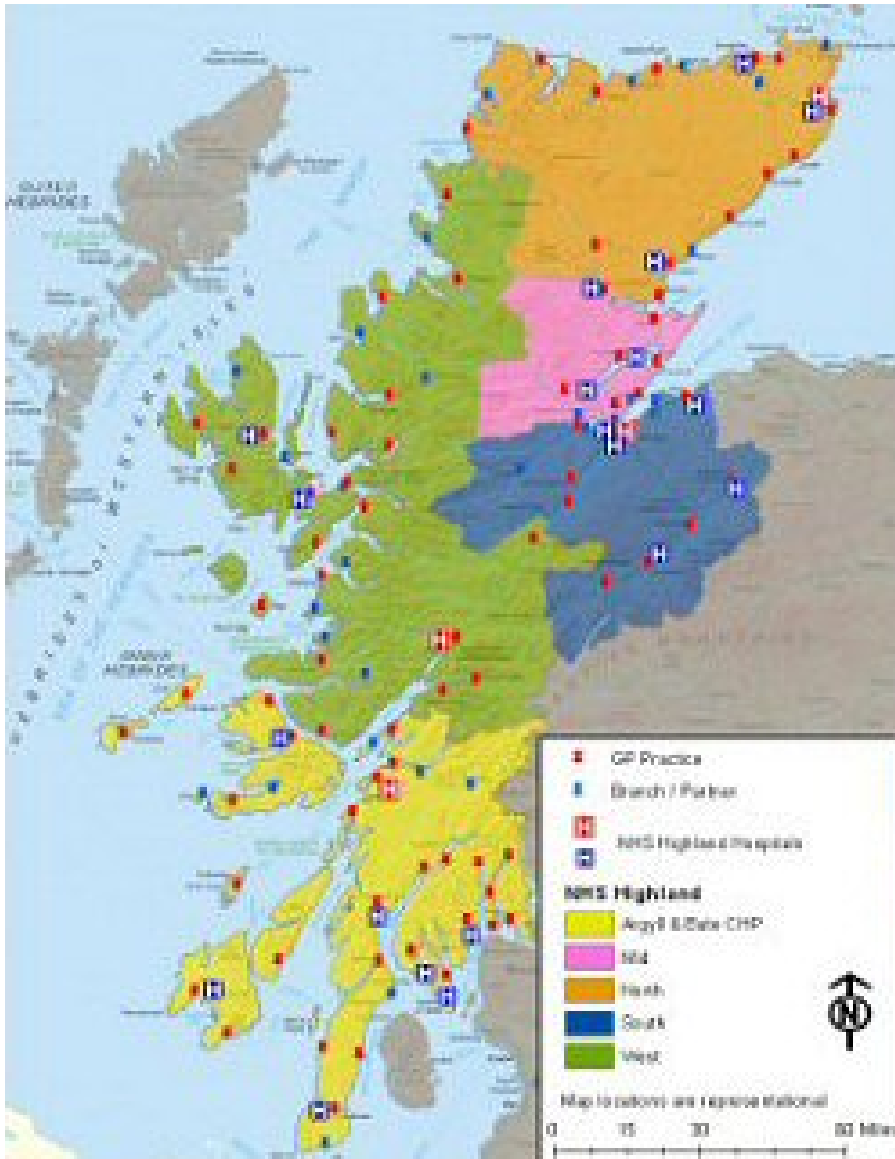


Adding Value(s) in the workplace

Our Argyll & Bute HSCP 'CIRCLE' approach

Joanna Macdonald, Chief Officer,
Linda Currie, Lead AHP & Fiona Sharples, OD Lead.

Our Geography



- Argyll & Bute is a remote & rural region
- Population of c. 90,000
- Over 80% of people live within 1km of the sea
- 23 inhabited islands
- We have one acute hospital, community hospitals and acute pathways to NHS Greater Glasgow & Clyde
- One of 2 HSCP's within NHS Highland
- Sit within clear boundaries of Argyll and Bute Council

Health & Social Care in Argyll



- Two employers, T&Cs, sets of policies & processes – challenging for service managers
- HSCP a virtual organisation, no single identity
- People & Change (NHS), HR & OD (Council) – dispersed but central functions soon to be co-located
- Some of our HR processes hosted by Inverness
- People data on different systems, joint reporting has to involve manual intervention
- Co-location, integration of teams and branding in progress

