

# Culture Change – A Case Study

**Southern Health NHS Foundation Trust**

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**Right now**

**Holding our nerve .....**



# WHERE THE JOURNEY STARTED



# April 1st 2011...

- The birth of Southern health – an ambitious strategy
- A multi-disciplinary workforce of 9000
- Large range of services, 5 counties, 200 + locations
- 17 commissioners
- £340 million turnover



## April 1st 2011...

And a time of significant internal and external change including:

- New leadership at the top
- Creation of a new strategy
- Restructuring and changes to services - devolvment
- Planned mergers, acquisitions and divestments
- Significant external change not least in commissioning



# An overarching strategy

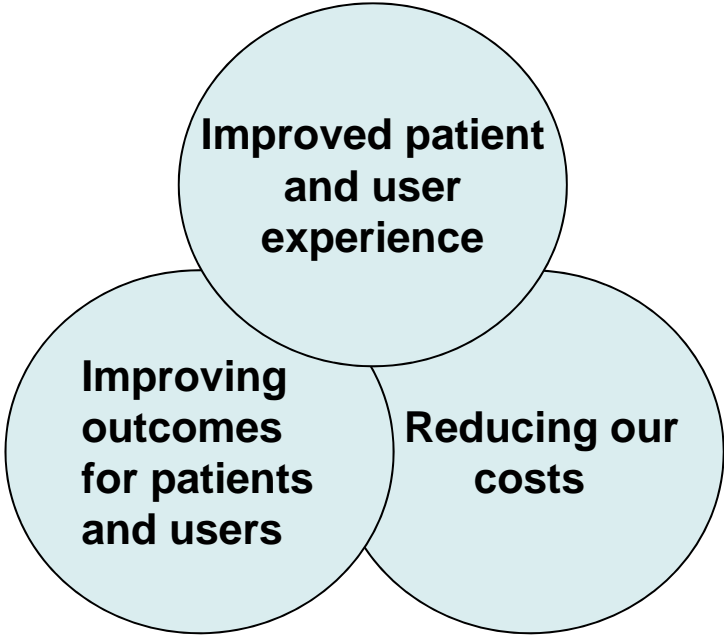
Culture → Principles → Outcomes



Internal redesign

Integration

Growth



# The approach taken

## Underpinning premise – culture is king!

Step 1 - develop values that describe our cultural aspirations  
– co-designed by staff

Step 2 – identify the behaviours we want from our staff –  
ensure they are measurable

Step 3 - enable our behaviours to form the currency upon  
which everything is based upon – how we recruit, manage,  
reward, recognise, develop, measure, support....*lead*

