



# Improving the quality and safety of patient care through your workforce



Listening into Action (LiA) Briefing Pack



## 'Game-changer' leaders



“Listening into Action (LiA) has been a truly fundamental element of our transformation over the last two years”

Dame Jackie Daniel,  
CEO at University Hospitals of  
Morecambe Bay (Acute Hospitals)\*

\* Contact can be facilitated on request



## 'Game-changer' leaders



“Events to showcase the impact LiA clinical teams have had on patient care have been the best days of my career”

John Goulston,  
CEO at Croydon Health Services (Acute Hospitals and Community Services)\*

\* Contact can be facilitated on request



## 'Game-changer' leaders



“LiA has been a powerful catalyst for us, resulting in the biggest ever staff survey improvements seen in the UK”

Alwen Williams,  
CEO at Barts Health (largest Acute  
healthcare provider in the UK)\*

\* Contact can be facilitated on request





## 'Game-changer' leaders



“LiA is the best change approach in healthcare today, led by clinicians and staff, focused on great outcomes for our patients”

Kathryn Singh,  
CEO at RDaSH (Mental Health, Learning Disability and Community Services)\*

\* Contact can be facilitated on request



## 'Game-changer' leaders



“LiA is magic dust. It’s a unique way to unlock the expertise of frontline staff to make things better for patients”

John Adler,  
CEO at University Hospitals of Leicester  
(large Acute healthcare provider)\*

\* Contact can be facilitated on request



## 'Game-changer' leaders



“Adopting LiA is one of the best things we have ever done”

Sir Andrew Cash,  
CEO at Sheffield Teaching Hospitals (one of the UK's largest Acute providers)\*

\* Contact can be facilitated on request



## 4 quarter model – embeds as ‘the way we do things around here’

# Q1

CHAMPION an unprecedented, ‘game-changer’ view of how safe and effective every specialty is according to your own frontline staff



# Q2

ENGAGE and empower your clinical teams to make changes they know will make a difference for patients, staff and the organisation

# Q3

HARNESS the collective knowledge, wisdom and ideas of all your staff to fix intractable problems and ‘unblock the way’ together

# Q4

SHARE and inspire the spread of outcomes and best practice from pioneering teams to the whole of your organisation and network

Led by CEO/clinicians, compelling communication campaign, fast-track spread to all teams, adjust ‘business as usual’ processes to enable, embed as ‘the way we do things around here’





# Q1: LiA Pulse Check and Leadership Audit – your baseline

The LiA Pulse Check and Leadership Audit provide an **unprecedented** view of how *safe, effective, caring, responsive and well-led* every specialty is, through the eyes of all staff and leaders. Results are available by specialty, role type, location and organisation. This valuable insight is a ‘game changer’ to drive local action, from the ‘ground up’

## LiA Pulse Check

Goes out to all staff, open for 3 weeks. 15 questions and 3 ideas for action, takes 2 minutes. Provides an honest view of how staff feel about the area they work in, aggregated to organisation-wide level

Listening into Action  
ABC Trust – Staff Pulse Check

Please take 2 minutes to give your input about how you feel working here. This is part of a heartfelt effort to connect with staff around improving patient care and removing day-to-day frustrations for staff. Your views and ideas are very important. Simply click your response to each question on a scale of 1-5 (1 = not at all, 5 = very much so), add up to 3 specific and realistic ideas for action which you feel will make a difference, then click **Submit Anonymously**. Thank you.

1 = not at all  
5 = very much so

1. I feel happy and supported working in my team/department/service	1	2	3	4	5
2. Our organisational culture encourages me to contribute to changes that affect my team/department/service	1	2	3	4	5
3. Managers and leaders seek my views about how we can improve our services	1	2	3	4	5
4. Day-to-day issues and frustrations that get in our way are quickly identified and resolved	1	2	3	4	5
5. I feel that our organisation communicates clearly with staff about its priorities and goals	1	2	3	4	5
6. I believe we are providing high quality services to our patients/service users	1	2	3	4	5

## LiA Leadership Audit

Goes out to 100+ leaders in the same timeframe. 20 questions, takes 5 minutes. Shows strengths and weakness of the organisation according to leaders and is triangulated with views from staff and patients

Listening into Action  
Leadership Audit

ABC Trust

Please take 5 minutes to anonymously share your views about how we are doing as an organisation. Knowing what 100+ leaders think, alongside input from all staff at all levels through our organisation-wide LiA Pulse Check, will be hugely valuable and enable us to make positive changes together. Your input is very important. Simply click your response to each question on a scale of 1-5 (1 = not at all, 5 = very much so), then submit your response. Thank you.

