

<b>To:</b>	Trust Board
<b>From:</b>	Martin Rayson
<b>Date:</b>	9 May 2017
<b>Essential Standards:</b>	

<b>Title:</b>	Staff Engagement Report										
<b>Author/Responsible Director:</b>	Martin Rayson										
<b>Purpose of the Report:</b>	<p>The report has two parts. The first updates the Board on progress on the ULH and the second cohort of teams who will go through the process. The recent review of engagement has focused our efforts on engaging staff with the direction of travel of the Trust overall and the 2021 programme. However, the ULH Way, as a means of engaging staff in local improvement activity, remains an important part of our overall approach, giving an opportunity for staff to be involved and focused in a structured way on improving the patient experience.</p> <p>The second part of the report provides a brief update on our Freedom To Speak Up activities.</p>										
<b>The Report is provided to the Board for:</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Decision</td> <td style="width: 5%;"></td> <td style="width: 50%; text-align: center;">Discussion</td> <td style="width: 5%;"></td> </tr> <tr> <td style="text-align: center;">Assurance</td> <td style="text-align: center;">X</td> <td style="text-align: center;">Information</td> <td style="text-align: center;">X</td> </tr> </table>			Decision		Discussion		Assurance	X	Information	X
Decision		Discussion									
Assurance	X	Information	X								
<b>Summary/Key Points:</b>	See above										
<b>Recommendations:</b>	To note										
<b>Strategic Risk Register:</b>	<b>Performance KPIs year to date</b>										
Mitigates the following risk – “Failure to sustain engaged workforce”											
<b>Resource Implications (e.g. Financial, HR)</b>	Initiative being taken forward within the resources allocated to the HR/OD function										
<b>Assurance Implications:</b>											
<b>Patient and Public Involvement (PPI) Implications.</b>											
<b>Equality Impact</b>	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?**

## Reminder of the ULH Way process

1. The ULH Way programme runs over a 6 month period with the most recent cohort (cohort 2) commencing at the end of April 2017. The programme captures the level of staff engagement against enablers, feelings and behaviours through a departmental Pulse Check both at the beginning and end of the programme. During the 6 months the teams are provided training on 8 different tools and use this information, together with the findings from the pulse check to improve the levels of engagement within the team. It is not expected that huge differences in engagement scores will be seen, but a steady sustainable increase that can continually be worked on and tools embedded in their working ethos.

### Who were the first teams?

2. Lincoln Emergency Department  
Pilgrim Occupational Therapy  
Lincoln Occupational Therapy  
Communications  
Complaints  
Lincoln Radiology  
Grantham Health Records  
Grantham Ward 6

### What did they achieve?

3. All areas are now equipped with the tools to continue to build on their engagement within their teams. Every area has reported an improvement in the participation and engagement of their departments.

**Lincoln Emergency Department** – Implemented a suggestions board which is updated regularly to keep staff informed. The department also have two monthly awards, one nominated by staff and one nominated by leaders, they provide the monthly winners with a certificate to recognise their hard work and achievement.

**Pilgrim Occupational Therapy** – After holding a listening event the team worked on the area's raised as an issue these include; better planning for staff rota's, social events now happening onsite and out of work, implemented time2talk to build communication, widening education and training for staff around mindfulness and resilience. The feedback is that generally the department is more positive feeling

**Lincoln Occupational Therapy** – Focused on the positives which encouraged change and engagement. The department now holds welcome sessions for new staff and regular team events such as 'bake offs'. Following feedback at these sessions bitesize CPD has been started and improved access to department equipment (small aids, have slings (waiting LOLER), have assessment wheelchairs)

**Communications** – implemented a new daily triage system within their team, this frees up time for individuals to focus on their tasks for that day. Regular team meetings are held where the team discuss what they are proud of and what has gone well. As part of the exposure techniques the department have held masterclasses to share with staff what is available through the team .

**Complaints** - Comms cell has been successfully implemented, the team discuss positives of the week and lessons learnt. An open door policy has been adopted by the manager. The team are encouraged to have lunch together every Friday to build on work relationships especially with changes in staff. All staff have had a development and training discussion / plan made with the department manager.

**Lincoln Radiology** - The department has successfully implemented the tool. Staff both experienced and new have seen an improvement in the teams dynamics and feel it has brought the department closer together however staff are feeling let down by the increasing demand on the department. Radiology looking at celebrating success moving forward.

**Grantham Health Records** - Health Records have seen such a positive impact on their team throughout the engagement work. The team highlighted the need for Time2Talk which made the key impact and engaged the group who will now discuss their next steps.

**Grantham Ward 6** - A suggestion board showing actions and achievements was implemented. The ward has experienced some difficult staffing issues however the engagement work has continued throughout. Time2Talk has recently been implemented to continue their journey on improvement

### **What was the learning?**

4. The teams fed back that allowing time to implement tools was key along with the freedom to try different methods. From the engagement team perspective we have learnt it is best to go where the enthusiasm is and to support those who are enthusiastic as they will work well with their teams to encourage and implement changes.

### **Who are the next teams?**

5. Pilgrim Physiotherapy  
Grantham Ward 1  
Grantham EAU  
Lincoln Orthopaedic doctors  
Infection Prevention  
Nuclear Medicine

### **What are the timescales?**

6. Over the 6 months, there are 2 training days at the beginning of the programme, 3 group 'check-in' sessions equally spread out for catch up and mutual support and a reflection/celebration event at the end of the programme.

### **Freedom to speak up**

7. The agreed Freedom to Speak Up: Voicing Your Concerns Policy for ULHT has been shared at the HR/Staffside policy group. The group provided some feedback which could be incorporated in to the policy to help support and inform staff. The comments are now being worked through.
8. The Office of the National Freedom to Speak Up Guardian have issued the first information on how they will introduce FTSU Case Reviews. Cases can be referred by staff or regulatory bodies. The review will focus on the handling of workers concerns not the merits of the original concern. Findings will be published and make recommendations. If the Trust fail to take appropriate action the matter can be referred to the CQC.
9. Work continuing to try and raise awareness of Freedom to Speak Up in the organisation. Communications team supporting with printing of posters to distribute around organisation.