

BOARD PAPER - NHS ENGLAND

Title: A single patient focus for NHS England: developing and embedding our vision and purpose .

Clearance: Tim Kelsey, National Director for Patients and Information.

Purpose of Paper:

- To inform the Board of the conversation with 500 staff to develop our vision, purpose and emerging behaviours.
- To share the outputs of that collective conversation.
- To outline the next steps to embed our vision, purpose, values and behaviours across NHS England.

Key Issues and Recommendations:

- The creation of a single patient focus in NHS England requires commitment from the whole organisation.
- Being a successful organisation is about how we behave as much as it is about what we do.

Actions Required by Board Members:

- To note the conversation to date with 500 staff to develop our vision and purpose.
- To note the statements and commitments set out in *A Guide to our vision, purpose and behaviours*.
- To note and agree the proposed next steps to embed our vision and purpose across NHS England.

A single patient focus for NHS England: developing and embedding our vision and purpose

Introduction

1. We are committed to putting patients first in all that we do. An important element in achieving this is creating a single patient focus across the whole organisation, aligning what we say with what we do and how we behave and uniting our staff behind a common vision and purpose.
2. As a new organisation in a new operating environment, it is important that everyone feels able to describe who we are and what we do and it is important that we do this consistently across the country so that patients and the public we serve may hold us to account.
3. Building on observations made in the Organisational Development (OD) strategy, the evidence shows that the most successful organisations build a shared sense of purpose with their staff, so it has been vital to co-produce our vision and purpose with staff, to promote shared understanding and engagement. This developmental process was as important as its products.
4. This paper is in two parts, setting out firstly, co-production with staff to date and secondly, proposed next steps to embed our vision, purpose and values across the organisation.

Co-producing our vision and purpose

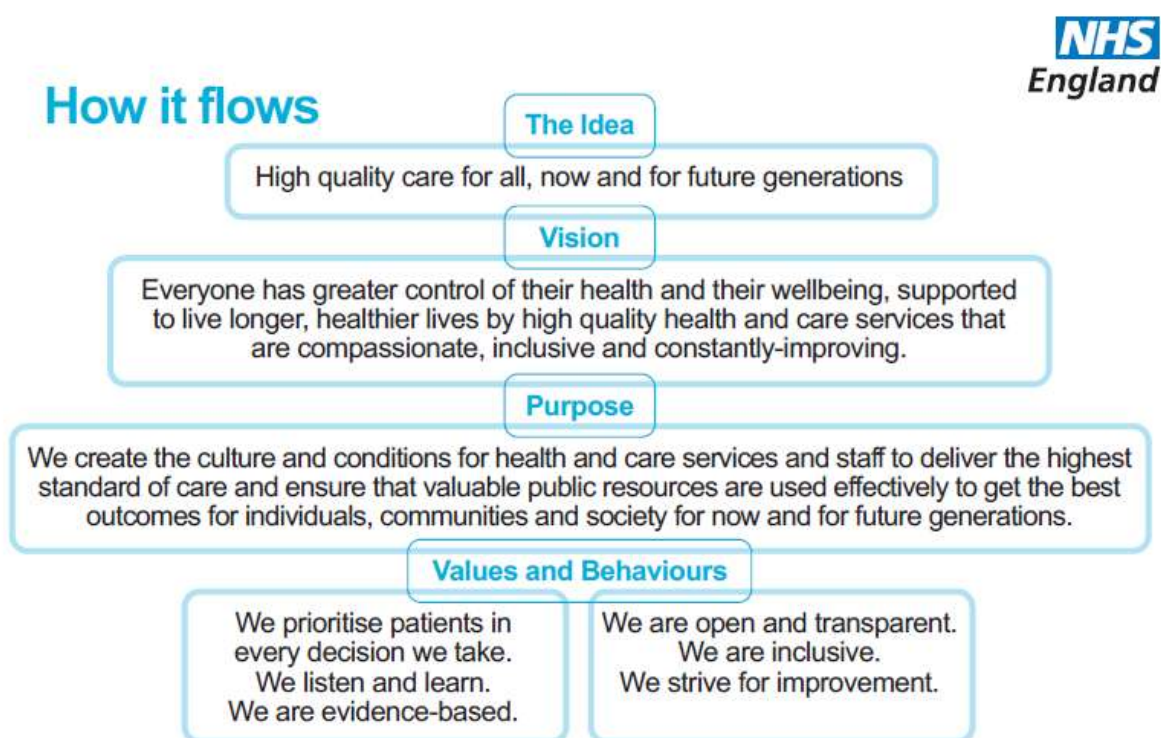
5. The co-production of our vision and purpose ran from November 2012 to April 2013. Staff in the organisation during its establishment phase were invited to participate and around 500 people contributed via depth sessions, workshops and online crowdsourcing. 14 face to face events were held across the country with participants from area and region teams and the national support centre.
6. The insight and outputs from the workshops and leadership sessions were distilled into a draft set of statements, which were shared online to give everyone the opportunity to provide their feedback and views. 96 people responded in detail to the online engagement – 75% from area teams, 12% from regional teams and 8% from the national support centre.