Values & Culture



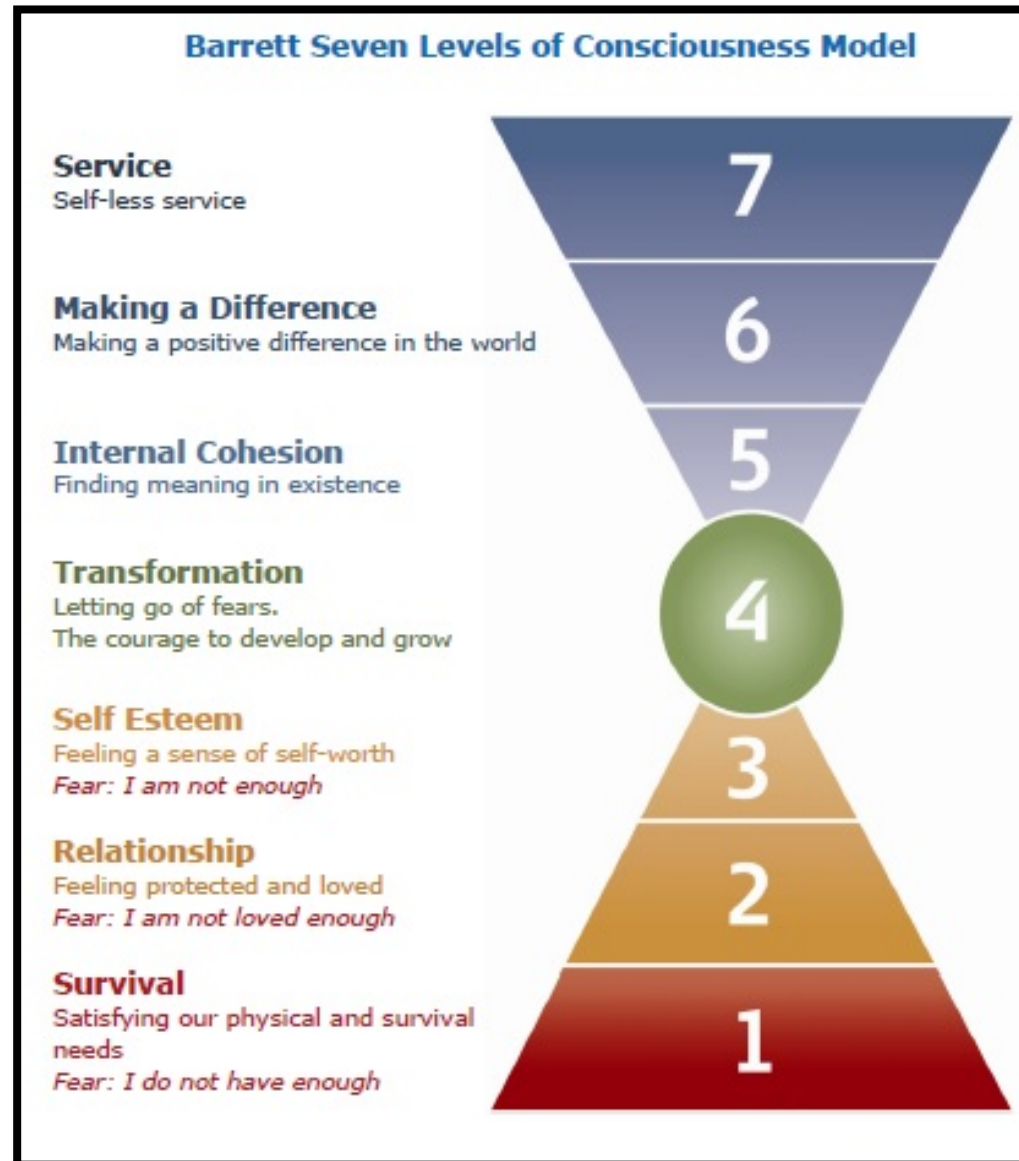
- To create a shared culture, we need to be establish shared values
- Along with a shared vision, the 'glue' to make Integration work more effectively
- Creates an identifiable shared code of practise to support each other during changing and challenging times
- A solid foundation to build on

Development of framework;



- Staff focus group work helped us select 6 new Shared Values: 'CIRCLE' (Jan/Feb 2018)
- Values & Practices framework developed with staff; builds on Bolton NHS FT work but takes the Barrett Model further
- Launching Sept 2018, embedding into our processes; Practices customisable by each team
- Sessions planned with local team leads and managers to roll-out

The Barrett Model



CIRCLE



CIRCLE

COMPASSION

INTEGRITY

RESPECT

CONTINUOUS LEARNING

LEADERSHIP

EXCELLENCE

These Six Values ensure coverage at Levels 2-7 of the Barrett Model (e.g Integrity is Level 5)

