

CULTURE: THE WHAT AND WHY FOR THE NHS

DISCOVERING LEADERSHIP



WHY IS CULTURE IMPORTANT?

Invisible organisational culture



WHAT IS ORGANISATIONAL CULTURE?

The way we do things around here...

- How people treat each other
- What is valued and prioritised
- How people feel in the workplace
- The behaviours we see around us

CULTURE AND VALUES



What
characterises a
healthy culture?



**Culture eats
strategy for
breakfast**

-Peter Drucker

WHAT CHARACTERISES A HEALTHY CULTURE?



Inspiring
vision and
values



Goals and
performance



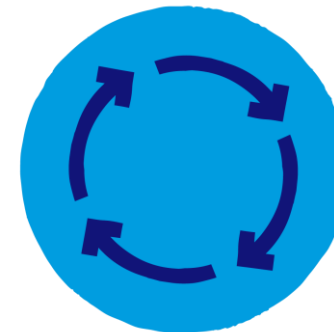
Support and
compassion



Learning and
innovation



Effective
teamwork



Collective
leadership

HOW DO WE KNOW WE HAVE A COMPASSIONATE AND INCLUSIVE CULTURE?

Six cultural elements are at the heart of compassionate cultures:

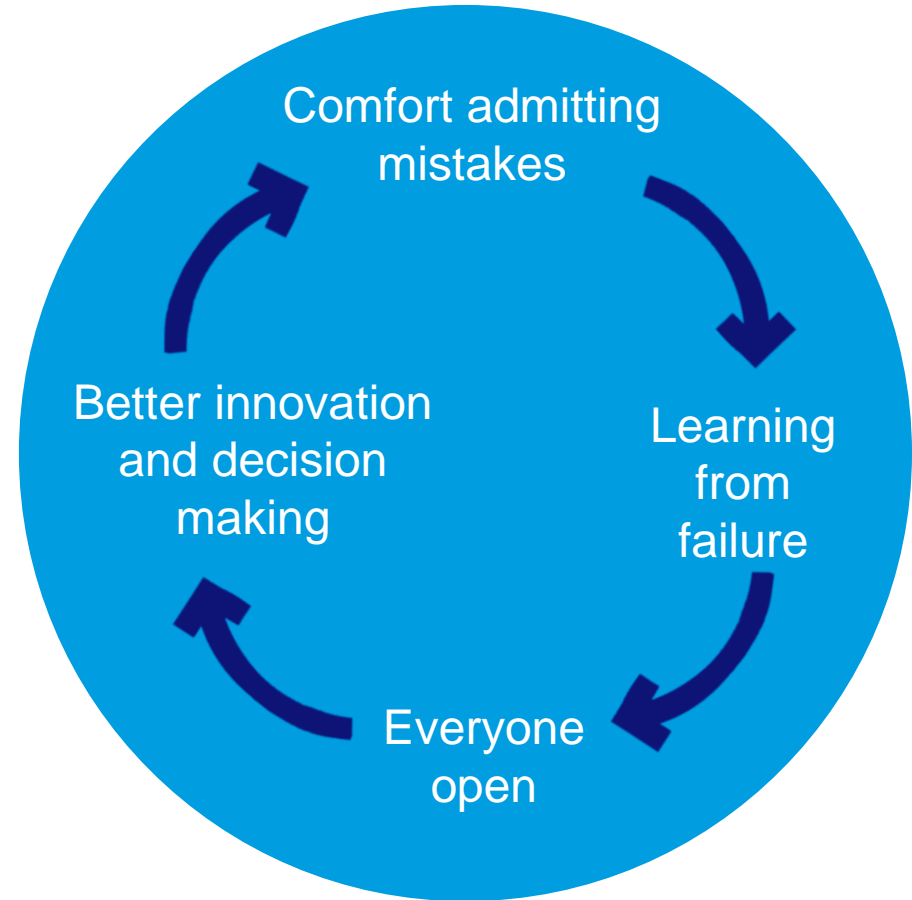
- An inspiring and a compelling strategic narrative for compassionate care
- Clear focused priorities and effective use of resources
- Learning and improvement focused on continually improving patient care
- Supportive people management and leadership
- High levels of real inclusion
- Effective teamworking and collaboration between teams



