The Newcastle upon Tyne Hospitals NHS Foundation Trust

Employment Policies and Procedures

Staff Engagement Policy

<table>
<thead>
<tr>
<th>Version No.:</th>
<th>2.0</th>
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<tbody>
<tr>
<td>Effective From:</td>
<td>9 October 2015</td>
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<tr>
<td>Expiry Date:</td>
<td>9 October 2018</td>
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<tr>
<td>Date Ratified:</td>
<td>30 September 2015</td>
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<tr>
<td>Ratified By:</td>
<td>Employment Policies &amp; Procedures Consultative Group</td>
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1 Introduction

1.1 The purpose of this policy is to detail the Trust’s commitment to effective staff engagement and recognise the benefits this can bring in securing commitment and delivery of Trust aims and objectives.

1.2 Competing priorities, finite resources, cost pressures and service demands necessitate continuous change and improvement. Effective staff engagement can have a positive effect in facilitating ways of meeting these challenges. Engagement is about building trust, involvement and a sense of common purpose and identity where staff are actively encouraged to maximise opportunities to influence and contribute to the Trust’s success.

2 Scope

The policy applies to all staff within the Trust.

3 Aims

The development of this policy is part of the Trust’s overall commitment to build on current practice and to help foster increased levels of staff engagement. The policy is an integral part of the overall workforce policy of the Trust, building on partnership working arrangements and will run alongside existing recognition and consultation procedures.

4 Duties (Roles and responsibilities)

4.1 The Executive Team is accountable to the Trust Board for ensuring Trust-wide compliance with policy.

4.2 Directorate managers and heads of service are responsible to the Executive Team for ensuring policy implementation.

4.3 Managers are responsible for ensuring policy implementation and compliance in their area(s).
4.4 All staff have an ability and responsibility to help contribute to the success of the Trust. The expectation is that staff will take up opportunities to contribute through engagement.

5 Definitions

Staff engagement describes the involvement of people at all levels in positive two-way communication and action to ensure the aims and objectives of the Trust are met. It is a combination of attitudes, thoughts and behaviours that relate to satisfaction, advocacy, commitment, pride, loyalty and responsibility. Staff engagement relates to the extent to which employees are fully engaged with the Trust and their work.

6 Achievement of the organisational goals

6.1 Securing high levels of engagement amongst staff will help the Trust achieve its overall organisational and strategic goals.

6.2 The Trust’s strategic goals include:

- To put patients and carers at the centre of all we do and to provide care of the highest standard in terms of both safety and quality
- To continue to work in partnership with Newcastle City Council and other agencies to drive both the delivery of integrated care and the promotion of healthy lifestyles for the people of Newcastle
- In partnership with Newcastle University, and relevant others, to be nationally and internationally respected as a leader of high quality research and development, which underpins the quality services that we deliver
- To maintain financial viability / stability and achieve required CIP targets whilst also striving for growth, in target specialties to enable the continuing development and success of the organisation
- To continue to be recognised as a first class teaching hospital, counted amongst the top 10 in the country, which promotes a culture of excellence, in all that we do

6.3 High levels of engagement will also help achieve many of the Trust’s human resource goals including:

- increase diversity and 'voice' of the workforce to promote a culture of inclusion and participation
- consistent achievement of quality core HR standards
- managing change, improving productivity and quality of patient experience through compassionate care

6.4 More generally the Trust will seek to:

- increase the levels of staff engagement overall within the Trust
- continue to promote and support staff networks
- empower staff to put forward ways to deliver better and safer services for patients and their families
- continue to increase the level of staff involvement as measured in the staff survey to meet the pledge in the NHS Constitution
- maintain the willingness of staff to act as advocates and recommend the services provided by the Trust to their family and friends.

7 Commitment to Staff Engagement

To demonstrate the Trust’s commitment to staff engagement the following actions will be taken:

