

HSI21/003

GOVERNING BODY

Title of paper	Our Values – NHS Hampshire, Southampton and Isle of Wight CCG		
Agenda item	6	Date of meeting	28 April 2021
Director lead	Fiona Howarth, Chief of Staff		
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Purpose	For decision	<input type="checkbox"/>
	To ratify	<input type="checkbox"/>
	To discuss	<input checked="" type="checkbox"/>
	To note/receive	<input checked="" type="checkbox"/>

Link to strategic objective	The strategic objectives of the NHS Hampshire, Southampton and Isle CCG are in development
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Executive Summary
<p>This paper sets out the process of identifying a proposed a set of six organisational values for our newly formed Hampshire, Southampton and Isle of Wight CCG and engagement with our people. It also summarises the feedback so far and proposes next steps. Our six proposed values are:</p> <ul style="list-style-type: none"> • Put people and communities at the heart of what we do • Act with honesty and integrity • Treat everyone with kindness and compassion • Promote inclusion and tackle inequity • Courage and innovation • Working together <p>These values were circulated to all staff on 7 April 2021 with a survey to collate feedback. Feedback as at 19 April (66 people) has overall been very positive with 85% of responders stating that all six of the values were 'very' or 'extremely' important. It is clear however that there is additional work required to refine and elaborate on these proposed values.</p> <p>The next steps are to:</p> <ul style="list-style-type: none"> • Undertake further work and engagement with staff and senior leaders to refine proposed values during April and May. • Submit a finalised version of the values to the Board meeting for final approval in May. • Launch values campaign at beginning of June.

Recommendations	<p>The Governing Body is asked to</p> <ul style="list-style-type: none"> • Note the process and progress to date in the development of organisational values for the CCG • Discuss the proposed values and provide any feedback • Note that a final set of values will be presented to the CCG Board in May
Publication	Include on public website ✓

Please provide details on the impact of following aspects	
Equality and quality impact assessment	It will be important to ensure that each of our values promotes equality and inclusion, and all our values hold this at their centre. A specific value supports equality and inclusion in all we do.
Patient and stakeholder engagement	It is essential to engage with our people on our proposed values and ensure continuous communication during the process of development of these values. Engagement has taken place to support this paper, and additional engagement will be required with support from the Board.
Financial and resource implications / impact	The possibility of undertaking a large piece of work to start the values development process from scratch was debated, and whilst normally this would be the approach, it was agreed to balance the resource input with the intended impact in the context of the wider ICS change in 12 months' time. Therefore, the resource implications are minimal.
Legal implications	N/A
Principal risk(s) relating to this paper	Risk of not doing this work in the interim period and its impact on culture and behaviours. Risk that people will not buy in to or engage with these values.
Key committees / groups where evidence supporting this paper has been considered.	N/A

Our Values - Hampshire, Southampton and Isle of Wight CCG

1. Summary

1.1 This paper sets out the process by which we are developing a set of values for our newly merged organisation and asks the Board to note the process, feedback their insights, agree the new values in principle and approve the plan to further develop and launch our values.

1.2 Key risks:

- Risk of not doing this work in the interim period and its impact on culture and behaviours
- A risk that people will not buy in to or engage with these values.

The implications for the above risks are the potential to lead to higher turnover of staff, some people not meeting behavioural expectations at work, increases in employee relations work, and impact on morale in the workplace. Having values in place will enable further developments in our people management and policies being developed e.g. values based recruitment, developing a code of conduct, and having clear individual and team objectives in place.

1.3 This paper will:

- Provide the context
- Describe the process so far
- Summarise feedback from our people
- Address the key risks
- Set out next steps

2. Context

As a newly created CCG, it is important to establish a culture and set of values that bring us together to help foster our sense of belonging as one organisation. This was key theme from the engagement sessions held with staff from across all the CCGs in the latter part of 2020 which gathered views on what our new organisation needs to focus on. There was a strong view that our values should be clear and reinforced in numerous ways throughout the organisation.

3. Process

Southampton City, West Hampshire and the Hampshire and Isle of Wight Partnership of CCGs all had established values in place, into which had gone a lot of work, engagement and passion. In addition, during 2019 a great deal of work was undertaken to develop a vision, mission statement, set of principles of ways of working, and objectives for the Hampshire and Isle of Wight Integrated Care System (ICS).

As a new organisation, we were keen to progress and not lose the work already undertaken, and so reviewed the four existing sets of values. There is a lot of common ground and a good deal of crossover between the sets of values, and all mirror the values laid out in the NHS constitution.

