Survey
Coordination
Centre

NHS

NHS Staff Survey 2021

National results briefing

Contents

2021 National results briefing

1	**Introduction**
2	**Technical details**
3	**The Covid-19 Pandemic**

NHS Staff Survey

Themes and People Promise Elements

4	**We are compassionate and inclusive**	**9**	**We work flexibly**
5	**We are recognised and rewarded**	**10**	**We are a team**
6	**We each have a voice that counts**	**11**	**Staff Engagement (Theme)**
7	**We are safe and healthy**	**12**	**Morale (Theme)**
8	**We are always learning**		

1. Introduction

- The NHS Staff Survey is one of the largest workforce surveys in the world and has been conducted every year since 2003.

- It asks NHS staff in England about their experiences of working for their respective NHS organisations (the core questionnaire can be downloaded from the link below).

- The survey provides essential information to employers and national stakeholders about staff experience across the NHS in England.

- Participation is mandatory for trusts and voluntary for non-trust organisations (CCGs, CSUs, social enterprises). The survey does not cover primary care staff.

- This report provides a concise summary of national results.

- Detailed national, regional, system-level and local (organisation-level) results are also available through the link provided below.

2021 Core questionnaire

Results

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.

- 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.

- At each organisation, all eligible staff were invited to take part in the survey[1].

- Staff were sent either an email containing a link to the online survey or a paper questionnaire, or a paper questionnaire along with a letter containing a QR code for the online survey.

- 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.

- The reporting has been updated to track progress against the seven People Promise elements (see Technical Details). Two theme scores were retained, and sub-scores reported on for the first time across all measures[2].

- The survey used the same methodology and timings as in previous years. The majority of questions and some key indicators were retained in order to maintain comparability of trend data and thus provide an indication of the ongoing impact of the Covid-19 pandemic on NHS staff.

- The survey was nationally administered by the **Survey Coordination Centre**, on behalf of **NHS England and NHS Improvement**.

1 except for one NHS Trust that surveyed a representative sample of staff
2 except for "*We are recognised and rewarded*" which has no sub-scores

How has the survey mode changed over the last 5 years?

The graph on the right highlights that online completion of the survey has been steadily increasing since 2017. In 2021, 594,974 staff responded online, up from 358,238 in 2017.

Since 2020, the number of staff responding online has increased by more than 50,000 while the number responding on paper has seen little change:
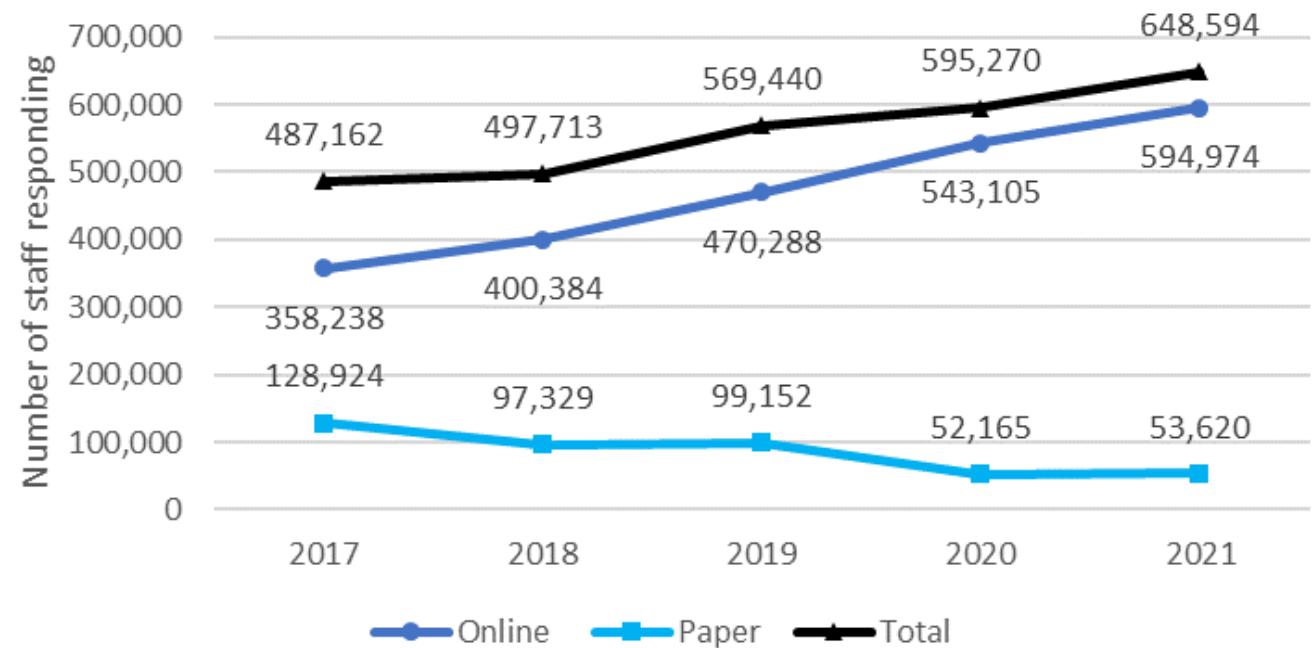
Paper: 2020: 52,165
               2021: 53,620

Online: 2020: 543,105
               2021: 594,974

Mode of survey completion over the last 5 years

Number of staff responding

Year	Total	Online	Paper
2017	487,162	358,238	128,924
2018	497,713	400,384	97,329
2019	569,440	470,288	99,152
2020	595,270	543,105	52,165
2021	648,594	594,974	53,620

Online — Paper — Total

Note: for the first time in 2021, some staff who received the survey on paper were given the option to complete it online
Please see the Key Changes document for further information.

2. Technical details

- The **results presented in the remainder of this report only cover the 217 NHS trusts that took part in the survey**. Organisations that participated on a voluntary basis are excluded from the national results as we do not hold representative data for these groups.

- Data in this report have been weighted to adjust for differences in occupational group proportions between trusts and for differences in trust size[1], except where otherwise stated. Base sizes are presented unweighted.

- Summary indicators have been created from the responses to certain individual survey questions. These are scored for all appropriate response options (e.g. 'don't know' is typically excluded) on a scale that ranges from 0 to 10, where a higher score always equates to a more positive outcome. Scores have been calculated for previous years where appropriate.

- All figures reported are results for 2021, unless otherwise indicated.

- Results for individual questions are often reported as the sum of two response options. For example, the percentage of staff reported as agreeing with a question will include those who responded either "agree strongly" or "agree".

- Some results are highlighted in green or red. This indicates either an improvement or a deterioration (respectively) of at least 1 percentage point or at least 0.1 on a score or sub-score (after rounding).

- Further information about the technical details of the survey and the result outputs can be found in the Technical Document.

National participation and response rate

217 NHS trusts

628,475 responses from staff at NHS trusts

48% response rate

[1] NB The weighting does not adjust for differences in the occupation group profile of any of the subgroups of staff reported in this document (e.g. redeployed staff). This may affect the comparability of the results of these subgroups.

For 2021 **new summary indicators have been introduced** to provide an overview of staff experience in relation to the seven elements of the People Promise:

We are compassionate and inclusive

We are recognised and rewarded

We each have a voice that counts

We are safe and healthy

We are always learning

We work flexibly

We are a team

Scores are also reported for two of the ten themes previously reported:

- *Staff Engagement*
- *Morale*

The other eight themes are no longer reported.

The score for each People Promise element and theme is based on between two and four sub-scores[1], with each sub-score calculated from the responses to between one and nine aligned questions. Sub-scores are also reported for the first time this year.

7 People Promise elements and 2 themes

21 sub-scores

111 Questions
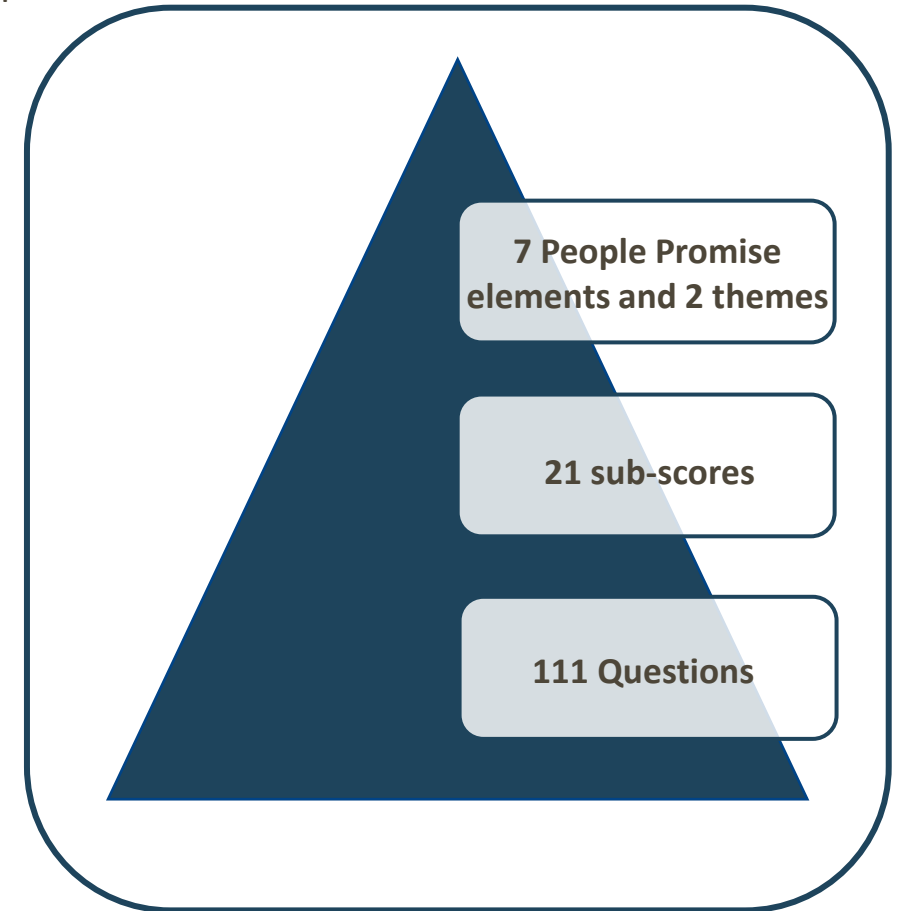
[1]With the exception of the People Promise element "*We are recognised and rewarded*" which uses no sub-scores in its calculation

3. The Covid-19 pandemic

Staff Survey timeline

2020 Survey   2021 Survey   Hospitalisations   National Lockdown

Daily Covid-19 hospitalisations

40000
35000
30000
25000
20000
15000
10000
5000
0

01/04/2020 01/05/2020 01/06/2020 01/07/2020 01/08/2020 01/09/2020 01/10/2020 01/11/2020 01/12/2020 01/01/2021 01/02/2021 01/03/2021 01/04/2021 01/05/2021 01/06/2021 01/07/2021 01/08/2021 01/09/2021 01/10/2021 01/11/2021 01/12/2021 01/01/2022 01/02/2022

Covid-19 timeline

UK Covid-19 Hospitalisation data: Healthcare in the UK | Coronavirus in the UK (data.gov.uk) | UK National Lockdown timeline: timeline-lockdown-social (instituteforgovernment.org.uk)

