



**Integrated Joint Board
Organisational Development Plan
2015/16 – 2016/17**

As at November 2015

Introduction

The integration of health and social care is one of main policies of the Scottish Government's ambitious programme of public sector reform. It embodies the recommendations of the Christie Commission in that it aims to improve outcomes for those who use health and social care services by requiring those services to integrate. The Public Bodies (Joint Working) (Scotland) Act 2014 came into force on 1 April 2014 which provides the legislative framework for the integration of health and social care in Scotland.

The ambition of the legislation is to improve the quality and consistency of services for patients, carers, people who use services and their families; to provide seamless, joined up quality health and social care services in order to care for people in their homes or a homely setting where it is safe to do so; and to ensure resources are used effectively and efficiently to deliver services that meet the increasing number of people with longer term and often complex needs, many of whom are older.

Within Scottish Borders a Strategic Plan for 2016-2019 is currently out for consultation, with the finalised plan being due for formal agreement by the Integrated Joint Board by the end of March 2016. The Plan sets set out how the Partnership is planning to improve health and well-being in the Borders through integrating health and social care services.

The Strategic Plan highlights that through strong leadership, innovative thinking, robust planning and by putting the views of patients, service users and carers at the heart of all that we do the Partnership can achieve its ambition of "Best Health, Best Care, Best Value" for our communities. Strong and effective relations will continue to develop between Scottish Borders Council and NHS Borders, colleagues in the Third and Independent sectors and with other key partner organisations. The aim is to plan, commission and deliver services in a way that puts people at the heart of decision making.

To support delivery of these aims, this Organisational Development (OD) plan sets out a framework for the provision OD support to leaders across the Partnership involved in the Integrated Joint Board (IJB), The Strategic Planning Group and Health and Social Care Management Team through targeted OD support and interventions.

The plan has been informed by Scottish Government guidance on OD development interventions which support the IJB and Senior Management teams involved in integration. The pack is intended to be flexible to meet the needs of individual partnerships. Included in the appendix of the plan are some sample materials from the toolkit which may help inform individual members thinking regarding development needs as the plan is discussed and refined.

The plan builds on activities and interventions that have already taken place with the shadow board during 2014/15 and sits alongside other related plans that have been developed through the Integration workstreams. This is not an exhaustive plan and will be added to as required in the months ahead.

The plan will be subject to regular monitoring and review through the Workforce Development Group.

Organisational Development Plan – Integrated Joint Board

Integrated Joint Board (IJB)					
Objective	Projected Output	Method	Progress	Owner	Timescale
Mapping the Partnership	To highlight where the key relationships are between the Partnership and the other planning and delivery organisations that contribute to Health and Social care. To determine the level of collective agreement on the relationships and where organisations sit, discuss different perspectives and reach common perspective and understanding.	As the partnership sits within a complex system with different relationships with other organisations, diagnostic exercise to explore what that this may mean to the IJB members through a diagnostic exercise.	Currently underway. All Council Members of IJB have now met with the consultant undertaking the diagnostic exercise. Plans in place to meet with the Non Executive Director members of the IJB.	Susan Manion (with external support from George Hunter from the Joint Improvement Team)	Diagnostic work to be completed by the end of November. Development sessions for the IJB to be reviewed and include targeted work in the development sessions from January 2016.
	Integrated Joint Board – Role, Development and Support	Development session with external facilitator supporting the individual requirements and coaching support for the individual IJB members.	Complete by end of January 2015	Susan Manion (with external support from Jane Mudd)	To be reviewed by the end of May 2015 and assess ongoing support required.
	IJB awareness of the continued development of its OD plan.	Update presentation	Complete	Susan Manion	End of September 2015 (IJB development session held 23/09/15)
Principles of Health and Social Care Integration	To help IJB members to consider how well they are embedding the principles of integration into practice.	The IJB will discuss the diagnostic findings, considering the differences and similarities, reflect on what they might mean and	To commence once the initial diagnosis is complete and consideration as to the extension of this work to	Susan Manion (with external support from George Hunter and Jane Mudd)	2016/17

