

# GateHouse award for excellence in organisational development



## WINNER

**Organisation:** Royal Free London NHS Foundation Trust

**Project title:** Providing world class care

**Entrants:** **Caroline Mabey**, deputy director organisational development and **Emer Delaney**, communications manager

An inspection from the Care Quality Commission in February 2011 flagged up concerns over the elderly care services at Royal Free London NHS Foundation Trust.

The trust accepted that a step change was needed to radically improve patient and staff experience. From the outset this was not going to be a 'tick box' exercise but an ambitious programme to firmly put patients and staff at the heart of services.

In April 2011, a series of listening events were held with patients and 10% of the workforce were tasked to translate what world class care meant to them. Spending four months listening to the experiences of our patients and staff gave invaluable insight to the Royal Free experience. The trust launched its World Class values on 25 April 2012 led by staff and patients.

The next stage of the journey was for every team in the hospital to attend a session which involved multi-disciplinary professionals working together to establish their role in promoting the values every day.

Staff took part in an anonymous interactive questionnaire on how they promote the values and their relationships with each other. The values are now part of appraisal, recruitment, induction, probation processes, and model how staff interact with each other and patients.

The trust was reported in the top 20% for overall staff engagement in the UK. The trust continues to have the lowest patient mortality rates in the UK which has been linked to recent research by the Kings Fund (2012) as a trust with highly engaged workforce.

The judges thought this was an excellently designed and delivered programme, which showed the benefits of strong collaboration with communication to develop and embed values that improve patient experience.

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## RUNNER UP

**Organisation:** Hull and East Yorkshire Hospitals NHS Trust

**Project title:** HEY - It's in our hands

**Entrants:** **Phil Morley**, chief executive and **Jayne Adamson**, chief of workforce and organisational development

Staff surveys at Hull and East Yorkshire Hospitals NHS Trust had indicated that staff felt that day-to-day frustrations were stopping them from achieving their goals. They felt unvalued and unable to contribute.

Over 500 staff attended summer events last year to tell the trust what would make their working lives better and improve patient services. A People Strategy was developed to help staff feel valued and to empower them to make decisions about their own services. The result was the creation of a 5-step model of change for staff which is aligned with trust values.

The trust is now committed to giving staff a voice in every big decision taken. They have held over 30 Big Conversation events to enable the workforce to deliver democratic decisions on tackling some of their biggest challenges. Every 12 weeks, ten "Make It Happen" teams are launched, each of which has a set of goals they want to achieve. These are championed by an executive director whose role is to unblock anything standing in the way. To date, 20 teams have been supported.

The first wave of teams achieved some astonishing results in just 12 weeks including a 20% reduction in mortality for hip fracture patients – achieved by reducing average length of stay. This longstanding problem was solved by arranging a meeting between ward staff, intensivists, consultants, ward clerks, porters and supplies.

The judges felt this entry showed a strong programme design and leadership with some innovative staff benefits and reward tools.

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## RUNNER UP

**Organisation:** Central London Community Healthcare NHS Trust

**Project title:** Culture development

**Entrants:** **Mairead Heslin**, organisational development consultant and **Mary Wickstead**, deputy director of HR and OD

This dedicated culture development project was needed to align organisational/business strategy and aims with the values, behaviours and evolving culture of the organisation. An analysis of all work related to 'culture development' was carried out which identified that the trust was operating as several separate organisations based on historical groups.

Phase one involved developing trust values and behaviours through a consultation process. Phase two involved whole system reinforcing and embedding of the 'products' developed in phase one.

CLCH values and behaviours were developed through focus groups, workshops and an online survey with over 10% of the organisation consulted, including patient representatives, non-executive directors, executive team and the board. Customer service training was delivered for front-of-house staff and customer care standards were agreed. 'Mystery shopping' was then organised which involved 195 separate 'shops'.

CLCH's new standards, values and behaviours were promoted to staff and key external stakeholders and customer care standards were launched. The standards, values and behaviours were embedded into HR policies and processes including recruitment, induction and refresher training.

After the training, 77% of staff felt that they had either 'reasonably improved', or had 'good improvement' or 'excellent improvement' in communication with patients (57% of managers agreed) and 76% felt they had improved telephone skills (100% of managers agreed).

As a result of the mystery shopping, signage has been updated and 'You Tell Us' comment cards have been rolled out in all CLCH sites.

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