Insight and outputs

7. The participation process provided rich insight into the ambitions and aspirations of our staff for NHS England. Overall, the most recurrent themes from the online engagement were:
 - Staff consider NHS England to be the **guardian** of the NHS
 - But it must be an NHS that **transforms to improve quality**

- The NHS must become **sustainable**
- We are **responsible for the NHS budget** – there was a definite consciousness of our role in allocating financial resources, whether to CCGs or through our own commissioning
- **Compassionate care, openness and transparency and tackling inequalities** were all considered very important
- Respondents were conscious that they are **responsible to individuals, communities and society as a whole**
- There needs to be a **focus on improving services as well as** focusing on the **outcomes for individuals.**

8. Following a review of possible structures for organisational vision and purpose statements, the following framework has been adopted for NHS England:



9. Our vision and purpose flow from the single idea that we exist to ensure high quality care for all, now and for future generations. The vision sets out our ambition for patients and citizens and our purpose sets out the contribution that NHS England makes to realising that vision.
10. Being clear about the behaviours we commit to as an organisation will support us to become an employer of choice and help to ensure that whenever anyone engages with NHS England, they have a consistent, positive experience of us.
11. Individual, team and corporate behaviours are business critical. They will be integral to the way we operate and adopting them in these early days of our establishment will be a key part of creating the culture and conditions for NHS England to be a successful organisation with empowered and engaged staff.

12. Our vision and purpose have been shared with staff in the attached publication '*NHS England: A guide to our vision and purpose*', which is the first product developed to promote shared understanding across the organisation. This was used in many of the first staff and team briefings in April and sets out how vision and purpose connect to values and behaviours and to our responsibilities as an organisation. We are now in the process of inviting further feedback on this from staff via the intranet.

Embedding our vision, purpose and behaviours across NHS England

13. Successfully embedding our vision, purpose and values in to all that we do and immediately supporting NHS England to live its six behaviours requires a commitment from everyone: individually, as teams, as directorates and as an organisation of 6500 people working in a matrix.
14. To support this, we will develop a range of tools, interventions and products that will enable everyone to consider their work and ways of working through a 'values lens' and demonstrate how our values are built in to planning and decision-making.
15. We will develop:
- Simple tools to help staff think about what they do, how they work, and how this contributes to our vision and purpose
 - Tools to help teams plan, approach and deliver their work in a way that clearly reflects our values and contributes to our vision and purpose
 - Support for the organisation – so that corporate level activity is guided by the same values and behaviours that we look for in our staff
16. The immediate deliverables are summarised in the table below:

| | |
|---------------------|---|
| For everyone | <p>A staff knowledge centre built around a vision and values hub.</p> <p>Static intranets are a thing of the past. Empowered and engaged staff must be able to connect quickly to each other and to the insight and information they need to do their jobs effectively.</p> <p>To be a listening and learning organisation we must share ideas and information and promote matrix working. A staff knowledge centre will support us to achieve this, adapting many principles from social media. It will personalise content to individual staff profiles, it will be fluid and interactive, bringing people together based on their interests and the information they need.</p> <p>At its heart will be a vision and values hub. This dedicated space will connect staff to our vision, purpose, values and way of working. It will be a bank of personal commitments and case studies, clear and inspiring examples of what good looks like; vox pops, short films and guest blogs, bringing a range of voices and perspectives about what our values mean to different staff right across the organisation. On the hub will be a values lens tool supporting staff to plan and check how their work and their personal approach fits with our values and</p> |
|---------------------|---|

| | |
|------------------------|---|
| | <p>behaviours.</p> <p>We will launch a vision and values app that staff can download via their digital devices. It will provide instant on the go access to content from the vision and values hub, as well as allowing users to upload their own content in real time.</p> |
| For teams | <p>The values lens tool will be adapted to help teams plan, approach and evidence how effectively their way of working and programmes of work, incorporate the values and six core behaviours.</p> <p>We will design vision and purpose workshops sessions for larger numbers of people to walk through our vision, purpose and behaviours to help them reflect, plan and embed these in to their work.</p> <p>We will build case studies highlighting what good looks like, sharing insights around the organisation, profiling the work of teams and celebrating excellence. They will be published on the values hub and feature in face to face staff briefings.</p> |
| For NHS England | <p>We will support the senior leadership team to provide visible leadership and to ensure that they have the products they need to weave our values through all that they do.</p> <p>We will develop a vision and purpose scorecard for NHS England so that we can measure ourselves against the commitments we make. This will include the staff barometer, staff survey and feedback from external partners and stakeholders.</p> <p>We will develop a values identifier to go at the front of each of our key publications, setting out how the content of that publication is in line with our values and helps us to achieve our vision.</p> <p>We will work with the estates team to develop materials and resources so that our buildings and spaces reflect our values and support staff to connect to our purpose.</p> |

Interconnections

17. These are the products that we will develop, but creating a single patient focus is everyone's responsibility. Work is already progressing with the HR and OD teams to ensure that our vision, purpose, values and behaviours flow throughout the organisation during this establishment phase.
18. The emerging behaviours have been incorporated in to the one day 'LaunchPad' sessions. They are also being integrated in to the performance and development review process approach and policy, where they will be a core element of that review process for individuals and teams.
19. To date, this has been a staff-facing development programme, but moving forward we will engage with our external partners and stakeholders as part of the way that we measure ourselves against our values and behaviours. The organisation will also develop its channels for the public and patients to

feedback about their experience of NHS England, which will feed through to the values scorecard.

Issues

20. This was an ambitious work programme during the set up phase of the organisation and it is important that we continue to co-produce and 'test' its resonance with all of our staff as part of wider organisational development activity.
21. It has been challenging to connect all of our staff to this process. However, we have made use of face-to-face channels, directorate and regional team cascades, corporate internal communications and digital opportunities to achieve broad participation and contribution.

Conclusion

22. The Board are asked to:
 - Note the conversation to date with 500 staff to develop our vision and purpose.
 - Note the statements and commitments set out in *A Guide to our vision, purpose and behaviours*.
 - Note and agree the proposed next steps to embed our vision and purpose across NHS England.

Tim Kelsey

National Director for patients and information

April 2013



NHS England

A guide to our vision and purpose

“High quality care for all, now and for future generations.”

A guide to our vision and purpose

This slide deck sets out how we talk about ourselves and how we will work together to maintain a clear sense of purpose. Use it to walk through our vision, purpose and emerging behaviours, as well as some important commitments we are making to our staff.

| | | | |
|--------------------------------------|---|---|----|
| How it flows | 4 | This is our vision and purpose | 10 |
| The idea | 5 | Our values | 15 |
| What is a vision and purpose? | 8 | Bringing our vision and purpose to life | 17 |
| Why do we need a vision and purpose? | 9 | For us, everyone counts | 24 |

“High quality care
for all, now and for
future generations”

How it flows

The Idea

High quality care for all, now and for future generations

Vision

Everyone has greater control of their health and their wellbeing, supported to live longer, healthier lives by high quality health and care services that are compassionate, inclusive and constantly-improving.

