



To:	Trust Board
From:	John Adler, Chief Executive Kate Bradley, Director of Human Resources
Date:	December 2013
CQC regulation:	Regulation 23 Outcome 14: Supporting Workers

Title:	Listening into Action (LiA) Progress Report						
Author/Responsible Director: Michelle Cloney, LiA Lead / John Adler Chief Executive and Kate Bradley, Director of Human Resources							
Purpose of the Report: To update the Trust Board on progress in relation to adopting the Listening into Action (LiA) approach across UHL.							
The Report is provided to the Board for:							
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Decision							
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Assurance	X						
Endorsement							
Summary / Key Points: This report sets out progress in Phase 4 of the LiA Route Map associated with 'Embedding LiA as the way we do things around here'. An update is provided on: <ul style="list-style-type: none"> • Quick Wins • Key Achievement of the 10 Enabling our People (EoP) Schemes • Key Achievements of the 'First 12 Pioneering Teams' and Team Pulse Check Results • Pass It On event • Inclusion of a LiA listening events within future Improvement and Innovation Framework (IIF) Management of Change projects. • Wave 2 Pioneering Teams and EoP Scheme 							
Recommendations: <ul style="list-style-type: none"> • Trust Board are asked to acknowledge the LiA activities undertaken since the last report. In particular the Trust Board are asked to note the achievements by Pioneering Teams and Enabling Our People Schemes in Wave 1 LiA and note the new teams and scheme within Wave 2. 							
Previously considered at another corporate UHL Committee? An update was received by the Executive Team on 10 December 2013							
Strategic Risk Register: Risk 3		Performance KPIs year to date: Baseline measures detailed within the report					
Resource Implications (e.g. Financial, HR): This work is led by John Adler, Chief Executive, Kate Bradley, Director of Human Resources and the LiA Team, working in collaboration with the UHL LiA Sponsor Group.							



<p>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.</p> <p>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.</p>
<p>Patient and Public Involvement (PPI) Implications: Patient Advisers attended Listening events. Initial focus of LiA is around staff engagement and as the LiA journey unfolds further opportunities to involve patients / carers / patient advisers will be sought. To date, a PPI event was held on the Enabling Our People Scheme for Car Parking and a further event for Childrens CBU Pioneering team. In addition, Pregnancy Assessment Service Pioneering Team are gathering patient stories to help influence the change process within their service. Following the Pass It On event in November a new group of Pioneering Teams started their LiA Journeys and these new teams have been asked to include Patient Listening activities within their journeys. Greater links have also been created between the LiA team and the PPI Team.</p>
<p>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.</p>
<p>Equality Impact: Part of the analysis examines event representation against the nine protected characteristics.</p>
<p>Information exempt from Disclosure: No</p>
<p>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.</p>



REPORT TO: UHL Trust Board

REPORT FROM: John Adler, Chief Executive
Kate Bradley, Director of Human Resources

DATE: December 2013

SUBJECT: Listening into Action Progress Report (LiA)

1. Introduction

- 1.1 This report sets out progress in Phase 4 of the LiA Route Map associated with 'Embedding LiA as the way we do things around here'. Specifically an update is provided on:
- Quick Wins
 - Key Achievement of the 10 Enabling our People (EoP) Schemes
 - Key Achievements of the 'First 12 Pioneering Teams' and Team Pulse Check Results
 - Pass It On event
 - Inclusion of a LiA listening events within future Improvement and Innovation Framework (IIF) Management of Change projects.
 - Wave 2 Pioneering Teams and EoP Scheme

2. Quick Wins

- 2.1 Quick Wins aim to build belief in the LiA process and demonstrate that we mean business. They are a series of high impact; visible actions which address the issues from the Listening events held in May 2013 and can be implemented quickly to get some rapid improvements.
- 2.2 A number of Quick Wins have been published since the last Trust Board Report (August 2013) including:
- Blue Print Bulletin
 - Leadership into Action – Leadership Qualities and Behaviours Framework
 - Staff Areas within all Restaurant Facilities
 - Raising awareness amongst staff of Leicester Hospital Charity
 - Valuing Your Behaviour Campaign
 - Carer Access to Wards – supporting inpatient care
 - Employee Volunteer Pilot for Executive Team and Senior Managers in non clinical roles (to commence in Quarter 4 (1 January 2014 – 31 March 2014)

