

# Six ways to create a culture for integration: Benchmarking tool

**NHS Employers** and **Skills for Care** developed the [six ways to create a culture for integration](#).

This resource builds on the thinking that creating the right culture and strong relationships across the system can be difficult to achieve at times.

# The six ways to create a culture for integration **include:**

- 1 Be prepared to experiment and learn together**
- 2 Have a clear shared vision**
- 3 Set the tone**
- 4 Understand each other's worlds**
- 5 Use data to facilitate the conversations, build understanding and trust**
- 6 Share your challenges and strengths**

Achieving an integrated culture in the complexity of the current health and social care system can be challenging. Therefore, we created six ways to provide tips on how to work towards this goal.

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## **How to use this benchmarking tool**

We recognise that every ICS/ ICP will be at a different place in their journey towards integration.

This benchmarking tool is to help you assess how your system is reflected in the six ways of working. This tool is intended to prompt organisations to consider how their culture and behaviour can both help and hinder the work they are engaging in.

This tool can be used at a neighbourhood/ system/ place/ integrated care partnership (ICP) level to share perspectives around how each organisation sees culture and will help you prioritise areas that need improvement.

Use the questions as prompts to assess your overall measurement against the behaviour. Score each of these questions on a scale of yes, sometimes, not always and no. Use the indicated box for your answer. You can provide additional comments in each section to explain your answers.

You may wish to complete the benchmarking tool collectively at a system level or as individual members. If completed individually we recommend that partners complete the tool, total scores be collated and an average taken for each behaviour.

We recommend using this tool every six months.

# 1 Be prepared to experiment and learn together

	Yes	Sometimes	Not always	No
1. Is there space on the agenda for each partner to present their views and issues without interruption?				
2. Are questions and constructive challenges encouraged and heard?				
3. Do you foster a culture where risks are encouraged?				
4. Do you feel partners in your system foster a culture where risks are encouraged?				

Record your comments:

## 2 Have a clear shared vision

	Yes	Sometimes	Not always	No
1. Is there regular opportunity to review and discuss the aims and objectives of your integrated care system (ICS)?				
2. Do you regularly identify and discuss your common aims as an ICS?				
3. Do you regularly review how you are working in partnership?				
4. Have you drawn up and agreed a shared vision collectively?				
5. Is there a collective identity within your ICS?				

Record your comments:

### 3 Set the tone

	Yes	Sometimes	Not always	No
1. Do you all understand where you are trying to get to and what will help you get there?				
2. Do you create spaces where people feel comfortable to suggest new and different ideas and approaches?				
3. Are you using the right, understandable and agreed language in these conversations and communicating jargon-free?				
4. Do you make decisions together or does one or more organisations dominate the conversation and authority?				

Record your comments:

## 4 Get to know each other and understand each other's worlds

	Yes	Sometimes	Not always	No
1. Is there regular opportunity to discuss mutual expectations and roles?				
2. Is there recognition and acknowledgement of the constraints each other works under?				
3. Is there regular opportunity to provide each other with constructive feedback?				
4. Do you understand what each other's roles, responsibilities, pressures and priorities are?				

Record your comments:

## 5 Use data to facilitate the conversation and prompt discussion

	Yes	Sometimes	Not always	No
1. Do you understand what your data is telling you?				
2. Do you understand what data is important to each sector?				
3. Do you understand what the data is telling you about the needs of your community?				

Record your comments:

## 6 Share your challenges and your strengths

	Yes	Sometimes	Not always	No
1. Do members demonstrate active listening?				
2. Do you create a space that acknowledges that not everything will work the first time and that there will be mistakes?				
3. Do members demonstrate an inclusive approach?				
4. Do you feel empowered to make mistakes?				

Record your comments:



# Useful resources

We recognise that every ICS/ ICP will be at a different place in their journey towards integration.

Therefore, if you have answered no to any of the above questions, we have produced a range of resources in partnership with Skills for Care and partners in care and health to support you in whatever stage you have reached:

- [Integrated workforce thinking across systems: practical solutions to support integrated care systems \(ICSs\)](#)
- [Six ways to create a culture for integration](#)
- [Putting people at the centre of their care](#)
- [A place to meet the needs of people living with frailty: Jean Bishop Integrated Care Centre](#)  
Discover how Hull and North Yorkshire ICB created a culture for integrated working to establish a centre for frailty.