

You Matter Strategy – Engagement Report

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Summary

Over the last year we have been talking to our staff, our patients and our partners, developing our new vision and strategy: *The RUH, where you matter.*

In that time, we have had:



We are committed to being an organisation where every voice matters; we help you have your say, we listen, and we act

Our vision

During February 2022, 'The Big Question' was launched, to ask our team to articulate what is important about what we do and what impact we would like to have on our patients, their friends and family, our colleagues and community. More than 700 people responded through feedback at a stand in the Lansdown foyer, an online survey and a number of virtual workshops. 144 public members and 14 external partners also responded to an online survey to share their hopes for our shared future.



Everyone Working Together Making a Difference

Question:
What's important to you about what we do?



Question:
What impact do you want to have for the people we care for, work with and in our community?



Themes from The Big Question were analysed to develop a statement that lives our values and describes the future we want to see. This was tested with approximately 400 members of staff through virtual e-dialogue sessions, workshops, Leaders Forum and Trust Management Executive. It was also shared with the organisation through two Virtual All Staff Briefs.

From this future state and the engagement themes, a concept for our vision was developed. It was clear that the RUH vision needed to be values driven and inclusive, with people at its heart. Two statements were developed based on this, which were tested with leaders across the organisation.

Option 1: A world where everyone's health matters ❤️

Feedback for Option 1:

- The word 'world' feels too far away/too big
- 'Everyone' feels inclusive
- Links well to our values

Option 2: Healthcare where you matter most ❤️❤️❤️

Feedback for Option 2:

- Use of the word 'healthcare' is a bit vague
- Speaks to you on a personal level – like the use of the word 'you'
- The word 'most' feels hierarchical
- Slightly ambiguous and not that clear

Leaders Forum feedback

- Could we be more inspirational?
- Can we personalise it more to the RUH
- Need to be clearly aligned to the values
- Would have liked a third option – potentially blend both?
- Not punchy enough
- Need to ensure not lip service 'said & done'

5 out of 6 groups at Leaders Forum preferred **option 2**

The majority of people asked, preferred the concept of 'you matter', which they said created a personal response and connection from the word 'you' however they felt it needed to feel more relevant to the RUH and not just about healthcare as this was vague and ambiguous. The final vision statement **"RUH, where you matter"** was therefore developed.

Our goals

During March 2022, we started to ask the organisation if our current goals were still relevant to achieve our future. 338 participants fed back through anonymous facilitated sessions, via an online survey and workplace. Some of the feedback from the virtual sessions has been shared below.



Be an outstanding place to work where **staff** can flourish.

The staff goal created the highest energy during the sessions. Staff who took part were on board with the concept but felt there needs to be some cultural change for it to be delivered.

“Some areas have had more opportunity to flourish than others”

“Happy, engaged staff who are invested in by the Trust will provide better care”



Recognised as a listening organisation; **patient** centred and compassionate.

The patient goal caused some confusion, particularly around being recognised as a ‘listening organisation’, however staff liked the use of ‘patient-centred’ and felt this was something we should always strive for.

“I like the goal although this needs to be put into practice and staff supported to achieve this”



Work together with our **partners** to strengthen our community.

There was also some confusion around the partners goal, with some people not being clear about what it means in practice. There was overall recognition that our partnerships are important in moving us forwards.

“the recent pandemic has shown that without a strong partnership with the community through active informed partners we will not succeed”



Quality improvement and innovation each and every day.

The quality goal generated energy and engagement but also some criticism. They felt teams needed empowerment to innovate and improve and that scarcity thinking (time, staff, budgets, space, equipment) makes it difficult.

“Supporting staff/listening to patients to further improve what we do, rather than expecting innovation ‘every day’”

“Needs to be about allowing change to be embedded and supporting long term”



The sustainability goal generated lots of interest, but also a lot of questions. What do we mean by sustainability – climate change? Financial? Staff wellbeing? Strategic? There was a sense that it should be a principle rather than a goal.

