



**ImROC**

*InHealth*  
ASSOCIATES



Virginia Mason  
Institute™

**NHS**  
*England*

**The PSC**

# Sustaining your Culture of Care

Culture of Care: Staff Care and Development

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# Foreword

This pack aims to provide you with the tools necessary to sustain the impact of your Culture of Care QI project beyond the end of your time on the cohort.

But first, we wanted to take this opportunity to say thank you for your participation on this programme and to congratulate you on your efforts to date. The Culture of Care programme and associated standards, provided for you again within this document, are intended to support support patients and their families to flourish, and staff to flourish; to be proud to work in inpatient care and supported to deliver the care they came into their profession to give.

You have taken time out of your busy working days to think about how to improve the Culture of Care for your ward teams and your service users. Not only that, you've spent time gathering feedback from others on the ward to help ensure that your chosen project offers real benefit to those who work with you and experience the care that you provide. You have piloted, or will be about to pilot, the project to test and learn and ensure that the intended positive impact is felt by those on the ward. This is a significant effort and must be recognised.

As you continue your journey improving the Culture of Care on your ward, we hope that the tools provided in this pack prove useful to you. We also encourage you to keep in touch with the programme, and will invite you to Communities of Practice during the next cohort to allow you to keep sharing and learning with other wards who have been part of this programme.

With very best wishes,

The Culture of Care: Staff Care and Development Team

# Culture of Care Standards

Welcome to our bold, co-produced, reimagined vision of care for all NHS funded mental health inpatient settings

Citizenship

True Co-production

Vision: People to be consistently able to access a choice of therapeutic support, and to be and feel safe

<p><b>1. Lived experience</b> We value lived experience</p>	<p><b>2. Safety</b> People feel safe and cared for</p> <p>Rights are protected</p>	<p><b>3. Relationships</b> High-quality and trusting</p>	
<p><b>4. Staff Support</b> Present alongside distress</p>	<p><b>5. Equality</b> We are inclusive, value difference and promote equity</p>	<p><b>6. Avoiding Harm</b> Actively avoid harm and traumatisation</p> <p>And provide a clear pathway of support</p>	
<p><b>9. Environment</b> Spaces reflect the value we place on our people</p> <p>Inclusive and accessible</p>	<p><b>10. Things to do</b> Requested activities everyday</p>	<p><b>We respect intersectionality</b></p> <p>Here for everyone</p>	
<p><b>7. Needs Led</b> We respect people's own understandings</p> <p>We believe what people tell us</p>	<p><b>8. Choice</b> Nothing about me without me</p> <p>Always choice to be involved</p>	<p><b>11. Therapeutic Support</b> We offer a range of therapy</p>	
<p><b>All care is trauma informed, autism informed &amp; culturally competent</b></p>			<p><b>12. Transparency</b> We have open and honest conversations</p> <p>Charter Regularly reviewed co-produced charter</p> <p>Alert to closed cultures</p>

Always Compassionate

**12 core commitments**  
creating conditions where everyone can flourish

Each person has the power to make a difference

Connection with... life outside hospital, support networks, local services



# Post project step by step

A guide to help with sustaining the impact of your project, and making it part of the regular working rhythms of your ward

# 5 post-project steps to take (1/2)

At the end of your time on the programme, you'll want to ensure that the changes you've made become a normal part of the working rhythm on your ward. Now that you have experience in delivering a QI project designed to improve your ward's culture of care, you can also use your skills and knowledge acquired to identify new areas for improvement and design new projects. Below is a list of steps you can take to help with this:

- 1) Set up **project folders** somewhere that all ward staff can access, and save key project documents (e.g. your plan on a page (p.22), project overview (p.9), and results from surveys completed during the project. That way your work is accessible to any new staff members who join the team in future.
- 2) Review the long list of project ideas you created as part of the work and decide if you want to work on any of those next. If not now, make sure you store them in the project folders and review them at the regular touchpoints (4) in future.
- 3) Create a log of **lessons learned** (p.12) from this project and save this in the project folder. This can help your team (and others) to be more efficient in future projects, sharing learnings about your challenges and successes.
- 4) Ensure that your project team has **regular agreed meeting points** set up so that you can discuss the project, review progress, and agree any changes you might wish to make as you go. In your first meeting after your formal coaching ends, it would be helpful to recommit everyone to the vision for sustaining culture of care and coming up with your own plan for sustaining the impact of your project, which could include the following steps:
  - a) Set up/review your project overview document (p.9) How your project is meeting its objectives? Does anything need to be changed from your original plan?
  - b) Work out when you will regularly meet as a team.

