

VALUE BASED INTERVIEWING PROJECT

Final Report
November 2015



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1. Abstract

The Oxford University Hospitals (OUH) is continuously improving the quality of patient care through greater alignment of individual and organisational values. The Value Based Interview (VBI) Project has provided value-based approach to staff recruitment for both new employees joining the Trust and current employees moving posts or being promoted. The OUH has worked with the NSPCC to design and deliver a bespoke VBI intervention for the OUH which has yielded powerful results. The OUH is committed to putting our new values into action and delivering our vision of Delivering Compassionate Excellence. VBI has being a critical element to this vision.

Overview – Oxford University Hospitals NHS Foundation Trust

Oxford University Hospitals (OUH) is a world renowned centre of clinical excellence and one of the largest NHS teaching trusts in the UK. Our trust is made up of four hospitals - the John Radcliffe Hospital (which also includes the Children's Hospital and West Wing), Churchill Hospital and the Nuffield Orthopaedic Centre, all located in Oxford and the Horton General Hospital in the north of Oxfordshire.

Patients and our staff are at the heart of everything we do. We strive for excellence in healthcare by encouraging a culture of support, respect, integrity and teamwork; by monitoring and assessing our performance against national and international standards of care; by learning from our successes and setbacks; by striving to improve what we do through innovation and change; and by working in partnership and collaboration, and not isolation, with all the agencies of health and social care in our healthcare economy.

We employ nearly 11,500 people (including 3,600 nurses and 1,800 doctors) and our total income in 2013/14 was £879 million. Each year, the OUH recruits approximately 2500 new employees including approximately 650 trainee doctors.

Within OUH there have been locally-generated changes that impact on our Workforce Strategy. These include the introduction of a clinical management structure; the integration of the previous Nuffield Orthopaedic Centre and Oxford Radcliffe Hospitals Trusts, the deployment of Cerner Millennium and the consequences of local cost improvement programmes.

There will be further changes as the Trust pursues the strategic objectives. These changes include some exciting opportunities for staff as OUH becomes a Foundation Trust, a major partner within an Academic Health Science Network (AHSN), and develops services locally, regionally and nationally.

There are also significant challenges, particularly around improving efficiency and cost-effectiveness. Such changes can have an adverse effect on staff engagement and effectiveness if they are poorly communicated and/or managed causing uncertainty and concern about what is going to happen and the impact on individuals' working lives.

In autumn 2011, the OUH undertook a significant staff and patient engagement programme to reset our organisational values. The aim was to use them in recruitment, appraisal, training, personal development and leadership and management development.

The aim of having a new set of values is to use them to steer our behaviours in working life and, importantly, help the OUH explain to our patients, staff and stakeholders what is important to us as an organisation. The proposed set of core values were drawn up from the following themes identified by staff:

Excellence, compassion, respect, learning, delivery and improvement

Value Based Interviewing & the Oxford University Hospitals NHS Foundation Trust

Value Based Interviewing (VBI) is a way of helping organisations to recruit the most suitable people to work within their organisational values.

It helps employers assess during an interview the values, motives and attitudes of those who are applying for jobs. It focuses on "how" and "why" an applicant makes choices in the workplace and seeks to explore reasons for their behaviour.

The VBI method builds on good recruitment and safeguarding practice. It is not a substitute for good pre-employment checks. It relies on an organisational commitment to high standards of safer recruitment and staff training from the top and a culture where patient safety is paramount.

Recruiting managers who use VBI have more in-depth information on which to make decisions about candidates' suitability. It provides managers with a true understanding of, and insight into, candidates' values and behaviours and how they are aligned with those of the organisation. By appointing people using VBI an organisation is demonstrating its ongoing commitment to the values and behaviours which help create a safer environment for children.

VBI is underpinned by robust research and it has been proven that this interviewing method facilitates the recruitment of people more aligned with organisational values and behaviours and helps recruit high performing and effective staff.

VBI training for OUH employees 'interviewers' is run monthly over two full days, off hospital site, giving delegates an opportunity to step away from the working environment.

The VBI training course is very interactive and involves delegates taking part in role play, both interviewing your colleagues and being interviewed yourself as well as gaining an understanding of what VBI is and the background and theory of the technique.



Delegates interviewing capability is assessed by the course trainers and feedback is also provided by colleagues on the training course to ensure that interviewers leave the training environment with a level of confidence in using VBI in their own recruitment activity for new staff.

Once and interviewers has received their VBI training they are asked to support VBI's within their own clinical division and across other divisions within the OUH. Interviews following their training are given access to online interview resources and guidance. In addition to this access is provided to the OUH VBI Question banks:

- Clinical
- Non Clinical
- Management
- Safeguarding

Each question bank includes value based interview questions for each of the Trust's six core values, and includes behavioural indicators for each of the values that the question hopes to assess and gain evidence for during the VBI. There are similarities within the four question banks; however the language of each bank alters in accordance with the role that is being recruited to.

