Tool 2.1: Interview record sheet

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| Part 1: General questions | |
| 1. What does the term ‘culture’ mean to you? |  |
| 2. What are the key elements of the current culture of your organisation? |  |

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| Part 2: Vision and values | |
| 3. What objectives does the board have for developing the organisation’s culture? |  |

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| Part 2: Vision and values | | | | | |
| 4a. To what extent do staff at all levels understand the vision of the organisation? | Not at all |  |  |  | To a great extent |
| 1 | 2 | 3 | 4 | 5 |
| 4b. Why have you given that score? How do leaders at all levels reinforce the vision? |  | | | | |
| 5a. To what extent do organisation values influence the board’s strategic decisions? | Not at all |  |  |  | To a great extent |
| 1 | 2 | 3 | 4 | 5 |
| 5b. How frequently and openly does the board use organisational values to influence their strategic decisions? |  | | | | |

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| Part 3: Goals and performance | | | | | | | | | |
| 6a. To what extent are staff managed effectively? (eg. clear objectives, helpful feedback on performance, manageable workloads, appropriate training, effective appraisals and opportunities to contribute to decisions that affect their work). | Not at all | |  |  | |  | | | To a great extent |
| 1 | 2 | | | 3 | | 4 | 5 | |
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| 6b. Why have you given this score? How does the board assure this? |

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| Part 4: Support and compassion | |
| 7. How is the board assuring itself that staff feel valued, have high levels of wellbeing, good work–life balance stress management and resilience? |  |

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| Part 4: Support and compassion | |
| 8. How does the board assure itself that the organisation is making progress in promoting diversity and inclusivity at all levels?  \*See also NHS Workforce Race Equality Standard guidance <https://www.england.nhs.uk/about/>gov/equality-hub/equality-standard/ |  |
| 9. How does the board include patients in its day-to-day business? |  |

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| Part 5: Learning and innovation | | | | | |
| 10a. To what extent are innovation, learning and improvement frequently and effectively fostered in the organisation? | Not at all |  |  |  | To a great extent |
| 1 | 2 | 3 | 4 | 5 |
| 10b. Why have you given this score? |  | | | | |

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| Part 6: Teamwork | | | | | | | | | |
| 11. Is there effective team, inter-team and cross-boundary working in the organisation and with other organisations? |  | | | | | | | | |
| 12a. To what extent does the whole board operate as an effective team with clear objectives, regular performance reviews and supportive team working? | Not at all |  | |  | |  | | To a great extent | |
| 1 | | 2 | | 3 | | 4 | | 5 |
| 12b. How does the board do this? |  | | | | | | | | |

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| Part 7: Other | | | | | | | | | | | | | |
| 13a. To what extent is there a culture of openness and transparency across the organisation and are all staff empowered to speak up when they see things going wrong? | | Not at all | | |  | | |  | | |  | | To a great extent |
| 1 | | 2 | | | 3 | | | 4 | | 5 | |
| 13b. Why have you given this score? How does the board assure itself of this? | |  | | | | | | | | | | | |
| 14a. To what extent does the organisation have appropriately skilled leaders at every level, committed to enabling compassionate and supportive leadership? | | Not at all | |  | | |  | | |  | | | | To a great extent | |
| 1 | | 2 | | | 3 | | | 4 | | | | 5 | |
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| 14b. Why have you given this score? | |  | | | | | | | | | | | | | |