



Appendix 1 – Staff Survey 2023 - Trust Wide and Divisional People Plan schemes

Theme	Analysis	Trust wide schemes 2024/25 – OD to update	Update on Actions 2024-2025 – BP's to update
<p>We are compassionate and inclusive.</p> 	<p>Below average at 7.06 compared to an average of 7.24. The worst score is 6.85. The best is 7.71.</p> <p>This result has increased by 0.3 since 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 December 2023 monitored monthly. As of February 2024, we are at 11.1%</p> <p>To improve our cultural dashboard measures in 2023 staff survey results (annual). The Culture Dashboard was established to present key data from the staff survey into six themes for the Trust to focus its cultural transformation programme. The Culture Group was established in August 2022. With key stakeholders taking ownership and accountability for the 6 key themes we have been able to leverage our resources to the departments and areas that need more cultural transformation support.</p> <p>This continues to be an area of focus for the Trust. We have begun to identify a top 10 and bottom 10 of departments for 2023 survey results.</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 Retention Steering group and updates are given at PODAC and G2G.</p> <p>The projects are Civility, Respect and Inclusion, Supporting International staff/ 30 Voices and Capturing and understanding our people's lived experience.</p>	<p>Surgery, Anaesthetics Critical Care and Cancer (SACC) <u>Compassionate Leadership</u> Civility, Respect, and Inclusion sessions for areas identified through staff survey.</p> <p>Continue Senior Leadership walkabouts within the division improving visibility and availability for feedback.</p> <p>Agreed divisional framework of compassionate leadership. Communicate across the division to ensure staff understand what they can expect from their leaders.</p> <ul style="list-style-type: none"> • Listening to Staff • Understanding and supporting issues • Honesty and integrity • Timely response and feeding back. <p><u>Diversity and Equality</u> Recruiting managers to attend Interview training with particular focus around considerations for protected characteristics.</p> <p>Meaningful appraisals for all to capture career aspirations with PDP for those who want to develop to support talent planning.</p> <p>Visibility of Career pathway posters for all to be aware of opportunities for development.</p>


