



# How do we live and breathe our culture?

## Transcript

[00:00]

I'm Andy Foreman-Long, I'm head of contracts at Here, and I helped to manage all of our secondary care subcontracts in the MSK Partnership.

[00:08]

My name's Una Nicholson. I'm the lead for people culture and teams at Here, and I have a training and facilitation role within the MSK partnership. We held a series of workshops with all the staff groups around what are our values, what really matters to us as a new partnership, what really matters in terms of the care we deliver, what really matters in terms of how we work together. And from that we established our values and then we thought it would be really good to have as a group, a place across the service where we act, where we are the guardians of those values, and where we had a place that was non-hierarchical, where we could come together and monitor how are things going, what needs our attention.

[00:59]

Then over time, that became the place where we organized our whole service away day, our whole service kind of celebratory day.

[01:11]

I have found over time the way that we've, um, we've developed into having a really clear purpose, um, has really, really helped for me. I think I think there's been some real tangible benefits. So organizing the staff conference, that sort of thing, is really it's been clear what the purpose of the club is.

[01:33]

That was a challenge with it really the process of coming up with the values was really important in terms of getting people working together who hadn't normally been so connected. And having those conversations about what really matters.

[01:48]

It's driven by what we're hearing from the staff. So, I feel that the coach is representative of the partnership and therefore the opinions of the coach should really represent what staff are feeling and what we're told or what we feel is

important, that's our focus and that's our frame for setting the agenda for the event each year.

[02:14]

I think the underlying thing is that its staff led and so delivered through workshops that everyone owns. They come forward if they want to do one.

[02:24]

People are suggested, as they've done a really good thing, we need to recognize that it would be great if they could deliver a workshop.

[02:32]

I suppose some of our principles continuing on from that are that we trust people who step forward to make good decisions. So if someone wants to do something then we trust and support them to do it, um, that the best way to learn about something is to offer it. So we support people in that way to offer things

[02:53]

It's the sort of non-hierarchical, safe space. If you've got an idea and you think it's a good idea, what you said is good, go with it, we'll be happy to support you.

[03:04]

Yeah, we've never, ever turned a workshop proposal down. The only thing we've ever turned down was when someone said, oh, I think she should do that. Yes. And we went like that. And you have to, um.

[03:18]

Yeah. You've got to come forward.

[03:20]

You can't propose someone else to do something.

[03:22]

Nothing good ever came out of that.

[03:23]

You can suggest.

[03:24]

I think the Culture Club gives us a vehicle for supporting leadership at all levels. So I really enjoy is, someone who may not be used to being in a position of decision making, getting to make decisions and getting to go through that process of working out how to go from idea to actually doing it, implementation, doing it. So over the years and then also I love the diversity. So you've got someone who's a physio, someone who's, um, nonclinical and Crawley together with someone who's nonclinical in Brighton. And you've got this diversity of people with this responsibility,

important responsibility, and they get to, uh, make decisions and make something brilliant for people.

[04:18]

For me, one of the reasons why I keep going is because I enjoy it, and I think it's important, but I feel an obligation to make sure that we make the best of this opportunity that we've got because we're very lucky to have a staff led group that has so much, um, kind of freedom to do stuff. And I want to make sure that stuff is done correctly.

[04:44]

Yeah, and you keep us true to purpose as well. No, you do keep us honest about, you know, is that really what we set out to do? And and then there's the enthusiasm and then there's the afterglow. You know, the meeting after the conference where we all go, that was great.