



East Cheshire **NHS**  
NHS Trust

Listening into Action



# Improving Care through Staff Engagement

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# Aims of the Presentation

- Background to East Cheshire
- What is “Engagement”
- Evidence Base
- East Cheshire’s Approach and Position



# East Cheshire



- Best Care in the Right Place
- Clinically Led, Management Supported
- Integrated Community and Hospital Trust
- £185m 3,500 staff
- 108 Health Visitors (84.5 wte compared to national target of 89wte)
- Level 6 CQC Risk Assessment

# Engagement - What is it?

- “A positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee”
  - Institute of Employment Studies

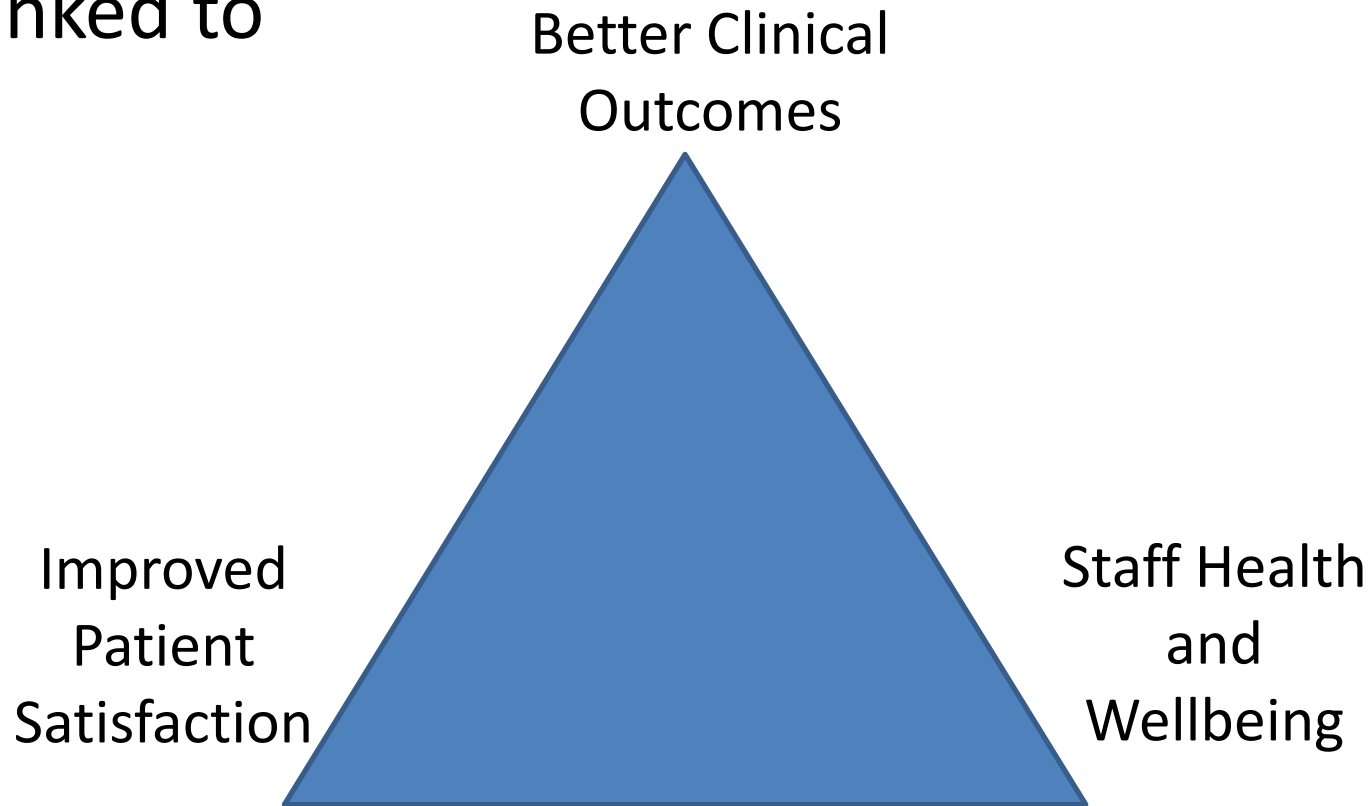


<http://www.youtube.com/watch?v=y4nwoZ02AJM>

# Engagement – Why does it matter

## NHS Context

- Evidence in NHS shows good engagement is linked to



# Engagement – What makes it work?

- **Strong Organisational Values**
    - *developed by staff ,focused on the patient and enacted by senior leaders and managers*
