

**TRUST BOARD**

<b>Date of Meeting:</b> 26/03/13	<b>Agenda Item No:</b> 6.1	<b>Enclosure:</b> 11
<b>Intended Outcome:</b>		
<b>For noting</b>	<b>For information</b>	<b>For decision</b> ✓
<b>Title of Report:</b> Draft Organisational Development Plan		
<b>Aims:</b> This report provides the Trust Board with an update on the Organisational Development work taking place within the Trust. The paper recommends Northumbria Healthcare Foundation Trust's values, following the adoption of an engagement process with staff starting with the staff road shows in April 2013. We discussed the Francis inquiry in our last Board meeting and agreed on the need to engage with staff about the key lessons and our values of an organisational development programme to support staff.		
<b>Executive Summary:</b> This report outlines the Organisational Development interventions that are taking place and are planned to take place in order to bring together the two workforces as we approach acquisition.		
<b>Specific implications and links to the Trust's Strategic Aims:</b>		
Ensure we provide high quality, safe and effective care for all our patients including meeting essential standards of safety and quality as set out by the CQC		✓
Develop a viable integrated clinical strategy for secondary care services which is sustainable and affordable		
Develop a new healthcare facility in West Cumbria that is fit for the 21st century		
Achieve sustainable financial balance through the delivery of the Trust's internal Cost Improvement Programme, securing a viable contract income from our GP commissioners and contributing to the system wide cost reductions		
To develop and implement a successful merger or acquisition plan that enables the Trust to become part of an existing NHS Foundation Trust		
<b>Recommendations:</b> The Board is asked to approve the proposal to move to consultation with North Cumbria University Hospitals' staff on the adoption of the Northumbria Healthcare Foundation Trust's values as detailed on page 4. Additionally the Board is asked to approve the continued roll-out of the Organisational Development Proposal produced by Northumbria Healthcare Foundation Trust in order to help bring together the two workforces to provide excellent delivery of care to the patients served by the Trust.		
<b>Prepared by:</b> Ann Innes-Smith, Head of Organisational Development (NHFT)	<b>Presented by:</b> Damian Gallagher Director of Human Resources and Organisational Development	

## Cumbria

# Organisational Development Initial Proposal Updated 15.03.2013

## **Creating an Engaged Workforce**

### **The context**

Bringing together the workforce of Cumbria and Northumbria, the Organisational Development plan is focused on creating an engaged workforce by bringing together our care teams and aligning pathways and processes.

We are looking to engender a highly committed workforce with staff fully engaged in what they do, bringing together their talent energy and effort, and having a clear understanding of how their work contributes to the direction and goals of the organisation.

### **Why now?**

In addition to local organisational change, we are encountering a shifting landscape in the wider public sector with increasing plurality in the market and quest for competitive advantage. There is also a more sophisticated understanding of our customers (patients) whose expectations are constantly evolving.

Our common ethos will be in ensuring delivery of high quality customer (patient) experience through every interaction and an understanding of how our day to day work and decisions affect customers (patients) Engaged staff is a critical ingredient in delivering high quality outcomes.

### **Collaborative and Multi-Disciplinary working**

Every organisational change has its own unique journey and requires an intensive engagement intervention and listening process with all staff/stakeholders. The process will give people a platform to discuss the changes, share ideas for improvement and have a voice. The style of communication and consistent messages are key. Where there is a direct connection of and meaning for their work with the vision and future objectives people are able to see the bigger picture.

### **Values we believe in**

Best outcomes: High quality, safe, reliable evidenced based care. System redesign which is supported by the continuous monitoring of care, use of benchmarking, frequent tests of change, and collaborative teams that have been empowered to innovate.

Person centred care: A care experience that is respectful of and responsive to individual patient preferences, needs, and values.

Teamwork & shared responsibility.

Supporting, nurturing and developing our staff.

Performance measurement: Key Performance Indicators agreed for all aspects of the strategy – measuring clinical and supporting processes.

