

# NHS Highland Culture Programme

Programme report to Staff Governance Committee

5<sup>th</sup> May 2021

## RAG definitions



Programme, project or milestone is at significant risk of failure to deliver projected benefits and / or major slippage in time / resource



Programme, project or milestone is at risk of failing to deliver the projected benefits and / or is behind delivery schedule



Programme, project or milestone is on track for delivery (on time, to budget, forecast benefits)

# Overall Culture Programme Status

Report Date: 21 <sup>st</sup> April 2021	Programme Status	Amber
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## Achieved in last quarter (Feb – May 21)

- Three priorities (Values and Behaviours; Civility Saves Lives and Leadership and Management Development) are collaborating to define and design a team-based culture package for all NHSH teams
- Provider for Spring Culture Survey has been procured and approach agreed
- Root cause analysis and review of first two Independent Healing Panel reports completed
- NHS Highland new vision and values have been defined and agreed; with a new set of strategic objectives
- Assessment of progress made against Sturrock recommendations has been completed (for May 25<sup>th</sup> Board)

## Planned for next quarter (May – July 21)

- Complete design and pilot of the integrated Culture package
- Complete design of Phase 1 modules of the Leadership and Management Development programme
- Deliver and share results of the Culture survey and review culture programme plan in light of feedback
- Complete first pass development of a culture ‘dashboard’ (will require further development)
- Hold HR / Staffside development session; including a focus on the use of early resolution
- Scope and plan the approach to developing the Wellbeing strategy and plan
- Secure additional resource to deliver Culture priorities

Risks / Issues	Mitigating Actions	Owner	Progress
The integrated culture package / team intervention will require significant facilitation support to deliver which is not currently identified	Additional resource / financing has been requested from EDG and will form part of the 21/22 resource plan	Fiona Hogg	Additional recruitment will commence shortly; professional networks to be approached for facilitation support
There is a risk that the Culture Survey does not get high levels of staff response; which will reduce the value of the results and analytics	Excellent communications and engagement, and in particular improvement to the manager cascade process. Clear accountability / progress tracking	Ruth Fry	Communications plan for the survey is underway and will be reviewed by COG on 17 <sup>th</sup> May

# Values & Behaviours

<b>Report Date: 21<sup>st</sup> April 2021</b>	<b>Priority Status</b>	<b>Amber</b>
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<b>Reminder of Scope</b>
<ul style="list-style-type: none"> <li>• Definition and roll-out of a new vision and set of strategic objectives for NHS Highland</li> <li>• Communication and embedding of the NHS Scotland values across the organisation, with shared understanding of what these means in terms of expected behaviours and ways of working</li> <li>• Definition and roll-out of a visual (brand i.e. to replace the HQA) and tools to support the dissemination of the vision, values and objectives</li> </ul>

<b>Milestone</b>	<b>Date</b>	<b>RAG</b>
Finalise and communicate NHHSH vision and values	1 <sup>st</sup> April 2021	Finalised – comms being prepared
Design integrated Culture team intervention	30 <sup>th</sup> June 2021	Design team being identified

<b>Achieved in last quarter (Feb – May 21)</b>
<ul style="list-style-type: none"> <li>• Agreed with Civility Saves Lives and Leadership &amp; Management Development to create an integrated culture team intervention for all NHS Teams</li> <li>• Agreed principles supporting team intervention</li> <li>• Finalised vision and strategic objectives (EDG / Board)</li> </ul>

<b>Planned for next quarter (May – July 21)</b>
<ul style="list-style-type: none"> <li>• Working with Civility and Leadership Development form a design team; design and refine team intervention package and conduct a pilot on 2/3 teams</li> <li>• Establish network of facilitators to support intervention and train</li> <li>• Establish and agree principles for team prioritisation / roll-out and develop roll-out schedule</li> </ul>

<b>Risks</b>	<b>Mitigating Actions</b>	<b>Owner</b>	<b>Progress</b>
There is a risk that the experienced facilitator resource cannot be secured in order to cascade the team support package at sufficient pace	Identify expertise from across professional groups / networks and assess feasibility for support; identifying backfill requirements where needed	Fiona Hogg	Paper developed for discussion with EDG covering all Culture / HR resource requirements

# Civility Saves Lives

<b>Report Date: 21<sup>st</sup> April 2021</b>	<b>Priority Status</b>	<b>Amber</b>
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<b>Reminder of Scope</b>
<ul style="list-style-type: none"> <li>• Communication and embedding of the core tenets of CSL throughout NHSH, working closely with values and behaviours to ensure integrated messaging</li> <li>• Design and roll-out of materials and tools to support teams explore the “calling it out with compassion” approach</li> <li>• Assessment of efficacy of CSL via quantitative/ qualitative survey</li> </ul>

<b>Milestone</b>	<b>Date</b>	<b>RAG</b>
Brief Civility team on approach and solicit volunteers	30 <sup>th</sup> April 2021	Meeting being set up
Design integrated Culture team intervention	30 <sup>th</sup> June 2021	Design team being identified

<b>Achieved in last quarter (Feb – May 21)</b>
<ul style="list-style-type: none"> <li>• Agreed with Values and Behaviours and Leadership &amp; Management Development to create an integrated culture team intervention for all NHS Teams</li> <li>• Agreed principles supporting team intervention</li> <li>• Conducted virtual workshops with Chris Turner (Civility Saves Lives Lead) and trained members of staff</li> </ul>

