

NHS Highland



Meeting: Board Meeting

Meeting date: 26 September 2023

Title: Leadership and Culture Programme

Responsible Executive/Non-Executive: Gareth Adkins, Director of People & Culture

Report Author: Gareth Adkins, Director of People & Culture

1 Purpose

This is presented to the Forum for:

- Assurance

This report relates to a:

- Board Strategy

This report will align to the following NHSScotland quality ambition(s):

Safe, Effective and Person Centred

This report relates to the following Strategic Outcome(s)

Start Well	Thrive Well		Stay Well		Anchor Well	
Grow Well	Listen Well	X	Nurture Well	X	Plan Well	
Care Well	Live Well		Respond Well		Treat Well	
Journey Well	Age Well		End Well		Value Well	
Perform well	Progress well					

2 Report summary

2.1 Situation

The purpose of this paper is to describe the framework we will use to build on the work that has been undertaken to develop our leadership capability and ensure our leadership behaviours are consistent with the values of the organisation that describe the culture we want our staff to experience.

The proposals outlined in more detail in Appendix 1 have been discussed and endorsed by the cultural oversight group at their meeting on 26th July the Area Partnership Forum on 18th August 2023 and Staff Governance Committee on 6th September 2023.

The Board are now asked to review and approve our refreshed approach to our leadership and culture programme.

2.2 Background

NHS Highland has made progress through a wide range of work since the Sturrock review to address the issues raised in the report in April 2019, build a culture where people can thrive and become an organisation that is widely considered to be a great place to work.

The Culture Oversight Group (COG) has been an important forum for bringing together key stakeholders including leaders from different parts of the organisation and staff representatives including people with lived experience of the organisation and its culture. The culture oversight group has been the main group overseeing development and delivery of the culture programme including reporting to the board.

The board has received regular updates on the culture programme including reports on the healing process and the recommendations of the Independent Review Panel (IRP). The healing process concluded in March 2022 and the board received an update at a special meeting of the board on 28th June 2022. This included a review and assessment of the progress against the Sturrock report recommendations and the IRP's recommendations detailed in its 5 organisational learning reports.

The work completed so far was discussed in depth at the meeting and the progress to date was acknowledged. The board also noted that further work would be required to continue the process of cultural change including a review and refresh of our culture and leadership programme.

This paper sets proposed next steps following a period of reflection and stakeholder engagement including engaging with the COG.

2.3 Assessment

Progress to date as outlined in appendix 1 was discussed and noted by the COG and the group were asked to consider the following questions in relation to agreeing the focus of the next phase of our culture programme:

- What are the elements of our culture programme that have worked well so far?
- What are the gaps or areas to strengthen?
- How do we ensure we maintain our achievements and embed them into business as usual?
- What are the most impactful interventions we should prioritise?
- How do we balance prioritisation with our longer term approach to cultural change?

The COG were presented with and approved the detailed proposals outlined in Appendix 1, which are summarised below in two sections; Direction of travel and next steps for our leadership and development programme.

The COG also discussed its Terms of Reference and agreed to further discussion and revision of the membership in line with the agreed direction of travel. It was agreed that staffside membership would be reviewed with them to ensure wide engagement and representation. It was also agreed the COG will report to the Staff Governance Committee via the APF and provide updates to other fora as required.

2.3.1 Direction of Travel

The following revised structure for governance and delivery of our approach to cultural change will be 3 inter-related components:

- **A leadership and culture programme with oversight and governance by the COG**, focussed on leadership and staff development within a refreshed leadership and culture framework
- **Our Workforce Plan and Annual Delivery Plan with oversight and governance by the workforce oversight group** with updates to COG on agreed focus areas, e.g., recruitment, onboarding processes, health and well-being
- **Performance management through staff governance standards and existing staff governance arrangements** and organisational performance framework

2.3.2 Next steps for our Leadership and Culture Programme

The leadership and culture programme will be delivered through a refreshed framework illustrated in figure 1. Detailed proposals for each of the components of the framework will be developed as follows:

- A **learning system** including:
 - Organisational support for organising and delivering staff conferences and learning sessions
 - Leadership networks for peer support
 - Capacity and capability for coaching and mentoring
 - A masterclass programme
- A refreshed **leadership and management development programme** to enhance the relational, technical and management skills development modules within the programme

- An updated **staff development programme** with additional content to strengthen the cultural dimensions of our induction and personal development programmes

In addition a proposal for a refreshed cultural measurement framework will be developing building on existing staff engagement mechanisms.

