



Realising our ambition to be a world leader in the provision of health and social care

a framework for Organisational Development 2015 – 2025



respect & dignity



openness & trust



leading edge



learning & development



accountability

Belfast



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1. Our development journey – a personal perspective

Belfast Health and Social Care Trust is a large and complex organisation. It is a provider of care to the population of Belfast, and to the wider population of Northern Ireland. We are privileged to care for people at the start of life, and at the end; at times of trauma and transition. We have responsibilities to improve health and well-being, reducing inequalities in health and inequalities in access to care. We diagnose and treat conditions in the womb and provide life changing treatment and care to people throughout life, contributing to world leading research to improve outcomes for those we serve. We are a corporate parent to vulnerable children and young people; we assist in adoptions and with fostering; we provide care and treatment to vulnerable adults, and we are there when any person in our community, whether child or adult, is most acutely ill.



Core to everything we do and everything we achieve is our staff. You are our most valued resource and Belfast Trust is proud to have over 20,000 people dedicating their working lives to caring for people in Belfast and beyond. It is clear to me that we will only achieve our purpose of 'Improving health and wellbeing and reducing health and social inequalities' by working together to ensure we are a connected, compassionate, caring organisation. One that is connected by our values as care givers; connected by our ambition to be a world leader in the provision of health and social care; and connected in engagement and communication with our people.

This Organisational Development Framework sets out how we will work towards realising this shared ambition. It is characterised and enshrined by leading and embedding a culture of high-quality health and social care and how we will make this a reality. This is essential if we want to ensure the safety and quality of healthcare is the best it can be and is continually improving. It is essential if we want to make the ordinary extraordinary; to lead the way in research innovation; and most importantly, provide value-based collective leadership.

I have been moved when speaking to staff throughout Belfast Trust. Moved not only by the passion they have for this vision and how they can see it beginning to make a real change to people's quality of life, but more importantly, how they have raised the expectations their service users have for a better life. It is a privilege to be part of this vision.

What I want for health and social care in Belfast Trust is unambiguous and compelling. While challenging, I firmly believe this is within our reach and that is it our responsibility to deliver.

The very best innovation comes from the ground up, from staff working on the frontline, and this Organisational Development Framework outlines how in Belfast Trust we intend to step forward and drive change. This is essential if we are serious about putting patients and clients first, each time, every time, and above all else.

Dr Michael McBride
Chief Executive

3. What organisational development means to us

The next stage of our organisational development journey focuses on harnessing the power and potential of our patients, clients, and staff to deliver positive change across our Trust.

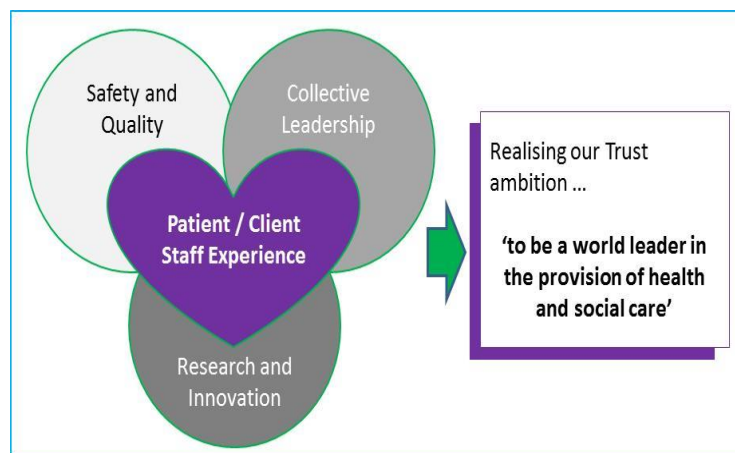
For us, **organisational development** is about planned activities to improve the capacity and capability of our organisation, through our people, to deliver high-quality health and social care. By focusing on changing our Trust as a whole – rather than changing parts of it – we will develop a culture which sustains us for the future.

3.1 Our three core priorities

Organisational development is not the sole responsibility of any one person or function. It is about making sustainable change happen at every level throughout our Trust by focusing on the ‘big stuff’ now. This is why our aim, using our organisational development framework, is to improve outcomes for our patients and clients through positive changes across **three core priorities**.

These organisational development priorities have been identified through discussions with our staff, patients and clients; from the findings of Francis, Berwick, Donaldson and others, and through leading-edge research by The King’s Fund, Dalton, the Institute for Healthcare Improvement and West et al. Our OD priorities are:

1. **Safety and quality** – *to deliver safe and high-quality care to all*
2. **Research and innovation** – *to drive continuous learning through research and innovation*
3. **Collective leadership** – *to grow a culture of collective leadership where everyone at every level has the capability to deliver improvements for our Trust as a whole, not just in their own roles or work areas*



In this next phase of our Trust’s development, we will build on our achievements and learning to-date while recognising that we must do more to **develop the right culture** to deliver an improved experience for our patients, clients and staff.

