

NHS Dorset Clinical Commissioning Group

Organisational Development Framework 2014/2015 to 2015/2016



Supporting people in Dorset to lead healthier lives

1. Introduction

- 1.1 The organisational development framework has been developed by NHS Dorset Clinical Commissioning Group (CCG) to support and enable the delivery of our two year delivery plan and refreshed five year strategy 2014 to 2019. The framework is aligned to the organisational development strategy which sets out the way in which we will continue to develop in order to ensure we have the capacity and capability to deliver our objectives and progress our vision for Dorset.

Why is organisational development important?

- 1.2 Organisational development is at the heart of our business and as a maturing organisation we recognise the importance of reflection and development, both in terms of our systems and processes and also our approach and focus on relationships and behaviours. The CCG has been on a journey of discovery and exploration; our clinicians have played a vital role in shaping our organisational development needs and priorities; as have our members, stakeholders and commissioning support workforce. Their feedback has enabled us to place a renewed emphasis on our approach to organisational development; and our mantra is to ensure that our organisational development activity is an enabler to support the achievement of our strategic priorities in a way that is meaningful, transparent and flexible.

2. National Context

- 2.1 Since the Government's decision in 2010 to reform health and social care and establish CCGs, there has been an explicit emphasis, at a national level, on organisational development. A number of publications have since emerged which reinforce the importance of meaningful organisational development interventions. In November 2013 the Government published the Framework of Excellence in Clinical Commissioning: for CCGs, and this document provides a practical basis upon which to align our own organisational development themes and priorities. Subsequent to this the CCG Assurance Guide 2013/2014 was published which details the six broad assurance domains under which the CCG will be assessed; our organisational development framework intends to provide assurance in line with the relevant domains in support of the overarching assurance process.

3. Local Delivery

- 3.1 Our Health Strategy 2014 – 2019 describes the challenges facing the health and social care system in Dorset and sets out our ambition to achieve:
- integrated health and social care services designed around the individuals;
 - financially and clinically sustainable services delivered in an innovative way;
 - focus on services not institutions.
- 3.2 The delivery of the strategy is supported by our two year delivery plan, which identifies our approach to working with our partners and providers to fundamentally change how some services are provided and where they are delivered in order to ensure that they are sustainable. Our focus is on three transformational programmes:
- Better Together Programme;

- Clinical Services Review Programme; and
- Urgent Care Review.

3.3 If the NHS in Dorset is to have sustainable health and social care services that are fit for the future, we need to collaboratively work across the health and social 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 communications and engagement framework is paramount to our success.

4. Organisational Development Themes

Summary of the Organisational Development Framework

4.1 Despite the complexity of the environment and systems within which we operate, our organisational development framework has been developed to align to the key national and local requirements; and our attempt to simplify this approach resonates with our mantra for meaningful, transparent and flexible organisational development solutions.

4.2 An implementation plan has been developed which describes ‘how’ we will continue to develop the organisation and ‘what’ we intend to deliver through our organisational development activities. The implementation plan is designed around the organisational development themes detailed above and clearly articulates the journey of development in terms of enabling and supporting the achievement of our vision. The attached implementation plan is supported by a detailed work programme which includes key milestones and detailed actions; resources have been identified to support the activity detailed in the plan. The table 1 below provides an overview of the framework.

(Table 1: Organisational Development Framework)

Framework of Excellence	CCG Organisational Development Themes	Assurance Domains
A strong clinical and multi-professional focus with significant member engagement	Clinically Led Commissioning Collaboration and Engagement	Are patients receiving clinically commissioned, high quality services?
<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>		
Meaningful involvement of patients, carers and the public	Collaboration and Engagement	Are patients and the public actively engaged and involved?
<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>		

Framework of Excellence	CCG Organisational Development Themes	Assurance Domains
Clear and credible plans	Strategic Planning and Development: Commissioning for Outcomes	Are CCG plans delivering better outcomes for patients?
<i>Outcomes: a) our strategic plans are aligned with joint health and wellbeing strategies b) clear and credible operational plans which have evidence based, measureable and affordable c) outcomes based contracts with providers d) an increasing track record of delivering changes that improve quality and productivity, whilst delivering financial savings to ensure the sustainability of future services</i>		
Robust governance arrangements	Governance, Structures and Processes	Does the CCG have robust governance arrangements?
<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>		
Collaborative commissioning	Values, Behaviours and Relationships Collaboration and Engagement	Are CCGs working in partnership with others?
<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 of primary care c) effective and productive partnerships with other CCGs and stakeholders d) responsive, motivated and engaged workforce</i>		
Clinical leadership	Leadership Development and Succession Planning	Does the CCG have strong and robust leadership?
<i>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</i>		

