Trust Board Meeting: Thursday 5 July 2012
TB2012.66(i)

<table>
<thead>
<tr>
<th>Title</th>
<th>An update on the Staff Engagement Programme - including proposals for a Staff Recognition Scheme.</th>
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<tbody>
<tr>
<td>Status</td>
<td>A paper for information and discussion</td>
</tr>
<tr>
<td>History</td>
<td>Staff engagement has been a regular agenda item at Trust Board meetings since July 2011.</td>
</tr>
<tr>
<td>Board Lead(s)</td>
<td>Ms Sue Donaldson, Director of Workforce</td>
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<tr>
<td>Key purpose</td>
<td>Strategy</td>
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Summary

This paper updates the Trust Board on progress in respect of our Staff Engagement Programme – Delivering Compassionate Excellence – which commenced in July 2011 with the agreement of the REAL Framework, and has continued following the approval of our new values in January 2012.

The primary focus of the paper is the proposed Staff Recognition Scheme which is presented for Trust Board discussion and agreement.

The paper also outlines further action underway with regard to the development a sustainable culture of empowerment and engagement through our ‘Listening into Action’, Values into Action and Staff Survey work.

The following items are highlighted:

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<tbody>
<tr>
<td>1</td>
<td>Benchmarking suggests Recognition Schemes across private and public sector vary considerably.</td>
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<td>2</td>
<td>Key stakeholders, including the Workforce Committee, have indicated support to the proposed Recognition Scheme outlined at Appendix 1.</td>
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<td>3</td>
<td>Trust Board is invited to provide comment on and approve the draft Recognition Scheme.</td>
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<td>4</td>
<td>Listening into Action events, led by the Chief Executive are being held at all sites in July.</td>
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<td>5</td>
<td>Value based behaviours are being ‘tested’ with staff, patients and partners before discussion and agreement at Trust Management Executive.</td>
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<td>6</td>
<td>All Divisions and Corporate Directorates have either produced a staff survey action plan or are in process of doing so.</td>
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<td>7</td>
<td>The Health Foundation has granted an award of 420k over the next 3 years to introduce Value Based Interviewing which will be delivered in partnership with NSPCC.</td>
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Sue Donaldson – Director of Workforce
Kate Thorpe – Head of Employee Engagement

26 June 2012
Introduction

1. This paper updates the Trust Board on the progress in respect of our Staff Engagement Programme – Delivering Compassionate Excellence – which commenced in July 2011 with the agreement of the REAL Framework and the work following the approval of our new values in January 2012.

2. The key focus is on ensuring that the new Trust values become part of ‘how we do things around here’, a proposed new Staff Recognition Scheme is therefore presented for discussion and agreement.

3. The paper also outlines the further work underway on ‘Listening into Action’, Value based behaviours and Staff Survey action planning.

Staff Recognition Scheme

1. The conceptual basis and strategic loci for this work is based on the REAL Framework (reference BiC2011.06, Delivering Compassionate Excellence through Staff Engagement). The delivery of a staff recognition and award strategy that is based on values and expectations, building mechanisms for internal recognition and award, is a key part of REAL.

2. Staff Recognition Schemes are a recognised feature of organisations that wish to award some discretionary aspects in the relationship between employer and employee. Such schemes characteristically recognise aspects of employment that are based on ‘over and above’ performance, staff suggestions, length of service and/or acknowledgement of retirement.

3. As part of our preparation for this paper, a range of public and private sector schemes were reviewed for comparative purposes. Our findings indicated that there was variation in how schemes are set up and administered. Many have moved from a ‘traditional paper based’ to 100% electronic interactive, self service with nominees choosing their awards online with their achievements published.

4. Variations were also noted in the type of awards/gifts used to recognise staff achievements. Other private sector organisations typically offered ‘experiences’ that were based on winners preferences and cash awards but the majority of public sector award schemes reviewed offered some form of voucher or non cash award. Exceptionally, one NHS Trust provided a family holiday and a new car for outstanding contribution as part of their annual celebration in a ‘black tie’ event.

5. In this context, an OUH Recognition Scheme was drafted in consultation with key stakeholders throughout the Trust and presented to the Workforce Committee in May 2012. This scheme – Delivering Compassionate Excellence through Staff Recognition – which is included at Appendix 1, was well received by the Workforce Committee on the basis that it presents an opportunity to develop a values based approach that is contemporaneous; providing a sustainable and affordable platform for developing a distinctive staff recognition approach, and one that supports the delivery of our outcomes around improved staff and patient experience.