11
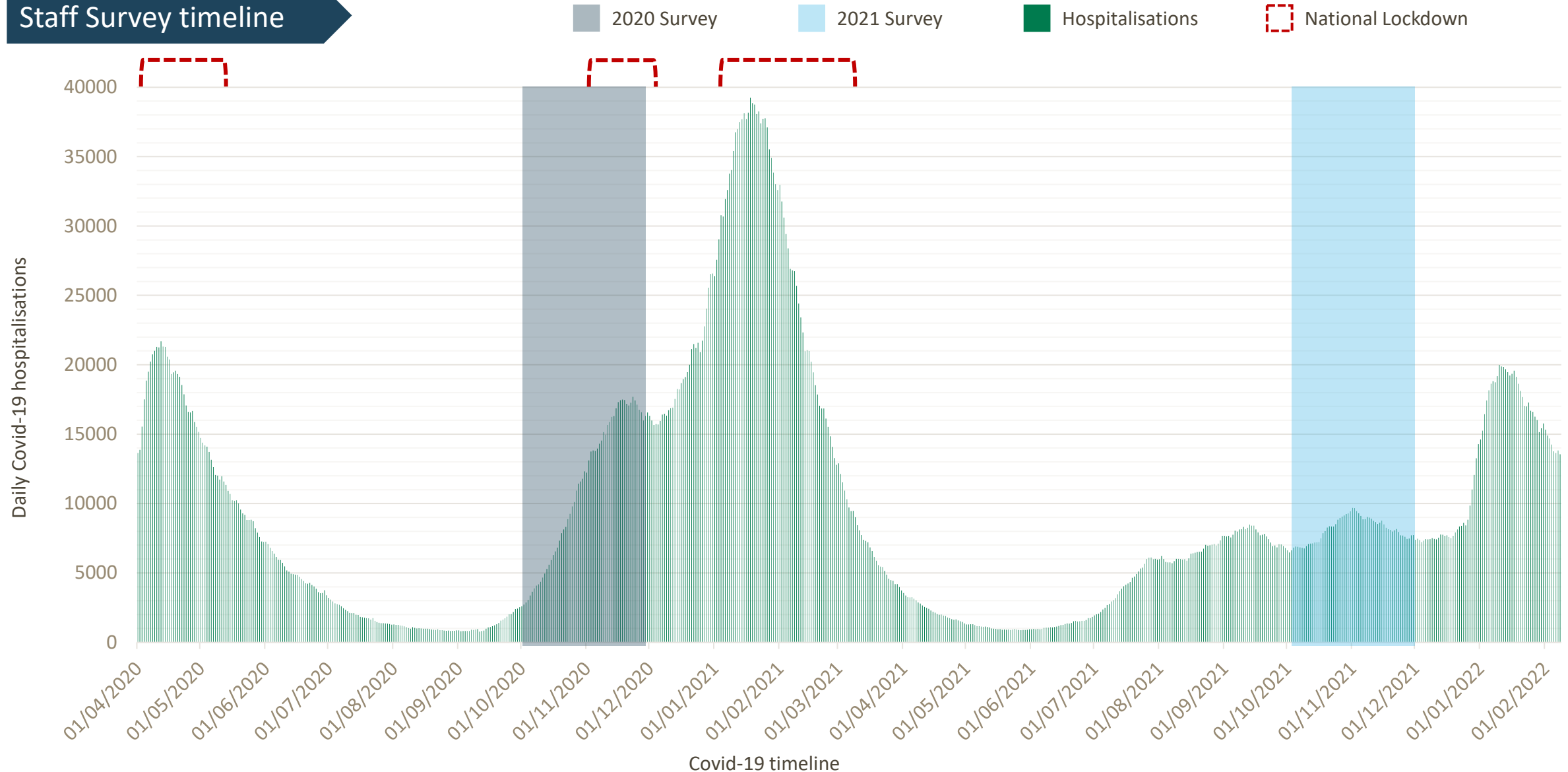
Working in Covid-19 specific areas

37.7% of staff had **worked on a Covid-19 specific ward or area** at any time in the past 12 months (q23a), slightly more than in 2020 (34.2%)

- As in 2020, this proportion was highest in Acute/Acute & Community Trusts (42.7%) and lower amongst staff working in Mental Health / Learning Disability or Combined MH/LD and Community Trusts (22.9%) and Community Trusts (23.4%)

Redeployment

19.0% of staff had **been redeployed** due to the Covid-19 pandemic in the past 12 months (q23b) (18.5% in 2020)

- Redeployment remained most likely amongst staff in Acute/Acute & Community Trusts (21.6%)

- It was least common in Mental Health / Learning Disability or Combined MH/LD and Community Trusts (11.2%) and Ambulance Trusts (12.8%)

Working remotely / from home

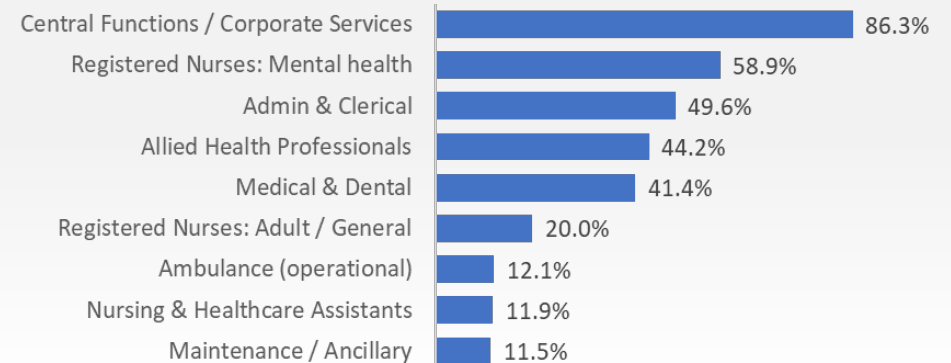**39.4%** of staff **had been required to work remotely / from home** in the past 12 months (q23c), slightly more than in 2020 (36.0%)

- Around two thirds of staff in Mental Health / Learning Disability or Combined MH/LD and Community Trusts (66.0%) and in Community Trusts (63.2%) had worked remotely / from home

- The proportion of staff required to work remotely / from home varied by occupation group[1]:

Proportion of selected staff groups working remotely / from home in the past 12 months[1] (q23c, 2021 results)

Occupation group	%
Central Functions / Corporate Services	86.3%
Registered Nurses: Mental health	58.9%
Admin & Clerical	49.6%
Allied Health Professionals	44.2%
Medical & Dental	41.4%
Registered Nurses: Adult / General	20.0%
Ambulance (operational)	12.1%
Nursing & Healthcare Assistants	11.9%
Maintenance / Ancillary	11.5%

[1]Chart shows selected occupation groups only. For full results please refer to the interactive dashboards available at www.nhsstaffsurveys.com/results
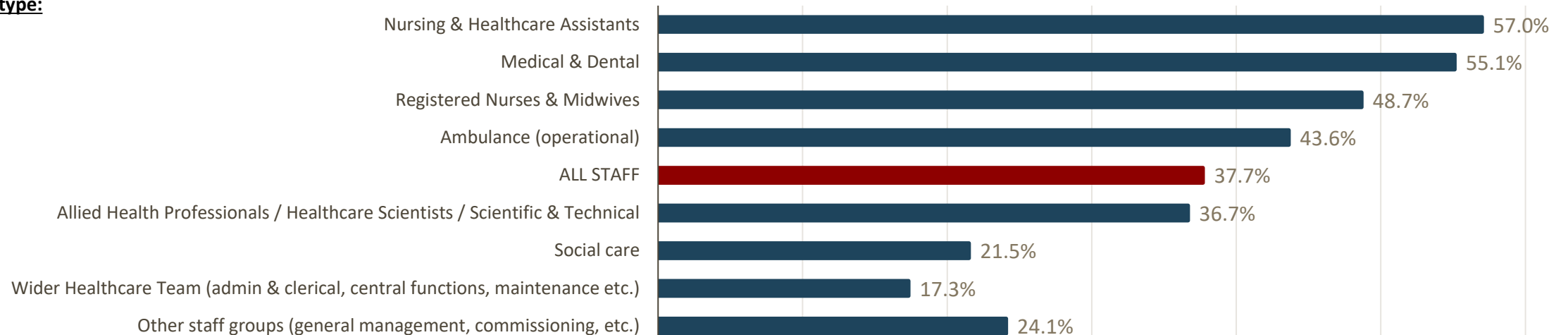
Who worked on a Covid-19 specific ward or area during the pandemic?

37.7% **of staff reported having worked on a Covid-19 specific ward or area** (q23a). This is slightly more than in 2020 (34.2%)
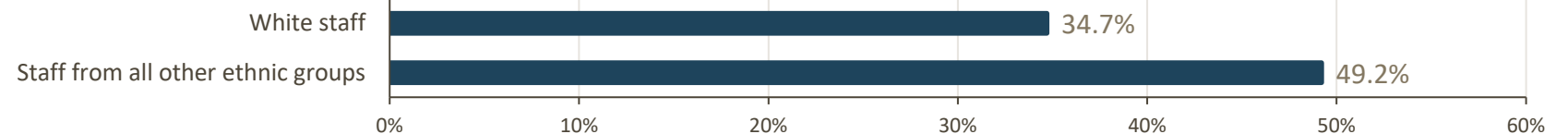
As in 2020, those working in clinical and patient-facing roles were more likely to report having worked in a Covid-19 area and staff from other ethnic groups were more likely to report having done so than white staff[1].

% of staff who worked on a Covid-19 specific ward or area (q23a)

Staff type:

Category	%
Nursing & Healthcare Assistants	57.0%
Medical & Dental	55.1%
Registered Nurses & Midwives	48.7%
Ambulance (operational)	43.6%
ALL STAFF	37.7%
Allied Health Professionals / Healthcare Scientists / Scientific & Technical	36.7%
Social care	21.5%
Wider Healthcare Team (admin & clerical, central functions, maintenance etc.)	17.3%
Other staff groups (general management, commissioning, etc.)	24.1%

Ethnic background:

Category	%
White staff	34.7%
Staff from all other ethnic groups	49.2%

[1]Note that the relationship between occupation group, Covid-19 and ethnic background is not straightforward. Some roles are more or less likely to be redeployed, involve working in a Covid-19 ward or area, or work remotely, and the distribution of responses from staff across different ethnic backgrounds varies across occupation groups, which may explain some of the differences observed.

Which staff were required to work remotely/from home as a result of the pandemic?

39.4% of staff were required to work remotely/from home due to the Covid-19 pandemic (q23c), slightly more than in 2020 (36.0%).

The graph below shows how this proportion varied by occupation and ethnic background[1].

% of staff required to work remotely/from home due to the Covid-19 pandemic (q23c)

Staff type:

Staff type	%
Social care	69.6%
Other staff groups (general management, commissioning, etc.)	53.8%
Wider Healthcare Team (admin & clerical, central functions, maintenance etc.)	53.1%
Allied Health Professionals / Healthcare Scientists / Scientific & Technical	44.2%
Medical & Dental	41.4%
ALL STAFF	39.4%
Registered Nurses & Midwives	30.7%
Ambulance (operational)	12.1%
Nursing & Healthcare Assistants	11.9%

Ethnic background:

Ethnic background	%
White staff	41.6%
Staff from all other ethnic groups	30.8%

[1]Note that the relationship between occupation group, Covid-19 and ethnic background is not straightforward. Some roles are more or less likely to be redeployed, involve working in a Covid-19 ward or area, or work remotely, and the distribution of responses from staff across different ethnic backgrounds varies across occupation groups, which may explain some of the differences observed.
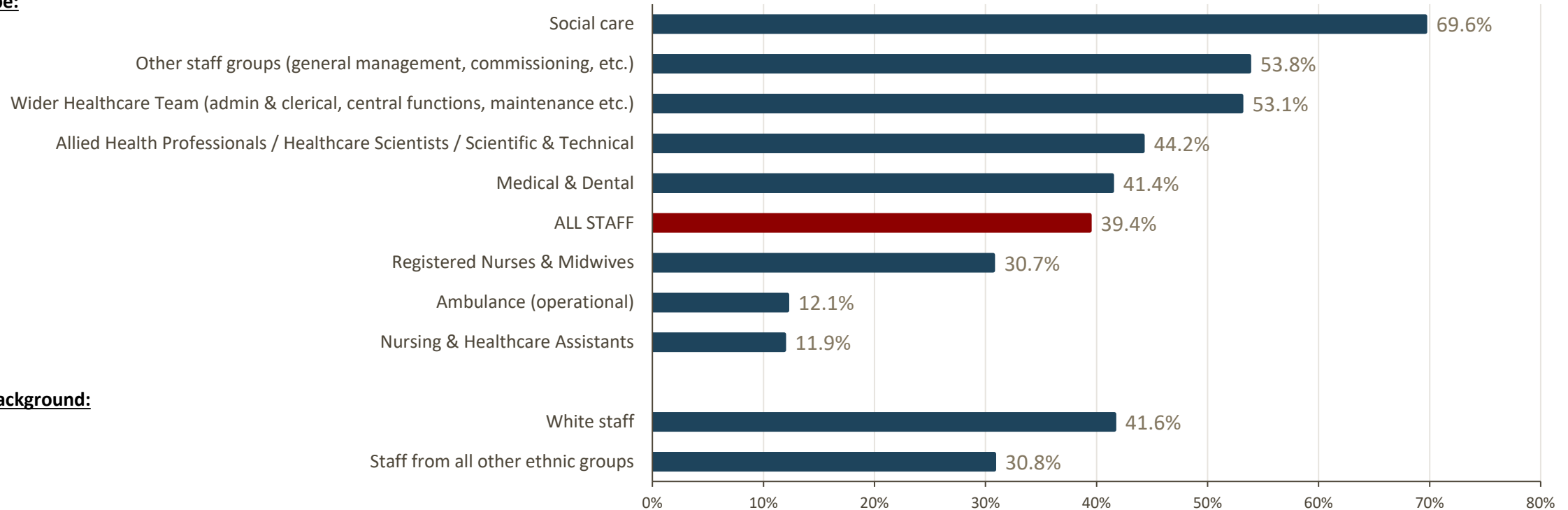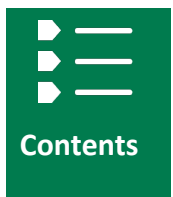
4. We are compassionate and inclusive

