Welcome

Values & Behaviours in Leadership

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Today’s agenda

• Who we are
• What we do
• What we are doing now
• What’s next for us at NUH?
• What’s next for us in the NHS?
Who we are
Our hospitals

City Hospital: elective & chronic care centre (including cancer)

QMC: our emergency site (Emergency Department & trauma centre)
Our vital stats

• Annual income of £722 million

• Circa 1,700 beds and 87 wards

• Over 13,000 staff & 1,200 volunteers

• Over 14,000 Foundation Trust members

• Two Biomedical Research Centres (hearing & digestive diseases)
What we do

• Major Trauma Centre for East Midlands (neurosurgery)
• Comprehensive stroke unit for region
• Regional centre for cancer & heart centre
• One of the busiest Emergency Departments in country
• Nottingham Children’s Hospital
Our vision for the future
What we want to be

• A distinguished general hospital - providing an excellent and sustainable service to our local population
• A leading centre of excellence in selected specialist service
• Nationally and regionally recognised as the leading centre for research, teaching and clinical care in the East Midlands
• Consistently achieving excellent research, teaching and clinical outcomes in a sufficient number of high profile specialties
Our commitment to patients

At NUH we are committed to providing the highest quality of care to our patients. Our pledge to each of our patients is ‘we are here for you’.
For this to happen.....

...at NUH leading is everyone’s job
Where we started…

• Take a few moments to think about what matters to you and discuss:

- What makes a great patient or customer experience for you?
- Think about before, during and after the ‘service’
- Capture your thoughts on post it notes
What we have done
In their shoes...what our patients said
Staff feedback

“Generally I think we are very caring and hard working. We’re nice people who help patients and each other.”

“The people I work with are polite and helpful. They’re good listeners who see their patients as a ‘whole people’. They’re compassionate.

“On my ward there is respect for colleagues at all levels.”

“I am very proud of the efforts this Trusts goes to to keep its entire staff informed and engaged in Trust development. I think it is working really well.”

“We’re good at communicating, listening and teamwork, providing evidence based care and multidisciplinary teaching. We’re also friendly.”
Staff feedback

“I work on the ward. But when management ask “How many staff have you got on today” the answer should be “there’s 5 of us” but it never is! Only registered or trained nurses count, and there’s 2 of them so the answer’s “2”. I sometimes wonder if we matter at all.”

“He rarely listens. Sometimes he ignores information I provide him with that the patient has given me … I think it’s dangerous.”

“When you always get told you’re “only a cleaner” it gets you down. They’re the first to moan when things aren’t sorted, and then they look at you like you’ve just come off their shoe.”

“She tends not to even look at me when she speaks to me. She barks out orders and then walks off whilst I’m still asking a question – even the patients feel sorry for me.”
What did we co-create?

We are here for you
Behavioural standards
For everyone at NUH
Our shared values…

Values: thoughtful patient care

Caring and helpful
- Polite, respect individuals, thoughtful, welcoming
- Helpful, kind, supportive, don’t wait to be asked
- Listening, informing, communicating

Safe and vigilant
- Clean hands and hospital so patients are safe
- Professional, ensure patients feel safe
- Honest, will speak up if needed, to keep patients safe

Clinically excellent
- Best outcomes through evidence-led clinical care
- Compassionate, gentle, see whole person
- Value patients’ time to minimise waiting

Values: continuous improvement

Accountable and reliable
- Reliable and happy to be measured
- Appreciative of the contributions of others
- Effective and supportive team-working

Best use of time & resources
- Simplify processes, to find more time to care
- Eliminating waste, investing for patients
- Making best use of every pound we spend

Innovation for patients
- Empowered to act on patient feedback
- Improvement led by research and evidence
- Teaching the next generation
A pledge to our patients

At Nottingham University Hospitals we are here for you. We pledge to you that all day, everyday we will all do our very best to ensure:

• You are cared for, with a politely and respectfully by kind and helpful staff, who have the time to listen to you and keep you informed at every step

• You are safe in clean and comfortable facilities with highly professional teams who work together to make sure you are in safe hands

• You are confident in your treatment, provided by well-trained, skilled and compassionate teams, who involve you in your care and appreciate the value of your time
A commitment to each other

To support our pledge to patients to be ‘Here for you’, all of us at Nottingham University Hospitals commit to each of our colleagues to do our best to ensure:

• **You are appreciated**, for your contribution by kind and helpful colleagues, who value those who take responsibility for doing a good job

• **You are supported** to make the best use of your time, by simplifying processes, eliminating waste, and streamlining communication to ensure everyone can be focused on high quality care for patients

• **You are encouraged** to improve the quality of our service to patients, by listening to patients’ needs and through evidence-led improvement, team working, training and personal development.
## Our standards

**“I feel cared for”**
- KSF CD1 Communication
- KSF CD6 Equality and diversity

1. Polite & respectful

2. Communicate & listen

3. Helpful & kind

**“I feel safe”**
- KSF CD3 Safety

4. Vigilant *(safe)*

5. On stage *(feel safe)*

6. Speak up *(stay safe)*

**“I feel confident”**
- KSF CD5 Quality

7. Informative

8. Timely

9. Compassionate

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**Improving is everyone’s job**

