Webinar report
25th November 2020

Tricordant

CULTURE DISCOVERY

IN THE SHADOW OF A CRISIS

www.purpleheron.co.uk

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Culture – a framing

Alastair Mitchell-Baker
Tricordant

What is culture?

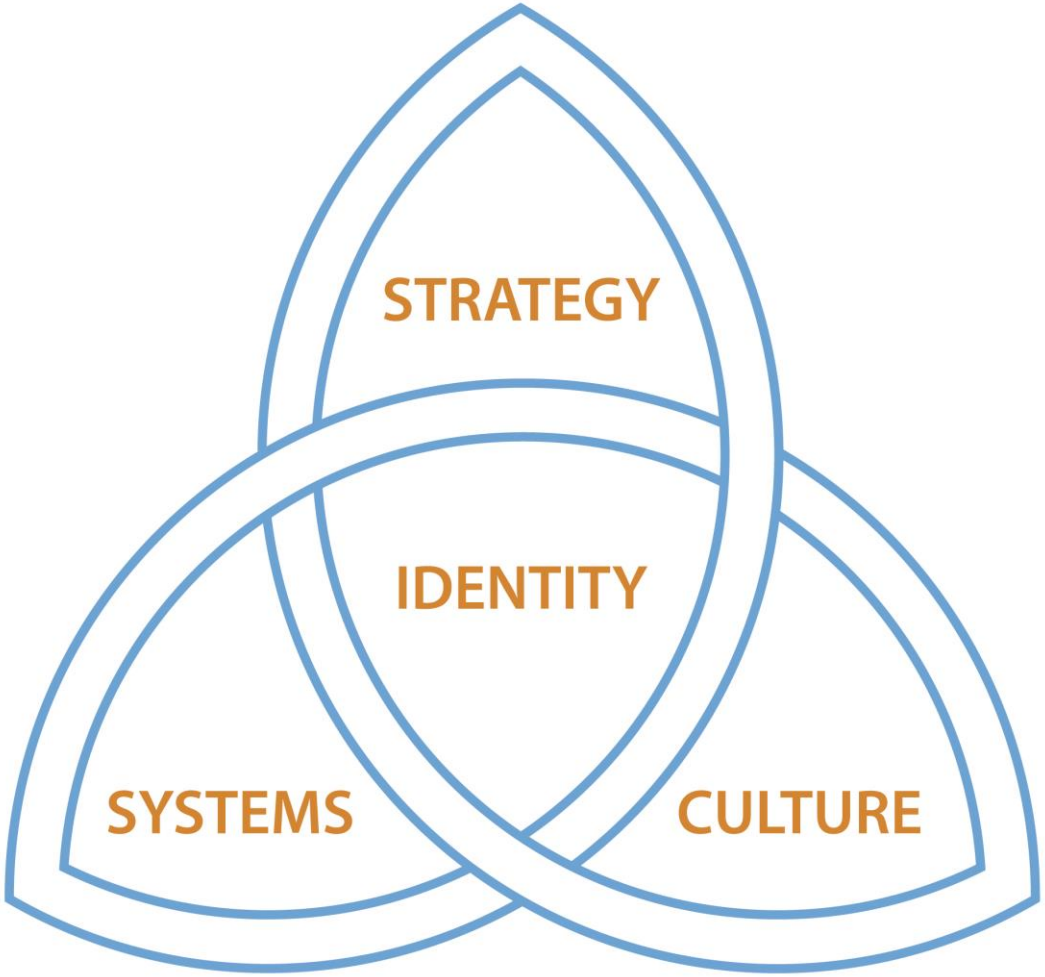
What happens when no one is looking

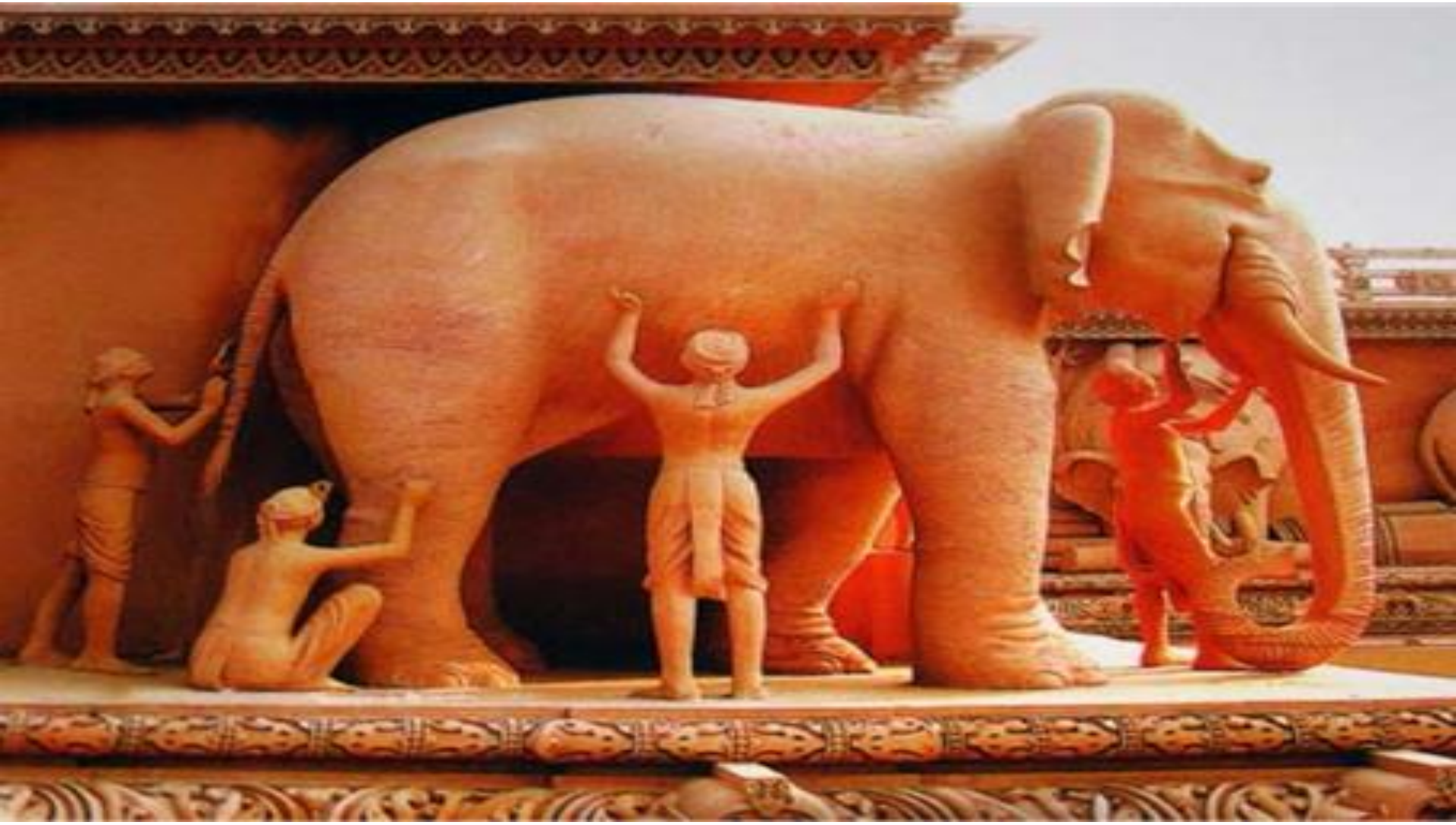
The way that we do things around here

