

EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST

REPORT TO: BOARD OF DIRECTORS

DATE: 7 AUGUST 2015

SUBJECT: CULTURAL CHANGE PROGRAMME UPDATE

REPORT FROM: DIRECTOR OF HUMAN RESOURCES

PURPOSE: Discussion

CONTEXT / REVIEW HISTORY / STAKEHOLDER ENGAGEMENT

This paper provides an update on the cultural change programme. The programme is working to a detailed action plan, requested by Monitor and shared with the Improvement Director.

SUMMARY:

The report provides an update for EKHUFT's Cultural Change Programme. It shows progress against the agreed action plan (previously circulated) and details next steps. It provides measures for the programme, recently agreed by the Strategic Workforce Committee, and finally shows how the data obtained from the measures can be triangulated, to identify correlations.

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:

Included on HR risk register

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:

To note

CONSEQUENCES OF NOT TAKING ACTION:

Trust's rating with Monitor & CQC may be affected

1. Introduction

This report provides an update for EKHUFT's Cultural Change Programme. It shows progress against the agreed action plan (previously circulated) and details next steps. It provides measures for the programme, recently agreed by the Strategic Workforce Committee, and finally shows how the data obtained from the measures can be triangulated, to identify correlations.

2. Progress against the action plan

Recent progress of the programme can be reported in the following key areas:

2.1 Values and behaviours

Following work done in phase 1 of the programme (diagnosis and planning) the Board and Executive team agreed to add an additional value, 'Respect', to the original 'We Care' values. A behavioural framework has also been developed, to support all of the values, which sets standards of behaviours across the Trust. A communications cascade has begun to introduce these changes and materials are currently being updated.

2.2 Leadership & management

A 'cultural change' leadership programme began in early July for the divisional management teams and their corporate group colleagues. This programme, facilitated by Hay Group, will provide this cohort of twenty, with the space and time to agree priorities and ways of working to lead the cultural change in their areas. The programme comprises 6 days in total over six months and also provides diagnostics, and a one-to-one session for each delegate, to gain feedback on their leadership style and the climate they create.

A one-day 'getting started' programme has been developed in-house for all middle managers (Band 8). In total, 214 (93%) of all middle managers have either attended or booked to attend. The 18 managers that have not booked are being encouraged to do so. The day provides an opportunity for them to consider their role in achieving the cultural change, the importance of communicating with and engaging their teams, their preferences around leadership styles and how they can look after themselves in challenging times.

2.3 Communications & engagement

Communications continue to focus on leadership visibility, the strengthened set of values, and on EKHUFT's 'improvement journey'. There have also been a number of other significant interventions:

2.3.1 Forums

Three key forums have been established – consultant's, administrator's, people manager's – to deliver important messages, encourage networking and gain feedback.

Over 140 consultants attended the second consultant's forum held in July. The session focused on the future clinical strategy and a number of separate clinically-led workgroups have been proposed to follow-up on the outputs of the evening.

Administrator's forums were held at four sites during June. In total, 150 administrators attended for presentations on the cultural change programme and clinical strategy. They also had the opportunity to give feedback on their current concerns and ideas for future forums.

The 'Respecting Each Other' campaign was the first topic for the people manager's forums held at three sites in June. Over 120 people managers attended to discuss their role in implementing the campaign in their own teams and also to watch the anti-bullying video produced for the Trust.

2.3.2 'Let's talk....'

The new format team brief, 'Let's talk....', continues within the UC<C division. Its aim is to increase the effectiveness of two-way communication, encouraging managers to hold face-to-face meetings with their team and discuss important topics. This process will be rolled out across the Trust over the next few months.

2.3.3 Welcome day

To ensure immediate face-to-face communication and engagement with new staff, the Learning & Development team have developed a 'Welcome Day' for all new starters. These will be held on a fortnightly basis, providing a 'welcome to EKHUFT' from the CEO, an introduction to '*a great place to work*', and essential 'getting started' information. The days began at the beginning of June and are receiving very positive feedback.

2.4 Bullying & harassment

The 'Respecting Each other' film has been cascaded throughout EKHUFT and managers have been encouraged to discuss it with their teams. The bullying & harassment policy has been reviewed and a manager's toolkit produced. The HR Business Partners have been working with their divisional management teams on targeted interventions, to address behaviour in the 'hot spots'. In May and June, nine members of staff contacted the Workplace Contacts for support. In total 10 members of staff have used the external confidential helpline, set up to offer support, and 36 members of staff have contacted the internal HR advice line, with issues related to bullying (compared to 10 in previous 6 months). This demonstrates that staff are more prepared to speak up and more confident that they will be listened to and their issues addressed. This is reinforced by feedback from the most recent staff Friends and Family test which showed that of the 2296 staff that completed the survey:

- 58% feel confident that that the Trust is taking steps to address bullying and harassment issues
- 58% feel there is a way they can confidentially report if they are being bullied/harassed/abused

- 92% are aware of the Trust's 'Respecting each other' programme
- 65% of the people who completed the survey feel that the Trust is taking action to improve its culture

Overall, feedback from staff suggests that culturally things are changing. However, it is crucial that this is built upon, embedded and sustained.

3. Next steps

3.1 Embedding values and behaviours

To ensure that the 'We Care' values, and supporting behaviours, have the impact needed to positively influence EKHUFT's culture, there is recognition that they need to be incorporated throughout key 'people processes'. Three project groups are currently being established. The Strategic Head of Resourcing will lead a project to firmly embed the values throughout the recruitment process. The Learning & Development manager will lead a project to embed the values and behaviours within the appraisal process and a third project will propose a Trust-wide recognition scheme, firmly linked to the values. Each of the project groups will involve staff from across the Trust. Progress of, and recommendations from, the projects will be reported to the Cultural Change steering group and Strategic Workforce committee on a regular basis.

