

## Organisational Development Strategy

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| <b>Agenda item 19 Paper 13</b>  |  |
| <b>Authors and contributors:</b>  | Alison McQuillan, HR Consultant  |
| <b>Executive Lead(s):</b>   | Ralph McCormack Chief Officer  |
| <b>Relevant Committees or forums that have already reviewed this issue:</b> | Executive Management Team<br>Remuneration and Nominations Committee<br>Governing Body Seminars                                     |
| <b>Action required:</b>   | To Agree   |
| <b>Attached:</b>  | Draft Organisational Development Strategy for 2016 - 2018  |
| <b>CCG Strategic objectives relevant to this paper:</b>                     | Core business: relevant to all / most objectives   |
| <b>Risk</b>   | There are risks relating to workforce planning, talent management and succession   |
| <b>Compliance observations:</b>   | <b>Finance:</b> Workforce capacity is a key component of delivering financial recovery (see Section 1)                             |
|   | <b>Engagement :</b> Staff have been engaged in the development of the strategy   |
|   | <b>Quality impact:</b> Successful OD is a component of a high performing organisation capable of delivering on the quality agenda  |
|   | <b>Equality impact:</b> No specific issues. Individual policies relating to the overall strategy are assessed for equality impact. |
|   | <b>Privacy impact:</b> No specific issues  |
|   | <b>Legal:</b> No specific issues   |

## **EXECUTIVE SUMMARY**

This strategy sets out our principles, vision and aims to develop an organisation which is fit for purpose and inclusive in its approach. This strategy is supported by an action plan detailing specific initiatives and projects.

The CCG recognises the dynamic nature of organisational development and therefore see this as a living document which will be updated to reflect the changing needs of the organisation and external environment.

**Date of paper**

18<sup>th</sup> May 2016

**For further information contact:**

[alison.mcquillan@surreydownsccg.nhs.uk](mailto:alison.mcquillan@surreydownsccg.nhs.uk)



**Surrey Downs  
Clinical Commissioning Group**

# **Draft Organisational Development Strategy for 2016 - 2018**

**Date: March 2016**

**(V2)**

## **1. Introductions to the Strategy**

The CCG has a significant and challenging Financial Recovery Programme of delivering whole systems change across its 3 local health economies which will require organisational transformation – this begins with ‘personal transformation of the leaders as organisations do not transform; people do’.

This strategy sets out our principles, vision and aims to develop an organisation which is fit for purpose and inclusive in its approach. This strategy is supported by an action plan detailing specific initiatives and projects.

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## **2. Strategic Requirements**

To build the organisational characteristics and behaviours required of a high performing, learning and engaged business, with a successful and effective ability to grow its talent, the Executive Management Team will be required to commit to enabling the embedding of a number of systems, processes and tools, to bring about the behavioural change needed to nurture a culture which recognises and rewards outstanding performance at all levels.

Culture and behaviour change requires total clarity of strategic vision and aims from which the organisation can start to embed the values and behaviours it will need to achieve the vision and deliver the high level of performance and motivation required.

To ensure that we can keep the knowledge and skills we already have in the business, continue to attract high calibre people and to bring in new thinking, engage with succession potential, the CCG must develop and maintain a strategy aimed at all levels of the organisation for all roles.

We recognise that successful organisations ensure that all objectives and priorities are aligned to the corporate vision but they also have a clear and single set of values that defines “how things are done” and ‘how we behave’.

## **3. Core principles underpinning the Organisational Development Strategy**

- We approach and view the organisation as a system. This means acknowledging that changes in one area of the organisation will lead to changes in other areas, which need to be supported for sustainable change to be achieved.

- Staff and other key stakeholders have an opportunity to contribute toward organisational initiatives through participative ways; and
- We continuously reflect, re-examine and integrate new discoveries throughout the process of change in order to achieve desired outcomes

We understand that OD is not static. This will be achieved through a cycle of: setting the learning direction; diagnosis; planning intervention, delivering interventions; and evaluation.

