



Achieving a Culture of Candour & Freedom to Speak Up

Solent NHS and Southern Health NHS FT



Southern Health
NHS Foundation Trust



Solent
NHS Trust

Beth Carter Solent Lead
Speak Up Guardian

Jude Diggins SHFT Lead
Speak Up Guardian

24 March 2023



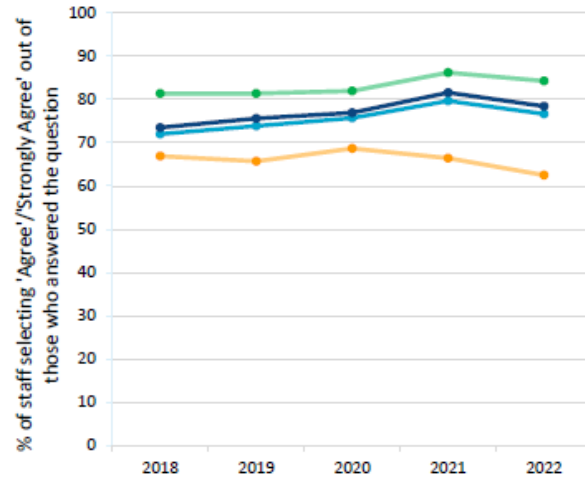
What is culture?

- 🌀 “Culture is how organizations ‘do things’.” — Robbie Katanga
- 🌀 Organizational culture defines a jointly shared description of an organization from within.” — Bruce Perron
- 🌀 “Organizational culture is the sum of values and rituals which serve as ‘glue’ to integrate the members of the organization.” — Richard Perrin
- 🌀 “Culture is the organization’s immune system.” — Michael Watkins



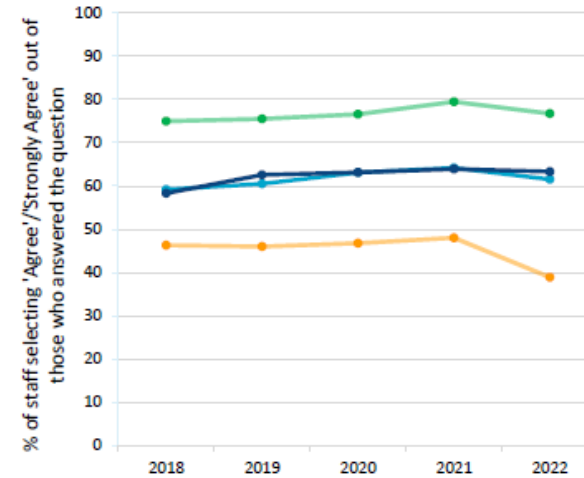


Q19a I would feel secure raising concerns about unsafe clinical practice.



	2018	2019	2020	2021	2022
Your org	73.5%	75.6%	76.9%	81.6%	78.4%
Best	81.4%	81.4%	82.0%	86.2%	84.3%
Average	72.0%	73.9%	75.7%	79.7%	76.7%
Worst	66.9%	65.7%	68.7%	66.4%	62.5%
Responses	2446	2475	2521	2225	3391

Q19b I am confident that my organisation would address my concern.



	2018	2019	2020	2021	2022
Your org	58.3%	62.6%	63.2%	63.9%	63.3%
Best	75.0%	75.5%	76.6%	79.5%	76.7%
Average	59.2%	60.5%	63.1%	64.2%	61.5%
Worst	46.3%	46.0%	46.8%	48.0%	38.9%
Responses	2441	2474	2515	2225	3382

