



Inspiring Change in Healthcare



Listening into Action (LiA) 2018



'Game-changer' CEOs

Listening into Action
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 us for the full testimonial on request

Listening into Action
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 us for the full testimonial on request

Listening into Action
Game-changer' leaders



"We're growing a social movement in the hospital with change happening fast. It's a liberating journey to be on"

Simon Morrirt,
CEO at Chesterfield Royal Hospital (Acute Services)*

* Contact us for the full testimonial on request

Listening into Action
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 us for the full testimonial on request

Listening into Action
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 us for the full testimonial on request

Listening into Action
Game-changer' leaders



"LiA was certainly a key factor in achieving our Outstanding rating – the first specialist Trust in the country to achieve this"

Jane Tomkinson,
CEO at Liverpool Heart and Chest Hospital

* Contact us for the full testimonial on request

Listening into Action
Game-changer' leaders



"LiA is the only game in town. Get this right and the money will take care of itself"

Neil Carr,
CEO at Midlands Partnership NHS Foundation Trust (newly formed through a merger of SSSFT and SSoTP in June 2018)

* Contact us for the full testimonial on request

Listening into Action
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 us for the full testimonial on request

Listening into Action
Game-changer' leaders



"LiA is fundamentally changing the way we do things. I want staff to lead improvements to care, because I know they know how to make things better"

Hayley Richards,
CEO at Avon and Wiltshire Mental Health Partnership

* Contact us for the full testimonial on request

Listening into Action
Game-changer' leaders



"I love working here and am deeply passionate about what we do. I want every one of our 4200 staff to feel the same. LiA is going to help us do that"

Mel Pickup,
CEO at Warrington and Halton Hospitals

* Contact us for the full testimonial on request

Listening into Action
Game-changer' leaders



"Listening into Action is about galvanising all of our staff as 'change-makers'"

Maria Kane,
CEO at North Middlesex University Hospital

* Contact us for the full testimonial on request

Listening into Action
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 us for the full testimonial on request



c130 Trusts involved so far...

University Hospitals of Morecambe Bay NHS FT
 Rotherham Doncaster and South Humber NHS FT
 Birmingham Community Healthcare NHS Trust
 Sheffield Teaching Hospitals NHS FT
 East Kent Hospitals University NHS Foundation Trust
 North Middlesex University Hospital NHS Trust
 Midlands Partnership NHS FT (integration)
 Warrington and Halton Hospitals NHS Foundation Trust
 Liverpool Heart and Chest
 Avon and Wiltshire Mental Health Partnership NHS Trust
 Chesterfield Royal Hospital NHS Foundation Trust
 Walsall Healthcare NHS Trust
 Maidstone and Tunbridge Wells NHS Trust
 Croydon Health Services NHS Trust
 North Lincolnshire and Goole NHS Hospitals Foundation Trust
 Alder Hey Children's NHS Foundation Trust
 Worcestershire Acute Hospitals NHS Trust
 Barts Health NHS Trust
 Frimley Health NHS FT
 Sussex Partnership NHS FT
 South Staffordshire and Shropshire Healthcare NHS FT
 Barnsley Hospital NHS FT
 West Hertfordshire Hospitals NHS Trust
 Hounslow and Richmond Community Healthcare NHS Trust
 Bridgewater Community Healthcare NHS Trust

North Staffordshire Combined Healthcare NHS Trust
 Leicestershire Partnership NHS Trust
 Berkshire Healthcare NHS FT
 Mid Yorkshire Hospitals NHS Trust
 The Rotherham NHS Foundation Trust
 Northern Devon Healthcare NHS Trust
 Manchester Mental Health and Social Care Trust
 Isle of Wight NHS Trust
 Gloucestershire Care Services NHS Trust
 Cumbria Partnership NHS FT
 Burton Hospitals NHS FT
 East Midlands Ambulance NHS Trust
 Liverpool Community Health NHS Trust
 United Lincolnshire Hospitals NHS Trust
 Southport and Ormskirk NHS Trust
 Portsmouth Hospitals NHS Trust
 SW London and St George's MH Trust
 St George's Healthcare NHS Trust
 Barnet, Enfield & Haringey MH NHS Trust
 Birmingham and Solihull MH NHS FT
 East of England Ambulance NHS Trust
 University Hospitals of Leicester NHS Trust
 Mersey Care NHS Trust
 London Ambulance Service NHS Trust
 Devon Partnership NHS Trust

Croydon Health Services NHS Trust
 Coventry and Warwick Partnership NHS Trust
 East Cheshire NHS Trust
 Aintree University Hospital NHS FT
 The Royal Liverpool University Hospitals NHS Trust
 Wirral University Teaching Hospital NHS FT
 Hull and East Yorkshire Hospitals NHS Trust
 Pennine Acute Hospitals NHS Trust
 Wrightington, Wigan and Leigh NHS FT
 Kettering General Hospital NHS FT
 Northampton General Hospital NHS Trust
 Oxford University Hospitals NHS Trust
 Medway NHS FT
 East Sussex Healthcare NHS Trust
 Royal Cornwall Hospitals NHS Trust
 Taunton and Somerset NHS FT
 Sandwell and West Birmingham Hospitals NHS Trust
 Birmingham Children's Hospital NHS Foundation Trust
 The Royal Wolverhampton NHS Trust
 University Hospitals of North Midlands NHS Trust
 West Midlands Ambulance Service NHS FT
 Birmingham Women's Hospital NHS FT
 Burton Hospitals NHS FT
 The Shrewsbury and Telford Hospital NHS Trust
 The Dudley Group NHS FT