- the Board and senior leaders (for example but not exhaustive – associate medical directors, professional leads, clinical directors, directorate managers, heads of department, matrons) will seek to ensure staff engagement is considered as a key indicator and on agendas as appropriate.
- staff with line management responsibility will be encouraged and supported to manage their teams in an engaging way through appropriate training and providing them with information and resources to meet their objectives.
- recognised staff representatives will act in accordance with the Trust’s Recognition and Partnership Agreement.
- action on staff engagement will be driven by data from sources including the NHS staff survey, and the response to the issues raised in the survey shall be shared on a timely basis. Account will also be taken of the finding of Staff Friends and Family Test, Public Sector Equality Duty, Equality Delivery System grading and the Workforce Race Equality Standard and other ad hoc surveys.
- arrangements for communication with staff will be reviewed to create more opportunities for interaction with staff, providing a commitment to respond to feedback this includes engagement with the staff networks (LGBT, BAME and Disability)
- the Trust will continue to develop mechanisms to enable staff involvement and input into decision making on key issues affecting them
- the Trust will adopt good practice recommendations in ways which support staff engagement
- the application of Trust values, core professional leadership behaviours and ways of working based on staff engagement principles
- the Trust will organise staff engagement event/s on a regular basis
- review through a number of methods the effectiveness of staff engagement.

8 Benefits of Employee Engagement

8.1 The Trust recognises that staff engagement is part of the Trust’s overall approach and in particular how staff are involved, communicated with and treated within their working area.
8.2 Staff engagement benefits the Trust by creating an informed, involved and productive workplace that helps the achievement of the Trust’s strategic goals. Engaged employees:

- have a desire and commitment to give their best
- generate greater productivity and higher levels of innovation
- will act as advocates for the Trust
- have lower rates of sickness or absenteeism
- are less likely to leave
- behave in ways that support Trust values
- have a positive impact on patients
- have a stronger sense of personal well-being, feel more involved, committed and productive at work.

9 The role of Senior Leaders and Managers in staff engagement

9.1 High quality leadership and management at all levels are vital to successful staff engagement.

9.2 The role of senior leaders and line managers is especially important given the clear association between engagement, job satisfaction, advocacy and performance. They play a crucial part in ensuring that staff understand how their role contributes to the overall objectives of the organisation.

9.3 Senior leaders and line Managers in each area should continue to develop engagement strategies by enabling staff the opportunity to feed their views upwards and ensure staff are kept informed through regular communications and feedback. This also includes supporting individual team members in the appraisal process. Such engaging behaviour can increase engagement amongst staff. Those with leadership responsibility should aim to;

- create an environment of effective two way communication
- aim to demonstrate alignment to core professional leadership behaviours
- create an environment where staff are able to make suggestions for improvement and can implement their ideas
- provide guidance and support to enable employees to deliver to their full potential
- acknowledge value and recognise the contribution of all staff and provide praise where appropriate
- enable good interpersonal skills and actively managing tensions between team members
- maintain a positive attitude
- seek to motivate their team in challenging times
- acknowledge that different groups of staff will be influenced by different combinations of factors
The Trust is committed to continuing its engagement with staff and will seek to improve on the ranking scores as measured in the staff survey to meet the pledge in the NHS Constitution.

10 Training

Training will be provided by the Human Resources Department to managers following implementation of the procedure.

11 Equality and Diversity

The Trust is committed to ensuring that, as far as is reasonably practicable, the way services are provided and the way staff are treated reflects their individual needs and does not unlawfully discriminate against individuals or groups. This policy has been properly assessed.

12 Monitoring Compliance with the Policy

<table>
<thead>
<tr>
<th>Standard / Process / Issue</th>
<th>Monitoring and Audit</th>
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<tr>
<td>to improve staff satisfaction as measured by the staff survey</td>
<td>Method: Analysis of staff survey results</td>
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<tr>
<td></td>
<td>By: Director of HR</td>
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<td></td>
<td>Committee: Heads of HR Meeting</td>
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<td></td>
<td>Frequency: Annually</td>
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13 Consultation and Review of this Policy

This policy has been reviewed in consultation with the Employment Policies and Procedures Consultative Group

14 Implementation of the Policy (including raising awareness)

A summary of the policy will be notified to managers following implementation. Further advice and guidance will be available from the Human Resources Department.

15 References

1. NHS Constitution

16 Additional Documents

- Partnership Agreement
- Recognition Agreement for Trade Unions/ Professional Staff Organisations
The Newcastle upon Tyne Hospitals NHS Foundation Trust

**Equality Analysis Form A**

This form must be completed and attached to any procedural document when submitted to the appropriate committee for consideration and approval.

