



**United Lincolnshire
Hospitals**
NHS Trust

Excellence in rural healthcare

Trust Operating Model

Organisational Development Plan

March 2019

Trust Operating Model OD Plan

1. Our Vision: What do we want to be different?

ULHT is beginning to transform how we work, with our staff and patients at the centre of all that we do. Over the next few years we have the opportunity to really develop, through the implementation of our 2021 strategy, supported by the Lincolnshire Sustainability and Transformation Partnership (STP).

We believe that to successfully achieve all we want to for our patients, we need to radically rethink how we are organised. That's why we're working towards our new trust operating model (TOM). The TOM will be a new way of working, which will set out how we are organised and who does and is responsible for what. This will enable decisions to be made more closely to the clinical teams and to be consistent across the organisation.

It will involve a shift in the way we work and are managed as we merge our specialty teams to one ULHT team per specialty. This is our chance to really become one organisation delivering consistent services across all of our sites. This will enable us to spread the best practice more easily therefore improving care for our patients.

The implementation of the TOM is more than just a simple restructure. It needs to be seen, and felt to be, a seismic shift in the way we do things around here to improve care for our patients and offer the best working experience for our staff.

To deliver the TOM we will fully, openly and transparently engage every member of our staff in that change.

We will develop inspiring, inclusive and compassionate leaders at every level of the organisation who foster great relationships within and across teams.

Our leaders will let go of control and provide autonomy for our staff within clear and understood parameters of governance, systems, processes and protocol. They will create the conditions where staff can flourish and then get out of their way. We will spot the good stuff and share it relentlessly.

We will build a culture where people are, and expect to be, consistently and fairly held to account once they are clear of the expectations of them.

What we mean by "working in new ways" is defined in more detail in a number of proposed "guides":

1. Governance Reference Guide:

Ensuring consistent quality and safety of care is everybody's business and every member of clinical and non-clinical staff has an important role in making governance and assurance work across all of the organisation. The Guide will set out for staff how ULHT governs and assures itself in respect of the development and delivery of its vision, strategy and core priorities.

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2. TOM Meeting Matrix:

Will set out the proposed meetings to support the future governance, covering Board level, Corporate and Trust wide level, and Divisional Cabinets, which are all supported by more robust engagement.

3. Executive Devolution Policy:

Will set out ULHTs policy direction for the delegation of authority and decision-making power to Divisions, including devolution of control through the system of 'Earned Autonomy'.

4. Performance Management Framework:

The aim of this framework is to ensure that processes are in place and responsibilities are defined that enable the Board of Directors and other key personnel to understand and monitor the Trust's achievement against financial, quality and operational performance, enabling appropriate action to be taken when performance against set targets deteriorates.

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2. Link to ULHT People Strategy

The implementation of the TOM is a key element of the over-arching 2021 Strategy. One of the five programmes in 2021 relates to workforce and our People Strategy defines how we will achieve our ambitions to have a workforce, adequate in numbers and skills and who will:

- Be proud to work at ULHT
- Feel valued, motivated and adaptive to change
- Challenge convention and improve the way we do things
- Drive for continuous learning and development, being supported to be innovative.

This TOM OD plan sits within the over-arching framework that the People Strategy provides. Aspects of TOM implementation will be achieved through delivery of the People Strategy, with its focus on:

- Workforce Skills and Numbers
- Engagement Through Change

We recognise that for the Trust to be successful, we need to increase the proportion of permanent staff in the workforce. The People Strategy sets out how we will build the permanent workforce, through improving recruitment performance, growing our own through the Talent Academy and improving retention rates. We also have plans to work with the Divisions to establish a systematic approach to workforce planning, which enables us to relate on-going need to capacity and embraces new roles.

The Trust also aspires to build stronger engagement with its staff and address the morale challenge. This aspect of our People Strategy is based around the four drivers of staff engagement:

1. Strategic narrative – telling the story of the future for the Trust in an inspiring and compelling way
2. Compassionate and effective leadership and management
3. Employee voice
4. Organisational integrity – living the values and building trust

The People Strategy is currently being refreshed and there will in future be greater emphasis on the Trust having a strong focus on learning and education to underpin recruitment and retention and our need to ensure there is a strong safety mentality across the organisation, based around the consistent use of established systems and processes.

Our OD Plan is aligned to our approach to culture change at ULHT “changing the way we do things around here”, which looks at the two aspects of systems and processes (System 1) and hearts and minds (System 2).

The Trust will also develop a transition plan, recognising the challenges of implementing a new Model and addressing some of the practical issues around implementation, such as the absence of permanent staff in all roles, the need to train staff where financial delegation has trained etc. This plan complements the OD Plan.