The environment in which people work and the influence it has on how they think, act, and experience work

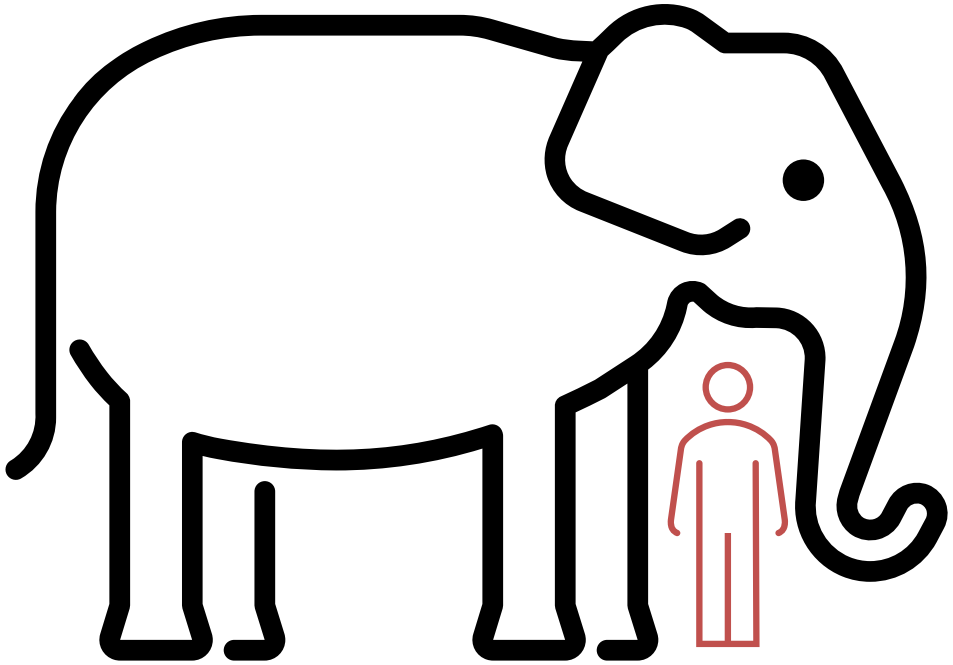
"A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems". Ed Schein

The Tricord™

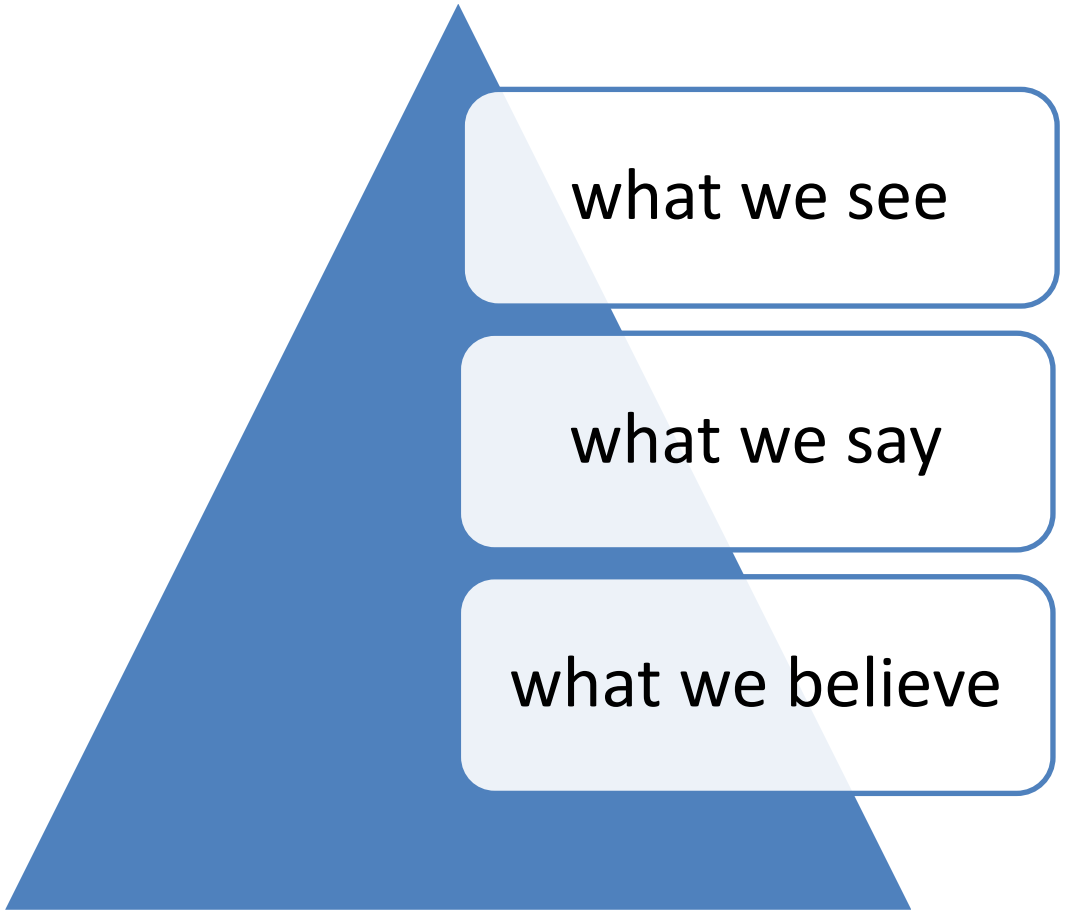




Where we stand determines what we see



Going Deeper



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NHS
St George's University Hospitals
NHS Foundation Trust

