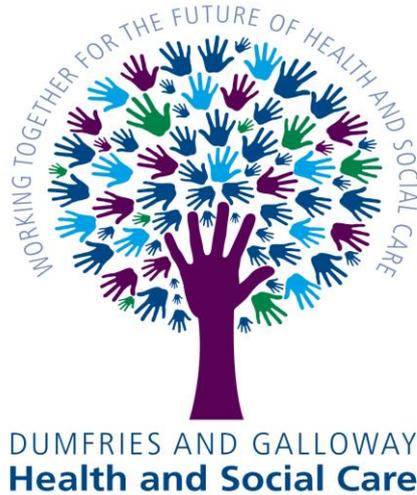


Organisational Development Action Plan

Dumfries and Galloway Health & Social Care Integration Partners 2016 – 2019

Last Updated: March 2019



Key – Green complete or on schedule

Amber- delayed with risk mitigation

Red – High Project Risk/unable to mitigate

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1.0 Purpose

This plan is a summary of the key objectives and planned interventions agreed between the Health & Social Care Partnership in Dumfries and Galloway. It identifies short, medium and long term actions from 2016 – 2019, in conjunction with the cultural diagnostic work which was carried out in 2015. This plan will support achievement of the planned National Health and Well Being Outcomes, with a focus on the areas identified in the Health and Social Care Integrated Workforce Plan (2016 – 2019) as agreed by the IJB. This includes the following ambitions:

- Workforce intelligence – developing a standard workforce data set to support integration and the workforce plan
- Workforce development – ensuring workforce development contributes to a sustainable, capable, engaged and motivated workforce, seeking to promote Health & Social Care as a career of choice
- Leadership and engagement – developing leaders, strengthening management to ensure effective engagement of our workforce and understanding and developing healthy cultures across the different sectors
- Integrated working – exploring how to do things differently and achieve new, effective integrated models of care by supporting and helping our collective workforce and representatives to develop and work together in joined up ways

2.0 Key interventions/outcomes

- To develop a compelling vision, mission and philosophy and ensure it is communicated effectively by leaders at all levels to staff and external stakeholders, ensuring there is no erosion of the vision, mission and philosophy as it passes both up and down the organisation with structures, systems and processes etc. both drive and enable the achievement of this
- To ensure leadership actions role model the desired/ideal culture and in doing so set and communicate a clear direction for integration
- To ensure all staff interactions, both internally and externally role model the attitudes and behaviours of the ideal/desired culture
- To introduce a performance management approach based on the attitudes and behaviours of the ideal culture
- To ensure staff engagement and involvement in all aspects of decision making, planning and goal setting relevant to their role
- To encourage staff to develop innovative and creative ways of thinking
- To introduce a performance coaching approach that balances the need to support staff with the need for staff to take responsibility for and own the need for performance development
- To align HR and OD and the organisation's people management practices with the achievement of the ideal/desired culture

3.0 Timeframe

This action plan covers an Organisational Development timeframe as noted and will be reviewed on an ongoing basis:

- Immediate – within 3 months (by end of September 2016)
- Short term – within 6 months (by December 2016)
- Medium term – within 18 months (end 2017), and
- Long (er) term – within 30 months (end 2019)

4.0 Workforce Outcome

Achieve a shared understanding across the partnership of the following:

Our Vision:

“Making our communities the best place to live active, safe and healthy lives by promoting independence, choice and control”

Principles:

For people to have the best possible experiences and outcomes care and support needs to be:

- personalised - designed and developed with the person, their family and their Carers (as appropriate)
- regularly reviewed and reshaped to meet the changing needs of a person
- focused on a person's well-being
- forward-looking – avoiding a 'crisis management' approach
- well co-ordinated between different sectors and services -

OD&HR practice supports the delivery of Health and Social Care Integration.

5.0 OD Areas for Improvement (Focus 1-7)

Focus 1: Communication and understanding across the partnership of the vision and principles for health and social care integration in our region. A clear understanding of how this translates in practice to those delivering health and social care services.

Workforce Outcomes:

- Leaders across the HSCI partnership will demonstrate and role model the desired attitudes & behaviours (ideal culture)
- Effective people management practices that support the delivery of health and social care integration.

