

22. EFFECTIVE ORGANISATION

- 22.1 Building on our approach in previous years this Development Plan is the product of an inclusive and engaging process with a range of stakeholders, including over 100 members of staff. Our joint processes have involved the CHP Committee, CHP Senior Management Team and our Joint Planning, Performance and Implementation Groups.
- 22.2 At an organisational level this plan provides the Senior Management Team with a comprehensive overview of our corporate objectives and the specific outcomes required in year one. These will be reflected in service plans and in both personal and team performance objectives. The annual review of the plan will be supported by performance and financial and regular reporting to our CHP Committee. This will include identifying both barriers and enablers to change and subsequently agreeing approaches to manage barriers to change and optimise opportunities.
- 22.3 Key to successful implementation will be our approach to organisational development and to further developing our partnership working, specifically within Renfrewshire and more broadly across NHS GGC. We will continue to work within the context of NHSGGC Corporate and Transformational Themes building on achievements in our cultural change programme. These are set out in Appendix 2. A continuous improvement approach will ensure that each aspect of service change is delivered. Through our Development Group we have developed a model for managing change consistently and all managers have access to the model and coaching tools to support and sustain change. Our organisational development achievements in the last three years are described in Section 3 of this Plan. RCHP aims to take a whole systems approach to managing change to ensure that each time change is designed it includes an impact analysis of other services within and beyond the CHP.
- 22.4 Effective delivery of the CHP Development Plan 2010 – 13 will depend on shared commitment; across the acute and primary care health system, across health and social work and in our partnership with the voluntary sector. We will also maintain our work with our PPF, local communities and service users, building on our existing achievements.
- 22.5 Staff and Clinical Governance have been and remain priority areas for the CHP. Whole system and joint and integrated working are themes throughout the Development Plan. Staff at all levels are encouraged to take a dynamic and responsible approach to the services they deliver and the key aspects of our organisational development approach include leadership, and the development of effective teams. Our SPF overviews our adherence to the Staff Governance Standard and members of the SPF are actively involved in all of our service reviews and redesign processes. Our view of organisational effectiveness and change is that our staff are supported to take a qualitative approach to service delivery, to review the impact of change on a regular basis and to develop individuals and teams to deliver to the best of their ability. Innovative approaches will be required within and across agencies as we strive to deliver high quality services within a context of reducing resources.