

INVESTORS IN PEOPLE REPORT

Guy's & St Thomas NHS Foundation Trust

Presented by Kate Baker

Investors in People Practitioner

On behalf of Investors in People South of England

November 2015

(14-04922)



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Introduction and Executive Summary

This summary sets out the findings from the second and final part of the rolling review project for GSTT against the Investors in People at Gold Standard level. The following is therefore a briefer report to supplement and reinforce that produced for the review 18 months ago. There is also an accompanying report for the Health and Wellbeing Good Practice Award which provides more information on this area of the Trust's commitment to its staff.

What was evident was the fact that the second part of the rolling review clearly demonstrated that the Trust is very consistent in its approach to effective people management and that its commitment to its staff remains highly commendable.

Most evident from the review is the continued positivity of the staff in terms of working for the Trust, which continues to be seen as a really good and caring employer to work for. The majority of staff interviewed enjoy and value working for the Trust and the length of service of many people are clear indicators of this fact.

On-going training and development across the Trust generally remains high on the agenda and the Performance Development Review (PDR) process continues to be both regular and effective in terms of providing staff with a dedicated time to discuss performance and progress. The new process is also seen as more effective and focused by many of those interviewed

Communication within and across the various sites is also a key on-going feature of effective management with meetings at various levels and regular information through a range of media.

Therefore as a result of the evidence gained from the wide range of interviews across the Trust, it was clear that GSTT continues to demonstrate a high level of commitment to all the key people development and management processes that underpin an Investors in People organisation and has demonstrated that it is an organisation which readily deserves to be re-accredited against the Investors in People at gold standard level.

The Assessor would also like to thank all those staff who took part in all the interviews and, in particular to David Dutton and all the internal review team, Anne Stroud, Frank Vyvyan and Stephen Wadstein for all their work in undertaking the 300 plus interviews and ensuring the whole rolling review project was both effective and successful in all aspects.

A Few of the Many Areas of Good Practice

- Very supportive and approachable leadership and management at all levels , where managers act as excellent role models for the organisation
- A very strong commitment to the on-going development of all staff as required.
- A continuing emphasis on regular appraisals and the importance of ensuring staff are able to identify and action any training needs that are required to continue to work effectively.
- A supportive culture with a strong inclusive ethos which ensures equality and diversity are a key aspect of the Trust's strategy.
- A planning process across the Trust which continues to be both robust and inclusive.



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- A very strong commitment to the health and wellbeing of all its staff.
- A continuing commitment to the importance of an effective induction for all new staff, both centrally and within the new work area.
- An emphasis on ensuring staff feel they are valued for the contribution they are making towards the quality of patient care.

Development Areas for Consideration

- There was a noticeable number of interviewees who expressed concerns about the stress and pressure that they were under.
- There were still a number of comments from interviewees from the community that some of the training needed to be more tailored to their particular needs and circumstances.
- There were a number of comments from interviewees that there was insufficient time to undertake training when people are being asked to work longer and longer shifts
- The perceived need for better communication between clerical/administrative functions and clinical ones
- The stress caused by staff shortages in some areas so that there is no cover if someone is sick and no time for meetings.
- Some comments that the PDR process is seen as too much box ticking and that five scores is not sufficient
- That the Trust should have more suggestion boxes for staff
- Some negative comments about the HR Portal and the feeling that it takes too long to change anything
- There were a number of comments requesting that there needed to be higher visibility of senior management in the departments.
- Some feedback that it was difficult to get an appointment with Occupational Health
- Some feedback that nursing secondments were not sufficiently well advertised.



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Overview of Assessment

The Organisation's Strategy

"The Trust is very good at ensuring staff know what is happening and what is being planned."

"We have very regular meetings and that's important for us so we feel part of the bigger picture."

"I think that communication across the Trust is very good, particularly the team brief and the staff bulletin."

"There is a big push on values."

