OTHER

CULTURE, VALUES AND BEHAVIOURS: UPDATE

Date of meeting	28th October 2020

FOI Status	Open/Public

If closed please indicate reason	Not Applicable - Public Report

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Approving Executive Sponsor	Executive Director of Workforce & Organisational Development

Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)		
Committee/Group/Individuals	Date	Outcome
		Choose an item.

ACRONYMS	
CT	Cwm Taf
CTM/ CTMUHB	Cwm Taf Morgannwg/ Cwm Taf Morgannwg University Health Board
PADR	Personal Development Review

1. SITUATION/BACKGROUND

1.1 The purpose of this report is to update the People and Culture Committee on progress with the launch of the new values and behaviours for CTMUHB.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

2.1 The creation of CTM on April 1st 2019 provided an opportunity to bring together the best of both the former CT and Bridgend areas, building on the strong similarities of purpose, sharing strengths and creating a compelling vision and cultural narrative with a set of powerful and engaging values and associated behaviours.

2.2 The phases of work can be summarised as:

Part A: Identify existing values and behaviour patterns
Part B: Define the desired values and behaviours
Part C: Launch new values and behaviours

This paper will provide more detail Part C.

2.2.1 Part A - October 2019 to January 2020
Extensive research using both qualitative and quantitative approaches took place across the Health Board in order identify existing values and behaviour patterns. This work commenced in October 2019 and concluded in January 2020.

2.2.2 Part B - March 2020 to July 2020 (including COVID pause)
Building on the analysis and insight from Part A, the next steps were to define a concise and authentic set of values and associated behaviours. This work commenced in March 2020 and concluded in July 2020. This included an unexpected pause in the work plan as a consequence of Covid-19.

It is important to note that through Part A and Part B, 6,445 pieces of feedback were collected and analysed to help us define our co-created values and behaviours.

2.2.3 Part C – August onwards

The current work plan focuses on our approach to launching and beginning the process of embedding our values and behaviours across CTM. This work commenced in August and is currently ongoing. The work to date and next steps includes:

- August and onwards – draft and commence work plan, identifying practical actions to help bring the values and behaviours come to life.
  This includes:
    - Job adverts and descriptions – to reflect our values and behaviours so potential employees know what is expected of them and what they can expect of CTM. (Oct-Nov 2020)
    - Recruitment and selection – moving to a values based recruitment approach in order that values and behaviours become a contributing factor in our selection processes. (Nov 2020)
    - Induction – ensuring our values and behaviours feature strongly in our induction process so that new employees understand their importance and uphold them. (Dec 2020)
    - Policies – begin working with the Assistant Director of Corporate Governance and Risk to ensure that new and refreshed policies also reflect our values and behaviours. (Dec 2020)
    - Organisational messaging – work with leaders and the CTM communications team to ensure our values and behaviours are part of the organisation's narrative and everyday language. (Nov 2020)
    - Personal Development Reviews (PADR) – review the CTM PADR process to ensure that values and behaviours form part of the process helping managers and teams to include them as part of their ongoing conversations. (Dec 2020)
    - Reward and recognition – identifying ways of celebrating staff who live our values and behaviours for example, aligning the CTM Annual Awards event with our values and behaviours. (Jan 2021)
    - Leadership & Management Development – to ensure our values and behaviours feature in our people development programmes. (TBC)
    - Employee experience programme of work – to ensure our values and behaviours feature across all key touch points of the employee journey.(TBC)

- August – procurement process concluded with contract awarded to McCann Synergy for services to include:
    - Values and behaviours visual identity
    - Campaign planning and implementation with supporting materials
    - Employee experience mapping and report
    - Values and behaviours guide for employees (October 2020)
    - Values and behaviours booklet for managers (TBC)
    - Values and behaviours animation to bring them to life (October 2020)

- Suite of graphics and digital assets (TBC)

