Reflection, learning, opportunity to think forward….

Staff and service user led information gathering

Staff survey

Facilitated conversations

Service user survey

Analysis, review and triangulation

Locally owned next steps

Opportunities to influence, own and make things happen

An opportunity to respond, react and support

Quick Wins & Early Learning

An opportunity to understand and learn

Strategic Direction

An opportunity to take stock, realign and move forwards

Continue the conversation

An opportunity to reflect; learn and look to the future

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What have we done so far?

- **Staff survey** – 708 responses
- **Service user survey** – 132 responses
- **Learning week** – 32 sessions, touching in the region of 50 teams and 400 individuals
- Finalising **governance survey** and process for reviewing incident control processes
- **Immediate response** to quick wins identified
- **Immediate feedback and rapid analysis** of information to reflect what we have heard

What next?

**Senior Management Team**

**Review of tactical and strategic changes – 4 quadrants**

- Tactical / strategic actions to amplify / let go

**Executive learning session**

**Reflect, review of key enabling themes from feedback**

- High level feedback from learning week, including surveys
- 3 key enabling themes

**What needs to happen (short / medium term)**
- Who needs to do this
- How do we take this forwards?

**Mapping to strategic programmes**

**Strategic deployment session**

**Impact on strategic programmes / future direction**

Repeat staff engagement event in 6-8 weeks

- Identification of new areas of focus resulting from outputs of stage 1 processes
How are we feeling as a Trust?
Feedback on the process

The majority of the feedback on the process of engagement was positive and included:
• People having space to think and reflect on their own and other’s experiences
• Staff are feeling heard and listened to – need to maintain the momentum and ensure concerns are responded to and ideas for innovation supported
• Reinforcing the Care Trust Way approach – locally owned innovation and ownership of decisions, using the expertise of staff to determine both constraints and solutions

Learning includes
• Having enough time to plan so that people can be released to join the conversations
• Thinking about the mix of teams and how this is managed virtually – this can get complicated with large mixed groups

General Themes

Flexible / agile working
• Use of MS teams to support corporate meetings - strong feeling that this could be a hybrid approach
• Need to use home / work sites flexibly – not ‘a one size fits’ all approach, will need to be driven by teams locally
• Provision and support of equipment to work from home (cost / risk assessment/ duplication)
• Using telephone / MS Teams to support and provide additionality to service user / carer contacts – benefits in engaging hard to reach service users balanced by need to ensure home/work boundaries and confidentiality

Communication / daily management and support of teams
• Building in daily contacts with teams
• Using technology to support cross-organisational communication and joint working
• The perception that lack of / slowness of communication means the Trust leadership is unaware/ not responding
• How we use emails versus other methods of communication
• Ethically challenging decisions – it has been good to have the space to think these through but is this process responsive enough to meet the pace of change?
• The focus on staff welfare, daily check ins about how people are feeling, huddles and buddying
• How we celebrate success – both in the short term and how we do this in the longer term

Key enabling functions within the Trust
• IT as both a constraint and an enabler to innovation
• Estates - concerns about how people will return to working on site – speed, links to childcare concerns, travel, infection prevention

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