



Hereford and Worcestershire Locality Board
Plan for the diagnostic / scoping exercise
To inform the requirements of the
Leadership, Management
And Talent Management Strategy

1. Introduction and Context

Herefordshire and Worcestershire Locality Board have commissioned Organisation Development Services (ODS) Limited to work with the 6 organisations and partners to develop a leadership management development strategy which incorporates a framework for talent management at all levels. Along with developing the strategy the aim is also to support organisations to embed the principles of the strategy within their organisations

Across the region - Leadership and Management has for a second year been identified as a priority investment theme. Funding has been made available by the Locality Board to support this work based on a collaborative approach across the healthcare economy.

Any proposed development interventions will need to be located in the present national, regional and local policy context for health and social care organisations; in particular the required changes in role for organisations to be commissioners, providers and those organisations aspiring to become a NHS foundation Trust. Along with the national regional and local agendas, a number of organisations are re-structuring their organisations and services along with the deep relationship across health, social care and local authority. Leaders and managers across these organisations will need to lead their organisations, services, and teams in time of increased efficiencies, productivity, disinvestment, and to lead in a new business world.

This paper outlines the methodological approach ODS intends to take in order to gain information that will inform the leadership and management strategy.

The aim of the scoping is in a positive spirit is to explore:-

- Building on the previous work undertaken by Jane Hulley explore the current investment in leadership, management and succession planning
- The future requirements for investment
- Gain partners and stakeholders opinions of what development they feel will support them further in developing leadership and management capacity and capability at all levels
- Gain opinions in how the locality can support leaders to lead the improvements / deliver on outputs of business plans/ targets required along with managing efficiencies, productivity and possible disinvestments
- Understand how Nationally, NHS Midlands, organisations and the locality are developing, tracking and supporting their talent and emerging leaders
- Through engagement events with staff groups gain their opinions about their development needs and what they feel they would require from a leadership and management development that will equip them in leading service / staff/patient / client/ improvement and quality initiatives , develop their commercial, and business skills
- To gain an understanding of the investments and development opportunities that can be shared across the locality areas, but also what would work in the organisations involved
- to be able to make recommendations about the investment required to inform the business cycle across the locality

- develop and agree on the recommendations to inform the leadership and management strategy and an action plan and the leadership programme

2. Proposed methodology

ODS proposes to use a range of activities that will inform the scoping exercise and then the strategy. Using a blended approach of desk top scoping, semi-structured interviews approach (qualitative) supplemented with information available from the Trust. This information will be formalised into a report and strategy in early 2010.

The methods to be undertaken which will inform the strategy will be the following review activities

- Utilising desk top scoping of other areas of good practice, organisations documents, business plans, strategies, previous scoping work, workforce plans etc
- Telephone interviews with a percentage of the stakeholders proposed participants
- 1-1 face to face interviews with an number of clinicians, managers, etc
- Open space events to approximately 80 clinicians, managers, non-clinical staff, stakeholders and partners
- Using supplementary information of current development programmes

3. Timescales and findings

The scoping will be collated and a thematic analysis undertaken. This will be concluded into a report which will inform the strategy along with indentifying the priorities for investment for the future financial year. This strategy will be used as a framework for implementation across the stakeholder organisations involved.

Appendix one outlines the proposed timescales

Jackie Barringer

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Appendix one - Table one: - high level project plan outlining the timescales

What will happen	September 2009	October	November	December	January 2010	February
Send proposed diagnostic methodology to the organisations involved						
Inform the subgroup of the schedules and proposal methodologies						
Obtain required information to conduct the diagnostics/ interviews from the organisations						
Set up interviews / information for events with specific targets groups						
send out the pre- diagnostic communication to all staff who will be participating						
Circulate questionnaires to the sample group						
Conduct interviews, and stakeholder events						
Collate information from the questionnaires, interviews and events						
Analyse information and undertake thematic analysis						
Write up the report / strategy and action plan						
Present the finding to the sub-group and Board						