PSYCHOLOGICAL DANGER

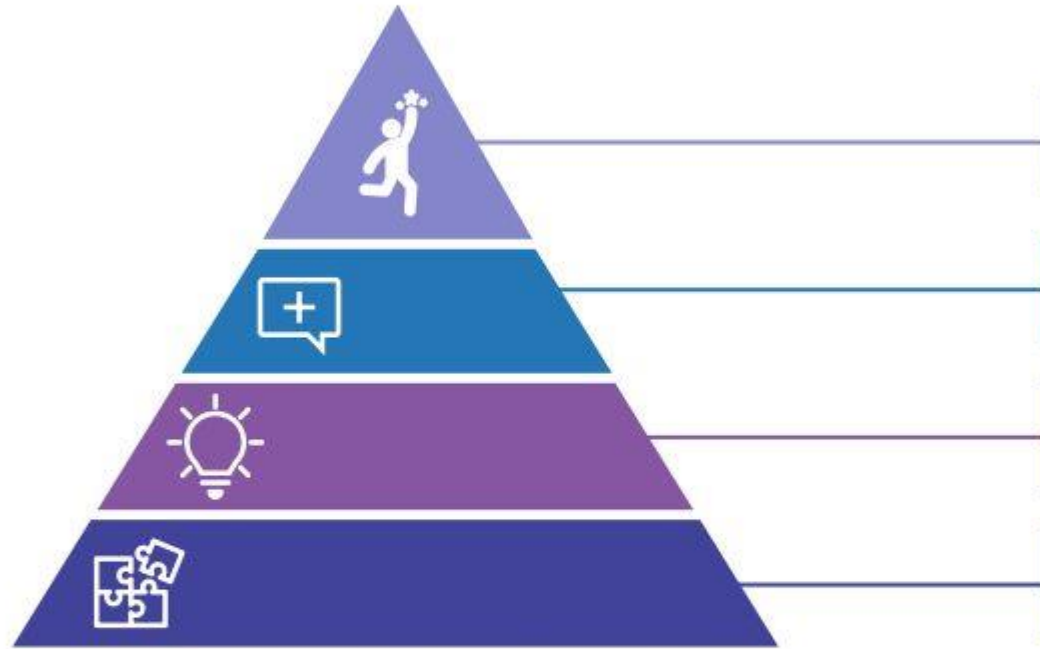


PSYCHOLOGICAL SAFETY



Psychological safety includes four distinct stages

Building psychological safety requires constant effort and a solid foundation to move from one stage to the next.



Stage 4: Challenging

Employees feel safe to speak up and challenge the status quo.

Stage 3: Contributing

Employees feel safe to use their skills, make a difference, and participate.

Stage 2: Learning

Employees feel safe to participate in the learning experience.

Stage 1: Inclusion

Employees feel like they belong and are appreciated for being themselves.

Adapted from Timothy Clark's Four Stages of Psychological Safety

McLean & Company Insight

Each stage of psychological safety builds on the previous one. Strength of alignment between the organization's norms, behaviors, and artifacts will impact whether an organization moves forward or regresses.

Note: The following slides provide various examples to evaluate and implement psychological safety, but they are not exhaustive lists for each stage.

Accountability and Safety



CIVILITY SAVES LIVES

INCIVILITY THE FACTS

WHAT HAPPENS WHEN SOMEONE IS RUDE?

80% of recipients lose time
worrying about the rudeness



38%
reduce the quality
of their work



48% reduce their
time at work



25% take it out
on service
users



Less effective clinicians
provide poorer care

WITNESSES

20% decrease in
performance



50% decrease in
willingness to
help others



SERVICE USERS

75% less enthusiasm
for the
organisation



Incivility affects more than just
the recipient
IT AFFECTS EVERYONE

CIVILITY SAVES LIVES

DIABETES UK
KNOW DIABETES. FIGHT DIABETES.

CULTURE ASSESSMENT TOOL

Response scale:

