



2021 NHS Staff Survey

Board of Directors
12 May 2022



- Over 1.3 million NHS employees in England were invited to participate in the survey between September and December 2021.
- 280 NHS organisations took part, including all 217 trusts in England.
- For the first time, in 2021 the survey questions were aligned with the NHS People Promise, which sets out in the words of NHS staff the things that would most improve their working experience.

Participation

648,594

staff responded

(up from 595,270 in 2020)



594,974

online responses

(up from 543,105 in 2020)



53,620

paper responses

(up from 52,165 in 2020)

48%

response rate

(up from 47% in 2020)

Note: These are overall figures which include trusts and non-trust organisations.

Results reflect challenging operational environment and how this manifests itself in how people feel about work.

- Two additional themes: Staff engagement and morale have worsened since 2020.
Reductions in most indicators on staff motivation and staff involvement.
- All metrics in relation to recognition were down in comparison with last year. Only 32.7% of staff satisfied with their pay.
- Percentage of staff saying they are considering leaving the NHS rose from 26% to 31%, with the percentage recommending the NHS as a place to work falling from 67% to 60% [lowest in 4 and 5 years respectively].
- Where questions can be compared with previous years they generally worsened; notable increases in work pressure, negative staff experiences and a decline in health and wellbeing measures.
- Increases in stress, musculoskeletal (MSK) injury levels, and staff attending work when unwell. Most staff did report their employer taking positive action and receiving support, but fall overall.
- No significant change in levels of violence but rates of harassment and bullying rose.
- Inequalities: disappointing lack of progress in key measures of working experience of ethnic minority staff on both bullying, harassment & discrimination, and differential access to promotion and career progression.
- Fewer disabled staff feel their work is valued by the organisation and whilst discrimination is relatively low (9%) at highest level since recording started.
- Positives: results relating to immediate line managers.

The 2021 NHS staff survey was open from **September – November 2021**.

Despite being carried out during a challenging period, we increased our response rate to **47.2%** (2020: 44%).

Overall, **2,970** colleagues responded to the survey – more colleagues than ever before!

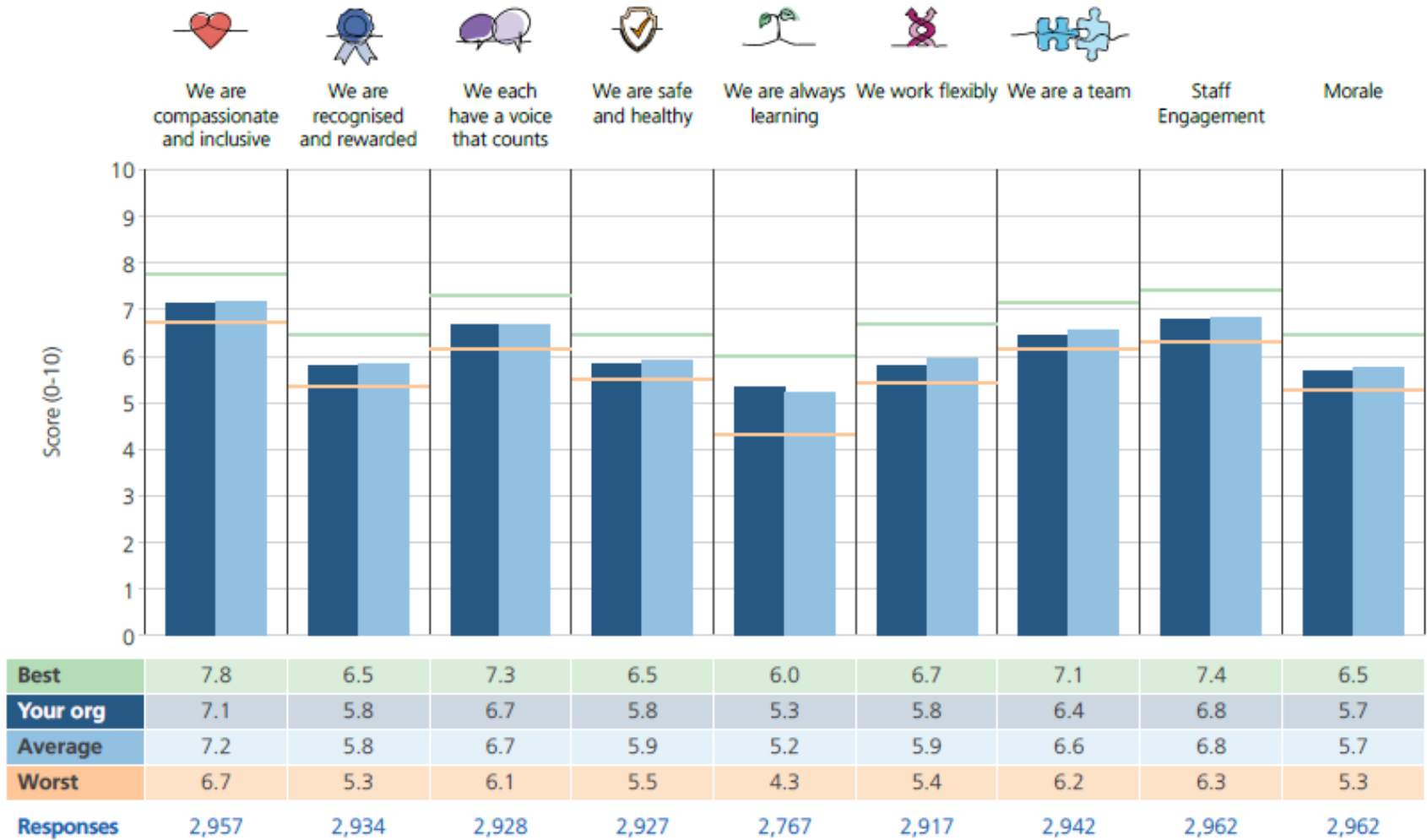
Several CBUs / services also made significant improvements to their response rates:

