Mid Cheshire Hospitals **NHS**
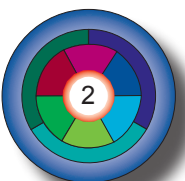NHS Foundation Trust

Organisational Development Strategy

2014-2016

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2014-2016

Contents

Organisational Development Strategy

The strategy outlines our approach at Mid Cheshire Hospitals NHS Foundation Trust to Organisational Development (OD) for the two years from 2014-2016.

The aim of the OD Strategy is to build the organisation's ability to provide excellence in healthcare with a capacity to respond to change flexibly along with a working environment where staff can deliver their best work for the benefit of our patients and stakeholders.

The focus is on building the Trust's capacity to achieve its goals through planned development, improvement and reinforcement of strategies, structures and processes that lead to organisational effectiveness.

The sections of the strategy are taken from the Burke Litwin (1992) Organisational Development Model for performance and change.

The external environment variables are considered to be the input to the system with the organisational performance variable representing the output.

The OD Strategy is intended to sit alongside and support the implementation of other associated strategies in the Trust such as the Quality and Safety Strategy, Clinical Service Strategy, the Workforce Strategy and the Stronger Together initiative with University Hospital of North Staffordshire (UHNS).

The NHS is facing many challenges including a challenging economic climate and significant changes in the way care is both commissioned and delivered alongside a growing requirement for its services.

Our staff will continue to be our greatest asset in meeting these challenges. To survive and thrive through these challenging times and achieve our vision of *"Delivering excellence in healthcare through innovation and collaboration"* we will need to both work and think differently. The NHS challenge is to deliver more with less whilst maintaining and continuing to improve the safety, effectiveness and efficiency of our services. We will need staff who are capable of leading and delivering transformational changes in our services. We will also need all staff to demonstrate the Trust's values and behaviours.

The engagement and involvement of our staff will be crucial. Engaged organisations have a strong consistent focus on leadership and teamwork and on giving employees a voice in order to deliver safe and effective care to those who use our services. All staff should be involved in changes that affect their work.

Our Values / Our Behaviours
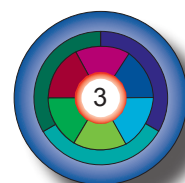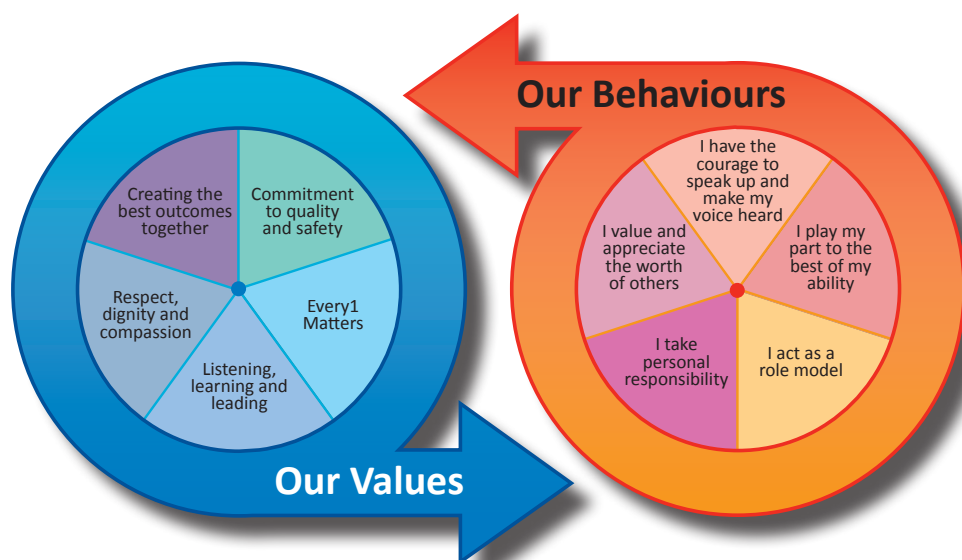
Developing the Strategy

The OD Strategy aligns with National and Local priorities for healthcare and focuses on both the outcomes from external reports such as Francis and internal objectives such as leading change effectively.