- **Compassionate culture**
- **Compassionate leadership**
- **Diversity and equality**
- **Inclusion**

People Promise element score: 7.2

Compassionate culture

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

Q21a - *Care of patients / service users is my organisation's top priority*

Q21b - *My organisation acts on concerns raised by patients / service users*

Q21c - *I would recommend my organisation as a place to work*

Q21d - *If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation*

Diversity and equality

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

Q16a/b - *Experience of discrimination at work*

Q16c - *I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)**

Compassionate leadership

Q9 - *My immediate manager...*

f *...works together with me to come to an understanding of problems**

g *...is interested in listening to me when I describe challenges I face**

h *...cares about my concerns**

i *...takes effective action to help me with any problems I face**

Inclusion

Q7h - *I feel valued by my team**

Q7i - *I feel a strong personal attachment to my team**

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

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

*New question – no trend data available

16

Compassionate culture sub-score: 7.1

Care of patients and service users

87.3% said they feel their **role makes a difference** to patients / service users (q6a)[1]

75.6% said that **care of patients / service users is their organisation's top priority** (q21a)

- This has declined by around 4 percentage points since last year, following steady improvement between 2017 (74.6%) and 2020 (79.5%)

72.0% agree that their organisation **acts on concerns raised by patients / services users** (q21b) (74.9% in 2020)

Recommend as a place to work

59.4% would **recommend their organisation as a place to work** (q21c)

- This has declined by more than 7 percentage points this year following steady improvement between 2017 (59.7%) and 2020 (66.8%)
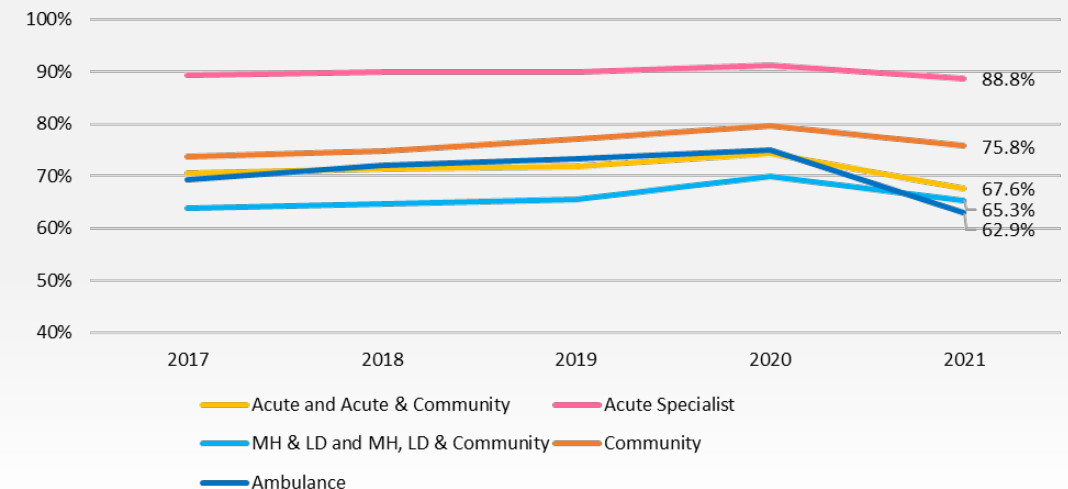
Standard of care

67.8% are **happy with the standard of care** provided by their organisation (q21d), a decrease of more than 6 percentage points from 2020 (74.2%)

- Declines were seen in all trust types but Ambulance trusts saw the greatest decline, down from 75.0% in 2020 to 62.9%

% of staff saying if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation (q21d)

Legend:
- Acute and Acute & Community
- Acute Specialist
- MH & LD and MH, LD & Community
- Community
- Ambulance

[1]Trend data not available for Q6a due to survey changes

Compassionate leadership sub-score: 6.9

Listening and understanding

66.8% said their immediate manager **works together with them to come to an understanding of problems** (q9f*)

69.3% agreed that their immediate manager is **interested in listening to them when they describe challenges** they face (q9g*)
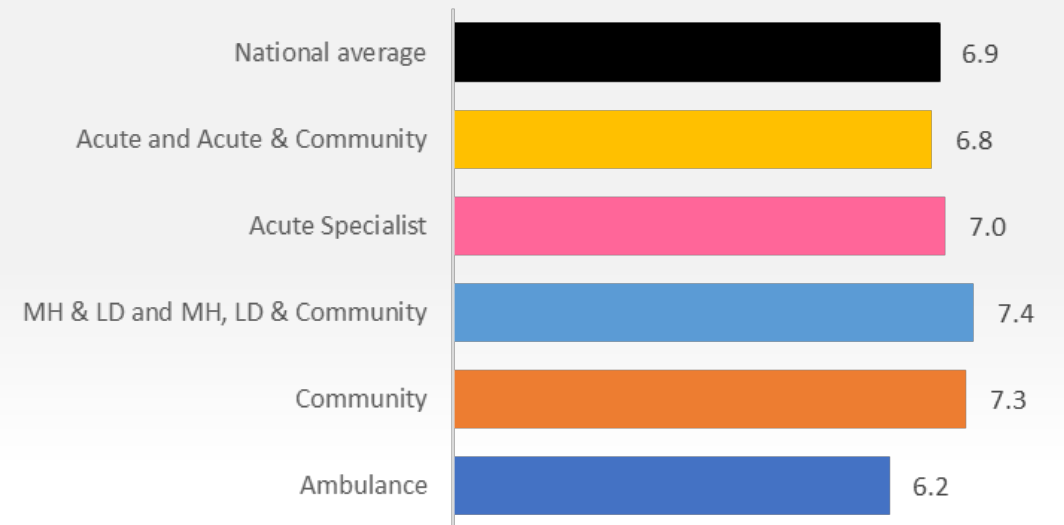
Caring and acting

68.4% agreed that their immediate manager **cares about their concerns** (q9h*)

64.6% said their immediate manager **takes effective action** to help them with any problems they face (q9i*)

Compassionate leadership – by sector

The sub-score for 'compassionate leadership' is higher in Mental Health / Learning Disability or Combined MH/LD and Community Trusts (7.4) and Community Trusts (7.3) than in other trust types

Compassionate leadership (sub-score)
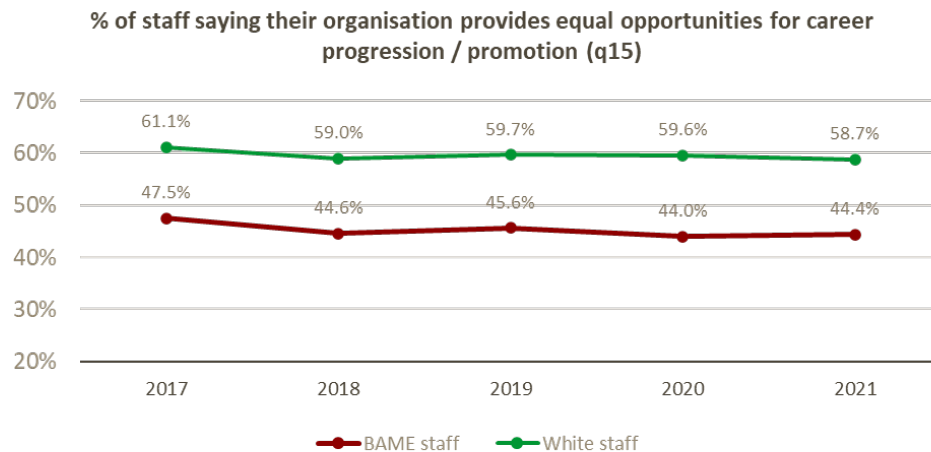
Sector	Score
National average	6.9
Acute and Acute & Community	6.8
Acute Specialist	7.0
MH & LD and MH, LD & Community	7.4
Community	7.3
Ambulance	6.2

*New question – no trend data available

We are compassionate and inclusive: Diversity and equality

Diversity and equality sub-score: 8.1

Equal opportunities

55.5% of staff felt their organisation **acts fairly with regard to career progression or promotion**, regardless of ethnic background, gender, religion, sexual orientation, disability or age (q15)[1]

- This represents a slight decline compared with 2020 (56.1%) and is now 3 percentage points lower than in 2017 (58.6%)

- Despite a slight improvement this year, staff from BAME backgrounds remain less likely to agree than white staff (see chart below)

% of staff saying their organisation provides equal opportunities for career progression / promotion (q15)

	2017	2018	2019	2020	2021
White staff	61.1%	59.0%	59.7%	59.6%	58.7%
BAME staff	47.5%	44.6%	45.6%	44.0%	44.4%

BAME staff   White staff

Discrimination

The following percentages of staff reported personally **experiencing discrimination at work** in the last 12 months:

7.8% ...**from patients / service users, their relatives or other members of the public** (q16a)

- This has increased in each of the last five years (up from 6.7% in 2017)

- 19.2% of BAME staff said they had experienced this in the last 12 months (up from 16.7% in 2017)

9.1% ...**from managers or colleagues** (q16b)

- This has increased in each of the last two years (7.7% in 2019; 8.4% in 2020)

- 17.0% of BAME staff said they had experienced this in the last 12 months (up from 14.5% in 2019)

Respect for individual differences

68.5% of staff felt their organisation **respects individual differences**, such as different cultures, working styles, backgrounds and ideas (q18*)

[1]Revised for 2021 reporting: results for Q15 are now based on *all who answered the question including 'don't know' responses*. Please see the Technical guidance at www.nhsstaffsurveys.com/survey-documents/ for more details.
*New question – no trend data available

Inclusion sub-score: 6.9

Part of a team

68.6% of staff said they **felt valued by their team** (q7h*)

- Staff working in Mental Health / Learning Disability Trusts and Community Trusts were most likely to feel valued by their team (74.3% and 74.2% respectively)

- Those working in Ambulance trusts were less likely to agree (56.7%)

63.5% of staff said they **felt a strong personal attachment to their team** (q7i*)

Respect and civility

The following percentage of staff reported that the people they work with are:

**70.5%** ... **understanding and kind to one another** (q8b*)

71.9% ... **polite and treat each other with respect** (q8c*)

Staff with one or more long lasting health conditions or illnesses responded less positively than those without:

% of staff reporting that the people they work with are...

