 |
### 2018 NHS Staff Survey Results > Directorates 1 > Surgery

<table>
<thead>
<tr>
<th>Score (0-10)</th>
<th>Equality, diversity &amp; inclusion</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Directorate</strong></td>
<td>8.9</td>
<td>5.4</td>
<td>6.5</td>
<td>5.7</td>
<td>5.1</td>
<td>7.4</td>
<td>8.0</td>
<td>9.5</td>
<td>6.6</td>
<td>7.4</td>
</tr>
<tr>
<td><strong>Your org</strong></td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>No. responses</strong></td>
<td>64</td>
<td>63</td>
<td>64</td>
<td>61</td>
<td>52</td>
<td>65</td>
<td>64</td>
<td>64</td>
<td>64</td>
<td>67</td>
</tr>
</tbody>
</table>
2018 NHS Staff Survey Results > Directorates 1 > Ambulatory

<table>
<thead>
<tr>
<th></th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>9.4</td>
<td>9.1</td>
<td>111</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>6.1</td>
<td>6.0</td>
<td>111</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.8</td>
<td>6.9</td>
<td>111</td>
</tr>
<tr>
<td>Morale</td>
<td>6.5</td>
<td>5.8</td>
<td>110</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>6.4</td>
<td>5.4</td>
<td>102</td>
</tr>
<tr>
<td>Quality of care</td>
<td>7.5</td>
<td>7.4</td>
<td>110</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>8.9</td>
<td>8.2</td>
<td>105</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.7</td>
<td>9.7</td>
<td>105</td>
</tr>
<tr>
<td>Safety culture</td>
<td>7.3</td>
<td>6.8</td>
<td>110</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.8</td>
<td>7.2</td>
<td>115</td>
</tr>
</tbody>
</table>
2018 NHS Staff Survey Results > Directorates 1 > R&D

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Equality, diversity &amp; inclusion</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your org</td>
<td>9.4</td>
<td>7.0</td>
<td>7.7</td>
<td>6.2</td>
<td>5.1</td>
<td>7.8</td>
<td>9.0</td>
<td>10.0</td>
<td>6.8</td>
<td>7.3</td>
</tr>
<tr>
<td></td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
<tr>
<td>No. responses</td>
<td>57</td>
<td>58</td>
<td>58</td>
<td>58</td>
<td>51</td>
<td>39</td>
<td>58</td>
<td>58</td>
<td>57</td>
<td>58</td>
</tr>
<tr>
<td>Directorate</td>
<td>Equality, diversity &amp; inclusion</td>
<td>Health &amp; wellbeing</td>
<td>Immediate managers</td>
<td>Morale</td>
<td>Quality of appraisals</td>
<td>Quality of care</td>
<td>Safe environment - Bullying &amp; harassment</td>
<td>Safe environment - Violence</td>
<td>Safety culture</td>
<td>Staff engagement</td>
</tr>
<tr>
<td>-------------</td>
<td>---------------------------------</td>
<td>-------------------</td>
<td>--------------------</td>
<td>--------</td>
<td>----------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>--------------------------</td>
<td>---------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Your org</td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
</tbody>
</table>

| No. responses | 43     | 44     | 44     | 43     | 35     | 40     | 44     | 44     | 44     | 44     |

Score (0-10)
<table>
<thead>
<tr>
<th>Directorate</th>
<th>Equality, diversity &amp; wellbeing</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your org</td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
<tr>
<td>No. responses</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>41</td>
<td>35</td>
<td>20</td>
<td>40</td>
<td>39</td>
<td>41</td>
<td>41</td>
</tr>
</tbody>
</table>
### 2018 NHS Staff Survey Results > Directorates 1 > Digital Directorate

#### Scores (0-10)

<table>
<thead>
<tr>
<th>Category</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; wellbeing</td>
<td>9.5</td>
<td>9.1</td>
<td>32</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.5</td>
<td>6.9</td>
<td>32</td>
</tr>
<tr>
<td>Morale</td>
<td>5.7</td>
<td>5.8</td>
<td>32</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>4.8</td>
<td>5.4</td>
<td>28</td>
</tr>
<tr>
<td>Quality of care</td>
<td>6.5</td>
<td>7.4</td>
<td>22</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>9.0</td>
<td>8.2</td>
<td>32</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.9</td>
<td>9.7</td>
<td>32</td>
</tr>
<tr>
<td>Safety culture</td>
<td>6.8</td>
<td>6.8</td>
<td>31</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.0</td>
<td>7.2</td>
<td>32</td>
</tr>
</tbody>
</table>

