

# Organisational Development Strategy



Published: August 2018

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# 1. Introduction

The Organisational Development (OD) Strategy 2018 – 2021 builds on the OD Strategy published in March 2016 and is based on four key strategic objectives:

- **Leadership** - Compassionate and inclusive leaders at all levels. Developing skills equipped to develop high quality health and care systems'
- **Improvement capability** – Ensuring improvement is at the heart of everything

we do. Building our knowledge of established improvement methods to improve service quality and effectiveness

- **Engagement** – Commitment to ensuring a high level of staff engagement. Supportive and aligned oversight at all levels
- **Culture** – Based on shared values and behaviours that underpin a culture of excellence

## 2. Our Vision and Values

### Our vision

Delivering high quality care

### Our values

#### Compassionate services

- Person centred
- Holistic approach
- Valuing everyone as an individual
- Accessible services, treating people as equals
- Always showing kindness and understanding

#### Achieving high standards

- Evidence based practice to achieve clinical excellence
- Always open to new ideas and feedback to support improvements to our services

- Always speaking up if there is a safety issue
- Commitment to continual learning and our professional standards
- Working together as a team and supporting each other in the delivery of high standards

#### Respecting individuals

- Valuing diversity and being a champion of people's rights
- Listen and understand before giving a view and making a decision
- Speaking up if respect or dignity is compromised
- Open, honest and transparent, always being accountable and consistent in everything we do

## Empowering people

- Share good practice, ideas and decisions
- Defined and understood goals
- Enabling people to build confidence and reach their full potential
- Commitment to life-long learning and keeping up to date
- Empowering people to live well and make choices

We recognise that by embracing and applying these values through organisational development interventions and other related activities, this will in-turn help to ensure a well led, responsive, caring, effective and safe organisation.

# 3. Our Organisational Development Strategy

For the purposes of this document, organisational development (OD) is defined as a 'planned and systematic approach to enabling sustained organisation performance through the involvement of its people'.

OD includes the diagnosis of organisational 'health' and the planning and delivery of interventions to improve organisational performance. It encompasses consideration of organisational structure, work processes and the values and behaviours of the people who work in the organisation.

Ensuring a high level of staff engagement is a key ingredient in supporting the Trust to meet the range of current challenges that it faces. By involving staff in decision-making at an early stage and ensuring open and transparent communication at all levels of the Trust, we aim to build high levels of staff morale in the day-to-day delivery of services and during periods of transformation and change.

Research shows that good staff experience will drive improvements to patient experience.

There is a close relationship between innovation and staff engagement. High levels

of staff engagement will support the Trust to fulfil its vision of delivering consistently high quality, compassionate and safe patient care.

The Trust was awarded a contract for the delivery of Adult Community Services, with effect from 1 April 2016. At that time, the OD Strategy set out three key phases to support the lead in to the delivery of Adult Community Services and the safe handover of services.

Phase 3 is about change management to support the development of new models of care and role redesign. The OD Strategy 2018 – 2021 will continue to build on phase three by putting in place a refreshed programme of interventions to successfully achieve the Trust's vision and objectives as above.

The detail of the related areas of work, such as talent management, leadership development and educational strategy can be found in other Trust documents.

## 4. Methodology

The Strategy is centred on two key methodologies.

- Well Led Trust – The Care Quality Commission’s ‘Well Led’ domain and how the Trust can ensure a positive, open and transparent culture where leadership and culture are based on agreed values and behaviours
- Safer Culture, Better Care. The Institute for Healthcare Improvement

In addition, the OD strategy, its structure and contents are influenced by evidence based practice and a recognition that ‘it’s the leaders of the Trust that make the real difference to the culture of the organisation – by what they attend to, what they value, monitor and what they model in their behaviours’.

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*Reference: Professor Michael West, Fellow, Kings Fund.*

The approach taken is dynamic and the delivery of the Strategy going forward will be directly informed and shaped by on-going input, feedback and ideas given by staff at all levels of the Trust, patients and their carers, the people of Cornwall and all our partners..

