

# NHS Highland



**Meeting:** NHS Highland Board  
**Meeting date:** 29 March 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	<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 March 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 was presented to the Staff Governance Committee on 9 March 2022 and at Area Partnership Forum on 25 February 2022, ahead of presentation to the Board.

The Culture Programme is currently reporting Green for delivery overall, with an amber status for Culture Metrics and Civility Saves Lives. The amber status is reflecting that Culture Metrics has been delayed in key actions such as the development of the dashboard, due to lack of resource. Resource has been recruited and is now in post and we expect to make good progress in the coming weeks.

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 delayed in finalising our plans and approach, we are aiming to have this agreed by end March 2022.

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 March 2022, with an additional refresher session added to the Leadership Programme to help bridge the gaps since the last sessions.

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 have also made good progress with our People Planning work, with a session held on 1 February 2022, to bring together all the activity that is planned for the year ahead and beyond, on Culture, Workforce, Wellbeing and our business as usual activities. 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. This is aligned to the strategic imperatives of Together We Care to ensure consistency.

Later in 2022, we expect to transition from a programme led approach into Culture being delivered as 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 May 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 continued over the last 2 months and we continue in overall green status for programme delivery. However, with some key elements of the plan still to be confirmed and progressed, it 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**

This report was previously shared with Area Partnership Forum and Staff Governance Committee.

## **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 March 2022 Culture Programme Dashboard