



Engaging NHS staff

'Employee engagement emerges as the best predictor of NHS trust outcomes. No combination of key scores or single scale is as effective in predicting trust performance on a range of outcomes measures as is the scale measure of employee engagement.'

Professor Michael West

#Exp4all #DNAofCare

Staff experience drives patient experience.

Focusing on this relationship could be the most important move for the healthcare system to make.

Put simply....two sides, one coin



.....even more simply

'Both staff and patients need care, compassion and respect.'

Professor Michael West 2014

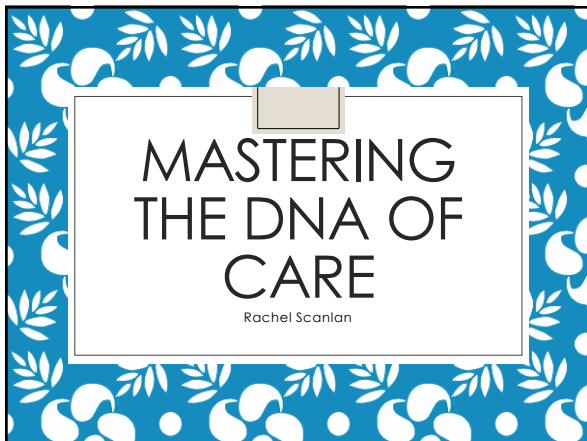


One of our projects – DNA of Care

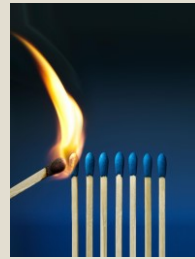
- NHS England commissioned Patient Voices to produce digital stories about NHS staff experiences of delivering patient care
 - In November 2016, we held a launch event to share the stories across the NHS, and to encourage their use in improving experiences of care for both staff and patients
- www.patientvoices.org.uk/dnaoc.htm

Why are we here today?

- To hear some of the original stories and what happened next...
- To learn about some of the impact of the stories
- To hear about how the stories have been shared and how they have supported work to improve experiences of care
- To consider their effectiveness in improving experiences of care
- To think about how we can best promote them and use them effectively across the NHS



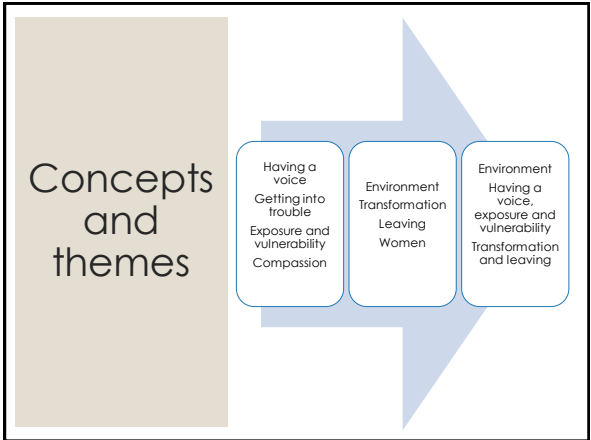
The aftermath of the workshop



An exploration of the impact, influence and implications of digital storytelling on healthcare professionals.

Stories...

"Stories can change lives if we're not careful. They will come in and take the shirts off our backs. Tell the right stories and we live better lives." (Ali Smith, The Guardian, 2005, interviewed by Louise France).



"Probably my favourite bit, the bit I liked most was actually ... the unstructured time that we spent together, eating together, having a glass of wine together when we finished...the informal turning up in the morning making a cup of tea. For me actually that was such a powerful bit of the workshop, that like unstructured, downtime, community feeling was really really useful. Because I don't think I'd had that. That's what I'd be really missing at work."

Environment

Comparisons

- "...their house... just the colours and everything, and the doves. There's something about all of that which was very, very nurturing, caring environment."
- "...I knew I was unhappy at work as well... I subsequently have left that environment now and I've got another job. Which is brilliant..."

"When I looked at you all when you turned up for the workshop I kind of saw you as, as colleagues, if you like, even though we don't work together you're other people who work in the health service, right?"

"... I realised how s*!t the NHS is... no one's looking after us but we're expected to provide the service that is looking after other people. How are we going to do that if we feel this bad?"




"...something that is really crucial in the storytelling and probably one of the reasons I found it most helpful is it's not a conversation."



