

## Cover Sheet

Trust Management Executive Meeting: Wednesday 13 March 2024

TB2024.21

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**Title:** OUH Staff Survey 2023 Results - Post Embargo

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**Status:** For Discussion

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**Confidential:** Yes

**Key Purpose:** Performance and Assurance

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## Executive Summary

1. This paper provides early sight and a high-level overview of the OUH annual Staff Survey 2023 results. This includes national benchmarking data to compare our results to similar organisations.
2. Initial analysis of the results focusses on the scores for each of the seven People Promise (PP) elements, and the two themes, Engagement and Morale. Where helpful, analysis has also been undertaken on the sub scores (SS) categories alongside our top and bottom individual questions.
3. Key findings from the analysis of the PP elements, Themes, and SS categories at Trust level are:
  - 3.1. Comparison against the national results for the PP elements show that there are no areas where OUH are statistically above or below the average. We have seen scores significantly above national average in the SS categories of Advocacy which is within “Engagement” and Appraisals which is within PP5 “We are always learning”.
  - 3.2. Looking at the results compared to 2022, whilst there have not been any statistically significant increases, we have seen improvements across the two Themes, and six of the seven PP elements. The only element which did not improve was “We each have a voice that counts”, however this remained the same as the previous year. This represents an overall improvement in staff experience across the Trust.
  - 3.3. We saw a significant increase in the Appraisal SS category of 0.5; reflecting efforts to improve our appraisal process are having a positive impact on the appraisal quality.
  - 3.4. The SS category for Compassionate Leadership and Line Management, whilst not significant, have shown consistent year-on-year increase from 2021. This demonstrates that line manager capability is seeing a steady improvement over time.
  - 3.5. When looking at individual questions, the Trust only declined on six questions compared to 2022, with the greatest decline for ‘Feel a strong personal attachment to my team’ (0.6% decrease). Of these six questions, half relate to interpersonal relationships between colleagues, incivility, bullying and harassment. Whilst this is not positive, it may be an indicator that work on eradicating bullying and harassment is enabling our people to better recognise inappropriate behaviours and reducing the acceptability of them. Further analysis of these questions will take place now that embargo is lifted to identify recommendations to address these results.

- 3.6. Questions on resource and capacity featured heavily across the most improved questions and this is then reflected in the improvements in the Work Pressure and Health and Safety Climate SS categories which both increased by 0.3. Improvements to these questions may indicate that work undertaken to reduce vacancies and turnover across the Trust may be starting to see a positive impact.
4. At a Divisional and Corporate level, we have seen an improvement across the PP Element, Theme and SS categories. However, it should be noted that although certain areas have made significant improvements in their scores when compared to 2022, there are still areas which are significantly below the OUH average and therefore further analysis and support to these areas will be required to support effective action planning.
5. In addition, the paper also provides a recommended approach for discussion on how Divisions and Corporate Directorates respond to the results utilising the new staff survey data packs and the “Time to Talk” methodology and subsequent guides to form meaningful action plans.
6. To positively shift our areas of improvement and increase our response rate to levels seen in previous years, it is critical we act upon what our staff are telling us, so they see value in completing the survey. Therefore, the paper recommends strengthening accountability by monitoring local action planning through existing monthly Divisional Performance Reviews which will allow us to support the changes that we wish to see at OUH.

## **Recommendations**

7. The Trust Board is asked to:
- Discuss the high-level findings of the 2023 Staff Survey
  - Agree the approach proposed to strengthen accountability, monitoring, and support for leaders in the creation and delivery of local action plans

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## OUH Staff Survey 2023 Results - Post Embargo

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### 4. Purpose

- 4.1. The purpose of this paper is to provide early sight at a high level of the 2023 OUH annual staff survey findings.
- 4.2. This paper also provides a recommended approach for discussion and approval on how Divisions and Corporate Directorates monitor and respond to the results utilising their local data and the “Time to Talk” methodology to form and deliver meaningful action plans.