		<p>Reviewing progress against our Equality Diversity and Inclusion Strategy continues to be a priority.</p> <p>Continuing implementation of our EDI 6 High Impact Action Plan.</p> <p>We continue to deliver Civility & Respect and Compassionate, Inclusive & Effective Leadership masterclasses.</p> <p>Psychological Services promotion and Care Space exercise underway</p> <p>.</p>	<p>Women's and Children (WAC) Develop Divisional Charter for how staff behave and interact with one another, to include what a Compassionate Culture looks like.</p> <p>Mandate attendance at Civility Respect, Inclusion and Kindness Sessions, target of 90% compliance.</p> <p>Managing Courageous Conversations Sessions rolled out to all managers and leaders.</p> <p>Leaders within the Division continue to make themselves visible and available for feedback by regularly attending huddles and drop-in sessions.</p> <p>Division Leadership Team lead of the development of a model and/or framework for what Compassionate Leadership looks like within the Division.</p> <p>Workforce Plans developed and implemented (where not done so already), with those that are in place annually reviewed and communicated across the division.</p> <p>Career planning and development to form part of 1:1 meeting/supervision/catch ups, which feeds into Talent Conversations.</p> <p>Staff to receive development for roles they aspire to hold in future.</p> <p>Development/ Education on dealing with interviews (internal and external). All areas to hold Team Building sessions once a year.</p>
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			<p>Opportunities for staff to attend workshops, training and events in relation to inclusion, equality and diversity, and what this means in the context of the trust.</p> <p>Clinical Support Services (CSS) Focus on inclusion, working in partnership with our EDI Champions and EDI Team, ensuring that we are inclusive and compassionate, where everyone belongs.</p> <p>Ensure that colleagues are supported to join staff networks and that we share the learning from these.</p> <p>Ensure that any areas reporting burnout receive support from our Psychology Hub and continue to proactively engage their expertise to support our teams.</p> <p>Continue to advocate for the Civility, Respect, Inclusion and Kindness Programme, with bespoke sessions aligned to team needs.</p> <p>Continue to support our managers and future managers to attend the Trust's Culture and Compassionate Leadership training, and that this is captured through our Talent Conversations</p> <p>Raising awareness of reasonable adjustments and support for disabled colleagues through bespoke training, promoting resources such as the Health Passport and Wellness Action Plans</p> <p>Medicine and Emergency Care (MEC) EDI is an area for improvement within MEC as two of our cultural reviews have highlighted. We are implementing actions from these reviews currently.</p>
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			<p>We are aiming to work with stakeholders such as Recruitment, PEFs, PDNs, EDI champions to build the support for integrating internationally trained staff into the workforce.</p> <p>Partner with OD to enhance the skills of those who have been informally mentoring internationally trained new starters.</p> <p>Promotion of the Galvanise leadership programme to support BME with leadership skills development.</p> <p>Exit interviews and ER case work are analysed for potential discrimination themes.</p> <p>HR will continue to support managers to create environments where staff, such as those with disabilities, are able to thrive.</p> <p>EQIAs (Equality Impact Assessments) are undertaken as part of change initiatives.</p> <p>We aim to provide diverse interview panels as far as we can, particularly for Band 7 and above posts. We have been looking to facilitate interview adaptations such as providing interview questions in advance for neurodiverse candidates.</p> <p>Estates Review and relaunch of behaviour frameworks to ensure all staff are aware of expected behaviours and live the values within their areas.</p> <p>Attendance at Civility and Respect training encouraged, with specific sessions planned to be delivered in April/May and June to cover all staff.</p>
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<p>We are recognised and rewarded</p> 	<p>Below average at 5.86 compared to an average of 5.94. The worst is 5.50. The best is 6.37.</p> <p>This result has increased by 0.35 since 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</p> <p>Annual Recognition Week and the Trust Celebratory Awards 2024 will take place in November and planning is underway.</p> <p>Star Cards are continually used across the organisation.</p> <p>We have introduced digital People Promise cards for managers to use to recognise key dates for the teams i.e. work anniversary, birthday etc and more recently health and wellbeing cards.</p>	<p>SACC Utilise department huddles and team meeting to celebrate success, raise awareness around Star Cards and improve usage.</p> <p>Senior walkabouts to incorporate more personal touch in celebrating success and great work.</p> <p>Away days to incorporate celebration session.</p> <p>Women's and Children (WAC) Digital Screens to be utilised to share celebrations and celebratory messages.</p> <p>Encourage nominations staff for Employee of the month.</p> <p>Increase usage of Star Cards.</p> <p>Agenda items on all team meetings encouraging sharing of celebrations and recognising achievements of colleagues.</p> <p>MEC Positive contributions will be recognised at team meetings and through the use of star cards.</p>

			<p>We are working with the Education team to support managers and increase our rate of completed talent conversations.</p> <p>We aim to develop talent frameworks, starting with Ops, that provide a clear pathway for staff career development that includes expectations at different bands and clear milestones.</p> <p>CSS Continue to celebrate our diverse teams and professions with nationally recognised celebration events.</p> <p>Continue to champion our professions and the unique skills they have to best support our patients and Trust-wide colleagues.</p> <p>Continue to enhance training and access to learning and development, supporting organic growth.</p> <p>Continue to celebrate achievements throughout our Centre Meetings, Performance Review Meetings, and Divisional Committees.</p> <p>Increase the use of star card across the division and within the cross-divisional teams that we work in</p> <p>Use People Promise cards to acknowledge significant lengths of service.</p> <p>Continue to share feedback with our Executive Team and feed this back to individuals/team through People Promise cards.</p> <p>Continue to nominate our wonderful teams and colleagues for Trust Awards.</p>
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			<p>Learn from excellent practice and share the learning across our Division.</p> <p>Estates Golden ticket presented to apprentices to ensure retention of staff and their skills and recognised their achievements.</p> <p>Facilities Individual Christmas letter sent to all staff to thank them for their hard work during the year.</p>
<p>We each have a voice that counts</p> 	<p>Below average at 6.45 compared to an average of 6.70. The worst is 6.21. The best is 7.16.</p> <p>This result has increased by 0.21 since the 2021 survey.</p>	<p>We have reviewed and updated our 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.</p> <p>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). Divisions / areas 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.</p> <p>A Staff Survey Dashboard is being developed and department level results will be available at the end of March / early April to all managers. This is fully accessible to support priority areas of focus and delivery of local level actions.</p> <p>Engagement Masterclasses have also been produced and we continue to deliver these.</p>	<p>SACC - Department huddles to finish with feedback session on any hot topics to improve involvement and engagement.</p> <p>Suggestion boxes implemented in identified areas to welcome feedback and ideas. These will be reviewed and discussed in huddles and meetings.</p> <p>Successful ideas implementation shared at committee to celebrate success and encourage further engagement.</p> <p>Utilise staff survey templates to communicate feedback and agree improvements with teams.</p> <p>Where appropriate, share concerns that have been raised along with the resolution to encourage and provide assurance that concerns will continue to be dealt with.</p>


