

PHASE 2 **ANNEX B**

# Culture Programme Phase 2

Mapping current and  
future interventions against  
cultural elements

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*University Hospital of South Manchester and  
Central Manchester University Hospitals*



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Creative Leadership

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## Exercise: Change team workshop

This is a flow of activities that can be broken up into a series of workshops with the aim to cover the work necessary in the design phase. The first part of the work is to be done by the change team. Conclusions from the change team, including proposed future actions, are then put to stakeholders for review and approval before implementation.

### **Purpose of the exercise**

The purpose of the exercise was for the change team to:

- understand how organisation's current leadership and culture interventions foster (or hinder) leadership in each of the five cultural elements, and to map out what they need to do in future to develop the leadership and culture their organisation needs
- be clear about the purpose of their organisation's current interventions– in other words, which element they are targeting and what specific outcome an intervention is targeted to have (focusing on explicit key purpose)
- get an overview of what the organisation currently does, and what needs to be done in the organisation for each element in terms of regular activities, feedback loops and improvement activities
- understand the most important cultural elements to focus on in a strategic change to create a culture of collective leadership
- based on Phase 1: Discover, develop an overview of future practices that are in line with the organisation's leadership needs and overall strategy. This overview of future activities includes:
  - » maintaining existing interventions
  - » modifying existing interventions
  - » ceasing existing interventions
  - » initiating new interventions.

## Workshop output: example of current and future activity mapped against cultural element

### Vision and values

	Regular activities	Feedback activities	Improvement activities
<b>Current Practice</b>			
Activities within the organisation whose purpose is to align organisational activities with the values described in the NHS Constitution and/or whose purpose it is to raise staff awareness of the organisation's long-term vision and direction	<ul style="list-style-type: none"> <li>Weekly newsletter at CMFT – 'Wednesday weekly news' refers to key elements of the organisation's strategy explicitly, and values implicitly</li> <li>Biweekly brief at UHSM features key news about organisational priorities</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Staff survey results</li> <li>Pulse check information</li> <li>UHSM holds 'We're listening' events with two executives to discuss strategic events and demonstrate spirit of the values</li> </ul>	<ul style="list-style-type: none"> <li>Leadership programme includes development of local visions and case studies of change</li> <li>Induction for new starters refers to each organisation's vision/strategy</li> </ul>
<b>Future Practice</b>			
Activities whose purpose it is to align organisational practices to the defined priorities and focus areas of organisational values, and to raise staff awareness of the organisation's vision and direction of the organisation	<ul style="list-style-type: none"> <li>Strategic alignment of communications based on vision for new single hospital service</li> <li>Values-based recruitment, appraisal and transition</li> </ul>	<ul style="list-style-type: none"> <li>Staff survey results</li> <li>Integrated pulse check</li> <li>Team brief held in meetings with opportunity for discussion</li> </ul>	<ul style="list-style-type: none"> <li>Values-based and experiential leadership development</li> <li>Mindfulness exercises</li> </ul>

## Goals and Performance

	Regular activities	Feedback activities	Improvement activities
<b>Current Practice</b>			
Activities within the organisation whose purpose it is to support effective individual performance management	<ul style="list-style-type: none"> <li>• Appraisals, one-to-ones, supervision</li> <li>• CMFT electronic workforce information portal data/heat map of performance visible</li> <li>• Central intelligence</li> <li>• IT analytics</li> <li>• UHSM monthly diamond awards recognising performance and achievement</li> </ul>	<ul style="list-style-type: none"> <li>• Divisional performance reviews – monthly and executive reviews every six months at CMFT</li> <li>• Team meetings discussions</li> <li>• Individual 360 feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Performance management training – appraisal, goals and performance</li> <li>• Auditing clinical effectiveness days</li> <li>• Coaching skills particular focus for UHSM</li> </ul>
<b>Future Practice</b>			
Activities within the organisation that are key to support effective individual performance management	<ul style="list-style-type: none"> <li>• Integrated recognition scheme</li> <li>• Integrated appraisal with aggregated performance and development need information. (Will inform training needs analysis) Performance judgement made to reward and support staff</li> <li>• Team goals key part of annual business planning process</li> <li>• Increased access to information and data tools</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational performance ratings and benchmarks</li> <li>• Achievement of business plan</li> <li>• Reflexivity</li> </ul>	<ul style="list-style-type: none"> <li>• Reflexivity – review performance and plan improvements at team level</li> <li>• Management training and tools</li> <li>• Performance management training – appraisal, goals and performance against team/divisional/organisational priorities</li> </ul>

