EMBEDDING THE NHS VALUES: AN OPCE FRAMEWORK AND LEARNING TOOL TO SUPPORT PRACTICE.

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BACKGROUND:

- Observations of and reports from practice
- Failures in health and social care (Reid, 2012; Francis, 2013)
- Need to challenge poor practice (Clwyd and Hart, 2013)
The NHS Constitution (2013):

- Developed to provide information and guidance to staff, patients and the public on what they can expect from the NHS and also what the NHS would expect from them.

- It clearly sets out expectations for all healthcare staff to adopt six values.
“The NHS constitution and Values are the best tool that staff have ever had to advocate the improvements needed to healthcare”

Caulfield (2010, p.14)
DEVELOPING A FRAMEWORK WHICH:

- adopts the NHS values
- develops a culture where OPCE is the norm
- recognises that this is everybody’s business
NHS Values – Concepts for Professional Practice.

The clear message for NHS employees is that: The NHS Constitution (2012) clearly sets out expectations for all healthcare professionals to adopt six Values which, if embedded into the culture of everyday professional practice, should address these shortcomings.

These values are: Compassion, Respect and Dignity, Commitment to Quality of Care, Working Together for Patients, Everyone Counts, Improving Lives.

Durham W & Sykes C (2013)
The OPCE Framework

OPCE - Everybody’s business

• **Observe** others – by being open to others, being a role model, reflecting on our practice and observing others, we can encourage and build an open culture where learning and improvement is supported and sustained.

• **Praise** good practice – by demonstrating and recognising good practice YOU will be the role model to help embed the NHS Values.

• **Challenge** poor practice – by challenging poor practice YOU will help to shape the culture of the NHS which will not accept sub-standard care. Offer support to those you challenge and encouragement for them to seek help or further development.

• **Escalate** concerns readily - If patient care or NHS values are compromised it is YOUR responsibility to report and escalate this using YOUR organisation’s escalation process.

**OPCE - YOUR responsibility**
# Use of a Behavioural Modification Approach.

<table>
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<tr>
<th>Behavioural Modification level</th>
<th>Supporting phase of Developmental Framework</th>
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<td>1. Assessment of need for change</td>
<td>Reports such as Reid (2011), Winterbourne (2012) and Francis (2013)</td>
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<td>2. Explanation to target group of rationale for change</td>
<td>Training events such as student inductions, new staff inductions, mandatory training and dissemination of learning tool.</td>
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<td>3. Identifying and agreeing goals</td>
<td>Through committing to pledges for action relating to each NHS value</td>
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| 4. Supporting the individual to achieve and maintain the change     | • Through identified “OPCE” Champions
• Evaluation of Programme
• Evaluation of Immediate impact on staff values and attitudes and intention to change practice
• Long term evaluation of impact on organisational culture          |

A two stage implementation process was started
Stage 1 – Embedding the NHS values session
  ➢ A multi-professional session
  ➢ One hour duration

Stage 2 - Reinforcement of the NHS Values and OPCE framework in the working environment

  This was aimed at all staff working within the organisation and all grades of staff.
STAGE 1 - SESSION

- Reflective –
  - Looking at good practices and experiences over previous week
  - Identification of their own responsibilities as a role model
  - Reviewing past failures in care (Francis, Winterbourne)
  - Importance of patient safety

Individual groups target.
Single or double loop learning?

Evidence suggests that failures in learning occur because organisations often only engage in ‘single loop learning’ rather than double loop learning.

Single loop learning is where they scan the environment, set objectives and monitor performance.

Double loop learning occurs when individuals reflect on practice, challenge accepted practice and norms and allow alterations to occur which can improve practice and organizational learning.

Stage 1 – NHS Values

- Introduction to the NHS Values
- Linking the NHS values to their own good practices identified earlier
- Linking to areas which may be problematic
- Introduction to OPCE framework
STAGE 1 – INTRODUCTION TO OPCE FRAMEWORK – O = OBSERVATION

- Being open
  - Learning from observation
  - Sharing knowledge
  - Role modelling
  - Challenges
Stage 1 – Introduction to OPCE Framework – P = Praise

- The benefits of praise
- Understanding the importance of specific praise
Stage 1 – Introduction to OPCE Framework – C = Challenge

- Positive challenge
- Challenge with support
- A learning tool not a management tool
  - (although we highlight this may be the ultimate outcome)
Stage 1 – Introduction to OPCE Framework – E = Escalate

- Escalate for learning
- Identify people who may be able to support the individual
- Escalation can lead to capability or disciplinary if all other options fail
What actions will you take as a result of the work you did today?

- Share it with others: 3 people
- Relay it to other staff: 3 people
- Put it into practice: 6 people

Number of people mention theme.
Stage 2 – In practice

- Key areas of development targeted
  - Documentation
  - Infection control
WHERE ARE WE NOW?

- Rolling initial session out to individual units
- Roll out the tool across the Trust
- To reinforce at induction and mandatory training
FUTURE STEPS

- To continue to reinforce the information
- Develop the OPCE into future training events as a core component for example:
  - Leadership
  - Falls management
WIDER NHS VALUES PROJECT WORK

Use of OPCE Framework and learning tool for:

- Healthcare students
- Mentors/Educators
- Organisational resource for local employers across the region (for example as part of induction and/or mandatory training)
- Interest already expressed nationally
Effects of Programme

Several people at the initial sessions stated that one person can not make a difference
However, each one of us can
**The OPCE Framework**

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Questions?