

Tavistock and Portman NHS Foundation Trust

2019 NHS Staff Survey

Directorate Report

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This directorate report for Tavistock and Portman NHS Foundation Trust contains results by directorate for themes from the 2019 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 Tavistock and Portman 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 '2019 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.

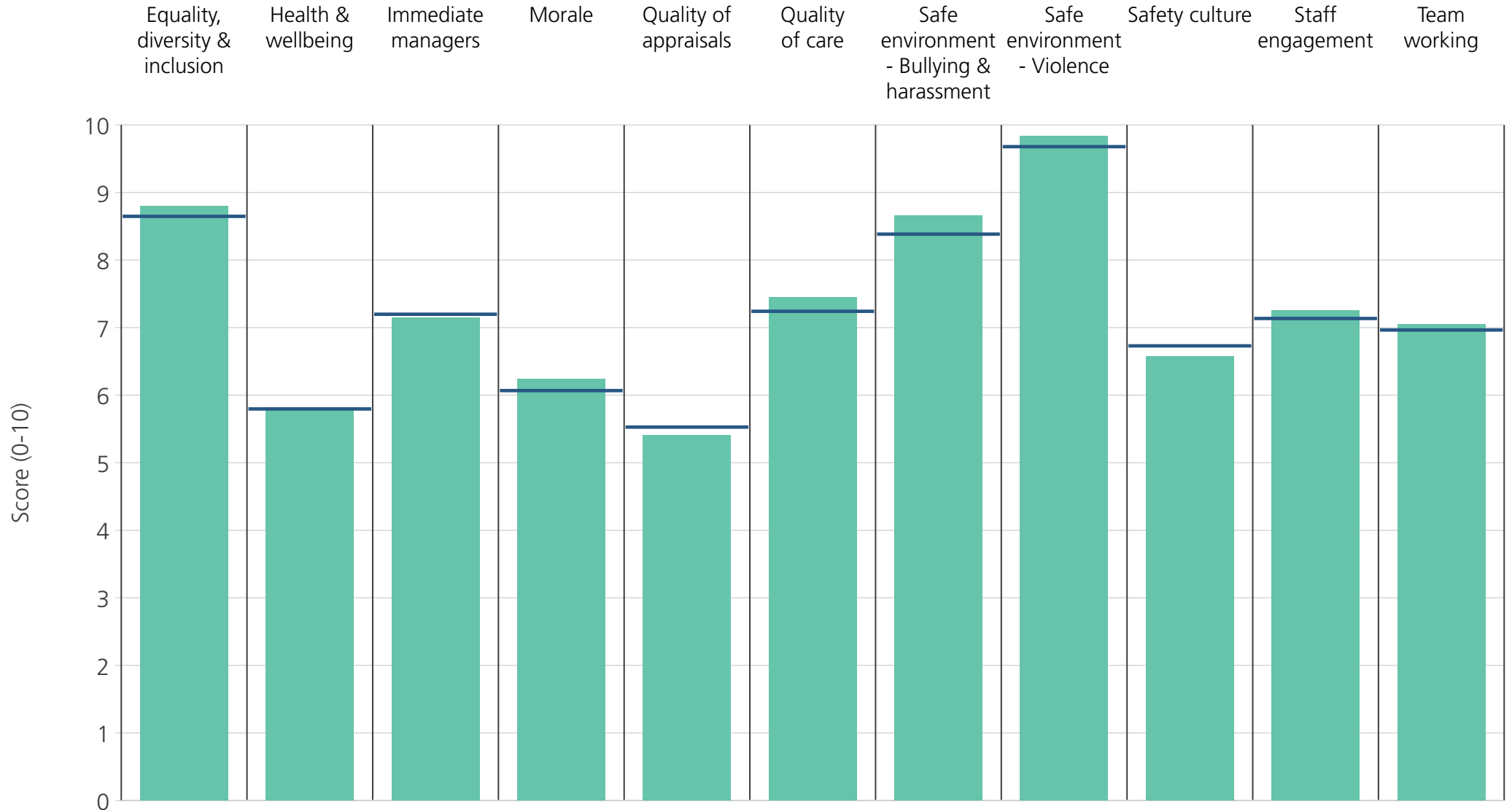
The **number of responses** feeding into each theme score **for the given directorate** is specified below the table containing the directorate and trust scores.



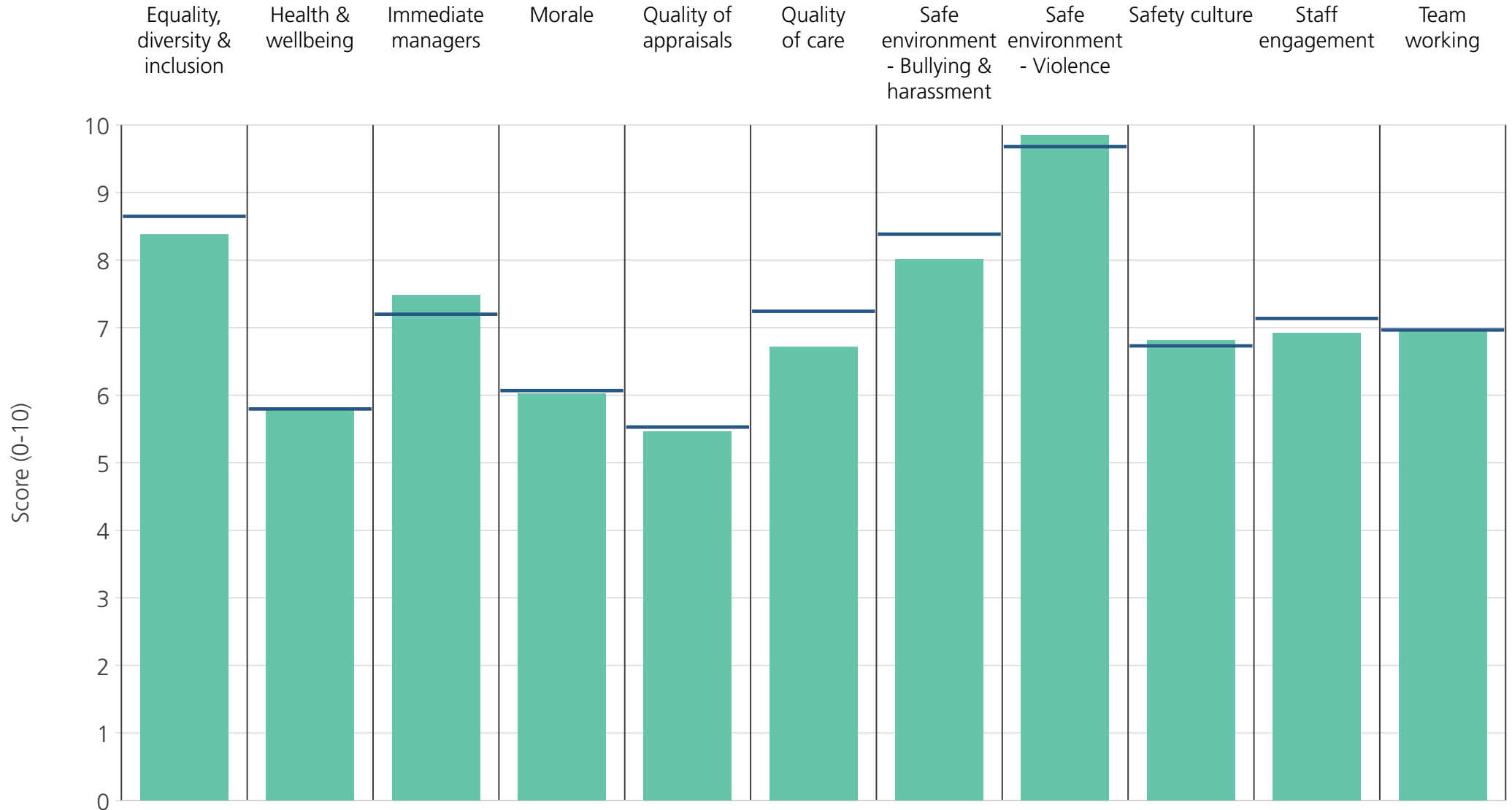
! Note: when there are less than 11 responses in a group, results are suppressed to protect staff confidentiality

Directorates 1

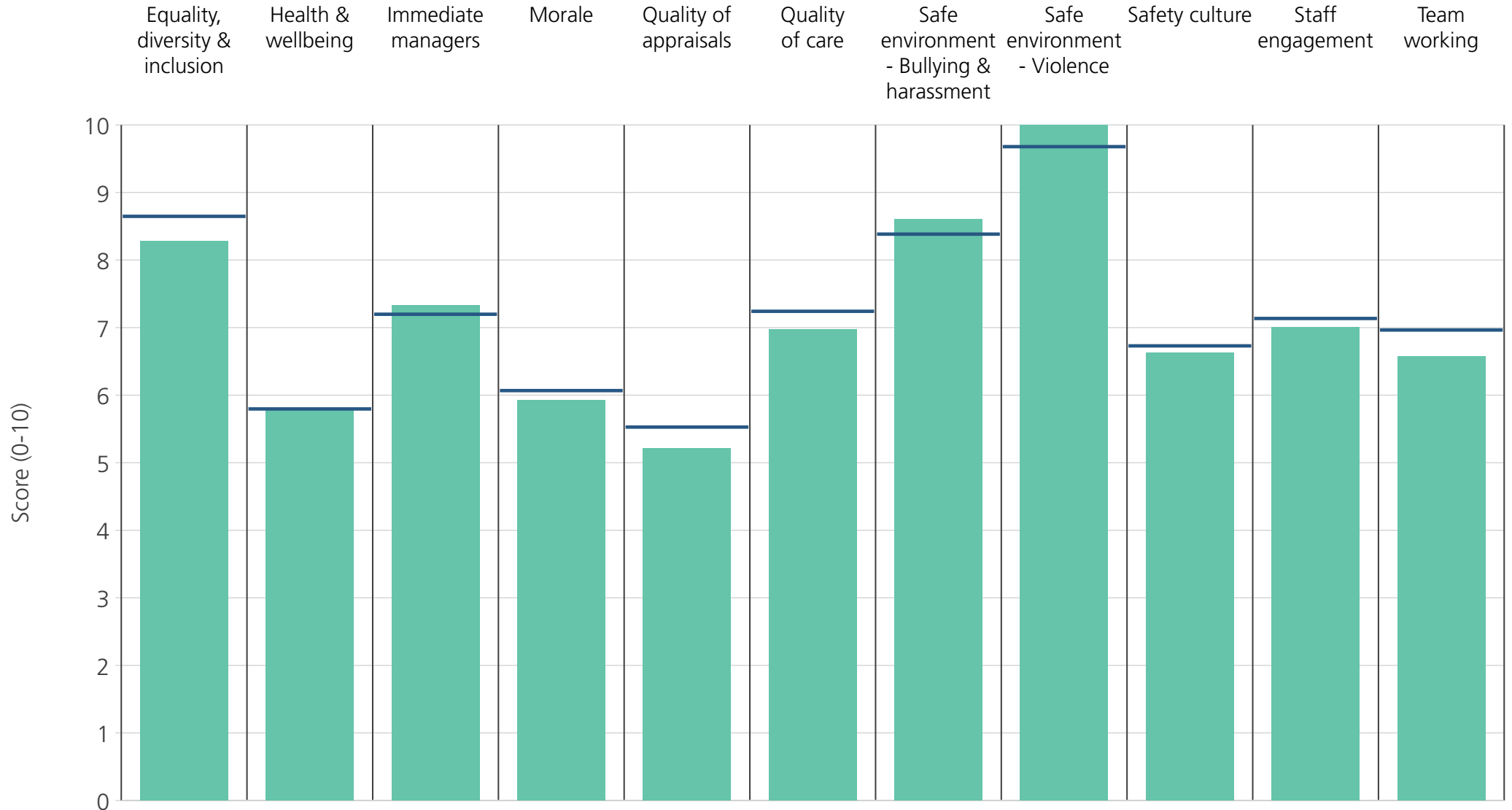
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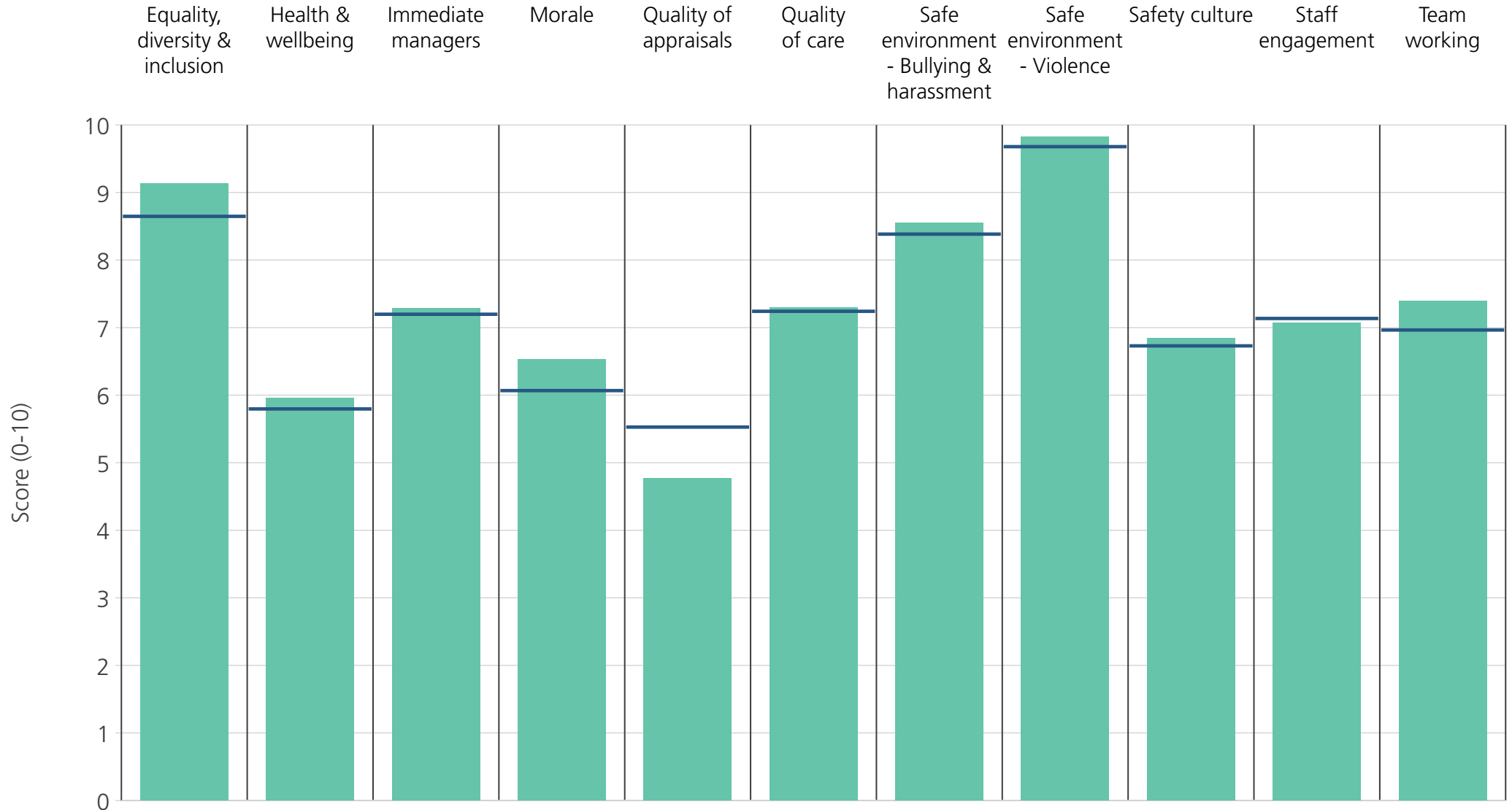
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.8 | 5.8 | 7.1 | 6.2 | 5.4 | 7.4 | 8.7 | 9.8 | 6.6 | 7.3 | 7.0 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 121 | 123 | 123 | 120 | 116 | 107 | 122 | 122 | 121 | 123 | 122 |



