Tool 2.2: Key messages

*These are prompts for interviewers to use with board members they are not intended as a ‘script’. You should modify them according to your needs.*

The culture and leadership programme

Our organisation is running a programme on culture and leadership.

This programme aims to develop and implement strategies for collective leadership which result in cultures that **continuously improving, safe, high quality, compassionate and inclusive 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 England and 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 organisations - **‘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 board interviews

These interviews are part of a wider set of diagnostics to help us understand the culture of our organisation – both strengths and areas for development.

*[As you know from the briefing sent by x/ held at the last board meeting]* this work is part of a *[duration]* project to ensure effective cultures in our organisation.

Your views are very valuable – the board has significant influence over an organisation and is in a strong position to develop and improve our culture, leadership and performance.

We will report back to you and other board members on the culture diagnostics by [date]. This will also include information from other diagnostics including staff surveys and focus groups.

Process of the board interviews

The interview consists of 16 questions and will take approximately one hour.

The questions cover your views on how the board assures six elements of high quality care cultures in our organisation: vision and values, goals and performance, learning and innovation, support and compassion, equity and inclusion and teamwork.

Please give your **personal perspective** on the performance and behaviours of the board **as a whole**.

You will have the opportunity to sign off any written transcript of the interview to ensure accuracy.

Confidentiality

Frank and open responses are essential to the success of the interview.

Your individual responses will remain confidential and will not be shared with other board members.

Access to individual responses will be restricted to *[xxx, xxx and xxx].*

Transcripts will be coded so that they do not identify individual interviewees and any comments that are critical of individuals will be redacted.

Your responses and those of other board members will only be used in aggregate or anonymised format.

If we wish to use a quote or stories from this interview in the report, we will seek your approval.