



Cover Sheet

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**Title: Oxford University Hospitals NHS Foundation Trust's People Plan
2022-2025**

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Contents

Cover Sheet	1
Oxford University Hospitals NHS Foundation Trust's People Plan 2022-2025	3
1. Purpose.....	3
2. Introduction	3
3. Formulation of the People Plan.....	4
4. Link to the 2020 NHS People Plan.....	4
5. Overall Objectives	5
6. Communication of the Plan	5
7. Focus on Recruitment and Retention.....	6
8. Wellbeing of our Staff.....	7
9. Measuring Success.....	7
10. Key Achievements to Date	8
11. What our staff are saying at our latest People Plan Listening Events	10
12. Resource for the Plan.....	10
13. Focus for 2024-25	11
14. Appendix one: People Plan on a Page.....	12
15. Appendix two – stakeholder engagement plan.....	13

Oxford University Hospitals NHS Foundation Trust's People Plan 2022-2025

1. Purpose

- 1.1. The purpose of this paper is to present a summary of how Oxford University Hospital (OUH) Foundation Trust has developed our strategic workforce planning document, known as our 'People Plan 2022-25'.
- 1.2. We seek to address the following points posed by the Oxfordshire Joint Overview and Scrutiny Committee:
 - 1.2.1. The overall objectives of the People Plan
 - 1.2.2. How the plan was formulated (including how we have involved stakeholders)
 - 1.2.3. How the 2020 NHS People plan has shaped the direction of OUH's People Plan.
 - 1.2.4. Our approach to recruitment and retention
 - 1.2.5. How we support staff wellbeing
 - 1.2.6. The communications work we have done around the plan
 - 1.2.7. A summary of the resource for our plan
 - 1.2.8. An indication of how effective delivery on the plan has been to date.

2. Introduction

- 2.1. We developed our People Plan 2022-25, to reflect the views and needs of our diverse workforce and population, to support our commitment to our workforce and high quality patient care.
- 2.2. The plan focuses on creating a culture of inclusion and belonging, where everyone feels valued and respected, and where diversity is celebrated and harnessed. The plan also promotes the health and wellbeing of our staff, who are our greatest asset, by providing them with the support, resources, and opportunities they need to thrive and grow.
- 2.3. By implementing the People Plan, we aim to make OUH a great place to work where everyone feels they belong, and to deliver the best care for our patients by working in new and innovative ways within OUH and beyond.
- 2.4. The vision of the plan is:
 - 2.4.1. "Together we make OUH a great place to work where we all feel we belong"

- 2.5. It covers three strategic themes:
 - 2.5.1. health, wellbeing and belonging for all our people;
 - 2.5.2. making OUH a great place to work;
 - 2.5.3. more people working differently;
- 2.6. There are enabling workstreams including estates and facilities, Digital, communications and the People function. This document provides assurance to HOSC around the People Plan, and provides an overview of the key elements of the plan, the commitments to and from our people, and measures of success.

3. Formulation of the People Plan

- 3.1. The People Plan 2022-25 was formulated through a collaborative and inclusive process that involved a wide range of stakeholders from across the Trust and the System. This included extensive engagement with staff, leaders, managers, stakeholders and partners across the Trust and the system.
- 3.2. The process involved away days and workshops with Senior staff. We then went out to all our staff, and engaged in four listening events (and two follow-up events) with over 600 staff in May and June 2022, to share the draft plan, hear from staff stories, and incorporate suggestions and amendments. These listening events were influential in shaping the final plan and the changes made as a result of feedback were shared with staff in two follow up event held in the week beginning 20 June 2022. Over 200 staff attended these follow up events. The OUH Trust Board approved the plan in July 2022 and a launch followed shortly after. Appendix two outlines the process.
- 3.3. A communication plan accompanied the whole programme of work to ensure we reached out and captured the views of all our stakeholders.

4. Link to the 2020 NHS People Plan

- 4.1. The 2020 NHS People Plan sets out four key themes for the NHS workforce: looking after our people; belonging in the NHS; new ways of working and delivering care; and growing for the future.
- 4.2. The OUH People Plan 2022-25 is consistent with these themes, but also tailors them to the specific needs and aspirations of our people and our organisation. For example, we have emphasised the importance of creating a physical and psychological environment that enhances wellbeing, ensuring equal value and recognition for everyone's role in patient care, supporting our leaders and managers to shine, and improving

our recruitment and retention processes. We have also aligned our plan with the Trust Strategy¹ 2020-25.