Ouh VBI Training Programme available in appendix 1

Background knowledge and local problem we were seeking to address

Like many other NHS organisations the Ouh experiences challenges around the recruitment, attraction and retention of high performing employees to deliver high quality patient care.

Locally within the organisation, performance management issues across the organisation were too frequently based on an employee's attitude and behaviour to work rather than technical job abilities. With managers struggling to appropriately manage behaviours and attitudes shown by employees in the workplace.

Patient complaints also related to staff attitudes and behaviours were also identified commonly in some working areas. Patients identifying their satisfaction of their quality of treatment and medication but not in how they were treated as individuals.

we will have more staff who adopt a person-centred approach to providing safe and compassionate care. Those staff recruited through this process will be able to demonstrate our core values through their behaviours, in particular; excellence, compassion and respect through kindness, empathy and courtesy.

We expect the impact to be demonstrable in terms of improved patient safety, care and experience, demonstrated by kindness, empathy, listening to and respecting patient’s views, emphasising dignity in practice plus our overall staff engagement and staff satisfaction. We expect to see fewer safeguarding alerts (regarding care in hospital), fewer complaints, a better patient experience and greater staff satisfaction.

There is clear evidence that staff whose values are more clearly aligned with that of their employer and whose roles allow them to live out these values have higher levels of engagement, job satisfaction and performance. (Ref MacLeod report 2009). The Department of Health ‘Engagement Toolkit’ of 2010 shows that where staff engagement scores are high, scores are significantly higher for patient satisfaction and lower for standardised hospital mortality rates.

VBI alone will not achieve a culture change. VBI stands alongside other Value’s into Action initiatives and under the Delivering Compassionate Excellence through staff engagement strategy which are outlined in Model 1.

Model 1: Delivering Compassionate Excellence



There is clear evidence that staff whose values are more clearly aligned with that of their employer and whose roles allow them to live out these values have, higher levels of engagement, job satisfaction and performance. (Ref MacLeod report 2009). The Department of Health ‘Engagement Toolkit’ of 2010 shows that where staff engagement scores are high, scores are significantly higher for patient satisfaction and lower for standardised hospital mortality rates.

Staff engagement and the potential impact it can have on morale, productivity, organisational performance and patient experience are a high priority in the NHS. A wide range of research now

points to staff satisfaction and associated benefits (such as retention, discretionary effort and productivity) having a close association with how staff feel about their employer and, particularly, their sense of engagement with their workplace.

The psychological contract – the reciprocal senses of fairness and commitment between an employee and employer – is seen as particularly important in the NHS. A model from Professor Guest of King's College London explains that where the psychological contract is positive, increased employee commitment and satisfaction will have a positive impact on business performance.

The OUH aims to be at the core of a world leading, innovative academic health science system, working in partnership locally, nationally and internationally to deliver excellence in compassionate healthcare, education and research.

We plan to do this by means of clinical leadership; staff engagement, wellbeing and development; good governance and assurance; and continuing work to improve outcomes for our patients and value for money for taxpayers and those who commission our services.

We believe that a well-informed, motivated and engaged membership will help it to be a more responsive organisation with an improved understanding of the needs of its patients and local communities.

Journey

Changes along the way

In 2012, the OUH VBI project plan was optimistic in some of its deliverables. The large number of interviewers we planned on training in the technique changed as did the model of delivery for VBI. When we reflect on the reasons why these changes occurred it is clear that this was a natural part of the projects lifecycle.

We imagined the pilot areas would become the forerunners in the rollout of the project plan. What we started to see instead was an uptake from non-pilot areas that drove the VBI work forward exceeding project expectations. We called these departments the VBI Champions. The changes resulted in that efforts were redirected to these departments, priority was given for training spaces on VBI courses and they became a large source of qualitative feedback on the success of VBI. An in depth insight into the invaluable qualitative feedback from managers and staff can be found in the VBI Evaluation Report p 42.

As the project developed further, the project team's belief that the intervention should not be posited as mandatory was reinforced. There was a temptation in the original project roll out to set a deadline for when all appointments should include a VBI however, as the project progressed this position changed. The main reason for the change was the response of managers through course evaluation and feedback post-course. All managers conveyed their desire to make the VBI intervention 'their own' and mandatory VBIs would take this decision out of their hands.

Further changes to the project were the development of an additional question banks. The VBI Safeguarding Question Bank and the Management Bank to ensure that interviewers had the most appropriate questions and value assessment tools to assess the wide range of roles that the OUH recruits to. While not initially in the project plan, the design of these tools was seen as natural growth necessitated by feedback from VBI interviewers

Lifetime of the Project

The lifecycle of our VBI Project is summarised in the 9 Steps to VBI shown below. We did not fully understand the significance of each step at the time we were taking it, only on reflection understood how crucial each stage was.

