Creating a culture of high performance

support  collaborate  challenge  improve  inspire
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Creating the Culture for High Performance

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1. Aim of the session
   / Share Central Manchester's story on how we are creating a culture for high performance

2. Purpose
   / Explain how we engaged our staff to identify the conditions for high performance
   / Share our rich picture

3. Next Steps
   / Implementation
   / Use for Single Hospital Services across the City of Manchester
The concept- ‘Model Hospital’
It's all about people! and
Translating theory into practice

“In theory there is no difference between theory and practice. In practice there is.”

(Yogi Berra)
Overall Rating
Good

Overall Staff Engagement

2016 CMFT
3.84

2015 CMFT
3.89

2016 Ranking compared to all acute and community trusts
3.84 - Above Average threshold

2016 Ranking compared to all acute trusts
3.81 Median

Staff recommendation of the Trust as a place to work and receive treatment

2016 CMFT
3.73

2015 CMFT
3.80

2016 Ranking compared to all acute and community trusts
3.71 Average

2016 Ranking compared to all acute trusts
3.76 Median

Staff motivation at work

2016 CMFT
3.98

2015 CMFT
4.00

2016 Ranking compared to all acute and community trusts
3.97 Above average

2016 Ranking compared to all acute trusts
3.98-Top20% threshold

Staff ability to contribute toward improvements at work

2016 CMFT
76%

2015 CMFT
74%

2016 Ranking compared to all acute and community trusts
73% Above average

2016 Ranking compared to all acute trusts
73% above top 20% threshold
How?

Engagement
• Quality review / cultural change team
• Workshops
• Meetings
Transform Together - Sharing and Spreading Ideas

Patient Pagers
Offered to patients in clinic so they can go to coffee shop to wait to be called to their appointment - now adopted in 3 of our hospitals

“Reject me not”
Avoidance of blood sample rejections. The campaign has been so successful that the work has been picked up and shared nationally

ERAS+
Equipping patients and families for surgery. National Innovation Award - to support innovation adoption across the NHS

TMACs
Algorithm developed to identify patients at risk of coronary syndromes - implementation of TMACs across the Academic Health Science Network
How?

Quality review - compare and contrast

• Best performing Hospital with most challenged (new leadership team)
• Two review teams
• Cultural dashboard results
• Well led leadership review
• Single war room
• Workshop to compare findings and differences
Merging cultures
How?

Engagement

https://www.youtube.com/watch?v=WeDWiZr6cKA&t=219s
Developing our Rich Picture

- For each Hospital to be high performing, the Leadership Team will need to focus on creating the **right conditions** so that individuals, teams, wards / departments can deliver their goals.

- The conditions based on research and best practice are outlined below:

<table>
<thead>
<tr>
<th>Organisational vision</th>
<th>‘Improve the health and quality of life of our diverse population’</th>
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</thead>
<tbody>
<tr>
<td>The Hospital plan for achieving the vision</td>
<td>Patient and staff experience feedback and data (feedback loop used to measure success and modify strategy if required)</td>
</tr>
<tr>
<td>What governance needs to be in place to deliver the strategy</td>
<td>Right leadership behaviours</td>
</tr>
<tr>
<td>Key Enablers</td>
<td>Suitable Environment</td>
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</tbody>
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Creating supportive leadership cultures, NHSI/Kings Fund, 2017
Developing people, improving care, NHSI, 2017
Next Steps

- New organisation values
- Leadership strategy
- Blueprint for teams
- Quality reviews
Questions?