5. Overall Objectives

- 5.1. The 'plan on a page' (Appendix one) sets out the overall objectives of the plan in a clear and concise manner. The overall objectives of the OUH People Plan 2022-25 are to:
 - 5.1.1. Make OUH a great place to work where we all feel we belong, by living our values, rewarding and recognising our people, supporting their careers and development, and making continuous improvement a priority.
 - 5.1.2. Prioritise the health and wellbeing of all our people, by creating a physical and psychological environment that enhances wellbeing, enabling happier working lives with flexibility and autonomy, and fostering a culture where everyone feels they belong.
 - 5.1.3. Enable more people to work differently, by planning how best to use our workforce at OUH and beyond, ensuring the right skills are in place to deliver our services, and improving our recruitment and onboarding processes.
 - 5.1.4. Deliver the plan through four enabling workstreams: creating a suitable environment and estates; digital fundamentals in place; communications and engagement; and having a fit for purpose OUH people function.

6. Communication of the Plan

- 6.1. The communication strategy for the plan includes the following elements:
 - 6.1.1. Alignment and integration with the Trust Strategy, the Trust values, the national NHS People Plan, and system-wide people workstreams, to ensure consistency and coherence.
 - 6.1.2. Initial and continued staff involvement and co-creation, through surveys, focus groups, workshops, listening events, and other methods, to seek input and feedback from staff and stakeholders on the plan and its delivery.
 - 6.1.3. Internet and intranet pages, with supporting materials such as animations, videos, and other accessible versions, to showcase the plan and its progress.

¹ <https://www.ouh.nhs.uk/about/strategy/documents/ouh-strategy-2020.pdf>

- 6.1.4. Social media campaigns, to promote the plan and its themes, actions, and outcomes, and to celebrate the achievements and stories of our people.
- 6.1.5. Regular updates and feedback, through newsletters, blogs, podcasts, webinars, and other channels, to keep staff and stakeholders informed and engaged.
- 6.1.6. Print versions of the plan, both full and pocket sized, distributed to staff and stakeholders.

7. Focus on Recruitment and Retention

- 7.1. One of the key themes of the OUH People Plan 2022-25 is to enable more people to work differently, which includes improving our recruitment and retention processes. Some of the actions being taken to achieve this are:
 - 7.1.1. Improved recruitment processes to reduce 'time to hire' and get people in post as quickly as possible, by streamlining and digitising the processes, providing 'Inclusive Recruitment' training and support 'toolkits' to managers. This includes ensuring compliance and quality standards are maintained.
 - 7.1.2. Support diverse careers and across all staff groups, by developing career pathways, career conversations and succession planning, supporting research and innovation opportunities, and ensuring personalised development plans for all staff.
 - 7.1.3. Offer a best in class NHS benefits package for our people, by providing competitive pay and reward, flexible working options, recognition schemes, and practical support such as cost of living, childcare and transport.
 - 7.1.4. Collaborate with our partners to allow the workforce to be deployed where patients need it most, by working across the system and the region, supporting staff mobility and flexibility, and developing new workforce models and roles.
- 7.2. In terms of recruiting locally, the following are underway:
 - 7.2.1. Oxford Town Hall recruitment events
 - 7.2.2. Apprenticeship team visiting local schools when open days take place
 - 7.2.3. An ongoing relationship with Saïd business school to recruit local graduates
 - 7.2.4. Onsite and virtual careers events

8. Wellbeing of our Staff

- 8.1. Another key theme is to prioritise the health and wellbeing of all our people, which includes creating a physical and psychological environment that enhances wellbeing. Key areas of focus include the following, and achievements in these areas are identified below:
 - 8.1.1. Continue to drive forward initiatives to tackle violence and aggression towards staff, including enhancements to training, reporting, support, and prevention.
 - 8.1.2. Continue to expand our offer to meet psychological needs through wellbeing check-ins, safety to speak up, Leading with Care, and post-pandemic trauma recovery.
 - 8.1.3. Ensure our leaders and managers have the knowledge and resources to support and signpost people to wellbeing support, such as the Staff Support Service, Occupational Health, Here for Health (healthy lifestyle support), and the Hospitals Charity.
 - 8.1.4. Enable people to have open conversations and resolve difficulties at an early stage, utilising Kindness Into Action resources.
 - 8.1.5. Introduce initiatives to support working lives with flexibility and autonomy, such as hybrid working, flexible contracts, and self-rostering.
 - 8.1.6. Improve facilities to support hydration, nutrition, and equipment.

