

Trust Board Meeting: Wednesday 12 March 2014
TB2014.36

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| Title | Organisational Development & Workforce Strategy |
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| Status | For Approval |
| History | A five year Workforce Strategy was approved in November 2012. The Strategy has been reviewed and updated to ensure it continues to reflect the organisation's strategic objectives and key goals |

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| Board Lead(s) | Mark Power, Director of Organisational Development & Workforce | | | |
| Key purpose | Strategy | Assurance | Policy | Performance |

Organisational Development & Workforce Strategy

1. Purpose

- 1.1. The Workforce Strategy 2013/14 to 2017/18 produced in November 2012 has been reviewed and refreshed to reflect changing priorities.
- 1.2. A new Organisational Development & Workforce Strategy 2014/15 to 2018/19 has been drafted to replace previous versions. This is attached at Appendix 1. The Strategy sets out the vision for workforce and the strategic workforce priorities for the next five years. The detailed plan and priority actions, through which the workforce strategic priorities will be delivered, are set out in Chapter 8 of the Trust's Integrated Business Plan and the Annual Workforce Plan.
- 1.3. The draft Organisational Development & Workforce Strategy was presented to the Workforce Committee on 6 February and was approved by the Trust Management Executive on 27 February.

2. Recommendation

- 2.1. The Trust Board is asked to approve the new Organisational Development and Workforce Strategy.

Mark Power, Director of Organisational Development & Workforce

Report prepared by:

Jane Rowley
Head of Organisational Development & Workforce Transformation

March 2014

Organisational Development & Workforce Strategy - DRAFT

Introduction

Appendix 1

The Oxford University Hospitals (OUH) NHS Trust Organisational Development & Workforce Strategy underpins the Trust's ambition, Vision, Strategy and service developments set out in the Integrated Business Plan for 2014/15 to 2018/19.

The Strategy sets out the strategic workforce priorities for Workforce for the next five years and develops the key themes drawn from consultation process with stakeholders.

OUH Vision

“To be at the heart of a sustainable and outstanding, innovative academic health science system, working in partnership and through networks locally, nationally and internationally, to deliver and develop excellence and value in patient care, teaching, and research within a culture of compassion and integrity.”

OUH Values

Together we have developed our values to reflect how we behave and the decisions we take to deliver the best possible healthcare. Our values are represented by the words below which demonstrate the standards of care we would expect to receive for ourselves and our families:



learning
respect delivery
excellence
compassion improvement

“We aim to provide excellent care with compassion and respect.

We aim to deliver, learn and continuously improve.”

OUH Strategic Objectives

| STRATEGIC OBJECTIVES | | | | | |
|---|--|--|---|---|---|
| 1. Delivering compassionate excellence | 2. A well-governed and adaptable organisation | 3. Delivering better value healthcare | 4. Delivering integrated local healthcare | 5. Excellence secondary and specialist care through sustainable clinical | 6. Delivering the benefits of research and innovation to patients |
| To be a patient-centred organisation providing high quality, compassionate care with integrity. | To be a well-governed organisation with high standards of assurance, responsive to members and stakeholders in transforming services to meet future needs. | To meet the economic challenges and changes in the NHS by providing efficient and cost-effective services and better value healthcare. | To provide high quality general acute healthcare to the people of Oxfordshire including more joined-up care across local health and social care services. | To develop clinical networks that support the delivery of services through a regional network of care to benefit our partner organisations and the people they serve. | To develop durable partnerships with academic, health and social care partners and the life sciences industry to facilitate discovery and implement its benefits. |

As a Trust our patients and staff are at the heart of everything we do. We strive for excellence in healthcare by:

- Encouraging a culture of support, respect, integrity and teamwork.
- Monitoring and assessing our performance against national and international standards of care.
- Learning from our successes and setbacks.
- Striving to improve what we do through innovation and change.
- Working in partnership and collaboration with all agencies of health and social care in our healthcare economy.

The Trust employs around 11,000 people whose pay costs account for 60% of the Trust's financial resources. Therefore it is imperative to the financial health of the organisation that workforce productivity and efficiency is maximised.

