



CORE VALUES

BACKGROUND

On Friday 11 October 2013, 66 delegates from NHS Dumfries and Galloway came together to a jointly hosted Area Partnership Forum and Area Clinical Forum conference to share learning from the Francis Enquiry, with a particular focus on staff culture and leadership.

The purpose of the event was to;

‘Through collaborative working between ACF and APF, develop a consultation document for NHS Dumfries and Galloway that defines our shared workforce culture and values and the associated expected standards of behaviour, leadership and professional practice required to achieve our organisational purpose, incorporating where appropriate the learning from the Francis enquiry.’

During a series of facilitated group discussions, delegates considered both the positive and negative experiences and feelings associated with working within NHS Dumfries and Galloway, and then distilled these into a range of values and behaviours that they considered would best support achievement of our organisational purpose going forward.

The evaluation of the event is attached as appendix 1.

Assessment

Following the event, all of the feedback sheets were collated and summarised by Caroline Sharp, Workforce Director, with the purpose of identifying patterns and themes from which to develop a set of co-produced cultural values for NHS Dumfries and Galloway for adoption by the NHS Board on behalf of all staff across the service. The summary of the work generated by the delegates is attached to this report as appendix 2.

The Workforce Director then undertook a review exercise with the Director of Planning to further evaluate the summary information and consider it within the context of existing NHS D&G purpose, culture, value and behaviours expectations, and also within the wider context of the national 2020 workforce vision and values work ‘Everyone Matters’ developed during 2013.

A summary of the local and national direction and guidance is detailed in Appendix 3.

During the evaluation process, the Workforce Director and the Director of Planning focused on two key questions;

1. What are the **important and lasting beliefs or ideals** we wish all in NHS D&G to **share**, which will **influence our behaviours**, and will **serve as broad guidelines** in all situations?

2. What do we need to do to **embed** these identified lasting beliefs and ideals within the behaviours and culture of our organisation so that they **happen every day, in every interaction**, with patients, the public and colleagues?

The outcomes of the evaluation were reviewed and endorsed by Moira Cossar, Chair of the Area Clinical Forum, and Jimmy Beattie, Chair of the Area Partnership Forum. An internal consultation exercise was then undertaken across the service to seek views from staff on the CORE values proposed. The results of this consultation are detailed in appendix 4.

Recommendation

On the basis of the evaluation of the feedback and subsequent consultation, and the local and national context, the review team recommend adoption of a set of **CORE** values for NHS Dumfries and Galloway as follows;

Our **CORE** values;
Compassion
Openness
Respect
Excellence

We consider that these four **CORE** values best represent the totality of the feedback from the APF / ACF event, and as such represent the staff voice in relation to the culture of the organisation staff wish to work in, promote and be proud of. These **CORE** values strongly underpin our organisational purpose and by adopting behaviours consistent with our **CORE** values we will be better placed to deliver our Organisational Purpose.

Finally we believe these values offer the opportunity to formally articulate a set of expectations of behaviour at all levels within the organisation in a common **CORE** language, which would help to address many of the challenges and negative experiences and feelings described, particularly in relation to job control and management and leadership of change within the organisation.

The review team further recommend that these **CORE** values are adopted as part of a wider framework of action to embed them throughout the organisation during 2014/15. This framework will focus on HOW we achieve behaviours and services which are consistent with our **CORE** values and organisational purpose, and include:

- incorporation of **CORE** values into individuals personal objectives and PDPs;
- providing support for learning, development and reflective practice consistent with our **CORE** values, including the roll out of the 'VOICES' leadership reflection process and Values Based Reflective Practice already developed by members of our senior medical staff;
- developing a 'brand' and communicating and marketing of our **CORE** values to staff, in both our internal and external communications activities; and

- encouraging dialogue about our CORE values during leadership interactions with staff, including Walkrounds, to raise awareness and support opportunities for improvement

It is proposed that the formal launch of our **CORE** values will be undertaken via this paper to NHS Board members for consideration and adoption on behalf of the staff within the organisation.

DUMFRIES AND GALLOWAY

Staff Governance Committee

16 December 2013

EVALUATION OF PARTNERSHIP CONFERENCE

Author Arlene Melbourne **Sponsoring Director** Caroline Sharp

Date 17 October 2013

Action Being Sought

The Staff Governance Committee are requested to note the details of the evaluation undertaken in respect of the October 2013 Partnership Conference

SUMMARY

The Partnership Conference was held on 11 October 2013. The Partnership Conference theme was "Learning from the Francis Enquiry". This paper provides a summary evaluation of the day.

The Partnership Conference was held on 11 October 2013 at Crichton Hall, Dumfries.

In a change to previous conferences, personal invitations were not issued to Managers. Details of the conference were instead sent out to Directors and General Managers for them to cascade within their teams as appropriate. This meant that a wider range of individuals were able to attend. Fifty-six Staff Side Representatives were also invited.

66 delegates attended the conference with the following breakdown

9 Staff Side Representatives

57 Management and operational staff

47 delegates attended the previous conference.

28 evaluation forms were returned following the conference, representing 42% of the delegates who attended.

