

<b>To:</b>	<b>Trust Board</b>
<b>From:</b>	Kate Bradley, Director of Human Resources
<b>Date:</b>	25 September 2014
<b>CQC Regulations:</b>	Well-Led Domain
<b>Title:</b>	<b>Organisational Development Plan Update</b>

**Author/Responsible Director:** Kate Bradley Director of Human Resources and Bina Kotecha Assistant Director of Learning and Organisational Development.

**Purpose of the Report:** This report highlights progress with implementing the Trust's Organisational Development Plan specifically focusing on 'Strengthening Leadership' and 'Enhancing Workplace Learning'.

**The Report is provided to the Board for:**

Decision		Discussion	X
Assurance	X	Endorsement	

### Summary / Key Points:

#### **Mutuals in Healthcare: Pathfinder Programme**

As reported at the Trust Board (dated 28 August 2014), the Department of Health and Cabinet Office invited bids for Pathfinders to explore mutualisation possibilities, the output of which will feed into the Dalton Review. As agreed by the Board, we have submitted a bid and acknowledge that the fund is only intended to facilitate exploration of the issues/potential. Success with the bid will bring in extra resources enabling us to build on Listening into Action and 'lock-in' high levels of staff engagement.

The Pathfinder Programme Team have confirmed that our Expression of Interest has met the required threshold and therefore we have been shortlisted for interview (on 19 September 2014) as part of the application process. Interviews will be conducted by a 3 person panel including Cabinet Office and Department of Health officials and members from the expert panel. A further verbal update will be provided at the September Trust Board Meeting.

#### **Skills for Health Quality Mark**

The Skills for Health Quality Mark uniquely provides a framework for assuring the effective delivery of high quality learning and training to the health sector. The purpose of the Quality Mark is to give the health sector greater confidence when investing in workforce development. The Quality Mark endorses the quality of the delivery of training and learning and its suitability for the health sector.

We underwent an assessment against the quality mark during August including an on-site inspection. We have received an official report to confirm that we have been awarded the Skills for Health Quality Mark following verification and validation by the 'National Skills Academy Review Panel'. High level findings against the four domains of the quality mark (shown below) are summarised in Appendix 1.

1. **Ethics and Values** – which includes attitudes and behaviours and health sector appropriate values to inform and drive the delivery of all programme activity
2. **Health Sector Engagement/Awareness** – which includes how the provider ensures effective stakeholder partnership and/or research to ensure that provision meets defined employer and health sector learning needs and therefore adds value to the patient/service user experience
3. **Learning Excellence** – which includes contextualisation, relevance and added value of the learning provided. Ensuring that learning impacts on the learner behaviour in the work place and meets the needs and expectations of the health sector
4. **Effectiveness of Quality Assurance Arrangements** – which includes assessment of efficacy of quality systems and processes and demonstrable commitment to continuous improvement

Following staff feedback we have updated our Learning and OD Training Directory to enable staff to easily navigate through the various training programmes. The new style directory can be accessed at [Directory](#)

Organisational Development Plan Update (25/9/14)

**UHL Leadership into Action Strategy(2014:16)**

We presented the Leadership into Action Strategy (2014:16) to the Executive Workforce Board at the September meeting and will be updating the priority actions to reflect feedback received. Our Leadership into Action Strategy comprises of five work streams as listed below:-

1. Learn to Lead;
2. Feedback to Improve;
3. Build Shared Networks;
4. Harness Talent to Grow; and
5. Cultivate Team Excellence.

The strategy has been informed by local drivers including the refined UHL Strategic Direction, Better Care Together Programme, Specialised Service Strategy, Quality Commitment and the Trust’s Organisational Development Plan. In developing the strategy, we held a Listening Event, captured the key elements of the UHL Leadership Conference and referenced key documents including the national NHS Healthcare Leadership Model (April 14) and Kings Fund and Centre for Creative Leadership Research on Collective Leadership (May 14). The key priorities of the strategy are shown in Appendix 2. The full strategy document can be accessed at [Leadership into Action Strategy](#)

**UHL ‘Leadership into Action’ Showcase Event**

The Leadership Showcase Event was held in September and hosted by our Chief Executive. This event focussed on celebrating the achievements of colleagues who attended a range leadership development programmes and gave them the opportunity to share some of their learning experiences and improvement projects, that make a great difference to the services we provide. During the event we also presented our first ‘Love our Learners in Leadership Awards’ sponsored by Health Education East Midlands to raise the profile of learners across the region.

