

Integration Joint Board

Agenda item: 8a

Date of Meeting: 15 September 2021

Title of Report: HSCP Culture Update

Presented by: Jane Fowler, Head of Customer Support Services (ABC)

The Integrated Joint Board is asked to:

- Note the content of this update report on culture improvements and actions in the HSCP
- Take the opportunity to ask any questions on culture issues that may be of interest or concern;
- Endorse the overall direction of travel, refocussing the actions of the Culture Group to focus on issues raised in the Listening and Learning Survey 2021 and iMatter

1. EXECUTIVE SUMMARY

- 1.1 This report updates the IJB about the ongoing culture improvement journey that the IJB is on. It provides information on the work of the local Culture Group, the work of the NHS Culture Oversight Group, the key messages from the recent Listening and Learning Survey, feedback from the NHS Highland Whistleblowing Champion, Bert Donald, from his visit to Argyll and Bute workplaces in July 2021. The paper also sets out the key actions for the next steps the organisation will take.

Overall the HSCP is an improving picture in terms of organisational culture, but we still have work to do.

2. INTRODUCTION

- 2.1 There are a number of key workstreams underway in the HSCP which form an overall improvement approach to organisational culture. These actions recognise the specific and unique nature of Argyll and Bute HSCP, with its fully integrated workforce, complex geography, complex organisational arrangements and the ongoing challenges of service demand and managing Covid.

- 2.2 In the context of health and social care integration, we scope our improvement actions by always considering the following:

- Adopting best practice from both employers

- Development of joint initiatives that support integration
- Compliance with terms and conditions and employing policies

3. PROGRESS AND CHALLENGES

3.1 Culture

3.1.1 Argyll and Bute HSCP Culture Group meets monthly to agree and monitor progress on priorities for improving the culture. The group is open to all and any staff, from any team or employer and is intended to support employees to contribute to, generate and take forward local actions for culture improvement. The group is jointly chaired between management and staff side lead. The Chief Officer will now take over the Chair to take the group into the next phase. Thanks are due to the Depute Chief Officer for his role in progressing the Group to this stage. In the last quarter, actions taken to improve culture have been:

- Continued Managing Courageous Conversations training online with 396 trained in A&B, and over 700 now trained across NHSH up to the end of June. The programme is ongoing and has also been delivered to integrated teams in the HSCP. This continues to be the cornerstone of building the foundations of good culture across the HSCP, conversation by conversation.
- Weekly Staff communication updates continues to keep staff up to date with important information
- Tested the 'Connections' colleague engagement events (see below) and offered mindfulness sessions
- Continued to promote the Guardian Service to staff
- Developed an Action plan for 2021/22
- Agree and shared 3 key messages via the Staff Communications after each meeting, for example in May following an issue brought to the Culture group a recommendation was made that there is a protected lunch break time of 12.30 – 1 pm with no meetings, and to encourage people to only work the hours they're contracted for and switch off computers/phones at the end of the working day

3.1.2 Culture Group

Culture Group members are participating in 6 priority workstreams as part of an overall Culture programme with colleagues in NHS Highland to drive forward culture change across Highland and Argyll and Bute. The priority workstreams have made the following progress:

- Values and Behaviours – embedding these by incorporating in a culture package that is being developed for teams. This will be piloted in Autumn 2021.
- Civility Saves Lives – Part of the Culture package is expected to relate to Civility Saves Lives and facilitated workshops are anticipated as a follow-up to the core workshop.
- NHSH Leadership and Management Development Programme – the above two priorities link to this; development of skills and tools for all managers in a programme that will start later in 2021.

Induction Standards for new supervisors, managers and leaders have also been designed and are expected to be introduced in August 2021.

