The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC)

SUBMITTED BY:	REPORT FOR:		IMPACT:		
Louise Proctor Director of Strategy and Transformation	Decision	✓	High	Med	Low
CONSULTATION:	Information		✓		
Staff Values Council Trust Board Wider 'Ann Frank' Workshops	REPORT TYPE:		RELATED WORK:		
	Strategic	✓	Strategy Refresh Engagement Strategy		
	Operational				
	Governance				
BAF ref:	2ai, 2aii, 2aiii				
Monitor Compliance Framework:					
CQC Essential Standard Reference:					
NHSLA Standard Reference:					
Media / Communications:	N/A				

Meeting Date: **25 March 2013**
Report Title: **Approval of the revised Trust Values, 2013**

Purpose: To update The Board on the further work undertaken jointly by representatives of the Values Council and The Trust Board, to develop a new set of values to underpin the approach and behaviours of the Trust and individuals. A set of Values is proposed for The Board to approve.

Summary: As part of its work to refresh its Strategy, The Board has considered and developed a set of Values, through a series of workshops. In addition, the views of the new Trust Clinical Directors have been sought.

In parallel, during 2012, a staff, governor and user engagement piece has also been underway to engage the wider workforce in the refresh of the Trust values, and the resulting behaviours that everyone should expect in support of the values. The aim is for these behaviours to be explicitly linked to the Trust recruitment, induction, and appraisal systems, and to underpin the behaviours of everyone in the organisation.

Representatives of both the Values Council and the Board met in March, and have agreed a united proposal for the Trust Board to consider. If the Board is supportive, the Staff Council will work with the Director of Clinical Services and the Director of Strategy and Transformation to produce a Behaviours document and engagement proposal, for the Board to consider at a future meeting. Members of the Values Council are keen to lead the role out and engagement of the wider workforce.

Financial Implications / Efficiency Savings / Quality Improvement: None direct, but a clear set of values will underpin a quality service, and support an improved patient experience.

Risk Assessment (cross-reference with Risk Register where appropriate):					
Strategic / External	**Operational/ Organisational**	**Financial**	**Clinical**	**Legal/ Regulatory**	**Reputational / Patient Experience**
√	√		√		√

Recommendations:

The Board is asked to consider the revised set of Values proposed by representatives of the Values Council and The Board, and decide to either endorse them, or to agree the next steps in their finalisation.

Author **Louise Proctor**
Date **15 February 2013**

Proposed Values for The Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust

1 Overview

As part of its work to refresh its wider strategy during 2012/13, The Board considered and developed a set of Values through a series of workshops. The views of the new Trust Clinical Directors were sought as part of this process.

In parallel, during 2012/13, a staff, governor and user engagement piece has also been underway to engage the wider workforce in the refresh of the Trust values, and the resulting behaviours that everyone should expect in support of the values. The aim is for these behaviours to be explicitly linked to the Trust recruitment, induction, and appraisal systems, and to underpin the behaviours of everyone in the organisation.

2 Proposal for The Queen Elizabeth Hospital Kings Lynn FT Values

Representatives of both the Values Council and the Board met in March, and have agreed a united proposal for the Trust Board to consider. If the Board is supportive of this proposal, the Staff Council will work with the Director of Clinical Services and the Director of Strategy and Transformation to produce a Behaviours and Engagement proposal, for the Board to consider at a future meeting. Members of the Values Council are keen to lead the role out of the Values across the wider organisation and engagement of the whole workforce.

The proposed new Trust Values, to underpin our drive to deliver high quality and highly accessible services for our patients are:-

The QEH is an organisation where:-

- We are dedicated to providing safe, quality and individualised care.
- We treat all people with respect, kindness and compassion.
- We display courage in our actions.
- We innovate, and embrace new technologies.
- We value all staff equally and see teamwork as the basis of high quality care.
- We are open and honest in our relationships with patients, families and colleagues.
- We listen to learn.

3 Next Steps

The new Trust Values will underpin the refreshed Trust Strategy that is being finalised for 13/14, and if actively embedded, can fundamentally affect and improve the way everyone with the QEH works to provide high quality care for patients, where quality is defined as care that is effective, safe, and as positive an experience as possible for both patients and carers.

Once the Board has approved the Trust Values, the Staff Council with the support of the Director of Patient Experience and the Director of Strategy and Transformation, have agreed to lead the development of an expected set of behaviours that these values demand. These proposed behaviours, will be presented to a future Board (anticipated to be circa May 2013).

Once agreed by the Board, a cascade approach to embed the values and behaviours in the organisation at all levels, will take place. This was described in the original Trust Board Paper on Values, and includes:-

3.1 Recruitment

- Web page and Information for candidates – stress our values and behaviour standard
- Job description includes our expectations
- Person specification includes behaviour standard
- Application form includes a question about values
- KSF
- Questions at interview

3.2 Induction

- Staff Handbook and Contractual summary terms incorporates values and behaviour standard
- Corporate Induction
- Patient First summary session included
- Induction checklist – standard included

3.3 Performance Management

- Clear expectations at commencement
- Appraisal process - Used to check conformance to values and behaviors prior to increments and gateways
- Managing Attendance
- Managing Performance

3.4 Tailored Staff Development

3.5 Staff Engagement

- Surveys
- Rewarding Staff – Award Schemes based on excelling in the areas of customer service both to patients and staff, and in support of demonstrating the values

3.6 Leadership

- Standards of values and behaviours incorporated into all that we do, and demonstrated by the Board, and all organisational Leaders
- Values underpin our strategy
- Values underpin our actions

4 Recommendation

The Board is asked to consider the Values proposed by representatives of the Values Council and The Board, and decide to endorse them, or to agree the next steps in their finalisation.