

Betsi Cadwaladr University Health Board
STAFF ENGAGEMENT STRATEGY

DRAFT

JULY 2016

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1. Introduction and Context

Betsi Cadwaladr University Health Board (BCUHB) is the largest health organisation in Wales, providing a full range of primary, community, mental health and acute hospital services for a population of around 676,000 people across the six counties of North Wales (Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham) as well as some parts of mid Wales, Cheshire and Shropshire.

The organisation has grown organically as a result of several mergers with Trusts and local health boards and currently employs approximately 16,000 staff, within an associated budget of £1.2bn. There are three district general hospitals (Ysbyty Gwynedd in Bangor, Ysbyty Glan Clwyd in Bodelwyddan and Wrexham Maelor Hospital) in addition to 18 other acute and community hospitals and a network of over 90 health centres, clinics, community health team bases and mental health units. The Health Board also coordinates the work of 115 GP practices and NHS services provided by North Wales dentists, opticians and pharmacies.

In June 2015, the Welsh Government placed the Health Board in special measures. One of the concerns identified as part of this decision was a failure to engage effectively with staff and the public and as part of our improvement work the following key objectives have been agreed with the Welsh Government:

- **Produce a strategy for engaging with and listening to patients, staff and the public and describing how this links to the development of the overarching Board vision and strategy;**
- **Establish improved relationships with stakeholders.**

This strategy sets out to outline how we will engage fully with our greatest asset our staff, who not only work for us but are also key stakeholders as potential users of our services. We have a workforce of over 16,000 staff and all of our staff are integral to the improvement and development of our services.

We acknowledge that we need to reengage more effectively with staff to build more trusting relationships and a sense of pride in the services we deliver as well as pride in working for Betsi Cadwaladr University Health Board.

Our staff work closely with patients every day; they know the key issues we need to improve and often know the best ways to address these problems. We want to

enable effective engagement rather than “doing engagement” to ensure our staff feel valued, and fully engaged with their local services and the wider Betsi Cadwaladr University Health Board; enabling them to act as advocates for our services within the local communities they serve and live within.

This document is a partner document to our Public/ stakeholder engagement strategy and we are building on the beliefs set out in this document:

“ Being listened to and having your views recognised and valued – even if they do not always lead to the precise outcome you would wish are crucial stepping stones to building trust ... Mechanisms need to be in place where it is normal procedure to seek out opinions and experience since the best ideas come from involved people.”

2. Purpose of this document

This strategy sets out how we intend to develop and deliver our engagement agenda through working with our staff to help us deliver the best services we can. We have built on learning that staff have already told us from a number of listening events. These included drop in sessions, leadership walkarounds, World Cafes, and Big Conversation events, supplemented by staff surveys on engagement. From these events, we have identified key engagement priorities and most importantly how we plan to improve staff engagement, using opportunities to ensure we win the hearts and minds of staff to develop a feeling of real ownership and influence.

This strategy also summarises why staff engagement is important and how we propose to improve and enhance staff engagement across the organisation. It sets out the actions we plan to take forward to implement this strategy and how we will measure engagement on an ongoing basis, building on every contact and conversation with staff.

3. Why is staff engagement so important?

Ultimately staff who are fully engaged will have higher job satisfaction and be positive about where they work and what they do. They will become more committed to their workplace and employer and act as ambassadors and advocates for their organisation. We want our staff to have the best workplace experience possible to allow them to influence and shape services and deliver high quality, effective health care interventions to our local communities.

Engagement is defined in a number of ways with over 50 definitions of engagement quoted in literature. For BCUHB, having a shared understanding of workforce engagement is important to develop and deliver this strategy. Workforce engagement for us is about:

- Achieving alignment between the employee's individual aspirations and aims and the organisation's goals, and
- Seeing a clear link between the individual's job and organisational performance.

We strongly believe that if our staff are properly given the opportunity to contribute their ideas, energy and enthusiasm they will support our vision to improve the health of our population. Moreover, evidence from literature suggests a close association between high levels of workforce engagement and:

- Improved Staff satisfaction
- Improved Staff wellbeing
- Improved Service outcomes including quality and productivity
- Improved Financial and performance efficiency, and
- Staff acting as advocates for the organisation.

