

Staff Engagement Strategy 2015 - 2018

Quality *for all*

Communicating
and **working together**

Aspiring
and **improving**

Respectful
and **caring**

Efficient
and **safe**

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1. Introduction

At the heart of everything we do is our dedication to giving the best possible care for our patients, safely, respectfully and efficiently.

This Staff Engagement Strategy sets out how we will develop our Trust over the next three years and sets out our commitment to our staff, our undertaking to continue to develop our organisation as one that we can all be proud of and staff want to be part of. Engagement is one of the priorities within the Organisational Development Strategy. Staff engagement means involving our staff in defining what great experience is, helping to shape the systems and processes that deliver it, and 'living the values' of our organisation.

This strategy builds on the progress we have made in recent months as it is important to understand staff engagement that is already in place both formally and informally with some managers encouraging engagement without realising. It is encouraging to hear of areas of engagement happening throughout the Trust e.g. regular award ceremonies i.e. Staff Excellence, Star of the Month, Nurse of the Year, plus drop in sessions, listening events, departmental staff newsletters, comm cells, focus groups to improve services and Divisional Senior Managers briefings. However there is little consistency across the Trust in terms of staff engagement and in times of conflicting demands, this becomes less of a priority.

Employee feedback has been gathered and analysed from various sources including the Staff Survey, Stress Focus Groups, Friends and Family Test plus Health and Wellbeing Survey. Recurrent themes include lack of communication, not feeling supported by management, lack of recognition, senior management not being visible in clinical areas and employees not understanding how their roles relate to overall Trust priorities.

The Trust's strategic priorities are to:

- 1 Consistently deliver safe, effective high quality care achieving positive staff and patient experiences
- 2 Eliminate the variability of access to and outcomes from our acute and community services
- 3 Reduce demand on hospital services and deliver care closer to home
- 4 Develop extended clinical networks that benefit the patients we serve
- 5 Provide efficient and cost-effective services and deliver better value healthcare

By creating an engaged workforce, this will help to support achievement of the Trust priorities. Our Trust is at a seminal point in our development as we move from special measures and turnaround to financial recovery and the creation of a sustainable long term high performing Trust. This strategy is one of a number of plans that will help us to achieve this transition.

This strategy does not exist in isolation and should be considered in conjunction with other emergent strategies, principally our: *Organisational Development Strategy*; *Communications and Engagement Strategy*; *Workforce Strategy* and *Health and Wellbeing Strategy*.

2. Quality for All

Our Quality for All values are at the heart of this strategy. We want a culture where staff feel valued and empowered to do an excellent job and proud to work for our Trust. We want to ensure an open and inclusive culture at all levels, one in which we communicate well, work together to achieve our goals and care for each other as we do so.

During the Trust's "In Our Shoes" listening events, staff told us that they feel most able and empowered when they are:

- Amongst caring, respectful supportive colleagues
- Communicated with and involved as valued team members
- Motivated and confident they are making a difference

Our Quality for All values and our behaviours clearly define the culture we aim to create and the behaviours we expect of those working for or on behalf of our Trust. To ensure these are consistently applied across the Trust, Quality for All needs to be embedded within every aspect of our employment practice and this strategy has been developed in line with Quality for All.

By living our Quality for All values, we will also deliver the pledges of the NHS Constitution

3. NHS Constitution

Section 3a *Staff – your rights and responsibilities p10 The NHS Constitution for England* states:

- to provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families, carers and communities
- to provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed
- to provide support and opportunities for staff to maintain their health, well-being and safety
- to engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

4. 2014 Staff Survey results

The Trust indicator for staff engagement in the 2014 staff survey was 3.66 out of a possible score of 5. This has decreased from the 2013 results and is below average when compared with Trusts of a similar size. The score relates to the following aspects of staff engagement:

- staff members' perceived ability to contribute to improvements at work
- their willingness to recommend the Trust as a place to work or receive treatment

- the extent to which they feel motivated and engaged with their work.

The bottom ranking scores of the survey relating to engagement included staff job satisfaction; percentage of staff reporting good communications between senior management and staff; and support from immediate managers.

During March 2015, a Health and Wellbeing Survey was linked to the Friends and Family test. Over 200 responses were received concerning staff engagement and some of the positive and negative comments received were as follows:

Positive Comments	Negative Comments
<ul style="list-style-type: none"> • Good support from manager • Proud to work for this hospital • Good opportunities • Excellent training opportunities • Very caring organisation • Good work life balance • Good environment, safe and caring • Opportunities to contribute to change • Professional staff • Committed to improvements 	<ul style="list-style-type: none"> • Do not feel valued • Lack of support • Poor communication • Poor staff morale • Lack of understanding of how our roles contribute • Lack of team work • Poor management • Lack of appreciation/recognition • Targets continuously changing • Blame culture

5. What is engagement?

Staff engagement describes the involvement of people at all levels in positive, two-way communication and action to ensure the aims and objectives of the Trust are met. It is a combination of attitudes, thoughts and behaviours that relate to satisfaction, advocacy, commitment, pride, loyalty and responsibility. Staff engagement relates to the extent to which employees are fully engaged with the Trust and their work.

