



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Organisation Development Strategy for Community Healthcare Organisations (CHOs) 2017-2020

**HSE Organisation Design
and Development (OD&D)**



Contents

Background	xx
Organisation Development Approach	xx
Systems Leadership Approach	xx
Strategic Context	xx
How was this Strategy Developed?	xx
Main Priority Areas	xx
Review and Evaluation	xx
References and Bibliography	xx

Foreword

To be completed by Rosarii Mannion & Gerry O'Neill/David Walsh.

This Organisation Development Strategy sets out how we aim to support CHO development over the next three years. It outlines four clear priorities with a number of planned outcomes for achievement. By working together on the implementation of the CHO Organisation Development Strategy we will reform our services and have pride and confidence in our ability to deliver excellence to the people living in our communities.

Background

The evolution from the Integrated Service Area (ISA) to the Community Healthcare Organisation (CHO) structure, as outlined in the CHO Report (2014), highlights the need for increased integration within the system including alignment with the Hospital Groups, the National Ambulance Service, the National Divisions, service users, other agencies and partners. The report notes that:

“The challenges of working in a comprehensive and integrated way are significant and will need to be supported through a comprehensive human resource strategy which will include an appropriate investment in education and training with appropriate mentoring, and development of leadership and management skills.”

This, the first Organisation Development Strategy for the CHOs, is intended to be used to provide direction, guide discussion, consultation and involvement of CHO management teams and their staff to support the above requirements. This Strategy provides a clear mechanism for engaging and developing staff and leaders to enable the cultural changes necessary to deliver on the vision set out under the CHO Report (2014). This Strategy is also aligned to the Organisation Development actions identified in the both the HSE People Strategy 2015-2018 work plans and in the 2016 staff survey.

This document details the way in which the Organisation Design and Development (OD&D) team intend to work with CHO Chief Officers and Senior Management Team to ensure each CHO has the necessary supports to achieve their potential in the new organisation structure. The document outlines the approach to the longer term requirements of providing OD&D support to those CHO staff who will be brought into the new structure over the coming years.

A dedicated OD&D lead was assigned to the CHO Programme in November 2015 and began a process of consultation with the CHO Chief Officers, CHO Management Teams and other relevant stakeholders. This work has been supported by the Programme for Health Service Improvement under the HR Enablement Workstream, which reports into the CHO Programme governance structure.

A number of themes emerged from this consultation and the data gathered has informed this strategy including the need:

- To support Chief Officers and their senior management teams in clarifying and sharing their vision and ambition for service delivery over the coming years;
- For the CHO teams to form, develop and work together to agree priorities and progress the integration of services across pathways and organisational boundaries;
- To facilitate time and space for Chief Officers and CHO Teams to reflect and review their progress.

The success of each CHO is dependent upon the quality and commitment of its staff to achieve the collective vision and deliver on key priorities and actions. The OD&D team are committed to nurturing and developing these staff and maximising the opportunity for everyone to contribute to this success.

Organisation Development Approach

Organisation Development has many definitions but at its core is the idea of achieving planned system wide change.

“Organisation Development is all the activities engaged in by managers, employees and helpers that are directed towards building and maintaining the health of the organisation as a total system,” (Schein 1988).

What makes it different to other change strategies is that the Organisation Development approach focuses on helping organisations manage their own change. With this approach, the organisation “unlearns” its old ways of doing things and “relearns” new ways. In doing so, it develops the ability to solve its own problems through the process of both taking action and creating knowledge to bring about continuous changes in the long term. Organisation Development is concerned with developing organisational effectiveness and sustaining organisational renewal. It is about building and maintaining organisational health as a total system.

In developing organisational interventions, several assumptions about the nature and functioning of organisations are made in the choice of a particular strategy. Beckhard (1987) lists six such assumptions:

1. The basic building blocks of an organisation are groups (teams). Therefore, the basic units of change are groups, not individuals.
2. An always relevant change goal is the reduction of inappropriate competition between parts of the organisation and the development of a more collaborative condition.
3. Decision making in a healthy organisation is located where the information sources are, rather than in a particular role or level of hierarchy.
4. Organisations, subunits of organisations, and individuals continuously manage their affairs against goals. Controls are interim measurements, not the basis of managerial strategy.

