



# People Plan

## 2022-2025

Together we make OUH  
a great place to work

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# Foreword

by Professor Meghana Pandit



Professor Meghana Pandit  
Chief Executive Officer

As one of the largest teaching trusts in the UK, we are more than 12,000 colleagues providing care through over 1 million patient contacts each year. We have a fantastic reputation for provision of a range of acute and specialist services to patients across Oxfordshire, the South East and beyond that is innovative, evidenced by world-class research, resulting in excellent clinical outcomes and in partnership with the Universities, and Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System.

As a Trust, we have a clear vision: *delivering compassionate excellence for our People, our Patients, and our Populations.*

While our vision and strategic themes are clear, we face many challenges and have many opportunities. Demand continues to grow, placing more pressure on our services and more importantly, on those who deliver them. Our healthcare system is changing rapidly which requires us to work in new ways with our partners and with one another. Above all, we are still feeling the impact of the pandemic and the associated recovery – a task that will be with us well into the future.

Every day I hear and see the great work that takes place at OUH. I know that your commitment, dedication and talents are at the heart of our organisation.

Achieving our vision for the future will only be possible through you, working collaboratively to put the patient at the centre of all we do.

We must respond to the challenges we face by supporting each other, working in new and innovative ways to improve productivity and efficiency. During the pandemic, we learned that our wellbeing is critical to motivation, resilience and our ability to adapt. That is why health and wellbeing is a key priority within our People Plan, along with ensuring that OUH is a great place to work and that we respond to our challenges through more people, working differently.

I know that many of you have contributed to the development of this People Plan and I want to thank you for that contribution. I am truly excited to see what we can achieve together and look forward to sharing the journey with you.

**Professor Meghana Pandit**  
Chief Executive Officer

# Introduction

by Terry Roberts



Terry Roberts  
Chief People Officer

**This OUH People Plan** is here for you, our people, to demonstrate our commitment to making your working lives better. We have developed this with you at the centre, focusing on what more we can do, to make OUH a place you are excited to work in every day. By providing you with the opportunity to tell us what you want to see from working at OUH, we were rewarded by some humbling feedback.

Thank you for helping us to strengthen this People Plan so that it means more to you. We know from considering the wider NHS context and what we're being asked to do as well as our discussions with you, that there are some key areas that we need to focus on to improve how it is for you working at OUH.

## Our vision:

Together we make OUH a great place to work where we all feel we belong.

We will focus on the following three **key themes** to deliver this vision:



### THEME 1:

**Health, wellbeing and belonging for all our people**

#### Sub-themes:

- A physical and psychological environment that enhances wellbeing.
- Happier working lives – autonomy, flexibility and relationships.
- A culture where everyone feels they belong.



### THEME 2:

**Making OUH a great place to work**

#### Sub-themes:

- Living our values.
- Great reward and benefits for working at OUH.
- Supporting our leaders, teams and managers to shine.
- Careers our people feel excited by.
- Making continuous improvement a priority.



### THEME 3:

**More people working differently**

#### Sub-themes:

- Plan how best to use our workforce at OUH and beyond.
- Right skills in place to deliver our services.
- Improved recruitment processes and onboarding.



This document outlines how we are going to meet these commitments with some clear actions. We have included some 'I statements' that came from the listening events – these are things that we expect you to be saying when we have successfully delivered the Plan.

Any improvement initiative should be measured to ensure that it is having the desired impact. We have designed a set of metrics for the Plan to help us monitor our impact and the Trust Board will be keeping a close eye on these.

More importantly, we will be regularly holding more of the listening events that were so popular and valuable during the development of this Plan. We will be able to tell you first-hand about what we are doing to deliver and hear your feedback about how it feels to you.

Lastly, I just want to say that this will only be the very best it can be with everyone pulling together to make it so. We have expressed these as the People Plan's 'commitments' – the things that we need to each do to ensure success. I look forward to this journey over the next three years and seeing just how much of a difference we can make together.