## 5. Well Led Trust



**Ask:** What does the change mean to you?

**Listen:** Facilitated discussions

**Hear:** Feedback and reflection

**Process:** Consolidate outputs and review

**Act:** Incorporate reaction, ideas and challenges into the strategy.

**Ask:** Invite feedback, views and ideas from staff. What would make a difference?

Giving people information as part of written documentation, group and one-to-one briefing meetings and proactively requesting their views, comments and ideas as part of a structured engagement process so that people are able to feel confident and in control.

**Listen:** Facilitated discussions with staff at all levels of the organisation and/or an invitation for anonymous feedback to understand the issues and concerns staff encounter at work.

Actively listening and talking with people as an equal; being open and honest. The discussions are led by Trust leaders and staff with engagement and transformation expertise.

**Hear:** See the world from a staff perspective, empathise and reach a shared understanding together.

Comments, views and ideas are documented and fed directly into related decisions,

influencing systems, policies and procedures and how services are designed and delivered .

**Process:** Output from engagement is consolidated and circulated to staff and key partners for further review.

**Act:** Reactions, ideas and challenges are incorporated into the design and delivery strategy. Incorporate reaction, ideas and challenges into the Strategy. Ongoing review to hear reactions and the impact of the change, ideas for further improvement and continue to make change with regular communication to staff.

The approach will be to sustain engagement and participation as an everyday process that is undertaken routinely and embedded at all levels of the Trust.

By listening and responding to the feedback raised during all engagement interventions, issues and concerns raised by staff will be quickly identified and understood and action taken to unblock the way forward.

## 6. Safer culture, better care

The culture of the Trust and within teams will influence the patient experience, and the quality of care and services. A safety culture that promotes an atmosphere of trust and learning is associated with higher levels of staff satisfaction and engagement.

As part of the OD programme for 2018 – 2021 we will continue to embed the South West Patient Safety collaborative model for improvement.

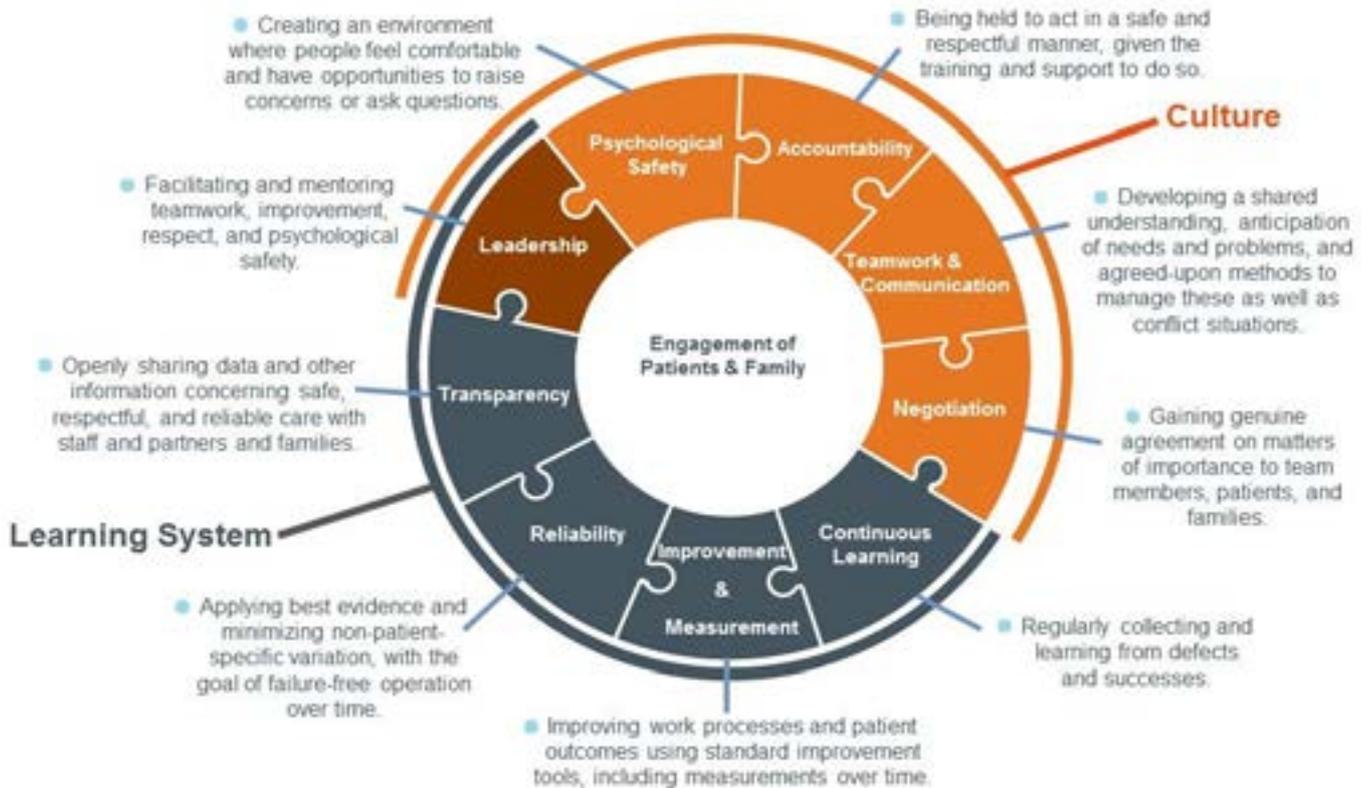
This model provides a framework for developing, testing and implementing changes leading to improvement.