...polite and treat each other with respect (q8c)
73.9%
66.0%

...understanding and kind to one another (q8b)
72.4%
64.8%
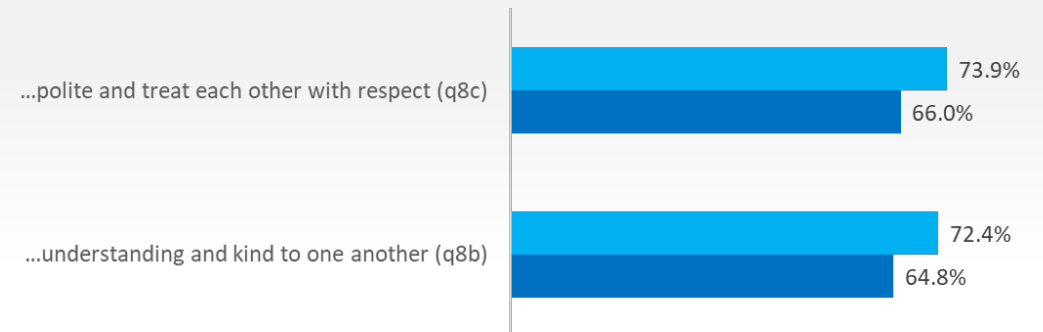
■ Staff without a long lasting health condition or illness
■ Staff with one or more long lasting health conditions or illnesses
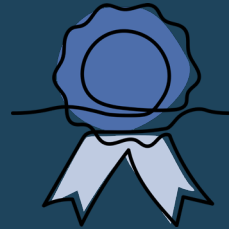
*New question – no trend data available

5. We are recognised and rewarded

People Promise element score: 5.9

There are no sub-scores for this People Promise element. Instead, the score is based on the following five questions:

Q4 - Satisfaction with…

  a *…the recognition I get for good work*

  b *…the extent to which my organisation values my work*

  c *…my level of pay*

Q8d - *The people I work with show appreciation to one another**

Q9e - *My immediate manager values my work*

*New question – no trend data available

We are recognised and rewarded

People Promise element score: 5.9

Recognition

51.9% of staff were **satisfied with the recognition they get for good work** (q4a), a decline of more than 5 percentage points compared with 2020 (57.2%) and the lowest for five years (2017: 52.8%, 2018: 56.5%, 2019: 58.0%)

- Satisfaction remains lower amongst staff working in Ambulance Trusts (32.3%) and higher amongst those working in Mental Health / Learning Disability or Combined MH/LD and Community Trusts (60.8%)

Feeling valued and appreciated

42.1% were **satisfied with the extent to which their organisation values their work** (q4b), down around 6 percentage points from 2019/2020 (48.0%), and the lowest for five years (2017: 43.0%, 2018: 46.1%)

67.4% of staff say that **the people they work with show appreciation to one another** (q8d*)
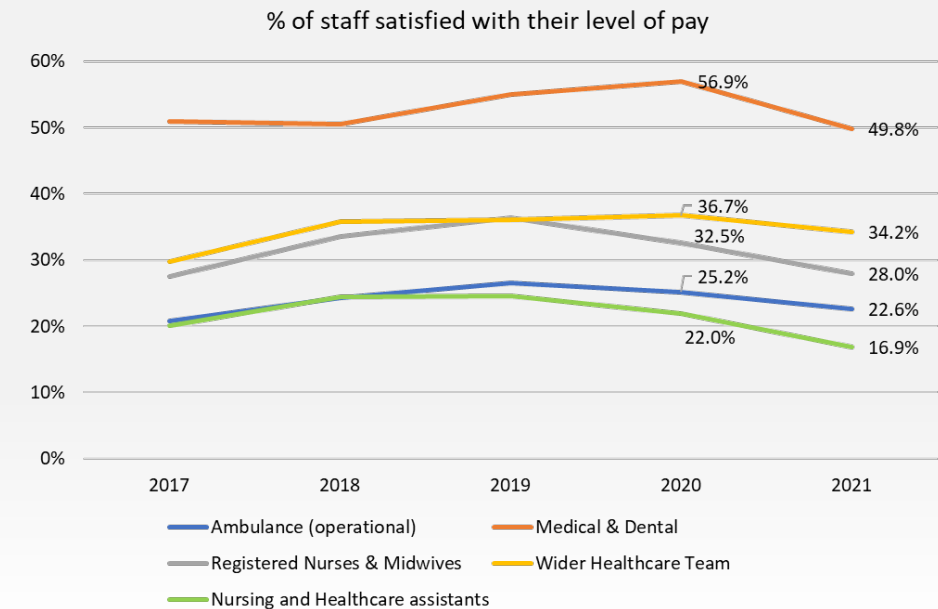
70.6% agree that **their immediate manager values their work** (q9e)

- This measure is down 2 percentage points and at a five year low (2017: 71.7%, 2018: 72.2%, 2019: 73.3%, 2020: 72.5%)

Satisfaction with pay

32.7% of staff were **satisfied with their level of pay** (q4c)

- This has declined by 4 percentage points since 2020 (36.7%) and is lower than in 2018 (36.3%) and 2019 (38.0%)

- The chart below shows the five-year trend for a selection of staff groups[1]:

% of staff satisfied with their level of pay

Legend
Ambulance (operational)
Medical & Dental
Registered Nurses & Midwives
Wider Healthcare Team
Nursing and Healthcare assistants
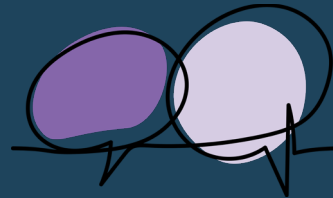
6. We each have a voice that counts

- **Autonomy and control**
- **Raising concerns**

Contents

1. Introduction
2. Technical details
3. The Covid-19 Pandemic
4. We are compassionate and inclusive
5. We are recognised and rewarded
6. We each have a voice that counts
7. We are safe and healthy
8. We are always learning
9. We work flexibly
10. We are a team
11. Staff engagement
12. Morale
13. Contact details

We each have a voice that counts: Overview of sub-scores and questions

People Promise element score: 6.7

Autonomy and control

Q3a - *I always know what my work responsibilities are*

Q3b - *I am trusted to do my job*

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

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

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

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

Q3g - *I have a choice in deciding how to do my work*

Raising concerns

Q17a *- I would feel secure raising concerns about unsafe clinical practice*

Q17b *- I am confident that my organisation would address my concern*

Q23e *- I feel safe to speak up about anything that concerns me in this organisation*

Q21f *- If I spoke up about something that concerned me I am confident my organisation would address my concern**

*New question – no trend data available

We each have a voice that counts : Autonomy and control

Autonomy and control sub-score: 6.9

Autonomy

85.7% of staff **always know what their responsibilities are** (q3a) (2020: 85.9%)

90.4% **feel trusted to do their job** (q3b) (2020: 90.7%)

72.3% said there are **frequent opportunities for them to show initiative in their role** (q3c).

- There has been little change on this measure over the last five years (2017: 72.8%, 2018: 73.1%, 2019: 72.9%, 2020: 72.1%)

53.3% **have a choice in how to do their work** (q5b)

- This declined by over 2 percentage points this year (2020: 55.7%, 2018/2019: 56.0%)

- Staff in Mental Health /Learning Disability Trusts and Community Trusts remain more positive on this measure (63.0% and 62.5% respectively)

Involvement and making improvements happen

70.2% of staff feel **able to make suggestions** to improve the work of their team/department (q3d)

- This has declined by around 4 percentage points since 2018 (74.4%)

48.9% of staff say they are **involved in deciding on changes** introduced that affect their work area or team (q3e)

- This has declined steadily over recent years and is now more than 3 percentage points lower than in 2018 (52.2%)

53.1% feel **able to make improvements happen** in their area of work (q3f)

- This saw a small decline between 2019 and 2020 and dropped by a further 2 percentage points this year (2019: 55.9%, 2020: 55.2%)

Raising concerns sub-score: 6.5

Speaking up about concerns

The following percentage of staff said they...

62.0% ...feel **safe to speak up about anything that concerns them** in their organisation (q21e)

- This question was first asked in 2020 and has declined by more than 3 percentage points this year (2020: 65.6%)
- 14.5% of staff disagreed (up from 13.3% in 2020)

49.8% ...were **confident that their organisation would address their concern** (q21f)

- 18.3% of staff disagreed

Concerns about clinical safety

The following percentage of staff said they...

74.9% ...would **feel secure raising concerns about unsafe clinical practice** (q17a)

- This has continued to improve, up by 2 percentage points since 2020 (72.5%) and now almost 5 points higher than in 2017 (70.2%)
- 8.1% disagreed (down from 9.7% in 2018)

59.4% ...were **confident that their organisation would address their concern** (q17b)

- While nationally this has dropped below 2019 (59.8%) and 2020 (60.4%), in the following sectors confidence has continued to rise and is now well above 2017 levels:
  - Mental Health / Learning Disability or Combined MH/LD and Community Trusts (2017: 59.1%; 2021: 65.0%)
  - Community Trusts (2017: 62.8%; 2020: 71.7%)

*New question – no trend data available

7. We are safe and healthy

- **Health and safety climate**
- **Burnout**
- **Negative experiences**

Contents

1. Introduction
2. Technical details
3. The Covid-19 Pandemic
4. We are compassionate and inclusive
5. We are recognised and rewarded
6. We each have a voice that counts
7. We are safe and healthy
8. We are always learning
9. We work flexibly
10. We are a team
11. Staff engagement
12. Morale
13. Contact details

Survey Coordination Centre

People Promise element score: 6.0

Health and safety climate

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

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

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

Q5a - *I have unrealistic time pressures*

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

Q13d - *Whether experiences of physical violence were reported*

Q14d - *Whether experiences of harassment, bullying or abuse were reported*

Negative experiences

Q13a-c - *Experience of physical violence*

Q14a-c - *Experience of harassment, bullying or abuse*

Q11b - *Experience of musculoskeletal problems as a result of work activities*

Q11c - *Whether felt unwell as a result of work-related stress*

Q11d - *Whether attended work despite not feeling well enough*

Burnout

Q12 - *How often, if at all….*

a *…do you find your work emotionally exhausting?**

b *…do you feel burnt out because of your work?**

c *…does your work frustrate you?**

d *…are you exhausted at the thought of another day/shift at work?**

e *…do you feel worn out at the end of your working day/shift?**

f *…do you feel that every working hour is tiring for you?**

g *… do you not have enough energy for family and friends during leisure time?**

*New question – no trend data available

Health and safety climate sub-score: 5.3

Workload and resources

43.2% of staff are **able to meet all the conflicting demands on their time** at work (q3g)

- Having improved between 2017 and 2020 this has declined over 4 percentage points and is now at a five-year low (2017: 44.4%, 2018: 44.9%, 2019: 46.1%, 2020: 47.7%)

27.2% of staff said there are **enough staff at their organisation for them to do their job properly** (q3i)

- This declined over 11 percentage points since last year (2020: 38.4%) and by over 16 percentage points amongst staff at Ambulance trusts (2020: 36.7%, 2021: 20.3%)

23.5% of staff say they **have unrealistic time pressures** (q5a)

- This declined this year but remains higher than in 2018/2019 (2018: 22.0%, 2019: 22.9%, 2020: 25.2%)

57.3% of staff say have **adequate materials, supplies and equipment to do their work** (q3h)

- This is down 3 percentage points compared to 2020 (60.3%) but remains higher than the preceding years (2017: 54.2%, 2018: 54.6%, 2019: 56.1%)

Organisational action

57.0% of staff said their **organisation takes positive action on health and well-being** (q11a*)

- Staff at Community trusts were more likely than average to agree on this measure (65.3%)

71.4% of **staff who had experienced physical violence said that they or a colleague reported it** (q13d)

- This represents a slight decline from 2019/2020 (2019: 72.1%, 2020: 72.2%)

48.7% of **staff who had experienced harassment, bullying or abuse said that they or a colleague reported it** (q14d)

- This is at a similar level to 2019/2020 (2019: 48.6%), 2020: 48.4%)

*New question – no trend data available

We are safe and healthy: Negative experiences (1)

Negative experiences sub-score: 7.7

Physical violence

The following percentage of staff experienced at least one incident of **physical violence** in the last 12 months:

