Organisational Development Strategy
September 2014 update

Infrastructure
- Organisational structure
  - Lincolnshire Health & Care (LHAC) integrated working
  - LARS integration
  - Partnership working with LADMS
- Technology and clinical systems
  - Clinical systems benefit realisation
  - Improved connectivity for staff and patients
  - Applied technology to improve patient care, support business development and support communication with teams
- Governance and policies
  - Lessons learnt from Governance & Capability Review
  - Revision of corporate documents and policies
  - Strengthened staff governor role
- Processes continuous quality improvement
  - Improved efficiency & effectiveness in teams (Unipart Expert Practices)
  - Network of Improvement Champions
- Environment
  - Estate strategy
  - Facilities
  - Agile working
  - Health & Safety
  - Procurement

Patient outcome: A clear sense of one organisation, integrated care giving consistency of experience regardless of location and intervention

Organisational capability
- Training and compliance
  - Specific role/personal development training
  - Mandatory training inc. development e-learning
  - Social Care Training
- Effective leadership
  - Roll out leadership programmes & framework
  - Evaluation of RoI
  - Shading and coaching
  - Utilisation of EMLA
- Workforce planning/capability
  - Benchmarking
  - Increased apprenticeships
  - Workforce modelling
  - HCA development
  - Skills gap
- Equality & Diversity
  - Equality Delivery System (EDS) review
  - Achieve EDS 2 outcomes
- Talent management
  - Succession planning tool
  - 360° diagnostic
  - Appraisals
- Change management
  - PMO
  - I have an idea
  - SLM/SLR
  - 15 Steps Challenge
  - Clinical Coding (PbR)

Patient outcome: Increased confidence in the capability of our staff, recognised improved quality standards and patient care

Engagement
- Employee relations
  - Review staff side leadership
  - Effective investigations & disciplinary process
  - Process for Employment Tribunals
- Making a difference
  - Review interactive programme for Q3
  - Action plans and outcomes
  - Staff survey / cultural barometer
  - NHS Change Day
- Communication
  - Evaluate and review internal comms strategy & channels
  - Further use of Vlogs/blogs/team brief
- Roles and responsibilities
  - Values Based Recruitment
  - Analysis of future workforce risks
  - Role profile guidance
  - Supervision
- Health and wellbeing
  - Health and wellbeing programme
  - Staff support
  - Managing attendance
  - Stress action plan
- Reward & recognition
  - Revised Recognition Strategy
  - Long service awards
  - Staff Excellence Awards
  - External recognition

Patient outcome: A positive experience when interacting with staff

Intent
- Improved effectiveness and efficient functioning of the organisation
- Highly skilled, competent staff who have the leadership qualities and behaviours required to deliver better patient care
- Increased staff engagement and satisfaction.

Recommendation of the Trust as an employer and provider of care to friends and family
**Back to basics**

### Appraisals

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Adult Services</td>
<td>83.2%</td>
</tr>
<tr>
<td>Specialist Services</td>
<td>82.64%</td>
</tr>
<tr>
<td>Medical</td>
<td>80%*</td>
</tr>
<tr>
<td>Corporate</td>
<td>77.25%</td>
</tr>
</tbody>
</table>

* Data taken from revalidation process
Updates on ESR required for consistency

**Work continues on:**
- Link to annual increment progression
- Supervision policy
- Focus on training
- Improvements to process and paperwork

### Leadership

- Session IV of the Inspirational Leadership Programme took place in September, focusing on ‘Transformational Leadership’
- Leaders were challenged to focus on ‘Leading Self’ and the impact of their behaviours and values on the team and patient care
- Heard back from operational and corporate managers on what actions they had taken as a consequence of the previous session
- 160 leaders invited to attended session IV of the programme.

