Staff Engagement

Strategic Framework

2017 - 2020

'GREAT PLACE TO WORK AND LEARN!'

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Introduction

The Staff Engagement Strategic Framework has staff at the heart of its objectives ensuring as a Health Board we are engaging with staff and developing Cardiff & Vale University Health Board as a 'great place to work and learn'.

The strategic framework sets out what staff engagement is, why it is important, key roles, reflecting on what we have already implemented and how we propose to enhance staff engagement across the Health Board.

It also describes how we will measure engagement on an ongoing basis in addition to the NHS Staff Survey. Staff engagement must be made a priority and embedded into everything we do.

A key priority is to increase the staff survey response rate and engagement score and to support the development of a more engaged workforce who can deliver the ten year strategy 'Shaping our future wellbeing'. The Staff Engagement Strategic Framework will also support the Workforce & OD Strategy 'Working Differently, Working Together', as well as the local Workforce & OD Delivery Plan *(Appendix 3).*

What is Staff Engagement?

Staff engagement is a measure of individual staff member's emotional attachment to their job, colleagues and organisation which profoundly influences their experiences at work and their willingness to learn and perform.

'Engaged employees are fully involved in, enthusiastic about and committed to their work and willing 'to go the extra mile.'

High levels of engagement result from a combination of experiences at work which includes involvement in decision making, personal development and training, great management and leadership and a healthy, safe, work environment, where every role counts.

Staff engagement is a workplace approach designed to ensure that staff are committed to their organisation's goals and values, motivated to contribute to organisational success and are able, at the same time, to enhance their own sense of well-being. Engagement is therefore a tool for organisational success.

David McLeod, Engaging for Success Report said that staff engagement *"is about how we create the conditions in which employees offer more of their capability and potential"*.

Staff engagement is not the same as staff satisfaction.

- ▶ **Satisfied staff** are merely happy or content with their jobs and the status quo. For some, this might involve doing as little work as possible.
- ▶ **Engaged staff** are motivated to do more than the bare minimum needed in order to keep their jobs.

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There are many definitions of staff engagement but in reality, it doesn't matter how staff engagement is defined, as long as strategies can be implemented that deliver an engaged workforce.

Why is Staff Engagement important?

Cardiff & Vale University Health Board has committed to ensure *'that it is a great place to work and learn'*. Evidence tells us that highly engaged and empowered staff not only generate better outcomes for patients but there are further benefits such as:

- **improved quality of services**

- **reduced patient mortality**

- **improved staff health and well-being**

- **lower levels of sickness absence**

- **greater financial efficiencies.**

People who are highly engaged at work:

- feel excited and enthusiastic about their role;
- say time passes quickly at work;
- are prepared to give discretionary effort when required;
- believe that they make a difference;
- identify with the task & describe themselves to others in the context of the task (e.g. a nurse);
- invite others into the activity or organisation (their enthusiasm is contagious);
- report higher levels of life satisfaction and lower levels of ill health, depression and mental health problems;
- are less likely to experience symptoms of stress or burnout, such as emotional exhaustion and cynicism;
- report higher levels of self-efficacy (the extent or strength of one's belief in one's own ability to complete tasks and reach goals);
- think about the questions or challenges posed by the activity during their spare moments (e.g. when travelling to work);
- find it easy to stay focussed;
- have higher levels of commitment to the organisation are less likely to say they intend to leave.

"Guide to Engagement for Senior Leaders" (NHS Employers 2014)

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Health & Wellbeing

As well as correlating with organisational success, engagement also correlates with individual health & wellbeing. Staff with higher levels of engagement have lower levels of both absence and 'presenteeism' - turning up for work despite being unwell (West & Jeremy Dawson, 2012). They are less likely to report suffering from work-related stress and they rate their own health and wellbeing more highly. This is particularly important in the NHS as evidence has highlighted that healthcare professionals generally suffer higher rates of stress, depression and burnout than their counterparts in other areas of the public sector (Point of Care Foundation, 2014).

