Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

**COUNCIL OF GOVERNORS**
**9th September 2013**

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|---|---|
| **TITLE** | **Strategic Objective presentation** |
| **EXECUTIVE SUMMARY** | The paper includes the presentation of Strategic Objective 2 'to recruit, retain and develop a high performing workforce'. |
| **The Council is asked to:** | Discuss the presentation. |
| **Submitted by:** | Louise McKenzie, Director of Workforce Transformation |
| **Date:** | August 2013 |
| **Decision:** | For Discussion |

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

# Strategic Objective: To recruit, retain and develop a high performing workforce

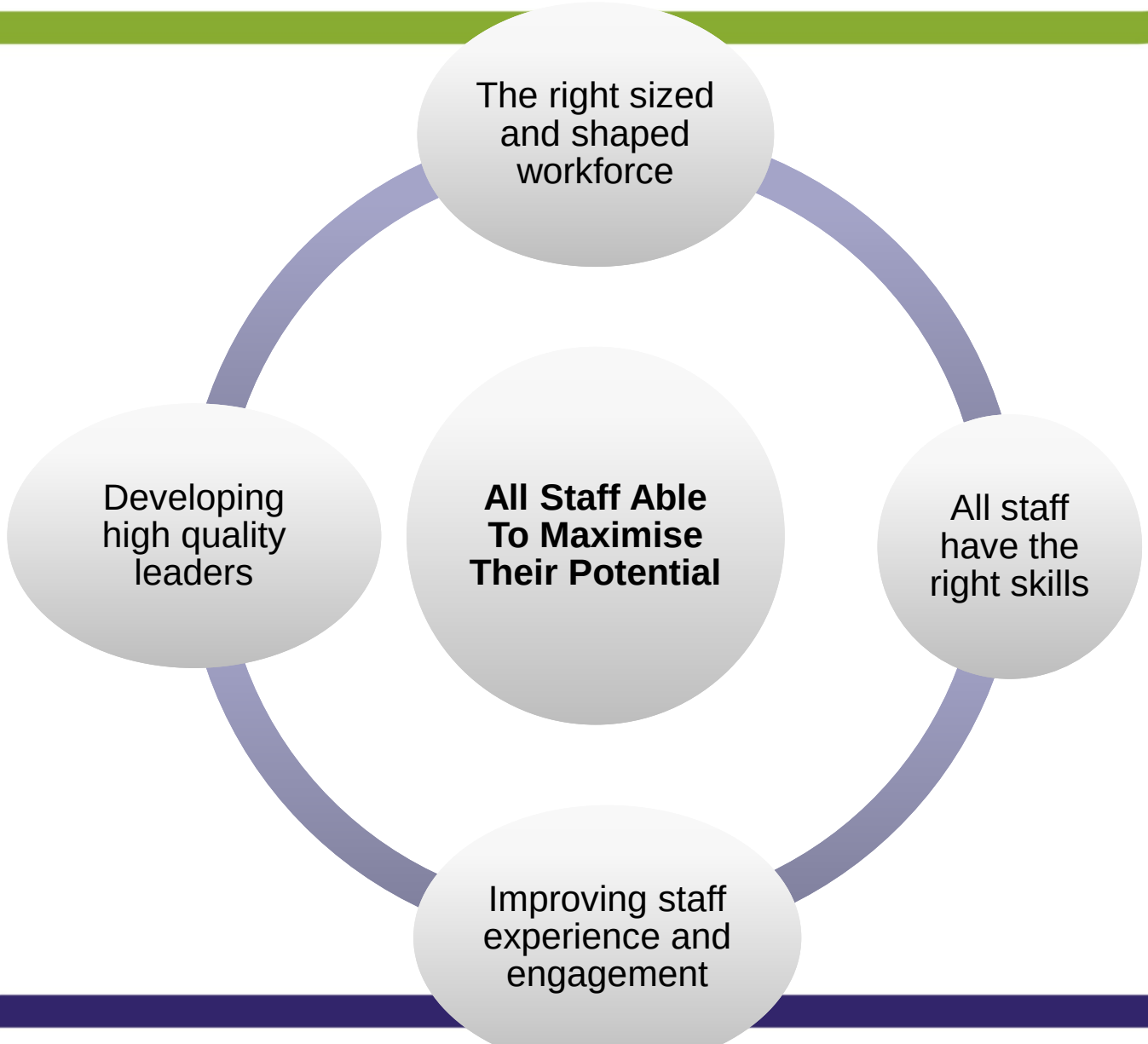
**Council of Governors: 9th September 2013**

