Tool 4.3: Key messages

*These are examples of messages for facilitators to use with participants if discussing the culture and leadership programme and the culture focus group diagnostic. 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 the Discovery phase 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.

**Compassionate leadership:** Means attending to every person we lead, understanding their challenges, empathising with them and helping and supporting them to improve the situation. It helps to promote a culture of learning, an orientation diametrically opposite to a culture characterised by blame, fear and bullying. Compassionate leadership ensures that an atmosphere of **psychological safety** is created, such that **staff feel confident in speaking out about errors, problems and uncertainties and feel empowered and supported to develop** and implement ideas for new and improved ways of delivering services and caring for all NHS staff.

Purpose of the culture focus groups

Culture focus groups aim to increase our understanding of the different elements which make up our culture from how we work personally to how we work with other organisations.

Culture focus groups will also give us a better idea of the strength of leadership that exists throughout our organisation at all levels.

Process of the culture focus groups

We are asking everyone at all levels and in all areas of our organisation, regardless of their position, role, or level of patient contact, to take part in focus groups if interested or invited. We would like to hear the voices, opinions and ideas from everyone who works in [*insert name of organisation*]

Your feedback will help us to build action plans to develop our collective and compassionate leadership strategy. We aim to publish these plans by [insert date].

Confidentiality

Information provided in a focus group will be used for purposes relating to the culture and leadership work and will be reported in an anonymised format.

Participants will be asked not to share any information after the focus group which could identify another person.

If you would like more information please get in touch with *[insert name]* at *[insert contact details].*