

## Organisational Development Quarterly Update

Governing Body meeting

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6 February 2014

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Sponsor	Ian Atkinson, Accountable Officer
Key messages	
<p>This paper:</p> <ul style="list-style-type: none"> <li>• Summarises the CCG's approach to developing NHS Sheffield CCG as an organisation that is fit for purpose and well prepared to respond to the changing NHS agenda.</li> <li>• Describes our approach around three key themes: CCG workforce, working with partners, membership organisation.</li> <li>• Highlights some of the more substantive programmes currently underway</li> </ul>	
Assurance Framework (AF)	
<p><b>Assurance Framework Number:</b> 5.2 and 5.3</p> <p><b>How does this paper provide assurance to the Governing Body that the risk is being addressed?</b>  Addresses 5.2 and 5.3</p> <p><b>Is this an existing or additional control:</b>  Existing</p>	
Equality/Diversity Impact	
<p><b>Has an equality impact assessment been undertaken?</b> NO</p> <p><b>Which of the 9 Protected Characteristics does it have an impact on?</b> None</p>	
Public and Patient Engagement	
Not applicable	
Recommendations	
<p>The Governing Body is asked to consider the contents of this paper and assure itself that the CCG is continually assessing and addressing its OD requirements to ensure the organisation is fit for purpose.</p>	

## **Organisational Development Quarterly Update**

### **Governing Body meeting**

**6 February 2014**

#### **1. Introduction**

This paper summarises the Organisational Development (OD) interventions including process, systems and structures to assure Governing Body of the CCGs approach to developing NHS Sheffield as an organisation that is fit for purpose and prepared to respond to the changing NHS agenda with appropriate beliefs, attitudes and values.

#### **2. Overview**

Chaired by the Accountable Officer, the OD Steering Group has high level sponsorship, with a strong membership including the CCG Chair, Executive Officers and a Locality Manger representing the four localities. Formed in December 2011, the group is driven by an OD strategy (which will be reported to Governing Body at a future meeting), and has progressed three phases (or work programmes). Each phase considers leadership and governance, underpinned by the delivery of city-wide commissioning, reflecting the Quality, Innovation, Productivity and Prevention (QIPP) plan.

The first phase was designed around the around the six domains for authorisation and provided high level strategic interventions required to support the fledgling CCG as a committee of the then South Yorkshire and Bassetlaw Cluster, and by applying the prescribed toolkit supported the development of the emerging CCG infrastructure.

In July 2012 the Governing Body received a report setting out the second phase, moving the delivery plan to a bespoke programme that recognised Sheffield's unique development needs including establishing the identity of the new organisation and preparing for the transfer of authority and ownership from April 2013.

#### **3. Phase 3 Work Programme**

In December 2013 the plan was revised (Appendix 1) to describe our approach around three key themes: CCG workforce, working with partners, membership organisation.

An extensive programme of OD interventions is in place. The following is not a finite list but highlights some of the more substantive programmes currently underway:

##### **3.1 CCG Workforce**

The first of a number of ongoing dialogue with staff started at a large partnership event for both CCG and CSU staff. Later, a workshop on innovation techniques and creative thinking to provide opportunity for Commissioning Managers and Clinicians to develop working relationships.

A 'stocktake' of current education and training is underway to ensure we consider and balance training needs for all working groups including administrative and professional staff.

### **3.2 Working with Partners**

This workstream considers the broad spectrum of partnership including organisations and engagement with our patients and public.

The first meeting of the Patient and Public Engagement Task Group took place on 14 January 2014 and will be reported to Governing Body at a future meeting. A Joint Healthwatch / CCG meeting is scheduled for 4 February 2014.

### **3.3 Membership Organisation**

We have worked hard to improve engagement with members. PricewaterhouseCoopers have facilitated a project comprising interviews, surveys and meetings with our localities to identify enablers, barriers and opportunities to improve engagement with practices. This project also aims to provide a legacy of skilled staff to support the engagement workstream.

Sheffield University and Sheffield Hallam University were commissioned to provide a bespoke leadership programme to support our clinical leadership succession work. Ten GPs and one practice nurse attended. The programme evaluated well. Indeed, one GP went on to be elected to the Governing Body. We are looking to recruit a second cohort and considering further development for the first cohort. The Universities are keen to secure Sheffield CCG's support in extending this pilot to other CCGs

The comprehensive review of the Governing Body, committees and work practices started in December; details of the programme were reported to Governing Body in December. A task and finish group is established to take forward an action plan and will report back to Governing Body in due course.

## **4. Summary**

This paper has not listed all the OD interventions delivered since authorisation but provides examples of a few of the Organisational Development (OD) interventions delivered in the last 10 months. The delivery structure (Appendix 1) sets out our intentions and should provide assurance that a comprehensive approach to OD is in place.

## **5. Recommendations**

Governing Body is asked to consider the contents of this paper and assure itself that the CCG is continually assessing and addressing its OD requirements to ensure the organisation is fit for purpose.

Paper prepared by Linda Tully, Company Secretary

On behalf of Ian Atkinson, Accountable Officer

24 January 2014

# CCG DEVELOPMENT PLAN 2013/14

## Appendix 1

### STRATEGY VISION

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graph TD;
    SV[STRATEGY VISION] --- CW[CCG Workforce];
    SV --- WWP[Working with Partners];
    SV --- MO[Membership Organisation];
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#### CCG Workforce

- Structure
- CSS
- Ways of working including embedded staff
- Employer of choice – skills
- Systems / processes / policies
- Culture / style / shared values
- Commissioning capability and capacity

#### Working with Partners

- ALB / LA / Patients / CSS / NHSCB
- Providers inc FT's and VCF
- Engagement
- Strategy development
- Systems and structures

#### Membership Organisation

- Governing Body development
- Compliance and System development
- Governance and Assurance
- Member engagement
- Wider clinical engagement including succession planning
- CRG
- Portfolios
- Membership Office