Further work will also be required to develop an implementation plan that sets out clearly how we will deliver the programme at scale across the organisation in a timely way.

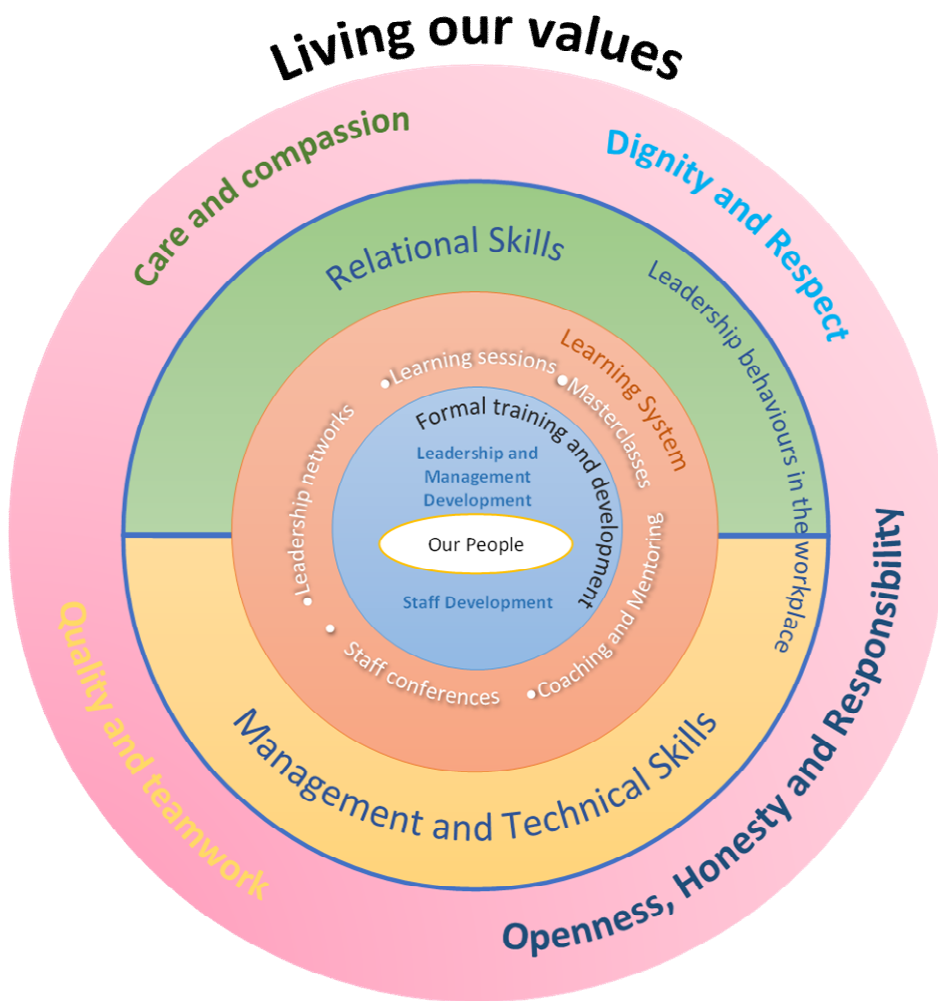


Figure 1 – Leadership and Culture Framework

2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial	<input type="checkbox"/>	Moderate	<input checked="" type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

Comment on the level of assurance

It is proposed this report provides moderate assurance as we have agreed with the COG a direction of travel and the next steps for delivering our leadership and culture programme. Further work is required to provide substantial assurance that we have a detailed plan for development and delivery that can be monitored by the COG and through staff governance arrangements.

3 Impact Analysis

3.1 Quality/ Patient Care

Our leadership and development programme is a key component of ensuring we can be a high performing organisation. There is much evidence of the impact of developing leadership capability at all levels on quality and patient care.

