

EXECUTIVE SUMMARY
REPORT TO THE BOARD OF DIRECTORS
HELD ON 21 JUNE 2017

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| Subject | Update on 2017/18 Trust Staff Engagement Action Plan |
| Supporting TEG Member | Mark Gwilliam, Director of HR & OD |
| Author | Rhian Bishop |
| Status¹ | I |

PURPOSE OF THE REPORT

To provide an update on the Staff Engagement Action Plan and Process

KEY POINTS

Both the Trust and staff engagement action plans require updating in light of the 2016 NHS staff survey results, the updated Trust 2017/18 staff engagement action plan is therefore attached for information

This plan is underpinned by directorate specific action plans which include the 5 core actions agreed by TEG and the Staff Engagement Executive Group. The staff survey data has been analysed to a greater degree to help directorates identify their key focus areas, e.g. by occupational group within directorates and further breakdowns such as by BME, age, gender and length of service have also been piloted in some directorates.

In addition a new approach has been developed with Capita (the survey provider) to theme the verbatim comments to make these easier to use. Staff were asked about what is good about working at STH and what could be improved and the responses are themed. The themes and responses have been shared with every directorate senior management team to help them understand the issues and further inform directorate action plans.

Implementation of the Trust plan will be monitored by the Staff Engagement executive and progress with the directorate action plans will be monitored via HR Business Partners Performance meetings and the TEG performance review process.

IMPLICATIONS²

| AIM OF THE STHFT CORPORATE STRATEGY 2012-2017 | | TICK AS APPROPRIATE |
|--|--|----------------------------|
| 1 | Deliver the Best Clinical Outcomes | |
| 2 | Provide Patient Centred Services | |
| 3 | Employ Caring and Cared for Staff | √ |
| 4 | Spend Public Money Wisely | |
| 5 | Deliver Excellent Research, Education & Innovation | |

RECOMMENDATIONS

The Board is asked to note the Trust 17/18 staff engagement action plan.

APPROVAL PROCESS

| Meeting | Date | Approved Y/N |
|----------------|-------------|---------------------|
| HR&OD | 12/06/2017 | |

¹ Status: A = Approval
A* = Approval & Requiring Board Approval
D = Debate
N = Note

² Against the five aims of the STHFT Corporate Strategy 2012-2017

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

REPORT TO THE BOARD OF DIRECTORS

21 JUNE 2017

STAFF ENGAGEMENT ACTION PLAN

Following the publication of the 2016 NHS Staff Survey Results in March, both the Trust and directorate staff engagement plans have been updated. The Trust continues to work to the Department of Health STAR model of staff engagement, attached at appendix 1, which has delivered improvements in the overall staff engagement score for 7 of the last 8 years.

The overall trust staff engagement score is 3.82 which is slightly better than the 3.80 for combined acute and community trusts but above the NHS average of 3.79

The Trust staff engagement plan therefore addresses all aspects of the STAR and is underpinned by more specific directorate action plans.

The core priorities for all the directorate staff engagement action plans were discussed and agreed at the Staff Engagement Executive in March 2017.

These are:

1. **Actions to motivate staff** – e.g. increase appreciation, valuing, recognition,
2. **Actions to increase staff involvement** – e.g. listening to staff and involving them in improvement solutions
3. **Actions to improve team working** – e.g. Insights Discovery, sharing objectives from appraisals
4. **Actions to reduce the number of staff reporting feeling ill due to work relates stress/ to improve mental health** - e.g. increase uptake of headspace app, resilience training.
5. **Actions to improve diversity and inclusivity** – e.g. implement the findings of the WRES work

In addition directorates must also include at least two directorate specific actions identified from their Staff Survey results, Staff Friends and Family Testing or staff or patient feedback to address in their plan.

The staff survey data has been analysed further with every question ranked across the Trust and broken down by occupational group within departments to further enable directorates to identify hotspots. In some directorates breaking results down by other factors such as ethnic group, length of service and age have also been piloted.