In particular, healthcare providers with high levels of staff engagement have been shown to have lower levels of patient mortality, make better use of resources and deliver stronger financial performance.

4. Our principles for staff engagement

We have built our strategy on the **Four Enablers of Engagement** set out in the Engaging for Success report (The MacLeod Report, 2009), which include:

- **Strategic narrative**— Having a strong narrative and visible leadership that provides a clear, shared vision and purpose for the organisation.
- **Engaging managers**- Facilitating rather than controlling approach, treating staff as individuals, and with fairness and respect.
- **Employee Voice**— Making employees feel listened to, with their views being sought and considered.
- **Integrity**— Demonstrating consistent values and behaviour throughout the organisation, and closing the gap between the two.



We have also reviewed further best practice in staff engagement and, in particular, drawn on the more recent King's Fund report on Staff Engagement, (Staff Engagement Six building blocks for harnessing the creativity and enthusiasm of NHS Staff 2015) which built on MacLeod's Four Enablers and expanded these into **Six Key Building Blocks**. In summary, the areas cover:

- Development of a compelling and shared strategic direction
- Building collective and distributed leadership
- Adopting supportive and inclusive leadership styles
- Giving staff the tools to lead service transformation
- Establishing a culture based on integrity and Trust
- Placing staff engagement firmly on the Board agenda.



Drawing on and implementing the six building blocks will support the development of a compassionate culture, empowering and supporting staff to develop their enthusiasm and creativity to improve local services and improve both the employee and user experience.

A number of additional principles which underpin all BCUHB engagement activities and have been developed from our learnings from previous engagement exercises have also been used to inform this strategy.

- 1) Sustainable – moving to an ongoing approach to engagement
- 2) Practical – working flexibly and effectively with staff

- 3) Honest – so people can give their feedback about their experiences and share ideas
- 4) Responsive – so people will know they have been listened to and taken seriously
- 5) Creative – so people can help design improvements to services

5. Building on previous workforce engagement

In recognition that we are not starting anew, we intend to incorporate a number of engagement activities that have been utilised over the past few years. These are summarised below:

Listening Exercises/surveys	<p>We have a number of mechanisms to enable us to listen to staff. These include open sessions led by the Chief Executive, drop in sessions, leadership walkarounds, World Cafes, and Big Conversation events, with 85 events being held in total since Summer 2015.</p> <p>We have also used pulse surveys, engagement index surveys and specific questionnaires around culture with staff and have received in 6326 responses, the feedback from which will be used for further engagement.</p> <p>We welcome the involvement of staff side partners in these arrangements and a recent staff survey undertaken by North Wales health branch of UNISON received over 1000 responses.</p>
Discover, Debate, Deliver	<p>The 3D model of Discover, Debate, Deliver has been developed to support managers to use a structured framework for staff engagement. It can be used to actively engage and listen to staff views around service change, improving service performance and generating new ideas to progress a service/department.</p>
Balch o/Proud of Campaign	<p>The 'Proud of' campaign supports the need to drive a change in cultural attitudes and behaviours of leaders, teams and individuals right across the organisation. It is centred on improving staff engagement initially within Secondary Care with organisation wide roll out to follow, which will lead to improved performance, improved quality outcomes and increased innovation. The campaign includes a number of engagement activities:</p> <ul style="list-style-type: none"> • Ward Accreditation & Assessment Framework • Proud of working groups • Photo boards • Listening Leads • Staff recognitionawards

