

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

**ORGANISATIONAL DEVELOPMENT FRAMEWORK 2017/2018 TO 2018/2019**

<b>Date of the meeting</b>	16/05/2018
<b>Author</b>	E Shipton, Deputy Director of Engagement and Development
<b>Sponsoring Board Member</b>	T Goodson, Chief Officer
<b>Purpose of Report</b>	To update on the key activities relating to the Organisational Development Framework 2017/2018 and approve the refreshed priorities for 2018/2019.
<b>Recommendation</b>	The Governing Body is asked to <b>approve</b> the refreshed priorities for 2018/2019.
<b>Stakeholder Engagement</b>	<p>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.</p> <p>The outputs from the Governing Body and Clinical Leadership Development Events held in October 2017 and April 2018 have informed the future focus of the Implementation Plan for 2017/2018.</p>
<b>Previous GB / Committee/s, Dates</b>	GB 16/07/14, GB 18/03/15, GB 6/03/16, GB 15/11/16, GB 15/11/17

**Monitoring and Assurance Summary**

<b>This report links to the following Strategic Principles</b>	<ul style="list-style-type: none"> <li>• Prevention at Scale</li> <li>• Integrated Community and Primary Care Services</li> <li>• One Acute Network</li> <li>• Digitally Enabled Dorset</li> <li>• Leading and Working Differently</li> </ul>		
	<b>Yes</b> [e.g. ✓]	<b>Any action required?</b>	
		<b>Yes</b> Detail in report	<b>No</b>
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	✓		✓

# 9.6

<b>I confirm that I have considered the implications of this report on each of the matters above, as indicated</b>	✓		
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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 refreshed 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 also 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 Recognising 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 six months since the last update to the Governing Body further 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 establishment of an ***Integrated Care System Programme Team*** to map the work streams and develop a programme management approach and plan for wider discussion and engagement with STP partners.
- The continued investment in the ***Primary Care Workforce Centre*** and the development of a revised operating model to ensure the sustainability and responsiveness of delivery (a significant amount of the initiatives support system workforce delivery).
- Full compliance of our obligations under ***Gender Pay Gap*** reporting, ***Pension Auto enrolment*** and ***Trade Union (Faculty Time Publication Requirements) Regulations***.
- Evolution of the of the ***appraisal process*** based on feedback, the new process ensures a greater focus on aligning individual objectives with the National “9 Must Dos” and the Local STP objectives as well as two-way assessment of the CCG’s corporate values.

***Theme 2: Values, Behaviours and Relationships***

- The creation of the ‘Calendar of Support’ to co-ordinate ***Wellbeing*** activities for CCG employees with a different focus each month, topics to date include Sexual Harassment, Mental Health, Mindfulness and LGBTQ discrimination.
- All ***HR Policies*** were reviewed alongside our Trade Union partners and approved by Directors in March 2018. A review of working practices resulted in the relaunch of ***‘The Way We Work II’*** to ensure a consistent approach and clarification of expectations.
- The launch of ***Ask Workforce*** which provides a drop in session for any managers or employees who have questions about any aspects of HR.
- The development of the ***Spotlight Awards*** recognition scheme aligned to our values, there has seen over 100 nominations and annual awards were presented by Governing Body members at the staff event in December 2017.
- The CCG received a response rate to the national ***NHS staff survey*** of 85.6% which was 7% higher than the average of other CCGs, a detailed People and Culture Programme has been produced following NHS England methodology, of which the Discovery phase has already commenced.

- The completion of **annual reviews** meetings with Governing Body members and clinical leaders and the realignment of Governing Body and clinical leads core roles and responsibilities.
- The expansion of the CCG's **Manager Essential** training brand which develops essential management skills (total attendance at the sessions has been 126 in the last 12 months).
- Delivery of 5 briefing sessions to 52 members of staff on annual appraisal, 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%).
- Our approach to **staff engagement and communications** has continued with #FYI (an interactive internal bulletin), the review of the Terms of Reference for 'Our Voice Our Forum' under a new chair and the continued development of staff briefings.