### 5. Background

- 5.1. The staff survey was issued to substantive staff employed by OUH using a mixed method of email and postal surveys, the survey was open from Monday 25th September to Friday 24th November.
- 5.2. The survey was completed by 6576 staff members (46%). This is aligned to the national average for similar organisations who also had a 46% response rate.
- 5.3. The embargo for the 2023 staff survey data was lifted on 7 March 2024 therefore a review is underway of the national benchmarking data, and further reports from our provider, such as the Trust’s WRES and WDES scores.
- 5.4. Following feedback from divisions that the turnaround between the results being available and the next staff survey was limited, embargoed data packs were made available to support action planning to take place earlier.
- 5.5. This paper provides a high-level overview of the results at Trust and Divisional level. Once full analysis has been completed of the national scores, greater analysis will take place on where we are making progress and where we need to escalate improvements. A further paper will then be presented at Trust Management Executive providing more detailed analysis.
- 5.6. The 2023 survey asked 118 questions, which are made up of the seven People Promise (PP) elements and two Themes, called Engagement and Morale. Each PP and theme have set of sub scores (SS) categories mapped to individual questions.
- 5.7. All categories are scored on a 0-10 scale, where a higher score is more positive than a lower score. Scores changing by 0.4 are shown as statistically significant.

- 5.8. Attention has been paid to the sub scores and individual questions where relevant as they present more granular data which might not be visible at the People Promise level.
- 5.9. To identify areas of progress or decline, a comparison of the scores of the 2023 to the 2022 Staff Survey has taken place. We have also compared the 2023 scores against the 2023 OUH average where applicable. The OUH average is aligned to the national average, and therefore the OUH average provides a valid comparison.
- 5.10. There were 3 new questions this year, 2 of which relate to experience of unwanted behaviour of a sexual nature from patients, relatives or members of public, and colleagues, and a question relating to the ability to eat nutritious and affordable food at work. OUH has 3.5% of staff who have stated they have experienced unwanted behaviour of a sexual nature from colleagues compared to 3.8% nationally. The scores for behaviour from public and colleagues are also 3.5% for OUH and 3.8% nationally. Therefore, OUH has scored slightly better (-0.3%) compared to the national score. Staff stating, they have access to nutritious and affordable food at work is 56.3% for OUH and 53.8% nationally. Therefore, OUH is above the national average by 2.5%.
- 5.11. See Appendix one which provides the staff survey structure to support understanding as to where the individual questions are positioned under each People Promise element, theme, and sub score.

## 6. Response Rate

- 6.1. Despite the execution of our Trust wide communications and engagement campaign alongside targeted local strategies, our response rate has dropped from 51% in 2022 to 46% in 2023 although this response rate is the average for Acute and Community Trusts (46%).
- 6.2. The divisional responses in 2023 and 2022 can be seen below:

Division	2023	2022	Change
Hosted Services DIV	57%	37%	20%
Education and Training	8%	4%	5%
Neurosciences Orthopaedics Trauma Specialist Surgery and Children's	47%	48%	-1%
Research & Development	58%	61%	-4%
Corporate	69%	73%	-4%
Surgery Oncology and Womens	46%	50%	-5%
Medicine, Rehabilitation and Cardiac	39%	45%	-6%
Clinical Support Services	43%	52%	-9%
Operational Services	56%	66%	-9%

Estates	49%	59%	-10%
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Table 1 - divisional responses in 2023 and 2022

Table 2 - Divisional Response rates (2022 and 2023)

6.3. Hosted Services and Education and Training are the only areas to increase their response rate, all other areas have declined.

6.4. The professional group responses in 2023 and 2022 can be seen below:

Staff Group	2023	2022	Change
Additional Clinical Services	38%	39%	-1%
Add Prof Scientific and Technic	52%	56%	-4%
Nursing and Midwifery Registered	45%	49%	-4%
Administrative and Clerical	61%	66%	-5%
Medical and Dental	29%	36%	-7%
Healthcare Scientists	58%	65%	-7%
Allied Health Professionals	56%	65%	-9%
Estates and Ancillary	43%	53%	-10%

Table 3 - Professional Group responses (2022 and 2023)

By professional group the highest response rate is Healthcare Scientists followed by Allied Health Professionals. All staff groups response rates have declined, with Additional Clinical Services having the smallest decline and Estates and Ancillary the largest decline. The staff group with the lowest response rate was the Medical and Dental group. This is a consistent theme.