Step 1 and 2 became critical elements in the story of VBI that we had not anticipated at the beginning of the project, how important the development and communication process of the organisational values was. The development of the values with staff and the approval by Board enabled the project team, the trainers and the champions to clearly position the work as developed in consultation and with support from the whole organisation rather than a change inflicted upon the organisation by the minority.

The need for the on-going support for managers (Step 6) was not in our original project brief and was instead instigated following feedback from interviewers after training once they started to use the technique as part of their recruitment activities. The initial brief was optimistic in that once trained, interviewers would be able to fully understand and utilise the VBI technique. This again, was a critical step in the project's development and ultimate success, as interviewers told us that

they felt supported in trying something new and were given the confidence through the support given by the project team and champions within the organisation to change an employee selection process that in some cases had been used for 20 years plus, with no adjustment.

Nine Steps to Value Based Interviewing	
Step 1	Develop your values in consultation with staff, patients, stakeholders
Step 2	Get your values approved and sponsored by board
Step 3	Develop your behavioural indicators that underpin your values in consultation with staff, patients and stakeholders
Step 4	Develop your questions and behavioural indicators
Step 5	Start training managers in the technique
Step 6	Provide ongoing support to managers using the technique
Step 7	Interview using the technique in a pilot area
Step 8	Evaluate the results and provide evidence of the technique's values to your organisation
Step 9	Roll out across your organisation

By April 2015 we had a satisfactory number of interviews held and new employees recruited through VBI to start our evaluation starting to hold qualitative interviews with users of the technique and qualitative survey research on the performance of those recruited using the technique. At this stage of the project, the project team through valuable feedback started to feel as though this was no longer a project within the organisation but a resource that was here to stay.

During the beginning stages of the projects life Robert Francis QC published his final report of the investigations into the failures at Mid-Staffordshire NHS Foundation Trust bringing about deep scrutiny of NHS organisations and failures caused by a lack of quality patient care. Whilst pressure was high for NHS organisations at this time the OUH had already begun its journey of value based recruitment, looking for more than technical skills and abilities in potential employees contributing to the patient experience which we feel helped the project team. Because of this national coverage and pressure the project gained respect early on and increased engagement from the organisation as it was evident that the aims of the VBI project would go so far in aiming and hopefully ensuring that the right people were being appointed to deliver Delivering Compassionate Excellence to the OUH standards.

Who was involved?

Due to the project plan change and pilot areas for the project expanding through the organisation, the total number of people involved from supporting the technique, to communicating the project, to attending the training to those having a value based interview.

The value of partnership working with the NSPCC, Age UK, Kings College and other local Oxford Partners (University, Safeguarding boards) has brought untold learning from a number of areas. The value of different perspectives helped to shape the VBI project and its direction across the organisation and has also increased credibility of the message. While stakeholder engagement was initially seen as essential it was potentially with a view to *inform* rather than *learn from*. What was seen as a nice to do is considered essential and invaluable. Outside advice, knowledge and support has been invaluable. We do not know all of the answers but through accepting we don't know and asking others for support, we are stronger.

The approach to engagement was soft as there is an acknowledgement from the project team that many NHS employees, teams and organisations feel change so often that they become demotivated with new initiatives.

By supporting the pilot areas in an easy going manner those involved had choice in who and how the technique was used in their recruitment activity, something the project team on reflection feel was instrumental in helping the organisation spread VBI across the organisation easily with all 6 divisions embracing VBI fully within a short time period.

Our key stakeholder has been from the beginning of the project until now the managers from within the OUH that have responsibility for the recruitment of new staff. The appetite to become involved in the project, to the constant feedback provided from them to ensure that the technique is useful within the organisation. Without this consistent buy in from this group in the last three years any impact, evaluation or learning would have been impossible.

The project team has managed this relationship by investing a large proportion of time from the project manager's to encourage managers to rethink how they are best to find the right new recruit to their department and overcoming challenges of a lack of VBI interviewers by using the project managers time to interview with individual departments. Something that has continued to 2015 as more and more new interviewees become trained, the support and time of the project manager is directed to 'new' interviewers.

Impact

What has our project delivered- what difference has it made and in what ways

Since the VBI shared purpose project began over 400 OUH employees have been trained on the VBI technique, a further 144 delegates booked onto training for 2015 and a large appetite for increased training available in 2016.

VBI is now being used across all six divisions within the organisation for many different roles including; nursing staff, medical consultants, administration staff, allied healthcare professionals and executive appointments at board level.

