

Board of Directors - Public

SUMMARY REPORT

Meeting Date: 22 September 2021

Agenda Item: 7

Report Title:	Our Values	
Author(s):	Caroline Parry, Executive Director of People	
Accountable Director:	Caroline Parry, Executive Director of People	
Other Meetings presented to or previously agreed at:	Committee/Group:	Board of Directors
	Date:	26 May 2021
Key Points recommendations to or previously agreed at:	<p>A paper was presented to Board on 26/05/2021, to provide an overview of the process of engagement and feedback received to develop options for a refreshed Values statement together with an outline implementation plan.</p> <p>Board received the report and noted the work to date at the May 2021 meeting.</p> <p>Board agreed to build on the suggestions and for them to be re-circulated ensuring all staff groups had opportunity to comment.</p>	

Summary of key points in report

During the Spring 2021, staff were engaged to share their opinion of our values. The current values were shared, along with the NHS Constitution values for all to consider if they were still reflective of our organisation. A range of engagement opportunities were offered including questionnaires, open forums, and team meetings. 209 people completed questionnaires, and feedback from all engagement sessions involving over 300 staff were collated and an options appraisal presented to Board with recommendations.

The purpose of this report is to confirm action taken following the Board meeting on 26/05/2021 to provide a further opportunity for staff to comment. A communication was shared on Jarvis, in August 2021, providing staff with a final chance to provide feedback on the following proposed values:

- Working together (for service users)
- Respect and kindness
- Everyone counts
- Commitment to quality
- Improving lives

No further comments were received from staff during this final consultation period.

Recommendation for the Board/Committee to consider:							
Consider for Action		Approval	*	Assurance		Information	
The Board are asked to approve the proposed values, based on feedback received following engagement and consultation with staff.							

Please identify which strategic priorities will be impacted by this report:				
Covid-19 Recovering Effectively	Yes			
CQC Getting Back to Good	Yes			
Transformation – Changing things that will make a difference	Yes			
Partnerships – working together to make a bigger impact	Yes			

Is this report relevant to compliance with any key standards ?	State specific standard			
Care Quality Commission	Yes			Well Led Domain
IG Governance Toolkit	No			

Have these areas been considered ?	YES/NO			If Yes, what are the implications or the impact? If no, please explain why
Patient Safety and Experience	Yes		No	<i>Indirect impact – adhering to our values will create a culture which will ensure we provide the best care for our service users</i>
Financial (revenue & capital)			No	
OD/Workforce	Yes			<i>Enable delivery of our People Strategy. The values will form a foundation of what we as an organisation care about the most and will provide a common purpose by which all understand and work towards. They will feature throughout our OD and people processes and practices.</i>
Equality, Diversity & Inclusion	Yes		No	<i>Please complete section 4.2 in the content of your report</i>
Legal			No	

Title	Name of Report
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Section 1: Analysis and supporting detail

Background

1.1 A paper was presented to Board in May 2021, detailing the process and outcome of our values refresh. This contained the following:

1. The context for and origin of NHS Trust Values.
2. The organisational benefits of investing in Values, particularly in relation to workforce development and wellbeing, quality of care, leadership development, and development of organisational culture.
3. The rationale to undertake this refresh, and in relation to both internal and external organisational feedback.
4. The role of Values in shaping and guiding organisational behaviour, and in meeting strategic aims.
5. The consultation process undertaken with staff to review the current Trust Values, involving face to face consultations and survey methodologies.
6. An Options Appraisal of a set of refreshed values, based on current SHSC Values and NHS Constitution Values.

The recommendation made to Board in May of this year proposed: Option 2, the preferred option of staff, based on staff feedback and consultation: This is a hybrid version containing both NHS Constitution wording and elements of the existing 'Our Values', specifically the current behavioural statements. In this option the number of Values reduces from 6 to 4 (overall staff feedback favoured a reduced number of values). This option provides an opportunity to take one key word from each Value and create a SHSC mnemonic for increased impact and communications, which our staff seem to favour.