6. A summary of the proposed Scheme is as follows:
• ‘Good Thinking!’ Scheme that allows staff to put forward their ideas and innovations for recognition on a quarterly basis.
• Delivering Compassionate Excellence Awards to be introduced at a local and trust-wide level to recognise and celebrate the contribution of staff. This includes an annual ‘high profile’ recognition event.
• Emphasis on thanks and celebration at a local and trust-wide level

7. The annual funding required to support the introduction of this Scheme would be approximately £40k. This funding would support the introduction of a Trust wide electronic recognition platform as well supporting ‘Good Thinking!’ events and the annual Delivering Compassionate Excellence Awards ceremony.

8. In addition to the detail described in Appendix 1, further work is ongoing to explore the potential of web based platforms and systems for patients to nominate staff for ‘thanks’ and for other discretionary awards.

9. Trust Board is invited to discuss and agree the proposed Recognition Scheme.

**Listening into Action**

10. In respect of our broader Staff Engagement Programme, six ‘Listening into Action’ events are to be held in July. Individual invitations have been sent to nearly 1,000 staff, largely selected at random, in an endeavour to get about half to the events to be held on all key sites. They are also being widely publicised across the Trust seeking volunteers.

11. The ‘conversations’ will be led by the Chief Executive, supported by Executive colleagues and members of the multidisciplinary sponsor team. One of the events is being hosted by a Divisional Director.

12. The focus of these events is provide an opportunity for staff to share their thoughts and ideas about what gets in the way of delivering the best care for our patients and their families and listen to those of others, collaborate on what need fixing or changing and jointly develop a way forward. The intention is to identify ‘quick wins’ that can be sorted reasonably easily.

13. The next phase will be to identify teams to be the ‘First 10’ pioneering teams/services to effect change in their own areas. They will receive coaching and support from the sponsor group to ensure that they feel empowered and engaged in creating and making change. The stories of the ‘First 10’ will be used to share good practice and inspire other teams as part of embedding our change in practice.

**Values into Action**

14. In order to translate our ‘Values into Action’, a set of draft ‘Behaviours’ has been developed. These are attached at Appendix 2. These ‘Behaviours’ are currently being tested with staff, partners and patients and will be presented to Trust Management Executive for approval in July.

15. Good progress has been made within the recruitment workstream. The Trust has been granted a substantial award of Health Foundation funding to support the introduction of ‘Value Based Interviewing’. When used as part of a range of assessments, there is evidence that Value-Based Interviewing achieves a better ‘fit’ of candidate rather than skills/competency testing alone.
16. The bid was put forward in partnership with the National Society for Protection of Cruelty to Children (NSPCC) and represents approximately £420k funding over the next 3 years.

**Staff Survey – Action Plans**

17. All Divisions and Corporate areas have produced a staff survey action plan or are in the process of finalising their plan. The themes in the local action plans reflect both departmental and trust wide issues such as work life balance, appraisal etc.

18. The Workforce Committee on 25 May 2012 received an update of the 2011 formal national NHS staff survey results. Two case studies were presented by the Children’s & Women’s Division and Critical Care, Theatres, Diagnostics and Pharmacy which highlighted the steps that had been taken to review and plan proactively as well as summaries from Occupational Health and Health and Safety.

19. The Workforce Committee agreed to review whole system progress against action plans in 6 months time.

**Summary**

20. The following table summarises how all elements of Staff Engagement activities fit together and support the delivery of Compassionate Excellence.

<table>
<thead>
<tr>
<th>Delivering Compassionate Excellence through Staff Engagement</th>
<th>Delivering Compassionate Excellence will support improvements in the quality of patient care through a process of engaging staff in ensuring that the aspects of quality of care, patient safety, clinical effectiveness and patient experience are embedded in the practice and behaviours of our Trust.</th>
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<tbody>
<tr>
<td><strong>Values into Action</strong></td>
<td>Staff Engagement</td>
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<td>Value based behaviours</td>
<td>Delivering Compassionate Excellence</td>
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<tr>
<td>Recruitment, Induction, Appraisal, Performance, Training, Communications, Reward and Recognition</td>
<td>Patient Experience</td>
</tr>
<tr>
<td><strong>Staff Survey</strong></td>
<td>Focus on patient experience as component in quality measurement</td>
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<tr>
<td>Local Action Planning</td>
<td>Increase leadership capability</td>
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<tr>
<td>Appraisal, Training, Communications and link with local feedback from Patient Survey, complaints, compliments</td>
<td>Structured &amp; sustainable - “working in new way” to impact patient care</td>
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<td><strong>Listening Into Action</strong></td>
<td>Visible senior leadership &amp; input</td>
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<td><strong>Patient Experience</strong></td>
<td></td>
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<td><strong>Engagement Strategy</strong></td>
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<tr>
<td>Staff Engagement</td>
<td>Delivered Compassionate Excellence</td>
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<tr>
<td>Patient Perceptions</td>
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We would also expect to see an organisation that is led by empowered clinical leaders who in turn empower and enable their teams to lead, implement and champion change.
Next steps

