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10 June 2021

SUPPLEMENTARY PACK 1

ARGYLL AND BUTE HSCP INTEGRATION JOINT BOARD (IJB) - **VIA SKYPE** on **WEDNESDAY, 16 JUNE 2021** at **1:00 PM**

I enclose herewith **item 6(a) (NHS Highland Board Culture Update)** which was marked to follow on the Agenda for the above meeting.

ITEM TO FOLLOW

6. CULTURE UPDATE

(a) NHS Highland Board Culture Update (Pages 3 - 16)

Report by Director of HR and OD

Argyll and Bute HSCP Integration Joint Board (IJB)

Contact: Hazel MacInnes Tel: 01546 604269

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Agenda Item 6a

NHS Highland

Meeting:	**Argyll & Bute Integrated Joint Board**
Meeting date:	**16 June 2021**
Title:	**Culture Programme Update**
Responsible Executive/Non-Executive:	**Fiona Hogg, Director of HR**
Report Author:	**Fiona Hogg, Director of HR**

1 Purpose

This is presented to the Board for:

- Discussion

This report relates to a:

- Board strategy / plan

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

The Argyll & Bute IJB receive regular updates on progress with addressing challenges related to our culture across NHS Highland and the Argyll & Bute HSCP.

This report provides a link to the recent May 2021 Board reports presented to NHS Highland, as well as an update on the Listening and Learning Survey

2.2 Background

Further to previous reports to the IJB, we would like to make members aware of the detailed reports available in the NHS Highland May 2021 Board papers. This includes a review of progress against the Sturrock recommendations in report and table form, alongside an update on the uptake of the Healing Process. These can be found here

Microsoft Word - NHSH Board May 21_Culture SBAR Final.docx (scot.nhs.uk) with the Appendix 2 available here https://www.nhshighland.scot.nhs.uk/Meetings/BoardsMeetings/Documents/May2021/Item%207%20Appendix%202.xlsx

3 Assessment

Culture Programme Status Report

A new style of dashboard report is now being produced and made available. The first one was prepared at the end of April 2021, for the NHS Highland May 2021 Staff Governance Committee and Board Meeting. The next report will be produced on 30 June 2021, for the July cycle of meetings.

This is attached as Appendix 1. Appendix 2 is the high-level programme plan from the same date. This is currently being refreshed and updated alongside the dashboard reports.

Listening and Learning Survey

The first "Listening and Learning" survey has been rolled out to employees across NHS Highland and the Argyll & Bute HSCP between 7th and 28th June, giving us a critical baseline measure for our culture and telling us what colleagues across the organisation experience, what's good and what we can work on.

It's an online survey, app and web based, in partnership with Culture Amp, and whilst links will be sent via email, those who don't have regular access can access this on their personal devices via a website address or scanning a QR code, and referencing their pay number / employee number, which is on their payslip.

There are around 60 questions, and it will take less than 10 mins to complete. It covers factors relating to culture and engagement, values and a follow up to 4 questions in the A&B survey from last year relating to experience of bullying. There is the opportunity to provide comments on each question and any question can be skipped. The survey will collect some additional demographic information to help analyse results (disability, ethnicity; sexuality) and all data is confidential and non identifiable.

Managers and teams who have team responses of 5 or more will receive consolidated team scores and how these compare to the overall NHS Highland / Argyll & Bute HSCP scores during July.

If a team has less than 5 responses, the information will roll up to the next line manager, so all information will be analysed and acted on. We want to empower teams to use this information to celebrate success and plan improvements as well as at directorate and organisational level. Comments will be analysed, themed and reported to specific forums, but will not be widely shared with teams.

We strongly encourage everyone to fill this out and promote to their colleagues and teams, as the more people who complete this, the more accurate the data will be. We want to hear what everyone thinks, the more who complete it, the more we can rely on the results to plan our priorities.

We'll be sharing the results and our proposed actions with colleagues, leadership teams and wider stakeholders, as well our July Staff Governance, IJB and Board meetings.

