

## Cover Sheet

Trust Board Meeting in Public: Wednesday 15 January 2025

TB2025.08

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**Title:** Board Visibility Update

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**Status:** For Information

**History:** Delivery Committee – 18 December 2024

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**Board Lead:** Chief Executive Officer

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**Confidential:** No

**Key Purpose:** Assurance, Culture

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## Board Visibility Update

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### 1. Purpose

- 1.1. This paper provides an update on the Board's visibility activities.

### 2. Background

- 2.1. Since July 2022, a more co-ordinated approach has been put in place to increase the in-person visibility of Trust Board members and Divisional Management teams across all four OUH sites. This, now established activity, completes the visibility improvement plan (developed before the 2020 pandemic) as other activities such as TME and Trust Board blogs, Weekly Safety Messages, Virtual Staff Briefings, updated Digital Screens and Social Media communications now take place as business as usual.

### 3. Visibility activities – in person

- 3.1. Trust Board visibility activities continue to take place regularly. A pattern of activities using bi-monthly Trust Board Seminar dates is taking place. Details of visibility activities that have taken place since in 24/25 so far, can be found in Appendix 1. These activities are in addition to various service/directorate visits that are undertaken every week by Chief Officers and Divisional Triumvirates.
- 3.2. In June 2024, an in-person briefing for staff was held at OUH Cowley. The session provided an opportunity many of our colleagues in the corporate functions based at Unipart House to hear from the CEO and Chief Officers, together with updates on 24/7 Mechanical Thrombectomy from Dr Phil Mathieson and the Hospital at Home service from Sophie McGlen. This was followed in September 2024 with an event at the Horton Hospital where colleagues heard from Dr Rustam Rea about the Patient Safety Incident Response Framework (PSIRF) and Dr Sam Dawkins about Transcatheter Tricuspid Calve Replacement (TTVR). The most recent CEO and Chief Officers in person event was held at the Nuffield Orthopaedic Centre on 19 December 2024 where colleagues heard from Dr Brenda Kelly on tackling health inequalities in maternity. Dates and locations for Meet the Chief Officer events in 2025 have been scheduled and information is available on the staff intranet.
- 3.3. Staff feedback is collected at the events and the results have indicated that attendees found the sessions useful and interesting, and enjoyed hearing from colleagues about new treatments and projects happening across the Trust.

## **Feedback**

- 3.4. At the request of the Board, a process for collecting feedback after walkarounds has been put in place (November 2024). A short e-form has been created and is shared with the colleagues involved once a visit has taken place. The form requests details of the area(s) visited, colleagues met as well identifying positive notes and actions for follow-up.
- 3.5. Visits in November, took place across the JR site and at the NOC and included a wide range of clinical and non-clinical colleagues including support workers, nursing staff, consultants, administrators, allied health professionals and digital teams.
- 3.6. Feedback shows that the visits were very positively received. The colleagues met were open and engaged, and knowledgeable conversations about roles, expertise, service delivery took place. Colleagues discussed challenges to services, innovation and planned changes.
- 3.7. Actions requiring follow-up included some Infection Prevention and Control matters and confirmation that these have already been addressed by the relevant Matron has been received. There have also been requests for a follow-up visit, development of a recruitment pipeline and higher level discussions about the allocation of resources for critical infrastructure and functions (digital services) which are being addressed.

## **4. New in 2024**

### **Saying Thank You - Staff recognition programme**

- 4.1. Board visibility is integral to the Trust's new, holistic and year-round staff recognition programme which was launched in February 2024.
- 4.2. The programme supports the creation of a culture where we can demonstrate our appreciation for the work colleagues do every day, in line with our values, to make OUH a great place to work for our people, patients, and populations.
- 4.3. Our instant recognition programme has been a great success - more than 4,500 notes of appreciation have been sent. The scheme allows individuals to send short, personalised instant messages, which can be linked to Trust values, to recognise colleagues. Moving forward, a new feature is being tested for our instant recognition which will allow colleagues to recognise teams.
- 4.4. New monthly and quarterly recognition initiatives were implemented in the first quarter of the 2024-25 financial year, with over 1500 colleagues being nominated across the Trust for the monthly recognition to date. The first

quarterly, face-to-face staff recognition event was held at the JR on 18 November 2024 where the CEO and some of the Chief Officers presented certificates to staff nominated for Monthly Recognition awards and for the Reporting Excellence scheme, as well as Long Service Awards to colleagues who have worked at OUH for 25 years+.

- 4.5. Board members attended and presented awards at the annual Staff Recognition Awards event at Oxford Town Hall on 5 September 2024. Board visibility included local media coverage, live tweeting during the event, and photos published on the [Staff Recognition pages of the Trust website](#).

#### ***Staff Briefing – In Brief***

- 4.6. A monthly *Staff Briefing – In Brief* email detailing key messages is circulated to Divisional senior management teams, Corporate Directors and other leaders after each month's Virtual Staff Briefing. This is then cascaded to colleagues in their areas of the Trust for use in team meetings, Safety Huddles and other forums. The first issue was published in April 2024 and the Communications team is planning to audit its impact and effectiveness in Q4 2024/25.