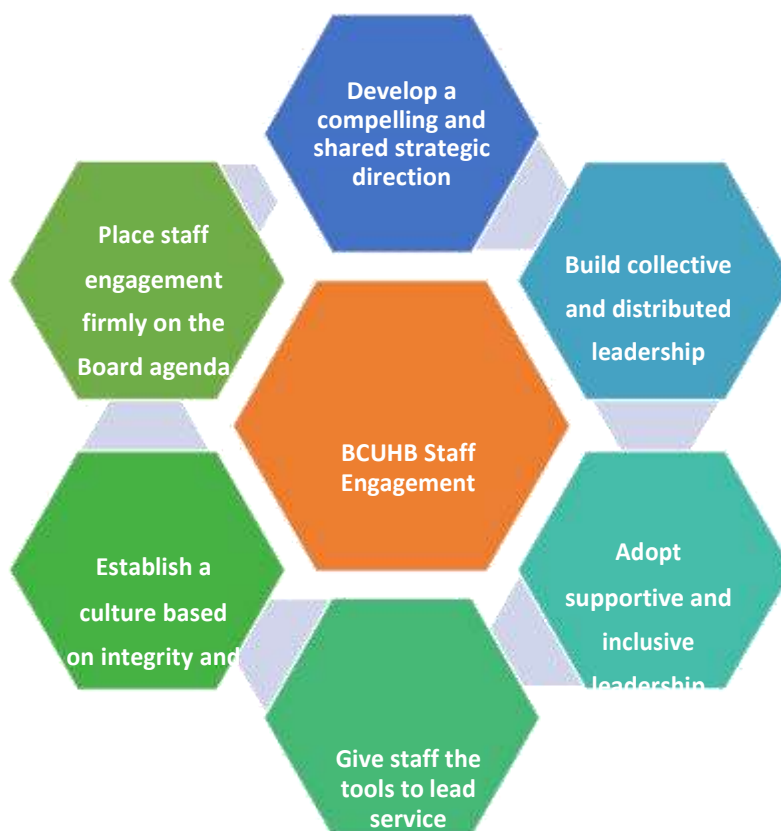
Generation 2015 Ward Managers Programme	The programme has been developed to support Ward Managers in their day to day roles as managers and leaders. Four cohorts have been established with 61 Ward Managers attending the programme. Each Ward Manager will go through the Ward Assessment & Accreditation Framework to drive improvements in standards of care and leadership. Two more cohorts are planned for 2016/17 extending the programme to another 36 Ward Managers.
Celebrating staff contribution	Building on the existing Staff Achievement awards, Celebration of Nursing and Midwifery awards and Long Service awards, we have introduced two social media sites dedicated to recognising and promoting the achievements of our staff – the Facebook ‘Betsi Staff at their Best’ page and a Twitter account @Betsistaff.
Team based working and team coaching	We have sought to increase the effectiveness of team working through the adoption of Aston team coaching and team development. So far 31 team coaches have been trained in this proven methodology, and we are working with 85 teams currently, with a further 23 signed up to commence in 2016/17. Our target is for 500 teams to have completed the journey by 2018/19.
Safety culture	Interventions include the development of Ward Information Boards showing staffing levels visible publicly, launch of the Safe haven referral process to support the Raising Concerns Policy and strengthening feedback mechanisms to staff when they report incidents.

In addition, a number of other interventions are planned for 2016/17, including a Senior Clinical Leadership Development Programme and Step into Management Mandatory Training programme for Managers.

6. How we will engage with our staff

We recognise the importance of engagement with staff, not only as employees but as members of our local communities and potential service users. Engagement is not just about communicating with our staff; we will refresh the way we engage with our staff through a clear process for meaningful engagement, and will work to make it a two-way process. We want all our staff to be supportive of the Health Board and act as ambassadors within their local services and communities helping build a wider understanding of our vision, values and services.

As mentioned previously, the King's Fund six key building blocks of engagement (building on the four enablers within MacLeod) will form the framework for our engagement activities.



Our proposed activities are outlined below:

a) **Develop a compelling and shared strategic direction**

Shaping a clear strategic direction to design services to meet the future needs of our population is a critical factor for the Health Board. This direction will build on the organisational purpose which is **to improve the health of the population we serve and deliver excellent care**, and also the vision, strategic goals and values of the Health Board.

The values we developed with staff and stakeholder input in 2011, and have refreshed recently, will be widely promoted to staff and reflected in all our leadership and training programmes going forward. The Board and its local leadership teams will work to demonstrate the values of the organisation through a number of ways including leadership walkarounds, staff focus groups, events and staff bulletins.

We also respect local cultures across the Health Board and do not want to take these away. The organisational structure is designed to build and value local cultures and approaches, yet at the same time it is essential our staff to feel engaged with the bigger BCUHB brand through shared values, behaviours and initiatives. In a survey conducted during development of this strategy, the majority of staff who responded said they are aware of the values of the organisation which provides an opportunity to promote these at an individual level through the PADR process and to empower staff to challenge behaviour that is not in line with organisational values.

b) Build collective and distributed leadership

Leadership is the most important element in driving cultural change and achieving workforce engagement. Staff engagement starts with the Board, they have a collective responsibility to lead and drive this strategic approach to staff engagement and in recognition of this they have agreed clear actions and the development of this strategy to focus and drive this work.

