

Staff Engagement Team Report

John Elliot Unit
(July 2020)

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Understanding Your Report

The relationship staff have with their work and the organisation, can make a real difference to their experience at work, and the experience patients have when they visit the organisation.

Staff engagement helps to develop strong positive feelings and attitudes amongst staff towards their work and the organisation. This can really help staff to give their best, even when times get tough. This in turn also means our patients get the best care possible.

What does staff engagement look like?

When staff are engaged, they will experience certain feelings towards their work and the organisation, and certain behaviours will be more visible.

Feelings

Energy



Staff will feel able to invest energy in their work.

Focus



Staff will feel fully engrossed in their work.

Dedication



Staff will feel strongly involved in their work, experiencing a sense of purpose, inspiration, pride and commitment.

Behaviours

Advocacy



Staff will have a positive perception of their team, and will be willing to recommend the team and the organisation to others.

Persistence



Staff will demonstrate effort over time and perseverance through challenges.

Discretionary Effort



Staff will go beyond their role responsibilities to help others and more generally the organisation.

Adaptability



Staff will respond to changes more quickly and successfully, and develop new skills as job demands change.

What difference does staff engagement make?

There is plenty of research evidence to show that engaged staff leads to positive organisational outcomes:

- Staff perform more effectively, individually and as teams.
- A reduction in staff turnover
- Safety performance improves
- Staff health and well-being improves
- Absenteeism decreases, reducing pressure on staff
- Patient Satisfaction improves

Staff engagement leads us towards our goal of being in the top 10% of everything we do.

How can staff engagement be influenced or developed?

Again the research evidence shows that there are several aspects within an organisation that influence staff engagement. This report examines nine key aspects that are important to enable staff engagement:

Work Relationships



Positive relationships with a line manager and colleagues ensure there is the social support available in order to work effectively and drive positive feelings of engagement.

Perceived Fairness



Fairness of processes, decisions and treatment, allows staff to feel safe to behave in engaged ways.

Clarity



Clarity provides staff with a clear understanding of what is expected of them, what the organisation's objectives are, and what is going on in their place of work.

Recognition



An organisation or manager that recognises and values the contributions of its staff, helps staff to feel a sense of purpose, importance and belonging.

Resources



Having the necessary tools, information and equipment required to do work, are the foundations for helping to create engagement feelings and behaviour.

Personal Development



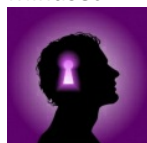
Staff who perceive opportunities for personal growth or experience opportunities to use their strengths, will experience more fulfilment in their role.

Influence



The involvement in wider decisions that may impact upon them, and the opportunity to suggest ideas, can be empowering for some staff.

Mindset



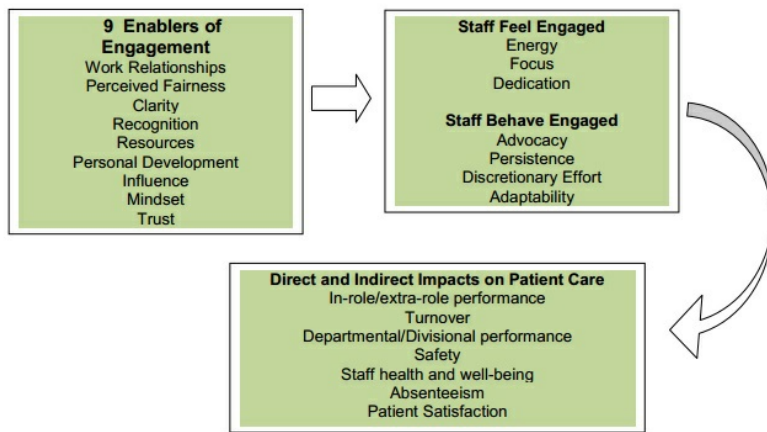
Staff that are encouraged to believe in themselves, believe in moving forwards, and have a positive state of mind, leads to the right mindset to feel and behave engaged.

Trust



To be trusted with the freedom to act, take responsibility and make decisions for themselves, allows staff the autonomy to engage with their work and the team.

Staff Engagement Pathway



What will this report tell me?