- Womens' Services (+6%)
- Haematology, Cancer and Palliative Care (+7%)
- Urinary Tract & Vascular (+8%)
- Elderly and Intermediary Care (+10%)
- Musculoskeletal, Plastics, Breast, Skin (+10%)
- Radiology and Imaging (+10%)
- Estates and Facilities (+11%)
- Chief Nurse (+23%)



Survey
Coordination
Centre

2021 NHS Staff Survey Results > People Promise and theme results > Overview



The most significant decreases in the survey since 2020 are:

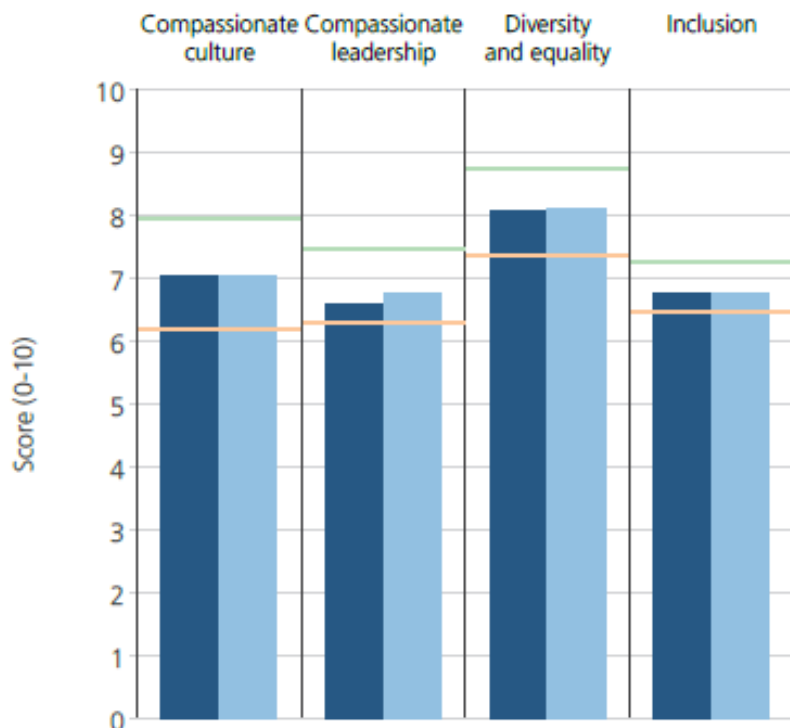
- 'I would recommend my organisation as a place to work' (-10%); and
- 'If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation' (-10.6%) although these results are aligned to the average for both questions.