Feedback from VBI interviewers tells us that the introduction of VBI has led to the improvement in the quality and effectiveness of the overall interview process at the OUH. It has also prompted a redesign of the Recruitment and Selection training offered to enable managers to make more robust recruitment decisions. Furthermore, the qualitative feedback from line managers reflects an improvement in patient experience as a result of assessing values and behaviours at interview.

For our Ward Sisters story on the impact of the project on a clinical area please visit- <https://www.youtube.com/watch?v=k36Ee4mOipM>

Our recruiting managers have told us they now feel able to make the decision not to appoint a number of technically qualified individuals on the basis of non-value alignment evidenced during a VBI. Most notably the decision not to appoint individuals whose interview raised serious concerns about their professional practice, conduct and/or behaviour. Giving managers control and ownership over their recruitment activity.

The project has also delivered a change to HR processes within the organisation, the recruitment and selection policy and procedure for recruiting to all groups of staff has been amended to reflect VBI an organisational wide recruitment tool. Additionally the weekly induction for new starters to the Trust now includes an introduction to the Trust's values and how the organisation hopes to live the values through delivering compassionate excellence.

The OUH VBI evaluation report includes a detailed analysis of the difference of the intervention however; the most notable deliverable is the assurance that VBI has provided the OUH a statistically significant predicted validity of 0.38 for the recruitment of those.

What outcomes have you seen, including any wider evidence of impact?

The VBI intervention at the OUH has had a significant impact and a number of unintended consequences through its journey to date. The success of the VBI training and use of value based interviewing throughout the organisation and its visible capability and strengths felt by recruiting managers and the respect gained as a result has meant that the VBI project team has been able to offer OUH employees a 'Value Based Conversation' (VBC) course that complements the VBI training but that also offers managers a conversation tool for having conversations with staff and colleagues alike. The need for this training was unintended and was

identified after numerous conversations with interviewers and recruiting managers when they explained to us the positive impact VBI was having in their appointments of new staff. During these conversations managers acknowledged the positivity of getting the 'right people' into the Trust to deliver compassionate care but that we are a large Trust with thousands of existing staff that in some cases require more understanding of the Trust's values and how they are present and seen in the workplace.

With over 400 managers trained to value based interview and nearly 400 managers having attended the value based conversation training course the largest consequence of the VBI intervention has been its contribution in changing working practices. The training and support offered to managers has helped the organisation develop a vocabulary in talking about the Trust's core values and how these values are present in day to day working across the organisation. The project team did not anticipate this being possible in the projects original aims and objectives. The ability to talk about values in everyday work is hugely significant for the organisation within its organisational change programme and the aim for all staff to live the values.

Because of this the project team from qualitative feedback from clinical managers have proven that the quality of patient care has seen an improvement as a result of the project intervention.

CASE STUDY: How VBI has helped to transform departments

A case study which demonstrates these findings is Sobell House and Oncology where VBI has transformed the culture of their department. When asked about the benefits VBI has brought to her department the Ward Sister commented:

"Sobell House and Oncology have seen the performance of their department improved as a result of VBI and other related initiatives such as values based conversations at work and delivering compassionate care programmes. Performance management has been significantly reduced. There are no staff on formal performance management and many issues are now resolved through informal discussion and reflection."

Complaints related to staff attitudes and behaviours have also reduced and any that are received about staff recruited prior to VBI. Feedback from staff visiting the department is now consistently positive with people commenting what a difference they feel in the team working there.

Who has felt an impact?

Employee Impact

Employee engagement scores from the NHS Staff Survey have increased year on year since the beginning of the VBI project began

Employee Impact

The number of staff recommending the organisation as a good place of work and institute recommended for delivering care has increased by

Patient Impact

Increased patient satisfaction in feedback for wards where VBI has been used since the beginning of the project

Management Impact

One ward manager told us she had been previously seduced by someone's skills at interview and with a VBI I absolutely feel as though I know my recruit before it is too late

Candidate Impact

Candidates told interviewers at the end of the interview that they had enjoyed the interview experience and felt like the organisation was interested in them

Management Impact

One Matron told us she couldn't ever imagine doing recruitment without values, VBI clearly shows you who is right for the job



Teams and groups of staff are now using the values and those behaviours that underpin them to make pledges to the Trust values, signalling their commitment to the Trust values and behaviours. The General Managers for each of the Trust's clinical divisions, divisional nursing team and ward teams have made pledges to the values which are as a result displayed within their working areas for staff and patients to see.

How did we measure and evaluate the impact and outcomes of our project

The evaluation process for the VBI project was split into two stages.

Stage 1 – Initial Impact Evaluation (July 2013)

The initial impact evaluation focused on a qualitative evaluation of the impact VBI was felt to be having at OUH in the first stages of implementation. This provided evidence of the Face Validity of the VB interview approach which measured whether people believed VBI was the right thing to do, whether it was important to do and whether it focused on the right things

Stage 2 – Final Project Evaluation (December 2014)

The final project evaluation report focuses on three different sources of evaluation and validation:

- Predictive Validity
- Welcome Questionnaire feedback
- Stakeholder feedback final evaluation methodology

The key stakeholders for the final evaluation and the data collection methods are detailed below.

