

Nobody is 'Just a...'

Empowering Support Staff



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Serco Cares



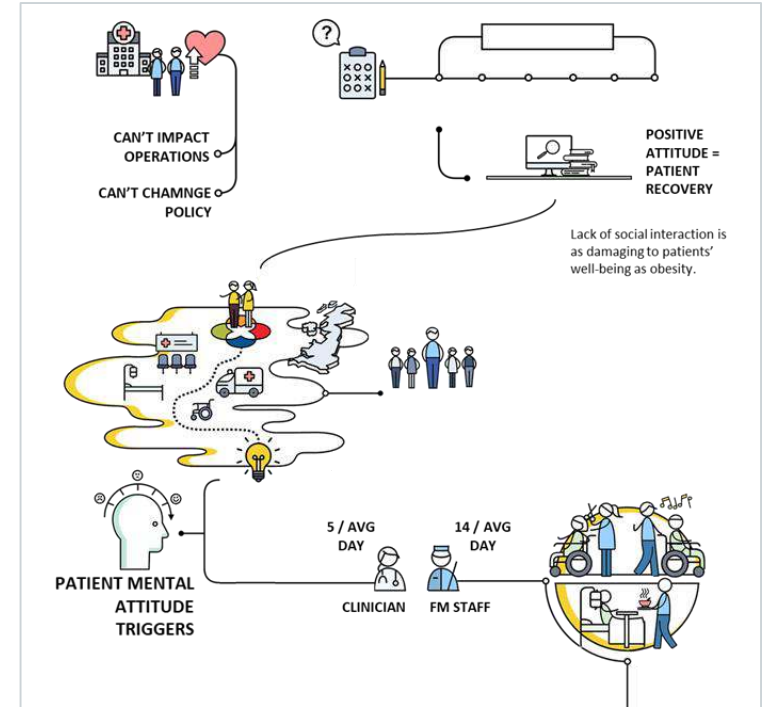
How can our staff assist in delivering better health outcomes?

Starting point

- Large frontline workforce that spend time around patients
- Address the challenge of 'race to the bottom'

Approach

- Desk based research
- In context research (gather the facts / engage with the staff)
- Service Design – Based on evidence but within constraints of a healthcare environment



The evidence base underpinning the programme

Findings and insight



- Social support and short interactions linked to positive mental attitude (PMA)
- PMA linked to recovery - When patients feel positive they get better more quickly
- Clinical staff under increasing pressure - less time to focus on patient interaction
- Our staff may have as much and sometimes more contact with patients than doctors and some nurses
- They can be seen as more approachable when patients don't want to 'bother' busy clinical staff
- Staff satisfaction and engagement is linked to positive health outcomes
- Cultural and attitudinal change among staff at all levels is a way to overcome some barriers to more efficient hospital service



Opportunities

Environment, Care & Value

Better care

- Contribute to positive mental attitude
- And a positive patient, carer and visitor experience

Better environment

- Improve engagement with clinicians
- More joined up care on wards
- Reduced system hierarchy

Better value

- Influence ward efficiency
- Increase staff engagement and retention
- Reduce sickness and absence

Conclusion:

