## Trust Board

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Date: 30.10.13</th>
</tr>
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<tbody>
<tr>
<td>Title of Report</td>
<td>Future framework for OD</td>
</tr>
<tr>
<td>Purpose of the report and the key issues for consideration/decision</td>
<td>The Board are asked to approve the proposed changes to the OD framework as set out in the following documents.</td>
</tr>
<tr>
<td>Prepared by: Name &amp; Title</td>
<td>Jon Lenney, Director of HR and OD</td>
</tr>
<tr>
<td>Presented by:</td>
<td>Jon Lenney, Director of HR and OD</td>
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<tr>
<td>Action Required (please X)</td>
<td>Approve x</td>
</tr>
<tr>
<td>Strategic/Corporate Objective(s) supported by this paper</td>
<td>Leadership / staff engagement objectives</td>
</tr>
<tr>
<td>Is this on the Trust’s risk register?</td>
<td>No</td>
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### Which Standards apply to this report?

| CQC | Supporting workers |
| NHSLA | Competent and capable workforce |
| BAF Objectives | As above |
| WWL wheel | Leadership / staff engagement |

### Have all implications related to this report been considered?

| Finance Revenue & Capital | Equality & Diversity | x |
| National Policy/Legislation | Patient Experience |
| NHS Contract | Governance & Risk Management |
| Human Resources | x | Terms of Authorisation |
| Consultation/Communication | x | Human Rights |
| Other: | Carbon Reduction |

### Previous Meetings

Please insert the date the paper was presented next to the relevant group

<table>
<thead>
<tr>
<th>Meeting Point</th>
<th>Audit Committee</th>
<th>Quality &amp; Safety Committee</th>
<th>Finance &amp; Investment Committee</th>
<th>IM&amp;T Strategy Committee</th>
<th>HR Committee</th>
<th>Management Board</th>
<th>NED</th>
<th>Other</th>
</tr>
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The Future of Organisational Development at WWL

Trust Board

October 2013
The future of Organisational Development at WWL

1.0 The Context

This paper sets out plans for a proposed evolution of our Organisational Development (OD) approach, from a position of relative strength. This discussion paper relates to progress towards the 2013/14 corporate objective ‘to design and implement an OD plan by the 31st of October, to improve OD capacity & capability’.

The current OD foundations of the trust are strong, in the form of both the ‘WWL Wheel’ and the ‘WWL Way’. The ‘WWL Wheel’ provides the trust with a sound corporate framework for stable governance, providing a clear narrative around which we can build our annual objectives and set our future direction. The recently devised ‘WWL Way’, based on our new values, offers great, but yet untapped potential, to reinforce behaviours that support our vision to deliver ‘safe, effective, care’.

The last 24 months has seen great strides in developing a quality focus, whilst also demonstrably enhancing the engagement of our workforce. The key challenge we currently face is building upon and codifying such initiatives, in such a way that we embed them within the daily lived experience of our staff.

2.0 The Current Situation

The ‘WWL Wheel’ is recognised and referred to by employees across the organisation, but their level of understanding varies and is not consistent. The ‘WWL values’ similarly are not yet central to our day to day practice, nor fully articulated by leaders, managers or front line staff. The new terminology, and associated tools and techniques of the ‘WWL Way’, have yet to be fully defined and embedded.

Best practice exists in a growing number of areas across the trust, but this is not being systemised. Knowledge transfer that has taken place is often local within single operational areas. To grow both a membership of local experts, alongside central corporate expertise needs continual development, co-ordination and support. The current infrastructure to support long term transformation across WWL remains fragmented and long term sustainment of recent improvements is at risk without more structured support and coaching.

Finally, financially we have spent considerable amounts on external consultancy without a clear long term plan for developing internal WWL transformation expertise and capacity. We need to develop expertise in-house, to reduce cost and better own our future change processes.

