

Trust Board meeting	Date:	26 July 2017
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Agenda item	Title	Executive Director lead and presenter	Report authors
BD/17/104	Staff Survey Action Plan	Andrew Dean	Katherine Dawson, Organisational Development Manager

This report is for:

Decision	
Discussion	X
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 Staff Experience action plan on 16 May 2017. The Strategic Workforce Group maintains oversight of this plan and reports to Quality and Standards on progress. Within this, the Staff Survey Action Plan outlined 6 key themes identified at the Quality Forum in March 2017. Working groups were set up to address these 6 key themes, and detail of the actions taken and progress on these is outlined in the action plan.

Update: Taken to Q&S 18/7/2017. Actions and progress of actions were approved. Next steps: 1) Look at how the actions link to LiA projects 2) How the actions link to the corporate strategy 3) Publicise the achievements of the action plan to date.

The following impacts have been identified and assessed within this report

Equality	X
Quality	X
Privacy	

Executive summary of key issues

This report updates the Board on the Staff Survey Action Plan, which captures and monitors actions to improve the experience of staff, following 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 actions, delivery mechanisms, timescales and assurance routes are described in the action plan.

This report addresses these strategic priorities:

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

Theme	Lead	Action plan/ response	Date	Update June 2017
1. IT Systems a) Principle of enter information only once, and managing parallel systems.	Clinical technology group	To rationalise systems to improve efficiency and prevent multiple entries of information. System rationalisation workstream to commence. Production of system log. Decision making regarding the prioritisation of systems to be rationalised being supported by SSG	June 2017	
b) Resolution of CAMHS email issue	Clinical technology group	To revise process for CAMHS staff access to email to resolve logging into multiple portals to access emails. Electronic files will be transferred over to AWP network from Sirona.	10 th July 2017	
c) Training on use of RiO – no training provided since RiO was upgraded	L&D	We will review the current Rio training provision. Outcome: Comprehensive Rio training programme in place for all appropriate staff. User guides for updates also in place.	May 2017	
d) IT systems don't communicate to one another and therefore require multiple input	Clinical technology group	Specification will be produced to enable the Trust to procure an interface engine that will enable Trust systems to 'talk to each other'. The Trust will procure an interface engine.	June 2017	

2. Communication

Communications
Team

Update the Operations Governance Handbook to reflect changes to Integrated governance structure, once complete communicate this to locality teams.

Sept 17

Operations Governance Handbook is currently being finalised and will cover meetings from Board to LDU levels.

b) Alternative strategy for communications (including reach to staff who don't or have difficulty accessing read emails)

Communications
Team

Redesign of Ourspace homepage to coincide with Sharepoint migration to the new network. This is to allow quicker, easier, and more flexible access to information.

Planned activity designed to reduce reliance on Ourspace and email:

Introduction of Skype for Business online conferencing and messaging platform.
Installation on all staff phones (personal / work) would ensure availability during all working hours, including when off-site,
The full scope is to be determined, but could include

- Migration of much email traffic to Skype Messenger, with resultant streamlining
- Creation of distinct team groupings through Skype Messenger to facilitate team wide communications
- Document sharing amongst teams
- Use would be governed by appropriate protocols to determine appropriate usage, optimal message volume etc.

2017/2018 financial year	
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This was discussed at the CTG in June and equipment discussed. Kerrie Darvill to submit a business case to secure funding

c) Email management (reduce email correspondence)		Skype for Business to be introduced (as above) which can help reduce emails.		
d) Visibility of management including Board ('Back to the Floor' positively received previously; Sue McKenna's visits noted positively)	Communications team	Development, communication and promotion of the following activities: <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 • Staff Charter 	July 2017	The link directors have been allocated and communicated to all areas. 15 steps NED walkabouts are in progress and have been successfully running for the last 3 months
e) Publish the effectiveness of actions to constrain spend e.g. vacancy control panel, authorisation of non-framework agency	Communications team	To improve communication to staff about financial improvement plan inc via CEO Transformation email newsletters.	May 2017	

