Culture and Leadership programme

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Definitions

What do we mean by culture?

An organisation's culture can be defined as the values lived by its employees every day – these may not be the same as the stated values.

The way we do things around here

What does collective leadership mean?

A type of culture where staff at all levels are empowered as individuals and in teams to act to improve care within and across trusts
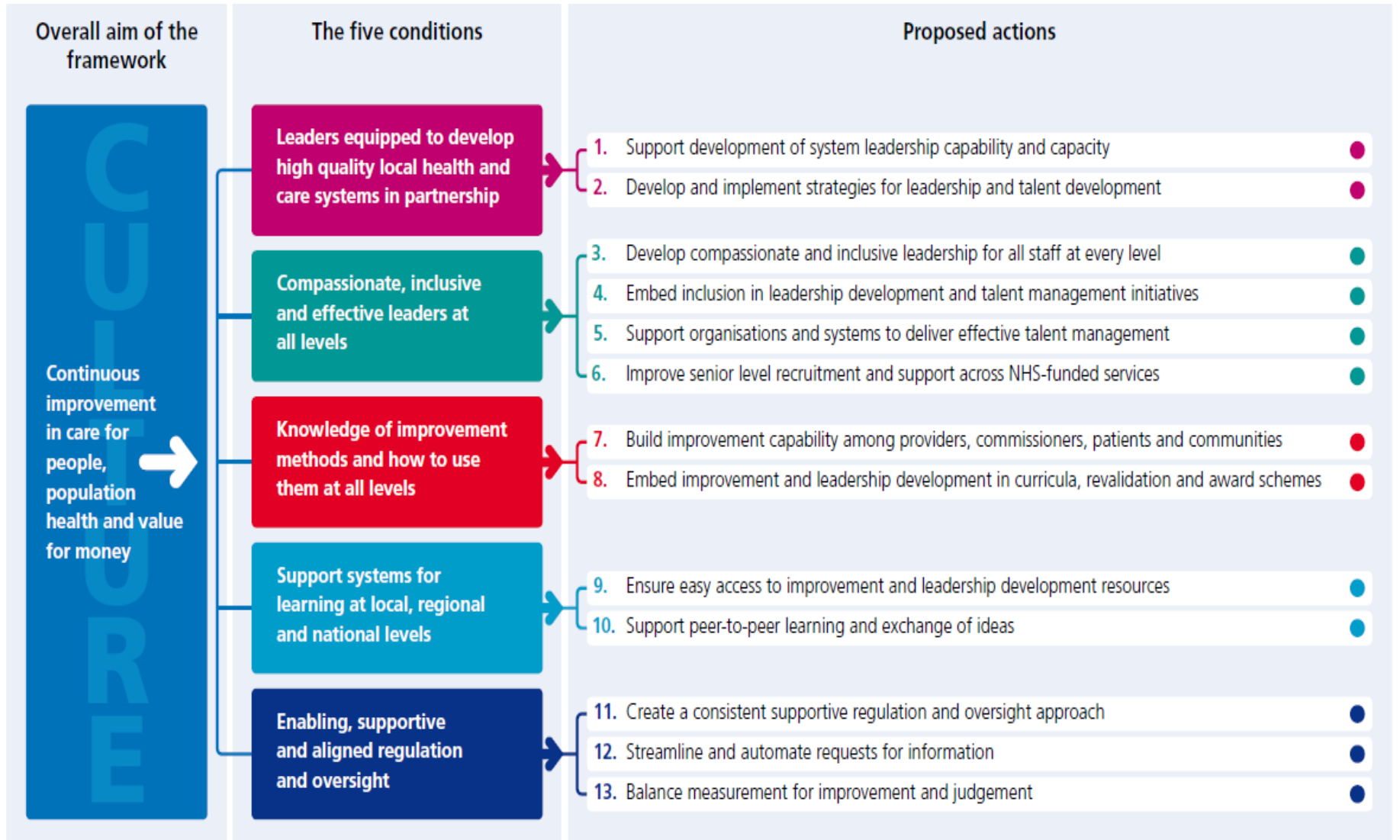
Leadership of all, by all and for all

