

## Cover Sheet

Trust Board Meeting in Public: Wednesday 8 November 2023

TB2023.104

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**Title:** Board Visibility Update

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**Status:** For Information

**History:** Trust Board

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**Board Lead:** Chief Executive Officer

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Communications and Engagement

**Confidential:** No

**Key Purpose:** Strategy

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## Board Visibility Update

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### 1. Purpose

- 1.1. This paper provides an update on progress made on the Board Visibility Plan that was approved by Trust Board in September 2022.

### 2. Background

- 2.1. A Board Visibility 5-point Improvement Plan was developed in Summer 2019 in response to the recommendations of a Deloitte review and staff feedback received through the 'Discovery' phase of the Trust's Culture and Leadership Review. Together with the results of the annual NHS Staff Survey at the time, the importance for staff of face-to-face contact and connection with Executive Directors and Divisional senior management team members was recognised.
- 2.2. A paper to Trust Board in 2022 detailed progress on the 5-point improvement plan which included use of social media, Face-to-Face visibility, TME Blog, Trust Board Blog, and Saying Thank You, as well as describing other visibility improvements (Weekly Safety Messages, Virtual Staff Briefings, repurposed Digital Screens and Executive sponsorship of Staff Networks).

### 3. Current Position

#### Business As Usual – 5-point Improvement Plan

- 3.1. It can be evidenced that much of the 5-point improvement plan is now considered business as usual. Weekly Safety Messages are issued, Virtual Staff Briefings are held on a monthly basis – over the last 12 months the average on the day attendance at the briefings stands at 432.

#### Social Media

- 3.2. The use of the Trust's social media channels to amplify Board visibility is now established as part of our External Communications Strategy – as of 20 October 2023, the reach of this activity is as follows:
  - X (formerly Twitter): 20,072 followers (an increase of over 3000 followers in the last year)
  - Facebook: 25,239 likes
  - Instagram: 8,730 followers
  - LinkedIn: 24,750 followers

## **Blogs**

- 3.3. The **Trust Board Blog** aims to improve the link between the Board and staff by sharing information about what is discussed and decided at the public Board meetings held every 2 months. This was done in response to feedback from staff about the need for us to do better in this regard. The Trust Board Blog is emailed to all staff, posted on the Council of Governors web forum and published on the staff intranet.
- 3.4. The **TME Blog** aims to improve the transparency of decision making and discussions at the fortnightly Trust Management Executive (TME) meetings, attended by Executive Directors, Divisional Directors and some Corporate Directors. The TME Blog is emailed to all staff and published on the staff intranet.
- 3.5. Feedback from staff about the Blogs has been positive – see below for a selection:

### **Trust Board Blog – staff feedback**

*“I just wanted to say a huge thank you for the vast improvement in how this Blog is now set out, it is so much easier to read and the messaging is much clearer”.*

*“I just wanted to say thank you for the Trust Board Blog, it is great to be informed about the key issues within the trust and allows for a moment of reflection on the wider issues outside our normal day to day”.*

*“The Trust Board Blog is a definite positive for visibility into how the Board operates and considers relevant items, as well as accountability and transparency”.*

### **TME Blog – staff feedback**

*“Just wanted to say that I really like the TME Blog. It is clear and concise and provides an update on the key pieces of work taking place”.*

*“I have just read the TME Blog and as you asked for feedback, I would like to say that I find the blog very useful and interesting. I particularly like the succinct format, so it gives us interesting information but is very easy to read”.*

*“I just wanted to say how helpful I find these blogs – as someone who is close to TME but not in it and really useful to then share with my team”.*

