

NHS Highland



Meeting: NHS Highland Board
Meeting date: 25 January 2022
Title: Culture Programme Update
Responsible Executive: Fiona Hogg, Director of People & Culture
Report Author: Emma Pickard, Culture Advisor

1 Purpose

This is presented to the Board for:

- Assurance

This report relates to a:

- NHS Board Strategy

This aligns to the following NHS Scotland quality ambitions

- Safe
- Effective
- Person Centred

This report relates to the following Corporate Objective(s)

Clinical and Care Excellence <ul style="list-style-type: none"> • Improving health • Keeping you safe • Innovating our care 		Partners in Care <ul style="list-style-type: none"> • Working in partnership • Listening and responding • Communicating well 	X X
A Great Place to Work <ul style="list-style-type: none"> • Growing talent • Leading by example • Being inclusive • Learning from experience • Improving wellbeing 	X X X X X	Safe and Sustainable <ul style="list-style-type: none"> • Protecting our environment • In control • Well run 	

2 Report summary

2.1 Situation

The Culture programme recently introduced a new style dashboard report which outlines the Culture programme status and risks to support progress management. The January 2022 Culture report is included in Appendix 1.

2.2 Background

It was agreed in May 2021 that our future Culture programme reporting would be brought in the form of a dashboard style of reporting on our status, progress, risks and milestones, and a summary of each of the current five Culture priorities and the overall programme status is included in Appendix 1.

This dashboard now includes the new Wellbeing workstream. During 2022, we will also be tracking progress of our wider actions linked to Colleague surveys and the reports of the Independent Review Panel of the Healing Process through this dashboard.

2.3 Assessment

The Culture Programme report in Appendix 1 is being presented to the January Board meeting, following review and approval at the Staff Governance Committee on 12 January 2022.

The Culture Programme is currently reporting Green for delivery overall, with some amber actions in Culture Metrics and an overall Amber status for Wellbeing, reflecting that this is in set up and planning mode currently.

It will be noted that some short-term decisions have been made to pause activity of key aspects including the pilots of Team Conversations, the delivery of Leadership and Management development modules during January and the cancellation of the January Culture Oversight Group.

These decisions were taken proactively in December, based on the systems pressures we knew we would be under in January. The Programme has the capacity to deliver these items as soon as the organisation is ready to receive them, however, in the current situation all of our organisational resources need to be focussed on supporting and delivering services and care to our communities.

This decision will be revisited in the coming weeks, and as soon as capacity of the organisation improves, this activity will restart. The programme reports green in these areas as it is set up and ready to deliver and has met agreed timescales, but circumstances outwith our control have led to a pause. It is important to note that the status reported in the dashboard is that of the Culture Programme and it's delivery, based on the plan and priorities, it is not in itself a status of the organisational culture.

We are working on the Culture plan and priorities for 2022 and beyond and are planning for later in the year, when we will transition from a programme led approach into being part of the work plan for our new People and Culture Directorate, whilst continuing to report on plans and progress and having oversight from appropriate groups and committees, as well as significant input from colleagues and leaders across the organisation. We will be bringing more information on this to the March meetings.

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"/>

This report proposes moderate assurance is taken. Progress with the key elements of the Culture Programme has continued over the last 2 months and we continue in overall green status for programme delivery. However, the impact of the current systems pressures and the inability to fully control the duration or impact of this on the programme, in order to progress with key items of rollout, is acknowledged in the moderate rather than substantial assurance proposed.

3 Impact Analysis

3.1 Quality/ Patient Care

Successful delivery of the Culture Programme is critical to effective patient care.

3.2 Workforce

The Culture Programme will ensure colleagues are engaged, motivated, clear on their roles and priorities and working to our values.

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.

3.4 Risk Assessment/Management

Top risks are set out as part of the reporting template and a full set of risks will be included in the 2022 Culture Programme Plan.

This links to the Strategic Risk 632 - There is a risk that attempts to improve the culture of the organisation are not sustained or successful. This could impact on recruitment, retention, and performance as well as patient confidence in the organisation. This could impact on recruitment, retention, colleague experience, reputation, and performance as well as patient confidence in the organisation. Changing the culture will take a significant period of time and during this there remains a potential for staff not to feel valued, respected and listened to, despite ongoing efforts.

3.5 Data Protection

No data protection issues identified.

3.6 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

3.7 Other impacts

None.

3.8 Communication, involvement, engagement, and consultation

We continue to engage with a range of stakeholders on this topic, including Partnership, Whistleblowers, the Culture Oversight Group and Staff Governance Committee.

3.9 Route to the Meeting

The Culture Oversight Group has not reviewed this report as their meetings have been paused due to service pressures. However, the report was reviewed and the level of assurance approved at the Staff Governance Committee on 12 January 2022.

4 Recommendation

- **Assurance** – To give confidence of compliance with legislation, policy, and Board objectives.

