

# UHL Way Update

Author: Louise Tibbert, Director of Workforce and Organisational Development (OD) and Bina Kotecha, Assistant Director of Learning and OD Sponsor: John Adler, Chief Executive Trust Board paper F

## Executive Summary

### Context

UHL has many strands of staff engagement and change/improvement work on-going, notably Listening into Action, that have delivered many improvements for patients, staff and the financial position of the organisation.

However, not all of this work is co-ordinated together into a single pathway/framework that the Trust can adopt in order to ensure consistency in approach and maximise on the benefits. Our extensive research has found that many successful organisations develop such a framework, supported by robust skills and knowledge development. Such frameworks develop to be the organisational approach to engagement and improvement aiming to become embedded in supporting the culture of the organisation. There are notable examples of this in health, Wigan Wrightington & Leigh NHS Foundation Trust in the UK and Virginia Mason in the US, and also in the private sector in successful companies such as Walmart (Asda) and Toyota.

### Questions

- In addressing patient, staff and organisational priorities, how can we progressively improve team performance, levels of staff and patient engagement across the Trust and embed a culture of continuous improvement?
- How can we deliver complex and sustainable change in a way that both empowers and engages our staff and supports knowledge and skills development?

### Conclusion

We have established a UHL Way Steering Group and are progressing the development of the three UHL Way key components (Better Teams, Better Engage and Better Change) as set out within the attached presentation pack. The three key components of the UHL Way will be supported by the development of a UHL Academy.

A validated quarterly diagnostic survey will be conducted and extensive Better Teams Toolkit will be used together both at Trust and Team level, to measure, track and continuously improve cultural conditions and ultimately our organisations performance.

### Input Sought

The Trust Board is asked to note progress with and support the implementation of the UHL Way, as set out within the attached presentation pack.

# For Reference

Edit as appropriate:

1. The following objectives were considered when preparing this report:

Safe, high quality, patient centred healthcare	[Yes]
Effective, integrated emergency care	[Yes]
Consistently meeting national access standards	[Yes]
Integrated care in partnership with others	[Yes]
Enhanced delivery in research, innovation & ed'	[Yes]
A caring, professional, engaged workforce	[Yes]
Clinically sustainable services with excellent facilities	[Yes]
Financially sustainable NHS organisation	[Yes]
Enabled by excellent IM&T	[Yes]

2. This matter relates to the following governance initiatives:

Organisational Risk Register	[Not applicable]
Board Assurance Framework	[Yes]

3. Related Patient and Public Involvement actions taken, or to be taken: Patient partners will be involved in progressing this work

4. Results of any Equality Impact Assessment, relating to this matter: [Insert here]

5. Scheduled date for the next paper on this topic: [February 2016 – TB Thinking Day]

6. Executive Summaries should not exceed 1 page. [My paper does comply]

7. Papers should not exceed 7 pages. [Presentation pack attached]



# The UHL Way

Addressing the priorities  
of our patients , staff and  
organisation

## Trust Board Presentation 3rd December 2015


(Version 1.4 – 27 November 2015)

**Executive Sponsor:** John Adler, Chief Executive

**Senior Responsible Officer:** Louise Tibbert, Director of Workforce and Organisational Development

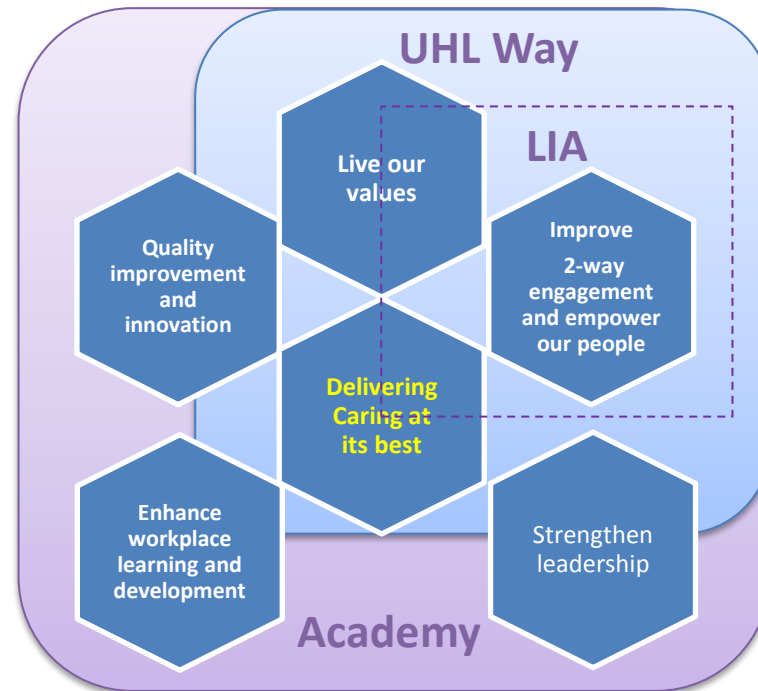
**Programme Lead:** Bina Kotecha, Assistant Director of Learning and Organisational Development

# Overview

- Context
- **Better Teams**
- **Better Engage**  Listening into Action  
The logo consists of the text "Listening into Action" in a grey sans-serif font, positioned above a horizontal row of seven colored squares. The squares are colored from left to right: light blue, medium blue, dark blue, purple, magenta, pink, and red.
- **Better Change**
- UHL Academy & Faculty Map
- Next Steps