- The vision and values of the Trust remain very much in evidence and continue to focus on the importance of patient care across all aspects of the patient pathway.
- Staff remain very cognisant of the overall values of the Trust and are aware of how these are part of their daily work and responsibilities. In fact, it was very evident that people who work in the Trust believe in the importance of these values and how they contribute to successful outcomes for patients.
- The Trust continues to be very much part of the local community and therefore corporate social responsibility continues to be totally integral to everything that the Trust does.
- A few of the many examples continue to include:

On-going work with schools

Charity run for cancer

The development of the new cancer centre with involvement from patients and the local community

The apprentice programme

- This is the second part of the rolling review and it remains very evident that the Trust's planning process remains as robust as ever, with strategic aims and objectives which filter down to the various directorates, with staff understanding and involvement through team/department meetings and the Trust Annual General Meeting.
- The involvement of stakeholders also continues to be very much part of the planning and on-going work of the Trust and regular meetings with the Board ensures that there is regular communication between the Trust and its Board.
- There are also regular team meetings in many areas and dissemination/discussions on team briefs which continue to provide regular and important information to staff across the majority of areas within the Trust.



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“Every effort is made to get staff views and to involve them, where possible.”

“The Trust is very aware that it is at the heart of the local community and involving them is key.”

“We are the biggest employer in the area and therefore social responsibility is vital.”

The Learning and Development Strategy

“Our learning needs are always taken on board.”

“I have been given so many training opportunities, it’s amazing”

“The Difference is You has been really good, as there has been a lot of changes and doing it as a team worked well.”

“I think all front line staff should have customer care training.”

- Likewise, the importance of learning and development for all staff, as appropriate, is a key aspect of the on-going commitment of the Trust.
- Mandatory training is a key aspect of this for staff based both in the community and in the acute directorates. Education training and development, in whatever form, is seen as key to ensuring the excellence of patient care in line with the Trust objectives and its mission and values.
- Education training and development is through a variety of media. This can include: on-the-job training/mentoring/observation, which is often a key means of acquiring many of the skills and knowledge that need to be acquired.
- Learning and development, in whatever form is therefore an important aspect of the organisation’s commitment to the on-going development of its entire staff, regardless of their area of work.
- In addition to being discussed more informally, training is one of the key elements of the performance review process, where training to support individual objectives is identified and actioned as appropriate.
- There are also examples of innovative development such the bite sized courses which people spoke very positively about, they were cited as very useful in gaining soft skills such as dealing with challenging behaviour and facilitation skills.
- Training across the Trust takes account of learning styles and includes workshops, e-learning, mentoring and formal qualifications and it is very evident that there is a positive emphasis on encouraging people to progress through on-going development
- Top managers recognise the importance of ensuring they have knowledgeable, skilled staff who are kept up-to-date and are effective in their performance.



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"You can't fault the support and development that you get."

"The Mary Seacole leadership programme has been very good, but the scenarios are very acute focused."

- Likewise, continuous development remains an important part of the culture of the Trust and this was reinforced, not only by the on-going development available to staff, but also through the various examples provided by a range of staff during the review. For example, staff are able to check their mandatory training compliance through WIRED which was seen to be a very useful tool.

Certainly, it was generally confirmed that there was a culture of continuous learning across the Trust and that managers encouraged staff to take up appropriate learning opportunities. A further example cited, was the increase in opportunities for non-clinical staff to shadow others and to go from non-clinical areas to clinical areas through secondments.

People Learn and Develop Effectively

- All learning, which is identified, is there to support not only the Trust as a whole, but also the team/department that an individual works in.
- Therefore, the proposed benefits and outcomes of any development are well understood by both managers and staff, who understand how it is helping them with their work. Certainly, this was very evident from the range of examples given by interviewees. There is also Continuing Professional Development funding where the policy for accessing it is clearly set out in the study leave policy.
- Coaching and mentoring remain very much part of the learning and support culture of the Trust.
- Successes and achievements are also celebrated and shared in a number of ways such as:
 - The trust awards held every two years
 - The showing we care badges
 - Publicity in the Trust magazine GIST
- The Trust induction remains robust with a positive feedback from those who have attended. Local induction into a particular area of work was also seen to be effective, both in terms of on-the-job training and support.

