

Board Meeting Date 30 May 2018

Board part **Public**

Agenda item 47/18ii

Title	Update paper on staff engagement strategy
Sponsoring Director	Colin Scales, Chief Executive
Authors	Jen Brown, Staff Engagement Lead Christine Whittaker, Associate Director of Organisational Development
Presented by	Christine Whittaker, Associate Director of Organisational Development
Purpose	The paper refreshes the strategy document agreed in May 2017 and gives a high level update on progress. The staff e-engagement strategy implementation is overseen by the staff engagement steering group which reports to the Workforce and Organisational Development Committee
Previously considered at	n/a
Related Trust Objective/ Intentions	All
Patient Safety and Quality Goals	
Care Quality Commission Outcomes support by this paper	

Related Risk	
Legal implications/ regulatory requirements	
Finance and resources Impact assessment	Resources to support the implementation of the plan will be required; the greatest resource is staff time and the capacity to allow engagement champions time to undertake their roles.
Equality Impact assessment	Not undertaken
Next steps	
Recommendations	Board is asked to receive the report for assurance.
<p>Action required by the Board</p> <p>Approve <input type="checkbox"/> Assure <input checked="" type="checkbox"/> Note <input type="checkbox"/></p>	

Staff Engagement Strategy

2017 - 2020



A message from Christine Samosa - the Director of People and Organisational Development/Deputy Chief Executive

Our ambition to deliver the best possible care for our patients is at the heart of everything we do in Bridgewater, delivering Quality First and Foremost by ensuring care is safe, respectful and efficient. The Staff Engagement Strategy sets out the commitment to our staff and our undertaking to continue to develop the organisation as one that we can all be proud of and staff want to be part of.

Quality first and foremost

Staff engagement means involving our staff in defining what a great work place experience is, helping to shape the systems and processes that deliver it, and living the values of our organisation. This strategy builds on the progress we have made in recent months and reflects feedback from staff on what they believe will make a real difference. Employee feedback has been gathered and analysed from various sources including the Staff Survey, Friends and Family Test and the outcomes from the big conversations that have been held across the patch.

Creating an engaged workforce will help to support achievement of the Trust priorities. Research has shown that trusts which effectively engage their workforce have more satisfied staff, better clinical outcomes and are more efficient. If services are to be improved within a tight budget, we will have to unlock the immense potential creativity and innovation of our employees and when change happens, we need to ensure that staff will be right at the heart of decision-making.

Our staff engagement strategy puts staff in the driving seat – we have recruited staff engagement champions to help us focus on the important things in each borough and at team level. We need to establish the environment for staff to flourish, create a positive work environment and develop our talent. This is a real opportunity for YOU to help shape the organisation and be part of something great.



What is staff engagement?

It's the emotional connection that staff have toward his or her organisation, which may affect behaviours and how people work.

Staff engagement is **about trust and good communication** between employees and management and that staff can see how their **own work contributes to goals of the organisation**. It offers the opportunity to grow at work and **makes staff proud to be working for us**.

- We want you to **enjoy your job**
- We want you to be **proud of the services you offer**, by recommending Bridgewater as a place to work or receive a service from our staff.
- We want you to **work well**, and want to improve the way things work to make a difference to adults, children and families in our communities.
- We want our teams to work well to **improve their services**.
- We want everyone to **think, behave and act in a positive way**.
- We want you to be **innovative and contribute ideas** that are listened to and acted upon.

It is suggested that engagement is developed when the staff are fully aware of their role and what the organisation is aiming to achieve.

Our leaders and line managers will play an important part in creating a culture of staff engagement and helping staff to deliver excellent patient care.



Why do we think it is important to engage with you?

We know that our staff are our **biggest asset** and Bridgewater want to support our staff to be the best they can be. Research shows that improving staff engagement has a positive effect on the health & wellbeing of staff and that happy and healthy staff will achieve Bridgewater's goals because they feel engaged.