Planned intervention(s)	Resource required	Time frame	Lead	Comments/Update
1.1 Maintain the OD Strategic group (formerly the 'OD Workstream') to provide Strategic Leadership for all organisational development work.	Delivery within existing resources	Immediate (Sept 2016)	Paul Clarkin & Caroline Sharp	Most Current Update March 2019 Number of meetings has been decreasing as actions are completed and other groups take on activity. Completed/ Terms of reference updated (2016) <i>EM update: Meetings are scheduled every two months.</i>
1.2 Reporting to the OD Strategic group, the trained culture team (with recognised certification in the use of the range of culture tools) will lead the planning, implementation and delivery of the 'culture' programme of work.		Immediate (Sept 2016) Ongoing	Sue Newberry	Most Current Update March 2019 No further meeting of the culture team as no further funding for LSI/GSI Other approaches such as Good Conversations used for working to embed blueprint behaviours. Group of staff now in training to provide GC course and will liaise with culture group to inform work going forward. Agreed and terms of reference have been updated for Group. <i>EM update: LSI Accreditees continue to provide feedback support. EM as project mgr oversees delivery of LSI including evaluation. GroupStyles Inventory being used in Nithsdale and Stewartry locality.</i>
1.3 Establish an Integrated Partnership Forum (IPF) to ensure our collective integrated workforce is fully engaged & involved in the planning & implementation arrangements.		Short term (Dec 2016) COMPLE TE	Julie White & Natalie Morel	Most Current Update March 2019 Group established and running IPF has been established and terms of reference agreed Meeting programme in place and underway

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Planned intervention(s)	Resource required	Time frame	Lead	Comments/Update
<p>1.4 Communication of the vision and principles for health and social care integration across the partnership, using a range of communication channels.</p>	<p>HSCI Communication and engagement manager to work closely with culture group and ‘integration partnership group’ to ensure messages are clear and consistent and are reinforced. This will be a two-way process involving staff in focus groups and workshops. The use of social media will be included (considered risk)</p>	<p>Immediate (Sept 2016)</p>	<p>Paul Clarkin & Caroline Sharp</p>	<p>Most Current Update March 2019</p> <p>Work undertaken within localities using LSI and GSI tools in terms of group behaviours and role modelling blue behaviours.</p> <p>Activities from iMatter action plans shared across localities.</p> <p>Use of good conversations programme to promote blueprint behaviours – GC is a tool to develop these behaviours – programme is offered across the partnership and “homegrown” training programme underway</p> <p>.....</p> <p>A range of comms including staff briefings undertaken since programme launch. Due to lack of comms resource and OD support recognise comms is essential. Infographic developed in April 2017 (delayed).</p> <p>EM and RE to met to join up communications and engagement for OD plan.</p> <p>EM has attended workshops across localities and continues to meet with key stakeholders. Effective downwards communication and a high involvement orientation is required. (See HSCMT/IPF presentation – March 2018)</p> <p>NB: Already existing comms plans in place for communicating the vision for H&SC.</p>

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Planned intervention(s)	Resource required	Time frame	Lead	Comments/Update
<p>1.5 Involvement across the partnership in the development of a set of values and behaviours which supports our vision and principles for health and social care integration.</p>		<p>Short term (Dec 2016)</p>	<p>Sue Newberry & Culture Team (OD steering group)</p>	<p>Most Current Update March 2019</p> <p>HSCMT priorities event held in March 2019 with a focus on compassionate leadership as approach – leaders focusing on Commitment, Engagement, Positive Emotional Environment and creating a consistent approach to leadership within the leadership community, promoting authenticity, openness, humility, optimism, compassion, appreciation. Recognising that staff engagement is the most accurate indicator of service user outcome</p> <p>Resources to support team development across partners and embedding blueprint behaviours is underway as a result of a recent HSCMT priority setting event. Resources to be shared April 2019 with follow up information sessions to be offered cross partnership – LSI evaluation completed and paper presented to HSCMT in July 2018</p> <p>.....</p> <p>Life Styles Inventory (LSI) for IJB Members has been completed (<i>with new members going through current cohort 3b March 18</i>)</p> <p>Cultural Navigators to analyse results of Cultural Diagnostic work together with results of LSI work to inform vision and principles to support our journey to achieving the ideal culture.</p> <p><i>Evaluation underway of existing LSI (along with continuous evaluation/improvement approach).</i></p> <p><i>EM undertaking KPI work with Health Intelligence/GN to identify tools to measure IJB/Locality performance in context of ideal culture. (See- BluePrint Behaviours Appendix 1).</i></p> <p><i>It is anticipated once this work is complete a comms and engagement plan will follow to communicate to key stakeholders and wider staff groups across sectors.</i></p>

