

Report to:	Public Board of Directors	Agenda item:	14
Date of Meeting:	31 May 2017		
Title of Report:	Staff Engagement progress & programme 2017/18		
Status:	For information		
Board Sponsor:	Claire Buchanan, Director of Human Resources		
Author:	Angela Hayday, Associate Director of Organisational & People Development		
Appendices	Appendix 1: Themes from Values Listening Events, Staff Survey, Friends & Family Test for Staff Appendix 2: Breakdown of Staff Engagement Scores by Key findings 2011-16 Appendix 3: Staff engagement score: difference away from top 20% (bottom)		

1. Executive Summary of the Report
This report provides an overview of progress made and the focus of the staff engagement programme for 2017/18. The plan for the year ahead will focus on strengthening the work achieved through the campaigns launched in 2016/17 which were designed to embed the RUH values, and to respond to issues raised through the staff survey, the Friends & Family Test for Staff and what we heard from staff during the values listening events.
2. Recommendations (Note, Approve, Discuss)
For noting
3. Legal / Regulatory Implications
Not applicable
4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)
Not applicable
5. Resources Implications (Financial / staffing)
Within existing budgets
6. Equality and Diversity
Not applicable
7. References to previous reports
Embedding the RUH Values & Thanks Box, report to Trust Board in Jan 2017
8. Freedom of Information
Public

Staff Engagement Programme 2017/18

Background

In September 2015 the RUH launched its values programme following 1,000 hours of listening to the views of over 800 staff and approximately 100 patients and carers. The values were publicly launched in January 2016.

The values programme was a way to bring together staff, patients and carers from different parts of the RUH to co-create a set of shared values and behaviours which provide an ambition for how staff, patients, carers, and families said they want individuals to behave now and in the future. They represent the RUH at its best. Our values reflect the things we heard make the most difference to the experience of being cared for and working at the RUH and how we can keep improving. The approach to how we developed and how we continue to embed the values forms the RUH's staff engagement programme of work.

The staff engagement programme for 2016/17 began with briefing sessions which provided managers with the key messages and resources to enable them to cascade the values and behaviours within their teams. Values based recruitment was piloted. The values were incorporated into induction and appraisal processes. The values were communicated widely through web pages, leaflets and posters and feature regularly in formal RUH communication channels e.g. In the Week, @RUH, email signatures.

Three campaigns were launched designed to embed the values but at the same time respond to issues raised by staff during the values co-creation events. The campaigns launched in 2016/17 form a key part of the ongoing engagement programme for 2017/18.

Staff Engagement progress to date

Qualitative data

Over recent years the comments provided by staff in the staff survey and the FFT for staff have been presented as word clouds. The themes have and continue to remain the same as those captured during the values listening events (refer to **Appendix 1**). This year's word clouds are no exception.



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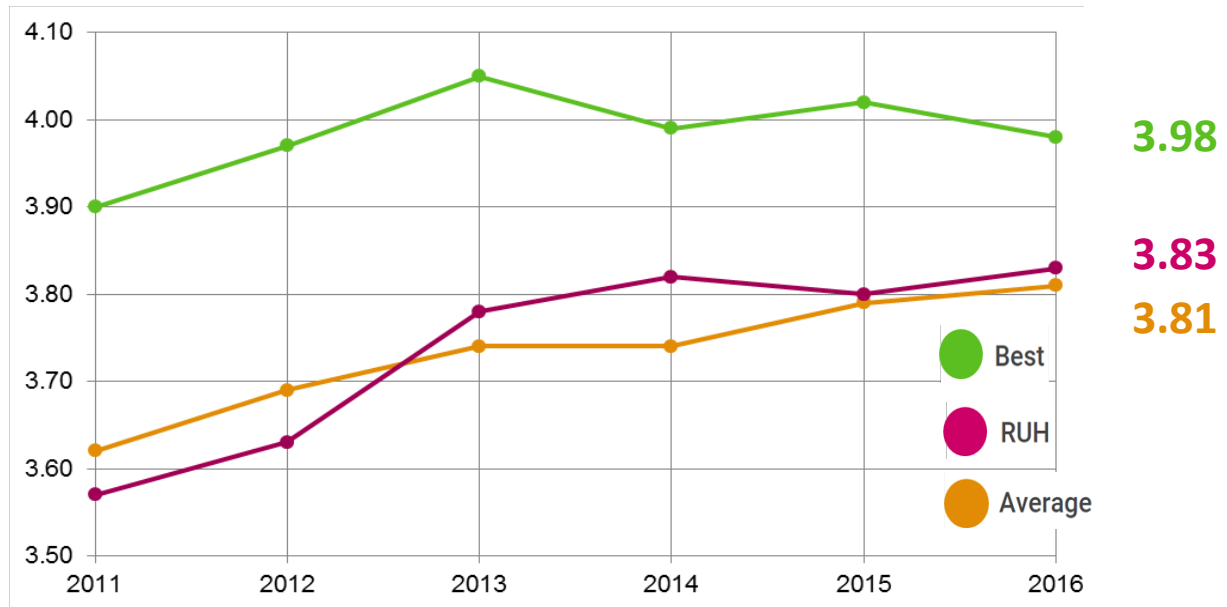