We have recently established a Tripartite Task Group to take forward the development of a strategy and tools for staff engagement and to respond to the UNISON listening report and other feedback gained through a variety of surveys.

We will develop a culture of 'every contact counts' where every conversation between our leaders (at all levels in the organisation) and our staff deliver effective engagement and the intelligence gained from those conversations will be fed back and acted upon.

Local leadership teams within all of our services provide us with the opportunity to strengthen our staff engagement by facilitating the two-way dialogue and conversations with staff at all levels and locations of the organisation.

c) Adopt supportive and inclusive leadership styles

The responsibility for engagement will lie with each and every line manager within the organisation - not just with the Board. Engagement is also about having the 'conversations' and engaging with people as part of the day job all day every day. We will give middle managers the confidence, capability and capacity to have those conversations. We want staff to have clarity about their individual role, understand what is expected of them, have a level of autonomy and feel safe to raise any

concerns with their line managers. To support achievement of this a Staff Information Pack is in development which will include key information in areas such as BCUHB's purpose and strategic goals, key elements of the operational plan, the 15 Quality and Safety priorities, along with relevant information relating to each local hospital.

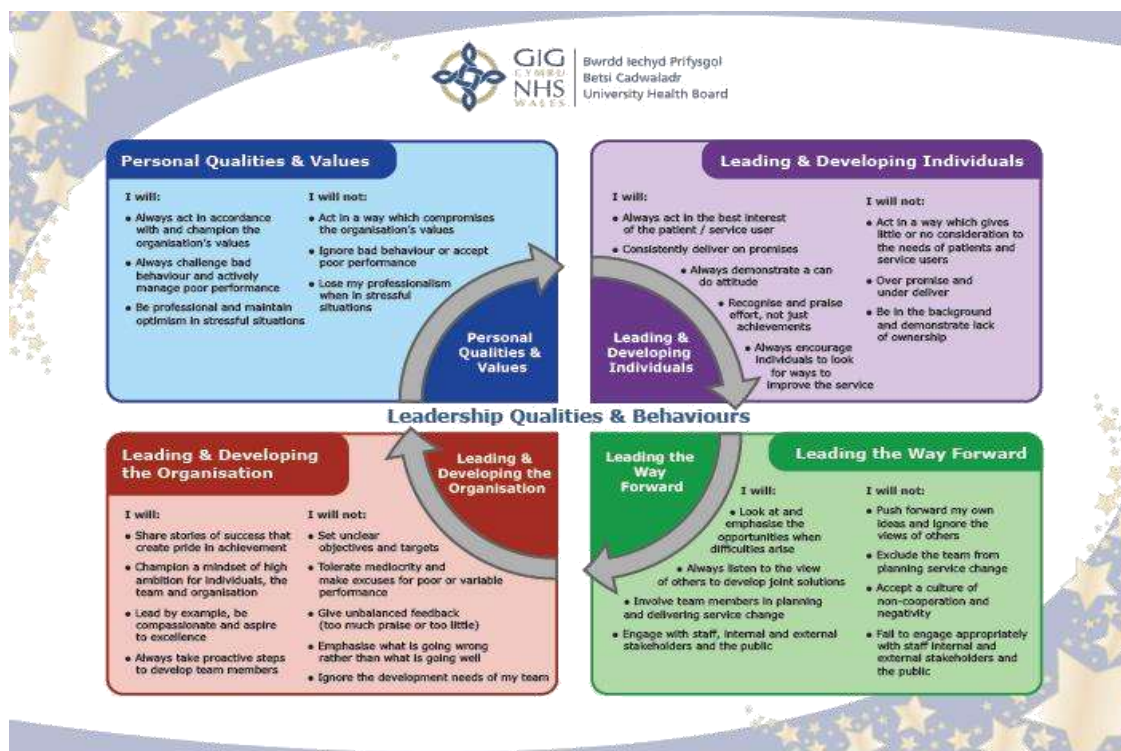
d) Give staff the tools to lead service transformation

We will ensure we have mechanisms in place for staff to share their emerging local best practice and learning, to put into action good ideas, reduce duplication of work and make a real contribution to the ways in which services are delivered.