# ASPHs top two priorities for 2013/14

- To make substantial improvements to ...
  1. Patient Experience – fostering a more open culture and acting on what patients & families are telling us.
  2. Staff Experience – developing our organisation so staff are more engaged with decision making & to improve the overall experience of working here.

- The Francis report reminds us that **high quality leadership and the right, open culture** is fundamental in being able to provide the highest standards of patient safety and experience.

# What is the Trust trying to achieve?




Patients first • Personal responsibility • Passion for excellence • Pride in our team

# The right sized and shaped workforce

- Our jobs need to fit the way we want to deliver high quality patient care.

- Priorities:
  - Vacancy hotspots.
  - Improve retention.
  - Use temporary supply more intelligently.
  - Change working patterns to meet patient demands – eg 7 day working.

# All staff have the right skills

- Our staff need to have the appropriate skills to develop high quality patient care – **now** and in the **future**.
- Priorities:
  - Integrate education into one place & develop cohesive multi disciplinary strategies around education, innovation and research.
  - Complete a radical overhaul of our management training.
  - Develop a career and training pathway from HCA Band 2s through to Registered Nurse at Band 5 to ensure that staff have to skills & competencies to deliver high quality patient care.
  - Maximise opportunities in the new education and training architecture.
  - Make mandatory & statutory training feel real.

# Improving staff experience & engagement

- The way staff feel, the way they are communicated & engaged with how open we are – these are all fundamental in terms of the culture & environment we create and ultimately the quality of patient care
- Priorities:
  - Improve our communication & engagement style and acting quickly on live feedback.
  - Be creative with our techniques – CEO Sounding Board, Pulse Survey, Ideas Wall, Twitter, Blogs.
  - Make sense of our values & behaviours and living these.
  - Empower people – involve in change,  using feedback to improve (eg F&F results).
  - Continue to support the health & wellbeing of staff.
  - Build citizenship.
  - Reward staff – WOW awards, Pride in Nursing day.

# Developing high quality leaders

- Our clinical staff need to be empowered to shape the direction of the Trust and equipped to lead it.
- Priorities:
  - Implement a clinical leadership programme.
  - Develop a talent management framework for our clinical leaders of the future.
  - Maximise potential of leaders through effective appraisal & reward.
  - Create & embed a team coaching culture to drive innovation, job satisfaction & performance.

# So How Are We Doing?

- Pulse Survey & Ideas Wall tell us:
  - Motivation & team working is continuing to improve.
  - The highest score was in relation to staff recommending the Trust as a place to be treated.
  - We have made improvement in the questions asked of staff in relation to ‘Their Manager’ and feeling valued but there is more work to be done.
  - There is still a way to go to embed a culture where people feel treated with dignity & respect and bad behaviour is addressed.
- In addition to the results there was a great uptake of both the Pulse Survey and the Ideas Wall - created a buzz and got people talking. The Tone of comments changed over time, illustrating the very powerful impact of “peer challenge”.

