

To: Renfrewshire Integration Joint Board

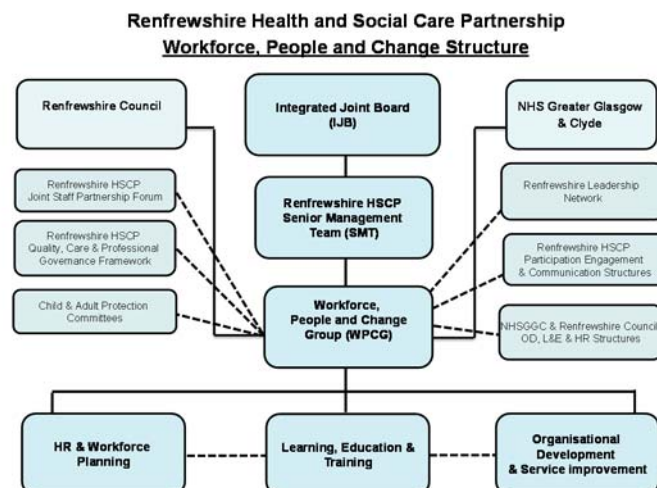
On: 29 June 2018

Report by: Chief Officer

Heading: Workforce, Organisational Development and Service Improvement Implementation Plan Update

1. Summary

- 1.1 This paper is to update IJB members on progress in implementing the Renfrewshire HSCP Workforce, Organisational Development and Service Improvement Implementation Plan.
- 1.2 The paper outlines activities undertaken in 2017/18 in implementing the two key documents approved by the IJB in March 2016 and June 2017 respectively:
1. 2016/2019 Organisational Development and Service Improvement Strategy. The key objectives of this document include:
 - Developing a Healthy Organisational Culture;
 - Delivering a clear approach to Organisational Development and Service Improvement;
 - Delivering a workforce plan for tomorrow's workforce.
 2. 2017/2019 Workforce Plan. The key objectives of this plan include:
 - Establishing a sustainable workforce;
 - Maintaining a capable workforce;
 - Developing an integrated workforce.
- 1.3 The report provides evidence and information to demonstrate the delivery of the key objectives in these documents. It should be noted that a number of the elements have been reported on to the IJB throughout the course of the year by the service leads responsible for the activity. The activity takes account of the requirements of the parent organisations and linkages to all other planning and governance structures within the HSCP (described in the diagram below).



2. Key Achievements

- 2.1 Our vision is for Renfrewshire to be a caring place where people are treated as individuals and supported to live well. Since 2015, this vision has been the starting point for our work in shaping and taking forward our organisational culture. It is underpinned by the professionalism, values and behaviour of our staff, by how our services and teams work and by our leadership approach across the organisation. This approach was endorsed by our recent inspection of adult health and care services, when very positive feedback was received from inspectors on the HSCPs leadership and direction. The sections below describe our key achievements in the last year.
- 2.2 We have invested in the development of our senior team:
- Regular Senior Management Team (SMT) development sessions and extended business development days.
 - Establishment of a Leadership Network comprising over 160 managers and leaders from the organisation.
 - Supporting leadership training, including the Ready 2 Lead programme. 30 leaders will commence this training in 2018/19.
 - Developing our Strategic Planning Group (SPG) to be able to play an active role in strategic planning.
- 2.3 Visible leadership is central to how we work:
- Our professional leads from social work, clinical services and nursing ensure our professional staff feel valued, respected and engaged in our work.
 - A series of Meet the Chief Officer sessions have taken place to give frontline staff direct access to our SMT to share ideas.
 - A series of site/service visits by the IJB chair.
 - A monthly Team Bulletin which is cascaded mainly face to face at team meetings.
- 2.4 We value the views and opinions of our staff. Two annual iMatter surveys have been completed and shown improvements in positive response scores across all staff governance components. Renfrewshire response rates and positive scores are higher than NHS Board average.
- Our staff are formally recognised annually through the staff award programme which has attracted increasing numbers of nominations and the ceremony is an event which is looked forward to by staff throughout the organisation.
- 2.5 Improving communication and making better use of technology have been two key strands of activity we have used to develop the culture of our organisation. Our social media presence is significant and growing, and we have used this to communicate both internally with our staff, and externally to share public health messages with local communities. Public facing newsletters have been produced twice per year, and monthly Team Bulletins are cascaded to all staff.
- 2.6 During 2017/18 we have invested in the development of GP Clusters. This, and the implementation of the new GP contract, has resulted in a number of developments and improved collaboration. Examples of these activities include:
- Successful Protected Learning Time events in 2017/18.
 - Good progress in agreeing appointment of Cluster Quality Leads across all six clusters for a further two year period
 - Some key cross HSCP areas for quality improvement projects identified including COPD, diabetes, frailty/care homes and Anticipatory Care Plans.

- 2.7 A full programme of service reviews including Care at Home services and Addictions services has allowed a reprioritisation of resource and appropriate reinvestment to ensure services fit for purpose.
- 2.8 Our dynamic Participation, Engagement and Communications (PEC) Group have driven forward the PEC strategy. In particular, they have focused on the following:
- Creating and developing an HSCP identity and logo.
 - Establishing and growing a positive social media presence.
 - Producing newsletters and monthly Team Bulletins.
 - Creating and developing a website.
 - Developing a communications calendar.
- 3. Key Challenges**
- 3.1 Ongoing financial constraints faced by the organisation have some impact on the ability of staff to undertake and engage with development activity. We know that staff having to take time out to attend to development/engagement activity or complete surveys/online learning can create some pressure for staff as they prioritise service delivery and as they work to meet growing demand on services.
- 3.2 Voluntary Early Release (VER), available to Council employees, has enabled a number of HSCP staff to leave. This can be a challenge to manage, but it has also provided the opportunity to implement redesign.
- 3.3 There are ongoing difficulties in recruiting to key posts such as District Nursing, GPs and Care at Home staff. This challenges our ability to ensure appropriate skill mix and resilience of the workforce in terms of service delivery. Managers have continued to work hard to ensure our services adapt to accommodate as best we can such challenges
- 3.4 The adult service inspection noted that further development of relationships with key partner organisations in 3rd and voluntary sectors was necessary to allow us to have a more holistic and collaborative approach to delivery of service for the population of Renfrewshire. We are committed to doing this but will take some time to change our ways of working and increased time to ensure that resources, knowledge, skills and experience are best utilised across all partners organisations.
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4. Recommendation

It is recommended that IJB:

- Note the progress made in 2017/18 to deliver the HSCP's Workforce, Organisational Development and Service Improvement Plan.
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Implications of the Report

1. **Financial – None.**
2. **HR & Organisational Development – None.**
3. **Community Planning – None.**
4. **Legal – None.**
5. **Property/Assets – None.**
6. **Information Technogloy – None.**
7. **Equality & Human Rights –** The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on

equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety – None.**

9. **Procurement – None.**

10. **Risk – None.**

11. **Privacy Impact – None.**

List of Background Papers:

- Organisational Development and Service Improvement Strategy (approved by the IJB on 18 March 2016)
- Workforce Plan (approved by the IJB on 23 June 2017)

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