Cover page	
Meeting	Trust Board
Paper Title	Staff Survey response plan update
Date of meeting	May 2019
Date paper was written	May 2019
Responsible Director	Victoria Rankin, Workforce Director
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Executive Summary

Overall, the results of the 2018 Staff Survey identify a number of areas that requires improvement. Three of the 10 overall themes are significantly worse than the sector and national average scores. These themes are:

• Health and wellbeing
• Safety Culture – scored the worst nationally
• Staff Engagement

Through consultation with staff, discussion at Senior Leadership Team and agreement through Workforce Committee, our Organisational priorities in response focus on Safety culture and Staff Engagement.

This paper shows a high level update on progress and delivery to key corporate priorities. It is also important to note that these are translated through at Care Group level and each Care Group have in addition identified further key priorities. Workforce committee will seek assurance on impact through two specific care group focused sessions.

Board are asked to note that where actions are off track there is a recovery plan that will recover the position through June.

This year's response plan has been incorporated into the 6-month OD delivery plan agreed at Workforce Committee. When comparing the staff survey priorities identified within this paper to the 4 strategic aims of the OD plan, the two cannot be split.

The OD plan details four key areas of focus; Behaviours and respect, Leadership Development, Psychological safety and Innovation and change with a cross cutting theme of staff engagement. The plan below details the first 6-month delivery to support our cultural improvement

This response cannot be viewed in isolation as it is cross cutting with priorities within the 6 month OD delivery plan.

The recent pulse survey has closed with results being shared with Workforce Committee.

Previously considered by	Workforce Committee 20th May 2019

The Board is asked to:			
☐ Approve	☐ Receive	☑ Note	☐ Take Assurance
To formally receive and discuss a report and	To discuss, in depth, noting the implications	For the intelligence of the Board without in-depth	To assure the Board that effective systems of

approve its recommendations or a particular course of action	for the Board or Trust without formally approving it	discussion required	control are in place

Link to CQC domain:				
☐ Safe	☐ Effective	☑ Caring	☐ Responsive	☑ Well-led

Link to strategic objective(s)	*Select the strategic objective which this paper supports* ☐ PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare ☑ SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care ☐ HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities ☐ LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions ☑ OUR PEOPLE Creating a great place to work
Link to Board Assurance Framework risk(s)	*Are any Board Assurance Framework risks relevant to the paper?(see list at end of paper)*

Equality Impact Assessment	◉ Stage 1 only (no negative impact identified) ◯ Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)
Freedom of Information Act (2000) status	◉ This document is for full publication ◯ This document includes FOIA exempt information ◯ This whole document is exempt under the FOIA
Financial assessment	*Is there a financial impact associated with the paper?*

