

Report to:	Trust Board (public)	Agenda item:	SFT4023
Date of Meeting:	12 th April 2018		

Report Title:	Staff Engagement Plan (months 1-3)			
Status:	Information	Discussion	Assurance	Approval
				X
Prepared by:	Glennis Toms, Interim Deputy Director of OD & People			
Executive Sponsor (presenting):	Paul Hargreaves, Director of OD & People			
Appendices (list if applicable):	None			

Recommendation:
The Board are asked to approve the plan for implementation, according to the timescales set out in the paper, with a progress report at the end of Phase 2.

Executive Summary:
<p>The attached paper describes an initial three-phase plan which aims to make visible step changes in staff engagement over a three month period. The paper sets out the actions required to establish a staff engagement group with Trust-wide representation, the structure and process for this, and the main remits of the group.</p> <p>The ultimate aim is to create a self-sustaining and self-perpetuating cycle of engagement activity, enabled and supported by the Trust but led by our staff. Senior manager input is proposed as facilitation only.</p> <p>The establishment of real time feedback and a feedback loop is critical for the Trust in achieving our goal of “outstanding place to work” as part of the new People strategy.</p>

Board Assurance Framework – Strategic Priorities	
Local Services - We will meet the needs of the local population by developing new ways of working which always put patients at the centre of all that we do	
Specialist Services - We will provide innovative, high quality specialist care	

delivering outstanding outcomes for a wider population	
Innovation - We will promote new and better ways of working, always looking to achieve excellence and sustainability in how our services are delivered	
Care - We will treat our patients, and their families, with care, kindness and compassion and keep them safe from avoidable harm	
People - We will make SFT a place to work where staff feel valued and are able to develop as individuals and as teams	X
Resources - We will make best use of our resources to achieve a financially sustainable future, securing the best outcomes within the available resources	

Staff Engagement Plan – April 2018

There is significant evidence within recent NHS research linked to the positive effects of developing a highly engaged and empowered workforce. This evidence outlines that as well as delivering better patient outcomes, an engaged workforce will improve service quality, increase productivity and through an increased sense of belonging will improve their own health and wellbeing, thereby reducing sickness absence.

Given the ongoing pressures currently impacting on the Trust an initial three month plan has been proposed as a way to connect with the 'employee voice' in order to ensure that the Trust is doing everything possible and practical to meet the needs and aspirations of the entire workforce.

This initial plan is seen as a way of reaching out to our employees and its findings will be used to further inform the ongoing development of the OD and Engagement Strategy.

Values and Principles

The Trust's values – Patient-Centred and Safe – Professional – Responsive – Friendly – must form the heart of our engagement, which should also be underpinned by the following principles:

- universal and inclusive – covering all staff groups 24/7
- Transparent and honest
- consistent in our approach, messaging, and treatment
- Self-sustaining, creating enthusiasm among staff which will grow from its' own momentum

Phase 1 – April / May 2018 – 'Listening'

During April/ May we will look to introduce a number of ways in which all employees will be able to tell us about their thoughts/experiences. Importantly to improve accessibility to all employees we will do this through both electronic and paper based approaches. Some examples of these can be seen below;

- Creation of a generic 'staff engagement' e-mail box similar to those created for the Save 7 campaign
- Staff engagement post boxes situated around the Trust where employees will be able to 'post' their thoughts.
- The creation of 'graffiti boards' situated in 'safe' places around the Trust where again employees will be able to document their thoughts/experiences.

Each of these approaches will be used throughout the month to:

- Garner ideas for what staff would like to see; and
- receive the nominations/names of volunteers who wish to be involved in the formulation of a staff engagement group. This will be discussed in more depth in the Phase 2 section below.

Imperative to the success of this phase will be the creation of an innovative communication plan which will be formulated through April. This plan will need to consider how the 'engagement message' can be cascaded to all areas of the organisation in order to create a sense of interest/excitement. As well as traditional advertising methods we will:

- add a message/flyer to April payslips
- create computer 'log-on' messages to promote the plan
- develop a social media campaign directing employees to the approaches highlighted above
- use 'screensaver' messages across the Trust.

During this period, the final briefings on the Staff Survey results will take place and it is proposed that the staff engagement group, once convened, will be asked to help in formulating the action plan to address areas of concern within those results.

Phase 2 – May / June 2018 – ‘Discussing/Thinking’

During this period, all ideas received through the post boxes and the email address will be collated and a staff engagement group inaugurated. The main remit of this group will be to prioritise those ideas into categories such as quick wins, longer term projects and schemes that will be seen by the workforce to be of high importance to the majority of staff. This will also include addressing the Staff Survey results.

We really appreciate the need for the staff engagement group to represent the whole workforce and to be able to make decisions and recommendations that are supported by senior management. To achieve this the following ideas are proposed;

- The group to be constructed of 12-14 employees drawn from the nominations/volunteers received during April/May. Without wishing to make the group too large, there should also be some mechanism to feed through other existing groups eg. BAME, ability group, LGBT, JCC
- For the group to be proportionally representative of the ‘headcount’ for each directorate and ideally to represent a wide cross section of professional groups.
- For the group to elect their own chairperson/Secretary who will be supported by a facilitator drawn from Senior Management. This facilitator can be a constant or rotational from an agreed group.
- For the group members to be given ‘protected time’ to attend meetings/events. The time element will need to be discussed and agreed.

Successes through May /June will be reliant on the staff engagement group developing a communication plan to ensure that all employees remain aware of current and upcoming activities. Updates on the progress of the staff engagement group will be crucial at this point as will promotion of any upcoming staff engagement events planned for the next phase/period.

Phase 3 – June / July 2018 – ‘Doing’

By the end of Phase 2 the staff engagement group will have identified a number of activities to enhance the Trusts level of staff engagement. It is expected that the early part of Phase 3 will involve sharing information about these activities across the organisation in order to build a sense of understanding and excitement.

To facilitate this, individual members of the staff engagement group will be encouraged to provide feedback to their departments/areas in order to harness support for the planned activities. The design of these sessions would aim to cater for all staff and should be arranged to take place across the working day in order to accommodate all shift patterns.

Sessions might include:

- Breakfast/Lunch/Supper briefings
- Team meetings/competitions
- What are we doing this month? Displays around the Hospital, g.in Springs/Hedgerows
- Idea Trees/Lightbulb moments

It is anticipated that the outcome of these sessions will both support and further inform the commencement of short term activities and the planning for medium and longer term initiatives.

This month will also see the early development of an OD and Engagement strategy document which will set out the Trusts engagement plans for the longer term. Importantly this document will identify key improvement metrics and highlight how ‘successes’ might be measured.

Phase 4 – July 2018 and Beyond ...

By the end of Phase three, it is anticipated that a ‘buzz’ surrounding engagement activities will have been generated and the staff engagement group developed both individually and collectively into vocal and visible advocates for the Trust. From this springboard, it should be possible to grow increasing engagement and with sustained interest and enthusiasm create a stronger sense of identity, pride and connection between the Trust and its’ employees.

Staff Engagement Plan – April 2018

