

EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST**REPORT TO: BOARD OF DIRECTORS****DATE: 21 MAY 2015****SUBJECT: CULTURAL CHANGE PROGRAMME UPDATE****REPORT FROM: DIRECTOR OF HR****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 outlines the phases for the programme and summarises progress in May, against the previously circulated action plan. Next steps for June are given, along with the plan for phase three. It concludes with 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 on the Cultural Change programme activity. It provides a broad outline of the three phases of the programme and then goes on to summarise progress during May, against the previously circulated action plan. Next steps are given for June, along with longer term plans for phase three. It concludes with a summary of current and proposed measures for the programme.

2. Programme Outline

The Cultural Change Programme was set up to respond to feedback from various sources; CQC Inspection, annual NHS Staff Survey, staff Friends & Family test and staff listening exercises. It is a fixed-term programme and is seen as having three distinct phases:

2.1 Phase one

The first phase of the programme involved in-depth diagnosis and planning. The Trust worked with an external partner, The Hay Group, who undertook a thorough analysis of comments given on bullying & harassment in our staff Friends and Family test. They then used this analysis in 23 interviews and 22 focus groups across the Trust, to 'get under the skin' of the issues and develop a simple behavioural framework, to set standards for all staff. A detailed action plan was also developed in this phase to support, and align with, the high level CQC action plan. Phase 1 was completed at the end of March

2.2 Phase two

This is the current phase of the programme which responds to the recommendations from the diagnosis that was carried out. The main areas of work include the development and delivery of a leadership development programme, the implementation of a more effective two-way team brief process and the launch of 'Respecting Each Other', an anti-bullying campaign.

2.3 Phase three

The final phase of the programme involves embedding the 'new way of doing things' so that they become 'business as usual' throughout EKHUFT.

3. 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

The following provides a summary, in each of these areas, of progress during May.

3.1 Leadership & Management

EKHUFT launched a Trust-wide leadership development programme, starting with the Executive team on 5th May.

Work continued with The Hay Group, to co-design a development programme for the divisional management teams, and their counterparts in the corporate groups. This will be an in-depth, seven-day programme, including sessions providing one-to-one feedback and small group sessions to agree roles and accountabilities for this senior leader group. The programme is planned to commence in early July and a broad outline is attached at appendix 1.

The Executive team understands the crucial role that the Trust's middle managers will play in leading the required cultural change. In order to clarify their role, and begin to support and develop them to fulfil it effectively, a one-day programme has been developed for all people managers. This day will have four key areas of focus; role and responsibilities of people managers, communicating with and engaging teams, different managerial styles and the support available. The programme will run from May to July for approximately 240 Band 8 managers. It will then be rolled out from September, for front-line people managers.

3.2 Communications & Engagement

A joint CQC/Culture communications plan has been developed to ensure consistent and aligned messages are given, at this important time for the Trust. A number of channels are being used to deliver these messages, for example, Our Improvement Journey newsletter and staff handbook, which helps all staff prepare for the July CQC inspection.

The Urgent Care and Long Term Conditions (UCLTC) division has piloted a new two-way communication process. 'Let's talk...', during May. This process supports managers to cascade and discuss key Trust messages with their teams and also facilitates the teams to give constructive feedback, helping to inform leadership. The implementation of 'Let's talk..' responds to ongoing feedback from staff across the Trust, that they would like more face to face communication from their managers.

EKHUFT held its first Consultant's Forum on the evening on 6th May. The forum was led by Chris Bown, CEO, Dr Paul Stevens, Medical Director and Dr David Hargroves, Clinical Chair of the Improvement Board. Over 120 consultants attended to hear the feedback from a recent Medical Engagement Scale survey that they completed. The feedback was presented by Professor Peter Spurgeon from Warwick Medical School, the designer of the survey. The consultants discussed the results and the challenges and opportunities they faced in their

roles. It was agreed that the forum be a regular event, the next being planned for early July, with a focus on the Clinical Strategy.

3.3 Bullying & Harassment

The Trust launched its Staff Charter (appendix 2) with 'Respecting Each Other' roadshows across all sites. As part of these, staff members were asked to pledge against bullying with a handprint. This proved a fun and very visual way of demonstrating commitment to EKHUFT's anti-bullying campaign (appendix 4).

Three cohorts of 'Workplace Buddies' have been trained, to offer informal support to staff. The Dignity at Work policy and a staff handbook were drafted and will be presented to the Staff Committee on 28 May.

'Hotspots' and individual cases of bullying have been identified and specific, targeted interventions are being carried out.

All of the combined cultural change work, along with its effective communication, is beginning to have an impact. Staff are more aware of the changes and beginning to report a more positive 'feel'. In order to continue this progress, the following actions are planned for June.

4. Next Steps for June

4.1 Leadership & Management

The focus for June will be delivery of the one-day programme for people managers, which began in May. The aim is for all middle managers to attend this programme, before the summer months.

