



National Ambulance
BME Forum

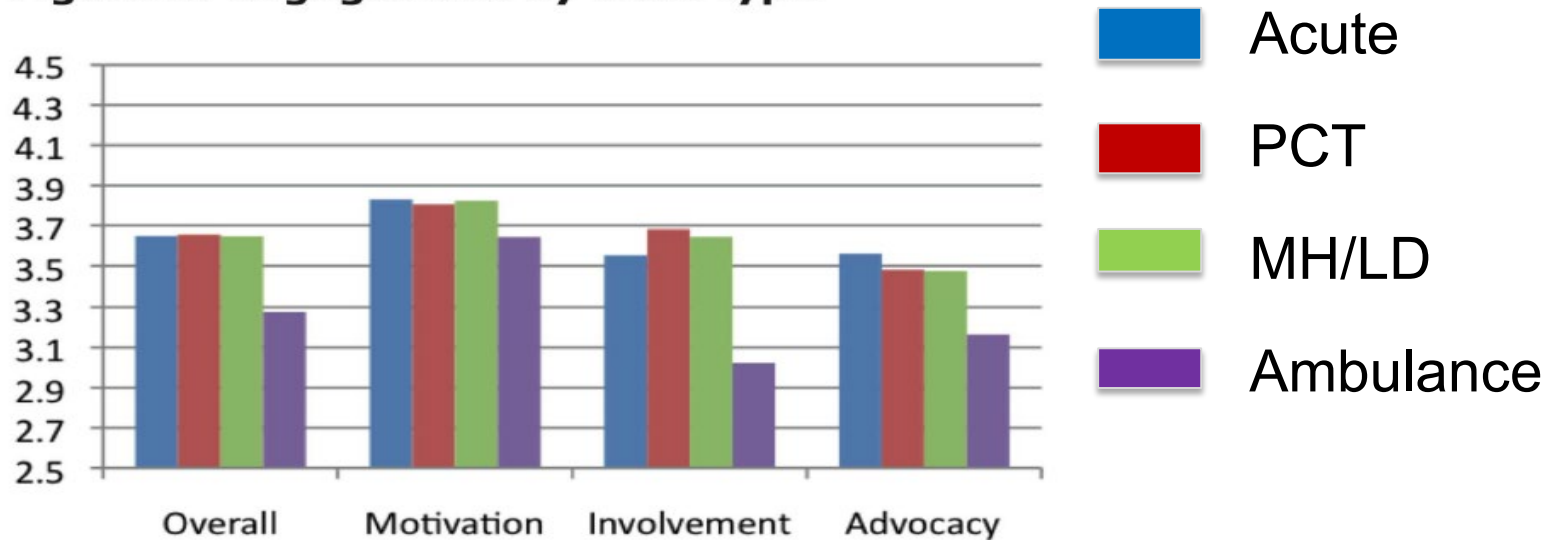
Ambulance Trusts The Cultural Challenge

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What is the issue ?

Research on staff engagement and performance in the NHS, Dawson & West, Kings Fund 2012

