

ITEM: 11/014
Doc: 11

Meeting: Trust Board
Date: 26 January 2011

Title: Review of staff engagement strategy

Executive Summary: **Review of actions 2010-11**

There has been consistently good progress with the implementation of the Trust's Staff Engagement Strategy. The key features of the strategy are:

- Employee involvement in decision-making (actions completed)
- Staff briefings and information (actions completed)
- Enable staff to do their job well and develop their job (actions completed)
- Dignity and respect at work (actions completed)
- Staff health and well being (partially complete)

Programme of activity 2011-12

This programme contributes to the delivery of not only the engagement of staff across the ICO in the shaping and transformation of new service delivery but also to the organisational development of Whittington Health as an ICO

- Conclude formal staff consultation and feedback to staff
- Facilitate "*Big conversation*" events to engage staff across the ICO in the shaping of a new type of organisation
- Review current partnership with trade unions and develop with them new arrangements
- Maximise use of staff surveys
- Review arrangements for staff appraisal across the ICO
- Review with staff the Employment Promise
- Feedback to staff following engagement activities
- Regularly review effectiveness of staff engagement
- Involve staff in the development of the business case for foundation trust status

Action: To note progress and agree future actions

Report from: Margaret Boltwood, Director of Human Resources

Sponsor:

<p><u>Financial Validation</u></p> <p>Lead: Director of Finance</p>	<p>Name of finance officer</p>
<p><u>Compliance with statute, directions, policy, guidance</u></p> <p>Lead: All directors</p>	<p><u>Reference:</u></p>
<p><u>Compliance with Healthcare Commission Core/Developmental Standards</u></p> <p>Lead: Director of Nursing & Clinical Development</p>	<p><u>Reference:</u></p>
<p><u>Compliance with Auditors' Local Evaluation standards (ALE)</u></p> <p>Lead: Director of Finance</p>	<p><u>Reference:</u></p>
<p><u>Evidence for self-certification under the Monitor compliance regime</u></p> <p>Lead: All directors</p>	<p><u>Compliance framework reference:</u></p>

Background

A staff engagement strategy was agreed by the Board January 2010 which was based upon the Whittington Employment Promise acting as the overarching philosophy.

Since that time, the Whittington's overall strategic direction has progressed very significantly as it now aspires to becoming an integrated care organisation from 1 April 2011 and a foundation trust from April 2013.

This paper will review achievement of actions agreed by the Board for the delivery of the staff engagement strategy in January 2010 and will consider the way forward during 2011-12 in the light of the strategic shift of the Trust.

What is staff engagement?

The Chartered Institute of Personnel & Development (CIPD) defines it as:

“a combination of commitment to the organisation and its values plus a willingness to help out colleagues (organisational citizenship). It goes beyond job satisfaction and is not simply motivation. Engagement is something the employee has to offer: it cannot be ‘required’ as part of the employment contract. “

Review of action plan 2010/11

The staff engagement plan 2010/11 was based upon five strands of staff engagement with our Employment Promise overarching all of them. The full Whittington Employment Promise is attached as Appendix 1.

Whittington Employment Promise				
Employee involvement in decision-making	Staff briefings and information	Ability to do your job well and develop your job	Dignity and respect at work	Staff Health and wellbeing

Review of actions

The progress on achieving the agreed actions is attached as Appendix 2. There has been consistent progress with all actions complete with exception of the development of a Health and Wellbeing strategy. This will be presented to the Board in February 2011.

Evaluation

Aspects of the effectiveness of this employee engagement strategy will be reviewed in February/March 2011 through the results of the annual staff survey with particular emphasis on the following key questions:

- *Senior managers here try to involve staff in key decisions*
- *Communication between senior management and staff is effective*
- *Senior managers encourage staff to suggest ideas for improving services*
- *My trust communicates clearly with staff about what it is trying to achieve*
- *I know how my role contributes to what my trust is trying to achieve*
- *Senior managers act on staff feedback*

Staff engagement strategy 2011-12

As part of the development of the Whittington as an ICO, there will be approximately 1500 staff transferring from Islington and Haringey Community services on 1 April 2011. This will provide a challenge to the current way of engaging with our workforce but provides an opportunity to refresh the Employment Promise and Staff Engagement Strategy.

The aim of the Whittington staff engagement strategy will continue to be:

- to strengthen the psychological employee relationship across the whole of Whittington Health
- to encourage greater staff commitment and thereby willingness to “go that extra mile” to make the difference in the services provided to our patients and visitors.
- to involve staff in developing services

In the light of the changing composition of the Whittington, there will be a new emphasis on:

- creating the strong psychological employee relationship across community and acute services
- to build on the sense of organisational citizenship which is currently so strong within staff at the Whittington Hospital.

