

ITEM: 18 DOC: 14

Trust Board Meeting

DATE: 23 May 2012

TITLE: Staff engagement plan

SPONSOR: Maria Da Silva, Chief Operating Officer

REPORT FROM: Margaret Boltwood, Director of People

PURPOSE OF REPORT: <i>To note</i>
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EXECUTIVE SUMMARY:

Background and research evidence

The effects of change are impacting all staff across the whole of Whittington Health, either directly or indirectly, as it transforms its services to meet its strategic goals.

There is considerable evidence that demonstrates, staff engagement is critical to the success of the organisation and to the quality of patient care.

Priorities for staff engagement

Based upon this three key priorities have been identified:

- Engaging managers
- Engaging staff
- Engaging with staff representatives

This Staff engagement plan covers actions during 2012-14. Following review in 2013 it will be extended to 2017. It should also be read in conjunction with the Communications strategy covering internal and external communications, (Trust Board agreed April 2012) and the Workforce Strategy (Trust Board agreed March 2012).

Organisational values

Research shows a clear link between strong shared values and high commitment for staff. As part of the staff engagement plan organisational values have been discussed and developed with staff and managers. This is still work in progress however from a recent survey of staff the following organisational values have the greatest resonance:

- Person centred care
- Valuing each other
- Open and honest

- Respectful
- Highest quality

Evaluation of success

The success of employee engagement will be reviewed in annually in February/March through the specific results of the annual staff survey. It will also be measured through other organisational measures and progress reviewed every six months by the Trust Board.

PROPOSED ACTION: *Trust Board to review progress every six months*

APPENDICES:

DECLARATION

In completing this report, I confirm that the implications associated with the proposed action shown above have been considered – any exceptions are reported in the Supporting Information:

Implications for the NHS Constitution, CQC registration

Financial, regulatory and legal implications of proposed action

Risk management, Annual Plan/IBP

Moving Ahead – how does this report support any of the Trust's 5 Strategic Goals

Supporting Information

Whittington Health Staff engagement plan

Context

The effects of change are impacting all staff across the whole of Whittington Health, either directly or indirectly, as it transforms its services to meet its strategic goals:

“To be an outstanding provider of high quality joined up healthcare to local people in partnership with GPs, councils and local providers”

Whittington Health has identified that this will be achieved by 2017 by the attainment of the following five goals:

- 1. *Integrated care***
- 2. *No decision about me without me***
- 3. *Efficient and effective care***
- 4. *Improving population health***
- 5. *Innovation and improvement***

At the heart of achieving these changes are the people who work for and deliver the services of Whittington Health. It is key that they fully understand the way forward and the aim of changes which they are experiencing. In other words that they understand that changes are not just for change sake but very much are about driving forward to achieve our strategic goals for our local people and community.

Why is this so important?

There is considerable evidence that demonstrates, staff engagement is critical to the success of the organisation and to the quality of patient care.

For example the outcomes of the Healthcare team effectiveness project¹ found that health care teams that have clear objectives, high levels of participation, emphasis on quality and support for innovation, provide high quality patient care. Such teams also introduce innovations in patient care. It found:

¹ **Team working and effectiveness in health care: findings from the Health Care Team effectiveness project. C. Borrill, M.A. West, J. Dawson, D. Shapiro, A. Rees, A. Richards, S. Garrod, J. Carletta, A. Carter 2000**

- *Members of teams that work well together have relatively low levels of stress.*
- *In primary health care teams particularly, a diverse range of professional groups working together, is associated with higher levels of innovation in patient care.*
- *The quality of meetings, communication and integration processes in health care teams, contributes to the introduction of new and improved ways of delivering patient care.*
- *Clear leadership contributes*

Guest and Conway²'s research demonstrates that the psychological contract between staff and their employer will increase their contribution at work and to the experience of service users. The psychological contract looks at the workplace relationship as perceived by employer and employee. It is the psychological contract that effectively tells employees what they can expect from their job and what they are required to do in order to meet their side of the bargain. This relationship is seen by employers as more and more important in the effective management of staff.

Staff engagement plan

The staff engagement plan for Whittington Health is based on the findings from this research and identifies three key priorities:

- Engaging managers
- Engaging staff
- Engaging with staff representatives

It should also be read in conjunction with the Communications strategy covering internal and external communications, (Trust Board agreed April 2012) and Workforce Strategy (Trust Board agreed in March 2012).

These three priorities will drive the staff engagement programme which will be flexible to enable adjustments to proposed actions, ensuring that they are the best fit within a changing environment.

The Staff engagement plan attached as pages 8-10 covers actions during 2012-14. It will be reviewed during April 2013 and then extended following further diagnostics

Organisational values

Research shows a clear link between strong shared values and high commitment from staff. Where strongly shared values can be demonstrated, people are more likely to be satisfied, displaying higher levels of

² Employee well-being and the psychological contract: a report for the CIPD. Research report GUEST, D. and CONWAY, N. (2004)

organisational commitment, lower quit rates, greater customer satisfaction, and lower levels of dissent or dissatisfaction over levels of pay.³

It shows clearly that having 'A Big Idea' on its own isn't enough. To build commitment and drive improved performance it needs to be:

- embedded and understood across the organisation
- integrated into relationships between stakeholders
- enduring, built around or on a legacy of past success
- habitual, with behaviours repeated, collective and routine.

