Listening into Action

University Hospitals of Leicester NHS Trust

To:	Trust Board
From:	John Adler, Chief Executive Kate Bradley, Director of Human Resources
Date:	25 April 2013
CQC regulation:	Regulation 23 Outcome 14: Supporting Workers
Title:	Listening into Action (LiA) Progress Report

Author/Responsible Director: John Adler Chief Executive, Kate Bradley Director of Human Resources and Bina Kotecha Assistant Director of Learning and OD

Purpose of the Report:
To update the Trust Board on progress with adopting Listening into Action (LiA) across UHL.

The Report is provided to the Board for:

Decision		Discussion	X
Assurance	X	Endorsement	

Summary / Key Points:
Listening into Action was initiated by Sir David Nicolson (2008) and piloted with 12 NHS Trusts from around the country. The approach has been further developed and refined through intensive, hands-on work with over 75,000 staff and leaders from across more than 90 NHS Trusts since 2007, with national endorsement and the backing of the Department of Health. A third cohort has commenced in February 2013 and UHL has joined this cohort.

The work and milestones are driven by the LiA Optimal Framework which focuses on three dimensions of change:-
1) quality and safety;
2) the patient experience; and
3) working together.

The LiA Optimal Framework requires us to begin with a clear view of how we are performing today against a range of dimensions relative to staff experience and how we do change. This involves carrying out two key baselining exercises, a "Journey Scorecard" and an organisational "Pulse Check". The results of these exercises are detailed within this report.

Key next steps in the LiA process involve holding six LiA Events which the Chief Executive will be hosting from the end of April and early May 2013. These Events are designed to give Trust staff a chance to share their views and ideas openly and have them captured and analysed.

Outputs from the LiA Events will be synthesised and grouped into key themes. These will be framed into a simple view of 'What Matters to Our Staff' to inform accelerated, big impact actions.

Recommendations: The Trust Board is asked to acknowledge work undertaken to date and comment on key baseline results.	
Previously considered at another corporate UHL Committee? UHL LiA Sponsor Group	
Strategic Risk Register: Risk 3	**Performance KPIs year to date:** Baseline measures detailed within the report
Resource Implications (eg Financial, HR): This work is led by the Chief Executive, Director of Human Resources and LiA Leadership Team (from 1 May 2013), working in collaboration with the UHL LiA Sponsor Group.	
Assurance Implications: All staff should have rewarding and worthwhile jobs, with the freedom and confidence to act in the interest of patients. To do this, they need to be trusted and actively listened to. They must be treated with respect at work, have the tools, training and support to deliver care, and opportunities to develop and progress. UHL has committed to engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.	
Patient and Public Involvement (PPI) Implications: Not applicable at phase 1.	
Stakeholder Engagement Implications: The UHL LiA Sponsor Group will continue to actively engage with key internal and external stakeholders, in successfully adopting LiA across the Trust.	
Equality Impact: Part of the analysis examines event representation against the nine protected characteristics.	
Information exempt from Disclosure: No	
Requirement for further review? The Executive Team and UHL LiA Sponsor Group will monitor on-going progress at regular meetings. An update will be presented to the Trust Board at quarterly intervals.	

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REPORT TO:	**UHL Trust Board**
REPORT FROM:	**John Adler, Chief Executive** **Kate Bradley, Director of Human Resources**
DATE:	**25 April 2013**
SUBJECT:	**Listening into Action Progress Report (LiA)**

1. Introduction

A report was presented to the Trust Board on 31 January 2013 to introduce Listening into Action (LiA) and describe the tried and tested LiA 'Route Map', which is designed to improve staff engagement and empowerment. As previously reported we have recognised the need to tackle the existing challenges facing our Trust in a new and collaborative way and we are being supported and coached by Optimise through the adoption and spread of LiA over the initial twelve months.

In navigating the journey of LiA adoption across UHL and ensuring it is a success, at the end of February, we established the UHL LiA Sponsor Group. This group is led by the Chief Executive and includes key clinical and managerial influencers. This important group meet every two weeks and will play a key role in building momentum across UHL and getting leaders and influencers on board with the journey, utilising existing networks and forums.

A key vehicle to support adoption is a series of pre-planned 'Navigation Days' at specific points throughout the process. These days are an opportunity for the Chief Executive, Director of Human Resources and key members of UHL LiA Sponsor Group to share experiences with other National Pioneer Trusts, and to navigate the process together. We have benefitted from attendance at the first two Navigation days and subsequent events will take place every 6-8 weeks throughout the initial twelve month journey.

