
**Argyll & Bute Health and Social Care Partnership (HSCP) Culture Survey
Response Update**

1.0 EXECUTIVE SUMMARY

NHS Highland published the results of the Argyll & Bute Culture Survey on 15 May 2020. This survey was carried out as part of a recommendation from the Sturrock Report into Cultural issues related to allegations of bullying and harassment in NHS Highland published in May 2019 (link in appendix 1) and as such was undertaken with NHS Highland staff in Argyll and Bute

Following the publication of the survey response on the 15 May 2020 and presentation to a public meeting of the Argyll & Bute Integration Joint Board (IJB) on the 27 May 2020 the HSCP put in place an initial 100 day action plan to address the key findings with subsequent actions identified in conjunction with staffside representation.

The NHS and Council as partners, are the employing bodies of staff who deliver services on behalf of the Health and Social Care Partnership led by the Chief officer Joanna Macdonald. The Integration Joint Board (IJB) is the governing body in place to monitor delegated services but the partners retain the employer responsibilities.

From the publication of the Sturrock Report, NHS Highland has provided updates to the IJB on the action taken to address the issues raised and in partnership with the Chief Officer of the HSCP since the publication of the

This paper sets out the approach that the IJB is taking to address the findings in the report, adopting a whole partnership approach, supporting both Council and NHS employees in the Health and Social Care Partnership and improve culture.

RECOMMENDATIONS

The Policy and Resources Committee is asked to consider:

- 1.1 The work being undertaken by the IJB to address the issues raised in the Engagement Exercise

- 1.2 The progress in delivery of the 100 day plan and the approach being taken that ensures both NHS and council employees benefit from cultural changes.
- 1.3 The establishment of the Argyll & Bute Culture group moving into the longer term phase of activity

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2.0 INTRODUCTION

- 2.1 The Chief Officer of the HSCP has taken a whole partnership approach to changes in culture for all health and social care staff whose care practice is integrated and work alongside each other.
- 2.2 NHS Highland and Argyll and Bute HSCP have offered a sincere apology to colleagues who indicated in the Culture Survey that they experienced bullying and harassment.
- 2.3 Communication, delivery, empathy and appropriate action have been identified as key actions in building relationships and trust with an integrated health and social care staff group. Argyll & Bute HSCP are working with its partners, including the joint trades unions, to ensure we are meeting our commitments to staff, building a strong partnership across a wide geographic area and improving culture.
- 2.4 Since the publication of the Sturrock report and the subsequent publication of the Argyll & Bute Culture, the IJB has received response planning and progress reports for the 100 day Plan from NHS Highland and latterly local reports from the Chief Officer. The latest version of the Culture Update is provided in Appendix 2.
- 2.5 The Health and Social Care Partnership benefits from an HR Shared Services approach led by Jane Fowler, Head of Customer Support Services, Improvement and HR. Jane locally manages both NHS and Council HR and OD teams. Working across the partnership HR aims to ensure that staff managing integrated teams are aware of each respective partner's policies and procedures. This provides a firm basis to support positive behaviours already supported by policies available from each partner and underpinned by legislation.
- 2.6 It is acknowledged that change will take time and the participation of health and social care staff is key to this.

- 2.7 The paper provides an update to members of the Policy and Resources Committee with assurance on culture change activity and monitoring of that activity through the IJB which impacts employees of the council.

3.0 RECOMMENDATIONS

The Policy and Resources Committee is asked to consider:

- 3.1 The work being undertaken by the IJB to address the issues raised in the Culture survey Engagement Exercise
- 3.2 The progress in delivery of the 100 day plan and the approach being taken that ensures both NHS and council employees benefit from cultural changes.
- 3.3 The establishment of the Argyll & Bute Culture group moving into the longer term phase of activity

4.0 DETAIL

- 4.1 The Argyll and Bute Culture Survey Engagement Exercise was carried out by NHS Highland as a follow up to the Sturrock Report. A reporting timeline is available in appendix 1. Following the publication of findings, a series of actions were put in place. These actions were taken forward both by NHS Highland Board and by the IJB, led by the Chief Officer of the HSCP. There was close liaison and joint working with the Joint Trades Unions, both NHS and Council. Whilst the action was led by NHS Highland, the nature of Integration means that culture change and improvement also affects Council employees.

