Working with you to make Sheffield HEALTHIER

NHS Sheffield Clinical Commissioning Group

Corporate Organisational Development Plan 2015/16

Governing Body meeting

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Is your report for Approval / Consideration / Noting

Consideration and approval.

Are there any Resource Implications (including Financial, Staffing etc)?

None anticipated as:

- Costs associated with implementation of proposed activities are expected to be within the current agreed budget for organisational development during 2015/16.
- Co-ordination of the programme will continue to be undertaken by existing leads.

Audit Requirement

CCG Objectives

Which of the CCG's objectives does this paper support?
Specifically Objective 5. "Organisational development to ensure CCG meets organisational health and capability requirements set out in the 6 domains (Annex C NHS England CCG Assurance Framework."

Associated principal risks are 5.1 and 5.2. However, effective organisational development can be considered to be of relevance to the successful delivery of all CCG objectives.

This paper provides further assurance to the Governing Body that identified risks are being addressed. The paper outlines our progress in the development of our corporate staff body and outlines key initiatives and actions to be undertaken within the next 12 months.

Equality impact assessment

Not completed - as this is a proposal for an internal programme of work it is not felt to require an EIA.

PPE Activity

How does your paper support involving patients, carers and the public?
The proposed approach for Governing Body OD reflects key themes of the wider CCG OD Strategy – one of which is 'More meaningful engagement with Patients and Public'.

Recommendations
The Governing Body is asked to: • Note the evolving organisational development of the CCG in 2015/16 • Note the intent to broaden our organisational development agenda to prioritise a locality approach to clinical commissioning and the continuation of our strategic leadership across our health and social care environment • Approve the proposed actions/initiatives to promote the development of our corporate staff development for 2015/16 - 2016/17

Sheffield CCG Corporate Organisational Plan 2015/6

The NHS faces an unprecedented challenge: meeting the needs of local people against a backdrop of rising demand, increased expectations and reduced financial resources. These factors and the scale of challenge are well rehearsed (see Appendix A).

Our response to these challenges needs to be equally multi-faceted. We must grasp the opportunity to develop as a clinical commissioning organisation, to provide leadership across our health and social care community in the rapid transition towards new operating models that address local patient and citizen needs.

This challenge requires us to think strategically and act bravely. It is not just a question of 'doing the right thing' but 'making the right things happen'. NHS Sheffield CCG has a pivotal role to play in developing the necessary cultural shift within its own organisation as well as across organisational boundaries in order to deliver system change; working collaboratively with our membership, our staff, our partners and our patients in order to generate a collective commitment for, and implementation of, change.

Our role as a CCG is therefore evolving, reflecting both national economic and policy developments as well as the local context in which we operate and our membership needs. Recent feedback from our CCG membership, consistent with research into the challenges faced by CCG's across the country (see Appendix A), has given us both a mandate for change as well as clear indications of how to change for the better.

In order to effect this change and create the necessary culture for transformation we will need to invest heavily in developing our own 'healthier' commissioning organisation.

This document represents an important stage on our journey of organisational development by focussing on the evolution of our 'corporate' functionality. Other key initiatives relating to transactional and transformational change are also already underway. For example, our immensely successful approach to patient and public engagement, our development of co-commissioning, our market management of the local provider landscape, our commitment to integrated commissioning through the work of the Integrated Commissioning Programme etc. Equally important is our further identification and implementation of a locality oriented approach to clinical commissioning and our appreciation of the work needed to ensure a much greater level of membership engagement and ownership of the clinical commissioning agenda. This is a key priority for Q3 2015/6.

Below provides a model representing some of the key elements of organisational change and development that we expect to implement over the next 12 months.

Based on: http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/10PrioritiesFinal2.pdf

In parallel to the work identified above, we will continue to progress with the development of the organisational 'health' of our corporate commissioning staff. The purpose of this Plan is to describe in more detail how NHS Sheffield will develop its core, corporate, commissioning support function to be 'fit for the future'. Building on the work undertaken in 2014 and the aims of the OD Strategy, this refreshed Plan describes how we will transform our commissioning support functionality in order to achieve our shared ambition of being the best CCG in the country at delivering whole-system leadership and transformation.

A Road Map for Further Development

We are an evolving organisation formed in 2013 following the implementation of the Health and Social Care Act 2012. Consisting of 87 member practices , the CCG is supported by a 'head office' or corporate staff body which currently has over 160 employees. These staff provide an essential corporate support function to clinical commissioners.