Developing People – Improving Care

NHS Improvement

Overall aim of the framework	The five conditions	Proposed actions
Continuous improvement in care for people, population health and value for money	**Leaders equipped to develop high quality local health and care systems in partnership**	1. Support development of system leadership capability and capacity ● 2. Develop and implement strategies for leadership and talent development ●
	Compassionate, inclusive and effective leaders at all levels	3. Develop compassionate and inclusive leadership for all staff at every level ● 4. Embed inclusion in leadership development and talent management initiatives ● 5. Support organisations and systems to deliver effective talent management ● 6. Improve senior level recruitment and support across NHS-funded services ●
	Knowledge of improvement methods and how to use them at all levels	7. Build improvement capability among providers, commissioners, patients and communities ● 8. Embed improvement and leadership development in curricula, revalidation and award schemes ●
	Support systems for learning at local, regional and national levels	9. Ensure easy access to improvement and leadership development resources ● 10. Support peer-to-peer learning and exchange of ideas ●
	Enabling, supportive and aligned regulation and oversight	11. Create a consistent supportive regulation and oversight approach ● 12. Streamline and automate requests for information ● 13. Balance measurement for improvement and judgement ●

Patient mortality

NHS
Improvement
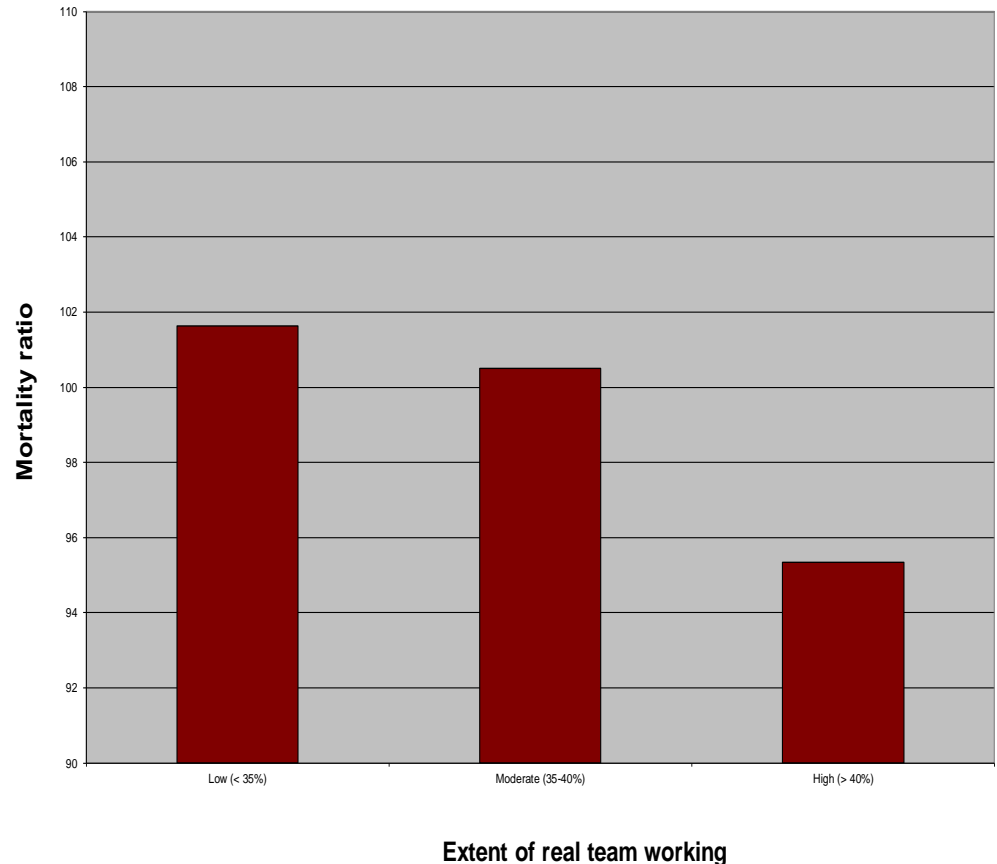
5% more staff working in real teams associated with 3.3% drop in mortality rate