#### 4. Surrey Downs CCG Vision

***“Focused clinical leadership and patient engagement will revolutionise the delivery of local healthcare through our three geographical localities, whilst remaining within the cost-constraints of NHS funding, improving quality of care and health outcomes for our patients. “Services will be local, affordable, responsive and measurable for our population we serve.”***

This is **underpinned by a set of values and standards** that:

- Patients will have equitable access to services and be offered patient choice
- Pathways will be commissioned that adopt best practice and make best use of public money
- An absolute commitment to commission safe services and robust safe guarding process
- A drive to adopt the best clinical practice to ensure high quality outcomes

The **CCGs principal aim** is to narrow health inequalities, enhance quality and safety and involve patients in everything it does working within the money it has available.

#### 5. Key Organisational Development Priorities and Objectives for 2016/17 & 17/18

Transformation is a business imperative and non- negotiable. Over the next 2 – 5 years years it will affect every single area of our business and this strategy is about making it the responsibility of every person that works for us to make it happen.

To do this trust and transparency is required to bring people together and transformation targets will be embedded in our strategies and business plans through on-going consultation.

The CCG Organisational Development **(OD) priorities** underpin our 3 Key Delivery Programmes: Planned Care; Urgent Care & Integration;. The 4 key enabling programmes are Estates; ICT, Contracting and Procurement

The CCG **OD objectives** have been agreed and defined as:

#### **5.1 The organisation shares a common vision and clear objectives**

Staff are able to articulate the organisations vision and objectives, but also understand their and their teams contribution to delivering them

#### **5.2 Staff feel more engaged and valued for their efforts**

Staff feel engaged and involved in the development of Strategy, Business Planning, Commissioning Intentions and Communication and Engagement, and that they feel their contribution is valued

#### **5.3 The organisation has a robust planning approach**

Operational and strategic plans developed are aligned to delivering the organisational objectives and actively encourage quality, improvement and innovation

#### **5.4 We adopt 'Whole Organisation' performance**

Clear objectives are set at individual, team and organisational level that are clearly aligned, understood and owned. Expectations of behaviours and attitudes are defined. People are held to account. Good and poor performance is managed **effectively**

#### **5.5 We enable innovation to prosper**

Identify the conditions required for innovation to survive and thrive both internally and externally, recognising the opportunities to innovate, champion new ideas and gain organisational buy-in, develop practical skills for leading innovation, embed a culture across the organisation.

#### **5.6 We have aligned Learning & Development with Inclusion**

Capability and learning is aligned to improving performance against key delivery priorities by providing an inclusive learning environment that values diversity. Learning is monitored and measured to ensure good Return on Investment, value for money and improvement in behaviours and attitudes.

#### **5.7 Leadership and Management**

We will review our leadership initiatives to ensure leaders have the support mechanisms to enable them to tackle the internal and external challenges ahead. This includes defining the leadership ethos and style we want our leaders to possess.

These objectives aim to improve the results of the organisation, at group and individual levels, by encompassing a collection of planned change interventions built on key objectives and values that seek to improve organisational effectiveness and employee contribution. This will be a long term effect, led and supported by the Executive Management Team to improve the organisations visioning, empowerment, learning and problem solving processes.

The Organisational development strategy has been specifically aligned to the Financial Recovery plan which spans the next two years. Focus for year 1 was restructuring the organisation. Year 2 will be on development of the overall talent and leadership of the organisation. Key areas will include:

### **Developing Capability**

- The CCG recognises the importance of developing capability of managers and staff.
- Whilst statutory and mandatory training is in place, commitment to further develop leadership and management capability, will be addressed through the development of core management skills.
- Core management skills may include: Financial management, Business planning, report writing, performance review and staff appraisal, staff management (sickness & capability) communication and presentation and interviewing.
- More specific competencies will be identified for key functions and roles, to include Influencing and negotiation, conflict resolution and mediation, project management and process review.

### **Clinical Leadership**

Full alignment of Clinical leadership roles to our 3 clinical commissioning programmes will form a substantive part of our transformation programme. All clinical leads will have an agreed work plan which includes clear objectives and benefits to be realised, supported by a personal development plan. Monitoring and review of achievement will be completed by the Chair of Surrey Downs CCG.

