

Trust Board Paper Y

To:	Trust Board								
From:	Kate Bradley Director of Human Resources								
Date:	25 October 2012								
CQC regulation:	Outcome 14 (Regulation 23)								
Title:	Local Staff Survey Report (2012-13)								
Author/Responsible Director: Kate Bradley, Director of Human Resources Bina Kotecha, Assistant Director of Learning and OD									
Purpose of the Report: To update the Trust Board on the results of the local staff survey (staff polling) and progress against key staff experience improvement actions									
The Report is provided to the Board for: <table border="1" data-bbox="263 728 1133 896"> <tr> <td>Decision</td><td></td> <td>Discussion</td><td>✓</td> </tr> <tr> <td>Assurance</td><td>✓</td> <td>Endorsement</td><td></td> </tr> </table>		Decision		Discussion	✓	Assurance	✓	Endorsement	
Decision		Discussion	✓						
Assurance	✓	Endorsement							
Summary / Key Points: UHL's Staff Engagement Strategy encompasses six integrated elements that shape and enable successful and measurable staff engagement. In measuring levels of staff engagement the annual local survey was conducted during May and June 2012 and we received 4323 completed responses (39%). This paper reports on the results of the local survey and updates on progress against key staff experience improvement actions. Staff are briefed on progress against key staff engagement activity through the Trust's "Let's Keep Talking" newsletter, the October edition is shown in Appendix 5. The Trust's Organisational Development (OD) Plan is the core document which will set out the range of actions that are designed to bring about the sustained long term change required for UHL to transform its services and successfully deliver its strategy together with its partners. The OD Plan is currently being reviewed in consultation with key internal and external stakeholders and the revised document will be presented to the Trust Board at the November meeting.									
Recommendations: The Trust Board is asked to: <ul style="list-style-type: none"> • Note the key messages from the analysis of 2012 local survey results • Note the significance of the local staff survey results as indicators of staff engagement • Demonstrate commitment to the implementation of key actions that enable the culture change required to engage staff, in delivering high quality, safe patient care. 									
Previously considered at another corporate UHL Committee ? Executive Team (16 October 2012)									

Strategic Risk Register 15 and 18	Performance KPIs year to date Staff Engagement Measure
Resource Implications (eg Financial, HR) This work is led by the Director of Human Resources in conjunction with the Staff Engagement Steering Group and Senior Human Resources Team.	
Assurance Implications Our staff are key to us achieving Caring at its Best. Effective staff engagement is crucial to improving patient outcomes, delivering integrated care and tackling the organisational and financial challenges facing the Trust.	
Patient and Public Involvement (PPI) Implications N/A	
Equality Impact Staff engagement interventions have been assessed against the nine protected characteristics.	
Information exempt from Disclosure N/A	
Requirement for further review ? On-going progress will be monitored through the UHL Staff Engagement Steering Group and Senior Human Resources Team	

UNIVERSITY HOSPITALS LEICESTER NHS TRUST

REPORT TO: Trust Board

DATE: 25 October 2012

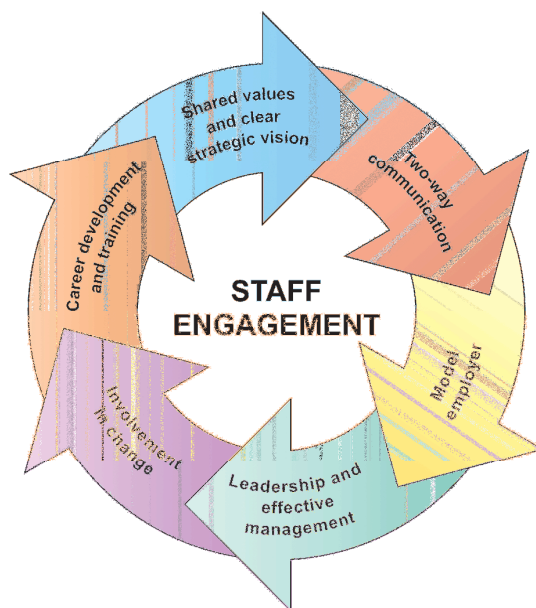
REPORT FROM: Kate Bradley, Director of Human Resources

REPORT BY: Bina Kotecha, Assistant Director of Learning and OD

SUBJECT: LOCAL STAFF SURVEY REPORT (2012-13)

1.0 INTRODUCTION

- 1.1 Our Staff Engagement Strategy encompasses six integrated elements that shape and enable successful and measurable staff engagement. These are shown in diagram below. All these elements impact on each other to produce a synergistic effect that is “greater than the sum of its parts”.



