



YORK TEACHING HOSPITAL NHS FOUNDATION TRUST

REWARDING AND RECOGNISING STAFF CONTRIBUTIONS IN CHALLENGING TIMES

SUMMARY

The Trust has spent the last few years developing a reward and recognition philosophy to underpin its current benefits package for staff. The aim was to enhance the traditional NHS reward package with innovative methods to set us apart from our competitors. This was developed in challenging times due to a number of factors:

- We are not a private sector company and the challenges of developing a reward strategy as a NHS Trust can be limiting
- Economic recession
- Low or zero pay rises
- The Trust making efficiency savings of £33 million over a three-year period
- The Trust's prioritisation of supporting the health and wellbeing of its staff

The reason for the development of a new philosophy was to attract, motivate and retain the best staff. We wanted to ensure staff were engaged with our business / strategic vision - which is the "patient experience". We wanted to ensure staff signed up to our values and we wanted to put in place a process to reward and recognise outstanding behaviours and achievements.

Human Resources (HR) recognised that the way forward was to utilise reward and recognition as a key strategy to reward staff as much as possible for their continued commitment in these tough times. The added challenge was to ensure anything implemented had no financial costs and make efficiency savings!

The Trust already had an established staff benefits service that included:

- Staff Benefits Manager
- Staff Benefits Committee
- Monthly Staff Lottery

- Staff Shop within the hospital
- Staff Benefits Handbook
- Annual Staff Benefits Fair

None of the above incurred any cost to the Trust; they were self-funded through the Staff Lottery, Staff Shop and sponsorships/ advertisements.

In relation to recognition the only scheme the Trust had in place was a 25 year Long Service Award.

The HR team started to look at reward and recognition by developing a Reward and Recognition Philosophy. We ensured the different areas of reward and recognition were under the leadership of one Director and were aligned together with clear direction.

Whilst there was an element of our system that was working well, we wanted to build on this and look at the concept of "total-reward". Our focus was on the non-financial elements. HR started to develop and implement the concept of:

- Voluntary Benefits
- Staff Recognition
- Total Reward Statements

An area we wanted to focus on was around introducing a number of health and wellbeing initiatives. This is because the Trust believes that having healthier employees has a positive impact on engagement and productivity. It helps ensure the workforce is, where possible, resilient to deal with continued challenges in the workplace and in their personal life. The initiatives we wanted to consider focused more on prevention, encouraging staff and their families to take steps to lead a healthier lifestyle.

Additionally, we had, over a short period, a number of staff who had died in service. This highlighted that we wanted to develop an innovative way of remembering staff.

KEY OUTCOMES

Through engaging/listening to staff, we developed an extensive voluntary benefits package. Staff can make a personal preference as to whether they utilise the benefits. Linked to staff feedback we are also scoping further initiatives such as on-site dentist/health screening.

All our initiatives have been introduced at no cost to the Trust and the salary sacrifice schemes have provided an annual £211k efficiency saving.





GOOD PRACTICE CASE STUDY



Health Education Yorkshire and the Humber

Example achievements:

- Negotiated 100+ discounts with local businesses and provide highly discounted products in the Staff Shop
- 86% of staff utilise the Staff Shop
- 190+ of staff buying extra annual leave
- Introduced a free on-line weight management tool - 964 active users
- 3-month team walking programme – 644 participants; 45% reported weight loss, 83% reported an improvement to their overall health, 73% reported increase in morale and team-working
- 900+ staff attended a Health and Wellbeing Fair
- £521K (2011/12) spent on Staff Benefits. This equates to £81 per member of staff
- Achieved GOLD accreditation for the NHS Sports and Physical Activity Challenge 2012
- Formally recognised by the London 2012 Inspire Programme for our health and wellbeing initiatives

We now have a programme of recognition events. This includes a monthly "Star Performer" award, "Oscar" style achievement event, "glitzy" celebrations for long service (25/40 years) and retirement. We commissioned an artist to develop an innovative "glass tree" as a staff memorial. The leaves represent deceased members of staff. The Board attends all events, with the Chief Executive (CE) presenting awards.

Feedback from staff:

"As a guest of a nominee, very proud not only for the nominee but to be part of such a dedicated, patient focused organisation, who recognise the contribution staff make."

"Great evening, yet again demonstrating the commitment of the Trust to its workforce, at all levels. I think we are really lucky in York to have these events, which I know do not take place in other Trusts. Really helps to make staff feel valued."

By investing time in staff wellbeing/ recognition the benefits are:

- Since 2008 - 30% proportionate reduction in sickness-absence
- Reduction in temporary workforce spend

Staff-Survey 2011

In the best 20% scores for acute Trusts:

- Staff health and wellbeing indicator
- Staff suffering work-related stress
- Staff intention to leave

Above average:

- Staff engagement indicator
- Staff recommending Trust as a place to work or receive treatment

Linked to our HR indicators our patients are treated by happy, healthy staff rather than tired, unwell and unhappy staff. This information is collaborated in the Trust's monthly patient questionnaires where we are constantly rated highly (over 90%) on patient satisfaction.

Quote:

"The cheerful way the staff took care of me couldn't be faulted."

The project received national recognition at the 2012 Healthcare People Management Association (HPMA) awards where judges agreed that:

"The Trust had set out to have the wow factor and do things differently and they had achieved it."

BACKGROUND

York Teaching Hospital NHS Foundation Trust provides a comprehensive range of acute hospital services for approximately 350,000 people living in and around York and a range of specialist services over a wider catchment area of around 500,000 in North Yorkshire.

