

JULY 2018

# MILTON KEYNES UNIVERSITY HOSPITAL NHS FOUNDATION TRUST

## EVENT IN THE TENT INITIATIVE ENHANCES STAFF ENGAGEMENT

### ORGANISATIONAL PROFILE

- Milton Keynes University Hospital NHS Foundation Trust (MKUH) consists of a medium-sized hospital and satellite sites serving Milton Keynes and the surrounding areas.
- MKUH provides a broad range of general medical and surgical services.
- The trust employs 4,000 staff and treats around 300,000 patients a year.
- The emergency department treats 260 people a day on average, managing all medical, surgical and paediatric emergency admissions.
- MKUH also provides more specialist services including dementia care, cardiology and oral surgery.
- In 2017 the trust opened a new surgical ward, and in 2019 a new cancer centre will be built, offering chemotherapy services.
- The hospital is partnered with the University of Buckingham. The collaboration provides training for medical students and future recruits to the organisation.
- In partnership with the university, the trust has opened a medical school offering state-of-the-art training facilities for students.
- The trust's vision is to be the healthcare provider of choice for the people of Milton Keynes and surrounding areas, aiming to deliver the right treatment, in the right place, at the right time.

### THE CHALLENGE

MKUH recognised how vital staff engagement and experience is to improving care quality and patient experience. After being rated as good by the Care Quality Commission, the trust's leadership wanted to engage staff in a conversation about how to improve the rating to outstanding – as well as tackle some long-standing areas of dissatisfaction in the staff and patient surveys.

The challenge was to break through silos in the organisation and remove barriers to engagement; to empower staff to innovate and improve; and to have an open and honest conversation about things that could be done differently to better support staff and enhance their working lives.

## WHAT THE TRUST DID

The trust had run big conversation events with the public in Milton Keynes and wanted to use a large-scale engagement event model to engage with staff. In researching these, the trust used Birmingham Women's and Children's Hospital as a reference site, with its five-day In-Tent and In-Sync series. Using learning from the Birmingham trust and after securing wider organisational support, MKUH's first *Event in the Tent* initiative was launched in 2017.

### Event in the Tent 2017

The trust was keen for the themes of the event to be generated by staff, so it undertook a survey to seek views on the topics staff wanted to hear about. From this survey, three main themes were developed which would be covered over three days.

- Health and wellbeing.
- Achieving excellence.
- Improving staff and patient experience.

The events were staged in a marquee in the trust's outdoor courtyard which was open to staff at all levels running from 9am - 5pm each day. Each day featured keynote speakers including:

- Samantha Jones from NHS England
- Sir Anthony Seldon, vice chancellor of the University of Buckingham
- Dr Giulio Bognolo, chief medical officer at Cerner.

On top of the main presentations, workshops took place for staff to come together and discuss key issues and the subjects raised in the survey.

The first event was deemed a great success with over 1,100 staff attending. Following the initiative, there were a number of positive outcomes including improved staff engagement scores and indicators.

Staff engagement scores, particularly those relating to health and wellbeing metrics, saw notable improvements within the organisation. Management interest in and action on health and wellbeing also improved as well as metrics looking at the quality of non-mandatory training, learning or development. Staff satisfaction with the quality of work and care they are able to deliver also saw improvements on previous years, as outlined in the table below.

2017 – Satisfied or very satisfied	46 per cent
2016 – Satisfied or very satisfied	43 per cent
2015 – Satisfied or very satisfied	44 per cent
2014 – Satisfied or very satisfied	44 per cent

Following feedback from the 2017 event, a number of spin off staff support projects and resources were launched including:

- a dedicated health and wellbeing service for staff
- a bullying and harassment advisory service
- executive and senior management sponsorship/ambassador programme for staff
- the appointment of a new supplier to revamp the staff intranet which was considered to be very outdated.

Last year the event also won an award in the Comms2Point0 UnAwards in the Best Work by an Agency category (the trust worked with an external agency to brand the event) for which over 400 entries were submitted across all categories. The awards showcased successful projects in the communications and digital sector recognising creativity, innovation and campaigns that generate solid results.

## Event in the Tent 2018

Following the positive outcomes from 2017, the trust decided to run the Event in the Tent in 2018. Held in May, the event was again open to all staff and ran over three days. The main themes were set organisationally by the CEO and linked to the NHS' 70<sup>th</sup> anniversary campaign, focussing on the past, the present and the future.

- Improvement and learning (past).
- Staff and patient experience (present).
- Innovation (future).