		<p>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,</p> <p>We continue to improve our approach to Staff survey and People pulse, utilising Making a Difference Together conversations and we are producing a yearly plan of actions for these.</p> <p>FTSU, mandating FTSU training, managers handbook, processes and fit for purpose. Supporting a just and learning 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>MEC Our aim is to develop visibility amongst staff as to how their employee voice influences the actions being taken by the division.</p> <p>From the Staff Survey results, priority areas have been identified by service. We have also completed other diagnostic work e.g. neutral evaluation, cultural reviews, FTSU feedback etc.</p> <p>‘You said, we did’ posters were provided to staff following the 2022 staff survey. This will be continued further as we aim to demonstrate to staff that action is being taken on their feedback and organisational learning is taking place. We believe that this will also assist us in achieving a higher Staff Survey response rate next year.</p> <p>We will promote the Trust behaviour framework divisionally and where applicable, we will create our own. For example, as an output from ECTP (Emergency Care Transformation Programme), where behaviour and professional challenge and the impact on culture, was an overarching theme.</p> <p>Development of a Just Culture framework.</p> <p>Continued promotion of the staff networks.</p> <p>Continued monthly FTSU meetings, particularly in light of the Letby case.</p> <p>Women’s and Children (WAC) Behaviour Framework sessions delivered to all areas.</p>
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			<p>Sessions undertaken to support the division to develop a shared purpose/narrative, and how this shared purpose provides the foundations for each area.</p> <p>All teams to have received feedback from line managers in relation to the Staff Survey scores and have a role in developing improvement plans.</p> <p>FTSU colleagues to visit wards and share the work they undertake to build trust and confidence.</p> <p>Managers to promote good working practices where staff voice heard, and what changes this has made.</p> <p>Development framework for managers and leaders to support in managing their teams to get the best outcomes.</p> <p>CSS Continue to foster a culture of where colleagues feel safe to speak up and heard, continually learning and adapting.</p> <p>Ensure that any areas reporting a decline in feeling secure about raising concerns about unsafe clinical practice are invited to attend an independent forum to understand the barriers to this safety and agree actions to build trust.</p> <p>Cascade of the Divisional Operational Plan to support shared purpose and understanding.</p> <p>Learn from excellent practice and mistakes; continue to share learning across our Division and formally set up communities of practice to support this</p>
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			<p>With the support of our Improvement Team colleagues, trial a new Improvement Ideas Platform within Therapies, with a view to embedding this in all our Centres.</p> <p>Facilities Staff feedback session within Portering Team at RSH held to listen and discuss concerns around DFN intern programme, interventions put in place and lessons learnt for next cohort. (David Forbes-Nixon intern programme for young people with learning needs to gain employment)</p>
<p>We are safe and healthy</p> 	<p>Below average at 6.02 compared to an average of 6.06. The worst is 5.75. The best is 6.55</p> <p>We have seen a significant increase YOY from 5.58 in 2021.</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>We have launched our new Employee Assistant Programme, Help.</p> <p>We continue to focus on the below areas: Physical and Healthy Lifestyles Fast Track Physiotherapy Slimming World Mens Health Sessions Menopause Sessions Burnout Sessions Sleep School</p> <p>As a result of staff focus groups relating to our Equality Duty System EDS2022, we are starting to look at support for Diabetes, Asthma, COPD, and Obesity.</p> <p>First responder staff support on site to help front line colleagues with mental health support being made available.</p> <p>We continue to engage with staff through:</p>	<p>SACC - Sub themes to work on are Burnout and negative experiences.</p> <p>Encourage staff to take breaks and regular leave across the leave year.</p> <p>Workforce plans for every area, look to reform where necessary ensuring JD's are reflective of job requirements.</p> <p>Continue to utilise the psychology team to support:</p> <ul style="list-style-type: none"> • Care space sessions in identified areas • Psychological Debriefs • Understanding and responding to traumatic incidents <p>Implement Health and Well-being boards in identified departments to raise awareness of support available.</p> <p>Effectively utilise Health and Wellbeing toolkit and ensure this element is given more focus in appraisals.</p>

