NHS Forth Valley   Falkirk Council

Title/Subject:	**Organisational Development Update**
Meeting:	**Integration Joint Board**
Date:	**06-11-2015**
Submitted By:	**Interim Chief Officer**
Action:	**For Noting**

1.   INTRODUCTION

1.1   The purpose of this paper is to provide the Integration Joint Board with an update on the range of Organisational and Workforce Development activity underway to support the establishment of the Partnership and the Integration Joint Board.

The main focus of this paper will be the development of the Integration Joint Board and on initial themes from the Staff Engagement work underway.

2.   RECOMMENDATION

2.1   The Integration Joint Board is asked to note the update detailed below and, specifically the work completed in these areas:
- Integration Joint Board development session delivered in September and planned for December.
- The Staff Engagement Sessions held during May – July and the summary themes from those detailed under Appendix 1.
- The establishment of the Area-wide Workforce Group and work to develop a Partnership Workforce Strategy and set of 'Workforce Plans'.
- The range of Organisational and Workforce Development work taking place across the Partnership.

3.   BACKGROUND

3.1   The Transitional Board supported a paper in January 2015 and in May 2015 which suggested a range of Organisational and Workforce Development activities to be taken forward during 2015/16. Many of these activities are now underway and progressing well. The Integration Programme Board received Workstream Progress Reports in October which briefly described areas of work and priorities. I would like to draw the Integration Joint Board's attention to the following areas of note:

3.2 **Transitional Board Development**
Following a scoping exercise completed with Board Voting members earlier in the year an initial development session was held with the Board Members in September. This session helped the Board work on the following:

- The Vision and Values for the Integration Joint Board
- The Board's top 10 High Impact Behaviours for Collaborative Working
- Ways of working for the Board both within and out with the Board Room and how the Board will prepare for and manage the most difficult of discussions.

The outcomes and report from this session will be shared separately and will be taken forward to inform the next session of the Board planned for December 3rd. This session will include the advisory members of the Board and will revisit the Board Vision, Values, Behaviours and ways of working; focussing more specifically on the Board purpose, individual roles as Board Members and the role of the Board as a Team.

3.3 **Staff Engagement Sessions:**
During April and May 2015, 7 staff engagement sessions took place, attended by 213 staff from across the Partnership. These sessions engaged with staff in a workshop approach and were very well received. Please find a short summary of the process involved and the themes emerging from the sessions as *Appendix 1*. The full report upon which this summary is based has been used to inform the contents of the Strategic Plan, as well as the resulting implementation plans.

This was not a 'one off exercise' and we are committed to an ongoing process of extensive engagement in order to ensure that staff are kept up-to-date with, and able to influence, future developments.

This process of informing and involving staff has also been enhanced further with the establishment of a Forth Valley-wide Joint Staff Forum with the inclusion of staff representatives from the Forum on the Integration Joint Board and the OD and Workforce Development Partnership Group. This Forum has also been supported with a Development Session in September.

3.4 **Area-wide Workforce Group:**
The Human Resources Workstream Group has now evolved to include the chair of the Partnership OD & Workforce Development Groups. This Workforce Group will now lead on developing an approach to confirming a Workforce Strategy for the Partnership and to provide leadership and a joint HR/OD approach to developing Workforce and OD Plans to support the development of the Partnership and delivery of the Strategic Plan. These plans will be drafted in consultation with the Joint Management Team and the Integration Joint Board. A workshop was progressed in October to begin this process.

3.5 **Range of OD and Workforce Development Work Underway:**
Whilst the development of the medium to longer term Workforce and OD Plans progress, a wide range of OD work continues within the Partnership. This includes:

- Development processes to support the joint and respective partner's Management structures and groups;

- The planning of an Appreciative Enquiry process with a locality team to identify current strengths and engage in visioning what good integrated practice would look like for the future;
- The development and delivery of a development programme for key senior and middle managers and leaders who will be working within the partnership; This Programme; *Playing to Your Strengths* will run in November 2015;
- A scoping exercise to develop a Workforce Development and Training Framework, with an initial draft expected in December 2015.

4. CONCLUSIONS

The current OD and Workforce development activity has been designed and approved with a focus on supporting the Partnership and its staff within this transitional year. Some of this work will inform wider ranging Plans which will support change and development processes during the next 3 years.

4.1 Resource Implications

The delivery of the above activity has required dedicated Organisational Development support as will future OD and Workforce Plan delivery. This work is supported by the dedicated OD Advisor post for Falkirk Partnership

4.2 Impact on IJB Outcomes, Priorities and Outcomes

The contents of this paper support the commitments made both nationally and locally within the Falkirk Integration Scheme to support the development of the Partnership and the Workforce therein.