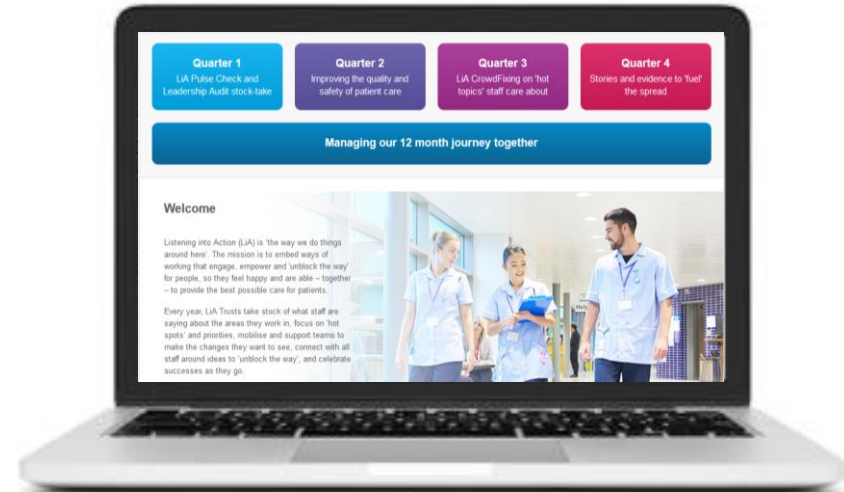
St Giles Hospice (under the LiA Charitable Foundation)

... including 50 pilot Trusts not listed here



Clinically-led, everyday improvement

Proven approach to engage and empower frontline teams to drive measurable improvements to the quality and safety of patient care, enabled through an annual delivery framework, a shift in culture and leadership, and alignment of support services to 'unblock the way'



QUARTER 1
'Game changer' view
from staff and leaders



QUARTER 2
Empower clinical
teams to lead change



QUARTER 3
Engage all staff to
remove frustrations



QUARTER 4
Share outcomes to
'fuel' spread



Supporting Trusts to do it for themselves



12 Month Journey

'4 Quarter Model' focuses effort, creates structure, provides organisational 'rhythm'



LiA Methodology

Centres on: 1) Improving quality and safety of patient care, and 2) Unblocking the way for staff



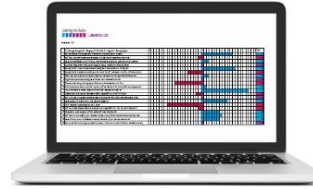
LiA Navigator®

Supports Trusts to do it for themselves, with monthly 'check-in' and ad hoc coaching support



LiA Pulse Check

Annual 'game-changer' view of what staff see and their 1000s ideas for easy action



LiA Leadership Audit

Annual stock take through the eyes of 100+ leaders, to use alongside views of staff



LiA SmartBox

Repository of great ideas and inspiration from across the LiA network



LiA Clinical Teams

Stories and evidence of the impact on patient care from clinical teams to 'fuel' spread



LiA CrowdFixing

Staff pool ideas to improve corporate processes and remove 'day-to-day frustrations'



LiA Dashboard

Simple view of teams, actions, measures and progress to keep track



Simple model makes it relatively easy to do

Exec-led

'Top of the office' plus 100+ (mostly clinical) leaders

Resource-light

Not another layer of work, focused on existing opportunities

Online-enabled

Trusts do it for themselves, making it sustainable and avoiding consultancy costs

National network

100+ NHS Trusts to trade ideas and inspiration, with a repository of ideas and cross-sharing events

Coaching

Monthly and ad hoc calls with national LiA team to support and advise, based on a simple dashboard

Results show

up to
140%

increase in

all 15

questions in the

Listening into Action

Pulse Check

based on

staff feeling

engaged and empowered



The results (real examples)

1

QUALITY AND SAFETY OF PATIENT CARE

25% reduction in Acute Kidney Injury mortality rates

40% reduction in Surgical Site Infection rates

Time to transition young mental health patients down by 83%

40% reduction in the use of catheters for patients

Public health nurses reduce physio wait 48 to 12 weeks

2

STAFF ENGAGEMENT

+17%: I feel valued for the contribution I make and the work I do

+20%: Providing high quality services to patients

+13%: Day-to-day frustrations being resolved

+20%: Communication between leaders and staff

+19%: Culture of staff contributing to changes

3

OPERATIONAL PERFORMANCE

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

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

80% trauma theatre lists starting on time up from 30%

15% Outpatient reduction in patient 'Did Not Attends'

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



Business Case (based on real outcomes)

IF YOU DO THIS...

- Exec Team actively leads it alongside 100+ key leaders/managers
- Focus LiA on priority outcomes for patients, staff and the Trust
- Widespread, important, ongoing Quick Wins to build belief
- Sharply-focused LiA Clinical Teams led by professionals
- Engage staff in step-changes to corporate services
- Compelling communication campaign
- Dedicated LiA Coordinator

...YOU CAN ACHIEVE THIS

- Improved retention
 - Up a CQC rating at next inspection
 - Fundamental shift in culture and leadership
 - 26% up in NHS National Staff Survey key questions
 - £millions savings on agency and 'knock on' efficiencies
 - Wealth of measurable improvements to quality of patient care
- 140% increase in how engaged and valued staff feel compared to baseline

LiA 20:20 Vision™

The LiA Pulse Check and Leadership Audit provide a ‘game-changer’ view of how *safe, effective, caring, responsive and well-led* every specialty is, through the eyes of staff and leaders, with results by service, role type, and organisation. This forms a powerful basis to drive local action through LiA every year

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

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

Listening into Action

ABC Trust - Leadership Audit

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



Contact us



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

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