3.0 The Drivers for Change

Purely in the interests of sparking debate regarding our future OD approach; it is helpful to cast a critical eye on our existing efforts. Consideration of the following drivers is key to spreading and embedding our OD strategy ubiquitous across WWL:

1. How best to connect and unify all our OD practices into a simple and easily understood framework
2. A need to ensure there is clear ownership and linkage between innovative work streams
3. Creating a unified OD infrastructure to oversee, approve and orchestrate development activities
4. The need to shift from an expensive reliance on external providers towards internal provision
5. Creating a systematic approach to harness discretionary effort
6. Ensuring our OD approach compliments and aids success against our annual objectives
7. Improving staff awareness of and connection to the ‘WWL Way’ and ‘WWL Wheel’ in their day to day work.
8. Developing a framework for staff to develop expertise beyond their immediate job role
9. Defining a set of internally supported improvement tools and make them accessible to all
10. Enhancing the profile of OD initiatives linked to ‘PPI’ and ‘Compassion’
Evolution of our approach in accordance with these drivers will avoid duplication of effort and prevent weakening our brand and purpose in the eyes of our employees.

4.0 The Future

Our future OD approach must harness organisation-wide effort to increase our efficiency and enable WWL to fulfil its vision to be in the top 10% for everything we do. Such an OD framework for WWL requires:

- A clear narrative that mobilises and engages staff in change
- The opportunity for systemic learning
- The evolution of beliefs, attitudes and relevance of values
- Flexibility in the future in exploring shrinking or exploding market opportunities
- Clear systems and infrastructure to manage and lead our OD approach.

Any evolution of our existing OD efforts needs to reconcile current changes within the NHS. The increasing focus on patient-centred care, staff demonstrably displaying values and enhanced quality must all be key outcomes. The framework should describe what’s special about our Trust, describe and be clear about ‘the way we do things around here’ and build a sense of collective purpose and pride. A new OD strategy should build upon existing structures we already have in place.

5.0 Appraisal of Possible Models

5.1 Model One: The current ‘Governance Focused’ Model

This ‘Governance Focused’ model of OD has been the mainstay of WWL for 3 years. The model has been instrumental to our success in establishing a robust corporate function that is ‘fit for purpose’. But beyond its current key roles in objective setting, conducting sub-committee business and team brief, is the model simplistic enough for staff to understand, engage in and apply? Whilst the branding is strong the NHS has shifted its focus from an era of good governance, to a focus on values based development. Arguably the components that mobilise the hearts and minds of our employees, are currently the more static elements of this framework.

Pros:
- Corporate Rigor
- Established
- Branded
- Embedded in committee proforma’s and communications

Cons:
- Complex
- Corporate and Governance focused
- Patchy Awareness
- Values get lost
- Poor linkage between existing OD approach and capsules
- Inner and outer wheel misaligned

Implementation of future OD Framework:
- Best achieved through developing enabling strategies linked to each of the 7 outer domains of the wheel. This risks perpetuation of current silo’d working.
5.2 Model Two: A ‘Values Centric’ Model

This proposed ‘Values Centric’ model is a framework that promotes attention to the behaviours that directly deliver ‘safe, effective, care’. Having the values linked to the outer ring of the wheel helps to directly link each element of our quality vision, to their two corresponding values. This model, as visible in Appendix one, lends itself more vividly to codifying our current innovation activity, as well as showing suitability to assimilate and cultivating the 7 strands of work resulting from Francis, Berwick and Keogh.

The ‘Values Centric’ model lends itself to expanding WWLs current vision of OD; for example this framework could be used to pose the following questions e.g. what if?

- There was an encouragement that everyone had an altruistic ‘second role’ based upon our values?
- This encouragement and role modelling started from induction?
- Everyone had a unique annual objective to progress their ‘value’ based role?
- The creation of these roles unified and expanded upon the range of existing development activities?
- Our champion set of secondary roles was as diverse and rich as our 6 values, not just quality?
- Each champion role had a unique but complementary curriculum and development framework?
- Our organisation evolved by continually learning from champions to ‘Optimise, Spread & Sustain’, safe effective care?
- WWL was known for the pride staff hold for developing services beyond the confines of their paid role?

