

Meeting: NHS Highland Board
Meeting date: 28th July 2020
Title: Culture Programme Update
Responsible Executive/Non-Executive: Paul Hawkins, Chief Executive
Report Author: Fiona Hogg, Director of HR and OD

1 Purpose

This is presented to the Board for:

- Discussion

This report relates to a:

- NHS Board Strategy or Direction

This aligns to the following NHSScotland quality ambition(s):

- Person Centred

2 Report summary

2.1 Situation

The Culture Programme has been established to deliver the required Culture change to address the issues raised in the Sturrock report.

2.2 Background

A progress report on the Culture Programme is presented at each NHS Highland Board meeting. This is the update covering activity in June, including the Programme Board meeting held on 29th June, 2020.

2.3 Assessment

Moving forward with the Culture Programme

We have been taking stock of the Culture Programme priorities and structure, as we move into the second year of our plan. Having delivered many of the tactical interventions and immediate priorities, our focus now needs to move into embedding ownership and delivery of Culture Change within the key areas of our organisation, whilst continuing to centrally

provide oversight, expertise and coordination, alongside development of organisation wide initiatives.

Our proposal, which has been discussed at Culture Programme Board on 29 June and also at Staff Governance Committee on 21 July, is attached as **Appendix 1** for information. It will involve changing the name and attendance at the Culture Programme Board and setting up operational culture groups for Argyll & Bute, Acute, Community and Corporate Services. Each will be represented at the newly formed Culture Change Oversight Group, alongside representatives from our six refreshed workstreams. These workstreams will be:

- Values and Behaviours
- Leadership and Development
- Performance and Recognition
- Insights and Learnings
- Health and Wellbeing
- People Processes

Most of these workstreams are already in operation in some shape or form, but this will ensure consistency and clear purpose and oversight. The one new workstream – Insights and Learnings – has been created to ensure that we focus on how we measure the impact of the changes we are making, how we take the temperature of the organisation and how we take learning from past experiences to help shape our future.

In addition to the workstream and operational representatives, the remainder of the Culture Oversight Group membership will represent key groups; Area Clinical Forum, Area Partnership Forum, Communications, Systems Leadership Team and a Public representative.

The revised group will continue to be chaired by the Culture Advisor and the Lead Executive and Senior Responsible Officer continues to be the Director of HR & OD. The formal governance structure for the Group will be into the Staff Governance Committee.

Following discussion at Staff Governance, the final proposal will then be developed into a detailed plan, including the setup and remit of the workstreams and operational unit groups, the terms of reference for the Oversight Group and the workstreams and the key priorities for the next 12 months. We will also ensure that the programme has the capacity and resources to be able to deliver the agreed priorities.

A key principle of the proposed changes is to be inclusive and encourage ownership of culture change at an individual level. We will ensure that as many people across the organisation who wish to be involved in some aspect of the programme will have the opportunity to do so. Whilst the membership of the Oversight Group will not include all

current Programme Board members, they will be invited to participate in workstreams or groups.

Programme Risks

Draft risks for the Culture Programme were shared and discussed at the meeting and further input invited. These will be updated and presented to the next meeting on 17th August for approval and will then be monitored on an ongoing basis as part of the agenda.

Whistleblowing

Whilst a date for the launch of the new National Whistleblowing Standards, postponed from July, is still awaited, we are keen to work with Scottish Government and the Scottish Parliamentary Standards Office to ensure that we can prepare and plan for these as far ahead of time.

Our Guardian Service goes live on 3rd August 2020 and gives us an opportunity to refresh our processes and approach to Whistleblowing, whilst ensuring this is in line with the direction of the National Standards. We are proposing that NHS Highland is an early adopter / pilot for some of this work and discussions are ongoing to this effect.

In the interim, we will review our existing processes and ensure that they are up to date and accessible. This will include a regular report to the Board on any Whistleblowing cases which arise.

Guardian Service

As mentioned, the confirmed go live date for the Guardian Service is 3rd August. They have recruited two full time Guardians to support NHS Highland and they are currently undergoing induction. They will provide a “Speak Up” service which will provide colleagues with an opportunity to independently discuss matters relating to patient care and safety, whistleblowing, bullying and harassment and work grievances.

There is a programme of awareness sessions for key groups over the coming weeks, including to Executive Directors Group, Systems Leadership Team, Area Clinical Forum, the Clinical Update meeting, Highland Partnership Forum and Staff Governance Committee.

The Guardians will spend time virtually promoting the service across the organisation and once appropriate, also ensure face to face sessions are planned. Until the service goes live, we have extended the external helpline that was temporarily put in place for colleagues to discuss concerns they felt they couldn't raise in the organisation.

Courageous Conversations

The virtual “Teams” delivery of a 3 hour Courageous Conversation training to colleagues and managers across Argyll & Bute has been delivered to over 200 people in 20 sessions

(as at 9th July) since this commenced on the 1st June. Further sessions are taking place over July and August and a review will take place in early September.

This has been really well received and the virtual format has not inhibited participation and engagement. Instead, it has been taken up more widely as the format and duration allows people to fit this into their day more easily and does not require travel. Occasional issues with technology have been overcome and many people have felt more comfortable sharing experiences openly in this format.

We are planning a broader roll out across Highland and also will design follow up sessions and additional topics of leadership training which can be delivered in this short virtual format.

100 day plan

Staffside and Management in Argyll & Bute have continued to work on their 100 day plan, the next steps are for the overarching 100 day plan to be tracked and monitored. An update on key actions is below. A key element of this is the Courageous Conversations training, which was described above and is progressing well.

We are in the process of commissioning the diagnostic phase of People Processes review with an external provider and aim to have this commissioned and kicked off in early August, for a period of 8 weeks.

The review of our recruitment processes has already kicked off, led by our external Culture Advisor. We also began the review of Partnership Working with a workshop on 30th June, facilitated by our Culture Advisor, with a further session to be set up.

2.3.1 Quality/ Patient Care

Our Culture Programme is critical in delivering excellent quality services and patient care

2.3.2 Workforce

Our Culture Programme will ensure our workforce 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 the Culture Programme, long term changes to our Culture will contribute to reductions in sickness absence, disciplinary and grievance case timelines and improving our recruitment and retention.

2.3.4 Risk Assessment/Management

No specific risks have been identified in this update.

2.3.5 Equality and Diversity, including health inequalities

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.

2.3.6 Other impacts

None

2.3.7 Communication, involvement, engagement and consultation

The Culture Programme Board is the main engagement and communication on our progress with Culture and draws a wide range of representatives. A full plan for engagement and communication will be developed through a range of tools and mediums and regular updates provided internally and externally.

2.3.8 Route to the Meeting

This 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 Programme Board, 29th June 2020

2.4 Recommendation

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

3 List of appendices

Appendix 1 – Culture Programme structure and priorities