

June 2018

Start Well: Stay Well – a model to support new starters

Cambridge University Hospitals NHS Foundation Trust

Organisation

Cambridge University Hospitals NHS Foundation Trust (CUH) runs Addenbrooke's and the Rosie hospitals. The trust is a leading centre for specialist treatment, has a government-designated comprehensive biomedical research centre, and is one of only six academic health science centres in the UK. It employs over 10,000 staff.

What was the aim/problem?

In 2016, the organisation identified that a high proportion of staff were leaving within the first 12 months of employment. Analysis of workforce data revealed that this accounted for 31 per cent of the trust's overall turnover - 14.5 per cent. The data also showed that 5 per cent of leavers had been with the trust for less than three months. 182 healthcare support workers (including maternity care support workers and theatre support workers) left in this 12-month period. Of these, 63 (35 per cent) had been with the trust for less than a year.

CUH recognised this was a significant issue and committed to addressing how to support new starters in the workplace. With a focus on the trust values of safe, kind and excellent, the organisation wanted to enable new starters to feel part of the team and work effectively from the start of their employment and continue to be engaged throughout their time with CUH.

The leads for staff experience/employee engagement and learning and development worked together to develop a holistic approach to the employee journey. By analysing data and taking the time to examine the narrative captured about employees' experiences, the factors identified as contributing to staff leaving the trust could be explored and mitigated against.

What was the solution?

To deliver change, the trust acknowledged the need to use staff feedback to inform its approach moving forward. As a first step, the trust collated information from induction feedback, exit interviews and the NHS Staff Friends and Family Test. This

data enabled the trust to better understand staff experience and identified areas that needed improvement.

A task and finish group of key stakeholders was established and through a number of workshops, the Start Well: Stay Well model was designed. The team took ownership of the initiative and facilitated its roll out to all divisions and the staff bank service within the trust.

The Start Well: Stay Well model formalises the approach to meeting, greeting and supporting all new starters. It engages with new starters at various touch points, including on appointment and before they arrive at CUH as part of the on-boarding process. A key feature of the model was employee buddies; the ambition was that all new starters, clinical and non-clinical, would be assigned a buddy on their first day. The theatres teams embraced this approach and installed photo posters in their areas to ensure named buddies were visible to all.

Integral to the model is a hi-5 moment approach, which comprises of a high impact, high energy, high importance contact with staff which can be delivered in five minutes. This is built around five open questions:

- How are you today?
- How is your induction going?
- How are you settling in?
- How can the team help?
- How can I help?

In roll out of the model the focus has been to promote, disseminate and embed the approach across the trust. In view of this, the trust has:

1. paid attention to the new employee touch points that benefit from CUH interactions to improve staff experience outcomes
2. incorporated the model as a standard feature of the trust's corporate induction
3. supported divisional areas to hold meet and greet introductory days for new starters
4. utilised its internal communication channels to promote the buddy development programme and Start Well: Stay Well approach
5. organised Start Well: Stay Well events open to all staff, which have showcased a variety of support networks, health and wellbeing services and development opportunities
6. facilitated exit interviews for local areas to explore why hotspots exist
7. celebrated local ownership and promoted best practice examples.

What were the challenges?

Although many teams had local processes in place to engage with new starters, the Start Well: Stay Well model formalised and refined arrangements. To overcome any reticence, the trust ensured it collaborated with a variety of staff groups to co-design the initiative.

To make the implementation as straight forward as possible, a guide was developed for managers to help navigate through the induction process, highlighting some of the key activities identified by staff, essential for all new starters to start well and stay well at CUH.

What were the results?

To date, the primary focus of the trust has been the design and implementation of the Start Well: Stay Well model. CUH now plan to review the implementation of the model and staff feedback following implementation by monitoring data and key indicators. Once this review is complete, a plan will be put in place to monitor the impact of the programme going forward.

Below are two quotes from the trust's joiners' surveys captured at three months into employment that illustrate how the Start Well: Stay Well model has been received by new starters.

- "The training I received for my role has been extensive and comprehensive which has given me a good background for my role. I was introduced to all my ward managers and I am now developing good relationships with them."
- "My immediate team are very supportive and the senior leadership have shown an interest in me and my views."

What were the learning points?

CUH has identified several learning points which may be useful to other organisations looking to adopt a similar model.

- Collect relevant, meaningful local data and communicate it in an engaging, powerful way through staff stories.
- Listen and pay attention to what staff are saying they need and respond accordingly by championing what success looks like.
- Co-design solutions with your staff to secure their buy-in from the outset.
- Engage with leaders and managers and enable them to see that their contribution will lead to benefits that meet their needs.
- Make the approach easy to implement and tangible.
- Introduce events for staff. The Start Well: Stay Well market place events enable staff to take some personal responsibility for development and be well informed of the range of health and wellbeing initiatives available at CUH.
- Continuously review data, staff feedback and act on this information to improve engagement and staff experience.

Next steps and sustainability

CUH will continue to review the data and evaluate the progress of the Start Well: Stay Well model based on staff feedback.

Next steps include spreading and adopting the initiative across the trust, ensuring all new starters attend a Start Well: Stay Well event and have a buddy system in place across all areas.