		identify opportunities for improvement. <i>Note, the specific activities and actions will be designed following the outputs from the diagnostic exercise outlined above).</i>	the non voting IJB members.		
	IJB members fully understand the Borders Scheme of Integration that will be submitted to Scottish Government to be laid before Parliament.	IJB Development Session focussing on key elements of the governance arrangements outlined in the Integration scheme.	Financial governance session one complete, further more detailed sessions will be planed for 2016 as required. The Scheme outlining the remaining governance arrangements will be presented in January and February.	Susan Manion	End of September 2015 (IJB development session held 23/09/15) Integration scheme January. Review of governance and any further requirements to be agreed by the end of May 2016.
Decision Making Arrangements	All IJB members contribute to the board in the most effective way possible to achieve the outcomes that matter.	Promote reflection on decision making arrangements. Generate discussion and reflection on 'how' to work together, exploring different perspectives to enrich working together and to clarify methods of engagement in the decision making process. <i>Note, the specific activities and actions will be designed following the outputs from the diagnostic exercise outlined above).</i>	Will commence in January following the initial work with George Hunter.	Susan Manion (with external support from Jane Mudd)	By end of March 2016
	IJB members have a clear understanding of the financial monitoring and	Development session – discussion and presentation with worked	Complete	David Robertson and Carol Gillie	By end of May 2015 (IJB Development Session held 20/05/15)

	assurance requirements.	examples on dealing with significant challenges (e.g. Prescribing and Home Care)			
	IJB members understand the Clinical and Care Governance arrangements which are being put in place.	Development session – discussion and presentation on Clinical and Care Governance arrangements currently under discussion and design.	Complete	Evelyn Rogers, Elaine Torrance and Laura Jones	By end of Sept 2015 (IJB Development Session held 23/09/15)
	IJB members have a clear understanding of the staff governance requirements and arrangements in place	Development Session – discussion and presentation on Staff Governance arrangements including Joint Staff Forum	To be scheduled	June Smyth and Clair Hepburn	By end of March 2016
Leadership	Effective relationships within IJB members are established in order to deliver effective leadership, built on trust and honest relationships, whilst maintaining clarity of role and purpose. Skills required include collaborative and collective working, self awareness and astute governance. To include clinical leadership issues.	OD interventions will be designed based on the intelligence gathered from the diagnostics, to explore and acknowledge the complex leadership role as an IJB member and the need to operate within and across organisational cultures.. <i>Note, the specific activities and actions will be designed following the outputs from the diagnostic exercise outlined above).</i>	Tbc (will be dependent on output from diagnostic exercise above)	Susan Manion (with external support from Jane Mudd)	By end of March 2016
Building relationships	Build trust, communication and understanding between board members. Help the IJB discuss and reflect on how to develop	Promote focus on values and what is important in working together e.g. How to work with challenge, difference or	Tbc (will be dependent on output from diagnostic exercise above)	Susan Manion (with external support from Jane Mudd)	

	hand build effective relationships to deliver the vision and integration principles.	disagreement, how to seek support to continually develop and to recognise and celebrate success. <i>Note, the specific activities and actions will be designed following the outputs from the diagnostic exercise outlined above).</i>			
	IJB and Strategic Planning Group members develop a shared understanding of how the two groups can work together effectively.	Development Session	tbc	Susan Manion and Dr Eric Baijal	By end of March 2016
Outcomes	IJB members are comfortable about the difference between an outcome, input, output and process. Indicators being used to evidence the extent to which the Partnership is meeting the national outcome and agreed local priorities.	Through development session and discussion / agreement of strategic plan and performance framework.	Work completed through the development of the draft Strategic Plan with further work to follow on the performance framework. Early discussions underway led by Chief Officer regarding the performance framework for the IJB.		By end of March 2016
Working Across Localities	IJB members are aware of localities and locality needs across the Scottish Borders and have an understanding re what locality planning will involve.	Promote requirements and benefits of locality planning and how this will operate in practice within Scottish Borders	Structure of the localities and general approach agreed by the IJB in March 2015. Further work now being taken forward to agree a locality planning framework (including function).		By end of March 2016