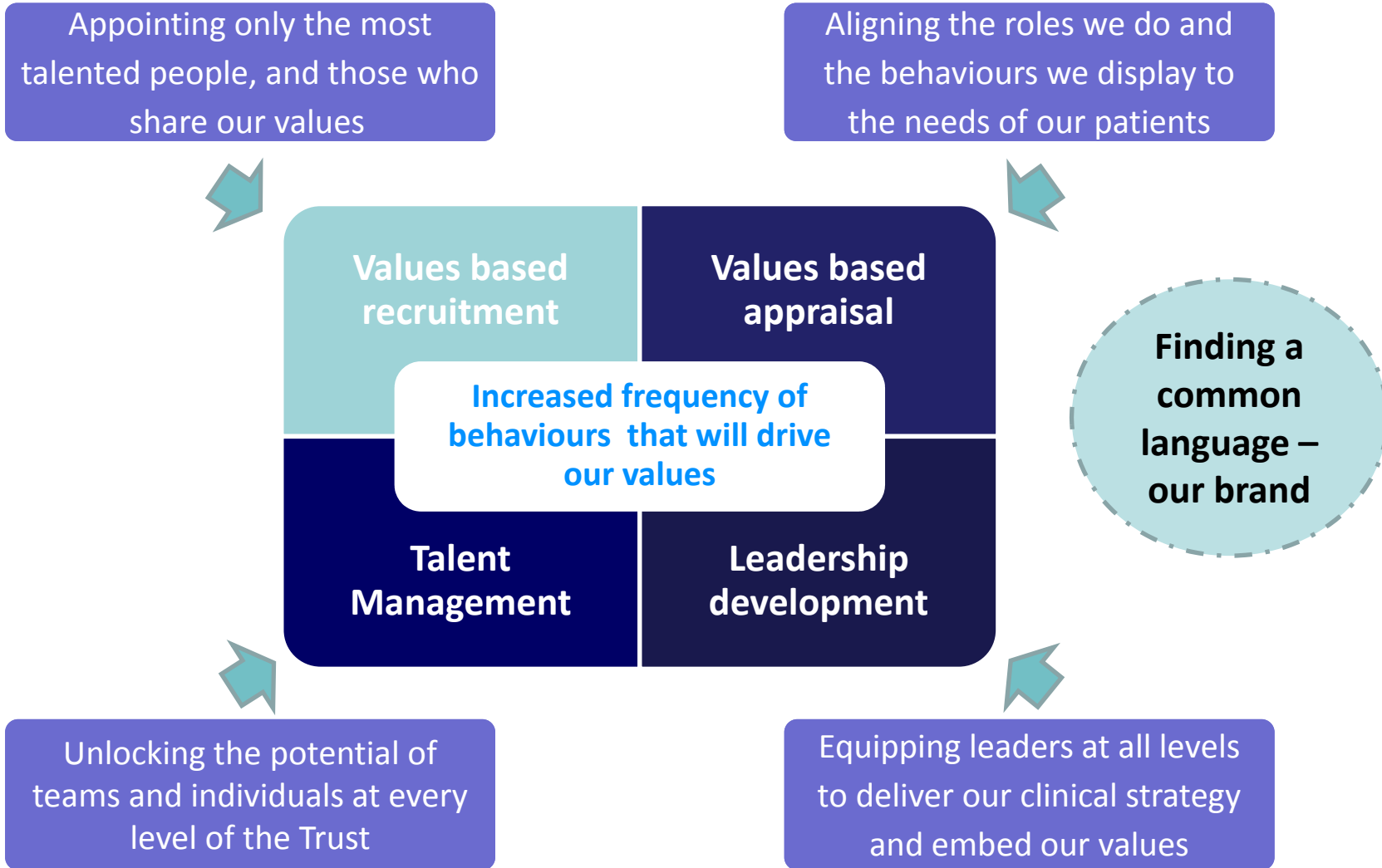




# INTERVENTIONS TO BUILD THE SOUTHERN HEALTH CULTURE



# Core interventions



# Core interventions

## Values based appraisal

- Not only what is done but how its done, based on the 6 values of our Trust
- 8 competency frameworks, including non-executive directors
- Do not use KSF- agreed with staff side
- Self-assessment, manager assessment which requires staff to be seen in action
- Linked to how we reward, recruit, develop, performance manage, train
- The single most popular thing introduced within our organisation
- April 2014 – 100+ IPL students – evaluation of 900 appraisals most reported a positive or very positive experience
- SAS survey 2013 - 94% report having an appraisal



# Core interventions

## Values based recruitment (and development)

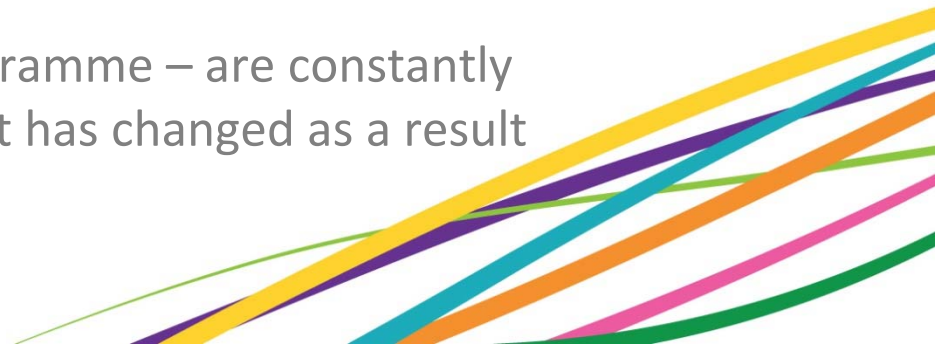
- All leadership roles, including doctors
- Organisational change requires staff to be assessed against leadership competencies to acquire a leadership role
- Being rolled out for all posts, staff fully trained to assess
- Assessment and development centres use a range of techniques to give a comprehensive view of an individual's predicted performance and potential.
- Gives individual's development plans
- Appoints leaders who want to lead
- Takes courage to fully implement