As part of the staff engagement plan organisational values have been discussed and developed with staff and managers. This is still work in progress however from a recent survey of staff the following organisational values have the greatest resonance:

- Person centred care
- Valuing each other
- Open and honest
- Respectful
- Highest quality

In the staff engagement plan (see below) the continued engagement of staff and managers in the process of developing these values and an understanding of their impact as well as how they should be integrated into everyday behaviours; delivery of duties, interactions and services.

Evaluation of success

Employee engagement will be reviewed in February/March 2013 through the results of the annual staff survey with particular emphasis on the following key questions which are used in the calculation of overall staff engagement. In the survey carried out in October/November 2011, the trust scored 3.74%, out of 5%. It was placed as one of the best performing 20% of acute trusts. The questions used by the CQC to reach this score are based on the following survey questions:

Involvement

- *I am able to make suggestions to improve the work of my team/department*
- *There are frequent opportunities for me to show initiative in my role*
- *I am able to make improvements happen in my area of work*

Advocacy

- *Care of patients/service users is my trust's top priority*
- *I would recommend my trust as a place to work*
- *If a friend or relative needed treatment I would be happy with the standard of care provided by this trust*

³ *Vision and Values: organisational culture and values as a source of competitive advantage*
John Purcell, Sue Hutchinson, Nick Kinnie, Juani Swart & Bruce Rayton. CIPD Executive briefing 2010

motivation

- *I look forward to going to work*
- *I am enthusiastic about my work*
- *Time passes quickly when I am at work*

In addition staff engagement will be monitored by the achievement of:

- Increased patient satisfaction
- Best patient standard mortality rate
- Reduction in complaints
- Reduction in sickness rates 13/3/12 3% sickness absence to be reduced to 2.5% by 03/2014

It is proposed that the Trust Board reviews progress every six months.

**Whittington Health
Staff engagement plan 2012-14**

priority	action	Timeline/lead	Outcome
Priority 1 Engaging managers	<ol style="list-style-type: none"> 1. Diagnostic day for developing Divisional Development Programme 2. Divisional Development Programme delivered 3. Clinical leaders and managers forum day 4. Briefing and discussion of strategic goals, foundation trust application, workforce strategy and development of values 5. Regular two way communications (see communications plan for details) 6. Appraisal prioritising staff engagement objective, organisational values and skills required in personal development plans 7. Roll out of talent management process 	<p>Completed/Dir of People</p> <p>06/12 – 12/12 Dir of People</p> <p>09/12 Dir of People</p> <p>Completed 03/12 Dir of People</p> <p>05/12 onwards Dir of Strategy</p> <p>04/12 onwards Dir of People</p> <p>07/12 onwards Dir of People</p>	<ul style="list-style-type: none"> • Creation of Divisional Development Programme using NHSElect • Better equipped managers within divisions to address transformation and running of services • Enhanced understanding of environment by managers. • Development of organisational values • Better communications through the organisation • Aligned objectives and skills development identified • Further opportunity for discussion to engage managers resulting in succession planning

priority	action	Timeline/lead	Outcome
Priority 2 Engaging staff	<ol style="list-style-type: none"> 1. Briefing and discussion of strategic goals, foundation trust application, workforce strategy and development of values 2. Development of values, used as opportunity to reinforce knowledge of strategic goals and objectives. All staff survey for views on priorities 3. Managers encouraged to regularly communicate two way with their staff (see communications plan) 4. Directors to actively encourage feedback from staff and through managers 5. Engage staff in transformation of services at embryonic stages (see section on staff representative engagement) 6. Introduction of annual staff conference 7. Develop ways of rewarding success and innovation (by involving staff) 8. Review and refresh the Whittington Employment Promise 	<p>Completed 03/12 Dir of People</p> <p>Completed 04/12 Dir of People</p> <p>05/12 onwards All directors</p> <p>05/12 onwards All directors</p> <p>“Rules of engagement and participation” developed by task group. EC agreement 07/2012.Dir of People</p> <p>Chief Operating Officer</p> <p>09/12 – 12/12 launch as FT. Dir of People</p> <p>Commenced 05/12 Dir of People</p>	<ul style="list-style-type: none"> • Enhanced understanding of environment by staff • Involvement of staff in shaping organisational values • Better communications through the organisation • Directors more visible and better communications through the organisation • Involvement of staff creating and understanding transformation of services and benefits from users viewpoint • Ways of rewarding staff to encourage and reinforce success and innovative approaches • Involvement of staff in shaping new employment Promise for whole of ICO

priority	action	Timeline/lead	Outcome
Priority 3 Engaging with staff representatives	<ol style="list-style-type: none"> 1. Build on partnership work with Trade unions and professional organisations by monthly meetings and sub groups 2. Review of learning from recent organisational changes with staff side representatives 3. Staff Partnership members to meet trust board 	<p>04/12 onwards</p> <p>Feed into task group (see engaging with staff) above</p> <p>06/12</p>	<ul style="list-style-type: none"> • Constructive and informed staff representative relationship with managers • Better and more constructive way of dealing with organisational changes to minimise misunderstandings and enhance understanding of proposals and their impact • Trust Board to gain an enhanced understanding of staff side views and concerns • Trust Board to increase its visibility