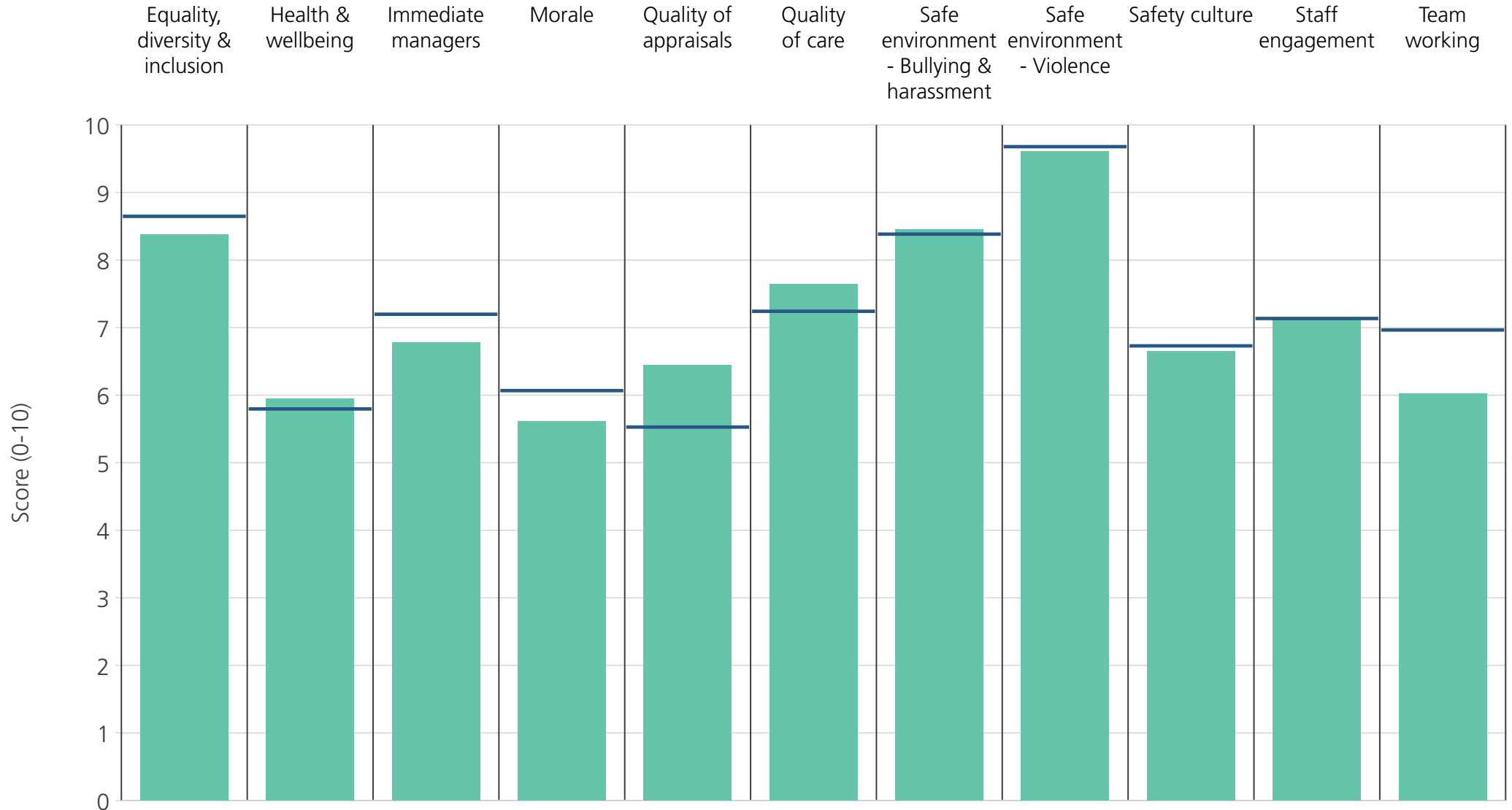
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.4 | 5.8 | 7.5 | 6.0 | 5.5 | 6.7 | 8.0 | 9.8 | 6.8 | 6.9 | 7.0 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 87 | 89 | 89 | 86 | 79 | 79 | 88 | 87 | 87 | 88 | 87 |



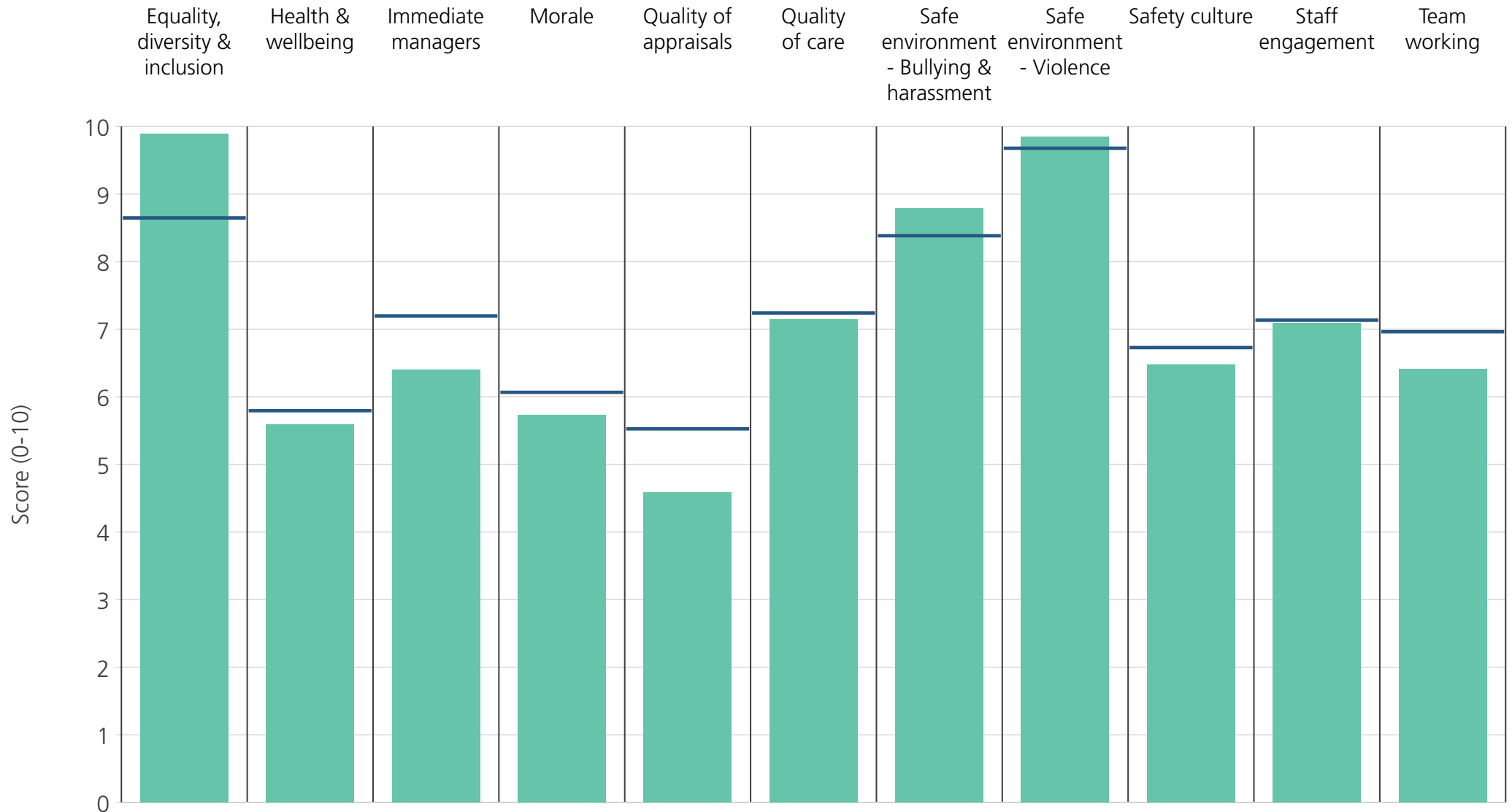
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|--------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| Directorate | 8.3 | 5.8 | 7.3 | 5.9 | 5.2 | 7.0 | 8.6 | 10.0 | 6.6 | 7.0 | 6.6 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 60 | 62 | 62 | 61 | 58 | 37 | 62 | 61 | 61 | 64 | 62 |



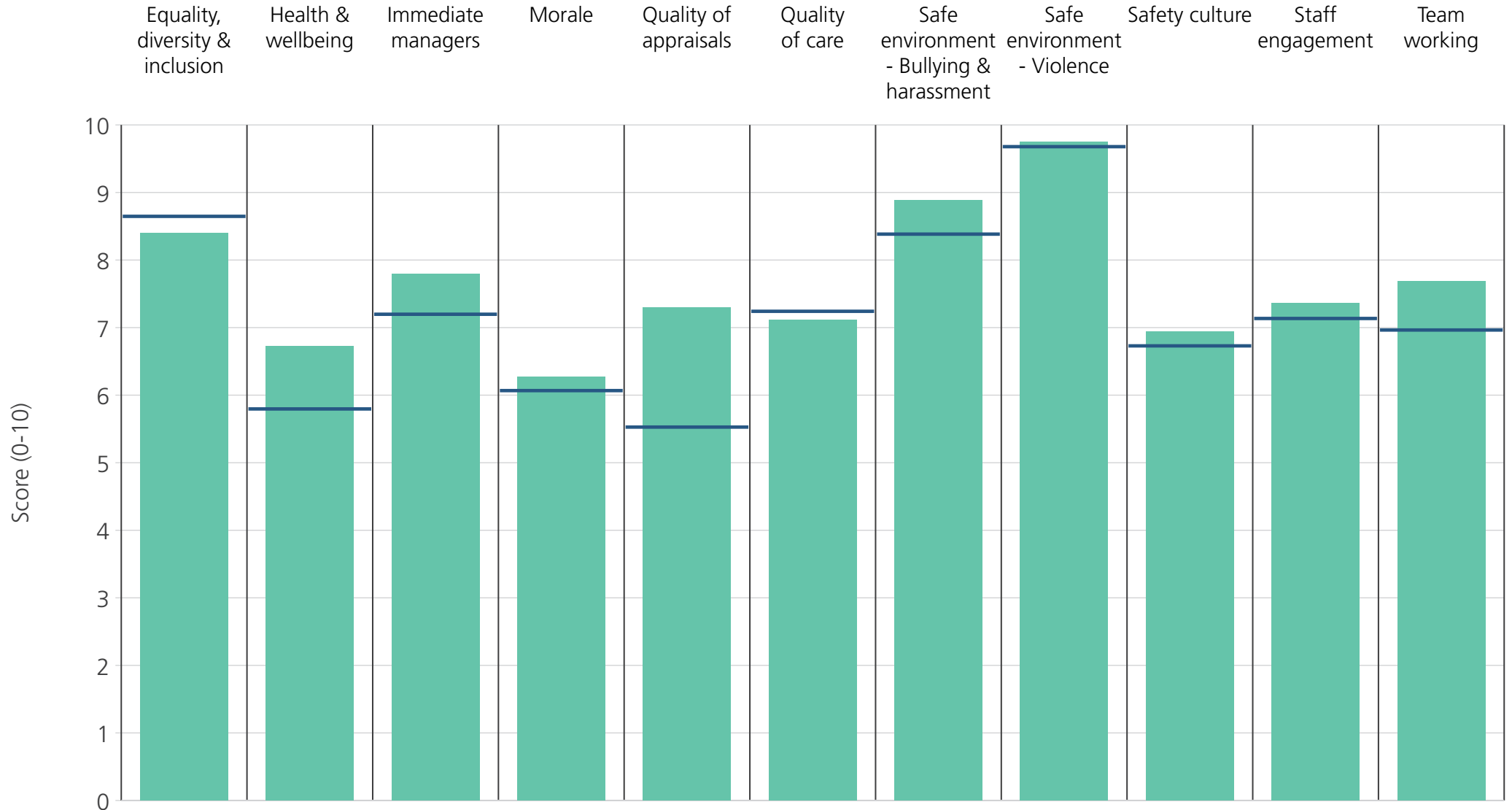
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 9.1 | 6.0 | 7.3 | 6.5 | 4.8 | 7.3 | 8.6 | 9.8 | 6.8 | 7.1 | 7.4 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 46 | 46 | 47 | 45 | 44 | 46 | 46 | 47 | 46 | 49 | 49 |



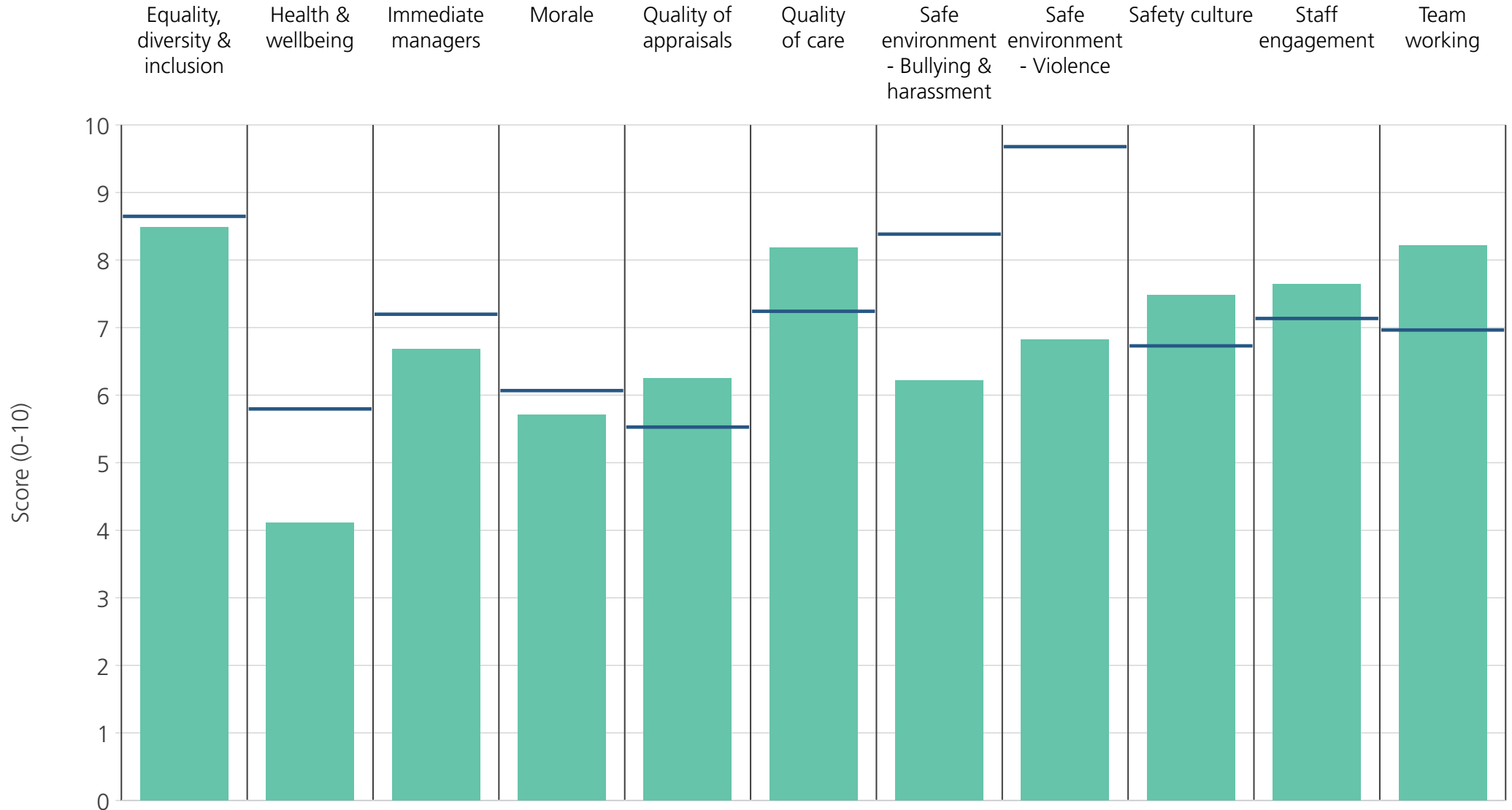
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.4 | 5.9 | 6.8 | 5.6 | 6.4 | 7.6 | 8.4 | 9.6 | 6.6 | 7.1 | 6.0 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 43 | 43 | 43 | 42 | 32 | 23 | 43 | 42 | 43 | 43 | 43 |



| | | | | | | | | | | | |
|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 9.9 | 5.6 | 6.4 | 5.7 | 4.6 | 7.1 | 8.8 | 9.8 | 6.5 | 7.1 | 6.4 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 22 | 22 | 22 | 21 | 18 | 14 | 22 | 22 | 21 | 23 | 23 |



