

**TRUST BOARD – 22 DECEMBER 2014**

**UHL Organisational Development Quarterly Update Report**

<b>DIRECTOR:</b>	Kate Bradley, Director of Human Resources
<b>AUTHOR:</b>	Bina Kotecha, Assistant Director of Learning and Organisational Development
<b>DATE:</b>	22 December 2014
<b>PURPOSE:</b>	<b>(concise description of the purpose, including any recommendations)</b> This report highlights progress with implementing the Trust's Organisational Development Plan specifically focusing on 'Live our Values' and 'Improve Two-Way Engagement and Empower our People' work streams. We have also set out progress with creating an 'Organisational Health Dashboard' ensuring alignment with the Trust's Organisational Development Plan in monitoring the impact of delivery.
<b>PREVIOUSLY CONSIDERED BY:</b>	N/A
<b>Objective(s) to which issue relates *</b>	<input type="checkbox"/> 1. Safe, high quality, patient-centred healthcare <input type="checkbox"/> 2. An effective, joined up emergency care system <input type="checkbox"/> 3. Responsive services which people choose to use (secondary, specialised and tertiary care) <input type="checkbox"/> 4. Integrated care in partnership with others (secondary, specialised and tertiary care) <input type="checkbox"/> 5. Enhanced reputation in research, innovation and clinical education <input checked="" type="checkbox"/> 6. Delivering services through a caring, professional, passionate and valued workforce <input type="checkbox"/> 7. A clinically and financially sustainable NHS Foundation Trust <input type="checkbox"/> 8. Enabled by excellent IM&T
<b>Please explain any Patient and Public Involvement actions taken or to be taken in relation to this matter:</b>	Patient representative involvement ensured in all key development activity
<b>Please explain the results of any Equality Impact assessment undertaken in relation to this matter:</b>	Priorities have been assessed against the nine protected characteristics under the Equality Act 2010.
<b>Organisational Risk Register/ Board Assurance Framework *</b>	<input type="checkbox"/> Organisational Risk Register <input checked="" type="checkbox"/> Board Assurance Framework <input type="checkbox"/> Not Featured
<b>ACTION REQUIRED *</b>	
For decision <input type="checkbox"/>	For assurance <input checked="" type="checkbox"/>
	For information <input type="checkbox"/>

- ♦ We treat people how we would like to be treated
- ♦ We do what we say we are going to do
- ♦ We focus on what matters most
- ♦ We are one team and we are best when we work together
- ♦ We are passionate and creative in our work

\* tick applicable box

## UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

**REPORT TO:** Trust Board

**REPORT FROM:** Kate Bradley, Director of Human Resources

**DATE:** 22 December 2014

**SUBJECT:** Organisational Development Plan Update

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### 1. Introduction

To deliver our vision of 'Caring at its Best' and to facilitate the necessary change we have set out an ambitious Organisational Development (OD) Plan for UHL, as previously reported to the Trust Board in June 2014. Our priorities are led through five substantial work streams:-



These work streams have been aligned to UHL values, vision and strategic objectives particularly our objective to support the development of a professional, passionate and valued workforce.

This report highlights progress with implementing the Trust's Organisational Development Plan specifically focusing on 'Live our Values' and 'Improve Two-Way Engagement and Empower our People' work streams.

We have also set out progress with creating an 'Organisational Health Dashboard' ensuring alignment with the Trust's Organisational Development Plan in monitoring the impact of delivery. The Trust's Organisational Health Dashboard will be reviewed by the Trust's Executive Workforce Board at quarterly intervals.

We have attached our latest Learning into Action Newsletter (December Edition) to update the Trust Board on a range of our impressive 'Learning into Action' successes and events including our Caring at its best and Leadership award winners, our apprenticeship showcase, salary maxing benefits and well-being initiatives.

## **2. Living our Values Work Stream**

In this section we have set out progress with implementing the 'Live our Values' priorities of the Trust's Organisational Development Plan:-

### **2.1 Values Based Recruitment**

The values based questions for consultant recruitment have been launched and we have received positive feedback. From January 2015 the presentation title used in consultant interviews will be announced during the interview process rather than in advance. Plans are currently underway to commence Stakeholder Focus Groups as part of the interview process in order to provide more opportunities to assess 'team fit' involving key colleagues. Ongoing discussions are taking place to bring in Assessment Centres for recruitment into key positions and enable the assessment of behaviors and values.

A generic values based question is now included in the Standard Application Form on NHS Jobs 2 and this is currently being evaluated.

Recruitment and selection training has been revised to promote values throughout the process and the training has been updated to reflect the new national NHS Employers Values Based Interview Toolkit.

### **2.2 Caring at its best Awards Ceremony**

On 25 September 2014, over 500 staff including members of the Trust Board gathered at the Athena for our Caring at its best 2014 Awards Evening. An overall winner in each award category, as well as a Volunteer of the Year, was selected by our external judges from the finalists of the quarterly awards and announced during the event.

This year's award ceremony was hosted by the Chief Executive and opened with an inspirational video, created by our Communication Team to showcase the great work of our staff who go above and beyond expectations to show strength, pride and Caring at its best.

### **2.3 Accountability into Action Development Programme**

Influential leadership is a key attribute that will support our leaders to deliver Caring at its best. In addition, to underpin the Trust Values some key behaviours have been identified as crucial to success these include our staff having the confidence, motivation and ability to speak up effectively and for our staff to have the ability to hold people to account for their behaviour whilst building relationships.

To support our staff to develop these essential skills and behaviours, as set out in the Organisational Development Plan and subsequent Leadership into Action Strategy (presented to the Board in September 14), we will be commissioning a sustainable, evidence based, development initiative for our leadership community at UHL. This development will be presented to the Executive Workforce Board on the 23 December 2014 and agreement reached on initial pilot activity.

Accountability into Action is a sustainable development initiative which consists of three essential components as listed below and set out in Appendix 1:-

- 1) Crucial Influencer
- 2) Crucial Conversations
- 3.) Crucial Accountability

Each component will be delivered internally at UHL by Graham Rob Associates the sole provider of Vital Smarts within the UK.

