



Appendix 1 – Staff Survey- 2022 Trust Wide and Divisional People Plan schemes

Theme	Analysis	Trust wide schemes 2022/23	Update on Actions 2022-2023
<p>We are compassionate and inclusive.</p> 	<p>Below average at 6.8 compared to an average of 7.2. The worst score is 6.8. The best is 7.7.</p> <p>This result has remained the same from the 2021 survey</p>	<p>We have introduced a retention steering group with an aim of: To improve Turnover to below the Trusts KPI target of 13.1% by March 2024 monitored monthly.</p> <p>To improve our cultural dashboard measures in 2023 staff survey results (annual)</p> <p>To improve engagement score monitored quarterly via People Pulse (feeding into model hospital data) and yearly by staff survey.</p> <p>There are many leads from People and Organisational Development (OD) directorate that update on their projects in line with the NHS 4 pillars and People Promise. The Culture Group now feeds into the group and updates are given at Operational People Group (OPG).</p> <p>The projects are Civility, Respect and Inclusion, Supporting International staff/ 30 Voices and Capturing and understanding our people's lived experience / Year of Listening.</p> <p>Reviewing progress against our Equality Diversity and Inclusion Strategy continues to be a priority.</p> <p>The SaTH Culture Group was established in August 2022, to provide assurance that the work and interventions being carried out were being captured and discussed.</p> <p>Our culture dashboard depicts the last 2 staff survey results in 6 domains. All measures have seen an increase on the specific questions deemed to illustrate a positive culture within the organisation. The improvement methodology from 2022-2023 utilised ten priority areas containing actions as part of our People Promise delivery plan. Work continues to ensure</p>	<p>Surgery, Anaesthetics Critical Care and Cancer (SACC) Cultural reviews completed for various teams both clinical and non-clinical, work on-going with these teams.</p> <p>Shared Civility saves lives at governance days and Away Days. Continuing to utilise these sessions within identified areas. Completed civility and respect survey with Theatre and Clinical Sterile Services Departments (CSSD) colleagues, leadership teams continue to work through actions.</p> <p>Leadership master classes have been attended for T&O. Continued use of master classes throughout this year along with other programmes to support junior leadership development within identified areas. (Ward 37, CSSD)</p> <p>Women's and Children (WAC) - Cultural Reviews undertaken within hotspot areas, with action plans developed and work ongoing.</p> <p>WAC Report from Cultural Review/Neutral Assessment received. Abridged version of the slide deck drafted. Findings and recommendations triangulated with the Staff Survey Outcomes, and improvement plan incorporating both diagnostics is currently being drafted.</p> <p>WAC - Civility, Respect, Kindness, and Inclusion sessions set up specifically for WAC through November, December 2022 and January 2023 were beneficial, more sessions to be scheduled into the</p>

		<p>these are actioned, with remedial actions in place where this has proven not possible.</p> <p>We continue to build an engagement and improvement team of individuals across SaTH to work with us to challenge and support us all with key improvements.</p> <p>We continue to deliver Civility & Respect and Compassionate, Inclusive & Effective Leadership masterclasses</p> <p>.</p>	<p>diary for coming year. Completion/compliance rates to be reviewed via Workstream 2 (WS2) – People and Culture.</p> <p>WAC – Multi Disciplinary Team (MDT), People and Culture Workstream, re convened terms of reference broadened to allow greater diversity of Attendance.</p> <p>WAC - Stay Conversations and Exit Interviews continue to take place. Data/intelligence to be regularly collated and triangulated with Staff Survey and other diagnostics.</p> <p>WAC – Away Day’s and Team building events will be diarised. Events will be set up to include reflection on compassion and inclusivity.</p> <p>Clinical Support Services (CSS) Civility, Respect, Inclusion and Kindness rolled out across the Division. Listening events: staff engagement sessions and planned actions Continued attendance on the SaTH Culture and Compassionate Leadership training involving various Senior Managers across the Division. Stay conversations in Pathology and Pharmacy Strength Deployment Inventory (SDI) profiles explored within our Pathology Management Team Monthly staff-side meetings with Union colleagues and Freedom to Speak Up (FTSU) Learning lessons from our overseas recruitment with Centre Teams leading on working collaboratively to continue support and improve. Introduced Patient Experience Groups Continue to have a people-centred Divisional Committee once a quarter.</p>
--	--	--	---

