

Report to STP Board September 2019

Agenda item:	5.		
Title:	Organisational Development (OD)		
Lead:	Tracy Dowling, Chief Executive Cambridgeshire and Peterborough NHS Foundation Trust, Chair of LWAB		
Author:	Tracy Dowling, Chief Executive Cambridgeshire and Peterborough NHS Foundation Trust 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)			
N/A			

Purpose of the paper

To inform the Sustainability and Transformation Partnership (STP) Board of discussions regarding Board level OD and to seek approval to secure a partner to work with the STP Board to ensure readiness to effectively implement the Cambridgeshire and Peterborough Long Term Plan, and begin to prepare to form a mature and thriving Integrated Care System (ICS).

The STP Board are invited to:

The Sustainability and Transformation Partnership (STP) Board is asked to **note** the contents of this report and **approve** the development of a specification, and the commissioning of an OD partner to work with the Board over the next three months.

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:



At the last STP Board we considered OD needs and were clear that we need to undertake development activity as a Board, but we were not clear of the form that should take. This paper sets out a proposal to progress our development towards becoming an effective Board to lead an Integrated Care System.

2. BODY OF REPORT

Need for Organisational Development for the STP Board

It is our ambition to become an exemplar Integrated Care System.

This is a substantial development for us as individual leaders, and for us as the STP Board collectively.

Currently, Board members are legally accountable in accordance with the Health and Social Care Act 2012, for their respective organisations. The NHS Long Term Plan requires that we form an Integrated Care System by April 2021. This will formalise our additional accountabilities and responsibilities for our collective delivery as a system. This means that we will each also be involved with how our partner organisations are delivering. We are transitioning from having organisation specific accountabilities to having accountability for delivery collectively across our system.

There is a need to support the STP Board and Health and Care Executive (HCE) as we transition to be a high performing exemplar Integrated Care System (ICS). This is a very substantial change and our recent assessment of ICS maturity demonstrates we have substantial work to do over the next 18 months to achieve this ambition.

In Cambridgeshire and Peterborough, we have the added challenge of addressing the one of the largest system financial deficits in the country, which will mean making difficult and complex decisions, and developing our ability to influence and impact as a collective of system leaders as well as organisational leaders.

Current Board OD activity in the C&P system

Over recent weeks an assessment of current organisational specific board level OD activity has been undertaken. It is clear that all organisations represented at the STP Board invest in the development of their leaders and their Board. Whilst the mapping of Board development has identified some differences in approach, there are many common themes present in each organisation:

- Dedicated time created and specifically planned for board development
- Boards spend time together to develop the strategic direction and priorities and create a shared sense of ownership of this

- Investment in leadership development among executive and non-executive members
- Investment in skills development for board members – non-executive and executive
- Investment in personal development
- Investment in team development
- Investments include coaching, 360 feedback assessments, facilitated feedback and support to develop strengths and to get to know how the individuals and how the team can be most effective

Some organisations have been part of nationally sponsored programmes to specifically support their development needs; others have commissioned bespoke long term coaching support for their board as individuals and collectively; others have commissioned support on an 'as and when basis', but with the majority of board development being internally focussed.

What is clear is that the organisations with the most significant challenges are those that seek and benefit from external facilitation and support to rapidly develop individuals and the team as a high performing team.

This external support has accelerated the understanding of individual team members, in parallel with the understanding and appreciation of the team collectively, which is necessary for a high performing team to function, especially in times of challenge.

Conclusion

It is recommended that we invest in developing the STP Board given the magnitude of the challenges to be addressed as a health and care system and our ambition to become an exemplary ICS.

It is proposed that we develop a specification for an OD partner organisation to work with us over the next three months as we develop our Long Term Plan implementation plan, and as we develop our ICS maturity.

The content of the specification will include many of the features of our organisation-specific development approaches but focussed on leading and influencing across a system with collective responsibility.

The WSDG Chair (David Wherrett) and OD lead (Anita Pisani) will be asked to develop the specification. It is proposed that Health and Care Executive approve this and oversee the procurement of the partner. The funding for this work will need to be identified from within the system, however our first option will be the funding released by the EAHSN which we anticipate will contribute £20k.

3. RECOMMENDATIONS

The Sustainability and Transformation Partnership Board is asked to **note** the contents of this report and **approve** the development of a specification, and the commissioning of an OD partner to work with the Board over the next three months.

September 2019

Appendices: Annex 1 – Outline plan

Annex 1 – Outline plan

