

**NHS DORSET CLINICAL COMMISSIONING GROUP  
ORGANISATIONAL DEVELOPMENT FRAMEWORK IMPLEMENTATION PLAN 2015/2016 – SUMMARY OF PROGRESS**

THEME	PROGRESS AGAINST DELIVERABLES
<p><b>1. CLINICIALLY LED COMMISSIONING</b></p> <p><i>Outcomes: a) constant clinical focus on improving quality and health outcomes b) a significant and improved engagement of constituent member practices to increase the focus and delivery of services c) maintained and/or increased involvement of clinicians to deliver the transformational changes throughout the clinical services review</i></p>	<p><b>Internal Focus</b></p> <ul style="list-style-type: none"> <li>• Undertook the <b><i>election and re-election process</i></b> for Governing Body members including the CCG Chair.</li> <li>• Successfully <b><i>recruited to executive</i></b> vacancies including the Director of Quality, the Director of Service Delivery and the Director of Design and Transformation</li> <li>• Conducted <b><i>annual reviews</i></b> with all Governing Body members, Clinical Chairs and Deputy Chairs, reviewing performance to maximise the use of clinical time and expertise.</li> <li>• Designed a <b><i>Governing Body development programme</i></b> to support the decision making process in regards to the Clinical Services Review. This includes acute site visits, workshops and is extended to involve NHS England and West Hampshire CCG.</li> <li>• Reviewed the structure of clinical commissioning programmes to create <b><i>Clinical Delivery Groups</i></b> and ensured Clinical Leads were appropriately allocated.</li> <li>• <b><i>Strengthened the clinical leadership provision</i></b>; created 2 additional Clinical Lead roles for Primary Care to reflect the delegation of primary care responsibility to the CCG; created a Clinical Chief Information Officer to reflect the significant digital transformational programme of work.</li> <li>• Successfully recruited to the <b><i>Secondary Care Consultant</i></b> position, which attracted a high level of applicants.</li> <li>• Continued to offer Executive led <b><i>practice visits</i></b> to member practices; 18 visits have taken place in 2015/2016.</li> </ul> <p><b>External Focus</b></p> <ul style="list-style-type: none"> <li>• A significant number of <b><i>clinical and wider stakeholder events</i></b> continue to take place to enable the co design and development of models of care to inform the Clinical Services Review.</li> </ul>

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<p><b>2. COLLABORATION AND ENGAGEMENT</b></p> <p><i>Outcomes: a) the public and patient voice is at the heart of every decision b) an increased understanding of the population needs of Dorset c) a reputation for being a transparent and open organisation which is trusted by the local population</i></p>	<p><b>Internal Focus</b></p> <ul style="list-style-type: none"> <li>• Reviewed the structure of clinical commissioning programmes to create <b>Clinical Delivery Groups</b> and ensured senior managers were appropriately allocated and priorities developed.</li> <li>• <b>Our Voice Our Forum</b> continues to involve staff across all Directorates to ensure staff are actively engaged in developing the culture of the CCG; including informing and developing the actions from the annual NHS staff survey.</li> <li>• <b>CCG staff</b> continue to provide support to events and engagement activity.</li> <li>• The <b>Manager Essentials</b> programme continues to provide support to staff including developing the organisation's culture, employee relations management, and annual appraisal training.</li> <li>• Continued contribution, as a motivated and committed partner in the <b>Better Together</b> Sponsor Board, Programme Board and associated work streams.</li> </ul> <p><b>External Focus</b></p> <ul style="list-style-type: none"> <li>• Appointed a <b>stakeholder intelligence lead</b> to enable the CCG to seek, harness and respond to the intelligence gathered through its engagement activity and partnership working.</li> <li>• Mapped <b>key relationships</b> and commenced work to align Governing Body and CCG representatives to stakeholders, including MPs</li> <li>• Continued to <b>strengthen partnership working</b> across the system through the transformational activity including the Clinical Services Review, Acute Vanguard, Community Vanguards and Better Together programmes.</li> <li>• Strengthened the frequency and attendance of the <b>Workforce Reference Group</b> which including HR Directors from the 5 NHS trusts, a direct link to the primary care workforce group, Health Education Wessex and Thames Valley and Wessex Leadership Academy representation, a link to the Finance Reference Group and further extended to included representatives from each Local Authority.</li> </ul>

