

5. ORGANISATIONAL DEVELOPMENT AND WORKFORCE PLAN

A report had been circulated by the Head of Health outlining 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.

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

West Lothian had a proven track record of successful partnership working across health and social care boundaries and it was planned to build on this foundation to ensure services were developed and delivered more innovatively and effectively and were designed to meet local needs and priorities.

There would be a clear emphasis on person-centred planning and delivery ensuring that those who used services got 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 was essential that those working in health and social care were equipped to make best use of their collective skills and resources to improve outcomes. This would 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.

The plan for workforce development would focus on five key outcomes :-

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

Local support networks would be put in place to ensure staff were engaged and support to continually improve the information, support, care and treatment they provided. The development plan focussed on a number of themes including; locality planning, change management and joint strategic commissioning.

A series of road shows had 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 had. These events had been successful and well attended by staff

across the partnership.

The plan would be considered a working document and would evolve over time to reflect strategic developments, responsiveness to local needs and availability of resources.

The group continued to be advised that challenges remained with workforce planning particularly as the workforce got older. A dialogue with education providers would need to be had to ensure that workforce planning for the future was underway. It was noted that a similar situation within the private sector also existed with the recruitment and retention of staff.

As the integration of health and social care progressed engagement with staff would continue to be central to the whole process to ensure resources were used effectively and efficiently in the provision of services.

The Strategic Planning Group were asked to :-

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

Decision

1. Noted the contents of the report;
2. Noted that challenges remained with regards to workforce planning in both the public and private sector; and
3. Noted that engagement with staff as integration progressed was crucial.