HULL UNIVERSITY TEACHING HOSPITALS NHS TRUST

EQUALITY, DIVERSITY & INCLUSION: OUR VOICES PROJECT APPROACH

16 OCTOBER 2020

Title:	EDI OUR VOICES PROJECT
Responsible Director:	Chris Long Chief Executive Officer
Author:	Ruth Colville Senior Project Manager, HUTH Improvement Programme

Purpose:	The purpose of this paper is to highlight the approach which will be undertaken in the delivery of this piece of work commissioned by the Trust.	
BAF Risk:	BAF Risk 1: Honest, caring and accountable culture BAF Risk 2: Valued, skilled and sufficient staff	
Strategic Goals:	Honest, caring and accountable culture	✓
	Valued, skilled and sufficient staff	✓
	High quality care	✓
	Great clinical services	✓
	Partnership and integrated services	
	Research and Innovation	✓
	Financial sustainability	
Summary of Key Issues:	Definition of The Hull Improvement Approach and leadership approaches at HUTH and how these support delivery of our cultural theme of Equality, Inclusion and Diversity as outlined in HUTH's *People Strategy 2019-2024*, p.13).	
Recommendation:	The EDI Our Voices Project Board is requested to note the EDI Our Voices Project goals and endorse the approach outlined for delivery of the project into 2020/21.	

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Background

The Hull University Teaching Hospitals NHS Trust vision (Great Staff, Great, Care, Great Future) acknowledges that positive staff cultures result in high quality care, patient safety and experience. Evidence shows that Trusts which have a positive culture perform better across all their key performance indicators. Furthermore, evidence demonstrates that organisations which have a diverse and inclusive culture perform in terms of productivity innovation, recruitment and retention.

Research has shown that successful change management programmes include high levels of co-production with those who are directly impacted in forming and enacting recommendations. It also shows that an engaged and valued workforce results in safer care.

Proposed Approach

This approach to project delivery is based on:

- *The Hull Improvement Approach*;
- The Institute for Employment Studies *Drivers for Engagement*
- The work of Prof Michael West and his *Compassionate Leadership Framework* which demonstrates that compassionate and inclusive leadership creates better performance and safer care in service of our patients and their families; and
- Employing a qualitative research methodology to support the analysis of staff testimonials

HUTH's Be Remarkable culture is predicated on seven key areas:

- Vision, values and behaviours
- Patient safety and experience
- Innovation, learning and continuous improvement
- Compassionate leadership
- Staff engagement, communication and recognition
- Equality and inclusion
- Health and wellbeing

<u>The Hull Improvement Approach</u>

The Hull Improvement Approach is an accredited approach based on The NHS Model for Change and endorsed by the Yorkshire and Humber Academic Health Sciences Network. It's a bundle encompassing a blend of proven improvement techniques with a strong evidence base for effectiveness and the rigour and assurance provided by project management techniques. All HUTH Improvement Programmes deliver using this successful approach.

The Institute for Employment Studies Drivers for Engagement

Seven drivers for creating valued and involved employees and engendering effective employee engagement:

Compassionate Leadership

The Compassionate leadership framework is based on the following four behaviours:

- Attending – pay attention. Listening with fascination
- Understanding – a shared understanding of what staff, patients, relatives and carers face and their perspective
- Empathising – relating to it
- Helping – taking intelligent, thoughtful and appropriate action to serve or help

Qualitative Research Methodology

Employing a qualitative research methodology to the analysis of staff testimonials provides a valuable structure and credibility to this piece of work. A robust structure befits the serious nature of this undertaking, demonstrating how highly we value our staff and their participation in this sensitive and important work to evolve our culture. Detail of our proposed approach is outlined fully in the paper, EDI Proposed Methodology.

Our Voices: Gathering Staff Testimonials

Staff are invited to participate and shared their lived experience on a voluntary basis. The Trust establishes a psychological contract with contributors which is grateful for that which is shared, values and validates that experience through actively modelling Compassionate Leadership behaviours and allows staff who may feel vulnerable to set the limitations of their participation and withdraw participation at *any* time.

In the initial engagement and set-up of this project, 50 members of staff have agreed to participate. This reflects the importance of this project and speaks eloquently to need, to the belief that staff hold in the organisation's willingness to listen and importantly, to enact positive change towards becoming a learning organisation in which equality, diversity and inclusion sit prominently amongst our core values.

Evaluation and Impact

It is proposed that the Trust invite independent evaluation from members of The Q Community. The Q Community is hosted by The Health Foundation and is comprised of a broad range of quality improvement professionals.

Core Aims

A key aim is opening the dialogue to greater mutual understanding.

Project outputs will be:

- A series of documented staff experiences in video, audio and written format
- A *Time to Talk EDI Primer* to support productive dialogue
- An analysis of themes arising from staff testimonial including recommendations for improvement which should inform:
    - The refresh of the Trust's EDI Strategy
    - Leadership Development Programmes
    - Training
    - Induction
    - Recruitment & Retention and which ultimately improve staff experience and patient safety.
- An art exhibition celebrating diversity at HUTH and the gifts our diversity brings to our community to be held at The Brodrick Gallery of Hull School of Art & Design in 2021
- An EDI Culture Cookbook – Charity fundraiser for WISHH
- **Sharing the Learning:** A practical roadmap and approach to engagement that is scalable and sharable across organisations, institutions and communities

Programme Delivery

All HUTH Improvement Programmes are commissioned by Executive Management Committee, report to a Trust Level Committee and are overseen by a Project Board as outlined within the HUTH Improvement Programme Charter.

OCTOBER 2020

Ruth Colville
Senior Project Manager
HUTH Improvement Programme (HIP) Team