Word clouds: Data taken from 2016 Staff Survey & 2016/17 Friends & Family Test for Staff

This year (2016/17 data) 68% of comments were positive in the FFT compared to only 21% in the staff survey. The overall number of positive comments for the staff survey and FFT combined was 66%.

Staff Survey Staff Engagement Score 2011 – 2016

The annual NHS Staff Survey is the mechanism for measuring staff engagement in the NHS. Since the staff engagement score was introduced in 2011 the RUH has made steady progress in the right direction year on year as demonstrated in the graph below.



The three key findings which make up the staff engagement score comprise nine questions which are outlined below:

Key Finding 1	Key Finding 4	Key Finding 7
Staff recommendation as a place to work or receive treatment	Staff motivation a work	Percentage of staff able to contribute towards improvements at work

<i>% agreeing/strongly agreeing with the following:</i>	<i>% saying often or always to the following statements:</i>	<i>% agreeing / strongly agreeing with the following:</i>
Q21a - Care of patients / service users is my organisation's top priority	Q2a - I look forward to going to work	Q4a - There are frequent opportunities for me to show initiative in my role
Q21c - I would recommend my org. as a place to work	Q2b - I am enthusiastic about my job	Q4b - I am able to make suggestions to improve the work of my team / department
Q21d - If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation	Q2c - Time passes quickly when I am working	Q4d - I am able to make improvements happen in my area of work

The engagement score used by the NHS Staff Survey does not provide a comprehensive measurement of staff engagement. Macleod and Clarke (2009)¹ identified four enablers of staff engagement.

1. **Strong & visible leadership i.e.** The purpose of the organisation, why it has the vision it has, and how each person contributes to the purpose, is known and understood by all
2. **Engaging managers i.e.** Managers facilitate & empower, appreciate & respect, develop & reward their team members
3. **Employee voice i.e.** Employee's views are actively encouraged, listened to and their views make a difference, communication throughout the organisation is good
4. **Organisational integrity i.e.** Everyone in the organisation, regardless of role or seniority, behaves in a way which is consistent with the values

However there are key findings within the survey which are not included in the overall engagement score but which align to Macleod's enablers of engagement, refer to **Table 1** overleaf.

Difference away from those organisations in the top 20% for staff engagement, by key finding

Analysis of key findings in the survey by the difference away from the scores of those organisations scoring within the top 20% identifies seven key findings where the RUH is between 0.03 and 0.07 points away from moving into the top 20% (bottom). Please note the data used is unweighted i.e. it does not take into account occupational group differences and Trust size.

Interestingly the seven key findings where the RUH scores are closest to those in the top 20% (bottom) are all key findings which can be aligned to the enablers of

¹ ¹ Macleod and Clarke (2009) Engaging for Success: Enhancing performance through employee engagement, Department for Business, Innovation and Skills

staff engagement (see key findings in green text in **Table 1** overleaf.)

There are two key findings which can be aligned to the enablers of staff engagement where the gap between the scores for those in the top 20% (bottom) of organisations is much greater (see **Table 1** below). The key finding relating to improvements at work will be addressed by executive management team plans for an Organisational Development intervention. The key finding relating to good communication between senior management and staff is the responsibility of all managers.