Evidence suggests there is a direct link between highly engaged staff and:

- Wellbeing
- Customer satisfaction
- Retention
- Health & Safety
- Productivity
- Financial efficiencies
- Absence
- Innovation





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How staff engagement reflects Bridgewater's values.

Patient centred – Our staff achieve better outcomes for our patients and service users when they are engaged.

Encourage innovation – engaged staff are more likely to use their knowledge and ideas to improve care and services, proactively changing how they work.

Open and Honest - staff understand what they're expected to achieve and why it's important. Collaboration is valued and teams communicate whilst leaders listen to staff feedback, encourage it and act upon it.

Professional – Engaged staff will provide the best quality services and be recognised for their contribution.

Locally led – engaged staff will use their knowledge of their local communities to become more knowledgeable about the communities they work within.

Efficient – Engaged staff are more efficient and productive, delivering high quality care that is value for money.

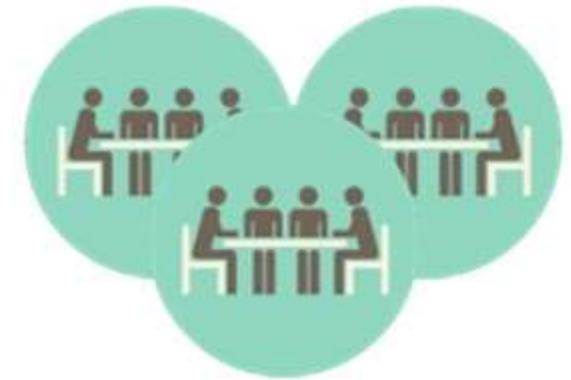


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The benefits to staff

- Feeling happier, healthier and more content.
- Greater motivation and morale leading to better job satisfaction and productivity.
- More commitment to the organisation's goals and why we do what we do.

"We believe that Bridgewater will benefit from engaged staff because, as well as being happier, healthier and more fulfilled, we will deliver improved care and services".



What do you expect from me?

As a staff member, we want you to attend and participate in borough specific staff engagement activities. You will be the ones who tell us what's working and what isn't. We want you to provide the answers.



"This is about how we create the conditions in which employees offer more of their capability and potential."
David MacLeod, Engaging For Success: enhancing performance through employee engagement report to government (also known as the MacLeod Report).

Chartered Institute Personnel & Development (CIPD)
Employee Engagement Factsheet 2014

The MacLeod Report underpins this strategy and on the next page are the four enablers of engagement taken from this work.

We want to make tomorrow better than today.



Although there is no 'one size fits all' approach and no master model for staff engagement, four common themes, called Enablers of Engagement (see to the right) came from David MacLeod's research. These enablers will be the foundation for staff engagement across the trust.

The National Staff Survey, Friends and Family Test and LiA pulse checks, will help us measure if this method has worked.

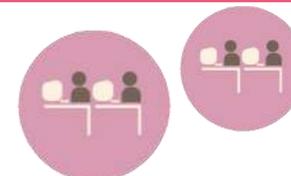
Performance and Development Reviews (PDR's) and Talent Management

To create a culture of staff engagement we want to fully understand why we are here and where we are going. This understanding creates a strong sense of personal ownership and helps us to feel invested in our future and achieving the best for our service users. Our new PDR process will focus staff on their role and the bigger picture. We want to understand what motivates our staff and have an honest conversation about 'what gets you out of bed'. Whatever these aspirations are, we will listen and where possible, support and encourage you.

Integrated Talent Management - At Bridgewater we recognise that we have highly motivated staff that choose to invest their aspirations with us and who expect a fair return on their investment - through personal growth, development opportunities and a sense of belonging. The Integrated Talent Management strategy will outline Bridgewater's commitment to attract, develop, retain and deploy skilled people into roles that enable them to lead and deliver safe, high quality, effective and compassionate care.

the MacLeod Report:

1. "Visible, empowering leadership providing a strong strategic narrative about the organisation." – **inform where the organisation is now and where it's going.**
2. "Engaging managers who focus their people and give them scope, treat their people as individuals and coach and stretch their people." – **Managers offer staff development opportunities and support you to reach your goals – through the new PDR process and focusing on talent management.**
3. "There is employee voice throughout the organisations, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solution." – **Our staff have someone who they can go to, to speak up for them when they have ideas.**
4. "There is organisational integrity – the values on the wall are reflected in day to day behaviours." **There is not a 'we say –but you do' gap, we all behave the same.**





What methods will be used at Bridgewater?

