

## Workforce Report – Quarterly Culture and Leadership Update

### 1. Introduction

Ensuring an appropriate culture is a key accountability of an NHS Trust Board. The prevailing leadership style in the organisation is a major defining factor in this. There is a strong link between motivated, engaged staff and the delivery of safe, effective care. This quarterly culture and leadership report is designed to provide the Trust Board with assurance concerning this and highlight developments or concerns.

### 2. Culture and Leadership Toolkit

The Trust is using the NHS Improvement / Kings Fund Culture and Leadership toolkit to undertake a diagnosis of the Trusts current and desired culture and leadership style. The Trust Board interview stage was completed in early 2018.



The next two stages are progressing. These are the **Leadership Behaviours Survey** and the **Culture Focus Groups**.

The **Leadership Behaviours Survey** provides information on ten key leadership behaviours and five cultural elements. One survey is used internally and one with external partners.

All Trust employees have been sent the internal survey, which is run electronically through NHSI's on-line tool. It opened on 25<sup>th</sup> June and closed on 20<sup>th</sup> July. We received 546 responses which was 12% of the workforce contacted. These results are currently being analysed by NHSI.

The external partner survey was sent out electronically on 30<sup>th</sup> July and closes on 20<sup>th</sup> August. Once these results are examined, they can be cross referenced with the internal survey responses.

The **Culture Focus Groups** are facilitated sessions open to any employee to attend. 101 sessions have been scheduled across all of our sites throughout July, August and September. A combination of focus groups for specific staff groups and mixed 'all staff' groups have been offered.

The focus group have been advertised on posters delivered to all areas, in the staff bulletin, through leaflet drops at entrances and near the deli marche, through twitter, targeted emails to managers and promoted to attendees to encourage their

colleagues to attend. In addition, facilitators are attending existing gatherings of staff, such as management meetings and training sessions to hold the focus groups.

The Organisational Development Team trained 21 additional facilitators to help undertake the focus groups. This has the added benefit of upskilling a number of people in this technique which will be transferable to other activity.

As at the 3<sup>rd</sup> August, 39 focus groups have taken place with 81 attendees.

The five cultural elements that will be explored in the focus groups are those in the leadership behaviour survey and the Board Interviews. The focus groups enable views to be explored in more depth and understand “why” staff hold a particular view.

The focus groups were originally planned to commence in May. However, as the CQC were holding staff well-led focus group in that month, the OD department delayed the start of its focus group in order to avoid confusion.

The remaining elements of the discovery work will be the **Leadership Workforce Analysis**, which will be drawn from the talent mapping work that the Trust already carries out and the **Patient Experience** analysis, whereby OD are working with the Patient Experience Team in order to use existing patient feedback. The latter work provides a complete 360\* view of our culture, by including the patients perspective.

The full results and analysis of the discovery phase will be available late Autumn. This can then inform our future leadership and organisational development work.

### **3. Leadership Development and Talent Management**

#### **3.1 Senior Leadership Development Programme**

This new programme aimed at clinical and non-clinical leaders at band 8a's and above commences with an executive cohort on 20<sup>th</sup> and 21<sup>st</sup> September 2018. Monthly cohorts will then follow throughout 2018 and 2019.

The programme structure is based around the quadrants of the new NHS leadership development strategy of inclusive, compassionate leadership; system leadership; service improvement and talent management. It has been designed in conjunction with NHS Elect, who will also facilitate the two day session (purple box). The other

sessions are facilitated in-house by the Trust.



Most of the cohorts will mix leaders from different divisions, including medics. However, it is planned to schedule all the members of each divisional triumvirate together and also hold a specific cohort for matrons.

### 3.2 Mary Seacole Leadership Programme

In 2017/2018 the Trust was a pilot site for this new system-wide programme aimed at band 6 & 7 clinical and non-clinical leaders. It has the credibility of being a national NHS Leadership Academy programme.

Five cohorts have been offered so far. Our Trust has seen 11 graduates from the programme and have a further 5 leaders partway through it. Our Trust also has 17 more leaders with a place on one of the next two cohorts commencing this autumn. Further Cohorts will run from April 2019.