COVID-19 Classifications

Little variation in scores from those who responded that they had worked on a COVID-19 ward and those who had been redeployed. Scores from staff who responded that they had been required to work remotely or from home are slightly more positive, particularly in relation to 'we are recognised and rewarded', 'We are safe and healthy' and 'we work flexibly'



We are compassionate and inclusive



Best	8.0	7.5	8.8	7.3
Your org	7.0	6.6	8.1	6.8
Average	7.1	6.8	8.1	6.8
Worst	6.2	6.3	7.4	6.5

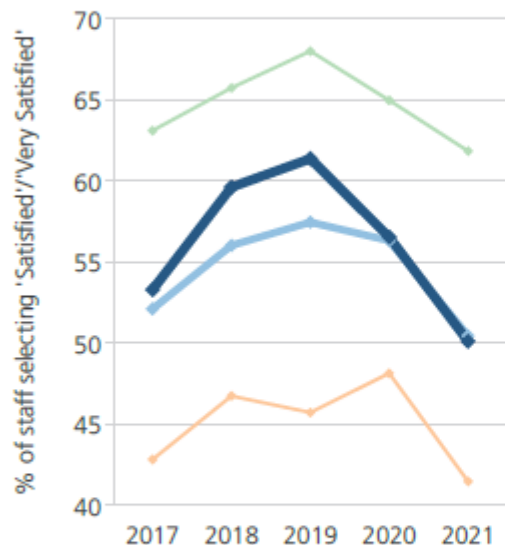
Responses	2,947	2,954	2,943	2,922
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- Compared to 2020, there have been sharp declines in questions related to this theme.
- Regarding diversity, equality and inclusion, there has been an increase in colleagues responding that they have personally experienced discrimination at work from manager / team leader or other colleagues and from patients / service users, their relatives or other members of the public.
- More colleagues agree that the organisation respects individual differences than the average.
- The percentage of staff who agree that they feel both a strong attachment to their team and valued by their team is above average.



We are recognised and rewarded

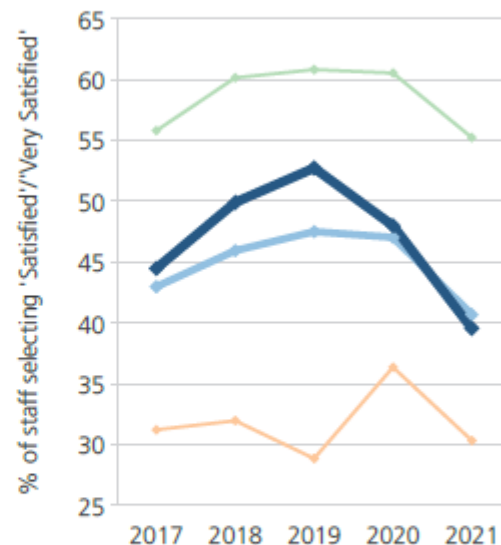
Q4a
The recognition I get for good work



Best	63.1%	65.8%	68.0%	65.0%	61.9%
Your org	53.3%	59.6%	61.4%	56.5%	50.1%
Average	52.1%	56.0%	57.5%	56.3%	50.5%
Worst	42.8%	46.7%	45.7%	48.1%	41.5%

