

'You matter, we care'

Board Meeting – Part 1	Date: 26 February 2014
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Title:	Directorate Report: Organisational Development
Item:	BD/13/334

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History:	ET – 18 February
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This report is for:	
Decision	X
Discussion	X
To Note	X

Executive Summary of key issues
<p>The need for widespread transformational change is reiterated through disappointing 2013 Annual Staff Survey results reported to Board this month. AWP has committed within its five year vision to become 'the best mental health employer in the country'. As part of this commitment, the Trust is in the 6th month of a major organisational development programme, Enabling Excellence.</p> <p>This paper provides Board with a six-month review of the Enabling Excellence Programme, forward plans and key milestones for the coming year. The addition of Learning and Development Team and Health and Wellbeing Manager to the organisational development portfolio creates synergies that will accelerate the pace of organisational change.</p> <p>The following key milestones are drawn to the attention of Board:</p> <ol style="list-style-type: none"> 1. Pilot a 'Strategy Summit' – 19 March 2014 2. Implement Staff Friends and Family Test (national requirement, CQUIN 2014/15) – April 2014 3. Revised appraisal process (national requirement – AfC pay progression) – 1 April 2014 4. Team Leaders/ Ward Managers Conference – 23 April 2014 5. Staff Engagement Strategy - May 2014 6. Workforce Development Strategy - July 2014

The Organisational Development Programme underpins delivery of Trust strategy. This paper illustrates how the programme will deliver on our second strategic priority to support and develop our staff. More broadly, however, organisational development aims to improve organisational effectiveness and ensure the organisation has the necessary capabilities to achieve all strategic objectives. Staff engagement is fundamental to our success.

Recommendations:

- 1. The Board is asked to note early progress made in organisational development following major structural and leadership change across the Trust.**
- 2. The Board is asked to note the expanded Organisational Development Portfolio and key milestones.**
- 3. The Board is asked to endorse the forward plan and agree to the pilot a Strategy Summit on 19 March.**

This report addresses these Strategic Priorities:

We will deliver the best care	X
We will support and develop our staff	X
We will continually improve what we do	X
We will use our resources wisely	X
We will be future focussed	X

1. Introduction

In response to a consistently poor staff survey and the incumbent impact on quality of care, confidence in our service users and partners as well as Trust reputation, AWP has committed within its five year vision to become 'the best mental health employer in the country'. As part of this commitment, the Trust is in the sixth month of a major organisational development programme.

This paper sets out the structure and content of the programme, progress made to date, forward plans and key milestones.

Organisational Development is the deliberate implementation of Trust-wide interventions to improve organisational efficiency and effectiveness. To have the desired impact on culture, strategic direction and staff morale, the programme is run through a series of coordinated actions, complemented by specifically designed interventions to enhance organisational health and effectiveness.

Approved by Board in September 2013, the Enabling Excellence Programme is a three-year organisational development programme commissioned to respond to immediate internal challenges as well as those facing all NHS organisations in the short, medium and long term. The programme has a key role in enabling culture change across the organisation to build a culture of engagement, innovation and improvement.

Enabling Excellence describes the need to build widespread commitment to Trust strategy and encourage a culture of continuous quality improvement and innovation to achieve strategic priorities. The Programme has three aims:

1. Build shared purpose: Engage staff and build positive commitment around the Trust purpose, 'to provide the highest quality mental health care that promotes recovery and hope';
2. Develop transformational leaders: Leaders capable of communicating, engaging and inspiring staff commitment;
3. Embed our strategy: ensure alignment of systems, structures and processes with strategic priorities.

2. Enabling Excellence: Progress to date

2.1. Building Shared Purpose

Having published the shared purpose of the organisation, 'to provide the highest quality mental health care that promotes recovery and hope', it is critical that we demonstrate our commitment to this purpose with tangible actions.

The following initiatives are in place or about to be established.