21. Over the next 3 months, the main areas of focus on Delivering Compassionate Excellence through Staff Engagement will be:

- Launching the Staff Recognition Scheme if approved.
- Holding the ‘Listening into Action’ events across the Trust and supporting the ‘First Ten’ teams in taking this forward.
- Agreeing the generic behaviours that support the delivery of workstreams in the ‘Values into Action’ plan.
- Preparing for the Value-Based Interview pilot, funded by the Health Foundation, that is due to start in the autumn.

Recommendations

22. Trust Board is asked to:

- Discuss and approve the Staff Recognition Scheme.
- Note the update on Staff Engagement.

Sue Donaldson – Director of Workforce

Kate Thorpe – Head of Employee Engagement

26 June 2012
Introduction

Oxford University Hospitals NHS Trust (OUH) recognises the contribution our staff makes to the success of our organisation through Delivering Compassionate Excellence.

The aim of this Recognition Scheme is to encourage staff innovation, to reward excellence and acknowledge discretionary and exemplary behaviour and effort.

The scheme is based on the behaviours that demonstrate the culture and values of the organisation, where it is the norm for colleagues to appreciate each other’s contributions and to ‘thank’ each other naturally and sincerely.

This Recognition Scheme applies to all employees of the Trust, including individuals employed by third party organisations, external contractors, voluntary workers, students, locums and agency staff.

The scheme has two key components:

1. Staff ‘Good Thinking’ Recognition Scheme
2. Delivering Compassionate Excellence Awards:
   - Local
   - Trust-wide
1. STAFF ‘GOOD THINKING’ RECOGNITION SCHEME – QUARTERLY AWARDS

The Staff Recognition scheme called ‘Good Thinking!’ encourages and formally recognises staff who suggest ways of improving services, quality and/or ways to deliver our services more efficiently.

Staff are encouraged to suggest how their team, service or department (or whole organisation) could implement a change.

The suggestion template includes a section for a brief outline of the scheme, who would be involved and the likely savings and benefits.

Staff can also discuss their ‘Good Idea’ with their line manager who can put forward the suggestion on their behalf.

The template can be returned as follows:

By email – goodthinking@ouh.nhs.uk

Or;

By post – Good Thinking! Director of ………………………

Ideas are considered by the Innovation Group which meets quarterly to discuss the latest ideas submitted. They will be responsible for supporting the annual awards ceremony.

Quarterly awards will be given for the best ideas which have been submitted and will be given to the person or team who developed or implemented the idea.

The awards will be as follows:

| 1st prize | £100 |
| 2nd prize | £50  |
| 3rd prize | £25  |

The payments will be made in vouchers, and are not a cash reward.

Successful ideas and suggestions will be published on OUH intranet and in OUH News, with recognition given to the person who made the suggestion.

All staff who submit a “Good Idea” will receive written notification of its receipt and the decision of the Innovation Group, even if their suggestion is not taken forward.
2. DELIVERING COMPASSIONATE EXCELLENCE AWARDS

The Local Approach – Continuous Process

The aim is to acknowledge the efforts of those people who go the extra mile in delivering compassionate excellence to our patients, families, carers, colleagues and the general public.

Divisional and Corporate teams would lead this process and consider ‘local’ nominations as part of the routine agenda of their regular key meetings.

Divisional and Corporate teams would put forward nominations for their staff and as a group, at a senior team meeting, review the nominations and decide who should receive a recognition award, based on simple, values based criteria eg taking pride in the quality of care they provide, going the extra mile.

Staff would be acknowledged and thanked through a simple workplace presentation by a member of the senior team and this would be shared with colleagues within the wider team. The award would be a certificate.

Divisional and Corporate teams would feed nominations from their own areas into a Trust wide pool where at each Public Board meeting, the Chair would present a certificate to award a member of staff in recognition of their special achievement.

This approach allows Divisional and Corporate teams to develop their own distinctive approach to acknowledging, recognising and appreciating their staff within our overall Delivering Compassionate Excellence framework.

Trust-Wide Approach – Annual Awards Ceremony

The local awards are to be supported by an annual recognition and celebration event. This is a black-tie function hosted by Board members.

Nominations can be made by members of staff at all levels or by service users, family carers or members of the public.

