

# NHS Staff Survey 2022

## National results briefing



The clickable links below can be used to navigate the national results briefing document



NHS Staff Survey

## 2022 National results briefing

- 1 Introduction
- 2 Technical details
- 3 The Covid-19 pandemic

## Survey results

- 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 (theme)
- 12 Morale (theme)
- 13 New questions for 2022 - Patient safety

# 1. Introduction



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. New questions for 2022 –  
Patient safety

- 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 (ICBs, 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.



NHS Staff Survey



[2022 Core questionnaire](#)



[Results](#)



## Participation

**636,348**

staff responded  
(648,594 in 2021)



**593,977**

online responses  
(594,974 in 2021)



**42,371**

paper responses  
(53,620 in 2021)

**46%**

response rate

(down from 48% in 2021)

**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 2022.
- 264 NHS organisations took part, including all 215 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, a paper questionnaire, 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<sup>1</sup>.
- The 2022 survey used the same methodology and timings as in previous years. All questions<sup>2</sup> and key indicators reported in 2021 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**.

<sup>1</sup> except for "We are recognised and rewarded" which has no sub-scores

<sup>2</sup> except for q30b "Has your employer made reasonable adjustments..." which is not comparable due to a wording change

## How has the survey mode 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).

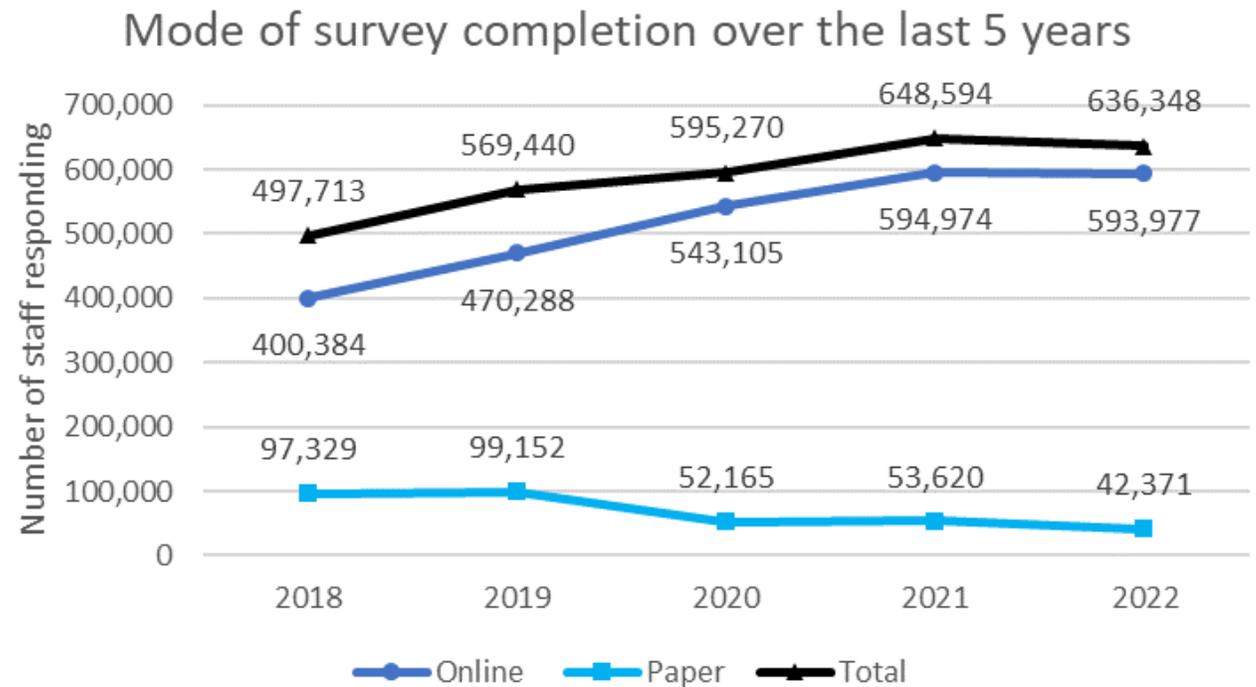
More than nine in ten staff who took part completed the survey online. This proportion has increased year on year and is now at 93%.

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

Paper: 2021: 53,620  
2022: 42,371



Online: 2021: 594,974  
2022: 593,977

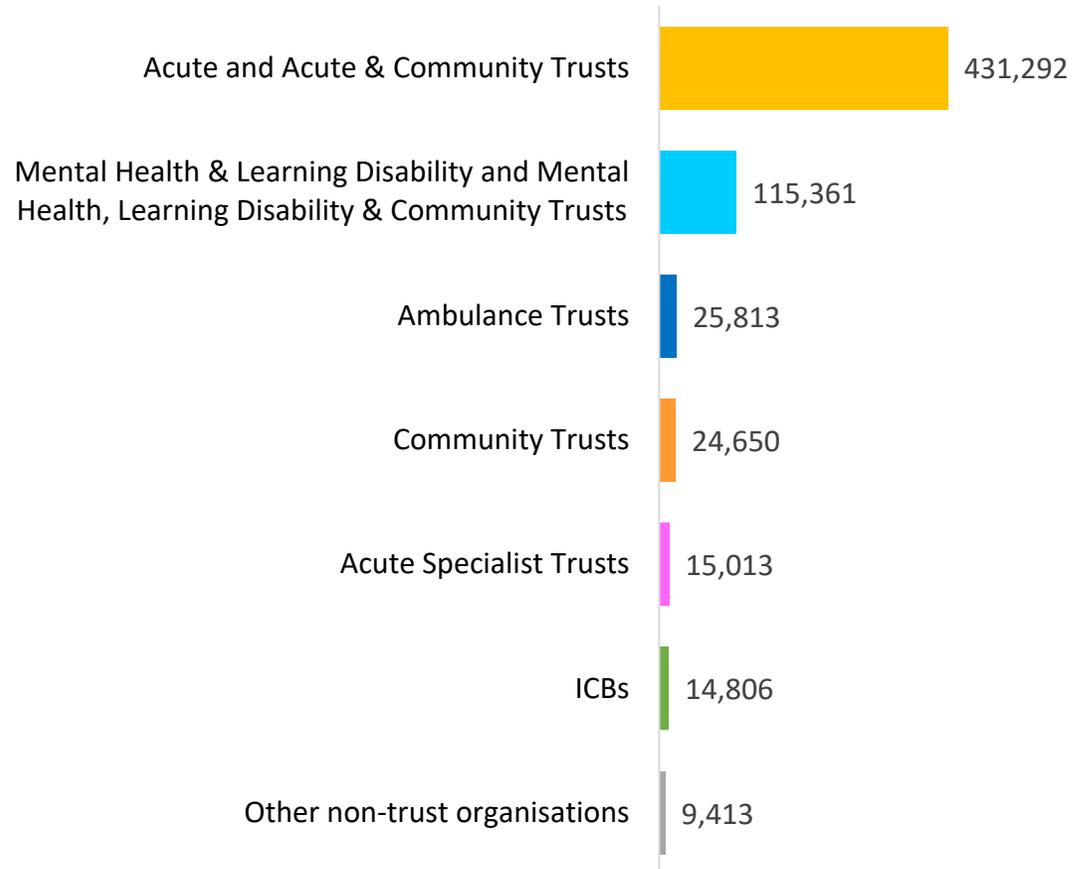




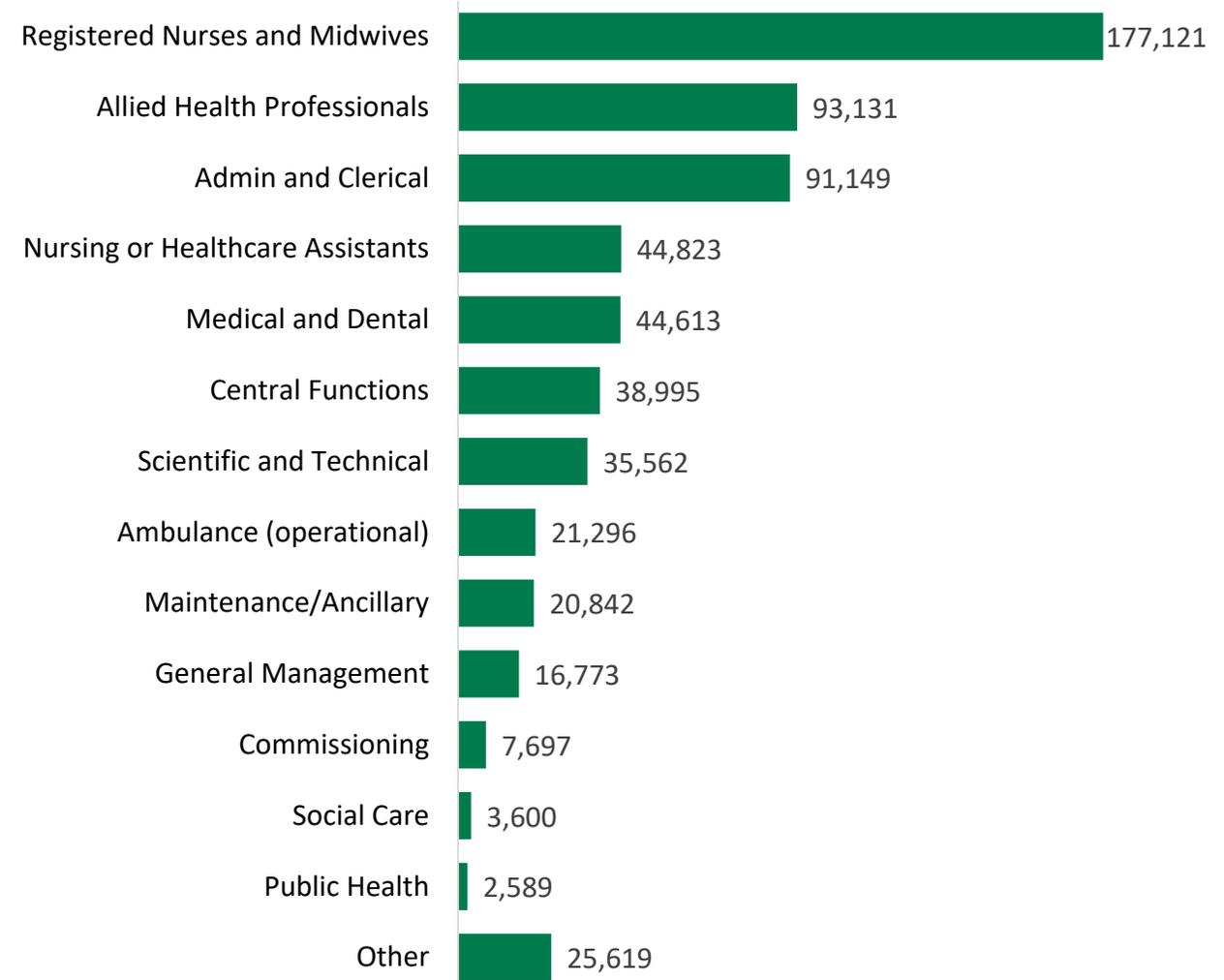
# NHS Staff Survey: Who took part?

The charts below show the number of staff who responded to the survey in 2022

## By organisation type



## By occupation group\*



\* Self-reported. Some staff chose not to respond.

## 2. Technical details



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. New questions for 2022  
– Patient safety

- The **results presented in the remainder of this report only cover the 215 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<sup>1</sup>, 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 2022, 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". To view all response options, please see the interactive dashboards or detailed spreadsheets on the survey results website at [www.nhsstaffsurveys.com/results/](http://www.nhsstaffsurveys.com/results/).
- 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 (before rounding).
- Further information about the technical details of the survey and the result outputs can be found in the [Technical Document](#).

<sup>1</sup> Note: 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. staff who have worked on a Covid-19 specific ward or area ). This may affect the comparability of the results of these subgroups.

### National participation and response rate



612,129 responses from  
staff at NHS trusts

**45% response rate**

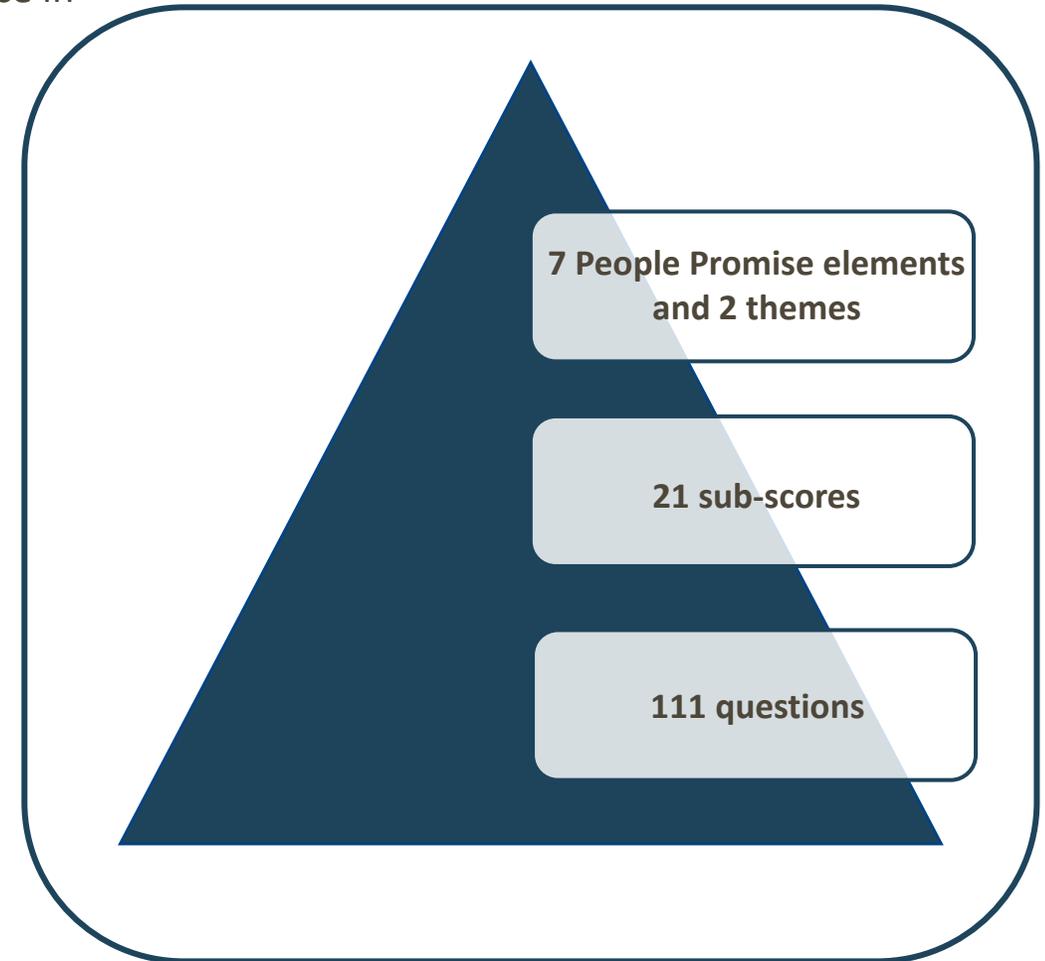
The **People Promise summary indicators** provide an overview of staff experience in relation to the seven elements of the People Promise:

-  *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<sup>1</sup>, with each sub-score calculated from the responses to between one and nine aligned questions. Sub-scores are also reported.