### Employee Relations

Managing performance continues to be a key focus to drive operational effectiveness and proactive management of conduct and capability

#### Quarter 2 (July to September 2014)

<table>
<thead>
<tr>
<th>Number of new cases</th>
<th>32</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of disciplinary sanctions</td>
<td>14</td>
</tr>
<tr>
<td>Number of cases carried forward</td>
<td>17</td>
</tr>
</tbody>
</table>

Since April 2014 (Q1 & Q2) there have been 21 formal sanctions.
- 6 staff have been dismissed for gross misconduct
- 6 staff have been issued with final written warnings

### Sickness Absence

**Identified hotspot areas for sickness absence**

<table>
<thead>
<tr>
<th>Service</th>
<th>Number in post 31.08.14</th>
<th>Sickness absence % Aug 14</th>
<th>Sickness absence % Sept 13 - Aug 14</th>
<th>Trend</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAS 1</td>
<td>21</td>
<td>8.46%</td>
<td>9.19%</td>
<td>↓</td>
<td>4 LTS returned to work and 2 LTS staff terminated during Aug 2014</td>
</tr>
<tr>
<td>SS 1</td>
<td>159</td>
<td>5.48%</td>
<td>8.28%</td>
<td>↔</td>
<td>9 of the 13 staff across the 4 areas on LTS have now returned to work Remaining staff off sick under review and OH/SWS intervention All ST sickness reviews being undertaken</td>
</tr>
<tr>
<td>GAS 2</td>
<td>59</td>
<td>3.75%</td>
<td>7.74%</td>
<td>↓</td>
<td>3 LTS staff terminated - predominately historical absence now resolved and downward trend</td>
</tr>
<tr>
<td>SS 2</td>
<td>34</td>
<td>5.72%</td>
<td>6.85%</td>
<td>↔</td>
<td>STS sickness issues, staff received sanctions or ISRs 2 LTS cases under review and 1 dismissed in August</td>
</tr>
<tr>
<td>GAS 3</td>
<td>101</td>
<td>5.85%</td>
<td>6.36%</td>
<td>↓</td>
<td>2 of the 5 LTS returned and 1 terminated Remaining staff under OH/SWS All ST cases managed with ISR</td>
</tr>
<tr>
<td>SS 3</td>
<td>150</td>
<td>5.84%</td>
<td>6.07%</td>
<td>↑</td>
<td>5 LTS cases (complex) under OH/SWS and high STS cases with action taken Number of employee relation issues contributing</td>
</tr>
<tr>
<td>GAS 4</td>
<td>72</td>
<td>4.34%</td>
<td>5.56%</td>
<td>↓</td>
<td>Predominantly historical absence now resolved and downward trend</td>
</tr>
<tr>
<td>SS 4</td>
<td>144</td>
<td>6.64%</td>
<td>5.54%</td>
<td>↑</td>
<td>5 LTS cases and 5 STS cases with ISRs</td>
</tr>
<tr>
<td>SS 5</td>
<td>63</td>
<td>11.74%</td>
<td>5.44%</td>
<td>↑</td>
<td>Under organisational change/TUPE to another organisation, rise in absence in preceding months to changes</td>
</tr>
<tr>
<td>GAS 5</td>
<td>89</td>
<td>7.31%</td>
<td>5.24%</td>
<td>↑</td>
<td>3 LTS cases under review by higher STS due to impact of closure of HIPS</td>
</tr>
<tr>
<td>SS 6</td>
<td>37</td>
<td>6.52%</td>
<td>5.14%</td>
<td>↑</td>
<td>2 LTS under OH/SWS and 4 STS cases under ISR/disciplinary action</td>
</tr>
</tbody>
</table>

**Key**

LTS - Long Term Sickness
STS - Short Term Sickness
ISR - Informal Sickness Review
OH/SWS - Occupational Health / Staff Wellbeing Service
Work Related Stress

The Trust’s latest Making a Difference team session focused on feeding back the national staff survey results and workplace stress. With the intention of developing an action plan for tackling issues both at a local and trustwide level. The session was available between June and end of August and the data received is currently being collated.

Cultural Barometer headlines

General Adult Services

As a result of previous low response for the February cultural barometer survey and in an effort to avoid ‘survey fatigue’, the Trust is now focusing on promoting the cultural barometer with individual divisions each quarter, rather than a trustwide approach. The survey was undertaken with Specialist Services during Quarter 1 and for Quarter 2 this was made available to General Adult Services between 1 - 19 September.