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Date: 6th November, 2015

List of Background Papers:
The papers that may be referred to within the report or previous papers on the same or related subjects.

Agenda Item 6.5
Falkirk Partnership Board *Workforce Development Paper 09-01-15*
Agenda Item 6
Falkirk Transitional Board OD Update Paper 01-05-15

Falkirk Partnership Staff Engagement Sessions - High Level themes from feedback

What we did

Recognising the critical role that the workforce will play in determining the success of health and social care integration, and the need to ensure that our planned approach is appropriately informed, and importantly 'owned', by those people who work most closely with our patients and service users, their families and carers and their local communities; during the spring and summer of this year, a series of staff engagement events took place with the 'workforce for integration' in relation to the Falkirk Partnership. In total, 213 staff from across health, local authority, third and independent sector organisations came together to share their views on how services are currently being delivered and the types of changes they wish to see in order to realise the vision for the future of health and social care services within the Partnership. Focussing on the person at the centre of health and social care (i.e. *'Sam', a typical service user*, used as an example), these events aimed at exploring:

- *What is working well already* in supporting the vision for health and social care integration and *what could be better.*
- *What an integrated future might look like* for a typical service user and *what would need to be in place* for that future to be realised.
- What *hopes and fears* staff have *in relation to the process* of seeking to realise that future, and what they foresee as being some of the *key challenges* which will need to be overcome.

Participants identified many existing examples of effective collaborative working between different disciplines and agencies which are already contributing to improved outcomes for service users. However, there are also many areas where things are not as integrated as we would wish and where participants identified changes which could be made to how services are delivered amongst partner organisations to enable outcomes to be improved further still.

Detailed below are the high level themes relating to what participants described as an 'integrated future' looking like for 'Sam' and what would need to be in place to realise that future (building upon what was described as working well at present, and in response to what could be better). Also listed is a summary of participants' hopes and fears in relation to the process of moving to that 'integrated future'. The full reports from the Partnership upon which this summary is based will be published in due course.

What might an integrated future look like for a typical service user (i.e. Sam)?

- Sam receives *high-quality, holistic, person-centred, outcomes-focussed* care, which
  meets his individual needs and is *effectively coordinated and streamlined.*
- Sam can *access services easily and quickly.*
- Sam is *informed and involved,* and has *choice and ownership* of his care.

- Sam's *carer* is recognised as a *key partner* in his care and is *well-supported*.
- Sam has a *single, shared care plan.*
- Care providers *proactively identify any change* in Sam's condition to ensure *early intervention.*
- Sam is *able to stay at home and maintain independence*, being supported by *assets within his community* and *technology* solutions. He is *supported to self-manage* and has *fewer unnecessary intrusions* in his life.
- When Sam does require *acute care*, effective joint planning ensures a *smooth, safe and timely discharge*. This is supported through availability of *rehabilitation and reablement* services (which equally help prevent avoidable admission to hospital).

What would need to be in place to enable that future to be achieved?

- *Resources (including staff) and funding* would be more *appropriately allocated* and more *efficiently and effectively used*.
- *Systems* would be *clear and easy to navigate*, with *staff* being *clear on their own and others' roles.*
- There would be a *multi-disciplinary, multi-agency team* approach (including third and independent sector services), with commitment to a *shared vision* and demonstrating *shared values* (including trust and respect for one another).
- **Communication** between all staff would be *easier and better*, with *consistent, up-to- date sharing of information.*
- *Efficient, easy to use, integrated IT systems* would be in place.

Hopes and fears about the process of moving towards that 'integrated future'?

Participants expressed hope that the process is *properly executed* to ensure a *smooth and effective transition*, citing the following points:
- That it is *well led*, with a *focus on our vision and outcomes* throughout.
- There should be a *clear plan and effective structures* in place to facilitate the process.
- The process should be subject to *regular review*.
- Timely identification and *resolution of difficulties*.
- There should be *regular and informative communication* to update on progress (both with staff and the general public).
- Staff should have *sufficient opportunity to influence* the shape and direction of the process.
- We need to learn from, sustain and spread *what is already working well*.
- We need to *manage expectations*.
- That *everyone takes responsibility* to make it work.

A number of participants expressed fears in relation to uncertainty about what the future will look like, with specific worries about *job security, dilution of skills/loss of professional identity,* changes to *terms and conditions* of employment and additional *workload*.

Participants also acknowledge a number of existing or potential future challenges in relation to *recruitment and retention* of staff, overcoming *cultural barriers*, and *changing established ways of working*.

These hopes and fears will be taken into account in the development of appropriate change management and OD approaches within the Partnership.