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Planned intervention(s)	Resource required	Time frame	Lead	Comments/Update
<p>1.6 Workforce Planning sub group to continue to work on Integrated Workforce Plan as per defined programme</p>		<p>Long term (ongoing)</p>	<p>Caroline Sharp</p>	<p>Most Current Update March 2019</p> <p>Locality Workforce Plans have been developed since 2018, these provide the operational level workforce planning which inform the development of the strategic level IJB Workforce Plan.</p> <p>The Sub Group continues to develop and refine the IJB Workforce Plan and are currently exploring ways of integrating this with the Strategic Plan.</p> <p>There has been work undertaken to facilitate health and social care partnership colleagues to explore how they would like the IJB Workforce Plan to develop in the future.</p> <p>Planning is underway to support localities undertake a level of scenario planning to support longer term workforce planning.</p> <p>.....</p> <p>Workforce planning sub group re-established under joint NHS and Council leadership May 2017.</p>

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Focus 2: Leadership programmes for all levels of staff will be made available across D&G throughout the partnership with a focus on cross sector representation

Workforce Outcome: Together make sure we* all work with each other in a positive way making our organisations a good place for workers and people that use our services.

**We=staff from all partner organisations*

Planned intervention(s)	Resources required	Timeframe	Lead	Comments/Update
<p>2.1 A) Develop internal capacity and capability to administer Lifestyles Inventory (LSI) tool in house, and subsequently roll out LSI's and feedback to key leaders and influencers across the partners (target 60 leaders / key influencers to have received LSI diagnostic and feedback to support roll modelling of ideal behaviours within the first 12 months of the change programme.</p> <p>B) evaluate further need for years 2 and 3 thereafter)</p>	<p>20 LSI packages (diagnostic report and feedback / action planning session) already in place to draw down as part of initial funded core programme (costed at £500/package)</p> <p>In addition, we require funding of £14,500 plus VAT to fund training and accreditation for 13 internal accreditee's to be selected from across the partners. This investment in internal accreditation will provide us with the capacity and the capability we need to deliver 60 LSI diagnostic and feedback packages in year 1, and to then undertake further LSI packages (diagnostic report plus feedback / action planning session at administration purchase cost only (£40 - £180/package) for all future requirements.</p> <p><i>New update: Evaluation and review of LSI process will be presented to IJB in April 2018</i></p>	<p>Medium term (2017)</p>	<p>Natalie Morel</p>	<p>Most Current Update March 2019</p> <p>3 LSIs outstanding due to be completed July 2019</p> <p>The development of the asset list highlighted a range of alternative tools that partners can access to support team development. The NHS and Local authority are now sharing and exploring joint development and delivery of support for line managers. It is anticipated that this will extend to our third sector partners.</p> <p>.....</p> <p>25 IJB LSIs have been delivered and IJB members are receiving individual feedback/ 13 individuals from across partner organisations have been trained to de-brief LSI reports/ 26 nominations have been received from partners to undertake LSI (Cohort II) which will run April – June 2017</p> <p>Total of 51 LSIs on progress against target of 60</p> <p>New Update: At March 2018, 75 Leader's have completed their LSI with a further 10 (Cohort 3b) in progress.</p> <p>Total of 85 LSIs will be completed by end of April which is above initial target of 60</p> <p>10 LSI accreditee's active.</p>