5. One goal of a healthy organisation is to develop generally open communication, mutual trust, and confidence between and across levels.
6. People support what they help create. People affected by a change must be allowed active participation and a sense of ownership in the planning and conduct of the change.

The Kings Fund (2014) argue that leaders must engage colleagues and other stakeholders in bringing about improvements in patient care and transforming the way in which care is provided. West et al. (2014) suggest that *“this requires organisations to develop individuals and teams able to work collaboratively for the greater good of the populations they serve”* (as cited in Kings Fund, 2014).

“Leaders need to ensure that all staff adopt leadership roles in their work and take individual responsibility for delivering safe, effective, high-quality and compassionate care for patients and service users. Achieving this requires careful planning, persistent commitment and constant focus on maturing leadership and culture.” West, (2014).

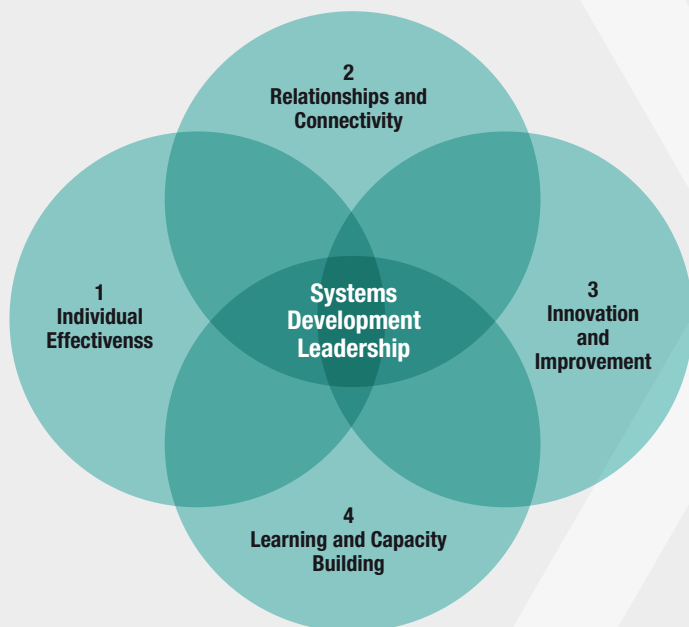
To achieve sustainability in this respect, it is necessary for the CHO senior management teams to engage with the OD&D team on a regular basis and to communicate these Organisation Development priorities to their CHO staff. **It is important that each CHO develops an action plan to embed these priorities in the operations of their CHO.**

Systems Leadership Approach

Organisation Development in using a systems leadership approach will bring a whole system perspective to support the CHO staff in realising the HSE's Vision, Mission and Values and in delivering on a range of actions as outlined in the People Strategy. The leadership approach, as described below, was developed under the NHS Leadership Academy and this will be used to map to similar frameworks which are due to be developed by the HSE Leadership Academy later in 2017.

A Framework to Understand Systems Leadership Development

The framework of Systems Leadership development has four domains. These interconnect and, when aligned, create the conditions for good Systems Leadership development and collaborative working across organisational boundaries. Each dimension has a number of leadership roles that are necessary to build Systems Leadership. Underpinning these roles are behavioural descriptors which need to be demonstrated in order to create the leadership climate and culture that lays the foundations for transformation across networks of organisations and health and social care systems.



Ref: NHS Developing Systems Leadership

Behavioural Descriptors for Systems Leadership Development

The four domains are:

1. Individual Effectiveness

Focuses on the effectiveness and resilience of the individual and their role in the organisation and the system. Aims to develop new behaviours and ways of working that promote a collaborative approach.

2. Relationships and Connectivity

Creating the right kind of relationships with communities and partners; people coming together for a purpose; place based, system/service or pathway led and aiming to develop consistency of approach or to tackle complex issues collectively.

3. Innovation and Improvement

Creating new ways of thinking, experimentation and discovery and the application of improvement methodologies, testing and learning, spreading and adopting better ways of doing things.

4. Learning and Capacity Building

Creating a learning system and a culture of transparency and sharing, enabling the awareness of best practice and development of common understanding. Being inclusive and seeking contributions from all stakeholders including citizens and communities. Building diverse teams and inclusive cultures to enable greater understanding.

