



Engaging our people plan

2024-25

Proud to Care



Chelsea and Westminster Hospital
NHS Foundation Trust



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Our Trust in numbers



Our vision—Proud to Care

Chelsea and Westminster Hospital NHS Foundation Trust is one of the top ranked and top performing hospital trusts in the UK. We employ more than 6,700 staff over our two main acute hospital sites—Chelsea and Westminster Hospital and West Middlesex University Hospital—and across 12 community-based clinics within North West London and Hertfordshire.



We pride ourselves on providing outstanding care to a community of more than 1.5 million people. We are on a journey together to build on the work that has been achieved with staff engagement over the last two years and adopt this more widely to our patient and wider community. This strategy outlines our principles and approach for embedding engagement and involvement into how we deliver outstanding care.

There is strong evidence ([King's Fund 2012](#)) to demonstrate that improvements in staff engagement directly impact patient care. Trusts with more engaged staff tend to have lower levels of patient mortality, make better use of resources, and have stronger financial performance and higher patient satisfaction, with more patients reporting that they were treated with dignity and respect. We have consistently reported one of the lowest patient mortality rates in England. More widely we have also recently launched our focus on patient engagement.

Lesley Watts
Chief Executive

Our strategic focus

Our ambition is simple—to provide world class care. We combine globally recognised clinical expertise with locally delivered care to represent the NHS at its best. This has been tested with staff, patients and stakeholders and is delivered through our staff's commitment to our values and our organisation's focus on our three strategic priorities:

- To deliver high-quality care: Patients, their friends, family and carers will be treated with unfailing kindness and respect by every member of staff in every department, and their experience and quality of care will be second to none.
- To be the employer of choice: Provide every member of staff with the support, information, facilities and environment they need to develop in their roles and careers, and recruit and retain people needed to deliver high-quality services to our patients and other service users.
- To provide better care at lower cost: Continuously improve the quality of care and patient experience through the most efficient use of resources (financial and human, including staff, partners, stakeholders, volunteers and friends).

Our more than 6,700 staff are recruited from our local communities as well as from all over the world and rate us as one of the top four recommended places to work among acute trusts in London. Despite challenges in the NHS, our staff vacancy rate remains lower than the national average, but we are not complacent and know there is always work to do to be and remain an employer of choice. Engaging our staff is vital in achieving this strategic aim.

Employee engagement

Importance of employee engagement

The *Engaging for Success* movement was borne out of the MacLeod Report, after David MacLeod and Nita Clarke were asked by the UK government in the autumn of 2008 to take an in-depth look at employee engagement and to report on its potential benefits for companies, organisations and individual employees. There were four common themes that emerged from the extensive research captured in the *Engaging for Success* report to government.

It describes highly engaged organisations as having: *“Strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two-way promises and commitments—between employers and staff—are understood, and are fulfilled.”*

