

To:	Trust Board
From:	Martin Rayson
Date:	4 July 2017
Essential Standards:	

Title:	Staff Engagement Report – Staff Charter + Freedom To Speak Up										
Author/Responsible Director:	Jackie Boore – Project Lead Jayne Warner – Freedom To Speak Out Guardian Martin Rayson – Director of HR/OD										
Purpose of the Report:	<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>										
The Report is provided to the Board for:	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Decision</td> <td style="width: 10%;"></td> <td style="width: 50%;">Discussion</td> <td style="width: 10%;"></td> </tr> <tr> <td>Assurance</td> <td>X</td> <td>Information</td> <td>X</td> </tr> </table>			Decision		Discussion		Assurance	X	Information	X
Decision		Discussion									
Assurance	X	Information	X								
Summary/Key Points:	See above										
Recommendations:	To note										
Strategic Risk Register:	Performance KPIs year to date										
Mitigates the following risk – “Failure to sustain engaged workforce”											
Resource Implications (e.g. Financial, HR)	Additional resources have been allocated to HR/OD for the 2017/18 financial year, which will be used both to strengthen the permanent structure in HR/OD, but also to progress priority projects, of which this is one										
Assurance Implications:											

Patient and Public Involvement (PPI) Implications.
Equality Impact The staff charter will have at its heart the principles of fairness and equity
Information exempt from Disclosure None
Requirement for further review? A further report will be produced once the staff charter work is completed

Background

The project to develop a staff charter is a priority within the People Strategy. The promotion of our values as a definition of the kind of organisation ULHT wants to be for our patients and staff is a key part of the 2021 Change Programme. However, as “safety” is one of our core values, the Charter is referenced in particular in our Quality and Safety Improvement Plan, as a tool to help embed a consistent safety culture across the Trust. The Staff Charter will outline staff expectations of the Trust, as an employer and the Trust’s expectations of staff, as employees.

This paper outlines how this important piece of work will be taken forward

Expected Outcomes

The expected outcome of the Staff Charter project is to create a document, with the input of all staff, outlining the expectations between the Trust, as an employer, and staff, as employees.

The Staff Charter will take the form of a set of headings/themes outlining those, alongside a supporting document setting out the behaviours we would expect to see and those we do not want to see, amongst staff at all levels in all parts of the Trust.

It is recognised that the process of creating the Charter and the debate that we would wish to promote, is as important as any document in helping to build this consistent safety culture.

The Staff Charter will also link to the leadership charter, where we will explicitly set out the expectations of leaders in the organisation.

Key Stakeholder Meetings

Jackie Boore, the project lead, is meeting with the following stakeholders, in order to get a broad range of views on the shape and content of the Charter.

Jan Sobieraj - Chief Executive
Martin Rayson - Director of HR & OD
Dr Neill Hepburn - Medical Director
Michelle Rhodes - Director of Nursing
Mark Brassington - Chief Operating Officer
Staff Side - Ann Ashworth and colleagues
Medical Advisory Committees (MACs)
Lucy Ettridge - Head of Communications
Karen Sleigh - Head of 2021 Strategy
Lynne Hewitt - L&D/OD
Sharon Kidd - Patient Experience Manager
Katy Treasure - Staff Engagement Lead
Wayne MacIntosh - Facilities Manager
Penny Snowdon - Deputy Director of Nursing
Claire Tarnowski – Complaints Manager
Stephen Kelly – Occupational Health Manager
People Forum (representative group of managers)

Staff Engagement

It is important all staff have the opportunity and are encouraged to be fully involved in the formation of the Staff Charter and therefore we are asking as many staff as possible the following four questions:

As a staff member what do you feel is important to you at work?

What are your expectations of the Trust as an employer?

What should the Trust expect from you as a staff member?

How do we make sure we meet our expectations as staff and as a Trust?

Communication Channels

We are engaging with as many staff as possible staff, using the communication methods below:

Staff Charter Questionnaire cards

Questionnaire information and links on ULHT staff Facebook sites

Online questionnaire survey

Promotion of Staff Charter questionnaire links on ULHT Intranet page

Staff Charter questions included within the June 2017 Trust Listening and Responding Walk Rounds which are being carried within the day, evening and weekends.

Trust Site 'drop in and collect a questionnaire' are being held w/c 3rd July 2017 in the following areas:

Louth Site – Thoresby Suite, 9.30 to 11.30am and early evening
Monday, 3rd July

Grantham Site – 'Dog Leg', 9am to 4pm and early evening, Tuesday,
4th July

Pilgrim Site, Outside Restaurant/Staff Side Office, 9am to 2.30pm, then 2.30pm and early evening Main Reception Wednesday, 5th July

Lincoln Site, Outside Restaurant, 9am to 4pm and early evening,
Thursday, 6th July

Big Conversation, Sleaford, morning and afternoon sessions, Friday, 7th July

How The Staff Charter Will Be Used

As well as providing a reference point for conversations about the "deal" with our staff, we will look to use it to embed the values more fully into our key processes, such as recruitment and individual performance management (appraisal).

This reflects our overall approach to people change, which is to:

1. Set out clearly our expectations
2. Listen to people & understand why it may be difficult to meet those expectations
3. Equip people with the skills they need to deliver to those expectations
4. Hold people effectively to account

Freedom to Speak Up Guardian

Update to Trust Board

National Guardian's Office

- **FTSU and CQC Inspection**

National Guardian held a webinar for all local Guardians on the way that the CQC would assess speaking up when carrying out well led reviews in Trusts. Were clear that support for speaking up will affect the overall rating for well led. The webinar discussed the kind of things the CQC would be looking for from the FTSU Guardian during an inspection. Highlighting the importance of being able to demonstrate that the policy we have in place works and how the Trust responds to issues passed on by the Guardian. In response to this have started to consider the evidence that we will be able to give during an inspection. Two specific areas that the webinar highlighted that we needed to strengthen were making sure suspended staff had access to the Guardian and highlighting the Guardian to minority and vulnerable groups of staff in the Trust.

- **Survey of Guardians**

All Guardians in the country have been asked to respond to a questionnaire about their role in their Trust. This will be shared to allow us to benchmark.

Chaplains

The Trust had agreed that we would try and source some training for the chaplaincy team so that we take a consistent approach and keep a record of chaplain contacts so that they fed in to central recording. Important we do this to enable us to demonstrate the work the Trust is doing on this whilst still maintaining confidentiality for individuals. National Guardian's office has now opened up some of it's training to Trusts beyond the Guardian post so looking to access this for chaplains. The training is free.

Lincolnshire Guardians

Guardians now appointed at LCHS and LPFT. Working with other Trusts to identify anyway that resource can be shared to maximise impact.

Data Collection

The National Guardian's Office have issued some suggested data that Trusts should collect on issues raised this information will be used to provide future reporting to the workforce and OD committee and the Board.

Reporting Period	November 2016- February 2017
Number of issues raised	3
Number of issues raised anonymously	0
Nature of issue	3 Behavioural

Outside referrals	0 referrals made to the Trust through other bodies
Open/ closed	0 open/3 closed
Feedback Obtained	Method to obtain feedback still to be agreed

Reporting Period	March 2017- June 2017
Number of issues raised	6
Number of issues raised anonymously	0
Nature of issue	6 Behavioural
Outside referrals	0 referrals made to the Trust through other bodies
Open/ closed	4 open/2 closed
Feedback Obtained	Method to obtain feedback still to be agreed