# Core interventions

## Leadership development

- Over 1000 staff completing an 8 day, 6 month development programme
- Going Viral** – based on our principles and outcomes, designed to transform our culture
- Staff complete 360° and receive feedback at the start
- Staff bring with them their objectives and chose one to progress through the programme
- Staff are given a toolkit, they begin to use known techniques to redesign, integrate or grow services
- Senior team have allocated groups to be expert speakers and development sponsors
- Executives open and close each programme – are constantly overwhelmed by staff stories of what has changed as a result



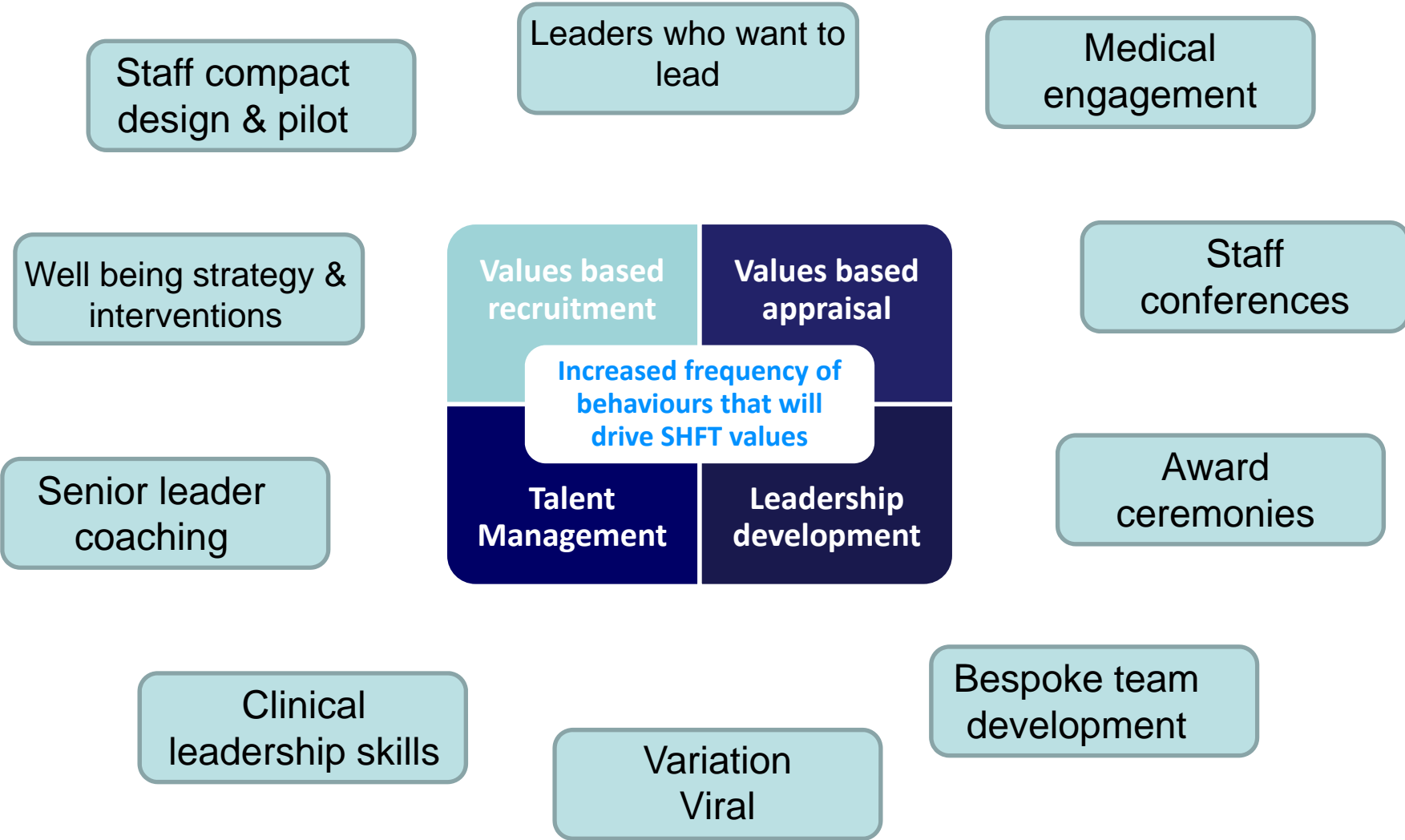
# Core interventions

## Talent management

- Started with a typical 9 box grid, with axis looking at performance and the other potential
- For all staff – on the premise that all staff are talented
- Recognises the difference between our experts/potential experts and our leaders/potential leaders
- Peer-panel reviewed to ensure 360 view of individuals – validation
- Transparent conversations
- Succession planning, managing risks of loss of key staff
- Still part way through implementation – lots of learning