			<p>Medicine and Emergency Care (MEC) - Behaviour Frameworks Cardiorespiratory High Potential Scheme with Exec sponsor to support Micro aggression poster through staff rooms within the Division Further Civility Saves Lives taken place with Medical Staff Band 7 Away Day for Emergency Department (ED) including civility saves lives and racial biases with lived experiences from international nurses. Commissioned a Neutral Evaluation for Emergency Care Additional Onboarding support and pastoral care for International Nurses</p>
<p>We are recognised and rewarded</p> 	<p>Below average at 5.5 compared to an average of 5.7. The worst is 5.2. The best is 6.4.</p> <p>This result has remained the same from the 2021 survey.</p>	<p>As part of the retention group the areas of topic are:</p> <p>Annual Trust wide recognition plans and celebrating our diversity events/ awareness.</p> <p>We have an annual calendar of events, and we will continue to recognise key dates through the year.</p> <p>We also have a number of other celebration days. We celebrated the King's Coronation in May and NHS75 is being held on the 5th July.</p> <p>Annual Recognition Week and the Trust Celebratory Awards 2023 are taking place w/c 6th of November. Project plans and Communication briefs in place.</p> <p>Star Cards are continually used across the organisation.</p> <p>We have submitted a number of entries for awards, Healthcare People Management (HPMA) Awards and Health Service Journal (HSJ) Awards as a Trust.</p>	<p>SACC Golden Tickets being utilised across a variety of areas. Theatres using for apprenticeship roles. Utilising committee to celebrate success, inviting teams to celebrate. Using scheduled leadership walks to celebrate and recognise achievements.</p> <p>Medical vacancies job adverts updated to promote elective hub and robot to attract applicants. Job planning on-going and working with medical staffing for compliant rotas.</p> <p>WAC - Celebrations and events for International Day of the Midwife, International Day of the Nurse, Maternity Support Worker (MSW) Week, together with other celebratory days</p> <p>WAC - Encourage nominations for and winners for trust Staff Awards.</p>

		<p>We also delivered George Cross badges to all staff</p>	<p>WAC – Tea trolleys and communication events and communications sharing celebrations.</p> <p>WAC – Maternity Open Day 13 May 2023 – to share the work and improvements within maternity services with the public and communities.</p> <p>WAC – Appraisal compliance and quality of appraisal to be developed and improved.</p> <p>MEC - Staff Survey Nominations from Trust Awards Patient journey facilitator introduced Recruitment Packs being updated for Medical recruitment Retention action plan for Dermatology, Cardiology Diabetes, Respiratory and Stroke (exploring joint posts with neighbouring Trusts) Opened the Acute floor Ongoing recruitment events taking place over the next 12 months. International Recruitment for Nursing and Medical Recruitment</p> <p>CSS Golden Tickets to be used to recruit student to permanent roles in all areas Reviewing recruitment and retention premia in some nationally hard to fill roles e.g. Pharmacy Celebration weeks for different staff groups e.g. Pharmacy Week, Pharmacy Technicians Week, Pharmacy Support Workers Week Celebrations and successes shared at local Performance Review Meetings (PRM)</p>
--	--	---	--

We each have a voice that counts



Below average at 6.2 compared to an average of 6.6. The worst is 6.2. The best is 7.1.

In February we agreed a timeline for delivery for all elements of a successful staff survey campaign. This considers all elements of a year of listening to ensure colleagues remain engaged and involved in improving the staff experience whilst delivering the actions and on the wider People promise.

We continue to support our Divisions and corporate areas and we have developed a new line manager training offer on the Staff Survey via Learning Made Simple (LMS) and have been asked to review their results and discuss with their teams. – briefing packs have been provided by the OD team to help focus on key considerations and actions.

A Staff Survey Dashboard has been developed and department level results were available at the end of March to all managers. This is fully accessible to support priority areas of focus and delivery of local level actions.