  - **Senior Leaders** see it as one of the key strategic priorities with **Line Managers** empowered, trained and supported to engage staff
    - *“Senior leaders set tone but Line Managers make the difference”*
  - **Effective communication**
  - **Strong employee voice** both encouraged and supported
  - **Good partnership working** with staff representatives/Unions
- 
- IPA Meeting the Challenge: Successful engagement in the NHS

# Evidence

Professor Dan Ariely, Prof of Psychology and Behavioural Economics,  
Duke University, North Carolina

- AABDRHIEBLEWW  
GHKEOFCCPFGWL  
HKLQRRSSTOFIDEB  
GKLMZQPRRSKBR  
OSPRGOBWKRRSS  
PODTHYALBIWPPA  
NGKERSOTNPPSIW  
NGOEKASSTPGPES
- Task is to ring the duplicate letters
- People paid 3\$ for the first one
- Asked to do it again but for 30c less each time
- The more committed to the work they would accept lower payment

# 3 Conditions



- Name on paper
- Manager scanned work
- Put it on the pile



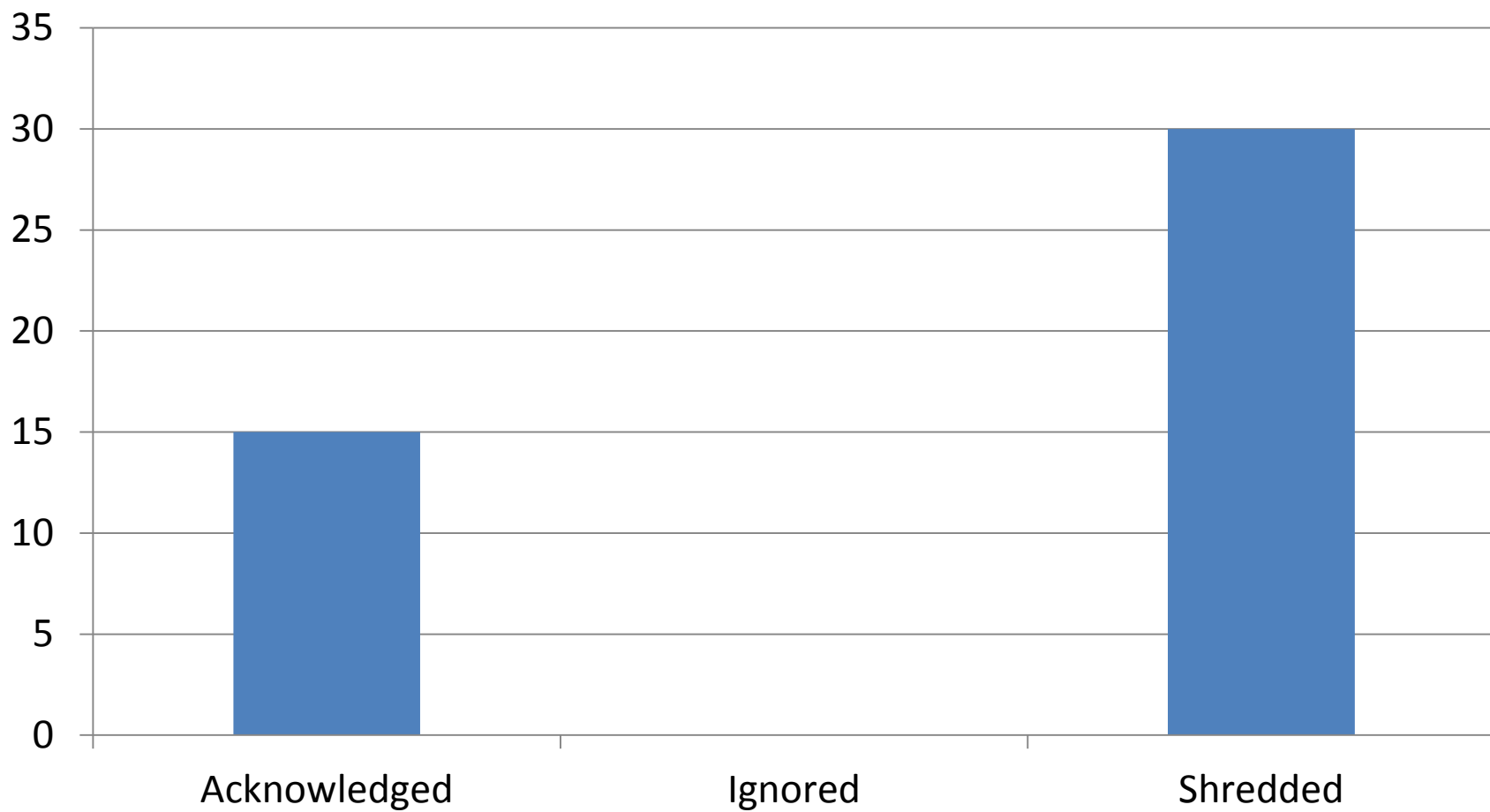
- No name on paper
- Didn't look at the work
- Put it on the pile