Responses 2,001 2,061 2,269 2,730 2,932

Q4b
The extent to which my organisation values my work



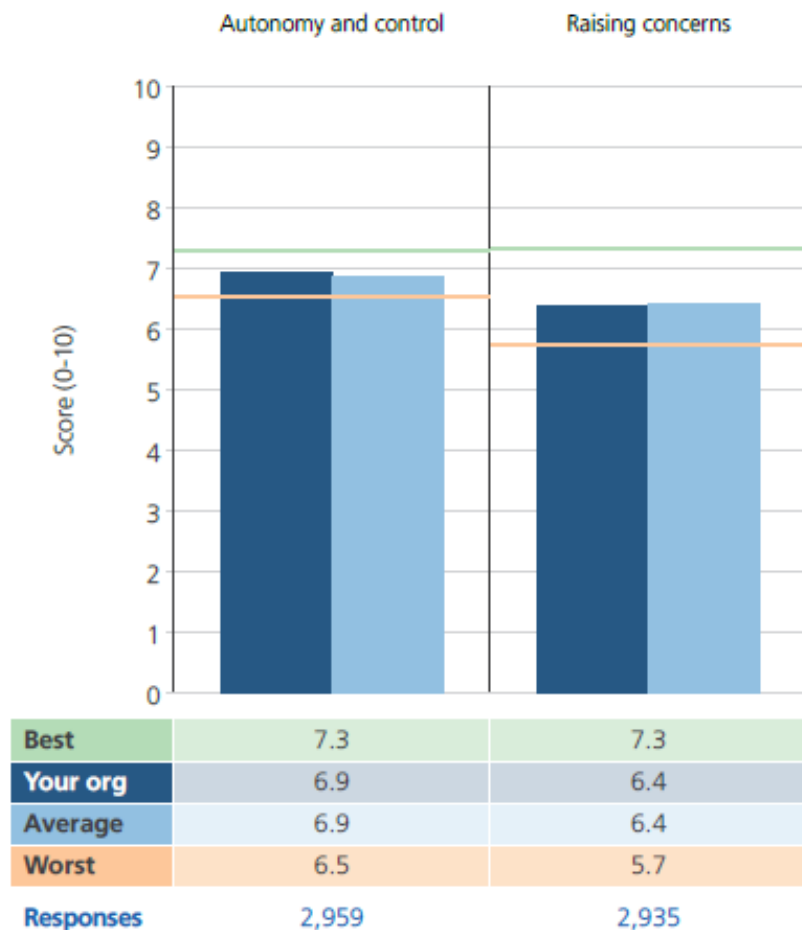
Best	55.8%	60.2%	60.8%	60.6%	55.2%
Your org	44.5%	49.9%	52.7%	48.0%	39.5%
Average	43.0%	45.9%	47.5%	47.0%	40.7%
Worst	31.2%	31.9%	28.8%	36.3%	30.3%

Responses 1,997 2,049 2,257 2,715 2,919

- Although in line with the average, there have been declines in relation to 'the recognition I get for good work', 'the extent to which my organisation values my work' and 'my level of pay'.
- Satisfaction in relation to these three areas has fallen significantly since 2019 indicating the COVID pandemic has had a substantial impact on what staff feel about the recognition and reward they get.



We each have a voice that counts



- Many questions and responses related to this theme have declined during the pandemic although the rate of decrease has fallen since 2020.
- There has been an increase in staff agreeing that they would feel secure raising concerns about unsafe clinical practice which takes us above the average. However, there has been a slight decrease in staff responding that they would feel confident that the organisation would address concerns raised.
- There has been a decrease in staff agreeing that they feel safe to speak up about anything that concerns them in the organisation and only 47.4% (average 47.9%) of staff agreed that if they spoke up about something that concerned them, they would be confident that the organisation would address it.



We are safe and healthy



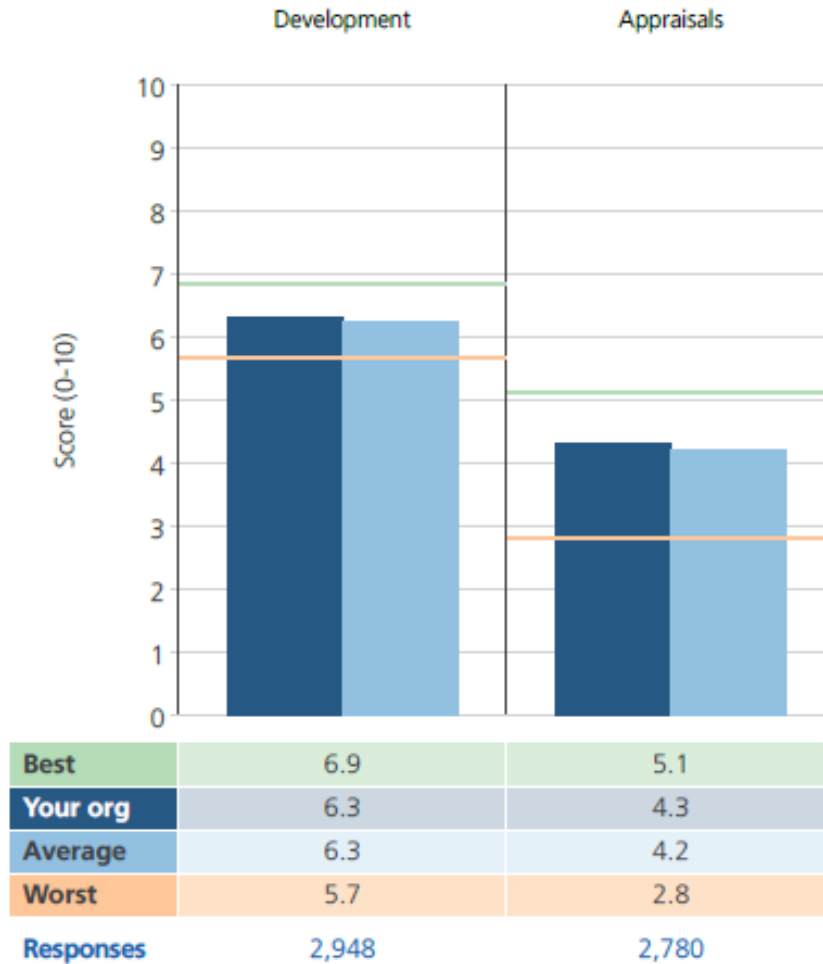
Bradford Teaching Hospitals
NHS Foundation Trust