## 4. Increased Visibility

### Face-to-Face Visibility

- 4.1. Over the last 12 months there has been an additional focus on face-to-face visibility of Executive and Non-Executive Directors as well as Divisional Senior Leadership Teams.
- 4.2. A programme of visits to clinical and non-clinical areas of the OUH and across all sites has been created and is being delivered. Details of visits can be found in Appendix 1.
- 4.3. In addition to this programme, Executive and Non-Executive Directors and Divisional Senior Leadership Colleagues have been attending regular Staff Recognition events and presentations in both clinical and non-clinical areas including Oxford Scheme for Clinical Accreditation (OxSCA), the OUH quality assurance scheme for clinical areas across the Trust; DAISY Awards; Reporting Excellence and events to celebrate the work of our OUH volunteers.
- 4.4. The Chief Executive has introduced a monthly schedule of CEO breakfast meetings which rotates across all four sites. Since September 2022, 180 staff have attend CEO breakfast meetings. Another Chief Officer or Non-Executive Director accompany the CEO at the breakfast.
- 4.5. Executive and Non-Executive Directors together with Divisional Senior Leadership Teams have also supported a variety of National/International recognition days which have been led by our OUH Networks and other colleagues, for example, National Estates Day, World Menopause Day roadshows, Freedom to Speak Up month roadshows, and events celebrating Black History Month including a OUH conference.
- 4.6. The CEO undertakes formal half day visits to spend time with clinical and non-clinical teams at their 'place of work'. Visits to Cardiac surgery, Neurosurgery, Fetal medicine, NOC theatres, Emergency Department, Interventional Neuroradiology, AAU and Procurement have taken place.
- 4.7. Trust Board and Divisional attendance at face-to-face events is amplified via Trustwide internal communications channels and via the Trust's social media channels for external communications.
- 4.8. The 2023 Staff Survey has included questions linked to visibility. The results will be available in 2024 and will potentially provide quantitative information which can be incorporated into visibility activities.
- 4.9. To date, any feedback provided post visit has been via email. Whilst any remedial activities (e.g. broken bathroom door) have either been completed or raised with the relevant divisional colleagues where longer term solutions need to be implemented, this method of feedback has made

the tracking of actions complex. Going forward, plans to formally capture feedback from visits using a short e-form are being developed to enable positive feedback and suggestions for improvement to be collated and shared with staff. Collection via this method will enable any required action to be documented and tracked in a more cohesive way.

### **OUH People Plan Update Virtual Listening Events – quarterly**

4.10. The Chief People Officer and his senior leadership team hold quarterly listening events on MS Teams to update staff on progress against the OUH People Plan priorities and to provide a forum for staff to ask questions and discuss how together we can make OUH a great place to work.

4.11. Since the Board and Divisional Visibility Plan was approved by the Trust Board in September 2022, staff attendance at the quarterly People Plan Virtual Listening Events has been as follows:

#### **2022**

Dec                      460 staff attended 3 listening events

#### **2023**

Mar                      360 staff attended 3 listening events

July & Aug            645 staff attended 5 listening events

## **5. Conclusion**

- 5.1. Since 2019, activities and opportunities to increase the visibility of the Trust Board and Divisional Senior Leadership teams have been identified and actioned, and in many instances have now been incorporated into Trust life as business as usual.
- 5.2. Board and Divisional Senior Leadership visibility opportunities will continue to be identified and scheduled to ensure activities become business as usual. Plans to extend attendance to include OUH Governors have been put in place and will commence in November 2023 and continue throughout 2024.
- 5.3. Going forward, and in order to increase feedback with the areas visited, a short post-visit e-form will be created shared with those visiting areas. This will be designed to capture information on positive findings as well as suggestions for improvements.
- 5.4. The results of the 2023 staff survey and the specific questions relating to visibility will be also reviewed to establish whether staff have noted the increased visibility activities, and whether this can be used to inform future activity plans.

## **6. Recommendations**

6.1. The Trust Board is asked to:

- Note the increase in Board and Divisional Senior Leadership face-to-face visibility over the last year.
- Note the extension of visibility in 2023-2024 to include OUH Governors.
- Note the plans to capture visit feedback and to share with staff in the areas visited.

