

Engagement Approach



**PROUD
TO CARE**



Chelsea and Westminster Hospital
NHS Foundation Trust

■ Context – Key Drivers for change

- Previous engagement and compliance/quality approaches have lapsed since COVID.
- Feedback from a range of sources, including Patient experience surveys indicate that there is a need for some greater focus on our wards and visibility of senior leaders
- There have been attempts to reinvigorate e.g. Senior Leadership link areas but there has been a lack of engagement and questions around the value/impact of these approaches
- Employee engagement activity has also lapsed with long service and proud awards being paused and when restarted have often been ad hoc and last minute leading to a poorer quality experience
- There needs to be a strengthening of communication to ensure all staff are aware of the Trusts strategic priorities, performance and areas for focus/improvement
- We want to celebrate our staff and ensure they are engaged in order to reduce retention, improve quality of patient care and performance
- We want to empower our managers to engage, inform and help teams to improve at a local level
- We need to encourage greater diversity in voices – encouraging our staff networks to drive change and improvements in support of our strategic aims
- The staff engagement score is derived from sub-scores in response to questions in 3 categories relating to motivation, involvement and advocacy. The Trust scores benchmark significantly worse in questions 5d and 5f which relate to being able to suggest and make improvements at work.
- Improving our employee engagement approaches away from broadcast into more two way feedback will support the potential for staff to contribute to improvements, increasing their sense of engagement, whilst in turn having positive impacts on patient experience and potentially outcomes

■ The Approach

- The CNO, CPO and Director of Communications have worked together to review our current engagement approaches and consider best practice models
- We have developed a draft plan/approach for 2024/25 to create a clear suite of activities and a 'battle rhythm' of engagement throughout the year
- In addition to capturing those activities we want to maintain and those we want to stop, we have included other activities we propose should be adopted/reinstated
- Once the activities/plan is agreed we will move to implementation and scheduling
- This will be an iterative process and is not exhaustive (e.g. doesn't currently include some fora and activities such as medical Staff Council, Consultant Forum, CNO Site based Team Talks)
- Forward planning via cabinet will be a key element of future implementation (e.g. agreeing topics for Team Brief, webinars etc)
- This clearer plan will support our CQC Well led assessment evidence

■ Key Changes

- Replace Senior Leadership Link visits:
- Reintroduction of Team Brief and cascade approach (slide 5& 6)
- This will be supported by a review of the Trust meeting structure to provide protected time on fixed dates through the year
- Complemented by Quality Fridays in place facilitated by the nursing and midwifery team (Slide 7)
- Compliance managed via Ward/Dept Accreditation, matrons audit and Board Rounds
- Introduce a Staff Forum (slide 8)
- Formalise initiatives and channels – supported by rebranding (see full engagement plan)

■ Team Briefing (for senior managers)

Team Briefing provides a face-to-face opportunity for the executive team to update senior managers on key messages aligned to the Trust's strategic priorities. It is supported by a brief document published on the intranet for cascading information within teams through channels such as department meetings and for sharing on notice boards.

Executive board members may supplement this information and gain feedback from staff during Quality Friday rounds—this information will be used to form the basis of future Team Briefings.

A form will be in place for managers to confirm cascade of Team Briefing and to feed back questions and comments from their teams.

■ Team Briefing (for senior managers)

Delivering high quality care

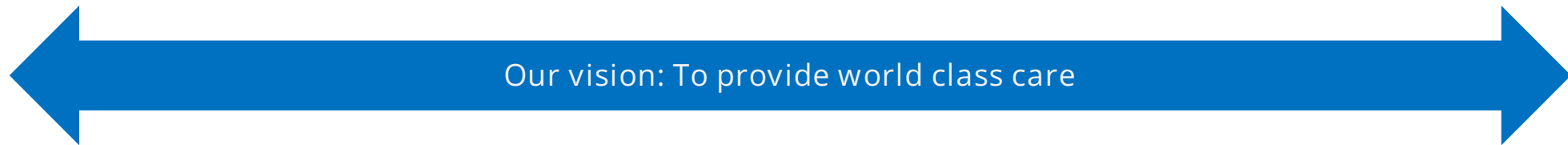
- Quality and performance measures
- Learning from incidents
- National surveys
- Quality priorities
- CQC

Being the employer of choice

- Staff survey
- Mandatory training
- Workforce performance metrics
- Learning and development
- Equality and inclusion
- Staff networks

Providing better care at lower cost

- Financial performance
- Sustainability/Green Plan
- Research
- Quality improvement
- Digital and innovation



■ Quality Fridays (back to the floor)

Quality Fridays which are led by the corporate nursing team will also be considered as part of the meeting review to enable protected time for the senior nursing team to undertake these.



The Quality Friday is a protected meeting light/free day.

The Friday has dedicated theme with a briefing/education session taking place at 08:30. The senior nursing team then undertake either an audit, cascade of information or observation of practice within their clinical areas.

This is then discussed and fed back at a meeting later that day using MS teams and face to face meetings to allow discussions across our sites.

These feedback sessions are chaired by a member of the corporate nursing team and further provides an opportunity for key safety messages to take place and a discussion on issues across the Trust

■ Staff Forum

- Introduction of a staff forum made up of a representative group of staff to participate in regular, structured meetings, review proposals and engagement approaches and provide feedback to the Executive Management Board.
- Creates a representative group where ideas can be raised and sense checked including new initiatives and allow for two-way feedback
- Brings together staff network chairs and maximises the new investment in the networks
- Creates development opportunities for underrepresented groups (link to WRES/WDES targets and Gender Pay Gap)

