

Working with you to provide service excellence

The Royal Marsden is a world-leading cancer centre, providing treatment and care for more than 50,000 cancer patients every year.

It is also at the forefront of cancer research. Its work influences how all cancer patients are treated and cared for, not just in its own hospitals but all over the world.

Case Study: Royal Marsden HR Shared Services Team

Sharon Bignall, the HR Shared Services manager made contact with Beyond Training Solutions after being recommended our services.

Following a major service redesign to ensure that the HROD department was able to take a more strategic approach and more proactively support the Trust's business needs, Sharon's team of around thirty staff were going through what might be considered the 'storming phase' of team change.



We facilitated a team away day to improve communication and teamwork between departments and to set the foundations for positive future working.

Step 1 : Listening to what the team really needed

After an initial telephone conversation with Sharon, Jo and Andy visited the HR Shared Services team at their Sutton offices, in the depths of the Royal Marsden hospital to really understand what was required as the outcome for a successful team event.

A key part of what we do is listening and, where possible, watching. Having met the teams and listened to the challenges that were currently there for the management and team leaders we devised a day which would meet both the needs of the staff and the needs of the management/hospital as well.

The outcomes for the training/away day were to:

- Reconnect the staff with what was really important about what they do and how their role has an impact on patient care.
- Remind them of what they are really good at and how utilising their strengths positively can have a significant impact on the service the Royal Marsden is able to provide to its patients.
- How to promote more of a sense of togetherness within the department and between the various teams as well so they help and support each other's roles.
- Learn all about good rapport and communication for use within their professional and private lives.
- Learn how to negotiate, plus how to give and especially receive feedback in a constructive and positive way.

These outcomes and objectives were approved by the HR management team and a date was set to provide this training at a local hotel's conference facilities nearby in Sutton.

Step 2 : Delivery of the training

The training was delivered over a whole day with the morning session broken down into looking at their own personal achievements and strengths and then take this onto having a direct impact on the Royal Marsden Mission Statement:

“To continue to make a national and global contribution to cancer research and treatment, so that more people are cured and quality of life is improved for those living with cancer.”

We then looked at how they saw themselves as having influence over the delivery of the Mission statement for the Sutton and Merton Community Services team:

“To provide high-quality care that meets the needs of all our patients, children and families. We are committed to providing excellence at all times.”

We then worked in teams to create their perfect picture of the department and hospital with regards the HR Shared Services mission statement

“Working with you to provide service excellence.”

Taking this forward to the next step we worked on communication skills, gaining rapport, and getting back in touch with what was really important to them about the service they delivered. We then finished off with an exercise to work on how they can effectively give and receive feedback in a constructive and helpful way, ensuring that they take on the ethos that there is no failure only feedback!

Working in small groups or larger teams, the members of staff on the workshop had a fun and interactive day which both challenged and engaged them. It enabled them to see things from both staff and patients perspective along with how to utilise rapport and different communication styles to better negotiate. The team responded really well to the day and feedback was that it was a very difference experience to away days they'd had in the past. Everyone was great at engaging with the day and thinking about how they fit into delivering the right experience to staff and thus the patient and their families at the Royal Marsden Hospital.

Step 3 : Course Feedback

“ The day was really enjoyable. I have to say I did have a bit of a sleepless night the night before but on the day it felt really comfortable, the team were totally engaged, and it was great, really good.

I have done a little bit of NLP before so I was actually quite intrigued and it was a colleague of mine at work who recommended Beyond Training Solutions and on meeting them I thought immediately yes they're the ones I want to do this and it has turned out brilliantly!

**Sharon Bignall, Manager HR Shared Services,
Royal Marsden Hospital**