



Oxford University Hospitals
NHS Foundation Trust

People Plan 2025-28

Year 2
TB2026.63

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

#OneTeamOneOUH

Our People Plan on a Page

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



The full version of the **OUH People Plan** is available now at: www.ouh.nhs.uk/about/people-plan

People Plan 2025-2028 – *Year 1: Key Priorities*



Oxford University Hospitals
NHS Foundation Trust



A culture where everyone feels they belong



Supporting our leaders, managers and teams to succeed



Plan how best to use our workforce at OUH and beyond



Improved recruitment processes and onboarding

People Plan 2025-2028: *You said, we did*



You said: *There is a genuine risk of burnout and reduced staff wellbeing*



We did: Launched a **Trust-wide Health & Wellbeing Programme**, offering preventative support, workshops and resources accessible to all staff groups.



You said: *Reinforce zero tolerance of bullying and harassment of staff*



We did: Launched the **Active Bystander training** to equip all of us to be able to call out bad behaviour when we see it.



You said: *Colleagues need career progression opportunities*



We have: Rolled out an **internal-only recruitment first approach**, increasing opportunities for existing staff and improving retention.



You said: *Provide managers with meaningful training and support to lead and develop their teams*



We have: Embedded career conversations within the **Better People Leaders Programme**, equipping managers to support development more effectively.



You said: *Simpler processes to support staff with their wellbeing*



We improved: **Return-to-work processes** updated following staff and manager feedback to better support recovery and transitions back to work.

Your voice matters – THANK YOU!



A culture where everyone feels they belong:

How will I see this?

Commitment

Continue to deliver the **Eradication of Bullying and Harassment Programme**

Deliver a robust wellbeing programme to reduce staff sickness, burnout and presenteeism

Assisting staff with their financial wellbeing

Delivery Update 2025/26

- **Supporting staff** from across all Divisions co-designed plans.
 - Enhance the **Leadership Development programme** and roll out further manager training.
 - Procurement of the **Active Bystander training** and roll out of the **Sexual Safety training**.
 - **Freedom To Speak Up** team engagement sessions, including, Racism and Violence and Aggression listening events.
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- Delivery of the **Wellbeing and Occupational Health Programme** of support.
 - Easily accessible toolkit with manager section to support managers to support their teams.
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- Salary Sacrifice – including **White Goods Scheme** live across OUH in December 2025 and returned for the rest of the year.
 - A series of **Financial Wellbeing webinars** for staff throughout Q4 – including pensions and money experts.
 - **Advent calendar giveaways** during Christmas.



Supporting our leaders, managers and teams to succeed: *What are we going to do?*

Commitment

**Make managers' lives easier
by improving systems**

**Upskilling our leaders and managers
in Workforce Planning**

**Support leaders with managing organisational change
and how they support staff during this difficult time**

Delivery Update 2025/26

- Updates to recruitment and onboarding **guides and FAQs** – updated on the intranet pages.
- **Establishment Control Procedure** developed, approved, and implemented across the organisation to support managers with a clear governance framework for workforce planning.
- **Employee Relations resource hubs** updated with new co-produced and co-designed toolkits for managers – accessible to all Divisional Workforce Teams.
- **Wellbeing toolkits for managers** developed as part of the Wellbeing programme.



Plan how best to use our workforce at OUH and beyond:

How will I see this?

Commitment

To work collaboratively with partners
to deliver joint services

Delivery Update 2025/26

- Worked with our **Acute Provider Collaborative partners** to progress scaling/collaboration across corporate services.
- Savings and Performance opportunities identified within the Acute Provider Collaborative.



Improved recruitment processes and onboarding:

How will I see this?

Commitment

Embed internal only recruitment as our first approach
to filling our vacancies

Delivery Update 2025/26

- **Internal only recruitment** agreed by the Trust Management Executive and rolled out.
- **Talent Pool** live within the organisation to enabling internal candidates to access opportunities as they arise.