![Values Centric Model Diagram]

**Pros:**
- Clearly links our values and vision
- Values align to current innovations e.g. quality champions, PPI, 6Cs
- Values become the mobile ‘lived’ elements of the wheel
- Values focus aligns to current NHS strategy and direction
- This model is better able to assimilate & accumulate the outcomes of Francis, Berwick & Keogh

**Cons:**
- Complex
- Requires Branding
- Danger that corporate governance focused elements become secondary focus

**Implementation of OD Framework:**
- Best achieved through organic evolution and spread of ‘champion’ activities and work streams, co-ordinated by value leads & experts.

6.0 More Than Just A Wheel

For either model to work effectively, we will require a re-focus on the following complimentary initiatives:

- A business planning cycle whereby objectives flow through all levels of WWL
- A PDR process that mobilises all staff to actively engage in change and focus on values
- Clearer performance outcomes and accountability for all of our activities
- A clear commitment to skill up our workforce across all components of the wheel
7.0 Feedback So Far

The ‘Values Centric’ model has had 3 internal conversations to-date; at senior management board, at the mid-year conference and to our current 30 senior leadership programme delegates. Generally speaking the feedback has been positive; however the following issues need further consideration:

- **Marketing** – Change needs to be described as an ‘evolution not revolution’. Need to articulate need for change clearly.
- **Constant Review** – Wheel should not be viewed as fixed, it can change over time
- **Branding** – Clear visuals, promotion materials, corridors, eliminate other model from circulation for clarity. Could aesthetic be changed entirely?
- **Reinforcement** – Via PDR, performance systems, team based value pledges, induction, objective setting
- **Wider Consultation with staff at all levels**
- **Design or Duplication ?** – consider appropriateness of patients and quality elements at both the centre and outside of wheel

8.0 Conclusion and Next Steps

Management Board is asked to discuss the relative benefits and risks of the 2 models outlined above to inform a subsequent Trust Board decision about our future framework for organisational development. Once a decision is reached about the preferred model, the following further steps will be needed to bring common purpose and thinking to our future approach:

1. Codify the WWL Way in terms of definition, values, principles, tools and techniques, learning and development.
2. Make the ‘WWL Way’ available and accessible to every employee at every level, to engage the whole workforce in trust wide transformation
3. Provide a clear infrastructure for the longer term strategy based on developing in-house capability and capacity. Many existing committees can be used to provide this infrastructure
4. Develop WWL experts and central experts to create owners for all the WWL products
5. Launch and communicate the WWL Way to every employee as they join (induction)
6. Provide the IT infrastructure that supports all of the above
Appendix One: Values Centric Organisational Development - The ‘WWL Way’

Each Value has its own set of champions, its own expert lead, its own tool kit and curriculum. The values leads form a ‘deans’ group to ensure new initiatives are peer reviewed and add synergy to existing products.

The Values and associated initiatives become the rotating mobile part of the wheel, powered by the network of associated champions and experts driving the constant spread of good practice.

The Governance aspects form the plinth, providing stability and an environment in which our values can be fully expressed.

Three original areas of governance (staff engagement, leadership and innovation) could be removed to simplify the model as they are already embedded in the ‘value’ work streams.

Patient and Public Involvement
Evidence Based Design
Friends and Family
15 Step Challenge
Patient Stories
In Your Shoes
Volunteers

Accurate and Useful Information
Continuous Improvement
Service Improvement
Internal Inspections
Quality Champions
Measurement
CQUINs
LEAN

Patient First
Quality

Safe
Patients

Caring
Effective

Team Work

Compassion
Respect and Dignity

Forward Thinking

Patients

Mediation
Equality Strands
Environment/Place
Public Consultations
Equality Diversity Scheme

Customer Service Training
Fundamental Standards
Openness & Candour
Empathy Education
Back to Essentials
Always Events
The 6 Cs

Coaching
Efficiency
Mentoring
Marketing skills
Innovation Fund
Strategy Development
Patient Centred Leadership

Celebrating Success
Health & Wellbeing
Staff Engagement
Communication
Team Charters
Trust Charters

Performance
Information
Investment
Partnership

Accurate and Useful Information
Continuous Improvement
Service Improvement
Internal Inspections
Quality Champions
Measurement
CQUINs
LEAN

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