

Improving Culture at Norfolk and Suffolk NHS Foundation Trust



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Our NSFT strategic priorities

Service Users and Carers



Large scale change programmes 2026/27

Improving Health

1. Health Equity
2. Clinical Transformation
3. Partnerships and collaboration

Improving Care

4. Improving quality and safety
5. Effective services
6. Service users, carers and families

Improving Culture

7. Building capacity and capability for continuous improvement (inc LiA)
8. Kind and compassionate workplaces
9. Race Equity and PCREF

Improving Value

10. Efficiency, Value and Improvement
11. Governance and Risk
12. Digital and EPR



Key improving culture milestones Launch 2024-25



New Trust vision

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New TALK
Values and
Behaviours



We are a Team • We are Accountable
We Learn and Improve • We are Kind

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**Dear
Caroline**



**Freedom to Speak Up
and Dear Caroline
initiatives launched**



Listening into Action



launched Trustwide



Key improving culture milestones Inclusion and Race focus 2025-26



NSFT Employee Network Groups



**Staff networks
relaunched and
redeveloped
Trustwide**



**Workforce race equality
report published and
Race Equity Strategic
Plan designed**



**First Race Equity
Conference
delivered for
200 staff**



**Routes to Success
programme launched
for 20 Global Majority
colleagues and 20
sponsors**



Key improving culture milestones

Kind and compassionate workplaces



Norfolk and Suffolk
NHS Foundation Trust

68.2%

2025

46% in 2024

Best NHS Staff
Survey response
rate ever for NSFT



Monthly TALK Awards
and annual Safer,
Kinder, Better Awards
launched - over 2,600
colleagues celebrated



Partnered
with A Kind Life
to act on key themes
with leaders

Let's
TALK
Culture

Three Phases of
Let's TALK Culture
programme designed



Listening into Action

**850 staff
involved in
Listening into
Action with over
90 Pioneer
Teams and over
450 Quick Wins**



**56 teams
involved
service users
and carers**



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Listening into Action



Norfolk and Suffolk
NHS Foundation Trust

Designed
a new
TALK Values
handbook

“Clear
Records,
Safe Care”
campaign
launched

New
mentoring
programme
delivered with
35 mentors

Wellbeing
days for medics
designed and
delivered

19 wards
delivered
improvements
through Culture
of Care

Trust-wide
“One Hour,
One Day,
One Week”
framework
developed

100%
of PCNs now
have a named
NSFT locality
contact

115%
increase
in MECC
e-learning
completed

Unused
space has
been identified
to repurpose for
staff breaks

Stay
and Grow
Conversations
piloted for
retention

Patient
compact to
address
Hate Crime
created

“What’s
Bugging You”
Feedback
model
developed

Complaints
handled within
timescale
increased to
71% from
33%



LiA Leadership Audit 2025-26



Norfolk and Suffolk
NHS Foundation Trust

Trust-wide

	2025 responses (635 responses*)																				
	1...2																				Total
1. Staff are clear on what is expected of them and how they contribute to our goals																					3.2
2. Staff know who senior leaders are and leaders are visible across the organisation day-to-day																					2.8
3. Leaders are role-models for staff in the way they manage/lead, and foster a positive work environment																					3.1
4. Our clinical improvement initiatives are focused, joined up, and delivering effective change																					2.8
5. Organisational structures and processes are designed to help us deliver our clinical goals																					2.8
6. Our organisation is proactive at seeking out what works and does not work for staff, and acting on it																					2.5
7. Quality and safety of patient care is prioritised over other operational and organisational imperatives																					3.0
8. Organisational processes are designed to eliminate 'non-value added' activities																					2.6
9. Teamwork and sharing is an integral part of how we work and operate at our Trust																					3.2
10. Performance measurement systems for assessing staff contribution is fair, timely, effective and appropriate																					2.8
11. Issues and challenges raised by leaders/staff are readily addressed and resolved																					2.6
12. Organisational structures give clear accountability/responsibility to all staff at all levels																					2.9
13. Staff at all levels are supported and encouraged to develop their skills, abilities and career opportunities																					3.0
14. Leaders and staff are clear on our vision, goals and objectives																					3.1
15. What is important is prioritised over what is urgent																					2.6
16. Staff are enabled, empowered and encouraged to take responsibility for what they do to help patients																					3.2
17. Management systems support and enable staff to do their jobs well																					2.7
18. Staff receive - and are able to give - feedback and input through effective communication channels																					3.1
19. Leaders foster a culture of collaboration and contribution - not 'command and control'																					2.7
20. Information to aid decision making is available where and when we need it																					2.8

	2026 responses (377 responses)																				Diff
	1...2																				Total
																					3.6
																					3.3
																					3.5
																					3.1
																					3.1
																					3
																					3.3
																					2.8
																					3.6
																					3
																					2.9
																					3.2
																					3.3
																					3.5
																					2.7
																					3.5
																					3
																					3.5
																					3.1
																					3.3

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

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Improving NSFT leadership



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Let's TALK Culture



Three module Let's TALK Culture development programme, facilitated by A Kind Life, delivered for 1,000 senior leaders and line managers between May and July 2026.

