

EXECUTIVE SUMMARY**REPORT TO THE PUBLIC BOARD OF DIRECTORS****HELD ON 31 JULY 2018**

Subject	Update on 2018/19 Trust level Staff Engagement Action Plan
Supporting TEG Member	Mark Gwilliam, Director of HR & Staff Development
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Status¹	A

PURPOSE OF THE REPORT

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

KEY POINTS

Following the publication of the 2017 staff survey results both the Trust and directorate staff engagement action plans needed updating. The Trust level action plan is underpinned by directorate level plans.

As the 5 trust wide core actions for every directorate action plan were agreed by the Staff Engagement Executive and TEG in March, this enabled the directorate action plans to be developed with staff, agreed and in place in June prior to the CQC visit. The CQC did request to see several of these plans in the areas they visited.

This year, Capita (the survey provider) themed the verbatim comments for every directorate to make these easier to use. These have been shared with every directorate senior management team to help them understand the issues and further inform directorate action plans. A sample of the trust level comments is attached at Appendix 2

We continue to work to the Department of Health Star model of staff engagement as expected by the CQC which has delivered year on year improvements in staff engagement across the Trust for the last 9 years. However this year with the launch of the people strategy, the trust level staff engagement action plan has been mapped against the people strategy workstreams as the ongoing staff engagement work underpins many of these.

Implementation of the Trust plan will be monitored by the Staff Engagement executive and progress with the directorate action plans will be monitored via the HR business partners and 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 approve the Trust 17/18 staff engagement action plan.

APPROVAL PROCESS

Meeting	Date	Approved Y/N

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

REPORT TO THE PUBLIC BOARD OF DIRECTORS 31 JULY 2018

STAFF ENGAGEMENT ACTION PLAN

Following the publication of the 2017 NHS Staff Survey Results, completed by 7,242 staff (44%) in March, both the Trust and directorate staff engagement plans needed to be updated to reflect these. The Trust continues to work to the Department of Health STAR model of staff engagement, attached at appendix 1, which has delivered year on year improvements in the overall staff engagement score for the last 9 years.

However this year with the launch of the people strategy the actions have been mapped against the 10 people strategy workstreams

- Culture, Improvement, Engagement
- Promoting Wellbeing
- Attraction, Recruitment, Retention
- Helping me to do my job productively
- Reward and Recognition
- Promoting and Valuing Difference
- Workforce, Redesign, Innovation and Planning
- Training for the Future
- Talent Management and Development
- Team Work & Leadership for Excellence

The ongoing general staff engagement work supports most of these and is far wider than the culture involvement and engagement workstream.

The overall trust staff engagement score is 3.83 which is above average for combined acute and community trusts and above the NHS average of 3.78.

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 and TEG in March 2018. These are:

1. Continue to encourage to be involved in making improvements at work
2. Increase ways to value, appreciate and reward staff to improve motivation
3. Look to support staff who request to work or retire flexibly to help them balance work and home commitments to reduce stress related absence
4. Remind staff of the importance to report incidents of bullying and harassment / violence.
5. Raise awareness of the Trust wellbeing offer to encourage staff to take ownership for their own health particularly management of stress.

The first 4 actions are to address some of the bottom 'key findings' in the staff survey whereas the fifth action is to reduce sickness absence and to support the health and wellbeing CQUIN.

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.

The directorate action plans have been in place since June prior to the CQC visit and are now being implemented. It should be noted that the CQC requested to see these in several of the areas visited during the recent inspection.

This year the Trust worked with Capita again to include two free text 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. A trust level example is included at appendix 2.

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

1. Feeling valued/supported (419 staff)
2. Being treated fairly (337 staff)
3. Pay & Benefits (332 staff)

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

1. Job satisfaction (614 staff)
2. Relationships/cooperation (480 staff)
3. Feeling valued/supported (468 staff)

It is therefore important to consider the areas staff identified for improvement in particular. The verbatim comments across the Trust suggest a need to improve management skills particularly at a supervisory level in admin and ancillary staff groups. At the recent NHS wellbeing conference MIND highlighted the importance of the relationship between poor management skills and mental health given the relationship with the line manager impacts on an employee's mental health 4 times more than any other factor so it is important that this is addressed.