Developing Culture

In the Shadow of a Crisis

Jacqueline Totterdell, CEO

Tom Kenward, Programme Director, Culture, Leadership & OD

25 November 2020

Background and Methodology

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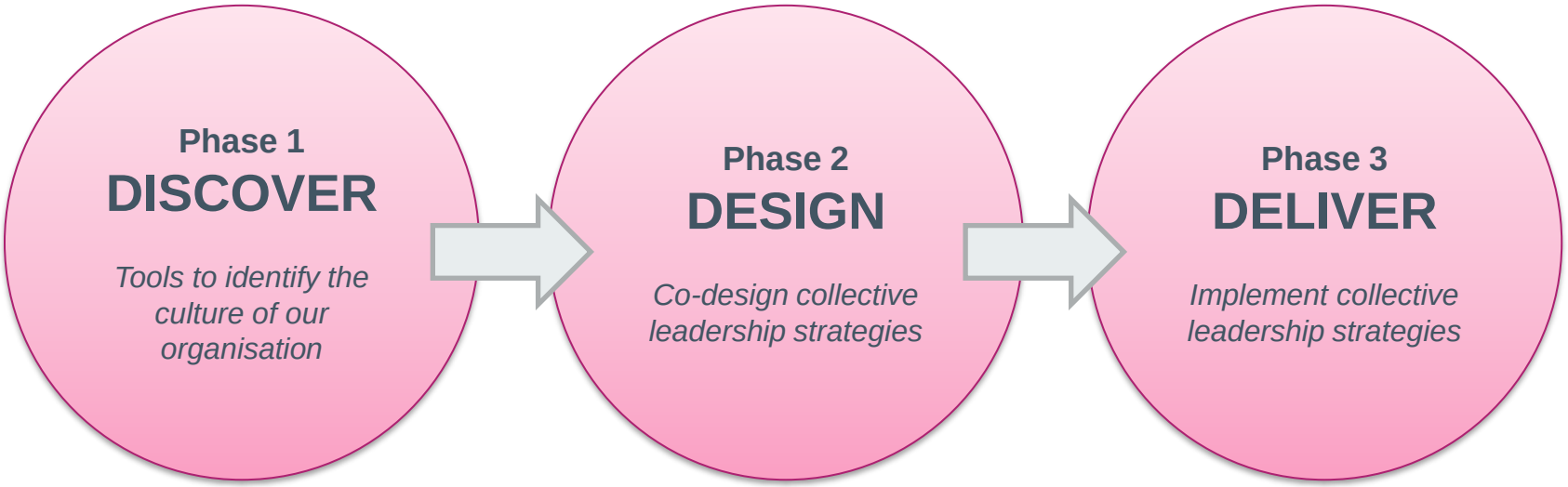
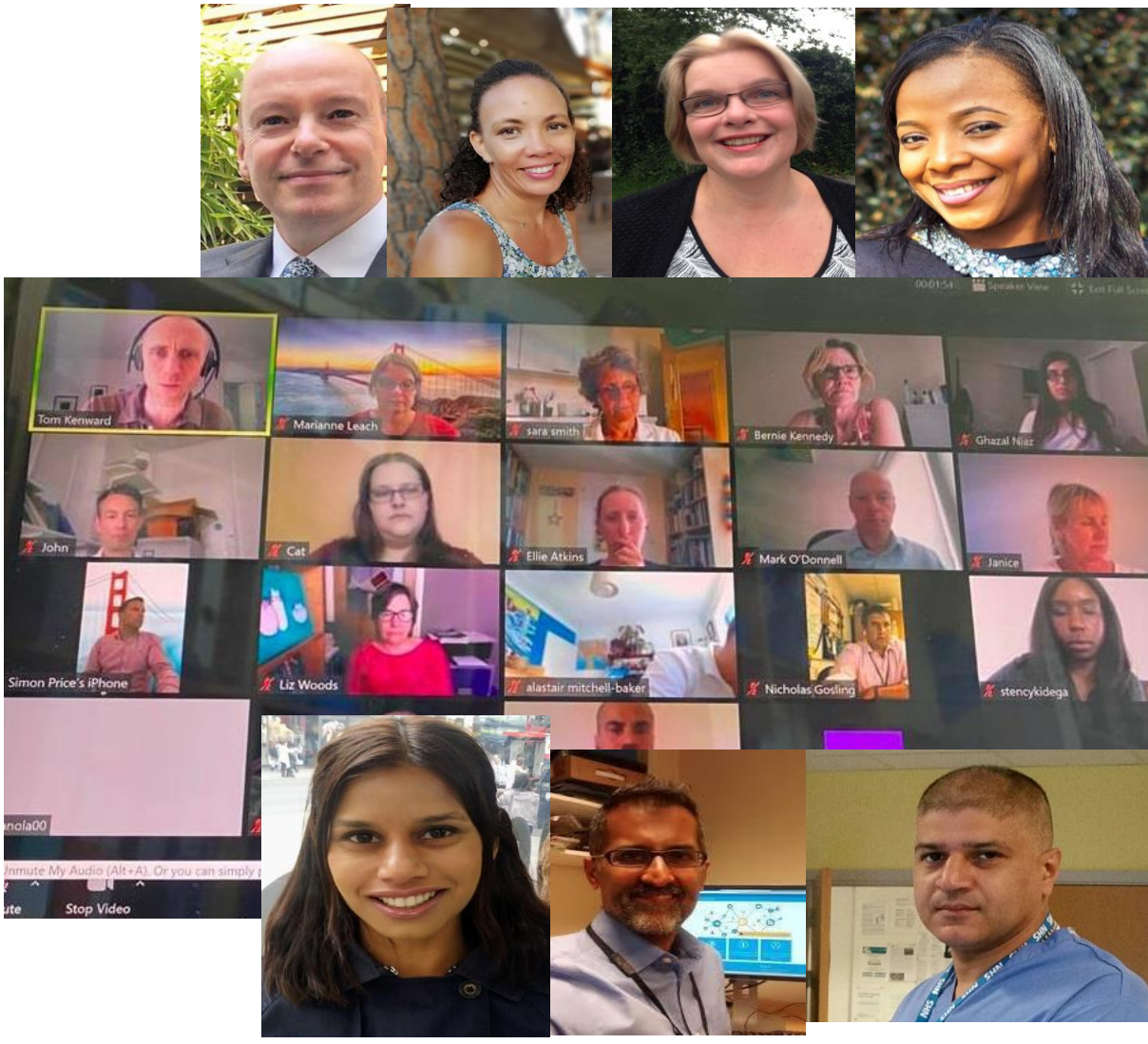
Background

- In Autumn 2019, Board prioritised work on culture, seeking a long term effort to improve.
- Chose the NHSI framework known as the ‘Culture and Leadership Programme’
- approach been used in many trusts, including acute trusts of a similar size to St George’s



Culture Champions – the heart of the work

- Central to the Programme are over 30 ‘culture champions’, advocating for and delivering the work
- Internally recruited by an application process, ensuring maximum diversity.
- Champions will continue to fulfil role for phases 2 (‘Design’) and 3 (‘Deliver’).



