



**COMMUNICATIONS  
& STAFF  
ENGAGEMENT**



**ORGANISATIONAL  
& WORKFORCE  
DEVELOPMENT**



**HR PROCESSES**



**SUPPORT FOR  
STAFF**



**GOVERNANCE**



# A Culture Fit for the Future

31 May 2019

Version: Draft 01

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# Introduction

## 1 Context

- 1.1 On 9 May 2019, John Sturrock QC issued his “Report to the Cabinet Secretary for Health and Sport into “Cultural issues related to allegations of bullying and harassment in NHS Highland” (“the Report”).
- 1.2 On 10 May 2019 the Cabinet Secretary for Health and Sport wrote to the Chair and Chief Executive of NHS Highland to request a briefing on the actions which NHS Highland were planning to take to address the recommendations in the Report.
- 1.3 Specifically, the Cabinet Secretary for Health and Sport has requested NHS Highland to address the following three specific questions:
  1. Details of the immediate actions the Board have taken/plan to take on the back of the recommendations made in the Sturrock Report.
  2. What support the Board have put in place/will put in place for any member of staff who has been affected by bullying and harassment; and
  3. Details of your Board’s plan for staff engagement to consider these recommendations and a timeline of when this will be carried out.
- 1.4 On 20 May 2019 the Cabinet Secretary for Health and Sport also wrote to all Boards requesting that they provide a response on the following issues which needs also to be incorporated in our response:
  - a) Are fostering opportunities and active dialogue with all staff, in the spirit of the Everyone Matters Workforce Vision and Values;
  - b) Senior leaders are challenging themselves and their teams to ensure that a culture in which our vision and values are routinely modelled, and that positive behaviours permeate through the whole organisation;
  - c) Remain assured that their local Staff Governance Monitoring arrangements effectively scrutinise implementation of the Staff Governance Standards, in particular that staff continue to be treated fairly and consistently, with dignity and respect, in an environment where diversity is valued;
  - d) Are using systems for staff engagement and feedback, including iMatter, effectively and that the Board continues to take action where issues are identified;
  - e) That the Board reviews the implementation of workforce policies relating to bullying and harassment and whistleblowing; that they promote staff awareness of these policies including how they can safely and confidentially raise concerns, the sources of support available and that staff are supported throughout the process; and
  - f) That the Board reviews their existing workforce training and development needs and makes use of the talent development and management programmes NHS Scotland has in place, including Project Lift, to ensure that we are equipping all our staff with the skills and abilities they need to be effective managers of people.

- 1.5 NHS Highland has already taken steps to begin to address the recommendations of the Sturrock Report.
- 1.6 One of our first steps has been to develop this draft “*Culture Fit for the Future*” Action Plan as a helpful starter which will evolve in consultation with our staff and other stakeholders. Once finalised it will provide the framework against which NHS Highland will rebuild the trust and empowerment of its people and achieve its ultimate aspiration of becoming an employer of choice in the Highlands, Argyll & Bute.
- 1.7 This draft “*Culture Fit for the Future*” Action Plan seeks to address the three key questions identified in Section 1.3 and the specific areas of assurance sought in Section 1.4.

## 2 Introduction

- 2.1 NHS Highland has already publicly acknowledged it’s thanks to all of those involved in the production of the Sturrock Report and it accepts that there are a number of people who have been bullied, affected and harmed by the issues raised. The Board apologises for the distress and upset which those people have suffered and it intends to do everything it can to guarantee that lessons have been learned and that organisational failings are rectified. It wishes to reiterate that bullying and harassment in any form is fundamentally unacceptable and will not be tolerated by NHS Highland. The following statement was made at the Board meeting on 28 May 2019:

*We welcome publication of the Sturrock report commissioned by the Scottish Government into allegations of bullying within the health Board and fully accept the recommendations.*

*As a Board we would like to express our gratitude to John Sturrock and to all of those who contributed to the report. The report finds that bullying or inappropriate behaviour have occurred within NHS Highland and we apologise unreservedly to those members of staff who have not been treated according to the high standards we expect. The Board acknowledges that there were short comings in the way it dealt with the issues raised and will reflect upon how it must improve.*

*The report is comprehensive and contains a number of important conclusions and proposals which are currently being carefully considered and an initial draft Action Plan prepared. The Board will consult with a wide range of staff groups and external stakeholders to ensure that, in taking action, it represents as broad a spectrum of views as possible.*

*We realise that there are varying views about the content of the Sturrock report and that people have reacted to it in different ways. The report recognises the concerns raised by the whistleblowers but also acknowledges that others feel hurt by some of the allegations. It is important as a Board that we consider the needs of all our people.*

*The Board will provide assurance and take full responsibility for ensuring that the issues raised in the report are addressed and that we will lead by the same constructive, respectful and compassionate approach we expect others to follow.*

*In the coming months the Health Board will focus on healing, reconciliation and building a positive culture based upon care and compassion, dignity and respect for everyone. Values such as openness, honesty and responsibility will underpin an approach which will deliver quality care and team-working.*

