

Introduction to the Culture and Leadership Programme

November 2016

with...

The Kings Fund



Northumbria Healthcare **NHS**
NHS Foundation Trust

Central Manchester University Hospitals **NHS**
NHS Foundation Trust

East London **NHS**
NHS Foundation Trust



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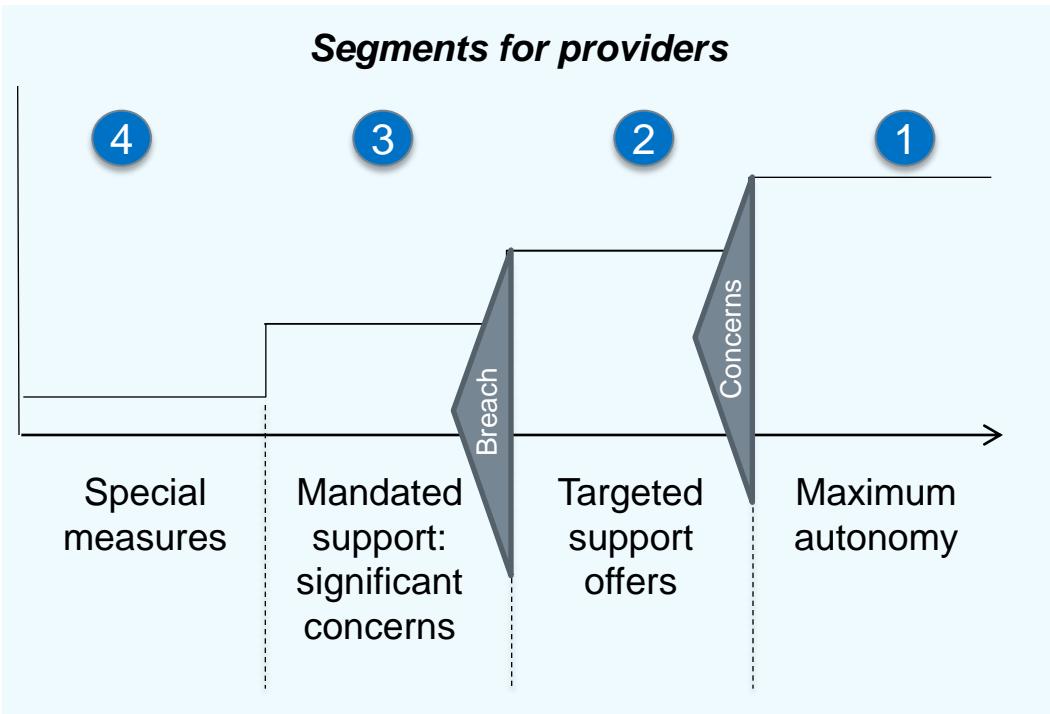
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 @KChauhanUK

NHS Improvement has brought together six organisations



Our Single Oversight Framework was launched in September 2016



The segmentation approach intends to help identify the support that providers need across the five SOF themes:

- quality of care
- finance and use of resources
- operational performance
- strategic change
- leadership and improvement capability

Segmentation will not in itself determine the precise support package, which will need to be individually tailored to providers' needs.

The culture and leadership resources are part of the universal support offers, which are available to all providers.



Introducing the Culture and Leadership resources

Culture and leadership are fundamental to the national ambitions for the NHS



A focus on culture and leadership can enable NHS organisations to address the areas highlighted in recent reports: compassion, speaking up, no bullying, continuous improvement, learning, quality, need for system leadership etc.