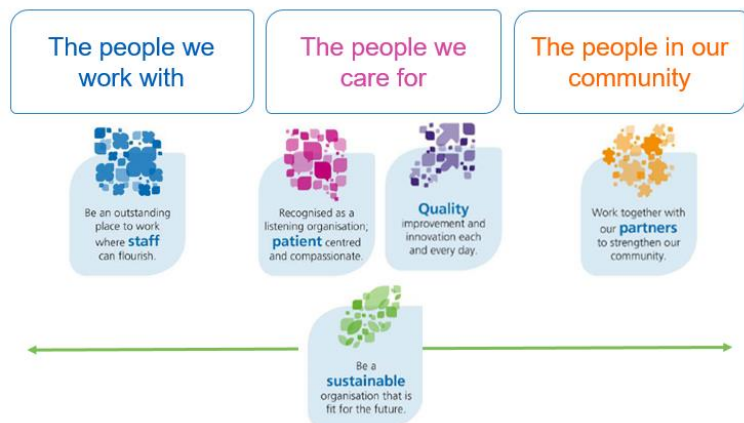
“We need more information about this goal – simple terms, direction and advice. Once understood, staff will think differently”

“We are too short term in what we do and think, often constrained by time and finances rather than a long term plan”

In order to achieve our people-centred vision and future, our goals needed to be refreshed to reflect what matters to the people we interact with and how that can help us to achieve our future. Our new goals focus on three groups of people; the people we work with (our staff and volunteers), the people we care for (patients, carers and families) and the people in our community (our partners and wider population).

Our previous goals map into the new goals as shown to the right, with sustainability underpinning as an important principle for all we do.

The following section outlines the analysis and engagement undertaken for each goal, including a summary of key themes.



The **people** we care for

Who:

Patients, their families, carers

Data sources:

- Membership survey (144 responses)
- 2021/22 Friends and Family Test (FFT) responses, Patient Advice Liaison Service (PALS) enquiries and complaints
 - 9,924 FFT responses
 - 4,543 PALS enquiries
 - 389 complaints
- Patient, Quality, Sustainability A3s
- Discussion with patient experience team
- Patient experience and engagement strategy meetings

“All staff are so kind, considerate and caring. Nothing is too much trouble and everyone is friendly. The staff treat you as a person and not a number”



“Kind staff, well explained information, calm environment”

“Where patients can be seen in a reasonable timescale and that wait lists are minimal”

Key themes:

- **Person-centred** – treating everyone as individuals, listening to the patient voice, acting on feedback
- **Safe and effective** care and treatment
- **Timeliness** of appointments, admission and discharge
- **Communication** – clear, accurate, timely and responsive
- **Resources** – enough staff and resources for everyone to be able to do their job
- **Environment** – calm, welcoming and reassuring

A future statement was then drafted to describe what we had heard matters most to the people we care for.



We will ensure that you feel safe, welcome and considered. We aspire to always offer you the highest quality of NHS service available and support you to access this in a timely manner.

Your best interests will be ours. You will be at the centre of any conversation about your health. We will listen and act on what matters most to you, making the most of this critical information to personalise our communication, care plans and treatments. You will share in all decision making relating to you and be given easy access to your own records and information.