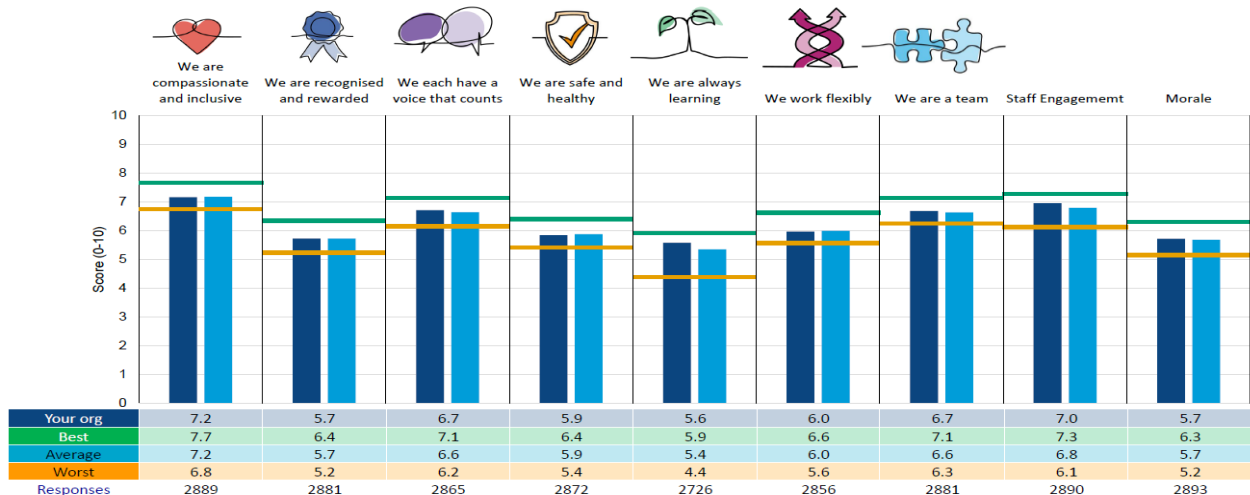
Where we are now

Over the past 12 months, steady progress has been made in delivering a more targeted and consistent approach to our communications both within the organisation and to our stakeholders, community and partners. The Trust now needs to use this foundation to ensure our communications at all levels is as effective as it can be, and ensure the organisation is equipped to respond to a changing environment.

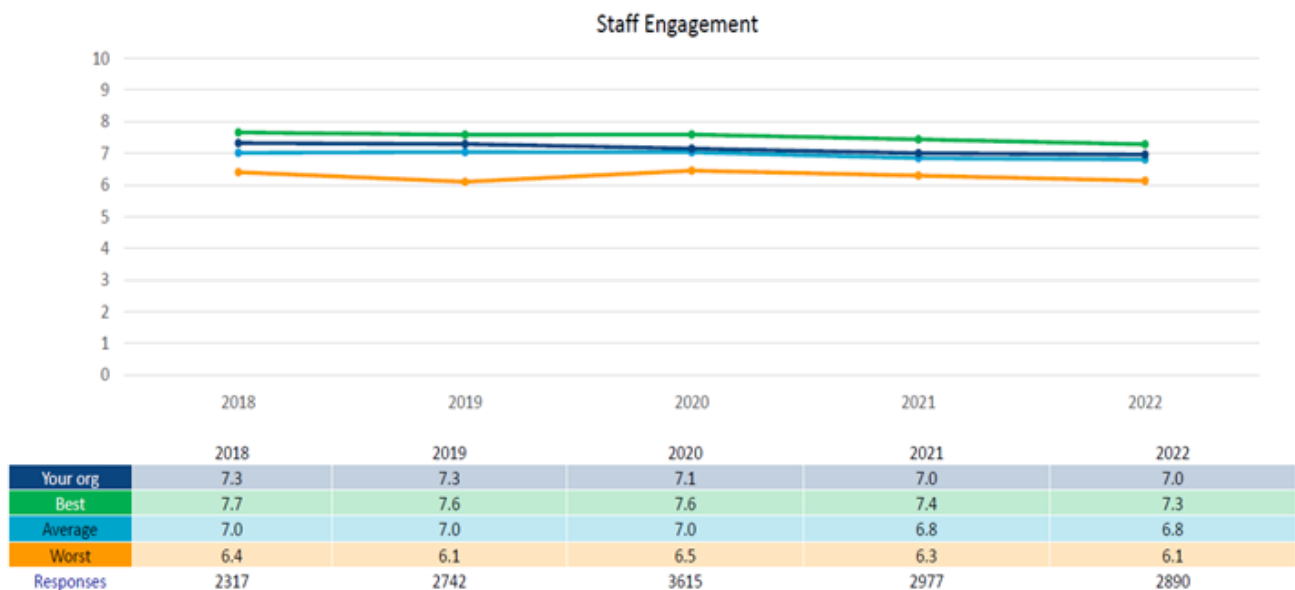
This plan describes the communications and engagement approach required to support the organisation over the next year.

Trust Staff Survey figures

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Overall our staff survey results are consistent with the national average and have remained relatively stable in recent years. Our staff engagement score is above the national average.



Our staff engagement score has remained relatively stable and just above national average in recent years, noting the slight decline since 2019 which is in line with the sector. The staff engagement score is derived from sub-scores in response to questions in three 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.

Where we want to go

We want to be the first choice for people who want to work in North West London. We want our staff to be able to make changes to improve how we deliver services to patients through innovation and feedback.

We want to create a range of engagement opportunities for our staff to be able to raise their concerns to ensure we create a safe and inclusive environment for staff and patients.

We want to learn from when things go wrong and build our no blame culture so we can create safer systems of work for staff and patients.

Enablers of engagement

The four common themes that emerged from the extensive research in the MacLeod Report¹ included:



Visible, empowering leadership providing a strong strategic narrative about the organisation, where it's come from and where it's going.



Engaging managers who focus their people and give them scope, treat their people as individuals, and coach and stretch their people.