- 4.2 As part of this Plan NHS Highland Board:

- Appointed an external culture advisor to review recruitment processes.
- Launched an independent 'Speak Up', Guardian Service which offers a 24/7 service for staff to independently discuss concerns.
- Appointed independent review panel members as part of the NHS Highland Healing Process.
- Implemented an Employee Assistance Programme

- 4.3 Locally in Argyll & Bute we:

- Carried out Chief Officer led engagement sessions with 341 employees sharing the findings of the survey
- Issued a full apology from the Chief Officer and the IJB
- Working with the Joint Trade Unions, developed and delivered the 100 day plan - with the exception of confidential contact officers
- Invited health and social care staff volunteers to join the Argyll and Bute Culture Group to help improve the culture within the organisation

- Over 30 staff volunteered for the Culture Group, which first met on 1 Sept co-chaired by the Deputy Chief Officer and Staffside Rep. The Culture Group will provide the drive and representation for future culture development.
- Developed and rolled out virtual training in Courageous Conversations training sessions - over 200 staff have participated so far.
- Initiated and established twice weekly virtual check in sessions with the Chief Officer to provide an opportunity for health and social care staff to ask questions and provide feedback.
- Identified staff Wellbeing Champions within health and social care to help communicate key messages about wellbeing and psychological support.
- Communicate weekly about Culture and wellbeing
- Issue a weekly Communication from the Chief Officer
- Established a process for external investigations of any bullying and harassment complaints

5.0 CONCLUSION

- 5.1 This paper outlines the activity undertaken in response to the Argyll & Bute Culture Survey published on 15 May and the subsequent basis for the creation of the Argyll & Bute Culture Group. It notes the 30 staff health and social care who have volunteered to support this and act as ambassadors across the partnership. The Culture Group has good representation from across the disciplines and provides a positive forum for enabling cultural change in integrated teams.
- 5.2 It seeks to provide an update to Council as to the support and engagement of health and social care staff delivering services for the partnership employed by the Local Authority partner.

6.0 IMPLICATIONS

6.1 Policy

The Culture of the organisation doesn't just address the need to change behaviours but informs our attitudes in the delivery of our services and our ability to transform.

Each partner as employing body provides policies and procedures as prescribed by legislation and good practice to meet their responsibility to the employee. No further policies and procedures are required at this point to support the ongoing cultural change as a framework to respond to the issues highlighted is available.

6.2 Financial

None for this paper

6.3 Legal

None for this paper

6.4 HR

Implementation of new management structures provides an opportunity to refresh an indication for manager in new posts and implement National NHS Once for Scotland policies supporting operational management.

Managers will be provided with an induction 'refresh' on all aspects of the responsibilities of the managers and on their leadership role on behaviour and culture.

6.5 Fairer Scotland Duty:

None for this paper

6.5.1 Equalities - protected characteristics

Seeks to embed good staff governance and support equality of treatment and opportunity for all health and social care staff.

6.5.2 Socio-economic Duty

None for this paper

6.5.3 Islands

Seek to ensure that health and social care staff in remote areas are equally supported and have equal opportunities to mainland staff.

6.6. Risk

Ensuring Argyll & Bute HSCP is a positive place to work will support recruitment and retention of staff.

6.7 Customer Service

None for this paper

Chief Officer – Health and Social Care Partnership, Joanna MacDonald

23 September 2020

For further information contact:

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APPENDICES

Appendix 1 Reporting timeline and links to reports

Appendix 2 NHS Highland Culture Programme update

Appendix 1 Reporting timeline and links to reports

Publication of the Sturrock Report 9 May 2019

<https://www.gov.scot/publications/report-cultural-issues-related-allegations-bullying-harassment-nhs-highland/>

29 May 2019 presented at IJB: Report to Cabinet Secretary for Health and Sport into Cultural Issues related to allegations of Bullying and Harassment in NHS Highland – John Sturrock QC

<https://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/IJB%20briefing/IJB%20Papers%202019/A%20and%20B%20IJB%20May%202019%20reports%20v3.pdf>

7 August 2019

<https://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/IJB%20briefing/IJB%20Meeting%207-8-19.pdf>

25 September 2019 Culture Fit for purpose action plan update

<https://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/IJB%20-%20Agenda%20items%204%20-%205.6.pdf>

27 November 2019

<https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?MId=8501&x=1>

39 January 2020

<https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?MId=10563&x=1>

25 March 2020

<https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?MId=10635&x=1>

15 May Publication of the Argyll & Bute Culture Survey

<https://www.nhshighland.scot.nhs.uk/News/Pages/NHSHighlandpublishesArgyllandButeHealthandSocialCarePartnershipculturesurvey.aspx>

27 May 2020

<https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?MId=10692&x=1>

5 August 2020

<https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?MId=13783&x=1>



Meeting:	Integrated Joint Board
Meeting date:	19th September 2020
Title:	Culture Programme update
Responsible Executive/Non-Executive:	Fiona Hogg, Director of HR & OD
Report Author:	Emma Pickard, Culture Advisor

1 Purpose

This is presented to the Board for:

- Discussion

This report relates to an:

- Emerging issue

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

- Person Centred

2 Report summary

2.1 Situation

The Culture Programme and Oversight Group have recently proposed changes to the programme structure and governance arrangements to improve delivery focus and facilitate staff involvement.

2.2 Background

The Culture Programme is moving to a new phase which requires wider colleague involvement and engagement; following successful conclusion of a number of centrally-led initiatives, including the design and launch of the Healing Process, EAP and Guardian Service.

To facilitate wider colleague involvement, a new programme structure has been proposed. The format and attendance of the Culture Oversight Group (formerly Culture Programme Board) has also been proposed for revision as part of this, to encourage outcome-focused discussion and progress management.

