

## **SUPPLEMENTARY PACK 2**

**ARGYLL AND BUTE HSCP INTEGRATION JOINT BOARD (IJB) - VIA SKYPE on  
WEDNESDAY, 27 JANUARY 2021 at 1:00 PM**

I enclose herewith **item 6a (CULTURE UPDATE – Report by Head of Customer Support Services)** which was marked “to follow” on the Agenda for the above meeting.

### **ITEM TO FOLLOW**

#### **6. CULTURE UPDATE**

- (a) Report by Head of Customer Support Services (Pages 3 - 14)

**Argyll and Bute HSCP Integration Joint Board (IJB)**

Contact: Hazel MacInnes Tel: 01546 604269

This page is intentionally left blank



**Integration Joint Board**

**Agenda item: 6a**

**Date of Meeting: 27 January 2021**

**Title of Report: Culture Update**

**Presented by: Jane Fowler, Head of Customer Support Services (ABC)**

**The Integrated Joint Board is asked to:**

- Note contents of Culture Update Report, in particularly the results of the Everyone Matters employee survey.
- Note that progress continues to be made to address the findings of the independent Argyll and Bute Culture Survey
- 

**1 EXECUTIVE SUMMARY**

1.1 This report provides the IJB with an update on the important work that is being carried out, in partnership with Trade Unions and Staff Side, to implement culture change in Argyll and Bute Health and Social Care Partnership

**2 INTRODUCTION**

2.1 This report is one of a series of regular updates prepared for the IJB on culture improvement activities being implemented through a number of channels. The HR Director of NHS Highland submits regular updates on Culture progress by NHS Highland, regular updates of which are also presented to the IJB (see accompanying agenda item). This report on Culture specifies local progress being carried out locally between management, HROD, staff side and employees to drive forward culture change and improvement

2.2 The independent Argyll and Bute Culture Survey Engagement Exercise, carried out as an action from the Sturrock Report. Resulted in an initial action plan, which has been implemented by NHS Highland and the HSCP, led locally by the Chief Officer, working closely with Staffside. All actions and improvements apply to both NHS and Council employees. There is close ongoing liaison and joint working on progress being made with the Joint Trades Unions, both NHS and Council. This is led by the Head of Customer Support Services.

- 2.3 The activities carried out since May were reported in detail as part of the September culture update to the IJB. Many of these activities are continuing and have become business as usual for the HSCP. These include Courageous Conversations Training, weekly Chief Officer updates to staff, check in sessions, which were previously led by the Chief Officer and are now being led by Heads of Service and the Culture Group and the ongoing promotion of wellbeing to staff

This paper will focus on the key culture areas where there has been development since November:

- The Argyll and Bute Culture Group
- The Guardian Service – extension to Council staff
- iMatter
- Leadership and Management Development

### 3 **ARGYLL AND BUTE CULTURE GROUP**

- 3.1 The Argyll and Bute Culture Group was established in September 2020 and has to date held four meetings and is now meeting regularly every four weeks. It is co-chaired by the HSCP Depute Chief Officer, George Morrison and the Staffside Lead for Argyll and Bute HSCP, Fiona Broderick. Approximately 30 people from the HSCP, both NHS and Council employees, participate in the group. Membership remains dynamic and live, with new members welcome to join at all times.
- 3.2 The Group is focussing on two planned areas of work - helping to deliver on those priorities which are aligned with the overall NHS Highland Culture Oversight Group and developing more local, cultural improvement actions in the HSCP.
- 3.3 The overview of progress on the NHS Highland priorities is reported in Fiona Hogg's paper, also on today's agenda. There are representatives from the Argyll and Bute Culture Group on each of these NHS priority groups and two groups are led by Argyll and Bute representatives. The group representatives co-ordinate two way feedback between the local Culture Group and the NHS wide group, and have taken an active role in identifying priorities for action. There is also good representation and engagement by TU colleagues on the Argyll and Bute Group.
- 3.3 The Group have established a sub group to develop local actions to improve culture for the HSCP as the next stage of our culture journey. Staff Side colleagues, who took a lead role in the 100 day plan, are taking a role in reviewing their priorities for action to feed into and support this.

