



Diagnostics

Phase 1: Discover

Culture and leadership programme

TheKingsFund

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

Diagnostics

Phase 1 contains **six tools** (starting on page 36 of the full resource), which will help you:

- define the vision, purpose and mission of the culture programme in your organisation
- diagnose your current culture using existing data, the perceptions and knowledge of your board, staff and stakeholders,
- get a better understanding of your workforce.

By the end of this phase you will have gathered information on culture, leadership behaviours and workforce capacity. You will then be ready to share your findings with your organisation, so that you can agree on the right areas to target in your compassionate and inclusive leadership strategy.

The programme is not prescriptive but we recommend you:

- use all six diagnostic tools
- use them across your whole organisation for best effect
- adapt them according to what would work best for your organisation

Community of practice

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

Email us at nhsi.culture@nhs.net to join.

Diagnostic tool 1 : Culture and outcomes dashboard

This tool provides a platform to investigate and present the wealth of data about patient experience and outcomes in your organisation, and the extent to which it exhibits the five key cultural elements usually present in high quality care. Those elements are:

- vision and values
- team work
- goals and performance
- support and compassion
- learning and innovation

This data is either already published nationally or collected by your trust – the tool offers a way to present the findings in a dashboard that brings the information to life. This can give you a new way of understanding the high level picture of your organisation’s culture and related outcomes.

Use this tool as a **snapshot to support development** rather than as a performance dashboard for your board. It can also provide a baseline for evaluating the impact of the programme over time.

The tool recommends some indicators to get you started that draw heavily on the NHS Staff Survey. The dashboard should be used as an improvement tool and enable you to identify and prioritise areas you can work on to make your culture and outcomes better.

Links in the main document (page 55) will take you to:

- a report template that shows how the results from the culture and outcomes dashboard could be presented to the board and senior leaders
- dashboard templates that pull together the indicators in one document.

Diagnostic 2: Board interviews

This diagnostic tool is a set of 14 interview questions for use with board members. It is designed to get your board to share their personal perspectives of the performance and behaviour of the board as a whole, and to reflect on their role in creating and supporting a culture of compassionate and inclusive leadership.

It will give you new insight into how the board perceives culture. Findings can also be shared with developmental reviews of leadership and governance, using the well-led framework.

The process requires everyone to approach the interviews in an open and confidential manner. The value of the interviews comes from board members talking openly about their organisations. The questions address:

- the board's perception of organisation culture and performance
- the board's perception of its own culture and performance
- how the board assures itself about culture and performance.

Given the influence of the board over organisation culture, we suggest face-to-face interviews rather than an electronic survey. We also suggest using internal staff as interviewers to demonstrate compassionate and inclusive leadership, improve staff engagement and develop skills.

Links in the main document (page 63) will take you to:

- interview record sheets
- key messages (prompts for interviewers to use with board members)
- report templates
- feedback forms
- interview training resources
- tips for analysing the data.

Diagnostic 3: Leadership behaviour surveys

This tool consists of two online questionnaires available via NHS Improvement's survey subscription to SurveyMonkey. One is for staff to complete and the other is for partners in external organisations. Feedback from partner organisations is important for identifying potential strengths in working across organisational boundaries.

The questionnaires ask people to think about their own behaviour as well as those of their leaders. In this way they immediately encourage people to think about desirable behaviours and make changes.

The results will tell you about:

- the leadership strengths of individuals at all levels of the trust
- the leadership strengths of the trusts overall leadership.

To roll out the survey using NHS Improvement's subscription, contact NHSI.culture@nhs.net where you'll be directed and helped through the steps you need to take.

This tool also includes useful information about how to reach all staff groups, and achieve a good response rate.

Links in the main toolkit (page 80) will take you to :

- an information governance and data processing agreement
- key examples of messages you can use to tell people about the surveys
- e-mail templates for use with staff and partners
- tips and a suggested process for analysing the qualitative data.

Diagnostic 4: Culture focus groups

Focus groups provide the chance to discuss culture and levels of compassionate and inclusive leadership in a safe space. They can also help to draw in people who might not yet recognise how their role affects patient care. The technique can also be used to ask patients their views. The tool can be used at any time in the process.

This section offers information about designing the approach, planning, arranging and facilitating your focus groups, as well as presenting the results.

The tool includes prompt questions, to help facilitators initiate discussions and ensure they get enough data about the five cultural elements to interpret the responses and conduct a qualitative analysis.

Links in the main document (page 98) will take you to:

- a consent form for participants
- key messages for facilitators to use with participants if discussing the culture and leadership programme and the culture focus group diagnostic
- a report template providing an example of how the data from the culture focus groups might be presented
- a form for participants and facilitators to record their feedback
- tips and a suggested process for analysing the qualitative data from the focus groups.

Diagnostic 5: Leadership workforce analysis

Your organisation will need leaders with the right skills and behaviours in key leadership roles over the next five to ten years, to support continuously improving, safe, high quality, compassionate care, and to deliver your business strategy. This diagnostic tool will help you undertake a talent review and gap analysis. You will be able to look at the workforce as a whole, to support compassionate and inclusive leadership by analysing whether you have:

- substantive leaders in post, rather than vacancies or interim post holders
- enough people with the skills, motivation and appropriate styles in the leadership pipeline.

It looks at workforce capacity, now and in future, in terms of the numbers, diversity and demographics, and the knowledge, skills and abilities of 'key leadership roles', and the wider workforce. It helps you identify which are the key roles and why, and also invites you to look at your policies and procedures to identify their strengths and weaknesses in terms of influencing the workforce.

You will need the input of your workforce information team to answer some of the questions relating to leadership workforce numbers.

Links in the main document (page 112) will take you to:

- questions on the current state of key leadership roles
- questions on the future state of key leadership roles
- a template to help you summarise the gaps between the current and future workforce

Culture and leadership programme

- questions on organisational design and workforce to help you consider the wider context of your organisation and its changing environment.
- questions about your policies and procedures covering, for example, recruitment and selection, succession-planning and performance management.

Diagnostic 6: Patient experience

Patients' views can help you understand the existing strengths of your organisation culture. This tool will help you use quantitative and qualitative patient experience to inform your understanding, and identify where you can improve.

You can use any **quantitative** patient experience data your trust collects to review our trust's scores. The toolkit provides a link to a template in which National Patient Survey questions are mapped to the cultural elements. It also suggests how to make sense of very large quantities of qualitative patient experience data, including free text comments, by theming it; for example by 'what we do to people' and 'what relationships we have with people'.

Qualitative data from patients free text comments are also very useful and should be utilised.

Links in the main document (page 122) will take you to

- a patient experience template
- tips and a suggested process for analysing the qualitative data from other sources
- a report template showing how the data from the patient experience culture diagnostic could be presented.

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 (NHS foundation trusts and NHS trusts) 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 encourage the new care models envisaged in the Five Year Forward View.

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

We will explore and link to existing resources and work programmes, 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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