

Provider Development Board

Meeting Date – 10 January 2007

Agenda Item: 4.2

Title: Organisational Development – Supporting Provider Arm Development

Lead: Karen Broughton

Summary:

The Provider Arm of the PCT is actively considering a range of options for its future shape and has recently discussed these at the Provider Development Board, but as yet no firm decision has been made.

The Provider Arm is on a journey to Shape the future. If we are to meet our high expectations and remain a stable organisation with motivated, content staff then much will need to be done to ensure a smooth transition.

The Trust is a high performing organisation with much that is effective. The OD programme will build on what is effective and learn from positive experiences and examples to strengthen and where we can and share the learning.

This paper outlines preliminary thinking in relation to the Organisational Development (OD) needs of the Provider Arm, and the priorities for change.

Recommendations:

The Provider Development Board is asked to:

- Discuss the OD requirements outlined and identify whether any needs have been omitted
- Discuss options for moving forward to meet need
- Discuss the requirement for an OD Programme budget

Westminster Primary Care Trust Provider Arm

Organisational Development – Supporting Provider Arm Development

1 Introduction

Westminster Primary Care Trust was established on 1 April 2002 as a result of the implementation of the *Shifting the Balance of Power* initiative. The PCT brought together staff and services previously provided by Kensington & Chelsea and Westminster Health Authority (including the newly formed Westminster Primary Care Group); Parkside Health NHS Trust and Riverside Community Health NHS Trust. Staff joined from four very different organisations, with very different cultures and values and over the years have been brought together to belong to, and believe in, Westminster PCT.

The Trust has thrived since 2002 due to solid performance, effective management and stability. Over the recent year we have seen the Department of Health set out its strategy for the NHS (*Our health, Our Care, Our Say*). This outlined their vision of more convenient, high quality health services available for people in the community. We have also seen the need to strengthen effective commissioning through *Commissioning a patient-led NHS*, and the need for PCT to review whether they provide care.

In partnership with the Trust Board and the Senior Manager Network, the Management Team considered the implications of *Commissioning for a patient-led NHS*, for the Trust, and took the decision not to divest itself of its Provider services but to put in place a greater separation between the Trust's Provider and Commissioning functions and to strengthen both.

In response, the Provider Side established its *Shaping the Future* project to improve their fitness for the future in a contestable market. An Organisational Development Group has been established as one strand of the project and this paper outlines preliminary thinking in relation to Provider side Organisational Development (OD) needs and the priorities for change.

2 Our vision and aspirations for the future

The Provider Services are actively considering a range of options for its future shape and recently discussed these at the Provider Services Development Board, but as yet no firm decision has been made.

In the absence of a firm strategy, we can still anticipate some aspects of organisational development that will be required in the future. However, any OD plan will need to be reviewed in the light of a future strategy.

3 The here and now

When considering the type of organisation development required meeting our vision and aspirations of the future, we must first consider where we are now. **To be inserted when vision is known – how will we assess this?**

4 Organisational Development Programme Requirements

In assessing where we are now, the internal Organisational Development Project Team, with the help of the Shaping the Future Champions, have identified the following Organisational Development requirements and objectives for the Provider Side:

4.1 Organisational Development and Culture

- Developing organisational values to which the provider side wants to aspire
- Developing complementary working styles and practices across the new organisation consistent with the developing culture and values
- Developing an organisational “brand”
- Developing a more “customer focussed” approach to our clients/patients/carers/users – *Personal Best*
- Developing processes to regularly assess customer satisfaction levels and views on the services we provide and to feed them back to services
- Developing the Provider Side’s ability to identify and manage “talent”
- Strengthening our “enterprising” skills and success
- Identifying characteristics of successful organisations and prioritising the development of those characteristics within the Trust’s Provider Services
- Creating an organisation that continually addresses patient centred concerns, improves its capacity to deliver effective solutions that recognise the diversity of the Trust area
- Building a platform for sustained long-term development of the Provider Side as a high achieving organisation

4.2 Communication and marketing

- Developing effective communications skills and methods for audiences both internal and external to the PCT, including e-communications
- Experimenting with direct marketing of services
- Developing effective presentational ability so that key members of the Trust can promote and inform commissioners in relation to services, our track record and our future ability

4.3 Business skills and competence

- Developing business competence and expertise
- Developing our information gathering and analysis to measure and improve: productivity; quality; our involvement of people in our services; the patient experience
- To explore the possibility for taking risks, including the selection of specific services to apply for social enterprise status in their own right

- Learning from public and private sector success and best practice and consider what should be brought into the provider side and how this may be achieved
- Maintaining financial control and viability which could include considering ways to generate income to support existing NHS services and future developments

4.4 Skills and Team Development

- Developing management and leadership skills throughout the PCT
- Developing Team Leaders, Community Leaders and Front of House staff as a priority
- Team and knowledge building for the Board and the Provider Side Senior Manager Team separately and jointly
- Developing all staff to achieve their “Personal Best” to support a “customer focussed” approach to our clients/patients/carers/users
- Developing all staff’s capability in the use of information technology
- To “twin” with another organisation to learn from each other through and agreed annual development plan which could include: specific development sessions; secondments; work shadowing; mentoring; networking etc
- Reviewing workforce plans to identify any new roles and/or additional capacity required

4.5 Strengthening Clinical Quality

What do the Shaping the Future Champions think are the priorities in this area?

