



Workforce Strategy: Organisational Development
Sheffield Accountable Care Partnership (ACP) Board
Date: 8th January 2020

Author(s):	Jane Ginniver (ACP Deputy Director - Development), Nick Parker (Director of People and OD – SCH), Emily Hopkinson (Head of Learning and OD – SCH)
Sponsor:	Mark Tuckett, ACP Director
Date:	8th January 2020
1. Purpose	
This paper identifies progress made against the Organisational Development sections identified within the ACP's workforce strategy, which was approved by ACP Board in October 2019.	
2. Introduction / Background	
<p>The ACP's Workforce and Organisation Development Transformation Board (WODTB) has started the process to implement the priorities outlined within the system workforce strategy, which was approved by the ACP Board in October 2019. Four workstreams are in the process of being established:</p> <ul style="list-style-type: none"> i. Policies (led by Dean Wilson, SHSC) ii. Recruitment and retention (led by Mark Gwilliam, STH) iii. Learning and development (led by Mark Bennett, SCC) iv. System leadership (led by Nick Parker, SCH and Emily Hopkinson, SCH) <p>The request from the October 2019 ACP Board meeting was for a substantive item at the January 2020 Board focusing on those elements of the strategy that were organisational development (OD) related. This paper therefore focuses on progress to date and plans for the future development aligned with iii) and iv) above, which are more traditionally associated with OD activity, although we would like to stress that all elements of this strategy necessitate a combined HR and OD response.</p>	
3. Is your report for Approval / Consideration / Noting	
Consideration	
4. Recommendations / Action Required by Accountable Care Partnership	

The ACP Board is asked to:

- **discuss and comment on the plans for the implementation of these elements of the workforce strategy, and to**
- **actively support development activities as appropriate**

5. Other Headings

N/A

6. Are there any Resource Implications (including Financial, Staffing etc)?

Not at this point, although as plans are further developed and more concrete recommendations are drawn up, there may be a need for a financial commitment.

Workforce Strategy: Organisational Development

1. Background

The ACP workforce strategy was approved by ACP Board in October 2019. It contains a number of commitments that relate to learning and development and system leadership; both areas which would typically be identified as organisational development (OD) areas of responsibility.

The strategy also identifies some priorities for immediate action alongside its longer term commitments. Immediate priorities which are specifically OD-focused are:

- i. The development of training provision, targeted at frontline staff across the system and focused on establishing 'person-centred' capabilities.
- ii. To develop a strong community of capable, resilient system leaders.
- iii. To open up unspent levy across the city to those in the sector who have limited access to these funds (specifically in primary care and the voluntary sector).

Over the last 12 months there have been a number of initiatives implemented that have started to address the needs identified within the system strategy, primarily linked with system leadership programmes. This paper outlines progress made to date in these areas, and outlines the ongoing work and planning to implement the commitments of the workforce strategy.

2. Developing 'Person-Centred' Capabilities Across our Frontline Staff

The workforce strategy states that:

'Developing a person-centred city is central to the Shaping Sheffield strategy. We will develop a set of organisation development approaches to embed this way of working in our frontline staff. This will focus on the practical application of the ['what matters to you'](#)¹ approach, bringing together staff from across the system and embedding other key messages identified in this strategy and within Shaping Sheffield (such as the integration of physical and mental health, children's and adults). This development will be implemented by March 2020'.

2.1 Progress to Date

A person-centred city group, led by Sheffield City Council with a broad city-wide membership, has made considerable progress over the past 2 years in identifying the ambition for Sheffield in becoming a person-centred city. This ambition is broader than the ACP and health and social care, although it has been agreed that the ACP would be the best place to begin the implementation of this work, given the synergy with Shaping Sheffield commitments. A small working group from this wider group has been formed to:

- Consider and develop an online resource for staff to access, which brings together the many different way of articulating person-centred approaches across the sector, under one banner.

¹ <https://www.whatmatterstoyou.scot/>

- Develop a training programme for frontline staff to develop a shared understanding across the sector of what we mean by 'person-centred' and how it applies to individuals' own job roles. We have been awarded £60,000 by HEE to fund this. We are currently out to tender to select an external partner to work with us on this.

By the end of March we will have identified an external partner and agreed an outline training programme in line with the commitments in the workforce strategy.

3. Developing a Strong Community of Capable, Resilient System Leaders

The workforce strategy states that:

'The impact of leadership and culture on our workforce cannot be under estimated. We will develop a strong community of capable, resilient leaders across the city and within Primary Care Networks, who are able to lead within and on behalf of organisations, systems and places. To do this, we will implement and embed system leadership and organisation development programmes to ensure that our workforce is motivated, empowered, capable and confident to provide 'prevention, well-being and great care together'. This will include;

- a. further cohorts of 'Leading Sheffield', and*
- b. the extension of 'Collaborate' across other Primary Care Networks, with the intention of coverage across at least 6 PCNs by December 2020*
- c. the development of an ACP leadership community during 2020, bringing 'alumni' from multiple leadership programmes together to continue their development and to enable their contribution to strategic system priorities'.*

