

# NHS Staff Survey 2023

## National results briefing



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## 2023 National results briefing



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# 1. Introduction



## 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 including Integrated Care Boards (ICBs), Commissioning Support Units (CSUs) and social enterprises.
- 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.



[2023 Core questionnaire](#)



[Results](#)



## Participation

**707,460**

staff responded  
(636,348 in 2022)



**665,207**

online responses  
(593,977 in 2022)



**42,253**

paper responses  
(42,371 in 2022)

**48%**

response rate  
(up from 46% in 2022)

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

- Over 1.4 million NHS employees in England were invited to participate in the survey between September and November 2023.
- 268 NHS organisations took part, including all 213 trusts\* in England.
- At each organisation, all eligible staff were invited to take part in the survey.
- Staff were sent either an email containing a link to the online survey or a paper questionnaire along with a letter containing a QR code for the online survey.
- Since 2021, the survey questions have been 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 is designed to track progress against the seven People Promise elements, and against two theme scores reported in previous years (see [Technical Details](#)). Sub-scores are reported across all measures\*\*.
- The 2023 survey used the same methodology and timings as in previous years. All questions\*\*\* and key indicators reported in 2021 and 2022 were retained in order to maintain comparability of trend data.
- The survey was nationally administered by the **Survey Coordination Centre**, on behalf of **NHS England**.
- Please note, results for the mandated bank version for the NHS Staff Survey 2023 and the General Practice Staff Survey 2023 are reported separately.

\* For reporting purposes, the integrated Isle of Wight NHS Trust is treated as four trusts, covering acute, community, mental health and ambulance services.

\*\* Except for "We are recognised and rewarded" which has no sub-scores

\*\*\* Except for q30b "Has your employer made reasonable adjustments..." which is not comparable to results prior to 2022 due to a wording change

## How has the mode of survey completion changed over the last 5 years?

The chart on the right shows the number of responses to the survey per year and how staff responded (via a paper questionnaire or online)\*.

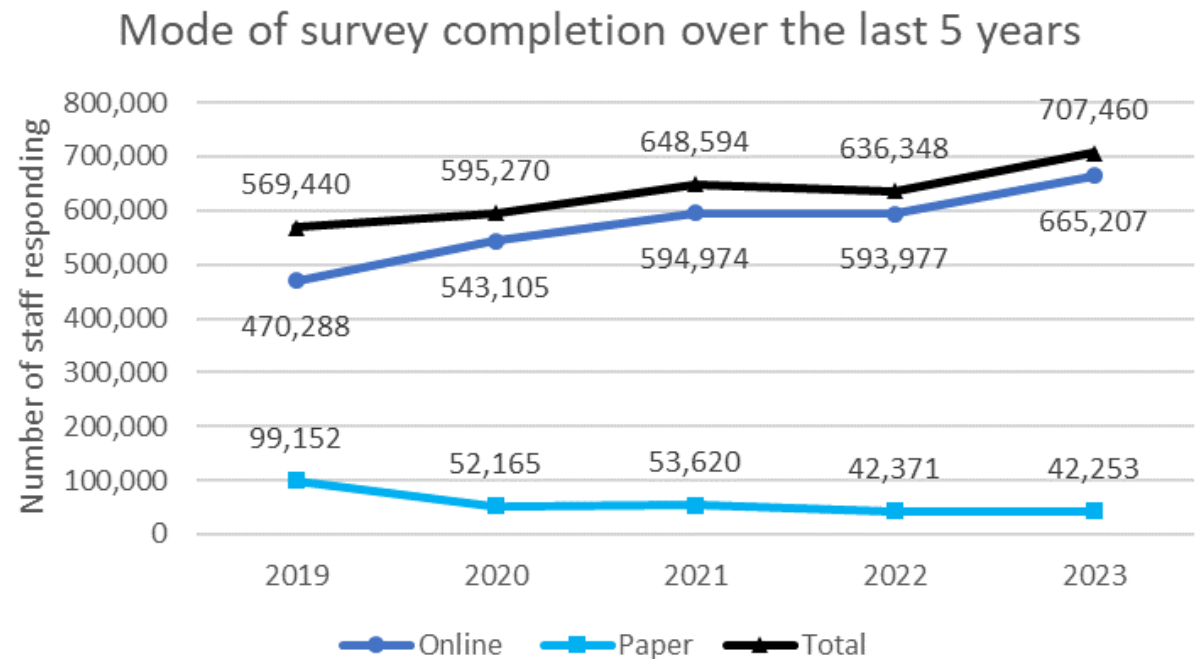
More than nine in ten staff who took part completed the survey online. This proportion has increased year on year and is now at 94%.

Meanwhile the number of staff completing on paper has remained similar this year.

Paper: 2022: 42,371  
2023: 42,253



Online: 2022: 593,977  
2023: 665,207



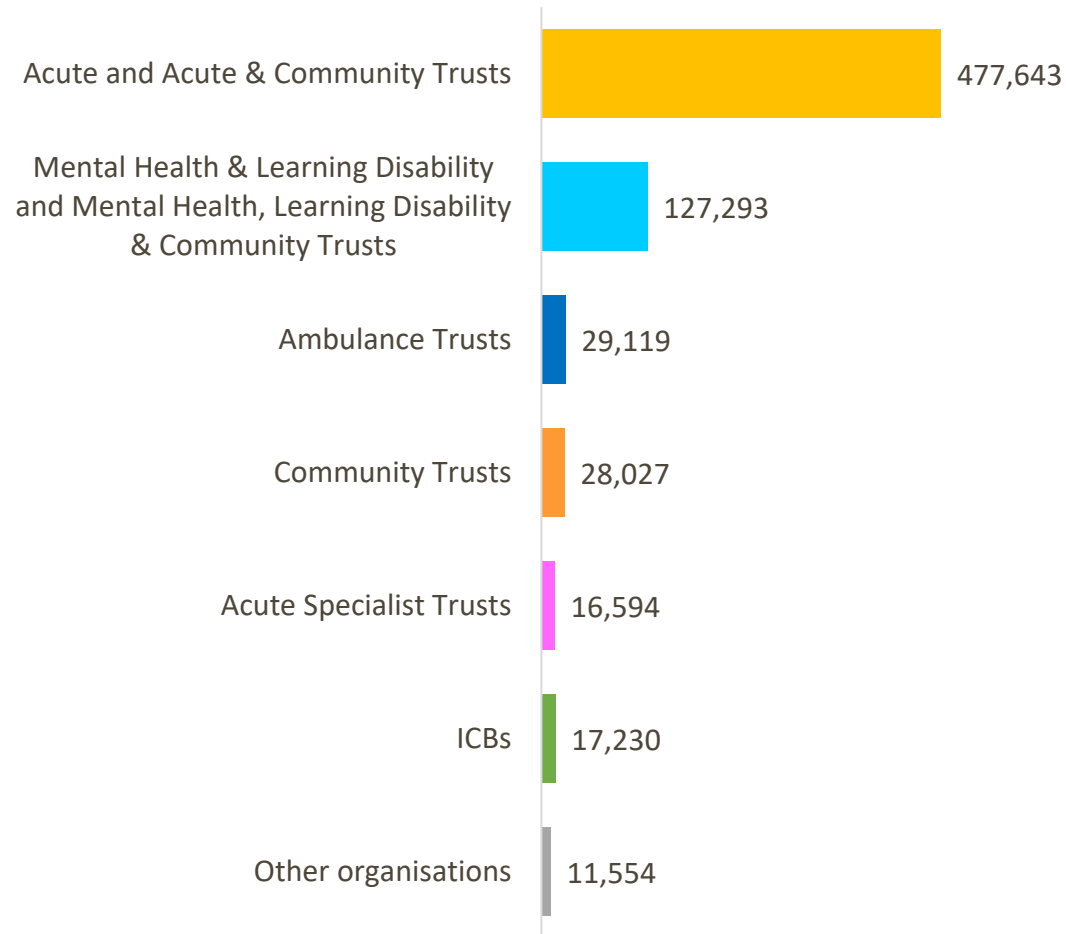
\* These are overall figures which include trusts and non-trust organisations. For the first time in 2021, some staff who received the survey on paper were given the option to complete it online. This option was extended to all staff in 2022.



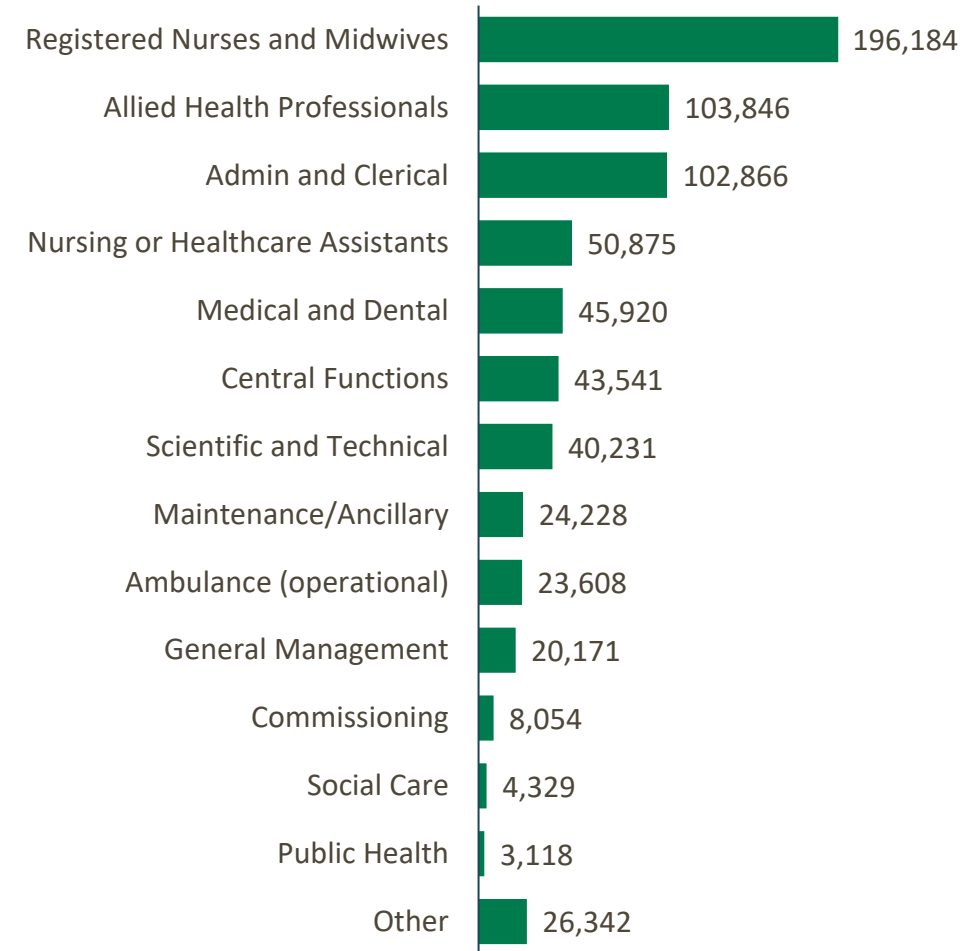
# NHS Staff Survey: Who took part?

Survey  
Coordination  
Centre

## By organisation type



## By occupation group\*



\*Additional demographic profiles can be viewed on the interactive dashboard available at [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)

1 Self-reported. 14,147 staff chose not to respond to this question

## 2. Technical details





- **The results presented in the remainder of this report only cover the 213 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\*, except where otherwise stated. Historical data have been re-weighted to improve comparisons over time. 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 2023, unless otherwise indicated.
- Unless otherwise stated, results for individual questions are 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". To view all response options, please see the interactive dashboards or detailed spreadsheets on the survey results website at [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/).
- Results that have changed by at least 1 percentage point or 0.10 on a score or sub-score are highlighted: green shows improvements and red shows a deterioration. Differences below this threshold may be described as "similar", but this does not imply there is no change.
- Results are displayed to two decimal places. Where differences between results are shown, these are calculated before any rounding.
- Vertical scales on charts vary and this affects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.
- Further information about the technical details of the survey and the result outputs can be found in the [Technical Document](#).








\*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. White staff vs Staff from other ethnic groups). This may affect the comparability of the results of these subgroups.

### National (trust only) participation and response rate



678,676 responses from  
staff at NHS trusts  
**47% response rate**

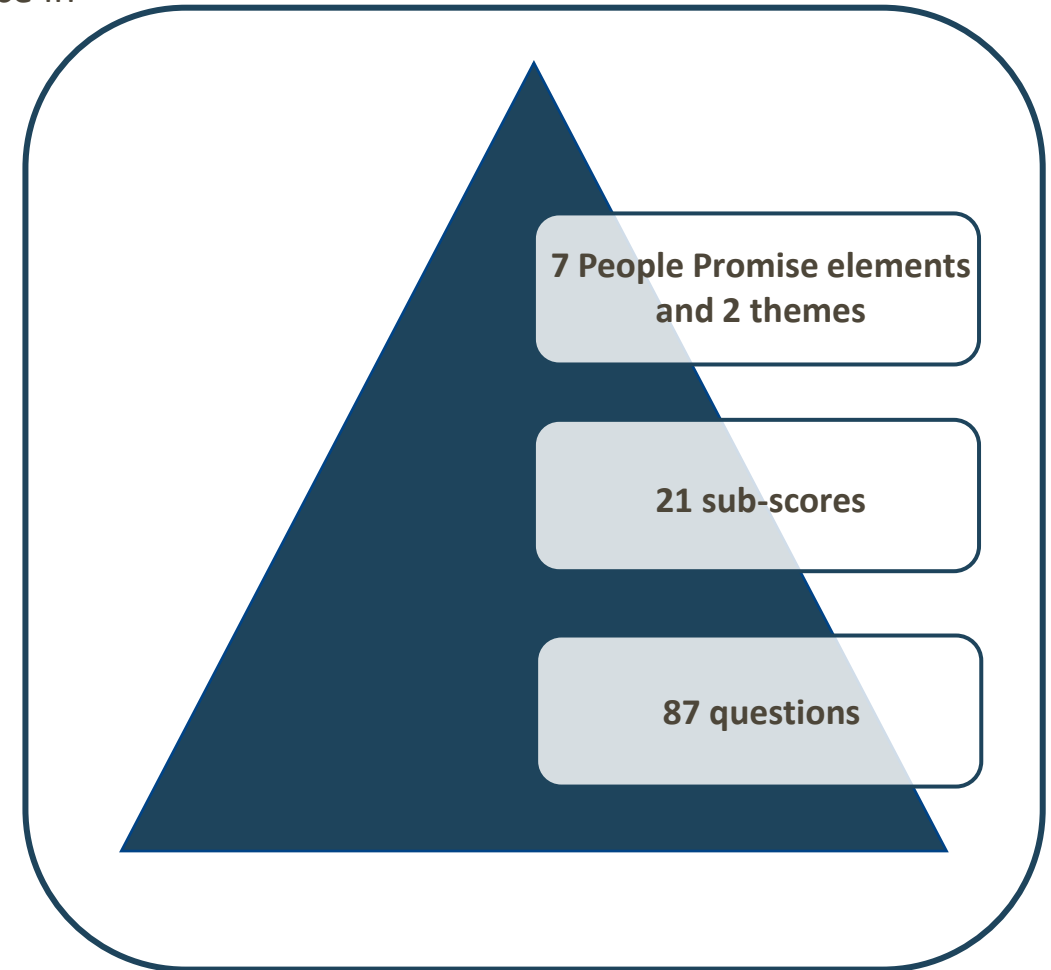
The **People Promise summary indicators** provide an overview of staff experience in relation to the seven elements of the People Promise:

-  *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 score for each People Promise element and theme is based on between two and four sub-scores\*, with each sub-score calculated from the responses to between one and nine aligned questions. Sub-scores are also reported.