A variety of engagement methods will be used but we know that one of the best ways to find out how staff engagement will work best – is to ask the staff. In November/December 2016 and January 2017, LiA Big Conversation events were held in all of Bridgewater’s boroughs. Additionally, a survey was circulated to all staff and responses were also sought through team meetings.

In total 461 staff answered these three questions:

1. **Have we got this strategy right? Is there anything missing?**
2. **Not all staff would recommend the trust as a place to work, why?**
3. **With regards to staff engagement, if Bridgewater was the best place to work, what would be different?**

The responses have been themed into:

- Staff engagement suggestions
- Borough specific suggestions that can be worked upon locally by the staff engagement champions and LiA teams

There will be a variety of methods used, to engage with staff and at the end of this document is a list of these methods. A [staff engagement strategy steering group](#) will monitor the actions and current initiatives in place, which support staff engagement. This group will report to the Workforce Committee.



Each borough will have local staff members who will be voluntary staff engagement champions. The champions will work towards supporting the actions and initiatives outlined in this strategy



Borough specific plans

There will be many methods of engaging Bridgewater staff, sometimes a blanket-approach will be appropriate, to link with other organisational strategies (see appendix one) and to ensure equality. However, we know that there will be differences for all boroughs, so local action plans will be put in place to

The National Staff Survey allows us to understand how engaged our staff are, and to obtain views on: the care delivered, willingness to raise concerns and if staff would recommend the Trust's services to family and friends. The response rate to the 2016 National Staff Survey was 46%. This is an improvement on the response rate of 28% in 2015.



One of the aims of the Staff Engagement Strategy is to increase how many people complete the National Staff Survey. Further ways to measure engagement on an ongoing basis include using focus groups, Open Space attendance, pulse surveys and Listening into Action events. There is an expectation within Bridgewater that staff will be actively engaged and are champions of the 'Enablers of Engagement', the National staff survey and action planning.

[You said, we did, we are doing](#) as found on the Hub - This has been done/being done following receipt of your feedback from the NHS Staff Survey. It highlights the commitment, by Bridgewater, to listen to your views, act upon them and communicate to you exactly what we have done about them.



What results do we expect?

As well as happier staff that feel able to influence the way they work and how to improve patient care, there are specific actions that are listed on the next page. Below are some outcomes in a nutshell.



- Improvements in Staff Survey results – our performance locally and nationally against other Trusts.
- Increased Staff Survey 'staff engagement' score – to be above the National average and continuously improve year on year.
- A reduction in Employee relations cases (disciplinary, grievance, bullying cases) – ideally low in number and managed efficiently where they arise
- High levels of personal and professional conduct (as above), including low numbers of referrals to professional bodies
- Reduced sickness absence rates against our target of 2.78%

Appendix One - The Strategic context within Bridgewater

Organisational Development Strategy

The Organisational Development Strategy supports Bridgewater by:-

- enabling cultural change
- understanding and implementing values based leadership
- enhancing change capacity
- ensuring all staff are positively engaged, valued, developed and enabled to deliver services for the benefit of our patients



[Listening into Action \(LiA\) Strategy](#)

The LiA strategy supports staff engagement at Bridgewater by:-

- Enabling teams to make improvements from the 'inside-out'
- Giving 'permission to act' and change simple processes
- Cuts out time-wasting and removes barriers
- Means working together to do our best for patients and each other



[Human Resources Strategy 2016-2020](#)

The Strategy is based on the key principles of having the right people with the right skills in the right place at the right time. Priority over the next five years will be given to enhancing clinical skills, embedding the Trust culture and values, developing new roles and ways of working. The Strategy has a focus on staff health and wellbeing. Our aim is to provide a workplace and environment where our staff feel supported, healthy, valued and committed to giving their best.