Purpose

We create the culture and conditions for health and care services and staff to deliver the highest standard of care and ensure that valuable public resources are used effectively to get the best outcomes for individuals, communities and society for now and for future generations.

Values and Behaviours

We prioritise patients in every decision we take.
We listen and learn.
We are evidence-based.

We are open and transparent.
We are inclusive.
We strive for improvement.

“The idea”

The idea

High quality care for all, now and for future generations.

The idea

High quality care for all, now and for future generations.

We have a single, common definition of high quality care: it is safe, effective and a positive patient experience

We are committed to ensuring our resources secure a sustainable NHS

What is a vision and purpose?

Our vision sets out our ambition for the future, to guide us and inspire us in all that we do.

Our purpose sets out why we exist and the contribution our organisation makes to achieving our vision.

Why do we need a vision and purpose for NHS England?

We are a new organisation

We are 6,500 people in new roles, in national, regional and local offices across England.

We must be consistent

We must be consistent in how we describe our role and the difference we will make for patients so that the public we serve may hold us to account.

**“This is
our vision
and purpose”**

Our vision

Everyone has greater control of their health and their wellbeing, supported to live longer, healthier lives by **high quality** health and care services that are compassionate, **inclusive** and **constantly-improving**.

Our vision

We work to improve the lives of individuals, local communities and the population as a whole

Everyone has greater control of their health and their wellbeing, supported to live longer, healthier lives by **high quality** health and care services that are compassionate, **inclusive** and **constantly-improving**.

We have a single, common definition of high quality care: it is safe, effective and a positive patient experience

We tackle inequalities, we listen, we are open and transparent and we work with patients, the public and partners to get the best outcomes

We are committed to a dynamic and innovative NHS

Our purpose

We create the culture and **conditions** for health and care services and staff to deliver the highest standard of care and ensure that valuable public **resources** are used effectively to get the best outcomes for individuals, communities and society for **now and for future** generations.

“High quality care for all, now and for future generations”

Our purpose

Including: a world-class customer focus;
openness and transparency; genuine patient
and public participation; empowering clinical leaders;
evidence-based decision making; promoting innovation;
working in partnership

We create the culture and **conditions** for health and care services and staff to deliver the highest standard of care and ensure that valuable public **resources** are used effectively to get the best outcomes for individuals, communities and society for **now and for future** generations.

Not only money,
but our people,
our knowledge
and skills

We are committed
to ensuring our resources
secure a sustainable NHS

“ People are
at the heart of
everything we do ”

Our values

The values enshrined in the NHS Constitution underpin all that we do:

Respect and dignity

Improving lives

**Commitment to
the quality of care**

**Working together
for patients**

Compassion

Everyone counts

“Bringing our
vision and
purpose to life”

Our behaviours: leading by example

We prioritise patients in every decision we take:

Everything we do is directly connected to our purpose of improving outcomes - not a process, not an organisation, not a profession - but the people who are at the heart of all that we do.

We listen and learn: We believe everybody has good ideas and has the right to be listened to carefully and thoughtfully. We respect and support each other, building trust and empowering one another and staff across the NHS, to achieve the highest standards.

Our behaviours: leading by example

We are evidence-based: We listen to the people and communities we serve, we look at insight and evidence and we measure our outcomes, so that our decisions are objective and we understand their impact.

We are open and transparent: We are accountable and we take individual and collective responsibility for our actions. We act with integrity and we are transparent about the decisions we make, the way we operate and the impact we have.

Our behaviours: leading by example

We are inclusive: We work in partnership with patients, clinicians in the NHS, the public and our partners because we get the very best outcomes when we work together with common purpose.