HAS THE PRODUCTION OF YOUR DIGITAL STORY CHANGED YOUR WORKING LIFE?






Sharing the learning from the *DNA of Care*:
Evaluation, evolution and some ripples

Pip Hardy
Co-founder, Patient Voices Programme
Honorary lecturer, University of Manchester Medical School

@PatientVoicesUK
@PilgrimPip

7th December 2017
DNA of Care Shared Learning Event, Conway Hall, London UK

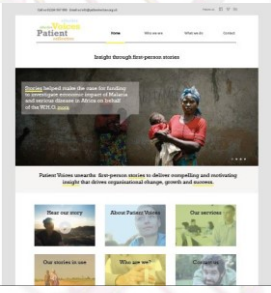


Patient Voices

patience, *noun*. calm endurance of pain or any provocation; perseverance


patient, *adj*. having or showing patience

voice, *verb*. give utterance to, express




Concise Oxford Dictionary, 1964

www.england.nhs.uk
www.patientvoices.org.uk/dnaoc.htm




Stories and statistics

‘Statistics tell us the system’s experience of the individual, whereas stories tell us the individual’s experience of the system...’

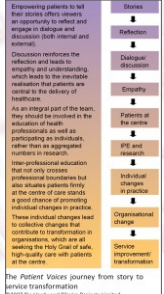


Tony Sumner, 2009

www.england.nhs.uk
www.patientvoices.org.uk/dnaoc.htm




A model for transformation




- Involving and engaging patients/people
- Placing patients /people firmly at the heart of care
- Listening to their stories
- Learning from their stories
- Promoting reflection
- Prompting discussion and debate
- Strengthening inter-professional education and collaborative practice
- Contributing to research
- Improving quality and safety
- Touching hearts and minds
- Catalysing organisational change

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www.patientvoices.org.uk/dnaoc.htm



The DNA of Care



www.england.nhs.uk
www.patientvoices.org.uk/dnaoc.htm

The DNA of Care

NHS England
Patient Voices
collective

'The intertwined relationship between patient care and staff well-being has been likened to the double helix. And so the stories we tell each other are like the DNA of care, transmitting information and shaping cultures, offering learning opportunities and, sometimes, healing.' Hardy and Sumner 2015



www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

Five themes

NHS England
Patient Voices
collective



- Compassion
- Staff as carers
- Leading change across boundaries
- Learning from serious incidents
- Clinicians in distress (wounded healers)

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

What happened?

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- Five workshops
- 33 storytellers
- 34 stories
- Reflection
- Insight
- Connection
- Healing

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The workshops....


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One (interprofessional) team

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collective



www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

What storytellers said

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collective

*'There's something very important about the **collective process** as well as the **collective product**. My story is the product of everyone here as well as my own.'*

*'The miracle is **looking through each other's eyes**.'*

*'Since sharing the story I have felt a sense a **peace** and **contentment** as it really allowed me to understand exactly why I am here in this job.'*


*'**Listening** to all the stories gives us **insight** into other people's experiences.'*

*'If we can **connect** with each other then there's hope for the NHS.'*

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm



Evaluation

- Collation of responses during the launch event
- 3 x stories of the stories
- Questionnaire sent to all 33 storytellers
- Questionnaire sent to all 95 DNA of Care launch delegates
- 16 storytellers responded
- 14 delegates responded



www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

Immediate responses to the stories on the day

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm


Next steps




www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

Follow through

- UCLH Training day for senior trainers in anaesthetics
- Point of Care Annual meeting
- Nottingham University Hospitals induction for new nurses
- Sheffield Health and Care Compassion day
- North Tees and Hartlepool Culture event (increased awareness of the importance of staff looking after themselves)
- Medical School Change Day – ‘help design my doctor’
- ‘Helped me develop my practice and grow as a professional’
- ‘moved me on seismically’
- ‘gave me a springboard + confidence to take my experiences forward ...’
- Shifting conversations and conversations closer to compassion




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Delegates recall immediate responses to stories