Workforce Vision and Values

Workforce Vision

As an employer of choice we will attract, recruit and retain a compassionate, engaged, skilled and experienced staff who deliver excellent patient care and who work together to continuously improve the quality of the services and care we provide.

Living the Trust Values

The Trust values of ***Excellence, Compassion, Respect, Delivery, Learning and Improvement*** were developed with senior leaders, staff, staff representatives and patients and agreed in January 2012.

Delivering Compassionate Excellence - The Trust Values are the golden threads that guide and inform the workforce regarding the behaviours and attitudes the Trust expects of its employees within a culture of compassion and integrity.

OUH will do this through:

- Encouraging a culture that nurtures and supports, compassion, respect, integrity and teamwork.
- Ensuring the values are woven into all aspects of the Trust's workforce processes, policy and practice, which govern every step of the employee's journey with the Trust, from recruitment through to exit interview.
- Delivery of the Values into Action Programme, to embed the values throughout the organisation, re-enforce and establish the aspirant culture as the norm and ensuring this culture becomes simply "the way we do things".

Workforce Strategic Priorities:

Strategic Priority 1 - Attract, recruit and retain appropriately skilled, qualified and experienced individuals who share our values and who will deliver compassionate excellence in the patient centred healthcare service we provide.

OUH will do this through:

- Developing integrated, proactive and responsive workforce informatics and systems, which aim to:
 - maintain safe staffing and support the operational demands of the service;
 - facilitate informed decision making required to optimise the deployment of the workforce;
 - deliver better value healthcare and ensure quality standards are met;
 - ensure establishments are appropriately set to deliver expected activity levels and reduce need for contingent labour.

- Annually reviewing of the Trust contracting and remuneration arrangements to ensure the Trust is competitive in the employment market and compliant with equality legislation, whilst remaining affordable and consistent with external drivers.
- Regularly reviewing and benchmarking to ensure the Trust offers an excellent working environment and a flexible benefits framework to differentiate the Trust from other local and national employers.
- Regularly reviewing all workforce policies and procedures to ensure compliance with legislative requirements and support the Trust in its drive to be an exemplar of employment best practice.
- Delivering an efficient and effective recruitment service utilising latest technology, systems and value based selection processes to ensure the Trust has the right people, in the right place at the right time.
- Implementing new ways of working to develop a flexible workforce capable of providing continuous and equitable standards of care, timely access to services and ensuring patients are treated with dignity and respect in the right environment.
- Delivering first class, proactive and responsive health and wellbeing services designed to help staff maintain a healthy lifestyle and to recognise and address issues which have a detrimental effect on their physical and mental wellbeing.

Strategic Priority 2 - Establish OUH as a Centre of learning excellence and innovation, where all members of the workforce embrace change, work to continuously improve the standards of care provided, who engage in and apply research evidence in practice and who actively seek development opportunities.

OUH will do this through:

- Delivering flexible, timely programmes of learning and skills development aligned with organisational and service needs, through which all statutory and mandatory requirements are met.
- Developing strong and productive partnerships with learning providers to ensure the Trust's workforce gains access to timely and relevant professional qualifications and development.
- Establishing an integrated Trust-wide improvement network comprising of Divisional and Corporate improvement champions to engage colleagues, co-ordinate and lead the implementation of improvement projects. Through the network, deliver training and provide access to "improvement toolkits" to build improvement capability within the Trust.
- Working with National Research entities (i.e. Health Foundation, NIHR and in the locality through the Oxford Academic Health Science Network) provide opportunities for the workforce to actively engage in research, develop research capabilities as part of Continuing Professional Development (CPD) and incorporate research evidence into practice.

- Developing and implementing virtual and actual knowledge sharing forums utilising technology to facilitate sharing of learning and best practice across the Trust and wider Health Networks.

Strategic Priority 3 - Build a trusted, vibrant and cohesive leadership community within the Trust whose members live the Trust values, are exemplars of management best practice, are visible and provide consistent standards of leadership from Board to bedside.