- An enhanced approach to **Rewards and Recognition** will commence April 2014. What we recognise and reward reinforces our commitment to providing the best care possible;
- **Bright Ideas Competition**. A competition to support ideas that will improve recovery focused care (proposal to Charitable Funds Committee March 2014)
- A **Health and Wellbeing Manager** has been appointed and is developing staff benefits and support for physical and mental wellbeing. The Workplace Wellbeing Charter has been adopted to benchmark our current position with respect to health and wellbeing against national standards and identify improvement priorities.

- We continue to promote **accessibility and transparency** through Back to the Floor, Shadowing Opportunities, Board / Board Committees moving around the AWP geography and ‘listening to you sessions’.

2.2 Developing Transformational Leaders

There has been major structural and senior leadership changes made in in the last 10 months. It is critical that we develop a cadre of leaders who can deliver the day to day business of the Trust as well as being future focused, able to address the challenges that lie ahead that will require significant transformation.

The following initiatives are in place or about to commence.

- The Executive **Leadership Development Programme** and the Clinical and Triumvirate Leadership Programme supported by Oxford Executive is on going.
- Informed by Trust priorities and national policy development, the **Board Development Programme** is on going.
- The first **Senior Leadership Conference** took place in November 2013. Following completion of the Operational Consultation and Corporate restructure the conference brought together approximately 120 leaders from across the organisation to reflect of our organisational journey, revised Trust Strategy and engage leaders in determining our organisational health.
- In partnership with the Director of Medical Education we are training a cohort of **coaches** drawn from a range of professional backgrounds. Sponsored by the Director of Medical Education this coaching programme is being evaluated and will inform our Leadership Development programme going forward.
- Supported by Operations, the Team Leaders/ Ward Managers Development Programme will commence in April 2014.

2.3 Embedding Strategy

It is critical to ensure that the Board Strategy is clearly understood across the Trust and is reflected in our business planning processes. We wish to ensure that Trust, locality, team and individual objectives are contributing to the overall strategy of the Trust and that continuous quality improvement is central to priority setting.

To this end, the following actions have been taken.

- The core components of the **Trust Strategy** have been presented on a single page to enable widespread communication with staff (see appendix 1).
- Trust branding to reinforce **corporate identity** is under development and will further serve to reinforce our purpose and priorities (Board sign off, March 2014).
- The **Business Planning** process was constructed using the five strategic priorities and has proved a successful means of creating alignment across localities/ specialist delivery units and corporate business plans.
- **AWP Enabling Strategies** and other Trust strategies (e.g. Medical Education, R&D) reflect the Trust Strategy.

- A **Supervision and Appraisal Task and Finish Group** will embed Trust Strategy in appraisals to enable individual members of staff to connect their role with the Purpose and Priorities of the Trust.
- A programme of **Corporate Team Development** has been initiated. Piloted by Corporate Affairs Team, this approach will be rolled out across all Corporate Teams.
- An enhanced approach to **Equalities and Diversity** is being developed through adoption of the Equality Delivery System 2. In addition a Board Seminar on Diversity took place on 12 February 2014..

3. Organisational Development Portfolio

As a result of recent changes to executive portfolios, the Programme Director – Development has assumed responsibility for the Learning and Development Team. Further plans will see the Health and Wellbeing Manager join the organisational development team.

The extended organisational development portfolio creates a number of helpful synergies. Improving staff health and wellbeing is a core commitment of the Enabling Excellence Programme and Learning and Development activities (e.g. induction, appraisal, staff awards, the learning and development programme) are key means of engaging staff and achieving culture change. Eliminating artificial boundaries will enable effective communication and deployment of resource and skills.

The Programme Director – Development has responsibility for staff engagement on behalf of the Executive Team and is the responsible director for the Employee Strategy and Engagement Committee (ESEC).

The extended organisational development portfolio has four components, see diagram below. The forward plan, including early priorities and milestones are provided for each component.



Organisational Development Portfolio

3.1. Embed Strategy

Priority activities include finalising Trust corporate identity and a strategy communications plan to build familiarity amongst staff and partners.

