



LiA Pulse Check

Have your say in a no risk way

LiA Pulse Check Results – EXAMPLE Executive Report



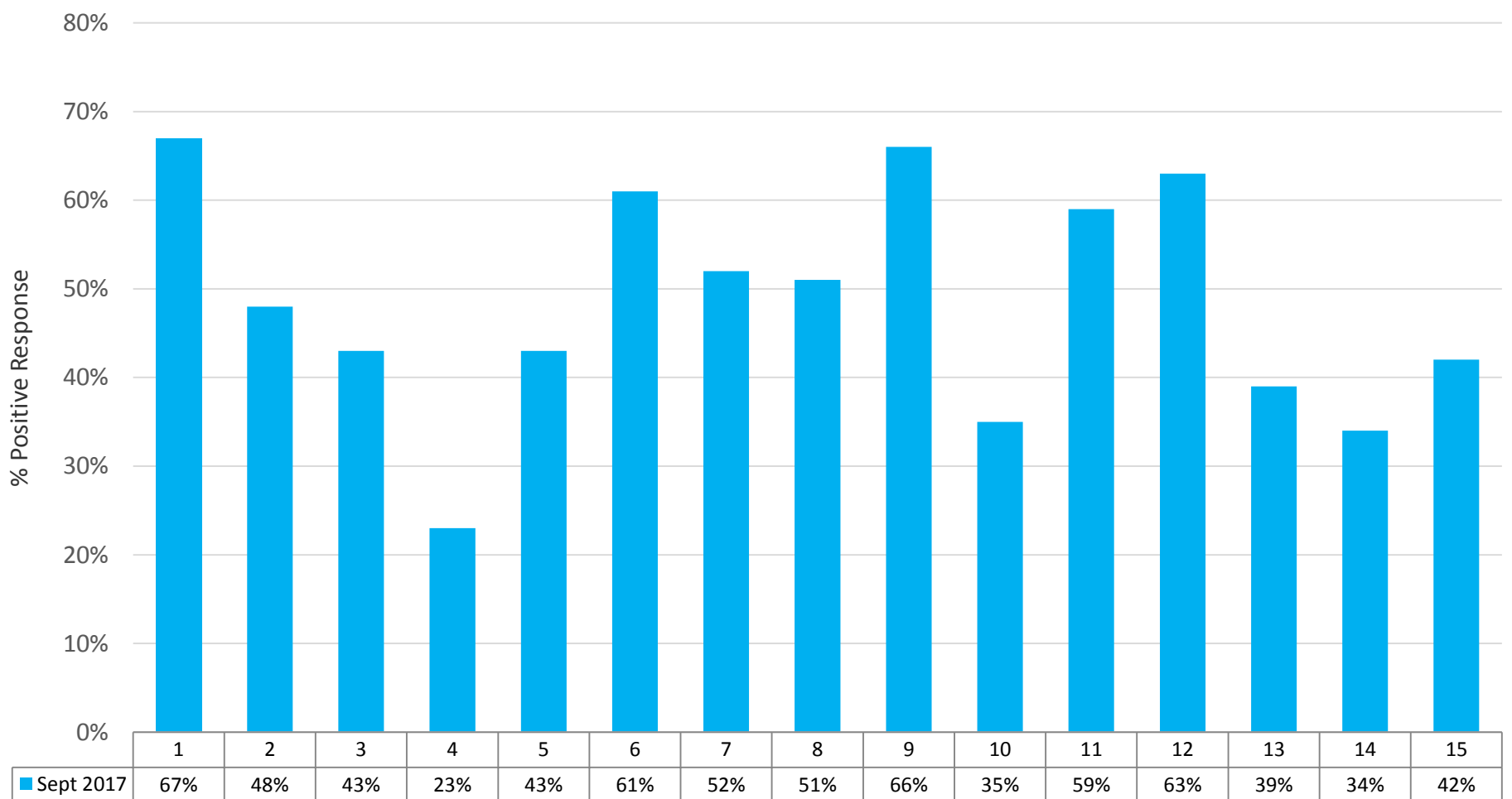
Mission

To measurably improve the quality and safety of patient care through the direct involvement and engagement of the workforce





Trust-wide results – based on 2865 responses – September 2017



LiA Pulse Check Questions





Trust-wide results – based on 2865 responses – September 2017

67%

1. I feel happy and supported working in my team/department/service

61%

6. I believe we are providing high quality services to our patients/service users

59%

11. I feel that the quality and safety of patient care is our organisation's top priority

48%

2. Our organisational culture encourages me to contribute to changes that affect my team/department/service

52%

7. I feel valued for the contribution I make and the work I do

63%

12. I feel able to prioritise patient care over other work

44%

3. Managers and leaders seek my views about how we can improve our services

51%

8. I would recommend our Trust to my family and friends

39%

13. Our organisational structures and processes support and enable me to do my job well

23%

4. Day-to-day issues and frustrations that get in our way are quickly identified and resolved

66%

9. I understand how my role contributes to the wider organisational vision

34%

14. Our work environment, facilities and systems enable me to do my job well

43%

5. I feel that our organisation communicates clearly with staff about its priorities and goals

35%

10. Communication between senior management and staff is effective

42%

15. This organisation supports me to develop and grow in my role





Trust-wide results – comparison over time – 2016-2017



Responses:
2755 (2016), 2865 (2017)

LiA Pulse Check questions



LiA Pulse Check
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Trust-wide results – shift 2016-17