"The staff are the ones that are dealing with frontline care. You need those people feeling well motivated and that they can make the difference to patient care. If they're not engaged, they won't be giving the care they could do" Kevin Croft, Healthcare People Managers Association (HPMA).

Having healthier staff with higher levels of wellbeing would be of great benefit to the NHS. The Boorman review (2009) showed, if sickness rates were reduced by a third, it would provide the NHS with:

if sickness rates were reduced by a third, it would provide:

an additional 3.4 million working days a year for NHS

equivalent to 14,900 full-time staff

saving an estimated £555 million

"Staff health & well-being needs to be seen as central to the NHS and recognised as a crucial issue at board level as much as at ward level. It is not just the responsibility of occupational health departments or well-being advisers – it is the responsibility of every single member of staff. Making this happen requires nothing less than a sea change in the way in which staff health and well-being is perceived." Boorman (2009)

Ultimately increased staff engagement will lead to: better staff health and well-being, with reduction in sickness absence and presenteeism. This in turn, results in less pressure on services, improved performance, improved patient satisfaction, less strain on relationships and more time to engage in learning opportunities and continuing professional development.

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There are a number of ways in which senior leaders can develop a culture of engagement within the Health Board, these include:

- **making a commitment to staff development;**
- **encouraging staff to challenge assumptions and voice their opinions;**
- **showing that staff are valued;**
- **acting in an honest and consistent manner;**
- **being visible and available to staff at all levels.**

In challenging times, maintaining an engaged workforce is more important than ever. Staff have an invaluable perspective on what is happening within their organisation and their views of how their service is operating provide an important perspective to inform service delivery. There is a risk that staff engagement may be undermined by ongoing pay restraint, increasing job intensity and constant organisational change (e.g. implementation of the South Wales Plan). This makes engaging with staff more important than ever before.

Engagement is essential for our success. Through focus on driving up staff engagement, we will be able to manage the challenges of the next few years and continue to improve services to our patients in these tough times. There is a growing body of evidence that links engagement to employee wellbeing, patient satisfaction and clinical outcomes. It's increasingly clear that engagement is vital to high quality care in the NHS.

How is Staff Engagement measured?

Staff engagement is measurable; there is a direct correlation between engaged employees and High Quality Patient Care; Individual Performance; Team Performance; Organisation Success.

It varies from poor to great. Engagement is often reflected in other Workforce KPI's, e.g. sickness rates, employee relations cases, PADR rates, turnover, vacancies, etc.

The four enablers of engagement below have proved to be useful lenses which can help organisations assess the effectiveness of their approaches.

1. Visible, empowering leadership providing a **strong strategic narrative** about the organisation, where it's come from and where it's going;

2. **Engaging managers** who focus their people and give them scope, treat their people as individuals and coach and stretch their people;

3. There is **employee voice** throughout the organisations, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solution;

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4. There is organisational **integrity** – the values on the wall are reflected in day to day behaviours. There is no 'say –do' gap.

Source: Engage for Success (2009)

How do we measure Staff Engagement in Cardiff & Vale and the wider NHS?

The staff survey is a tool to allow us to find out how engaged our staff are, to address particular issues and to analyse the feedback.

Recent staff surveys in the Health Board have included:

- NHS Wales Staff Survey February 2013
- C&V UHB Pulse Survey November 2013
- C&V Staff Survey July/August 2015 (13% response rate)
- NHS Wales Staff Survey August 2016 (current)
- Local pulse surveys.

It's also important that we use our other Workforce KPIs – which in themselves tell a story. These include:

Turnover (Target 7% - 9%)

Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
8.99%	9.16%	9.24%	9.24%	9.22%	9.11%

PADR compliance (Target 85%)

Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
56.90%	58.00%	57.65%	62.81%	58.34%	57.12%

Statutory & Mandatory Training Compliance (Target 85%)

Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
	66.18%				59.30%

Sickness Absence (Target 4.0%)

Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
4.88%	4.89%	4.87%	4.88%	4.89%	4.86%

Vacancy Rate (Target below 5%)

Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
4.41%	4.54%	4.61%	5.33%	5.54%	6.12%

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The staff survey is an important part of the process, but only part of it. Further ways to measure engagement on an ongoing basis include using focus groups, pulse surveys, partnership forums, employee forums, etc.