		<p>Wellbeing Walks Communication Hardship and Financial Support School Vouchers Shopping Vouchers Soup and Breakfast Items Oak Tree Financial Awareness Affinity Finance Courses</p> <p>We continue to support Schwartz rounds.</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>We have introduced Digital Wellbeing cards for managers to use within their teams, for example, welcoming back to work after sickness, sending holiday wishes etc.</p>	<p>People advisory support with monthly triangulation meetings to support and advice managers with specific complex cases to ensure staff are well supported.</p> <p>Increase number of DSE trained staff to support assessments. H&S support for risk assessments in high areas of MSK absence.</p> <p>Raise awareness of avenues available to staff to raise concerns.</p> <p>Development for managers to promote confidence and competency in nipping inappropriate behaviour in the bud. How to have difficult conversations effectively.</p> <p>MEC The 2023 Staff Survey shows us that this is the most important area for us to develop and build upon.</p> <p>The ‘Working Without Fear’ Framework had been shared but we will aim to gain assurance that this is consistently followed.</p> <p>The cultural workstreams will treat the Staff Survey key areas for improvement as a priority. This can help us to seek to address concerns around physical violence and bullying/harassment/abuse from third parties.</p> <p>‘Hot debriefs’ have previously been undertaken by the Psychology team.</p> <p>Women’s and Children (WAC) Managers communicate what Safe Staffing Levels are and should be within teams/wards, help teams to</p>
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			<p>understand what the expectations are, so that this can be managed within teams.</p> <p>Managers to regularly meet with their teams to reflect on work, workload and provide feedback.</p> <p>Managers to ensure colleagues are taking rest breaks during the working day.</p> <p>Trust/Division to ensure there are appropriate areas for rest breaks to be taken.</p> <p>Managers to ensure that colleagues are maintaining healthy standards (e.g. hydration and nutrition) whilst at work.</p> <p>Psychology Services Support – As appropriate.</p> <ul style="list-style-type: none">• Care Space• Tree of Life Sessions• Psychological Debriefs• Reflective Practice (90 mins)• Understanding and Responding to Traumatic Incidents• Identifying Team Values <p>Managers to use Wellbeing Wheel and promote use of H&WB Services available to teams.</p> <p>CSS Maintaining the recruitment focus and continue to build on our successes from 23/24</p> <p>Refresh and update recruitment, on-boarding, induction, and retention plans for all centres with a particular focus on Pharmacy.</p>
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			<p>Managers to regularly meet with their teams to reflect on work, workload and provide feedback.</p> <p>Continue to support managers to use our Health & Wellbeing Services and encourage the use of Wellness Action Plans to support conversations about mental health.</p> <p>To continue to utilise expert support from our Staff Psychology Service when managing change and embrace support in times of escalation.</p> <p>Estates Psychological awareness sessions run or arranged for Medical Engineering Services and Estates Ops at both sites.</p>
<p>We are always learning</p> 	<p>Below average at 5.40 compared to an average of 5.61. The worst is 5.05. The best is 6.07.</p> <p>This has seen a significant increase from 4.89 in 2021. The average score for the sector has seen a smaller increase since 2021.</p>	<p>The retention group also focus on our approach to Talent including Talent conversations- Flagship Programme: Development of talent management approach Updated talent conversation guidance Continue with talent conversations briefings, and now introducing talent conversation how to hole effective conversations – this will also be aligned to STEP. Launch career conversation workshops and promote our digital platforms. Develop and launch training and masterclasses. Links between talent conversations and pay progression.</p> <p>Career pathways to address under- representation: Education exposure increased (advisors shadow other roles) Career pathway guide development</p> <p>Building Improvement and change capabilities across the Trust.</p>	<p>SACC Continue to support leadership development through internal programmes.</p> <p>Managers to protect time to allow staff to attend training sessions when planned.</p> <p>All managers who conduct appraisals to attend appraisal training.</p> <p>Appraisal objectives set to be in line with divisional priorities.</p> <p>Appraisals to ensure positives elements are captured and highlighted to improve “feeling valued”.</p> <p>MEC We will continue to promote the Trust leadership programmes within the division as leadership will be the key facilitator of our vision and People Plan.</p>