Our model for improvement will include the implementation of the 'Safety, Communication, Operational Reliability and Engagement' (SCORE) survey to measure the dimensions of the Trust's culture. The survey is an internationally recognised way of measuring and understanding what culture exists within a team and integrates safety culture, local leadership, learning systems, resilience/burnout and work-life balance.

The insights will be used to support organisational improvement; a bottom up approach to action planning and empowering

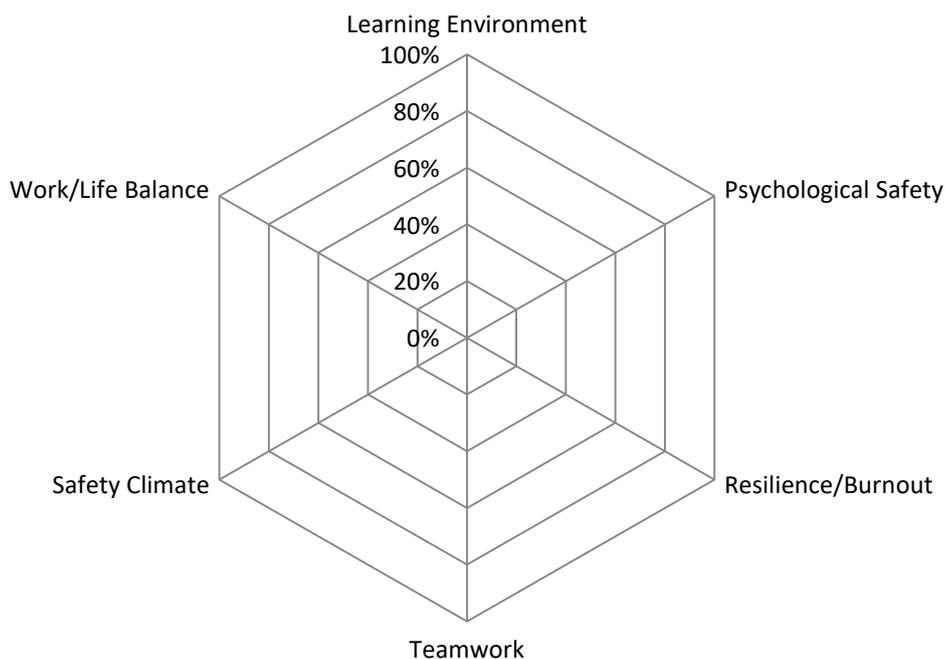
teams to drive up team improvement will deliver habitual excellence. See Figure 1.