The event was attended by 118 participants including members of the Trust Board. The event evaluated well with excellent positive response rates (strongly agree / agree) against key evaluation criteria as below:-

- **97%** - The Leadership Showcase met my expectation
- **95%** - The content of the Leadership Showcase was balanced, relevant and informative
- **91%** - The event has enhanced my existing skills and knowledge

**Recommendations:**

The Trust Board is asked to comment on key organisational development activity specific to ‘Strengthening Leadership’ and ‘Enhancing Workplace Learning’.

**Previously considered at another corporate UHL Committee?** Executive Workforce Board

**2013-2015 Strategic Risk Register**  
Risks 16-19

**Performance KPIs**  
UHL Organisational Health Dashboard under development

**Resource Implications (e.g. Financial, HR):** This work is led by the Chief Executive and Director of Human Resources and supported by the UHL Learning and Organisational Development Team

**Assurance Implications:** UHL is amongst the first NHS organisations nationally, to have been awarded the Skills for Health Quality Mark. The robust assessment was carried out by two Quality Mark assessors who:

- Interviewed Senior Managers, Education Leads, Trainer/Assessors, learners and employer partners
- Met with a number of line managers to discuss organisational policies, procedures and values
- Reviewed examples of learning resources
- Observed a taught session

In addition we provided key evidence in hard copy format and arranged for learners, delivery staff and employer partners to complete an on-line survey prior to the on-site Inspection.

**Patient and Public Involvement (PPI):** Patient representative involvement in all key development activity

**Stakeholder Engagement Implications:** Assured as part of the Quality Mark Assessment (as set out in Appendix 1 / Domain 2)