+6%

1. I feel happy and supported working in my team/department/service

+6%

6. I believe we are providing high quality services to our patients/service users

+13%

11. I feel that the quality and safety of patient care is our organisation's top priority

+6%

2. Our organisational culture encourages me to contribute to changes that affect my team/department/service

+10%

7. I feel valued for the contribution I make and the work I do

+4%

12. I feel able to prioritise patient care over other work

+8%

3. Managers and leaders seek my views about how we can improve our services

+6%

8. I would recommend our Trust to my family and friends

+8%

13. Our organisational structures and processes support and enable me to do my job well

+5%

4. Day-to-day issues and frustrations that get in our way are quickly identified and resolved

+5%

9. I understand how my role contributes to the wider organisational vision

+4%

14. Our work environment, facilities and systems enable me to do my job well

+7%

5. I feel that our organisation communicates clearly with staff about its priorities and goals

+11%

10. Communication between senior management and staff is effective

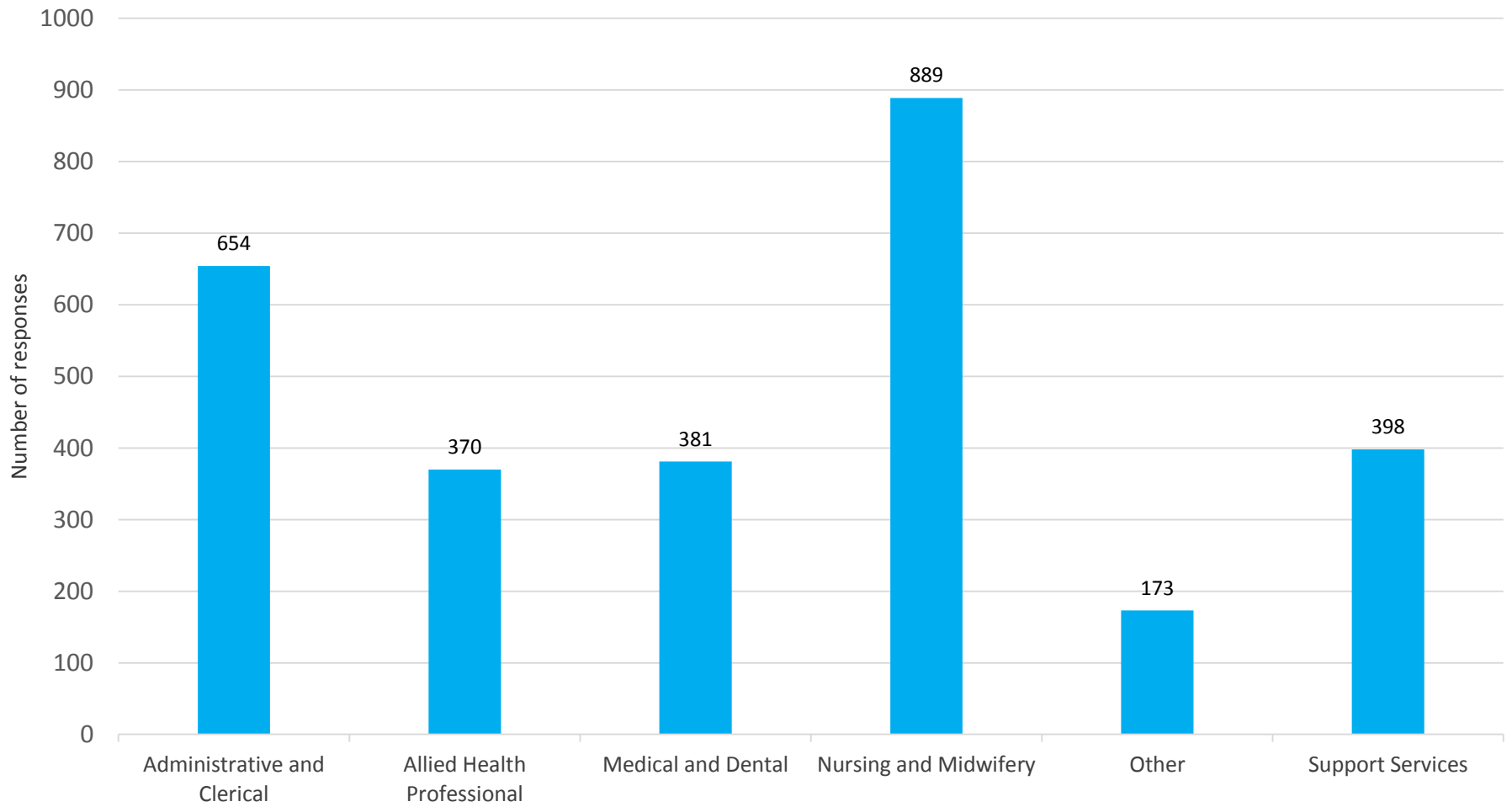
+5%

15. This organisation supports me to develop and grow in my role



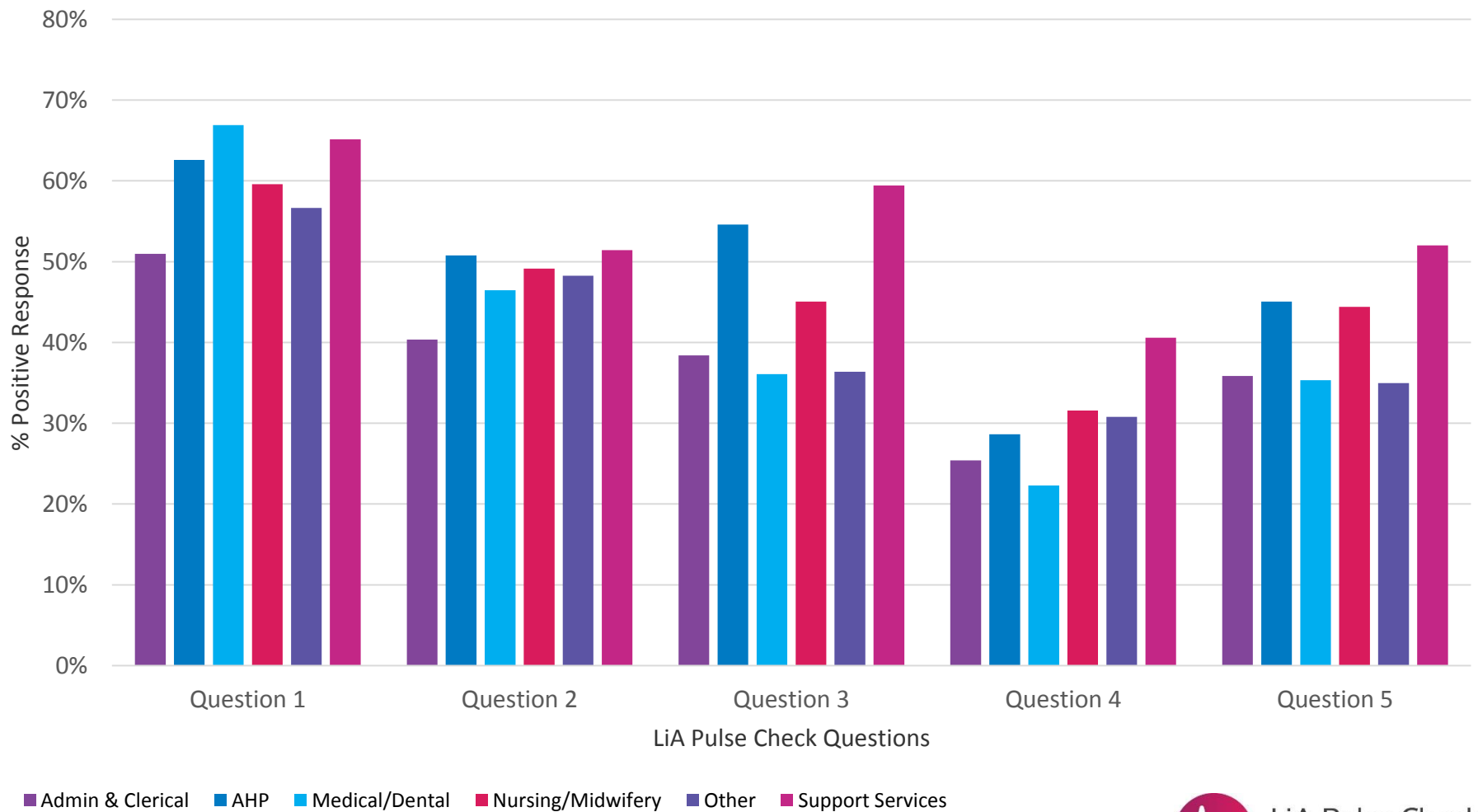


Response levels by role



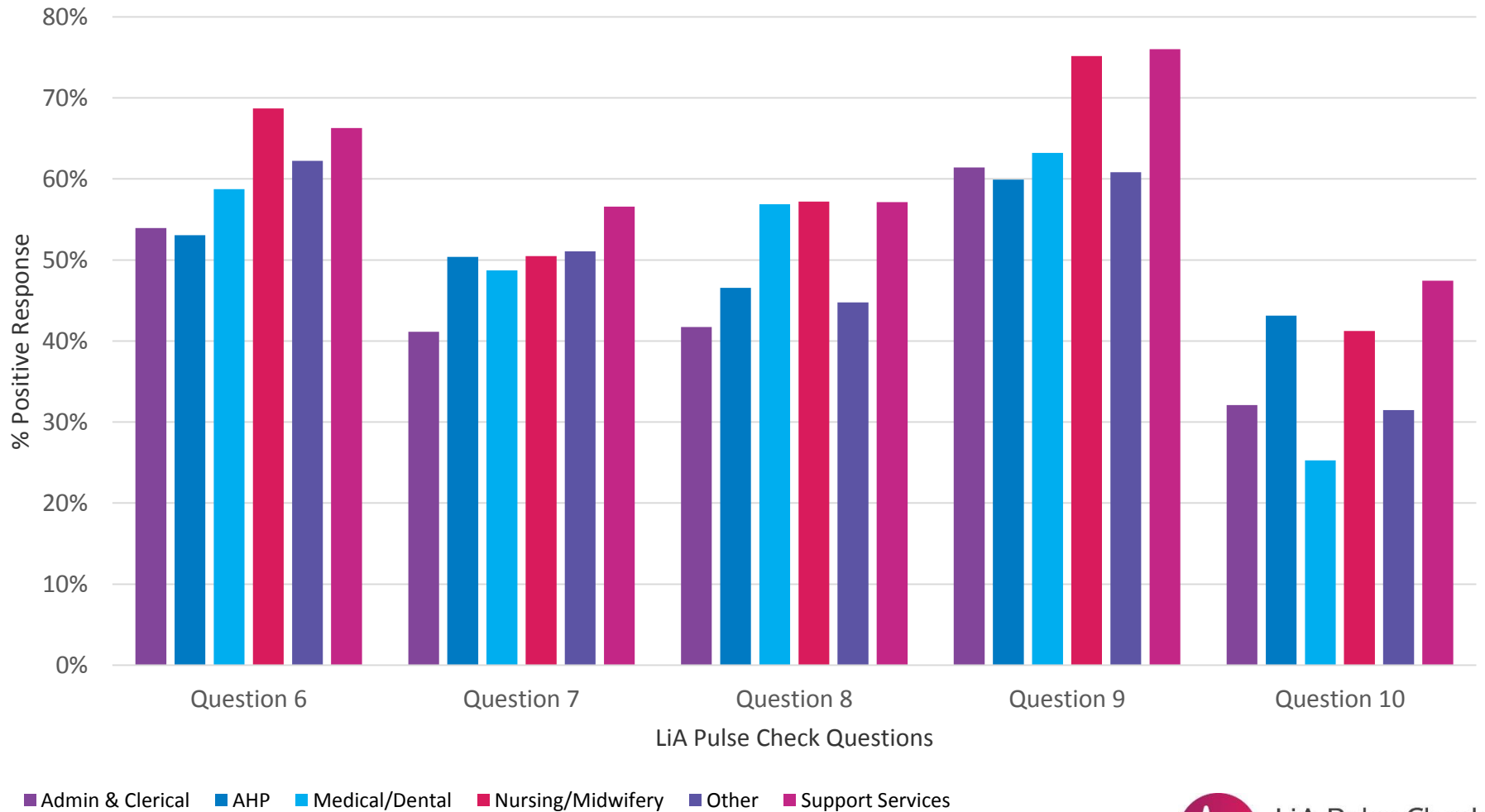


Results by role (Questions 1-5)