Figure 1 – Safety, Communication, Operational Reliability and Engagement survey



The survey integrates safety, culture, local leadership, learning system, resilience/burnout and work/life balance. The insights are set out in Figure 2 and specific actions are identified to build on areas of strength and address areas of opportunity.

Figure 2 - Safety, Communication, Operational Reliability and Engagement Survey



# 7. Organisational Development Strategic Objectives 2018 - 2021

## (i) Leadership for cultures of high quality and compassionate care

- Skills and competencies equipped to develop high quality health and care systems
- Leadership development that establishes continuous improvement culture

## (ii) Improvement capability

- Staff at all levels focused on continually improving patient care
- Developing improvement capability at all levels of the organisation
- Recognition and reward to quality improvement and innovation at all levels of the organisation

## (iii) Engagement

- Developing a compelling strategic narrative meaningful to staff at all levels of the organisation
- Inclusive leadership and management style and behaviours at all levels
- Putting staff in charge of service change
- Values and integrity at the heart of everything we do
- Freedom to speak up, listening proactively to our staff and patients

## (iv) Culture of excellence

- Based on shared and agreed values and behaviours
- Collective leadership capabilities; leaders acting together to implement Trust Strategies and nurture cultures of excellence

# 8. Leadership

The Director of HR and OD will lead and be accountable for the implementation of the OD Strategy 2018 - 2021.

A programme of organisational development interventions to support the implementation of the Strategy can be found Appendix 1.

The intervention programme has been developed based on feedback and ideas offered by staff and leaders at all levels of the Trust, the analysis of national and local

staff surveys and as part of the Trust's staff experience activities.

Progress of the OD Strategy implementation and its effectiveness will be overseen by the Quality and Governance Committee

## 9. Framework – understanding the priorities

The delivery of the OD Strategy 2018 - 2021 and programme of interventions will include:

**Discover** – Diagnostic activity to discover more about the culture of our organisation. This will include analysis of the 2017, 2018 and 2019 national staff survey findings, local staff survey and SCORE results, staff experience activities and the Friends and Family Test

**Design** – The programme of interventions will be reviewed and updated during the three year period to ensure they respond to the issues 'discovered'

**Deliver** – An aim of supporting a culture of continuously improving, high quality safe and compassionate care

## 10. Staff engagement

NHS Employers has adopted a model of engagement proposed by the Institute for Employment Studies (IES), in which engagement is defined as a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement which requires a two-way relationship between employer and employee (Robinson et al 2004, p 4).

Our staff experience framework will include interventions that aim to:

**Listen** – to understand the issues and concerns staff encounter at work

**Hear staff views and ideas** – 'what would make a difference'

**Take action to help staff at all levels** – supporting and enabling next steps

Interventions will include:

- Staff Experience Group – held monthly, chaired by the deputy Chief Executive
- Staff Engagement Days - held quarterly, hosted by the Chief Executive
- Communication, networking, learning from best practice
- Frontline team visits – Board of Directors meeting with staff on the frontline
- Staff health and wellbeing programme – supporting better physical and mental health at work
- Local staff surveys – cultural barometer to proactively seek the views and ideas of staff at a local level
- Break the rules campaigns – to make improvements to staff and patient experience
- Kitchen table conversations – to understand staff patient safety concerns and take action to drive improvement
- Cascade – online newsletter for staff
- Executive Briefing and blog – CEO update for staff

# 11. The data and metrics to measure success

The OD programme of interventions will set out clearly what we want to achieve, the benefits, and a timeframe for delivery.

In turn these will be evaluated through:

- National and local staff surveys results and related data
- SCORE – safety cultural scorecard
- Staff friends and family test, implemented in quarters one, two and four
- Informal feedback – invited at staff engagement events as shown in section 10
- Kitchen table feedback – invited at each kitchen table discussion.
- Patient experience feedback, including the Patient Friends and Family Test
- Health and wellbeing CQUIN indicators measured by the 2019 NHS national staff survey.
- Breaking the rules Executive response and feedback to staff

# 12. Review

Bi-annual updates will be provided to the PFI Committee.

