National Staff Engagement Forum meeting

19th June 2018

Boardroom, Dr Steevens Hospital, Dublin

Welcome & introduction

Forum members were welcomed and an overview of the agenda was given, there was a change to the order of the agenda items due to the change of time to facilitate Mr John Connaghan.

Members had been asked prior to the meeting to submit posters to showcase during the day that highlighted work/initiatives in their own areas that would encourage a networking opportunity for all members. Members were also asked to reflect on 4 key questions that would provide the feedback for John Connaghan Interim DG, when he met with members in the morning. We were delighted that John Connaghan was able to meet with members of the Forum to hear and discuss what he could do as Interim Director General to help create a more engaged workforce. (this feedback is attached in Appendix 1).

Updates were given on a variety of areas:
- Orla Byrne kindly gave an update on the DG Masterclass that was held in April this year
- Juanita Guidera gave a brief update in relation to the toolkit, which is still at development stage
- Vera Kelly updated the group following the recent launch of the document 'Engaging Health Staff – an Introduction'. It was the intention to develop this further into an National Action Plan, that would build on the 4 enablers of staff engagement (Engaging Managers, Employee voice, Visible empowering leadership & Integrity) and also the results from the health sector staff survey 2018. Members will be consulted on at the next stage of development
- Denise O'Shea presented the updated Health Sector Staff Survey and the agreed methodology and documents available for both Survey Champions and Managers (see attached slides in Appendix 2) All updated documents and packs will be available from 4th July 2018 on www.youropinioncounts.ie or through www.hse.ie/staffengagment website and click on staff survey

There was a general discussion about ideas for future meetings and Ray Lanigan spoke about the 'restart a heart' presentation that was given to the HR Division staff engagement forum and the feedback that was received on the day was very positive and staff found it very helpful. Ray also spoke about an induction pack for new members joining the forum and developing a buddy system for new and existing members.

Patricia Treacy briefed the members on the use of yammer and gave a short visual presentation on how members can make use of yammer for networking and sharing the learning as a vehicle for promoting staff engagement. (appendix 3.)

Forum members were invited to showcase work/initiatives in their own area that would be of interest to forum members and provide the opportunity to network and share their ideas. This was initially intended as a network exercise at the start of the day but due to schedule changes this did not happen until after the lunch break. Members that showcased their work and well deserve a mention are:

- Conor Quinlan – - Development of teacher training pathway for Mindfulness - based stress reduction course. This experiential learning initiative provided the nurses with an

opportunity to enhance their self-compassion, manage stress & complete the initial criteria to become a mindfulness trainer.

- Yvonne Delaney – Informed Decider – A Shared Decision Making (SDM) Framework. A collaborative approach to decision making in healthcare whilst upholding the patients right to self determination and autonomy.
- Niamh Lacey – Staff Engagement Forums within the National Ambulance Service
- Ejiro O'Hare Stratton –

If you would like a copy of any of the posters or would like further information please email breda.odowd@hse.ie and we will forward your details to the relevant authors.

This opportunity was well received by members of the forum and the feedback is that this was a very useful exercise and members would like to see it on a regular basis as a standing item for future meetings. It was great to see forum members have a greater input into the meetings and also get involved locally in their own areas.

After such a thought provoking and engaging day, Anne Igoe concluded the meeting with a short mindfulness session to rebalance the minds and bodies before the journey home.

We would like to remind all forum members that the Health Sector Staff Survey is due to go live for the month of September, we are always on the lookout for more Champions and hope that when you go back to your own areas and feedback on the forum you will also highlight the staff survey, and if there are any members of staff in your respective areas that would like to be a Champion, please either forward the details to your local Director of HR or to Nicola.molly3@hse.ie in our office and we can forward the details on. As mentioned above all documentation in relation to the staff survey can be found on wwwyouropinioncounts.ie or via the staff survey link on the HSE staff engagement website.

We look forward to meeting you all on **18th September 2018** in Dr Steevens. Please note this date in your diary and apply to your relevant manager for leave to attend giving as much notice as possible.

We have also attached to this e-mail the staff survey logo for you to include at the end of your e-mail addresses and would ask that you pass it onto members of staff in your own areas.

End.

Appendix. 1

1. **What is our experience as staff on a day to day?**

- Experiences vary
  - Collaborative working
- Feedback/Communication/Engagement ↑ Staff ↓ Management
- Strategy Document galore no application of same
  - Culture
  - Silo
- Acknowledged Work
- Is patient focussed service
- Management are budget focussed
- Need to be person centred for staff
- Frustrated/stressed by mismatch of demands V resources while committed to giving the best to our patients/co-workers
- Some management have poor people skills and lack training
- Disjointed team and management and accountability
- No joined up thinking
- Too many chiefs not enough Indians!
- Patient focussed – with staff closer to patient – more patient focussed
- Lack of emotional intelligence
- Staff can feel they have no voice, not valued and no time – they have the information about their service
- Fear/Tears
- Patient focussed from top down not just frontline
- Culture of providing care and need to run it as a business
- Men feel they may be challenged – team effort
- Pressure on therapists
- ? KPI's
  - Patient V target, always do right thing for patient
  - If an individual patient needs requirement
  - Patient focussed care
- Staff opinions not being picked up
- Build tolerance from ground up – capture staff interest from strategy point of view
- Incompatible and conflicting objectives person - task
- Authority, Autonomy and Decision Makers locally – is it effective for delivering care
- How can you evolve this down to local level
- Each Clinical Director responsible for workforce – less in centre, more in services, politics difficult
- Galway to role this out
- Remove from people allowed to take risks
- Great idea, have a go and give you permission to fail
- Quality Circles – space where people have protected time and well facilitated
- Things take far too long

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2. What could John Connaghan, Director General and the Leadership Team do to create a more engaged workforce?