‘The quality and safety of care will only get better if those who deliver the care are not only involved in improving it, but are leading the improvement effort.’

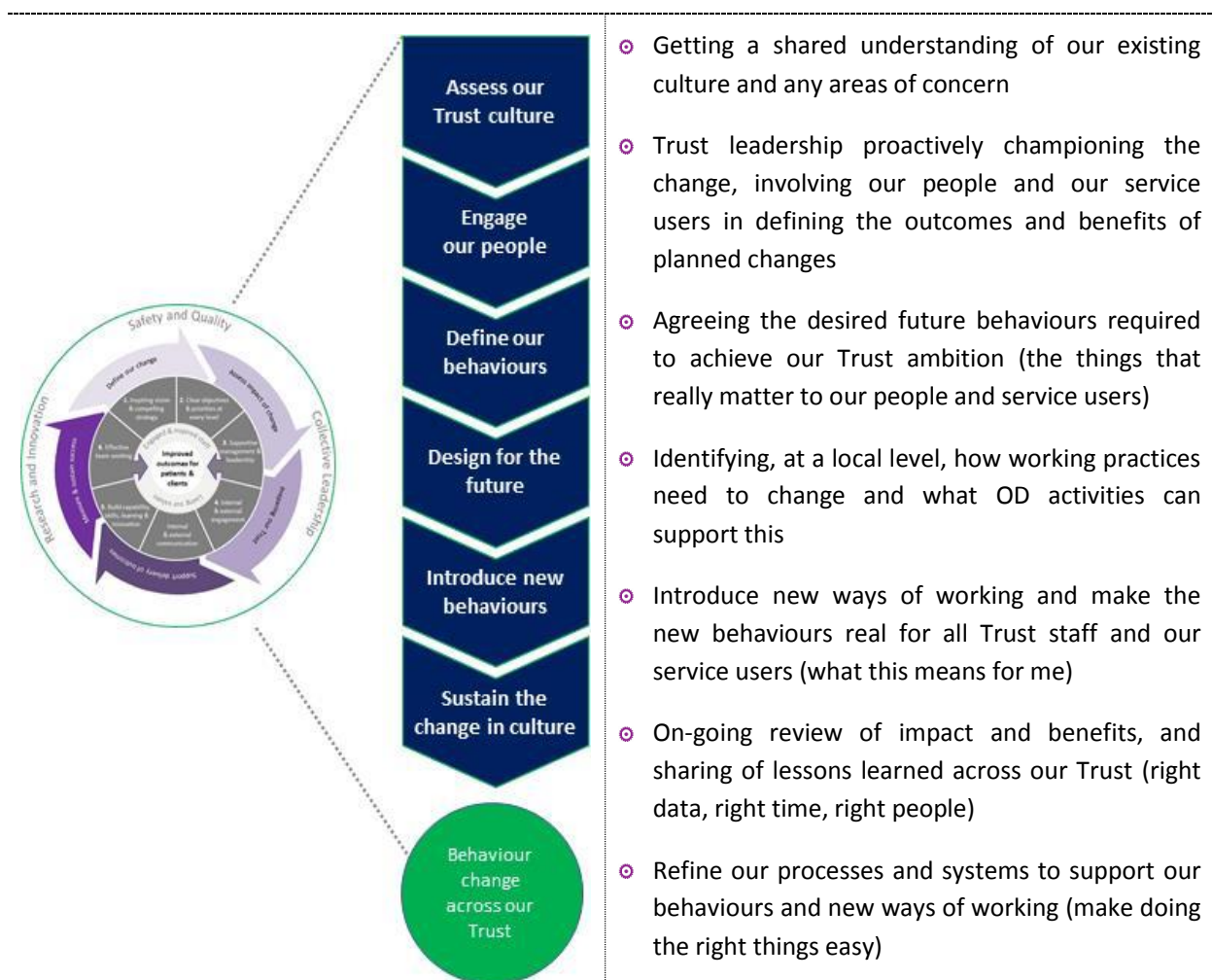
‘The Right Time, the Right Place’ (The Donaldson Report), 2014

4. Developing the right culture

Our organisational development framework is what we use to define and deliver the outcomes and benefits necessary to drive improvements in safety and quality, research and innovation, and collective leadership. A focus on developing the right culture and supporting behaviours is important as it is widely accepted that healthy cultures in NHS organisations are crucial for ensuring the delivery of high-quality patient and client care.