A handwritten signature in blue ink, appearing to read 'Terry Roberts'.

**Terry Roberts**  
*Chief People Officer*

**Without our people, we wouldn't have a service to offer our patients.**

# A culture where everyone feels they belong

## Staff networks are key to our OneTeamOneOUH

Our staff networks enable members of staff to come together to drive positive change within the workplace. They play a fundamental role in helping shape and deliver the equality, diversity, and inclusion agenda at OUH by giving a voice to staff from under-represented groups and providing safe, supportive spaces for our people.

Our staff networks all have key Executive Directors as their sponsors:

- **Black, Asian and Minority Ethnic (BAME) Network**  
SPONSOR: Sam Foster (Chief Nursing Officer)
- **Disability and Accessibility Network**  
SPONSOR: Eileen Walsh (Chief Assurance Officer)
- **LGBT+ Network**  
Jason Dorsett (Chief Finance Officer)
- **Women's Network**  
SPONSOR: Professor Meghana Pandit (Chief Executive Officer)
- **Young Apprentices Network**  
SPONSOR: Sara Randall (Chief Operating Officer)



**OUH staff networks provide safe, supportive spaces for our people.**





# Our Plan on a Page

## Our Vision:

*Together we make OUH a great place to work  
where we all feel we belong.*

### Our STRATEGIC THEMES and SUB-THEMES



*Health, wellbeing and  
belonging for all our people*

#### SUB-THEMES:

- A physical and psychological environment that enhances wellbeing.
- Happier working lives – autonomy, flexibility and relationships.
- A culture where everyone feels they belong.



*Making OUH a great  
place to work*

#### SUB-THEMES:

- Living our values.
- Great reward and benefits for working at OUH.
- Supporting our leaders, teams and managers to shine.
- Careers our people feel excited by.
- Making continuous improvement a priority.



*More people  
working differently*

#### SUB-THEMES:

- Plan how best to use our workforce at OUH and beyond.
- Right skills in place to deliver our services.
- Improved recruitment processes and onboarding.

#### OUR ENABLING WORKSTREAMS:

Creating a suitable environment and estates

Digital fundamentals in place

Communications and engagement

Fit for purpose OUH People function – leading improvement, innovation and change





## This plan has been informed by:

**Trustwide listening events** with over 600 of our people

**Local discussions** with our people across all Divisions

Feedback from our people through the **NHS National Staff Survey**

Discussions with our **managers and leaders**

**Collaboration with Staff Side** and our **Staff Networks**

Discussions through attendance at **Divisional Team Meetings**



**OUH  
People  
Plan**



# Our themes in detail





**THEME 1:**

***Health, wellbeing and belonging for all our people***

***Our aim is that:***

We each take responsibility for the health and wellbeing of ourselves and others and everyone is treated with civility, respect and dignity.

SUB-THEME:	WHAT WE'LL DO:
<p><b>1. A physical and psychological environment that enhances wellbeing</b></p>	<ul style="list-style-type: none"> <li>• Identify and implement initiatives to meet basic physical needs in the workplace where these are not met, e.g., in relation to hydration, nutrition and facilities</li> <li>• Implement initiatives to tackle violence and aggression towards staff</li> <li>• Continue to expand our offer to meet psychological needs through wellbeing check-ins, Freedom to Speak Up, Leading with Care, and post-pandemic trauma recovery</li> <li>• Ensure our leaders and managers have the knowledge and resources to support and signpost people to wellbeing support</li> </ul>
<p><b>2. Happier working lives</b></p>	<ul style="list-style-type: none"> <li>• Enable people to have open conversations and resolve difficulties at an early stage</li> <li>• Introduce initiatives to support working lives with flexibility and autonomy</li> <li>• Implement the NHS Civility &amp; Respect Framework</li> </ul>
<p><b>3. A culture where everyone feels they belong</b></p>	<ul style="list-style-type: none"> <li>• Targeted initiative to address the discrimination and inequities we know about from our data, e.g., in relation to race and disability</li> <li>• Ensure all teams and leaders have measurable objectives on Equality, Diversity &amp; Inclusion (EDI)</li> <li>• Support equal value and recognition for everyone for their role in patient care, 'no more nons', e.g., non-clinical!</li> </ul>