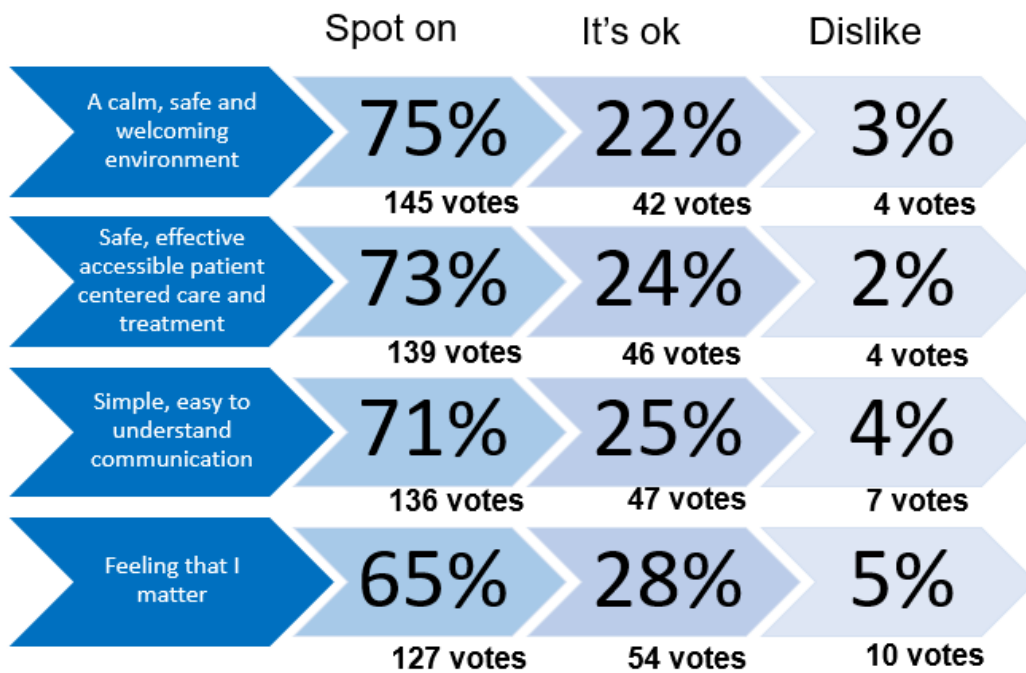
We will communicate with you and those who support you in a way that is proactive and easy to understand. This will apply from first to last touchpoint. We will work with you to continuously improve and to avoid wasting your time and other resources.



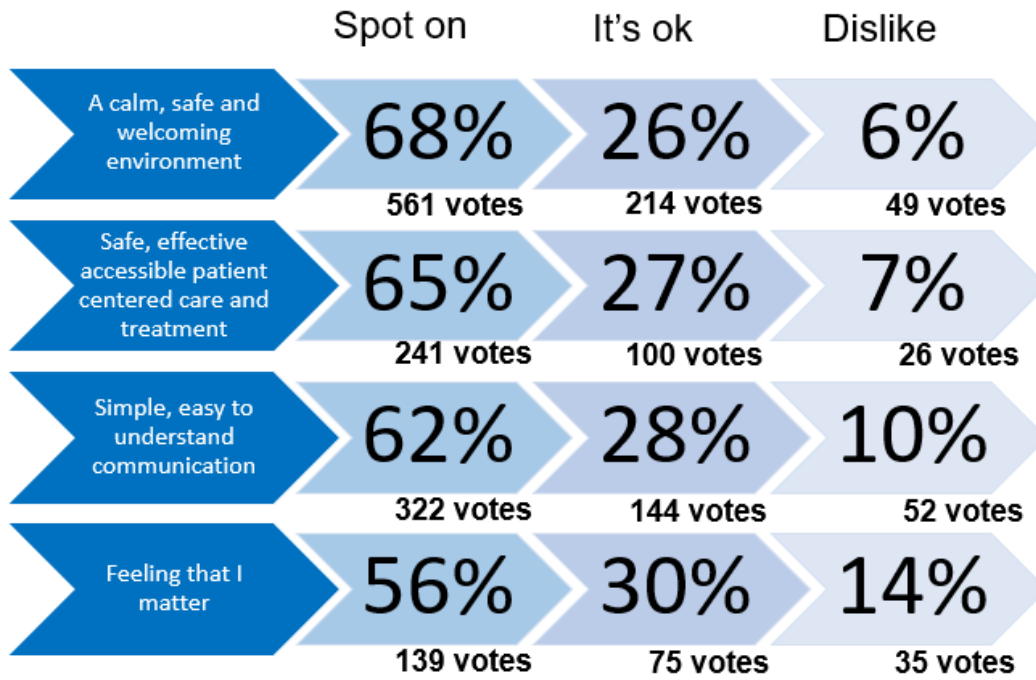
A number of **goals** were then drafted to describe the key themes:

1. A calm, safe and welcoming environment for everyone
2. Effective accessible patient-centred care and treatment
3. Simple, easy to understand communication that saves time, reduces stress and improves the quality of care and treatments.
4. Feeling that “I matter”