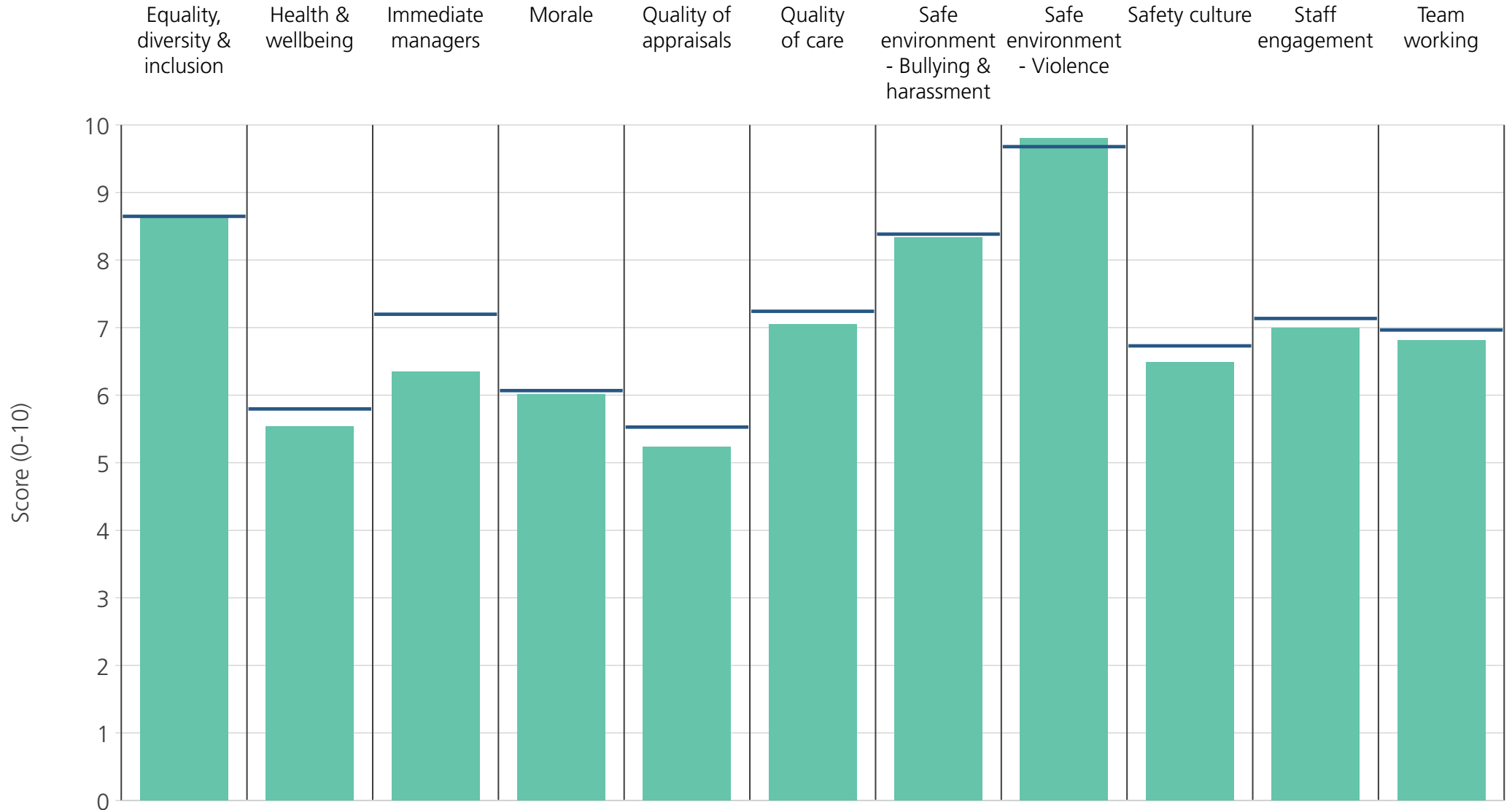
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.4 | 6.7 | 7.8 | 6.3 | 7.3 | 7.1 | 8.9 | 9.8 | 6.9 | 7.4 | 7.7 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 27 | 27 | 27 | 26 | 24 | 15 | 27 | 27 | 26 | 27 | 27 |



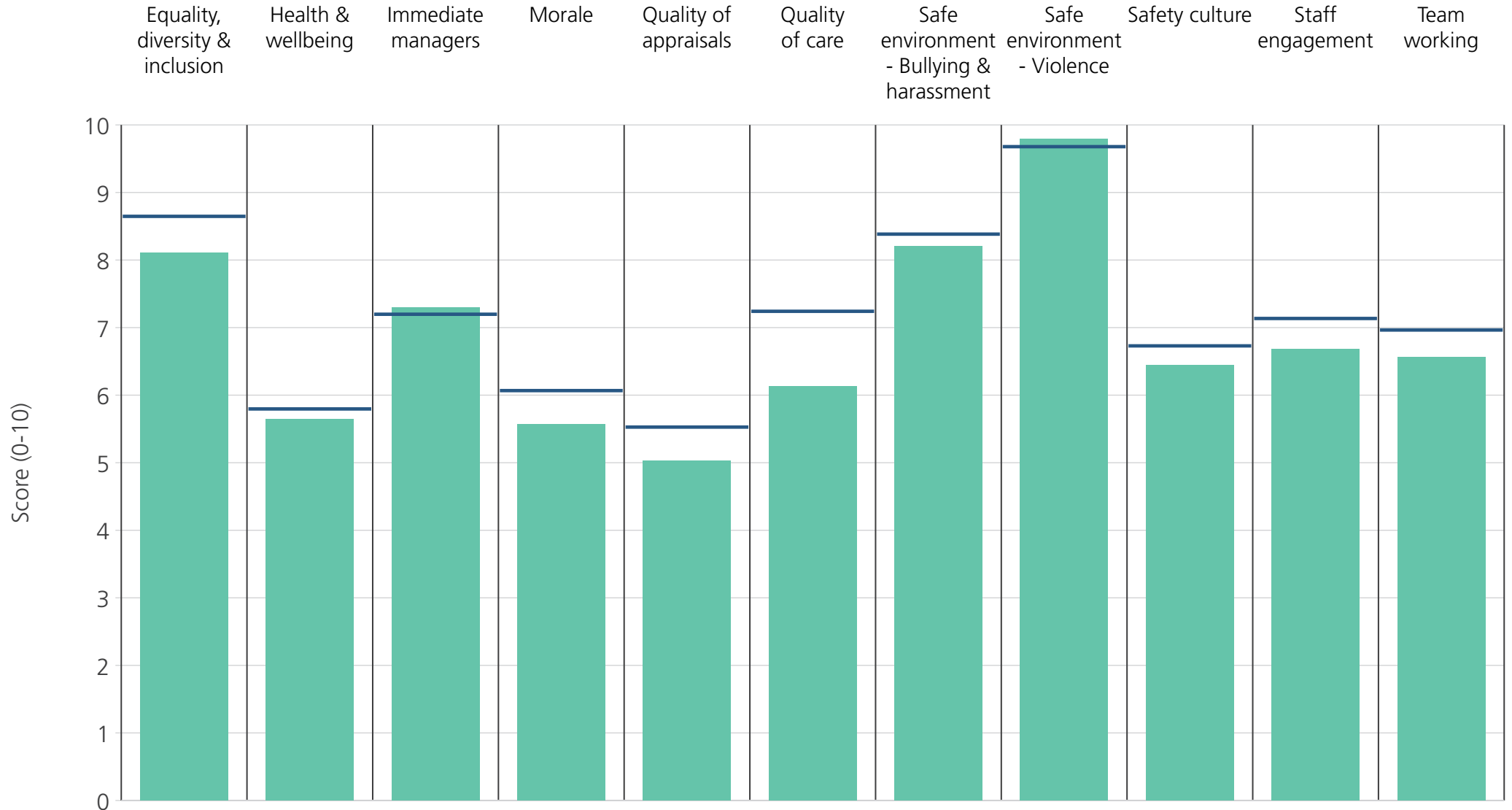
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.5 | 4.1 | 6.7 | 5.7 | 6.3 | 8.2 | 6.2 | 6.8 | 7.5 | 7.6 | 8.2 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 22 | 22 | 22 | 22 | 21 | 22 | 22 | 22 | 22 | 22 | 21 |

Directorates 2

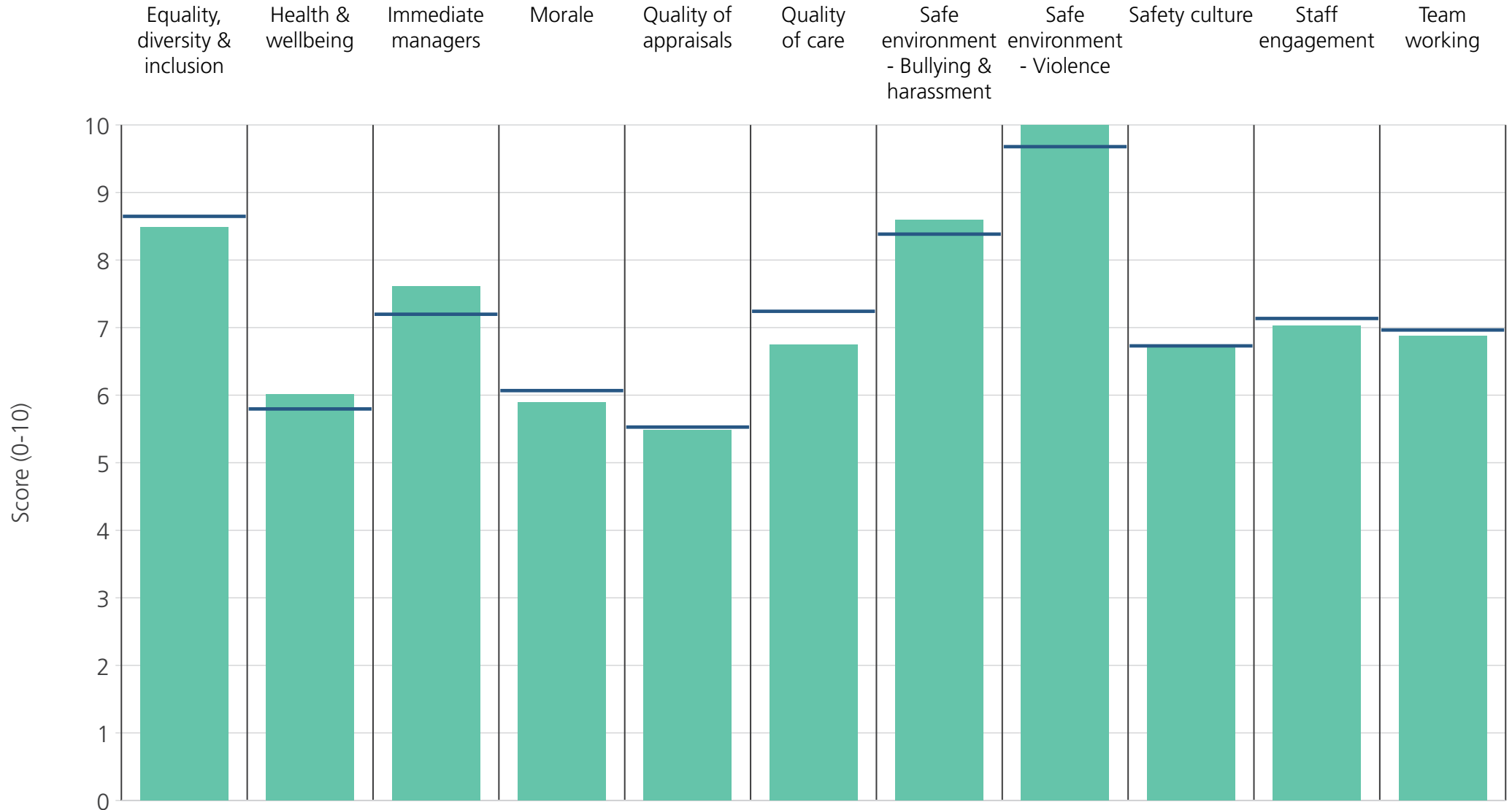
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2019 NHS Staff Survey Results



