

CASE STUDY: VALUE-FOCUSED TRUST INDUCTION PROGRAMME

Mersey Care NHS Trust has an ambition to be recognised as the leading organisation in the provision of mental health care, addiction services and learning disability care, with quality, recovery and wellbeing at the heart of everything it does. As such the Trust has completely transformed its staff induction process, developing a unique programme in January 2014 that focuses on embedding its culture and values into the hearts and minds of staff. Developing a value-focused induction programme raises standards for patient care and makes staff feel more valued within the organisation.

A Trust induction programme does not traditionally enjoy a reputation for being engaging or 'hands on', but the objective of this programme was to have an upbeat, interactive approach that would not only engage staff but also inspire participants within their future role. The previous induction was very traditional in design and presentation and said very little about the Trust and what it stood for. In the main it was about ensuring staff achieved their mandatory training requirements before going out into services. There was a short presentation from a service user which at times felt more tokenistic than real and meaningful. However the new value-based induction has been co-designed and is co-delivered with service users who get the opportunity to tell their story.

Key Outcomes

- This new induction programme has provided a mechanism for exploring the values and behaviours of new staff, and exploring how they might align with the culture, values and expectations of the Trust. This also gives staff the opportunity to assess how their personal values align with the Trust's, and whether or not this feels like the 'right place' for them to work.
- Mandatory training has moved from face-to-face to e-learning, and now forms part of local induction. This ensures that new starters complete all training within 28 days which has improved compliance rates from 65% in June 2013 to 91% in July 2014 (See fig 1), well on target to be 95% by end of March 2015

Fig 1 - Mandatory Training Compliance Rates

Jun 2013	Sep 2013	Dec 2013	Jul 2014
65.00%	77.50%	85.42%	91.00%



- The provision of an upbeat, interactive programme has completely changed the reputation of the Trust's corporate induction and has led to new staff finding it easier to join the organisation, as evidenced in staff evaluations carried out on the day, and further informal feedback. The following are samples of feedback from participants:

"Never entered into employment before feeling this supported"

"Carer/Service users talk made me cry"

"Very good and very involved, I found it very interesting and helped me understand Mersey Care a lot better"

"Excellent having Service User/Carer to make things real"

"Welcoming, friendly, open, clear and funny!"

- Mersey Care has an internal communication route 'Tell Joe', which has a direct line to the Chief Executive, Joe Rafferty. This encourages staff and patients alike to tell him 'anything about anything', such as; any trouble or concerns they may have celebrations, people who deserve recognition, or things the Trust could do better. Below is a letter received by Joe, following the July 2014 induction, from a new member of staff.

Dear Joe

My name is Jane Naik and I'm an agency social worker over at LSU. I joined Mersey Care two weeks ago.

I wanted to tell you about the really enjoyable corporate induction training I completed on 7 July over at V7. It was facilitated by Nicola Sweet and Gina (whose surname I sadly didn't catch) and it was probably the best corporate induction training I've ever attended (as you can imagine, as an agency social worker I've attended quite a few).

The day was well planned and wasn't simply a series of Power Point slides but rather a great opportunity to meet fellow colleagues, share ideas, talk and really get to know Mersey Care and what it stands for. The fact that Amanda Oates took the time to speak with us for the first part of the morning was impressive and highly regarded by most people attending the course. We all agreed that what she said was heartfelt and useful - and inspiring. Similarly, towards the end of the day, the opportunity to hear a former service user of Mersey Care's journey was incredibly humbling.

It's not often that training (especially of the induction variety) get such 'good press' but everyone I spoke to afterwards agreed that they'd enjoyed the day. Big thanks to Nicola and Gina for making it so enjoyable - and relevant. I though you should know.

*Kind regards
Jane*

Background

Mersey Care NHS Trust, a specialist mental health and learning disabilities trust formed in 2001, currently employs 4216 staff. It provides care, treatment and support to 36,401 service users (2013/14) and is dispersed over 31 sites. It provides services across Merseyside from North Sefton to South Liverpool, including St Helens and Knowsley.