<sup>1</sup>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



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

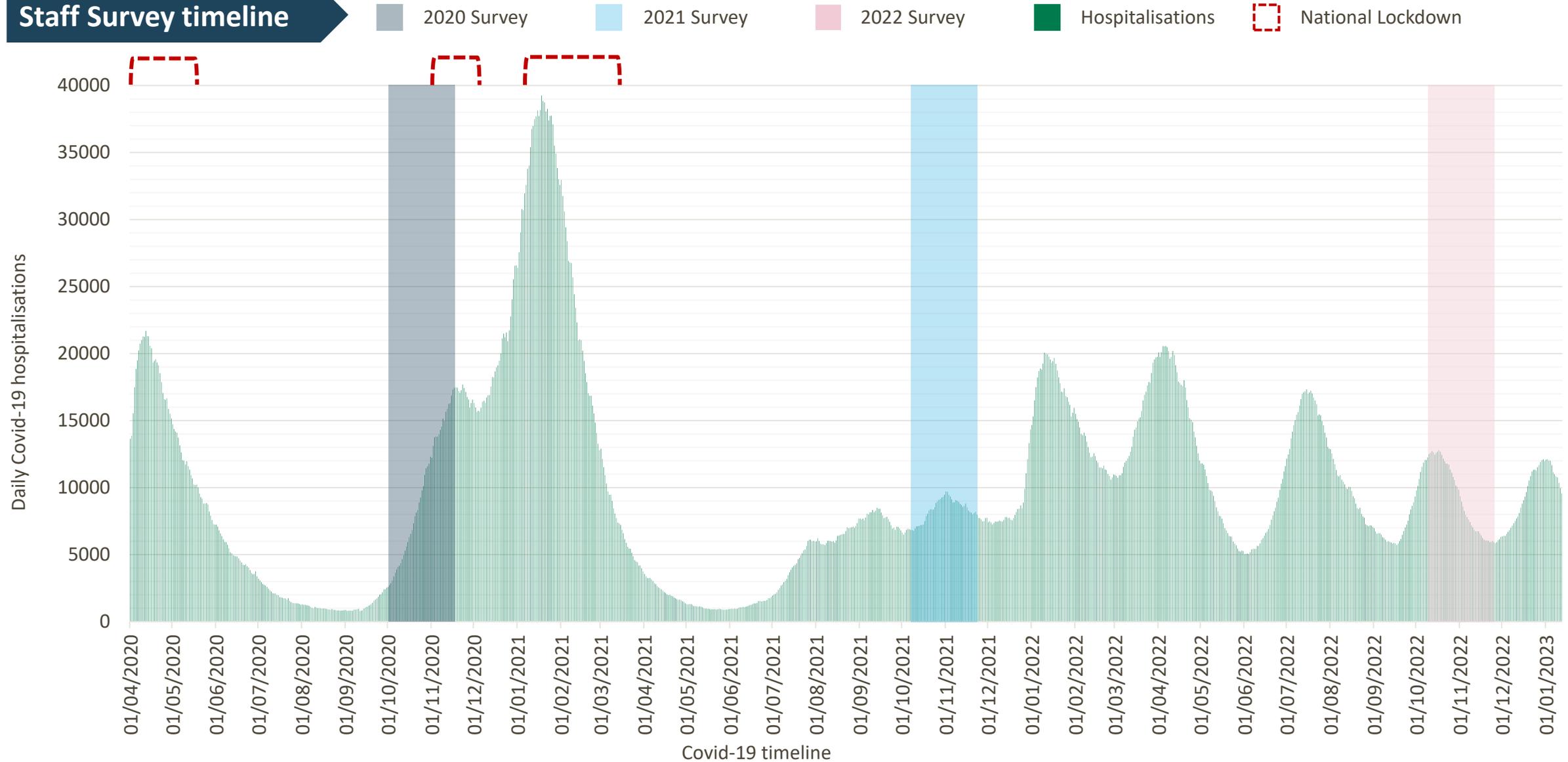
11. Staff engagement

12. Morale

13. New questions for 2022  
– Patient safety

# The Covid-19 pandemic: Timeline

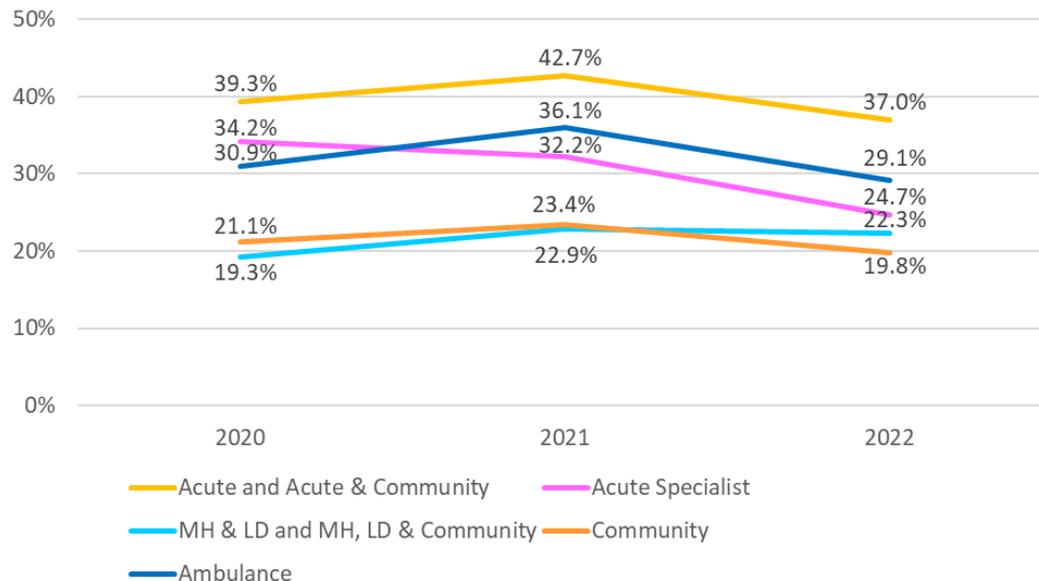
## Staff Survey timeline



## Working in Covid-19 specific areas

**32.9%** of staff had **worked on a Covid-19 specific ward or area** at any time in the past 12 months (q25a), a lower proportion than in 2021 (37.7%) and 2020 (34.2%).

- As in 2021, this proportion was highest in Acute and Acute & Community Trusts (37.0%) and lower amongst staff working in Mental Health and Learning Disability or Combined Mental Health, Learning Disability and Community Trusts (22.3%) and Community Trusts (19.8%)



## Redeployment

**10.0%** of staff had **been redeployed** due to the Covid-19 pandemic in the past 12 months (q25b), down from 19.0% in 2021.

- Redeployment remained most common amongst staff in Acute and Acute & Community Trusts (11.3%) and least common in Mental Health and Learning Disability or Combined Mental Health, Learning Disability and Community Trusts (6.1%) and Ambulance Trusts (7.3%)

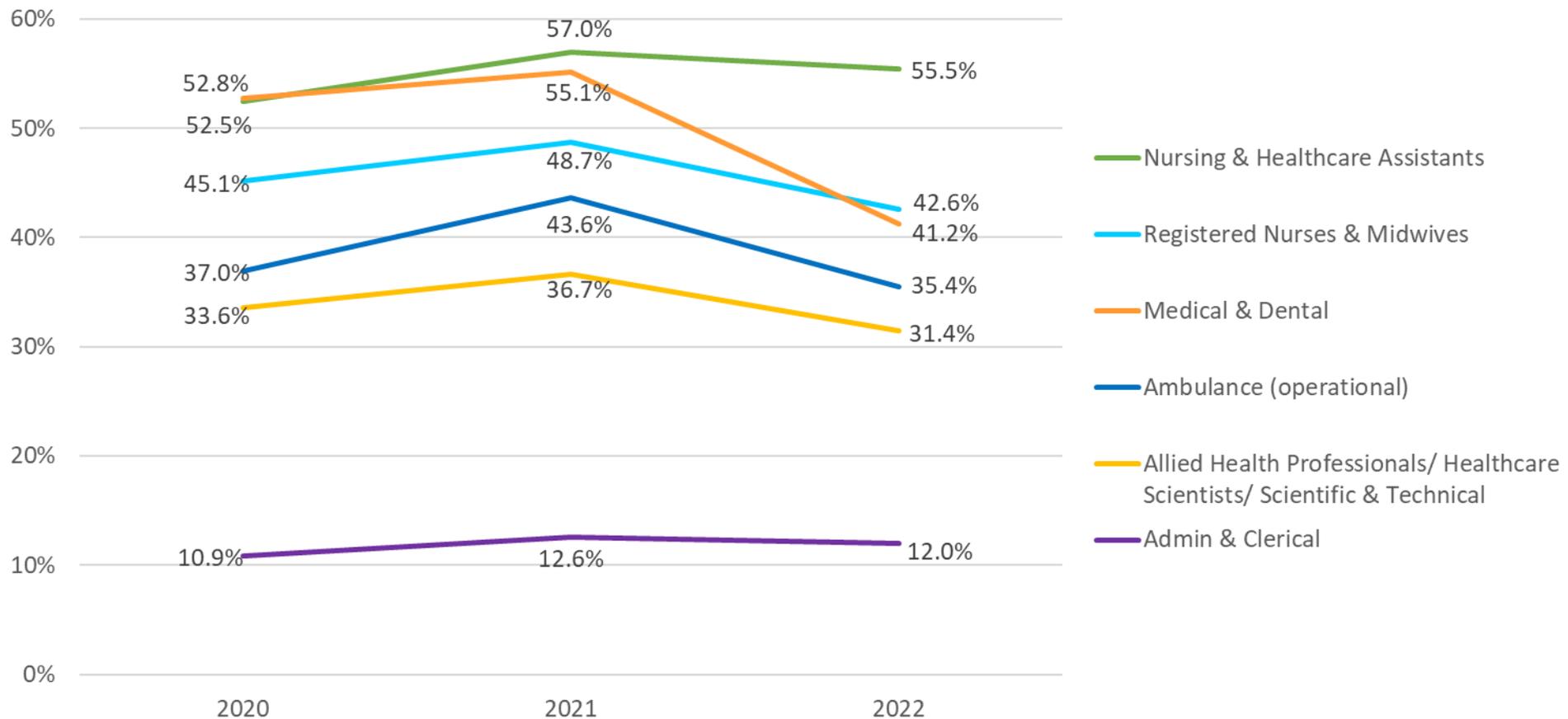
## Working remotely / from home

**32.1%** of staff said they had **been required to work remotely / from home** in the past 12 months due to the Covid-19 pandemic (q25c), down from 39.4% in 2021.

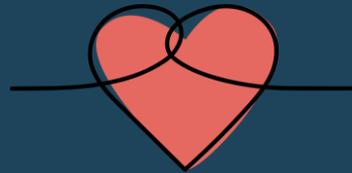
- It is possible that this figure may include some staff who, whilst no longer strictly *required* to work remotely due to the Covid-19 pandemic, continue to do so as a result of changes to working practices at their organisation.

Overall, 32.9% of staff reported having worked on a Covid-19 specific ward or area in the last 12 months (q25a), a slightly lower proportion than in 2021 (37.7%) and 2020 (34.2%).

Nursing or Healthcare Assistants were particularly likely<sup>1</sup> to have worked on a Covid-19 specific ward or area in the last 12 months (55.5%).



<sup>1</sup>Chart shows the selected occupation groups only. For full results please refer to the interactive dashboards available at [www.nhsstaffsurveys.com/results](http://www.nhsstaffsurveys.com/results)



## 4. We are compassionate and inclusive

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



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. New questions for 2022  
– Patient safety



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

## People Promise element score: 2022: 7.2 (2021: 7.2)

The 'We are compassionate and inclusive' score is unchanged\* compared to 2021.