How are we currently engaging our staff?

1. Strong Strategic Narrative

Vision of Cardiff & Vale UHB

Ensuring an organisation has a clear vision and purpose is cited as of great importance by organisations which have high engagement scores. Answering questions about why a vision matters is important in terms of values and behaviours and key to helping staff understand their own purpose. The vision needs to be authentic and meaningful. Leaders need to demonstrate their commitment to the vision through the way they behave, use their time, and allocate resources, what they measure and what they reward. The vision needs to be reflected in all of the organisation's activities.

'Shaping our Future Wellbeing Strategy 2015 -2025' sets out our vision of care over the next 10 years. Our mission is 'Caring for People, Keeping People Well', with a vision that a person's chance of leading healthy life is the same wherever they live and whoever they are.

The 'Shaping our Future Wellbeing' strategy is how we plan to make the vision a reality by engaging with the public, staff and partners we have agreed a set or prudent principles and priorities by which the Health Board can deliver high quality, sustainable, person-centred health care for the next ten years.

We also have the Strategy on a page (see overleaf)

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- **From the Strategy came the 'Bold Improvement Goals (BIG 1, 2 and 3) and more recently 'Turning the Curve'.**

- **Working Differently, Working Together - a Workforce and Organisational Development Framework**
  The delivery of the vision of Together for Health must be supported by cultural change and visionary leadership which fully empowers and engages all NHS staff. Four workforce and organisational development objectives have been created that set out the high level components of what needs to be delivered and the key enabling actions to support Together for Health, these are:

  Objective 1: An engaged workforce aligned and committed to the delivery of the vision for NHS Wales in 2016.
  Objective 2: A sustainable and skilled workforce focused on helping the people of Wales to improve their health as well as treating sickness.
  Objective 3: A redesigned workforce, working together to deliver healthcare for the 21st century.

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Objective 4: A workforce that aims for excellence within available resources.

2. Engaging Managers
There is an expectation within the Health board that all managers demonstrate engaging behaviours and are champions of the 'Enablers of Engagement', staff survey and action planning.

3. Employee Voice
The Health Board has just launched 'Freedom to speak up safely' to support staff to raise concerns. A step by step guide has been developed to support all staff to feel able to raise concerns, which is also supported by the Procedure for NHS Staff to Raise Concerns.

Developing effective partnership working with Trade Union and Other Professional bodies via informal and formal channels. For example, Local Partnership Forum, Clinical Board Partnership Forums, etc. Lead Union Representatives located in Clinical Boards and Employee Engagement Groups, etc.

In addition, the following are being used locally to engage staff:

- Pulse Surveys
- Focus Groups
- Working Groups
- Regular meetings

4. Organisational Integrity
One of the key themes in engagement is the importance of organisational values, both in terms of demonstrating the purpose of the organisation and providing employees with something to identify with. The MacLeod Report— Engage for Success (2009) also identified having a strong and coherent set of organisational values – a 'strategic narrative' – as one of the key enablers of employee engagement. The importance of this in the NHS was reinforced in the Francis Report into the crisis at Mid-Staffordshire which called for an '*emphasis on and commitment to common values throughout the system by all within it.*'

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The values of the Health Board are:

Kind and caring 〉 Respectful 〉 Trust and integrity 〉 Personal responsibility 〉

How these values can become part of our everyday behaviour is:

- Being enthusiastic and taking responsibility for what we do
- Doing what we say we will do and being honest with ourselves and others
- Treating people as we would like to be treated, and always with compassion
- Thanking people, celebrating success and, when things go wrong, asking "what can we learn?"
- Looking for feedback on how we're doing and always striving for better ways of doing things

'Our Values into action' Events ran throughout September 2016 and were a great success, these were then followed up with feedback sessions. Evidence shows when patients have a better experience of care, patient care is also safer and higher quality. And when healthcare teams work better together they deliver better outcomes, more productively. This is why we have developed our shared values. 'Our values into action' is about involving everyone in translating our values into the tangible behaviours we want to see from each other, and to inspire us to keep improving our patient and staff experience. 'Our values into action' underpins our strategy – Shaping our Future Wellbeing.

