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| Trust Board meeting | Date: | 31 May 2017 |
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| Agenda item | Title | Executive Director lead and presenter | Report authors |
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| BD/17/045 | Staff Experience Action Plan | Andrew Dean | Katherine Dawson, Organisational Development Manager, Toria Nelson, Interim Head of HR |

This report is for:

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| Decision | |
| Discussion | |
| To Note | X |

History

AWP's Board received a paper (BD/16/275 a) in March 2017 from the Director of Strategy setting out an overview of the 2016 NHS Staff Survey

Quality and Standards reviewed the action plan on 16 May 2017 and the plan has been amended in the light of comments received.

The Strategic Workforce Group maintains oversight of this plan and reports to Quality and Standards on progress.

The following impacts have been identified and assessed within this report

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| Equality | X |
| Quality | X |
| Privacy | X |

Executive summary of key issues

This report updates the Board on the Staff Experience Action Plan. This follows the March 2017 'Staff Survey 2016 Analysis' which confirmed that the Trust would use the Staff Experience Action Plan to capture and monitor actions to improve the experience of staff.

The Quality Forum held in March 2017 focussed on the 2016 National Staff Survey results. Six key themes were identified by the group: IT systems, communication, workforce and resource planning, staff engagement, workload duplication and staff wellbeing.

The Staff Engagement Action Plan takes the Trust principle 'We will engage our staff' and breaks this into three key areas: culture, staff experience and wellbeing, and resilience. Each of the six key themes identified in the Quality Forum has been linked to one of these areas.

The delivery mechanisms, timescales and assurance routes are described in the action plan.

This report addresses these strategic priorities:

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| We will deliver the best care | X |
| We will support and develop our staff | X |
| We will continually improve what we do | X |
| We will use our resources wisely | X |
| We will be future focussed | X |

1 Introduction

The board paper in March 2017 outlined the findings of the 2016 NHS Staff Survey and AWP's performance compared with recent years and other Trusts. The paper noted that in 47% of the Staff Survey key findings the Trust scored lower than the national 2015 average for mental health providers. Significant focus on staff engagement and culture is required and this has been prioritised in 2017/18 annual objectives. This focus seeks to bring Trust in line with similar organisations, thereby improving the appeal of the organisation as a place to work, addressing both retention and recruitment opportunities as well as service user experience.

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The Staff Engagement Action Plan takes the Trust principle 'We will engage our staff' and breaks this into three key areas: culture, staff experience and wellbeing, and resilience. Each of the six key themes identified in the Quality Forum has been linked to one of these areas.

The delivery mechanisms, timescales and assurance routes are described in the action plan.

2 Areas for action

Staff engagement underpins everything that we as a Trust can deliver. While the Staff Engagement Action Plan focuses on the principle 'We will engage our staff', it is noted that our ability to improve quality and meet our financial objectives are predicated on an engaged workforce who, in their day to day work and efforts, support the organisation to achieve these.

In the March 2017 Quality Forum a group of staff reflected on the results of the 2016 NHS Staff Survey and we asked them to identify areas where we could improve. They identified the following:

- IT systems
- communication
- workforce and resource planning
- staff engagement
- workload duplication,
- staff wellbeing.

As a result individuals nominated themselves to join task groups to identify and implement focussed actions, with clear timeframes. These groups will report back by 31 May 2017 and the attached action plan will be amended in the light of their responses.

The staff survey results, as would be expected, showed variation across localities and corporate departments. Localities have therefore also developed action plans to address specific areas requiring improvement and representatives report to the Strategic Workforce Group as well as feeding into the task groups.

3 Conclusion

The Board is asked to note the attached action plan. A further report with updates against workstreams will be presented to the July Board meeting.

