

THIRSTY HORSES



Wave 1 – Implementation

February 2013

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Introduction

Welcome to INSPIRE delivered by Thirsty Horses Ltd in partnership and the NW NHS & GM HIEC Pilot and overseen by the NHS Confederation and NHS Employers.

INSPIRE is designed with the NHS and its current and emerging challenges firmly in mind. Whilst INSPIRE is already alive and well in the NHS, this NW pilot offers the first opportunity for many Trusts across one region to work with INSPIRE as disparate entities, and in doing so to collectively deliver strategic workforce data to drive regional imperatives i.e. The Learning Needs Analysis as required by regional HIECs and in the future by LETBs.

INSPIRE is the only NHS bespoke solution that engages with all staff in the NHS system – including Clinicians - as well as simultaneously driving strategic workforce data. Uniquely, it does this through actively and continually engaging staff using contemporary OD approaches and highly intuitive and accessible software. INSPIRE helps staff understand their performance criteria, shows how that drives organisation priorities and values, and then enables them to get on and do it. It's easy.

As a direct result of the added value INSPIRE offers individuals, teams, Trusts and the region this NW NHS Pilot is being actively monitored by the NHS Confederation and NHS Employers. When successful, an independent review will help inform these national bodies to the potential for INSPIRE to be marketed across the NHS as a solution others should consider when planning for the future of their staff, their performance and the patient experience and safety.

Therefore, please let me offer my congratulations on being part of this high profile innovation in the NHS. I speak on behalf of everyone at Thirsty Horses Ltd and the NW NHS and GM HIEC project team when I say we look forward to working with you in the coming months.

Ray Pendleton
CEO Thirsty Horses Ltd

Background

In the last quarter of 2012, a partnership was formed between NW NHS, GM HIEC and Thirsty Horses Ltd.

The overarching reason for this partnership was to explore the potential INSPIRE, one product from Thirsty Horses Ltd, had to meet an on-going issue the GM HIEC were looking to address. This was to deliver a LNA to the GM HIEC so they could then look to commission Education, Learning & Development across the patch more effectively and efficiently.

However, after discussions it became clear that INSPIRE offered a whole-system approach to this issue. This meant we could deliver the LNA for the region. However we could do that by also offering real benefit to each individual Trust. Moreover, INSPIRE could also offer individual staff the ability to transform the organisation in which they work.

There is a standard Project Plan [appendix 1] to help each organisation implement INSPIRE and a Thirsty Horses consultant will work with you to agree the finalised bespoke project plan for your individual Trust. This document provides an overview of the salient points held within that plan for you to consider and share with the 4 nominated leads in your organisation as agreed in the contract (OD/L&D, IT, Communications and Evaluation)

The Pilot

Whilst INSPIRE is a highly agile and bespoke solution that can fit any organisation, the construct of the pilot is set as follows in order to deliver the required GM HIEC outcomes around CPD. Note, this does not mean Mandatory Training.

The five key options each member of staff in the 8+ Trusts will adopt in the first instance are:

1. Objectives
2. Behaviours
3. Personal Development
4. Evidence Journal
5. Alerts

As a result, the managers' options will include the above five and will also include:

1. My Team
2. Golden Thread
3. Managers' Charts

For Departmental Managers, a further option is available

1. My Department

There are further sub-sets of advanced options that Trusts can choose. However, as per the natural cycle of INSPIRE, these sub sets can be added later.

1. Buddy
2. 360
3. Medical Revalidation
4. LMS
5. Skill Competencies

Behaviours

INSPIRE can accept a complex set of behaviours, or a simple one; for example, if the Trust has levelled behaviours by hierarchy and then by role type or job family, INSPIRE can hold those. Equally, if the Trust is young in its development of behaviours and has one set of behaviour statements that span the entire organisation, then those can be loaded also.

If the Trust wants to do further work sharpening their behaviour sets to make them more relative to the reader, Thirsty Horses can help you to do that.

An example of how you might do that would be:

Band 6/7	Clinical Role	Patient Facing	4 X Bespoke Behaviour Statements
		Non-Patient Facing	4 X Bespoke Behaviour Statements
	Non-Clinical Role	Patient Facing	4 X Bespoke Behaviour Statements
		Non-Patient Facing	4 X Bespoke Behaviour Statements

This allows you to tweak statements to make them more meaningful to the reader. For example, a Non-Clinical, Non-Patient facing role (Accountant?) may talk about "internal service provider" rather than "patient". Of course, you may decide it should not.

Objectives

Different Trusts are at different levels in their business planning process. The timing of the pilot allows for work to be done as it coincides with the commissioning agreements and the resultant internal business planning process. Again, INSPIRE allows for the maturity of the business plan (i.e. how detailed and levelled throughout the organisation) to be reflected in INSPIRE. The ideal scenario for Trusts is captured in the below model.



When a member of staff is working with their manager to plan, build and agree objectives they will need to choose a Team/Service/Division/Org objective to relate the personal objective to i.e. how does the objective we've just agreed help drive the team/directorate/divisional/organisation priority?