### Compassionate culture

- Q6a** - *I feel that my role makes a difference to patients / service users*
- Q23a** - *Care of patients / service users is my organisation's top priority*
- Q23b** - *My organisation acts on concerns raised by patients / service users*
- Q23c** - *I would recommend my organisation as a place to work*
- Q23d** - *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*
- Q20** - *I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)*

### 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*



\* After rounding to 1 decimal place

# ➤ We are compassionate and inclusive: Compassionate culture

## Compassionate culture sub-score: 2022: 7.0 (2021: 7.1)

### Care of patients and service users

**86.9%** said they feel their **role makes a difference** to patients / service users (q6a) (2021: 87.4%)

**74.0%** said that **care of patients / service users is their organisation's top priority** (q23a) (2021: 75.6%, 2020: 79.5%, 2019: 77.3%, 2018: 75.9%)

**69.1%** agree that their organisation **acts on concerns raised by patients / services users** (q23b) (2021: 72.1%, 2020: 75.0%, 2019: 74.0%, 2018: 73.5%)

### Recommend as a place to work

**57.4%** would recommend their organisation as a place to work (q23c) (2021: 59.4%, 2020: 66.8%, 2019: 63.4%, 2018: 61.7%)

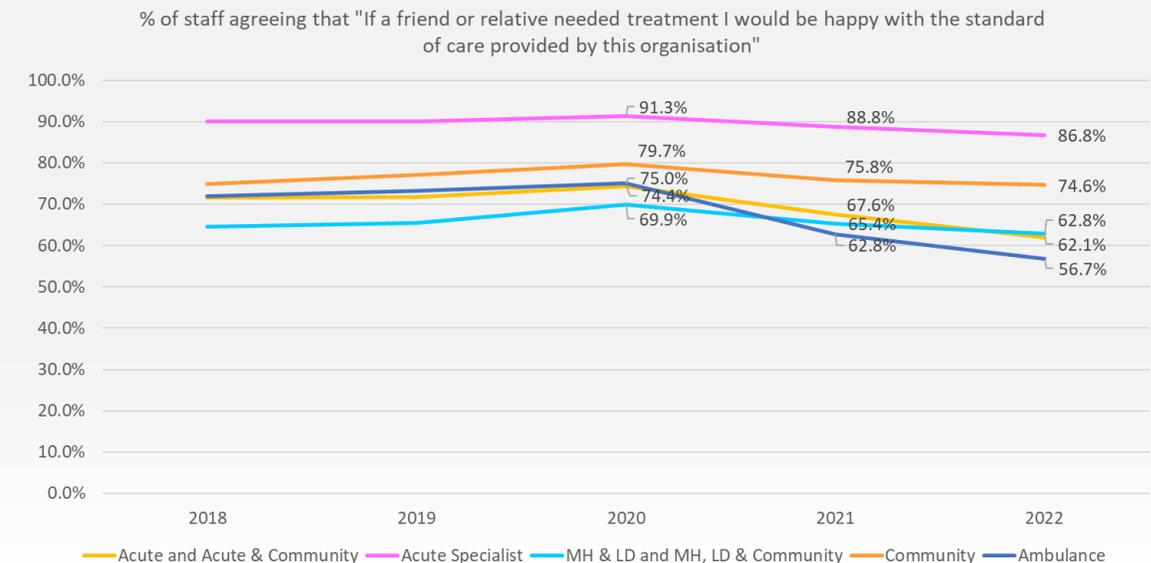
### Standard of care

**62.9%** are **happy with the standard of care** provided by their organisation (q23d) (2021: 67.8%, 2020: 74.2%, 2019: 71.5%, 2018: 71.0%)

### Trends in satisfaction with standard of care

The 2022 survey saw a decline since 2021 in measures related to the 'Compassionate culture' sub-score.

The greatest decline was seen in the proportion of staff agreeing that if a friend or relative needed treatment, they would be happy with the standard of care provided by their organisation, which at 62.9% is down 4.8 percentage points, and is now 11.3 percentage points lower than in 2020 (74.2%). While all types of trust have deteriorated on this measure year on year since 2020, the decline is most marked in Ambulance Trusts, having declined more than 18 percentage points since 2020, from 75.0% to 56.7%.



## Compassionate leadership sub-score: 2022: 6.9 (2021: 6.9)

### Listening and understanding

**68.0%** said their immediate manager **works together with them to come to an understanding of problems** (q9f) (2021: 67.0%)

**70.6%** agreed that their immediate manager is **interested in listening to them when they describe challenges** they face (q9g) (2021: 69.5%)

### Caring and acting

**69.5%** agreed that their immediate manager **cares about their concerns** (q9h) (2021: 68.5%)

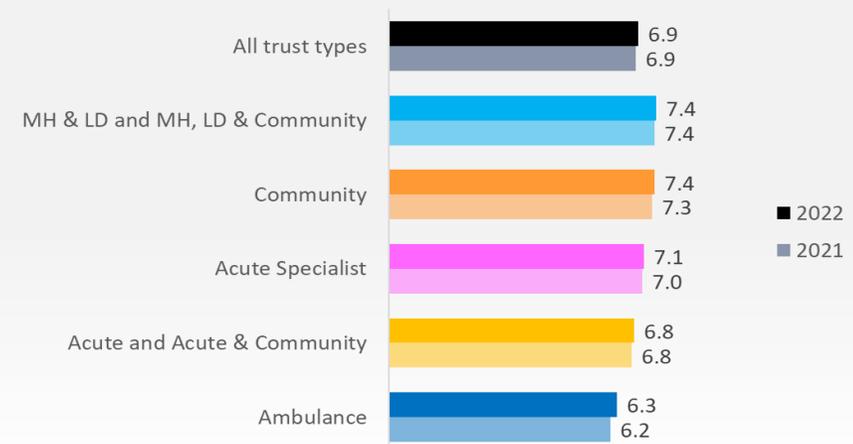
**65.7%** said their immediate manager **takes effective action** to help them with any problems they face (q9i) (2021: 64.7%)

### Compassionate leadership – trends by trust type

Results feeding into the ‘Compassionate leadership’ sub-score were similar to or slightly improved compared with 2021, with the sub-score remaining at 6.9 overall. Results on all four questions were also similar to or slightly better than in 2021 across all types of trust.

While the Compassionate Leadership sub-score remains highest in Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts (7.4) and Community Trusts (7.4), the biggest improvements this year were seen in Ambulance Trusts, where the sub-score increased from 6.2 to 6.3, with increases of between 2.2 and 2.8 percentage points on each of the four questions.

Compassionate leadership sub-score by type of trust



## Diversity and equality sub-score: 2022: 8.1 (2021: 8.1)

### Equal opportunities

**56.0%** 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) (2021: 55.6%, 2020: 56.2%, 2019: 56.8%, 2018: 56.4%)

### Discrimination

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

**8.3%** ...from patients / service users, their relatives or other members of the public (q16a) (2021: 7.9%, 2020: 7.3%, 2019: 7.2%, 2018: 7.0%)

**9.0%** ...from managers or colleagues (q16b) (2021: 9.0%, 2020: 8.4%, 2019: 7.7%, 2018: 8.0%)

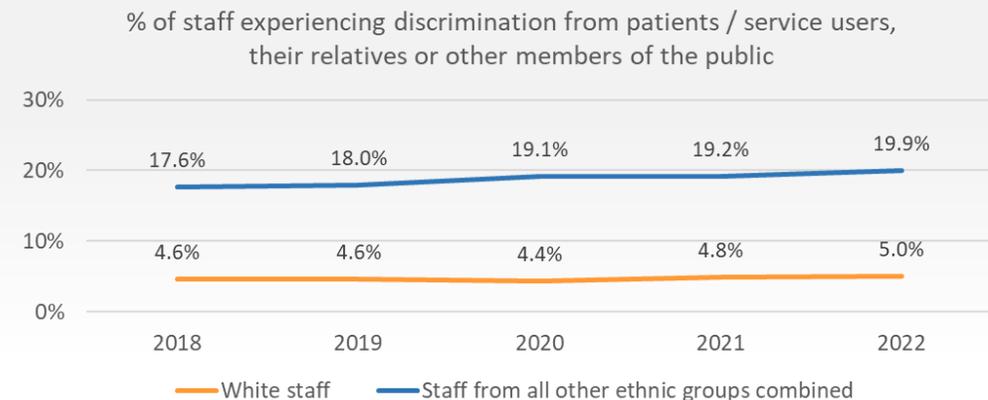
### Respect for individual differences

**69.5%** of staff felt their organisation **respects individual differences**, such as different cultures, working styles, backgrounds and ideas (q20) (2021: 68.6%)

### Trends in equality, diversity and discrimination

The majority of results for questions feeding into the 'Diversity and equality' sub-score saw little change from 2021, with a small increase in the percentage of staff who feel their organisation acts fairly regard to career progression or promotion, following a decline between 2019 and 2021. Staff were also slightly more likely to say they feel their organisation respects individual differences (up 0.9 percentage points since 2021).

While the percentage of staff claiming to have experienced discrimination from managers or colleagues is unchanged this year at 9.0%, incidence of discrimination from patients/services users, their relatives and other members of the public has increased by 0.4 percentage points, continuing a 5-year trend. Around one in five staff from minority ethnic groups (other than white minority groups) now claim to have experienced this type of discrimination in the last 12 months (19.9%).



## Inclusion sub-score: 2022: 6.9 (2021: 6.9)

### Part of a team

**69.4%** of staff said they **felt valued by their team** (q7h) (2021: 68.7%)

**63.8%** of staff said they **felt a strong personal attachment to their team** (q7i) (2021: 63.6%)

### Respect and civility

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

**71.1%** ... **understanding and kind to one another** (q8b) (2021: 70.6%)

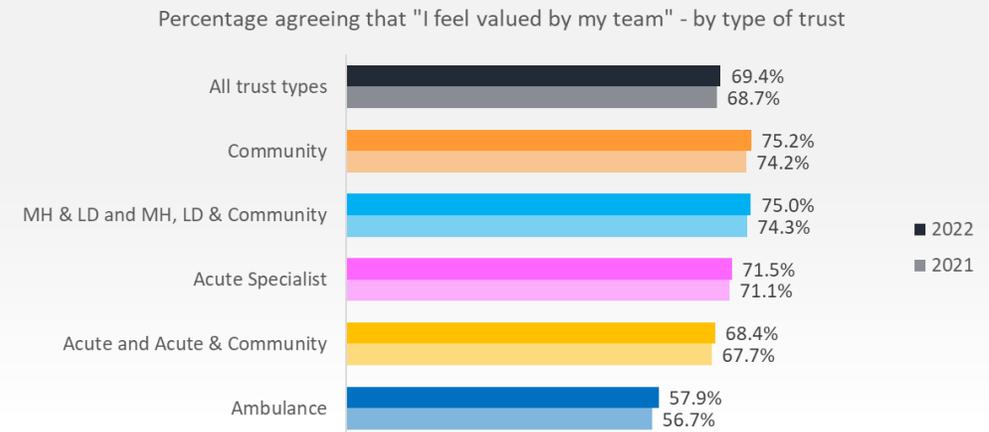
**72.4%** ... **polite and treat each other with respect** (q8c) (2021: 72.0%)

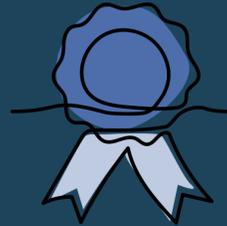
### Inclusion by trust type

The inclusion sub-score remained at 6.9 this year, but each of the four contributing questions, which were all introduced in 2021, saw a very slight improvement this year (between 0.2 and 0.7 percentage points).

Small improvements on these questions were seen in all types of trust. The highest levels of agreement continue to be found amongst staff in Community Trusts and in Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts, which recorded Inclusion sub-scores of 7.3 and 7.2 respectively in both 2021 and 2022.

Staff in these types of trust are more likely to agree than those in other trust types to say they feel valued by their team. Despite remaining below average on this measure, staff in Ambulance Trusts saw the biggest improvement this year.





## 5. We are recognised and rewarded



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. New questions for 2022  
– Patient safety

### People Promise element score: 2022: 5.8 (2021: 5.9)

The 'We are recognised and rewarded' score **has decreased compared to 2021**.

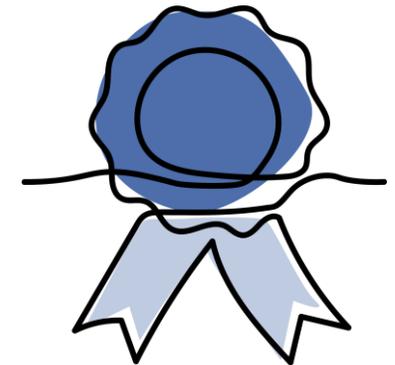
There are no sub-scores for this People Promise element. Instead, the score is based on the following five questions:

**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: 2022: 5.8 (2021: 5.9)

## Recognition

**52.4%** of staff were **satisfied with the recognition they get for good work** (q4a) (2021: 51.9%, 2020: 57.2%, 2019: 58.1%, 2018: 56.6%)

## Feeling valued and appreciated

**42.1%** were **satisfied with the extent to which their organisation values their work** (q4b) (2021: 42.1%, 2020: 48.0%, 2019: 48.0%, 2018: 46.1%)

**68.0%** of staff say that **the people they work with show appreciation to one another** (q8d) (2021: 67.5%)

**71.5%** agree that **their immediate manager values their work** (q9e). (2021: 70.7%, 2020: 72.7%, 2019: 73.4%, 2018: 72.3%)

## Satisfaction with pay

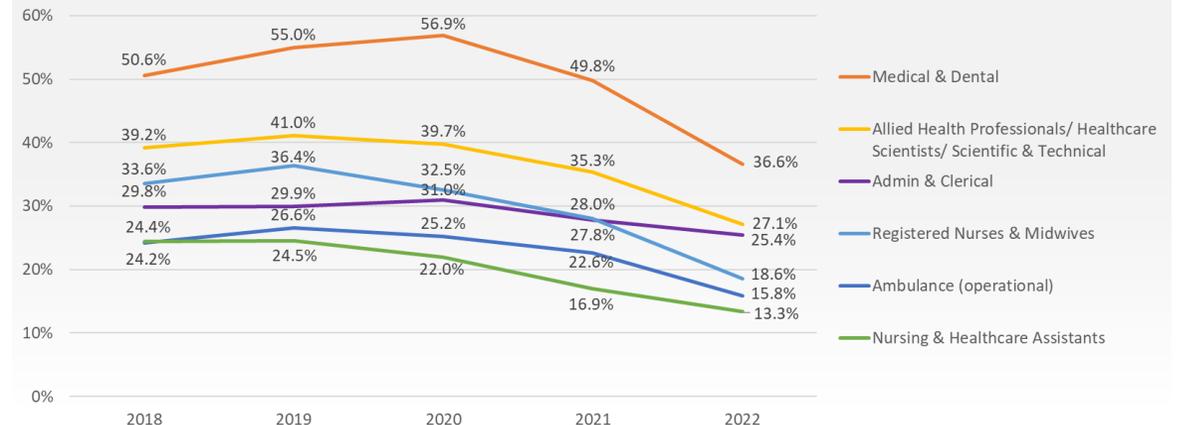
**25.6%** of staff were **satisfied with their level of pay** (q4c) (2021: 32.6%, 2020: 36.6%, 2019: 38.0%, 2018: 36.2%)

## Trends in satisfaction with pay

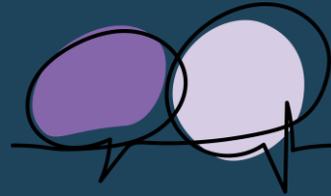
The People Promise element “We are recognised and rewarded” declined from 5.9 in 2021 to 5.8 in 2022. The percentage of staff feeling their work is recognised, valued and appreciated all held at a similar level or improved very slightly from 2021. However, the decrease in the sub-score was driven by a considerable drop in the percentage of staff satisfied with their level of pay. This measure declined 7.0 percentage points to 25.6% and is now 12.3 percentage points lower than the pre-pandemic level (38.0% in 2019).