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	<ul style="list-style-type: none"> <li>• The design of a <b>Partnership conference in 2016/2017</b> is underway involving trade union leads, staff and workforce representatives and HR leads from across the health, primary and social system to update to seek their views on how we can engage staff across the system and involve them in future system change.</li> <li>• Maximised the use of <b>digital media platforms</b> continues to improve and increase our reach with public, patients, stakeholders, members and staff, enhancements include <a href="http://www.dorsetsvision.nhs.uk">www.dorsetsvision.nhs.uk</a> website, twitter, <a href="mailto:involve@dorsetccg.nhs.uk">involve@dorsetccg.nhs.uk</a>.</li> <li>• Formalised our relationship with the <b>Dorset Association Parish and Town Councils</b> who will be supporting our engagement activities in the run up to the public consultation.</li> </ul>
<p><b>3. STRATEGIC PLANNING AND DEVELOPMENT: COMMISSIONING FOR OUTCOMES</b></p> <p><i>Outcomes: a) our strategic plans are aligned with joint health and wellbeing strategies b) clear and credible operational plans which are evidence based, measureable and affordable c) outcomes based contracts with providers d) an increasing track record of delivering changes that improves quality, whilst delivering financial savings to ensure the sustainability of future services.</i></p>	<p><b>Internal Focus</b></p> <ul style="list-style-type: none"> <li>• Received a <b>Good CCG Assurance ratings</b> from NHS England.</li> <li>• Commenced the development of the Sustainability Transformation Plan, in partnership with leaders across the system.</li> <li>• Commenced the work to take on full <b>Primary Care delegation</b> from NHS England, setting up a Primary Care Operations Group including representation from NHS England and the LMC.</li> <li>• Commenced a <b>CCG accommodation review</b> to seek to maximise and make best use of the CCG's estate, including a wider look at how staff work and seeking to introduce more innovative, flexible ways of working.</li> </ul> <p><b>External Focus</b></p> <ul style="list-style-type: none"> <li>• A significant investment in time, resources and capacity to focus on the <b>collection and analysis of evidence</b> about the current and future needs of the population of Dorset to inform the modelling, consultation and future commissioning of services in and out of hospital settings.</li> <li>• <b>Public health intelligence</b> and representation is integral to the Clinical Services Review and the Joint Primary care Committee.</li> <li>• Production of <b>Dorset's Workforce plan</b> providing a system wide summary of the health, primary and social care workforce in Dorset. Dorset's Workforce Plan is a large, significant and iterative piece of work which will continue to evolve and develop as new and emerging models of care are developed and confirmed.</li> </ul>

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<p><b>4. GOVERNANCE, STRUCTURES AND PROCESSES</b></p> <p><i>Outcomes: a) robust governance arrangements which are rigorous enough to withstand challenge b) strong internal controls which enable clinicians to focus their time and effort on driving improvements in services and outcomes c) innovative and flexible commissioning support which anticipates its need</i></p>	<p><b>Internal Focus</b></p> <ul style="list-style-type: none"> <li>• Reviewed the <b>primary care structure</b> to support the delegation of primary care to the CCG and commenced consultation with the locality management team.</li> <li>• Reviewed the <b>directorate portfolios</b> to ensure greater alignment and connectivity across functions.</li> <li>• Increased the portfolios and reduced the number of <b>deputy directors</b> (strengthening inter Directorate working).</li> <li>• Established <b>joint directors and deputies</b> sessions, aligned to transformation planning.</li> <li>• Reviewed and <b>re-launched the PMO</b> function.</li> </ul> <p><b>External Focus</b></p> <ul style="list-style-type: none"> <li>• Actively <b>working with partners</b> to maximise opportunities to work across organisations, examples of this include system resilience, the Clinical Services Review and operationally within the Continuing Health Care teams.</li> <li>• Strengthened the <b>Workforce Reference Group</b> is focusing on the key system workforce priorities to address the challenges faced including recruitment and retention, wellbeing and education and training.</li> <li>• Developed a proposal to bring a robust and co-ordinated approach to primary care education, training, workforce and research through a <b>Primary Care Centre</b> to help develop and grow the current and future primary care workforce.</li> </ul>

