

Bringing Service to Life

Braintree Community Hospital in Braintree, Essex provides a range of services to the Braintree and District community. Part managed by Serco they have an experienced and dedicated team who put patient care at the top of their priorities.

Case Study: Braintree Community Hospital

We made contact with Braintree Community Hospital's Operations Director, Anthony Nally who identified some key areas of continuous improvement within the Hospital that he wanted to work on. Initially it was decided to roll out a programme for the management team, however Anthony was so impressed with the proposal that he decided that ALL staff within the hospital would attend this seven month training course.



Step 1 : Create Bespoke Training Programme

We started, as we always do by, finding out what the real day to day challenges were within the Hospital and also what Anthony's outcomes were. Immediately we were then able to identify some key areas in which we'd be able to utilise our skills and expertise in order to improve how the teams functioned and how the hospital met the expectations of their patients and the parent company Serco:

- Allow the teams to work together in an interactive, challenging and fun environment to promote team working and a cohesive teams.
- Facilitate ownership of the Serco mission statement "Bringing Service to Life" and taking this into the working culture.
- Instil new ways to ensure the optimisation of customer service amongst the wider team and the modelling of patient service excellence.
- Provide new language techniques to ensure effective communication.
- Provide an understanding of the techniques to promote self owned and self perpetuated outcomes in line with the hospital's objectives.
- Enable the management team to take a solution focussed approach and also maximise staff engagement.

These were then formed into seven specific modules which would be rolled out on a monthly basis to the teams.

The key was also to allow for flexibility so any new challenges or priorities could be included within the programme as they arose.



Step 2 : Delivery of the training

The training was in the form of half day or full day workshops with three cohorts consisting of Management, Clinical, and then Administration and Support. It was exciting for us to be able to provide a programme that was able to make a difference across the whole hospital and to have all staff, whether they be clinical, administrative, managerial or domestic, attend.

Even within a small hospital, people were working in individual teams rather than communicating and acting as part of a wider team. As well as all of the planned benefits, the training allowed them to recognise each other's strengths and challenges and see an immediate improvement in communication and joint working.

Although we were implementing a training programme across the hospital it was vital to us that we tailored each session to the learning requirements and challenges of the individual teams. In addition we ensured that the practical application of everything covered was addressed so that there was a sustainable improvement in the service levels.

Each session consisted of presentations, discussions on current challenges and agreement of actions to move forward, learning new ways of seeing things from the patient's perspective plus plenty of exercises where they actually got to use the tools and techniques with each other. With the core of NLP being in understanding through experience there has been a lot of interactive elements to the days. Of course we like to deliver all of this in our usual fun and informative way!

Step 3 : Results

One of the key aspects of any facilitation programme is to understand the values of the team and the individuals within the team. Below is an example of the improvement levels expressed by team members following the conclusion of our programme:

Appreciation and respect	28% Improvement
Good communication	52% Improvement
Leadership from management	39% Improvement
Teamwork within and across teams	23% Improvement
Feedback and recognition	62% Improvement
Support available to staff	47% Improvement
Patient Care	38% Improvement

Note: The hospital was already performing well for the areas where you notice a lower % improvement score, however it was very pleasing to note that improvement could still be gained in even these high performing areas!

“ It has given me a personal insight and an insight into the way that my team works. For me personally it has shown me how I project and how I can be perceived to project. The team are a bit more forward as they find it easier to come to me with suggestions.

Jo and Andy are very easy to communicate with. Their training would be an asset to any company as long as the company realise what they are getting from it and utilise that it's going to be very good for them.

Kevin Finlinson, Theatre Manager, Braintree Community Hospital

“ Absolutely get them on board, grab them while you can! Why would I say that? Well there are a number of reasons: the first thing is they have got a range of technical skills in their toolbox that they're able to impart and share with people.

They can work with people on these tools on a range of levels across the organisation from people who are comfortable and familiar with working at that sort of level to people for whom it is a whole new language. At every stage they flex and work with you, without judgement.

Anthony Nally, Operations Director, Braintree Community Hospital