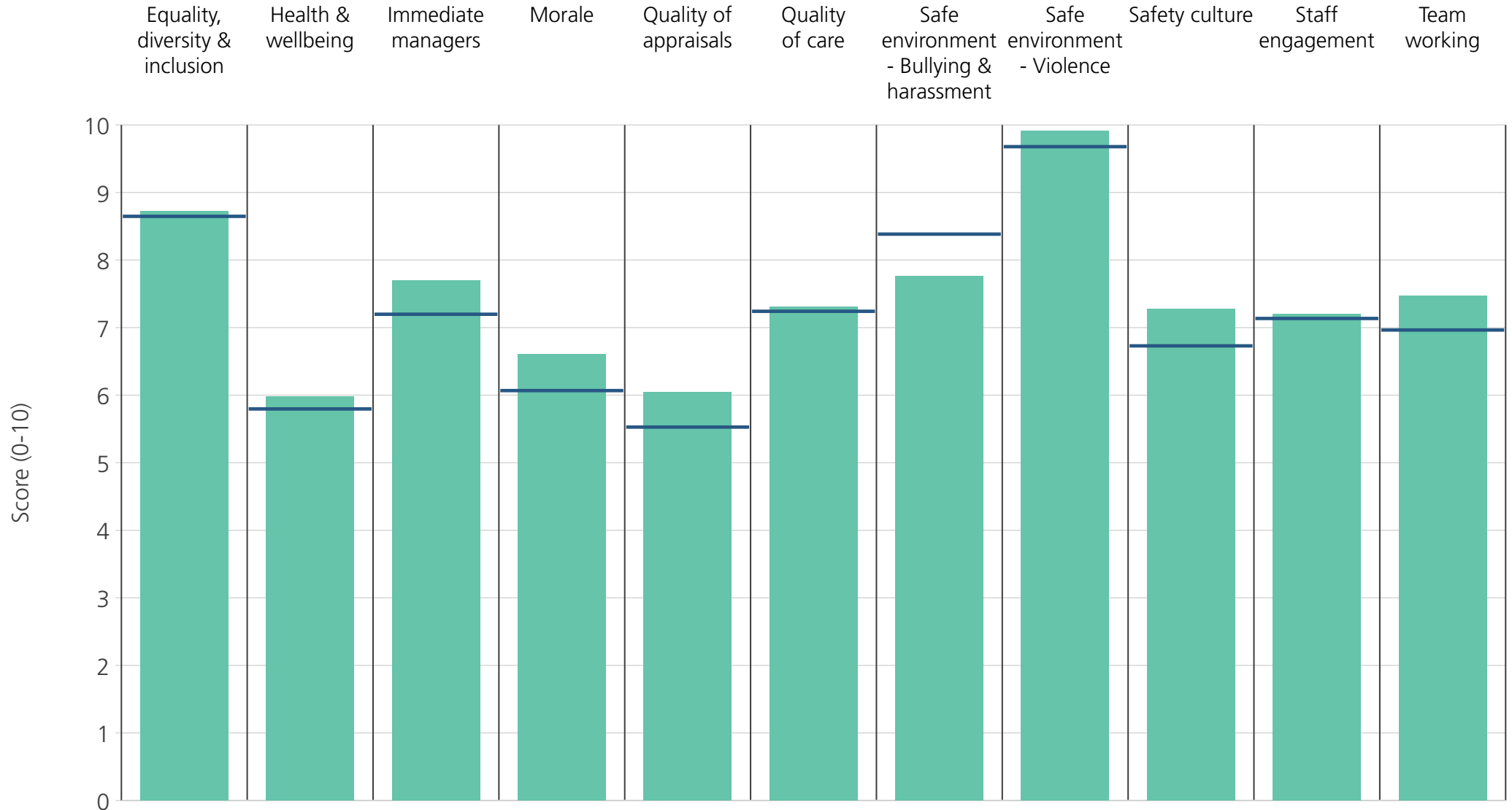
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.6 | 5.5 | 6.3 | 6.0 | 5.2 | 7.1 | 8.3 | 9.8 | 6.5 | 7.0 | 6.8 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 52 | 53 | 53 | 52 | 49 | 52 | 52 | 52 | 52 | 53 | 53 |



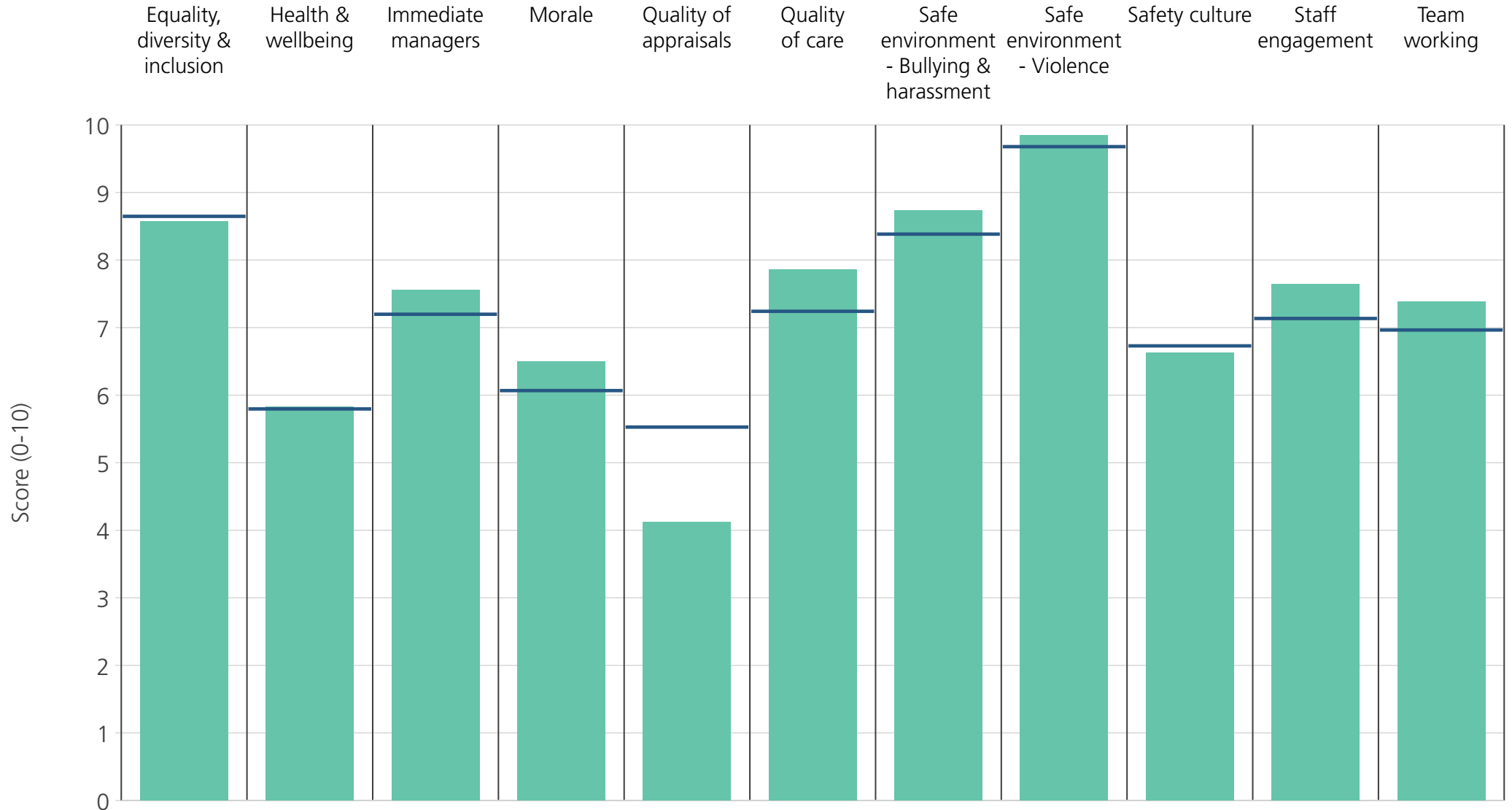
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.1 | 5.6 | 7.3 | 5.6 | 5.0 | 6.1 | 8.2 | 9.8 | 6.4 | 6.7 | 6.6 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 49 | 50 | 50 | 48 | 45 | 40 | 50 | 49 | 49 | 49 | 48 |



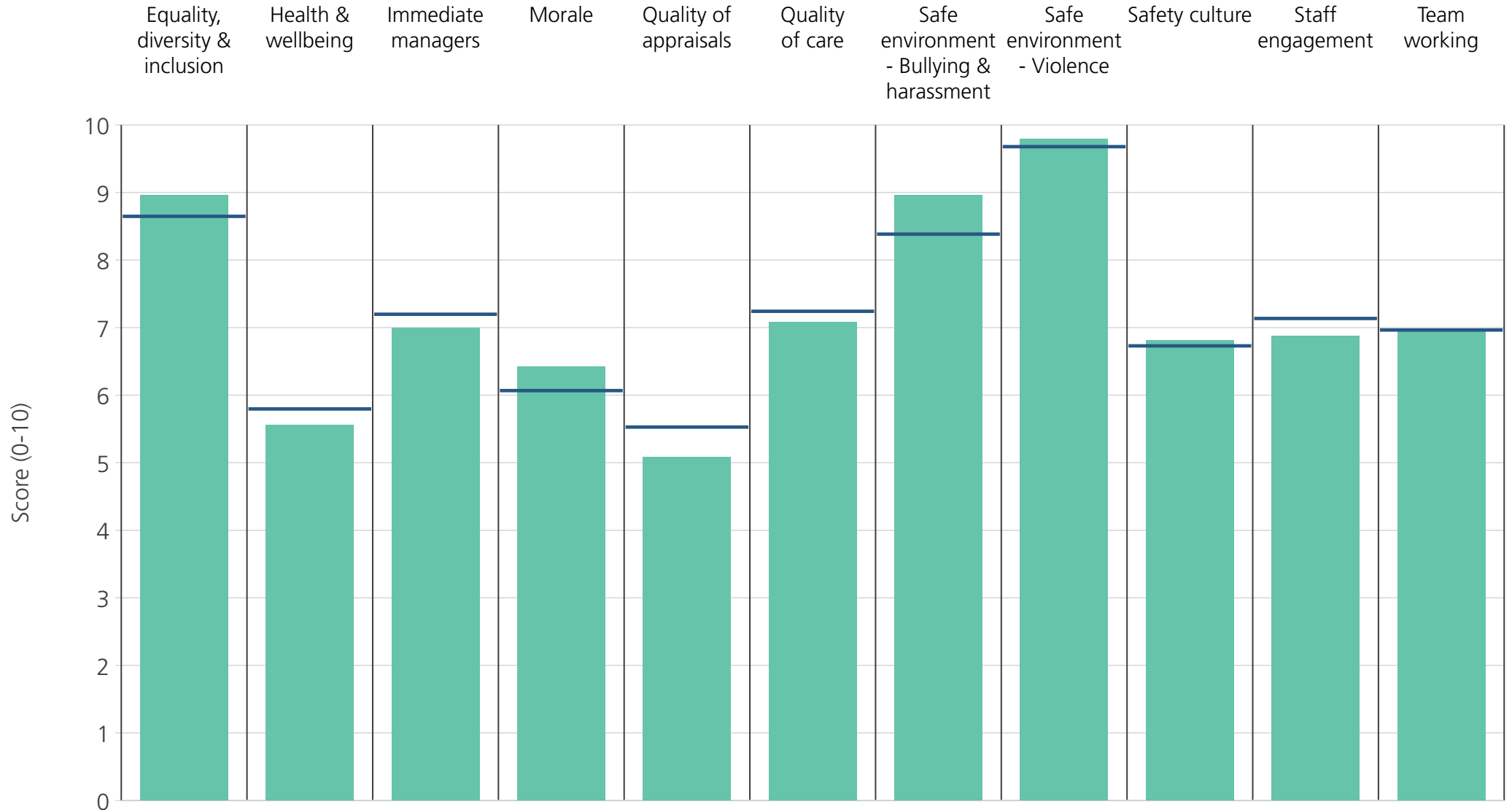
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| Directorate | 8.5 | 6.0 | 7.6 | 5.9 | 5.5 | 6.8 | 8.6 | 10.0 | 6.7 | 7.0 | 6.9 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 44 | 45 | 45 | 45 | 44 | 25 | 45 | 45 | 45 | 46 | 44 |



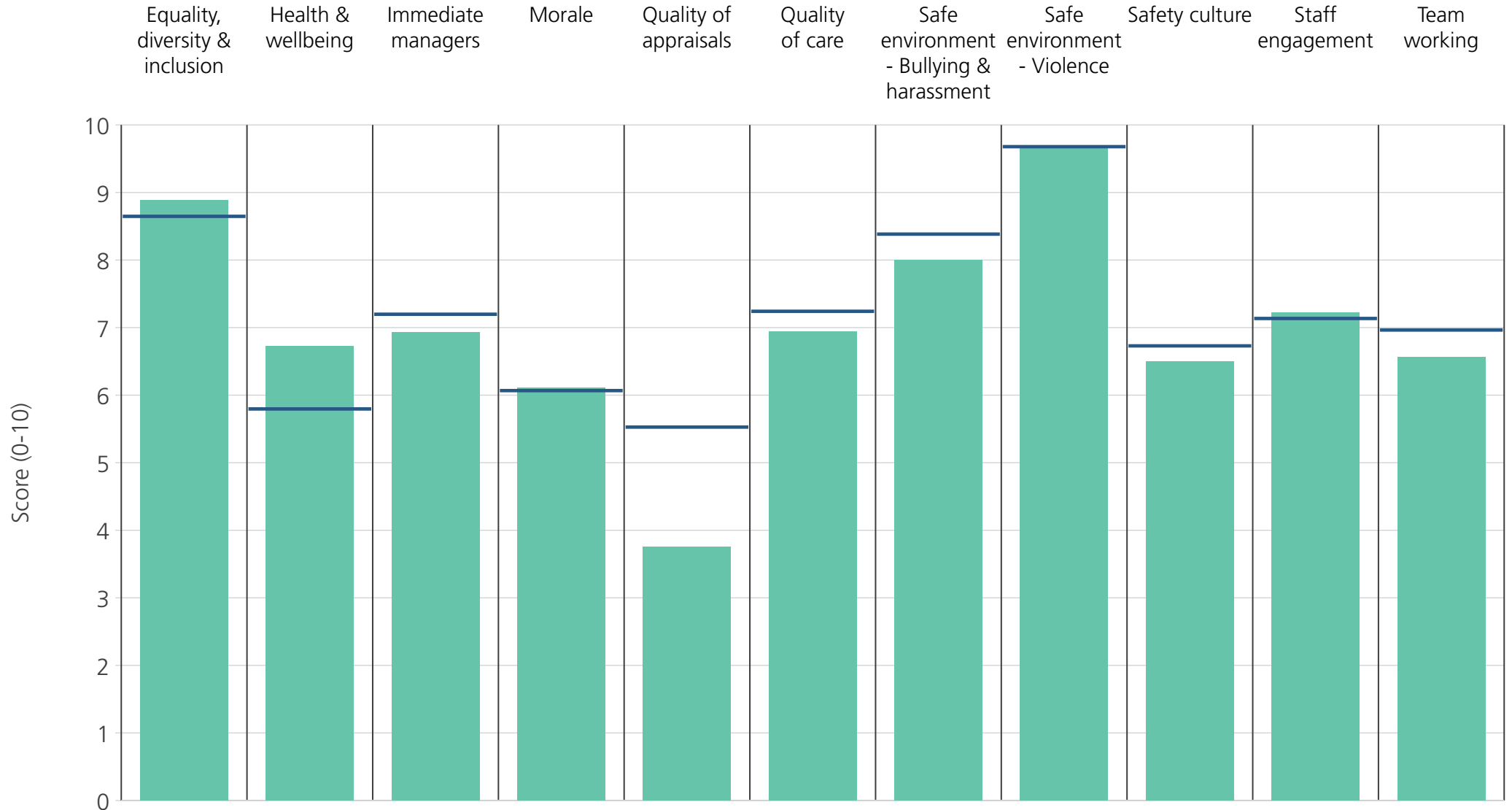
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.7 | 6.0 | 7.7 | 6.6 | 6.0 | 7.3 | 7.8 | 9.9 | 7.3 | 7.2 | 7.5 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 38 | 39 | 39 | 38 | 34 | 39 | 38 | 38 | 38 | 39 | 39 |