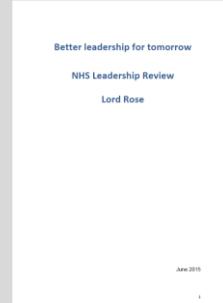
National ambitions



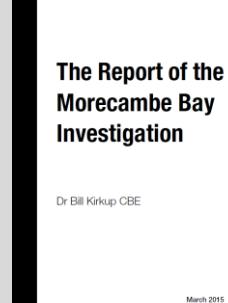
5YFV



Francis (2015)



Rose (2015)



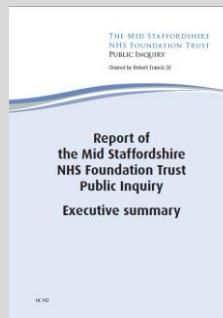
Kirkup (2015)



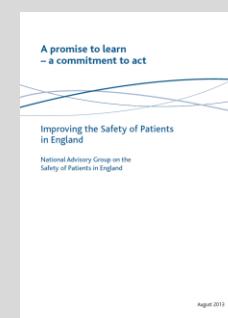
DH (2015)



Keogh (2013)



Francis (2013)



Berwick (2013)

Our work is underpinned by five elements of high quality care culture



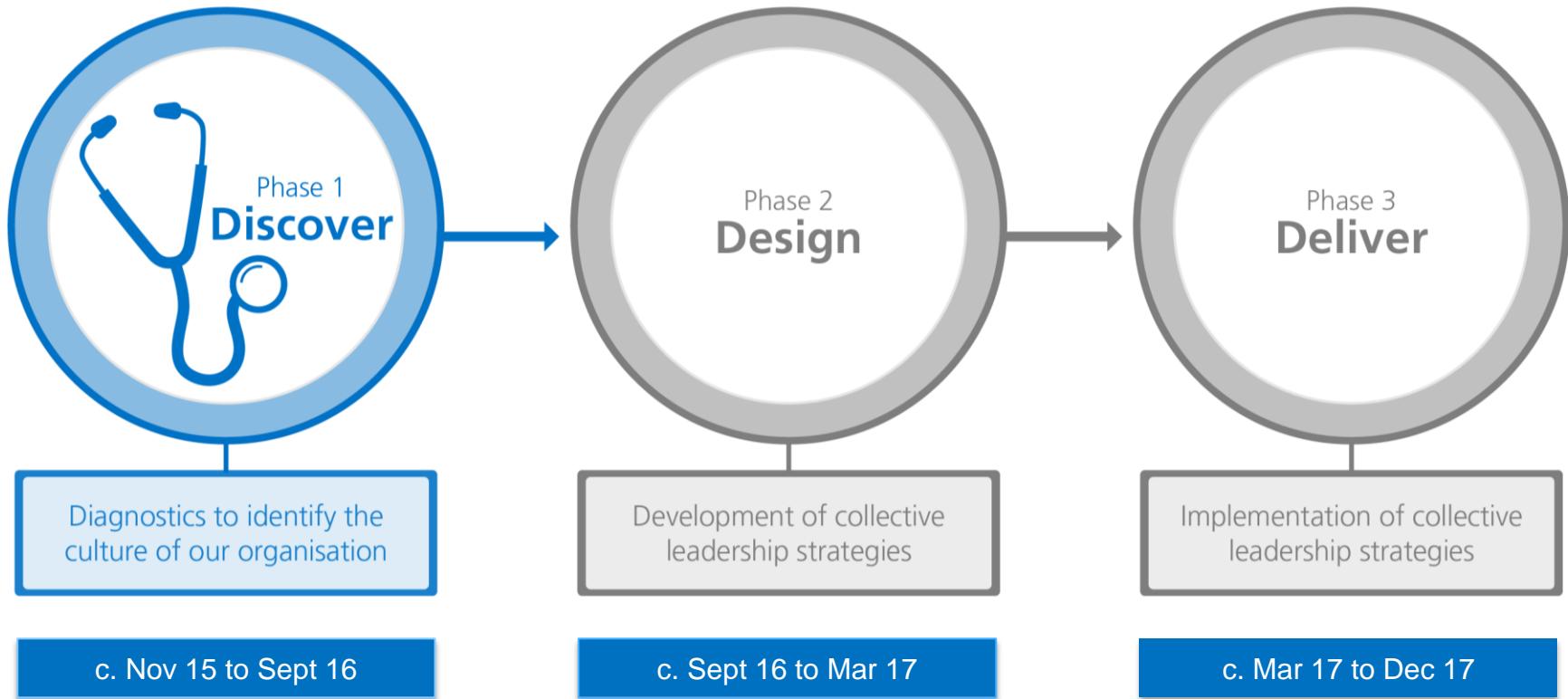
Evidence shows that there are five key elements in high quality care cultures – if everyone works to create and support them consistently across an organisation – they lead to culture of collective leadership, and better patient outcomes and performance.