4.1 List of appendices

The following appendices are included with this report:

- Appendix No1 January 2022 Culture Programme Dashboard

NHS Highland Culture Programme

Programme report to NHS Highland Board

24 January 2022

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: 12 th January 2022	Programme Status	Green
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Achieved in last quarter (Nov 21 – Jan 22)

- Scoped and planned the approach to developing the Wellbeing strategy and plan and held two working group sessions to prioritise activity
- Values animation launched to all colleagues via Weekly Round-Up
- Survey of non employed partners launched
- Developed proposal on colleague Reward and Recognition for further input and review
- A temporary pause on several aspects of the programme was agreed in mid December, to review in late January, as the organisation needs to free up capacity for system pressures

Planned for next quarter (Jan 22 – March 22)

- Complete Culture Programme planning for 2022/23
- Complete first pass development of a culture metrics ‘dashboard’ (will require further development post 1st iteration)
- Roll-out Exit and On-boarding Surveys as part of the Culture Amp platform
- Review the outputs of the non employed Partner survey
- Complete the redesign and re-planning of the Civility approach
- Hold HR / Staffside development session; including a focus on the use of early resolution and some learning and development
- Progress scoping and systems assessment for case management system and define roll out plan and timescale

Risks / Issues	Mitigating Actions	Owner	Progress
(RISK) There is a risk that staff do not perceive / feel action is being taken to respond to survey feedback (which was a key finding of the survey results)	Clear focus on one priority action in response to survey feedback; combined with series of focus groups and leadership roadshows to engage and listen to staff	EDG	Communications plan and initial set of 1 /3/6 month action plan developed; colleague engagement ongoing, will require co-creation and development with staff groups
(RISK) There is a risk that due to organisational pressures (COVID, Winter) staff capacity to engage in culture development activities is severely reduced	Team Conversations has been paused for roll-out during current Covid peak. Activities requiring less colleague engagement prioritised as well as ongoing focus on wellbeing.	EDG	Ongoing listening and temperature checks across the organisation; wellbeing workstream continues given need to focus on colleague wellbeing

Values & Behaviours

Report Date: 12th January 2022	Priority Status	Green
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Reminder of Scope

- Definition and roll-out of a new vision and set of strategic objectives for NHS Highland
- 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
- 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

Achieved in last quarter (Nov 21 – Jan 22)

- Values animation shared with all colleagues via Weekly Round-Up
- Working Group developed proposal for Colleague Reward and Recognition which was shared with APF
- Team Conversations ready for pilot; facilitator availability scheduling tool produced

Milestone	Date	RAG
Launch Values Animation to all staff	1 st December 2021	Completed
Hold and evaluate Culture “Team Conversation” pilots	End March 2022	Team Conversations paused due to Systems Pressures, will restart as soon as organisation has capacity to receive

Planned for next quarter (Jan 22 – March 22)

- Team Conversations unlikely to progress this quarter as has been paused due to Systems pressures. This will be kept continually under review.
- Finalise design of reward and recognition scheme and test and communicate across the organisation

Risks	Mitigating Actions	Owner	Progress
There is a risk that due to organisational pressures (COVID, Winter) staff capacity to engage in culture development activities is severely reduced	Team Conversations has been paused for roll-out during current Covid peak. Activities requiring less colleague engagement prioritised as well as ongoing focus on wellbeing.	EDG	Ongoing listening and temperature checks across the organisation; wellbeing workstream continues given need to focus on colleague wellbeing

Civility Saves Lives

Report Date: 12th January 2022	Priority Status	Green
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Reminder of Scope
<ul style="list-style-type: none"> • Communication and embedding of the core tenets of CSL throughout NHS, working closely with values and behaviours to ensure integrated messaging • Design and roll-out of materials and tools to support teams explore the “calling it out with compassion” approach • Assessment of efficacy of CSL via quantitative/ qualitative survey

Milestone	Date	RAG
Hold and evaluate Culture “Team Conversation” pilots	January 2022	Team Conversations paused due to Systems Pressures
Launch Poster Campaign (Civility)	February 2022	Posters completed

Achieved in last quarter (Nov 21 – Jan 22)
<ul style="list-style-type: none"> • Posters printed for use in Civility Saves Lives Campaign • Civility Saves Lives online induction developed and ready for launch • Core Civility Saves Lives presentation slides developed • Workstream lead attended training with Professor Jerry Hickson to further explore Promoting Professionalism to contribute to formulating a plan to roll out here

Planned for next quarter (Jan 22 – March 22)
<ul style="list-style-type: none"> • Progress discussion on approach to promoting professionalism (Vanderbilt) • Communicate / share approach to Civility Saves Lives and Promoting Professionalism across the organisation

Risks	Mitigating Actions	Owner	Progress
There is a risk that due to organisational pressures (COVID, Winter) staff capacity to engage in culture development activities is severely reduced	Team Conversations has been paused for roll-out during current Covid peak. Activities requiring less colleague engagement prioritised as well as ongoing focus on wellbeing.	EDG	Ongoing listening and temperature checks across the organisation; wellbeing workstream continues given need to focus on colleague wellbeing