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<p><b>5. VALUES, BEHAVIOURS AND RELATIONSHIPS</b></p> <p><i>Outcomes: a) strong collaboration ties to health and wellbeing boards, with the CCG being a recognised system leader b) strong and productive partnerships with the Area Team which lead to measurable improvements in the quality and development or primary care c) effective and productive partnerships with other CCGs and stakeholders d) responsive, motivated and engaged workforce</i></p>	<p><b>Internal Focus</b></p> <ul style="list-style-type: none"> <li>• The <b>Manager Essentials</b> programme continues to provide support to staff including developing the organisation’s culture, employee relations management, annual appraisal training.</li> <li>• Introduced a revised <b>staff appraisal system</b>, removing the rating system and focusing on the conversation around delivery, values and behaviours, line management support and development.</li> <li>• Achieved <b>98.4% of appraisal</b> up take during 2015/2016 (66% said it helped improve how they do their job, 82% said it helped set clear objectives, 74% said it left them feeling their work is valued by the organisation and 77% said they found it useful.</li> <li>• Undertook the <b>NHS staff survey for 2015</b>, with 78% completing it, up 5% from the previous year. Produced a paper to Directors to agree the next steps for engagement to respond to the results; <ul style="list-style-type: none"> <li>○ Engagement through Our Voice Our Forum</li> <li>○ Task and finish groups</li> <li>○ Support at team meetings and directorate workshops</li> <li>○ Establish directorate champions</li> <li>○ Introduce a buddy system to provide an additional support network for staff.</li> </ul> </li> </ul> <p><b>External Focus</b></p> <ul style="list-style-type: none"> <li>• Strengthened <b>Workforce Reference Group</b> is focusing on the key system workforce priorities to address the challenges faced including recruitment and retention, wellbeing and education and training.</li> <li>• The design of a <b>Partnership conference in 2016/2017</b> is underway involving trade union leads, staff and workforce representatives and HR leads from across the health, primary and social system to update to seek their views on how we can engage staff across the system and involve them in the future changes.</li> </ul>

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<p><b>6. LEADERSHIP DEVELOPMENT AND SUCCESSION</b></p> <p><b>Outcomes: a) transformational leaders who deliver measurable improvements in patient experience and health outcomes b) system leaders who influence across the whole health community c) well distributed multi-professional clinical leadership throughout the CCG and member practices d) strong succession planning and leadership development</b></p>	<p><b>Internal Focus</b></p> <ul style="list-style-type: none"> <li>• Conducted <b>annual reviews</b> with all Governing Body members, Clinical Chairs and Deputy Chairs, reviewing performance to maximise the use of clinical time and expertise.</li> <li>• Introduced a revised <b>staff appraisal system</b>, removing the rating system and focusing on the conversation around delivery, values and behaviours, line management support and development.</li> <li>• Designed a <b>Governing Body development programme</b> to support the decision making process in regards to the Clinical Services Review. This includes acute site visits, workshops and is extended to involve NHS England and West Hampshire CCG.</li> <li>• Provided <b>advanced communications and media training</b> to senior clinicians and leaders across the system to support them in their engagement and representation of Dorset's healthcare system.</li> <li>• <b>Strengthened the clinical leadership provision</b>; created 2 additional Clinical Lead roles for Primary Care to reflect the delegation of primary care to the CCG, created a Clinical Chief Information Officer to reflect the significant digital transformational programme.</li> </ul> <p><b>External Focus</b></p> <ul style="list-style-type: none"> <li>• Delivered 2 cohorts of the <b>transformational conversations leadership programme</b>, involving senior clinicians, leaders and managers across the health, primary and social care system.</li> <li>• Strengthened the membership <b>Workforce Reference Group</b> which including HR Directors from the 5 NHS trusts, a direct link to the primary care workforce group, Health Education Wessex and Thames Valley and Wessex Leadership Academy representation, a link to the Finance Reference Group and further extended to included representatives from each Local Authority.</li> <li>• Developed a proposal to bring a robust and co-ordinated approach to primary care education, training, workforce and research through a <b>Primary Care Centre</b> to help develop and grow the current and future primary care workforce.</li> <li>• Secured the support of an external partner to develop a microsite to <b>attract people to work</b> in the health, primary and social care sectors in Dorset, focusing initially on primary care to address some immediate recruitment challenges.</li> </ul>