<b>Planned for next quarter (May – July 21)</b>
<ul style="list-style-type: none"> <li>• Working with Values and Behaviours and Leadership Development form a design team; design and refine team intervention package and conduct a pilot on 2/3 teams</li> <li>• Establish network of facilitators to support intervention and train</li> <li>• Establish and agree principles for team prioritisation / roll-out and develop roll-out schedule</li> </ul>

<b>Risks</b>	<b>Mitigating Actions</b>	<b>Owner</b>	<b>Progress</b>
There is a risk that the experienced facilitator resource cannot be secured in order to cascade the team support package at sufficient pace	Identify expertise from across professional groups / networks and assess feasibility for support; identifying backfill requirements where needed	Fiona Hogg	Paper developed for discussion with EDG covering all Culture / HR resource requirements

# Culture Metrics and Tools

<b>Report Date: 21<sup>st</sup> April 2021</b>	<b>Priority Status</b>	<b>Green</b>
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## Reminder of Scope

- Define and agree a set of metrics to be included within the Integrated Performance Report (under Staff Governance)
- Design and delivery of regular culture dashboard, allowing identification of areas / departments that may require support
- Delivery of a one-off (or regular) tool for conducting culture assessment / survey (complementary to rather than duplicating iMatter)

## Achieved in last quarter (Feb – May 21)

- Following marketing assessment, Identified and secured a supplier to provide the Spring all-staff Culture survey
- Identified a suite of metrics to form part of a Culture ‘dashboard’
- Agreed an approach and timeline for the culture survey

Milestone	Date	RAG
Culture Survey go-live	26 <sup>th</sup> May 2021	Culture Amp / NSHH team being formed
Survey results and communications	30 <sup>th</sup> June 2021	

## Planned for next quarter (May – July 21)

- All staff communications and management cascade to support survey communications and encourage completion
- Launch culture survey and present results (real-time analytics)
- Agree next steps / evaluate current culture programme in light of survey response and make adjustments as needed

Risks	Mitigating Actions	Owner	Progress
There is a risk that due to proximity to iMatter and broad nature of survey staff do not complete – baseline vital for ongoing measurement of progress	Clear and compelling communications to staff on importance and value of survey; combined with explanation of action that will be taken. Strong senior support and engagement.	Ruth Fry	Communications plan under development and will be reviewed by COG on 17 <sup>th</sup> May

# Leadership & Management Development

<b>Report Date: 21<sup>st</sup> April 2021</b>	<b>Priority Status</b>	<b>Amber</b>
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## Reminder of Scope

- Developing and implementing a leadership and management framework
- Design and deliver an open and transparent process for embarking upon a programme of development
- Design and deliver a suite of learning materials that will deliver the programme
- Explore and deliver other mechanisms of support (beyond learning), for example peer support, action learning sets and coaching
- Design and delivery of a clear learning pathway to support Managers to have career conversations with their teams development available for all
- Design and delivery of a promotion and evaluation approach to all aspects of the leadership and management development programme

Milestone	Date	RAG
All Phase 1 Leadership module development complete	30 <sup>th</sup> June 2021	Resource also supporting integrated intervention
Design integrated Culture team intervention	30 <sup>th</sup> June 2021	Design team being identified

## Achieved in last quarter (Feb – May 21)

- Progressed development of Phase 1 Leadership and Management Development modules
- Ongoing delivery of Courageous Conversations training and development of e-learning
- Launch of Manager portal
- Concept design for the integrated Culture package with Civility Saves Lives and Values and Behaviours

## Planned for next quarter (May – July 21)

- Complete design of Phase 1 modules for Leadership and Management Develop
- Form design team and co-design integrated Culture package / intervention
- Pilot team Culture intervention and evaluate

***Risk as for Values and Behaviours and Civility***

# People Processes

<b>Report Date: 21<sup>st</sup> April 2021</b>	<b>Priority Status</b>	<b>Red</b>
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## Reminder of Scope

- Training and awareness for Managers and Staff on Once for Scotland policies, including how to more effectively use early resolution
- Implementation of case review, lessons learned and case auditing processes
- Design and implementation of a case management system
- Design and implementation of regular process reporting / performance information
- Clarification and communication of the roles of the parties involved in people processes (Staffside, Managers and HR) as per the policies
- Design and implementation of any agreed changes to organisational model e.g. for investigations.

## Achieved in last quarter (Feb – May 21)

- Ongoing delivery of Once for Scotland policy training
- Planning review with core team (dates pushed back)

Milestone	Date	RAG
HR / Staffside session on Early Resolution to raise awareness	31 <sup>st</sup> May 2021	Session is in diary for 14 <sup>th</sup> May
Design and implement case review / auditing process	30 <sup>th</sup> June 2021	Milestone already pushed back from last year

## Planned for next quarter (May – July 21)

- Design and implement case review and auditing process
- Embed understanding of early resolution across HR, Staffside and Managers
- Improve understanding of HR / Staffside / Managerial roles across people processes through development session
- Progress procurement of case management system

Risks	Mitigating Actions	Owner	Progress
There is a risk that progress continues to stall due to insufficient HR, Staffside and management capacity to support design and implementation	Additional resources are being requested via EDG to support this (and other) culture and HR priorities	Fiona Hogg	Bid under design / review and will be presented at EDG on 10 <sup>th</sup> May