Quality Strategy - this will be published in Quarter Four 2017

The aim of a quality strategy is to ensure that we achieve our quality goals:

- Are we safe? As we need to protect people from avoidable harm.
- Are we effective? The services and the care that people receive, must be appropriate to their needs.
- Are we caring? Do we have the culture and leadership that promotes treating people with dignity, respect and compassion?
- Are we responsive? Do we listen to people's needs and then provide treatment/care and services that support them at the right time and the right place.
- Are we well-led? Do we have a fair and transparent culture which allows for innovation and improvement?

Health and Wellbeing

As part of the commitment to Health and Wellbeing, there is a Workplace Health & Wellbeing Action Plan which synergises objectives between HR and occupational health and wellbeing. There are a number of initiatives in place to support the health and wellbeing of Bridgewater staff, including:

- Reviewing Occupational Health/sickness/accident trends/statistics, such as the stress audit and action plan
- Delivering relevant Occupational Health and wellbeing communications to inform managers and staff
- The launch of the '[Health Hub](#)' on the intranet, for staff to access health and wellbeing resources and local activities/events

Staff survey action plan 2015-16/2016-17

An action plan based on the findings of the 2015 Staff Survey has been drawn that focuses on a number of key issues which address and prioritise important areas identified by staff in the survey. Any queries about this action plan can be made by emailing paula.woods@bridgewater.nhs.uk



Integrated Talent Management Strategy (ITMS)

The ITMS is underpinned by and contributes to a successful staff engagement strategy, and supported by systematic processes for recruitment, development, deployment and succession planning and assured via an agreed measurement framework.

The goal of the Integrated Talent Management Strategy is to contribute to creating and maintaining a high performing, sustainable organisation that meets organisational goals and objectives and acts as an enabler for participation and leadership in Borough specific plans.



Monitoring and Review

The Staff Engagement Strategy will be monitored by:

- [The Staff Engagement Strategy Steering group](#) - which also aims to increase the National Staff Survey response rate and engagement score (as this is an indicator of a more engaged workforce). This group will report to the Workforce Committee.
- The Executive Management Team

The indicators of success will be:-

- Results of Pulse Surveys
- Annual National Staff Survey Response rate 2016
- Staff sickness reduction
- Staff Friends & Family Test Results as surveyed quarterly



Objective- our pledges are	Actions	Responsibility	When
To improve the National Staff Survey 'staff engagement' score – to be above average and continuously improve year on year	<ul style="list-style-type: none"> • To effectively communicate the National Staff Survey - Develop a visual identity and structured plan of communication about the purpose to increase understanding and engagement • To achieve a staff survey “staff engagement score” of 4 plus (scores range from 1 - poorly engaged to 5 with 5 indicating that staff are highly engaged) • To improve the Staff Friends and Family Test scores for Staff recommending the Trust as a place to work and receive treatment 	Human Resources Department (HR), The Staff Engagement Strategy Steering group, Internal Communications and Organisational Development (OD) group	<p>Annually as per the National Staff Survey timeframes</p> <p>Quarterly as per SFFT national timeframes (Q3 is picked up by the annual Staff Survey)</p> <p>Quarterly as per SFFT questions picked up by internal Pulse Check Survey</p>
To improve staff engagement	<ul style="list-style-type: none"> • Director drop-ins to take place monthly so that each borough 	Staff Engagement Lead, staff engagement champions,	Monthly