**WE'LL KNOW WE'VE ACHIEVED THIS WHEN OUR PEOPLE SAY:**

- ✓ I have adequate time and space to rest during my breaks
- ✓ I am able to switch off when not working
- ✓ I take my annual leave at regular intervals
- ✓ I know where and how to access wellbeing support

- ✓ I work flexibly with hybrid options where possible
- ✓ I feel included and that I belong
- ✓ I am assured all will be treated equally in our recruitment processes
- ✓ I see everyone being valued for their role in patient care



**THEME 2:**

***Making OUH a great place to work***

***Our aim is that:***

People choose to work at OUH because we live our values and recognise and reward everyone, enabling them to develop their potential.

SUB-THEME:	WHAT WE'LL DO:
<p><b>1. Living our values</b></p>	<ul style="list-style-type: none"> <li>• Be clear about expected standards and the roles everyone needs to play</li> <li>• Embed our values in all our processes, e.g., recruitment</li> <li>• Enable our people to feel safe to speak up when standards fall short</li> </ul>
<p><b>2. Great reward and benefits for working at OUH</b></p>	<ul style="list-style-type: none"> <li>• Offer a best in class NHS benefits package for our people</li> <li>• Support our people with the practical challenges that they face e.g. Cost of Living</li> <li>• Focus on rewarding and recognising everyone</li> </ul>
<p><b>3. Supporting our leaders, managers and teams to shine</b></p>	<ul style="list-style-type: none"> <li>• Provide training and ongoing support to our managers for the role they do</li> <li>• Deliver compassionate, collective, inclusive leadership programmes and team development</li> </ul>
<p><b>4. Careers our people feel excited by</b></p>	<ul style="list-style-type: none"> <li>• Develop everyone's talent through career pathways, career conversations and succession planning</li> <li>• Support diverse careers across all staff groups, including research</li> <li>• Ensure our people have personal development plans (PDPs) that are personalised to them</li> <li>• Support team development opportunities and objective setting that everyone contributes to at all levels</li> </ul>
<p><b>5. Making continuous improvement a priority</b></p>	<ul style="list-style-type: none"> <li>• Enable our people to contribute to quality improvements within their working area</li> </ul>

**WE'LL KNOW WE'VE ACHIEVED THIS WHEN OUR PEOPLE SAY:**

- ✓ I am proud to work at OUH
- ✓ I had a great new starter experience
- ✓ I feel recognised and fairly rewarded for my contribution
- ✓ I know I have a voice that counts and I feel safe to raise concerns
- ✓ I am always learning and so is the Trust

- ✓ I have a PDP that I'm excited by
- ✓ I am empowered to develop my own career within OUH
- ✓ I am excited about the development opportunities available to me in my career
- ✓ As a leader or manager I feel supported and developed to be the best I can be



**THEME 3:**

***More people working differently***

*Our aim is that:*

We deliver the best for our patients by working in new ways within OUH and beyond so we have the right people and skills, in the right place, at the right time.