Accountabilities and Governance structure to be agreed and signed off at Clinical Policy Group.

## North Cumbria University Hospitals Values

Embed quality and safety at the heart of everything we do  
to achieve this we will:

- Treat our patients, the public and each other with honesty and openness
- Promote and protect each individual's right to be treated with dignity and respect
- Measure and continuously improve the standards of safety and quality delivered to our patients
- Provide a safe and clean environment that promotes patients' comfort and well-being
- Support and develop our staff to deliver and achieve the best possible standards of care
- Measure and improve the experience of our patients and our staff
- Be polite, courteous and non-judgmental in our communication and engagement with each other
- be caring, compassionate and kind to others

Deliver excellence at every turn  
to achieve this we will:

- Ensure we use our resources in the most efficient way
- Strive to get the basics right, first time, every time
- Practice efficient and effective team working by committing to achieving common goals in every team and department
- Encourage involvement and ownership
- Use evidence, best practice and innovation to develop our services for the future
- Learn from our mistakes
- Celebrate and encourage excellence across our organisation and build pride in our reputation
- Be responsible and accountable for our own and collective actions

## Our Experience to date

Northumbria Healthcare has been at the forefront of Organisational Development including Clinical Leadership and managerial alignment development programmes since 1998. Working in strong collaboration with partner healthcare organisations, we have shared leading edge knowledge, skills and expertise in the fields of leadership and personal development. We design, organise and deliver high impact Development Programmes that produce transformational outcomes. This work acts as a catalyst for change aligned to strategic direction, future performance requirements and cultural shift.

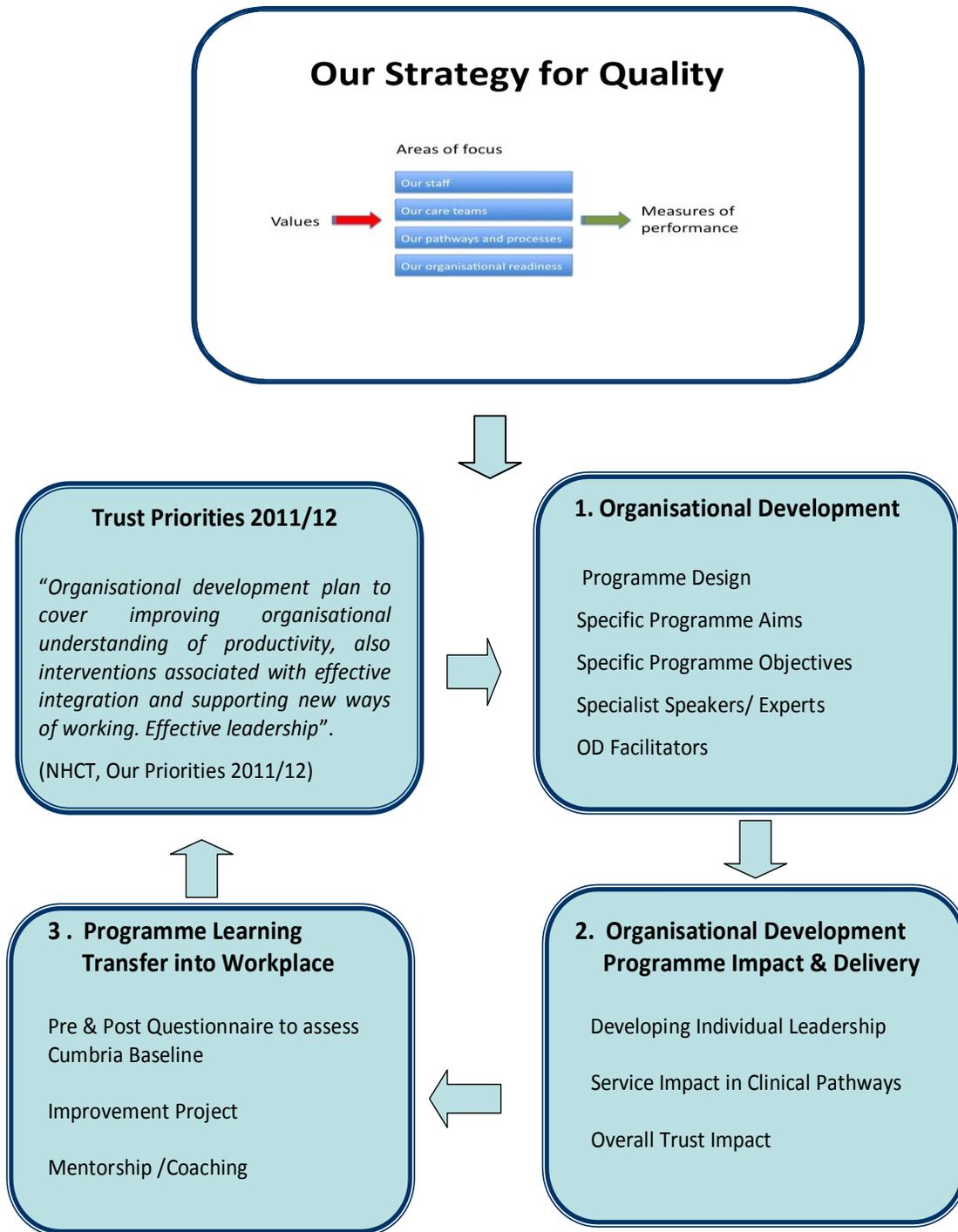
We are passionate about improving the patient experience and the effectiveness and efficiency of healthcare for our community. We understand the significant contribution of high performance leadership and the application of improvement methodology to improve the quality agenda.