### **3. Improving Two-Way Engagement and Empower our People Work Stream**

In this section we have set out progress with implementing the 'Improve Two-Way Engagement and Empower our People' priorities of the Trust's Organisational Development Plan:-

#### **3.1 Listening into Action (LiA)**

**Classic LiA:** Wave 3 Pioneering teams celebrated their achievements at the November Pass It On event. A further 12 Pioneering Teams commenced in Wave 4 in November 2014. A Pass It On Newsletter has been distributed with the December wage slips to share success stories.

**Thematic LiA:** A LiA Administration and Clerical Leads Event is scheduled to take place on 29 January to provide an overview of process, key resources and develop Corporate and Clinical Management Group specific plans. Clinical Management Groups and Directorates have nominated leads to take this work stream forward and attend the event.

**Management of Change LiA:** Human Resources continue to support Management of Change (MoC) impacting on 25 or more staff as required. LiA is being utilised to support roll out of EDRM with 3 events held during October to November 2014 for Administration and Clerical staff, in recognition of the significant impact this may have on their roles and duties.

**Enabling LiA:** A series of LiA Events have been held with Alliance Staff in September 2014 led by the Chief Executive and Alliance Interim Director. In addition, a LLR Clinical Summit to respond to and engage with staff on the Mortality Review Report was held in October 2014 using the LiA approach.

**Nursing into Action (NiA):** Three sets of 14 teams have commenced since July 2014. There is high demand from ward Managers to get involved with places full until September 2015. Each team holds a listening event specifically on improving quality of care and patient experience, undertakes a pulse check for the team and turns ideas and suggestions into tangible actions. A bespoke Pass It On event for Nursing into Action is currently being planned for April 2015.

#### **3.2 Mutuals in Health Pathfinder Programme**

As reported previously to the Trust Board, we are one of 9 Trusts nationally to be selected to participate in the "Mutuals in Health Pathfinder Programme". National milestones have been set for each Pathfinder Trust. Resources are available from the Cabinet Office / Department of Health to procure expert support and eight external agencies have expressed an interest in working with UHL. Intention to award letters for the Mutuals in Health Pathfinder Programme have been issued.

The provider that was successful in securing a contract with UHL is Hempsons. Hempsons bring a wealth of experience and bid across a number of Lots however we were their number

one preferred Trust. They scored particularly strongly in all sections of their bid and therefore we are confident that we will be working with a strong team who understand the needs of our Trust. Hempsons will also be partnering with Norfolk and Norwich University Hospital NHS Trust.

A Mutuals in Health Programme Board has been established and the first meeting of this Board will take place on 16 December 2014. In addition to the UHL wide approach being explored as part of the Pathfinder programme, two local integrated teams i.e. Elective Orthopaedics and Orthopaedic Theatres, have been identified to take part within the UHL approach with specific focus on the development of autonomous, incentivised teams on a pilot basis.

A further more detailed report on the Mutuals in Health Pathfinder Programme will be presented to the Trust Board in January 2015 by the Chief Executive.

### **3.3 Medical Engagement**

The Clinical Senate hosted on the 21st November focused on Medical leadership and medical leaders continue to access Medical Leaders development. The UHL Clinical Senate hosted a UHL 'Yule Meet' Event on the 5th December 2014 with Consultants, Clinical Commissioning Groups and General Practitioners.

The Doctors in Training Committee (DiTC) continue to develop with cross specialty representation. Committee members are involved in Trust wide projects including the Executive Quality Board, ePMA, Medical Optimisation Group and the Odames Library Project Board. A Development Day was held in November for the members. Development of the DiTC has been presented at the National Patient Safety Congress and at the Royal Society of Medicine meeting. A DiTC website has been developed and is accessible at <http://insite.xuhl-tr.nhs.uk/homepage/clinical/clinical-education/doctors-in-training-committee>

## **4. Measuring the Impact of our actions - Organisational Health Dashboard**

This report provides an update on progress made in the development of an Organisation Health Dashboard. The Organisational Health Dashboard will provide Trust level information and has been designed to provide Directorates and Clinical Management Groups (CMG) the ability to drill down into the information.

The Organisational Health Dashboard will link directly to the five Organisational Development (OD) work streams confirmed by the Executive Workforce Board and Trust Board in June 2014. The Organisational Health Dashboard tracks a variety of measures as shown in Appendix 2a. Performance can be tracked over a selected quarter or month, as shown in Appendix 2b. Performance for a single measure can be tracked over time, as shown in Appendix 2c for Appraisal Performance.

## **5. Recommendations**

The Trust Board is asked to comment on key organisational development activity specific to 'Live our Values' and 'Improve Two-Way Engagement and Empower our People' work streams.

The Trust Board is also asked to note progress with creating an 'Organisational Health Dashboard' ensuring alignment with the Trust's Organisational Development Plan in monitoring the impact of delivery.

## Appendix 1 – Accountability into Action Development Programme



Listening into Action  
Leadership into Action

Grahame Robb Associates Ltd  
Learning & Development

University Hospitals of Leicester NHS  
Caring at its best

# Accountability into Action

*Releasing the potential of individuals, teams and organisations*



Listening into Action  
Leadership into Action

Grahame Robb Associates Ltd  
Learning & Development

University Hospitals of Leicester NHS  
Caring at its best

## Presentation Overview

- **UHL Context** - *Delivering Caring at its best*
- **Why Grahame Robb Associates**
  - Experience
  - Case Studies
  - Reference
- **Introduction to the Programmes**
  - Course outlines
  - Alignment with UHL Values
- **Proposed Solution**
  - Four Key Stages
  - Investment
- **Summary and Next Steps**

One team shared values



University Hospitals of Leicester NHS Trust  
*Caring at its best*

## UHL Context - *delivering caring at its best*

A key attribute in support of UHL's strategic objective is:

- Influential leadership

Behaviours identified as crucial to achieving UHL's Vision:

- People having the confidence, motivation and ability to speak up effectively
- People being held accountable for their behaviour whilst building relationships

Build on UHL approach to system wide improvement:

- Integrated into the Trust's Quality Improvement Programme

Safe, high quality, patient-centred healthcare

One team shared values

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*Caring at its best*

## Why Grahame Rob Associates?

- 25 years of experience within Learning and Development
- Specialising in Leadership Development, Organisational Strategy and Vision Implementation
- Exclusive UK and Republic of Ireland licensee for VitalSmarts
- Global training provider

[Click here to visit the GRA website](#)

[Click here to meet the GRA Trainers who will lead the pilot](#)