Satisfaction with pay remains lowest amongst nursing and healthcare assistants (13.3%) and ambulance staff (15.8%) but there has been a continued downward trend in all occupation groups\* since 2019 or 2020.

% of staff who are "very satisfied" or "satisfied" with their level of pay - for selected occupation groups\*



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



## 6. We each have a voice that counts

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



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. New questions for 2022  
– Patient safety



## People Promise element score: 2022: 6.7 (2021: 6.7)

The 'We each have a voice that counts' score is unchanged\* compared to 2021.

### 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

**Q19a** - *I would feel secure raising concerns about unsafe clinical practice*

**Q19b** - *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*

**Q23f** - *If I spoke up about something that concerned me I am confident my organisation would address my concern\**



## Autonomy and control sub-score: 2022: 6.9 (2021: 6.9)

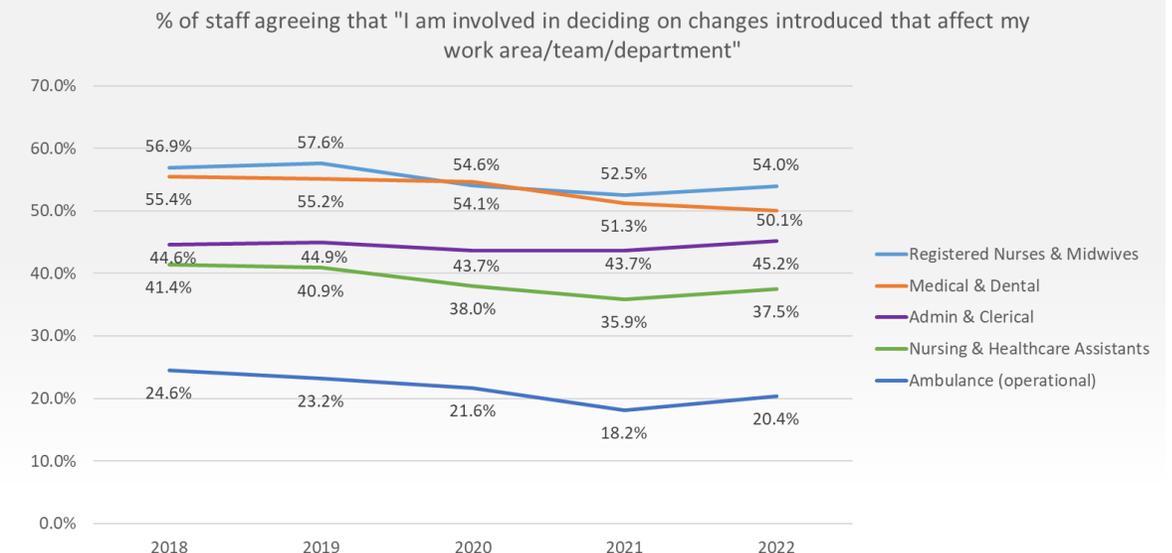
- 85.6%** of staff **always know what their responsibilities are** (q3a) (2021: 85.7%, 2020: 85.9%, 2019: 87.1%, 2018: 86.9%)
- 90.3%** **feel trusted to do their job** (q3b) (2021: 90.5%, 2020: 90.7%, 2019: 91.3%, 2018: 91.3%)
- 72.9%** said there are **frequent opportunities for them to show initiative in their role** (q3c) (2021: 72.5%, 2020: 72.3%, 2019: 73.1%, 2018: 73.2%)
- 53.7%** **have a choice in how to do their work** (q5b) (2021: 53.4%, 2020: 55.7%, 2019: 56.0%, 2018: 56.1%)
- 70.9%** of staff feel **able to make suggestions** to improve the work of their team/department (q3d) (2021: 70.4%, 2020: 73.2%, 2019: 74.2%, 2018: 74.6%)
- 50.2%** of staff say they are **involved in deciding on changes** introduced that affect their work area or team (q3e) (2021: 49.1%, 2020: 50.3%, 2019: 52.1%, 2018: 52.3%)
- 54.3%** feel **able to make improvements happen** in their area of work (q3f) (2021: 53.2%, 2020: 55.3%, 2019: 56.0%, 2018: 56.0%)

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

## Deciding on changes and making improvements

The majority of questions feeding into the 'Autonomy and control' sub-score saw a small improvement this year. In many cases this followed a decline in results across the preceding years.

The greatest improvements were in the percentage of staff feeling involved in deciding on changes (q3e) and able to make improvements happen (q3f) in their area of work. These measures had declined by around three percentage points between 2018 and 2021 but recovered by around one percentage point this year. There were improvements on these measures in all types of trust and across most occupation groups\*, with the exception of medical and dental staff, where there was a continued decline.



## Raising concerns sub-score: 2022: 6.4 (2021: 6.5)

### Speaking up about concerns

The following percentage of staff said they...

**61.5%** ...feel safe to speak up about anything that concerns them in their organisation (q23e) (2021: 62.1%, 2020: 65.7%)

**48.7%** ...were confident that their organisation would address their concern (q23f) (2021: 49.8%)

### Concerns about clinical safety

The following percentage of staff said they...

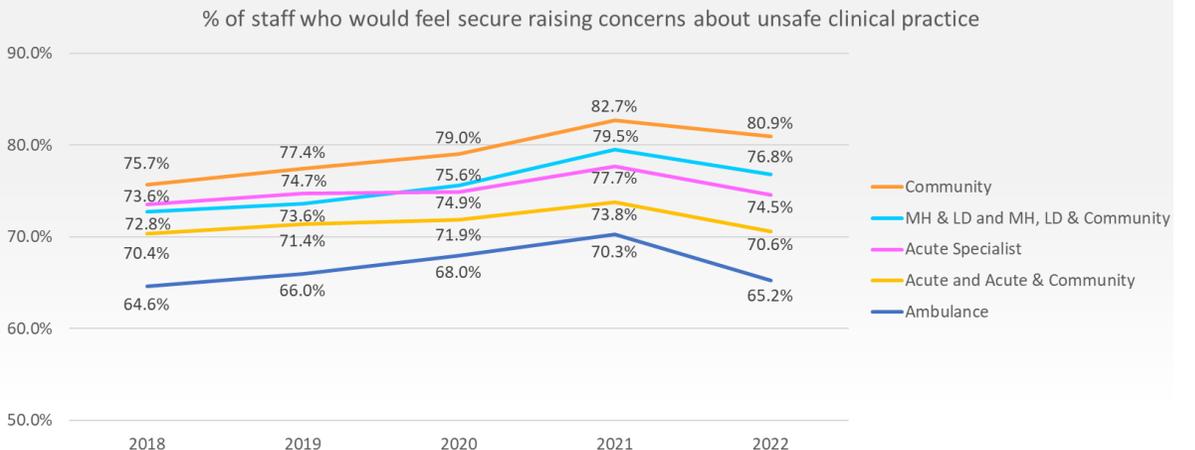
**71.9%** ...would feel secure raising concerns about unsafe clinical practice (q19a) (2021: 75.0%, 2020: 72.7%, 2019: 71.9%, 2018: 70.9%)

**56.7%** ...were confident that their organisation would address their concern (q19b) (2021: 59.5%, 2020: 60.5%, 2019: 59.9%, 2018: 58.6%)

### Feeling secure to raise concerns

The sub-score for raising concerns declined from 6.5 in 2021 to 6.4 this year. There were declines on all measures relating to raising concerns, both relating to raising concerns about clinical safety and speaking up more generally.

The greatest deterioration was seen in the percentage of staff who would feel secure raising concerns about unsafe clinical practice. Having improved between 2019 and 2021, this measure declined by 3.1 percentage points from 75.0% to 71.9%, with a return to the 2019 level. There was a decline across all types of trust, although agreement remains highest in Community Trusts (80.9%) and Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts (76.8%).





## 7. We are safe and healthy

- Health and safety climate
- Burnout
- Negative experiences



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. New questions for 2022  
– Patient safety

## People Promise element score: 2022: 5.9 (2021: 5.9)

The 'We are safe and healthy' score is unchanged\* compared to 2021.

### 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?



## Health and safety climate sub-score: 2022: 5.3 (2021: 5.3)

### Workload and resources

- 42.9%** of staff are **able to meet all the conflicting demands on their time** at work (q3g) (2021: 43.0%, 2020: 47.6%, 2019: 46.0%, 2018: 44.8%)
- 26.4%** of staff said there are **enough staff at their organisation for them to do their job properly** (q3i) (2021: 27.1%, 2020: 38.3%, 2019: 32.2%, 2018: 31.6%)
- 23.4%** of staff say they **never or rarely have unrealistic time pressures** (q5a) (2021: 23.3%, 2020: 25.0%, 2019: 22.7%, 2018: 21.8%)
- 55.6%** of staff say have **adequate materials, supplies and equipment to do their work** (q3h) (2021: 57.3%, 2020: 60.3%, 2019: 56.1%, 2018: 54.5%)

### Organisational action

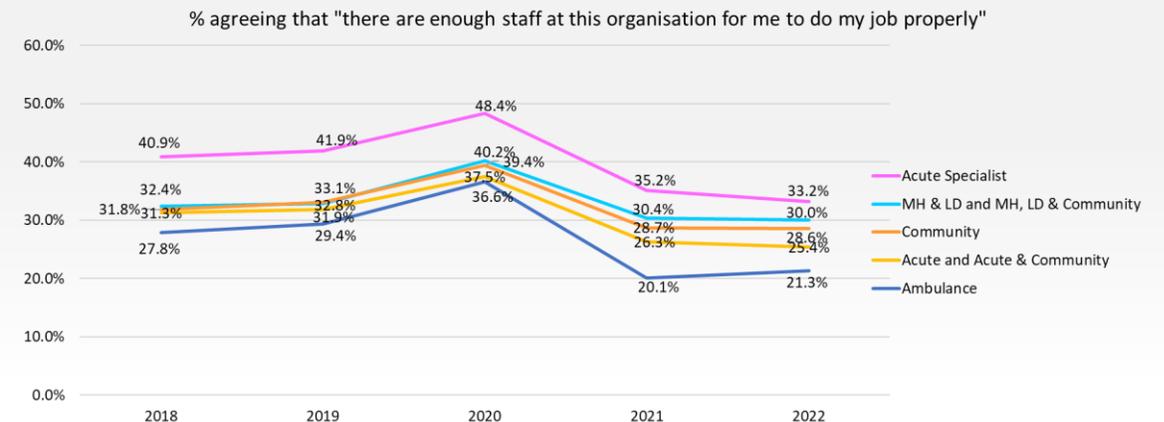
- 56.5%** of staff said their **organisation takes positive action on health and well-being** (q11a) (2021: 57.0%)
- 72.4%** of staff who had experienced physical violence said that they or a colleague reported it (q13d) (2021: 71.4%, 2020: 72.3%, 2019: 72.2%, 2018: 70.8%)
- 49.7%** of staff who had experienced harassment, bullying or abuse said that they or a colleague reported it (q14d) (2021: 48.8%, 2020: 48.4%, 2019: 48.7%, 2018: 47.1%)

### Trends in health and safety climate

The sub-score relating to “health and safety climate” is unchanged from 2021 and most of the questions feeding into this score have also remained fairly constant since last year.

Staff are slightly less likely than in 2021 to say that they have adequate materials, supplies and equipment to do their work. This percentage increased sharply in 2020, and has now returned close to pre-pandemic levels. This may reflect less focus on the provision of PPE this year.

Around a quarter of staff (26.4%) agree “there are enough staff at my organisation for me to do my job properly”, a very slightly lower percentage than last year. This follows a much larger decline between 2020 and 2021, and each type of trust’s result in 2022 remains below its pre-pandemic level, despite a small improvement in ambulance trusts this year.



## Negative experiences sub-score: 2022: 7.7 (2021: 7.7)

### Physical violence

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

- 14.7%** from **patients / service users, their relatives or other members of the public** (q13a) (2021: 14.4%, 2020: 14.8%, 2019: 15.2%, 2018: 14.9%)
- 0.8%** from **managers** (q13b) (2021: 0.7%, 2020: 0.6%, 2019: 0.5%, 2018: 0.6%)
- 1.8%** from **other colleagues** (q13c) (2021: 1.6%, 2020: 1.4%, 2019: 1.5%, 2018: 1.6%)

### Harassment, bullying and abuse

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

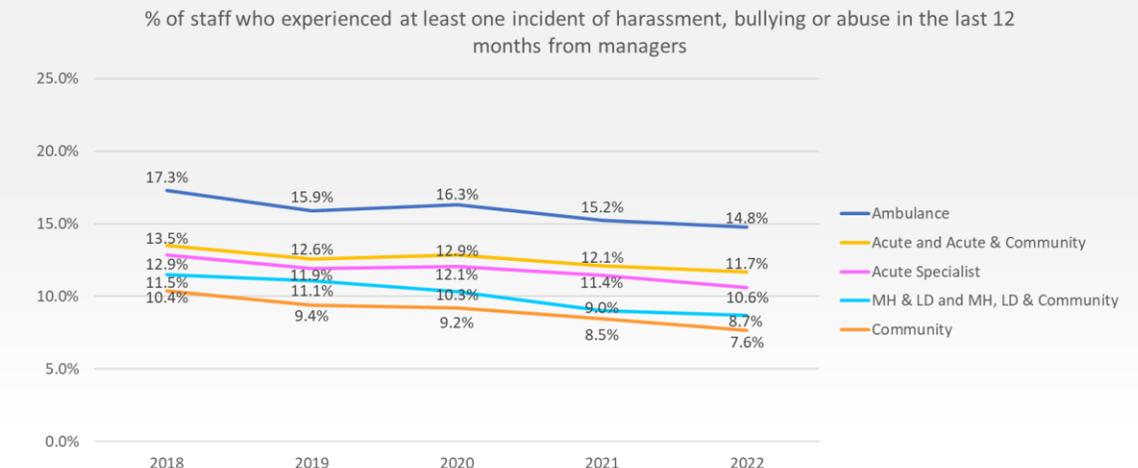
- 27.8%** from **patients / service users, their relatives or other members of the public** (q14a) (2021: 27.7%, 2020: 27.0%, 2019: 28.9%, 2018: 28.8%)
- 11.1%** from **managers** (q14b) (2021: 11.5%, 2020: 12.4%, 2019: 12.3%, 2018: 13.2%)
- 18.7%** from **other colleagues** (q14c) (2021: 18.7%, 2020: 18.8%, 2019: 19.0%, 2018: 19.2%)

### Trends in negative experiences

The sub-score for “negative experiences” has remained at 7.7 this year, with most of the questions that feed into it seeing little change from 2021.

