



Ambulance Trusts The Cultural Challenge

Ambulance Leadership Forum
19 March 2019

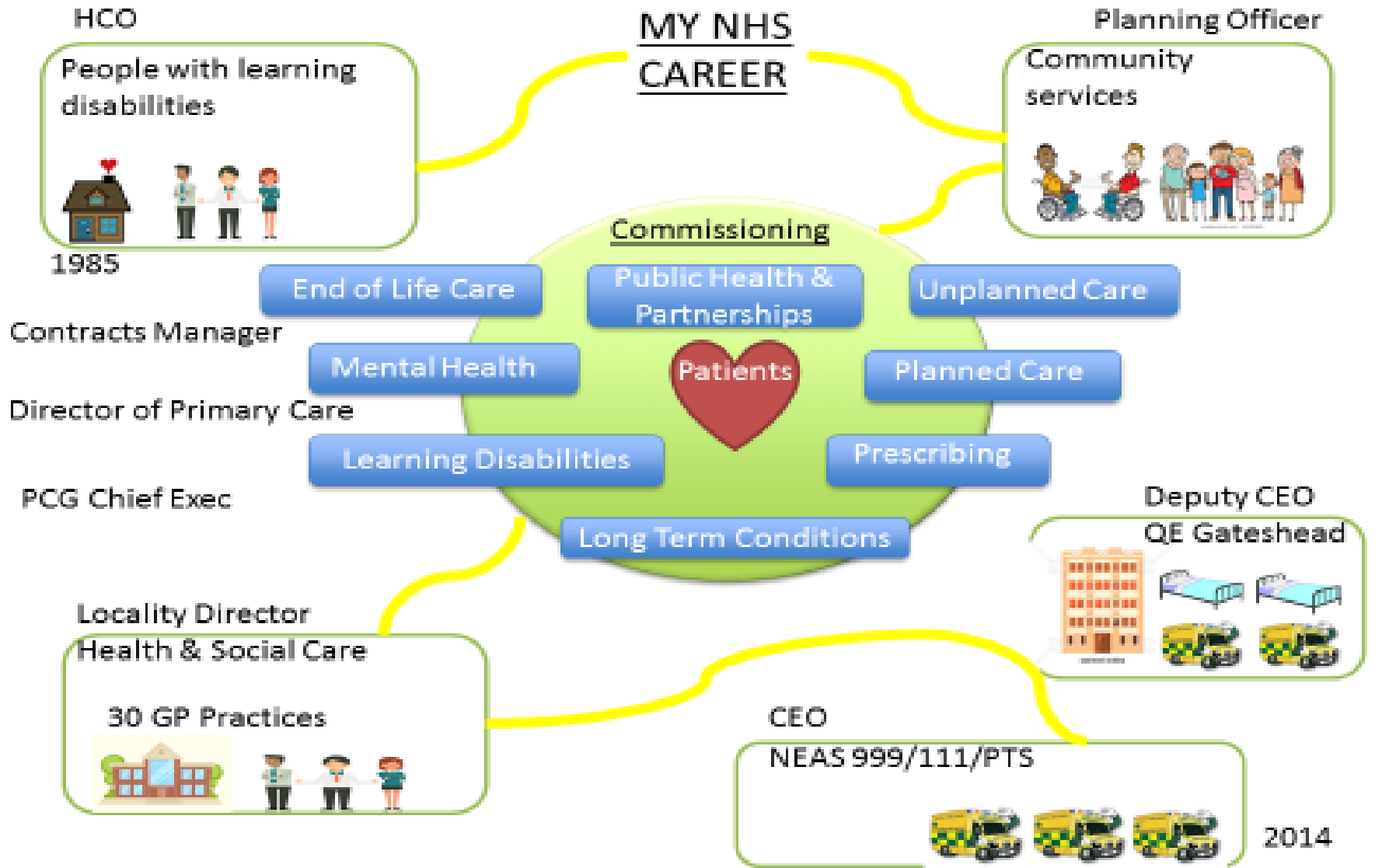
Prepared by
Yvonne Ormston, Chief Executive

Thank You



For Life

MY NHS CAREER



OMG !



