



Oxford University Hospitals
NHS Foundation Trust

Our People Strategy 2018-2021



Our aim:

*To make Oxford University Hospitals
a place where people are proud
and excited to work,
where teams and individuals are trusted with
responsibility and are accountable for what they do,
and where the development
and care of our people is recognised as being
as important as the care of our patients.*

Welcome

We employ around 14,000 people in both full and part-time roles. Each and every one has a role to play in ‘delivering compassionate excellence’ to our patients, often working within multi-disciplinary teams. This people strategy sets out our ambition for employees for the next three years.

Our overall aim for this strategy has three parts:

- *To make OUH a place where people are proud and excited to work,*
- *where teams and individuals are trusted with responsibility and are accountable for what they do,*
- *and where the development and care of our staff is recognised as being as important as the care for our patients.*

We have intentionally positioned the care for our people – our staff – as being as important as the care for our patients, in response to the reality that our staff are feeling very stretched at a challenging time for the whole NHS. Although the vast majority of our staff look forward to coming to work and would recommend OUH as a place to work, our 2017 staff survey told us that an increasing number of our staff were feeling less engaged and less supported than they had done previously, and this is a serious concern which we need to respond to with a sense of urgency.

In common with the rest of the NHS and most developed health systems, OUH is currently experiencing a shortfall of staff to meet the rising demands for healthcare which come from an aging population and the increase in people living with long-term conditions.

So we will need to be more flexible, creative and innovative in how we attract, retain and develop people to enable us to fulfil our core purpose as well as to meet our obligations under the NHS constitution, for example on timely access to care.

Describing an ambition is one thing; delivering it is another. This document describes six key themes for action which we will focus on during the next three years to support and care for our staff, and strengthen our capabilities as an organisation.

We have front-loaded the plan for the first year of implementation in recognition that there is a lot to do. At the same time, we have some real strengths to build on, such as the extraordinary commitment of our staff to deliver excellent patient care, low levels of sickness absence, some well regarded training and development programmes, the commitment to *Magnet* accreditation and many highly engaged teams.

As well as changing some of our processes and structures (e.g. how we recruit and train our staff) we know that we will also need to challenge and change our own mindsets and how we behave towards each other. In healthcare we rightly focus on the patient, and caring for them, but that must not be at the cost of taking our own staff for granted or failing to care for each other.

We all have a contribution to make and our everyday habits will be at least as important as our organisational processes in bringing about culture change.

The strategy itself has been developed through an iterative process based on the engagement of around 100 staff through interviews and a series of workshops, and the views of nearly 1,000 staff who completed an online survey. We have also taken into account the opinions of over 300 staff who attended the 'Changing things for the better' listening events which we held across all sites in response to the 2017 staff survey.

The page opposite summarises the six themes of our People Strategy, the ambition of each and the main areas of focus. Each of these themes are then laid out in more detail in the pages that follow, describing the main actions against three time horizons; first strengthening our workforce and core processes (year 1), then building on that foundation (years 2 & 3) and finally consolidating (after year 3). We have also shown how our values align to each of the themes.

We live in an uncertain and ever-changing environment, so we can say with some confidence that we will need to update and adapt aspects of this strategy during the timeframe it covers.

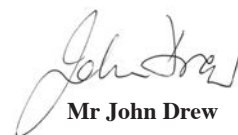
Our commitment is to continue to listen and evolve this strategy in response to our changing context and pressures we experience. In other words, this strategy should not be read as the final word for the next three years but rather as the best current description of what we need to do to make OUH a place where people are proud to work, can give of their best and fulfil their potential.

We look forward to working together to deliver on this ambition.

Signed on behalf of the OUH Board:



Dr Bruno Holthof
Chief Executive



Mr John Drew
Director of Improvement and Culture

Summary of our People Strategy

THEME	AMBITION	AREAS OF FOCUS
1 Strategic workforce planning	Forward-thinking workforce planning enables us to stay ahead, and helps us make best use of people and skills.	<ul style="list-style-type: none"> ● Recruitment and retention ● Long term workforce planning ● Workforce innovation ● Strengthening links with further and higher education providers
2 Compassionate, inclusive and effective leaders and managers at all levels	Highly visible, capable, positive, confident and enthusiastic leaders, who exemplify our values.	<ul style="list-style-type: none"> ● Leadership development ● Team effectiveness ● 'IMPACT' programme
3 Great place to work where morale is high	People are proud to work here and feel valued, supported and recognised. They feel free to speak up and enjoy coming to work.	<ul style="list-style-type: none"> ● Staff communication and engagement ● Staff health and wellbeing ● Reward and recognition
4 Delivering great performance	A refreshed performance management structure sets clear, fair expectations. Data informs decisions and aids delivery.	<ul style="list-style-type: none"> ● Values-Based Appraisals ● Talent Management ● Culture of high performance
5 Building skills and capabilities	Personal and professional development for all staff to build on existing potential. Workforce becomes more diverse.	<ul style="list-style-type: none"> ● Core management skills ● Clinical education and development ● Statutory and Mandatory Training
6 Responsive HR services	HR is responsive and collaborative, exceeding expectations. Policies and processes are simplified and applied consistently.	<ul style="list-style-type: none"> ● Fit for purpose policies and processes ● Customer service mindset ● Self-service functionality

