

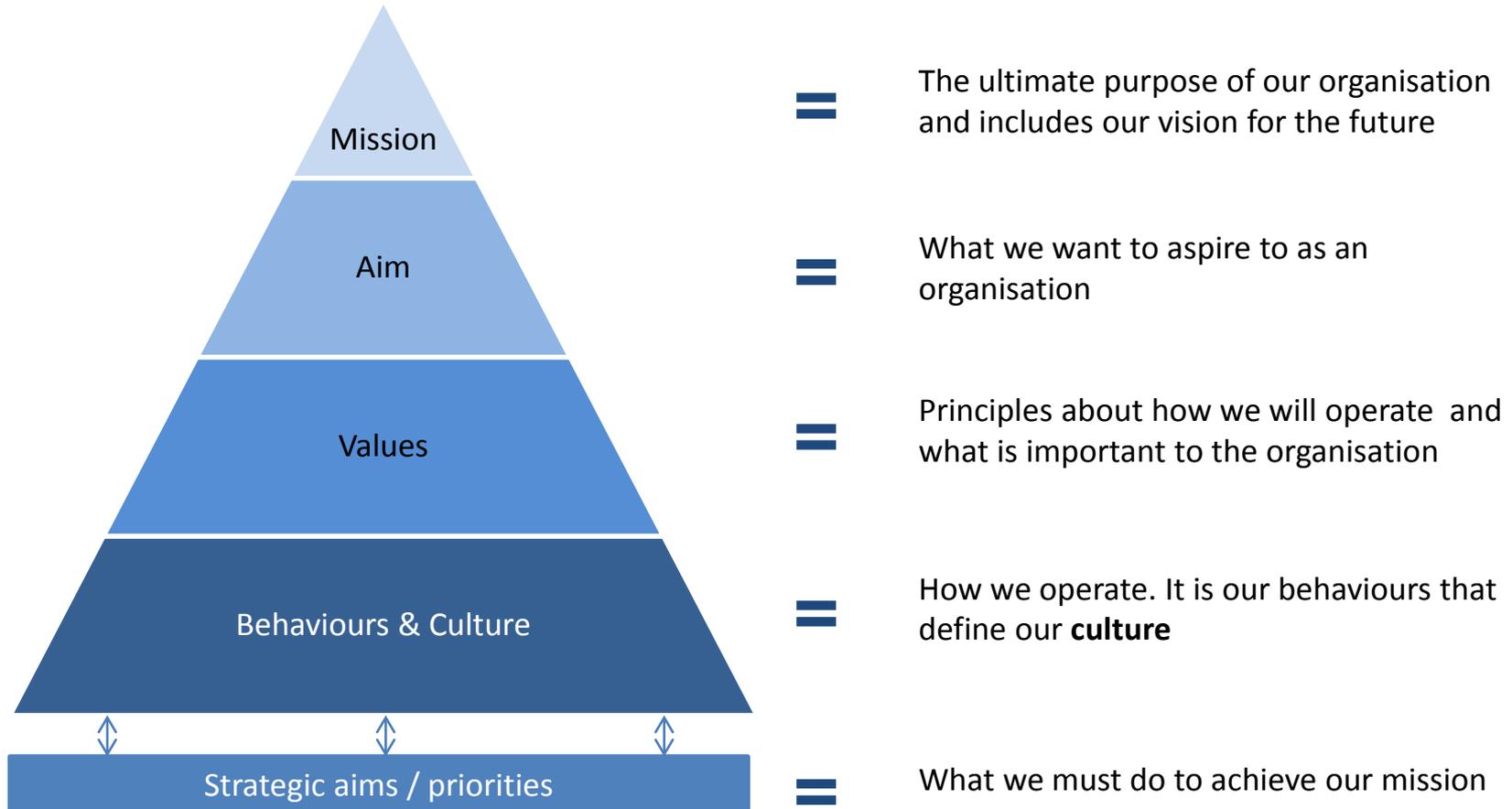
# Recommended mission, aim and values for Dorset CCG

- Outline the collaborative process taken to develop the mission, aim and values for Dorset CCG
- Present the recommended mission, aim and values (and behaviours) to the shadow Dorset CCG board for approval
- Detail the next steps required to embed the mission, aim and values across the organisation

“If people **don’t** understand what the new organisation is seeking to achieve, ignorance can create mistrust.”