There is employee voice throughout the organisation for reinforcing and challenging views between functions and externally, and employees are seen as central to the solution.



There is organisational integrity—the values on the wall are reflected in day-to-day behaviours. There is no 'say-do' gap.

¹ Read more at www.engageforsuccess.org/the-four-enablers

Proud of who we are

- More than 6,700 staff and 500 volunteers
- We see an outpatient every 40 seconds
- We treat someone in A&E every 90 seconds
- We deliver a baby every 66 minutes
- We operate on a patient every 21 minutes
- We do 21 imaging procedures each hour
- We serve a diverse population of 1.5 million from the beginning to the end of life

Proud of our people



- Our more than 6,700 staff represent a truly global and local community of whom we are immensely proud
- Our staff rate us as one of the top four recommended places to work among acute trusts in London
- Despite challenges in the NHS, our staff vacancy rate remains lower than the national average
- We are passionate about the health and wellbeing of our staff with a huge support offer, including our nationally recognised free back-up care scheme and Timewise accreditation as a flexible employer
- We love to develop our people, offering a range of development programmes and apprenticeships, with our healthcare support worker apprentices winning *Apprentice of the Year* for two years running

Proud of our diversity

- Being truly inclusive involves commitment from our leaders, managers and all individuals across the Trust
- We encourage our staff to have a voice with four staff network groups—Enrich, Women, LGBTQ+ and Disability
- We embrace cultural diversity and inclusion with our maternity cultural safety champions and our development programme to support our leaders to lead with compassion and inclusivity
- We are a gold-awarded Veteran Aware employer, recognising our work in advocating for and supporting former and current defence and armed forces personnel
- We have an NHS Pastoral Care quality award for supporting our international recruits with an internationally educated nurse accelerated development programme and tailored approaches to onboarding

Proud of our community



- Working with our charity CW+ we are building and enhancing clinical facilities to create an outstanding environment for patients and staff with our Ambulatory Diagnostic Centre at West Middlesex and Treatment Centre at Chelsea
- Deliver an art and design programme to support the wellbeing of our patients
- Invest in health innovation to deliver exceptional patient care
- Our 500 dedicated volunteers help improve and enhance patient experience
- We work closely with patient partners, community representatives, our membership and the council of governors to help shape our services.

Engagement framework

People/culture

- PROUD values
- Kindness campaign
- All-staff bulletin
- CEO message
- [Belonging Steering Group]

Rewards/recognition

- Reward and recognition plan
- The Great Big Thank You Week
- PROUD awards
- Long service awards
- External awards—HSJ, Daisy, professional recognition days

Staff voice/feedback

- Staff Forum
- Shared decision-making councils
- Staff networks
- Collaborative technologies (proposal)
- Breakfast / tea with the CEO
- Chelwest Live (proposal)
- All staff webinar

Governance/statutory

- NHS staff survey and cultural maturity audit
- Quality Fridays (back to the floor)
- Team Briefing (for senior managers)
- Corporate branding and identity
- Annual clinical summit
- Induction
- Intranet
- Annual appraisals
- Health and Safety Committee
- Staff partnership forum
- Joint Local Negotiating Committee

Health/wellbeing

- The Great Big Thank You Week
- Wellfest
- Intranet—offers for staff



Our strategic plan

Initiatives

This strategic plan outlines the strategies and initiatives to support employee engagement at the Trust, with the view to a more engaged workforce. The initiatives will be developed with our people through a proposed shadow board.

Initiative	Actions
PROUD values	<ul style="list-style-type: none"> • Relaunch campaign with new branding and templates, including a campaign to celebrating and reinforce our PROUD values • Build refreshed PROUD values branding into recruitment, onboarding and intranet pages • Embed refreshed PROUD values in all associated processes—eg PDRs, learning and development, policies
Kindness campaign	A campaign highlighting our commitment to treat all patients and visitors with respect, kindness and courtesy, and our expectation that this is received in return
Staff Forum	Proposed 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 Board—this will create a representative group where ideas and new initiatives can be raised and sense-checked, allowing for two-way feedback.
Shared decision-making councils	Implementation of shared decision-making councils across our clinical services to empower teams to identify opportunities for improvement regarding patient experience, staff experience and clinical outcomes.
Staff networks	<ul style="list-style-type: none"> • A safe space for colleagues to discuss their experiences and help us to shape our organisational culture, ensuring a fair and inclusive work environment for all—current networks include LGBTQ+, disability, women, enrich and veterans • Encourage and support the development of staff networks to provide feedback and drive improvement
NHS staff survey and cultural maturity audit	<ul style="list-style-type: none"> • Annual NHS staff survey gives our people a voice and helps us to understand what is important to them—a benchmark of our staff engagement • Deliver on the findings of the cultural maturity audit and undertake a robust evaluation to measure success • Improve survey response rates and identify a robust communications action plan for engaging with underrepresented areas
Quality Fridays (back to the floor)	Twice a month protected time for leaders to spend time across service areas to engage with staff and services