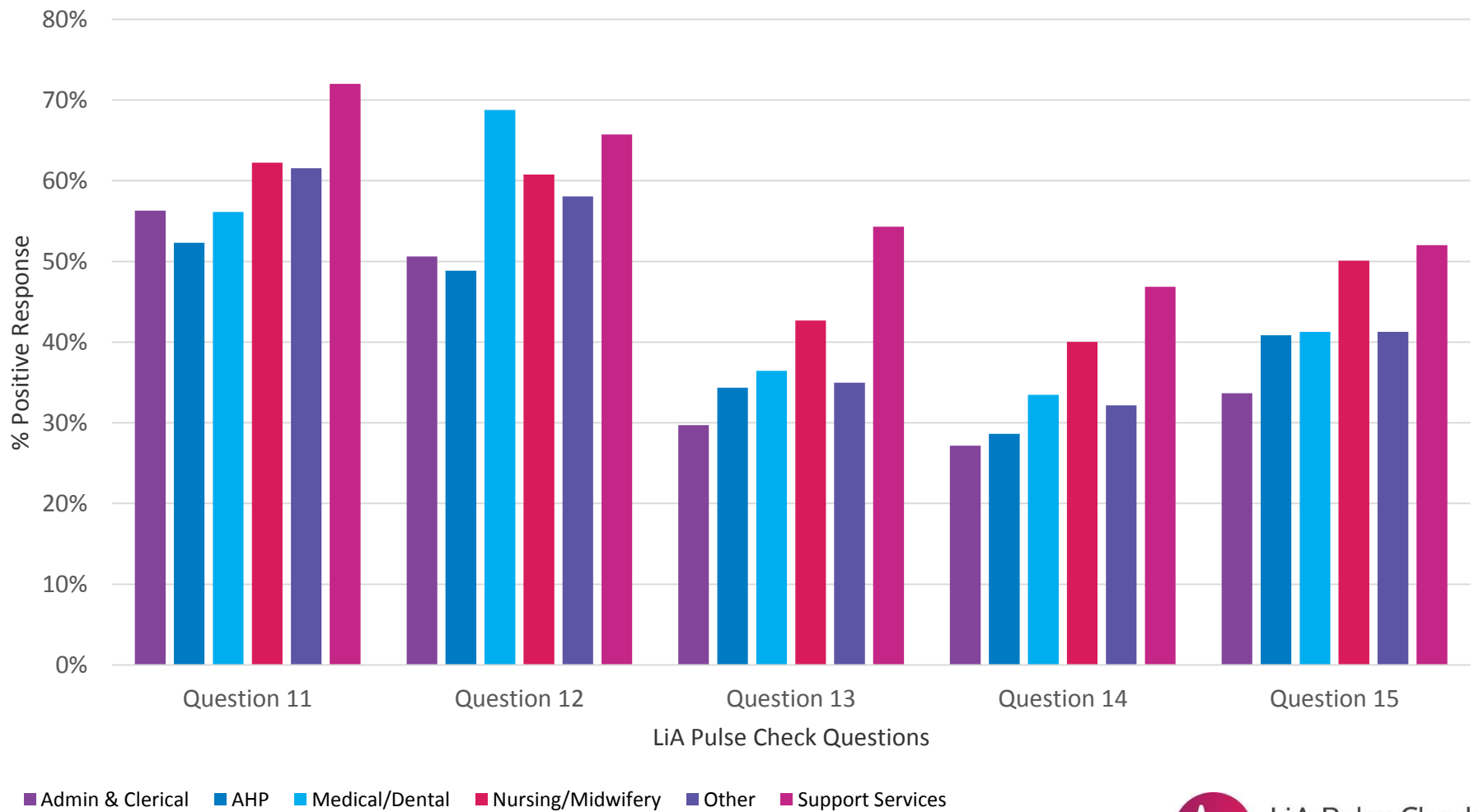


Results by role (Questions 6-10)





