

2021 National Staff Survey Results

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National Summary

➤ NHS Staff Survey 2021

Survey
Coordination
Centre



Participation

648,594

staff responded
(up from 595,270 in 2020)



594,974
online responses
(up from 543,105 in 2020)



53,620
paper responses
(up from 52,165 in 2020)

48%

response rate
(up from 47% in 2020)

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

- Over 1.3 million NHS employees in England were invited to participate in the survey between September and December 2021.
- 280 NHS organisations took part, including all 217 trusts in England.
- At each organisation, all eligible staff were invited to take part in the survey¹.
- Staff were sent either an email containing a link to the online survey or a paper questionnaire, or a paper questionnaire along with a letter containing a QR code for the online survey.
- For the first time, in 2021 the survey questions were aligned with the [NHS People Promise](#), which sets out in the words of NHS staff the things that would most improve their working experience.
- The reporting has been updated to track progress against the seven People Promise elements (see [Technical Details](#)). Two theme scores were retained, and sub-scores reported on for the first time across all measures².
- The survey used the same methodology and timings as in previous years. The majority of questions and some key indicators were retained in order to maintain comparability of trend data and thus provide an indication of the ongoing impact of the Covid-19 pandemic on NHS staff.
- The survey was nationally administered by the **Survey Coordination Centre**, on behalf of **NHS England and NHS Improvement**.

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

Changes to 2021 Survey

New reporting aligned to the People Promise elements – significant change

The seven People Promise elements are:

- 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

The two themes, which were also reported prior to 2021, are:

- Staff engagement
- Morale



LHCH Headlines

Survey
Coordination
Centre

Organisation details

Liverpool Heart and Chest Hospital
NHS Foundation Trust

2021 NHS Staff Survey

Organisation details

Completed questionnaires 1,060

2021 response rate 62%

See response rate trend for the last 5 years

Survey details

Survey mode Mixed

Sample type Census

This organisation is benchmarked against:

Acute Specialist Trusts

2021 benchmarking group details

Organisations in group: 13

Median response rate: 54%

No. of completed questionnaires: 15,708

GOOD NEWS

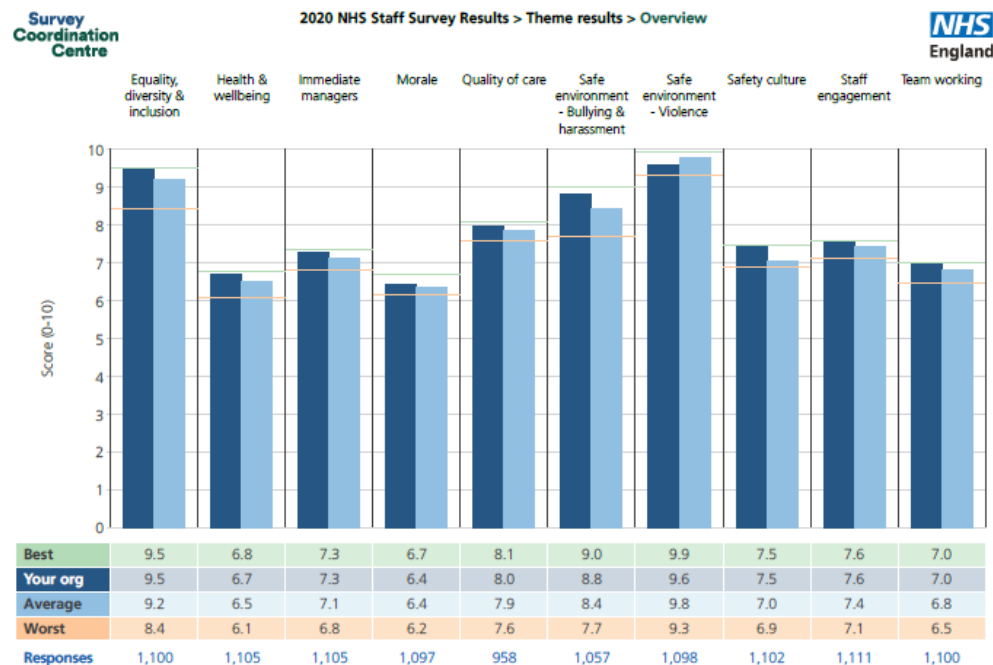
- We are #1 in the country for 'care is our top priority' & 'staff engagement'.
- We are #1 acute specialist trust for 'care is our top priority', 'place to work' and 'staff engagement'.
- We are 'THE BEST' in 8 out of 9* of the People Promise elements & themes
**Benchmarked against 'acute specialist trusts'.*