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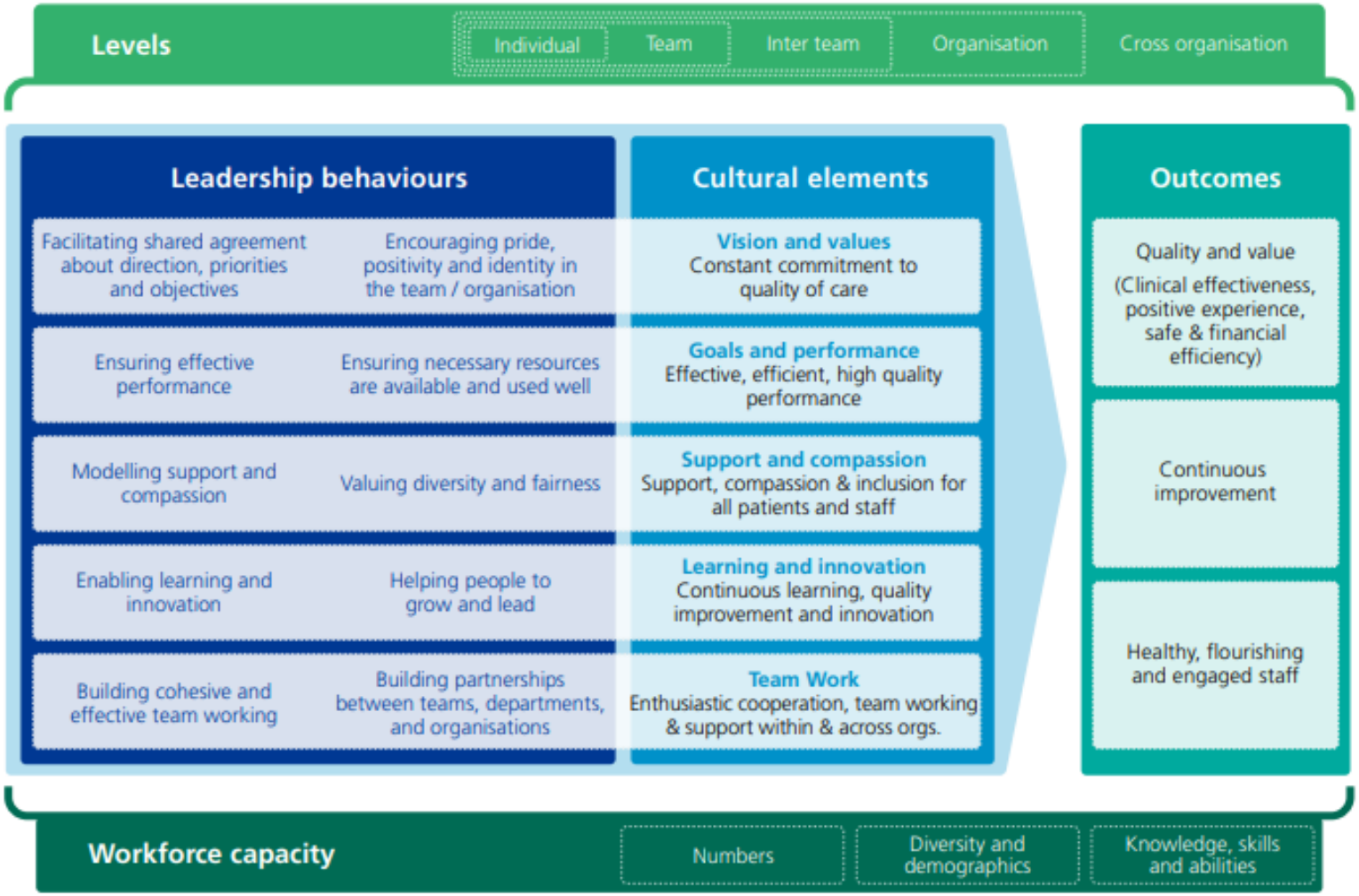
NHSI Culture and Leadership Programme

A framework for improving organisational culture



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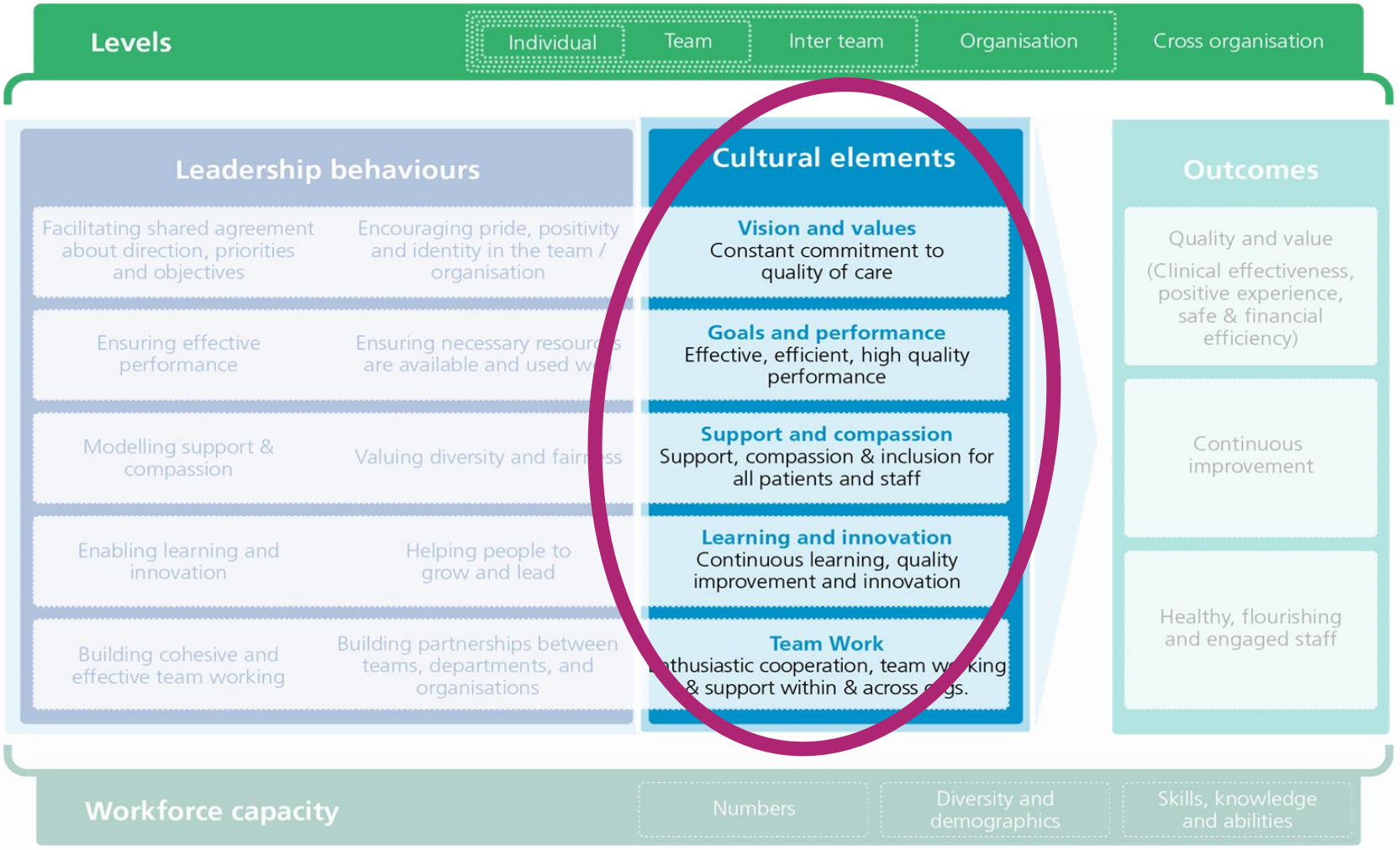
5 Cultural Elements – the scaffold



