HSI21/015

NHS
Hampshire, Southampton and
Isle of Wight
Clinical Commissioning Group

GOVERNING BODY

Title of paper	Our Values – NHS Hampshire, Southampton and Isle of Wight CCG		
Agenda item	**4**	**Date of meeting**	9 June 2021
Director lead	Fiona Howarth, Chief of Staff		
Clinical lead (if applicable)	Nicola Decker, CCG Clinical Leader		
Author	Kate Hardy, Head of Organisational Development		

Purpose	For decision	☒
	To ratify	☐
	To discuss	☐
	To note/receive	☒

Link to strategic objective	The objectives of the NHS Hampshire, Southampton and Isle CCG are submitted to this meeting for approval

Executive Summary

This paper sets out the final recommended six organisational values for our newly formed Hampshire, Southampton and Isle of Wight CCG following a period of engagement, consultation and development with our people. It also summarises the next steps.

Our six proposed values were presented to all staff via: an all staff e-mail, an all staff briefing, a line managers briefing, and a senior leader's forum. Feedback was sought via a survey, through discussions with teams, and through discussions at the senior leader's forum on 6 May. Based on the collective feedback, the revised values are proposed as:

- **People first**
- **Honesty and integrity**
- **Kindness and compassion**
- **Fairness**
- **Courage and innovation**
- **Collaboration**

These revised values, with a description and set of 'actions' or 'behaviours' have been developed using people's feedback and are enclosed in Annex 1.

The next steps are to:

- Undertake further work to develop our values launch.
- Launch values campaign during the middle of June.
- Ensure there is a plan for embedding values into the whole employee journey.

Recommendations	**The Governing Body is asked to:** • **Note the process undertaken to define our organisational values** • **Approve the final set of organisational values and action statements** • **Endorse the launch plan for our organisational values** • **Champion the new organisational values at every opportunity**

Publication	**Include on public website** ☐

Please provide details on the impact of following aspects	
Equality and quality impact assessment	Each of our values promotes equality and inclusion. Our specific value of 'Fairness' supports equality and inclusion in all we do.
Patient and stakeholder engagement	Engagement has taken place throughout April and May to develop the values including: • communication via an all staff e-mail, • communication via an all staff briefing, • awareness raising at a line managers briefing, • discussion at staff forum meetings, • discussion at a senior leader's forum. A second round of engagement to all staff via our new stay connected app is underway to test out the revised values and gather any final feedback.
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 engage with or actively demonstrate these values.

Governance and Reporting - which other meeting has this paper been discussed		
Committee Name	Date discussed	Outcome
Board Meeting	28 April 2021	Way forward noted and approved.

<u>Our Values - Hampshire, Southampton and Isle of Wight CCG</u>

1. Summary

1.1   This paper sets out the process by which we developed a set of values for our newly merged organisation and asks the Board to ratify the revised set of values and endorse the plan to launch our values.

1.2   This paper will:

- Provide the context
- Describe the process and summarise feedback
- Layout the revised values and action statements
- Address the key risks
- Set out next steps

2. Context

2.1   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.

3. Process

3.1   In April a piece of work was undertaken to review the four existing sets of values from Southampton City CCG, West Hampshire CCG, the Hampshire and Isle of Wight Partnership of CCGs, and the Hampshire and Isle of Wight Integrated Care System (ICS).

3.2   Six organisational values for Hampshire, Southampton and Isle of Wight CCG were proposed, 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

3.3   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.

3.4   In addition, we asked teams to feedback their collective thoughts, we shared and discussed with staff forums, we highlighted the proposed values via the all staff briefing in April and discussed the values in depth at the senior leader's forum on 6 May.

3.5   Collectively, around 200 people contributed to the feedback on the proposed values.

4.   Summary of feedback

4.1   In summary the feedback informed us that:

- All six of the values were very important.
- The wording of the values was inconsistent – some were action statements and others were not and we needed to be consistent.
- There was a need for short punchy values that people could remember as well as more detailed action / behavioural statements that people could relate to and apply day to day.
- Some of the values needed more clarity.
- There was a need to be bold and more determined in the expression of our values.
- It was important to people that we ensure the values explicitly reflect not only how we work with other people and organisations, but how we work and support each other across our own workforce.
- Embedding these values throughout the organisation, at all levels, is a key priority for people.

