

Developing our CCG values

Bromley Borough Based Board

Introduction

- NHS South East London CCG was **established** on 1 April 2020
- It is important for the organisation to establish a vision, mission and values statements because they **set the direction for everything that happens** within the CCG
- Engaging governing body members, staff and member practice representatives on the values is important because they should become an **integral part of everyone's working life**, no matter what our individual role might be

The benefits of having strong values

1. Improved patient experience
2. Improvements in patient safety
3. More staff satisfied with their jobs and workplace
4. Staff who identify more strongly with their organisation
5. Staff who feel more personally successful, and more supported in that success by the organisation
6. Long term organisational success and impact
7. Increased public trust in professionals

Developing a set of values with the governing body

- The CCG's new governing body utilised seminar time to focus on a series of organisational development activities to **support new members coming together** as well as leading the CCG effectively.
- More recently, these seminars have focused on **developing a set of values**, for the governing body and the CCG, which will continue to be a priority of the group and organisation going forward.
- To start the organisational design process of developing the values, governing body members **worked together to discuss their personal values**, those relevant to the governing body and the wider CCG.
- As a collective, they reviewed a list of values developed between them and **voted to establish six core values**.
- The governing body also worked together to **discuss what behaviours aligned to the values**.

Six values were identified

NHS South East London Governing Body values:

Integrity
Compassionate and fair
Respectful
Collaborative
Inclusive
Curious

After different rounds of voting, the following were agreed as the Governing Body's values - taking the four most popular values from the individual voting and adding curious

There was discussion around whether 'fairness' should be included or was covered under 'respect'. They also discussed how the real test is what happens with the values once agreed.

Subsequently – since the discussion on equalities it is suggested that we add 'inclusive'

- The governing body wanted:
 - the values to **mean something** to every member of staff, practices and partners
 - to be clear **what these values would look like** in practice
 - to identify what were the **common behaviours** were so that everyone could 'live' the values
 - to know if these values were having an **impact**
- This process then moved to **staff and membership engagement**
- Once engagement with staff had concluded the final recommendations that will go back to the governing body and through the **CCG's membership**.

Engaging with staff

- In September and October, staff were encouraged to engage in the process to develop the CCG's values by:
 - Reading a 'developing our CCG values toolkit'
 - Completing a survey
 - Discussing the development of the values in staff briefings, directorate meetings and in one-to-one meetings
 - Attending workshops



Staff were asked to...

- Rank the suggested values – which were instigated by the governing body – in order of priority to identify three values
- Suggest a values statement incorporating the values
- Think about behaviours linking to these values
- Think about how the values could be agreed at the staff away day

Integrity

Compassionate
and fair

Respectful

Collaborative

Inclusive

Curious

Engagement with staff

- Detailed feedback was collated from the results of the survey
- Developing our CCG values was also discussed at many staff meetings and forums:

Forum	Date of meeting	Number of staff engaged
Greenwich all-staff briefing	24 October	58
Developing our CCG values	28 October	12
Operations directorate staff away day	29 October	76
Lambeth all-staff briefing	2 October	31
Developing our CCG values	6 October	22
Bromley all-staff briefing	6 October	44
SEL IT operations meeting	7 October	9
Southwark all-staff briefing	7 October	57
Total reach: 309 staff		

Summary of results

- The preferred top ranking values were:
 1. Compassionate and fair
 2. Respectful
 3. Collaborative
 4. Inclusive
 5. Integrity
- Many staff felt that some of these values were interlinked and could be combined and demonstrated through behaviours
- Staff wanted:
 - **simple** and memorable values with behaviours associated to them to ensure they were more meaningful
 - to **agree** the final values at the away day and then focus on the behaviours within them
 - to be able to **demonstrate** that they are 'living' the values and should be included in organisational processes as well as CCG strategy

Behaviours associated with values

Through the survey and workshops, staff also identified the behaviours linked to the top ranking values:

Value	Behaviours
1. Compassionate and fair	<ul style="list-style-type: none"> • Be kind and act with empathy • Understand and respond to different needs • Genuinely listen and demonstrate you have heard
2. Respectful	<ul style="list-style-type: none"> • Be polite and courteous • Show appreciation and treat people with dignity • Be mindful of each others cultures and backgrounds
3. Collaborative	<ul style="list-style-type: none"> • Actively invite participation from others • Develop and work towards common goals • Provide genuine opportunities to shape approaches
4. Inclusive	<ul style="list-style-type: none"> • Welcome, support and celebrate diversity • Ensure those less or seldom heard have an opportunity to share views • Include staff, patients and stakeholders in shaping decisions
5. Integrity	<ul style="list-style-type: none"> • Be open and honest • Back up what we say with actions • Live your values even under pressure

Staff particularly highlighted the expectation that all members of the organisation should demonstrate respect to all, and that championing values was particularly important.

Describing our CCG values

At the away day, staff were asked to vote for their preferred articulation of the five preferred values:

OPTION ONE

- Treat people with **compassion**
- Act with **integrity**
- **Respect** others
- Celebrate differences, ensuring **fairness** and **inclusivity**
- **Collaborate** and value everyone's contribution

OPTION TWO

- Listen, hear and respond with **compassion**
- Maintain **integrity**
- Act with **fairness**
- **Collaborate** with partners and people
- Be **respectful** and **inclusive**

OPTION THREE

- **Integrity:** we will be open and transparent in the way we work
- **Collaboration:** we are committed to working with others to achieve our goals
- **Respectful and inclusive:** we seek out a range of viewpoints and value everyone's contribution
- **Compassionate and fair:** we respond with humanity and kindness to each person

More than 50% of staff in attendance at the away day (356), voted for option three:

- **Integrity:** we will be open and transparent in the way we work
- **Collaboration:** we are committed to working with others to achieve our goals
- **Respectful and inclusive:** we seek out a range of viewpoints and value everyone's contribution
- **Compassionate and fair:** we respond with humanity and kindness to each person

Staff also suggested ways in which the organisation can identify how everyone is living the values:

- ✓ Clearly point to inclusive engagement and what has changed as a result
- ✓ Most projects are done with partners outside immediate teams/the CCG
- ✓ Continue to articulate how the CCG has delivered on its commitments, or are honest and clear about where we have had to deviate

There are some areas where quantitative measures can help also:

- Improvement in staff survey results
- Improvements in staff retention and reduced sickness
- Reduced complaints and/or improved feedback from patients
- Staff indicated a high level of ambition for the organisation... “South East London CCG is named the best place to work...” and “We are the best CCG in London (or the country!?) for improvements in healthcare”...

Promoting the values and holding one another to account

Staff shared some innovative ideas for how the CCG can embed and promote these values, and hold ourselves to account:

0. Include as part of the appraisal process – already agreed to do this as part of both annual reviews and regular one-to-ones
1. Include in places they are regularly seen e.g. signatures, logo, badges etc
2. Create additional visual aides e.g. backgrounds etc.
3. Have a ‘value of the month’ with a corporate-wide drive to focus on that one value
4. Have a values awards, where people can be nominated and celebrated for demonstrating a value/the values particularly strongly
5. Develop guidance to support self reflection and feedback on whether people are truly living the values
6. Develop a process to anonymously call out people/examples demonstrating the values to positively showcase approaches

Staff were asked to vote for their preferred initiatives to promote the values and selected those highlighted in purple to progress.

Next steps

The CCG will now be sharing the results of its away day as well as its plans to embed the agreed values:

Activity	Date
Outcome of the away day to be shared with SEL executives, via borough-based boards and with the governing body.	October/November
Staff network meeting to reflect on the away day and support the development of actions to embed the values.	Monday 16 November
Seeking virtual sign-off of the vision, mission and set of values with the CCG's membership.	Quarter three 2020/21
Part of the next away day agenda to reflect on how the values are being upheld.	April