Canterbury Christ Church University

East Kent Hospitals University NHS
NHS Foundation Trust

Delivering a shared purpose: creating a person centered culture through clinical leadership

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Putting patients first

Shared purpose: first steps towards effective workplaces at the frontline

- Workplace culture – at the frontline
- Microsystems level
- ‘The way things are done around here’ (Drennan 1981)

Workplace Culture: Why is it important?

Quality Care

The Intelligent Board 2010

Patient Experience

wellbeing
AWARENESS CAMPAIGNS

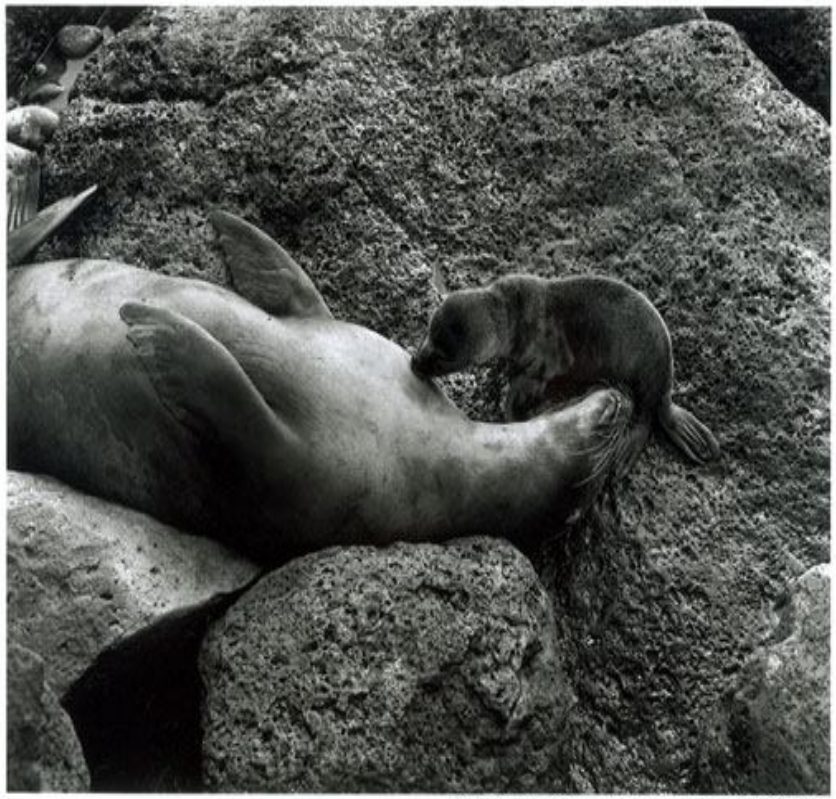
Resources

BARRIERS OF RESEARCH UTILIZATION

Enabling factors: an effective workplace culture Manley; Sanders; Cardiff; Webster (2011)

- Individual
  - Transformational leadership
  - Skilled facilitation
  - Role clarity

- Organisational
  - Flattened & transparent management
  - Organisational readiness
  - Human resource management support



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Co-creating the Shared Purpose framework at EKHUFT

PROCESSES OF PRACTICE DEVELOPMENT:

•**Collaboration, inclusion, participation**

•Self assessment against 6 frameworks:

- **Person-centred practice and innovation**
- **Transformational leadership**
- **Consultancy**
- **Facilitating work-based learning**
- **Practice development skill set**
- **Research, Inquiry, scholarship**

