

Excellence Awards - 2021 Entry
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Entry ID: 9361

Third Party Authorization

Are you entering on behalf of, or in association with, any third party?: No

Basic Information

Category: 17. Employee Experience / Engagement Campaign

Entry Information

Entrant company name:

Medicines & Healthcare Products Regulatory Agency (MHRA) - LONDON

Entry title:

One Agency Delivering for Patients

Entry

Brief, objectives and budget:

If you take a medicine, use a medical device or are given a vaccine in the UK, the Medicines and Healthcare products Regulatory Agency (MHRA) will have played a role in making sure it's safe and effective.

Our 1,300 staff have a direct impact on the lives of millions of people across the UK.

Our agency is going through a period of change:

- Leaving the EU meant we were no longer part of European regulatory framework, so we needed to refocus our regulatory offer to industry, becoming more agile.
- A national review into how we engaged women over the use of medicines and medical devices concluded that we fell short and needed to focus more on patients.

These changes required us to transform the way we worked.

Our objectives were to:

1. Work extensively with staff to co-produce a new workplace vision, with new values and behaviours.
 2. Promote the new vision, values and behaviours; ensuring staff, managers and senior leaders role modelled them.
 3. Mainstream the values and behaviours into our performance, reward and recognition, training and development and induction.
- There was no budget for this work apart from staff time.
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The idea, research and planning:

We took a radical approach, agreeing early on with our executive team that we would co-produce our new values and behaviours.

We know staff are more connected and committed at work when they are in a conversation so if they co-produced, they would own the values and change would more likely follow.

We were ambitious, running 20 workshops involving over 800 staff, which is two-thirds of our workforce.

Eight key themes emerged:

- Patient/customer focus
- Respect
- Responsibility
- Empathy
- Pride
- Diversity
- Challenge
- Accountability

From this we co-produced a vision with staff that set out the culture we wanted:

One Agency Delivering for Patients

We are a warm and welcoming place, where there's a strong commitment to making patients' lives better. We are creative and open to new ideas, work flexibly and closely together, trusting each other to take measured risks and constructively challenging things if we don't agree

To support this vision, we agreed three values with supporting behaviours:

- We focus outwards on patients and the public
 - We work together with respect
 - We take responsibility and are accountable
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Strategy, creativity and innovation:

Our One Agency Delivering for Patients vision was the campaign theme. It perfectly captured the cultural shift we wanted to bring about.

We built into the campaign the challenges of undertaking and communicating change to a remote workforce, working under huge pressure to give regulatory approval for Covid vaccines.

To achieve this, we put greater emphasis on senior leaders and managers having visibility and taking ownership for explaining the vision, new values and behaviours.

There were four parts to our campaign:

1. Leadership direction setting. Ensuring a strong focus from our leadership team, talking authentically about the One Agency narrative, our new values, and role modelling them. This was delivered through virtual staff and leadership meetings. All our executive team did regular videos explaining what the values meant to them and what excited them about the cultural change.
2. Staff engagement stories. Leadership communication was balanced with encouraging staff to share their stories of progress and challenges from delivering change. These looked to reinforce the One Agency, patient focused theme and our values and behaviours. These stories were presented at staff meetings and in videos on our intranet.
3. Patient engagement stories. We provided a more visible patient focus in engaging staff through lunch and learn sessions and short sessions at all-staff meetings. We invited patient groups and experts working on vaccines to talk to us directly about patient outcomes.
4. Values and behaviours. To support the launch, we produced a values toolkit for managers to use to engage their staff in the new values. We set up a One Agency page on our intranet that provided additional resources and focused on a different value each month to make this business as usual for the agency. We developed video content from staff, sharing stories and experiences that brought the values to life for others and used screen savers to reinforce the new values.

Our inhouse team created a One Agency branding device using an arc which creating a sense of journey and direction. This was supported by icons for each of the values with a clear graphical association.

Delivery/implementation of tactics:

There were three phases to our campaign:

October 2019 - February 2020: Staff and leadership engagement

March – April 2020: Refine values, devise campaign

May 2020 onwards: Launch and deliver campaign, mainstream values in processes

Measurement, evaluation and impact:

We measured the campaign through an independent annual people survey carried out in October 2020, completed by 77% of our staff.

Over 320,000 civil servants from 106 organisations completed the survey so we can confidently benchmark.

We focused on three indicators that showed success:

Our overall employee engagement index increased from 63% to 67%. This met our target range and we are now just 1% under civil service high performing organisations (Objectives 1, 2).

63% of staff said they had opportunities to contribute their views which was up by 5% from the previous year. This met our target range and we are now 10% above civil service high performing organisations (Objective 1).

79% of staff believed the actions of senior managers were consistent with our values which was up by 7% from the previous year. This met our target range and we are now 5% above civil service high performing organisations (Objective 2).

A survey in January 2021, completed by 25% of staff showed:

- 84% thought we had progressed towards becoming One Agency that is delivering for patients over the past 12 months
- 94% thought they were 'living' the new values; 84% thought managers were; and 68% thought senior leaders were.
- 87% said they thought it likely that the new values would help the agency change its culture.

In April we will launch a new performance and recognition scheme based on the new values that came out of the engagement work, backed up with training for managers. (Objective 3).

Supporting Information

Additional supporting information (images, artwork, clippings and other media):

CIPRAwards2021EmployeeExperienceEngagementCampaignsupportingmaterialFINAL.pdf

Campaign image (if entering individual/team awards, upload headshot/team photo here):

Provided

Company logo:

Provided

Please write a 30 word entry summary in the third person:

This ambitious campaign involved two-thirds of staff to co-produce a new workplace vision and values which went on to change culture, improve staff engagement and encourage better senior leader role-modelling.