<p>with the Executive team</p>	<p>receives regular visits across the course of a year. Staff will be encouraged to invite directors as well so they are seen as open</p> <ul style="list-style-type: none"> • Team Brief - A new monthly Manager's Brief cascade to ensure that managers are informed of the latest developments and plans within the Trust • Directors provide blog updates and Friday message was introduced to allow directors and senior managers to inform staff on key topics/updates pertinent to that director's portfolio. 	<p>Communications Team BridgewaterGlobal@bridgewater.nhs.uk</p> <p>Executive Team, Communications Team</p> <p>Communications Team, Executive Team</p>	<p>Monthly</p> <p>Monthly</p>
<p>To use a systematic method to engage with staff and monitor implementation & improvement</p>	<ul style="list-style-type: none"> • "Continue using Listening into Action (LiA) to engage staff using a borough specific approach • To hold Big Conversation events for staff to feedback their frustrations and potential solutions 	<p>Staff engagement lead</p> <p>Staff engagement lead</p> <p>Staff engagement lead</p>	<p>Ongoing</p> <p>When required</p>

	<ul style="list-style-type: none"> • Conduct Pulse check surveys to gauge how engaged staff are feeling • Feedback on progress, by updates, at the Staff Engagement Strategy Steering meetings - to help un-block issues brought by the borough specific LiA teams • To support the borough specific LiA teams to engage with staff and to support the coordination of the LiA approach • To continue to promote the philosophy of “giving staff the permission” of LiA across all staff and their managers through: LiA newsletters, the bulletin at staff facing events and through the LiA trust sponsor group • To further develop and review the LiA strategy and communication strategy on a 12 monthly basis 	<p>Staff engagement lead</p>	<p>Quarterly 2018/2019/2020</p> <p>Monthly</p> <p>Monthly</p> <p>Ongoing</p> <p>Annually</p>
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	<ul style="list-style-type: none"> To provide updates on progression and achievements to the board and EMT, when requested 		When required
To demonstrate continual improvement in staff engagement	<ul style="list-style-type: none"> Conduct Pulse Check surveys with all staff members, borough specific staff. To continue with pulse check surveys to ascertain progress against actions or views on topical issues - this will also enable us to target hotspots and measure engagement on a more regular basis. 	Staff engagement lead	Quarterly 2018/19/20
The Organisational Development (OD) strategy will ensure there is sustained organisation	<ul style="list-style-type: none"> To continue the roll out of the Leadership Program To continue to offer staff appropriate change management tools To continue the delivery of the Speed of Trust Program which supports managers to build 	Innovation and Improvement Team Helen Hollett and Carl Dixon	Ongoing, reviewed quarterly Ongoing, reviewed quarterly Ongoing, reviewed quarterly

<p>performance and transformational work around the delivery of high quality care; in a way that is meaningful to staff.</p>	<p>trust within teams</p> <ul style="list-style-type: none"> To develop the new PDR paperwork that focuses on: your wellbeing, your role, behaviours, the individual fit and impact within the organisation; to identify development and training needs. To develop and implement a Talent Management strategy To continue the delivery of 7 Habits of highly effective people commenced Q3 2017 aim of programme is for staff to explore their own personal effectiveness and build effective relationships 	<p>Helen.hollett@bridgewater.nhs.uk Carl.dixon@bridgewater.nhs.uk</p> <p>Wendy.burton@bridgewater.nhs.uk</p>	<p>New PDR paperwork completed and launched September 2017. Review of paperwork underway (April 2018)</p> <p>Ongoing, reviewed quarterly</p> <p>Ongoing, reviewed quarterly</p>
<p>To continue to deliver effective communications to Bridgewater staff and to implement new ways staff can also</p>	<p>To continue to deliver:</p> <ul style="list-style-type: none"> The Bridgewater e-bulletin Ask the Boss The bi-monthly Team Brief - cascading briefing to operational teams The Hub app The Hub (intranet) 	<p>Communications Team BridgewaterGlobal@bridgewater.nhs.uk</p> <p>Adam.britton@bridgewater.nhs.uk</p>	<p>Weekly When required Bi-Monthly</p> <p>Ongoing - Further developed when required Ongoing - Further developed when required</p>