SURVEY UPDATE

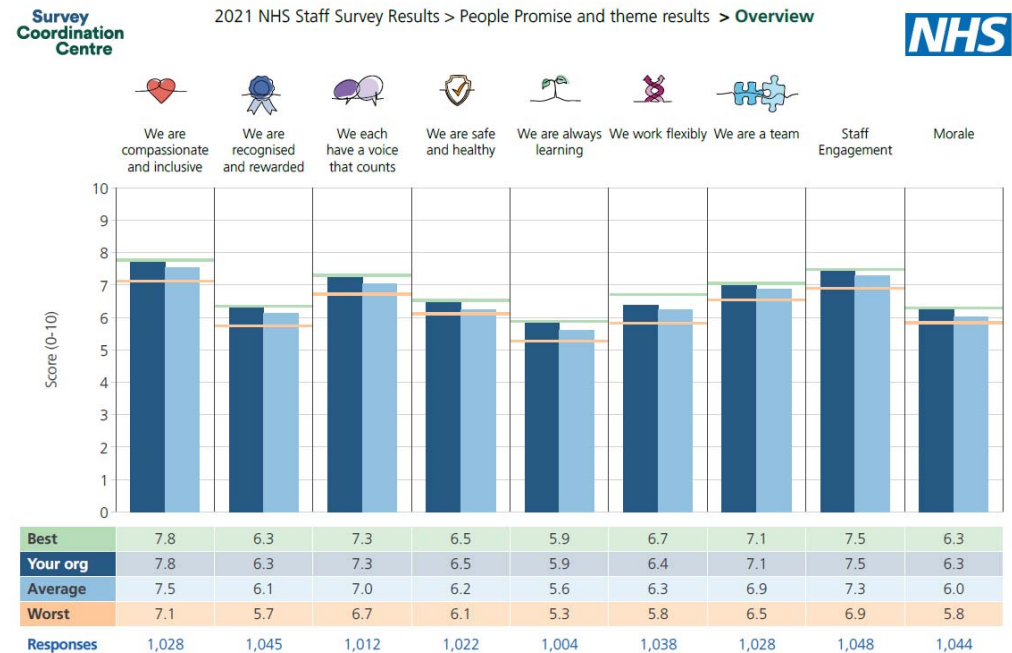
- Staff Survey launched Monday 4 October - Sunday 28 November 2021 (8 weeks) and had 117 questions.
- The final response rate, taking into account any leavers and ineligible staff, was 62% (1060 respondents out of 1709 respondents eligible).
- For reference, the 2020 response rate was 65% (3% decrease)
- The overview and people promise results are provided by NHSE.
- The divisional results will be shared by you to facilitate action plan development.
- We mentioned above some good news, however, with transparency in mind there are some improvement areas for us to focus on too.

LHCH Overview & Theme Changes

2020



2021



Unable to directly compare to 2020 due to theme changes (with the exception of staff engagement and morale)
LHCH came out as 'Best' in all categories, with the exception of 'we work flexibly', however we were still above the 'average'.

How LHCH Compares...

