In response to increasing staff engagement score of 3.79 from 2016 staff survey results, one of the actions taken by the Trust was to provide promotion opportunities to staff within the Trust.

What was your response to identifying the issues?
Who did what and when?
Who led which parts?
What resources did you need?
The idea of advertising all vacancies internally for 2 weeks was shared with staff side colleagues and after securing agreement, communicated to all staff across the Trust.
The Recruitment team identifies the vacancies and the Communications team publishes the bulletin and sends this out to all staff.
Every Wednesday a vacancies bulletin is sent out to all staff listing internal vacancies.
No additional resources were required.

Expected outcomes

Have you set specific targets?
Improvement of the staff engagement score in the 2017 staff survey results
Will the outcomes be linked to any wider strategy? Retention Strategy
How are you going to measure impact?
Carry out a topical pulse survey on retention with specific questions on this scheme.

Get In touch
Please give us contact details on how people can get in touch to know more about your project.
Our Recruitment and Retention Manager Muazzam.Khokker@candi.nhs.uk

Did it work?
Did everything go as planned? Yes
Did you come across any barriers? Posts that have high vacancy factor such as nursing will face delays if advertised internally first.
If so how were these overcome? Jobs that fall within the shortage occupation group are advertised externally.
Will success be communicated? It shared quarterly at board meetings; since 1 April 2017 to end of Q3 a total of 154 staff have been promoted internally from bands 4 to 8c.
What are the next steps? Evaluate success measure after reviewing 2017 staff engagement score.

Our Staff First

Camden & Islington NHS FT
**Organisation**

London North West University Healthcare NHS Trust

**Background**

LNWUHT is one of the largest an integrated acute community Trusts in England with a workforce of 9,200 staff. Having merged in 2014 there was the challenge of creating a new and dynamic organisation to deliver excellent care. In the last year, we have invested in developing our HEART values by engaging our staff to create a positive workplace for the benefit of our patients.

**Project**

**STAFF SURVEY 2017**  
-'We Said We did’ Campaign-

**Improving our Staff Survey Response Rate 2017**

The project was lead by the Asst. Director of OD and Learning. We began planning early in July 2017 working closely with our comms team and divisions to ensure that we were able to engage with staff across all our sites. We had a detailed plan of what would happen in each week and the messages going out.

We undertook a review of the previous year to ensure our plans added value and was impactful. We therefore built on learning from the previous year.

Before the survey months, we had two then weekly meetings during the survey so everyone was clear about their roles and responsibilities. During the Survey we actively monitored response rates by Care groups and rolled out weekly comms and updates using punchy infographics.

**Expected outcomes**

We aimed to increase our response rate by by 6% over the previous year.

We wanted staff to speak and experience the survey more positively.

We wanted to demystify the survey and draw a direct link between the staff voice and improvements in their working lives.

**Get In touch**

For further information please contact:

Obibugo Maduako-Ezeanyika  
Assistant Director of OD and Learning  
Obi.maduako-ezeanyika@nhs.net

**Did it work?**

- We exceeded our response rate target and was above average for similar sized organisations.
- We could have provided more timely feedback to Picker as our official response rate would have been significantly higher.
- We have more work to do to engage areas with low response rates, however this has provided further intelligence for targeted OD work with these teams.
- We learnt that strong visibility and local leadership is very important in driving survey responses.
- Incentives are useful.
- Comparing team responses drives healthy competition.
London Social Partnership Forum –

Organisation

Barts Health NHS Trust

Project

Partnership Development

Background

- There was a desire on both sides to further develop Partnership working.
- Recognition that partnership development would benefit an external view and support.

What have we done?

- Secured support from IPA to help scope options for development.
- Secure engagement with all key stakeholder on both management and staff side.
- Held a series of facilitated discussions, both as separate and then as one group.
- Defined a set of key work streams to provide a framework for improved partnership working.

Expected outcomes

- Better appreciation of each ‘sides’ views, concerns and desires.
- Practical ways to develop the partnership.
- Attain a level of shared respect and understanding of roles and contributions.