- ➢ Create stability
  - Too much reform
  - Blurred decision making
  - Management/Accountability
  - Feedback
- ➢ Bottom up approach
  - Divide
  - Disconnect
- ➢ Listen to stakeholders
- ➢ Staff Engagement – competing, Values in Action etc.
- ➢ Recruitment and retention agendas remain very real problems
- ➢ Break the disconnect between Management and Front Line staff
- ➢ Make Staff Engagement a performance Metric
- ➢ Build trust/Encourage honesty and transparency
- ➢ Peer review practice
- ➢ Managing grievances in a timely manner
  - Trust in care
  - Dignity at work
- ➢ Team meeting where staff are asked what their issues are – not a tick box exercise

3. What needs to happen to build trust and morale across the organisation?
(Everyone working together)

- ❖ Management support
- ❖ Toolkit training
- ❖ Protected time allocation
- ❖ Management take on board the Forums
- ❖ Ideas for how to engage staff generally
- ❖ Engagement Forum has a role in breaking down silos – understand what each other do – start to create wider network both formal and informal
- ❖ Staff Engagement is priority in NSP
- ❖ Management need to value the potential of the Staff Forum, Members and their role
- ❖ Respect
- ❖ Trust
  - Clarity role
  - Feedback 2 way – coaching conversations
  - Support
  - Loyalty
- ❖ Build leadership capacity at every level
  - Stretch goals
  - Self awareness
- ❖ Get rid of blame culture
  - Reflective piece
  - More praise

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- - Poorly performing staff
  - Need to support Managers to performance manage
- ❖ Grievance, Trust healthcare, disciplinary, dignity at work – needs to be timely/efficient
- ❖ Peer review practice widely recognised as important
- ❖ Silos and hierarchy needs to go
- ❖ Ownership of our place of work
- ❖ Develop staff skills – listen
- ❖ Positive debrief at the end of day
- ❖ Be meaningfully engaged
- ❖ Build leadership capacity at every level
- ❖ Support 1:1 interactions Management and Staff
- ❖ Praise/positivity
- ❖ Care for staff and they will care for patients
- ❖ De emphasise hierarchy
- ❖ Staff ownership of workplace
- ❖ Provide support
- ❖ Foster learning culture

4. What supports do Forum members need to take up their own role to influence engagement?

- ▪ Management to recognise its importance, buy-in, time allocation
- ▪ On Senior Management agenda/meetings
- ▪ Bottom up and top down
- ▪ Time allocation – protected
- ▪ Training for forum members
- ▪ We need the toolkit/training
- ▪ Support to set up local Forum
- ▪ How do we build capacity – need more support local
- ▪ Fulfil and deliver meaningful role
- ▪ Meeting Clinical Directors – fully devolved local decision making
- ▪ Need to get Management teams locally on the agenda
- ▪ Fear in system from men
- ▪ Annual review set up
  - People
  - Resources
  - Service
  - Quality
- ▪ Meet CEO
- ▪ Meet ? forum   *All would form part of Annual Review*
- ▪ Meet Board then
- ▪ Balanced scorecard
- ▪ Sort out in start 20198
- ▪ Distributed Leadership – influencers use of emotional and social intelligence

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5. What needs to happen to build trust and morale across the organisation?

- o Making meaningful engagement a priority
- o Welcome/Induction to the work area
- o Follow up with new staff on an ongoing basis
- o Equal pay for equal work – new entrants
- o Implement the performance achievement policy across the organisation
- o Positive – leadership courses
  - - Values in Action
  - - Your service your say
- o Not espoused values – lived values
- o Active listening to front line staff
- o Empower others to make decisions
- o The Staff Engagement definition
- o Breaking down silos (too much change)
- o Meetings – not pre arranged agendas
- o Intrinsic motivation – acknowledge power of that
- o Acknowledging the existing expertise within HSE
- o Authentic not tokenistic
- o Allowing staff to transfer
- o Systematic approach to training Managers

Appendix. 2

Health Sector National Staff Survey Your Opinion Counts 2018

www.hse.ie/staffsurvey
www.hse.ie/staffengagmenet

Role of Survey Champion

- The role of the Champion will be to:
- Be the "*Human Face* "of the survey
- Give energy to the process - creating a buzz on site
- Valuing the survey - modelling enthusiasm
- Support/guide process at local level
- Work with their HR Manager in their area and utilise their personal networks and channels to identify opportunities to drive take up by organising local meetings and briefings, using email groups and arranging content for local newsletters.
- Providing information about the survey process
- Facilitating access to survey
- Providing feedback to local HR/ Survey Project Group

Appendix 3.