Quote by CCG Board Member

# What is a mission, aim and values?



The agreed mission, aim and values will be included in the CCG constitution and help shape the operation of the new organisation, its behaviours, culture and ultimately the brand.

# The mission, aim and values have not been developed in isolation



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## The process to developing the mission, aim and values

4 July	5 July – 8 August	8-13 August	15 August
Session with Board to develop potential mission statements	<ul style="list-style-type: none"><li>Stakeholder workshops to test the mission, aim and values</li><li>Publication of a questionnaire</li></ul>	Development of recommended mission, aim and values	Presented recommended mission, aim and values to board for approval

In total 162 members of the CCG, staff and stakeholders have contributed to the development of the mission, aims and values

# Mission

## Key themes and insights gained through the consultation



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- Short and free of jargon
- Focus on the outcomes
- *Clinically led, health inequalities and wellbeing* not widely understood
- Focus on the outcomes of clinically led. I.e. Clinical leadership should result in a CCG that is more patient focused, responsive and less bureaucratic
- A leadership/ champion role should be present
- There was a lack of focus on prevention and education

Feel the statement should include patient responsibility ... It encompasses a multi-factorial service

'... By effective and efficient planning and funding of local health services which are free at the point of access'

Wellbeing is too vague, gives the CCG too broad a remit and is principally the responsibility of other organisations.

# Mission

The recommended vision for Dorset CCG



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## Supporting people in Dorset to lead healthier lives

As leaders and using our clinical understanding we will drive continuous improvements in services throughout Dorset to support people to lead healthier lives for longer.

Our mission sets out our ultimate purpose. It defines what we must aim to achieve every day, through every decision and every interaction we have as an organisation. It also incorporates our vision statement.

# Aim

## Key themes and insights gained through the consultation



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- Jargon free and avoid too much ‘NHS speak’
- Avoid clichés and unrealistic statements that will set unrealistic expectations
- Reflect our role as commissioners and some of our responsibilities as guardians of public money
- Avoid using terms such as ‘local’ in isolation as it is difficult to define (e.g. local to Dorset or areas within Dorset?)

You should ensure that there are not any areas in Dorset that become the ‘poor relations’

It is surprising that in a statement of what the CCG aims to achieve there is no mention of efficiency and value for money

We should be wary of promising what may well ultimately be unrealistic ...

# Aim

Recommended aim for Dorset CCG



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## Our aim is to be an organisation that:

- Uses the resources available effectively, and efficiently, whilst remaining faithful to NHS values
- Challenges and encourages itself and partners, to drive improvements in services and performance
- Has a local focus but doesn't lose sight of the bigger picture
- Values its membership and staff, making it a great organisation to be part of
- Is trusted and builds confidence in our public, patients and stakeholders

Our aim sets out what we aspire to be as an organisation to help us achieve our mission.  
By aspiring to operate in this way we can support people to lead healthier lives.

# Values

## Key themes and insights gained through the consultation



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- Make sure that these are actually values rather than just statements
- A number of values were tested to see what people thought these actually meant in practice
- Identified 6 common values
- It is how they are brought to life that matters
- There was a desire to reflect financial constraints throughout including the values

It would be interesting to know how the CCG will carry their values out...

Adding behaviours to how you envisage to achieve this would be beneficial

All very good words but what do they actually mean?

# Dorset CCG has 6 values....



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# ... and our behaviours should reflect these values



As an organisation we will be:

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## Honest

- by **working honestly and being open** with the public, our patients and all other stakeholders to **build a mutual level of trust and understanding**
- by **being transparent** about the decisions we make, the way we operate and the impact we have

## Courageous

- by having the **courage to challenge decisions and activities** when they are not aligned to our aims and priorities as commissioners of healthcare
- by **looking at existing approaches and new challenges in different ways** and explore innovative solutions in order to drive continuous improvement . We will be prepared to take risks and learn from our mistakes

## Responsible

- by being **accountable for the decisions we make** and responsible for implementing them and reflecting the resources available to us as commissioners.
- by taking **personal and collective responsibility** for all our work and supporting the decisions of the CCG

## Collaborative

- by **working collaboratively** with our public, patients and stakeholders involving them in the decision-making process particularly when the decision impacts on them
- by working with colleagues from all sectors to make a real difference to services, **putting the needs of patients and communities ahead of organisational boundaries.**

