

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

STAFF ENGAGEMENT EXECUTIVE GROUP

THURSDAY 10 OCTOBER 2013

Present:

Mark Gwilliam, Director of HR & OD (Chair)
Rhian Bishop, Staff Engagement Lead
Kevin O'Regan, Hotel Services Director
Mandy Yates, Nurse Director, SYRS
Claire Fretwell, Leadership & Management Development Co-ordinator
David Lyon, Staff Side Representative
Linda Crofts, Head of Learning & Development
Laura Kirby (for Julie Phelan)
Michael Harper, General Manager, Surgical Services

In Attendance:

Joy Spotswood (minute taker)

ACTION

1. Welcome and Apologies

Mark welcomed everyone to the meeting and noted the following apologies:-

Mandy Higginbottom (for Penny Brooks), Karen Barnard, Tracy Harding, Frank Edenborough, Julie Phelan, Chris Monks & Steve Burgin.

2. Minutes of the Previous Meeting

The minutes of the meeting held on 5 July 2013 were accepted as a true record with the exception of the following amendment:-

David Lyon, Staff Side Representative, confirmed his surname was "Lyon" and not "Lyons" as indicated in the previous minutes.

3. Matters Arising

PROUD Staff Photos/Intranet

Photos had now been taken and 3 corridors at NGH had been identified to publicise the PROUD values. The corridors concerned were in the process of being decorated, and awaiting prices from the contractor for fitting and fixing. Other areas identified to publicise PROUD were the Clock Tower and Huntsman Dining Rooms.

The posters included a picture of a Midwife, Nurse, Doctor and Domestic Assistant. Julie Phelan would be emailing managers informing them that posters can be ordered via Xerox. A full page was dedicated to PROUD values in the last LINK magazine and Proud would be included in the next and future issues of the LINK.

Julie Phelan has confirmed that information relating to the PROUD values is now on both the internal intranet and external internet sites for people to view.

Julie Phelan

ACTION

Whilst it was acknowledged that the Trust was actively promoting the PROUD values, more work was still needed to ensure it was publicised more widely across the Trust.

Julie Phelan

Pay Slips

Claire Fretwell confirmed that whilst it was possible to include a note on payslips promoting the PROUD values, the wording was limited to 77 characters. Claire agreed to take this forward and would come up with a suitable form of words, however, the decision was made to defer this until December as there will be a payslip message regarding the Staff Survey during October and November.

Clare Fretwell

Staff Engagement Leads Forum

The Staff Engagement Leads Forum, which was due to take place at the end July had been postponed. Staff Engagement Leads had raised concern about the best use of their time attending Corporate Staff Engagement meetings, due to conflicting work pressures. Directorate Staff Engagement Leads would prefer regular email updates as oppose to attending meetings. Mark Gwilliam acknowledged the concerns raised but stressed the importance of face to face meetings to support shared learning. It was agreed to go ahead with the meeting in November as this meeting will be important to drive the completion of the Staff Survey.

Rhian Bishop

Staff Appraisals

David Lyon raised concern that with the need for Directorates to improve staff appraisal completion rates, some members of staff were not getting as much out of their appraisals as they should do, as the focus for managers was completing as many appraisals as possible. Mark Gwilliam acknowledged that whilst improving appraisal completion rates was of key importance, the quality of the appraisal was equally as important as quantity, therefore a quality review will be undertaken during 2014/15.

Motivation/Research Projects

Rhian Bishop confirmed that despite best efforts STH had not been selected by a suitable candidate to undertake the Staff Motivation/Research Project. Unfortunately, this was due to a timing factor as many students had already submitted their dissertations.

It was agreed to defer this until next January when the new Staff Engagement results would be available. Rhian also confirmed that as they now had a clearer understanding of the dissertation submission dates they would make enquiries at an earlier stage in the process.

Rhian Bishop

4. Updated Terms of Reference

The draft terms of reference for the Staff Engagement Executive Group was agreed with the following amendments:-

- The meetings frequency will be Bi-monthly rather than quarterly.
- The Staff Engagement Executive Group will now report to TEG and be accountable to the Finance, Performance and Workforce Committee.

5. Board Update Re. Staff Involvement

A Staff Engagement update was submitted to the Board of Directors in September, as requested by the Finance, Performance & Workforce Committee. The paper outlined ways in which Directorates were actively seeking to improve staff involvement at STHFT. These included:-

- Directorates across the Trust, but particularly those which received low scores in the 2012 staff survey friends and family tests, are holding 'Let's talk' focus groups around the friends and family test i.e. asking staff what could be done to improve services and engagement in their areas which would enable the staff to recommend them as a

place to work and receive treatment.