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

We have designed a two-year programme to be delivered in three phases

Programme outcome

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



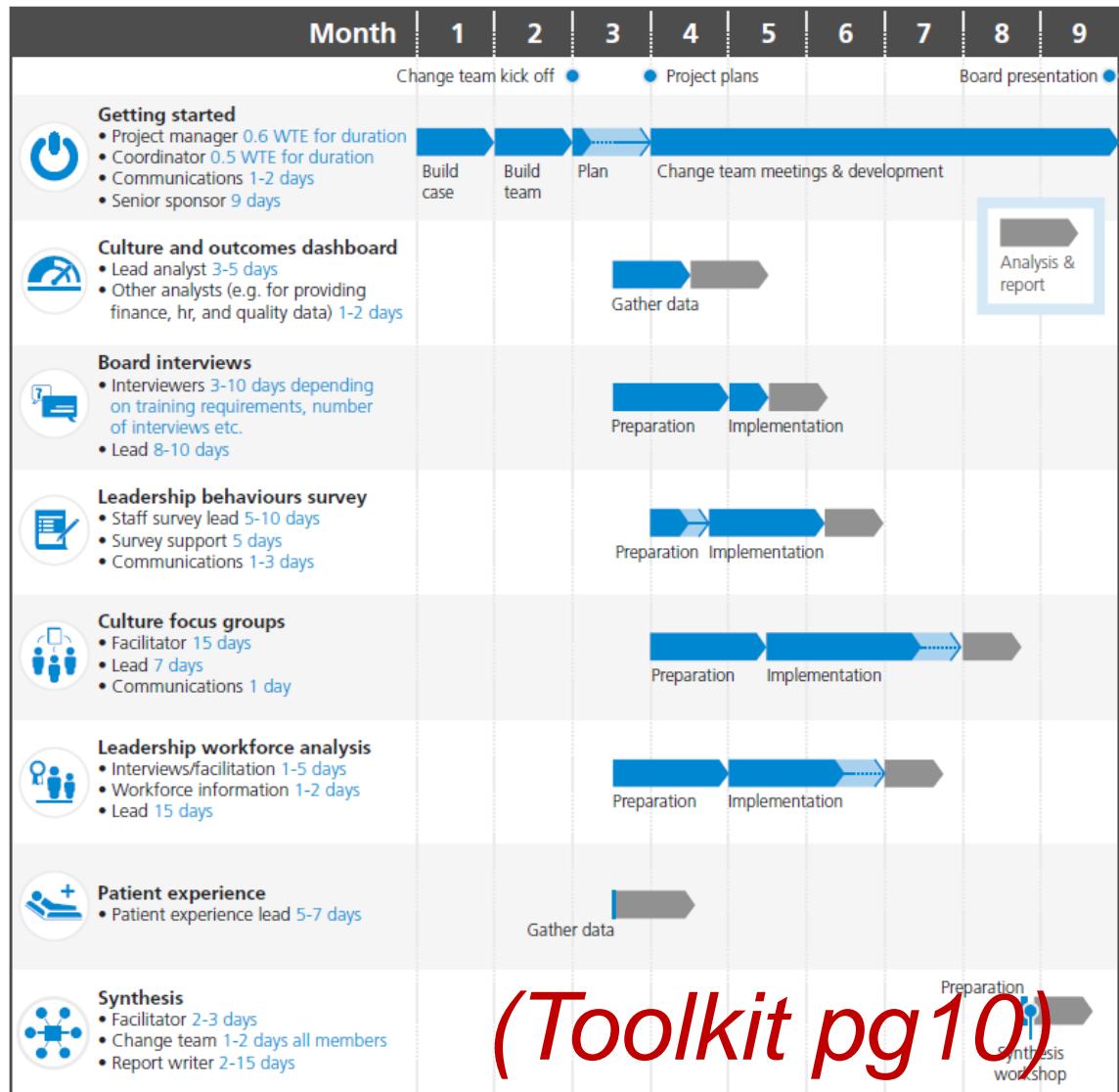
Example phase 1 plan for a trust

NHS

Improvement



	Culture & outcomes dashboard High level understanding
	Board interviews The Board's approach to supporting effective organisational cultures
	Leadership behaviours survey Staff and stakeholder views on behaviours of organisation's staff and leaders as a whole
	Culture focus groups Individuals' experience of current organisational culture
	Leadership workforce analysis The organisation's needs on leadership workforce capacity
	Patient experience



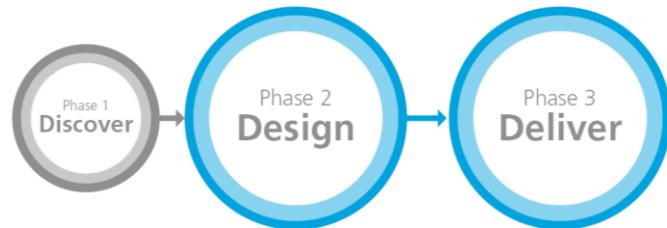
(Toolkit pg10)

Areas that can be addressed in phases 2 and 3

NHS

Improvement

In phases 2 and 3 we will be developing resources that support providers to address findings from phase 1.



These will cover at least the areas shown below.

1. Vision and values

- Communications, listening
- Leadership development
- Patient/service user involvement and stakeholder engagement
- Values-based recruitment

2. Goals and performance

- Performance management
- Information/knowledge management
- Business planning, organisation development
- Management training

3. Support and compassion

- Reduced hierarchy/command and control
- Communications strategy
- Engagement strategy
- Health and wellbeing strategy

4. Learning and innovation

- Quality improvement systems, support systems for innovation and QI
- QI training
- Empowering and enabling staff
- Quality strategy
- Leadership training

5. Teamwork

- Board Development
- Team assessments
- Team based working, inter team working
- Reduced layers of hierarchy
- Leadership coaching for team leaders



Our first community event on 11 July 2016 was attended by over 50 people from trusts across the country, as well as a number of the national bodies.

