

# 2022 National Staff Survey Results

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# National Summary

## ➤ NHS Staff Survey 2022

Survey  
Coordination  
Centre



### 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](#).
- The annual survey, which was carried out in 2022, covers staff in all 215 NHS trusts in England, across all roles.
- This year's results illustrate a decline in certain key markers of staff experience. While staff discontent on pay is reflected in a fall in staff feeling well rewarded.
- The results demonstrate lower staff confidence in the quality of care they feel able to deliver, compared with last year. There has also been a decrease in staff morale.
- Many top-level indicators have stabilised this year however, staying broadly the same as in 2021.
- And there is positive news with an improvement in staff perception of support for learning and development and an increase in feelings around positive teamworking and support from line managers.

# LHCH Headlines

## Organisation details

Liverpool Heart and Chest Hospital NHS Foundation Trust

### Organisation details

Completed questionnaires **1247**

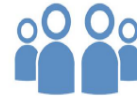
2022 response rate **69%**

### Survey details

Survey mode **Mixed**

Survey  
Coordination  
Centre **NHS**

## 2022 NHS Staff Survey



This organisation is benchmarked against:

Acute Specialist Trusts



### 2022 benchmarking group details

Organisations in group: 13  
Median response rate: 52%  
No. of completed questionnaires: 15013

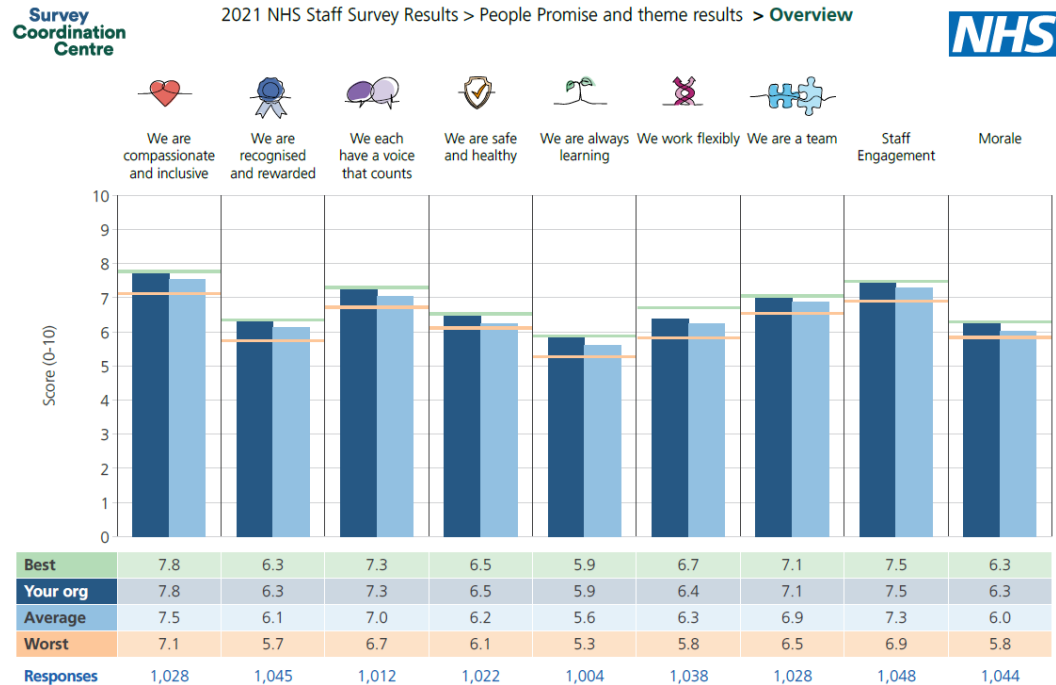
## SURVEY UPDATE

- Staff Survey launched Monday 3<sup>rd</sup> October 22 and was open until 30<sup>th</sup> November 2022.
- The final response rate, taking into account any leavers and ineligible staff, was 69% (1247 respondents).
- This is an 8% increase in 2021
- LHCH had the highest response rate benchmarked against all acute specialist trusts
- There was strong staff engagement throughout led by the HR Manager
- Take a break, have a kit kat, complete your Staff Survey initiative was in place to encourage completion and support wellbeing
- Night shift walk arounds took place to improve visibility and help boost participation