- 1.2 There is powerful evidence (King's Fund Leadership Review, 2012) about the link between engagement and outcomes. NHS organisations whose staff are engaged deliver better patient care, fewer errors and higher staff morale. We have made our aspirations to deliver high quality, safe care clear in our Strategic Direction (September 2012), putting staff at the centre of change.
- 1.3 In measuring levels of staff engagement, in January 2011 we initiated the UHL Local Staff Survey on a quarterly cycle. At the end of the first year, we moved to an annual survey cycle to allow time to focus on areas of strength and improvement. The annual 2012-13 Local Staff Survey was conducted during May and June 2012 over a period of eight weeks. This paper reports on the results of the local survey and updates on progress against key staff experience improvement actions.

2.0 PARTICIPATION

- 2.1 The local survey is undertaken through a self-completed questionnaire (on-line and paper version). During the survey period, all UHL staff were positively encouraged to participate through an invitation from the former Chief Executive, with subsequent reminders at regular intervals. This was also supported by a Trust-wide campaign to raise awareness.
- 2.2 We received 4323 completed responses, giving a response rate of 38.72%. A breakdown of the first and second year response rates by Division/Directorate is illustrated in Appendix 1. We are pleased to report that overall the response rate was 11.92% higher (an additional 1331 completed local survey responses) than in the first year.

3.0 LOCAL STAFF SURVEY STRUCTURE

- 3.1 The survey comprises of fifteen questions about working for UHL categorised into three sub-headings i.e. “about me”, “about my manager” and “about my work”. The survey also includes two free text questions. Additionally, we have incorporated an item to determine if staff have received feedback from the previous local survey.
- 3.2 As previously reported, the survey was formulated through a strong evidence base. There is compelling evidence from a range of sources to indicate that the following two items are the most critical to performance:
- It is clear, what the expectations are of me at work
 - To enable me to do my job well, I have the materials/equipment I need
- 3.3 We should pay particularly close attention to the “about me” items as engagement research has found that if these are not securely in place, making progress toward the other elements can be much more difficult.

4.0 2012 UHL LOCAL STAFF SURVEY RESULTS

- 4.1 Appendix 2, illustrates analysis of the 2012 Local Staff Survey results for the Trust, in comparison to the responses for 2011 (first year). Despite the on-going priority given to staff experience by Divisions and Directorates, dissapointly this has not resulted in an overall increase in positive response rates against the elements of the local survey. It is important to take into account the increase in respondents in 2012 (1331 more responses). Analysis of the raw scores against each question indicates some movement in the right direction. As illustrated in Appendix 3, the raw scores demonstrate an increase in positive responses against each item of the survey in 2012.
- 4.2 The results by Directorate, Division and Clinical Business Unit area are highly variable. To aid understanding of local survey results we have provided each area with a high level analysis of their area specific first and second year results. An example is included in Appendix 4 and summarises the Local Staff Survey Results for the Theatres, Anaesthesia and Pain Clinical Business Unit. It is important that we contextualise the results during feedback sessions and recognise and celebrate

any progress. Area leads have also been provided with the confidential comments report which captures comments against the two free text questions. This rich data is extremely valuable in better understanding staff experiences at a local level and provides further insight into areas of strength and where best to focus energies in bringing about improvements.

- 4.3 Results (facts and figures) have been published on iNsite and are accessible to all staff. Awareness of this has been raised through a range of communication methods including a briefing on the Desk Top Messaging System.

5.0 **PROGRESS AGAINST ACTIONS ARISING FROM THE PREVIOUS LOCAL SURVEY RESULTS**

- 5.1 Based on the 2011 local survey results (Quarter 1), we developed the Staff Experience Eight Point Action Plan. This plan was also based on the results of the National Staff Attitude and Opinion Survey (2010). The plan provided a framework and set out clearly actions and expectations for managers and members of staff. The eight points were based on feedback from the local and national survey and the content, if implemented, was designed to improve the experience staff had of working at UHL.
- 5.2 In focusing on the appraisal elements of the Staff Experience Action Plan, during June 2011 we introduced simplified appraisal documentation. An appraisal quality audit was conducted at the end the financial year and key findings discussed with Divisional / Directorate / Clinical Business Unit Boards in reaching agreement on local quality improvement actions.
- 5.3 An internal Expert Reference Group has drafted appraisal 'Talent Management Guidance' which was launched across the Trust during July 2012. This guidance helps to explain what talent management is and its role in enabling our staff to achieve their maximum potential.
- 5.4 To improve appraisal performance all areas have embedded appraisal monitoring into communication structures, meetings and briefings. Key action has been undertaken in spreading appraisals across the year and continuing with the development of managers to undertake appraisals, as appropriate. Work is currently underway in building a new appraisal recording system to enhance appraisal monitoring, scheduling and quality assurance. The new appraisal recording system will be rolled out on a phased basis from early November 2012.
- 5.5 Work completed by the Deputy Chief Executive/ Chief Nurse now ensures that all managers, (including ward manager, medical lead, head of service) have an objective set for 2012/13 related to achieving the Trust's 100% appraisal target and improving staff experience.
- 5.6 At a local level, Divisional and Directorate areas have identified "engagement champions" and carried out local focus group activity. Senior leads have been working on ensuring that the right people are mobilised, across the usual boundaries, around the challenges, involving staff in unblocking the way. Progress with staff engagement is reported to the Workforce and Organisational

