

THE ORGANISATIONAL DEVELOPMENT FRAMEWORK IMPLEMENTATION PLAN FOR 2019/2020 – 2020/2021

UPDATE AT NOVEMBER 2019

Organisational Development Theme	Culture Theme	Objectives	Actions	Deadline	Update on Progress
<b>Governance, systems, processes:</b>  <i>Vision, objectives, governance structure, decision making and enablers such as technology</i>	<b>Vision and Values Goals and Performance</b>	Work in partnership with partners and stakeholders to create a shared vision and direction for health in Dorset, ensuring a clear set of shared priorities and objectives	Develop a system response to the long term plan to be co-produced by partners and stakeholders	Quarter 2	On track: Our Dorset Forward View co-produced with partners and submitted as part of the NHS England assurance process for Long Term Plans. The CCG engagement team with play a key role in public view seeking.
			Develop a system response to the review and refresh of the Sustainability and Transformation Plan for Dorset, in co-production with partners and stakeholders	Quarter 2	
		Work in partnership to deliver the transformational changes needed for health services in Dorset	Implement the CCG and system response to the outcome of the judicial review and Secretary of State referral for the Clinical Services Review	Quarter 2	Pending: The judicial review judgement has been handed down in favour of the system plans. The SoS referral to an independent review panel remains open. Public response planning is dependent on outcome.
			Support the East Dorset hospitals proposed merger and key programmes of work including clinical networks (One Acute	Ongoing	Ongoing: Extensive CCG leadership and programme support is deployed to support the one acute network plans.

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			Network) and specialities (elective care)		
			Work with system partners to deliver a control total of £34m	Quarter 4	Ongoing: CCG support to system financial controls is deployed by the Chief Finance Officer's leadership and supporting governance.
			Support the pilot of 3 localities in developing data and intelligence about the local population to inform decisions about health services and improve health inequalities	Ongoing	Ongoing: 8 primary care networks are now involved in developing data and intelligence about the local population. The Assistant Clinical Chair acts as SRO.
		Work in partnership with staff to create a clear set of CCG objectives which all staff can relate to, see the connection between their role and the aims of the CCG	New, streamlined CCG objectives for 2019/2020 co-produced with staff and Culture Champions. Embed the new objectives across the organisation	Quarter 1	Completed: Embedded into the revised appraisal process and across directorates.
		Work in partnership with staff to create a clear set of CCG objectives which all staff can relate to, see the connection between their role and the aims of the CCG	Identify and communicate the top priorities for the CCG, alongside the additional statutory responsibilities and objectives set locally and by NHS England. Ensure the right	Quarter 1	Completed: Our Dorset Forward View co-produced with partners and submitted as part of the NHS England assurance process. Our priorities for the CCG have been aligned to this plan.

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			resource is in the right place to deliver these priorities		
		Create time and space to review the effectiveness of the CCG and system in delivering its objectives	Create opportunities for self-reflection and assessment based on insight, including the use of Governing Body development events	Quarter 1	Ongoing: Development of agendas across key meetings and forums to ensure a balance in information and discussion; including Governing Body development events, establishment of director and deputy forum, Primary Care Strategic Implementation Group to name a few.
		Continue to support the opportunities to strengthen the primary care voice within the system including through the new Primary Care Networks	Connect the organisational development support activity with the primary care menu of support	Quarter 1	Developing: Menu of support continues to evolve. Specific development offers accessible via Primary Care Workforce Centre website.
			Continue to invest in the development of the primary care workforce through the Primary Care Workforce Centre	Ongoing	Developing: Primary Care Workforce Centre operating model reviewed and investment continues. A stocktake of the offer provided to networks by the workforce centre and the CCG has been reviewed with the aim of

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					consolidating and communicating what is available.
		Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme	Review of how meetings are conducted in the CCG, the volume of meetings and attendance by staff within the CCG. Aim to make the best use of people's time	Quarter 2	Completed: Review conducted. Guidance developed supported by 2 videos giving advice to staff. Training on minute taking skills rolled out.
<b>Values, behaviours and relationships</b>	<b>Vision and values Support and compassion Learning and innovation</b>	Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme	Refreshed CCG values aligned to the Strengths Development Inventory (SDI) insight and co-produced with staff and Culture Champions. Embed the refreshed values across the organisation	Quarter 1	Completed: Descriptions of values co-produced by staff and a new one-pager developed and accessed with the new appraisal documentation. New training provided incorporates the values, including line management development. 'Thank you mugs' promote the values across the CCG.
		Develop relationships with partners and stakeholders, foster confidence and build trust to deliver the	Create more opportunities for board to board development and engagement (including through the system response to the long term plan)	Quarter 2	Completed: Non-Executive Director and Lay Member event delivered in August and new date set for November.

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		shared vision of delivering quality health services locally			System Partnership Board meetings are now co-ordinated and administered by the CCG.
			Actively respond to the CCG's 360 stakeholder survey and the NHS staff survey	Ongoing	Completed: Engaged member practices with the results through the membership event and Locality Leads.  360 stakeholder national survey will not be run from 2020.
		Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme	Review and refresh of appraisal process for staff including guidance on conducting effective 1-1s	Quarter 1	Completed: Revised appraisal process co-produced with staff and rolled out in April 2019. Process to be reviewed by staff in quarter 4 and any changes to be made in advance of April 2020.
			Identification through a robust Training Needs Analysis and roll out of specific development intervention in response to staff feedback. Identify the needs of all staff, managers, teams and the different ways this development can be achieved. Capitalise on existing system opportunities, for example	Quarter 2	Developing: Training Needs Analysis produced and submitted to Directors Performance meeting in September 2019. CCG Online Learning Hub launched in October 2019; a landing page for staff to access the training offer available to them.

