

NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING
ORGANISATIONAL DEVELOPMENT FRAMEWORK
2019/2020 TO 2020/2021: UPDATE ON PROGRESS

Date of the meeting	15/07/2020
Author	E Parson, Deputy Director of Engagement and Development
Sponsoring Board member	T Goodson, Chief Officer
Purpose of Report	To provide the Governing Body with an update on progress in line with the CCG's Organisational Development Framework 2019/2021 to 2020/2021.
Recommendation	The Governing Body is asked to note the report.
Stakeholder Engagement	Staff engagement via annual NHS staff survey and recent <i>How we work</i> survey to staff and Governing Body members, staff events and engagement through culture champions.
Previous GB / Committee/s, Dates	A refreshed Organisational Development Framework was submitted to the Governing Body in May 2019. An update was submitted to the Governing Body in November 2019

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	✓		✓

9.6

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 line with the CCG's two year Operational Plan 2019/2020 to 2020/2021. 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 This report provides a summary of the progress made by the CCG to June 2020.

2. Report

- 2.1 Organisational development is at the heart of what we do and what we want to achieve. We are an established organisation in an evolving and developing system. We need to develop how we work, how we build relationships, actively displaying the right behaviours in all that we do. This is needed now more than ever in light of the current pandemic, the review and reset of Dorset's Integrated Care System, the merger of 2 hospitals and the continuing development of Dorset's Primary Care Networks. We are an organisation that is confident to face challenges, who is ambitious and we need to build on these strengths to establishment our leadership role in Dorset.
- 2.2 We have made great progress in line with the CCG's refreshed Organisational Development Framework. A fuller update on progress is provided in Appendix 1. Some highlights of the CCG's progress include;
 - The development of Our Dorset Forward View; the system response to the NHS Long Term Plan. This was developed through extensive engagement with our partners and the public, with staff at all levels key forums and meetings. This plan will be further developed now in line with the System Partnership Board review and reset work and the recovery programme in light of the current pandemic.
 - A revised set of corporate objectives for 2020-2021, aligned to the mission and aims of the organisation, which are underpinned by directorate, team and individual objectives.
 - Significant progress in line with the CCG's People and Culture Programme including;
 - Continued development of the internal communication methods for staff including #FYI, #FYI Live and sharepoint, which have been highly commended by staff in light of the current pandemic;
 - A comprehensive staff support and wellbeing zone, which has been well received by staff in light of the current pandemic;
 - A *How we work* survey which was rolled out to secure staff feedback in how they work at home, what support they may need, and support for some to access the office;
 - A refreshed appraisal system following staff feedback;
 - The launch of a Learning and development zone for staff which continues to be added to and developed;

- A review of the HR policies, developed by staff through extensive engagement and involvement;
- Establishment of a working environment and sustainability group which informed the proposed changes to how we work in the early part of 2020.
- A revised Governing Body member team including the appointment of new lay members and GP members who represent the geography of Dorset and the Primary Care Networks.
- The establishment of the Primary Care Training Hub, aligned to the System Workforce Delivery Team and with an offer for practices in line with the GP 10 Point Plan.
- The establishment of an Incident Co-ordination Centre, resourced by staff from across the organisation, which has been well led, managed and supported the organisation in its leadership role during the pandemic.

3. Conclusion

- 3.1 The actions identified in the Organisational Development Framework are informed, shaped and delivered by staff and our clinical leadership.
- 3.2 The CCG will continue to review its organisational development strategy in the context of its leadership role in the evolving Integrated Care System and to ensure its readiness for organisation and system change.
- 3.3 The Governing Body will be involved and engaged in the development of the revised strategy through the Governing Body workshops.
- 3.4 The Governing Body is asked to **note** the content of this report.

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Date: 18 June 2020

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APPENDICES	
Appendix 1	The Organisational Development Framework Implementation Plan for 2019-20 to 2020-21 – Update on Progress

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

UPDATE AT JUNE 2020 FOR 2020-2021

Organisational Development Theme	Culture Theme	Objectives	Actions	Deadline	Update on Progress
Governance, systems, processes: <i>Vision, objectives, governance structure, decision making and enablers such as technology</i>	Vision and Values Goals and Performance	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	Commenced: Our Dorset Forward View was co-produced with partners and was due to be submitted as part of the NHS England assurance process for Long Term Plans. As a result of the pandemic and the recovery programme, this plan will now be updated and refreshed.
			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	
			Develop a revised Integrated Care System Governance framework which ensures the right discussions are conducted in the right place and clarity of decision making is promoted.	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	To commence: Review the vision and principles of the Clinical Services Review to inform the programme of recovery across Dorset.

Organisational Development Theme	Culture Theme	Objectives	Actions	Deadline	Update on Progress
			Support the East Dorset hospitals merger and key programmes of work including clinical networks (One Acute Network) and specialities (elective care).	Quarter 1	Commenced: CCG leadership and programme support is deployed to support the merger. The deadline has been reset as a result of the pandemic.
			Work with system partners to deliver financial balance.	Quarter 4	Ongoing: CCG support to system financial controls is deployed by the Chief Finance Officer's leadership and supporting governance.
			Support the development of data and intelligence about the local population to inform decisions about health services and improve health inequalities.	Ongoing	Ongoing: All Primary Care Networks are engaged.
		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.	Review of CCG objectives for 2020-2021 co-produced with staff and Culture Champions. Embed the new objectives across the organisation.	Quarter 1	Pending: Report submitted to July Governing Body.
			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 2	Pending: In light of the further work to be commenced on the Our Dorset Forward View.