### **Theme 3: Organisational Structures**

- Opportunities have increased 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 Integrated Care System.
- Review and realignment of Directorate **functions and roles** to reflect the CCGs evolving responsibilities in the context of business as usual and system leadership and transformation.
- Successful recruitment to **Director and Deputy Director** level posts within the organisation following national recruitment.

## **4. People and Culture Programme**

- 4.1 Reflecting on the results of the 2017 staff survey, feedback and insight from staff and stakeholders, the CCG has taken the decision to proactively launch a People and Culture Programme which is based on NHSI and Kings Fund methodology. In April 2018, the Governing Body received an overview of the staff survey and stakeholder survey results which reinforced the need to assess and develop the behaviours within the organisation and adopt an evidenced based three stage approach (discovery, design and deliver) to culture change. A summary of the programme is attached as Appendix 1 to this report.

## **5. Implementation Plan**

- 5.1 The implementation plan for 2018/2019 has been refreshed (attached as Appendix 2) which 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 remain iterative to reflect key activities and deliverables in response to our evolving Integrated Care System delivery and CCG statutory obligations.

## 6. Conclusion

- 6.1 The Governing Body is asked to note the content of this report and **approve** the 2018/2019 Implementation Plan.

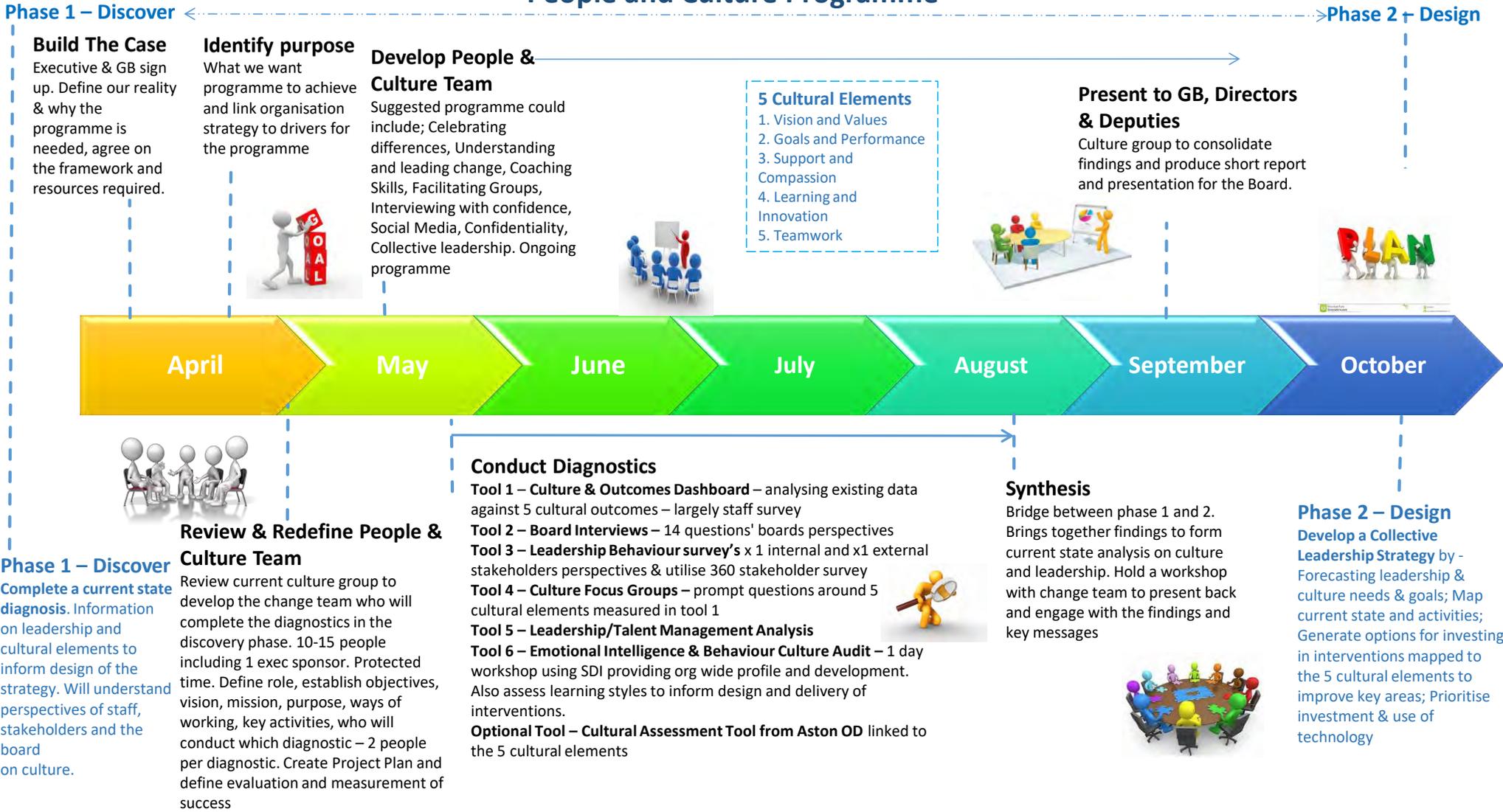
**Author's name and Title:** Emma Shipton, Deputy Director of Engagement and Development