Values Branding



CIRCLE



Neolithic cup & ring carvings at Achnabreck

CIRCLE Metaphors



- Circles are part of our regional identity; early origins of community life are evidenced by cup & ring marks across Argyll
- A circle represents something universal & inclusive, embracing both Council & NHS employees
- Circles are groups of people with a shared interest; our local communities include staff, patients, clients and relatives
- CIRCLE sets out an ambitious target around creating a values-based culture and sustainable health & social care services
- Compassion is at the heart of everything we do, and runs through our Values like a golden thread
- **Compassion** is directly supported by **Integrity, Respect** – and our goals around **Continuous Learning, Leadership** and **Excellence** completes the CIRCLE

The CIRCLE framework

COMPASSION

We use a person-centred approach in all our interactions with people that we care for and people that we work with.

- I will focus on the needs and strengths of the individual when providing care or service
- I will demonstrate to others that I will work with them to understand their circumstances
- I will show self-compassion in situations where I need to learn to improve
- We will ...
- We will ...

INTEGRITY

We demonstrate consistency, honesty and clarity in all our actions and communications, speaking up and learning from any mistakes.

- I will take time to understand individual circumstances, demonstrate kindness and trust
- I will take responsibility for my actions and welcome feedback from others
- I will encourage my colleagues to be open, honest and professional in their interactions with others
- We will ...
- We will ...

RESPECT

We actively listen, recognise individuality and demonstrate positive communication and behaviours in our workplaces.

- I will treat all people that we care for and people that we work with fairness, dignity and respect
- I will listen and seek to understand
- I will demonstrate positive behaviours to my colleagues and the public
- We will ...
- We will ...

care for and the people we work with

- We will ...
- We will ...



CIRCLE

Shared Values and Practices

Compassion
Integrity
Respect
Continuous Learning
Leadership
Excellence

CIRCLE

Our Story

Health & Social Care has a long history within Argyll & Bute continues to develop.

From 3,000 to 2,500 BC, the late-Neolithic people who lived on the rocks at Achnabreck would have used herbal remedies to treat wounds; extended families would have lived together to nurture the young and provide care for the elderly. Knowledge of medicine and social care progressed at a pace. The passing of the 1857 Lunacy Act (Scotland) led to the opening of the first District Asylum at Argyll & Bute Hospital, Lochgilphead, in 1863; a model for subsequent hospitals across Scotland. Small hospitals followed later at Helensburgh, Campbeltown Cottage Hospital and the County Hospital in Oban which opened in 1909 as a general hospital. Argyll & Clyde Health Board existed until 2006 when the Argyll & Bute portion became part of NHS Highland.

The Health & Social Care Partnership came into being in April 2014, designed to support the integration of healthcare and social work services provided by NHS Highland and Argyll & Bute Council. Today we meet the needs of around 80,000 people within the region, with services delivered across four localities. 2,000 NHS staff work increasingly closely with 900 social work & care staff to deliver care as close to home as possible.

Our new Shared Values, CIRCLE, supports our aspirations to deliver our Vision: 'to deliver services that help people in Argyll & Bute to live longer, healthier, happier and independent lives'. They describe how we will interact with the people that we care for and the people we provide care for. There are many challenges as we transform our services to ensure they are person-centred and sustainable, but we have confidence in the strength of our Partnership and the services we provide. We have a highly committed & caring staff and they will strive to deliver on our Vision while demonstrating our Shared Values in practice.

Let's be proud of what we can achieve for our communities.

Core (I) and Optional (We) Practices



EXCELLENCE

We put quality and safety at the heart of all our services and how they are delivered.

- I will strive to ensure a high level of safety & quality within my work
- I will continuously seek to improve standards of care & service
- I will encourage others to continuously improve the experience for the people we care for and the people we work with
- *We will hold ourselves accountable to work to professional standards (e.g. CIPD, Institute for OD) in our interactions with others*
- *We will apply HQA as a lean methodology to deliver a quality service to our internal and external customers*

Next Steps



- CIRCLE to be incorporated into Values-Based Recruitment as interview questions
- A standard Individual Objective has been defined for use for all staff & managers; enables conversations and feedback around demonstrating the Values & Practices
- The team-level 'We' Practices will enable self-reflection and embed values
- CIRCLE Values will underpin our Annual HSCP Staff Awards categories
- We are planning a values-based cultural survey for the whole HSCP in Spring 2019
- **Aspiration to be a values-based health & social care provider**

Workshop session



- 3 discussion groups (questions may change depending on group and time)

1) Why focus on values?

2) How can values provide the 'glue' for a new or merging organisations?

3) How do we embed values into everyday work of our HSCP's?