

HSCIC Transformation Programme

Transformation Plan

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Background and Purpose

Background

1. The HSCIC was established as an Executive Non Departmental Public Body on 1st April 2013 and brought together informatics experts from a number of sending organisations with the understanding that the transition to the new organisation would be followed by a Transformation Programme.
2. The HSCIC Transformation Programme has been established to be the main driver for our internal development and culture change. The vision of the transformation programme is to meet the challenge set out in the HSCIC strategy:
“To consolidate the HSCIC as a high performing organisation that is recognised as an outstanding place to work”
3. The overarching aim of the programme is to transform the operation of the HSCIC to deliver the required culture, capacity, structure, and emerging capability needed to:
 - Meet our strategy, purpose and values
 - Deliver excellent services that satisfy our customers
 - Provide opportunities and development for staff

Purpose

4. The purpose of this paper is to set out the approach and scope of the Transformation Programme for consideration by the Board.

Transformation Approach

Programme Governance

5. The Transformation Programme was established in April 2013 with a small central programme team as part of the HR and Transformation Directorate.
6. In addition directorate level transformation projects have been established and directorate level Transformation Leads have been appointed.
7. The Transformation Programme Board has been established, chaired by the Chief Executive as SRO for programme and attended by the Executive Management Team and the Directorate Transformation Leads.

Organisational Development

8. A structured organisation development approach is being used to guide the Transformation Programme based on a Performance and Health Framework (Beyond Performance - Keller and Price, McKinsey & Company). The approach follows five frames which are explained further within **Appendix A**:
 - **Aspire** – where do we want to go?

- **Assess** – *How ready are we to get there?*
 - **Architect** – *What do we need to do to get there?*
 - **Act** – *How do we manage the journey?*
 - **Advance** – *How do we keep moving forward?*
9. The HSCIC Leadership Forum – which involves the Executive Management Team and their direct reports and has been meeting regularly since April - has provided significant input to inform the development of the HSCIC strategy and the organisational development approach using the five frames.
 10. As well as informing the development of the Strategy, the Leadership Forum have undertaken assessments of organisational health and capability, identified practices at which we will strive to be elite, developed our organisational values and informed the scope of the transformation projects.
 11. **Appendix B** shows the Elite Practices agreed by the Leadership Forum, how these were tested and responded to in the recent staff survey and how these will be addressed by the proposed Transformation Projects (see next section).
 12. A conscious decision was made to progress with the Transformation Programme in parallel with the development of the HSCIC Strategy to ensure momentum was maintained in the new organisation. The development of the Transformation Programme has been aligned with the development of the strategy to ensure that the Transformation Projects support and underpin the aspirations set out in the Strategy.

Transformation Projects and Plan

Transformation Projects

13. The Architect frame of the Organisational Development has proposed a set of projects and high level plan. The Transformation Projects have been informed by the HSCIC Strategy, the Leadership Forum, the Executive Management Team, staff input, the recent staff survey and organisational best practice.
14. Transformation projects have been defined at an Organisation Level and at Directorate Level.
15. Directorate level transformation activity is specific to a directorate and varies significantly depending on the start and end points and the drivers for changes. As such directorate level transformation plans are at varying levels of maturity.
16. Organisation wide transformation activities are likely to have a significant impact across all or large parts of the organisation, align with our organisational health aspirations and support our organisational strategy. The organisation wide transformation projects are arranged in four broad themes:



17. **Appendix C** describes each of the organisation wide projects.

Transformation Plan

18. **Appendix D** of this document proposes a high level plan for the Organisation Wide Transformation Projects. The plan is set out over FY13/14 and FY14/15 recognising that organisational change initiatives will take time to embed. The proposed phasing of the initiatives has been designed to balance pace, organisational capacity and dependencies between initiatives.
19. Detailed planning is progressing for each of the projects in line with the phasing outlined in the high level programme plan. The detailed scope of each project is assessed by the Transformation Programme Board to confirm the assessment of need, the approach, the impact on the organisation, staff involvement and engagement approach, success criteria, resources and key milestones.
20. Work is progressing to define the benefits of each project and high level benefits for each of the Transformation Project Themes was considered by the Transformation Programme Board in November and are included in **Appendix E**.

Actions Required of the Board

21. Endorsement is sought from the HSCIC Board that the selected transformation projects support the aspirations of the organisation.