- Bullying & harassment
- Violence

Scores range from 0 to 10, with higher scores indicating better satisfaction levels.
Directorates 2

Royal Papworth Hospital NHS Foundation Trust
2018 NHS Staff Survey Results
2018 NHS Staff Survey Results > Directorates 2 > Critical care

<table>
<thead>
<tr>
<th></th>
<th>Equality, diversity &amp; wellbeing</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate</td>
<td>7.8</td>
<td>5.4</td>
<td>6.1</td>
<td>5.3</td>
<td>5.8</td>
<td>7.4</td>
<td>6.6</td>
<td>8.8</td>
<td>6.9</td>
<td>6.8</td>
</tr>
<tr>
<td>Your org</td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
<tr>
<td>No. responses</td>
<td>89</td>
<td>91</td>
<td>91</td>
<td>89</td>
<td>72</td>
<td>87</td>
<td>89</td>
<td>89</td>
<td>90</td>
<td>90</td>
</tr>
</tbody>
</table>
### 2018 NHS Staff Survey Results > Directorates 2 > Clinical Admin services

<table>
<thead>
<tr>
<th></th>
<th>Equality, diversity &amp; inclusion</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Directorate</strong></td>
<td>9.0</td>
<td>5.3</td>
<td>5.9</td>
<td>4.6</td>
<td>3.7</td>
<td>6.9</td>
<td>8.0</td>
<td>10.0</td>
<td>5.9</td>
<td>6.1</td>
</tr>
<tr>
<td><strong>Your org</strong></td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>No. responses</strong></td>
<td>100</td>
<td>100</td>
<td>99</td>
<td>98</td>
<td>76</td>
<td>88</td>
<td>99</td>
<td>100</td>
<td>100</td>
<td>101</td>
</tr>
</tbody>
</table>
## 2018 NHS Staff Survey Results > Directorates 2 > Thoracic

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Equality, diversity &amp; inclusion</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your org</td>
<td>9.4</td>
<td>6.2</td>
<td>6.6</td>
<td>5.9</td>
<td>5.4</td>
<td>7.5</td>
<td>8.7</td>
<td>10.0</td>
<td>6.6</td>
<td>6.9</td>
</tr>
<tr>
<td>No. responses</td>
<td>52</td>
<td>53</td>
<td>53</td>
<td>51</td>
<td>43</td>
<td>51</td>
<td>52</td>
<td>52</td>
<td>53</td>
<td>54</td>
</tr>
</tbody>
</table>
2018 NHS Staff Survey Results > Directorates 2 > Theatres

Equality, diversity & inclusion: 8.7
Health & wellbeing: 5.4
Immediate managers: 6.8
Morale: 6.0
Quality of appraisals: 5.8
Quality of care: 8.2
Safe environment - Bullying & harassment: 7.7
Safe environment - Violence: 9.8
Safety culture: 7.0
Staff engagement: 7.5

Your org:

Equality, diversity & inclusion: 9.1
Health & wellbeing: 6.0
Immediate managers: 6.9
Morale: 5.8
Quality of appraisals: 5.4
Quality of care: 7.4
Safe environment - Bullying & harassment: 8.2
Safe environment - Violence: 9.7
Safety culture: 6.8
Staff engagement: 7.2

No. responses:

Directorate: 41
Your org: 45

### 2018 NHS Staff Survey Results > Directorates 2 > Nursing clinical/corporate

<table>
<thead>
<tr>
<th>Category</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; wellbeing</td>
<td>9.2</td>
<td>9.1</td>
<td>64</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>6.5</td>
<td>6.0</td>
<td>65</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>6.9</td>
<td>6.9</td>
<td>64</td>
</tr>
<tr>
<td>Morale</td>
<td>6.1</td>
<td>5.8</td>
<td>64</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>5.1</td>
<td>5.4</td>
<td>64</td>
</tr>
<tr>
<td>Quality of care</td>
<td>7.5</td>
<td>7.4</td>
<td>55</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>8.0</td>
<td>8.2</td>
<td>65</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.7</td>
<td>9.7</td>
<td>65</td>
</tr>
<tr>
<td>Safety culture</td>
<td>7.1</td>
<td>6.8</td>
<td>65</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.5</td>
<td>7.2</td>
<td>65</td>
</tr>
</tbody>
</table>