Development Committee by Divisions. The second round of Divisional presentations by Planned Care and Acute Care took place in September 2012.

- 5.7 There has been a continued focus on leadership development. The UHL Leadership Academy brings together leadership development interventions provided internally and through the East Midland's Leadership Academy and other key external educational organisations. We have identified many powerful personal stories where leadership development interventions have positively impacted patient experience. In transferring learning these will be showcased at our Leadership Conference on the 12 December 2012 and we will be seeking commitment from attendees as to how this will translate back into work areas.
- 5.8 In consistently role modelling excellent leadership behaviours at all levels, we are co-creating Leadership and Management Standards. This work gives key consideration to relevant engagement research, UHL values and manager led actions in the Staff Experience Action Plan. The Leadership and Management Standards are based on our five values and set out clearly manager expectations in ensuring that we deliver on our commitment of achieving safe and high quality care and transforming the Trust into a great place to work, winning hearts and minds along the way. Research shows that the extent to which staff feel they have supportive leaders who consistently encourage them and take an interest in their work and personal and professional development impacts directly on performance.
- 5.9 In addressing the reward and recognition element of the Staff Experience Action Plan we introduced 'Caring at its Best Awards' our new awards to reward our inspirational staff that live our values and deserve recognition for their outstanding success and commitment to providing 'Caring at its Best'. This new scheme has seen us rewarding more staff than ever before by moving to quarterly awards and an annual ceremony in September 2012.
- 5.10 We take a proactive approach to supporting staff with their health and well-being. UHL currently has the lowest absence rate for an Acute Trust in the East Midlands. We demonstrate, through the provision of a range of interventions, that staff health and well-being is more than just about sickness. It is also about achieving good physical and mental health for all staff, which benefits the individual and supports the delivery of high quality patient care.
- 5.11 Staff are updated on progress against key engagement activities, through our quarterly "Let's Keep Talking" newsletter', the latest edition is shown in Appendix 5.

6.0 NEXT STEPS

- 6.1 Currently we are meeting with key leads within Divisional / Directorate and Clinical Business Unit areas in feeding back area specific results and agreeing on elements of strength and improvement and action that will be taken in bringing about changes. This work will closely align to and support work streams currently underway in embedding values and behaviours, improving appraisal quality and setting leadership and management expectations.
- 6.2 We are developing supplementary materials in supporting teams which include a series of exploratory questions against each item of the survey to enable a

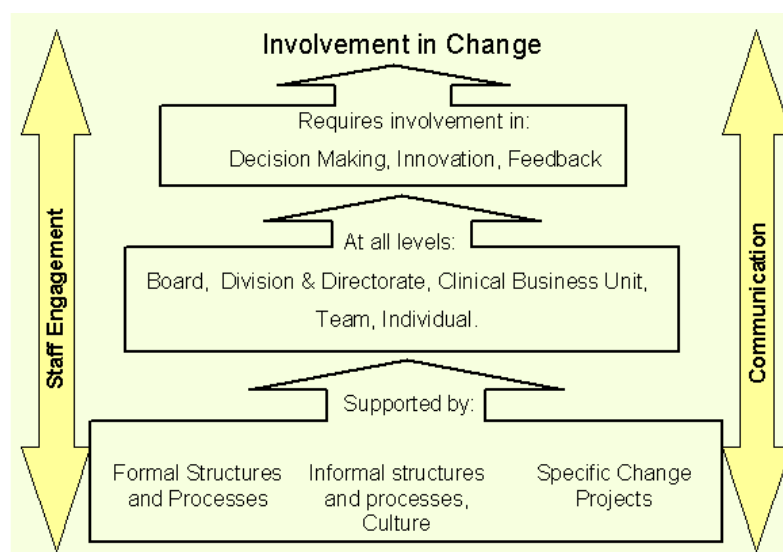
comprehensive and considered approach to feedback. This will also promote a Trust-wide, consistent approach to deliver success and demonstrate positive and consistent behaviours at all leadership levels, building strong trust in work teams:

Example questions are as follows:

- **Questions that managers should be asking themselves e.g.**
 - Why are my team members saying “no” to this item?
 - What is my feedback process? Is it working?
- **Questions managers should be asking team members e.g.**
 - How do you know your opinions matter?
 - Who needs to hear your ideas?
 - What can be done to help you voice your opinion?
- **Some best practices from across the Trust e.g.**
 - Convene a ‘Let’s Keep Talking’ Forum for team members to reinforce transparency and that the culture believes in seeking opinions and acting on them

6.3 The 10th NHS National Staff Attitude and Opinion Survey (2012) is currently being conducted and this will assist in measuring staff experience in the second half of the year. The survey results are based on a random 850 staff across the Trust and we have extended this to 1,700 randomly selected staff. Work is currently being undertaken on maximising the response rate. The National Staff Survey results will be highly useful and will offer further insights at a local level.

6.4 In line with our Staff Engagement Strategy we aspire to develop a culture in which the active contribution of all staff at all levels (demonstrated in the diagram below) is strongly encouraged and becomes a natural part of the “UHL way”. This will help to foster an entrepreneurial culture which is outward facing and where challenging the status quo is embraced in the name of improving quality and safety, and one where staff are empowered and motivated to develop strong partnerships and welcome new ideas.



6.5 Work is progressing well in reviewing the Trust’s Organisational Development (OD) Plan. We have agreed on the evidence based framework (McKinsey 7S Framework) to be used in producing the revised OD Plan output. In building on the

work with the Executive Team earlier this year, we are currently conducting an organisational health diagnostic, adopting an appreciative enquiry /solutions focussed approach.

- 6.6 The OD Plan is the core document which will set out the range of actions that are designed to bring about the sustained long term change required for UHL to transform its services and successfully deliver its strategy together with its partners. The Trust will adopt a series of Strategic Organisational Development objectives to map out the changes and actions required to deliver the strategy.
- 6.7 Our OD aspirations have been co-created with a range of stakeholders reviewing progress and engaging with the strategy. These aspirations describe our aims to become an organisation that can be proactively building on the commitment of our staff, capitalising on our unique identity and delivering safe and quality services and improving outcomes through engagement and compassionate leadership. The revised OD Plan will be presented to the Trust Board at the November meeting.

7.0 SUMMARY

- 7.1 Overall, the local survey responses indicate that there is still much work to be done to improve the way in which we work together to further enhance the quality of care we provide to our patients.
- 7.2 The key to building a strong, vibrant workplace lies in meeting staff needs across all elements and requires a real focus of time and energy. Evidence indicates that if our staff “about me” elements are not securely in place, making progress toward the other elements can be much more difficult.
- 7.3 It is important that as an organisation we continue to focus on improving staff experience, recognising the strong relationship between staff and patient experience. Together we need to connect with our staff around “what matters” and drive forward action in key clinical and enabling areas.

8.0 RECOMMENDATIONS

- 8.1 The Trust Board is asked to:
- Note the key messages from the analysis of 2012 local survey results
 - Note the significance of the local staff survey results as indicators of staff engagement
 - Demonstrate commitment to the implementation of key actions that enable the culture change required to engage staff, in delivering high quality, safe patient care.

9.0 APPENDICES

APPENDIX 1: UHL Annual Local Survey Response Rates (2012-13)
APPENDIX 2: UHL Local Staff Survey Results (Year 1 and Year 2)
APPENDIX 3: UHL Local Staff Survey Results – Raw Data (Year 1 and Year 2)
APPENDIX 4: Area Specific Local Polling Results Summary (2012)
APPENDIX 5: Let's Keep Talking Newsletter (October 2012)

Appendix 1: UHL Annual Local Survey Response Rates (2012-13)

Division	Business Unit	Online	Paper	Total	Headcount	Response Rate %	Previous Period	
Acute Care	Total	877	42	919	3,575	25.71%	19.68%	▲
Clinical Support	Total	853	14	867	2,713	31.96%	29.24%	▲
Planned Care	Total	579	26	605	2,081	29.07%	23.55%	▲
Women's and Children's	Total	466	9	475	1,632	29.11%	23.92%	▲
Corporate Directorates	Total	529	65	594	1,165	50.99%	46.74%	▲
Other / Not Recorded	Total	807	56	863		0.00%		
Trust Totals		4,111	212	4323	11,166	38.72%	26.80%	▲