The six themes in detail

THEME 1 *Strategic workforce planning*

Year 1: **STRENGTHEN**

- Develop a comprehensive, strategic workforce plan
- Develop retention plans focused on areas of the Trust with the highest rates of staff turnover and vacancy
- Introduce electronic job planning and e-rostering for all medical staff
- Increase scale and breadth of apprenticeships on offer
- Simplify recruitment process, making it more responsive
- Develop a careers bureau to redeploy staff more effectively across the Trust
- Establish a range of new and innovative roles to better meet patient needs and demands

Years 2-3: **BUILD**

- Develop Career Progression pathways and case studies for all groups, e.g. apprentices
- Introduce and develop new roles to tackle long-term staff shortages
- Develop a succession planning framework
- Explore new and alternative sources of workforce supply (e.g. *military and schools*)

After Year 3: **CONSOLIDATE**

- Introduce an in-house *Careers Advisory Service*, potentially with local partner organisations
- Develop a programme of secondment opportunities and match opportunity to identified need
- Scale up new roles to tackle key staff shortages

This theme aligns with:
Excellence | Improvement

Our ambition:

We plan ahead to anticipate and meet changes in patient needs and demand for our services within the constraints we face. We have confidence in our data, enabling us to be forward-thinking, evidence-based and collaborative. We develop innovative workforce solutions which allow us to make best use of the talent and skills available to us.

MEASURES OF IMPACT

- ☑ Tracking of headcount/WTE/pay bill against trajectory
- ☑ Short and medium-term recruitment targets and success against trajectory
- ☑ Mix of substantive staff versus bank, agency and overtime
- ☑ Time to recruit and acceptance rates

THEME 2

Compassionate, inclusive and effective leaders and managers at all levels

Year 1:

STRENGTHEN

- Define skills needed at different levels of leadership and management
- Use, and tailor where appropriate, existing Leadership Academy Programmes
- Develop Leadership Model and behaviours
- Run the first cohort of the Improving Performance and Care in Teams (IMPACT) programme for multi-disciplinary leadership teams
- Extend use of NHS Leadership Academy's 360 degree feedback tool
- Role out Affina Team Journey development programme

Years 2-3:

BUILD

- Evaluate impact of IMPACT programme, and refine and repeat it
- Link development to progression
- Train leaders and managers in coaching-based approaches
- Scale up – leadership and management training, tailoring existing NHS Leadership Academy programmes where appropriate
- Introduce mentoring programme

After Year 3:

CONSOLIDATE

- Develop accredited programmes (e.g. with academic partners)
- Provide joint leadership programmes with partner organisations (e.g. across STP footprint)
- Develop reputation as a 'talent hub' for the NHS

This theme aligns with:

Excellence | **Respect** | **Compassion**

Our ambition:

Leaders are highly visible, capable, positive, confident and enthusiastic. They inspire and motivate others by behaving consistently in line with our values.

MEASURES OF IMPACT

- ☑ Number of participants in leadership programmes
- ☑ Measurable outcomes from leadership development
- ☑ Leadership statements in NHS staff survey
- ☑ Reduced staff turnover
- ☑ External reputation and recognition

THEME 3

Great place to work, where morale is high

Year 1:

STRENGTHEN

- Ensure pay and reward is vigorously monitored and fully applied (e.g. *spot salaries*)
- Improve Welcome Programme (*induction*) for new joiners
- Strengthen staff communications and staff recognition
- Continue to implement staff wellbeing initiatives to improve health and reduce stress (e.g. *Schwartz Rounds*)
- Improve fairness, dignity and respect at work
- Maintain low levels of sickness and absence
- Improve understanding why people leave and how we can address the causes
- Work towards closing the gender pay gap

Years 2-3:

BUILD

- Introduce an internal mediation and coaching service
- Refresh 'Listening into Action' programme
- Refresh the Equality, Diversity and Inclusion programme, building on experiences of existing minority staff
- Deliver improved parking and transport solutions
- Introduce mentoring programme
- Develop improved working environment and facilities (e.g. *gym/ social space*)

After Year 3:

CONSOLIDATE

- Develop a healthy culture, recognised in staff survey responses and externally
- Establish mechanisms and processes to support staff empowerment as the norm (e.g. *shared governance*)
- Close the gender pay gap and improve on all aspects of diversity

This theme aligns with:

Respect | Compassion

Our ambition:

OUH is a place where people are proud to work, and where they feel valued, recognised and supported to develop their true potential. People feel free to speak up, enjoy coming to work, and have a sustainable work-life balance..