14.3% from **patients / service users, their relatives or other members of the public** (q13a)

- This is now at a five-year low (2017: 15.6%, 2018: 14.7%, 2019: 15.0%, 2020: 14.6%)
- This remains more common amongst staff at Ambulance trusts, despite a decline since 2017

0.7% from **managers** (q13b) (2020: 0.6%)

1.6% from **other colleagues** (q13c) (2020: 1.4%)

Harassment, bullying and abuse

The following percentage of staff experienced at least one incident of **harassment, bullying or abuse** in the last 12 months:

27.5% from **patients / service users, their relatives or other members of the public** (q14a)

- This increased slightly this year but remains lower than in 2018/2019 (2018/2019: 28.7%, 2020: 26.8%)

11.6% from **managers** (q14b) (2020: 12.4%)

- In Ambulance Trusts, harassment, bullying and abuse from managers has declined by more than three percentage points since 2017 (2017: 18.8%, 2021: 15.2%)

18.7% from **other colleagues** (q14c) (2020: 18.7%)

*New question – no trend data available

Negative experiences sub-score: 7.7

Staff health

30.8% of staff have experienced **musculoskeletal problems** as a result of work activities in the last 12 months (q11b)

- This figure has increased for four consecutive years (2017: 25.9%, 2018: 27.7%, 2019: 28.1%, 2020: 29.4%)

46.8% of staff have **felt unwell as a result of work-related stress** in the last 12 months (q11c)

- This figure has also increased for four consecutive years and now more than 8 percentage points higher than in 2017 (2017: 38.4%, 2018: 39.9%, 2019: 40.3%, 2020: 44.0%)
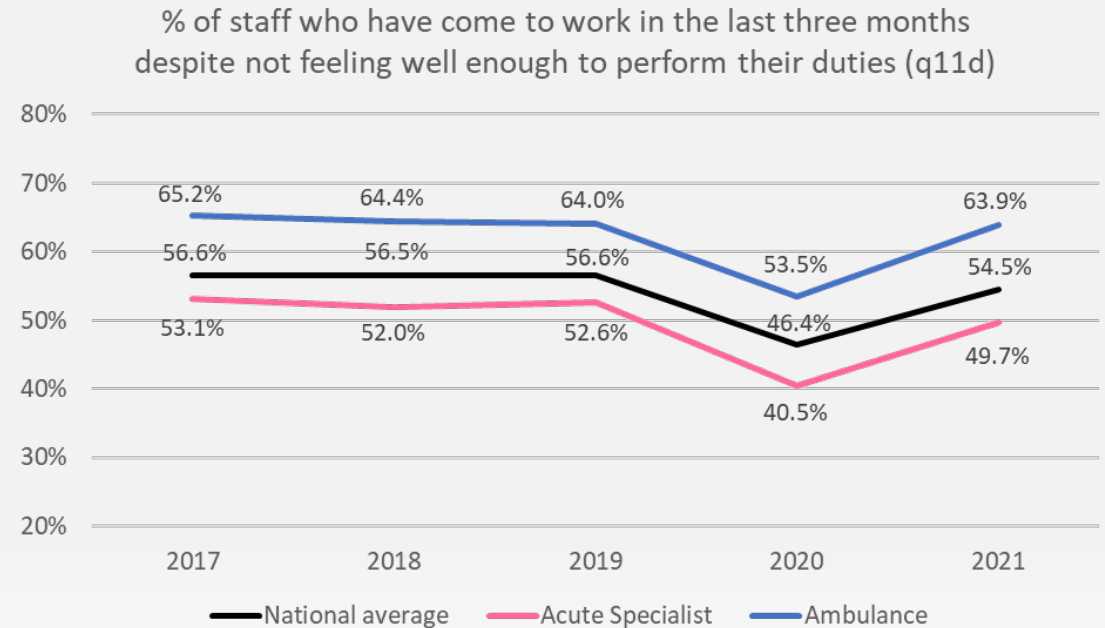
54.5% of staff have **gone into work in the last three months despite not feeling well enough to perform their duties** (q11d)

- This declined sharply between 2019 and 2020 but has returned close to the level reported in 2017-2019 (2017: 56.6%, 2018: 56.5%, 2019: 56.6%, 2020: 46.4%)

The percentage of staff who have **gone into work in the last three months despite not feeling well enough to perform their duties** is highest amongst staff at Ambulance trusts (2021: 63.9%) and lowest amongst staff at Acute Specialist trusts (2021: 49.7%)

% of staff who have come to work in the last three months despite not feeling well enough to perform their duties (q11d)

	2017	2018	2019	2020	2021
Ambulance	65.2%	64.4%	64.0%	53.5%	63.9%
National average	56.6%	56.5%	56.6%	46.4%	54.5%
Acute Specialist	53.1%	52.0%	52.6%	40.5%	49.7%

— National average — Acute Specialist — Ambulance

*New question – no trend data available

Burnout sub-score: 4.9

The following percentage of staff said:

46.5% they feel worn out at the end of their working day/shift (q12e*)

39.4% their work frustrates them (q12c*)

38.0% they find their work emotionally exhausting (q12a*)

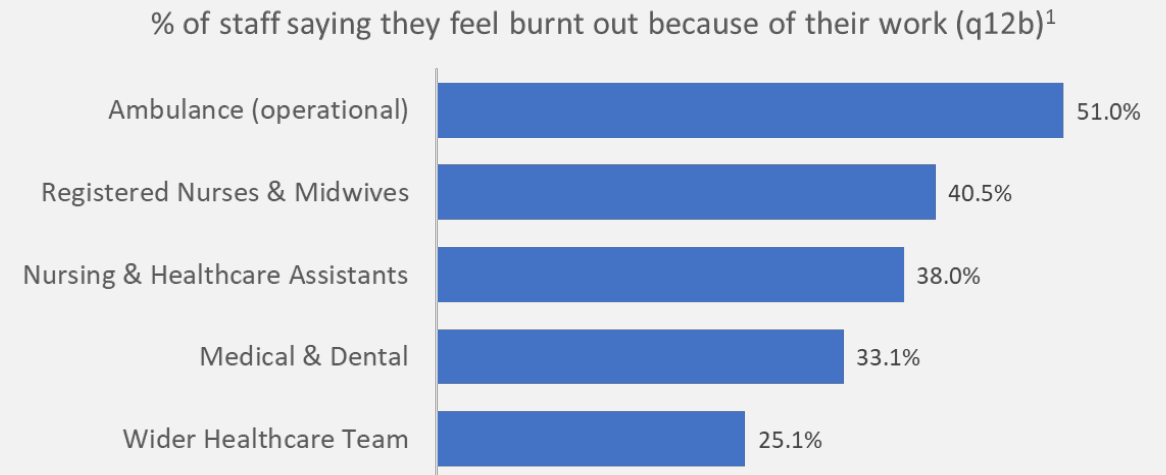**34.3%** they feel burnt out because of their work (q12b*)

31.4% they do not have enough energy for family and friends during leisure time (q12g*)

31.1% they feel exhausted at the thought of another day/shift at work (q12d*)

21.1% they feel that every working hour is tiring for them (q12f*)

Burnout by occupation group

The chart below shows the percentage of staff saying they feel burnt out because of their work, across a selection of occupation groups[1]

Ambulance (operational) staff and Registered Nurses & Midwives were particularly likely to describe feeling burnt out.

% of staff saying they feel burnt out because of their work (q12b)[1]

Occupation group	%
Ambulance (operational)	51.0%
Registered Nurses & Midwives	40.5%
Nursing & Healthcare Assistants	38.0%
Medical & Dental	33.1%
Wider Healthcare Team	25.1%

*New question – no trend data available

[1] Chart shows selected occupations only. For full results please refer to the interactive dashboards available at www.nhsstaffsurveys.com/results

8. We are always learning

- **Development**
- **Appraisals**

People Promise element score: 5.3

Development

Q20a - *This organisation offers me challenging work**

Q20b - *There are opportunities for me to develop my career in this organisation**

Q20c - *I have opportunities to improve my knowledge and skills**

Q20d - *I feel supported to develop my potential**

Q20e - *I am able to access the right learning and development opportunities when I need to**

Appraisals

Q19a - *In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?*

If yes:

b *It helped me to improve how I do my job*

c *It helped me agree clear objectives for my work*

d *It left me feeling that my work is valued by my organisation*

*New question – no trend data available

Development sub-score: 6.3

69.5% feel their organisation **offers them challenging work** (q20a*)

67.2% said they have **opportunities to improve their knowledge and skills** (q20c*)

55.1% are able to **access the right learning and development opportunities** when they need to (q20e*)
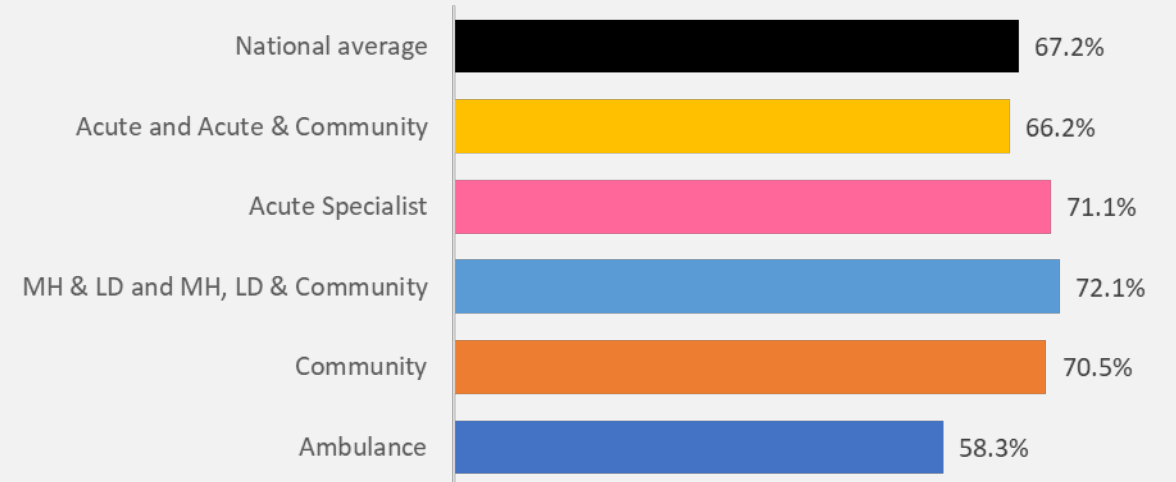
52.9% said there are **opportunities for them to develop their career** in their organisation (q20b*)

52.5% feel **supported to develop their potential** (q20d*)

- Agreement is lower amongst staff with one or more long lasting health conditions or illnesses (44.6%)

% of staff saying they have opportunities to improve their knowledge and skills (q20c)

National average	67.2%
Acute and Acute & Community	66.2%
Acute Specialist	71.1%
MH & LD and MH, LD & Community	72.1%
Community	70.5%
Ambulance	58.3%

Staff in Mental Health / Learning Disability or Combined MH/LD and Community Trusts, Acute Specialist Trusts and Community Trusts are more likely than average to feel they have opportunities to improve their knowledge and skills

*New question – no trend data available

Appraisals sub-score: 4.2

79.8% said they have had an **appraisal, annual review, development review, or Knowledge and Skills Framework development review in the last 12 months** (q19a*)

- This is lower than when the question was last asked in 2019 (86.1%)

The following percentage of staff said that their appraisal had definitely...