- 2.2 NHS Highland fully accepts the findings of the Report and this Action Plan describes how it will address the proposals within it. The Board aims to ensure that all staff members feel valued, respected and listened to. Over-time and with a great deal of hard work, NHS Highland intends to become recognised as an employer of choice and a great organisation within which to work.
- 2.3 In its recently published Annual Report, NHS Highland identified three core priority areas – caring for patients, looking after its own people and achieving financial balance. This Action Plan identifies ways in which the recommendations of the Report can be delivered in such a way as to support these priorities, especially concerning the care of Health Board staff.
- 2.4 Since its publication, the contents of the Report have been studied in depth by NHS Highland and it is clear that there are a range of opinions about the allegations and many different ideas about how best to respond to them. The Board will therefore be consulting widely across staff groups and with external stakeholders to ensure that, in taking action, it represents as broad a spectrum of views as possible.
- 2.5 The proposals within the Sturrock Report have been considered along with recommendations and suggestions from other parallel pieces of work commissioned by NHS Highland looking at issues of culture, workforce development and staff opinions. These include the Gallanders Reports (November 2018 and March 2019), audit results on culture (March 2019), medical survey results (January 2019), the organisational development review (March 2019) and tools such as iMatter.
- 2.6 In the coming months, the intention of the Health Board is to focus on healing, reconciliation and building a positive culture based upon care and compassion, dignity and respect for everyone. Values such as openness, honesty and responsibility will underpin an approach which will deliver quality of care and teamwork.
- 2.7 The implementation of the Action Plan will be led by the Chief Executive with assistance from the Senior Responsible Officer. The “*Culture Fit for the Future*” Action Plan will be coordinated by a delivery group established with senior representation from the Area Clinical Forum, the Staff Partnership, the Medical Directorate, the HR Directorate, the Communications Department and the Nursing, Midwifery and Allied Health Professions and will also include a member of staff who has “lived the experience” and the Whistleblowing Champion.
- 2.8 Specific plans may require to be considered for particular areas which were identified in the Sturrock Report, including Argyll & Bute but, as a founding principle, it is intended that there will be consistent implementation of actions across the whole of NHS Highland.
- 2.9 This Action Plan will be reviewed regularly by the Senior Leadership Team of NHS Highland and staff will be regularly updated about how the implementation process is developing. Importantly, the Board will listen to any feedback which stakeholders may provide in the months ahead and will respond positively to ideas for improvement.

2.10 Clearly, the publication of the Sturrock Report presents an opportunity for NHS Highland to build upon the many positive strengths which the report acknowledges exist right across the Health Board. The actions in this Action Plan will begin to rectify the identified shortcomings but will also build upon those strengths and help to create a positive working environment where everyone feels valued, respected and listened to.


### 3 Action Plan Format

3.1 The Action Plan is structured around 5 themes:

- Communications & Engagement
- Human Resource Processes
- Organisation and Workforce Development
- Support for Staff
- Governance

3.2 Following the Chief Executive's appointment in January 2019, some proposals identified in the Sturrock Report have already been implemented and these are noted in the Action Plan. Other actions are differentiated into completed, short, medium and long-term timescales. The timescales are:

- Short-term            0 – 3 months
- Medium-term        4 – 12 months
- Long-term            over 12 months

3.3 Each action within the plan has an associated success factor, identified by 

3.4 In addition, a more detailed Action Plan is provided in table form at the end of this document.

### 4 Conclusion

4.1 This draft Action Plan has been developed as a first step in addressing the proposals highlighted in the aforementioned reports. The intention now is to build upon and enhance this plan with ongoing positive engagement with staff and stakeholders.

4.2 NHS Highland embraces this opportunity to implement the proposals and make the necessary improvements required for the organisation to be *"Fit for the Future"*. NHS Highland is confident and committed to bring about positive change.

4.3 NHS Highland is developing a positive working culture where staff will feel valued, respected, trusted and empowered to play their part in a leading health organisation.

# Action Plan

## Theme 1: COMMUNICATIONS & ENGAGEMENT



### Completed Actions

- **Appointment of Director of Communications:** NHS Highland requires to develop an effective and fit for purpose communications & engagement strategy with an infrastructure to enable the organisation to effectively and comprehensively communicate with internal and external stakeholders going forward. The appointment of the Director of Communications is the first stage in leading this improvement.

✔ *Director of Communications appointed*

- **Weekly Chief Executive's Bulletin:** A weekly bulletin direct from the Chief Executive issued to all our employees to provide a personal message on organisational priorities and to celebrate success.

✔ *Weekly bulletins are issued every Friday*

- **Team Brief:** A monthly team brief established, providing updates on service delivery and other important information. This is cascaded to all staff through line managers, delivered face to face and supplemented by local information.

✔ *Team Brief issued each month*

### Short Term Actions

- **Communication Department Structure Review:** Develop a robust communication structure to enable NHH to fully meet the communication and engagement needs of the organisation.



✔ *Revised structure developed, agreed, resourced and implemented.*

- **Leadership Roadshow - Employee Engagement Sessions:** Roadshows to take place across the whole organisation led by the Chief Executive and/or Senior Leadership Team and Non-Executive Directors. The aim will be to discuss the Sturrock Report and shape the Action Plan going forward with input from staff. This will reinforce NHS Highland's values and our commitment to provide opportunities for staff to engage with important issues.