Appendix 2: UHL Local Staff Survey Results (Year 1 and Year 2)

UHL Question Category	Question	2012 (Year 2)			2011 (Year 1)		
		% Positive Responses	% Neutral Responses	% Negative Responses	% Positive Responses	% Neutral Responses	% Negative Responses
About Me	At work my development is encouraged	54.27%	22.51%	22.25%	58.01%	21.59%	19.90%
About Me	In the last year, I have had the opportunities at work to learn and develop	56.19%	18.53%	23.94%	59.36%	16.30%	23.50%
About Me	In the last month I have received feedback, or recognition based on my good performance	42.33%	19.11%	37.06%	43.43%	15.93%	37.83%
About Me	It is clear, what the expectations are of me at work	70.09%	16.45%	11.40%	75.75%	12.89%	9.45%
About Me	To enable me to do my job well, I have the materials/equipment I need	46.70%	17.90%	33.61%	48.81%	17.40%	31.16%
About Me	In my role, I get opportunities to use my skills and talents to do my best, every day	56.72%	21.35%	20.45%	59.45%	18.96%	18.34%
About My Manager	In the last six months, my manager has talked to me about my progress at work	54.13%	12.28%	30.67%	62.33%	9.54%	27.28%
About My Manager	(I believe) my manager is committed	65.39%	19.69%	11.54%	67.52%	18.80%	12.95%
About My Manager	My supervisor/manager listens, and appears to care about me as an individual	58.29%	19.66%	19.18%	60.45%	16.96%	20.12%
About My Manager	My manager takes effective action to ensure that I am treated fairly and with dignity and respect	58.94%	23.66%	14.32%	60.01%	20.93%	15.55%
About My Work	My co-workers work to common goals and are committed to quality	69.37%	16.59%	9.90%	75.53%	14.64%	9.20%
About My Work	This organisation/UHL is concerned for my Health and Well Being / Work Life Balance	27.80%	28.29%	39.88%	29.97%	29.04%	40.24%
About My Work	I am well informed about what is happening in UHL	40.55%	28.08%	27.00%	42.08%	28.13%	29.16%
About My Work	I am asked for my input, and my opinions count	29.15%	27.23%	39.12%	33.48%	27.07%	38.77%
About My Work	I know how my work influences the purpose of this organisation, which makes me feel my job is important	49.04%	23.66%	23.11%	59.76%	18.27%	19.27%
	Totals	51.93%	21.00%	24.23%	55.73%	19.10%	23.51%

Appendix 3: UHL Local Staff Survey Results - Raw Data (Year 1 and Year 2)

UHL Question Category	Question	2012 (Year 2)			2011 (Year 1)		
		Positive Responses	Neutral Responses	Negative Responses	Positive Responses	Neutral Responses	Negative Responses
About Me	At work my development is encouraged	2346	973	962	1854	690	636
About Me	In the last year, I have had the opportunities at work to learn and develop	2429	801	1035	1897	521	751
About Me	In the last month I have received feedback, or recognition based on my good performance	1830	826	1602	1388	509	1209
About Me	It is clear, what the expectations are of me at work	3030	711	493	2421	412	302
About Me	To enable me to do my job well, I have the materials/equipment I need	2019	774	1453	1560	556	996
About Me	In my role, I get opportunities to use my skills and talents to do my best, every day	2452	923	884	1900	606	586
About My Manager	In the last six months, my manager has talked to me about my progress at work	2340	531	1326	1992	305	872
About My Manager	(I believe) my manager is committed	2827	851	499	2158	601	414
About My Manager	My supervisor/manager listens, and appears to care about me as an individual	2520	850	829	1932	542	643
About My Manager	My manager takes effective action to ensure that I am treated fairly and with dignity and respect	2548	1023	619	1918	669	497
About My Work	My co-workers work to common goals and are committed to quality	2999	717	428	2414	468	294
About My Work	This organisation/UHL is concerned for my Health and Well Being / Work Life Balance	1202	1223	1724	958	928	1286
About My Work	I am well informed about what is happening in UHL	1753	1214	1167	1345	899	932
About My Work	I am asked for my input, and my opinions count	1260	1177	1691	1070	865	1239
About My Work	I know how my work influences the purpose of this organisation, which makes me feel my job is important	2120	1023	999	1910	584	616
	Totals	33675	13617	15711	26717	9155	11273