## 7. Summary of Results at Trust level

### Engagement and Morale themes at Trust level

- 7.1. 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.
- 7.2. At a Trust level, there is no significant improvement or decline in the Engagement and Morale Scores for 2023 compared to 2022. Nonetheless, we have made minimal improvements in our scores in both themes. Compared to the national averages OUH is slightly above the national average in these areas.
- 7.3. The Engagement Score has seen an increase of 0.1 compared to last year and is 0.2 above the national average. This increase is the result of improvements in the involvement and advocacy sub scores, notably

questions 3f, 'able to make improvements happen in my area of work' (2.8% increase) and question 25c, 'would recommend the organisation as a place to work' (2.6% increase).

- 7.4. There is also progress seen in the Morale theme by 0.2 and Morale is 0.1 above the national average. The largest contributor to this improvement from 2022 is an increase in the 'Work Pressure' and the 'Thinking About Leaving' sub score. These increases are indicating that staff morale is improving.
- 7.5. **See appendix two** for the 22 questions that make up the Engagement and Morale themes.
- 7.6. **See appendix three** for the Engagement and Morale responses which compare the 2023 scores to 2022 and 2021. This also shows the RAG rating comparison of the OUH scores to the national average.

### Seven People Promise Elements at Trust Level

- 7.7. The Trust has made improvement on six out of the seven People Promise elements, although none of these improvements were significant, we have seen no declines in our scores. The Trust is also aligned to the national average on all scores. This should be acknowledged and commended given the operational pressures that staff and managers are having to navigate post COVID.
- 7.8. The only element that we did not make any improvement upon is '**We each have a voice that counts**', however this remained the same as the previous year.
- 7.9. The largest increase score can be found in '**We are always learning**' which is primarily driven by improvements to the '**Appraisal**' and '**Development**' SS categories with one of the questions contributing to that score being, 'I am able to access the right learning and development opportunities when I need to'.
- 7.10. '**We are safe and healthy**' saw a 0.2 increase overall, including an increase across all SS categories in this element. This is largely due to improvements on questions around resource and capacity and this is reflected in the individual questions where the Trust has also seen the most improvement.
- 7.11. The improvement on '**We are recognised and rewarded**' is driven by an increase in the proportion of staff who are satisfied with the level of pay. Scores for this question improved by 5.1% and it is one of the questions where the Trust has seen the most improvement.

7.12. The **‘We work flexibly’** element has seen increases across all questions mapped to this PP element. The largest of which is on question 6b ‘organisation is committed to helping balance work and home life’; this rose by 4.1%.

7.13. The most improved and declined PP elements can be seen below:

Most improved Scores by People Promise	Most declined Scores by People Promise
We are always learning (0.3 increase)	No scores have declined
We are recognised and rewarded (0.2 increase)	
We are safe and healthy (0.2 increase)	
We work flexibly (0.2 increase)	

Table 4 - The most improved and declined PP elements

### Sub Score Categories at Trust level

7.14. The most significant improved SS category was **Appraisals**; it is the only SS category where a significant increase was seen ( $\geq 0.4$ ). The three questions that make up this category explores the quality of the appraisals and we have seen improvements across all three questions. This progress is likely to have been supported by the implementation of the appraisal window.

7.15. The SS category of **Compassionate Leadership** and **Line Management** are noteworthy (increasing by 0.2 and 0.1 respectively). Both categories are comprised of questions relating to the immediate line manager and these questions have seen consistent year-on-year increase demonstrating we are seeing gradual and sustained improvement to line manager capability. This may be an indication that investment in initiatives and programmes for leaders and managers is contributing to this improvement.

7.16. The increase in **Health and Safety Climate** is partially attributable to the improvements on questions around resourcing, however also notable are increases on questions relating to reporting bullying and harassment, and physical violence that are in this SS category. These positively increased by 2.2% and 2.9% respectively and this could show efforts to increase trust in our processes is having an impact.

