

NHS Highland Culture Programme

9th July 2020

What progress has been made to date?

- ✓ Created an initial Culture Fit for the Future Action Plan
- ✓ Carried out initial engagement sessions with 350 colleagues
- ✓ Set up Culture Programme Board and appointed External Culture Advisor
- ✓ Launched and reported on the A&B Culture Review
- ✓ Co-created and launched our Healing Process
- ✓ Produced and engaged on our Culture Plan and commitments
- ✓ Put external support in place for investigations and mediation
- ✓ Launched Courageous Conversations training
- ✓ Developed a Corporate Induction portal
- ✓ Launched our Employee Assistance Programme
- ✓ Commissioned the Guardian Service for July & set up temporary helpline

What are our ongoing priorities?

- Refresh our governance and workstreams for Culture programme
- Virtual rollout of Courageous Conversations training to all colleagues
- Delivery of tactical management up-skilling and team interventions
- Embed Civility Saves Lives and Peer support approach
- Improve engagement and communication across the organisation
- Refresh our Vision and Strategy and link to our Culture plans and values
- Develop and launch our longer term Health & Wellbeing strategy
- Review and improve our People Processes
- Create a long term development proposition for our People Leaders
- Empower and equip colleagues and leaders to change their culture
- Provide clear manager and colleague responsibilities and expectations
- Create clear language and tone standards
- Review of partnership working

- Reporting direct to NHSH Board is not in line with governance standards
- Going forward, reporting line is to Staff Governance Committee
- Non Execs should only sit on formal Governance Committees
- We need to ensure we focus on delivery against a few key priorities
- Operational units should own and shape their local delivery plans
- We need wider ownership and embedding of culture change
- We need central oversight & tracking of plans, risks and issues
- We need to streamline the attendance at programme oversight level
- We need to ensure all current attendees have opportunity to be involved
- The previous workstream approach needs to be refreshed and realigned
- We shouldn't have "Board" in the title to avoid confusion

NHS Highland Board



IJB

Staff Governance Committee (bi-monthly)

EDG



A&B HSCP SLT

Culture Change Oversight Group (formal monthly meeting)

External Culture Advisor (Chair)

Director of HR (SRO)

NHS Highland Culture Plan

Culture Programme - Workstream leads attend Oversight Group

5- 7 Members
Workstream Lead
SME
Colleague
Manager

Values & Behaviours

Leadership & Development

Performance & Recognition

Insights & Learnings

Health & Wellbeing

People Processes

Operational Culture Groups and Plans

Stakeholder Representatives

Corporate Services

Acute

Argyll & Bute HSCP

Community

SLT rep

Comms rep

ACF rep

HPF rep

Public rep

Organisational Strategy & Decision Making (from EDG / Board)

Communications and Engagement