People Promise: LHCH vs Acute Specialist Trusts Position

Liverpool Heart and Chest Hospital NHS Staff Survey 2021 results



LHCH's full NHS Staff Survey Report
2021-2022 nhsstaffsurveys.com/app/reports/2021/RBQ-benchmark-2021.pdf

RESPONSE RATE
1,060 STAFF = 62% 

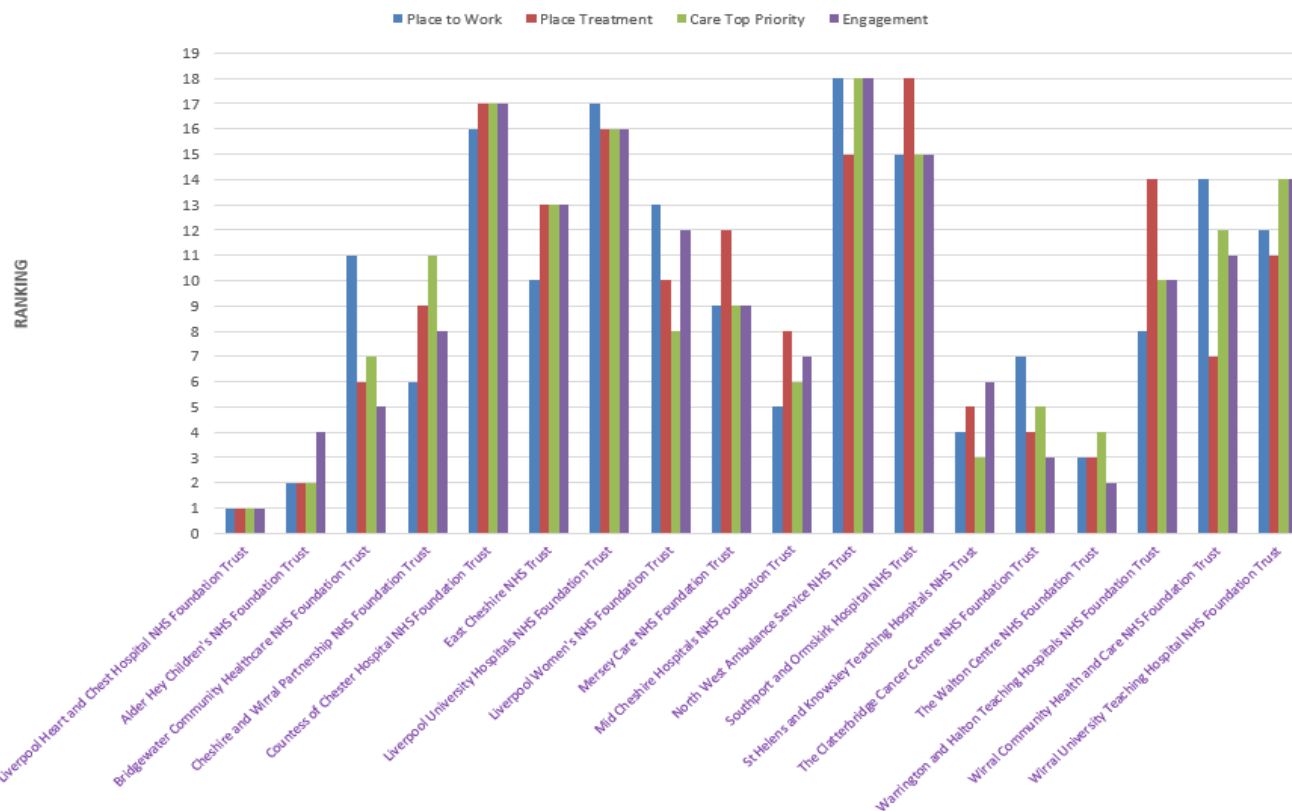
GOOD NEWS

- We are #1 in the country for 'care is our top priority' & 'staff engagement'.
- We are #1 acute specialist trust for 'care is our top priority', 'place to work' and 'staff engagement'.
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List of 13 Acute Specialist Trusts for reference