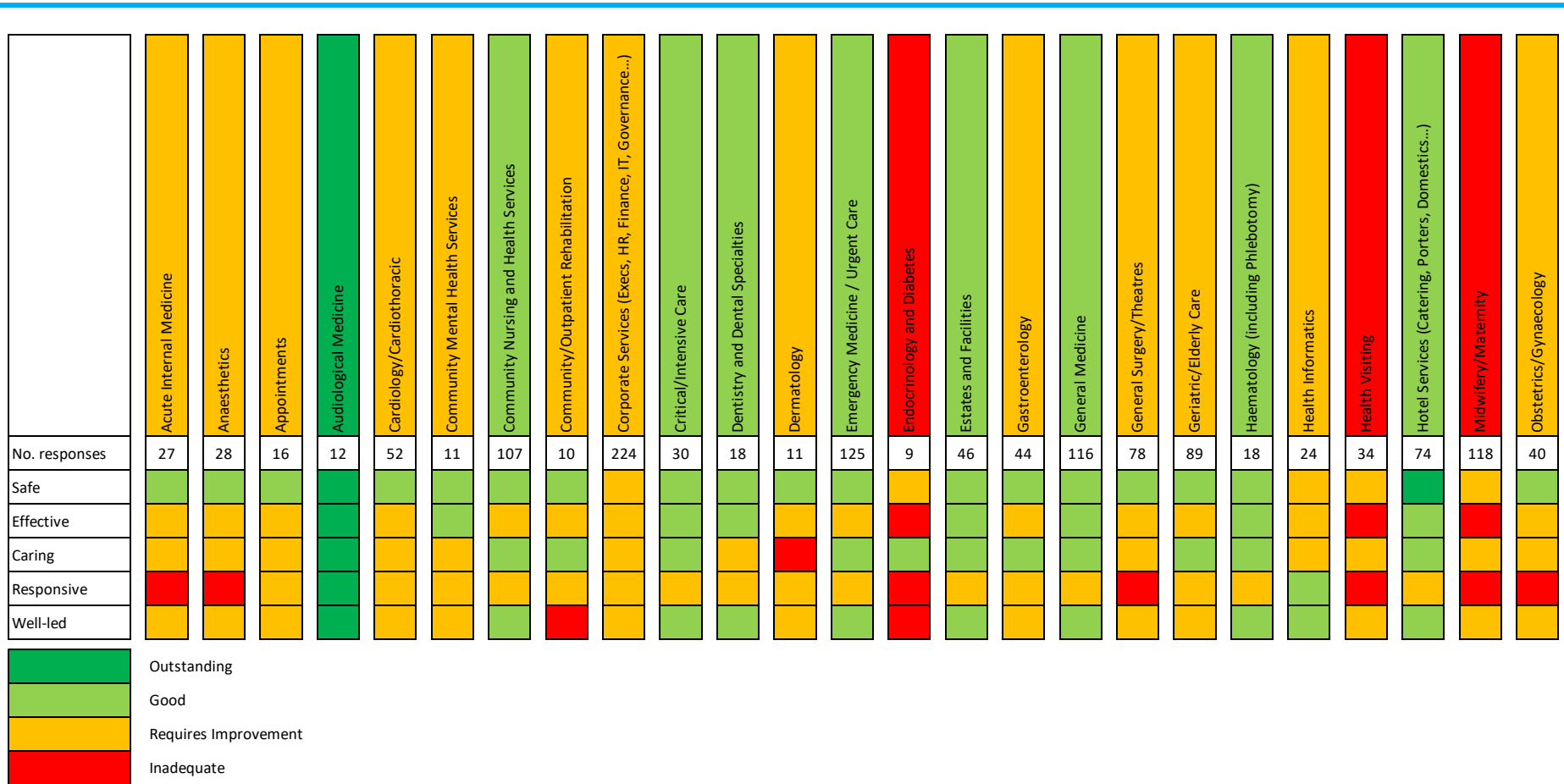
1 = not at all  
5 = very much so

1. Staff are clear on what is expected of them and how they contribute to our goals	1	2	3	4	5
2. Staff know who senior leaders are and leaders are visible across the organisation day-to-day	1	2	3	4	5
3. Leaders are role-models for staff in the way they manage/lead, and foster a positive work environment	1	2	3	4	5
4. Our clinical improvement initiatives are focused, joined up, and delivering effective change	1	2	3	4	5
5. Organisational structures and processes are designed to help us deliver our clinical goals	1	2	3	4	5
6. Our organisation is proactive at seeking out what works and does not work for staff, and acting on it	1	2	3	4	5
7. Quality and safety of patient care is prioritised over other operational and organisational imperatives	1	2	3	4	5
8. Organisational processes are designed to eliminate 'non-value added' activities	1	2	3	4	5
9. Teamwork and sharing is an integral part of how we work and operate at our Trust	1	2	3	4	5





# Q1: Specialty 'Heat Maps' – your catalyst for change





# 1000s stories of staff-led change

£5million + £3million savings on agency spend over 2 years

Positive patient feedback up from 89% to 96%

Public health nurses reduce physio wait 48 to 12 weeks

Congenital heart surgery productivity increased by 50%

Reduced average time to recruit new staff by 50%

1,200 more surgical cases generating £1.9 million per year

98% of urgent referrals seen within two weeks

30% reduction in need for overnight stays in Endoscopy Services

15% Outpatient reduction in patient 'Did Not Attends'

Dedicated phone line for relatives of 'end of life' patients

Prostate Cancer diagnosis down from 16 weeks to 36 days

40% reduction in the use of catheters for patients

25% reduction in Acute Kidney Injury mortality rates

From 'Inadequate' to 'Outstanding' rating in 2 years

60% reduction in incidents of Dementia patients 'wandering'

Trauma theatre lists starting on time up from 30% to 80%

Patient referral process down from 12 steps to 4 steps

Cancelled surgery patients get CEO letter and free lunch

Nurse vacancy down 10.19% to 8.67%, sickness 6% to 4.3%

2000 patients a year have surgical pre-assessment by phone

Got back 60 wasted time slots a week in T&O

25% increase in incident reporting makes care safer

Reduced injuries in childbirth to 0.4% - lowest recorded in UK

26% increase in avoidable admissions to hospital

40% reduction in Surgical Site Infection rates

160 days harm free care on all surgical wards

Cardiology reduces length of stay by 1.5 days

