

**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**

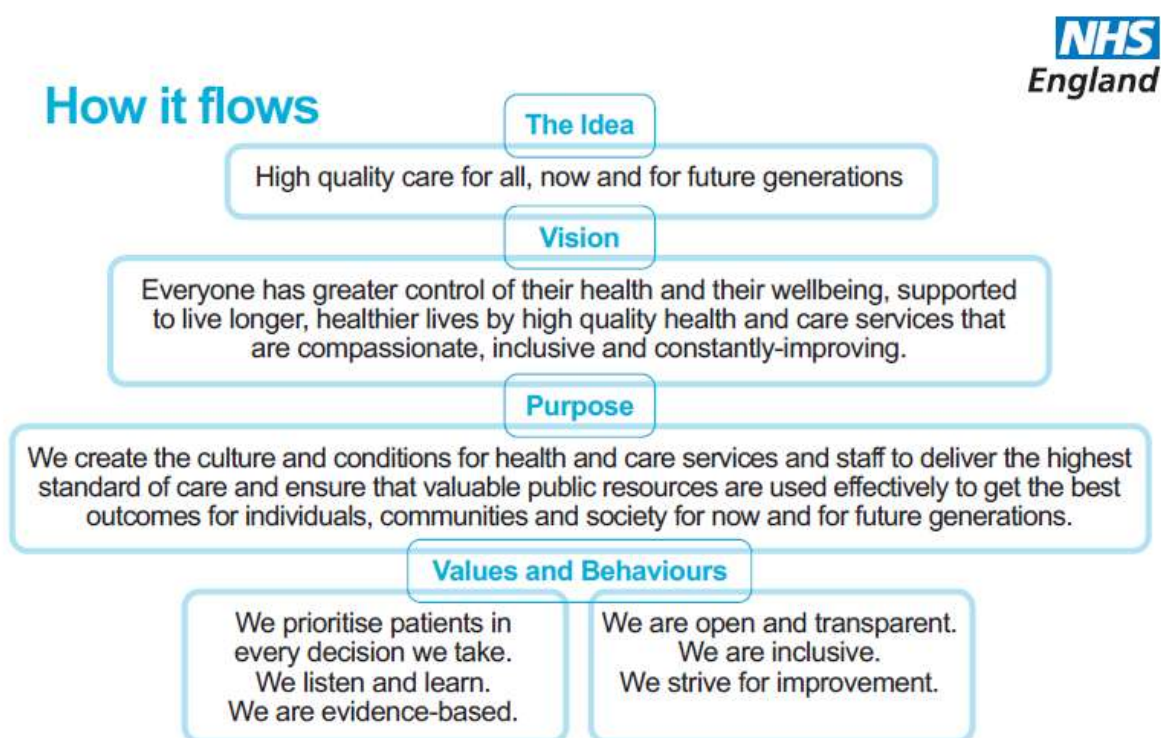
5. The co-production of our vision and purpose ran from November 2012 to April 2013. Staff in the organisation during its establishment phase were invited to participate and around 500 people contributed via depth sessions, workshops and online crowdsourcing. 14 face to face events were held across the 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:

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|---------------------|---|
| <b>For everyone</b> | <p><b>A staff knowledge centre</b> 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 <b>vision and values hub</b>. 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 <b>values lens tool</b> supporting staff to plan and check how their work and their personal approach fits with our values and</p> |
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|                        | <p>behaviours.</p> <p>We will launch a <b>vision and values app</b> 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>  |
| <b>For teams</b>       | <p>The <b>values lens tool</b> 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 <b>vision and purpose workshops sessions</b> 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 <b>case studies</b> 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>   |
| <b>For NHS England</b> | <p>We will support the <b>senior leadership</b> 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 <b>vision and purpose scorecard</b> 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 <b>values identifier</b> 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 <b>materials and resources</b> 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**

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**April 2013**





































