Masterclasses have also been produced and a Staff Survey community of practice has been set up – to share good practice.

As part of the retention group Embedding our Zero Tolerance approach so our people feel listened to, valued, and we take action to ensure equity for everyone, Making a Difference Together (MADT) programme of conversation and People Pulse and Staff Survey Campaigns.

We continue to improve our approach to Staff survey and People pulse. Making a Difference Together conversation and we are producing a yearly plan of actions for this.

FTSU, mandating FTSU training, managers handbook, processes and fit for purpose. Supporting a just and learning

SACC - Leavers survey monkey completed in theatres and actions continue to be worked through. Exit interviews encouraged and availability given for 1-1 feedback.

The Triumvirate team conduct regular planned Walkaround sessions within the Division to gain feedback, celebrate success and recognise great work. CSSD Away day held, really good session, actions developed and being worked through.


Triumvirate monthly meetings with FTSU and staff side to discuss top level priorities for Division, agree actions on any concerns/feedback raised.

Facilities: Progress following Neutral evaluation/Thematic reviews within Cleanliness PRH and Portering RSH will continue to be monitored and improvements made/issues addressed


MEC - Away days cascaded throughout the year. Coaching sessions for senior teams on building a strong team. Survey and plan to implement the Improvewell app. FTSU sessions within the Division Revisiting Behaviour Framework within SDI Sessions arranged in Dermatology to support team working

WAC: Continued marketing and promotion of the Improvewell App and making more accessible for all staff, not just those with smart phones.


WAC – Director of Midwifery (DoM) Drop-In sessions continue, similar one-off sessions have taken place in other areas in the Division.

		<p>culture where leaders and managers foster a listening, speaking up culture.</p> <p>Team behaviour conversations continue to take place.</p> <p>We take part in the Quarterly people pulse that goes to all staff aimed at how staff are supported, informed, motivated and anxious they may feel. The number of staff accessing this survey is on the rise with average number of 1200 taking part every quarter. A full plan regarding questions for each month has been developed and will be utilised in line with other strategic plans to deep dive into staff sentiments.</p>	<p>WAC - Closer working with FTSU to look at issues raised and following up to resolution.</p> <p>WAC - Division management are more visible and available to colleagues, in order to raise issues or concerns and to feedback.</p> <p>WAC – Review and improvements to marketing for 2023 staff survey completions. Evidencing actions undertaken following previous surveys.</p> <p>CSS Staff survey response rate increased to 57% in 2022/23, building on this success. Listening Events continue to take place and regular management walkabouts with actions followed up. Building on Patient Engagement which was enhanced in 2022/23 with Division’s own Patient Experience Group Stay conversations in Pathology and Pharmacy Monthly staff-side meetings with TU colleagues and FTSU Introduction of Chief AHP and HCS post, further advocating for our professions</p>
<p>We are safe and healthy</p> 	<p>Below average at 5.7 compared to an average of 5.4. The worst is 5.4. The best is 6.4.</p> <p>We have seen a significant increase YOY with the best and the average declining.</p>	<p>We have continued to build and provide an excellent health and wellbeing offer to our People and has expanded further with the launch of our Psychology Hub.</p> <p>Through the retention group these areas are of focus: Launch, embed and develop our Staff Support Hub. Hardship Winter wellbeing programme and Health & Wellbeing toolkit</p> <p>Psychology Service – responded to 165 requests since January 2023 TRiM – supported 221 people and held 94 sessions this service now comes under the hub.</p>	<p>SACC - Specific wellbeing support obtained within identified areas following incidents. Trauma response incident management (TRiM) support offer presented at Anaesthetics governance meeting to discuss offer more widely.</p> <p>New Psychology team being utilised for care space sessions and hot debrief training in Critical Care. Invited to June committee to run a care space session and promote what they can offer. High mental health areas identified and actions to be agreed to provide on-going support.</p>