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 work to be undertaken in the people strategy workstreams also provides an opportunity to improve staff engagement across the Trust.

The Board is asked to support the draft Trust level staff engagement plan for 18/19 attached at appendix 3. 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 and TEG performance review process.

RB June 2018

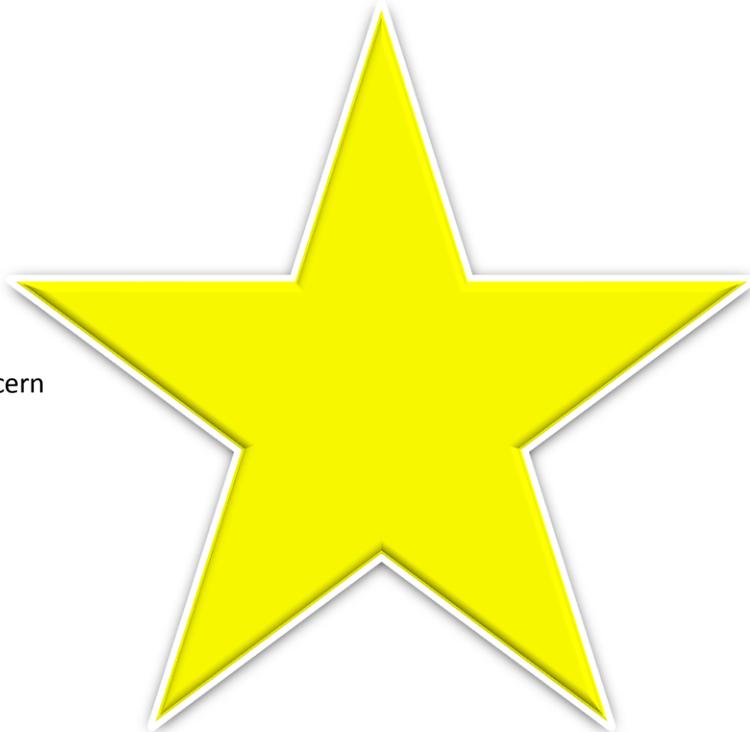
The Staff Engagement Star (D.O.H 2010)

(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:

Visible senior management demonstrating PROUD values and engaging collective leadership styles.

To promote a healthy and safe work environment. The organisation shows concern for employee wellbeing.



Employees have a voice and are:
- involved in decision making
- able to suggest improvements/raise concerns
- listened to
- receive feedback re suggestions

Ensure every role counts and is valued by colleagues within the organisation
Staff feel valued and appreciated.
Team and partnership working is promoted and the organisation is inclusive.

Staff to have good quality appraisals and are performance managed. All staff are supported to fulfil their potential.

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

Patients first – Ensure that the people we serve are at the heart of all we do.

Respectful – Be kind, respectful, fair and value diversity.

Ownership – Celebrate our successes, learn continuously & ensure we improve.

Unity – Work in partnership and value the role of others.

Deliver – Be efficient, effective and accountable for our actions.