		<p>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, including Sath 1-4, STEP and Galvanise programmes and hold monthly masterclasses. FOSATL (Foundations of Supervision and Team Leadership) re-launched.</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'. We are also scaling up and working across the ICS to share our Leadership Programme.</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>Development plans drawn up for upskilling Managers and supervisory levels in HR related practices and procedures.</p> <p>Competency Framework devised for use with new apprenticeships to aid learning and reaching required standard.</p> <p>Competency frameworks for our leadership courses aligned to national frameworks and working with Proud to be ops.</p>	<p>Galvanise can play a role in the EDI development work we will do.</p> <p>Soft skills can also continue to be developed through Civility Saves Lives and Courageous Conversations training.</p> <p>Promotion of the Improve Well app allowed us to engage with staff around ECTP. This process will continue whilst being managed internally.</p> <p>The Education Team are supporting us to increase our appraisal rate. Opportunities for training will also be promoted amongst line managers.</p> <p>Women's and Children (WAC) TNA for managers and development required – to be discussed at Appraisals and throughout the year.</p> <p>Managers to protect time (where possible) to allow for colleagues to attend non mandatory learning.</p> <p>Internal Leadership Opportunities made available to staff through Talent Conversations process e.g. SaTH 1 – 4 STEP Programme Galvanise</p> <p>External Leadership Programmes identified and attended where identified.</p> <p>Attendance on courses relating to Appreciative Enquiry</p> <p>Appraisal Training to be attended by all colleagues responsible for either line management or undertaking Appraisals.</p>
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		<p>Review of job descriptions to ensure fit for purpose for roles and for recruitment purposes.</p> <p>We are also working with Telford College to get out STEP and Galvanised Programmes accredited to ILM 3 and ILM 5</p>	<p>Managers set objectives in line with the Division vision and purpose.</p> <p>Change the narrative in relation to appraisals – to a benefit, rather than a chore.</p> <p>CSS Develop a People Plan which encompasses a 5-year workforce plan which reflects on skill mix, hybrid roles, apprenticeships, as well as learning from People Pulse, Staff Survey, and other feedback mechanisms.</p> <p>Continue to embed Talent Conversations and ensure that appraisers are supported to facilitate these and that our colleagues have protected time to reflect and consider their ambitions to make the most of this opportunity.</p> <p>Continue to support our managers and future managers to attend the Trust’s Culture and Compassionate Leadership training, and that this is captured through our Talent Conversations</p> <p>Estates Encouragement to attend SaTH programmes for new line managers.</p> <p>Facilities Learning and development programme being created to ensure consistent approach to learning offer across all services.</p>
We work flexibly	Below average at 6.18 compared to an average of 6.20. The worst is 5.60. The best is 6.87.	<p>Our retention projects are:</p> <p>Flexible working / contracts – Flagship Programme (inc legacy mentors/ retirement)</p>	<p>SACC Line managers to attend relevant training on managing flexible working requests.</p>



This has seen a significant increase YOY from 5.58 to 6.18. With the average and worst scores seeing improvements.

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.