The revised values framework can be viewed overleaf.

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Revised Values Framework

OUR VALUES	OUR BEHAVIOURS	
	How we are with patients, families, carers and colleagues	
	What we want to see from individuals and teams...	What we don't want to see from individuals and teams...
Kind and caring		
Welcoming	• We will smile, be friendly, welcoming, polite and approachable	• We will not be abrupt, rude, show aggressive behaviour, shout or bully
Put people at ease	• We will put others at ease, be patient, calm and reassuring	• We will not ignore people or fail to offer support and we won't leave people scared and anxious
Value other people's time	• We will make time for people, consider their needs and make people feel comfortable	• We will not be 'too busy', in a rush or say we can't make time for others
Compassionate	• We will be kind, compassionate and look out for others	• We will not make people feel stupid, belittled or treat people as an inconvenience
Respectful		
Understanding	• We will put ourselves 'in other people's shoes' and show empathy and understanding	• There will be no hierarchy, no egos, no lack of understanding for others' needs
Attentive and helpful	• We will be helpful and attentive to the needs of others, protect people's dignity and respect people's time	• There will be no poor planning and inefficiency, we will not waste people's time or keep people waiting
Respectful	• We will value everyone as an individual and treat people equally and fairly	• We will not put people under pressure or show favouritism, not be unfair or leave people feeling disempowered
Appreciative	• We will recognise people's strengths, say thank you and celebrate success, empower and bring out the best in others	• We will not blame and criticise or make judgments or assumptions. We will not take people for granted or forget to say 'thank you'
Trust and integrity		
Listen	• We will take time to listen to and consider other people's views	• We will not ignore other people's views or ideas or be dismissive of other's opinions
Clear communication	• We will communicate honestly and openly, offer clear explanations, keep people informed and updated	• We will not have unclear communication, a lack of transparency or give misleading or contradicting information
Teamwork	• We will involve others, work as a team, share information and follow up	• We will not make decisions in isolation and fail to communicate with other teams / services
Speak up	• We will seek and give feedback, encourage and support people who speak up	• We will not make people feel afraid to speak up and constructively challenge or reject feedback
Personal responsibility		
Positive	• We will be enthusiastic, positive, pro-active and have a 'can do' approach	• We will not be negative, moan, complain, and we will not 'sit back'
Professional	• We will be professional, consistent, a role model and lead by example	• We will not be unprofessional, inconsistent or lack pride in our work
Excel	• We will take ownership and responsibility for providing a safe and excellent service	• We will not pass the buck, say 'it's not my problem' and fail to deliver on our promises
Keep improving	• We will be committed to learning and improving and developing ourselves and others	• We will not put up barriers to new ways of learning and doing things

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How can we improve Staff Engagement?

We know that staff engagement is seen in the ways that people behave, think and act. Influencing these things in a positive way will increase the level of engagement that staff have at work.

The evidence suggests that high performing NHS organisations have:

- **A strong set of organisational values**
- **Effective senior leadership**
- **Excellent line managers**
- **A strong employee voice**
- **Good partnership working**

The available research and evidence shows that the way healthcare staff feel about their work has a direct impact on the quality of patient care as well as on the organisation's efficiency and financial performance. There is a strong statistical relationship between employee engagement and patient satisfaction (West and Dawson, 2012). This is not in itself surprising; the NHS is a service after all, where the relationship between staff and patients is absolutely fundamental. It also reflects evidence from other sectors where engagement has been shown to predict customer satisfaction.

As Jeremy Dawson (2012) explained, *'you're not going to get good quality patient care without looking after your staff well.'* Perhaps less obviously, there is a strong relationship between staff engagement and clinical outcomes. Higher levels of staff engagement are linked both to lower levels of mortality and lower hospital acquired infection.