Leadership & Management Development

Report Date: 12th January 2022	Priority Status	Green
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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 th September	Completed
Hold and evaluate Culture “Team Conversation” pilots	End March 2022	Team Conversations has paused due to System pressure

Achieved in last quarter (Nov 21 – Jan 22)

- Cohort 1 for Leadership and Management Development is underway and progressing well with 72 colleagues participating and induction and initial sessions delivered.
- The sessions for January have been rescheduled to ensure full participation and to support the system during the current pressures

Planned for next quarter (Jan 22 – March 22)

- Complete development of Phase 2 Leadership and Management Development modules
- Launch Courageous Conversations e-learning module
- Leadership and Management Development learning sessions restarted as soon as capacity allows

Risk as for Values and Behaviours and Civility

Culture Metrics and Tools

Report Date: 12th January 2022	Priority Status	Green
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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 (Nov 21 – Jan 22)

- Ongoing analysis and sharing of results at team / departmental level
- Listening and Learning visits held
- Listening and Learning Partner Survey (for non-employees) launched and will close on 17th January

Milestone	Date	RAG
Survey results and communications fully cascaded	From 30 th June 2021	Complete
Roll out non employed culture survey	31 Dec 2021	Live (closes 17 th Jan)
Development of culture dashboard	End June 2022	Workforce analytics resource starts end Jan

Planned for next quarter (Jan 22 – March 22)

- Progress development of “Culture dashboard” bringing together other key metrics (e.g. absence rates)
- Continue to hold staff focus groups and ‘Listening and Learning’ events to understand feedback and themes
- Implement exit and on-boarding surveys as part of the Culture Amp platform
- Set up Listening and Learning Panel

Risks	Mitigating Actions	Owner	Progress
There is a risk that staff do not perceive / feel action is being taken to respond to survey feedback (which was a key finding of the survey results)	Clear focus on one priority action in response to survey feedback; combined with series of focus groups and leadership roadshows to engage and listen to staff	EDG	Communications plan and initial set of 1 /3 6 month action plan developed; will require co-creation and development with staff groups, engagement ongoing

People Processes

Report Date: 12th January 2022	Priority Status	Green
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Reminder of Scope

- Training and awareness for Managers and Staff on Once for Scotland policies
- 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
- Design and implementation of any agreed changes to organisational model e.g. for investigations.

Achieved in last quarter (Nov 21 – Jan 22)

- Tool to support people process timeline planning / management developed and in use to be tested
- Reporting of people process case metrics continues

Milestone	Date	RAG
People Process Reporting fully in place	31 st December 2021	Underway – but currently manual so time consuming
Staffside / HR joint session on Early Resolution held	31 st March 2022 (reforecast)	Working Group met to design session approach

Planned for next quarter (Jan 22 – March 22)

- Improve understanding of HR / Staffside / Managerial roles across people processes through development session
- Progress procurement of case management system
- Ongoing improvement to people process reporting / timelines
- Further development of people process feedback mechanism (possibly via Culture Amp)

Risks	Mitigating Actions	Owner	Progress
In order to facilitate case management / tracking systems development or procurement is required. This is currently stalled.	Dedicated resource is needed to progress systems specification and project team to be formed. Timelines to be updated.	Kevin Colcough	This will form a core piece of work for the first half of 2022, now that additional resource will be in place by end Jan

Wellbeing

Report Date: 12th January 2022	Priority Status	Amber
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Reminder of Scope

Scope currently being finalised based upon working group and colleague feedback, but will include:

- Development of a long-term Wellbeing strategy, building upon the progress made on the support offer during the initial stages of the Covid pandemic
- Identification and implementation of ‘quick wins’ (or shorter term improvements) to support colleagues over the ongoing pandemic, including the allocation of additional Government funding

Milestone	Date	RAG
Wellbeing ‘quick wins’ / short term actions in place	31 st Jan 2022	Ideas gathered – prioritisation / decision-making next steps
Wellbeing Strategy developed and agreed	31 st May 2022	Strategy input being analysed and solicited

Achieved in last quarter (Nov 21 – Jan 22)

- All colleagues asked to provide suggestions for use of Scottish Government additional wellbeing funding – responses analysed and shared
- Wellbeing working group re-formed and two workshops held
- All Listening and Learning Wellbeing comments consolidated and reviewed
- Proposal for allocation of additional funding developed

Planned for next quarter (Jan 22 – March 22)

- Finalise plan for quick wins and use of additional Government funding and endowment funds
- Progress development of the longer term wellbeing strategy and priorities
- Review the Wellbeing Wednesday communications and develop a plan for Wellbeing comms and engagement across 2022.

Risks	Mitigating Actions	Owner	Progress
There is a risk that the timeframe for progressing / deciding upon specific wellbeing activities is protracted and therefore misses the time colleagues most need additional support	Timely and regular workstream meetings combined with easy access to decision-making forum where needed (e.g. Systems Leadership)	Fiona Hogg	Workstream meetings are in place, priorities have been gathered and reviewed and plans for spending allocated funding are in progress