\*With the exception of the People Promise element “*We are recognised and rewarded*” which uses no sub-scores in its calculation



### **We are unable to report some results in the 2023 NHS Staff Survey.**

This relates to an issue with the quality of the data that was identified close to the publication date. This is currently being investigated by the Survey Coordination Centre and NHS England in line with our commitment to ensuring that the results from the survey are of the highest quality.

Specifically, we have identified a higher than expected rate of missing data for a set of questions in the survey – Q13a-d. Further investigation has determined that this is associated with staff completing the online survey using a specific type of device. For respondents at some organisations working with one of the main providers of survey services, questions 13 a to d were not always presented as expected where those respondents were using an iPhone to complete the survey. This is the first time an issue of this nature has arisen and affects only a minority of respondents.

### **2023 results for the following four questions cannot be reported:**

- **Q13a** – In the last 12 months how many times have you personally experienced physical violence at work from patients/service users, their relatives, or other members of the public.
- **Q13b** – In the last 12 months how many times have you personally experienced physical violence at work from managers.
- **Q13c** – In the last 12 months how many times have you personally experienced physical violence at work from other colleagues.
- **Q13d** – The last time you experienced physical violence at work, did you or a colleague report it?



### 2023 results for the following two People Promise element sub-scores cannot be reported:

- **“Negative experiences”**, which uses questions 13a, 13b and 13c in its calculation.
- **“Health and safety climate”**, which uses question 13d in its calculation.

The **“Burnout”** sub-score remains unaffected, and 2023 results for this measure will be reported alongside 2019-2022 historical data.

### 2023 results for the following People Promise element score cannot be reported:

- **“We are safe and healthy”**, which uses the “Negative experiences” and “Health and safety climate” sub-scores in its calculation.

### Please note:

1. 2023 results for these measures cannot be reported on at any level at this time (national, benchmarking group, region, ICS, or organisation).
2. Once the issue has been fully investigated, it may be possible to release some results at organisation and aggregate level. An update on this will be provided as soon as possible.
3. Historical results (2019 to 2022) for these measures are unaffected and will continue to be reported at all levels.
4. A similar issue may also have affected the NHS Staff Survey for bank only workers. This is also being investigated.



### 3. We are compassionate and inclusive

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



# We are compassionate and inclusive: Overview of sub-scores and questions

**People Promise element score: 2023: 7.30 (2022: 7.23, 2021: 7.24)**

The 'We are compassionate and inclusive' score has remained similar compared to 2022 and 2021.

## Compassionate culture

- Q6a** - *I feel that my role makes a difference to patients / service users*
- Q25a** - *Care of patients / service users is my organisation's top priority*
- Q25b** - *My organisation acts on concerns raised by patients / service users*
- Q25c** - *I would recommend my organisation as a place to work*
- Q25d** - *If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation*

## Compassionate leadership

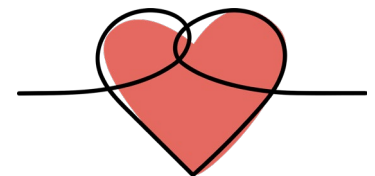
- Q9** - *My immediate manager...*
  - f** ...works together with me to come to an understanding of problems
  - g** ...is interested in listening to me when I describe challenges I face
  - h** ...cares about my concerns
  - i** ...takes effective action to help me with any problems I face

## 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 in the past 12 months*
- Q21** - *I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)*

## 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*





## We are compassionate and inclusive: Compassionate culture

Compassionate culture sub-score: 2023: 7.09 (2022: 6.98, 2021: 7.11)

### Care of patients and service users

**87.64%** said they feel their **role makes a difference** to patients / service users (q6a) (2022: 86.81%, 2021: 87.33%)

**75.14%** said that **care of patients / service users is their organisation's top priority** (q25a) (2022: 74.09%, 2021: 75.68%, 2020: 79.57%, 2019: 77.35%)

**70.55%** agree that their organisation **acts on concerns raised by patients / services users** (q25b) (2022: 69.11%, 2021: 72.07%, 2020: 74.97%, 2019: 73.98%)

### Recommend as a place to work

**61.12%** would **recommend their organisation as a place to work** (q25c) (2022: 57.42%, 2021: 59.43%, 2020: 66.80%, 2019: 63.38%)

### Standard of care

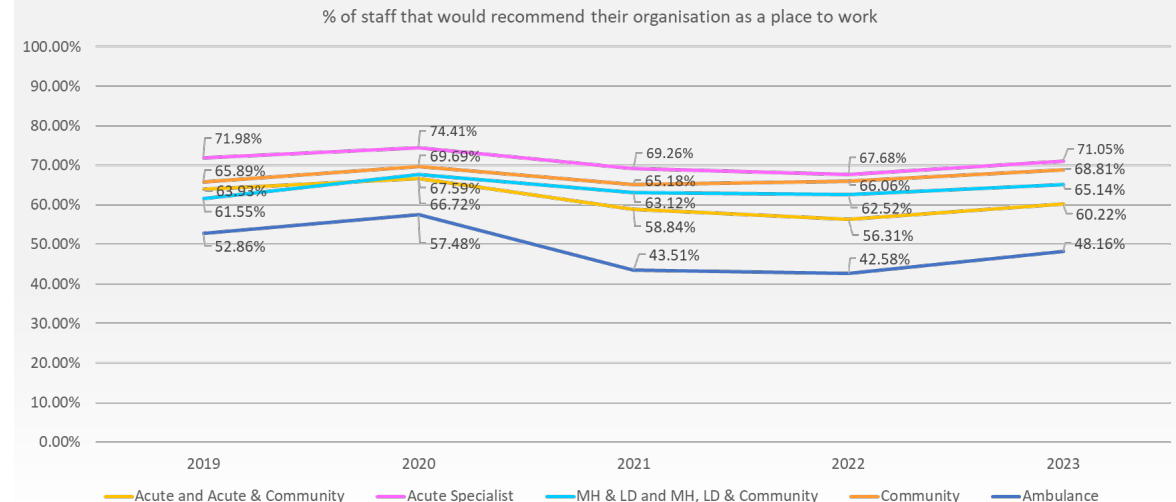
**64.97%** said that if a friend or relative needed treatment, they would be **happy with the standard of care** provided by their organisation (q25d) (2022: 62.95%, 2021: 67.78%, 2020: 74.27%, 2019: 71.46%)

### Trends in compassionate culture

The 'Compassionate culture' sub-score has improved from 6.98 to 7.09 since 2022, following a decline from 7.11 in 2021.

Of the five measures linked to compassionate culture, the proportion of staff who feel their role makes a difference to patients/service users remains at similar level to 2022, and the other four measures each improved, following declines in 2022.

The greatest increase was in the percentage of staff who would recommend their organisation as a place to work, which at 61.12% is up around four percentage points since 2022 and now at a three-year high across all types of trust.





# We are compassionate and inclusive: Compassionate leadership

Compassionate leadership sub-score: 2023: 7.06 (2022: 6.95, 2021: 6.88)

## Listening and understanding

**69.72%** said their immediate manager **works together with them to come to an understanding of problems** (q9f) (2022: 68.01%, 2021: 67.01%)

**72.28%** agreed that their immediate manager is **interested in listening to them when they describe challenges** they face (q9g) (2022: 70.69%, 2021: 69.52%)

## Caring and acting

**71.02%** agreed that their immediate manager **cares about their concerns** (q9h) (2022: 69.55%, 2021: 68.55%)

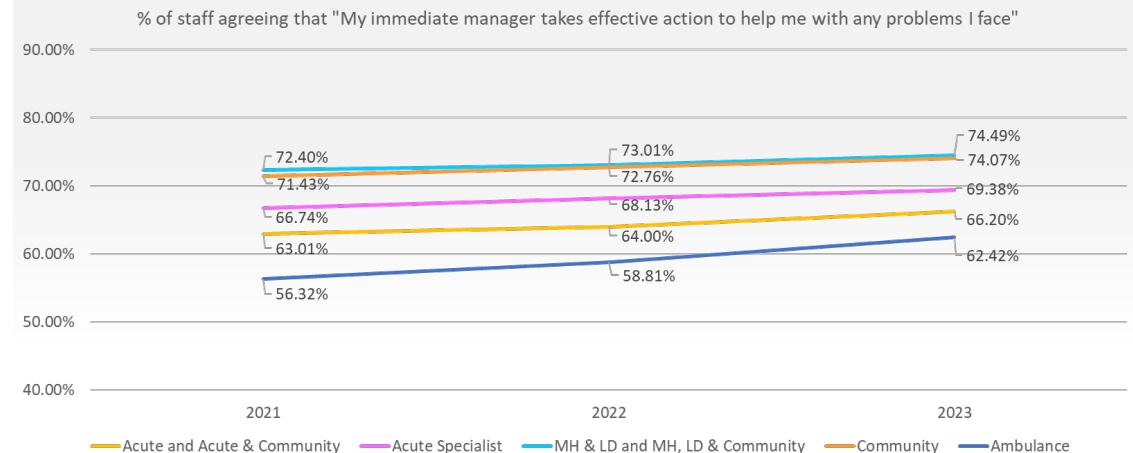
**67.84%** said their immediate manager **takes effective action** to help them with any problems they face (q9i) (2022: 65.74%, 2021: 64.74%)

## Compassionate leadership – trends by trust type

The 'Compassionate leadership' sub-score has improved between 2022 and 2023.

The proportion of staff agreeing with each of the four questions feeding this sub-score increased by around one or two percentage points compared with 2022 and all four are now at a three-year high.

The greatest improvement was in the proportion of staff who feel their immediate manager "takes effective action" to help with their problems, which is now three percentage points higher than in 2021. This trend is evident across all trust types, with a notable improvement amongst staff working in Ambulance Trusts (up from 56.32% to 62.42% since 2021).







# We are compassionate and inclusive: Diversity and equality

Diversity and equality sub-score: 2023: 8.11 (2022: 8.10, 2021: 8.10)

## Equal opportunities

**56.40%** 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) (2022: 55.98%, 2021: 55.61%, 2020: 56.26%, 2019: 56.81%)

## Discrimination

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

**8.48%** ...from patients / service users, their relatives or other members of the public (q16a) (2022: 8.29%, 2021: 7.83%, 2020: 7.27%, 2019: 7.20%)

**9.07%** ...from managers, team leaders or colleagues (q16b) (2022: 9.00%, 2021: 9.02%, 2020: 8.35%, 2019: 7.68%)

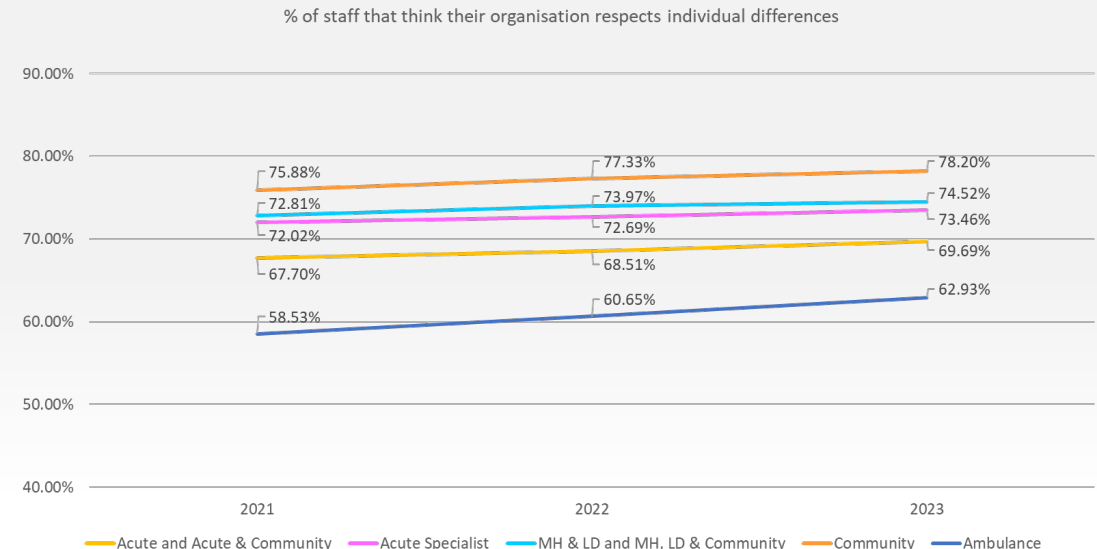
## Respect for individual differences

**70.63%** of staff felt their organisation **respects individual differences**, such as different cultures, working styles, backgrounds and ideas (q21) (2022: 69.54%, 2021: 68.60%)

## Experience of discrimination and respect for difference

The 'Diversity and equality' sub-score has remained at a similar level for the last three years, with little change on most measures this year.

In the last five years there has been a gradual increase in the percentage of staff claiming to have experienced discrimination at work; experience of discrimination from patients or the public is up from 7.20% to 8.48% since 2019, while discrimination from staff is up from 7.68% to 9.07%. However, staff are increasingly likely to feel their organisation respects individual differences such as cultures, working styles, backgrounds and ideas. This measure is up two percentage points since 2021, with improvements across all trust types.



# ➤ We are compassionate and inclusive: Inclusion

Inclusion sub-score: 2023: 6.92 (2022: 6.89, 2021: 6.86)

## Part of a team

**70.43%** of staff said they **felt valued by their team** (q7h) (2022: 69.44%, 2021: 68.72%)

**64.05%** of staff said they **felt a strong personal attachment to their team** (q7i) (2022: 63.82%, 2021: 63.62%)

## Respect and civility

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

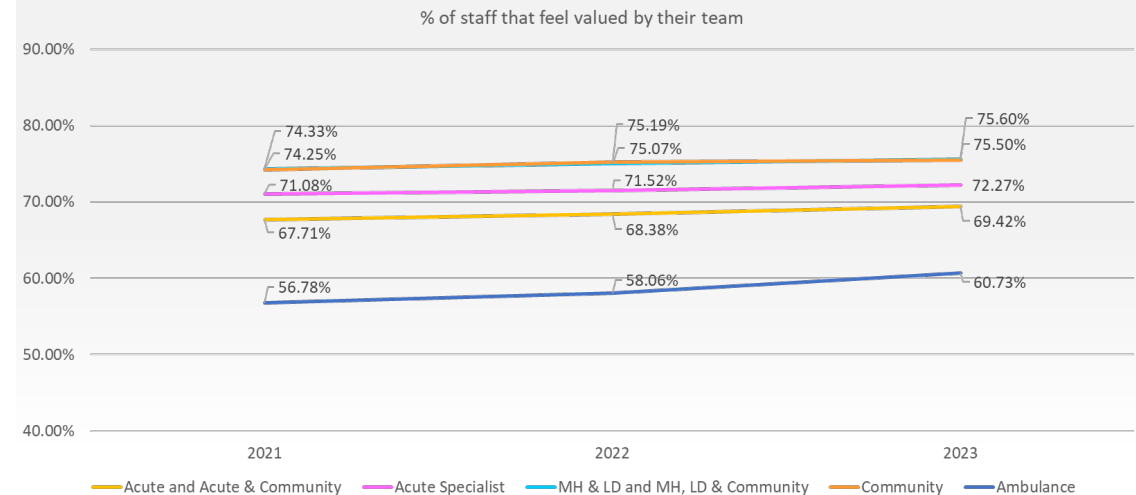
**71.24%** ... **understanding and kind to one another** (q8b) (2022: 71.11%, 2021: 70.57%)

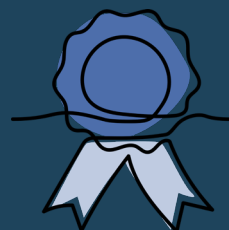
**72.34%** ... **polite and treat each other with respect** (q8c) (2022: 72.40%, 2021: 71.98%)

## Feeling valued

At 6.92, the 'Inclusion' sub-score is similar to that reported for 2022 (6.89) and 2021 (6.86). The results for most of the measures feeding into this sub-score are also similar to those reported in previous years.

