

PHASE 2 **ANNEX F**

Moving into Phase 3 – Deliver

*Royal Bournemouth and Christchurch Hospitals
NHS Foundation Trust*



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 Center for
Creative Leadership

collaboration trust respect innovation courage compassion

Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust (RBCH) used an earlier version of the Phase 1 tools and provided valuable feedback. In 2016 it began work on its design phase.

Nicola Hartley, Director of OD, said: “It is really important to pause and reflect between the phases. There was so much that came out of the diagnostic phase we needed time to think about how we were going to address the priorities and feed back to staff”.

Breaking the work down like this enabled the team to identify areas that could be done almost immediately, areas that needed more planning and those that the change team – the ‘Change Champions’ – would explore more deeply.

The trust believes that a vital ingredient in Phase 2 is the relationship between the executive team and the ‘Change Champions’. The Change Champions applied for their roles ([Phase 1](#)), and as well as receiving support in the role, they attended monthly meetings, regular reviews and engagement sessions with the executive team.

In June 2017, Change Champions updated the executive team and non-executive directors, senior clinicians and senior leaders at a board development workshop, advising them about the progress of the design phase and securing their continuing input and support for the deliver phase.

At the workshop the Change Champions hosted world café style workshops on each of the three themes, presenting their findings and seeking further feedback. There was also a discussion about the Change Champions’ roles as the trust moves into Phase 3 – Deliver. In future there will be two types of Change Champions: one concerned with ongoing engagement and the other providing more in-depth project work, to acknowledge that they are volunteers and that the role needs to be accessible to all.

One of the world café tables highlighted the trust’s new objectives (see Figure 2). The objectives were signed off in December to support the 2017 appraisal process and are the result of a workshop that the Change Champions and the executive team had participated in. The intention was to ensure they were clearer and better understood by staff.

‘One of the pieces of feedback from Phase 1 was about executive visibility. The engagement between the executive team and the Change Champions is now about so much more than just being welcomed to meetings or engagement events – it is genuine joint working; for example, during Phase 2, focus groups were being run by Change Champions and a member of the executive team, working together to listen to staff.’

Nicola Hartley,
Director of OD

Figure 2: RBCH trust objectives



“The only way to understand the culture of an organisation and identify the changes that are needed is to engage with staff in a genuine and authentic way. At RBCH we have sought to really listen to what our staff have to say about what it is like to work here, and to keep testing ideas for change with staff to make sure they are part of improving the way we do things around here.” Nicola Hartley, Director of OD.