20.4% ...helped them to **improve how they do their job** (q19b*)

30.9% ...helped them to **agree clear objectives** for their work (q19c*)

29.8% ...left them **feeling that their work is valued** by their organisation (q19d*)

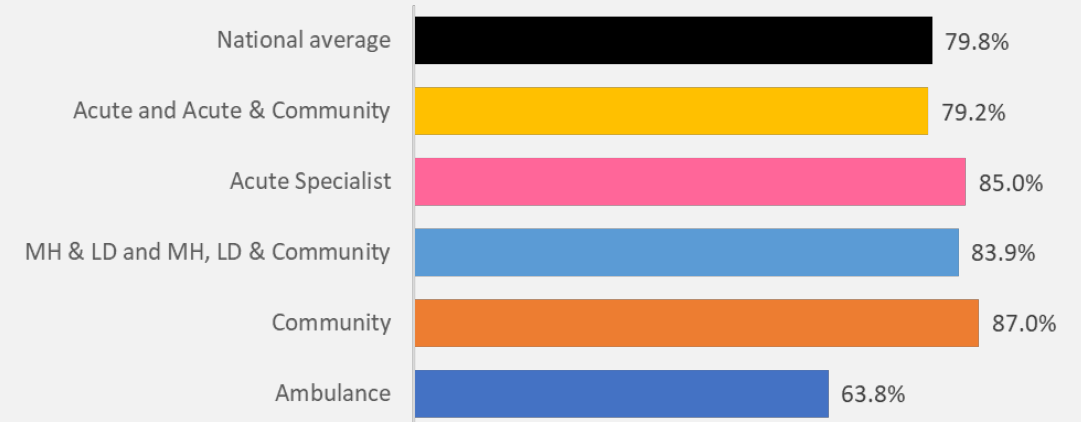The results for these three questions were all lower than in 2019:
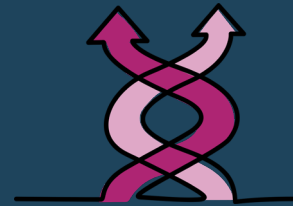
q19b: 23.4%
q19c: 35.4%
q19d: 32.9%

% of staff who had an appraisal, annual review, development review, or Knowledge and Skills Framework development review in the last 12 months (q19a)

Category	%
National average	79.8%
Acute and Acute & Community	79.2%
Acute Specialist	85.0%
MH & LD and MH, LD & Community	83.9%
Community	87.0%
Ambulance	63.8%

Staff from Ambulance trusts were least likely to say they had had an appraisal, annual review, development review or KSF development review in the last 12 months. The Ambulance sector also saw the greatest decline on this measure compared with 2019 (2019: 80.3%, 2021: 63.8%)

*Note q19a-d were not asked in 2020. In interpreting these results, consideration should be given to the gap in the data series and evidence of changes to the response profiles over time. For more information please see the Technical Document at www.nhsstaffsurveys.com/survey-documents

9. We work flexibly

- **Support for work-life balance**
- **Flexible working**

People Promise element score: 6.0

Support for work-life balance

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

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

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

Flexible working

Q4d - Satisfaction with...*The opportunities for flexible working patterns*

*New question – no trend data available

Support for work-life balance sub-score: 6.0

44.4% said their organisation is **committed to helping them balance their work and home life** (q6b*)

- 23.7% of staff disagreed
- Staff at Mental Health / Learning Disability and Community Trusts were more likely than average to agree (54.7% and 54.2% respectively)
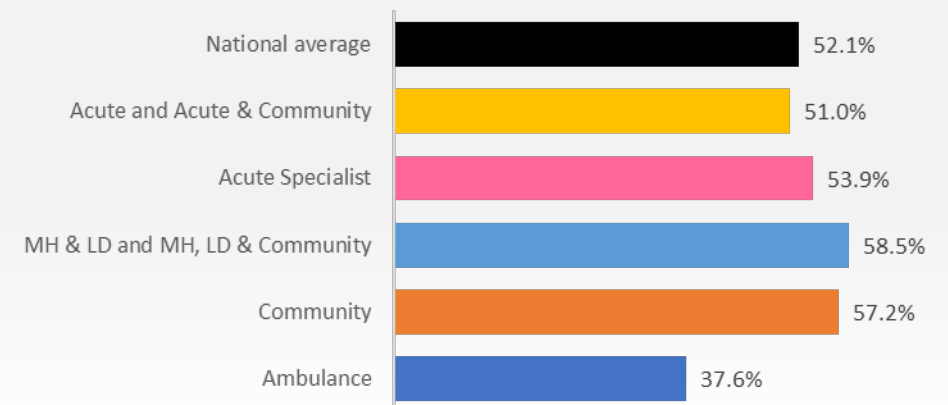
66.7% said they **can approach their immediate manager to talk openly about flexible working** (q6d*)

- 14.9% of staff disagreed
- Staff at Mental Health / Learning Disability and Community Trusts responded more positively to this question (76.7% and 75.6% respectively agreed)

52.1% of staff said they **achieve a good balance between their work life and their home life** (q6c*)

- 23.3% of staff disagreed
- Staff working in Central Functions/Corporate Services and those in administrative and clerical roles were more likely than average to agree (64.1% and 60.5% respectively)
- Only around a third of midwives (31.2%) and those in Ambulance (operational) roles (33.8%) felt they achieved a good balance[1]

% of staff saying they achieve a good balance between their work life and home life (q6c)

Category	%
National average	52.1%
Acute and Acute & Community	51.0%
Acute Specialist	53.9%
MH & LD and MH, LD & Community	58.5%
Community	57.2%
Ambulance	37.6%

*New question – no trend data available   [1]For results for other occupation groups please refer to the interactive dashboards available at www.nhsstaffsurveys.com/results

Flexible working sub-score: 6.0

53.9% said they are **satisfied with the opportunities they have for flexible working patterns** (q4d)

- This is down 3 percentage points from 2020 (56.9%) following four years of improvement where this question reached its highest level across the last five years in 2020 (2017: 51.8%, 2018: 53.1%, 2019: 54.0%, 2020: 56.9%)

- Staff from Mental Health / Learning Disability or Combined MH/LD and Community Trusts, and Community Trusts remained relatively more positive about the opportunities for flexible working (64.9% and 63.9% respectively)

- Ratings on this measure had been improving steadily in all sectors between 2017 and 2020, but declined in all sectors this year, particularly the Acute and Ambulance sectors:

  - Acute / Acute & Community (2019: 52.7%, 2020: 55.2%, 2021: 51.7%)

  - Acute Specialist (2019: 55.6%, 2020: 60.2%, 2021: 56.4%)

  - Ambulance (2019: 37.2%, 2020: 40.0%, 2021: 36.1%)

% of staff satisfied with the opportunities for flexible working (q4d)
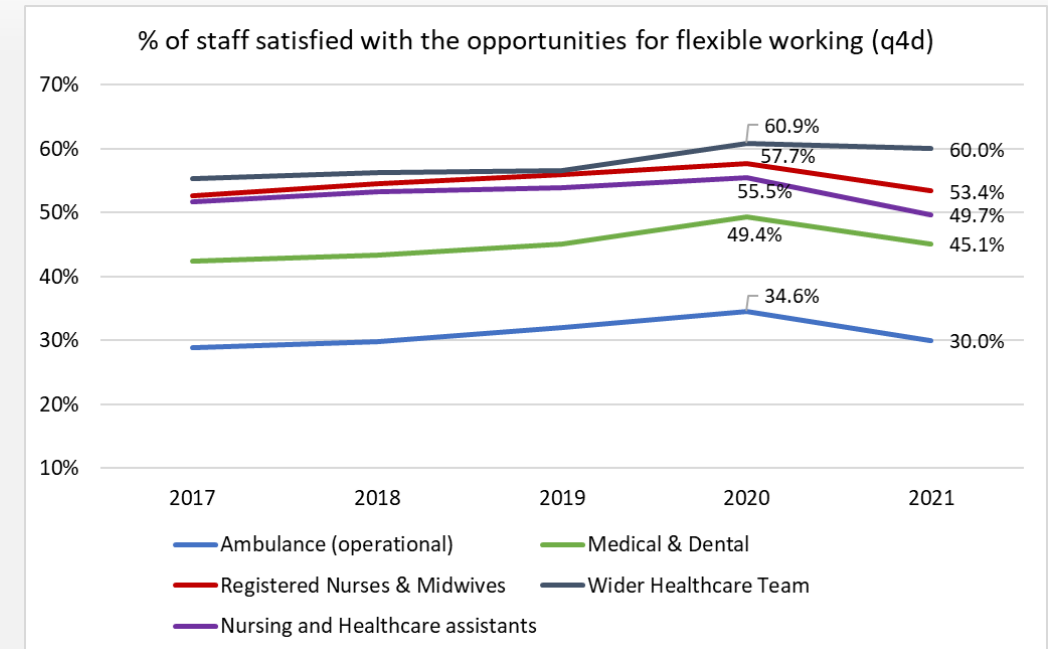
The chart above shows the results for different staff groups[1]

- This measure declined across many occupation groups, reversing a longer term improvement

- The decline amongst nursing and healthcare assistants was particularly marked (down almost 6 percentage points)
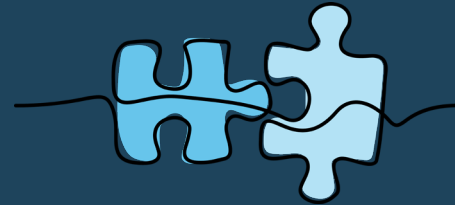
10. We are a team

- **Team working**
- **Line management**

People Promise element score: 6.6

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*

Q7d - *Team members understand each other's roles**

Q7e - *I enjoy working with the colleagues in my team**

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

Q7g - *In my team disagreements are dealt with constructively**

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

Line management

Q9 - *My immediate manager…*

a *…encourages me at work*

b *…gives me clear feedback on my work*

c *…asks for my opinion before making decisions that affect my work*

d *…takes a positive interest in my health and well-being*

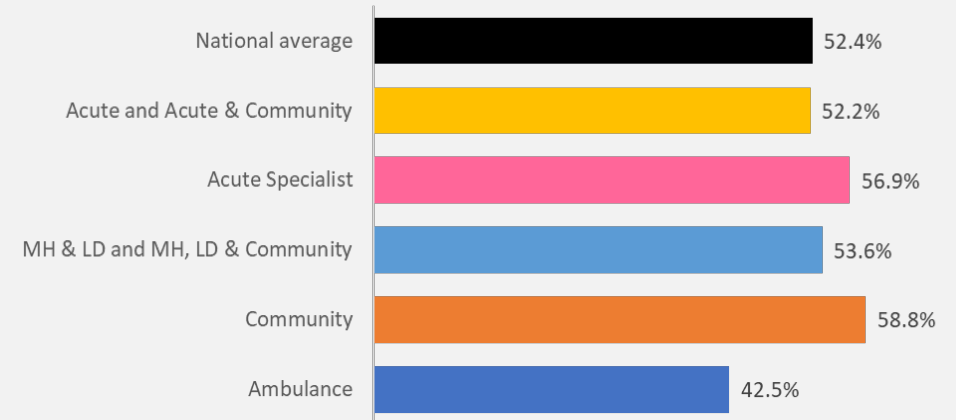**New question – no trend data available*

Team working sub-score: 6.6

72.1% said the team they work in has a **set of shared objectives** (q7a) (2019: 72.5%, 2020: 71.8%)

56.8% said the team they work in **often meets to discuss the team's effectiveness** (q7b)

- This has declined for two years running (2019: 60.7%, 2020: 57.9%)

70.6% feel they receive the **respect they deserve from their colleagues** at work (q7c)

- This has also declined for two consecutive years (2019: 72.3%, 2020: 71.4%)

71.3% feel that **team members understand each other's roles** (q7d*)

81.4% **enjoy working with the colleagues** in their team (q7e*)

56.8% said their **team has enough freedom** in how to do its work (q7f*)

55.2% believe that in their team **disagreements are dealt with constructively** (q7g*)

52.4% said **teams within their organisation work well together to achieve their objectives** (q8a*)

% of staff saying teams within their organisation work well together to achieve their objectives (q8a)

National average	52.4%
Acute and Acute & Community	52.2%
Acute Specialist	56.9%
MH & LD and MH, LD & Community	53.6%
Community	58.8%
Ambulance	42.5%

The proportion of staff saying that teams within their organisation work well together to achieve their objectives was highest in Community trusts (58.8%)

*New question – no trend data available

Line management sub-score: 6.7

69.9% said their immediate manager **encourages them at work** (q9a)

- This has seen a slight decline for two years running (2019: 70.9%, 2020: 70.3%)

