Organisational Development Plan

Contents

Health & Social Care Moray
are a partnership of the Moray Council and NHS Grampian

Foreword

Welcome to Health and Social Care Moray's Organisational Development (OD) Plan. This plan describes the partnership's approach to developing a positive organisational culture that will help the partnership deliver its strategic priorities and aims and ensure the provision of a seamless, joined up, high quality health and social care service for the residents of Moray.

We believe that our workforce is critical to the success of creating a single, responsive and flexible health and social care system where our workforce is equipped to improve outcomes and the lives of people using our services. Developing a positive workforce culture will be a fundamental element of this.

The landscape ahead is a challenging one with a significant amount of work to do; maintaining quality whilst reducing overall costs and becoming more efficient whilst continuing to meet the increasing demands on services will depend on everyone who works within the partnership being engaged, appreciated and happy at work.

Continuing to build on the positive foundations of joint working that already exist through the Moray Health and Social Care Partnership, this plan will make a strong contribution towards the development of the strong and cohesive identity and culture that will help the workforce of Health and Social Care Moray to be well equipped to embrace the challenges that lie ahead.

Pam Gowans
Chief Officer

Introduction

Purpose

The Moray Integration Joint Board Integration Scheme requires that Health and Social Care Partnerships develop an Organisational Development Strategy for integrated teams. The plan alongside the workforce plan will consider staff communication, staff engagement, staff and team development, leadership development and the training needs.

This Organisational Development (OD) Plan sets out how Health and Social Care Moray (HSCM) will develop the shared culture, priorities and commitment required to help the organisation and its workforce deliver the best possible health and wellbeing services for the people of Moray. The vision, principles and values provide the guide on expectations around the prevailing ethos of this new and developing organisational arrangement.

Adopting an organisational development approach means that, through partnering arrangements, the recruitment, support and development of our workforce is activity embedded within our strategic planning arrangements.

Setting out the actions needed to ensure the organisation is fit and able to respond to the dynamic, challenging and fast pace of the current public sector environment, the scope of the plan will extend across the leadership at all levels of the organisation, the professional and technical capacity of the workforce as well as the underpinning systems and structures that form the mechanisms through which the organisation functions.

This is first OD Plan for HSCM and will help guide and shape its development as an organisation. It will be a working document that will develop as the precise organisational and individual needs become clearer. To that end, the plan will be reviewed and refreshed in the light of feedback, guidance and planned review in order to be able to respond to both internal and external changes.

Our context is one of transformational change. This plan will be implemented to take account of the emergent needs of the workforce in response to change and to engender in employees the ability to work within a change environment flexibly.

What is Organisational Development?

Organisational Development is a planned approach to supporting organisational change from a strategic level so that people skills, behaviours, capability and effectiveness are developed to achieve the performance required to ensure the organisational priorities are delivered.

It is about aligning the workforce with organisational vision, purpose, values and principles, and developing the capacity and potential of both the organisation and the people within it whilst achieving staff governance standards that link with the values and behaviours of each parent organisation.

The benefits of an OD approach are that they support the development of a culture that underpins innovation and creativity, increases job satisfaction, develops more positive interpersonal relationships and fosters greater participation and therefore engagement in defining organisational goals and creating plans to help achieve them.

Context

Our Organisation

Following the introduction of The Public Bodies (Joint Working) Scotland Act 2014 setting a new legal framework for the future of health and social care services in Scotland, the Moray Integration Joint Board approved the establishment of the new integrated partnership between health and social care services know as Health and Social Care Moray (HSCM).

HSCM as an integrated partnership has responsibility, for a range of health and social care functions relating to adults and many universal health services such as general practice and children's health services. It is responsible for the operational delivery of integrated services, as well as ensuring that the quality and performance of services meets the aims of the MIJB Strategic Plan 2016-2019 and demonstrates good governance.

Our Aims and Priorities

The MIJB strategic intent is to enable the people of Moray to lead independent, healthy and fulfilling lives in active and inclusive communities where everyone is valued, respected and supported to achieve their own goals.

This will be done through promotion of choice, independence, quality and consistency of service by providing a seamless, joined up, high quality health and social care service.

HSCM will always do its utmost to support people to live independently in their own homes and communities for as long as possible as long as it is safe to do so and will strive to ensure resources are used effectively and efficiently to deliver services that meet the needs of an increasing number of people with longer term and often complex care needs; many of whom are older.

The values of set out by the MIJB and HSCM are to:

a. support people to achieve their own quality outcomes and goals that improve their quality of life

b. listen and treat people with respect

c. value the support and contribution provided by unpaid carers

d. respect our workforce and give them the support and trust they need to help them achieve positive outcomes for the people of Moray

Organisational Development

Our Organisational Development Aims

Whilst HSCM, under the direction of the MIJB is in its infancy as a distinct organisation, the preceding joint and partnership working between the NHS and local authority has provided a solid foundation from which to build the shared culture, priorities and commitment required to ensure the organisation can develop its own identity.

