



Helen Mason

Healthy, thriving communities, Kia Momoho Te Hāpori Ōranga.



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Shortly after moving into my new role as CEO, I asked our Executive Team what they considered to be the most important things that we as a team needed to do to improve our DHB. Four themes came through strongly: staff engagement and organisational culture; health services planning; health excellence and quality; and Māori health. We're now looking at each of these themes in more detail.

As a priority, the Executive Team agreed that it was time for us to take a fresh look at how we engage with staff, how staff relate to one another across the organisation, and the culture that underpins the way we work. There's a desire to understand how we all might move our staff engagement strategy to the next level – how do we go from good to great.

In our most recent Pulse survey, our teams told us that we do a lot of things right. They also told us that we need be more open to working together, that we need to value, appreciate and feedback to staff more than we have been.

We've decided to take a different approach to considering the results of the Pulse survey this year. In the past, individual teams have looked at the results of the survey and developed action plans. We've heard that not everyone feels engaged in that process, and that not everyone feels that their views have been heard.

So, on Tuesday 3 May, 80 staff will be invited to a workshop to explore how we can improve our culture, and how we can develop and improve our engagement with staff. We want to think about how we can all work better together.

Whilst we'd love to be able to speak to each and every one of you, unfortunately that's not possible. So these 80 staff will be selected to represent a slice of the whole organisation, in a ratio that represents the number of staff working in different roles.

We've asked each service to put forward names of potential participants (depending on service size) recognising the following criteria as a guide:

- A range of professions e.g. medical, nursing, allied health.
- Range of roles e.g. administration, finance, business, planning & funding, support staff.
- Cultural diversity.
- Long serving and more recent employees.
- Union coverage.

The King's Fund has published a book titled – Staff Engagement – six building blocks for harnessing the creativity and enthusiasm of NHS staff. In the book a graphic of the six building blocks for a highly engaged workforce is included and set out below. I think you'll find them interesting and they'll be discussed on May 3. There is also a link to the document if you are interested.

We want to create an environment of trust and respect where everyone regardless of role, feels their voice and opinions have been heard and considered.

Our hope is that through this workshop we'll gain new insights as to how we can ensure transparent communication that helps us work together more effectively across departments to address the daily challenges we face.

We're optimistic this work will significantly contribute to making BOPDHB a great place to work. I look forward to letting everyone know how we progress the discussion on May 3, and the next steps.

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Healthcare is a people business. The quality of care that patients receive depends first and foremost on the skill and dedication of NHS staff. Highly engaged staff – and by this we mean individuals who are committed to their organisations and involved in their roles – are more likely to bring their heart and soul to work, to take the initiative, to 'go the extra mile' and to collaborate effectively with others.

The King's Fund publication, Staff engagement - six building blocks for creativity and enthusiasm of NHS staff

Six building blocks for a highly engaged workforce



1. Develop a compelling, shared strategic direction



2. Build collective and distributed leadership



3. Adopt supportive and inclusive leadership styles



4. Give staff the tools to lead service transformation



5. Establish a culture based on integrity and trust



6. Place staff engagement firmly on the board agenda