3. Workforce and resource planning a) Improved shift patterns	HR	<p>Nursing and Quality to review shift patterns to ensure efficiency.</p> <p>An Options Appraisal Paper will be completed in consultation with Inpatient Staff and included National Data by The Head of Nursing inpatients to look at the implementation of 12 Hour Shifts.</p> <p>There will be a decision by The Executive Team to agree the preferred options presented (Please check with Andrew about the Status of this report)</p>	<p>May 2017 – complete</p> <p>31st July 2017</p>	
b) Recruitment planning	HR	To improve guidance to provide clarity about recruitment and support managers to plan own recruitment.	April 2017	Recruitment pages on Ourspace have been updated.
c) Effectiveness of vacancy control panel	HR	All vacancies now go through TRAC to enable ongoing oversight. Panel meets weekly to review all outstanding issues.	June 2017	
d) Efficiency and timeliness of the recruitment (e.g. undertake DBS checks at shortlisting stage)	HR	<p>To improve speed of DBS checks by using online checking service. Information on how to do this is sent at recruitment stage.</p> <p>DBS checks cannot be done at shortlisting stage due to unnecessary checks and costs involved.</p>	June 2017	

e) User issues with Trac inc. information being lost	HR	<p>To investigate the issue and review user guidance. Achieved: Staff are encouraged to save the vacancy in draft before you move onto the next tab. Therefore if internet connection is lost then the information will still be there.</p> <p>There is a step by step user guide on Ourspace: http://ourspace/StaffServices/HR/Recruitment/Managers/Pages/AdvertisingAVacancy.aspx There are also guidance notes in the Help section in TRAC itself when you log on. Further support is available from the recruitment team you can ring the Recruitment Team on 01225 731510.</p>	User guide updated May 2017- complete.	
f) Make new starters registration on systems easier rather than have to update multiple systems	HR	<p>Streamline process for ID badge and Smartcard allocation by co-locating the team with Recruitment. IT will need to update the electronic form on Ourspace for this to be possible.</p> <p>To produce the ID badges in-house. This will start as soon as the current invoice has been used with the current provider.</p>	Approx Dec 2017	

4. Staff engagement a) The Trust will broaden its approach to engagement	Rachael Redman HR&OD (Lilly Evans and Katherine Dawson)	Listening into Action Listening into Action will be adopted by the Trust. LiA Pulse Check census to all staff plus Leadership Survey Executive report to be sent by Optimise within 2 weeks of survey closure LiA team launch 3 rd July 2017 – 20 week process working on focus for change. LiA 100 champions	June 2017 19.06 - 7.07.2017 3.07- 13.11.2017 10.07.2017	Achieved Completed.
		Staff Charter A Staff Charter will be developed with staff to gain specific input on the core values and what this looks like when embodied by the Trust and the individual. The staff charter will be taken to Staff Experience Groups The Staff Charter will have a Comms article and an e-form to be completed on Ourspace Responses to be collated Themes to be analysed. Master copy to be compiled Staff Charter back to SEGs for final agreement Staff Charter to be launched and made into a living tool that is used in recruitment, appraisals, and everyday work.	Feb-April 2017 May 2017 June 2017 June 2017 June 2017 July 2017 September 2017	Achieved Achieved Achieved Achieved Achieved To be started To be started in Sept

		Link Directors There will be a Link Director (executive and non-executive) for each locality. Poster boards created showing and naming each director for each locality is placed in all sites.	June 2017	
		15 Steps 15 Steps Visits Exec and Non Exec Walkaround programme to continue. Online calendar is on Ourspace.	Achieved	Achieved
		A Freedom to Speak Up Guardian will be appointed to: <ul style="list-style-type: none"> • increase the profile and process of raising concerns in the organisation • provide confidential advice and support in raising concerns about service user safety or the way the Trust has handled a concern. 	April 2017	Achieved: FTSU Guardian appointed April 2017 and work has commenced.
b) Explain WHY changes are needed/ being made	HR&OD (Lilly Evans and Katherine Dawson)	The Trust will communicate changes and the rationale behind them. CEO sends weekly Transformation email bulletins, detailing changes under the 5 pillars.	May 2017	Bulletins have started, outlining current and future work.

