The NHS is a great place to work – creating an Employment Brand
The NHS is a great place to work
Developing an Employment Brand
11th July 2017

Background and purpose of today

Andrew Foster
NHS Quest Chair
What is NHS Quest?

A network of 10 Foundation Trusts who place Quality Improvement as their priority:

- Bradford Teaching Hospital NHS FT
- Calderdale and Huddersfield NHS FT
- Homerton University Hospital NHS FT
- Lancashire Teaching Hospital NHS FT
- Royal Surrey NHS FT
- Royal United Hospitals Bath NHS FT
- Salford Royal NHS FT
- Sheffield Teaching Hospital NHS FT
- Western Sussex Hospitals NHS FT
- Wrightington, Wigan & Leigh NHS FT
Background

- NHS Quest is 7 years old
- A pioneer network for quality improvement
- Successful collaboratives; motivated participants
- Decided to find a way to add more value
- CEs agreed to pursue an ‘employment brand’
What is an employment brand?
Our objectives

• Improve recruitment and retention
• Cut temporary staffing costs
• Align staff and organisational values
• Strengthen motivation and discretionary effort
• Better bottom line in performance, finance, quality, and staff and patient satisfaction
• Find a positive psychology in austerity NHS
The importance of a positive mindset

- We are strongly influenced by:
  - Michael West, Kings Fund – Thought Leadership on what makes a healthy culture and successful organisation
  - Florent Amion – The Optimistic Hospitals movement in Spain, combatting austerity with optimism
What is the role of Optimism?
The Green-nosed Hospital Manager
Reminder of parallels
Health Employment Brand Example

Magnet® Hospital

• An accreditation programme with 4-yearly cycle
• Brand since 1993; 389 organisations in US; growing fast
• 5 Model components and 88 standards of nursing excellence
• Better outcomes
  – 20% higher nurse and 6% employee satisfaction (Kelly 2011)
  – 1.7% less turnover (Drenkard 2011)
  – 9% turnover compared to 18% in non-magnets (Upenieks 2003)
  – More patient satisfaction and better clinical outcomes (Bensing and others 2000)
• But the US is very different to the UK
Better than the best
Key Finding 1: Staff recommendation as a place to work or receive treatment

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Bradford</td>
<td>62.88%</td>
</tr>
<tr>
<td>Lancashire</td>
<td>65.62%</td>
</tr>
<tr>
<td>Cald + Hudd</td>
<td>67.91%</td>
</tr>
<tr>
<td>Salford</td>
<td>70.63%</td>
</tr>
<tr>
<td>Royal Surrey</td>
<td>72.35%</td>
</tr>
<tr>
<td>Bath</td>
<td>72.58%</td>
</tr>
<tr>
<td>Sheffield</td>
<td>75.61%</td>
</tr>
<tr>
<td>WWL</td>
<td>76.96%</td>
</tr>
<tr>
<td>Homerton</td>
<td>77.07%</td>
</tr>
<tr>
<td>W. Sussex</td>
<td>77.52%</td>
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</tbody>
</table>
Key Finding 4: Staff motivation at work
Key Finding 7: Percentage of staff able to contribute towards improvements at work
NHS QUEST Best Employer Outcome Measure (Aggregate)
How have we gone about this?

- Workshops on 6 Sep, 15 Feb, 9 May, 12 Jul and 28 Sep
- All NHS Quest Trusts plus Northumbria
- Key input from Professor Michael West
- A driver diagram
  - Healthy and optimistic culture
  - Excellent career opportunities
  - Excellent employment practices
- Each driver has a number of standards with metrics
- Three levels of achievement – bronze, silver and gold
Our driver diagram

Top 20% for staff engagement
(Empowered & engaged workforce)

- Optimistic Organisational culture
- Excellent career and development opportunities
- Employee centred employment practices

Vision & values
Goals & performance
Learning & innovation
Support & compassion
Team work
Collective leadership
Communications
Real time staff feedback

Fast track career opportunities
Career development programmes
Accessible learning & development
Talent management
Succession planning
Coaching & mentoring

Well being programmes
Inclusion & Diversity
Onboarding
Recruiting talent
Streamlined recruitment process
Clear policies & procedures
Partnership working
Quality Improvement
## Example of a standard

<table>
<thead>
<tr>
<th>INCLUSION AND DIVERSITY</th>
<th>PROCESSES AND SYSTEMS</th>
<th>METRICS</th>
</tr>
</thead>
</table>
| The degree to which the organisation values and encourages inclusion and diversity       | • Fair and transparent recruitment processes that value the on-boarding of talent from different backgrounds.  
• Fair and transparent talent management processes  
• Identity based talent management  
• Programmes that aim to value and appreciate employee diversity e.g. Pride week, etc. | • Staff survey - 20, 21  
Experiencing harassment, bullying or abuse from staff in the last 12 months  
All  
NHS Staff Survey  
(key finding 25)  
Collect key finding and question level data  
% experiencing harassment, bullying or abuse at work from managers in the last 12 months  
All  
NHS Staff Survey  
(Q15b)  
% experiencing harassment, bullying or abuse at work from other colleagues in the last 12 months  
All  
NHS Staff Survey  
(Q15c)  
staff believing the trust provides equal opportunities for career progression or promotion  
All  
NHS Staff Survey  
(Q16)  
% saying they had experienced discrimination from their manager/team leader or other colleagues in the last 12 months  
•  
•  
WRES / DES  
Equality Delivery System (EDS)  
Representativeness of leadership at every level in relation to minority groups.  
•  
•  
Diversity goals and inclusive recruitment |
ACCREDITATION

• Main commitment is not where you are but to continuous improvement
• Self assessment against metrics
• Can self assess as bronze
• Peer Review process for Silver and Gold
• But more work to be done on refining this
The end result - happy NHS staff
Breakout 2

Creating a culture of high performance
• Broadgate 2

Nursing and AHP-led improvement
• Bishopsgate 2

Involving board members in QI
• Broadgate 1

Co-production
• Bishopsgate 1

World café
• London Wall

Foyer area:
• Improvement cinema
• Q networking lounge

support  collaborate  challenge  improve  inspire