## The key areas of expertise are:

- Major organisational improvement and transformation programmes
- Strategic leadership development programmes
- Medical leadership development programmes

- Leadership development coaching
- Executive Coaching
- Team and Partnership development
- Coaching for Improvement
- Quality Improvement

Organisational Development Programmes are closely aligned with the Quality strategy in support of organisational priorities







**\* Integrated Senior Leaders Programme (Joint Programme)  
Managing Organisational & Cultural Change**

<p><b>Content</b></p>	<p>Overarching Aims: Setting strategic direction, developing leadership, capability &amp; capacity, driving growth and realising results, creating a culture of improvement This 12 month programme Includes: 360 Diagnostic Phase, understanding personal behaviour &amp; effectiveness. Expert input and facilitation. Individual improvement project. 1-1 coaching and support Master classes will include:</p> <ul style="list-style-type: none"> <li>• Understanding and awareness of National &amp; Local priorities,</li> <li>• QIPP &amp; practical improvement workshops on leading quality and productivity</li> <li>• Developing an understanding of patient centred approach driven by putting patients at the heart of an improved clinical and service experience.</li> <li>• Focus on the evidence base for the care pathways.</li> <li>• Joined up care effective partnership working</li> <li>• Influencing strategies: Best practice in negotiating optimum deals and dealing with conflict</li> <li>• Positive People Management: Developing a positive working culture &amp; leading teams</li> <li>• Choice and competition, understanding the business and financial incentives</li> <li>• Leading Large System Change through Innovation</li> </ul> <p><b>The programme started in December 2012, there is now excellent attendance the group are very cohesive and committed evaluations are excellent to date. Commence next cohort beginning of November start recruitment process in May 2013- Nominations to Ann Innes-Smith followed by selection process by executive</b></p>
<p><b>Progress Update</b></p>	
<p><b>Delivered By:</b></p>	<p>Executive &amp; Senior Teams, OD Expert, External &amp; Internal Speakers</p>
<p><b>Target Audience</b></p>	<p><b>Clinical Directors, Clinical leads, Heads of Nursing Business Managers, Senior Managers and General Practitioners,</b></p>