Stakeholder group	Focus of evaluation	Data collection method
VB Interviewers	<ul style="list-style-type: none"> • Effectiveness of VBI training post course and when conducting VBIs • Successes and barriers to putting VBI into practice • Implementation and importance of VBI in the Trust 	<ul style="list-style-type: none"> • Training evaluation forms • VB Interviewer questionnaires (September 2014)
New starters	<ul style="list-style-type: none"> • Reaction to having a VB interview and the interview experience • Engagement with and commitment to OUH and its values on joining the organisation 	<ul style="list-style-type: none"> • First day of employment questionnaire • Welcome questionnaire
Senior Managers	<ul style="list-style-type: none"> • Impact and importance of VBI at OUH • Barriers to the VBI project 	<ul style="list-style-type: none"> • Senior Management interviews
Line Managers	<ul style="list-style-type: none"> • Impact and importance of VBI at OUH • Case studies of impact of VBI in teams and departments • Performance of new staff recruited via a VBI 	<ul style="list-style-type: none"> • Managers' Questionnaire • Critical incident interviews • Predictive Validity analysis

Further detail about each data collection methodology is included in the OUH VBI Evaluation Report.

For the OUH validation study 99 nurses and care support workers were included in the study to make it statistically significant. *The Picker Institute* undertook a survey on behalf of the Trust of all new starters between June 2013 and January 2014, including those who had undertaken a VBI

and those who had not. The purpose of the questionnaire was to identify any differences in the level of commitment and engagement of new starters between those who had been through a VB interview and those who had not.

All VBI interviewers were asked to complete a short online questionnaire in September 2014 to provide an insight into their levels of activity and confidence as VB interviewers and also obtain feedback about the effectiveness of VB interviews across the Trust. Of the 176 interviewers trained to September 2014, 64 completed the survey equalling a 36% response rate. The questionnaire had a 92% response rate after many follow up emails and calls from Picker and the Project Manager to ensure we received the critical number of evaluations needed for the Predictive Validity study which was 99 questionnaires.

Critical incident interviews were also carried out with two Clinical Ward Managers and five members of staff in two Divisions who had fully embedded the VBI into their selection process and had a very positive experience in terms of the quality, values and attitudes of the staff who had been recruited as a result.

Face-to-face interviews were carried out with the Medical Director, the Director of Organisational Development and Workforce, Chief Nurse and recruiting managers to understand the impact they believed VBI was having on the organisation and to gauge their support for VBI in the future.

The evaluation team have been responsible for the design and methodology of the evaluation and the OUH project team have remained responsible for the data collection.

What our project has added to the discussion or evidence base for corporate and clinical teams working together in improvement

By far the biggest piece of learning experienced from the improvement project at the OUH has been the success possible of corporate and clinical teams working together.

We believe that our project has raised awareness of the role of corporate services in improving quality of care as colleagues from within the organisation and that the VBI project have as a result of the project created better relationships and support networks, allowing knowledge and experience from different working areas to be used together collaboratively rather than forcefully.

The current evidence we have that the VBI project has been more successful because of its design is that managers within the organisation have told us in qualitative data collection that it is the only corporate and clinical intervention that has been welcomed, absorbed and fully utilised by the whole organisation.

Learning and Challenges

What have we learnt throughout our project?

What we have learnt

Why it was important

Importance of Senior Leadership Buy in

While senior leadership buy in was seen as important to engage and troubleshoot, the value of this engagement was underestimated at the start of the project particularly in light of the credibility that such support would bring the project. Continued buy in was achieved by the project team providing senior leaders with briefings on the project and impact stories through the values into action steering group.

Giving Managers Choice

To not feel as something was being done to our recruiting manager was hugely important, arguably the most importance piece of learning.

By supporting but not forcing managers to become involved in the intervention it allowed them to make up their own minds freely on if it would work for them and their teams.

The importance and value of storytelling and powerful messages

While the project was initially focussed on the *process* of VBI and the benefits of using a technique from the perspective of NSPCC it was the powerful stories from interviewees using the VBI methodology that have informed the communication. Such messages have more relevance with both internal and external customers and have allowed the project team to demonstrate the benefits of using VBI in a way that was not initially anticipated.

Mistakes are invaluable... so they are not really mistakes

While the temptation has been to focus on areas of the project that have not gone to plan and to see them as failures or errors, the reality is that they have helped to shape and inform the project and also given additional credibility to the messages from the project team. Using the example of the initial approach to train everyone in the use of VBI, this approach was taken, seen to be unsuccessful and rather than focus on the loss of a training space that would not be used we were able to clearly identify the people who should not be on the training course while also informing the pre-selection criteria.

