

Quality Improvement Division

Pressure Ulcer to Zero Collaborative Staff Engagement

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Engage, Listen, Inspire, Act, Share: People Caring with People

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Health Sector Definition

Staff are engaged when they feel valued, are emotionally connected, fully involved, enthusiastic and committed to providing a good service... when each person knows that what they do and say matters and makes a difference.

National Staff Engagement Forum 2016



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Key challenges

- **Communications strategy**
 - Stakeholders
 - Language of communication
- **Effective meetings**
- **Resistance to change**
 - Focus when so many issues at the same time
 - Change fatigue
 - Motivation - how to sell another piece of paper
- **Motivating - getting colleagues engaged / everyone's responsibility – engagement in general**



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Communications

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How to engage frontline staff

Planning is vital at the beginning

Who do you need to communicate with (stakeholder analysis)?

What opportunities do have staff to become involved?

What do they need to know?

What do they want to know?

Focus less on telling and more on engaging

What's the best channel of communication?

What language will you use?

Right message, Right time, Right audience

Who is the best person to deliver the message?

When's the best time to share the message?
(Pace, timing, sequencing)

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Ownership V Buy-in!

- Not the same thing !

WHY?

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Buy-in!

- Someone else has done the development, the thinking
- They are now telling you or convincing you to implement their ideas

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Ownership!

- You share the idea, a decision, a action plan
- You have participated in its development, you endorse it
- You understand it, believe in it and are willing to implement it!

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Effective meeting skills

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Effective Meeting Skills

- When you think about meetings what words come to mind?

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meetings : where minutes are kept



and hours are lost P.R.Engle

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Meeting Outcome!



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What's important?

- Roles
- Processes
- Timed Agenda

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Meeting Skills-Roles

Leader – prepares agenda, moves agenda

Recorder – visual record for group, next actions list

Timekeeper-verbally announces amount of time remaining and when time is up

Facilitator-helps to manage group progress-to balance participation-keep group focused

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Meeting Skills-Processes

- Pre – meeting: plan which includes location, time, invitation, agenda
- In-meeting: focusing on aims, timekeeping, working on aims
- Post meeting: follow up