The categories for the awards are as follows:

1. Pride in the quality of care award

   - Criteria: The award is for the person or team who takes pride in providing services to people which treat them with dignity and respect. This may or may not be in a clinical setting. The winner will have demonstrated a good track record in Delivering Compassionate Excellence, including:

     - Supporting people with the same respect they would want for themselves;
     - Supporting people in their own independence;
     - Promoting confidence and self-esteem.

   - Rationale for this award: Delivering Compassionate Excellence is an area of focus as part of our Quality Account.
2. Putting patients at the heart of what we do

- **Criteria:** This award is for someone who doesn’t necessarily speak at conferences or take a front seat, but whose work we want to recognise because of the way they support their colleagues, the service, or patients and families. This could be someone in a support service role as well as someone working directly with patients.

- The winner in this category is likely to be someone who applies common sense and goes the extra mile in order to support and problem-solve; someone who can deal promptly and efficiently with both the planned and unexpected.

- **Rationale for this award:** NHS Constitution - supporting the NHS Value ‘Improving Lives’ and the NHS Principle to aspire to the highest standards of excellence and professionalism. People making a difference will contribute to the overall wellbeing of the Trust.

3. Contribution to efficiency

- **Criteria:** This award recognises the contribution of staff to improving the service they offer, or how their department or service is run. This award recognises an individual or team which has developed or initiated an idea that has improved the quality of a service while at the same time reduced waste and inefficiency.

- **Rationale for this award:** NHS Constitution Pledge - staff should be empowered to put forward ways to deliver better and safer services and the Staff Aim to play your part in sustainably improving services

- **Trust Values:** Improvement, Delivery

4. Recognising different needs

- **Criteria:** A staff member or team which has embraced service patient and family engagement and has made changes as a result of their feedback and contribution. The winner is likely to be a person or group which can demonstrate that their services have changed for the better and that those changes have been communicated back to those involved in raising the initial ideas.

- **Rationale for this award:** NHS Constitution Principle that NHS services must reflect the needs and preferences of patients, their families and their carers. Effective service user and family carer engagement is a theme cutting across many strands of the Care Quality Commission outcomes.

5. Promoting a Greener Organisation

- **Criteria:** The department or team who have demonstrated commitment to reducing waste, improving use of resources and sustainability, and recycling.

- **Rationale for this award:** Link to NHS Carbon Reduction Strategy for England.
6. Team Leader of the year

- Criteria: A manager or team leader who consistently supports their staff and provides good leadership. The winner is likely to be someone who has provided opportunities for their own staff to develop, or who has led their team through a challenging time or set of circumstances. He or she will be seen as a good role model. They will have a sound track record of carrying out effective personal development reviews with their staff and be seen to “encourage a spirit of support, respect and teamwork”.

- Rationale for this award: Trust Values and Link to staff constitution. CQC Outcome 14 – Lead Effectively to support Staff.

7. Research, Innovation and Development

- Criteria: An individual or team who has carried out a piece of research, developed an infrastructure or engaged in scholarly activity which has led to improved innovation and development. The winner in this category does not necessarily need to have come from a clinical background – he or she may have developed a system or made a major contribution which has allowed research or innovation to take place.

- Rationale for this award: Delivering the best clinical teaching and research and/or adopting the best clinical research in patient care.

- Trust Values: Learning, Delivery, Excellence.

- Validation: Nominations will be ratified by Medical Director and Chief Nurse.

8. Volunteer of the year

- Criteria: A volunteer who has made a significant impact on the people and service they support. The winner is likely to be someone who has demonstrated a benefit to service users and/or the services the Trust provides, shows enthusiasm and a positive attitude to volunteering and makes a contribution to the team.

- Rationale for this award: Our volunteers strengthen our links with the local community and make a positive contribution. As members of the general public, volunteers may have experience or receive feedback from patients and families that can be valuable in improving and developing our services and promoting quality and dignity in the care that is provided.

- Trust Values: Compassion, Respect, Excellence.

- Validation: Nominations will be ratified through the Voluntary Services Manager.

9. Chair’s Special Award for outstanding achievement

- Made purely at the discretion of the Chair, this award is for the individual or team which, in their opinion, has stood out during the year.

- Nominations cannot be directly made to this category.
**Process**

A panel will judge the nominations (independent of the management structure). Chaired by a Non-Executive Director and with representatives from a range of stakeholders, for example, staff-side, patient panel, partner organisation.

The Awards Ceremony will be a focus for celebration and thanks.

Winners will receive an award certificate from a member of the panel at the event and an appropriate award to a value of £250. This could be vouchers or an ‘experience’, eg theatre tickets or a weekend break to reflect the preference of the individuals.

Details of the awards winners and runners-up will be included in publicity surrounding the awards, such as a press release and picture sent to media after the event as well as publicity in our own Trust publications, intranet and website.