Appendix 4: Area Specific Local Polling Results Summary (2012)										
Divison / CBU: Clinical Support / Anaesthesia & Theatres										
Question		2011			2012					
Response rate based on total headcount (735 staff at Aug 2012)		21.68% (165 respondents)			22.59% (166 respondents)					
		%Disagree	%Neutral	%Agree	%Disagree	%Neutral	%Agree	*		
★	Me	At work my development is encouraged	29	27	44	■	18	28	54	10 ▲
		In the last year, I have had the opportunities at work to learn and develop	37	13	50		21	22	56	4 ▲
		In the last month I have received feedback, or recognition based on my good performance	61	12	27	■	43	16	41	14 ▲
		It is clear, what the expectations are of me at work	15	19	66		11	21	68	2 ▲
		To enable me to do my job well, I have the materials/equipment I need	43	24	33	■	52	15	33	0 △
		In my role, I get opportunities to use my skills and talents to do my best, every day	24	24	52		21	21	58	4 ▲
★	Manager	In the last six months, my manager has talked to me about my progress at work	52	13	35	■	36	13	51	16 ▲
		(I believe) my manager is committed	26	21	54		12	21	67	13 ▲
		My supervisor/manager listens, and appears to care about me as an individual	30	28	42	■	24	21	55	13 ▲
★		My manager takes effective action to ensure that I am treated fairly and with dignity and respect	23	35	42	■	20	24	56	14 ▲
	Work	My co-workers work to common goals and are committed to quality	22	14	64		12	13	75	11 ▲
		This organisation/UHL is concerned for my Health and Well Being / Work Life Balance	55	26	19	■	55	27	18	-1 ▼
		I am well informed about what is happening in UHL	48	19	34	■	35	29	36	2 ▲
		I am asked for my input, and my opinions count	57	23	20	■	53	22	25	5 ▲
		I know how my work influences the purpose of this organisation, which makes me feel my job is important	32	20	48	■	31	26	43	-5 ▼
★	2012 Highest improvement areas (i.e. highest increase in 2012 'Agree' percentage rates)									
■	2011 Lower scoring areas (i.e. below 50%)									
▲	2012 Improvement (specific to % staff that 'Agree' i.e. reduction in disagree or neutral percent									
▼	2012 Deterioration (specific to % staff that 'Agree' i.e. increase in disagree or neutral percentag									
△	2012 No change (2011 and 2012 percentage rates identical - although response rates may diffe									

The * Column shows the +/- percentage difference between 2012 and 2011 'Agree' rates

Let's Keep Talking!



Government health and well-being adviser visits Leicester's Hospitals



I am very pleased to tell you about the visit from Dame Carol Black, Expert Adviser on Health and Work to the Department of Health/ UK National Director for Health and Work on 1 August 2012.

Professor Dame Carol Black met with Jim Birrell, Interim Chief Executive, myself, and leads for Wellbeing, Sickness Absence management, Occupational Health, AMICA and Equality and we had the opportunity to showcase some of the excellent work we are doing to support the health and wellbeing of our staff.

Professor Dame Carol Black has since written to Mr Birrell to say how very much she enjoyed her visit and noted the many very good things that are going on in our hospitals. She also states that "most pleasingly, the health and wellbeing of your staff are of considerable concern to you and the board".

The 2012 staff polling results are now available to view



A big thank you to everyone who took part in the survey which closed on 29 June 2012. Your views and feedback are very important to us and are crucial in our work to make our hospitals a better place to work.

Having carried out our own local staff polling over the last two years we are aware that we need to do much more work to understand the experiences of members of staff and how best to improve these so we have real change. To gather this feedback, we ask you to complete a local survey once a year to complement the feedback we receive from the national survey.

Working together, members of the Executive Team, Divisional and CBU colleagues will be reviewing and turning your feedback into action over the forthcoming weeks.

We would therefore encourage you to access local results and with the support from your manager, explore how we can all work to make a difference to the day to day experience of working here in order to deliver Caring at its Best.

For results of national and local surveys including the June 2012 results visit:

<http://moss.xuhl-tr.nhs.uk/websites/staffexperience/>

We will keep you updated with progress, watch this space.

Thanks again

Kate Bradley

Director of Human Resources

We asked Professor Dame Carol Black to consider what more we could be doing and she has given us the following advice:

1. Sign up to the Public Health Responsibility Deal and consider in particular the Health at Work pledges, of which there are currently six.
2. Consider how the OH Department can work more closely with local GPs to influence the development of a health-and-work centred approach in the wider community. The small trial performed by Dr De Bono is just the type of project that needs further trialling, and I would hope is something that the local CCGs could consider. The idea is innovative and showed very promising early results. It is not being done elsewhere in the country, and the hospital's OH service is uniquely placed to do this.
3. Take full advantage of all the support and advice available through NHS employers, to deliver if at all possible their five high-impact changes:
 - each organisation to have a local evidence-based action plan
 - with strong visible Board leadership
 - improved management capability to manage absence (e.g. return to-work interviews; spot stress; provide early effective intervention; hold managers to account for poor sickness figures)
 - improving OH services (working with NHS Plus) which you have already done.
 - encouraging staff to take greater responsibility for their own health (e.g. using national programmes on flu vaccination etc).



