

Staff engagement strategy

Reward and Recognition plans 2015-2018



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Executive Summary

The People Strategy further supported by the Recruitment and Retention strategy set out key objectives that indicate that engaging with staff and developing ourselves as an employer of choice are paramount to our continued success (or indicates that engaging with staff is paramount to developing ourselves as an employer of choice). This strategy and plan sets out plans on how we enhance staff engagement and use the opportunities to ensure staff are at the heart of all we do, as we strive to become a foundation trust when staff will become members of the organisation we will develop a feeling of real ownership and influence.

This strategy and plan sets out what staff engagement is, why it is important, key roles, reflecting on what we have already implemented and how we propose to enhance staff engagement across the organisation.

It also describes how we will measure engagement on an ongoing basis in addition to the staff survey. Staff engagement must become embedded in a number of the organisation's strategies. This plan links to other strategies and sets out some of the key activity to be put in place through the life of this strategy. This is not an exhaustive list of activity and will evolve as we listen to staff.

Introduction

The People Strategy, approved by the Board in March 2014, has staff engagement at the heart of its objectives ensuring we are *engaging with staff and developing NDHT as an employer of choice*. In addition, at its meeting in March 2015, the Board received an update and analysis of the 2014 staff survey.

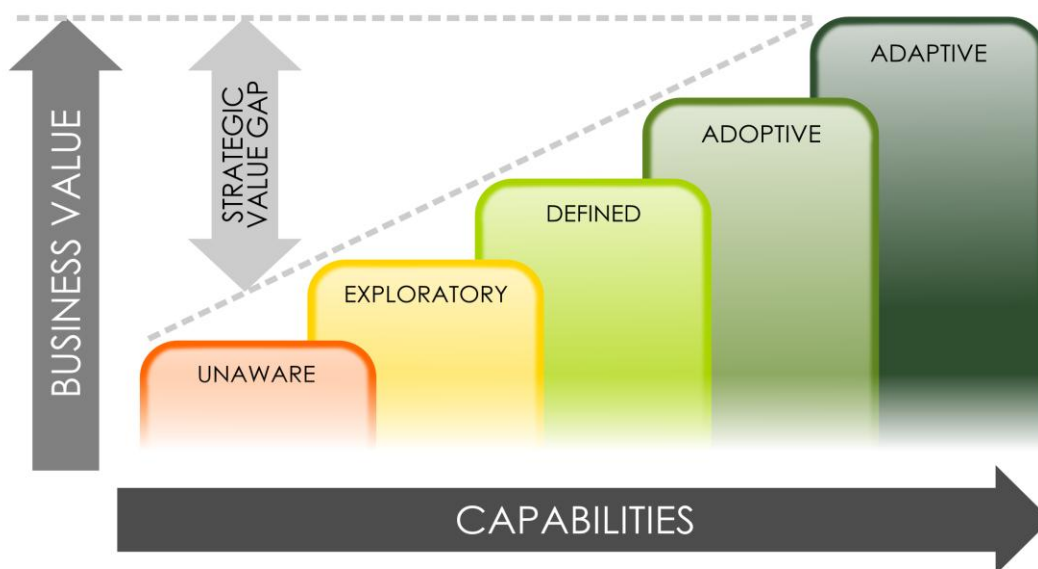
Although we have been seeing a continued improvement in staff engagement, we need to build a strategy that gives NDHT the opportunity to maintain its position as one of the Best NHS Trust to work for against a backdrop of increasing change and uncertainty. The , This strategy therefore identifies ways in which we can build upon staff engagement and develop a plan that ensures we put staff at the heart of decision making and develop communication at all levels.

Background

Strong staff engagement is key to the success of any organisation. In NHS organisations it has been shown that high levels of staff engagement lead to better patient outcomes and better use of resources. This strategy builds on tested best practice and the Workforce Team structures will be reviewed to ensure a greater focus on engagement building to a high level of maturity based on evidence within other NHS, organisations and businesses such as John Lewis who have well established models of engagement. Moving through a maturity model as depicted in chart 1 overleaf.