✔ *Staff will feel included and engaged in the development of the Action Plan and understand NHS Highland's commitment to creating a healthy, positive culture. Visible leadership of Chief Executive, Senior Leadership Team and Board.*

- **Focus Groups:** A series of planned events across the organisation to consult with staff on specific areas of the Action Plan.

✔ *Staff are engaged through active listening, face to face communication and the opportunity to bring out real experiences and identify common themes.*

- **Fireside Chats:** A series of informal chats with the Chief Executive. No agenda will be set with staff having the opportunity to speak directly with the Chief Executive. Fireside chats are small gatherings of staff and are intended to be intimate.
-  *Fireside chats occur throughout the organisation with staff feeling listened to by the Chief Executive.*
- **Briefings with Highland partnership fora and advisory groups:** Regular engagement with Local Partnership Forum, Area Clinical Forum and advisory committees on Action Plan development and progress.
-  *All partnership and advisory groups provided with the opportunity to engage, contribute and shape the Action Plan.*

## Medium Term Actions

- **Communications & Engagement Strategy:** A comprehensive communication strategy to ensure all stakeholders are engaged and informed about the organisation via a range of communication tools and channels.
-  *A fully developed and approved communications and engagement strategy to dovetail with the organisation's overall strategic plan and direction. As a result all stakeholders feel fully engaged and informed.*
- **Mind Your Language Campaign:** Internal campaign to support culture change and ask staff to consider the language they use when communicating with one another. Language should be collaborative and supportive e.g. important rather than imperative. This includes: posters, postcards, intranet, vlogs, social media and workshops.
-  *Improved organisational culture around staff communications with staff more aware of the language they use and the impact on others.*



## Theme 2: HUMAN RESOURCE PROCESSES




### Completed Actions

- **Appointment of Whistleblowing Champion:** A locally appointed Whistleblowing Champion to provide critical oversight and assurance in making sure that these responsibilities are acted upon and working effectively and where not, bring these issues to the attention of the Board.
  - ✔ *New Whistleblowing Champion appointed with staff actively encouraged and supported to report any concerns and confident that these concerns will be acted upon and investigated as appropriate.*
- **Appointment of independent investigation provider:** Engagement of external organisation to assist with internal investigations.
  - ✔ *Investigations are undertaken in an efficient and effective manner and conclusion achieved for all parties.*
- **Investigation Training:** Appropriate staff provided with skills and confidence to undertake a consistent quality approach to timely investigations.
  - ✔ *Investigations are undertaken in an efficient and effective manner and conclusion achieved for all parties.*
- **Single point of contact:** To provide a single telephone number and email address within HR to enable staff to report any issues or concerns as they arise.
  - ✔ *The provision of a 24/7 telephone number and email address facility within HR and staff are aware of this facility to raise any issues or concerns.*

### Short Term Actions


- **Appointment of Director of Human Resources & Organisational Development:** NHS Highland requires a full time substantive HR & OD Director to develop an effective and fit for purpose workforce strategy and infrastructure providing a sustainable, skilled and capable workforce to deliver high quality and person centred care now and in the future. The appointment of the Director of HR & OD is the first stage in leading this improvement.
  - ✔ *Director of HR & OD appointed.*
- **HR Directorate Structure Review:** Ensure a robust HR and OD structure is in place to enable NHSH to develop an effective and fit for purpose workforce strategy and infrastructure providing a sustainable, skilled and capable workforce to deliver high quality and person centred care now and in the future.
  - ✔ *Capacity reviewed, requirements agreed and resourced as appropriate.*
- **Whistleblowing Reporting:** Information on whistleblowing cases reported to the Board for monitoring and assurance purposes to ensure that investigations are carried out in a timely and appropriate way.

 *Regular assurance to the Board that there is a robust and working policy and process available for anyone who wishes to raise concerns.*


- **Reporting channels:** Increase staff awareness on how to raise concerns and the various channels available.

 *Staff are confident in raising concerns and fully aware of available routes.*


- **People Management Programme:** Ensure the organisation recognises and understands roles and responsibilities of HR and line managers in order that they work effectively together.

 *HR and line management clarity on roles and responsibilities around people management.*


- **Review of live suspensions:** To ensure that suspensions are used appropriately and for as short a period as possible to safeguard health and well-being of employees and delivery of services by ensuring that a risk assessment is completed and in discussion with HR.

 *Individuals are only suspended where necessary and for as short a period as possible.*

- **Outstanding Cases Process:** External support from other NHS Boards sought to undertake reviews of cases where necessary to address the concerns raised by individuals during the Sturrock review.

 *All outstanding cases brought to resolution or conclusion.*

- **Resolving concerns using informal processes:** Supported by Once for Scotland polices, promote and encourage the appropriate use of informal methods such as mediation, pastoral care, group facilitation and coaching to managers and staff.


 *Increased use of informal processes to bring about resolution at an early stage and reduced requirement for formal processes.*

## Medium Term Actions


- **Once for Scotland Policies and Processes:** Promotion and implementation of the policies as they are launched and provide training throughout the organisation on the application of the policy to ensure that NHSH is applying national policies fairly and consistently.