- KSF CD4 Service improvement & KSF CD2 Personal development

10. Accountable

11. Best use of time & resources

12. **Improve**: our best gets better

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*We are here for you*
Getting the message across
Over to you…

• Discuss in table teams where:
  – Your organisations’ strengths lie
  – There are opportunities to be even better
What we are doing now
Our headlines

• Over 7,500 staff attended our 2009 launch event
• 9,XXX staff trained
• 1,5XX appraising managers trained
• New appraisal process with rating
• XX% of our policies compliant
• 360 degree feedback system
• Local staff survey
• Manager standards
Manager Standards

Appendix 2

Leading

√ ...Am a positive role model
√ ...Am visible to my team
√ ...Know our business
√ ...Provide and seek feedback to continuously improve for patients and staff

Managing

√ ...Manage relationships
√ ...Am fair and consistent
√ ...Make decisions
√ ...Appraise and develop others
√ ...Use resources effectively

Communicating

√ ...Maintain confidentiality
√ ...Am responsible for keeping my team informed
√ ...Provide explanations for decisions
√ ...Listen to others
How would you evidence that you really are leading your team?
Welcome to the Managers' Standards site

NUH’s Managers' Standards sets out what is expected of managers. If you are an established, new or an aspiring manager the new Manager Standards’ website is a one-stop-shop for accessing the knowledge and skills to help you get the best from yourself and your teams. These standards apply to everyone in the Trust who manages people.

There are three over-arching sections to our Managers’ Standards – Leading, Managing and Communicating. Each of which have core standards as follows.

- Leading - four standards
- Managing - five standards
- Communicating - four standards

To really pin-point what each of the standards means there are a series of descriptors or definitions that sit within each standard. It is to each of these descriptors that we have linked information and learning. We are all busy people and this web based toolkit will provide you with quick and easy access to information and learning that can support you in your role.

Leading

- I am a positive role model
- I am visible to my team
- I know our business
- I provide and seek feedback to continuously improve for patients and staff

Managing

- I manage relationships
- I am fair and consistent
- I make decisions
- I appraise and develop others
- I use resources effectively

Communicating
Managing managers

Most of our managers don’t just manage, they also perform a job function, doing actual work in their areas. This role puts managers closer to employees and services users and gives managers a great sense of organisational strengths and areas for improvement. If you are a manager who manages managers it is crucial that you work alongside your managers.

Here are some tips for managers of managers to consider:

* Face-to-face communications rather than limiting encounters of e-mails and messages by a third party are a must
* Ignore your managers’ concerns at your peril
* Ensure your managers understand job expectations, parameters and delegated authorities
* Recognise what they do and the extra responsibility they take
* Provide your managers with development and feedback
* Encourage your managers to use this new website to expand their knowledge about leadership and management and enhance their management practice

All of the same tools and techniques as shown in the Managing section of our Managers Standards apply if you manage managers plus there are some additional tools in this section that you may find useful.

Manager observation aids

* Appraisal PDR IPR meetings
* Coaching sessions
* One to one meetings
* Team meetings

NUH.net Shortcuts:
Annual leave calculator| Childcare and maternity| Clinical director, who’s who| Corporate identity| Human resources| Internal job vacancies| Learning and organisational development| Mandatory training| Maternity, who’s who| Policies and Procedures| Staff parking and permits| Trust briefings| Corporate directors, who’s who| Interpreting and Translation| City Hospital campus map| QMC campus map

NUH.net A-Z Lists:
## Managers Standards A-Z check list

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What’s next for us at NUH?
NHS Leadership Framework
Leadership Pathway

Aspiring Leaders

Up to and including Band 7 Leaders

Band 6 Deputy Sister/Charge Nurse Clinical Leadership Development Programme

RCN Clinical Leadership Programme

CMI Building Essential Leadership Skills

BELS Mentoring Programme

Band 5 / 6 Introduction to Leadership

ILM First Line Managers / Supervisors Development Course

ILM Team Leader Level 2 Course

Band 5 Nurse/Midwife Leadership Skills

Professional Skills Appraisal

Professional Skills Recruitment & Selection

Professional Skills Performance Management

 NUH Managers Induction

NUH Values and Behaviours and Managers Standards

Early career

Experienced managers

Heads of services

People managers

NUH Essential

NUH Nomination / Criteria only

For EMLA please see current academy portfolio

Experienced managers of managers

Staff groups

Experienced senior leaders

Currently under development

Trust Board Leadership Programme

Senior Leadership Programme

Heads of Service Leadership Programme

Experienced senior managers

Experienced managers of managers

Heads of services

Executives

Wider Directorate Leaders

Triumvirate Leaders And Corporate Deputies
What’s next for those who lead teams?

• Leading yourself:
  – Authentic leadership
  – Visible leadership

• Leading:
  – Quality
  – Safety
  – Experience
  – Improvement
What’s next for our programme?

- Integrate further our We are here for you, Better for you, Quality, Safety and Patient Public Involvement programmes
- Create a single organisational development framework
- Focus on measurement
What’s next for us in the NHS…?
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