- NHSH People Process Review – providing clarity of roles and responsibilities, improving overall performance and reporting and improving incidence of early resolution
- Root Cause Diagnostic – identifying NHSH system failures and their impact, taking forward lessons learned; two focus groups for health and social care staff were held in Argyll and Bute to gather information
- NHSH Culture Metrics and Tools – develop, implement and review a suite of metrics; a culture dashboard is being developed for managers to assess where support is needed. A Listening and Learning staff survey was undertaken in June and extended upto 5th July with 41% engagement. The results will be considered in FQ2.
- An NHSH Culture Roadmap is expected to raise awareness of initiatives and progress for teams across NHS Highland and Argyll and Bute. Key milestones will feature on the roadmap, and this is expected to be introduced as part of the overall communications campaign.

Many of the improvement actions identified for NHS Highland are already in place in Argyll and Bute Council. The Argyll and Bute Manager and Leadership Programme is well established and provides support for NHSH managers as well as Council. Metrics and people information dashboard is presented to management via the Health of the Organisation Reports. Metrics will be reviewed as the Culture Dashboard develops to ensure correlation with data from Argyll and Bute Council systems.

3.1.3 Whistleblowing Champion

Whistleblowing Champion, Bert Donald, met with the Culture Group and Joint Partnership Forum to raise awareness of his role and undertook a visit to Argyll and Bute in July 2021.

Bert's report of his visit is attached at Appendix 1. This report adds to the overall assessment that culture in Argyll and Bute HSCP is an improving picture.

A separate report on whistleblowing from NHS Highland is attached at Agenda Item 7.

3.1.4 Tea and Chat becomes Connections

Colleagues have told us that spaces for informal meetings are a positive part of working life and contribute to better relations and wellbeing. As many of us are remote from one another, despite Covid, online Tea and Chat sessions were piloted. A small group of staff from the Culture group redeveloped the former Tea and Chat sessions utilising staff feedback and

designed a Connections programme. This was delivered and tested between 28th April and 30th June and aims to support the engagement and involvement of staff and be a mechanism for promoting improvements in communication, connection and culture across the HSCP. The programme was evaluated, and a report prepared for the July SLT. The recommendation to continue a Connections programme shaped by staff and learning/feedback so far was agreed. This will continue to be monitored by the Culture Group and adapted according to colleague feedback.

The programme included four Argyll & Bute HSCP Ask me Anything sessions that were led by a member of the SLT and one by the Chair of the IJB. The intention is to support increased visibility of senior staff.

There were also four focused sessions on culture and innovation. Following the first of these on embedding courageous conversations into practice, one of the attendees highlighted to NHS Highland's Head of Communications and Engagement "*I just wanted to let you know of a really positive piece of work I heard about yesterday via Argyll & Bute Connections session. This relates to how Maternity Services in A&B have adopted Courageous Conversations in practice and embedded this along with their vision and values.*" This was then picked up as an idea to develop as a case study to be used internally and externally with video, text and photos. This is a great example of how good practice in culture and communication can benefit many of our colleagues.

Numbers attending were comparable to NHS Board's Ask me Anything sessions and could be higher. This gives us an improvement opportunity. Time for some staff to attend was a barrier given other priorities and so timing of some of the sessions were changed based on feedback. Those attending made connections, sparks were generated and people felt energised leaving. Some of the leads took away questions and/or actions. Questions & Answers were captured and are collated and for sharing with staff as part of improving communications and closing the feedback loop - 'You Said, We did, What can we do?' This is an important aspect of demonstrating and feeding back about changes, promoting improvements and learning.

A special Connections Event was arranged on 26th August for the Chief Officer to share the results of the Listening and Learning Survey.

3.1.5 Courageous Conversations

Courageous Conversations sessions continue to be delivered via MS Teams and can be booked by teams as well as individuals, from both Council and NHS. The programme is ongoing and has been delivered to integrated teams in the HSCP, giving the opportunity to explore conversational practice within teams as well as building individual skills. This continues to be the cornerstone of building the foundations of good culture across the HSCP, conversation by conversation.