# Summary

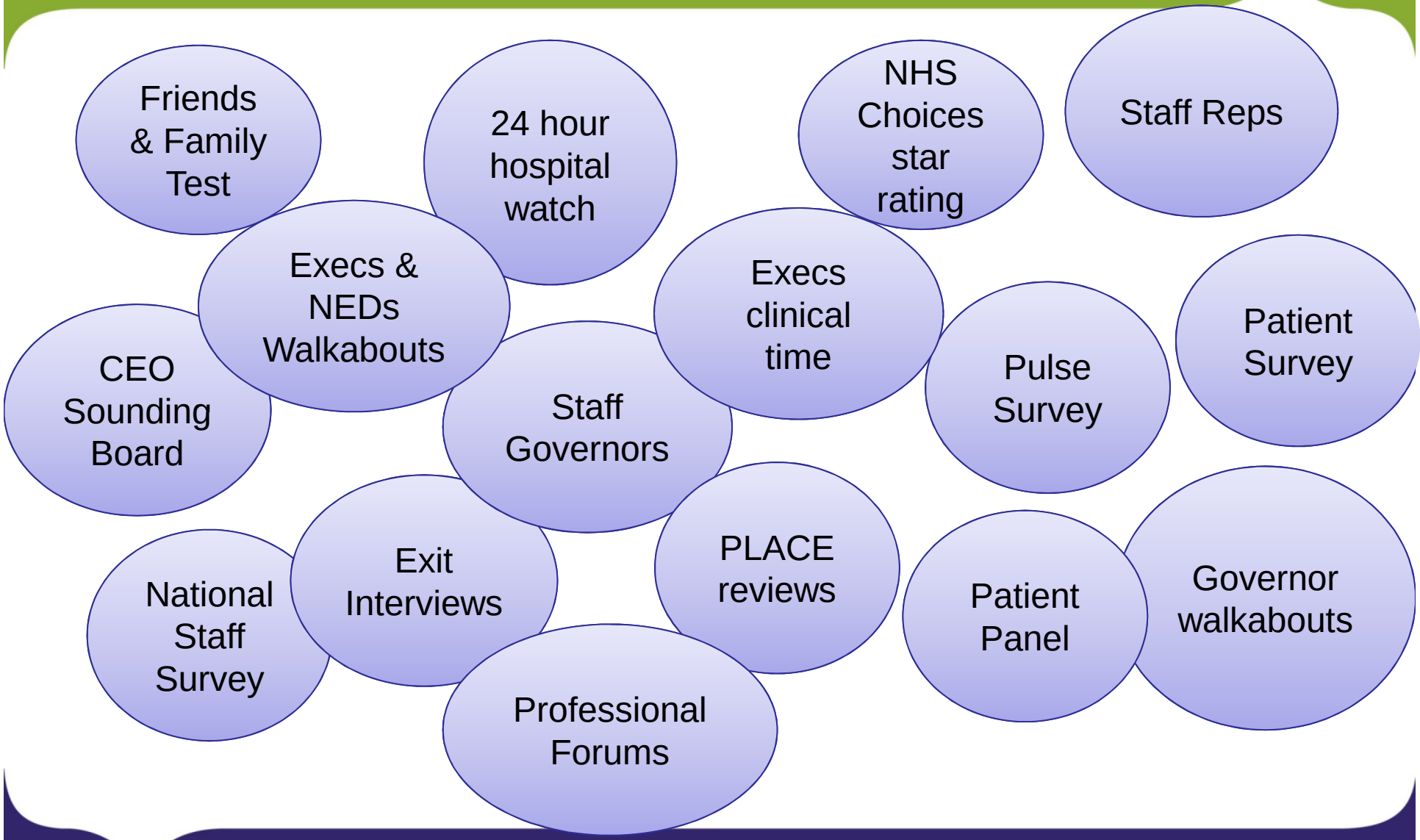
- Recognise the scale of the workforce challenge.
- We have a comprehensive set of actions and metrics to improve workforce stability, culture, leadership capability & overall staff engagement – to ensure that we have a workforce - fit for now and for the future .
- These will take time to make a difference but we are absolutely committed to following them through.
- We are committed to working through feedback from staff and patients and we will start with the comments from the Wall.
- We are opening a new Wall in September with focus on making sense of our values and describing values based behaviours.
- We will continue to have face to face conversations around key themes with Staff Governors, Employee Partnership Forum, CEO Sounding Board and other staff groups.