This plan is designed to support the strategic intent of the partnership including promotion of the 3 tier model of service delivery and key principles which collectively form the ethos of the partnership, workforce development to ensure that skills, competencies and confidence match the needs to enable people to maintain their wellbeing including team development and support, and technology enabled care is considered at every intervention.

OD interventions will be designed specifically to help HSCM build the right workforce to deliver quality care, ensure the leadership and accountability required to support that and create shared processes across sections and professionals where technology and innovation are embedded in identifying and developing new ways of service delivery.

Our Diagnostic Activity

This OD Plan has been developed from a series of diagnostic activities (see Appendix A) including:

• Workforce development sessions on communications and multi-disciplinary meetings

• Community area meetings across the whole partnership

• Lead up sessions with groups of staff about what it means for them

• Locality meetings

• Joint Workforce Forum

• Meridian consultants – process efficiency/business/ best value – how much is efficiency approach, progression model, external facilitators and enablers

• Discussions at strategic management level

Our Organisational Themes

Following the diagnostic activity and discussions with the senior and operational management teams HSCM, the following six areas have been identified as the main themes of the OD plan:

1 Employee Engagement, Morale and Motivation

Engaging with the workforce and local community to build positive working relationships, strong localities and effective joint partnerships that foster a positive workforce climate and culture

2 Empowerment

Empowering people to achieve individual and collective goals and to be their best self at work, linked to organisational values and to provide space and opportunity for creativity and innovation to flourish

3 Workforce Transformation and change

Developing a progressive, forward looking organisation and workforce with a future focus embracing transformation and innovation

4 Efficiency

Continually seeking improvements that are efficient and improve performance across the organisation

In order to ensure the direction and drive to achieve the change required to deliver the strategic priorities of the organisation, there is also a strong focus on:

5 Developing Leadership Capacity and Capability

Promoting and developing leadership development at all levels of the organisation

6 Communication (and Engagement)

Fostering two way communications with a clear purpose and target audience

Our Organisational Development Priorities and Actions

Employee engagement, morale and motivation

Engaging with the workforce and local community to build positive working relationships, strong localities and effective joint partnerships that foster a positive workforce climate and culture

During the initial engagement workshops people said they wanted to be valued, be listened to and wanted to work well together. At the Talking Shops people said they wanted problems to be addressed and they wanted to feel valued and respected. The workforce planning session identified that managers see engagement as a major theme and the low response rate to imatter indicates that there is room to improve how engaged the workforce are.

Culture can be defined as 'the way things are done' and is generally made up from shared assumptions, beliefs, values and norms. HSCM has identified that it wants to create a shared culture that supports its workforce to deliver the best possible health and well-being services for the people of Moray.

To help create this, an employee engagement programme will be developed that helps align the workforce towards a shared culture which will develop over time into a unique identity. The scope of the employee engagement programme will extend across the whole organisation spanning both hierarchical layers and professional disciplines.

The engagement programme will increase the visibility and recognition of senior managers across the workforce, increase the capacity of key staff members, provide opportunities for employee voice and influence and develop opportunities to recognise and value the contribution of the workforce.

Empowerment

Empowering people to achieve individual and collective goals and to be their best self at work, linked to organisational values and behaviours and to provide space and opportunity for creativity and innovation to flourish

During the initial workshops people said they wanted clear roles, accountability and information. Feedback received during the council's employee engagement activity was that people were concerned about resources, technology and integration, and during the OD workshop managers said empowerment was an important theme.

Creating an environment that empowers individuals and teams to perform at their best and be creative and innovative means developing the capacity of the organisation to create a culture of trust and confidence without fear of failure.

Sessions will be organised where managers and staff will be helped to explore and develop an understanding of what empowerment means in theory and in reality and how that might look within their organisation.

Managers and supervisors within and across teams will be encouraged to develop their capacity to enable staff to develop their own creative and innovative ideas, with support to develop and implement where possible.

People are enabled to identify and address issues within teams so that suggesting improvements, problem solving and 'fixing the small stuff' becomes the normal way of doing things.

Workforce transformation and change

Developing a progressive, forward looking organisation and workforce with a future focus embracing transformation and innovation

Feedback from the council's employee engagement activity showed concern for and a desire to improve how the resources and technology are used in order to deliver services as an integrated organisation. Having a future focus with a workforce that embraces transformation and innovation was seen by managers during the OD session as key for the future development of the organisation.

Developing a future focus is about identifying and stretching, ambitious long term aspirations including exploring approaches to risk and tolerance.

To do this there will be activities that will help people to seek out opportunities for innovation using a 'no limits' or 'considering the art of the possible' type approach.

An environment will be created where progressive thinking and evidence based proposals are used to establish scalable pilots with mainstream implementation planning, monitoring and evaluation, making links with other development projects and partners to enhance future service delivery.

Efficiency

Continually seeking improvements that are efficient and improve performance across the organisation

Feedback from the Talking Shops, council employee engagement activity and OD session recognised the need for efficiency to be a major element of the development of service delivery.

With ongoing financial constraints and increasing demand for services it is vital that the drive for efficiency, either financial or procedural, is embedded as an integral part of any continuous improvement approach.