3. Key Achievements of the 10 Enabling Our People (EoP) Scheme

- 3.1 Enabling Our People (EoP) schemes are about 'enabling' changes to accelerate which have a widespread, positive impact on lots of people. The EoP Schemes are often corporate challenges requiring action from corporate functions, and often include Strategic Priorities which apply to some of the biggest challenges facing the Trust.
- 3.2 Key Achievements from the Wave 1 Enabling Our People (EOP) Schemes are:
- 3.2.1 **Recruitment process:**
We will simplify and shorten our current recruitment process from vacancy to start date.



Strapline: Route to Recruit

Key Achievements -

- Radical streamlining of the approvals process
- Produced a clear document on timescales, roles and responsibilities and shared this widely.
- Electronic vacancy form that can be tracked by managers for clear knowledge of where the approval status is.

3.2.2 **Equipment Fit for the Job:**

We will create a Trust-wide equipment library to ensure staff have access to equipment fit for the job.

Strapline: Medical Equipment Libraries – Equipped to Care.

Key Achievements -

- Have set up local equipment libraries at LRI in Childrens and now in Emergency Care.
- Introduction of collection points where finished equipment can be taken to be returned to the library.

3.2.3 **Communication:**

We will find better ways to communicate with each other and with our patients.

Key Achievements –

- A Who's Who board showing what the different uniforms mean to help patients, visitors and other colleagues.
- Campaign to promote our behaviours called 'Value Your Behaviours'.
- A "How to" guide for setting up and running meetings, giving people access to helpful documents like agendas, minutes and action tables.

3.2.4 **Bed management process:**

We will review the way we manage our beds to determine what we need to run a more effective and efficient service.

Strapline: Let's get in to beds together!

Key achievements -

- There is now an extensive control centre opposite EDU in the LRI which plays a key part in improving patient management.
- Getting patients involved in their discharge as we have changed terminology in letters to improve and make clear the responsibility of patients when they go home.
- Developed a flow chart so that decisions can be made about which patient transport to use making best use of what is available.

3.2.5 **Providing seamless out of hours care (24/7):**

We will work towards providing a more seamless care 24/7.

Strapline: Care doesn't stop at 5 o'clock.

Key Achievements –

- Piloting a transport team based in x-ray so that ward staff do not need to be released to escort patients therefore maintaining the flow of patients.
- Approved funding to provide an enhanced weekend phlebotomy service.
- Approval for extending pharmacy, providing a weekend discharge service to ensure that we can discharge patients home with their medications.

3.2.6 **Reduce and standardise paperwork and processes:**

We will reduce and standardise paperwork and processes, removing barriers, duplication and unnecessary steps so staff can spend more time with patients.



Strapline: Paper, paper everywhere – lets standardise to help us care.

Key Achievements -

- Reduced Day Case documents from 14 to 1 and reduced nursing paperwork supporting Pressure Area Care
- Created an Information Sheet around forthcoming IT solutions to reduce reliance on paperwork and support access by all staff to IT systems such as one single portal.
- Created information crib sheets on changes implemented (Q&A)
- Multiple patients letters streamlined to 4 and all available on ICE

3.2.7 **Car Parking:**

We will improve the car parking system across our sites.

Strapline: Travelling alongwith you.

Key Achievements –

- Improved maintenance of existing car parks.
- More information on saver tickets and drop off points for patients.
- More frequent Hopper service.

3.2.8 **Right staffing for all areas:**

To attract and retain the best staff into our organisation.

Key Achievements –

- Redesigning and re-launching our exit interview process
- A ward staffing review, and the bottom up modelling is complete
- Developing a 'buddy' system for all staff disciplines to support staff

3.2.9 **Information Technology:**

To use the LiA approach within existing projects to ensure a strong voice for front line users.

