



Oxford University Hospitals
NHS Foundation Trust




People Plan

2025-2028

Together we make OUH
a great place to work

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**Our People Plan
is not just
a document,
it is a promise to
each of you.**

Simon Crowther
Acting Chief Executive Officer

Foreward

by Simon Crowther



Simon Crowther
Acting Chief Executive Officer

The OUH People Plan 2025-28 is a testament to our commitment to fostering a supportive and inclusive environment in which every member of our **OneTeamOneOUH** can thrive and succeed.

Its development – by our people for our people at listening events – is key to its success.

Our People Plan is not just a document, it is a promise to each of you that we value your contributions and are dedicated to your professional growth, wellbeing, and better working lives.

The dedication and hard work of our people is at the heart of everything that we do for the patients and populations that rely on our services.

The NHS is an ever-evolving place to work, and the challenges we face are numerous and complex, but so are the opportunities for our people to grow and excel.

At the heart of our organisation are our core values: delivery, compassion, learning, excellence, respect, and improvement. These values are not just words, they are the guiding principles that shape our actions, behaviours and decisions every day.

To continue with the great work that we deliver daily, our People Plan 2025-28 will drive our focus on our commitment to continuous learning, professional development, and staying abreast of the latest advancements in healthcare.

We will maintain a focus on staff wellbeing, engendering a sense of belonging for all, and making OUH a great place to work.

As we continue on this journey as OneTeamOneOUH, I would like to encourage you to continue valuing each other's contributions and treating everyone with dignity, kindness, and respect to create a positive and inclusive work environment.

By living our values, we can overcome the challenges we face together for the benefits of both patients and staff.

Thank you for all that you do for our patients and for each other, and for your dedication and commitment. I look forward to and I'm proud to be working with all of you to achieve our People Plan's vision of making OUH a great place to work where we all feel we belong.

Simon Crowther
Acting Chief Executive Officer

Introduction

by Terry Roberts



Terry Roberts
Chief People Officer

Our OUH People Plan 2025-28 was crafted by our people for our people, through heartfelt listening at virtual and in person events across the organisation.

This collaborative approach ensures that this Plan has a shared vision that we will bring to life together as **OneTeamOneOUH** over the next three years.

Building on the successes of the OUH People Plan 2022-25, this new Plan reflects the dynamic changes within the NHS, both locally and nationally, which present us with both challenges and opportunities.

Our vision

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

To achieve this vision, we will continue to focus on **three key themes**:



THEME 1:

Health, wellbeing and belonging for all our people

Sub-themes:

- Healthy body, healthy mind, healthy work environment.
- A feeling of belonging for all.
- Putting staff wellbeing at the centre of delivery.
- Rest and recovery, appreciating our staff.



THEME 2:

Making OUH a great place to work

Sub-themes:

- Personal development you're excited by.
- Encouraging the development of our managers and leaders to help you succeed.
- Everyone is treated fairly and works in a safe environment.
- Enhancing the benefits of living and working in Oxfordshire.



THEME 3:

More people working differently

Sub-themes:

- Continuous improvement and efficiency in recruitment.
- Enhancing our processes to get the right skills in the right places.
- Digital transformation that enhances performance.
- Deploying our workforce to improve patient safety and staff wellbeing.



Our OUH People Plan is more than a strategic tool; it is our commitment to supporting staff wellbeing and achieving operational excellence. We aim to create an environment where everyone at OUH feels a sense of belonging, is recognised and valued for their contributions, and can access a wealth of supportive tools, activities, and initiatives.

This document outlines our clear actions to meet these commitments. The 'I statements' represent the voices of our people, reflecting what we hope to hear if we successfully deliver the People Plan.

We have established a set of metrics to monitor our impact and assure the Trust Board of our progress.

Throughout the lifespan of the Plan, we will hold regular listening events, inviting all our people to join, share their insights, and hold us accountable.

As we continue to work together as OneTeamOneOUH, let's remember that each of us plays a vital role in making OUH a great place to work. Your dedication and hard work are the foundation of our success, and together we will create an environment in which everyone feels valued and empowered.

Thank you for your unwavering commitment to our patients and your colleagues.

Terry Roberts
Chief People Officer

1,000+
of our people have
been involved in the
development of our OUH
People Plans – we have
listened and designed
the content based on
their priorities.

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.

Each network is run by staff who volunteer their time to take up leading roles within their respective networks. The network leads work with members to identify priorities which they work to deliver on and regularly share their work with the Board. They each also have Executive Sponsors who help champion them at Board level and enable them to reach their potential.

