

Cover Sheet

Trust Board Meeting in Public: Wednesday 28 September 2022

TB2022.077

Title: Board and Divisional Visibility Plan

Status: For Information

History: A version of this paper was presented at the Trust Management Executive (TME) meeting on 1 September 2022 – it has been revised to incorporate comments and feedback from TME members

Board Lead: Joint Chief People Officer and Chief Executive Officer

Authors: Matt Akid, Director of Communications & Engagement and Professor Meghana Pandit, Chief Executive Officer

Confidential: No

Key Purpose: Strategy

Executive Summary

1. A Board Visibility Improvement Plan was approved by the Trust Management Executive (TME) in September 2019 in response to the Deloitte report recommendations and the results of the 'Discovery' phase of the Trust's Culture and Leadership Review.
2. It was a 5 Point Improvement Plan which focused on Executive Directors' Twitter accounts, face-to-face visibility, TME Blogs and Trust Board Blog, Saying Thank You.
3. This paper presents a revised plan for Board and Divisional visibility, incorporating comments and feedback after a version of this paper was discussed at the TME meeting on 1 September 2022.

Recommendations

4. The Trust Board is asked to:
 - Note progress against the Board Visibility Improvement Plan since its approval in September 2019.
 - Support the recommended approach for developing and improving Board and Divisional visibility further.

Board and Divisional Visibility Plan

1. Purpose

- 1.1. This paper provides an update on the implementation and impact of the Board Visibility Improvement Plan which was approved by the Trust Management Executive (TME) in September 2019.
- 1.2. It summarises progress against each element of the 5 Point Improvement Plan and also outlines a range of other Board visibility activities which have been undertaken over the past 2 years but which were not included in the original plan.
- 1.3. The paper also makes recommendations for future Board visibility activities, building on the progress made since September 2019, in order to embed visibility in internal and external communications and engagement campaigns.

2. Background

- 2.1. A Board Visibility Improvement Plan was developed in Summer 2019 in response to the Deloitte review recommendations and staff feedback received through the 'Discovery' phase of the Trust's Culture and Leadership Review, as well as the results of the annual NHS Staff Survey which demonstrate that staff value face-to-face contact with Executive Directors and Divisional senior management team members.
- 2.2. The 2019 plan was developed following conversations at TME and at Trust Board seminars after the Deloitte review was published in January 2019 and a leadership behaviours survey and other staff engagement activities were undertaken following the launch of the Culture and Leadership Review in May 2019.
- 2.3. The Board Visibility Improvement Plan, approved by TME in September 2019, focused on a small number of high impact actions to make a difference – a 5 Point Improvement Plan.

3. Progress against the 5 Point Improvement Plan

- 3.1. **Executive Directors' Twitter accounts** so that Board members are seen to be visible on social media as many OUH staff have social media accounts and, according to the results of our Internal Communications Survey 2021, more than 60% of staff who took part in the survey follow OUH. It was recognised that not all Board members wish to be on social media for a range of personal and professional reasons. However, the majority of Executive Directors are now active on Twitter, as is the Trust

Chair and a number of Non-Executive Directors. Please do include @OUHospitals and #OneTeamOneOUH in your tweets so @OUHospitals see them and can re-tweet from the Trust's main Twitter feed which now has more than 17,000 followers, as this will also improve Board visibility.

