



Integration Joint Board
Performance and Finance Committee

26th April 2019

This Report relates to
Item 13 on the Agenda

Organisational Development Action Plan Update

Paper presented by Natalie Morel

For Approval, discussion and noting

Approved for Submission by	Caroline Sharp NHS Dumfries and Galloway
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List of Background Papers	None
Appendices	1. Organisational Development Action Plan including March 2019 update

Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	X
	2. Dumfries and Galloway Council	
	3. NHS Dumfries and Galloway	
	4. Dumfries and Galloway Council and NHS Dumfries and Galloway	

SECTION 1: REPORT CONTENT

Title/Subject:	Organisational Development Update
Meeting:	IJB Performance and Finance Committee
Date:	26 th April 2019
Submitted By:	Natalie Morel
Action:	For Approval, discussion and noting

1. Introduction

- 1.1 This report provides an update on activity as outlined in the HSCIP Organisational Development (OD) Plan. The report highlights some of the changes and developments in activity, delivery and best practice since the action plan was produced. Alongside the changes and developments, this report describes how different groups have become involved in the programme. In light of these changes and developments it is suggested that, in order to ensure the partnership continues to have oversight of this work, the Organisational Development Strategic Group should review its current role.

2. Recommendations

- 2.1 **The Performance and Finance Committee is asked to:**
- **Note the level of activity against each of the seven areas of the action plan**
 - **Discuss the future reporting of activity against the current plan and**
 - **Approve a review of the OD Strategic Group and process for maintaining oversight of the OD work delivered in and on behalf of the partnership**

3. Background

- 3.1 The IJB OD Action Plan describes short, medium and long term actions created as a result of the findings from our cultural diagnostic work conducted in 2015. The action plan supports the achievement of the National Health and Wellbeing Outcomes, with a focus on the areas identified in the Health and Social Care Integrated Workforce Plan. A steering group was established to support the implementation of the action plan. Representation on the group reflected the partnership and was, until May 2018, supported by a project lead.

4. Main Body of the Report

4.1. Activity, Achievements and Ongoing Challenges

This section outlines activity, achievements and ongoing challenges against each of the 7 areas of focus in the plan. Appendix 1 shows the full plan including specific actions and previous updates for each area of focus.

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.

Actions against this focus have been completed.

Although not describes as an action in the original plan, the development of an internally delivered Good Conversations programme is seen as the main method of continuing the activity in this focus area.

Key measures against this focus were;

- The establishment of the IPF (Integrated Partnership Forum)
- The delivery of different tools from the culture work (Lifestyles Inventory – LSI and Group Styles Inventory – GSI)
- The agreement of the action plan were key measures against this focus

The event held in March 2019 by the HSCMT focussed on compassionate leadership as a philosophy, with leaders focusing on commitment, engagement and creating a positive emotional environment. We increase the capacity of our staff to engage with their organisation and its purpose by creating a consistent approach to leadership and promoting authenticity, openness, humility, optimism, compassion and appreciation. As the most accurate indicator of service user outcome, staff engagement is seen as an essential component of priority setting for 2019/20. Compassionate Leaders will embed the blue print behaviours and translate the 'blue print' model into practical ways of working with each other, as well as the people we serve.

The OD Strategic Group has been winding down with working groups and other existing partnership groups undertaking any ongoing work.

It is proposed that the role of the group should now be reviewed in tandem with the action plan.

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.

Actions against this focus have been completed.

The delivery of the LSI and GSI (to over 200 staff) aimed to increase awareness of the influence leadership style and group behaviour have on organisational culture. The individual and group inventories also provided tools to support the use of blueprint behaviours in the workplace.

With no future funding available for the GSI and LSI tools, there has been some delay on setting up alternative cross partnership leadership programmes. The establishment of the asset list shows the wide range of different tools already available within the partnership.

The establishment of the Workforce Development Fund is creating opportunities for some partners to work together but as yet there have been no jointly funded programmes.

There is however exploration led by the Centre of Excellence Working Group to explore the possibility of cross delivery of management training programmes. This group faces challenges in terms of maintaining contact/representation with Third Sector Partners.

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.

Actions against this focus have been completed.

The action in this section was to create and maintain a cross sector group with a focus on the LSI and GSI tools- these models are not currently resourced.

The delivery cross sector of Good Conversations Training is seen as an area of good practice.

Resource has been provided to develop a group of Good Conversation trainers from staff within the partnership, as part of the review of the programme, as current delivery and funding comes to an end in May 2019.

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.

Action 4.2 completed; outstanding actions are now being undertaken using the asset list by a cross sector group (Centre for Excellence Working Group); this work is ongoing and requires more specific actions to provide a clearer time line for completion.

The initial expectation was that there must be opportunity to standardise tools across the partnership. The development and final content of the Asset List highlighted that, whilst the benefits of sharing are not in question, there is some complexity in the sharing of information and resources.

Whilst still in its infancy, the Centre of Excellence Group is already exploring how partners can co-deliver and share access to existing programmes.

The activity requires co-ordination with limited resources across partners, which is challenging and so it is important to build in realistic time scales for delivery over 2019/20.

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.

Actions are not completed.

Information about resources from different parts of the partnership are not available at this time.