97% of those who responded felt that the group work was good or excellent. Feedback regarding the administration was positive, 36% rating it as excellent and 50% as good with 14% rating it as average.

The respondents detailed a number of objectives they had for attending the conference, the common themes being

- to help to develop the improvement in culture change and to present VOICES;
- clear direction for values and standards of behaviour in workplace;
- listen to other people's experiences;

- forensic discussion about how to ensure 'Mid Staffs' doesn't happen here;
- to think about objectives;
- meet and talk with others. Perspective on current issues;
- clearer view and understanding of the subject;
- cross discipline/organisation wide debate;
- thought it would be about developing a plan post Francis but was pleasantly surprised that the focus was on culture change and resulted in having a tool to actually use to help change this;
- chance to discuss these important issues;
- to hear about the values for NHS D&G and to develop how we will live out those values every day;
- as a finance professional I was looking to gain more exposure to the patient/clinical/nursing side;
- practical which was good;
- to understand how to ensure a better NHS post Francis;
- information and advice;
- understanding of issues affecting partnership working;
- opportunity to explore where we are, where we would like to be and how we can get there;
- greater understanding of cultural change;
- thought that there would be more practical work on Francis report;
- increase knowledge and how we can change following on from Francis report;
- hoped for more specifics re Francis report relates to DGRI frontline staff as well as management;
- learn the lessons as in Francis report and how we can improve in D&G;
- strategic plans for implementing lessons / recommendations from Francis report;
- a better understanding of corporate views on the way forward to prevent D&G from delivering unsafe patient care; and
- to understand organisation's objectives.

Most of the delegates who responded confirmed that the programme had met, or mostly met, their objective(s) for attending.

50% of respondents provided comments at the end in support of their evaluation. These comments provide valuable data for action planning for matters of governance and for the next partnership conference and have been recorded below for information.

Positives

- Respectful role models, good to have APF and ACF linked
- Great contributions and very well organised
- Good presentations
- Discussions on culture and how to influence it was most useful element of the day
- Thought provoking day, just hope my thoughts last
- Confident that great changes are possible

Negatives

- Thought provoking but a bit sad that we need to look at behaviours and attitudes across staff who should be promoting compassionate care – this reflects a small minority being allowed to colour the good work of the majority of staff
- Hard seating uncomfortable and poor acoustics in the room
- Not all delegates are managerial staff. Those of us on ‘coal face’ felt knowledge could be assumed (who people are etc) and sometimes felt overwhelmed by management speak
- Breakout sessions were uninspiring
- Groupwork – facilitator failed to bring in quieter members and to limit louder members, so group didn’t have time to present all its ideas. Facilitator at one point announced she was ‘making an executive decision’(!) regarding summary of groups conversation. Facilitator ‘boycotted’ reference to finances, apparently at the suggestion of Hazel.
- Room not good for type of event
- Accoustics in room not good and hard plastic seating not good for all day conference.
- Hard seats

Recommendations for Improvements at Future Events

- Very useful and think it would be beneficial for more staff to attend
- Comfort break in afternoon session

Policy/Strategy Implications	Evidence to support achievement of staff governance standards
Staffing Implications	N/A
Financial Implications	N/A
Consultation	This paper is presented to Staff Governance Committee for review and comment
Consultation with Professional Committees	N/A
Risk Assessment	N/A
Check the appropriate boxes to confirm that the document (if appropriate) meets the following Board Policy requirements:	
Diversity	<input type="text" value="N/A"/>
Disability Discrimination Act	<input type="text" value="N/A"/>

Appendix 2

Collation of information / feedback gathered at APF / ACF event in October 2013, in support of development of a set of D&G 'values'

Positive experiences / feelings – summary

*Denotes multiple responses

Proud*	Excitement*
Happy*	Compassion*
Flexible*	Teamwork*
Empowerment / development*	Hearing*
Empathy*	Change*
Committed*	Heart (of service)*
Duty of care	Positive outlook
Respect	Fantastic
Fun	Love
Enlightening	Professional
Encouraged	Great experience
Autonomy	Powerful
Reward	Push back
Smile	Helpful
Excellent	Prepared
Organised	Nice
Feedback	Leadership
Communication	Care
Celebrate	Listened
Supported	Reassuring
Informative	Enjoyment
Clarity	Engaged
Educated	Development
Interested	Courage
Patient experience	

Negative experience / feelings – summary

Communication*	Frustration*
Complacent / vulnerable*	Not again!*
Pressure (unsettling)*	(burden of) responsibility*
Balancing (act)*	The system*
Challenge(ing)*	Unhappy*
Angry*	Sad*
Unpredictable	Focus
Unhappy	Muddled
Inadequate	Loaded
Constant change	Uncomfortable
Endless	Unsettling
Transition	Uncertainty
Too busy	Chance
Not important	Visible leadership
Fed up	Upset
Not listening	Uncertainty
Insecurity	Chaotic
Tired	Alone
Finances	Concern
Disappointment	Struggle
No choice	Waste
Demands	Who knows what is happening?
Systems	Fear