**Date:** 1 May 2018

**Telephone Number:** 01202 541542

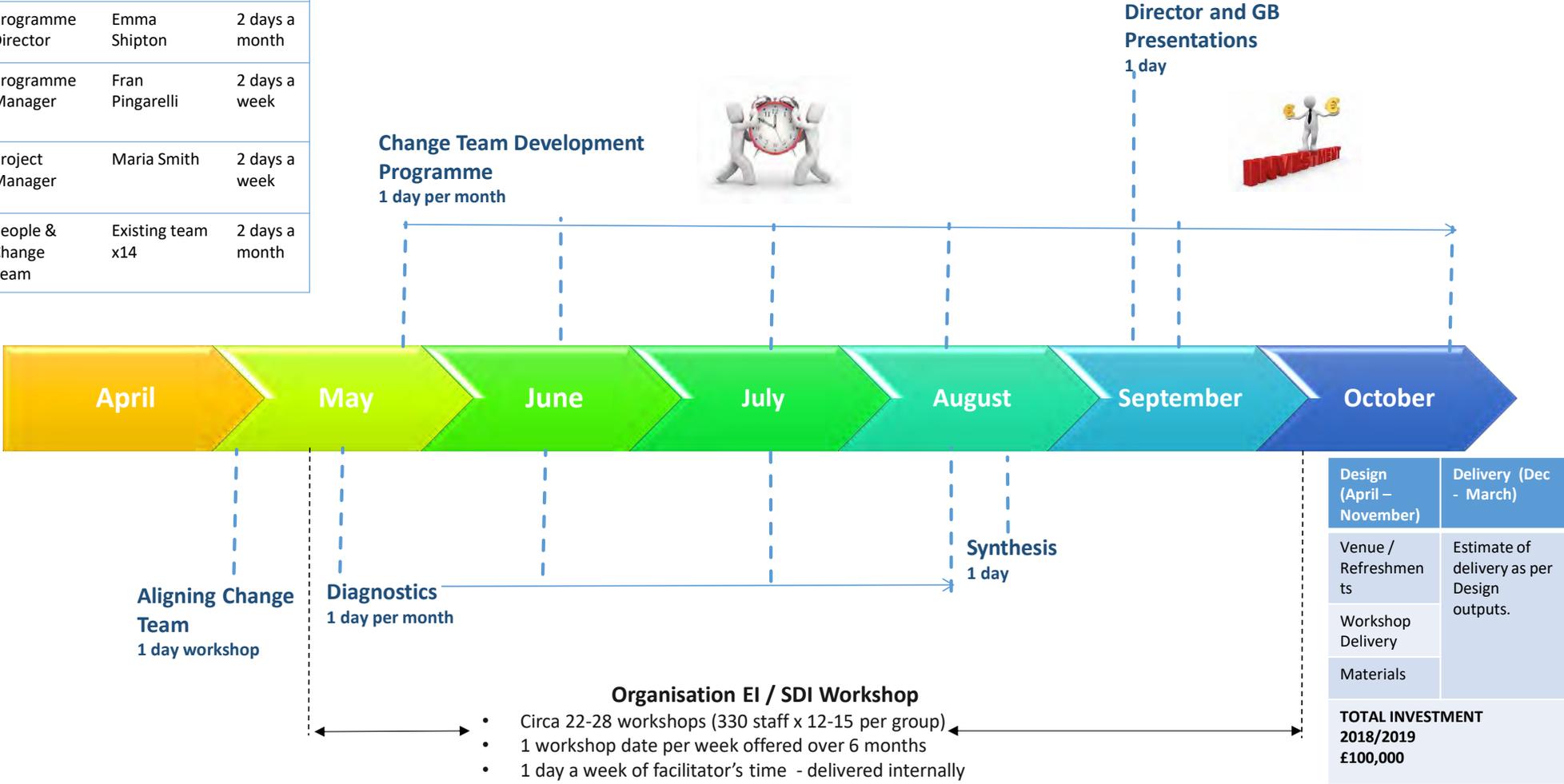
<b>APPENDIX</b>	
<b>Appendix 1</b>	<b>People and Culture Programme</b>
<b>Appendix 2</b>	<b>Organisational Development Framework Implementation Plan 2017/2018 – 2018/2019</b>