<p align="center"><b>Board Development</b></p>	
<p><b>Content</b></p>	<p>The overarching aim is to keep the Board up to date and informed about the key issues facing both the wider NHS and North Cumbria in particular. Board Development sessions to date have covered:</p> <ul style="list-style-type: none"> <li>• Mortality rates and reducing harm</li> <li>• Quality Governance</li> <li>• Strategic Planning</li> </ul> <p>Future planned sessions will cover:</p> <ul style="list-style-type: none"> <li>• Meeting the 18 week target</li> <li>• Serious incidents and complaints</li> </ul>
<p><b>Delivered By:</b></p>	<p>Executive &amp; Senior Teams, External &amp; Internal Speakers</p>
<p><b>Target Audience</b></p>	<p>Non Executive Directors, Executive Directors, Directors</p>

Serious Incident Investigations	
<b>Content</b>	Aim is to have 50 senior management professional heads/clinical leaders trained in how to investigate serious untoward incidents. This will include key investigating skills, documenting of evidence and ensuring organisational learning takes place following incidents.
<b>Delivered By:</b>	DAC Beachcroft
<b>Target Audience</b>	Senior Managers/Clinicians/Professional Heads

Staff Attitudes and Compassion	
<b>Content</b>	This OD intervention will take the form of structured time-out sessions for teams to focus on how the patient experience is affected by staff attitudes and compassion, and how these can be developed to produce increased patient satisfaction and improved health outcomes.
<b>Delivered By:</b>	Director of Patient Experience
<b>Target Audience</b>	Ward and department teams identified as being at high risk

Leading Quality improving patient experience and safety	
<b>Content</b>	<p>The programme aims to develop organisational capability and capacity to lead Patient Safety &amp; Quality Improvement.</p> <p>Participants will gain knowledge and understanding of evidence from the Institute of Healthcare Improvement and the national patient safety campaign recommends that clinical teams are supported to become high performing clinical teams. We also need to reflect on the Learning from Midstaffordshire Public Inquiry</p> <p>Participants are made aware of the Trust priorities to continually improve patient safety Participants are:-</p> <ul style="list-style-type: none"> <li>● empowered and supported to lead the improvement</li> <li>● provided with the improvement methodology skills and knowledge to do the right thing and measure their performance</li> <li>● receive support from senior management to embed the improvement</li> <li>● Share lessons amongst teams learning from incidents and complaints acting to improve.</li> <li>● Develop a patient centred approach driven by putting patients at the heart of an improved clinical and service experience.</li> <li>● Set out the standards</li> <li>● Our Learning So Far – What does it mean to us?</li> </ul> <ul style="list-style-type: none"> <li>● Action Plans For Each Participant to Meet Improvement Objectives</li> <li>● Action Plan for the Team to Meet Collective Improvement Objectives</li> </ul>
<b>Progress Update In design</b>	<b>Discussions have taken place with Jeremy and Ramona and Ann (AIS), Ramona has drafted a programme and identified venues and is also looking at the capacity for releasing teams to attend 2 events each 1 in June at Carlisle and Whitehaven, followed by 2 events in Autumn TBA. The aim would be to have 10 teams at each event.</b>

	<b>They would present their safety improvements at the 2<sup>nd</sup> event and receive certificates</b>
<b>Delivered By:</b>	Executive, CDs, Clinical Leads Senior Managers
<b>Target Audience</b>	Multidisciplinary Teams