One team shared values

Listening into Action  
Leadership into Action

University Hospitals of Leicester NHS  
NHS  
Caring at its best

## References

<p><b>Dallas Housing Authority</b>, a US-based non-profit organisation,</p> <ul style="list-style-type: none"> <li>eliminated boundaries between departments</li> <li>increased accountability around poor performance and disrespectful behaviour, through the introduction of Crucial Accountability</li> </ul>	<p><b>Newmont Mining</b></p> <ul style="list-style-type: none"> <li>reduced serious accidents on a global scale by 73% within 2 years by applying the Influencer model</li> </ul>	<p><b>Utilising the Influencer principles</b>, a Trust</p> <ul style="list-style-type: none"> <li>reduced absenteeism from 5% to 3% within 3 years, this represented a saving of £1million.</li> </ul>	<p><b>Through Influencer an NHS Trust</b></p> <ul style="list-style-type: none"> <li>reduced grade 3 and 4 pressure ulcers to 0% over 12 months.</li> </ul>
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One team shared values

Listening into Action  
Leadership into Action

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Caring at its best

## Course Overviews

<p><b>influencer</b></p> <p><b>The New Science of Leading Change</b></p> <ul style="list-style-type: none"> <li>Proven strategies to drive rapid and sustainable behaviour change</li> <li>Learn to identify and counteract the hidden forces underlying persistent and resistant organisational challenges</li> </ul>	<p><b>Find Vital Behaviours</b> Diagnose Personal Motivation Personal Ability Social Motivation Social Ability Structural Motivation Structural Ability Become an Influencer</p>
<p><b>crucial conversations</b></p> <p><b>Tools for Talking When Stakes are High</b></p> <ul style="list-style-type: none"> <li>Develop skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics</li> <li>Learn how to speak up and be heard as well as encouraging others to do the same</li> </ul>	<p><b>Get Unstuck</b> Start With Heart Master My Stories State My Path Learn to Look Make It Safe Explore Others' Paths Move to Action</p>
<p><b>crucial accountability</b></p> <p><b>Tools for Resolving Violated Expectations, Broken Commitments and Bad Behaviour</b></p> <ul style="list-style-type: none"> <li>A step-by-step process for enhancing accountability, improving performance, and ensuring execution</li> <li>By learning how to talk about violated expectations in a way that solves problems while improving relationships, you'll improve individual, team, and organisational effectiveness.</li> </ul>	<p><b>Describe the Gap</b> Diagnose Make It Easy Make It Motivating Move to Action</p>


One team shared values



## Vision and Values

<b>influencer</b>	<b>crucial conversations<sup>®</sup></b>	<b>crucial accountability<sup>®</sup></b>
<p><b>Live Our Values:</b></p> <ul style="list-style-type: none"> <li>• We treat people the way we would like to be treated</li> <li>• We focus on what matters most</li> <li>• We are one team and we work best when we work together</li> <li>• We are passionate and creative in our work</li> </ul> <p><b>Strengthen Leadership</b> – A tool to support 'Leadership into Action'</p> <p><b>Enhance Workplace Learning</b> – Improve quality and access to development</p> <p><b>Quality Improvement and Innovation</b> – A tool to support UHL continuing to be creative and innovative.</p>	<p><b>Live Our Values:</b></p> <ul style="list-style-type: none"> <li>• We treat people the way we would like to be treated</li> <li>• We focus on what matters most</li> <li>• We are one team and we are best when we work together</li> <li>• We are passionate and creative in our work</li> </ul> <p><b>Improve Two-way Engagement and Empower Our People</b> – A vehicle for engaging and empowering staff, while supporting 'Listening into Action'</p> <p><b>Strengthen Leadership</b> – Improve local communication</p> <p><b>Quality Improvement and Innovation</b> – Support innovation focused on patients, safety and efficiency</p>	<p><b>Live Our Values:</b></p> <ul style="list-style-type: none"> <li>• We treat people the way we would like to be treated</li> <li>• We do what we say we are going to do</li> <li>• We are one team and we are best when we work together</li> <li>• We are passionate and creative in our work</li> </ul> <p><b>Improve Two-way Engagement and Empower Our People</b> – Focus on Clinical Engagement and a shift in emphasis towards autonomy, responsibility and accountability</p> <p><b>Strengthen Leadership</b> – Provide coaching and mentoring as well as 360 degree feedback</p> <p><b>Enhance Workplace Learning</b> – All staff receive a valuable and productive appraisal</p>

Listening into Action  
Leadership into Action



University Hospitals of Leicester NHS  
1995 trust

## Proposed Approach

### Stage 1 – Pilot Programmes

GRA Master Trainers deliver pilot programme. Based on UHL's objectives:

1. Influencer as the initial pilot
2. followed by Crucial Conversations
3. and Crucial Accountability

### Stage 2 – Internal Certification

UHL Trainers to attend a further 2-day trainer certification programme:

1. Influencer
2. and Crucial Conversations
3. Online - Crucial Accountability

### Stage 3 – Continued Delivery


- Co-Facilitation with GRA trainers to introduce initial training into UHL
- Internal delivery of the programmes to small groups from UHL certified trainers
- Better Care Together partners to share resources and expertise for sustainable delivery.

### Stage 4 – Measuring Success

Integrating Crucial Conversations and Crucial Accountability into UHL's 'Leadership into Action' approach will provide an opportunity to discuss success stories

'Impact Cloud' and feedback forms will be used to gauge the impact of training when delegates return to the workplace.