The biggest improvement since 2021 is in the proportion of staff who feel "valued by my team", which is up by around two percentage points over the last two years. Agreement on this measure remains highest amongst staff working in Community Trusts and in Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts, with a notable improvement amongst staff in Ambulance Trusts in the last two years (up around four percentage points since 2021).





## 4. We are recognised and rewarded

**People Promise element score: 2023: 6.00 (2022: 5.80, 2021: 5.89)**

The 'We are recognised and rewarded' score has **improved by 0.2** since 2022 and is now higher than in 2021.

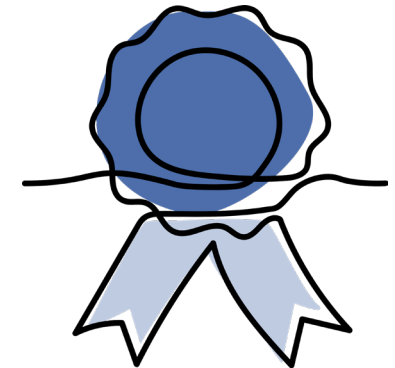
**There are no sub-scores for this People Promise element. Instead, the score is based on the following five questions:**

**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*





## We are recognised and rewarded

People Promise element score: 2023: 6.00 (2022: 5.80, 2021: 5.89)

### Recognition

**54.72%** of staff were **satisfied with the recognition they get for good work** (q4a) (2022: 52.46%, 2021: 51.95%, 2020: 57.26%, 2019: 58.09%)

### Feeling valued and appreciated

**44.92%** were **satisfied with the extent to which their organisation values their work** (q4b) (2022: 42.16%, 2021: 42.11%, 2020: 48.02%, 2019: 48.05%)

**68.27%** of staff say that **the people they work with show appreciation to one another** (q8d) (2022: 68.03%, 2021: 67.49%)

**72.69%** agree that **their immediate manager values their work** (q9e) (2022: 71.52%, 2021: 70.75%, 2020: 72.69%, 2019: 73.46%)

### Satisfaction with pay

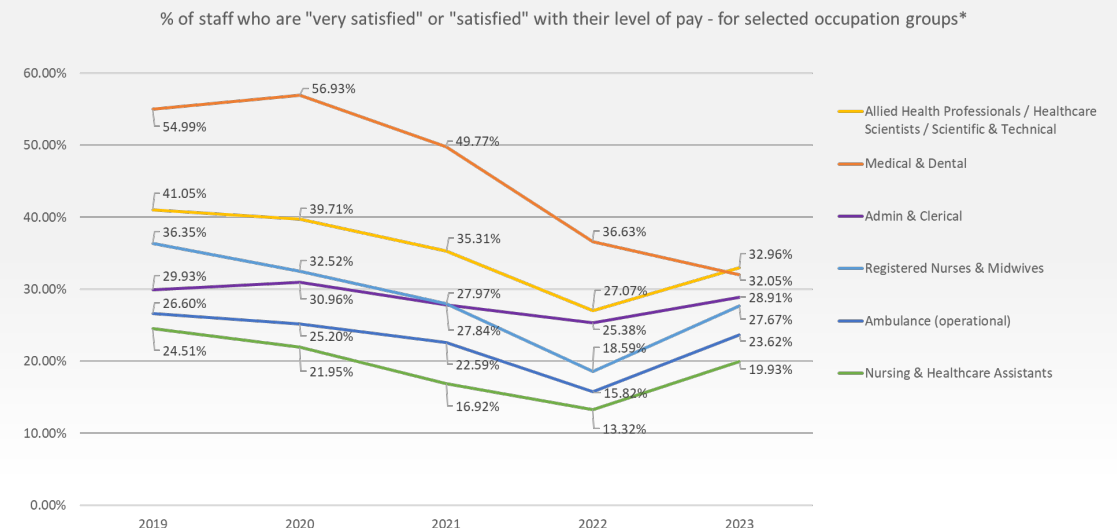
**31.23%** of staff were **satisfied with their level of pay** (q4c) (2022: 25.61%, 2021: 32.53%, 2020: 36.54%, 2019: 37.89%)

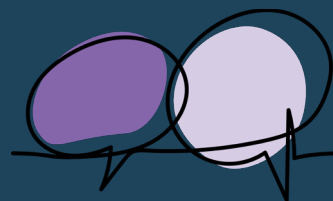
\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)

### Trends in satisfaction with pay and recognition

Most measures related to recognition and reward improved by at least one percentage point compared with 2022, with notable improvements in satisfaction with recognition for good work and feeling their organisation values their work (both up over two percentage points). However, these measures remain below the levels reported in 2019 and 2020.

Satisfaction with pay has improved by around six percentage points following a steep decline between 2021 and 2022 but remains around seven percentage points below the pre-pandemic level (2019). Across a number of staff groups, satisfaction with pay recovered to levels similar to 2021, but satisfaction continued to decline amongst medical and dental staff, which at 32.05% is now 23 percentage points lower than in 2020.





## 5. We each have a voice that counts

- Autonomy and control
- Raising concerns



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

**People Promise element score: 2023: 6.72 (2022: 6.68, 2021: 6.72)**

The 'We each have a voice that counts' score has remained at a similar level to the previous two years.

### 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*

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

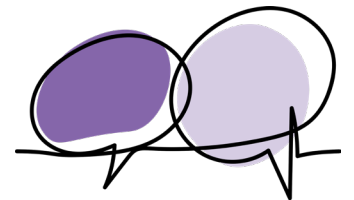
### Raising concerns

**Q20a** - *I would feel secure raising concerns about unsafe clinical practice*

**Q20b** - *I am confident that my organisation would address my concern*

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

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



## Autonomy and control sub-score: 2023: 6.97 (2022: 6.92, 2021: 6.90)

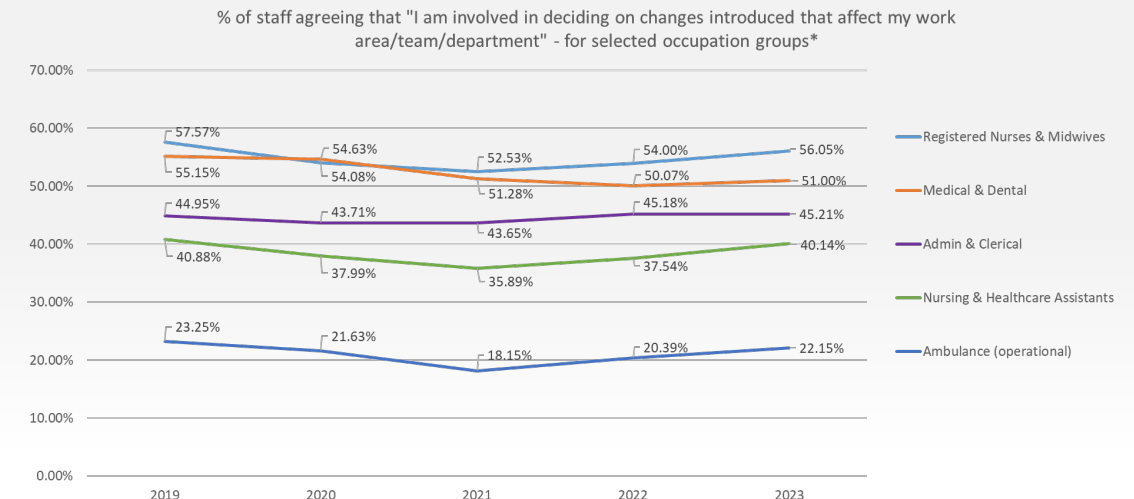
- 86.05%** of staff **always know what their responsibilities are** (q3a) (2022: 85.53%, 2021: 85.71%, 2020: 85.85%, 2019: 87.07%)
- 90.13%** **feel trusted to do their job** (q3b) (2022: 90.30%, 2021: 90.45%, 2020: 90.69%, 2019: 91.32%)
- 73.86%** said there are **frequent opportunities for them to show initiative in their role** (q3c) (2022: 72.89%, 2021: 72.48%, 2020: 72.28%, 2019: 73.09%)
- 71.59%** of staff said they are **able to make suggestions** to improve the work of their team/department (q3d) (2022: 70.95%, 2021: 70.40%, 2020: 73.21%, 2019: 74.25%)
- 51.24%** of staff say they are **involved in deciding on changes** introduced that affect their work area / team / department (q3e) (2022: 50.21%, 2021: 49.11%, 2020: 50.27%, 2019: 52.16%)
- 55.87%** feel **able to make improvements happen** in their area of work (q3f) (2022: 54.41%, 2021: 53.25%, 2020: 55.37%, 2019: 56.10%)
- 54.48%** say they often or always **have a choice in how to do their work** (q5b) (2022: 53.77%, 2021: 53.47%, 2020: 55.83%, 2019: 56.14%)

\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)

## Trends in feelings of autonomy and control

The 'Autonomy and control' sub-score has remained similar in 2023 compared to 2021 and 2022. While most measures feeding into this sub-score have remained similar to last year, there were improvements in the proportion of staff who feel involved in deciding on changes introduced that affect their work area or team and the proportion who feel able to make improvements happen in their area of work; both measures are now at a four-year high.

Improvements on these two measures are evident across many staff groups, with steady improvements over the last two years amongst registered nurses and midwives, nursing and healthcare assistants and ambulance operational staff.





# ➤ We each have a voice that counts : Raising concerns

Raising concerns sub-score: 2023: 6.46 (2022: 6.44, 2021: 6.54)

## Concerns about clinical safety

The following percentage of staff said they...

**71.28%** ...would feel secure raising concerns about unsafe clinical practice (q20a) (2022: 71.89%, 2021: 75.00%, 2020: 72.66%, 2019: 71.85%)

**56.81%** ...were confident that their organisation would address their concern (q20b) (2022: 56.73%, 2021: 59.52%, 2020: 60.51%, 2019: 59.90%)

## Speaking up about concerns

The following percentage of staff said they...

**62.31%** ...feel safe to speak up about anything that concerns them in their organisation (q25e) (2022: 61.52%, 2021: 62.06%, 2020: 65.67%)

**50.07%** ...were confident that their organisation would address their concern (q25f) (2022: 48.69%, 2021: 49.81%)

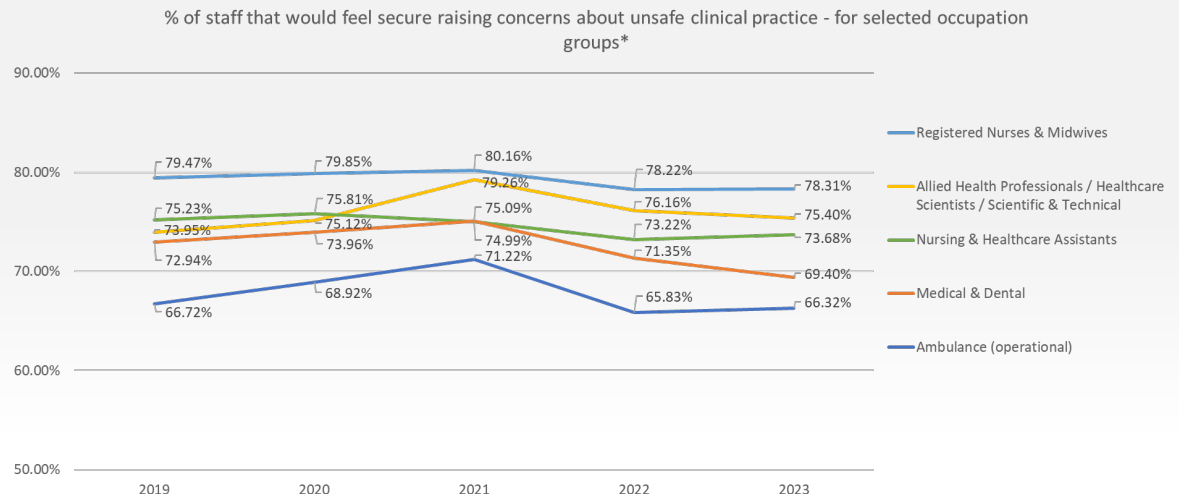
\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)

## Speaking up and raising concerns

The 'Raising concerns' sub-score remained at a similar level to 2022, following a decline between 2021 and 2022.

On most measures contributing to this score, the results remain similar between 2022 and 2023, but the proportion of staff who would be confident that their organisation would address any concerns they raised has increased by around one percentage point.

When it comes to concerns about clinical safety, the percentage of staff who feel secure raising such concerns is now at a five-year low. Confidence to raise clinical safety concerns has declined by around six percentage points amongst medical and dental staff since 2021.





## 6. We are safe and healthy

- Negative experiences
- Health and safety climate
- Burnout

Note: 2023 results for some measures in this section have not been reported due to an issue with the data. Please see the [note on page 11](#) and [www.nhsstaffsurveys.com/survey-documents/](http://www.nhsstaffsurveys.com/survey-documents/) for more details.



# We are safe and healthy: Overview of sub-scores and questions

## People Promise element score: 2023: -- (2022: 5.94, 2021: 5.94)

2023 results for the 'We are safe and healthy' score have not been reported due to an issue with the data. Please see [www.nhsstaffsurveys.com/survey-documents/](http://www.nhsstaffsurveys.com/survey-documents/) for more details.

### Negative experiences\*

**Q13a-c\*** - *Experience of physical violence in the last 12 months*

**Q14a-c** - *Experience of harassment, bullying or abuse in the last 12 months*

**Q11b** - *Experience of musculoskeletal problems as a result of work activities in the last 12 months*

**Q11c** - *Whether felt unwell as a result of work-related stress in the last 12 months*

**Q11d** - *Whether attended work despite not feeling well enough in the last three months*

### 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*

### 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 questions\*\*

**Q17a-b** - *Experience of unwanted behaviour of a sexual nature at work in the last 12 months*

**Q22** - *I can eat nutritious and affordable food while I am working*

\*2023 results for these measures have not been reported due to an issue with the data. Please see [www.nhsstaffsurveys.com/survey-documents/](http://www.nhsstaffsurveys.com/survey-documents/) for more details.

\*\*These are new questions and do not contribute to the calculations of any People Promise element score, theme score or sub-score, to maintain comparability with previous years.



# ➤ We are safe and healthy: Negative experiences (1)

## Negative experiences sub-score: 2023: -- (2022: 7.70, 2021: 7.70)

2023 results for the 'Negative experiences' sub-score have not been reported due to an issue with the data. Please see [www.nhsstaffsurveys.com/survey-documents/](https://www.nhsstaffsurveys.com/survey-documents/) for more details.