The Strategy was devised in collaboration with:
The Deputy Director of Nursing, Lead Nurses, Patient Experience Manager, Workforce Heads of Service, Matrons from Surgery & Cancer and Emergency Care Divisions, Divisional General Managers and Staff Side colleagues.

# Monitoring and Reporting of the Strategy

Section Leads, detailed below, will be responsible for collating the evidence under the headings outlined in their section. This should be reported back to the Assistant Director of OD and Learning every other month, commencing April 2014.

Leads will then meet quarterly to share updates and risks around the individual elements of the sections at the newly formed Trust Transformation Group (TTG). This group will be chaired by the Assistant Director of OD, and membership will comprise of the leads for the OD Strategy sections, the Programme Management Office (PMO) Lead, Deputy Director of Operations and Performance, a Staff Side member, Patient Experience Manager and the Communications Manager.

The Assistant Director of OD and Learning will attend the Quality and Safety Improvement Strategy meetings chaired by the Deputy Director of Nursing and Quality in order to maintain the connection between the strategies.

Risks and exemptions will be reported to Workforce Assurance Committee (WAC) and Executive Management Board (EMB).

	Section	Lead
1	Mission & Strategy	Director of Service Transformation & Workforce
2	Structure	Head of Resourcing
3	Tasks & Individual skills	Learning & Development (L&D) Manager
4	Leadership	Assistant Director of OD & Learning
5	Management Practice	Head of Human Resources (HR)
6	Engagement & Motivation	Assistant OD Lead
7	Organisational Culture	Assistant Director of OD & Learning
8	Systems Policies & Procedures	Head of Integrated Governance
9	Individual Values & Behaviours	Deputy Director of Nursing & Quality
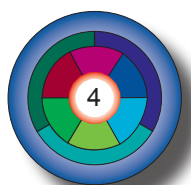
The aim of the OD strategy is to build the organisation's ability to provide excellence in healthcare with a capacity to respond to change flexibly along with a working environment where staff can deliver their best.

External Environment

Category	Francis, Keogh and Berwick Reports	Patient Expectations and Numbers	Financial Landscape	Health Education England (HEE)	Partner Organisations	Regulators	Staff Feedback
Mission and Strategy	Connect all of the Trust strategies in a way that makes sense for staff	Communicate the 3 key objectives for the Trust, Division and work area and staff' role in achieving those objectives		Regular communication sessions by Execs and managers to update staff on current and future state of the Trust organisation.	Delivery of Quality Safe and Cost Effective care		Stronger Together – Collaborative working with UHNS and other partners
Structure	Clear Divisional and Team structures - Escalation processes	7 day working		Matrix working with external partners	Development of ESR Manager Self Service	Embed Medical Leadership structure	
Tasks and Individual Skills	Clarity on knowledge and skills and expectations of job roles	Robust Divisional Training Needs Analysis (TNA)		Implementation of Talent Management & Succession Planning processes	Project management, Service development and Change skills development	Workforce planning - new role design	
Leadership	Develop strong patient centred leadership	Deliver compassionate leadership		Deliver internal leadership programmes and access external and National programmes	Senior team development and Coaching		Visible, approachable leaders who set clear goals, give feedback and provide opportunities for teams to communicate effectively
Management Practice	Service development and Improvement – Leading change effectively	Sickness and Absence Management		Appraisals and performance feedback mechanisms	Recruitment for Values and Behaviours	HR Policies & Processes	
Engagement / Motivation	National Staff Survey results data	Staff Focus Groups and Investors in People		Listen to, communicate with and involve staff at all levels	Development opportunities for staff at all levels	Treat staff with dignity and respect	Clinical Engagement
Organisational Culture	Divisional quarterly culture surveys	Team Diagnostics & Health Checks		Patient Feedback	Governor / Stakeholder and Partners feedback	Safety Culture Audits	Focus on staff Health and Wellbeing
Systems (Policies and Procedures)	Education / Learning & Development policies	Recognition and Reward Systems		Communications Strategy	Governance Policies	Marketing Strategy	
Individual Values and Behaviours	Review compliments and complaints from patients	Customer Service and Advanced Communication training		Modelling of values and behaviours	Refresh of the Trust's Values & Behaviours		
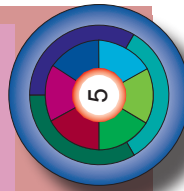
Mission and Strategy