All these aspects will clearly link to the delivery of the services and to enhancing our reputation as local employer of choice.

Staff engagement plan 2011-12

Activity	Timescale
1. Conclude formal staff consultation: Continue to provide briefings and discussion opportunities for staff prior to formal staff consultation concluding	February 2011
Conclude staff consultation and ensure active feedback to staff of its outcomes	March 2011

Activity	Timescale
<p>2. Facilitate “<i>Big conversation</i>” events:</p> <p>Events will include staff from all sites (60-70 staff at each event 2-3). The details of the events are to be confirmed however the proposed objectives are:</p> <ul style="list-style-type: none"> • To facilitate the establishment and shaping of a genuinely new organisation and to develop shared and agreed values and priorities • To involve and empower staff across all 3 organisations and at all levels in the development of the ICO and to encourage participants in the Big Conversation to become ICO champions who can facilitate discussions within their current organisations and in the new organisation • To address the aspirations and anxieties of staff in respect of both employment and professional issues • To encourage participants to think beyond current organisational and professional boundaries • To provide information, insight and the opportunity for reflection for managers and clinicians in the new organisation who will be considering the future vision, service provision and consequent organisational change 	<p>March – May 2011</p>
<p>3. Partnership with trade unions</p> <p>Develop effective joint partnership arrangements with trade unions and professional organisation representatives across the ICO</p> <p>Maximise opportunities to build joint working through review and discussions of policies etc.</p>	<p>January 2011- April 2011</p> <p>Ongoing</p>
<p>4. Staff survey</p> <p>Review strategy in the light of outcomes from the Staff Annual Survey (undertaken October 2010)</p> <p>Feedback survey results to Trust Board together with an action plan to address any issues highlighted</p> <p>Develop and roll out programme of local mini staff surveys, eg by using survey monkey, to assess staff views to inform management actions and priorities</p>	<p>February/March 2011</p> <p>March/April 2011</p> <p>Summer 2011 onwards</p>

Activity	Timescale
<p>5. Staff appraisal</p> <p>Review staff appraisal systems and align across the ICO</p> <p>Devise programme of promoting completion of appraisal amongst staff and managers</p>	<p>April/May 2011</p> <p>June 2011 onwards</p>
<p>6. Feedback</p> <p>Continue to provide regular information and feedback sessions for staff with CEO and other senior managers across the ICO</p>	<p>January 2011 onwards</p>
<p>7. Employment Promise review</p> <p>Review the Employment Promise and engage staff and staff representatives in its updating</p>	<p>June – August 2011</p>
<p>8. Follow up to Big conversation events</p> <p>Provide opportunities for feedback and further staff involvement following the “<i>Big conversation</i>”</p>	<p>April – June 2011</p>
<p>9. Review of strategy</p> <p>Engage staff in reviewing and evaluating the effectiveness of the strategy and activity. Revise approach and actions as appropriate</p>	<p>October 2011</p>
<p>10. Development of business case for foundation trust status</p> <p>Provide opportunities for staff to input to the development of the Business Plan including the Human Resources Strategy for the trust’s application to become a Foundation Trust</p>	<p>January 2012</p>

Recommendations

The Trust Board is asked to:

1. note the progress on the Staff Engagement action plan 2010-11
2. agree the priorities for staff engagement during 2011-12

The Whittington Hospital

The Whittington Employment Promise

We are an organisation which has achieved the Improving Working Lives Practice Plus standard and are committed to continuing to work together with staff to ensure they feel involved and supported. We are also committed to continuing with, and improving on the excellent partnership working that we have built up with staff-side organisations.

This “staff promise” has been drawn up through wide consultation with staff and their representatives. It sets out our promises to members of staff, and also outlines what we – as an organisation - expect from staff in return.

These promises are of equal importance

Dignity at Work

As a member of staff you can expect the following from us:

- We will treat all staff, irrespective of job, with openness, honesty, courtesy and respect, valuing your opinion and recognising your contribution to the hospital – and will continue to meet our commitments as outlined in our equality schemes
- We will not tolerate physical or non-physical violence by patients, visitors or other staff – and will take prompt and appropriate action, including involvement of the police and, if necessary, exclusion from hospital treatment
- We will talk with and listen to staff (focus groups; staff attitude survey) to identify any matters of general concern around dignity at work so that problems can be addressed

What the hospital can expect from you:

- You will value everyone you meet in the course of your work as individuals and will treat them all with respect
- You will challenge, if you feel it is safe to do so, any unacceptable behaviour, recognising and respecting the diversity of people
- You will help deliver the *Whittington Patient Promise*
- You will show loyalty to the organisation