Appendix A: Summary of Performance and Health Framework

	Performance imperative	Health imperative
Aspire: Where do we want to go?	Develop a change vision and targets that are deeply meaningful to employees – Strategic Objectives	Determine what “healthy” looks like for the organisation in view of your change vision – Health Essentials
Assess: How ready are we to go there?	Identify and diagnose your organisation’s ability to achieve its vision and targets – Capability Platform	Uncover the root cause mind-sets that support or undermine organisational health. – Discovery Process
Architect: What do we need to do to get there?	Develop a concrete, balanced set of performance-improvement initiatives – Portfolio of Initiatives	Reshape the work environment to create healthy mind-sets – Influence Model
Act: How do we manage the journey?	Determine and execute the right scaling-up approach for each initiative in the portfolio – Delivery Model	Ensure that energy for change is continually infused and unleashed – Change Engine
Advance: How do we keep moving forward?	Put in place a continuous-improvement infrastructure to take the organisation forward beyond one-time change – Continuous Improvement	Equip leaders to lead from a core of self-mastery – Centred Leadership

Appendix B: Elite practices linked to Transformation Projects

<u>Elite Practices</u>	<u>Staff survey question & response</u>	<u>(Aug)</u>	<u>Transformation Projects</u>
Strategic Clarity Customer Focus Talent Development (and recruitment) Consultative & Inspirational Leadership Personal Ownership & Challenging Leadership Operational Management	The HSCIC has a clearly articulated strategy for its future	55	Embed Strategy and Values
	I can see how my work objectives contribute to the HSCIC achieving its stated purpose	64	Performance Management
	Generally, I know who the customers of the HSCIC are	73	Stakeholder Relationship Management
	I have a clear understanding of the needs of my customers	77	Brand and Reputation
	I have the right knowledge and skills to perform well in my role	79	Professional Groups
	I am clear about the knowledge and skills that I need to progress within the organisation	65	Performance Management
	I have the opportunity to engage in organisational change initiatives	60	Champions for Change & Leadership Forum
	Overall, I feel that my contribution is valued	65	Health and Wellbeing Leadership Development
	I have challenging work objectives	72	Performance Management
	My work area differentiates between good and average performance	61	Line Management Development
My work area monitors its performance using KPIs or metrics	60	Corporate Performance Management (KPIs)	
My work area performs well against its KPIs/targets	72		

Appendix C: Transformation Projects Summary

Project	Description	EMT Lead
Strategic Projects		
Brand Reputation	A programme of activities to enhance our brand and reputation externally (e.g. Proactive media work, improvement to our digital channels).	Carl Vincent
Publications Review	A root and branch review of our publications activities and the production and implementation of a publications strategy.	Max Jones
Stakeholder Relationship Management	Develop an approach to propose how best we should organise ourselves to most appropriately manage our external relationships, including our relationships with other national organisations.	Mark Davies
Patient / Citizen Approach	Develop and implement an organisation strategy for how we engage with citizens and patients and establish an Advisory Council for the HSCIC.	Mark Davies
Innovations Hub	Create an innovations hub for the HSCIC for information and IT. This will help us to work with suppliers and partner organisations to develop innovative products and services that add real value to our customers and to citizens.	Rob Shaw
Corporate Social Responsibility	A programme aimed at contributing to the local community and empowering staff to contribute directly by providing time to local organisations such as charities or Third Sector organisations.	Rachael Allsop
People Projects		
Embed our purpose and values	A programme of activities to embed our purpose and values into our everyday practice (e.g. through Performance management, recruitment).	Mark Davies, Rachael Allsop
Professional Groups and Staff Deployment	Define and introduce professional groups, to build vibrant professional communities across the organisation, developing standard ways of working and advising on training requirements. Later to develop standard job descriptions and link to a relevant career framework. We will also use professional groups to assess how we better match organisational capacity with priorities.	Rachael Allsop
Performance Management	Introduce a new performance management approach ready for 14/15 which will be linked to our organisation values and introduce talent identification and 360 degree feedback. A second phase will consider links to career frameworks for	Rachael Allsop

	the professional groups.	
Line Management Development	A programme of activities delivered through a variety of mechanisms to build line management capability including understanding our new HR and corporate policies, managing performance, recruitment and embedding our values.	Rachael Allsop
Health and Wellbeing	Will identify a series of activities to help staff to understand what support is available to improve health and wellbeing.	Rachael Allsop
Leadership Development	To design and implement a leadership development programme for staff identified in leadership positions. Initially this may involve availability of leadership coaching.	Rachael Allsop
Reward Review	Undertake a review of our current application of the Agenda for Change framework and DH and Cabinet Office Guidance for Executive Non Departmental Public Bodies and propose an approach for the most effective use of these frameworks.	Rachael Allsop
Recruitment and talent attraction	Develop options to improve targeted recruitment and to launch graduate recruitment and apprenticeship schemes and meet our ambition to be an employer of choice.	Rachael Allsop
Operational Management Projects		
Operational Governance	Embed clear operational governance arrangements that all staff understand and have a single set of corporate and HR policies that are clearly communicated to the organisation.	Carl Vincent, Rachael Allsop
Corporate ICT Delivery	Deliver a consolidated corporate ICT infrastructure for the HSCIC across all of its offices including but not limited to telephony, desktop build, printing, networking.	Carl Vincent
Corporate Performance Management (KPIs)	Develop and implement Performance Indicators and Key Performance Indicators at Board level, EMT level and Directorate level.	Carl Vincent
Locations Strategy	Develop and implement a locations strategy that is driven by the needs of the organisation whilst being mindful of minimising unnecessary expenditure on office space and is in line with Government estates strategy. Support the strategy with appropriate organisational policy.	Carl Vincent
Corporate Information Systems Strategy	Deliver a Corporate Information Systems Strategy which will include but is not limited to the Intranet, Staff Directory, Collaboration, Document Sharing and a Document and Records Management	Max Jones