Table 1: Key Findings which align to Macleod’s enablers of engagement	
Strong & visible leadership	Engaging managers
KF6: Reporting good communication between senior management & staff	KF4: Staff motivation at work KF5: Recognition & value of staff by managers & the organisation KF9: Effective team working KF10: Support from immediate managers KF12: Quality of appraisals KF19: Organisation & management interest in and action on health & wellbeing
Employee voice	Organisational Integrity
KF8: Staff satisfaction with level or responsibility & involvement KF7: Able to contribute towards improvements at work	Are you aware of your organisation’s values? Do managers demonstrate the values at work? Do other colleagues demonstrate the values at work? Were the values of your organisation discussed as part of the appraisal process?

For information about difference away from those organisations in the top 20% (bottom) for staff engagement, for all key findings refer to **Appendix 3**

Values

Given the importance of the values to our staff engagement programme the Trust chose to include questions about values in the 2016 Staff Survey. The responses indicated high levels of awareness (95%) of the values but staff perceive their colleagues (67%) demonstrate the values more than their managers (57%).

The negative comments from feedback from staff can be summarised as ‘staff not valued’, ‘lack of staff’, ‘inconsistent’. The positive comments are ‘friendly’ ‘high standard of care, excellent care’, ‘caring staff’, ‘supportive’.

The staff engagement programme focused on the theme of staff not feeling valued because of how important staff said this was during the values listening events. This feedback remains consistent as demonstrated by the 2016 staff survey word cloud. Some progress has been made as evidenced by key finding 5 below.

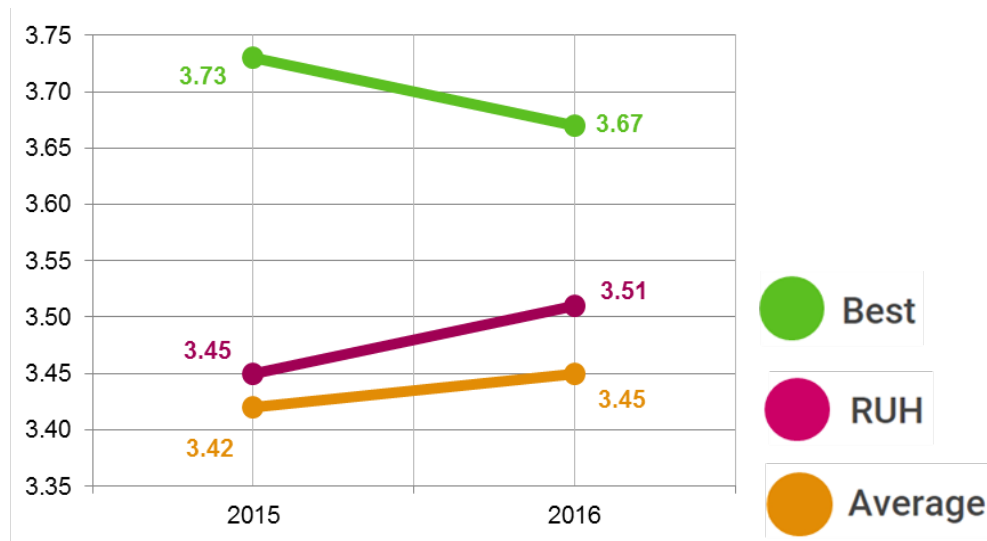
One of our values is ‘everyone matters’. To promote this value colleagues and especially managers were encouraged to appreciate the efforts of their team members and colleagues in other teams, who are often working in challenging

circumstances. To do this a web based tool, ThanksBox was launched on 22nd April 2016. This tool provides another way of saying thank you using a desktop computer/smart phone.

The data indicates some progress in the right direction since focusing our staff engagement programme on appreciation.