Our Annual Leadership Showcase celebration event (see below) is regarded as good practice within the Mid-Notts. Integrated Care System (ICS) and a similar showcase is to be held to celebrate the Mary Seacole Leadership Programme graduates across the ICS.

### 3.3 New Toolbox Talks

Three new toolbox talks are in the pipeline which will help to reinforce the culture and leadership style we encourage in the Trust. These are:

Let's engage: This session enables leaders to understand the importance of staff engagement and to enhance their ability to create an engaged workforce.

High Performing and Inclusive Teams: This talk explores team dynamics, providing practical methods for leaders to use to improve team performance and culture.

Values based Leadership (working title) – All leaders in the Trust will be required to attend this session which will commence this autumn. Deliver of it will be shared across the executive team. It will reiterate the leadership style expected at SFH, in line with our values and draw on some of the culture and leadership diagnostic work. It will also set out the Trusts approach to personal relationships at work.

### **3.4 Annual Leadership Showcase**

Our annual leadership showcase event took place on 2<sup>nd</sup> July. The lunchtime open event was attended by around 40 visitors who took the opportunity to look at the stands and talk to some of our programme graduates about their leadership learning and about leadership development opportunities offer by the Trust. Thereafter 55 staff joined the formal event, which celebrates staff who have graduated from internal and external leadership programmes. Attendees demonstrated how they used their newly acquired leadership skills to make a difference in their work areas.

The event was supported by guest speakers and included a personalised video message on positivity and leadership from Andy Cope, the author of Being Brilliant.

System leadership and OD experts Ronnie Eyre, East Midlands Leadership Academy and Julian Eve, Nottinghamshire Healthcare NHS Foundation Trust/ Nottinghamshire ICS also attended and spoke at the event.

### **3.5 Appraisal and Talent Conversations**

The new appraisal system which now incorporates talent conversations launched in April 2018. The standard appraisal training has been revised to include training on talent conversations and using a 9 box grid tool. In addition, awareness sessions have been offered to ensure that staff and managers understand the changes. As at 2<sup>nd</sup> August, 297 staff have attended the Appraisal Awareness sessions.

The appraisal system introduced a talent conversation using a 9 box grid tool for leaders at 8a and above, including consultant leaders. All staff below that level still benefit from a talent conversation. However, they are not required to produce an outcome report using the grid. As at 2<sup>nd</sup> August, 81 staff have benefitted from the Talent Conversations Band 1-7 training and 27 from the Band 8+ 9 box grid training.

### 3.6 Wise Owls Network

A Wise Owl is someone with knowledge, skills and experience which they are willing to share with others particularly new or less experienced staff, enabling them to develop and solve problems through one to one mentoring.

Wise Owls can provide friendly help and support or guidance on a particular problem, task or situation. It is a voluntary position. Most wise owls are already a “go to” person in their own area. The Trust already has 21 wise owls registered on our Wise Owl network, available to support staff in the trust as shown below.