	Strategy.	
Financial Management Systems Review	Review of our requirements for our Financial Management Systems through an assessment of the HSCIC finance function to understand to what extent financial management within the HSCIC supports the delivery of its strategic needs.	Carl Vincent
Quality Systems	Assess and propose the quality standards we should strive to achieve as an organisation.	TBC
Integration Projects		
Service Management and Integration (SIAM)	To standardise our approach and consistently deliver service management capabilities across the organisation we will implement the Service Integration and Management approach.	Rob Shaw
Contact Centre / Service Desk Strategy	Undertake a review of our contact centre and service desk provision to set our organisational strategy and develop options for optimising these services (e.g. using common toolsets).	Rob Shaw
Data Asset Utilisation Strategy	Undertake a comprehensive data asset review of all the data we hold as an organisation and develop a data asset utilisation strategy which make recommendations for maximising the benefits to society of the data that we hold.	Max Jones

Appendix D: High Level Plan

(REFER TO SEPARATE DOCUMENT APPENDIX D: HSCIC TRANSFORMATION PROGRAMME HIGH LEVEL PLAN – PRINT A3 COLOUR)

Appendix E: High level benefits

<p>Strategic: Successful execution of the HSCIC strategy and commitments</p>
<ul style="list-style-type: none"> • Cohesive and positive commitment within the organisation to manage and deliver the organisation’s strategic priorities and commitments through alignment of organisational, directorate and individuals’ objectives.
<ul style="list-style-type: none"> • Strengthened and meaningful engagement with stakeholders through good relationship management.
<ul style="list-style-type: none"> • Increased awareness, understanding and reputation of the HSCIC through a strong focus on brand reputation and development.
<ul style="list-style-type: none"> • Better understanding of the role of the patient and citizen and how the HSCIC engages with them to meet their needs.
<ul style="list-style-type: none"> • Timely, relevant and meaningful publications produced by the HSCIC improving debate and contributing to more effective and efficient care.
<ul style="list-style-type: none"> • Enhanced reputation and relationships with the public and local communities (through the implementation of a Corporate Social Responsibility Programme).
<p>People: A high performing, productive and motivated workforce equipped to deliver the HSCIC’s strategy and customer needs.</p>
<ul style="list-style-type: none"> • High quality leadership capability through training and development to deliver the organisation’s purpose and values.
<ul style="list-style-type: none"> • Improved performance management of our workforce (through a robust core competency framework in a new Performance Management process).
<ul style="list-style-type: none"> • Strengthened professional skills and capabilities of our workforce (through the establishment of Professional Groups).
<ul style="list-style-type: none"> • Positive changes in employee behaviours (through a “Values at Work programme” embedded within the organisation).
<ul style="list-style-type: none"> • Empowered line managers able to manage the performance of themselves and the people they manage, more effectively.
<ul style="list-style-type: none"> • A healthy and well-motivated workforce (through a Health and Well-being programme).
<ul style="list-style-type: none"> • Employees rewarded appropriately (through a consistent and cohesive approach to pay and reward and the maximisation of the Agenda for Change framework).
<ul style="list-style-type: none"> • Attraction and retention of talented, high performing individuals through development of a model employer brand and new recruitment strategy.
<ul style="list-style-type: none"> • A responsive and efficient workforce deployed to the organisation’s activities flexibly.

Operational – Efficient and effective organisational delivery to achieve value for money

- Improved delivery effectiveness and day-to-day decision making (through robust operational governance arrangements).
- Effective and efficient management of financial and corporate resources and budgeting, in support of the organisation’s strategic commitments (through improved financial management, systems and processes).
- Successful organisational performance management through a Corporate Performance management system with established Key Performance Indicators (KPIs) and performance indicators (PIs).
- Compliance of corporate policy and procedure through a consistent, clearly communicated single set of organisation policies and procedures.
- Improved delivery effectiveness through delivering modern, relevant Corporate ICT and Information Systems.

Integration – Improved management and delivery of information and services

- More effective management, flexibility of service and value for money delivering our live service estate (through introduction of Service Integration and Management approach).
- Better use of the HSCIC data and information assets held (through development of a data asset utilisation strategy), to ultimately publish a richer set of information to contribute to more effective and efficient care
- More efficient and value-add customer service provision (through optimisation of the contact centres and service desk- provision).