



Excellence in rural healthcare

To:	Trust Board
From:	Helen Nicholson, Head of OD
Date:	29 th June 2018

Title:	National Staff Survey 2017		
Responsible Director: Martin Rayson, Director of Human Resources and Organisational Development			
Purpose of the report: To provide the Board with final details of our response to the 2017 National Staff Survey			
The report is provided to the Board for:			
Decision	<input type="checkbox"/>	Discussion	<input checked="" type="checkbox"/>
Assurance	<input type="checkbox"/>	Information	<input checked="" type="checkbox"/>

Summary/Key Points:

The NSS results were published in March 2018. The key themes were identified and these, along with actions currently in place have been widely shared across the organisation. This paper summarises our proposed response, with the actions we have taken already and have planned against each theme and what we see as “quick wins” which demonstrate that we are listening and responding. Many of themes in the survey reflect deep-rooted issues for the Trust and we know that improvements in morale and pride in ULHT will only be tackled through our 2021 programme and tackling structural and staffing issues. However, there are things we can do to create a sense of momentum and impact in advance of the 2018 survey (which opens in September)

For the first time this year, the detailed results for each Clinical Directorate were shared with CDs. They were asked to engage with their staff and identify the key areas that, as a Directorate they would work on and actions that will be put in place.

What this paper is not is a specific staff survey action plan. One of the five improvement programmes in the ULHT 2021 Strategy relates to the workforce. As part of the Strategy we have identified a number of ambitions for our workforce, as follows:

- Will be proud to work at ULHT
- Will feel valued, motivated and adaptive to change
- Will challenge convention and improve the way we do things

We will deliver the workforce improvement programme and our response to the NSS through the delivery of the ULHT People Strategy. The Strategy focuses on what we must do to tackle the two strategic risks relating to workforce:

- Failure to sustain adequate workforce
- Failure to sustain engaged workforce

The priorities within the People Strategy are essentially therefore about either “workforce skills and numbers” or “engagement through change” and the actions set out here will be included and monitored through the People Strategy/Operational Plans work programme.

In September 2018, ahead of the next NSS, we will undertake an intensive communications campaign to staff which clearly show that

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we have listened to what they said and we have taken action, thereby encouraging participation in the survey and a positive response. This paper was discussed at Workforce Committee in May. The Committee wanted regular feedback on the extent to which the actions were being delivered.

We are running a “pulse survey” within the Trust, with a closing date of end-June and this will be one important means by which we can assess whether the actions that we are taking are having a positive impact.

Themes	People Strategy Actions Taken/ <i>Planned</i>	Quick Wins
Lack of hope among staff	<ul style="list-style-type: none"> • 2021 provides a positive narrative for the future – new vision & ambitions agreed and communicated • People Reference Groups have been set up aligned to each of the 2021 Improvement Programmes. These will be the single body to manage engagement with our signed up 2021 Ambassadors. There is also inclusion of representatives from the Senior Leadership Forum. These Forums will maximise the use of various qualitative and quantitative methodologies to mature involvement through consultation and engagement through to empowerment. The overall aim is to widen the involvement in the development and delivery of changes through our 2021 Improvement Programmes. This is to be achieved through the provision of a forum for staff to be involved at the very early stages of planning instead of being consulted on about plans which have already been decided. • Big conversations are planned through the year as a means to involve people in key decisions 	<ul style="list-style-type: none"> • Key quick win is to talk to staff about our vision for each site and services – this is what people are particularly interested in, as well as turning plans (which they have heard before) into action - Engagement planned for July 2018
ULHT focussed on finance rather than patient safety	<ul style="list-style-type: none"> • Work on Quality and Safety Improvement Plan and comms around achievements in last year • Patient safety conference held 1st May 2018. Attended by 125 staff including wide range of medics and nurses. Workshops included Human Factors stressing the importance of communication, team work and leadership to patient safety • <i>Publication of Quality Strategy</i> 	<ul style="list-style-type: none"> • Communications plan around 2021 & narrative that will clarify the inter-connectedness of the financial and quality issues – Plan in place by June 2018