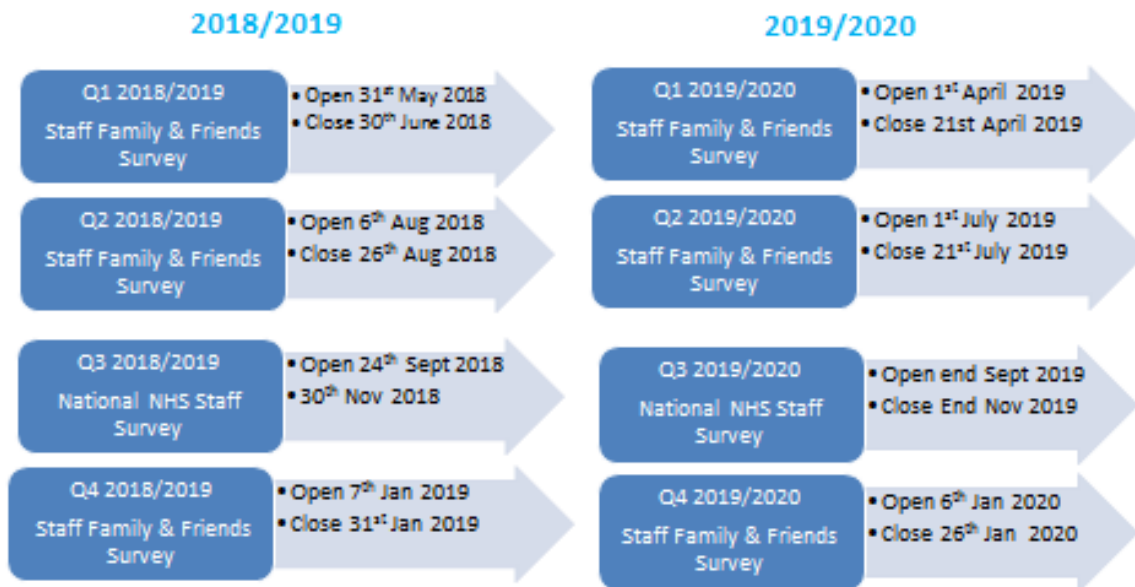


## 4. Staff Surveys

### 4.1 Annual Calendar

The Trust is working to an annual plan of staff surveys and friends and family tests (pulse surveys). The dates of the pulse surveys have been revised to optimise the time between surveys and provide a better spread across the year as shown below:

## Staff Surveys Calendar



*Dedicated to Outstanding care*

### 4.2 Quarter 1 2018/19 Friends and Family Staff Pulse Survey

The 2017 NHS Staff Survey was reported to the Trust Board in March 2018. Since then, the Trust has conducted two quarterly Friends and Family Staff Pulse Surveys, which is a much shorter survey available to all staff. It is designed to be a quick check of how staff are feeling between full NHS Staff Surveys.

The pulse survey conducted in Q4 2017/18 had 1,164 (25%) responses and the one in Q1 2018/19 had 1,140 (24%) responses. These are significantly higher levels of responses than most Trust where some have response rates in single figures.

There are two key questions in the pulse survey which are asked every time. One about whether or not staff would recommend the Trust as a place for treatment/care and the other as a place to work.

For the Q1 2018/2019 Pulse Survey the Trust took the decision to only send out electronic versions of the survey. This is the first time that we have used an electronic only survey. It is sent directly to each members of staffs' inbox as opposed to the web link that has been used previously. As a result of using this method, a broader group of professions gave feedback when compared to previous years.

The results of the Q1 2018/19 pulse survey is shown below in a comparison table with the 2017 staff survey results and the Q4 2017/18 pulse survey results. As can be seen, both pulse survey are a marked improvement on the full staff survey, which even at 78% and 70% respectively, put our Trust in the top 20% of acute Trusts in the NHS in England.

| Question  | 2017 Staff Survey | Staff FFT Q4 2017/18 | Staff FFT Q1 2018/19 |
|---|-------------------|----------------------|----------------------|
| Staff recommend the organisation for family and friends for treatment | 78%               | 89%                  | 88%                  |
| Staff recommend organisation as a place to work                       | 70%               | 77%                  | 77%                  |

Whilst the results are comparatively good, Q1 2018/19 is the first pulse survey which permits further interrogation by site, division and staff group. This means that over the coming weeks the Trust can have a more detailed picture and plan actions accordingly.

The pulse survey enables participants to leave narrative which underpins their recommendation. This provides very useful feedback, although there is a caveat that comments may only be the view of one individual. Many positive comments were received relating to patient care and as a place to work. The main themes were:

- Consistently high recognition of excellent patient care being provided by the Trust and its staff.
- Examples of staff choosing to bring their families to be treated at the Trust compared to other organisations.
- Many examples of staff using our services as a patient and experiencing excellent care
- Longevity of service of many staff.
- Supportive teams and line managers.
- SFH is a 'great place to work'.
- SFH is a very friendly organisation.

Overall 397 comments were made relating to the question 'would you recommend SFH as a place to receive care' of which only 22 were negative or concerning.

The main negative/concerning themes to emerge from 'would you recommend SFH as a place to receive care' were:

- Staff shortages and workloads to provide safe care.
- Concerns over equipment replacement.
- Attitudes of staff towards patients.