### Staff health

**28.69%** of staff have experienced **musculoskeletal problems** as a result of work activities in the last 12 months (q11b) (2022: 30.11%, 2021: 30.79%, 2020: 29.39%, 2019: 28.07%)

**41.71%** of staff have **felt unwell as a result of work-related stress** in the last 12 months (q11c) (2022: 44.76%, 2021: 46.92%, 2020: 44.15%, 2019: 40.46%)

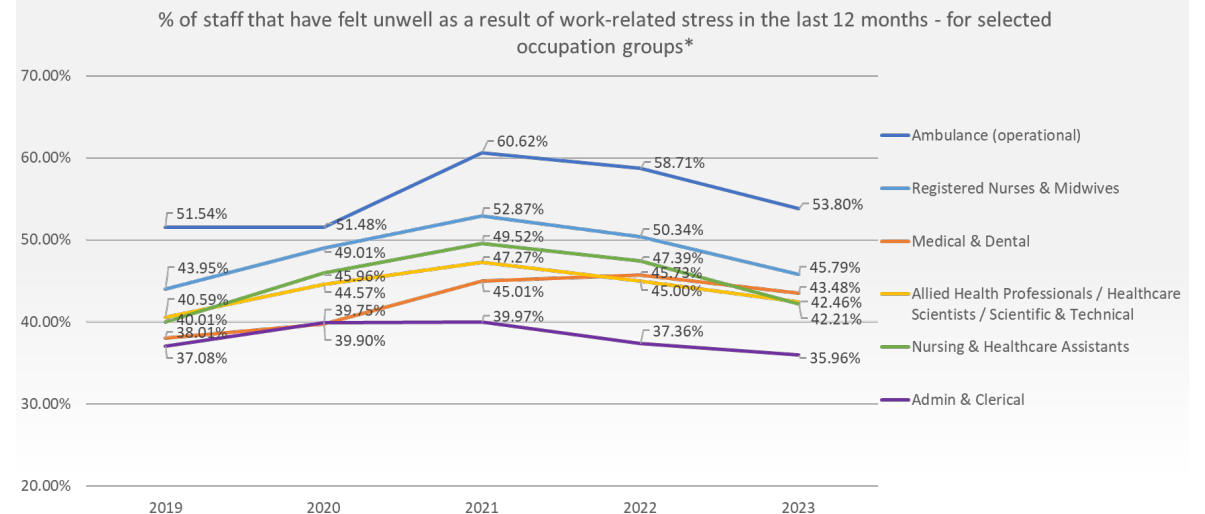
**54.83%** of staff have **gone into work in the last three months despite not feeling well enough to perform their duties** (q11d) (2022: 56.62%, 2021: 54.68%, 2020: 46.56%, 2019: 56.74%)

\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)

### Trends in staff health

Each of the three measures on the left has improved since 2022, with declines in the proportions of staff experiencing musculoskeletal problems as a result of work activities; feeling unwell due to work-related stress; and going to work despite not feeling well enough.

The percentage of staff experiencing work-related stress continues to improve across all trust types and is lower than at any time since 2019 and five percentage points lower than in 2021. The reduction in the prevalence of work-related stress is evident across many occupation groups\*, with notable improvements amongst registered nurses and midwives, nursing and healthcare assistants and ambulance operational staff.



## ➤ We are safe and healthy: Negative experiences (2)

### Negative experiences sub-score: 2023: -- (2022: 7.70, 2021: 7.70)

2023 results for the 'Negative experiences' sub-score have not been reported due to an issue with the data. Please see [www.nhsstaffsurveys.com/survey-documents/](http://www.nhsstaffsurveys.com/survey-documents/) for more details.

#### Physical violence

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

- %\* from **patients / service users, their relatives or other members of the public** (q13a) (2022: 14.60%, 2021: 14.35%, 2020: 14.68%, 2019: 15.08%)
- %\* from **managers** (q13b) (2022: 0.78%, 2021: 0.66%, 2020: 0.56%, 2019: 0.54%)
- %\* from **other colleagues** (q13c) (2022: 1.76%, 2021: 1.58%, 2020: 1.41%, 2019: 1.49%)

#### Harassment, bullying and abuse

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

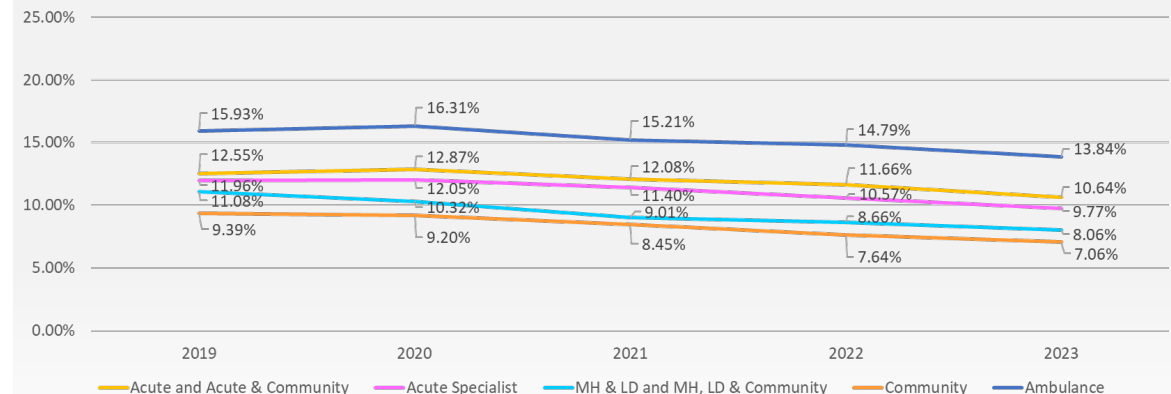
- 25.78%** from **patients / service users, their relatives or other members of the public** (q14a) (2022: 27.67%, 2021: 27.63%, 2020: 26.87%, 2019: 28.76%)
- 10.17%** from **managers** (q14b) (2022: 11.10%, 2021: 11.53%, 2020: 12.42%, 2019: 12.29%)
- 18.09%** from **other colleagues** (q14c) (2022: 18.72%, 2021: 18.67%, 2020: 18.74%, 2019: 19.04%)

#### Experience of harassment, bullying and abuse

There has been a decrease in the proportion of staff claiming to have experienced harassment, bullying and abuse at work in the last 12 months.

The proportions of staff saying they experienced harassment, bullying and abuse from patients/service users, relatives or the public (25.78%), managers (10.17%) or other colleagues (18.09%) are all at a five-year low. The level of harassment, bullying and abuse from managers experienced within the last 12 months has continued to decrease, showing consistent declines between 2020 and 2023 in all trust types.

% of staff who experienced at least one incident of harassment, bullying or abuse in the last 12 months from managers



# ➤ We are safe and healthy: Health and safety climate (1)

## Health and safety climate sub-score: 2023: -- (2022: 5.26, 2021: 5.29)

2023 results for the 'Health and safety climate' sub-score have not been reported due to an issue with the data. Please see [www.nhsstaffsurveys.com/survey-documents/](http://www.nhsstaffsurveys.com/survey-documents/) for more details.

### Workload and resources

**46.71%** of staff are **able to meet all the conflicting demands on their time** at work (q3g) (2022: 42.99%, 2021: 43.05%, 2020: 47.64%, 2019: 46.04%)

**58.49%** of staff say have **adequate materials, supplies and equipment to do their work** (q3h) (2022: 55.64%, 2021: 57.31%, 2020: 60.30%, 2019: 56.17%)

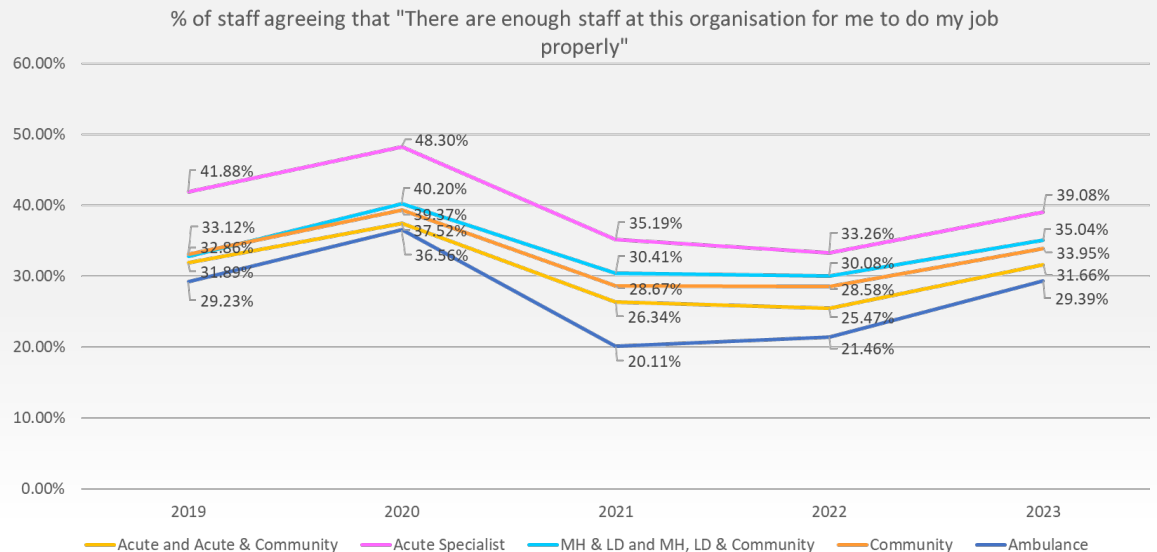
**32.40%** of staff said there are **enough staff at their organisation for them to do their job properly** (q3i) (2022: 26.39%, 2021: 27.08%, 2020: 38.28%, 2019: 32.25%)

**26.25%** of staff say they **never or rarely have unrealistic time pressures** (q5a) (2022: 23.44%, 2021: 23.34%, 2020: 25.08%, 2019: 22.75%)

### Trends in workload and resources

Following notable declines between 2020 and 2021 on the four measures relating to workload and resources, these have all shown an improvement in 2023 compared with 2021 and 2022, and all are now at or above the pre-pandemic level recorded in 2019. Improvements were seen across all types of trust between 2022 and 2023.

The proportion of staff feeling there are enough staff at their organisation for them to do their job properly increased by six percentage points, with this measure showing improvement in all trust types compared with 2022.



## Health and safety climate sub-score: 2023: -- (2022: 5.26, 2021: 5.29)

2023 results for the 'Health and safety climate' sub-score have not been reported due to an issue with the data. Please see [www.nhsstaffsurveys.com/survey-documents/](https://www.nhsstaffsurveys.com/survey-documents/) for more details.

### Organisational action

**57.89%** of staff said their **organisation takes positive action on health and well-being** (q11a) (2022: 56.58%, 2021: 57.10%)

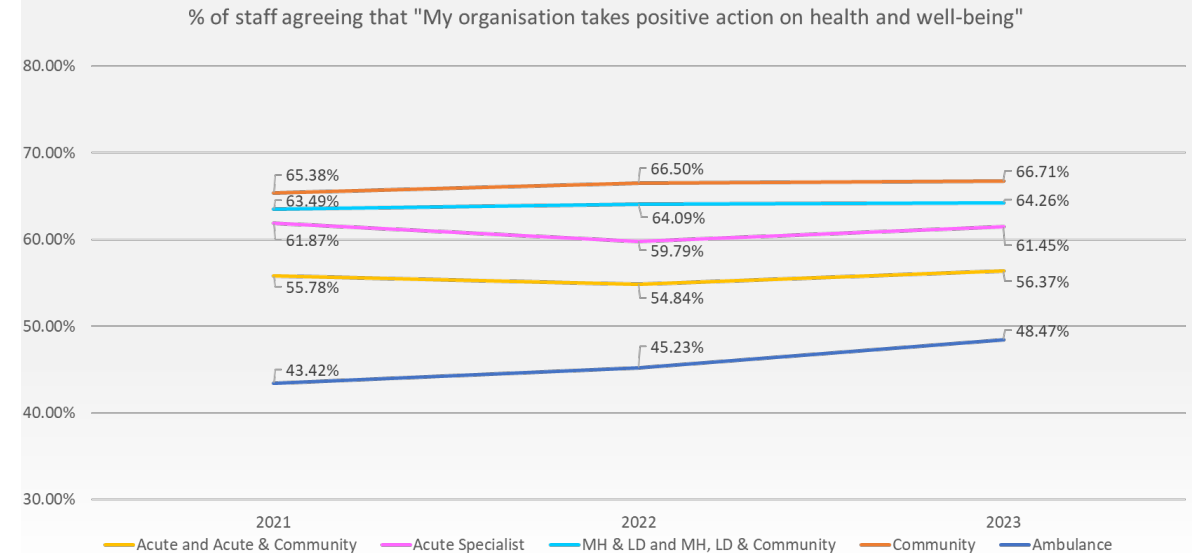
**--%\*** of staff who had experienced physical violence said that they or a colleague reported it (q13d) (2022: 72.47%, 2021: 71.45%, 2020: 72.34%, 2019: 72.26%)

**51.86%** of staff who had experienced harassment, bullying or abuse said that they or a colleague reported it (q14d) (2022: 49.81%, 2021: 48.87%, 2020: 48.50%, 2019: 48.75%)

### Reporting incidents and taking action

Amongst staff who had experienced harassment, bullying or abuse in the past 12 months, more than half (51.86%) indicated that the last such incident was reported, which represents a five-year high on this measure.

When it comes to feeling their trust takes positive action on health and well-being, there has been a five percentage point increase since 2021 amongst staff at Ambulance Trusts.







## We are safe and healthy: Burnout

**Burnout sub-score: 2023: 5.04 (2022: 4.86, 2021: 4.84)**

The following percentage of staff said:

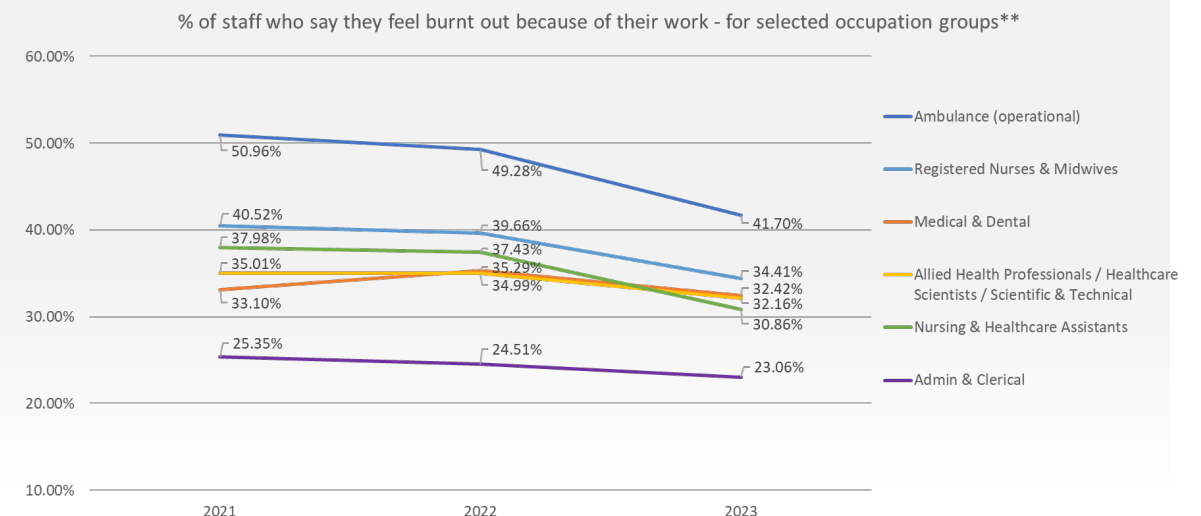
- 34.18%** they **find their work emotionally exhausting** (q12a) (2022: 37.41%, 2021: 38.22%)
- 30.38%** they **feel burnt out because of their work** (q12b) (2022: 33.97%, 2021: 34.49%)
- 36.18%** their **work frustrates them** (q12c) (2022: 39.86%, 2021: 39.55%)
- 27.73%** they **feel exhausted at the thought of another day/shift at work** (q12d) (2022: 30.83%, 2021: 31.23%)
- 42.73%** they **feel worn out at the end of their working day/shift** (q12e) (2022: 46.29%, 2021: 46.72%)
- 19.01%** they **feel that every working hour is tiring for them** (q12f) (2022: 21.37%, 2021: 21.25%)
- 29.75%** they **do not have enough energy for family and friends during leisure time** (q12g) (2022: 31.78%, 2021: 31.44%)

\*The questions contributing to the Burnout sub-score form part of the Copenhagen Burnout Inventory

\*\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](http://www.nhsstaffsurveys.com/results/)

### Burnout by occupation

Experience of burnout is measured via a sub-set of seven questions\*. As with all scores reported, a higher score indicates a better result, and the 'Burnout' sub-score has improved from 4.86 in 2022 to 5.04 this year. On all seven questions, the proportion of staff who say they always or often feel the way described has improved (i.e. is lower than in 2022). Ambulance operational staff continue to report higher than average levels of burnout, but results have improved (decreased) amongst this staff group and are down by nine percentage points since 2021. Improvements were also seen amongst other staff groups\*\* this year, including amongst registered nurses and midwives, and nursing and healthcare assistants.