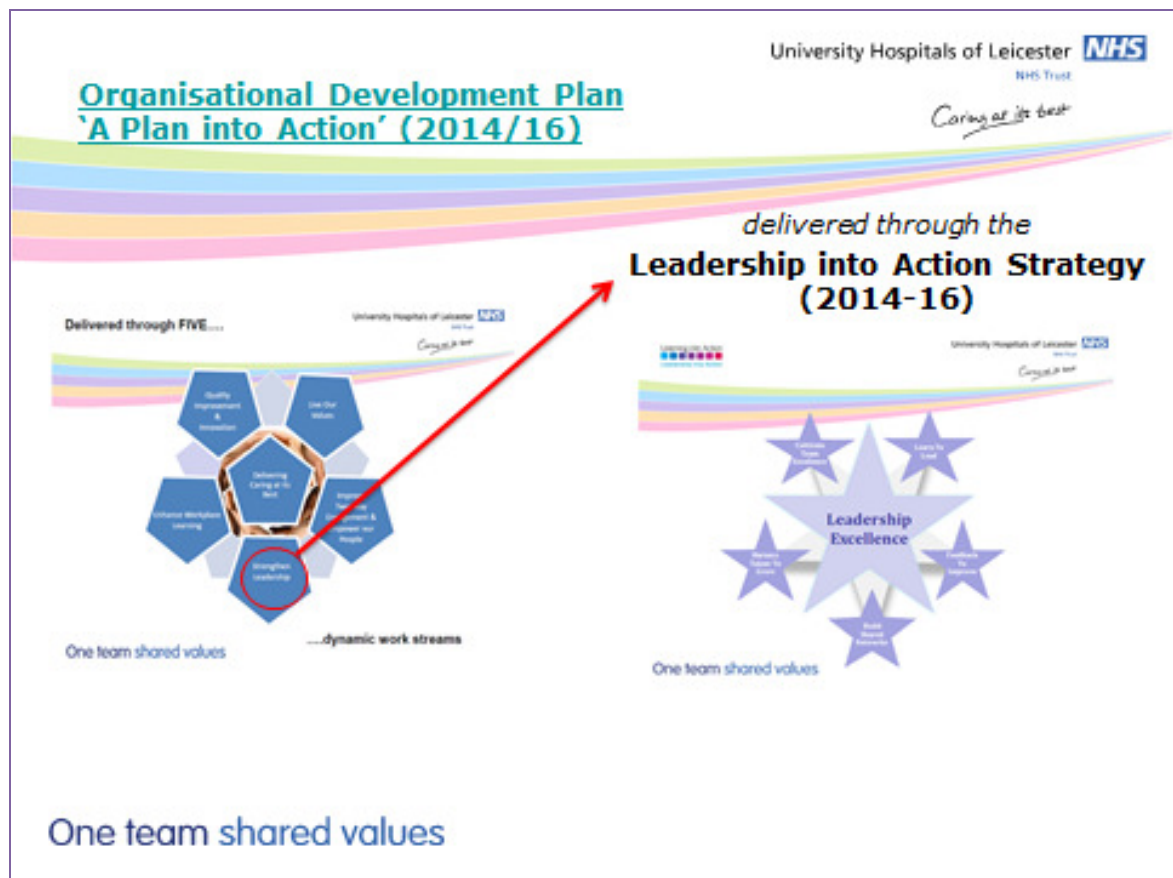
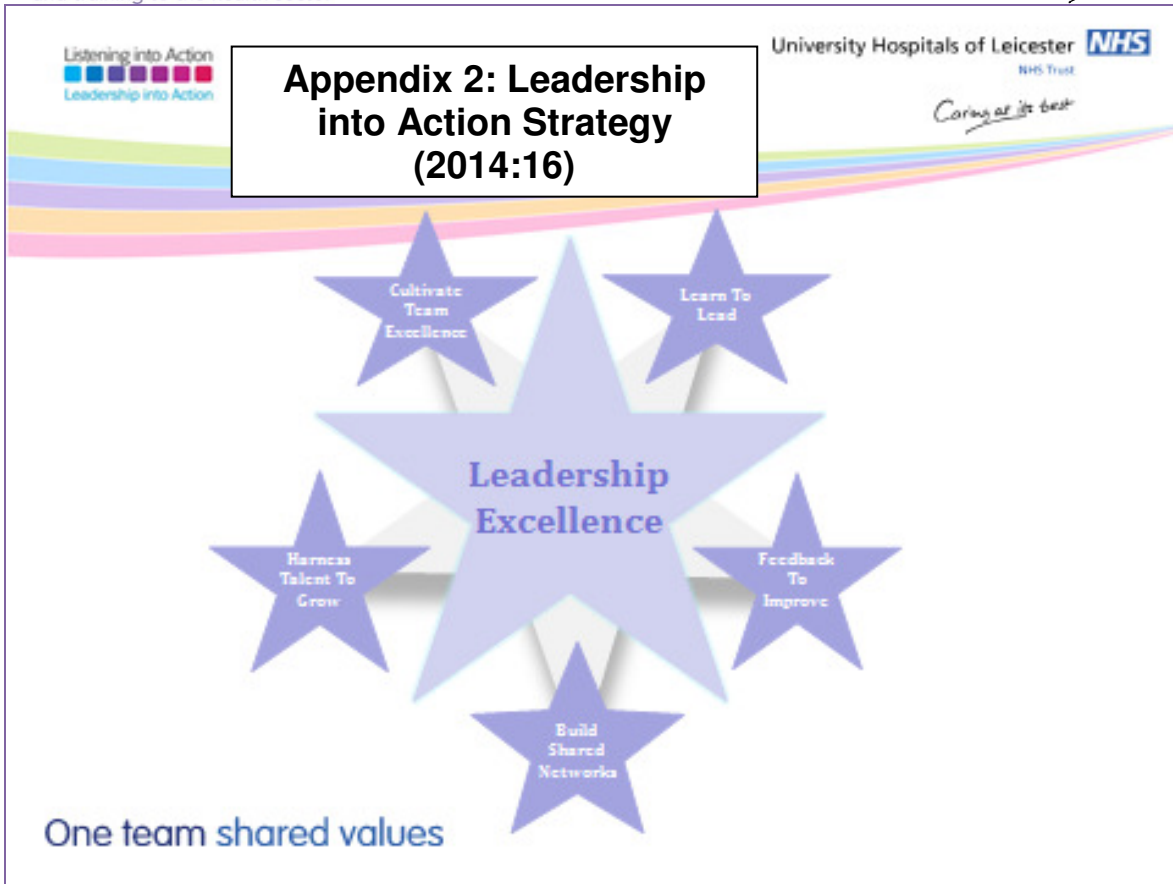
<b>Equality Impact:</b> Assured as part of the Quality Mark Assessment (as set out in Appendix 1 / Domain 1)
<b>Information exempt from Disclosure:</b> None
<b>Requirement for further review?</b> Further updates on key learning and leadership elements will be provided at future Trust Board Meetings (as appropriate)

