

**NHS DORSET CLINICAL COMMISSIONING GROUP**  
**ORGANISATIONAL DEVELOPMENT FRAMEWORK IMPLEMENTATION PLAN 2014/2015 TO 2015/2016 – SUMMARY OF PROGRESS**

THEME	PROGRESS AGAINST DELIVERABLES
<p><b>1. CLINICALLY 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>• <b>Annual review meetings with Locality Chairs</b> have taken place and individual portfolios have been explored to maximise the best use of clinical time and expertise. During the discussions opportunities have arisen to test out the principle of ‘clinically led and management supported’.</li> <li>• The portfolios of the <b>CCP chairs have been refocused to maximise clinical involvement</b> and leadership with the Clinical Services Review.</li> <li>• Executive led <b>practice visits</b> have been offered to member practices, to date 35 visits have taken place, all Directors are actively engaged in the visits.</li> </ul> <p><b>External Focus</b></p> <ul style="list-style-type: none"> <li>• A significant number of <b>clinical events</b> have taken place to lead the design phase of the Clinical Services Review; the number of clinicians attending each of the main events in the last four months include: <ul style="list-style-type: none"> <li>Clinical Working Groups (November 100 clinicians, December 125 clinicians, January 147 clinicians)</li> <li>Clinical Assurance Group (7 meetings, average of 17 attendees per meeting)</li> <li>Clinical Reference Group (4 meetings, average of 22 attendees per meeting)</li> <li>Cluster Events (7 events, 197 GPs)</li> <li>Membership Events (2 events, 104 GPs)</li> <li>Hot Topics Event (112 GPs)</li> </ul> </li> </ul>

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<p data-bbox="188 284 573 352"><b>2. COLLABORATION AND ENGAGEMENT</b></p> <p data-bbox="188 432 573 852"><b>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</b></p>	<p data-bbox="595 284 801 312"><b>Internal Focus</b></p> <ul data-bbox="595 341 1957 1027" style="list-style-type: none"> <li data-bbox="595 341 1957 533">• The roles of <b>CCG teams has been refocused</b> to support key engagement activities, examples include realigning the Locality Management team priorities to support the engagement of members through the Clinical Services Review and Primary Care Development, the realignment of the Clinical Commissioning Programme teams to support and lead engagement around the Clinical Working Group.</li> <li data-bbox="595 552 1957 624">• CCG staff has been asked to actively support and influence the design of the <b>Clinical Services Review public consultation</b>.</li> <li data-bbox="595 643 1957 799">• <b>Our Voice Our Forum</b> was launched in September 2014, all Directorates are actively engaged in the work of the forum, outputs from the forum include the Staff Event in December 2014 which was attended by 163 staff, the co-design of the staff survey (results and action plan published in the coming weeks), the co-design of working practice principles.</li> <li data-bbox="595 818 1957 935">• The <b>Manager Essentials</b> programme was launched in October and to date 103 staff have attended all/some of the modules which include the Roles and Responsibilities of a Line Manager, Resilience, Managing Change, Effective Appraisals, Induction and Probation, Coaching to Lead).</li> <li data-bbox="595 954 1957 1027">• Continued contribution, as a motivated and committed partner in the Better Together Sponsor Board, Programme Board and associated work streams.</li> </ul> <p data-bbox="595 1050 808 1078"><b>External Focus</b></p> <ul data-bbox="595 1107 1957 1353" style="list-style-type: none"> <li data-bbox="595 1107 1957 1254">• A series of <b>public events</b> have been held across Dorset to involve the people of Dorset, and those people who access services in Dorset, regarding the design phase of the Clinical Services Review (to date over 15 events have taken place and in excess of 500 members of the public have attended the events).</li> <li data-bbox="595 1273 1957 1353">• The use of <b>digital media platforms</b> have been expanded 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></li> </ul>

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	<p>website, twitter, involve@dorsetccg.nhs.uk.</p> <ul style="list-style-type: none"> <li>Significantly strengthened and <b>increased interaction with key partners and stakeholders</b> through the Clinical Services Review, examples of this include productive individual and collective leadership meetings with CEO, Directors of Finance, Directors of HR, Medical Directors, LMC, Health Education Wessex, NHS England, Better Together Sponsor Board.</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><b>Improved CCG Assurance ratings</b> at Q2, following a proactive focus across the organisation and with our partners and key stakeholders.</li> <li>The <b>Joint Primary Care Committee established</b> in shadow form which supports our application for Co Commissioning of Primary Care.</li> </ul> <p><b>External Focus</b></p> <ul style="list-style-type: none"> <li>There has been 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>The development of the <b>Dorset wide Vanguard application</b> for new models of care set out in the five year forward view, demonstrating system leadership and collaboration.</li> <li>The Clinical Services Review, leading to the Pre Consultation Business Case will <b>direct future strategies and operational plans</b> across the system in Dorset.</li> </ul>