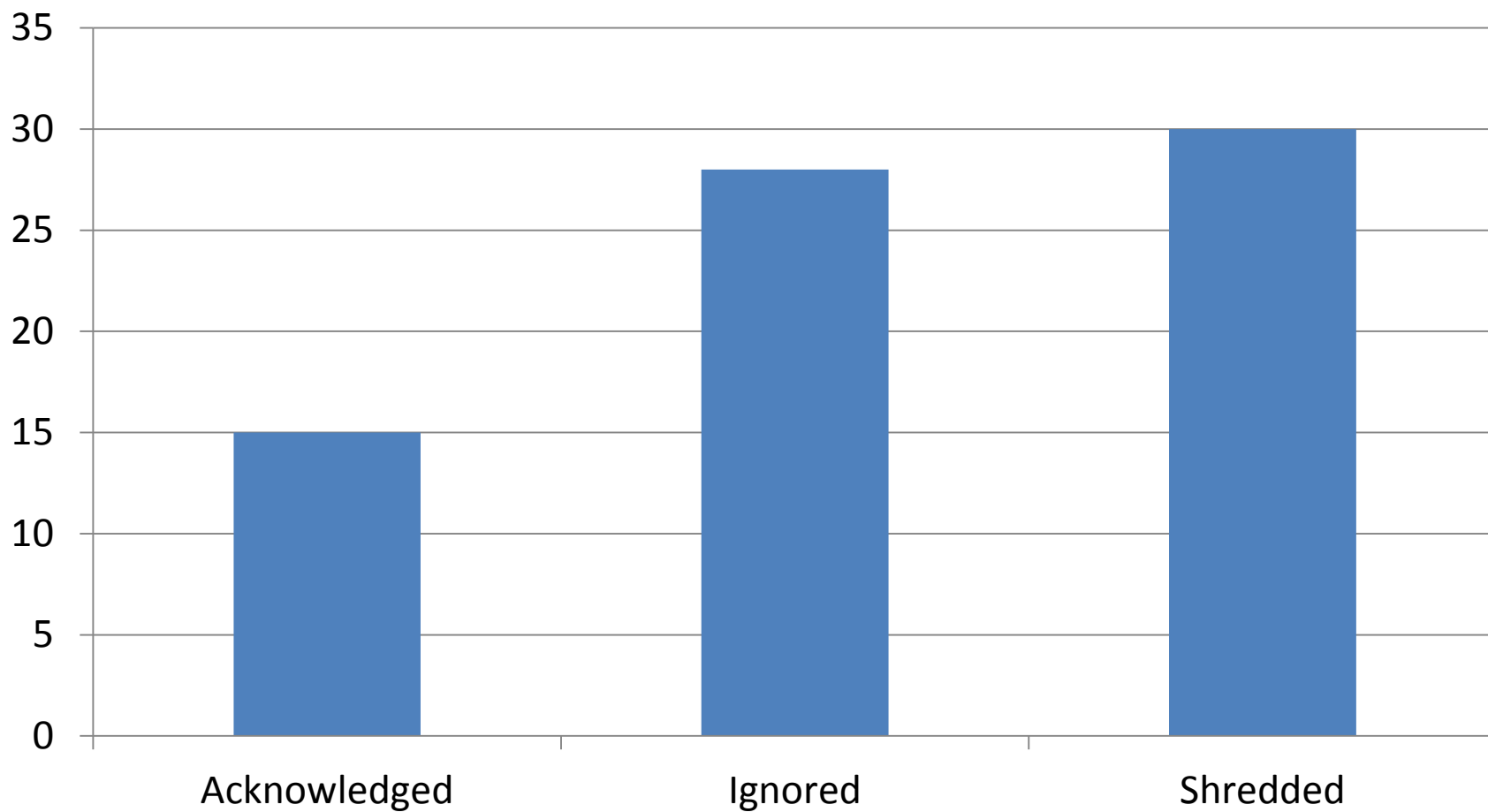
- No name on the paper
- Shredded it in front of them