1. Liverpool Heart & Chest Hospital
2. The Robert Jones and Agnes Hunt Orthopaedic Hospital
3. Queen Victoria Hospital
4. Royal Papworth
5. Great Ormond Street Hospital for Children
6. Royal National Orthopaedic Hospital
7. The Christie
8. The Clatterbridge Cancer Centre
9. Liverpool Women's
10. The Walton Centre
11. Moorfields Eye Hospital
12. The Royal Marsden
13. The Royal Orthopaedic Hospital

LHCH vs Cheshire & Merseyside – 4 key indicators



LHCH came 1st in all 4 key indicators across C&M against all NHS Trusts in 2021:

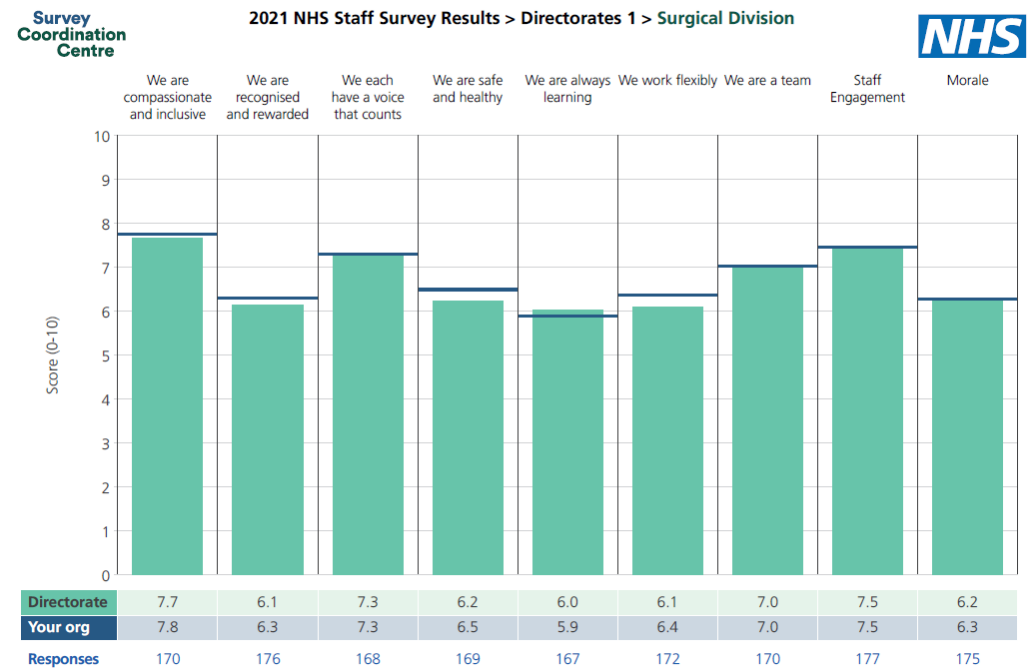
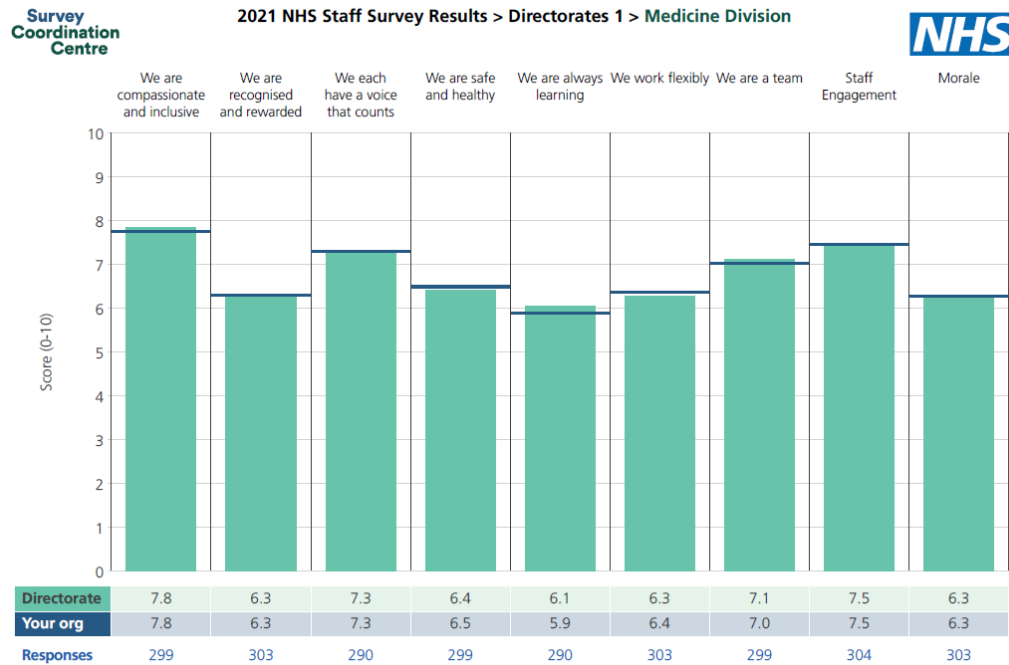
- Place to work (4th in 2020)
- Place for treatment (1st in 2020)
- Care as a top priority (2nd in 2020)
- Staff engagement (2nd in 2020)