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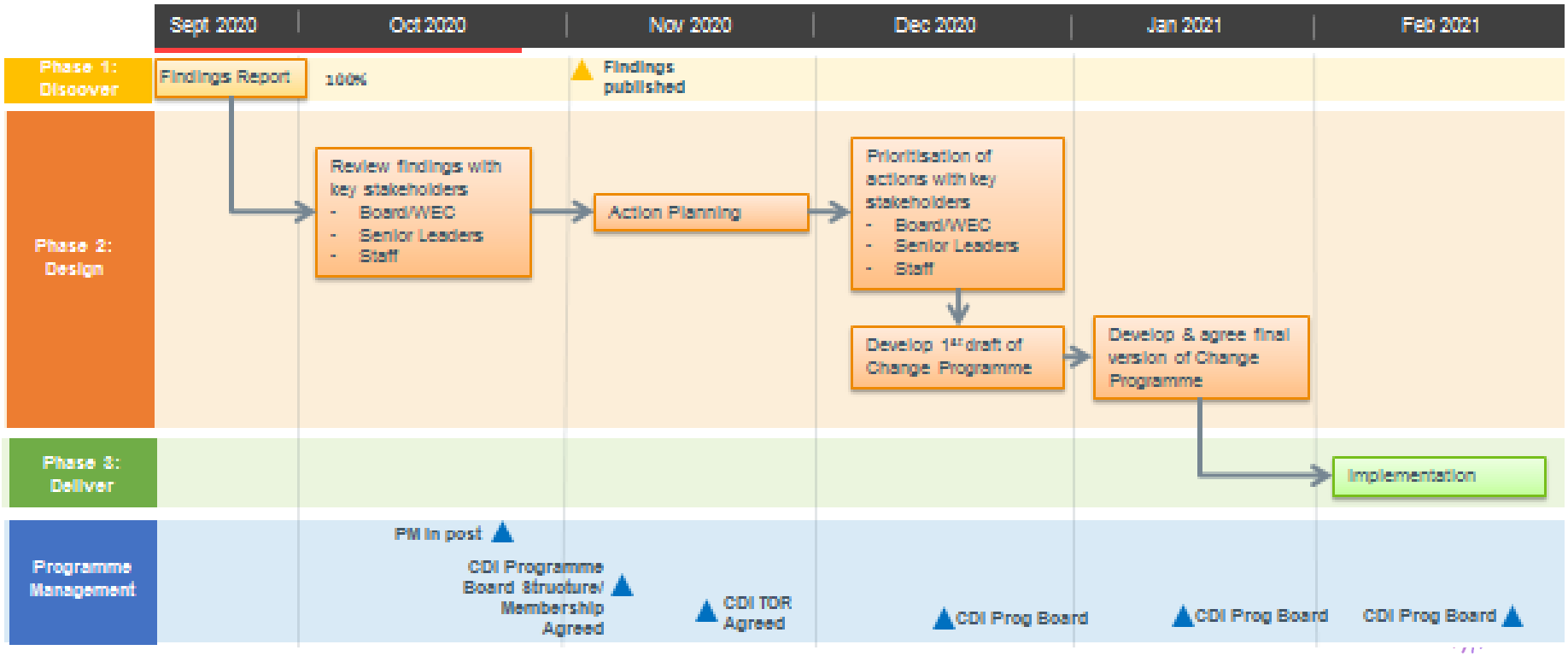
Diagnostic Tools and Data Collection

Diagnostic Tools	Data collection / analysis activities undertaken	# of participants
Culture and outcomes dashboard High level understanding	• Primarily Staff survey data • MES, Friends & family test, Pulse survey tools	1000+
Board interviews The Board's approach to supporting effective organisational cultures	• 25 senior leaders interviewed including non-executive directors, executive directors and divisional leaders	25
Leadership behaviours survey Staff and stakeholder views on behaviours of organisation's staff and leaders as a whole	• Online questionnaire targeting staff at Band 7 or above • Includes questions about the individual and group leadership	500+
Culture focus groups Individuals' experience of current organisational culture	• Over 30 focus groups - junior staff from across sites and services • Also includes COVID debriefs and BAME listening events	180
Leadership workforce analysis The organisation's needs on leadership workforce capacity	• Current and future leadership capacity - numbers, diversity • A combination of quantitative and qualitative data	10
Patient experience	• Used pre-existing patient experience data	1000+ patient comments

