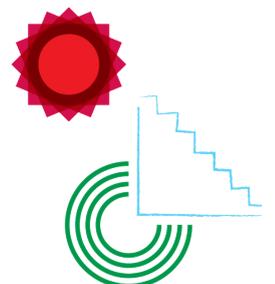


CASE STUDY: NHS

GO ENGAGE – THE WWL WAY HOW EMPLOYEE ENGAGEMENT IMPROVES PATIENTS LIVES

KEY LESSONS FROM THE WWL WAY

- Build the business case linking engagement to a key business metric and get ownership and support from the top.
- Continuous improvement, data led, evidence based approach works for staff engagement
- Act with energy, scale and momentum
- Give staff tools and opportunities to take ownership of their own engagement. This is the key to making sustainable changes.
- Tailored tools and approaches – one size does not fit all
- Get staff to opt in and use social movement to grow organically.
- Have a dedicated engagement resource that provides a neutral place for teams and managers to get support for driving engagement.
- Work in partnership with teams, unions and execs



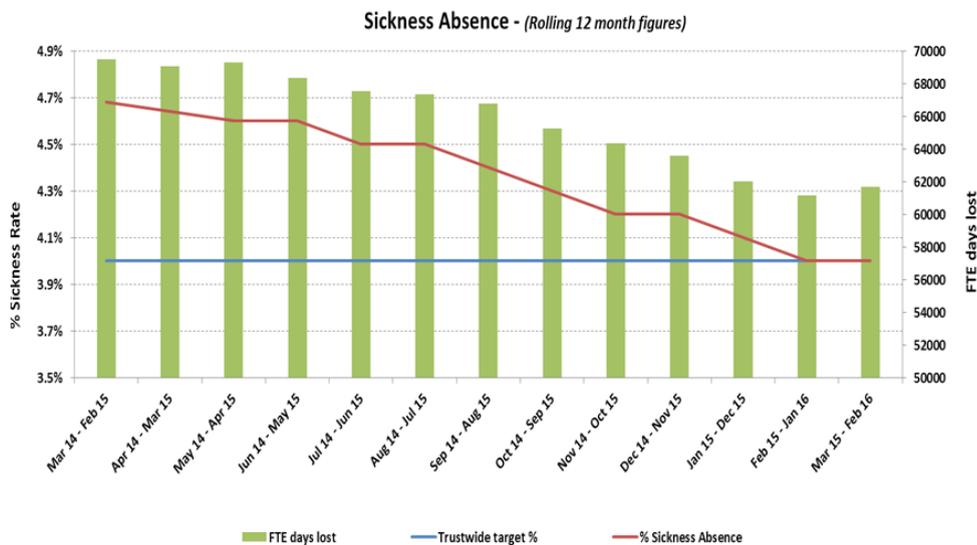
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ACHIEVEMENTS

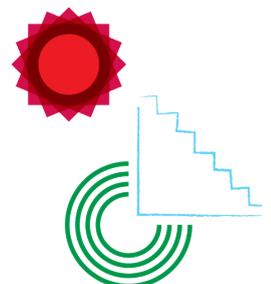
Since 2007 Wrightington, Wigan and Leigh trust have been focused on employee engagement and service transformation projects. What they have achieved is remarkable and this is their story.

- In the period 2007/8 to 2014/15 the trust has reduced Total Serious Harm (TSH) cases by 86%*
*TSH includes deaths, MRSA, serious falls, and serious harm to patients
- In 2014 the trust scored in the top 10% and this was sustained in 2015. In 2011 the Trust ranked in the bottom 20% in the acute sector for overall engagement in the national staff survey.
- Only trust to achieve 95% A&E target for patients being seen within 4 hours in 2015/16
- Reduced sickness rates by 15% (7000 sickness days in 2015/16)
- Reduced percent of patients who felt they had not been treated with dignity and respect from nearly 1 in 4 in 2011 to 1 in 6 in 2015.
- Reduced the percent of patients rating the service at less than 7/10 from 19% in 2011 to 14% in 2015.