For Life

1970s

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What did I find ?

- ★ Great staff (mostly)
- ★ Loyal
- ★ Committed
- ★ Compassionate care
- ★ Patient centred (mainly)

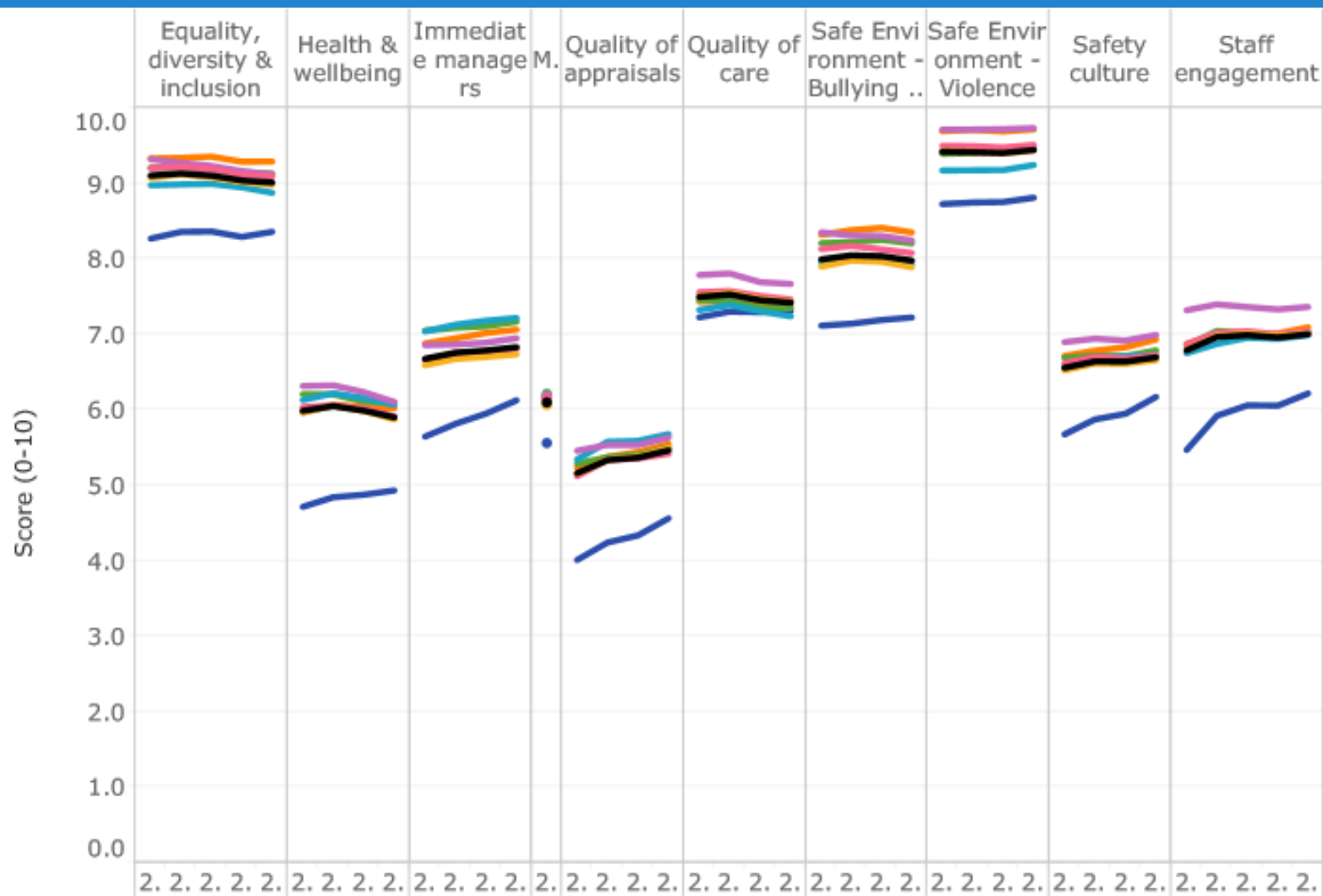
But...

