

**NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING**

ORGANISATIONAL DEVELOPMENT FRAMEWORK 2017/2018 TO 2018/2019

Date of the meeting	15/11/2017
Author	E Shipton - Deputy Director of Engagement and Development
Sponsoring Board Member	T Goodson - Chief Officer
Purpose of Report	To update on the key activities relating to the Organisational Development Framework 2017/2018 to 2018/2019.
Recommendation	The Governing Body is asked to note the content of the report.
Stakeholder Engagement	Individual discussions have taken place throughout the year with the Chair, Assistant Clinical Chair, Governing Body members, Chief Officer, Directors and Deputy Directors to inform the development of the framework and Implementation Plan. The outputs from the Governing Body and Clinical Leadership Development Event held on 24/25 October 2017 have informed the future focus of the Implementation Plan for 2017/2018.
Previous GB / Committee/s, Dates	GB - 16/07/14, GB - 18/03/15, GB - 16/03/16 GB - 15/11/16

Monitoring and Assurance Summary

This report links to the following Strategic Principles	<ul style="list-style-type: none"> • Services designed around people • Preventing ill health and reducing inequalities • Sustainable healthcare services • Care closer to home 		
	Yes [e.g. ✓]	Any action required?	
		Yes Detail in report	No
All three Domains of Quality (Safety, Quality, Patient Experience)	✓	✓	
Board Assurance Framework Risk Register	✓	✓	
Budgetary Impact	✓		✓
Legal/Regulatory	✓		
People/Staff	✓	✓	
Financial/Value for Money/Sustainability	✓		✓
Information Management & Technology	✓		
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
I confirm that I have considered the implications of this report on each of the matters above, as indicated	✓		

Initials : ES

1. Introduction

- 1.1 The organisational development framework was reviewed and refreshed in October 2016 to align and support the delivery of our two year Operational Plan 2017/2018 to 2018/19. The framework sets out the way in which we will continue to evolve and develop, ensuring that we have the capacity and capability to deliver our strategic and system wide objectives.
- 1.2 This report provides an update on key activities relating to the 2017/2018 Implementation Plan and details the delivery focus for 2018/2019.

2. Report

Extract from Organisational Development Framework

- 2.1 Organisational development is at the heart of what we do and what we achieve. As an established and dynamic organisation, we recognise the importance of reflection and development, both in terms of our structures, systems and processes and our approach and focus on relationships, values and behaviours. During our early years, we embarked on a journey of discovery and exploration, which we started during our shadow form prior to becoming a fully authorised Clinical Commissioning Group (CCG) in April 2013. This provided us with the foundations to mature and more recently our focus has gained momentum and pace. We are an organisation that is confident to face challenges, but more importantly take bold and courageous steps to meet those challenges. Alongside this our profile locally and nationally is strong and increasing. Our clinicians remain at the forefront of the planning and decision-making. The work that we are doing and the decisions that we are making as an organisation, and as part of a system, have far reaching implications for the way health and care services are organised and delivered across Dorset.
- 2.2 If the NHS in Dorset is to have sustainable health and social care services that are fit for the future, then we will need to continue to work collaboratively across the health and care system, hand in hand with our stakeholders, partners and providers, to make courageous decisions regarding how local services are best provided and delivered. Courageous decisions require confident leadership and meaningful stakeholder engagement, therefore the relationship between the organisational development framework and the engagement and communication framework is paramount to our success.

3. 2017/2018 Implementation Plan Highlights

- 3.1 Accepting the complexity of the environment and the changing dynamics, our organisation development approach is responsive to this. This framework has been simplified to capture the three themes which we believe best define our organisational development priorities and resonate with our mantra for meaningful, transparent and flexible organisational development solutions.
- 3.2 Over the last 12 months a significant amount of progress has been made to embed the organisational development objectives within the organisation and where appropriate across the system. The themes are mutually dependant on each other and highlights include:

Theme 1: Governance, Systems and Processes

- The development of a robust governance structure which supports Dorset's **Sustainability and Transformation Plan** decision-making, monitoring and delivery.
- The development of a **Menu of Support** for GP Practices aligned to the sustainability and transformation of primary care.
- The continued development and sustainability of the **Primary Care Workforce Centre** (a significant amount of the initiatives support system workforce delivery).
- The development and introduction of themed learning events and **transformational conversations** for senior managers and clinicians across the system.
- Active involvement in the **Business Support Services Groups**, influencing and shaping opportunities for future functions and forms leading to efficiency and impact across the system.

Theme 2: Values, Behaviours and Relationships

- The formation of a Dorset Wide group to co-ordinate **Wellbeing** activities, including the pedometer challenge, dechox- employees undertook a challenge to give up chocolate for a month to raise money for the British Heart Foundation, January Blues we offered discounted massages, supporting positive mental health in the workplace, National Stress Awareness Day and throughout the year we have promoted Park Runs, held drop in sessions for employees, had taster sessions on arctic walking, linked up with local gyms and had one off exercise sessions in work time.
- A review of working practices **'The Way We Work'** which included the redesign of the appraisal process with a two- way assessment of values (we delivered 5 briefing sessions to 52 members of staff, 3 'Effective PDC' sessions to 38 managers and 5 'Getting the Most out of your PDC' sessions to 56 attendees - the appraisal completion rate for 2016/17 was 95%).
- The launch of the **Spotlight Awards** recognition scheme aligned to our values, to date 100 nominations have been made.
- The development and implementation of the **Governing Body Deliberation Framework** to support CSR decision making (the depth and focus of this enabled the CCG to successfully achieve best practice accreditation by the Consultation Institute).
- We received our highest response rate to the national **NHS staff survey** of 89.7% which was an increase of 11% from the previous year, a detailed action has been developed in response to the feedback results.
- The expansion of the CCG's **Manager Essential** training brand which develops managers (total attendance at the sessions has been 198 in the last 12 months)
- The completion of 23 **annual review** meetings with Governing Body members and clinical leaders and the realignment of Governing Body and clinical leads core roles and functions.

- The relaunch of our **staff engagement and communications approach** which included the creation of an interactive internal bulletin, the re focus of 'Our Voice Our Forum' and staff briefings.

Theme 3: Organisational Structures

- Opportunities have been created for **role based working** enabling staff to work across teams and organisations e.g. demand management, system integration, PMO support; this is likely to increase as we move towards an Accountable Care System.
- The creation of the **System Integration Team**, funded by NHS partners in Dorset, an early success has been the facilitation of cluster wide integrated models of care for improved GP access and ED streaming.

4. Implementation Plan

- 4.1 The implementation plan for 2018/2019 has been refreshed and describes 'how' we will continue to develop the organisation and 'what' we intend to deliver through our organisational development activities for the remainder of this year and in preparation for 2018/2019. The implementation plan is designed around the organisational development themes detailed above and clearly articulates what we aim to achieve. The plan will be reviewed and updated in April 2018 to reflect the key activities and deliverables in response to Accountable Care System delivery and CCG statutory obligations.

5. Conclusion

- 5.1 The Governing Body is asked to **note** the content of this report.

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