		<p>Care First – supported 317 telephone counselling, 47 face to face sessions, 53 information services and 349 staff accessed online services. Phoenix – received 17 referrals. Mental Health First Aid/Peer to Peer and Health and Wellbeing Champions –continue to support the wellbeing of the workforce and promote the offer</p> <p>Physical and Healthy Lifestyles Fast Track Physiotherapy Slimming World Mens Health Sessions Menopause Sessions Burnout Sessions Sleep School</p> <p>First responder staff support on site to help front line colleagues with mental health support being made available.</p> <p>Engagement Wellbeing Walks- 1760 staff were interacted with on wellbeing walks to promote the health and wellbeing offer (over ¼ over the workforce) Communication – The Health and Wellbeing Pages on the Intranet have been accessed 15,991 times.</p> <p>Hardship and Financial Support School Vouchers Shopping Vouchers Soup and Breakfast Items Oak Tree Financial Awareness Affinity Finance Courses</p> <p>We are holding a wellbeing week in June.</p> <p>We continue to support Schwartz rounds.</p>	<p>Theatre Business case will provide a structured career pathway which will support morale and health and well-being too. Steering groups being identified to drive all areas of Theatres including culture, leadership development, training, governance- and patient care.</p> <p>MEC - Debrief sessions with Trust Psychologist Trim support for all staff Hydration supplies through extreme working conditions Nurse Template review and implemented supporting. additional nurse recruitment International recruitment to support improved staffing. numbers with additional support for new recruits in place Running club in ED and RSH every Friday at 5.00pm</p> <p>WAC – Suite of manager training available to develop management competencies, at different levels of experience and grade. Particularly focussing on management of Health, Wellbeing and Sickness.</p> <p>WAC - Continuing support with managing sickness cases and coaching managers to feel confident in managing the process.</p> <p>WAC - Health and Wellbeing Diagnostics to be incorporated into Staff Survey Improvement Plans, measured, and monitored through the People and Culture workstream.</p> <p>CSS Work towards a more sustainable workforce position through recruitment and retention, skill mix,</p>
--	--	---	--

		<p>Health and Wellbeing Framework. We have worked in partnership with the Integrated Care System (ICS) on the wellbeing framework. The toolkit has been completed for SaTH and will be utilised to plan for the system wide health and wellbeing offer for 23/24 to assess what we already have in place and where we should prioritise going forward.</p> <p>The toolkit is being trialled in Maternity currently. Conversations being had with Divisions about trialling in other departments.</p> <p>Bereavement guidance for managers and colleagues launched as part of grief awareness week.</p> <p>Menopause guidance has also been developed.</p>	<p>new role development, apprenticeships, and workforce planning</p> <p>A rolling programme of “One-stop” recruitment events with over-recruitment in the summer at newly qualified-level to account for attrition and provide stable staffing levels over the winter months, with the aim of filling our vacancies in the Centres.</p> <p>Approval and implementation of ICS Pharmacy workforce plan</p> <p>Ensure Mortuary capacity throughout the year.</p> <p>Introduction of Chief AHP and HCS post to support reduction in vacancy rate</p> <p>Review of workforce plans, including structure and skill mix and making greater use of non-clinical roles to release clinical time.</p> <p>Developing AHP, HCS and Pharmacy Safer Staffing Policy linked to the policy for nursing staff.</p> <p>Working with Psychology Team to develop sessions exploring burnout and stress.</p>
<p>We are always learning</p> 	<p>Below average at 4.9 compared to an average of 5.2. The worst is 4.4. The best is 5.9.</p> <p>This has seen a significant increase from 4.9 last year with the average Trusts growing in line with ourselves.</p>	<p>The retention group also focus on our approach to Talent including Talent conversations- Flagship Programme: Development of talent management approach (April 2023). Updated talent conversation guidance (March 2023). Launch of talent conversations briefings (April 2023). Launch career conversation briefings (March 2023). Develop and launch training (May 2023). Launch talent and career portal (March 2023). Links between talent conversations and pay progression (Sept-Oct 2023). Review talent portal agreement (Set/Oct 23) Review and evaluation (Nov/Dec 23)</p> <p>Career pathways to address under- representation: Education exposure increased (advisors shadow other roles) Career pathway guide development Refresh Education prospectus for 22/23</p>	<p>SACC – Education prospectus being shared widely to improve awareness of offer.</p> <p>Business case been approved by Division and now with finance. However, making changes where budget allows in readiness.</p> <p>We have identified leadership development for our CNS teams which will be a focus for Division this year. Plans being drawn up.</p> <p>MEC – High Potential Scheme (HPS) nominee started with Exec Sponsor New managers going on STEP programme. Scope for Growth pilot starting in Diabetes. Rolling recruitment and use of social media to advertise jobs.</p>

