

Surrey and Sussex Healthcare NHS Trust



LEADERSHIP PROGRAMME

FOCUS ON TRUST PRIORITIES

The programme concentrated on the 6 areas which the Trust needed to improve:

- Performance:
- Safety
- Strategy
- Finance
- Reputation
- Structure

Project groups were set up as part of the programme and learning set groups designed and delivered tangible outcomes at the end of the programme on each of the above areas. These were presented to the other participants and the Board at the final conference which took the form of an exhibition and platform presentations. One notable comment came from the FD.

Yesterday, the second cohort of staff on our leadership programme presented the results of their work. The presentations were very well done, thought-provoking and presented with gusto! There was some powerful (and interesting) feedback on what staff think, some real analysis of things not working properly and then the potential solutions, and the strongest emphasis I've seen on how we actually do some things really well, but don't necessarily communicate that. I look forward to the Teams

progressing their schemes further and turning them into reality wherever we can. Our Frontline First Customer Care programme that is currently being developed was the brainchild of a group from the first leadership programme.

FRONTLINE FIRST

One notable outcome was an initiative developed by the Reputation Group entitled “Front Line First”. This work stream pursued recommendations in relation to the original question:

Would you send one of your relatives to this Trust?

- Improving front of house services through the “Frontline First” and “first and last impressions” initiatives by considering the needs of staff and collecting evidence to support their development to be more welcoming and informative. This initiative could be supported through the “SaSH stars” scheme that would recognise excellence and create the right forms of behaviour.
- Developing better ways of managing people around the hospital sites coupled with a more effective communication process when patients or family contact the Trust. Ideas currently being developed further include volunteer floor walkers, picking up evidence via patient survey work, considering a better and more welcoming call centre by learning from other sites and personal hospital guides;
- Creating a better entrance environment by considering rolling audio visual boards celebrating achievements, improved car park signage, text messaging services to welcome people and a welcoming board on wards with better movement of people around the hospital.

This combined well with a later development on the site where a multi- million pound capital investment was made to improve the hospital entrance and movement of patients around it.

INDIVIDUAL CASE STUDY

One manager in a nursing role found themselves struggling to cope with the pressure which was being applied by their immediate line manager, sadly a fairly frequent situation we meet on many programmes. The overall impact was that the individual had become “frozen” not knowing which way to turn for fear of further criticism. Coaching had a big impact on them but there were also big learns from the programme overall.

It is difficult to comment on the individual days but overall it has helped to reinforce my leadership skills. This workshop came at a critical point - on reflection I was going into melt down mainly down to frustration caused by my line manager. I believe this course helped to identify this to me and as a result I found myself a mentor. Together with the mentor and the course I have learnt to accept things I can't change but that doesn't mean I have given up trying. My work life balance is so much better - Thank you.