Aim: To support the development and embedding of strategies that will underpin transformation work and delivery of high quality care in a way that is meaningful to staff and stakeholders.
Lead: Director of Service Transformation and Workforce

Primary	Secondary
Connect all of the Trust strategies in a way that makes sense for staff	• Communication of key messages from strategies and feedback on performance against key milestones at intervals throughout the year through a variety of methods by divisional leads. • Multi-Disciplinary Team (MDT) involvement in developing clinical strategies.
Communicate the three key objectives for the Trust, Division and work area so that staff understand their role in achieving those objectives	• Board to agree the three key objectives each financial year and cascade at the start of each financial year to Divisions. • DGMs to ensure the three divisional objectives feed into the overall Trust's and are communicated to staff in a meaningful way. • Staff ensure at appraisal they can relate their work to their team's three objectives.
Regular communication from Executive Directors and managers to update staff on current and future state of the organisation	• Regular briefing sessions for all staff to attend from Executive Directors and senior managers to ensure staff have accurate and up-to-date organisational information. • Board members and senior leaders are visible and accessible for staff to be able to share ideas and concerns with them.
Delivery of quality, safe and cost-effective care	• Implementation of the Quality & Safety Improvement Strategy, taking into account reports such as Francis, Keogh and Berwick. • Financial strategies implementation.
Stronger Together – collaborative working with partner organisations	• Work with partner organisations is known and understood by staff. • Support staff to manage the outcomes of the changes that partnership working will bring. • Patient feedback sought on changes to services.

Structure

Aim: To have divisional and team structures that are able to provide leadership and deliver services flexibly to meet the needs of internal and external stakeholders and support staff that work within those structures.
Lead: Head of Resourcing

Primary	Secondary
Clear divisional and team reporting structures for escalation processes	• Clear lines of accountability, roles and responsibilities agreed and communicated within Divisions. • Education and training for Medical and Nursing staff on escalation processes. • Ensure clear and simple project assurance mechanisms are developed, communicated and understood to enable effective management of business change within the organisation.
Striving for 7-day working	• Medical Director, Associate Medical Directors, and the Deputy Medical Director.
Matrix working with partner organisations	• Staff working across organisations and managers are supported and have robust governance processes in place. • Trust Board and Senior Managers.
Development of use of ESR Manager Self Service systems	• Roll out of Manager Self-Service systems across the Trust. • Systems related to HR, Payroll and Recruitment.
Embed new Medical Leadership structure	• Medical Director and Deputy Medical Director. • Ensuring clinical engagement with Trust agenda. • Continuation of the Clinical Leaders Development Programme to ensure pipeline of future leaders. • Development on leadership and service development for junior doctors.

Tasks and Individual Skills

Aim: To have a qualified, experienced and flexible workforce that are able to deliver the highest standard of care. Staff who have the skills to improve their roles and are able to develop their careers at MCHFT.

Lead: Learning and Development Manager

Primary	Secondary
Clarity on knowledge and skills and expectations of job roles	• Recruitment paperwork. • Line Managers at recruitment and through regular performance feedback as well as at appraisal. • Staff adequately trained to deliver their role (e.g. Mandatory training and HCA Training).
Robust divisional Training Needs Analysis (TNA)	• Ensuring Divisions capture development and training opportunities that will mean they have the right staff with the right skills at the right time. • Learning and Development ensure uptake and reporting on external PQF modules, etc. • Apprenticeships. • Respond to Investors in People (IiP) reports.
Robust Talent Management and Succession Planning Processes	• Via appraisal outcomes, each ward/ department/ work area will provide an update to the Division quarterly on the Talent Management/ Succession Planning template which will be reviewed Trust wide annually. • Internal and externally accessed Leadership programmes ensure an internal Talent pipeline.
Project Management, Service Development and Change skills	• Staff trained in service improvement methodologies. • Ensure the Programme Management Office provides support and learning to those undertaking change projects in the organisation.
Workforce planning – new role design	• Divisional leads – Head of HR. • Review opportunities for role redesign during management of change. • Work with HEIs and NHS North West to secure training funding for new roles.