Strapline: Together we can do IT.

Key Achievements –

- 24/7 Service Desk now available to help with all IT questions and queries.
- IT Equipment Checklist posters - raising awareness of checking equipment and reporting it to IT.
- WiFi Access for Childrens – now looking wider to provide FREE access across the whole Trust.

3.2.10 **Procurement:**

To use the LiA approach within existing projects to ensure a strong voice for front line users.

Strapline:buying together!

Key Achievements –

- Improved communication: by developing newsletter, making improvements to the website, producing who's who information and frequently asked questions.
- Implemented new ways of working: including development of customer care principles/training, improved on-site presence and drop-in sessions to improve clinical engagement.
- Training: including refresher training to all users/approvers and simplifying ordering processes.

- 3.3 Each EoP Scheme is continuing to work on their Long Team actions. An event is scheduled for the 19 December to refocus and re-energise action plans and to help each EoP Scheme lead to 'raise the bar' and seek to be even more ambitious over the next 20 weeks.



4. Key Achievements of the 'First 12 Pioneering Teams' and Team Pulse Check Results

4.1 Emergency Department:

To improve the quality of patient care and experience in the emergency Department through the engagement and involvement of all staff. Strapline: Its' not just our patients that want to get better!

Key Achievements –

- Launch of the New Starter Support Group.
- Band 6 nurses are now undertaking teaching sessions to develop staff.
- A hot and cold vending machine so that patients, relatives and carers have easy access to food.

4.2 Haemodialysis Unit:

To provide excellent care in a safe, friendly environment and to give patients the best possible experience.

Strapline: Dedicated to dialysis.

Key Achievements –

- Nurses to be allocated into same teams on a monthly basis as opposed to daily basis to maintain continuity of care.
- Volunteers come to the unit to play games with patients.
- Extend 'patient self-blood pressure monitoring' with hand held equipment to free up mobile monitors.

4.3 Cardio, Renal and Respiratory CBU & Ward 32:

To put patients at the heart of what we do, to provide a service to be proud of.

Strapline: To the heart of what matters!

Key Achievements –

- Creation of Radial lounge
- Walking patients clothed to Angio Catheter suite
- Implementation of Nurse Delegated Discharge (NDD) for elective angiogram procedure – approved by Cardiorespiratory Board

4.4 Specialist Surgery and GI Medicine/ Surgery/ Urology CBU's:

To take our staff on a journey to shape and improve communication so that every team member feels valued and proud of the care that they deliver.

Strapline: Engage 4 Change

Key Achievements –

- Development of a standard agenda template, action log and standards for meetings to enable communication.
- Road-shows to feedback information gathered to all teams, and provide visible leadership.
- CMG bulletins to share information.

4.5 Theatres:

To focus on patient safety within the Orthopaedic Theatre environment and to use LiA to improve staff engagement, morale, leadership and communication. Strapline: Team Work is Safe Work.

Key Achievements -

- Floor control making regular visits to Theatres and can now be contacted by Bleep.



- Work completed with MSK to trial 'Super Lists' (efficiency lists) to see if we can complete an additional case.
- Team briefs and debriefs conducted for each list – for good days and bad ones.
- No SUIs reported in Orthopaedic Theatres since LiA commenced.

4.6 Geriatric Medicine and Orthopaedic Trauma:

To work together to streamline and energise the discharge planning process. As a result we will ensure a better patient journey as well as improving flow through the unit by reducing unnecessary delays.

Strapline: Striding Out.

Key Achievements –

- Improved communication with patients and carers by introducing a drop in clinic for care, progress and discharge planning – extended visiting hours from 12-8pm
- Created a Hip Fracture Pathway information sheet to raise awareness with patients and carers about their care and services available.
- Provided dedicated time and an office with IT access for junior medical staff so that they could discharge documentation could be completed in a timely manner.

4.7 Obstetric haematology:

To introduce new nurse led clinics to improve patient services in either VTE, thrombophylaxis or anaemia.

