



AGENDA ITEM

3.5.2

CTM BOARD

CULTURE, VALUES AND BEHAVIOURS: UPDATE

Date of meeting	30/09/2020
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Paul Edmonds, Senior OD Manager
Presented by	Hywel Daniel, Executive Director of Workforce & OD (Interim)
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

CTMUHB	Cwm Taf Morgannwg UHB
CHC	Community Health Council
PDR	Personal Development Review

1. SITUATION/BACKGROUND

- 1.1 The purpose of this report is to update the Board on progress with the new values and behaviours approach for Cwm Taf Morgannwg (CTM) UHB.

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

- 2.1 The creation of Cwm Taf Morgannwg on April 1 2019 provided an opportunity to bring together the best of both the former Cwm Taf 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

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. This included:

- October 2019 – Culture & Values Staff Survey, 4,070 responses
- October 2019 – Culture & Values Patient Survey, 215 responses
- November 2019 – Culture & Values Staff Workshops, 402 attendees
- November 2019 – Culture & Values Patient Workshops, 18 attendees
- December 2019 – January 2020 – Analysis

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. This included:



- March 2020 – Culture & Values Draft Values Survey, 150 responses
- Work was unexpectedly paused as a consequence of Covid-19 in March 2020. Work recommenced in June 2020 with the aim of (a) revisiting and refining the draft values and behaviours in light of staff's experience through the pandemic and (b) to gather baseline information about staff wellbeing.
- June 2020 – Culture & Values Shape your Workplace Survey, 1,414 responses
- July 2020 – Culture & Values Focus Group, 16 attendees (senior leaders)
- July 2020 – Culture & Values Workshop Group, 15 attendees (executive team)
- July 2020 – presented to Management Board
- July 2020 – presented to Community Health Council (CHC)
- July 2020 – presented to People and Culture Committee
- July 2020 – approved at full Board

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 2020 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 – draft and commence work plan, identifying practical actions to help make 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.
 - Recruitment and selection – moving to a values based recruitment approach in order that values and behaviours become a contributing factor in our selection processes.
 - Induction – ensuring our values and behaviours feature strongly in our induction process so that new employees understand their importance and uphold them.
 - 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.



- Organisational messaging – work with leaders and the CTM communications team to ensure our values and behaviours are part of the organisations narrative and everyday language.
 - 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.
 - 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.
 - Leadership & Management Development – to ensure our values and behaviours feature in our people development programmes
 - Employee experience programme of work – to ensure our values and behaviours feature across all key touch points of the employee journey.
- 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 (TBC)
 - Values and behaviours booklet for managers (TBC)
 - Values and behaviours animation to bring them to life (TBC)
 - Suite of graphics and digital assets (TBC)
 - September – share Values and behaviors across CTM through teaser/trailer communications.
 - October – full launch of the CTM values and behaviours with visual identity planned to coincide with World Values Day on 15 October 2020.



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

- 3.1 The work carried out to date demonstrates a robust process to engage with staff, patients and service users across the Health Board in order to co-create a clear and compelling set of values and behaviours for Cwm Taf Morgannwg as follows:

Value	Behaviours
1. We listen, learn and improve	<ul style="list-style-type: none">• We take time to ask and listen carefully to people's worries, views and ideas — then actively do something to make a difference.
	<ul style="list-style-type: none">• We make it safe and easy for people to speak up - as well as being open to giving and receiving feedback as a chance to learn.
	<ul style="list-style-type: none">• We welcome change, bring a positive, 'will do' attitude and find ways to actively improve the way we do things.
2. We treat everyone with respect	<ul style="list-style-type: none">• To show that we value other people and see them as equals, we treat everybody with kindness and fairness.
	<ul style="list-style-type: none">• We go out of our way to be supportive, helpful and friendly.
	<ul style="list-style-type: none">• We recognise what people do every day to make a difference, and say 'thank you'.
3. We all work together as one team	<ul style="list-style-type: none">• We bring people together and build strong, trusting relationships by including others in decisions and activities.
	<ul style="list-style-type: none">• We look out for people's wellbeing and safety — both physical and psychological — and support them if these are at risk.
	<ul style="list-style-type: none">• We are open, clear and honest in the way we communicate, and — if we need to — change the way we explain something to help people understand.
	<ul style="list-style-type: none">• When we learn something useful and inspiring, we share it with others.

3.2 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 behavior. 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	Yes (Please see detail below)
	By living the agreed Values and Behaviours, the quality, safety and patient experience will be enhanced.
Related Health and Care standard(s)	Governance, 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.
Resource (Capital/Revenue £/Workforce) implications /	Yes (Include further detail below)



Impact	The procurement exercise has been fully funded.
Link to Main Strategic Objective	To Improve Quality, Safety & Patient Experience
Link to Main WBFG Act Objective	Commitment to corporate social responsibility and improving health & social equity, work with our staff, partners and communities to build strong local relationships and solid foundations of the past

5. RECOMMENDATION

The Board 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 launch the values and behaviours in October and to begin embedding across the organisation (see 2.2.3).
- 5.3 **NOTE** the challenges for leadership within the organisation (see 3.2).