The percentage of staff saying they experienced physical violence from patients/service users, their relatives or other members of the public in the course of their work the last year has stayed relatively consistent across the last five years, at 14.7% in 2022.

Levels of harassment, bullying and abuse from patients/service users, their relatives or other members of the public are also similar to previous years, while experience of harassment, bullying or abuse from managers has continued to show a slow but steady improvement, gradually decreasing over the last five years in all types of trust.



## Negative experiences sub-score: 2022: 7.7 (2021: 7.7)

### Staff health

**30.2%** of staff have experienced **musculoskeletal problems** as a result of work activities in the last 12 months (q11b) (2021: 30.8%, 2020: 29.4%, 2019: 28.1%, 2018: 27.8%)

- While there has been little change on this measure in 2022, experience of musculoskeletal problems remains higher amongst certain occupation groups, including ambulance technicians (56.0%), paramedics (54.4%) and nursing assistants / healthcare assistants (39.3%), relative to other groups

**44.8%** of staff have **felt unwell as a result of work-related stress** in the last 12 months (q11c) (2021: 46.9%, 2020: 44.1%, 2019: 40.5%, 2018: 40.0%)

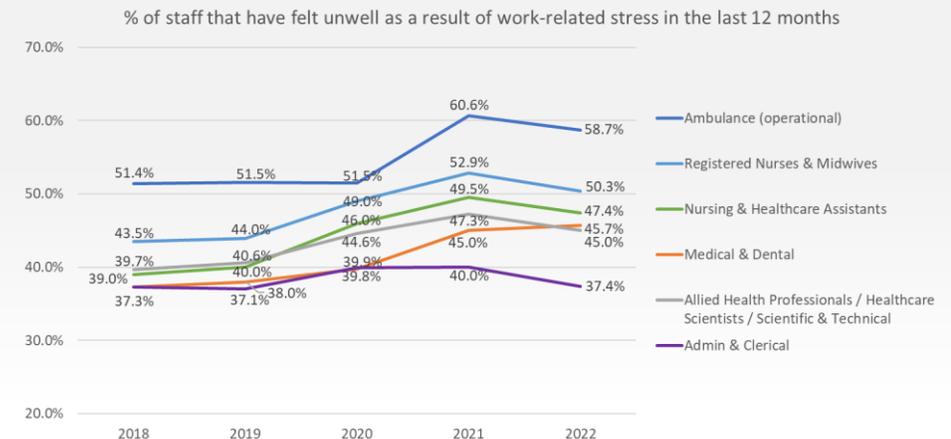
**56.6%** of staff have **come to work in the last three months despite not feeling well enough to perform their duties** (q11d) (2021: 54.6%, 2020: 46.5%, 2019: 56.7%, 2018: 56.6%)

- Having seen a sharp decline after the outbreak of the Covid-19 pandemic in 2020, the proportion of staff working when not feeling well enough has increased over the last two years and is now back to pre-pandemic levels

### Experience of work-related stress

The percentage of staff who have felt unwell as a result of work-related stress in the last 12 months, at 44.8%, has declined by around 2 percentage points this year, but remains above pre-pandemic levels (40.5% in 2019).

Work-related stress remains most prevalent amongst staff working in ambulance trusts, despite an improvement this year (55.9%, down from 58.0% in 2021). Looking across all types of trust, prevalence is particularly high amongst staff working in specific occupations, including paramedics (64.4%, down from a peak of 66.9% in 2021) and midwives (62.8%, down from 66.3% in 2021). As the chart below shows, work-related stress shows signs of declining across most major staff groups, with the exception of medical and dental staff.



## Burnout sub-score: 2022: 4.9 (2021: 4.8)

The following percentage of staff said that “often” or “always”:

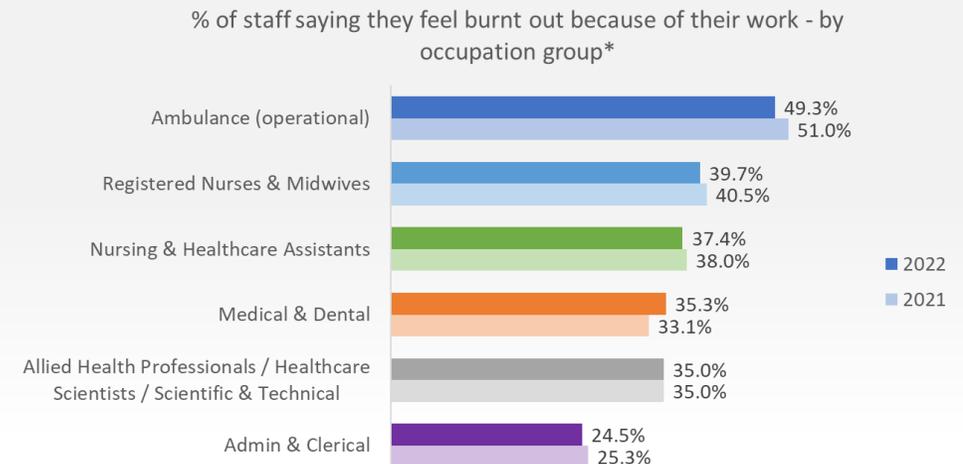
- 46.3%** they feel worn out at the end of their working day/shift (q12e) (2021: 46.7%)
- 39.9%** their work frustrates them (q12c) (2021: 39.5%)
- 37.4%** they find their work emotionally exhausting (q12a) (2021: 38.2%)
- 34.0%** they feel burnt out because of their work (q12b) (2021: 34.5%)
- 31.8%** they do not have enough energy for family and friends during leisure time (q12g) (2021: 31.5%)
- 30.8%** they feel exhausted at the thought of another day/shift at work (q12d) (2021: 31.2%)
- 21.4%** they feel that every working hour is tiring for them (q12f) (2021: 21.2%)

\*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 questions which form part of the Copenhagen Burnout Inventory. There was little change between 2021 and 2022 in the percentages of staff saying that they “often” or “always” feel the way described in the questions.

Burnout is more prevalent amongst staff in certain occupations, with staff in clinical roles more likely to report burnout, and around half of staff in ambulance (operational) roles claiming to have felt burnt out because of their work this year (49.3%). On this measure, burnout is at a similar level or slightly lower than in 2021 across many occupation groups\*. However, the proportion of medical and dental staff reporting feeling burnt out because of their work has increased by 2.2 percentage points to 35.3%.





## 8. We are always learning

- Development
- Appraisals



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. New questions for 2022  
– Patient safety

## People Promise element score: 2022: 5.4 (2021: 5.3)

The 'We are always learning' score **has increased since 2021**.

### Development

**Q22a** - *This organisation offers me challenging work*

**Q22b** - *There are opportunities for me to develop my career in this organisation*

**Q22c** - *I have opportunities to improve my knowledge and skills*

**Q22d** - *I feel supported to develop my potential*

**Q22e** - *I am able to access the right learning and development opportunities when I need to*

### Appraisals

**Q21a** - *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*



Development sub-score: 2022: 6.4 (2021: 6.3)

**70.5%** feel their organisation **offers them challenging work** (q22a) (2021: 69.7%)

**68.8%** said they have **opportunities to improve their knowledge and skills** (q22c) (2021: 67.3%)

**57.3%** are able to **access the right learning and development opportunities** when they need to (q22e) (2021: 55.1%)

**54.6%** said there are **opportunities for them to develop their career** in their organisation (q22b) (2021: 53.0%)

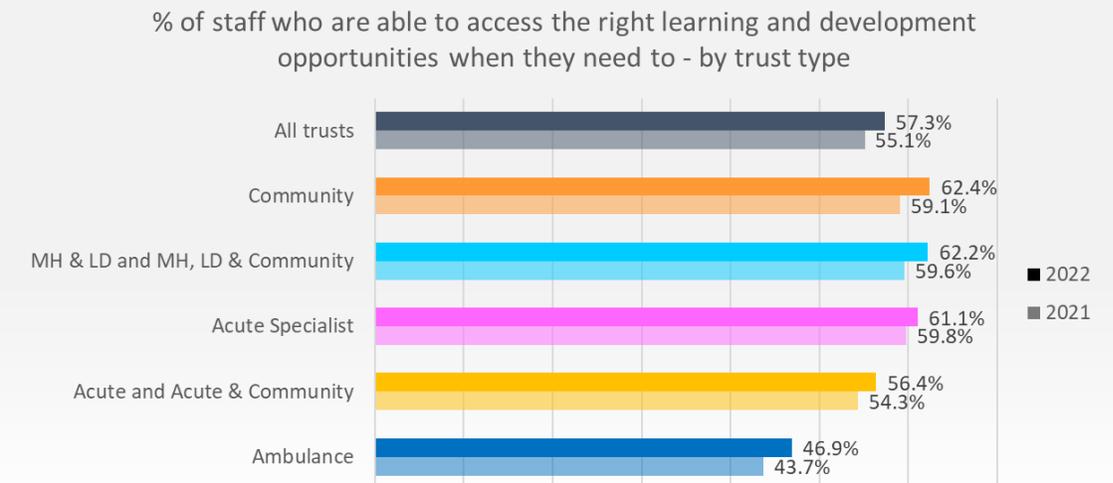
**54.7%** feel **supported to develop their potential** (q22d) (2021: 52.6%)

## Access to learning and development opportunities

The sub-score for “development” has improved by 0.1 points since 2021, with a level of improvement on all measures feeding into the sub-score.

Most measures improved by around 1-2 percentage points, and improvements were seen across all types of trust.

The largest improvement was in the percentage of staff who say they are able to access the right learning and development opportunities when they need to, which increased by more than 2 percentage points from 55.1% to 57.3% with improvements in all types of trust.



## Appraisals sub-score: 2022: 4.4 (2021: 4.2)

**81.3%** said they have had an **appraisal, annual review, development review, or Knowledge and Skills Framework development review in the last 12 months** (q21a) (2021: 79.9%, 2020: na\*, 2019: 86.2%, 2018: 86.8%)

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

**21.9%** ...helped them to **improve how they do their job** (q21b) (2021: 20.4%, 2020: na\*, 2019: 23.3%, 2018: 22.5%)

**32.0%** ...helped them to **agree clear objectives** for their work (q21c) (2021: 30.9%, 2020: na\*, 2019: 35.5%, 2018: 34.4%)

**31.0%** ...left them **feeling that their work is valued** by their organisation (q21d) (2021: 29.8%, 2020: na\*, 2019: 33.0%, 2018: 31.3%)

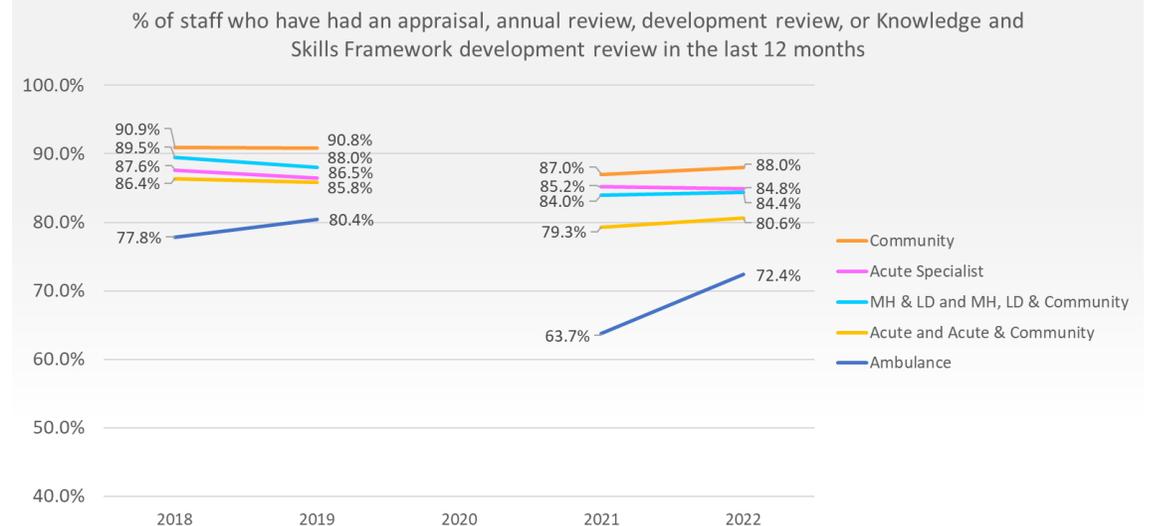
\* Note q21a-d were not asked in 2020. In interpreting these results, consideration should be given to the gap in the data series and evidence of changes to the response profiles over time. For more information please see the Technical Document at [www.nhsstaffsurveys.com/survey-documents](http://www.nhsstaffsurveys.com/survey-documents)

## Trends in the receipt and quality of appraisals

The appraisals sub-score also improved from 4.2 in 2021 to 4.4 in 2022.

There has been an increase since last year in the proportion of staff who said they had received an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review in the preceding 12 months. However the percentage of staff who have had a review or appraisal (81.3%) remains around 5 percentage points below that reported prior to 2020.

Ratings of the quality of appraisals improved by around 1 percentage point on all three measures this year, but again remain slightly below the pre-pandemic levels.





## 9. We work flexibly

- Support for work-life balance
- Flexible working



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. New questions for 2022  
– Patient safety

## People Promise element score: 2022: 6.1 (2021: 6.1)

The 'We work flexibly' score is unchanged\* compared to 2021.