To build upon this work and to support the cultural change processes of bringing our organisations together, we have proposed six organisational values for Hampshire, Southampton and Isle of Wight CCG. These were shared with all staff on 7 April 2021, asking for their feedback (via an online survey) and to share examples demonstrating how people live these values. The proposed values are as follows:

- **Put people and communities at the heart of what we do**
- **Act with honesty and integrity**
- **Treat everyone with kindness and compassion**
- **Promote inclusion and tackle inequity**
- **Courage and innovation**
- **Working together**

4. Summary of feedback

At 20 April 2021, 88 people had responded to the survey to offer feedback on our proposed values.

A summary of the feedback is:

- 87% of those who responded expressed that all six of the values were 'very' or 'extremely' important.
- 'Putting people and communities at the heart of what we do', 'Acting with honesty and integrity' and 'Treating everyone with kindness and compassion' were the values that people were most passionate about and felt were critical.
- A number of people were less sure about 'Courage and Innovation', suggesting that they needed more clarity around this value and what it means in practice.
- Many people commented on the wording of the values – are they single words or statements of action? For example 'Courage and innovation' and 'working together' do not have an action word in them, whereas the others do. Some asked whether these were behavioural statements or values and they needed to be consistent. Suggestions included having simple values with more detailed action/behaviour statements to describe each value.
- The word equity was questioned by a number of people, and it was suggested that perhaps equality was a clearer word. It was also suggested that this value should be stronger stating a clear intention rather than to 'promote' and 'tackle', e.g. eliminate.
- Words that people felt were missing included:
 - Involving patients
 - Outcomes / results / shared goals
 - Improvement / Growth
 - High quality care
 - Positivity

- Fairness
 - Care
 - Flexible
 - Supportive
 - Transparency / openness
 - Effective communication
 - Excellence
 - Ambition
 - Respect
 - Accountability / responsibility
 - Learning / development / growth mindset
 - Performing / delivering
 - Place / local
 - Trust
 - Brave
- It is evident that it is important to people that we ensure the values explicitly reflect not only how we work with other organisations, but how we work and support each other across our internal workforce at all levels of the organisation. A small number of respondents felt the values could be more powerful or concrete in their intention as they are currently a little soft, for example using more intentional words to describe the our action round the value, such as ‘be kind’, ‘embrace change’, ‘create better ways’, ‘work together’, ‘behave inclusively’.
 - There is an overall positive response to this work being undertaken and acknowledgement of the need for a shared set of values for our new organisation. A small number of people however felt that this was poorly timed due to the significant uncertainty that remains for people as a result of the merger. It is our view that this clarity around values and setting the tone for the culture it is actually critical to providing some stability during a time of significant change and uncertainty.
 - Embedding these values is a key concern for people – how do we ensure that these values feature in everything we do, that we hold each other to account and role model them, and share and demonstrate examples of how we live our values. It is our intention to collect and share these examples as part of the communications plan.

5. Addressing issues and risks

Two risks have been identified in undertaking this work, both of which lead to the potential for higher turnover of staff, some people not meeting behavioural expectations at work, increases in employee relations work and impact on morale in the workplace. Without clear values, further developments could be held back in our people management work and policy development e.g. values based recruitment, developing a code of conduct, and having clear individual and team objectives in place.

- A risk of not doing this work and not developing a set of values. work in the interim period and its impact on culture and behaviours
- A risk that people will not buy in to or engage with these values.

To mitigate these risks it will be important to:

- Ensure people are given the time to engage in this work and consider their own personal values in relation to the organisational values.
- Engage as widely as possible with people across our organisation.
- Truly embed these values in all we do, including use of appraisals and recognition, recruitment and conduct charters as well as a commitment to lead from the top and set the tone for the whole organisation.

6. Next steps

The proposed next steps are to:

1. Engage widely on the values with staff for example through staff engagement forums and senior leadership group in May.
2. Refine the values according to feedback and resubmit to May Board meeting for approval.
3. Launch values organisation-wide June, including the following:
 - All staff briefing
 - Content on our staff app including written, visual, video content and podcasts
 - Visual materials – to include screensavers and corporate identity items
 - Case studies showing senior leaders and colleagues leading by example and bringing the values to life
 - People from across the organisation will be asked to sign up to the values when they are launched in June, with follow-up internal communications to recruit further champions. These champions will identify local opportunities to promote the values and will feedback corporately and to the communications team. Values champions will also be invaluable in identifying case studies of staff living the values and behaviours, which will be reflected through our communications
 - Communications to partnership member practices and stakeholders (via newsletters, bulletins etc) including case studies
 - Social media and website content including case studies and images

7. Governance

Progress will be monitored by the Chief of Staff. A revised and final set of values and details of a formal launch campaign will be reported back to the Board in May for ratification with progress updates thereafter.

8. Decision required

The Governing Body is asked to:

- Note the process and progress to date
- Discuss the proposed values and give any feedback
- Note that a final set of values will be presented to the CCG Board in May

Kate Hardy, Head of Organisational Development

20 April 2021