# Local Context

## UHL Way Alignment with Organisational Development Plan

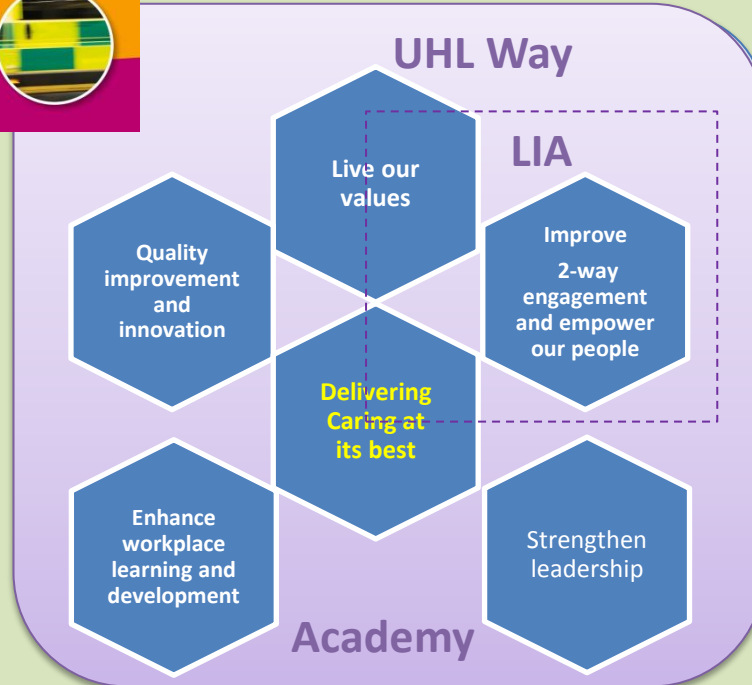


- January 2016 we will be updating the OD Plan to incorporate the UHL Way and other new developments /initiatives undertaken to enable the delivery of the Strategic Direction
- To be presented to the Trust Board Thinking Day in February 16



# LLR Way

BCT Partners/  
Stakeholders



## Enabling Better Care Together

Initial planning to set out a joint approach for culture and change by end of December 15 (full day event) as agreed with HR and OD Health and Social Care Senior Leaders on 25 November 2015

# Why do we need to do it?

- We want to be better, hence



- As a result, we have a very large and complex improvement agenda
- Although we have organised our programmes and largely eliminated “orphan” projects, we use a wide variety of approaches, creating inconsistency and mixed messages
- We achieve mixed results and sometimes fail to embed improvement
- We still have relatively poor levels of staff engagement

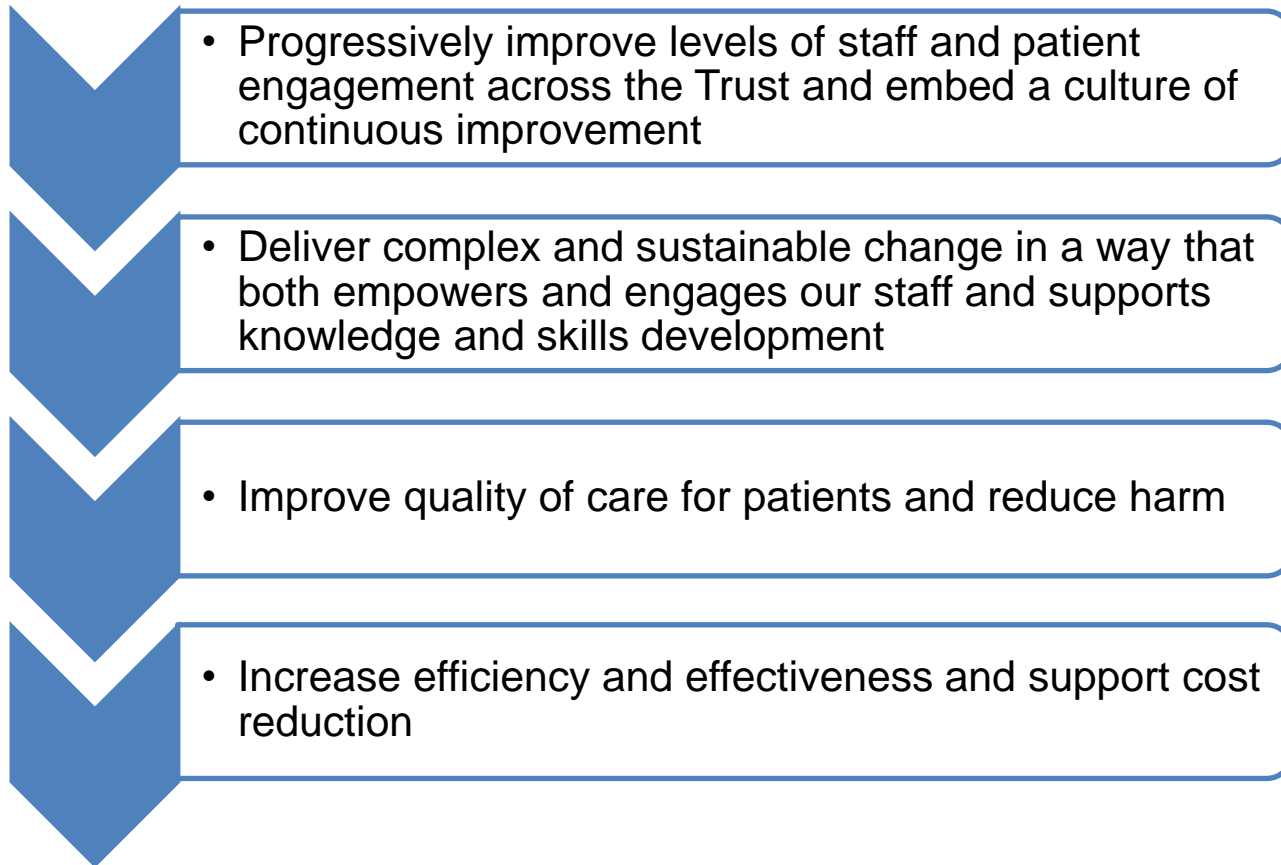
# Principles

- Increased consistency but not overly centralised
- As straightforward and accessible as possible
- Transparent and fair process
- A universal framework but with a range of tools
- Staff engagement and empowerment at its heart
- Harnesses talent, creativity and diversity
- Supports leading across boundaries
- Increases levels of ownership and accountability
- Build on the LiA brand



