



Item No: 9

Meeting Date: Wednesday 26th April 2017

Glasgow City Integration Joint Board

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ORGANISATIONAL DEVELOPMENT APPROACH

Purpose of Report:	To enable members of the IJB to consider the comprehensive approach to development within the HSCP and their part in it.
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Recommendations:	The Integration Joint Board is asked to: a) note the future dates for development sessions; and, b) give feedback on any future needs and requirements.
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Relevance to Integration Joint Board Strategic Plan:

The IJB Development Programme focuses on a number of key priority areas of work that are included within the Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Outcome 9. Resources are used effectively and efficiently in the provision of health and social care services
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Personnel:	No direct implications on personnel
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Carers:	No direct implications on carers
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Provider Organisations:	No direct implication on provider organisations
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Equalities:	No EQIA carried out as this report does not represent a new or revised plan, policy, service or strategy	
Financial:	No direct financial implications	
Legal:	No legal implications	
Economic Impact:	None	
Sustainability:	None	
Sustainable Procurement and Article 19:	None	
Risk Implications:	None	
Implications for Glasgow City Council:	Development sessions are delivered to council IJB members	
Implications for NHS Greater Glasgow & Clyde:	Development sessions are delivered to NHS IJB members	
Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	✓
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

1. Introduction

- 1.1 The Glasgow City Integration Joint Board has now been established for one year. During that time a range of development sessions have been held for members and it is an opportune time for the IJB to consider its future approach to development. The membership of the Board has changed since initial establishment and as members are representative their membership can be time limited and an ongoing induction and education programme is required.

2. Background

- 2.1 In the shadow year of the IJB, 2015-2016 a number of development workshops were held to consider the characteristics of an integration joint board as well as to raise awareness of aspects of services to be delivered by the HSCP.

2.2 In the year 2016-2017 three Glasgow City Integration Joint Board Development Sessions have been held as well as a brief session as part of induction for new members:

June 2016 – review of early developmental objectives against early performance of IJB at its first three meetings with input from the Head of Integration Partnerships at Scottish Government. Participants reviewed again the 10 characteristics of Effective Partnerships and the values attitudes and behaviours that the first members of the shadow IJB had espoused

September 2016 – in the context of having approved the standing orders for proceedings and business of the Glasgow City IJB, members took time to explore roles, responsibilities and behaviours; to agree expectations around this; and, to provide feedback to the Glasgow City HSCP senior management team on ways to improve procedure around IJB ways of working

January 2017 – reflection and discussion following presentations on proposal for safer drug consumption facility; the implications for the HSCP Budget, and, planned changes and impact on HSCP services. This session also included a short presentation on the formal role of IJB members

3. Review and Assessment

3.1. Feedback from IJB members about the timeout sessions to develop members and for shared reflection has been helpful to ongoing working for the IJB and its committees.

The sessions have:

- helped develop understanding of some of the transformational work being undertaken through HSCP services;
- provided an education resource formally and informally; and,
- allowed time for discussion about members' behaviours and ways of working that there is not time for in the formal IJB meetings.

3.2 The IJB have indicated they would like to:

- continue to assess evidence for change and be provided with the means to evaluate decisions based on evidence;
- be able to give an assurance of effectiveness;
- be able to confidently communicate the improvements and outcomes from planned change; and,
- recognise that our behaviours make a difference

4. Glasgow City HSCP Draft Organisational Development Strategy

4.1 The draft high level Organisational Development Strategy for the HSCP is currently under development and will be included within the Workforce Plan scheduled for the June 2017 IJB.

5. Proposals

5.1 The IJB are asked to note the following proposals to progress development of its members:

- i. The HSCP will develop an induction process for new members which meets the corporate responsibilities to introduce policies and procedures
- ii. Development sessions will continue to reflect on the characteristics of a successful partnership in relation to the roles, responsibilities and behaviours of IJB members
- iii. A further series of development sessions are arranged that will continue to:
 - Inform members about services, their developments and future change
 - Allow for deeper discussion and reflection
 - Enable members to meet informally

Current topics for IJB consideration include:

- Induction/Role/Governance
- Homelessness
- Primary Care
- Community Planning
- Risk Register
- Older People Services
- GPs
- Equalities
- Co-production and Commissioning Arrangements

The proposed dates for the sessions are:

- 7 June PM (induction for new members but open to all as refresh)
- 13 June PM
- 16 August PM
- 25 October AM

- iv. The developmental process for the IJB mirrors the principles of the draft Organisational Development strategy as part of the workforce plan with a focus on – **Culture; Service Improvement and Change; Establishing Integrated Teams and Leadership.**

6. Recommendations

6.1 The Integration Joint Board is asked to:

- a) note the future dates for development sessions; and
- b) give feedback on any future needs and requirements.