If the Trust chooses to load the highest level organisation [Board] priorities into INSPIRE and allows all staff at all levels to relate their objectives directly to those, INSPIRE reports can help collate that information ready for strategic interrogation. In short, it can act as a diagnostic that ultimately helps the organisation understand where its good practice is. If staff "get it" and its deemed staff objectives are relevant and meaningful, then great. If not, then targeted attention can be given to support those that need help in this area.

Personal Development (PD)

INSPIRE delivers a bespoke suite of PD interventions to individuals based on their current position in the organisation and their current performance rating. It can do this by Behaviour, Skill and Job Role.

Thirsty Horses will work with Trusts to map their internal and external L&D provision to staff. It can be mapped it to staff performance level. The outcome of this mapping is that staff will see an offering of PD support from the organisation that is relevant to their current position and performance level.

For example, if an organisational behaviour is "Patient Focus" and a Non-Clinical Patient- Facing member of staff at band 4 agrees a score of 2 (out of 6) which means "developing", then INSPIRE will push pieces of PD into the user's page from which the staff and manager can choose.

INSPIRE can also feed in learning content from any external providers you may work with. For example, if you use an e-learning company to deliver that element of your learning portfolio, then we can link that e-learning content to your INSPIRE system and in doing so push targeted e-learning direct to people who it relates to.

The INSPIRE back office system also tracks all the usage through its LMS function allowing professional L&D staff to (i) commission the correct L&D and (ii) amend the portfolio of L&D depending on what is working and what is not. It is recommended this happens regularly on an on-going basis.

Evidence Journal

This function allows the user to capture evidence and comments that they feel reflect good practice. They will link these comments to specific (i) behaviours (ii) objectives, and (iii) PD they are currently working on at their level. In doing so INSPIRE automatically attaches these statements to the relevant areas within the user's page, making 1to1 conversations around performance measurable, meaningful and memorable.

As INSPIRE is accessible using any smartphone device, the captures of evidence can be done on the move easily as well as when sitting at a screen. This dynamic approach to ensuring activity is driving organisational imperatives is a key benefit to both the user and the organisation to ensure activity is aligned, and potentially rewarded and recognised.

Additional Subset Applications.

The following are available as part of INSPIRE however not all Trusts will have access to each one. The Pilot dictates a core minimum set of the 4 options as described above, however Thirsty Horses recognises some Trusts may feel they want to access these more advanced option as part of their role in the pilot. They are:

- Medical Revalidation
- Managers Charts
- Buddy System
- Skill Competencies

Our intention is for Trusts to work as a team for the Pilot. That means a Trust may access a particular advanced option, however each Trust will take one on behalf of the other 7 and report back as per the outcomes and evaluations process.

By proving the concept in this way, yet limiting set up and service resources, the Pilot Trusts who want to take more advanced functionality can do so.

IT Specification.

There are two initial attachments that deal with IT specification and data uploads.

- NHS ESR interface
- INSPIRE background information and specification.

Each wave of the pilots will have a dedicated IT Implementation and Support member of staff from Thirsty Horses; either Chris Kelly or Erin Van der Puij.

Communications

This stream is vital and will expect the following themes to be picked up by the Trusts, for example:

- CEO introduction
- Email and Script Text
- Pre-Launch internal marketing campaign (including engagement strategy)

Experience tells us the communications stream is a vital element of the implementation. Done well, it should generate interest around the work, including to those not taking part in the pilot, as well as maintain the communications stream as the pilot rolls out to its ultimate conclusion.

OD Consultancy Support

Thirsty Horses has a professional consultancy arm. However we encourage Trusts to use their internal resources to deliver any OD need they deem necessary.

How much OD support might be required differs by organisation and is optional.

Programme Governance

It's important the programme is managed so on-going learning can happen and issues/progress be fed back between all participating Trusts and between Wave 1 and Wave 2 participants.

NW NHS has pulled together a timetable which has already been shared with all participants in both Waves of the Pilot.

User Guides

We have user guides that can be accessed through the INSPIRE page and examples are attached. These will be changed to reflect your organisational branding and corporate palette.

Evaluation & Outcomes

There is interest in the evaluation from this pilot from many sources, including

- Staff
- Trust
- GM HIEC
- LETB
- NHS Confederation and NHS Employers

There are stated outcomes we are aiming for which have are detailed in the attached Evaluation paper.

Summary

We are ready to go.

The Project Plan and supporting information you now have will help inform the first Trust implementation meeting making that meaningful. That meeting will happen soon and proposed dates will be forwarded shortly.

If there are any questions then please do not hesitate to contact Ray Pendleton – rpendleton@thirsty-horses.com 07826 526181 - who is your nominated lead from the Thirsty Horses project team.

Thank you for engaging with this exciting innovation.

Expectations around what INSPIRE can deliver have been raised at many levels across the NHS system, however without innovations and innovators the system is stagnant. Our aim is to lead the way for others to follow. It's clear from the on-going political commentary surrounding the NHS that the NHS needs sustainable and meaningful change, especially in light of the imminent Francis Enquiry. INSPIRE is leading the way on how we address those challenges.

We look forward to working with you to achieve all the outcomes this pilot is designed to, especially and including yours as a Trust.