 *New policies are implemented in Partnership, staff are aware and managers trained.*

- **Workforce Performance Information:** Review and improve workforce performance information to NHSH Board, Staff Governance Committee, Highland Partnership Forum and other fora as required to provide assurance on workforce performance metrics and monitor improvement where required.

 *Board and SLT aware of workforce performance information for whole organisation, holding the whole organisation and services to account.*

- **Partnership Working:** Review partnership working within the organisation and improve effectiveness and create a positive supportive culture

 *Improved decision making through partnership working and collaborations, evidenced via Staff Governance Monitoring Framework.*

## Theme 3: ORGANISATION AND WORKFORCE DEVELOPMENT



### Short Term Actions

- **Induction Programme:** Refresh, expand and develop the existing induction programme to incorporate Board, local, statutory and mandatory requirements.
  - ✔ *All new staff are aware of the organisation's values and strategy, their role in the delivery of services and have the skills and knowledge to carry out their roles efficiently and effectively.*
- **Supporting Teams:** Ensure leaders and managers are connected to their teams and operating effectively through the provision of appropriate training for team development. . Develop alignment through team and individual objectives and job planning for clinical staff.
  - ✔ *Training has been provided to ensure teams are well led, effective and individuals feel that their contribution is valued.*
- **Training in Courageous Conversations:** Training for managers on having difficult conversations to increase confidence and competence in managing staff.
  - ✔ *Managers trained to enable effective performance and reduce over reliance on formal processes.*

### Medium Term Actions

- **Senior Leadership Team Structure:** Given recent significant changes, have a Senior Leadership Team in place to ensure the organisation is led effectively and fit for the future.
  - ✔ *Senior Leadership Team in place who will lead NHSH and deliver first class services for the people in Highland.*
- **Workforce Strategy:** Develop and implement a Workforce Strategy in partnership, covering key themes, Effective and Sustainable Workforce, Healthy Organisational Culture, Effective Leadership and Management, Capable Workforce and an Integrated Workforce.
  - ✔ *The workforce is sustainable, skilled and capable of delivering high quality and person centred care now and in the future.*
- **Values:** Review organisation's published values and where appropriate refresh, ensuring staff engagement in their development and adoption to ensure the organisation's values are clearly aligned to NHS Scotland.
  - ✔ *Refreshed values adopted throughout the organisation.*

- **Clinical Relationship Management:** Review the role and functioning of the advisory structures in order to engage clinicians in the development of strategy.



*A Professional Alliance formed to bring together over 30 senior medical, nursing, allied health, managerial and social work staff to help oversee the transformation of NHS Highland.*

## Long Term Actions

- **Succession Planning:** Develop an NHHH succession planning framework which aligns with NHS Scotland's Project Lift to identify staff with the attributes to become leaders and managers of the future.



*An established talent pipeline which ensures NHHH is able to attract, recruit and retain future workforce.*

- **iMatter Engagement:** Ensure organisation prioritises the roll out of iMatter including survey responses and Action Planning at local and Board level to ensure the highest level of staff participation.



*Achieve a minimum of 60% response level and high Action Planning rates to ensure a Board report to develop and inform future actions.*

- **Leadership and Management:** Roll out leadership and management development programme to ensure they have the necessary skills and demonstrate the organisation's values in the way they work, including Bullying Behaviours - How to Handle and How to Avoid




*All leaders and managers will have received appropriate training and development to undertake their role effectively.*

## Theme 4: SUPPORT FOR STAFF




### Completed Actions

- **Pastoral Support:** Pastoral care available to support staff who have suffered harm as a consequence of bullying or inappropriate behaviour in the workplace.

 *Staff are aware of the pastoral support available and can access the service when required.*


### Short Term Actions

- **Mediation:** Access to mediation is required as a preventative and restorative measure providing a safe space for people to talk. This is essential for both those perceived as 'victims' as well as those perceived as 'perpetrators' for healing to occur.


 *A fully established and resourced mediation service to be available at an early stage to avoid formal processes.*

### Medium Term Actions

- **Confidential Contact Officers:** Trained individuals within the organisation to support staff who have concerns. The contact officers will also be able to signpost for options of how to manage situations.

 *Established and trained confidential contact officers in place.*


- **Health and Wellbeing Strategy and Framework:** To develop a framework to improve the health and wellbeing of staff and prevent/reduce absenteeism.

 *A healthier workforce is in place as evidenced by improved attendance, reduced turnover, fewer ill health retirements and increased stability factor.*

### Long Term Actions

**Counselling and Therapy:** Explore options to provide additional support to staff who may require counselling or psychological therapy.

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 *Options for counselling and psychological therapy identified and access where appropriate*

## Theme 5: GOVERNANCE



### Completed Actions

- **Blueprint for Good Governance:** Board Development session to consider NHS Highland's response to the Blueprint for Good Governance confirming priority areas for development through an external governance review.
  - ✔ A development plan generated in support of the Blueprint for Good Governance agreed and submitted to Scottish Government.
- **Board Behavioural Protocol:** Completion of the national self-assessment survey on the functions of good governance set out in the Blueprint document
  - ✔ Revised Board Behavioural Protocol in place to provide a better understanding of the way in which behaviours in the Boardroom impact on effective governance.