## We are safe and healthy: New questions not contributing to the score\*

\* These questions relate to staff health and well-being but do not contribute to the calculations of any People Promise element score, theme score or sub-score

### Unwanted behaviour of a sexual nature in the workplace

For the first time in 2023, staff were asked:

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

The response options were *Never; 1-2; 3-5; 6-10; More than 10*

The following percentages of staff said they had been the target of at least one incident of **unwanted behaviour of a sexual nature** in the workplace in the last 12 months:

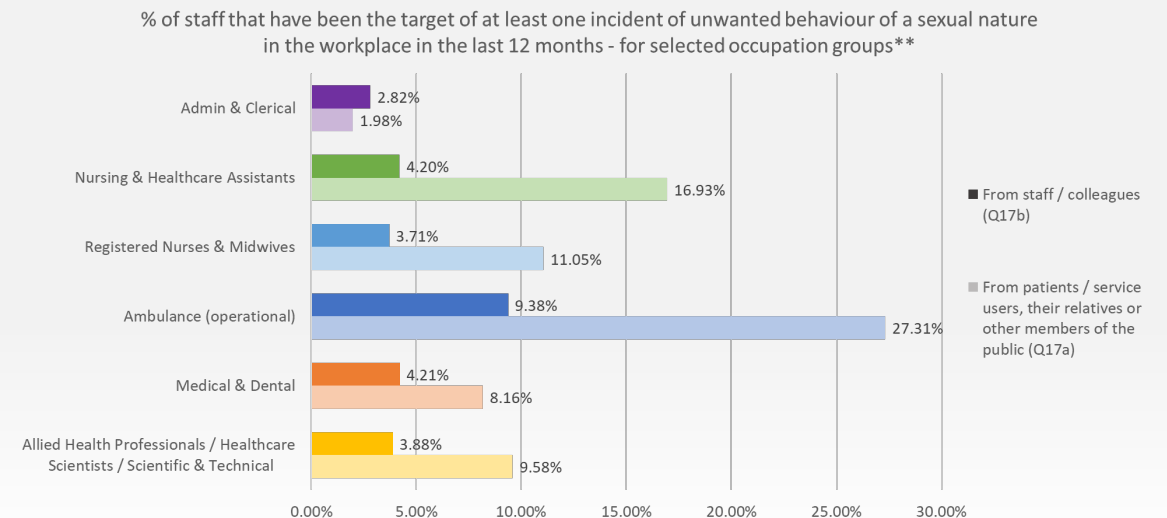
**8.67%** from patients / service users, their relatives or other members of the public (q17a)

**3.84%** from staff / colleagues (q17b)

### Experience by occupation

8.67% of NHS staff said they had been the target of at least one incident of unwanted behaviour of a sexual nature in the workplace in the last twelve months from patients/service users, their relatives or other members of the public. 3.84% had been the target of such behaviour from staff or colleagues.

The proportion of staff experiencing unwanted sexual behaviour varies by occupation group\*\*, with a greater proportion of ambulance operational staff and nursing and healthcare assistants saying they have experienced such incidents in the last twelve months from both patients and the public and from staff/colleagues.



\*\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)



## We are safe and healthy: New questions not contributing to the score\*

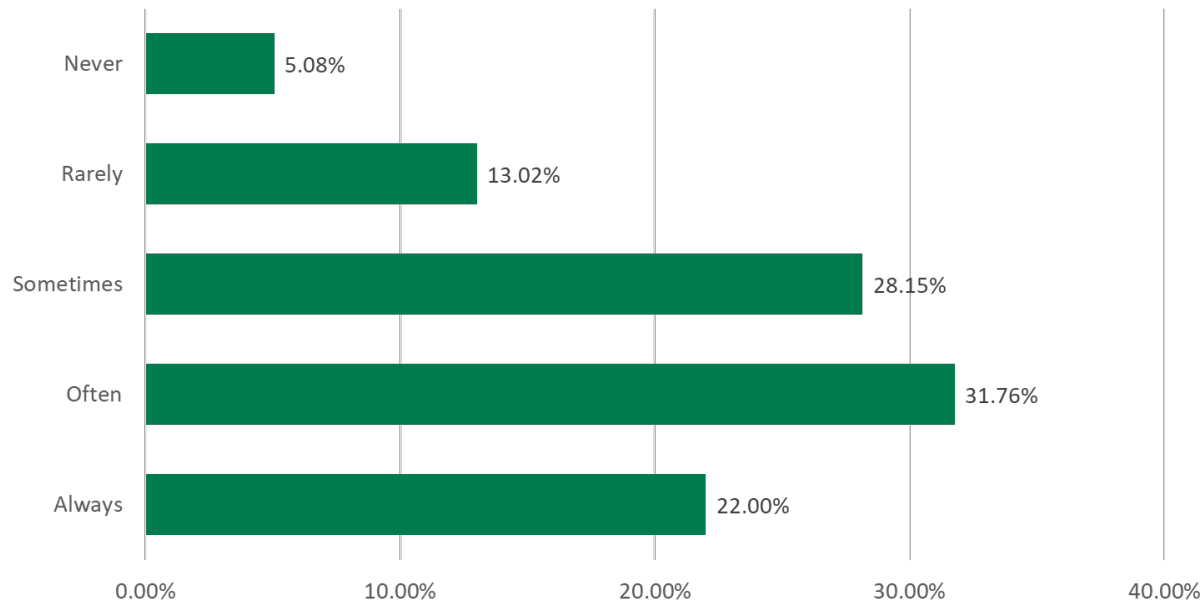
Survey  
Coordination  
Centre

\* These questions relate to staff health and well-being but do not contribute to the calculations of any People Promise element score, theme score or sub-score

### Food and nutrition

**53.75%** said they can 'often' or 'always' **eat nutritious and affordable food while they are working\*\*** (q22)

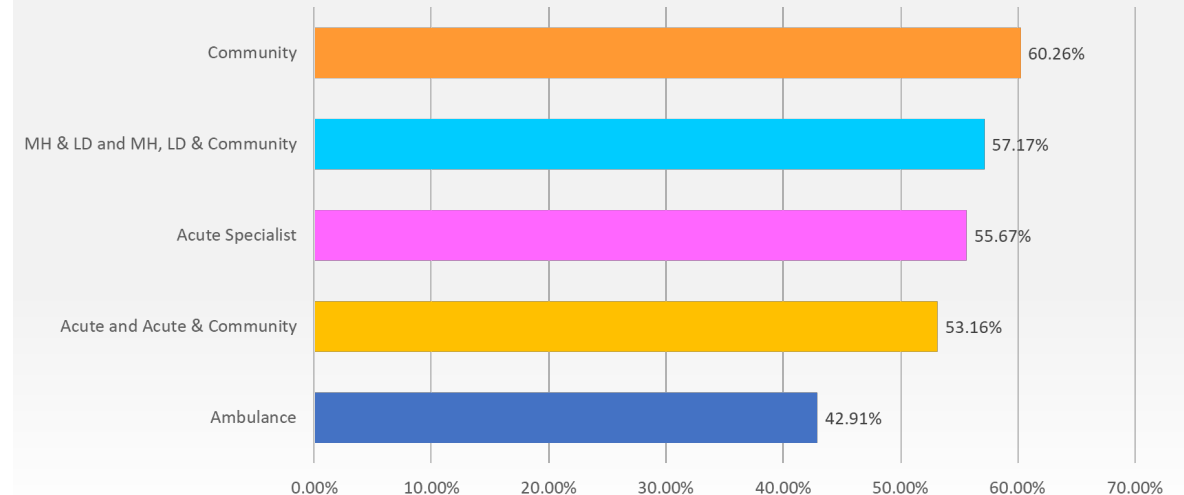
% of staff giving each response option for "I can eat nutritious and affordable food while I am working"<sup>1</sup>



### Eating well at work

For the first time in 2023, staff were asked how often they can eat well during their working hours. While more than half of staff say they can often or always eat nutritious and affordable food while they are working, around one in six say they can rarely (13.02%) or never (5.08%) do this. The proportion who can often or always eat well while they are working varies by trust type. Six in ten staff in Community Trusts can always or often eat nutritious and affordable food at work, but the proportion is lower amongst staff working in Ambulance Trusts.

% of staff that can 'often' or 'always' eat nutritious and affordable food while they are working<sup>1</sup>



\*\*Question notes that "this could be food you buy or prepare yourself"



## 7. We are always learning

- Development
- Appraisals



## We are always learning: Overview of sub-scores and questions

**People Promise element score: 2023: 5.64 (2022: 5.39, 2021: 5.28)**

The 'We are always learning' score has improved for the second consecutive year.

### Development

**Q24a** - *This organisation offers me challenging work*

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

**Q24c** - *I have opportunities to improve my knowledge and skills*

**Q24d** - *I feel supported to develop my potential*

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

### Appraisals

**Q23a** - *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*





## We are always learning: Development

Development sub-score: 2023: 6.49 (2022: 6.38, 2021: 6.31)

**70.03%** feel their organisation **offers them challenging work** (q24a) (2022: 70.50%, 2021: 69.65%)

**55.98%** said there are **opportunities for them to develop their career** in their organisation (q24b) (2022: 54.51%, 2021: 52.92%)

**70.83%** said they have **opportunities to improve their knowledge and skills** (q24c) (2022: 68.78%, 2021: 67.28%)

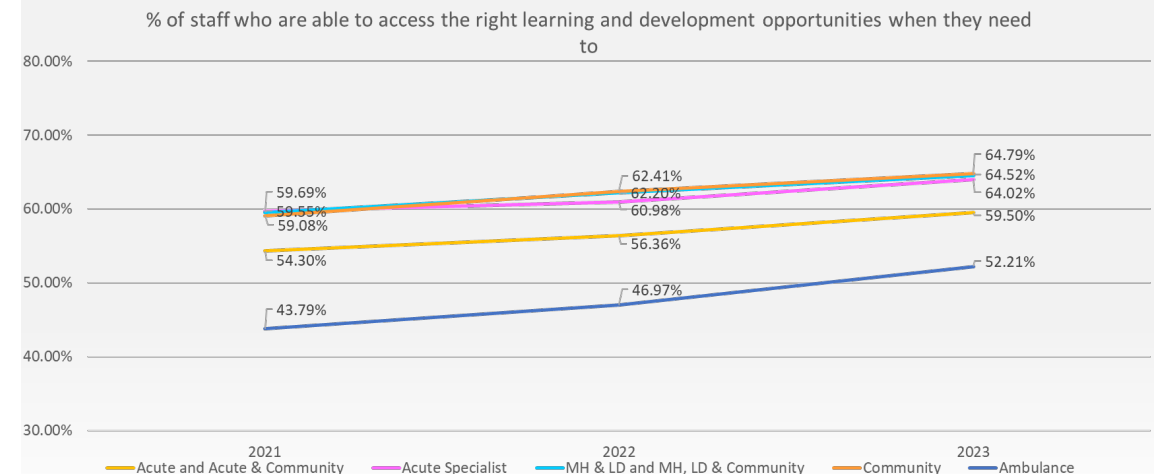
**57.41%** feel **supported to develop their potential** (q24d) (2022: 54.67%, 2021: 52.60%)

**60.37%** are able to **access the right learning and development opportunities** when they need to (q24e) (2022: 57.31%, 2021: 55.09%)

### Access to learning and development opportunities

The 'Development' sub-score has improved since 2022 (up from 6.38 to 6.49). On most measures contributing to the sub-score there has been continued improvement of around two or three percentage points this year.

The proportion who say they can access the right learning and development opportunities when they need to has increased by five percentage points since 2021. Across each trust type, there have been consistent improvements year on year in this measure.





## We are always learning: Appraisals

Appraisals sub-score: 2023: 4.77 (2022: 4.38, 2021: 4.25)

**83.51%** said they have had an **appraisal, annual review, development review, or Knowledge and Skills Framework development review in the last 12 months** (q23a) (2022: 81.25%, 2021: 79.88%, 2020: na\*, 2019: 86.17%)

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

**25.49%** ...helped them to **improve how they do their job** (q23b) (2022: 21.92%, 2021: 20.40%, 2020: na\*, 2019: 23.32%)

**35.45%** ...helped them to **agree clear objectives** for their work (q23c) (2022: 32.07%, 2021: 30.93%, 2020: na\*, 2019: 35.47%)

**33.62%** ...left them **feeling that their work is valued** by their organisation (q23d) (2022: 31.08%, 2021: 29.85%, 2020: na\*, 2019: 33.02%)

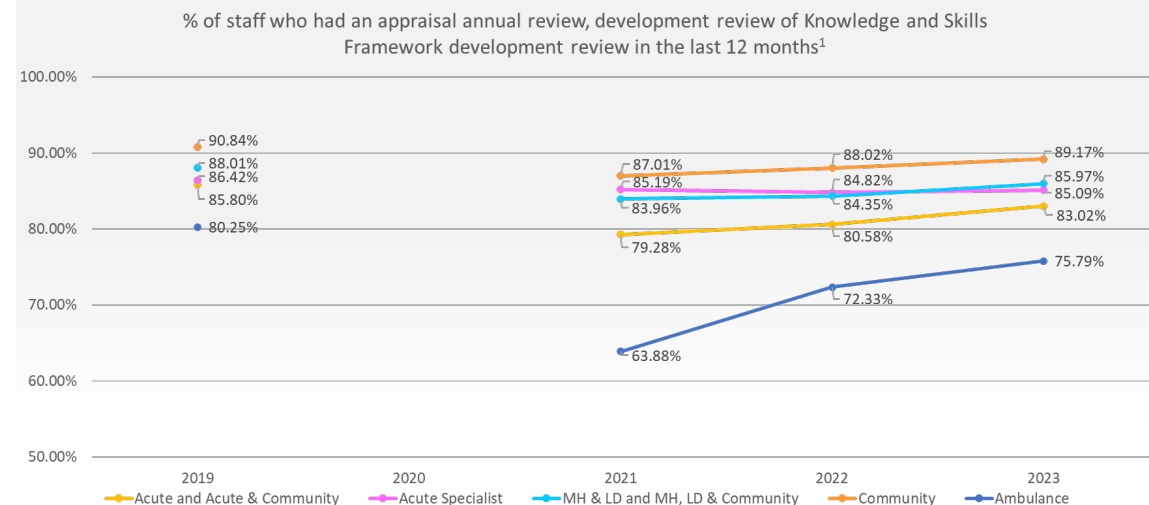
\*q23a-d were not asked in 2020. In interpreting these results, consideration should be given to the gap in the data series and evidence of changes to the response profiles over time. For more information, please see the Technical Document at [www.nhsstaffsurveys.com/survey-documents](http://www.nhsstaffsurveys.com/survey-documents)

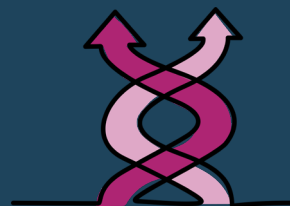
### Trends in the receipt and quality of appraisals

The 'Appraisals' sub-score has continued to improve, up from 4.38 in 2022 to 4.77 in 2023.

