

 <p>Kiarail Vannin</p>	<h2>SUMMARY REPORT</h2>	Meeting Date: 1 ST November 2022	
		Enclosure Number:	

Meeting:	Manx Care Board		
Report Title:	BMA Culture of Care Barometer Action Plan		
Authors:	Anne Corkill, Director OHR		
Accountable Director:			
Other meetings presented to or previously agreed at:	Committee	Date Reviewed	Key Points/ Recommendation from that Committee

Summary of key points in report			
The report details the progress made to date against the action plan following the results of the BMA survey.			
Recommendation for the Committee to consider:			
Consider for Action	<input type="checkbox"/>	Approval	<input type="checkbox"/>
		Assurance	<input checked="" type="checkbox"/>
		Information	<input checked="" type="checkbox"/>

Is this report relevant to compliance with any key standards? YES OR NO		State specific standard
IG Governance Toolkit	No	
Others (pls specify)		
Impacts and Implications?	YES or NO	If yes, what impact or implication
Patient Safety and Experience	No	
Financial (revenue & capital)	No	
OD/Workforce including H&S	No	
Equality, Diversity & Inclusion	No	
Legal	No	

Manx Care, Culture of Care Barometer - ACTION PLAN - updated 13 October 2022

FINAL v10 (updated 13/10/2022) - this plan has been created following analysis of the results of the Culture of Care Barometer survey focussing on nine key themes. It has been developed in consultation with an established LNC which includes representatives from the medical workforce, BMA and OHR, chaired by the CEO. The draft plan was circulated to all Clinical Directors with a request for feedback. It is important to note that a number of the actions below will require more detailed plans in order to deliver the recommendation; the Workforce & Culture Project Team will work with key stakeholders to develop the plans which will sit underneath. The Workforce & Culture Project Team will monitor and update the plan fortnightly which will be shared with LNC and EMC on a monthly basis, assured via the People Committee. Please note that deadlines and owners in italics are pending confirmation with the action owner. The plan will be treated as a live document (with version control) and will be accessible in a shared group in Teams. Regular communications to the workforce in the form of "You said, we will, so that" should be issued.

You Said	We will	So that	By when	Action By	Owned By	Notes/updates
We need to be better informed as to what is going on in Manx Care	Teresa Cope will attend a bi-monthly CEO briefing and a Q&A session for all Medical Staff	You have the opportunity to ask questions, raise issues/concerns, receive information directly from/to the CEO.	COMPLETE	Shiona McAllister	Teresa Cope	Dates scheduled in diaries
	Review current communication channels - ask what is working and what isn't, and why (Communication Survey)	You are involved in suggesting and creating any improvements to methods and channels of communication	30/11/2022	<i>Manx Care Communications Team</i>	<i>Merita Taylor</i>	Email to MT 27/09- MHS reviewing own internal channels, governance and meetings (i.e. formal communications)
	A programme of Communication Champions	There are colleagues across the organisation who can support, promote and disseminate information within Care Groups	TBC	<i>Manx Care Communication Team</i>	<i>Merita Taylor</i>	Email to MT 27/09
	Ownership at Care Group in terms of disseminating - may need different communication channels	To assess whether there is a requirement for tailored communication channels within each Care Groups (due to the diverse nature of Manx Care)	31/10/2022	<i>Manx Care Communication Team</i>	<i>Merita Taylor</i>	Email to MT 27/09
	Create content for staff facing digital screen displays	There is a rolling programme of updates/useful information and "news" visible across Manx Care sites (currently eight digital screens in situ)	COMPLETE	Workforce & Culture Project Team	Louise Quayle	
	Develop a high quality Manx Care Intranet site	There is an up-to-date, intuitive, comprehensive electronic communications platform for all Manx Care staff	TBC	Manx Care Communication Team	Merita Taylor	Agreed that this is a priority for Manx Care - work to commence imminently. Update 29/09 - MT has confirmed that work is underway but October deadline is not achievable. Revised deadline TBC
	Ensure that there are accessible, accurate email distribution lists	There are accurate staff lists for disseminating information by email to the correct groups throughout the organisation	23/12/2022	Lead Business Managers	Care Group Leads	IW&C, Primary & Comm Care, MHS all confirmed distribution lists are in situ and kept up to date. No reply to date from remaining Care Groups. To chase November 2022.
	Offer Ask Me Anything sessions to teams across Manx Care	You have the opportunity to ask questions, raise issues/concerns, receive information directly from/to the CEO.	COMPLETE	Workforce & Culture Project Team	Louise Quayle	
	Issue the structures of the Board and the Executive Team	We are informing our colleagues about the members of both the Board and the Exec and also what functions they perform	30/09/2022	<i>Merita Taylor</i>	<i>Teresa Cope</i>	Email to EQ 27/09 - originally assigned to EQ, recommended this is with Comms Team
	Issue the monthly Horizon Scan to all colleagues	You are better informed about key decisions, what is happening in each care group now and in the near future and can link in with new work at the start of the process	31/08/2022	<i>Merita Taylor</i>	<i>Teresa Cope</i>	Email to EQ 27/09 - originally assigned to EQ, however there is work ongoing in the comms team to establish ways to disseminate this information to the organisation