To embed ownership for implementation of Trust strategy it is proposed that we pilot a 'Strategy Summit' where by Board and the Senior Management Team meet together to share business plans, complete the Organisational Health Index (McKinsey) and participate in shared development activity (staff engagement in March). It is proposed that this approach is piloted on 19 March 2014 and replaces the scheduled Board Seminar on 12 March.

This represents a timely opportunity to draw senior leaders together as business plans are finalised and staff survey results require focused attention and shared commitment.

This approach supports Board responsibility to set strategic direction and influence organisational culture. If successful this approach will be replicated 2-3 times per year, providing a key means of monitoring progress in implementing Trust strategy, achieving organisational change and determining organisational effectiveness.

Key Milestones:

Staff letter and strategy document (appendix 1) to be sent to all staff – 27 February 2014

Pilot 'Strategy Summit' – 19 March 2014

3.2. Build Staff Engagement

Annual Staff Survey Results are reported to Board this month and reinforce the need to prioritise staff engagement.

Staff engagement is the best overall predictor of Trust outcomes. Research using data from staff survey and a range of quality outcomes (e.g. CQC outcomes, complaints, financial indicators,) demonstrate that staff engagement is the major determinant of organisational success. Further, it is important to note the proven inverse relationship between levels of staff engagement and staff absenteeism, staff health and wellbeing and stress levels.

Research indicates that a culture of engagement can be achieved through the following;

1. A clear focus on the quality of patient care as the first priority
2. Ensuring clear objectives at every level of the organisation (no more than 5-6)
3. Enlightened HR management practices e.g. meaningful appraisals
4. Creating positive work climates – support, gratitude, appreciation, encouragement
5. Building trust – treat people with dignity and respect, fair, transparent and genuine
6. Ensuring team working is effective – close working, well-structured teams with clear objectives

A **Staff Engagement Strategy** will be developed to take forward improvement themes emerging from the staff survey and take account of the factors described above.

The Staff Engagement Strategy will coordinate engagement activity, describe interdependencies with other strategies (e.g. Leadership Strategy) and ensure that developments are appropriately timed and paced.

A **Staff Engagement Management Group** will be established to oversee engagement activity and report to the Employment Strategy and Engagement Committee (ESEC). A priority for this group will be to improve the quality of reporting to ESEC and provide greater levels of assurance to Board.

A scoping exercise is under way to consider the feasibility of enabling every team across the Trust to engage in **Team Development** during 2014/15 in the first instance. Logistical planning will be discussed with localities. Team development activities will be informed by evidence about what makes teams effective. Team Development will be led at a locality level, supported by well-designed interventions that include scope for local issues to be addressed. Team Development is proposed as an alternative to Listening into Action.

Our approach to **Health and Wellbeing** is significantly improved by the appointment of a Health and wellbeing Manager. The nascent appointment of our

Occupational Health Provider creates the opportunity to proactively engage with staff about health and wellbeing. We aim to embed Health and Wellbeing into core business and embed it as a management responsibility.

Key Milestones:

Implement Friends and Family Test for staff – April 2014 (national requirement, CQUIN 2014/15)

Staff Engagement Strategy - May 2014

Establish the Staff Engagement Management Group – May 2014

Team Development Programme – commence May 2014 subject to feasibility

Health and Wellbeing Strategy – July 2014

3.3. Learning and Development

The Learning and Development Team is responsible for providing training and development opportunities for AWP staff. In addition, the team supports knowledge management (library services), induction, staff awards and provides conference support. They have an important reporting function demonstrating compliance with statutory training requirements.