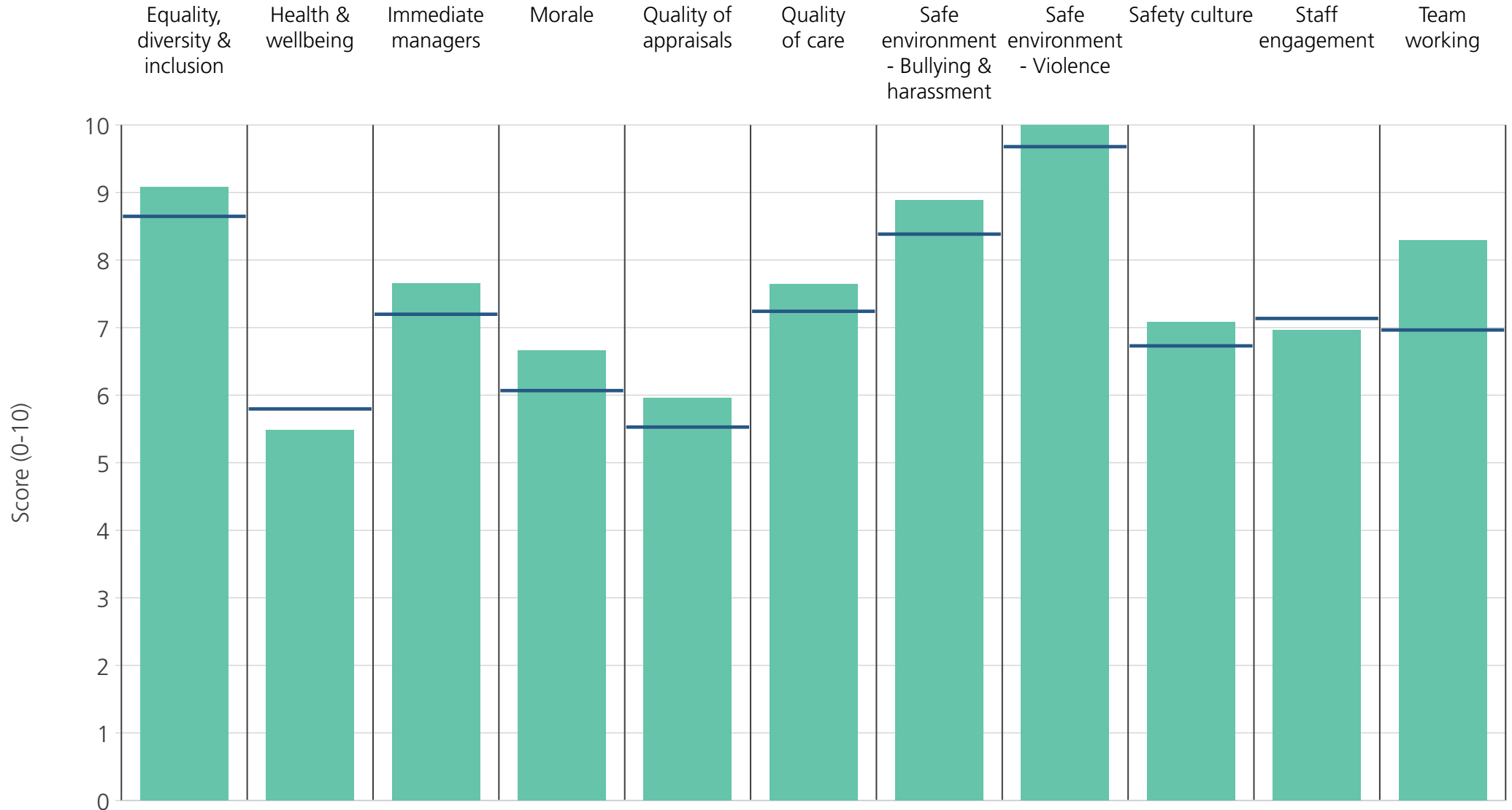
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.6 | 5.8 | 7.6 | 6.5 | 4.1 | 7.9 | 8.7 | 9.8 | 6.6 | 7.6 | 7.4 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 21 | 21 | 21 | 21 | 20 | 21 | 21 | 21 | 21 | 22 | 22 |



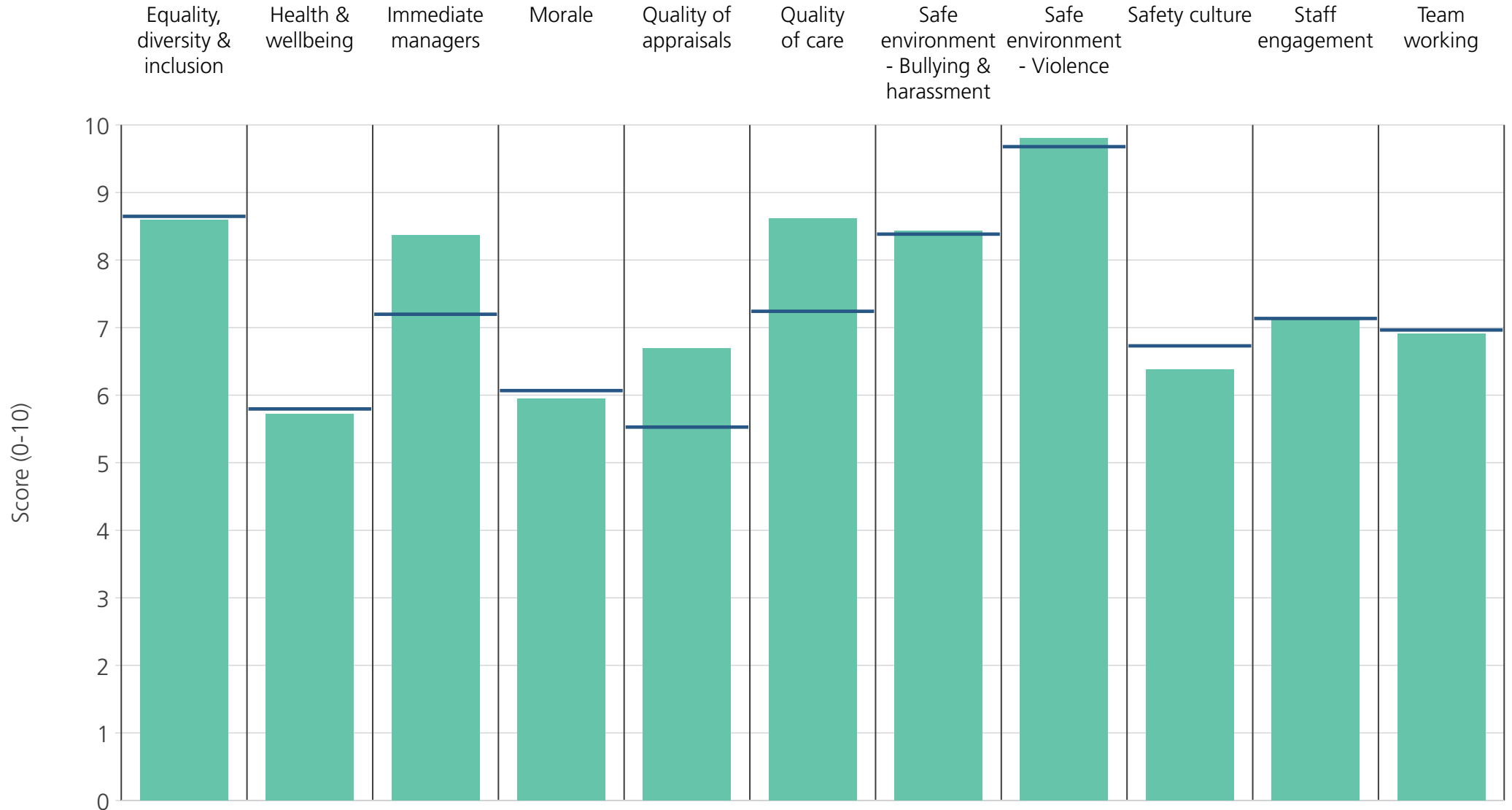
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 9.0 | 5.6 | 7.0 | 6.4 | 5.1 | 7.1 | 9.0 | 9.8 | 6.8 | 6.9 | 7.0 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 14 |



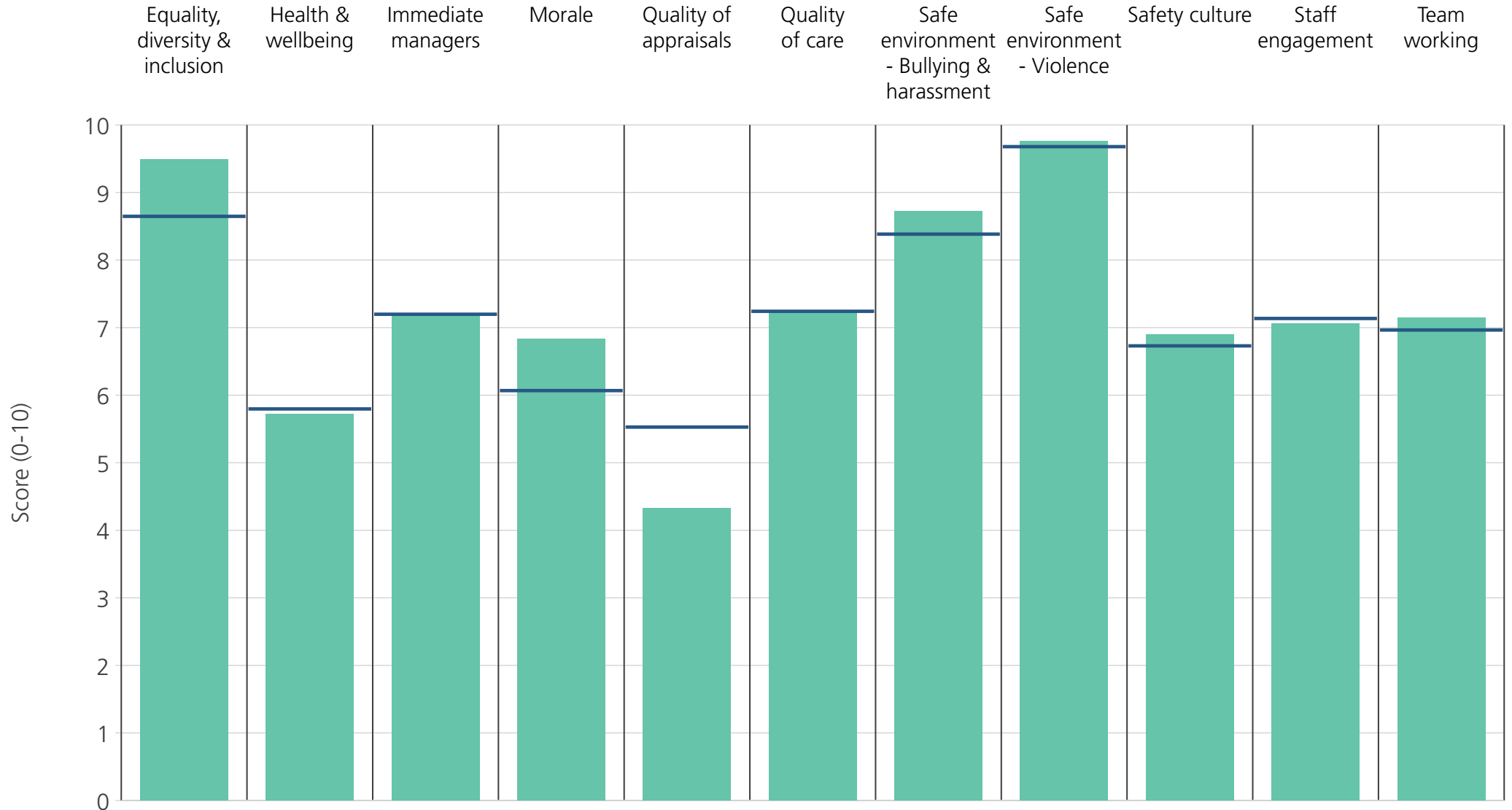
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.9 | 6.7 | 6.9 | 6.1 | 3.8 | 6.9 | 8.0 | 9.7 | 6.5 | 7.2 | 6.6 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 15 | 15 | 15 | 15 | 14 | 15 | 15 | 15 | 15 | 16 | 16 |



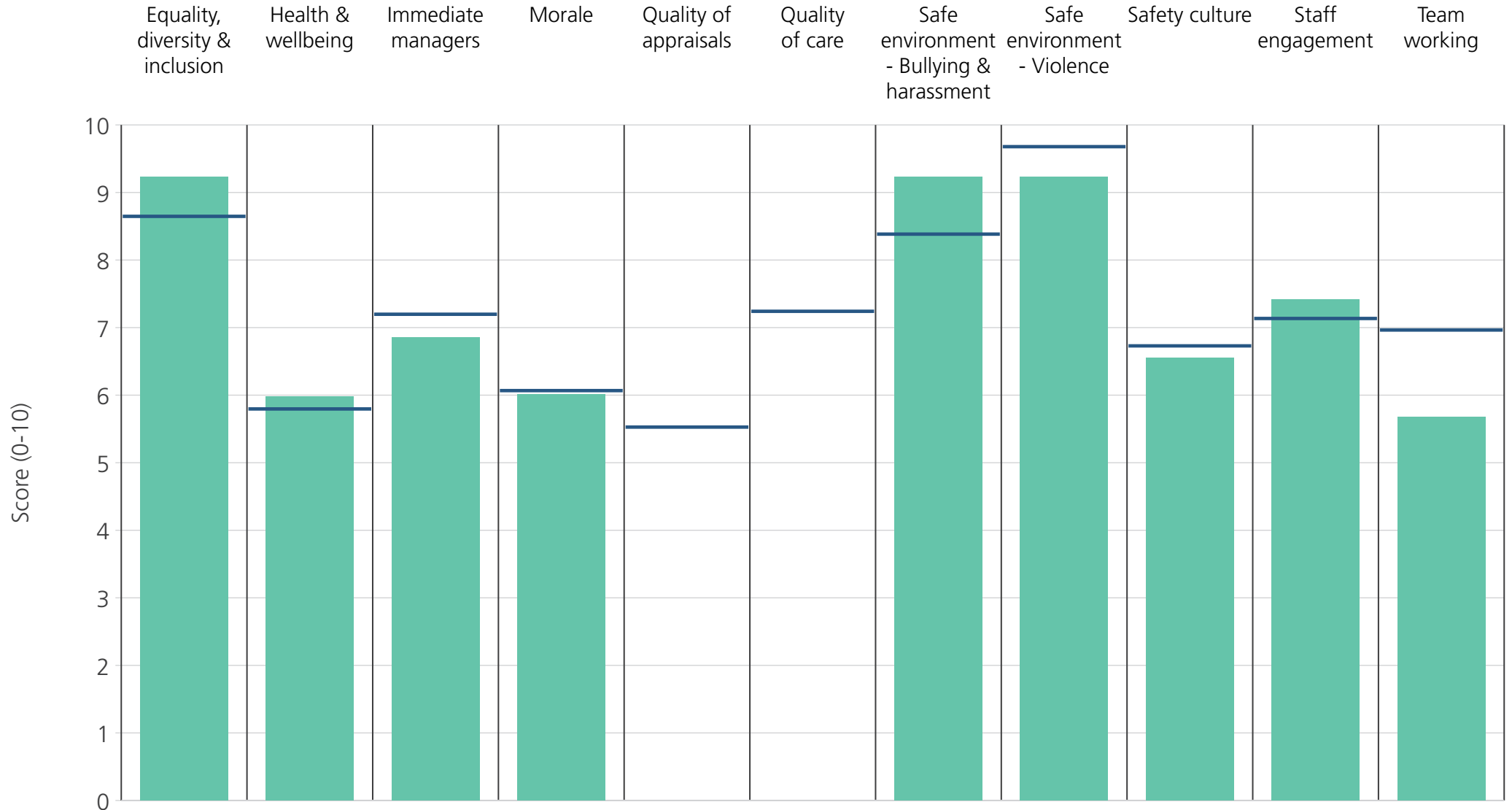
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|--------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| Directorate | 9.1 | 5.5 | 7.7 | 6.7 | 6.0 | 7.6 | 8.9 | 10.0 | 7.1 | 7.0 | 8.3 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 18 | 18 | 18 | 17 | 17 | 18 | 18 | 18 | 17 | 19 | 19 |