Staff Survey results 2022

OUR VALUES



Patients & people first



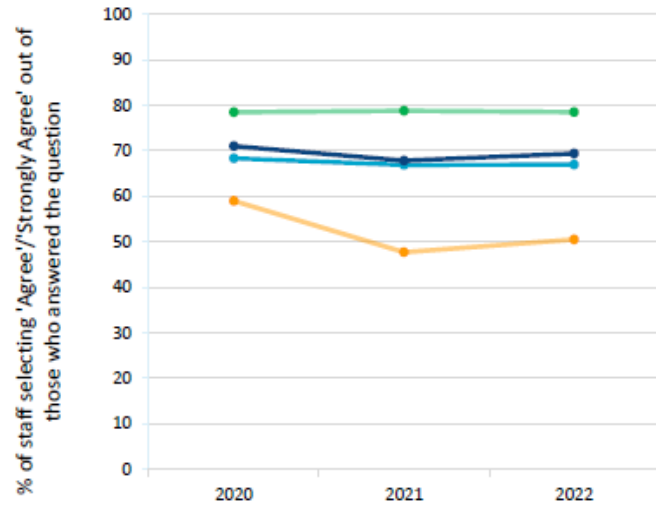
Partnership



Respect

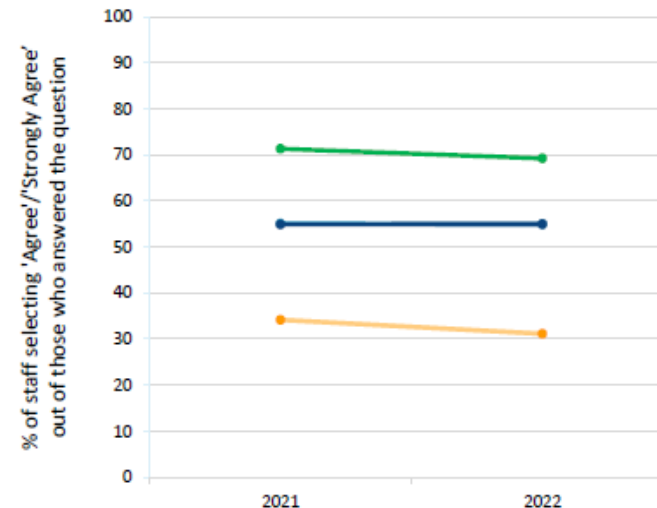


Q23e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022
Your org	71.0%	67.8%	69.4%
Best	78.5%	78.8%	78.5%
Average	68.3%	66.9%	67.0%

Q23f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022
Your org	54.9%	55.0%
Best	71.3%	69.2%
Average	55.0%	55.0%

Staff Survey 2022

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Why is culture important



OUR VALUES



Why is culture important



Evidence shows punishing people who make mistakes – doesn't work



A culture of blame does not create a culture of safety



In 1997 Psychologist James Reason described the concept of 'just culture' as a fundamental element of a safety culture



In a just culture staff have no fear of reporting even small adverse events or near misses to facilitate learning and improved safety.

OUR VALUES



2022 NHS Staff Survey headlines

68% of people took part

This year the survey results are reported against the seven elements of the NHG People Promise and two themes (employee engagement and morale). These are scored out of ten, the higher the score the better.

We scored amongst the best performing trusts of our type

5/9 themes

We scored above average on all themes



Theme results

Theme 1



We are compassionate and inclusive

We do not tolerate any form of discrimination, bullying or violence. We are open and inclusive. We make the NHG a place where we all feel we belong. Together, we make the NHG the best place to work. We are the NHG.

7.9

No change from last year



Theme 2



We are recognised and rewarded

A simple thank you for our day-to-day work, formal recognition for our dedication, and fair salary for our contribution.

6.6

Slight decrease from last year



Theme 3



We each have a voice that counts

We all feel safe and confident to speak up. And, we take the time to really listen to understand the hopes and fears that lie behind the words.

7.4

No change from last year



Theme 4



We are safe and healthy

We look after ourselves and each other. Wellbeing is our business and our priority – and if we are unwell, we are supported to get the help we need. We have what we need to deliver the best possible care – from clean safe spaces to rest in, to the right technology.

6.5

Slight increase from last year

Theme 5



We are always learning

Opportunities to learn and develop are plentiful, and we are all supported to reach our potential. We have equal access to opportunities. We attract, develop and retain talented people from all backgrounds.

6.0

Slight increase from last year

Theme 6



We work flexibly

We do not have to sacrifice our family, our friends or our interests for work. We have predictable and flexible working patterns – and, if we do need to take time off, we are supported to do so.

6.9

No change from last year

Theme 7



We are a team

First and foremost, we are one huge, diverse and growing team, united by a desire to provide the very best care. We learn from each other, support each other and take time to celebrate successes.