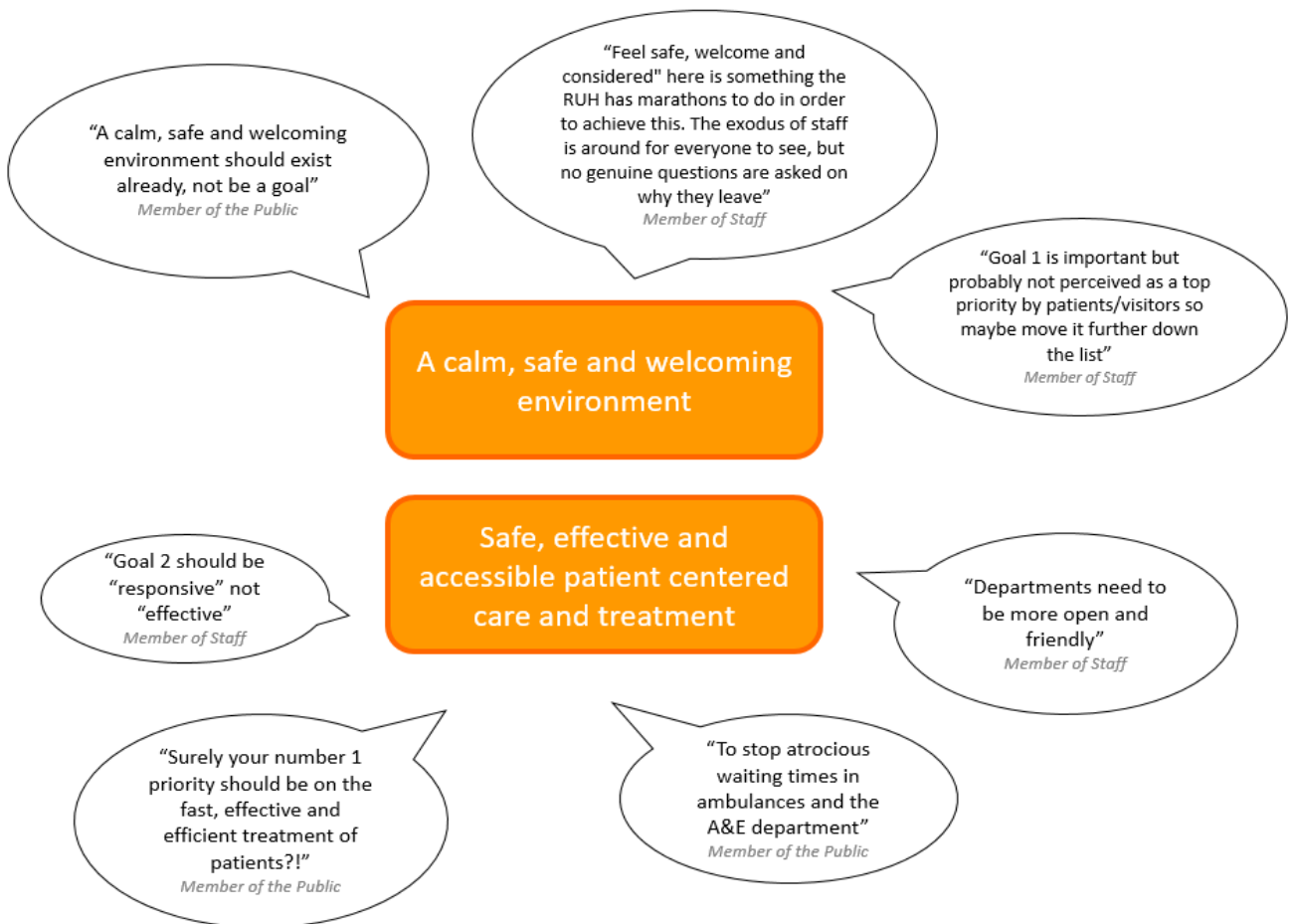
The future statement and draft goals were shared with staff via a survey and members of the public via Next Door to get further views. 191 members of staff fed back via the survey.



1,963 votes were cast by members of the public via Next Door over 4 days:



Staff and members of the public were able to provide written feedback on each of the goals.



