

<b>BOD 157/2015</b> (agenda item: 16)
--

## **Report to the Meeting of the Oxford Health NHS Foundation Trust Board of Directors**

**25<sup>th</sup> November 2015**

### **Delivering the OHFT Strategy**

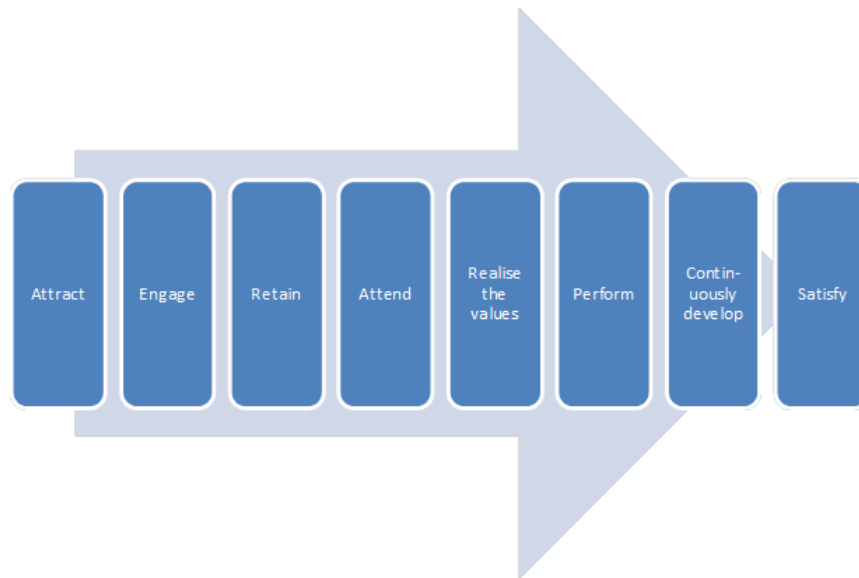
#### **For: Information**

On 25<sup>th</sup> October 2014 the Board of Directors approved a proposal submitted by the Medical Director to facilitate a 2 hour specific agenda item added to the confidential Board of Directors meeting, for detailed and targeted discussion of strategic issues. The most recent of these meetings focussed on workforce strategy and staff engagement and took place on 23<sup>rd</sup> October 2015. This report provides formal feedback to the Public Board following the meeting.

Due to time constraints there was no general strategy update and Mike McEnaney (Director of Finance) was joined by Jayne Halford (Deputy Director HR), Maureen Britt (Head of HR Operations), Eileen Geekie (Senior HR Business Partner), Ian Edwards (HR Systems Information Manager) and Sue Byrne (Clinical and Professional Development Manager) from Learning & Development.

A great deal of analysis of the context was presented including a review of the labour market, the economic environment, age profiles of staff, staff turnover rates and reasons for leaving. The Board was reminded of the framework that is being adopted to deliver the HR strategy below. It was agreed to focus the session with the Board around key aspects of this.

A key area of attention for the strategy is to consider how to retain existing staff and attract new staff with the right values and skills. Actions are being mapped against specific staff groups. Some of the work involved is highlighted below:



### **Attract**

- Effective multi-channel marketing and branding
- Efficient recruitment journey from job offer to induction
- Offer of career paths
- Critical issue to address is the cost of living (housing in particular) and its impact on staffing

### **Retain:**

- staff turnover should not exceed 10% pa
- Need clear career paths for people and offer variety including job rotation and career change
- Job flexibility that supports work/life balance (e-rostering will support this by helping to manage this) and try things like partial retirement/people gradually retiring to retain resource and knowledge.

It was noted that flexibility was important but needed to be balanced with what is operationally appropriate and fair to all staff.

A major part of the strategy will focus on developing our own skilled staff to build a pipeline and not to solely rely on what happens to be in the market place. This needs to start early in schools and include joint working with universities. It also includes development of apprenticeships and work experience.

The new online PDR system will consolidate important information about values, objectives, performance and development. Overall it is planned to use and evaluate performance to assist with career progression.

The session then moved on to look at staff engagement. It outlined how the staff survey is a valuable resource. All agreed that work to develop culture was essential to increase the level of staff engagement and the positive impact it will have on the quality of care.

## **Conclusion**

The Board agreed that this area is an important aspect of organisational development and one that requires focus and attention. The next steps require more detailed critical analysis about which interventions will have the biggest impact, then setting objectives and plans to deliver the strategy. The plans should include how we are dealing with some difficult challenges in recruitment, addressing the challenges such as pay, accommodation, parking and transport and flexible hours. The final section on engagement suggests that we need to further consider our leadership and team-working and be assured that our culture is the right one for us.

## **Recommendation**

The Board of Directors is asked to note the summary of discussions from this session on the 25<sup>th</sup> October.

**Author and Title:** Daniel Leveson, Head of Strategy & Programmes  
**Lead Executive Director:** Dr. Clive Meux, Medical Director & Director of Strategy

1. *A risk assessment has been undertaken around the legal issues that this paper presents and there are no issues that need to be referred to the Trust Solicitors.*
2. *This paper (including all appendices) has been assessed against the Freedom of Information Act and the following applies: [delete as appropriate]*

- *THIS PAPER MAY BE PUBLISHED UNDER FOI*