Strongly disagree = 1

Disagree = 2

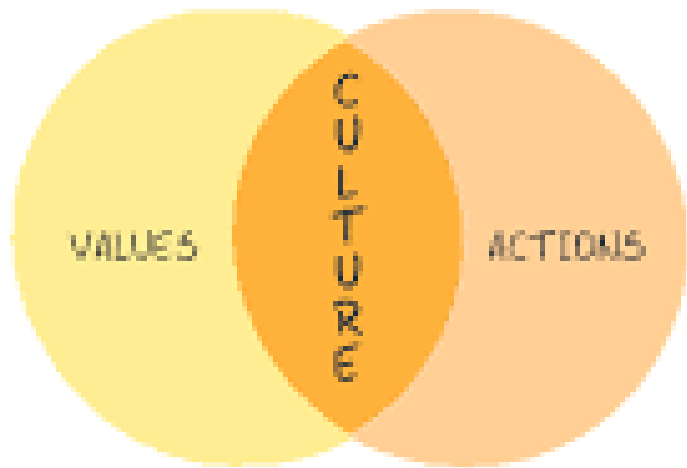
Somewhat agree = 3

Agree = 4

Strongly agree = 5

1. Managers and leaders encourage warm, supportive relations among staff
2. Managers and leaders recognise and celebrate good performance
3. Managers and leaders deal effectively with problems that get in the way of our work
4. Managers listen carefully to staff to find out how to support them effectively
5. My manager is very compassionate towards staff when they face problems
6. My manager is highly empathic in their dealings with other staff
7. People here are very compassionate towards colleagues when they face problems
8. People here give support to colleagues who are distressed
9. People here are very compassionate in the way they behave towards patients/service users
10. People here take effective action to help patients/service users in distress

A culture that flourishes

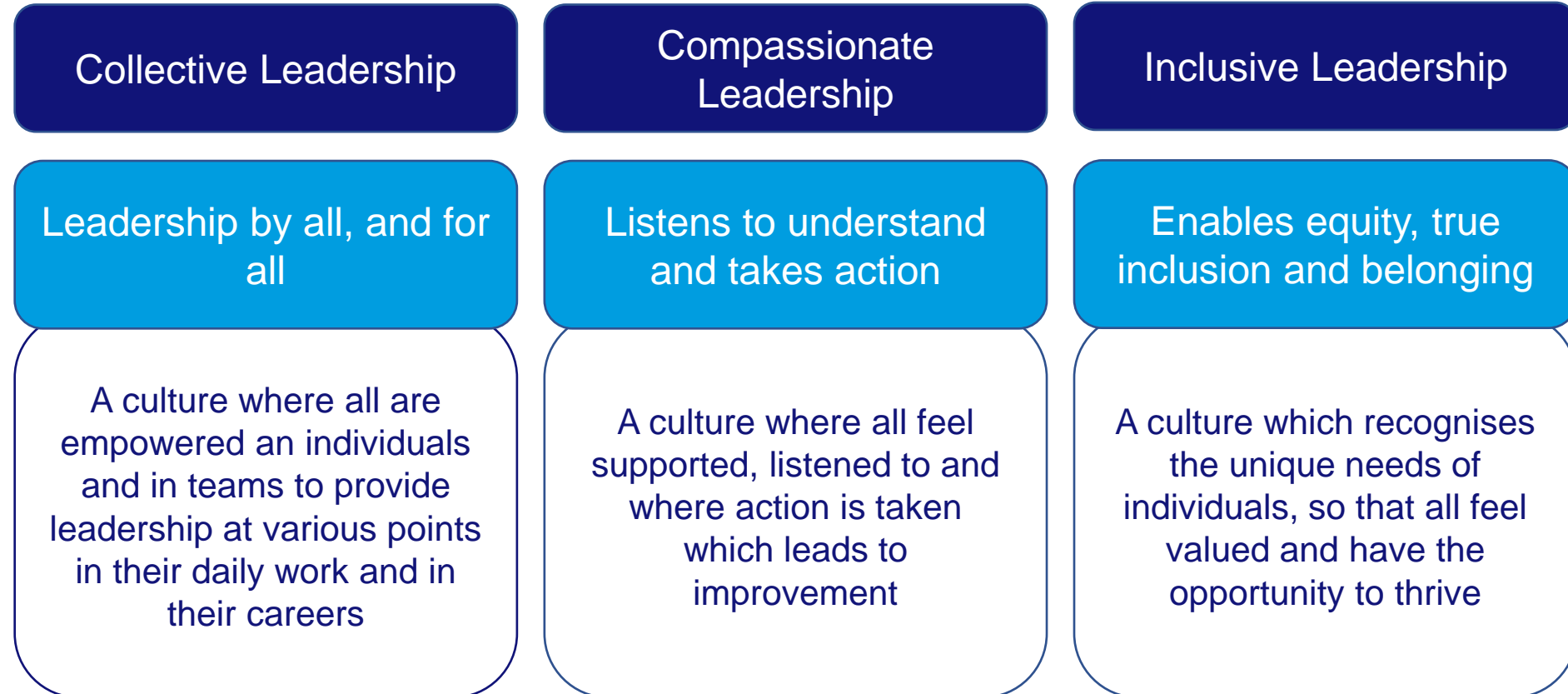


"When the things you say and the things you do align with what you actually believe, culture emerges."