"To reiterate, improvement in communication is paramount"
Staff Member

Simple, easy to understand communication that saves time, reduces stress and improves the quality of care and treatments

"Especially tailored to people with disabilities whether seen or hidden would definitely help people of both genders and like myself"
Member of the Public

"Communication that treats patients and their relatives with respect that is accurate is essential. I wonder why it is only just becoming a perceived goal? Communication between hospital staff at all levels also needs to be improved. Past experiences show obstacle courses and huge inconsistencies"
Member of the Public

"The method of communication should also be flexible and use of texts and emails used where the recipients have opted for that media"
Member of the Public

"Not sure how we will measure feeling that "I matter" but like the sentiment"
Staff Member

Feeling that I matter

"Replace I matter with I am listened to"
Staff Member

"That's rather wishy-washy. Feelings are subjective and very much down to the individual's perception of how they are treated. Just treat people with consideration and respect. The fact that this actually has to be listed as a goal is worrying. It should be a given"
Member of the Public

The people we work with

Who:

Our staff and volunteers

Data sources:

- Big Question
 - Lansdown stand – 650 responses
 - Vision workshops – 125 attendees
 - Goal sessions – 91 attendees, 246 survey/poll responses
- Staff & Sustainability A3s
- Executive Go and See Visits
- Staff survey
- Making a Difference survey

Key themes:

- Supporting the **health and wellbeing** of everyone. Staff wellbeing is as important as patient wellbeing
- To take care of people to the **best of our ability every day**
- **Resources** – making the most of our time & talent, having enough staff, equipment, tools and training
- **Trust and Recognition** – to feel trusted to do our jobs, given the freedom to make decisions and to be recognised
- **Equality and Fairness** – providing equal opportunities and experience for all staff, tackling health inequality



"We need to provide a level of care to patients and staff that we would want for our own families, we don't always achieve that so it's important to learn from any shortcomings and improve"

"To have enough staff, who are trained to ensure that all clinical departments are correctly run"

"Most important to me is inclusivity for staff, patients and their families"



A future statement was then drafted to describe what we had heard matters most to the people we work with.



You matter, who you are matters, your energy matters, what you do and think matters, what you bring to the RUH team matters, your wellbeing and potential matters. You will always want to look after the people we care for to the best of your ability every day. We will do everything possible to keep it this way. We will support the health and wellbeing of everyone in the Trust because we know that great patient care starts by ensuring that you are well and have all that you need.

You will be exemplars of our shared values and we will always aspire to make the most of your time, talent and energy supported by the technology, tools and training available to us.

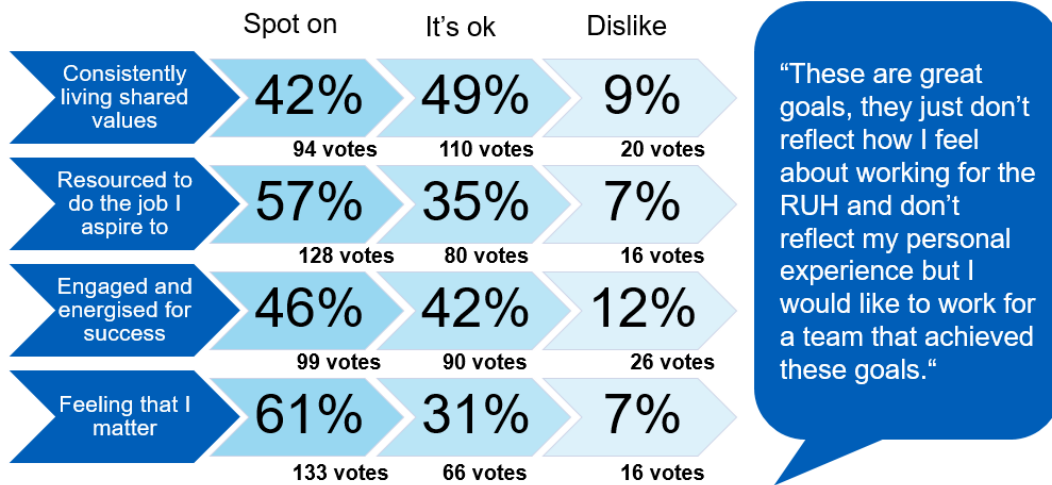
This will be a place where everyone can contribute and succeed, progress and innovation will be celebrated, opportunities will be equal and inequalities will be fought.



