

Meeting:	Argyll & Bute Integrated Joint Board
Meeting date:	16 June 2021
Title:	Culture Programme Update
Responsible Executive/Non-Executive:	Fiona Hogg, Director of HR
Report Author:	Fiona Hogg, Director of HR

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 Argyll & Bute IJB receive regular updates on progress with addressing challenges related to our culture across NHS Highland and the Argyll & Bute HSCP.

This report provides a link to the recent May 2021 Board reports presented to NHS Highland, as well as an update on the Listening and Learning Survey

2.2 Background

Further to previous reports to the IJB, we would like to make members aware of the detailed reports available in the NHS Highland May 2021 Board papers. This includes a review of progress against the Sturrock recommendations in report and table form, alongside an update on the uptake of the Healing Process. These can be found here

[Microsoft Word - NHS Board May 21 Culture SBAR Final.docx \(scot.nhs.uk\)](#) with the Appendix 2 available here
<https://www.nhshighland.scot.nhs.uk/Meetings/BoardsMeetings/Documents/May2021/Item%207%20Appendix%202.xlsx>

3 Assessment

Culture Programme Status Report

A new style of dashboard report is now being produced and made available. The first one was prepared at the end of April 2021, for the NHS Highland May 2021 Staff Governance Committee and Board Meeting. The next report will be produced on 30 June 2021, for the July cycle of meetings.

This is attached as Appendix 1. Appendix 2 is the high-level programme plan from the same date. This is currently being refreshed and updated alongside the dashboard reports.

Listening and Learning Survey

The first “Listening and Learning“ survey has been rolled out to employees across NHS Highland and the Argyll & Bute HSCP between 7th and 28th June, giving us a critical baseline measure for our culture and telling us what colleagues across the organisation experience, what’s good and what we can work on.

It’s an online survey, app and web based, in partnership with Culture Amp, and whilst links will be sent via email, those who don’t have regular access can access this on their personal devices via a website address or scanning a QR code, and referencing their pay number / employee number, which is on their payslip.

There are around 60 questions, and it will take less than 10 mins to complete. It covers factors relating to culture and engagement, values and a follow up to 4 questions in the A&B survey from last year relating to experience of bullying. There is the opportunity to provide comments on each question and any question can be skipped. The survey will collect some additional demographic information to help analyse results (disability, ethnicity; sexuality) and all data is confidential and non identifiable.

Managers and teams who have team responses of 5 or more will receive consolidated team scores and how these compare to the overall NHS Highland / Argyll & Bute HSCP scores during July.

If a team has less than 5 responses, the information will roll up to the next line manager, so all information will be analysed and acted on. We want to empower teams to use this information to celebrate success and plan improvements as well as at directorate and organisational level. Comments will be analysed, themed and reported to specific forums, but will not be widely shared with teams.

We strongly encourage everyone to fill this out and promote to their colleagues and teams, as the more people who complete this, the more accurate the data will be. We want to hear what everyone thinks, the more who complete it, the more we can rely on the results to plan our priorities.

We'll be sharing the results and our proposed actions with colleagues, leadership teams and wider stakeholders, as well our July Staff Governance, IJB and Board meetings.

We're also looking at rolling out a survey to understand the experience and feedback of those we work in partnership with, in delivering services, outside an employment relationship. This would be including our independent contractors in primary care, the third sector and Highland Council health and social care colleagues, amongst others. Some of the questions would be the same, but we can't cover aspects linked to employment. This could also help us understand what more we need to do to raise awareness of the Whistleblowing Standards, with these populations.

Whistleblowing Standards Update

We continue to work to promote understanding and awareness of the Whistleblowing Standards and have set up a short life working group to address how we most effectively engage contractors and third parties covered by the standards, so they know what to report and to whom. The group will report into the Whistleblowing Standards Oversight meeting.

Our NHS Highland Whistleblowing Non-Executive Director, Bert Donald, has been continuing his virtual engagement with colleagues in Argyll & Bute, to promote the WB standards and to listen to the experiences and feedback of colleagues. He has also been busy promoting the standards and his role in the local media, which has been well received. He will be making an "in person" visit in July, so further details will be shared soon.

The first Board and IJB reports on Whistleblowing will cover the period 1 April – 30 June 2021. We have started to work with the Guardian Service on the format and will be engaging with key stakeholders to ensure these provide the right level of detail.

The first report will be presented to the Board and IJB in September 2021, to allow for time to set up and modify and then will be presented quarterly.

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.

- Culture Oversight Group, 17th May 2021
- Executive Directors Group, 17th May 2021
- NHS Highland Board, 26th May 2021

2.4 Recommendation

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

2.5 Appendices

- Appendix 1: Culture Programme Status Reports
- Appendix 2: High-Level Culture Programme Roadmap 2021