Strapline: Deliver the best.

Key Achievements –

- Weekly specialist nurse advisory clinics were established whilst still offering right-time advice for community midwives
- Increased income of £74,000 p.a. was identified
- A campaign to increase education of GPs, community midwives and patients was conducted, in the two most common haematological issues in pregnancy -iron deficiency anaemia and thrombosis prevention

4.8 Children's HDU, Ward 12:

To improve the space and support they provide for families of their long-term ventilation patients.

Key Achievements -

- After much negotiation and creative thinking, have found a room solution that works!!
- Have received quotations for enabling works, design and remodelling of the spaces to achieve the room required.
- Have secured partial funding and continue to work with charitable funds to secure the remaining funding necessary to complete the project.

4.9 Pregnancy Assessment Unit:

To facilitate meaningful engagement between the multidisciplinary team surrounding the development of patient-centred antenatal outpatient services to women and their families experience complications in pregnancy.

Strapline: Women-centred antenatal outpatient management – building services for the future.

Key Achievements –

- Opportunity for staff to work within the Pregnancy Assessment Service & AAA/Role swap for a shift.
- Production of effective, holistic care pathways to improve patient experience.
- Communication meetings for representatives from different areas within maternity.



- 4.10 **Children's CBU:**
To improve discharge processes within the Children's Hospital.
- Key Achievements -
- Produced patient profile for children with chronic conditions, in conjunction with parents, to improve communication and care provision (currently in draft form undergoing consultation).
 - Devised some new ways of working around efficient and timely discharge, with a pilot is due to commence in December.
 - Created patient experience videos which have highlighted parents and children's views around discharge processes, used at the Trust AGM.
- 4.11 **Catering Services (Glenfield Hospital):**
To ensure that ALL our patients get adequate nutrition and hydration as meals are as important as medication in aiding recovery.
Strapline: Protected Meal Appeal.
- Key Achievements –
- Identified approved adapted cutlery to aid patient independence in eating and drinking.
 - Agreed that all wards would be closed at Meal Times to visitors (staff and relatives) who were not supporting food intake.
 - Created a standardised poster for all wards and department entrances to display indicating that the ward is closed and detailing the specific times for meals per ward.
- 4.12 **Duty Managers:**
To encourage effective communication within the team and present a standardised approach to the rest of the organisation.
Strapline: Call of Duty.
- Key Achievements -
- 12 monthly team meeting to be booked in Calendars.
 - A training needs analysis for all members of the team, clinical/ non clinical.
 - Relocation of the team into a new, fit purpose office.
- 4.13 At the beginning of the 20 week journey followed by the Pioneering teams a Pulse Check Survey is completed. Suitability for completion of the Team Pulse Check depends on the mission being worked on.
- 4.14 Prior to the Pass It On event 8 teams repeated the Pulse Check. The results of the final Team Pulse Check have been compared to the UHL Trust Pulse Check undertaken in March 2013.
- 4.15 The 10 questions completed are shown at **Appendix A**.
- 4.16 The comparison is shown at **Appendix B** – *Please note that Question 8 has been changed and therefore no comparison can be made for this question.*
- 4.17 The Team Pulse Check Results compare favourably against the UHL survey for each question (excluding Question 8) which is a very positive endorsement of LiA by those who have used the approach.
- 5. Pass It On event**
- 5.1 Held on 6 November 2013, hosted by John Adler, CEO and attended by 155 staff and key stakeholders within UHL.