(p = .006)

For an "average" acute hospital, this represents around 40 deaths per year

Lyubovnikova, J., West, M. A., Dawson, J. F., & Carter, M. R. (2015) 24-Karat or fool's gold? Consequences of real team and co-acting group membership in healthcare organizations, European Journal of Work and Organizational Psychology, 24:6, 929-950

Sickness and absence

An increase of 0.12 in staff engagement score = 0.9% decrease in agency spending

Savings of £1.7 million for the average trust

Source: Employee engagement, sickness absence and agency spend in NHS trusts

Team working

- Reduced hospitalisation and costs

- Increased effectiveness and innovation

- Increase well-being of team members

- Inter-disciplinary teams deliver higher quality patient care and implement more innovations

- Lower patient mortality

- Reduced error rates

- Reduced turnover and sickness absence

- Increased staff engagement

Staff engagement at NWAFT

2017 Staff Survey Results:

- Above average staff motivation

- Lowest 20% for staff contribution to improvements

Bottom 5 Ranking Scores:

- % Staff reporting most recent experience of harassment, bullying or abuse

- % Staff reporting good communication between senior management & staff

- % Staff able to contribute towards improvements at work
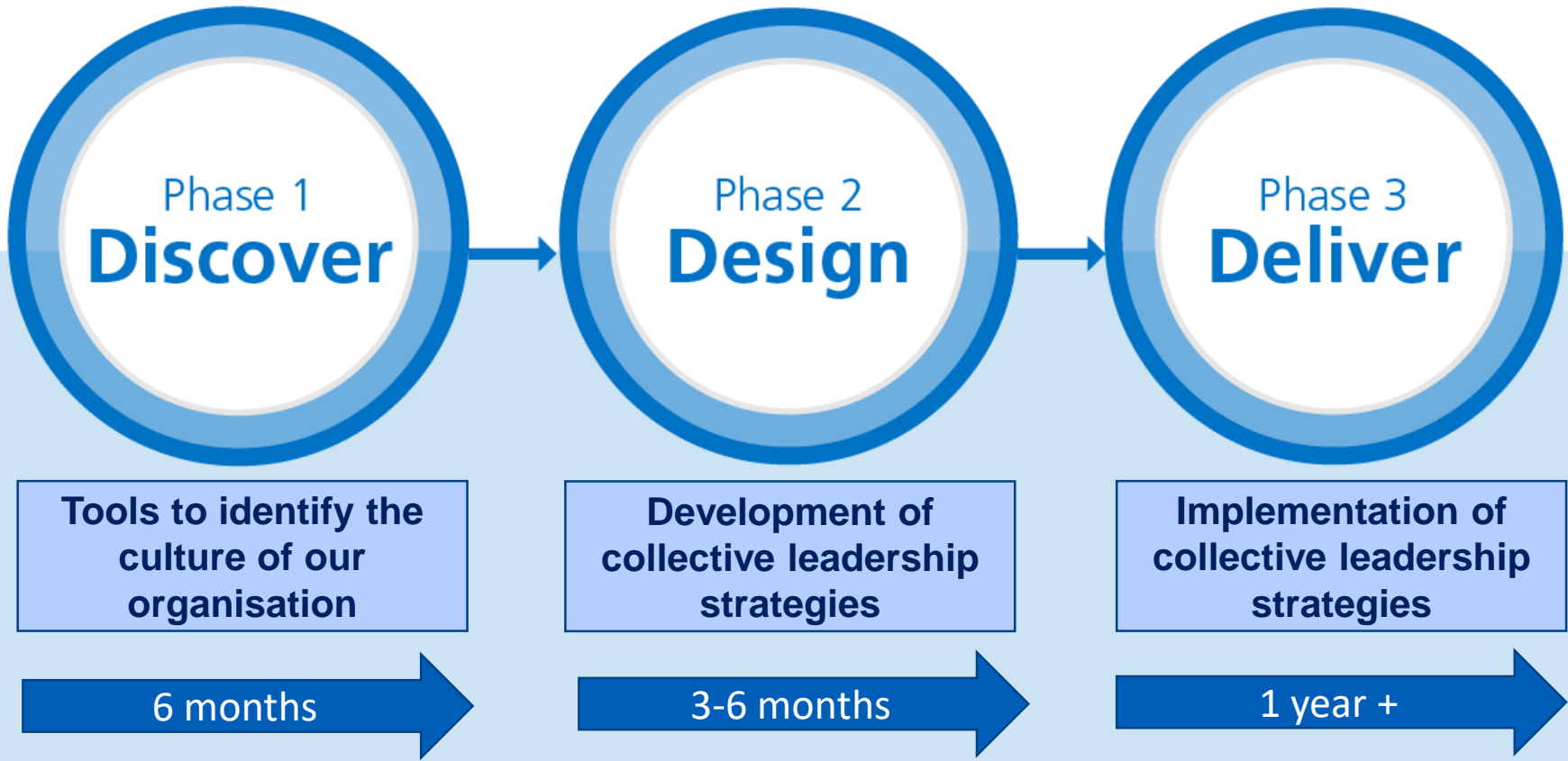
- Team working