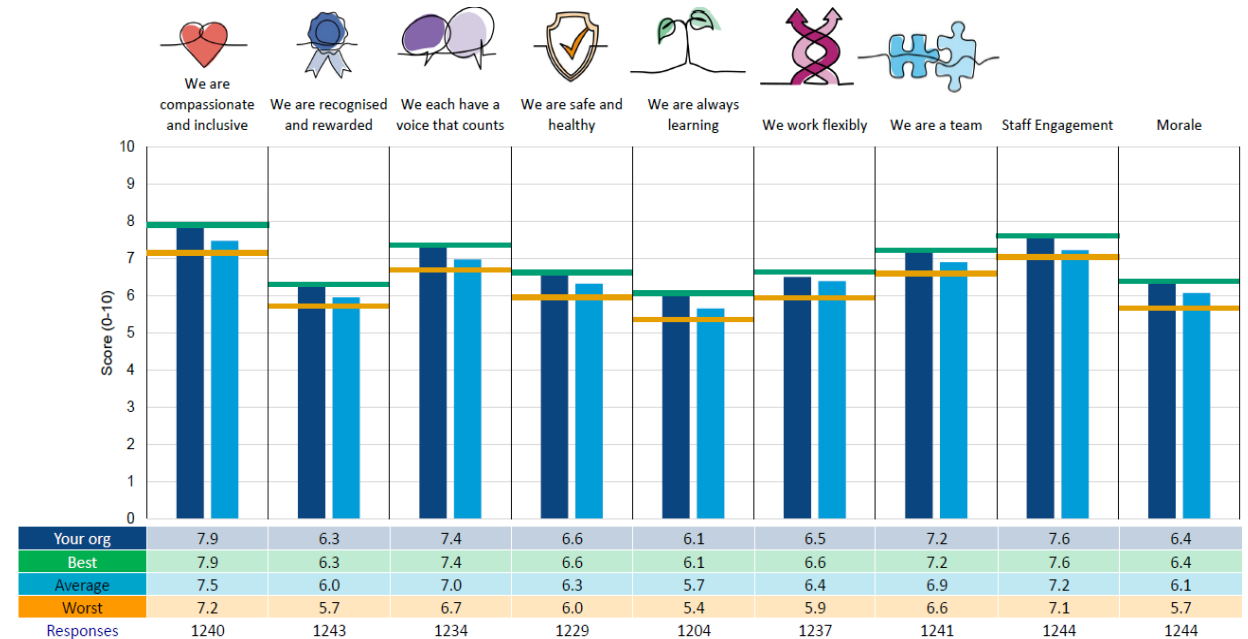
For more information on benchmarking group definitions please see the [Technical document](#).

# LHCH Overview – People Promise

## 2021



## 2022



**LHCH came out as 'Best' in all categories, with the exception of 'we work flexibly', however we were still above the 'average' and improved from 2021**  
**LHCH also improved in 8 of the 9 area, except of 'we are recognised and rewarded' which scored the same as 2021**

# How LHCH Compares...

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# People Promise: LHCH vs Acute Specialist Trusts Position

## LHCH NHS STAFF SURVEY RESULTS 2022

We are  
**compassionate  
and inclusive**

LHCH score

**7.9** **BEST**  
2022 score 7.8

National average scores  
• all trusts 7.2  
• acute specialist 7.5

We are  
**recognised  
and rewarded**

LHCH score

**6.3** **BEST**  
2022 score 6.3

National average scores  
• all trusts 5.8  
• acute specialist 6.0

We each  
have a **voice  
that counts**

LHCH score

**7.4** **BEST**  
2022 score 7.3

National average scores  
• all trusts 6.7  
• acute specialist 7.0

We are **safe  
and healthy**

LHCH score

**6.6** **BEST**  
2022 score 6.5

National average scores  
• all trusts 5.9  
• acute specialist 6.3

We are  
**always learning**

LHCH score

**6.1** **BEST**  
2022 score 5.9

National average scores  
• all trusts 5.4  
• acute specialist 5.7

We work  
**flexibly**

LHCH score

**6.5**  
2022 score 6.4

National average scores  
• all trusts 6.1  
• acute specialist 6.4

We are  
**a team**

LHCH score

**7.2** **BEST**  
2022 score 7.1

National average scores  
• all trusts 6.7  
• acute specialist 6.9

**Staff  
engagement**

LHCH score

**7.6** **BEST**  
2022 score 7.5

National average scores  
• all trusts 6.8  
• acute specialist 7.2

**Morale**

LHCH score

**6.4** **BEST**  
2022 score 6.3

National average scores  
• all trusts 5.7  
• acute specialist 6.1

LHCH is the **TOP** trust  
in the country for...