Chart 1 Staff Engagement Maturity

Emergent Collaboration Maturity Model



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<https://www.cloudave.com/27679/the-five-step-maturity-model-for-building-a-collaborative-organization/>

Current assessments would indicate that much of our engagement is exploratory with some transition to defined although the plans aim to enable NDHT to develop an approach that is consistently focussed on an adaptive model within 18 months. The supporting plan is indicative of a infrastructure that will support Foresight. Based upon the people and recruitment strategies the ambition is to engage with the workforce to ensure we maintain and enhance:

- A strong sense of shared ownership across the staff within the organisation transitioning to membership.
- A high performing organisations that engages, communicates and involves their staff in all that they do
- A diversity of ideas and suggestions for improvement from staff
- A shared understanding of the key issues and challenges
- A place where staff not only choose to work for us but recommend us to others
- A place where staff recommend use of our services.

The Strategy seeks to describe and build upon a established approach to staff engagement and strong relationship with staffside. It also describes engagement to be undertaken to set the direction of the Trust and live the vision and values.

This strategy and supporting plan sets out what staff engagement is, why it is important, reflects what we have already been doing and how we proposed to better engage staff across

the organisation. It also describes how we will measure engagement on an ongoing basis as well as through the staff survey.

What is Staff Engagement

Staff engagement can be built around a star model as depicted in Chart 2 below based on five key elements:

- Delivering through Great management and leadership - being visible, open and accountable with two-way communication channels and that direct line from the Board to the frontline
- Enabling involvement and decision making - ensuring staff are properly engaged and consulted on the direction of the organisation and the way in which things are done, not only on a service and patient care level but organisation wide. This needs to be an on-going dialogue
- Supporting personal development and learning - providing opportunities for teams to grow and learn to achieve high quality care and good patient outcomes.
- Ensuring every role counts - having mechanisms for staff to share and learn, put into action good ideas and make a real contribution to how the ways in which services are delivered.
- Promoting a healthy and safe work environment - where staff can deliver high quality, safe services and operate to the best of their ability. A good environment also stimulates innovation and transformation and contributes to a positive patient experience

Chart 2 Staff Engagement Star



NHS Innovation Centre

Staff engagement can be depicted in the way people think, act and behave at work. It is more than simply good communication. Engaged staff will be committed to and an advocate for the organisation.

Engaged staff will work well as part of a team and contribute to innovation through a desire to improve things for their patients, themselves and the wider organisation.

NHS Employers describe these through the Staff Engagement Star whereby we need to ensure that all five points of staff engagement are addressed in order to deliver effective and sustainable engagement

Why is staff engagement important

Successful organisations can demonstrate strong staff engagement. Through the pledges in the NHS Constitution the NHS has committed to ensuring staff have a positive experience at work.

Research has shows that good staff engagement leads to:

- improved quality of services
- reduced patient mortality
- Improved staff health and well-being
- lower levels of sickness absence
- greater financial efficiencies.
- Improved retention and recruitment

Engaged staff are more likely to go the extra mile for an organisation, have job satisfaction, contribute to the innovation and transformation and support their colleagues.

At a time when significant transformation is required and the NHS goes through challenging times, maintaining an engaged workforce is more important than ever. Our staff have a valuable perspective on what is happening within the organisation and their team. Their views of how their service is operating provide an important perspective to inform service delivery and to deliver transformation.

There are clear links between staff engagement and levels of patient satisfaction. In addition staff engagement has a clear link to workforce targets that will improve quality and deliver elements of CIP, including:

- staff sickness,
- levels of appraisal and statutory and mandatory training.
- Increased moral
- Staff and mananger behaviours

NHS Employers have identified how staff engagement impacts on the health and wellbeing of a workforce which will mean staff are at a much lower risk of long term health factors, are more likely to display positive behaviour changes and have increased morale. This evidence strengthens the need to further enhnance staff engagement.