3.6 Regular communications are being issued by the Group to all staff to keep them informed, with managers instructed to make the information available via notice boards to staff who do not have email. Overall the feedback on the work of the group has been positive, with a greater awareness amongst staff of its activities, which will help to support ongoing culture change and improvement.

#### 4 **GUARDIAN SERVICE – EXTENSION TO COUNCIL HSCP EMPLOYEES**

4.1 NHS Highland's independent 'Speak Up' service, the Guardian Service, has been extended to Council staff in the HSCP as of 1 January and will be available until July 2021 as a pilot. The service offers a 24/7 service to provide colleagues with an opportunity to independently discuss their concerns relating to client/patient care and safety, whistleblowing, bullying and harassment and work grievances.

4.2 The Guardian Service provides an additional channel for colleagues to discuss concerns in confidence particularly where staff feel they can't raise concerns through our established internal routes. An escalation process is in place as part of the agreement with the Guardian Service to ensure that action is taken on any issue raised.

4.3 The HROD team will monitor activity generated through this service. This will record the level of demand at present from employees for the service and inform management whether this is a service that requires to be extended after July 2021. This analysis will also assist in identifying any improvements that are required to existing routes and processes. The IJB will be kept informed of how this service is being received and used. The first report will cover the month of January 2021.

#### 5 **EVERYONE MATTERS PULSE SURVEY**

5.1 NHS Scotland undertook two surveys for health and social care staff in 2020, the normal i-Matter survey in March 2020 and a national pulse survey in September 2020 with a focus on staff wellbeing. HSCP staff (Council and NHS) took part. Amongst Argyll and Bute employees, there was a 56% response rate to iMatter in March and a 41% response rate to the Everyone Matters Survey, which compared with 40% for NHSH overall. This report focuses on the findings of the Everyone Matters pulse survey.

5.2 Attached at Appendices 1 and 2 are documents that highlight the findings from the survey, Appendix 1 gives an overview of the survey in infographic form and Appendix 2 provides the numerical report from the Everyone Matters pulse survey for Argyll and Bute.

5.2 The survey asked employees four questions initially about their overall wellbeing, with a view to establishing the impact of the Covid-19 pandemic

on Health and Social Care employees across Scotland. We can see in Appendix 2 that Argyll and Bute scores in the medium range for Questions 1-3, which ask about satisfaction with life overall and happiness, but that the levels of anxiety expressed were in the high range. We can see from the infographic word cloud that employees expressed worries about *work, Covid, family and staff*.

5.3 We can also see from the word cloud that *family, team, work, colleagues and management* provided most support for their wellbeing. This is important and a positive aspect of the survey to note, as there has been significant emphasis placed on ensuring that our colleagues have access to ongoing and easily available support for their health and wellbeing at this very challenging time.

Overall the HSCP scores were in the medium and high zone scores.

5.4 The survey went on to ask employees about their experience of work over the past 6 months. This is an important area for Argyll and Bute HSCP in light of the Argyll and Bute Engagement survey and its findings. All of the HSCP average scores in this section are coloured green, which is defined as '*strive and celebrate*'. The highest and lowest scores only varied by 10 percent - from 77% to 67%

Overall we can see that the questions the HSCP scored highest in were:

- My line manager cares about my health and wellbeing
- I am treated with dignity and respect as an individual at work
- My work gives me a sense of achievement

The questions that the HSCP scored lowest in were:

- The organisation cares about my health and wellbeing
- I feel appreciated for the work that I do
- I would recommend my employer as a good place to work

The overall 'thermometer' score from the survey for the HSCP, including both the wellbeing questions and the experience at work questions is 6.3. This means that we continue to have room for improvement and this evidence is important in framing our next phase of activities. This information is an important baseline to move forward with and provides reassurance in particular about the majority of our employees feeling that they are treated with dignity and respect at work.