- There has been a significant decline since 2020 in responses to 'There are enough staff at this organisation for me to do my job properly'.
- We are slightly below the average in relation to questions relating to burnout.
- There has been an increase in staff saying they have reported incidents of harassment, bullying and abuse at work.
- There has been a reduction in staff experiencing harassment, bullying or abuse from managers or colleagues but a slight increase from patients/ service users, members of the public.





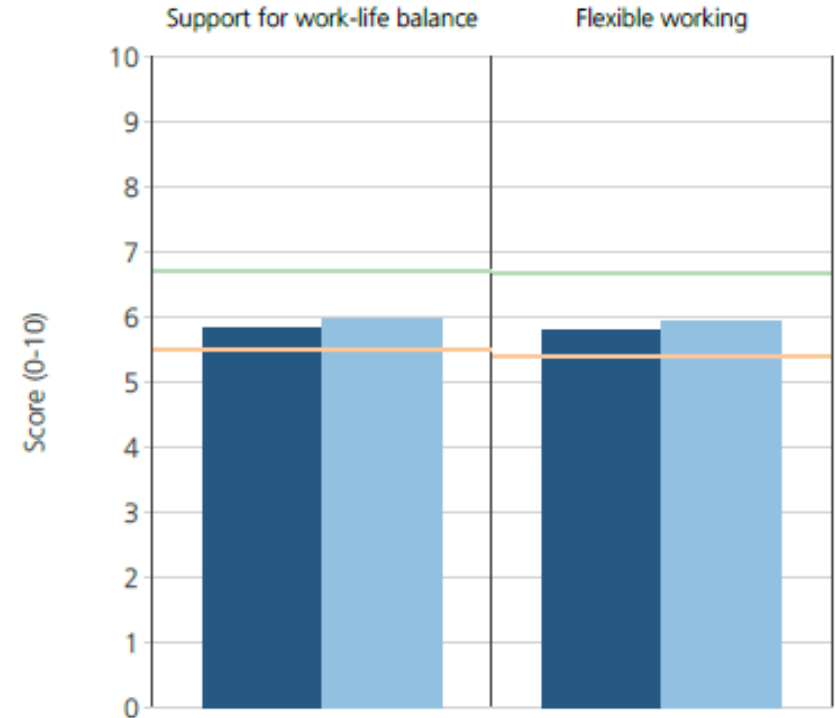
We are always learning



- We scored above average on most questions within this theme. These relate to being offered challenging work, opportunities to develop a career in the organisation, and opportunities to improve knowledge and skills.
- 80.2% of all respondents had had an appraisal or annual review in the last 12 months but only 20.6% of these colleagues agreed that it had helped them to improve how they did their job. 28.9% agreed that it had left them feeling that their work is valued by the organisation.