3.2 Workforce

Our leadership and development programme is a key priority for achieving our strategic objective of making NHS Highland a great place to work.

3.3 Financial

Any financial implications of the proposals developed will need to be considered including the organisational benefits and how we will measure impact of any investment.

3.4 Risk Assessment/Management

Further work will be required to develop programme specific risks. This programme aligns with and is a mitigation for corporate level risks associated with workforce and culture.

3.5 Data Protection

This report does not include personally identifiable information

3.6 Equality and Diversity, including health inequalities

None identified at this stage but delivery proposals for our programme will need further assessment.

3.7 Other impacts

None

3.8 Communication, involvement, engagement and consultation

These proposals have been approved by the COG on 26th August and were endorsed by the APF on 18th August and the Staff Governance Committee on 6th September 2023. This paper will be presented to the Integrated Joint Board on 30th September following discussion at the Board Meeting on 26th September.

3.9 Route to the Meeting

See above

4 Recommendation

The Board is asked to discuss and approve the proposals for our future approach to leadership and culture including the proposals for developing our programme of work.

- **Assurance** – The Board is asked to approve a moderate assurance level based on clear next steps for our programme and proposal with further work required to fully detail our plans as mentioned in Appendix 1.

4.1 List of appendices

The following appendices are included with this report:

- Appendix 1 – Leadership and Culture Programme Discussion Paper

Our leadership and culture programme for NHS Highland

1 Situation

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The proposals outlined in this paper have been discussed and endorsed by the cultural oversight group at their meeting on 26th July, the area partnership forum on 18th August and Staff Governance committee on 6th September.

The Board is now asked to review and approve our refreshed approach to our leadership and culture programme.

2 Background

NHS Highland has made progress through a wide range of work since the Sturrock review to address the issues raised in the report in April 2019, build a culture where people can thrive and become an organisation that is widely considered to be a great place to work.

The Culture Oversight Group (COG) has been an important forum for bringing together key stakeholders including leaders from different parts of the organisation and staff representatives including people with lived experience of the organisation and its culture. The culture oversight group has been the main group overseeing development and delivery of the culture programme including reporting to the board.

The board has received regular updates on the culture programme including reports on the healing process and the recommendations of the Independent Review Panel (IRP). The healing process concluded in March 2022 and the board received an update at a special meeting of the board on 28th June 2022. This included a review and assessment of the progress against the Sturrock report recommendations and the IRP's recommendations detailed in its 5 organisational learning reports. The work completed so far was discussed in depth at the meeting and the progress to date was acknowledged. The board also noted that further work would be required to continue the process of cultural change.

2.1 Culture Programme

The key themes of the culture programme that was established and a selection of work completed to date within these themes are outlined below.

Developing our leadership

- Leadership and Management development programme levels 1-4 launched in October 2021 (currently paused and awaiting refreshed programme – see below)
- Systems Leadership training with Kings Fund completed by a cohort of executive directors and senior leaders
- Executive team development programme in place
- Board development programme in place aligned with blueprint for good corporate governance
- Essentials in management programme piloted by National Treatment Centre staff
- Mentoring scheme introduced

Creating a culture of trust, civility and psychological safety

- Whistleblowing standards introduced including training and raising awareness with staff

- Whistleblowing non-executive appointed and undertaking regular visits to meet staff across NHS Highland area
- Independent Guardian Speak Up service in place since August 2020
- Educational sessions delivered including compassionate leadership and civility saves lives
- Courageous Conversations training delivered to over 1000 colleagues since July 2020, with online module launched in March 2022

Improving staff engagement

- Regular vlogs by executive team
- Ask me anything sessions
- Listening and learning survey
- Listening and learning panels
- Extensive staff engagement in board strategy development
- Launch of onboarding and exit interview surveys

Improving community engagement

- New models of community engagement used in service redesign programmes including Caithness, Lochaber and Coll
- Widespread consultation and engagement in development of Board strategy
- Well embedded community engagement in Argyll and Bute strategic commissioning approach and cycle

Staff health and wellbeing

- Psychological Therapies being provided as part of Healing Process
- Employee Assistance Programme in place since May 2020 including access to counselling and support
- Occupational health services strengthened through additional psychological therapies staff
- Wellbeing team conversation module under development

