

Report to STP Board: 20 May 2019

Agenda item:	4.2		
Title:	Organisational Development (OD)		
Lead:	Tracy Dowling, Chief Executive. Cambridgeshire and Peterborough NHS Foundation Trust		
Author:	Anita Pisani, Deputy Chief Executive and Director of Workforce and Service Re-Design, Cambridgeshire Community Services NHS Trust and Claire London, Programme Manager, Workforce Lead. System Delivery Unit.		
Report purpose (Please mark one in bold)			
APPROVAL	DECISION	ASSURE	INFORM
Link to STP Priorities (Please mark all applicable in bold)			
AT HOME IS BEST	SAFE & EFFECTIVE HOSPITAL CARE, WHEN NEEDED	WE'RE ONLY SUSTAINABLE TOGETHER	SUPPORTED DELIVERY
Committees/groups where this has been presented to before (including date)			
Health and Care Executive (HCE) April 2019			

Purpose of the paper
To inform the Sustainability and Transformation Partnership (STP) Board of progress made in relation to the organisational development plans for the Cambridgeshire and Peterborough STP.
The STP Board is invited to:
The STP Board is asked to note the contents of this report.

1. INTRODUCTION / BACKGROUND

The Cambridgeshire and Peterborough local health and care system has come together as an STP to develop a five year plan for improving the health and care of the local population and bring the System back into financial balance by 2021.

Further support for the importance of leadership development has more recently been provided in the NHS Long Term Plan, published on the 7 January 2019. The Long Term Plan sets within chapter four, its aspirations for workforce and a clear agenda in relation to leadership and talent management. The NHS Long Term Plan acknowledges what we as a system already know, in that great quality care needs great leadership at all levels. Evidence shows that the quality of care and organisational performance are directly affected by the quality of leadership and the improvement cultures leaders create¹.

Organisations from across the System have agreed to work together, taking joint responsibility for improving the population's health and wellbeing within a defined financial envelope. As part of this operating model, the Leadership and Organisational Development (L&OD) Network is responsible for the development and implementation of a long term commitment to equip our staff with the skills required to the System's vision and achieve long term cultural change within the System. The L&OD Network is accountable, through the Chair, to the Workforce Strategy and Delivery Group (WSDG), which is responsible for monitoring delivery of subgroup priority areas on behalf of Local Workforce Advisory Board (LWAB).

This report provides an update on activity during 2018/19 to deliver leadership and OD support across the Cambridgeshire and Peterborough STP.

¹ <https://www.longtermplan.nhs.uk/online-version/chapter-4-nhs-staff-will-get-the-backing-they-need/7-leadership-and-talent-management/>

2. BODY OF REPORT

The focus of work throughout 2018/19 has been on identifying and deploying high impact interventions to support delivery of our priorities across the System. All activities have focussed on supporting the development of effective teams; building trust across our System and enabling our staff to work easily across boundaries and our health and care system and this work continues. Funding was identified from a range of sources to support the implementation of this work. The following 'six strategic pillars' were identified for the Cambridgeshire and Peterborough System:



In addition to these pillars a number of key objectives have been the focus of the L&OD Forums activities throughout 2018/19, with work under the following headings progressing well:

- Establish a 'Mary Seacole local' training programme across the Cambridge and Peterborough system;
- Develop a STP wide OD plan;
- Develop and embed a system approach to talent management to maximise and retain talent within the System, including the establishment of a system wide 'Step into my Shoes' programme; and
- Maximise all opportunities for learning and development across the system, taking a system wide collaborative approach to delivery where appropriate.

Leadership and OD Activity in 2018/19

The Mary Seacole (Local) Programme

The Mary Seacole programme is a six month leadership development programme which was designed by the NHS Leadership Academy in partnership with global experts to develop knowledge and skills in leadership and management.

The programme has been in place since the summer of 2018. Currently there are nine cohorts identified (of up to 20 people each) – by April we will have circa 170 individuals across our system learning together through this route, all system partners are engaged, and fabulous cross system learning is taking place. Cohorts 10 to 16 will roll out from the Autumn of 2019 onwards – excellent feedback is being received and really raising the profile of working as part of a system. Organisations have reported seeing/observing behavioural change and a wider understanding of the system. We have raised, through the national team, a need to ensure a more inclusive approach that enables content to translate well into the language used by local authorities. We continue to encourage engagement from CCC and PCC. Our first Mary Seacole celebration event is scheduled for May 2019, where we will bring together the graduates from cohorts one to four, to applaud and showcase their achievements. The local programme is also in the process of being externally evaluated.

