

Organisational Development Action Plan – Dumfries and Galloway Integration Partners 2016 - 2019

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 work completed on the cultural diagnostic work 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

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

Appendix 1

- To introduce a performance management approach based on the attitudes and 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
- 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

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)

Workforce outcome	Focus for improvement	Planned intervention(s)	Resources required	Timeframe
<p>Achieve a shared understanding across the partnership of the following:</p> <p>Our Vision:</p> <p>“Making our communities the best place to live active, safe</p>	<p>Focus 1</p> <p>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</p>	<ol style="list-style-type: none"> 1. Maintain the OD Strategic group (formerly the ‘OD Workstream’) to provide Strategic Leadership for all organisational development work. 2. Reporting to the OD Strategic group, the trained culture team 	<p>Delivery within existing resources</p>	<p>Immediate (Sept 2016)</p> <p>Immediate (Sept 2016)</p>

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<p>and healthy lives by promoting independence, choice and control”</p> <p>Principles: For people to have the best possible experiences and outcomes care and support needs to be:</p> <ul style="list-style-type: none"> • 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 	<p>delivering health and social care services.</p>	<p>(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.</p> <ol style="list-style-type: none"> 3. Establish an Integrated Partnership Forum (IPF) to ensure our collective integrated workforce is fully engaged & involved in the planning & implementation arrangements. 4. Communication of the vision and principles for health and social care integration across the partnership, using a range of communication channels. 5. Involvement across the partnership in the development of a set of values and behaviours which supports our 	<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>Short term (Dec 2016)</p> <p>Immediate (Sept 2016)</p> <p>Short term (Dec 2016)</p> <p>Long term (ongoing)</p>

Appendix 1

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<p>sectors and services-</p> <p>OD&HR practice support the delivery of Health and Social Care Integration</p>		<p>vision and principles for health and social care integration.</p> <p>6. Workforce Planning sub group to continue to work on Integrated Workforce Plan as per defined programme</p> <p>7. Ongoing development of OD & HR practices that support the delivery of health and social care integration(e.g. coaching culture, performance management etc).</p>		<p>Medium – long term (ongoing)</p>
<p>Leaders across the HSCI partnership will demonstrate and role model the desired attitudes & behaviours (ideal culture)</p>	<p>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</p>	<p>1. 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</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</p>	<p>Short term (Dec 2016)</p> <p>Medium – long term (2017 -2019)</p> <p>Immediate (Sept 2016)</p>

Appendix 1

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		<p>received LSI diagnostic and feedback to support roll modelling of ideal behaviours within the first 12 months of the change programme, and evaluate further need for years 2 and 3 thereafter)</p> <p>2. Existing programmes should be taken into consideration and developed if and where necessary. This will include programmes for new staff</p>	<p>VAT to fund training and accreditation for 13 internal accreditees 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>Culture Group</p>	
Together make sure we* all work with each other in a positive way	Focus 3 Working together, Listening to each other,	We, with the help of the Culture Group will undertake this work and produce	Staff members across partnerships and Culture Group	Medium term (end 2017)

Appendix 1

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<p>making our organisations a good place for workers and people that use our services.</p> <p>*We=staff from all partnership organisations</p>	<p>sharing ideas and agreeing what behaviours best match our ideal way of working. By doing this we believe that we will improve the quality of the workplace and the service people get from us.</p>	<p>information about it for all our colleagues and services users</p>		
<p>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).</p>	<p>Focus 4 Develop a process for managers and our workforce to work together to plan, monitor and review performance at work. How individuals' contributions link to our overall purpose. It's more than just an annual review, it's the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that our workforce are meeting their objectives</p>	<ol style="list-style-type: none"> 1. Dependant on shared Mission and Purpose 2. Dependent on developing our 'behavioural capabilities' 3. Review existing Performance practises across Partnership organisations 4. Consult with staff groups on 'what matters to me' both managers and staff 5. Develop a Coaching approach to record and evidence Coaching conversations 6. Develop process to 	<p>To be undertaken using Existing internal resources</p>	<p>Short – term (Dec 2016)</p> <p>Available now to all partners</p> <p>Medium to long term (2017 – 2019)</p>

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	and career goals. Measuring both 'what you do' (objectives) and 'how you do it' (behaviours)	<p>'store' in existing platforms</p> <p>7. Develop managers capability and skill in having effective person centred 'coaching conversations'</p> <p>8. Develop skill and empower our workforce to take responsibility for their performance, so that they are at the centre of the conversation</p>		
For Us and By Us . We agree that our colleagues must be involved and engaged in making decisions about creating an ideal culture in our workplaces. We will do all we can to make this happen.	<p>Focus 5</p> <p>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 with their workplace</p>	<p>We will make and support opportunities for staff to hear about all this work on our ideal culture and share their ideas about what we can all do to achieve it.</p> <p>We will review and test what we currently use to measure staff satisfaction and make sure that we use that to check what benefits there are when staff feel engaged</p>	Staff time to engage in creating an ideal culture	<p>Short term (Dec 2016)</p> <p>Medium term – (2017)</p>
Identify and highlight	Focus 6a	Mapping exercise across the	Internal existing	Medium term (end

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<p>examples of 'good practice' across staff teams and sectors; understanding the reasons behind their success and how these could be used elsewhere.</p> <p>Encourage and empower staff to develop innovative and creative ways of thinking.</p>	<p>Seek to identify areas of 'good practice' and ways where working 'unconventionally' has been of benefit to staff. Look at the factors behind these and whether similar initiatives can be developed or replicated across Dumfries and Galloway</p> <p>Focus 6b</p> <p>Develop programmes across the partnership which allow future processes to be less 'risk averse' and for staff to think more freely and creatively performing their role</p>	<p>partnership for culture navigators to establish baseline and plan to replicate & celebrate</p>	<p>resources</p> <p>Culture navigator group will work with improvement teams/resources within partnerships</p>	<p>2017)</p>
<p>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</p>	<p>Focus 7</p> <p>Managers & supervisors to model a coaching approach in all interactions & interventions with staff and teams</p>	<ol style="list-style-type: none"> 1. Train all managers and supervisors in coaching conversation skills and techniques 2. Develop Partnership Business coaching framework to deliver a consistent coaching 	<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</p>	<p>Long term (2019)</p> <p>Short term (Dec 2106)</p>

Appendix 1

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management		development offering across all partners	<p>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. A detailed proposal and costing will be developed for consideration by the IJB Management team</p>	