**PART 1**

1. **Assessment Date:** [23 July 2015]

2. **Name of policy / strategy / service:**
   - Staff Engagement Policy

3. **Name and designation of Author:**
   - Mrs Karen Pearce

4. **Names & designations of those involved in the impact analysis screening process:**
   - Miss Michelle Musgrave

5. **Is this a:**
   - Policy [x]  Strategy [ ]  Service [ ]
   - Is this: New [ ]  Revised [x]  Wider Community [ ]
   - Who is affected:
     - Employees [x]  Service Users [ ]  Wider Community [ ]

6. **What are the main aims, objectives of the policy, strategy, or service and the intended outcomes?** *(These can be cut and pasted from your policy)*
   
   The development of this policy is part of the Trust’s overall commitment to build on current practice and to help foster increased levels of staff engagement. The policy is an integral part of the overall workforce policy of the Trust, building on partnership working arrangements and will run alongside existing recognition and consultation procedures.

7. **Does this policy, strategy, or service have any equality implications?** Yes [ ]  No [x]

   If No, state reasons and the information used to make this decision, please refer to paragraph 2.3 of the Equality Analysis Guidance before providing reasons:
### 8. Summary of evidence related to protected characteristics

<table>
<thead>
<tr>
<th>Protected Characteristic</th>
<th>Evidence, i.e. What evidence do you have that the Trust is meeting the needs of people in various protected Groups</th>
<th>Does evidence/engagement highlight areas of direct or indirect discrimination? If yes describe steps to be taken to address (by whom, completion date and review date)</th>
<th>Does the evidence highlight any areas to advance opportunities or foster good relations. If yes what steps will be taken? (by whom, completion date and review date)</th>
</tr>
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<tbody>
<tr>
<td><strong>Race / Ethnic origin (including gypsies and travellers)</strong></td>
<td>The Trust is committed to ensuring that, as far as is reasonably practicable, the way services are provided and the way staff are treated reflects their individual needs and does not unlawfully discriminate against individuals or groups. To ensure the Trust is meeting the needs of staff there is an annual analysis of; - Data in relation to the PSED - Workforce Race Equality Standard (WRES) - Equality Delivery System - Staff survey (by protected characteristic) Any areas of potential concern are raised with the staff networks and others as appropriate The Trust continues to use the anonymous dialogue system ‘Speak in Confidence’. This enables staff to engage in conversation (dialogue) with senior managers in the Trust, safe in the knowledge that they cannot be identified The Friends and Family Test FFT (staff) has been introduced by NHS England and the Trust is required to publish its results throughout the year. The FFT is designed to be a simple survey tool for local service and quality improvement and enables staff to anonymously give their feedback on NHS services. The FFT is intended to complement the NHS Staff Survey and give a more frequent view of the staff experience. All staff are encouraged to complete the survey</td>
<td></td>
<td>Trust has established and actively promotes a BAME staff network Staff side representatives are members of the staff networks</td>
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The Trust is currently piloting Schwartz Rounds. Schwartz Rounds are one hour forums through which staff can meet and discuss the emotional and / or psychological aspects of working in healthcare.

<table>
<thead>
<tr>
<th>Category</th>
<th>As above – with exception of WRES</th>
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<tbody>
<tr>
<td>Sex (male/ female)</td>
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<tr>
<td>Religion and Belief</td>
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<tr>
<td>Sexual orientation including lesbian, gay and bisexual people</td>
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<tr>
<td>Age</td>
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<tr>
<td>Disability – learning difficulties, physical disability, sensory impairment and mental health. Consider the needs of carers in this section</td>
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<tr>
<td>Gender Re-assignment</td>
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<tr>
<td>Marriage and Civil Partnership</td>
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Trust has established an LGBT staff network. Staff side representatives are members of the staff networks.

The Trust recently attended pride to increase engagement with the LGBT community including staff.

Trust has established a Disability staff network. Staff side representatives are members of the staff networks.

The Trust has established a gender identity group which meets regularly, incorporating members of staff and external stakeholders.
9. Are there any gaps in the evidence outlined above? If ‘yes’ how will these be rectified?

No

10. Engagement has taken place with people who have protected characteristics and will continue through the Equality Delivery System and the Equality Diversity and Human Rights Group. Please note you may require further engagement in respect of any significant changes to policies, new developments and or changes to service delivery. In such circumstances please contact the Equality and Diversity Lead or the Involvement and Equalities Officer.

Do you require further engagement? Yes ☐ No ☒

11. Could the policy, strategy or service have a negative impact on human rights? (E.g. the right to respect for private and family life, the right to a fair hearing and the right to education?)

No

PART 2

Name: Miss Michelle Musgrave

Date of completion: 28 July 2015

(If any reader of this procedural document identifies a potential discriminatory impact that has not been identified, please refer to the Policy Author identified above, together with any suggestions for action required to avoid/reduce the impact.)