One team shared values



# Investment

## Pilot Programme

Pilot	Duration	Master Trainer Delivery (£2,300* per day)	Training Materials	Maximum Delegates
Influencer	2 days	£4,600	£160** per person	25
Crucial Conversations	2 days	£4,600	£160** per person	25
Crucial Accountability***	1 day	£2,300	£120** per person	25

\*This is a discounted rate from the standard Master Training delivery rate of £2,350+VAT

\*\*Discounts are available for bulk orders of training materials

\*\*\*The 1-day Crucial Accountability programme is specifically for graduates of the 2 day Crucial Conversations course

## Internal Certification for UHL Organisational Development Leads

Pilot	Duration	Cost of Master Trainer (£2,300 per day)	Cost of Trainer Guide	Maximum Delegates
Influencer	2 days	£4,600	£100 per person	12
Crucial Conversations	2 days	£4,600	£100 per person	12

One team shared values



## Next Steps

- ✓ Present programme to Senior Teams during December 2014
- ✓ CEO / Senior Leader to nominate delegates by end Jan 15 (25 places on pilot programme)
- ✓ **Stage 1, Pilot Programmes:**



<b>Influencer</b>	2 days - April/May 2015
<b>Crucial Conversations</b>	2 days - May/June 2015
<b>Crucial Accountability</b>	1 day - July 2015

- ✓ **Stage 2.** Develop UHL Trainers (between 6-8 trainers) from May to July 2015
- ✓ **Stage 3.** Co-facilitated delivery across UHL from September 15
- ✓ **Stage 4.** Measure impact and sustain learning
- ✓ Partnership working locally across LLR and with South West Yorkshire Partnership NHS Foundation Trust & Rotherham Clinical Commissioning Group

## Appendix 2a – Home Page of the Organisational Health Dashboard



University Hospitals of Leicester **NHS**  
NHS Trust  
*Caring at its best*

Organisational health at UHL - Creating the right culture and conditions today for high performance tomorrow. Creating a culture of engagement which promotes openness, trust and conditions which enable continuous learning and improvement to ensure we deliver Caring at its best...

### Quarterly Report

Currently Displaying: Q2 2014/2015

### Monthly Report

Currently Displaying: October 2014

To change the Quarter or Month use the dropdown box located in cell M1.

## ORGANISATIONAL DEVELOPMENT PLAN - workstreams

### Live our values

#### Caring at its best nominations

Number of staff nominated for Caring at its best awards - No RAG currently set.

### Improve two way Engagement & Empower our people

#### Number of LiA Listening Events

(waiting for commentary)

#### FFT Staff - How likely are you to recommend as a place of care or treatment?

% staff scoring positive (Extremely likely or Likely) to recommend UHL to Friends & Family. No RAG currently set.

#### FFT Staff - How likely are you to recommend as a place of work?

% staff scoring positive (Extremely likely or Likely) to recommend UHL as a place of work to Friends & Family. No RAG currently set.

#### Exit Interviews

Development programme to commence February 2015

### Strengthen our leadership

#### Mentoring/Coaching/Buddying Utilisation

(waiting for commentary)

#### Medical Consultant Contribution to Education/Leadership

Number of Programmed Activities (blocks of 4 hours) dedicated to educational activity and leadership. Only available Quarterly.

### Enhance workplace development & learning

#### Appraisal Performance

Percentage of eligible staff who have had an appraisal in the last 12 months.

#### Local Induction

Percentage of staff recorded local induction completion

#### Corporate Induction

Percentage of staff recorded corporate induction completion

#### Sickness Absence

Percentage of staff off sick

#### Statutory & Mandatory Training

Percentage of staff currently trained and compliant with their Statutory and Mandatory Training

#### Turnover (12 months)

Percentage of leavers against average headcount. Calculated on a rolling 12 month basis.

#### Turnover (6 months)

Number of leavers within 6 months. Calculated on a rolling 6 month basis.

#### Training Utilisation

(waiting for commentary)

#### Apprenticeships

Number of apprentices

#### Revalidation

(waiting for commentary)

#### Medical Education

(waiting for commentary)

#### AHP, Nursing & Midwifery Education

(waiting for commentary)

#### Assistant Practitioners

Development programme to commence March 2015

### Quality Improvement and Innovation

#### Consultant Job Plans (Submitted & Approved)

No. of Consultants & SAS grade doctors that have an agreed job plan approved by the Consistency Committee on the Trust's choice of electronic system.

### Key

Data not available



No data to present



No RAG rating



Red RAG



Amber RAG



Green RAG



Increase from Previous Month / Quarter



Decrease from Previous Month / Quarter



No change from Previous Month / Quarter



## Appendix 2b – Monthly performance – October 2014, Organisational Health Dashboard

ORGANISATIONAL HEALTH DASHBOARD:      October      2014      [Back to home page](#)

OD PLAN - workstreams	LIVE OUR VALUES	IMPROVE TWO WAY ENGAGEMENT & EMPOWER OUR PEOPLE				STRENGTHEN LEADERSHIP		ENHANCE WORKPLACE DEVELOPMENT & LEARNING												QUALITY IMPROVEMENT AND INNOVATION		
		Caring at its best nominations	Number of LIA Listening Events	FFT Staff - Place of care or treatment	FFT Staff -Place to Work	Exit Interviews	Mentoring/Coaching/Buddying Utilisation	Medical Consultant Contribution to Education/Leadership	Appraisal Performance	Local Induction	Corporate Induction	Sickness Absence	Statutory & Mandatory Training	Turnover (12 Months)	Turnover (6 months)	Training Utilisation	Apprenticeships	Revalidation	Medical Education		AHP, Nursing & Midwifery Education	Assistant Practitioners
<b>GREEN THRESHOLD</b>	TBC	TBC	TBC	TBC	TBC	TBC	TBC	>= 95%	>= 95%	<= 95.0%	<= 3.5%	>= 90%	< 10.5%	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
<b>RED THRESHOLD</b>	TBC	TBC	TBC	TBC	TBC	TBC	TBC	< 90%	< 95%	>= 95%	> 4.0%	< 85%	> 12.5%	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC

UHL TRUST LEVEL	↑ 38	7			Development Programme to commence February 2015	13		↑ 92%	↑ 33%	↓ 91%	↑ 4.4%		↑ 10.5%	108	↓ 295	↓ 0	↑ 88%		Under Development	Development Programme to commence March 2015	-
ALLIANCE	↔ 0	-				-		↔ 100%	↔ 0%	↔ 100%	↑ 5.2%	87%		14	↔ 0	↔ 0	-				-
UHL TRUST LEVEL (INCL. ALLIANCE)	↑ 38	7				13		↑ 92%	↑ 32%	↓ 91%	↑ 4.5%	86%	↑ 10.5%	122	↓ 295	↓ 0	↑ 88%				-
CHUGGS	↑ 9	-				1		↑ 95%	↓ 25%	↔ 100%	↓ 4.3%	83%	↑ 8.1%	14	↑ 43	↔ 0					-
CSI	↑ 4	-				2		↑ 94%	↑ 45%	↑ 97%	↑ 4.3%	89%	↑ 9.9%	16	↓ 50	↓ 0					-
EMERGENCY & SPECIALIST MEDICINE	↑ 4	2				-		↓ 92%	↑ 33%	↓ 90%	↑ 4.4%	83%	↓ 11.5%	29	↑ 24	↓ 0					-
ITAPS	↔ 3	2				2		↑ 94%	↑ 100%	↔ 100%	↑ 5.4%	89%	↑ 9.1%	5	↓ 19	↓ 0					-
MSK & SPECIALIST SURGERY	↔ 5	-				3		↑ 97%	↓ 11%	↓ 50%	↓ 4.0%	85%	↑ 8.2%	6	↓ 37	↓ 0					-
RENAL, RESPIRATORY & CARDIAC	↑ 4	1				2		↓ 93%	↓ 29%	↑ 100%	↑ 5.1%	87%	↑ 7.7%	13	↓ 44	↔ 0					-
WOMEN'S & CHILDRENS	↔ 6	1				1		↓ 88%	↓ 13%	↓ 91%	↑ 4.5%	85%	↑ 13.3%	12	↓ 30	↓ 0					-
CORPORATE	↔ 3	1			2		↓ 86%	↑ 44%	↓ 78%	↑ 3.7%	86%	↑ 17.2%	13	↑ 48	↓ 0			-			

**Appendix 2c –Appraisal Performance, Organisational Health Dashboard**

ORGANISATIONAL HEALTH DASHBOARD	ENHANCED WORKPLACE DEVELOPMENT & LEARNING	Appraisal Performance	<a href="#">Back to home page</a>
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	GREEN THRESHOLD >= 95%			RED THRESHOLD < 90%														
	Apr	May	June	Q1	July	Aug	Sept	Q2	Oct	Nov	Dec	Q3	Jan	Feb	Mar	Q4		
UHL TRUST LEVEL	91.8%	↓ 91%	↓ 91%	↑ 91%	↓ 90%	↓ 89%	↑ 90%	↓ 90%	↑ 92%	↑ 92%		-						
ALLIANCE	100.0%	↔ 100%	↔ 100%	↑ 100%	↔ 100%	↔ 100%	↔ 100%	↔ 100%	↔ 100%	↓ 94%		-						
UHL TRUST LEVEL (INCL. ALLIANCE)	91.8%	↓ 91%	↓ 91%	↑ 91%	↓ 90%	↓ 89%	↑ 90%	↓ 90%	↑ 92%	↑ 93%		-						

CHUGGS	88.6%	↓ 88%	↑ 88%	↑ 88%	↓ 87%	↓ 86%	↑ 88%	↓ 87%	↑ 95%	↑ 95%		-				
CSI	94.6%	↓ 94%	↑ 95%	↑ 94%	↓ 93%	↑ 93%	↓ 91%	↓ 92%	↑ 94%	↑ 95%		-				
EMERGENCY & SPECIALIST MEDICINE	90.9%	↓ 91%	↓ 89%	↑ 90%	↑ 89%	↓ 89%	↑ 92%	↑ 90%	↓ 92%	↓ 90%		-				
ITAPS	91.6%	↓ 88%	↑ 90%	↑ 90%	↑ 93%	↓ 83%	↓ 83%	↓ 86%	↑ 94%	↑ 96%		-				
MSK & SPECIALIST SURGERY	95.9%	↓ 95%	↓ 91%	↑ 94%	↑ 93%	↓ 89%	↓ 88%	↓ 90%	↑ 97%	↓ 96%		-				
RENAL, RESPIRATORY & CARDIAC	90.7%	↑ 91%	↑ 92%	↑ 91%	↑ 93%	↑ 94%	↑ 95%	↑ 94%	↓ 93%	↓ 91%		-				
WOMEN'S & CHILDRENS	91.3%	↓ 91%	↓ 90%	↑ 91%	↓ 86%	↓ 86%	↑ 90%	↓ 87%	↓ 88%	↑ 90%		-				
CORPORATE	90.0%	↓ 89%	↓ 86%	↑ 89%	↓ 84%	↓ 80%	↑ 87%	↓ 84%	↓ 86%	↑ 91%		-				

CHUGGS	Bone Marrow Transplantation	-	-	-	-	-	-	-	-	-		-				
	Clinical Oncology	95.0%	↑ 96%	↑ 99%	↑ 97%	↓ 98%	↓ 94%	↑ 97%	↓ 97%	↑ 100%	↔ 100%		-			
	Endoscopy	90.9%	↓ 89%	↑ 91%	↑ 90%	↓ 88%	↑ 90%	↓ 89%	↓ 89%	↑ 95%	↑ 98%		-			
	Gastroenterology	97.3%	↑ 100%	↓ 86%	↑ 94%	↓ 81%	↓ 72%	↑ 97%	↓ 83%	↑ 98%	↑ 100%		-			
	General Surgery	85.6%	↓ 83%	↑ 84%	↑ 84%	↓ 83%	↓ 82%	↑ 83%	↓ 83%	↑ 92%	↓ 92%		-			
	Haematology	92.4%	↑ 94%	↔ 94%	↑ 93%	↓ 91%	↑ 93%	↓ 89%	↓ 91%	↑ 97%	↑ 98%		-			
	Hepatology	-	-	-	-	-	-	-	-	-	-		-			
	Medical Oncology	-	-	-	-	-	-	-	-	-	-		-			
	Paediatric Haemophilia	-	-	-	-	-	-	-	-	-	-		-			
	Palliative Medicine	-	-	-	-	-	-	-	-	-	-		-			
Urology	85.5%	↑ 88%	↓ 86%	↑ 87%	↑ 89%	↓ 85%	↑ 89%	↑ 88%	↑ 97%	↑ 98%		-				



# Learning into Action Newsletter

## Our future depends on it

### Dear colleagues

2nd Edition, Dec 14

Once again this newsletter highlights the enormous number of exciting events and initiatives going on across the organisation and how linking with external partners helps to improve learning, recruitment and benefits to all our staff across UHL.

We have celebrated and recognised many achievements and successes over recent months including our **'Caring at its Best Annual Award Winners'** and regional **'Leadership and Recognition Award Winners'**. It has been great to hear of the successes and achievements of our young apprentices at our recent **'Apprenticeship Showcase Event'** and celebrate the difference they make to the Trust.