We're also looking at rolling out a survey to understand the experience and feedback of those we work in partnership with, in delivering services, outside an employment relationship. This would be including our independent contractors in primary care, the third sector and Highland Council health and social care colleagues, amongst others. Some of the questions would be the same, but we can't cover aspects linked to employment. This could also help us understand what more we need to do to raise awareness of the Whistleblowing Standards, with these populations.

Whistleblowing Standards Update

We continue to work to promote understanding and awareness of the Whistleblowing Standards and have set up a short life working group to address how we most effectively engage contractors and third parties covered by the standards, so they know what to report and to whom. The group will report into the Whistleblowing Standards Oversight meeting.

Our NHS Highland Whistleblowing Non-Executive Director, Bert Donald, has been continuing his virtual engagement with colleagues in Argyll & Bute, to promote the WB standards and to listen to the experiences and feedback of colleagues. He has also been busy promoting the standards and his role in the local media, which has been well received. He will be making an "in person" visit in July, so further details will be shared soon.

The first Board and IJB reports on Whistleblowing will cover the period 1 April – 30 June 2021. We have started to work with the Guardian Service on the format and will be engaging with key stakeholders to ensure these provide the right level of detail.

The first report will be presented to the Board and IJB in September 2021, to allow for time to set up and modify and then will be presented quarterly.

2.3.1 Quality/ Patient Care

Successful delivery of the Culture Programme is critical to effective patient care.

2.3.2 Workforce

The Culture Programme will ensure colleagues are engaged, motivated, clear on their roles and priorities and working to our values.

2.3.3 Financial

Additional funding has been secured to deliver our Culture Programme. Improving our culture will realise reductions in sickness absence and staff turnover, and reduce time and effort spent on disciplinary and grievance processes.

2.3.4 Risk Assessment/Management

No additional risks have been identified.

2.3.5 Equality and Diversity, including health inequalities

Fairness, along with dignity and respect are core principles of our Culture Programme where our values will be embedded in all we do as an organisation

2.3.6 Other impacts

None.

2.3.7 Communication, involvement, engagement and consultation

To deliver the revised programme structure and governance arrangements, greater colleague involvement and engagement is planned. A suite of communication approaches will be required to foster this involvement and a plan is under development.

2.3.8 Route to the Meeting

The content of the paper has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Culture Oversight Group, 17th May 2021
- Executive Directors Group, 17th May 2021
- NHS Highland Board, 26th May 2021

2.4 Recommendation

- **Discussion** – Examine and consider the implications of the paper

2.5 Appendices

- Appendix 1: Culture Programme Status Reports
- Appendix 2: High-Level Culture Programme Roadmap 2021

NHS Highland Culture Programme

Programme report to Staff Governance Committee

5th May 2021

RAG definitions

Red	Programme, project or milestone is at significant risk of failure to deliver projected benefits and / or major slippage in time / resource
Amber	Programme, project or milestone is at risk of failing to deliver the projected benefits and / or is behind delivery schedule
Green	Programme, project or milestone is on track for delivery (on time, to budget, forecast benefits)

Overall Culture Programme Status

Report Date: 21st April 2021	Programme Status	Amber

Achieved in last quarter (Feb – May 21)

- Three priorities (Values and Behaviours; Civility Saves Lives and Leadership and Management Development) are collaborating to define and design a team-based culture package for all NHSH teams
- Provider for Spring Culture Survey has been procured and approach agreed
- Root cause analysis and review of first two Independent Healing Panel reports completed
- NHS Highland new vision and values have been defined and agreed; with a new set of strategic objectives
- Assessment of progress made against Sturrock recommendations has been completed (for May 25th Board)

Planned for next quarter (May – July 21)

- Complete design and pilot of the integrated Culture package
- Complete design of Phase 1 modules of the Leadership and Management Development programme
- Deliver and share results of the Culture survey and review culture programme plan in light of feedback
- Complete first pass development of a culture 'dashboard' (will require further development)
- Hold HR / Staffside development session; including a focus on the use of early resolution
- Scope and plan the approach to developing the Wellbeing strategy and plan
- Secure additional resource to deliver Culture priorities