Sessions for all staff launched on Monday 14 September – 2,600 registered to attend.

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80% of
leaders rated the
in-person sessions
Excellent –
Good



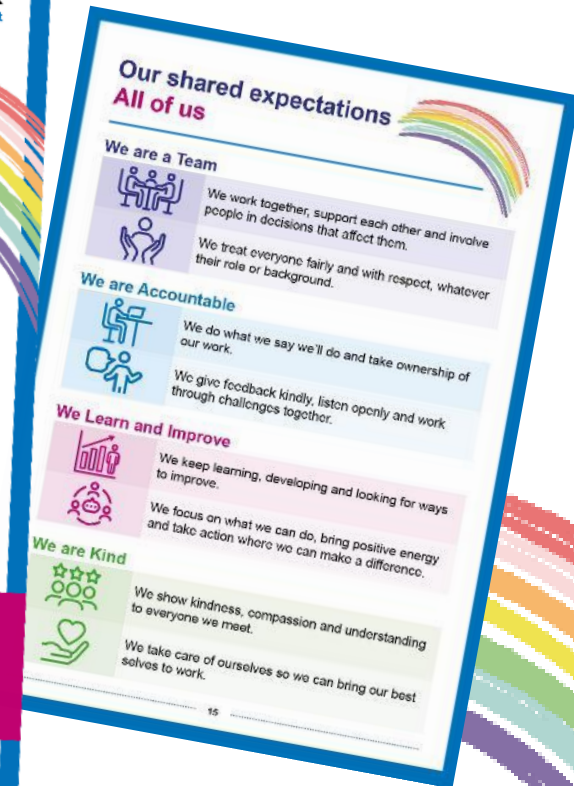
Let's TALK Culture handbook



NHS

Norfolk and Suffolk
NHS Foundation Trust

New Let's
TALK Culture
Handbook
created for all
staff through
Listening into
Action



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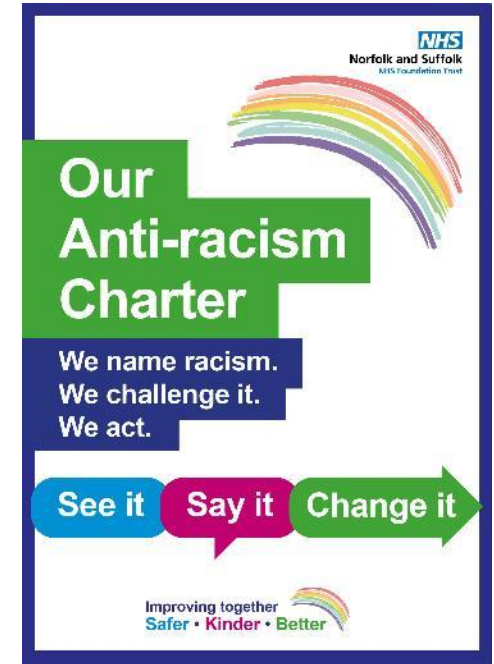
Race Equity and PCREF



We have **improved five** of our **WRES indicators** since launching this programme

A co-produced local **Patient and Carer Race Equality Framework (PCREF)** plan is being overseen by a Race Equity Group.

New **anti-racism charter** launched as part of BHM Celebration 2026



Race Equity and PCREF



Transformational Reciprocal Mentoring (TRM) is underway, hosted by Dr Eden Charles.



Strengthening Leadership Accountability programme with Jacynth Ivey MBE launched



Wave 2 of **Routes to Success Programme** to launch in November 2026 with Yvonne Coghill CBE



Improving Care – NSFT's CQC ratings for specific services



Norfolk and Suffolk
NHS Foundation Trust

Service	Previous rating	Current rating
Community-based mental health services for adults of working age	Requires improvement	Good
Child and adolescent mental health wards	Inadequate	Good
Community-based mental health services for older people	Good	Good
Forensic inpatient or secure wards	Good	Good
Wards for people with a learning disability or autism	Good	Good
Wards for older people with mental health problems	Requires improvement	Good
Long stay or rehabilitation mental health wards for working age adults	Requires improvement	Good
Mental health crisis services and health-based places of safety	Requires improvement	Requires improvement
Specialist community mental health services for children and young people	Requires Improvement	Under Inspection
Acute wards for adults of working age and psychiatric intensive care units	Requires Improvement	Awaiting Inspection
Community mental health services with learning disabilities or autism	Good	Awaiting Inspection



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