- ☆ managers not visible or supportive
- ☆ disciplinaries, grievances, suspensions
- ☆ long drawn out HR investigations based on poor advice
- ☆ Conflict with unions
- ☆ unhealthy mostly male based power relationships
- ☆ poor career progression
- ☆ fear of speaking up
- ☆ tribalism from previous mergers
- ☆ Silos
- ☆ values not lived or modelled by leadership

Reasons as to why the Ambulance Trusts may be different

- Geographically dispersed (but similar to community and mental health)
- Rank structure compared with emergency services
- Uni professional but changing
- Little movement of staff (higher incidence of family relationships)
- Paramedic – comparatively young profession
- Historically largely male compared with the rest of the NHS
- Hierarchy within the NHS

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Click on the legend to highlight a line:

- National average
- Acute
- Combined Acute
- Acute Specialist
- Mental Health
- Combined Mental Health
- Community
- Ambulance

?

For Life

Compassionate Leadership for Compassionate Health Services

- *Attending – listening with fascination*
- *Understanding*
- *Empathising*
- *Helping*

West M.S & Chowla R. (2017) compassionate leadership for compassionate health care.

SOURCE: HARVARD BIZ. REVIEW

CONNECT THEN LEAD



can I trust this person?
TWO WAYS WE JUDGE OTHERS
can I respect this person?

WARMTH } Leaders NEED BOTH } COMPETENCE

LEADERS WHO PROJECT STRENGTH BEFORE WARMTH RUN RISK OF ELICITING FEAR

THE WAY TO INFLUENCE is to begin with WARMTH

facilitates trust, communication and absorption of ideas.

BUILD FOUNDATION OF TRUST FIRST



BEFORE PEOPLE DECIDE WHAT THEY THINK OF YOUR MESSAGE, THEY DECIDE WHAT THEY THINK OF YOU.

ONCE YOU ESTABLISH YOUR WARMTH, YOUR STRENGTH IS A WELCOME REASSURANCE

"CONNECT FIRST" - AND YOUR LEADERSHIP BECOMES A GIFT, NOT A THREAT



@tnvora
Tanmay Vora
QAspire.com

Dave

“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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Compassionate Cultures and Leadership

Reduce

- errors
- stress
- bullying and harassment
- patient mortality

Increase

- performance - all aspects
- incident reporting
- collaborative and co-operative work
- patient outcomes/satisfaction

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Don Berwick, President of Institute for Healthcare Improvement