Figure 1: Engagement by trust type

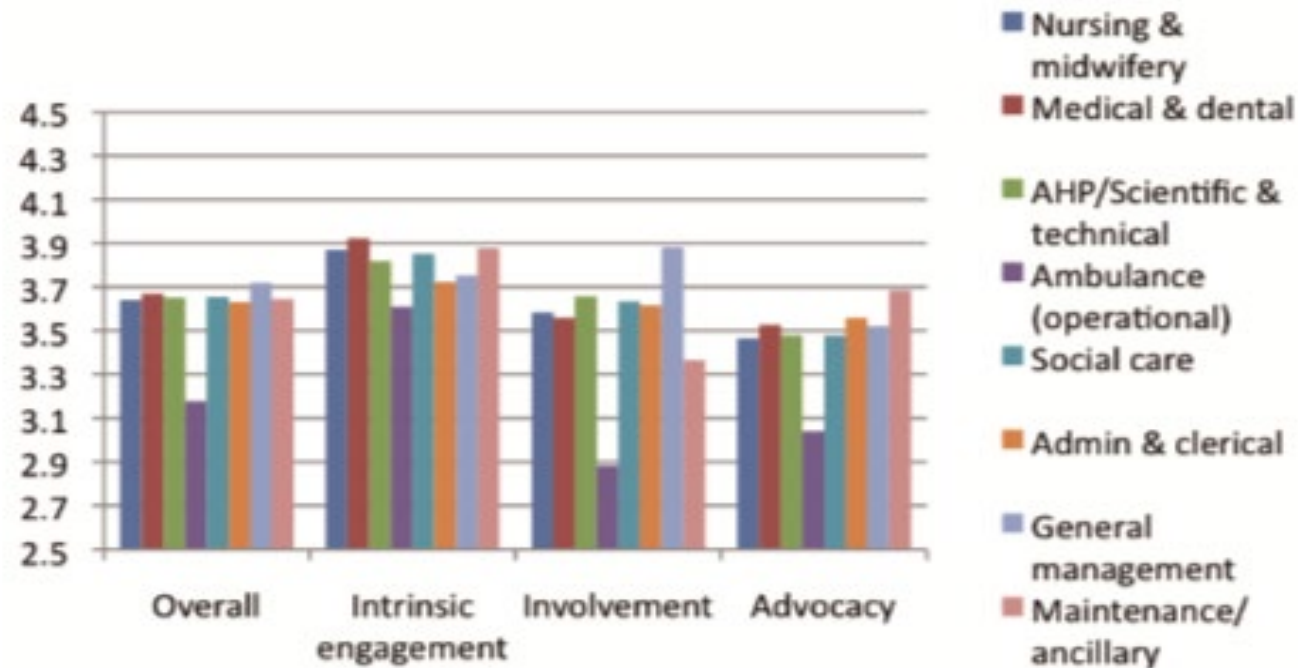


Note: MH/LD = Mental health/learning disability trusts

What is the Issue

Engagement by Occupation

Figure 2: Engagement by occupation



Note: AHP = Allied Health Professional

NHS Staff Survey Results 2017

Ambulance and national averages

Indicator	Ambulance Average	Range	NHS Average
Staff Motivation at Work	3.64	3.47 – 3.78	3.9
Recognition & Value of Staff by Managers	3.00	2.82 - 3.29	3.46
Percentage of Staff Appraised	81.3%	57% - 93%	86.6%
Quality of Appraisals	2.65	2.48 – 2.95	3.11
Bullying and Harassment of Staff	28%	21% - 41%	24.3%
Staff Experiencing Discrimination	21%	13% - 27%	12.6%
Overall Staff Engagement	3.45	3.22 - 3.58	3.78

For Life

Why ?

1. Geographical dispersement (mental health and community services similar geographical spread)
2. Rank structure compared to other emergency services
3. Command control culture
4. Uni professional
5. Little movement of staff (higher incidence of family relationships)
6. Paramedic – a young profession
7. Historically largely male compared to rest of NHS largely female

Don Berwick, President of Institute for Healthcare Improvement

Successful organisations focus on-

- ★ mission
- ★ vision
- ★ values
- ★ strategy
- ★ supported by a compassionate culture

NEAS Mission, Vision and Values

Take responsibility and be accountable.

We will make sure we do what we commit ourselves to, and take responsibility for our actions. In doing this, we will support each other in delivery; and react quickly to lessons learnt along the way. Be only critical of ourselves, not others.