**Score (0-10)**
<table>
<thead>
<tr>
<th>Directorate</th>
<th>Equality, diversity &amp; inclusion</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your org</td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
</tbody>
</table>

| No. responses | 51 | 52 | 52 | 51 | 47 | 50 | 51 | 50 | 51 | 53 |

Directorate 2 results for Diagnostic services.
### 2018 NHS Staff Survey Results > Directorates 2 > Cardiology

<table>
<thead>
<tr>
<th>Survey Area</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>9.3</td>
<td>9.1</td>
<td>44</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>6.7</td>
<td>6.0</td>
<td>44</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.4</td>
<td>6.9</td>
<td>44</td>
</tr>
<tr>
<td>Morale</td>
<td>5.7</td>
<td>5.8</td>
<td>44</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>4.9</td>
<td>5.4</td>
<td>39</td>
</tr>
<tr>
<td>Quality of care</td>
<td>7.2</td>
<td>7.4</td>
<td>44</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>7.8</td>
<td>8.2</td>
<td>44</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.9</td>
<td>9.7</td>
<td>44</td>
</tr>
<tr>
<td>Safety culture</td>
<td>6.6</td>
<td>6.8</td>
<td>44</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.4</td>
<td>7.2</td>
<td>44</td>
</tr>
</tbody>
</table>
### 2018 NHS Staff Survey Results > Directorates 2 > R&D

<table>
<thead>
<tr>
<th>Category</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>9.4</td>
<td>9.1</td>
<td>57</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>7.0</td>
<td>6.0</td>
<td>58</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.7</td>
<td>6.9</td>
<td>58</td>
</tr>
<tr>
<td>Morale</td>
<td>6.2</td>
<td>5.8</td>
<td>58</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>5.1</td>
<td>5.4</td>
<td>58</td>
</tr>
<tr>
<td>Quality of care</td>
<td>7.8</td>
<td>7.4</td>
<td>51</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>9.0</td>
<td>8.2</td>
<td>39</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>10.0</td>
<td>9.7</td>
<td>58</td>
</tr>
<tr>
<td>Safety culture</td>
<td>6.8</td>
<td>6.8</td>
<td>58</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.3</td>
<td>7.2</td>
<td>58</td>
</tr>
</tbody>
</table>

- **Score (0-10)**
- **No. responses**
### 2018 NHS Staff Survey Results > Directorates 2 > Financial services

<table>
<thead>
<tr>
<th>Category</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>9.6</td>
<td>9.1</td>
<td>42</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>6.1</td>
<td>6.0</td>
<td>41</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.4</td>
<td>6.9</td>
<td>42</td>
</tr>
<tr>
<td>Morale</td>
<td>6.2</td>
<td>5.8</td>
<td>41</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>5.4</td>
<td>5.4</td>
<td>36</td>
</tr>
<tr>
<td>Quality of care</td>
<td>6.8</td>
<td>7.4</td>
<td>22</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>9.1</td>
<td>8.2</td>
<td>41</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.8</td>
<td>9.7</td>
<td>41</td>
</tr>
<tr>
<td>Safety culture</td>
<td>6.6</td>
<td>6.8</td>
<td>41</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.6</td>
<td>7.2</td>
<td>42</td>
</tr>
</tbody>
</table>

### Scores (0-10)

#### Directorate
- Equality, diversity & inclusion: 9.6
- Health & wellbeing: 6.1
- Immediate managers: 7.4
- Morale: 6.2
- Quality of appraisals: 5.4
- Quality of care: 6.8
- Safe environment - Bullying & harassment: 9.1
- Safe environment - Violence: 9.8
- Safety culture: 6.6
- Staff engagement: 7.6

#### Your org
- Equality, diversity & inclusion: 9.1
- Health & wellbeing: 6.0
- Immediate managers: 6.9
- Morale: 5.8
- Quality of appraisals: 5.4
- Quality of care: 7.4
- Safe environment - Bullying & harassment: 8.2
- Safe environment - Violence: 9.7
- Safety culture: 6.8
- Staff engagement: 7.2

