

United Lincolnshire Hospitals

NHS Trust

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| To: | Trust Board |
| From: | Martin Rayson |
| Date: | 7 February 2017 |
| Essential Standards: | |

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| Title: | Staff Engagement Report – Listening & Responding To Staff Task & Finish Group |
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Author/Responsible Director: Martin Rayson

Purpose of the Report:

As part of our work to refresh the Trust's approach to staff engagement, it has been agreed that the Trust Board should receive a regular report which highlights actions taken to improve levels of staff engagement (alongside the patient experience report). The report will report regularly on levels of engagement and highlight key initiatives underway to improve engagement and their impact. By this means the Board can gain assurance that engagement, which research indicates is a key driver of better patient care and safety is receiving the attention it needs.

The Report is provided to the Board for:

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| Decision | <input type="checkbox"/> | Discussion | <input type="checkbox"/> |
| Assurance | X | Information | X |

Summary/Key Points:

At an early point in the CQC inspection, the inspectors identified an issue about the confidence staff have in raising issues and concerns, either about the way patients or they were being treated. The Trust has set up jointly with staff side a "Listening & Responding To Staff Task and Finish Group", which has been meeting since January. Employee voice is a key driver of staff engagement and this report advises the Board of the actions the Group are taking to address the issues we have identified, including the publication of a revised Freedom To Speak Up (Voicing Concerns) Policy.

Recommendations:

To note the report and approve the Freedom to Speak Up Policy for publication.

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| Strategic Risk Register: Mitigates the following risk – "Failure to sustain engaged workforce" | Performance KPIs year to date |
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Resource Implications (e.g. Financial, HR)

Initiative being taken forward within the resources allocated to the HR/OD function

Assurance Implications:

Patient and Public Involvement (PPI) Implications.

Equality Impact

We are concerned to ensure that all staff feel equally confident in their ability to speak out and be heard. We are aware that experience of bullying appears to be more prevalent amongst the BME staff and the actions we are taking are designed to ensure their particular concerns are addressed.

Information exempt from Disclosure**Requirement for further review?**

1. Purpose

- 1.1 Ensuring that all staff have a voice and are able both to contribute to shaping the future of the Trust and are safely able to raise concerns they may have, in the belief they will be listened to, is a key aspect of our overall engagement strategy. We are reviewing our engagement plans and looking to strengthen our approach to “employee voice”.
- 1.2 This Task and Finish Group was a response to issues raised through the CQC process and subsequent discussions with Staff Side about the extent to which all staff in all places felt able to speak out and raise the concerns they have. These might relate to patient safety issues or the way in which they are being managed, including where there is a perception of bullying in the organisation. The group have been asked to consider how the Trust can create a more responsive and supportive climate, together with the practical steps that we can take to ensure that staff have opportunities to raise their concerns. Moreover the Trust needs to ensure that they can be confident they will receive a timely and full response, in line with any relevant Trust policy and procedure.
- 1.3 The group comprises managers and other staff from across the organisation, including one of our Clinical Directors. The meeting is run jointly with staff side, a demonstration of our commitment to work in partnership to address the challenges we face.

2. Actions

- 2.1 We are taking actions in the short, medium and long term to tackle the issues that we believe exist. One of the first actions we have taken is to find out more about what the issues really are. Members of the Group are going out into the organisation in March to conduct face to face interviews with as many staff as we can in the month. We will then analyse the data and assess whether our actions need to be supplemented.
- 2.2 The current set of actions are as follows:

Decisive actions to address individual or team issues when identified.

Investigations are now underway or have been completed in areas where specific concerns have been raised.

Enabling an ongoing dialogue with staff to understand the issues and explore solutions.

This is the purpose of the ‘Listening & Responding to Staff’ task and finish group with staff side. The proposed data-gathering exercise will ensure that broader staff views on the issue are gathered. A BME staff forum has been established where we will be exploring the particular issues faced by BME staff and work with them around solutions.

Restating our expectations.

We are embarking on a poster and communications campaign to restate our zero-tolerance of bullying and harassment and will promote expected behaviours and the encouragement of people to speak out through work to promote our organisational values. We will link into the work of NHSE, who recently issued a “call to action” around bullying with Trade Unions.

We have developed a ‘Leadership Charter’ which emphasises the behaviours and actions we expect of our leaders (including all staff as “leaders”), which will be brought to the Board’s next meeting. We will be reviewing appraisal to ensure that we are more effective

at holding people to account for the behaviours they display. This is part of our overall approach of:

1. Setting out our expectations.
2. Listening to the challenges they face in meeting our expectations
3. Equipping people to meet these expectations.
4. Holding people to account.

Reviewing our basic procedures – re-launching our approach to “Voicing Concerns”

With the introduction in 2016 of the role of Freedom to Speak Up Guardians all Trusts are being asked to revisit their Voicing Your Concerns Policies in line with a national policy framework. Appended to this report is the draft of this policy which we are proposing is adopted by the Trust. The policy uses the national framework but incorporates the local details. The Board are asked to approve the policy to allow it to be launched as required by 31 March 2017.

Guidance is starting to be received from the National Freedom to Speak Up Guardians Office to support local guardians in their role. The Trust Guardian is attending all training events and feeding this in to the Listening and Responding to staff task and finish group.

Developing skills in our leaders.

We are running (End-February onwards) two days of training with an agreed cohort of leaders, around “Leading in a style that reflects our values and behaviours”. The programme will provide:

1. An opportunity for leaders to discuss with the Executive what it is like to manage in a pressurised system.
2. Sessions to reinstate our expectations, enhance resilience in that group and build skills around creating an engaging and empowered team.
3. A reminder of the core managerial processes, managing performance, capability, grievances and absence management, a session in which there will be Staff Side involvement.

There will be a robust assessment of learning and the ability to apply the learning at the end, ensuring the right people are attending and that there is a focus on the application of the skills learnt.

We are also reviewing our overall programme of leadership development, to ensure it helps create compassionate, inclusive and effective leaders, right for the ULHT context and encompasses the work we are doing on systems leadership as part of the SDP OD strategy.

Strengthening our approach to engagement.

There are many strengths in the approach this Trust has taken to staff engagement. The Listening into Action and UHL Way programmes are based on best practice and engage staff in local continuous improvement activity. We want to build on those strengths and find ways to strengthen the employee voice and their engagement with the future vision and values as set out in the 2021 programme.

Measuring Progress

- 3.1 We will measure progress through the questions we ask in our new pulse survey, which will be introduced from April and through which we will ask staff a core set of questions each quarter, including:
- I would feel confident in raising my concerns to my line manager about safety or the way I am being treated

- I am aware of the Freedom To Speak Out policy
- I know what to do to raise concerns under the policy
- Senior managers act on staff feedback