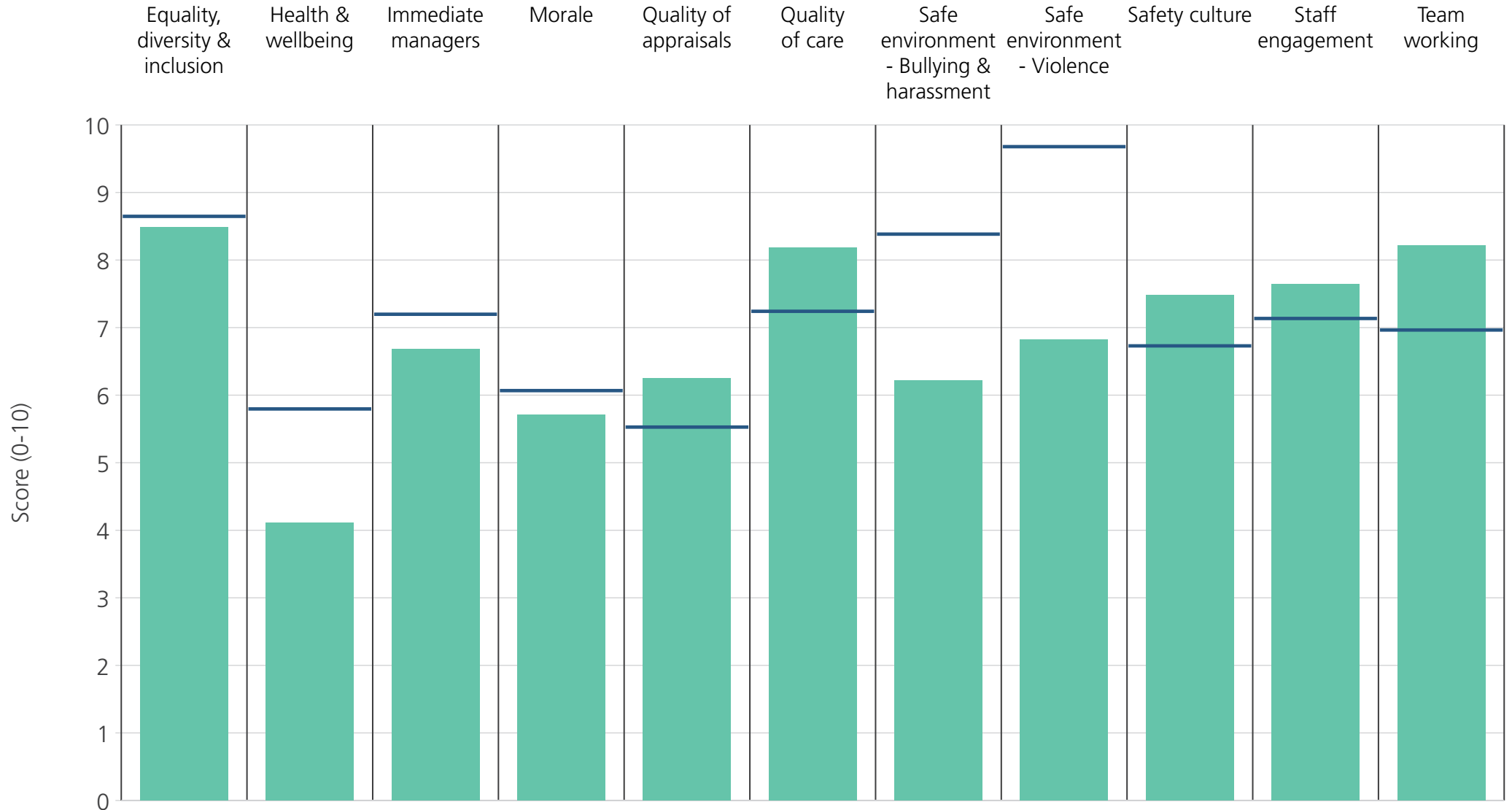
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.6 | 5.7 | 8.4 | 6.0 | 6.7 | 8.6 | 8.4 | 9.8 | 6.4 | 7.1 | 6.9 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 16 | 17 | 17 | 16 | 17 | 16 | 17 | 17 | 17 | 16 | 17 |



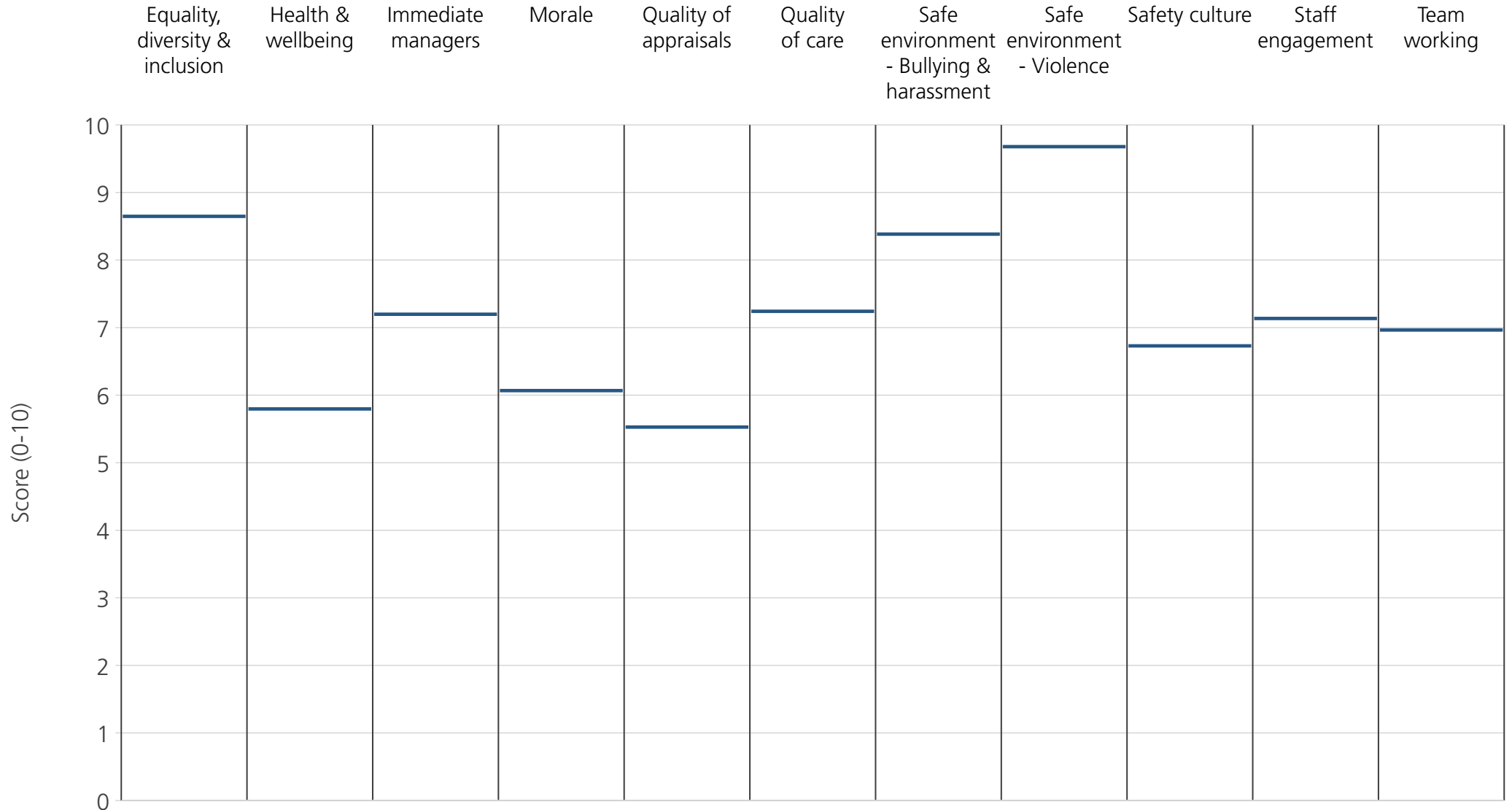
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 9.5 | 5.7 | 7.2 | 6.8 | 4.3 | 7.2 | 8.7 | 9.8 | 6.9 | 7.1 | 7.1 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 13 | 13 | 14 | 13 | 13 | 13 | 13 | 14 | 14 | 14 | 14 |



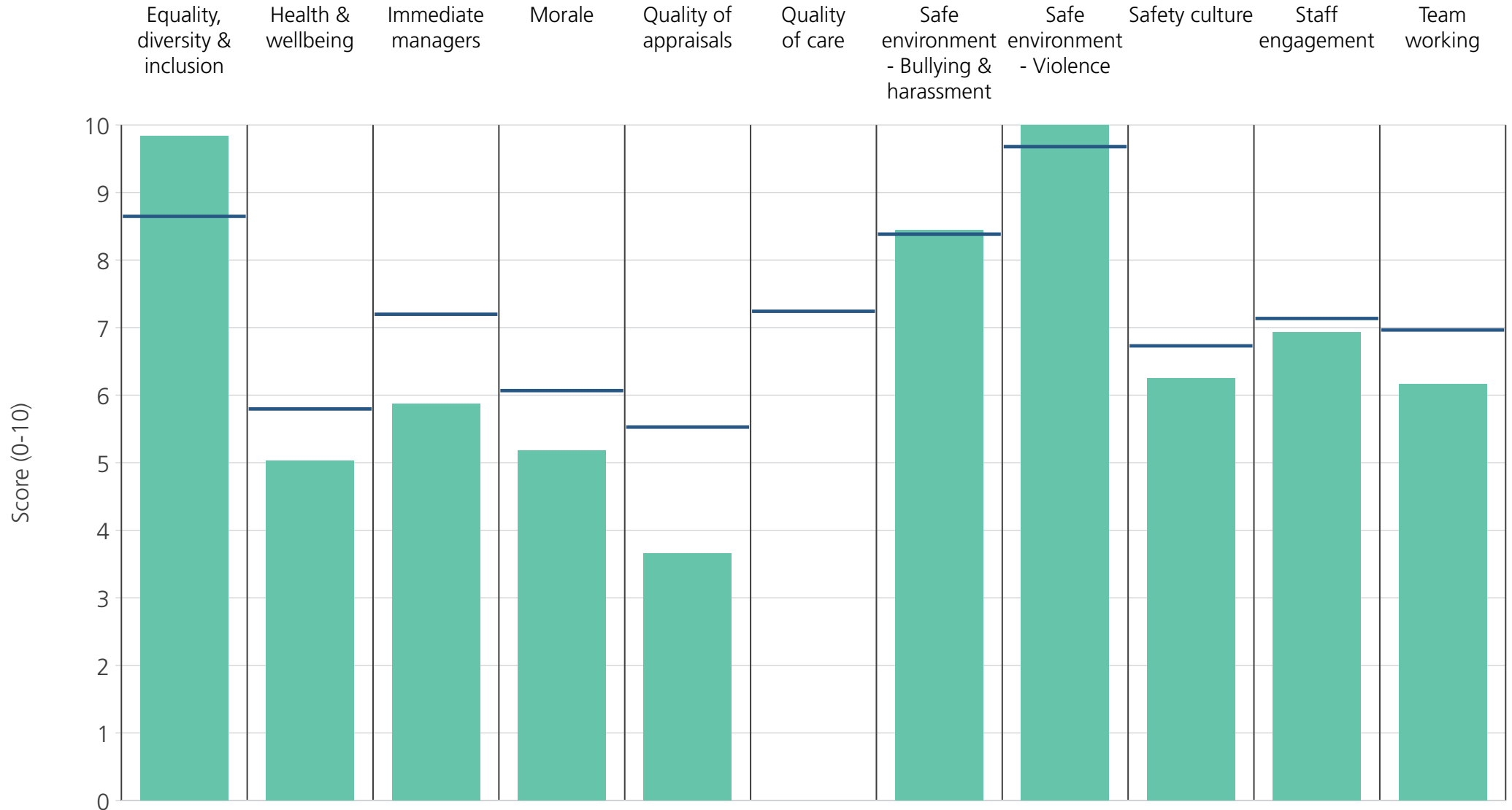
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 9.2 | 6.0 | 6.9 | 6.0 | | | 9.2 | 9.2 | 6.6 | 7.4 | 5.7 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 13 | 13 | 13 | 13 | 4 | 9 | 13 | 13 | 13 | 13 | 13 |



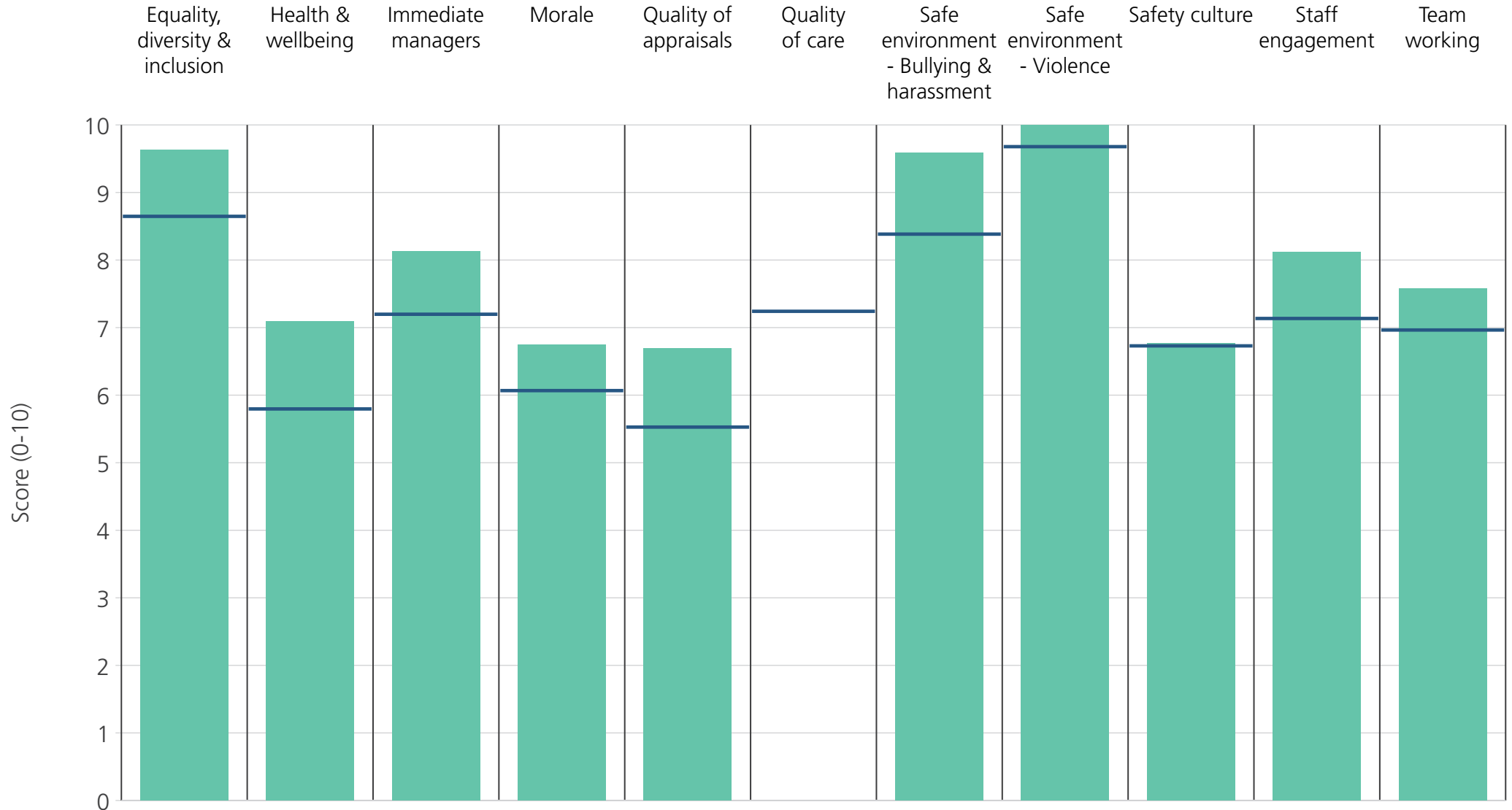
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.5 | 4.1 | 6.7 | 5.7 | 6.3 | 8.2 | 6.2 | 6.8 | 7.5 | 7.6 | 8.2 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 22 | 22 | 22 | 22 | 21 | 22 | 22 | 22 | 22 | 22 | 21 |



