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
<table>
<thead>
<tr>
<th>approve its recommendations or a particular course of action</th>
<th>for the Board or Trust without formally approving it</th>
<th>discussion required</th>
<th>control are in place</th>
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</thead>
</table>

**Link to CQC domain:**

<table>
<thead>
<tr>
<th>Safe</th>
<th>Effective</th>
<th>Caring</th>
<th>Responsive</th>
<th>Well-led</th>
</tr>
</thead>
</table>

**Link to strategic objective(s):**

- 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?
### SAFETY CULTURE

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
     - Lead: Paula Dabbs/Pete Jefferies
     - By when: Jun-19
     - Status: A

2. Approach to sharing feedback from Datix submitted
   - Appreciate look at high performing organisations
   - Pilot a process eg from rapid review meeting to give in the moment feedback
     - Lead: Pete Jefferies
     - By when: May-19
     - Status: A

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
     - Lead: Pete Jefferies/Paula Dabbs
     - By when: Jun-19
     - Status: G

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 environment
       - Practical application- what expertise is required to support patient safety team and Care group governance
       - Systemic factors - active in use of serious incident investigations
     - Lead: Pete Jefferies/Paula Dabbs
     - By when: May-19
     - Status: A

5. Safer steps to surgery Value Stream
   - Communicate the learning
   - Support sponsor team as required
     - Lead: KPO
     - By when: May-19
     - Status: A

6. Learning from Excellence
   - 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 methodology and language
     - Patient Safety and Governance teams trained in Talk safe methodology
     - Lead: Paula Dabbs/Pete Jefferies
     - By when: Jul-19
     - Status: A

7. Board Development session
   - Lead: Victoria Rankin
   - By when: Apr-19
   - Status: G

8. Organisational response to staff feedback has identified two priorities for improvement.
   - Safety Culture
   - Staff Engagement
   - This response cannot be viewed in isolation as it is cross cutting with priorities within the broader Organisational Development Plan.

### STAFF ENGAGEMENT - specific to staff survey (further and broader actions in OD Plan)

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 discussion
     - Lead: David Burrows/Paula Dabbs
     - By when: Mar-19
     - Status: 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
     - Lead: Comms/ Paula Dabbs
     - By when: May-19
     - Status: G

   - Director message
     - Each Director make an explicit link to one item they are discussing and staff feedback
     - Lead: Comms
     - By when: Sep-19
     - Status: 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
     - Lead: Workforce/comms/web dev
     - By when: Sep-19
     - Status: A

   - FTSU
     - Recruit FTSU champions
     - Lead: Kate Ashray
     - By when: Apr-19
     - Status: G
Organisational response to staff feedback has identified two priorities for improvement.

1. Safety Culture
2. Staff Engagement

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