Reduction in Sickness



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Our Patient Care Impact

	2007-08	2015-16	% change
HSMR (not rebased)	126	52	-59%
Deaths in Hospital	1,561	1,115	-29%
MRSA	39	0	-100%
C Diff	373	12	-97%
Pressure Ulcers (<grade 2)	26	2	-92%
Serious falls	58	19	-67%
TOTAL HARMS	516	53	-90%

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BACKGROUND

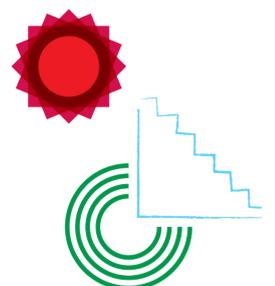
In June 2013 the Wrightington, Wigan and Leigh NHS Foundation Trust recruited a full time occupational psychologist, Nicole Ferguson, as Head of Engagement. Nicole was tasked with moving the staff engagement for the trust from good to great and embedding listening and responding into the culture of the organisation. Nicole is responsible for over 4,500 people operating over three major sites delivering a range of healthcare services to the community.

Before Nicole joined, the trust had a strong need to improve standards of care to patients. They invested heavily in a range of quality improvement and service transformation programmes and by 2011 had started to see measureable improvements in patient care quality. However, the trust also ranked in the bottom 20% of trusts across the UK for staff engagement as measured by the NHS National Staff Survey.

But as Nicole says:

“Many of the quality improvement initiatives had brought measureable improvements in patient outcomes over the previous 3 years but the culture was really poor. We had basically driven people into the ground and we were not bringing our people with us. There was a risk that without good engagement and morale, these improvements would not be sustained.”

A report produced in 2012 by Michael West, Professor of Organisational Psychology at Lancaster University Management School, showed that when staff engagement was right better patient safety and standards of care ensued. The trust felt more could be done to improve patient safety and care quality and knew that boosting staff engagement and the internal culture would deliver sustainable improvements in patient care levels.



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Early on after her start at the Trust, Nicole spent some time talking with staff to gain insight into what was going on:

“When I talked to staff what struck me was that they were very much bought into employee engagement, they wanted to do things but didn’t know what to do or how to do it. They wanted that clear guidance.”

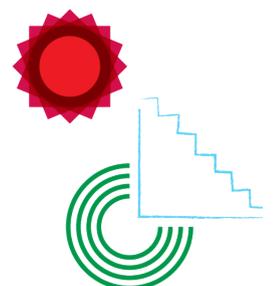
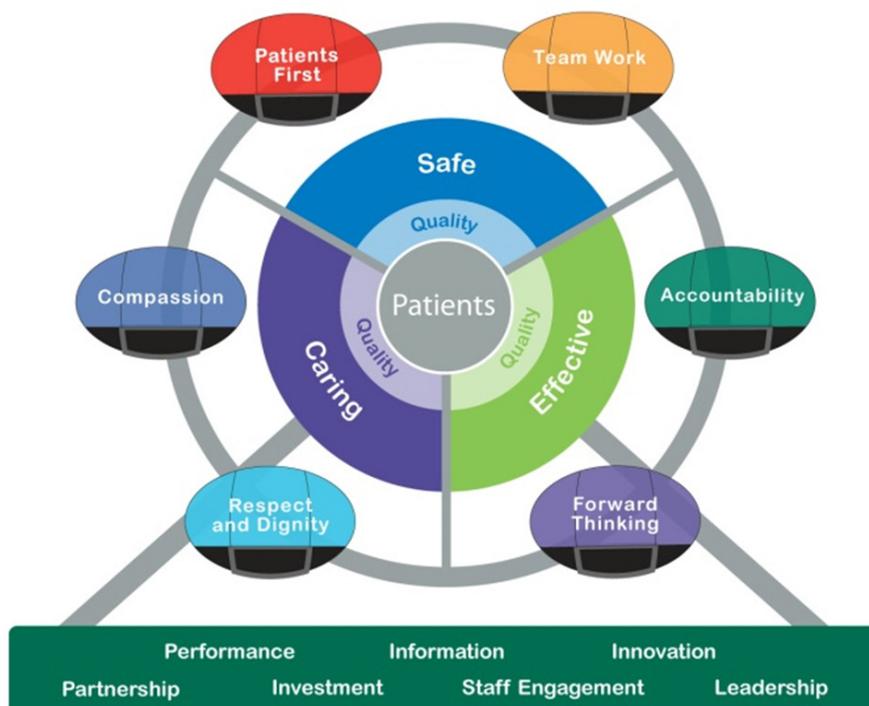
Nicole introduced a science-based approach to identifying the determinants of engagement, a systematic approach to measuring and analysing the employee voice and a range of practical interventions that teams could use to improve engagement and performance. Nicole called this the ‘WWL Way’ and the approach Nicole and her team have developed has been so successful that 8 additional NHS trusts have asked to adopt the programme which they now call “Go Engage” and is supplemented by an IT system they designed called “Xopa”.