- A place to work
- Staff engagement

**#1**

LHCH was also one of the **TOP three**  
trusts in the country for...

- Care is our top priority - 2nd
- A place for treatment - 3rd

**RESPONSE  
RATE** ↑  
**1,247 STAFF**  
**= 69%**

NB: the LHCH people promise  
scores are benchmarked  
against all acute specialist  
trusts in the country, and  
show LHCH as the **BEST** trust  
in 8 out of 9 areas.

### THE GOOD NEWS STORY

- We are 1st in the country for 'a place to work' & 'staff engagement'
- We are 2nd for care is our top priority
- We are 3rd for a place for treatment
- We are 1st in 8 out of 9\* of the People Promise elements & themes, benchmarked against 'Acute Specialist Trusts'.
- We are 1st in all four areas benchmarked against all Trusts in Cheshire and Merseyside

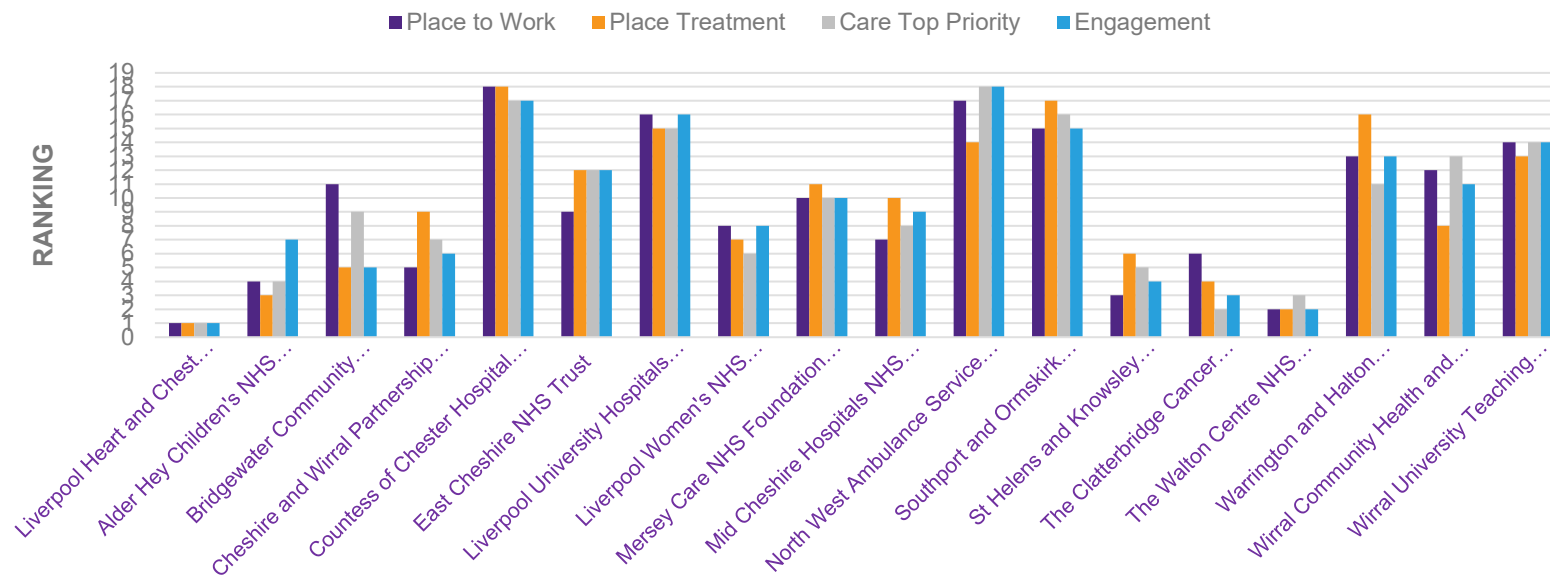
**OUR PEOPLE ARE OUR MOST IMPORTANT ASSET**



