Tool 3.2: Key messages

*These are examples of messages you can use, they are not intended as a ‘script’. You should modify them according to your needs.*

The culture and leadership programme

Our trust is running a programme on culture and leadership.

This programme aims to develop and implement strategies for collective leadership which result in cultures that **deliver high quality, continuously improving, compassionate care.**

This work should help improve the health and wellbeing of staff and lead to better health outcomes for patients.

We are currently in phase one of this programme – diagnosing our culture.

We are using resources developed by NHS Improvement, The King’s Fund and the Centre for Creative Leadership.

Definitions

**Culture:** An organisation’s culture can be defined as the values lived by its employees every day – these may not be the same as the stated values. The lived values can be seen by **‘the way we do things around here’.**

**Collective leadership:** Means a type of culture where staff at all levels are empowered as individuals and in teams to act to improve care within and across trusts - **‘leadership of all, by all and for all’**. This is in contrast to command and control cultures which are not conducive to achieving high quality care.

Purpose of the leadership behaviours surveys

The culture and leadership surveys focus on specific behaviours that are linked to collective leadership and high quality, continuously improving, safe and compassionate care.

They cover different information from the NHS staff survey.

*[Insert any key benefits for people in your trust: Why should they do this? What’s in it for them? What’s in it for your trust? How does it fit with your trust’s wider work?]*

Process of the board interviews

We are asking people at all levels and in all areas, regardless of their position or role, to take part in this survey.

It will take you 10 minutes to complete the survey and we will use your feedback to develop action plans for our collective leadership culture. We aim to publish these plans by *[date]*

For more information, please contact *[name/email]*.

Confidentiality

NHS Improvement will hold the data in accordance with the Data Protection Act 1998 and the NHS Confidentiality Code of Practice.

NHS Improvement will only share the results to the multiple choice questions in summary format. To help preserve anonymity they will not provide feedback to our trust on any group from which there are 10 or fewer responses.

NHS Improvement will share the optional written questions with us in full for us to improve our culture. We may use these in publications on culture.