### Support for work-life balance

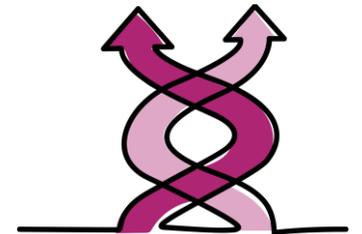
**Q6b** - *My organisation is committed to helping me balance my work and home life*

**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*



## Support for work-life balance sub-score: 2022: 6.1 (2021: 6.1)

**45.7%** said their organisation is **committed to helping them balance their work and home life** (q6b) (2021: 44.4%)

- This view has improved to a degree in all types of trust
- Agreement remains highest amongst staff in Community Trusts (57.2%, up from 54.3% in 2021) and Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts (56.4%, up from 54.8% in 2021)
- The lowest level of agreement is amongst staff working in Ambulance trusts (28.1%, up from 26.5% in 2021)

**52.5%** of staff said they **achieve a good balance between their work life and their home life** (q6c) (2021: 52.1%)

- Some improvement was seen for staff in most occupation groups, but agreement remains lower than average amongst ambulance (operational) staff (up from 33.8% in 2021 to 34.7%) and medical and dental staff, where agreement declined this year from 41.5% to 39.9%

**68.5%** said they **can approach their immediate manager to talk openly about flexible working** (q6d) (2021: 66.9%)

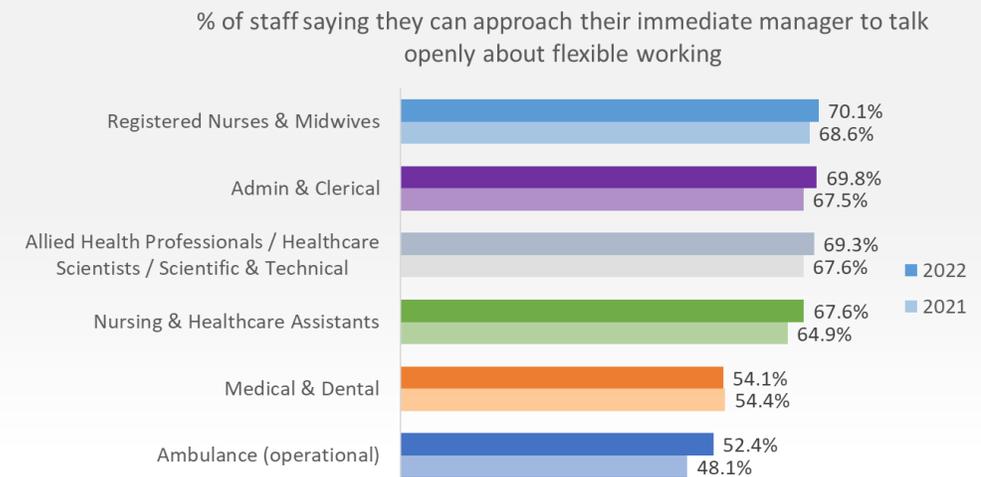
\*Chart shows certain occupation groups only. For other groups see [www.nhsstaffsurveys.com/results/](http://www.nhsstaffsurveys.com/results/)

## Raising flexible working with managers

Ratings on the three questions feeding into the “support for work-life balance” sub-score all improved between 2021 and 2022.

The percentage of staff who feel they can approach their immediate manager to talk openly about flexible working increased by 1.6 percentage points overall (from 66.9% to 68.5%) with improvements seen in all types of trust.

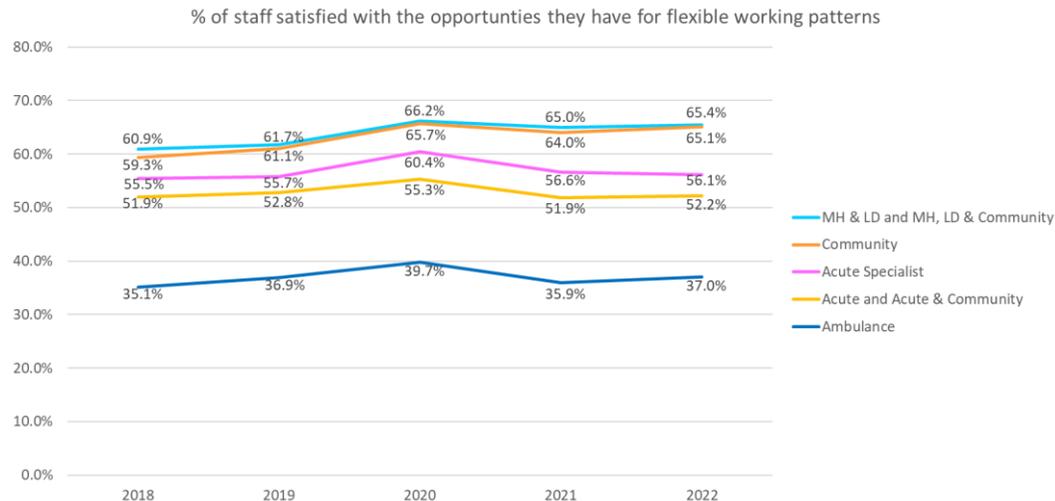
Staff in a wide variety of roles\* are increasingly likely to feel they can discuss flexible working with their immediate manager. One exception to this is medical and dental staff who are a little less likely this year to feel they can approach their manager about flexible working (down from 54.4% in 2021 to 54.1% in 2022).



## Flexible working sub-score: 2022: 6.1 (2021: 6.0)

**54.4%** said they are **satisfied with the opportunities they have for flexible working patterns** (q4d) (2021: 54.1%, 2020: 57.1%, 2019: 54.1%, 2018: 53.3%)

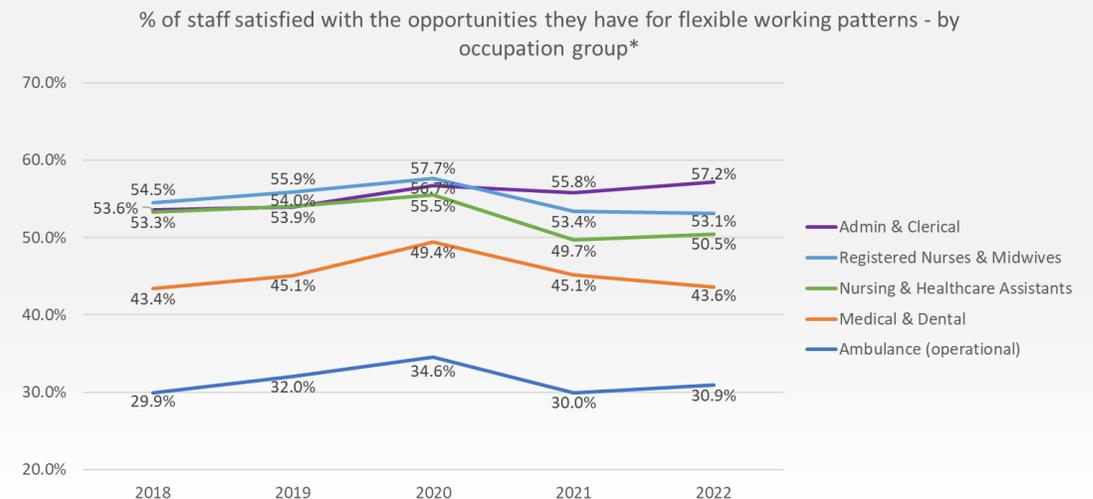
- Across trust types, satisfaction remains highest amongst staff working in Community Trusts (65.1% in 2022) and Mental Health & Learning Disability and Mental Health, Learning Disability and Community Trusts (65.4% in 2022)
- Staff in Ambulance Trusts remain considerably less satisfied with the opportunities for flexible working, despite some improvement this year (up from 35.9% 2021 to 37.0% in 2022)



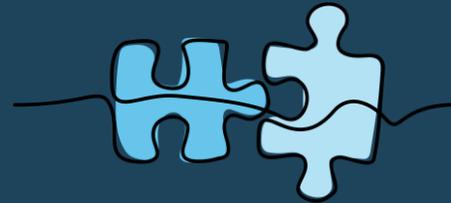
## Opportunities for flexible working by occupation

The “flexible working” sub-score improved by 0.1 point from 6.0 to 6.1. Satisfaction with opportunities for flexible working patterns peaked in 2020 but declined in 2021, particularly amongst staff in patient facing roles.

This year has seen a upturn in satisfaction amongst staff in many occupational groups\*, with satisfaction amongst administrative and clerical staff now at a 5-year high. However, satisfaction has declined amongst medical and dental staff for a second consecutive year (down from 45.1% in 2021 to 43.6% in 2022).



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



## 10. We are a team

- Team working
- Line management



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. New questions for 2022  
– Patient safety

## People Promise element score: 2022: 6.7 (2021: 6.6)

The 'We are a team' score [has increased since 2021](#).

### 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

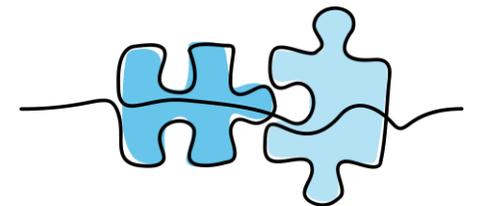
**Q9** - *My immediate manager...*

**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



Team working sub-score: 2022: 6.6 (2021: 6.6)

- 72.4%** said the team they work in has a **set of shared objectives** (q7a) (2021: 72.2%, 2020: 72.0%, 2019: 72.6%, 2018: 73.0%)
- 59.0%** said the team they work in **often meets to discuss the team's effectiveness** (q7b) (2021: 56.9%, 2020: 58.1%, 2019: 60.9%, 2018: 60.8%)
- 71.2%** feel they receive the **respect they deserve from their colleagues** at work (q7c) (2021: 70.7%, 2020: 71.5%, 2019: 72.4%, 2018: 72.4%)
- 70.7%** feel that **team members understand each other's roles** (q7d) (2021: 71.4%)
- 81.6%** **enjoy working with the colleagues** in their team (q7e) (2021: 81.5%)
- 57.5%** said their **team has enough freedom** in how to do its work (q7f) (2021: 56.8%)
- 56.0%** believe that in their team **disagreements are dealt with constructively** (q7g) (2021: 55.3%)
- 51.4%** said **teams within their organisation work well together to achieve their objectives** (q8a) (2021: 52.4%)

### Perceptions of team working

The team working sub-score remained at 6.6 nationally this year.

The majority of questions feeding into this sub-score showed a marginal improvement this year, increasing by less than one percentage point.

The biggest improvement was in the percentage of staff saying the team they work in “often meets to discuss the team’s effectiveness”. This measure improved by 2.1 percentage points, following two consecutive years of decline. However it still remains slightly below the 2020 level. The largest increase was amongst staff working in Ambulance trusts which, whilst remaining below the national average, saw an increase from 25.6% to 28.5%.

In contrast, the questions relating to teams working well together to achieve their objectives deteriorated by one percentage point compared to 2021. There were some declines on this measure in all types of trust, the largest decline being in Acute and Acute & Community Trusts, where the percentage of staff who feel teams are working well together dropped from 52.2% in 2021 to 51.1% in 2022.

## Line management sub-score: 2022: 6.8 (2021: 6.7)

**71.0%** said their immediate manager **encourages them at work** (q9a) (2021: 70.0%, 2020: 70.4%, 2019: 71.1%, 2018: 69.5%)

**63.4%** said their immediate manager **gives them clear feedback** on their work (q9b) (2021: 62.4%, 2020: 62.2%, 2019: 63.0%, 2018: 61.6%)

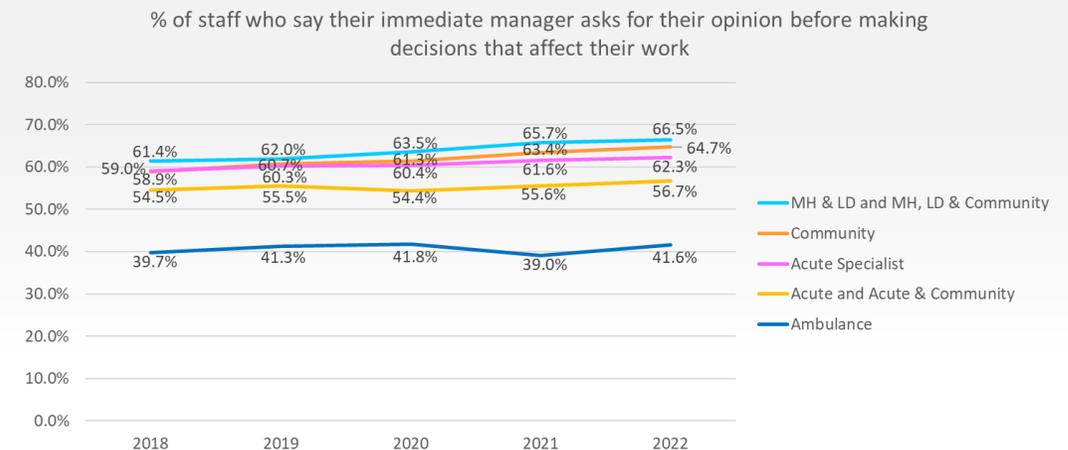
**58.2%** said their immediate manager **asks for their opinion before making decisions** that affect their work (q9c) (2021: 57.1%, 2020: 55.9%, 2019: 56.4%, 2018: 55.4%)

**69.0%** said their immediate manager **takes a positive interest in their health and well-being** (q9d) (2021: 68.1%, 2020: 70.6%, 2019: 69.9%, 2018: 68.5%)

## Trends in perceptions of immediate managers

The line management sub-score increased from 6.7 in 2021 to 6.8 in 2022 due to improvements of around one percentage point on all contributing questions. Despite remaining below the national average, the biggest improvement was in Ambulance trusts, where the sub-score increased from 5.7 to 6.0.

The percentages of staff agreeing that their manager encourages them at work and that they provide clear feedback both improved across all trust types between 2021 and 2022. Nationally the percentage agreeing that their manager gives clear feedback is now at a 5-year high. Also at its highest level for 5 years is the perception that managers ask staff for their opinion before making decisions, which has improved in 2022 across all types of trust (see chart below).