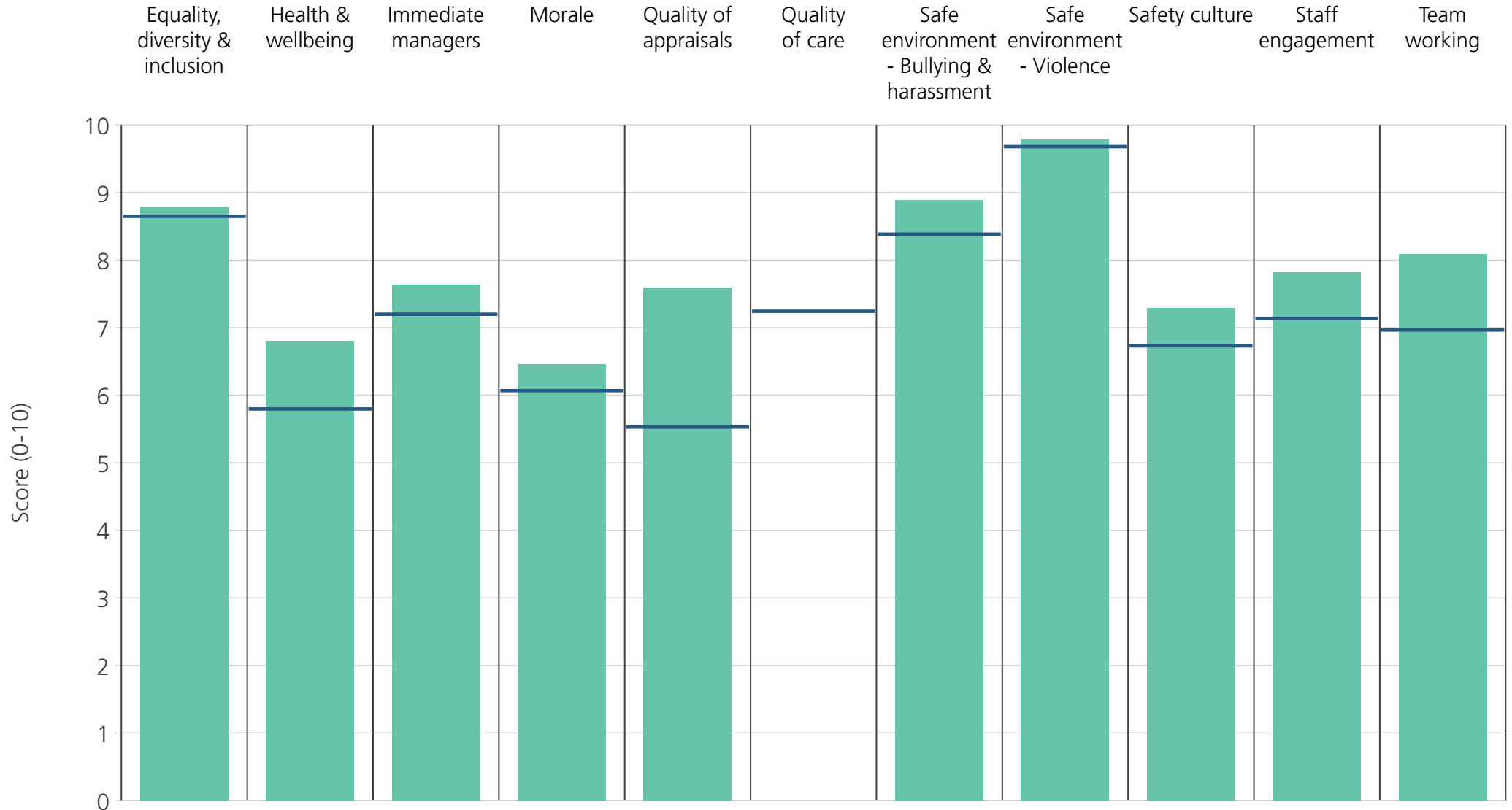
| Directorate | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
|------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 7 | 7 | 7 | 7 | 5 | 8 | 7 | 7 | 7 | 8 | 8 |



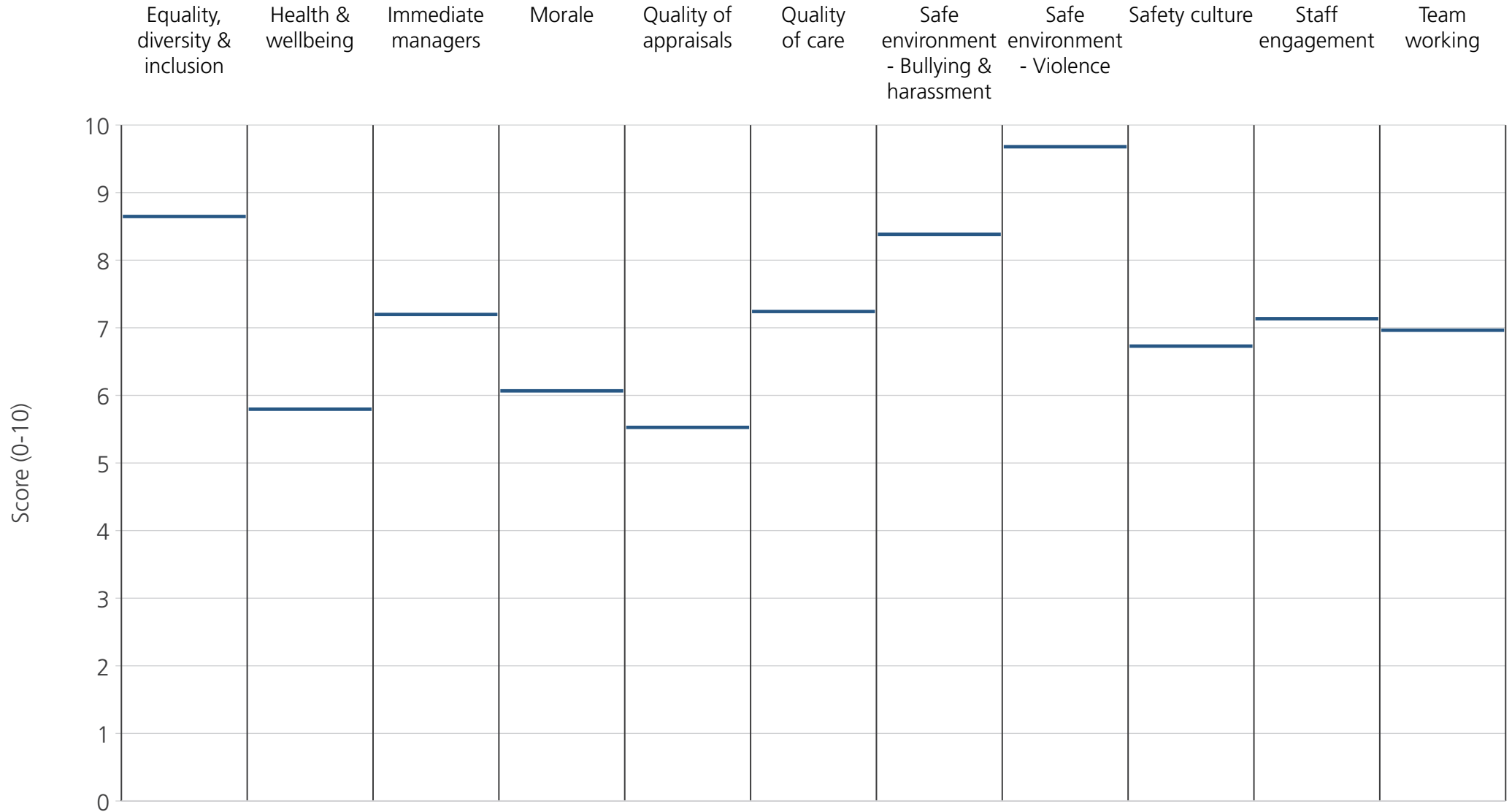
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|--------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| Directorate | 9.8 | 5.0 | 5.9 | 5.2 | 3.7 | 7.2 | 8.4 | 10.0 | 6.2 | 6.9 | 6.2 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 15 | 15 | 15 | 14 | 13 | 6 | 15 | 15 | 14 | 15 | 15 |



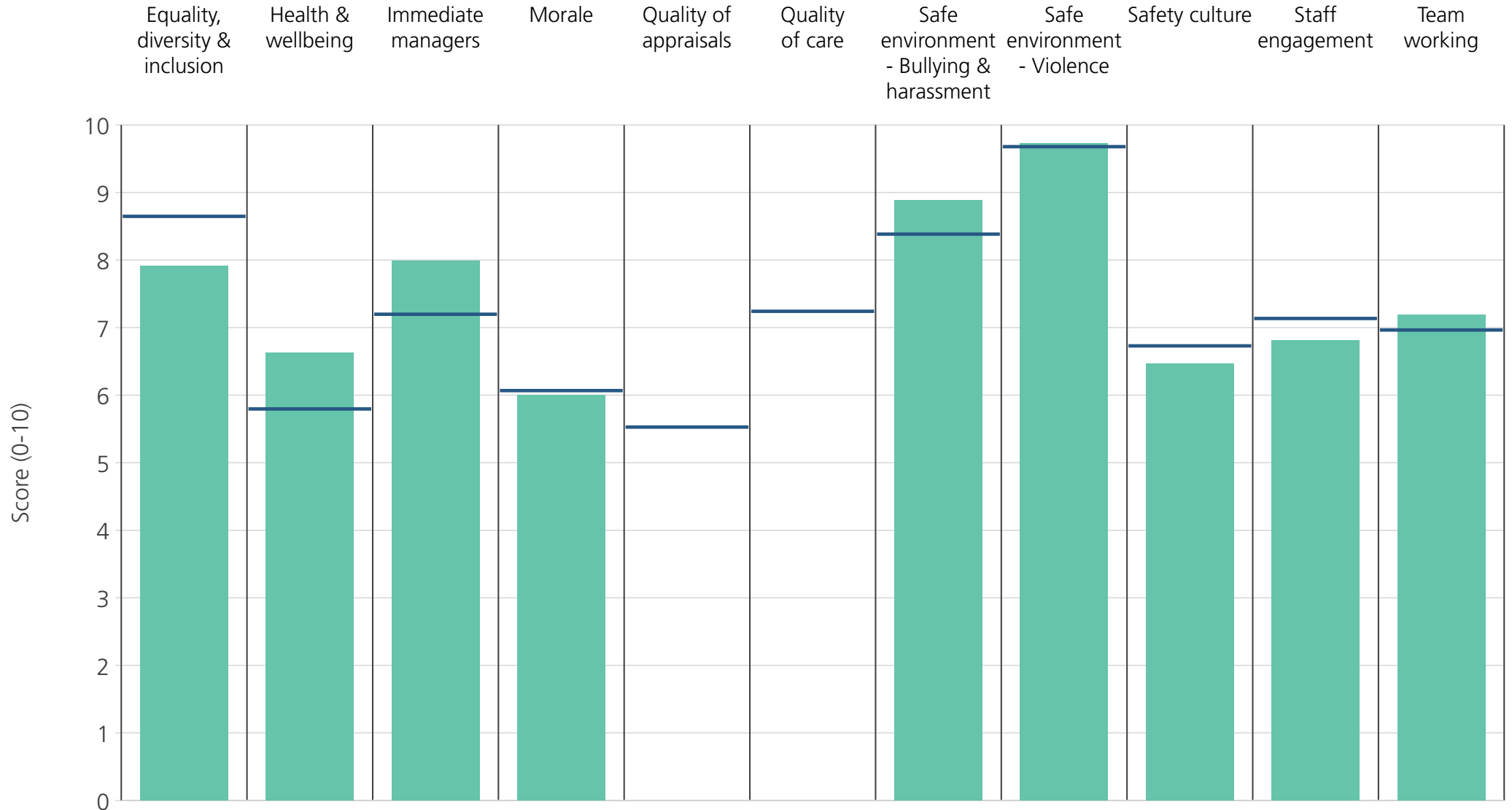
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|--------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| Directorate | 9.6 | 7.1 | 8.1 | 6.8 | 6.7 | | 9.6 | 10.0 | 6.8 | 8.1 | 7.6 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 16 | 16 | 16 | 15 | 14 | 2 | 16 | 16 | 15 | 16 | 16 |