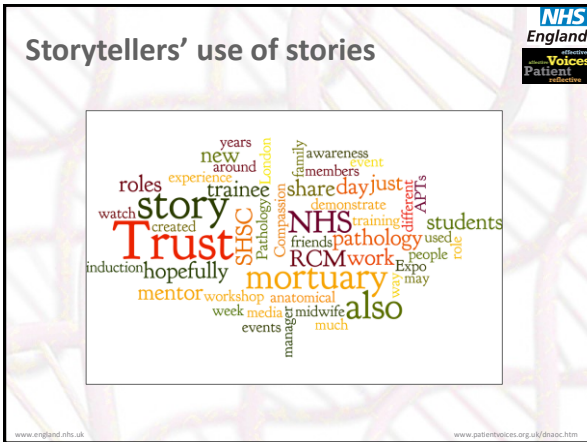



www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

Delegates' use of stories after the event

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm



Some numbers

DNA of Care project page	= 42,000
Individual DNA of Care story pages	= 67,611
'Stickers' story page	= 8,327

(as of end November 2017)

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

- ### How have the stories been used?
- NHS Expo 2016
 - Sheffield Compassion Conference 2016
 - DNA of Care launch event 2016
 - 'All Together Better Health VIII' conference 2016
 - UH 'Achieving and sustaining person-centred care' conference 2016
 - CAIPE Chair's event (and other CAIPE/IPE events) 2016
 - RCN Centenary Lectures at Teeside University 2016
 - East of England Directors of Nursing Forum 2016
 - UCLH Dept of Anaesthesia
 - UCLH Governor's Event
 - UCLH website
 - Northeast Palliative Care symposium 2017
 - RCN Resilience Event 2017
 - North Tees & Hartlepool NHS FT Culture event 2017
 - South West Experience of Care Network 2017
 - United Lincolnshire Hospitals Patient Experience Conference 2017
 - Edge Talk 2017
 - National Directors of HR Forum 2017
 - ISQua international conference 2017
 - Storytellers' own teams and organisations
 - Point of Care foundation Digital Schwartz Rounds
- www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

- ### So what's changed (for storytellers)?
- Role and purpose clearer
 - Rejuvenating
 - Enhanced reflection
 - Catharsis
 - Positive processing
 - Moving on/fresh perspective
 - Positive decisions for change
 - Thinking differently about other staff/roles
 - Better at self-care
 - Increased creativity
 - 'Like years of therapy condensed into three days'
 - Therapeutic resolution of a long-standing issue
 - Changing conversations
 - Sharing vulnerabilities
 - Increased awareness of others' stories and experiences
 - Increased confidence
 - Increased openness
 - Increased courage
 - Personal and professional development
 - 'I'm a better doctor now'
- www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

The cost of (a) change

Cost of DNA of Care programme = £50,000

Number of changes = 100

Cost of each change = £500

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

Evolution: Terrific Teens!

Supporting great science, excellent patient care and a healthier community

Imperial College Healthcare
Charity

www.england.nhs.uk | www.patientvoices.org.uk/dnaac.htm

Evolution: Complex pain, complex teams

www.england.nhs.uk | www.patientvoices.org.uk/dnaac.htm

Ripples

Terrific Teens hits on story pages = 11,005
Complex pain hits on story pages = 7,278

www.england.nhs.uk | www.patientvoices.org.uk/dnaac.htm

What matters to staff...

- Recognition
- Support from immediate team
- Ability to use skills
- Pay
- Opportunities for CPD

www.england.nhs.uk | www.patientvoices.org.uk/dnaac.htm

All we can do...

'All we can do is listen to each other's stories with an open heart, and support each other as we all try to find our own unique way through troubled times.'

Irene Tuffrey
<http://whenIhadcancer.blogspot.co.uk/>

Photo © Irene Tuffrey

www.england.nhs.uk | www.patientvoices.org.uk/dnaac.htm

If you'd like to know more...

Includes a chapter on the DNA of Care project
www.palgrave.com/gb/book/9783319641454
30% discount available until the end of December, using the code PM17THIRTY

www.england.nhs.uk | www.patientvoices.org.uk/dnaac.htm

Thank you

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www.patientvoices.org.uk @PatientVoicesUK

This presentation can be seen at
www.patientvoices.org.uk/present.htm

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

effectiveVoices Patient reflective

NHS England

The stories of the stories

Yvonne John
Sheena Mansell
Lizz Summers

7th December 2017 DNA of Care Shared Learning Event, Conway Hall, London UK

One year on...

Three brave DNA of Care storytellers returned to create new stories about what had changed for them...