Progress so far

Metric	(End of Y1 – 2025/26)
Leavers Rate (Turnover) across AHP’s, Medical and Dental, RN’s and Support to Nurses	Nursing: 3.4%; All staff: 5.3%; M&D: 7.6%; AHP’s: 2.8% (improved by 6.3%)
Reduce leavers in the first 12 months from 20% to 10%	11.93% FTE Turnover (Apr 25) to 9.71% FTE Turnover (Apr 26) (improved by 2.22%)
Meet the NHSE/I target for HCSW vacancies/vacancy rate for Support to Nurses	Improved by 2.9%
Staff survey: I have experienced harassment, bullying or abuse at work from other colleagues	Improved by 0.7%
WRES2: Recruitment: relative likelihood of white staff to lack, Asian and ethnic minority staff	1.01 - "between lower and upper benchmark" Improved
WDES2: Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts	0.95 - "between lower and upper benchmark" Improved

Metric	(End of Y1 – 2025/26)
Staff survey: Relationships at work are strained (never/rarely)	Worsened 1.8%
Reduction in recruitment time to hire (TtH)	Improvement by 11 days
Staff survey: Recommend my organisation as a great place to work	Worsened 3.6%
Staff Survey – There are opportunities for me to develop my career in this organisation	Decrease of 6.7%
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	Improvement of 0.5%
Staff survey: My organisation takes positive action on health and wellbeing	Worsened 4.3%

People Plan 2025-2028 – *Year 2: Key Priorities*



Healthy, inclusive workplace where staff feel they belong



Personal development you are excited by



Improved recruitment processes and onboarding



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Healthy, inclusive workplace where staff feel they belong

How will I see this?

Commitment	What People want to see/feel	Deliverable/Action
A healthy work environment	• Healthier, affordable food options across all sites and improved catering variety • Better access to hydration (water stations/drinking water) and basic amenities • Physical working conditions affecting health (temperature, damp, leaks, poor facilities)	• Work with Estates/retail partners to implement a “healthy offer” options and fair pricing • Expand water provision to support hydration for staff • Reduce backlog maintenance across OUH sites.
A feeling of belonging for all	• For everybody to feel what their roles and jobs impacts patient care directly. • Seeing how everything that we do across all staff groups – works to enable a positive outcome for our patients	• For all Corporate Teams to celebrate out how their roles impact patient care and how there are adding to the wider OUH patients being at the core –e.g. Appreciation days • Highlight achievements in other sites outside of the JR. • Regular listening with staff networks and targeted focus groups in sites for teams reporting inequity; act-and-report cycle
Putting staff wellbeing at the centre of delivery	• Accessibility of the Health and Wellbeing support for all staff • Easily accessible guidance for managers on all elements relating to Health and Wellbeing	• Evaluate the H&WB programme developed in Year 1 • Protected meal and/or lunch breaks • Deliver targeted Wellbeing and mindful roadshows to focus on hotspot areas and roll-out across sites. • A quarterly Dedicated wellbeing conversation for staff and their line managers



Personal development in a fair workplace

How will I see this?

Commitment	What People want to see/feel	Deliverable/Action
Personal development you are excited by	• Clear progression pathways and career conversations for all staff groups (incl. A&C/non-clinical)	• Apprenticeships – develop a business case for apprenticeships across the organisation. • Continue internal only first recruitment within the organisation • Pilot an equal opportunities shadowing and work experience marketplace and integrate into PDP/VBA actions • Introduce protected learning time principles and align establishments to enable release where feasible
Everyone is treated fairly and works in a safe environment	• Psychological safety, dignity and respect; “back to basics” on behaviours • Need for consistent, early resolution and active bystander capability	• Eradication of bullying and harassment programme delivery • Make active bystander and civility training mandatory for hotspot areas • Active Bystander modelled by Senior leader • Reduce the time for ER processes



Improved recruitment processes and onboarding

How will I see this?

Commitment	What People want to see/feel	Deliverable/Action
Continuous improvement and efficiency in recruitment	• Effective recruitment processes with very little to no delays. • OUH portal – People functionalities being fit for purpose and providing seamless processes.	• Review and embed a Vacancy control process, with clear guidance and support for hiring managers • Onboarding and recruitment digital resources that are fit for purpose
Enhancing our processes to get the right skills in the right places	• For managers to understand workforce planning.	• Define and deliver an EPR optimisation roadmap (user-centred fixes, prioritised backlog, clear comms) • Implement device refresh and network improvement plan; prioritise clinical-critical areas • Provide dedicated time for practical digital skills enhancements (MS tools + AI/Copilot) with licences aligned to roles/use cases.
Digital transformation that enhances performance	• EPR usability and speed issues resolved and acted upon. • Connectivity and kit constraints reduction leading to productivity and increase • Training on MS tools, digital platforms and AI/Copilot	• Define and deliver an EPR optimisation roadmap (user-centred fixes, prioritised backlog, clear comms) • Implement device refresh and network improvement plan; prioritise clinical-critical areas • Provide dedicated time for practical digital skills enhancements (MS tools + AI/Copilot) with licences aligned to roles/use cases.