# Purpose

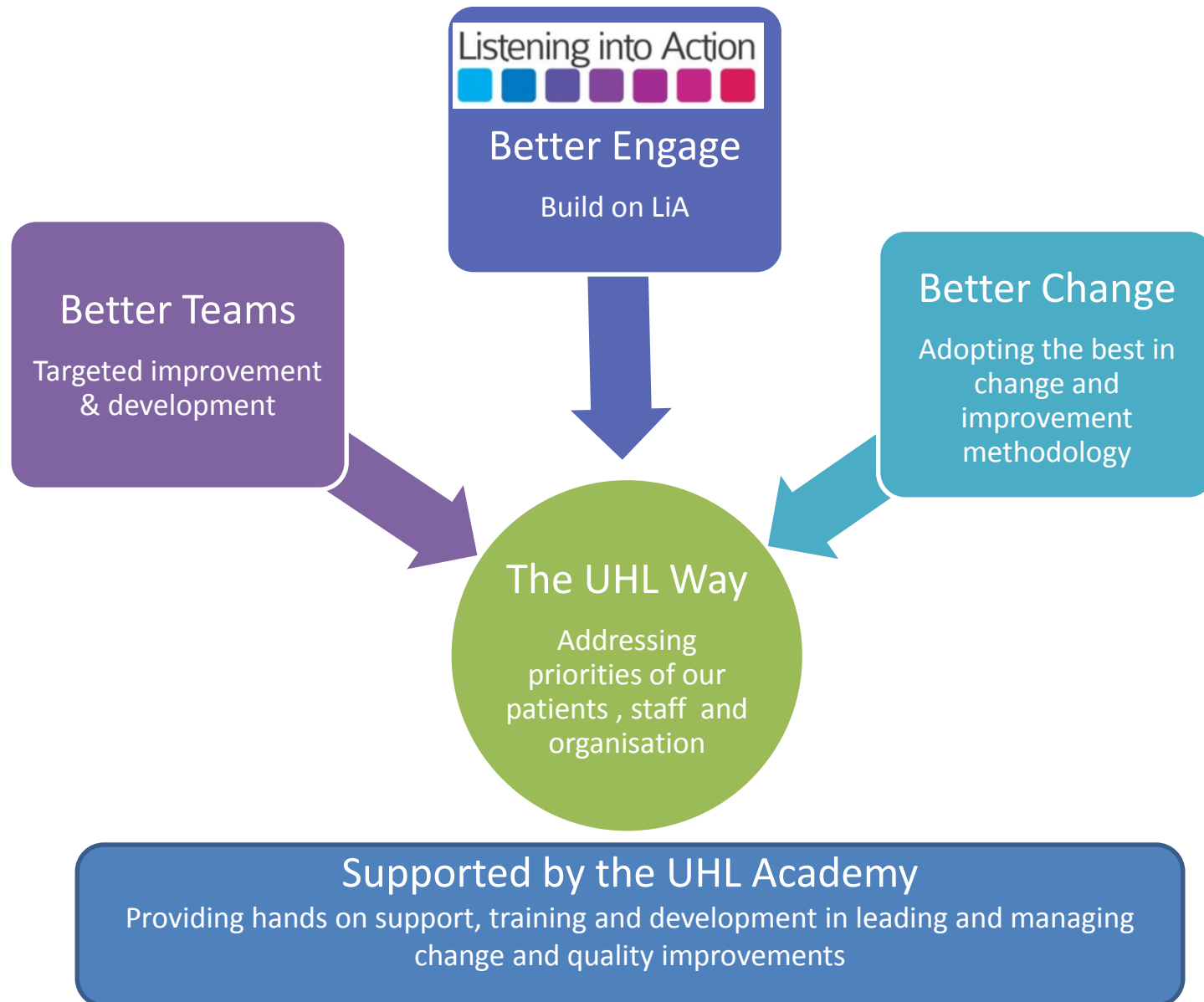
The UHL Way aims to:-



**Design and implementation work led by newly established UHL Way Steering Group – reporting to the Executive Workforce Board via CEO and Director of Workforce and OD**