### Short Term Actions

- **Executive Lead Appointment:** Appointment of a Senior Responsible Officer to assist the Chief Executive in implementing the “*Culture Fit for the Future*” Action Plan.
  - ✔ *To ensure appropriate, adequate and high level dedicated resource to enable successful delivery.*
- **Delivery Group:** Group established with key stakeholders to influence, contribute and facilitate the delivery of the “*Culture Fit for the Future*” Action Plan.
  - ✔ *Delivery group agreed and established with success factors delivered in the timescales specified.*

### Medium Term Actions

- **Board Training:** A formal induction and ongoing training programme for both Executive and Non-Executive Board members, developed and implemented to rebuild confidence and provide more support in their role and better connection with organisational purpose and cultural ethos.
  - ✔ *Board members provided with induction and ongoing training and more confident in fulfilling their role.*
- **Effective Board leadership and Accountability:** Board members trained in their corporate governance which includes leadership, accountability and information assurance, recognising a balance between the Executive and Non-Executive roles and between their roles of support and challenge.
  - ✔ *Effective training delivered and success measured through the national Self-Assessment Survey.*

- **Review of Governance Structure and Committee Network:** A review of the remits of the governance committees to minimise duplication and clarify the roles of and relationships between the Board and its committees.



*A refreshed, appropriate and accountable governance and committee structure that will enable the Board to take seriously any future cultural concerns through the committee structures, providing a recognised and formal channel for whistleblowers to raise any concerns.*



<b>Theme 1: Communications Strategy &amp; Staff Engagement</b>						
<b>Indicative Timescales</b>	<b>Activity</b>	<b>Description</b>	<b>Lead</b>	<b>Resources Required</b>	<b>Success Factors</b>	<b>Source</b>
<b>Completed</b>	<b>Appointment of Director of Communications</b>	<b>NHS Highland requires to develop an effective and fit for purpose communications and engagement strategy with an infrastructure to enable the organisation to effectively and comprehensively communicate with internal and external stakeholders going forward. The appointment of a Director of Communications is the first stage in leading this improvement.</b>	<b>CEO</b>	<b>n/a</b>	<b>Director of Communications appointed</b>	<b>Sturrock</b>
<b>Completed</b>	<b>Weekly CEO Bulletin</b>	<b>A weekly bulletin direct from the CEO is issued to all our employees to provide a personal message on organisational priorities and to celebrate success.</b>	<b>CEO</b>	<b>n/a</b>	<b>Weekly bulletins are issued every Friday</b>	<b>Sturrock</b>
<b>Completed</b>	<b>Team Brief</b>	<b>A monthly Team Brief established providing updates on service delivery and other important information. This is cascaded to all staff through line managers , delivered face to face and supplemented by local information.</b>	<b>Director of Communications</b>	<b>n/a</b>	<b>Team Brief issued each month</b>	<b>Internal</b>

Short term	Communication Department Structure Review	Develop a robust communication team structure to enable the organisation to fully meet the communication and engagement needs of the organisation.	Director of Communications	Internal team	Revised structure developed, agreed, resourced and implemented	Internal
Short term	CEO/SLT Roadshow - Employee Engagement Sessions	Roadshows to take place across the whole organisation led by Chief Executive and/or Senior Leadership Team and Non Executive Directors. The aim will be to discuss Sturrock Report and shape the Action Plan going forward with input from staff. This will reinforce NHS values and our commitment to provide opportunities for our staff to engage with priority issues.	Director of Communications/ SLT	Communications Department	Staff will feel included and engaged in the development of the Action Plan and understand NHS Highland's commitment to creating a healthy positive culture. Visible leadership from Chief Executive, Senior Leadership Team and Board.	Sturrock
Short term	Focus groups	A series of planned events across the organisation to consult the views of staff on specific areas of the Action Plan.	Director of Communications/ Director of HR&OD	External Resource for facilitation being organised Internal resource communications/ HR teams	Staff are engaged through active listening, face to face communication and the opportunity to bring out real experiences and identify common themes	Gallanders
Short term	Fireside Chats	A series of informal chats with the Chief Executive. No agenda will be set with staff having the opportunity to speak directly with the CEO.	Director of Communications	Communications Department	Fireside chats occur through the organisation with staff feeling engaged and	Internal

		<b>Fireside chats are small gatherings of staff and are intended to be intimate.</b>			<b>listened to by the Chief Executive</b>	
<b>Short term</b>	<b>Briefings with Highland Partnership Fora and Advisory groups</b>	<b>Regular engagement with Highland Partnership Forum, Local Partnership Fora, Area Clinical Forum and Advisory Committees on Action Plan development and progress.</b>	<b>Director of Communications/ Director of HR&amp;OD</b>	<b>Communications Department and committees</b>	<b>All Partnership and advisory groups provided with the opportunity to engage, contribute and shape the Action Plan going forward.</b>	<b>Internal</b>
<b>Medium term</b>	<b>Communications &amp; Engagement Strategy</b>	<b>A comprehensive communication strategy to ensure all stakeholders are engaged and informed about the organisation via a range of communications tools and channels</b>	<b>Director of Communications</b>	<b>Communications Department</b>	<b>A fully developed and approved communications and engagement strategy to dovetail with the organisation's overall strategic plan and direction. As a result all stakeholders feel fully engaged and informed.</b>	<b>Brown, Sturrock, Gallanders, Culture audit</b>
<b>Medium term</b>	<b>Mind your language Campaign</b>	<b>Internal campaign to support culture change and ask staff to consider the language they use when communicating with one another. Language should be collaborative and supportive e.g. Important rather than imperative. To include: Posters/Postcards, Intranet, social media, vlogs.</b>	<b>Director of Communications</b>	<b>External Resource</b>	<b>Improved organisation culture around staff communications with staff more aware of the language they use and the impact on others</b>	<b>Internal</b>