# Appendix 1

## Programme of Organisational Development interventions 2018 – 2021

Intervention	Benefit	Measure	Timeframe
<b>Leadership Development</b>			
ILM level 5 in Leadership and Development	Developing leadership capability for middle managers	<p>The formal programme evaluation reports 80% rating of either level 3 or 4 score (good or excellent rated).</p> <p>Qualitative feedback from all course participants confirms, course objectives met, positive changes to leadership behaviour.</p> <p>Evaluation 12 months after completion of the programme (September 2018 and 2019) to measure impact/changed behaviour/new skills. This will include course participant and their team members feedback.</p> <p>Support achievement of talent management approach (seperate document).</p>	October 2018 and October 2019
Action Learning Sets to embed learning and sustain change	Encourage further impact, networking and a coaching style methodology	Organisational performance - quality, safety, operational and finance targets	

Intervention	Benefit	Measure	Timeframe
Talent Management and Leadership (including succession planning)	<p>Ensuring the right skill-sets, in the right place at the right time</p> <p>Strengthening leadership capacity that is collaborative, compassionate and inclusive for now and the future</p>	<p>Supports achievement of the Trust's talent management approach (separate document). This will include:</p> <p>1% decrease in turnover of key skills</p> <p>Workforce planning achieves retention and appointment of key skills</p> <ul style="list-style-type: none"> <li>• Capture and evaluation of the knowledge and skills progression talent management conversation during appraisal, to track potential talent for career progression and targeted opportunities</li> <li>• Staff engagement levels (NHS Staff Survey, Friends and Family Test, SCORE)</li> <li>• Organisational performance - quality, safety, operational and finance targets</li> <li>• Improved management skills as measured through 360 review, performance appraisal outcomes</li> <li>• Improved talent management, measured by internal promotion and local succession planning</li> <li>• Design and role our of Compassionate Culture Development Programme (starting will all Band 8s)</li> </ul>	March 2019, 2020 and 2021

Intervention	Benefit	Measure	Timeframe
Personal development planning (PDP)	Commitment to continuous learning	<p>Appraisal and PDP compliance attained – 85%</p> <p>75% of staff report a high quality of appraisal conversation - measured by national staff survey and local staff surveys</p> <p>Monitor and report on areas where low compliance and take action to support an increase to full compliance</p> <p>2018 and 2019 national staff survey findings show sustained up lift in the engagement score</p> <p>2018 and 2019 NHS staff survey findings report 3% improvement in learning and development questions</p> <p>Annual review of the appraisal process and achievement of a quality and motivational conversation</p>	June, 2019. 2020 and 2021

Intervention	Benefit	Measure	Timeframe
<p>Development opportunities for staff in Bands 1 – 4</p> <ul style="list-style-type: none"> <li>• to use skills and competencies in wider trust projects and teams</li> <li>• Sharing best practice</li> <li>• Reflective learning from mistakes and what has gone well</li> <li>• Networking with colleagues in other services</li> </ul>	<p>Talent management, developing new skills and competencies.</p>	<p>Supports achievement of the Trust’s education and training objectives (seperate document)</p> <p>100% levy fund spend achieved</p> <p>2.3% of the organisation are undertaking an apprenticeship – tracked by education and training (this will include a training process for staff who support apprenticeships)</p> <p>Improved retention of staff in bands 1 – 4</p> <p>2018 – 2020 national staff survey results report 3% improvement in learning and development opportunities for band 1 – 4</p> <p>Increased awareness of apprenticeships across the organisation to support development along career pathways – measured by evaluation led by education and training</p>	<p>January 2019</p>
<p>Opportunities across the Trust for cross learning between adult community services and adult mental health</p>	<p>Increase clinical knowledge and skills that can be used in each service</p>	<p>Implementing ‘simulation training’ to support management of acute illness and mental health conditions. Impact measurement completed as part of qualitative and quantative evaluation data collection and review</p> <p>Supervision and personal development planning anonymous feedback</p> <p>Supports achievement of the Trust’s education and training objectives (seperate document)</p>	<p>January 2019</p>

