



University Health Board Report

ORGANISATIONAL VALUES & BEHAVIOURS

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Purpose of the University Health Board Report

The purpose of this report is to propose a set of organisational values and behaviours for the new Cwm Taf Morgannwg University Health Board; a proposed methodology to develop them; and the potential benefits to the organisation, our people, and the population we serve.

Governance

Link to Health Board Strategic Objective(s)

The Board’s overarching role is to ensure its Strategy outlined in the 3 Year Integrated Medium Term Plan 2019-2022 and the related organisational objectives aligned with the Institute of Healthcare Improvement's (IHI) ‘Quadruple Aim’ are being progressed, these in summary are:

- To **improve** quality, safety and patient experience.
- To **protect** and **improve** population health.
- To **ensure** that the services provided are accessible and sustainable into the future.
- To **provide** strong governance and assurance.
- To **ensure** good value based care and treatment for our patients in line with the resources made available to the Health Board.

Supporting evidence

Information has been taken from the ESR ER module and the relevant case files.

Engagement – Who has been involved in this work?

This is the first engagement with the Board in respect of this programme of work, however the proposed approach will set out the mechanisms for engagement.

Health Board Resolution To:-							
APPROVE		ENDORSE	√	DISCUSS	√	NOTE	
Recommendation	<p>The Board is asked to:</p> <ul style="list-style-type: none"> • DISCUSS the contents of this report, and • ENDORSE the principle of developing a clear set of organisational values and behaviours for the new Cwm Taf Morgannwg University Health Board • ENDORSE the proposed approach to developing these values and behaviours. 						
Summarise the Impact of the Health Board Report							
Equality and diversity	There are no equality and diversity implications contained within this report.						
Legal implications	None						
Population Health	None						
Quality, Safety & Patient Experience	The proposed approach has the potential to improve the quality and safety of our services, and to improve patient experience.						
Resources	Resource implications include financial resources for an approved supplier, which are outlined within the paper; along with people resources throughout the organisation.						
Risks and Assurance	Related risks and implications are referenced, as appropriate, within the report.						
Health & Care Standards	<p>The 22 Health & Care Standards for NHS Wales are mapped into the 7 Quality Themes: Staying Healthy; Safe Care; Effective Care Dignified Care; Timely Care; Individual Care; Staff & Resources http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf</p> <p>The work reported in this summary and related annexes take into account primarily focus on: Staff and resources</p>						
Workforce	It is anticipated that the programme of work described will have a positive impact upon the organisation's workforce.						
Freedom of information status	Open						

ORGANISATIONAL VALUES & BEHAVIOURS

1. SITUATION

As a result of the recent Bridgend Boundary Change, the new Cwm Taf Morgannwg University Health Board (CTMUHB) was formed on 1 April 2019. This has presented an opportunity to consider the development required for the organisation to bring services provided in the Bridgend County Borough area together with those provided in the former Cwm Taf area, and to bring our people together around a common purpose.

In addition, the report provided by the Royal College of Obstetricians and Gynaecologists and the Royal College of Midwives to the Health Board earlier this year has presented some cultural imperatives, which the newly-formed Health Board must address in order to ensure delivery of safe, effective and quality services. This includes the re-building of trust with our people, our partners, and our population.

Intrinsic to this is the development and enhancement of the Health Board's culture, and in particular, driving the kind of culture we wish to see, in response to the challenges described above. Culture is often described as "the way things are done round here", and it forms the context within which people judge the appropriateness of their behaviour. It is about the practices, interactions and in particular the behaviours that people believe are expected of them if they are to fit in, get things done or, at times, simply survive.

The King's Fund and NHS Improvement (England) have produced guidance to help organisations develop their culture. They are clear that leadership – particularly compassionate and inclusive leadership is key to enabling culture which, in turn, delivers outcomes. There is significant evidence in healthcare settings (*Aston University, King's Fund, Michael West et al*) to support this in terms of the link between engagement, team working, and culture, and patient outcomes such as mortality.

The development of a clear set of values and behaviours gives the new Health Board an opportunity to drive the kind of culture that its staff, patients and leaders wish to see and feel.

2. BACKGROUND

The former Cwm Taf University Health Board (CTUHB), and the former Abertawe Bro Morgannwg University Health Board (ABMu) each had a set of values, albeit to slightly differing degrees.

ABMu Approach

ABMu had a clear set of values which were developed in response to the Andrews Review in 2014, which raised concerns about the care provided at the Princess of Wales and Neath Port Talbot Hospitals.