# People and Culture Programme



Programme Team Structure & Time		
SRO	Charles Summers	1 day a month
Programme Director	Emma Shipton	2 days a month
Programme Manager	Fran Pingarelli	2 days a week
Project Manager	Maria Smith	2 days a week
People & Change Team	Existing team x14	2 days a month

## People and Culture Programme - Discover and Design Investment



**NHS DORSET CLINICAL COMMISSONING GROUP  
ORGANISATIONAL DEVELOPMENT FRAMEWORK IMPLEMENTATION PLAN 2017/2018 - 2018/2019**

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
<b>1. GOVERNANCE, SYSTEMS AND PROCESSES</b>	1.1 Review the constitution to ensure that the CCG has the appropriate governance structure in place, which supports effective decision making.	<ul style="list-style-type: none"> <li>Develop and implement proposals in response to the need for robust governance in respect of the STP, the implementation of transformational programmes and the transition to an Integrated Care System.</li> </ul>	Integrated Care System Programme Team	June 2018	ICS Programme established, of which governance and decision making is one of the work streams
	1.2 In the context of the STP assess the CCG's performance and ability to deliver based on information (data) and insight, leading to the development of fit for purpose strategic objectives.	<ul style="list-style-type: none"> <li>Design a mechanism which tests our capacity and capability to deliver and support the implementation of our strategic objectives, now and in the future.</li> </ul>	System Integration Directorate supported by the Engagement and Development Directorate	April 2018 – March 2019	Internal realignment of CCG functions and directorates undertaken. Internal OD is embedded as a key work stream in the ICS programme
	1.3 Work in collaboration with	<ul style="list-style-type: none"> <li>Ensure that the transformational</li> </ul>	System Integration	April 2018 - March 2019	Development sessions for SLT, SPB, GB, ICS

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	our NHS and LA partners to develop a consistent understanding and approach to transformation understanding the impact on individual and collective organisational structure, process and decision making arrangements	<p>programmes and outcomes are explicitly linked to STP delivery and Dorset's progress towards an Integrated Care System.</p> <ul style="list-style-type: none"> <li>• Work closely with partners and other CCGs/ organisations to learn from best practice</li> </ul>	<p>Directorate supported by all Directorates</p> <p>All directorates</p>	Ongoing	<p>East and West Groups established</p> <p>CCG actively engaged National and NHSE groups and networks</p>
	1.4 Make good use of relevant data, research and evidence to inform decision making	<ul style="list-style-type: none"> <li>• Continue to design and embed a system leadership approach to transformational change, providing opportunities to drive change and implement</li> </ul>	System Integration Directorate in association with the Dorset Workforce Action Board (DWAB)	Ongoing	Revised operating model established for DWAB pending SLT endorsement which will provide a formal mandate for delivery. A range of leadership