"I was made to feel very welcome."



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The People Strategy

"They definitely do try to support work life balance where possible ."

"Working from home when I need to really helps."

"Where it is appropriate, we can work flexibly."

"There is a strong emphasis on equality and diversity in the Trust."

"I think the Trust values all its staff."

"It's great we are given carer's leave, as a lot of organisations don't have that."

"The Trust is very family friendly."

"I feel very much part of a team and our manager has an open door policy."

- The Trust is very supportive of ensuring the work life balance/health and well-being of its staff and its volunteers. The commitment of the Trust to this important part of people management is described fully in the report for the Health and Wellbeing Good Practice Award for which the Trust has also received recognition.

"We try to identify pressures and stresses before they happen."

"The Guys' Club is vital for junior nurses to unwind."

"It can be very stressful overseeing the work of bank and agency staff, as the calibre isn't always of a high standard."

- Management of the Trust are very positive about encouraging the wellbeing of its staff and the Trust as a whole offers a range of initiatives to support this including :flexible working, job shares and part-time working,

"They are very good when you return from maternity leave as they agreed to a phased return to work."

"I think the sickness policy has worked really well."

- There are also a range of other benefits such as the nursery and an Employee Assistance Programme, all of which are described in the Health and Wellbeing report.
- Clearly working in a health care environment can be stressful, but the Trust recognises this and does what it can to alleviate this. There is therefore a lot of publicity around the employee benefits package and a range of courses to support emotional wellbeing both in-house and at SLAM (the mental health trust).
- The culture and values of the Trust are very much those of equality of opportunity and an emphasis on ensuring everyone feels valued and recognised for the contribution they are making. This was



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reinforced by the very positive comments from the majority of those interviewed, whatever their role and by the values and policies of the Trust which continue to ensure that equality and access to opportunities are firmly embedded in the Trust's culture.

- This is also borne out in the recruitment policies and procedures which are seen to ensure a fair and open process where job opportunities are publicised across the Trust to encourage internal candidates from the Trust's diverse workforce (see also areas for consideration with regard to publicity for secondments)

"The Trust is very inclusive and has a real commitment to fairness and equality of opportunity."

Leadership and Management, Capability and Effectiveness

"I get a lot of feedback from the head of nursing and we sometimes get cards from patients as well."

"The Trust is certainly well managed and senior managers seem very well intentioned."

"Our manager is always very approachable and you can go to her with any concerns and she will always listen."

- The emphasis on effective leadership and management remains firmly embedded in the Trust and this was reinforced in a number of ways including:
- Regular Performance Development reviews (PDR) for all staff
- The introduction of the Passport to Management training was mentioned by a number of interviewees as being very beneficial in their development
- There was a general feeling from those interviewed that their managers were very approachable and supportive and encourage people to develop and progress.
- Tangible support from managers for staff health and wellbeing.
- Managers are clear about their areas of responsibility, particularly in terms of effective staff management and development and are generally seen as role models for excellence in people management.
- It was also felt that managers were effective in spotting people's talents and there were a number of examples of good progression for staff supported by on-the-job development/mentoring

"My manager really encouraged me to go and do my Masters."

"My last PDR was really good as in the past it has just been more of a form filling exercise."

"During my appraisal all we did was just to go through the paperwork."

"The paperwork is much better now and staff are far more engaged."

- The majority of people interviewed confirmed that they received a regular Performance Development review.



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Reward and Recognition

"I wouldn't want to work anywhere else."

"They have helped me to progress so much"

"I never believed I would get this much support when I joined."