USING THE FOUR ENABLERS

1. Strategic Narrative

The trust were aware back in 2008 that they were not where they wanted to be in terms of patient care, engagement and efficiency. The trust developed a clear strategic narrative that set out what they expected from every member of staff which was communicated through a variety of channels and trainings.

The essence of the vision was: **Safe, Caring and Effective.**



Although the trust board were fully behind the importance of staff engagement when the Michael West report was published in 2012 it became very obvious that staff engagement was the key plank in delivering their overall strategy.

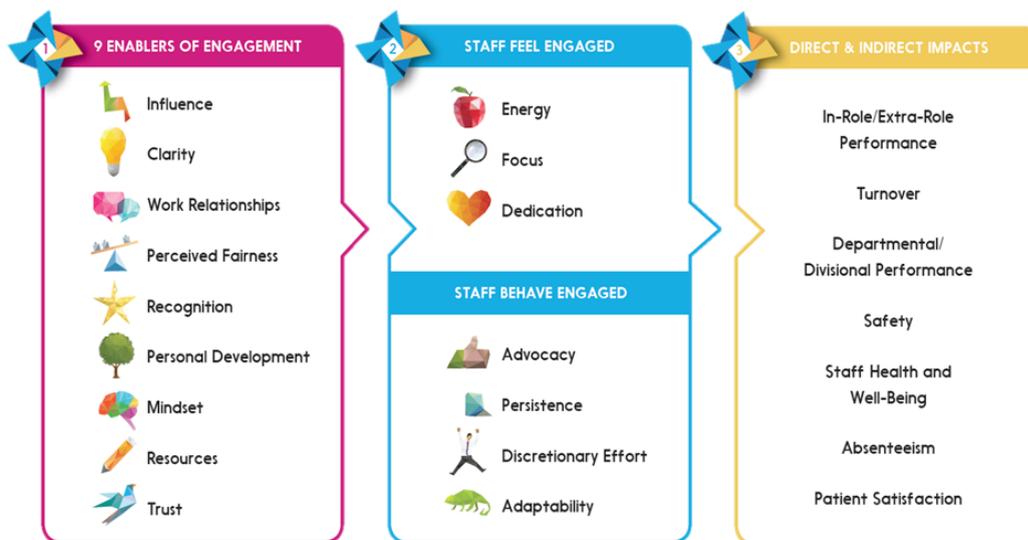
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2. Employee Voice

The hardest challenge facing Nicole was making the leap from good to great. A number of ‘listening events’ had been conducted across the trust but these lacked the frequency and rigour to deliver sustained change. Nicole knew there needed to be an evidence based, systematic approach to capturing and analysing how engaged staff were and what they were feeling. Combining her consulting and academic background Nicole developed the ‘Go Engage’ model:

“I created the model which measured how engaged staff felt, the kind of behaviours you would expect and also what drives the engagement, the cultural enablers. This was the key bit because people wanted to know what kind of things to change to drive engagement.”

Our Staff Engagement Pathway



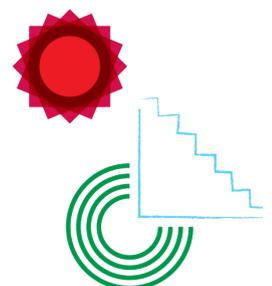
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Questionnaires were then designed around these elements to form the backbone of their staff engagement pulse survey.

Funding was obtained to develop an IT system to deploy and analyse the survey which is conducted every quarter to a representative 25% of the total staff population. The system is called Xopa and results of the pulse surveys are available for review within a week of completion making it timely and actionable.

The survey results can be drilled down into teams and functions and analysed to identify any ‘hot spots’ or potential problem areas. It can also identify trends over time and any significant shifts in culture or engagement over 3-12 months. Tailored plans can be developed to address the specific needs of a team or function recognising the different issues and triggers facing individual teams. One size does not fit all.