**Theme 2: Human Resources Processes**

<b>Indicative Timescales</b>	<b>Activity</b>	<b>Description</b>	<b>Lead</b>	<b>Resources Required</b>	<b>Success Factors</b>	<b>Source</b>
Completed	Appointment of Whistleblowing Champion	A locally appointed Whistleblowing Champion to provide critical oversight and assurance in making sure that these responsibilities are acted upon and working effectively and where not to bring these issues to the attention of the Board.	Board Chair	n/a	New Whistleblowing Champion appointed with staff actively encouraged and supported to report any concerns and confident that these concerns will be acted upon and investigated as appropriate	Internal
Completed	Appointment of independent investigation provider	Engagement of external organisation to assist with internal investigations	Director of HR	External	Investigations are undertaken in an efficient and effective manner and resolution/conclusion achieved for all parties.	Gallanders
Completed	Investigation Training	Appropriate staff provided with skills and confidence to undertake a consistent quality approach to timely investigations	Director of HR&OD	CMP, HR Teams, Chief Officers, SLT	Appropriate staff provided with skills and confidence to undertake a consistent quality approach to timely investigations	Sturrock, Gallanders

<b>Completed</b>	<b>Single Point of Contact for HR</b>	<b>To provide a single telephone number and email address within HR to enable staff to report any issues or concerns as they arise.</b>	<b>Director of HR</b>	<b>HR Team</b>	<b>The provision of a 24/7 telephone number and email address facility within HR and staff are aware of this facility to raise issues or concerns</b>	<b>Internal</b>
<b>Short term</b>	<b>Appointment of Director of HR&amp;OD</b>	<b>NHS Highland requires a full time and substantive Director of HR &amp; OD to develop an effective and fit for purpose workforce strategy and infrastructure providing a sustainable, skilled and capable workforce to deliver high quality and person centred care now and in the future. The appointment of a Director of HR &amp; OD is the first stage in leading this improvement.</b>	<b>Executive Lead for HR</b>	<b>Recruitment</b>	<b>Director of HR &amp; OD appointed</b>	<b>Sturrock, Gallanders</b>
<b>Short term</b>	<b>HR Directorate Review</b>	<b>Ensure a robust HR and OD structure is in place to enable NESH to develop an effective and fit for purpose workforce strategy and infrastructure providing a sustainable, skilled and capable workforce to deliver high quality and person centred care now and in the future.</b>	<b>Director of HR&amp;OD</b>	<b>HR Teams</b>	<b>Capacity reviewed, requirements agreed and resourced as appropriate.</b>	<b>Internal</b>

Short term	Whistleblowing Reporting	Information on whistleblowing cases reported to Board for monitoring and assurance purposes and to ensure that investigations are carried out in a timely and appropriate way	CEO/Director of HR & OD	Non executive, HR	Regular assurance to the Board that there is a robust and working policy and process available for anyone who wishes to raise concerns	Sturrock Review and Blueprint for GG Action Plan
Short term	Reporting channels	Increased staff awareness on how to raise concerns and the various channels available	Director of HR&OD	HR teams	Staff are confident in raising concerns and are fully aware of available routes	Sturrock
Short term	People Management Programme	Clarify HR roles and responsibilities through a people management programme to ensure the organisation recognises and understands the roles and responsibilities of HR and Line Managers in order that they work effectively together	Director of HR&OD	HR team through training and awareness	HR and Line management clarity on roles and responsibilities around people management	Sturrock, Gallanders
Short term	Review of live suspensions	To ensure that staff are appropriately suspended and for as short a period of possible to safeguard the wellbeing of employees and the delivery of services by ensuring that a risk assessment is undertaken in discussion with HR.	Director of HR&OD	HR teams	Individuals are only suspended where necessary and for as short a period as possible	Sturrock

<b>Short term</b>	<b>Outstanding cases process</b>	<b>External support from other NHS Boards sought to undertake reviews of cases where necessary to address the concerns raised by individuals during the Sturrock review</b>	<b>Director of HR&amp;OD</b>	<b>External resources</b>	<b>All outstanding cases brought to resolution or conclusion</b>	<b>Sturrock</b>
<b>Short term</b>	<b>Resolving concerns using informal processes</b>	<b>Supported by Once for Scotland policies promote and encourage the appropriate use of informal methods such as mediation, pastoral care, facilitation and coaching to managers and staff</b>	<b>Director of HR&amp;OD</b>	<b>HR Teams, Line Managers</b>	<b>Increased use of informal process to bring about resolution at early stage and reduced requirement for formal processes</b>	<b>Sturrock, Gallanders</b>
<b>Medium term</b>	<b>Once for Scotland HR Policies</b>	<b>Promotion and implementation of the policies as they are launched and provide training throughout the organisation on the application of the policy to ensure NHS Highland is applying national policies fairly and consistently.</b>	<b>Director of HR&amp;OD</b>	<b>HR teams &amp; national resources from Once for Scotland programme</b>	<b>New policies are implemented in Partnership, staff are aware and managers trained</b>	<b>Sturrock, Gallanders</b>
<b>Medium term</b>	<b>Workforce performance data</b>	<b>Review and improve workforce performance information to NHS Board, Staff Governance Committee, HPF and other fora as required to provide assurance on workforce performance metrics and monitor improvement where required.</b>	<b>Director of HR&amp;OD</b>	<b>HR Teams</b>	<b>Board and SLT aware of workforce performance information for whole organisation, holding organisation and services to account</b>	<b>Sturrock, Gallanders</b>