5 Expected outputs

If the OD needs identified above are met, the following outputs would be expected:

- A detailed, costed OD plan is written for the Provider Side with a formal review of the agreed measurement criteria built in
- Review of management and leadership development opportunities within the PCT and identify priorities for action
- The culture and values of the organisation are agreed, captured and communicated throughout the organisation to ensure understanding by all staff
- The Provider Side management style and practices are consistent with the values of the organisation
- The Provider Side has its own individual, recognised “brand”
- All staff go through “Personal Best” training
- Bespoke training packages are received by Team Leaders, Community Leaders and Front of House staff
- The organisation manages its “talent”
- The Provider Side is able to demonstrate that it is an organisation that continually addresses patient centred concerns, improves its capacity to deliver effective solutions that recognise diversity

- The Provider Side can cost its services and measure their quality using accurate data and information
- The Provider Side makes effective use of its data by turning it into effective management and clinical information
- All staff engage in creativity and improvement
- All staff utilise the organisation's information technology systems to keep effective records
- The organisation has agreed communications priorities and plans and has improved the skills of staff and methods of delivery
- The Provider Side directly markets to its users and commissioners
- The Provider Side has a small group of key staff in place to promote and inform commissioners of services (*marketing*)
- The Provider Side business is well run with strong financial and governance arrangements in place
- All staff event are run X times per year
- Quarterly monitoring reports with learning points for OD Project Team
- An annual report to the DPS Board.
- An agreed understanding of the roles and responsibilities of the Board, and Provider Side Senior Management Team, which are communicated and understood by those staff
- The organisation works closely with one organisation (its "twin") to learn from each other and improve

6 Moving forward

With the wide range, and number, of OD requirements outlined above, the Trust will need to undertake a range of activities and initiatives to meet these needs. This will include:

Short term – 3-6 months

- Producing a Provider Strategy outlining the way forward (the OD plan will need to be reviewed in the light of the strategy)
- Agreeing the vision and values of Provider Services
- Continuing to engage with the Shaping the Future Champions to deliver the Shaping the Future messages to staff, and help shape future thinking
- Identifying organisations who would like to "twin" with us
- Design the next all staff event considering how we improve our "enterprising" ability
- Developing an Provider Side "brand"
- Designing an OD programme with clinical and non-clinical staff
- Applications for Social Enterprise made for some services
- Piloting and evaluating direct marketing of selected provider services

Medium term – 6 -12months

- Entering into a contract for services with a small number of OD and Management consultants to deliver the various strands of the OD Programme

- Designing and delivering in-house training courses (priority should be given to training designed for: Personal Best; Team Leaders; Community Leaders; and Front of House Staff)
- Improving informatics - its use and collection

Longer term/ongoing

- Organising events, designing systems for all levels in the organisation to ensure effective corporate working as one organisation, understanding of services, knowledge of current priorities and direction of travel
- Involving staff in the development of services and options for the future

In order to move forward the organisation will need to allocate a budget to the Shaping the Future OD Programme. Once the budget has been established priorities can then be established in line with the budget available.

7 Working in partnership

The Shaping the Future Champions have been established to provide a cross section of experience and views of the organisation. We will use this group as a “think tank” and a sounding board for ideas, as members of the group cover all professions, all sites and hold expertise in a number of areas. We will therefore have discussions with the organisation/s contracted to deliver the OD programme to explore how expertise and interest within this group can best be utilised and developed, as well as how they could develop personally through the various elements of the programmes.

Our Trade Union colleagues will also be involved in the development of the provider side through: regular discussions at the Joint Staff Consultative Committee and by encouraging a member to become a *Shaping the Future* Champion.

If Provider Side development is to be realised, reliance will be placed on strong corporate services and support. This increased demand for corporate support will need to be explored and adequately resourced.

8 Summary

The Provider Side is on a journey to Shape the future. If we are to meet our high expectations and remain a stable organisation with motivated, content staff then much will need to be done to ensure a smooth transition.

The Trust is a high performing organisation with much that is effective. The OD programme will build on what is effective and learn from positive experiences and examples to strengthen and where we can and share the learning.

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9 Recommendations

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1. Discuss the OD requirements outlined above and specifically whether any needs have been omitted
2. Discuss options for moving forward to meet need
3. Discuss the requirement for an OD Programme budget

Karen Broughton
Director of Human Resources and Organisational Development
December 2006