

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

**BOD 20/2023**

(Agenda item: 12)

# Board of Directors

**29 March 2023**

**National Staff Survey 2022 results**

**For: Information**

**Executive Summary**

The annual staff survey results for Oxford Health have been received by the Trust. The attached slide deck presents the headline information to the Board for their review and feedback.

Our response rate showed a slight decrease in the percentage of staff completing the annual staff survey, down from 55% in 2021 to 53% in 2022. The number of staff completing the staff survey, however, remained stable, with 3,279 respondents from an eligible sample of 6,141 taking part in 2022 compared to 3,273 respondents from an eligible sample of 5,996 in 2021. Our response rate was 8% lower than the stretch target we set of 60%. This was despite a new approach whereby the Organisational Development Team scheduled site visits to teams identified with low response rates in the 2021 Staff survey.

The average response rate for Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts nationally was 50% with the best performing being 68%.

When reviewing the response rates, it is important to set it within the national context. Many Trusts across the South-east and beyond have found that they have seen their 2022 response drop compared to 2021. A recent article in a CIPD publication (People Management, November 2022) stated that nearly one in three UK employees have reported that worries around the increasing cost-of-living are causing them to have low productivity at work. This cost-of-living crisis has led to industrial action both within the NHS and beyond. Based on the findings reported in the above article, it is likely that the national context has contributed to lower-than-expected engagement with the staff survey and is also likely to have broader implications for other metrics of the staff survey.

Overall, the results show that for most questions (82) we have seen no change since 2021 but there are some areas which have worsened (9 areas).   Of the 9 questions which link to motivation, involvement, and advocacy, which are the nationally determined indicators of staff engagement, 8 have shown a small decrease compared with 2021. The Trust has also seen decreases in the themes of morale and ‘we are recognised and rewarded’ which is in line with the national picture.

Staff survey responses are part of ongoing engagement with staff and will be used to delve deeper into for further discussion, exploration, and most importantly action, on a continual basis.

It is recommended that the Staff Survey Plan focuses on the following messages:

* Results will be more user friendly with the development of a visual dashboard on the TOBI (Trust Online Business Intelligence) platform.
* All staff have a voice to reflect upon, discuss and explore the results, identifying one action per team to take in response with the aim of making Oxford Health a better place to work.
* For the 2021 results, the Organisational Development Team offered coaching for managers to help them identify the one action they were going to take. The take up of the coaching offer across the Trust was patchy with just under 30% of the 136 team managers having been coached as of June 2022.
* Where managers proactively took up the coaching offer, and crucially took management action to implement the ‘one action approach’, the impact analysis of the coaching sessions has been positive with percentages for the question(s) being addressed by the action taken improving by up to 39% in areas such as school health nursing, dentistry and some health visiting teams.
* It is proposed that the coaching session offer continues for the 2022 results, with the impact of the 2021 coaching sessions featuring in Trust wide communications to encourage more managers to act in response to their results, and to also encourage further uptake of the coaching sessions available. The OD Team will be targeting teams with scores significantly below the Trust average.
* Identify actions against the 5 top Trust wide organisational themes with a reporting mechanism in place to track and communicate progress to staff utilising the People Pulse.
* Proposed additional mechanisms for continued employee voice are: -
* Reflecting, discussing, and exploring the results with the Equality Networks.
* Use the quarterly People Pulse Surveys – next one is taking place in April 2023.

As the main themes of the staff survey are similar to 2021, it is suggested the Trust moves to 2-year project cycles on the actions to be taken. PDRs are a good example where the work has taken place, but the outputs won’t be reflected until the following staff survey (in this case the 2023 staff survey).

**Governance Route/Escalation Process**

The Staff Survey Results have been presented at the Executive Management Committee and the Operational Management Group.

**Statutory or Regulatory responsibilities**

The results from the Staff Survey are acted upon and used as a source of data to drive improvements across the Trust in response to staff feedback.

**Recommendation**

The Board is asked to note the report.

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**Lead Executive Director: Charmaine De Souza – Chief People Officer**

1. ***Strategic Objectives/Priorities******and strategic Board Assurance Framework (BAF) risk themes*** *– this report relates to or provides assurance and evidence against the following Strategic Objective(s)/Priority(ies) of the Trust*

*2) People - Be a great place to work*

*Strategic risk themes: Workforce Planning; Recruitment; Succession Planning, Organisational and Leadership Development; Culture; and Retention.*