# LHCH vs Cheshire & Merseyside

## How do we compare against key indicators?

Ranking comparison across Cheshire & Merseyside

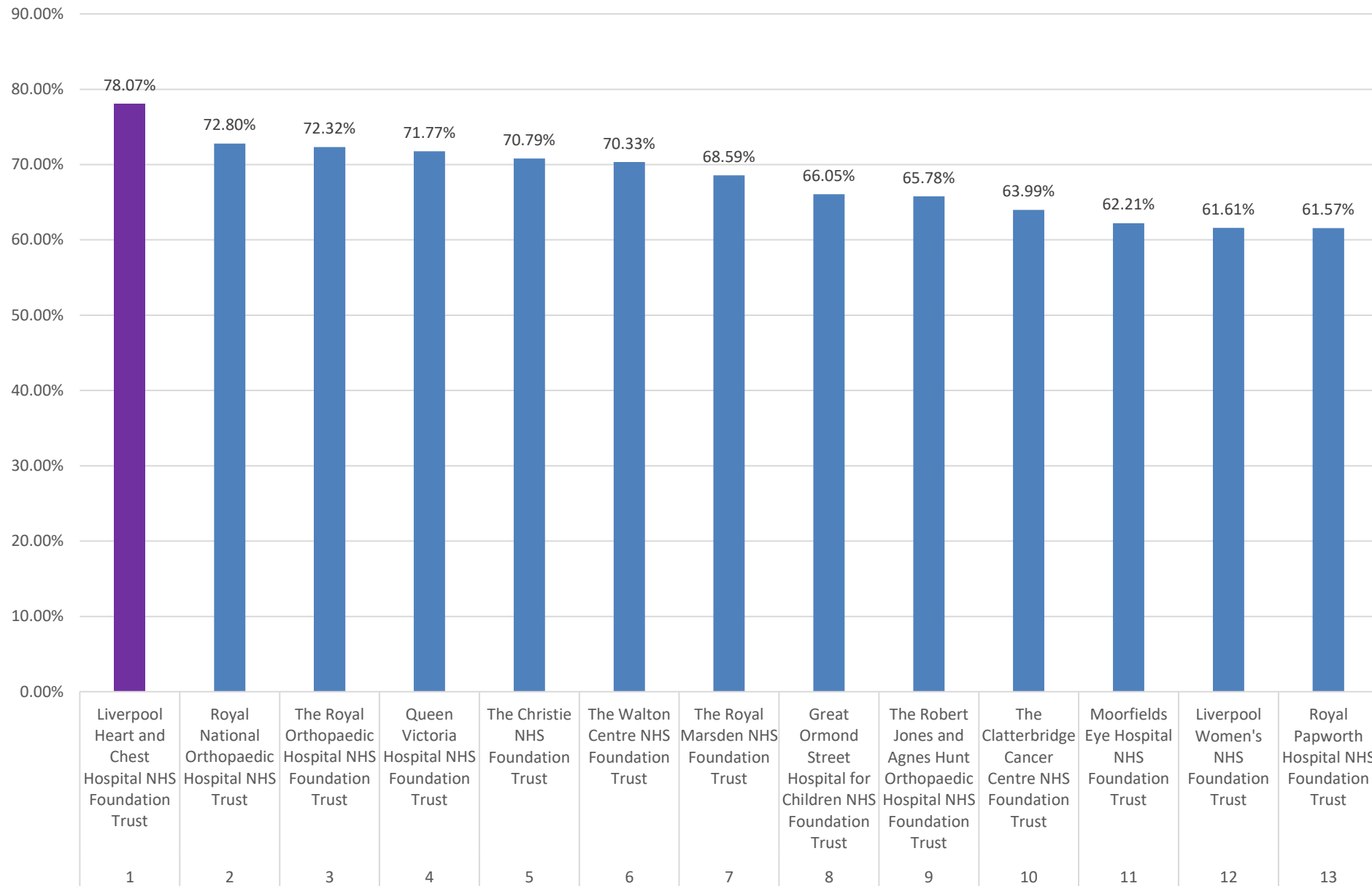


LHCH came 1<sup>st</sup> in all 4 key indicators across C&M against all NHS Trusts in 2022:

- 1 - Place to work (1<sup>st</sup> in 2021)
- 1 - Place for treatment (1<sup>st</sup> in 2021)
- 1 - Care as a top priority (1<sup>st</sup> in 2021)
- 1 - Staff engagement (1<sup>st</sup> in 2021)