3.1.6 Listening and Learning Survey

A Listening and Learning survey was carried out throughout June by Culture Amp ending 5th July to measure our progress on delivering culture change. This survey included employees from both NHS and Council. The results will inform our culture action plans.

A summary of the findings from the Listening and Learning Survey was sent to all IJB members and all staff on 26th August. This set out the key messages from the findings, which showed:

- Participation rate 39%
- Engagement score 51%
- Top 3 survey categories – Alignment and Involvement, Management and Work Life Blend
- 3 key survey categories for improvement – Taking Action, Feedback and Recognition, Leadership

Our successes - Highest scoring Areas

- I know what I need to do to be successful in my role
- My manager genuinely cares about my wellbeing
- We genuinely care about each team member's wellbeing

Our areas for improvement – lowest scoring areas

- I have confidence in senior leadership at A&B HSCP
- A&B HSCP/NHSH are great organisations for me to develop my career
- Senior Leadership at A&B HSCP have communicated a vision that motivates me

All senior leaders and managers have now received copies of the reports relating to their area of service and there will be a series of facilitated sessions, starting with SLT, to look at the results in detail and identify associated improvement actions. These will feed into the overall Culture Action Plan for AB HSCP.

3.1.7 iMatter

iMatter survey for 2021 has concluded and results have been sent to all managers. Again, this survey includes both NHS and Council employees. This year, managers have been given a deadline of 2 November to complete an action plan with improvements to address issues raised in the reports. These results will complement those from the Listening and Learning survey and will contribute where appropriate to our Culture Action Plan.

4. WORK PLANNED FOR THE NEXT 3 MONTHS

5.1 Update on work for FQ1 and plan priorities for FQ3:

AB HSCP Culture Group – develop and implement Culture Plan 2021 incorporating new actions from Listening and Learning Survey	Ongoing
Continue delivery of Courageous Conversations, management development; improvement to people processes	Ongoing
Support managers to interpret and work on improvements following their iMatter reports by 2 November 2021	FQ3
Support managers and teams to further analyse the outputs from the Listening and Learning survey and identify appropriate actions from strategic to team	FQ3

5. CONTRIBUTION TO STRATEGIC PRIORITIES

- 6.1 This report outlines the improvement approach to our HSCP Culture and recognises that a positive culture is an essential prerequisite to staff wellbeing and the delivery of excellent services.

6. GOVERNANCE IMPLICATIONS

6.1 Financial Impact

When staff are not positively engaged at work, this can have a direct impact on increased absence rates. This results in a reduction of employee resource availability and increased costs

6.2 Staff Governance

This culture report contributes the culture dimension to the overall staff governance reporting.

6.3 Clinical Governance

None.

7. EQUALITY & DIVERSITY IMPLICATIONS

Equality and Diversity implications are considered within the NHS People and Change and Council HROD teams as appropriate when policies and strategies are developed.

8. RISK ASSESSMENT

Risks are considered medium. The culture of the organisation is an important aspect of delivering quality services, ensuring wellbeing, reducing absence, improving performance and building a positive reputation as a great place to work to support recruitment and retention of staff.

9. PUBLIC & USER INVOLVEMENT & ENGAGEMENT

The Listening and Learning survey enabled employees of both NHS Highland and Argyll and Bute Council to share their views on working in the HSCP.

10. CONCLUSIONS

It is recommended that the Integration Joint Board:

- Note the content of this update report on culture improvements and actions in the HSCP
- Take the opportunity to ask any questions on culture issues that may be of interest or concern;
- Endorse the overall direction of travel, refocussing the actions of the Culture Group to focus on issues raised in the Listening and Learning Survey 2021 and iMatter results

11. DIRECTIONS

Directions required to Council, NHS Board or both.	Directions to:	tick
	No Directions required	✓
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

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Appendix 1 – Report of visit by Bert Donald, Whistleblowing Champion.