**Appendix 1: Quality Mark Summary Feedback Against The Four Domains**  
**(Extracted from UHL's Quality Mark Assessment Report Dated 1 September 2014)**

Domain:	Fully met?	Comments:
<p><b>Domain 1: Ethics and Values</b> – includes attitudes and behaviours and health sector appropriate values to inform and drive the delivery of all programme activity</p>	<p>Yes</p>	<p>UHL support staff to positively embrace personal, developmental and organisational change and also help to ensure that all their staff are fit to practice in order to provide safe, effective, high quality patient care.</p> <p>UHL have demonstrated to a high degree that they constantly promote and demonstrate exemplary behaviour from staff and learners highlighting Equality &amp; Diversity, Safeguarding, Health &amp; Safety, confidentiality and professionalism. Management, delivery staff and learners were able to give examples to support this through the online surveys and individual interviews. This message is also reinforced in their policies and procedures.</p> <p>The training team constantly demonstrate and promote person centred values and attitudes in all that they do.</p> <p>Much of the training is multi-disciplinary and allows staff to work closely with learners from a wide range of departments within the trust. This supports learners to have a deeper understanding of how others work and also breaks down barriers to enable learners to feel empowered and more confident when dealing with difficult situations and/or patients.</p>
<p><b>Domain 2: Health Sector Engagement/awareness</b> – includes how the provider ensures effective stakeholder partnership and/or research to ensure that provision meets defined employer and health sector learning needs and therefore adds value to the patient/service</p>	<p>Yes</p>	<p>UHL have demonstrated to a high standard their knowledge of existing and new practices and legislation relevant to the health sector and how the organisation acts upon it to enhance the effectiveness of learning.</p> <p>They have long established effective partnerships and networks with other health sector employers and other stakeholders which enhances their service delivery. They work very closely with commissioners of education to ensure that provision meets defined employer and health sector learning needs and</p>

<p>user</p>		<p>therefore adds value to the patient/service user experience.</p> <p>They offer a flexible approach to the delivery of programmes which supports their understanding of the particular needs of the health sector.</p> <p>Education and Training is delivered by practising clinicians and other health experts are encouraged to have an input into the content and delivery of training.</p>
<p><b>Domain 3: Learning Excellence</b> – includes contextualisation, relevance and added value of the learning provided. Ensuring that learning impacts on the learner behaviour in the work place and meets the needs and expectations of the health sector</p>	<p>Yes</p>	<p>The UHL training team ensure that programmes of learning are up to date in their use of health sector terminology and practice through the expertise and experience of their delivery staff.</p> <p>They are particularly good at identifying and meeting the needs of learners, in particular those with Additional Learning Needs (ALN and Additional Social Needs (ASN)</p> <p>Reflective practice is used by staff throughout the teaching, learning and assessment to facilitate improvement. Both learners and the training team were able to describe the career pathways available as a result of completing the programmes of learning undertaken.</p> <p>The multi-disciplinary teaching and learning is particular successful in raising the awareness of learners to the vast and varied career opportunities available within the trust and the wider health sector.</p>
<p><b>Domain 4: Effectiveness of Quality Assurance Arrangements</b> - includes assessment of efficacy of quality systems and processes and demonstrable commitment to continuous improvement</p>	<p>Yes</p>	<p>UHL have demonstrated clearly defined aims and objectives which highlight their commitment to working within the health sector, linking to the wider organisational plan and impacting on day-to-day activity and practice.</p> <p>They have clearly articulated and consistently applied quality assurance approaches which are used to monitor and improve the service.</p> <p>In addition to their own robust monitoring and evaluation of learner outcomes (retention and</p>