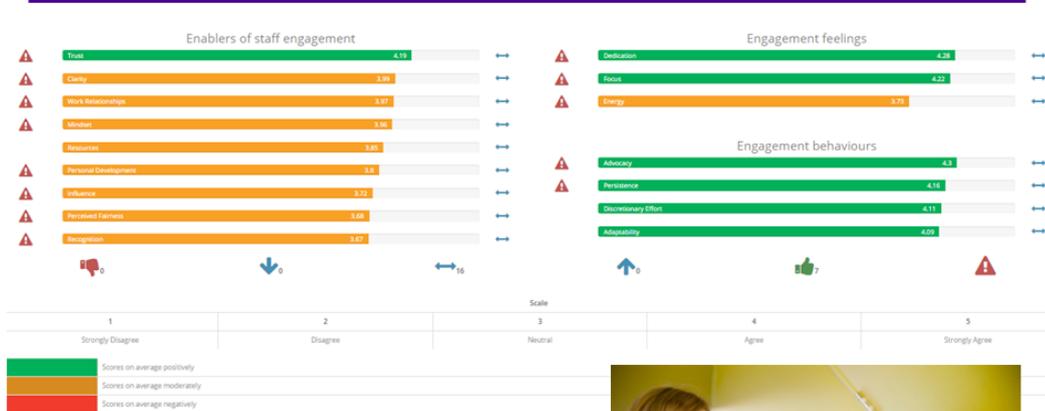
A range of tools and interventions have been designed to help teams and individuals to make positive changes. The whole process is supported by the



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board and executive team and is managed by an engagement steering group who report to the executive team and board.

WWL's Xopa System

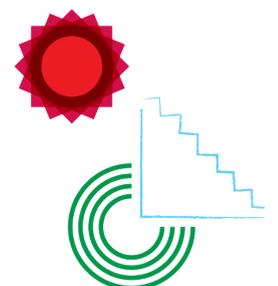
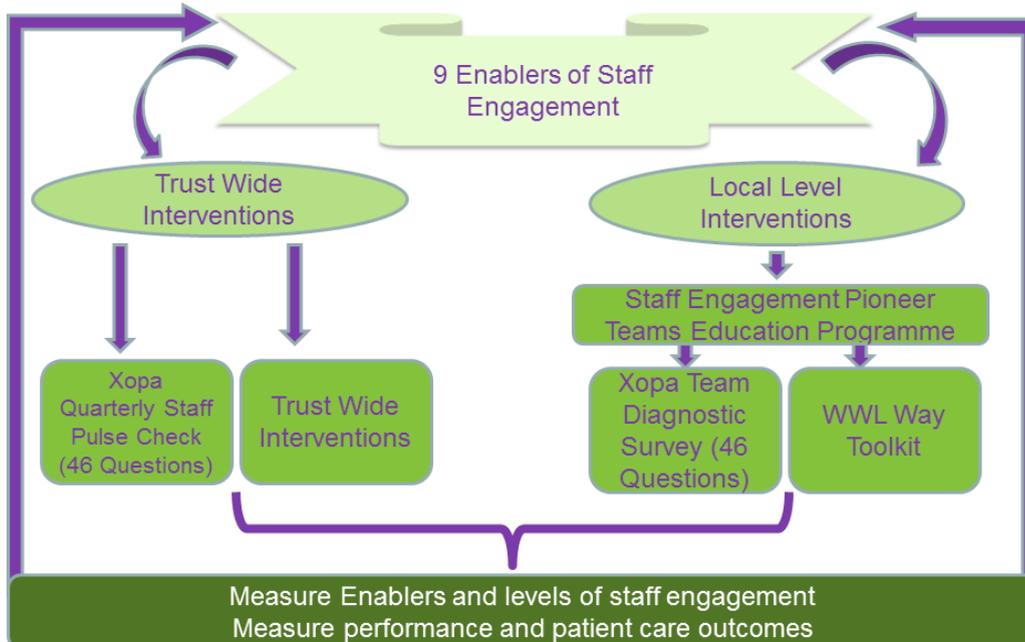


Our Xopa Online Platform

- Sends surveys
- Produces dashboards, themes comments
- Filters by staff group
- Identifies trends and hotspots
- Produces PDF reports



The Go Engage Model



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Addressing recognition

The pulse surveys were showing low scores on staff feeling valued and recognised. Nicole and the team undertook a listening event to explore the reasons why and staff identified that there was no informal way to quickly say thank you to someone who had made a difference to them that day. The staff developed 'Going the extra mile' cards and badges to give to each other when they want to publically say thank you to a colleague. The scheme has been welcomed by staff and has delivered a sustained increase in pulse survey recognition scores.

