

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

ORGANISATIONAL DEVELOPMENT FRAMEWORK UPDATE 2018/2019

Date of the meeting	14/11/2018
Author	E Parson - Interim Deputy Director of Engagement and Development
Sponsoring Board member	T Goodson - Chief Officer
Purpose of Report	To provide Governing Body members with an update on the progress made in line with the CCG's Organisational Development Framework.
Recommendation	The Governing Body is asked to note the report.
Stakeholder Engagement	Engagement with members, clinicians, staff and stakeholders has been critical to the implementation of the plan.
Previous GB / Committee/s, Dates	Update on the OD Framework provided in May 2018. Update on the progress of the Primary Care Workforce Centre provided to Primary Care Commissioning Committee in October 2018.

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: EP

1. Introduction

- 1.1 The organisational development framework was reviewed and refreshed in October 2016 to align and support the delivery of the CCG's 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 The report provides an update on key activities in the CCG during 2018/2019, as well as a look forward to activities for the remainder of 2018/2019.
- 1.3 The report also provides a summary of the progress made by the Workforce Delivery Team, which was established in June 2018 to support the delivery of Dorset's Leading and Working Differently Strategy. In addition, a summary of progress made by the Primary Care Workforce Centre in 2018/2019, as reported to the Primary Care Commissioning Committee in October 2018, is provided.

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.
- 2.3 Over the last six months, progress has been made to embed the organisational development objectives within the organisation and where appropriate across the system.

KEY ACTIVITIES IN 2018/19

Theme 1: Governance, Systems and Processes

- 2.4 The organisation continues to develop and evolve in line with its ambition to become an **Integrated Care System**, whilst delivering business as usual. To support this, the

development of a set of draft governance arrangements for the Integrated Care System for the Dorset health and social care system are in production.

- 2.5 The CCG Quality Group was disbanded in September 2018, to be replaced with a system wide **Dorset Quality Surveillance Group** with representatives from across the health system.
- 2.6 The development of a co-produced **Primary Care Organisational Development Plan** commenced in September 2018. This will continue to evolve and shape with the input from colleagues across Primary Care, with a final plan ready for early 2019. One of the key deliverables of this plan is supporting the **development of Primary Care Networks** across Dorset. The membership event in November 2018 will see system partners coming together with Primary Care colleagues to work collaboratively on developing these networks.
- 2.7 2018 saw the introduction of a **new 3 year pay deal** for NHS staff. This was rolled out through a series of engagement and communication mechanisms to ensure staff were fully aware of the scheme.

Theme 2: Values, Behaviours and Relationships

- 2.8 The **People and Culture Programme** was launched to assess and develop the behaviours within the organisation and adopt an evidenced based three stage approach (discovery, design and deliver) to culture change. The discovery phase was completed in October 2018 and included 2 parts; gaining feedback from staff to understand more about the culture of the organisation; inviting staff to complete the Strengths Development Inventory to learn more about themselves and others. Highlights from this phase of the programme include;
- 111 (34% of staff) completed the culture survey
 - 37 (11% of staff) attended one of the 5 focus groups
 - 16 Governing Body interviews were conducted
 - Over 260 (79% of staff) completed the Strengths Development Inventory and the Strengths Development training sessions

The feedback has been collated, analysed and themed to inform a comprehensive report.

- 2.9 A renewed focus on **line management development** with tailored sessions to teams and directorates was rolled out. These sessions provided managers with the skills, tools and resources to support them in their role.
- 2.10 The **Spotlight Awards** recognition scheme aligned to our values continues to attract applications; 107 awards have been made so far in 2018.

Theme 3: Organisational Structures

- 2.11 The CCG is committed to the ongoing **review of functions and roles** to reflect succession planning and system integration opportunities. The notable achievement in 2018/2019 to date is the **system Workforce delivery team**, which was established in June 2018 to support the delivery of Dorset's Leading and Working Differently Strategy.

REMAINING ACTIVITIES IN 2018/19

- 2.12 For the next six months, a focus on embedding the outputs of the People and Culture Programme will be a priority for the organisation along with other initiatives to respond to staff feedback and the delivery of the OD implementation plan.