Appendix 2

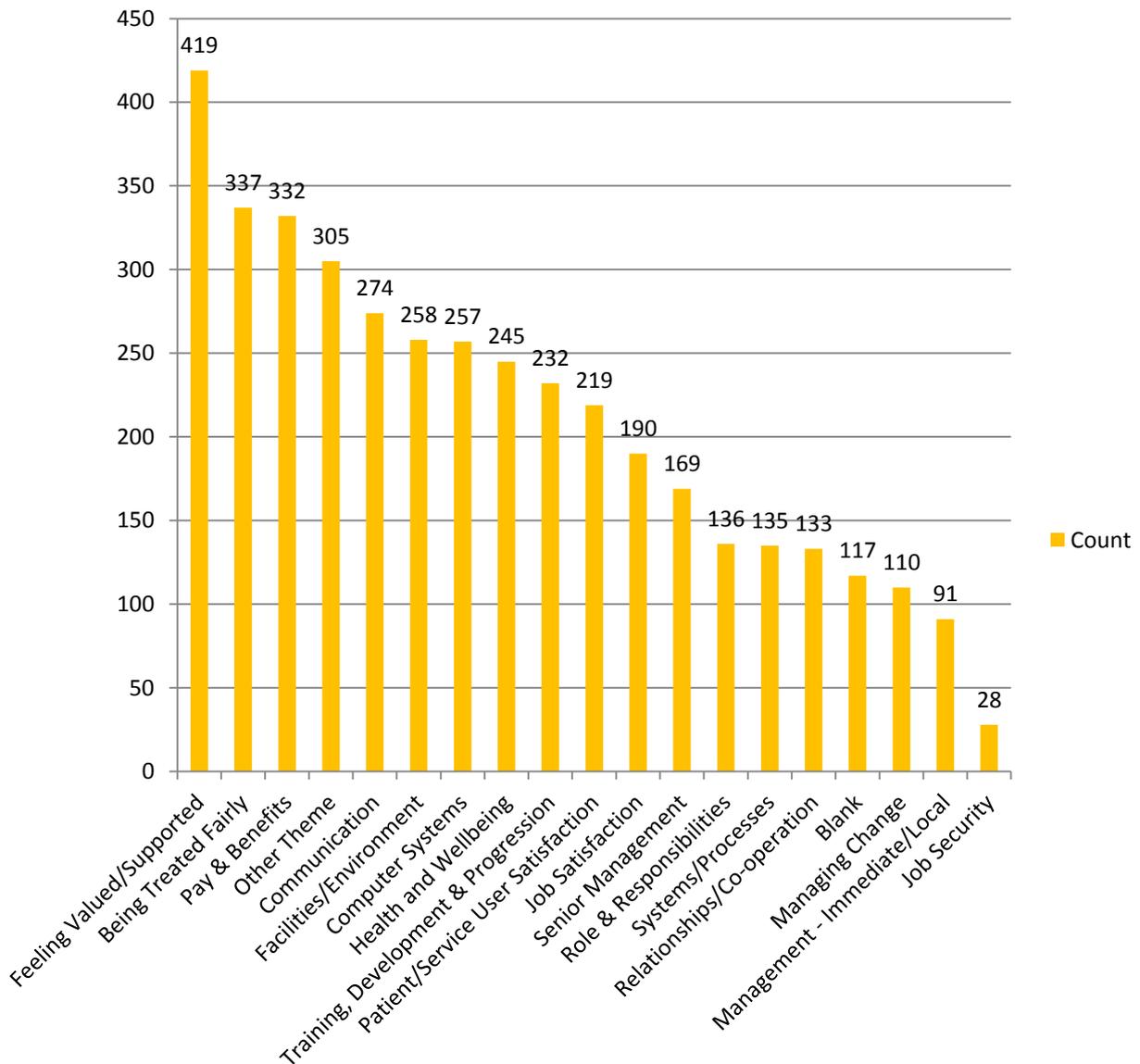
2017 NHS Staff Survey Summary of Trust Level Verbatim Comments

In the annual NHS staff survey staff are asked two additional free text questions about what they think could be improved and what they think is good about working at STH. They are then asked to select which category their comment falls under.

The summary of comment themes for the whole Trust are shown below together with some typical comments. (NB where no selection is made it is recorded as blank)

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

A total of 3987 comments were received for this question



Example Verbatim Comments

Feeling Valued/ Supported

"I feel that staff could be appreciated in our department more for the work that they do, rather than only getting negative feedback. Frequently staff are expected to do more without appreciation"

"Employ enough people to do the job comfortably and without the unsustainable pressure rather than be primarily concerned about balancing the books and being the best financially astute trust in this current climate".

"I love my job, but my job satisfaction is waning. The wellbeing of staff, staff stress and staff support should be higher on the management agendas. I am so proud to be a part of this wonderful NHS and anyone one looking from the outside in would be unaware of the pressures that staff are experiencing. Care received by the patient is superb. If I had one wish it would be to look after the staff as much as we care about the patient. It's too easy to ask us to keep calm and carry on. Morale, work load and pressure needs to be monitored as a standard. Unhappy staff perform badly. Invest in us and we shall pay you back in dividends".