Key Finding 5: Recognition and value of staff by managers and the organisation

KF 5. One of our top five ranked scores

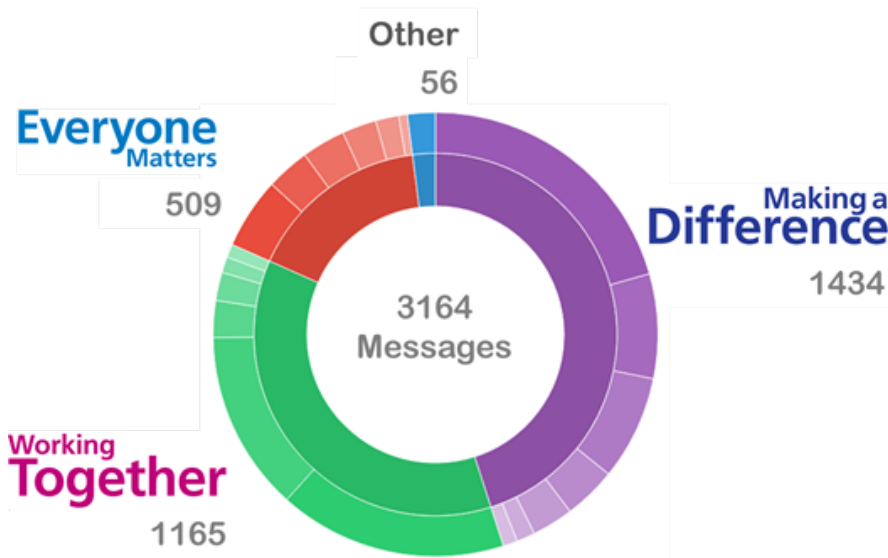


Top 20% cut off = 3.53, we are 0.03 points away from the 20% cut off using unweighted data (Picker). Weighted takes into account occupational group differences and Trust size

Measuring the values behaviours

In addition to being another way of recognising staff, ThanksBox enables measurement of the extent to which our values are evident in practice because it requires users to align their message of thanks to the behaviours which underpin the values.

Within the first 12 months of its launch, 3,164 messages of appreciation were sent using ThanksBox.



The three behaviours **most recognised** through ThanksBox are:

1. Being responsive & efficient (605) **Making a Difference**
2. Supporting (544) **Working Together**
3. Helping (399) **Working Together**

The three behaviours **least recognised** through ThanksBox are:

1. Being calm & reassuring (21) **Everyone Matters**
2. Involving (32) **Working Together**
3. Listening (34) **Working Together**

Staff Engagement programme Progress during 2016/17

Campaign 1 – Everyone Matters



Last year the 'everyone matters' campaign focused on introducing ThanksBox with a specific focus on encouraging managers to appreciate their teams and others outside of their teams. This year the focus on managers will continue as it is our managers and leaders who create the conditions in which appreciation can become an RUH norm.

ThanksBox provides a measure of the extent to which our values are visible within the RUH. The data analytics suggest the 'everyone matters' behaviours are not recognised to the same level as 'making a difference' and 'working together'. Views from interviews with managers suggest this is because front line staff who are more likely to demonstrate the behaviours because of their contact with patients cannot be thanked because they are not registered on ThanksBox. All staff who have an NHS email account and which is recorded on ESR are registered to use ThanksBox. There is work to do to understand how we can make email accounts accessible to all staff regardless of their role.

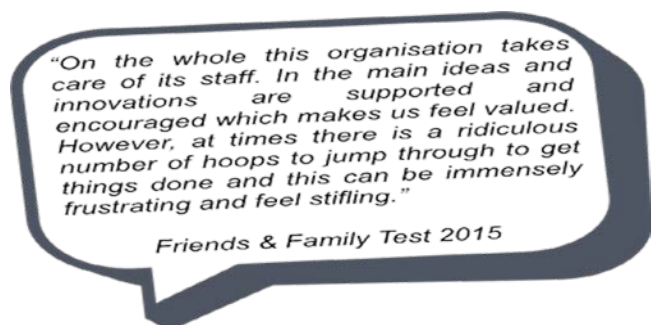
The views raised in interviews with managers raises a question about differences in the way we treat each other compared to patients which requires further exploration.

ThanksBox will take time to embed within the culture. We are the first NHS organisation to use ThanksBox and its uptake is slow but steady. However findings from interviews with users indicates ThanksBox brings positive benefits for those who receive a ThanksBox message.

The Chartered Institute of Personnel and Development (CIPD) have published an article about our use of ThanksBox as a case study alongside their research into People Measurement and Reporting from Theory to Practice.