		<p>Building Improvement and change capabilities across the Trust Embedding digitally enabled solutions: Building Capability document written</p> <p>We continue to Champion policies and practices that achieve measurable improvements and embed restorative just culture.</p> <p>We continue the Promotion of Employee Self Service, Embedding of Manager Self Service Utilisation of leaver data; exit questionnaire data; turnover data to identify key trends.</p> <p>We have a suite of Leadership Development and Launched our new Strive Towards Excellence Programme (STEP) and Galvanise programmes and hold monthly masterclasses.</p> <p>Our Leadership Development and Coaching programme 2 cohorts are near completion and presentations will be held on the 5th July.</p> <p>We have also been working with the ICS on the High Potential Scheme, a uniquely tailored two-year career development opportunity aimed at band 8a-8d to help 'accelerate your progress'.</p> <p>We are working on the benefits of our Learning Management System 'Learning Made Simple' and seen great improvements in our Mandatory Target %.</p>	<p>19th August – UK Careers Fair in Wolverhampton Good attendance, general careers event to promote SaTH vacancies. Lots of interest in admin roles, plus a couple of internationally trained nurses.</p> <p>26th August – Jobs Fair Telford General careers event to promote SaTH. Good attendance, very busy. Interest in admin roles, HCA roles and also apprenticeships.</p> <p>2 x ACP Apprenticeships to be completed Sep 24. 5 x B5 RN's applied for Post Grad Cert at Glyndwr university for September Start, Senior leaders processing application for HPS. HCA review taking place and to support development. Training Needs analysis to view gaps and planned approach for leadership skills.</p> <p>WAC - Ward Managers Handbook continues to be reviewed and updated. HR Fundamentals training to incorporate the handbook and vice versa.</p> <p>WAC - HR Fundamentals training will continue to be regularly delivered to the Division.</p> <p>WAC – Delegates are identified and nominated to attend Leadership/Management courses.</p> <p>WAC – Creation of B7 Delivery Suite Co-Ordinators, full Induction and Development programme created to support with integration ongoing.</p> <p>WAC – Creation of Deputy Ward Manager (B6) opportunity. Offering development to support progression to Ward Manager role.</p> <p>WAC – Implementation of rotations for Ward Managers.</p>
--	--	---	--

			<p>WAC – Development of Matron’s Handbook, to dovetail with the Ward Manager Handbook.</p> <p>CSS Onboarding support and preceptorships for new recruits Professional and personal development through annual appraisal and personal development planning Continued expansion of the Apprenticeship programme Learning lessons from our overseas recruitment with Centre Teams leading on working collaboratively to continue support and improve Step-Up programme within Pharmacy being developed to align to national pathways Supporting staff to engagement with improvement events (MADE) and bespoke sessions from the Improvement Hub</p>
<p>We work flexibly</p> 	<p>Below average at 5.8 compared to an average of 6.0. The worst is 5.6. the best is 6.6.</p> <p>This has seen a significant increase YOY from 5.6 to 5.8. With the average and worst scores seeing improvements.</p>	<p>Our retention projects are Flexible working / contracts – Flagship Programme (inc legacy mentors/ retirement)</p> <p>We are developing and delivering new training resources for managers. This will be run centrally but can also be commissioned for targeted areas where intelligence (e.g. staff side feedback, staff survey results) indicates take up is low.</p> <p>Promote flexible retirement options, including changes to pensions allowances, through a flexible retirement guide.</p> <p>Encouraging more flexibility in agile working.</p> <p>Updating the Home Working Policy to provide clearer guidance and more support for those working from home.</p>	<p>SACC - Working closely with Robert Jones Agnus Hunt (RJAH), exploring joint posts. Job planning ongoing and working closely with medical staffing to ensure rota compliance.</p> <p>Managers working closely with staff to review flexible working requests and support flexibility where possible.</p> <p>(Musculoskeletal) MSK Alliance across the system is being progressed.</p> <p>Facilities -Regular one stop recruitment events to be held for Cleanliness Technicians at RSH to aid filling of gaps and increase partnering working with Job Centre in Shrewsbury</p>