This report sets out progress aligned to Phase 1 of the LiA Route Map associated with 'Committing to a new way of working'. Specifically an update is provided on:

- Progress with appointing into LiA leadership positions
- UHL LiA Journey Scorecard Results
- UHL Staff Pulse Check Results
- UHL LiA Events

We are now in Phase 2 of our LiA journey "Engaging staff around what matters". This report updates on working progress with preparing for hosting our six, high profile, Chief Executive-led LiA Events commencing at the end of April 2013.

2. UHL LiA Leadership

We discussed with colleagues from Optimise how we might support the adoption and having worked through the initial stages we concluded that this will require a team approach as one person will not be able to cover all the bases. As part of this, we recognised the intensity of the work associated with engaging and empowering front line staff.

We are in the process of formerly appointing our LiA Leadership Team which includes a Trust wide Clinical (Consultant Haematologist) and Non-clinical Lead. We will also be appointing two LiA Divisional Leads (Matrons) in driving forward LiA adoption.

The LiA Leadership Team will commence into role on 1 May 2013 and internal staff have been appointed on a twelve month secondment basis.

3. UHL Staff Pulse Check

A 'Pulse Check' was undertaken from the 18 March to 5 April 2013 over a period of three weeks. The purpose of the Pulse Check is to collect staff views about their experiences of working at the Trust 'right now'. It provides the Trust with some baseline information about the views and experiences of its staff to help improve the working lives of staff and the quality of care for patients. The aim is that we will repeat the Pulse Check (at various points) and identify if we are making sustainable change.

Analysis of the Pulse Check results is provided through the Navigation Tool. The Pulse Check was open to all Trust staff (headcount 11,800) and 2851 completed responses were returned, giving a response rate of 24%. The results are shown at Appendix 1 and overall positive response rates are marginally lower than national rates. We note that Pulse Check results are consistent with the corresponding National Staff Attitude and Opinion Survey results (2012).

Staff Pulse Check results show that we have received the highest number of positive responses against the following three questions: -
- I am proud to work in this work area/team/department (57.27% positive responses);
- I feel happy in my work area/team/department (50.12% positive responses); and
- I feel that I understand the connection between my role and the wider vision of the Trust (41.64% positive responses).

We have received the lowest number of positive responses against the following three questions indicating significant room for improvement:-
- Day-to-day issues and frustrations that get in our way are quickly identified and resolved (12.45% positive responses);
- Communication between senior management and staff is effective (16.72% positive responses); and
- How satisfied are you with the extent to which the Trust values your work? (17.47% Positive Responses).

4. UHL LiA Journey Scorecard

The Journey Scorecard is a tool used for diagnosing the level of consensus and buy-in around how well we currently do change. This was undertaken by the Executive Team and UHL LiA Sponsor Group during March. The table below shows the results and the scoring system indicates that a neutral score would be 15 and therefore scores of less than 15 are adverse. Scores against each of the sub-areas assessed are shown in Appendix 2. A further analysis was presented at the recent Navigation Day (15 April 2013) demonstrating that UHL results are comparable with other Wave 3 National Pioneering Trusts. The aim is that we will repeat the Journey Scorecard at the end of the first year in reviewing progress.

Table 2 Journey Score Card Results	
Navigation	13
Leadership	15.4
Enablement	13.5
Ownership	13.1

5. LiA Events (Phase 2 of the LiA Route Map)

Key next steps in the LiA process are centred around holding our six LiA Events, which the Chief Executive will be hosting from the end of April to early May:-

Event 1	Tuesday 30th April	6.30pm – 8.30pm	King Power Stadium
Event 2	Wednesday 1st May	9.45am – 11.45am	King Power Stadium
Event 3	Wednesday 1st May	1.30pm – 3.30pm	King Power Stadium
Event 4	Wednesday 8th May	10.15am – 12.15pm	King Power Stadium
Event 5	Thursday 9th May	10.00am – 12.00pm	King Power Stadium
Event 6	Thursday 9th May	1.00pm – 3.00pm	King Power Stadium

These events are designed to give Trust staff a chance to share their views and ideas openly and have them captured and then analysed. Approximately 800 Trust staff, a sample group which has been checked and is a representative cross section of our organisational demographic, have been invited to attend one of these six events. We have also targeted influential people identified by UHL LiA Sponsor Group members. Reminder letters will be sent to participating staff one week in advance of the event.