<b>Consultant Recruitment Training Programme</b>	
<b>Content</b>	<p>On-going training for panel members on all consultant interviews</p> <p>By the end of the programme, participants will have:</p> <ul style="list-style-type: none"> <li>• Been informed about the development of a competency model within the Trust as the basis for Consultant appointments</li> <li>• Understood the fundamental principles of effective selection interviewing</li> <li>• Developed an interview structure and some skills for panel interviews (with a focus on generic competencies)</li> <li>• Learned how to assess the applicant against the competency framework</li> <li>• Reviewed any further considerations necessary to make the interview process fair, robust and effective</li> </ul>
<b>Progress Update</b>	<b>Commenced Training in Cumbria Programme agreed going forward on a monthly basis and as required in line with timing of recruitment panels. Register kept of all participants trained in this process</b>
<b>Delivered By:</b>	Ann Innes-Smith & Dr Jenny King – Edgecumbe
<b>Target Audience</b>	Executive & Senior Managers and Lead Consultants

<b>Consultant 5 Day Programme</b>	
<b>Content</b>	<p>This 5 day programme provides consultants with an introduction to management and leadership issues in both a practical and theoretical sense.</p> <p>It will:</p> <ul style="list-style-type: none"> <li>• Update knowledge about national and local NHS policy, plans , strategic direction NHCT</li> <li>• Give Consultants a greater understanding of the strategic, financial and operational agenda of the Trust</li> <li>• To understand the leadership context in relation to their role within the organisation, change management and personal effectiveness</li> <li>• Safety &amp; quality-putting safety first, improving patient outcomes</li> <li>• What is expected of a new consultant linked to the medical leadership competencies framework</li> <li>• Doctors dealing with challenging situations improving performance management practices</li> </ul>
<b>Progress Update</b>	<b>Following appointment all consultants new to the Trust attend the above 5 day</b>

	<p><b>programme. The psychometric feedback from the interview forms part of the 1<sup>st</sup> PDP for appraisal.</b></p> <p><b>Participants on the current cohort are from across the east and west of the organisation And has evaluated really well. Next cohorts June and October 2013</b></p>
<b>Delivered By:</b>	Executive & Senior Teams, OD Expert, External & Internal Speakers
<b>Target Audience</b>	Consultants

<b>Consultants Appraisal Skills &amp; Revalidation Training</b>	
<b>Content</b>	<p>Appraisal and Revalidation is a rolling programme of appraisal skills and revalidation 1/2 day workshops for all medical appraisers and appraisees</p> <ul style="list-style-type: none"> <li>• Overview of the appraisal process, links to performance management and job planning</li> <li>• Supporting information requirements for appraisal and revalidation</li> </ul> <p>The workshop will also cover skills required, not just for appraisal but will also help in giving feedback to trainees and students. Also increasing the number of consultants who act as appraisers</p>
<b>Progress Update</b>	<p><b>Commence a rolling programme of Training for all doctors in April 2013 for Cumbria, which includes introduction Clarity appraisal toolkit which combines on line appraisal recording to support Revalidation</b></p>
<b>Delivered By:</b>	Medical Director , Senior External Facilitators
<b>Target Audience</b>	All consultants undertaking appraisal

<b>360 Consultant appraisal</b>	
<b>Content</b>	<p>The Annual 360 Appraisal for all consultants enhances consultant appraisal through feedback.</p> <p>The 360 survey collects information about an individual in respect to the 7 areas of Good Medical Practice.</p> <p>Each appraisee receives a report compiled from the data received to used as part of the appraisal process.</p>
<b>Progress Update</b>	<p><b>Introduced into Cumbria January 2013 administered by Emma Tryhorn, supported by Jennifer Cribbes</b></p>
<b>Delivered By:</b>	External Reporting
<b>Target Audience</b>	Consultants in all Directorates

<b>Managers Leadership Development Day</b>	
<p><b>Content</b></p> <p style="color: red; text-align: center;">Update Completed 6<sup>th</sup> December 2012</p>	<p>A 1 day session to discuss and review Cumbria staff survey results Overview of the day learning lessons from the staff survey 2011. Objectives</p> <ul style="list-style-type: none"> <li>• Understanding the important messages for managers paying special attention to key findings Delivering Safety &amp; Quality for Clinical Teams</li> <li>• Improving staff engagement a practical approach plus Q &amp; A</li> <li>• Understanding the important messages for managers</li> <li>• Identify what behaviours from managers are contributing to poor staff morale and disengagement.</li> <li>• Agree what behaviours need to be displayed to deliver measurable improvement in staff morale</li> <li>• Develop action plan to describe how this behavioural change will be delivered &amp; communicated</li> </ul>
<b>Delivered By:</b>	Executive plus facilitation
<b>Target Audience</b>	Clinical & Operational Managers

