



Princess Alexandra Hospital NHS Trust Improving results, relationships and reputation with the Nine Habits of Trust framework

The Princess Alexandra Hospital NHS Trust (PAHT) serves a local population of around 350,000 people across West Essex and Hertfordshire. It provides services at the Princess Alexandra Hospital in Harlow, the Herts and Essex Hospital in Bishop's Stortford, and St Margaret's Hospital in Epping.

In October 2019, the Government announced that it is to receive funding to rebuild a new hospital in Harlow for its patients, community and people.

Its vision is to be an excellent provider of integrated acute care services. This is guided by its values at all times - **respectful, caring, responsible and committed.**



Rated by the Care Quality Commission (CQC) as 'Requires Improvement' in July 2019 - which replaced an 'Inadequate' rating in July 2016 - PAHT is committed to continuing to build on these improvements and work towards achieving an 'Outstanding' rating in future years.

A fundamental step in this was to build an outstanding Executive Leadership Team to inspire key stakeholders, supporting the case for a new hospital.



Lance McCarthy, Chief Executive

"Our ambition is to transform PAHT, with hospitals rated as 'Outstanding' by the CQC. This would demonstrate that we are providing an extremely high quality experience for our patients and people. Our dedicated teams continue to work hard to support us in this aim."

The leadership behaviour of the Executive Team is an important component for building a high trust culture, delivering an organisation's objectives and the vision. As such, our initial engagement with the Trust focused on developing the Executive Team.

"Following the Trusted Executive workshops, we developed a dashboard featuring our individual and team objectives as well as our developing habits, which kept us on track."

Ogechi Emeadi, Director of People, Organisational Development and Communications

We held a tailored workshop with the Chief Executive, Lance McCarthy, and the Director of People, Organisational Development and Communications, Ogechi Emeadi, to prepare the Trusted Executive programme. The Board and Executive Team then had an Engagement Briefing in which they were introduced to the Nine Habits of Trust model, prior to the programme launch at the PAHT Leadership Conference in July 2018."

THE NINE HABITS OF TRUST FRAMEWORK

ABILITY

DELIVER

COACH

BE CONSISTENT

INTEGRITY

BE HONEST

BE OPEN

BE HUMBLE

BENEVOLENCE

EVANGELISE

BE BRAVE

BE KIND

During the Exploration phase of the programme, The Trusted Executive Foundation (TTEF) facilitators helped the Executive Team to identify team objectives and individual habits to focus on. The key habits were identified as 'Evangelise' and 'Be Brave.' The team had noticed that when working in the acute care sector, they often focussed on continually driving quality, without stopping to celebrate their successes.



“The senior team could intrinsically link our values of being respectful, caring, responsible and committed to the Nine Habits of Trust behaviours. We could see how working on individual leadership behaviours would develop a strong leadership culture.”

Ogechi Emeadi

Evangelise: Choosing to evangelise is an issue of personal passion not corporate function. Spreading the good news is the job of every trusted executive.



Results, relationships and reputation

The Executive Team worked on their individual habits from the Nine Habits of Trust Framework, supported by individual executive coaching, leadership development workshops for the team, shadowing of Executive Team meetings, and individual and organisational surveys of the Nine Habits of Trust.

As a result, the Executive Team met the key objectives set at the beginning of the programme. PAHT is now achieving less than 20% nursing vacancy rates and more than 90% of staff have completed their statutory mandatory training. They also continue to achieve highly against the referral to treatment targets.

Relationships within the Trust have also developed further. A Nine Habits Leadership Trust Survey confirmed that the Executive Team is perceived as visible and approachable. Furthermore, the CQC has rated PAHT as 'Good' for being 'Well Led'.

Finally, and most gratifyingly, the reputation of PAHT has improved which has allowed them to be one of only a few trusts to be granted funding for a new hospital.

“One of the strengths of the programme is the parallel of combined one-to-one coaching sessions and the team coaching to support the individual and the team as a whole.”

Mac Farquhar, Executive Coach, The Trusted Executive Foundation

Looking to the future

Following the collaboration with TTEF, the Nine Habits of Trust Framework has become part of the work of the Executive Team at PAHT. The habits have proved helpful when welcoming new senior team members and when navigating challenging conversations.



“The framework is very helpful in supporting the team to drive improvements across the organisation.”

Michael Meredith, Director of Strategy and Estates

There is a renewed confidence across PAHT as they will continue to utilise this framework in the future, celebrating their successes along the way.

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