9. Measuring Success

- 9.1. The plan is monitored and evaluated through a set of metrics that measure impact and outcomes. These metrics are reported up to the Trust Management Executive and through to Board, and consist of:
 - 9.1.1. Key workforce metrics (turnover, sickness, vacancy, core skills training, appraisal) - our ambition is to be consistently within target for all these metrics by the end of Year 3 of our Plan.
 - 9.1.2. An additional 15 specific metrics that we will use to track the impact of the themes of our Plan, drawn from the Model Hospital, Staff Survey and some additional, internal measures related to sickness and turnover.
 - 9.1.3. The plan is also informed and influenced by the feedback and input from our staff and stakeholders, through regular communication and engagement activities, including our Staff Survey and People Plan listening events. We also celebrate and

share the achievements and stories of our people, and recognise and reward their contribution to the plan and its goals.

- 9.2. The delivery of the People Plan requires the commitment and contribution of all our people, from the organisation, our leaders and managers, and each individual. We have developed a set of commitments to and from our people, which set out the roles and responsibilities that we all need to play to make the plan a success. These commitments are based on the principles of leading OUH, leading others, and leading self, and are based on “We’ll know we’ve achieved this when our people say” statements.

10. Key Achievements to Date

Some of the key achievements of the plan so far are:

- 10.1. Delivered the ‘Growing Stronger Together’ programme, supporting recovery post-covid, utilising the ABC model set out by the King’s Fund, prioritising the health and wellbeing of our staff. This included recruitment of a Head of Wellbeing, establishment of the Staff Support Service, which offers psychological support to staff for work-based issues, with over 150 referrals made April – December 2023, a ‘recovery, readjustment and reintegration’ programme which has been accessed by over 400 members of staff
- 10.2. Implemented the Kindness into Action programme to promote a culture of respect, dignity and compassion; at end of February, 488 managers have completed against a 1,800 target for ‘Leading with Kindness’ course, 963 current staff have completing the ‘kindness into action’ e-learning.
- 10.3. Instant note of appreciation is receiving positive feedback with over 1,600 having been sent since the launch in Jan-24 (as at end of March).
- 10.4. Annual Staff Recognition Awards nomination window saw 2,868 nominations, and the Culture and Leadership Service are working with our panels to process the nominations.
- 10.5. Improved time to hire from 57.6 days (June 2020) to Shelford median of 51 days and reduced some of the pressures associated with vacancies for staff and temporary staffing costs
- 10.6. “No excuses” campaign for Freedom to Speak Up launched including communications suite of resources.
- 10.7. Developed Equality Diversity and Inclusion (EDI) dashboards and action plans to monitor and improve diversity and inclusion across the Trust at a Directorate and Divisional level.
- 10.8. Included an EDI objective in every member of staff’s individual objectives.