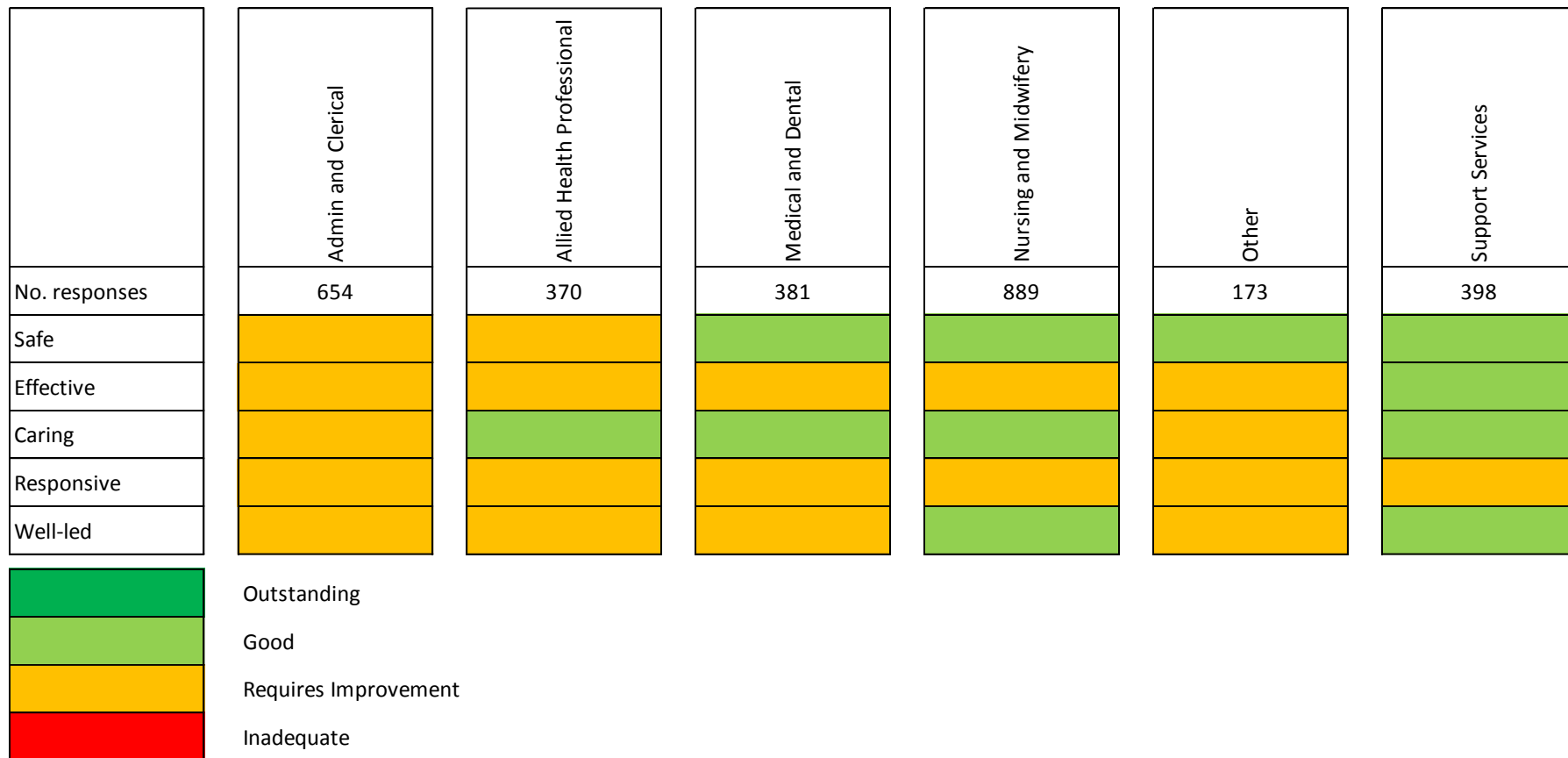
Results by role (Questions 11-15)



LiA Pulse Check
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CQC 5 domains 'heat map' by role



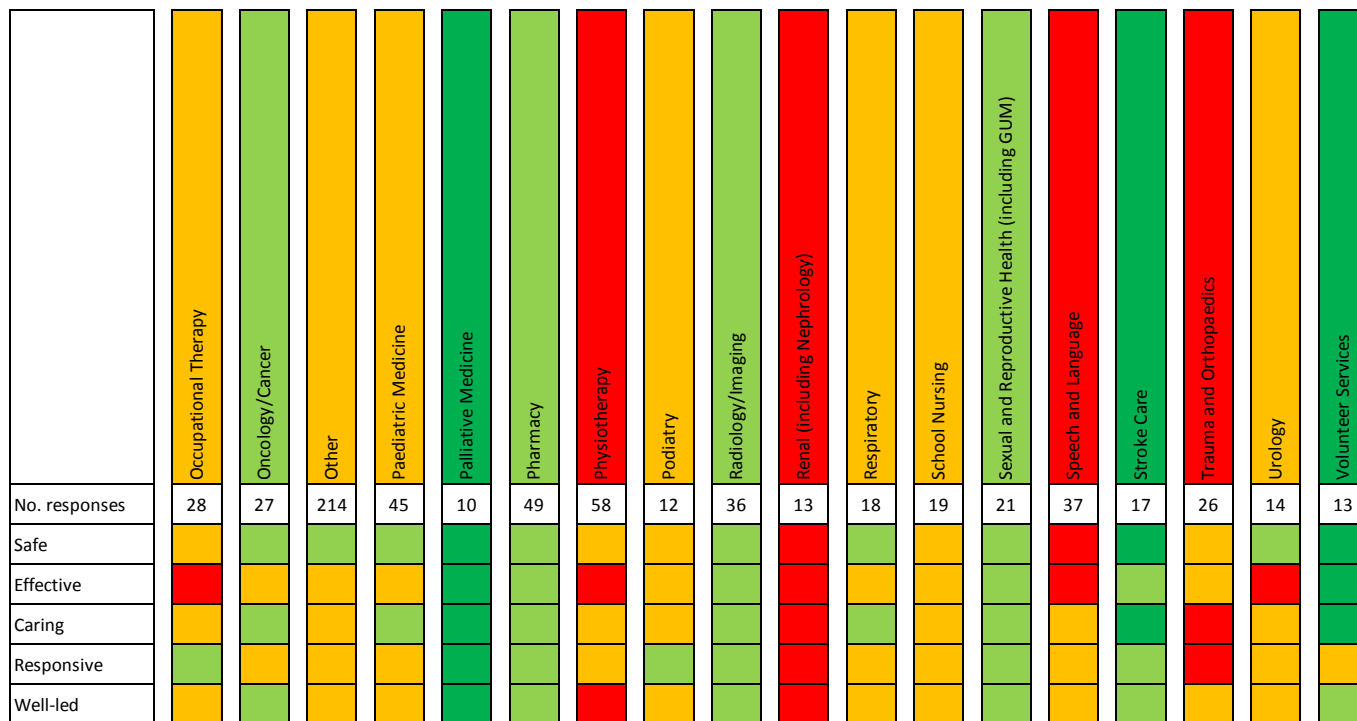


CQC 5 domains 'heat map' by specialty (1/2)