Collaborative working Organisational Development (OD) work-streams

The different work streams within the Values into Action and Patient experience arms of Delivering Compassionate Excellence are beginning to draw together in 2014/2015 and what were ideas are now coming to fruition. Joined up thinking is essential across OD and corporate for the project longevity and we are learning how the projects interlink and what 'golden thread' draws the projects together.

Unintended Consequences and side effects

The VBI intervention at the OUH has had a significant impact and a number of positive unintended consequences through its journey to date.

The success of the VBI training and use of value based interviewing throughout the organisation and its visible capability and strengths felt by recruiting managers and the respect gained as a result has meant that the VBI project team has been able to offer OUH employees a 'Value Based Conversation' (VBC) course that complements the VBI training but that also offers managers a conversation tool for having conversations with staff and colleagues alike.

The need for this training was identified after numerous conversations with interviewers and recruiting managers when they explained to us the positive impact VBI was having in their appointments of new staff. During these conversations managers acknowledged the positivity of getting the 'right people' into the Trust to deliver compassionate care but that we are a large Trust with thousands of existing staff that in some cases require more understanding of the Trust's values and how they are present and seen in the workplace.

This course is aimed at giving delegates a new set of skills, tools and techniques for having values based conversations with their staff about their day to day work, their development and also where necessary to manage their performance at work. It is not a performance management course. It is a technique that works alongside of existing performance management processes and policies that allows for conversations with staff to use the terminology of organisational values.

A value based conversation is a method for enabling people to share their workplace experiences, and their thoughts and feelings about their experiences in a way that helps them to understand more about their own values, behaviours and attitudes and how it impacts on themselves, their work and others, and to understand why and how they want and need to develop or change aspects of their approach to their work.

With over 400 managers trained to value based interview and almost 400 managers having attended the value based conversation training course the largest consequence of the VBI intervention has been its contribution in changing working practices. The training and support offered to managers has helped the organisation develop a vocabulary in talking about the Trust's core values and how these values are present in day to day working across the organisation. The project team did not anticipate this being possible in the projects original aims

and objectives. The ability to talk about values in everyday work is hugely significant for the organisation within its organisational change programme and the aim for all staff to live the values.

The VBI intervention and work with NSPCC has allowed the organisation to possess and utilise a strong set of behavioural indicators which underpin the organisations six values. These indicators as well as use in recruiting and selecting new employees to the organisation with aligned values have also been used to form a personal guide for staff in living the Trust's values. The guide aims to help understand how what employees do at work and way it is done can help the organisation achieve its ambitions by demonstrating the values every day. The guide is available to all staff and managers and is in frequent across the organisations with its use in team meetings, appraisals and manger to employee one to one meetings. Adding significantly to how often the Trust's values are discussed and used to understand behaviours at work.



Over a thousand patients and colleagues assisted us in developing a set of values that will help us achieve our ambition of delivering compassionate excellence. Living out our values provides a personal reference guide for staff.

“I have the personal guide to values and behaviours stapled in my notebook, I refer to it most days when talking to staff, my conversations with staff have become meaningful as a result and help the staff understand what the Trust values look like in their roles which

The OUH living out our values, a personal guide for our staff leaflet is available in Appendix 3 Whilst the values language is growing within the organisation staff are being encouraged by the Chief Executive and Chairman's to use the 'Personal Guide to Values and Behaviours' for personal reflection and guidance on the kind of behaviours everyone would love to see and to reflect on the impact our behaviour has on our patients and colleagues.

Due to this vocabulary which has been created within the organisation for values in every day working the Trust is now seeing a huge shift in employee recognition on values. The organisation holds an annual recognition ceremony receiving in excess of 500 nominations each year where colleagues and managers can nominate each other for recognition within categories that reflect the organisations core values.

More so, local departments and wards now use the language of the values and presence of them in their working areas to recognise staff on a weekly and monthly basis to celebrate success where the values have been demonstrated in patient care, achievements, improvements and accomplishment.

Whilst the impact of introducing VBI to the OUH is undeniable it has however identified further gaps in how the organisation makes its recruitment decisions to employ the right people to deliver compassionate excellence. We believe that recruitment is an imperfect science and the tool does not exist that will give managers a perfect prediction of how an individual will perform in post. VBI is and should only be seen as only one component of a robust selection

process.

With ongoing media interest into quality patient care, the OUH feel there is still more to assess and know about a candidate before offering them employment in the organisation, even when already using a structured technical interview and an accompanying VBI.

