



An overview of Weekly Stand Ups at Newcastle Hospitals

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Intro to Newcastle Hospitals

- Newcastle Hospitals is one of the largest and most successful teaching hospitals in England providing academically led acute, specialist and community services locally to a large and diverse population in Newcastle Upon Tyne, the North East and Cumbria as well as nationally and internationally.
- We are proud to have been rated as Outstanding by the CQC, most recently in May 2019.
- We provide one of the highest number of specialised services compared to any other group of hospitals within the UK and we are recognised nationally and internationally as a centre for healthcare excellence. This is reinforced by the world class research activity that takes place across the Trust and which supports us to provide the highest quality care for our patients.
- We employ around 14,500 staff and have an annual budget of c£1.1 billion.
- We work across a number of locations including the Freeman Hospital, Royal Victoria Infirmary, Newcastle Dental Hospital, the Campus for Ageing and Vitality, Centre for Life and a number of community services sites.
- Our services are grouped into 17 clinical directorates each led by a clinical director and directorate manager, together with a senior nursing team.



THE
great north
CHILDREN'S HOSPITAL



Weekly Stand Up

- In November 2018, a weekly Stand Up meeting of operational and corporate leaders was introduced within the Trust. The purpose was to achieve four things, as set out in a launch document:
 - **Share understanding of goals** - What we do as a trust is crucial to patients, staff, and society. Given the scale and complexity of our work we can be pulled in different ways, which tends to be ineffective.
 - **Coordinate efforts** - We recognise that the success of the trust and the care we collectively deliver is dependent on us working as a team, and the work we do requires coordination.
 - **Share problems and improvements** - One of the benefits of being a team is that we can help each other when we encounter problems or discover a better way of doing something. We value, respect and enjoy the company of our colleagues and are comfortable sharing problems and helping each other be effective.
 - **Identify as a team** - We are collectively the senior operational leadership team of the trust. We are proud of what we do and want to spend time together regularly with a strong sense of relatedness.
- Around **50 people attend each week**, including executive directors, directorate managers, clinical directors, matrons and corporate team leaders.
- Stand Up is led by the trust's chief operating officer.
- Stand Up takes place on **Monday mornings from 8.30-9.00am** adjacent to our admission suite.
- Stand Up happens around a 8 metre **visual display wall** which is in effect a giant white board pre-printed with the trust strategy and breakthrough objectives, and updated each week (prior to and during the meeting) with latest data, feedback and updates. To save money the wall has been designed in house and is printed on A0 posters and laminated to make a reusable white board.
- There are video conference facilities for people to take part in Stand Up even when working remotely. Colleagues dial in via wifi and participate from our other sites through their camera enabled laptops.



Pictures of stand up in action



Over the last 7 months Stand Up has grown from 10 attendees and a white board...



...to now being over 50 people each week, with a purpose designed visual display wall.



It is led by the Trust COO and is very interactive.



It is good humoured and fun and helps start the week off well.



The design of the wall has evolved since this version.



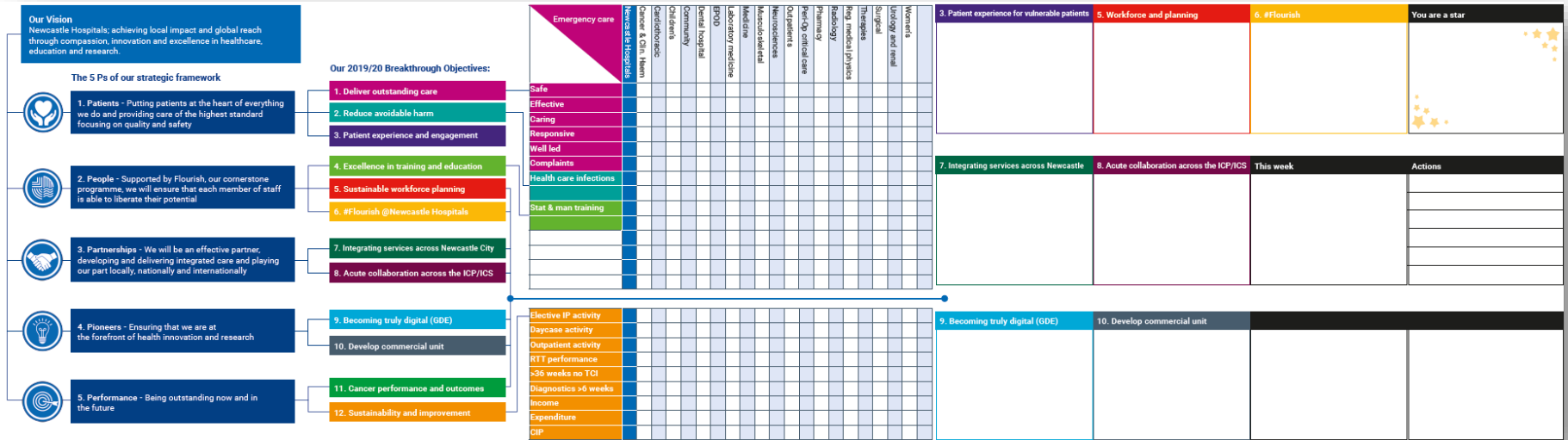
We use Starleaf video and phone conferencing so staff can join Stand Up without being on site.