OUH will do this through:

- Employing proven, experienced leaders, who share our values, are committed to nurturing a culture of excellence and empowering staff, and who are accountable for their actions.
- Ensuring that, in living our values, our leaders are visible, approachable, and re-enforce and actively facilitate effective team working, whilst being open and transparent in all their actions and communication.
- Developing and implementing an integrated, flexible and responsive modular leadership programme to support and enhance the skills, knowledge and capabilities of our leaders that fosters trust and builds a strong and unified leadership community.
- Effective talent identification and development, succession planning and management through which the Trust will develop and grow its future leaders.

Strategic Priority 4 - Promote an engaged, empowered and flexible workforce, whose individuals feel valued and are proud to work for OUH and who actively demonstrate commitment to enhancing the patient experience and the quality of the service and care provided in all they do.

OUH will do this through:

- Effective multi-disciplinary teamwork with shared objectives, to ensure each individual and team understand their role, priorities, and responsibilities in the delivery of care to our patients.
- Being open and transparent with staff about the challenges faced by the Trust, including the drive for greater efficiency, cost improvement and increased productivity, the Trust will seek to maximise staff engagement and enable staff to participate fully in achievement of the Trusts objectives.
- Improving staff engagement and experience which is recognised as directly correlating to the quality of patient experience, the Trust will seek to improve patient experience, to become both an employer of choice and provider of choice.

- Seeking, listening and acting upon regular feedback from staff and patients through survey and pulse checks on our performance and ensuring that when concerns are raised they are addressed and are seen as opportunities for improvement.
- Developing and implementing effective performance management policies, processes and practices that ensure every member of staff receives constructive timely feedback on their performance and it is documented through the Trust's Electronic Learning Management Appraisal System (E-LMAS).
- Developing and implementing a Trust-wide recognition system to celebrate outstanding performance and innovation; recognise good practice; and to simply thank those who have supported colleagues, patients and their families.

Delivery of the Organisational Development & Workforce Strategy:

Workforce Business Plan

The detailed plan and priority actions, through which the workforce strategic priorities will be delivered, have been set out Chapter 8 of the Trust's Integrated Business Plan 2014/15 to 2018/19 and the Annual Workforce Plan.

The Organisational Development & Workforce Strategy Strategic Priorities will be delivered through the following six workstreams:

- Delivering Compassionate Excellence (DCE)
- Right People
- Engaged and Empowered Workforce
- Trusted Leadership
- Learning and Innovation
- Infrastructure



Infrastructure to support delivery of the Organisational Development & Workforce Strategy

Appropriate infrastructure is required to support the delivery of the Workforce Strategy, and plans include:

- Active engagement of the Trust Board, clinical and managerial leadership.
- Effective workforce systems and processes that utilise latest technology to support; measure; and assure.
- Productive, proactive workforce and organisational development professionals.
- Targeted communication that effectively utilises technology and social media.
- Accessible, relevant and regularly reviewed policies and procedures.
- Effective Partnership working with Trade Unions.
- Productive Partnerships with Oxford University, Oxford Brookes University, Academic Health Science Network, and wider local and national health networks.

Strategic Risks

The following strategic risks have been identified which may impact on the achievement of the Trust's ambition for the workforce, as set out in the Workforce Strategy and Business Plans:

- Failure to recruit and retain appropriately qualified, skilled and experienced workforce will directly impact on the Trusts ability to meet its objectives and obligations to provide quality healthcare to the community it serves.
- Lack of adequate financial investment in infrastructure, learning, leadership and organisational development programmes will impact on the quality of return and achievement of the Trust's ambition for workforce.
- Failure to sustain an effective and engaged workforce and the correlation with patient experience is well understood by the Trust and is identified as a key strategic risk within the Integrated Business Plan and Board Assurance Framework.

The work programmes associated with the Workforce Strategy will aim to mitigate these risks.

Associated documents

- Trust Strategy and Integrated Business Plan
- Leadership Strategy
- Patient Experience Strategy
- Health and Wellbeing Strategy
- Annual Workforce Plan