<p>communicate.</p>	<ul style="list-style-type: none"> To identify and share best practice of areas of the organisation that are doing well in terms of engagement e.g. through case studies To promote the use of social media for staff engagement and celebrating success to all staff 	<p>Communications Team</p> <p>Communications Team, staff engagement strategy steering group and champions</p>	<p>Ongoing - Further developed when required</p> <p>Bi-annual campaign</p>
<p>To ensure the outcomes around staff engagement, are delivered and monitored by the staff engagement steering group.</p>	<ul style="list-style-type: none"> To oversee the Staff Engagement Strategy aims and objectives at the groups meetings and provide a forum for the discussion of related items and their operation To provide support to staff involved in borough staff engagement/LiA groups and by tapping into other experienced staff engagement steering group members To support the staff engagement champions and offer informed guidance on the 	<p>Staff engagement lead</p> <p>Staff engagement lead, Staff engagement strategy steering group member</p> <p>Staff engagement lead, Staff engagement strategy steering group member</p>	<p>Monthly</p> <p>Monthly</p> <p>Monthly</p>

	<p>key topics from the staff engagement steering group</p> <ul style="list-style-type: none"> To monitor the progress of the staff engagement strategy action plan 	<p>Staff engagement lead, Staff engagement strategy steering group member</p>	<p>Monthly</p>
<p>To provide a workplace and environment where our staff feel supported, healthy, valued and committed to giving their best.</p>	<ul style="list-style-type: none"> To continue to embed Staff Attendance, Health and Wellbeing practices focusing on promoting the wellbeing of employees in line with the Trust's values and behaviours, ensuring a focus on change management and its impacts (i.e. sickness absence, stress management, low morale). 	<p>Health and Wellbeing team</p>	<p>Ongoing subject to quarterly review</p>
	<ul style="list-style-type: none"> To improve the NHS Staff Survey results that focus on attendance, health and wellbeing at work 	<p>Health and Wellbeing team</p>	<p>Ongoing subject to quarterly review</p>
	<ul style="list-style-type: none"> To pursue national health and wellbeing standards, initiatives and accreditations 	<p>Health and Wellbeing team</p>	<p>Ongoing subject to quarterly review</p>
	<ul style="list-style-type: none"> To continue to maintain and promote the Health Hub section of the intranet 	<p>Health and Wellbeing team</p>	<p>Ongoing subject to quarterly review</p>
	<ul style="list-style-type: none"> Implementation of health and 	<p>Health and Wellbeing team</p>	<p>Ongoing subject to quarterly review</p>

	<p>wellbeing initiatives, the Staff Health and Wellbeing month and promotion of health campaigns and information</p> <ul style="list-style-type: none"> To continue achieving full compliance of the NICE Workplace health: management practices with ongoing review, by the Trust's Clinical Audit Lead, to maintain the standard. (The Trust's position 2016 was partial compliance and in 2017 is now full compliance). 	<p>Health and Wellbeing team</p>	<p>Ongoing subject to quarterly review</p>
<p>To continue to offer Learning and Development opportunities which will nurture talent and ensure staff participate in professional development as part of</p>	<p>Bands 1-4 development:</p> <ul style="list-style-type: none"> To give staff the opportunity to have their say and take part in focus groups specifically for bands 1-4 split into clinical and non-clinical groups. To ready staff for mentoring and leadership specifically for bands 1-4 through the apprenticeship route <p>All Staff:</p>	<p>Talent for care Programme Facilitator: karla.rimaitis@bridgewater.nhs.uk</p> <p>Education and Professional Development (EPD) Team</p> <p>Talent for care Programme</p>	<p>Ongoing subject to quarterly review</p> <p>Ongoing subject to quarterly review</p> <p>Ongoing subject to quarterly review</p>

