

Date: 23 Feb 2016

Agenda Item: 7

WEST Lothian STRATEGIC PLANNING GROUP

ORGANISATIONAL DEVELOPMENT & WORKFORCE PLAN

REPORT BY HEAD OF HEALTH

A PURPOSE OF REPORT

The report outlines the plan for organisational and workforce development to support the integration of health and social care and contribute to the achievement of the national health and well being outcomes

B RECOMMENDATION

The Strategic Planning Group is asked to

1. Note the contents of the report
2. Support the key activities required for delivery of the organisational development and workforce plan

C TERMS OF REPORT

The purpose of the Organisational Development and Workforce Plan (Appendix 1) is to ensure that a planned and systematic approach is adopted to support the organisational change required to contribute fully to improving healthcare and reducing inequalities in West Lothian.

We have a proven track record of successful partnership working across health and social care boundaries and we will build on this strong foundation to ensure services are developed and delivered more innovatively and effectively and are designed to meet local needs and priorities. Our approach will ensure:

- Integrated health and social care services are underpinned by service redesign, clinical and care networks and by appropriate contractual, financial and planning mechanisms.
- Health improvement activity is focussed in local communities to tackle inequalities and promote policies that address poverty and deprivation by working within community planning frameworks.
- Involvement of, and partnership with staff, trade unions and professional bodies, including those staff who are contracted to the NHS, as well as those who are directly employed by the NHS and the Local Authority.
- Effective public, patient and carer involvement.

There is a clear emphasis on person-centred planning and delivery ensuring that those who use services get the right care and support whatever their needs, at any point in their care journey.

For integration of health and social care to be successful it is essential that those working in health and social care are equipped to make best use of their collective skills and resources to improve outcomes. This will require individuals, teams and organisations to develop new ways of working together to deliver the vision underpinned by strong leadership, evolving management arrangements, processes and relationships.

Our plan for workforce development focuses on five key outcomes to enable the workforce to:

1. Understand, promote and achieve better outcomes for people
2. Engage in meaningful co-production with people and communities
3. Affirm professional values and identity, and to take responsibility for career long development
4. Demonstrate authentic and collaborative leadership behaviours
5. Actively engage in locality planning and service improvement

Local support networks will be put in place to ensure staff are engaged and supported to continually improve the information, support, care and treatment they provide. The development plan focuses on a number of themes including: leadership; team building; improvement; locality planning; change management and joint strategic commissioning.

A series of road shows have been held across health and social care to provide information to staff on the integration of health and social care and to provide an opportunity for staff to discuss and raise any questions they may have. These events have been successful and well attended by staff across the partnership.

It is recognised that the success of the Organisational Development and Workforce Plan is dependent on a combination of working arrangements operating within the IJB and across partner agencies. The plan therefore should be considered a working document that shall evolve over time to reflect strategic developments, responsiveness to local needs and availability of resources.

D CONSULTATION

The plan has been developed through the Organisational Development Board with membership from the management team and NHS Lothian and West Lothian Council organisational development and human resource teams. The plan embraces the staff governance standards and will be consulted on through the partnership fora

E REFERENCES/BACKGROUND

F APPENDICES

1: Organisational Development and Workforce Plan (Draft 1)

G SUMMARY OF IMPLICATIONS

Equality/Health	The report has been assessed as relevant to equality and the Public Sector Equality Duty. An equality impact assessment will be conducted and the assessment will be made available once completed
National Health and Wellbeing Outcomes	<p>People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.</p> <p>Resources are used effectively and efficiently in the provision of health and social care services.</p>
Strategic Plan Outcomes	Underpins all Strategic Plan Outcomes
Single Outcome Agreement	<p>We live longer healthier lives and have reduced health inequalities</p> <p>Older people are able to live independently in the community with an improved quality of life</p>
Impact on other Lothian IJBs	Joint delivery of some elements of training and development
Resource/finance	Within available resources
Policy/Legal	None
Risk	<i>None</i>

H CONTACT

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