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Planned intervention(s)	Resource required	Time frame	Lead	Comments/Update
<p>2.2 Existing programmes should be taken into consideration and developed if and where necessary. This will include programmes for new staff.</p>		<p>Medium – long term (2017-2019)</p>	<p>Paul Clarkin & Caroline Sharp</p>	<p>Most Current Update March 2019</p> <p>A centre of excellence working group led by the Lifelong Learning team at D&G Council and supported by NHS D&G are using the asset list to investigate opportunities for joint working across the partnership. Part of mainstreaming this approach will be the development of networking opportunities and events for trainers across the Partnership to share training resources and programmes across the Partnership where possible. For example exploring the possibilities of using the Workforce Development Fund to support IJB Partners</p> <p>The group hope to deliver a shared event in 2019/20 for people involved in learning and organisational development to find ways of maximising our resources across the partnership</p> <p>Within H&SC culture development work is being mainstreamed into programme development.</p> <p>Through Training & Skills Initiative Third & Independent sectors are also mainstreaming this approach.</p> <p>.....</p> <p>New Update: Specific examples are Good Conversations (personal outcomes approach) which has had representation across numerous levels of organisations.</p> <p>Asset List developed to identify current OD&L offer across Dumfries & Galloway. Collating this information across partners is a challenge due to the complex landscape.</p>

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Focus 3: Partners researching, both internally and externally, to identify and share good practice and ideas that will support positive culture and effective leadership and management behaviours.

Workforce outcome/s:

- A collective workforce that optimises its health, wellbeing and performance
- Mainstream an asset based, outcomes focussed approach to support workforce development, management and support
- Identify and highlight examples of ‘good practice’ across staff teams and sectors; understanding the reasons behind their success and how these could be used elsewhere.
- Encourage and empower staff to develop innovative and creative ways of thinking.

Planned intervention(s)	Resources required	Timeframe	Lead	Comments/Update
3.1 Culture Team will work together to identify, share and spread good practice	Staff members across partnerships and Culture Navigators Group (renamed Culture Team)	Medium term (end 2018)	Culture Team	<p>Most Current Update March 2019</p> <p>No further meeting of the culture team as no further funding for LSI/GSI</p> <p>Good Conversations as an approach for working with colleagues as well as service users now being promoted as key tool for embedding blueprint behaviours. Group of staff now in training to provide GC course and will liaise with culture group to inform work going forward</p> <p>.....</p> <p>In December 2017, LSI accredittee’s (Culture Team) attended a workshop to share learning and reflections to develop the existing LSI process. Another session has been scheduled for 27/03/2018.</p> <p>Further session being planned with HS/UK in mid 2018.</p>

Focus 4: Develop a process for managers and our workforce to work together to plan, monitor and review performance at work which is congruent with our shared values and behaviours.

Workforce Outcome:

A place to work where individual performance management is about helping all people to reach their full potential at work. For our managers, this means working with people to improve their performance using a coaching style (see also Focus 7).

Planned intervention(s)	Resources required	Timeframe	Lead	Comments/Update
4.1 Review existing Performance practises across Partnership organisations		Medium Term (End 2017)	Culture Team	<p>Most Current Update March 2019</p> <p>Offer NHS Led Action learning and coaching skills programmes across sectors and run training the trainer courses pan partnership before end of 2019</p> <p>Good Conversation Train the Trainers across the Partnership. 12 people have completed training and evaluation will be available in April 2019</p> <p>.....</p> <p><i>Sept 2018</i></p> <p><i>As part of developing a coaching programme across the partnership the NHS has 3 trained and accredited Coaches.</i></p> <p><i>Council trained a cohort of managers to lead in a coaching style – update</i></p>
4.2 Consult with staff groups on 'What matters to me' both managers and staff	Available now to all partners	Medium Term (End 2017)	Culture Team	<p>Most Current Update March 2019</p> <p>Promotion undertaken by organisations around what matters to me programme</p>
4.3 Develop an approach and interventions that meet the needs of the partnership		Long Term (End 2018)	Culture Team	<p>Most Current Update March 2019</p> <p>The IJB OD Steering group has created activity across the partnership including coaching skills, good communication, understanding and making best use of existing support and development tools. The Centre For Excellence Group is looking at how to maximise existing resources rather than creating new programmes. This work is still underway</p>

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Focus 5: We will create space and time for our colleagues to be involved in creating the ideal culture in our workplaces. We will review the tools we use to measure how satisfied staff are at work.

