



Harrogate and District
NHS Foundation Trust

Towards our ambition to be an outstanding place to work

Our response to Deloitte's cultural assessment
June 2020



Introduction

1. Harrogate and District NHS Foundation Trust (HDFT) is a values driven organisation; Respectful, Responsible and Passionate. We emphasise the need to treat each other with kindness, civility and compassion. Our strategy is focused on the pursuit of quality improvement and we believe that improving the experience of all our colleagues will lead to better care for our patients. Our wholly owned subsidiary, Harrogate Integrated Facilities (HIF) was created in 2018 and our colleagues in HIF are an important part of the HDFT family.
2. HDFT is already a great organisation, with the hard work of our colleagues recognised by the Care Quality Commission ratings of ‘Good’ for Quality of Care, Use of Resources, Well Led, and ‘Good’ overall. The way in which our colleagues care for patients is rated as ‘Outstanding’. Our independent NHS Staff Survey results show that the lived experience of our colleagues is better than the average of other NHS organisations across nearly all domains.
3. We have an ambition to build on this firm foundation; to be even better and to become an outstanding organisation in which to work and in which to receive care. We want all our HDFT and HIF colleagues to feel supported in their work, to experience civil and respectful behaviours, to feel different perspectives are sought and welcomed and to feel able to speak up, and that concerns will be acted upon appropriately.
4. In response to the 2018 NHS Staff Survey the previous Chief Executive commenced work to develop a consistently fair and just culture. The survey showed a generally positive picture, however, there were some areas where behaviour appeared inconsistent with Trust values. To help further improve in delivering the best possible employee experience and in turn the best possible patient experience, a specialist team from Deloitte were commissioned in August 2019 to undertake a neutral assessment and to help us understand in more detail views of which areas we should and could improve upon. They did not focus on areas, such as our North Yorkshire 0-19 service, where we had already commissioned a review into concerns that had been raised. We are expecting to receive that report shortly.

A great place, that can be even better

5. Deloitte found many important positives about the Trust as a place to work and the culture that is fostered. Almost everyone that spoke to Deloitte described HDFT as a ‘great place to work’ and described the culture using the phrases ‘friendly’ and ‘family’. Many who had worked elsewhere in the NHS compared HDFT positively to their other experiences. Few people described the culture at an organisational level in negative terms, and where people identified concerns about behaviours they caveated this saying that overall HDFT is a great place to work. There were positive comments about the Board and the Directorate leadership teams, which Deloitte felt compared positively to other reviews they had undertaken in NHS organisations.
6. At the same time, they have found areas in which there are issues that we need and want to address. We are naturally disappointed to hear this, but pleased, that now identified, we will be to create a better working environment for colleagues and become the outstanding place to work delivering the level of care that we all aspire to. We are committed to addressing the findings of their work
7. When we started the external assessment with Deloitte, we committed to sharing the findings with colleagues and to be open about them. Their report makes reference to situations where formal investigations may be required – it would not be appropriate, currently, to share these aspects. Therefore we are today sharing a summary report from Deloitte along with this document that sets out the actions we are taking in response, including how we are seeking everyone’s input into the actions we take. In due course we expect to be able to share the fuller Deloitte report.
8. Two committees of the Board, chaired by non-executive directors, have been set up to oversee the development and implementation of the necessary actions which arise from this work. One is focused on the work relating to HDFT, and the other on the work related to HIF. These sub-committees have reviewed the full report and have agreed the priority areas for action that will be taken.



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Steps we will take to help make HDFT and HIF even better places to work

These have been agreed by the Board committees and will be subject to further engagement with colleagues across the Trust

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1. Our Board will place culture and experience at the heart of its governance and decision making

- i. As a Board we are passionate about HDFT and HIF being outstanding places to work which will also mean this will be one of the best places in which to be treated and cared for as a patient. As part of our commitment to achieving this, and in recognition of the importance of our colleagues, we will establish a People and Culture committee of the Board focussed entirely on this essential programme of work.
- ii. The committee will oversee the Deloitte review and ensure the Board maintains an increased focus on culture and staff wellbeing, including the development and implementation of a more routine approach to identifying concerns about the culture and behaviours within teams, and the development and implementation of the Trust's People Strategy.
- iii. We have recruited Dr Jacqueline Andrews as our new Executive Medical Director. She has significant medical leadership experience and has been appointed with specific objectives around the development of a positive culture. Jackie starts in June 2020.
- iv. We will continue the development work that has started to ensure that the culture and practices of our corporate services proactively enable the culture we want overall. This will be achieved by ensuring that all corporate colleagues, and particularly our HR experts, foster, develop and enable a culture of civility between colleagues in the teams they work with and support. This means the proactive identification and resolution of issues, supporting first line leaders and teams to quickly address the underlying causes of behaviours that are not in line with our values.
- v. We are strengthening the leadership capacity of Harrogate Integrated Facilities on a time limited basis to deal with the issues arising from the review. Jonathan Coulter, our Deputy CEO, has been appointed as Interim Chief Executive of HIF alongside his current role. Phil Sturdy, HIF's Managing Director continues in his role and will report to Jonathan. The Board has also appointed Jill Foster, Chief Nurse, as a further non-executive director to HIF.