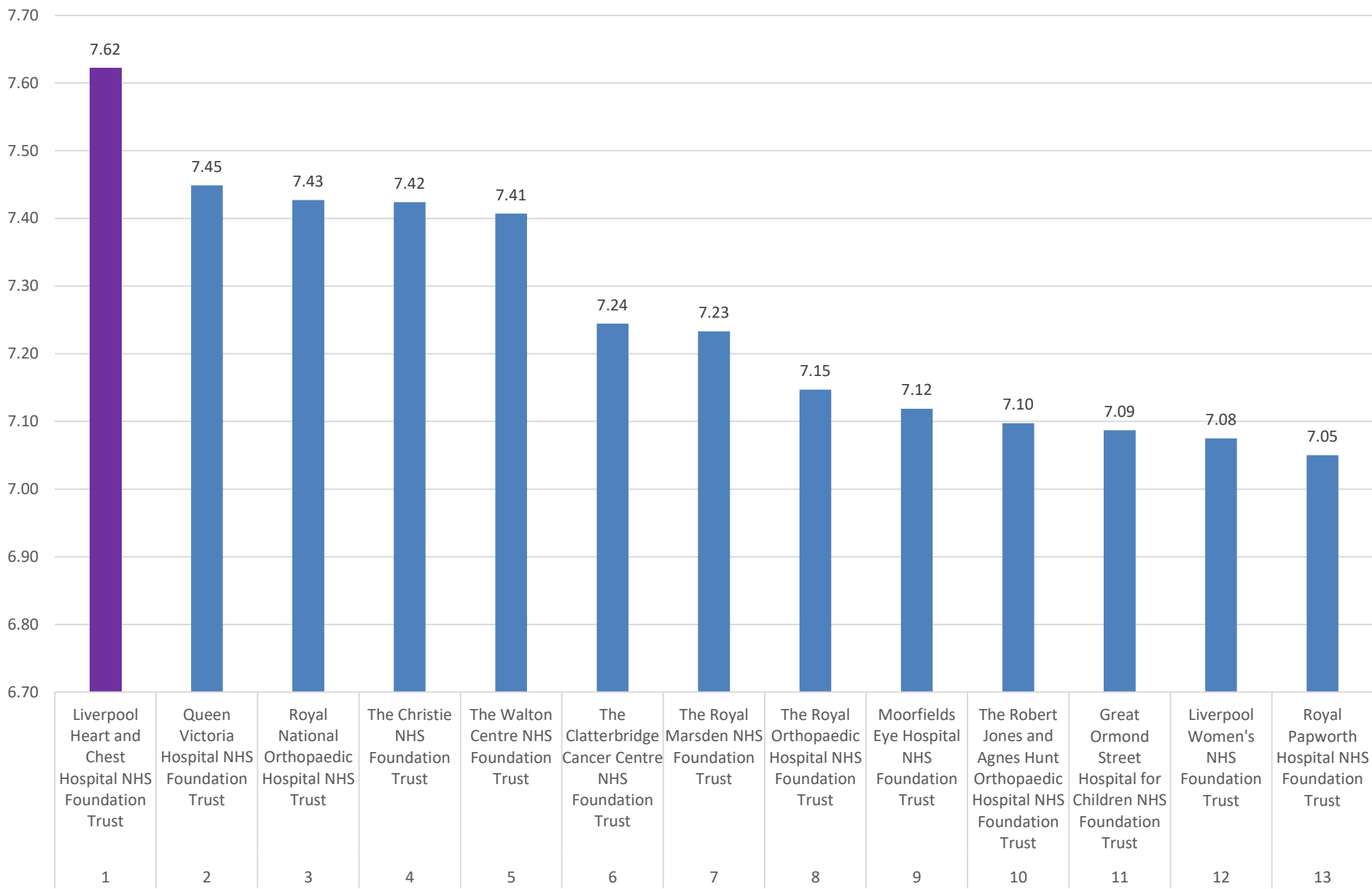
## How do we compare against key indicators?

I would recommend my organisation as a place to work  
(LHCH 2022 ranked 1st out of 13 Acute Specialist Trusts)





How do we compare against key indicators?  
Staff Engagement Score  
(LHCH 2022 ranked 1st out of 13 of Acute Specialist Trusts)