7.4

Slight increase from last year



Theme 8



Staff engagement

This theme reflects how people say they feel whilst at work; engaged staff will recommend the Trust as a place to work and receive treatment.

7.4

No change from last year



Theme 9



Morale

The questions in this theme focus on how people are involved, respected and encouraged whilst at work.

6.3

No change from last year

Next steps

Look out for your team reports. Your manager will talk with you about next steps and action planning.



You can find the full Trust survey report on SolNet within Staff Zone.



Creating the right environment for staff to speak up safely

NHS
Solent
NHS Trust

Speaking up routes

We want colleagues to feel empowered and safe to raise concerns and speak up, whichever route they choose to do so. We encourage our people, and those that work with us, to be open and voice any concerns with us at the earliest opportunity.
Click on the boxes to find out more about our speaking up routes.

Internal

 Line management/ senior management	 Health and Safety team	Wellbeing Champions
Equality, Diversity and Inclusion team	Patient Safety team	 Mental Health First Aiders
 Trust Chaplain	People Partners	Clinical tutors
Freedom to Speak Up Lead Non-Executive Director	 Trusted colleagues	Lead clinician
Executive team <small>chief executive officer, chief medical officer, chief nurse, chief of staff, chief people officer</small>	Resource groups <small>Learn+ resource group, disability resource group, local/lead resource group, mental health group</small>	Local Security Management Specialist

Independent

Local Freedom to Speak
Up Guardians

National Guardians Office

External

Union Representation

NHS England

Care Quality
Commission (CQC)

Local Counter
Fraud Specialist

Professional bodies



Honesty



Everyone counts



Accountability



Respect



Teamwork

Barriers to a just and open culture...

- ➡ Our tone, language and communication style
- ➡ Talking down to others, insulting, belittling
- ➡ Interrupting, excluding and ignoring
- ➡ Non-verbal insults, rolling eyes, smirking
- ➡ Paying little attention or showing little interest in other's opinions
- ➡ Neglect to say please and thank you
- ➡ Rudeness, incivility and bullying



Do other cultures support an open culture?

- Survey results show a positive linear relationship: trusts that do well on staff experience tend to do well on inpatient experience, and vice versa (Raleigh VS et al 2009 Qual Safe Healthcare)
- • Staff experience comes first: it shapes patients' experience, not the other way around (Maben J et al 2012)
- Creating psychological safety is key



Do other cultures support a culture of candour?

- Professor Michael West talks about compassionate cultures that can lead to improved quality of care – he makes clear correlation with patients being treated with compassion and respect and care and dignity when staff also feel treated with compassion and care and respect and dignity.
- A compassionate culture encourages employees to express their stress or concern in a healthy, productive way without judgement or fear of reprimand. In a compassionate culture employees feel heard and validated, giving opportunity for learning and quality improvement