Successful organisations focus on-

- ★ mission
- ★ vision
- ★ values
- ★ strategy

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

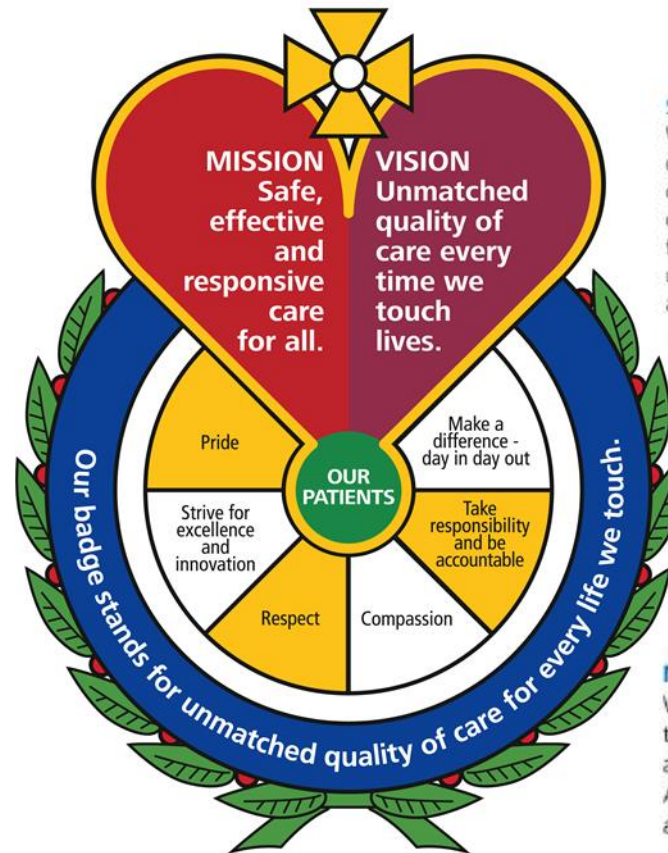
To deliver our services effectively, care alone is not enough. We care for our patients and staff with compassion and empathy that marks us out as special. We listen intently to those whose lives we touch, so that our provision is considered to be above and beyond the call of duty.

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 Strategy



Doing what we do well

We will deliver our services and make improvements whilst protecting safety and quality standards. We will use all of our available resources in the best way possible.



Looking after our employees

We will support each other to make NEAS a great place to work. We will adopt the Investors in People framework to underpin what we do.



Developing new ways of working

We will drive and shape the future of urgent and emergency care services with transformation projects and collaboration with fellow colleagues throughout the NHS.



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Our ambition

- Transformation from a transport to treatment service
- Valuing our people
- Embed our Mission, Vision & Values
- IIP accreditation
- Strive for innovation

“Don’t get me wrong, when patient safety is on the line, like when you attend a scene or something, a hierarchy that’s quite like the military is needed – you all need to know your role and who is leading. Thing is, that’s not needed all the time, but people can’t switch it off. They really need to learn how to though if we want to be a modern organisation, not stuck in the old ways of behaving, but no one says anything,”

