

Future Proofing Public Health

Case Study

Background

Management within Ashton, Leigh and Wigan Public Health Directorate, recognised the need to ensure the effectiveness of their people during a period of strategic, structural and legislative change within the NHS.

ODS were appointed to conduct initial diagnostic research, and to design and deliver an organisation development programme in support of the directorate's transition towards improved ways of working. This included a new approach to partnership and commissioning.

Partners

ODS worked in partnership with management and the project steering group. Activity involved all of the directorate's employees; a broad range of lifestyle focussed public health specialists and support teams. Staff numbers increased rapidly from 40 to 100 during the programme.

Activity

- Identification of organisational development goals to support the directorate in preparing for a changing future environment, using evidence based diagnostics
- Implementation of a structured development programme – with the objective to improve communication, goal and role clarity and task effectiveness throughout the directorate
- Roll out of innovative, action-based activities, including one to one performance coaching, designed to deliver recognisable improvements and continuous engagement
- A consistent research, evaluation and reporting focus delivered in partnership with the Steering Group

Results

- Major impact on communications and personal development – delivering improved effectiveness, job satisfaction, skills and confidence
- Improved team and cross-team working
- Adoption of effective new communications action plan approach
- Adoption of new one-to-one performance management framework – creating consistent support across the directorate

“This programme delivered positive impact at both a personal and organisational level. ODS, supported by an enthusiastic and committed steering group, provided a unique combination of hard work, energy and innovation to meet our objectives.”

Peter Rowe – Chief Executive, Ashton, Leigh and Wigan PCT