Stepping into my Shoes Programme

Launched in November 2018, the Stepping into my Shoes Programme is a development opportunity that involves creating an 'interchange' of learning experiences and is a simple concept of matching learners and sharers together with the intention of a mutual learning

opportunity. The scheme has been developed to support local leaders to work together, learn and share knowledge from across the System to create public services that are more integrated based on the needs of the local population. The scheme seeks to benefit staff, clinical and non-clinical, that have identified leadership development within their personal development plans, and particularly those staff that are supporting integrated ways of working across organisations and health and social care sectors. Engagement is taking place across the System and to date we have had GPs/Consultants come forward to share their worlds with each other which is great to see. Developments in this programme include plans to develop a nurse-focused aspect, that mirrors the work of the Capital Nurse Programme, linking up nurses in key system roles to walk in the shoes of others, learning and developing knowledge solutions and partnerships for the benefit of all.

Locally led OD initiatives

Throughout 2018/19 funds of £265k were made available via Health Education England to support L&OD across the delivery groups. A range of schemes have been funded, see appendix 1 and some pipeline schemes agreed for delivery in 2019/20.

System-wide Leadership Alumni

We have agreed a mechanism by which we can establish a 'System Leadership Alumni' – this should be in place following the first Mary Seacole celebration event in May 2019. This cascade will be used to identify individuals/expertise for future System programmes of work and will become a very powerful virtual network of system leaders.

Leadership Masterclasses

We are looking to run a masterclass with Paul Plsek on 'Leading Change in Complex Systems' in October/November 2019. He ran a similar session in another STP area where excellent feedback was received. This will provide an opportunity for circa 200 of our leaders from across our Health and Care system to learn together and to discuss how we collectively need to work within our complex system. Other masterclass opportunities will be explored and commissioned as appropriate in line with our system priority areas.

Springboard and Navigator

The L&OD Forum has commissioned a further women's development programme 'Springboard' which commenced in April 2019. 32 individuals from across our system will be taking part in this. We have a waiting list for this intervention and are looking to commission a further programme in the Autumn.

Stepping Up Programme

The Stepping Up programme is a leadership development programme for aspiring black, Asian and minority ethnic (BAME) colleagues who work within healthcare (the NHS or an organisation providing NHS care), which will launch in 2019/20. The programme aims to create greater levels of sustainable inclusion within the NHS by addressing the social, organisational and psychological barriers restricting BAME colleagues from progressing. It is designed to bridge the gap between where participants are and where they need to be, to progress into more senior roles. Participation will be invited from across the system in order to drive forward the inclusion agenda and help individuals to develop their skills and abilities in order to grow and progress.

The programme fits with the Academy's wider body of powerful positive action work to promote diversity and inclusion throughout the health service. The ultimate aim is to develop more inclusive leaders at all levels of the NHS. This is currently run nationally and is oversubscribed; therefore, the L&OD Forum is looking to commission two programmes for our system during 2019/20. This programme supports our organisations with the delivery of their workforce race equality (WRES) plans.

Jump Start

Working with the Eastern Academic Health Science Network (EAHSN), Skills for Care, Health Education England and the NHS Leadership Academy a suite of OD activities have been made available to leaders targeted towards system priorities. During 2018/19 this work has included;

- Patient and Citizen Leadership 'Leading Change' Programme, designed to support patient and citizen representatives hone their leadership skills;
- Next Generation GP, to support emerging leaders and future 'change makers' in general practice. Cohorts are running in both Peterborough and Cambridge; and
- Networking sessions for QI champions across the East of England to network, share and learn together.

In 2019/20, plans are also in place for a Future Tech Roadshow, showcasing how disruptive technologies and innovations may transform the way we deliver health and care; A Tech Buddies Scheme has been developed to share learning; and further Future Leaders and QI workshops are available.