<b>Improving Staff Attitude and Patient Experience</b>	
<p><b>Content</b></p> <p style="color: red;">High Priority</p> <p style="color: red;">To be Designed</p> <p style="color: red;">In discussion with Ann Stringer &amp; Ann Farrar</p> <p style="color: red;">Start May 2013</p>	<p>Following on from the above development day a rolling programme of half days focusing on improvements on the key dimensions identified in the staff survey</p> <ul style="list-style-type: none"> <li>• Aligning organisational values and behaviours linked to the 4 key recommendations from the staff survey</li> <li>• Staff recommending the trust as a place to work and receive treatment including dignity, respect and compassion.</li> <li>• Staff able to contribute to improvements</li> <li>• Communication and involvement of staff in changes taking place at work linked to patient outcomes</li> <li>• Improving support from immediate managers</li> <li>• Support and development attitude and behaviours accountability and leadership role modelling and behaviours</li> </ul>
<b>Delivered By:</b>	External facilitator
<b>Target Audience</b>	Multidisciplinary all staff groups

<b>Anaesthesia Development</b>	
<b>Content</b>	<p>Context and an introduction to the forthcoming review into Emergency Anaesthesia provision. The requirement for this review was identified at the joint meeting of the clinical teams at 'The Racecourse Event, April 2012, as part of the NCUH acquisition by Northumbria Healthcare. There will be an opportunity to find out the plans for North Cumbria Business Units and the place of anaesthesia and critical care in the new structure, as well as the acquisition, the Post Transaction Integration Plan. This is principally an opportunity for senior anaesthetists to contribute to the process</p> <p>Content:</p> <p>Specialties: Who does what ?</p> <p>Feedback from Chronic Pain Day</p> <ul style="list-style-type: none"> <li>o What to leave behind (we don't want to do that anymore)</li> <li>o What we have we need to take (Don't stop this)</li> <li>o What we need to get/Start to take</li> </ul> <p>Safe Day 1 discussion</p> <p>Recommendations for review group</p>
<b>Update Completed 6<sup>th</sup> December 2012</b>	
<b>Delivered By:</b>	Ann Innes-Smith
<b>Target Audience</b>	All Consultants and Senior Anaesthetists at North Cumbria Business Unit Director and Deputy Director for Emergency Surgery and Elective Care Business Unit

<b>Managing Performance and Capability for Doctors</b>	
<b>Content</b>	<p>To ensure doctors manage performance and deal with poor performance in an effective way. Maintaining High Professional Standards in the Modern NHS. This 1 day programme includes:</p> <ul style="list-style-type: none"> <li>• Exclusions and restrictions on practice</li> <li>• Outline of MHPS and trust procedures</li> <li>• Conduct hearings and disciplinary matters</li> <li>• Dealing with issues on capability</li> <li>• Why are doctors a special case? Brief history of procedures within NHS</li> <li>• Legal challenges and risks</li> <li>• Adhering to policy PP34</li> </ul>
<b>Progress update</b>	<b>Require training for Serious Incident Investigations &amp; MHPS sessions to be agreed with Beechcroft (DG) Prioritise who needs to be trained eg operational managers</b>
<b>Delivered By:</b>	Legal Expert, Beechcroft Solicitors
<b>Target Audience</b>	Consultants