As a result the Trust is piloting a behavioural pre-screening assessment in conjunction with technical interviews and value interviews to maximise the quality of patient care and patient experiences. The pilot is an attitudinal assessment tool that assesses prior workplace counterproductive behaviour and the specific attitudes that underlie such behaviour. The organisation hopes to provide insight into possible higher risk areas of an applicant's workplace attitude that can be probed in a subsequent interview.

Advice for others attempting to replicate our work in another organisation or setting

From the project teams journey on the VBI intervention the biggest pieces of advice would be to ensure that you are not enforcing change upon the organisation where appetite is low and that resource/knowledge is at hand.

The lack of force that the VBI project used the project team believe is the reason for the sustained buy in to the technique, managers and employees have been able to come on board at their leisure and been provided with a dedicated project manager resource to help them utilise the technique.

Challenge that any organisation looking in value based recruitment should look out for is a lack of confidence from individuals on allowing themselves to interview and recruit differently. Something in the OUH project team have overcome by providing an intense two day training session with follow up learning sessions to continue learning and building confidence.

We need to get more people involved and get them to understand the benefits of the project.

Materials the OUH showcase event are available online for organisations to use our learning on their own value based recruitment journey to help the impact and benefits that we have experienced spread across other employers and organisations.

<http://www.ouh.nhs.uk/about/vision-and-values/values-into-action-showcase-event.aspx>.

Reflections on how change happens, new models of care and evaluating complex change
How changed happens-

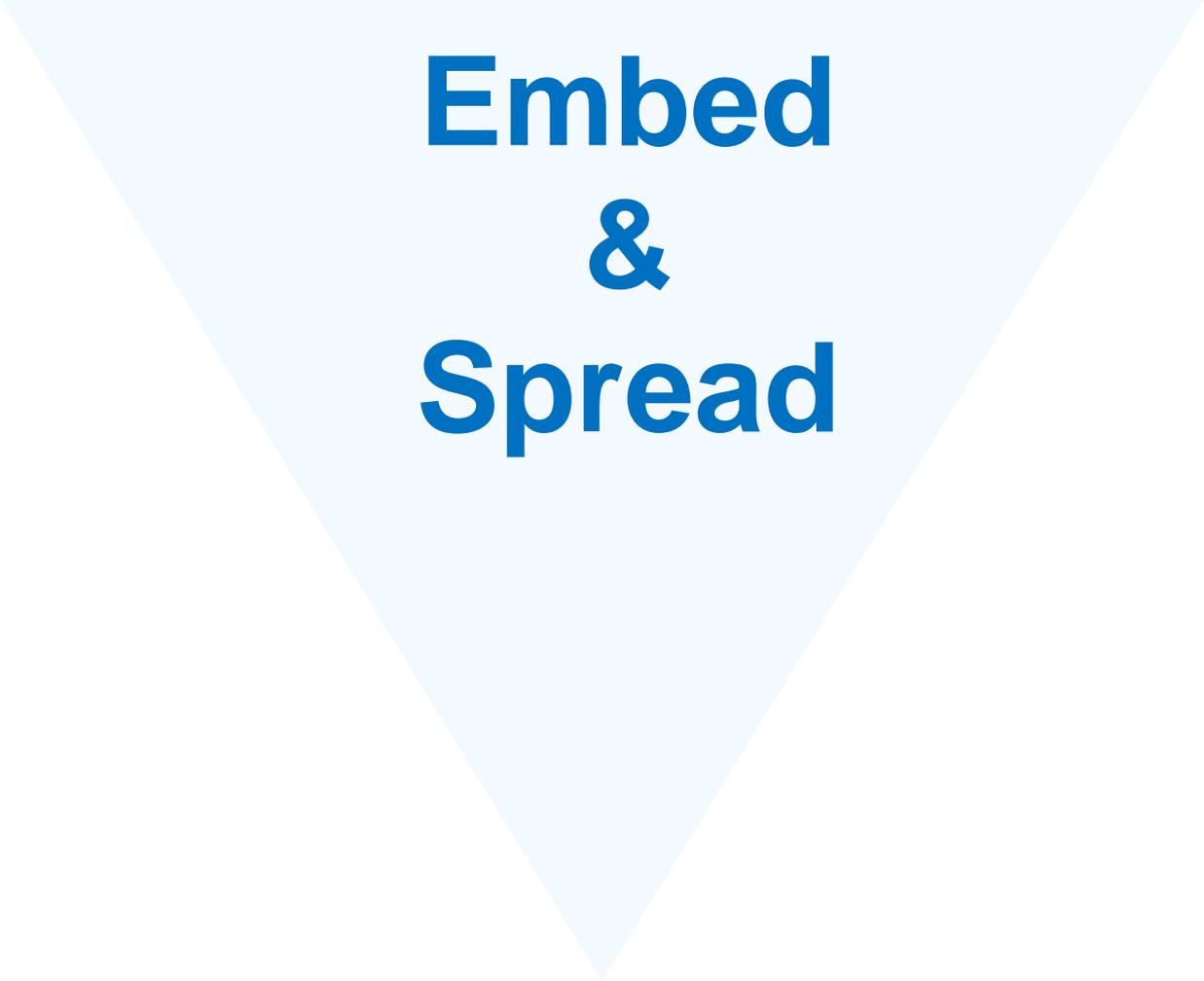
Throughout our project participants were given choice in their involvement. Allowing an appetite in the project to naturally build with no force allowed the participating in the project to expand far more than what the project team ever expected.