Time to transition young mental health patients down by 83%

National leaders on prevention of pressure ulcers

50% reduction in length of stay in specialist medicine

## Results show

up to

**140%**

increase in

**all 15**

questions in the

**Listening into Action**

Pulse Check

based on

**staff feeling**

engaged and empowered



## Impact on how staff feel within a year

**+17%**

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

**+20%**

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

**+16%**

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

**+19%**

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

**+17%**

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

**+11%**

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

**+16%**

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

**+21%**

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

**+17%**

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

**+13%**

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

**+14%**

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

**+15%**

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

**+18%**

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

**+20%**

10. Communication between senior management and staff is effective

**+17%**

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

Ref: University Hospitals of Morecambe Bay Hospitals



**LiA Pulse Check**  
Have your say in a no risk way

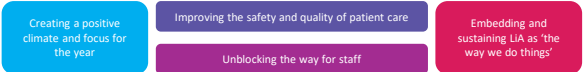


# Methodology/toolkit tested with 150 hospitals and 500,000 staff



### LiA 12 Month Journey

Route map aligns effort with priorities, and provides structure, rigour, discipline



### LiA Methodology

Centres on: 1) Improving patient care, and 2) Unlocking the way for staff



### LiA Navigator®

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



### LiA Pulse Check

Have your say in a no risk way

#### LiA Pulse Check

How 1000s staff feel the organisation is doing with 5 point 'heat map' for each department



### LiA Leadership Audit

How 100 leaders feel the organisation is doing, cut by the same 5 points to enable mapping



### LiA SmartBox

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



### LiA Teams

Pioneering teams show the impact of LiA, create a compelling evidence-base, fuel rapid 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





## Contact us



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Includes 'The Best Medicine: 100 Powerful Stories of Staff-Led Change  
from the 5<sup>th</sup> Biggest Employee in the World

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