

Board of Directors Meeting

Report

Subject: Quality for All Update
Date: 26 June 2014
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Executive Summary

Our Quality for All Programme was launched during the Autumn 2013. Key strategies (Patient Experienced & Engagement and Organisational Development) were developed based on the information gained from listening events with patients, carers and staff.

A series of briefing sessions have taken place with both staff and managers in relation to our agreed values and behaviours.

This paper provides the Board of Directors with an update on activities undertaken in relation to our Quality for All Programme

Recommendation

The Board of Directors is asked to note the Quality for All update.

Relevant Strategic Objectives (please mark in bold)

Achieve the best patient experience	Achieve financial sustainability
Improve patient safety and provide high quality care	Build successful relationships with external organisations and regulators
Attract, develop and motivate effective teams	

Links to the BAF and Corporate Risk Register	Engagement with Staff and Patients
Details of additional risks associated with this paper (may include CQC Essential Standards, NHSLA, NHS Constitution)	
Links to NHS Constitution	Engagement with Staff and patients
Financial Implications/Impact	
Legal Implications/Impact	
Partnership working & Public Engagement Implications/Impact	

Committees/groups where this item has been presented before	
Monitoring and Review	OD and Workforce Committee
Is a QIA required/been completed? If yes provide brief details	No

Sherwood Forest Hospitals NHS Foundation Trust

Board of Directors – 26 June 2014

Introduction

Quality for All was launched in the Autumn of 2013 to improve patient, carer and staff experience. Between October and December 2013 we listened to patients, carers, families, staff and leaders to understand current experience and how things needed to be in the future. The 'In Our Shoes' and 'In Your Shoes' sessions provided us with valuable feedback which enabled us to develop our Patient Experience & Involvement and Organisational Development Strategies together with the values, behaviours and priorities that underpin both.

In January 2014 the Board considered and agreed our shared purpose and vision:
'to champion and deliver the best care, service and wellbeing outcomes possible for each individual in the communities we serve'

The Board also agreed our values:

- Communicating and Working Together
- **Aspiring and Improving**
- **Respectful and Caring**
- **Efficient and Safe**

These values and associated behaviours have formed the foundation of our journey of cultural change.

Quality for All Activities:

Staff Briefing Sessions

We have introduced our shared values and behaviours to staff via a series of briefing sessions led by the Chief Executive. To date a total of 56 sessions have been attended by 1,098 staff. These briefing sessions have also provided the opportunity for staff to receive an update on our journey since October 2012 when we went into breach of the terms of our authorisation and our plans for the future.

These sessions have been well received by staff and more sessions are scheduled over the coming months.

Development of an Integrated Action Plan

An integrated action plan has been developed to bring together the activities required in relation to the Patient Engagement & Involvement, Organisational Development and Workforce Strategies. The delivery of the actions are being

overseen by the respective committees and reported through to the Trust Management Board.

Managers Workshops:

- **Leading and Managing for Quality**

Managers Workshops have been developed and implemented (one has taken place so far with two more planned) to work through with our leaders and managers what the values mean to them, how they can role model our values and help teams to live up to them more consistency. This is a very practical workshop which is designed to prepare managers for the future.

The workshop provides managers with a workbook and toolkit to help them to:

- take personal responsibility,
- create effective teams,
- support staff,
- have clear performance management arrangements in place and
- appreciate and value staff

Managers Workshops:

- **Cascade Briefings**

A series of cascade briefings have been developed and will take place at King's Mill on Thursday 10 July and Newark Hospital on Friday 11 July.

These one hour briefing sessions will provide the practical tools to support every manager to have a conversation with their respective teams regarding what the values mean to them both as individuals and in relation to the services they provide.

The conversations which will take place over a twelve week period will lead to the development of action plans for improvement which will be monitored centrally.

Medical Engagement:

To date the engagement of the medical workforce in our Quality for All programme has been a challenge we have therefore commissioned a specific piece of work which will focus on:

- Developing appreciative insight into current levels of medical engagement
- Supporting medical staff to develop a deeper understanding of the benefits of value-based leadership and the benefits of self awareness
- Establish a culture of sustainable clinical engagement

Andy Haynes, Medical Director is leading this piece of work and a Medical Engagement Survey (MES) is currently being undertaken together with individual listening events with every Clinical Director and Head of Service to listen carefully to their perspective and understand their challenges.

Patient Experience and Involvement Strategy

A number of actions have been implemented including; extended visiting times, clear and concise ward entrance information, new uniforms for the ward Registered Nurses and improved name badges. We have recruited a project manager to help scope some key projects that will encompass many components of our strategy e.g. a specific project is being scoped to improve the experience of visitors / patients to our Outpatient department

Conclusion

Since the development and subsequent launch of our Quality for All values in the autumn a number of initiatives have been implemented in order to ensure these values become part of everything that we do.

We recognise that true cultural change takes a significant period of time, the cascade briefings are therefore a critical step in engaging with our staff and having a conversation about what our values mean to each and every one of them.

The action plans developed cover a three year period and together with ensure sustained cultural change.

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Quality