CQC 5 domains 'heat map' by specialty (2/2)





15 questions – % scores by specialty (1/2)

Pulse Check Question	Specialty																										
	Acute Internal Medicine	Anaesthetics	Appointments	Audiological Medicine	Cardiology/ Cardiothoracic	Community Mental Health Services	Community Nursing and Health Services	Community/Outpatient Rehabilitation	Corporate Services (Execs, HR, Finance, IT, Governance...)	Critical/Intensive Care	Dentistry and Dental Specialities	Dermatology	Emergency Medicine / Urgent Care	Endocrinology and Diabetes	Estates and Facilities	Gastroenterology	General Medicine	General Surgery/Theatres	Geriatric/Elderly Care	Haematology (including Phlebotomy)	Health Informatics	Health Visiting					
Number of staff responding	27	28	16	12	52	10	11	107	224	30	18	11	125	9	46	44	116	78	89	18	24	34					
1 I feel happy and supported working in my team/department/service	56%	50%	44%	83%	58%	80%	45%	66%	55%	77%	56%	36%	56%	67%	65%	55%	69%	55%	64%	72%	71%	44%					
2 Our organisational culture encourages me to contribute to changes that affect my team/department/service	37%	36%	38%	83%	54%	50%	45%	58%	43%	53%	44%	36%	52%	44%	52%	45%	56%	29%	49%	61%	63%	21%					
3 Managers and leaders seek my views about how we can improve our services	37%	21%	38%	83%	42%	40%	55%	52%	50%	47%	39%	45%	43%	44%	57%	50%	51%	29%	38%	50%	71%	29%					
4 Day-to-day issues and frustrations that get in our way are quickly identified and resolved	22%	14%	31%	83%	23%	30%	27%	33%	26%	37%	33%	27%	30%	11%	39%	32%	40%	18%	28%	33%	25%	21%					
5 I feel that our organisation communicates clearly with staff about its priorities and goals	44%	21%	31%	92%	37%	30%	36%	38%	40%	53%	61%	27%	55%	22%	48%	48%	48%	27%	43%	44%	46%	29%					
6 I believe we are providing high quality services to our patients/service users	59%	54%	56%	100%	67%	60%	91%	68%	54%	90%	72%	64%	67%	33%	67%	64%	72%	62%	70%	83%	54%	44%					
7 I feel valued for the contribution I make and the work I do	41%	43%	38%	83%	56%	40%	36%	56%	48%	60%	44%	36%	52%	56%	48%	45%	54%	31%	44%	67%	42%	35%					
8 I would recommend our organisation to my family and friends	48%	43%	44%	83%	42%	30%	27%	54%	45%	60%	67%	55%	66%	22%	57%	48%	63%	51%	49%	56%	38%	29%					
9 I understand how my role contributes to the wider organisational vision	63%	61%	63%	92%	65%	50%	55%	78%	68%	77%	50%	73%	78%	44%	78%	55%	83%	64%	64%	89%	63%	65%					
10 Communication between senior management and staff is effective	30%	21%	38%	83%	38%	20%	36%	39%	36%	43%	44%	27%	47%	11%	48%	45%	46%	26%	37%	39%	54%	18%					
11 I feel that the quality and safety of patient care is our organisation's top priority	52%	57%	56%	92%	58%	60%	91%	67%	61%	67%	67%	36%	64%	44%	61%	64%	66%	60%	55%	61%	54%	44%					
12 I feel able to prioritise patient care over other work	59%	64%	56%	92%	62%	80%	36%	60%	46%	70%	61%	73%	66%	44%	59%	64%	71%	58%	67%	89%	50%	50%					
13 Our organisational structures and processes support and enable me to do my job well	33%	29%	25%	75%	37%	40%	27%	47%	33%	53%	39%	36%	43%	33%	46%	39%	52%	24%	36%	61%	33%	21%					
14 Our work environment, facilities and systems enable me to do my job well	37%	25%	25%	83%	29%	20%	36%	33%	27%	50%	44%	45%	38%	22%	41%	48%	55%	27%	42%	44%	25%	18%					
15 This organisation supports me to develop and grow in my role	37%	32%	31%	75%	33%	50%	27%	54%	41%	50%	22%	27%	47%	33%	46%	52%	57%	36%	49%	44%	38%	24%					





15 questions – % scores by specialty (2/2)