Leadership

Aim: To have Leaders who work together to nurture a healthy, positive culture and that embrace the concept of collective leadership. Leaders who emphasise quality, safety, compassion, engagement and transparency through their practices.

Lead: Assistant Director of OD & Learning

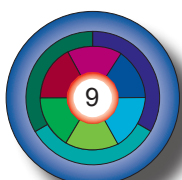| Primary	Secondary
Develop strong compassionate patient centred leadership	• Board - Modelling quality as first priority through their actions and focus. • Delivery of the Quality and Safety strategy. • Lead Nurses, Matrons and Ward Managers development.
Coaching style of leadership. Provide opportunities for teams to develop and communicate with one another	• Delivery of the Coaching Essentials for Managers programme. • Develop Advanced Communication training offer. • Managers to ensure team meetings take place regularly.
Deliver internal leadership programmes and access national and external programmes	• Update and deliver Learning to Lead, Becoming a Manager, Managers Moving On, Clinical Leaders Development and Consultant Foundation programmes. • Ensure Trust accesses external National leadership programmes and PQF modules.
Senior team diagnostics and development	• Senior divisional teams to access development for themselves as a team regularly in order to assess their functioning, culture and development needs.
Visible, approachable leaders who set clear goals and give feedback on performance	• Visibility of Board members e.g. ward walkabouts and safety audits. • Engagement sessions by CEO and Executives. • Regular feedback to teams and individual staff in order to motivate and improve performance.

Management Practice

Aim: To ensure that management practices fit with the development of a compassionate culture.
Lead: Head of Human Resources

Primary	**Secondary**
Service Development and Improvement - Leading Change	• Business case and PID development. • Managing CIPs, etc. • Service development training for key staff. • Managers leading change involve those impacted by the change.
Sickness absence management	• Provide supportive and structured attendance management processes designed to prevent absence where possible, provide swift and effective treatment and managed through clear procedures.
Recruitment for Values & Behaviours	• Recruiting managers.
Appraisals and performance feedback mechanisms	• Training for appraisers on new paperwork. • Audit of quality of appraisals. • National Staff Survey results. • Team meetings and 1-2-1s for performance feedback.

Engagement and Motivation

Aim: To develop a culture of engagement across staff, patients, partner organisations and stakeholders in order to improve the quality of working life for staff and the quality of care for patients.

Lead: Assistant OD Lead

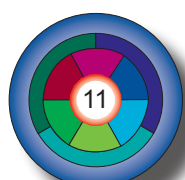| Primary	Secondary
National Staff Survey results data - Engagement score	• Analysis of results shared across organisation to inform action plans at divisional level.
Twice yearly staff focus groups and annual Investors in People assessment	• Triangulation of data from staff focus groups, IiP and Staff Survey. • Data discussed at divisional and ward level – appropriate actions in place to improve outcomes.
Listen, communicate and involve staff in decisions that impact on their work	• All managers to facilitate a culture where staff feel engaged and want to deliver the highest quality of work. • Staff are consistently involved in changes that impact on their work.
Development opportunities for staff at all levels	• Continuation and development of current programmes and development of further opportunities such as apprenticeships and using a blended learning approach such as e-learning.
Treat staff with Dignity and Respect	• All Managers deal with negative behaviours and reward positive behaviours. • Reduce incidents of bullying and harassment and deal effectively with any reports. • Adherence to Trust's values and behaviours.

Organisational Culture

Aim: To develop a nurturing learning cultures that emphasises quality, safety, compassion, engagement and transparency in practice.