In response to the review, having accepted its findings in full, ABMu developed a values and behaviour framework, which set out their values, and how they expected everyone within the Health Board to behave. Over 6,000 staff, patients and their families were involved in developing these values: caring for each other; working together and always improving.

The graphic below shows the end product of the ABMu values work, after which steps were taken to embed these values into the fabric of the organisation.



This work was well-received by staff, patients and families within ABMu, and feedback from staff since the boundary change in April has been that the approach to developing these values and behaviours was very positive. This has resulted in a good level of engagement from clinical staff to put these values and behaviours into action.

Cwm Taf Approach

Cwm Taf's approach was different, in that it had developed a pervading philosophy, that of "Cwm Taf Cares". The philosophy described patients "at the centre of everything we do". The philosophy was not defined further, and therefore it inevitably meant different things to different people. Further work was, however, done with the Board to define a set of values deriving from this overall philosophy, but this work was not concluded, or shared with the organisation.



Boundary Change Work

As part of the consultation and engagement work for the boundary change, and in order to respect what had gone before, sessions were held with staff in the Bridgend County Borough (not restricted to Princess of Wales), with staff from a wide range of directorates. These sessions shared the ABMu and CTUHB approaches, and asked staff to say what they liked about the two approaches.

In addition, those who attended were asked if they believed a clear set of values and behaviours were required by the new organisation to bring it together, and the response from staff was one clearly in favour of undertaking such an exercise.

In addition, the Deputy Director of Workforce & OD recently attended the Medical Leadership Forum, with medical colleagues from across CTMUHB, at which there was strong support and enthusiasm for developing our values.

3. ASSESSMENT / GOVERNANCE AND RISKS

Given what has been said, the Health Board has a clear opportunity, linked to its cultural and strategic imperatives, to develop a set of values and behaviours to drive the organisation forward, and to enhance and develop its culture.

It is also clear that the approach used in the former ABMu is popular with staff, and importantly is known to the Bridgend County Borough area, providing an opportunity to engage our staff in this area, and learn from this experience. In addition, replicating the approach used clearly has the potential to engage all of our staff, and to allow them to feel part of having developed our values and behaviours framework.

This work has multiple audiences, and the involvement of our population will enable us to reflect a set of values which will demonstrate what people can expect of us, as well as enhancing our connection with our local communities.

With all of this in mind, the executive has been considering an approach to developing values and behaviours. It is anticipated that the Health Board will need to work with an external partner agency in order to deliver a clear and robust approach, and that this will require a level of investment.

The Health Board's approach will be in four stages, as recommended to us by a potential external partner (procurement arrangements pending). This approach, broadly, will be:

- Stage 1 – undertake a baseline assessment of the current climate within the organisation;
- Stage 2 – hold a series of workshops with staff and patients to define the values and engage people in the conversation;
- Stage 3 – refine the values and grow engagement across the organisation with a series of surveys, and values into action workshops to determine how best to embed;
- Stage 4 – launch the values and integrate and embed them into the Health Board's processes, as well as providing masterclasses to senior leaders in how to operate as "skilled role models" for the values.

The desired outcome is to create a social movement around the development of the values, which can harness the enthusiasm of our staff, and also drive improvements in levels of engagement, which has a clear link to patient outcomes.

It is anticipated that the process described above will take approximately 6 months, and that the work could start in the Autumn (likely September, but depending on how quickly procurement can be achieved). It is also recommended that this work pauses over December and January, given the inevitable pressures, and aims to conclude by April 2020.

In terms of embedding the values into our processes, this work will be considered alongside, and there are also a number of products the Health Board may wish to engage with to assist in this process, for example the development of values-based recruitment materials.

Consideration will need to be given to resources for this programme of work from an internal perspective, however the external partner delivery of this is likely to cost in the region of just under £100k.

Impact

In other organisations where this work has been undertaken in the way described above, the approach has delivered improvements in engagement, staff sickness absence, as well as a strong feeling among staff that the values have positively impacted patient care. The Health Board's proposal would be to track the impact of this work as the project progresses, and at intervals after the delivery of the work post-April 2020.

4. RECOMMENDATION

Members of the Board are asked to:

- **DISCUSS** the contents of this report, and
- **ENDORSE** the principle of developing a clear set of organisational values and behaviours for the new Cwm Taf Morgannwg University Health Board
- **ENDORSE** the proposed approach to developing these values and behaviours.

Freedom of information status	Open
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