Promote flexible retirement options, including changes to pensions allowances, through a flexible retirement guide.

Encouraging more flexibility in agile working.

Updating the Home Working Policy to provide clearer guidance and more support for those working from home.

Exploring the Legacy Mentor role which offers a flexible retirement opportunity whilst also supporting newly qualified staff into teams.

Explore conversations with system partners to see what steps can be taken to improve flexible working opportunities across the system.

Improvements to our rostering capabilities

Timely dealing with flexible working requests, review and where possible reach compromise if not able to fully support.

Review of Flexible working arrangements in place to determine if still required and allow for others to be considered.

Robust process when considering flexible working requests particularly in relation to health and well-being support.

MEC

Opportunities for flexible working will be made clear as a means of supporting recruitment, retention and health and wellbeing. The Staff Survey shows the need for us to support reasonable adjustments as flexible working is one way of achieving this.

Requests will be regularly reviewed, and the HR team will support line managers in implementing the policy.


Line managers will attend training to support them in effectively managing the balance between flexible working and operational needs.

Women's and Children (WAC)


Health, Wellbeing and WLB will be included in the supervision/1:1 agendas.

Line managers to attend relevant training on managing flexible working requests.

Managers will promote the Flexible working policy and process all requests in line with policy.


			<p>Existing Flexible Working arrangements to be reviewed annually.</p> <p>CSS Continue to seek opportunities for rotational working to best support our colleagues' aspirations and to work collaboratively across our systems.</p> <p>Ensure that all managers have received training on managing flexible working requests.</p> <p>Estates Increase flexibility – such as home working where possible and consider all flexible working arrangements.</p> <p>Facilities Flexible working increased due to redesigning service to aid retention and recruitment.</p>
<p>We are a team</p> 	<p>Below average at 6.63 compared to an average of 6.75. The worst is 6.35. The best is 7.19.</p> <p>This has increased by 0.36 since 2021, with the best score for the sector seeing a small increase of 0.04.</p>	<p>Our retention plans are on:</p> <p>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</p> <p>Stay / Exit interview process and data review and collation.</p> <p>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</p>	<p>SACC Team meetings agendas to regularly include assessment of team effectiveness.</p> <p>Improvement/Ideas meeting with Ops/CM's/Matrons for staff to present – commit to feedback.</p> <p>Women's and Children (WAC) Develop a shared vision/purpose for the division.</p> <p>Develop Communities of Practice, in which representatives meet regularly to discuss issues in their areas, and how areas/services can help one another.</p>

		<p>department induction perspective), agreeing what good onboarding looks like.</p> <p>Affina Team Journey is taking place with a number of teams, and we have 5 more team coaches in the Trust.</p> <p>SOAR analysis undertaken to identify areas for expansion.</p>	<p>Communities of Practice set up e.g.</p> <ul style="list-style-type: none"> • Engagement with Staff Survey • Managing People Cases • Managing Appraisals • Objective Setting <p>Management and Leadership Development (see development)</p> <p>Team Meetings – set standing items across the division (e.g. H&WB check in, areas for improvement).</p> <p>MEC We have developed a divisional vision: ‘One Team. Caring for Everyone. Listening, Learning and Developing Together.’ This gives us a clear sense of purpose as to how we want the division to develop and the type of culture we wish to foster.</p> <p>Cross-functional working will continue to support the progress of our transformation programmes and cultural reviews and enables the division to benefit from diversity of thought and experience. Our work with Ward 27 is also a positive example of how the MEC team has come together to provide a diverse range of expertise aimed at delivering support and improvement in a particular area.</p> <p>CSS Multiple sites – same colleague experience; agree a programme of work to ensure that our colleagues experiences is equitable regardless of location</p> <p>Continue to advocate for the Civility, Respect, Inclusion and Kindness Programme, with bespoke sessions aligned to team needs.</p>
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			<p>Cascade of the Divisional Operational Plan to support shared purpose and understanding.</p> <p>Bring people together through Fika to support team development and strengthen working relationships, whilst providing an opportunity for involvement, growth of ideas, and engagement</p> <p>Estates Working with staff side colleagues to review and update job descriptions and person specification for generic roles to ensure consistency across both sites. Work will continue during 2024.</p> <p>Facilities Introduced further regular team huddles/briefs.</p>
<p>Staff Engagement</p> 	<p>Below average at 6.59 compared to an average of 6.91. Worst is 6.34. Best is 7.32.</p> <p>This measure has seen its highest score since the pandemic. The average score for the sector is still below that seen in 2020.</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 Masterclasses.</p>	<p>SACC Utilise huddles and team meetings to obtain feedback.</p> <p>Raise awareness of ideas that have been implemented in the division.</p> <p>Women's and Children (WAC) More use of 'storytelling/start with why' to share objectives of the strategic intentions across the division.</p> <p>Ongoing review and development of Division Culture.</p> <p>Investment in the Leadership Team Development (use of external partners to facilitate).</p>