In the last two decades there has been significant change in the culture of many organisations, a shift in the way employees are valued and treated, and recognition of the impact employees have on business success. Most organisations attempt to create a culture and environment that reflect their values, mission and goals and some actively focus on engaging their employees as a key driver of success.

According to the Kings Fund paper “Employee Engagement and NHS Performance” published in 2012, there is compelling evidence that NHS organisations in which staff report that they are engaged and valued deliver better quality patient care. Superior performance is evident in lower mortality rates and better patient experience. Organisations with a disengaged workforce are more likely to deliver care that falls short of acceptable standards.

The 2012 NHS Employers paper on Medical Staff Engagement states that “International and UK evidence demonstrates that medical engagement in particular is essential for successful organisations. High levels of engagement are linked to effective teamwork and good communication, which contribute to a safety culture”.

An engaged and valued workforce is not a 'nice to have'; it is a necessary condition for meeting the NHS's unprecedented challenges against a backdrop of growing service pressures and tightening finances.

Leaders and managers at different levels have a central role to play in creating the right cultures within NHS organisations; where staff have confidence in the integrity of the organisation, recognise the fairness of its procedures, and feel valued, safe and supported. These cultures must focus on care for patients and how it can be improved as the principal objective. Staff who report high levels of engagement communicate this to patients in the way they deliver care and the outcomes that are achieved.

A healthy workforce that is motivated and working together for a common and meaningful purpose creates a sense of engagement which will ensure the Trust continue to build on its strengths and through its employees, successfully delivers quality patient care.



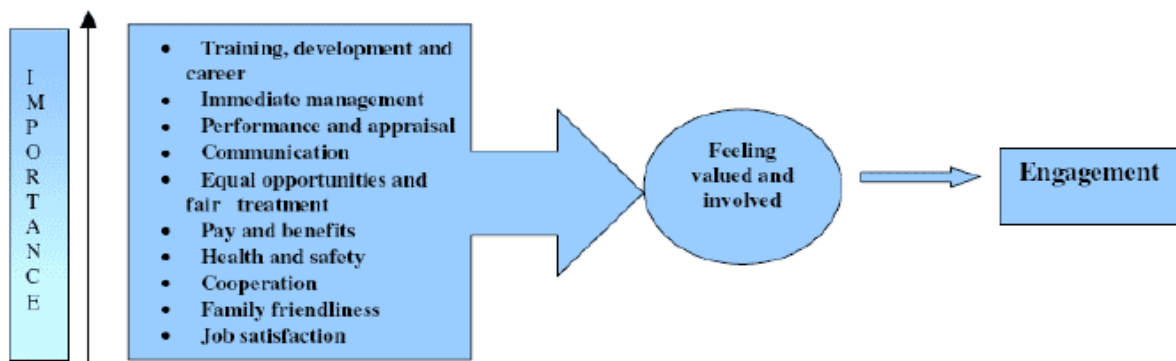
Health Service Journal (HSJ)

6. Aims, Targets and Objectives

The aim of this Staff Engagement Strategy is to:

- Recognise and promote the kind of behaviour that fosters engagement.
- Raise the level of awareness about the importance of engagement.
- Provide managers with a toolkit and implementation guide to assist and encourage staff engagement

There are various factors that contribute to overall engagement of staff and any engagement model is not intended to be exhaustive and does not seek to capture all factors at work in shaping staff engagement. An example of an engagement model is Robinson et al.



Robinson et al (2004) model of the drivers of employee engagement

The targets and objectives below have been identified taking in to consideration the feedback the Trust has received from various surveys and focus groups. In addition consideration has been given to external research published by NHS Employers and the Kings Fund in relation to factors that need to be present within NHS organisations to improve staff engagement levels.

Five target areas have been identified that will enable and enhance levels of employee engagement within the Trust. The objectives are general statements of intention and these will need to be converted in to specific actions to ensure strategic intent becomes behavioural reality. The specific actions will follow in the form of a toolkit and implementation guide which will support the strategy and policy.

Targets and Rationale	Objectives
<p>1. Communication, Information and Feedback</p> <p>Creating an engaged workforce ultimately relies on regular communication with employees and the availability of effective resources within the Trust. Messages should be short, concise, open, honest, genuine and easily accessible. Staff should be told the reasons why things are happening and should have opportunities to get involved and participate in organisational decisions</p>	<p>-To provide honest, open, transparent information to all staff on a regular basis</p> <p>-To improve access to information that is consistently available to all staff in a digestible format</p> <p>-To involve staff in key decisions, utilise their ideas and provide feedback</p> <p>-To provide staff with more understanding and awareness of the roles of staff within different areas in the organisation</p> <p>-To ensure that staff are aware as to how they are contributing to the achievement of the Trust objectives</p> <p>-To ensure the feedback staff receive from their managers is timely, balanced and not focused purely on negatives or things that need to be improved</p>
<p>2. Reward and Recognition</p> <p>It is important that each member of staff feels valued by the organisation for the part they play. Staff often hear negative things about their performance but rarely hear about the things they do well</p>	<p>-To ensure staff who are performing consistently and well are identified and recognised</p> <p>-To ensure that managers know how to show staff their work is appreciated</p> <p>-To identify and support staff who are not performing to the required standard</p> <p>-To continue to review existing award and reward schemes</p>