This report will help you to identify how engaged staff feel, and the extent they demonstrate engagement behaviours at this moment in time.

It will also help you to identify what it is about the way your team currently functions, that is helping to enable staff engagement or hinder staff engagement. By understanding what may be helping staff engagement, you can identify what is currently working well. By understanding what is hindering staff engagement, you can identify what needs to change or improve about the way your team currently functions.

This report will also provide you with guidance on what you can do to change or improve the way your team currently functions. It will suggest which tools from the staff engagement toolkit would be best to improve staff engagement according to your team's specific needs.

Results

Dashboard

The survey response rate for your team was: 42.37%

The dashboard is a snapshot of how the team rated the effectiveness of each staff engagement enabler, and gauges their level of staff engagement (feeling and behaviours). Staff rated using a 5 point likert scale (1 representing strongly disagree, to 5 representing strongly agree). Scores above 4.0 mean that your team scored positively on average.

It also highlights how your team compares to the average scores for the overall organisation. Scores in green mean your team scores significantly better than the overall organisation, scores in blue mean your team scores equally to the overall organisation, and scores in pink mean your team scores significantly worse than the overall organisation.

Enablers

Trust 3.49
Clarity 2.99
Work Relationships 2.9
Personal Development 2.76
Resources 2.6
Perceived Fairness 2.59
Mindset 2.42
Influence 2.33
Recognition 2.2

Feelings

Dedication 3.52
Focus 3.4
Energy 2.58

Behaviours

Discretionary Effort 4.07
Persistence 3.54
Adaptability 3.18
Advocacy 2.48

Scale				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Positive finding in relation to the overall organisation results (your team's results scored significantly higher than the organisation norm)				
Finding is typical in relation to the overall organisation results (your team's results scored equally to the organisation norm)				
An area for improvement in relation to the overall organisation results (your team's results scored significantly lower than the organisation norm)				
No previous quarterly organisation survey for comparison				

How engaged are staff in my team right now?

Across all measures of staff engagement (feelings and behaviours) staff are 54.25% engaged.

Additional Comments

- They are very much willing to go “the extra mile” or go beyond their role responsibilities to help others in the team. They are as willing as most other staff to show discretionary effort.
- Staff will demonstrate moderate effort over time and perseverance through challenges.
- They feel somewhat committed to their work, experiencing a moderate sense of purpose, pride and inspiration. However they show less dedication to their role than most staff within the Trust.
- When working, staff in general feel somewhat engrossed in their work. However staff show significantly less focus than the rest of the Trust.
- They respond and adapt moderately well to change. However they show less adaptability than most other staff in the Trust.
- In general, staff feel moderately able to invest energy into their work. However they show significantly lower energy levels than other staff in the Trust.
- In general they have a negative view of their team and the services they provide, and would be less willing to recommend their own service as a place to be treated or work. They demonstrate weaker advocacy than other staff in the Trust.

Top Enablers

Top three enablers that are most likely to be helping staff engagement

Top 3 enablers

Enabler	Average Score
Trust	3.49
Clarity	2.99
Work Relationships	2.9

Trust

Staff feel moderately trusted to do their job, take their own responsibility for work and have their own freedom to act autonomously. Staff need to feel trusted and given the right level of autonomy. This allows them to feel they can make their own decisions and take their own initiative without fear of repercussions. Staff who are not trusted tend to feel "micro-managed" or fear blame, having a negative impact on their engagement.

Clarity

Staff do not have a clear understanding of what is expected of them and what is going on in their area of work. This clarity will be helping them to feel engaged so you should continue to build upon this by communicating honestly with staff wherever possible, set clear goals/objectives and create an open and transparent working environment for the whole team.

Staff comments include:

- 'Pennine care are not open and transparent. Information is not communicated effectively to staff (Part of a larger comment)'
- 'We are not kept up to date with current changes and developments (Part of a larger comment)'

Work Relationships

Staff have a low level of supportive working relationships within the team. Support within teams (from managers and from colleagues) is very important for ensuring there is social support available. Staff who are supported feel more secure, less isolated, more able to cope with pressure and part of a team with a joint sense of purpose. You should consider ways in which to improve the effectiveness of teamwork through peer to peer and manager to employee support mechanisms.