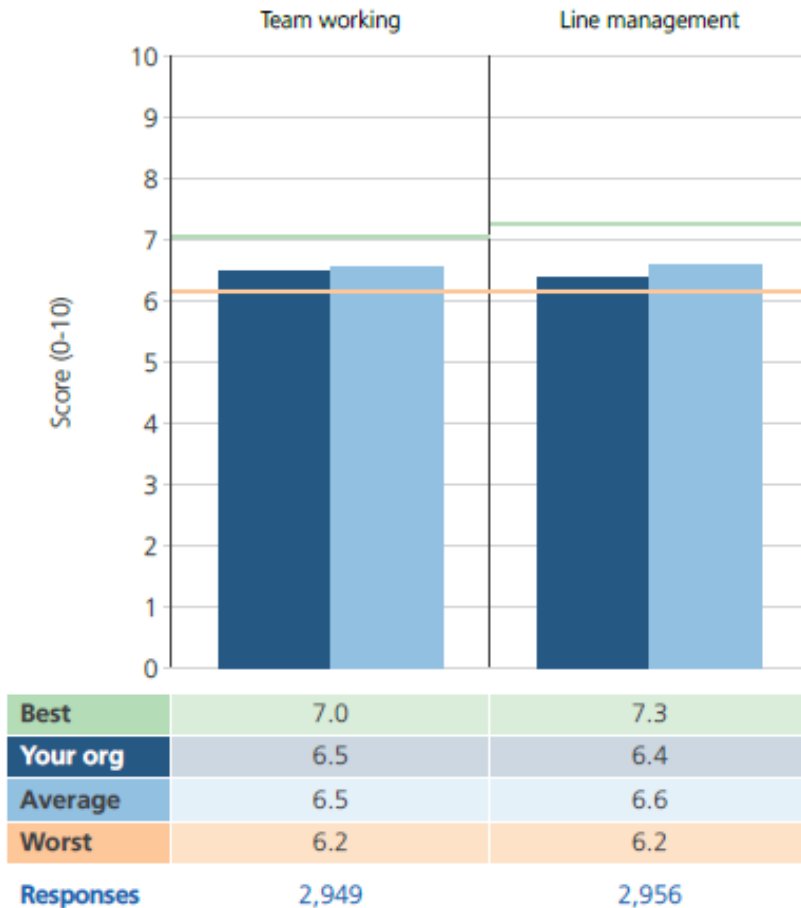
- A slightly lower than average percentage of staff agreed that the organisation is committed to helping them to balance work and home life and that they can approach their immediate manager to talk openly about flexible working.



Best	6.7	6.7
Your org	5.8	5.8
Average	6.0	5.9
Worst	5.5	5.4
Responses	2,957	2,923