Trust Board members have been invited to support the events in order to be able to see LiA working first hand.

6. Next Steps

Outputs from the LiA Events will be synthesised and grouped into key themes. These will be framed into a simple view of *'What Matters to Our Staff'* to inform accelerated, big impact actions.

Based on the biggest impact opportunities, the UHL LiA Sponsor Group will agree a set of actions at four levels:

- 5-10 Quick Wins – to build belief in the process and demonstrate that we mean business
- 3-5 'Enabling Our People' Projects – 'enabling' changes to accelerate which will have a widespread, positive impact on lots of people and need to be done at a corporate level
- 'First 10' teams (specialties, departments, wards, pathways) – who will 'trail blaze' adoption of LiA on the ground, engaging all the right people around specific outcomes they want and need to improve
- 2-3 Strategic Priorities – applying LiA to engage around some of the biggest challenges facing the Trust.

7. Recommendations

The Trust Board is asked to acknowledge work undertaken to date and comment on key baseline results.

Appendix 1: UHL Listening into Action Staff Pulse Check Result (18 March – 5 April 2013)

Listening into Action

Pulse Check Admin

LiA Staff Pulse Check: results for University Hospitals of Leicester NHS Trust

From 01/01/2011 to 09/04/2013
Sample: 2851
Responses: 5 = very much; 1= not at all

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		Positive Responses (4-5)	Room for Improvement (1-3)
Q 1.	I feel happy working in my work area/team/department	50.12%	49.88%
Q 2.	I am involved in deciding on changes introduced that affect my work area/team/department	28.59%	71.4%
Q 3.	Senior managers encourage staff to suggest new ideas for improving services	27.29%	72.71%
Q 4.	Day-to-day issues and frustrations that get in our way are quickly identified and resolved	12.45%	87.55%
Q 5.	This Trust communicates clearly with staff about what it is trying to achieve	28.44%	71.56%
Q 6.	I believe we are providing the very best services to our patients and their families	30.35%	69.65%
Q 7.	How satisfied are you with the extent to which the Trust values your work?	17.47%	82.52%
Q 8.	I am proud to work in this work area/team/department	57.27%	42.73%
Q 9.	I feel that I understand the connection between my role and the wider vision of the Trust	41.64%	58.37%
Q 10.	Communication between senior management and staff is effective	16.72%	83.28%

Question	'All Trust' Positive Responses Rates based on 49,500+ responses
1	52%
2	29%
3	31%
4	17%
5	29%
6	37%
7	20%
8	59%
9	43%
10	21%

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Appendix 2: UHL Listening into Action Journey Scorecard Results (22 March 2013)

Date: 22 March 2013
Responses: 25

1	=	Strongly disagree
2	=	Disagree
3	=	Neutral
4	=	Agree
5	=	Strongly agree

Navigation:		Average Score
Q1	Different change initiatives are in the minds of management	3.0
Q2	Different change initiatives are integrated in the minds of employees	2.1
Q3	Management priorities the use of resources	3.2
Q4	Change initiatives work together (the left hand knows what the Right hand is doing)	2.0
Q5	Costs and benefits of all projects are managed as a whole	2.6
	Total average score for Navigation	13

Leadership		Average Score
Q1	Serve as effective role models as desired behaviour	3.4
Q2	Are strong sponsors of change	3.2
Q3	Hold managers and supervisors accountable for contribution to Successful change	3.2
Q4	Provide coaching and counselling related to change leadership	2.8
Q5	Effective communication about change (reasons for, benefits, Strategies)	2.8
	Total average score for Leadership	15.4

		Average Score
Enablement		
Q1	Processes are designed to eliminate non-value added activities	2.4
Q2	Organisation structures are designed to fit future needs	2.7
Q3	Competencies for the new organisation are being identified	3.2
Q4	Training supports new skills and behavioural requirements	2.8
Q5	Performance management and reward systems are redesigned to New organisation	2.3
Total average score for Enablement		13.5

		Average Score
Ownership		
Q1	Are you involved in the process in a meaningful way	2.4
Q2	Believe their ideas and concerns are being heard and responded to	2.2
Q3	Understand the need for change	3.1
Q4	Believe the change is positive for the organisation	2.8
Q5	Receive effective communication (timely, relevant, honest)	2.6
Total average score for Ownership		13.1