Staff comments include:

- 'Managers don't seem to care (Part of a larger comment)'
- 'Emails sent to service manager ignored (Part of a larger comment)'
- 'Enjoyed work before the wards mixed staff, was happy to help as a team. (Part of a larger comment)'
- 'Feel like managers avoid resolving issues. Management do not appear to deal with the problem and decide to spread problems across both wards rather than dealing with the issues. '
- 'Myself and the majority of the staff on the unit do not feel supported by management and do not feel management have been transparent regarding the changes that have been implemented. I don't feel we are listened to as a team, we are being sent to cover other areas even though there are not enough nurses to safely cover the two wards. '

Bottom Enablers

Bottom three enablers least likely to be helping staff engagement

Bottom 3 enablers

Enabler	Average Score
Recognition	2.2
Influence	2.33
Mindset	2.42

Recognition

Staff do not feel recognised or valued enough for the work they do which may have negative impacts on their engagement to work. You should consider opportunities to recognise the contributions of staff individually or as a team, so that they begin to feel more valued for the work they do.

- 'We are just a payroll number '
- 'The past few months have been particularly difficult and it has had a negative effect on my colleagues. I feel as though this has been an accumulation of a number of issues, one of them being the unpredictable pandemic in which could not really be helped by management, a lack of transparency amongst our named line manager in terms of being honest and understanding with their staff. An example of this was the redeploying of staff with a lack of empathy when it came to staff feeling anxious and uncertain when working on different wards as well as no real signs of being grateful for the hard work and adaptability of the staff and no signs of appreciation. I feel when staff have made mistakes both trivial and vital they have not been addressed and so there has been no accountability as an end result the standard of being a competent NA has dropped significantly when staff members can do things like constantly be late, not turn up to work and have inappropriate relationships with patients how can I take my job seriously? I fear a loss of a lot of great nurses and NA as people seem to be particular distressed at the moment and are feeling unheard undervalued and unimportant its an awful shame as I would have been writing a much different story in my comments 6 months ago but this whole period since the pandemic has been a truly stressful, unstable time to be working on acute wards All the best Anonymous '

Influence

Staff in your team do not feel they are involved in wider decisions. You should aim to identify activities where staff can provide their feedback or offer their own ideas. It is important to follow up with staff on any actions taken as a result, so they remain feeling that they have an influence on the way they work.

- 'Managers and senior management are very critical of work. They make changes to work schedule without taking staff opinion on board. This aloofness of the management is making staff consider leaving the job.... Some have already left the job as they don't feel listened to / heard by managers and senior management'
- 'Do not feel involved in decision making about staffing and the unit. '
- 'To whom it may concern and whoever cares; I have worked on the John Elliott Unit for the past 4 years. I have looked forward to going to work and doing the best I can, working together with colleagues to give the best I can to the service users, whilst supporting my colleagues. I am very proud of myself, and my colleagues and everything we have achieved in this team. I have often gone over and above to achieve this. I was motivated by the positive outcomes for the service users and the realisation that me and my profession were vital in achieving these outcomes by working as part of the MDT. I feel valued and well respected by the MDT, all of which give praise and recognition for my input with service users. Over the past 6-7 months possibly longer, I have gradually begun to enjoy my work within the team less and less. I now feel undervalued, ignored and undermined by senior management. A number of drastic service changes have been implemented in quick succession, both to the working environment and the staffing structure. This has impeded on my ability to function optimally as a clinician and enjoy my work within the team. The bulk of these changes have occurred in an underhand/veiled manner with a lack of communication or consultation with us and no transparency. Under the cover of covid, when nobody can function normally anyway; which is simply wrong and shows no care for staff of there wellbeing. This autocratic approach to implementing change has left me feeling worthless and insignificant as a staff member and healthcare professional. The thought of completing years of studying, training and then practicing to be undervalued and ignored does not motivate me. Attempts to be involved in these changes to the unit have been made, unsuccessfully. Attempts to create a meaningful discussion regarding these changes and play any part in them have failed. All of which interactions having the overarching message of "we understand what you are trying to say, and we acknowledge this, but we're doing what we have planned anyway" Some attempts have simply been ignored. I do not agree with most of the changes to service structure and staffing that directly impact on me, my profession and practice. I feel these changes also compromise patient care and experience. My role, and my professional title has been exploited. I no longer have a clear professional identity. My resources have been taken from me, without any confirmation of when these will be, or if they will be replaced. All of which leaves me feeling very frustrated, angry and anxious about continuing to fulfill my role and complete my duties effectively as I have done until now. These changes and the method in which they have been implemented, alongside the autocratic leadership style of management, do not make the workplace or the team as pleasant to work in. I am now scared of going into work. Initially with the atmosphere of the workplace changing from positive to negative in line with these changes, I began to question my own competence skills and abilities as a healthcare professional. I have only recently realised that there is nothing matter with me. It is simply the workplace that is dysfunctional. I write all of the aforementioned with conviction and sincerity. I care about my profession, the patients and my job; but i care most importantly my own wellbeing and sense of self. I can no longer sacrifice the latter. For this reason I feel my time working the John Elliot Unit must soon come to an end. I am sorry for your loss. I feel sorry for my colleagues who have also been negatively impacted by recent events and changes on the unit. The thoughts, feelings and emotions I cureently experience whilst working on the John Elliott Unit recently are something I would not wish upon my worst enemy. You will ultimately end up with a very unhappy workforce, or no workforce at all. I am witnessing the unit deteriorate more each day and I am seeing less colleagues smiling than ever before and more crying or appearing stressed than ever before. P.S I hope you have read this and felt all of it. Yours Sincerely, Mr Nobody. '