LHCH 2020 vs 2021: 5 Most improved scores

Most improved scores	Trust 2021	Trust 2020
q13a. Not experienced physical violence from patients/service users, their relatives or other members of the public	92% (+3%)	89%
q10c. Don't work any additional unpaid hours per week for this organisation, over and above contracted hours	48% (+2%)	46%
q14d. Last experience of harassment/bullying/abuse reported	52% (+3%)	49%
q9a. Immediate manager encourages me at work	76% (+1%)	75%
q21e. Feel safe to speak up about anything that concerns me in this organisation	75% (+1%)	74%

Divisions overview

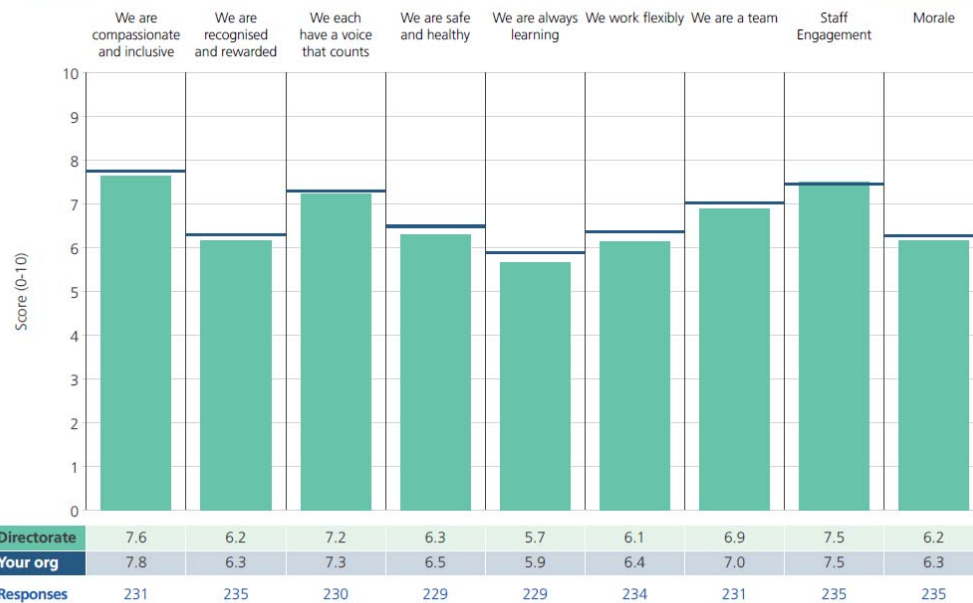
Medicine & Surgical Division



Clinical Services Division