We will support personal development and learning for staff, providing opportunities for teams to grow and learn to achieve high quality care and good patient outcomes throughour existingPADR, service improvement, leadership and training programmes, extending them to a broad range of teams and individuals.

e) Establish a culture based on integrity and Trust

Whenever we engage with staff on specific issues, we will provide feedback on the actions being taken to address any issues raised using the communication methods highlighted as preferred options by staff. We have developed a Leadership Qualities and Behaviours framework which will be integrated into each Manager and Leader's PADR to promote demonstration of appropriate behaviours that support the delivery of our values in a more structured way. Management and leadership job descriptions and person specifications will also contain them as a core requirement.



f) Place staff engagement firmly on the Board agenda

Involvement and support from the Board and leadership at all levels are essential for a successful staff engagement approach. The Board will regularly review key indicators developed from the implementation plan detailed below and staff feedback and stories presented to the Board will provide an informal feedback mechanism to the Board to raise any issues around staff engagement. The necessary performance measures resulting from this strategy will be formalised and achievement reported on bi monthly to the Board enabling progression to be visible and early identification of any additional support or action needed to ensure success. NHS staff surveys will enable us to benchmark our performance against other organisations.

7. Communications

We have a large workforce with a number of clinical and non-clinical teams spread across a wide diverse geography and numerous sites, which brings its own challenges and opportunities. Added to this is the complexity of the range of different services that we deliver, from acute hospitals to community services and mental health services. However, getting our engagement right is vital and we have developed our workforce engagement strategy to have an impact across the whole workforce. Staff communication is a key enabler to improving engagement. Staff have

told us that there is over-reliance placed on electronic communication with a number of channels including emails, blogs and other social media forums being used, we recognise that some staff prefer face to face communications. A recent staff survey highlighted that staff have different preferences for different modes of communication when it comes to listening (face to face) and providing feedback (online). We will review all existing communication channels currently in use to streamline and improve two-way communication with staff at all levels ensuring we use the modes of communication our staff have told us are the most effective for them.

8. Outcomes

Successful delivery of this strategy will mean our staff are more effectively engaged and enthusiastic about their work, with a degree of empowerment and control over their work and environment, as well as have the opportunity to stretch themselves and to develop.

We recognise that this will not happen overnight, but we are committed to achieving a number of outcomes, or shifts within workforce engagement, which were agreed at a recent Board Development Session in May 2016. These include:

- 1) Creating a compelling vision and direction
- 2) Achieving excellent change management
- 3) Achieving excellent team working
- 4) Full staff involvement and contribution to improvement
- 5) Connecting senior managers and leaders to front line staff
- 6) Devolving decision-making
- 7) Effective feedback to staff

9. How will we get there (Our draft Implementation Plan)

We are committed to implementing this strategy and have developed an action plan which outlines how the approach detailed in this document will be translated into actions. These actions will be further supported by detailed local leadership team plans and, if required, supporting business cases, to deliver the ambitions set out within this document. Rapid delivery of this plan will be needed to build upon the listening exercise recently completed, and achieve the requirements of the special measures actions. This will require investment in both staff capacity and capability

and infrastructure. Identification of resources by the board will be required to ensure a rapid and successful implementation, and business cases may need to be developed to secure investment for priority activities.

No	Engagement Building Block	Recommendation(s)	Impact (H,M,L)	Benefit(s)	Resources/ Investment
1.	Develop a Compelling and shared Strategic Direction	1.1 Roll out the “Proud of” campaign throughout the organisation	High	Organisation buy into cultural change required to deliver meaningful staff engagement	Funding for recognition awards and photo boards throughout all areas of the organisation. Accelerate delivery of capacity in workload for delivery of working groups and training of listening leads
		1.2 Roll out the Generation 2015 Ward Manager Leadership programme to all wards	High	Improved leadership skills at ward manager level throughout the organisation. Ward accreditation scheme rolled out to all areas and departments	Bring forward business cases for the acceleration of current programme to roll out to all clinical areas by December 2017 to maximise impact
		1.3 Adopt a listening methodology such as 3D or Listening into Action across all engagement sessions	High	A structured framework for staff engagement to actively engage and listen to staff views	Decide which model fits the organisation best along with training for all leaders within BCUHB for delivery by January 2017. Bring forward a business case to adequately resource
		1.4 Review	High	Effective	Improved IT