# UHL Way – The Components

Context



# Our Pathway

## 9 UHL Better Teams Enablers

Influence

Clarity

Work Relationships

Perceived Fairness

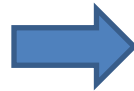
Recognition

Personal Development

Mindset

Resources

Trust



## Staff Feel Engaged

Energy

Focus

Dedication

## Staff Behave Engaged

Advocacy

Persistence

Discretionary Effort

Adaptability



## We will measure Direct and Indirect Impacts on Patient Care

In role / extra role  
performance

Turnover

Corporate/CMG  
performance

Patient Safety / Harm

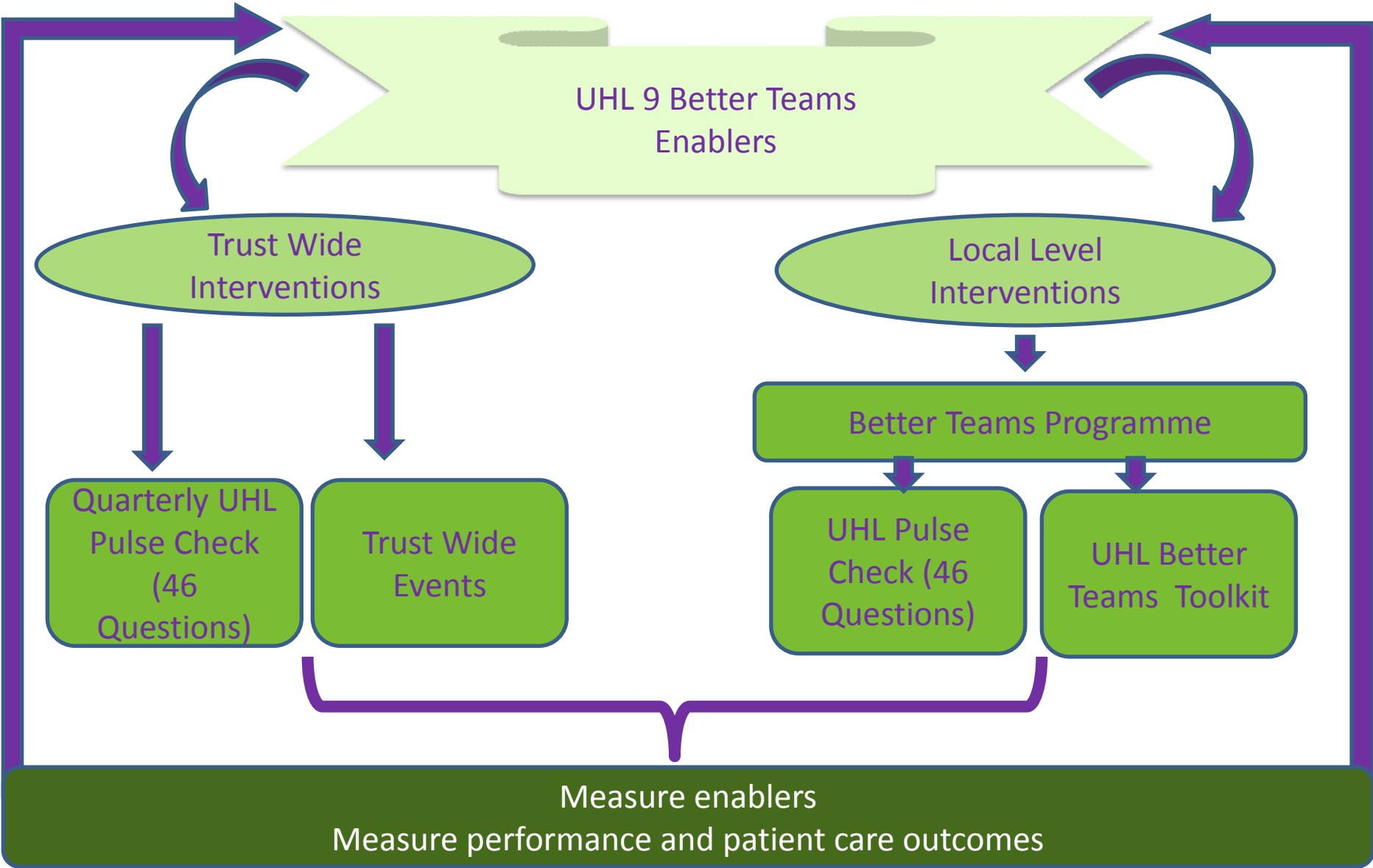
Staff Satisfaction

Sickness Absence Levels

Patient Satisfaction

# Our Model

Better Teams





# The Toolkit

## UHL Train the Trainer Programme in 21 -25 January 2016

### Core Tools

- **Communication Cells**
  - *Work Relationships, Clarity, Trust*
- **Listening Events**
  - *Influence, Recognition, Resources*
- **Exposure Techniques**
  - *Mindset, Recognition*
- **Team Building**
  - *Work Relationships, Fairness*
- **Influencer**
  - *Influence, Work Relationships, Clarity, Trust*

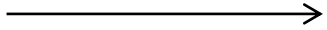
### Supplementary Tools

- **Coaching**
  - *Personal Development, Work Relationships, Trust*
- **Building Resilience and Well-Being**
  - *Mindset, Resources*
- **Self & Team Strength Inventories**
  - *Personal Development, Recognition*
- **Celebrating Successes**
  - *Recognition, Mindset*
- **Crucial Conversations & Accountability**
  - *Personal Development, Work Relationships, Trust*

Inspired by



# Case Study UHL Procurement and Supplies



Our purpose... 'Working together to deliver best value goods and services to enable caring at its best'

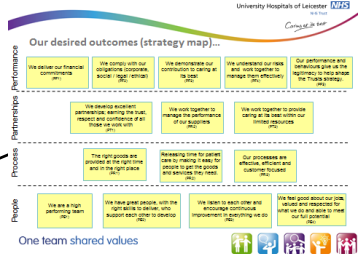


NHS E-Procurement Strategy

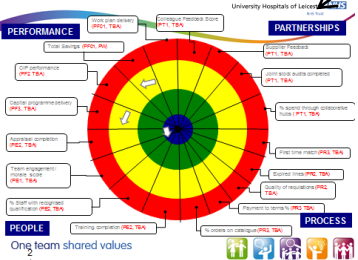
Better Procurement, Better Value, Better Care

