**Vision and Values Guidance Document**

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**Table of contents**

[1 Introduction 2](#_Toc178859251)

[1.1 Guidance statement 2](#_Toc178859252)

[1.2 Status 2](#_Toc178859253)

[2 The need 2](#_Toc178859254)

[2.1 Care Quality Commission expectations 2](#_Toc178859255)

[3 Understanding vision statements 3](#_Toc178859256)

[3.1 What is a vision statement? 3](#_Toc178859257)

[3.2 Examples of vision statements 3](#_Toc178859258)

[4 Understanding values 3](#_Toc178859259)

[4.1 What are values? 3](#_Toc178859260)

[5 Creating a vision statement 4](#_Toc178859261)

[5.1 Who to involve 4](#_Toc178859262)

[5.2 How to involve stakeholders 4](#_Toc178859263)

[5.3 Useful tips for vision statement writing 5](#_Toc178859264)

[Annex A – Vision statement worksheet template 6](#_Toc178859265)

# Introduction

## Guidance statement

The purpose of this document is to explain what a vision statement is and what organisational values are and why both are needed at Sheerwater Health Centre.

A vision statement helps all stakeholders to understand what the organisation’s strategic direction is, the purpose of the organisation and its future aspirations. A precise and well-written vision statement is motivational and helps to create a common goal that can help to influence performance.

## Status

The organisation aims to design and implement policies and procedures that meet the diverse needs of our service and workforce, ensuring that none are placed at a disadvantage over others, in accordance with the [Equality Act 2010](https://www.legislation.gov.uk/ukpga/2010/15/contents). Consideration has been given to the impact this policy might have regarding the individual protected characteristics of those to whom it applies.

This document and any procedures contained within it are non-contractual and may be modified or withdrawn at any time. For the avoidance of doubt, it does not form part of your contract of employment. Furthermore, this document applies to all employees of the organisation and other individuals performing functions in relation to the organisation such as agency workers, locums and contractors.

# The need

## Care Quality Commission expectations

The [Care Quality Commission (CQC)](https://www.cqc.org.uk/guidance-providers/gps/gp-mythbusters/gp-mythbuster-48-well-led-–-vision-strategy) expects service providers to have in place a clear vision and strategy to deliver high-quality care and promote good outcomes for people. The vision and values of a service provider highlight the organisation’s strategic objectives and on what the organisation places value.

As stated in [CQC GP mythbuster 48: Well-led – vision and strategy](https://www.cqc.org.uk/guidance-providers/gps/gp-mythbusters/gp-mythbuster-48-well-led-–-vision-strategy), the leaders within this organisation are the key determinants of whether the vision and values are achieved so it is crucial that this organisation has a clear strategy that is shared by all staff.

Under the well-led key question, CQC assessment teams will seek assurance that this organisation has a shared vision, strategy and culture. The [shared direction and culture quality statement](https://www.cqc.org.uk/guidance-regulation/providers/assessment/single-assessment-framework/well-led/shared-direction-culture) outlines what the CQC will look for and offers links to best practice guidance.

Vision and values have a powerful influence on the behaviour of staff at all levels.

# Understanding vision statements

## What is a vision statement?

[NHS Improvement](https://www.england.nhs.uk/wp-content/uploads/2021/06/01-NHS104-Phase-2-Creating-a-vision-for-your-change-210817-A.pdf) explains that a vision statement can be defined as a picture that brings to life an attractive future state for the organisation. While simple, this definition explains a lot about vision statements:

* They look into the future
* They have both a descriptive and motivational role
* They seek to define the endpoint of a change process but not the actions required to reach that endpoint

A vision statement is fundamentally more than a simple strapline or goal; it performs an essential function in engaging stakeholders.

Vision statements highlight the future aspirations of an organisation while defining its purpose. They should aim to inspire and uplift all stakeholders. Vision statements set out what an organisation wants to achieve mid to long-term.

## Examples of vision statements

The following are examples of simple yet effective vision statements:

* To serve our customers better, to always be relevant in their lives and to form lifelong relationships ([Nordstrom](https://www.comparably.com/companies/nordstrom/mission))
* To be earth’s most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online ([Amazon](https://www.aboutamazon.com/about-us))
* To be the leading provider of water and wastewater services ([Northumbrian Water UK](https://www.nwg.co.uk/about-us/nwl/what-we-do/our-vision-and-values/))

# Understanding values

## What are values?

Company values are sometimes referred to as core values and they are the beliefs and principles that drive organisations towards a common goal. Values can help teams within an organisation to work collaboratively. They give staff a purpose that, in turn, enhances team satisfaction.

Common values include, but are not limited to:

* Courage
* Commitment
* Diversity
* Innovation
* Trust
* Teamwork

The [NHS values](https://www.healthcareers.nhs.uk/working-health/working-nhs/nhs-constitution) are:

* Working together for patients
* Respect and dignity
* Commitment to quality of care
* Compassion
* Improving lives
* Everyone counts

# Creating a vision statement

## Who to involve

Involving multiple stakeholders is essential. Individuals will have a sense of ownership if they have been involved in developing the vision statement and values for this organisation. Furthermore, stakeholder engagement and involvement are a CQC requirement.

The following should be involved:

* Patients
* Patient Participation Group
* Staff

## How to involve stakeholders

There are various ways in which this organisation can involve stakeholders:

* **Workshops** – These can be used to brainstorm a number of versions of the vision statement and set of values that can be shared during the workshop and feedback collated. This provides a real opportunity for everyone to see how each version resonates with stakeholders.
* **Interviews** – These can be conducted one-to-one or with each of the sub-teams within the organisation. Individuals or team members can suggest words that best identify the organisation, or they may share common themes that can be used as a basis to create both the vision statement and values.
* **Competitions** – These enable stakeholders to submit suggestions for both vision statements and values. A team of representatives formed of patients, PPG and staff can then select a winning statement and set of values.

Whichever way the organisation decides to involve stakeholders, for the process to be effective, all involved will need to be made aware of the medium and long-term goals of the organisation.

## Useful tips for vision statement writing

To ensure a vision statement that is truly representative of this organisation, the following guidance should be adhered to when writing a vision statement:

* Avoid jargon, be clear and concise
* Avoid writing a mission statement (they focus on the ‘now’ not the future)
* Be daring and distinct
* Communicate
* Commit time and resources
* Focus on success
* Ensure it is aligned with the goals and values of the organisation
* Make it inspirational
* Write it in the present tense
* Plan for the medium to long-term (five to 10 years)

All stakeholders, particularly staff, need to know what the vision statement is and be able to remember it.

Annex A offers a worksheet template that can be used when developing a vision statement.

# Annex A – Vision statement worksheet template

|  |  |
| --- | --- |
| Prompt | Comments |
| What is the current vision statement? |  |
| What is the culture of the organisation? |  |
| What are our goals? |  |
| What words best describe the organisation? |  |
| What can we, as an organisation, realistically achieve? |  |
| Who do we offer our services to? |  |
| How do we improve service users’ experiences? |  |
| What is the desired future state of our organisation? |  |

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| Possible vision statements |
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