We strive for improvement: We believe we can always do better for patients and will challenge and seek challenge. We share ideas and knowledge and take risks because we believe in innovation and learn from our mistakes.

Our objectives: the scorecard

These are our objectives against which we will hold ourselves to account

- 1 Improving patient satisfaction
- 2 Improving staff satisfaction
- 3 Preventing people from dying prematurely
- 4 Enhancing quality of life for people with long term conditions
- 5 Helping people to recover from episodes of ill health or following injury
- 6 Ensuring people have a positive experience of care
- 7 Treating and caring for people in a safe environment; and protecting them from avoidable harm
- 8 Promoting equality and reducing inequalities in health outcomes
- 9 Enabling more people to know their NHS Constitution rights and pledges
- 10 Becoming an excellent organisation
- 11 Ensuring quality financial management

“Our key measures of success will be satisfied patients and staff who feel positive about their work.”

How we operate: responsibilities

We allocate £60bn to clinical commissioners, supporting, developing and assuring the commissioning system

We directly commission £25bn of health services, including primary care, some public health services and specialised health services

We plan for civil emergencies and make sure the NHS is resilient

We work in partnership for quality

We lead strategy, research and innovation for outcomes and growth

We empower clinical and professional leadership at every level of the NHS

We promote a world class customer service through better information, transparency and participation

We develop commissioning support to make it the best it can be

How it fits together



“For us,
everyone counts”

Our commitment to staff

We are committed to our staff, we will:

- Involve all of our staff in the development of our organisation, starting with one-day events called LaunchPad.
- Give every member of staff protected development time of five days a year to volunteer in a health or care organisation.
- Develop a “staff barometer”, a monthly staff survey that will ask questions about whether staff feel their work is making a positive difference to the NHS and the organisation. The first survey will be 1 May and the results will be published for all to see, in line with our commitment to openness and transparency.
- Put mechanisms in place to listen, understand and respond effectively to what staff tell us.

Call to action

Think about how your role connects to our core purpose of improving outcomes:

“We create the culture and conditions for health and care services and staff to deliver the highest standards of care. My contribution is to...”

Call to action



Put our commitment in your email signature
“**High quality care for all, now and for future generations.**”



Register for the intranet
<http://intranet.england.nhs.uk>



Provide feedback on our vision, purpose
and emerging behaviours via our online survey
<http://www.engage.england.nhs.uk>



Register to attend LaunchPad events
on the intranet

NHS England

Our name conveys our role, scope and ambitions

We must bring about change in every part of the NHS to continuously improve quality. Our name reflects our core purpose and makes it easier for us to connect with patients and the public.

Thank you

We had conversations with 500 members of staff to shape our vision, purpose and emerging behaviours. They participated in workshops and shared views online via our engagement platform.

This is what they told us...

“We exist at the heart of the NHS.”

“We must make sure that the NHS delivers the best it can - for individuals, their families, communities and the nation that funds it.”

“Our role is to improve health outcomes”

“I think our role is to safeguard the NHS and its constitution.”

“Let’s be an exemplar, let’s improve NHS services and become the best in the world.”

“Let’s be open and honest, with patients and the public and with each other.”

“Staff make a vital contribution.”

“I want to work hard for an organisation that will recognise and acknowledge my efforts.”

“We don’t have all the answers, we must listen, share and work in partnership.”

“A healthy and happy workforce feels valued and is more likely to succeed.”

“We need to express our purpose in a way that makes it alive and meaningful”

“Let’s recognise that things aren’t perfect, change is challenging but it will deliver improvements.”

“I want to see compassion reflected in our purpose”

“Part of our role is to lead, to inspire culture change and to work with patients and the public as equal partners.”

The NHS belongs to the people.

It is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and, when we cannot fully recover, to stay as well as we can to the end of our lives. It works at the limits of science - bringing the highest levels of human knowledge and skill to save lives and improve health. It touches our lives at the times of basic human need, when care and compassion are what matter most.

Source, NHS Constitution

“High quality care for all, now and for future generations.”