



County Durham and Darlington

Integrated Business Board  
Tuesday 26 January 2010  
Item No: IBB/10/08

## NHS COUNTY DURHAM AND DARLINGTON INTEGRATED BUSINESS BOARD

### Organisational Development (OD) Strategy

(to be read in conjunction with the OD resource document 2008/09 to 2013/14)

#### 1. Introduction –

We are an organisation undergoing constant, rapid change and development. OD enables us to:

- deliver our five year strategy
- operate in a complex and highly political environment
- provide a system wide approach to developing the organisation
- strive to be ground breaking in the way it does for business
- apply our approach to improvement and innovation (method, compacts and embedding the vision)
- embed our co-created business commissioning flow (BCF) into daily practice
- improve organisational effectiveness by giving our staff the skills and knowledge to solve problems through involvement in the change process; and, promoting high performance and continuous quality improvement
- ensure that our enabling processes are aligned and co-ordinated.

We developed our five year strategic plan through processes driven by the World Class Commissioning (WCC) framework, Lord Darzi's NHS Next Stage Review (NSR) and the regional implementation of the NSR for the North East through Our Vision, Our Future (OVOF). It has recently been refreshed to take account of the challenging financial environment forecast for 2011 onwards.

Our five year strategic vision is also informed by an assessment of the current state of the populations of County Durham and Darlington, and continues the direction of travel set out in an earlier vision prompted largely by the Director of Public Health's annual reports (2005/6, 2006/7 and 2007/8) in which we outlined a commitment to improve local health and tackle significant health inequalities. This vision has steered our strategic direction over the last two years, and provides the ongoing direction for our OD strategy which defines specific areas for development towards a culture of high performance.

This strategy outlines our OD direction for the next five years, integrating all of the results and work streams from the WCC assurance assessment, Denison cultural audit, our corporate story, our approach to improvement and innovation, director and workforce interviews, regulator feedback, our five year strategic vision and current activity and interventions.

Document management				
Version	Date	Summary	Owner's Name	Approved
1.0	23/12/09	Presented to management executive	June Tulley	management executive
2.0	26/01/10	Presented to IBB	June Tulley	

For the purpose of this strategy our definition of OD is:

*A system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at (1) enhancing congruence among organisational structure, process, strategy, people and culture; (2) developing new and creative organisational solutions; and (3) developing the organisation's self-renewing capacity. It occurs through the collaboration of organisational members working with a change agent using behavioural science theory, research and technology (Michael Beer 1992<sup>1</sup>)*

To help all staff understand the work we do throughout the whole organisation we have developed a story telling approach that uses everyday language and describes what we are striving to achieve. Each chapter of the story describes our journey and enables us to identify how we each contribute to it. We will share our story with our partners, customers and key stakeholders over the coming months. This strategy provides us with a clear way forward and every director and every member of staff in this organisation will be accountable and responsible for its delivery in order to *drive real improvement in everyone's health.*

## **2. Implications and risks**

The results from the WCC assurance assessment were published on 24 February 2009. The assurance panel gave the organisation an average score of 1.4, out of a possible 4, across competencies 1 to 10 (the national average is 1.7). For governance, in the 3 elements of board, strategy and finance, the organisation received amber, red and amber respectively.

This OD strategy will assist in systematically aligning and delivering the organisational culture and infrastructure necessary to raise our WCC scores to level 3 or beyond across all 11 WCC competencies in 2010 and to level 4 or beyond in 2014. Without it we will fail to do this.

## **3. Recommendations**

The board is asked to:

- note and comment on the OD strategy 2008/9-2013/2014
- note the eleven priorities for improvement and our approach to delivering these using the example of our business commissioning flow (see appendix B)
- note that further work will be done during January 2010 to agree actions for every priority with associated time scales and identify the additional technical skills required to deliver to WCC competency level 4.

## **4. Author and sponsor director**

Author: Karen Jones  
Title: Corporate Improvement Team Lead

Director: June Tulley  
Title: Director of Innovation and Development  
Date: December 2009

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<sup>1</sup> Michael Beer (1992) Organisational change & development a systems view. La Trobe University.

<b>Purpose of paper</b>	Information sharing <input type="checkbox"/> Development/discussion x Decision/action yes
<b>How does the paper support / have implications for:</b>	
<b>NHS County Durham's 4 Strategic Aims</b>	Promotes a culture of high performance to deliver these
<b>Our Vision Our Future workstreams</b>	Promotes a culture of high performance to deliver these
<b>World class commissioning competencies</b>	Highlights technical gaps and culture required to meet developmental aspirations.
<b>Standards for better health</b>	Creates links between culture and performance. Seeks to improve our appraisal process to define focus on outcomes and deliverables.
<b>Use of resources</b>	Addresses gaps in achievement
<b>Targets and Vital signs</b>	Promotes a culture of high performance to deliver these
<b>NHS Constitution</b>	Embeds our values to enable us to remain consistent in our behaviours.
<b>Darzi Principles</b>	Sets developmental aspirations for clinical engagement and stakeholder focus.
<b>Impact on / Involvement of partners</b>	Sets developmental aspirations for increasing stakeholder (customer) focus as a priority measure.
<b>Equality &amp; Diversity</b>	Addresses our actions plans for workforce.
<b>Other policies / Issues</b>	Contributes to: The National Leadership Council (NLC) Leadership for quality agenda and Talent Management Strategy