<b>Medium term</b>	<b>Partnership Working</b>	<b>To review partnership working within the organisation and to improve effectiveness and create a positive supportive culture</b>	<b>Employee Director</b>	<b>APF</b>	<b>Improvement in decision making through partnership working and collaborations, evidenced via Staff Governance Monitoring Framework</b>	<b>Sturrock</b>
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<b>Theme 3: Organisational and Workforce Development</b>						
<b>Indicative Timescales</b>	<b>Activity</b>	<b>Description</b>	<b>Lead</b>	<b>Resources required</b>	<b>Success Factors</b>	<b>Source</b>
Short term	Induction Programme	Refresh, expand and develop the existing induction programme to incorporate Board, local and statutory/mandatory requirements.	Director of HR&OD	HR teams	All new staff are aware of the organisation's values and strategy, their role in the delivery of services and have the skills and knowledge to carry out their roles efficiently and effectively	Sturrock, Gallanders, OD review, culture audit
Short term	Supporting teams in difficulty	Ensure leaders and managers are connected to their teams and operating effectively through the provision of appropriate training for team development. Develop alignment through team and individual objectives and job planning for clinical staff	Director of HR&OD	HR Teams	Training has been provided to ensure that teams are well led, effective and individuals feel that their contribution is valued	Sturrock, Gallanders, OD Review
Short term	Training in courageous conversations	Training for managers on having difficult conversations to increase confidence in managing staff	Director of HR&OD	CMP, HR Teams, Chief Officers, SLT	Managers trained, to enable effective performance and reduce over reliance on formal processes	Sturrock, Gallanders

Medium term	Senior Leadership Team Structure	Given recent significant changes, have a senior leadership team in place to ensure that the organisation is led effectively and fit for the future.	CEO/Director of HR & OD	HR	Senior Leadership Team in place who will lead NHS Highland and deliver first class services for the people of Highlands.	Sturrock
Medium term	Workforce Strategy	Develop and implement a Workforce Strategy in Partnership, covering key themes, Effective and Sustainable Workforce, a Healthy Organisational Culture, Effective Leadership and Management, Capable Workforce and Integrated Workforce	Director of HR&OD	HR Teams	The workforce is sustainable, skilled and capable of delivering high quality and person centred care now and in the future.	Gallanders, OD Review
Medium term	Values	Review the organisation's published values and where appropriate refresh, ensuring staff engagement in their development and adoption to ensure that the organisation's values are fully aligned to those of NHS Scotland	Director of HR&OD	HR. SLT	Refreshed values adopted throughout organisation	Gallanders, OD Review
Medium term	Clinical Relationship Management	Review the role and functioning of the advisory structures in order to engage clinicians in the development of strategy. Professional Alliance group established	Director of HR&OD	All clinical staff	A Professional Alliance formed to bring together 30 senior medical, nursing, allied health, managerial and social work staff to oversee the transformation of NHS Highland	Sturrock, Gallanders, OD Review

<b>Long term</b>	<b>Leadership and Management</b>	<b>Roll out leadership and management development programme to ensure managers and supervisors have the necessary skills and demonstrate the organisation's values in the way they work, including impact of bullying behaviours - how to handle and how to avoid.</b>	<b>Director of HR&amp;OD</b>	<b>HR teams</b>	<b>All leaders and managers will have received appropriate training and development to undertake their role effectively</b>	<b>Sturrock, Gallanders, OD review, culture audit</b>
<b>Long term</b>	<b>Succession Planning</b>	<b>Develop an NHS Highland succession planning framework which aligns with NHS Scotland's Project Lift to identify staff who have the attributes to become leaders and managers of the future.</b>	<b>Director of HR &amp; OD</b>	<b>SLT</b>	<b>An established talent pipeline which ensures NHS Highland is able to attract, recruit and retain the future workforce</b>	<b>Gallanders, Sturrock, OD review</b>
<b>Long term</b>	<b>iMatter engagement</b>	<b>Ensure the organisation prioritises the rollout of iMatter including survey responses and Action Planning at local and Board level to ensure the highest level of staff participation.</b>	<b>Director of HR&amp;OD</b>	<b>HR teams, line managers, SLT</b>	<b>At least 60% response rate and high Action Planning rates to obtain a Board report to develop and inform improvements actions</b>	<b>Gallanders, OD Review</b>