# Outcomes



# Outcomes





# East Cheshire

- Engagement Score of 3.66 (scores given between 1 and 5)
- Family and Friends Test – 380 people 1% of the organisation
  - 74% positive about the care we give (16% neutral)
  - 50% positive about the organisation they work for (20% neutral)
- We want to improve this position
- Listening into Action ..... Your Voice with company “Optimise”

# Listening into Action

- 50 Trusts working with Optimise
- Staff conversations to identify
  - What are the concerns
  - What are the blockages to resolving these concerns
  - What are the priorities
- People that are involved in the issue or have an interest in it – Patients as well
- Managers using the methodology to resolve issues not just managers remote from service

# Over 30 projects

Open 2  
Autism

Trust Value  
Based  
Behaviours

Pre-operative  
Assessment –  
'One Stop  
Shop'

Vital  
Pack

Bowel  
Surgery  
Awareness,  
Film &  
Brochure

End of Life  
Rapid  
Discharge  
Pathway

eDNF

Rapid  
Discharge –  
Home for  
Lunch

Trust  
Telephone  
Directory

# Lillian's Story

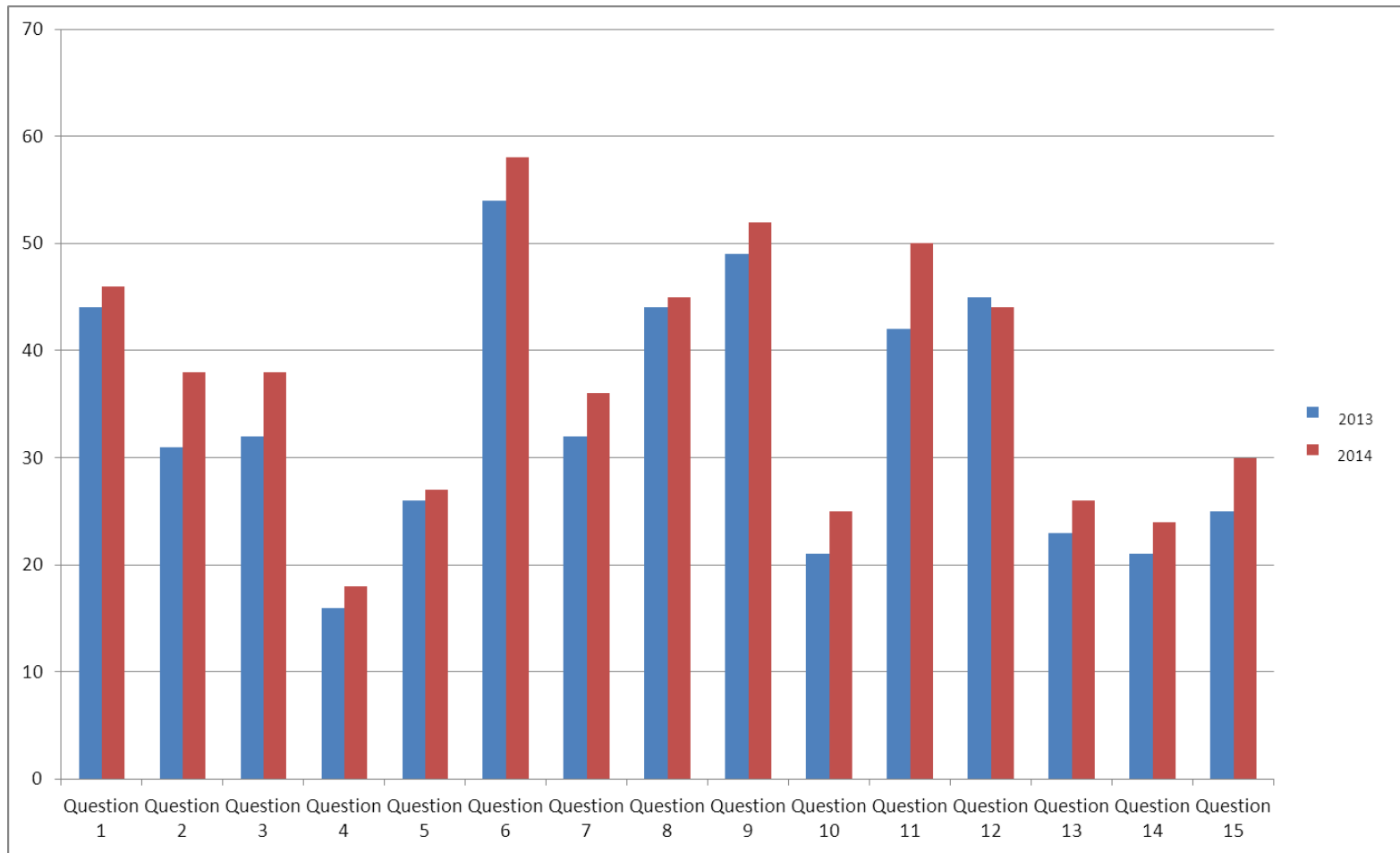
change from the theatre floor not the executive floor

- Joined Theatre Team in April 2010 and believed there was something we could do to improve the experience of people with autism
- Nothing happened for 2+ years but **January** 2013 became LiA team and **18** people showed an interest
- **March** 2013 **192** staff involved and website setup and autism awareness now part of Statutory and Mandatory training
- **May** 2013 working with Autism Society and other external staff – **500** people involved and training workshops oversubscribed
- Involved Autism Society leading to the Trust being accredited by them **1000+** involved
- Lillian received personal award



# Is it Making a Difference?

## Pulse Survey





# Conclusion

- Discretionary Effort will be crucial as the NHS faces (financial) challenges in the foreseeable future
- Staff Engagement brings discretionary effort and is needed in teams and organisations
- Engaged Staff will ensure patient safety is maintained and is the platform for improving the experience of our patients