As a result of recent changes in commissioning support arrangements, our staffing complement is going to expand significantly over Q3 and Q4 of 2015/16. This gives us an opportunity to reflect on our current journey as a corporate support function. We need to ensure all our staff (our existing establishment as well as those soon to join us) remain clear on who we are, our purpose and our ambitions; and that we have the right skills, resources and talents across our commissioning teams to achieve them.

Our purpose is to improve the health and wellbeing of our local population, using the resources available to us in the most cost effective and efficient way to commission high quality, sustainable services. **Our ambition** is to be the best CCG in the country at delivering whole-system leadership and transformation.

In our wider system leadership role we are developing, in collaboration with our partners, a view of health and social care in the year 2020 that is shared by organisational partners, the public and clinicians. Our goals are to implement the changes needed to sustain ongoing improvements in the quality and experience of care; reduce health inequalities and gaps in life expectancy; help people stay healthy and avoid unnecessary hospital attendances and admissions, against a backdrop of an ageing population, a rise in long-term conditions such as diabetes and arthritis, a continued reduction in funding for councils, and the increasing cost of providing care.

In order to achieve these goals we need to have a 'healthy' commissioning organisation, supporting our staff to achieve their potential and ensuring we have the right skills, in the right capacity, when we need them. Therefore our success as a CCG will be measured against achievement of our commissioning as well as organisational ambitions. Each is highly dependent upon the other.

We will be successful by:

- **creating a progressive and innovative organisational culture and working environment**
- **promoting staff engagement, empowerment and wellbeing**
- **stimulating innovation and creativity**
- **promoting engagement with our membership practices**
- **ensuring inclusivity and valuing diversity**

What we already know about ourselves

We recognise that we have already taken significant steps towards achieving our ambitions for improving the health and wellbeing of our local population and ensuring cost effective use of resources. Our early development as an organisation has been evidently successful.

Our successes:

As at July 2015, 76% of NHS Constitution Pledges are being successfully delivered for the people of Sheffield.

Effective management of our finances during 2014/15 enabled a surplus of £4m to be added to our 2015/16 allocation to meet increased financial challenges.

Finalists in the NHS Leadership Academy Awards for 'Governing Body of the Year' and 'Collaborative Leadership with Sheffield City Council.

Set up an ambitious partnership approach and pooled budget (one of largest in the country) with Sheffield City Council to make health and social care services across Sheffield more co-ordinated and seamless.

We have boosted our engagement with Sheffield citizens through our 'Involve me' engagement network and through our partnership with Healthwatch.

Agreed CCG action plan for Health Inequalities as part of partnership work with Health and Wellbeing Board.

Nonetheless, the scale of the challenge before us means we must do even better. We now need to focus not just on new strategies and new approaches but fundamentally on our ways of working and thinking. For this we need to significantly reinvigorate our organisational development.

What we already know about ourselves

As an organisation committed to improvement we have undertaken an extensive diagnostic exercise across our commissioning support function. We sought to identify areas of good practice which we need to escalate, as well as areas where we need to improve further in order to meet our commissioning ambitions and maintain organisational health.

We undertook this analysis using the established Burke-Litwin organisational change model.

This change model is based on assessing a range of 12 organisational as well as environmental factors which can be adapted or amended so as to ensure a successful change from one organisational state to another.

Burke-Litwin Model

The results from this diagnostic exercise confirmed the CCG has having a relatively healthy position overall with all dimensions being rated Green /Amber. Some priority areas were identified for development to ensure the CCG was 'Fit for Future' as follows:-

Dimension for Change	Suggested areas of focus
External Environment:	Leading the system - Horizon scanning and innovation; Service Improvement; focus on Quality & Excellence; Partnership working.
Organizational Culture:	Driving a highly performing organisation - culture of 'High Challenge & High support; Holding ourselves and our partners to account. Developing a projects & programmes Culture - driving system innovation, service improvement & excellence. Development of membership model.
Systems:	Investing in our systems – e.g. Governance systems; Technology; Innovation
Management Practices:	Further developing management skills – consistency of approach. Culture of empowerment and coaching. Talent Development.

An overview of our the key elements of our development work to date are provided below – including further consideration of the need for cultural change and new ways of thinking and working.