- Utilising the Microsystem academy approach to involve staff in particular service redesign e.g. outpatients, community services, recruitment. There are now over 40 areas using the microsystem approach to involve staff in service redesign.
- The Big Room work led by Tom Downes involves staff in service improvement.
- By introducing suggestion boxes/ suggestion cards – these are particularly successful in hotel services.
- Hold regular timeouts in order to involve staff in further developing the service they provide.
- Directorates have undertaken efficiency opportunity searches to involve staff in making efficiency savings.
- Some directorates are also undertaking local surveys with staff to gain their views.
- As part of the Community Nursing review/redesign involving roadshows were undertaken to get staff more involved in the future provision of their services.
- Staff are also involved in a number of service redesign projects across the Trust.

6. **Trust Staff Engagement Action Plan**

An updated Staff Engagement Plan action plan had been circulated amongst the Committee:-

- Back to the Floor/Chief Executive Visits – A paper was being submitted to TEG in November.
- Actions to Address Health & Wellbeing/Boorman report eg. Fast Track MSK and Mental Health Pathways – This had now been passed by TEG and planned for implementation.
- Introduce Staff Health & Wellbeing Lottery – To be launched in October.
- Look at ways to help staff feel valued eg. 100% attendance letters – This was originally introduced within the Domestic Services department and following positive feedback is now to be rolled out across the Trust from May/June 2014.

7. **Directorate Staff Engagement Action Plans**

Directorates had now completed their action plans. Progress was very mixed amongst Directorates. Community and Finance were progressing well and “Let’s Talk” Focus Groups were now established in some areas. Rhian was asked to produce a summary update of directorate action plans for the February meeting.

Rhian Bishop

8. **Staff Survey Update**

Rhian Bishop confirmed that she had been contacted by a number of people who had worked at STHFT but were not STH employees, e.g. academics & agency staff, to enquire if they could complete the staff survey. Currently, these people are not eligible to complete the survey, however their input would be beneficial from an outside view point. Mark suggested that it would be more appropriate for this to be picked up in Directorate local surveys. Rhian Bishop agreed to go away and look at this.

Rhian Bishop

This year’s Staff Survey was currently in the process of being distributed. In a change from current years, all surveys would be forwarded to STH employees via the internal postal system as opposed to their home address. This had created logistical problems for the L&D staff who were sending out the surveys as they were finding it difficult locating members of staff and had taken a considerable amount of staff time to unpack the 104 boxes.

ACTION

It was suggested grouping all the surveys by budget codes and forwarding them to the appropriate GM's/ND's for onward distribution. Michael Harper and Mandy Yates agreed to raise this with the other GM's/ND's.

Rhian Bishop/
Mandy Yates/
Michael Harper

Mark Gwilliam asked that an after action review is undertaken and brought back to the next meeting.

Rhian Bishop/
Linda Crofts

Communication for Staff Survey

In order to encourage staff to complete the survey it was key to ensure good communication links are put in place to make staff aware of the importance of completing the survey. The following forms of communication are currently in place:-

Email to All Exchange Users – Reminding them to complete the survey and allowing staff to complete the survey in work time.

Link Magazine – “You Said We Did” article Providing staff with a progress report on the actions implemented as a result of comments made from previous surveys was planned for November

Incentives - For completing the survey, staff have been offered the chance to be entered into a draw to win 3- Christmas Lunches for 2 people at the Rutland Hotel.

NHS England Visit

Representatives from NHS England met with Rhian Bishop and Chris Morley to discuss the practicalities of increasing the frequency of the Friends and Family test. Rhian explained that due to the other systems already in place ie Ecat, it could end up having a negative effect on survey completion rates across the Trust. They took on board the comments and after reviewing the other systems currently in place were in agreement to feedback and recommend sending out questionnaires on a quarterly basis. Rhian agreed to investigate our options further and prepare a business case when the final requirements are known.

Rhian Bishop

Rhian also confirmed that NHS England are working towards all questionnaires being completed on line for both the Staff FFT and the NHS staff surveys In order to do this, all staff would require access to a valid active email account and computer access which would require further investment Tracey Harding had been asked to look into this. It was agreed to put this item on the next agenda.

Tracy Harding

9. **Reducing Unpaid Overtime**

Following on from the last meeting, Rhian Bishop agreed to provide the Committee with a more detailed breakdown of areas identified as having the highest unpaid overtime rates, as identified in the Staff Survey results.

SYRS	- 78%
Obs & Gynae	- 77%
OSCCA	- 76%
Spec. Med.	- 59%
Corporate	- 57%
Hotel Services	- 45%

After further discussion it was agreed to defer this item to the February meeting so that data could be presented and analysed from the 2013 full staff survey and correlated to sickness.

Rhian Bishop/
Joy Spotswood

10. **Any Other Business**

There were no items under AOB.

11. **Items for Discussion at Next Meeting**

- Staff Survey Review
- Friends and Family Update
- Team Working

12. **Date and Time of Next Meeting**

The date and time of the next meeting will take place on **Tuesday 17 December at 11.00 am, venue to be confirmed.**

Dates are to be arranged for future meetings up to the end of next year. It was agreed to alternate the date and start times to give all members the opportunity to attend meetings.

Joy Spotswood