



# Getting Started

Phase 1: Discover

Culture and leadership programme

TheKingsFund

collaboration trust respect innovation courage compassion

We support providers to give patients safe, high quality, compassionate care within local health systems that are financially sustainable.

# Getting started

If you are starting to consider undertaking work to change your culture, this guide is for you. It is a condensed version of the 'getting started' section of the Phase 1 toolkit of the NHSI Improvement Culture and Leadership programme.

It summarises the key actions you should take at the outset as you seek to develop a strategy for collective leadership, including:

- Building the case and identifying the purpose of your collective leadership strategy
- Building the team and planning how they work together
- Planning the programme
- The guide also contains advice from our pilot trusts that have already been through the phase one stage.

The full Phase 1 toolkit of the NHS Improvement Culture and Leadership programme can be found online here <https://improvement.nhs.uk/resources/culture-and-leadership/>

## Community of practice

As you consider your own culture and leadership programme, we would suggest that you join our self-sustaining community of practice, where NHS professionals from across the country share best practice and learn from each other's experience.

Email us at [nhsi.culture@nhs.net](mailto:nhsi.culture@nhs.net) to join.

# Getting started checklist

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Build your case

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Identify your purpose

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Create your change team

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Setting objectives and style of working

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Developing your change team

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# Build your case

It is important to get the support of senior leaders in your organisation at the outset, because they will be able to ensure that you have access to the resources and cross organisation co-operation that you require.

Your pitch to your board should include the following elements:

- What we mean by culture and collective leadership
- Why culture is important
- What the programme is and how it could benefit your trust
- How the programme could work
- How they could support it

Our phase 1 toolkit includes a presentation, that you can modify, that includes all these elements.

The toolkit also highlights how people involved in the pilots went about building their case, including insights into how they had executive and board sponsorship.

# Identify your purpose

Your collective leadership strategy will answer this question:

**“How do we ensure that we have the leadership now and in the future that will nurture cultures which deliver high quality, continuously improving, compassionate and inclusive care.”**

However what is in your strategy will be specific to the circumstances of your organisation.

Before starting the diagnostics it is important you clarify, how the programme can help your organisation’s business plan and how it fits with your existing work. We recommend you take the time to:

- review your business plan/organisational strategy to identify the drivers or objectives, and their implications for your strategy.
- understand your organisations current and historical circumstances - particularly anything with significant impact on its culture
- identify any other initiatives or work taking place across your organisation that your culture and leadership programme will need to interact with.

# Create your change team

Your change team should champion the collective leadership approach and involve people across your organisation. Our top change team tips:

- have a mix of skills, including operational 'doers', influencers and administrative support
- include clinicians on your change team. Some organisations also included patients
- ideal size is around 10–15 people, from different areas, occupational groups, seniorities and demographics
- ensure everyone in the change team gets the support they need to protect time for this work.

All team members should:

- disseminate learning and influencing in the organisation
- commit to exploring the ideas and assumptions about the organisations culture
- be committed to this work and to involving others
- be resourceful and dynamic
- use this work to support personal and professional development

# Setting objectives and style of working

It is important at the first meeting of your change team to determine the objectives of the team and your project, as well as how you work together.

This should all be aligned with the purpose you have identified.

The three important areas you should cover at this stage are:

- **objectives:** these should define vision and purpose, be challenging (including monthly targets), model collective leadership, promote the project, include producing a summary of the outcomes of the discovery process, and plan for the design and delivery phases
- **working together:** How will you work together as a team? How often will you meet, who does what, how will you share information and what are your activities and timelines?
- **key activities:** Agree how to implement the diagnostics and what to do, process the quantitative and qualitative information gathered, communicate/engage with the wider organisation.



# Developing your change team

The change team are vital ambassadors and champions for your culture and leadership programme. Our toolkit provides you with tools to develop them, including:

- a leadership behaviours reflection questionnaire
- a team working assessment
- advice on how to train them to handle sensitive confidential data.

## Other things to consider

The start of your culture and leadership programme is also an important time to consider:

- how to make best use of project planning experience within your change team
- the capacity you will need and a plan make best use of it
- your governance structure
- your communications and engagement strategy
- planning evaluation - how do you assess the impact of your work.

Our culture toolkit has information and advice on all these areas.

# Advice from those that have done it!

We worked closely with three trusts on phase 1 as we designed our toolkit. At the end we asked them what advice they would give other trusts doing this work:

## **Make sure you organise your resources effectively, and early**

Our pilot providers emphasised the importance of ensuring you had the right change team in place, and a clear plan for resource allocation, early in the process. This is vital.

## **Look for early successes that will make an impact**

They also felt that building momentum is key. Look for things you can do to demonstrate early success and use those to develop that sense of success.

## **Get board and senior level buy in, early**

Providers tell us that a culture and leadership programme simply won't work without this. Make developing a strategy to ensure support at board and executive level a key early priority.

## **Don't do it in isolation - join - with others**

Our pilot trusts said learning from others was invaluable. For further advice from our pilot trusts join our community of practice by emailing [nhsi.culture@nhs.net](mailto:nhsi.culture@nhs.net) and hear from other NHS providers interested in culture.

# About the programme

NHS Improvement, the Center for Creative Leadership and the King's Fund are working on a two-year programme to help trusts (foundation trusts and NHS trusts) to develop cultures that enable and sustain continuously improving, safe, high quality, compassionate care.

Compassionate and inclusive leadership is the key to creating cultures that will give NHS staff the freedom and confidence to act in the interests of patients, and will lead to sustainable clinical, operational and financial performance. It will help to continually improve and redesign services and support organisations to develop the environments necessary to enable the new care models envisaged in the Five Year Forward View to grow.

The programme will provide practical support to help trusts diagnose their cultural issues, develop collective leadership strategies to address them and implement any necessary changes. The programme will take place in three phases (diagnose/design/implement) over a two year period.

We will explore and link to existing resources and programmes of work, for example the implementation of the Carter review. Where they add value we will build this into the programme.

To ensure the programme has lasting value for trusts we are working with three pilot NHS trusts that will help develop, design and test all aspects of the support.

The pilot trusts are:

- Central Manchester University Hospital NHS Foundation Trust
- East London NHS Foundation Trust
- Northumbria Healthcare NHS Foundation Trust.

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