

FRIMLEY HEALTH NHS FOUNDATION TRUST

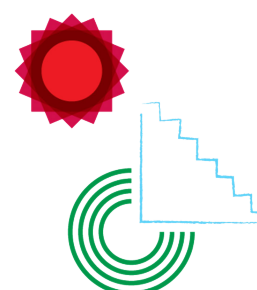


In October 2014 Frimley Park NHS Foundation Trust acquired Heatherwood and Wexham NHS Foundation Trust.

Frimley Park had been recognised by the Care Quality Commission (CQC) as the first 'outstanding' organisation in September 2014, whilst Heatherwood and Wexham Park at the time of acquisition were in special measures having been found 'inadequate' by CQC in May 2014. The acquisition represented the first successful acquisition of one Foundation Trust by another, and created some challenging organisation development imperatives in terms of staff engagement and culture.

Wexham Park CQC rating (2014)

| | SAFE | EFFECTIVE | CARING | RESPONSIVE | WELL-LED | OVERALL |
|--|----------------------|-------------------------|----------------------|----------------------|----------------------|----------------------|
| Accident and emergency | Requires improvement | Inspected but not rated | Requires improvement | Inadequate | Requires improvement | Requires improvement |
| Medical care (includ. older people's care) | Inadequate | Requires improvement | Requires improvement | Inadequate | Requires improvement | Inadequate |
| Surgery | Inadequate | Good | Requires improvement | Inadequate | Inadequate | Inadequate |
| Intensive / critical care | Good | Good | Good | Requires improvement | Good | Good |
| Paternity and family planning | Inadequate | Requires improvement | Requires improvement | Requires improvement | Inadequate | Inadequate |
| Services for children and young people | Good | Good | Good | Good | Good | Good |
| End of life care | Requires improvement | Good | Good | Requires improvement | Good | Requires improvement |
| Outpatients | Requires improvement | Inspected but not rated | Good | Inadequate | Requires improvement | Requires improvement |
| Overall | Inadequate | Requires improvement | Requires improvement | Inadequate | Inadequate | Inadequate |



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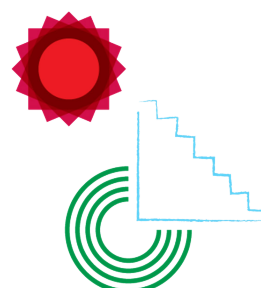
The newly formed Frimley Health Trust provides acute NHS hospital services for 900,000 people across Berkshire, Hampshire, Surrey and South Buckinghamshire. The organisation incorporates 9,000 staff across three main hospital sites at Frimley Park, Heatherwood and Wexham Park.

Frimley Park Hospital had national Staff Survey results dating back over a number of years consistently placing staff engagement in the top 20% of all NHS organisations. Conversely Wexham Park had staff survey results for staff engagement which were in the bottom 20%. The CQC's inspection report (May 2014) about Wexham Park Hospital concluded that 'cultural and leadership weaknesses had led to poor care and patient experience and disengaged and disempowered staff'.

Addressing staff engagement was therefore seen as a priority both to establish a collective culture across the new organisation, and to improve patient safety and experience as well as staff motivation and satisfaction at Wexham Park. The effect on patient outcomes was underpinned by the work of Michael West (2012) which clearly demonstrated that patient safety, standards of care, and patient experience are positively impacted when staff engagement is maximized.

In June 2014, a cultural analysis of the hospital sites identified some key strengths at Wexham Park Hospital in relation to the dedication and commitment of staff and strong team working. However, it revealed weaknesses in terms of lack of a clear vision and values, ineffective leadership whom staff did not trust, silo working, poor staff engagement, pockets of bullying, low levels of recognition, ownership and accountability and low morale.

An OD and People Strategy was developed based on the principles of MacLeod and Clarke's (2009) research that *"staff engagement is driven by leadership, engaging managers, employee voice and an organisation which lives its values"*.



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- From October 2014, a strong strategic narrative was communicated by the Chief Executive and other senior leaders through regular staff briefings and Trust communications channels with an emphasis on a clear line of sight between Board and Ward objectives. Face to face briefings hosted by the Chief Executive on a monthly basis on all sites and open to all staff continue to ensure that there is an opportunity for staff to engage directly with the most senior leadership.
- Quality 'walkabouts' also provide an opportunity for senior leaders and lay members to connect directly with staff, hearing about challenges and issues at the 'coal face'
- Frimley Health's shared values and associated behaviours, which had originally been developed collectively with staff at Frimley Park were refreshed through consultation with the new wider staff community and launched in November 2014. These values were embedded into HR systems including values based recruitment, corporate induction and the appraisal process. Staff reported that having a common set of values based behaviours provided them with a language through which they were able to discuss and challenge colleagues who were not demonstrating these. This contributed to staff feeling more empowered to tackle poor performance.



