

Meeting:	NHS Highland Board
Meeting date:	30 March 2021
Title:	Culture Update
Responsible Executive/Non-Executive:	Fiona Hogg, Director of Human Resources & Organisational Development
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

NHS Highland have now received the first two reports from the Independent Review Panel (IRP) of the Healing Process. They make recommendations for the Board to consider in addressing the organisational factors which are reported to have contributed to the experiences shared with them by former and current NHS Highland colleagues who have experienced bullying in the period up to 31 December 2019. In line with the Healing Process guidance, their reports are shared in full (as Appendix 1 and 2 respectively).

These have been combined with the findings of Root Cause Diagnostic sessions carried out in both Argyll & Bute and North Highland into a consolidated report, prepared by Emma Pickard, our External Culture Advisor (Appendix 3).

This paper is the first of two papers, the second will be presented to the May 2021 NHS Highland Board meeting and will include a detailed update on our progress against all of these recommendations and those of the Sturrock Report, as well as details of the Culture Programme Plan for the next 12 months and beyond. However, a report of progress against the IRP recommendations to date is also included as part of this month's update (Appendix 4).

2.2 Background

The Independent Review Panel (IRP) of the Healing Process provides the Board with Quarterly reports on their recommendations. The first of these reports was compiled after the first 26 participants had been to a panel, and the second after a further 58 participants. Panel participants can be former or current employees, and around 55% of the participants in these reports were former employees, and 45% current employees.

It is important to note the IRP and the Healing Process is unique in that it focuses solely on harm and healing and seeking to find resolution for those who have experienced bullying at NHS Highland in the past. It does not seek to corroborate evidence or experiences; it takes the information it is presented with by one party. There is also no time limit on how far in the past experiences occurred, but it is only able to cover the period up to 31 December 2019.

This context is important when reading the reports, in that the situations they describe may be in the past, others may have different recollections or experiences and work may have already taken place to address and resolve these. However, the learnings and themes from these experiences are aligned with other feedback, including the Sturrock report and the recent Root Cause Diagnostic work, which is also included in the report attached.

2.3 Assessment

The attached report (Appendix 3) sets out the areas which NHS Highland needs to address to ensure the past experiences will not be repeated and the organisation moves forward with culture transformation and our aspiration to be a "Great Place to Work" for everyone. Many of these actions are already in progress and some have already been completed and others are planned as part of the Culture Programme or other activity.

Appendix 4 summarises the progress made to date against the IRP recommendations. The IRP reports are included in full in Appendix 1 and 2, with redaction where we believe an individual or situation could be identified and could cause harm.

NHS Highland recognises and accepts the recommendations of the IRP and is committed to investing the necessary time, effort and resources to addressing these recommendations and delivering our wider Culture programme plans for the benefit of all NHS Highland colleagues. Whilst noting the significant progress already made against a number of the recommendations, there is an ongoing, substantial and long-term programme of work which is being put in place address this completely.

This work is embedded into our 2021-2 Strategy, Vision and Objectives, with our aspiration to be a “Great Place to Work” which will be achieved through delivery of our 5 key objectives; Growing Talent, Leading by Example, Being Inclusive, Learning from Experience and Improving Wellbeing.

We will bring a full update on the progress against these recommendations as well as those of the Sturrock report, plus our detailed Culture programme plans for the next 12 months and beyond, to the May 2021 Board meeting. We will be refreshing the format of the Board reporting, to align this to show delivery against the areas of the Culture plan, along with key risks and issues.

Future IRP recommendations will also be shared with the Board, the next report will be due to be considered at the July 2021 Board meeting.

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

The Culture Programme communication and engagement plan will be brought to the Board as part of the May 2021 update on the Culture Programme. We continue to engage with a range of stakeholders on this topic, including Partnership, Whistleblowers, the Culture Oversight Group and Staff Governance Committee.

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, Monday 22 March 2021

Confirmation received from EDG on 22 March 2021

2.4 Recommendation

- **Discussion** – Examine and consider the report on the recommendations of the IRP and Root Cause Diagnostic and progress made to date with these.

3 List of appendices

The following appendices are included with this report:

- Appendix No1, IRP Organisational Learning Report 1, November 2020
- Appendix No2, IRP Organisational Learning Report 2, March 2021
- Appendix No3, Consolidation of Lessons Learned and findings of the Independent Review Panel
- Appendix No4, IRP recommendations