Being Treated Fairly

"I feel people who are good at their job and hardworking are relied on too much and more work is then piled onto these people. However people who are less competent are allowed to hide behind these people without having to improve their own performance".

"Whilst we do have meetings to discuss changes, etc. and we are allowed to voice our opinions/concerns I do often feel that they are not acted on, the meetings are more tell us how we are to proceed rather than being asked for our input to involve us in the process of change. I also feel staff should be treat as individuals rather than lumped as a team. For example, when asked to change working days/times to cover busy periods/deadlines personal responsibilities of each team member should be considered when changes cannot be made (rather than judgements made after) Often management do not consider the bigger picture for some staff members".

"Sometimes it feels like the senior management see patients and staff as commodities, who can be moved around and slotted where-ever suits management rather than seen as individuals. Staff, who may have thoughts or strengths in specific areas, or patients who may have got to know a ward area/staff, can be moved just to suit the management demands. I feel more consideration should be given to the individual who is being moved around".

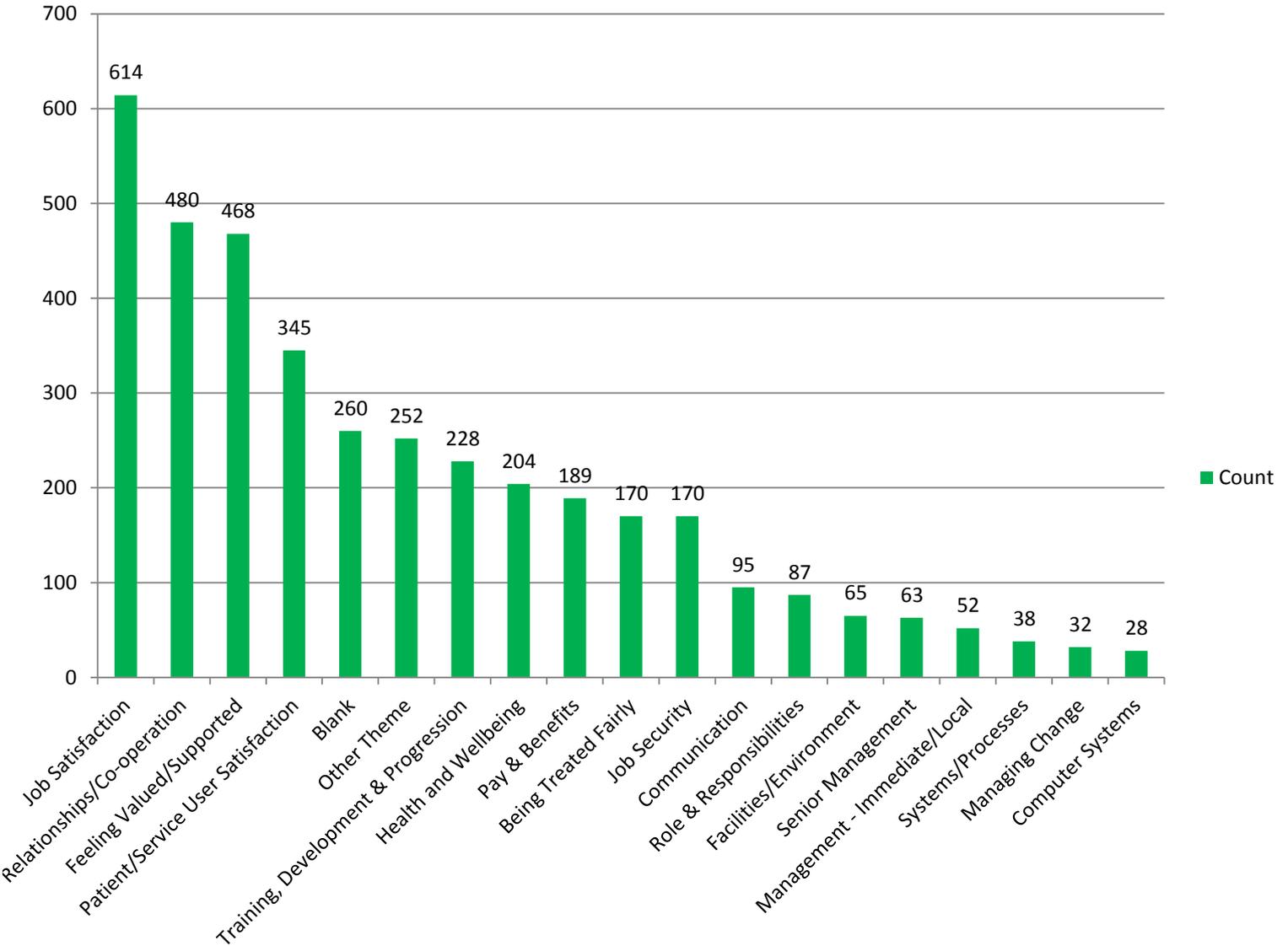
Pay & Benefits

"To be paid on the same day each month rather than waiting five weeks some months to be paid. This really affects my family and its wellbeing".

"The level of pay should be improved since the workload keeps going up and the expectations to fulfil them are also rising up regularly and so are the living costs".

"To give staff the correct banding for the job they do, we are given more work at a higher level to which our original banding was set. We also deserve a proper pay rise which we haven't had for the past 6 years, each year it is getting harder and harder for people to manage especially the 1-3 pay bands".

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



A total of 3840 comments were received for this question

Example Verbatim Comments

Job Satisfaction

“Patients often speak so highly of STH services and that makes me, as a representative of the trust, feel incredibly proud”.

“Makes me feel good helping others. I take pride in my work and always being helpful. Doesn't matter what job you do, we all work as a team”.

"I like working here because I really love our patients. I love making our patients feel special and important and it does give me great satisfaction when a patient or relative say 'thank you' for something you might have done in helping them".