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Just culture






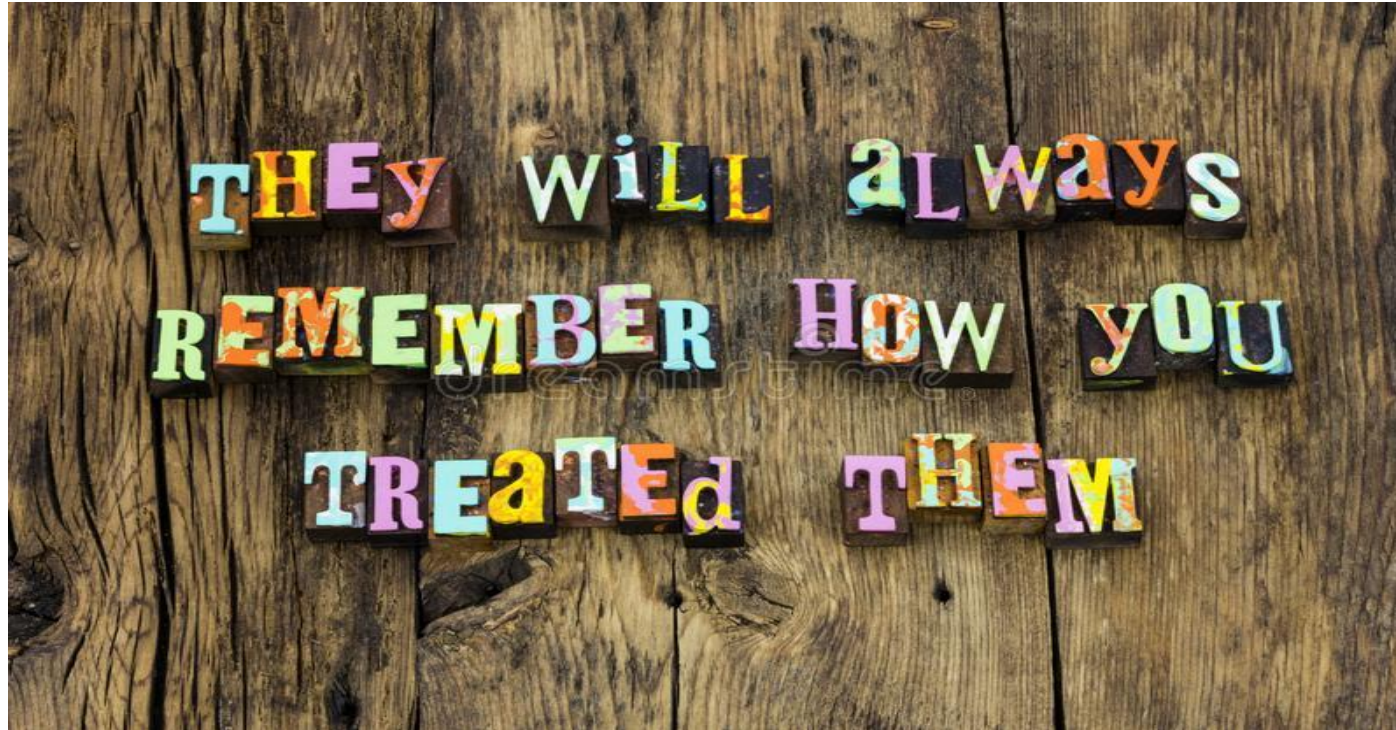
-  **Organisational culture** is our values, expectations, formal and informal practices, and behaviours that define the unique corporate environment – everyone contributes to it
-  **Safety culture** is the aspects of organisational culture that relate to health and safety management – and includes psychological and physical health and safety
-  **Patient safety culture** is focused on the aspects of organisational culture that relate to patient safety – aligning with NHS Just Culture guide

Diagram credit © Gov.au

OUR VALUES





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Patients & people first



Partnership

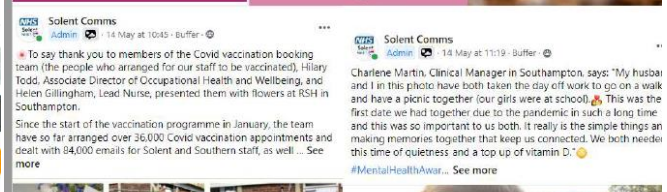
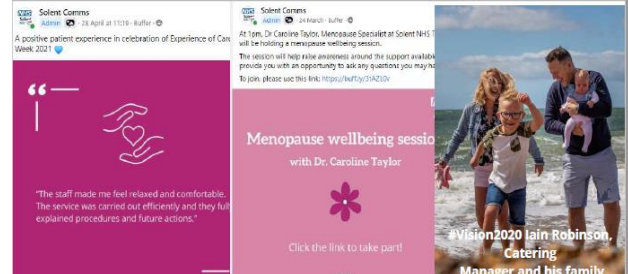


Respect



How do we achieve a culture of candour in our organisations?