In relation to the question, 'would you recommend SFH as a place to work', a total of 384 comments were received by staff of which 80 were negative/concerning.

The main negative/concerning themes to emerge from 'would you recommend SFH as a place to work' were:

- Perceived bullying from leaders and managers.
- Comments relating to cliques, favouritism and nepotism.
- Pressure of workloads and lack of job satisfaction.
- Rudeness and attitude of managers.
- Inequality of treatment by leaders and managers.
- The Sickness Policy being rigid and inconsistency in its application

Findings have been presented to the Executive Team and Senior Leadership Team.

As many of the themes also featured in the 2017 national NHS Staff Survey, actions to address them are already underway. These include the culture and leadership diagnostics work, the new toolbox talks, a revision of the sickness absence policy and approach, particularly in relation to staff with long term / chronic conditions and the development of a personal relationships at work policy.

#### **4.3 2018 Annual Occupational Health (OH) satisfaction survey results**

This survey was conducted in May 2018. All staff that attended Occupational Health were asked to complete an anonymous questionnaire before they left. Additionally anonymous surveys were attached with Occupational Health reports sent out to referring managers for all manager referral appointments attended.

The 2018 results were similar to 2017 and provide clear evidence that Trust staff and managers rate the Occupational Health service very highly as evidenced by:

- 100% of staff considered that overall the care they received in Occupational Health was either excellent or very good
- 100% of staff had confidence and trust in the Occupational Health professional they saw
- 100% of staff felt they were treated with respect and dignity
- 100% of staff considered that the Occupational Health professional listened to what they had to say
- 100% of managers considered that Occupational Health reports are very helpful (85%) or helpful (15%) in the management of their staff member

Comments received from Trust staff include:



- ‘Felt listened to and got some valuable advice to take away. Very friendly and approachable staff’
- ‘The person I saw was professional and very helpful. I felt at ease and that I could discuss my problem without feeling rushed. Thank you. You are all amazing staff’
- ‘Very helpful and understanding staff’

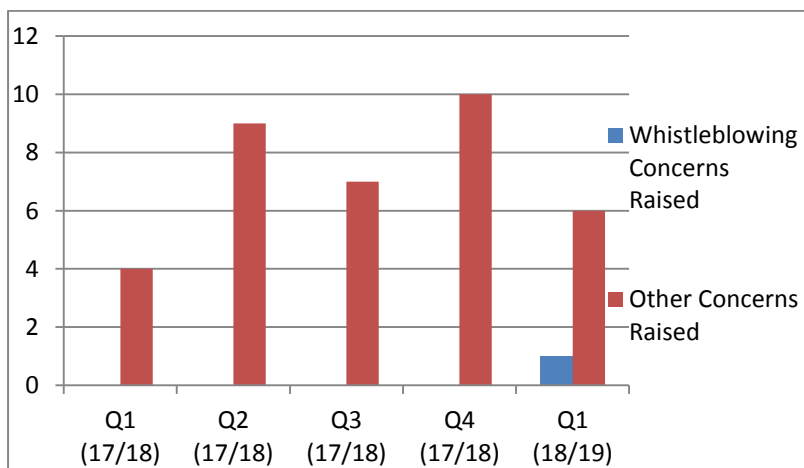
Comments received from Trust managers include:

- ‘Always have a really good response time for management referrals for appointments and reports. Lovely friendly customer service on the phone as well! Thank you to the whole team’
- ‘Thank you for your prompt service and comprehensive report. You help me a lot and help my staff’
- ‘Excellent communication with ward managers and staff member. appointments made in a timely manner, no long waits. Reports completed and sent immediately. Very impressed with the service provided. Your support is imperative when managing my staff’s sickness absence’

The results confirm the considerable value that the Occupational Health Service adds to the Trust’s overall health and wellbeing agenda..