It is interesting to note that employees who responded felt that their line manager cares more about their health and wellbeing than the 'organisation'. This is not unusual in employee surveys, where immediate colleagues, team members and line managers are trusted more than the large 'employer' or 'organisation'.

- 5.5 Each manager in the HSCP receives a report for their own team and is then supported by the HSCP OD team to put an action plan in place, in consultation with their team members.
- 5.6 Each team has a different dynamic and will respond in different ways to engagement and improvements, but there are some simple actions that everyone can take which make a difference. One specifically that everyone who works in and with the HSCP can do is to show appreciation for colleagues. This can be done in small ways by simply saying thank you and would have a very positive impact on our hardworking staff.
- 5.3 The survey results from Everyone Matters will be used to inform the Culture Programme in the HSCP and NHH.

#### **VISIT BY NHH WHISTELBLOWING CHAMPION**

The NHH Board Whistleblowing Champion, Bert Donald will be visiting Argyll and Bute to speak with employees and hear for himself what their views are about working in the HSCP. This visit is being organised by the Culture Adviser, Emma Pickard and all meetings will be independently facilitated. Mr Donald will also attend a meeting of the Joint Partnership Forum and the Argyll and Bute Culture Group

#### **LEADERSHIP AND MANAGEMENT DEVELOPMENT**

The last report highlighted the importance of good leadership and management development and its impact on culture. A programme of planned training sessions is now in place and are in the calendar monthly throughout 2021.

In advance of this, managers received information from the NHH OD Lead in January about how to access support, learning and development online including:

- NHS Once for Scotland policy training modules
- NHS Managers' portal
- Manager Induction programme
- Collaborative conversations and coaching

As previously reported, all managers can access to the Council's online learning portal, which contains a suite of management and leadership development content as part of the Argyll and Bute Manager Programme as well as other mandatory training.

#### **6 WORK PLANNED FOR THE NEXT 3 MONTHS**

Report Everyone Matters results once available	Complete
Culture development session for IJB	Rescheduled for January – complete
Agree parameters of Spring 2021 follow up engagement on culture	In progress
Analyse results of iMatter and Everyone Matters and support managers and teams to improve on areas identified	FQ3/FQ4 In progress
Continue local support for the Culture Group: continue delivery of Courageous Conversations, management development; improvement to people processes	In progress
Support Visit to Argyll and Bute by NHSH Whistleblowing Champion	Feb 2021

## 7 **CONTRIBUTION TO STRATEGIC PRIORITIES**

Effective culture in the organisation is a prerequisite to delivering effectively on all the IJB priorities. The culture of the organisation informs attitudes to service delivery and our ability to transform.

## 8 **GOVERNANCE IMPLICATIONS**

### 8.1 **Financial Impact**

There will be a small cost to implement the Guardian Service which will be met from existing budgets.

### 8.2 **Staff Governance**

This complements the wider information reported to the IJB quarterly on Staff Governance

### 8.3 **Clinical Governance**

None

### 8.4 **Equality & Diversity Implications**

Equality and Diversity issues are picked up within the NHS People and Change and Council HROD teams as appropriate when policies and strategies are developed.

### 8.5 **General Data Protection Principles Compliance**

None from this report

### 8.6 **Risk Assessment**



Risks are considered medium. The improvements to culture in the organisation are essential to having an effective workforce, committed to service delivery in challenging times.

8.7 **Public & User Involvement & Engagement**

Not applicable

9.0 **CONCLUSIONS**

It is recommended that the Integration Joint Board:

- Note contents of Culture Update Report, in particularly the results of the Everyone Matters employee surveys.
- Note that progress continues to be made to address the findings of the independent Argyll and Bute Culture Survey

Directions required to Council, NHS Board or both.	<b>Directions to:</b>	tick
	No Directions required	✓
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

**REPORT AUTHOR AND CONTACT**

Jane Fowler, Head of Customer Support Services [jane.fowler@argyll-bute.gov.uk](mailto:jane.fowler@argyll-bute.gov.uk)  
01546 604466