Pulse Check Question	Hotel Services (Catering, Porters, Domestics...)	Midwifery/Maternity	Obstetrics/Gynaecology	Occupational Therapy	Oncology/Cancer	Other	Paediatric Medicine	Palliative Medicine	Pharmacy	Physiotherapy	Podiatry	Radiology/Imaging	Renal (Including Nephrology)	Respiratory	School Nursing	Sexual and Reproductive Health (including GUM)	Speech and Language	Stroke Care	Trauma and Orthopaedics	Urology	Volunteer Services
Number of staff responding	74	118	40	28	27	214	45	10	49	58	12	36	13	18	19	21	37	17	26	14	13
1 I feel happy and supported working in my team/department/service	61%	41%	45%	61%	67%	54%	69%	100%	76%	52%	50%	72%	38%	61%	47%	71%	62%	88%	46%	43%	100%
2 Our organisational culture encourages me to contribute to changes that affect my team/department/service	45%	35%	40%	54%	56%	43%	51%	100%	71%	41%	58%	58%	31%	50%	32%	62%	41%	71%	31%	43%	38%
3 Managers and leaders seek my views about how we can improve our services	54%	24%	33%	43%	44%	36%	42%	80%	67%	45%	50%	56%	15%	67%	21%	52%	51%	71%	23%	36%	46%
4 Day-to-day issues and frustrations that get in our way are quickly identified and resolved	46%	15%	23%	29%	30%	29%	27%	70%	35%	21%	50%	31%	23%	33%	26%	43%	24%	47%	27%	29%	54%
5 I feel that our organisation communicates clearly with staff about its priorities and goals	55%	27%	35%	32%	41%	36%	38%	90%	59%	29%	50%	50%	15%	39%	37%	62%	49%	41%	31%	29%	46%
6 I believe we are providing high quality services to our patients/service users	66%	45%	55%	50%	81%	61%	64%	80%	73%	41%	50%	67%	31%	56%	47%	76%	38%	82%	46%	43%	92%
7 I feel valued for the contribution I make and the work I do	64%	31%	30%	54%	52%	49%	60%	80%	53%	41%	50%	61%	31%	67%	37%	62%	38%	65%	31%	36%	100%
8 I would recommend our organisation to my family and friends	62%	47%	48%	50%	52%	47%	67%	80%	57%	33%	42%	61%	23%	61%	37%	71%	41%	59%	38%	57%	77%
9 I understand how my role contributes to the wider organisational vision	73%	62%	65%	50%	78%	67%	58%	80%	78%	41%	42%	69%	38%	78%	53%	76%	62%	71%	54%	57%	85%
10 Communication between senior management and staff is effective	46%	23%	20%	36%	37%	33%	29%	50%	57%	29%	50%	47%	23%	33%	21%	48%	38%	53%	27%	21%	62%
11 I feel that the quality and safety of patient care is our organisation's top priority	78%	45%	65%	57%	63%	57%	58%	70%	63%	45%	58%	67%	31%	50%	68%	67%	38%	82%	46%	43%	85%
12 I feel able to prioritise patient care over other work	78%	36%	58%	57%	63%	57%	67%	100%	65%	48%	50%	64%	38%	44%	47%	71%	22%	71%	46%	57%	54%
13 Our organisational structures and processes support and enable me to do my job well	69%	21%	30%	25%	37%	35%	31%	90%	45%	22%	42%	56%	31%	50%	32%	52%	14%	59%	35%	21%	69%
14 Our work environment, facilities and systems enable me to do my job well	61%	20%	33%	25%	30%	35%	18%	40%	39%	14%	42%	58%	23%	28%	42%	38%	16%	59%	35%	36%	69%
15 This organisation supports me to develop and grow in my role	54%	33%	43%	39%	44%	42%	47%	70%	53%	21%	50%	47%	23%	61%	37%	43%	46%	65%	23%	29%	69%





Ideas for action from your staff by specialty (raw data sent separately)

3 250





LiA Leadership Audit – based on 135 responses – September 2017

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree




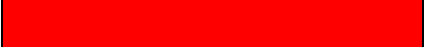
	1	2	3	4	5	Total
1 Staff are clear on what is expected of them and how they contribute to our goals						3.4
2 Staff know who senior leaders are and leaders are visible across the organisation day-to-day						3.5
3 Leaders are role-models for staff in the way they manage/lead, and foster a positive work environment						3.3
4 Our clinical improvement initiatives are focused, joined up, and delivering effective change						3.0
5 Organisational structures and processes are designed to help us deliver our clinical goals						3.1
6 Our organisation is proactive at seeking out what works and does not work for staff, and acting on it						3.1
7 Quality and safety of patient care is prioritised over other operational and organisational imperatives						3.2
8 Organisational processes are designed to eliminate 'non-value added' activities						2.7
9 Teamwork and sharing is an integral part of how we work and operate at our Trust						3.3
10 Performance measurement systems for assessing staff contribution is fair, timely, effective and appropriate						3.0
11 Issues and challenges raised by leaders/staff are readily addressed and resolved						2.8
12 Organisational structures give clear accountability/responsibility to all staff at all levels						3.2
13 Staff at all levels are supported and encouraged to develop their skills, abilities and career opportunities						3.2
14 Leaders and staff are clear on our vision, goals and objectives						3.3
15 What is important is prioritised over what is urgent						2.8
16 Staff are enabled, empowered and encouraged to take responsibility for what they do to help patients						3.3
17 Management systems support and enable staff to do their jobs well						2.8
18 Staff receive - and are able to give - feedback and input through effective communication channels						3.2
19 Leaders foster a culture of collaboration and contribution - not 'command and control'						3.0
20 Information to aid decision making is available where and when we need it						2.9





CQC 5 domain triangulated results (CQC, staff, leaders)

	CQC Rating Oct 2016	Organisation-wide Pulse Check	Leadership Audit
No. responses	n/a	2865	114
Safe	Requires Improvement	Requires Improvement	Good
Effective	Good	Requires Improvement	Requires Improvement
Caring	Good	Requires Improvement	Good
Responsive	Requires Improvement	Requires Improvement	Requires Improvement
Well-led	Requires Improvement	Good	Requires Improvement