# Questions?

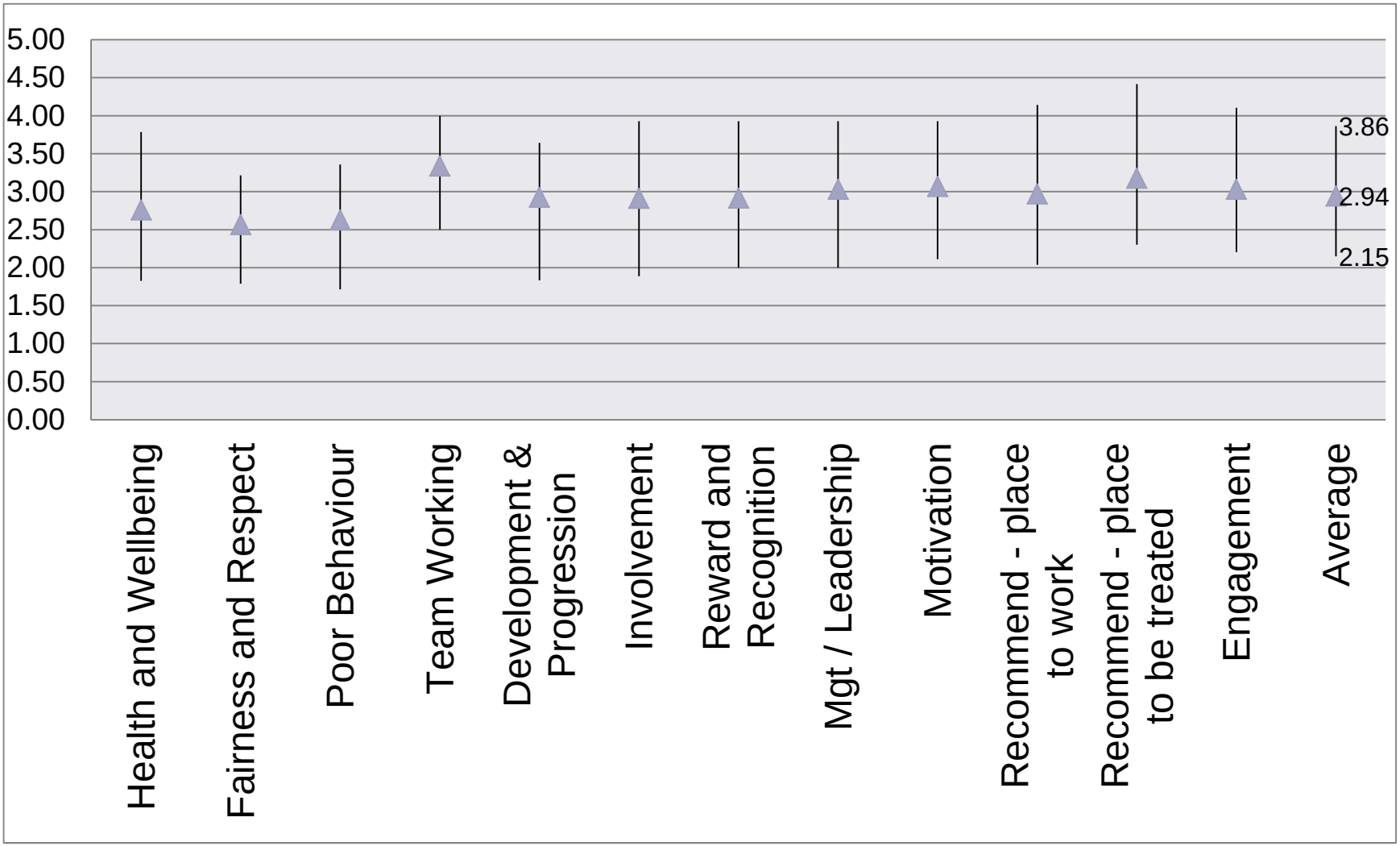
- Are these the right workforce priorities to deliver the Trust's objectives?
- Are we missing anything?
- How can we give you further assurance?
- What can you do to help?