Intervention	Benefit	Measure	Timeframe
<b>Staff Engagement</b>			
Rolling programme of NHS England 'kitchen table' staff conversations across all services	Board to ward communication Patient safety	All community hospitals, MH inpatients and community settings across each service have scheduled kitchen table discussions  Increase in staff engagement score (staff survey)  Issues identified measured by QI methodology if improvement required	On-going rolling programme
Review staff communication and the delivery of staff engagement away days	Board to front line communication Support higher levels of staff engagement	National staff survey findings 2018/2019/2020 with 2% uplift to health and wellbeing questions each year and sustained uplift to the staff engagement score  Staff feedback: 'Listened, heard and positive change'	February 2019, 2020, 2021
Health and wellbeing days for staff Staff health and wellbeing group	Enabling better staff physical and mental health at work	Achievement of health and wellbeing CQUIN with a 5% uplift to the health and wellbeing questions measured against the previous 2 year period	April 2019
Staff Experience Group (SEG)	Listen to staff, to understand the issues and concerns encountered at work  Hear staff views about what would make a difference  Take action to help and enable next steps	Programme of staff experience groups in place  Issues identified measured by QI methodology if improvement required  Staff feedback: 'Listened, heard and positive change'	January 2019, 2020 and 2021
Trust-wide 'Breaking the rules' campaigns Embedding 'breaking the rules' into organisational culture	Raising awareness of the systems and processes that get in the way of high quality care	Phase 1 - Two campaigns per annum and rolling programme in place  Issues identified measured by QI methodology if improvement required  Phase 2 – Continuous programme embedded in culture	April and October 2018, 2019 and 2020

Intervention	Benefit	Measure	Timeframe
Reward and recognition: CARE awards Clinical Excellence reporting	Acknowledging good work	Nominations received represent all service areas Sustained uplift on annual staff survey engagement score 3% uplift in the 'your job' questions relating to recognition of good work	November 2018 Rolling programme
Frontline Director visits	Board to front line communication Patient safety	Programme of visits in place 3% uplift in the 'communication between senior management and staff is effective' question, measured each year by the national staff survey	2018 / 2019 / 2020
<b>Improvement capability</b>			
Patient safety programme	Psychological safety and just culture Improved communication Build effective team working	Each individual programme has a measurement strategy in place. The lead strategy is reported to the quality and governance twice per annum with measures reported on the number of programmes adopted	2018 / 2019 / 2020
SCORE surveys and action planning	To measure dimensions of the Trust culture	Action plan with measures in place for each survey completed. Repeat of the survey in a 12 month period to ensure uplift and improvement in the scores of the first survey  Implemented as part of the SCORE methodology and process (seperate document)	September – March – rolling programme

Intervention	Benefit	Measure	Timeframe
Schwarz rounds	Supporting staff Build connectivity across the Trust Flatten silo working	Rolling programme of Schwarz round programme in place each year with Point of Care evaluation completed and reported after each round  Impact on the psychological wellbeing of staff reported who regularly attend and do not attend reported to the 'national evaluation of rounds' led by the Schwarz round	January 2019  Then monthly Schwarz rounds during 2019 / 2020 / 2021
<b>Culture</b>			
Compassionate Leadership programme	Leadership, the values and behaviours needed to role model compassionate leadership	Staff engagement score  Agreed as part of the programme (seperate document)	October 2018 onwards
Reflective practice and learning opportunities (to include Situation, Assessment, Recommendation and Debrief (SBARD) and Davies and Beddoe	Staff at all levels having the opportunity to hear and learn about best practice  Emotional intelligence and how we can positively impact in our working environment	2018 and 2019 national staff survey findings show sustained up lift in the engagement score  2018 and 2019 NHS staff survey findings report 3% improvement in learning and development questions	April 2018 onwards

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