Risks / Issues	Mitigating Actions	Owner	Progress
The integrated culture package / team intervention will require significant facilitation support to deliver which is not currently identified	Additional resource / financing has been requested from EDG and will form part of the 21/22 resource plan	Fiona Hogg	Additional recruitment will commence shortly; professional networks to be approached for facilitation support
There is a risk that the Culture Survey does not get high levels of staff response; which will reduce the value of the results and analytics	Excellent communications and engagement, and in particular improvement to the manager cascade process. Clear accountability / progress tracking	Ruth Fry	Communications plan for the survey is underway and will be reviewed by COG on 17th May

Values & Behaviours

Report Date: 21st April 2021	Priority Status	Amber

Reminder of Scope

- Definition and roll-out of a new vision and set of strategic objectives for NHS Highland
- Communication and embedding of the NHS Scotland values across the organisation, with shared understanding of what these means in terms of expected behaviours and ways of working
- Definition and roll-out of a visual (brand i.e. to replace the HQA) and tools to support the dissemination of the vision, values and objectives

Milestone	Date	RAG
Finalise and communicate NHSH vision and values	1st April 2021	Finalised – comms being prepared
Design integrated Culture team intervention	30th June 2021	Design team being identified

Achieved in last quarter (Feb – May 21)

- Agreed with Civility Saves Lives and Leadership & Management Development to create an integrated culture team intervention for all NHS Teams
- Agreed principles supporting team intervention
- Finalised vision and strategic objectives (EDG / Board)

Planned for next quarter (May – July 21)

- Working with Civility and Leadership Development form a design team; design and refine team intervention package and conduct a pilot on 2/3 teams
- Establish network of facilitators to support intervention and train
- Establish and agree principles for team prioritisation / roll-out and develop roll-out schedule

Risks	Mitigating Actions	Owner	Progress
There is a risk that the experienced facilitator resource cannot be secured in order to cascade the team support package at sufficient pace	Identify expertise from across professional groups / networks and assess feasibility for support; identifying backfill requirements where needed	Fiona Hogg	Paper developed for discussion with EDG covering all Culture / HR resource requirements

Civility Saves Lives

Report Date: 21st April 2021	Priority Status	Amber

Reminder of Scope

- Communication and embedding of the core tenets of CSL throughout NHSH, working closely with values and behaviours to ensure integrated messaging
- Design and roll-out of materials and tools to support teams explore the "calling it out with compassion" approach
- Assessment of efficacy of CSL via quantitative/ qualitative survey

Milestone	Date	RAG
Brief Civility team on approach and solicit volunteers	30th April 2021	Meeting being set up
Design integrated Culture team intervention	30th June 2021	Design team being identified

Achieved in last quarter (Feb – May 21)

- Agreed with Values and Behaviours and Leadership & Management Development to create an integrated culture team intervention for all NHS Teams
- Agreed principles supporting team intervention
- Conducted virtual workshops with Chris Turner (Civility Saves Lives Lead) and trained members of staff

Planned for next quarter (May – July 21)

- Working with Values and Behaviours and Leadership Development form a design team; design and refine team intervention package and conduct a pilot on 2/3 teams
- Establish network of facilitators to support intervention and train
- Establish and agree principles for team prioritisation / roll-out and develop roll-out schedule

Risks	Mitigating Actions	Owner	Progress
There is a risk that the experienced facilitator resource cannot be secured in order to cascade the team support package at sufficient pace	Identify expertise from across professional groups / networks and assess feasibility for support; identifying backfill requirements where needed	Fiona Hogg	Paper developed for discussion with EDG covering all Culture / HR resource requirements