- Appendices

# How Do We Test The Feel of The Trust?



# Pulse Survey Results

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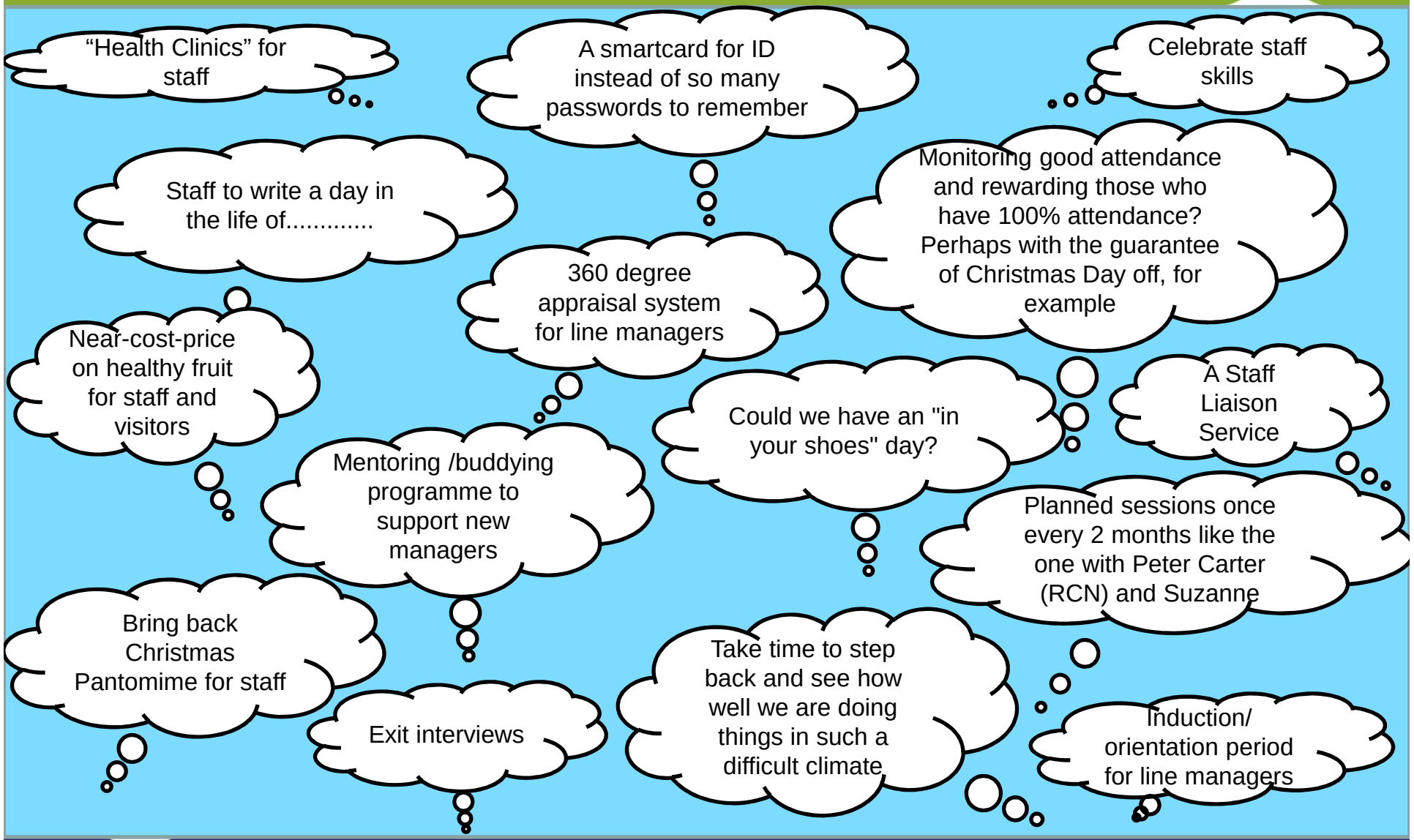
# Pulse Survey compared to national survey

| | National Staff Survey 2012 | Pulse Survey Aug 2013 | |
|---|---|---|---|
| Qs about 'Your Manager' | 9 out of 10 scores below average | Range is from 3.93 – 2.00 with an av of 3.03. | Suggests an improvement |
| Feeling Valued | Significantly below average results for recognition for a good job, of work done and pay | Range is from 3.93 – 2.00 with an av of 2.92 | Suggests an improvement to around average |
| Recommendation as a place to be treated | Significantly below average | Range is from 4.43 – 2.30 with an av of 3.18 | Suggests considerable improvement |
| Motivation and enthusiasm about job | Significantly below average | Range is from 3.93 – 2.11 with an av of 3.07 | Suggests improvement |
| Team working | Improvement from previous year | Range is from 4.00 – 2.50 with an av of 3.33 | Suggests further improvement |

