

Cover page	
Meeting	Trust Board
Paper Title	Patient Story – Communication and Organisational Culture
Date of meeting	1 st August 2019
Date paper was written	July 2019
Responsible Director	Barbara Beal: Interim Director of Nursing, Midwifery and Quality Victoria Rankin: Workforce
Author	Paula Dabbs: Head of OD and Workforce Transformation Ruth Smith: Lead for Patient Experience
Executive Summary	
<p>The Trust is committed to listening and acting upon patients experiences of the services we provide. Patient stories are identified as an important resource to obtain feedback, gain an understanding, learn from experiences and support improvement and innovation.</p> <p>Whilst it is recognised that an individual patient story is not representative of all patient healthcare experiences, each story is valid as it does reflect the individual’s experience.</p> <p>This patient story is presented as a short film which has been shared by a patient’s son following the hospital admission and subsequent death of his mother earlier this year. The story is shared from the son’s perspective using his own words to describe his experience.</p> <p>The Board are invited to watch the film in which the patient’s son shares the account of his experience within the Trust, note the learning and recommendations which have been taken from this and approve the course of action which is being taken to drive forward improvements.</p>	
Previously considered by	

The Board is asked to:			
<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input type="checkbox"/> Note	<input checked="" type="checkbox"/> Take Assurance
To formally receive and discuss a report and approve its recommendations or a particular course of action	To discuss, in depth, noting the implications for the Board or Trust without formally approving it	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

Link to CQC domain:				
<input type="checkbox"/> Safe	<input type="checkbox"/> Effective	<input checked="" type="checkbox"/> Caring	<input checked="" type="checkbox"/> Responsive	<input checked="" type="checkbox"/> Well-led

Link to strategic	<i>Select the strategic objective which this paper supports</i>
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objective(s)	<input type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare <input checked="" type="checkbox"/> SAFEST AND kindest Our patients and staff will tell us they feel safe and received kind care <input type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities <input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions <input checked="" type="checkbox"/> OUR PEOPLE Creating a great place to work
Link to Board Assurance Framework risk(s)	<p>We need real engagement with our community to ensure that patients are at the centre of everything we do (CRR 1186)</p> <p>We need positive staff engagement to create a culture of continuous improvement (CRR 423)</p> <p>We need to have sufficient, competent and capable Directors to deliver the Trust's agenda. (CRR 1558)</p>

Equality Impact Assessment	<input checked="" type="radio"/> Stage 1 only (no negative impact identified) <input type="radio"/> Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)
Freedom of Information Act (2000) status	<input checked="" type="radio"/> This document is for full publication <input type="radio"/> This document includes FOIA exempt information <input type="radio"/> This whole document is exempt under the FOIA
Financial assessment	<p>Whilst there is no direct financial impact associated with the paper, the cost associated with the delivery of improvements will be through investment in the workforce. Enabling key stakeholders to attend leadership training to provide them with a range of both behavioural and skills development which can be used within everyday practice will be pivotal in driving the changes required .</p>

Main Paper

Situation

This patient story is presented as a short film which has been shared by a patient's son following the hospital admission and subsequent death of his mother earlier this year.

Whilst some aspects of the treatment and care she received were good, there were areas where the family felt let down due to their experience of poor communication and organisational culture.

The patient's son has shared his experience and observations with the Trust to enable his feedback to be used positively in the support of organisational change.

Background

A culture can be shaped through expectations, experiences, beliefs, shared attitudes, written and unwritten rules which have been established over time. The culture of an organisation can impact upon its performance, quality of service, safety, staff attendance and patient satisfaction.

Organisational culture is unique to every organisation and is recognised as one of the hardest things to change. Values, behaviors and a shared vision shape an organisations culture.

SaTH Trust values were developed through engagement and involvement of staff and patients. They represent the behaviours and attitudes which we expect each member each of staff to display whilst at work. Throughout the Trust 99% of respondents through our staff survey know the Trust values, however only 55% of which see these values lived, or in other words experience the behaviors that demonstrate our values.

Staff need to be empowered and supported in challenging poor attitudes and behaviors which do not reflect the Trust values. It is important that all staff understand and recognise when behaviour should both be challenged and rewarded, to ensure that observations of positive actions and kindness are also acknowledged and celebrated.

Work is already underway to address the improvements required. The establishment of a new senior leadership team also offers the opportunity both to revisit and set new expectations on behavioural standards.

Assessment

Everyone has a role to play in helping to shape the standards and behaviour which we expect of ourselves and colleagues. Through working together with a common vision teams can work together to achieve shared goals, make effective decisions and keep staff engaged and motivated when they face challenges.

Staff need to be equipped with the skills required to change attitudes and behaviour and empowered to drive a cultural change. Some of our current work which supports some of the suggestions within the patient story include:

- Recognition
 - Annual Values In Practice (VIP) ceremony with 300 celebrants across a number of different

awards categories

- Monthly VIP winners, Trust Chairman visits the celebrants within their workplace and takes time to understand and learn from their nomination success
- Learning from Excellence
- Blowing your Trumpet- communication celebrating staff achievements
- Culture of openness
 - Increased the number of freedom to Speak up Guardians to enhance cover at PRH. These are supported by a network of 20 advocates.
 - The peer to peer volunteer service is a listening service for staff who need a confidential ear. They act as a sounding bar or a point of triage for staff to access
 - Talk Safe- 'Just saying for safety' pilot in scheduled care
 - Bimonthly pulse surveys to all staff
- Leadership development
 - Refocused offer on getting our basics right
 - Emotional intelligence days
 - Resilience- building resilience as individuals and teams. Includes a master class with 200 attendees
 - Team based working
 - Coaching skills
 - ThinKoN- solution focused thinking
- Our Values
 - Values based conversations
 - Purposeful conversations
 - Coaching and mentoring
- Wellbeing
 - Increased focus on mental wellbeing
 - Implementing an employee assistance programme

The Trust has a responsibility to acknowledge further steps which can be taken to guide and support staff in dealing with situations to promote an open and honest culture and improve the patient and carer experience.

Cultural change is possible however, it is not something that changes overnight. A long term commitment to investment in leadership development is essential.

Next steps:

- Our revised People and Organisational development strategy will come to Workforce Committee and then Board in October 2019. This will clearly articulate our broader people offer.
- The story will be shared wider within the Trust to raise awareness and subsequent learning with our workforce.

Recommendation

The Board is asked to receive this patient story, note the work being undertaken and approve the continued investment in providing our workforce with the skills they need to deliver this change.

Developing leaders by supporting staff throughout the organisation in appropriately challenging attitudes and beliefs which are not patient focused or do not reflect the Trust values will help us to become a kinder organisation.