Compassion

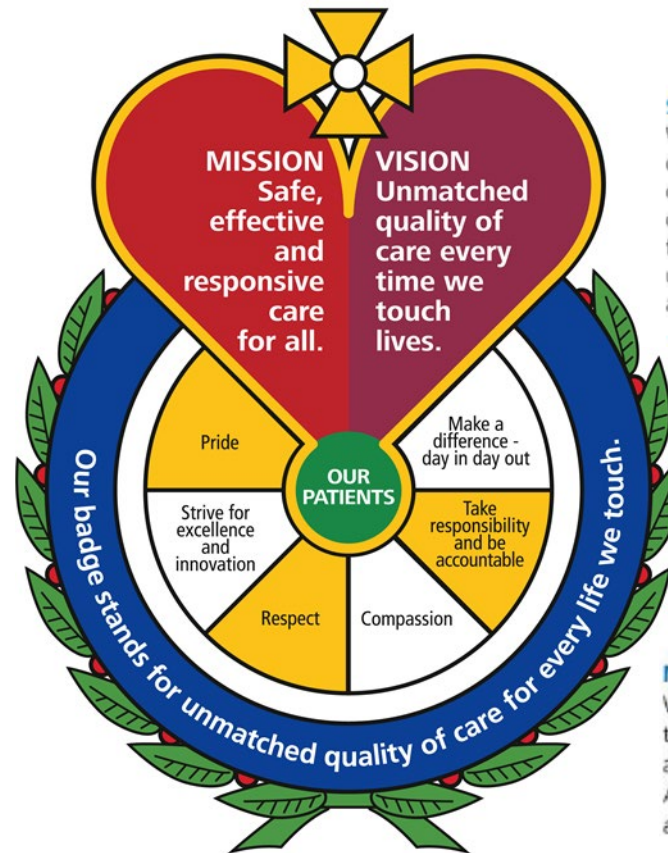
To deliver our services effectively, care alone is not enough. We care for our patients and staff with compassion and empathy that marks us out as special. We listen intently to those whose lives we touch, so that our provision is considered to be above and beyond the call of duty.

Pride

This is more than a job, and it's a privilege to serve the patients in our care. We've made a true commitment to our vocation as part of the overall NHS healthcare system. This will drive us with integrity at every turn to help others. In return, we will commit to the recognition, training and development of our team so that they can perform their duties to the best of their abilities.

Respect.

We work in challenging environments and situations. We will treat all our patients, colleagues and customers alike, with the same respect we'd expect to be shown ourselves. We will act as one team and will appreciate one another in facing the future together.



Strive for excellence and innovation

We will always do our very best. We will learn and constantly innovate wherever we can by embracing change to enhance our service. We will listen to, and collaborate with, our colleagues throughout the NHS, fellow emergency services and patients. This will enable us to remain at the forefront of specialist responsive care, as a dynamic, integrated and sustainable service.

Make a difference - day in day out

We touch people's lives on a daily basis. How we do that can be life saving or life changing. We will always aim to make a positive difference to those people's lives. And we will show the same respect to our colleagues as our patients.

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NEAS Staff Survey Results 2013 and 2017

Indicator	2013	2017
My Manager encourages me / my team	45%	65%
I get help with difficult tasks	58%	73%
My Manager is supportive in a personal crisis	58%	75%
Staff reporting error / near miss / incident will be treated fairly	29%	46%
I feel secure raising concerns regarding unsafe clinical practice	52%	68%
The organisation acts fairly with regard to career progression	62%	71%
Training & Development has helped me stay up to date	66%	84%
Training has helped me deliver better patient service	50%	80%
The care of patients is my organisation's top priority	45%	68%

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How can we as leaders create cultures that deliver high quality compassionate care?

Michael West

1. An inspirational vision and narrative focussed on quality of care
2. Translate the vision into objectives
3. Good people management and employee engagement
4. Continuous learning and quality improvement
5. Enthusiastic team working, co-operation, partnership and integration.
6. Delivered via a values based collective leadership strategy

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“Compassionate leadership enhances the intrinsic motivation of staff and reinforces their fundamental altruism. It helps promote a culture of learning where risk taking is accepted within safe boundaries and where there is an acceptance that not all innovation will be successful. Diametrically opposed to cultures of blame and fear and bullying”

Michael West

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The extent to which an organisation values minority staff is a good barometer of how well patients are likely to feel cared for.

Links between NHS staff experience and patient satisfaction

Analysis of surveys from 2014 and 2015

Jeremey Dawson 2018

For Life

There is a clear compelling need to cultivate a more diverse and effective NHS Leadership that will nurture cultures of inclusion and high quality care

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Ambition for the sector

- Pursue compassionate collective leadership and develop cultures of inclusion
- Support your Trust and the National Ambulance BME Forum
- Improve our WRES performance
- Lets create a social movement for change & aspire to be the best

For Life