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

Date : 26 August 2014

Telephone Number : 01202 541542

APPENDIX

Appendix 1

**Organisational Development Framework
Implementation Plan 2014/2015 to 2015/2016**

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

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	
1. CLINICIALLY LED COMMISSIONING <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>	1.1	Continue to invest time and energy in developing a shared focus and understanding of quality outcomes for patients through meaningful discussions with partners and stakeholder.	<ul style="list-style-type: none"> Outside the formal approach to quality and performance monitoring, continue to support providers through informal meetings, unannounced and joint visits, acting as the coordinator of best practice and sharing expertise. 	Quality Directorate	Ongoing
	1.2	Place clinicians at the heart of commissioning discussions and decisions; adopt a common sense approach to service redesign and commissioning.	<ul style="list-style-type: none"> Review the portfolios of lead clinicians (Locality and CCP Chairs) and members of task and finish groups to maximise the clinical expertise and resources available to us. 	Chair supported by the Engagement and Development Directorate	September – December 2014
	1.3	Ensure a supportive, proactive and enquiring approach to contract and quality monitoring ensuring strong clinical input and engagement.	<ul style="list-style-type: none"> Review the principle of 'clinically led and management supported' objectively testing if this is happening in practice and make the necessary changes where it isn't. 	Engagement and Development Directorate	September – December 2014
	1.4	Actively and sensitively engage member practices in service redesign and commissioning	<ul style="list-style-type: none"> Align CCG events to the transformational changes and associated commissioning cycle and the 	Engagement and Development	Ongoing from September 2014

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE
	<p>/decommissioning decisions at both locality and CCG level.</p> <p>1.5 Explicitly identify the connections between the transformational programmes in Dorset</p> <p>1.6 (Clinical Services Review, Better Together, Review of Urgent Care, Primary Care Development) in order that clinicians and stakeholders are best placed to understand the challenges and opportunities facing us.</p>	<p>impact on primary care ensuring meaningful membership engagement which is targeted and reflective of the sensitivities and challenges facing primary care.</p> <ul style="list-style-type: none"> • Ensure the work of the CCPs is explicitly linked to the CCGs transformational programmes. • Ensure required standards of quality and performance are maintained throughout the Clinical Services Review. 	<p>Directorate</p> <p>CCP Chairs supported by the Service Delivery Directorate</p> <p>Quality and Performance teams</p>	<p>Ongoing from October 2014</p> <p>Ongoing from October 2014</p>
<p>2. COLLABORATION AND ENGAGEMENT</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</i></p>	<p>2.1 Develop and implement the CCGs Engagement and Communications Framework 2014/2015 to 2015/2016.</p> <p>2.2 Maximise our approach to stakeholder management and engagement, ensuring that meaningful engagement is at the</p>	<ul style="list-style-type: none"> • Actively and positively respond to the CCG's 360 stakeholder survey 2014, utilising the internal expertise to shape and enhance our approach to stakeholder management. • Continue to review and shape the culture of the CCG, empowering the CCG workforce to respond to the changing needs of the 	<p>Engagement and Development Directorate</p> <p>Engagement and Development Directorate</p>	<p>Ongoing from September 2014</p> <p>Ongoing from September 2014</p>

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE
<p><i>organisation which is trusted by the local population</i></p>	<p>heart of our work ethic.</p> <p>2.3 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.</p>	<p>organisation, through meaningful and transparent engagement and communications.</p> <ul style="list-style-type: none"> • Develop and commission resources and interventions which encourage and enable the Governing Body and wider CCG workforce to review their individual and collective personal effectiveness. • Actively contribute, as a motivated and committed partner in the Better Together Sponsor Board, Programme Board and associated work streams. • Implement the recommendations in the audit reports 'Member Practice Engagement via Locality Working' and 'Clinical Commissioning Programmes' relating to improving communications and engagement across the CCG. 	<p>Engagement and Development Directorate</p> <p>CCG Commissioning Support</p> <p>Engagement and Development Directorate</p>	<p>Ongoing from September 2014 (aligned to outputs from diagnostics)</p> <p>Ongoing</p> <p>Ongoing from September 2014</p>