## Listening Event

Listening into Action



Procurement & Supplies Strategy Map



Dept Balanced Scorecard

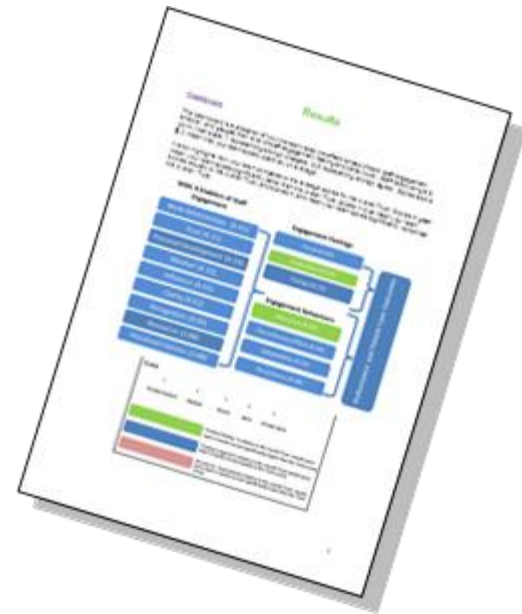
## Team Communication Cells

Individual objectives

Week	Action	Better Teams
Pre - Work	Issue staff <b>UHL Pulse Check</b> questionnaire to team.	
Week 1	Receive and review <b>UHL Pulse Check</b> team diagnostic report.	
Week 1	Attend Day 1 of “ <b>Better Teams Programme</b> ”.	
Week 2-3	Brief team on the results of <b>UHL Pulse Check</b> Report. Gather their initial ideas about staff <b>Better Teams</b> solutions.	
Week 3	Attend Day 2 of “ <b>Better Teams Programme</b> ”	
Week 4	Select at least one <b>Better Teams</b> core tool.	
Week 5-7	Create action plan for how you will implement your <b>Better Teams</b> tools, and send a copy to the Learning and OD Team.	
Week 8	Attend first action learning set.	
Week 9	Issue the leadership values questionnaire to your manager and direct reports.	
Week 13	Attend second action learning set.	
Week 19	Issue second <b>UHL Pulse Check</b> diagnostic questionnaire to the team.	
Week 23	Receive and review second <b>Better Teams</b> diagnostic report.	
Week 23	Attend third action learning set.	
Week 24 - 26	Present to team the results from second diagnostic and outcomes from the <b>Better Teams</b> journey.	
Week 26	Present your success story at the <b>Better Teams Showcase Event</b>	

# The Timeframes

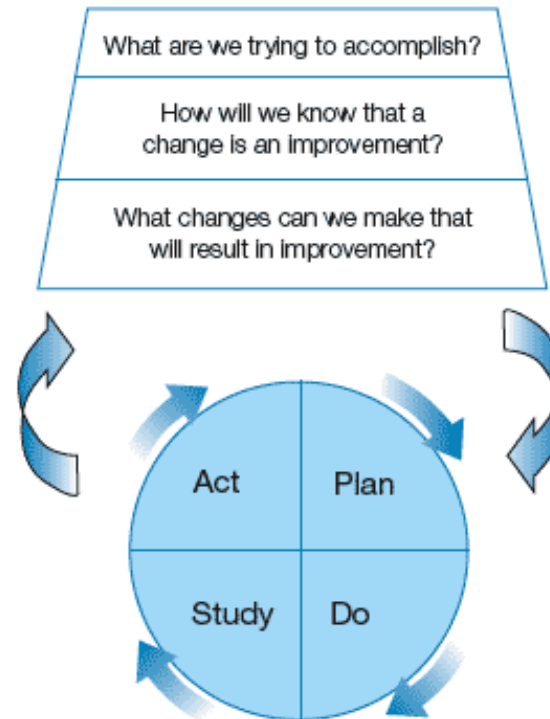
- UHL Pulse Check Quarterly Survey Opens from Monday 1 February until Friday 27 February 2016
  - Representative structured sample of staff will be surveyed (25% of all staff surveyed each quarter)
  - Survey comprises of 46 questions requiring 10-15 minutes to complete (paper and on-line survey's available)
  - Staff FFT Questions incorporated within the survey
  - All staff will be given the opportunity to complete the survey over a 12 month period
- Produce first Quarterly Report and present results at Executive Workforce Board March 16 & CEO Briefing April 16
- Begin Better Teams Programme in May 16 with early adoption areas (tbc)
- Our first Better Teams Showcase Event in November 16





# Improvement methodology

- Based on a core narrative – “improving quality and value in pursuit of Caring at its Best”
- Uses the principles and some of the tools of the NHS Change Model, NHS Improvement Model and bringing the best from the Private Sector
- **Workshop with Subject Matter Experts in setting out the UHL Better Change Model on 11 December 2015**



UHL - 5 Steps to Improvement Model	NHS Change Model (2012/13) Under Review 14 <sup>th</sup> October 2015	Transformational change – Example Private Sector
<p><b>1. Initiate</b> <i>Project Proposal created and project aims, objectives and scope initiated</i></p>	<p><b>1. Shared Purpose</b> <i>Does the change align Trust and NHS shared purpose</i></p>	<p><b>1. Strategic Execution</b> <i>(strategic)</i> <i>Wider transformation strategy (strategic/tactical/operational)</i></p>
<p><b>2. Diagnose</b> <i>Define current problem by using staff/patient feedback as well as data</i></p>	<p><b>2. Leadership of Change</b> <i>Leaders have the skills to create transformational change.</i></p>	<p><b>2. Leadership of Change</b> <i>(strategic)</i> <i>(strategic/tactical/operational)</i></p>
<p><b>3. Trial</b> <i>Develop solutions with staff and patients.</i></p>	<p><b>3. Spread of Innovation</b> <i>Designing infrastructure for spread of innovation from the offset.</i></p>	<p><b>3. Organisational Design</b> <i>(strategic)</i> <i>(strategic/tactical/operational)</i></p>
<p><b>4. Implement</b> <i>New ways of working have been tested.</i></p>	<p><b>4. Improvement Methodology</b> <i>Utilising evidence based methodology.</i></p>	<p><b>4. Stakeholder Engagement &amp; Communication</b> <i>(strategic)</i> <i>(strategic/tactical/operational)</i></p>
<p><b>5. Sustain</b> <i>Performance metrics are being tracked and delivering desired outcome.</i></p>	<p><b>5. Rigorous Delivery</b> <i>Effective approach for delivering change and monitoring progress toward our planned objective.</i></p>	<p><b>5. Skills and knowledge</b> <i>(People change)</i> <i>(strategic/tactical/operational)</i></p>
	<p><b>6. Transparent Measurement</b> <i>Measuring outcomes continuously and transparently.</i></p>	<p><b>6. Culture Transformation</b> <i>(People change)</i> <i>(strategic/tactical/operational)</i></p>
	<p><b>7. System Drivers</b> <i>Processes, incentives and systems aligned to enable change</i></p>	<p><b>7. Value Realisation</b> <i>(People change)</i> <i>(Strategic/operational/tactical)</i></p>
	<p><b>8. Engagement to Mobilise</b> <i>Five energies: Social, Spiritual, Psychological</i></p>	<div data-bbox="1619 1300 1862 1428" style="background-color: #00838f; color: white; padding: 10px; text-align: center; border-radius: 15px; width: fit-content; margin: auto;"> <p>Better Change</p> </div>

