Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

COUNCIL OF GOVERNORS

23rd June 2014

TITLE	**Engagement during organisational transition**
EXECUTIVE SUMMARY	In light of the decision by the Trust Board to complete a full business case for a merger with RSCH, the Council of Governors have requested assurance that there is a comprehensive communication and engagement strategy with staff, and in particular a mechanism for engaging and retaining key senior members of staff. This paper provides a summary of our strategies and plans in relation to this.
The Council is asked to:	Discuss the report.
Submitted by:	Louise McKenzie, Director of Workforce Transformation
Date:	June 2014
Decision	For Discussion

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

ENGAGEMENT DURING ORGANISATIONAL TRANSITION

1 INTRODUCTION

In light of the decision by the Trust Board to complete a full business case for a merger with RSCH, the Council of Governors have requested assurance that there is a comprehensive communication and engagement strategy with staff, and in particular a mechanism for engaging /retaining key senior members of staff. This paper provides a summary of our strategies and plans in relation to this.

2 BACKGROUND

During the pre-OBC period (specifically from January – April 2014) both Trusts undertook a concerted communications and engagement campaign to build awareness of the partnership amongst key internal/external stakeholders and gauge the degree of likely support/concerns for an enhanced partnership or merger. The campaign also sought to build broader awareness of the partnership internally with staff, as a platform for a more comprehensive engagement campaign after the OBC.

During this next phase, the communication and engagement programmes will be driven by Giselle Rothwell, Head of Communications and Louise McKenzie, Director of Workforce Transformation, supported by a number of key staff in both organisations. Our aspiration from this is that staff are well informed and engaged – ready to take on the challenge of the new organisation and are motivated and able to cope during the period of change.

3 COMMUNICATIONS

The overarching programme communications are critical to ensuring that all internal & external stakeholders are well informed about the progress of the merger, know how to engage, and are given every opportunity to do so. An outline communications plan is currently being developed and will include key milestones such as:

i. The launch **extranet site** for staff by mid-June, and the development and launch of a newsletter – primarily internally focused but also to be shared externally.
ii. Continued development and publishing of **FAQs** (including feedback and how comments are being incorporated into planning).
iii. Communicating milestones from the overarching programme as appropriate.

4 ENGAGEMENT

In conjunction with the general communications programme, the Trust will ensure that there is a strong mechanism for ensuring that staff are engaged during this period. This will include:

i. **A post-announcement staff engagement campaign (commencing 17th June)** – where senior managers will attend staff meetings to describe case for change. A timetable for this is currently being finalised and it is expected that this activity will run from mid-June through to the beginning of September. The campaign will mirror the one put in place at ASPH when the Trust was changing the emergency care pathway ie there will be both opportunities for staff to attend events, but also a strong focus on senior managers attending local meetings, shift handovers etc to attempt to capture hard to reach staff groups.

ii. Recent successes such as the *CEO Sounding Board*, the *Be The Change* improvement campaign and the development of the *Employee Promise* ambassadors have illustrated the importance of using staff as the advocates for change. During this change programme the Trust will **recruit, develop and engage with Change Agents** across the Trust. We will work with this group to:

- Raise awareness and invite feedback from relevant staff groups, utilising informal and formal networks.
- Represent the interests of relevant staff groups and the interests of staff in general, and build resilience to change.
- Help to improve and suggest ideas of ways in which the Trust engages with staff and involves them in service redesign.
- Understand and contribute to the values and vision of the newly-created organisation and be able to communicate this to others.
- Role model the behaviours expected of a staff member of the newly-created organisation and give encouragement and support to those who may be resistant to change.
- Contribute and act as a sounding board during the development of the iconic symbols and brand of the new organisation.

iii. We will also use **wider engagement strategies** including online forums, the use of the interactive Wall, and through social media.

iv. We will be mirroring a lot of our engagement work with our wider stakeholders and patient representatives including setting up a stakeholder panel. The stakeholder panel will include Governor Representatives, local stakeholders, CCG representatives, patient representatives, HOSC, Healthwatch etc, and will be our opportunity to share information, exchange views, in order to ensure that our engagement plans are robust and meet the needs of our communities.

5 ORGANISATIONAL DESIGN & CULTURAL INTEGRATION

i. By the end of September the Trusts will need to have defined the core policies that need to be in place by day 1, have agreed the revised processes for the new organisation [eg what will be the meeting structure & review processes for managing 18 week pathway], have defined the information flows [for example the way in which the new Trust will report its quality metrics], and will have designed the high level organisational structures.

ii. This Trust is using the McKinsey 7 'S' organisational model as a framework for the organisational design programme:

- **Strategy:** the plan devised to maintain and build competitive advantage over the competition.
- **Structure:** the way the organisation is structured and who reports to whom.
- **Systems:** the daily activities and procedures that staff members engage in to get the job done.
- **Style**: the style of leadership adopted.
- **Staff:** the employees and their general capabilities.
- **Skills:** the actual skills and competencies of the employees working for the Trust.
- All underpinned by **Shared Values:** the core values of the organisation that are evidenced in the corporate culture and the general work ethic.

iii. A process of senior management & senior clinical engagement around the organisational design has already commenced, led by the Chief Executives.

iv. As part of the organisational design programme and as an output from the engagement activity the new Trust will want to have described its integration plan and the underpinning culture. We will complete a cultural diagnostic and from this understand the strengths & weaknesses of the current cultures and the cultural aspiration for new organisation. One of

the key inputs to this will be the creation of the **vision & values** of organisation, and development of the **visual brand and identity** of new organisation. It is expected that these will be co-created through **large scale staff events** (the Big Conversation style) during the integration phase, and are a key mechanism to keep staff engaged and motivated during the transition process. Once again this activity will be mirrored with patients and stakeholders.

6 LEADERSHIP & RESILIENCE

i. It is important that we recognise that change is challenging for all staff and in particular we are looking for our staff to show resilience and strong leadership during this period. Alongside the organisational design programme, we will be putting in place resilient leadership development activities. These are currently being scoped but are likely to include skills workshops, action learning sets and 1:1 coaching activity, with an ambition to develop a fully skilled, well equipped and highly connected "leadership network" of mid-level managers.

ii. Finally as an immediate action the two executive teams are completing a talent management assessment so we can quickly develop a picture of the talent across the two organisations, consider any remedial action that we may need to take to keep people during the period of change and have a good understanding of the 'performance' and 'potential' of people likely to be in key leadership positions in the new organisation.

7 IMPROVING THIS YEAR'S STAFF SURVEY

i. In addition to the programme of work to ensure successful integration across the new organisation, work will continue to address key concerns raised by staff anecdotally and through the National Staff Survey. The merger presents opportunities to make improvements in these areas, which include, most critically:

- Learning, development, and career progression.
- Support from line managers.

ii. At the same time, it will be crucial to continue to work closely with the local areas determined to be "hotspots", supporting them to make specific improvements they have identified, as well as to ensure their engagement in the merger and integration process. The relevant Associate Directors, departmental leads, HRBPs and the OD team are directly contributing, and meeting with the teams regularly.

iii. The Employee Ambassadors also continue to serve as a strong link between frontline staff across the Trust and the OD team, informing strategy around staff experience and implementing "quick wins" in their own areas to support and enhance delivery of the Employee Promise.

8 CONCLUSION

Whilst change can be difficult, the prospect of a new organisation does lead us to take a fresh look at "how we do things here". By involving staff at all levels and in all types of roles, we have the opportunity to create the sort of organisation in which our staff really want to work.