7.17. The improvement in the **Work Pressure** SS category is a key driver for the improvement noted in our **Morale** theme score. Two of the questions that comprise this SS category feature in the Trusts most improved individual questions: ‘Enough staff at the organisation to do my job properly’ and ‘have adequate materials and supplies to do my work’. Improvements to these questions may indicate that work undertaken to

reduce vacancies and turnover across the Trust may be starting to see a positive impact.

7.18. Most improved and declined SS Categories can be seen below:

Most improved Sub Scores Category	Most declined Sub Scores Category
Appraisals (0.5 increase)	No scores have declined
Health and Safety Climate (0.3 increase)	
Work pressure (0.3 increase)	

Table 5 - 7.18. Most improved and declined SS Categories

**Individual question at National and Trust level**

- 7.19. The staff survey is made up of 118 questions. Of these 100 can be scored and rated. OUH have made improvements in 90, remained the same in 1 and declined in 6. Including 3 new questions which cannot be compared to 2022 scores. Compared to the national scores where 101 questions can be compared, 20 questions were below national average (0 where statistically significant). 3 questions are the same score as the national average and 78 questions better than the national average (33 where statistically significant)
- 7.20. The top five scoring questions within the trust relate to pay, resources, materials and access to learning and development.
- 7.21. We have seen a 4.8% increase for the question ‘Don’t work any additional unpaid hours per week for this organisation, over and above contracted hours’. This is notable as the Trust has seen very little year-on-year change in score for this question since 2019.
- 7.22. Of the declining questions, three are in relation to interpersonal work relationships: ‘Feel a strong personal attachment to my team’, ‘not experienced harassment, bullying or abuse from other colleagues’, and ‘colleagues are polite and treat each other with respect’. Whilst it may indicate that there has been an increase in incivility in the Trust, it may also be a result of work undertaken to reduce incivility. For example, ‘Kindness into Action’ may have supported people to better understand and call out negative behaviours which has led to an increase in experiencing or witnessing negative behaviour.
- 7.23. See below the top and bottom five individual questions which have improved or declined to the greatest extent in the OUH average 2023 compared to the average in 2022:

Most improved questions	Most declined questions
Enough staff at organisation to do my job properly (5.3% increase)	Feel a strong personal attachment to my team (0.6% decrease)
Satisfied with level of pay (5.1% increase)	Feel trusted to do my job (0.5% decrease)
Don't work any additional unpaid hours per week for this organisation, over and above contracted hours (4.8% increase)	Not experienced harassment, bullying or abuse from other colleagues (0.5% decrease)
Able to access the right learning and development opportunities when I need to (4.8% increase)	Colleagues are polite and treat each other with respect (0.5% decrease)
Have adequate materials, supplies, and equipment to do my work (4.3% increase)	Organisation offers me challenging work (0.5% decrease)

*Table 6 - top and bottom five individual questions which have improved or declined to the greatest extent in the OUH average 2023 compared to the average in 2022*

### New questions

- 7.24. The 2023 Staff Survey asked three new questions. As new questions, no historical comparison can be made, however they can be compared by Division.
- 7.25. For each of these questions, only one Division falls significantly below the Trust average ( $\geq 3\%$ ):
- 7.26. Q17a, MRC is 6.7% below the Trust average.
- 7.27. Q17b, Estates is 3.4% below the Trust average.
- 7.28. Q22, CSS is 4.0% below the Trust average.
- 7.29. The three new questions are below:

Question No:	Question
q17a	Not experienced unwanted behaviour of a sexual nature from patients/service users, their relatives or members of the public
q17b	Not experienced unwanted behaviour of a sexual nature from other colleagues
q22	I can eat nutritious and affordable food at work

*Table 7 - New questions for 2023*

## 8. The Key Findings in the overall Trust Staff Survey Results

### National

- 8.1. There is a sustainable long-term improvement in line manager capability which has had a positive impact across many People Promise themes. This increase in capability is likely to be an enabler for further improvement and should be built upon.
- 8.2. We have seen success in our renewed approach to appraisals, not just in increasing appraisal compliance but also improving appraisal quality.
- 8.3. Improvements on questions relating to work pressures indicate that the Trust may be starting to see the positive impact of the work undertaken to reduce vacancies and turnover.
- 8.4. There is more to be done on reducing incivility and fostering good relations between staff members and teams. Although, the results may be an indicator that work the Trust has undertaken in the Eradicating Bullying and Harassment programme is starting to encourage people to speak up as we work towards strengthening a culture of respect and dignity.

