

Orkney Health and Care Staff Engagement Action Plan 2018.

Theme 1 – Staff would like to see more of the Senior Management Team.

	Action.	Responsibility.	Due.	Update December 2017.	Update March 2018.	Update June 2018.	Update September 2018.
1.1.	The Chief Officer will have quarterly “Meet the Chief Officer” sessions where staff throughout the Orkney Health and Care (OHAC) will be invited to make a 15 minute appointment with the Chief Officer in person or by phone. These sessions will be held in various locations.						
1.1.1.	Book sessions throughout the OHAC Estate and write to staff with the proposed schedule.	Chief Officer / Directorate Support.	April 2018.	The first session has taken place at St Peter’s House, Stromness.	Next Session is booked for 25 April 2018 at Braeburn Court to meet Heads of Service instead of Chief Officer for next session due to changes in post.	Next Session is booked in August 2018 at West Mainland Day Centre and with the Chief Officer.	Next session will be booked in November 2018.
1.1.2.	Follow up issues raised at the sessions with individual staff.	Chief Officer.	December 2018.	The Chief Officer has responded to staff that attended / responded to the St Peter’s House session.	To follow on from next session as noted at 1.1.1.	-	-

	Action.	Responsibility.	Due.	Update December 2017.	Update March 2018.	Update June 2018.	Update September 2018.
1.1.3.	Review attendance at the sessions and ensure that follow up sessions are arranged, as appropriate.	Chief Officer / Directorate Support.	December 2018.	Not yet due.	Not yet due.	-	-
1.2.	Heads of Service will attend meetings across all services.						
1.2.1.	Arrange to attend all OHAC facilities at the earliest opportunity.	Head of Health and Community Care and Head of Children and Families, Criminal Justice and Chief Social Work Officer.	March 2018.	Meetings are underway with services are anticipated to be completed early in 2018. Regular service meeting will be scheduled and will be embedded in work practices.	Service meetings are progressing as a priority action.	-	-

Theme 2 – Deliver more communication across and within services so that staff feel informed, involved and included.

	Action.	Responsibility.	Due.	Update December 2017.	Update March 2018.	Update June 2018.	Update September 2018.
2.1.	The Chief Officer will publish the results of the survey and develop an Action Plan to respond to the findings. The results and plan will be shared with all staff and Elected Members.						
2.1.1.	Advise all staff with the results of the staff survey and advise what will happen next.	Chief Officer.	December 2017.	Complete.	NFA – focus now on delivery of action plan.	-	-
2.1.2.	Investigate the specific incidents or issues raised in the feedback, where possible.	Chief Officer.	January 2018.	Complete.	NFA – all issues raised are now part of ongoing allocated work.	-	-
2.1.3.	Develop an Action Plan.	Chief Officer / Project Manager.	January 2018.	Complete.	NFA – plan in place.	-	-
2.1.4.	Share the Action Plan with staff.	Chief Officer.	February 2018.	Action Plan becomes public document with publication of March OHAC Committee papers.	Next Chief Officer Blog to draw staff attention to the Action Plan on the Council website.	-	-
2.1.5.	Meet with the Unions to share the findings of the survey and	Chief Officer.	March 2018.	Complete for the findings of	Action plan scheduled to be shared at next	-	-

	Action Plan.			the survey.	Union meeting on 03 May 2018.		
2.1.6.	Share the results of the survey and the Action Plan by briefing note to Elected Members.	Chief Officer.	March 2018.	Complete for the findings of the survey. Action Plan scheduled to be shared at next OHAC Committee meeting 29 March 2018.	Closed – refer now to action 2.1.7.	-	-
2.1.7.	Report the findings of the survey and draft Action Plan to OHAC Committee.	Chief Officer.	March 2018.	Report prepared for March Committee cycle.	On agenda for March Committee cycle.	-	-
2.1.8.	Review the plan quarterly through 2018 and provide updates to staff and IJB members.	Chief Officer / Project Manager.	September 2018.	Not yet done.	Not Yet Done.	-	-
2.2.	The Chief Officer and Chief Social Work Officer will meet with The Orcadian to provide feedback from the staff survey.						
2.2.1	Undertake a meeting with the Lead Reported of the Orcadian, in response to their request.	Chief Officer / Chief Social Work Officer.	December 2018.	Complete.	NFA.	-	-

2.3.	An OHAC newsletter will be established to share developments, successes, changes in service and to ensure that staff are fully informed. Staff will be encouraged to submit stories, experiences and photos.						
2.3.1.	Draft the first newsletter	Directorate Support.	February 2018.	First newsletter has been distributed.	Closed – becomes ongoing action under 2.3.1.	-	-
2.3.2.	Prepare quarterly newsletters.	Directorate Support.	May 2018.	Not yet due.	Not yet due.	-	-
2.4.	The Chief Officer Blog will be reinstated.						
2.4.1.	Prepare the first blog and ensure that futures blogs are published quarterly.	Chief Officer.	February 2018.	First blog completed and published.	Second blog being prepared.	-	-
2.5.	An Annual Survey or similar process will be implemented to give regular opportunities to examine areas of concern.						
2.5.1.	Prepare a further survey, taking account of the findings of the first survey.	Chief Officer / Human Resources.	December 2018.	Not yet due.	Not yet due.	-	-

Theme 3 – Managers should receive refresher training on Council policies.