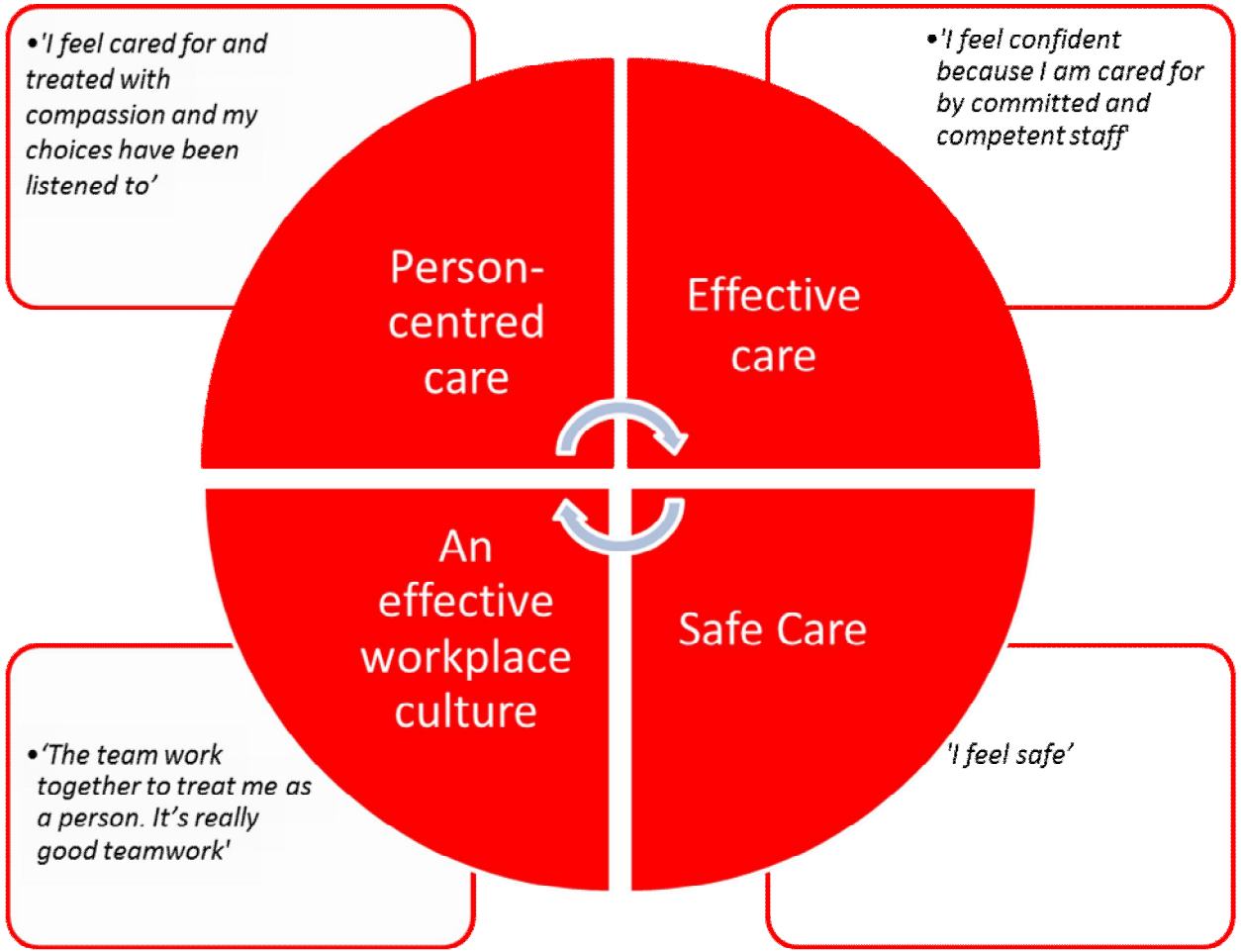
•Qualitative 360 degree analysis

•Reflective Review

•Cassandra matrix

Delivering Quality

The Shared Purpose Framework – for Patients



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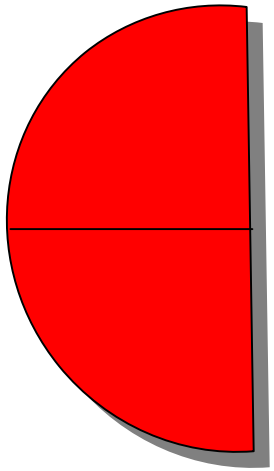
Person-centred care