Where we are now in the process

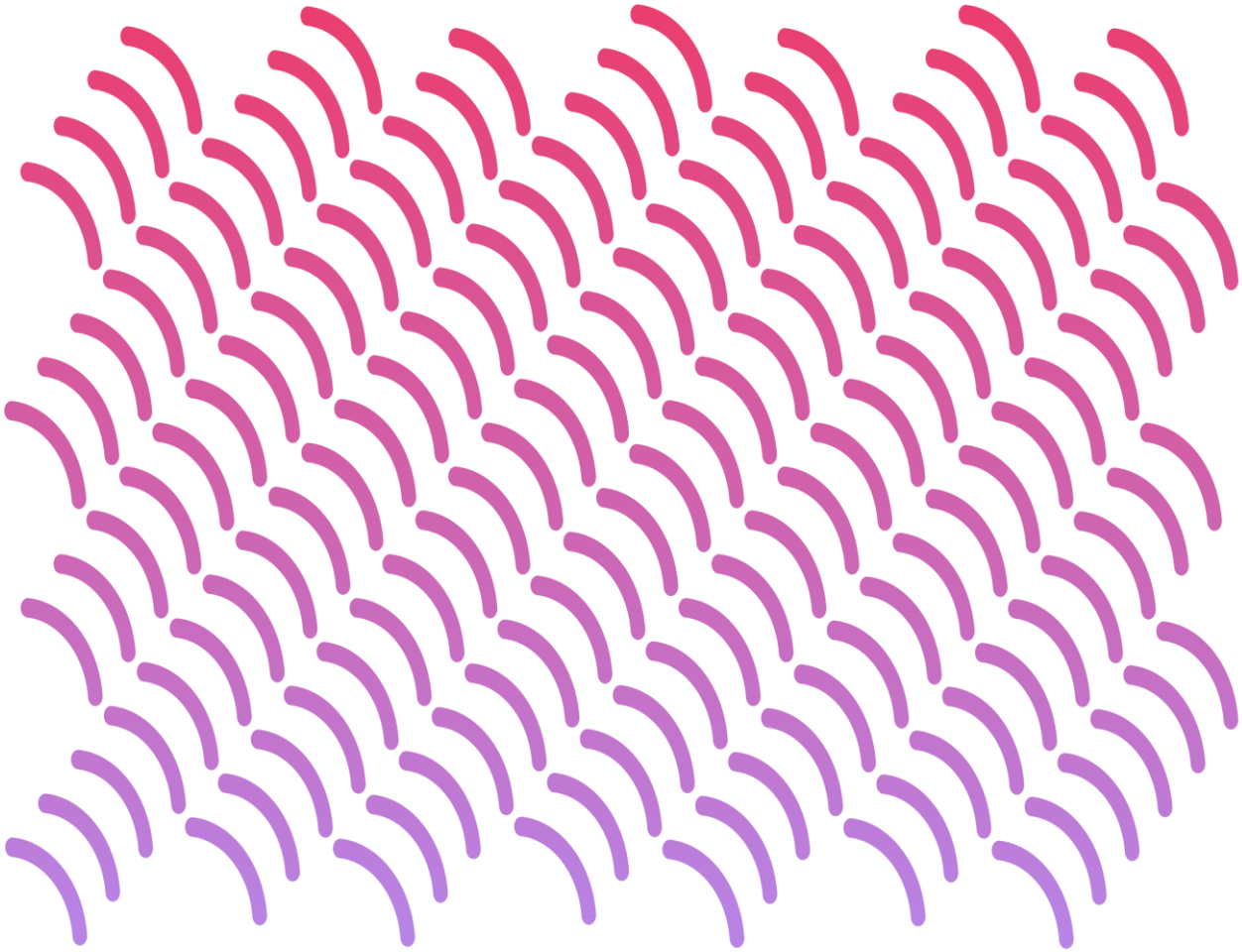
- COVID affected progress, but we kept going and have hit deadlines
- Entered phase 2, shared findings with Board and staff, gathering responses to shape action plan
- Now in further cycle of engagement - a core part of the participatory process, to keep people *with* us
- Consolidating awareness, ownership and energy for change at all levels . Go slow to go fast..

Phases 2 & 3



Summary of Findings

Results of the ‘Discover’ Phase



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Cultural Element 1: Vision and Values

Findings from each diagnostic tool

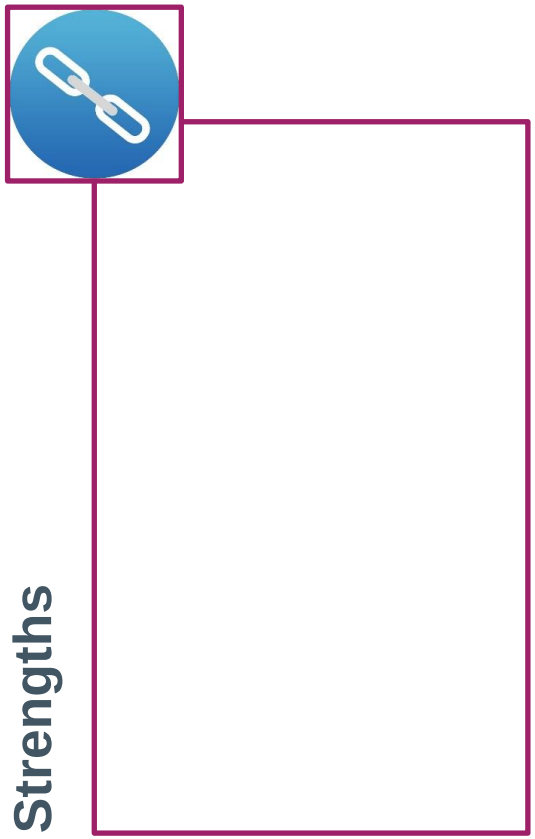
●=Positive ●=Neutral ●=Negative

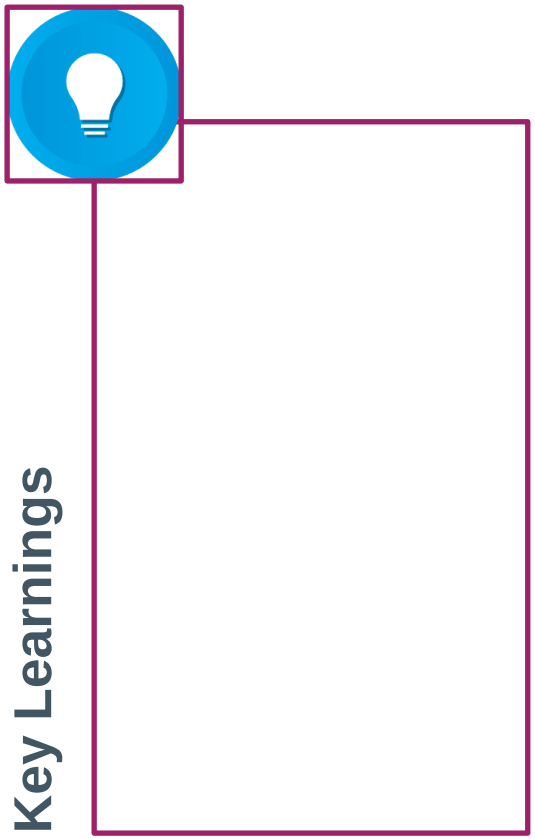
This cultural element describes a strong culture as everyone taking responsibility in their work for living a shared vision and embodying shared values