SUB-THEME:	WHAT WE'LL DO:
<p><b>1. Plan how best to use our workforce at OUH and beyond</b></p>	<ul style="list-style-type: none"> <li>• Provide high quality workforce information that enables decisions to be made about how to resource our services</li> <li>• Develop and support our managers and teams to plan their workforce and to work in the most efficient way</li> <li>• Collaborate with our partners to allow the workforce to be deployed where patients need it most</li> </ul>
<p><b>2. Right skills in place to deliver our services</b></p>	<ul style="list-style-type: none"> <li>• Make best use of our temporary and permanent workforce across OUH and other trusts</li> <li>• Understand how best to grow and attract the talent we need in all staff groups</li> <li>• Support leaders at all levels to develop and adopt new workforce models and new roles</li> </ul>
<p><b>3. Improved recruitment processes and onboarding</b></p>	<ul style="list-style-type: none"> <li>• Improve recruitment processes to get people in post as quickly as possible</li> <li>• Deliver the best candidate experience and welcome/ induction to <b>OneTeamOneOUH</b></li> </ul>

**WE'LL KNOW WE'VE ACHIEVED THIS WHEN OUR PEOPLE SAY:**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>✓ I know that my team can influence how we deploy our workforce and this improves patient safety and supports staff wellbeing</li> <li>✓ I see the Trust collaborating across the local area and with all partners for the benefit of our people and patients</li> <li>✓ I see new and more effective ways of delivering services being implemented</li> </ul> | <ul style="list-style-type: none"> <li>✓ I see better patient care being delivered through a workforce with new roles and different skill mix</li> <li>✓ I know the recruitment process is as quick as it can be to support my vacancies</li> <li>✓ I had a great recruitment experience</li> <li>✓ I have increased opportunities to work in new and different roles</li> </ul> |
|---|--|

Stakeholders want a clear statement of who needs to commit to do what to ensure delivery of our People Plan and the shaping of our culture ...

# Our commitment

## to delivering the People Plan

*From*  
**THE ORGANISATION**

**LEADING OUH:**

- ✓ Develop our people at all levels
- ✓ Create a safe, trusting, transparent and open culture
- ✓ Encourage opportunities to innovate
- ✓ Recognise and celebrate our successes and positive stories
- ✓ Make our processes simple and efficient
- ✓ Prioritise the delivery of the People Plan within budget, whilst seeking opportunities for external investments and efficiencies.

*From*  
**OUR LEADERS AND MANAGERS**

**LEADING OTHERS:**

- ✓ Define clear purpose, objectives and role clarity with your team
- ✓ Facilitate regular team communication, learning and development
- ✓ Take positive action to ensure colleagues are treated with civility and respect
- ✓ Ensure people have time and opportunity for development
- ✓ Act on data that relates specifically to how you can improve the environment in your team
- ✓ Support choice and flexibility in work

*From*  
**INDIVIDUALS**

**LEADING SELF:**

- ✓ Invest time in building and maintaining relationships
- ✓ Treat colleagues with civility and respect and challenge uncivil behaviour
- ✓ Demonstrate acceptance of others who are different
- ✓ Be responsible for the impact of your actions and in proactively resolving issues
- ✓ Recognise you do not have to have leadership responsibility to lead
- ✓ Be open to opportunities presented by the organisation for ongoing personal development

## Investment for the Plan

**Many initiatives within the People Plan** are already funded and/or we expect to deliver from existing resource. Where specific initiatives are not yet costed, the development of implementation plans and business cases will follow. We may need to reprioritise our future spending commitments in order to achieve some of the environmental goals of the People Plan. NHS England or Health Education England income may be available non-recurrently via bids to fund one-off implementation costs.

## Governance

**The delivery of the People Plan** be overseen by the People and Communications Committee, which reports to the Trust Management Executive (TME) and, in turn, to the Trust Board. People Plan updates will be provided to the Committee and directly to TME and Trust Board.







# Evaluating our impact

Measuring the impact of the People Plan is essential for success.

We had feedback from stakeholders that our measures should stretch us, as well as articulate interim milestones to demonstrate progress.

