

Culture Fit for the Future

**Report by Fiona Hogg, Director of Human Resources and Organisational Development
and Programme Senior Responsible Officer**

The Board is asked to note the updates in this report
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1. Summary

This paper updates on progress with our Culture Programme set up and delivery.

The Board is asked to note the updates and progress set out in this report.

2. Background

Culture Fit for the Future is now a standing item on the Board agenda to ensure updates on our progress are noted, questions can be asked and that key strategic decisions can be made.

3. Assessment/options/issues for consideration

Cabinet Secretary Visit

Jeane Freeman, the Cabinet Secretary for Health and Sport will visit NHS Highland on Friday 24th January to discuss progress with our Culture Programme and in addressing the issues which were raised in the Sturrock report.

The Cabinet Secretary will meet with the Chair, Chief Executive and Senior Leadership Team, as well as with representatives from our Partnership Forum and the Whistleblowers.

A verbal update will be given to the Board on 28th January.

Culture Programme Board

The Culture Programme Board held an interim meeting on 2nd December to discuss the feedback from the November NHS Highland Board meeting and again for a full Programme Board meeting on 13th January. The next meeting is on 10th February.

The minutes of the 11th November meeting and a note of the interim discussion on 2nd December are included within these Board papers. The minutes of the 13th January meeting will be included in the March Board papers.

The January meeting had a slightly different approach, as we took the opportunity to hear about two services we would like to commission to support colleagues. Further details are set out in this paper.

The Programme Board has a large number of attendees and we welcome the broad representation and enthusiasm for what we are doing. However, we need to revisit our terms of reference, attendance and scope to ensure the meeting is as effective as possible and creates the right environment where everyone feels able to share their thoughts and concerns. We have asked attendees for their feedback and we will have a session on the 10th February to take this forward.

Any proposed changes to the Terms of Reference would be submitted to the NHS Highland Board for approval, but I would welcome any thoughts or direction from this Board to feed into the Programme Board discussion in February.

We have started to issue colleague updates after each meeting, with an email sent to all of NHS Highland on the 15th January. This has been well received and a number of colleagues have contacted me directly with feedback and thoughts which we had hoped would happen. This communication will be issued after each meeting.

Appointment of External Culture Advisor

We received 5 applications for this role and informal discussions with 4 possible candidates are taking place on 17th January.

The next step for those progressing to f interview will involve a number of formal and informal meetings with a wide group of stakeholder, including the Chair and members of the Board as well as representatives from the Culture Programme Board membership. We expect this to be arranged to take place in February.

Culture Commitments and Culture Plan

We have made good progress with developing an updated Culture Plan. As part of this we have created “Our Culture Commitments” which set out on one page, under the 6 themes, what we will do and how it will feel. The Culture Plan then takes each of these Commitments and explains what we will do to achieve this and when we plan to do it.

This revised format is intended to be as accessible and clear as possible. We have attached the latest draft of these documents with this update for information (Appendix 1 and Appendix 2).

When finalised, the Culture Commitments and Culture Plan will be communicated to all colleagues, with a number of other important documents which include:

- A review of progress against the original Action Plan
- An infographic showing colleagues where and how to raise concerns
- A summary of feedback from the engagement sessions held across NHS Highland

We hope to be in a position to issue following formal discussion at the Culture Programme Board on 10th February.

Argyll & Bute Review

The Argyll & Bute Culture review is now underway. Progressive Partnership met with 20 colleagues on 5th and 6th December 2019, in order to gather information about concerns and context, which will inform the development of the questionnaire to be issued in February.

We have received some initial findings from these discussions, which the Argyll & Bute HSCP Chief Officer and her leadership team have reviewed at their development and planning session on 16th and 17th January. As a result they have formulated some actions to take to address key priorities. This will be communicated to colleague's w/c 20th January and will be able to be discussed further at the Board meeting and also the IJB.

Establishment of our Healing Process

We continue to listen to feedback on our Healing Process and the principles that were shared in November. This has been valuable in informing the development of the process and we have already taken many of these on board in the initial detailed design.

We are looking at how this will be resourced and delivered and also working on the tailored options available for those who participate, to ensure that this is fit for purpose and meets the needs of those who would like to engage with it. We plan to work with representatives of the Whistleblowers as well as the Culture Programme Board to co-design the details of the process.

We hope to launch the scheme for application in February and will be discussing our plans with the Cabinet Secretary during her visit. We would hope to be in a position to give a more detailed update to the Board on 28th January.

Additional Support for Colleagues

In addition to the Healing Process, which is intended to support current and ex-employees to address historical issues relating to bullying in the workplace, there is a need to strengthen the support we provide for our staff moving forward to ensure issues identified in the Sturrock Report are not repeated.

We now plan to begin the process to consult on and procure the following services, to allow new and improved employee support services to be implemented early in 2020/21.

A Guardian or Speak Up service provides an independent resource for colleagues to raise concerns and obtain advice (but not direction) on appropriate routes for resolving concerns relating to a wide range of issues from bullying to patient safety.

The service provides independent support from a Guardian, 24 hours each day, to encourage staff to come forward with concerns and ensures that where appropriate, their concerns are addressed by the organisation in a transparent and timely manner. This service is mandated in the NHS in England and the Sturrock recommendations included establishing an independent channel for concerns.