The preferred values were:

- Working together for service users
- Respect, empathy, and kindness
- Commitment to Quality of Care and Improving Lives
- Everyone counts.

1.2 Feedback from Board and onward consultation with staff

The Board provided feedback on the preferred values, largely supportive of the proposal. There was some discussion on the whether the word empathy was a value, and the view was that it was not, and the word was removed, noting that compassion and kindness were simpler terms and actions when caring. There was also a suggestion to split the "Commitment to Quality of Care and Improving Lives" into two separate stated Values. Board agreed that the proposed values should be circulated for final comment, and the following set of Values has subsequently been shared with staff, by the communications team, via Jarvis, Connect and Sheffield Health and Social Care Facebook.

- Working together (for service users)
- Respect and kindness
- Everyone counts
- Commitment to quality
- Improving lives

No further comments have been received from staff during this final consultation period.

1.3 Once the values are confirmed, next steps include:

- Development of a behavioural framework, to include existing SHSC behavioural statements, and work collaboratively with the High Professional Standards Group.
- Develop an implementation plan with timescales to ensure:
 - Re-launch of SHSC Values activity / Event
 - Inclusion of revised Values in SHSC published materials, website, briefings etc
 - Inclusion in induction and training activities.
 - Inclusion in our Values Based Recruitment approach

Section 2: Risks

2.1 There is a risk that our people do not sign up to the refreshed values, however a range of engagement sessions held with staff including questionnaires, open forums and team meetings shaped the refreshed values. This was supplemented by a further opportunity to feedback on the values following the May 2021 Board meeting.

2.2 Corporate Risk Register:

The approach to the values refresh, reaching out to as many staff as possible through a range of means, sought to enable as much engagement as possible with staff in the values review, which supports efforts to mitigate Risk no 4078 (Low staff engagement may impact on the quality of care, as indicated by the staff surveys 2018-20).

Section 3: Assurance

Benchmarking

- 3.1 The NHS Constitution values were considered to stimulate discussion and debate alongside our current values to support the refresh.
- 3.2 The most recent NHS Staff Survey findings signpost the need to give added emphasis to Values and behaviours.

Triangulation

- 3.4 The impact of the values will be measured through staff survey and pulse check results in addition to triangulation against other reporting, qualitative feedback and data received by the People Committee.

Engagement

- 3.5 The process of consultation on the values refresh included:
- Team discussions led by senior leaders
 - Facilitated open sessions open to all staff
 - Online survey, shared at briefing sessions and via Connect with the all staff

The feedback is detailed in the Values Refresh Board paper dated 26/05/2021.

Section 4: Implications

Strategic Aims and Board Assurance Framework

4.1 Creating a Great Place to Work

The values refresh and the process of engagement aimed to support input and ownership of the proposed changes to our values. Further work to establish a behavioural framework to underpin the values will strengthen work on engagement and provide mitigation for *BAF 0020 and seek to improve the culture of our organisation.

BAF 0020 There is a risk that we fail to effectively develop and implement a new approach to strengthening leadership and improving the culture of our organization and/or align this with our organisational design resulting in low staff morale, poor service quality and poor staff and service user feedback.

Equalities, diversity, and inclusion

- 4.2 One of the proposed values that came out of consultation was 'everyone counts' which reflects inclusion, and the complexity and diversity of our people. Our staff network groups were part of the engagement events and will continue to be involved. In taking forward this value we will take account of our public sector equality duty to promote equality of opportunity and foster good relations.

Culture and People

- 4.3 The refreshed values will underpin our strategic direction and everything we do.

We will use our vision and values to set our standards of care, service quality, shape our behaviour and cultural development. Our values also set out the approach and importance we give to engaging with and working with our staff and the focus we have on co-production of services and plans with people who use our services: 'Nothing About Me Without Me'.

Integration and system thinking

- 4.4 Not directly related to the paper.

Financial

- 4.5 None directly arising from the paper.

Compliance - Legal/Regulatory

- 4.6 This paper supports the Public Sector Equality Duty (PSED) element one, to prevent discrimination and supports the proactive elements of the PSED to advance equality of opportunity and to foster good relations.