#### **Extraordinary virtual conversation with colleagues in response to unrest**

- 4.7. More than 650 staff attended this session on MS Teams on 8 August 2024, which was organised at short notice in response to staff concerns about the civil unrest in the country. It was jointly hosted by the CEO and Chief Officers with the Co-chairs of the BAME Staff Network.

## **5. Recommendations**

- 5.1. The Trust Board is asked to note the content of the paper, and the new process for collecting feedback, for information.

Appendix 1: Visibility Activities

<b>Activity/Visit</b>	<b>Date</b>	<b>Visit Leads</b>
CEO Breakfast	May 2024	CEO, Chief Nursing Officer
Maternity	May 23024	Director of Midwifery, Non-Executive Director
Blood Safety and Conservation Team	May 2024	Chief Nursing Officer, Non-Executive Director
Health & Safety Audit – NOC	May 2024	Head of Health & Safety, Director, Governor
CTASU Churchill	May 2024	Divisional Director CSS, Chief Finance Officer, Non-Executive Director, Governor
MRC Services at Horton	May 2024	Chair, Chief Estates and Facilities Officer, Governors
Nursing and Midwifery Conference	May 2024	Chair
Meet the CEO and Chief Officers – all staff – OUH Cowley	June 2024	CEO, Chief Officers, Guest speakers on 24/7 Thrombectomy and Hospital at Home
CEO Breakfast JR	June 2024	CEO, Chief Operating Officer
Volunteers Lunch JR	June 2024	CEO, Chair, Chief Operating Officer
CEO Breakfast NOC	July 2024	CEO, Chief Finance Officer
SUWON services Churchill	July 2024	Chair, Chief Nursing Officer, Divisional Director, Divisional Director of Nursing
CMU Wards and John Warin Ward	July 2024	CEO, Divisional Director of Nursing MRC
CSS Services at JR	July 2024	Chief Medical Officer, Non-Executive Director, Divisional Director
Heart Centre and Osler Ward	July 2024	Chief People Officer, Divisional Director MRC, Non-Executive Director
CEO Breakfast Churchill	August 2024	CEO, Deputy Medical Director
Visit to Cath Lab/TAVI	August 2024	CEO

Annual Staff Recognition Awards	September 2024	CEO, Chief Officers, Non-Executive Directors
Visit to Urology	September 2024	CEO
CEO Breakfast – Horton	September 2024	CEO, Chief People Officer
Quarterly Meet CEO and Chief Officers – Horton	September 2024	CEO and Chief Officers, Guest Speakers on Patient Safety Incident Response Framework (PSIRF) and Transcatheter Tricuspid Calve Replacement (TTVR)
Visit to Radiotherapy and Reporting Excellence Presentation	October 2024	CEO
CEO Breakfast – NOC	October 2024	CEO, Deputy CEO
Quarterly Staff Recognition Event	November 2024	CEO, Deputy CEO, Chief Nursing Officer, Chief People Officer
CEO Breakfast – Churchill	November 2024	CEO, Chief Operating Officer
NOC Inpatients, Out Patients, Admin Offices, Day ward, Theatres, Recovery	November 2024	Chief Operating Officer, Divisional Director of Nursing (NOTSSCaN), Clinical Director – Orthopaedics
Digital Services – Paper free Project Briefing, IT Service Desk, IT Support, Infrastructure Teams (Servers, Networks and PACS) Digital Nursing Informatics Leads	November 2024	Chief Digital and Information Officer, Director of Digital Services, Non-Executive Director
Radiology – Gamma Camera, ED CT, MRI, Neuroradiology	November 2024	Interim Divisional Director (CSS), Clinical Director – Radiology, Directorate Manager – Radiology, Non-Executive Director, Interim Deputy Chief Estates and Facilities Officer, Deputy Director of Capital Development
Services and Directorates in the West Wing	November 2024	Chief Nursing Officer, Non-Executive Director, Divisional Director (NOTSSCaN) Divisional Director of Operations (NOTSSCaN)
Horton – Endoscopy, Renal Dialysis, Gynaecology, Maternity, Brodie Centre, Theatres Day Case Unit	December 2024	SUWON Divisional Director of Nursing, Chair, Non-Executive Director
Volunteer Lunch – Horton	December 2024	Chair, Non-Executive Director, Chief People Officer

Volunteer Lunch – JR	December 2024	Chief Operating Officer, Chief Nursing Officer
MRC Services – JR	December 2024	Deputy Chief Executive Officer, MRC Divisional Director of Operations
MRC Services – Horton	December 2024	Deputy Chief Executive Officer, MRC Divisional Director of Operations
Apprentice Network	December 2024	Chief Finance Officer
Disability and Accessibility Network Conference	December 2024	Chair, Deputy Chief Executive Officer