- 3.2. **Face-to-face visibility** has been a challenging area due to the restrictions imposed by the COVID-19 pandemic – it has not been possible to implement some of the proposals included in the 5 Point Improvement Plan, for example Board visibility activities on public Trust Board meeting days have not been put in place as Board meetings are being held virtually and the Staff Recognition Awards (divisional events and the main Trust event) were not held in 2020 due to COVID-19. However, face-to-face visibility has been improved through new and ongoing initiatives such as the monthly Reporting Excellence presentation by the Chief Medical Officer, DAISY Awards presentations by the Chief Nursing Officer, and regular Oxford Scheme for Clinical Accreditation (OxSCA) awards. These are all publicised widely via the Trust's internal communications and social media channels. It was possible to again hold the Staff Recognition Awards in person in 2022 and this year we also staged 'reveal' meetings for some nominees by some Execs and Corporate / Divisional Directors either virtually or face to face.
- 3.3. **TME Blogs and Trust Board Blogs** were introduced to improve transparency of decision making and priorities, and Board visibility, following approval of the Board Visibility Improvement Plan in September 2019. **TME Blogs** are emailed to all staff from different TME members, depending on the focus and the topics, after each fortnightly TME meeting. The authors and the topics are agreed with the Chief Executive Officer at the end of each TME meeting. The Blogs are drafted by the Director of Communications & Engagement. **Trust Board Blogs** are emailed to all staff and posted on the Council of Governors web forum after each bi-monthly public Trust Board meeting. The content is agreed with the Trust Chair. The Blogs are drafted by the Director of Communications & Engagement. They include links to videos of the Chief Executive Officer presenting a report to the Trust Board, as well as recordings of the Board meetings in full, as they are being held virtually.
- 3.4. **Saying Thank You** is key to the Trust Board's commitment to staff recognition and celebrating success. This has been particularly important during the COVID-19 pandemic. #OneTeamOneOUH has become embedded in the Trust to demonstrate a culture of togetherness and recognising the key role which staff play, wherever they work and whether they work on the frontline or 'behind the frontline'. A number of personal messages from the Chair, Chief Executive Officer and other Executive Directors have been communicated to staff via both internal

communications and social media channels. A special virtual Staff Briefing was held in December 2020 to allow a space for a more informal briefing session which enabled the Executive team to thank colleagues across the organisation. The Trust's eBook, *Stories from the COVID-19 Pandemic - #OneTeamOneOUH*, which was the brainchild of the previous Chief Executive Officer and which included a personal welcome message from him, was praised by the CQC following the inspection in May 2021 as an example of best practice in staff recognition. Board visibility also continues to be strengthened through opportunities to say thank you and celebrate success such as Reporting Excellence, DAISY Awards and the OxSCAs.

4. Other Board visibility improvements not included in the 5 Point Plan

- 4.1. **Weekly Safety Messages** are communicated to all staff by the Chief Medical Officer and the Chief Nursing Officer every Tuesday – this demonstrates visible Executive Director ownership over and leadership on patient safety issues; this has led to significant improvements in Staff Survey scores relating to this area and OUH won the 'Changing Culture Award' at the *HSJ Patient Safety Awards* in September 2021. Weekly Safety Messages are available on the staff intranet Homepage and more information about the 'Changing Culture Award' is available on the Trust website [here](#).
- 4.2. **Virtual Staff Briefings** were developed in partnership by the Communications, OMI and Digital teams in response to the COVID-19 pandemic and restrictions on face-to-face meetings including the monthly face-to-face Staff Briefings which were previously based at the JR with videolinks to the Horton and OUH Cowley. Switching the monthly briefing sessions has improved Executive Director visibility because the change has led to significantly increased staff attendance – both watching live and those staff watching the recording if unable to watch live – and interactivity/two-way communication because staff are invited to submit questions in advance and they can also post questions during the session. More recently, staff have been asked to report positive news and report excellence at these briefings which is very much appreciated by all.
- 4.3. Similarly, **Virtual public Trust Board meetings** necessitated by the restrictions on face-to-face meetings during the COVID-19 pandemic improved Trust Board visibility because the meetings were recorded and the links to the YouTube videos of the Board meetings were publicised via the Trust Board Blogs emailed to all OUH staff and governors – hundreds of people watched each of these recordings.
- 4.4. The Trust's **Annual Public Meeting (APM)** was held virtually in September 2020 and again in September 2021, due to COVID-19

restrictions on face-to-face meetings. The APM 2021 was held on Wednesday 29 September. Switching from face-to-face to virtual improved Board visibility with increased attendance of staff and other stakeholders either watching live or watching the recording of the meeting on the OUH YouTube channel afterwards. In 2020 a total of 980 people watched the APM either live or afterwards on YouTube. In 2021, a total of 625 people watched the APM either live or afterwards on YouTube.