Cultural elements

CULTURAL ELEMENTS	VALUES
Vision and values	Constant commitment to quality of care
Goals and performance	Effective efficient, high quality performance
Support and compassion	Support, compassion and inclusion for all patients and staff
Learning and innovation	Continuous learning, quality improvement and innovation
Teamwork	Enthusiastic cooperation, team working and support within and across organisations

Leadership and culture

NHS Improvement

Leadership behaviours		Cultural elements
Facilitating shared agreement about direction, priorities and objectives	Encouraging pride, positivity and identity in the team/organisation	**Vision and Values** Constant commitment to quality of care
Ensuring effective performance	Ensuring necessary resources are available and used well	**Goals and performance** Effective, efficient, high quality performance
Modelling support and compassion	Valuing diversity and fairness	**Support and compassion** Support, compassion and inclusion for all patient and staff
Enabling learning and innovation	Helping people to grow and lead	**Learning and innovation** Continuous learning, quality improvement and innovation
Building cohesive and effective team working	Building partnerships between teams, departments and organisations	**Team work** Enthusiastic cooperation, team working and support within and across organisations

Culture and leadership programme

Programme outcome

To implement a collective leadership strategy to embed cultures that enable the delivery of continuously improving, high quality, safe and compassionate care.

Phase 1 **Discover**	Phase 2 **Design**	Phase 3 **Deliver**
Tools to identify the culture of our organisation	**Development of collective leadership strategies**	**Implementation of collective leadership strategies**
6 months	3-6 months	1 year +

Phase 1: discover

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Culture and outcomes dashboard

High level understanding of culture and related outcomes

Patient experience

Understand patient's experience of culture

Board interviews

Understand the board's approach to supporting effective organisational culture

Culture focus groups

Understand individuals' experience of current organisational culture

Leadership behaviours survey

Understand staff and stakeholder views on behaviours of your organisation's staff and leaders as a whole

Leadership workforce analysis

Understand the organisation's needs on leadership workforce capacity

Synthesis: Bring together the results of the diagnostic resources

Best practice

- ✓ Use all 6 sets of diagnostic resources
  - ○ To understand the current state of your organisation's culture