Diagnostic Tool	*Summary of Findings*	*Overall Sentiment*
Board interviews Non-executive directors, executive directors and divisional leaders	• Commitment to see a stronger level of connection and collaboration across divisions and teams • Tendency of 'silo working' in the Trust • Vision and values are not cascaded down • Values are recognised more than the vision • Values do not influence strategic decisions • A gap between values and action – 'behaviours do not reflect what we describe' • Many staff do not feel empowered to speak up	●
Leadership Behaviours survey Band 7 members of staff and above	• Lacks direction (i.e. vision) and clear leadership (i.e. displaying the values) • Values are clear but 'way of living those values is not that clear'	●
Focus Groups Junior staff across different sites, services, and professions	• Vision is not clear (i.e. 5 year Trust strategy) • Lack of voice in shaping direction • Lack of clarity about priorities and values are not embodied consistently by senior staff • CEO is seen as visionary and connects across the organisation • Better understanding of values than vision • Siloes, divisions and barriers prevent collaborative working and create competition between departments	●
Dashboard Primarily staff survey data	• Lack of consistent appraisals prevent discussions about vision and values • Senior leadership team do not display the values • Bullying culture - bullying behaviour managed poorly with no consequences • Staff feel penalised for speaking out	●
Patient Experience Patients	• Excellent service and outstanding service	●

Masses of data! Boiling it down..

Cultural Element 1: Vision and Values





And boiling it down some more.. people want..

- Clearer decisions on the Trust's priorities which balance the needs of the organisation, staff and patients (people feel overwhelmed & disconnected)
- To nurture an environment where everyone feels safe to share their views and learning (psychological safety needs to improve for good of trust and learning)
- To invest in building strong leadership at all levels
- To commit to long term improvement supported by consistent processes and structures
- To place learning, innovation and teamwork at the heart of how we do things.
- To create an environment where staff feel empowered to work together to improve services

Putting it in writing and sharing it transparently

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Culture discovery phase – findings
November 2020

St George's Culture Champions, Report of Findings – Discovery Phase. November 2020

1

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NOVEMBER 2020 – SUMMARY REPORT

Our Culture

What you told us, and how you can help

We recently embarked on an exciting new project to improve the culture of our organisation, so it becomes a better place to work, and to be treated.

Many of us love St George's, but we know our culture can sometimes make our working lives difficult;

Staff feel proud to work at St George's – but we know there is more we can do

from how we treat each other, to challenges we face when trying to make changes or introducing improvements.

Over the past six months, our culture champions have taken time out of their busy day jobs at the Trust to meet, interview and survey staff, to discover what our culture is. The next stage is sharing these findings with you, and shaping jointly what we do next.

This month, we've published the detailed findings of our 'culture discovery' – and you can access this via our intranet. Go to 'Culture change programme – 2020' tab on the right hand side of the intranet homepage.

However, we know how busy you are, so this document summarises what you and our patients told our culture champions. It also sets out what happens next, and how you can help.

Who we spoke to

- We held over 30 focus groups with staff
- Over 25 of our senior clinicians and managers were interviewed; including Trust Board members
- More than 500 staff completed an online survey
- We also used data from a range of other sources; including the NHS Staff survey
- We also used feedback from patients; e.g. the NHS Friends and Family test.

What you told us

We are grateful to all staff for sharing such honest feedback, and for helping us understand our organisational culture better. Here, we have summarised the key findings, but please log onto our intranet homepage to access the full, detailed document if you wish to.