Strategic Context

Delivering the future community health services requires interventions focusing on structures, processes, systems and people. The CHO Report (2014), outlined that:

“Fundamental, cultural and attitudinal change must complement the changed organisational arrangements:

- *The values and leadership approach engendered in each Community Healthcare Organisation will be critical to success.*
- *Direct service providers must work across all traditional boundaries and outside of historical service settings with the service user as the focus of all activity.*
- *People in senior clinical and management positions must provide the necessary leadership to give effect to the implementation of the fundamental changes that are now required.*
- *All staff, including those in positions of leadership such as Heads of Discipline and heads of clinical services must combine responsibility for safety and stability of existing services, while transforming their services and their own ways of operating.”*

A wide range of relevant strategies and documents have been reviewed and considered in the development of this Strategy, including:

- Healthy Ireland – National Framework to enhance health and wellbeing of Irish people (2013);
- Future Health – A strategic framework for reform of the Health Service 2012-15 (2012);
- Building a high quality health service for a healthier Ireland, HSE Corporate Plan 2015-2017 (2015);
- HIQA Standards for Safer, Better, Healthcare (2012);
- Other relevant strategy documents from the NHS and other jurisdictions.

The Organisation Development Strategy is intended to sit alongside and support the implementation of associated strategies and plans, specifically the HSE Corporate Plan (2015-2017), The People Strategy 2015-2018 (2015) and the CHO Report (2014).

Health service providers work in a changing and challenging environment. Policy direction demands that organisations and individuals work together across patient pathways and within new models and frameworks of care that are no longer linear and bounded. This demands a more inclusive approach and full engagement with patients, communities, citizens and staff to freely create a more equal relationship between those who need services and those who provide them.

Specific sections of the People Strategy action plan which apply to the CHOs were identified as follows:

- **Leadership and Culture** (Actions 1.7 to 1.17)
- **Staff Engagement** (Actions 2.4, 2.6, 2.13, 2.14)
- **Leadership Education and Development** (Actions 3.5, 3.6, 3.11-3.13)

The OD&D team will work in close partnership with the senior management teams of each of the CHOs throughout the process and will measure success of these interventions on a regular basis.

VISION

A Healthier Ireland
with a high quality
health service
valued by all.

PEOPLE VISION

Enabling all staff to
perform to the best of
their ability delivering
service excellence.

Our Plan

This *Corporate Plan* sets out our 5 goals, the actions required to deliver them and how we will measure success

Goal 1

- ▶ Promote health and wellbeing as part of everything we do so that people will be healthier

Goal 2

- ▶ Provide fair, equitable and timely access to quality, safe health services that people need

Goal 3

- ▶ Foster a culture that is honest, compassionate, transparent and accountable

Goal 4




- ▶ Engage, develop and value our workforce to deliver the best possible care and services to the people who depend on them

Goal 5

- ▶ Manage resources in a way that delivers best health outcomes, improves people's experience of using the service and demonstrates value for money

HSE Goals – Corporate Plan 2015-2017

How was this Strategy Developed?

	<p>The CHO Organisation Development Strategy is guided by:</p> <ul style="list-style-type: none"> • HSE Corporate Plan (2015-2017) • HSE People Strategy (2015-2018) • CHO Report (2014)
	<p>Consultation Process:</p> <ul style="list-style-type: none"> • The OD&D Team collaborated and consulted with the CHO Chief Officers. • The OD&D Lead held four meetings with the CHO Chief Officers in 2016 to discuss their Organisation Development requirements. • As an outcome of the process with the Chief Officers, the OD&D Lead was asked to meet with each of the CHO senior management teams in their respective locations in conjunction with facilitation of two cross CHO senior management team meetings for the purpose of orientation, networking and team building. • Throughout this consultation process, the teams identified leadership, frontline, cultural and organisation development challenges, which are outlined below.
	<p>Service Delivery Challenges Identified:</p> <ul style="list-style-type: none"> • Reforming the care services and deliver the future Community Healthcare Service • Enabling and supporting the integrated care model • Delivering the multi-year strategic plan and the annual service plans • Combining responsibility for safety and stability of existing services, while transforming their services and their own ways of operating • Compliance with regulatory and policy changes • Integration within the CHO, with Hospital Groups and the National Divisions • Infrastructure and resource challenges • Leadership and change management challenges
	<p>Organisation Development Challenges Identified:</p> <ul style="list-style-type: none"> • Empowering the leadership team and staff to deliver the best service outcomes • Increased responsibility for leading, managing and motivating resources • Building relationships with the Hospital Groups, other organisations and agencies to deliver on an integrated care model • Managing the relationships between the new geographical service areas • Embedding the new CHO culture • On boarding new resources and supporting the new and existing middle management teams • Building leadership credibility and capability • Bridging gaps in development structures and pathways • Assigning protected time for reflection • Managing increasing patient pressures • Embedding performance achievement structures <p>The data gathered in the consultation exercises informed a set of priority interventions and will help shape an Organisation Development action plan for each CHO.</p>