	Outstanding
	Good
	Requires Improvement
	Inadequate



Executive Summary – headlines and recommendations

1. This report is pitched at three levels: Trust Board, Executive Management Team, and local specialty directors/managers. Each group will be able to interpret, assimilate, address and action different aspects of the most comprehensive analysis of how staff and leaders feel ever done in the NHS
2. The Pulse Check had 2865 responses over three weeks which is 57% of the total workforce of 5064. This is a good response rate – although the Exec Team should reflect on this, and start to plan a campaign for next year to generate even higher response rates based on highly visible actions and changes in response
3. A small number of staff (9) reported a ‘missing specialty’ showing that the categories are working for them. All were personally redirected from ‘job role’ level to the appropriate category
4. In the Pulse Check, 4 out of 15 questions scored around or under 30% positive responses, with 8 out of 15 questions scoring under 50% positive responses. This constitutes tremendous opportunity for improvement
5. The good news is that the lowest scoring questions relate to issues that are relatively easy to fix with the right commitment from the right people. Each area has a clear accountable Executive ‘whose job it is to fix this’, and addressing these lag results should be part of their annual PDR:
 - Q4 Day-to-day frustrations (23%)
 - Q10 Communications between senior management and staff (35%)
 - Q13 Structures and processes support staff (39%)
 - Q14 Systems and facilities support staff (34%)





Executive Summary – headlines and recommendations

6. The detailed LiA Pulse Check results show 43 Specialties with 9 or more responses. This is a good number. 15 further specialties had less responses and are, therefore, not reported in detail to protect anonymity, raising questions for local leaders/managers about response levels in their areas and an opportunity to improve this next year
7. Of the 43 specialties reported against the CQC 5 domains of Safe, Effective, Caring, Responsive, and Well-led, 4 are rated by staff as 'Outstanding' (Audiological Medicine, Palliative Medicine, Stroke Care, Volunteer Services). These team leaders should be commended and involved in the transfer of good ideas to other areas
8. 12 specialties are rated by staff as 'Good', 20 as 'Requires Improvement', and 7 as 'Inadequate'. Of those rated 'Inadequate', 2 are rated as such across three or more of the CQC 5 domains: Endocrinology and Diabetes, Renal
9. On the CQC domains 'heat map by role', all staff rate all domains across the Trust as 'Good' or 'Requires Improvement' reflecting a great opportunity to engage them around the changes that need to be made to get to consistently 'Good' and then 'Outstanding'
10. The Leadership Audit had 135 responses over two weeks – a good response rate given the challenging context. This achieved the 'minimum of 100' requirement, but it is important to review how many did not respond and to shift this to 100% response rate for next year as part of the quest for all leaders to be fully involved
11. The Leadership Audit results show leaders 'self-assessing' themselves and the leadership culture positively in 12 out of 20 questions. The biggest issues are around: eliminating 'non-value added' activities; addressing issues and challenges raised by leaders/staff; prioritising the important over the urgent; systems that enable staff to do their jobs well; information to aid decision making





Executive Summary – headlines and recommendations

12. Staff and leaders' views of how the Trust is faring against the CQC 5 domains aligns closely with the last CQC inspection in October 2016, although leaders having a generally more optimistic view than staff
13. Detailed feedback/free text from staff is provided by specialty (in alphabetical order) for you and local leaders to act upon. Your Trust received around 3250 ideas and comments. Each leadership group has a clear summary of how staff feel around the CQC 5 domains, along with a list of 'raw data' feedback from staff on issues and ideas for action. It is time to increase the responsibility and accountability of local specialty leaders to make changes that are 'within their gift', give teams 'permission to act' on their ideas, and routinely engage and empower staff to tackle issues and opportunities together over the next 12 months. The 2018 like-for-like results will be seminal in knowing who has succeeded at this
14. More detailed results from the Pulse Check and Leadership Audit are available at additional cost if required
15. Insight from the Pulse Check and Leadership Audit constitutes a 'dial shifter' in response to Francis and the national quest for high quality, safe and affordable care. It should be used as a 'call to arms' for all leaders, providing unprecedented insight about what needs to change and ideas from staff about how to make it happen. All of these results should be used by the Trust leadership to drive detailed annual planning; prepare for and respond to CQC inspections alongside required 'self-assessments'; engage leaders and managers at all levels; and, underpin a 'permission to act' culture



Evidence-based LiA approach is the response vehicle



LiA Teams

Pioneering teams show the impact of LiA, create evidence-base, fuel spread



LiA CrowdFixing

Staff share great ideas to 'unlock the way' with Quick Wins and LiA Response Teams mobilised



LiA Exec Dashboard
Knowledge is power

LiA Dashboard

Simple view of teams, actions, measures and progress for the LiA Sponsor Group and Exec Team



LiA Pulse Check

How 1000s staff feel the organisation is doing, cut by CQC 5 domains



LiA Leadership Audit

How 100 leaders feel the organisation is doing, cut by CQC 5 domains



LiA SmartBox

Repository of great ideas from LiA organisations provides inspiration and avoids reinvention



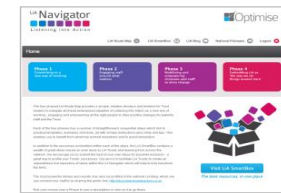
LiA 12 Month Journey

Proven route map provides structure, rigour, momentum and discipline



LiA Methodology

Centres on staff-led improvements to patient care and becomes 'the way we do things around here'



LiA Navigator®

Extensive web-based system supplements Navigation Days and day-to-day remote support



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Quotes from CEOs and Clinicians

“A powerful force for cultural change”
Alwen Williams, CEO

“Our staff feel energised and empowered by the LiA approach”
Judith Graham, Queen’s Nurse and Advanced Nurse Consultant

“This is real staff engagement. It feels different. It feels punchy. It feels great”
Dr Esther Waterhouse, Consultant in Palliative Medicine

“The LiA ‘Pass It On’ events have the best days in my NHS career”
John Goulston, CEO

“LiA is clever in its simplicity”
Tom Johnson, Radiologist

“LiA is helping us to make significant improvements for patients and staff”
Charles Knight, Consultant Cardiologist and Managing Director

“LiA really has developed me into the person and the nurse I am today”
Sarah Watkins, Ward Sister

“Magic Dust”
John Adler, CEO