		<p>Exploring the Legacy Mentor role which offers a flexible retirement opportunity whilst also supporting newly qualified staff into teams</p> <p>Explore conversations with system partners to see what steps can be taken to improve flexible working opportunities across the system.</p> <p>Improvements to our rostering capabilities</p>	<p>MEC - Medical rota reviews are underway with minimum staffing requirements under review for the medical footprint. Innovative recruitment solutions are being considered for senior positions. Senior Doctor rotas reviewed, with individual and team job planning ongoing against a proposed rota template. Where possible flexible working arrangements are given, long term plans to consider how to support the wider Division.</p> <p>WAC - Self Rostering trialled within Gynae Team</p> <p>WAC – Continued reviews of existing flexible working in place.</p> <p>WAC – Managers working closely with People Advisory Team to look at viability of all new flexible working requests received.</p> <p>CSS ICS Workforce Plan in Pharmacy Therapy posts working under the MSK Alliance now under a shared workforce agreement. Optimise productivity and flexibility through E-Rostering and E-Job Planning in all Centres. Commitment to develop rotational posts in Shropshire Telford and Wrekin Integrated Care System (STW ICS) in therapy, pharmacy and radiography professions. Continue to review ways of working, shift patterns, and rosters</p>
--	--	--	--

We are a team



Below average at 6.4 compared to an average of 6.6. The worst is 6.3. the best is 7.1.

This saw a significant increase year on year (YOY) by 0.1. The best and average results remained static with the worst improving by 0.1 also.

Our retention plans are on:

Inclusive recruitment panels and practice:
Defining inclusive recruitment panels at SaTH, exploration of Cultural Ambassador programme for recruitment, review of 6 high impact actions, contacting other Trusts/ICS for advice on implementation

Stay / Exit interview process and data review and collation.

On-boarding for all: Placing the candidate experience at the centre. Review of current onboarding processes for different staff groups (including international recruitment and Bank staff), defining roles and responsibilities for onboarding process (from both the recruitment teams and local department induction perspective), agreeing what good onboarding looks like.

Winter Planning and workforce planning: plans are being worked on across the workforce analysis team and Business Partners.

A number of cultural assessments have taken place across the Trust to support team working.

Affina Team Journey is taking place with a number of teams and we have 5 more team coaches in the Trust.

SACC - All agreed away days have been completed and proved successful. New areas identified and completed as required.

Divisional Triumvirate work really closely and this year our centre Triumvirates are being encouraged to do the same. Taking time out to have training and development sessions together and agree priorities to develop shared objectives. SDI being considered in some centres.

Matron Affina Team Journey on-going.

End of Life and Palliative care teams have merged – neutral evaluation conducted and team building taking place.


WAC - Further Away and Development Days are and will be scheduled across the Division.

WAC – Civility, Respect, Kindness, and Inclusion sessions set up specifically for WAC through November, December 2022 and January to continue 2023.


WAC – Work with teams following the Cultural Report, to look at recommendations.

MEC – OD Sessions with Senior teams and allocated coaching sessions to build strong working practices.
More cross Divisional working to develop leadership skills.
Away days planned throughout the year.