Services Provided

- Adult and older people's mental health services
- Learning Disability services
- Addictions services
- Psychological services
- Low secure services
- Cheshire and Mersey forensic psychiatry (medium secure) services
- High Secure Services for the North West of England, West Midlands and Wales

Nationally, all NHS organisations continue to face tough challenges during times of austerity, and Mersey Care is no exception; however even in a tough financial climate the staff of the Trust still believe they should be striving to provide perfect care for the people it serves, because that's what they are passionate about. The Trust has also considered the recommendations from the Francis Report, e.g. clearly understood core values, more openness, transparency, candour and improved support for compassionate care.

The drivers to move towards a values and behaviours based Trust induction were:

- Five year strategy which refreshed the Trust's vision, mission and strategic aims
- Centre for Perfect Care and Wellbeing Staff Plan
- Mersey Care Staff Charter, Values and Behaviours
- [Patient First and Foremost report](#), the Government's response to the Robert Francis Inquiry

Key Aims

- Change the reputation of the Trust induction programme
- Transform the programme from a traditional format to one that is interactive, engaging, inspiring and meaningful for participants' job roles
- Provide a mechanism for exploring new staff members' values and behaviours and how these align with the Trust's values
- Remove mandatory training requirements from face-to-face delivery within the induction to e-learning, with a 28 day timeline for completion by new starters

Key Stages of Setup

1. A project team was identified and formed in June 2013 which included staff from the People's Participation team, Learning and Development/Organisational Development team and Psychological services
2. Two service users were identified to join the team as co-production and involvement of service users and carers is a key factor in Mersey Care's approach to the development of services
3. Several meetings took place to identify the themes and messages that the project team felt were important and wanted to ensure were embedded within the programme
4. Commissioned 'Splinter Drama Group' to act out and bring the themes alive
5. Commissioned 'JTO Photography' to film the drama group
6. Launched the new programme January 2014
7. Consistently listening to feedback from new starters on the programme to continually develop and improve the experience to reflect these comments

How It Works

Delivery

The Trust induction takes place at the beginning of each month, delivered within one day unless staff are working in frontline clinical roles, in which case it is delivered across two days. The second day is around the management of violence and aggression. Mersey Care already has a well-established e-learning system, and transferring the mandatory element of the induction programme to this system has provided crucial space in the programme to devote to the new value-based content. The programme is co-facilitated with service users/carers.

Values-Based Pathway

Induction begins during the selection process, when the job applicant starts to form first impressions of Mersey Care and the people who they will work with. Everyone who is newly employed or is transferred from one job or department to another needs some kind of induction. It is the opportunity to introduce people to 'how we do things around here', and give them the information and guidance they need to become familiar with the Trust and its policies and practices.

The induction forms part of a values-based pathway. Mersey Care has been selected as a pilot site for Health Education North West's values-based recruitment tool. This is a values and behaviour assessment which is a multiple choice situational judgement test (SJT). Following successful recruitment each member of staff attends the values-based Trust induction, followed by a local induction. As part of local induction staff get introduced to the recently launched Staff Charter, which has been created by staff for staff, and incorporates Trust values and examples of behaviours

expected against those values. It also highlights what the Trust expects of them and what they can expect from the Trust in return. Mersey Care has also recently launched an e-PDR system that has the Trust's strategic aims and objectives embedded within it, alongside its values. Each individual has a conversation with their appraiser and identifies how they meet the strategic aims and objectives and what values and behaviours they demonstrate within their role.

Content

Materials and activities have been designed around four themes:

1. **Values and behaviours** – participants explore their own values and behaviours and consider how these might align with the Trust values (which were themselves generated through engagement with staff):
 - Continuous Improvement
 - Accountability
 - Responsibility
 - Enthusiasm
2. **Personal and professional boundaries** – within an often challenging working environment
3. **How to raise concerns to make care even better** – the trust wants staff to challenge systems and decisions and make suggestions for improvement (rather than reveal issues as a whistle blower)
4. **Carer awareness** – the important role carers play in the recovery of service users and the need for staff to listen to carers' views and ideas

The 'Six Cs' principles of nursing (Care, Compassion, Competence, Communication, Courage and Commitment) are also threaded throughout the fabric of the programme.

