

Report to STP Board – 18 July 2019

Agenda item:	5.2		
Title:	Organisational Development (OD)		
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Report purpose <i>(Please mark one in bold)</i>			
APPROVAL	DECISION	ASSURE	INFORM
Link to STP Priorities <i>(Please mark all applicable in bold)</i>			
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 <i>(including date)</i>			

Purpose of the paper

To inform the Sustainability and Transformation Partnership (STP) Board of progress made in relation to the Organisational Development (OD) 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 and progress towards delivery of organisational development activity to support the STP Board and Enabling Groups.

1. INTRODUCTION / BACKGROUND

As part of the Cambridgeshire and Peterborough System 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 deliver the STP 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 sub-group priority areas on behalf of Local Workforce Advisory Board (LWAB) (see Annex 1)

The focus of work throughout 19/20 has been on identifying and deploying high impact interventions to support delivery of our priorities across the system; 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. The following '6 strategic' pillars were identified for the Cambridgeshire and Peterborough system:



Further support for the importance of leadership development has more recently been provided in the NHS Interim People Plan (IPP), published on the 3rd of June 2019. The IPP sets within its aspirations for workforce, chapter four, a clear agenda in relation to improving our leadership culture; through the NHS addressing how we need to develop and spread a positive inclusive person-centred leadership culture across the NHS, with a clear focus on improvement and advancing equality of opportunity.

2. BODY OF REPORT

STP Board and Health and Care Executive

There is a need to support the STP Board and Health and Care Executive (HCE) as we transition to be a high performing Integrated Care System (ICS). This is a very substantial change.

In order to support STP development Deloitte was commissioned by the Academic Health Science Network (AHSN) for all STPs in the East of England. For the Cambridgeshire and Peterborough system we asked Deloitte to develop a programme to facilitate STP Board development, bespoke to our needs, in terms of taking the STP towards becoming an ICS.

We have had discussions with Deloitte, however the programme presented does not appear to be bespoke and does not reflect our needs. We are therefore re-opening discussions with Deloitte in order to give them the opportunity to redesign their offer. We will then consider whether this is the best way forward to support the STP Board and HCE, or whether this resource should be used in a different way to get best value from the investment.

The aim of providing high level developmental support is to enable our senior leadership team to lead the integrated care system as well as leading our organisations within the system.

It is increasingly clear that as we consider the Long Term Plan Implementation Guidance; and as we develop our response and Medium Term Financial plan, we also need to work through with a degree of detail, what our vision is for an ICS. In parallel we need to define the OD requirement for our system to transition from where we are currently, to this future state.

It is as we develop this vision, that we will develop our specification for support over the next 18 to 24 months to enable the development of system leadership functions, and the behaviours and actions that support us becoming a high performing ICS.

Whilst current (in year plans) are funded through EAHSN it will be important to identify further resources to support work, where needed, in 2020 and beyond. We will undertake this work over the summer and are expecting to be clear, by September, on the OD requirement for the STP Board. Whilst we undertake this activity, we will continue to consider with Deloitte the best way of utilising the investment the AHSN have lodged with them.

Proposed work programme

It is proposed that there are a number of phases to the organisational development work which we need to undertake as we transition to an Integrated Care System.

1. Phase 1 to end August:

- Clarify the objectives for OD work and ensure agreement among STP Board members, including:
 - OD to support an end state ICS so that ours is optimally effective;
 - OD to support System partners to tackle challenges and opportunities that exist now in the partnership, pre-ICS end-state, and in ways that develop relationships and system working to support the ICS;
 - General OD to develop STP Board and HCE members to become a strong and effective team who know how to work best together to maximise results; and
 - Linking with OD work – including in System partners or what will be required e.g., for the Alliances, developing internal OD within organisations with the System OD.

2. Phase 2 (to run in parallel) to mid September:

- Scope different approaches to OD:
 - Interview STP leadership to gather views and experiences;
 - Interview other STP's leadership teams about their approach OD – especially early phase ICS sites;
 - Consider approaches taken by non NHS partnerships; and
 - Develop options with potential OD partners.

3. Phase 3 - to run in parallel to end September:

- Finalise options on a multi-year OD programme, with obvious break points
- Proposals to come to an STP Board in 19 September for decision

Enabling groups

A second stream of work with Deloitte seeks to focus on OD support for the system wide enabling groups Finance, Performance and Planning (FPPG), Workforce, Digital and Shared Services and scoping with key stakeholders is currently underway. At present, all enabling group chairs have been asked to provide support to this planning phase to ensure that the “ask” matches the intervention and is specific to the needs of each group. Following the design and planning of these interventions, it is anticipated that delivery and support will begin during the autumn of 2019.

3. RECOMMENDATIONS

The STP Board is asked to **note** the contents of this report and progress towards delivery of organisational development activity to support the STP Board and Enabling Groups.

July 2019