## 9. Summary of results by Division and Corporate Directorate

- 9.1. The table below demonstrates any areas where each division has made a significant improvement or decline ( $\geq 0.4$  above or below) on their 2023 People Promise scores compared to 2022.

PP = People Promise

SS = Sub score

Significantly below OUH average for PP or SS 2023

Significantly above OUH average for PP or SS 2023

Division	Area of significant improvement	Area of significant decline
CSS	1. Appraisals (SS)	None
Corporate	1. Appraisals (SS)	None
Estates	1. We are recognised and rewarded (PP) 2. We are always learning (PP) 3. We are a team (PP) 4. Compassionate Leadership (SS) 5. Development (SS) 6. Appraisals (SS) 7. Line management (SS) 8. Thinking about leaving (SS)	None

Hosted Services	<ol style="list-style-type: none"> <li>1. We are always learning (PP)</li> <li>2. Morale (PP)</li> <li>3. Diversity and Equality (SS)</li> <li>4. Health and Safety Climate (SS)</li> <li>5. Negative Experiences (SS)</li> <li>6. Appraisals (SS)</li> <li>7. Support for work life balance (SS)</li> <li>8. Motivation (SS)</li> <li>9. Work pressure (SS)</li> </ol>	1. Involvement (SS)
MRC	<ol style="list-style-type: none"> <li>1. Appraisals (SS)</li> <li>2. Work pressure (SS)</li> </ol>	None
NOTTSCaN	<ol style="list-style-type: none"> <li>1. Appraisals (SS)</li> <li>2. Work pressure (SS)</li> </ol>	None
Operational Services	<ol style="list-style-type: none"> <li>1. Appraisals (SS)</li> <li>2. Work pressure (SS)</li> </ol>	None
Research and Development	<ol style="list-style-type: none"> <li>1. Compassionate Leadership (SS)</li> <li>2. Appraisals (SS)</li> <li>3. Line management (SS)</li> </ol>	None
SuWoN	1. Appraisals (SS)	None

Table 8 - Summary of results by Division and Corporate Directorate

- 9.2. The vast majority of the Divisions have seen an improvement across the PP Element, Theme and SS category. Improvement in appraisals is one area where this has been demonstrated reflecting positive work that has taken place over the 12 months.
- 9.3. However, it should be noted that although certain areas have made significant improvements in their scores compared to 2022, some areas are still significantly below the 2023 OUH average. For example, in CSS, Corporate and Hosted Services, despite deploying interventions to bring improvements, these are still below the OUH average and therefore focus will need to remain on improving and supporting these areas to align with the OUH average.
- 9.4. The post embargo data provided to the divisions will combine information on performance against 2021, 2022, and 2023 OUH average along with the 2023 national average.

## 10. Action Planning Approach

### Central support and resources

- 10.1. This year we have provided each Division and Corporate Directorate with local staff survey data packs to support earlier planning and more targeted “Time to Talk” sessions at Directorate level.
- 10.2. These packs have been for internal use only whilst under embargo and are being updated with data and national benchmarks now the embargo is lifted.

- 10.3. An updated “Time to Talk” toolkit, with an action planning template and links to our central initiatives has been included within these data packs, to support leaders and managers at the earliest opportunity to start the process of co creating and delivering meaningful local action plans.
- 10.4. Targeted support via our Divisional and Corporate Heads of Workforce and central services has been offered to leaders to enable robust action plans, whilst leveraging off central initiatives to support improvement activity, such as Kindness into Action.