Deloitte – STP Board Level (Tier 1) and Enabling Group Level (Tier 2)

Deloitte has been commissioned by Eastern Academic Health Science Network on behalf of the Cambridgeshire and Peterborough system to facilitate these Board / team development sessions to help groups (to be identified) be high performing (STP Board Level - Tier 1). Chairs of both the LWAB and L&OD Forum engaged with senior system partners in April to discuss OD requirements and reach a consensus on the "ask" and to mould this work to suit our system needs. The aim is to develop interventions that enable partnership working, relationship building and system leadership at the highest level, supporting us as we move towards ICS. Discussions have recently taken place with Deloitte and work is underway to develop these bespoke interventions, building on the conversations that Matthew Winn and Caroline Walker have been having with STP Board members. In addition, the Tier 2 level of this work will seek to focus on OD support for the system wide enabling groups FPPG, Workforce, Digital and Estates and scoping with key stakeholders will get underway in May 2019 to ensure the needs of each group emerge and are addressed with Deloitte. The aim is to provide bespoke, tailored OD support.

Frimley 20:20

The STP were successful in securing funds in early 2019 to deliver the Frimley 20:20 leadership programme. This programme focusses on "developing the person to improve the place for the benefit of the whole population". Described by a Frimley participant as "one of the most innovative examples of systems leadership development, across institutions, across hierarchies, across professions and with participants focussed on system objectives".

Over a 12-month period, a cohort of 30 individuals will be invited to attend energising residential and day events in truly inspiring venues across the local system and beyond. Fellows on the programme will be in receipt of an engaging and interactive suite of sessions, designed to create

an environment of collaboration, trust and freedom where they can reflect. Frimley 20:20 provides opportunity outside of the work environment, away from processes and hierarchy, for individuals to consider the systems they work in, how their behaviours can impact change and how they can influence transformation. These events are designed to nurture the development of the Fellows. Both in terms of their leadership attributes and in consideration of a system level problem in which they can use their skills to impart influence.

The focus of this work will be on the North and South Alliances. Fifteen places will be offered to the North Alliance and fifteen to the South Alliance to help form a cohort from health, care and the wider public sector.

Partnering with a neighbouring STP, Cambridgeshire and Peterborough are undertaking a procurement exercise for a delivery partner and inviting participation from system leaders on a programme board to ensure place based co-creation of the programme.

System-Wide Leadership Charter

Currently in co-creation with our system wide partners, a leadership charter is being developed for consultation. This will be specific to our system needs and aspirations and will seek to outline the values and behaviours by which we will all work. Supporting the entire L&OD agenda, this is a key piece of work that will help with developing trust and confidence in each other across our system. Once signed off by STP Board, HCE and Delivery Groups we will share across all of our system groups and across all health and care organisations.

Conclusion

The year ahead will see a clear focus of OD support of the system priorities, building on the good work in 2018/19. This will include continuing to deliver the Mary Seacole, supporting the continuation of the range of schemes described here alongside the work with Deloitte and Frimley 20:20 etc.

3. RECOMMENDATIONS

The STP Board are asked to note the content of this report.

13 May 2019

Attachments: Annex 1 - Funded schemes.

Annex 1 - Funded schemes

Bid no.	Bid Outline	Total Requested (£)
1.1	Health and Care Executive Time out session	10,000
1.2	Proposal for funds to support Team Building in Intermediate Care Tier Teams	7,800
1.3	Ear, Nose and Throat Working Group	
1.4	Care Homes	6,000
1.5	South Provider Alliance board	11,280
1.6	Logic Model Development Proposal to support the development and implementation of new models of patient care across the South Provider Alliance	36,000
1.7	Care Advisory Group Workshop Review	10,924
1.8	North Provider Alliance Awayday	10,000
1.9	Clinical Leads to attend Leadership for Population health course, run by the Kings Fund	12,000
1.10	To support the development of ' the Time to Change Hub' (Mental Health support)	1,000
1.11	To strengthen community Ear Nose and Throat outpatient provision and up-skilling nonmedical staff who have and interest and experience in the specialty.	35,400
1.13a	Prism Hack	31,100
1.14	Delivering Integrated Care - Kings Fund	3,000
1.19	Digital Enabling Group - UK Boot Camps 2019	30,000

Approved bids to March 2019 £204,504.

Additional bids have now been received and are under review. £85,000 recently identified by NHSE for the system to develop the Frimley 20:20 Model will be allocated to 2019/20.