Campaign 2 - Making a Difference

During the 1,000 hours of listening which informed the development of our values, a common theme emerged about how sometimes the systems and processes we use at the RUH can prevent us doing the best job we can. This theme is captured by a quote from a member of staff who gave feedback anonymously via the Friends & Family Test.



To help understand how the 'making a difference' value could be supported a deeper understanding of the 'hoops' experienced by staff was sought. This was achieved via an invitation to all staff from the Chief Executive to complete a five minute survey. Completed surveys were returned by 356 staff (7% of workforce):

- 83% of staff members said they were willing to lead an improvement to make a

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difference

- 97% of staff members said they were willing to work with others to bring about an improvement to make a difference
- 76% of staff members thought they had the skills & knowledge to know how to improve things

The top reasons cited for why staff don't make changes were lack of time, resources or staff (34%), bureaucracy (16%), management (16%), and resistance to change from colleagues (9%).

When asked 'What one improvement would reduce the number of hoops it takes to get things done and make a difference?' the responses were as follows:

1. Improve processes 26%
2. IT related improvements 15%
3. An organisational approach to making change 13%
4. Less paperwork 12%
5. Better communication 11%

It was agreed the recruitment process would be the focus for campaign 3 as this process was cited most often (36% recruitment process / 22% procurement process/ 18% Agresso / 17% small works).

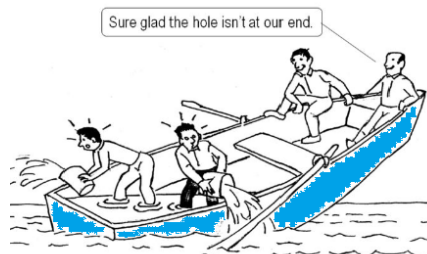
It was acknowledged that the IT strategy and associated project plans would address issues raised relating to IT improvements and there was more work to do to address other processes in the future.

Campaign 3 – Working Together

The recruitment process was the focus for the third campaign recognising this would respond to staff concerns about the recruitment process. Any improvements would also impact positively on staff concerns raised in the Staff Survey and the Friends and Family Test about a 'lack of staff'.

To support improvements the RUH sought the expertise of Wiltshire Council Systems Thinking team who have a track record for making system improvements.

Focus on streamlining the recruitment process using systems thinking



Working Together

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This support has enabled the recruitment team to identify areas where immediate improvements can be made and where more information is required in order to make more radical changes. Systems' thinking is a new way of working within the non-clinical areas. It requires individuals who are part of a process to spend time with their customers (working together) understanding their requirements of the process.

There is a desire to use the systems thinking methodology but further work is required to develop capability and capacity to design fit for purpose recruitment systems.



The systems thinking approach will compliment executive team plans for an organisational development intervention aimed at enabling staff to make improvements.


Staff engagement programme for 2017/18

The programme for 2017/18 will continue to strengthen the three campaigns launched in 2016/17 and a high level plan is outlined over the next two pages. This will enable the RUH to continue to make incremental progress towards becoming one of the top 20% of organisations with a high staff engagement score as measured by the NHS National Staff Survey. The Staff Engagement Steering Group chaired by the Chief Executive and whose membership comprises the executive team will continue to oversee the Staff Engagement programme of work.

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Staff Engagement Programme 2017/18

Campaign	Aim	Actions	Measures
	To create a culture of appreciation	Identify managers who are willing to pilot the use of ThanksBox within their team/s.	<p>To increase the number of manager registered to use ThanksBox from 69% to 90% by 31 Apr 18</p> <p>To see the words 'appreciation by managers' in the positive word clouds (FFT/Staff Survey)</p>
	To ensure 'everyone' is able to access ThanksBox	Work with the cleaning team to help find a way to enable those who don't have easy access to computers to be able to access ThanksBox to view messages of appreciation.	To increase the total number of ThanksBox messages sent from 3164 per year to 4,746 per year by 31 Apr 18 (50% increase)
	To simplify processes	Simplify the process for: <ul style="list-style-type: none"> - Acquiring an RUH email address - Ensuring all email addresses are recorded on ESR 	To be in the top 20% of acute Trusts for KF5 Recognition and value of staff by managers and the organisation
	To improve the recruitment process so it's efficiency and effectiveness supports efforts to maximise staffing levels.	Recruitment Project Plan approved by Strategic Workforce Committee Project team established to deliver project plan	Recruiting managers' agree that the recruitment process can be described as: <ul style="list-style-type: none"> ● Simple ● Quick ● Has no unnecessary forms ● Has no unnecessary delays ● There is clear, timely communication ● There is continuity of service ● Is customer friendly
			New starters survey & Fresh Eyes - newly recruited staff are positive about the