How we will engage our staff

As previously described, staff engagement links to a number of strategies and actions already in place across the organisation:

- People Strategy – which sets out what good would look like in staff development and some of the work already in place.
- Leadership framework – actions described in the Leadership framework demonstrate leadership development across the system, how we will develop and support clinical leaders, create a culture of empowerment and innovation and invest in leadership development, further supported by ambitions around autonomy and the clinically led organisation.
- Equality and Diversity Strategy - actions to ensure we are meeting the objective of demonstrating equality leadership from every seat of the organisation.
- Recruitment and Retention Strategy – which describes the approach the Trust is taking to attract and retain staff within the organisation

There is a need to embrace innovation and service improvement work and it is suggested that a clear way in which we are engaging our staff to understand and lead innovation. An Innovation Forum and ideas scheme provide routes for staff to suggest and try out ideas that can be implemented locally building on the LiA model introduced in 2014, in teams or organisation wide.

A large part of the transformation programme will be through rapid improvement LiA events where teams come together to look at the way in which they work and how this can be more effective to improve patient care and /or efficiency.

There is a need to enhance the support of team recognition understanding the ‘social value’ of their services – describing how their service and patient care has a wider social value above and beyond the health impact. This provides opportunities for staff to come together with their patients and their families to look at the way in which services are delivered, the impact of these and whether changes could be made to make a larger impact.

We will utilise workforce metrics and enhance reporting to help measure and quantify improvements.

NDHT has been recognised for a number of areas of good practice in place and these can be used to further engage and communicate with our staff from the start of their induction to the organisation through to proposed annual staff awards and a focus of regular staff briefings. These need to be strengthened with the possible introduction of a new intranet and the review of the team brief process (HOD).

Appendix A identifies the key workstream and actions, these will be further supported by detailed plans or business cases to deliver the ambitions of this document and embedded to this document.

Engagement can only be enhanced through strong leadership at all levels and the key elements are detailed in the table below:

Board and leadership roles

It is clear that both involvement and support from the board and leadership at all levels are essential ingredients in a successful staff engagement approach, key elements to consider include:

- Boards and leaders can help create the compelling narrative that is the foundation of effective engagement. In an NHS context this means ensuring the organisation has patient care as a top priority. This enables staff to deliver compassionate care and develops values which are meaningful for staff.
- Boards and leaders need to support an inclusive and distributed leadership style for example an approach to leadership, which ensures that the views of staff are sought out and listened to, that different views are treated as legitimate and gives the maximum amount of authority to leaders at all levels. This will help develop a culture of on-going improvement rather than quality improvement being led by top-down or sporadic initiatives.
- Boards (and board members) and leaders must exemplify the type of behaviours they want to see. They need to work as a collective leadership of the organisation and develop partnerships inside and outside their trust. They must tackle practices such as bullying and harassment and ensure they have created a culture in which staff feels safe to raise concerns.
- The Board should seek to ensure leaders across the organisation understand the impact that staff experience and engagement can have on overall performance. Clinical leaders in particular should be aware of its impact on patient experience.
- The board will regularly review key indicators around staff engagement levels, not just an annual report around the staff survey. On-going information can be obtained from Staff Friends and Family Test results and even more so from locally designed surveys and potentially from an engagement platform providing other forms of feedback. The data should be used as a diagnostic tool. We already use patient stories and feedback to understand issues, staff feedback and stories would also play a similar role. HR colleagues should lead this work but all board members should support this.
- The board should support interventions to improve and sustain engagement as decided locally. It should seek this as an investment decision akin to capital investment. It should take into account the impact of other decisions, for example staffing levels on engagement. It can draw on the range of expertise from non-executives for ideas around engagement from inside and outside the NHS, although external ideas need to be appropriate.