We are a team

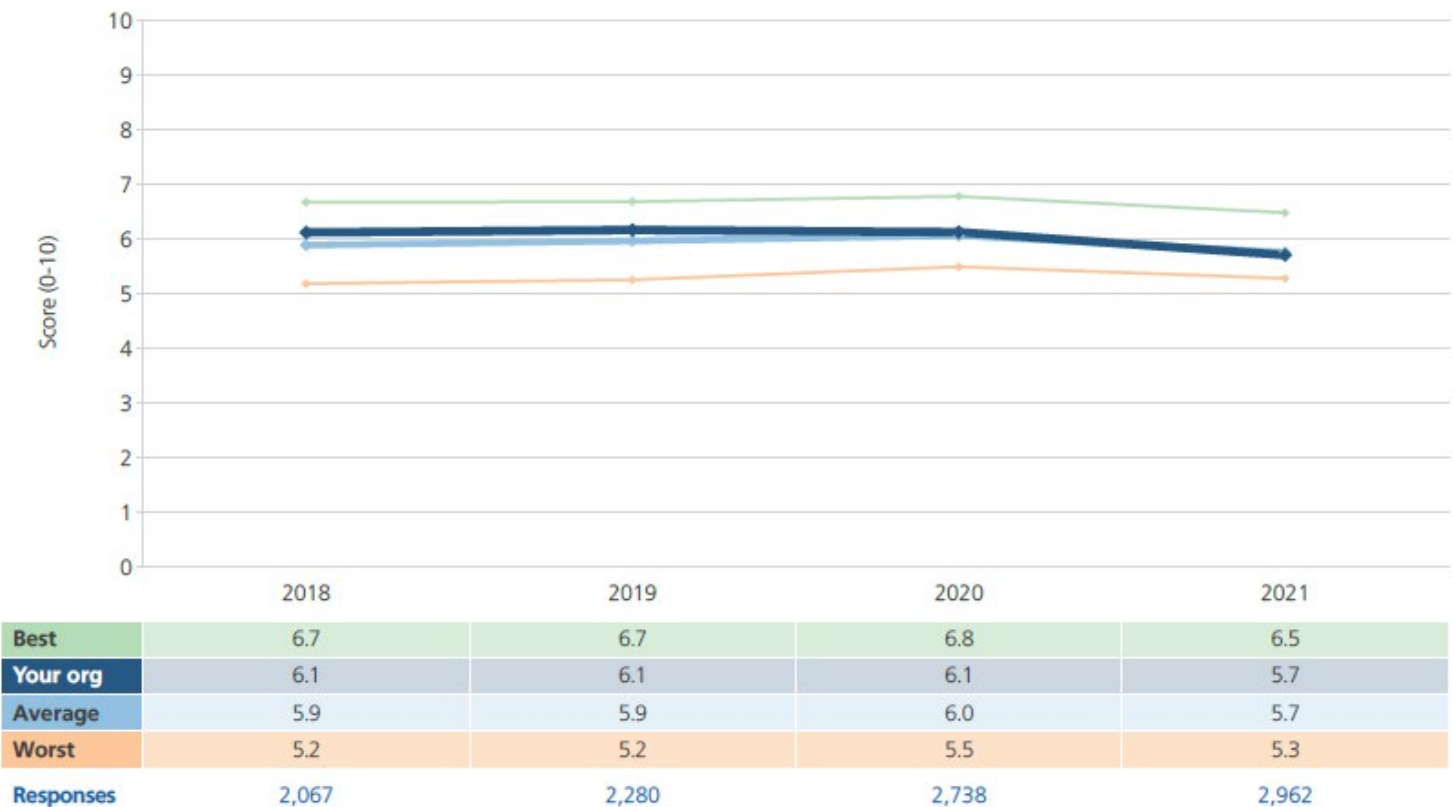


- Line management is an area for focus as we remain under average on all questions. There has been a decline in staff agreeing that their immediate manager gives them clear feedback on their work, encourages them at work and also in responses to 'my immediate manager takes a positive interest in my health and wellbeing'.
- Of all the indicators, 'We are a team' is furthest away from the national average (-0.2).

- Overall, there has been a reduction in our score from 2020 with us being aligned to the average.
- There have been large declines in positive responses related to 'I look forward to going to work', 'I am enthusiastic about my job' which reflects the national picture.



- Overall, there has been a reduction in our score from 2020.
- There has been an increase since 2020 in staff agreeing that they ‘often think about leaving this organisation’ (32.3%) although this aligns to the average score. 21.6% of respondents agreed that they will probably look for a new job at a new organisation in the next 12 months. There has been a significant decrease in staff agreeing that ‘there are enough staff at this organisation for me to do my job properly’.



- Improving **staff engagement levels and morale** – a focus on supporting each other, ensuring the organisation is a good, supportive and compassionate place to work.
- Support staff to better understand and access the **employee offer** that is available to them through our **‘Thrive’** approach, including learning and development, health and wellbeing support and opportunities to have their say about what matters to them.
- **‘We are recognised and rewarded’** – a focus on staff feeling that they are valued for what they do
- **‘We are a team’** – a focus on team effectiveness, the role of line managers and team working.
- Ensuring that staff feel confident and safe to **speak out** if there is something that needs to change.
- Focus on **wellbeing and burnout** and what a ‘post pandemic’ workforce wants / needs

- **Results have been published** – Global email, Wellbeing Wednesday and screensavers.
- A specific **‘Thrive Live’** session dedicated to staff survey results on held 28 April 2022;
- **Focus group** to be held with staff side – focus on next steps and action planning;
- **Organisation-level action plan** to be developed;
- **Managers Guide** produced – their role is crucial;
- HR and OD currently meeting with **GMs / Services** to share and discuss results;
- **‘You Said, What Next?’** Refocus sessions to be held in CBU / Services – sharing learning and best practice;
- **CBU / Service specific action plans** to be developed;
- Results and actions to continue to be monitored in **Exec-CBU meetings**;
- **Equality Analysis** People Academy May 2022.