# Narrative on the Wall: *Suggestions*



# Narrative on the Wall: *Concerns*

## Respect and behaviour

The post about positive feedback is SO important. As managers we should be able to get the best out of our teams by clear direction, encouragement, and by just saying 'thank you'. Being bombastic, domineering and negative is a management style that should have died years ago. Unfortunately, there is too much of that still going on. As a manager you should be able to meet your goals and objectives with your team following you; alienating your staff with negative feedback guarantees they will be against you.

A few senior members of staff are allowed to get away with being very rude and disrespectful to colleagues. There is no excuse for this behaviour, we all know who these members of staff are, yet nothing ever seems to be done.

Several Senior nurse managers are proud to advise other nursing colleagues that they have shouted at the nurses and they believe their bullying tactics are acceptable and are proud to quote what they have done. There is a believe that shouting and not listening is the way forward and they seem unaware that their bullying in no way improves moral or a healthy working culture.

# Narrative on the Wall: *Concerns*

## Work pressures

Working on the shop floor is harder than it ever has been- our patients are older, sicker, physically more challenging and they and their families have very high expectations nowadays. I do believe staffing needs to be reviewed to reflect this.

There are simply not enough staff on the wards to manage the needs of the patients. Patients are becoming more complex, more confused and when staff do eventually get to have a break there are not enough people left to look after the patients.

MAU has a heavy work load in the late afternoon, early evening which means that often they are playing 'catch up' with transfers, admissions etc in the evening. It may be helpful to have a nurse working a twilight shift to provide extra support. Chaucer has only 2 staff on overnight which means that these staff are really stretched to get all the work done before the day staff arrive. A nurse starting at 6 could help with this, but finish at 13.15pm - a bonus for them too.

When are you going to realise that too many staff cutbacks have been made in most departments, which have had a negative effect on patient care, and resulted in an overworked and stressed environment. We are all prepared to work hard, but the system is so congested that staff are at breakpoint and loosing heart with their jobs. Please take note.

# Narrative on the Wall: *Positives*

I honestly enjoy my job. I work with kind, caring people who all look out for each other. Coming from a private sector into public.. I really see the difference in staff attitude..and St Peter's is miles better! Well done to everyone for making it a great hospital :) We are humans and bound to make mistakes, so learn to forgive and move on.

24 hour hospital watch was fab! Can't wait to see the results...

In my position I get to spend time on other hospital sites in the area, including Frimley and the RSCH. As far as I can tell, the staff, facilities and management here at ASPH is far and away superior to our neighbours. We should be proud of our Trust and the work we do, we are a success! Believe in yourself people!

I have a great manager who really supports me

I enjoy coming to work every single day. This may seem gushing to some people! To me the hospital is an extension of my family life. The people I work with are kind, caring and compassionate to patients and peers. I carried out my training at Ashford Hospital and they supported my development and I am still here after 30 years. I have seen changes some good some bad and some turned full circle. The NHS is forever changing but what you need to remember it is not just ASPH it is across the country, so work with us and help us be the best

# Narrative on the Wall: *Positives*

We all want to make a difference… We can. I'm constantly in awe of my colleagues and of how much they care. Things are really hard everywhere in the NHS at the moment, and we need to be reminding each other that there ARE things we can do.

There is so much good work going on in this organisation that I don't think we take time to step back and see how well we are doing things in such a difficult climate.

Just been to the session with Peter Carter from the RCN and Suzanne Rankin. It was really inspiring

I have worked in four hospitals and ASPH is the most pleasant out of all of them to work out. All my colleagues are great and fun to work with. The team approach is excellent compared to other organisations. I am very surprised about some of the comments on this board as my experience is very different to others. The recent patient survey rates this hospital as very good from their perspective and this is down entirely to the clinical and admin teams.