Culture Metrics and Tools

Report Date: 21st April 2021	Priority Status	Green

Reminder of Scope

- Define and agree a set of metrics to be included within the Integrated Performance Report (under Staff Governance)
- Design and delivery of regular culture dashboard, allowing identification of areas / departments that may require support
- Delivery of a one-off (or regular) tool for conducting culture assessment / survey (complementary to rather than duplicating iMatter)

Milestone	Date	RAG
Culture Survey go-live	26th May 2021	Culture Amp / NHSH team being formed
Survey results and communications	30th June 2021	

Achieved in last quarter (Feb – May 21)

- Following marketing assessment, Identified and secured a supplier to provide the Spring all-staff Culture survey
- Identified a suite of metrics to form part of a Culture 'dashboard'
- Agreed an approach and timeline for the culture survey

Planned for next quarter (May – July 21)

- All staff communications and management cascade to support survey communications and encourage completion
- Launch culture survey and present results (real-time analytics)
- Agree next steps / evaluate current culture programme in light of survey response and make adjustments as needed

Risks	Mitigating Actions	Owner	Progress
There is a risk that due to proximity to iMatter and broad nature of survey staff do not complete – baseline vital for ongoing measurement of progress	Clear and compelling communications to staff on importance and value of survey; combined with explanation of action that will be taken. Strong senior support and engagement.	Ruth Fry	Communications plan under development and will be reviewed by COG on 17th May

Leadership & Management Development

Report Date: 21st April 2021	Priority Status	Amber

Reminder of Scope

- Developing and implementing a leadership and management framework
- Design and deliver an open and transparent process for embarking upon a programme of development
- Design and deliver a suite of learning materials that will deliver the programme
- Explore and deliver other mechanisms of support (beyond learning), for example peer support, action learning sets and coaching
- Design and delivery of a clear learning pathway to support Managers to have career conversations with their teams development available for all
- Design and delivery of a promotion and evaluation approach to all aspects of the leadership and management development programme

Milestone	Date	RAG
All Phase 1 Leadership module development complete	30th June 2021	Resource also supporting integrated intervention
Design integrated Culture team intervention	30th June 2021	Design team being identified

Achieved in last quarter (Feb – May 21)

- Progressed development of Phase 1 Leadership and Management Development modules
- Ongoing delivery of Courageous Conversations training and development of e-learning
- Launch of Manager portal
- Concept design for the integrated Culture package with Civility Saves Lives and Values and Behaviours

Planned for next quarter (May – July 21)

- Complete design of Phase 1 modules for Leadership and Management Develop
- Form design team and co-design integrated Culture package / intervention
- Pilot team Culture intervention and evaluate

Risk as for Values and Behaviours and Civility

People Processes

Report Date: 21st April 2021	Priority Status	Red

Reminder of Scope

- Training and awareness for Managers and Staff on Once for Scotland policies, including how to more effectively use early resolution
- Implementation of case review, lessons learned and case auditing processes
- Design and implementation of a case management system
- Design and implementation of regular process reporting / performance information
- Clarification and communication of the roles of the parties involved in people processes (Staffside, Managers and HR) as per the policies
- Design and implementation of any agreed changes to organisational model e.g. for investigations.

Achieved in last quarter (Feb – May 21)

- Ongoing delivery of Once for Scotland policy training
- Planning review with core team (dates pushed back)

Milestone	Date	RAG
HR / Staffside session on Early Resolution to raise awareness	31st May 2021	Session is in diary for 14th May
Design and implement case review / auditing process	30th June 2021	Milestone already pushed back from last year

Planned for next quarter (May – July 21)

- Design and implement case review and auditing process
- Embed understanding of early resolution across HR, Staffside and Managers
- Improve understanding of HR / Staffside / Managerial roles across people processes through development session
- Progress procurement of case management system

Risks	Mitigating Actions	Owner	Progress
There is a risk that progress continues to stall due to insufficient HR, Staffside and management capacity to support design and implementation	Additional resources are being requested via EDG to support this (and other) culture and HR priorities	Fiona Hogg	Bid under design / review and will be presented at EDG on 10th May

