

19th April 2018

Trust Improvement Journey

Update for Social Care & Health Overview & Scrutiny Committee

Becoming your partners for first class integrated care



Well-Led: Leadership and Culture

We have set a vision to be a clinically-led, engaged and empowered organisation. We have continued to make changes that will deliver this.



- **Leadership** – We have continued with our commitment to develop our leaders through various channels including the Kings Fund, which has been very well received. You are also aware that we developed a Leadership Charter that sets out the leadership behaviours that we expect consistent with our values. You will hear about our plans for our refreshed values later in the presentation in our aim to ensure all colleagues and partners will see not only our values lived and breathed but also shown through consistent behaviours. We are also refreshing our appraisal process and will incorporate this into our recruitment process.
- **Culture** – The organisation has been explicitly reinforcing its intention to ensure it listens to its people in order to engage the workforce so that they offer best possible experience to any users of our services. Indeed the 2017 national staff survey saw the Trust improve by 2% or more from 2016 across 42% of all questions, sustained within 1% across 45% of questions and only saw a worsening position for 13% (this is against our own results in 2016 not the national average). Our Freedom to Speak up Guardians are supporting staff to raise concerns and ensure an effective response. Regular visits to frontline teams by the Board also reinforce visibility.
- **Trust Board** – Series of new appointments to the Trust Board and momentum has continued since the appointment of the Chair whose past experience has a clear focus on leadership and culture. This has been accompanied by a Board development programme supported by NHS Improvement, Ashridge and other external expert input.
- **Listening into Action** – LiA has been used as a way of engaging and empowering staff in making the changes that matter most to the care we provide for patients and service users. Over 50 individual teams have completed 20 week improvement projects. In addition to this we have undertaken Pulse Surveys in May and December 2016 with the latest in July 2017. The third survey saw improvements in all 15 questions, with an average increase of 14% compared to May 2016.
- **Staff Engagement Focus** – We have employed a Staff Engagement Lead whose focus has been establishing what staff opinions are through a series of focus groups but also has provided a clear Action Plan that has been approved by Trust Board. Details of the engagement journey is contained further within this report.

Focus for 2018/2019 – Leadership and Culture

- Focus on our 5 areas for engagement and continuing work with our Staff Engagement Lead
- Launch and embed our refreshed values
- Strengthen staff voice and opinion not only through surveys but our Engagents
- Appoint the available executive posts with colleagues that can help WHT achieve its vision
- Create a Trust Management Board including Executives, medical, nursing and general management leaders to ensure that all leadership elements are involved in collective decision making
- Embed our behavioural framework by championing excellence and tackling the inappropriate
- Continue using LiA as an inclusive vehicle for change
- Work with colleagues in our protected characteristic groups to understand needs (through listening events)
- Increased visibility across Acute and the Community of senior staff within the organisation (Board/Executive)
- Understand better why people leave us through an improved exit process
- Ensure our policies reflect our values and vision
- Understand the themes better through our reporting channels e.g. Guardians, HR, Incident Reporting, Staffside and then take actions to address and improve



5 Areas Agreed and Progressing (Engagement Focus)

We have made progress in a number of these areas already but also have lots planned to further enhance the work undertaken thus far:

- **Values** – Whilst the Trust ‘Promises’ were widely visible staff were unfamiliar with what they were when questioned. Therefore, staff have been involved through a detailed process to select their own values. There will be 4 and they are to be announced at the Leadership Event in the near future.
- **Bullying Harassment & Behaviour** – The Trust is determined to ensure that the refreshed values are underpinned by appropriate behaviours. We will construct a behavioural framework detailing what behaviours are expected and which are not, which will identify some of the behaviours staff described they found unhelpful during the focus groups. The values will form part of Trust appraisal process and we shall weave them in to our future recruitment process.
- **Recognition** – Staff provided positive feedback regarding current Trust approaches towards recognition and engagement. They were also able to provide other suggestions for improvement. Therefore, the Trust has already incorporated some, such as acknowledgement for zero absence and including staff in deciding who wins the annual staff awards following colleague nominations. There has also been a Listening into Action (LiA) event for staff to provide their suggestions.
- **Appraisal** – This is an important part of staff engagement and improvement in culture. We are using Listening into Action to allow staff to decide what appraisal should consist of in order to meet their expectations and for an improved experience. Staff had described appraisal too often as a “tick-box” experience so by seeking their feedback this should enrich the process. Feedback has also been piloted by the most senior leaders, including the Board, as part of making feedback the norm and not a negative experience. This needs to be done in a way that staff hear the positive feedback to balance any developmental feedback that may be harder to hear. In addition, various staff members that were cited on a few occasions as demonstrating inappropriate behaviours, have been provided feedback in order to reflect on what was said and to reflect on the impact of their personal style. This is essentially our first step towards having behaviours that reflect values, that are championed when seen positively but colleagues held to account where they are not.
- **Change and Improvements at Work** - LiA has continued to drive through our change agenda and to build upon that a Quality Improvement faculty has been established and is in its early stages. The Trust has also introduced ‘Engagents’ (currently 55 members of staff of all levels) to act as a reference group for change. We intend to involve them to provide feedback to the Trust around what staff are talking about on the ground, but also as a voice to enable change.