We currently have **five Staff Networks**:

- **Disability and Accessibility Network**
SPONSOR: Simon Crowther, *Acting Chief Executive Officer*
- **Black, Asian and Minority Ethnic (BAME) Network**
SPONSOR: Professor Andrew Brent, *Chief Medical Officer*
- **LGBT+ Network**
SPONSOR: Yvonne Christley, *Chief Nursing Officer*
- **Women's Network**
SPONSOR: Felicity Taylor-Drewe, *Chief Operating Officer*
- **Young Apprentices Network**
SPONSOR: Jason Dorsett, *Chief Finance 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:

- Healthy body, healthy mind, healthy work environment.
- A feeling of belonging for all.
- Putting staff wellbeing at the centre of delivery.
- Rest and recovery, appreciating our staff.



*Making OUH a great
place to work*

SUB-THEMES:

- Personal development you're excited by.
- Encouraging the development of our managers and leaders to help you succeed.
- Everyone is treated fairly and works in a safe environment.
- Enhancing the benefits of living and working in Oxfordshire.



*More people
working differently*

SUB-THEMES:

- Continuous improvement and efficiency in recruitment.
- Enhancing our processes to get the right skills in the right places.
- Digital transformation that enhances performance.
- Deploying our workforce to improve patient safety and staff wellbeing.

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



Our achievements

Celebrating three years of progress: honouring our commitments and achieving successes since the launch of our People Plan in 2022.

Staff Turnover improved by 3.0%

April 2022 (12.5%) to March 2025 (9.5%)

Time to hire reduced by 12.2 days

April 2022 (88.5%) to March 2025 (90.9%)

Core skills compliance improved by 2.4%

April 2022 (88.5%) to March 2025 (90.9%)

Sickness absence reduced by 0.2%

April 2022 (4.4%) to March 2025 (4.2%)

Staff Survey: 'I feel safe to speak up about anything that concerns me in this organisation' **improved** by 1.51%

Staff Survey: 'My organisation takes positive action on health and wellbeing' **improved** by 0.22%

Staff Survey: 'I would recommend my organisation as a place to work' **improved** by 2.36%

**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:
1. Healthy body, healthy mind, healthy work environment	<ul style="list-style-type: none"> • Enhancements to rest areas to support staff to take a break, meeting your physical needs • Develop wider wellbeing initiatives that enhance your wellbeing and health such as yoga, menopause support groups, and reduced gym memberships • Working with our partners, have a focus on healthy and affordable food options on all our sites • Continue to offer support to meet your psychological needs through development of focused sessions, delivering tools to help you rest during your time off and reduce burnout
2. A feeling of belonging for all	<ul style="list-style-type: none"> • Deliver on our commitments against the Equality, Diversity and Inclusion (EDI) high impact actions • Embed the delivery of EDI appraisal objectives • Enable people to have open conversations and raise concerns about behaviours at an early stage • Embed the culture of no more 'nons' eg non-clinical and non-medical
3. Putting staff wellbeing at the centre of delivery	<ul style="list-style-type: none"> • Making staff wellbeing a feature in all manager and employee 121 conversations • 1:1s are meaningful and put the employee at the centre of the conversation
4. Rest and recovery, appreciating our staff	<ul style="list-style-type: none"> • Standard handover documents to support cover arrangements when staff are on annual leave, allowing them to rest without interruption

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN PEOPLE SAY:

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ I know where and how to access wellbeing support. ✓ I see everyone being valued for their role in patient care. ✓ I am able to switch off when not working. | <ul style="list-style-type: none"> ✓ I have adequate time and space to rest during my breaks. ✓ I feel included and that I belong. ✓ I am assured all will be treated equally in our recruitment process. |
|---|--|



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:
1. Personal development you're excited by	<ul style="list-style-type: none"> • Focus on career development and career conversations for all staff, ensuring fairer access to development opportunities • Personal Development Plans (PDPs) that are personal to you and ensure you're on the trajectory to the career of your choice • A greater focus on apprenticeships and shadowing opportunities
2. Encouraging the development of our managers and leaders to help you succeed	<ul style="list-style-type: none"> • Continue to focus on leadership and management training for all line managers, helping them deliver their role and responsibilities • Upskilling managers on core HR practices and corporate governance, empowering them to make a difference
3. Everyone is treated fairly and works in a safe environment	<ul style="list-style-type: none"> • Address bullying and harassment through delivering our Eradication of Bullying and Harassment programme • Deliver our commitment on a zero tolerance approach to sexual harassment, giving staff the tools and confidence to raise concerns • Review our values and look at developing the role of values champions • Recognition of staff, over the years, delivering compassionate care to our patients • Empower staff to take action if they witness inappropriate behaviours being experienced by colleagues
4. Enhancing the benefits of living and working in Oxfordshire	<ul style="list-style-type: none"> • Expand our offering for staff financial wellbeing • Continue to develop and promote travel and transport initiatives, embedding the learning from the Travel and Transport Survey • Make 'hot desk' provision visible to staff to support greater flexibility

