Engagement as driver for performance

Steven Weeks Policy Manager
NHS Employers

A winning formula?

- More engaged employees are more productive
- Engagement and performance linked (NHS staff survey/Workplace Employment Relations survey)
- Link high engagement/good overall performance in NHS (CQC)
- Easy to preach-harder to practice

How does it work?

- Engaged employees see productivity as part of their role
- Have opportunities to innovate/share savings ideas
- USA/UK examples/evidence
- But needs investment and commitment
- Become harder in time of “cutbacks”

Engagement and Performance

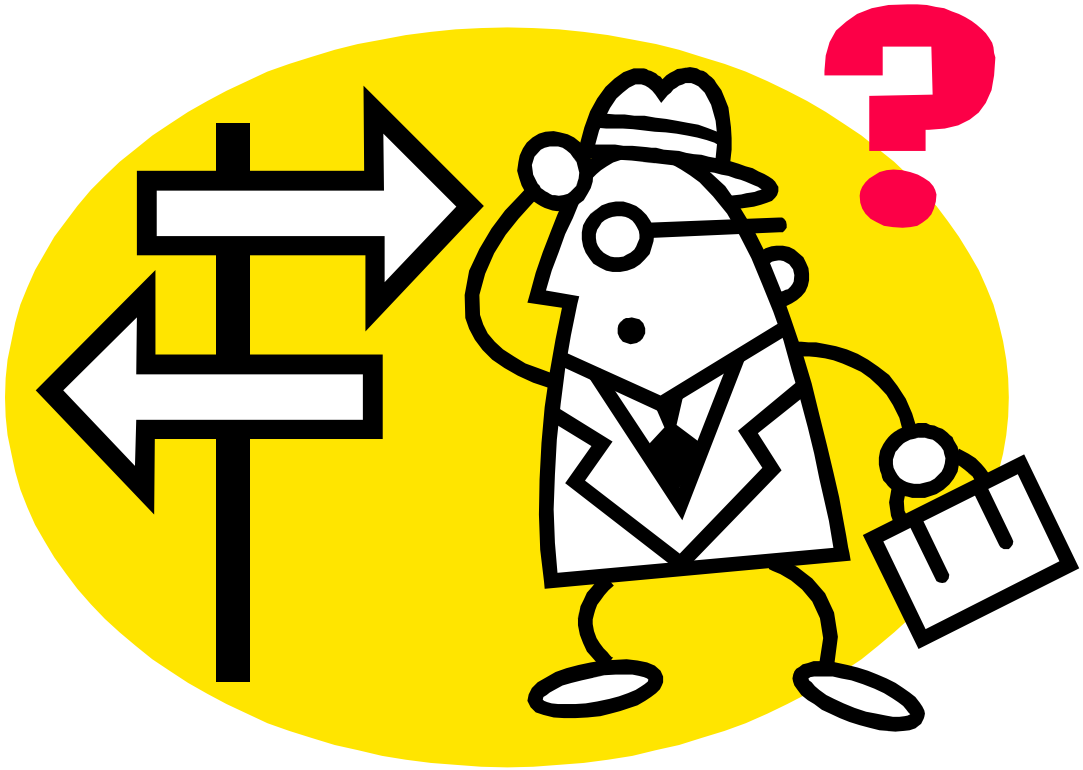
- NHS organisations with high scores for engagement
- High scores in CQC assessment
- Generally financially stable/high performing
- Good scores on patient experience

Current challenges need radical answer not traditional tactics

- Trimming will not release savings needed
- Need to tap into expertise of staff
- Major innovation needed

But context is challenging

- Need to find ways to engage staff at time of fear of change



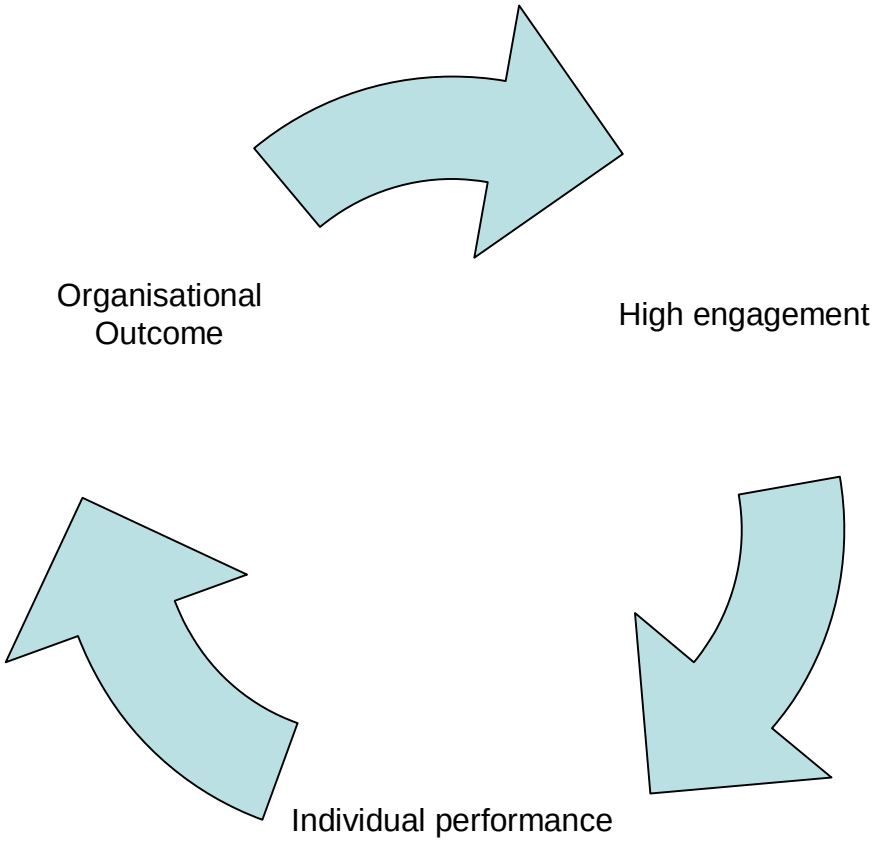
Engagement

- No simple solution-local flexibility
- involvement, communication and job design
- Top leader and supervisor support
- Becomes way we do things not initiative
- Need to link to productivity/savings
- Is it sustainable?

Issues

- Not a panacea e.g. RBS
- Context changing dramatically
- Engagement needs to be linked to other practices to be effective
- Needs trust, training and team working
- Examples from challenged organisations

Virtuous cycle or downward spiral?



- Healthcare staff have high intrinsic engagement with their jobs
- Less engaged with organisations
- Organisations need involvement
- But can organisations make best use of it?
- Sharing and learning
- Part of answer to £20 bn challenge