CSS

			<p>Affina Journey to continue within Cellular Pathology Networking and developing new ways of working across the Pathology Network and West Midlands Imaging Network</p> <p>Listening Events continue to take place and regular management walkabouts with actions followed up. Continuation of system working with programmes such as MSK Alliance in Therapies</p> <p>SDI profiles explored within our Pathology Management Team</p> <p>Monthly staff-side meetings with Union colleagues and FTSU</p> <p>Fika approach management meetings being trialled for anticipated roll-out across the Division.</p> <p>E&F - away days planned for managers band 6 and above</p> <p>Affina Journey to continue with Facilities Senior Leadership Team</p>
<p>Staff Engagement</p> 	<p>Below average at 6.3 compared to an average of 6.8. Worst is 6.1. Best is 7.3.</p> <p>This measure has remained static year on year (YOY) for the Trust</p>	<p>Making a difference together, engagement platform with specific topics each month.</p> <p>Talent workshops held across the Trust to engage managers and staff in a new process.</p> <p>Listening events taking place across Divisions</p> <p>Promotion of Engagement as a key driver for positive patient outcomes. Utilising the Advocacy, Involvement and Motivation themes to inform and guide managers to improve staff experience. This is via communities of Practice and Masterclasses.</p>	<p>SACC</p> <p>Continuing with Café conversations. Business Partner meeting with staff in areas that are struggling and utilising health and well-being team, FTSU and EDI team.</p> <p>Continuing to work with Theatres on both sites and steering groups being identified at PRH site. Triumvirate meeting weekly with theatres to support on-going work and drive readiness for elective hub.</p> <p>Director of Nursing meeting monthly with all Band 7 managers to listen to feedback, agree actions and communicate priorities and new news.</p> <p>Division looking at setting up a quarterly newsletter to share the highlights from each centre to develop</p>

			<p>understand and communication across wider Division.</p> <p>WAC - Opportunity for Drop In Sessions, or Meetings set up with teams or individuals to discuss concerns, issues or feedback and improvements.</p> <p>WAC – Celebratory days/weeks will continue across the Division.</p> <p>WAC – Stability within the management structure, visible and accessible management practices.</p> <p>WAC – Divisional Cascade implemented and continues.</p> <p>WAC – Engagement activities and Comms developed to engage colleagues with the Staff Survey, showing an increase of 19% of completion on previous year.</p> <p>MEC - ED Listening events. Exit interview process being implemented through ESR in September to give a more detailed analysis of leavers' reasons. Highest Staff Survey uptake in 7 years Plan to develop Divisional Newsletters and utilise more social media.</p> <p>CSS Engagement is business as usual – discussed at local PRMs by each Centre on monthly basis. Building on Staff Survey Response rate which increased in 2022/23 for yet another year to 57% Staff Engagement sessions discussing the 2022/23 results and agreeing actions Stay Conversations in Pathology and Pharmacy Listening Events and Management walkabouts</p>
--	--	--	---

<p>Morale</p> 	<p>Below average at 5.4 compared to an average of 5.7. Worst is 5.2. Best is 6.3.</p> <p>This measure has improved YOY. The average score has remained static with the best and worst seeing a decline.</p>	<p>Quarterly People pulse to monitor progress of staff morale and mood.</p> <p>Leadership development as outlined above with programmes from band 3 to 9.</p> <p>Launch of new talent platform and talent conversations</p> <p>Health and wellbeing offer and sleep school.</p> <p>Recognition schemes such as Values Awards, Staff Survey Incentives</p> <p>Involvement in Schwartz rounds</p> <p>NHS Birthday and professional recognition days celebrated</p>	<p>SACC – Leadership walks taking pace regularly and in diaries.</p> <p>Joint finance and HR monthly meetings set up for all areas to work through budget, agree vacancies and discuss service changes which impact on morale. Actions taken forward.</p> <p>MEC - Recruiting to Senior Leadership team to gain stability across the Division. Corporate colleagues have been visiting wards and A&E to support through extreme winter pressures and ensuring that drinks are taken and handing out water to keep hydrated. Staff Wellbeing hub is being used more. Workforce plannings through Strike action to support the A&E Department Genba Walks planned throughout the year.</p> <p>WAC: Engagement and buzz created around completion of the Staff Survey.</p> <p>WAC – Health and Wellbeing Offer communicated and disseminated as business as usual.</p> <p>CSS Plans to open (Community Diagnostic Centre) CDC in Autumn 2023, following a lot of planning and recruitment in the Division. Continued plans to recruit internationally, filling hard to fill roles. Share learning with teams from staff engagement events</p>
--	---	--	--

