

# UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST

## CULTURAL REVIEW REFERENCE GROUP

Notes of the Cultural Review Reference Group  
held on Tuesday 04 April 2023 11:30 – 13:30  
Trust Headquarters Board Room,  
Queen Elizabeth Hospital Birmingham

### **Present:**

Roger Kline - Chair (RK)	Jonathan Whitney (JW)
Dame Yve Buckland (YB)	Professor Julian Bion (JB)
Dr Achuthan Sajayan (AS)	Lee Williams (LW)
Professor Andy Whallett (AW)	Mehrunnisa Lalani (ML)
Mr Ansar Mahmood (AM)	Randeep Kular (RKu)
Barry Panton (BP)	Veronica Morgan (VM)
Bev Baker (BB)	
Cathi Shovlin (CS)	Emma Street - notes (ES)

### **Attendance via MS Teams:**

Professor Mike Bewick (MB)	Giles Peel (GP)
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### **Apologies for Absence:**

Ali Fisher	Dr Ravi Kumar
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## 1. Welcome and Introductions

RK welcomed all to the meeting and advised that part of the agenda would be set aside to discuss Professor Bewick's recently published patient safety review. YB thanked all for attending and explained she had commissioned an independent external review of the organisational culture at UHB, which will be undertaken by thevaluecircle (tvc).

RK stated that the reference group has been established to provide governance to the culture review, and to ensure the review is independent and can be trusted to report transparently on what it finds. Members were invited to be part of the group as representatives for staff and to be able to inform tvC of key themes and areas for exploration.

All members of the group introduced themselves and set out their hopes and expectations for how the review would progress and its outcome and impact. Emerging themes from expectations were:

- ensuring that voices of all levels and by different groups are heard and acted on;

- to be open and transparent both in the review itself and our communication of its progress and outcome;
- to be leading by example, and sharing our learning both across the organisation and externally;
- to inform actions we can take now based on what we know today;
- to be part of the required change and solution.

It was agreed that RK would have individual remote meetings with group members so that they could share personal insights and areas of interest or concern in more detail.

It was noted that Dr Kumar had been invited to be part of the reference group but was unfortunately unable to attend this meeting. YB will feed back and hoped Dr Kumar would be able to engage with the culture review and change in whatever way is most appropriate for him.

## 2. Terms of reference for the Reference Group

The group was happy to agree the ToR for the Reference Group as circulated. However, it was also highlighted the importance of the group to be open and honest and it is key for staff to be aware of the review and the role of the reference group. RK confirmed a meeting with Communications has been arranged immediately following this meeting to agree the communication plan, including a notice to all staff to be sent out which would confirm details of the culture review, the role of the reference group and its membership, and encourage and foster trust to engage. A page on the Trust website will also be created to post papers from the reference group, as well as progress updates.

## 3. Patient Safety Review

MB confirmed following media coverage late last year a report was commissioned in response to concerns raised about patient safety issues within the Trust. He gave an overview of the scope of the report and its key findings, and his role in overseeing all reviews now being undertaken. He explained how cultural issues had been raised during the patient safety review and that whilst the scope and remit of the review had not been to fully explore those, the issues – and the individuals raising the concerns – are being brought forward in to the culture review now being undertaken. GP added that governance plays a key part in both patient safety and culture and that this will be covered in the NHSEI Well Led review.

It was acknowledged by the group that the patient safety report had been a difficult read. The Trust had accepted the recommendations and were putting actions in place. The group were able to ask questions of MB and GP.

There was a query as to whether the majority of staff that had come forward and spoken to MB and his team were clinical, and MB confirmed not exclusively and at a ratio of 3:1 clinical to non-clinical.

It was put forward that the outcome of the review should be used as a model of how to get it right, not just at UHB but as an aid across the NHS.

It was noted that when concerns are raised, staff can be met with a defensive tone. RK assured the group, and will take steps to assure staff, that this will not be the approach with the cultural review. RK also made it clear that a very dim view would be taken if any staff were deterred or dissuaded from speaking with the Review

#### 4. Relationship with thevaluecircle (tvc)

YB confirmed following a procurement exercise thevaluecircle was chosen to lead the independent review. The review will comprise of a 3-phase approach:

- Phase 1: April – planning and analysis stage, including looking at staff survey results, data etc. They will also be spending time across sites.
- Phase 2: May – will launch an online survey and listening and engagement sessions for staff to identify emerging themes.
- Phase 3: June – report to be drafted.

tvc will be providing weekly updates and will be invited to attend future meetings.

Several members of the group stressed the importance of engagement sessions and observational site visits covering all staff including facilities, night/weekend staff and across all sites so communication with staff, not just by email, is key. It was also noted that staff will need to understand what will follow once the review has been completed to implement the necessary change.

It was also acknowledged that whilst the independent culture review is taking place, other reviews including operating model and well-led review are also being undertaken.

All of the comments were taken on board and would be fed back to tv.

#### 5. Next Meeting

It was agreed that the next meeting would take place in 3 weeks' time and a doodle poll will be circulated to members to confirm best time for all. It was also agreed that future meetings will be hybrid to enable attendance in person and virtually. The terms of reference for the group would be updated to reflect this change.

#### 6. AOB

- A query was raised if it would be useful to share with the group reports from previous reviews undertaken by members of the group. This will be picked up by RK with an option of discussing at a future meeting.
- It was agreed that a meeting would be needed between Professor Bewick, Giles Peel and thevaluecircle.