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<p data-bbox="188 284 573 392"><b>4. GOVERNANCE, STRUCTURES AND PROCESSES</b></p> <p data-bbox="188 475 573 932"><b><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></b></p>	<p data-bbox="595 284 801 316"><b>Internal Focus</b></p> <ul data-bbox="595 341 1962 721" style="list-style-type: none"> <li data-bbox="595 341 1962 411">• Agreement reached with member practices regarding <b><i>the Special Resolution</i></b> which will enable the CCG to undertake Primary Care Commissioning and formally create a Joint Primary Care Committee.</li> <li data-bbox="595 437 1962 625">• The <b><i>PMO has been established</i></b> with 12 CCG staff seconded full or part time into the team, in addition to this all teams cross the organisation are actively supporting the work of the Clinical Services Review, examples of this include all members of the Engagement and Communications team who are spending approximately 80% of their time supporting the programme, the locality teams are actively supporting the programme as are CCP programme teams.</li> <li data-bbox="595 651 1962 721">• Directors and deputies are meeting regularly to review and develop the <b><i>CCG transition plan</i></b> which supports the evolving remit of the CCG.</li> </ul> <p data-bbox="595 746 810 778"><b>External Focus</b></p> <ul data-bbox="595 804 1962 1008" style="list-style-type: none"> <li data-bbox="595 804 1962 912">• The CCG is <b><i>actively working with partners</i></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 data-bbox="595 938 1962 1008">• <b><i>Formalised co-commissioning plan</i></b> in place, working in partnership with the Area Team to support primary care development.</li> </ul>

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<p data-bbox="188 284 573 392"><b>5. VALUES, BEHAVIOURS AND RELATIONSHIPS</b></p> <p data-bbox="188 475 573 1129"><b>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 of primary care c) effective and productive partnerships with other CCGs and stakeholders d) responsive, motivated and engaged workforce</b></p>	<p data-bbox="696 284 898 316"><b>Internal Focus</b></p> <ul data-bbox="595 341 1928 759" style="list-style-type: none"> <li data-bbox="595 341 1890 411">• <b>Resilience workshops</b> have been offered to all staff within the CCG – to date XX staff have attended a workshop</li> <li data-bbox="595 437 1906 507">• A review of <b>working practices</b> has been undertaken, ensuring that teams and individuals are shaping organisational expectations, in line with policy and procedures.</li> <li data-bbox="595 533 1928 603">• The <b>internal CSU assurance</b> process has been reviewed, enabling the organisation to capture and evidence the ‘added value’ of our service offering.</li> <li data-bbox="595 628 1861 699">• 90% of staff have participated in an <b>appraisal</b>, the process of which has been reviewed to incorporate the values of the organisation.</li> <li data-bbox="595 724 1697 759">• 100% <b>positive feedback</b> from internal staff training and development events.</li> </ul> <p data-bbox="696 785 909 817"><b>External Focus</b></p> <ul data-bbox="645 842 1944 1066" style="list-style-type: none"> <li data-bbox="645 842 1944 912">• The <b>co-commissioning of primary care</b> application has been positively supported by the Area Team and the LMC.</li> <li data-bbox="645 960 1944 1066">• We have <b>proactively reached out to partners</b> internal and external to Dorset to involve them in the design stage of the Clinical Services Review, examples of this include engagement with Wessex Area Team, West Hampshire CCG, Salisbury and Yeovil NHS providers.</li> </ul>

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<p data-bbox="188 284 555 392"><b>6. LEADERSHIP DEVELOPMENT AND SUCCESSION</b></p> <p data-bbox="188 475 555 1086"><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 data-bbox="696 284 898 312"><b><i>Internal Focus</i></b></p> <ul data-bbox="600 341 1973 799" style="list-style-type: none"> <li data-bbox="600 341 1973 411">• The bi-monthly <b><i>Governing Body workshops</i></b> have been refocused, ensuring a solid development emphasis linked to system leadership.</li> <li data-bbox="600 440 1973 549">• The <b><i>clinical chairs are actively involved</i></b> in public events and presentations, media interviews and other digital communications, representing the organisation and its ambition to review and implement changes to services across Dorset.</li> <li data-bbox="600 577 1973 647">• The <b><i>current portfolios of the Executive team</i></b> are under review to enable them to contribute to wider delivery of all functions and responsibilities and the evolving remit of the CCG.</li> <li data-bbox="600 676 1973 705">• <b><i>Succession</i></b> following the resignation of the Christchurch Locality Chair on 31 December 2014.</li> <li data-bbox="600 732 1973 799">• <b><i>Active clinical leadership</i></b> of all Locality Chairs and CCP chairs in the Clinical Services Review at the Clinical Working Groups, locality and cluster events.</li> </ul> <p data-bbox="696 823 898 852"><b><i>External Focus</i></b></p> <ul data-bbox="600 880 1973 1086" style="list-style-type: none"> <li data-bbox="600 880 1973 909">• CSR <b><i>system wide leadership</i></b> supported by formal governance arrangements.</li> <li data-bbox="600 936 1973 1086">• Significantly <b><i>strengthened and increased leadership</i></b> with key partners and stakeholders through the Clinical Services Review, examples of this include productive individual and collective leadership meetings with CEO, Directors of Finance, Directors of HR, Medical Directors, LMC, Health Education Wessex, NHS England, Better Together Sponsor Board.</li> </ul>