Staff comment, culture survey 2015



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What we did

Facilitating **organisational** cultural change



Our approach

Facilitating individual cultural change



Behaviours framework and recognition

Leadership and management development

‘Whole-self’ to work

Health and wellbeing

GROW coaching

Full employee life cycle

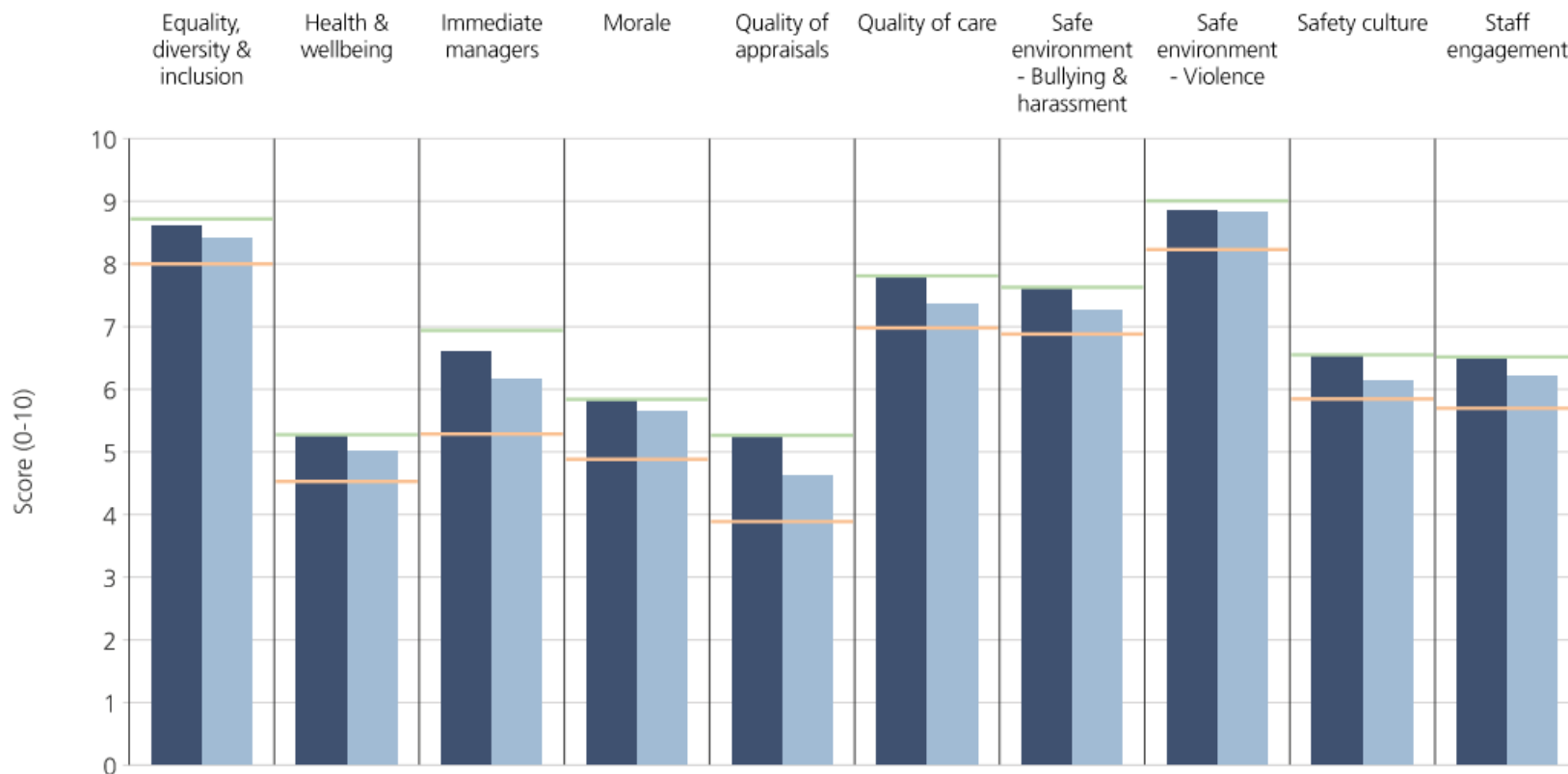
559 people trained

Stonewall Top 50 ranking

Strategic approach

141 people trained

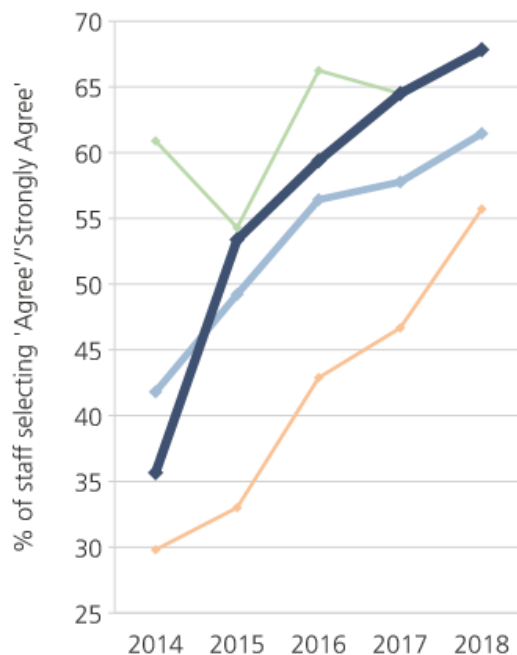
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Best	8.7	5.3	6.9	5.8	5.3	7.8	7.6	9.0	6.5	6.5
Your org	8.6	5.3	6.6	5.8	5.3	7.8	7.6	8.9	6.5	6.5
Average	8.4	5.0	6.2	5.7	4.6	7.4	7.3	8.8	6.2	6.2
Worst	8.0	4.5	5.3	4.9	3.9	7.0	6.9	8.2	5.8	5.7
Responses	1,187	1,195	1,198	1,181	957	1,060	1,190	1,194	1,187	1,203