5.   Our Organisational Values

5.1   Following the feedback we are pleased to present our proposed six organisational values as follows:

- People first
- Honesty and Integrity
- Kindness and compassion
- Fairness
- Courage and innovation
- Collaboration

5.2   The full description and action statements can be found in Annex 1, with visual representation options set out in Annex 2.

6.   Addressing issues and risks

6.1   The key risks are as follows:

- The risk of not doing this work in the interim period and its impact on culture and behaviours
- The risk that people will not engage with or actively demonstrate these values.
- Improvements in Human Resources and Equality, Diversity and Inclusion good practice will be hindered as processes and procedures will not be values based

6.2   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. Further detail around risks is set out in Annex 3

7.   Next steps

7.1   The proposed next steps relate to the launch of the values organisation-wide in mid-June, via the following:

Agree a visual depiction of our values. (Please see Annex 2 for the different options).	by 15 June
A dedicated page on the stay connected app to describe our new values.	By 18 June
Web content including case studies and images on launch date.	w/c 21 June
A news item on the stay connected app to launch new values.	w/c 21 June
A series of 'stories' which highlight some real life examples of how our people have demonstrated our values are currently being collated and will be launched on the stay connected app. These will be presented in written, visual, video content and podcast formats.	To be released over the course of 6 weeks from 28 June to 2 August.
Sharing at all staff briefing.	29 June
All our people to be sent a push notification to 'acknowledge' and sign up to the values, and will be asked to offer their pledges to describe one thing they will do to role model each value.	30 June – following all staff briefing.
Executive team member blog to offer reflections on when they have identified these values in action, and ways in which they have personally considered and used them to good effect.	w/c 5 July
Values discussed as part of our corporate induction programme.	Next induction – 6/7/8 July
Communications to partnership member practices and stakeholders (via newsletters, bulletins etc) including case studies.	By end July
Launch of new appraisal paperwork which includes a section to review values and behaviours.	By end July
Launch of new corporate identity items with visual representation of our values, including 'Teams' backgrounds, screensavers, powerpoint slides, documents.	By end July
Develop a question bank to support values based recruitment.	By end Aug
Values form part of all internal leadership programmes.	By end Aug
Develop a values based staff recognition scheme.	By end Sept

8.   Governance

8.1   Progress will be monitored by the executive team. An update will be provided to the Governing Body in September with details on the progress of the launch programme, plans to further embed our values, and the next steps for development of our values towards the formation of the new Integrated Care System.

9.   Decision required

9.1   The Governing Body is asked to:

- Note the process undertaken to define our values
- Approve the final set of values and action statements
- Endorse the launch plan for our values
- Champion the new organisational values at every opportunity

Annex 1: Our organisational values

People first

This value tells us that in all we do we must consider the needs of the people at the heart of what we do first. This might be the needs of the people living in our local communities, the patients in need of a specific service or the families of loved ones who are caring for and supporting others. It also reminds us that we, as a workforce, are just as important and every single one of us has different needs and desires. To ensure we get the best out of every member of our team, we must also put our own people first.

How does this mean in practice?

- Involve people in our day to day activities (including committees, staff training, etc) and from the outset of any new project (acknowledge that it takes time, and is time well spent).
- Ask our people, patients, stakeholders, partners, families and local population to educate and inform me about what works well, what doesn't work and what can be improved upon.
- Work collaboratively to seek improvement that brings positive outcomes for: people at work; our partners; and our communities.
- Seek to understand a problem from a patient's / colleague's perspective rather than an organisational one and take a customer/people centred approach. Recognise that no idea is a silly idea.
- Where appropriate, act upon what we are hearing from people.
- Engage creatively and use a range of techniques to ensure we are able to reach all parts of the workforce / community and include minority groups.
- Put people's wellbeing first and maintain focus on the wellbeing of our teams

How will we support you?

Learning and development opportunities in public and patient engagement

Access to engagement tools, including surveys, etc

Development of a coaching culture, with education, tools and resources to support.

Permission to put yourself first – do what you need to maintain your wellbeing.

Honesty and Integrity

The dictionary tells us that honesty is the quality of being sincere, truthful, or trustworthy even when the truth isn't what people want to hear. Integrity can be defined as being honest and true to your moral principles. As an organisation we ask people to be true to their own values and principles, whilst respecting others, and having open conversations where people can speak plainly about how they feel and what they think.

What does this mean in practice?