	-To ensure that appraisals are completed annually for all employees
<p>3. Career Development</p> <p>It is important to provide opportunities for staff to grow and develop based on their aspirations and capabilities. Staff should be helped to reach their full potential and encouraged to do so, to help them feel appreciated and valued</p>	<p>-To provide development opportunities to all members of staff</p> <p>-To ensure staff feel appreciated and valued through investing in their personal development</p>
<p>4. Effective/Positive Leadership and Management</p> <p>Line managers are pivotal to the success of the Trust and employee engagement is no exception. Managers play a vital part in creating emotional links to corporate values. Supportive management behaviours should be consistently demonstrated by all managers</p>	<p>-To protect time for managers to hold team meetings and to encourage attendance at the meetings</p> <p>-To support and assist managers in the development of management behaviours and skills</p> <p>-To make managers accountable for their behaviour</p> <p>-To ensure managers recognise staff who are performing well and those who are not</p> <p>-To help operational staff understand more about who their senior managers are and what their roles entail</p> <p>-Managers clearly recognise the importance of exhibiting high standards live by Quality for All values and behaviours</p>
<p>5. Foster Innovation</p> <p>Give employees a voice and a stake in the future development of the organisation by providing a platform to share and recognise new ideas.</p>	<p>-To develop a clear understanding of what staff would like to change about their current resources</p> <p>-To be open to staff recommending changes to policies, procedures, systems and processes if this will add value to patient experience</p> <p>-To provide feedback to staff on why some changes are possible and others are not possible</p>

The above is not exhaustive and managers should be encouraged to promote staff engagement at all times.

7. Medical staffing

This Trust Staff Engagement strategy encompasses all staff including medical staff.

In the King's Fund 2012 Leadership Review, data was reviewed on medical engagement and some successful approaches were identified as follows:

- reviewing arrangements for supporting medical leadership at all levels
- fostering formal and informal links between medical leaders and general managers and with other clinicians, and creating approaches based on locally led redesign of processes

- ensuring there is a widely understood way for medical staff to develop and implement ideas and an understanding that improvement of services as a whole is part of professional development
- medical leaders can encourage engagement through their own leadership style by being visibly present, actively seeking views from colleagues and acting on feedback, and supporting development initiatives that increase leadership capacity, such as peer support and clinical leadership development

8. Leadership

It is important for the Trust to establish consistent, values-led leadership in order for staff to feel fully engaged. Practicing of consistent, values-led leadership needs to be across the organisation and role modelled at all levels.

Staff engagement first needs to be embedded at the highest level of the Trust, the Executive Leadership Team, as well as by clinical leaders, divisional leaders, ward and departmental leaders and our aspiring leaders.

The Trust's leadership development programme will continue to support our leaders with engagement of staff. Staff side representatives also have a significant role in working in close partnership with managers and staff to support, develop and promote engagement.

9. Ensuring our strategy is delivered

To deliver high quality patient care, employee engagement is a fundamental underpinning strategy for the Trust.

Successful delivery of this strategy will need all key stakeholders to own its implementation and management. This strategy is not a HR plan, owned just by our HR team. It is a strategy that all levels of leadership across our Trust will need to play their part in implementing. Our HR team has an important role to play in leading and implementing specific aspects of this strategy and facilitating its on-going development. However our success as an organisation will depend upon leadership at all levels of our Trust ensuring that delivering the strategy aims and initiatives of this strategy is part of their day to day activities and behaviours.

A comprehensive implementation guide will be developed and launched by Autumn 2015 to take this strategy forward. The guide will reflect the target areas and objectives set out in this strategy. As high levels of engagement will mean a culture change for the Trust, this will take time, effort and commitment therefore it is anticipated that the plan will cover a three year implementation period.

Progress will be reported through the Organisational Development and Workforce Committee to the Board of Directors

10. What will success look like?

Potential outcomes of this strategy could include reduced staff absenteeism, increased staff motivation, improved overall staff engagement scores and healthy turnover and vacancy rates. More engaged employees will generate greater productivity and improved patient care.

We will only know we have succeeded in making the difference we want through regular measurement and evaluation. We will continue to use our annual NHS staff survey and Friends and Family test feedback to understand our relative position compared to other NHS organisations and identify improvement opportunities. We will continue to use this feedback to track our achievements.

11. Strategy review

This strategy is a live document that will flex to opportunities that may arise during its lifespan. It will be reviewed on a regular basis to ensure it remains relevant to our aims and objectives. It will be updated in line with any changes in national policy and local circumstances.