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			leadership and talent management programmes		A full range of training available to all staff aligned to the analysis, either delivered locally, or through a commissioned provider or through partner organisations.
			Create opportunities to share and learn together, providing space to reflect, consider new ideas and innovate, as well as avoiding duplication of effort	Quarter 2	<p>Completed: Launch of a staff engagement week in July providing a range of activities for staff to get involved in and deliver from teams across the CCG and some learning providers. Themes included innovation, wellbeing, sharing and learning and communication.</p> <p>Ongoing review of opportunities including use of existing events such as the staff events.</p>
			Maximise the use of existing networks and forums for development and engagement (including membership events, Governing Body events and Protected Learning Time)	Ongoing	Developing: The culture work on meetings and communications will continue to inform including the technology and digital working group.

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			Review and refocus of staff recognition scheme, including ideas for more informal methods to thank staff	Quarter 1	Pending: Review and refocus for 2019 of current scheme to ensure focus on recognising those who go over and beyond their current role. A more comprehensive review to commence in 2020.
			Establishment of working group to look at ways to increase face to face communication across the CCG and reduce the number of emails	Ongoing	On track: #FYI, #FYI Live and the staff intranet continued to be developed.  Trial of 'Outside the inbox' campaign over the summer to encourage staff to connect more with each other.
			Establishment of working group to look at opportunities to increase the number of activities and access to support for staff around wellbeing	Quarter 2	Ongoing: A review of the opportunities, access and training for staff in regards to their health and wellbeing commenced.  From quarter 3, the group to focus on communication and access to what is available for staff.
			Alignment of directorate suggestion schemes to create an online, central suggestion scheme which is	Quarter 3	Pending: A review to commence in quarter 3.

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			connected to and reviewed by Our Voice Our Forum		
			Develop the staff working environment, consider the visual identify across the 2 main sites and meeting the basic needs of staff	Quarter 4	On track: New group established and first meeting in November. Focus on working environment and climate change.
			New: Review the CCG's technology and digital offer	Quarter 4	On track: New group established and first meeting in November. Focus on reviewing opportunities to use technology and digital more i.e. automation
			New: Review the CCG HR policies	Quarter 4	On track: New group established and first meeting in November. Focus on reviewing the CCG's HR policies and working with staff to update them and ensure a consistent application.
		Ensure the delivery of the Engagement and Communications Framework	Deliver the priorities identified in the Engagement and Communications Framework, with a focus on telling our story to staff and the public to establish a stronger perception of the changes in health in Dorset	Ongoing	Completed: Ongoing and update provided to Governing Body separately in November 2019.

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<b>Organisational structures:</b>  <b><i>Capacity and capability, internal structures and working across organisational boundaries</i></b>	<b>Team work Support and compassion</b>	Ensure the structure of the CCG and leadership team is agile to meets the needs of the emerging Integrated Care System and Primary Care Networks	Review the changing role of the Governing Body in response to the development of an Integrated Care System and the introduction of Primary Care Networks. Consider the need for succession planning at the end of the third term for post holders and in line with the constitution	Quarter 4	On track: Review of clinical leadership for the CCG reviewed in the context of the emerging Integrated Care System and Primary Care Networks. Clinical leads and members engaged during 2019. Proposed new structure to be submitted to Governing Body in November 2019.
		Work in partnership with partners and stakeholders to create a shared vision and direction for health in Dorset, ensuring a clear set of shared priorities and objectives	Prioritise on building relationships with the newly established councils of Dorset and Bournemouth, Poole and Christchurch	Ongoing	Developing: Leadership engagement positive and executive and clinical leads have made early progress in connecting with respective leadership in the new councils.
		Implement areas of improvement identified by staff and the Culture Champions as part of	Review the 10%ers scheme to ensure it is fit for purpose and people can and do access opportunities across the organisation	Quarter 2	Pending: Moved to quarter 4 and to be reviewed by System Integration Directorate.

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		the CCG's People and Culture Programme			
		Ensure the structure of the CCG and leadership team meets the needs of the emerging Integrated Care System and Primary Care Networks (PCNs)	Continue to identify and embed the impact and wider benefits of matrix working across the CCG, and beyond as system roles and teams emerge	Ongoing	Developing: Some progress in making appointments with system remits. Creating the climate and agreements to progress further is required, including joint appointments.
			Review as appropriate the alignment of resources and organisational structures to ensure they deliver the organisation's priorities whilst working towards the CCG's control total	Ongoing	Developing: Opportunities to develop structures have included the CCG commitment to PCNs and the review and restructure of Personal Health Commissioning
			Engage in future system business support services reviews as appropriate to align resources and teams where it will achieve system benefits	Ongoing	Developing: system appetite for this work was reviewed by system leadership team and initial commitment prioritised procurement functions.