Relationships/ Cooperation

"Supportive, friendly culture. By and large good relationships between all staff groups/ departments".

"The department I work in is, as a whole, very friendly and supportive. The majority of staff in the trust are approachable, trying to do the best job they can, and willing to help"

"The people who work within it. I work with a great team of hard working, supportive people that makes my job enjoyable".

Feeling Valued/ Supported

"Some of my seniors are very supportive of my ideas/opinions and give me a chance to convey my thoughts and allow me to show how to improve departmental procedures. Regardless of my pay grade, they still take my feedback on board and try to implement any positive changes that can be made to make our work more efficient".

"I feel supported by my line manager. I am trusted to get on with my work but know that she will be fully supportive if I need any help".

"Staff Physio, counselling, nursery salary sacrifice, cycle to work scheme etc. Time out days, Thank you meal voucher and regular emails from Mr Cash"

Summaries like this are produced for each of the staff survey categories and are shared with the relevant senior managers, HR business partners and staff engagement leads. They are not shared widely with staff as staff do write things which mean they can be personally identified and the NHS survey coordination centre requires us to ensure that confidentiality of the survey is protected.

Comments are also available for some occupational groups as well.

Sheffield Teaching Hospitals Foundation Trust

DRAFT Staff Engagement 2018/19 Action Plan

(Incorporating Staff Survey Action Plan)

ACTION	LEAD	TIME-SCALE	COMMENTS (outputs/measurement)	PEOPLE STRATEGY WORK STREAM
Launch the STH people strategy	Mark Gwilliam/ Paula Ward	July 2018	Range of promotion activities, walks, fruit distribution etc.	ALL
<p>Work with Directorate staff engagement leads to produce directorate staff engagement action plans to address directorate priorities identified in directorate survey results and the 5 trust wide priorities.</p> <p>Share good practice in staff engagement via the staff engagement leads forum and the staff engagement SharePoint site Monitor progress through performance review/ HR business partners</p>	Rhian Bishop / HR business partners/staff engagement (SE)leads Mark Gwilliam/ Nicola Hartley	May 2018	Plans in place in all clinical areas Range of activities in directorates across trust to promote NHS70	Culture, improvement & engagement
Pilot launch of PROUD values and behaviours screening into recruitment Scenarios developed, testing ongoing	Debbie Padwick	September 2018		Attraction, recruitment & retention