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

Why would they even say that?

www.patientvoices.org.uk/flv/1021pv384.htm

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

In the club?

www.patientvoices.org.uk/flv/1105pv384.htm

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

Toil

www.patientvoices.org.uk/flv/1020pv384.htm

www.england.nhs.uk www.patientvoices.org.uk/dnaoc.htm

Tears of...?

www.patientvoices.org.uk/flv/1090pv384.htm

What's happened since then?

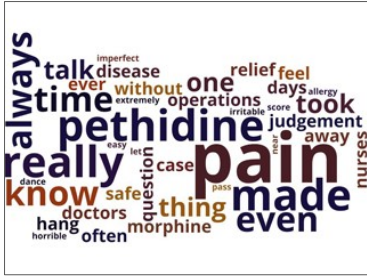
James!

Gigs

Support

And next?

743



www.patientvoices.org.uk/flv/1089pv384.htm

Using our stories

- Involving colleagues in *DNA of Care /Patient Voices*
- Sharing Dept of Anaesthesia stories with Occupational Health
- Using stories in UCLH Insight article and Digital Schwartz round
- Making complex pain staff and patient stories
- Supporting the Complex Pain Team (CPT) business case
- Spreading the learning - e.g. Duke, Dingle, Ashridge, HSJ, UCL lectures, conference presentations
- Personal use / when in conversation with clinicians struggling
- Showing other patients to inspire them

The Complex Pain Team (CPT)



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DNA of Care – Using Stories to Change Culture

Michelle Lancaster
Mortuary & Bereavement
Service Manager

We're Passionate About

Putting patients first
Quality, safety and patient experience
Transforming services to meet the health needs of future generations

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Meet the story tellers

3 day workshop
22nd – 24th March 2016

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Our stories

- Critical Care – Louise
- The Wooden Soldier – Steven
- Take My Hand We Will Grow – Emma
- Making a Difference – Denise
- Just Five Minutes More – Michelle
- Measuring What Counts – Richard
- Tears – David

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Just five minutes more

www.patientvoices.org.uk/flv/1013pv384.htm

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How have we used our stories

28th April 2017

Culture of the Trust Event

Groups invited to watch the stories and talk about the culture within our organisation

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North Tees and Hartlepool
NHS Foundation Trust

How have we used our stories

Our stories have been shared far and wide – to staff and to the public.

We have been included in "The Anthem" – the Trust Magazine

Also shared via various social media sites such as:

An extremely positive response from those watching the stories and encouraging personal reflection of other staff groups

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My story in action!

- Used as part of National Association of Anatomical Pathology Technology training days – Mentor Awareness Workshops
- Used as an introduction to the profession – Royal Society for Public Health Level 3 Diploma in Anatomical Pathology Technology
- Used as part of "National Pathology Week"
- You realise the impact when you see how far and wide it can affect people – even people you have never met...

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My story in action!

The Biomedical Scientist – June 2016
Executive Head of Education for the Institute of Biomedical Science - Alan Wainwright, on Continual Professional Development:

I would like to share a CPD experience of my own. A colleague sent me a link (www.aaptuk.org/go/media.news.355) which featured an AAPT council member (Michelle Lancaster) as part of Patient Voices.

You might want some tissues handy!

I knew something about the work of Anatomical Pathology Technologists from my days working in cellular pathology and later as a pathology manager, but listening to this short commentary gave me a whole new perspective on how people can feel about their job, and the impact that a good role model can have on someone in training. It made me think about what lessons we could learn ourselves and the messages our trainers should be getting across to those in their professional care. It was also very moving.


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My experience

- Emotional!
- Reminds me why I love my job
- Reminds me of where I started and how much I have developed
- Reminds me to be grateful to those that support me in all I do – past & present
- Reminds me to nurture those I have influence over – I am a role model and my input can develop talent of the future in a positive way
- Thank you Pip & Tony!