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		transformational programmes			development programmes undertaken.
	1.5 As a responsible partner fulfil obligations to support the success and evolution of the Primary Care Workforce Centre	<ul style="list-style-type: none"> <li>Develop the vision and business case for the expansion of the PCWC into the One Dorset Workforce Centre</li> </ul>	Engagement and Development	December 2017 (launch April 2018)	Annual report for 2017/2018 developed, and revised operating model in place for 2018/2019 – 2019/2020
	1.6 Establish a common understanding of new contractual models and organisational forms across Dorset which support Primary Care transformation	<ul style="list-style-type: none"> <li>Continue to review and develop the primary care support offer linked to the emerging ICS national offer</li> <li>Co-design an Organisational Development Framework for general practice which supports the delivery of the Primary Care</li> </ul>	System Integration Directorate supported by other Directorates  Primary and Community Care Directorate supported by the Engagement and	Ongoing  September 2018	Embedded as a work stream in the ICS programme. Active involvement in national groups, networks and forums  The primary care support offer includes a range of OD related support. Priority focus is now on supporting general practices to develop a strong and equitable voice in the system.

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		<p>Commissioning Strategy</p> <ul style="list-style-type: none"> <li>Continue to design and deliver themed action learning set events for senior clinicians and managers across the system based on national best practice models of delivery e.g. ACO, MCPs as a pre-requisite for a wider system leadership programme</li> </ul>	<p>Development Directorate</p> <p>System Integration Directorate supported by the Dorset Workforce Action Board</p>	Ongoing	<p>Primary Care Home launched in Dorset and is available to all localities</p> <p>As above for primary care. Wider system operational and clinical leadership will be designed and delivered through a range of programmes, including a system wide Talent Management pilot.</p>
<p>2. <b>VALUES, BEHAVIOURS AND RELATIONSHIPS</b></p>	<p>2.1 Understand and support the wellbeing of our workforce through confident and competent line management support</p>	<ul style="list-style-type: none"> <li>Continue to assess and support the resilience of our workforce, taking account of HSE guidelines and organisational workplace responsibilities</li> </ul>	Engagement and Development Directorate	Ongoing	

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	2.2 Support the development of a culture which encourages and drives individual and team performance, holds people to account to deliver and act as ambassadors of the organisation and its values	<ul style="list-style-type: none"> <li>Further enhance and embed the cultural change plan, empowering teams and individuals to shape and evolve the organisational culture</li> </ul>	Engagement and Development Directorate supported by all Directorates	April 2018 – March 2019	People and Culture Programme developed and endorsed by the GB in April 2018.
	2.3 Develop and embed an ethos of customer and staff satisfaction, aligned to internal and external assurance activity and scrutiny	<ul style="list-style-type: none"> <li>Ongoing review and implementation of the staff engagement approach recognising staff commitment and achievements</li> </ul>	Engagement and Development Directorate	Ongoing	Embedded as part of the People and Culture Programme
	2.4 Review and align the implementation of the Engagement and Communications Framework 2016/2017-2017-2018	<ul style="list-style-type: none"> <li>Utilise the workforce scorecard and target team support and continue to support line managers and staff to participate in and understand the value of meaningful appraisals</li> </ul>	Engagement and Development Directorate	Ongoing (annual launch)	Embedded as part of the People and Culture Programme