A number of goals were then drafted to describe the key themes:

1. Consistently living shared values.
2. Resourced to do the job I aspire to
3. Engaged and energised for success
4. Feeling that “I matter”

The future statement and draft goals were shared with staff via a survey and on Workplace. 205 staff members fed back via the survey and 58 interacted on Workplace.



Feeling that I matter seems passive. Knowing that I matter seems more active.

Matter is a broad term – feeling pride in our job, feeling success or feeling supported

It's ok but I don't feel I matter

Feeling that I matter

Not just that I matter but that I am valued

'Aspire to' makes it sound unattainable

Resourced to do the job I aspire to

We should be resourced to do the job we are in and developed to meet our potential, rather than our aspiration

Sometimes our values and beliefs might be different from each other but that doesn't mean that we can't work together successfully and provide great care

Consistently living shared values

Not sure it's realistic, how are we going to do this? How will it be measured?

Feels very corporate and a bit patronising

What is success? Earning more money? Promotion? Delivering good care? Person success or hospital success

Engaged and energised for success

The **people** in our community

Who:

- Our local community (BaNES, Wiltshire, Mendip & South Glos)
- Neighbouring health and care organisations across BSW
- NHS South West

Data sources:

- External partners survey (14 responses)
- Membership survey (144 responses)
- Governors vision workshop
- Partners, Sustainability A3s
- BSW model of care and RUH clinical strategy engagement

"Only essential services are delivered in an acute setting, to the highest standard and in the highest quality buildings. Other services delivered in the community and closer to home, for example, on high streets, to reach hard to reach communities and restore high streets"



"Targeted allocation of resources to address inequalities, utilising our power to make a difference across the range of determinants of health"

Key themes:

- **Collaboration and integration** – breaking down barriers, active participation
- **Care closer to home** – dispersed model with Consultants in the community, health on the high street
- **Tackling health inequalities** and improving access to care
- Making the most of **shared and limited resource** – targeting this where it is needed most
- Being the **healthiest place** to live and work

A future statement was then drafted to describe what we had heard matters most to the people in our community.