Content A film was recorded in which the Trust's Chief Executive, the Executive Director of Nursing, Director of Workforce and the Medical Director introduce themselves and outline the vision, with the aim of helping inductees feel that they are an important part of a 'bigger picture'. To reinforce this message a member of the executive team attends the induction (either first thing in the morning or over lunch) to personally welcome and engage with new starters and emphasise the importance of their role in forming the future of Mersey Care. Dr Peter Carter OBE, who is Chief Executive and General Secretary of the Royal College of Nursing, recently visited the Trust and stated in his letter to the Chief Executive that he *'was very impressed with the work we were doing around value based induction'* and wished us continued success.

Creative means are used to stimulate discussion and to address often sensitive issues. In this setting drama is used to highlight and address 'real' issues that staff may face. The drama company enacted typical scenarios, each relating to

the themes of the programme, which were recorded. One scene shows the consequences of staff repeatedly neglecting to consider the views of a service user's care and recovery. The films provide opportunities for staff to consider how they might overcome challenges and dilemmas they may face. In principle the format could be transferable to any other acute or community setting, with a rewrite and filming of the scenarios as they are currently very Mental Health Trust focused.

A variety of staff were involved in writing the script and shaping the induction programme e.g. a clinical psychologist, equality and diversity lead, staff from the people participation, learning and development, and medical records teams were involved as well as service users/carers. These are all involved in the co-delivery of the induction programme on a rota basis.

Resources

- The overall cost for commissioning the drama and media companies, and paying service users for their participation in the project at a rate of £12 per hour (currently under review) was £15,000. This funding was provided by the Director of Workforce
- There was also a time cost with regard to staff participation. Initially a fortnightly project team meeting took place lasting two hours. However once the script was agreed the group met less often

Key Challenges

Support

Obtaining organisational support for the way the Trust delivers its corporate induction was a challenge as some subject matter experts, were unsure how the removal of face-to-face mandatory training would work. However other organisational change has supported this new induction process. For instance, the Staff Charter, which outlines organisational values and behaviours, was developed and launched at the same time. Also Mersey Care is pioneering a new way of working through 'Your Voice Your Change', part of a national pioneering approach called 'Listening into Action' which focuses on empowering staff to make changes they want to see, putting them back in the driving seat. This places staff at the heart of decision making and change, and is a vehicle for raising the bar in tackling service improvements. This new approach is fully supported and endorsed by the Trust's Chief Executive, with a dedicated commitment to removing any barriers to change, in order to ensure meaningful transformation takes place

Time

Another challenge was freeing up time from the traditional induction to deliver new content. This was achieved by moving the Trust's mandatory training to an e-learning platform

Finance

Accessing finance for creation of the DVD was a challenge overcome with a sound business case

IT

An e-learning technologist has been employed to give considerable support to groups of staff who are not IT literate, or who do not know how to use the e-learning system. The Trust has also raised the profile of areas where IT equipment is available e.g. library areas and other e-learning training suites, so that staff who do not have access to IT as part of their day-to-day role are aware of where they can access a computer

Key Learning

- It is important to have good communication and the involvement of service users at an early stage; this ensures the content of the programme is sound and delivers the messages it is intended to
- Listening and acting on the feedback from attendees helps improve and evolve the programme
- It is important that individuals recognise that induction is not a one off event. It fits with the Lifelong Learning Agenda and is a continual process which will help individuals to grow and develop and continue learning throughout their working life within Mersey Care

Sustainability

The Trust Board accepts that their enthusiastic support for the induction programme is crucial to its success and the satisfactory integration of new employees. Believing that sound induction practices are an essential part of helping employees settle and become effective in their new posts, means that Mersey Care is prepared to support the programme with appropriate resources, and keep it under constant review to ensure it remains fit for purpose.



Next Steps

As the induction process has only been in place for six months there are no further metrics available to demonstrate whether or not this has led to greater staff engagement or improved patient experience. However, there are plans to carry out comparisons later in the year against last year's staff and patient surveys. It is also intended that new starter attrition rates will be evaluated, especially in their first 6-12 months, which is generally seen to be the most high risk period for people leaving their new post, leading to a diminished return on the organisation's investment with regard to recruitment costs.

It has not been possible to measure any changes in values yet either. However, following conversations with staff at appraisal, around how they are demonstrating these values in practice, an evaluation will take place within the next twelve months to determine what impact this has had.

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