	Action.	Responsibility.	Due.	Update December 2017.	Update March 2018.	Update June 2018.	Update September 2018.
3.1.	Implement a training and support programme for all line managers.						
3.1.1.	Refresher training sessions to be arranged for line managers.	Human Resources / Service Manager – Health and Community Care East and West.	May 2018.	Not yet due.	Initially to be discussed as part of an extended leadership team meeting March 2018 to inform development of the plan.	-	-
3.1.2.	Establish a forum for line managers to support practical implementation of the training programme.	Human Resources / Service Manager – Health and Community Care East and West.	May 2018.	Not yet due.	Initially to be discussed as part of an extended leadership team meeting March 2018 to inform development of the plan.	-	-

Theme 4 – Ensure processes for shift allocation and swaps are fairly allocated, especially short-notice cover.

	Action.	Responsibility.	Due.	Update December 2017.	Update March 2018.	Update June 2018.	Update September 2018.
4.1.	Review the shift allocation processes for reliefs.						
4.1.1.	Undertake a comprehensive review of the shift allocation process deployed for the appointment of relief staff.	Service Managers – Health and Community Care East and West.	September 2018.	Not yet due.	Not yet due.	-	-
4.2.	Review the short-notice shift cover processes.						
4.1.2.	Undertake a comprehensive review of the short-notice shift cover processes and implement changes, as appropriate.	Service Managers – Health and Community Care East and West.	September 2018.	Not yet due.	Not yet due.	-	-

Theme 5 – Encourage an environment where staff opinions are heard and valued, thereby ensuring that teams work well together and everyone feels included.

	Action.	Responsibility.	Due.	Update December 2017.	Update March 2018.	Update June 2018.	Update September 2018.
5.1.	Deploy staff suggestion boxes to all OHAC care facilities and provide regular feedback on the issues raised.						
5.1.1.	Select and order Suggestion Boxes.	Project Manager.	February 2018.	-	Suggestion Boxes have been ordered from Wood-B-Good.	-	-
5.1.2.	Deploy Suggesting Boxes at all OHAC Care services.	Project Manager.	March 2018.	-	Boxes are now complete and will be delivered to facilities this month.	-	-
5.1.3	Ensure that the responses are returned to the Project Manager each month.	Project Manager.	December 2018.	-	First Return due in April 2018.	-	-
5.1.4	Publish staff responses and respond appropriately in the OHAC newsletter, or directly to the staff member, if requested.	Chief Officer.	December 2018.	-	First due in staff newsletter following the April 2018 first return of feedback.	-	-

Theme 6 – Identify opportunities for discussion on issues relating to workplace culture, such as a staff forum.

	Action.	Responsibility.	Due.	Update December 2017.	Update March 2018.	Update June 2018.	Update September 2018.
6.1.	Establish a staff forum.						
6.1.1.	Develop and establish a staff forum group ensuring that the membership is representative of all services, with a remit to act as an ideas and consultation group on how best to promote a positive culture in the workplace.	Project Manager / Human Resources.	April 2018.	Not yet due.	Initially to be discussed as part of extended leadership team meeting in March 2018 to inform of development of the plan.	-	-
6.1.2.	Develop the Terms of Reference for the group, to include the duration of the group and the frequency of meetings.	Project Manager / Human Resources.	June 2018.	Not yet due.	To be developed following the extended leadership team meeting in March 2018.	-	-

Theme 7 – Supervision should be given routinely and include prompts for issues of bullying, harassment and discrimination.

	Action.	Responsibility.	Due.	Update December 2017.	Update March 2018.	Update June 2018.	Update September 2018.
7.1.	Review the supervision policy and associated forms, ensuring that mandatory prompts relating to bullying, harassment and discrimination are included.						
7.1.1.	Undertake a comprehensive review of the staff Supervision Policy.	Human Resources / Chief Social Work Officer.	June 2018.	Not yet due.	To be considered by the Professional Social Work Advisory Committee and Professional Social Care Advisory Committee.	-	-
7.1.2.	Issue revised Policy and Procedure to all Line Managers, including training if appropriate.	Human Resources.	September 2018.	Not yet due.	Not yet due.	-	-
7.1.3.	Seek feedback on the revised Supervision Policy, review and amend as appropriate.	Human Resources / Chief Social Work Officer.	December 2018.	Not yet due.	Not yet due.	-	-