A key next step is to benchmark our current culture and clearly define the outcomes we want to achieve. These outcomes will determine the OD activities we will use - the 'what', 'how' and 'when' - to change our behaviours and ways of working. With a backdrop of continued budgetary pressure, this approach will ensure that our energy and talent is focused on delivering outcomes which directly contribute to the achievement of key milestones and our overall ambition.

Shown below is a summary of how our organisational development framework supports culture change across our Trust:



Note: As part of this process, we will make linkages with recognised organisations, including The King's Fund in regards to cultural assessment and embedding a 'healthy culture'.

4.1 The right culture – supported by our Trust objectives

Our **Trust objectives** shape the way our services are planned and developed. They describe what our Trust does and for whom.

With their focus on developing a culture of safety and quality; delivering improved patient and client outcomes; driving innovation at all levels; collaboration and service excellence, and building the capacity and capability of our people – they are clearly aligned to our ambition ‘to be a world leader in the provision of health and social care.’

A culture of safety and excellence – to foster an open and learning culture and put in place robust systems to provide assurance to our users and the public regarding the safety and quality of services

Continuous improvement – seek to be a leading-edge Trust through innovation at all levels in the organisation

Partnerships – work collaboratively with all stakeholders and partners to improve health, social care and well being and tackle inequalities and social exclusions

Our people – achieve excellence in the services we deliver through the efforts of a skilled, committed and engaged workforce

Resources – work to optimise the resources available to us to achieve shared goals

4.2 The right culture – by living our Trust values

To deliver our ambition; our culture, behaviours, decisions and actions must be determined by staff who are **living our values**. This is central to our OD approach.

Our **Trust values**, which were developed in collaboration with our staff and service users, are what set us apart. They make our organisation what it is, providing the foundation for us to build and improve our culture.

As a Trust we have worked hard to build awareness and understanding of these values. In this next phase of our journey, we will embed these values at all levels in our Trust, ensuring they are reflected in why we do what we do, how we behave, how we treat our patients, clients and colleagues, and how we deliver care.

VALUES	EXPECTED BEHAVIOURS
 respect & dignity	<ul style="list-style-type: none"> • Being respectful to others • Showing compassion for those who need our care • Acting fairly • Acknowledging the good work of others • Supporting others to achieve positive results
 openness & trust	<ul style="list-style-type: none"> • Communicating openly and consistently • Listening to the opinions of others and acting sensitively • Being trustworthy and genuine • Ensuring that appropriate information is shared honestly
 leading edge	<ul style="list-style-type: none"> • Actively seeking out innovative practice • Participating in new approaches and service development opportunities • Sharing best practice with others • Promoting the Trust as a centre of excellence
 learning & development	<ul style="list-style-type: none"> • Acting as a role model for the development of others • Continuing to challenge my own practice • Fulfilling my own statutory and mandatory training requirements • Actively support the development of others
 accountability	<ul style="list-style-type: none"> • Taking responsibility for my own decisions and actions • Openly admitting my mistakes and sharing learning from others • Using all available resources appropriately • Challenging failures and poor practice courageously.

‘Our values and behaviours clearly outline what is expected of an employee of the Belfast Trust. These values and behaviours are what set us apart and make this organisation what it is. You must demand this of yourself and others.’

Dr Michael McBride, Chief Executive, 2015

4.3 The right culture – reflects our Trust identity

By living our values, we will better reflect our **corporate identity** which is about *caring supporting improving together*. An important part of this will be the on-going measurement of our progress and performance. This too is highlighted in our OD approach.

It will involve dialogue and discussion with our staff, our service users and our partners using tools such as patient/client experience and our staff engagement process. Tools such as the European Framework for Quality Management (EFQM) will also be used to track our progress.

As a Trust we are also committed to the new sixth generation Investors in People Standard. This will also be used as a tool for benchmarking our performance and progress towards realising our ambition.



The following sections describe in more detail:

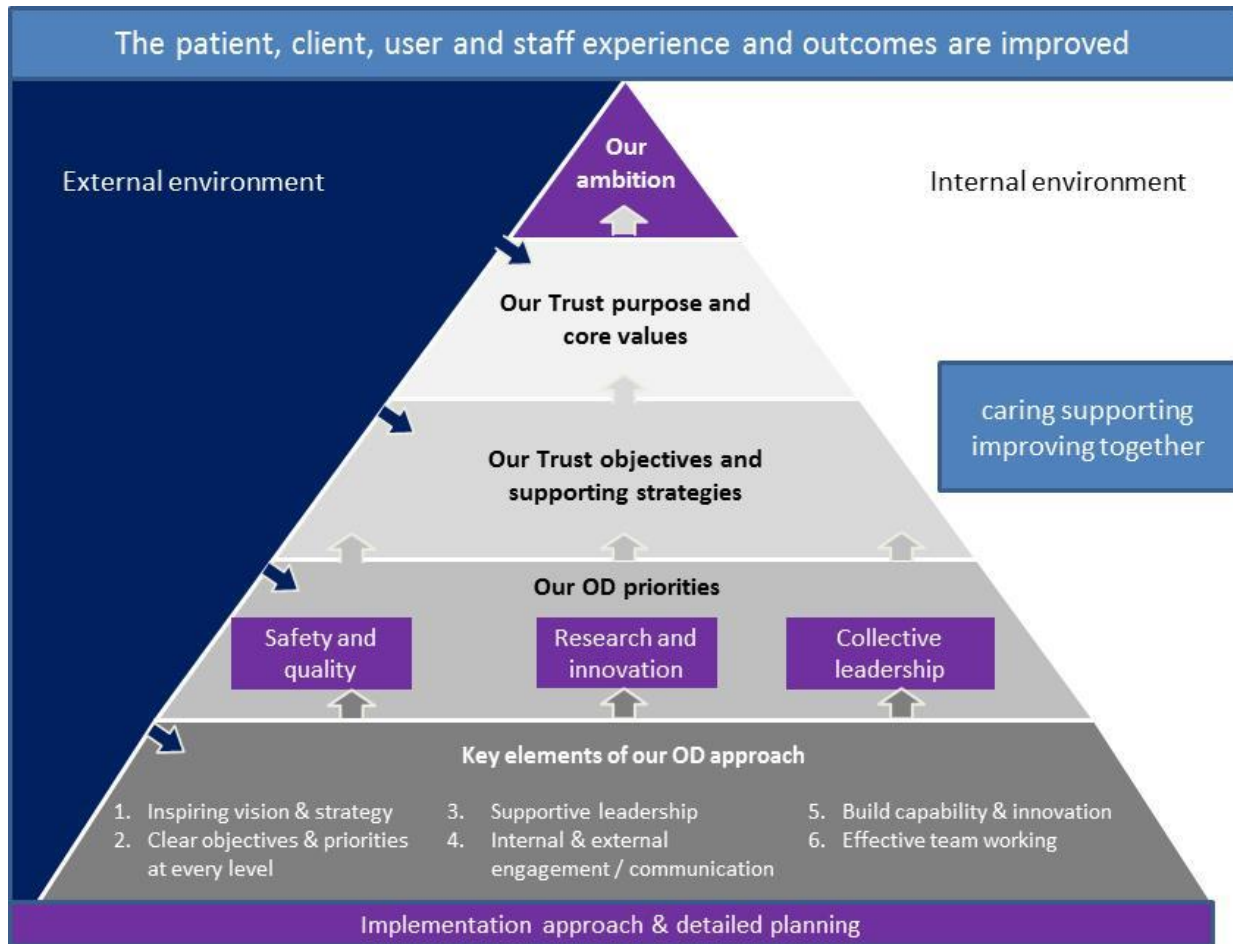
- ✓ our Organisational Development Framework
- ✓ our three core priorities - *safety and quality, research and innovation, and collective leadership*
- ✓ the OD activities we can use to deliver the culture change we need

'All healthcare systems in the world realise the importance of culture. The difference between the best and the rest is what they do about this. The very best do not hope that culture will change; they put major effort into actively changing it. Their approach is not light-touch or scattergun; they see changing culture as a central management aim.'

'The Right Time, the Right Place' (The Donaldson Report), 2014

5. At a glance – the next stage of our Trust's development

Our overarching Organisational Development (OD) Framework looks like this:



Starting at the bottom, it shows:

- ✓ *The key elements of our OD approach* – which includes the core set of planned activities we will use to deliver our three OD priorities. These activities will continue to be refined in line with good practice research (West et al, Kotter, Burke). They are the levers we will use to develop a culture for high quality care.
- ✓ *Our OD priorities* – through discussions with our staff and service users; lessons learned from strategic reports, and the findings of leading-edge research, we identified our three OD priorities: safety and quality, research and innovation, and collective leadership. Focusing on these areas will enable us to develop the culture we need.
- ✓ *Trust objectives and strategies* – our three OD priorities are key themes which cut across our five Trust objectives – *a culture of safety and excellence; continuous improvement; partnerships; our people, and resources.*

- ✓ *Our Trust purpose and values* – these remain unchanged and provide the basis for the behaviours and ways of working we need to achieve our Trust ambition, improve health and wellbeing and reduce health inequalities.
- ✓ *External Environment* – it is important for us to learn from experiences elsewhere so we can respond in a planned way to changes in the external environment and strategic direction. This includes ‘Quality 2020’, ‘Making Life Better’ and ‘Right Time Right Place’, and national and international good practice and benchmarks.
- ✓ *Internal Environment* – this is about embedding our corporate identity – caring supporting improving together – informed by our staff and underpinned by our values and behaviours.
- ✓ *Our Trust ambition* – an organisational development framework focused on making Belfast Trust **‘a world leader in the provision of health and social care.’**

In the next section we describe our three core priorities and the OD activities we can use to deliver the culture we need.