Improve staff communications e.g. Continue with weekly staff communications etc. launch new intranet	Julie Phelan	Ongoing 2018	Increased use of social media	Culture, improvement & engagement
Delivering great management and leadership				
Develop strategy to embed a collective leadership culture following MBB launch	Jaki Lowe/ Charlotte Turnbull	July 2018	Currently producing a Scoping & Recommendations (S&R) Paper for Leadership & Management development which identifies STH's Collective Leadership principles at its heart. New visual to be introduced as the benchmark prioritisation tool for all L&M development action Diagnostics for area need will be based on these principles.	Culture, improvement & engagement
Review Leadership strategy/ offer	Charlotte Turnbull/ Rebecca Palmer	People Strategy lunch 5 th July action thereafter	L&M Development Scoping & Recommendations paper underway.	Teamwork & Leadership
Establish Team and Leadership Collective to get staff views (TLEC)			The TLEC group will oversee all the workstream action to	

			<p>deliver on the strategic impacts and 90 day JDIs. Founding meetings held in June. Initial sample of all professional staff groups invited to attend; planned inclusive and diagonal slice approach.</p>	
<p>Work collaboratively to enhance existing provision</p>		Ongoing 2018	<p>Sheffield Liminal Leadership experience (Cross system leadership programme commenced May 18)</p> <p>ILM level 5 commenced April 18 (developed with Sheffield Children's Hospital and Sheffield Health and Social Care Trusts)</p> <p>STH ILM level 3 is continuing</p> <p>STH Graduate Management Scheme recruiting June 18</p>	<p>Team work and Leadership</p>
<p>Continued expansion of coaching and mentoring programme for managers across the Trust to enable them to better support staff using my e coach</p>	<p>Charlotte Turnbull</p>	<p>Coaching and Mentoring provision re-launch event July 2018</p>	<p>Key recommendation as one of the 'Golden Threads' of quality L&M Development within the S&R Paper. CPD programme for</p>	<p>Teamwork & Leadership</p>

			coaches/mentors will be launched this year.	
Improve the visibility of senior managers in the Trust	TEG/ operational board Charlotte Turnbull	TBC Scoping and recommendations paper July 2018	Paula Ward asked to review L&M S&R paper will propose a programme of open and targeted leadership events with senior leaders from STH and the system. Proposed name 'Live Leadership @STH' Sandi Carman working closely with Leadership Fellows, current and alumni. Andrew Cash participating in Junior Doctor event on 3 July exploring leadership journeys. Sandi Carman/Tony Pedder active in Sheffield Liminal Leadership Experience programme. Participants drawn from Sheffield ACP with 5 from STH.	Teamwork & Leadership

Publicise Insights as a tool to improve communication in teams/ team effectiveness ? other team development	Charlotte Turnbull/ Insights practitioners	July/ August 2018 July 2018	New diagnostic tool confirming the offer for teams via Insights and other methods created; piloting with Richard Maxted as part of the Patient Booking Hub development work. Review of use of Insights within the L&M Offer underway.	Teamwork & Leadership
Supporting personal development				
Ensure 90% staff across the Trust receive a well-structured annual appraisal through use of PROUD appraisal	Mark Gwilliam/ operational board (a) Alison Hales (b) Charlotte Turnbull	Summer 2018	90% of staff had an appraisal 17/18 Exploring the (a) move to online appraisals and (b) TLEC will explore online 360 appraisal for senior managers with Mark Gwilliam and PALMS provider	Training for the future (360 degree appraisal – Leadership)
Enabling involvement in decision making				
Continue to use staff FFT as a basis for discussions with staff and service improvement	All MBB	MBB/ staff engagement leads	Q1, 2 and Q4 results discussed within directorates	Culture, improvement & engagement
Promote use of Listening into Action approach and MCA Give it a Go week as tools to involve staff in service improvement	OD	Ongoing 2018	Give it a Go week commenced June 2018	Culture, improvement & engagement