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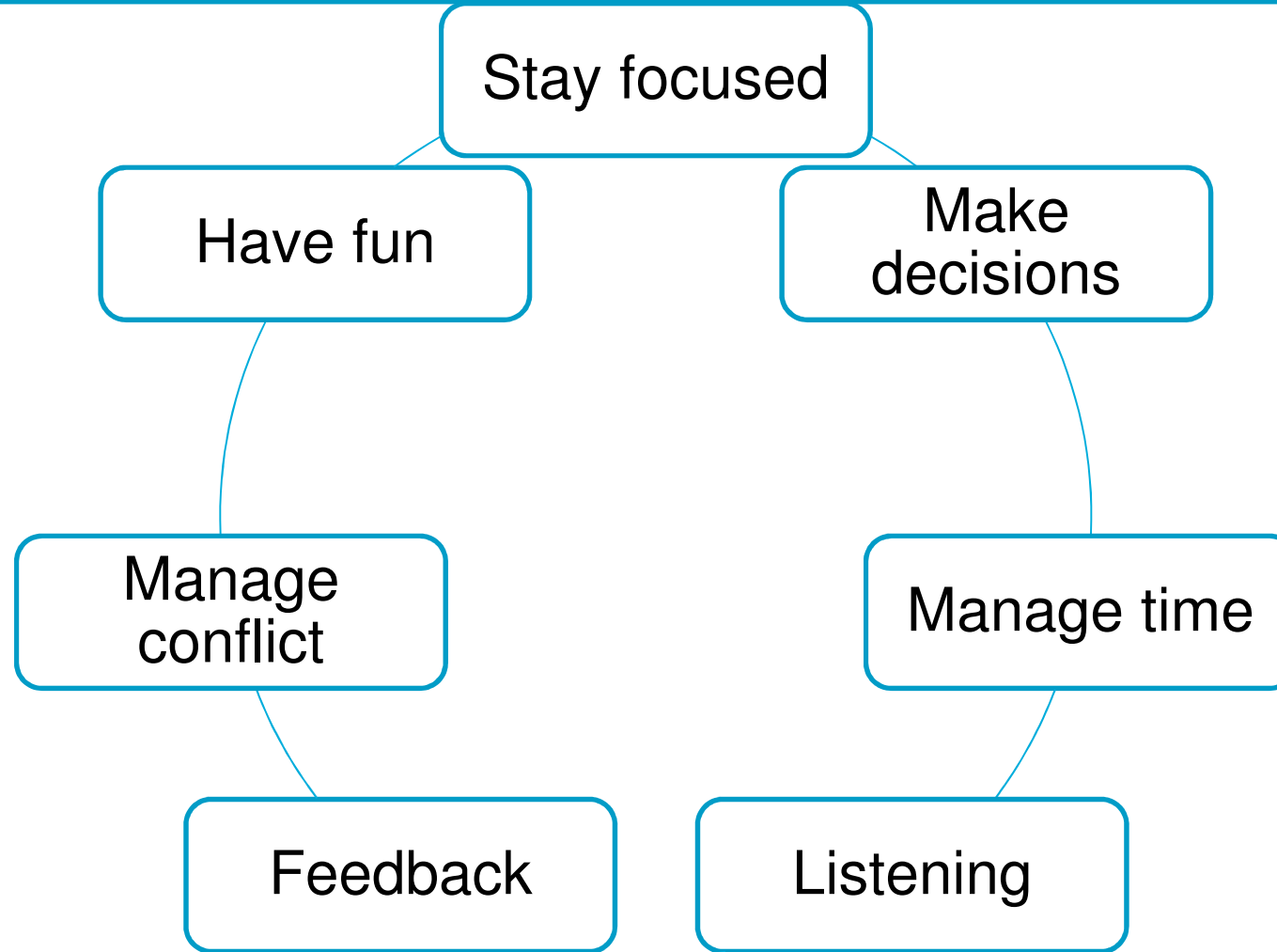
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Meeting Skills - Processes



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Resistance to change

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Resistance to change

- Understand what the resistance is?
- Identify what can you control?
 - Educate (share information)
 - Participate (encourage involvement / co-design)
 - Negotiate (bargain)
 - Escalate (compliance / manipulate)
- Work with the willing

[Adapted from Bridges. W (2004)]

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Resistance is normal

- How dissatisfied are people with the current state?
- What does the vision offer them? How will it be a positive for them?
- Do they trust the process? Have they been involved in design?
- How much extra work do they think it will bring and is it worth it?

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Top tips

- **Get to know each other / make it fun**
- **Strong Vision**
 - Do you all staff know what you're trying to do?
- **Role definition**
 - Does each staff member have a defined role and responsibility?
Do staff know what's expected of them?

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■ Motivation

- What motivates your team? Is it a patient story? Feeling they're making a difference?
- Keep it personal

■ Consistent Communication

- Introduce effective internal channels for communication to enable staff to share knowledge within the team, raise concerns, celebrate success and suggest improvements.
 - Team Huddles / meetings
 - Departments briefings
 - Introduce a weekly update email / notice board / suggestions board

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■ Trust

- How is information shared in relation to developments? Do staff hear of developments from within the team or outside of it?
- Are staff consulted and listened to during change processes?

■ Ensure staff are involved in decision making

- How do you involve staff early in the decision making process?

■ Team Environment

- How is team work encouraged?
- Do all staff have the tools to do their work safely?

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■ Staff Recognition

- Do staff feel acknowledged and valued as part of the team?
- Do you say thank you?
- How are small wins and achievements acknowledged and recognised through the unit?

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People support change they help create

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Principles of FLO

1. Go slow to go fast
2. Invite the unusual suspects
3. Work with those who want to work with you
4. Participation is voluntary
5. Nothing about me without me
6. Change can spread bottom up, top down, and sideways
7. Make the invisible visible
8. Act your way into a new way of thinking



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