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3. System1: Systems and processes

What's our vision?

- Able to deliver best practice, improve governance, performance and quality of services outlined in the 2021 ambitions
- An operating model that clarifies roles and responsibilities, taking into account the dependency between what services are delivered, by whom, with what skills
- More responsive and accountable operational teams
- Divisions which encourage greater accountability and ownership of performance across the Trust rather than just in specific services
- Reduced variations in care, increasing consistency, patient experience and their outcomes, which demonstrate improved performance whilst reducing costs
- Assurance of best practice for Lincolnshire being applied to all patients
- Excellence within each service with more focused investment in specific services
- Streamlined decision-making and clarity of accountability leading to change being enacted quickly and consistently
- Ownership of a whole patient pathway, or all the elements of delivery of a specific service
- Greater grip and control over finance and performance

Where are we now?

We know that current management structures and governance arrangements could be better set up to help us to progress. We want to speed up decision making and make sure everyone knows who reports where and how to resolve issues. This is an opportunity to reduce variation in managerial and clinical processes between our sites and services, for the benefit of our patients and staff.

Our corporate functions do not currently work in a way that will support these new ways of working.

The new systems and processes to achieve the above are set out in the series of guides referred to in section 1.

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What are we going to do?

To enable the new structure to be effective and efficient, we need to hard wire systems around budgetary control, performance management and quality into the organisation

Corporate functions need to orientate themselves to support the Divisions and have key people accountable to and partnering the Divisions.

What	Who	Timescale
Produce a governance guide for staff	K Turner	Draft issued for consultation
Produce a performance management framework	H Wilson	Draft issued for consultation
Produce an Executive Devolution Policy	J Young	Draft issued for consultation
Produce a Trust wide meeting matrix	K Turner	Draft issued for consultation
Workshops with HR and Finance to establish the their core corporate offer and governance and set out their new narrative and role	K Sleigh	To be signed off by end March 2019
Ensure key Trust policies (pharmacy, midwifery, safeguarding) reflect and are compliant with the new ways of working	J Warner	To be signed off by end March 2019

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4. System 2: Hearts and minds

What's our vision?

- Staff who have the skills to design new processes and embed change
- One team culture to ensure a “one Trust” view is promoted
- Energised staff who make more improvements and feel empowered to make the changes
- Time and resource to train and learn
- ULHT as a place where people want to come and work and are proud to stay
- A sense of pride, team and community within each Division
- Positive recruitment into vacancies where we only accept skilled and capable staff who demonstrate our values and behaviours
- Clarity of the expected standards across all Divisions whilst encouraging ‘freedom to act’ with staff feeling trusted and supported to do the right thing for patients
- Every member of staff knowing what our expectations are around our values and behaviours and what that means to them
- Every member of staff held accountable for how they behave and is challenged where their behaviour does not meet our high standards
- A culture where poor behaviour is no longer be tolerated at ULHT. Individuals who do not meet the bar will be supported to develop but if they cannot, or will not, they will be helped to leave the organisation

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- Leaders at every level in our organisation who:
 - *have a clear vision, know how to get there, share it in a way that sells it to others and know how to take others with them*
 - *Hold themselves and others to account for the achievement of high standards of performance and behaviours*
 - *consistently role model our values and behaviours*
 - *use a coaching style of leadership*
 - *consistently call out poor behaviours*
 - *are clear about what's theirs to do and how to do it, and just as importantly, what is not theirs to do*
 - *know their business but also see how that connects with the wider organisation*
 - *are positive about their future*
 - *show integrity*
 - *allow others to take risks and learn from them*
 - *nurture their teams and allow them to flourish and grow*
 - *build diverse teams*
 - *work collaboratively across organisations as true systems leaders*

Where are we now?

We have a workforce who do lack a sense of hope in the future of ULHT. Many do not feel valued or appreciated and they do not feel proud to work for us.

We have an agreed set of five values which were developed by staff some years ago and which are still felt to be valid. It is fair to say, however, that these values do not feel truly embedded into the organisational DNA.

Some staff believe that the values are not applied consistently across all staff groups and some believe there are no consequences for poor behaviour and poor performance.

Our values have been set out in our Staff Charter and our organisational behaviours in the Personal Responsibility Framework. Staff charter workshops are regularly run around the Trust for individuals and teams. They underpin our individual performance management process and our leadership programmes and development centres are structured around them.

We have a complex employee base in terms of skill levels and what we know from surveys is that a lack of career development and training opportunities are a key reason why our staff leave.