Health and wellbeing				
Establish the health and wellbeing operational group	Rhian Bishop/ Rachel Henchley	Summer 2018	Members involved in HWB activity across the Trust identified	Promoting wellbeing
Seek staff views on wellbeing	Rhian Bishop	Spring 2018	New extra q in staff FFT 2018 quarter 1, 2 and 4 re line manager/ team support	Promoting wellbeing
Continue to raise awareness of current health and wellbeing offer e.g. improve info at all induction re health checks/ staff physio/ headspace / EPSS through variety of media	Nicola Hartley/ Alison Rimmer / Rhian Bishop		STH wellbeing Twitter feed established Impact to be measured via staff survey 9a question	Promoting wellbeing
Pilot Schwartz rounds	Schwartz facilitators	Summer 2018	Joint planning with WPH exec ongoing	
Continue with STH health and wellbeing training for managers and roll out more personal resilience training	Rhian Bishop Cara Green	Ongoing		Promoting wellbeing
Review ways to increase managers mental health skills	Charlotte Turnbull	Summer 2018	L&M S&R paper will explore external offers to build MH capability for managers/leaders on a wider basis with insight into (a) sustained support and prevention through to (b) managing acute stress and on-going mental health issues in the workplace	

			e.g. through a commissioning model such as Mental Health First Aid Initial costings been received from Mental Health First Aid re. train the trainer model and scoping being done.	
Review psychological health access	Nicola Hartley	May 2018	Employee assistance Programme to be introduced summer 2018 Increased financial wellbeing support – NEYBER in autumn 2018	Promoting wellbeing
Undertake mediations promptly as appropriate in order to reduce stress	Rhian Bishop Trust mediators	Ongoing 2018		Promoting wellbeing
Raise awareness of the Raising Concerns policy and Acceptable Behaviour at work policy to address concerns re bullying and harassment	HR BPs	Ongoing 2018	New directorate advocates being trained	Promoting wellbeing, Culture , improvement & engagement
Ensuring every role counts				
Hold annual Thank You awards	Julie Phelan	Ongoing 2018	Launched for October 2018	Reward & recognition
Review Long Service awards / retirement policy	Debbie Padwick		Options for revised approach to be discussed with TEG and	

Encourage more directorates to hold “employee of the quarter” etc. as per the people strategy	SE Leads	Ongoing 2018	staff side	
Look for ways to help staff feel valued e.g. 100% attendance letters from Chief Exec 'Seamless surgery awards' Promote electronic system “Recognise me” Good practice examples of initiatives throughout the Trust that show recognition and appreciation to be shared on SE SharePoint site	All MBB Julie Phelan All SE Leads	Ongoing 2018	e.g. Team MAPS 'wellbeing basket' shared	Reward & recognition
Consider further ways to improve motivation e.g. day off on birthday	TEG/ MBB	Ongoing 2018	Suggestion from MBB Learning Lab to be discussed	Reward & recognition
Develop and Reward strategy For staff – benefits, discounts, Health & Wellbeing etc. Communicate and revise Total Reward Statements	Nicola Hartley/ Rhian Bishop Julie Phelan	Ongoing 2018	More Discounts/ benefits added to SE SharePoint site Benefits booklet to be produced summer 2018	Reward & recognition
Work to make STH more inclusive and diverse				
Establish an EDI function	Jaki Lowe and team	31 December 2018	Create a bespoke and expert EDI function to support the development of EDI knowledge and capacity	Promoting and Valuing Difference

			in the Trust. Options are being explored.	
Implement a Reverse Mentoring scheme for BAME staff	Jaki Lowe and team	31 October 2018	The Reverse Mentoring Scheme for BME staff has commenced and 14 Mentors and Mentees have now been trained.	Promoting and Valuing Difference
Develop and implement peer support groups for BAME, LGBT and staff with a disability	Jaki Lowe and team	31 October 2018	A UNISON-led BME support group is in place and meets on a regular basis. Further networks to be established	Promoting and Valuing Difference

Supported by directorate staff engagement plans developed to address Trust priorities and directorate staff survey/ staff FFT results

NB staff survey questions re patient feedback are being addressed via PEC and questions re incidents via the quality priorities.

RB June 2018