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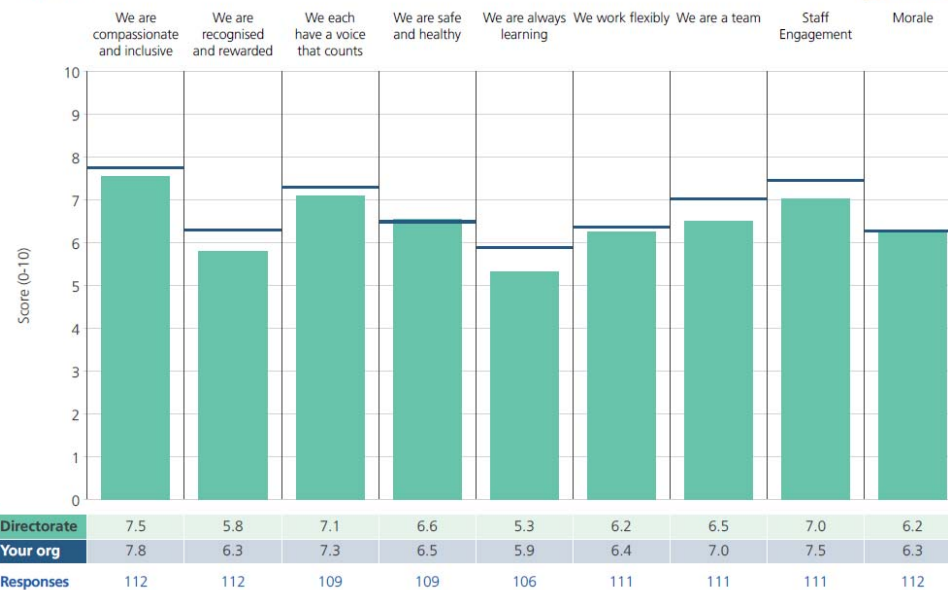
2021 NHS Staff Survey Results > Directorates 1 > Clinical Services Division



Non-Clinical Support & Corporate Division

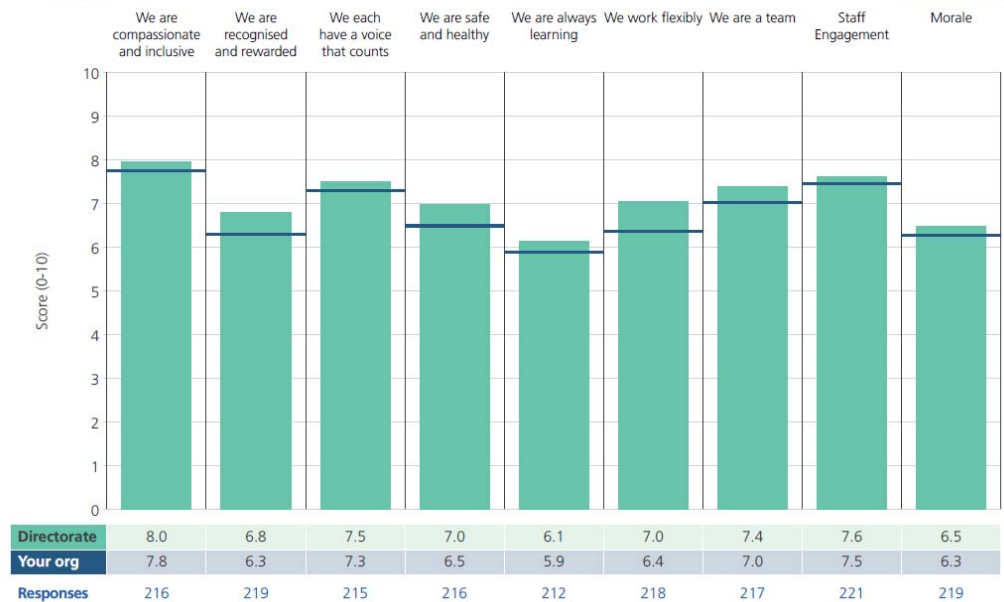
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2021 NHS Staff Survey Results > Directorates 1 > Non-Clinical Support Division



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2021 NHS Staff Survey Results > Directorates 1 > Corporate Division



Further analysis to be conducted

As we dig deeper locally, there are areas for us to explore further to help us gain greater understanding whereby significant attention is required to improve staff engagement and morale specifically.