- ✓ Collect data from across your whole organisation

- ✓ Adapt them according to what would work best for your organisation

The change team

- 10 to 15 people including:
  - at least one executive sponsor
- average 2 days per month
- capture views of those who feel marginalised
- multidisciplinary from across your organisation
- cover different areas, occupational groups, levels of seniority and demographics
- include operational 'doers' as well as influencers and administrative support

Board support

Backing from the board is essential for the success of this project. This might include:

Supporting programme team and participants

Acting as executive sponsor for the programme

Participating in Board Interview

Encouraging participation of staff in the programme and raising awareness with staff and stakeholders

Executive sponsor

- Advocate for the work of the programme

- Liaise between the board and the team

- Signature on surveys and communications

- Facilitate synthesis workshop

- Advice on developing reports to the Board

- Work closely with the change team project lead

- Bridge the gap between the Board and the change team

Phase 2: design

Develop a strategic response to phase 1 outcomes

Vision, values and behaviours	Leadership competency	Training and service improvement
• New framework on vision, values and behaviour	• Framework on what good leadership looks like	• Focussed on non-mandatory training
• Values and behaviours as a board are on display in Trust HQ	• Linking with the national leadership academy and their regional talent pools for senior leader posts	• Service improvement staff training for managers – accredited 2yr long programme
• Stories to board, as part of recognising and valuing staff nomination processes	• Workshops for leaders on active listening, emotional intelligence, giving and receiving feedback, recognising success	• Development of inclusive leadership approach through training and review of existing practices and policies

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Phase 3: deliver

- Implementation
- Measures
- Timescales
- Continuous reporting/reviews
- Evaluation
- Impact
- Continuous engagement

The support

Local Leadership Academy:

- Support trusts in categories 3 & 4 of NHI single oversight framework
- Work with the Executive sponsor
- Help build the change team
- Train the change team
- Facilitate the synthesis work shop
- Help support strategy development and implementation as a 'critical friend'.

NHS Improvement:

- Produce the cultural outcomes dashboard
- Produce the patient experience tool
- Support the leadership behaviour survey tool
- Work with the Leadership Academy and the Trust to support successful delivery of the programme

Trusts using the programme

- 50 trusts are using the programme

- Additional 15 are receiving support to start the programme

- Over a third of the trusts listed are in category 3 or 4 of the single oversight framework, with 7 in special measures

- Support from local leadership academy

In practice

NHS Improvement

University Hospitals of Leicester **NHS** NHS Trust

One team shared values

*Caring at its best*

JOIN OUR CHANGE TEAM!!!

Culture is at the heart of everything we do; culture shapes the behaviour of everyone, the quality of patient care and its overall performance.

Would you like to play a role in developing our new collective leadership approach and driving through cultural change.

Our Quality Improvement Strategy (QIS) sets out six key elements that we need to get right in order to achieve 'Caring at its best'. These are:

- Understanding what is happening in our services
- Clear priorities and plans for improvement
- **Embedding an empowered culture of high quality care**
- **The right kind of leadership**
- Giving people the skills to enable improvement
- Working effectively with the wider system

We will be working closely with our Change Team to develop the elements in bold. This will involve adopting the NHSI Culture and Leadership Change Programme, which looks at our organisation as a whole in terms of our leadership behaviours and the cultural elements that are required to improve the delivery of outcomes.

All levels of the NHS

Leadership behaviours → Cultural elements → Outcomes

Workforce capacity
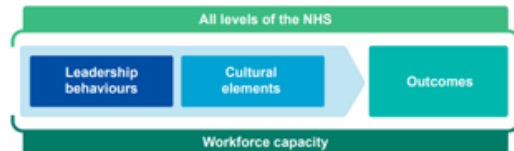
We need a multi-disciplinary team who will inform, design and enact the programme. I will work closely with this team as the Executive Sponsor for this Programme supported by Hazel Wyton, Director of People and Organisational Development. This programme has been endorsed by the Trust Board, who have agreed a three phased approach to this work as set out below:-

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Who are our perfect Change Team?