Security and welfare

- We will ensure that staff can work in a safe and healthy environment, in accordance with health and safety regulations
- We will identify risks, take prompt action and prevent avoidable incidents
- We will ensure that all staff have access to counselling and occupational health services free of charge

What the hospital can expect from you:

- You will carry out your work in a way that protects your safety and wellbeing and that of others, for example by preventing the spread of hospital acquired infections by washing your hands
- You will take responsibility for your mistakes and learn from them, updating your skills and knowledge in order to be able to practice/work safely

Work-life Balance

- We will listen to and carefully consider the needs of staff
- We will work with staff to ensure a range of flexible working arrangements that balance the needs of patients and service provision with the needs of staff
- We will ensure staff are paid correctly
- We will continue to introduce and up-date policies which support work/life balance
- We will respect staff's personal time away from work

What the hospital can expect from you:

- You will maintain high levels of attendance and punctuality
- You will work flexibly and adapt skills and attitudes to meet the hospital's and patients' needs, as they change and develop

Communication and staff involvement

- We will provide regular briefings from the chief executive and trust board for managers to cascade to all staff. Your local manager will ensure you are informed of day-to-day issues
- We will work closely with trust committees to improve staff involvement so that staff feel more included in decisions and changes which involve them and their services
- We will ask for feedback from you so that we can improve how we do things and will let you know when it is done

What the hospital can expect from you:

- You will put forward suggestions for improving the services the hospital provides in a constructive and positive way, helping to look for solutions to problems rather than leaving them for others to solve – and will escalate concerns if necessary, receiving the hospital's support if you do so
- You will abide by and work with decisions once they have been made in order to ensure the best possible care for patients

Training and Development

- We will ensure that you have the opportunity for an individual appraisal and personal development review on an annual basis
- We will enhance individual career and personal development opportunities – promoting training and development
- We will regularly review the provision of time off and support for training and development to ensure fairness and equity of access

What the hospital can expect from you:

- You will undertake the training and development necessary to meet the requirements of your job as agreed in your appraisal and personal development plan
- You will do your best to meet your objectives and will discuss concerns with your manager in a timely manner
- You will support your colleagues

The Whittington staff engagement action plan 2010 – 2011
Review of progress

action	progress	lead
<ul style="list-style-type: none"> Remind staff of the Employment Promise and review its contents with them by 30 January 2010 	Completed.	Margaret Boltwood (Neil Edgar)
<ul style="list-style-type: none"> Following JCC in October 2009 Executive Committee to ratify Partnership Agreement by 30 November 2009 Publicise Partnership Agreement 	Completed. Partnership Group actively meets monthly and participates in policy sub groups and Joint Partnership Group with Islington & Haringey staff representatives. Completed	Margaret Boltwood Staff side/Neil Edgar
<ul style="list-style-type: none"> <i>Publicise results of staff attitude survey March 2010</i> <i>Draw up and carry out action plan arising from staff survey – ensuring actions taken are fed back to staff based on the survey results April 2010</i> 	Completed. Response rate 30% completed	Margaret Boltwood (Neil Edgar) Margaret Boltwood (Neil Edgar)
<ul style="list-style-type: none"> Remind managers of their responsibility to brief their staff and to make the briefing two way, including departmental information November 2009 Review the NHS constitution staff rights together with the Whittington Employment Promise with staff by 30 January 2010 	Completed and repeated through 2010 Reviewed in conjunction with Staff representatives	Rob Larkman Margaret Boltwood (Neil Edgar)
<ul style="list-style-type: none"> Remind staff and managers to complete an annual appraisal by 30 October 2009 & 2010 	Completed and repeated during 2010 by walkabouts, briefings and teaching sessions	<i>Margaret Boltwood (Lisa Smith)</i>

<i>action</i>	<i>progress</i>	<i>lead</i>
<ul style="list-style-type: none"> Development of coaching skills workshops for managers and supervisors in partnership with staff representatives and RNOH (NHS London partnership funding) workshops to be delivered in autumn 2010 	Workshops commenced and well received by participants	Margaret Boltwood (Ruth Pattison)
<ul style="list-style-type: none"> Review effectiveness of recently introduced internal mediation service, to compliment Oasis by March 2010 	Internal mediation has been very successful in certain situations. It is important to have external and internal mediation available to tailor for different situations.	Margaret Boltwood (Ruth Pattison)
<ul style="list-style-type: none"> Develop a local Health and wellbeing strategy for agreement by the Executive Committee 	Tailored staff survey completed, asking for staff input into priorities. Sickness absence rates significantly reduced to 2.30%. Draft strategy to Executive Committee January 2011	Margaret Boltwood (Joanne Bronte)