		internal communications, exploring all available communication methods and enabling technology to ensure staff are kept informed of BCUHB's strategic direction and priorities		communications with staff using preferred methods of communications to maximise engagement and impact	infrastructure and communication channels in areas where staff do not have adequate access
		1.5 Align all leadership and training programmes with BCUHB values and purpose	Medium	All learning and development activity will promote and reinforce the values and purpose	OD team to revise all training activities by January 2017
		1.6 Implement Values Based Recruitment (VBR) for all new posts	Medium	All new staff will be conversant with and signed up to BCUHB values and purpose	Development of a VBR system for all recruitment activity for implementation in 2017
2.	Build Collective and Distributed Leadership	2.1 Review and simplify online PADR process to improve uptake	High	Increase PADR completion rates to 90% plus by April 2017	Ensure all local leadership teams have the capacity to effectively drive implementation and completion of effective PADR for all staff
		2.2 Align BCUHB vision, leadership qualities and behaviours to individual objectives through the	High	All PADR's will focus on – 'I Will and How I will...' and staff will be aware of their personal contribution	Deliver training for all local leaders to develop the skills to manage effective PADR's. Develop a staff handbook and resources so everyone

		PADR process		and have a personal forum to be heard	understands the process, it's value and how to meaningfully prepare and engage
		2.3 Re-launch team briefs with a structured format and training for team leads/ senior managers	High	All staff hear the brief in large forums and are able to engage during briefs to fully understand the message, raise issues and feel engaged in the process	Develop a proposal to provide protected time for staff to attend team briefs and other engagement events from November 2016
3.	Adopt supportive and inclusive leadership styles	3.1 Ensure leaders at all levels within the organisation have the skills, confidence and capacity to commence and continue the conversations required for effective staff engagement	High	All local leaders have the competence and confidence to engage in meaningful conversations with staff and feed information throughout the organisation to develop cultural and practice change. All senior leaders and managers PADR's reflect leadership qualities and behaviours	Review the current leadership development offer within the Health Board and ensure appropriate leadership training is available for leaders at all levels to ensure they have the capability to: <ul style="list-style-type: none"> manage difficult conversations address conflict understand the principles of empowerment, staff engagement and every contact counts empower and support staff to be heard and

				framework and local leaders have the knowledge and skills to challenge inappropriate behaviours.	listened to use the leadership qualities and behaviours framework Develop a tool kit to support implementation of their learning
		3.2 Complete cultural assessment, to develop and understand local cultures and how they align with BUCHB values and behaviours	High	A baseline of local cultures is developed and action plans implemented to deliver improvement activity and progress tracked at regular intervals	Bring forward business cases to secure resources to conduct cultural assessments throughout the organisation and track maturity development over time
		3.3 Align leadership qualities and behaviours to recruitment process	Medium	All newly appointed leaders will be conversant with and signed up to BCUHB values and purpose	Development of a VBR system for all recruitment activity by December 2016 and implement this by March 2017
4.	Give staff the tools to lead service transformation	4.1 Provide structures and processes for staff to act on ideas and concerns	Medium	Staff will become empowered, engaged and identify and solve key issues	Review the current service improvement development offer and ensure opportunity for staff at all levels to learn and implement improvement methodology and change management skills. Ensure this is linked to the

					leadership suite of training identified in 3.1 Ensure staff have the capacity to deliver the service improvement programme
		4,2 Roll out the public engagement tool kit to support delivery of the staff engagement strategy	Medium	Staff will have an understanding of engagement tools and techniques and the two engagement strategies will begin to link	Print costs for paper resources where electronic versions are not practical
5. Establish a culture built on integrity and Trust		5.1 Develop and embed two-way internal communications structures including 'you said – we did' for staff	High	All staff will understand they have a voice and can freely question or offer opinion and they will receive feedback on their views and ideas	Leadership development identified in 3.1
		5.2 Embed 'every contact counts' – using local conversations to assess and improve conversations	High	All staff will understand the action required of themselves and their manager after 'local conversations'	Leadership development identified in 3.1
		5.3 Ensure staff receive clear	High	All consultation	Leadership development