#### No. responses
- Equality, diversity & inclusion: 42
- Health & wellbeing: 41
- Immediate managers: 42
- Morale: 41
- Quality of appraisals: 36
- Quality of care: 22
- Safe environment - Bullying & harassment: 41
- Safe environment - Violence: 41
- Safety culture: 41
- Staff engagement: 42
<table>
<thead>
<tr>
<th>Category</th>
<th>Score (0-10)</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>9.5</td>
<td>6.0</td>
<td>6.1</td>
<td>21</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>5.7</td>
<td>4.4</td>
<td>6.5</td>
<td>22</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>4.4</td>
<td>6.5</td>
<td>8.3</td>
<td>20</td>
</tr>
<tr>
<td>Morale</td>
<td>6.5</td>
<td>8.3</td>
<td>9.8</td>
<td>13</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>5.7</td>
<td>7.4</td>
<td>9.8</td>
<td>22</td>
</tr>
<tr>
<td>Quality of care</td>
<td>4.4</td>
<td>8.2</td>
<td>6.6</td>
<td>21</td>
</tr>
<tr>
<td>Safe environment</td>
<td>6.5</td>
<td>8.2</td>
<td>6.6</td>
<td>20</td>
</tr>
<tr>
<td>- Bullying &amp; harassment</td>
<td>8.3</td>
<td>9.7</td>
<td>7.2</td>
<td>23</td>
</tr>
<tr>
<td>Safe environment</td>
<td>9.8</td>
<td>6.6</td>
<td>6.6</td>
<td></td>
</tr>
<tr>
<td>- Violence</td>
<td>9.8</td>
<td>6.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety culture</td>
<td>6.6</td>
<td>7.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff engagement</td>
<td>6.6</td>
<td>7.2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2018 NHS Staff Survey Results > Directorates 2 > Corporate /HR

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Equality, diversity &amp; inclusion</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9.5</td>
<td>7.6</td>
<td>8.1</td>
<td>6.6</td>
<td>6.6</td>
<td>7.6</td>
<td>8.6</td>
<td>10.0</td>
<td>7.6</td>
<td>8.0</td>
</tr>
<tr>
<td>Your org</td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
</tbody>
</table>

| No. responses | 41 | 41 | 41 | 41 | 35 | 20 | 40 | 39 | 41 | 41 |

0 1 2 3 4 5 6 7 8 9 10
Score (0-10)
2018 NHS Staff Survey Results > Directorates 2 > Cardiac/Echo physiologists

<table>
<thead>
<tr>
<th>Survey Category</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>8.5</td>
<td>9.1</td>
<td>20</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>5.3</td>
<td>6.0</td>
<td>20</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>6.1</td>
<td>6.9</td>
<td>20</td>
</tr>
<tr>
<td>Morale</td>
<td>5.4</td>
<td>5.8</td>
<td>20</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>4.4</td>
<td>5.4</td>
<td>19</td>
</tr>
<tr>
<td>Quality of care</td>
<td>8.0</td>
<td>7.4</td>
<td>20</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>8.5</td>
<td>8.2</td>
<td>20</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.8</td>
<td>9.7</td>
<td>20</td>
</tr>
<tr>
<td>Safety culture</td>
<td>6.1</td>
<td>6.8</td>
<td>19</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.1</td>
<td>7.2</td>
<td>20</td>
</tr>
</tbody>
</table>

Score (0-10)
2018 NHS Staff Survey Results > Directorates 2 > Day Wards

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Equality, diversity &amp; wellbeing</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your org</td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
<tr>
<td>No. responses</td>
<td>31</td>
<td>31</td>
<td>31</td>
<td>31</td>
<td>29</td>
<td>29</td>
<td>29</td>
<td>29</td>
<td>31</td>
<td>32</td>
</tr>
</tbody>
</table>