## Learning and Innovation

	Regular activities	Feedback activities	Improvement activities
<b>Current Practice</b>			
Activities that support the development and implementation of a culture of individual learning and organisational innovation	<ul style="list-style-type: none"> <li>• Quality improvement training via Advancing Quality Alliance (AQuA)</li> <li>• Six sigma/Lean training at UHSM</li> <li>• Prince2 at CMFT</li> <li>• Safer and Keep Me Safe campaigns at UHSM</li> <li>• Ideas/cost saving – innovation factor CMFT/TrustTech and UHSM lightbulbs</li> </ul>	<ul style="list-style-type: none"> <li>• Learning from critical incidents</li> <li>• Job rotation for nurses at UHSM</li> <li>• Transform Together shared learning events at CMFT</li> <li>• Divisional transformations leads network at CMFT</li> <li>• Healthcare Leadership Model 360 at UHSM</li> </ul>	<ul style="list-style-type: none"> <li>• Nursing conference at CMFT and Brilliant Basics course each quarter at CMFT</li> <li>• UHSM LEAD programme and LEAD managers induction</li> <li>• Culture collective/ corner</li> <li>• Equality and diversity forums eg LGBT, BAME</li> <li>• Perfect Week and Perfect Fortnight at UHSM and Perfect Week at CMFT</li> </ul>
<b>Future Practice</b>			
Activities that support the development and implementation of a culture of individual learning and organisational innovation	<ul style="list-style-type: none"> <li>• Expand quality improvement curriculum</li> <li>• Introduce Innovation curriculum</li> <li>• Leadership career path</li> <li>• Include individual learning/innovation in the trust's values and behaviours framework</li> <li>• Appraisals/personal development plans that focus on individual learning as well as training</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation return on investment case studies</li> <li>• Effective development/ education evaluation</li> <li>• Trust MDT innovation/ R&amp;D conferences</li> <li>• Reward for successful innovation?</li> <li>• Assessment of teams as learning organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation incubators</li> <li>• Team reflexivity</li> <li>• Organisation reflexivity</li> <li>• Embed quality improvement curriculum linked to organisational development</li> </ul>

## Support and Compassion

	Regular activities	Feedback activities	Improvement activities
<b>Current Practice</b>			
Activities for managers and colleagues to provide support and compassion to patients and colleagues	<ul style="list-style-type: none"> <li>Emotionally appealing communications to staff and patients</li> <li>Leader role modelling</li> <li>Reverse mentoring programme</li> <li>Defined leadership development to support career pathways</li> <li>Access to internal UHSM coaching pool for all staff</li> <li>Access to mentoring via Northwest mentoring scheme at UHSM</li> </ul>	<ul style="list-style-type: none"> <li>NHS Friends and Family Test</li> <li>Staff wellbeing data</li> <li>Reverse mentoring programme at CMFT for staff with protected characteristics – development for person being mentored and sharing experience of working at trust with protected characteristic with senior mentor</li> </ul>	<ul style="list-style-type: none"> <li>Bespoke teambuilding and team development (via UHSM bespoke OD request)</li> <li>development sessions</li> <li>Root cause analysis for hostile behaviour incidents</li> <li>Coaching network and training at UHSM to enable supported facilitation and development</li> </ul>
<b>Future Practice</b>			
Activities for managers and colleagues to provide support and compassion to patients and colleagues	<ul style="list-style-type: none"> <li>Improve team huddles and handovers</li> <li>Clinical supervision for staff</li> <li>Embedded line management supervision for all staff</li> <li>Protected characteristic-based leadership</li> </ul>	<ul style="list-style-type: none"> <li>Use of Friends and Family Test data</li> <li>Understand staff wellbeing data</li> <li>Co-creation of single hospital service values and behaviours</li> <li>Incorporate into exit interview process/data</li> </ul>	<ul style="list-style-type: none"> <li>Health and wellbeing strategy</li> <li>Clinical supervision training and access for staff</li> <li>Updated 'Living the values' training</li> <li>'What matters to me'/'Proud to care' programmes, or equivalent</li> </ul>

## Teamworking

	Regular activities	Feedback activities	Improvement activities
<b>Current Practice</b>			
Activities to establish effective team and inter-team working within the organisation	<ul style="list-style-type: none"> <li>• Team reflexivity</li> <li>• Team-based working</li> <li>• Team and event facilitation</li> <li>• Appraisal</li> <li>• Team huddles and handovers</li> <li>• Team meetings</li> <li>• Team/divisional newsletters</li> </ul>	<ul style="list-style-type: none"> <li>• Team performance assessments – Aston team performance inventory and real team profile, and action team questionnaires at CMFT and UHSM</li> <li>• Myers Briggs Type Indicator</li> </ul>	<ul style="list-style-type: none"> <li>• Team development proposals and interventions (via bespoke OD requests at UHSM adopting an MDT approach)</li> <li>• Team away days/ team time</li> </ul>
<b>Future Practice</b>			
Activities to establish effective team and inter-team working within the organisation	<ul style="list-style-type: none"> <li>• Team-based objectives</li> <li>• Inter-team objectives</li> <li>• Improve team reflexivity</li> <li>• Develop improved team-based working</li> <li>• Leadership network events</li> <li>• Team-based rewards and recognition</li> <li>• Cross-divisional/ hospital learning events</li> </ul>	<ul style="list-style-type: none"> <li>• Team trust assessments</li> <li>• Team-based working assessments</li> <li>• Team engagement sessions embedded</li> <li>• Team diagnostics and feedback included as standard requirement</li> <li>• intervention with any team that is underperforming</li> <li>• Shared learning by teams assessed and recognised as 'high performing'</li> </ul>	<ul style="list-style-type: none"> <li>• Abolish pseudo-teams</li> <li>• MDT development</li> <li>• Combined team development approach</li> <li>• Optimal team sizes 15 people</li> <li>• Inter-team project opportunities</li> <li>• Leaders developing leaders</li> <li>• Teamworking toolkit</li> </ul>