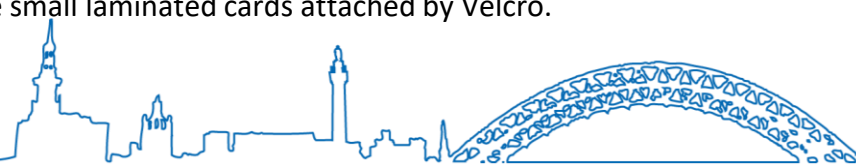
Visual display wall

The format of the wall has evolved over time and is now structured around four elements:

- **Vision and 5Ps strategic framework** – to set the scene and keep us focused on our ‘true north’
- **Our 2019/20 breakthrough objectives** – the 12 things that are most important to us this year
- **The grid** – where we use RAG ratings, directional arrows and activity numbers to track progress week by week, both by rows that link to our breakthroughs, and by columns that link to our directorate structure
- **The tiles** – where we use narrative updates on breakthroughs that are cross cutting, and where we celebrate successes, praise teams, and plan ahead.



The wall was designed in-house in Microsoft Publisher and printed out as five A0 posters, which are laminated and placed side by side to provide a giant write on/wipe off white board. RAG ratings in the grid are small laminated cards attached by Velcro.



Appendix - Stand Up – ways of working

Draft 1 – October 2018

- **Purpose** – we have decided as the team of senior operational leaders in the organisation to pilot a weekly *Stand Up* to:
 - **Share understanding of goals** - What we do as a trust is so important to patients, staff, and society. Given the scale and complexity of our work we are pulling and being pulled in different ways, which tends to be ineffective.
 - **Coordinate efforts** - We recognise that the success of the trust and the care we collectively deliver is dependent on us working as a team, and the work we do requires coordination.
 - **Share problems and improvements** - One of the primary benefits of being a team is that we can help each other when someone encounters a problem or discovers a better way of doing something. We value, respect and enjoy the company of our colleagues and are comfortable sharing problems and helping each other to be effective.
 - **Identify as a team** - We are collectively – and together - the senior operational leadership team of the trust. We are proud of what we do and want to spend time together regularly with a strong sense of relatedness.
- **Format** – *Stand Up* will be a pacy interactive session ‘walking’ along a visual display *Operational delivery team wall* which sets out trust operational priorities and progress against these priorities.
- **Location and timing** - *Stand Up* will happen on Monday mornings each week at 8.30am and will not exceed 30 minutes in length so we keep concentration, energy levels and comfort high. We will experiment with the best location and site for *Stand Up*.
- **Participants** – *Stand Up* is there for the senior operational team running the trust. In practice we would expect that directorate managers (who co-lead on operational matters with clinical director colleagues) and a small number of senior trust-wide operational leaders would attend. We commit to having good representation of 15-25 members from across all areas, with deputies being welcomed to attend.
- **Preparing the *Operational delivery team wall*** – We want to ensure that we get the full value of our time together at *Stand Up*. To enable this to happen each section of the wall will be owned by a named lead who will take responsibility for populating it in advance of *Stand Up* with the best available information.
- **Leadership** - The facilitator for each *Stand Up* (Martin Wilson, chief operating officer, or another member of the team with appropriate leadership and facilitation skills) will welcome participants promptly at 8.30 am and:
 - Recap the purpose of the *Stand Up* and explain the process to be followed – signposting to these ‘ways of working’ as appropriate.
 - Link the trust’s overall mission and vision, to the operational priorities and the values and personal leadership behaviours we are committed to.
 - Lead the discussion as we ‘walk the wall’; fully engaging attendees and drawing out the key issues and actions.
 - Identify when and where issues need to be problem solved off-line –in order to protect time during *Stand Up* to fulfill the purposes set out above.
- **Participation** – As the senior operational team running the trust we commit to attending *Stand Up* wherever possible and fully engaging in it (in the spirit of being an experiment / test of change) through our attendance, input and good humour. Team members will stand (as and when they are able) around the wall in a semi-circle, with each person who is speaking stepping forward and facing the group.
- **Follow up** – In meeting the purposes set out above we believe it’s important that any member of *Stand Up* who can’t attend is aware of the actions agreed, and that we all follow through on these actions. To enable this we will circulate an email shortly after *Stand Up* with the actions and then review them the following week to ensure they have been completed.
- **Test of change** - *Stand Up* and the *Operational delivery team wall* is an experiment we are testing. We will look to improve it each week, unless or until we decide to stop doing it. We are currently focusing our experiment on:
 - the tone and style of what we say at *Stand Up*
 - the information we include on the *Operational delivery team wall*
 - whether to alternate the location between RVI and FMH