ORGANISATIONAL INTEGRITY

Listening – Analysing - Responding

An organisations ability to live and breathe the behaviours is reinforced when it develops a capacity to listen and respond to the needs of their staff. The frequency of the Go Engage pulse survey and ability to drill down to identify specific hotspots was particularly helpful in pre-empting a crisis in A&E.

Analysis of staff engagement levels within the A&E team were showing a disturbing trend of high engagement but low energy. The team knew that persistently reported low energy levels were directly correlated to higher sickness levels. It was determined that many A&E staff were approaching burnout. To pre-empt a potential staffing crisis the staff engagement team offered a tailored solution to A&E creating a mindfulness programme and resilience training to help staff positively manage the issues they were facing. As a result of the mindfulness initiative there was a 60% reduction in reported depression, 40% reduction in reported distress and a 15% reduction in the sickness rate.

Driving change from the bottom up – Pioneer Teams

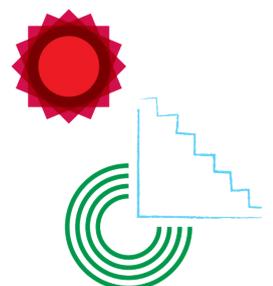
Nicole:

“When I first started there was an expectation that I was going to personally deliver staff engagement to 4,500 people but I’m just one person! If I was going to make the broad impact needed I was going to have to empower them to do it themselves”.

To this end Nicole and team created an opt-in team development programme called Pioneer Teams. Teams that were keen to make improvements applied to join the programme.

“This only works if teams opt in” says Nicole. “We tried putting teams onto it and found it didn’t work because teams were being forced to do it. There wasn’t the buy-in from the team to take part.”

The teams nominated to join the programme start with a 2 day training programme which goes into details about what engagement is all about and how they can make a difference using the tool kit developed.



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As Nicole says:

“In the programme teams start to understand that engagement is multi-faceted and they learn what tools work best to drive the changes they are seeking. Each team has their own needs and it’s really important that they see that and are able to tailor their own programme knowing they are doing the right thing for their team.”

Pioneer Teams Programme Toolkit

Core Tools	Supplementary Tools
<p>Communication Cells <i>Work Relationships, Clarity, Trust</i></p> <p>Listening Events <i>Influence, Recognition, Resources</i></p> <p>Exposure Techniques <i>Mindset, Recognition</i></p> <p>Team Building <i>Work Relationships, Fairness</i></p>	<p>Coaching <i>Personal Development, Work Relationships, Trust</i></p> <p>Building Resilience and Well-Being <i>Mindset, Resources</i></p> <p>Personal Development & Team Strength Inventories <i>Personal Development, Recognition</i></p> <p>Celebrating Successes <i>Recognition, Mindset</i></p>

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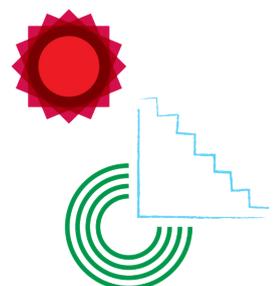
Team engagement levels are surveyed at the beginning and six months later to determine the effectiveness of the programme. Says Nicole:

“With Pioneer teams we’ve seen some great improvements and the feedback has been really positive. But they are also able to sustain it. We’ve given them a helping hand and lots of guidance but they’ve also got the tools now to do it themselves. They can re-survey themselves whenever they want. It’s become part of the way they do things.”

Pioneer Teams has been running for 3 years with over 50 teams undertaking the programme with every team showing improvements in engagement scores. One team managed a 25% increase in staff engagement in six months, the highest yet. The process is powerful because the teams themselves are driving the changes, engagement is not being ‘done’ to them.