### **Continuous Improvement**

High performing organisations believe in the concept of continuous improvement. This can be achieved through individuals continuously seeking to improve their skills to support both high levels of personal achievement, greater job satisfaction and future progress.

## **Cultural Behaviour Change**

Improving the way we engage (promoting and driving feedback), focus on the business developing the talent within the CCG and encouraging staff to embrace the CCG values.

## **6. Our OD Approach**

OD is a never-ending process to maintain the health, relevance and effectiveness of organisations. It is a 'whole system' approach enabling an organisation to continually improve and mature in response to changes in its external environment. There is a recognition that the organisation needs to be continually reflecting, learning and improving in order to adapt to changes in the external environment and culture, processes, systems, strategy and people need to change internally to enable this to happen.

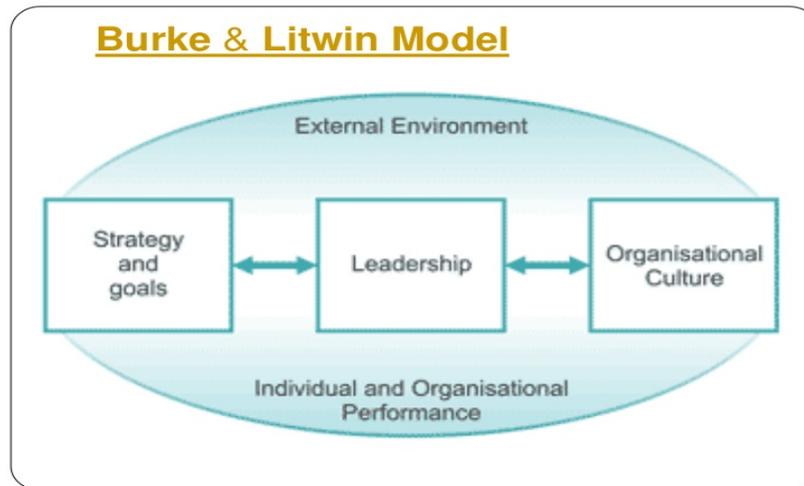
To make 'whole systems' organisational change work across the CCG will not be an easy option and must not be seen as yet 'another layer of bureaucracy' or piece meal change.

Our Organisational Development Plan (Annex 1) focuses on real change which results in transition to a new way of working and an end state that is sustainable. It gives the organisation confidence that it can do it again and hence increases the energy and appetite for change.

## **7. Our OD Methodology**

We will be using the Burke Litwin model (Figure 1) provides a greater level of detail than other models. The model looks to bring change in the performance of an organisation by establishing links between performance and the internal and external factors which affect performance.

This model identifies that the most dominant factor that triggers organisational change is the external environment that made an organisation change its culture, leadership and its operating strategies.



**Figure 1**

We will also be using the NHS Change Model which provides a useful organising framework created to support the NHS to adopt a shared approach to leading change and transformation. The NHS Change Model is not rocket science - it brings together what we know helps make change happen and who needs to be involved. The **eight components** are: shared purpose; Leadership for change; Spread of innovation; Improvement methodology; Rigorous delivery; Transparent measurement; System drivers; and Engagement to mobilise

#### **8. Our Organisational Development six key values:**

- We keep the patient at the heart of all that we do
- We respect and value each other
- We will use resources wisely
- We will work together as a team
- We strive to be excellent in all that we do
- We take every opportunity to enhance our reputation

In order to realise full benefits of this strategy the organisation requires reliance of people, resources, and knowledge from all parts of the organisation.

#### **9. Monitoring, Reporting and Communicating**

We will review this strategy bi-annually in recognition that it is dynamic and to ensure that it remains fit for purpose. All associated delivery/work plans will be monitored and reported quarterly via our Executive Management Team and Remuneration and Nominations Committee with annual updates to our Governing Body.

An agreed communications plan will be agreed to support the implementation of the organisational development strategy and delivery plans.

## **10.Responsibilities**

The executive sponsor is the Chief Officer.

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