Initiative	Actions
Reward and recognition plan	To incorporate a regular rhythm of recognition initiatives developed with staff feedback—PROUD awards, long service awards, annual professional awards (nurse of the year etc)
Wellfest	A weeklong Trust initiative supporting the health and wellbeing of our staff with activities and information sessions
The Great Big Thank You Week	Celebrating our people and successes with a weeklong event focusing on wellbeing, rewards and recognition
Corporate branding/identity	Reinforce the importance of using correct corporate branding on Trust materials (eg documents, letters, email signatures etc) to ensure recognition and consistency, and convey confidence in our organisation
Collaborative technologies	Proposal to better utilise collaboration technologies—eg instant messaging to facilitate agile two-way engagement, podcasts and webinars

Channels

A regular rhythm of engagement, communication, and reward and recognition is planned on an annual, monthly, fortnightly and weekly basis.

Activity	Medium	Location	Frequency	Purpose	Lead	Support
Annual clinical summit	Face-to-face	External	Annual	To deliver strategic direction and brief on the key challenges ahead, an opportunity for networking	CMO, CNO, Director of Strategy	Organisational development, Comms, CEO office
Breakfast / tea with the CEO	Face-to-face	Cross site	Every 2 months	An unscripted face-to-face session for individuals to connect with the CEO and executive team	CEO and EMB	CEO's office
PROUD awards	Face-to-face	Cross site	Quarterly	To celebrate and recognise individuals and teams across our organisation	CPO	Comms, People and Culture
Chelwest Live (proposed)	Face-to-face	Cross site	Quarterly	Sessions rotated across sites with an open invite to staff, unscripted (staff can email in questions beforehand or ask on the day)	Director of Comms	CEO office, Comms team
Induction	Face-to-face	Cross site	Monthly for new starters	Opportunity for exec directors to welcome new joiners to our Trust with the right strategic tone	CPO, Director of Comms	Learning and Development
All staff webinar	Online	n/a	Monthly	Open webinar to share key operational and performance messages, and celebrate the work of staff	Director of Comms	Comms team

Activity	Medium	Location	Frequency	Purpose	Lead	Support
Team Briefing (for senior managers)	Face-to-face	Cross site	Monthly	To brief senior managers on our strategic objectives, key challenges and issues—including a written briefing for managers to cascade to staff	Executive team	CEO office, Comms team
Quality Fridays (back to the floor)	Face-to-face	Various	Monthly	Protected time for leaders to engage with their teams to support cascade of Team Briefing, observe practice and gain feedback from staff	CNO, Director of Comms	Comms team
CEO message	Email	n/a	Weekly	Weekly message from CEO	Director of Comms	Comms team
All-staff bulletin	Email	n/a	Mon/Wed each week	News roundup of key information for staff across the Trust	Director of Comms	Comms team
Intranet	Online, app	n/a	Ongoing	Launch new cloud-based platform accessible from all devices (computers, smartphones, tablets) to be a hub of information for staff—including wellbeing and support offers, systems, policies, procedures, staff directory and Trust news/updates	Director of Comms	IT team, Digital Ops team, Comms team

Measurement and review

The Engagement plan will be monitored by:

- Executive Management Board
- Workforce Development Committee
- People and Workforce Committee

The indicators of success will be:

- Results of Annual Staff Survey
- Staff Engagement Score
- Reduction in staff turnover/retention





Chelsea and Westminster Hospital
NHS Foundation Trust

369 Fulham Road
London
SW10 9NH

Main Switchboard
+44 (0)20 3315 8000

Website
www.chelwest.nhs.uk

 [fb.com/chelwest](https://www.facebook.com/chelwest)
[fb.com/westmidhospital](https://www.facebook.com/westmidhospital)

 [@chelwestft](https://twitter.com/chelwestft)
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