	IJB members understand locality planning requirements	IJB Development Session – Localities and Strategic Plan update discussion and presentation	To be rescheduled (November session cancelled)	Dr Eric Bajjal and Elaine Torrance	End of March 2015
Strategic and Commissioning Plans	<p>IJB members understand the Strategic Plan and commissioning process that is required which will reflect the new way of working and ensures an outcomes approach to commissioning is implemented.</p> <p>IJB members are clear about what process will be followed if there are areas of disagreement about the strategic commissioning process or outcome.</p> <p>Where there are areas of disinvestment, the process for this and how to communicate the message to stakeholders is clarified.</p>	<p>Development session in conjunction with Strategic Planning Group?</p> <p>Encourage reflective questions and raise issues for consideration to support a discussion to explore how the values and principles of Health and Social Care Integration challenge traditional commissioning and planning, what impact will these have, what skills are needed to bring about positive change and outcomes.</p> <p>?Use of NES tool outlined earlier.</p>	Initial work to be considered by the Strategic Planning Board for discussion at IJB based on the commissioning and planning implementation plan	Dr Eric Bajjal and Susan Manion	By end of March 2016
	IJB members understand the planning process underpinning the development of the Strategic Plan and its various drafts including consultation and engagement exercises.	IJB Development Session – Strategic Plan update discussion and presentation	Complete	Dr Eric Bajjal	End of September 2015 (IJB development session 23/09/15)
	As above and also that IJB members link locality planning and a community	IJB Development Session – Localities and Strategic Plan update discussion	To be rescheduled (November session cancelled)	Dr Eric Bajjal and Elaine Torrance	End of January 2016

	capacity building approach.	and presentation			
Assessing Continuous Improvement.	The IJB will recognise what the Partnership is doing well. Themes for improvement will emerge in relation to what is required to change to improve effectiveness and the action required.	The IJB will receive reports from the Chief Officer with regards to key themes emerging as the Partnership evolves in relation to focus on service users, locality, resources and accountability, dynamics and Leadership.		Susan Manion (and Health & Social Care Management Team)	For IJB formal and development sessions during 2016/17

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Organisational Development Plan – Strategic Planning Group

The Strategic Planning Group (SPG) is a legal requirement and a vehicle to deliver stakeholder engagement. It's role is to support the IJB in the cyclical development and finalising of the Plan and the continuing review of the progress in its delivery against the agreed national and local outcomes. By incorporating the SPG within the overall IJB development plan it ensures that Partnership Senior Management Teams (Service Directors and Heads of Service) and Partners from the Third Sector, Independent and Community Sectors are supported through the OD framework supporting Health and Social Care Integration with Scottish Borders.

Strategic Planning Group (SPG)					
Objective	Projected Output	Method	Progress	Owner	Timescale
Understanding the Integration Agenda	Members understand the principles of integration and the arrangements being put in place locally through the development of a Scheme of Integration.	Through general discussion at SPG meetings ?is a session on scheme of integration required now that it is finalised?	Currently underway and aligned with the development work of the IJB	Dr Eric Baijal	By end of March 2016
Building relationships	Build trust, communication and understanding between members of the SPG, to support effective relationships to deliver the vision and integration principles through the development of a local Strategic Plan and other supporting plans / reports etc.	Promote focus on values and what is important in working together e.g. How to work with challenge, difference or disagreement, how to seek support to continually develop and to recognise and celebrate success. Via discussions at SPG.		Dr Eric Baijal	By end of March 2016
		Revisit membership and function of SPG and supporting groups to ensure remain fit for purpose to deliver against requirements and expectations	Currently underway	Dr Eric Baijal	By end of March 2016
	IJB and Strategic Planning Group members develop a	Development Session	tbc	Susan Manion and Dr Eric Baijal	By end of March 2016

	shared understanding of how the two groups can work together effectively.				
Outcomes	SPG members are comfortable about the difference between an outcome, input, output and process. Indicators being used to evidence the extent to which the Partnership is meeting the national outcome and agreed local priorities.	Through development discussions at SPG ?	Early discussions underway led by Chief Officer regarding the performance framework for the IJB.	Dr Eric Bajjal	By end of March 2016
Assessing Continuous Improvement.	The SPG will recognise what the Partnership is doing well. Themes for improvement will emerge in relation to what is required to change to improve effectiveness and the action required.	Through review of performance reports and commissioning reports at SPG and analysis of key themes.	tbc	Susan Manion (and Health & Social Care Management Team)	?may be best placed for 2016/17?
Stakeholder Engagement	The SPG understands stakeholder engagement and ensures robust and active engagement and consultation in the development of the Strategic Plan and underpinning plans.	Through discussions at SPG	2015/16 engagement underway	Dr Eric Bajjal / Susan Manion	End of March 2016
Developing the role of the SPG and the managing transition	The transition to business as usual and governance arrangements are confirmed for the SPG and its members.	Finalise the role and remit of the SPG and annual requirements. Linked to the discussions with the IJB on the commissioning and implementation arrangements.	In progress	Dr Eric Bajjal	By end of March 2016