This year the Trust worked with Capita to pilot two additional questions:

Q.37 “Please note below one thing that you feel could be improved at Sheffield Teaching Hospitals”

Q.38 “Please note below one thing that you think is good about working at Sheffield Teaching Hospitals”

Staff were asked to self-select a theme for their answer and then provide a comment. The verbatim comments received have been shared with senior managers within each directorate.

The top three themes staff identified **for improvement** were:

1. Feeling valued/ supported
2. Being treated fairly
3. Communication

The top three themes staff identified as being **good** about the SHFT were:

1. Job satisfaction
2. Relationships/ cooperation
3. Patient/ service user satisfaction

It is therefore important to consider the areas staff identified for improvement in particular

A significant amount of external scoping both within and external to the NHS has been undertaken to see what else we could do help our staff feel more valued and supported. We have already established that we need to further develop both our staff benefits and health and wellbeing offer in comparison to other Trusts and we need to communicate these more effectively.

The diversity work ongoing in the Trust will encourage equity and inclusion and whilst also continuing to look for ways to improve communication the new Trust intranet will help with this.

TEG have approved the Trust level staff engagement plan for 17/18 attached at appendix 2. Implementation of this has already begun.

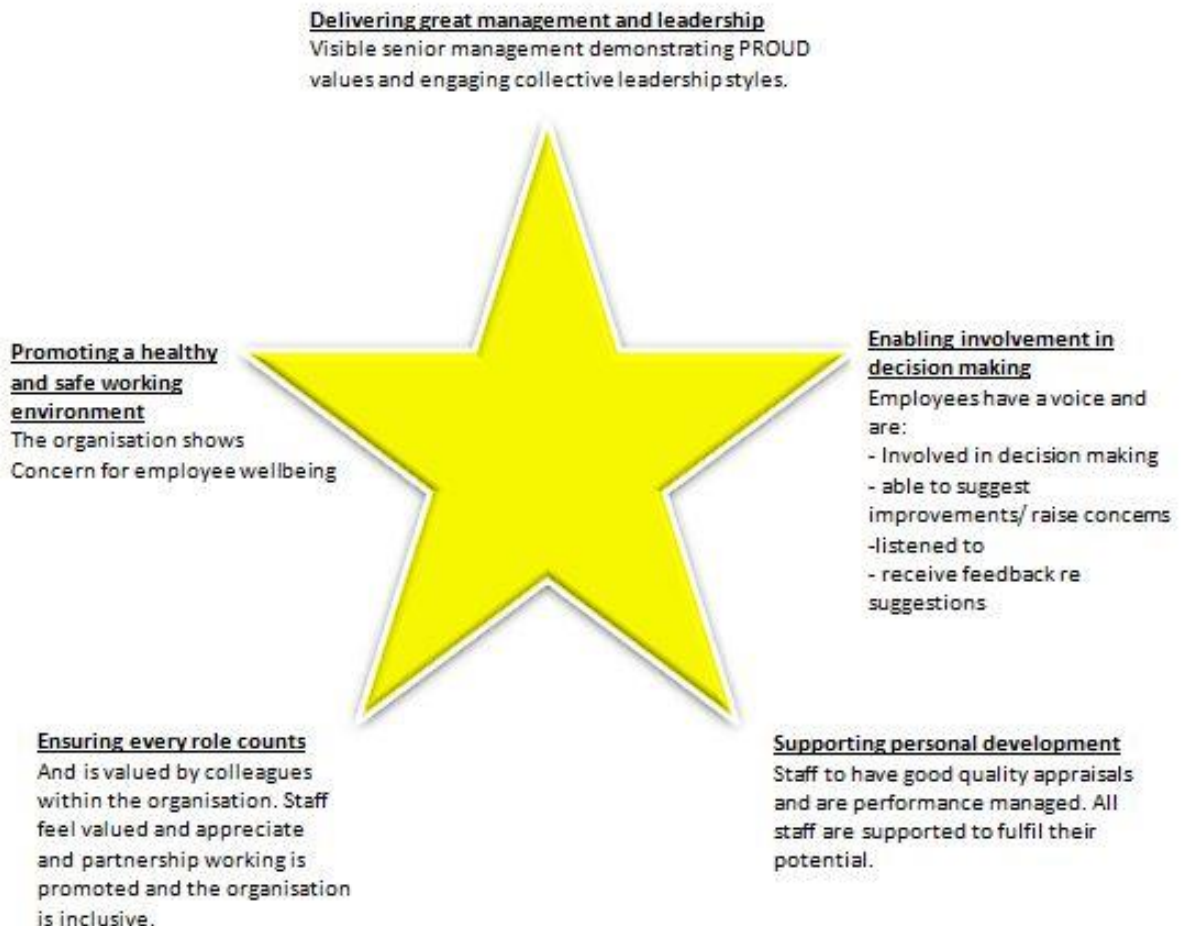
Implementation of the Trust staff engagement action plan will be monitored via the Staff Engagement Executive whereas the directorate staff engagement plans will be monitored via HR business partners performance meetings and TEG performance review process.