I have recently come from another Trust and feel that working in the NHS is a tough place to work at the moment, but ASPH is better than most in my experience - I can't believe all these negative comments!

# And If We Need Further Convincing

## Francis Report

- Frontline staff should be empowered with responsibility and freedom; be valued
- Staff should accept and pursue personal and professional responsibility
- There should be strong and stable leadership supporting a culture of openness and transparency

## Keogh Report recommendations

- Engage staff in innovate ways
- Understand positive impact of happy and engaged staff on patient outcomes
- Tap the energy of our frontline clinicians, especially juniors
- A culture of openness and transparency, for support and improvement

## Berwick Report recommendations

- Encourage pride and joy in work, not fear
- Wholeheartedly embrace an ethic of learning
- Abandon blame as a tool
- Embrace transparency unequivocally and everywhere

# How are we doing?

## The staff experience in our hospitals matters now more than ever.
## Our staff do a great job every day for our patients and we recognise the pressure you feel.

So far this year, we have been putting a lot of energy into understanding the issues and creating the best possible working environment for our staff. This is an environment where:

- You are safe and supported in your health and wellbeing
- Staff at all levels treat one another fairly and with respect
- Poor behaviours are dealt with appropriately and fairly
- You work in a team with shared goals and clear roles
- Your team works effectively with other teams
- You have the opportunity to contribute to improvements and your views and ideas are heard
- You are recognised for the work that you do
- Your manager helps you to be as effective as possible in your role.

Throughout the next 3 weeks, we will be asking you to complete a “mini-survey”. The survey is 10 questions long and is designed to measure how we are doing with each of the above elements of the staff experience. Please do help us to know what we could do better by completing the survey and adding any suggestions or ideas to our ideas wall - you can find the link on TrustNet.

**We want it to feel like we’re all working together in the best interests of our patients; we want you to know that your work is meaningful and valued; we want you to be proud to work in our hospitals.**

**Please tick the coloured box which best reflects how far you agree with each statement.**

Green represents a statement you strongly agree with, and red represents a statement you strongly disagree with.

1. The organisation supports staff to lead a healthy lifestyle.

2. Staff at all levels treat one another fairly and with respect.

3. Poor behaviours are dealt with appropriately and fairly.

4. I work in a team with shared goals, and clear roles and responsibilities.

5. I have chances at work for development and progression.

6. I have the opportunity to contribute to improvements and my views and ideas are heard.

7. I am recognised for the work I do.

8. My manager helps me to be as effective as possible in my role.

9. I look forward to coming to work and am enthusiastic about my job.

10. I would recommend the Trust:
    a) as a place to work

    b) to my family and friends if they needed treatment

**Please remember that your responses are confidential** but if you would like to indicate your staff group and department below we can then address issues specific to your area.

| Staff Groups | ✔ |
|---|---|
| Therapist (OT, Physio, SALT, Dietician) | |
| Other AHP | |
| Scientific & Technical | |
| Medical / Dental Consultant & non training grades | |
| Medical/Dental Trainee | |
| Registered Nurse | |
| Health Care Assistant | |
| Midwife | |
| Maintenance/Ancillary | |
| Admin and Clerical/Management | |
| Central Functions/Corporate | |
| Other | |

| Departments | ✔ |
|---|---|
| Acute Medicine | |
| Emergency Medicine | |
| Specialist Medicine | |
| Anaesthetics, Critical Care & Theatres | |
| Surgery | |
| Trauma and Orthopaedics | |
| Women's Health | |
| Paediatrics | |
| Imaging | |
| Pathology | |
| Pharmacy | |
| Therapies | |
| Estates | |
| Facilities | |
| Finance, Business Development & Supplies | |
| Health Informatics | |
| Other corporate (R&D, Ops, Chief Nurse, Trust Board) | |
| Workforce & OD | |

**Thank you for taking the time to let us know your thoughts.**

Please seal and return your survey by internal post.

Return to:

**Rebecca Matthews,**
**Programme Management Office,**
Chertsey House,
St Peter's Hospital