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE
<p>3. STRATEGIC PLANNING AND DEVELOPMENT: COMMISSIONING FOR OUTCOMES</p> <p><i>Outcomes: a) our strategic plans are aligned with joint health and wellbeing strategies b) clear and credible operational plans which have evidence based, measureable and affordable c) outcomes based contracts with providers d) an increasing track record of delivering changes that improve quality and productivity, whilst delivering financial</i></p>	<p>3.1 Clearly articulate our vision and strategy enabling our members, stakeholders, partners and workforce to identify with our mission and ambitions for Dorset.</p>	<ul style="list-style-type: none"> Develop our 'consistent message' with our Governing Body, clearly articulating this in our plans and conversations in order that it resonates with people across Dorset. 	<p>Engagement and Development Directorate</p>	<p>September 2014</p>
	<p>3.2 Work in partnership and collaboration with our providers to develop an understanding of the workforce challenges across Dorset, including their ability to assess and respond to the transformational changes required.</p>	<ul style="list-style-type: none"> Ensure that the CSR design and implementation outcomes are explicitly linked to the ambitions and priorities described in our Health Strategy 2014 to 2019. 	<p>CSR Programme team supported by the Strategy team</p>	<p>Ongoing from September 2014</p>
	<p>3.3 Make good use of relevant data, research and evidence to inform decision making to enable improvements and transformation of services.</p>	<ul style="list-style-type: none"> Work closely with partners and other CCGs/organisations to learn from best practice, particularly in the context of the transformational programmes. Implement a system leadership approach to transformational change, providing expert advice and guidance on the three transformational programmes across a range of key 	<p>CSR programme team supported by Directorate CSR leads</p> <p>Directors/ Deputy Directors</p>	<p>Ongoing from September 2014</p> <p>Ongoing from September 2014</p>

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE
<i>savings to ensure the sustainability of future services</i>		<p>stakeholders.</p> <ul style="list-style-type: none"> Ensure public health intelligence, input and representation at relevant CCG Committees, events and work programmes. 	All	Ongoing
4. GOVERNANCE, STRUCTURES AND PROCESSES <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>	4.1	<p>Review constitution to ensure that the CCG has the appropriate governance structure in place which supports effective decision making.</p>	Corporate team	July 2014
	4.2	<p>Review the organisational structure of the CCG to ensure that it remains fit for purpose and responsive to the needs of the organisation.</p>	All Directorates	September 2014
	4.3	<p>Support and enable the CCG and its commissioning support to demonstrate assurance through internal and external scrutiny and assessment.</p>	<ul style="list-style-type: none"> Ensure that the organisation continues to have the appropriate capacity and capability to deliver findings arising from the transformational programmes. Work with partners to maximise opportunities to 	<p>All Directorates, *review led by the Engagement and Development</p> <p>All Directorates</p>

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE
		the value of meaningful appraisals.		
6. LEADERSHIP DEVELOPMENT AND SUCCESSION 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	6.1 Continue to develop and embed our role as confident and consistent leaders, enabling us to build stronger and more meaningful relationships with partners, stakeholders and our membership.	<ul style="list-style-type: none"> Refocus the bi-monthly Governing Body workshops, ensuring a solid development emphasis. Maximise the use, as appropriate of coaching and mentoring support across the CCG. 	Engagement and Development Directorate	September 2014
	6.2 Ensure that leadership and management development enhances and supports succession planning across the commissioning support structures.	<ul style="list-style-type: none"> Constantly review the leadership interventions to ensure that they remain current and in line with the leadership requirements of the CCG. 	Engagement and Development Directorate	Ongoing from September 2014
	6.3 Ensure a clear focus on governing body development and clinical succession planning.	<ul style="list-style-type: none"> Develop and implement specific leadership development support and interventions for a) members of the Governing Body and b) Directors 	Engagement and Development Directorate	Ongoing from June 2014
	6.4 Work with regional and national partners to maximise leadership and wider organisational development resources which will support and enhance the leadership capacity of the CCG.	<ul style="list-style-type: none"> Review the current portfolios of the Executive team to enable 	Engagement and Development Directorate	Ongoing from June 2014
				Engagement and Development Directorate

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE
	<p>6.5 Ensure the development and implementation of a learning and development plan aligned to the organisational needs analysis to deliver transformational leadership and enhance staff personal effectiveness.</p>	<p>them to contribute to wider delivery of all functions and responsibilities.</p> <ul style="list-style-type: none"> • Maximise and embrace the support and resources available to the CCG through NHS England. • Participate in a National pilot (diagnostic) led by NHS England Improvement and Support team, aligned to the six key areas of the framework of Excellence in Clinical Commissioning, which will enable the CCG to shape, influence and inform the development priorities for the Governing Body and wider organisation. • Develop a succession plan for Clinical Governing Body members, deputies and CCP leads which takes account of the best use of clinician's time, skills 	<p>Engagement and Development Directorate</p> <p>Engagement and Development Directorate</p> <p>Engagement and Development Directorate</p>	<p>Ongoing from June 2014</p> <p>August – December 2014</p> <p>June 2014 – March 2015</p>

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE
		<p>and special interests.</p> <ul style="list-style-type: none"> • Review to be completed to ensure that each locality lead has a senior management link and/or coaching and mentoring support. • Support the recommendations in the audit report 'Clinical Commissioning Programmes' relating to the provision of project management skills. 	<p>Engagement and Development Directorate</p> <p>Engagement and Development Directorate</p>	<p>September – December 2014</p> <p>Ongoing from September 2014</p>