3.2 Leadership & management

A proposal has been developed to cascade the 'Hay Group' programme, currently being attended by the divisional management teams, to the levels of management below them. It is intended that the model is repeated i.e. managers, doctors and nurses learning and developing together, to lead the cultural change across the Trust. If the proposal is agreed, the cascade will begin in October.

The 'getting started' day, currently being delivered to Band 8 people managers, will be delivered to Band 7 people managers from September. This will be delivered in-house and therefore incur no direct cost.

3.3 Communications & engagement

Communications will need to continually focus on EKHUFT's values and behaviours and how they are being supported and demonstrated at all levels throughout the Trust. 'Our Improvement Journey', the monthly staff newsletter, will continue, reporting on the major change programmes. Each of the forums will continue on a quarterly basis, aiming to meet the needs of the different staff groups. For example, at their June forums, the administrators requested a Q&A session with the CEO and Director of HR. This has been organised and will happen at the next set of administrator's forums in September.

3.4 Bullying & harassment

The current level of support (helpline, workplace contacts, mediators) will remain in place under the 'Respecting Each Other' campaign. The workplace contacts are keen to be more visible and will run road shows throughout September. The road shows will continue to promote 'Respecting Each Other' and also seek feedback in terms of what is going well and what do we need to do more of.

The HR Business Partners will continue to work with the divisional and corporate group management teams on known 'hotspots', implementing targeted interventions.

All of the next steps detailed are covered on the Cultural Change action plan, which will evolve as the programme develops further. However, there is also a recognition that the Trust requires a longer term plan, to ensure continuous development and improvement. An Organisational Development (OD) strategy is currently being developed to provide this.

Progress of the Cultural Change programme will be reported on a monthly basis to the Strategic Workforce Committee and Board of Directors.

4 Measuring Success

The Cultural Change team have worked to develop a number of measures to demonstrate success of the programme.

4.1 Staff survey – engagement score

The annual NHS staff survey provides an overall engagement score based on three key elements:

- ability to contribute to improvements at work
- recommendation of the trust as a place to work and be treated
- motivation at work

In 2014 EKHUFT's overall engagement score was 3.51, against a national average for acute trusts of 3.74. This score, along with key HR measures of sickness and turnover rates, will be core and consistent measures for the Cultural Change programme, to track the levels of staff engagement within the Trust. However, a number of additional measures, agreed by the Strategic Workforce Committee, will also be used:

4.2 Staff Friends and Family Test (FFT)

The staff FFT is a quarterly survey which measures staff advocacy – the percentage of staff that would recommend EKHUFT as a place to work and be treated. This has gradually increased since the start of the programme and now stands at 52% recommending the Trust as a place to work and 76% as a place to be treated. Given that it is quarterly, the staff FFT will be a key measure demonstrating trends in staff advocacy, one of the outcomes of engagement. In addition to the two core questions, the staff FFT allows additional questions to be added and it is being used to measure the effectiveness of the Trust's internal communications and also gain feedback on bullying and harassment.

4.3 Heat maps

Following the 2014 annual NHS staff survey, a heat map was produced showing bullying 'hotspots' across the Trust. The divisions are working, supported by their HR Business Partners, to target these areas with tailored interventions. The production of heat maps will be repeated after each annual staff survey.

4.4 Feedback from staff forums

The staff forums which have been set up – consultant's forum, people manager's forum and administrator's forum will be held every quarter and provide the opportunity to gain verbal feedback from key staff groups as to any changes in how 'things are done around here'. As well as this verbal feedback, a more robust 'sense check' will be implemented in the form of pulse surveys.

4.5 Pulse surveys

The Cultural Change team is currently working with the Service Improvement team to develop a questionnaire which can be used over a period of time, with the same population, to test the effectiveness of the Cultural Change programme. The questionnaire will contain questions relating to the three core elements of the programme – leadership & management, communications & engagement and bullying & harassment. The questions will require a 'yes/no' response, providing some valuable quantitative data. The surveys will be used with existing groups e.g. staff forums, from September 2015.

4.6 NED/Governor listening events

It is planned to set up quarterly listening events, facilitated by the NEDs and Governors, at each of the sites from September. Representatives from all staff groups will be invited to provide feedback on what's going well and not so well.

Given the variety of measures that are being used, it is recognised that a regular comparison of results is necessary, to identify correlations.

5 Triangulation of data

Each quarter, data will need to be compared from each of the key measures. Verbal feedback from the forums and listening events will be triangulated against the pulse survey feedback and the results from the staff FFT, which demonstrates the level of staff advocacy. The FFT result can also be looked at against the key HR measures – sickness/absence and turnover. If the FFT percentage is increasing each quarter, more staff are advocating EKHUFT as a place to work, which should correlate with lower rates of sickness and turnover. The additional questions on the staff FFT will provide insight as to how effective anti-bullying interventions are being, which would also be illustrated on the 2015/16 heat map.

On an annual basis, the NHS staff survey will provide the means to test overall engagement (section 4.1). This data could then be triangulated with patient survey data, to identify any positive correlation between staff engagement and improved patient experience, which the research suggests. The measures proposed above make use of surveys, data and forums already in existence. The aim is to use them more effectively, and develop them where needed, still allowing time to engage with staff to make EKHUFT *'a great place to work'*.

[End]