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Thank You



NHS
England
Patient
Voices


Reflection and discussion



www.england.nhs.uk www.patientvoices.org.uk/ctaoc.htm

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Patient
Voices


Time for lunch



www.england.nhs.uk www.patientvoices.org.uk/ctaoc.htm

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Setting the scene



www.england.nhs.uk www.patientvoices.org.uk/ctaoc.htm

The Storytellers

NHS
England

Patient
Voices

Charity

Imperial
Health
Charity

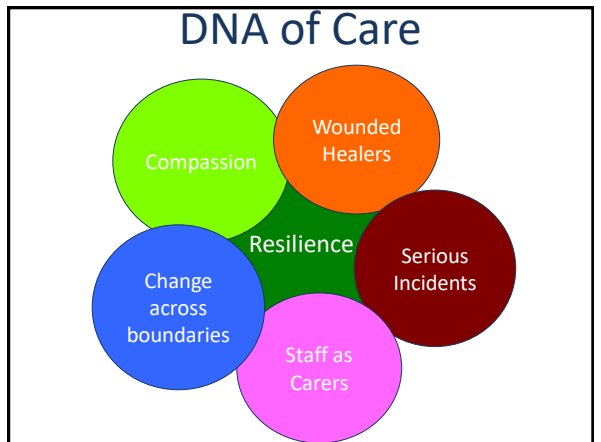
NIHR CLAHRC
North West London

NHS Imperial College
Healthcare

DNA of Care

Resilience

Claudia Gore
Seema Bargota
Rita Fyeface





Resilience

“Ability to bounce back in the face of adversity”

Stickers




www.patientvoices.org.uk/flv/1003pv384.htm

Stickers



Stickers ...



- Help trainee doctors understand that caring for oneself is important and allowed
- Share with others, that cancer was not the worst thing for me
- Learn about myself
- Fundraising for cancer research
- Introduce myself to others, let them see me as me and not just a 'doctor'
- Open conversation with others in the same boat

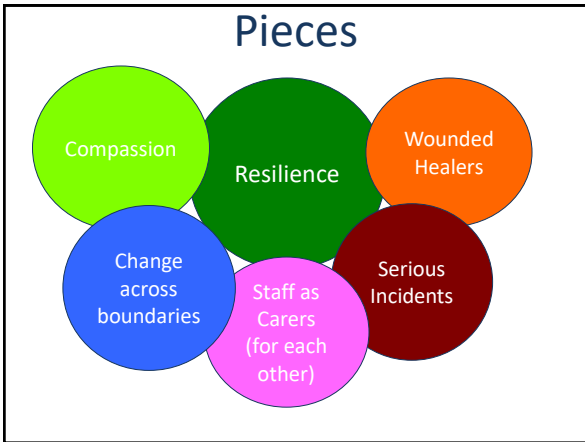
How to tell the story of a Serious Incident




Pieces



www.patientvoices.org.uk/flv/1039pv384.htm



Pieces...

Addresses the obvious.

- gives permission to talk
- helps people find their voice
- allows compassion for the team
- touches all those who care, regardless of where
- ...shown at Quality & Safety meetings, risk meetings
- ...to help debrief after an incident
- ...in Grand Rounds

I have to give my patients a voice!

Terrific Teens & Fabulous Families!

“I have to give my patients a voice”

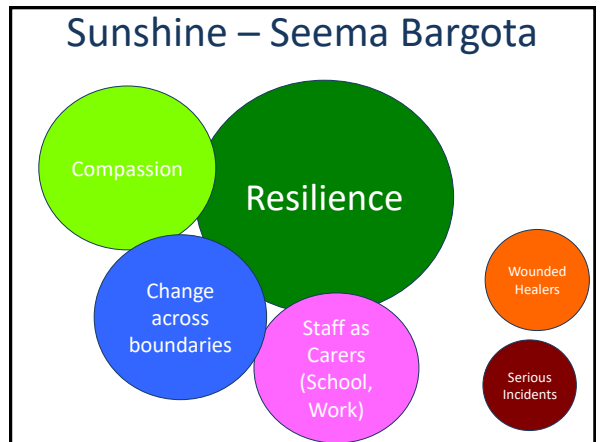
Help, Support, Funding

Workshops for Teens, Parents & Siblings.

- Serious Allergies
- Sickle Cell Anaemia

Sunshine

www.patientvoices.org.uk/flv/1072pv384.htm



Where are we now?



NHS
England
Patient
Voices

www.england.nhs.uk www.patientvoices.org.uk/dtaac.htm


Where next?



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England
Patient
Voices

www.england.nhs.uk www.patientvoices.org.uk/dtaac.htm

Thank you



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