West and Dawson (2012) have shown that for an 'ordinary' (one standard deviation) increase in engagement, mortality rates would be 2.4% lower. There is also a link to turnover with engaged employees being less likely to want to leave their organisation.

Tools Available in the Health Board

- **Appendix One – Template Staff Engagement Action Plan**

- **Link to Staff Engagement Website is**
  http://www.cardiffandvaleuhb.wales.nhs.uk/employee-engagement-toolkit

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The Challenge Ahead

Creating a culture of engagement takes intention, planning, time and adjustments – it will not be achieved overnight.

For individuals
- Make it personal—we all have a role to play
- Make sure you have your PADR and prepare for it
- Take part in organisational wide issues outside your area
- Contact the senior team with ideas and comments
- Have open and honest relationships with all colleagues
- Take your part in holding meaningful conversations with your line manager
- Live by our organisational values

For line managers
- Bring the right people in
- Be clear about the behaviours you expect
- Give your team a voice
- Encourage your team to care for themselves
- Work with staff to development them
- Recognise and amplify all opportunities to engage
- Make sure all of your staff have at least an annual, meaningful appraisal

For senior leaders
- Seek opportunities for the Senior Leadership Community to be visible and accessible
- Increase the profile of the employee engagement agenda

In terms of the perceptions of engagement among NHS leaders, a recent survey of trust Chief Executives by the Point of Care Foundation (2014) found that one in five rate engagement at their organisation as high with the majority (61%) saying it is mixed. Seven in ten believe staff engagement is improving. 68% of Chief Executives saw engaging staff as one of their top three strategic priorities.

Ensuring our strategic framework is delivered

To deliver high quality patient care, employee engagement is a fundamental underpinning strategy for the Health Board.

Successful delivery of this strategic framework will need all key stakeholders to own its implementation and management. This strategic framework is not a Workforce & OD plan, owned just by our Workforce & OD team. It is a strategy that all levels of leadership across the Health Board will need to play their part in implementing.

Clinical Boards and Corporate Departments will be required to develop staff engagement action plans based on this strategic framework, progress against these plans will be monitored and measured by Executive Directors. To assist and support Clinical Boards/Directorates/Departments with prioritising staff engagement in their

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areas a toolkit has been developed which managers can utilise as a resource. Managers can also access support through the Workforce & OD function. The toolkit is dynamic and can be accessed on the Workforce & OD internet page.

What will success look like?

Potential outcomes of this strategic framework could include:

- More engaged workforce – highlighted by improvements in engagement score which in turn should create tangible benefits including:

- Greater productivity
- Improved financial performance
- Improved patient care
- Increased innovation
- Healthy turnover
- Improved morale and wellbeing
- Improved H&S performance

Strategic Framework Review
This Strategic Framework is a live document that will flex to opportunities that may arise during its lifespan. It will be reviewed on a regular basis to ensure it remains relevant to our aims and objectives.

Monitoring and Review

The strategic framework will be monitored by:

Executive Board
Clinical Board Employee Engagement Groups
Local Partnership Forum (LPF)
Clinical Board Partnership Forums

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Appendix One

How are Cardiff & Vale UHB going to meet this challenge to support enhanced staff engagement and achieve the vision of an engaged workforce?

As a UHB we are committed to:

Template Staff Engagement Action Plan 2017/2018

Key Enabler	Outcome	Actions	Leads	Progress to Date	Measurement	RAG
Strong set of organisational values	The UHB/Clinical Board should ensure that we have a set of **strong organisational values** that are explicitly set put and consistently communicated. These values will be mainstreamed throughout the UHB/Clinical Board and embedded in WOD practices. Values will be reflected in the behaviour and actions of both senior leaders and managers.	• Promote & embed the UHB values and behaviours across the CB/Directorates/Departments/Teams. • Ensure senior managers/leaders live the values. • Embed values into PADR. • Develop a vision for the CB • Protect audit days (Theatres) quality/safety/engagement; • Protected time for PADR's and development.	SMT			
Effective Senior Leaders	**Senior Leaders** must see increasing employee engagement as one of their top strategic priorities. They need to set the tone at the top of the organisation by being visible, approachable and accountable. They need to ensure there is regular effective two way communication from frontline staff.	• Act as a **role model.** • **Prioritise** Staff Engagement. • **Bring the right people in** via effective recruitment & selection strategies. • Provide **good quality inductions**. • To attend induction sessions within the CB to show commitment. • Embed values – **be clear about expected behaviours.** • **Give all staff a voice** via surveys, staff engagement forums, team briefings with feedback to senior mgrs, Facebook, Twitter, etc. • Ensure that the **impact of engagement interventions is monitored and evaluated.**	SMT/Directorate Mgt Teams			

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		• Work with WOD to really **understand staff survey results,** identifying areas with low and high engagement. • Provide training/resources to **boost resilience, copying mechanisms and awareness or self and others.** • Ensure that all **people-related policies and processes** are clear and accessible. • To have a **presence** in departments/directorates/teams. • To be **visible** throughout the CB. • To **attend team meetings** on a regular basis, not just when there are problems. • Support **team working**, i.e. Aston/team development. **Support for Line Managers** • To provide training for first-time supervisors and managers, e.g. people mgt, budget, etc. • Buddying arrangement for new line managers. • Provide training in coaching (engaging managers typically adopt a coaching style with their teams). • Encourage managers to self-assess and gather feedback, e.g. 360 or 180 degree feedback, self-assessment tools, etc. • Ensure line managers know how to manage poor performance and poor behaviour.			

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Excellent Line Managers	**Line Managers** need to be empowered, supported and trained to better engage their teams. They should adopt coaching and supportive approaches. Managers should focus on team working, performance management and training and development. Both senior leaders and managers need to devolve power and responsibility wherever possible, within safe limits, giving frontline employees and teams more of a say over how they deliver their service.	**Individuals and Teams** • Bring the right people in, effective recruitment strategies. • Give good quality inductions. • Be clear about expected behaviaours in the team. • Give your team a voice, e.g. regular team meetings, team briefings, etc. • Encourage your staff to participate in resilience and mindfulness training, and take part yourself. • Undertake annual PADRs. **Your own behaviour** • Ask for training in people management, especially if you are a first-time manager or have never had any training before. • Be clear about people management behaviours the CB expects of you. • Ask for training in coaching • Self-assess and gather feedback about your performance as a people manager. • Ensure you know what to do when tackling poor performance and poor behaviour. • Be generous with praise and recognition.				
A strong Employee Voice	A strong and robust employee voice should be encouraged and supported throughout the organisation so that all staff are able to raise concerns, suggest improvements and contribute to organisational decision making. This needs to be supported by both effective channels for communication, and a culture that welcomes and values employee voice.	**Improve communication** • Introduce Team Brief; • Regular staff meetings; • Further develop Facebook closed group; • Develop internet page; • Promote effective two way communication • PADRs • Further develop the quarterly newsletter • Promote and raise awareness of Freedom to Speak Up. • Suggestion schemes for improvements. • Involvement in CB decision-making. • Involvement & empowerment. • Staff Survey. • Pulse Surveys. • Listening Groups. • Working Groups • Local Partnership Forum • Trade Union Representatives				

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Good Partnership working	The Clinical Board should continue to invest in partnership working with the trade unions and professional organisations. This should be based on culture of openness, honesty, early engagement and a real involvement in decision making.	• Encourage effective partnership working. • Lead Representative for CB. • Emphasise the importance of close working relationships. • Commitment from Trade unions. • Increase number of representatives within the CB and ensure that can be released for TU duties. • Local Partnership Forum. • CB Partnership Forum.				

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Appendix Two - Link to Staff Engagement Toolkit

- http://www.cardiffandvaleuhb.wales.nhs.uk/employee-engagement-toolkit

<u>**Screen shot**</u>

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Appendix Three – Workforce & OD Objectives and Delivery Plan

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