# Additional interventions...



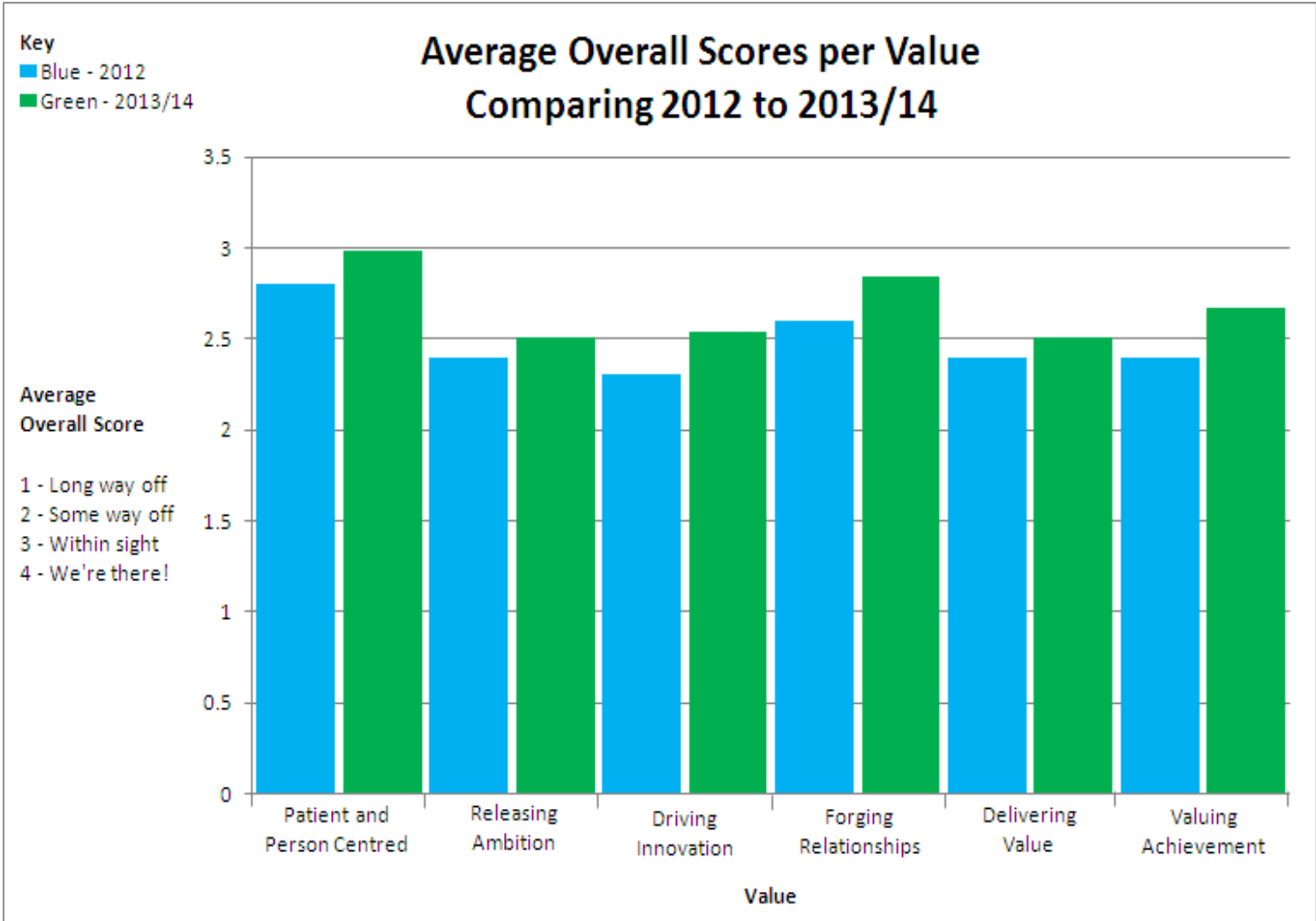
# MEASUREMENT

## HOW THE CULTURE HAS STARTED TO CHANGE





# Taking the Temperature



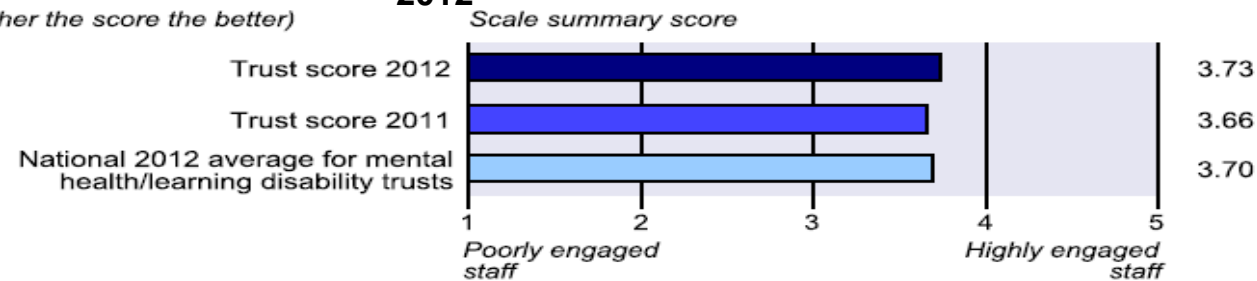
# Staff & medical surveys

Improvement and steady state in engagement levels

- Staff attitude survey (below)
- Medical engagement survey improvement across all 10 areas with significant improvement in 7/10 from 2012/13