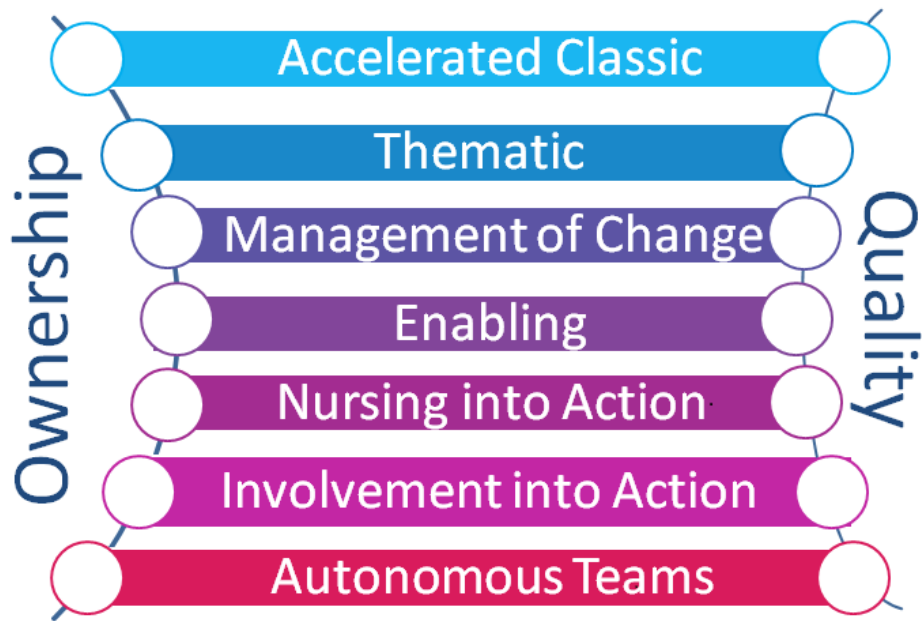
# UHL - 5 Step Improvement Model

Better Change

5 Step Model	Initiate	Diagnose	Trial	Implement	Sustain
Milestones	Initiate gate check has been approved.	Diagnose gate check has been approved.	Trial gate check has been approved.	Implement gate check has been approved.	Sustain gate check has been approved.
Deliverables	<p>Create a shared purpose and set out project proposal project aims, objectives, scope and key drivers</p> <p>Assess readiness for change</p>	<p>Define current problem by using staff/patient feedback as well as data.</p>	<p>Develop solutions with staff and patients.</p>	<p>New ways of working have been tested.</p>	<p>Performance metrics are being tracked and delivering desired outcome.</p>
	<p>Clarify measure so you know if the proposed change is an improvement.</p>	<p>Map the current process and collect baseline data.</p>	<p>Trial of solutions using Plan Do Study Act cycle.</p>	<p>Results have been reviewed against projects aims and objectives.</p>	<p>Put operational policies and training plans in place for new ways of working.</p>
	<p>Identify core project team including project lead and senior sponsor</p>	<p>Use listening events /forums/surveys to gain patient and staff feedback</p>	<p>Ensure you are measuring the change as defined in your data collection plan</p>	<p>Opportunity for scaling up have been identified</p>	<p>Ensure celebration of achievements via Pass it On Events and learning occurs from things that didn't go as planned.</p>
	<p>Identify your key stakeholders. Prepare a communications plan</p>	<p>Opportunity identification and measures agreed.</p>	<p>Communicate outcomes from the Plan Do Study Act cycles to your teams</p>	<p>Develop an implementation plan for rollout and communicate to engage wider teams.</p>	<p>Project has been storyboarded and communicated to stakeholders.</p>
	<p>Develop project plan</p>	<p>Data collection plan developed</p>		<p>Spread and adoption plan</p>	<p>Process is owned as Business as usual.</p>
	<p>Define reporting /Governance arrangements for project</p>				

On going sense check and evaluation

# How does Listening into Action fit in?



Medics into Action work stream under development



# The UHL Academy

## Live from 1 April 16

- Builds on existing strengths but refocused around supporting the UHL Way
- Emphasises multi-professional clinical leadership and teams development for large scale change
- Web portal with direct access to learning tools, materials, publications and case studies
- Supported by Faculty of Specialists (working system wide) from organisational development, change, quality improvement, patient safety and human factors (**initial planning session February 16**)
- Role specific development to be set out by **December 2016** utilising the revised eUHL System (**currently under construction and will be live by May 2016**) as agreed with UHL Executive Quality Board and working in collaboration UHL Local Education and Training Group chaired by Director of Workforce and Organisational Development
- Maintain strong links with external partners including LIIPS (Leicester Improvement, Innovation and Patient Safety Unit) and East Midlands Leadership Academy