### Building a Caring Future Ward Managers Development Programme

<b>Content</b>	<p>An intensive 8 day programme focusing on the key behaviours and skills required of ward managers in today's fast moving environment. This course will ensure that ward managers are fully equipped with the essential leadership skills and confidence to lead their teams. Example topics covered:</p> <ul style="list-style-type: none"> <li>• Personal Effectiveness – Understanding and supporting staff, leading by example</li> <li>• Engaging everyone with the core values and behaviours of the organisation</li> <li>• Managing efficiency and improving quality to provide an excellent service</li> <li>• Driving Service Excellence – understand the patient perspective and improving patient experience</li> <li>• Data Driven Decision Making – understanding your data and using it to improve performance</li> <li>• Improvement Tools – approaches and techniques to support you in service re-design</li> <li>• Change Management – Leading change in the workplace</li> <li>• Improving Patient Safety – a responsibility we all share</li> </ul>
<b>Update</b>	<b>Programme available to roll out, need to consider timing in line with patient safety programme for release of staff</b>
<b>Delivered By:</b>	Expert speakers, Facilitators, Coaching
<b>Target Audience</b>	Matrons, Ward Managers, Band 6/7

### People dimensions of organisational change

<b>Content</b>	<p>1 day open programme provided on a monthly basis for all staff Leading and Managing Change which will cover:</p> <ul style="list-style-type: none"> <li>• Understand the stresses of change and its impact on individuals,</li> <li>• Teams and performance discuss live issues and experiences,</li> <li>• Develop strategies to tackle these successfully Supporting People to understand the different stages of change and to develop skills to support others</li> </ul>
<b>Update</b>	<b>Available now for roll out as a standalone programme, this workshop is included is also included in longer programmes and is available for teams who are dealing with specific change initiatives</b>
<b>Delivered By:</b>	External facilitators
<b>Target Audience</b>	Band 7 and above

## Corporate Management Skills Programme

<b>Content</b>	A rolling programme of half days focusing on the business of the Organisation
<b>To be Designed</b>	<ul style="list-style-type: none"> <li>● Knowledge of managing finance and information, understanding data</li> <li>● Managing performance. Motivation and rewarding good performance</li> <li>● Conducting effective Appraisal Review meetings. Development planning</li> <li>● Having difficult conversations, giving constructive feedback</li> <li>● HR Best Practice</li> <li>● Reporting accountability and requirements for Governance (NHSLA, CQC)</li> </ul>
<b>In discussion with Corrine Siddall, Damian Gallagher Chris Hand and Steve Shanahan</b>	
<b>Delivered By:</b>	Corporate experts , Executive,
<b>Target Audience</b>	Multidisciplinary programme CDs Heads of Nursing Business managers

## Example programme

### Senior Leadership Development Programme

Development Programmes are delivered over 12 months and are flexible to meet individual and group needs. This programme commences with a 2-day introductory residential focussed on diagnostics: 360° Leadership Effectiveness Analysis against 22 leadership behaviours plus learning styles and Myers Briggs Indicators. This is followed by 8 learning events 1 day per month and a final 2 day residential closure. The programme also includes action learning sets and 3 coaching sessions per participant.

#### Specific Programme Aims

The programme aims to develop high quality, strong and innovative leaders who can realise the Trust's aspirations and who are equipped to lead change and manage the business in an effective and transformational way.

#### Specific Programme Objectives

To enable the Trust's Senior Leaders to:

- Change own behaviours and practice and bring about change in others.
- Lead transformational change
- Drive forward service line management
- Respond quickly to new business opportunities
- Market the Trust's brand and reputation
- Drive and deliver service improvement
- Develop people and roles.
- Excel in the field of leadership
- Engage and influence stakeholders

#### Specific Learning Outcomes after 12 Months

- Analysis and understanding of leadership strengths and development areas from diagnostic feedback.
- Stretching transformational personal development plans focused around agreed leadership coaching objectives for all senior leaders.
- Evidence of interim progress in achieving personal learning objectives including demonstration of new or transformed leadership behaviours
- Commitment to ongoing leadership development

## Organisational Development Programme Impact & Delivery

The programme will impact upon three distinct areas – individual senior managers, the services they deliver and the overall Trust.