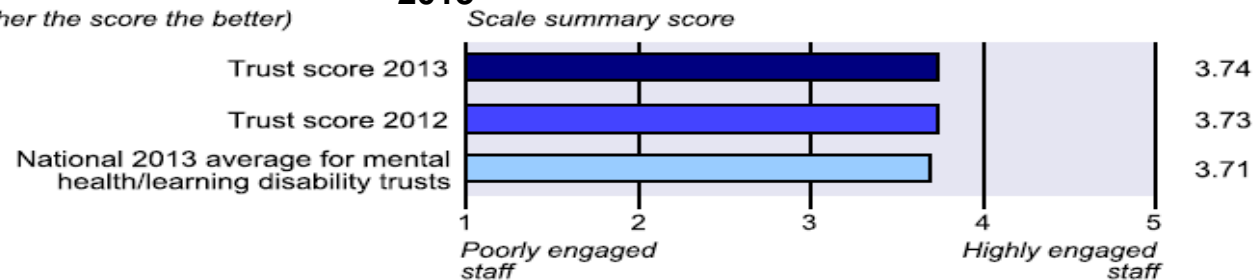
## OVERALL STAFF ENGAGEMENT 2012

*(the higher the score the better)*

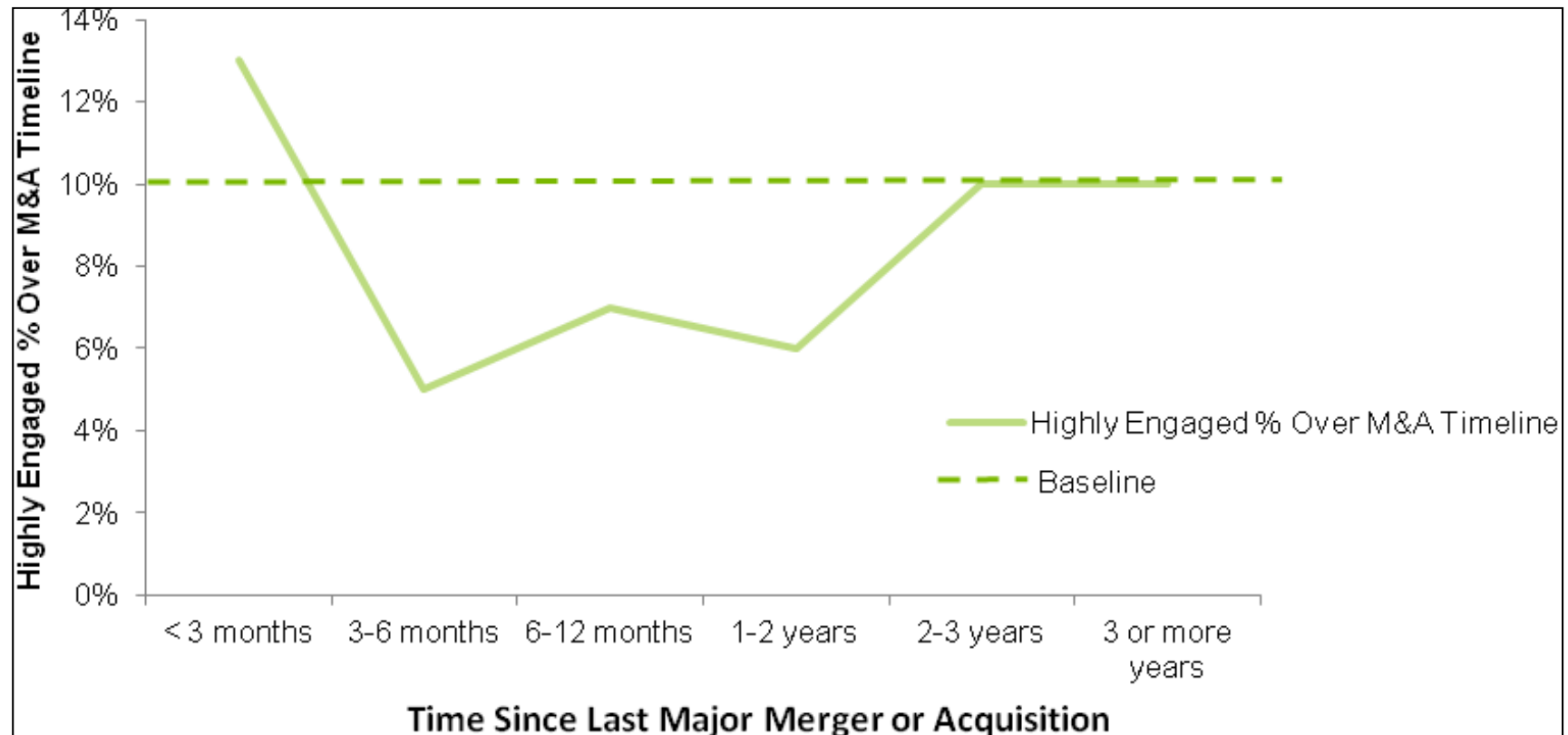


## OVERALL STAFF ENGAGEMENT 2013

*(the higher the score the better)*



# Effects of change on the workforce



(Aon Hewitt 2013)

# External measurement

## ⇒ CQC inspections 2014

- ⇒ 48 sites inspected
- 2 sites with enforcement actions (1 now removed)
- ⇒ 255 outcomes
- 201 fully compliant
- 20 minor concerns
- 26 moderate concerns
- 8 major concerns

- ⇒ Most inspections highly complimentary about our staff and the culture in which they work
- ⇒ Themes for improvement:
  - Environmental
  - Documentation
  - Medicines management



## Examples of further evaluation we will do

- Collating stories of improvement
- Evaluating impact of interventions on outcome data  
e.g. reduction in acute bed day usage, effective caseload management, recovery model outcomes
- Specific evaluation of key interventions
  - Are we attracting and retaining leaders? (in a highly competitive market)
  - Impact of appraisal on the quality of the conversation
  - Impact of Going Viral on delivering business outcomes
  - Friends and family test – are staff empowered to do what they need to do?



# WHERE WE'RE HEADED



# Remaining on track

- 🌀 Continue to embed, improve and evaluate core OD interventions
- 🌀 Ensure leadership development becomes a continuous process
- 🌀 Evolving Going Viral...

