

Our Culture 2020 Action Plan

This plan sets out what we plan to deliver in 2020 and beyond towards our Culture Commitments.



Our Voices

We will share our vision and priorities in a clear and simple way

What: SLT and Board to define and articulate our NHS Highland Vision for 2020 and beyond and agree how to communicate this.

When: by April 2020



Our Voices

We will make information accessible and encourage interaction with our communications

What: We will develop and implement our Communication and Engagement strategy and ensure the appropriate resources are available to deliver this

When: by May 2020



Our Voices

We will ensure our language is considered, consistent and in line with our values

What: We will agree, promote and use words that are respectful, inclusive and in line with the culture we wish to create and embed this in the organisation

When: by July 2020



Our Voices

We will create opportunities for colleagues to engage with senior leadership and to be heard

What: We create a schedule of ongoing and meaningful senior leadership engagement and listening events across all of our locations and roles

When: throughout 2020, starting in February 2020

Our Culture 2020 Action Plan

We will focus on Kindness and Civility at an individual level, right across our organisation

What: We will host presentations and workshops and create and train Kindness Champions to role model and promote this across the organisation.

When: From January 2020



Our
Values

We will embed the NHS Scotland Values in everything we do and the decisions we take

What: Alongside our re-launched Vision and Priorities, we will confirm the Values and how they apply and bring these to life for colleagues. We will implement Values based recruitment across all roles, and develop values based decision making tools.

When: April 2020



Our
Values

We will give colleagues skills and tools to have good conversations and challenge appropriately

What: Courageous Conversations training for managers will be continued and the key tools and techniques rolled out to all colleagues.

When: Ongoing roll out across 2020



Our
Values

We will create opportunities to recognise and reward those who display our values to best effect

What: We will create a process for instant recognition, and implement a values based recognition and reward scheme for all colleagues.

When: October 2020



Our
Values

Our Culture 2020 Action Plan

Our Healing

We will continue to listen to our colleagues past and present to understand their experiences

What: We will launch our Healing Process to provide internal or external listening for individuals, as well as continuing with Colleague Listening Events, and setting up Focus Groups to better understand specific local challenges or issues.

When: Healing Process Launch Feb 2020. Listening and Focus events across 2020.

Our Healing

We will support those who have been hurt and find ways to repair the damage which has been done

What: Through the launch of Healing process, as well as through our existing People Processes, we will listen and help those affected access individual support tailored to their needs, including bespoke psychological therapies and considering any other support or resolutions that are appropriate

When: From February 2020

Our Healing

We will learn from their experiences and use these insights to inform our future

What: We will set up forums to review all of the information we receive via the Healing process as well as listening events and to learn from the complex cases our managers and HR team support.

When: From March 2020, we will have a monthly review panel in place.

Our Healing

We will create a workplace where dignity and respect can flourish with zero tolerance for bullying

What: We will set up forums to review all of the information we receive via the Healing process as well as listening events and to learn from the complex cases our managers and HR team support.

When: From March 2020, we will have a monthly review panel in place.

Our Culture 2020 Action Plan

We will ensure colleagues have an independent ear where our other channels are not appropriate

What: We will set up an externally managed Guardian Service for NHS Highland, to provide an additional and impartial route for colleagues to talk to if they can't or don't want to raise these elsewhere.

When: by June 2020



Our
Health

We will give colleagues access to a wide range of emotional and practical support

What: We will put in place a wide reaching Employee Assistance Programme which all colleagues can access, to complement our Occupational Health support. This will provide access 24/7 for work and personal issues and advice as well as counselling.

When: by April 2020



Our
Health

We will develop a Health and Wellbeing Strategy that colleagues understand and can access

What: The Health and Wellbeing Strategy which is being collectively produced by SME's and colleagues across NHS Highland will be agreed, launched and communicated to all colleagues.

When: September 2020



Our
Health

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Our Business

We will work together to identify and resolve issues quickly and informally, wherever possible

What: We will use the Once for Scotland Policy launch to make improvements to colleague and leaders' understanding of the routes available to have issues raised and resolved outside formal processes and to increase take up of these.

When: March 2020

Our Business

We will invest in the necessary resources so that our people processes are timely, effective and fair

What: As part of the Once for Scotland Policy re-launch we will review and clarify the roles of colleagues, HR, Union and Management in our people processes and increase the resources and training available to support these and ensure these are easily understood and accessible and a campaign approach to promoting the changes.

When: March 2020

Our Business

We will be clear about the expectations and responsibilities of all of our colleagues whilst at work

What: As part of re-launching our NHS Highland Vision and Values we will co-create and promote a simple charter of Colleague Commitments which set out our key expectations and responsibilities whilst at work.

When: April 2020

Our Business

We will have clear priorities and ensure that workloads and pressures can be appropriately managed

What: The SLT will set the vision and strategy and be accountable for oversight and prioritisation of this, ensuring these activities are happening at the appropriate level of the organisation and sufficient resources are in the right places. We will have a more planned and considered approach to governance and meetings to ensure that this enables the best decision making and reduces blockages.

When: April 2020

Our Culture 2020 Action Plan

We will have a clear strategy and long term plans which support this

What: We will implement a full set of strategic plans, designed to achieve our vision, including the Clinical and Care Strategy, the ongoing Financial Recovery, the Culture Programme and the Annual Operating Plan. These will be used to plan and monitor our progress and shape our decisions. They will be understood across our organisation.

When: April 2020 (Clinical and Care Strategy will be later)



Our
Future

We will ensure appropriate development is in place for all those who have a people leadership role

What: We will ensure that we design short and longer term plans for leadership and management development proposition, covering not just people management but also management of finance, risk and Health & Safety. There will be some tactical activity in key priority areas, and the launch of a manager portal, followed by the design and delivery of our longer term offering,

When: September 2020



Our
Future

We will have timely data and information to inform our decision making and plans for our future

What: We will ensure that we have access to all of the appropriate data to drive good planning and decision making and more of a predictive and analytical focus. This includes the launch of our performance dashboard, as well as further developments in how we use our workforce data.

When: June 2020 (Performance Dashboard)



Our
Future