Organisational Development Theme	Culture Theme	Objectives	Actions	Deadline	Update on Progress
			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.	Ongoing	Ongoing: Development of agendas across key meetings and forums to ensure a balance in information and discussion; including Governing Body development events, the 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.	Ongoing	Ongoing: The Primary Care Training Hub was established as part of the System Workforce Delivery Team in April 2020 providing a full menu of development support to Primary Care Networks.
			Continue to invest in the development of the primary care Training Hub.	Ongoing	Ongoing: The menu of support aligns to the GP 10-point plan.
		Implement areas of improvement identified by staff and the Culture	Review of HR Policies to improve accessibility and to ensure a	Quarter 1	Pending: Review completed with extensive staff involvement. Pending Director sign off which

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		Champions as part of the CCG's People and Culture Programme.	consistent approach in their application.		has been delayed as a result of the pandemic.
Values, behaviours and relationships	Vision and values Support and compassion Learning and innovation	Develop relationships with partners and stakeholders, foster confidence and build trust to deliver the shared vision of delivering quality health services locally.	Create more opportunities for board to board development and engagement (including through the system response to the long term plan).	Ongoing	Ongoing: Non-Executive Director and Lay Member events in August 2019 and February 2020. To align to the System Partnership Board reset work which was commenced.
		Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme.	Continue to review and refresh the CCG appraisal process in line with staff and line manager feedback.	Quarter 1	Completed: Updated and refreshed in line with staff feedback.
			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 leadership and talent management programmes.	Ongoing	Ongoing: Learning Development Zone rolled out in 2019 which continues to be added to and developed. Connecting with partners to maximise the use of shared resources, skills and experience (particularly for clinical skills).

Organisational Development Theme	Culture Theme	Objectives	Actions	Deadline	Update on Progress
		Implement areas of improvement identified by staff and the Culture Champions as part of the CCG's People and Culture Programme.	Create opportunities to share and learn together, providing space to reflect, consider new ideas and innovate, as well as avoiding duplication of effort.	Ongoing	Ongoing: We provide opportunities through the People and Culture Programme, working groups, forums and staff surveys for staff to get involved and consider new ideas to how we work. We will continue to build on the success of many programmes of work which took place in 2019.
			Establishment of working group to look at ways to increase face to face communication across the CCG.	Ongoing	Ongoing: We continue to develop our sharepoint site, #FYI, #FYI Live. The success of this work and positive feedback from staff, is reflected in the use of these channels during the recent pandemic.
			Establishment of working group to look at opportunities to increase the number of activities and access to support for staff around wellbeing.	Ongoing	Ongoing: The wellbeing group is highly valued and regarded by CCG staff and has been significantly developed to support staff during the recent pandemic. Relationships and connections across the system also continue to be built upon.

Organisational Development Theme	Culture Theme	Objectives	Actions	Deadline	Update on Progress
			Review of the CCG's working environment and sustainability agenda as a result of feedback from staff.	Ongoing	Ongoing: changes commenced to the working environment in March 2020, and have been further developed in light of the pandemic. Recent work has involved a staff survey to invite staff to inform the way in which we now work.
		Produce a learning and development strategy with supporting guidance for all staff.	<p>Create clear programmes at every level to map out individual's journey of development.</p> <p>Introduce greater scrutiny and challenge to appraisals at a leadership level.</p> <p>Develop a talent management and succession programme aligned to the system.</p>	Quarter 3	Commenced: Work has commenced to discuss what the strategy should look contain.
		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	Ongoing: Notable areas of success including the 2019/20 Winter Campaign, #Hereforyou Campaign for public awareness of service during Covid-19 and an open "Thank you" public letter to

Organisational Development Theme	Culture Theme	Objectives	Actions	Deadline	Update on Progress
					the public from NHS leaders in Dorset.
Organisational structures: <i>Capacity and capability, internal structures and working across organisational boundaries</i>	Team work Support and compassion	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.	Support the Governing Body in its role in the Integrated Care System and with members across the 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.	Ongoing	Completed: A revised Governing Body was established from 1 April 2020. Ongoing: Support the Governing Body by creating time and space to discuss its role and influence in the development of the Integrated Care System.
		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	Ongoing: To contribute to the System Partnership Board review and reset work which was commenced.
		Maximise the use of technology to develop and improve the way we work and function.	Capitalise on the availability of technology to transform how meetings are run, how staff travel across the county and how	Quarter 4	Commenced: Staff survey conducted in May 2020 to inform the way we work from home and the office. Automation of processes implemented across a

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			processes and procedures can be improved.		small number of teams with opportunities to widen.
		Ensure the structure of the CCG and leadership team meets the needs of the emerging Integrated Care System and Primary Care Networks.	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	Ongoing: Some progress in making appointments with system remits. Creating the climate and agreements to progress further is required, including joint appointments and agreements for resourcing capacity. Establishment of an Incident Co-ordination Centre, resourced by staff from across the CCG.
		Ensure the structure of the CCG and leadership team meets the needs of the emerging Integrated Care System and Primary Care Networks.	Engage in the programme of recovery which has commenced across Dorset's public services.	Ongoing	Ongoing: leadership and representation in the public sector recovery programme, with aligned programmes of working across health to support delivery.