Key Milestones

This document seeks to maintain and enhance the way we engage and value staff the following actions have been undertaken to develop key areas to be reviewed enhanced or developed:

Delivered

- Assessment of the current levels of staff engagement developing an understanding of current issues and areas for action.
- Run an engagement exercise around a particular issue, for example, the re-organisation of services in a particular area (LiA)
- Give staff direct access to patient feedback.
- Network of workplace health and wellbeing champions
- Link to other priority areas, such as health and wellbeing,
- Embed processes to local values statements that build on those contained in the NHS Constitution.
- Refer to the staff pledges in the NHS Constitution and especially the pledges of staff involvement.
- Link engagement to the people strategy of the organisation rather than a separate initiative.

Next steps

- Secure support for the new focus via a discussion with the board/senior leaders
- Organise direct engagement between senior leaders and front line staff. This needs to be done carefully to avoid being tokenistic or unsustainable.
- Ensure line managers understand and feel they are part of the new approach, for example, by running briefing or training sessions.
- Development of coaching network and embedding a coaching style to leadership
- Review internal communications, making best use of all available communication methods and ensuring dispersed staff are kept informed.
- Make the links with patient satisfaction and improved quality and productivity.
- Implement approaches to training which get staff to put themselves in patient's shoes
- Ensure visible support for the policy from the board/chief executive and involvement of operational managers and clinicians.
- The communications team will have a key role to play.
- One approach would be to form a working group of HR and other senior managers to take forward the plan and develop ideas.
- Share plans with other stakeholders such as staff side representatives to help shape the strategy and give it more credibility.

Table 1 Leadership as the key to engagement

| | |
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| Enhance Board visibility | <p>Programme of service visits built upon patient safety walkarounds</p> <p>Staff participation in board workshops (to include staff as well as patient stories at board through the development programme)</p> |
| Celebrate success | <p>Development of staff recognition scheme & Staff awards event</p> <p>Management of NHS Heroes</p> |
| Develop leading from Every seat | <p>Implement the clinical leadership model</p> <p>Implement personal responsibilities framework</p> <p>Annual Leadership Conference</p> |
| Develop and embed two-way internal communications structures | <p>Northern Devon Talk</p> <p>Health Matters</p> <p>Ask the Execs</p> <p>Team Brief (HODS)</p> <p>BOB</p> <p>Social media</p> |
| Maintain staffside relationships | <p>Staff side meetings</p> <p>Workforce / staffside meetings</p> <p>LNC / LCC's and Partnership Forum</p> |
| Develop processes that identify and support specific divisions/ teams where low engagement/ poor leadership or performance is identified. | <p>Reporting cycles</p> <p>Temperature checks</p> <p>Staff survey and people hubs</p> |
| Embed an innovation culture | <p>Innovation forum</p> <p>MAD ideas process</p> |

| Rapid Improvement Events (LiA) | |
|--|---|
| Create and maintain an inclusive and engaged workforce | Delivery of staff engagement plan |
| | Awareness raising of Board roles |
| | Develop champion network |
| Recruit and develop engaged staff | Implement values-based recruitment |
| | Implement new appraisal and revalidation process |
| | Ensure delivery of staff pre-boarding and induction |
| Promote health and wellbeing | Implement health and wellbeing action plan |
| | Roll out of “Have fun, feel good” organisational challenges |

More detail on the routine internal communication and engagement methods can be found in **Appendix 1**.



Measuring success

It is important that we know whether or not we are being successful, there are several ways in which we can measure our staff engagement throughout the year:

- Annual staff survey – a number of questions covering involvement, advocacy and motivation go in to making up the overall staff engagement score. In addition other indicators described earlier can be taken into account e.g. access to training and development.
- Snapshots or ‘pulse’ surveys – plan for the new intranet could give us an opportunity to undertake more regular surveys throughout the year and linked to the transformation work. These can be done either as *Quick Polls* or as more detailed surveys and programme these could be put in place as part of the staff survey action plan.
- Ongoing staffside relationships – Forum meeting feedback.
- Internal communications audit – we will review our communication mechanisms and build metrics.
- Ask the Execs platform – questions asked through this mechanism enable us to get a temperature check of how engaged and empowered our staff are feeling.
- Equality – we need to ensure that all staff are able to engage on an equal basis and will form part of future E&D reports
- Plan will be presented to develop a staff data hub where triangulation of data can be easily accessed and engagement outcomes measured.