RB May 2017

The Staff Engagement Star (D.O.H 2010)

(adapted to reflect IPA/NIHR research 2014 and SPF model of Staff Engagement)

For good staff engagement at Sheffield Teaching Hospitals NHS Foundation Trust we need:



These factors are underpinned by all staff demonstrating the **PROUD** values through their behaviour at all times and a compassionate culture.

- P**atients first – Ensure that the people we serve are at the heart of all we do.
- R**espectful – Be kind, respectful, fair and value diversity.
- O**wnership – Celebrate our successes, learn continuously & ensure we improve.
- U**nity – Work in partnership and value the role of others.
- D**eliver – Be efficient, effective and accountable for our actions.

Sheffield Teaching Hospitals Foundation Trust

Staff Engagement 2017/18 Action Plan (Incorporating Staff Survey Action Plan)

| ACTION | LEAD | TIME-SCALE | COMMENTS |
|---|---|----------------|--|
| Review membership of Staff Engagement Executive group, continue to meet bi monthly and set direction/monitor progress | Mark Gwilliam | July 2017 | Next meeting June 8 th 2017 |
| Develop an integrated staff engagement /health and wellbeing strategy linked to OD strategy and workforces strategy | Nicola Hartley/ Rhian Bishop | September 2017 | |
| Work with Directorate management teams and staff engagement leads to produce directorate staff engagement action plans to address trust wide 'bottom 5' and directorate priorities | Rhian Bishop / HR business partners/staff engagement leads | May 2017 | |
| Monitor progress through performance review/ HR business partners | Mark Gwilliam/ Nicola Hartley | Ongoing | |
| Share good practice in staff engagement via the staff engagement leads forum and the staff engagement SharePoint site | Rhian Bishop/Cara Hornet/staff engagement leads | Ongoing | SE Leads action planning forum held April 2017 |
| Continue to embed PROUD values in all behaviours Share good practice examples of demonstrating and embedding PROUD on SharePoint site. Ensure more staff have PROUD business cards | All TEG/ All MBB Rhian Bishop / Cara Hornett | Ongoing | |
| Pilot launch of PROUD values and behaviours screening into recruitment | Debbie Padwick | Summer 2017 | Scenarios developed, testing ongoing |

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| Delivering great management and leadership | | | |
| Restructure to create and appoint a new Director of Organisational Development to lead on OD/workforce transformation | Kirsten Major | September 2017 | |
| Appoint an external contractor to work with OD MIB / train champions to launch a collective culture commencing with MBB launch | MIB OD group | Spring 2017 | Work Life appointed MBB Leadership event held 14 May 2017 |
| Continue internal provision of: Senior leaders programme ILM level 3 programmes Essentials of management (EMS) Guest lecture series Senior Sisters Forum Quarterly leadership forum Support use of leadership academy NHS 360 tool | Linda Crofts | Ongoing | ILM Cohort 10 completed May 2017, cohort 12 now commenced Senior Sisters Forum 8 June 2017 "Thinking to Win" Leadership Forum 7 July 2017, EMS revised 4 more facilitators trained February 2017 |
| Continued expansion of coaching and mentoring programme for managers across the Trust to enable them to better support staff using "Mye-coach" Promote the use of Mye-Coach throughout the organisation | Linda Crofts | Ongoing | New 'Mentoring for Growth' programme to be offered July and September 2017 Launched 2016 |
| Improve the visibility of senior managers in the Trust e.g. through continuation of formal quarterly 'back to the floor' scheme/ TEG visits to directorates etc. Ensure more MBB members participate in "Back to the Floor" sessions. Chief Executive regular planned visits to departments/wards. Continuation of the regular | TEG/ operational board Andrew Cash/Julie Phelan Trust board | Ongoing Ongoing Ongoing | |

