

APPENDIX 6

Perinatal Culture & Leadership Programme

April 2024

Score Survey Board Report



Context

This programme is built around the perinatal quadrumvirate, or 'quad', group of senior leaders (Director of Midwifery, Operations Director, Clinical Director and Neonatal Nurse Director) with the aim of nurturing a positive safety culture, enabling psychologically safe working environments and building compassionate leadership to make work a better place to be and is included in the requirements for NHS Resolutions Maternity Incentive Scheme.

The programme includes a series of workshops and action learning sets and provides dedicated time to the quadrumvirate to work and learn together, accompanied by individual time to focus on personal development.

The final component of this is the SCORE Culture Survey, an independently facilitated programme with team and quad debriefing sessions to co-design the cultural improvement actions identified. The data collection phase has been completed with the teams achieving a response rate of 25%.



Collective Vision & Aspirations



Collective Vision and Aspirations

To provide excellence in maternity care for the communities we serve

How can we increase the visibility of Leaders to ensure that staff at all levels feel valued?	What does visible leadership look like/what does it mean for us?
We need to drive increased accountability and remove the parent/child dynamic that exists	It has become habitual to moan and complain rather than take ownership
There is an issue with FAIRNESS and consistency in terms of performance management	How can we tackle this issue, what support do we need?
We need a communications plan to Story-Tell: share successes and challenge behaviour	We need to find our advocates – individuals at all levels who take accountability, role model consistency and reinforce positive messages
Linked to consistency: we need to reinforce positive feedback AND call out bad behaviour	This will drive recognition and fairness and consistency.



Themes & Insights



Themes and Insights

Theme	Learning	Quote
Learning	Cross department learning isn't encouraged	<ul style="list-style-type: none">• I haven't got time to upskill• I feel like I'm the bottom rung of the ladder
Leadership	Constant change of direction	<ul style="list-style-type: none">• Make me feel valued• Tell me the truth
Collaboration with and across teams	There is a lack of respect amongst senior/junior teams	<ul style="list-style-type: none">• I'm too tired to care• There is no respect amongst teams
Psychological safety	Perceived neglect from certain units	<ul style="list-style-type: none">• Other departments just don't know the pressure I am under• What's the point, no one listens
Capacity and technology	There are varying levels of emotional resilience within junior staff	<ul style="list-style-type: none">• Without breaks there is no off switch• I'm swimming against the current



Areas for Improvement

Areas for Improvement

Aspiration	Theme	Plan in next Quarter	Plan in next Year
Increase visibility of leaders	Leadership	SLT Walkabouts Outreach working	Annual SLT plan
Drive increased accountability at all levels	Learning Collaboration	Culture conversations Just accountability Model behaviours	Model behaviours
Address fairness and consistency in performance management	Learning Leadership Psychological safety	Increase HR support Matron/managers handbook	Utilise P&OD programmes
Comms plan	Collaboration Capacity and technology	Celebrate successes Share learning	Open day schedule Build trust and confidence
Reinforce positive behaviour and actively tackle bad behaviour	Collaboration Learning Leadership Psychological safety	Lead by example SLT walkabouts Just accountability	Framework and policy mapping



Ongoing Support



Ongoing Support

- Score survey results mapped to staff survey themes
- Added to divisional cultural improvement plans
- Managed as part of workstream 2, people and culture
- Shaped with staff
- Engagement is solution for driving accountability
- Measure success
- Trust and confidence