Theme 1: Governance, Systems and Processes

- 2.13 In response to feedback through the People and Culture Programme, there will be a new approach to setting the **organisation's corporate objectives**. Staff will have the opportunity to inform and shape the objectives for 2019/2020 through a series of workshops at the December staff event.
- 2.14 To improve our internal workforce processes and to move towards a one-stop-shop for managers and staff in regards to their employment, **Employee Self Service** and **Manager Self Service** through the electronic staff database will be introduced. The process will start with all staff accessing Employee Self Service from November 2018, with Manager Self Service introduced directorate by directorate from January 2019. In addition **E-expenses** will be rolled out in April 2019. These introductions will improve the efficiency, accuracy and timeliness for payroll, managers and staff.
- 2.15 Following the launch of the **new pay deal** for NHS staff from April 2018, the electronic staff database is being developed to support the national directive of **performance review of staff in order to receive their increment**. This will include completion of statutory and mandatory training and require a clean performance record.
- 2.16 The CCG is committed to ensuring staff have a positive appraisal discussion. In response to the new pay deal, and following feedback from staff through the People and Culture Programme, a review of the **organisation's appraisal process** will be conducted. Staff will have the opportunity to inform and shape the appraisal process for 2019/2020 through a series of workshops at the December staff event.

Theme 2: Values, Behaviours and Relationships

- 2.17 The next phase of the **People and Culture Programme** will be the design. The analysis report will inform this phase along with 3 workshops which will be run during November 2018. These workshops will involve staff in developing a work programme to deliver changes in the organisation's culture. The delivery phase of the programme is expected to commence in early 2019.
- 2.18 The national **NHS staff survey** was launched in October 2018. The CCG will be encouraging staff to complete the survey, as they do each year, to assess the CCG's performance on previous years, to test the progress made, and to benchmark the organisation with comparable CCG's across the country.
- 2.19 The 2018 **Training Needs Analysis** identified a number of themes for staff development, which align to the feedback from the People and Culture Programme. A refocus on staff development will therefore take place from early 2019. This will include alignment of activity to the wider system development initiatives. A summary of these themes includes:
- Greater awareness of other teams, organisations and the system
 - Improved leadership skills, to ensure maximum impact in role
 - Improved skills in delivering change or transformation project including the development of a toolkit for staff to support transformational change

- Greater resilience, including being fit for the future
- Space to consider and develop opportunities to innovate
- Improved skills in communicating
- A renewed focus on core skills development, including administration and core business skills.

- 2.20 The **annual review** meetings with Governing Body members and clinical leaders commenced in September 2018 and will be concluded in December 2018. These meetings will inform a review of the Governing Body and clinical leads core roles and responsibilities, along with a **Training Needs Analysis** for the Governing Body.
- 2.21 Our approach to **staff engagement and communications** has continued to evolve, with a focus on staff briefing sessions and the staff event, including the use of **People and Culture Champions** to present updates on the programme. The most notable activity for the remainder of 2018/2019 will be an **Integrated Care System engagement event** for all health and social care staff; themed walking in the same direction. The aim will be to involve and engage staff in the transformational work in Dorset.

Theme 3: Organisational Structures

- 2.22 In addition to the ongoing review of functions and roles, there is a need for the CCG to have a continued focus on back office functions to improve efficiencies. Like all NHS organisations in Dorset, the CCG must ensure they meet their **target running costs**. It is hoped that through a programme of activity to work more flexibly (digitally enabled), cross working across the system and understanding roles more, we can work more efficiently and effectively and reduce duplication.
- 2.23 A review of the CCG's **working environment** will also be conducted. Feedback through a number of staff engagement channels, and from the People and Culture Programme, identified the need to;
- Strengthen the visibility of the NHS brand across the two office locations
 - Strengthen our organisational, story, values and culture
 - Create more opportunities to work flexibly within the office environment; including work areas, spaces for 1-1 discussions and creating more informal areas
 - Provide more opportunities to connect through health and wellbeing initiatives.

3. Leading and Working Differently

- 3.1 The Leading and Working Differently (LWD) strategy is a collective response to Dorset's Sustainability and Transformation Plan (STP) on behalf of all health, social and primary care organisations. The Dorset Workforce Action Board (DWAB) which oversees the LWD portfolio was established in May 2016 with senior leadership representation from NHS and LA partner organisations, STP portfolio Directors and Trade Unions. DWAB is responsible for the strategic direction and delivery of Dorset's LWD Strategy and the Workforce Capacity and Capability Plan. In February 2018 it was acknowledged that the approach could be improved to better respond to the needs of the STP partners and the workforce challenges that we face. A review was undertaken, led by the Local Director for Health Education England, which highlighted that the work streams were operating in isolation primarily due to leadership and management capacity constraints. The review also found that DWAB was not operating effectively as it is grappling with workforce 'strategy' versus 'delivery' as well as 'system' versus 'sub system'. Furthermore, the staff employed to

support 'system' workforce delivery were not aligned as a team or connected to the problems that Dorset was trying to solve together.