Clinical engagement

- New chair appointed to area clinical forum and work ongoing with executive and senior leadership team to strengthen relationships between clinicians and managers
- Promotion of whistleblowing standards and processes as well as guardian service with clinical staff to enable concerns to be raised in confidence if required

Partnership working

- New employee director appointed and working with executive and senior leadership including people colleagues to develop understanding and practice of partnership working
- Facilities time recording system launched to support ongoing review of resources available to support partnership working
- Partnership working included in refreshed corporate induction programme
- Local partnership forums in place across the region

Diversity and Inclusion

- Gaelic language plan developed and approved
- Diversity and inclusion accreditation being undertaken to recognise good practice and identify areas for improvement including disability confident employer, equally safe and carer positive accreditation
- One of people partners has progressed an employer focussed diversity and inclusion action plan including establishing a new diversity and inclusion group
- Review of diversity related employee data completed

- Incorporation of diversity and inclusion questions into listening and learning survey

People processes

- People team reviewed and restructured with introduction of people partners to provide guidance and support across senior leadership team
- Employee Relations toolkit developed and being promoted to support improvements in implementation of formal HR policies and processes
- Once for Scotland policies rolled out with training for staff
- Promotion of early resolution by people colleagues and staffside
- Facilitation skills training provided across the organisation
- Investment in Organisational Development (OD) team to provide training for teams and individuals to manage challenging situations.
- OD team providing team development support
- New corporate induction programme launched
- New recruitment and induction training for managers developed
- International recruitment team and processes established
- New attraction methods introduced including 'Aim High, Aim Highland'

2.2 Leadership and Management Development programme

A key component of the culture programme has been the development of a Leadership and Management Development programme with four levels as illustrated in figure 2.



Figure 2 – Leadership and Management Development Programme

The programme is based on developing the following nationally defined leadership capabilities appropriate to the levels outline above

- Self-Leadership
- Creativity and Innovation
- Collaborating and Influencing
- Vision

- Motivating and Inspiring
- Empowering

It also provides management skills development at each level in the following areas:

1. Service Delivery
2. Operational Accountability
3. People Management
4. Financial Management
5. Systems Administration
6. Service Planning and Development
7. Health and Safety

This programme has been tested through delivery to cohorts of leaders at each level and we now have the opportunity to review the programme and consider how it may be further enhanced.

3 Assessment

As noted by the board there is further work required to develop and strengthen our approach to cultural change that can build on the foundations that have been established and outlined above.

Development of our organisation, our people and the culture they experience should be a continual, ongoing commitment that both strengthens and improves our culture and seeks to embed good practices that maintain the cultural and organisational changes we achieve. Similar to quality improvement, developing and maintaining our culture and living our values is never complete or 'done'.

There are key questions the Culture Oversight Group was asked to consider in agreeing the focus of the next phase of our culture programme:

- What are the elements of our culture programme that have worked well so far?
- What are the gaps or areas to strengthen?
- How do we ensure we maintain our achievements and embed them into business as usual

There are many different elements of our work to develop NHS Highland as a high performing organisation and achieve lasting cultural change. The group was therefore asked to consider the challenge of the scope and scale of our culture programme including:

- What are the most impactful interventions we should prioritise?
- How do we balance prioritisation with our longer term approach to cultural change?

3.1 Proposed changes to our overall approach

The COG was asked to approve proposals to simplify our overall approach to achieving lasting cultural change into 3 elements which although interconnected will require a different governance approach for each.

Leadership and culture programme – The COG will remain as the main group overseeing the development and delivery of this programme which will be refreshed and refocussed as described below.

Workforce Plan and Annual Delivery Plan – This plan includes the people elements of the wider board strategy and annual delivery plan and it is proposed that governance and oversight of this will be provided by a workforce oversight group. The COG would continue to receive high level updates with a focus on the actions that are a priority as they have most impact on the experience our people have of the workplace and therefore culture (this is explained further below).

Staff Governance Standards

Staff governance, performance and quality management as well as financial management form the basis of our organisational performance framework. The leadership and culture programme has a role to play in ensuring that all our leaders understand our performance framework and their associated role and responsibilities. The leadership and culture programme will also ensure all our leaders have the skills to fulfil their performance framework responsibilities in a caring and compassionate way.