Creating the right environment for staff to speak up safely



How do we ensure there is alignment

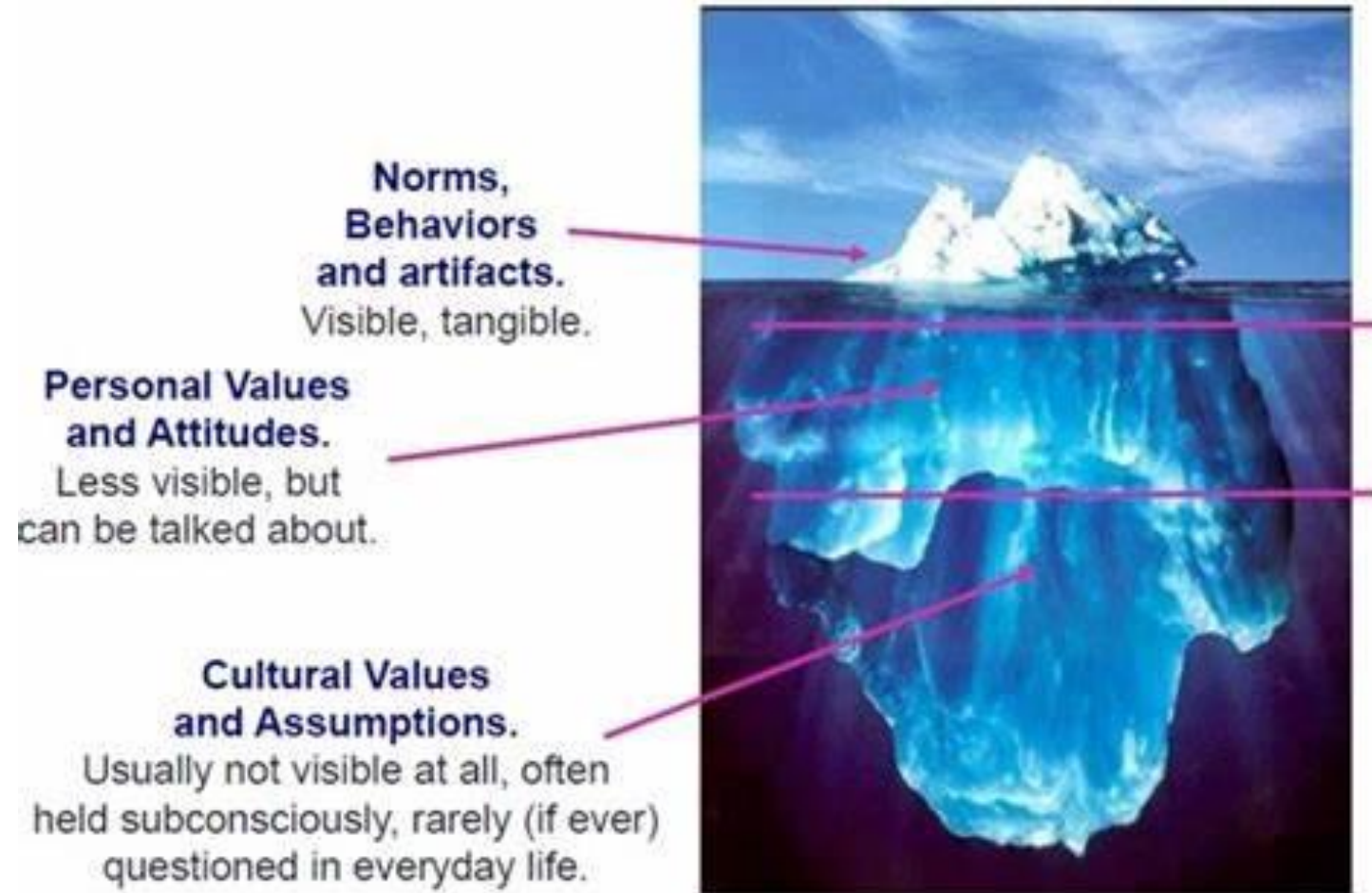


Image by R.A. Clewenger

So how does this all help create a culture of candour ?