Committed To Excellence

- ✓ We make safety and quality a priority for ourselves and others
- ✓ We go the extra mile
- ✓ We set ambitious goals for ourselves
- ✓ We strive to achieve our goals consistently to the highest possible quality standard, getting the basics right every time
- ✓ We have a positive outlook
- ✓ We deliver what we promise
- ✓ We work hard to solve problems if things go wrong and make them right
- ✓ We take responsibility for our own performance and for bringing our values to life

"We are committed to excellence in everything we do, striving to be one of the best acute trusts in the country."

Working Together

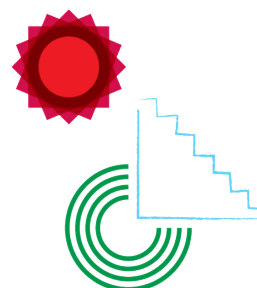
- ✓ We are friendly, welcoming, courteous and caring
- ✓ We act fairly and compassionately
- ✓ We are open, honest and candid with others
- ✓ We trust other people as individuals and respond to their needs
- ✓ We respect others' privacy and rights
- ✓ We listen and ensure we understand
- ✓ We encourage and support colleagues
- ✓ We work as part of one team with colleagues within and outside the Trust in support of patient needs

"We are working together as one team dedicated to meeting patient needs."

Facing The Future

- ✓ We challenge poor performance in others and expect to be challenged if our own performance is poor
- ✓ We are open to developing ourselves and to constructive feedback
- ✓ We change things for the better
- ✓ We make best use of public money by being as efficient as possible
- ✓ We engage with others to improve how things are done
- ✓ We speak up if things could be done in a better way
- ✓ We see change as an opportunity not as a problem

"We are facing the future, continuously improving our performance and adapting services"



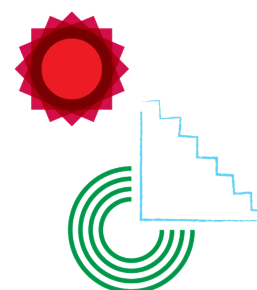
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- The new organisation was restructured and new leadership appointments made. Values-based expectations of leaders were set out in on-boarding interviews. Leaders are expected to role model the values, challenge behaviour that does not meet these standards, make staff engagement a priority and be visible, approachable and effective communicators

| Leading Staff At Frimley Health EMPOWER people to live the values | | | | | | |
|---|--|---|---|--|---|---|
| As a Leader At Frimley I Will: | | | | | | |
| E Engagement | M Motivation | P Performance | O Ownership | W Well-Being | E Encouragement | R Recognition |
| 1 Be visible and available to the team 2 Be a positive role model and actively promote the Trust's Values 3 Be flexible in my approach and adapt my leadership style to work effectively with all staff 4 Inspire my staff so that they feel they work 'for' Frimley Health rather than 'at' Frimley Health 5 Engage with other teams - Intranet, external and with the local community 6 Look outside my area of work for information and ideas that could bring about continuous improvement | 1 Inspire staff to go the extra mile for the Trust by encouraging a climate of high expectations in which everyone looks for ways for service deliver to be even better 2 Communicate a clear picture of the Trust's future and how my staff fit into that future 3 Describe future changes in a way that motivates and inspires staff, patients and the public 4 Lead my team to deliver a fully joined-up service 5 Stretch myself and my team so that we embrace new challenges and achieve ambitious targets | 1 Nurture and develop staff by providing opportunities to gain wider skills, knowledge and experience 2 Set clear standards of behaviour that ensure tasks are achieved in line with the Trust's values 3 Hold regular, constructive appraisals including SMART objectives relevant to Trust, department and development objectives 4 Have frequent, open and honest conversations with my staff about their performance 5 Hold my staff to account and act quickly to manage poor performance or unacceptable behaviour in a fair and consistent way | 1 Support individuals and my team to take responsibility for their performance and results 2 Specify and prioritise what is expected of individuals and my team 3 Encourage my team to anticipate customers' future needs 4 Support my staff to feel empowered to develop their own solutions to improve services 5 Hold regular team meetings to ensure everyone is kept informed and feels part of the team | 1 Demonstrate that the health and well-being of my team are important to me 2 Create the conditions that help my team provide mutual care and support 3 Provide a caring and safe environment to enable staff to develop resilience and to achieve a good work/life balance 4 Bring new members of staff on board 5 Notice any negative and unsettling emotions in my team and act to put the situation right 6 Understand the unique qualities and needs of my team and treat them as individuals in a fair and consistent way | 1 Give regular and constructive feedback and direction 2 Ask for feedback from my team 3 Encourage my team to learn from each other 4 Actively invite input, ideas and contributions from my team in order to shape future plans 5 Encourage my team to put themselves in other people's shoes 6 Encourage my team to look at problems from a different perspective and to learn from mistakes 7 Encourage my team to work collaboratively with other teams | 1 Recognise and actively appreciate each person's unique perspective and experience 2 Actively look for opportunities to recognise and celebrate success 3 Praise good practice and encourage initiative 4 Give recognition for extra effort 5 Constantly look out for opportunities to reward high standards |