- 5.2 The aim of the event was to celebrate all of the hard work and achievements from the Pioneering Teams and Enabling our People Schemes and to pass on the baton to the Wave Two Teams
- 5.3 The event was an energetic mix of market stalls, videos and presentations and throughout delegates and presenters were given the opportunity to 'tweet' about what was happening.
- 5.4 The event was very well evaluated by those who attended, with comments such as:
- "Enthusiastic to improve the way we work. Impressed at the amount of work done to date!"
 - "Proud to be part of the LiA Journey!"
 - "Convinced that we are doing something about UHL problems."
 - "Quite excited we are given the opportunity to come up with ideas to improve patients and staff experience."
- 5.5 85% of those who attended rated the event as good or excellent
95% of those who attended stated that they were committed to LiA
- 6. Inclusion of a LiA listening events within future Improvement and Innovation Framework (IIF) Management of Change projects.**
- 6.1 During the Pass It On event, John Adler made a commitment that all future IIF Management of Change projects would incorporate an engagement element through the adoption of a listening event before the change started.
- 6.2 The Managed Print project has been selected to start this inclusion. The LiA Lead is currently reviewing the 7 step approach to assimilate an appropriate resource to support and guide those who wish to hold a listening event which is consistent with the principles and techniques deployed within LiA.
- 7. Wave 2 Pioneering Teams and EoP Scheme**
- 7.1 The next Wave of Pioneering Teams were selected by the LiA Sponsor Group following a nomination process.
- 7.2 In total 30 submissions were received by the LiA Team. From this 11 new Pioneering Teams were selected and 1 additional EoP Scheme.
- 7.3 A Welcome Session was held on 18 November to start the new teams on their 7 step journey. The timescale has been slightly extended to account for the Christmas / New Year period and the demands normally experienced within an acute Trust during the first week in January.
- 7.4 Each team has been allocated a nominated LiA Sponsor and a member of the LiA Team to support them on their 7 Steps journey.
- 7.5 Each team has been challenged to include a LiA Patient activity prior to holding their Team listening event.
- 7.6 Team listening events are scheduled to take place during mid to late January 2014.



7.7 Next Wave Teams and EoP Schemes – leads, mission statements, LiA Team Lead and LiA Sponsor

Team	Lead	LiA Sponsor	LiA Team
Information and Data Quality	Shirley Priestnall	Kate Shields	Sue Pavord
Occupational Therapy & Physiotherapy	Lynn Cooke	Kate Bradley	Michelle Scowen
Trust Adolescent and Young Adult Group	Helena Gleeson & Sue Mason	Ian Scudamore	Linsey Milnes
Junior Doctors Administrators	Rachel Williams	Nick Moore	Linsey Milnes
Pressure Ulcer Ambition	Vicky Osborne & Anna Kendrick	Rachel Overfield	Linsey Milnes
Fertility and Assisted Conception	Neelam Potdar & Charlene Freeman	Mark Wightman	Linsey Milnes
Haematology Stroke Medicine	Jane Strong & Amit Mistri	Catherine Free	Sue Pavord
Access Trauma Orthopaedics	Stephen Williams	Richard Power	Sue Pavord
Palliative Care Team	Jane Lee, Karen Badgery & Rebecca Proctor	Carole Ribbins	Michelle Scowen
Pharmacy	Alison Brailey & Marla Martinez	Suzanne Khalid	Michelle Scowen
Quality Mark for Elder Friendly Wards	Jenny Kay	Rachel Overfield	Michelle Scowen
EoP Scheme Improving Clinical Coding	Sanjay Agrawal and John Roberts	Kevin Harris	Sue Pavord

8. Recommendation

- 8.1 The Trust Board is asked to acknowledge work undertaken to date on Quick Wins; the key achievements from Wave 1 Pioneering Teams and Enabling Our People (EoP) Schemes; the positive results achieved by the Teams in their Pulse Check Surveys; the incorporation of LiA within the IIF Management of Change projects and the new Wave of Pioneering Teams and EoP Scheme.