However, our existing governance arrangements for performance including staff governance standards are our mechanism for embedding good leadership and management practices into business as usual and adopting a continuous improvement approach to staff governance.

3.2 Leadership and culture programme proposals

The COG were asked to approve proposals that the next phase of our leadership and culture programme is structured to enable the COG to focus on smaller set of key priorities through the following:

Leadership and Culture Framework

Development and approval of a framework that sets out how we seek to achieve the behavioural changes that lead to the cultural changes we seek

Leadership and Management Development Programme

Development and delivery of an updated programme to include new modules that the COG prioritise as having the most impact on behavioural and cultural change

Staff Development Programme

Development and delivery of an updated programme to include new modules that the COG prioritise as having the most impact on behavioural and cultural change. This would include elements to include in our induction processes for all staff to complete as well as adding to our learning and development catalogue to support ongoing staff development.

3.2.1 Proposed Leadership and Culture Framework

The diagram in figure 1 illustrates a proposed framework that illustrates the components of a cultural change model based on:

- Formal taught programmes that give delegates the knowledge and skills development needed to become proficient and effective leaders
- A learning system to support leaders to put theory into practice and develop their skills
- Leaders practising their skills in the workplace and demonstrating the leadership behaviours we want to see
- People experience a culture that reflects our values

We have staff and leadership programmes in place that needs to be updated and refreshed and also need to be rolled out across the organisation. There have also been aspects of a learning system established but it is proposed that strengthening this should be a priority of leadership and culture programme.

Strengthening our learning system

The learning system that we will support will encourage a social movement approach to cultural change and emphasise that culture and living our values is everyone's responsibility. The areas that could be considered for further development are:

- Providing organisational support for organising and delivering staff conferences and learning sessions
- Developing leadership networks for peer support
- Expanding our capacity and capability for coaching and mentoring

- Commissioning masterclasses

Next steps

A proposal for our learning system will be developed and brought back for consideration and approval by the COG.