KEY AIMS

The real business need for the Trust was around ensuring we meet our ultimate objective, which is "to be trusted to deliver safe, effective healthcare to our community". This cannot be done without good staff

engagement. Engaged, healthy and motivated staff have key links to safety, efficiency and patient satisfaction/experience. We wanted to ensure that our strategy aligned to the Staff Health and Wellbeing Strategy. The impact of managing staff's health and wellbeing more effectively has been cited by national research, (for example, The Boorman Review), to have a positive effect on the performance of organisations and ultimately patient care.

Please refer to the Key Outcomes section for the actual outcomes of our initiatives and feedback from staff and patients.

KEY STAGES OF SET UP

The key stages relating to our initiative were:

- Researching private companies such as John Lewis who are classed as leaders in reward
- Obtaining staff feedback on reward and recognition via on-line surveys, staff road-shows and with Staff Side
- Working groups were set up with key stakeholders to discuss initiatives
- Developing a Reward and Recognition Philosophy for the Trust
- Implementing a Strategic Reward and Recognition Committee
- Developing objectives and action plans linked to staff feedback
- Developing a business case to recruit additional staff
- Ensuring constant engagement with key parties, e.g. Occupational Health, Staff Side
- Devising a communication plan
- Ensuring our strategy is aligned with Trust values

In relation to our project management process the following was implemented:

The introduction of a new Corporate HR team, made up from existing employees of the Trust, responsible for reward and recognition. Each member has clear direction from senior management, which includes annual objectives/work plan. The team meet on a monthly basis to assess progress, brainstorm ideas/initiatives and ensure agendas are aligned.



GOOD PRACTICE CASE STUDY



Health Education Yorkshire and the Humber

We have a Staff Benefits Committee that comprises of staff from each area of the Trust. The committee is accountable to the Trust's Strategic Reward and Recognition Committee. They debate and agree proposals for benefits offered within the Trust.

We have a Strategic Reward and Recognition Committee chaired by the HR Director and includes Staff Side, Governor, Finance and HR. The Committee determines the framework for reward/recognition related matters and provides the Staff Benefits Committee with a context and direction for them to undertake their role. The committee monitors and evaluates actions against Key Performance Indicators (KPIs) and assesses data to help inform the best way forward.

The following also takes place:

- Board reports produced on a quarterly basis
- Evaluation conducted on recognition events and new initiatives
- Quarterly assessments on uptake and cost effectiveness of benefits carried out through the Staff Benefits Committee
- Staff-surveys conducted on benefits package via on-line survey, benefits fair and road shows

WHO WAS INVOLVED?

The project demonstrates leadership from the top of the organisation, which are the Executive and Non-Executive Directors. The HR Director is an advocate for ensuring the Board understand the advantages of aligning reward and recognition with the Trust objectives and making the Trust stand out as an exemplary employer.

The CE and HR Director were drivers for a reward and recognition programme to be established within the Trust. It was priority, to them, that we had a programme in place to recognise the dedication and hard work of staff. The monthly Star-Performer winner attends the Board meeting to receive their award. Board members are present at all recognition events and play an active role in the event.

There is close partnership working with:

- Staff and unions (e.g. Staff Benefits Committee, unions have been involved in developing the staff recognition

processes, staff-surveys)

- HR and Occupational Health (e.g. ensure reward and recognition is aligned with the staff health and wellbeing strategy and resulting services)
- HR and Finance
- The HR team work closely with managers within the Trust to ensure the benefits and recognition processes are embedded within the organisation.
- Local employers (e.g. joint benefits/ services, sponsorships, obtaining discounted services)

RESOURCES

All our initiatives have been introduced at no cost to the Trust. Funding is acquired through:

- Staff Lottery
- Income generation schemes
- Sponsorships
- Staff Charitable Funds

KEY CHALLENGES

The key challenges were around ensuring we engaged with staff throughout all elements of our initiative. Communication with such a diverse staff group is always difficult. We overcame this by using various different modes of communication which included:

- Staff Benefits Committee
- Focus Group on different sites
- On-line questionnaires
- Road Shows
- Team Brief
- Newsletters
- Intranet
- Staff Side Committees

KEY LEARNING

The key learning was around the utilisation of external providers linked to the provision of voluntary benefits. Our experience showed that by providing the service in house we gave our staff more flexibility around voluntary benefits and the Trust

more control over the service we provided.

Other areas of learning were:

- Ensure executive team sign up
- Ensure it is aligned with the Trust objectives and values

The above learning is currently been shared through participation in the NHS Employers Total Reward Early Engagement Group. The Trust has also been given non-recurring funding from Scarborough and North East Yorkshire NHS Trust to develop a reward and recognition package for their staff.

SUSTAINABILITY

Reward and recognition is a key part of the Trust's objectives and HR Strategy.

NEXT STEPS

The Trust is continuing to develop its reward and recognition philosophy, which includes work around the following areas:

- Staff Suggestion Scheme
- Staff Saving Scheme
- Mobile Phones Salary Sacrifice Scheme
- Car Parking Salary Sacrifice Scheme
- On-site gym
- On-site dentist
- On-site personal health screening

SUPPORTING MATERIAL

Further information about the KPIs, the questionnaire, newsletter and other information referred to in this case study please contact Dawn Preece, Senior HR Manager, Corporate – dawn.preece@york.nhs.uk.

CONTACT FOR FURTHER INFORMATION

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