<b>Theme 4 : Support for Staff</b>						
<b>Indicative Timescales</b>	<b>Activity</b>	<b>Description</b>	<b>Lead</b>	<b>Resources Required</b>	<b>Success Factors</b>	<b>Source</b>
<b>Completed</b>	<b>Pastoral Support</b>	<b>Pastoral care available to support staff who have suffered harm as a consequence of bullying or inappropriate behaviour</b>	<b>Director of Nursing/Director of Public Health</b>	<b>Internal: chaplaincy service, public health, Occupational Health</b>	<b>Staff are aware of the pastoral support available and can access when required</b>	<b>Sturrock, Gallanders</b>
<b>Short term</b>	<b>Mediation</b>	<b>Access to mediation is required as a preventative and restorative measure providing a safe space for people to talk. This is essential for both those perceived as 'victims' as well as those perceived as 'perpetrators' for healing to occur.</b>	<b>Director of HR &amp; OD</b>	<b>External support being considered</b>	<b>A fully established and resourced mediation service to be available at an early stage to avoid formal processes.</b>	<b>Sturrock, Gallanders</b>
<b>Medium term</b>	<b>Confidential Contact Officers</b>	<b>Trained individuals within the organisation to support staff who have concerns. The contact officers will also be able to signpost for options of how to manage situations</b>	<b>Director of HR &amp; OD</b>	<b>Internal - individuals to be identified and appropriately trained</b>	<b>Established and appropriately trained confidential contact officers in place</b>	<b>Gallanders 1</b>
<b>Medium term</b>	<b>Health &amp; Wellbeing Framework</b>	<b>To develop a framework to improve the health and wellbeing of staff and prevent/reduce absenteeism</b>	<b>Director of Public Health/Director of HR &amp; OD</b>	<b>Internal - group established led by Head of Health &amp; Occupational Safety to progress framework</b>	<b>A stable healthier workforce as evidenced by improved attendance, reduced turnover, fewer ill health retirements, increased stability factor.</b>	<b>Gallanders 1</b>

<b>Long Term</b>	<b>Counselling and Therapy</b>	Explore options to provide additional support to staff who may require counselling or psychological therapy.	<b>Director of HR &amp; OD</b>	<b>Internal and/or external</b>	<i>Options for counselling and psychological therapy identified and access where appropriate</i>	<b>Sturrock</b>
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## Theme 5: Governance

Indicative timescales	Activity	Description	Lead	Resources	Success Factors	Source
Completed	Blueprint for Good Governance	Board Development session held to consider NHS Highland's response to the Blueprint for Good Governance confirming priority areas for development through an external governance review	Board Chair	External support required	A development plan generated in support of the Blueprint for Good Governance agreed and submitted to Scottish Government	DL (2019) 02 Blueprint for GG Action Plan
Completed	Board Behavioural Protocol	Completion of the national self-assessment survey on the functions of good governance set out in the Blueprint document	Board Chair	n/a	Revised Board Behavioural Protocol to provide a better understanding of the way in which behaviours in the Boardroom impact on effective governance	Development Plan Blueprint for Good Governance
Short term	Executive Lead Appointment	Appointment of a Senior Responsible Officer to assist the CEO implementing Culture Fit for the Future Action Plan	CEO/ Executive Lead for HR	HR/CEO	To ensure appropriate, adequate and high level dedicated resource to ensure successful delivery	Sturrock

<b>Short term</b>	<b>Delivery Group set up</b>	<b>Group to be established with key stakeholders to influence, contribute and facilitate the delivery of the Culture Fit for the Future Action Plan</b>	<b>CEO</b>	<b>Internal staff</b>	<b>Delivery Group agreed and established with success factors delivered in the timescales specified</b>	<b>Sturrock</b>
<b>Medium term</b>	<b>Effective Board Leadership and Accountability</b>	<b>Board members will receive training in their corporate governance which includes leadership, accountability and information assurance recognising a balance between the Executive and Non Executive roles and between their roles of support and challenge.</b>	<b>CEO /Board Chair/ Board Secretary</b>	<b>External resources</b>	<b>Effective training delivered &amp; success measured through the national self assessment survey</b>	<b>Sturrock Review Polley Review Brown Review</b>
<b>Medium term</b>	<b>Review of Governance Structures and Committee Network</b>	<b>A review of the remits of the governance committees to minimise duplication and clarify the roles of and relationships between the Board and its committees.</b>	<b>Board Chair/Board Secretary</b>	<b>Board Chair, Board Committee Chairs, Chief Executive and Board Secretary</b>	<b>A refreshed, appropriate and accountable governance &amp; committee structure to enable the Board to take seriously any future cultural concerns. It also provides a recognised and formal channel for whistleblowers to raise any concerns</b>	<b>Sturrock Review Polley Review Brown Review</b>

<b>Medium term</b>	<b>Board Training</b>	<b>A formal induction and ongoing training programme for both Executive and Non-Executive Board members developed and provide more support in their role and better connection with organisational purpose and cultural ethos.</b>	<b>CEO /Board Chair/ Board Secretary/Executive Leadership</b>	<b>External resources</b>	<b>Board members provided with induction and ongoing training and are more confident in fulfilling their role</b>	<b>Sturrock Review Polley Review Brown Review</b>
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