We have also successfully piloted the **'Graduate Internship Programme'** as well new exciting projects and initiatives from **Health & Well Being** and **Salary Maxing** schemes.

The Learning and Organisational Development and Listening into Action Teams have been shortlisted for the **'Learning Team of the Year'** category in the 2015 Learning Awards. The awards are hosted by the Learning and Performance Institute (LPI), the UK's leading Institute for workplace learning professionals, are an annual celebration of outstanding achievement, best practice and excellence in corporate learning and performance. The team have been recognised for all their successes around improving and enhancing learning at UHL. They will be joined by Dell, Virgin Holidays and Metro Bank, in the final which is being held at The Dorchester, Park Lane, London on 5<sup>th</sup> February 2015. We wish them the very best of luck in winning the award.

*On behalf of the Trust Board, I would like to send season's greetings to you and your families and best wishes for a happy and prosperous 2015. I would like to encourage you to keep learning as I am sure you will agree when you read this newsletter that learning really counts!*

*John  
Adler  
Chief  
Executive*



## Apprenticeship Showcase Celebrating apprenticeships in LLR!



### Apprenticeship Stories: Learner, Employer & Provider Views in Leicester

Health Education East Midlands Workforce Team (HEEM Leicestershire) in conjunction with University Hospital Leicester and Leicester Partnership Trust hosted the first Apprenticeship Showcase Event at The Big Shed, on Friday 28<sup>th</sup> November 2015.

The showcase raised the profile of apprenticeships across the region and brought together a wide range of organisations in one place where people obtained a wealth of information about the benefits of apprenticeships in practice, as well as demonstrating the diversity and range of Apprenticeships in just a couple of hours.

The main feature of the apprenticeship showcase was a presentation from Kate Bradley, Director of Human Resources, summarising progress over a number of years. Also there was an opportunity for participants to meet some of our existing UHL Apprentices and appointing managers and listen to and learn about their personal experiences and journeys:-



Kate Bradley

UHL apprentice Asif Mohemmed said *"I was pleased to have chosen the vocational training route instead of going to university, my experience has given me a sense of loyalty to UHL. By doing the apprenticeship it has made it possible for me to become Clinic Co-ordinator in Children's. I have been able to get stuck in and do things while learning from some really great, experienced people."*

Keira Wall (Apprentice Cardiographer) said *"Doing the apprenticeship has been the best thing I have ever done, it has given me the confidence and knowledge to pursue a career in the health service"*.

Rachel Williams (Senior Service Manager) is really passionate and supportive of apprentices, Rachel has employed 7 of her apprentices into substantive posts and she has a further 4 in training at the moment. Rachel explained that *"Apprenticeships are an attractive way of recruiting and training the next generation of workers. It has given us a route to engage and inspire young people who can learn from our ageing workforce, so we are breeding our own workers."*

**For more information, visit [www.apprenticeships.org.uk](http://www.apprenticeships.org.uk)**



# Congratulations

The East Midlands  
Leadership Academy  
*Inclusive Leadership for a Purpose*

## LEICESTER DOCTOR CROWNED *'Innovator of the Year'*



**Dr Rakesh Patel, Honorary Specialist Registrar in Nephrology at Leicester's Hospitals and NIHR Academic Clinical Lecturer in Medical Education for the University of Leicester, has won the East Midlands Leadership Academy's 'NHS Innovator of the Year' award.**

The NHS Leadership Recognition Awards 2014 celebrate leaders at all levels and across all professions who have ultimately improved people's health, the public's experience of the NHS and those leaders others are truly proud to work alongside.

NHS Leaders from across the East Midlands came together on the 20th November at Leicester's King Power Stadium to celebrate the winners of this year's NHS Recognition Awards.

Rakesh will now be considered by a panel of national judges and will be up against peers from across the country all hoping to be crowned national winner of their categories at the London ceremony in March 2015.

Director of the East Midlands Leadership Academy, Paul O'Neill said, "A fantastic night was had by all and I'm delighted that Rakesh Patel walked away as Innovator of the Year. I'll look forward to supporting him at the national award ceremony next year and think he has a real chance of walking away with a national prize."

The NHS Innovator of the year category focuses on individuals who put quality improvement at the heart of what they do to transform patient care. Rakesh's nomination focused on a project he led to improve the training of junior doctors.

Over the past two years Dr Patel has been working in partnership with Health Education East Midlands (HEEM) on the ePIFFany (Prescribing Insight for the Future) project. The aim of ePIFFany is to improve the prescribing performance and safety behaviours of junior doctors, while also creating a strong ethic for learning within the workplace. ePIFFany provides an innovative, multifaceted, 'just-in time' educational approach, personalised to the needs of junior doctors. ePIFFany was associated with approximately 500 bed days saved from potential avoidable harm. Length of stay for patients on wards that implemented ePIFFany well reduced by one day. The potential cost avoided from medication errors during ePIFFany was more than £300,000.

Almost 150 nominations were received in total from a spread of organisations which included those in both primary and secondary care as well as those from other parts of the health and social care sector

*Other UHL nominees on the night were:*

**Julia Todd** shortlisted for Emerging Leader Category

**Joan Morrissey** shortlisted for Patient Champion Award

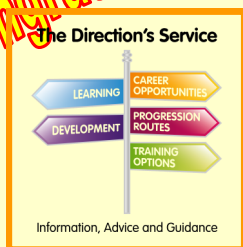
**John Adler and Karamjit Singh** shortlisted for NHS Board / Governing Body of the Year



Dr Rakesh Patel receiving his award

# Congratulations

# Congratulations



## THE DIRECTIONS SERVICE

Confidential information, advice and guidance available to all UHL staff

*The Directions Service has again successfully been awarded the MATRIX Quality Standard which we have held for over 9 years.*



*The team would like to thank all our learners and learning partners for their tremendous support in maintaining this recognised quality mark. We offer a free confidential, impartial provision that can access many resources to offer information, advice and guidance to staff on a range of development and career progression routes*

- \* Our expert service offers you the opportunity to discuss the career and development options available.
- \* Enables you to make informed choices about learning opportunities.
- \* Our impartial service will signpost you to the most relevant and appropriate source of information, advice or guidance.

