

# Five Workstreams – One Goal

Together we can make each day in our hospitals an outstanding one

# GOOD TO OUTSTANDING



Outstanding  
Health and Wellbeing

TBC



Outstanding  
People

Louise Tibbert



Outstanding  
Patient Care

Jo Bennis



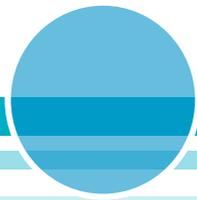
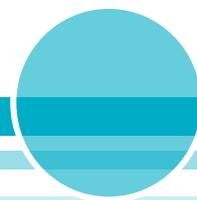
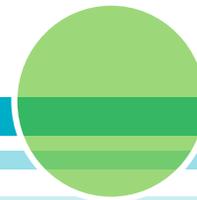
Outstanding  
Leadership

Kanchan Rege



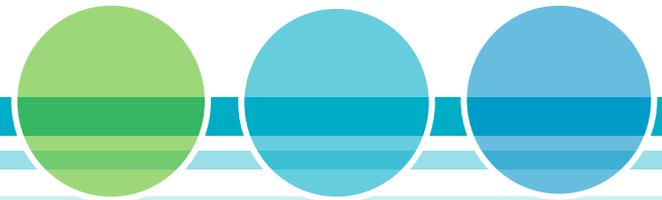
Outstanding  
Communications

Graham Wilde



# Context

- Good to Outstanding programme re-branded and re-focused in 2019
- Further re-focus on action and outcomes linked to
  - CQC Well-Led requirements
  - Staff Survey 2019 and Q1 Cultural Barometer
  - Lessons learned
  - Trust recovery programme
- Action plan to drive delivery – September 2020



# Outstanding Health & Wellbeing

## Workstream Aim:

To provide staff members with opportunities and the environment that encourages them to lead healthy lives and make choices that support their wellbeing

## Workstream Goals:

- To undertake a full review of all health and well-being activities and develop, implement and actively promote an agreed programme for improvement
- **To introduce a range of mental health initiatives for our staff**
- To work in partnership with the Staff Council to promote social activities for staff
- **To identify and train a cadre of Mental Health 'First Aiders' across the organisation**
- **To develop and implement a stand-alone H&WB training and 'package', with resources and a toolkit to support managers**
- **To conduct a thorough review of all sickness and absence processes, to focus on a supportive approach**

## Completed Pre-COVID

- To identify a H&WB Exec Lead and develop a cross-section staff focus group
- To implement and agree an NWAFT H&WB strategy
- To identify H&WB leads/champions across each site and division
- To undertake a review of staff facilities and make recommendations for improvement
- To agree and implement an action plan in response to the H&WB assessment (*aligned to NHS Employers Health & Wellbeing Framework*)
- To develop and promote a calendar of H&WB and social activities

## During COVID Pandemic

Established an Emotional Wellbeing Service to support our staff; with 1:1 appointments, wellbeing areas, 'wobble rooms/areas' a range of on-line support resources and handouts, and provided additional focused support for COVID front-line wards and departments

Co-ordinated welfare packs for individuals self isolating in or using staff accommodation, including practical support as required

Covered extended hours, 7 days a week support service via SALS to manage wellbeing queries and concerns (for managers and staff)

## Recovery Focus

Prioritise the **bolded** goals above, linked to the Outstanding People workstream to review our people processes with wellbeing at the core  
Focus of 'mental health for managers' to support wellbeing conversations (confidence, skill and mind-set to conduct these with all our staff)

Identify actions and agree an organisational plan for supporting the physical wellbeing of our staff (adequate rest and recovery)

'Fast-track' referral system for specialist MH interventions (system-wide solution)

Continued Emotional Wellbeing Service funded for the next 12-18 months



# Outstanding People



## Workstream Aim:

To become an outstanding place to work, where our people have the right values and skills to deliver outstanding care

## Workstream Goals:

- **Develop and implement fit for purpose, values and behaviours based and focussed, people management strategies, policies and processes which fully and properly engage with, and recognise NWAFT's workforce as, the key deliverers of the Trust's strategic and operational ambitions.**
- Ensure the Trust has fit for purpose cultural evaluation, reporting and feedback mechanisms
- Ensure that NWAFT is in the top quartile of all acute Trust in terms of the National Staff Survey overall staff engagement scores and themes

## Completed Pre-COVID

- To identify a People Exec Lead
- Following relaunch, further embed the Personal Responsibility Framework and the behavioural expectations of the Trust in that respect
- Ensured that the objectives in this work stream complemented and supported the other G20 work streams
- Agreed our Talent Management Strategy and obtained regional funding to support a 'talent/leadership passport' initiative

## During COVID Pandemic

Established a responsive 'hot-line' HR service to fast track queries for both staff and managers; that was updated in line with the ever changing national guidance

Established a range of support services and processes to ensure that no staff were left financially compromised during COVID

Established a range of support service and processes for 'keeping in touch' for those working from home, shielding or self-isolating

Established a process to manage the redeployment of staff

Established a process for COVID related Risk Assessments, testing and antibody testing

Supported organisational workforce issues at a divisional, departmental and team level

## Recovery Focus

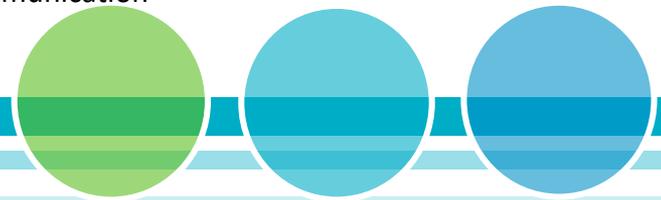
Prioritise the **bolded** goal above; to review and revise our people processes and policies to ensure we are flexible, tolerant and supportive – in line with our organisational values

Support the recovery plans; ensuring staff are communicated with, and engaged throughout any change that affects them

Focus on actions to support the retention of our staff; positive teamwork, leadership & communication

Continued with all above COVID related support as required (until BAU)

Ensure all actions within G20 support and promote the NHS People Plan



# Suggested Focused Actions to Support Recovery

## Outstanding Leadership:

**Workstream aim: to become an organisation that ensures it's leaders have the key behaviours, strategies and qualities to support the delivery of outstanding patient care**

Ensuring that managers and leaders at all levels across the organisation focus on the wellbeing of their staff; with the confidence, skills and mind-set to identify and support mental health in the workplace

An identified process for managing change to support recovery plans and new ways of working

Focus on supporting leaders to create a culture of collaboration and innovation to support new ways of working

Setting clear guidelines for individuals' responsibilities and the expectation of them in their role

## Outstanding Communication:

**To become an organisation where communications is clear, profession and consistent – supporting the delivery of outstanding patient care**

Provide guidance and training to ensure the consistency and quality of all types of communications across the Trust

Agreeing standards of how we communicate with each other

Ensuring we utilise our communications tools and methods effectively; and adapting in line with new ways of working

Ensuring we have effective mechanisms and processes for listening to and engaging with our staff

## Outstanding Patient Care

**To become an outstanding place on which to both deliver and receive care**

Continue to strive for continuous improvement across inpatient and outpatient services to support recovery plans

Supporting improved staffing initiatives to reduce rota gaps and enhance ward performance; being mindful of supporting adequate staff recovery post COVID

Working towards all wards being rated 'outstanding' in our in-house CREWS scheme; ensuring we are responsive to CQC recommendations

Ensure that the process for raising concerns is clear and transparent, and the feedback loop is completed to support a 'psychologically safe and just' culture

