

## CULTURAL DIAGNOSTIC OUTPUT

### 1. Purpose of Report

This report provides members of the Integration Joint Board (IJB) information on the results of the Cultural Diagnostic Work to date, recommendations identified across the HSCI partnership and outlines the next phase of the process.

### 2. Recommendations

Members are asked to:-

- 2.1 note progress of the cultural diagnostic work to date;
- 2.2 note the results delivered to the IJB Workshop on 28 of April 2016 (**Appendix**) and;
- 2.3 agree to contribute to the work plan for the next 18 months including the Lifestyles Inventory (leadership review).

### 3. Considerations

#### Cultural Diagnostic Work Results

3.1 Seven recommendations have been highlighted from the work carried out over the past several months (see Appendix and back ground paper). These recommendations across all stakeholder groups are:

- To develop a compelling vision, mission and philosophy and to ensure it is communicated effectively by leaders at all levels to staff and external stakeholders, ensuring there is no 'erosion' of this and to ensure that structures, systems and processes drive and enable to achievement of the vision, mission & philosophy
- To ensure leadership actions role model the desired & ideal culture thus communicating 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 (individual level) based on the attitudes & behaviours of the ideal & desired culture
- To ensure staff engagement and involvement in all aspects of decision making, planning and goal setting relevant to their role. Thus encouraging 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 & OD and the organisation's people management practices with the achievement of the ideal & desired culture

3.2 During the next 8 weeks the results will be cascaded to staff through presentations at team meetings and designated feedback sessions. This cascade programme will be developed working with the newly appointed communications and engagement manager across the partnership working with the communication and engagement manager.

#### Lifestyles Inventory (LSI)

3.3 The next phase of this process (18 months) will identify leaders to complete the Lifestyles Inventory and/or Organisation Development diagnostic tools which will indicate and assist us to provide evidence on leadership attitudes and behaviours across the partnership – this will include all members of the IJB as requested at the Workshop held on 28 April 2016.

#### Next Steps

3.5 A project programme & timeline is being developed by the OD Work stream and the culture navigator team (Accreditees) and will be presented to the IJB at a future meeting over the Summer.

3.6 The OD Work stream has committed to continuing as a group to lead this work on behalf of the IJB and are reviewing their Terms of Reference and resourcing needs going forward in order to fulfil that role.

### **4. Governance Assurance**

4.1 The Health and Social Care Organisational Development Work Stream has been consulted and are in agreement with the content of this report. The members of this Work Stream include all stakeholders (NHS D&G, D&G Council, Voluntary and Independent/Private Health & Social Care Sectors) and Trade Union representation.

4.2 This paper meets the request from the IJB at its workshop on 28 April to formalise the proposals for cascade and action planning to enable the IJB discuss and reach agreement on next steps at this meeting.

### **5. Impact Assessment**

As this report does not propose a change in policy/strategy/plan/project, it is not necessary to complete an Impact Assessment.

#### **Author(s)**

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**Appendices****Appendix – IJB Workshop (28 April 2016) Presentation****Background Papers****Cultural Diagnostic Progress January 2016 – May 2016**

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