- Speak openly, whilst respecting professional boundaries, with colleagues, patients, families, partners, stakeholders.
- Recognise that we are all different in the way we like to contribute and encourage others to speak openly in a way that suits them by offering multiple opportunities for people to express their opinions.
- Maintain communication with others to ensure expectations are clear and managed.
- Introduce ourselves by name and team to break down hierarchical barriers.
- Always communicate with best intentions and assume best intentions from others.
- Speak up if you are asked to do something that you believe is not in line with the organisation's values.
- As well as being true to your own principles, uphold and demonstrate our CCG values to be ambassadors for the CCG and the wider NHS.

How will we support you?

Development opportunities, including training, coaching and reflective practices, to increase self-awareness and awareness of others preferences.

Offering a toolkit of techniques in having challenging conversations and giving feedback.

Offer a variety of places for you to speak up, including Freedom to Speak up Guardians, safe spaces, surveys, 1:1s and through our Human Resources team.

Kindness and Compassion

Compassion creates psychological safety, empowerment and support, in turn helping people develop and implement new ways of working and delivering services.

"The evidence of the links between psychological safety, supportiveness, positivity, empathy, leadership and innovation is deep and convincing." *West, M, et al (2017) Caring to Change, Kings Fund*. We know that compassionate cultures have positive effects on patient outcomes, safety and experience and health, wellbeing and engagement of staff.

It is vital that we foster a culture of kindness and compassion across our work, through every interaction we have, every single day. Not only must we be compassionate to others, we must also be kind to ourselves.

<u>What does this mean in practice?</u>

- Reach out and pay attention to others, noticing when they need additional support.
- Listen to understand, not to reply.
- Encourage reflection, questions, silences, pauses and acknowledge emotional responses.
- Allow yourself to be vulnerable, we are all human.
- Consider the whole person and all that comes with us (e.g. self, family, work, friends) and appreciate every individual for their uniqueness.
- Take breaks every day! Set boundaries between work and home life.

<u>How will we support you?</u>

Access to a wide variety of Health and wellbeing resources, meaning there is something for everyone.

Development opportunities and tools techniques to build a compassionate working culture.

Permission to take breaks, get outside, slow down.

Values based appraisal processes and documentation.

Time to reflect in a way and a place that suits you.

Time to connect with others.

Fairness

Fairness incorporates Equity, 'a situation in which everyone is treated fairly and equally', and Justice, 'fairness in the way people are treated'.

Our value isn't about treating everyone the same, it is the aim to treat people in a way that is right or reasonable. This means we will take positive action where we can to ensure everyone gets fair access to opportunities, facilities, activities, services and enjoy the same experiences.

Inclusion is an act, which we can all perform, to support our value of fairness.

<u>What does this mean in practice?</u>

- Ask yourself every day what you did to be inclusive, using these simple strategies:
  - o Be mindful in your communication: listen more & talk carefully (use appropriate language).
  - o Challenge stereotypes.
  - o Avoid assumptions.
  - o Ask yourself and others the right questions to help in the process of awareness and discovery of others.
  - o Be self-aware of your privileges and the lens they give you on the issues you encounter
  - o Be proactive in educating yourself on the topic – follow blogs, twitter feeds, read books, google it.
  - o Stay open, curious and do not fear mistakes.
  - o Challenge yourself – have you heard diverse views of staff or communities on this topic?
- Ensure that all voices in a room are heard (give everyone an opportunity to speak) and be welcoming and open to what they say, regardless of whether or not you are in agreement. Respect (show politeness to, honour and caring for) others for the things they bring to a situation, for the things that are important to them, and for the different customs and cultures which they associate with.
- Share your personal experiences – we all have our own stories, values and needs for inclusion.
- Ask what else you can do to support people: with disabilities and long term conditions; from ethnic minority backgrounds; who identify as LGBTQ+; from different age groups; with caring responsibilities; with specific beliefs.
- Ensure transparency of systems and processes and that due process is followed for every individual, irrespective of seniority or background.
- Challenge systems, processes, behaviours and language that is not inclusive or doesn't promote equity.
- Strive for the best outcomes for our communities via a fair and equitable service

<u>How will we support you?</u>

Offer learning and development opportunities to help you develop your self-awareness, skills in engagement and treating people fairly.

Provide opportunities for people to speak up via safe spaces, the freedom to speak up programme, and other avenues, including opportunities for anonymous feedback.

Support people to challenge unacceptable behaviour through our policies and procedures.