We need to listen to the views of staff	Provide an opportunity to Medical Staffing Committee to escalate any concerns directly into the Executive Leadership Team meetings	There is an direct avenue for concerns to be escalated and listened to	COMPLETE	Medical Director Secretary	Sree Andole	Teresa attending MSC meetings
	"Ask Me Anything" sessions where a representative of the Executive Team will listen to staff and issues can be brought to the ELT	There is a direct avenue for questions to be asked of any member of the Executive Team	COMPLETE	Workforce & Culture Project Team	Teresa Cope	
	Repeat Culture of Care Barometer Survey	You have the opportunity to have your say via an anonymous survey which will be a repeat of the Culture of Care Barometer to assess against the baseline	01/12/2022	Workforce & Culture Project Team	Louise Quayle	
	Reissue the flow chart of how clinical policies are developed and the framework for this	The medical workforce are engaged with the development of policies, changes to existing policies and are able to input into the process as early as possible	10/10/2022	Patient, Safety & Quality Team	Paul Moore	PSQ confirmed that policy is in place - agreed action is to reissue and disseminate (Comms team to resend w/b 10/10 therefore date amended to reflect). Policy sent to Comms team on 12/10 for issuing. Update 13/10 - TC requested that the 10 point governance plan is also circulated. LQ to obtain a copy for distribution.
	Ensure that there is medical representation and early involvement in service developments	The medical workforce is represented at the earliest opportunity - there is a need to review the current representation	09/09/2022	Clinical Directors	Sree Andole	Ongoing action re new service developments - there is a need to ensure that there is a feedback loop. Short term action is to review current medical representation and ensure that there is early communication through JCNC. Emailed SA to check on progress.
	Share the current governance arrangements, membership and Terms of References for existing committees/forums	You are aware of who the medical representative is and the purpose of those meetings/groups	COMPLETE	Elaine Quine	Teresa Cope	The medical rep on those groups is responsible for communicating back and disseminating information
	Ensure that there is appropriate input from the medical workforce in the Health & Care Transformation Programme and define what their role and responsibilities are	The views of the medical workforce on key transformation projects are represented	30/09/2022	Sree Andole	Teresa Cope	Email sent to SA to check on status
Provide enablers to influence how things are done	Medical Engagement Committee to feed into the People Committee	There is oversight at Board level via the most appropriate avenue in relation to staff engagement to provide assurance that things are happening	13/09/2022	Sree Andole	Sarah Pinch	Query over whether this is MSC or a new committee?
	Ensure that there is an inclusive, positive partnership approach with our union colleagues and a commitment to the SAS charters	Staff side representatives and Manx Care are working in partnership, building strong relationships resulting in better outcomes	31/10/2022	Kirsty McDonald	Anne Corkill	Work to begin end August 2022 Update 05/10 - draft charter and survey drawn up. Looking at how to communicate it and what analysis process looks like
	Staff suggestions scheme to be launched	There is an opportunity for suggestions/ improvements both internally and for our patients/service users, with an option to do this anonymously	COMPLETE	Workforce & Culture Project Team	Louise Quayle	Update 29/09 - due to be launched 05/10. Complete.
	Maintaining the Change Coach programme and continuing to recruit to the roles	There is representation across Manx Care and the crucial work of the Change Coaches is embedded across Care Groups	01/11/2022	Workforce & Culture Project Team	Louise Quayle	Further recruitment drive for Change Coaches in October 2022

