

Cover Sheet

Trust Board Meeting in Public: Wednesday 14 May 2025

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Title: OUH NHS Staff Survey Nationally Benchmark Report 2024

Status: For Information

History: This paper expands on the pre-embargoed report that was tabled at Confidential Board on 12 March 2025

Board Lead: Chief People Officer

Presenter: Terry Roberts, Chief People Officer

Author: Byron Currie, Director of Culture, Leadership & OD

Confidential: No

Key Purpose: For Information

Executive Summary

1. This paper provides a summary of the key findings within the Oxford University Hospitals 2024 NHS Annual Staff Survey results.
2. In 2024, 7211 colleagues, (48.21%) of our workforce completed the NHS Annual Staff Survey. This was up by 2.26% from the previous year.
3. The paper will also detail how the OUH NHS Staff Survey 2024 results, will be shared throughout the Trust, enabling managers and teams to co-create, co-implement and co-own local actions to improve staff experience.
4. The OUH Trust Board are requested to note the content of this report.

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OUH NHS Staff Survey Nationally Benchmark Report 2024

1. Purpose

- 1.1. This paper outlines the results of the OUH NHS Staff Survey 2024 results.
- 1.2. It will also outline how it will be shared throughout the Trust, enabling managers and teams to co-create, co-implement and co-own local actions to improve staff experience

2. Background

- 2.1. The NHS Annual Staff Survey comprises of 9 specific elements that are aligned to the NHS People Promise.
- 2.2. OUH's performance against these elements is set out below.
- 2.3. OUH is above the benchmarked average in relation to the following elements:
 - 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
 - Staff Engagement
- 2.4. OUH is slightly below the average in relation to the People Promise element "Morale."
- 2.5. "OUH has performed significantly better than comparative organisations within 7 out of the 9 People Promise elements. However, OUH has significantly declined in 4 out of the 9 elements based on responses to our 2023 NHS Annual Staff Survey. (please see Appendix 1).
- 2.6. There has been a decline across the NHS across all 9 People Promise elements, however OUH has declined at a much slower rate within 7 out of the 9 People Promise elements.

3. Individual Questions

- 3.1. When looking at individual questions, the Trust declined on 68 questions compared to 2023, with the greatest declines for Q2b 'I am enthusiastic about my job' (3.2% decrease) and Q3i 'There are enough staff at this organisation for me to do my job properly' (3.1% decrease).
- 3.2. The Trust improved on 24 questions compared to 2023, with the greatest improvements for Q10b 'On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? This means that on average OUH colleagues have worked less overtime in 2024 when compared to 2023. Effective team working and line management featured heavily across the most improved questions, and this is then reflected in the improvements in the Team Working and Line Management Staff Survey categories which all slightly increased.

4. Other staff Survey Categories.

- 4.1. We saw some improvement in the Negative Experiences Staff Survey category; reflecting efforts from the 'Eradication of Bullying and Harassment Programme' to improve support for staff who have experience bullying and eradicate these behaviours from our organisation. The three questions related to experiences of bullying and harassment (Q14a from patient/service users, their relatives and other members of the public, Q14b from managers, Q14c from other colleagues have all shown improvement and are better than the national average. The table below shows our improvement in detail.

Staff Survey Question	2022	2023	2024
Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public (at least one incident)	24.38%	22.58%	22.34%
Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers (at least one incident)	10.62%	10.01%	9.52%
Q14c In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues (at least one incident)	19.71%	19.77%	18.07%

- 4.2. We saw an improvement in the Appraisal Staff Survey category; reflecting efforts to improve our appraisal process are having a positive impact on the appraisal quality
- 4.3. The Staff Survey category for the Team Working and Line Management, whilst not significant, has shown consistent year-on-year increase from 2021. This demonstrates that teamwork and line manager capability is seeing a steady improvement over time.

5. Engagement and Morale themes at Trust Level

- 5.1. Two themes, engagement and morale are collectively made up of 22 questions and therefore provides a comprehensive overview of the level of involvement, advocacy, and motivation amongst OUH staff.
- 5.2. At a Trust level, there is no significant improvement or decline in the Engagement and Morale Scores for 2024 compared to 2023. Nonetheless, we have made minimal decreases in our scores in both themes.
- 5.3. The same decline is seen in the Morale theme by 0.1. The largest contributor to this decline is a decrease in the “Work Pressure” sub score – both the “Thinking about Leaving” and “Stressors” sub score are slightly lower than last year. These scores are indicating that staff morale is declining.

6. Individual questions at Trust level

- 6.1. The top five most improved scoring questions relate to not working additional unpaid hours and not feeling pressured to come to work, bullying, harassment or abuse from colleagues and teamwork.
- 6.2. Our most improved scoring questions relate to not working additional unpaid hours and not feeling pressured to come to work when ill, a reduction in bullying harassment or abuse form colleagues and, teamworking.
- 6.3. See below for the five most improved and declined individual questions within the OUH NHS Staff Survey results comparing 2024 scores with 2023.