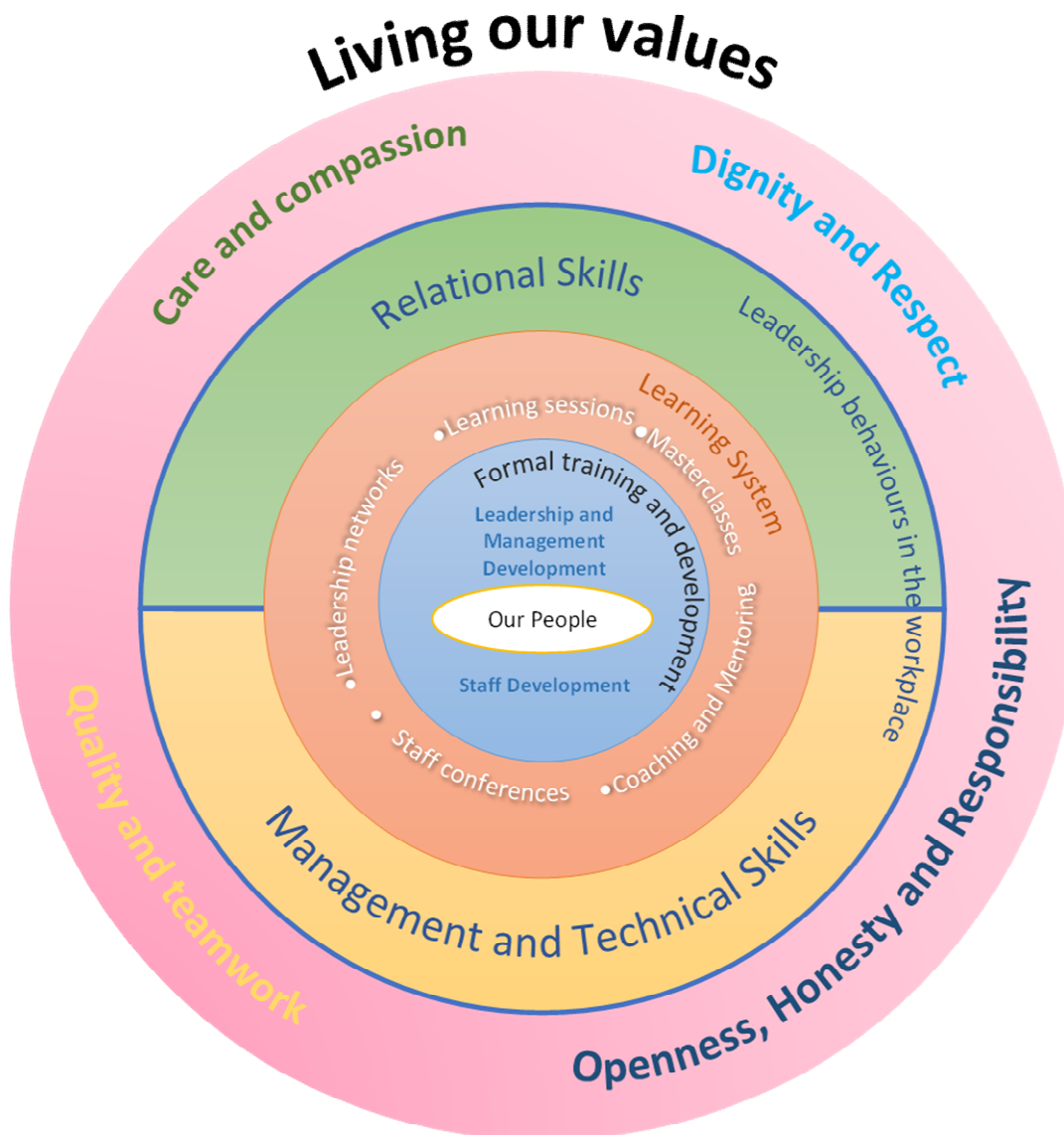


Figure 1 – Leadership and Culture Framework

3.3 Leadership and Management Development programme

The current programme curriculum has been developed in a modular format to cover the relational, technical and management skills as outlined above. The key questions are:

- What are the gaps or areas to strengthen by refreshing or creating new modules?
- What are the most impactful interventions we should prioritise?

Relational skills

While technical and management skills can be considered as ‘how to manage people and services’ relational skills can be considered ‘the way we go about working with people’.

The modules of the current programme that cover relational skills should be reviewed to ensure we are focussing on the most impactful changes in leadership behaviours we want to see.

Areas that could be prioritised for inclusion or strengthening may be:

- Compassionate leadership principles and practice
- Caring behaviours to promote good health and well-being for our staff
- Understanding diversity and inclusion including unconscious bias
- Collaboration, consensus building and managing differences of opinion

Technical and management skills

The programme currently includes a number of technical and management modules as core skills we expect all leaders to have across these areas:

1. Service Delivery
2. Operational Accountability
3. People Management
4. Financial Management
5. Systems Administration
6. Service Planning and Development
7. Health and Safety

There is a balance to be struck between adding content and modules to the programme as core skills we want all leaders to have as quickly as possible and developing modules that could be considered part of a continuing professional development curriculum, we expect leaders to pursue over time.

Areas that could be prioritised for inclusion or strengthening may be:

- Partnership working
- Organisational change and change management
- Planning and Programme management
- Financial sustainability and best value
- Quality Improvement

Next steps

A review of the leadership and management development programme will be completed, and a proposal brought back to the COG setting out the priorities for enhancing the relational and technical, management skills development modules within the programme

3.4 Staff Development Programme

We have an opportunity to review and refresh our organisation wide **staff development programme**. This would build on existing learning and development for all staff, so we all understand our responsibilities, have the skills to work effectively together and live the values of organisation.

Our staff development programme will be developed in a similar way to the leadership and management development programme to ensure staff:

- Have the core relational skills for working as a member of a team and the organisation
- Understand their responsibilities to the organisation and their colleagues in relation to how work together
- Have the core competencies to do their job effectively

There are two aspects to consider: induction and continuing personal development

Induction

Induction should cover the core skills and competencies we want all staff to have and potential areas to consider for inclusion or strengthening include:

- Diversity and inclusion
- Knowledge and skills to support civility saves lives and promoting professionalism initiatives
- Quality improvement
- Raising concerns
- Resolving differences of opinion

Personal development

We have an extensive catalogue of personal development modules, some of which have been developed nationally and some locally. Potential areas to consider for inclusion or strengthening include:

- Resilience
- Mental health awareness and peer support
- Financial sustainability and best value

Next steps

A review of our induction and personal development programmes will be completed and a proposal brought back to the COG setting out the priorities for developing additional content that will strengthen the cultural dimensions of staff development programme.