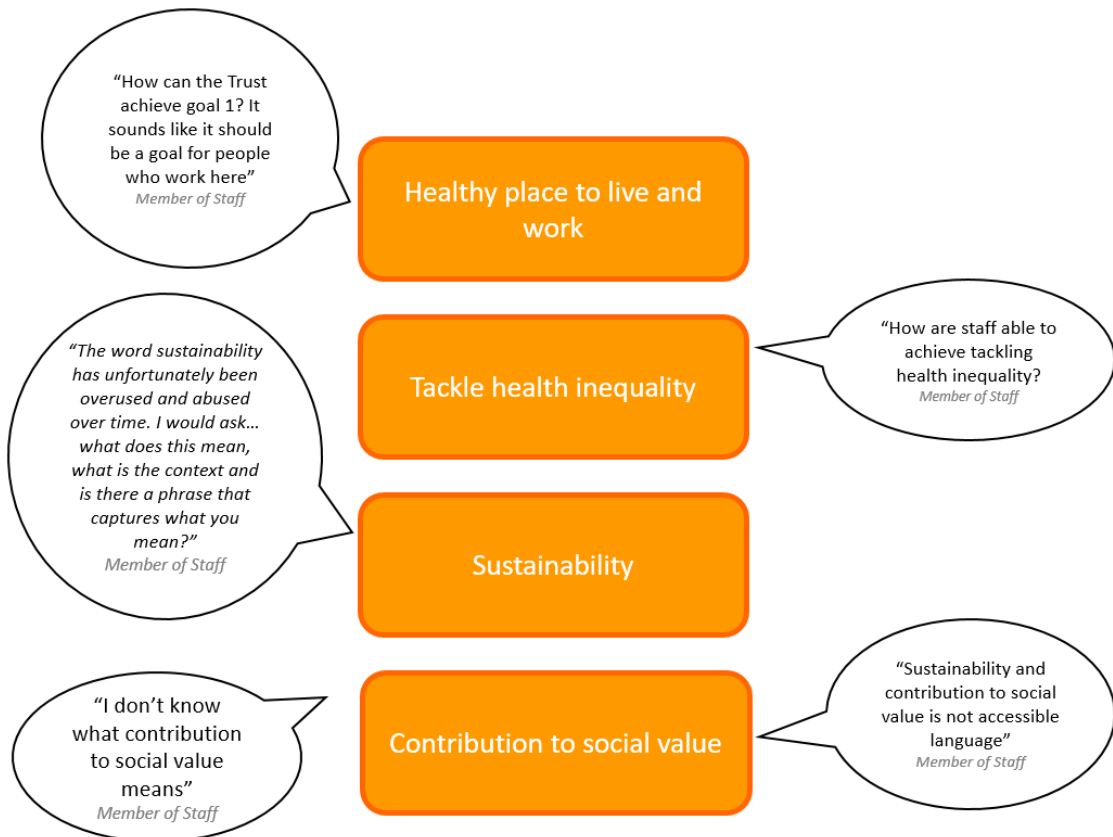
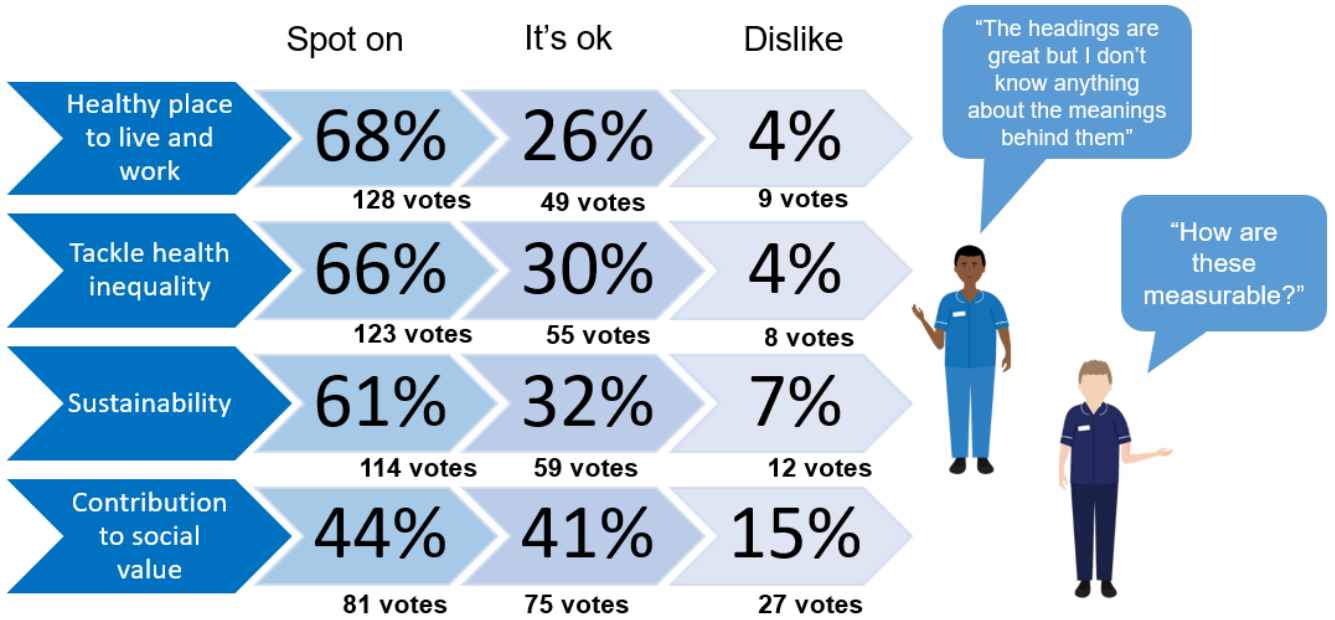
“ Our region will become one of the healthiest places to live and work. Working with you we will tackle health inequalities, help you stay well for longer, bring care closer to home, improve the services we can offer and make the most of our shared and limited resources – targeting this to where it is needed most. You will be able to rely on us for collaboration and integration, proactively championing the shared ambitions the communities we serve. ”

A number of goals were then drafted to describe the key themes:

1. Healthy place to live and work
2. Tackle health inequality
3. Sustainability

4. Contribution to social value

The future statement and draft goals were shared with staff via a survey, with 186 members of staff sharing their thoughts.