We're excited about holding the next one on November 24th...



Get involved!



Our community is growing and we are always looking for more people to join us...



If you would like to get involved,
please contact: nhsim.culture@nhs.net

The screenshot shows the homepage of the NHS Improvement - Culture Community. At the top, there's a green cartoon character with a speech bubble saying "Version 3 is all new for 2016!". Below the header, the title "NHS Improvement - Culture Community" is displayed, followed by a subtitle: "A space to share practice, resources and experiences about working on culture and leadership in our organisations - humbly hosted by NHS Improvement's Development Team". A navigation bar at the top has several user icons and the text "...".

The main area features three main sections: "Campfire", "Message Board", and "Docs & Files".

- Campfire:** Shows a post from Kiran Chauhan at 2:35 PM on 13 Aug 20, with 22 likes and 21 comments. The comment reads: "Hi all I'm back from hols and looking forward to November. We have a small tea time messa..."
- Message Board:** Shows a post from Kiran Chauhan at 9:20am on 13 Aug 20, with 11 likes and 18 comments. The comment reads: "Almost there... The phase 1 resources will be shared st..."
- Docs & Files:** Shows a section titled "Sharing st..." with two document icons.

At the bottom, there's a "Schedule" section showing a "Community event" on Nov 24.

Stay up to date at:

<https://improvement.nhs.uk/resources/culture-and-leadership/>

<http://www.kingsfund.org.uk/projects/changing-culture-collective-leadership>

Question Time



Next steps

- Receive feedback on current iteration of tools and update
- Continue to work with pilot trusts on phase 2 and publish the resulting resources
- Explore opportunities for working with other NHS organisations on a system basis
- Continue to nurture the community of practice

For more information and to get involved contact:

NHSI.culture@nhs.net