Initial Benefits

- Reconfirmed formal meetings and committees to ensure a balances and true partnership approach.
- Agreed a set of shared objectives (Inc. support on practical action such as flu vaccinations).

Get In touch

Mireille Brade – Chair of Staff side
Mireille.Brade@bartshealth.nhs.uk

Liam Slattery – Director of People Services
Liam.Slattery@bartshealth.nhs.uk
**London Social Partnership Forum**

**From Well Together to Better Together**

**Organisation**

North East London NHS Foundation Trust

**Background**

We were experiencing high levels of sickness absence in excess of 5% in many areas, low levels of staff engagement and morale and spending on average £40 million on agency workers.

**What you will put in place?**

- Established a steering board with executive leadership
- Established an operational group to oversee weekly actions
- Established six work streams, each led by subject matter experts in:
  - Recruitment
  - Managing Attendance
  - Data Quality
  - Rostering Systems
  - Temporary Staffing
  - Retention and Well-being

Supported by:

- Staff side
- Business intelligence
- Training
- HR
- Finance

**Expected outcomes**

- To demonstrate higher levels of staff engagement
- Reduce sickness absence to 3.7%
- Reduce agency spend to £30 million
- Improve business processes
- Improve management practices

**Did it work?**

- Engaged over 200 colleagues in six work streams
- Achieved cost reductions
- Achieved 1% reduction in sickness
- Streamlined recruitment processes
- Delivered line manager training
- Improved retention

**Get In touch**

For more information contact bob.champion@nelft.nhs.uk
A whole system approach: To raised awareness & built confidence for staff to assert their rights and wellbeing at work

Central and North West London NHS Foundation Trust

Background

Since the outcomes of the staff survey in 2016, a number of concerns were identified by staff need which to be acted upon in a systematic manner for the benefits of the overall workforce well being and to improve patients’ care. The main concerns included, flexible working, Bullying and Abuse(IHB&A), retention of staff, Managers Interest in Health and Wellbeing, Effective appraisals and Work related Stress.

The Trust board was clear at the very onset a steering group should be set up involving the staff, staff side, management, Head of HR, the communication department, a researcher, volunteer staff, and the Head of Resourcing and the Director of Improvement and Workforce. The aim was to develop communication engagement system of with all staff to capture their experiences and views of how to overcome the effects of their concerns and that of their colleagues in a sustainable manner.

What you will put in place?

Our initial response was to provide operational support to affected staff by inviting them to come forward with their concerns to either the HR, their own line managers if, appropriate, their trade unions, our newly appointed ‘Staying at Well at Work Coordinator’ or our employee assisted programme. Secondly, to identify ‘hot spots’ where issues of concerns are more apparent and significant for the Trust to take immediate action and intervene directly. Thirdly, we wanted to arrange a series of events for staff across our more than 100 sites to tell us what needed to change.

Who did what and when?

Each member of the steering group has specific role

The Communication Department publishes what events are taking place and outcomes

Staff members are involved in giving us their concern and their solutions for their personal and trust-wide issues.

The workshop information team and staff side will collate data.

The staff side and HR will analyse those data and emerging themes and then act on them.

The Director of Improvement and Workforce will report progress monthly to the Trust board.

Who led which parts?

The overall year planner for Corporate listening events is co-ordinated by the staff side and HR leads from each of the trust’s three clinical divisions.

6. What resources did you need?

Dedicated time for group members to attend meetings and complete their actions

Suitable venues for our events

Lunch and refreshments for events will costs shared between staff side and the trust

Administrative support and materials and IT equipments

Financial support

Expertise in chairing, presenting and facilitating

Expected outcomes

- To improve staff engagement in a meaningful and active manner in all services across our extensive geography.
- Staff to be more confident in reporting issues which are personal to them and also on issues which they have witnessed.
- To change policies, processes and procedures and to include evidenced-based measures to improve flexibility working, Intimidation, IHB&A, retention of staff, managers Interest in Health and Wellbeing, effective appraisals and Work related Stress.
- To improve our training for staff and managers.
- To demonstrate our all system approach works and that we are committed to working together to make CNWL a better place to work.