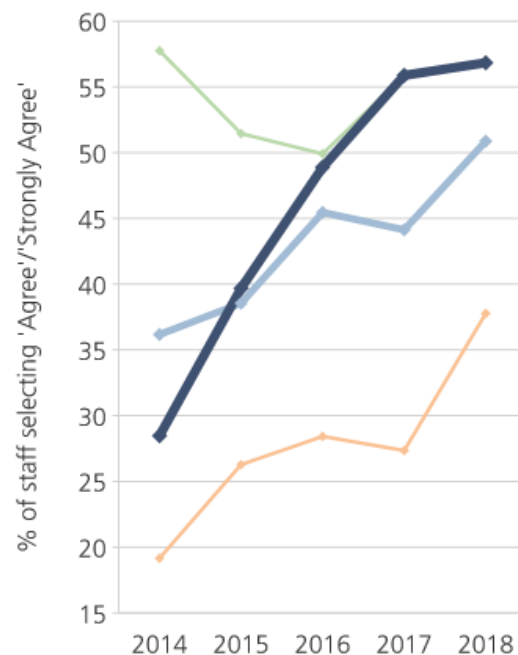
Q21a

Care of patients / service users
is my organisation's top priority



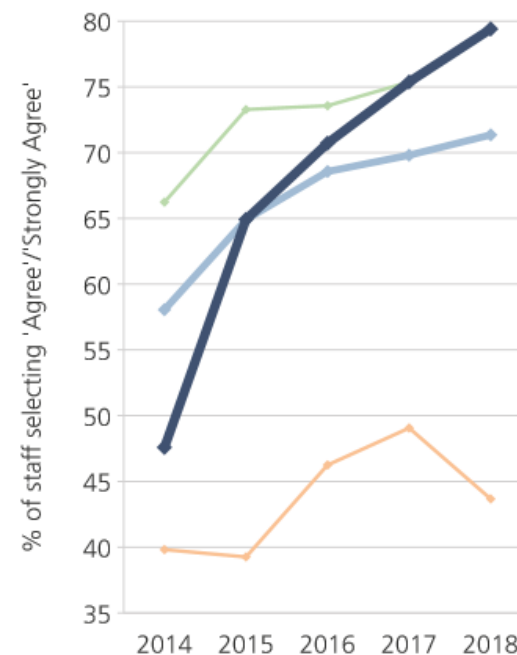
Q21c

I would recommend my
organisation as a place to work



Q21d

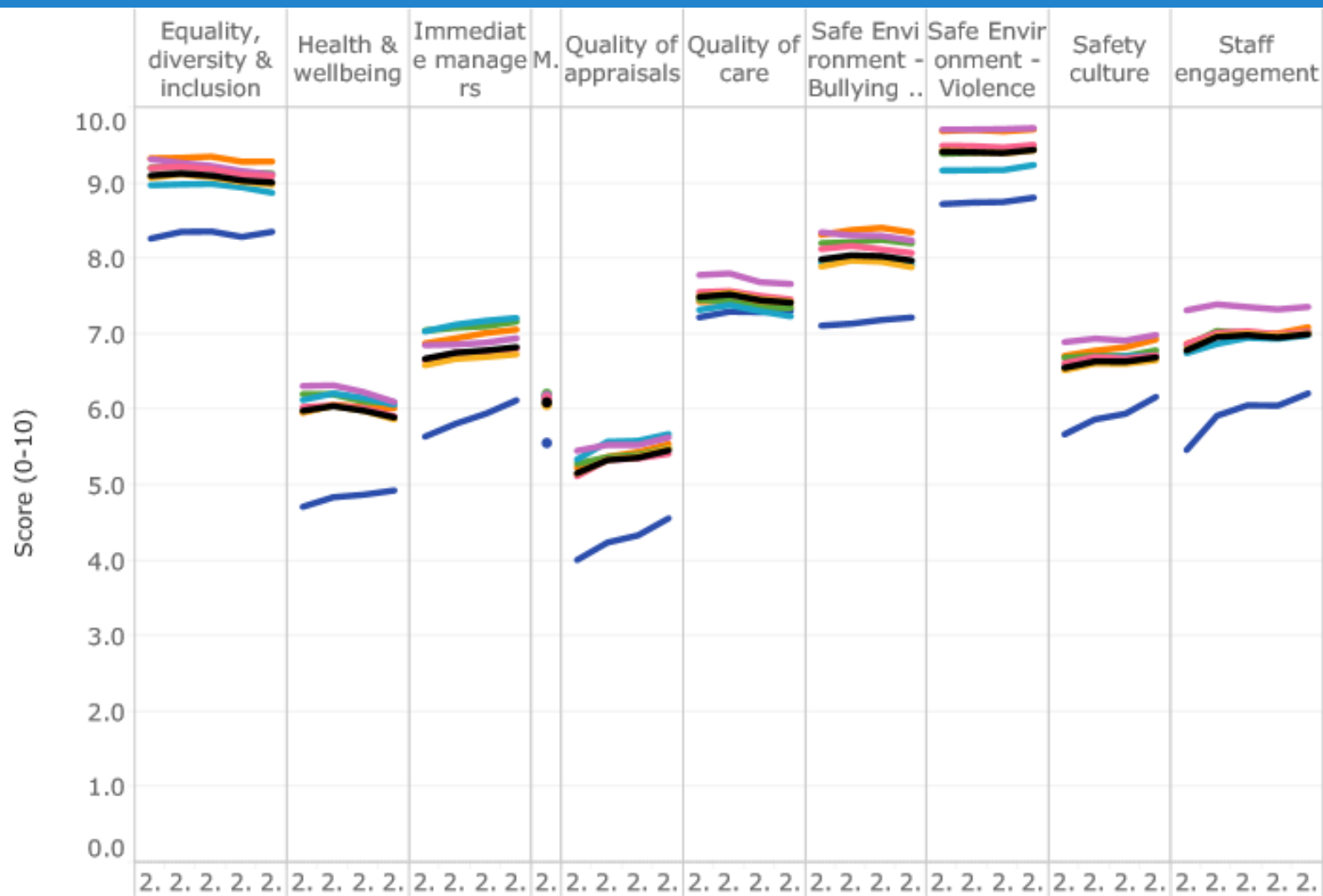
If a friend or relative needed treatment
I would be happy with the standard
of care provided by this organisation



Best	60.9%	54.3%	66.2%	64.5%	67.8%
Your org	35.7%	53.4%	59.4%	64.5%	67.8%
Average	41.8%	49.2%	56.4%	57.8%	61.5%
Worst	29.8%	33.0%	42.9%	46.7%	55.7%

Best	57.8%	51.4%	49.9%	55.9%	56.8%
Your org	28.5%	39.7%	48.9%	55.9%	56.8%
Average	36.2%	38.5%	45.5%	44.1%	50.9%
Worst	19.2%	26.3%	28.4%	27.3%	37.8%

Best	66.2%	73.3%	73.6%	75.4%	79.4%
Your org	47.6%	64.9%	70.7%	75.4%	79.4%
Average	58.1%	64.9%	68.6%	69.8%	71.4%
Worst	39.8%	39.3%	46.3%	49.1%	43.7%