It is anticipated that a timeline for this action or superseding the actions in this area of focus will be part of the review of the OD Strategic Group.

Last year engagement with localities received positive feedback, but this has not been followed up beyond the use of the GSI tool. The HSCMT priority setting exercise has highlighted the importance placed on a positive work culture and staff engagement. This has reignited the requirement to continue to support positive culture development at this level.

The development of the Good Conversations programme has been positive – the challenge is to continue to deliver the quantity and quality of the current programme internally. The Thistle Partnership (who are currently delivering the programme) are also supporting a cross sector partnership group to develop resources specifically for our region.

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.

Actions against this focus have been completed

As a result further activity has been generated, as described in updates that go beyond the interventions described in the original plan.

The Asset List has had a significant impact throughout the action plan.

In order to continue to make best use of this resource it will need to be updated and developed/formalised. This will ensure that training and support can be provided across the partnership in as cohesive a way as possible.

The Centre of Excellence Group may be able to support some of the delivery elements but are not resourced to update and maintain the document or co-ordinate ongoing development of the principles of shared working/collaboration.

Focus 7: Managers & supervisors to model a coaching approach in all interactions & interventions with staff and teams.

Actions against this focus are still underway.

The development of national coaching networks has to some extent superseded local developments however, information from the national programme suggests that public and third sector staff in Dumfries and Galloway are not accessing the national system.

Discussion is underway between the NHS and Local Authority re the provision of brief coaching skills courses and training trainers courses across all partners in the region.

A trial of courses across localities throughout 2019/20 is planned.

4.2 Planning and Delivery: Moving Forward

The plan of current actions have created new and unplanned activity. Some actions have been superseded by other local and national developments. Many actions described against each focus area have been completed. The OD Strategic Group have been involved in supporting, initiating and motivating

relevant colleagues to undertake the actions. Some activity has grown or become embedded in other areas of work.

The OD Strategic Group now need to come together to agree;

- How they need to act in continuing to develop and oversee the existing action plan into new activity
- If they continue to have a role in oversight of the actions
- How the partnership measures the seven focus areas in the future and the role of the strategic group in supporting that measurement.

5. Conclusions

The partnership has undertaken a very wide range of activity through the action plan. To continue the success in mainstreaming and positive engagement some of this work will continue beyond the plan.

Building on the compassionate leadership model the HSCMT can help achieve the ambition, “developing leaders, strengthening management to ensure effective engagement of our workforce and understanding and developing healthy cultures across the different sectors”. This ambition is key if we are to achieve other ambitions around workforce development and integration.

The spread of activity, the ratio of resource to action and the ongoing maintenance required to build and grow positive culture suggests that some level of continued, strategic direction is important. This could support ongoing measurement of activity against the areas of focus which will be of great benefit in making sure that people and resources are supported to deliver the best in the best way.

SECTION 2: COMPLIANCE WITH GOVERNANCE STANDARDS

6. Resource Implications

The work of the OD Strategic Group has previously been supported by the IJB OD Development Manager. This role is no longer in the system; whilst activity in the action plan is now being undertaken by other groups and individuals, the committee should be aware of this when considering the future role of the OD Strategic Group.

7. Impact on Integration Joint Board Outcomes, Priorities and Policy

The action plan is based on and makes reference to the following ambitions as described in the Health and Social Care Integrated Workforce Plan

- 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

8. Legal & Risk Implications

- 8.1. There are no direct legal issues or risks relating to the integration authority or the constituent partners arising from this action plan update.

9. Consultation

Consultation is not required on this action plan update

10. Equality and Human Rights Impact Assessment

- 10.1. This is an update against a previously agreed action plan and does not vary from original document therefore no EQIA has been undertaken on this update

11. Glossary

CEG - Centre of Excellence Group (Partnership between sectors to explore shared working in learning and development current representation from Council, NHS and Third Sector)

GSI - Group Styles Inventory (Tool provided by HSUK to support team development as part of the culture project)

HSUK – Human Synergistics United Kingdom (Human Synergistics United Kingdom the company that supported our culture work and provide the LSI and GSI tools)

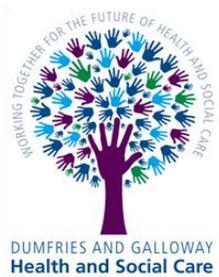
LSI - Lifestyles Inventory Tool (Tool provided by HSUK to support leadership development in line with the culture project)

ODL - Organisational Development and Learning

Asset List - A description of the training and development tools available to/provided by all Health and Social care Partners

Workforce Development Fund - Funding resulting from the Apprenticeship Levy provided by UK government

Dumfries and Galloway Integration Joint Board



DIRECTION

(ISSUED UNDER SECTIONS 26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014)

1.	Title of Direction and Reference Number	
2.	Date Direction Issued by Integration Joint Board	
3.	Date from which Direction takes effect	
4.	Direction to	
5.	Does this direction supersede, amend or cancel a previous Direction? If yes, include the reference number(s)	
6.	Functions covered by Direction	
7.	Full text of Direction	
8.	Budget allocated by Integration Joint Board to carry out Direction	
9.	Desired Outcomes	
10.	Performance Monitoring Arrangements	
11.	Date Direction will be Reviewed	