# 5 post-project steps to take (2/2)

c) Are there other areas of challenge on the ward in which you might wish to trial QI projects in future? You might want to revisit the longlist of project ideas generated to prioritise what you want to work on next.

d) If you don't already have one set up, would a team Microsoft Teams channel be helpful?

## Meeting Frequency

Depending on what stage the project is at, as well as team availabilities, will influence how frequently you decide to meet. For instance, if you are reviewing an implemented project 6-monthly might be sufficient, or if you are still in delivery phases you may wish to meet more frequently.

5) If you haven't already done so, **communicate** with your ward team to ensure that everyone is clear about what stage the project is at and successes achieved so far. You could also provide 6 monthly updates to your ward, to gain feedback on project impact and communicate any changes or developments.

In addition to these 5 steps, it would be great to **spread the word** about your success on your project.

Think about how you can communicate the impact of your project outside the ward. For instance, by:

- Presenting to your QI team
- Presenting to other wards in your Trust to share experiences and learnings
- Email [cultureofcare@thepsc.co.uk](mailto:cultureofcare@thepsc.co.uk) to share your story on our website or in our newsletter!

# Post project tools

Tools to help with sustaining the impact of your project

# Your project overview

Use this template to **keep a track of project status**, any changes and next steps. You can also use this to **communicate** your project and progress to the wider ward team.

<p><b>Your challenge</b>  <i>What is your project intending to improve? Has anything changed?</i></p>			
<p><b>Project description:</b>  <i>Provide a brief description of your project.</i></p>			
<p><b>Progress so far:</b>  <i>Where are you in the project lifecycle?          Is the project meeting its success criteria?</i></p>			
<p><b>Keep/evolve/stop</b>  <i>What changes do you need to make to ensure the project keeps meeting success criteria</i></p>	<p><b>We should keep doing:</b></p>	<p><b>We should evolve:</b></p>	<p><b>We should stop doing:</b></p>
<p><b>Next steps:</b>  <i>What is your next action, or review point, to ensure the project's continued success? By who and by when?</i></p>			

# Your project overview - how to use this template (1/2)

Below is a structure of questions you might ask one ask in team reviews to help keep your project overview up to date and to determine next steps.

## Reflect

- How are we feeling about the culture of care on the ward following our participation on this programme?
- Do we feel we have positively shifted the culture of care on our ward?
- Has anything changed on the ward in the last [6 months] that changes our team focus?
- Has anything happened in the last [6 months] that has changed your perspective on how to improve the culture of care on the ward?

## Project description

- How would we describe the project to a new colleague joining who doesn't know anything about it, using max 2-3 sentences? (on first writing it)
- Has anything changed about our project since we last met? (in future update meetings)

## Progress so far

- What has happened since we last met?
- Has the project evolved?
- Have we gathered any new feedback on whether the project is meeting its criteria for success?

# Your project overview - how to use this template (2/2)

## Keep/evolve/ stop

- Based on feedback gathered from colleagues, or observations within the team, what is working well?
- What, if anything, might we want to trial to further improve the project?
- What, if anything, should we stop doing that we previously had been?

## Next steps

- Based on the above, what should we do next?
- For each action, who is responsible, who will support, and when will they commit to do it by?

# Lessons learned tracker

Use this to **document lessons learned** through your time on the programme and beyond.

<b>No.#</b>	<b>Date</b> <i>When was this lesson learned</i>	<b>Lesson learned</b> <i>What did you discover as you began designing/delivering your project</i>	<b>Context (if needed)</b> <i>Any supporting background information to help place the lesson in its current context</i>	<b>Implication</b> <i>What did you do as a result?</i>
1				
2				
3				

# Reflective Practice - tips for sustaining an effective RP Group

**Consistency is key** to a successful Reflective Practice Group:

Set a time and day, stating when the group will run:

- How frequent will this be? Every two weeks or monthly?
- For how long? 60/90 -minutes?
- Will the group be online or in person?
- Will you send the invite in advance?

It's a good idea to give as much notice as possible and if you can, add it into people's calendars as a meeting invite so the manager can support them to attend. Make sure you have your own **supervision** and **support** in place.

**When talking with the participants:**

Invite them into the conversation, to help shape how the groups will run:

- What contract do they want with each other to make it possible to have an effective reflective practice group?
- How will they judge whether it is being successful for them?
- How do they want to deal with differences between them?
- How do they want to deal with hierarchical differences if they have managers of them in the group?

