Reflections of Organisation Development (OD) in Integrated Care Systems

The context

During 2022 the East of England Leadership Academy worked with local **OD** colleagues to re-establish an Organisation Development Community of Practice.

So why start a Community of Practice? Listening to OD colleagues across the region we recognised the need to connect people who are actually doing OD, who might not have OD in their job title but are leading change, leading transformation, influencing culture and behaviours, doing OD!

We started by undertaking a diagnostic review with volunteers from the six east of England Integrated Care Systems to help determine the organisation development challenges each system were experiencing as they prepared to become statutory organisations with the formation of Integrated Care Boards and Integrated Care Partnerships from July 2022.

The Chartered Institute of Personnel and Development describe OD as "Organisation Development is where interventions are developed with a 'systematic mindset' – they create alignment with the organisation's goals and activities in a planned and intentional way".

The aims of our Systems OD Community of Practice is:

- To develop a shared understanding of OD to all involved in change.
- To support application of learning and consider tools to adopt.
- Provide a forum for evolving practice and share learning.
- To embrace not just those who have OD in their job title or are an HR and OD practitioner but be a community for wider colleagues working in social care, health and the VCSE sector leading on change management, service development, workforce transformation.

Common themes from the diagnostic review:

- Better understanding of **Systems mindset and systems OD**
- Focus on an **inclusive OD population**, those without an OD title but doing change and transformation, not just OD leaders
- Develop middle and junior **OD practitioners**
- Develop a **common language and narrative for OD**, defining OD roles in different contexts org/systems
- **Connect with others across the ICS** – spotting opportunities to collaborate and work across the system
- **Collaborative leadership** within layers of hierarchy

- Being empowered and entrepreneurial, navigating unwritten rules and barriers in working across a system.
- Lack of power – **leading without authority/permission**
- Need to **embed learning** in real work, real time
- Digital enablement
  - Hybrid working & **flex NHS** – maximising capacity and flexibility
  - Data – **how to use it for OD to drive** improvement, having an holistic and strategic view, opportunity led but not just going where loudest voices are.

Interventions offered for development:

Developing an EoE Systems OD Community of Practice – we held two half-day workshops in June and November 2022 with a total of **129** participants. These workshops focussed on the following topics:

June 2022

- Introduction from Regional Director of Workforce & OD
- Building a culture of collaboration
- OD challenges facing local ICS – we heard from Herts & West Essex, Norfolk & Waveney and BLMK systems
- Introduction to OD self-assessment tool developed by Mee-Yan Cheung
- Practice session of Action Learning Sets and networking

November 2022

- Masterclass delivered by the Innovations Agency – **"Culture in our systems – where to begin when exploring your system readiness and its baseline culture"**
- NHS DoOD network – how to build OD capability
- OD challenges facing local ICS – Cambridgeshire & Peterborough ICS shared their OD Framework
- Masterclass delivered by Tricordant - "How to develop OD Champions and Ambassadors"

In support of developing our Systems OD Community of Practice we also commissioned a series of one-hour virtual bitesize sessions open to colleagues working in social care, health and the VCSE sector that we co-designed with our delivery partner *Tricordant. These were delivered from May through to early January 2023 with a total of **663** people attending:

Session 1- OD basics: helping change to go better.
This session explored the why, what and how of Organisation Development, with some practical examples of the difference it can make.

Session 2- OD at a systems level : thinking and behaviour
This session explored some of the challenges and opportunities of OD work at a systems level

Session 3- Being an empowered and enterprising change agent.
What does it mean to be a change agent? How can I learn 'use of self'?

Session 4- Navigating tensions and competing goals.
This session explored how we can work with the inevitable tensions which arise in change and systems working.

Session 5- Fostering collaborative working and relationships.
How can we as change agents and OD practitioners support the development of collaborative working across systems ?

Session 6- Belonging:
Creating a sense of identity in a system (Inclusive OD)

Session 7- Using an evidence-based approach:
How to use data for OD to drive improvement and evaluate impact

Action Learning Sets ran from September – January 2023 and were offered to colleagues with the intention that each action learning set would self-facilitate their sets following the initial set delivered by our partner *Tricordant.
Sets were held with a mix of participants from the Integrated Care Systems avoiding direct reporting relationship sensitivities. 5 sets successfully met during this time.

Impact of the series:

We asked participants who attended our Community of Practice sessions to complete an evaluation with the following aggregated scores:

100% agree or strongly agree they would be able to apply learning from this session to their job roles.

100% agree or strongly agree their learning from this session will help them to achieve their development objectives.

92% felt confident that the session would enhance their ability to lead and influence others.

Participants shared the following testimonies:

Summary of themes from participant feedback:

With the move to Integrated Care Systems and the rise of systems working, major shifts in mindset skills and behaviours are required to foster a collaborative approach, influence development of a systems culture that supports innovative and challenging organisation development and transformation to deliver improved outcomes for service users.
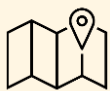
Participants welcomed the opportunity to develop an OD Community of Practice to share experience and feel connected

Adopting the Action Learning Set approach to create positive conversations with system partners

Participants said the session prompted them to reflect on their leadership style, actively listening to others and challenging self.

Attendees shared that the COP and bitesize sessions increased their confidence to use some of the tools to influence self and others work and gain an understanding of OD

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