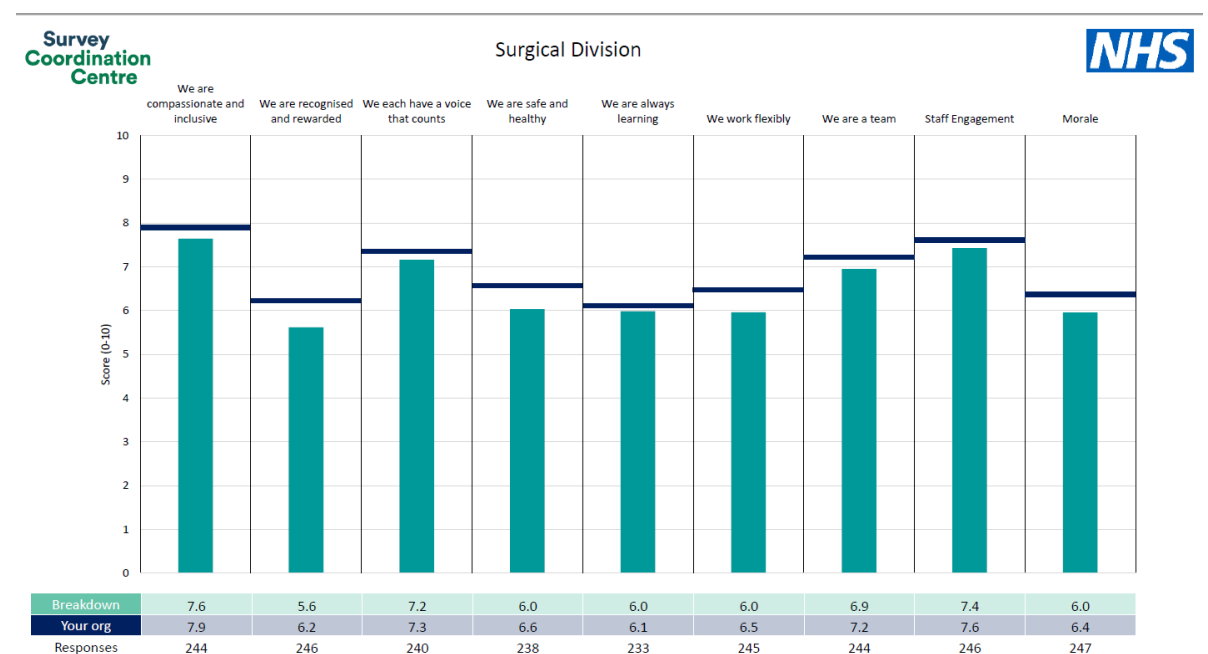
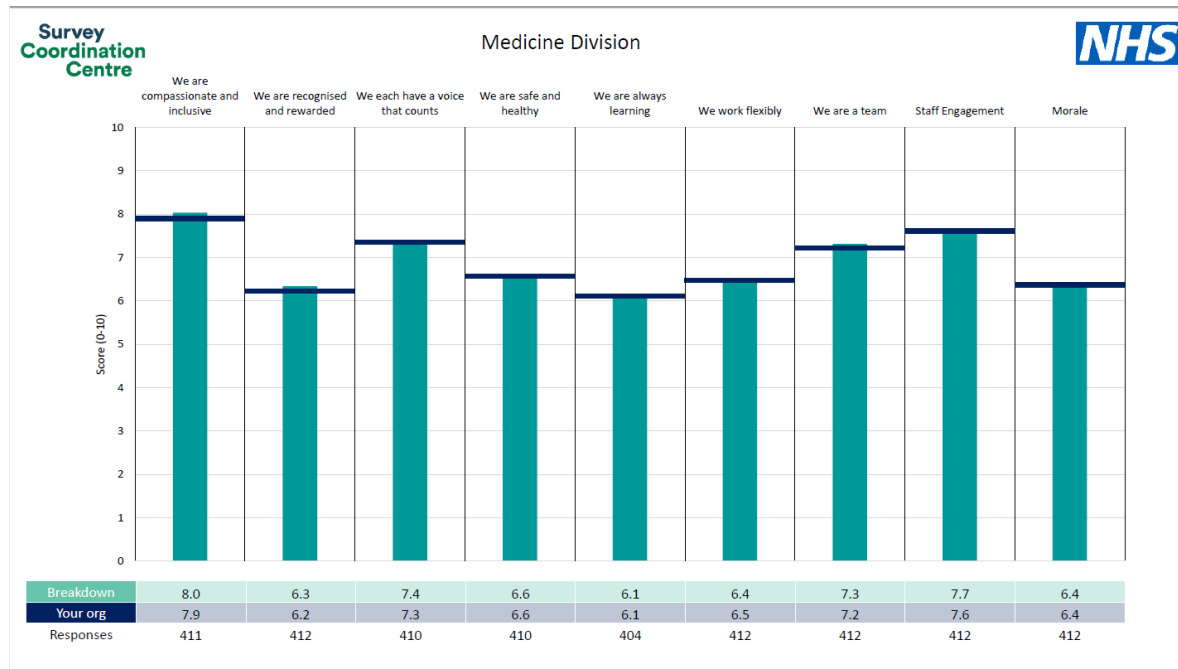
## LHCH 2021 vs 2022: 5 Most Improved Scores