- 10.9. Salary finance platform accessed by 6,550 unique users in 2023.
- 10.10. In 2023, we funded 128 loans for staff worth over £500,000, of which over a third were for debt consolidation and helped save the average person over £500 in unpaid interest.
- 10.11. In 2023, we made 2,728 salary advances with an average value of £149 - that's over £400,000 in salary advances to help people avoid payday loans and doorstep lenders.
- 10.12. Enhanced the induction and onboarding process for new starters, including a managers' onboarding programme and core skills training.
- 10.13. Delivered the leadership development programme for senior leaders and managers, covering topics such as sexual safety, safeguarding and feedback skills; 4 cohorts from Oct 2023 to Dec 2024, with 96 places in total
- 10.14. Rolled out wellbeing capital projects, such as outdoor gym equipment, changing rooms and bike storage, to support staff wellbeing.
- 10.15. In terms of our HR metrics and standard Key Performance Indicators in the last 12 months, there has been:
- 10.15.1. A reduction in turnover from 12% to 10.3%
 - 10.15.2. A reduction in vacancies from 7.7% to 6.7%
 - 10.15.3. A reduction in sickness absence rates from 4.5% to 3.8%
 - 10.15.4. A reduction in nursing turnover from 12% to 9%
- 10.16. Staff Survey 2023: In total, 6,576 staff (46%; 3rd in Shelford Group²) had their say and made their voice heard by completing the annual survey
- Results are better than the national average - 77% of questions in the survey scored above the national average and 42% of these were significantly better (3% or more above the national average).
 - 79.35% of staff agree that care of patients is OUH's top priority - the national average is 74.83%
 - 74.84% of staff would be happy with the standard of care provided at OUH if a friend or relative needed treatment - the national average is 63.32%
 - 63.55% of staff would recommend OUH as a place to work - the national average is 60.52%

² The Shelford Group is a collaboration between ten of the largest teaching and research NHS hospital trusts in England.

- The introduction of a Values Based Appraisal window at OUH for the last two years has had a positive effect - 93.42% of those who took part in the Staff Survey in 2023 reported that they had an appraisal in the previous 12 months, compared with 71.87% in 2021. The national average is 83.12% and our target set was >85%
- We have provided data packs to each division and directorate, and asked them to set up "Time to Talk" sessions with their staff to discuss the results and agree on local actions. This way, we hope to make the action planning more relevant, responsive, and inclusive.

10.17. When comparing our 'Staff Engagement Scores' from the Staff Survey across the Shelford Group, we continue to score extremely well, moving to second in group this year (Since 2014 we scored between 9th and 5th). We are the only trust in the Shelford Group to be above the national average across all People Promise elements, themes, and response rate and the Trust is placed within the top three across each of these. The Trust ranks 1st for "We are a team" and 3rd for "We work flexibly".

11. What our staff are saying at our latest People Plan Listening Events

"Some really great stuff happening - thank you"

"I was initially sceptical about the instant recognition awards but having seen how much they mean to my team (and receiving one myself)- I can see the value and how much they mean to people"

"What's been done is a significant improvement."

"Staff perspectives heard at Trust Board have been VERY POWERFUL and really appreciated by the Board"

"Leadership Development Programme has been very good"

"Really like the front page on remote working policy - clear summary. Could be replicated on others"

"Sounds good! Good progress!"

"Thank you for taking the time to really listen, makes me feel re-assured."

12. Resource for the Plan

12.1. Many initiatives within the People Plan are already funded and/or we expect to deliver from existing resource across the People and Communications Directorate, other Corporate functions and clinical Divisions.

12.2. Where specific initiatives are not yet costed, the development of implementation plans and business cases will follow. There is no available surplus for any net investment at present nor can we expect recurrent additional income to fund any additional staff related costs. We may need to reprioritise our future spending commitments in order to achieve some of the environmental goals of the People Plan. NHSE income may be available non-recurrently via bids to fund one-off implementation costs.

13. Focus for 2024-25

Some examples of our actions for the coming year include:

- 13.1. Eradicate bullying and harassment, especially from colleagues and patients, and implement the Sexual Safety Charter.
- 13.2. Further reduce the time to hire to 42 days for medical and general staffing, and explore the use of robotic process automation and BOB-wide initiatives to support recruitment (currently at 47 days)
- 13.3. Increase the uptake of annual leave among staff and ensure they have regular breaks and opportunities to switch off.
- 13.4. Implement and monitor local action plans based on staff survey results and time to talk sessions.
- 13.5. In terms of our 25/26 'business case benefits realisation' metrics, we are on track to deliver:
 - 13.5.1. Retention levels >87% and above the national median (Model Hospital).
 - 13.5.2. Mitigation of the impact of the expected 30% increase in mental health absence and associated reduction in bank and agency spend.
 - 13.5.3. A 15% reduction in legal expenditure.

14. Appendix one: People Plan on a Page

Our Plan on a Page

Our Vision:

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



15. Appendix two – stakeholder engagement plan



Developing the People Strategy – key stakeholders involved