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| Board of Directors visits to departments and wards. | | | |
| Encourage teams to undertake team development using Insights Discovery (N.B. cost for profiles) | MBB | June 2017 | Over 1800 staff now have Insights profiles |
| Publicise Insights as a tool to improve communication in teams/ team effectiveness | Linda Crofts | June 2017 | Directorate core action re team working will further support this |
| Encourage teams to review team working /reviewing effectiveness in particular | MBB/ Staff engagement leads | April 2017 | Directorate core action re team working will further support this |
| Supporting personal development Ensure 90% staff across the Trust receive a well structured annual appraisal through use of PROUD appraisal | Mark Gwilliam/ all Trust managers | Maintain compliance | |
| Provide additional training in appraisal /feedback skills | L and D dept | Commenced April 17 | |
| Introduce 360 appraisal process for MBB | Mark Gwilliam | Spring 2018 | |
| Consider options to introduce E-appraisal. | Mark Gwilliam | Spring 2018 | |
| Enabling involvement in decision making | | | Directorate core action to increase staff involvement will further support this |
| Continue to use staff FFT as a basis for discussions with staff service improvement | All MBB | Ongoing | Q4 results used |
| Consider how to improve feedback to staff on actions taken following staff survey results/ Staff FFT/ Patient surveys | Julie Phelan Sue Butler SE Leads | Ongoing | Discussed at PEC April 2017 |
| Promote use of Listening into Action approach See appendix 3 for more details | LIA team | Ongoing | Phase 4 now launched |
| Promote Microsystem approach as tool to involve | MCA | Ongoing | MCA expo June 2017 |

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| staff in service improvement | | | |
| Encourage staff to get involved in improving services with 'Give it a Go' week | MBB | June 2017 | |
| Continue with weekly staff communications etc. | Julie Phelan | Ongoing | |
| Launch new intranet | Julie Phelan | Summer 2017 | |
| Launch wifi for staff and patients | IT | Summer 2017 | |
| Trust Chairman to continue to meet with Staff Governors on a regular basis | Chairman | Ongoing | |
| Promote a Healthy and Safe Working Environment | | | |
| Re-establish the health and wellbeing strategy group | Mark Gwilliam | Spring 2017 | established |
| Seek staff views on wellbeing interventions | Nicola Hartley/ Rhian Bishop | Ongoing | Focus groups held and extra question in staff FFT quarter 1 |
| Continue with health checks/ new interventions if funded e.g. Schwartz rounds, | Nicola Hartley/ Alison Rimmer / Rhian Bishop | Spring 2017 | Not yet funded |
| Raise awareness of current health and wellbeing offer e.g. improve info at induction | Comms/ Rhian Bishop | May 2017 | Health and wellbeing boards being purchased |
| Introduce STH health and wellbeing training for managers | Rhian Bishop | July 2017 | SHU sessions held 2017 |
| Roll out more resilience training and continue with stress management in ILM , use of HSE risk assessments | Leadership development team/HR | May 2017 | Directorate core action to reduce stress will further support this |
| Review psychological health access for staff | Nicola Hartley | April 2017 | Improved Service to be provided from August |
| Promote access to headspace app | Staff engagement team/ Comms | Ongoing | Approximately 1900 staff now have codes |
| Undertake mediations promptly as appropriate in order to reduce stress | Rhian Bishop Trust mediators | Ongoing | |
| Continue to raise awareness of the Raising Concerns policy | HR BPs | Ongoing | |