‘Place the quality of patient care, especially patient safety, above all other aims. Engage, empower, and hear patients and carers at all times. Foster whole-heartedly the growth and development of all staff, including their ability and support to improve the processes in which they work. Embrace transparency unequivocally and everywhere, in the service of accountability, trust, and the growth of knowledge.’

‘A promise to learn: a commitment to act’ (Berwick et al.), 2013

6. Delivering our Organisational Development priorities

We are fully committed to developing and embedding a culture that focuses on building the capacity and capability of our organisation and our staff to innovate and deliver even better outcomes for the people who use our services.

Our Directors, Co-Directors and Senior Clinicians are responsible for supporting staff at all levels in our Trust to implement planned improvements across Directorates. Key roles within our Trust Executive Team have also been identified to help ensure that the OD improvement work taking place in Directorates is joined up across our Trust, aligned to our three priority areas. These Executive Lead roles are shown below.

6.1 Safety and Quality as a core priority

A commitment to Safety and Quality	Executive Lead roles
<p>As a Trust we will:</p> <ul style="list-style-type: none"> Grow the culture and behaviours to sustain safety and quality, in line with Q2020 and supported by life-long learning Develop internal capacity and capability for safety and quality across all our working practices Implement planned activities that directly and positively impact how we protect and improve the safety and quality of the health and social care we deliver 	<p>Director of Medicine</p> <p>Director of Nursing and User Experience</p> <p>Director of Social Work/Children's Community Services</p>

'... there needs to be a relentless focus on the patient's interests and the obligation to keep patients safe and protected from substandard care. This means that the patient must be first in everything that is done: there must be no tolerance of substandard care; frontline staff must be empowered with responsibility and freedom to act in this way under strong and stable leadership in stable organisations.'

'Mid Staffordshire NHS Foundation Trust Public Inquiry' (The Francis Report), 2013

6.2 *Research and Innovation as a core priority*

A commitment to Research and Innovation	Executive Lead roles
<p>As a Trust we will:</p> <ul style="list-style-type: none"> Build internal capacity and capability for research and innovation Co-design and deliver activities that stimulate innovation and creativity across the Trust Support the development and implementation of innovative, evidence-based ideas that deliver even better outcomes for our patients, clients and staff 	<p>Director of Medicine</p> <p>Director of Performance, Planning and Informatics</p>

6.3 *Collective Leadership as a core priority*

A commitment to Collective Leadership	Executive Lead role
<p>As a Trust we will:</p> <ul style="list-style-type: none"> Continue to grow our 'community of leaders' through people development at all levels Equip our people with the tools, confidence and capability to lead OD activities Co-design and co-deliver activities that establish a culture of continuous learning and better outcomes for our patients, clients and staff 	<p>Director of Human Resources / Organisational Development</p>

'Leadership needs to develop inspiring visions that are put in practice at every level by leaders, identify clear, aligned objectives for all teams, departments and individual staff; provide supportive enabling people management, develop high levels of staff engagement, support, learning, innovation and quality improvement in the practice of all staff and promote effective team working.'

'Leadership and Leadership Development in Healthcare' (The King's Fund), 2015

7. Enabling our three priorities - through planned OD activities

We have already made progress in relation to each of our Organisational Development priorities, and many of the key ingredients are in place. Applying a structured and planned approach allows us to bring the various OD activities together in a more focused way.

Our OD approach looks like this:



‘I’m a guest in people’s houses so values like respect and dignity are fundamental for me ... it’s one thing to have a vision and values, it’s our behaviour that makes it real for the people we work with and the people we serve.’