		feedback after every consultation and engagement event and outputs from each engagement conversation		activity will result in clear feedback to staff – using their preferred methods to ensure they know their voice has been heard.	identified in 3.1
6.	Place staff engagement firmly on the Board Agenda	6.1 Develop a framework for regular measurement of staff engagement strategy and the associated outcome measures at Board meetings	High	A robust framework for measurement of local engagement and progress for implementation of this strategy	Development of reporting matrices and monitoring and reporting systems
		6.2 Develop processes to identify and support specific locations/teams where low engagement or poor leadership is identified	High	Areas where additional support and focus are identified and remedial action can be implemented swiftly	Ring fenced additional resource available to be deployed in specific locations to address identified need
		6.3 Include staff stories and presentations at Board meetings	Medium	Staff are enabled to 'tell their story'	None

Timeline of activity

August - September 2016



Adopt the relevant listening methodology across all engagement sessions

Review internal communications, exploring all available communication methods and enabling technology to ensure staff are kept informed of BCUHB's strategic direction and priorities

Align all leadership and training programmes with BCUHB values and purpose

Review and simplify online PADR process to improve uptake

Align BCUHB vision, leadership qualities and behaviours to individual objectives through the PADR process

Re-launch team briefs with a structured format and training for team leads/ senior managers

Develop a framework for regular measurement of staff engagement strategy and the associated outcome measures at Board meetings

Develop processes to identify and support specific locations/teams where low engagement or poor leadership is identified

October - December 2016



Roll out the "Proud of" campaign throughout the organisation

Roll out the Generation 2015 Ward Managers Leadership Development programme to all ward areas

Ensure leaders at all levels within the organisation have the skills, confidence and capacity to commence and continue the conversations required for effective staff engagement

Roll out the public engagement tool kit to support delivery of the staff engagement strategy

Develop and embed two- way internal communications structures including 'you said – we did' for staff

Embed 'every contact counts' – using local conversations to assess and improve conversations

Ensure staff receive clear feedback after every consultation and engagement event and outputs from each engagement conversation

January - March 2017



Complete cultural assessment, to develop and understand local cultures and how they align with BCUHB values and behaviours

Provide structures and processes for staff to act on ideas and concerns

Include staff stories and presentations at Board meetings

April 2017 onwards



Implement Values Based Recruitment (VBR) for all new posts

Align leadership qualities and behaviours to recruitment process

Review progress and continue to embed all activities

10. Linking it all together

Our staff engagement strategy is inherently linked to a number of other strategies and actions already in place across the organisation, including our community

engagement strategy and the leadership development programme. Like the community engagement strategy, this cannot be a standalone strategy and will become embedded within our overall strategic approach as outlined within our 2016-2017 Operational Plan and other organisational strategies such as our workforce plans, mental health and primary care strategies. We will ensure that all staff are able to engage on an equal basis and this strategy will be closely linked to the BCUHB Strategic Equality Plan for the next five years.

11. Measuring success

We will develop a framework for regular measurement of staff engagement and it will be included within the Board's performance reporting cycle. In addition to the outcomes identified above a number of qualitative and quantitative methods will be used to support ongoing measurement of staff engagement. Data and information generated from these measurement tools will be used as a diagnostic tool to track our success, and to inform actions.

- **NHS staff surveys** – with questions covering involvement, advocacy and motivation making up the overall staff engagement score. A number of other indicators can be taken into account e.g. access to training and development and comparisons with the previous survey undertaken in 2013 will be made to highlight areas of improved and worsening performance.
- **UNISON Listening Exercise** – which includes surveys and listening meetings, which has been repeated in 2016 to monitor progress.
- **Pulse surveys** – using these surveys more regularly throughout the year and linking them to the delivery of the staff engagement strategy. These can be done either within teams or sites or across the whole organisation.
- **Formal and informal feedback** – gained through ongoing conversations including team briefs, engagement events, leadership walkarounds and through social media. Questions and comments raised through these conversations will enable us to get a temperature check of how engaged and empowered our staff are feeling.
- **Partnership forums and networks** – feedback from tripartite group meetings and other professional forums will provide us with valuable insight on how

staff are feeling within the organisation and focus on any concerns raised through these channels.

