



# Change Champions – Empowering Junior Staff to Make Real Change

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## Introduction

Post Francis Report<sup>1</sup> there has been much public focus on consistently high quality, safe patient care. The Keogh Report<sup>2</sup> of 2013 highlighted that NHS organisations 'were slow in learning lessons when things go wrong and embedding that learning in improved ways of doing things.'<sup>2</sup> Key amongst Keogh's recommendations were recognising that Junior Doctors are the 'clinical leaders of today... capable of providing valuable insights'<sup>2</sup> and the importance of staff engagement, recognising the 'positive impact that happy and engaged staff have on patient outcomes, including mortality rates.'<sup>2</sup> We describe the positive impact of a 'Change Champions' initiative on staff engagement.

## Methods

### Phase 1:

Through trust-wide events the Chief Executive of a University Hospital met with all staff groups, asking them what they liked and would change about the Trust. From this, a group of 20 junior doctors, nursing staff and junior managers were selected to join a 'Change Champions' team, tasked with finding 'quick win' solutions to some of the issues raised within a 4 week period, of which 37 out of the 43 selected projects were completed.

### Phase 2:

The work of the 'Change Champions' team was publicised at further events and the invitation to join was extended to all staff. The 'Bright Ideas' campaign encouraged patients, staff and the general public to submit problems and their proposed solution. These were then matched with the skills and interests of the widening Change team. 50 projects are currently ongoing, ranging from a proposal to introduce a high sensitivity troponin assay to a 'shred it' day where staff and public can shred their confidential waste in exchange for a charity donation.

## Results

### David Palmer ST3 Anaesthetics

#### Project – installation of free staff Wi-Fi

"I think it's really interesting having to work with some of the other departments that we don't normally interact with. I've been involved with lots of different Junior Doctor forums in lots of different hospitals, and often these groups are powerless, they don't really achieve much at all, but this group is really special because of the direct contact with the Chief Exec."

### John Chadwick CT1 Core Medical Training

#### Project – installation of sound cards on trust computers

"My project allowed staff to access video and audio resources on trust computers, as part of self directed learning. As a change champion I feel more confident in approaching problems knowing that I have both the support from management and the ability to make connections with the right people, in order to make things happen. I feel that my opinions as a junior doctor are being acknowledged and that my ideas can make a change for the better!"

### Giselle Rusted Chaplain Project – improving Hospital signage

"The impact on morale and the growth in loyalty for staff who have been frustrated over simple changes that needed to be made has been significant. This is because they have been able to make improvements towards patient experience. The work we have been carrying out has been in response to requests from patients and volunteers"

### Attila Vegh Chief Executive

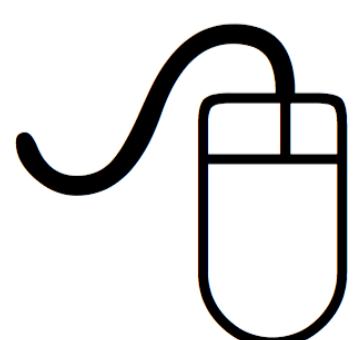
"My first job when I joined UHSM was to meet up with my colleagues to find out what they thought about the organisation and what they would change if they had the power to do so. The response was incredible and I saw an opportunity to recruit some of these staff to become part of a Change Champion team who had my delegated authority. The key message is that relatively junior members of staff can deliver on service development and improvement and we need to change the attitudes and culture of senior colleagues to continue to empower them."

Project	Status	Projects	Status
Give all thin client PCs sound cables	Completed	Launch health walks around the site	Completed
Allow staff to use modern web browsers	Completed	Combined leave form to simplify process	Completed
Remove 30 min web rule - full unlimited access	Completed	Generic email for e-procurement to enable scans	Completed
Credits card for all departments	Completed	Combine portal page and intranet front page	Completed
Expand patients lunch menu	Completed	A1 posters refreshed around the hospital	Completed
Fruity Fridays, free fruit for staff on Fridays	Completed	Let staff purchase own furniture	Nonstarter
Life restrictions from telephones after 6pm	Completed	Crossing solution from staff car park to main hospital	Cont. in phase 2
Open Wi-Fi access to all staff	Completed	Relocate PALS, Fundraising and volunteering	Nonstarter
Expand staff benefits and discounts	Completed	Online rota system for switch board	Nonstarter
Wheel Chair Amnesty	Completed	Launch bright ideas campaign	Cont. in phase 2
Standardisation documentation/ward items	Completed	Water Fountains in the hospital	Nonstarter
Resolve sole trader payment issue	Completed	Improve Diabetes appointment system	Nonstarter
Lockers for junior doctors	Completed	Modification on MRRList	Cont. in phase 2
Supply doctors with financial information	Completed	Clean up the phone book	Cont. in phase 2
Offices painted and brightened up	Completed	Organisational chart	Cont. in phase 2
Adopt a corner - to make good use of space	Completed	Set up NHS.NET email addresses for doctors	Cont. in phase 2

## Conclusions

The Change Champions initiative has helped develop UHSM as a learning organisation, in line with recommendations from the Berwick Report.<sup>3</sup> Personal engagement between the Chief Executive and enthusiastic staff from multiple disciplines flattens the organisational structure, promoting shared vision and ownership; reflected in the success of our initial 'quick win' projects. Phase 2 has seen the team growing in both number and diversity of experience, facilitating more direct access to a wider skill-set in a team learning environment. The future of Change Champions includes tackling problems raised not just by the group, but by the staff in general and members of the public. We hope to spread a trust-wide culture of solution finding and empowerment through both practical projects and an allied education programme delivering more formal teaching on quality improvement, leadership and management as part of the UHSM Academy.

1. Mid Staffordshire NHS Foundation Trust Public Inquiry. Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry: Executive summary. London: Stationery Office; 2013.  
2. Keogh B. Review into the quality of care and treatment provided by 14 hospital trusts in England: overview report. NHS England; 2013.  
3. National Advisory Group on the Safety of Patients in England. A promise to learn – a commitment to act. Improving the Safety of Patients in England: Executive Summary. Department of Health; 2013.



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