Appendix 1 – Engagement Log

Strategic Narrative Vision and Goals engagement

Date	Details	Org	Type	Audience
				Total No
31-Jan - 08-Feb	The Big Question - Survey and Lansdown Stand	The House	Lansdown Stand	650
09-Feb	Vision Workshop - Management Board	The House	Virtual Workshop	17
10-Feb	Vision Workshop - Management Board	The House	Virtual Workshop	10
17-Feb	Vision Workshop - Governors	The House	Virtual Workshop	4
24-Feb	Vision Workshop - Staff and Public	The House	Virtual Workshop	15
28-Feb	Vision Workshop - Staff and Public	The House	Virtual Workshop	12
01-Mar	Vision Workshop - Clinical Cabinet	The House	Virtual Workshop	6
10-May	Vision and Values Workshop - Leaders Forum	The House	Virtual Workshop	42
23 Feb - 18 Mar	External stakeholder engagement	The House	Survey Monkey	12
	Members engagement	The House	Survey Monkey	144
01-Mar	E-dialogue sessions - Staff and Public	The House & Synthetron	E-dialogue session	58
02-Mar	E-dialogue sessions - Staff and Public	The House & Synthetron	E-dialogue session	8
23-Mar	E- dialogue session - Staff	The House & Synthetron	E-dialogue session	25
21-Mar - 28-Mar	Staff Trust Goals Survey - online	The House	Survey Monkey	121
21-Mar - 25-Mar	Staff Trust Goals survey - stand in Lansdown Foyer	The House	Paper Surveys	50
21-Mar - 28-Mar	Workplace Polls	The House	Online Polls	75
21-Apr	Registrar Session		TBC	0
05-May	Improving Together Vision Session	The House	Face-to-Face	19
25-May	Management Board - progress update	The House, Comms and Bus Dev	Meeting	
08-Jun	Board of Directors - progress update	The House, Comms and Bus Dev	Meeting	
11-Jul - 22-Jul	New goals engagement - survey and stand (staff)	The House, Comms and Bus Dev	online survey	217
11-Jul - 22-Jul	New goals engagement - survey and stand (staff)	The House, Comms and Bus Dev	Face-to-Face	46
Jul-22	New goals engagement - Next Door (general public)	The House, Comms and Bus Dev	Online votes (Next Door polls)	1,963
Jul-22	New goals engagement governors session	The House, Comms and Bus Dev	Virtual Meeting	

18/08/2022	New goals engagement - sustainability (E&F)	The House, Comms and Bus Dev	Virtual Meeting	
03/08/2022	New goals engagement - sustainability (Finance)	The House, Comms and Bus Dev	Virtual Meeting	
26/07/2022	New goals engagement - staff (HR)	The House, Comms and Bus Dev	Virtual Meeting	
03/08/2022	New goals engagement - Patient Experience Team	The House, Comms and Bus Dev	Virtual Meeting	4
09-Aug-22	New goals engagement - exec team	The House, Comms and Bus Dev	Exec Team Meeting	
16-Aug-22	New goals engagement - exec team	The House, Comms and Bus Dev	Exec Team Meeting	
23-Aug-22	New goals engagement - exec team	The House, Comms and Bus Dev	Exec Team Meeting	
30-Aug-22	New goals engagement - exec team	The House, Comms and Bus Dev	Exec Team Meeting	
31-Aug-22	Management Board - branding and launch	The House, Comms and Bus Dev	Meeting	
07-Sep-22	Board of Directors - branding and launch	The House, Comms and Bus Dev	Meeting	
05-Sep-22	Extra Leaders Forum with Cara	Cara	Virtual Meeting	38
Total				3536