I would like to pass on my sincere thanks to all those who gave up their time to talk with Professor Dame Carol Black and for their ongoing commitment to improving staff health and wellbeing.

Kate Bradley

Director of Human Resources

Awards Winners

Congratulations to all of our winners, we are incredibly proud that you are part of our team at Leicester's Hospitals

On Wednesday 12 September awards winners, their friends and family gathered with colleagues at the Athena in Leicester for our first annual Caring at its best Awards night.

Judges had chosen from winners throughout the year who should be the overall winners in each of the six categories and we presented our very first Volunteer of the year award.



Thanks to our judging panel
Liz Kendall, Leicester MP
Councillor Manjula Sood
Dr Tony Bentley, City GP
Ben Jackson, BBC Radio Leicester
Tony Donovan, Age UK
Simon Cole, Chief Constable, Leicestershire Police
Cathy Buss, Leicester Mercury



We treat people how we would like to be treated



Joanna Snow, deputy sister, Intensive Care Unit, Royal Infirmary, presented by Ben Jackson from BBC Radio Leicester.

award sponsored by:

serco



We do what we say we are going to do



Claire Young, Lung MDT co-ordinator, Glenfield Hospital, presented by Dr Tony Bentley GP and David Belli from category sponsor Medstrom.

award sponsored by:

medstrom



We focus on what matters most



Helen Ord, Kate Machin, Vince Humby and Jackie Wilson, Nutritional Care Team, Royal Infirmary, presented by Tony Donovan from Age UK.



We are one team and we are best when we work together



Respiratory and Thoracic Admin and Clerical Team, Glenfield Hospital, presented by our interim chief executive Jim Birrell and Christopher Langley from category sponsor Asterol.

award sponsored by:

ASTERAL



We are passionate and creative



Martin Wiese, Emergency Department consultant, Royal Infirmary, presented by chief constable Simon Cole.

award sponsored by:

MEDIREST
Hotel services for healthcare



Caring at its best
AWARD



Dr Johannes Visser, consultant paediatric oncologist, Royal Infirmary, presented by chief constable Simon Cole and our chairman Martin Hindle.



VOLUNTEER
of the year
AWARD



Winner Mr Ramnikbhai Panchmatia.

Runners-up were Michael Vose, David Allen, Pat Brickley and Ravi Bhatt presented by councillor Manjula Sood and Jenifer Ainsworth from category sponsor WRVS.

award sponsored by:

WRVS
positive about age
practical about life

Building your emotional resilience - update

Our Amica Staff Counselling and Occupational Health Service

are combining with Health and Safety to provide a three hour training programme for managers and a two hour programme for other staff, looking at recognising stress and how to manage it proactively building up emotional resilience. The courses will be running from January 2013 on all three hospital sites. Look out for further information on how to book onto these essential courses in the future editions.



Speed Learning

The Learning and Organisational Development Team are introducing a pilot series of dynamic speed learning sessions aimed at clinical and non-clinical leaders across the organisation from September to December.

These sessions can be used for individuals who want to refresh previous learning they may have had, or by others who want to top up their existing skills and knowledge. The schedule provides you with the flexibility to book onto any sessions appropriate to your own development needs. For more information about the sessions available, please contact Lauren Copland Ext 6306.

The East Midlands Leadership Academy



Inclusive Leadership for a Purpose

The East Midlands Leadership Academy, working closely with the National Leadership Council and the NHS Institute for Innovation and Improvement, set out a programme to identify and develop leaders of the future. The Vanguard Leadership Development Programme was an intensive national programme over a 26 week period, 90 per cent of which was run virtually through web-based seminars, action learning sets and social media connections. 120 NHS leaders including 60 emerging leaders and their local partner sponsors participated in the programme.

The overall aim of the programme was to:

- enable emerging leaders to deliver improvements in quality and productivity,
- build emerging leaders' leadership and improvement skills,
- hardwire theory into practice,
- equip emerging leaders for the challenges of the future.

As part of the programme, individuals were tasked with managing an improvement project in their organisation with a strong emphasis on quality, innovation, productivity and prevention (QIPP). When they completed that task they presented their work to an evaluation panel and went on to receive an NHS Institute Diploma in Leadership at the closing event in London on 15th March 2012.

