

**EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST****REPORT TO: BOARD OF DIRECTORS****DATE: 24 APRIL 2015****SUBJECT: CULTURAL CHANGE PROGRAMME UPDATE****REPORT FROM: DIRECTOR OF HUMAN RESOURCES****PURPOSE: Information****CONTEXT / REVIEW HISTORY / STAKEHOLDER ENGAGEMENT**

EKHUFT's Cultural Change Programme was launched at the end of 2014 in response to feedback from a number of sources, including the CQC and NHS Staff Survey.

**SUMMARY:**

This report provides an update of the Cultural Change programme. It summarises progress to date, against the previously circulated action plan, and next steps for May and June. It then details current measures, and those which will be used to demonstrate the impact of the programme, before the CQC inspection in July.

**RECOMMENDATIONS:**

The Board is asked to note the progress made, next steps and measures.

**NEXT STEPS:**

The action plan will be used to keep track of the programme and progress will be reported to Monitor, the Board, the Improvement Board and Strategic Workforce Committee on a regular basis.

**IMPACT ON TRUST'S STRATEGIC OBJECTIVES:**

S02 Stakeholder Engagement, S03 Innovation & Improvement, S01 Quality

**LINKS TO BOARD ASSURANCE FRAMEWORK:**

AO3: Improve the overall score in the annual staff survey and embed engagement into everyday practice in the Trust

**IDENTIFIED RISKS AND RISK MANAGEMENT ACTIONS:**

A risk report was included as an appendix to the March Board paper and is updated on a regular basis.

**FINANCIAL AND RESOURCE IMPLICATIONS:**

These have been considered and allocated to the cultural change programme

**LEGAL IMPLICATIONS / IMPACT ON THE PUBLIC SECTOR EQUALITY DUTY:**

N/A

**PROFESSIONAL ADVICE TAKEN ON ANY NOVEL OR CONTENTIOUS ISSUES**

N/A

**ACTION REQUIRED:**

(a) To note

**CONSEQUENCES OF NOT TAKING ACTION:**

Trust's rating with Monitor & CQC may be affected

**1. Introduction**

This report provides an update of the Cultural Change programme. It summarises progress to date, against the previously circulated action plan, and next steps for May and June. It then details current measures, and those which will be used to demonstrate the impact of the programme, before the CQC inspection in July. The content of this report was provided for the Monitor Progress Review meeting on 15 April, as requested by the Chairman at the March Board meeting.

**2. Progress against the action plan**

The Cultural Change Programme action plan details actions to develop, and address issues in, the three priority areas of:

- Leadership & Management
- Communication & Engagement
- Bullying & Harassment

Progress to date, against the plan, can be summarised as:

- The Chief Executive providing overall personal leadership to the programme
- The Hay Group completed 'Phase 1' – analysis of bullying data, stakeholder interviews and focus groups. The 3 key outputs are:
  1. Report on bullying & harassment (previously circulated), key themes:
    - Aggressive & belittling behaviour
    - Directive management style
    - Staff feeling unable to speak up and contribute

2. Emerging Themes report (circulated in March), EKHUFT needs to develop:
    - Shared purpose and clear accountability
    - Adult-Adult communication
    - Trust and relationships
  3. Final Report (previously circulated), key recommendations:
    - Simplified staff values and behavioural framework (sub item on agenda)
    - Leadership development programme, to address style and emerging themes above, cascading from Executive team through divisions
    - Change embedded through development of workforce development and talent management strategy, linked to behaviours
- Joint meeting of CQC High Level Improvement Plan, Culture and Clinical Strategy teams to ensure integrated approach to programmes
  - ‘Job shadowing’/walkabout sessions & regular blogs continued to increase exec visibility
  - UCLTC pilot of new Team Brief process progressing
  - Improvement in staff FFT results communicated in ‘Our Improvement Journey’, Trust News and Director of HR’s blog
  - ‘Respecting Each Other’ project plan developed and action taken to provide support, e.g. confidential telephone line, workplace buddies & mediators and a Staff Charter
  - Bullying ‘hot spots’ identified from staff survey (previously circulated) – targeted interventions taking place

In order to continue this progress, and build on the robust diagnostic work of The Hay Group, the following actions are planned for the next two months.

### **3. Next Steps for May & June**

- Chief Executive ‘walkabouts’ will continue – 1000 staff seen in four weeks
- Leadership development programme will begin, starting with Executive team (May 5<sup>th</sup>) and cascaded
- Divisional action plans will be completed, to address key issues in staff survey
- New Team Brief pilot will be completed in UCLTC and rolled out more widely
- Joint meetings between CQC High Level Improvement Plan, Culture & Clinical Strategy teams will continue, to ensure coherent approach

- Focused communications will launch the staff values and behaviours
- Good news stories and staff profiles will be published, using key communication channels
- Forums will be set up for consultants, people managers and administrators, to deliver Trust messages and gain feedback
- ‘Respecting Each Other’ - roadshows will launch staff charter, all ‘workplace buddies’ and mediators will be trained, staff handbook produced and issued, awareness sessions will be held, Dignity at Work policy revised

These actions are not intended to be a definitive list but give a clear indication of the focus of the cultural change activity. Longer term activity will focus on fully embedding the agreed values and behaviours throughout EKHFT. It will also need to include a review of all HR systems and processes, across the ‘employee lifecycle’, with the aim of increasing engagement. An example of this will be the introduction of a Trust-wide recognition scheme, to acknowledge staff, in a variety of ways, for behaviour in line with our values, their contribution and commitment. On-going progress will be reported to the Strategic Workforce Committee and Board of Directors, on a monthly basis.

#### **4. Current and future measures**

It is important that the impact of the Cultural Change Programme is measured on a regular basis. The following summarises our current measures and those that will be used before July.

##### **4.1 Current measures**

- 2014 NHS Staff Survey – overall engagement score 3.51 (national average for acute trusts 3.74)
- Q4 Staff FFT March 2015 – recommend as a place to work 47%, recommend as a place to be treated 72%, an increase of 2% in each since last survey

##### **4.2 Proposed measures (before July)**

- Results of Q1 Staff FFT – results expected 26 June
- Evaluation of leadership development programme
- Internal staff survey using survey monkey – key questions from NHS survey

Along with these formal measures, informal feedback from staff is being sought continuously. The focus on cultural change and the overall ‘Improvement Journey’ at EKHFT is beginning to have a positive impact on staff. This was acknowledged at the April Monitor Progress Review Meeting.