- 3.2 A new operating model was developed and endorsed by the System Leadership Team in May 2018. The new arrangements which came into effect on 1 July 2018, included the appointment of a new Senior Responsible Officer (Dr Forbes Watson), a refresh of DWAB membership, governance and engagement structures and the establishment of a Workforce Delivery Team. The team, which is led by a Workforce Delivery Director, works with and alongside our partnership organisations and their teams to develop and implement the 'system' workforce delivery priorities, agreed by DWAB. A summary of the workforce delivery objectives is attached as Appendix 2 to this report.
- 3.3 Over the last three months progress has been made to implement the delivery plan objectives, key highlights include:
- Reflective of the system and organisational arrangements, the LWD objectives and delivery plan has been embedded into existing and relevant boards and delivery mechanisms. Where appropriate strategic sponsorship has been identified. A good example of this is the 'Walking in the Same Direction' Clinical Leadership Development Programme which is sponsored by the Clinical Reference Group and the alignment of the Primary Care Workforce Centre which is now part of the new operating model.
 - The development of a Nursing Workforce Strategy which includes a business case for system investment to fund backfill costs for an additional 50 registered degree nurses through the apprenticeship route and an integrated delivery framework to accelerate momentum and progress the work that we need to do together from a nursing workforce perspective. The business case, which is sponsored by the Directors of Nursing across Dorset will be presented for consideration by the Finance Investment Committee in December 2018.
 - In partnership with the STP Communications Network, the joinourdorset.nhs.uk recruitment site was developed and launched in September 2018, supported by a 12 month marketing campaign which will align and build on the national recruitment campaigns as well as local recruitment priorities and opportunities.
 - The Leadership and Talent Management Framework was developed and launched which connects and aligns existing organisational opportunities and regional/national offers, enabling Dorset to better define and respond to leadership gaps and 'system' wide interventions. Alongside this the Dorset Talent Management Board was established in September 2018 to sponsor and oversee our system Talent approach.
 - A Workforce Data Intelligence Group has been established with a remit to establish automated workforce information to inform workforce planning and oversee the development of a system workforce scorecard to compliment system finance, quality and performance scorecards.
 - A Workforce Delivery Group for Integrated Community and Primary Care has been established, this group is chaired by a provider HR Director and membership includes all STP partner representatives. There is clear and strong call to action in relation to recruitment, retention and workforce mobilisation, shared responses to training needs analysis and workforce scorecards. Following consideration by the Clinical Reference Group and the System Leadership team, Urgent and Emergency Care, Dermatology and Physiotherapy have been identified as the three priority integrated workforce planning pathways to focus on this year.

- 3.4 Collectively, workforce and organisational development remains one of our biggest risks. As an integrated care system, the polarity between organisational sovereignty and working together is an unavoidable reality. We are taking steps to address this through an open and transparent approach, building relationships and being clear about the problems that we are trying to solve together. This challenge is not limited to the Leading and Working Differently portfolio, however by nature of its focus, this portfolio is ideally placed to role model and the lead the changes required, both operational and philosophically.

4. Primary Care Workforce Centre

- 4.1 The Primary Care Workforce Centre which was established in April 2016 continues to provide strategic and operational support to a wide range of primary care workforce issues and challenges. The scope and remit of the centre has increased significantly over the last two years and this is reflected in the extended number of associate members, active partnerships, and the breadth of the delivery plan and achievements to date. Funding for the Primary Care Workforce Centre has now been extended for a further two years, reflecting the progress and achievements of the work to date.
- 4.2 The Primary Care Workforce Centre is now aligned to the Workforce Delivery Team, and as a result part of the workforce activity across the Dorset health and social care system. In September 2018 a review and refocus of the delivery plan and objectives was made, with an update provided and approved by the Primary Care Commissioning Committee in October 2018.
- 4.3 Over the last three months progress has been made to implement the delivery plan objectives, key highlights include:
- Launch of the passport hub enabling primary care staff to work across the system, with a supporting IT platform.
 - Introducing shared learning opportunities through protected learning time, bringing together staff from secondary care and primary care to support education and relationship development.
 - Launch of a marketing campaign to attract GPs who are no longer registered to return to practice.
 - Launch of a GP coaching faculty for primary care aligned to recruitment and retention plan and investment.
 - Appointing Bournemouth University as the provider of Physicians Associates in Dorset, with the first cohort starting in early 2019.
 - Launch of accreditation for extended roles across primary care including GPSIs and nurse consultants/ practitioners.

5. Conclusion

- 5.1 The OD Framework is due for renewal in 2019 and will be co-produced through active engagement and involvement of staff and key stakeholders.
- 5.2 The Governing Body is asked to note the content of this report.

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Date : 29 October 2018

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APPENDICES	
Appendix 1	Organisational Development Framework Implementation Plan 2017/2018 – 2018/2019
Appendix 2	Leading and Working Differently Workforce Delivery Plan 2018/2019
Appendix 3	Primary Care Workforce Centre Annual Report Summary 2018/2019