

<b>To:</b>	<b>Trust Board</b>										
<b>From:</b>	Kate Bradley, Director of Human Resources										
<b>Date:</b>	26 June 2014										
<b>CQC Regulations:</b>	Outcomes 12 to 14										
<b>Title:</b>	<b>UHL Organisational Development Plan Refresh (2014/16)</b>										
<b>Author/Responsible Director:</b>	Kate Bradley Director of Human Resources, Bina Kotecha Assistant Director of Learning and OD and Helen Mancini Organisational Development Specialist.										
<b>Purpose of the Report:</b>	This report (and corresponding presentation) sets out progress with refreshing the Trust's Organisational Development Plan (2014/16).										
<b>The Report is provided to the Board for:</b>	<table border="1"> <tr> <td>Decision</td> <td></td> <td>Discussion</td> <td>X</td> </tr> <tr> <td>Assurance</td> <td>X</td> <td>Endorsement</td> <td></td> </tr> </table>			Decision		Discussion	X	Assurance	X	Endorsement	
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Assurance	X	Endorsement									
<b>Summary / Key Points:</b>	<p><b>Background</b></p> <p>Over 2013/14 the Trust Board received quarterly updates on progress against the former six work streams of the Trust's Organisational Development (OD) Plan.</p> <p>As previously reported to the Trust Board work is underway in refreshing the Trust's Organisational Development Plan in consultation with key stakeholders, adopting best practice identified as part of the Trust's OD Plan Audit conducted by PWC (report published in February 2014). The refreshed OD Plan has taken into account the Trust progression and transformational requirements towards achieving the UHL Five Year Plan. A desire and willingness to embrace new ways of working, engagement and collaboration are key to future-proofing our change capability and ensuring that the challenges UHL faces over the next few years can increasingly be met with confidence and experience.</p> <p>As set out in the Trust's Delivering Caring at its Best (DCaiB) Model the Trust's Executive Workforce Board (EWB) led by the Chief Executive, is responsible for ensuring the appropriate level of rigour in delivering the OD Plan and ensuring that robust governance and programme delivery arrangements are in place. The EWB will receive OD Plan progress updates at quarterly intervals to correspond with the agreed EWB 'Annual Work Programme' and OD Plan Programme Initiation Document (PID).</p> <p>At the June meeting of the EWB a significant proportion of the time was spent on seeking Executive engagement and input on areas of future OD focus in delivering Caring at its Best. Contributions made by members were excellent and as a result we are in the process of making modifications to the OD plan.</p> <p><b>Refreshed OD Plan (2014-16):</b></p> <p>Over the next two years it is proposed that we adopt five Organisational Development Objectives as set out below and in the attached presentation slides:-</p> <ol style="list-style-type: none"> <li><b>Live our Values:</b> We recognise that living our values every day is crucial to 'Delivering Caring at its Best'. We will strive to make the behaviours associated with our values 'what we do', through constant focus and commitment to continuous improvement particularly in relation to values based recruitment. We will deliver our Reward and Recognition Strategy (2014-16) and continue to showcase excellence through our Caring at its Best Awards;</li> <li><b>Improve Two-way Engagement and Empower our People:</b> We are committed to embedding 'Listening into Action' as the way we do things at UHL and building on the foundations created in the first year since LiA was launched as the vehicle for engaging and empowering staff. During 2014/15 we will continue to build on Phases 1-5 with specific focus on clinical engagement and a shift in emphasis towards autonomy, responsibility and accountability with a strong orientation towards patient care and compassion. In addition</li> </ol>										

- we will build on 'Health and Well Being' and 'Resilience at Work' programmes;
3. **Strengthen Leadership:** We will implement the six work streams and associated priorities of our 'Leadership into Action Strategy (2014-16)' to enable us to successfully deliver the necessary leadership that is required so we are able to meet and exceed future challenges and 'Deliver Caring at its Best';
  4. **Enhance Workplace Learning:** We will continue to support the principle of lifelong learning and staff development and we are clear how education, training and development can make a valuable contribution to organisational responsibilities and performance. In particular we will continue to focus on improving our compliance against 'Statutory and Mandatory Training' and 'Essential to Job Training' placing continued emphasis on improving the quality of appraisal; and
  5. **Quality Improvement and Innovation:** UHL is recognised for its contribution and creativity and innovation. The OD Plan will underpin the Clinical, Research and Educational Strategy to enable staff to excel in these areas adding their valuable contribution to patient care today and in the future. At UHL we will encourage creativity and innovation that is patient focused, safe, efficient and effective and a driver for quality.

**Knowing how we are doing:**

It is proposed that we will monitor 'how we are doing' on an on-going basis by adopting a 'Team Health Dashboard' incorporating key quality measures including Friends and Family Staff Test Results and Appraisal Quality Audit Findings. Other key measures that will indicate how we are doing include National Staff Survey Results, Listening into Action Pulse Check Results and CQC Quality Findings (leadership domain).