Appendix 1

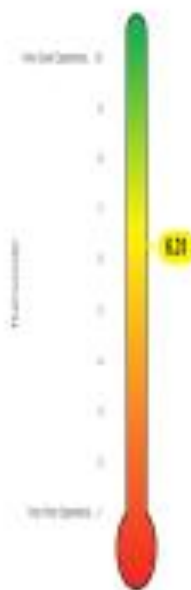
Argyll & Bute Health & Social Care Partnership  
Everyone Matters 2020



Everyone Matters  
Pulse Survey 2020  
Argyll & Bute HSCP



Overall, working within my organisation is a ...  
Number of respondents: 879



1. Thinking about your experiences of work over the last 6 months, what are you currently most worried about?

Number of respondents: 732



2. Thinking about your experiences of work over the last 6 months, what is most supporting your well-being?

Number of respondents: 716



To view National, Board and Directorate Reports [click here](#)



Our Values

How we relate to and treat each other

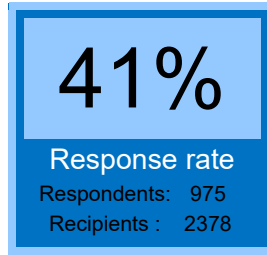
Care and compassion Dignity and respect

Openness, honesty and responsibility Quality and teamwork

Caring  
Committed  
Collaborative  
Creative



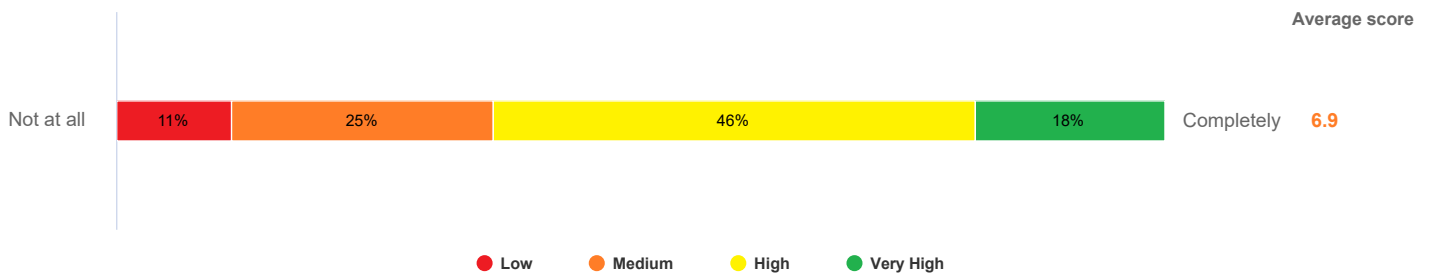
## Response rate



### Your well-being

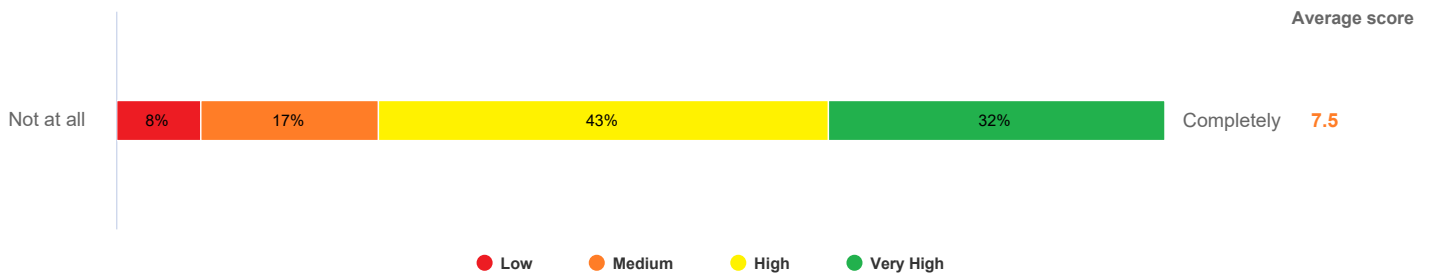
#### Overall, how satisfied are you with your life nowadays?