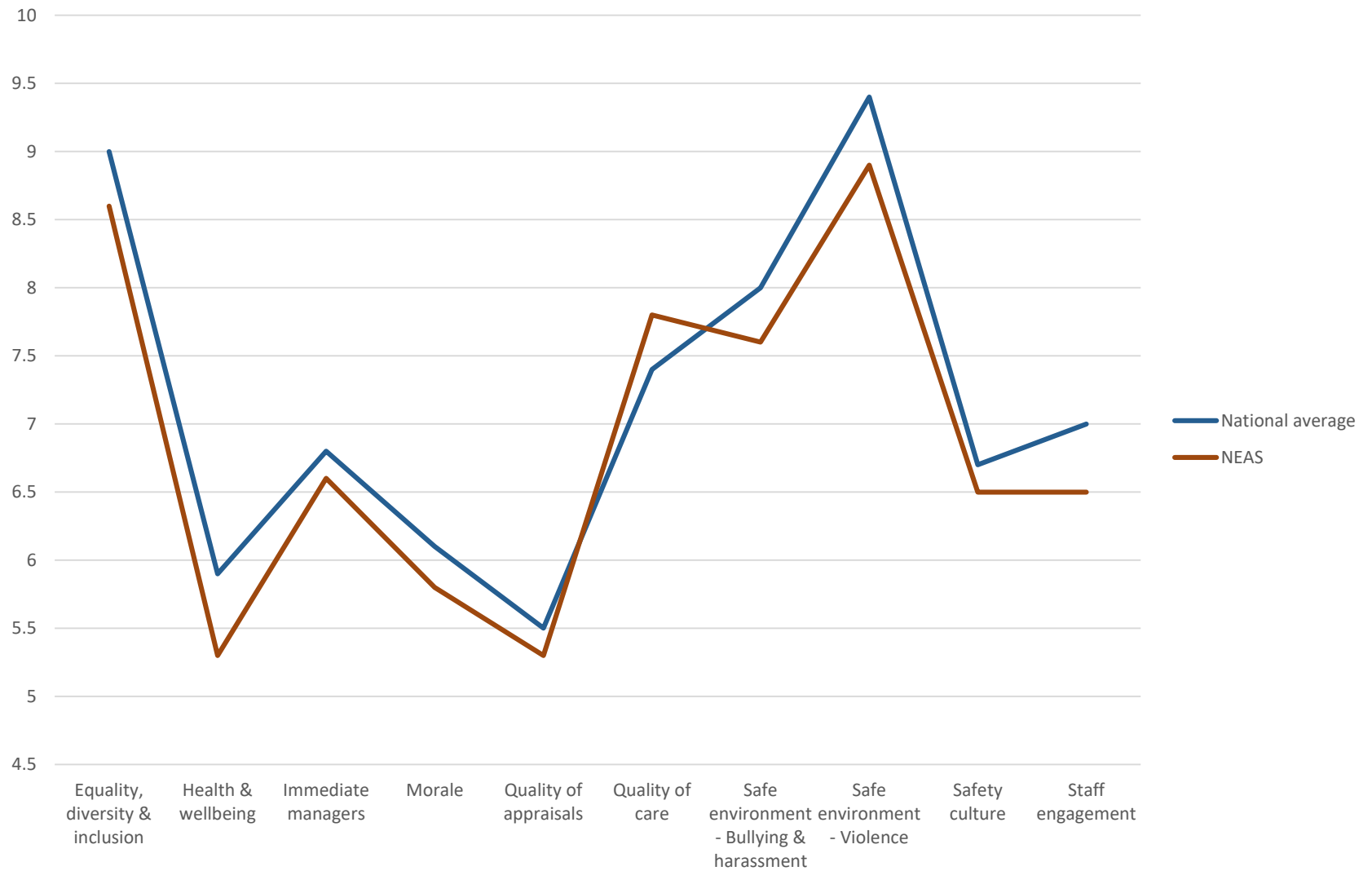
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2018 Staff Survey Scores



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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As leaders, how do you visibly role model
compassionate leadership?

...and finally Dave

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But isn't it just the right thing to do?



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www.neas.nhs.uk



/North East Ambulance Service



@NEAmbulance