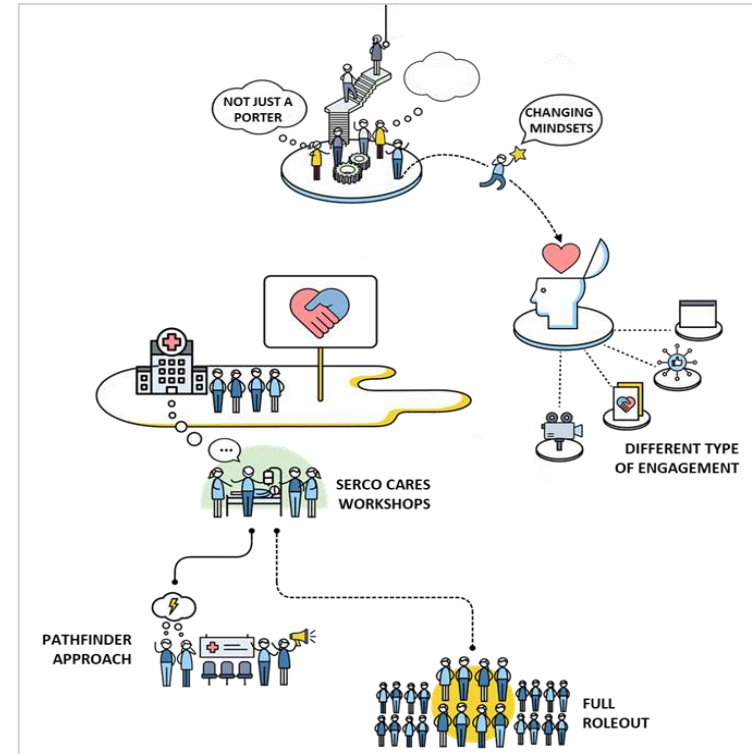
Our staff have the opportunity to make a real difference to how patients are feeling



The Emotional Pull

Being proud that we care

- Serco Cares is about connecting with the emotional side of working in a hospital and celebrating the impact that caring has – every day and across all our staff
- Programme designed to change mind-sets – Needs to feel different to 'normal' corporate initiatives
- Change catalyst – Something different
 - 1) Vocational 'nudge' – Acknowledge the importance of their role
 - 2) Different 'training' – If it feels like Stat and Mand



Ambitions of the programme

How our staff undertake their roles and interact with patients can affect how patients feel

- Help our staff realise the **impact** their actions have on a patient's hospital experience
- **Celebrate** the positive contribution they make to the day-to-day running of wards and hospitals
- **Upskill** them to build confidence to go the extra mile and make a difference
- Improve the service we provide to patients, visitors and our NHS colleagues and clients by asking the experts
- But not to alter the roles of our team or to tell staff how to do their job



Serco Care – Designed and tested in Health



We value our people and want to invest in them to be the very best that they can be!

✓ Creating an emotional pull



- Film
- Star Stories
- Participation

✓ Core themes



- 6 non-clinical elements
- Care Tank
- Listen | Talk | See | Tell

✓ Learning objectives



- The Power in Our Hands
- The power to make a difference
- Upskill
- Empower

We encourage our staff to adopt a different way of thinking about their role and the impact they have, not just focusing on the delivery of their core tasks

Replacing

I'm just a porter /
domestic /
housekeeper

with

I'm part of the
patient care journey

Serco Cares Workshops

What are they?

What they are

- Lively
- Evidence based - The result of hundreds of hours of research in Serco hospitals
- Bespoke to a healthcare setting
- Relevant to new and long-serving staff alike
- Opportunity to meet colleagues from the wider Serco team
- Interactive - include participation
- Empowering, interesting, innovative
- Thought-provoking
- Mandatory for everyone
- Well received by staff

And what they're not

- Telling staff how to do their job
- Standard training
- Boring
- Participation isn't standard 'role play' – it's fun and painless
- Anything to be nervous about



The Benefits

The **way** we provide facilities management services is just as important as **what** we provide

Through Serco Cares we aim to enhance the service we provide to patients, visitors and the NHS

For patients, carers and visitors

- Enhanced patient, carer and visitor experience
- Increased opportunity to feel more positive

For our clients and their staff

Closer collaborative working and mutual respect to support provision of timely, high quality, safe and effective patient care through:

- Effective and appropriate communication
- Influence ward efficiency – releasing clinical time and potentially contributing to improved recovery times
- Greater emphasis on Care Governance (clinical governance) and creating a safe environment

For our staff – a place people are proud to work

- Embedding a culture where our staff are empowered, motivated and clear about their responsibility to make a positive impact; go the extra mile and make a difference
- An understanding of the impact of their actions, enables staff to see the difference they can make
- An engaged workforce
- Happy staff, happy patients
- Identifying and implementing ideas for improvement

Achievements to date

A place people are proud to work

- Staff led **working groups** at every Serco Cares enabled sites – workshops are just the start
- In excess of **2,000 ideas** generated, work to implement is ongoing