## Responsive

- by **proactively adapting and responding to all challenges**, both large and small, national and local, to find a resolution
- by **responding positively to new and different ideas** when they are presented demonstrating a 'can do' attitude

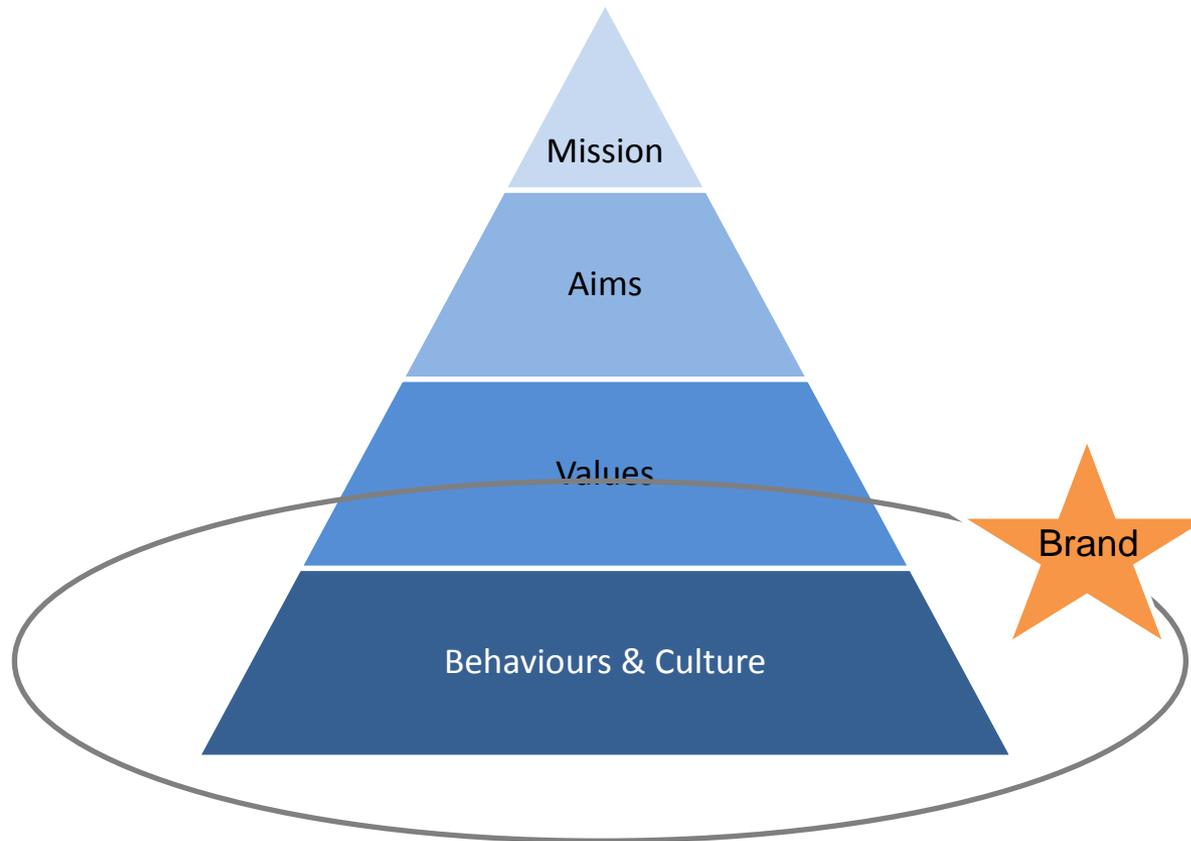
## Caring

- by putting ourselves in our patients, public and stakeholders shoes in order to **understand their point of view**
- by **listening** to the people and communities we serve **to take account of their views** in the decisions we make

# Dorset's CCG culture is its brand ...



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**... Therefore our culture and delivery must reflect our promise.**

# Dorset CCGs mission, aim and values on a page

## Our mission

**Supporting people in Dorset to lead healthier lives.** As leaders and using our clinical understanding we will drive continuous improvements in services throughout Dorset to support people to lead healthier lives for longer

## Our aim

Is to be an organisation that:

- Uses resources effectively and efficiently
- Challenges and encourages its partners, members and staff to drive improvements in services and performance
- Has a local focus but doesn't lose sight of the bigger picture
- Values its staff and membership and is a great place to work
- Is trusted and builds confidence in our public, patients and stakeholders

## Our values



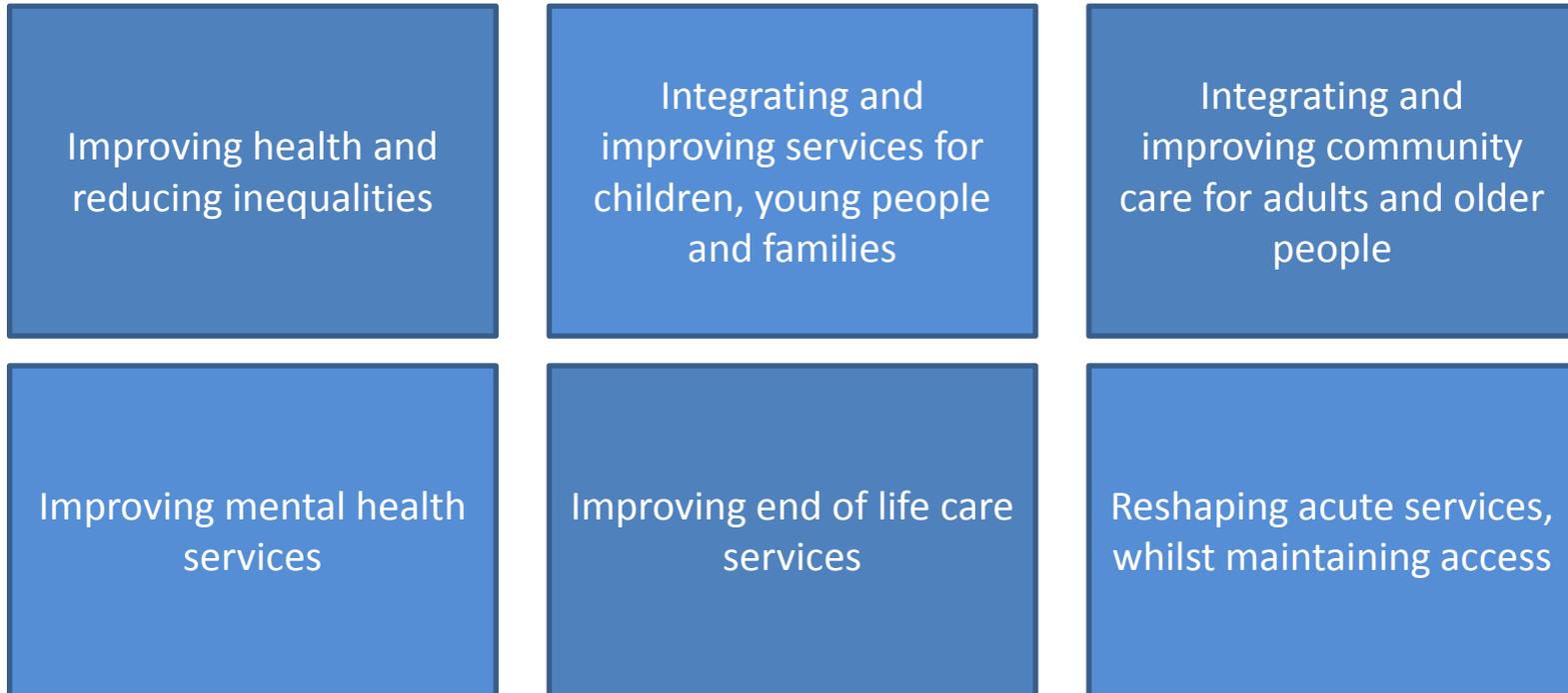
As a CCG we will:

