



Helen Mason

Healthy, thriving communities, Kia Momoho Te Hāpori Ōranga.



27 February 2017

Last week saw more than 900 of our team involved in the Creating our Culture sessions. There were two types of sessions: Staff Feedback and Leading with Values. The purpose of the sessions was to hear what patients, families and staff told us during Creating our Culture week in November last year, and to discuss what we can do in response.

We learnt about what staff say makes a good day at work and what makes a bad day at work.

A good day at work

Fully staffed. Resources. Everyone is cheerful and having a laugh. Positivity Choosing the right attitude. A positive atmosphere. Being greeted by a smiling colleague.	Making a difference to someone's health journey. Doing the job we are meant to do. Providing a first class service for people. Seeing my Maori people supported by the DHB.	Feeling valued and appreciated The clinical nurse manager thanked me for my support. I felt 10ft tall . A high-five from my boss. I felt like a million bucks. Verbal recognition when I overcame a challenge. It made me feel good about getting out of bed.	Helping a team mate Supportive colleagues Support from my manager Being asked 'are you okay?'
Teamwork to help build safe practice. Working with team players. Willingness to co-operate, the team working in sync. All working towards the same goals. Staff offering to help others.	Going forward. Results. Achieving what I set out to accomplish. Finding solutions, getting results. Getting everything cleared so it's ready for the next person. Together improving what we do. Conversations that facilitate better care.	Doctor asked my opinion. Listened to Feeling heard, useful, trusted and confident.	Work variety. Teaching. Inspiration from learning new things.
	Organised. Running smoothly. No interruptions. Dedicated time to plan and days that flow. A good nights sleep.		

A bad day at work

Negative Attitudes Downward spiral. People whinge, moan, pick up every little thing and say 'it's hopeless'. Drained by mood vacuums.	Not appreciated. Undervalued. Treated like a child, micro-managed and my manager taking the credit. Feeling totally inadequate. Negative comments about your efforts when you are doing your best. A slap in the face.	Bad news. Poor care. Angry patients and aggressive families. Lack of cultural awareness. Not delivering care patients deserve.	No support. Someone was rude and no one stood up for me. Out of my depth. I can't ask questions without getting my head snapped off.	Poor communication. Not kept in the loop. Mixed messages.
Short staffed. Not enough resources to meet people's expectations.	Rudeness, aggression and abusive behaviour. Feeling attacked, bullied, close to tears. Yelled at on the phone. Tom off a strip for no apparent reason. Team members not pulling their weight.	Blamed in front of a room full of people. Accused of something you didn't do. Criticism.	Underrated. Dictated to about what I can and can't do. Not listened to.	
Excessive workload and pressure. "I don't care, just make it happen." Overwhelmed with phone calls, demands, no time for reflection.	Poor teamwork. Other staff not doing their job. "It's not in my job description".	No consultation. No opportunity to speak.		
Nothing going right. Systems don't work, no meal break, complaints, leaving late				

We also heard what our patients and their families and whānau most want us to do to improve.

The most important thing to improve
The top of your wish list

Get back to you Patient responsibility Caution Hear
Treat like individual Respect Kindness Explanations
Understanding Plain English Kindness Explanations
Respect Staff continuity Hospitality Compassion Doctor on hand
Consistency Great treatment Manage expectations Personal service Training Quiet at night
Listening Be understood Shorter waiting
Skills Courtesy Quicker discharge
Positivity Use name Interdepartmental communication Staff on the ground Holistic
Acknowledging Skilled
Knowledge Follow-through Information Caring Shorter visiting hours Tie it all together Empathy
Natural ingredients Hot food Told what is happening Support Māori culture Stroke unit Timeframes
Welcoming Responsibility Accountability Hospitable Up to date Take time Cultural support Know who we are
Reassurance Observation Own room Asking Answers Tasty food Understanding meds Not judging
Forewarned Sit with me Saying 'hello' Humanized

The thing that struck me was that for us to have more good days at work, and less bad days at work, each and every one of us is in a position to influence that. Each and every one of us is in a position to play our part in creating a great culture at BOPDHB.