Providing person-centred compassionate care

Courageously Speaking up for and listening to patients

Inviting and using patient and service user feedback

Working in a person-centred way with others

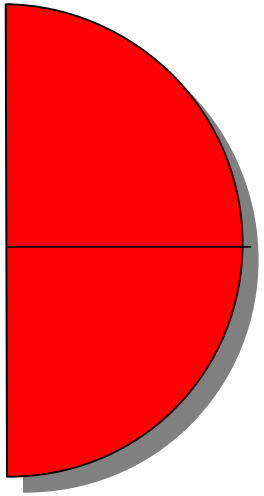


Effective care

Providing effective care to individuals and groups

Maintaining own effectiveness and enabling others to be effective

Evaluating and researching effectiveness



Safe care

Providing safe care

Embedding the Safety Culture

Reviewing and improving safety practice

An effective workplace culture

Being self aware and developing effective relationships

Working as an effective team

Leading person-centred, compassionate, safe and effective care

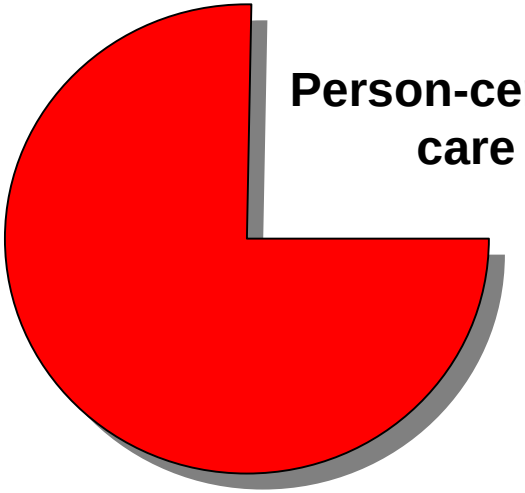
Active learning for transforming care and practice

Developing, improving & innovating

9	More Senior Staff
8	Consultant Practitioners
7	Advanced Practitioners
6	Senior Practitioners
5	Practitioners
4	Assistant Practitioners
3	Senior Assistants/Technicians
2	Support Workers
1	Entry Level Jobs

Skills for Health/NHS Career Framework 2007

Care & Compassion



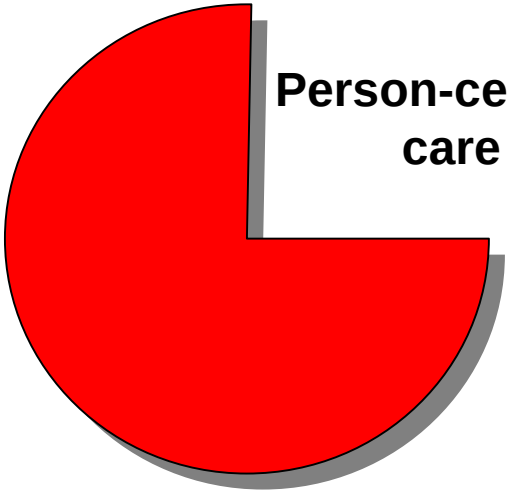
The Health Care Support Worker..

Act with compassion, being with and available to the patient proactively

The consultant nurse/midwife..

Provide organisational and strategic leadership in person-centred, compassionate care, articulating the concept and vision and what this means to all members of the health care team

Courage



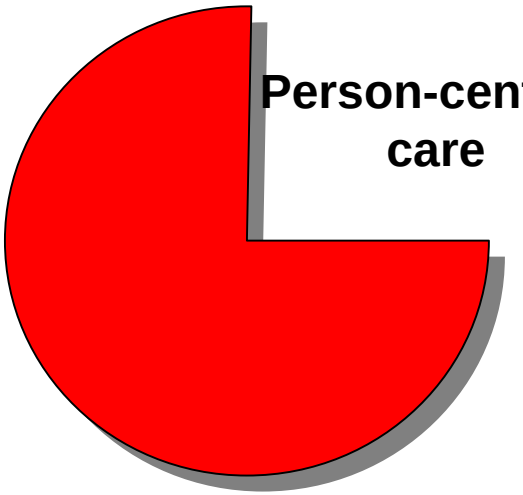
The health care support worker..

Maintain confidentiality, privacy and dignity of patients, being courageous in speaking up to ensure these are maintained

The registered nurse..

Act to ensure the voice, needs and views of the patient are heard in a meaningful way, recognising and protecting vulnerable adults and children

