

Recommendation <input type="checkbox"/> DECISION <input checked="" type="checkbox"/> NOTE	Trust Board are asked to note the contents of the NHS Staff Survey 2017/18 – Project Plan
Reporting to:	Trust Board
Date	May 2018
Paper Title	NHS Staff Survey 2017/18 – Project Plan
Brief Description	The paper describes the approach taken to determine the 2 key organisational priorities in response to the feedback our people gave through the NHS Staff Survey 2017/18. The paper also details the Staff Survey 2017/18 Project Plan, which provides high-level actions against the organisational priorities.
Sponsoring Director	Victoria Maher, Workforce Director
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Recommended / escalated by	
Previously considered by	
Link to strategic objectives	VALUES INTO PRACTICE - Value our workforce to achieve cultural change by putting our values into practice to make our organisation a great place to work with an appropriately skilled fully staffed workforce.
Link to Board Assurance Framework	If we do not get good levels of staff engagement to get a culture of continuous improvement then staff morale & patient outcomes may not improve (RR 423)
Equality Impact Assessment	<input checked="" type="radio"/> Stage 1 only (no negative impacts identified) <input type="radio"/> Stage 2 recommended (negative impacts identified) <ul style="list-style-type: none"> <input type="radio"/> negative impacts have been mitigated <input type="radio"/> negative impacts balanced against overall positive impacts
Freedom of Information Act (2000) status	<input checked="" type="radio"/> This document is for full publication <input type="radio"/> This document includes FOIA exempt information <input type="radio"/> This whole document is exempt under the FOIA

NHS Staff Survey Project Plan 2017/18

Background

In March, the results of the Trusts NHS Staff Survey 2017/18 were presented to Trust Board. In order to respond to the results it was agreed that an organisational focus should be identified in order to progress areas of improvement.

Our approach in response

Through late March and April 2018 the Workforce Director held open access briefing sessions with staff. In order to maximise attendance these were scheduled on both major sites and Shrewsbury Business Park, including weekends and early/late sessions. These sessions were well received, with > 150 people involved.

The sessions presented the results focussing on where we had seen the greatest movements both positively and negatively. This was then followed by an open conversation to check in with staff by asking and listening to them describing 'how it really feels to be part of the Trust 'at the moment and more importantly what would make it better. Feedback was captured. This included the following key messages:

- We are not consistently living our values; at times of pressure behaviours can become inappropriate.
- We need to do more to engage our staff and to ensure they are up to date with what is happening in the organisation.
- We need to support our staff to take breaks and have the appropriate uniform and tools to do the job.
- We need to significantly reduce/eliminate boarding, this impacts on all of our people.
- We need to recognise that every role counts.
- We need to support staff to develop and give them time to do this.

The Senior Leadership Team (SLT) meeting held on 24th April held a lengthy discussion on the results, triangulated with the staff feedback from the Workforce Director led conversations, free text themed analysis, and quarterly feedback from our Values Guardians. This information enabled SLT to agree two key areas to focus at an organisational level and one area for celebration.

SLT recognised that ownership of the results at a care group level was with them, and committed to develop plans with their teams to support the organisational response and develop bespoke actions that would be pertinent to their areas. An action from the meeting was that Care group feedback would be provided monthly to SLT on progress.

The two Organisational priorities for improvement and the area of celebration were agreed and a draft action plan completed. These actions were then tested with the participants from the Workforce Director conversations who had agreed to provide that scrutiny.

The priorities

- **Key Finding 1 -Staff recommending the organisation as a place to work or receive care**
- **Key Finding 16- Reducing staff experiencing bullying, harassment and abuse by other staff**
- **Key Finding 22- Celebrating success of top 20% nationally for staff experiencing low levels of physical violence from patients**

Project Plan

In order to stay focused on the actions to be taken in line with the organisational priorities, a high-level plan has been drawn up. The plan includes a structured programme of work up until December this year, at which point the 2018/19 Staff Survey will close.

It is suggested that a more detailed Project Plan will be drawn up to identify local level actions (as a sub plan within the organisational Project Plan) that will be monitored through Workforce Committee.

In addition the Workforce team have mapped the current Organisational Development activities against the Best Companies 8 Factors of Workplace Engagement to review if the current offer supports levels of high engagement and improvement in employment experience. This assessment is informing a refreshed Organisational Development plan which will also be heavily influenced by the Staff Survey and Cultural Assessment Tool (CAT) which is being undertaken this month.

Appendix 1 – NHS Staff Survey 2017/18 - Project Plan

Recommendations

- note the approach taken in response to our results
- agree the organisational priorities
- agree monthly updates on progress to plan through Workforce Committee
- agree the local level Project Plan to contain details of the programme of work

R	Outstanding
A	In Progress
G	Complete
U	Not yet started

NHS Staff Survey 2017/18 Action Plan

To respond to the NHS Staff Survey 2017/18 as a result of staff feedback. The organisation has identified two priorities for improvement and one priority to celebrate		Lead	Status
1	KF 1. Staff recommending the organisation as a place to work or receive care		
	Board commitment to reduce or eliminate boarding	Trust Board	G
	Management Development Day - Commitment from our people managers on actions to support improvements locally	VM	A
	SLT standard agenda item of 'Learning from Good Practice'	AL	G
	Trust wide communications of 'Time to talk about the future of our hospitals'	PD	A
	Commitment to continue Breakfast with the boss	SW	G
	Increase Director level visibility	Trust Board	A
	Trust wide communications 'We want to know how to make it better'	VM	U
	Staff Engagement - breaks, uniform and equipment	VM	U
	Regular Thank You's – cards placed across the Trust to encourage staff to thank each other for their hard work	PD	U
	Trust wide communications of '15 minute Making a Splash' – including 'As a result of our feedback' stamps	Communications Team	U
2	KF 26. Reducing staff experiencing bullying, harassment and abuse by other staff		
	Focus on listening and creating the opportunity to problem solve – Values Based Conversations (VBC)Course	PD	G
	Workshop with people managers	VM	U
	Trust wide communications of 'Respect Me' – to include what to do if you think you're being bullied	PD	U
	Launch of the z-card behaviours – what we expect and what we don't expect to see	CB	U
	Regular off site meetings 'Time to Talk'	VM	U
	Revision of policies to focus on resolution	VM	U
	Board level commitment to increase the Freedom to Speak Up Guardian hours – increased presence (face to face)	VM	U
3	KF 22 Celebrating success of top 20% nationally for staff experiencing low levels of physical violence from patients		
	Trust wide communications on the successes of the security team	Communications Team	U
	Continue to embed how staff can be supported if confronted by physical violence from patients	VM	U

Lessons Learned

Date	Issue	Learning