We have a wide range of training opportunities for staff but these are not presented in a coherent way and they are not obviously aligned to our 2021 ambitions and programmes.

Funding for training is inequitable and not focussed on strategic priorities.

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In terms of continuous improvement, we are developing our change management approach to demonstrate a clear and consistent improvement methodology for the organisation, which will be accessible to all areas / operations of the organisation. There is a draft strategy to support this approach being produced, with a clear ambition to build improvement skills at all levels of the organisation. This approach will support the TOM through providing access to programmes that can support and upskill our staff in the use of quality improvement tools and techniques, which will be measured through the CQC Well-led 'signs of a mature quality improvement approach across the organisation'

We have the Lincolnshire Talent Academy which does an excellent job in creating new development pathways and "growing our own".

We have developed our in-house Quality Improvement Programme, which provides cohorts with a supported programme of tools and techniques to deliver improvement projects and initiatives. This will be further supported with the NHS Improvement Quality, Service Improvement and Redesign (QSIR) Practitioner Programme which will be delivered in 2019, as we set up a QSIR Faculty with the training being delivered by QSIR trained associates in the Trust. These programmes together will be able to demonstrate a systematic methodology for continuous quality improvement tools and techniques to enhance skills and delivery of continuous improvement.

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What will we do?

What	Who	Timescale
All staff within divisions will attend a staff charter session. These will be driven and owned by Divisional Triumvirates but must ensure a consistent standard across the organisation	HN	From April 2019
Values based Assessment Centres to become a selection tool for all posts at 8a and above	Martin Rayson (MR)	From April 2019
Produce an Education and Training Strategy aligned to the Trust and TOM objectives which sets out our core education offer and a transparent approach for accessing learning.	HN	March 2019
Conduct a leadership TNA to ensure that the programme is shaped to meet the needs of the TOM.	HN	From April 2019
Deliver in-house Quality Improvement Programmes, which will be available to all staff to support them through an improvement project, initiative or piece of work from their area.	Karen Sleigh (KS)	From January 2019
Deliver the QSIR Practitioner Programme, which is NHSI accredited for Senior Clinical and Management teams.	KS	From May 2019
Deliver bespoke training programmes on tools and techniques as requested.	KS	From January 2019
Equip our managers with the financial, governance, and performance management skills and tools to enable them to carry out their new roles in the TOM efficiently and effectively.	KS	From April 19
Use values based Development Centres to identify talent and potential and signpost to our internal and external leadership development opportunities.	HN	From April 2019
Commission a programme of OD work that will equip triumvirates at all levels within Divisions with the leadership and management skills, behaviours and mindset they need to operate in the new environment. This will enable them to: <ul style="list-style-type: none"> - work together as cohesive high performing teams which collectively, consistently and individually role model our values and behaviours. - adopt and sustain a compassionate, inclusive, distributed leadership style to share the vision and 	HN	March 2019

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<p>hold others to account for their behaviours.</p> <ul style="list-style-type: none"> - build and sustain healthy relationships with each other, with other Divisions and with other partners in the STP and beyond built on trust and mutual understanding. - work in a system of healthy tension across Divisions where they collaborate (rather than compete) with each other to achieve excellence for all our patients and staff. 		
Continue to implement our retention plans to ensure staff are motivated and want to stay and work with us	HN	Ongoing

Our skills development plan is summarised in the table below :

	Staff charter	Leadership development	Triumvirate development programme	Management skills package: finance, HR, performance management, use of data, governance
All staff	x			
All managers		X		x
Divisional triumvirates			x	

5. Measuring Impact

- Improved financial control
- Improved performance across all Divisions
- Divisions being awarded earned autonomy
- Improved CQC rating
- Improvement in pulse check scores
- Improved recruitment and retention measures
- Improves National Staff Survey scores

6. Communications and Engagement

A TOM Communications and Engagement Plan has been produced

We recognise the need, as a first stage, for all staff to be fully aware of what is intended through the implementation of the TOM. A number of roadshows are planned to provide

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opportunities for staff to have a direct briefing focused on the new ways of working aspects of TOM:

- 11th March – Pilgrim 10:00-11:00, Jan Sobieraj, McKenzie Room PGME
- 18th March – Grantham 12:30-13:30, Martin Rayson, Lecture Theatre
- 19th March – Louth 9:00-10:00, Martin Rayson, Thoresby Suite
- 20th March – Lincoln 14:00-15:00, Mark Brassington, Trust Board Room

There will be a broader range of engagement activities, to raise understanding of what is intended and provide a sound foundation for the OD activities outlined in this plan.