62.2% said their immediate manager **gives them clear feedback** on their work (q9b) (2020: 62.1%)

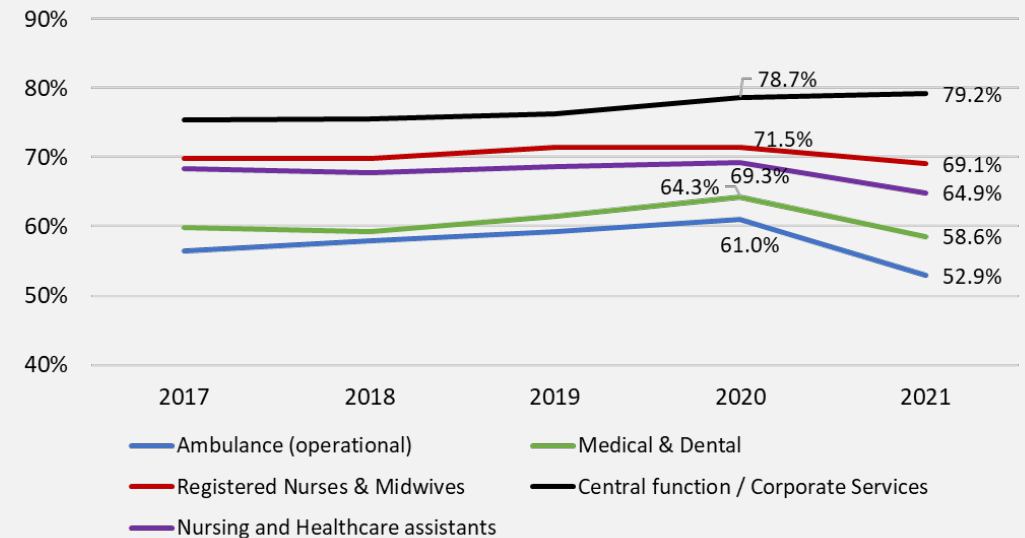**57.0%** said their immediate manager **asks for their opinion before making decisions** that affect their work (q9c)

- This is an increase of around 1 percentage point from 2020 (55.8%) and is now higher than at any point in the last five years (2017: 55.5%, 2018: 55.3%, 2019: 56.2%)

68.0% said their immediate manager **takes a positive interest in their health and well-being** (q9d)

- Following an improvement in 2020(70.4%) , this has declined by almost 2 percentage points this year and is now lower than at any point in the last five years (2017: 68.3%, 2018: 68.4%, 2019: 69.7%)

% of staff saying their immediate manager takes a positive interest in their health and well-being (q9d)

	2017	2018	2019	2020	2021
Central function / Corporate Services				78.7%	79.2%
Registered Nurses & Midwives				71.5%	69.1%
Nursing and Healthcare assistants				69.3%	64.9%
Medical & Dental				64.3%	58.6%
Ambulance (operational)				61.0%	52.9%

The percentage of staff who say their immediate manager takes a positive interest in their health and well-being declined this year across a range of occupation groups but remained relatively high amongst staff working in Central functions / Corporate Services[1]

[1]Chart shows selected occupations only. For full results please refer to the interactive dashboards available at www.nhsstaffsurveys.com/results

Theme score: 6.8

Staff Engagement is lower than in previous years (down from 7.0 in 2017-2020)

Motivation

Q2a - *I look forward to going to work*

Q2b - *I am enthusiastic about my job*

Q2c - *Time passes quickly when I am working*

Involvement

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

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

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

Advocacy

Q21a - *Care of patients / service users is my organisation's top priority*

Q21c - *I would recommend my organisation as a place to work*

Q21d - *If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation*

Motivation sub-score: 7.0

Motivation has declined since 2020 (7.2) and is lower than in 2017-2019 (7.3)

52.5% of staff **look forward to going to work** (q2a)

- This declined by more than 6 percentage points this year and is now 7 percentage points below 2019 (2019: 59.5%, 2020: 58.8%)

Some of the largest declines between 2020 and 2021 were seen amongst the following groups of staff:

  - Medical and dental staff – from 65.6% to 58.1%
  - Registered nurses and midwives – from 60.0% to 52.0%
  - Nursing and healthcare assistants - from 63.3% to 54.0%
  - Ambulance operational staff – from 55.6% to 44.5%

67.4% are **enthusiastic about their job** (q2b)

- This had peaked in 2019 (74.8%) and declined in 2020 (73.0%) but fell by more than 5 percentage points this year

72.8% said **time passes quickly** when they are working (q2c)

- This is more than 2 percentage points down on 2020 (75.5%)
- Staff at Community Trusts remain relatively positive on this question (2017: 80.0%, 2018: 80.2%, 2019: 80.6%, 2020: 80.4%, 2021: 79.2%)

% staff saying they are enthusiastic about their job
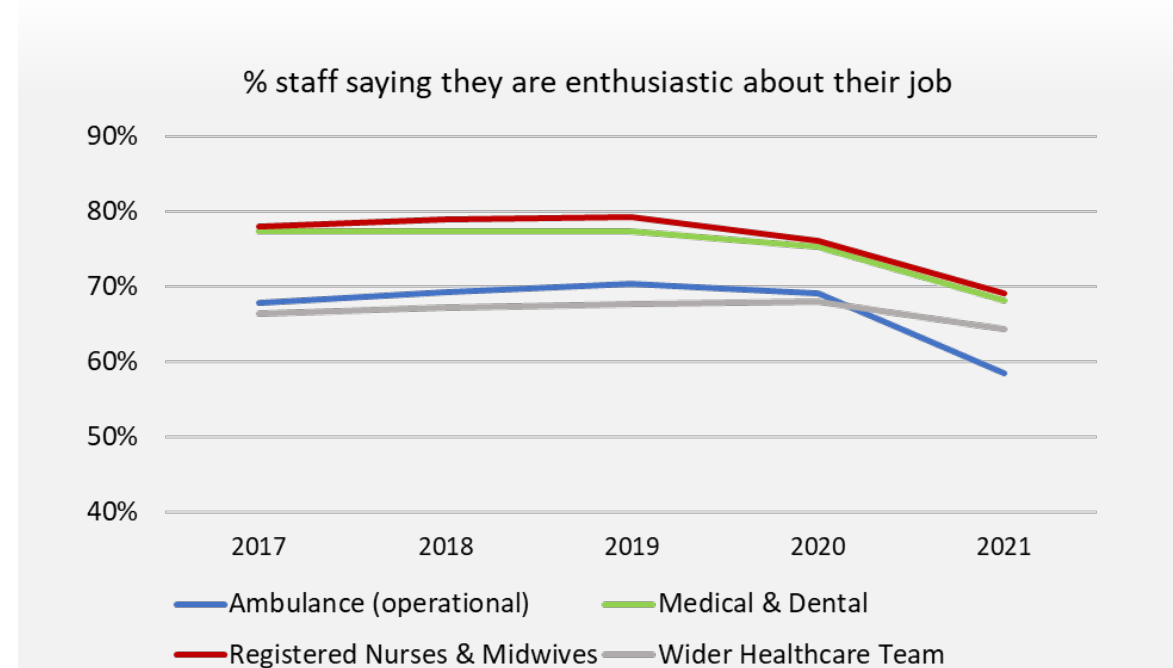
A decline in enthusiasm was seen across most occupation groups. However the decline was most marked for those in frontline roles[1].

Staff engagement : Involvement

Involvement sub-score: 6.7

The *Involvement* sub-score is unchanged from 2020 (6.7) but remains lower than in 2017-2019 (6.8)

72.3% of staff feel there are **frequent opportunities for them to show initiative** in their role (q3c)

- There has been little change on this measure at the national level over the last five years (2017: 72.8%, 2018: 73.1%, 2019: 72.9%, 2020: 72.1%)

- Registered nurses and midwives are more likely to feel they have frequent opportunities to show initiative than the average for staff in other roles (2021: 76.7%)
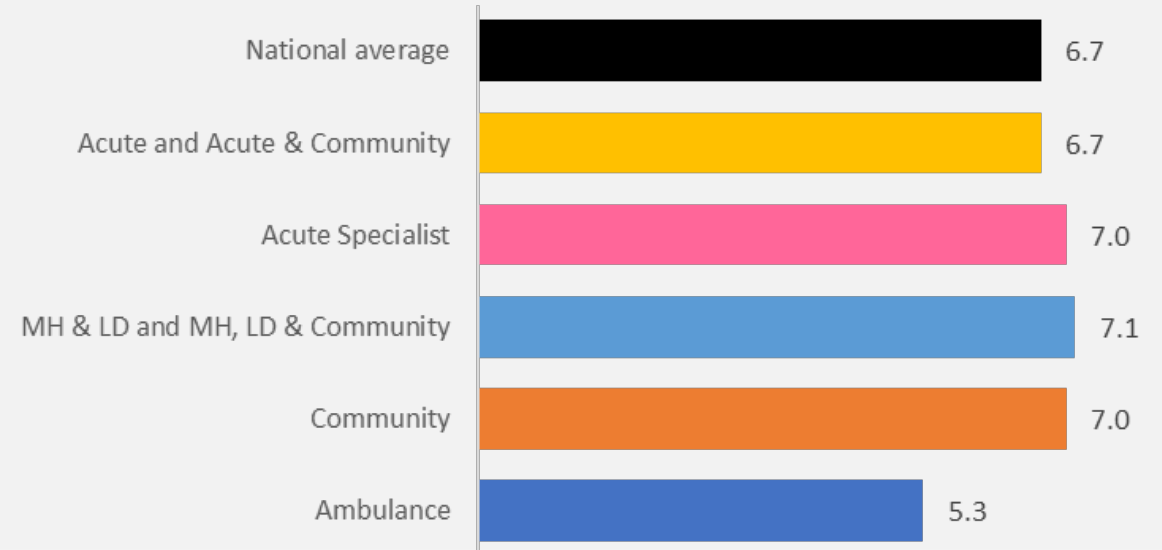
70.2% said they are **able to make suggestions** to improve the work of their team / department (q3d)

- This has continued to decline this year, down 4 percentage points from 74.4% in 2017/2018

53.1% feel they are **able to make improvements happen** in their area of work (q3f)

- Following a small decline between 2018/2019 (55.9%) and 2020 (55.2%), this measure has declined by a further 2 percentage points this year

Involvement (sub-score)

National average	6.7
Acute and Acute & Community	6.7
Acute Specialist	7.0
MH & LD and MH, LD & Community	7.1
Community	7.0
Ambulance	5.3

Advocacy sub-score: 6.8

The *Advocacy* sub-score has declined by 0.4 following improvements in 2019 (7.0) and 2020 (7.2) and is now lower than in 2017 and 2018 (6.9)

59.4% would **recommend their organisation as a place to work** (q21c)

- This has declined by more than 7 percentage points this year, having improved steadily between 2017 (59.7%) and 2020 (66.8%)

75.6% said that **care of patients / service users is their organisation's top priority** (21a)

- This has declined by around 4 percentage points since last year, following steady improvement between 2017 (74.6%) and 2020 (79.5%)

67.8% said that if a friend or relative needed treatment, they would be **happy with the standard of care provided** by the organisation (21d)

- This represents a decrease of more than 6 percentage points from 2020 (74.2%)