Values and behaviours - summary

Compassion*	Empathy*
Respect*	Dignity*
Listening / hearing*	Open and honest*
Challenging*	Polite*
Considerate*	Supportive*
Kind / caring*	Fair*
Compromise*	Appropriate (language / conversations)*
Flexible*	Smiling*
Professionalism*	Welcoming
Courtesy	Objective
Consistency	Friendly
Confidence	Clarity
Collaboration	Including everyone
Equality	Courage
Supportive	Advocate
Understanding	Learning
Sharing	Acknowledging
Communication	Ownership
Visibility	Time to talk
We are the organisation	Non judgemental
Inspiration	Move away from blaming
Good role models	Positive face
Leadership	Share thoughts
Visible	Adapt
Solutions focused	Integrity
Engage	Whole team
Authenticity	
<i>Caring and compassionate 'Traditions'</i>	<i>Little things; flexible; 'fix for all and flex for one'</i>
Respectful Open Compassionate Kind	<i>Introducing ourselves – not just name badges</i>
<i>Mirrors? Feedback (giving and receiving)</i>	

For reference and consideration

1. Definitions

Values

‘Important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations. Some common business values are fairness, innovation and community involvement’ (www.businessdictionary.com)

‘Values are about how we have learnt to think things ought to be or people ought to behave, especially in terms of qualities such as honesty, integrity and openness.’

(E coach; www.1000ventures.com)

Behaviours

‘the way in which one acts or conducts oneself, especially towards others’ (www.oxforddictionaries.com)

2. Values statements already in place

NHS Scotland values (from Everyone Matters: 2020 Workforce Vision)

The values that are shared across Scotland's Health Service are;

- Care and compassion
- Dignity and respect
- Openness, honesty and responsibility
- Quality and teamwork

A Health Understanding between NHS D&G and the people of D&G

Developed via Public Health in 2006. (full details available on request)

NHS D&G Code of Positive Behaviour (developed 2007)

Responsibility

Equality and diversity

Supportive and understanding

Positive feedback

Effective teams

Communication

Zero Tolerance

NHS D&G 'values'

'Values' document prepared 14/9/10 agreed by BMG and cascaded to General Managers

IN SUMMARY

Purpose:

- To deliver excellent care that is person centred, safe, effective, efficient and reliable
- To reduce inequalities

Person centred: patients, families, carers and staff should be treated with respect, dignity, care and compassion; public involved and informed; take responsibility

Safe: best clinical evidence; reduce risk; skilled and competent staff

Effective: services that help people to get well asap; seamless transitions; joint team working

Efficient and reliable: make best use of resources

Reduce health inequalities: focus improvement and interventions; enhance access to those most at risk

We believe that the above guiding principles will help us provide **quality** health care in D&G

Appendix 4

Feedback from internal consultation process

A consultation document was circulated widely throughout the organisation via the following key groups;

- Attendees at the APF / ACF event
- APF members
- ACF members
- Directors and General Managers
- Staff Governance Committee members
- Person Centred health and Care Committee members
- Delivering The Future allumnai
- Workforce Managers; E&D lead
- Chairs of Management Boards
- Head of Communications

The consultation period ran from 26 February to 12 March 2014.

Colleagues in receipt of this consultation document were invited to:

- provide direct feedback on the recommendations in this paper to Caroline Sharp, Workforce Director; and
- cascade the document as appropriate to others / teams who have an interest to enable them to provide feedback as above.

All feedback was welcome, but in particular, it was requested that the feedback addressed the following two key questions:

1. Do the recommendations meet the needs of the organisation as detailed in the original purpose of the ACF / APF event (described on page 1) and the two key questions considered by the review team detailed within the evaluation?
2. Do the recommended **CORE** values represent the appropriate values and behaviours essential to our organisation to enable us all to achieve the organisation's purpose (as detailed in Appendix 3)

Responses

In total responses 10 were received, details as follows.

Respondent	Commentary
Operations directorate	Advised they had no comments to make on the proposals
Finance Directorate	Advised they had no comments to make on the proposals

Alice Wilson, Associate Nurse Director	Supportive of proposals; noted importance of follow through and embedding
Hazel Borland, Nurse Director	Very supportive of proposals
Senior Nursing and AHP Directorate team	Advised they had no specific comments to make on the proposals; indication of general support for proposals
Maureen Stevenson / Patient safety team	Sceptical of process of development, including breadth of engagement across the organisation and resultant levels of organisational commitment; values identified are too generic and require further explanation
Dr James Lemon, Consultant Clinical Psychologist (via ACF discussion held)	Very supportive and keen to be involved in roll out and embedding work
Janet Lethbridge, lay member of Person Centred health and Care Committee	Challenge regarding outputs from APF / ACF event overall, and evaluation summary by Workforce Director and Director of Planning; noted values proposed similar to national NHS Scotland values
Sarah Nayani, Public Health	Questions of clarification re role of APF / ACF; challenge re breadth of engagement in the development of the values proposed; supportive of the CORE values identified and proposed.
Linda Fisher, AHP and staff side member of APF	Supportive of CORE values proposed

All respondents are thanked for their contributions, which have helped to inform the final paper and recommendations presented to the Board.