<p>maintaining that our staff are our greatest asset.</p>	<ul style="list-style-type: none"> • To offer Internal/external training and development provision for all staff in clinical and non-clinical roles • To offer career development advice, support and opportunities around external training programmes • To offer career development advice, support and opportunities around internal apprenticeship programmes • To offer support and provision of English and Maths at GCSE level for all staff to enable further development • To facilitate the coordination of Work Experience placements for internal staff so they can gain a greater understanding of the trust they work and to develop interests that may lead to career change/progression. • To provide training for 	<p>Facilitator: karla.rimaitis@bridgewater.nhs.uk</p> <p>Education and Professional Development (EPD) Team</p> <p>Talent for care Programme Facilitator</p> <p>Talent for care Programme Facilitator</p> <p>Talent for care Programme Facilitator</p> <p>Talent for care Programme Facilitator:</p> <p>Education and Professional Development (EPD) Team</p>	<p>Ongoing subject to quarterly review</p>
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	<p>Application forms and interview techniques and best practice</p> <ul style="list-style-type: none"> • To offer additional support through bespoke training for those in or have been in Local Authority Care, requiring additional support through assessment of need, and those who are getting back into work or working for the first time. • Careers newsletter highlighting good news stories and information on staff for 14+ • To continue with all information provided on the Intranet Hub and thorough the EPD Training bulletin • Referral information to support services if required (Equality and Diversity) 		<p>Ongoing subject to quarterly review</p>
<p>Encourage collaborative</p>	<ul style="list-style-type: none"> • Promote availability of voice and video calling via Microsoft 	<p>Bridgewater IT, staff engagement lead, Staff Engagement Strategy</p>	<p>Ongoing</p>

<p>working by increasing staff's access to engagement Technology.</p>	<p>OCS (Web cams and additional configuration potentially needed)</p> <ul style="list-style-type: none"> • Continue investigating the scope for the implementation of NHS.net 2 which may open up options with Skype for Business • Continued deployment of agile working laptops that will allow users to be able to work in multiple locations and not be fixed to one static base • Investigate possibility to utilise systems such as Sharepoint or office 365 to allow enhanced collaboration by making data more readily available to all who need it • 	<p>Steering Group</p>	<p>Ongoing 2018/19</p> <p>Ongoing roll out</p> <p>Ongoing</p>
<p>Employees, organisational and team leaders to have better conversations</p>	<p>Staff side will continue to:</p> <ul style="list-style-type: none"> • Provide advice and support on a range of issues • Represent members views on issues eg- sickness, terms and conditions, disciplinary 	<p>Bridgewater Union representatives,</p>	<p>Ongoing</p>

<p>with staff side support, about making work better and creating the right conditions for happier staff.</p>	<ul style="list-style-type: none"> • Promote the value of learning and development and protect member’s right for learning in the workplace • Promote the value of partnership working and fair treatment for staff • Promote a safe working environment for staff, children, families and patients 		
<p>To make the Trust a great and successful place to work – a model employer and an employer of choice.</p>	<p>The HR department will continue with:</p> <ul style="list-style-type: none"> • Recruitment/ Induction • Occupational Health • Insight Healthcare Employee Assistance Programme • Mediation Services • Health and Wellbeing Toolkits • Wellbeing Articles • Development of HR/people policies 	<p>Human Resources (HR) Department</p>	<p>These form part of the core services of the HR Department</p>
<p>Ensure that staff who are residents of the boroughs we serve are Foundation</p>	<ul style="list-style-type: none"> • Raise the profile of the staff governors • Highlight vacancies in the role • Highlight achievements/work to date • Promote elections 	<p>Bridgewater membership team membership@bridgewater.nhs.uk</p>	<p>Ongoing March 2019</p>

<p>Trust members that are involved and help inform decisions, particularly on patient-centred services.</p>	<ul style="list-style-type: none"> • Promote induction sessions • Tackle hard to reach constituencies 		
<p>To demonstrate to staff that they are valued and appreciated for their work, by continuing with the Bridgewater staff awards.</p>	<ul style="list-style-type: none"> • To continue with Bridgewater Stars of the Month awards, and encourage staff to nominate others • To continue the Bridgewater annual awards events 	<p>Human Resources and communications team</p> <p>Communications team</p>	<p>Monthly</p> <p>Annually</p>