3.5 Workforce Plan and Annual Delivery Plan

Our workforce strategy and related people and workforce actions in the annual delivery plan set out our priorities across the following areas:

- Staff engagement
- Community engagement
- Health and wellbeing
- Learning and Development
- Partnership working
- Employee Relations
- Recruitment and onboarding
- Raising concerns and whistleblowing
- Health and Safety
- Diversity and Inclusion

As outlined above the workforce oversight group will have responsibility for governance and oversight of progress against our workforce priorities.

The COG will receive high level updates on across these areas. However, the following areas have been identified as critical to improving the experience of our staff in the workplace:

- Improving **recruitment** so it is quicker, more efficient and effective for both managers and candidates, so we get the right people in our workforce in a timely way
- Improving **onboarding** including induction and payroll processes to improve employee experience on joining the organisation
- Improving **statutory training** processes so new starts have the mandatory training required to join the workplace and existing staff are maintaining their training
- Enhanced support for **health and wellbeing** building on findings from project wingman

Next steps

The COG will receive a workforce plan update with specific focus on:

- Recruitment
- Onboarding
- Statutory training
- Health and wellbeing including findings from project wingman

3.6 Staff Governance Standards

As outlined above staff governance is well embedded in our existing performance and governance framework through monitoring and oversight of Key Performance Indicators for staff governance.

Work has also been completed to strengthen our ability to measure cultural change alongside 'traditional' staff governance KPIs through:

- development of listening and learning surveys and panels
- guardian service reporting
- whistleblowing champion visits and reports
- promotion and support for imatter

Next steps

A review of our cultural measurement framework will be completed, and COG included in future discussion and consultation (timescales to be confirmed for completion of the review)

4 Recommendations

This paper has included a lot of information to review and consider. There are two sets of recommendations included here to clarify what is being asked of the Board in relation to the direction of travel for the leadership and culture programme and next steps for developing the programme.

4.1 Direction of travel

The Board is asked to:

- Note the progress to date to address the issues arising from the Sturrock report including the progress in the development our leadership and our work to support cultural change
- Approve the following proposed structure for governance and delivery of our approach to cultural change through:
 - A **leadership and culture programme with oversight and governance by the COG**, focussed on leadership and staff development within a refreshed leadership and culture framework
 - Our **Workforce Plan and Annual Delivery Plan with oversight and governance by the workforce oversight group** with updates to COG on agreed focus areas, e.g., recruitment, onboarding processes, health and well-being
 - Performance management through **staff governance standards and existing staff governance arrangements and organisational performance framework**
- Approve proposal to review our cultural measurement framework and present to COG for further discussion and consultation (timescales to be confirmed)

4.2 Next steps for our leadership and culture programme

The Board is asked to approve development of proposals for the following:

- A **learning system** which may include:
 - Organisational support for organising and delivering staff conferences and learning sessions
 - Leadership networks for peer support
 - Capacity and capability for coaching and mentoring
 - A masterclass programme

- A refreshed **leadership and management development programme** to enhance the relational, technical and management skills development modules within the programme which may include:
 - Compassionate leadership principles and practice
 - Caring behaviours to promote good health and well-being for our staff
 - Understanding diversity and inclusion including unconscious bias
 - Collaboration, consensus building and managing differences of opinion
 - Partnership working
 - Organisational change and change management
 - Planning and Programme management
 - Financial sustainability and best value
 - Quality Improvement

- An updated **staff development programme** with additional content to strengthen the cultural dimensions of our induction and personal development programmes which may include:
 - Diversity and inclusion
 - Knowledge and skills to support civility saves lives and promoting professionalism initiatives
 - Quality improvement
 - Raising concerns
 - Resolving differences of opinion
 - Resilience
 - Mental health awareness and peer support
 - Financial sustainability and best value