# UHL Faculty Map

UHL Academy

Planning Session on 5<sup>th</sup> February 2016 – go live April 16

Review Sessions on 21<sup>st</sup> June and 6<sup>th</sup> December 2016

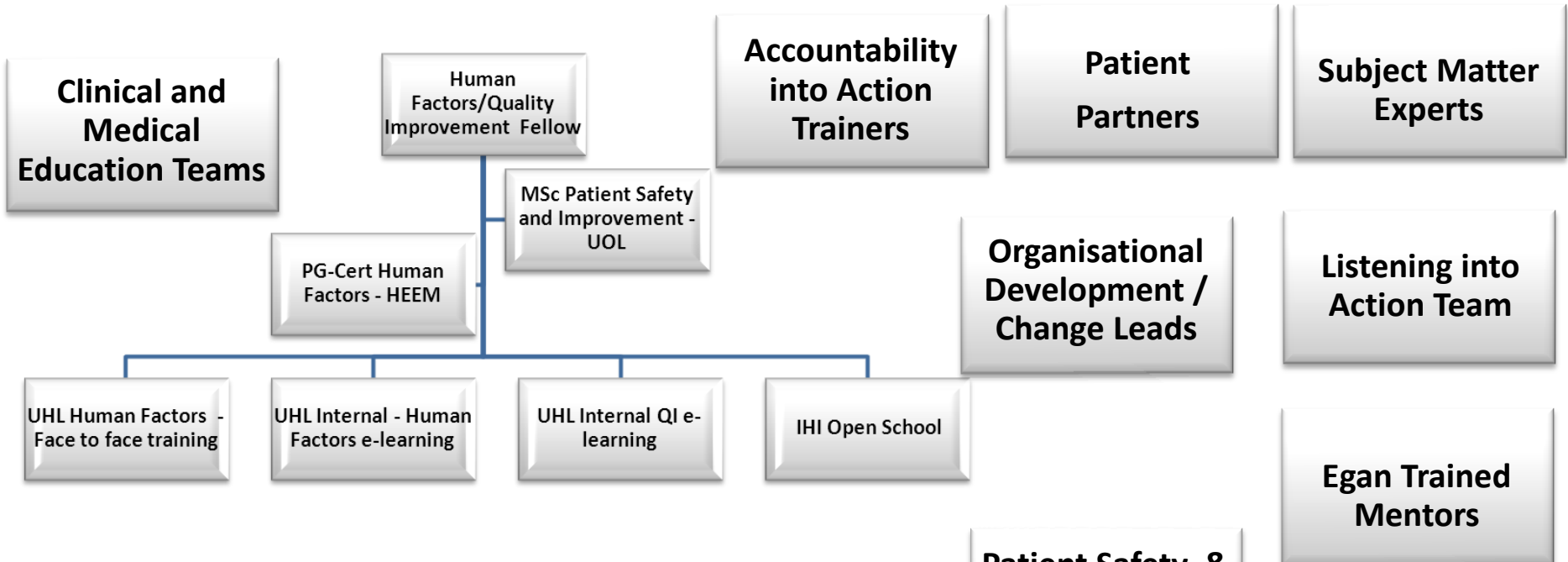
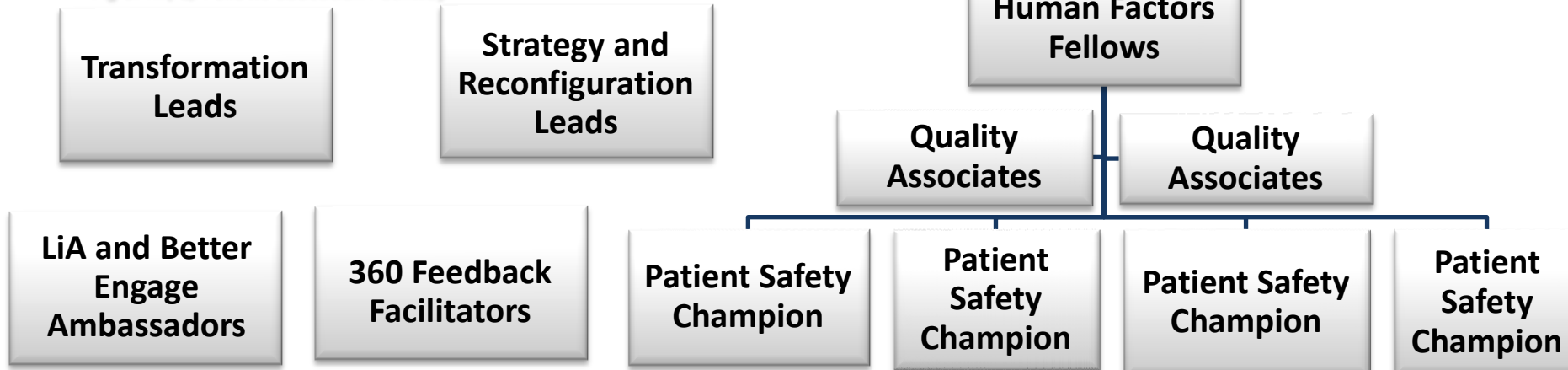


Fig 1: HF/QI Fellows Education Pathway



# Building on the 'So What' Difference We Make ...

UHL Academy

## Learning into Action Newsletter

University Hospitals of Leicester NHS  
Caring at its best  
4th Edition, July 2015

### Our future depends on it

Dear colleagues

The latest newsletter is full of exciting initiatives and events taking place across UHL, led by our Human Resources (HR) Team. Our HR teams have been shortlisted for

the **HMFA Excellence Award for 'HR Team of the Year'** in recognition of their excellence in HR management.

Also the brilliant work of the **Learning and Organisational Development (LOD) and the Listening into Action (LIA) Teams** has been recognised and they have been shortlisted for the **'NHS Value in Healthcare Awards 2015'**.

I was delighted to host the **Learning and Development Awards Evening** during May. It's a privilege to be part of this yearly celebration of learning achievements and hear about the exceptional and inspiring stories behind the learning journeys. Congratulations to our Special Award Winners for individual

outstanding achievements.