- Developing Individual Leadership
- Service Impact
- Overall Trust Impact

### Developing Individual Leadership

The development of individual leadership is important to raise individuals self awareness this enable participants to recognise skill strengths that can be utilised and weaknesses that can be developed to enable individuals to reach their full potential.

#### Specific Outcomes

- Transformational & experiential personal journeys shared
- Behavioural change.
- Greatly Increased self awareness and confidence
- Corporate approach, understanding the ‘big picture’
- Maturity of learning together
- Skilled and effective leadership
- Teams benefit as learning is transferred
- Clear direction, vision, engaging teams, delegation

#### Specific Evidence

- Progress of achievement against Personal Development Plan (PDP)
- Examples and citations of changes of behaviour

#### Specific Delivery Mechanisms

- 360° Leadership Effectiveness Analysis
- 1:1 feedback
- Analysis of individual leadership strengths and development areas
- Personal Development Plan
- 1:1 face to face coaching support supplemented by telephone and email.
- Input at masterclass
- Action learning
- Applied learning from leadership development programme
- Reflective diary based on reconnection and reflection sheets

## Service Impact

### Specific Outcomes

- Achieving performance improvement targets

### Specific Evidence

- Improved service performance date over time

### Specific Delivery Mechanisms

- Before and after service performance analysis
- Maintaining and improving identified strengths
- Focus on identified and agreed performance improvement targets
- Sharing of improvement successes
- Action learning on specific issues
- Implement knowledge and ideas from Masterclasses

## Overall Trust Impact & Delivery

### Specific Outcomes

- Achieving strategic direction and progress towards integrated organisation
- Meaningful performance indicators
- Core behaviours emerging
- Clinical outcomes improved
- Recruitment and retention of excellent clinicians
- Return on Investment in leadership
- Evidence of behavioural change

### Specific Evidence

- Baseline analysis of key targets and measures
- Meaningful performance indicators
- Effective performance management regularly practised
- Resources and time dedicated appropriately
- Positive learning culture in place
- Cross organisational buy-in established
- Improved organisational alignment
- Appropriate IT systems in use

## **Specific Delivery Mechanisms**

- Leadership programme integrated with Organisation and Trust development strategy
- Development of a performance culture
- Ongoing supportive learning environment
- Development of a learning culture

## **Programme Learning Transfer into Workplace**

### **Evaluations**

Evaluations are designed and conducted throughout development programmes. The evaluations highlight the application of knowledge and leadership skills gained from attending the programme. Results from past evaluations have established that participants found the programme contributed to increased confidence, changes in their own personal behaviour and career progression.

### **Improvement Project**

A work based project is incorporated into the development programme which focuses on improving and addressing an organisational issue of the participant's choice. This promotes personal development by enabling individuals to draw upon learning they have gained from each of the programme learning sets and enables the opportunity for skills learned to be practised. The skills used for project completion include, diagnosis of problems, development of strategies to address problems, leading individuals through change and techniques of presentation. The completion of the project enhances individual's confidence to practise skills learned while increasing organisational effectiveness.

## **Pre & Post Questionnaire to assess areas of expertise**

A baseline survey will be administered to all participants at the beginning of the programme, which gather information on participant's current confidence levels and preparedness for higher leadership. A post programme questionnaire will then further be administered following the close of the programme and after 6 months a in depth evaluation of the impact of the programme on performance.

## **Recommendation**

The Board is asked to approve the proposal to move to consultation with North Cumbria University Hospitals' staff on the adoption of the Northumbria Healthcare Foundation Trust's values as detailed on page 4. Additionally the Board is asked to approve the continued roll-out of the Organisational Development Proposal produced by Northumbria Healthcare Foundation Trust in order to help bring together the two workforces to provide excellent delivery of care to the patients served by the Trust.