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<p>Staff not confident in raising issues</p>	<ul style="list-style-type: none"> • New SI process in place • Freedom to Speak Up Guardian role publicised • Need to do more, particularly focusing on the feedback loop, so staff see action as a result of concerns raised • Training and education for risk and SI process and use of Datix – linked to local management and assurance 	<ul style="list-style-type: none"> • Role of Freedom to Speak Up Guardian to be more widely promoted plus the role of Chaplains and staff-side in this process. This will include examples of where issues have been raised, how they were dealt with and the response showing that we are pleased that staff have raised their concerns – Autumn 2018
<p>Concerns about staffing levels</p>	<ul style="list-style-type: none"> • ULHT part of NHSI recruitment initiative. Plans will include looking at Retire and Return, flexible working and exit interviews • <i>Workforce Capacity Planning - We are looking at our current establishment, to see if it is correct in terms of total numbers and whether we can change the skill mix and embrace new roles, where it may be easier to recruit, such as nurse associates and physician associates.</i> • <i>Review of recruitment to ensure we are utilising all best practice to fill current vacancies</i> 	<ul style="list-style-type: none"> • Briefings to staff to explain what we are doing to tackle the wicked issues we face of which staffing is one – Through to September 2018 • Project to review staff experience when they are moved between wards and how we can improve this – June 2018
<p>Staff do not feel valued</p>	<ul style="list-style-type: none"> • Employment brand project underway – what is the offer of ULHT and how do we get that offer out to new and existing staff? Brand will focus on “Endless Possibilities” at ULHT • <i>Possibility of introducing a “mood-app” similar to the Fab-o-meter used at LCHS to be explored</i> 	<ul style="list-style-type: none"> • New recognition approach - Launched May 2018 • Relaunch benefits package under “Ben” branding – July 2018
<p>Staff don't feel the Trust is concerned about their wellbeing</p>	<ul style="list-style-type: none"> • Significant investment already in mental health first aid and mindfulness. • March “Big conversations” focussed on this area. The two areas staff wanted to see more investment in were counselling courses and health MOTs • <i>Opportunities for staff to have free gym membership being explored by Occupational Health</i> • <i>Occupational Health developing a proposal around staff debriefing</i> 	<ul style="list-style-type: none"> • Occupational Health exploring options for companies to provide water bottles to keep staff hydrated – July 2018 • Conference planned to equip managers with skills around well-being, particularly mental health wellbeing – September 2018 • New financial well-being package to be introduced as part of benefits package – July 2018 • Launching new social committees to encourage social interaction within and between sites – June 2018

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<p>Lack of engagement to shape change</p>	<ul style="list-style-type: none"> • 127 staff over four sites attended the “Big conversations” • 2021 People Reference Groups (as above) • 2021 Improvement Methodology launched – opportunity for staff to get involved in change – link to promoting these improvements through a promotional catalogue of case studies • <i>Planning to take specific actions to enhance medical engagement – Junior Doctor Forums, New Consultant Group</i> 	
<p>Quality of management</p>	<ul style="list-style-type: none"> • Expectations of managers set out in staff charter/behavioural framework • Two day management programme nearly complete – 200 attendees • New leadership offer launched April 2018 focussing on core leadership behaviours and management skills including zero tolerance to bullying • Development Centres to be launched July 2018 to assess managers against Trust values and behaviours • New individual performance management approach launched May 2018 – integrates ULHT values and behaviours & will focus on management performance • <i>Staff Charter workshops to explore aspects of the charter</i> • <i>Monthly comms messages focussing on one aspect of ULHT values and what means in practice</i> • <i>Developing proposals for programme for aspiring medical leaders</i> 	<ul style="list-style-type: none"> • Will explore the issue of bullying in ULHT and what are the specific actions that cause the high % scores in the staff survey – October 2018 • Mediation offer to be promoted to enable issues to be tackled before they escalate – July 2018
<p>Limited development opportunities</p>	<ul style="list-style-type: none"> • The Trust hosts the Lincolnshire Talent Academy, which supports new pipelines of talent, whether that is promoting NHS careers in schools, supporting apprenticeships or developing “trailblazers” for AHP careers or clinical pharmacists. • <i>New Pathways Development temporary post appointed to (start July 2018) to develop career and development pathways focussing initially on nursing and medical staff</i> • <i>The Trust will work with HEE to explore further opportunities to maximise the pipeline of new talent and to maximise the opportunities for staff in the organisation</i> 	<ul style="list-style-type: none"> • Trust subscribed to RCNi online learning allowing access to all nurses to 250 CPD modules – Completed • Trust invested in 100 iPads to facilitate workplace learning – to be distributed during June 2018

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	<ul style="list-style-type: none"> • <i>Developing plans for development opportunities for SAS doctors</i> 	
Silo based working	<ul style="list-style-type: none"> • Review of induction underway – corporate induction, local induction and induction of temporary staff covered • Medical engagement work, as a response to the medical engagement scale and this survey is being developed. • Explore option to have a “one day in the life off” – a shadowing of different areas of the Trust 	
Workplace compassion - Behaviours of staff members to each other do not reflect the values – people are not consistently kind to one another	<ul style="list-style-type: none"> • New leadership offer focusses on developing compassionate, inclusive leaders • Launch of staff charter and behavioural framework • More consistent approach to holding people to account • Use of “special measures” for teams in distress e.g. Anaesthetics Pilgrim 	<ul style="list-style-type: none"> • Anti-bullying campaign (referred to above)
Lack of effective two-way communication	<ul style="list-style-type: none"> • Executive & Non-Executive 2021 briefings (followed other face-to-face conversations led by Staff Engagement Group earlier in year) • Team brief introduced as part of suite of communications tools • Request for staff ideas has generated over 500 responses – will be feeding back how we are responding to them through a new 2021 Newsletter 	<ul style="list-style-type: none"> • More use of Facebook live-streaming of conversations with Execs and meetings – through to December 2018 • Non-Executive participation in walk-arounds to enhance visibility, associated with launch of site and service visions – June through to September

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