

**NHS Highland**



**Meeting:** NHS Highland Board Meeting  
**Meeting date:** 31 May 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)**

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

## 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 April 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 six Culture priorities and the overall programme status is included in Appendix 1.

This dashboard now includes the new Wellbeing workstream and will be further updated in July to include tracking of the actions from the Independent Review Panel and progress with our colleague survey actions in a wider People dashboard.

### 2.3 Assessment

The Culture Programme report in Appendix 1 is being presented to the Board in May 2022, following the Staff Governance Committee on 11 May 2022.

#### **Current status**

The Culture Programme is currently reporting Amber for delivery overall, with an amber status for all areas except People Processes. The amber status is reflecting that the significant and sustained pressures experienced across NHS Highland in the reporting period have meant that much activity has had to pause to allow colleagues to focus on delivering care and maintaining services.

The programme has to report as Amber in this situation due to the pause in delivery and impact of the system pressures, although all of the signs are that in the next period we should be in a position to progress on our plans. It is important to note that the status reported in the dashboard is that of the Culture Programme and its delivery, based on the plan and priorities, it is not in itself a status of the organisational culture.

#### **Promoting Professionalism**

Civility Saves Lives and Promoting Professionalism in the workplace is a key priority for us in 2022, in bringing together our colleague culture activity with ensuring our patients and service users have the best possible experience in a safe and respectful environment. Whilst we have been further delayed in

finalising our plans and approach, we have resumed discussions and planning in May and we are continuing our engagement with Vanderbilt to support this. We will be discussing our detailed proposal with the Executive Directors Group on 1 June.

### **Restarting Development Activity**

Following the decision to pause activity of key aspects including the pilots of Team Conversations and the delivery of Leadership and Management development modules, these are now being rescheduled to recommence from May 2022. An additional refresher session was added to the Leadership Programme to help bridge the gaps since the last sessions, in February 2022, but a further period of system pressure in late February, March and April paused further work.

### **People Plan and Strategy**

We have also made good progress with our People Plan work and we have aligned this to the developing Together We Care strategy and the Workforce planning process currently underway. We are continuing with refining the plans and engaging with teams and key stakeholders on the priorities, to ensure that our resource is aligned to the areas of most importance and expect this to be finalised alongside the strategy in July 2022.

### **Changing our structure**

We also expect to transition from separate Culture and Workforce oversight groups, into an integrated programme board overseeing progress with the People and Culture actions and ambitions in our Together We Care strategy, the national Workforce strategy and our local 3 year Workforce Plan and the Annual Delivery Plan, as well as the ongoing progress with recommendations from the Independent Review Panel of the Healing Process.

This will allow us to align our structure to the strategy and to consistently report on plans and progress across all areas of People and Culture. We will continue to ensure there is 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 July meeting.

## 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 stalled due to the unprecedented demands on our colleagues and system and so that has limited progress in this quarter. We are confident that this can now restart and our reshaping of our approach will reinvigorate our progress with an aim to return to substantial assurance in July.

## 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**

This report has been shared with Area Partnership Forum on 4 May 2022 and with Staff Governance Committee on 11 May 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 April 2022 Culture Programme Dashboard