# All coaching tools

# Defining your goals

Tools to help with determining your goals for new QI projects, or refining goals for existing projects.

# Five “Why”s

Problem statement:

1. Why

2. Why

3. Why

4. Why

5. Why

# SMART goals

Our goal is to ...	
	<i>How does your goal meet the following criteria?</i>
<b>S</b> pecific	
<b>M</b> easurable	
<b>A</b> ttainable	
<b>R</b> elevant	
<b>T</b> imebound	

# DUMB goals

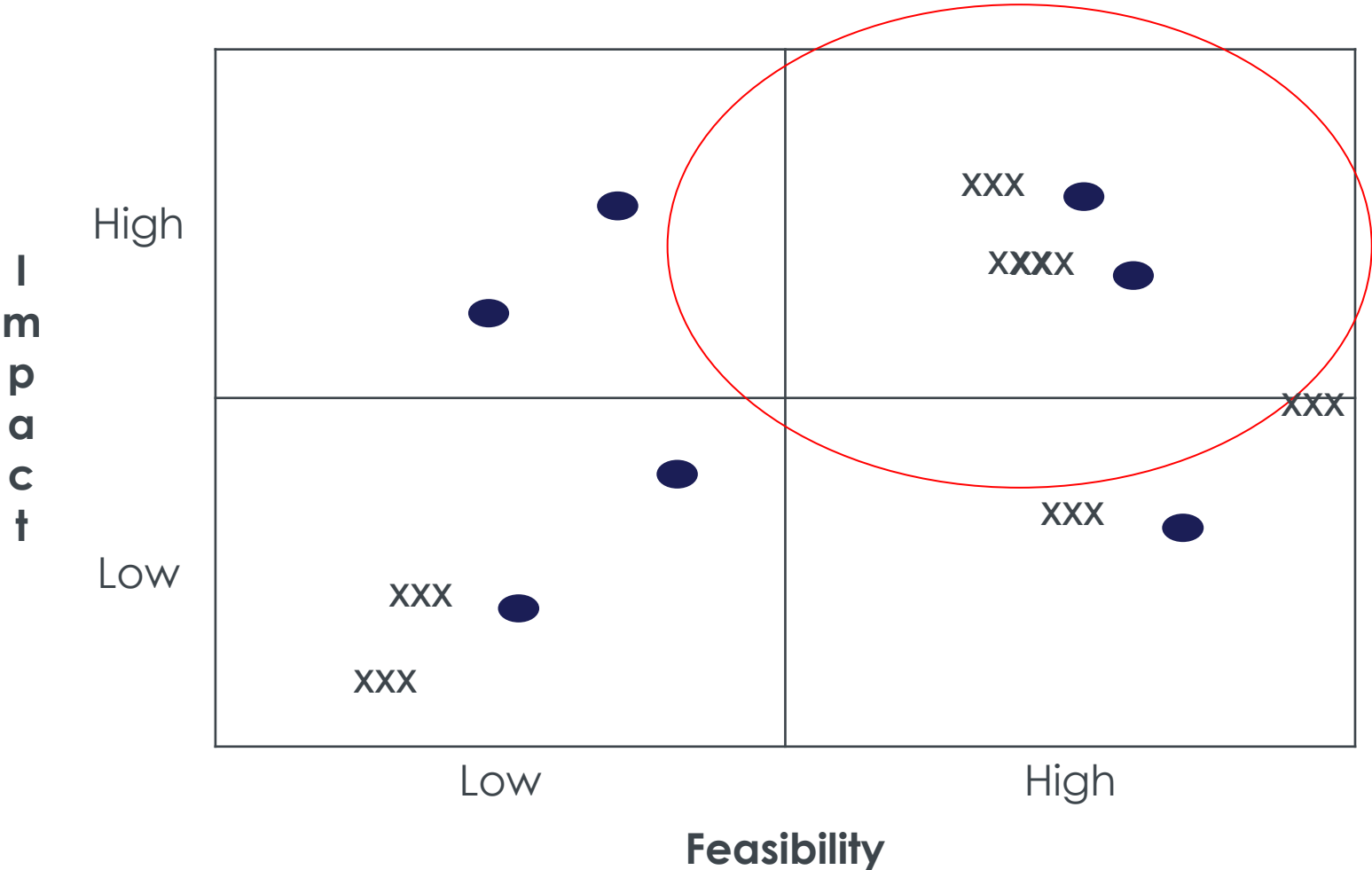
Our goal is to ...	
	<i>How does your goal meet the following criteria?</i>
<b>D</b> ream-Driven	
<b>U</b> plifting	
<b>M</b> ethod-Friendly	
<b>B</b> ehaviour-Driven	

## A note on terms:

**Method-friendly:** A goal is method-friendly if it allows you to create a road map to success, with clear milestones that you can track your progress against. This keeps you motivated and reinforces the belief that you can achieve your aims.