# 11. Staff engagement

- Motivation
- Involvement
- Advocacy



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. New questions for 2022  
– Patient safety

**Theme score: 2022: 6.8 (2021: 6.8, 2020:7.0, 2019:7.0, 2018: 7.0)**

The Staff Engagement theme score has stayed the same as in 2021 (6.8) and remains lower than in 2018-2020 (7.0)

### 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

**Q23a** - *Care of patients / service users is my organisation's top priority*

**Q23c** - *I would recommend my organisation as a place to work*

**Q23d** - *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*

Motivation sub-score: 2022: 6.9 (2021: 7.0, 2020: 7.2, 2019: 7.3, 2018: 7.3)

**52.6%** of staff look forward to going to work (q2a) (2021: 52.5%, 2020: 58.8%, 2019: 59.5%, 2018: 58.9%)

- This measure has remained at a similar level to last year, following a notable decline between 2020 to 2021
- Staff in Community trusts are more positive than the national average on this measure, with the percentage agreeing having increased by 1.5 percentage points this year (from 56.6% in 2021 to 58.0% in 2022)

**66.9%** are enthusiastic about their job (q2b) (2021: 67.4%, 2020: 73.1%, 2019: 74.9%, 2018: 74.6%)

- This year the percentage of staff agreeing that they are enthusiastic about their job declined by a further 0.5 percentage points, and is now 8.0 percentage points lower than in 2019 (74.9% in 2019)

**72.1%** said time passes quickly when they are working (q2c) (2021: 72.9%, 2020: 75.6%, 2019: 76.9%, 2018: 76.7%)

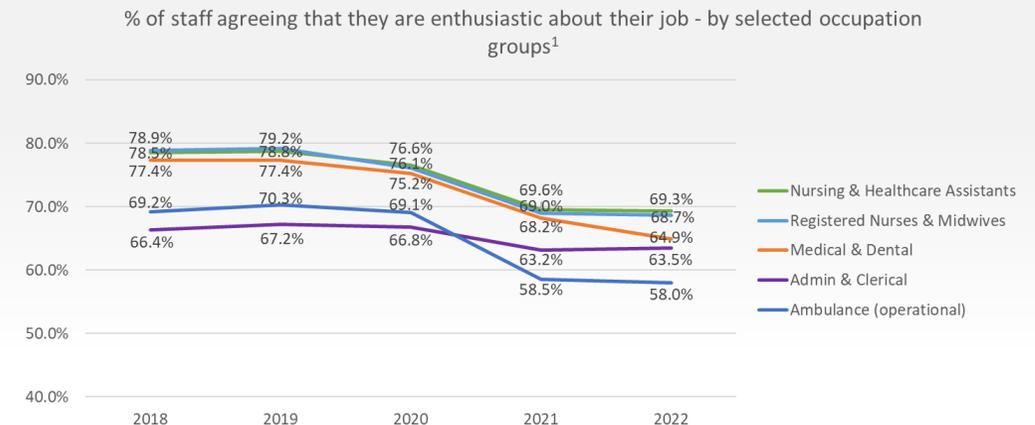
- The percentage agreeing that time passes quickly in 2022 is slightly lower than in 2021, representing a third consecutive year on year decrease (since 2019)

## Trends in motivation

The “motivation” sub-score of the staff engagement theme declined slightly this year, from 7.0 to 6.9, continuing a downward trend since 2019.

The percentage of staff agreeing they are enthusiastic about their job (q2b) continued to decline this year, following a larger decline between 2020 and 2021.

While enthusiasm amongst staff in many occupation groups has remained fairly constant this year, there was a third consecutive decline in the percentage of medical and dental staff who are enthusiastic about their job, which declined from 68.2% in 2021 to 64.9% this year, and is now 12.4 percentage points lower than before the pandemic (77.4% in 2018 and 2019).



<sup>1</sup>Chart shows selected occupation groups only. For full results please refer to the interactive dashboards available at [www.nhsstaffsurveys.com/results](http://www.nhsstaffsurveys.com/results)

**Involvement sub-score: 2022: 6.8 (2021: 6.7, 2020: 6.8, 2019: 6.8, 2018: 6.8)**

**72.9%** of staff feel there are **frequent opportunities for them to show initiative** in their role (q3c)  
(2021: 72.5%, 2020: 72.3%, 2019: 73.1%, 2018: 73.2%)

- While staff in most occupation groups have seen a slight improvement on this measure this year, agreement amongst medical and dental staff has continued to decline over the last five years (2022: 70.2%, 2021: 72.2%, 2020: 73.0%, 2019: 73.8%, 2018: 74.1%)

**70.9%** said they are **able to make suggestions** to improve the work of their team / department (q3d)  
(2021: 70.4%, 2020: 73.2%, 2019: 74.2%, 2018: 74.6%)

- The results for q3d have improved by at least 0.4 percentage points for all trust types since 2021
- Agreement amongst staff in Ambulance trusts remains well below the national average, but showed an improvement of 1.8 percentage points this year (2022: 46.5%, 2021: 44.7%, 2020: 50.4%, 2019: 52.1%, 2018: 52.5%)

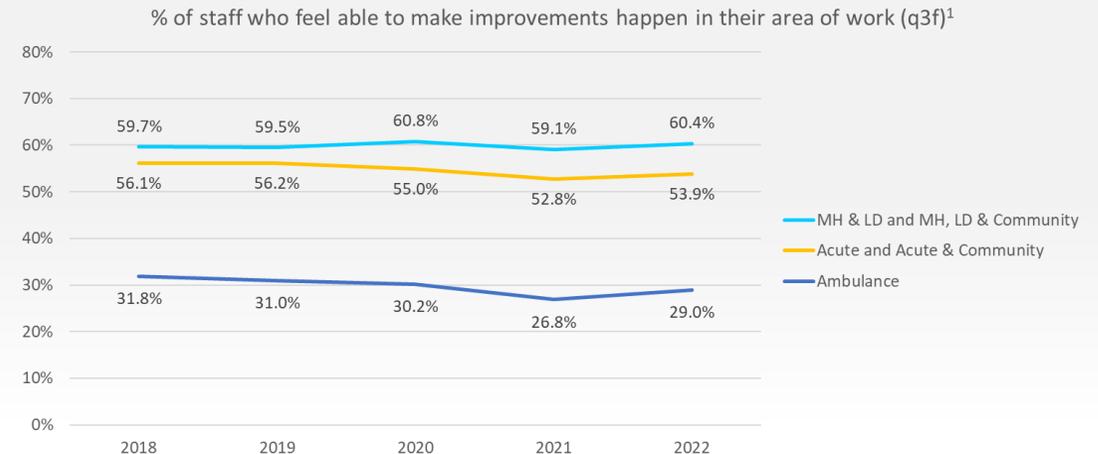
**54.3%** feel they are **able to make improvements happen** in their area of work (q3f)  
(2021: 53.2%, 2020: 55.3%, 2019: 56.0%, 2018: 56.0%).

## Staff experience of involvement

The “involvement” sub-score has recovered to 6.8 this year, having declined from 6.8 to 6.7 between 2020 and 2021.

All questions feeding into this sub-score improved slightly compared to last year.

There was an increase (up 1.1 percentage points) in the percentage of staff feeling they are able to make improvements happen in their area of work, which had declined over the previous two years. Staff in ambulance trusts reported the biggest increase on this measure, with an improvement of over two percentage points (from 26.8% to 29.0%), but remain well below the national average (54.3%).



<sup>1</sup>Chart shows selected trust types only. For full results please refer to the interactive dashboards available at [www.nhsstaffsurveys.com/results](http://www.nhsstaffsurveys.com/results)

**Advocacy sub-score: 2022: 6.7 (2021: 6.8, 2020: 7.2, 2019: 7.0, 2018: 6.9)**

**57.4%** would recommend their organisation as a place to work (q23c) (2021: 59.4%, 2020: 66.8%, 2019: 63.4%, 2018: 61.7%)

- Following a sharp decline between 2020 and 2021, this measure has declined by a further 2 percentage points since last year and is now more than 9 percentage points lower than in 2020 (66.8%)

**74.0%** said that **care of patients / service users is their organisation's top priority** (23a) (2021: 75.6%, 2020: 79.5%, 2019: 77.3%, 2018: 75.9%)

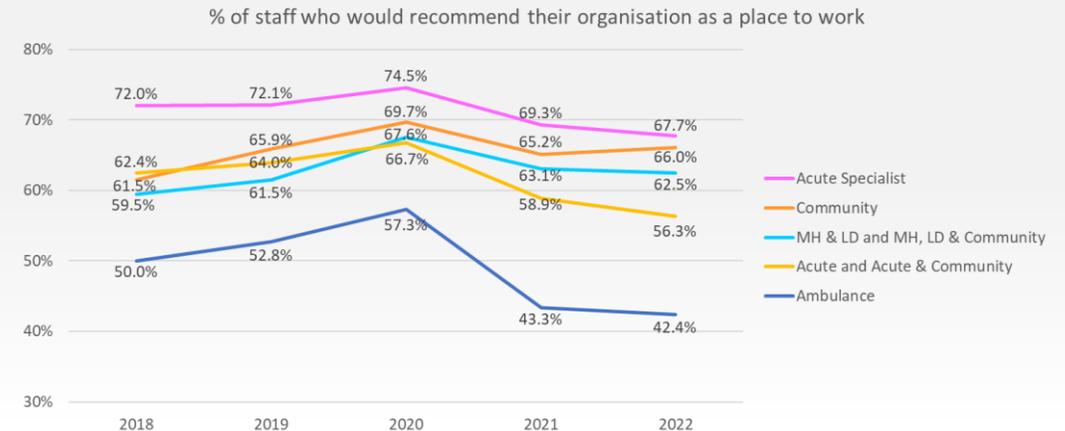
- This percentage has declined by a further 1.6 percentage points since 2021, and is now at a 5-year low
- While there was less change this year in levels of agreement amongst staff in many types of trust, agreement amongst staff in Acute and Acute & Community trusts declined by 2.1 percentage points (from 75.4% to 73.3%) and is now considerably lower than in 2020 (79.7%)

**62.9%** said that if a friend or relative needed treatment, they would be **happy with the standard of care provided** by the organisation (23d)\* (2021: 67.8%, 2020: 74.2%, 2019: 71.5%, 2018: 71.0%)

## Recommending as a place to work

The “advocacy” sub-score has declined for the second consecutive year, and is now at a 5-year low, as a result of deteriorating results across all three questions that contribute to the sub-score.

The percentage of staff who would recommend their organisation as a place to work has decreased amongst staff in all types of trust except Community trusts, where agreement increased slightly, from 65.2% in 2021 to 66.0% in 2022. The largest decline from 2021 to 2022 was amongst staff in Acute and Acute & Community trusts (down from 58.9% to 56.3%), where there has been a deterioration of more than 10 percentage points since 2020. In Ambulance trusts, 42.4% of staff would recommend their organisation as a place to work, a decline of almost 15 percentage points since 2020.



\*Results for this question are reported in more detail in the ‘Compassionate culture’ sub-score within the earlier section ‘We are compassionate and inclusive’.

## 12. Morale

- Thinking about leaving
- Work pressure
- Stressors



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. New questions for 2022  
– Patient safety

**Theme score: 2022: 5.7 (2021: 5.8, 2020: 6.1, 2019: 6.0, 2018: 5.9)**

The Morale theme score **has declined for a second consecutive year**, and is now 0.3 points below its peak in 2020 (6.1).

### Thinking about leaving

**Q24a** - *I often think about leaving this organisation*

**Q24b** - *I will probably look for a job at a new organisation in the next 12 months*

**Q24c** - *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*

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

**Q5a** - *I have unrealistic time pressures*

**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*

Thinking about leaving sub-score: 2022: 5.9 (2021: 6.0, 2020: 6.3, 2019: 6.2, 2018: 6.1)

**32.3%** said they **often think about leaving this organisation** (q24a) (2021: 31.2%, 2020: 26.6%, 2019: 28.4%, 2018: 29.9%)

- This sentiment was highest amongst staff in Ambulance trusts (42.9%) and lowest in Community trusts (27.1%)

**23.7%** said they **will probably look for a job at a new organisation in the next 12 months** (q24b) (2021: 23.0%, 2020: 19.7%, 2019: 21.0%, 2018: 21.6%)

- Small increases were seen in most occupation groups but the sharpest increase since 2021 was amongst Nursing & Healthcare assistant staff\* (2022: 21.5%, 2021: 20.3%, 2020: 15.9%)

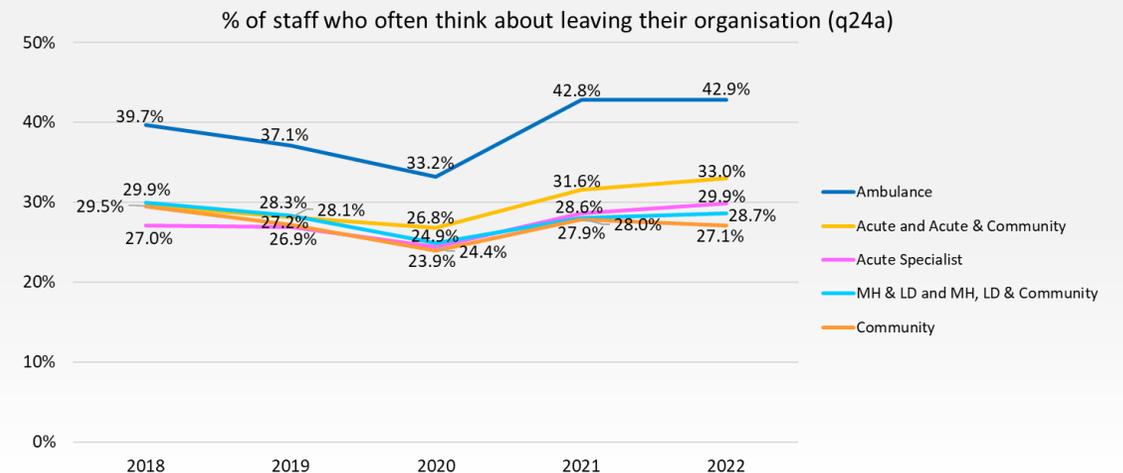
**17.3%** said that they **will leave this organisation as soon as they can find another job** (q24c) (2021: 16.6%, 2020: 14.0%, 2019: 14.8%, 2018: 15.6%)

- Amongst ambulance (operational) staff \* the percentage planning to leave as soon as they can find another job has increased by 7.2 percentage points since 2020 (2022: 24.0%, 2021: 23.8%, 2020: 16.8%)

## Thinking about leaving

The morale sub-score relating to thinking about leaving has deteriorated by 0.1 points this year. The sub-score is now at a 5-year low and 0.4 points worse than in 2020 (down from 6.3 in 2020 to 5.9).