The percentage of staff who have had an appraisal or other annual review in the last twelve months has increased for the second consecutive year to 83.51% but remains below the pre-pandemic level (86.17% in 2019).

There is continued improvement on measures relating to the quality of appraisals of around three percentage points this year. These measures have all improved year on year since 2021 and are now similar to or above the levels recorded in 2019.





## 8. We work flexibly

- Support for work-life balance
- Flexible working



## We work flexibly: Overview of sub-scores and questions

Survey  
Coordination  
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**People Promise element score: 2023: 6.28 (2022: 6.09, 2021: 6.06)**

The 'We work flexibly' score is **now higher than in 2021 and 2022.**

### Support for work-life balance

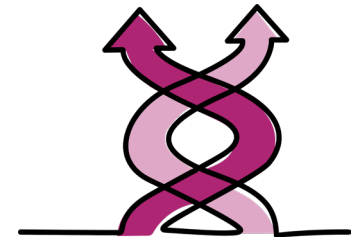
**Q6b** - *My organisation is committed to helping me balance my work and home life*

**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*





## ➤ We work flexibly: Support for work-life balance

Support for work-life balance sub-score: 2023: 6.32 (2022: 6.12, 2021: 6.06)

**49.61%** said their organisation is **committed to helping them balance their work and home life** (q6b) (2022: 45.83%, 2021: 44.53%)

**55.86%** of staff said they **achieve a good balance between their work life and their home life** (q6c) (2022: 52.56%, 2021: 52.15%)

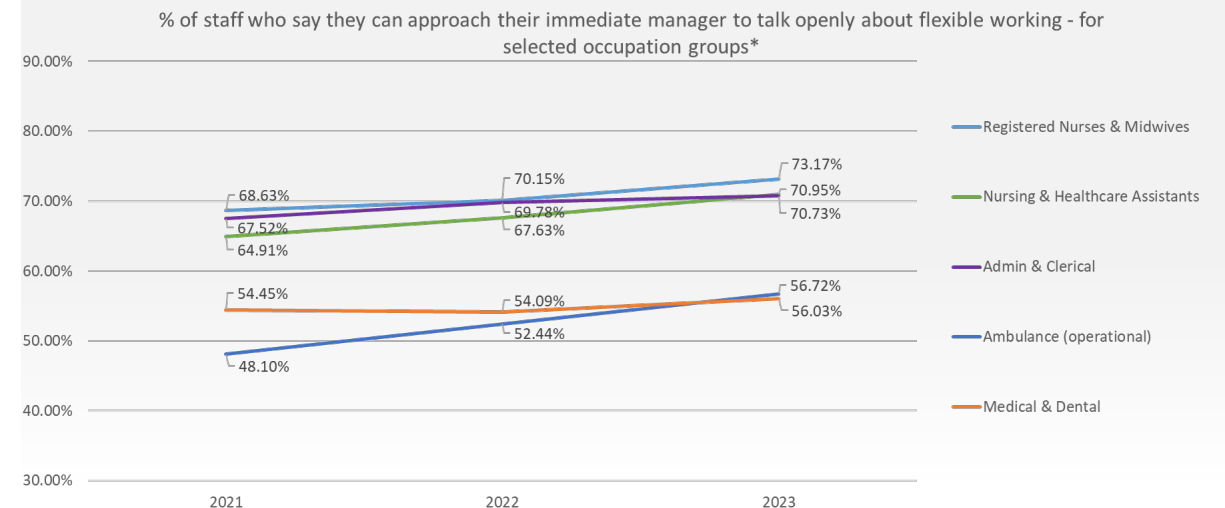
**70.67%** said they **can approach their immediate manager to talk openly about flexible working** (q6d) (2022: 68.62%, 2021: 66.97%)

### Raising flexible working with managers

In 2023 there were improvements across all measures contributing to the 'Support for work-life balance' sub-score, resulting in a 0.20 increase in the sub-score compared to 2022.

The proportion of staff saying they achieve a good work-life balance has increased by over three percentage points since 2021.

Staff in a wide variety of occupation groups\* are increasingly likely to feel they can approach their immediate manager about flexible working, although medical and dental staff and those in ambulance operational roles remain less likely to agree than many other staff groups. There has also been less improvement since 2021 in the proportion of medical and dental staff who feel able to talk openly to their manager about flexible working.



\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)

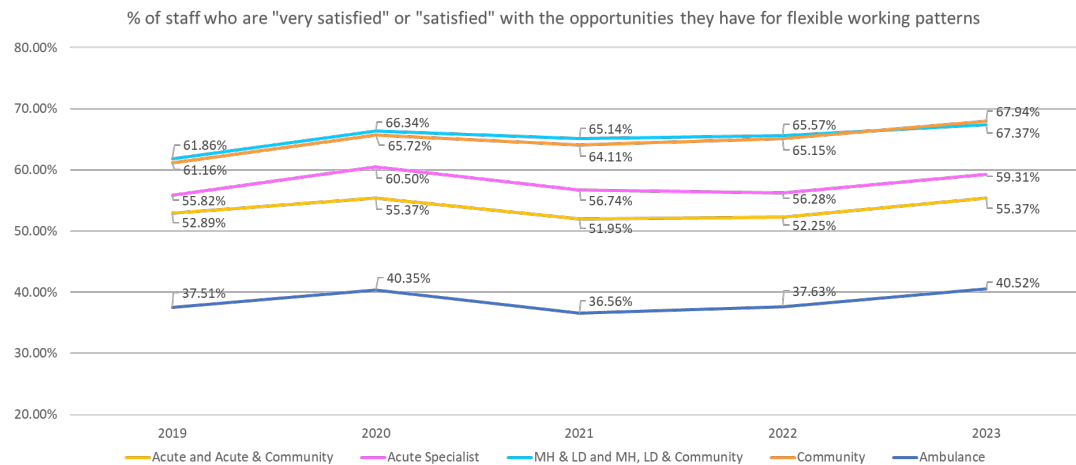


## We work flexibly : Flexible working

Flexible working sub-score: 2023: 6.25 (2022: 6.07, 2021: 6.05)

**57.39%** said they are **satisfied with the opportunities they have for flexible working patterns** (q4d) (2022: 54.51%, 2021: 54.16%, 2020: 57.16%, 2019: 54.23%)

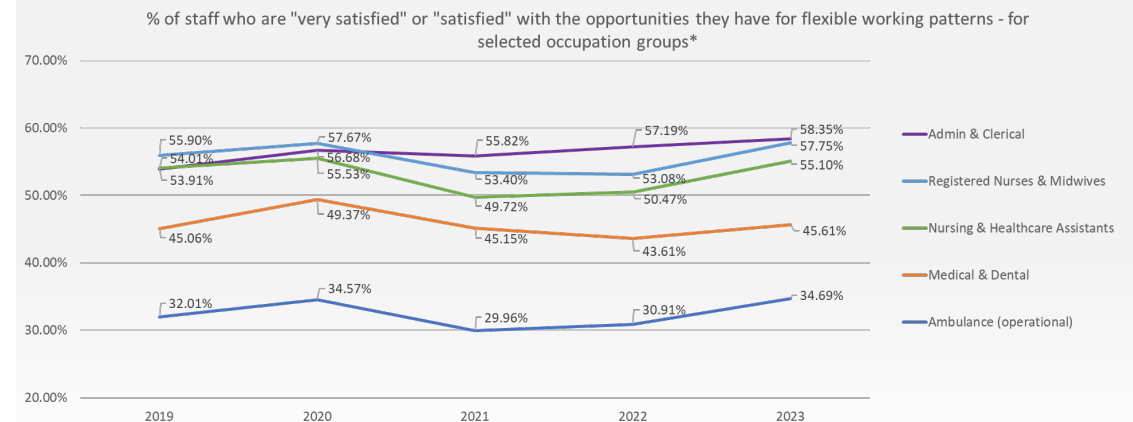
- Across trust types, satisfaction remains highest amongst staff working in Community Trusts (67.94%) and Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts (67.37%)
- This measure improved in all trust types compared to 2022, but despite improving, satisfaction remains lowest amongst staff in Ambulance Trusts (40.52%).



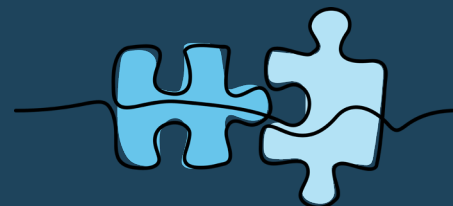
## Opportunities for flexible working by occupation

Overall, staff satisfaction with the opportunities for flexible working patterns has improved following a decline between 2020 and 2021 and is now at a five-year high.

Satisfaction has increased amongst staff in many occupational groups\*. The proportion of staff in administrative and clerical roles who say they are satisfied with the opportunities for flexible working is relatively high, and satisfaction has increased by around five percentage points this year amongst registered nurses and midwives, nursing and healthcare assistants and ambulance operational staff.



\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)



## 9. We are a team

- Team working
- Line management

**People Promise element score: 2023: 6.80 (2022: 6.69, 2021: 6.64)**

The 'We are a team' score has improved by 0.11 since 2022.

### 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

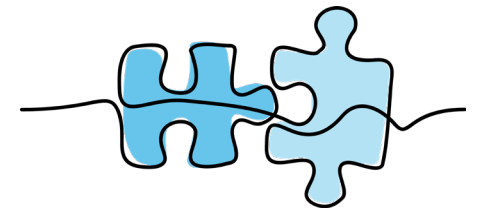
**Q9** - *My immediate manager\*...*

**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



\*Question wording notes your immediate manager "may be referred to as your line manager"



## We are a team: Team working

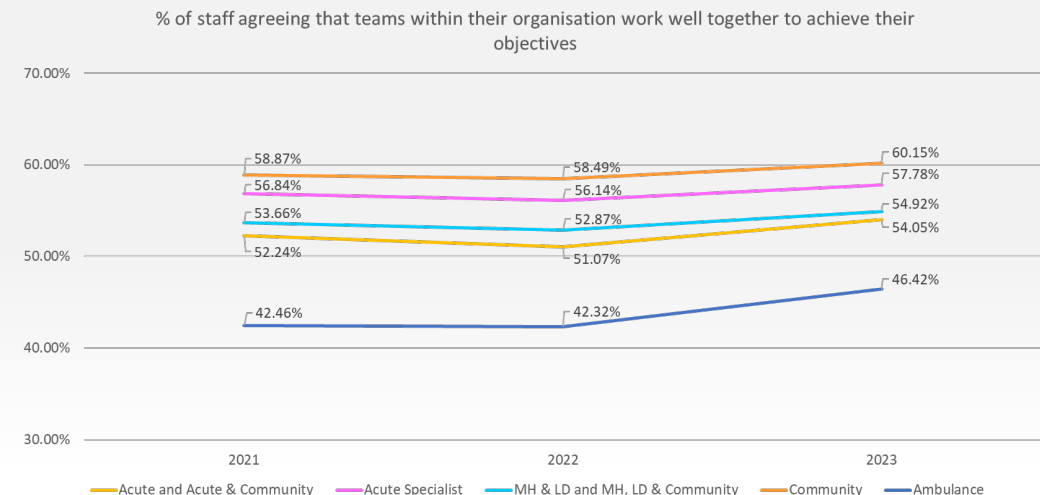
Team working sub-score: 2023: 6.70 (2022: 6.61, 2021: 6.58)

- 73.56%** said the team they work in has a **set of shared objectives** (q7a) (2022: 72.44%, 2021: 72.18%, 2020: 71.96%, 2019: 72.61%)
- 62.17%** said the team they work in **often meets to discuss the team's effectiveness** (q7b) (2022: 59.02%, 2021: 56.96%, 2020: 58.07%, 2019: 60.88%)
- 71.95%** feel they receive the **respect they deserve from their colleagues** at work (q7c) (2022: 71.14%, 2021: 70.65%, 2020: 71.48%, 2019: 72.38%)
- 71.54%** feel that **team members understand each other's roles** (q7d) (2022: 70.67%, 2021: 71.31%)
- 81.58%** **enjoy working with the colleagues** in their team (q7e) (2022: 81.58%, 2021: 81.47%)
- 59.94%** said their **team has enough freedom** in how to do its work (q7f) (2022: 57.53%, 2021: 56.86%)
- 57.11%** believe that in their team **disagreements are dealt with constructively** (q7g) (2022: 56.01%, 2021: 55.30%)
- 54.18%** said **teams within their organisation work well together to achieve their objectives** (q8a) (2022: 51.39%, 2021: 52.43%)

### Perceptions of team working

Of the eight measures which contribute to the 'Team working' sub-score, five have improved since 2022, and six of the eight are now at a three-year high.

There were notable improvements this year in the proportions of staff saying their team often meets to discuss their effectiveness; that the team has enough freedom in how to do its work; and that teams within their organisation work well together to achieve their objectives. On this last measure there was improvement across all trust types, and while agreement remains relatively low amongst staff in Ambulance Trusts, the greatest increases this year were in Acute and Acute & Community Trusts and Ambulance Trusts.





## We are a team: Line management

Line management sub-score: 2023: 6.89 (2022: 6.77, 2021: 6.70)

**72.81%** said their immediate manager **encourages them at work** (q9a) (2022: 71.10%, 2021: 70.08%, 2020: 70.47%, 2019: 71.08%)

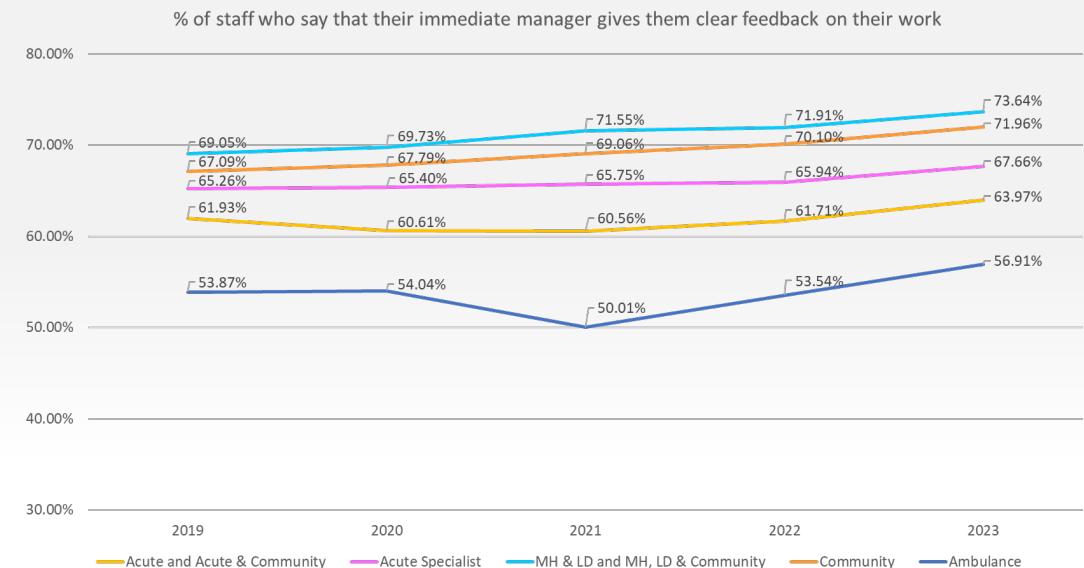
**65.74%** said their immediate manager **gives them clear feedback** on their work (q9b) (2022: 63.53%, 2021: 62.46%, 2020: 62.30%, 2019: 63.12%)

**59.88%** said their immediate manager **asks for their opinion before making decisions** that affect their work (q9c) (2022: 58.22%, 2021: 57.13%, 2020: 55.90%, 2019: 56.37%)

**71.00%** said their immediate manager **takes a positive interest in their health and well-being** (q9d) (2022: 69.13%, 2021: 68.18%, 2020: 70.60%, 2019: 69.92%)

### Trends in perceptions of immediate managers

There was an improvement on the 'Line management' sub-score, with results for all contributing measures at a five-year high, following improvements of around one or two percentage points this year. The greatest improvement is in the proportion of staff who feel their immediate manager gives them clear feedback on their work, which increased by two percentage points. Agreement on this measure remains highest amongst staff working in Community Trusts and in Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts, but is improving most in Ambulance trusts.