Score (0-10)
<table>
<thead>
<tr>
<th>Directorate</th>
<th>Equality, diversity &amp; inclusion</th>
<th>Health &amp; wellbeing</th>
<th>Immediate managers</th>
<th>Morale</th>
<th>Quality of appraisals</th>
<th>Quality of care</th>
<th>Safe environment - Bullying &amp; harassment</th>
<th>Safe environment - Violence</th>
<th>Safety culture</th>
<th>Staff engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8.8</td>
<td>6.1</td>
<td>7.4</td>
<td>6.0</td>
<td>4.7</td>
<td>7.9</td>
<td>7.6</td>
<td>9.2</td>
<td>6.8</td>
<td>7.5</td>
</tr>
<tr>
<td>Your org</td>
<td>9.1</td>
<td>6.0</td>
<td>6.9</td>
<td>5.8</td>
<td>5.4</td>
<td>7.4</td>
<td>8.2</td>
<td>9.7</td>
<td>6.8</td>
<td>7.2</td>
</tr>
</tbody>
</table>

| No. responses | 22 | 22 | 22 | 21 | 15 | 19 | 22 | 22 | 22 | 22 | 36 |
### 2018 NHS Staff Survey Results > Directorates 2 > Pharmacy

<table>
<thead>
<tr>
<th>Metric</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; wellbeing</td>
<td>9.8</td>
<td>9.1</td>
<td>29</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>6.1</td>
<td>6.0</td>
<td>29</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.5</td>
<td>6.9</td>
<td>30</td>
</tr>
<tr>
<td>Morale</td>
<td>6.1</td>
<td>5.8</td>
<td>28</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>5.4</td>
<td>5.4</td>
<td>25</td>
</tr>
<tr>
<td>Quality of care</td>
<td>6.8</td>
<td>7.4</td>
<td>29</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>9.4</td>
<td>8.2</td>
<td>28</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.9</td>
<td>9.7</td>
<td>28</td>
</tr>
<tr>
<td>Safety culture</td>
<td>7.2</td>
<td>6.8</td>
<td>28</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.5</td>
<td>7.2</td>
<td>31</td>
</tr>
</tbody>
</table>

Scores range from 0 to 10, with higher numbers indicating better performance. The table shows the scores for each metric across two categories: Directorate and Your org, along with the number of responses for each category.
### 2018 NHS Staff Survey Results > Directorates 2 > Digital

<table>
<thead>
<tr>
<th>Survey Category</th>
<th>Directorate Score</th>
<th>Your org Score</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>9.5</td>
<td>9.1</td>
<td>32</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>6.0</td>
<td>6.0</td>
<td>32</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.5</td>
<td>6.9</td>
<td>32</td>
</tr>
<tr>
<td>Morale</td>
<td>5.7</td>
<td>5.8</td>
<td>32</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>4.8</td>
<td>5.4</td>
<td>28</td>
</tr>
<tr>
<td>Quality of care</td>
<td>6.5</td>
<td>7.4</td>
<td>22</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>9.0</td>
<td>8.2</td>
<td>32</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>9.9</td>
<td>9.7</td>
<td>32</td>
</tr>
<tr>
<td>Safety culture</td>
<td>6.8</td>
<td>6.8</td>
<td>31</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>7.0</td>
<td>7.2</td>
<td>32</td>
</tr>
</tbody>
</table>
### 2018 NHS Staff Survey Results > Directorates 2 > Cath Labs

<table>
<thead>
<tr>
<th>Category</th>
<th>Directorate</th>
<th>Your org</th>
<th>No. responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality, diversity &amp; inclusion</td>
<td>9.3</td>
<td>9.1</td>
<td>19</td>
</tr>
<tr>
<td>Health &amp; wellbeing</td>
<td>5.1</td>
<td>6.0</td>
<td>19</td>
</tr>
<tr>
<td>Immediate managers</td>
<td>7.0</td>
<td>6.9</td>
<td>20</td>
</tr>
<tr>
<td>Morale</td>
<td>5.7</td>
<td>5.8</td>
<td>19</td>
</tr>
<tr>
<td>Quality of appraisals</td>
<td>6.4</td>
<td>5.4</td>
<td>15</td>
</tr>
<tr>
<td>Quality of care</td>
<td>7.6</td>
<td>7.4</td>
<td>20</td>
</tr>
<tr>
<td>Safe environment - Bullying &amp; harassment</td>
<td>8.4</td>
<td>8.2</td>
<td>20</td>
</tr>
<tr>
<td>Safe environment - Violence</td>
<td>10.0</td>
<td>9.7</td>
<td>20</td>
</tr>
<tr>
<td>Safety culture</td>
<td>6.5</td>
<td>6.8</td>
<td>20</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>6.5</td>
<td>7.2</td>
<td>20</td>
</tr>
</tbody>
</table>