Most improved scores	Org 2022	Org 2021
q7b. Team members often meet to discuss the team's effectiveness	68%	60%
q30b. Disability: organisation made reasonable adjustment(s) to enable me to carry out work	77%	69%
q13d. Last experience of physical violence reported	76%	69%
q14d. Last experience of harassment/bullying/abuse reported	58%	52%
q9c. Immediate manager asks for my opinion before making decisions that affect my work	67%	61%

# Divisional Overview

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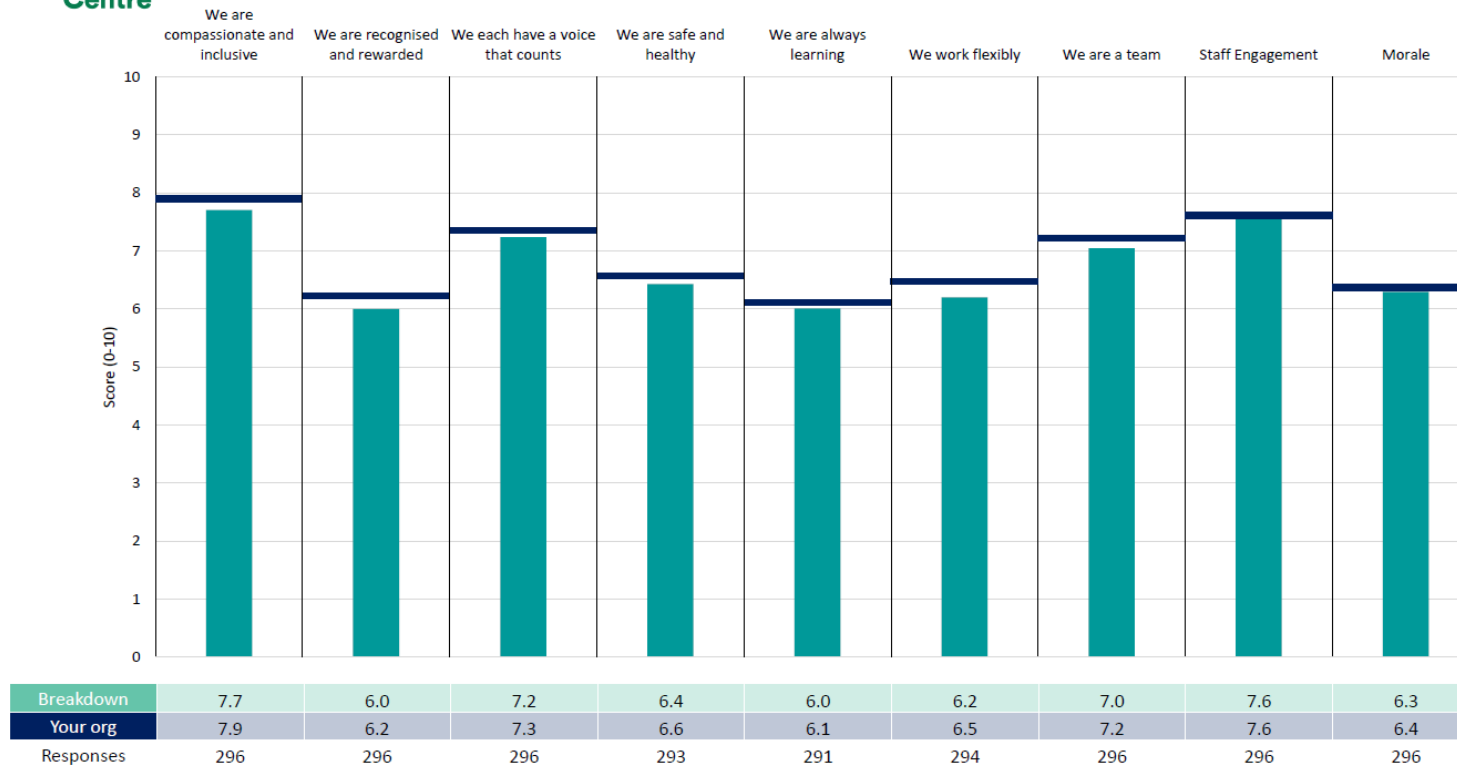
# Medicine & Surgical Division



