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

COUNCIL OF GOVERNORS
28th May 2013

TITLE	**Enhancing Staff Experience**
EXECUTIVE SUMMARY	The results of the 2012 National Staff Survey were published in February 2013 and were presented to the Council of Governors on 28th February 2013. In conjunction with these results, the Trust has also been considering its response to the recommendations of the Francis Report 2013, and this has culminated in a programme of work to develop, and set, a refreshed 'cultural tone' for the organisation. Appendix A describes the approach for this in terms of what we are seeking to change, why and how.
The Council is asked to:	Discuss the paper.
Submitted by:	Louise McKenzie, Director of Workforce Transformation
Date:	21st May 2013
Decision:	For Discussion

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Enhancing Staff Experience

INTRODUCTION

i. The results of the 2012 National Staff Survey were presented to the Council of Governors in February 2013. Whilst there were positive themes in relation to metrics such as *job satisfaction*, *ability to perform in role to a high standard, communication from senior managers,* and *opportunity to show initiative & contribute towards improvements at work*, overall it was disappointing that some of our results had not improved from the previous year and did not compare well with other Acute Trusts nationally.

ii. The research and evidence in healthcare points strongly to positive staff experience leading to a safer hospital for our patients. Therefore, in conjunction with these results, the Trust has also been considering its response to the recommendations of the Francis Report 2013, and this has culminated in a programme of work to develop, and set, a refreshed 'cultural tone' for the organisation.

iii. Appendix A describes the approach for this in terms of what we are seeking to change, why and how. At the same time it includes some specific actions that relate directly to areas of concern identified within the Staff Survey such as the quality of appraisal conversations. Elements of the plan build upon work already taking place within the Trust, such as Team ASPH[1], where outputs will be seen over the next year.

OUTCOMES

iv. The plan itself sets out desired outcomes and accompanying high level methodology. These operate as descriptors of the type of culture we are working toward with particular focus on:

- Creating a greater sense of 'citizenship'[2] across the Trust i.e. building a commitment and a loyalty to the Trust through a more natural two way communication style, an active staff engagement methodology at all levels and a clear ASPH employee promise.
- Demonstrating 'Habits of Leadership'[3] for the Trust i.e. a consistent and competent values based leadership style at all levels, which results in improved people management capability and more inclusive change management practice.
- Using high performing team working and a stronger coaching style as the vehicle for encouraging innovation, improving job satisfaction, as well as driving performance.

PROCESS FOR SHAPING THIS PLAN

v. The Executive Team, led by the Chief Executive, have personally held extensive conversations to gain a deeper understanding of the experiences of our staff. The ideas offered via this diagnostic work, as well as the feedback shared, has been reflected in this plan or mainstreamed into existing work.

vi. We have attempted to conduct the conversations in a different way in order to both extract more qualitative feedback from staff and to demonstrate a new way of engaging with the organisation. This methodology is known as an appreciative inquiry (AI) and focuses on increasing what the Trust does well rather than on eliminating what it does badly. In simple terms using an inquiry approach that appreciates the positive and engages all levels starts to show that every member of staff has a view about positive aspects that can be built upon.

vii. In particular we have been shaping and testing the plan with the following groups:

- CEO Sounding Board [4] – staff at all levels and professions across the organisation are engaged in open-ended, honest and meaningful dialogue about the organisation's progress through both regular face to face sessions with the CEO and through an interactive web page.
- Team Brief – with a specific deep dive into two key areas (i) good change management and (ii) citizenship & engagement
- Trust Board
- Staff Governors
- Members of the Employee Partnership Forum
- CEO listening events with groups of employees (therapists, T&O, radiology, pathology, estates) that had been highlighted by the staff survey as having particular challenges to further understand the issues and root cause analysis.

viii. Further work is being completed at Departmental level, where we expect to see tailored action plans developed by the Directorates to engage with their staff and address the detailed issues. In doing this we will explore a more formal buddy / mentorship relationship between executive staff and the hot spot areas.

ix. In particular the plan recognises that there needs to be an investment in learning and development in which the senior leadership will need to commit in order for us to achieve this cultural shift.

x. The plan also seeks to reflect the positive discussion between the NEDs and the Council of Governors responding to the feedback from the survey and working together to cultivate the sense and feel of the Trust.

KEY ACTIVITIES IN THIS QUARTER

xi. During this quarter we will be continuing to build an appreciative, open and honest dialogue and to role model positive behaviours at all levels. With this approach, we will be focusing on a number of key priorities:

- Commencing a clinical leadership programme part funded by the NHS Leadership Academy, delivered by the Hay Group and involving executive directors, the divisional triumvirate management team, all medical specialty leads and new clinical leads.
- Development of a new management development programme.
- Improving team working through Team ASPH programme, and commencing a training programme to develop internal team coach competency.
- Developing the employee promise – a coherent and visible staff experience offer to prospective and current employees, with a focus on health & well being, resilience and personal responsibility.
- Using *social media*[5] to improve staff engagement and offer real time communication opportunities – offering an opportunity to hear and see who is doing a good job and what is being said about them and their services. Once again we are looking for this to be a way in which we can build cases for change and positivity throughout the Trust.