Mindset

Staff have a low level of belief in themselves and low confidence in the future, resulting in a less than positive state of mind. A lack of optimism, hope and resilience in their mindset may be affecting their levels of engagement. You should consider how you can impact upon and influence staff individually and as a team through communication and behaviours. Instilling a sense of belief and optimism will help staff to have the right mindset to move forwards.

Additional Considerations

Resources

Staff are not satisfied that they have the right materials, equipment and training required to do their work. It is important to ensure that staff remain equipped, and where certain resources cannot be provided, their expectations are managed effectively. You should also consider how to equip staff with the skills to cope more effectively and flexibly when there are added pressures on their work or a lack of resources.

Comments include:

Personal Development

Staff do not feel that they have enough opportunities for personal growth or experience enough opportunities to fully use their strengths. This is preventing them from feeling fully engaged with their work. You should consider different ways you may be able to build on the personal development of your staff individually or as a team.

Comments include:

Perceived Fairness

Staff do not believe there is fairness within the team, in terms of processes and treatment. The way staff perceive fairness can be influenced by expectations they have for themselves and others in the team. You may wish to also consider how fairness and consistency in the way the team is managed, how it operates and how staff work together, can be achieved.

Comments include:

Focus

Comments include:

Energy

Comments include:

Advocacy

Comments include:

Next Steps

The following provides some guidance on how the staff engagement toolkit may be able to help build upon staff engagement strengths, and address staff engagement development needs.

Staff engagement Toolkit: How to broaden and build staff engagement strengths

Trust

- Communication Cells and Visual Management
- Coaching Techniques

Clarity

- Communication Cells and Visual Management
- Team Charters

Work Relationships

- Communication Cells and Visual Management
- Team Charters and Team Building
- Coaching Techniques

Staff engagement Toolkit: How to address staff engagement areas for improvement

Recognition

- Listening Events
- Exposure Techniques
- Personal Development Techniques
- Celebrating Successes

Influence

- Listening Events

Mindset

- Exposure Techniques
- Building Resilience and Well-Being
- Celebrating Successes

Taking action

The organisation have a number of staff engagement practioners with knowledge and expertise in applying a number of the tools above. If you would like to action any particular tools, please get in touch with the staff engagement department, who can put you in touch with the right staff engagement practitioners to guide you through the process.

Six Month Action Plan

Identified staff engagement enabler for development.

How will it be achieved?

Who will be involved? What resource/support is required?

Target date for completion.

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Useful Contacts and Reference Points

For more information about this survey please email odteam.penninecare@nhs.net