**Viral – Essentials – all staff**  
**Quality and Pride**

**Viral – Booster**      *Repeat 360s*  
**- 1000 staff**      *Review objectives*

**Viral – Intensive**      *Linked to TM*  
**20-50 staff**      *Coaching plus*

**Viral – Elite**      **1- 3 future CEO**



# Use of data for improvement not for judgement

- ➡ Our evaluation tells us areas which have ‘failed’ or have been close to failing – best predictor – workforce data
- ➡ Levels of appraisals, absence rates, staff (particularly leaders) stability, leavers with less than 12 months service, statutory and mandatory training – clear indicators that we need to offer further support and challenge





# THE LESSONS WE HAVE LEARNT



- 🌀 Assess the strength of your leaders before you implement large scale change programmes
- 🌀 Be clear when you are assessing and when you are developing
- 🌀 Ensure development activities are confidential
- 🌀 Those who do not want to be leaders or be assessed/developed as a leader should be supported to change but not permitted to opt out
- 🌀 No one person is bigger than an organisation – the strength of teams with leadership at all levels is what we are aiming for
- 🌀 Ensure your corporate functions are not blockers to what you are trying to achieve
- 🌀 Be clear about what you would need to invest or stop doing
- 🌀 Be clear you are willing to commit your time – for years!
- 🌀 Evaluate regularly to show progress – hold your nerve.....