Executing brilliantly

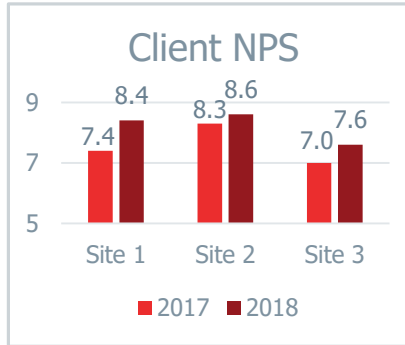
- Over **3,300** staff completed Serco Cares workshops across 12 sites so far
- Marked **increase in logging care governance issues**
- Areas of good practice noted in Scottish HEI audit and propose to use this for shared learning
- First three contracts saw noticeable increases in **customer engagement** scores and **staff engagement**
- Positive feedback from both operational clients and academics



The impact on attitudes

"It's not medical, it's not surgical, but it is care I may not have [clinical] qualifications but I'm making sure the patient is OK."

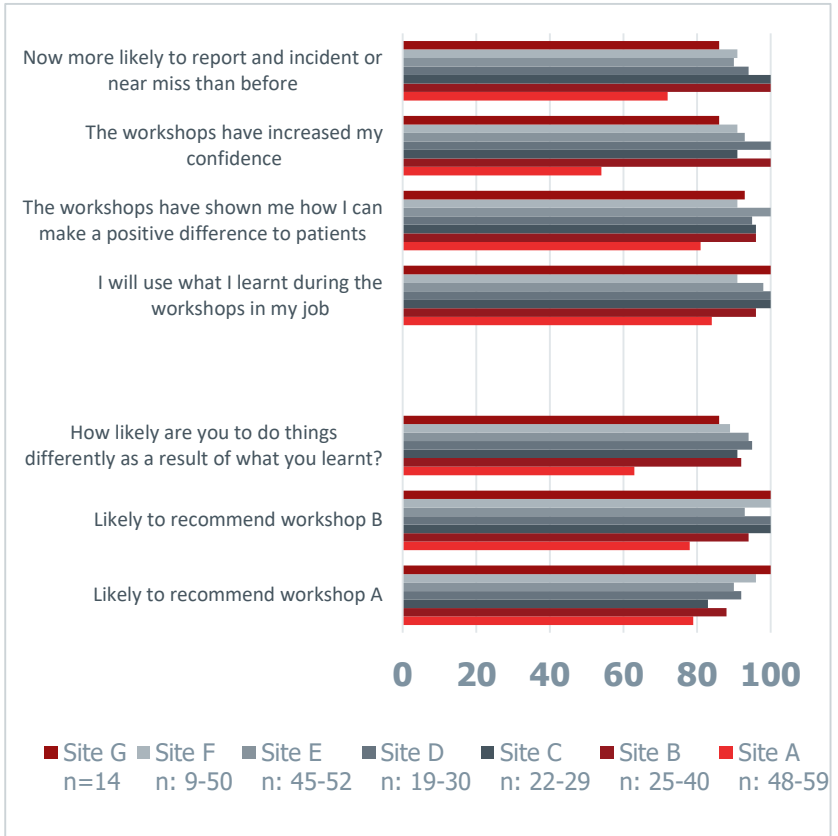
Graham, Porter



I am incredibly impressed by what you've done in the Serco Cares programme. It is truly astonishing

- Puts process excellence, public service and human dignity at the heart of Serco's business
- Puts the dignity of the worker at the heart of its design, which is very rare indeed
- Differs fundamentally from other 'customer-service' type training – its focus is authenticity rather than acting
- Is a powerful statement that public sector ethos has a role in contracted services

Dr. Steve New, Associate Professor of Operations Management, Saïd Business School, University of Oxford



Conclusion

- Closer working relationships
- Positive contribution to the experience of coming to hospital – for patients, carers and visitors
- It may be challenging to measure the impact it has on patients and visitors but we know it's the right thing to do

Questions?