Main Priority Areas

The interventions for the CHO teams are centered on four key elements: structures, processes, systems and people. As noted in the CHO Report (2014):

“Staff must be organised in a way that enables joined-up teamwork, responsive to the assessed needs of the local people.”

These proposed interventions aim to incrementally improve the service user experience over time. To achieve sustainability in this respect, it is necessary for the CHO senior management teams to engage with the OD&D team on a regular basis and to communicate these Organisation Development priorities to their CHO staff. It is important that each CHO develops an action plan to embed these priorities in the operations of their CHO.

Specifically, the Organisation Development Strategy will support CHO management teams and their staff to:

- Clarify the vision for CHO services
- Promote and develop models of team working
- Establish staff engagement and inclusion processes
- Develop and embed commitment to service user engagement within and across CHOs
- Review, re-design and reconfigure services
- Assess readiness and build capacity for change

- Maintain focus on integration across the service delivery system
- Analyse the impact of culture and enable change as required
- Build leadership capacity and support succession planning and development
- Assess the current as-is picture of CHO Management Teams at individual CHO level
- Prepare orientation meetings for new CHO Management team members
- Align individual team member objectives and overall CHO Management Team objectives
- Develop an action plan for initial team development at CHO level
- Gather specific support requirements

The following priority interventions were selected based on consideration of the strategy documents referenced earlier in this document and the feedback from the CHO teams. The aim of the interventions is to achieve a system-wide change in which the development of the CHO's ability to accurately diagnose their own problems and then solve these problems through the process of both taking action and creating knowledge bring about continuous change in the long term.

CHO Organisation Development Priorities	
Priority 1	Building Leadership and Organisation Capacity
Priority 2	Service Delivery Improvement and System Reform
Priority 3	Staff and Service User Engagement
Priority 4	Focus on Quality Efficiency and Performance

The CHO Organisation Development priorities are detailed below with associated outcome and key result areas.

CHO Organisation Development Priorities	
Priority 1	Building Leadership and Organisation Capacity
Outcomes	<ul style="list-style-type: none"> ▶ Leaders providing clear direction, sense of purpose and identity, connecting with all staff and teams through open and transparent communication. ▶ Evidence based decision making embedded as core leadership practice. ▶ Developed model of shared and distributed leadership across CHOs by nurturing a strong culture of staff engagement and team working inspiring all staff to deliver high quality safe services. ▶ Developed the organisation's capacity for sustainable high performance. The culture of CHOs is orientated towards collaboration and alignment of divisional goals to meet overall service and organisational needs.
Key Result Areas	<ul style="list-style-type: none"> • Provide a clear sense of purpose and contribution at CHO level • Establish a compelling vision which is shared by all partners in the whole system • Embrace uncertainty and be positive about change • Identify opportunities, priorities and challenges for the CHO service delivery system • Motivate teams and individuals to work effectively • Ensure leadership and decision making are distributed throughout all levels and functions • Protected time with CHO leaders for review and reflection • Ensure HSE values – Care, Compassion, Trust and Learning are embedded in everything we do • Provide regular assessment of the organisation's strengths and weaknesses • Embed the CHO performance feedback process
Priority 2	Service Delivery Improvement and System Reform
Outcome	<ul style="list-style-type: none"> ▶ Supported implementation of health system reform and the revised organisational structures at Community Healthcare Organisation level. ▶ Collaboration among teams who work across organisational boundaries and traditional pathways to improve and integrate services for patients and the public.
Key Result Areas	<ul style="list-style-type: none"> • Informed, strategic leadership in the CHO • Whole system planning – inter-organisation and inter-agency • Tackling service development issues using sound evidence • Focus on improving CHO system performance • Embed change and continuous improvement in the CHOs • Introduce devolved decision making and developing shared outcomes • Generating innovative ideas from diverse sources and experimenting with new approaches • Review, re-design and reconfigure services • Assess readiness and build capacity for change • Maintain focus on integration across the service delivery system • Champion inclusivity and diversity of thinking • Form effective alliances between clinicians and managers