- September – 'Pause for Thought' was a soft-launch campaign to unveil the three values across CTM using our internal communication channels (for example SharePoint, Twitter, Facebook, TV screens throughout the estate, posters). Figures 1 to 4 are example images used during the soft launch.
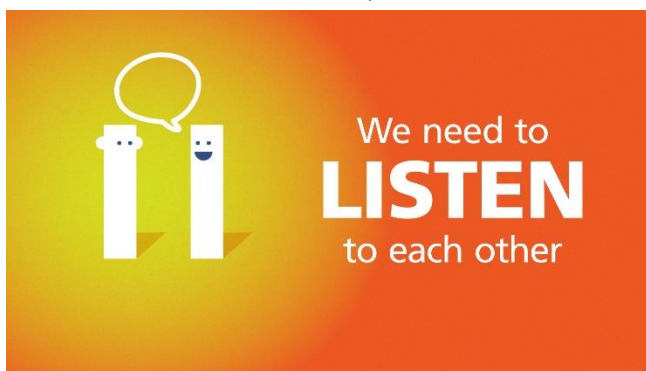

Fig. 1

Fig. 2

Fig. 3

Fig. 4

- October – planned full launch of the CTM values and behaviours with visual identify to commence on 15 October 2020 to coincide with World Values Day. This will be informed by our 'Creating the Brief' workshop which took place on Friday 25 September 2020 where key stakeholders from ILGs, Workforce & OD, Communications team, Wellbeing team, and Trade Unions colleagues participated to consider the requirements to put in place a compelling and engaging values and behaviours launch campaign across CTM.
- October 14 – a guide for managers will be issued outlining small, simple steps which managers can use to help bring our values to life in their teams. The guide will also outline the immediate actions which will take place across CTM to launch the values
- October 15 – a webinar will take place for any member of staff to join. This will be hosted by Paul Mears, CEO who will formally launch the values and

behaviours. Professor Michael West will also contribute to the session to help align our values and behaviours with compassionate leadership.

- A variety of other communications will follow across all of our communication channels to support the launch.
- Measures via a dashboard, which demonstrates the effectiveness of the values and behaviours campaign with reports and considerations for next steps.
- Benchmark data will be gathered across a number of measures with periodic subsequent reporting including:
  - Soft measures:
    1. See – employees seeing a change in behaviour
    2. Know – employees knowing the importance of values
    3. Feel – employees feeling connected to the values
    4. Do – employees regularly demonstrating the behaviours
  - Hard measure:
    1. Social media engagement (likes, comments etc.)
    2. Click through rates (where possible)
    3. Attendance at relevant sessions (virtual or face to face where appropriate)
    4. Video views

3.   KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

3.1   Challenges for leadership

Embedding the values and behaviours across CTM and beginning the process of influencing cultural change is a significant leadership challenge. This will require leaders to ensure that the values are instilled in the organisation and upheld in their own behaviour. This presents significant challenges to leadership and tends to require more active participation than that in other change programmes.

Some key challenges for leaders include:
- The need to be a role model by upholding and demonstrating the values and behaviours.
- The need to start talking about values in their daily work and to use the values as guidance in decision making.
- The need to ensure the values and behaviours are brought to life in their departments and embodied by their teams.
- To be the catalyst for creating a positive culture throughout CTM.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outined in this report.There are no specific quality and safety implications related to the activity outined in this report.
Related Health and Care standard(s)	Governance, Leadership and AccountabilityGovernance, Leadership and Accountability
	If more than one Healthcare Standard applies please list below:
Equality impact assessment completed	Yes
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	Choose an item.
Link to Main Strategic Objective	Choose an item.
Link to Main WBFG Act Objective	Choose an item.

5. RECOMMENDATION

The People and Culture Committee is asked to:

5.1 Note the work carried out to date in order to co-create the values and behaviours (see 2.2.1 and 2.2.2).
5.2 Note the process outlined to begin embedding those values and behaviours across the organisation (see 2.2.3).
5.3 Note the challenges for leadership (see 3.1).