MEASURES OF IMPACT

- ☑ Staff survey scores, especially *Employee Engagement Index* (EEI)
- ☑ Measures of Equality, Diversity and Inclusion
- ☑ Athena SWAN charter on gender equality
- ☑ Feedback on Welcome and interviews
- ☑ Reduction in grievance cases and employment tribunals
- ☑ Sickness absence rates and reasons

THEME 4 *Delivering great performance*

Year 1: **STRENGTHEN**

- Introduce values-based appraisals and improve the rate and quality of appraisals across all staff groups
- Agree expectations for performance and accountability
- Improve quality and reliability of performance data available to front line teams and to support improvement
- Develop and test new operating model based on devolved decision-making

Years 2-3: **BUILD**

- Introduce a variety of staff awards/recognition schemes to acknowledge and reward excellent performance
- Create greater transparency of performance information for all staff
- Deploy new operating model more widely
- Develop and implement a talent management framework

After Year 3: **CONSOLIDATE**

- Establish a culture and expectations of high performance
- Implement new operating model fully across OUH
- Redesign core management practices to enable and support devolved decision-making

This theme aligns with:

Excellence | **Improvement** | **Delivery**

Our ambition:

OUH apply a framework for accountability and performance which balances the need to deliver high performance with behaviours which are fair and proportionate, setting clear expectations at individual and team level. Data informs our decisions and enables delivery and improvement.

MEASURES OF IMPACT

- ☑ Appraisal compliance rates >90%
- ☑ Appraisal quality measure in staff survey
- ☑ Key measures of performance and productivity
- ☑ Self-assessment against elements of operating model
- ☑ Performance and retention of leaders in critical roles

THEME 5 *Building skills and capabilities*

Year 1: STRENGTHEN

- Extend 'Skills for Managers' and clinical development programmes
- Match best practice in statutory and mandatory training
- Improve the use of the E-Learning Management System, and explore alternative options
- Establish training and development modules for improvement based on a national *Quality, Service Improvement and Redesign* (QSIR) framework
- Develop range of career pathways for nursing and other professional groups
- Extend use of volunteering in partnership with Oxford Hub

Years 2-3: BUILD

- Strengthen developmental career pathways for all professional groups
- Develop 'job swaps' within and outside of OUH
- Introduce Learning and Development 'Passport' for staff who transfer to/from other Trusts
- Develop creative 'self-funding' models for training
- Re-engage Change Champions to strengthen improvement capabilities
- Achieve Magnet accreditation

After Year 3: CONSOLIDATE

- Develop reputation for top-class training and development across all staff groups
- Establish OUH as a hub for training and learning within our local and regional systems
- Develop e-learning and video-based modules to be accessible to all staff

This theme aligns with:

Delivery | Improvement | Learning

Our ambition:

OUH focuses on personal and professional development for all our staff to enable career development, build skills and generate the capability the organisation needs now and in the future. Our workforce becomes ever more diverse and our talent management processes support the development of emerging and growing talent.

MEASURES OF IMPACT

- ☑ Number of participants in key programmes
- ☑ Rates of statutory and mandatory training
- ☑ Magnet accreditation
- ☑ Application of QSIR and other improvement tools
- ☑ Staff survey scores on training and development

THEME 6 *Responsive HR services*

Year 1: **STRENGTHEN**

- Improve communication into, within and out of HR
- Simplify and minimise the number of HR policies and processes, and ensure consistent application
- Make recruitment process 'lean'
- Review HR operating model based on user feedback
- Customer service training for HR staff and understanding the business context in which it operates
- Strengthen HR professional leadership to bring unity to corporate and divisional teams
- Benchmark and learn from leading HR practices from healthcare and other sectors

Years 2-3: **BUILD**

- Introduce HR self-service (*Intranet development*)
- Implement ESR fully
- Make changes to HR operating model
- Use new media to attract a more diverse workforce

After Year 3: **CONSOLIDATE**

- Implement 'digital by default' within HR
- Partner our HR services with others, including local systems partners

This theme aligns with:
Excellence | Improvement

Our ambition:

OUH will have a professional HR, OD and Learning function, which is responsive, efficient, enabling and collaborative, and which exceeds the expectations of its customers. Our HR policies and processes are fit for purpose, and we use secure technology to ensure our services are 'digital by default', providing essential support to all staff.

MEASURES OF IMPACT

- ☑ User feedback (e.g. *Survey Monkey*)
- ☑ New HR operating model: service standards and measures to be developed
- ☑ Effectiveness of recruitment
- ☑ Staff survey scores (*including EEI*) within HR directorate

*Building a culture of
compassionate excellence
for our staff*