25% of General Adult Services staff responded (258 from a sample of 1019).

**Headlines**

<table>
<thead>
<tr>
<th>Questions</th>
<th>GAS Sept 14</th>
<th>SS June 14</th>
<th>Trustwide Feb 14*</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would recommend the Trust to friends and family as a place to work</td>
<td>51%</td>
<td>58%</td>
<td>64%</td>
</tr>
<tr>
<td>I would recommend the Trust to friends and family as a place to receive care and treatment</td>
<td>69%</td>
<td>75%</td>
<td>77%</td>
</tr>
<tr>
<td>I feel satisfied with my job</td>
<td>63%</td>
<td>69%</td>
<td>62%</td>
</tr>
<tr>
<td>I feel motivated at work</td>
<td>66%</td>
<td>72%</td>
<td>68%</td>
</tr>
<tr>
<td>There is good communication between senior management and staff</td>
<td>42%</td>
<td>51%</td>
<td>52%</td>
</tr>
<tr>
<td>I get support from my immediate manager</td>
<td>74%</td>
<td>77%</td>
<td>72%</td>
</tr>
<tr>
<td>The Trust is fair and effective in the way it reports and manages potentially harmful errors, near misses or incidents</td>
<td>51%</td>
<td>57%</td>
<td>58%</td>
</tr>
<tr>
<td>I have had an effective appraisal in the last 12 months</td>
<td>75%</td>
<td>75%</td>
<td>69%</td>
</tr>
<tr>
<td>I am proud to work for LPFT</td>
<td>59%</td>
<td>63%</td>
<td>69%</td>
</tr>
<tr>
<td>Behaviours of staff in my area support the Trust value of ‘Respect’</td>
<td>79%</td>
<td>80%</td>
<td>77%</td>
</tr>
</tbody>
</table>

* Please note February’s survey was only a 12% response rate trustwide

**KEY**

- Indicates that 80% or more of respondents replied with strongly agree or agree
- Indicates the majority of respondents replied with strongly agree or agree but this was between 51% and 59%
- Indicates the majority of respondents replied neutral, disagree or strongly disagree

Engagement

- Review interactive programme for Q3
- Action plans and outcomes
- Staff Survey/Cultural Barometer
- NHS Change Day

Intent

Highly skilled, competent staff who have the leadership qualities and behaviours required to deliver better patient care

**National NHS Staff Survey**

The 2014 national NHS Staff Survey will be distributed to all staff from the end of September 2014. This survey will be open until December 2014 and the Trust will be doing a wide variety of promotions to encourage completion.

This year the survey will be distributed and completed predominantly electronically by CAPITA.

**November Board update**

Next detailed report will review:
- Workforce planning
- Bank and agency usage
Organisational Development metrics

August 2013

- Staff turnover 9.98% ↓
- Mandatory training 90.39% ↑
- Appraisal compliance 71.72% ↑
- Sickness absence 4.51% ↓ 4.83% rolling 12 month
- Actual Vacancy 4.13% ↓
- Safe Staffing establishments

- Regularly review hot spot areas
- Continued focus and improved access
- Fortnightly reports to leaders
- Leaders receive monthly alerts.
- Recruitment process review

July 2014

- 10.38%
- 94.89%
- 81.33%
- 2.55%
- 100%

- 4.48% rolling 12 month
- 4.08% rolling 12 month

August 2014

- 11.01%
- 94.53%
- 82.26%
- 2.32%
- 100%

- 4.47% rolling 12 month
- 4.16% 4.48% rolling 12 month

Benchmark

- 14.1%
- 75.4%*
- 72.6%*
- 4.8% April 2014

Figures from HEEM based East Mids MHT
Figures from NHS Mental Health Trusts (England)
Figures from NHS Mental Health Trusts (England)
Figures from HEEM based on East Mids MHT

*all above figures as of 31/03/2013 apart from where stated.