NHS Highland

Meeting: NHS Highland Board

Meeting date: 24th November 2020

Title: Culture Update

Responsible Executive/Non-Executive: Fiona Hogg, Director of HR & OD

Report Author: Emma Pickard, External Culture Advisor

1 Purpose

This is presented to the Board for:

- Discussion

This report relates to a:

- Board strategy / plan

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

The newly reformed Culture Oversight Group is now in place, having met for the first time on Monday 26th October. Work on the six agreed culture priorities is underway, led by colleagues from across the organisation. It will be critical to retain focus and progress throughout the winter period, recognising that the organisation will be juggling significant pressures.

2.2 Background

The work to reshape the Culture Programme and it's governance arrangements is now complete, with a more focused Culture Oversight Group and small teams of cross-functional representatives accountable for delivering the agreed priorities.

The priorities are all at different stages of development; some have a defined plan and approach whilst others are still shaping their teams and activity. The most significant ongoing risk to delivery of the Culture Programme is the capacity and resource across the organisation to design and embed the changes to processes, systems and ways of working. This risk is likely to increase over winter, as the pressures relating to COVID and typical seasonal issues mount.

The purpose of this paper is to give a status update for each priority; and ask the Board for any feedback on how to mitigate the significant risk relating to capacity and resource.

A separate paper will cover a progress update on the Argyll & Bute local culture plans and actions, although all of the activity described in this paper will be rolled out across our whole geography and two of our priority leads are from Argyll & Bute.

2.3   Assessment

The six priorities were agreed following a collaborative prioritisation exercise with representatives of the former Culture Programme Board, Staffside and the Argyll and Bute Culture Group; the status of each is as follows:

Priority 1: Vision, Values and Behaviours
(Lead: Kate Patience-Quate, Deputy Nurse Director)
The purpose of this priority is to define and embed the new NHS Highland vision, and roll-out the NHS Scotland values across the organisation.

The cross-functional team for this priority is currently being formed, and a draft plan is under development. The NHS Highland Board recently spent time in a strategy session on reviewing the NHS Highland vision and objectives that were presented to this Board in May 2020. This was a highly engaged and interactive session and led to some real progress in refining and updating the content and language. These updates will be reviewed by the Executive Directors Group and at the Board Development session on Monday 23rd November, before being tested with colleagues to ensure that these hit the mark.

Significant engagement with colleagues from across the organisation will also be required in order to fully define and embed the behaviours that are expected from all colleagues in order to deliver on the vision, values and objectives, and to agree how to reward and recognise positive individual and team behaviours. The values will also be embedded in key business processes; such as recruitment, induction and decision making. This will all form part of the cross-functional teams work plan.

Priority 2: Civility Saves Lives
(Lead: Helen Freeman, Director of Medical Education)
This purpose of this priority is to define and test an approach to rolling out the concepts of Civility Saves Lives (for example, call it out with compassion) across teams in the organisation; through a train the trainer approach.

Workshops with Chris Turner (external A&E Consultant nationally leading the initiative) have been held with colleagues from across the organisation, and the team are developing a plan for more widespread engagement and learning.

Priority 3: Leadership and Management Development
(Lead: Caroline Morrison, Head of Education, Learning and Development)
The purpose of this priority is to define and deliver a suite of learning and support for Managers across the organisation, to ensure that all Managers both understand and are fully capable of fulfilling their management responsibilities.

A team is already in place for this priority, and a proposed management development framework and suggested set of modules has been created. This priority will also address the range of tools and interventions available to managers in leading their teams successfully, increasing engagements and addressing problems early.

A range of channels will be used for learning, building upon the success of the approach to rolling out Courageous Conversations. The content for the modules is currently under development, and will build upon the recently launched Manager portal.

Priority 4: People Processes
(Lead: Fiona Broderick, Staffside Lead for Argyll & Bute)
The purpose of this priority is to work in partnership to improve the use of information and early resolution, as well as improve the record keeping, speed and effectiveness of formal processes.

An external review of our key people processes (discipline, grievance, bullying and harassment and redeployment) has been completed by an external consultant, and the recommendations reviewed and accepted.

A team is in place (Staffside, HR, Managers) and a plan developed to take forward delivery of the recommendations. A critical component of the plan is to train Managers in relation to handling concerns appropriately and understanding our people processes, ensuring everyone involved is clear on their roles and responsibilities and what support and information is available to them. It will be vital that leaders across the organisation support this approach.

Priority 5: Root-cause analysis / diagnostic
(Lead: Emma Pickard, External Culture Advisor)
The purpose of this priority is to ensure that use all of the learnings available to us and validate these with colleagues, in order to understand where and how things have gone wrong in the past, to ensure that our actions effectively address the causes.

A root cause analysis (to fully understand the factors that led to the organisation requiring the Sturrock Review) is currently underway, and is being supported by the External Culture Advisor and another independent facilitator.

It is proposed to conduct a further series of small listening and engagement events with colleagues from across Argyll and Bute and North Highland in order to ensure that the points of failure are understood; and the lessons to be learned defined and embedded. This piece of work will be completed early next year.

Priority 6: Culture Metrics and Tools
(Lead: Gillian Davies, Consultant Nurse, Community Mental Health)
The purpose of this priority is to ensure that the desired culture and behaviours across the organisation are embedded, and staff experience improves.

It will be critical to give both team and organisational leaders a set of tools and metrics for regular evaluation and measurement of the organisation culture and temperature. As these metrics will need to be reflect the learnings from the root-cause analysis, this priority will run at a slightly slower pace (to allow completion of the diagnostic work) but the team is currently being formed.

Communications and Engagement
Underpinning delivery of all these priorities requires an enhanced approach to communications and engagement, so that all colleagues understand the work underway to improve culture and behaviours; and more importantly how they can get involved to help shape the future. A range of engagement tools is needed recognising both geographical and organisational diversity, and access issues for some staff to typical communication channels. Our new Head of Communications and Engagement starts her post in early December and will be at the forefront of driving this activity.

Culture Programme Audit
Finally, an audit of the Culture Programme was recently completed by the Internal Audit team and the findings will be shared with the Audit Committee in December. Initial findings indicate that good progress has been made, but our focus needs to be on ensuring we have robust and detailed plans with associated resources and clearly identify and manage the risks at a detailed level.

The current set of plans and programme management arrangements will be revised (if needed) to reflect the recommendations following the Audit Committee.

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

The content of the paper 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, 16th November 2020

Confirmation received from EDG on 16th November 2020

2.4 Recommendation

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