	DRAFT TO BE AGREED Proposed NHS Staff Survey 2018/19 Action Plan	Lead	By when	Status
	Organisational response to staff feedback has identified two priorities for improvement. 1. Safety Culture 2. Staff Engagement **This response cannot be viewed in isolation as it is cross cutting with prioirites within the broader Organisational Development Plan.**			
1	**SAFETY CULTURE**			
1.1	**Specific Staff group conversation** Area of focus identified and agreed actions to support May include specific patient safety concerns and/or raising concerns, behavioural issues	Paula Dabbs/Pete Jefferies	Jun-19	A
1.2	**Approach to sharing feedback from Datix submitted** Appreciate look at high perfoming organisations Pilot a process eg from rapid review meeting to give in the moment feedback PDSA process and identify an additional area of focus	Pete Jefferies	May-19	A
1.3	**Sharing our Learning** Quarterly learning events with a Safety focus -linking to Leadership Academy Inspiring Culture of Excellence (ICE) sessions Monthly learning shared through newsletter	Pete Jefferies/Paula Dabbs	Jun-19	G
1.4	**Embed Human Factors** Proposal to executive Directors re development of a Faculty for Human Factors, to include Commitment for clinical support through PA allocation: Awareness raising of Human Factors Human factors in the Team enviroment Practical application- what experise is required to support patient safety team and Care group governance Systemic factors - active in use of serious incident investigations	Pete Jefferies/Paula Dabbs	May-19	A
1.5	**Safer steps to surgery Value Stream** Communicate the learning Support sponsor team as required	KPO	May-19	A
1.6	**Launch strategic approach to Talksafe- 'Just saying'** Learn from ITU test bed Pilot approach in scheduled care in harnessing the breadth of safety champions (includes all staff groups) in methodolgy and language Safety champions provide organisational learning Patient Safety and Governance teams trained in Talk safe methodology	Paula Dabbs/Pete Jefferies	Jul-19	A
1.7	**Board Development session**	Victoria Rankin	Apr-19	G
1.8	**Learning from Excellance** Increase use of paper template Work to develop a user friendly intranet form Identify coordinator thorugh admin support (0.05 wte) Identify and work with teams who have identified a systemic issue to feed into Transforming Care Institute	Pete Jefferies/ Charlotte Banks	May-19	A
1.9	**Launch Peer to Peer listening service**	Charlotte Banks/Teresa Love	Apr-19	G
2	**FTSU** Recruit FTSU champions	Kate Adney	Apr-19	G
2	**STAFF ENGAGEMENT- specific to staff survey (further and broader actions in OD Plan)**			
2.1	Corporate Communication			
	Organisational Video Share Organisational scores and say thank you to those for completing. Video will also highlight key areas of focus and our commitment to share Intranet links to staff survey feedback at Organisational, Department and Team level Free text comments themed and shared with SLT for further cascade and dicussion	David Burrows/Paula Dabbs	Mar-19	G
	Cascade monthly briefing to include: Reflection on the months activity in response to staff survey Short Film clip of staff member talking about the conversations in their area Engagement champions to pre meet with CEO 2 days prior to cascade to share any key points to address	Comms/ Paula Dabbs	May-19	G
	Director message Each Director make an explicit link to one item they are discussing and staff feedback	Comms	Sep-19	A
	Social media Maximise opportunity to promote staff conversations Increase frequency of Staff Friends and Family test Use of staff App launch to harness feedback and pulse check on the question 'How was work today?' Explore models of gaining increased feedback eg Crowdsourcing	Workforce/comms/web dev	Sep-19	A
	FTSU Recruit FTSU champions	Kate Adney	Apr-19	G

NHS Staff Survey 2018-19 DRAFT Action Plan for approval SLT 1203

Organisational response to staff feedback has identified two priorities for improvement. 1. Safety Culture 2. Staff Engagement	Lead	By when	Status
Increase Visible Leadership One SaTH conversation to be held in summer (links with Health and WellBeing events) CEO Breakfast sessions- structure conversation to explicitly link actions on staff feedback Three areas identified to develop bespoke engagment sessions, Workforce Director led	OD	Aug-19	A
Staff conversations At staff group level share the feedback and work to identify two areas of focus Every people leader is aware of why we use staff enagement as a measure and links to organisational performance and know their score and can identify area of improvement At depertment team level- focused discussion on engagement score with output to identify two key areas of focus that support improvements	Care Group	Jun-19	A
People managers workshops 3 Organisational workshops to build confidence with our people managers/ leaders to: Have a shared understanding of the impact of their role on our peoples experience at work Share tools and techniques that will support them in their role	Victoria Rankin/Paula Dabbs	Sep-19	A
Recruit to engagement champions Supports the work of improvement plan Wider engagement to support the OD plan, clear role description and expectations articulate Will have opportunity to influence CEO cascade agenda	OD and Comms	May-19	G
Continuous Improvement TCI			
Link with Lean for Leaders porgrammes to build understanding on staff enegagment as a Lean Leaders their role in driving improvements Staff engagment central to People board discussions Exemplar wards and baseline assessment uses engagment as a key indicator Link involvement and solution focused thinking	TCI and OD	Sep-19	A