Number of respondents: 975



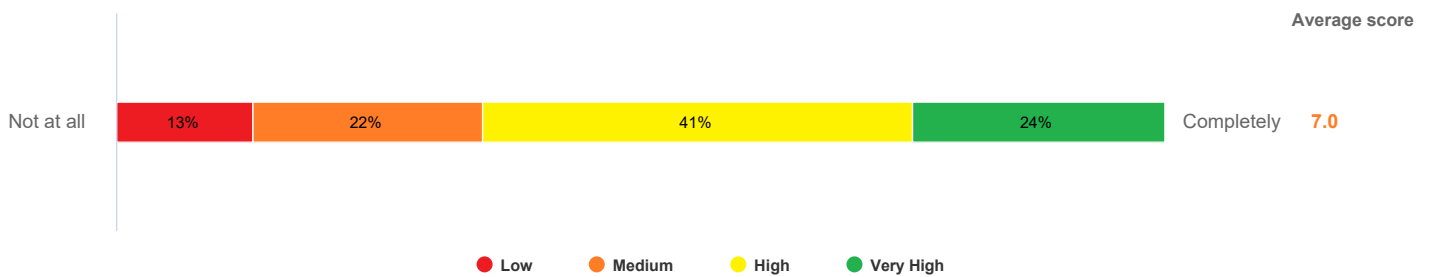
#### Overall, to what extent do you feel the things you do in your life are worthwhile?

Number of respondents: 975



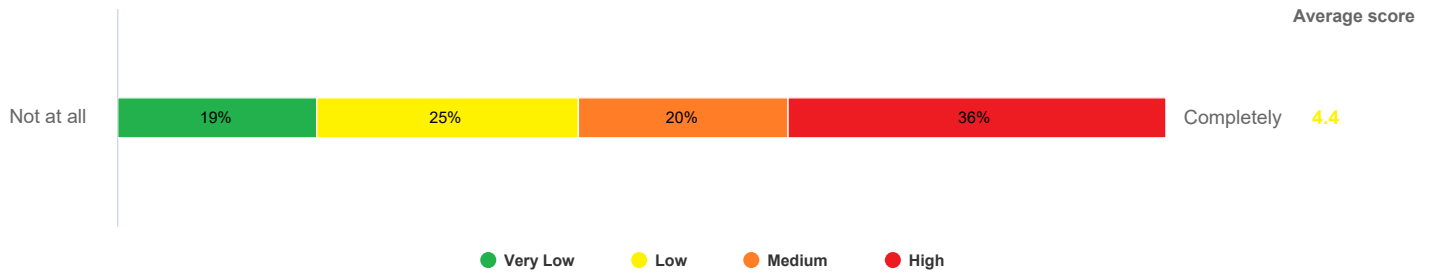
#### Overall, how happy did you feel yesterday?

Number of respondents: 975



Overall, how anxious did you feel yesterday?