Staff on the helipad celebrating Clap for Carers

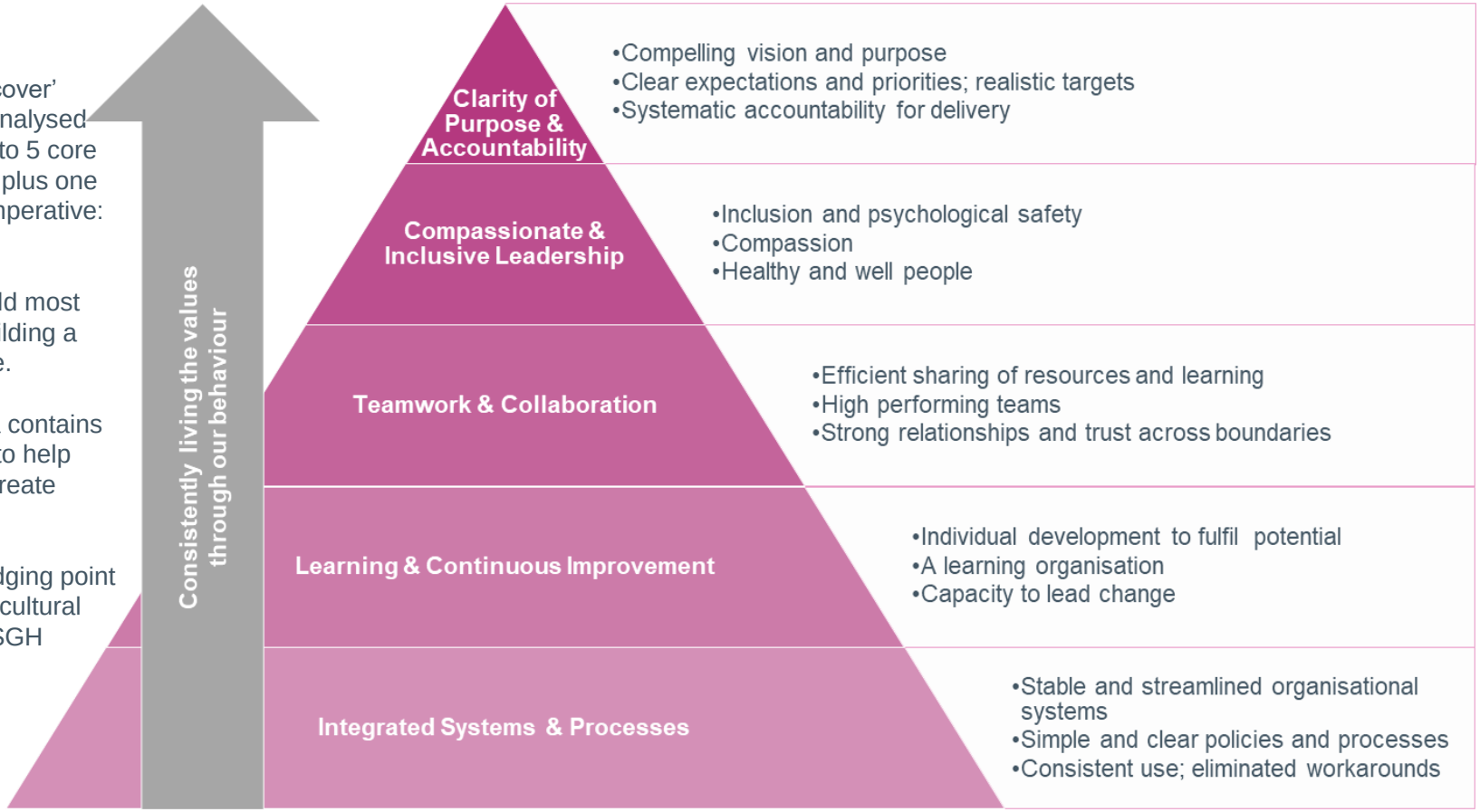
excellent
kind
responsible
respectful

1

Creating a model to build a plan around

5 Areas of Potential for a Stronger Culture

- Data from 'Discover' phase further analysed and grouped into 5 core areas of focus, plus one cross-cutting imperative: living values
- 5 areas that hold most potential for building a stronger culture.
- Each core area contains 3 main factors to help explain it and create meaning.
- Providing a bridging point between NHSI cultural elements and SGH context.



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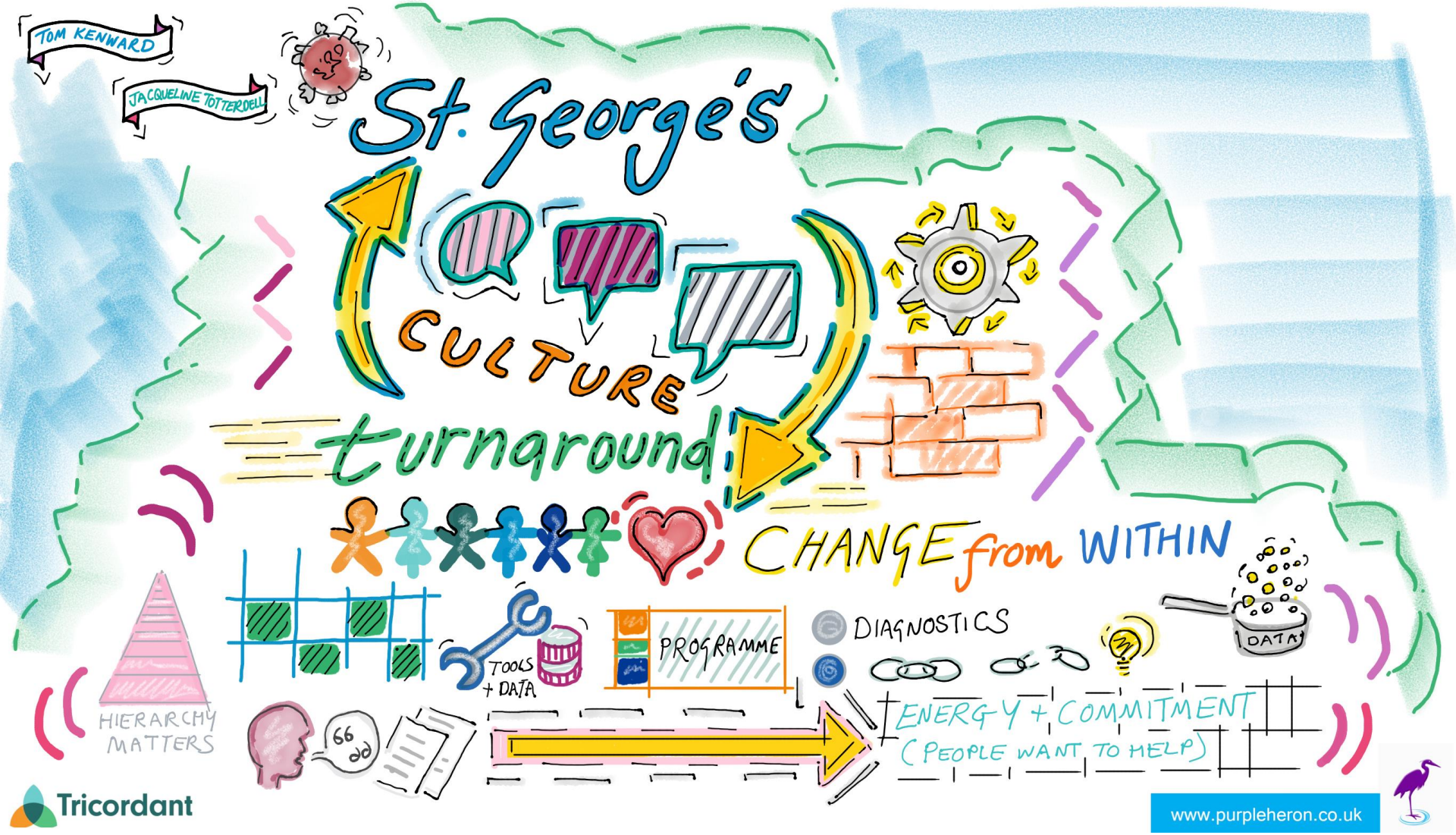
If we had our time again.. (we'd do a lot the same!)

- Set expectations with Board well ahead and continually educate and recap about process and outcomes along the way
- Keep going, even when there's a pandemic, but improvise and listen!
- Engage a diverse group of internal advocates – contract clearly for their time: don't underestimate desire to contribute.
- Work with where the energy is, but keep a compass handy. Find those who care and trust them to lead – manage risk of mission creep by staying connected (social movement meets NHS hierarchy)
- Give tasks time they need, but mobilise resource to keep momentum – use auxillary expertise to accelerate and deepen insight from data
- Use formal channels and informal networks – both matter: internal comms, formal hierarchy and 'bottom up' all play a part



Book a slot with one of our team to explore your own challenges and get specific help and advice https://www.tricordant.com/free-45-minute-consultation