Communication



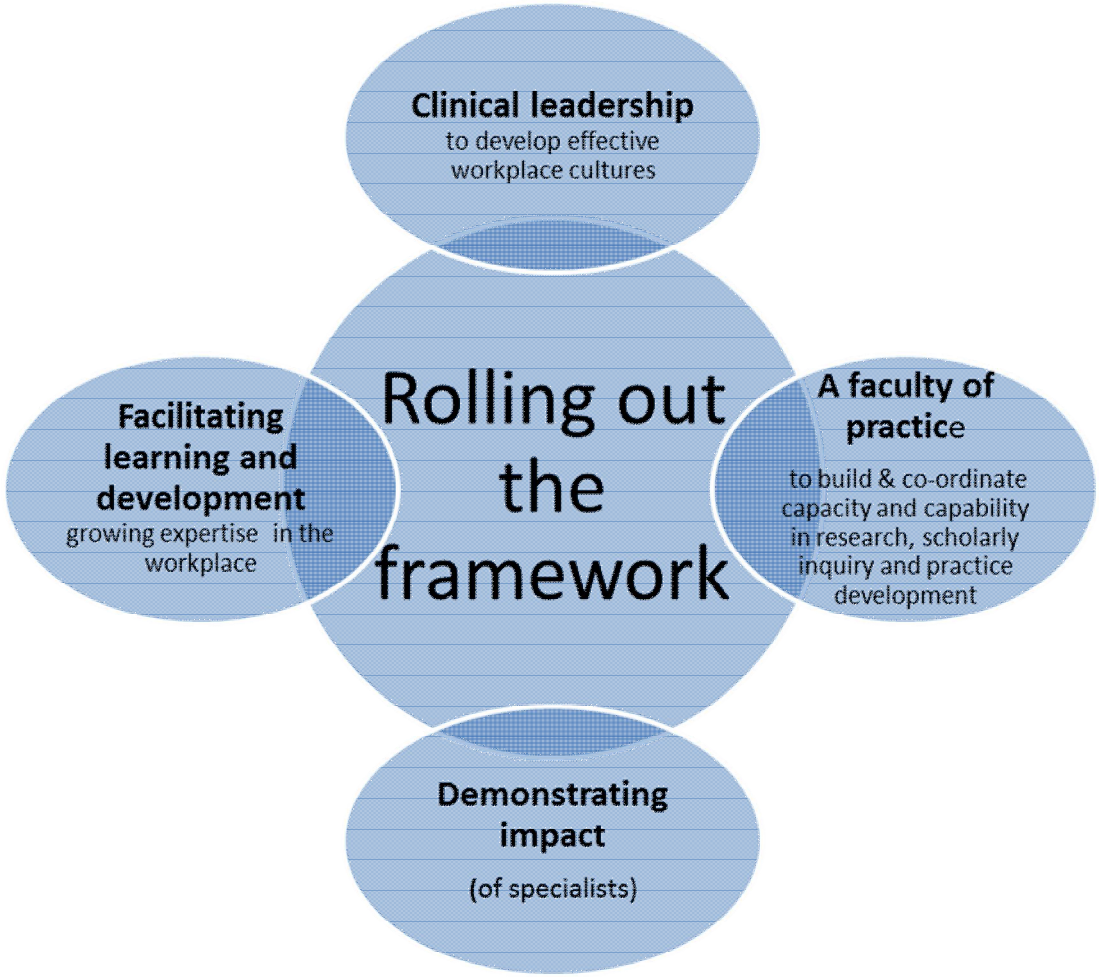
The outpatient receptionist..

Communicate effectively with patients and their relatives ensuring accurate and seamless information is conveyed and documented.

The porter..

Communicate clearly, appropriately and proactively, talking with patients, observing for and responding to non-verbal communication.

Embedding the Shared Purpose Framework for Person-centred care: 5 work streams



TRANSFORMING CULTURE

PERSON- CENTRED RELATIONSHIPS

Caring conversations that co-create and shape how things are done around here

CLINICAL LEADERSHIP AT THE FRONTLINE

Shared purpose & values
High challenge & high support
Giving & receiving feedback
Celebration
Learning from the workplace
Systematic evaluation