Appendix 1: Programme of site visits

| <b>Area Visited</b>   | <b>Date</b>   | <b>Visit Leads</b>  |
|---|---------------|---|
| Women's Centre, AAU, ED with Chair, BOB ICS                                     | January 2023  | Chair, CEO, Divisional Director – MRC, Clinical Directors – Maternity, AMR, Clinical Leads  |
| Level 7 Wards, JR   | January 2023  | Chief Operating Officer, Clinical Director - AMR  |
| Nuffield Orthopaedic Centre and Community Diagnostic Centre with Will Quince MP | February 2023 | CEO, Chief Operating Officer, Clinical Directors  |
| Level 5 Wards, JR   | February 2023 | Chief Assurance Officer, Divisional Director of Operations - MRC  |
| Early Pregnancy Assessment Unit, Rose Hill with CEO, NHS England                | February 2023 | CEO, Divisional Medical Director – SUWON, Clinical Lead and Consultants   |
| West Wing   | February 2023 | Chief Assurance Officer, Deputy Divisional Head of Operations - NOTSSCaN  |
| Nuffield Orthopaedic Centre   | March 2023    | Interim Chief Medical Officer, Divisional Director – NOTSSCaN   |
| West Wing, Maternity, Pharmacy, Heart Centre                                    | March 2023    | Chairman, Non-Executive Directors, Chief Operating Officer, Divisional Director of Operations - NOTSSCaN, Deputy Divisional Head of Nursing – MRC |
| Neonatal Unit   | April 2023    | CEO, Non-Executive Director, Divisional Director - NOTSSCaN   |
| Horton – ED   | May 2023      | Chief Assurance Office, Matron ED & EAU   |
| Cellular Pathology, Big Data Institute, AAU, ED with NHSE Transformation Team   | May 2023      | CEO, Chief Digital and Partnerships Officer, Chief Operating Officer, Chief Medical Officer, Clinical Directors and Consultants                   |
| Neonatal Unit; Safe Staffing; Churchill Theatres                                | May 2023      | Chief Nursing Officer, Chairman, Non-Executive Directors  |
| JR – ED   | June 2023     | CEO   |

|   |                |   |
|---|----------------|---|
| Nuffield Orthopaedic Centre – Wards and Theatres  | June 2023      | CEO, Non-Executive Director, Matron   |
| Churchill site – Health & Safety Audit and visibility visit   | June 2023      | Non-Executive Director, Head of Health and Safety, Divisional Director of Nursing – SUWON   |
| Volunteers Week Thank You events  | June 2023      | CEO, Chair, Non-Executive Directors   |
| Procurement – JR  | June 2023      | CEO   |
| Maternity Ultrasound  | June 2023      | Chief Assurance Officer   |
| NHS 75 Thank You events – Horton, JR, NOC and Churchill   | July 2023      | Chief Officers, Non-Executive Directors   |
| NHSE Regional Director visit to Critical Care and Oxford Hospitals Education Centre                               | July 2023      | CEO   |
| Neonatal Unit   | September 2023 | Non-Executive Director, CEO, Deputy Divisional Head of Nursing - NOTSSCaN   |
| Churchill site  | September 2023 | Chief Digital and Partnerships Officer; Deputy Divisional Head of Operations  |
| Eye Hospital, Specialist Surgery Ward; Heart Centre; Pathology Laboratories; Maternity; West Wing Radiology, TSSU | September 2023 | Interim Chief Medical Officer, Chief Finance Officer, Chief People Officer, Chief Nursing Officer, Chairman, Non-Executive Directors, Clinical Director – Ophthalmology, Clinical Director – Pathology & Laboratories, Consultants, Ward Managers-SSIP, Divisional Director – MRC, Deputy Divisional Head of Nursing – MRC, Divisional Director - CSS |
| Nuffield Orthopaedic Centre - Health and Safety Audit   | October 2023   | Chief Digital and Partnerships Officer, Head of Health and Safety   |
| Horton Hospital – Health and Safety Audit   | November 2023  | Chief Nursing Officer   |
| Nuffield Orthopaedic Centre - Pre-operative Pathway   | November 2023  | Clinical Director, Non-Executive Director, Lead Governor  |
| Volunteer Thank You Events  | December 2023  | CEO, Chair, Non-Executive Directors   |