	<p>success rates) and learner feedback they are monitored by external organisations.</p> <p>They constantly review the impact and effectiveness of improvements against agreed aims and objectives which help inform the future aims and objectives of the service.</p> <p>They have competent and qualified staff with relevant knowledge and insight specific to the health sector.</p> <p>The quality of teaching and learning is constantly monitored internally and by external organisations to ensure that it is of a high quality.</p> <p>UHL have demonstrated a commitment to the Continuous Professional Development (CPD) of its staff to ensure that staff are supported to positively embrace personal, developmental and organisational change and also help to ensure that all their staff are fit to practice in order to provide safe, effective, high quality patient care.</p>
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### Informing the strategy

#### Local Drivers

- ★ Caring at its best
- ★ Better Care Together Programme
- ★ Specialised Service Strategy
- ★ Quality Commitment
- ★ Organisational Development Plan

#### Good Practice


- ★ [Leadership into Action \(August 2013\)](#)
- ★ [Healthcare Leadership Model \(2013\)](#)
- ★ [Developing Collective Leadership \(The Kings Fund and Center for Creative Leadership, May 2014\)](#)
- ★ [UHL Leadership Conference \(May 2014\)](#)

One team shared values

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### Work Stream 1. Learn to Lead



- ★ Increase leadership capacity and capability by:
  - ★ developing business acumen
  - ★ develop business case and practices to building on levels of staff engagement and empowerment (Mutuals in Health: Pathfinder Programme)
  - ★ continuing local, regional and national leadership initiatives
  - ★ multi-professional leadership development programmes
  - ★ medical leadership development programmes
  - ★ building coaching & mentoring capacity and capability
  - ★ developing a scheme of paired learning and shadowing


*Build collective leadership*

One team shared values



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## Work Stream 2. Feedback to improve




- ★ Individual feedback
  - ★ Develop feedback skills
  - ★ 360 and self assessment based around Health Care Leadership Model
  - ★ Utilise feedback from recruitment and appraisal to inform development
- ★ Team reflection
  - ★ Plan regular 'Time out' to reflect and improve, giving consideration to
    - ★ Patient and user experience
    - ★ Expanding and embedding LIA
    - ★ CQC 'Well Led' domain and other external measures/evaluations (Monitor and NTDA)
- ★ Build on the work of DiTC and Clinical Senate
  - ★ Develop Shadow Board Concept

One team shared values

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## Work Stream 3. Build shared networks



- ★ Create shared learning networks - priority areas:
  - ★ Service and operational managers
  - ★ Self Care Community
- ★ Link Action learning sets to improvement and development
- ★ Implement journal/breakfast clubs
- ★ Continue to provide internal conference events engaging the wider health community
- ★ Next phase of Leading Across Boundaries

One team shared values

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## Work Stream 4. Harness talent to grow



One team shared values

- ★ Play an active role in the development of the regional / national talent management, succession planning and maximising potential activity (National Do Od Network )
- ★ Deliver UHL Talent Management Master Classes as best practice emerges
- ★ Map leadership development across all leadership levels using a phased approach
- ★ Continue to report on talent profiles across the leadership community and ensure this is linked to the appraisal process
- ★ Align talent activity to pay progression in line with the Reward and Recognition strategy (2014)
- ★ Refine UHL Talent Management Guidance

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## Work Stream 5. Cultivate team excellence




One team shared values

- ★ Promoting leadership, management and team development:
  - ★ Phase I. Implement a system of team development and coaching within and across CMG's and corporate leadership teams in the first instance
- ★ Promote integrated working and learning initiatives within and across wider health community
  - ★ Phase II. Pathway team development across Health and social care

**Delivered through Five work streams**

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**Monitored using Organisational Health Dashboard**


**Organisational health at UHL -**

*Creating the right culture and conditions today for high performance tomorrow*

- a culture of engagement promoting openness and trust
- conditions which enable continuous learning and improvement



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



One team shared values