

Agenda item 4.i

Report to:	Board of Directors	Date: 3 June 2021
Report from:	Director of Workforce and Organisational Development	
Principal Objective/Strategy:	The purpose of this paper is to present refreshed Trust Values and a new Behaviours Framework for approval.	
Title:	Report of the Director of Workforce and Organisational Development	
Board Assurance Framework Entries:	Recruitment Retention Staff Engagement	
Regulatory Requirement:	Well-Led	
Equality Considerations:	Public Sector Equality Duty Workforce Race Equality Scheme	
Key Risks:	<ul style="list-style-type: none"> • Turnover increases as a result of poor staff engagement • We are unable to recruitment sufficient staff to meet safe staffing levels • Staff engagement is negatively impacted by poor people practices 	
For:	Approval	

1. Introduction

1.1 In July 2019 Royal Papworth Hospital (RPH) commenced a Compassionate and Collective Leadership Programme to embed a culture that enables the delivery of continuously improving, high quality, safe and compassionate care.

1.2 In Phase1 the project team identified eight key priorities to focus on to improve the culture of the Trust and the experience of staff. One of the key priorities was to review the values of RPH to ensure the values reflect the feedback from staff about what is important and the new working environment and to have a set of behaviours that guided staff and managers in embedding the values into the day to day experience of staff and patients. The values and behaviours framework was central to all the other changes that were required to build a compassionate culture.

2. Developing the new Values and Behaviour Framework

2.1 The process for creating the new values and behaviours framework has involved:

- A review of values and behaviours in other Trusts
- A review of the data from Phase 1 of the compassionate management project
- Design and development of our model

- An engagement process to seek feedback and adjust the model against staff feedback
- 2.2 In order to ensure that the values and behaviours truly reflect the culture that staff working at RPH want to experience and resonate in terms of the language used we have been engaging widely with staff/teams across the organisation:
- An initial values-mapping workshop with a few key members (Workforce and Strategy) on 18 January 2021. The workshop was a good starting point to recognize the essential RPH values and to clarify the meanings of the values and the associated behaviours to support these values.
 - Creation of the initial values and behavioural framework based on the inputs from the first workshop and by analysing and synthesising data and feedback received from phase 1, polls survey and Laudix.
 - Sharing and testing of the framework with diverse groups and departments. The feedback received from these sessions has helped us to build a relevant and meaningful framework. There has been engagement with over 25 different teams who have provided feedback on the framework.
- 2.3 Attached as Appendix 1 is the final version of the Values and Behavioural Framework for approval.

3. Next Steps

- 3.1 The Communications team are finalising the design of the values and behavioural framework that will be used to launch and communicate it with staff and patients. We are planning to launch the new framework in July with a series of staff events. Professor Michael West has agreed to support our communications by participating in an “interview” with the Chief Executive which we will use in our launch communications. We will also record material with him that we can use in future training material. We are planning a webinar with some national speakers which will focus on compassionate leadership and inclusion.
- 3.2 We have started development of a training package that will be rolled out to all staff to familiarise them with the behaviour framework, gives some simple models of how to give and receive feedback on behaviours, how to raise concerns and support other staff.
- 3.2 We are developing the project plan and governance for how we will reflect these values and behaviours across all our workforce practices/policies. Appendix 2 sets out the developing project plan for this. Our first priority will be the development of a line managers development programme and work has commenced on this. We will measure progress on the impact of the values and behaviours via the staff survey, Laudix submissions and the nature of disciplinarys and grievances.

Recommendation:

The Board of Directors is requested:

- **To approve the revised values**
- **To approve the behaviour framework**