By doing this the project team believes and continues to with other interventions within the organisation that organisations that can be somewhat resistant to change can become curious when they are given choice.

Evaluating complex change-

Making our evaluation report qualitative and story like was important to the project team so that the evaluation fully reflected the project itself, its impact and the process of the interview.

To tell the story of our evaluation through impact stories and quantitative research we feel that the process of VBI and what it achieves follows through to evaluation. The method of evaluation we now feel with hindsight was the best approach to take to share the work internally within the organisation and more widely, as it offers the dialogue and conversation that value based interview itself delivers.



**Embed
&
Spread**

In what way has VBI been sustained

Continued senior and recruitment management buy in to the project paired with feedback from interviewers and the organisations VBI Evaluation report has helped create a 'business as usual' approach to value based interviewing at the OUH. We are highly optimistic that will continue within the OUH as a substantive role within the organisational development team is now dedicated to further embed, spread and longitudinal evaluation of the values in action programme, aimed at the progression of VBI as well as other aspects of the organisation that could benefit from a value based approach using the learning from the VBI project.

The appetite to VBI more applicants before appointment to the organisation is growing and there is a requirement for additional training places through 2015 and 2016 to skill managers in the technique to feed this.

By offering choice to the organisation and not imposing a new interview technique the spread and embedding of VBI has been smooth and consistent with no force, giving ownership of the technique to departments to use with their existing selection methods has created an affection towards the technique that has spread verbally through professional networks within the organisation naturally.

To sustain the work further across the organisation the project lead has run two VBI train the trainer courses in 2014 and 2015 adding to the number of skilled trainers within the organisation. The organisation now has 10 VBI course trainers allowing the courses to remain frequent without absorbing any one trainers time each month. With each of the five clinical divisions across the organisation having VBI interviewers and champions utilising the technique and feeling the benefits making the technique now fully accepted and sustainable as a respected interview technique within the organisation.

Success in spreading and publicising our project

The project team held a VBI showcase event in September 2015 to share our learning and project impact with other organisations and employees of the organisation. On the day we hosted over 150 attendees, including 37 external organisations. Representatives included NHS Employers, Health Education England, the Health Foundation, colleagues from NHS Trusts, academic providers, voluntary sector colleagues and private sector colleagues from across the UK.





The aim of this event was to:

- a. Showcase the work at Oxford, primarily around VBI and talking about the challenges of rolling a corporate initiative into a large Trust while also focussing on the success of the programme.
- b. Provide advice and guidance to others on cultural change programme and staff engagement.
- c. Provide an insight into the value of VBI and an understanding of offender behaviour.
- d. Highlight the full effect the VBI work has had on the staff engagement work programme throughout the organisation.



By spreading our work nationally we have achieved a level of respect as an organisation that has successfully implemented a value based recruitment approach fully within the large complex organisation. As a result the organisation receive regular queries from other NHS and public sector

organisations that are interesting in implementing VBI in their own organisations. Interest from other NHS organisations accounted for more than half of the queries with interest peaking following the publication of the Francis report in February 2013. In response to these queries, the project team offered advice and a frequently asked questions page.

For more content of the national showcase event held please visit <http://www.ouh.nhs.uk/about/vision-and-values/values-into-action-showcase-event.aspx>

The project team plans to spread the VBI project more widely in the future by offering training packages to other organisations on the technique and use of VBI, sharing our learning with those who wish to explore the impact that a value based recruitment approach can have within their organisation. This work will be led by the OUH Organisational Development team.

The VBI project team have welcomed over 20 organisations to the VBI training to observe part of the training with the aim to help organisations understand the practical implications of implementing VBI while showcasing the good work that the OUH. Additional coverage of VBI can be found VIA the NHS Employers Website here: <http://www.nhsemployers.org/case-studies-and-resources/2013/12/getting-the-right-fit>

Our Evaluation Partners, Picker Europe have also publicised the work at Oxford in their 2013/14 Annual Report with the article 'Can Values based Interviewing deliver better quality care'. The report states:

'By employing people with the focus and values match their employer, health and social care organisations are more likely to maintain a more engaged and committed workforce. But perhaps more importantly these staff will possess the attitude and behaviours needed to deliver high quality, attentive care in challenging, pressurised working conditions.'