Trust staff member (Investors in People Mock Assessment), 2015

In summary:

- Our OD approach has at its core:
 - ✓ the delivery of **improved outcomes** for our patients and clients
 - ✓ belief and investment in the people who deliver the care to our patients and clients
 - ✓ an **engaged and inspired workforce** as the means by which we deliver better quality outcomes and experiences for all those who use our services
 - ✓ a focus on changing culture and behaviours, with people **living our values** at all levels
- Our people will be involved in the co-design and co-delivery of **planned OD activities**. This is important as only by involving people at all levels will we bring about the behaviours necessary to deliver improved safety and quality, research and innovation, and collective leadership. Adapted from leading-edge research by West et al, our planned OD activities are grouped under six headings (our change levers), all of which are of equal importance:

1. *Inspiring vision and compelling strategy* – activities co-designed to provide a shared understanding of the reasons, benefits and outcomes of changes (for our patients/clients; partners, Trust, teams, and individuals). They should inspire our whole organisation and provide direction for our specific change efforts across the three OD priorities.
2. *Clear objectives and priorities at every level* – activities that provide clear and measureable goals and objectives for our change efforts, and methods for evaluating their outcomes. Identifying quick wins will be an important part of this process.
3. *Supportive management and leadership* – building teams who can lead and involve others in our change efforts; provide the sponsorship necessary to remove barriers to improved performance across our three OD priorities, and who visibly teach and role model the behaviours we need to achieve our ambition.
4. *Internal and external engagement (and communication)* – engagement and communication are shown as two connected parts of our OD approach and involve activities designed to understand the wants and needs of our staff and those who use our services; regular and open dialogue; targeted messaging using a range of channels, and robust information gathering (e.g. staff and patient/client views, audit ratings, performance against key indicators across our three OD priorities).
5. *Build capability, skills, learning and innovation* – this includes activities that are co-designed with our workforce and service users to build their capability, skills and knowledge, and to drive the changes in structures, processes and systems required to support our culture and behaviours.
6. *Effective team working* – activities to support learning, openness and cooperation within and across teams (and across organisations), involving partners and those who use our services wherever possible.

- ◉ Our OD approach shows each of the various OD activities being developed and rolled out in broad **phases**, moving from *defining* through to *measuring and sustaining* the change. This helps us to think about and structure our various OD activities in a planned and manageable way across each of our priority areas.
- ◉ Our OD approach is shown as a cycle – a learning organisation - with OD activities being refined, improved and implemented on an on-going basis, based on continuous measurement and changes in our wider environment. All of this activity focuses on creating the organisational conditions and capability necessary to deliver across our three core OD priorities.

'... users of services and their carers told the Review... emphasis must be given to a holistic person-centred approach which is respectful of the individual... (promotes) a mutual connection between the clinician and service user... involving a wide range of approaches to empower people to achieve their potential and lead a fulfilling life...'

'A Comprehensive Legislative Framework' (The Bamford Review N. Ireland), 2007

8. Year 1 – 2 organisational development activities

This section provides a high level summary of the planned OD activities to be delivered in Years 1-2, using our organisational development framework. The OD activities summarised below are indicative and are subject to change based on detailed planning across each of our priority areas – Safety and Quality, Research and Innovation, and Collective Leadership.

The activities are summarised against each of the ‘change levers’ included in our OD approach (shown in green below).



As described elsewhere in this document, these change levers have been adapted from leading-edge research and our own lessons learned to-date. They will be used to guide how we grow the culture, behaviours and ways of working required to achieve our Trust ambition.

‘... developing people who think of themselves as leaders not because they are personally exceptional, senior or inspirational to others, but because they can see what needs doing and work with others to do it’

‘Patient Centred Leadership’ (The King’s Fund), 2013

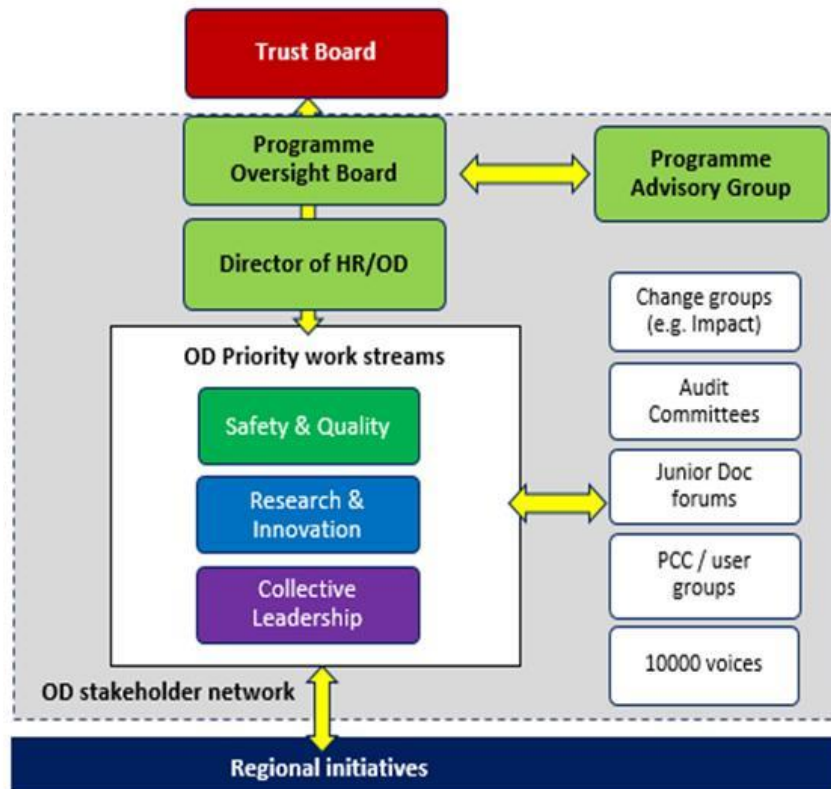
8.1 Summary OD activities (indicative only)