Richard Manton, Safety Manager in Facilities led a project to raise awareness around emergency preparedness, highlighting the importance of resilience planning to safely provide for patients when faced with an unplanned event in the hospital. The programme provided Richard, along with his sponsors Andy Powell and Glyn Lambley, the opportunity to engage with hospital staff at all levels, applying skills and techniques learnt from attending the programmes web seminars and action learning sets, to focus on improving patient safety and quality.

Other success stories from our organisation include 'best in region' Christopher Holmes, Clinical Scientist (and sponsor Kishore Solanki, Clinical Microbiology Laboratory Manager) who led a project to deliver cost and efficiency savings through the development of a clinical microbiology diagnostic service, and Shyam Shyamsundar, SpR in Trauma and Orthopaedics (and sponsor Consultant Andrew Brown) who led a QIPP project to deliver right care surgical thresholds.



Engaging you in the Equality Delivery System (EDS)

The Equality Delivery System is a framework by which we make sure that services and the working environment are fair and accessible for all. It is designed to ultimately support us to deliver:

1. Better health outcomes for all

2. Improved patient access and experience

3. Empowered, engaged and supported staff

4. Inclusive leadership at all levels

So what difference will you notice?

The framework is based upon developing and more importantly delivering measurable change under the headings listed above.

Some of the things that we still need to do are:

- Make sure everyone has the right equality training they need
- Ensure all of our patients have the same access to our services, this may mean doing things differently for some groups.
- Provide our patients with information that need in a way they can understand
- Carry on providing work opportunities for people with a learning disability to help them get a paid job in the future
- Provide support to staff when they need it

To share your ideas or learn more.....

follow the link <http://insite.xuhl-tr.nhs.uk/homepage/corporate/equality-and-diversity> or contact the team on 258 4382.



First participants said they would recommend this course to others as it was very useful.



Take some time to look after yourself

The programme is designed to help participants look at their own health and well being, plan ways to improve it; receive help and support and be able to map your own progress leading to positive health behaviours.

The Self Care at Work Programme consists of six modules (three modules per day) which include

1. Self empowerment
2. Motivation and making changes
3. Self esteem and confidence
4. Psychological aspects of health and wellbeing
5. Physical aspects of health and wellbeing
6. Healthy eating and exercise

The course lasts two days with three follow up review meetings at three, six and twelve months.

The programmes first participants said they would recommend this course to others as it was very useful.

If you are interested in this programme please speak first to your manager and ask for a place to be allocated by your HR advisor.

Talent Management

We are pleased to be part of the first cohort of Champions of Inclusive Talent Management in the Midlands and East SHA.

We first began exploring the talent profile of our staff in 2010 as part of the appraisal process. We have recently revised the talent matrix

and developed some additional guidance (Talent Management Guidance) for managers to make this process easier. As champions of Inclusive Talent Management we will be supported by colleagues from our region to work internally with CBU champions to further develop our inclusive talent management package.

For more details please contact Bina Kotecha on 258 5857.

UHL Mini Olympics

What a success our UHL Sports Day was!

We held it on Saturday 7th July and we even got some sun (well for a little while anyway).

A huge thank you to the staff and their families who came along and took part. Fun was had in the events, such as the egg and spoon race, bean bag on head race, 3-legged race and much more. The finale was the 'Tug of war' which ended just as the rain arrived!!

Many thanks to Radio Gwendolen who provided the event with musical entertainment throughout, the face painter who painted children and adults alike and the caterers who provided excellent food for everyone.

Thanks also to those members of the Well-being Steering Group who kindly offered to help on the day.

We look forward to another Fun Day Extravaganza event next year ... but not in July!!!



Health and Well-being

Ever fancied trying Zumba or Pilates for free?

Well because our well-being at work programme is funded by our staff lottery, these and other classes like Yoga, Body Conditioning, Circuits and Box Fit are free for staff to attend. These can be booked online via the Well-being INsite pages.



well-being@work
be healthy, have fun

Diary dates: October / November

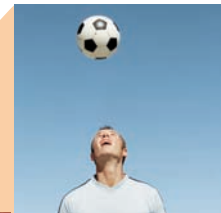
Friday 26th
October
2012

Knockout
Darts
Tournament

Friday 30th
November
2012

Quiz Night
- do you
have the
knowledge?

Coming up : seasonal shopping trips, a new FitBug Challenge, plus all of our usual activities, 5-a-side football league, exercise classes and alternative therapies



fitbug
movementmotivation

For further information visit [INsite](#) or contact Marcella Burgess on 5186



INsite

This Newsletter

Details of who to contact for more information about this newsletter.
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