

Staff Charter Update

Executive Lead: Martin Rayson, HR & OD Director
Project Owner: Helen Nicholson, Head of Transformational Change and Engagement
Project Manager: Jackie Boore (JB), OD Consultant

Project Purpose

To produce and deliver a comprehensive Staff Charter and Behavioural Framework to support and align with ULHT's vision, values, ambitions, supporting the 2021 vision, People Strategy and Lincolnshire's Sustainable Transformation Plan (STP).

Project Outcome

The Trust Staff Charter has been created, submitted and awaiting final sign off from the Trust Executives along with the Behavioural Framework.

Key Stakeholder Meetings throughout Project

JB met with key stakeholders; CEO, Directors, Staff Side, Medical Advisory Committees (MAC) and Senior Management to ensure awareness of the Staff Charter project and to obtain their views and ideas.

Key Meetings within Project

JB attended the following meetings to consult and discuss the creation and development of the Staff Charter.

People Forum – 20th June, 19th July and 18th August 2017
EPF (Executive Partnership Forum) – 20th July and 17th August 2017
Matrons and Sisters Meetings at Trust Sites
Leadership Sessions
Medical Advisory Committee Meetings at Lincoln (Martin Rayson attended), Pilgrim and Grantham
Staff Engagement – Questionnaire total of 611 replies, 8% of staff
Staff attending feedback sessions – total of 25 over four Trust sites
Patient Engagement – 21st August 2017

Staff Charter Process

Staff asked the following questions:

1. As a staff member what do you feel is important to you at work?
2. What are your expectations of the Trust as an employer?
3. What should the Trust expect from you as a staff member?
4. How do we make sure we meet our expectations as staff and as a Trust?

An additional question from the Executive Board was requested and included as follows:

5. What gets in your way in terms of doing a good job?

Communication of Staff Charter Questions to Staff

A wide variety of communication methods were used to engage with staff, i.e. intranet, leaflets, questionnaires, Facebook, Jan's blog, HR bulletin etc.

Staff Questionnaire Feedback - 611 responses = 8% of staff responded out of 7,500 staff

Staff Attendance to Staff Charter Creation Feedback Sessions – 25 over 4 Trust sites

Analysis of Staff Response to Questions

Question 1 – As a staff member what do you feel is important to you at work?

Question 2 – What are your expectations of the Trust as an employer?

Question 3 – What should the Trust expect from you as a staff member?

Question 4 – How do we make sure we meet our expectations as staff and as a Trust?

Question 5 – What gets in your way in terms of doing a good job?

Question	Themes							
1	Team	Support	Patients	Valued	Staff	Respect	Good Working	Communication
2	Support	Staff	Safe	Fair	Working	Respect	Listen	
3	Patients	Trust	Professional	Care	Job	Hard Work	Loyalty	
4	Staff	Communication	Listen	Managers	Trust	Feedback	Training	Appraisals
5	Staff	Management	Job	Poor				

Analysis of Feedback Themes and Context

Overall analysis of the themes and context were used to create the Staff Charter in line with the Trust values.

Patient Representatives Engagement

A meeting took place with four Patient Representatives on 21st August 2017. JB introduced the Staff Charter and asked what is important to them and the themes are; open, honesty, clarity, communication, duty of care, respectful and professional

The Staff Charter version 6 is attached as Appendix 1

The Behavioural Framework version 5 is attached as Appendix 2

Lessons Learnt from other Trust's

(UHMB) University Hospital of Morecombe Bay

- Excellent communication of their values and behavioural framework by their staff and discussed with our Executives when they visited UHMB and they had posters around their Trust reinforcing their key messages.
- They promote and discuss three of their Trust behaviours every month at all staff meetings, reinforcing their key messages.
- Freedom to speak Up Ambassadors within Trust
- A 45 minute behaviours session at their Trust Inductions

HEY (Hull & East Yorkshire Hospital)

- Their Trust Induction Day is called a Welcome Day and they discuss their vision and values – great staff, great are, great future.
- Cultural briefings discussing their values and behaviours take place
- They have a SALS service – Staff Advice Liaison Service for their staff to contact for advice and support
- They hold Professionalism and Culture Management training sessions

Next Steps

Supporting Staff

- Due to a foreseen increase in staff seeking support, more staff will be required to become Freedom to Speak Ambassadors and/or a SALS (Staff Advice and Liaison Service) could be organised.
- 'Bite size' training in topics such as 'challenging and difficult conversations' i.e. in dealing with absenteeism, poor behaviour on both sides i.e. staff member to manager, manager to staff member. An accessible and readily available source of advice is putting ULHT recorded videos on the intranet with short, to the point and accessible training, rather than attending a session.

Sign Up and Communication

- To ensure the profile of the Staff Charter is 'landed' correctly there should be a big launch event with Jan and the all Executives as ambassadors with Staff Side to 'Sign Up'. The launch events should be held at all four sites.
- A video should be filmed of Jan introducing and discussing the Staff Charter, informing of its merits and all staff will be required to 'sign up' and there will be meetings arranged with their managers to carry this out.
- Video of Jan to be put on the Internet for patients, families and carers to view.
- Posters, the local press etc.
- A Communications and Engagement Plan is within the Staff Charter Implementation Plan written by JB

Staff Charter within the Staff Journey

- The Staff Charter with its supporting Behavioural Framework should be implemented within the Staff Journey; on the Intranet for all new and potential staff, at Interview, Induction, Appraisals, 1:1's, Talent Management, Succession Planning, Capability/Performance Management, Exit Interviews.
- It has been agreed that the Staff Charter and Behavioural Framework should be within all Staff Job Descriptions.
- The Staff Charter should be within appropriate HR Policies and processes to support the Trust and staff when negative behaviours are impacting on patient care, colleagues or others i.e. Appraisals, Capability, Uniform Policy etc.

Promoting Staff Charter values bi-monthly

- UHMB (University Hospital Morecombe Bay) promote and discuss as a Trust their values per month, at ULHT this could be a Staff Charter value discussed over a two month period by Executive Board, Jan's blog, Team Brief, Team meetings and through all communication medium.

A Staff Charter Implementation Plan has been handed over to HR/OD Team by JB.

Jackie Boore

