



# **MORAY INTEGRATION JOINT BOARD**

## **Organisational Development & Implementation Plan**

**2019 - 2022**

# Foreword

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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 an integrated, high quality health and social care service for the Moray population.

We believe that a strong, positive workforce that adopts a culture of "Partners in Care" is critical to the success of delivery of our strategic plan, 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.

The Health landscape is a challenging and complex 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

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## **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 set out in the Strategic Plan are embedded in this document.

Setting out the actions required to ensure the organisation is fit and able to respond to the dynamic, challenging and fast pace of change in the current public sector environment, the scope of this plan extends 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.

Our context is one of transformational change. This plan will be implemented to take account of the requirements of the workforce to facilitate positive change as needs and priorities adapt through the evolving process of integration. Our priorities will be focussed on the three Strategic Themes as set out in our Strategic Plan “Moray Partners in Care”:-

- Building Resilience
- Home First
- Partners In Care

## **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 the vision, purpose, values and principles, and developing the capacity and potential of both the organisation and the people within it.

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

## Context

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### **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 known 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.

### **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 set out by the MIJB and HSCM are to:

- a. listen and treat people with dignity and respect
- b. show care and compassion to people
- c. be person centred
- d. be safe, effective and responsive in our service delivery

# Organisational Development

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## **Our Organisational Development Aims**

This plan is designed to support delivery of the objectives outlined in the Strategic Plan, by ensuring that skills, competencies and confidence of our workforce can meet the assessed Health needs of the people of Moray.

OD priorities will be 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 Organisational Themes**

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

<b>1) Employee Engagement, Morale and Motivation</b>	<p>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</p> <p>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</p>
<b>2) Workforce Transformation and change</b>	<p>Developing a progressive, forward looking organisation and workforce with a future focus embracing transformation and innovation</p> <p>Establishing a culture of review and seeking improvements that are efficient and improve performance across the organisation</p> <p>By promoting and developing leadership skills development at all levels of the organisation we will provide a strong and clear focus on delivery of the key strategic priorities of the organisation.</p>
<b>3) Communication and Engagement</b>	<p>Fostering two way communications with a clear purpose and target audience</p>

## Organisational Development Priorities and Actions

### A) 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.

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.

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.

Staff have indicated through I Matter survey results that they want clear roles, accountability and information that underpin involvement and empowerment in decision making processes.

Managers and supervisors across all teams will be encouraged to develop and embed a culture that supports transformation, where staff are able to suggest improvements, problem solve, have involvement in development of creative and innovative ideas. This will be a key factor in successful delivery of the Strategic themes.

## **B) Workforce transformation and effective change**

Feedback from the council’s employee engagement activity highlights concern for, and a desire to improve how the resources and technology are used to deliver services as an integrated organisation.

Having a workforce that embraces transformation and innovation is key for the future development of the organisation. Opportunities will be created to allow the identification and description of ambitious, long term aspirations and will include exploring risk appetite and management of risk.

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.

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.

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

There will also be clarity around the responsibilities and expectations of managers and a clear link between individual and organisational performance.

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

### **3) Communication and Engagement**

Fostering two way communications with a clear purpose and target audience

Survey results from both the council employee survey and Imatter underpin the requirement to have clear and effective communications that enable 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 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.

## Health and Social Care Moray – Organisational Development – Implementation Plan

### A) 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 culture of a positive, confident and empowered workforce

Planned Outcome	Action Required	Milestones	Timescale	Lead	Progress update
Staff have more confidence in senior managers	Increased visibility and recognition of senior management amongst all levels of the organisation				
Employees feel they are recognised and valued across HSCM and by IJB for their contributions	Development of Staff recognition programme				
New staff are inducted to HSCM and understand the partnership arrangements	New start and new manager induction programme to be reviewed to represent HSCM				
Teams feel empowered to identify creative and innovative solutions, make decisions and take action					

## B) Workforce transformation and change

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

Planned Outcome	Action Required	Milestones	Timescale	Lead	Progress update
Corporate framework for continuous improvement approach in place and in action	Adopt methodology set out in Commissioning Framework and embed across all services	Adoption by IJB  Communication with teams	Oct 2019	PD	complete
Opportunities for “wicked” issues to be addressed in new ways	Identification of opportunities for the Moray Alliance approach  Programme of workshops to examine activity streams, workflows, common areas, duplication, gaps and to be solution focussed				
All staff to receive feedback and development support aligned to the common values and principles of HSCM	Implementation of appraisal and development processes via Turas				
Staff will feel that the Leadership and management of the organisation is of a high standard	Management development programme in place  Manager responsibilities and expectations are clearly specified and achieved				

## C) Communication and Engagement

Fostering two way communications with a clear purpose and target audience

Planned Outcome	Action Required	Milestones	Timescale	Lead	Progress update
Staff know how communication and engagement is undertaken and are clear of their role	Communications Strategy and implementation plan in place  Comprehensive guidance , processes and protocols in place to support implementation	Strategy to IJB	28/11/19	F McPherson/ E McKechnie	On target
Staff feel they know what is going on in their organisation	Development of the monthly HSCM newsletter  Development of employee engagement activities  Development of HSCM Intranet as an effective platform for internal communication and engagement				
Staff have opportunities to contribute to decision making process	Establishment of regular team meetings across the workforce with meaningful two way flow of communication				