Annual Objectives 2017/18 - Staff Experience Action Plan

| Principle – We will engage our staff | | | | | |
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| Objectives | Delivery Mechanism | Lead | Date | Metrics | Assurance |
| <ul style="list-style-type: none"> We will develop our culture to address issues described in staff survey results | Listening into Action Programme | Rachael Redman (LiA Lead) | Commence June 2017 – 12 month programme | Outcome: Improved 2017 Staff Survey Results: 65% of key findings will be in line with the national average for MH NHS Trusts (2016 baseline 50% of key findings) Outcome: Reduction in turnover (target 12%) | Quarterly Report to Quality and Standards Committee Workforce Report to Quality and Standards Committee and Trust Board |
| <ul style="list-style-type: none"> We will improve the experience and wellbeing of staff working in AWP | Task and Finish Groups established to address following themes: <ul style="list-style-type: none"> IT Systems Communication Workforce and resource planning Staff engagement Workload duplication Staff wellbeing | Katherine Dawson (coordinating) | Reporting by 31 May 2017 | Outcome: Improved 2017 Staff Survey Results relating to: Appraisals Health and Wellbeing Having adequate materials, supplies and equipment Would recommend the organisation as a place to work Communication between senior management and staff Workforce capacity and resourcing | Quarterly Report to Quality and Standards Committee Workforce Report to Quality and Standards and Trust Board via Strategic Workforce Group |

| Principle – We will engage our staff | | | | | |
|---|---|---|---|---|-----------|
| Objectives | Delivery Mechanism | Lead | Date | Metrics | Assurance |
| <ul style="list-style-type: none"> We will improve the experience and wellbeing of staff working in AWP (cont) | <p>Local Workforce Action Plans</p> <p>Improve visibility and responsiveness of senior leaders:</p> <ul style="list-style-type: none"> - Locality Link Director (executive and non-executive) - 15 Steps Visits (non-exec Walkabout programme) - Freedom to Speak Up Guardian - Develop Staff Handbook - Staff Charter | <p>Managing Directors</p> <p>Via Chief Exec's office</p> <p>N&QD</p> <p>Independent post</p> <p>Human Resources</p> <p>Katherine Dawson</p> | <p>May 2017</p> <p>Ongoing</p> <p>Ongoing</p> <p>Long term post</p> <p>Autumn 2017</p> <p>Summer 2017</p> | <p>Improved locality scores in the areas identified locally.</p> | |
| | <p>Improving staff health and wellbeing (CQUIN)</p> | <p>Louisa Foxwell</p> | <p>2 year CQUIN 2016-2018</p> | <p>Output: 5% improvement on 2 of 3 staff survey questions that relate to health and wellbeing in 2018</p> <p>Output: 70% of frontline clinical staff receive flu vaccine</p> | |
| | <p>Review of Communications Function</p> | <p>Rachel Clark</p> | <p>May 2017</p> | <p>Output: AWP Communications Strategy (September 2017)</p> | |
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| Principle – We will engage our staff | | | | | |
|--|---|-------------------------|---------------------------------|---|--|
| Objectives | Delivery Mechanism | Lead | Date | Metrics | Assurance |
| <ul style="list-style-type: none"> We will improve workforce resilience | <p>Promote learning and Development:</p> <ul style="list-style-type: none"> - Introduce Workforce Development Fund - Develop Learning Hub - Apprenticeship programme | Wendy Kelvin | Complete | <p>Outcome: Reduction in turnover (target 12%)</p> <p>Output: Reduction in agency staffing reliance to within nationally mandated cap</p> | <p>Integrated Performance</p> <p>Strategic Workforce Group feeding in Board Workforce Report</p> |
| | <p>Review supervision and appraisal</p> <ul style="list-style-type: none"> - Training in place - Review of appraisal template - Review of health & wellbeing element of the appraisal | L&D Katherine Dawson | Ongoing Launched and ongoing | <p>Output: We will recruit/ develop sufficient apprenticeships to meet the required 2.3% of workforce headcount (minimum 92 per annum)</p> | <p>Clinical Executive Report</p> |
| | | Louisa Foxwell | | | |