A Guardian will listen to any concern that is raised, which could include matters deemed to be whistleblowing. The Board Whistleblowing Champion roles which are being appointed to NHS Scotland Boards by Scottish Government will not listen to or action whistleblowing concerns, they provide Board oversight and assurance of our internal processes for whistleblowing. So the Guardian would provide additional support but would not duplicate any of the Champion's role.

An **Employee Assistance Programme (EAP)** offers 24/7 direct colleague access from home or work, to a range of support and services ranging from financial, legal and emotional advice or information, to telephone and face to face counselling. Some services also include manager support help lines, critical incident response and there is a range of interactive and online information and support tools.

This service is important as it provides access to support that is not just for work related problems or concerns and colleagues can access in their own time and without anyone needing to know. So this is very much a health and wellbeing service, whereas a Guardian Service provides a route to discuss specific work related concerns and understand how to take them forward with the organisation. The service is also able to support across the geography and scale of NHS Highland, using a network of affiliates, as well as phone and online options.

EAP services are used across the NHS, including a recently commissioned service in NHS Tayside and are key tools in improving colleague health and wellbeing, which in turn supports colleagues staying well enough to be at work, or to recover more quickly. This is an important benefit for NHS Highland colleagues and most major employers in the private and public sector offer this service.

Resources

The Board should note that the launch and running of the Healing Process, as well as the delivery of the wider Culture Programme will require significant additional resources.

The details of the requirements are being assessed for further discussion with the Board and the Scottish Government in the near future.

3 Update on Milestones and Progress

Theme	Action	Due date	RAG	Comments
Governance	Terms of Reference agreed	28/10/19	Complete	Review on 10 th February
Governance	Culture Programme Board in place	11/11/19	Complete	
Governance	External Advisor - advertised	28/10/19	Complete	5 applications received
Governance	External Advisor – interviews	29/02/2020	Green	Informal discussions on 17 th Jan to make shortlist
Governance	External Advisor - appointed	01/03/2020	Green	Interviews held in February
Governance	Culture Plan and Commitments updated and shared for review	31/12/2019	Complete	Plan and commitments shared in Dec
Governance	Culture Commitments and Plan published	20/02/2020	Green	Final approval at 10 th February Culture Programme Board
Our Voices	Phase 1 engagement complete	02/10/19	Complete	Feedback drafted for sharing with the Culture Plan
Our Voices	Engagement Feedback summarised for sharing	07/11/2019	Amber	Drafted, will be published with updated action plan in December
Our Healing	A&B Review – proposal	28/10/19	Complete	
Our Healing	A&B Review – agree provider	26/11/19	Complete	
Our Healing	A&B Review –starts	01/01/20	Complete	Initial meetings held 5/6 Dec
Our Healing	A&B Review - reports out	15/04/20	Green	
Our Healing	Healing Process – principles	26/11/19	Complete	Presented at November board
Our Healing	Healing Process- draft process mapped out including feedback from Nov Board presentation	17/02/2020	Green	Ready for sharing and development of details
Our Healing	Healing Process – engagement with Whistleblowers and Programme Board to refine and tailor the details	14/02/2020	Green	
Our Healing	Healing Process launched for applications	29/02/2020	Amber	Need to measure volume to resource the 1:1 and panel process
Our Healing	Healing Process – Demand assessed and resources allocated	31/03/2020	Amber	
Our Healing	Healing Process – 1:1's and Panels start	6/04/2020	Amber	
Our Healing	Monthly review panel put in place for ongoing cases and learning	31/03/2020	Green	
Our Health	Commence commissioning and consultation process for Guardian Service	31/03/2020	Green	
Our Health	Commence commissioning and consultation process for Employee Assistance Programme	31/03/2020	Green	

4 Contribution to Board Objectives

The Culture programme is a critical part of the transformation of NHS Highland and in achieving our objectives to deliver Better Health, Better Care and Better Value, through an engaged and motivated workforce delivering excellent quality services in an organisation where our values are embedded in all that we do.

5 Governance Implications

Staff: We continue to engage with the Highland Partnership Forum, the Joint Partnership Forum, Highland SLT and the A&B HSCP SLT to ensure progress updates are provided. The Culture Programme Board will formally take on the key accountability for the governance of the Programme as per the Terms of Reference which have been submitted and are directly accountable to the NHS Highland Board.

Financial: As the programme develops, it is clear that additional resource and funding will be required. Details of this are being collated and will be discussed with Scottish Government and the Senior Leadership Team, as part of the oversight process.

6 Risk Assessment

No specific risks have been identified associated with this update.

7 General Data Protection Principles Compliance

There are no risks to compliance with Data Protection Legislation

8 Planning for Fairness

Fairness along with Dignity and Respect are core principles of our Culture Fit for the Future where our values are embedded is all we do as an organisation. This will also apply to Programme and how we deliver it.

9 Engagement and Communication

With the establishment of the Culture Programme Board, the main engagement and communication on our progress with Culture will be driven via this forum. A full plan for engagement and communication will be developed through a range of tools and mediums and regular updates provided internally and externally. All colleague updates are now issued following the Culture Programme Board.

Fiona Hogg
Director of Human Resources and Organisational Development and
Programme Senior Responsible Officer
17th January, 2020