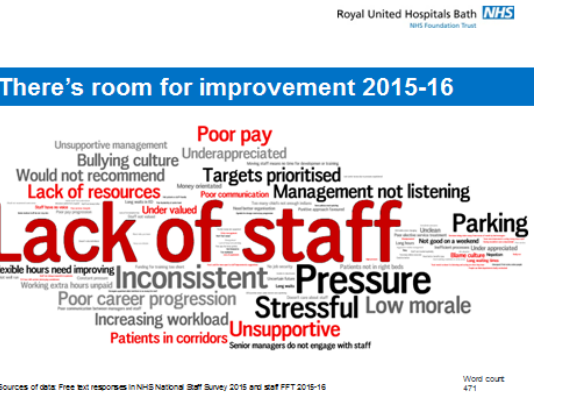
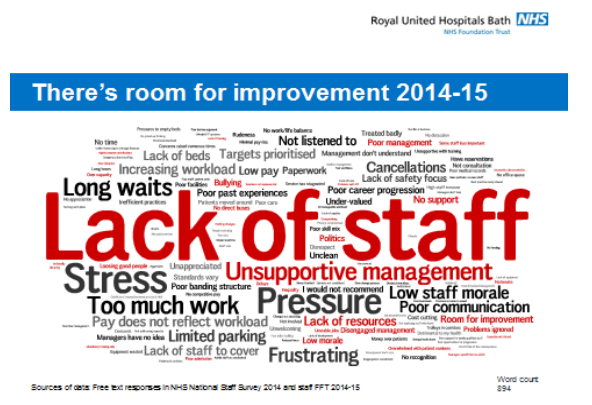
Campaign	Aim	Actions	Measures
	<p>To work with other organisations to improve the efficiency and effectiveness of the HR dept.</p>	<p>To identify within existing resources of the HR department capacity to develop expertise in systems thinking.</p> <p>To work with other organisations as a member of a systems thinking network led by Wiltshire Council to improve support services processes initially within the HR dept.</p> <p>To participate in a system wide approach to training staff in systems thinking.</p> <p>To test and evaluate systems thinking as a methodology in HR prior to developing any plans to introduce the approach in other areas e.g. procurement, Agresso, small works, IT</p>	<p>recruitment process</p> <p>Systems thinking expertise available within RUH to support improvement in HR processes</p> <p>Ideas and knowledge is shared between organisations</p> <p>24 members of support staff trained in systems thinking</p>

Appendix 1

Themes from Values Listening Events

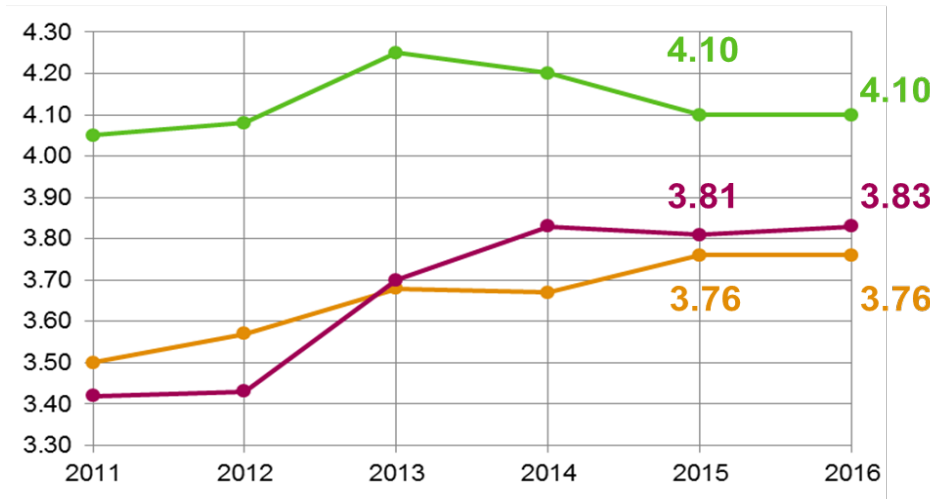


Themes from 2014/15 & 2015/16 Staff Survey & Friends & Family Test for Staff



Appendix 2: Breakdown of Staff Engagement Scores by Key Finding 2011-16

Key Finding 1. Staff recommendation of the organisation as a place to work or receive treatment