**Behaviour-driven:** A goal is behaviour-driven if it can in part be achieved by adding new methods or habits alongside existing routines to train our brains to automatically implement the new process without the need for conscious effort or control. This is key to achieving success, as it allows us to develop sustainable habits that help us to push through difficult moments and inertia.

# Issue prioritisation matrix (template)



# How to use an issue prioritisation matrix

## What is this tool?

A simple two-factor prioritisation matrix can be very effective in prioritising the issues your project will address. It focuses your time on the questions that are most impactful to ensure you use your time and resources most efficiently

## Tips for using this tool

- Develop a set of prioritisation criteria that are most appropriate to your project and decision (e.g., impact vs. feasibility, impact vs timing, or impact vs. level of control)
- Take each issue / question in turn and place it on the matrix
- Typically, the vertical axis measures how much impact answering the question will have on the overall problem to be solved. If the impact is small, then there is no point in devoting resources to it
- The horizontal axis often estimates the time within the project at which the issue will need to be addressed – issues with long lead times, and those which will help determine the direction the rest of the project, will need to be done as soon as possible
- Other factors can be used, such as 'level of control' – the ability you have to make changes happen
- Think about how you will gauge which issues have the highest impact - this might be done by gathering feedback from your wider team or service users

# Planning your project

Tools to help with planning your project once you have defined your goals

# Plan on a Page

<b>1. Basic question to be resolved:</b>	
<b>2. Workstreams and roles</b> <ul style="list-style-type: none"><li>• Workstreams:</li><li>• Workstream lead:</li><li>• Exec sponsor:</li><li>• Delivery team:</li><li>• Lived experience involvement:</li></ul>	<b>3. Desired goals and criteria for success</b> <p>Goals:</p> <p>Success criteria:</p>
<b>4. Scope of the work</b> <p>In scope:</p> <p>Out of scope:</p>	<b>5. High-level timings and milestones</b> <ul style="list-style-type: none"><li>• For more detail, please use the next page.</li></ul>
<b>6. Context / background</b>	<b>7. Risks and potential barriers</b> <p>Challenges:</p> <p>Risks:</p>

# Plan on a Page - timeline and activities

	Week 1 (insert date)	Week 2 (insert date)	Week 3 (insert date)	Week 4 (insert date)	Week 5 (insert date)	Week 6 (insert date)	Week 7 (insert date)	Week 8 (insert date)
Planned activities								
Expected milestones								

# Inequity waste wheel

**Why use this resource?** To consider and avoid inequitable consequences of proposed actions.

**Who should use it?** Any team interested in improving a process, program, policy, or decision.

**When should the tool be used?** As soon as possible in your work, to anticipate and address equity impacts.



## Key

- = Common behaviors displayed by people with power and privilege, often unintentionally
- = Common inequities experienced by people without power and privilege.

# Inequity waste wheel

## Equity impact analysis: example questions

### 1. Identify and Engage Stakeholders

Which under-represented groups may be most affected by the issues we are studying? Have we informed and meaningfully involved them? If not, how can we engage them, so they feel authentically represented?

### 2. Specify Inequities

How are these under-represented groups affected? Which inequities on p. 1 are involved? What data shows inequity exists? What data is missing or needed?

### 3. Consider Root Causes

What factors may be contributing to inequities associated with this issue? How did these arise? Are they growing or narrowing in scope? Does our proposal address root causes? If not, how can we address them?

### 4. Clarify the Intention

What does the proposed action or decision seek to achieve? Will it reduce health care disparities or bias in our environment? Will it increase trust?

### 5. Consider Adverse Effects

What adverse effects or unintended consequences may result from this proposal? Which inequities may be involved? Which groups could be negatively affected? How could we prevent adverse effects?

### 6. Advance toward Equity

What positive effects on equity, diversity, inclusion and belonging, if any, could result from this proposal? Which racial or ethnic groups, or other under-represented groups, could benefit?

### 7. Identify Alternatives and Improvements

What are some better approaches for reducing disparities and advancing equity? What could we change in our proposal to foster positive effects on equity, diversity, inclusion and belonging?

### 8. Determine Success Factors

What are the success indicators and progress milestones we want to achieve? Who will we inform about our progress? How will we assess the level, diversity, and quality of ongoing stakeholder engagement?