### **Division and Corporate action planning process and Accountability**

- 10.5. Staff Survey data packs broken down to Directorate level have been released to Divisional leads by their Head of Workforce so they can begin local action planning.
- 10.6. For CSUs and Services Heads of Workforce will guide leaders to understand their specific data where the area is large enough to meet the threshold for individual results.
- 10.7. We recommend a strong focus on accountability in relation to ensuring that leaders and managers carry out action planning by monitoring the performance and progress of actions plans in the monthly Divisional Performance Reviews.
- 10.8. For Discussion see table below for recommended Division and Corporate Action Planning Approach.

Activity	By whom	By when
Data packs under embargo released to Divisional leads identified by Head of Workforce (HoW) via restricted share point site	Chief Officer communications to each Division  Data Packs sent by HoW to identified Divisional leads	Under embargo February
Updated Data Packs post embargo released to Divisional leads by HoW	<b>NOTE:</b> under embargo the data packs have restricted access and must not be shared beyond identified leads	Post embargo March
HoWs to review data with their Divisional leads to identify trends to begin “time to talk” and action planning	Divisional leads and HoW	February
Divisional leads finalise number of local action plans required	Divisional leads	February
Divisional leads create shared site for upload of all local action plans for monitoring	Divisional leads	February
HoW guide leaders in CSUs and Services to understand their specific data	HoW	When embargo is lifted March
Undertake “time to talk”, and complete action plans and upload to local shared site	Divisional leads	February – May
Report and monitor delivery of action plans at Divisional Performance Reviews as part of workforce metrics (monthly)	Divisions and Corporate SLTs	May onwards
Accessing local action plans to support “You said we did” campaign to encourage uptake of the 2024 annual staff survey	Divisional leads and HoW	September

### Trustwide Action Planning Process and Accountability

- 10.9. We will be sharing the survey results with the relevant groups and forums, including the P&C Committee, Equality Diversity and Inclusion Steering Group and the Trust Alliance Committee, to gather insights and understand what else we can improve to make OUH a great place to work.
- 10.10. We will also ensure that we align actions from the Staff Survey with the People Plan Year 2 Priorities and the EDI objectives and actions. Including identifying and informing our year 3 People plan priorities.
- 10.11. A further paper with national benchmarking and recommendations will be presented at P&C Committee, Trust Executive Committee and Board for discussion and approval.

## 11. Conclusion

- 11.1. Considering national benchmarking, OUH is making progress across the majority of the PP Element and Themes. However, we are still seeing a decline in questions relating to bullying and harassment by colleagues, team working and respect.
- 11.2. At a Divisional and Corporate level, we have seen an improvement across the PP Element, Theme and SS categories. However, it should be noted that although certain areas have made significant improvements in their scores when compared to 2022, there are still areas which are significantly below the OUH average.
- 11.3. In order to positively shift our areas of improvement and increase our response rate to levels seen in previous years, it is critical we act upon what our staff are telling us, so they see the value of completing the survey. Therefore, strengthening accountability, monitoring for the Time to Talk activity and local action planning via the monthly Divisional Performance Reviews will allow us to realise the changes that we wish to see at OUH.

## 12. Recommendations

The Trust Board is asked to:

- 12.1. Discuss the high-level findings of the 2023 Staff Survey
- 12.2. Agree the approach proposed to strengthen accountability, monitoring, and support for leaders in the creation and delivery of local action plans