Quality is at the centre of everything we do and we see continuous improvement being a key enabler to support our staff, partners and communities to facilitate changes which will ensure the best possible experience and health and well-being outcomes for our population.

To achieve this we will support co-ordination of improvement approaches by creating an environment and effective frameworks and systems that are applicable in all settings, thus ensuring we understand what works well and what does not work well in Moray, and enabling individual members of staff, services and the system to make changes to move in the right direction.

The OD plan is core to making this a reality, supporting improvement methodology and skills' being integrated into existing development programmes to ensure staff are empowered and have the capability to take forward ideas.

In addition the OD Plan will support HSCM to identify a plan for further development opportunities that will continue to build sustainable improvement capacity to drive forward change at scale and pace.

Developing leadership capacity and capability

Promoting and developing leadership development at all levels of the organisation

At the initial workshops, from the council's employee survey, from the OD session and iMatter, it was identified that having the 'right' kind of leadership to lead HSCM forward is as critical as having the traditional package of leadership development activity.

Activity will be planned that will allow consideration of what type of leadership style and approach is right for the organisation.

As leaders of an organisation that seeks innovation and creativity from the workforce, space will be created for managers at various levels to discuss and launch new corporate initiatives within the organisation, encouraging debate and challenge and increasing understanding and buy in.

There will also be clarity around the expectations of managers and a clear link between individual and organisational performance with a common understanding of the responsibilities and expectations placed on managers across the organisation that acknowledges areas of commonality and differences between disciplines.

Managers at all levels of the organisation will be developed with talent management strategies in place to identify emerging leaders and support them with career management.

All staff will have regular appraisals aligned to the common values and principles of HSCM.

Communication (and Engagement)

Fostering two way communications with a clear purpose and target audience

Survey results from both the council survey and imatter as well as feedback from managers during the OD session identified that having clear and effective communications must underpin most of the other elements of the OD plan.

There will be a clear communications strategy that builds on existing approaches to provide clarity and direction on the purpose of each message and how it should be delivered to the various sections of the workforce.

Face to face communications will also be developed whereby every member of the organisation has the opportunity to meet with other members of their team and the wider workforce.

Different forms of communication will be explored including digital platforms that may provide an effective platform for engagement.

Organisational Development Action Plan

A high level plan of the organisational development actions is attached as Appendix B and a more detailed work plan will be used as a working document to guide, monitor and measure progress.

Appendix A – Diagnostics Feedback

Appendix B – HSCM Organisational Development Plan

Appendix A:
Diagnostic Activity Summary

Activity	Main Themes
Workshop	Being valued Being listened to Working well together
Workshop	Roles Accountability Information
Talking Shops – focus groups x 5	Addressing problems Being valued and respected
Employee Survey	Leadership Management Supervision Communications
Engagement Programme eg. Service Learning Visit, Listening Meetings	Resources Technology Integration – separate budgets
Workforce Planning Session	Recruitment and retention Engagement Training and development Succession planning Strengthening the Links
OD Session	Efficiency within the organisation Future focus/transformation Individual – goal setting, link to values Partnership – building localities, joint partners (and public engagement) Buzz – opportunities for change, creating space for creativity and empowerment Supported by broader aims of communication, engagement, empowerment, innovation
iMatter	Engageing the Team Continuous Improvement Influence Change Team Perspective

Appendix B:
Organisational Development High Level Action Plan

1

Employee Engagement, Morale and Motivation

Engaging with the workforce and local community to build positive working relationships, strong localities and effective joint partnerships that foster a positive workforce climate and culture

Key Point:

- To develop an employee engagement approach and programme of activity that enhances employee recognition, voice, involvement and influence

2

Workforce transformation and change

Developing a progressive, forward looking organisation and workforce with a future focus embracing transformation and innovation

Key Point:

- To develop a toolkit of activities that facilitate a future focussed, transformational approach to change

- To facilitate progressing and evidence based approach

4

Efficiency

Continually seeking improvements that are efficient and improve performance across the organisation

Key Point:

- To build on current and develop future joint approaches to quality and improvement methodologies that support continuous improvement

- To build on current and develop training on a quality focused and continuous improvement approach, to be cascaded across HSCM

- To organise a structured programme of improvement activity

5

Developing Leadership Capacity and Capability

Promoting and developing leadership development at all levels of the organisation

Key Point:

- To develop and support talent across the organisation including leadership and management development and management standards

- For each employee to receive regular feedback, development and support through whichever appraisal system is appropriate

- Longer term aspiration to develop an appraisal system that spans the partnership.

3

Empowerment

Empowering people to achieve individual and collective goals and to be their best self at work, linked to organisational values and behaviours and to provide space and opportunity for creativity and innovation to flourish

Key Point:

• To create an environment that has opportunities to explore and foster empowerment of the workforce

• To develop tools and activities that support creativity and innovation

6

Communication (and Engagement)

Fostering two way communications with a clear purpose and target audience

Key Point:

• To develop a cohesive communications strategy and plan for meaningful two way communication

• To ensure clear practices, procedures and supports are available

• Longer term aspiration to develop a HSCM Intranet

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