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Advancing Care Coordination
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ACT Programme

Annex A to Deliverable 8:

Staff engagement domains and indicators

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1 Detail of staff engagement domains

This annex provides an overview of the staff engagement domains that underpin the surveys of programme managers and frontline staff. The domains (figure 1) were developed following a review of the evidence related to staff engagement during the process of change. This annex provides detail on the scope and definitions of the individual domains.

Figure 1: Staff engagement domains

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Leadership domain;

"The ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success of organisations of which they are members" (House et al., 1997) For the purposes of ACT, this definition was extended to include abilities of individuals *and* organisations.

Key indicators linked to leadership;

- Is a formal strategy for staff engagement and change management included in the project plan?
- Does the initiative have high level support from senior government or health system leaders?
- Are local clinical leaders formally recruited in order to raise awareness and encourage involvement?
- Are project leaders skilled in implementing staff engagement strategies?

Awareness domain;

What an employee *"understands of their job, how to do it, and how the role connects to the organisational strategy. It therefore incorporates elements such as informing and involving employees, two-way communication, the development of effective employee voice, and the tools, knowledge and support an employee needs to do the job"* (Luckhurst, 2007)

Key indicators linked to awareness;

- What methods are used to raise staff members' awareness of the need for change or new policies affecting their organisation?
- Are potential benefits of the innovation communicated clearly to staff?
- Is awareness amongst staff evaluated regularly and findings acted upon appropriately?

Motivation domain;

Incorporated the three interlinked elements of motivational need proposed by McClelland (1984);

Achievement motivation- the individual is willing to seek realistic goals that challenge associated with advancement in the job. There is a desire for feedback regarding

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achievement and progress; there is also a need to feel that things have been achieved.

Authority/power motivation – this individual is authority motivated. There is a need to feel influential, effective and making an impact. There is a desire to lead and their ideas to succeed. There is a need to progress and improve status and reputation.

Affiliation motivation - this individual is motivated by affable relationships and communication with other people. Motivation is promoted by the affiliation and the need to be held in regard and liked; they are regarded as a 'team player'.

Key indicators linked to motivation;

- Are the organisational incentives for change (financial or otherwise) publicised to staff members?
- Is there a strategy to capture and share examples of benefits or helpful working practices?

Workforce Development domain;

"...helps to identify current trends and forecast future workforce structures that can help to meet service delivery requirements. This in turn can lead to the development and implementation of skills sets to raise labour productivity and increase social inclusion. Workforce development overlaps with aspects of organisational redesign, such as the remodelling of services and the redesign of job roles. It is concerned with the development of new skills and capabilities within the workforce in response to national policy and local demographics." (Social Care Institute for Excellence, 2013)

Key indicators linked to workforce development;

- Have formal training programmes been introduced to equip staff with the knowledge and skills they require to deliver the CC or Telehealth service?
- Are the content and methods tailored to the needs of different professional groups and grades?
- What proportions of staff in each relevant category have received training related to the innovation?
- Is completion of training associated with a formal academic award?

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Creating psychological ownership domain;

 "*that state in which individuals feel as though the target of ownership or a piece of it is 'theirs'*" (Paré *et al,* 2006)

Key indicators linked to involvement and ownership;

- Have staff affected by the change been actively involved in developing the change strategy or in co-designing the intervention?
- What opportunities to offer feedback on the changes are given to staff members? How is this feedback managed by implementation managers (or technology developers)?
- Are staff members involved in training or supporting their colleagues?

Organisational change domain;

Facilitating *"New ways of organising and working"* (Andriopoulos and Dawson, 2010)

Key indicators linked to organisational change;

- Are robust methods used to identify and address organisational barriers, such as workflow structure?
- Are cultural barriers to new ways of working addressed (organisational or professional)?
- Has the process of change management been evaluated formally?

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