Staff engagement was 7.6 in 2020 and dropped to 7.5 in 2021



Morale was 6.4 in 2020 and dropped to 6.3 in 2021

q2a I look forward to going to work.

Locality	Positive Score (%)	Number of Respondents					
		Never	Rarely	Sometimes	Often	Always	Total
Your Organisation	55.1%	41	95	334	412	165	1047
Physiotherapy	60.0%	0	3	9	15	3	30
Other	59.1%	3	7	26	35	17	88
Pharmacy	56.8%	2	1	16	19	6	44
Human Resources	56.3%	0	0	7	9	0	16
Rowan Suite	54.5%	1	0	4	6	0	11
Maple Suite	54.5%	0	2	3	2	4	11
Estates	53.3%	1	0	6	5	3	15
Cardiac Diagnostics	52.9%	0	2	14	17	1	34
SICU	52.4%	3	10	26	29	14	82
Medical Secretaries	47.8%	3	6	3	8	3	23
Research & Development	47.1%	0	1	8	6	2	17
Knowsley Admin Hub	46.2%	1	1	5	5	1	13

q2a I look forward to going to work.

Locality	Positive Score (%)	Number of Respondents					
		Never	Rarely	Sometimes	Often	Always	Total
Your Organisation	55.1%	41	95	334	412	165	1047
Domestics	43.8%	5	4	18	11	10	48
Cedar Ward	43.6%	1	5	16	11	6	39
Pulmonary Function	42.1%	0	0	11	8	0	19
Medical Engineers	41.7%	0	1	6	4	1	12
Radiology	40.5%	1	4	17	11	4	37
Finance	35.3%	0	1	10	5	1	17
Acute Cardiac Unit	34.3%	6	5	12	8	4	35
Training Education - Other	28.6%	0	5	5	3	1	14
Holly Suite	27.8%	2	3	8	5	0	18
Birch Ward	26.1%	2	5	10	3	3	23
Cath Lab	25.0%	4	3	8	2	3	20
Oak Ward	18.8%	0	2	11	2	1	16

Focus areas

Most declined scores	Trust 2021	Trust 2020
q11d. In last 3 months, have not come to work when not feeling well enough to perform duties	50% (-9%)	59%
q3i. Enough staff at organisation to do my job properly	39% (-9%)	48%
q28b. Disability: organisation made adequate adjustment(s) to enable me to carry out work	69% (-9%)	78%
q13d. Last experience of physical violence reported	69% (-7%)	76%
q7b. Team members often meet to discuss the team's effectiveness	60% (-5%)	65%

Friends & family declined scores	Trust 2021	Trust 2020
q21c. Would recommend organisation as place to work	74% (-2%)	76%
q21d. If friend/relative needed treatment would be happy with standard of care provided by organisation	91.6% (-4.4%)	96%

Next steps...

Areas highlighted for improvement

Following the review of the 2021 survey, the Trust is committed to focusing on the following themes.

- Supporting staff to improve their health and wellbeing
- Improving equality, diversity, inclusion & belonging
- Creating a safe working environment for our staff
- Improving friends and family tests scores

HRBP's to partner with divisions to analyse local results and create meaningful and impactful action plans to make positive change.

Further analysis and action plans to be communicated to Boards and key groups once completed.

Deeper analysis of WRES and WDES survey results to identify hotspots and build into actions plans.

Share 'you said we did' communications 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.