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| Continue to raise awareness of the Acceptable Behaviour at work policy | HR BPs | Ongoing | |
| Ensure staff complete all mandatory training | All Managers | Ongoing | |
| Ensuring every role counts | | | |
| Hold annual Thank You awards | Julie Phelan | Ongoing | “International Day of the midwife” celebrated in Midwifery in May 2017 |
| Review Long Service awards / retirement policy | HR | June 2017 | |
| Encourage more directorates to hold “employee of the quarter” etc. other celebrations | SE Leads | commenced | |
| Look for ways to help staff feel valued e.g. 100% attendance letters from Chief Exec | All MBB | May 2017 | |
| ‘Seamless surgery awards’ Promote electronic system “Recognise me” | Julie Phelan | Ongoing | |
| Good practice examples of initiatives throughout the Trust that show recognition and appreciation to be shared on SharePoint site | All SE Leads | Ongoing | |
| Consider further ways to improve motivation e.g. day off on birthday for good attendance, well being time | TEG/ MBB | | Suggestion from MBB Learning event to be discussed |
| Develop a Reward strategy for staff to include benefits, discounts, salary sacrifice Health & Wellbeing etc. | Nicola Hartley / Rhian Bishop | Summer 2017 | |
| Communicate and revise Total Reward Statements | Nicola Ashton Rhian Bishop | September 2017 | Dependent on national refresh timescale |
| Work to make STH more inclusive and diverse e.g. implementation of WRES work /QI project | Debbie Padwick / equality leads WRES steering group | September 2017 | Directorate core action re diversity and inclusion will further support this. |

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| <p>Pilot of Athena Swan gender equality work</p> <p>Prepare for launch of WDES</p> | <p>/</p> <p>Leadership fellows</p> <p>Debbie Padwick</p> | <p>Spring 2017</p> <p>Spring 2018</p> | <p>Yvonne Coghill leading WRES work Recommendations to be considered</p> <p>Temporary equality and inclusion manager appointed</p> |
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Please note this action plan is supported by directorate staff engagement plans developed to address Trust priorities and directorate staff survey/ staff FFT results It will be further supported by STHFT participation in the Quest Employer branding initiative and the Making it Better Employer of Choice work

RB June 2017

| Phase 4 Schemes | | | |
|---|---|---------------------------------------|---|
| OSCCA | | PLASTIC AND BREAST SURGERY | |
| Critical Care | Relatives Waiting Area & Visiting Times | General Surgery | Prepare Scheme for Upper GI Surgery Patients |
| Operating Services, Critical Care and Anaesthesia | Improving the Health and Wellbeing of staff OSCCA | | |
| Operating Services, Critical Care and Anaesthesia | OSCCA/Anaesthesia Engagement including Setting up a Staff Council | COMBINED COMMUNITY & ACUTE | |
| | | Therapeutics | Therapy Instructor Trial in Therapy Services |
| LEGION | | Physiotherapy | New Models of Placements for Physiotherapy Students |
| Obs, Gynae and Neonatology | Improving Governance in Maternity Services | Integrated Community Care | Front Door Response and Active Recovery - Working Together to Streamline Services |
| Neonatology | Training for Staff to Empower and Engage Parents in the Neonatal Unit | | |
| | Improving Scheduling for C-Sections | MSK | |
| | Implementation of Controlled Sedation in Jessop Wing | Orthopaedics | Virtual Follow-Up Clinic for Primary Hip Replacements |
| Obstetrics | Better Births – Continuity of Care | | |
| | | ENABLING OUR PEOPLE/TRUST WIDE | |
| | HEAD & NECK | Informatics | Creating a Culture of Respect, Understanding and Trust |
| Oral and Dental | Improving Communications in CCDH | Clinical Coding | Clinical Coding - Breaking the Backlog at Month End |
| | | Trust Wide Junior Doctors | Making this an exceptional experience for Junior Doctors and Dentists |
| | | Trust Wide/SYRS | Lorenzo – Engaging Users in Making Improvements in SYRS |

| Key | |
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| New scheme | |
| Have been a previous scheme | |
| Engagement Schemes | |