It's great to see how we are working with **The Prince's Trust** and offering volunteers work experience in the NHS to support us with recruiting our future workforce.

We are pleased to announce our new **Learning and Development Programmes** including **Accountability into Action, Mentoring and Mindfulness**.

We also want to highlight the new **'Knowing your Business'** learning development programmes available to all UHL staff. They have been designed to benefit everyone in understanding more about our business.

The **UHL Benefits Fair** earlier this year was again a great success, visited by so many of you to learn how you can access the benefits available at UHL. Plans are already underway for next year's event.

We look forward to meeting with you

during **Adult Learners Week (13-19 June)**. Our team will be visiting all ward and department areas and we will talk to you through our programmes and **'Directions Service'**.

Finally, it will be great if you are able to join us at our **Fun Day** on the 27th June. Have a brilliant summer, best wishes,

**John Adler, Chief Executive**



### A new and exciting partnership between UHL and The Prince's Trust

**UHL and the Prince's Trust** are working together to deliver the **'Get into Hospital Services'** scheme aimed at unemployed 16-25 year olds. The scheme provides a 4 week work based training programme within the hospital administration and customer service settings.

The **Prince's Trust** focuses efforts on four key groups who need help the most: unemployed young people, educational underachievers, care leavers and young offenders/ex-offenders.

We already have 13 **Prince's Trust Volunteers** who have started in the first cohort with another planned for July. During the scheme young volunteers will undertake trust training, employability skills, role related training and practical experience in the workplace.



**Could you provide a placement?** We are looking for more placements and buddies within **Customer Services and Business Administration** across UHL. We need areas that can offer a 2 week placement providing learning and development in:

- A varied programme of activities
- Supportive and understanding staff
- Practical experience

**Would you like to be a buddy?** Buddies are individuals who help mentor and support young people on a work placement. Being a buddy is a fantastic opportunity to:

- Develop your leadership skills
- Challenge yourself
- See a young person develop
- Be part of a very rewarding programme

We are also looking for more placements in **Business Administration and Customer Service** type roles for our next cohort. If you would like to get involved in this programme then contact:

**Programme Lead: Liz Allison, Training and Development Manager.**  
email: [liz.allison@uhl.leics.nhs.uk](mailto:liz.allison@uhl.leics.nhs.uk)

10th Edition

## Listening into Action Pass It On

Dear colleague

Welcome to the tenth edition of our Listening into Action (LIA) newsletter - **Pass It On**.

This edition will be glancing back over the last quarter and updating you on all of the tremendous work going on with Listening into Action (LIA).

I hosted six large listening events through June and July, the first being the greatly anticipated **IMS&T** event attended by 95 colleagues. This focused on the frustrations they are having on a day to day basis. Secondly was the launch of the **Trust's Five Year Plan - 'Delivering Caring at its Best'**. This was launched over five events and a total of 541 staff gave their honest and proactive comments to improve the

way we do things at UHL. This will be discussed in more detail later in the newsletter.

**#hello my name is...**

Dr Kate Granger launched her 'Hello my name is...Tour' at Leicester's Hospitals. We were very privileged to welcome her and husband Chris to talk about the campaign and the impact that it can have on patients and relatives in what can be a frightening time. Kate continued her tour around the country and left UHL staff feeling very inspired and somewhat emotional. We have updates from our LIA Innovators and how their projects are



going from strength to strength and really have shown to have made improvements to the patient's journey. The **Dementia Pathway** was launched by Dr Lesley Thoms and admission documentation from Kelly Arthurs on AFU has enabled staff to spend quality time with patients and relatives. We look forward to hearing more fantastic LIA news in the future and appreciate the commitment from you all in making LIA so successful for our patients and staff.

**John Adler**  
Chief Executive

## Delivering Caring at its best Our 5 Year Plan

Throughout July 2015 we hosted five listening events outside of the trust to launch UHL's **'Delivering Caring at Its Best-five year plan'**.

In total 541 people attended. The sessions were hosted by John Adler where colleagues were asked what was good and bad about care at UHL and also what was good and bad about working at UHL? The sessions were passionate and driven to make improvements for patients and staff alike. We have had some great feedback from the events and they have all been evaluated very well.

**76%** of staff that attended felt that the event had been a good use of their time,

**84%** rated the event as good/excellent and

**74%** of colleagues felt the Five Year Plan would help deliver Caring at its Best.



### Feedback comments from the event

"Today's session has made me feel much more engaged - as though staff opinions DO matter!"

"Desire to listen and improve!"

"Positive, good plans for the future."

"Good to reflect on where we have come from and need to go. What can I do in my role to help the process along?"

Thank you to all the staff that attended. We look forward to sharing how the comments and themes will be taken forward to help improve our Trust for the well-being of patients and staff.

## Next Steps

Action	Dates
<b>Better Change</b> Model Finalised	Workshop on 11 December 2015
Branding and Communication Plan	December 2015 / Jan CEO Briefing
LLR Way Lock In – Initial Planning Event with HR and OD Senior Leads (H&SC)	December 2015
UHL Organisational Development Plan Refresh	January 2016 – To be presented to the Trust Board at the February Thinking Day
<b>Better Teams</b> Methodology Train the Trainer	21 <sup>st</sup> -25 <sup>th</sup> January 2016
UHL Faculty Planning Session (including Web Portal Design)	5 <sup>th</sup> February 2016
Quarterly Pulse Check Survey Live	1 <sup>st</sup> – 27 <sup>th</sup> February 2016
Quarterly Report Presented EWB & CEO Briefing (as per Communication Plan)	March – April 2016
<b>Better Teams</b> Programme starts	May 2016 (Showcase Event Nov 2016)
E-UHL System Launch	May 2016
Faculty Review	June 2016/December 2016
Role specific training set out across the Trust	December 2016