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2. We will take specific actions to better support staff

- i. The culture in which the incident reporting process sits should promote learning at an individual, team and organisational level. The overall governance arrangements, and CORM in particular, will be reformed to ensure incident reporting is effective and focused on learning. We will work in collaboration with colleagues from across HDFT to ensure the process is felt to be fair and that staff feel supported in their responsibility to identify incidents, reflect and identify learning and changes to systems and processes.
- ii. We are reviewing the Freedom to Speak up Guardian arrangements to ensure that there are no material barriers to encouraging people to access the Guardian and feel safe in speaking up.
- iii. Where poor behaviours are identified, we will introduce a feedback loop to check if there has been an improvement to build confidence that concerns can be raised, and will be acted on. We will also reduce the time it takes to resolve such issues.
- iv. We will provide external facilitation support to our radiology team, where a number of issues were identified. Working with other departments who refer to radiology a common vision for radiology at HDFT and standards of behaviour will be developed, agreed and formalised.
- v. HDFT will provide human resources and organisational development capacity to HIF to allow the development of a programme of wider cultural improvement to ensure there is a focus on staff wellbeing and acting on concerns within HIF. Some local support will also be provided to the Sunderland 0-19 service will be provided to build on recent improvements.

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3. We will take actions to further promote fairness, consistency and responsiveness

- i. The approach to concerns being raised, the application of HR policies, and the provision of advice which support these will be reviewed to ensure staff experience greater consistency, fairness and more timely action and resolution.
- ii. Following positive evaluation of the pilot of our ‘first line leaders programme’ which was designed and launched in 2019 in response to the staff survey, we will now roll this out to all managers and leaders in HDFT and HIF. Other programmes such as ‘pathway to management’ will be strengthened to ensure that together there is a comprehensive support for managers.
- iii. The current conflicts of interest policy will be reviewed and updated to meet the needs of the Trust and HIF to specifically include how conflicts of loyalty and relationships between work colleagues should be managed. A relationships at work policy is under development.
- iv. Immediate actions will be put in place to ensure recruitment processes in both HDFT and HIF are both perceived to be and are demonstrably fair. All posts will be advertised externally except where posts need to be ring-fenced for protection purposes. The use of ‘equivalent experience’ will be minimised, or this will be more clearly specified. Additional controls will be put in place so we can be assured about the integrity of appointment decisions.
- v. The Trust staff networks will be given support to maximise their effectiveness and to learn about the specific lived experience of colleagues from minority groups.

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4. In a small number of areas formal investigations will take place to address specific issues

- i. In Radiology this will focus on behaviours and private practice arrangements and will be undertaken using external independent investigators.
- ii. There will be an external assessment of the capacity and capability within HIF overall, and into appointments identified as not meeting the required HR criteria and process.
- iii. There will also be an external review of the capacity and capability within the HIF estates function, including the reported culture of bullying.



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What happens next?

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The improvements we take will be informed, shaped and driven by you.

i. We will share the findings of the work widely across the Trust through a variety of channels; and we will ask you for your views on the findings, whether anything has been missed, and most importantly on designing what the changes should be and how they should be made.

ii. Steve, our Chief Executive, will lead the work, but we do not want this to be work undertaken by the senior team alone. It is important that our thinking and actions are informed, guided and driven by the suggestions of the broadest possible range of colleagues as you will know best what changes will make a difference. We are committed to listening to your views.

iii. We hope to draw on the experience and advice of our fairness champions as fairness is front and centre in this work. A number of them have volunteered to help lead this work. They will have an important role in leading the work with you to ensure the changes we make over time will have a positive impact and will help us achieve our ambition.

iv. We will be running a series of engagement events to ensure the actions are driven by the breadth of experience and expertise in #teamHDFT and #teamHIF and there will be a variety of ways to get involved either doing or supporting some of the work, or contributing to it. We will share further details in due course. If you would like to be involved in leading, or supporting the work please let us know.

v. Please let us know your immediate thoughts to help guide our next steps. Both HDFT and HIF colleagues can email your views to hdftemployee_experience@nhs.net, can speak to one of the fairness champions, or through your Clinical Director, Head of Nursing or Operational Director or Head of Service.

vi. You can also contact Steve directly steverussell1@nhs.net, or by phone, text or WhatsApp 07768503051 and you can use the staff Facebook page to share your views:

<https://www.facebook.com/groups/teamhdfte>

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Supporting you

- i. We are very grateful to everyone who shared their experiences during this work, and we know that some colleagues were anxious about doing so. If you have been affected in any way by this work you can access support from Occupational Health or the Employee Assistance Programme, or talk to your line manager, someone you trust or one of the fairness champions.
- ii. We know that not everyone will have had the opportunity to share their thoughts, both positives and areas for improvements. If you are concerned about behaviours we would encourage you to raise them. You can do this with your line manager, or one of the fairness champions, or you can contact the Freedom to Speak Up Guardian, or any of the Executive Team.
- iii. We have put in place a dedicated contact point in HR for any concerns or questions, which will operate separately to the routine work in our HR department. This will help us ensure a consistent and timely response to any issues raised by colleagues in HDFT and HIF. It will have oversight from Angela Wilkinson, our HR Director, Jill Foster, our Chief Nurse, who is the Executive Lead for Freedom to Speak Up and a Fairness Champion. The dedicated contact is hdfc.employee_experience@nhs.net
- iv. You can also talk to one of the staff governors about your thoughts, or about any concerns that you have.



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