"Our manager always sends us "well done team emails "and we are often given verbal praise."

- Again, as in past reviews, the most noticeable aspect of interviewee's comments, was how much they enjoyed their work and how they value working for the Trust. This was borne out by the numerous positive comments and from the example of quotes in this report.
- People who were interviewed confirmed that they did feel recognised and valued for the contribution they were making to patient care and the Trust as a whole and that this was also reinforced by support and thanks from both patients and managers.
- The length of service of a number of people also continues to demonstrate the fact that, despite the occasional challenges staff do value working for the Trust and are dedicated to helping patients, whether it be in an acute setting or in the community.

"It can be challenging, but I love working here."

"They have helped me so much."

"The Trust does listen to its staff and takes note."

- Staff value the training and support they receive and this reinforces the feeling that the Trust does appreciate its staff.
- The Team brief also acknowledge staff achievement and they are also recorded in the Trust magazine.
- The Essentia Directorate also continues to have its own awards and the Trust holds an awards ceremony every two years.

"You know the work you are doing is valued."

"My manager often says thank you when we have gone the extra mile."



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Involvement an Empowerment

“Our manager is always interested in our ideas and suggestions.”

“I do feel that my opinions are feed into decision-making.”

“My team is great and everyone is supportive and flexible with their time, covering each other when they can.”

- Across the Trust people also felt that there was a culture of ensuring that, not only do people feel valued for the work they do, but that their opinions are valued and that they are actively involved in what their team/department are aiming to achieve,
- One of the key examples of people involvement (which has already been discussed) is the inclusion in looking at the way forward for their team/department through the objective setting/planning process.
- This is seen as particularly important, as it makes people feel valued and feel that they are involved and have a contribution to make.

“I wasn’t happy about the safety of the new rota system and so I was asked to provide an alternative one which has been adopted.”

- Interviewees also confirmed that managers do listen to any ideas or suggestions that they might have for improvements and that, where appropriate, they were also encouraged to take on more responsibility.
- There was also a general feeling that people were trusted to “get on with the job” and were not micro managed, although they knew the support was always there if they needed it.”

“You certainly feel that they are happy to give you the responsibility to make appropriate decisions, without always having to ask them.”

- A continuing emphasis on the importance of team meetings and other communication media, ensure that knowledge and information is regularly shared.
- The Trust aims to be the employer of choice and to provide a culture and ethos that encourages people to be proud of working for the Trust and to work for an organisation that involves and cares for its local community



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Impact and Continuous Improvement

"We have to always try and improve that's very important"

"I don't think we ever stop trying to improve."

"The Trust is always looking at ways to improve."

"We are passionate about continuous improvement."

- As evidenced throughout all the reviews that have taken place and, in particular the first part of this rolling review, Trust Management remain very aware of the importance of ensuring that staff and its volunteers are given the on-going training needed to ensure they have the skills and knowledge to support its work with patients.
- The Trust continues to make a strong investment in its staff and most particularly in terms of time for on-the-job training, shadowing and mentoring
- However, as indicated earlier in this report, the Trust also understands the importance of continuing the development of all those involved in delivering its services.
- The impact of this investment therefore continues to be measured through a range of feedback mechanisms including the staff survey.
- It is also evident that both staff and managers also recognise the benefits of people's development, as not only does it benefit them as individuals, but also their team/department and the Trust as whole – for example ensuring all staff are up-to-date with all their mandatory training.
- As the above quotes indicate, continuous improvement remains a key part of the ethos of the Trust which, as a dynamic organisation, clearly understands the need to ensure it remains proactive. Examples of this include:
 - A new PDR process which is generally seen as an improvement and focused more on discussion.
 - The LGBT Forum which celebrated gay history week
 - The Stonewall work equality index of the top 100 where the Trust has made significant improvement in its placing.
 - The Stonewall health equality index on engagement with the community where the Trust is now the 5th overall and number 1 in London
 - The staff engagement steering group at directorate level and the appointment of a staff engagement manager in March to work on the strategy for staff engagement
 - The staff friends and family test



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- Finally, as previously emphasised, interviewees were quick to confirm that they thought the Trust was a robust organisation to work for and that this was reinforced by the Trust's published commitment to the wellbeing of its staff and the investment that it makes in their effective management and development. It was also clear that the majority of staff enjoyed the work they were doing and find it both interesting and rewarding,

"It's a great place to work."