% of staff saying they would recommend their organisation as a place to work (q21c)
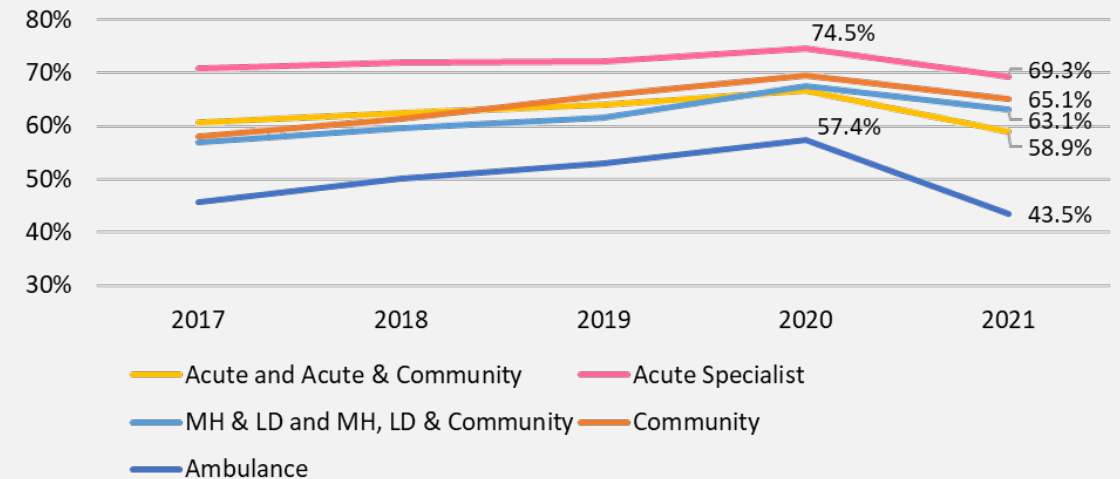
A decline in results for this question was seen this year in all sectors, although the decline was less marked in Mental Health / Learning Disability Trusts (2020: 67.5%, 2021: 63.1%) and Community Trusts (2020: 69.6%, 2021: 65.1%)

50

12. Morale

- **Thinking about leaving**
- **Work pressure**
- **Stressors (HSE index)**

Morale: Overview of sub-scores and questions

Theme score: 5.8

The Morale theme score has declined to below the 2017 level having been improving steadily between 2017 (5.9) and 2020 (6.1)

Thinking about leaving

Q22a - *I often think about leaving this organisation*

Q22b - *I will probably look for a job at a new organisation in the next 12 months*

Q22c - *As soon as I can find another job, I will leave this organisation*

Work pressure

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

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

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

Stressors

Q3a - *I always know what my work responsibilities are*

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

Q5a - *I have unrealistic time pressures*

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

Q5c - *Relationships at work are strained*

Q7c - *I receive the respect I deserve from my colleagues at work*

Q9a - *My immediate manager encourages me at work*

Morale : Thinking about leaving

Thinking about leaving sub-score: 6.0

Thinking about leaving has increased this year following year on year improvements between 2018 (6.1) and 2020 (6.3)

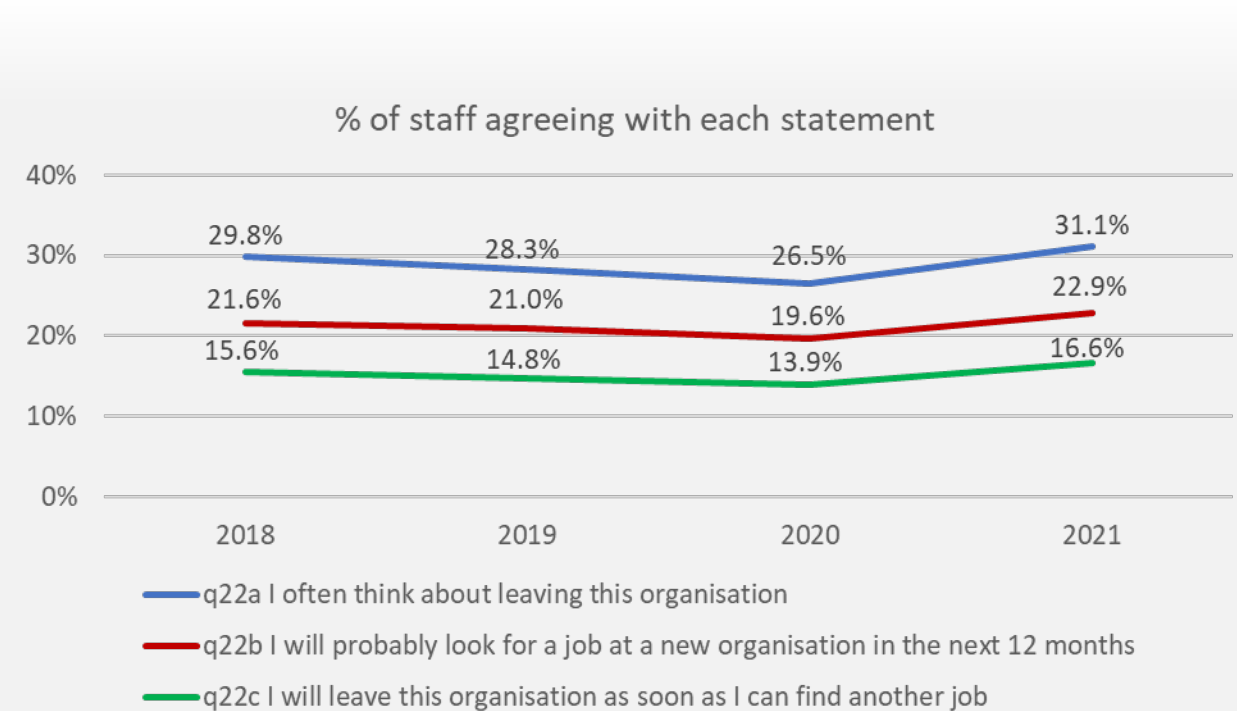**31.1%** said they **often think about leaving this organisation** (q22a)

- Having improved for two years running this has increased by over 4 percentage points to a four-year high (2018: 29.8%, 2019: 28.3%, 2020: 26.5%)

22.9% said they **will probably look for a job at a new organisation in the next 12 months** (q22b)

- This had declined for two years running but is now the highest for four years (2018: 21.6%, 2019: 21.0%, 2020: 19.6%)

16.6% said that they **will leave this organisation as soon as they can find another job** (q22c)

- This is an increase of over 2 percentage points this year and is now higher than at any point in the last four years (2019: 15.6%, 2019: 14.8%, 2020: 13.9%)

% of staff agreeing with each statement

	2018	2019	2020	2021
q22a I often think about leaving this organisation	29.8%	28.3%	26.5%	31.1%
q22b I will probably look for a job at a new organisation in the next 12 months	21.6%	21.0%	19.6%	22.9%
q22c I will leave this organisation as soon as I can find another job	15.6%	14.8%	13.9%	16.6%

q22a I often think about leaving this organisation

q22b I will probably look for a job at a new organisation in the next 12 months

q22c I will leave this organisation as soon as I can find another job

Morale : Work pressure

Work pressure sub-score: 5.1

Following an improvement between 2019 and 2020 (up from 5.3 to 5.6), the sub-score for *work pressure* deteriorated by 0.5 in 2021 and is now below the level in recorded 2017 and 2018 (5.2)

43.2% said they are **able to meet all the conflicting demands on their time at work** (q3g)

- This had steadily improved between 2017 and 2020 but dropped by over 4 percentage points this year to a five-year low. (2017: 44.4%, 2018: 44.9%, 2019: 46.1%, 2020: 47.7%)

57.3% said they have **adequate materials, supplies and equipment** to do their work (q3h)

- This is down 3 percentage points compared to 2020 (60.3%) but remains higher than the preceding years (2017: 54.2%, 2018: 54.6%, 2019: 56.1%)

27.2% said there are **enough staff at their organisation for them to do their job properly** (q3i).

- Following an increase between 2017 (30.9%) and 2018 (31.7%) and a more marked improvement between 2019 (32.3%) and 2020 (38.4%), this measure saw a sharp decline this year (down over 11 percentage points) to its lowest level for five years

% of staff agreeing that there are enough staff at this organisation for me to do my job properly
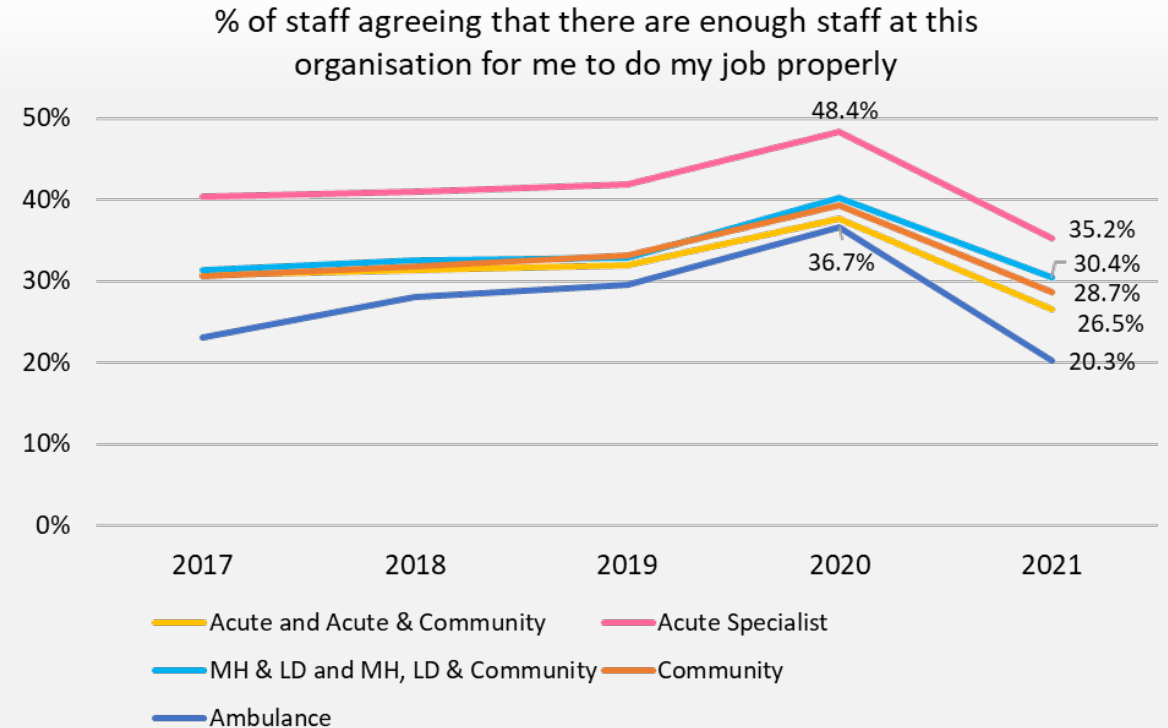
The percentage of staff saying there are enough staff at their organisation declined across all sectors this year. The Acute Specialist sector continues to perform best on this measure but has declined by 13 percentage points (2020: 48.4%, 2021: 35.2%)

Morale : Stressors

Stressors sub-score: 6.3

The *stressors* sub-score for 2021 has deteriorated compared with 2018-2020 (6.4)

Relationships

70.6% said they **receive the respect they deserve from their colleagues at work** (q7c) (2020: 71.4%)

- This has declined for two consecutive years (2019: 72.3%, 2020: 71.4%)

69.9% said their **immediate manager encourages them at work** (q9a) (2020: 70.3%)

- This has also seen a slight decline for two years running (2019: 70.9%, 2020: 70.3%)

44.8% said **relationships at work are never or rarely strained** (q5c)

- This has declined by over 2 percentage points this year to a four-year low (2018: 45.1%, 2019: 46.6%, 2020: 47.1%).

Ways of working

85.7% of staff **always know what their responsibilities are** (q3a) (2020: 85.9%)

53.3% often or always have a **choice in deciding how to do their work** (q5b)

- This declined by over 2 percentage points this year (2020: 55.7%)

48.9% are **involved in deciding on changes introduced** that affect their work area / team / department (q3e) (2020: 50.1%)

- This has declined steadily over recent years and is now more than 3 percentage points lower than in 2018 (52.2%)

23.5% said they **never or rarely have unrealistic time pressures** (q5a)

- This is down more than 1 percentage point this year but remains higher than in 2018/2019 (2018: 22.0%, 2019: 22.9%, 2020: 25.2%)

For further information...

For more information about the NHS Staff Survey please visit our website:

www.nhsstaffsurveys.com

Our results website provides data from the survey via interactive dashboards:

www.nhsstaffsurveys.com

If you have any questions about any aspect of the NHS Staff Survey please do not hesitate to get in touch with the **Survey Coordination Centre**:

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