Appendix A

Pulse Check Survey Questions

- Q1 I feel happy working in my work area/team/department
- Q2 I am involved in deciding on changes introduced that affect my work area/team/department
- Q3 Senior managers encourage staff to suggest new ideas for improving services
- Q4 Day to day issues and frustrations that get in our way are quickly identified and resolved
- Q5 This Trust communicates clearly with staff about what it is trying to achieve
- Q6 I believe we are providing the very best services to our patients and their families
- Q7 How satisfied are you with the extent to which the Trust values your work?
- Q8 *I am proud to work in this work area/team/department*
- Q9 I feel that I understand the connection between my role and the wider vision of the Trust
- Q10 Communication between senior management and staff is effective

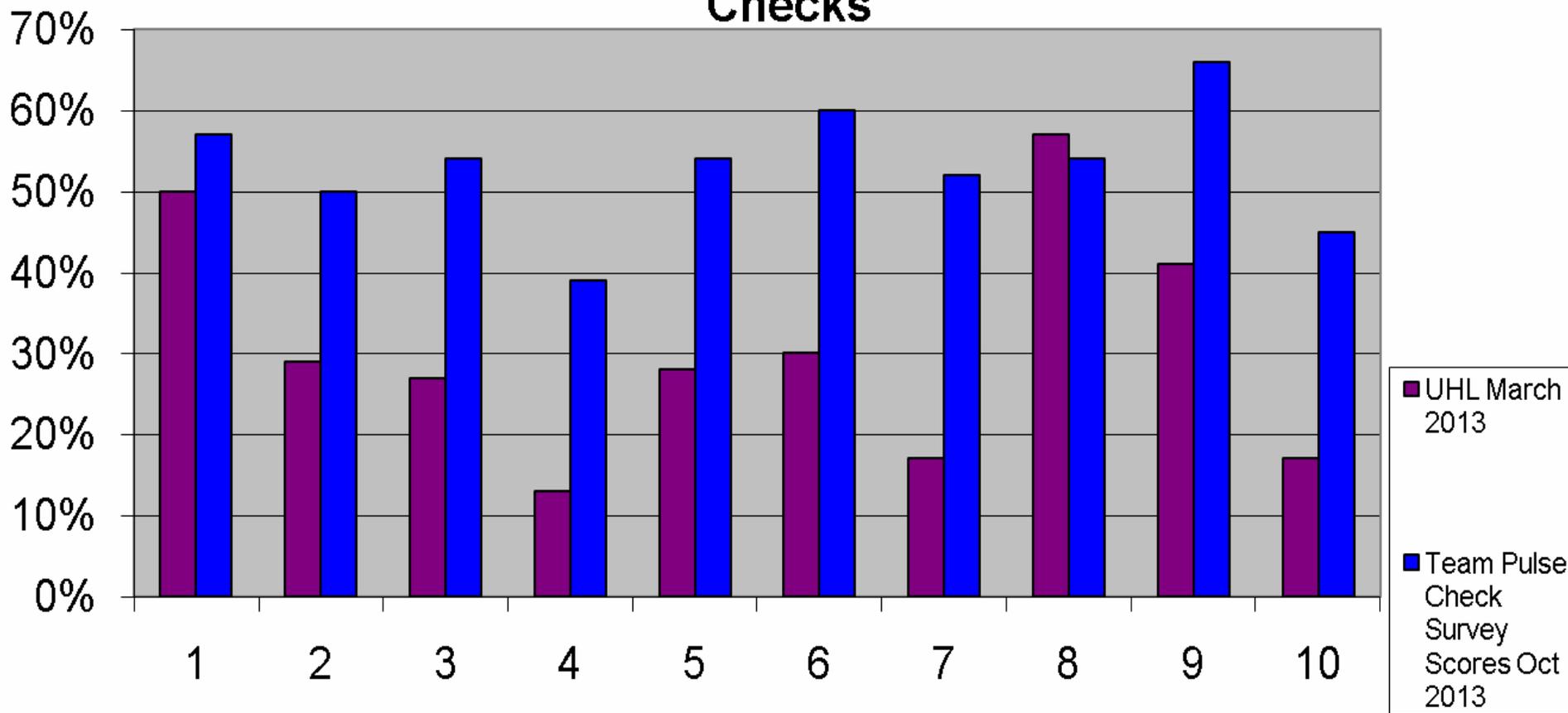
New Question introduced in June 2013

- Q8 I would recommend our Trust to my family and friends



Appendix B

Comparison between UHL Survey and Team Pulse Checks



Please note that Question 8 has been changed between surveys and therefore no comparison can be made.