Changing culture

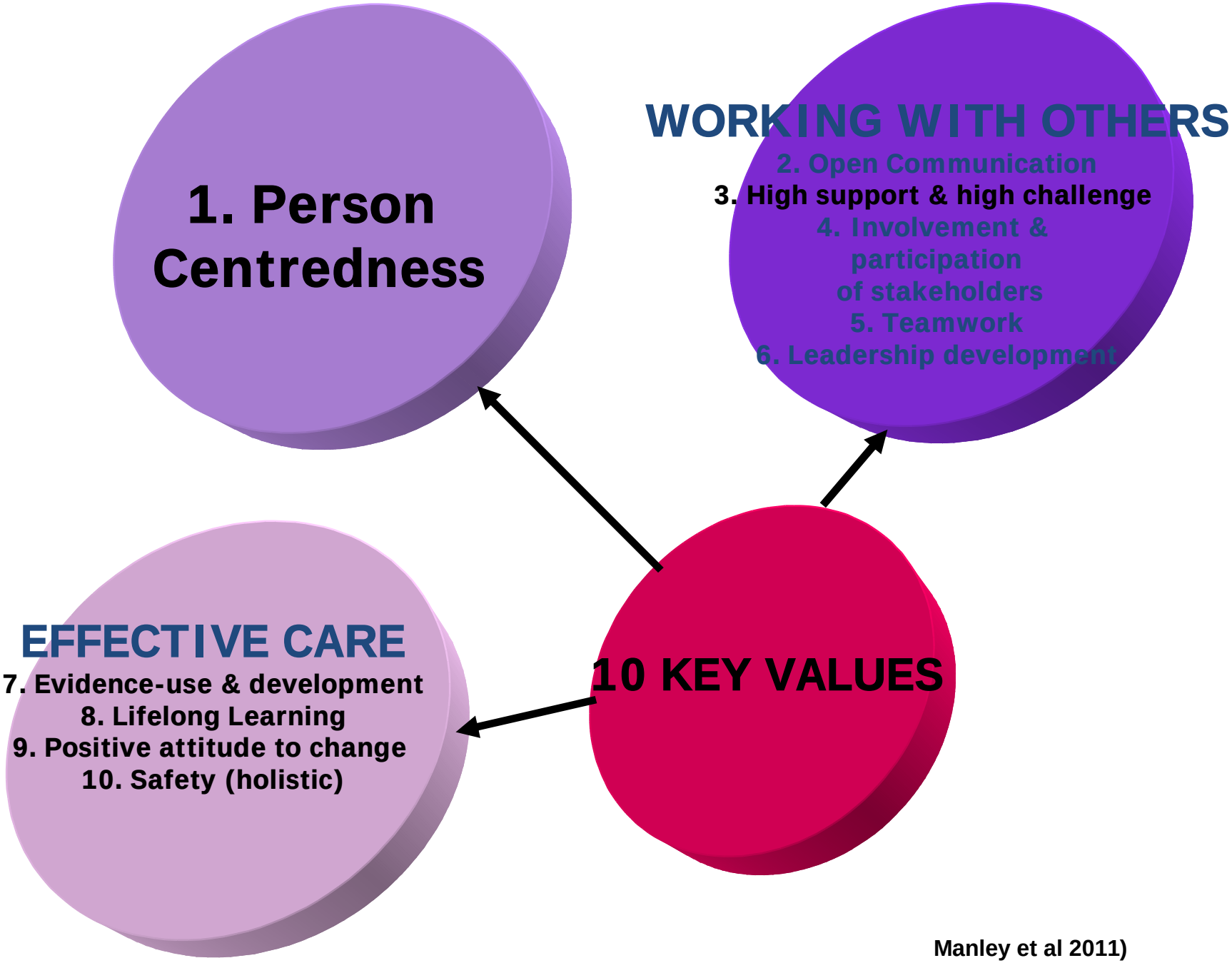
- Relationships
  - Caring conversations
  - Emotional Touch points
  - Focusing on what matters to patients and staff
  - Emotional intelligence
  - Peer support and review
- Leadership
  - Working with and embedding values and their meaning
  - Transformational leadership

Clinical Leadership Programme

- Self assessment against framework
- Qualitative 360 feedback as transformational leader
- Observations of care
- Patient stories /emotional touch points
- Action planning
- Developing collaborative vision
- Using Claims, Concerns & Issues
- Active / action learning

- Academic accreditation
- Increased confidence
- Change in workplace culture
- Engagement with Quality & Safety agenda
- Facilitating others effectiveness

The Core Values Underpinning Effective Workplace Cultures



Manley et al 2011)

Attributes 2-5: Embedding Values & Beliefs Into Practice

(Manley K; Sanders K; Cardiff S; Webster 2011)

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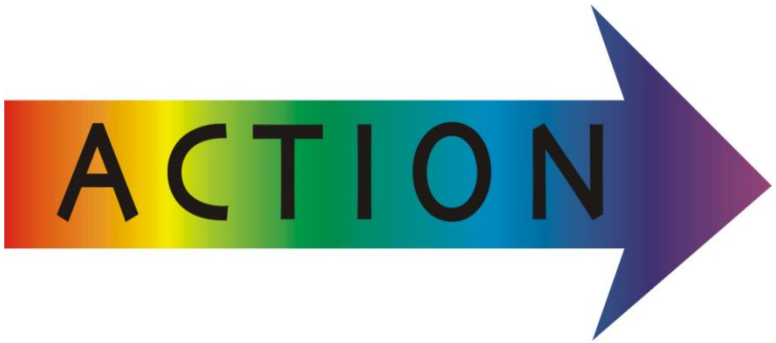

Developing person-centred workplace cultures where everyone can flourish

Thank you!

England Centre for Practice Development:
http://www.canterbury.ac.uk/health/EnglandCentreforPracticeDevelopment/Home.aspx