

**Report To:** Community Health & Care  
Partnership Sub Committee

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**Subject:** NHSGG&C Corporate Change Programme

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## 1.0 PURPOSE

1.1 The purpose of this report is to inform the Sub-Committee of the intended proposal to implement a Corporate Change Plan across NHSGG&C. The proposal is aimed towards ensuring that our organisation and our staff are equipped for change in order to address the wide range of challenges which we face in delivering improved services for patients. This change programme is also viewed as a platform upon which the joint transformational change process can be profiled across the integrated CHCP taking account of both the change programme for NHS GG&C and that of the Council.

## 2.0 SUMMARY

2.1 It is acknowledged that public services are facing a period of unprecedented challenge at a time when we are also intent on providing improved services for our communities. The development of the CHCP was a central component of our joint response and intent to meet such challenge.

2.2 It has to be accepted, however, that though many of our joint services are excellent and delivered in the most efficient and effective way, we know that services are not always organised to meet the needs of our community and that we need to continue to strive towards delivering the best outcomes for those who access our health and social care services. In order to do things differently we need to adapt, change and develop a different culture within the organisation which fully involves our staff groups and also the wider community. The greatest resource we have is our staff and as such we need to resource them to achieve ownership of a change agenda which improves outcomes for those who use our service.

2.3 NHSGG&C is a huge organisation delivering a wide range of health services, working with many partners in attempting to address the underlying determinants of poor health and inequalities which characterise our population. The responsibility to deliver change however lies with the various partnerships, with each part of the organisation having a series of change programmes and processes running which focus on the above issues. The responsibility to develop and deliver change will remain devolved and as close to the delivery of service as possible. Hence the importance of the approach being owned and promoted at the CHCP level and being integrated with the change programme of the Council.

### **3.0 RECOMMENDATION**

- 3.1 The Sub-Committee is asked to approve the development of the corporate change programme, and to promote this change programme within the Inverclyde CHCP as the platform through which we will deliver better outcomes for service users.

## 4.0 BACKGROUND

4.1 Over the next three to five years the NHS and Council will face a time of unprecedented challenge and pressures for change. There are major pressures caused by:

- public finances;
- emerging impacts of the recession on our population;
- pressures on our staff and partners;
- a rapidly changing national policy environment which is likely to lead to substantial structural change in the public sector.

We need to harness these drivers for change to positively transform our organisation.

4.2 To positively respond to the external environment NHSGG&C has consistently identified the need to transform the organisation to ensure the effective delivery of our primary purpose which is:

**“to deliver effective and high quality health services, to act to improve the health of our population and to do everything we can to address the wider social determinants of health which cause health inequalities....”**

4.3 Within NHSGG&C there are nine transformational themes which were identified in 2006 in creating a single NHS organisation describing the way we needed to work to enable us to deliver that purpose. These are:-

- i) Achieving an organisation in which the component parts work together to shared aspirations and objectives, not competing ones, and managers and clinical leaders work in teams with shared values and priorities.
- ii) The senior team and organisation contribute to leadership on health improvement and tackling inequalities.
- iii) Focusing on service improvement and equipping and supporting frontline staff and first line managers to help us deliver it.
- iv) Moving away from functional systems of management to general management with managers at all levels responsible for the quality of service delivered to patients and professional staff developed into management and leadership roles.
- v) An organisation where people take responsibility for their area of work and for the wider performance of the organisation.
- vi) An organisation focused on learning and development, as individuals and collectively, to improve our performance.
- vii) A culture of clear objectives, accountability and performance management at all levels.
- viii) Driving integration of acute and community and health and social care services to improve the experience of patients.
- ix) Leaders and managers who have a value base of public services, acting in the interests of patients and the communities we service and behave in a collaborative not competitive way but constructively challenge each other.

