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| To: | Trust Board |
| From: | Martin Rayson, Director of Human Resources and Organisational Development |
| Date: | 26 th January 2018 |

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| Title: | Staff Engagement – Update On 2021 Engagement |
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Responsible Director: Martin Rayson, Director of Human Resources and Organisational Development

Purpose of the Report:

There is a regular agenda item on staff engagement, recognizing the strong links between staff engagement and the patient experience. The report updates the Board on work being done to increase levels of engagement, within the framework of the Trust People Strategy.

The Report is provided to the Board for:

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| Decision | | Discussion | ✓ |
| Assurance | ✓ | Information | ✓ |

Summary/Key Points:

To provide the Trust Board with the following updates:

- 2021 engagement, with a particular focus on the engagement events to date, the proposed role of senior leaders, the People Reference Groups and the new quality improvement methodology
- The Trust approach to staff recognition and the further enhancements that are planned

Recommendations:

The Board are asked to note and comment on the action being taken. The Board are asked particularly to give views on the options around individual and team of the month awards at paragraph 3.12

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| Strategic Risk Register The risk around staff engagement forms part of the Integrated Strategic Risk Register and Board Assurance Framework. | Performance KPIs year to date The People Strategy identifies key targets to improve engagement. |
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Resource Implications (e.g. Financial, HR)

The engagement activities have been pulled together through existing resources.

Assurance Implications

The 2021 Programme Board provides the assurance for the 2021 engagement activities through the “Developing the workforce to meet future needs” work stream.

Patient and Public Involvement (PPI) Implications

There is ongoing internal and external consultation and engagement activity.

Equality Impact

There is work being undertaken to develop an Equality Analysis for the 2021 Strategy and supporting

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| Programmes. |
| Information exempt from Disclosure – Yes |
| Requirement for further review? Yes |

1. Purpose of the Report

- 1.1 There is a regular report to Trust Board on staff engagement. In this report we focus on engagement with the 2021 programme, which is very important to the Trust in terms of creating a narrative that gives staff hope and belief in a positive future.
- 1.2 Alongside this, an outline is given of the plans to enhance our approach to recognising the excellent contribution of our staff, which is a key element of ensuring our staff feel valued. Board Members may have experience of what works in other places on which we could draw.

2. Key Points – 2021 Staff Engagement

Engaging with the vision and values: 2021 launch of our vision

- 2.1 The Trust has been developing a compelling shared direction of travel with the launch of the 2021 Strategy, setting out our new vision, “Excellence in Rural Healthcare”, our strategic ambitions and our Improvement Programmes which are underpinned by our organisational values and behaviours supported by embedding our Staff Charter.
- 2.2 This new vision for the Trust has been shaped by various internal and external engagement activities, which has included the “Big Conversation” event held in June 2017 across Lincoln, Boston and Grantham.
- 2.3 The first phase of the 2021 vision launch was through the 27th and 30th November events across Trust sites supported by a promotional poster campaign. There were 238 attendees in total at the events, of which 57 individuals volunteered to be 2021 Ambassadors.
- 2.4 These launch events have been followed up with Scheduled Executive and Non-Executives, supported by Senior Managers, Departmental and Ward visits across sites. Overall 160 areas were scheduled to be visited throughout December and January, which has involved a significant number of staff.
- 2.5 Some of the key messages from staff from these visits are that they:
 - Have recognised the 2021 Strategy from the promotional materials.
 - Welcome information from various forms of media, but favour face to face communication.
 - Want to know more about how their service will change and how it will affect them.
 - Want to know more about how they can get involved and shape our future.
 - Would like to see more good news stories of our patient care.

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- 2.6 There is ongoing work to ensure there is a clear narrative for our staff and patients to understand the 2021 vision.
- 2.7 Through the 2021 Programme Board there is work to bring together all the key milestones from each of the 2021 Improvement Programmes which will shape the detail for the 2021 Strategy, which is scheduled to be finalised through April 2018 and published in May 2018.
- 2.8 This work also includes bringing together a 2021 Communications, Engagement and Consultation plan to support the delivery of the 2021 Strategy.

Next Steps - The role of ULHT leaders in 2021 staff engagement

- 2.9 A key success factor for local understanding and embedding the 2021 Strategy is through strong local leadership and having access to information and support to make local change.
- 2.10 There will be ongoing work to support our leaders in the organisation to take the local lead to develop engagement on the 2021 Strategy in their teams. They are the key conduit to pass on key Trust messages of change, but to also provide the local views of their teams on the impact of change and ideas for improvement.
- 2.11 This will include an initial piece of work for leaders to work with their teams to identify how their area objectives map across to the 2021 Ambitions, together with identifying ideas for improvement.
- 2.12 There will be further work to support our leaders to embed the Staff Charter with the New Senior Leadership Forum being a key forum who are being supported through an initial two day management programme which will be followed with a modular leadership forum.

Next Steps - Building trust and ensuring staff voice is heard: People Reference Groups

- 2.13 In response to our internal and external engagement feedback, we are setting up regular, quarterly "Big Conversation" events, and 2021 People Reference Groups.
- 2.14 The aim of the People Reference Groups is to widen the involvement in the development and delivery of changes of our 2021 Improvement Programmes. There will be five groups set up, one for each of the Improvement Programmes which will include our staff, volunteers and our patients:
 - Improving quality and safety
 - Saving money and improving our environment
 - Redesigning our clinical services
 - Delivery productive services
 - Developing the workforce to meet future needs
- 2.15 The target is to have at least 30 people on each of the five groups, which will meet bi-monthly to discuss the key issues of each of the improvement programmes. The groups will be chaired by the respective Executive Team member, who is the Senior Responsible Officer for the improvement programme. The intention is to support the members to be the 2021 Ambassadors for the Trust. The groups will be refreshed each year to widen the involvement and ownership of the 2021 vision.