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN PEOPLE SAY:

- | | |
|--|--|
| <ul style="list-style-type: none"> ✓ I have a professional and Personal Development Plan that I am excited by. ✓ I am excited about the development opportunities available to me in my career. ✓ I feel recognised and fairly rewarded for my contribution. ✓ I had a great new starter experience. | <ul style="list-style-type: none"> ✓ I know I have a voice that counts, and I feel safe to raise concerns. ✓ I am able to stand up for anyone who is being treated inappropriately. ✓ As a leader or manager, I feel supported and developed to be the best I can be. |
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**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:
1. Continuous improvement and efficiency in recruitment	<ul style="list-style-type: none"> • Deliver the onboarding project to improve the process and reduce time to hire, whilst improving customer service • Clearer recruitment approvals processes for appointing managers to work to
2. Enhancing our processes to get the right skills in the right places	<ul style="list-style-type: none"> • Local workforce planning and ownership, ensuring that delivery against our workforce plan is more focused and deliverable • Less reliance on temporary staffing, focusing on retention • Increase knowledge and skills on Quality Improvement (QI) methodology to help remove waste
3. Digital transformation that enhances performance	<ul style="list-style-type: none"> • Digital enhancements to support your productivity • Responding to EPR Survey feedback • Prioritising patient enhancing technology
4. Deploying our workforce to improve patient safety and staff wellbeing	<ul style="list-style-type: none"> • Ensure all medical staff have access to electronic rosters and can manage their leave via the rosters • Support divisions to regularly review their establishment for all staff groups

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN PEOPLE SAY:

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ I know the recruitment process is as quick as it can be to support my vacancies. ✓ I have increased opportunities to work in new and different roles. ✓ I know that my team can influence how we deploy our workforce, and this improves patient safety and supports staff wellbeing. ✓ I see new and effective ways of delivering services being implemented. | <ul style="list-style-type: none"> ✓ I have the tools and equipment to enable me and my team to deliver the best patient care. ✓ I am able to enhance my skills and seek other opportunities within the organisation. ✓ I see the Trust collaborating across the local area and with all partners for the benefit of our people and partners. |
|---|--|

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 need 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.

Governance

The delivery of the People Plan will 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:
1. Leavers Rate (Turnover) across AHPs, Medical and Dental (M&D); RNs; and Support to Nurses	Model Health System Quartile 1 (green)
2. Reduce leavers in the first 12 months from 20% to 10%	10%
3. Meet the NHS England target for HCSW vacancies/Vacancy Rate for Support to Nurses	Model Health System Quartile 1 (green); in top three in Shelford
4. Staff Survey: I have experienced harassment, bullying or abuse at work from other colleagues	Model Health System Quartile 1 (green)
5. Staff Survey: My organisation takes positive action on health and wellbeing	Model Health System Quartile 4 (green)
6. WRES2: Recruitment: Relative likelihood of white staff to Black, Asian and Ethnic Minority staff	Move to best in Shelford Group (0.93) Model Health System (green)
7. WDES2: Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts	Move to best in Shelford (1.07) Model Health System (green)



METRIC:	TARGET YEAR 3:
8. Reduction in recruitment time to hire (TtH)	42 days Model Health System (Quartile 1; current best performing Shelford Trust)
9. Professional, Technical and Therapies staff cost per weighted activity unit (WAU)	Quartile 4
10. Staff Survey: Relationships at work are strained (never / rarely)	Model Health System Quartile 2 (green)
11. Medical staff cost per weighted activity unit (WAU)	Model Health System Quartile 1 (green)
12. Staff Survey: Recommend my organisation as a great place to work	Model Health System Quartile 4 (green); move to the top in Shelford
13. Staff Survey: I feel safe to speak up about anything that concerns me in this organisation	Model Health System Quartile 4 (green); move to the top in Shelford
14. All staff booking 80% of leave by October each year	100%
15. Staff Survey – there are opportunities for me to develop my career this organisation	Model Health System Quartile 4 (green); move to top quartile in Shelford
16. Staff Survey – in the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace from staff/colleagues	Move to top quartile in Shelford

Get involved

More information

If you'd like to know more about our People Plan please get in touch via the CPO Office email address:



CPO-OFFICE@ouh.nhs.uk





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



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