— SIMON SINEAD



BRINGING CULTURE TO LIFE THROUGH LEADERSHIP



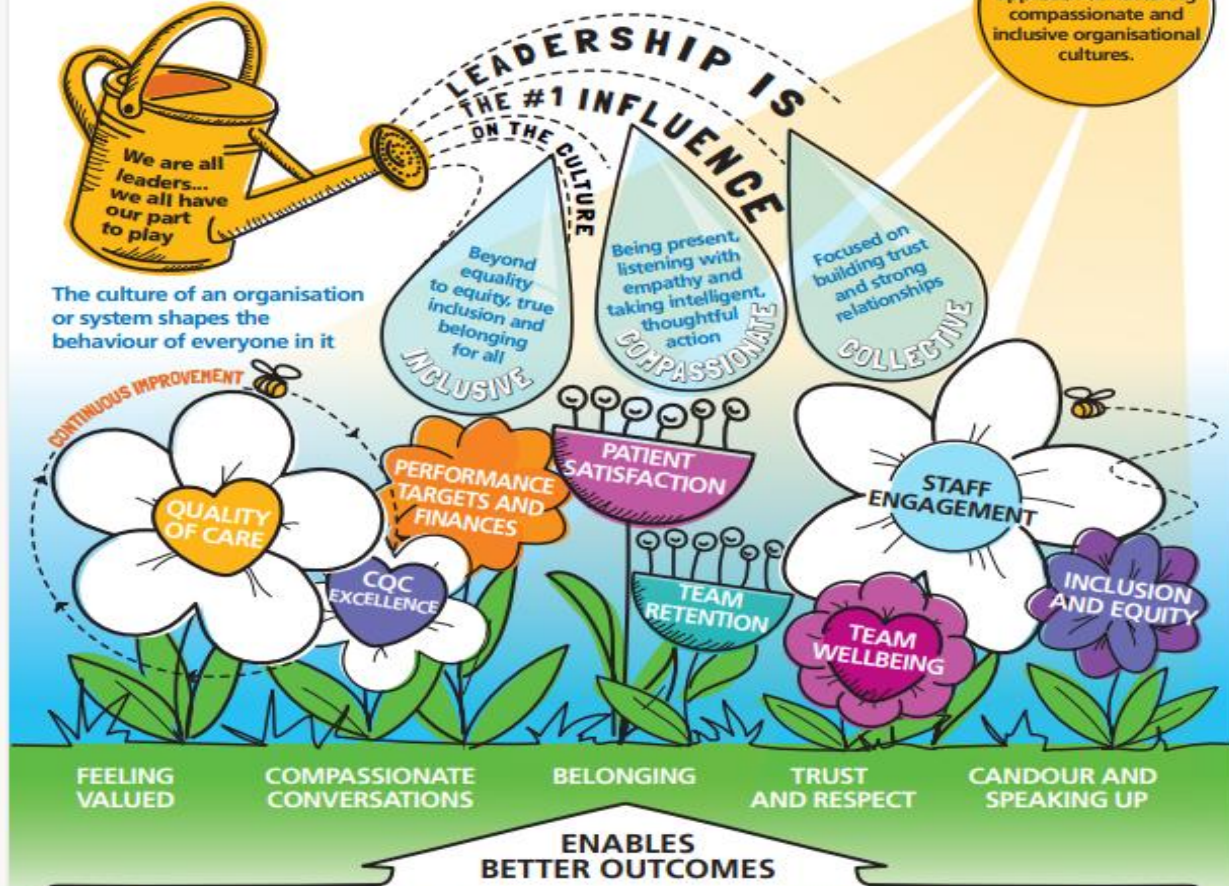
Culture and Leadership Programme



Find out more at www.england.nhs.uk/culture @culture_nhs

- Human connection and compassion improves healthcare for patients
- The vision for our NHS people is for a compassionate and inclusive workplace
- The People Promise is a national priority focusing on our NHS people

The CLP is an evidence-based approach to nurturing compassionate and inclusive organisational cultures.



Evidence shows that 'high quality care cultures' are rooted in six elements

Prof. Michael West



DiABETES UK
KNOW DIABETES. FIGHT DIABETES.

Links to Psychological Safety

- [What Is Psychological Safety at Work? | CCL](#)
- <https://lnkd.in/gRXBrwps>
- <http://getinspired.cc/44WcddA>
- [Four Steps to Building the Psychological Safety That High-Performing Teams Need Today - HBS Working Knowledge](#)
- [Psychological Safety Comes of Age: Observed Themes in an Established Literature - Article - Faculty & Research - Harvard Business School \(hbs.edu\)](#)