"I wouldn't want to work anywhere else."

"Trust really is a good employer."

"It's the best place I've worked."

Recommendation and next steps

Having carried out the assessment process in accordance with the guidelines provided for Investors in People Practitioner by Investors in People – United Kingdom Commission for Employment and Skills, the Investors in People Practitioner is totally satisfied that **Guy's and St Thomas NHS Foundation Trust** continues to meet the requirements of the Investors in People National Standard.

Investors in People accreditation is granted indefinitely, with a proviso that an interaction is undertaken within 18 months of accreditation and a full assessment takes place no greater than 3 years apart. Assessments can be undertaken at any time and more frequent assessments are recommended to maintain levels of good practice and continuous improvement.

The organisation should discuss the timing of the next assessment with their Investors in People Practitioner, using the Improvement Planning Meeting to agree the best strategy for future use of the Investors in People framework.

Customer Satisfaction Questionnaire

Both the Investors in People Practitioner and Investors in People South of England would welcome your feedback on this assessment and you will shortly be supplied with a Client Satisfaction Questionnaire from Investors in People to complete. Particular importance is placed on the feedback given by client organisation's on Practitioner's, therefore we would very much appreciate it if you would complete the questionnaire.

Promoting continuous improvement

We support organisations at every stage of the Investors in People journey, helping them to realise the power of their people, optimise their performance and achieve their full potential. We see Investors in People as the People Partner for sustainable people solutions.

Please contact your Account Manager Pauline Mycock, on 07834 656 829 or email Pauline.Mycock@iipsouth.investorsinpeople.co.uk to find out more about Investors in People and how we can help your organisation.

Details of the support available to you can be accessed by contacting Investors in People South of England via: -

T: 020 7728 3456

E: enquiries@IIPsouth.investorsinpeople.co.uk

W: <http://IIPsouth.investorsinpeople.co.uk>



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Outcomes table - evidence requirements framework matrix

Core Standard										
Total number of core evidence requirements assessed - 39										
Total number of core evidence requirements met - 39										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓*	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
5	✓*		✓						✓	
6	✓									

*replace with n/a if there are no representative groups

Wider Framework										
Total number of additional evidence requirements assessed - 156										
Total number of additional evidence requirements met - 136										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
4	Core	Core	Core	Y	Core	N	N	Y	Core	N
5	Core	Y	Core	Y	Y	N	Y	Y	Core	Y
6	Core	Y	Y	Y	Y	N	Y	Y	Y	Y
7	Y	Y	Y	Y	Y	N	N	Y	Y	Y
8	Y	Y	Y	Y	N	N	Y	Y	Y	N
9	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
10	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
11	Y	Y	Y	Y	Y	N	Y	Y	Y	Y
12	Y	Y	Y	Y	N	N	Y	N	Y	Y
13	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
14	Y	Y	Y		Y	N	Y	Y	Y	Y
15	Y	Y	Y		Y	Y	Y	Y		Y
16	Y	Y	Y		Y	Y	Y	Y		
17	Y	Y	Y		N	Y	N	Y		
18	Y		Y		Y	N	Y	Y		
19	Y		Y		Y	Y	Y	N		
20	Y		Y		Y			Y		
21	Y		Y		Y					
22	Y		Y		Y					
23	Y		Y		Y					
24	Y		Y		Y					
25	Y		Y		N					
26			Y							
27			Y							
28			Y							
29			Y							