# Clinical Services Division

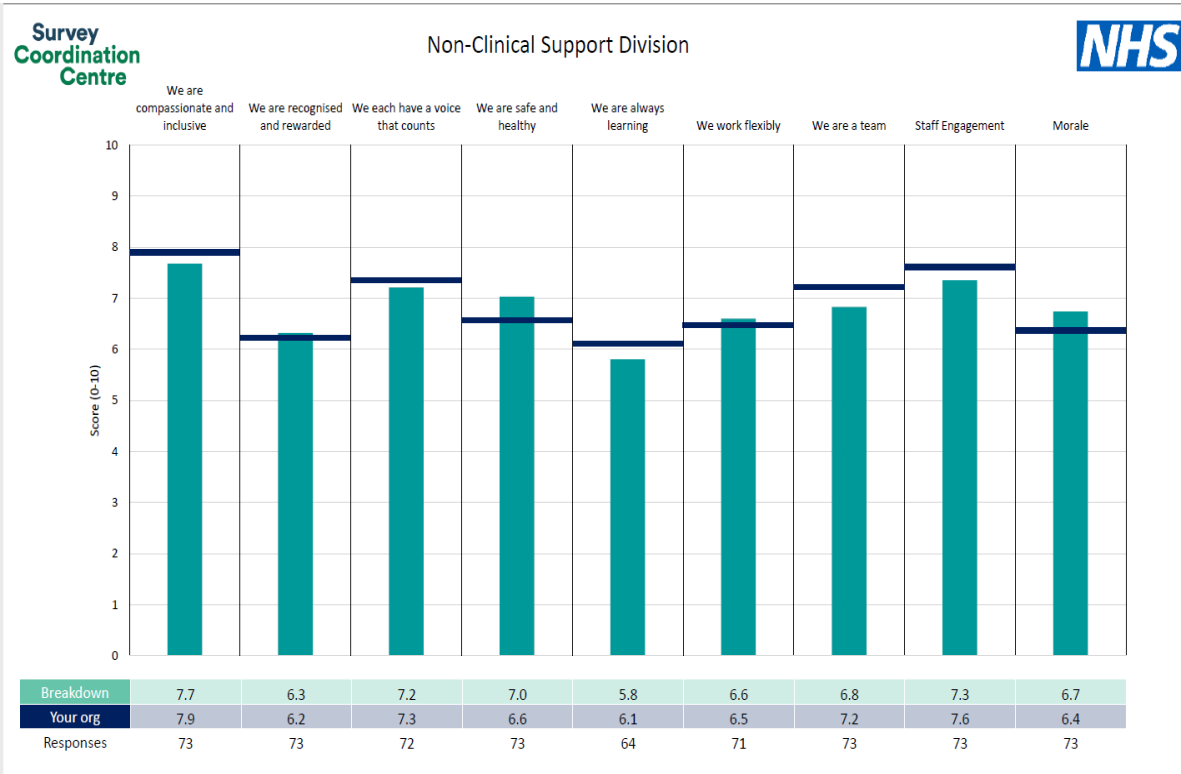
Survey  
Coordination  
Centre

Clinical Services Division





# Non-Clinical Support & Corporate Division



# Areas for Improvement

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# Focus Areas

Most declined scores	Org 2022	Org 2021
q4c. Satisfied with level of pay	28%	40%
q24b. I am unlikely to look for a job at a new organisation in the next 12 months	54%	57%
q3h. Have adequate materials, supplies and equipment to do my work	68%	72%
q12g. Never/rarely lack energy for family and friends	38%	41%
q14a. Not experienced harassment, bullying or abuse from patients/service users, their relatives or members of the public	86%	88%

- Staff discontent with the national pay structure is reflected in these scores
- The Retention Action Plan will help to understand and address why people would want to leave
- Turnover has slowed down since last Oct/Nov
- Culture and Wellbeing Strategy being developed and in final stages – results highlight the importance of a clear strategy
- Its Not Okay culture campaign being rolled to support staff that experience abuse from patients

# Next Steps

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# Next steps...

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- Communication Plan developed to cascade results and celebrate our amazing results across the organisation
- HRBP's to partner with divisions to analyse local results and create meaningful and impactful action plans to make positive change in relation to areas of improvement
- Action plans to be communicated to Ops Board, People Delivery Group and People Committee
- Deeper analysis of WRES and WDES survey results to identify improvements and areas of focus.
- Develop Share '***you said we did***' communication with employees to ensure they are kept informed of the action plans to fulfil the people promise that their voice does count and is listened to.
- Ensure our '***Best Place to Work***' status is reflected in our recruitment practices