Will the outcomes link to a wider strategy?

Yes. The three divisions are adapting to this new ways of working on issues highlighted

How are you going to measure impact?

The impact will be measured using a mixed method of quantitative and qualitative method.

Will success be communicated?

We communicate our successes in many ways via Divisional meetings, Trust Communication bulletins, UNISON Staff side website and Web Access Record Membership Systems (WARMS)

What are the next steps?

To cascade our works to other Trusts and beyond through publications, Awards entries and other forums and events.

Get In touch

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Branch Secretary UNISON/ Staff side Chair CNWL
Tel: 07958367753

Did it work?

We had some challenges including:
- Venues difficult to find and not entirely suitable
- Staff sometimes experienced difficulties in being released for operational reasons
- Data at some local events are not always reported or collated
- Debriefing after events are sometimes missed
- Outcomes from events are not always circulated to individual services and involving their staff and to provide feedback to the steering group.

Did you come across any barriers? If so how were these overcome?
- We highlighted the benefits to patient care and staff wellbeing and productivity in being engaged in developing solutions to managers
- We obtained support from the trust chief executive to help encourage managers to release staff.
- We created a template to streamline the data collection and feedback processes
- We used trade union premises for some events
- We used a variety of mechanisms, including trade union bulletins, to reach as many people as possible

Will success be communicated?

We communicate our successes in many ways via Divisional meetings, Trust Communication bulletins, UNISON Staff side website and Web Access Record Membership Systems (WARMS)

What are the next steps?

To cascade our works to other Trusts and beyond through publications, Awards entries and other forums and events.
**Background**

- Overall level of Staff Engagement below average
- Areas of concern included Bullying & Harassment, Staff Security, Health and Wellbeing and Equality and Diversity

**What you will put in place?**

- 2 year Staff Experience Action Plan focusing on 8 key areas
- Plan was developed through the use of staff focus groups and staffside
- Actions all have clear timeframes and progress to date has included:
  - Introduction of a Health and Wellbeing Group
  - Staff Networks have been introduced
  - Staff Security action group and associated action plan
  - We are looking to introduce a respect at work service this year

**Expected outcomes**

- Improvement in staff engagement scores in the staff survey
- Improvement in Staff FFT scores

**Did it work?**

- Some timeframes have slipped but the plan is mostly on track
- Good attendance at Staff Networks
- Good engagement with the Health and Wellbeing agenda
- Results of 2017 survey will be widely communicated and the actions in the experience plan will be reviewed and amended in light of these
**What you put in place**

- Site based speaking up champions were recruited to provide independent advice.
- Anti bullying week with executive led sessions and staff listening sessions 13th – 17th November 2017.
- No bullying No bystander poster campaign.
- A schedule of events planned for the next 12 months.
- A review of policy and support available to staff and managers.
- Other initiatives including; Behaviour buddies in hotspot areas, anti bullying video being developed, independent B&H investigators for impartiality.

**Expected outcomes**

- Increased awareness for staff to know who they can contact if they feel they are being bullied or observe bullying.
- Faster investigation process due to oversite from the Executives
- An increase in staff feeling confident to report bullying and harassment and an overall reduction in staff reporting bullying or harassment at work.

**Background**

The staff survey results showed above average levels of staff reporting feeling bullied and harassed.

Executive Bullying and Harassment oversite group was established and a Bully and Harassment Sub Group; consists of Staff side, Chairs of the LGBT, BME, Disability and Women’s Forums, Workforce team, E&D Lead and Communications team.

**Did it work?**

The bullying and harassment sub group was set up in July 2017.

Engagement from group members has been high.

An anti bullying poster has been developed and chosen by staff attending staff health and wellbeing events.

We will continue to review to measure success.

**Get In touch**

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