2.3 Assessment

The issues and recommendations are structured under 4 key themes:

1. Culture Programme structure and priorities
2. Progress update
3. Ongoing Concerns
4. Partnership Working review

1. Culture Programme Structure and priorities

A revised programme structure has been proposed in order to facilitate wider colleague engagement and greater rigour in planning and resource allocation. There are concerns from some Culture Board members that implementing a programme management approach increases the complexity of delivery as will require involvement from a greater number of colleagues. However, the NHS Highland Board and Staff Governance Committee support the proposed changes.

The purpose of the structure is indeed to increase participation, as culture change will require widespread involvement across the organisation. The intention is also to improve focus and prioritise action, but it is possible that the terminology used to date has confused people.

To address the feedback, a collaborative prioritisation exercise with members of the current Culture Board and the newly formed Argyll and Bute Culture Group is underway. This will co-produce a set of Culture priorities which is expected to be 4-6 key activities from the existing suite of proposed work. Plans and resources will then be structured around these activities, and language will be tested for resonance with members. The next meeting of the Culture Group on the 14th September will review the outcomes from this prioritisation exercise.

2. Progress update

Progress continues to be made in a number of key areas:

Recruitment Review: the External Culture Advisor has completed a review of current recruitment practices and processes, following engagement with recruitment teams, managers and candidates and a review of policies and systems. The report has made a set of draft recommendations to improve manager and candidate experience, which will be shared with a group of staffside, manager and HR colleagues for further discussion and prioritisation. The final recommendations will require resourcing and support if they are to be taken forwards.

People Processes: An “as-is” external review of our key people processes has commenced, with Creative Business Solutions being awarded the contract to carry this out, following a tender exercise using the national procurement framework. The scope of the work covers the processes of Discipline, Grievance, Bullying and Harassment as well as Redeployment.

This work will report out before the end of October. This will involve review of data and processes, and interviews with key stakeholders. This external review will precede a collaborative “to-be” design exercise to coproduce our future ways of working in these processes between Staff-side, Managers and HR.

Diagnostics and root-cause analysis: It has been agreed that further diagnostic activity is required to understand the root- cause(s) of the events that led up to the Sturrock Review, in order to ensure that the activity contained within the Culture Programme will indeed deliver the required cultural improvements.

The proposed terms of reference for this diagnostic work will be discussed at the Culture Group on the 14th September, having engaged with the group of Whistle blowers on the drafting of these.

Argyll & Bute 100 Day Plan: Good progress has been made with this. Engagement has significantly increased due to the efforts of the Chief Officer and SLT, particularly with regard to the Virtual Coffee Chats held twice weekly.

The first meeting of the Argyll & Bute Culture group met on 1st September. 30 people have expressed an interest in getting involved in the Culture activity in Argyll & Bute.

Over 300 colleagues have been trained in Courageous Conversations in Argyll & Bute in the first 100 days of the plan and the feedback has been really positive and the skills are being put into practice.

3. Ongoing Concerns

In order to better understand staffside concerns with regards to some cases of ongoing bullying and poor behaviour across NHS Highland, the Director and Deputy Director of HR met with all of the key unions on a 1:1 basis on Thursday 20th August. There was also a dedicated meeting of the Partnership Forum on Friday 21st August where understanding the concerns in these respects was the main agenda item. The NHS Highland Executive Directors Group also met on Thursday 27th August to review concerns and understand the situation and what action the organisation could take to address this.

The key issues raised involved situations where managers are not consistently addressing colleague concerns about behaviours and how they are feeling, when raised at an early stage. It is felt that the lack of effective action can be due to managers not seeing it as their role or not seeing it as important, or in some cases not having the skills to do so effectively.

This means that issues that could be quickly resolved escalate into complex cases and relationship breakdowns. There were also ongoing concerns about a small number of cases that aren't progressing in a timely manner, and the need to review the data and processes involved to improve these, which is the work of the people process review described above. There was also a desire to carry out ongoing collective lessons learned / case reviews to ensure any issues are addressed and understood, which will be taken forward.

Continued rollout of the Courageous Conversations training is critical to support progress in early resolution and addressing concerns. We are also exploring how pilots of the peer led "Civility Saves Lives" approach may complement this in the workplace. The main action needed is around progressing with our Values and Behaviours work, which will clearly set the standard for all colleague and managers.

4. Partnership Working review

The first of two workshops dedicated to improving partnership working has been held, and the second is scheduled for 18th September. In order to

facilitate maximum Staff-side input, input from all Staff-side members will be invited in advance of the workshop.

The outcomes of the second workshop will be:

- An agreed set of partnership priorities with resources required to deliver
- Clarity on the roles of Staff-side, HR and Managers
- Recommendations on changes to current governance arrangements and ways of working
- Recommendations on changes to Staffside resource allocation

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

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.

- Executive Directors Group: 24th August 2020

2.4 Recommendation

- **Discussion** – Examine and consider the implications of a matter.

3 List of appendices

Not applicable