We will continue to measure our impact on the key workforce performance indicators of vacancy, turnover, sickness absence, core skills training and values-based appraisal rates. We will also measure our performance against the following specific measures:

METRIC:	TARGET YEAR 3:
<b>1. Leavers Rate (Turnover) across AHPs, Medical and Dental (M&amp;D); RNs; and Support to Nurses</b>	Model Hospital Quartile 1 (green)
<b>2. Reduce leavers in the first 12 months from 20% to 10%</b>	10%
<b>3. Meet the NHSE/I target for HCSW vacancies/Vacancy Rate for Support to Nurses</b>	Model Hospital Quartile 1 (green); in top three in Shelford
<b>4. Staff Survey: I have experienced harassment, bullying or abuse at work from other colleagues</b>	Model Hospital Quartile 1 (green)
<b>5. Staff Survey: My organisation takes positive action on health and wellbeing</b>	Model Hospital Quartile 4 (green)
<b>6. WRES2: Recruitment: Relative likelihood of white staff to Black, Asian and Ethnic Minority staff</b>	Move to best in Shelford (0.93) Model Hospital (green)



METRIC:	TARGET YEAR 3:
<b>7. WDES2: Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts</b>	Move to best in Shelford (1.07) Model Hospital (green)
<b>8. Reduction in recruitment time to hire (TtH)</b>	42 days Model Hospital (Quartile 1; current best performing Shelford Trust)
<b>9. Medical staff cost per weighted activity unit (WAU)</b>	Model Hospital Quartile 2 (green)
<b>10. Professional, Technical and Therapies staff cost per weighted activity unit (WAU)</b>	Model Hospital Quartile 2 (green)
<b>11. Staff Survey: Relationships at work are strained</b>	Model Hospital Quartile 1 (green)
<b>12. Staff Survey: Recommend my organisation as a great place to work</b>	Model Hospital Quartile 4 (green); move to the top in Shelford
<b>13. Staff Survey: I feel safe to speak up about anything that concerns me in this organisation</b>	Model Hospital Quartile 4 (green); move to the top in Shelford
<b>14. All staff booking 80% of leave by October each year</b>	100%


# Get involved

## More information


If you'd like to know more about our People Plan please get in touch via the following channels:

 [peopleplan@ouh.nhs.uk](mailto:peopleplan@ouh.nhs.uk)

 [www.ouh.nhs.uk](http://www.ouh.nhs.uk)

 @OUHospitals #One**Team**One**OUH**

 @OUHospitals



**We want to  
make OUH  
a place you are  
excited to work in  
every day.**



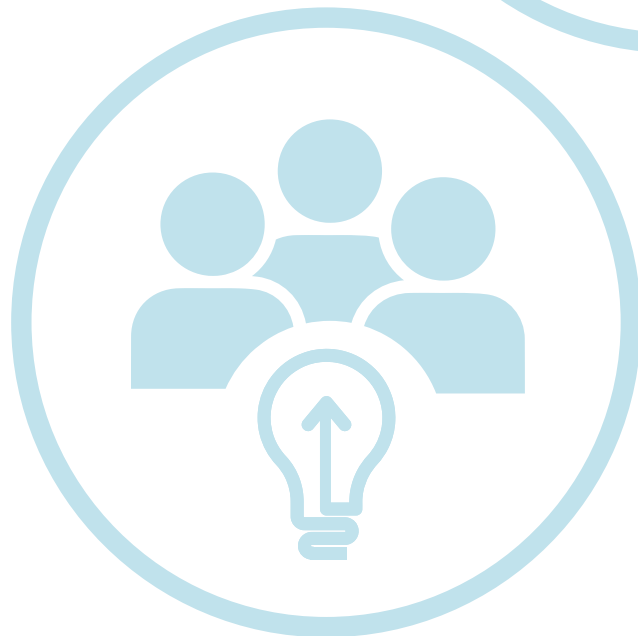
**THEME 1:**  
Health, wellbeing  
and Belonging  
for all our people



**THEME 2:**  
Making OUH  
a great place  
to work



**THEME 3:**  
More people  
working  
differently



# OUH People Plan

## **2022-2025**

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