## Can we help you!

Telephone: LGH 0116 258 4288, GH 0116 250 2488 or LRI 0116 258 5397

Email: [thedirectionsservice@uhl-tr.nhs.uk](mailto:thedirectionsservice@uhl-tr.nhs.uk)

Well done



# Congratulations





## 2014 Annual Awards Ceremony


On 25 September 2014, over 500 staff, volunteers and supporters of Leicester's Hospitals gathered at The Athena for our Caring at its Best Awards 2014. An overall winner in each award category, as well as a Volunteer of the Year, selected by our external judges from the finalists of the quarterly awards were announced at the ceremony. This year's awards ceremony, hosted by John Adler, was opened with an inspirational video, created by the communications team, to showcase the fantastic work of our staff who go above and beyond to show strength, pride and Caring at its Best!


 **We do what we says we are going to do**  
**WINNER: Paul Harrison,**  
 Material Management Assessment, LRI


 **We are passionate and creative in our work**  
**WINNER: Mr Javed Uddin,**  
 ENT Consultation Surgeon, LRI

 **We treat people how we wish to be treated**  
**WINNER: Sue Bell,**  
 Senior Cardiology Sister, GH

 **We focus on what matters most**  
**WINNER: Rebecca Brennan,** Acting Deputy  
 Sister, Cancer & Haem LRI

 **We are one team and we work best when we work together**  
**Leicester and Loughborough Renal Community Team**


 **Caring at its Best Award**  
**WINNER: Laura Coulson,** Midwife, LRI

 **Volunteer of the Year Award**  
**WINNER: Brian Ashley**  
 Highly Commended: June Miles


  
**Caring at its best Awards**  
 If you would like to nominate an individual or team for one of the Awards then please visit The Caring at its Best Awards page in Insite


You can see lots more about the event, a short film of the evening and the Everybody Counts Video by visiting the Caring at its Best page on Insite  
[Link to Caring at its Best](#)

Link to the Everybody Counts short videos are also on INsite  
[Link to Everybody Counts](#)



Congratulations to Lesley Crawley, HR Trainer, who has successfully graduated after completing her two year DTTLs course, (Diploma To Teach In the Life Long Learning Sector). Lesley said *"that although the studying was challenging at times it was all worthwhile. I would like to thank all my colleagues for their support and encouragement."*



 **U**HLs Core Training Lead, Ed Thurlow, recently organised the 8th Zombie Festival, attended by hundreds of horror film fans. The event held at the Phoenix Cinema in Leicester City centre saw the undead rise to stalk the earth again.





## 'Innovation in Learning'

Last year, the University Hospitals of Leicester in partnership with Health Education East Midlands and De Montfort University, launched a successful pilot for an internship programme. The aim of this scheme was to both give new graduates invaluable work experience to support their transition from university to work and give an insight into the wealth of non clinical opportunities available in the NHS. UHL benefited from the range of transferable skills on offer and the opportunity to apply these skills to the delivery of a tangible project.

New graduates from these universities successfully competed for paid short placements (six months) which involved a variety of projects from developing the Route to Recruit System in Recruitment Services to supporting the theatre productivity scheme. Throughout this programme the interns received a development programme which was delivered via the University of Leicester and included an introduction to the NHS and understanding public sector management. The interns were also supported by a series of action learning sets. The programme evaluated very well and some of the interns have joined us in longer term appointments.

Having engaged with last year's learners we have developed and improved the scheme and this year we are hosting five placements once again. Our interns joined us in October to support programmes of work in such areas as information and the emergency department. We hope to continue to improve and expand the scheme and use our learning as a basis for developing a local graduate training scheme.

### Amritpal Chohan, Project Support Officer, tells her story:

*"Following graduating in Psychology from the University of Leicester, I joined the internship scheme in September 2013 as an Intern in the Improvement & Transformation team. The 6 months that ensued was a crash course in all things NHS and UHL with a focus on how to implement change in an Acute Trust. During this time I was given the opportunity to get involved with a variety of significant projects and trusted with real responsibility. This was an extremely steep learning curve but I had incredible support from the Improvement team, my Line Manager and Mentors - and 1 year and 3 months on I'm still here! "*

*"Prior to this scheme I hadn't considered the NHS as a place I could build my career. I knew very little about the work that went on behind the front line and the vast array of opportunities available. Through this scheme, UHL have provided a doorway for Graduates to gain invaluable experience and exposure in jumpstarting their career in a variety of functions at the local level; increasing the accessibility for development into Public Sector Healthcare leadership. I'm excited to see where this journey takes me next."*



## WIDER WORKFORCE DEVELOPMENT FUNDING (WWD)

### **Are you aware that there are still funds remaining in our 2014/15 WWD Funding allocation?**

Applications are welcome for this funding to support training and development and all bands 1 to 4 are eligible. Accredited courses funded previously included vocational qualifications such as QCF and Apprenticeships in Clinical Healthcare Support, Healthcare Support Services, Business Administration, Customer Service, ILM courses (Institute of Leadership and Management), 7300 Introduction to Trainer Skills, ESOL (English for Speakers of Other Languages), ECDL (European Computer Driving Licence) and Functional Skills in Maths or English.

We are now inviting applications for **both accredited and non-accredited programmes**.

Applications should be completed and submitted before end of December 2014 for consideration.

For further details on the application process please contact: **Ballie Dhinsa, HR Training & Development Administrator, (WWD) Tel 0116 258 2488 or email bajinder.dhinsa@uhl-tr.nhs.uk**



# 'SALARY MAXING' SCHEMES



## LATEST UPDATES

It's been all go for the 'HR Systems and Payroll – Operations and Projects' plus 'Salary Maxing' teams since the last newsletter, all focussed on enhancing your experience of staff benefits!

### Total Reward Statements have arrived!



The 14<sup>th</sup> October saw the launch of **Total Reward Statements ('TRS')** for UHL Staff! Statements include a personalised summary that shows details of your full employment package throughout the year including

- ◆ Basic pay
- ◆ Allowances
- ◆ Pension benefits (for NHS Pension Scheme members only)
- ◆ Details of your Salary Exchange schemes such as 'UHL's Childcare Voucher Scheme', 'Salary Maxing' Car Scheme, 'Salary Maxing' Take IT Home Scheme, 'Park and Save' 'Salary Maxing' for Accommodation, etc.