Lead: Assistant Director of OD and Learning

Primary	Secondary
Divisional quarterly culture surveys	• Develop metrics for culture/engagement surveys that can be utilised in Divisions and used at DQPR. • Divisional senior teams to assess responses to their cultural surveys and action.
Team Diagnostics and health checks	• Team coaching offered to develop high performing teams. • Resilience training. • Access to psychometrics instruments for teams.
Patient Feedback surveys	• Responses from surveys analysed and shared with action plans developed and monitored.
Governor, Stakeholder and Partner Feedback	• Develop mechanisms by which to receive feedback from Governors from their constituents • Develop mechanisms by which to receive feedback from partner organisations on how we are doing as a Trust in our relationships with them.
Safety Culture Audits	• Selection of appropriate risk based Staff Survey questionnaire. • Implementation of staff survey and confidential interviews. • Collate information and identify improvements and action accordingly. • Best Practice Learning
Staff Health and Wellbeing	• Health and Wellbeing Steering Group established with Staff Side representation. • Calendar of activities and events for communication agreed. • NHS Cheshire Games planned for Sept 2014.

Systems (Policies / Procedures)

Aim: To ensure the Trust has robust systems and policies in place that enable safe and effective working practices and effective governance.
Lead: Head of Integrated Governance

| Primary	Secondary
Trust-wide Learning & Education Strategy devised	• Joint education strategy to be devised between Post Graduate Medical Centre and Learning & Development
HR Policies and Procedures Systems for managing change	• Ensure HR policies and procedures are useable and in accordance with employment law. • Ensure processes and tools for the management of change are developed and understood (business cases, PIDs, CIP delivery).
Recognition & Reward systems	• Celebration of Achievement - Divisional and Trust-wide. • Access to Learning and Development Opportunities.
Communication Strategy & External Marketing Strategy	• Delivery of the internal communication strategy and development of a social media strategy. • Development of an external marketing strategy.
Governance Policies	• Ensure that all policies, guidelines and Standing Operating Procedures (SOPs) are useable and in accordance with the MCHFT template for policies, SOPs and guidance. • Ensure that all policies, guidance and SOPs are reviewed within their specified timeframes and updated accordingly.
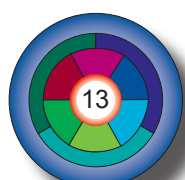
Individual Values / Behaviours

Aim: To ensure that all staff display the appropriate values and behaviours that create an environment where staff enjoy coming to work and patients choose to have treatment.
Lead: Deputy Director of Nursing and Quality

Primary	**Secondary**
Review themes from complaints & compliments from patients	• Performance reports. • Annual Complaints report. • Feedback from all divisional patient and public involvement programmes. • Complaints Review Panel.
Customer Service and Advanced Communication training for frontline staff	• Delivery of the 'Building for Excellence in Care' inhouse customer care training programme to wards and departments, utilising feedback from the "Patient Story" programme and patient feedback. • Delivery of two-day Advanced Communication skills programme to key staff.
Modelling of Trust's values and behaviours	• Holding to account on values and behaviours at all levels. • Implementation of staff support voicemail, and ongoing use of IR1 bullying and harassment reporting. • Re-launch of the Employee Support Advisor Service (ESA). • Use of trained Mediators.
Staff and Patient Survey results	• CQC Benchmark reports presented by Ward Managers to Trust Board. • Presentations at Audit Days. • Trust-wide sharing of Staff Survey results - *You Said….We Did*.
Refresh the Trust Values and Behaviours	• Induction. • Appraisal. • Reinforce through Recognition and Reward systems such as Celebration of Achievement. • Postgrad Tutor team to continue inclusion of training on avoidance of undermining in mandatory *Train the Trainers* programme.

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Summary

The Trust Transformation Group (TTG) will ensure that the OD Strategy remains a live document and that pressures on the work strands are raised at the appropriate forums.
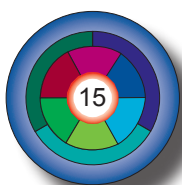
The OD Strategy will link specifically with the Quality and Safety Improvement Strategy and with the Stronger Together work. In doing so, the Trust will remain flexible and responsive to change and able to manage pressures in the external environment.

The OD Strategy supports the Trust's delivery of its vision to *Deliver excellence in healthcare through innovation and collaboration* and its mission "to provide quality, safe and cost effective care and a working environment underpinned by values and behaviours, where staff and patients are treated with care, dignity and respect."

References
Burke Litwin - "Journal of Management" - Volume 18, 1992
Cummings and Worley - "Organisational development and change" - Volume 9e, 2009

Mid Cheshire Hospitals **NHS**

NHS Foundation Trust