**Other modifications to ensure alignment with the Trust's DCaIB Model:**

To avoid overlap the EWB have agreed that the former 'Improve External Relationships and Partnerships' OD Plan workstream will be incorporated within the 'Communication, Engagement and Marketing' programme. Research elements will form part of the 'Research and Innovation' programme. Both programmes will report to the Executive Strategy Board as set out in the Trust's DCaIB model.

**Recommendations:**

The Trust Board is asked to note the progress in refreshing the Trust's Organisational Development Plan and modifications to reflect the Trust's DCaIB Model. In addition the Board is asked to stipulate the frequency with which it wishes to receive reports on workforce and OD matters in future.

**Previously considered at another corporate UHL Committee? N/A**

**2013-2015 Strategic Risk Register**  
Risk 3

**Performance KPIs**

'Team Health Dashboard' is currently being developed. Other key evaluation measures are set out within the attached presentation

**Resource Implications (e.g. Financial, HR):**

Led by Director of Human Resources, Assistant Director of Learning and Organisational Development and members of the UHL EWB.

**Assurance Implications:**

The purpose of our Organisational Development (OD) Plan is to enable us to meet the key challenges and deliver the extensive transformational change that is required to 'Deliver Caring at its Best'. A constant throughout this plan is a focus on involving patients, users, partners and staff to support the development of a listening and learning culture. A culture that empowers staff, embraces creativity and innovation, an organisation where all voices are heard and where listening is turned directly into action.

**Patient and Public Involvement (PPI):** As above

**Stakeholder Engagement Implications:**

Members of the EWB will continue to actively engage with key internal and external stakeholders, in successfully implementing the Trust's OD Plan priorities.

**Equality Impact:**

Priorities have been assessed against the nine protected characteristics under the Equality Act 2010.

**Information exempt from Disclosure:** None

**Requirement for further review?**

Progress in implementing the OD Plan will be monitored at quarterly intervals by the UHL EWB.



**Organisational  
Development (OD)**

**2014-16**

**'A Plan into Action'**

One team shared values

# Delivering Caring at its best.....

*Caring at its best*

## Organisational Development (OD) Plan into Action (2014/16)

*Informed by:*

- Delivering Caring at its Best (2014-16)
- National Staff Survey Results (2013)
- PWC Audit of the OD Plan (2014)
- CQC Recommendations (2014)

*Delivered through:*

### Five Dynamic Work Streams



One team shared values

# Delivered through FIVE....



One team shared values

....dynamic work streams

# Work Stream1. Live our Values



- Values and associated behaviours run through all our Human Resource processes:-  
*'the UHL way'*
  - Values Based Recruitment
- Implement our Reward & Recognition Strategy (2014-16)
- Continue to showcase success through our Caring at its best Awards

One team shared values



## Work Stream 2. Improve Two-Way Engagement and Empower our People



- Next Phase of Listening into Action
- Experiments in autonomy, incentivisation and shared governance
- Build on medical engagement and develop our medical leaders
  - Implement medical engagement priorities for Doctors in Training
- Build on Health and Wellbeing and Resilience programmes

One team shared values

# Work Stream 3. Strengthen Leadership

*Caring at its best*

## Implement Leadership into Action Strategy (2014-16)



1. Provide Coaching and Mentoring
2. Shadowing and Buddying
3. Improve local communication and 360 degree feedback
4. Shared learning networks
5. Talent management and succession planning
6. Leadership, Management and Team Development:-

- Trust Board Effectiveness
- Agree Executive leadership style and behaviours
- Technical skills development
- Partnership working

One team shared values



## Work Stream 4. Enhance Workplace Learning



One team shared values

- All staff complete Statutory, Mandatory and Essential to Job Training
  - Including Frail Older People Development
- All staff receive a valuable and productive Appraisal
- Improvements in medical education
- Improve quality & access to learning and development
- Development of new roles
- LiA – Training clinical leads in delivering Nursing into Action

# Work Stream 5. Quality Improvement and Innovation



- Implement Quality Improvement Education
- Continue to develop Quality Improvement networks
- Create an Improvement and Innovation Centre (Leicester Innovation, Improvement and Patient Safety Unit)
  - Service improvement
  - Research
  - Innovation
  - Education
  - Innovation Centre

One team shared values

# Delivered through FIVE dynamic work streams....



**.....Assured, Guided and Directed by the Executive Workforce Board**

One team shared values

## Knowing how we are doing:

# 'Team Health Dashboard'

- Top and bottom [five Ranking](#) Scores (379 respondents – sample Staff Attitude Opinion Survey 2013)
- [Six areas](#) of focus (3988 respondents – all staff)
- Staff Friends and Family Test Results



OD Plan Review 2014



LiA [Pulse Check](#) February 2014



[CQC Report Summary](#)



[Five Priority Actions 2014-15](#)



[Appraisal Audit Results](#)