Visit [InSite/TotalRewardStatements](http://InSite/TotalRewardStatements) for more information

### 'Salary Maxing' Benefits Portal

Our 'Salary Maxing' Benefits Portal is the first place to visit for all our 'Salary Maxing' schemes. We're working hard to make things even easier for you by enabling Total Reward Statements ('TRS') to launch from the portal. We're also working on some really exciting integration with some of our other schemes so they can be accessed through the portal – watch out for our launch announcements!

### 'Salary Maxing' Car Scheme—Winter Driving Tips!

With the wintery weather starting now look out for the 'Salary Maxing' Car Scheme's winter driving tips on InSite over the coming months, all designed to keep you safe!



### 'Salary Maxing' Car Scheme – Have you spotted our electric vehicle?

Lots of people have spotted our 'Salary Maxing' – Electric Vehicle, have you? It's been seen in Leicester, Leicestershire, Nottingham and Derbyshire by avid spotters! It's done thousands of miles enabling colleagues to test drive our car which hasn't consumed a drop of petrol as it's 100% electric. Watch out for feedback in the next newsletter.

VISIT OUR INSITE PAGES :

[InSite/SalaryMaxing](http://InSite/SalaryMaxing)

### 'Salary Maxing' Car Scheme—provides new Car Parking Permit holders for UHL staff!

The Trust's 'Salary Maxing' team secured external sponsorship to provide thousands of brand new Car Parking Permit holders for staff all at no cost to the NHS or staff! These have been well received so staff can ensure they have a modern secure way to hold their Staff Parking Permit.

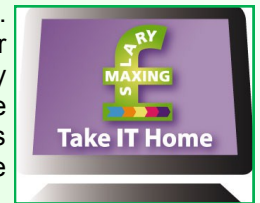


### 'Salary Maxing' Cycles Scheme

Lots of colleagues are now cycling and keeping fit thanks to the 'Salary Maxing' Cycles Scheme. The scheme ran during the summer and it was a roaring success!

### 'Salary Maxing' Take IT Home – A raving success!

October saw our 'Salary Maxing' Take IT Home scheme take orders from lots of colleagues all benefiting from the latest technology for use at home. We even had access in late October to the latest iPads just released by Apple. We then extended the scheme opening by a couple of days to enable colleagues to celebrate their arrival!



### 'Salary Maxing' - at the Trust's Annual Public Meeting

At the Trust's Annual Public Meeting the 'Salary Maxing' stand were busy with members of the public and colleagues visiting to see our exclusive range of employee benefits!

Picture shows one of the many visitors, Kate Bradley – Director of Human Resources visiting the 'Salary Maxing' stall staffed by Glenis and Laura from the 'HR Systems and Payroll – Operations and Projects' Team.





As a UHL employee you can access WellBeing@Work activities and Events—meet new people, get healthy and have fun!

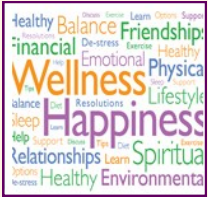


For more information go to the Well Being@Work pages on Insite, contact your local Well Being Champion (a list of Champions can be found on Insite) or contact Marcella Burgess at [Wellbeing@uhl-tr.nhs.uk](mailto:Wellbeing@uhl-tr.nhs.uk)



**Well-being discussion group**

Amica Staff Counselling recently launched its first pilot Wellbeing Group at the LRI. The purpose of the group was to provide a welcoming safe environment to discuss wellbeing, top tips for mental health and other relevant topics. The group was supportive and attendees evaluated the session positively and stated that they valued being able to take time out and talk with like minded individuals. The group is delivered by the experienced supportive Amica counselling team and Amica looks forward to further groups in the future.



Click the link to find out more [Well Being](#)

**Statutory & Mandatory TRAINING UHL**  
 Excellence in Training  
 Excellence in Care

Ed Thurlow, the Core Training Lead for UHL, has 2 big secrets... One is that the Trust will become 95% compliant in its Mandatory & Statutory Training by 31<sup>st</sup> March, 2015 and the other is that he is the Director of the UKs longest running Zombie Festival... (see page 3) Although his obsession with all things horrific is not work related, hoping we will reach 95% compliance is! The Mandatory & Statutory Training levels in the Trust are still heading onwards and upwards, from 40% in July 2013, the Trust now stands at a whopping 87%, but there is still a way to go until March next year and the target of 95%.

In summary, please complete as much training as you can before the end of the year. Just turn your required training to green and, if nothing else, it will simply stop the flow of email you receive. If you have any questions please email 'Zombie' Ed Thurlow at [Edward.Thurlow@uhl-tr.nhs.uk](mailto:Edward.Thurlow@uhl-tr.nhs.uk)

**Leadership into Action Strategy (2014-16)**

A key objective of the UHL Organisational Development Plan (OD) (2014-16) is to 'Strengthen Leadership' and as a result the Learning and Organisational Development Team held a LiA event to establish how to take this forward. As a direct result of the feedback from the listening event and a strong evidence base the Leadership into Action Strategy was co-created and like the OD Plan has 5 key work streams:

**Strengthen Leadership: Implement the 5 work streams of the 'Leadership into Action' Strategy, (2014-16):**

- \* Learn to lead
- \* Feedback to improve
- \* Build shared networks
- \* Harness talent to grow
- \* Cultivate team excellence

The detailed Leadership into Action Strategy can be accessed on Insite. For further information please contact: [Helen Mancini, Organisational Development Specialist](#)





*Coming Soon*

## New Appraisal System for Agenda for Change Staff

*Coming Soon*

The appraisal process plays a critical role in identifying staff contributions to the delivery of Trust objectives, it also provides our staff with clarity about expectations and identifies learning and development needs to support delivery of these expectations and progress towards future career plans.

From April 2015 the appraisal documentation will change for all staff employed on Agenda for Change Terms and Conditions

### **NEW APPRAISAL SYSTEM UPDATE SESSIONS**

To update appraisers / line managers on the changes we will be providing 1.5 hour update sessions from January to March 2015 covering the key elements.

All appraisers must book onto and attend an update session on a mandatory basis.

**Book your place now via <https://www.euhl.nhs.uk/>**  
**(Course Title: Appraiser Update Training 2014/2015)**

or for further information contact

*Sharon Baines, Training and Development Manager,*  
[sharon.baines@uhl-tr.nhs.uk](mailto:sharon.baines@uhl-tr.nhs.uk)

