

Report to: Board of Directors (Public)
Paper number: 4.1
Report for: Discussion / Decision
Date: 28 September 2017
Report author: Agi Kertynska, Head of L&OD
Report of: Sally Quinn, Director of HR&OD
Fol status: Report can be made public

Strategic aims supported: *Early and effective Intervention / Helping People to live well*

Cultural pillars supported: *We value each other / We are empowered / We keep things simple/We are connected*

Title: Draft Organisational Development Strategy

Executive Summary

The first draft of the new Organisational Development Strategy (OD Strategy) has been presented to and positively received by the Resources Committee. Their feedback has been incorporated. The focus of the strategy is on embedding cultural pillars and improving organisational effectiveness.

Recommendation to the Board

The Board of Directors is requested to:

- **CONSIDER** and **APPROVE** on the presented draft OD Strategy.

Risk Implications

The Trust suffers from high turnover, sickness and overcomplicated processes. Failure to focus on culture change will exacerbate this situation.

Finance Implications

No financial implications at this stage.

Equality and Diversity Impact / Single Equalities Impact Assessment

The OD Strategy aims to be inclusive and in places directly targets BME staff.

ORGANISATIONAL DEVELOPMENT STRATEGY 2017-2020

Sally Quinn
Director of HR&OD

Katie Bowden
Deputy Director of HR&OD

Agi Kertynska
Head of Learning and Organisational Development

The Workforce and OD Strategies Purpose

The Clinical Strategy shapes how we provide care now and over the coming years. This has an impact on the professional development of our staff as well as the behaviours and the overall culture of the organisation.

Our Workforce Strategy addresses individual knowledge and skills to improve clinical outcomes, team working and performance. The OD Strategy looks at the whole system and offers interventions that encompass the entire workforce around our cultural pillars that will enable greater effectiveness within the Trust.

C&I Strategic Objectives

Early and
effective
interventions

Helping
people to live
well

Research and
innovation

Workforce Strategy Overview

WORKFORCE INTELLIGENCE

Workforce Planning & Redesign
Business Intelligence
ESR 2
Metrics and Analysis
Safer Staffing and Rostering

LEARNING AND DEVELOPMENT

Career Counselling
Coaching
Leadership Development
Maximising Apprentices
Maximising HEE funding
Centre of excellence for clinical development

RECRUITMENT AND RETENTION

Fit for purpose recruitment function
Employer Branding
Employing staff with disabilities
Our Staff First

ORGANISATIONAL DEVELOPMENT

4 Cultural Pillars
Organisational Effectiveness
Implementation of Clinical Strategy
Quality Improvement
Staff Engagement & Staff Survey

Our Staff
2020

BUSINESS PARTNERING

Strategic HR&OD
Commissioned areas of excellence to meet business need

HEALTH AND WELLBEING

Mental Health Wellbeing Champions
Call for Action
Proactive OH

EQUALITY AND DIVERSITY

Equal Opportunities for Career Development
Culture Change
Fairness and Equity in staff management
Employing staff with disabilities
Our Staff First

Chair: Leisha Fullick
Chief Executive: Angela McNab

Your partner in
care & improvement



OD Strategy

❑ OBJECTIVE

To continue supporting implementation of the Clinical Strategy and Culture Change by embedding Cultural Pillars and focus on effectiveness throughout the organisation .

❑ WHERE ARE WE?

- Disempowering bureaucracy and time consuming processes
 - High levels of sickness and turnover
 - BME staff feeling unsupported in progression to senior leadership roles
- and
- Integrated Practice Units being developed
 - New simplified coaching based approach to appraisal introduced
 - More staff trained as coaches and attending leadership development programmes

OD Strategy

☐ WHERE DO WE WANT TO BE

- Culture where staff are empowered and engaged to make improvements including QI actions
- Workplace where people want to join and stay because of being valued and developed
- Channels for staff to connect and learn from each other and partners in the STP

☐ HOW WE WILL GET THERE

- Embedding cultural pillars
- Linking in to STP wide improvement initiatives
- OD Support for QI Hub to ensure behaviours and relatedness is taken into account
- OD involvement in shaping the IPU agenda
- Continuation of Leading in Excellence and new appraisal system
- Continued support for team “away days” to gather behind shared objectives and vision

How will we get there?

Culture change

Embedding Cultural Pillars

Organisational Effectiveness

OD support for key clinical areas for improvement such as:

- Reducing inpatient time
- Introduction of Female PICU
- Integrated working with key partners in community

- What does this mean for staff?
- How can we give staff the space to discuss impact?

- OD to facilitate and support staff to come up with solutions
- OD to undertake a short diagnostic on what others do to support relevant key improvement areas

OD Strategy

☐ LINKS TO

- Workforce Strategy
- Corporate objectives:
 - Early and effective interventions
 - Helping people to live well
 - Research and innovation

☐ KEY MEASURES

Staff Survey, Staff Friends and Family Test, individual feedback on interventions and New and Views events

Our Cultural Pillars

We value
each other

We are
empowered

We are
connected

We keep
things simple

Chair: Leisha Fullick
Chief Executive: Angela McNab

Your partner in
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Cultural Pillars - Inquiry

- What each area means for me?
- What makes it important?
- What does it look like? How can it be demonstrated (by organisation, by staff)
- What stops me from/helps me in being/feeling empowered, connected ...?
- The one thing that would make a positive difference at this time

Embedding the Cultural Pillars

We Value Each Other

- Facilitated away days for teams to develop together and for staff to feel valued - further invested will be provided for this
- We committed to developing our managers to leaders of excellent teams – we will hold them to account over their team management
- We want all staff to have quality appraisal and development conversations
- Tweet/share your team's success or learning
- "Thank You" board on the intranet
- Birthday cards from our staff engagement platform

We Are Connected

- Knowing me knowing you for C&I this has been a successful strand of the previous OD Strategy we would look to extend this to connect further across the STP
- Some focussed work will look at how operational divisions and corporate services work and communicate with each other
- Encourage divisions and teams to connect more to reduce silo working and encourage more best practice sharing

We Are Empowered

- Sharing acts of courage – individual and team
- Coaching
- Having a 'Market Place' event where teams can showcase their own service/change/QI success stories with the Trust
- We have our BME 'Network for Change' who now have a collective voice for BME Staff, we need more networks to launch - Disability, LGBT.

We Keep Things Simple

- Is there a simpler way to do – “remove a step”
- OD for QI
- Explore a 'Let's Do It' scheme for all staff to be able to share good ideas to be owned at team/ward level that can just be implemented.

Next Steps

- Working with Strategy and Communications to avoid duplication
- Share with SLT for feedback
- Submission to Resources Committee on 24 October
- Sign off from the Board by end of November
- Go-live December 2017.