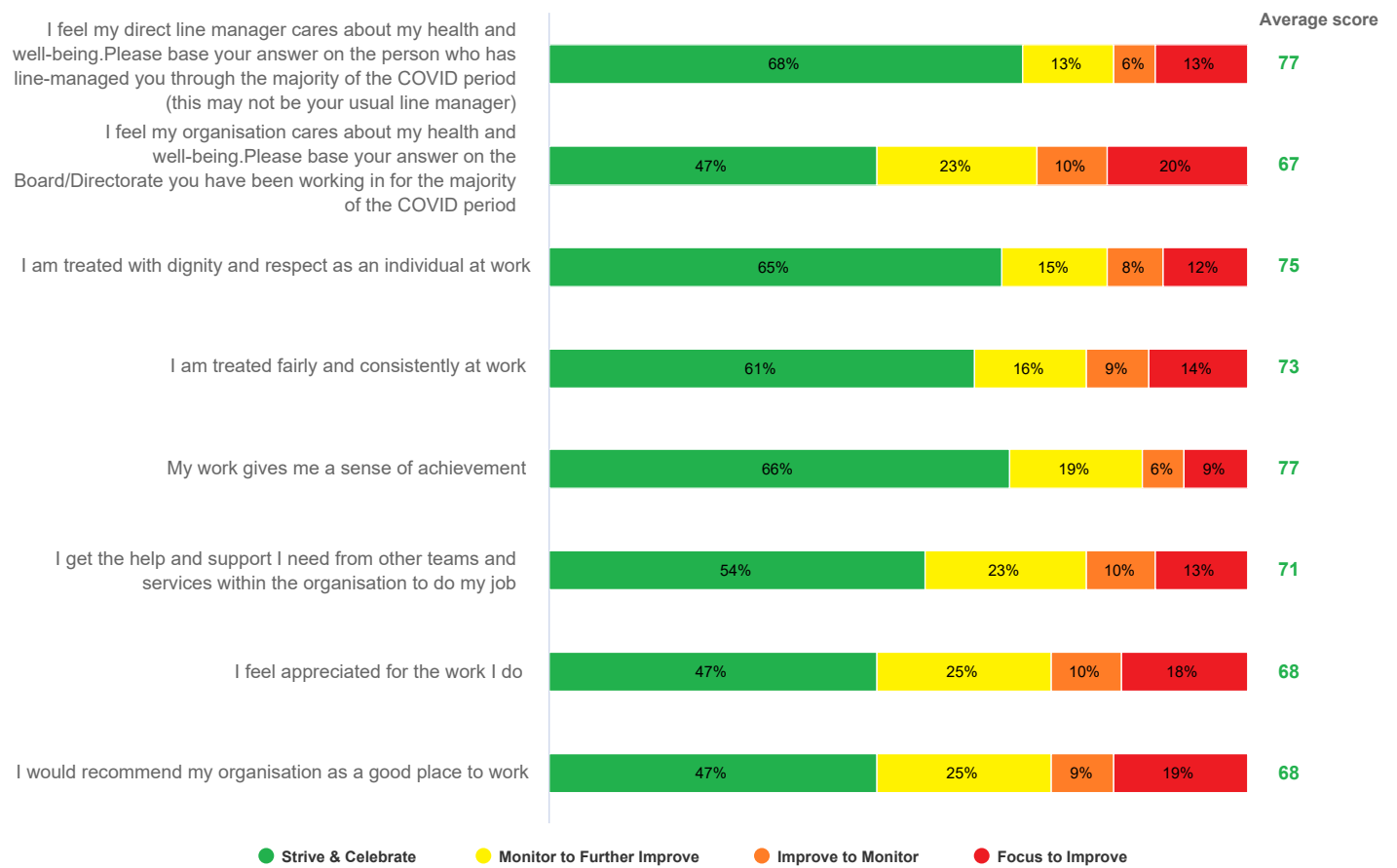
Number of respondents: 975



Your experience at work over the last 6 months (the 'COVID period')

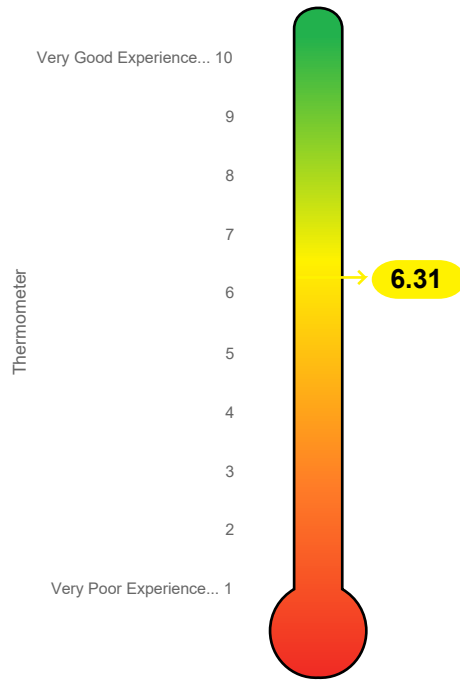
Your experience at work over the last 6 months (the 'COVID period')

Number of respondents: 975



Overall, working within my organisation is a .....

Number of respondents: 975



This page is intentionally left blank