	Draft and publish a detailed Engagement Strategy	There is a clear, defined approach to staff engagement across Manx Care which provides the ability to influence change at all levels within the organisation	TBC	Manx Care Communications Team	Merita Taylor	Draft in progress
Unacceptable behaviour is not consistently tackled	Management training needs analysis - complete. (Needs to be developed more widely)	We can support staff who are managers to develop management/leadership skills and ensure they have access to appropriate training, guidance and support	COMPLETE	Workforce & Culture project team	Louise Quayle	Links to line 36 (Training)
	Develop a framework which provides a code for all Manx Care staff about expected behaviours	Linking to the CARE values, a framework will be developed to support staff to be able to address poor behaviours and provides staff with the standards expected as an employee in Manx Care. Explicit about behaviours not expected	COMPLETE	Workforce & Culture Project Team	Louise Quayle	In progress, pending approval. Update 29/09 - CARE framework for Our People and Leaders has been launched
	Confidence to address poor behaviour there and then	Issues can be dealt with as soon as possible at the lowest level so that there is a process for escalation should it be required. Staff need the confidence to address issues without fear of repercussion	Ongoing	ALL	ELT	Links to training, development and support of managers and the CARE values
	EDI programme - short term initiatives to call out discrimination, bullying, unacceptable behaviour where people are not treated equally	Awareness is raised with regards to unacceptable behaviour relating to equality, promoting diversity and inclusion.	31/12/2022	Workforce & Culture Project Team	Sree Andole (ELT sponsor)	
	Develop a programme of psychological safety in the workplace	Provide enablers/tools for staff to be able to speak up and create an environment where people are able to do this	COMPLETE	Workforce & Culture Project Team	Louise Quayle	Pilot workshops with Change Coaches - August 2022, then to be rolled out to Manx Care. Update 29/09 - currently being rolled out across the organisation. First cohort is Student Nurses/Doctors and those on the Leadership Academy
	Ensure that the policies and processes for Fairness at Work, Grievances and Whistleblowing are consistent and standardised	There are clear, robust policies in place to support staff when an issue needs to be raised formally	31/12/2022	OHR	Kirsty McDonald	Whistleblowing policy currently under review - KMD checking dates with Policy Officer. Update 05/10 - Whistleblowing approved by Minister LB - to CoMin w/b 10/05. Linda Wheeler will be working on Grievance Policy for Manx Care. FAW in place already. Kirsty has completed a number of other policies for medical workforce (Social Media etc.)
	Explore the development of Freedom to Speak Up Guardians similar to the programme used in the NHS	Staff can speak up when they feel that they are unable to do so via other routes; encourages a healthy speaking up culture	01/11/2022	Workforce & Culture Project Team	Louise Quayle	Proposal in development
	Ensure that training is provided on HR policies	Managers and staff are trained on how to use HR policies/procedures and have access to avenues of support	Ongoing	OHR	Kirsty McDonald	Ongoing action. Short-term action to issue current course prospectus to all managers to publicise what is available by 31/10/2022. Update 05/10 - once additional policies are live ensure that any support or training is offered.

Leadership at the highest level should be stronger	Executive Leadership Team development programme	The Leadership Team are able to explore improved ways of working, communication with one another, values and behaviours, creating a positive culture, developing strategy	31/01/2023	Workforce & Culture Project Team	Teresa Cope	6 month programme in development
	"Back to the floor" days across all ELT	The Leadership Team are visible to operational teams, are available to ask questions, are able to understand the reality of "a day in the life"	01/12/2022	ELT	Teresa Cope	Update 13/10 - TC has 15 sessions scheduled between October - January 23. Other members of ELT have diary time allocated to this also.
	Creating an environment where staff feel psychologically safe	The Leadership Team to role model the behaviours expected of all, to work towards creating an environment where people feel psychologically safe and for all to reap the benefits of this	Ongoing	ELT	Teresa Cope	Workshops running for next 12 months (Change Coaches, Leadership Academy and some senior leaders/managers have attended workshops). ELT took part in CARE values team charter session early October.
	Provide the offer of a Manx Care Board representative at medical meetings	Board members are more visible and accessible	COMPLETE	Elaine Quine	Teresa Cope	EQ has contacted Clinical Directors Forum to extend the offer of Manx Care Board rep at medical meetings
	Roll out Cultural Change Action Cards for all members of the Executive Team	Each member of ELT has a visible, demonstrable commitment to culture change with specific actions	01/01/2023	Teresa Cope		Medical Director and Exec Director of Social Care currently trialling
You would not recommend Manx Care as a good place to work	Launch refreshed Manx Care CARE values	Manx Care can lay the foundations of what they value as an organisation, providing a common purpose and helps employees to understand what behaviours are expected	COMPLETE	Workforce & Culture Project Team	Louise Quayle	
	Embed the CARE values across all levels of the organisation	There is a golden thread through the organisation which all other activities are linked to. Embedding the values enables the workforce to use and recognise them in their "everyday"	01/02/2023	ALL	Teresa Cope	6 month programme of work supported by Workforce & Culture
	Ask people why they wouldn't recommend Manx Care	We understand the reasons people are not recommending Manx Care as a good place to work and ensure that there are avenues for this to be fed back into the organisation considering what needs to change/improve as a result	Ongoing	All Managers/Leaders	ELT	in addition, will become part of staff survey
	Develop a Retention and Recruitment Strategy and associated implementation plan	The organisation has a strategy to retain and attract individuals to Manx Care and reduce turnover with a realistic, phased implementation plan	TBC	OHR/Manx Care	Kirsty McDonald/Linda Wheeler	KMC contacting Talent Acquisition Team to obtain the last short-term recruitment strategy. This action will be broken down into a detailed plan. Update 05/10 - TAS not able to supply info at the moment. However, focus groups to be held November with key stakeholders and interested staff. Kirsty to resend last strategy. Background work going on in OHR. Dates to be confirmed post-focus groups and detailed plan to be drawn up. Update 13/10 - at the October update meeting, the group discussed the requirement to address particular