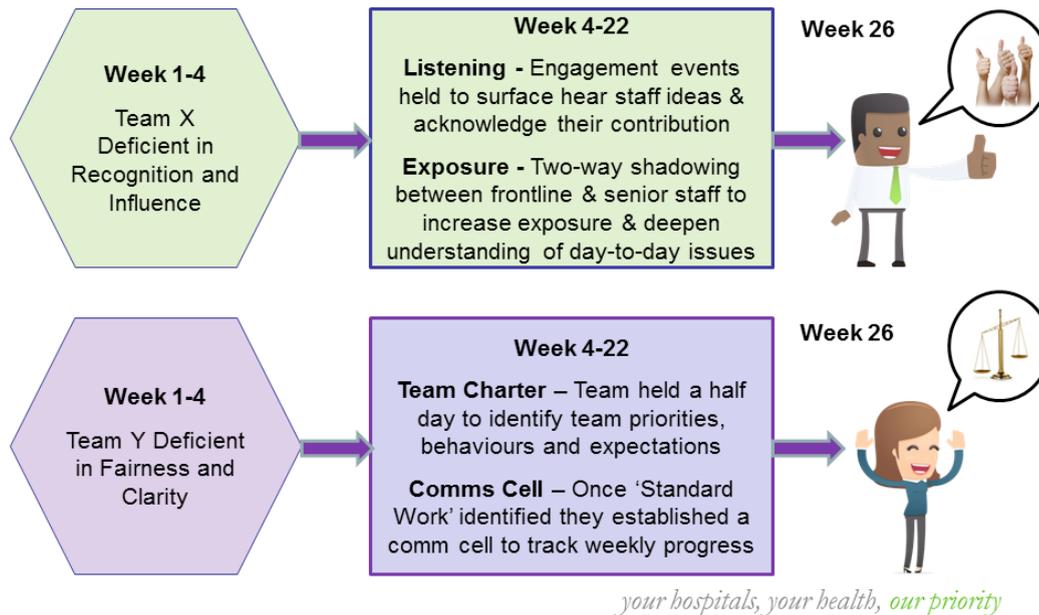
As Nicole mentions:

“The idea behind it was to create a social movement. People would see a success and say ‘we want to do this.’”



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Local Level Engagement Pathways



To tap into the idea of social movement every team who went through the Pioneer Team programme then presented their story to other colleagues at a 'Pass it On' event. The enthusiasm, energy and success relayed at these events, coming from their colleagues rather than managers, has made this programme very popular with some teams having to wait a year before they can attend.

Nicole explains:

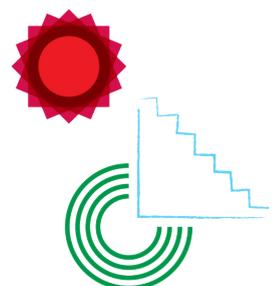
“This isn’t a magic bullet, 20% of teams who apply usually need other help and support in terms of employee relations or leadership development work before they are ready to benefit from the programme. All the teams who apply will go through the programme eventually.”

ENABLING MANAGERS

The trust’s engagement programmes have been designed to be inclusive to managers and staff alike. As Nicole explains:

“We tie employee engagement into all our other organisational and leadership development programmes. Engagement is heavily covered as we are trying to help managers and leaders drive engagement.”

One of the key advantages of the Go Engage system has been detailed diagnostics on individual teams which can be used to develop specific and appropriate interventions to address the underlying issues.



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Having a specific Engagement team provides a safe space for managers to approach asking for help in improving their team engagement scores without it being treated as an HR or performance issue. These discussions can then be used to help managers think about the steps they can take themselves and the resources they can draw upon to bring about the changes they seek. As Nicole goes on to explain:

“We work very closely with unions on staff engagement. They often have an ear to the ground on a lot of issues and this feeds into what we are doing. I think staff see that partnership as well and it’s a safe place to address morale and engagement.”

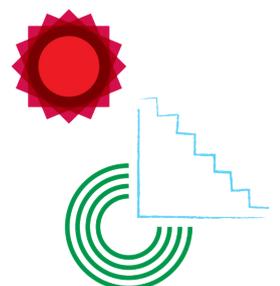
The trust provides a range of leadership and development interventions to help managers including access to coaching, a 360 feedback process and more formal skill training. The Go Engage system can then re-measure the team scores to determine the impact of these interventions.

The approach gives managers the detailed insights into what is going on within their teams and helps them to be more responsive in how they manage. Take the A&E example earlier, a deep underlying issue was identified which the managers, working with the Engagement team, were able to develop an appropriate intervention for their team before it escalated into a sickness problem.

WHAT NEXT?

Having what is in effect an insight engine into staff engagement, the trust are able to determine where they need to develop new resources to achieve their visions. One emerging issue is the clear link between engagement and health and wellbeing. A new programme is being developed called ‘Steps 4 Wellness’ which will help employees to take care of themselves to enable them to deliver their best work. The team are also focusing on how they can help teams to be flexible and adaptable and thrive in the face of future challenges.

I would like to thank Nicole Ferguson and her team at NHS Foundation Trust Wrightington, Wigan and Leigh for their time and support in bringing this case study together.



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