Subject to detailed planning, indicative Year 1-2 activities across the three organisational development priorities may include:

		Indicative Year 1-2 OD activities	Define	Assess	Prepare	Support	Measure
OD ACTIVITIES (the change levers)	1. Inspiring vision and compelling strategy	<ul style="list-style-type: none"> Integrated programme planning (including benefits, outcomes and measures) across the three priority areas Increase safety and quality capability (e.g. quality improvement advisers, quality improvement hub), in keeping with the Q2020 Attributes Framework Co-design and begin roll out of a Research and Innovation strategy (involving a Trust-wide review of existing capacity and areas for improvement) Develop and roll-out our people strategies (including The Belfast Way, New Directions, People Management Strategy, Collective Leadership Strategy) 					
	2. Clear priorities and objectives at every level	<ul style="list-style-type: none"> Build awareness of our OD framework and priority areas at all levels in our Trust Establish the baseline position for each of the priority areas and define 'stretch' targets for each Engage our staff around the key objectives of safety and quality (using for example visible leadership, SAFETember, learning events, QI Hub), research and innovation (using new and established partnership arrangements) and collective leadership (using our various engagement forums and online channels) 					
	3. Supportive management coaching and leadership	<ul style="list-style-type: none"> Develop ways to better support staff when care goes wrong (e.g. standardised approaches, skills development, eLearning) Support the roll-out of service improvement methodologies and training Build on our experience from Investors in People to embed our Trust values and define our required culture and behaviours 					
	4. Internal and external engagement and communication	<ul style="list-style-type: none"> Engage staff in safety and quality (using job planning, appraisal, PCP/PDP, revaluation) Implement new and innovative ways to engage our service users to gather feedback and ideas for quality improvement Identify methods for stimulating innovation and creativity across our Trust Continue to roll-out and monitor the success of our staff engagement process (e.g. NHS full census survey) 					
	5. Building capability and innovation	<ul style="list-style-type: none"> Support quality improvement through effective data management (e.g. run charts, open display on wards and online) Build research and innovation capacity (e.g. establishment of research units, development of a research and innovation hub, job planning) Co-design and roll-out targeted development programmes (e.g. medical leadership, organisational development, succession planning) 					
	6. Effective team working and collaboration	<ul style="list-style-type: none"> Review existing collaborations and explore new opportunities with leading-edge organisations Evaluate our existing Team Development and Effectiveness service and work with staff to identify new approaches 					

9. Joining the dots

The OD programme management structure is as follows:



Sponsor level

- Through the Chief Executive and Director of HR and Organisational Development, the Trust Executive Team and Trust Board will be updated regularly about progress and the delivery of outcomes. They will provide visible sponsorship of the programme at all levels within the Trust.

Programme level

- The Programme Oversight Board will be chaired by the Chief Executive. This Board will include those Trust Senior Executives, Co-Directors and Senior Clinicians with lead responsibility for the delivery of key improvement initiatives.
- The Senior Responsible Owner for the delivery of the overall OD Programme benefits is the Director of HR and Organisational Development, supported by the Executive Team leads responsible for the three priority areas.
- Our entire Director team will play a pivotal role, each having responsibility for driving the planned changes in Directorates and ensuring collaboration across our Trust, in line with our three core priorities.

Wider stakeholder level

- ◉ To realise our ambition, we will need the commitment and active involvement of a wider stakeholder network. With this in mind, the OD improvement work taken forward across all levels of our Trust will be informed by other change teams within the Trust (e.g. 10000 voices, user groups), regional HSC projects and initiatives underway across the wider HSC family).
- ◉ The Programme Advisory Group will be established to support the Senior Responsible Owner and Programme Oversight Board providing, for example, intelligence external to our Trust and a 'sounding board' for ideas. Representation on this group may include local government; universities, community and voluntary sector and Trade Unions.
- ◉ Our improvement activities will also continue to be refined based on leading-edge research and collaboration with external centres of excellence.

To help ensure the integrated and coordinated delivery of organisational development activities across each of the priority areas, implementation will be supported by a programme and change management work stream.