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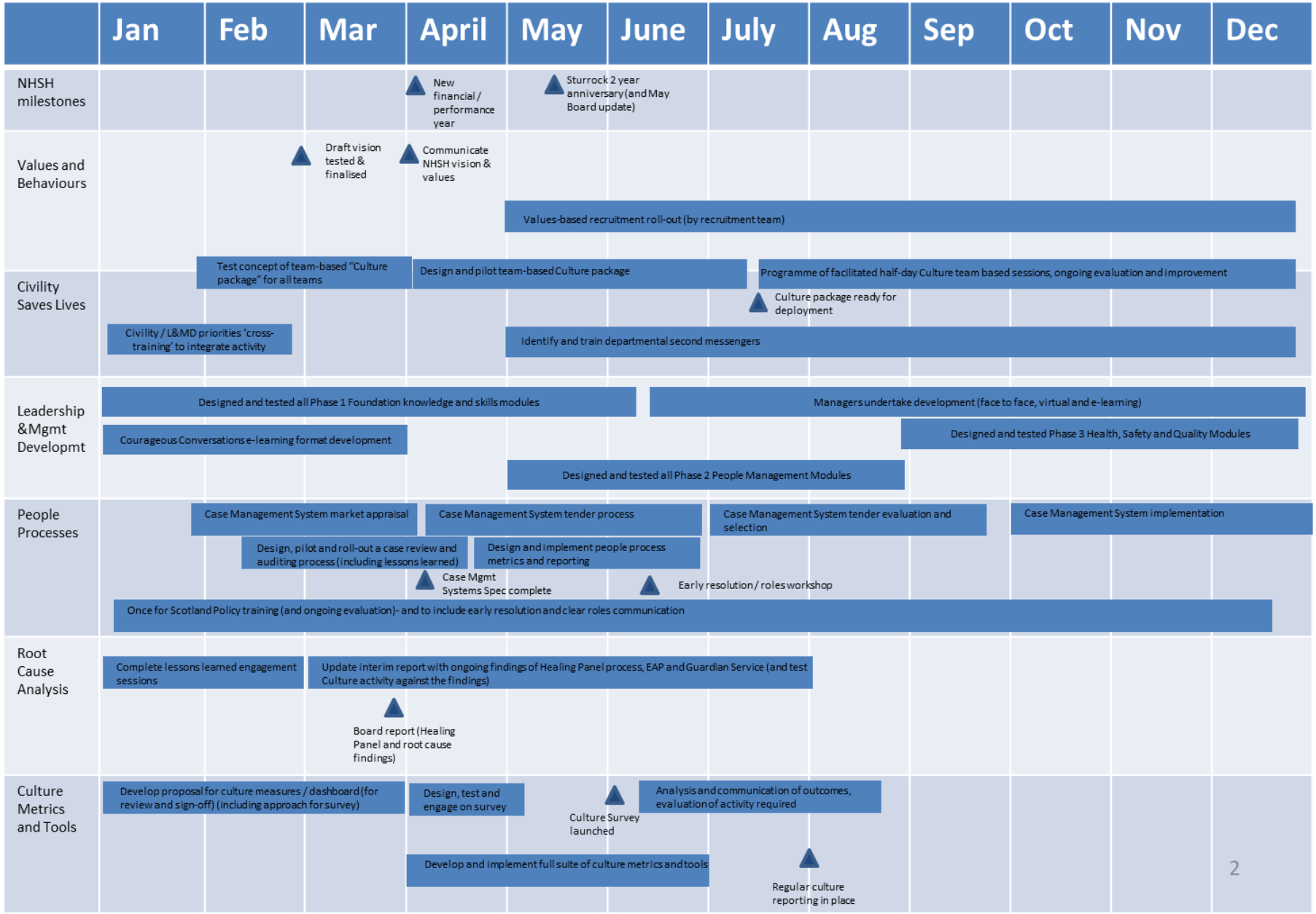
Appendix 3: High-Level Culture Programme Roadmap 2021



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