To support this programme, and involve a wider community of people managers, a People Manager Forum is planned at each of the three main sites in June. These will provide a way of communicating key priorities for the Trust and allow discussions to aid understanding, and increase engagement.

4.2 Communications & Engagement

The new two way communication process, 'Let's talk..', will be rolled out across the Trust, following the pilot in UC<C.

Along with the People Manager Forum, an Administrator Forum has also been advertised at all three sites in June. This is to encourage two-way communication and engagement with this key staff group, who have been reluctant to engage in previous mixed focus group sessions.

4.3 Bullying & Harassment

New cohorts of workplace 'buddies' and internal mediators will be trained during June, so that they are able to provide informal support to staff members. Once the revised policy and staff handbook have been agreed with the Staff Committee, they will be launched Trust wide. A DVD, tailored to the feedback and needs of EKHUFT, will be produced and used in a number of ways to continue to raise awareness of what bullying is and the impact it can have on professional and personal lives.

The Board will continue to receive monthly updates on progress of the Cultural Change programme. However, it is also important to demonstrate a longer-term view i.e. plans for phase three.

5 Plans for Phase three

Longer term activity of the programme, will focus on fully embedding the agreed values and behaviours throughout EKHUFT. 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. To ensure that this work aligns coherently across HR, to effectively support the Trust, a revised HR strategy will be developed, supported by HR plans in key areas such as recruitment and organisational development.

Divisional management teams will require support to fully embed and sustain new ways of working in their divisions. They will require robust support and challenge from the HR team, to ensure effective leadership and engagement of staff stays high on their agenda. A current strategic review of HR aims to identify and appropriately resource HR, so that they are able to provide the level of support required.

On-going progress of the programme will be reported to the Strategic Workforce Committee and Board of Directors, on a monthly basis. The progress report for the next Board meeting will include an updated action plan and more detailed timetable for planned activity.

6. 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.

6.1 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

6.2 Proposed measures (before July)

- Results of Q1 Staff FFT – results expected 26 June
- Evaluation of leadership development programme

Along with these formal measures, informal feedback from staff is, and will be, sought continuously.

Divisional programme Outline



Learning outcomes

- **What's our shared story?** – clarity on what's really important in the next 6 months and how we communicate with and engage our teams with that
- **Roles, accountability and expectations** – clarity on what we expect of each other and those we lead
- **Leadership styles and climate** - increased awareness of what leadership styles we use, what impact we have and what styles we need to develop to embed our new culture. Increased skill in adapting our styles
- **Impactful conversations** – increased awareness of our impact and skill in having conversations that support, engage and challenge constructively
- **Managing performance** – increased focus on managing performance holistically. Increased skill in creating clarity and intervening effectively to engage and challenge
- **Team working** – an understanding of how we working together as a team and what we need to do differently to embed the new culture
- **Team problem solving** – increased skills in helping teams think creatively about problems and making effective decisions together
- **Checking in sessions** – an understanding of how are we doing against what we said we'd do and what we need to do next to sustain the change?

Our Staff Charter

This charter is a commitment to creating a culture where the contribution of every member of staff is **respected**, colleagues are **treated fairly**, and all of us are **valued for our individuality and diversity**.



I have the right to:

1. Be treated with courtesy and respect
2. Express my views constructively and work to find solutions
3. Voice concerns
4. Be listened to
5. Say if I don't understand
6. Learn from my mistakes
7. Ask for and receive help and support
8. Be managed fairly and consistently
9. Respectfully let others know how I perceive them, and give them the opportunity to respond
10. Be praised when I have done something well.

Let's make
our Trust a
great place
to work



I have a responsibility to:

1. Work with my colleagues, managers and staff representatives to make the Trust a great place to work
2. Ensure that respect is both given and received
3. Behave in ways which do not cause offence or distress to others
4. Raise a concern and take action where I feel either a colleague or I am being bullied or harassed
5. Do my best to ensure that I deliver excellent services and that as an outcome our patients have a positive experience.



Advice and guidance

Together we will make our Trust a great place to work.

If you feel you, or a colleague, are being bullied or harassed, please take action.

If you haven't explained to the person the impact their behaviour has on you, the 4 'I's can help...

You could tell the person:

- Issue – explain what behaviour you find offensive and unwelcome
- Impact – outline the impact it has on you
- Instead of – suggest how they could approach this differently
- Incentive – outline the benefits of this approach.

For example:

- I find it really difficult when you raise your voice
- The impact on me is that it feels aggressive and makes me feel panicked, and I am then unable to answer your questions
- If you would like to talk to me, let me know - we can go somewhere quiet and you can explain to me calmly without shouting
- The benefit of this will be that I will be able to answer your questions more effectively.

Support

We have made more support available for staff who are concerned about bullying. This includes:

- The confidential Staff Support Line - 01304 204123
- Workplace buddies - members of staff who have been trained to listen, provide confidential advice and support.

More information

You can find more information and advice on Staff Zone at www.ekhuft.nhs.uk/repecting-each-other

**Respecting
each other**





Respecting
each other