Most improved questions	Most declined questions
On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours? Staff selecting ‘none’ (3.6% increase)	I am enthusiastic about my job (3.2% decrease)
Have you felt pressure from your manager to come to work? (2.9% increase)	There are enough staff at this organisation for me to do my job properly (3.1% decrease)
The team I work in often meets to discuss the team's effectiveness (2.2% increase)	The recognition I get for good work (3% decrease)
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues? Staff selecting ‘none’ (2.2% increase)	I can eat nutritious and affordable food while I am working (3% decrease)
The team I work in has a set of shared objectives (2% increase)	I look forward to going to work AND How often, if at all, do you find your work emotionally exhausting? Staff selecting ‘never/rarely’ both have (2.8% decrease)

7. Workforce Race Equality Standard

- 7.1. The percentage of ethnic minority and white staff that have experienced bullying, harassment or abuse from patients and colleagues has reduced and remains above the benchmarked average.
- 7.2. The percentage of ethnic minority staff that believe that have experienced discrimination from a manager has increased significantly by 2.28% to 15.72% which is equal to the benchmarked average.
- 7.3. White staff experiencing discrimination from a manager has significantly improved to 7.24% and is well above the benchmarked average.
- 7.4. Ethnic minority staff are now reporting that they are twice as likely to experience discrimination from a manager than White staff which is a concerning negative trend.
- 7.5. It is important therefore, that the Board deliver on their actions related to race equality that are derived from the Better Leaders Programme, and these are disseminated throughout the Trust.

8. Workforce Disability Equality Standard

- 8.1. The percentage of staff with and without a Long-Term Condition that have experienced bullying, harassment or abuse from patients has declined for the 5th consecutive year and is better than the benchmarked average for both categories of staff.
- 8.2. The percentage of staff with a Long-Term Condition that have experienced bullying, harassment or abuse from colleagues (not including managers) has reduced and is above the benchmarked average. The percentage for staff without a Long-Term Condition has slightly increased and is slightly above the benchmarked average.

9. Next Steps

- 9.1. Oxford University Hospitals NHS Foundation Trust is committed to creating a culture that actively seeks the collaboration, inclusion, and voice of all our people to improve our experience of working in our Trust. This collaborative approach will be embedded in how we continuously engage and involve our teams in designing and implementing actions to improve our experience of working at OUH. This should be standard work that we routinely undertake with our teams.
- 9.2. There is significant academic evidence that shows that when our people are more engaged, they are more connected, committed, motivated and focussed at work. This ultimately correlates to improved patient care and patient outcomes, as well as reduced staff turnover.

- 9.3. We have developed the Growing Stronger Together model of continuous staff engagement and involvement, based on appropriate challenge and feedback received from the Trust Management Executive. Our messaging to managers included local staff survey results and guidance on how to co-design and co-implement local solutions utilising the following model. The six key cyclical steps within this mode include:
- Share Feedback
 - Listen to Responses
 - Identify Priorities
 - Co-create and agree solutions
 - Implement solutions together
 - Review Impact
- 9.4. The Managers Guide for Growing Stronger Together has been shared with Divisional senior teams for dissemination to team leads. Divisional Staff Survey data has been shared with Divisional Leads and Heads of Workforce, results at Division, Directorate, CSU and Department level - with top/bottom most improved/decreased questions identified for each.
- 9.5. Divisional leads cascaded the results to Directorate leads and team leaders enabling Growing Stronger Together conversations to commence in March 2025, with an expectation that teams will co-create and co-implement a series of improvement actions to meet the key organisational development needs based on NHS Staff Survey results.
- 9.6. Progress on Divisional improvement actions sourced from local Growing Stronger Together conversations will be monitored monthly via Performance Review meetings, ensuring best practice and learning is shared. Heads of Service will report on progress in terms of numbers and percentages of teams that have completed Growing Stronger Actions Plans to each forthcoming People Governance meeting.

10. Recommendations

The Trust Board are requested to note the content of this report.

Appendix 1 – OUH NHS Annual Staff Survey 2024 – Summary of Scores

People Promise/Theme/Question	2023 Score	Significance	2024 Score	Significance	Sector Score
Theme - Staff engagement	7.09	Significantly Declined	6.98	Significantly Better	6.85
Theme - Morale	6.01	Significantly Declined	5.92	Not Significant	5.93
People Promise 1 - We are compassionate and inclusive	7.39	Not Significant	7.34	Significantly Better	7.22
People Promise 2 - We are recognised and rewarded	6.06	Significantly Declined	5.96	Significantly Better	5.90
People Promise 3 - We each have a voice that counts	6.83	Significantly Declined	6.76	Significantly Better	6.68
People Promise 4 - We are safe and healthy	6.19	Not Significant	6.16	Significantly Better	6.09
People Promise 5 - We are always learning	5.91	Not Significant	5.92	Significantly Better	5.69
People Promise 6 - We work flexibly	6.30	Not Significant	6.24	Not Significant	6.22
People Promise 7 - We are a team	6.89	Not Significant	6.91	Significantly Better	6.74