Organisational Development – Health & Social Care Management Team

The Health & Social Care Management Team involves the Chief Officer and direct reports. In recognition of the coming together of this new team and the key role the team will play in supporting the development of the Strategic Plan, its subsequent supporting local plans and responding to the commissioning plans the team has been included in the overall IJB development plan.

Health & Social Care Management Team					
Objective	Projected Output	Method	Progress	Owner	Timescale
Understanding the Integration Agenda, Scheme of Integration and requirements	Members understand the principles of integration and the arrangements being put in place locally through the development of a Scheme of Integration, and understand their role in the success of this locally.	Individual objective setting and team development sessions		Susan Manion (with support from Nicola Wilson)	End of March 2016
Relationships and Team Building	Improved team working and clarity of roles, expectations and decision making (tbc)	Team development session		Susan Manion (with support from Nicola Wilson)	Plan through 2016/17

Exact details for above section tbc by Susan / Nicola once early discussions have taken place

APPENDIX 1

The following information has been taken in their entirety from the Scottish Government O.D pack and provide some suggestions for further O.D interventions for personal/ group development.

PERSONAL DEVELOPMENT-This section is designed to help individual reflection on leadership style and role.

What do I bring? - Knowing what is important to you and how you communicate with others and listen to their ideas and perspectives is vital in developing your leadership role. The more attention is paid to the behaviours needed to fulfil the tasks you are asked to fulfil, the better you will be able to provide authentic leadership.

Questions to stimulate reflection	Reflection	Actions I may take as a result of reflection
What are my values?		
Would those around me recognise that I am living these values?		
What skills, knowledge, and attributes do I bring to the role?		
How do I operate when I'm at my best?		
What do I need to watch out for when under pressure or stressed?		
What or who inspires me?		
Who is supporting me in my leadership role?		
How does this differ from other roles/ positions I possess?		
What is different about how I need to operate?		

Useful tools and resources

Psychometric assessments	Individual developments	Board or group developments
360 degree feedback, Behavioural profiles e.g. MBTI, 16 PF, Insights, Disc	coaching, mentoring, eLearning on specific leadership qualities or technical skills (e.g. finance, data analysis, appreciative inquiry skills, critical thinking/systems thinking), creative thinking approaches, personal resilience, mindfulness, leadership exchanges, paired learning, action learning	Facilitated Board development workshops on group dynamics, Board dialogue on critical issues, locality visits to confirm realities and impact of decisions made regional or national networking events.
These can generally be accessed through: Organisational development leads in NHS or Local authorities	These can generally be accessed through: Organisational development leads in NHS or Local authorities. Coaching Collaborative via Workforce Scotland	These can generally be accessed through: Organisational development leads in NHS or Local authorities and National organisations

What do other board members bring?

When considering the role and responsibility of the Board it's important to understand what other board members bring. Appreciating different perspectives and ideas is important and adds strength to a group and helps to them to develop ideas and work more comfortably with ambiguity and complexity. Much has been written in leadership and organisational development research about how groups function, the roles of group members and group processes. The majority of groups work best when there is a group environment where all members feel listened to, valued, are able to contribute to debate and discussion, where different opinions are aired and respect for members is a core aspect for how the group works. It is also important for groups to be able to identify where they may have gaps in their knowledge or skills and seek to continually improve and build on their ways of working.

Questions to stimulate reflection

Question	Reflection	Actions
How do I know what others bring?		
How do I ensure that I operate on facts and not assumptions		
How do I ensure that I value difference		
What do I value about partnership working?		
What is the difference between cooperation and collaboration – where are we?		
What annoys me about working in partnership? And what is in my ability to change?		
Is there shared and equal power amongst other board members?		
How do I know what other board members priorities are		
How will we make new members welcome		

PERSONAL ACTION PLAN

This section is for you as a board member to capture learning and insights and create a plan to build on these.

What are my key insights and learning from using this guide?	What are my next steps to develop myself in this role?	What support do I need to do this?