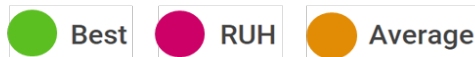


% agreeing / strongly agreeing with the following statements:

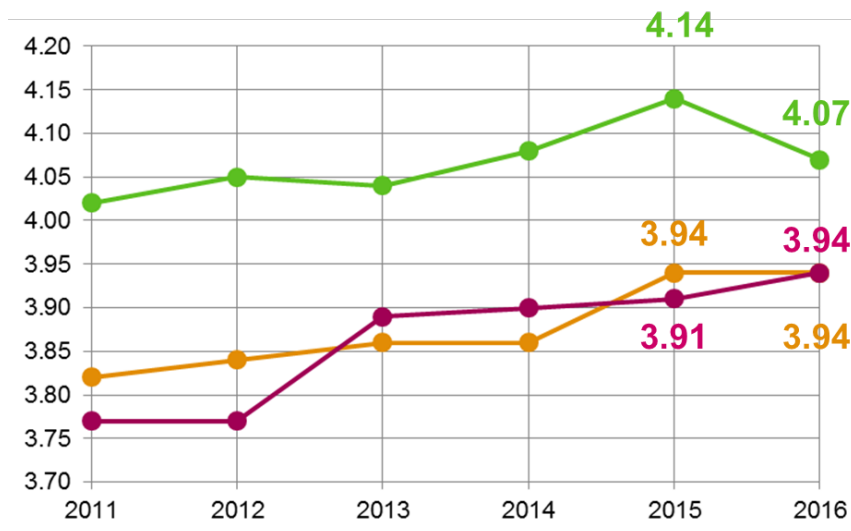
Q21a - Care of patients / service users is my organisation's top priority

Q21c - I would recommend my organisation as a place to work

Q21d - If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation



Key Finding 4. Staff motivation at work

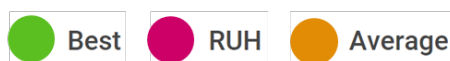


% saying often or always to the following statements:

Q2a - I look forward to going to work

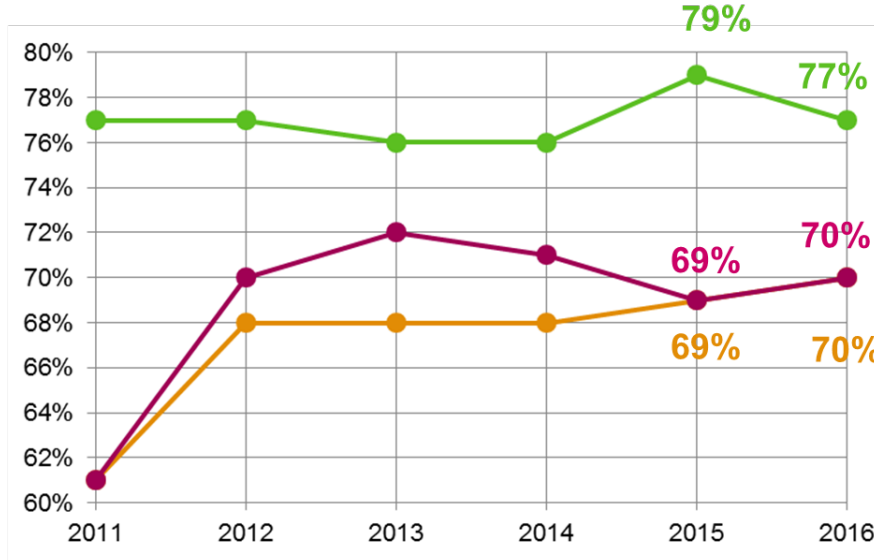
Q2b - I am enthusiastic about my job

Q2c - Time passes quickly when I am working



Appendix 2 continued

Key Finding 7. Percentage of staff able to contribute towards improvements at



% agreeing / strongly agreeing with the following statements:

Q4a - There are frequent opportunities for me to show initiative in my role

Q4b - I am able to make suggestions to improve the work of my team / department

Q4d - I am able to make improvements happen in my area of work



work

Appendix 3: Difference away from top 20% (bottom). NB data is unweighted		Best	20% cut off	RUH	Difference away from 20%
Top 20%					
1	Key Finding 21 Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	94.82	88.64	88.65	in top 20%
%					
2	Key Finding 11 Percentage of staff appraised in last 12 months	95.40	90.15	89.72	0.43%
3	Key Finding 23 Percentage of staff experiencing physical violence from staff in last 12 months	0.23	1.66	2.45	0.79%
4	Key Finding 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	16.48	22.44	23.37	0.93%
5	Key Finding 16. Percentage of staff working extra hours	57.60	68.42	70.15	1.73%
6	Key Finding 3. Percentage of staff agreeing that their role makes a difference to patients / service users	92.78	91.61	89.70	1.91%
7	Key Finding 28. Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month	21.61	28.53	30.65	2.12%
8	Key Finding 17. Percentage of staff feeling unwell due to work related stress in the last 12 months	26.06	32.19	34.59	2.40%
9	Key Finding 20. Percentage of staff experiencing discrimination at work in the last 12 months	5.99	9.08	11.49	2.41%
10	Key Finding 15. Percentage of staff satisfied with the opportunities for flexible working patterns	58.28	53.13	50.54	2.59%
11	Key Finding 7. Percentage of staff able to contribute towards improvements at work	76.40	72.73	69.91	2.82%
12	Key Finding 29. Percentage of staff reporting errors, near misses or incidents witnessed in the last month	94.97	92.25	88.49	3.76%
13	Key Finding 27. Percentage of staff/colleagues reporting most recent experience of harassment, bullying or abuse	56.91	48.93	45.05	3.88%
14	Key Finding 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	18.93	24.24	28.26	4.02%
15	Key Finding 6. Percentage of staff reporting good communication between senior management and staff	45.72	37.14	32.67	4.47%
16	Key Finding 22. Percentage of staff experiencing physical violence from patients, relatives or the public in last 12 months	8.43	12.48	17.32	4.84%
17	Key Finding 18. Percentage of staff attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves	46.50	51.73	59.12	7.39%
18	Key Finding 24. Percentage of staff/colleagues reporting most recent experience of violence	77.53	71.67	62.92	8.75%
0.0					
2	Key Finding 5. Recognition and value of staff by managers and the organisation	3.67	3.53	3.50	0.03
3	Key Finding 10. Support from immediate managers	3.91	3.79	3.76	0.03
4	Key Finding 4. Staff motivation at work	4.05	3.98	3.94	0.04
5	Key Finding 8. Staff satisfaction with level of responsibility and involvement	4.04	3.97	3.93	0.04
6	Key Finding 12. Quality of appraisals	3.50	3.22	3.18	0.04
7	Key Finding 1. Staff recommendation of the organisation as a place to work or receive treatment	4.10	3.90	3.83	0.07
8	Key Finding 9. Effective team working	3.87	3.80	3.73	0.07
9	Key Finding 19. Organisation and management interest in and action on health and wellbeing	3.92	3.70	3.63	0.07
10	Key Finding 32. Effective use of patient / service user feedback	3.95	3.78	3.70	0.08
11	Key Finding 13. Quality of non-mandatory training, learning or development	4.16	4.10	3.99	0.11
12	Key Finding 14. Staff satisfaction with resourcing and support	3.64	3.40	3.26	0.14
13	Key Finding 2. Staff satisfaction with the quality of work and care they are able to deliver	4.26	4.02	3.86	0.16
14	Key Finding 31. Staff confidence and security in reporting unsafe clinical practice	3.86	3.73	3.57	0.16
15	Key Finding 30. Fairness and effectiveness of procedures for reporting errors, near misses and incidents	3.88	3.79	3.62	0.17
Overall Staff Engagement score (KF1, 4 & 7)		3.98	3.89	3.83	0.06