Workforce Outcome: Staff feel fully informed and engaged and this is demonstrated through demonstrable employee engagement and satisfaction measures

Planned intervention(s)	Resources required	Timeframe	Lead	Comments/Update
5.1 Actively engage with members of the workforce in the development of all strands of this work plan	Staff time to engage in creating an ideal culture	Short - Long term (2016 - Dec 2018)	Caroline Sharp & Paul Clarkin	<p>Most Current Update March 2019</p> <p>Engagement has taken place at locality levels in the partnership progression beyond this is ad hoc</p>
5.2 Review, pilot and implement tools and approaches which help to support a positive culture and individual's quality of working life	NHS - iMatter tool Council – TBC Independent Sector – Thistle Foundation re. outcomes focussed holistic programme Third Sector - TBC	Long term – (2018)	Culture Team	<p>Most Current Update March 2019</p> <p>Good Conversation Train the trainer 12 people from across the partnership completed training and aim to have a programme of delivery by next financial year including links with 3rd sector thistle programme</p> <p>Planning for new cycle of iMatter underway potential to review engagement of other partners HSCMT Event Developing Compassionate Leadership now taken place and positive culture referenced in partnership priorities</p> <p>.....</p> <p>Existing work remains ongoing.</p> <p>New update: Further discussion required with Culture Team to ensure information captured is up to date and relevant.</p> <ul style="list-style-type: none"> - Link in Health and Wellbeing Strategy etc. Asset List (eg Good Conversations etc) <p>new team culture tool: GroupStyles Inventory/GSI (link with Focus 2) is an assessment of the way in which team members interact with one another and approach problems when working together.</p> <p>http://www1.humansynergistics.com/docs/default-source/product-info-sheets/gsi-product-info-sheet.pdf?sfvrsn=8</p> <p>This also provides an opportunity to support the communication and engagement of culture work across Dumfries & Galloway (linked to LSI evaluation).</p>

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Focus 6: Develop programmes across the partnership which allow future processes to be less ‘risk adverse’ and for staff to think more freely and creatively perform their role.

Workforce Outcome: A workforce that demonstrates enhanced constructive, creative behaviours (instead of defensive, avoidance and conventional behaviours).

Planned intervention(s)	Resources required	Timeframe	Lead	Comments/Update
6.1 Mapping exercise across the partnership for culture navigators to establish baseline and plan to replicate & celebrate.	Internal existing resources Culture Team will work with improvement teams/resources within partnerships	Medium term (end 2018)	Culture Team	<p>Most Current Update March 2019</p> <p>Asset List completed and being reviewed by Centre of Excellence Group</p> <p>.....</p> <p>Further work required. LOGIC map complete and asset list developed</p> <p><i>Feb 2019 update: Culture Team to feedback on best practice and review</i></p> <p><i>Asset List completed and available to all Partners</i></p>

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Focus 7: Managers & supervisors to model a coaching approach in all interactions & interventions with staff and teams.				
Workforce Outcome (see Focus 4).				
Planned intervention(s)	Resources required	Timeframe	Lead	Comments/Update
7.1 Train all managers and supervisors in coaching conversation skills and techniques	<p>We have already invested funds from our OD transition fund to develop a small cohort of trained and accredited internal business coaches and managers trained to manage using a coaching style. In addition, we have access to the NHS Education for Scotland (NES) and the Public Sector coaching collaboratives to draw down external business / performance coaching expertise</p> <p>In addition, we will be preparing a detailed bid to secure funding to deliver a coaching conversation training programme to all staff with management responsibility across the partner organisations.</p> <p>A detailed proposal and costing will be developed for consideration by the IJB Management team</p>	Long term (2019)	Caroline Sharp & Paul Clarkin	<p>Most Current Update March 2019</p> <p>Discussion at Centre of Excellence Group, NHS to offer Coaching Skills Courses and training trainer courses across partnership</p> <p>Good Conversation Training completed by over 150 staff across the partnership.</p> <p>.....</p> <p><i>Health has 3 trained and accredited internal business coaches. One more are in training. This has been as a collective resource for the partnership to draw down. – Update from CJS</i></p> <p><i>Investment agreed for Council to train a cohort of managers to lead in a coaching style – Update required from JMc</i></p> <p>Third and Independent Sectors to consider capacity building requirements.</p>
7.2 Develop Partnership Business coaching framework to deliver a consistent coaching development offering across all partners		Short term (Dec 2016)	Caroline Sharp	<p>Most Current Update March 2019</p> <p>Workforce Scotland Coaching and Mentoring Service available to staff across the partnership – currently testing system before wider communication in 2019</p> <p>.....</p> <p>Not yet completed – work in progress. New update from NM: National and Regional options being considered (coaching collaborative).</p>

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