FEEDBACK & MONITORING

xii. We want this to be an iterative process and as such we will want to test the impact of our approach and activities on a regular basis to both understand the impact of interventions

that are being made and to assess the feel and sense of the organisation. We will do this in a number of ways including:

- Quarterly "pulse" surveys on staff experience and leadership in order to give more timely feedback. Staff Governors will be invited to participate in this monitoring process.

- Ongoing reference to the CEO Sounding Board, Team Brief, Staff Governors, and Employee Partnership Forum.

- Real time feedback using social media platforms to respond to staff's appetite for more responsive dialogue to enhance the other slower, albeit still important, feedback mechanisms.

- Through the specialty led performance review process to ensure that local action is being completed in the hot spot areas.

GLOSSARY OF TERMS

[1] *Team ASPH* – A leadership programme introduced during 2012 in response to last year's staff survey that focuses on multidisciplinary teams. Through the programme, teams come together regularly with an expert performance coach, who supports the team to build team spirit, resilience and leadership. Twenty seven teams are now participating on the programme.

[2] *Citizenship* – A combination of an individual's commitment to the organisation as a whole and their willingness to help one another in pursuit of team goals

[3] *Habits of Leadership* – This term is used in this context to describe the behaviours we would wish our leaders to display consistently and competently. The habits would be informed by feedback received form the organisation and would be agreed with the Trust Board. Examples may include providing staff with regular feedback, listening to your team's opinion, learning to have difficult conversations.

[4] *Chief Executive's Sounding Board* – The Sounding Board was conceived as an opportunity to make a positive change in the culture of the organisation, whereby staff of all levels and professions, and in all areas of the organisation are engaged in open-ended, honest and meaningful dialogue about the organisation's progress. Six-weekly meetings between the Chief Executive and around 30 agreed members of the Sounding Board serve as a forum for this dialogue. They take the form of a whole group discussion around a topic or a number of topics decided by the Sounding Board members in advance, and through an interactive web page.

[5] *Social media platforms*: Twitter, Facebook, Flickr, YouTube, Instagram, Pinterest, blogs & videos.

ENHANCING STAFF EXPERIENCE PROGRAMME

Desired Outcomes	Methodology	Lead Responsibility	SO and BP cross reference
Increased citizenship of the organisation through greater involvement in decision making concerning the organisation's forward plan and patient and staff experience.	Continue to encourage conversations for change via the CEO's 'Sounding Board', Team Brief, Staff Brief and informally via walkabouts and drop ins. Extend the use of Appreciative Inquiry methodology to change the nature of the conversations taking place, growing AI capability across the organisation.	Trust Board	SO2- priority 3(a)
Consistent approach to change management where staff report that they are involved with and supported throughout the change process.	Refresh the organisation's approach to managing change with particular emphasis on meaningful and engaging dialogue.	DCE,DW & PMO	SO2
A refreshed perception of the staff experience and a complete understanding of what the Trust offers.	Establish a visible and coherent ASPH staff experience offer to prospective, new and current employees of the Trust – The Employee Promise - including health and well being support, a high quality appraisal experience, support for raising concerns, receiving feedback from reported incidents, and incorporating zero tolerance of unacceptable behaviours.	DW	N/A
First line managers in situ who: • Are confident to engage with their staff, respond to and provide regular feedback and involve them in service improvement. • Demonstrate "Habits of Leadership".	Establish a robust management and leadership skills programme for first line managers, including buddying with colleagues and shadowing great team leaders in the Trust.	DW	SO2 – priority 2(a)
A more clinically led organisation with: • Established "Habits of Leadership"	Launch an integrated leadership programme for the Trust Board team, Divisional teams, Specialty Leads and new consultants from May 2013.	CEO/DCE/DW/MD	SO 2 – priority 3(a)and 4(b)

• Consistent value driven behaviours, processes and messages • Alignment of roles with strategic intent • Clear lines of sight for frontline staff to Speciality, Divisional and Trust Board teams			
Increased ability of Specialty leadership teams' to deliver their agenda including: • Managing local change initiatives • Managing their own performance • Establishing "Habits of leadership" • Demonstrating consistent value driven behaviours, processes and messages both inter and intra team.	i) Continue to roll out team coaching through the Team ASPH Programme to all Speciality leadership teams across the organisation during 2013. ii) Continue to build a 'coaching culture' through training and deploying a cohort of internal team coaches to work with teams at every level.	DMD/DCE& DW	SO2- priority 2(e)
Increased satisfaction of Allied Health Professionals with the patient care they are able to provide and their influence across the organisation.	Develop a strategy to increase the profile and influence of AHP professionals across the Trust, including establishing an AHP educational lead.	DCE/D&T Divisional team	N/A
Tracked improvement in local survey results and qualitative feedback in areas with particular challenges.	Implement local strategies in areas where specific issues have been identified, including Radiology, Therapies, T&O, Estates and Pathology.	DMTs	Local Divisional plans.
Better understanding of the effect of interventions to enhance staff experience and adjust accordingly.	Introduce a quarterly PULSE survey (internal survey tool) to provide regular feedback on staff experience. Involve staff governors in this process	CEO/DW	SO2- priority 3(a)