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	2.5 Foster the confidence and trust of our members, stakeholders, partners and workforce demonstrating our commitment to listen and respond to their feedback and counsel, which will shape and inform the transformational programmes and our day to day business	<ul style="list-style-type: none"> <li>Actively and positively respond to the CCG's 360 stakeholder survey and staff survey</li> <li>Ensure full implementation of the CSR decision making as part of Dorset's STP.</li> </ul>	<p>Engagement and Development Directorate</p> <p>All Directorates</p>	<p>April 2018 – March 2019</p> <p>Ongoing</p>	<p>Embedded as part of the People and Culture Programme</p> <p>Implementation planning through STP Portfolio Boards</p>
	2.6 Continue to develop and embed our role as confident and consistent leaders, enabling us to build stronger and more meaningful relationships with partners	<ul style="list-style-type: none"> <li>Continue to review and shape the culture of the CCG, empowering the CCG workforce to respond to the changing needs of the organisation through meaningful and transparent</li> </ul>	<p>Engagement and Development Directorate supported by all Directorates</p>	<p>Ongoing</p>	<p>Embedded as part of the People and Culture Programme</p> <p>GB and Clinical Leadership Development Plan developed in April 2018</p>

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS	
	2.7	Ensure that leadership and management development enhances and supports succession planning across the commissioning support structures	<ul style="list-style-type: none"> <li>engagement and communications</li> <li>• CCG to fully engage in the system leadership opportunities and activities, facilitating and driving the changes as required internally and across the system</li> </ul>	Engagement and Development Directorate in association with the Dorset Workforce Action Board	Ongoing	System OD work stream embedded in ICS Programme and DWAB Delivery Operating Model
	2.8	Ensure a clear focus on governing body development and clinical succession planning	<ul style="list-style-type: none"> <li>• Ensure alignment and relevance of CCG Workshops, portfolio reviews and membership engagement activities maximising relevance and audience engagement</li> </ul>	Engagement and Development Directorate	Ongoing	Development event held in April 2018, focus on leadership development and review of roles and responsibilities in the context of BAU and system leadership/transformation
	2.9	Ensure the development and implementation of a learning and development plan aligned to the organisational	<ul style="list-style-type: none"> <li>• Develop and commission resources and interventions which encourage and enable the Governing Body, executive team and wider CCG</li> </ul>	Engagement and Development Directorate	September 2018	Development programme embedded as part of the diagnostic phase of the Culture and People Programme – roll out from June 2018

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	<p>needs analysis to deliver transformational leadership and enhance staff personal effectiveness</p>	<p>workforce to review their individual and collective and personal effectiveness and team cohesive</p> <ul style="list-style-type: none"> <li>Review the Governing Body and Clinical Leadership portfolios aligned to focused delivery and measurable outcomes.</li> </ul>	<p>Engagement and Development Directorate</p>	<p>June 2018</p>	<p>Reviewed though annual review discussions, success planning and wider GB and CL development events</p>
		<ul style="list-style-type: none"> <li>Analyse the outcome of the 2017/2018 appraisals and design, commission and/or deliver training and development support for staff.</li> <li>Ensure that robust and meaningful annual review meetings take place</li> </ul>	<p>Engagement and Development Directorate</p> <p>Engagement and Development Directorate</p>	<p>November 2018</p> <p>November 2017 – March 2018</p>	<p>Organisational Needs Analysis developed in November 2017 based on 2017/2018 appraisal outputs. Development support for 2018/2019 informed by the above and the People and Culture Programme</p> <p>Annual reviews undertaken with all GB members and Clinical Leaders with clear</p>

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		with all Governing Body members and clinical leaders.			objective setting and development planning
<b>3. ORGANISATIONAL STRUCTURES</b>	3.1 Review, as appropriate the organisational structure of the CCG to ensure that they remain fit for purpose and responsive to the needs of the organisation	<ul style="list-style-type: none"> <li>Review the functions and ways of working to support the transition to an ICS</li> </ul>	All Directorates with Chief Officer oversight	November 2017-March 2018	Complete – ongoing review of functions and roles may be required to reflect succession planning and system integration opportunities
	3.2 Engagement with the Business Support Services Review, remaining clear about the core function and business of the organisation	<ul style="list-style-type: none"> <li>Continue to work with partners to maximise opportunities to work across organisations and remain flexible to the potential for individuals and teams to work within different structures</li> </ul>	Finance and Performance Directorate	November 2017-March 2018	Completed, limited impact in terms of functions and structures