The percentage of staff thinking about leaving increased again this year in all trust types except Community trusts, where the percentage who often think about leaving has decreased from 28.0% to 27.1%. While staff in Ambulance trusts remain most likely to be thinking of leaving, the largest increase this year was in Acute and Acute & Community trusts, where the percentage has increased by more than 6 percentage points since 2020 and is now at a five-year high (2022: 33.0%, 2021: 31.6%, 2020: 26.8%, 2019: 28.1%, 2018: 29.5%).



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

Work pressure sub-score: 2022: 5.0 (2021: 5.1, 2020: 5.6, 2019: 5.3, 2018: 5.2)

**42.9%** said that they are **able to meet all the conflicting demands on their time at work** (q3g) (2021: 43.0%, 2020: 47.6%, 2019: 46.0%, 2018: 44.8%)

- Administrative and clerical staff were more likely than average to agree (2022: 54.9%) while agreement was lowest amongst midwives (2022: 20.3%) and paramedics (2022: 26.3%)\*

**55.6%** said they have **adequate materials, supplies and equipment** to do their work (q3h) (2021: 57.3%, 2020: 60.3%, 2019: 56.1%, 2018: 54.5%)

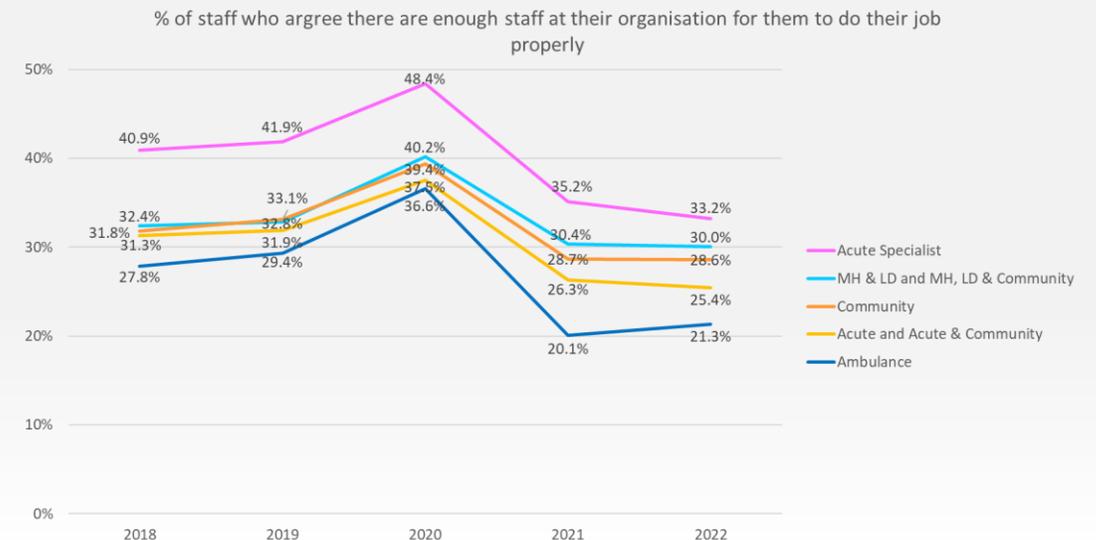
- This measure increased sharply in 2020, during the onset of the pandemic, and has now fallen back to around pre-pandemic levels

**26.4%** said there are **enough staff at their organisation for them to do their job properly** (q3i) (2021: 27.1%, 2020: 38.3%, 2019: 32.2%, 2018: 31.6%)

## Perceptions of staffing levels

At 5.0 the “work pressure” sub-score has deteriorated to a 5-year low, having peaked at 5.6 in 2020.

Perceptions of adequate staffing levels have continued to decline this year. Following significant declines between 2020 and 2021 there has been a further deterioration in perceptions of adequate staffing this year. The percentage of staff agreeing that there are enough staff at their organisation for them to do their job properly has declined to a 5-year low in all types of trust except Ambulance trusts, where agreement remains lowest despite a level of improvement this year.



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

Stressors sub-score: 2022: 6.3 (2021: 6.3, 2020: 6.4, 2019: 6.4, 2018: 6.4)

## Relationships at work

**71.2%** said they **receive the respect they deserve from their colleagues** at work (q7c)  
(2021: 70.7%, 2020: 71.5%, 2019: 72.4%, 2018: 72.4%)

- Whilst above the average, agreement amongst medical and dental staff has declined steadily in recent years, and is now 4.7 percentage points lower than in 2019 (2022: 73.8%, 2021: 75.2%, 2020: 76.5%, 2019: 78.5%)

**71.0%** said their **immediate manager encourages them at work** (q9a), an increase of 1 percentage point since 2021  
(2021: 70.0%, 2020: 70.4%, 2019: 71.1%, 2018: 69.5%)

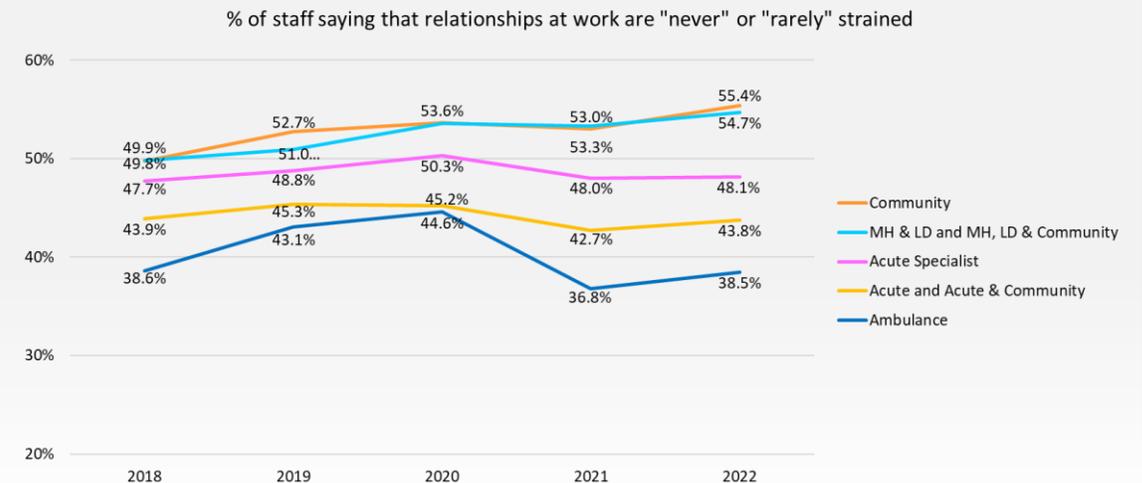
- Agreement is highest amongst staff working at Mental Health & Learning Disability, and Mental Health, Learning Disability & Community trusts, where there has been a steady improvement over the last five years. (2022: 78.5%, 2021: 78.1%, 2020: 77.2%, 2019: 76.6%, 2018: 75.5%)

**45.9%** said **relationships at work are never or rarely strained** (q5c)  
(2021: 44.8%, 2020: 47.1%, 2019: 46.6%, 2018: 45.1%)

## Relationships at work

The percentage of staff who responded that relationships at work are “never” or “rarely” strained has increased by 1.2 percentage points, reflecting a slight improvement in relationships between NHS colleagues.

There were improvements on this measure in all types of trust. Agreement remains highest in Community Trusts and Mental Health & Learning Disability, and Mental Health, Learning Disability & Community trusts, where it is now around 5 percentage points higher than in 2018. Following a notable decline between 2020 (44.6%) and 2021 (36.8%), the percentage of staff at Ambulance trusts reporting that relationships at work are never or rarely strained also improved by 1.7 percentage points this year.



Stressors sub-score: 2022: 6.3 (2021: 6.3, 2020: 6.4, 2019: 6.4, 2018: 6.4)

## Ways of working

**85.6%** of staff **always know what their responsibilities are** (q3a) (2021: 85.7%, 2020: 85.9%, 2019: 87.1%, 2018: 86.9%)

**53.7%** said they “often” or “always” have a **choice in deciding how to do their work** (q5b) (2021: 53.4%, 2020: 55.7%, 2019: 56.0%, 2018: 56.1%)

- Staff from Mental Health & Learning Disability, and Mental Health, Learning Disability & Community trusts are most likely to agree that they often or always have a choice in deciding how they do their work (63.6%)
- Agreement remains lowest amongst staff in Ambulance trusts (39.6%)

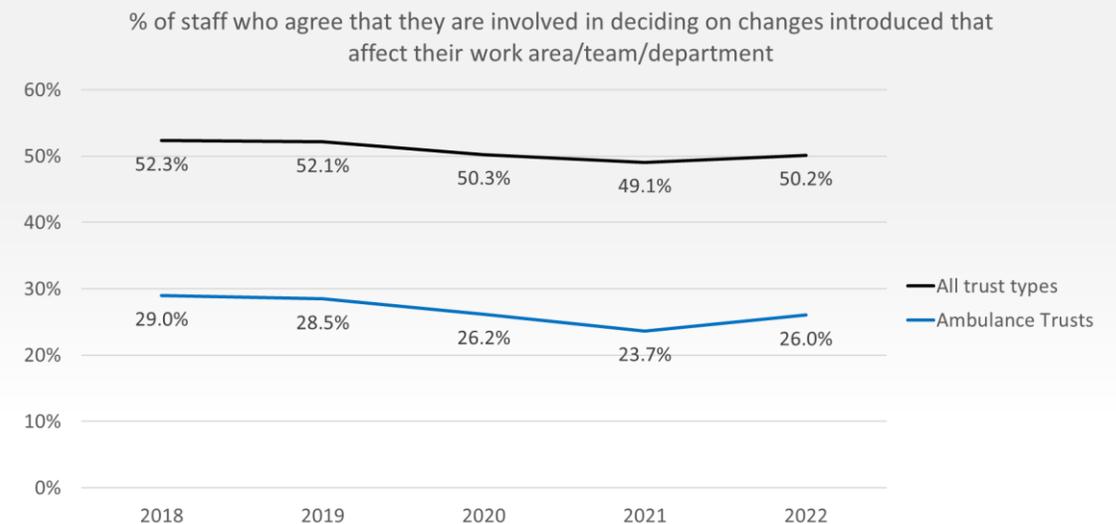
**50.2%** are **involved in deciding on changes introduced** that affect their work area / team / department (q3e) (2021: 49.1%, 2020: 50.3%, 2019: 52.1%, 2018: 52.3%)

**23.4%** said they “never” or “rarely” have **unrealistic time pressures** (q5a) (2021: 23.3%, 2020: 25.0%, 2019: 22.7%, 2018: 21.8%)

## Involvement in deciding on changes

Following a decline across all trust types since 2020, the number of staff agreeing that they are involved in deciding on changes introduced in their work area, team or department improved by 1.1 percentage points this year, from 49.1% in 2021 to 50.2%.

There were improvements of between 0.5 and 1.5 percentage points in most types of trust, but the biggest improvement was in in Ambulance trusts, which recorded an improvement of 2.4 percentage points. Despite this, staff in Ambulance trusts remain much less likely than the national average to agree that they are involved in deciding on changes introduced at work.



## 13. New questions for 2022 - Patient safety

Note: 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.



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

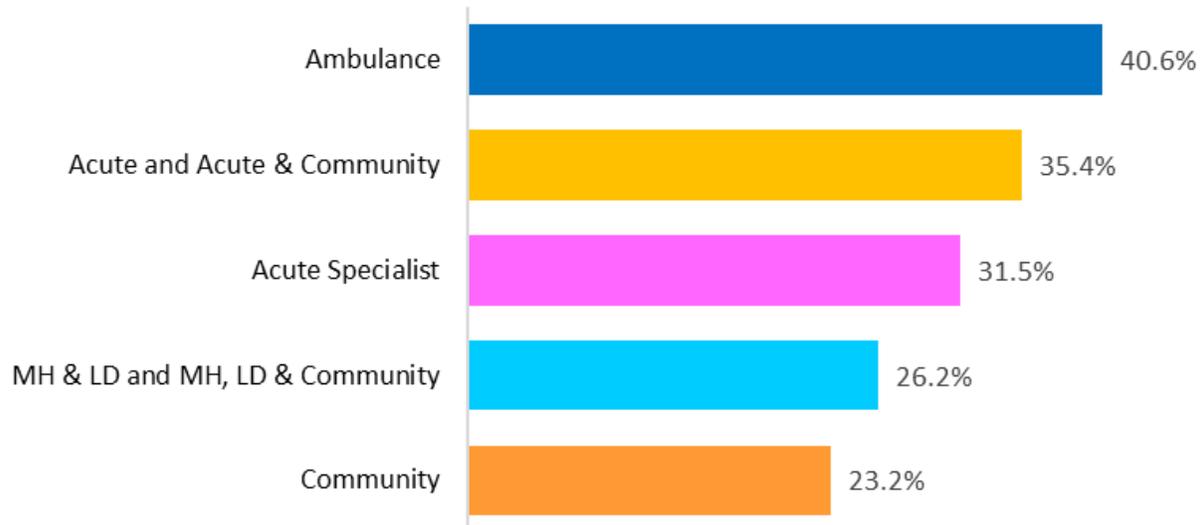
13. New questions for 2022  
– Patient safety

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

**33.5%** of staff said they have seen errors, near misses or incidents in the last month that could have hurt staff and/or patients/service users (q17)

Staff working in Ambulance Trusts (40.6%) and Acute and Acute & Community Trusts (35.4%) were more likely than those in other types of trust to have witnessed errors, near misses or incidents in the last month.

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



## Reporting of errors, near misses and incidents

**58.1%** of staff said their organisation treats staff who are involved in an error, near miss or incident fairly. (q18a)

- Agreement is highest amongst staff in Community Trusts (66.8%) and Acute Specialist Trusts (64.8%) and lowest amongst staff in Ambulance Trusts (47.4%)

**86.1%** of staff said their organisation encourages staff to report errors, near misses or incidents. (q18b)

- More than eight in ten staff in all types of trust agreed that reporting is encouraged.

**67.3%** of staff said that when errors, near misses or incidents are reported, their organisation takes action to ensure that they do not happen again. (q18c)

- The proportions agreeing varied by trust type. While more than three quarters of staff in Community Trusts agree (76.7%), the proportion of staff in Acute and Acute & Community Trusts was around two thirds (66.8%), and just over half of staff in Ambulance Trusts agree that their organisation takes action to prevent reoccurrence of reported errors, near misses and incidents (52.9%).

**59.8%** of staff said that they are given feedback about changes made in response to reported errors, near misses and incidents. (q18d)

\*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 interactive dashboards:

[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**:



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