	Undertake Exit interviews (regularly taking place since June 2022) themes to be fed back to Manx Care ELT/People Committee	We can understand why people are leaving the organisation, where improvements can be made and to take a deeper look into things which may have led up to the decision for the individual. i.e. is it related to culture?	COMPLETE	Workforce & Culture Project Team	Louise Quayle	Initial findings report has been issued to the People Committee (September 2022). Recommendation for WFC Project team to continue with Exit Interviews for further six months. Further findings report due January 2023
You don't feel that the organisation values the service it delivers	'Walk in my shoes'	There are opportunities for Medics to shadow each other and to understand other clinicians roles (including those in leadership roles such as CDs / Senior Matrons etc.)	30/11/2022	Medical Staff	Sree Andole	
	Promotion of medical workforce via staff/patient stories - good news stories to be made public	We are identifying positive stories and recognising staff	30/09/2022	Medical Staff	Sree Andole	Push for promotion during August and September and then maintain. Update 13/10 - staff and patient stories are actively being sought and promoted. TC also confirmed that positive feedback on cultural aspects had been received from AFPP and recent CQC inspections.
	Distribute a clear process of how internal and external communications are created and approved	There is a clear pathway to ensure that communications are sighted by the right person/group of people before being issued	01/11/2022	Manx Care Communications Team	Merita Taylor	
A positive culture is not visible						
	Initiate a project to adopt 'Just Culture' learning	There is a supportive, consistent, constructive and fair evaluation of the actions of staff involved in patient safety incidents. It is recommended that a working group is formed to take this forward.	14/10/2022	Workforce & Culture Project Team	ELT	Initial meeting held with Patient, Safety & Quality Lead. Working group to be scheduled in October.
	Promote staff stories where people experiencing a positive culture	We can understand what the environment is like and what actions people are taking in a team/service where there is known to be a positive culture and so that we can harness this across the organisation.	31/10/2022	Manx Care Communications	Merita Taylor	Email to MT 27/09
	Visible positive action, not just words	We are embracing the new CARE values and demonstrating them everyday at all levels across the organisation	Ongoing	ALL	ALL	This is the responsibility of everyone. Promotion through the CARE values
	Our People & Culture' to be regular agenda item on all meetings	We are prioritising our people agenda and acknowledging that culture is a fundamental and significant influencer across our workforce. and that steps are being taken to recognise and improve this.	10/10/2022	ALL	ELT	Workforce & Culture to link in with Care Groups to raise this. LQ email to all Care Group Leads w/b 10/10.
You don't have the resources you need to do a good job						
	Workforce planning schedule within the Workforce & Culture Project Plan (years 2&3)	We undertake a thorough analysis of our existing establishment, skills, experience and identify any gaps which will help us to move forward with a workforce plan/model based on our service plans and strategy	31/03/2023	Workforce & Culture Project Team	Louise Quayle	Timeframes across services will vary depending upon scope

	Ensure that resource allocation, gaps, concerns and suggestions are part of the job planning and appraisal process	Any issues in relation to resources are explored and actively dealt with as part of the job planning/appraisal process for the medical workforce	31/03/2023	Clinical Directors/Clinical Leads/AMDs	Sree Andole	
	Develop the Medical Leadership Structure and investment in the infrastructure (i.e. Medical Leadership roles, Associate Medical Directors)	There are visible points of contact and responsibilities within the medical workforce together with opportunities for career development	COMPLETE	Sree Andole	Teresa Cope	Appointment of AMDs complete
	Contact those who decline when offered a role in Manx Care	We can understand why people decline the offer of a role after applying, including those who are looking to relocate to the Island but then decline job offers	01/12/2022	Workforce & Culture Project Team	Louise Quayle	Consulting with OHR to establish how this information can be supplied to the Workforce & Culture Team
	Continue to work closely with the Talent Acquisition Team to support Manx Care in recruiting and to communicate progress to the workforce	You are aware of all avenues currently underway to improve recruitment and the progress being made	31/10/2022	OHR	Kirsty McDonald	Update 05/10 - Kirsty running position reports for Medical Director which are then being communicated to Care Group Managers for review. Vacancy Rate reports, review of usage of locums. Process of validating the data ongoing. Links with communication actions in terms of disseminating to the workforce and update on progress.

Positive outcomes from the survey to communicate and harness
Team working
Relationship with line manager
Time to do my job
Can rely on colleagues
Can ask for help when need it
I get the training I need to do my job
Respected by co-workers

52 actions, 14 complete