

Board of Directors (in Public) Item 3.4*

Subject: Refresh of the Trust Values (PACT)
Date of Meeting: Tuesday 28th July 2020
Prepared by: Jean Ditchfield, OD Practitioner
Presented by: Sue Hodgkinson, Interim Director of People and Culture.
Purpose of Report: To Note

BAF Ref	Impact on BAF
DP1, DP2, DP3	None

1. Executive Summary

The purpose of this paper is to provide oversight and awareness to the Board of Directors of the actions the Trust and the HR & Education Teams have undertaken on the review of the Trust PACT values and behaviours. This has resulted in a refreshed set of organisational values and behaviours, entitled IMPACT, which were launched within the Trust Team Brief on 24 June 2020.

2. Background

Paul Devoy, CEO of Investors In People (IIP) stated “organisational values are a guiding set of principles and behaviours that employees can look to when fulfilling their day-to-day functions. Employees who work in an environment where values are championed are more satisfied. This is largely because when an employee can see how their daily functions feed into the achievement of a broader ambition, they are more likely to work hard to achieve the organisation’s ambition” (July 2018).

The Trust’s PACT values and behaviours have served our organisation and our staff well and have been in place since 2015. They are as follows:



Patient and Family Centred - excellent, compassionate and safe care for every patient, every day. This is our mission statement.

Accountability - every member of staff takes personal responsibility for the services they provide, taking pride in the work they do.

Continuous improvement - we will deliver the best care for our patients through continuously improving our services

Teamwork - We work together as one whole team to achieve our vision “To be

The Best”.

In September 2019, a series of four discussion groups, facilitated by the Director of Nursing & Quality were held to explore what our staff thought about the PACT Values & Behaviours and to gather feedback on what needed to be refreshed for the future.

3. Progress to Date

Based on the feedback from the events, a draft revision of the Trust PACT values and behaviours was produced and using Quality Improvement methodology and Plan Do Study Act (PDSA) cycles were undertaken.

Initial feedback resulted in very few amendments to the draft document. These changes were implemented and a wider scale PDSA was undertaken in March 2020.

The initial PDSA was undertaken with:

- Education
- Human Resources
- Finance Teams.

The subsequent PDSA processes were undertaken with:

- Medical Engineering
- Theatres
- Medical Secretaries and administration team
- Cath Labs
- Critical Care
- Elm Ward
- People Committee
- Knowsley Community Teams
- Therapies.

The coming of Covid-19 impacted on the feedback being obtained as per the original timescale planned. An update was taken to the Executive Team in May 2020 and the values and behaviours were further updated and additional rapid staff engagement was undertaken.

This resulted in the revision of the values from PACT to IMPACT, with the addition of I (INCLUSIVE) and M (MAKING A DIFFERENCE).



The updated values can be seen in Appendix 1 with the supporting behavioural statements, which have also been refreshed.

Actions that have been undertaken to date as part of the refresh of the values and behaviours include:

- Additional logos for Inclusive and Making a Difference and the revised logo for Person Centred have been developed and signed off (22 June 2020).

- IMPACT values and behaviours were officially launched at Team Brief on 24 June 2020.
- Posters developed by the OD Practitioner and Communications Team (Appendix 1). These are being distributed across the Trust.
- Screensaver available during July 2020.
- The Trust Intranet Values and Behaviours page has been updated to reflect the changes, alongside the Internet page “Working for LHCH”.
- The recruitment team are updating their documentation and promotion of the Trust to reflect the revised values and behaviours, and the induction documentation has been updated.
- The latest appraisal documentation has been updated to IMPACT in time for the opening of the appraisal window and is incorporated within the supporting training.
- The LHCH Staff App has been updated, with a specific page added.
- Refresh of the wall panels promoting the trust values and behaviours is being undertaken. Estimates for updated panels have been obtained and panels will be replaced in due course.

4. Future Actions

The Education Team are currently exploring additional leadership and development opportunities to embed the new Values and Behaviours. This will be developed alongside the engagement and activities related to the Workforce Recovery Workstream and in support of the development of the new “Developing People” Strategy, which will be launched later this year.

This work includes preparing and developing a proposal for the Executive Team to consider regarding the establishment of a trust-wide values & behaviours development programme, incorporating aspects around civility and inclusion as discussed in the recent inclusion events, for all staff, current leaders and new or aspiring leaders.

In addition, further actions will also include:

- Development of values based recruitment processes and education for recruiting managers;
- Refresh of the Equality, Diversity & Inclusion Strategy and work plan in support of the Inclusive value;
- Developing supporting activities linked to the Green Plan in support of the Making a Difference value;
- Continued promotion of the trust values and behaviours to ensure these are embedded within everything we do.

5. Recommendations

The Board of Directors are asked to note the contents of the paper and to support and promote the new IMPACT Values & Behaviours.

Appendix 1 – The IMPACT Values & supporting behaviours

Liverpool Heart and Chest Hospital **NHS**
NHS Foundation Trust



IMPACT



I

Inclusive

We will create an environment where everyone is treated with dignity and respect and where the talents and skills of different groups are valued



M

Make a Difference

We will ensure that what we do contributes to providing outstanding care for our patients



P

Person Centred

Value each person as an individual – our patients, their families, each other and our communities



A

Accountable

Every member of staff takes personal responsibility for the services they provide, taking pride in the work they do



C

Continuous Improvement

We will deliver the best service for our patients through continuously improving what we do and how we do it



T

Teamwork

We work together as one whole team to achieve our vision to be 'The Best'



IMPACT



Inclusive: We will create an environment where everyone is treated with dignity and respect and where the talents and skills of different groups are valued

1. Be aware of own beliefs and behaviours and how these may impact others
2. Listen to others points of views
3. Be open to others opinions, recognising and valuing our diverse backgrounds and experiences



Make a Difference: We will ensure that what we do contributes to providing outstanding care for our patients

1. Work to the best possible standard and take pride in the work you do
2. Continually develop and expand our knowledge and skills
3. Promoting innovative practice and partnership working



Person Centred: Value each person as an individual – our patients, their families, each other and our communities

1. Greet everyone with a warm welcome and a smile
2. Treat each person as an individual, taking into account their preferences and needs
3. Be kind, friendly and communicate well



Accountable: Every member of staff takes personal responsibility for the services they provide, taking pride in the work they do

1. Be accountable for your own work and behaviour and lead by example
2. Be competent and confident in your role, understanding how it fits in with the bigger picture
3. Speak out safely in the appropriate way when you see things that concern you



Continuous Improvement: We will deliver the best service for our patients through continuously improving what we do and how we do it

1. Identify and share ways to improve how we do things.
2. Be receptive to the ideas of others on how to improve
3. Be open, positive and get involved in change



Teamwork: We work together as one whole team to achieve our vision to be 'The Best'

1. Treat others with courtesy and respect
2. Share learning and communicate, actively involving others in decision making
3. Show respect to every individual and recognise them for the contribution they make