



A – Z Introductory Guide to Health and Social Care

Organisational Development Support to Joint Future

Brief description: What is Organisational Development?

Organisational Development is the enabling platform which covers the planning, design and implementation of the various components associated with people and organisations, such as:

- Leadership
- Shared vision and values
- Developing a service strategy and new services
- Designing new business process
- Introducing new technology and systems
- Training and skills developing
- Partnership and team working
- Shared learning and development
- Communication
- Collaborative working
- Culture change

Organisational Development consists of a critical set of activities that must be carefully and sensitively managed to facilitate and develop joint working in partnership. While it examines the processes required for change, it also focuses continually on the concerns for staff. The overall aim is to drive forward change, culture shift, and structure plans positively along with the necessary processes underpinning these.

National Policy and Key Developments

The short-life Integrated Human Resources Working Group (IHRWG) established in 1999 reported to Malcolm Chisholm, then Minister for Health and Community Care, in May 2002. Its report's recommendations were broadly accepted at the first meeting of the Joint Future Ministerial Steering Group in November 2002.

The Joint Future Implementation and Advisory Group (JFIAG) is taking the implementation of the IHRWG Report forward through the Joint Future Human Resource Sub-Group (JFHRSG). The JFHRSG's objective is to support partnerships by providing solutions to HR issues that arise from partnership working that involves different agencies. The group oversees the implementation of the Joint Future agenda through partnership working between the Scottish Executive, NHS Scotland and CoSLA.

The JFHRSG continues to offer organisational development support to Joint Future partnerships, in particular:

- Managing the change culture for the design and implementation of new models of integrated care;
- Assisting with facilitation and implementation of partnerships' agreed OD and Training Plans;
- Devising and facilitating change and training programmes to support the Joint Future agenda; and
- Identifying and supporting innovative practice in local Joint Future partnerships

During 2004 a number of documents covering Organisational Development policies tools and techniques were published by the Joint Future Human Resource Sub-Group, including:

- Ways of Working Report
- Staffing Framework
- Joint Appointment Guide
- Report on National Joint Training and Education provision
- Pensions guidance note

These documents continue to inform wider policy developments – for example the establishment of CHPs – and are available online:

[Joint Future Human Resources Group Documents](#)

CoSLA, NHS Scotland, and the Scottish Executive currently provide a range of mechanisms to support and assist the partnership development agenda. The following paragraphs illustrate some of these mechanisms, and provide an update on the wider extent to which this workload is developing.

Ongoing support to Partnership Forums

An Organisational Development consultant continues to visit local partnership forums and provide support as required. This is a continuing area of the remit and to date productive partnership links have been forged across the country in, for example, North Lanarkshire, South Lanarkshire, Glasgow, Edinburgh, Aberdeen, Midlothian, Dumfries and Galloway, and Inverclyde.

Facilitated Events for Local Partnerships

Facilitated events are available to all partnerships on request, providing them with valuable 'time out' to identify progress and develop an action plan to re-invigorate the local partnership agenda. A proposed workshop format, which can be adapted to suit local requirements, has been circulated to all partnerships. An integrated HR/OD Network event is scheduled to take place in September 2005.

Continuing support to the Human Resource and Organisational Development Networks

These two networks were established during 2004 to assist shared learning. It is now proposed to merge these networks to take on issues such as:

- Sharing of best practice across Scotland;
- Terms and Conditions issues;
- The role of HR and OD in the context of CHP and other partnership models;
- Establishing job shadowing schemes.

The Organisational Development consultant will continue to co-ordinate local partnership visits, as well as an annual network event (such as the September HR/OD Network event mentioned above), to share best practice and learn from shared experience.

Establishing Action Learning Sets throughout Scotland

Savage, Young & Associates (chartered business psychologists specialising in organisation change and management development) have been appointed to facilitate a national launch and provide support for the establishment of Action Learning Sets to be targeted at middle managers. The national launch took place on 21 June 2005 at Stirling Management Centre. Following the launch, Action Learning Sets are being established across local partnerships with ongoing follow-up support provided until March 2006.

Single System Working Issues

The JFHRG is connected into the Scottish Pay Review Implementation Group (SPRIG), This is important because single-system working may create some contractual issues within the area of partnership development. The Joint Future Human Resource Working Group (JFHRG) continues to scope this issue with the intention of providing partnerships with further guidance as required.

Newsletter

The JFHRSG circulates a quarterly newsletter widely, including Joint Future Staff Forum members and others. The January Newsletter contained details of the national Joint Future Human Resource Group's 2005 work plan. From August 2005 onwards an integrated newsletter will include updates from networks supporting Joint Future, including the JFRSG.

Evaluation of the JFHRSG

Frontline Consultants have been appointed to carry out a formal assessment of the Joint Future HR Group's work. Their assessment will help determine whether a national direction has been established and whether the guidance that has been published by the JFHRG is sufficiently clear and practical. Frontline's final report will be available in the summer of 2005 and will help to shape the JFHRSG's work plan.

National Joint Education and Training Provision

A report on this subject has now been approved and is about to be published. The report was prepared by the Scottish Social Services Council and NHS Education for Scotland and makes recommendations in the following areas:

- Leadership development;
- Recruitment;
- Initial preparation of undergraduates;
- Induction into partnerships;
- Post-qualifying/Continuous Professional Development education and training for nurses and social workers;
- Education and training for healthcare support workers and social care staff.

Links to CHPs and Joint Premises Developments

The JFHRSG recognises the Organisational Development implications for health and social care staff associated with both of these initiatives and is involved in progressing work in these areas.

Pressures on the service

Increasingly, stakeholders sense a greater need to ensure that Human Resource and Organisational Development issues are 'fit for purpose' to progress partnership working, particularly as Community Health Partnerships develop. In taking account of these pressures, partnerships need to make strategic progress on:

- Leadership
- Developing a service strategy and new services
- Designing new business process
- Introducing new technology and systems
- Training and skills developing
- Partnership and team working
- Shared learning and development
- Communication
- Collaborative working
- Culture change

Relevant legislation and statutory guidance

[National Health Service Reform \(Scotland\) Act 2004](#)

[Mental Health \(Care and Treatment\) \(Scotland\) Act 2003](#)

Other relevant material

[Community Care Circular 1/2003](#)

[Community Care Circular CCD2/2004](#)

See also [Addendum to CCD2/2004](#) issued on 2 April 2004 with details of important changes and additions.

[Report of the Integrated Human Resource Working Group to the Minister for Health and Community Care, May 2002](#)

How can I find out more?

You can find out more about organisational development aspects of joint working on the relevant pages within the Scottish Executive's Joint Future website:

<http://www.scotland.gov.uk/Topics/Health/care/JointFuture/hrsupportgroup>

Contact information is also available on the Joint Future website.