



Engaging staff through Work Improvement Programmes

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Improvement**

Background

- New CEO in 2005
- Change in cultural direction – front line staff to be empowered to deliver ‘hospital of choice’. Identifying the behaviours that are necessary
- BBC programme ‘Can Gerry Robinson fix the NHS’, transmitted early 2007
- Creation of an umbrella for ‘engagement’ activities

Engaging Staff

- Engaged staff are more productive, less prone to absenteeism, better at engaging customers and less likely to leave.
- Investing the extra time in getting the right people into the right jobs from the start is essential.
- There is growing evidence of a link between engaged staff and the quality of patient care and satisfaction.
- Improving engagement doesn't have to cost more and may actually save money.
- Managers play a significant role in influencing employee job performance and engagement levels.

Rapidly Improving Services for Everyone

- Ideas
- Awards
- Leadership Development
- Core Values & Behaviours
- Patient Safety Strategy
- Patient Experience Strategy
- Rapid & Continual Improvement



Ideas



- 1 winner every month – they win £1000 (\$1,180 HKD)
- 1 overall winner a year – they win £10000 (\$11,870 HKD)
- Ideas have included:
 - E-get well cards people can send to relatives
 - Standardised equipment on resuscitation trolleys on all wards
 - Comfort packs for relatives of patients who are terminally ill
 - Play packs for siblings of children on Special Care Baby Unit

Awards



- Moved from very medically orientated
 - Now have 5 categories –
 - Patient's shining star}
 - Our Shining Star}
 - Patient's Top Team}
 - Our Top Team}
 - Learner of the year}
- Each winner receives
£250 (\$2950 HKD)
- Chairman's Award – an additional £750 (\$8850HKD)
 - Special recognition awards

Leadership Development

In order to affect the culture of the organisation, managers need to understand the necessary behaviours in the organisation, and then be given the skills necessary to manage staff to encourage those behaviours

- **Clinical Directors/Matrons/Ward Managers/Business Managers/Therapists /Supervisors/The Trust Board**
- **Rigorous recruitment process**

Core Values & Behaviours

Compassion

We treat everybody as individuals, showing dignity, kindness and compassion. We respond with humanity and kindness to each person's pain, distress, anxiety or need. We do not wait to be asked. We find time because we care

Together

We strive to improve health and well being. We believe that each member of our team makes a valuable contribution towards delivering excellent patient care. We value professionalism. We talk and listen and we rely on each other.

Safe

We earn trust by putting safety first. We make people feel secure and safe in our care. We take pride in the quality of care we provide. We accept praise and criticism in equal measures and when we make a mistake we learn from it.

Right first time

We are accountable for our use of public money and take this responsibility seriously. We use our resources wisely for the benefit of the whole community and make sure nobody is excluded or left behind. We know that when we waste resources, we waste opportunities.

Responsible

We are proud to be part of the community. We are conscious of our impact on the environment, on the economy and on society and we embrace opportunities to make a positive impact on our community.

Respect

We respect people's aspirations and commitments in life and seek to understand their needs whilst maintaining their privacy. We treat everybody with courtesy and respect and provide them with a healthy and nurturing environment where they feel supported.

Rapid & Continual Improvement

- Based on Lean
- Engages front line staff
- Top down requirements to take part versus bottom up requests from teams
- Standard recipe that people can replicate in their own area
- Support from senior managers
- Transformation wall & boards
- Include patient and staff questionnaires
- Consider what it feels like from a patient's perspective
- Usually includes team building

Transformation Wall



Plans for 2010



- Performance review based on behaviours - 360° feedback
- Introducing a recognition programme
 - Milestones
 - Part of managers review
- Working with teams to roll out civility and respect

Lessons Learnt



- Need a brand
- Be consistent and 'walk the talk'
- Be brave in dealing with poor behaviour
- Be prepared for tears
- It's the basics that matter
- Keep smiling!