### 9. Ensure Feasibility, Sustainability and Accountability

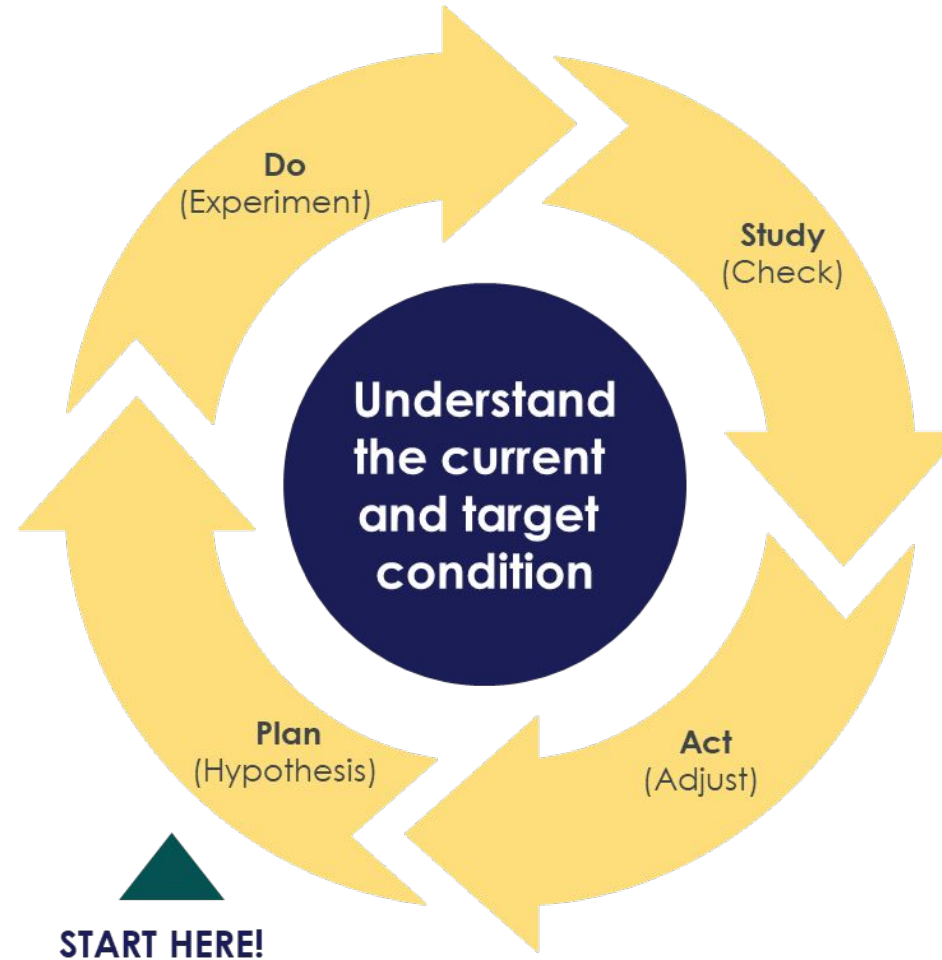
Is the proposal realistic and adequately funded? How will we ensure ongoing data collection, transparent reporting, stakeholder participation and visible accountability?

# Testing and learning

Tools to help with implementing your defined project

# PDSA is based on the scientific method of iteratively testing ideas, until the obstacle is overcome

- Trial the changes
- Record any problems
- Observe the impact of your change (the new “current condition”)
  
- Confirm the objective
- Clarify your “test” – what’s the problem/obstacle/root cause you will impact and predictions that impact
- Plan the trial (what, who, when, where)



- Check if the impact / results matched your predictions
- If not, study what actually happened, and the root causes of under-performance
  
- Adopt – if effective, standardise, embed and share
- Adjust – if not, could you adjust the change and PDSA again?
- Abandon – if not, pick something else to PDSA instead

# Measurement log - process measure

A 'process measure' is something that you define that shows you that progress has been made and allows you to track progress on a weekly basis.

**Overall goal:**

Process measure	Week 1 update	Week 2 update	Week 3 update	Week 4 update	Week 5 update	Week 6 update	Week 7 update	Week 8 update

# Measurement log - outcome measure

An 'outcome measure' is something that you define that shows you that your project is having the desired outcome and allows you to track how successful the project has been at meeting that outcome on a weekly basis.

**Overall goal:**

Outcome measure	Week 1 update	Week 2 update	Week 3 update	Week 4 update	Week 5 update	Week 6 update	Week 7 update	Week 8 update

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