Care Personally

**RUINOUS
EMPATHY™**

**RADICAL
CANDOR™**



Challenge
Directly

**MANIPULATIVE
INSINCERITY™**

**OBNOXIOUS
AGGRESSION™**

Kim Scots – Radical Candor

“Great bosses have a strong relationship with their employees”

make it personal

get stuff done

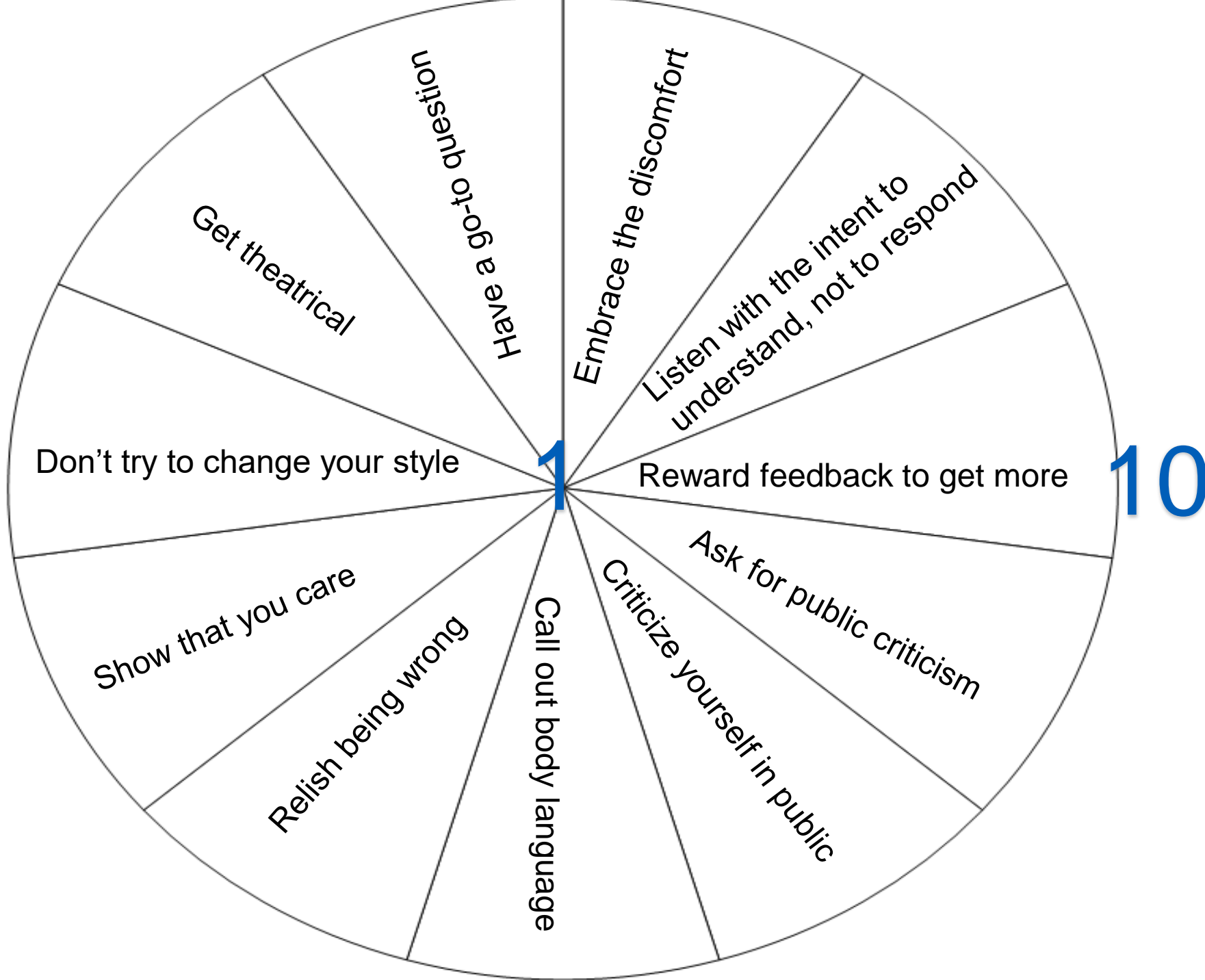
understand why it matters

- **What do you do create a culture of candour?**
- **How do you encourage challenge and feedback in all directions?**

The importance of leadership and management behaviours

1. Have a go-to question
2. Embrace the discomfort
3. Listen with the intent to understand, not to respond
4. Reward feedback to get more of it
5. Ask for public criticism
6. Criticise yourself in public
7. Call out body language
8. Relish being wrong
9. Show that you care
10. Don't try to change your style
11. Get theatrical !





Questions, comments, feedback and thoughts ! And Thank you



Questions?