Courage and innovation

This value sets out our ambition to act with bravery in all we do, be it by challenging ineffective behaviours or by trying out new ideas and ways of working, learning from them if they don't work out. By being courageous in our approach we will create the forward thinking culture we all want to see, we will learn from our mistakes and come back even stronger. Courage and innovation at work will improve our own experience as well as the experiences of the population we serve.

What does this mean in practice?

- Actively encourage new ideas from team members, colleagues and stakeholders and take the time to listen to, encourage and applaud those ideas. This could be by having a standing agenda item on team meetings, through informal interactions, or by setting aside specific time to unpick knotty issues.
- Create the conditions (psychological safety) in your teams and with colleagues which encourage healthy debate and challenge.
- Allow yourself to be vulnerable – we are all human.
- Be gracious when receiving feedback and challenge and acknowledge it by exploring the feedback further and inviting other perspectives.
- Find ways to communicate differently – for example whiteboards, shared documents, interactive polls, informal / creative spaces.
- Speak up when something isn't sitting right with you, and speak up in support of others.
- Do the right thing.
- Expand your networks and find out what other people are doing, sharing ideas and resources.
- Take time yourself and enable others to take time to reflect, read, learn and share new insights, experiences and skills.
- Allow failure both for yourself and others – we learn more from our mistakes than our successes. Eliminate blame, and instead reframe it to reward people with praise for bravery and effort.

How will we support you?

Create space for reflection and learning

Provide a suite of tools and resources to help you create psychological safety in your groups and teams

Provide opportunities for people to speak up via safe spaces, the freedom to speak up programme, and other avenues.

Provide tools and opportunities for innovation, sharing best practice and learning across teams, organisations and systems.

Collaboration

Working together is an essential part of an integrated care system and needs to be front and centre of all that we do. We're talking about working together within your teams, across different teams, maintaining existing networks and establishing new ones, working across organisational boundaries, seeking expertise outside of the health and care sector, and connecting with colleagues regionally and nationally. All this with the underlying commitment to deliver the best outcomes for the people of Hampshire and Isle of Wight.

Collaborating is both assertive and cooperative. When collaborating, two or more people work together to find a solution that fully satisfies the concerns of everyone. This can only happen through trust, mutual respect and open communication.

Collaborating might take the form of exploring a disagreement to learn from each other's insights, resolving some condition that would otherwise have people competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.

What does this mean in practice?

- Seek out collaborative possibilities by seeing differences as opportunities for joint gain, learning or problem solving.
- Connect with someone you haven't worked with before and find out about them, share some of yourself and find out how you might be able to work together.
- Make time to build networks and be involved, even if they don't immediately feel productive. Collaboration takes time.
- Check that there is genuine commitment to a joint decision even when it was initially in conflict.
- Where you disagree with a decision, take time to express this in a professional and non-judgemental way.
- In meetings or networks, minimise the visibility of organisational hierarchy by introducing yourself by name, not role, and rotating round the role of chairperson.
- Spend time getting to know other people and what they bring to a group or team.
- Adopt an 'outward mindset' and consider other people's objectives before your own.
- Recognise that disagreement can be positive – if undertaken respectfully and constructively it can result in better collaboration and outcomes.

How will we support you?

Create a toolkit of practical tips on how we can work together as part of the Integrated Care System

Provide a suite of tools and resources to help you create psychological safety in your groups and teams

Offer learning and development opportunities to help you develop your self-awareness and skills in engagement and influencing.

Annex 2: Visual representation options

Below are four options for the visual representation of our values (NB. Wording to be changed in line with revised value wording)

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 inequality

Courage and innovation

Working together

Put people and
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Annex 3: Risks

The associated risks in the case of these values are only in relation to the values not being implemented and embedded effectively. It is unlikely this would lead to any negative impact in the short term but in the long term could ultimately lead to higher turnover of staff, increases in employee relations case work and a loss of clear organisational identity.

The more likely impact would be that improvements in HR and Equality, Diversity and Inclusion good practice would not be enable as most effective processes and procedures will not be values based.

To mitigate this risk it will be important to:

- Use multiple channels, media and methods of communication to launch the values and bring them to life.
- Ensure people are given the time to consider our values and what they mean to them personally.
- Demonstrate we have listened to the feedback given.
- 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.
- Leading and role modelling from the senior leadership team.

Kate Hardy, Head of Organisational Development
27 May 2021