3.1 Leading Sheffield

We have now completed two full cohorts of Leading Sheffield, with a 3rd cohort currently being planned to commence in March 2020. We have collected significant evaluation from both of these cohorts, including some longer term evaluation from the first cohort collected 6 months on from their completion of the programme. Key points emerging from this are:

- Examples of strong impact emerging, including:
 - evidence of a shared post being recruited into primary care across a GP practice and the VCS
 - Joint visits from separate nursing teams now being made to patients instead of visiting separately
 - Improved cross-sector relationships and communications
 - More effective cross-organisation referrals
- Participants reporting a change in their own perceptions of other organisations / teams; actively advocating the value of others and eliminating the blame culture

- Improved confidence from participants from all ACP partners of the role that they can play in system change
- Enhanced understanding of the ACP and its aims
- The value of working with a diverse group across a system.

We have also been collecting participant monitoring data, with the specific aim of supporting the improvement of diversity profiles of our system leaders. Following recruitment onto cohort 3, we anticipate that approximately 100 participants will have taken part in Leading Sheffield. This will be enough for us to start drawing some conclusions and setting actions around promoting diversity amongst our system leaders. Ideally we will be able to draw on data from all participants of system leadership and use system leadership development as a whole as a key tool in improving leadership diversity.

3.2 Collaborate

This is a system leadership programme aligned with Leading Sheffield (both emerged from the 2018 ‘Liminal Leadership’ programme) designed and delivered by SOAR, and aimed at frontline staff working across health and social care in the north of Sheffield. The first cohort was run in Spring 2019, with a second cohort planned for Spring 2020 in partnership with Zest and Stocksbridge Leisure. The NHS Leadership Academy have awarded funding for 4 cohorts of ‘Collaborate’; we are currently having conversations to agree where these will be run, with the intention of extending the programme more widely across the city through community organisations.

3.3 Shadow Board

The ACP received NHS Leadership Academy funding in 2019 to run one cohort of a Shadow Board. Participants were drawn from most partners of the ACP, who completed a series of 3 modules and 3 ‘shadow’ board meetings. The experience was broadly positive, with particular benefits arising from an increased understanding of the types of activity taking place across the ACP, exposure to different challenges to those arising through people’s ‘day jobs’ and meeting colleagues from different organisations.

However, the content of the modules did not fit our place-based approach; it was very NHS focused with very little to no consideration given to voluntary sector, local authority or primary care governance, priorities and challenges. Therefore learning about the system as a whole was limited. In addition, as ACP Board members are drawn from organisational Boards, there is a question about the role and remit of the ACP to specifically develop Board members in this way.

The Systems Leadership workstream will give further consideration to how we build upon the positive experiences from this programme while improving it to make it more specific to our needs.

3.4 Leadership Community

The above programmes all have a number of ‘alumni’ who have received support in developing their system leadership capability. In order to maintain their impetus to continue to work as a system leader, and for the system to take greatest advantage of their renewed / refreshed skills, we would like to develop a system leadership community of practice. What this looks like is still to be determined, and will be a core focus of 3.5 below.

3.5 Chief Executive Development

Given the number of post holder changes among our Chief Executives over the past 2 years, consideration is currently being given to how we can support the development of our Chief Executives as a cohesive system leadership group.

3.6 Embedding Coherent System Leadership

The overall ambition for the ACP workforce strategy is to ‘create a flourishing and thriving Sheffield by developing our people in a joined up way to deliver holistic, person-centred and integrated care’. The programmes outlined in 3.1-3.3 above all commenced prior to the development of this ambition, and we need to ensure that they are all joined-up and contributing towards it. This will ultimately be the role of the Systems Leadership workstream, who will; take a strategic look at current provision; identify gaps; recommend and implement changes. To begin this work, there will be a workshop during March 2020 (exact date to be confirmed) to ensure that the views and priorities of a broad and varied group of staff, volunteers, carers and members of the public are incorporated.

4. **Apprenticeship Levy**

The workforce strategy states that:

‘There is a disparity in staff access across the system to good quality development – those employed by the large statutory organisations benefit from extensive organisational development programmes whereas those working in primary care, the voluntary sector, independent care homes or as Personal Assistants, do not have access to this level of support. The apprenticeship levy is one source of funding that will help to redistribute some of this development support across the system, and our statutory organisations will lose access to significant unspent apprenticeship levy monies in 2020. We will explore options for ‘gifting’ this to primary care, the voluntary sector etc to enable them to invest in staff development. An agreed process for developing this will be in place and widely communicated by March 2020, with the first apprenticeships in post by September 2020’.

A task and finish group has been established to explore the options around levy ‘gifting’, the first meeting of which was held in December 2019. The University of Sheffield has agreed in principle that they are prepared to gift their own unspent levy, which is expected to be a significant amount. The logistics around this are complex and will need to be clearly defined in order for smaller organisations to be able to easily access this support. An update on this will be provided later in the year.

5. **Questions for the ACP Board**

The ACP Board is asked to:

- discuss and comment on the plans for the implementation of these elements of the workforce strategy, and to
- actively support development activities as appropriate.