- In November 2014, a Code of Conduct for Leaders (EMPOWER) was launched to help embed the values and emphasise the Trust's expectations of leaders. This code was made available to all staff in order to allow them to raise questions with managers when these behaviours were not being lived
- The Trust's values were articulated in a refreshed customer care programme in April 2015 with a recommendation that all employees attend
- In February 2015, a refreshed Leadership Development Strategy was launched. Leadership programmes are based on principles of collective

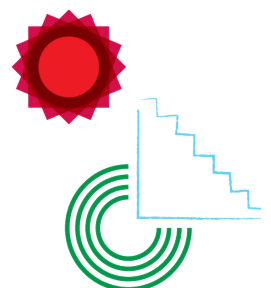


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leadership, fostering engaging leadership styles (coaching, facilitation, collaboration) and Team Based Working (West and Markiewicz <http://www.astonod.com/team-tools/aston-team-journey/>) as levers for culture change, innovation, improvement and high performance

- In March 2015, a Listening into Action approach was implemented involving the Chief Executive leading staff conversations to address barriers to effective patient care. Using community conversations to listen to staff, and in many cases finding solutions to challenges from those working most closely with patients
- Corporate and local recognition systems are in place recognising demonstration of the values and other factors such as long service. A 'Thank You' scheme was launched to encourage managers to thank staff for their contribution and effort.



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The importance of recognition

Quarterly pulse staff surveys show a marked improvement for engagement at Wexham Park Hospital. In June 2014 40% of staff recommended the hospital as a place to work. In March 2016, this had increased to 63%. In June 2014, 45% of staff recommended the hospital as a place to receive treatment. In March 2016, this had increased to 77%.

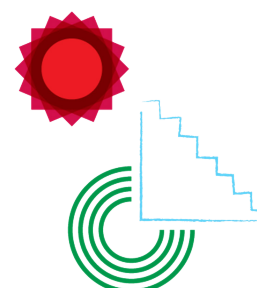
The annual NHS Staff Survey 2015 and 2016 indicated that staff engagement was in the top 20% when benchmarked against all acute trusts (Wexham Park had been in the bottom 20%).

Turnover of staff reduced from 15.4% in January 2015 to 14.6% one year later. Sickness rates reduced from 3.3% to 2.96%.

Wexham Park Hospital has achieved all its performance standards consistently over the past year. 95% of patients now recommend Wexham Park as a place to have treatment. Complaints have reduced by approximately 50% compared with a year ago.

The Care Quality Commission inspected Wexham Park Hospital in October 2015 and gave it a Good rating overall, a rating received by only 1 in 4 hospitals.

| | Safe | Effective | Caring | Responsive | Well-led | Overall |
|--|------|-----------|-------------|-------------|-------------|-------------|
| Urgent and emergency services | Good | Good | Good | Outstanding | Outstanding | Outstanding |
| Medical care | Good | Good | Good | Good | Good | Good |
| Surgery | Good | Good | Good | Good | Outstanding | Good |
| Critical care | Good | Good | Outstanding | Good | Outstanding | Outstanding |
| Maternity and gynaecology | Good | Good | Good | Good | Good | Good |
| Services for children and young people | Good | Good | Good | Good | Good | Good |
| End of life care | Good | Good | Good | Good | Good | Good |
| Outpatients and diagnostic imaging | Good | Not rated | Good | Good | Good | Good |
| Overall | Good | Good | Good | Good | Outstanding | Good |



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Their report noted that “staff said the culture had improved markedly and was much more open at all levels with an incident reporting culture that provided opportunities for continual learning. The workforce were positive and ambitious, felt valued and able to put excellent patient care and experience at the heart of their work. The staff were aware of a clear vision and set of values and behaviours and that action was taken to tackle staff who did not demonstrate the values expected. Staff said that senior leaders were visible on the wards and engaged with the front line. They felt listened to and feedback was acted upon.”

During the inspection, patients gave positive feedback that staff were enthusiastic, professional and considerate, going the extra mile to ensure patients received the care they would want their own families to receive.