CHO Organisation Development Priorities

Priority 3	Staff and Service User Engagement
Outcome	<ul style="list-style-type: none"> ▶ CHOs have engaged and involved staff in issues that affect them. Staff are encouraged to regularly put forward their views and ideas to improve the work environment and the services provided. ▶ Strong and supportive people management practices developed. ▶ Expanded CHO capacity and built strong commitment to engage effectively with service users. ▶ CHOs have worked with other relevant health service divisions and connect with local communities to enhance the quality of patient pathways and patient experiences. ▶ CHOs have engaged in educating and empowering patients, carers, service users and citizens.
Key Result Areas	<ul style="list-style-type: none"> • Increased autonomy among CHO Management teams • Promote CHO staff engagement process, encourage trust and cooperation • Utilisation of formal education and the informal systems of mentoring and leadership/management skills development • Regular CHO peer group sessions to sustain change effort • Knowledge sharing of how to change and improve processes for patients • Provide opportunities for CHO teams to develop and communicate with one another • Staff and career empowerment • Seek regular feedback by engaging service users • Document and implement improvements from service user feedback • Involve service users in development of CHO initiatives
Priority 4	Focus on Quality Efficiency and Performance
Outcomes	<ul style="list-style-type: none"> ▶ High quality compassionate care is the priority of all CHOs. ▶ Demonstration of collaboration, knowledge sharing and transfer of learning. ▶ Managing and improving performance rather than merely reporting it. ▶ Designed processes that grow peoples' quality improvement skills. ▶ Use of quality improvement methods on an ongoing basis. ▶ Commitment to high levels of transparency in sharing all data on quality and safety with all parties involved in service delivery.
Key Result Areas	<ul style="list-style-type: none"> • CHOs to function as teams • Interagency working • Inter-departmental and inter-disciplinary working • Multidisciplinary/Interdisciplinary staff training and development to support workforce and teams at all levels • Enhance ability to manage talent and plan for succession in the CHOs • Improve workforce planning • Deliver required support to CHO team with respect to training, coaching, mentoring and thought leadership • Interact, integrate and work with the CHO partners • Encourage and develop value for money initiatives and approaches • Promote creativity and innovation to support organisation efficiency • Embed Performance Achievement process in CHOs • Ensure staff are familiar with regulatory processes, HIQA standards and relevant policies such as trust in care, safeguarding and HR policies

Review and Evaluation

The success of these Organisation Development activities will be measured on a regular basis, through tracking the outputs of the interventions themselves and also through review by means of experiential exercises, questionnaires, attitude surveys, interviews and relevant group discussions. The OD&D team will support these interventions for CHO senior management teams.

Regular progress reports will be produced via the CHO Programme Governance.

References and Bibliography

1. HSE Corporate Plan (2015-2018), Corporate Goals (www.hse.ie)
2. HSE Community Healthcare Organisations (2014), Report & Recommendations of the Integrated Service Area Review Group (www.hse.ie)
3. Health Services (2015-2018) People Strategy, Leaders in People Services (www.hse.ie)
4. NHS Leadership Academy (2015) Developing Systems Leadership (www.leadershipacademy.nhs.uk)
5. Schein, E.H (1988) Organisational Psychology, 3rd edn, Prentice-Hall, London
6. Beckhard, R (1969) Organisation Development: Strategies and models, Addison – Wesley, Reading, MA
7. West, M (2014) Developing Collective Leadership for Healthcare, Kings Fund and Centre for Creative Leadership



National Health & Social Care Professions Office
National HR Directorate
HSE
Merlin Park
Galway
Email hscp.education@hse.ie

XXXXX 2017

ISBN XXX-X-XXXXXX-XX-X

© 2017 HSE