c) Involve staff at the planning stage to co-produce and implement changes/ systems	HR&OD (Lilly Evans and Katherine Dawson)	<p>The Trust will involve staff at the planning stage to co-produce and implement changes/ systems. The Organisational Change Policy will be developed by staff and HR.</p> <p>The Trust will inform staff when collaborative work is not possible, i.e. a decision has already been made by the CCG.</p> <p>Terms of Reference for the Staff Experience Groups will be developed and owned by the groups.</p>	<p>3rd July</p> <p>May 2017 CEO Bulletins</p> <p>June 2017</p>	<p>HR have developed the policy and it has gone out for a managers consultation.</p> <p>Standard ToR sent to SEGs for them develop and amend according to their local needs.</p>
d) Reflect on and evaluate initiatives – did they deliver what they intended. Flexibility to achieve outcomes.	HR&OD (Lilly Evans and Katherine Dawson)	<p>Staff Experience Groups evaluation May-June 2017. ToR review as above.</p> <p>A change to approach is being used to BANES starting July 2017.</p>	June 2017	Achieved.
e) Encourage innovation	HR&OD (Lilly Evans and Katherine Dawson)	Through LiA, staff are encouraged to be innovative and work together to improve our services and the patient and staff experience.	3 rd July	3 rd July launch commences the first 10 projects.

5. Workload/ Duplication a) Prioritisation and coordination of programmes; understanding the collective impact	PMO	<p>The Trust will review and rationalise the transformation programmes, and will be supported by SSG Health.</p> <p>All programmes will be overseen by the Transformation Board</p> <p>The Transformation Board will have a new Terms of Reference. This will include the requirement to understand and manage programme interdependencies and the collective impact.</p>	<p>April - achieved</p> <p>June 2017 - achieved</p>	
b) Allow time to complete projects and then start other projects	PMO	<p>Capacity to implement the programmes will be strengthened through the mobilisation of the Operations LDU Managers and Clinical Directors.</p> <p>Capability for project management will be enhanced through the provision of PMO training for staff.</p>	<p>Ongoing</p> <p>April - achieved</p>	
6. Staff wellbeing (recognition that all of the above factors impact on wellbeing) a) Encouragement to take breaks	Louisa Foxwell (Health and Wellbeing Taskforce)	<p>SHWB Taskforce to investigate local factors around breaks. For discussion and thematic analysis at Aug. taskforce.</p> <p>Information on benefits of breaks to be written.</p> <p>Themes and causation to be reported to SWG</p>	Oct 17	

b) Staff facilities (staff room, staff toilet)	Louisa Foxwell (Health and Wellbeing Taskforce)	<p>Welfare audit has been agreed in principle. Welfare equipment agreed. TBC access requirements to welfare (distance, opening times, locked doors etc) Trust wide agreement for ongoing responsibility(funding) Audit tool to be constructed Audit analysis Welfare re-provision</p>	<p>May 17 June 17 Aug 17</p> <p>Sept/Oct 17</p> <p>Aug/Sept 17 Oct 17 Nov 17</p>	Anticipated audit launch Oct 17
c) Career progression	Louisa Foxwell (Coordinating) Connie Cheung	<p>To develop a career framework. Professional Leads will be engaged with to clarify job roles at each band within the profession. HR will review generic JDs The career framework will be built on Ourspace. Career framework will be launched.</p>	<p>April-Aug</p> <p>Dependent on HR review of JD's</p>	
d) Access to training and development	L&D: Tracey Owen	<p>Development of workforce development fund to ensure equity of resource across the organisation.</p> <p>This enables equal access to opportunities, L&D to identify where particular types of training need to be commissioned, training is clearly linked to individual, team and Trust objectives</p>	WDF commenced February 2017	Achieved

e) Meaningful supervision and appraisal	Louisa Foxwell (Health and Wellbeing Taskforce)	<p>To research with staff what is needed for line managers to support H&WB in supervision and appraisals, as part of a Manager's toolkit.</p> <p>Appraisal to be reviewed Review of appraisals from other organisations Themes identified New appraisal to be proposed for consideration</p>	<p>Jan 18</p> <p>May 2017 July 2017 Sept 2017</p>	
f) On call managers experience and impact of non-framework agency cover	<p>HR</p> <p>Ops</p>	<p>HR will be reviewing the current issues of work undertaken whilst being on call.</p> <p>Ops will update on current arrangement re: non-framework agency cover arrangements.</p>	Mid Aug 2017	