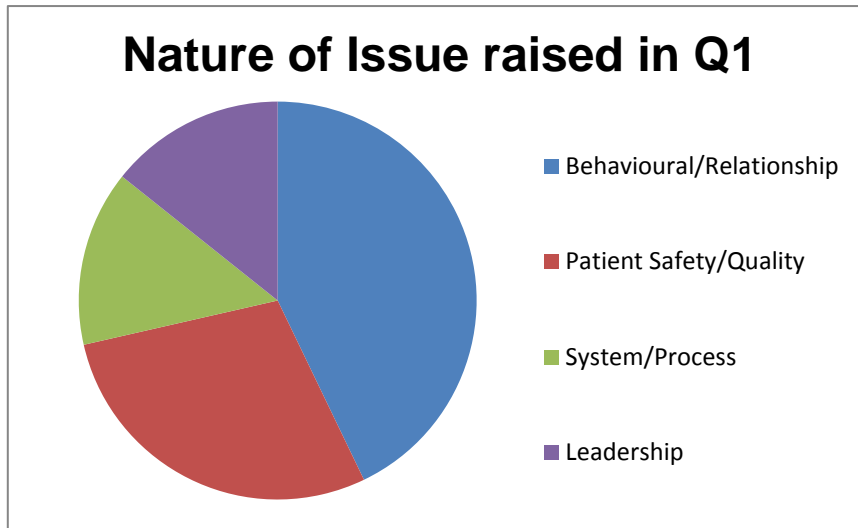
## 5. Freedom to Speak Up / Raising Concerns Summary Q1 2018

A summary overview of formal contacts with the Trust Freedom to Speak Up champions for Q1 is contained below.



There was only one case which could be classified technically as “whistleblowing” and only 7 cases raised, which means that it was one of our lowest quarters.

Below is an analysis of the nature of the issues raised into underlying themes. During the quarter 43% (3) issues raised related to behavioural / relationships, issues relating to patient safety / quality were at 29% (2), issues concerning system and processes were at 14% (1) as were those relating to leadership.



All issues were looked into and all but one have now been resolved. For the majority of matters raised, direct feedback was provided to the person raising the concern.

In light of revised national guidance in relation to “speaking up”, over the next quarter a review of this areas of work will take place. It will involve the Freedom to Speak-Up Guardians themselves and will focus on:

- Engaging with the workforce and promotion of existing routes for raising concerns and the role of line managers and the guardian in supporting this
- Establishing a better balance of how the trusts guardians can have greater impact on influencing better patient care outcomes
- Clarifying roles and responsibilities of the trusts guardians
- Revising the policy
- Reviewing how issues are escalated, reviewed and recorded.

## **6. The Nottingham and Nottinghamshire Sustainability and Transformation Partnership (STP) – Organisational Development Progress**

The Nottinghamshire STP Organisational Development (OD) and System Effectiveness Plan was agreed by the STP Leadership Board in July 2017. The need to refined plan and approach was the agreed in June 2018 with a new plan to be in place to start in September 2018.

There is an identifiable Integrated Care System (ICS) lead for OD plus an OD lead for each Integrated Care Partnership (ICP). The ICP Mid-Notts. Alliance OD lead is our Trusts Deputy Director of Training, Education and Development and OD.

The ICS OD Lead chairs the Nottinghamshire OD Collaborative, and takes lead responsibility to communicate to the HR/OD Collaborative and the Strategic Workforce Group. The ICP leads deputise.

There are a number of OD achievements to date:

- Senior STP leadership development with the support of the Kings Fund
- QSIR programme, a quality improvement methodology, is now up and running. 25 people have been trained in the improvement techniques along with 16 trainers to enable a common approach across the STP
- Established an improvement community through the work on QSIR. This is being showcased at NHS Confederation this year.
- Development of a regional wide Mary Seacole programme, developing line manager capability at junior and middle manager level.
- Collaboration between OD leads from across the system, building collective experience and strengths to ensure longer term sustainability
- Within Mid Notts. support for the MSK pathway changes, support to the senior leadership team and significant patient and citizen engagement

The overall plan will now be refined and will build on the success so far. It will include holding an STP Leadership Conference (planned for November 2018) which will be utilised to launch collaborative leadership approaches; support the communication of the shifts and changes across the STP and support the workforce and OD agenda

The OD support for the Nottinghamshire Nursing and Midwifery Cabinet and support for the East Midlands Leadership Academy as they move towards their revised OD offer will continue.