- 4.5. **Digital screens** on all hospital sites have been repurposed since the start of the COVID-19 pandemic as another internal communications channel, with the majority of the messaging aimed at staff rather than patients and the public because of restrictions on visiting our hospitals. The screens include personal messages from Trust Board members on key internal communications and staff engagement campaigns – thus providing another communications channel to improve Board visibility.
- 4.6. **Staff Networks** now all have an Executive Director ‘sponsor’ to demonstrate commitment to the equality, diversity and inclusion agenda – this enables us to ensure that Executive Director visibility is embedded in key internal communications campaigns relating to the Staff Networks e.g., Black History Month, International Women’s Day, and Pride. We also have designated NED champions in key areas such as Equality, Diversity and Inclusion and Wellbeing..
- 4.7. **Key internal communications and staff engagement campaigns and priorities** all now have Executive Director visibility embedded in their communications plans e.g. Freedom to Speak Up Review staff engagement (July 2021 – Chief Assurance Officer), Sustainability Strategy staff engagement (Aug 2021 – Chief Digital & Partnerships Officer), Staff Survey (September-November 2022 – Joint Chief People Officer), Speak Up Month (October 2022 – Chief Assurance Officer), Winter Vaccinations programme (launching 3 October 2022 – Interim Chief Medical Officer & Chief Nursing Officer), and Admin Appreciation Week (w/c 3 October 2022 – Chief Operating Officer) to ensure that visibility is ‘business as usual’ and considered as integral to these campaigns. Where possible, Non-Executive Directors are also involved and included in these campaigns.

5. The way forward – plan to develop and improve Board and Divisional visibility further

- 5.1. Build on the successful implementation to date of the 5 Point Improvement Plan approved by TME in September 2019 – as detailed under Section 3.
- 5.2. Build on the other Board visibility improvements developed since the 5 Point Improvement Plan was approved – as detailed under Section 4.

- 5.3. The Chief Executive Officer to take the lead in determining how this plan to develop and improve Board and Divisional visibility further is co-ordinated and brought together into a single calendar of activities.
- 5.4. Involve both Clinical and Corporate Divisional leaders in implementation of the plan.
- 5.5. Capitalise on the opportunities for visibility presented by pre-existing meetings and events.
- 5.6. Embed Board visibility in all communications plans for major campaigns and projects to ensure that it is 'business as usual' and that Executive Director leads are clearly identified for all such campaigns.
- 5.7. Develop further opportunities to improve face-to-face visibility – Communications team to liaise with Executive Assistants on linking in with Executive Directors' existing 'out and about' time and Director of Communications & Engagement to discuss with the Chief People Officer potential for a new 'reverse mentoring' or 'back to the floor' initiative.
- 5.8. Improve face-to-face visibility with PFI staff – Communications team to liaise directly with Mitie post-mobilisation of new JR PFI Soft FM contract in November 2021.
- 5.9. Strengthen the visibility of Staff Networks within the Trust and the visibility of the role of Executive Directors as 'sponsors' of each of these networks.
- 5.10. CEO to hold monthly CEO Breakfast events with 12 members of staff, 3 from each Division personally invited – at 7.45am on a Tuesday morning. Another Executive Director or Non-Executive Director to join if available.
- 5.11. CEO to continue to hold monthly walkarounds with the IPC and Medicines Management teams – with Non-Executive Directors and/or Governors if available – on all Trust sites.
- 5.12. Interim Chief Medical Officer, Chief Nursing Officer and Chief Operating Officer to hold monthly walkarounds with their teams and Divisional senior management teams.
- 5.13. Build on the success of the Reporting Excellence, DAISY Awards and OxSCAs presentations by creating one programme of appreciation and recognition throughout the year based on our values, with wider involvement from other members of the Executive team and Divisional Directors.
- 5.14. Divisional senior management teams to develop a programme of monthly walkarounds with the CEO, Trust Chair (and potentially Non-Executive Directors and Governors).
- 5.15. Build on the success of the fortnightly QI Stand Up sessions by making them open access Teams meetings which any member of Trust staff can

join, as is now the case with the monthly Virtual Staff Briefings with the Executive team.

- 5.16. Build on the success of the monthly virtual Staff Briefings with the Executive team by encouraging participation from a wider range of staff speaking about items they lead on, and a two-way approach to sharing successes during the briefing from staff who attend.
- 5.17. Joint Chief People Officer to hold regular virtual listening events to listen and update staff on the Trust's new People Plan in terms of progress and successes, along with sharing challenges being experienced and gain input into solutions. These events will also provide staff with the opportunity to feedback on what is working well and what could be even better. The next listening events are already scheduled to take place in early December 2022.

6. Recommendations

6.1. The Trust Board is asked to:

- Note progress against the Board Visibility Improvement Plan since its approval in September 2019 and note progress of other Board visibility activities which were not included in the original 5 Point Improvement Plan.
- Support the recommended approach for developing and improving Board and Divisional visibility further.