The essential criteria for our Team include:

- Represents a cross section of job roles, bands and professions
- Is excited by change and wants to make a positive difference
- Is motivated to work beyond current role
- Embraces Trust values
- Keen to learn and develop
- Demonstrates an inclusive style
- Curious nature
- Demonstrates leadership potential (rising stars)
- Is able to role model collective leadership
- Available to attend first workshop in March (date to be confirmed)

Once appointed the Change Team will collectively be responsible for:

- Defining the Discovery questions
- Agreeing the process for data collection
- Gathering and processing data including conducting focus groups and interviews
- Communicating the process and emerging knowledge to the organisation
- Attending project team meetings

Their commitment will need to include:

- 5 x 1 day workshops over 6 month period
- Working in smaller teams between workshops
- Line Manager support
- An initial term of 6 months, potentially on-going (with reduced time commitment)

In total we envisage that you will be spending up to 2 days per month on Change Team activity between March and August 2019

To support these individuals in this exciting role, they will be offered development support as part of the workshop process (e.g. how to run focus groups, building teams, co-consulting skills).

Princess Alexandra design: top tips

- ✓ Named executive lead – from day 1
- ✓ Carefully consider how you will choose and use the change team
- ✓ Keep the momentum
- ✓ Build in governance
- ✓ Build your networks
- ✓ Develop your change team

Manchester design: well-led framework

- Strategically designed leadership roles
- Values and competency based recruitment
- Leadership development
- Leadership analysis

- Values and competency based recruitment, induction and appraisal
- Team based working

- Values and competency based recruitment, induction and appraisal
- Embedding our values and behaviours
- Leadership development
- Leading for improvement and innovation
- Team based working

- Values and competency based recruitment, induction and appraisal
- Team based working

- Staff survey and Pulse checks
- Measuring for improvement

- Strategically designed leadership roles
- Team based working

- Staff engagement
- Leadership development
- Leading for improvement and innovation
- Values and competency based recruitment

- Strategically designed leadership roles
- Leadership development
- Leading for improvement and innovation

Is there the **leadership capacity** and **capability** to deliver high quality, sustainable care?

Is there a clear **vision** and credible **strategy** to deliver high quality sustainable care to people, and robust plans to deliver?

Is there a **culture** of high quality, sustainable care?

Are there clear responsibilities, **roles** and systems of accountability to support good governance and management?

Are services well led?

Are there clear and effective processes for managing **risks**, issues and **performance**?

Is appropriate and accurate **information** being effectively processed, challenged and acted on?

Are the **people** who use services, the public, **staff** and **external partners engaged** and involved to support high quality sustainble services?

Are there robust systems and processes for **learning**, continuous **improvement** and **innovation**?

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Cornwall delivery

➢Hold workshops to check our key messages

➢Make the culture changes and leadership development a key part of our quality improvement programme

➢Focus on leadership development, values and behaviours

➢Introduce ImproveWell to empower staff to get involved

➢With the change team:

➢Focus on language and behaviour to match the change we want to see

➢Ensure the organisational design is right to sustain the change needed

➢Help it to grow

Cornwall impact: staff survey

Indicator	Change since 2018 staff survey
Recommend the trust as a place to work	9% improvement
Recommend the trust as a place to receive care or treatment	16% improvement
Colleagues that say managers act on feedback	3% improvement

Lincolnshire impact

- Staff Survey Results 2018:
    - year on year improvement
    - 18 of key indicators were above average
- CQC 'Good' with areas of outstanding practice
- Sickness absence below national average for MH trusts
- Employee relations cases have reduced by 75% in 12 months
- Staff engagement score above average

Feel valued, respected and included

Worked for several NHS Trust's – LPFT is the best for supporting and developing opportunities in the workplace

Discussion

1. What outcomes would you like to see from this programme?

2. What would the challenges be?

3. What areas should this programme focus on?

4. What is your advice/insight?

Thank you