- Work honestly and be open with the public, our patients and all other stakeholders to build a mutual level of trust and understanding
- Be transparent about the decisions we make, the way we operate and the impact we have
- Have the courage to challenge decisions and activities when they are not aligned to our aims and priorities as commissioners of healthcare
- Look at existing and new challenges in different ways and explore innovative solutions in order to drive continuous improvement . We will be prepared to take risks and learn from mistakes
- Be accountable for the decisions we make and be responsible for implementing them and reflect the resources available to us as commissioners.
- Take personal and collective responsibility for all our work and support the decisions of the CCG
- Work collaboratively with our public, patients and stakeholders involving them in the decision-making process particularly when the decision impacts on them
- Work with colleagues from all sectors to make a real difference to services putting the needs of patients and communities ahead of organisational boundaries.
- Proactively adapt and respond to all challenges, both large and small, national and local to find a resolution
- Respond positively to new and different ideas when they are presented demonstrating a 'can do' attitude
- Put ourselves in our patients, public and stakeholders shoes in order to understand their point of view
- Listen to the people and communities we serve to take account of their views in the decisions we make

# The strategic priorities underpin our mission, aim and values



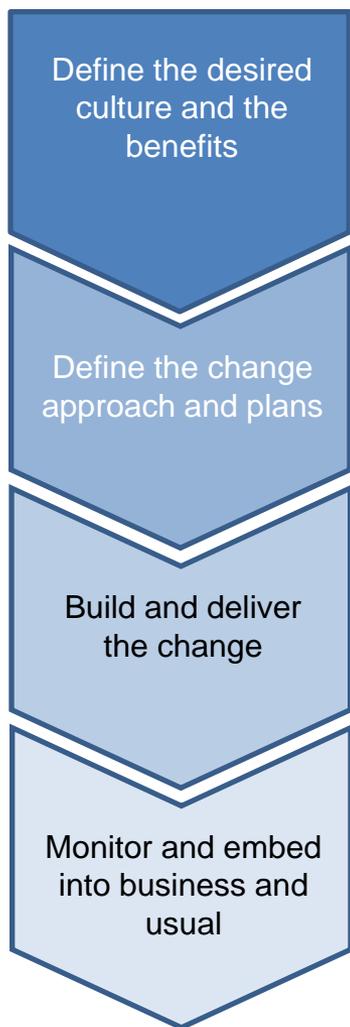
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The strategic priorities should be developed to reflect our mission, aim and values and our culture and behaviour should be evident through the delivery of them.

# Next steps to embed the mission, aim and values

# Develop an approach to embed throughout the organisation based on critical success factors



- Use the agreed mission, aim and values to agree benefits and create measureable outcomes
- Ascertain the most effective people change levers
- Develop the roadmap and plans to deliver the change
- Undertake change readiness & impact assessments
- Deliver the change through a programme of connected activities (e.g. Change networks)
- Senior leaders continue to role model and communicate change
- Embed within the performance management process
- Track progress regularly



# Leaders have a key role in embedding the values and behaviours



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- It is the leaders that set the behaviours and culture of an organisation
- Therefore you have a key role in realising and visibly living the mission, aim and values
- If you own and role model the values and behaviours you will help us achieve the mission of:

**Supporting people in Dorset to lead healthier lives**

**But you don't have to change everything all at once:**

**Focus on emotional connections at the moments that matter most**

# Examples of behaviours people think will reflect the values



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- I will work to turn the complex into simple and clear actions
- I will demonstrate a 'can do' attitude to improve performance
- I will recognise the need to align different skills to achieve a better outcome
- I will show respect to inspire belief in others
- I will trust others, and respect their knowledge to help them grow in confidence
- I will take time to understand peoples feelings as well as business objectives
- I will understand the value that I can bring to others and think of them not just me

As a leader within Dorset CCG I recognise the importance of living our values. A such I will ...



Dorset Clinical Commissioning Group

Honest

Courageous

Responsible

Collaborative

Responsive

Caring

# Dorset: The healthiest place to live in the UK (National Newspaper article 2015)



Dorset Clinical Commissioning Group

**Research has shown that the population of Dorset are living longer healthier lives and as a result are happier than anywhere else in the UK.**

The driving force behind this work is the Dorset CCG whose mission 'to support people in Dorset to lead healthier lives' has become reality in just three years.

Their approach has been to work with local authorities, charities and the whole community to join up services, help people take responsibility for their own health and, facilitate improvements in housing, education, transport and the local environment demonstrating leadership and a creative and cost effective approach.

All of this means that if you live in Dorset, you will live 10 years longer than anywhere else in the UK, be healthier and have a happier time.



By continuing to develop and measure ourselves against our values and behaviours, we will achieve our aim as an organisation and ultimately our mission:

**Supporting people in Dorset  
to lead healthier lives**