Priorities for the team include;

1. Revise Supervision and Appraisal Policy and procedures to support national changes to pay progression to take effect on 1 April 2014. A Task and Finish working group is reviewing appraisal structure and content to make it more meaningful for staff. A behavioural competency framework linked to Trust values will be introduced.
2. Define Learning and Development Prospectus in preparation for new appraisal process.
3. Establish Leadership. An experienced Head of Learning and development has been appointed and will join the Trust in May. She will play an important role in stabilising the team following a period of significant turmoil.
4. Refocus the L&D programme to take account of;
 - a. Trust purpose and priorities
 - b. Streamlined statutory and mandatory training requirements and maximise delivery through e-learning methods
 - c. Clinical Strategy, clinical priorities and continuing professional development needs
 - d. Leadership Development programme and Leadership Strategy
5. Improved skill mapping and Training Needs Analysis methodology; establish clear links between appraisals and development needs of staff
6. Evaluation of training and development activities.

Taking account of the above, a **Workforce Development Strategy** will be developed to provide clear direction for the focus of learning and development

activities. The Learning and Development team will be re-profiled within the organisation.

A **Leadership Development Programme** has been initiated. This programme will be expanded and refined to ensure a golden thread runs from development of the Board through to development of team leaders and ward managers. Leadership development will be informed by the Trust Strategy and closely align with the Staff Engagement Strategy.

Joint work with the Director of Medical Education is in hand to look at how we use the shared resources of Medical Education and Learning and Development to enhance and develop the quality of leadership across professional groups.

Staff awards will be launched in April and the awards ceremony will take place on Friday 10 October, World Mental Health Day. Nominations for the AWP Staff Awards will be used to identify suitable nominations for NHS Heroes, National Leadership Awards, Health Service Journal Awards and Positive Practice Awards. The L&D Team will support an enhanced approach to staff recognition.

Key Milestones:

Launch of Staff Awards – April 2014

Define Learning and Development Prospectus – 1 April 2014

Team Leaders/ Ward Managers Conference (supported by Operations) – 23 April 2014

Head of Learning and Development joins – May 2014

Workforce Development Strategy – July 2014

Leadership Strategy – September 2014

Annual Staff Awards Celebration – 10 October 2014

3.4. Develop Organisational Capabilities

In seeking to achieve our strategic objectives and improve organisational performance areas of improvement will be identified. Organisational development supports the identification of areas for improvement and the development of new or improved capabilities.

Improvement priorities will be determined through annual objective setting, the business planning cycle, staff survey Results, Trust wide risk register, performance reviews and monitoring (e.g. via IQ) and the use of organisational development tools such as the Organisational Health Index (McKinsey). Changes in the external environment also require organisations to be flexible and responsive.

The proposed Strategy Summit described above will engage AWP Senior Leadership in organisational development as we collectively consider organisation health.

Responsibility for developing new or improved capabilities is the shared responsibility of the senior leadership team e.g. Clinical Strategy, IT Systems Development. Development of new organisational capabilities requires careful

scheduling to ensure organisational readiness for change. Particular consideration must be given to the pacing of staff facing interventions to ensure developments are mutually reinforcing and not overwhelming.

Key Milestones:

Introduce revised appraisal process – 1 April 2014 (national requirement, pay progression)

Introduction of the Equality Delivery System 2 – June 2014

4. Summary

The Organisational Development Programme underpins delivery of Trust strategy. This paper illustrates how the programme will deliver on our strategic priority to support and develop our staff and become the 'best mental health employer in the country'.

More broadly, organisational development aims to improve organisational effectiveness and ensure the organisation has the necessary capabilities to achieve all strategic objectives. Staff engagement is fundamental to our success.

Careful consideration must be given to the pacing of staff facing interventions to ensure developments are mutually reinforcing and not overwhelming. To this end, effective coordination and communication is vital.

The milestones set out in this paper provide an indication of the inputs planned in relation to organisational development. The programme will provide regular updates to ESEC and report on outcome metrics to demonstrate progress and impact.

5. Recommendations

- 5.1. Board is asked to note early progress made in organisational development following major structural and leadership change across the Trust.**
- 5.2. Board is asked to note the expanded Organisational Development Portfolio and key milestones.**
- 5.3. Board is asked to endorse the forward plan and agree to the pilot a Strategy Summit on 19 March.**