## 10. Staff Engagement

- Motivation
- Involvement
- Advocacy



Contents

1. Introduction

2. Technical details

3. We are compassionate  
and inclusive

4. We are recognised and  
rewarded

5. We each have a voice  
that counts

6. We are safe and healthy

7. We are always learning

8. We work flexibly

9. We are a team

10. Staff engagement

11. Morale

12. Patient Safety



## Staff Engagement : Overview of sub-scores and questions

**Theme score: 2023: 6.89 (2022: 6.79, 2021: 6.84, 2020: 7.05, 2019: 7.04)**

The Staff Engagement score has moved from 6.79 in 2022 to 6.89 in 2023.

Please note, this is not described as an increase within this report as the difference to three decimal places is 0.098, which is less than the threshold of 0.1 as described on page 9\*.

### Motivation

**Q2a** - *I look forward to going to work*

**Q2b** - *I am enthusiastic about my job*

**Q2c** - *Time passes quickly when I am working*

### Advocacy

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

**Q25c** - *I would recommend my organisation as a place to work*

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

### 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*

\*Please see slide 9 for further information on rounding and how differences are described within this report.





## Staff engagement : Motivation

Motivation sub-score: 2023: 7.02 (2022: 6.94, 2021: 6.96, 2020: 7.23, 2019: 7.30)

**55.17%** of staff **look forward to going to work** (q2a) (2022: 52.58%, 2021: 52.41%, 2020: 58.71%, 2019: 59.48%)

- This measure has improved by over two percentage points since last year, but remains below the level reported in 2019 and 2020.

**69.02%** are **enthusiastic about their job** (q2b) (2022: 66.90%, 2021: 67.38%, 2020: 73.04%, 2019: 74.87%)

- Following a decline on this measure between 2019 and 2022, the proportion of staff who are enthusiastic about their job increased by two percentage points this year but remains around six percentage points lower than in 2019.

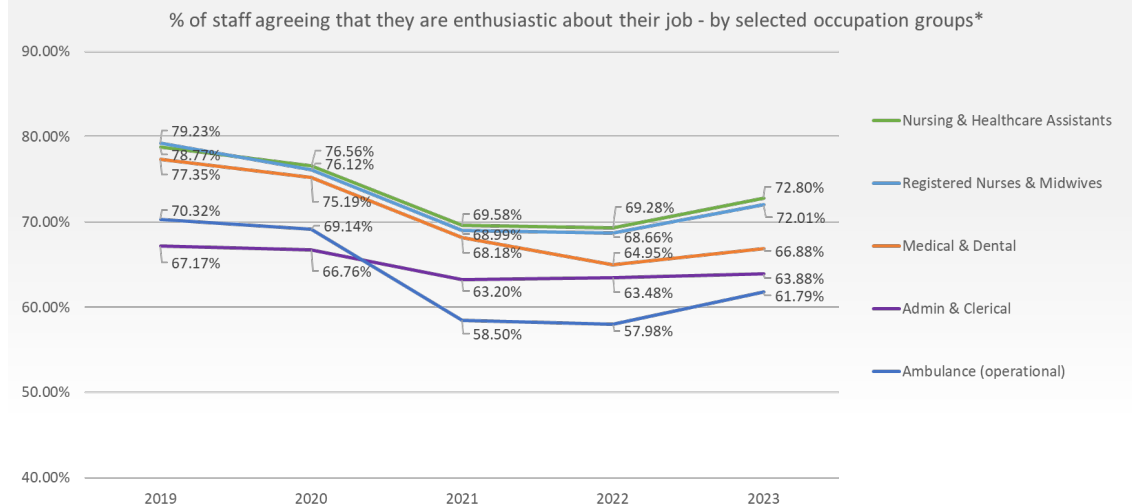
**71.94%** said **time passes quickly** when they are working (q2c) (2022: 72.15%, 2021: 72.87%, 2020: 75.57%, 2019: 76.86%)

- The proportion of staff who find time passes quickly at work is at a similar level to that reported in 2022, but represents a five-year low, following a decline of around five percentage points since 2019.

### Trends in motivation

The 'Motivation' sub-score of the Staff Engagement theme is at a similar level to 2021/2022 and remains lower than in 2019 and 2020. However, there were improvements on two of the three questions which contribute to the sub-score this year.

Staff agreeing they feel enthusiastic about their job increased in many occupation groups, and notably amongst ambulance operational staff, nursing and healthcare assistants and registered nurses and midwives. Enthusiasm amongst medical and dental staff increased following four consecutive years of decline on this measure, while enthusiasm amongst administrative and clerical staff has remained similar to last year.



\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)



## Staff engagement : Involvement

Involvement sub-score: 2023: 6.85 (2022: 6.78, 2021: 6.74, 2020: 6.76, 2019: 6.82)

**73.86%** of staff feel there are **frequent opportunities for them to show initiative** in their role (q3c) (2022: 72.89%, 2021: 72.48%, 2020: 72.28%, 2019: 73.09%)

- This measure remains lowest amongst staff working in Ambulance Trusts (2023: 60.95%)

**71.59%** said they are **able to make suggestions** to improve the work of their team / department (q3d) (2022: 70.95%, 2021: 70.40%, 2020: 73.21%, 2019: 74.25%)

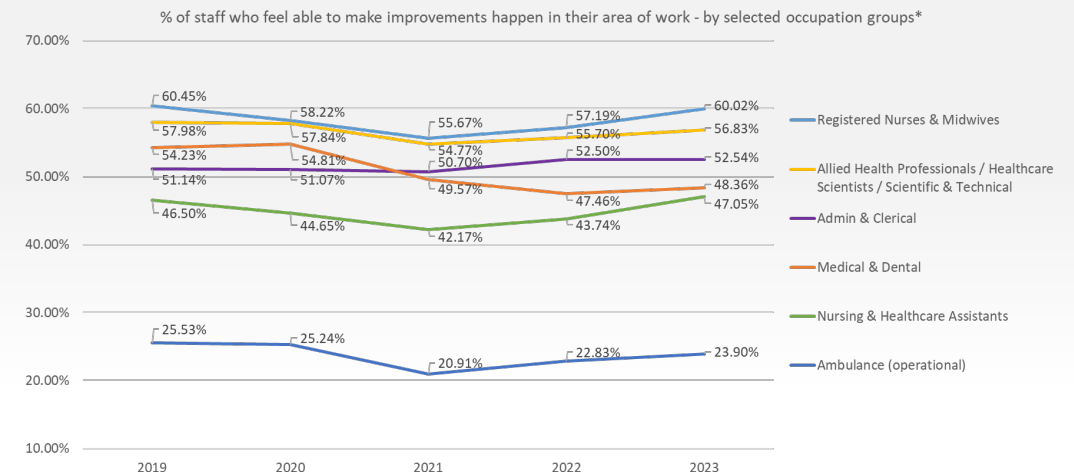
- This measure has improved by one percentage point since 2021 but remains lower than in 2019 and 2020.

**55.87%** feel they are **able to make improvements happen** in their area of work (q3f) (2022: 54.41%, 2021: 53.25%, 2020: 55.37%, 2019: 56.10%)

### Staff experience of involvement

While the 'Involvement' sub-score remains similar to last year, it is now at a five-year high.

There has been an increase in the proportion of staff who feel able to make improvements happen in their area of work, which is now at a similar level to that reported in 2019 and 2020, having declined between 2020 and 2021. For 2023, this measure remains relatively high and has improved amongst registered nurses and midwives and amongst nursing and healthcare assistants; up over four percentage points amongst each group since 2021. However, the proportion of medical and dental staff who feel able to make improvements happen in their area of work remains similar to last year and around six percentage points lower than in 2019 and 2020.



\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)



## Staff engagement : Advocacy

Advocacy sub-score: 2023: 6.81 (2022: 6.66, 2021: 6.83, 2020: 7.16, 2019: 7.02)

**75.14%** said that **care of patients / service users is their organisation's top priority** (q25a) (2022: 74.09%, 2021: 75.68%, 2020: 79.57%, 2019: 77.35%)

- Following a decline between 2020 and 2022, there was a one percentage point increase this year in the proportion of staff agreeing that care of patients/service users is their organisation's top priority.

**61.12%** would **recommend their organisation as a place to work** (q25c) (2022: 57.42%, 2021: 59.43%, 2020: 66.80%, 2019: 63.38%)

- This measure has improved by over three percentage points following two consecutive years' decline. However, it remains below the level reported in 2019 and 2020.

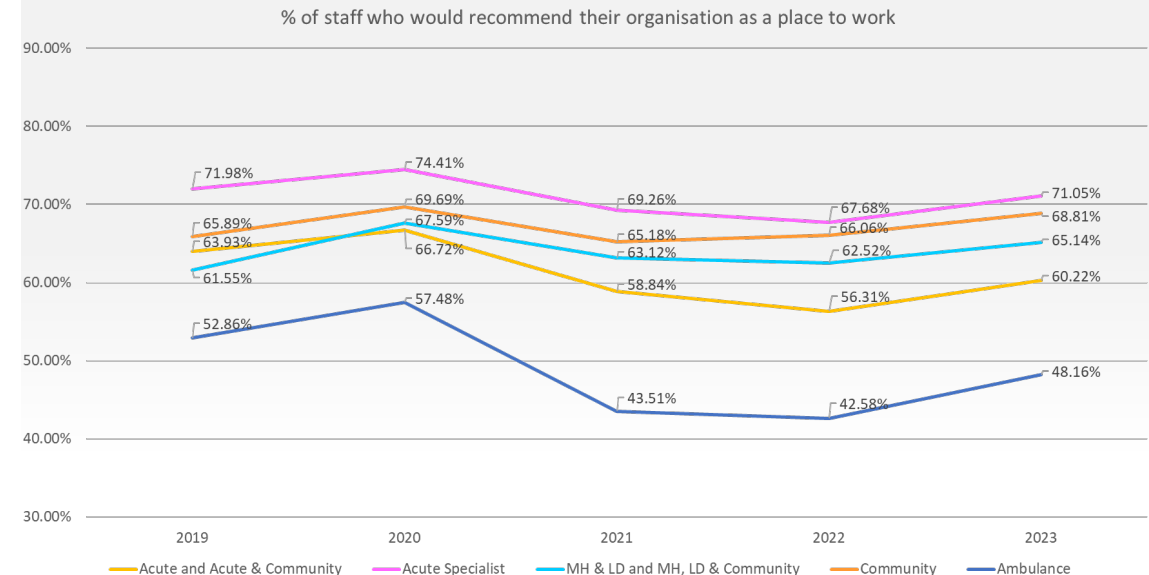
**64.97%** said that if a friend or relative needed treatment, they would be **happy with the standard of care provided** by the organisation (q25d) (2022: 62.95%, 2021: 67.78%, 2020: 74.27%, 2019: 71.46%)

- Agreement remains highest amongst staff working in Acute Specialist Trusts (87.50%) but there has been a notable improvement of five percentage points in the Ambulance sector, following a decline between 2020 and 2022 (2023: 61.78%; 2022: 56.74%; 2021: 62.84%; 2020: 75.23%; 2019: 73.39%)

### Recommend as a place to work

Following a five-year low in 2022, the 'Advocacy' sub-score has recovered to a similar level in 2023 to that in 2021, with improvements on all three measures contributing to the sub-score.

Across all trust types, an increase is evident in the proportion of staff who would recommend their organisation as a place to work. The proportion remains highest in Acute Specialist Trusts and Community Trusts. The proportion of staff at Ambulance Trusts who would recommend their organisation remains relatively low but has improved by around six percentage points this year.



# 11. Morale

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

**Theme score: 2023: 5.95 (2022: 5.74, 2021: 5.77, 2020: 6.08, 2019: 5.95)**

The Morale score **increased by 0.21** and is now at a similar level to 2019 but remains lower than in 2020.

### Thinking about leaving

**Q26a** - *I often think about leaving this organisation*

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

**Q26c** - *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: 2023: 6.06 (2022: 5.87, 2021: 5.96, 2020: 6.28, 2019: 6.16)

**29.12%** said they **often think about leaving this organisation** (q26a) (2022: 32.36%, 2021: 31.22%, 2020: 26.58%, 2019: 28.44%)

**21.44%** said they **will probably look for a job at a new organisation in the next 12 months** (q26b) (2022: 23.73%, 2021: 23.04%, 2020: 19.74%, 2019: 21.07%)

- Improvements were seen in most occupation groups\*, with notable improvements (decreases) in the proportion likely to look to for a new job in the next year amongst ambulance operational staff (2023: 26.69%; 2022: 30.96%) and nursing and healthcare assistants (2023: 17.32%; 2022: 21.46%)

**15.71%** said that they **will leave this organisation as soon as they can find another job** (q26c) (2022: 17.37%, 2021: 16.65%, 2020: 14.00%, 2019: 14.82%)

- This represents the best result (i.e. the smallest proportion) since 2020, a pattern that holds true across all types of trust.

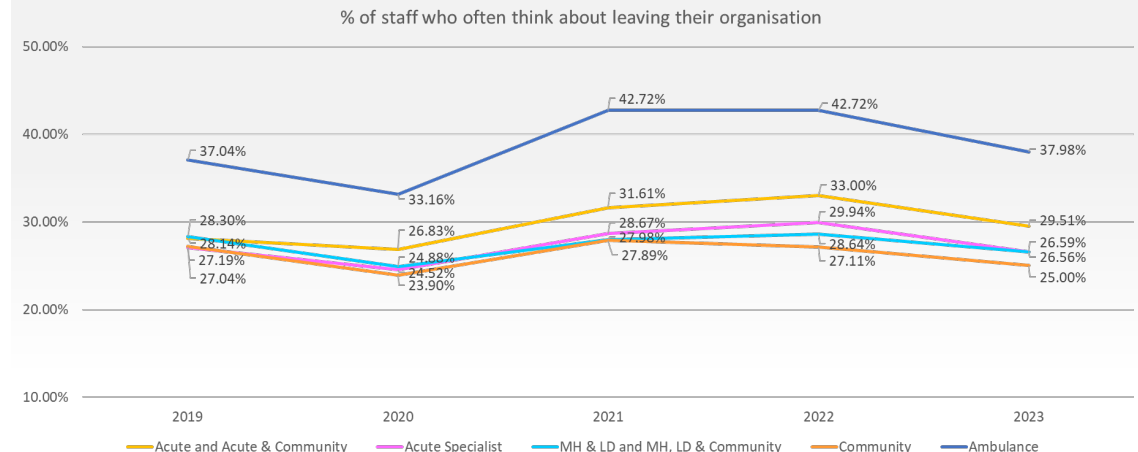
\*For other occupation groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)

### Thinking about leaving

The 'Thinking about leaving' sub-score has improved this year but remains worse than in 2020.