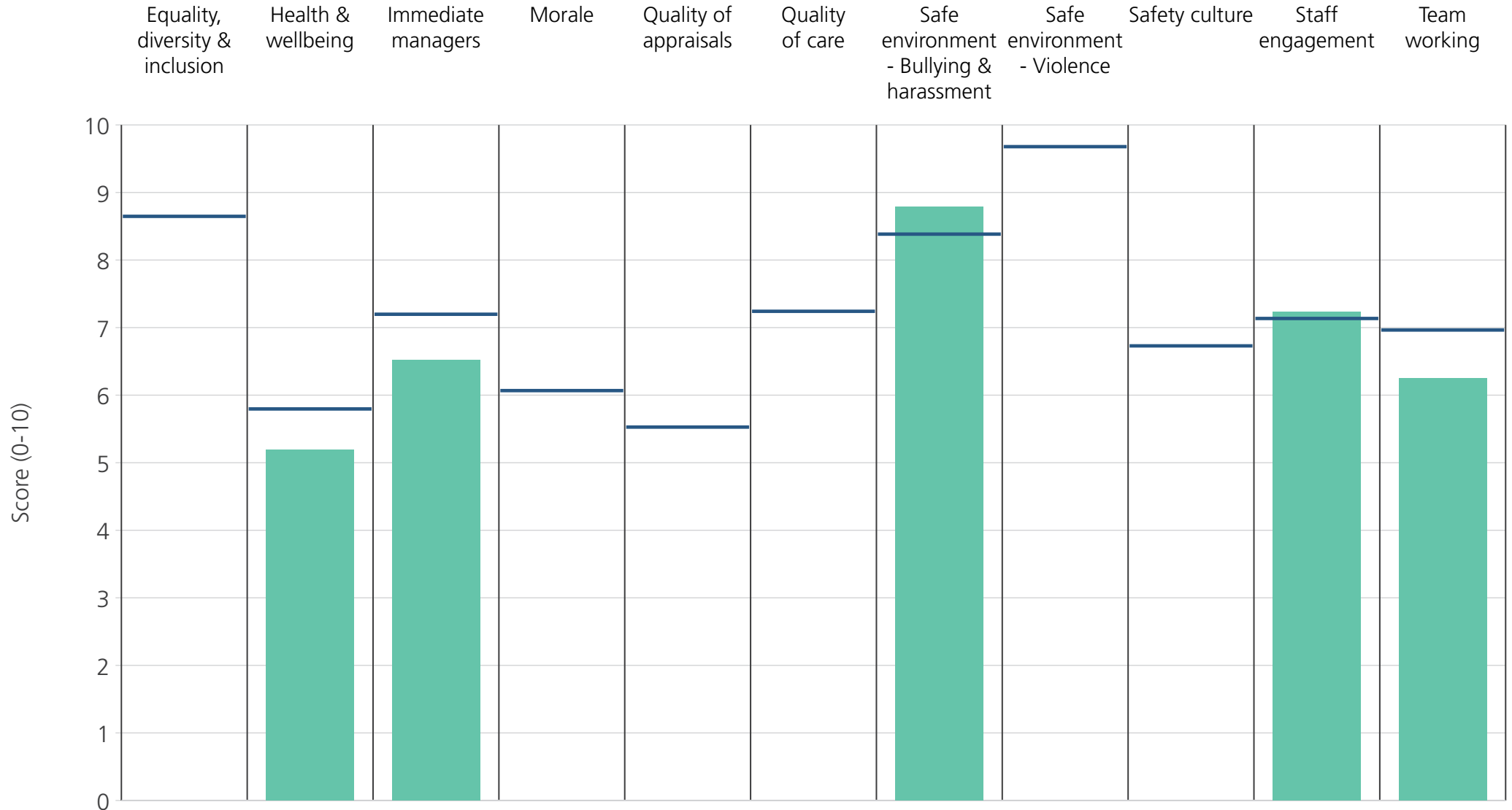
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 8.8 | 6.8 | 7.6 | 6.5 | 7.6 | | 8.9 | 9.8 | 7.3 | 7.8 | 8.1 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 15 | 15 | 15 | 15 | 15 | 10 | 15 | 15 | 15 | 15 | 15 |



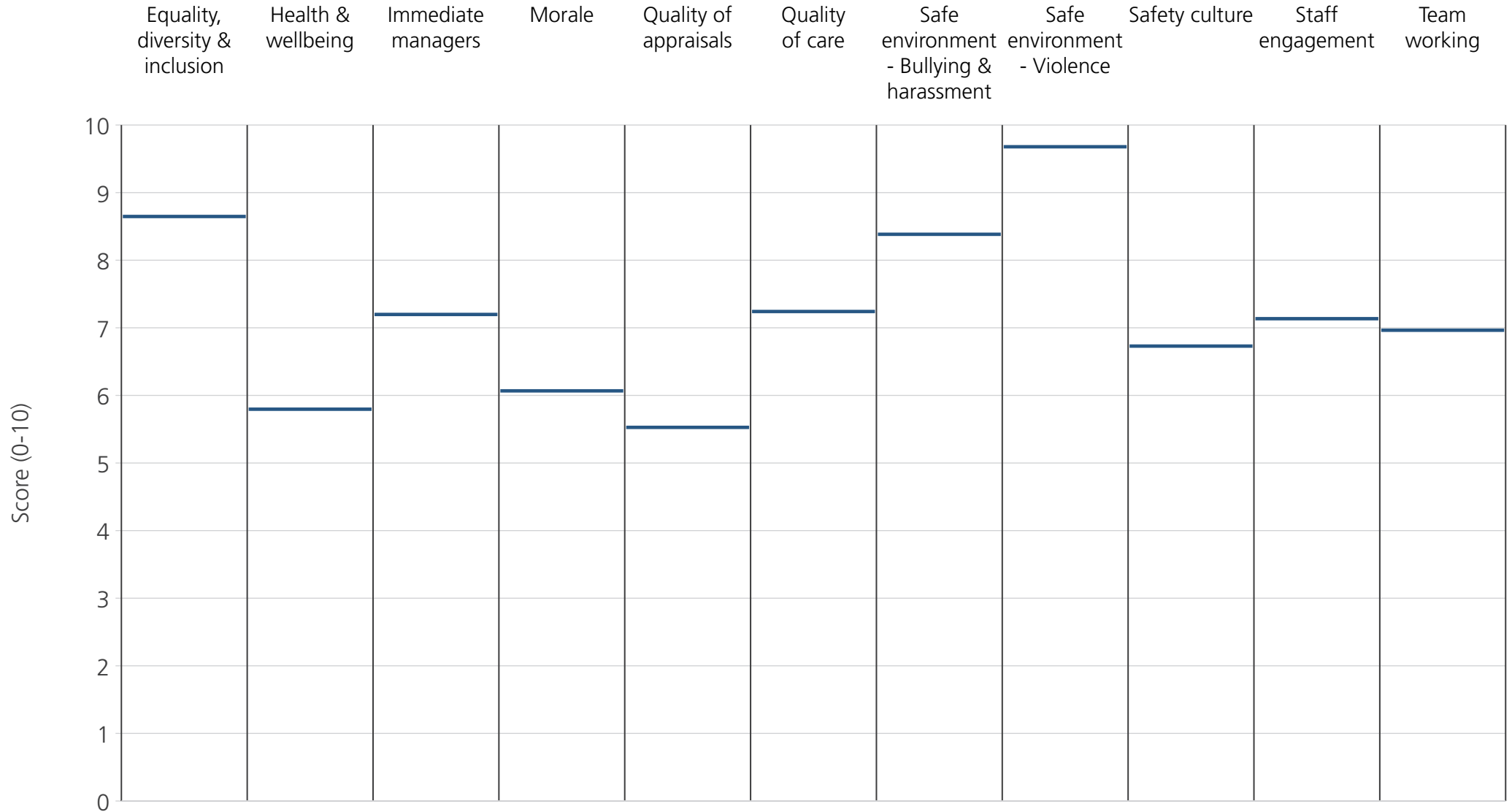
| Directorate | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
|------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 6 | 6 | 6 | 6 | 4 | 5 | 6 | 6 | 6 | 7 | 7 |



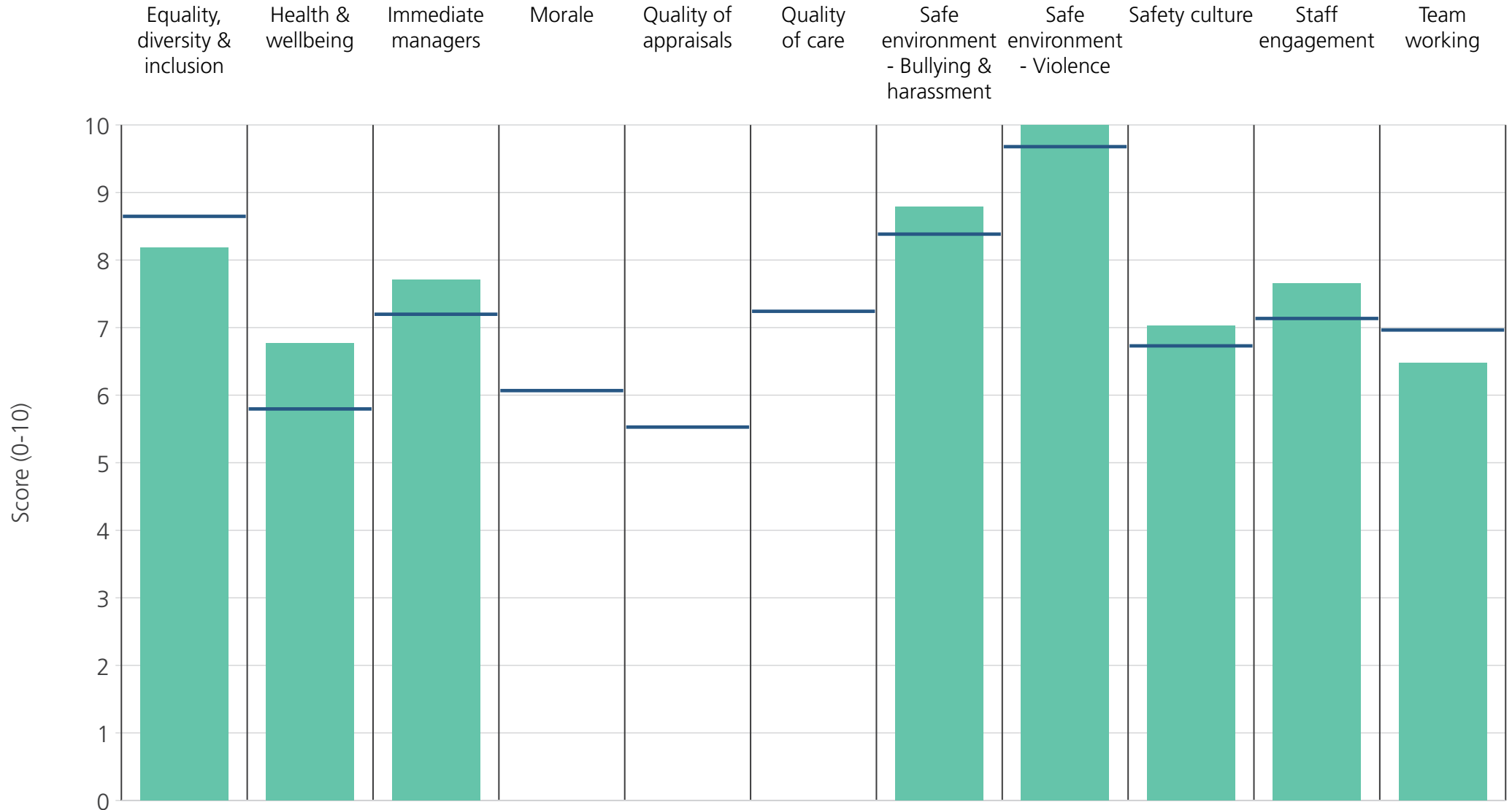
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | 7.9 | 6.6 | 8.0 | 6.0 | 5.5 | 7.2 | 8.9 | 9.7 | 6.5 | 6.8 | 7.2 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 12 | 12 | 12 | 11 | 9 | 5 | 12 | 12 | 11 | 12 | 12 |



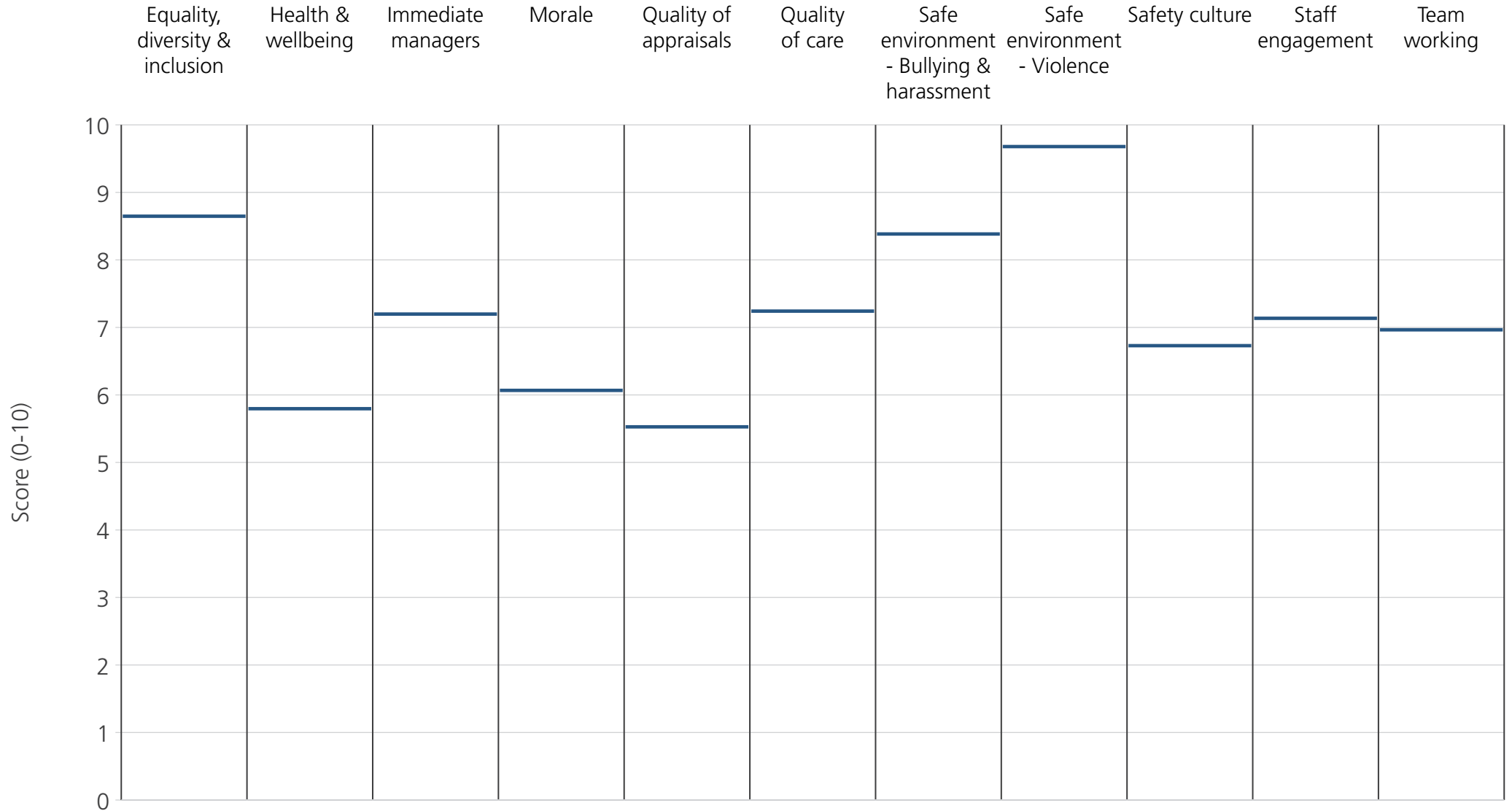
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|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | | 5.2 | 6.5 | | | 8.8 | | | 7.2 | 6.3 | |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 10 | 11 | 11 | 10 | 10 | 7 | 11 | 10 | 10 | 11 | 11 |



| | | | | | | | | | | | |
|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Directorate | | | | | | | | | | | |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 9 | 9 | 9 | 9 | 8 | 8 | 9 | 8 | 9 | 9 | 9 |



| | | | | | | | | | | | |
|--------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| Directorate | 8.2 | 6.8 | 7.7 | | | | 8.8 | 10.0 | 7.0 | 7.7 | 6.5 |
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 11 | 11 | 11 | 10 | 10 | 4 | 11 | 11 | 11 | 11 | 11 |



| Directorate | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Your org | 8.6 | 5.8 | 7.2 | 6.1 | 5.5 | 7.2 | 8.4 | 9.7 | 6.7 | 7.1 | 7.0 |
| Responses | 10 | 10 | 10 | 10 | 10 | 2 | 10 | 10 | 10 | 10 | 10 |