Our Commitment

What part will I play in delivering the People Plan?

From THE ORGANISATION

LEADING OUR:

- ✓ 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

In Year 2, we will reinforce the part every **individual** will play in bringing the People Plan to life, through:

- inviting individuals to share their purpose
- share what they have done within their spheres
- celebrate individuals championing the People Plan



Our Metrics

What we would like to have achieved by end of Year 3



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Metric	Target for Year 3
Leavers Rate (Turnover) across AHP's, Medical and Dental, RN's and Support to Nurses	Model Hospital Quartile 1 (green)
Reduce leavers in the first 12 months from 20% to 10%	10%
Meet the NHSE/I target for HCSW vacancies/vacancy rate for Support to Nurses	Model Hospital Quartile 1 (green); in top three in Shelford
Staff survey: I have experienced harassment, bullying or abuse at work from other colleagues	Model Hospital Quartile 1 (green)
Staff survey: My organisation takes positive action on health and wellbeing	Model Hospital Quartile 4 (green)
WRES2: Recruitment: relative likelihood of white staff to lack, Asian and ethnic minority staff	Move to best in Shelford (0.93) Model Hospital (green)
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 hospital (green)
Reduction in recruitment time to hire (TtH)	42 days Model Hospital (Quartile 1, current best performing Shelford Trust)

Metric	Target for Year 3
Professional, Technical and Therapies staff cost per weighted activity unit (WAU)	Model Hospital Quartile 2 (green)
Staff survey: Relationships at work are strained (never/rarely)	Model Hospital Quartile 1 (green)
Medical staff cost per weighted activity unit (WAU)	Model Hospital Quartile 2 (green)
Staff survey: Recommend my organisation as a great place to work	Model Hospital Quartile 4 (green); move to the top in Shelford
Staff survey: I feel safe to speak up about anything that concerns me in this organisation	Model Hospital Quartile 4 (green); move to the top in Shelford
All staff booking 80% of leave by October each year	100%
Staff Survey – There are opportunities for me to develop my career in this organisation	Model Hospital Quartile 4 (green); Move to top in Shelford
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	Remain as best in Shelford.



UK Government



FIT FOR THE FUTURE

10 Year Health Plan
for England



Workforce Vision

An NHS workforce fit for the future

WORKFORCE DEVELOPMENT

- **Personalised career coaching and development plan** to help staff acquire new skills and practice at the top of their capability. (Year 1-2)
- **Training reimagined: unnecessary mandatory training** replaced with focused support for the skills staff most need.
- **Advanced practice models** for nurses and other professionals, with a focus on UK medical graduates.
- **More staff working in community settings** and to recruit more staff from the communities we serve, supporting local prosperity. (Year 1-3)
- **Empowering leaders and managers** to undertake meaningful performance appraisals, reward high-performing staff, and act decisively on underperformance. (Year 1-2)

ANALOGUE TO DIGITAL

- **Digital skills**, to become core to all training, making the NHS workforce digitally savvy. (Year 1-2)
- **AI to be integrated into clinical pathways**, supporting staff in decision-making, reduce time spent on paperwork and freeing up clinical time for patient care. (Year 1-2)
- **Appraisal system and professional regulators'** revalidation systems to transition to a world of real-time feedback and continuous skill development. (Year 1-3)
- **Enhancement of single sign-on** for NHS software to reduce time lost on IT issues.

WELLBEING & HEALTH

- **Aim to reduce NHS sickness absence rates** to the lowest recorded national average, saving costs and improving staff experience. (Year 1-2)
- **Staff Treatment Hubs** for back conditions and mental health issues to tackle long-term sickness absence. (Year 1-2)
- **Access to minimum standards of modern employment** – offering nutritious food and drink, tackling racism, reducing violence against staff and tackling sexual harassment. (Year 2-3)
- **Improving flexible working** through facilitation of multi-disciplinary working and reinforcing more people working differently (agile approaches). (Year 1-2)



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