Between 2020 and 2022 the proportion of staff who often think about leaving their organisation increased by around six percentage points, but this has been followed by an improvement in 2023, represented by a three percentage point decrease.

Staff in Ambulance Trusts remain the most likely to be thinking of leaving, but the proportion has decreased in all trust types since 2022.





## Morale : Work pressure

Work pressure sub-score: 2023: 5.34 (2022: 5.01, 2021: 5.07, 2020: 5.55, 2019: 5.29)

**46.71%** said they are **able to meet all the conflicting demands on their time at work** (q3g) (2022: 42.99%, 2021: 43.05%, 2020: 47.64%, 2019: 46.04%)

- Improvements were seen in many occupation groups\*, and particularly amongst ambulance operational staff and registered nurses and midwives, which each increased by around six percentage points. Despite an improvement this year, the ability to meet conflicting demands remains lower for medical and dental staff than for many other staff groups (2023: 34.44%, 2022: 32.80%, 2021: 35.29%, 2020: 41.09%, 2019: 38.32%)

**58.49%** said they have **adequate materials, supplies and equipment to do their work** (q3h) (2022: 55.64%, 2021: 57.31%, 2020: 60.30%, 2019: 56.17%)

- This measure improved by around three percentage points, following two consecutive years' decline since the peak of 60.30% recorded at the start of the pandemic in 2020.

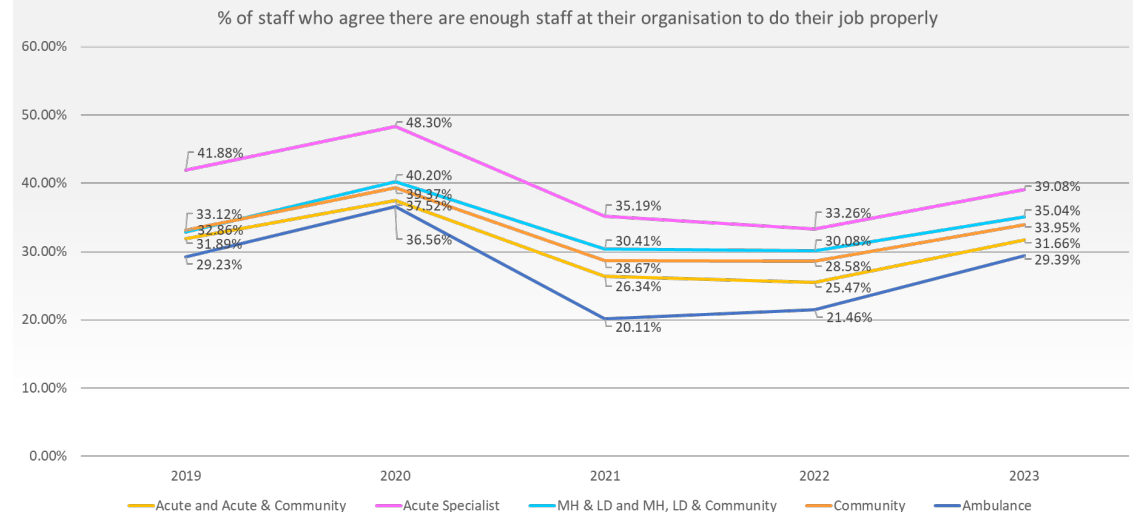
**32.40%** said there are **enough staff at their organisation for them to do their job properly** (q3i) (2022: 26.39%, 2021: 27.08%, 2020: 38.28%, 2019: 32.25%)

\*For other occupation groups see [www.nhsstaffsurveys.com/results/](http://www.nhsstaffsurveys.com/results/)

## Perceptions of staffing levels

Following a sharp decline between 2020 and 2021, and little change in 2022, the 'Work pressure' sub-score has improved in 2023, with better results across all contributing measures.

The biggest improvement is in the view that there are 'enough staff at my organisation for me to do my job properly', which has improved by six percentage points this year and is now at a similar level to 2019. Perceptions of adequate staffing levels improved across all types of trust, while the proportion of staff working in Ambulance Trusts who feel that there are enough staff at their organisation is now nine percentage points higher than in 2021.







## Morale : Stressors (1)

Stressors sub-score: 2023: 6.43 (2022: 6.33, 2021: 6.30, 2020: 6.41, 2019: 6.43)\*

### Relationships at work

**48.18%** said **relationships at work are never or rarely strained** (q5c) (2022: 45.94%, 2021: 44.76%, 2020: 47.06%, 2019: 46.54%)

**71.95%** said they **receive the respect they deserve from their colleagues** at work (q7c) (2022: 71.14%, 2021: 70.65%, 2020: 71.48%, 2019: 72.38%)

- Agreement remains highest amongst staff working at Community Trusts (2023: 77.85%) and Mental Health & Learning Disability, and Mental Health, Learning Disability & Community Trusts (2023: 77.10%).

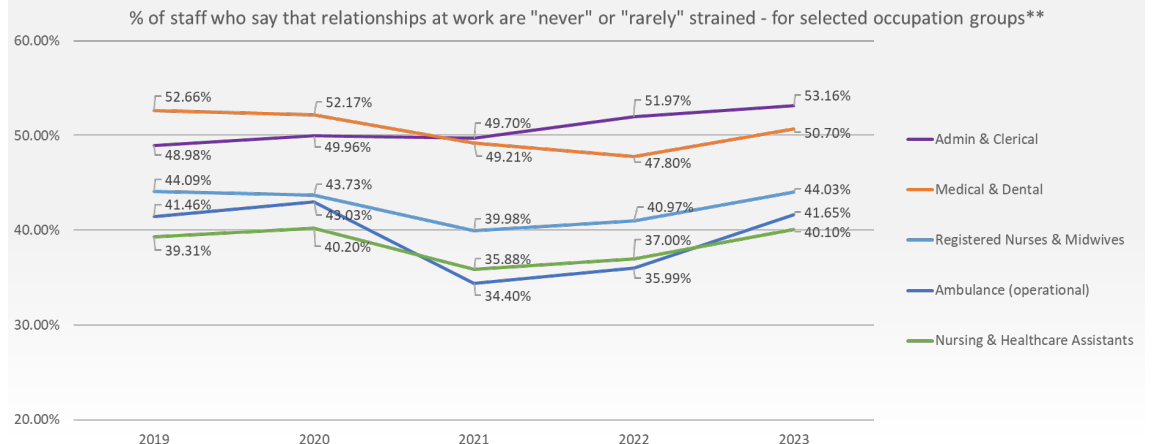
**72.81%** said their **immediate manager encourages them at work** (q9a) (2022: 71.10%, 2021: 70.08%, 2020: 70.47%, 2019: 71.08%)

- This measure is at a three-year high across all types of trust and amongst many occupation groups, with a notable improvement since 2021 amongst ambulance operational staff (2023: 60.89%, 2022: 57.05%, 2021: 53.96%, 2020: 59.51%, 2019: 59.21%)

### Relationships at work by occupation group

The latest survey results indicate improvements in working relationships amongst NHS staff. The proportion of staff who feel their immediate manager encourages them at work is at a five-year high, as is the percentage of staff agreeing that relationships at work are “never” or “rarely” strained.

With respect to occupational group, a notable improvement is evident amongst ambulance operational staff, with a seven percentage point increase between 2021 and 2023 in the proportion reporting that work relationships are "never" or "rarely" strained.



\*Please note , the Stressors sub-score has moved from 6.33 in 2022 to 6.43 in 2023. This is not described as an increase within this report as the difference to three decimal places is 0.098, which is less than the threshold of 0.1 as described on page 9.

\*\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](https://www.nhsstaffsurveys.com/results/)





## Morale : Stressors (2)

Stressors sub-score: 2023: 6.43 (2022: 6.33, 2021: 6.30, 2020: 6.41, 2019: 6.43)\*

### Ways of working

**86.05%** of staff **always know what their responsibilities are** (q3a) (2022: 85.53%, 2021: 85.71%, 2020: 85.85%, 2019: 87.07%)

**51.24%** are **involved in deciding on changes introduced** that affect their work area / team / department (q3e) (2022: 50.21%, 2021: 49.11%, 2020: 50.27%, 2019: 52.16%)

**26.25%** said they **never or rarely have unrealistic time pressures** (q5a) (2022: 23.44%, 2021: 23.34%, 2020: 25.08%, 2019: 22.75%)

**54.48%** often or always have a **choice in deciding how to do their work** (q5b) (2022: 53.77%, 2021: 53.47%, 2020: 55.83%, 2019: 56.14%)

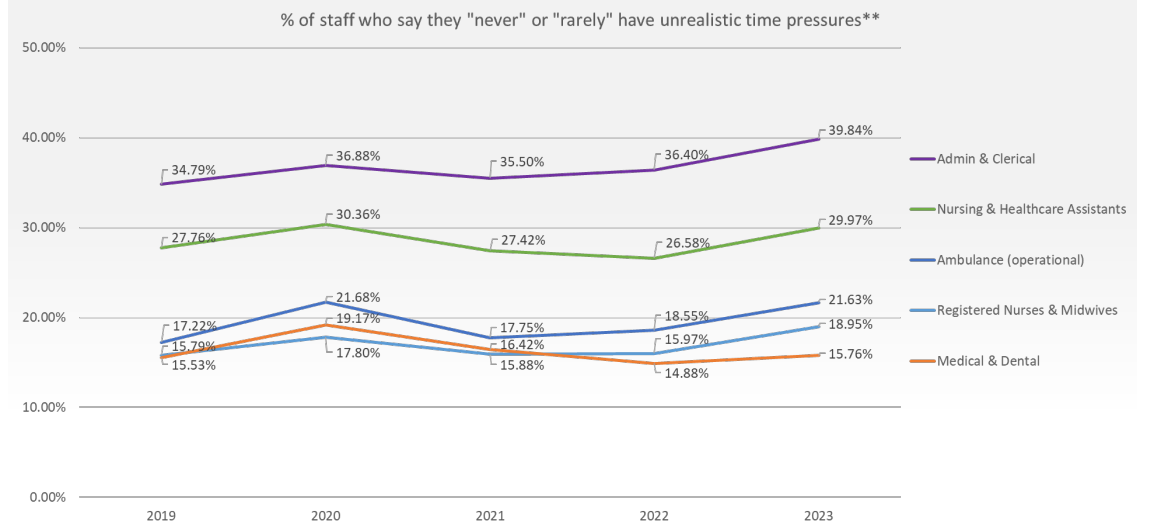
\*Please note , the Stressors sub-score has moved from 6.33 in 2022 to 6.43 in 2023. This is not described as an increase within this report as the difference to three decimal places is 0.098, which is less than the threshold of 0.1 as described on page 9.

\*\*Chart shows selected occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](http://www.nhsstaffsurveys.com/results/)

### Unrealistic time pressures

Almost three quarters of staff say they have unrealistic time pressures either “sometimes”, “often” or “always”. However, there has been an improvement on this measure, with the proportion who “rarely” or “never” experience unrealistic time pressures increasing this year to a five-year high (26.25%).

Staff working in administrative and clerical roles are most likely to claim they never or rarely experience unrealistic time pressures (39.84%), and this measure has improved amongst staff in many occupation groups compared with 2021 and 2022. However, medical and dental staff remain less likely than many other groups\*\* to agree (15.76%).



# 12. Patient Safety



## Reporting of errors, near misses and incidents

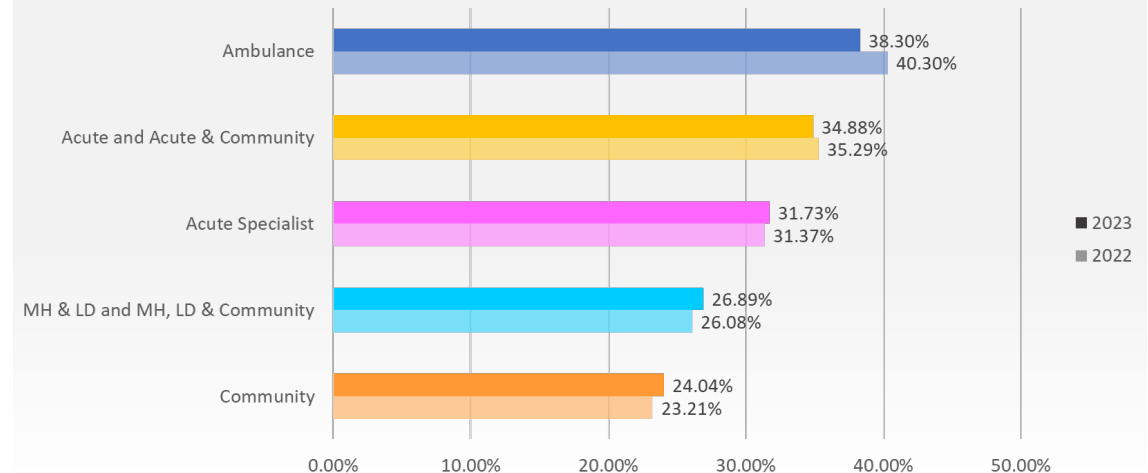
- 33.19%** of staff have seen errors, near misses or incidents that could have hurt staff and/or patients/service users in the last month (q18) (2022: 33.40%)
- 59.45%** of staff said their organisation treats staff who are involved in an error, near miss or incident fairly. (q19a) (2022: 58.17%)
- 86.33%** of staff said their organisation encourages staff to report errors, near misses or incidents. (q19b) (2022: 86.07%)
- 68.15%** of staff said that when errors, near misses or incidents are reported, their organisation takes action to ensure that they do not happen again. (q19c) (2022: 67.37%)
- 60.92%** of staff said that they are given feedback about changes made in response to reported errors, near misses and incidents (q19d) (2022: 59.80%)

## Errors, near misses and incidents in the last month

Around one in three staff have seen errors, near misses or incidents in the last month that could have hurt staff and/or patients/service users, a similar proportion to that recorded in 2022. Staff working in Ambulance Trusts remain most likely to have seen such incidents, despite an improvement this year (2023: 38.30%, 2022: 40.30%).

There were also improvements this year in the perception of fair treatment of staff who are involved in errors, near misses and incidents, and receiving feedback about changes made in response to such incidents being reported.

% of staff who have seen errors, near misses, or incidents that could have hurt staff and/or patients/service users in the last month



\*Questions around patient safety were included in the NHS Staff Survey prior to 2020. However, the results for these questions are not comparable to when previously asked due to changes to the questions and wider survey changes.



## For further information...



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

[www.nhsstaffsurveys.com](http://www.nhsstaffsurveys.com)

Our results website provides data from the survey via an interactive dashboard:

[www.nhsstaffsurveys.com/results/interactive-results/](http://www.nhsstaffsurveys.com/results/interactive-results/)

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**:



[nhsstaffsurvey@surveycoordination.com](mailto:nhsstaffsurvey@surveycoordination.com)



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