## Communications

A range of communications activities were created to promote the event including:

- a conference brochure and programme
- flyers and invitations
- social media engagement including the #EventintheTent2018 hashtag for staff to follow and provide commentary
- staff intranet and email communications
- a stand outside the staff restaurant was held to encourage sign up of tickets
- ward visits
- presentations at clinical meetings, including the morning nursing safety huddle, to promote the event.

Run more as a mini conference, the emphasis was placed on bringing external speakers to the trust to share their insights. A comprehensive range of speakers was recruited to address audiences including:

- Jenni Middleton, editor of the Nursing Times
- Dr Ron Daniels, CEO of the UK Sepsis Trust
- Martin Bromiley, chair of the Clinical Human Factors Group
- Chris Pointon, co-founder of #hellomynameis

- Dr Michael Farquhar, consultant in sleep medicine at Evelina London Children's Hospital
- Val Woods, chief operating officer of the Clinical Research Network Thames Valley and South Midlands
- Geoff Snelson, director of strategy and futures at Milton Keynes Council
- the medical detection dogs team.

The second day of the event was centred around a health and wellbeing expo to showcase some of the successful internal initiatives run by the trust in the previous year. This included putting a spotlight on bullying and harassment campaigns, coaching services, the LGBT forum and peer-to-peer service – a listening service for staff. External businesses such as local gyms, healthy food vendors and Costco were also invited to attend to provide another area of interest as well as discounts for MKUH staff.

The trust embraced digital technology to widen the reach and impact of the event. Every keynote session was live-streamed so that harder to reach groups of staff at the trust's satellite sites could watch via YouTube. A presentation software system called Glisser was put into practice to ask the audience live questions and to create polls on set topics. The trust aims to use the information gathered on the day to understand what people liked about the sessions and to assess how well content was pitched. It also aims to provide useful insights on who was attending, by grade, and job title, etc.

## BENEFITS AND KEY OUTCOMES

Following the 2018 event, the trust has issued a survey to all attendees at the event and is currently in the process of gathering and analysing the feedback. In the few days following the event, the trust had already seen positive outcomes including:

- an increase in attendees from 1100 in 2017 to 1,300 in 2018
- visible evidence that certain staff groups attended specific sessions, including many more consultants and doctors at all grades, and there being much better engagement overall with harder to reach groups of staff
- an improvement in media metrics - the hashtag (#EventintheTent2018) was used 649 times, 29,535 impressions were created on Twitter and the @MKHospital corporate account gained 61 new followers
- what staff describe as a real life and buzz in the organisation.

General commentary and feedback from delegates was very positive. On Twitter staff said:

- "First day of lectures was more relevant and inspiring than most medical lectures"
- "Well so far the #Eventinthetent2018 has been AMAZING!"
- "What a week @MKHospital. Such a spirit of collaboration from start to finish #Eventinthetent2018."

## NEXT STEPS

Next steps for the trust will be to gather and analyse all feedback. It will also hold a number of feedback sessions with staff groups and in a you said, we did style which will be facilitated

by the executive team. These will be held across June and July where the trust will outline what it has heard from staff and the action it will put in place to improve specific areas.

Following on from a session held at the 2018 event, MKUH also aims to embark on a project with staff taking a bottom up approach in creating a new vision and set values for the organisation.

## TOP TIPS

- Involve staff at all levels and get support from board members.
- Don't make assumptions regarding what you feel staff think (what you think they want often isn't what they actually want).
- Get a project team together that can champion campaigns for you. This should include representatives from learning and development, HR, communications, and health and wellbeing.
- Present your chief executive with objectives that can be evidenced. For example, aim to reduce staff sickness that will save the trust X amount, or decrease staff turnover by Y to save Z.
- Enjoy the process. It is very labour intensive but is also fun and rewarding.
- Don't be worried about budgets – this project has been delivered with limited resources.
- Enlist the support of external suppliers and exhibitors to support the event not just financially but also to add something different.

## FURTHER INFORMATION

For more information please contact Jacob Prichard, communications manager. Tel: 01908 996 258. Email: [jacob.prichard@mkuh.nhs.uk](mailto:jacob.prichard@mkuh.nhs.uk)

## CONTACT US

NHS Employers  
2 Brewery Wharf  
Kendell Street  
Leeds LS10 1JR  
Published July 2018  
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[www.nhsemployers.org](http://www.nhsemployers.org)  
[enquiries@nhsemployers.org](mailto:enquiries@nhsemployers.org)

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