			<p>Projects and work activities all define the connection to the overall divisional plan and detail the desired impact.</p> <p>Development of career pathways within the division workforce plan.</p> <p>Create multiple channels for staff to feedback and make suggestions on improvements (e.g. standing items on team agendas and supervision documents).</p> <p>MEC We are developing a Comms strategy for 2024/25 as we have identified the need for greater awareness amongst front line staff regarding positive work and achievements within the division and enhance the visibility of the senior team (from matron to triumvirate).</p> <p>A divisional vision has been developed to support the fostering of a positive team-focused culture. When finalised, our draft divisional People Plan will be widely share as it highlights how we will support, train and develop our staff.</p> <p>MEDTAC and ECTAC have and will continue to seek to address operational challenges. MEDTAC, for example, will concentrates on Frailty and Flow.</p> <p>CSS Build upon current engagement initiatives to improve our colleagues experience, Bring people together through Fika to support team development and strengthen working relationships, whilst providing an opportunity for involvement, growth of ideas, and engagement</p>
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			<p>Cascade of the Divisional Operational Plan to support shared purpose and understanding.</p> <p>Embrace more opportunities for Senior Management Walkabouts</p> <p>Facilities Roles and responsibilities outlines created across all services for all supervisory staff and above to gain clarity on expectations.</p> <p>Member of portering team arranged the SaTH football challenge which was a great success and will be held again in 2024.</p>
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<p>Morale</p> 	<p>Below average at 5.80 compared to an average of 5.91. Worst is 5.54. Best is 6.52.</p> <p>This measure has improved by 0.49 since 2021. The average, best and worst scores have improved from last year.</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 expanded in line with EDS2022</p> <p>Recognition schemes such as Values Awards, Staff Survey Incentives</p> <p>Involvement in Schwartz rounds</p> <p>Recognition days celebrated.</p>	<p>SACC Stay conversations in identified areas and devise actions.</p> <p>Deep dive into areas with high attrition, departments and staff groups to understand reasons and devise actions to learn and approve.</p> <p>Continue with Civility and respect and behaviours framework sessions where appropriate.</p> <p>MEC Stay conversations have already been undertaken in particular areas. We aim to do this more widely to support retention with this being a divisional priority.</p> <p>Exit interviews are to be promoted more as they provide an opportunity for learning and analysis.</p> <p>Health & Wellbeing tools are available to managers to signpost staff towards appropriate support. We will also promote the importance of undertaking H&W conversations.</p> <p>The development of our vision will act as a first step in the golden thread so that staff are able to clearly see the importance of their contribution to patient experience and the Trust overall.</p> <p>Women's and Children (WAC) Managers having 'career and development' conversations throughout the year.</p> <p>Increase use of Stay Conversations</p> <p>Exit Interviews – Divisional Deep Dive</p>
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			<p>CSS Continue to use Stay Conversations, support colleagues to conduct these, and ensure that conversations are timely.</p> <p>Continue to nominate our wonderful teams and colleagues for Trust Awards</p> <p>Continue to enhance training and access to learning and development, supporting organic growth.</p> <p>Estates and Facilities Celebrated 2nd Estates and Facilities national day.</p> <p>Facilities 2 Trust celebratory awards won within our Catering Team (sustainability/green award & Non-Clinical Leadership).</p>
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