

PE1495/Y

Public Petition PE1495

We welcome this opportunity to provide a response to the Public Petitions Committee about Dignity at Work funding.

About the Golden Jubilee National Hospital

The Golden Jubilee National Hospital is one of the UK's largest heart and lung centres. It provides all adult heart and lung surgery for the West of Scotland – including all bypasses, heart valve surgery and other complex procedures. In addition, interventional cardiology services, as well as three of the country's national services – the Scottish Advanced Heart Failure Service (including the heart transplant unit), the Scottish Pulmonary Vascular Unit and the Scottish Adult Congenital Cardiac Service are provided at the hospital.

As a national resource for NHSScotland, the site also carries out a range of planned procedures, primarily surgical and diagnostic imaging, to assist local NHS Boards in reducing patient waiting times. Anyone in Scotland can be referred to this hospital by their local NHS Board for a range of procedures. In addition, the hospital is a major centre for elective orthopaedic surgery.

About the funding

The Golden Jubilee National Hospital sought funding from the Scottish Government Dignity at Work programme to fund two part-time Organisational Development (OD) Advisors to reengage with teams who had been involved in various staff experience sessions through the i-Matters programme.

A project plan was put in place to:

- Provide intensive facilitation with the existing 18 teams
- Recruit 21 additional teams
- Develop a team effectiveness framework guide for facilitators
- Create a set of team effectiveness programmes and resources
- Recruit and train eight internal facilitators from a range of clinical and support services background.
- Evaluate the Process and Report on the project
- Provide case studies of teams who participated in the project

Project outcomes

The Team Effectiveness programme has had a positive effect by increasing interest from both staff and managers in improving the way teams work together. As a result, a number of outcomes continue to be realised:

- 1 **Delivery of team development across the Board** - Work with current and new teams on assessing, prioritising and enabling positive change around team effectiveness issues include dignity and work/ culture issues and behavioural issues related to the Board's values. This will include working with each team to define, measure and track their own measures of team effectiveness.
- 2 **Development of Team Effectiveness Framework**, including:
 - a. evidence-based diagnostic tools and team development resources;
 - b. tried and tested interventions for the most significant team effectiveness issues;
 - c. tried and tested approaches to engage, contract with and work with potentially "knotty" issues for resolution;
 - d. enabling teams to agree their own measures of team effectiveness using both diagnostics and the team's performance data. This can include feedback from stakeholders/ other teams;
 - e. evaluation of the Framework, tools and interventions; and
 - f. identification of core team effectiveness enablers such as aspects of HR policies/practices; leadership development; inter team awareness and working.
- 3 **Action Research** – Produce summary Learning Reports from Action Research, with teams currently in process of team development. These Reports will enable the Board to learn from the team-based work as an ongoing part of the Project but will also form the basis of an overall Summary Learning Report for NHS Scotland colleagues.
- 4 **Development of internal facilitation capacity**, to support the ongoing effectiveness in team work, including:
 - a. transfer of skill set to the internal team developers; and
 - b. identification and "plugging" of any knowledge, skills and experience gaps and through focused, on the job, development opportunities.
- 5 **Identify ongoing educational opportunities to reinforce team working focus and skills**, through the identification of the core team working competencies and behaviours from KSF and other NHS competency frameworks, integrated with professional and organisational values. These core team working competencies could be weaved into the Board's current provision and practices around induction, educational programmes, leadership and management development and key practices such as KSF PDR.

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