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- 2.16 We are also developing our approach to managing our 2021 ideas to ensure that they feed into the 2021 vision and improvement programmes and that we can manage improvement and provide support for improvement initiatives together with ensuring a robust feedback on “You Said We Did”.

Next Steps - Supporting change and promoting continuous improvement through empowering our staff: Quality Improvement

- 2.17 There has been work to develop a Change Model for the Trust. As part of this, the Executive Team have agreed a Quality Improvement (QI) programme, which is consisting of external consultant support funded by HEE for 200 individuals to go through the programme by March / April 2018.
- 2.18 The aim of the programme is for individuals to complete an improvement piece of work, which could be an existing or a new piece of work, being supported through three workshops on the use of improvement tools.
- 2.19 At the end of the programme we will bring together the pieces of work into a catalogue of case studies to promote.

3. Key Points – Recognition

Why is this important?

- 3.1 Recognition is a key element of making sure staff feel valued. A simple “thank you” is often enough, but alongside this, it is valuable to have more formal schemes. The Trust has successfully held annual Staff awards for four years now. The staff awards are a great opportunity to recognise staff on a larger scale for consistent exceptional attitude, behaviours and actions. Nominations have increased year on year and they are now well-established.
- 3.2 However, we know from speaking to staff and our surveys, that there is a need to increase levels of recognition across the Trust. Staff feeling recognised and valued by the Trust has consistently been one of the lowest scoring results in the Trust quarterly surveys since 2015.
- 3.3 The focus of our attention needs to be on the gap between the annual formal awards and the manager’s thank you.

Current recognition schemes at ULHT

Staff Awards

- 3.4 Nominations can be made throughout the year both for individuals and teams. There are a total of 11 categories and a winner and high commended are selected for each of the categories. Every nominated person/team receives a personal letter from the Trust’s Chairman congratulating them on their nomination and all those shortlisted are invited to the annual ceremony.

The categories are:

Great Patient Experience Award
Chair’s Compassion and Respect Award
Team of the Year – Clinical

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Team of the Year- Non-Clinical
Research, Innovation, Education Award
Unsung Heroes – Clinical
Unsung Heroes- Non-Clinical
Extra Mile Award – Clinical
Extra Mile Award – Non-Clinical
Outstanding Leader Award
Volunteer of the Year Award

Long Service Awards

- 3.5 The Trust's long service award recognises those that have worked within the NHS for a 20, 30 or 40 years. An afternoon tea is held to celebrate and show appreciation and certificates and vouchers are presented.

FAB Ambassadors and FAB Champions

- 3.6 We have four members of staff at the Trust who are FAB Ambassadors as part of the Academy of Fabulous Stuff. Fab Ambassadors are enthusiasts, who can use social media, help and encourage colleagues and others to tell us about the good things they are doing and give them any technical help they might need to share it. We intend to use the FAB brand to promote the success of teams and recognise improvement activity that has benefitted patients.

Recognition Presentations

- 3.7 There are a number of departmental schemes. The Estates and Facilities Directorate hold thank you ceremonies to show their appreciation to the achievements of teams. A certificate is presented by the Director and thanks expressed to the teams from managers within the Directorate. There have been presentations to : Deep Clean team (following an outbreak), Estates Team (fire at Boston and Grantham), Catering Team (for 5 star Environmental Health rating) and Reception/Switchboard.
- 3.8 The Chief Nurse is keen to introduce the Daisy Award in nursing and her own personal award for "stars" among the nursing community.

Plans for peer-to-peer recognition ULHT

- 3.9 Learning from successful initiatives within the NHS, we are in the process of creating and implementing a recognition scheme similar to that embedded at Avon and Wiltshire MH Trust. They have successfully developed a 'moon pig' style of online recognition which any member of staff can complete for any other member of staff. The options are to either download a certificate to complete by hand and give to another member of staff or they can complete an online form to send a certificate or card to another member of staff by email recognising them with one of the following titles
- Be proud of yourself
 - For making a difference
 - Proud to work with you
 - Thank you
 - I'm proud of you
- 3.10 Avon and Wiltshire MH Trust launched this scheme in 2016 to help celebrate the great things their staff do every day. The campaign was designed to make it quick,

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easy and fun for individuals and teams to make someone's day by sending them a personalised message to say 'thank you'. We are in the advanced stages of introducing a similar scheme at ULHT, but want to consult staff on the style and language to make sure it lands well in ULHT. We hope to be able to launch this in February/March.

What more do we need to do?

- 3.11 With the Staff Awards and Long Service Awards in place the Trust has a formal way of recognition to our staff and with the introduction of the on-line recognition certificates we will be able to recognition and thanks individuals and teams on an more informal and fun way.
- 3.12 There is a bit of a gap between the formal annual awards and the "in the moment" peer-to-peer scheme. The debate we are having is whether we rely on schemes at Directorate level to fill the gap, or whether we look to introduce an individual or team of the month award, linked to the informal recognition arrangements perhaps. The views of the Board on these options would be welcomed.