- 4.4 This proposal aims to bring together these well established transformational themes and the challenges posed by the very different external environment to develop a series of components for a Corporate Change Plan. The themes will be woven through the development of this programme and will be an integral part of the approach. They will be used as a core part of the matrix to measure our progress and will be a highly visible part of the presentation and communication of the programme.
- 4.5 The collective challenges we face require us to change the way we work; in a radical way. At present we are responding in a traditional linear and separate fashion with some limited attempt to create unity and order through the planning, organisational development, communication and management processes. This approach does not exploit synergy where it exists, does not create clarity for our staff on what is required of them or give coherent messages to our partners and population. We particularly need to recognise the social and relationship dimensions of our organisation. Of critical importance is establishing a much more consistent and effective engagement with our staff to enable them to focus on improving the experience of patients.

## 5.0 PROPOSALS

5.1 The aim is to develop a Corporate Change Plan which will add real value to the current devolved and localised approach with each Director driving change for their area of responsibility. Within this context there are three distinct parts of the proposed programme.

- Establishing whole organisation systems of working which will have the effect of creating an improved climate to deliver local change programmes by improving our capacity to deliver change across the organisation. For example, if we improve the engagement of staff they will make a more positive contribution to delivering change in their area of work; our personal and organisational performance management could be more clearly focused on creating a positive climate for change.
- Setting out changes which we need to see consistently across the whole organisation because they are fundamental to the way we work. One critical example is a focus on the effective and efficient use of resources; further examples are likely to include themes emerging from the Quality Policy Group, for example, a focus on the care of older people;
- Creating a coherent narrative which sets local change programmes in a clear framework, with consistency of language and purpose where that is required.

5.2 A vital component to identify and deliver the changes required for improved quality, effectiveness and efficiency is to enable our people to work across boundaries. The three outlined components of the Corporate Change Plan should enable and facilitate that way of working

5.3 A key for the Corporate Change Plan will be measurable outcomes and for each element we have made an initial outcome statement which we would seek to refine and then measure, for example, through staff feedback. The Corporate Change Plan will not replace activity we have already planned or processes we have established, but should give a coherence and connection to a series of programmes and ensure that we identify gaps and deficits in current and planned activity. The six elements are set out below.

- Our Service Quality

We will have a consistent and effective focus on listening to people who use our health and social care services, making changes to improve their experience and to respond better to vulnerable people across the organisation.

- Our People

We will develop a workforce which feels positive to be part of NHSGGC and the Community Health and Care Partnership, feels listened to and valued and where all staff take responsibility to identify and address issues in their area of work in terms of quality, efficiency and effectiveness, with a real focus on improving what we deliver to patients.

- Our Leaders

Managers and leaders feel better equipped and supported to perform effectively. There are clear and more consistent organisational requirements for delivery, particularly on relationships with staff and quality of services and real incentives for top class leadership.

- Our Partnerships

Our partners have a positive perception of NHSGGC and the Community Health and Care Partnership and work with us effectively to deliver a shared agenda of change.

- Our Resources

We will develop a much wider and more consistent focus on efficiency and effectiveness activities designed to improve our organisational performance and ensure a broad range of staff can drive and deliver improvements.

- Our Culture

We have clearly defined, and have commitment to, a statement of the culture we need to create and this is measurable in the experience of staff, patients and managers.

It is important to emphasise that the intention of this corporate approach is to add value and complement local leadership and responsibility for driving change and organisational development.

## 6.0 IMPLICATIONS

6.1 Legal: N/A

6.2 Finance:

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

6.3 Personnel: It is important that all staff are engaged through the process and that this is supported through our staff partnership engagement processes.

6.4 Equalities: It would be considered that this development is crucial in determining the issues relating to equality both in terms of organisational development and in respect of the consideration of the individuals who access both health and social care services.

## 7.0 CONSULTATION

7.1 The Corporate Change Plan has been widely consulted upon across the organisation with focus groups and corporate sessions established to explore the ideals and philosophy of the programme

## **8.0 LIST OF BACKGROUND PAPERS**

8.1 Nil