- Annual completion of health needs assessment.

Appendix 1 – Staff engagement key projects

| Channel | Frequency | Description | Supporting Files |
|----------------------------------|----------------------------|--|--|
| Chief Executive Bulletin | Weekly | Electronic bulletin sent by email to all staff inboxes and posted on BOB. | |
| PULSE | Quarterly | Hard copy newspaper sent to all staff bases and available electronically. And members | |
| Leaders blog | Weekly | Electronic Blog led by the executive team on a weekly basis similar to the board flash report | |
| BOB | Always Live | Intranet, and mobile device accessible to all staff. Includes policies and guidelines for all staff; as well as news, announcements and more. To be developed to include Specific engagement channels include: <ul style="list-style-type: none"> • Quick Poll • Feedback – including anonymous ‘Ask Rob’ facility • Forums |  Northern Devon Healthcare NHS Trust  Increasing Engagement and Involvement |
| Staff Survey | Annually | National survey to measure and benchmark staff engagement |  Copy of Staff survey comparison tool 2014 |
| Ask the Execs (Chat room) | Weekly | Live interactive forum hosted by one of the exec team after the Executive meeting focused on a theme | |
| Staff Mini Survey | Quarterly | Employer led staff survey comprising generic and Friends and family questions to inform local action plans | |
| Listening into action | As needed plus annual plan | The way we have had conversations and engage teams to deliver specific challenges | |
| Involvement Champions | Quarterly | Network meeting for staff from across the organisation who are Designated champions for involvement and engagement in their team or service. Network includes input from corporate teams and services | |

| | | | |
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| network | | sharing best practice and new initiatives. | |
| Celebrating Success Awards | Annually | NDHCT awards to celebrate achievement and recognise contribution of staff. |  Annual Staff Awards programme 2015 draft |
| LNC / LCC | Monthly / bi monthly | Agree terms and conditions, policies and procedures for medical and dental staff and application of national terms and conditions of service. | |
| Partnership forum | Monthly | Management and staffside forum to consult, negotiate and discuss issues of mutual interest and concern; forum for consultation and free exchange of ideas and views that affect the interests of employees. Undertake collective bargaining and negotiation on terms and conditions, pay and pay related matters. Consult and agree workforce related policies | |
| Staff induction | Monthly | Day long event to welcome new employees to the organisation. Features presentations from key staff as well as some statutory and mandatory awareness / training. | |
| Engagement and listening events (LIA) | Ad-hoc | Events and workshops for staff on a wide range of issues and topics. | |
| Innovation forum | Monthly (approx) and ongoing through Bob | Drop in face to face forum for all staff to discuss ideas, innovative practices and research projects. Ongoing engagement around ideas and research is undertaken through an e-forum on BoB. | |
| Quick wins / ideas | Ongoing | Forum on BoB to gather and create dialogue around ideas from staff to support change and transformation across the organisation. | |

| | | | |
|---------------------------------|---------|--|--|
| NHS Heroes awards | TBC | <p>Awards programme to recognise staff who have gone the extra mile.</p> <p>General awards in autumn and Winter Heroes for seasonal recognition.</p> <p>Links to annual awards</p> | |
| Staff recognition awards | Monthly | <p>Third party nomination through BOB feedback channel to Recognise contributions that are 'above and beyond' for that month. Potential to have multiple winners receiving certificate at Team Brief, Blog or within their team meeting (as decided by recipient).</p> | |