Tim Keogh, our great facilitator, not only shared the feedback with us, he also gave us some great, very simple tools to help us all contribute to improving our culture. One of the most important things that makes a good day for our teams is being appreciated. Tim shared the very simple ABC tool with us.

The ABC of appreciation

A Action
This is what you said or did

B Benefit
The positive impact it had

C Continue
Thanks, please keep doing this

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It gives each and every one of us a simple way to acknowledge and appreciate the work of our colleagues. The more you use it, the easier it gets. I encourage everyone to give it a go. It will mean a lot to your colleagues to know that you acknowledge and appreciate what they do.

Some of what we heard about what makes a bad day at work was hard to hear. There are too many people who experience inappropriate or bullying behaviour. Again, each and every one of us can play our part in eliminating inappropriate behaviour in our DHB. Again, Tim gave us a simple tool to use called BUILD.

BUILD more constructive behaviours

B Talk about the **Behaviour** not the person

U (**Understand** their context. Non-judgemental curiosity.)

I Describe the **Impact** on patients, colleagues or care

L Listen to their point of view "What was happening there?" (Don't ask 'why?')

D Ask 'what would you do **Differently** next time?'

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"Be the change you want to see in the world."

Mahatma Gandhi (1869-1948) Indian independence and civil rights leader famed for his use of non-violent civil disobedience.

BUILD is a simple tool to use to give feedback to people when their behaviour has had a negative impact on us, our colleagues or our patients. The intent of giving BUILD feedback is to let people know when their behaviour is having a negative impact, and to have a constructive conversation about what might change.

From the literally thousands of staff and patients who have engaged in the Creating our Culture program, I have a very strong sense of people being willing to be part of Creating our Culture, to making this a great place to work and a great place for our patients to receive care. It's up to each of us to play our part, and to find the things that each of us can do to improve.

Based on what we've heard from you and our patients, we're working on developing our five priority actions. We will share more about those in my next newsletter.

Thank you to each and every one of you who has come to a session, responded to the survey, and been willing and eager to be part of this journey. I'm excited about where we're heading.

Ehara taku toa i te toa takitahi, engari he toa takitini
My success is not the success of me alone, but the success of many.

Shadowing with the Medical Transcription Team

When I met with the Medical Transcription team a couple of weeks ago, they told me that they used to be scattered throughout the hospital, working within specialist teams. Back then they would have been lucky to have seen each other once a week. Over the years, the team have come together in one area, and their combined knowledge and strengths have allowed them to develop into a service which they are proud to be part of.

I was delighted to meet the team, who are clearly passionate about what they do, and focused on identifying ways to improve their service for our patients. Whilst there are some relatively new members of the team, many have been with us for a substantial period of time. I was interested to learn that across the team of just over 20, there are 349 years of experience as Medical Transcriptionists! Thank you to the team for your warm welcome, for sharing what you do each day to support our services, and your focus on your service being the best it can be.



Patient feedback

It's always a highlight of my day when I see great feedback from our patients and their families, recognising the compassionate and professional care our teams have provided. Here's one from this week:

A husband's feedback

"My wife was admitted to the Emergency Department yesterday afternoon. It was found that she had sustained a dislocated left elbow and a broken wrist.

"In summary, the levels of care, courtesy, sympathy, etc, were definitely in extremis. My wife and I well knew that she was in exemplary hands.

"Perhaps you would consider informing the attending staff as to the above. Thank you very much indeed."

Health Targets Success

As you may already have read, this quarter's health target results saw some wonderful performances returned by our DHB.

Of the Ministry of Health's six quarterly targets we exceeded three and were just 1% off achieving a fourth for the October-December 2016 quarter. The same quarter in 2015 saw just one target achieved.

The success included record results in both the Shorter Stays in Emergency Departments result and the Better Help for Smokers to Quit target.

I want to thank everyone that has contributed towards this fabulous performance.