10. Our ambition realised

To be the best, we need to develop our culture by building the capacity and capability of our organisation and our staff to innovate and deliver even better outcomes for the people who use our services. This OD Framework sets out our broad approach for doing this with more detailed planning to follow. Some next steps include:

- ◉ Building understanding of our Trust ambition, our three OD priorities and our approach
- ◉ Benchmarking to understand what world class looks like for our services and functions, helping us to define our outcomes, benefits and measures for success
- ◉ Setting up our various programme management groups to ensure we connect in the right way with our people, service users and partners
- ◉ Continued engagement with our staff, service users and partners to identify gaps and areas for improvement across the three priority areas, building on the lessons learned from all our good work to date as well as national and international good practice
- ◉ Working closely with Directors, managers, clinicians and staff to develop detailed improvement plans for our work across Directorates, and with our Executive Leads to ensure these change activities are taking place in an joined up way across the three priority areas
- ◉ Continuing to develop our staff to deliver improvements and measure the impact of these across Directorates

Moving forward together in a planned way will help us make sure we deliver the right outcomes for our workforce and the people we serve. This is important because we know that success will mean different things for different people. Here's what success might look like for some key groups:

✓ Our patients, clients, service users and carers

They will say ...

'Belfast Trust made a positive difference to me and my family's life. I can honestly say that I felt safe, cared for and supported all the way. All the community and hospital staff involved in my care treated me and my family with real compassion. They respected me and seemed to know what I was going through.'

'I felt really confident in their ability to look after me because everything felt joined up. Everyone had the same information about me which made for good quality care. I was cared for and helped by various staff and they all treated me the same way. It was a quality service because they behaved and talked the same way. They dealt with me as a person. I see why the Trust is regarded as one of the best and I'd recommend the staff and their services to anyone.'

✓ Our inspired and engaged workforce

They will say ...

'We've worked hard as a Trust to improve the way we do things. It's our values that have made the difference. They're not words on a noticeboard, they're how things are done everywhere in our Trust and that's a great thing. I see them every day. This is the reason I continue to love what I do. We are all about safety and quality and the person in front of us who needs our help. When I feel that we've all pulled together as a team and have genuinely done our best to help the person on their own personal recovery journey, it's the best feeling in the world.'

It's good that we're recognised as one of the best and all the awards and things are great, but what I'm most proud of is how we go about our work now. It hasn't been easy and the change felt difficult at times, but it's been worth it. Even with all the pressures we are under; it feels like we're all pushing in the same direction. We're all expected to help improve how we do things and this happens. We're supported to do this through learning and development and how we work in partnership with others. It doesn't matter where you work in the Trust or what level you're at, ideas and innovation come from listening to the people we care for and listening to each other. Sharing our experiences, our research and our ideas just feels easier now.'

✓ Our partners in the delivery of health and social care

They will say ...

'It's right that Belfast Trust is regarded as a successful, high-performing organisation. Those who we have worked with at every level across the Trust share the same belief and the same set of values. You can feel it when you're in the Trust working with them, and when you're somewhere else delivering care or support to patients and clients, carers and families. The location doesn't matter; the compassion and quality of care is the same. It's just part of how the Trust's people think and behave.'

Phrases like 'co-design', 'partnership working', 'collaboration' and 'shared learning' are used often across health and social care. With Belfast Trust, these things feel like part of the culture. They understand the essential role of patients, clients, families and carers in the improved delivery of care. People in the Trust are committed to partnership and work with us to innovate and deliver even better outcomes for those in need of health and social care services.'

It is a privilege to work with such inspirational and committed people across all levels of the Trust. We consider them colleagues, and look forward to a future of working in continued partnership to deliver better outcomes for the people of Northern Ireland.'

✓ **Our peers across the health and social care family**

They will say ...

'Belfast Trust is regarded locally, nationally and internationally as an exemplar organisation, not only within health and social care but across the wider public and private sectors.'

This reputation for excellence is well-founded. The organisation has been successful in bringing about a step change in performance, delivered through an integrated programme of planned change taking place within and across all areas of the Trust.

To achieve its ambition to be a world leader in the provision of health and social care, the Trust has applied an organisational development framework which put patients and clients at the heart of what it does; has focused on equipping its workforce with the capability and capacity to deliver, and has been courageous about making the changes necessary to ensure a culture of safety and quality, innovation, research and collective leadership are sustained long term. Congratulations to the Trust for its success to-date and its success still to come.'

Once defined, the specific outcomes required across our three priority areas will be used to plan and implement our organisational development activities, and the measures we will use to track progress towards our ambition **'to be a world leader in the provision of health and social care.'**