### 13. Appendix 1- Staff Survey structure by PP, Theme and Subscore

People Promise element / Theme	Sub-score category	Questions included								
People Promise element 1: We are compassionate and inclusive	Compassionate culture sub-score	q6a	q25a	q25b	q25c	q25d				
	Compassionate leadership sub-score	q9f	q9g	q9h	q9i					
	Diversity and equality sub-score	q15	q16a	q16b	q21					
	Inclusion sub-score	q7h	q7i	q8b	q8c					
People Promise element 2: We are recognised and rewarded	Overall 'We are recognised and rewarded' score	q4a	q4b	q4c	q8d	q9e				
People Promise element 3: We each have a voice that counts	Autonomy and control sub-score	q3a	q3b	q3c	q3d	q3e	q3f	q5b		
	Raising concerns sub-score	q20a	q20b	q25e	q25f					
People Promise element 4: We are safe and healthy	Health and safety climate sub-score	q3g	q3h	q3i	q5a	q11a	q13d	q14d		
	Burnout sub-score	q12a	q12b	q12c	q12d	q12e	q12f	q12g		
	Negative experiences sub-score	q11b	q11c	q11d	q13a	q13b	q13c	q14a	q14b	q14c
People Promise element 5: We are always learning	Development sub-score	q24a	q24b	q24c	q24d	q24e				
	Appraisals sub-score	q23b	q23c	q23d						
People Promise element 6: We work flexibly	Support for work-life balance sub-score	q6b	q6c	q6d						
	Flexible working sub-score	q4d								
People Promise element 7: We are a team	Team working sub-score	q7a	q7b	q7c	q7d	q7e	q7f	q7g	q8a	
	Line management sub-score	q9a	q9b	q9c	q9d					
Theme: Staff Engagement	Motivation sub-score	q2a	q2b	q2c						
	Involvement sub-score	q3c	q3d	q3f						
	Advocacy sub-score	q25a	q25c	q25d						
Theme: Morale	Thinking about leaving sub-score	q26a	q26b	q26c						
	Work pressure sub-score	q3g	q3h	q3i						
	Stressors (HSE index) sub-score	q3a	q3e	q5a	q5b	q5c	q7c	q9a		

## 14. Appendix 2 - Engagement and Morale Questions

### Engagement

#### Motivation

Section	Q	Description
YOUR JOB	q2a	Often/always look forward to going to work
	q2b	Often/always enthusiastic about my job
	q2c	Time often/always passes quickly when I am working

#### Advocacy

Section	Q	Description
YOUR PERSONAL DEVELOPMENT	q24a	Organisation offers me challenging work
	q24c	Have opportunities to improve my knowledge and skills
	q24d	Feel supported to develop my potential

#### Involvement

Section	Q	Description
YOUR JOB	q3c	Opportunities to show initiative frequently in my role
	q3d	Able to make suggestions to improve the work of my team/dept
	q3f	Able to make improvements happen in my area of work

### Morale

#### Thinking about leaving

Section	Q	Description
YOUR ORGANISATION	q26a	I don't often think about leaving this organisation
	q26b	I am unlikely to look for a job at a new organisation in the next 12 months
	q26c	I am not planning on leaving this organisation

#### Work pressure

Section	Q	Description
YOUR JOB	q3g	Able to meet conflicting demands on my time at work
	q3h	Have adequate materials, supplies and equipment to do my work
	q3i	Enough staff at organisation to do my job properly

#### Stressors

Section	Q	Description
YOUR JOB	q3a	Always know what work responsibilities are
	q3e	Involved in deciding changes that affect work
	q5a	Have realistic time pressures
	q5b	Have a choice in deciding how to do my work
YOUR TEAM	q5c	Relationships at work are unstrained
YOUR TEAM	q7c	Receive the respect I deserve from my colleagues at work
YOUR MANAGERS	q9a	Immediate manager encourages me at work

**15. Appendix 3 – Engagement and Morale Theme – Comparison of 2021, 2022 and 2023. OUH RAG rated against national score.**

Overall PP Themes

Theme	Year	National Average	Organisational Average (6576)
Staff Engagement Sub Score	2023	6.9	7.1
	2022	6.8	7.0
	2021	7.0	7.0
Morale Sub Score	2023	5.9	6.0
	2022	5.7	5.8
	2021	5.9	5.9

Morale SS

Sub Score	Year	National Average	Organisational Average (6576)
Thinking about leaving	2023	6.1	6.1
	2022	5.9	5.9
	2021	6	6.1
Work pressure	2023	5.3	5.4
	2022	5.0	5.1
	2021	5.1	5.2
Stressors	2023	6.4	6.5
	2022	6.3	6.4
	2021	6.3	6.4

Engagement SS

Sub Score	Year	National Average	Organisational Average (6576)
Motivation	2023	7.0	7.1
	2022	6.9	7.1
	2021	7.0	7.1
Involvement	2023	6.9	7.0
	2022	6.8	6.9
	2021	6.7	6.9
Advocacy	2023	6.7	7.1
	2022	6.7	7.0
	2021	6.8	7.2