Building a healthier organisation

Changing organisational culture can be challenging. However, an important aspect of defining culture is the way in which we work with each other. This includes staff within the corporate support body as well as our member organisations and our wider community. 'How we work 'is shaped by the values we hold and the daily interactions we have; in essence how we work is founded on our aspiration to live these values and our ability to role model behaviours on an ongoing basis. *"To be healthy, an organisation must both be capable of acting decisively to achieve its goals, and also have the integrity to ensure that these actions are appropriate to the environment in which it lives." (Bevan 2009).*

Work has been started to affirm our core values as a clinical commissioning organisation. In collaboration with corporate support staff we have distilled the values and principles described in the CCG Prospectus into a few succinct statements . These represent our corporate staff values and behaviours (see Slide 10 below). Further development of these to ensure a fully comprehensive set of values, reflecting the whole CCG organisation and including member practice views is underway as part of ongoing work to promote member practice engagement. This will form a key priority for us over the Autumn period.

Ensuring our organisation is 'healthy' is also about creating the conditions for high performance. A healthy organisation, with a culture that promotes trust, openness, engagement and continuous learning can adapt quickly to a changing environment, and has the ability to anticipate and lead change. However, in our development of corporate commissioning support services we also need to have a fully engaged workforce. There is extensive evidence of the link between staff engagement and organisational performance (see Appendix A). How well our staff collaborate with each other, with our membership practices, our strategic partners and patients, is critical to determining whether our organisation will achieve its ambitions.

Evidence suggests that key building blocks for staff engagement include:

- Knowing who we are: Having an inspiring vision and compelling strategy
- Knowing what we want to achieve: Clear objectives and common purpose
- Having a clear sense of what is expected of each of us: Promoting high support in tandem with an expectation of high performance
- Ensuring everyone feels part of the team: Promoting engagement, diversity and inclusion within our staff, with our member practices, with our population and partners
- Being ambitious and learning from the best: Learning, improvement and innovation are part of our DNA

The tables below provide a high level summary of the key activities that will continue to be delivered as part of this agenda for corporate staff development and the success criteria for measuring whether we are achieving our intentions.

Organisational Development Themes	What we have done already	What we are planning to do next?
Knowing who we are: Our values, vision and purpose	• 2 and 5 year Commissioning Plans • Integrated Commissioning Programme Co-produced CCG corporate values • Development of 2020 vision for Health & Social Care	Clarify CCG Member values; Widely communicate values Strengthen staff & stakeholder engagement in Commissioning plans Develop OD interventions to promote system-wide leadership
Knowing what we want to achieve	• GB OD programme • ICP Programme workstreams defined • Portfolio plans & interdependencies clarified via Programme Management • CCG Fit for Future vision shared	Refresh Public Engagement strategy Implement GB OD – roles, ways of working and indiv. Development Strengthen visioning & benefits aspect of Prog. Management Develop approach for OD support to member practices
High Challenge: High Support for our staff	• 'Values into action' behaviours agreed • Test of coaching & feedback training • Programme Management approach and training; change practitioners • Staff survey results action plan • OD to support staff transfer from CSU	Values & behaviours in PDPs; Values based recruitment Coaching skills for managers; Coaching skills for all staff Build capacity for resilience & feedback Embed Programme management & project-based / flexible use of CCG staff resource as 'usual' practice
Developing a sense of Team, Inclusion and Diversity	• Staff engagement through Fika, engagement group, Learning Lunches • Membership engagement – Clinical leadership roles; PLI refresh; Masterclasses; 360 survey action plan • Refresh of staff induction approach	Staff celebration event Implement staff induction Further develop member engagement Talent & inclusivity strategy, Succession planning
Learning, Improving, Forward Thinking	• Creating Space for Innovation events; Learning Lunches; Innovation scouts network linking to regional colleagues • Vanguard, test-bed, Prime Minister's Challenge bids with partners	Virtual innovation network; CCG /system-wide innovation events programme Build CCG skills and capacity for transformation & improvement Systematic approach to identify & learn from successes & failures

Oct – Dec 2015 | Jan Mar | Apr – Jun | Jul Sept

Organisational Development Themes	Oct – Dec 2015	Jan Mar	Apr Jun	Jul Sept	Lead(s) for delivery (subject to confirmation)
Knowing who we are: Our values, vision and purpose	Clarify CCG Member values	Widely communicate values			Communications Lead – K Davison
	Strengthen staff & stakeholder engagement in Commissioning plans				M Saunders / J Glossop
		Develop OD interventions to promote system-wide leadership			ICP Programme Director / VMR
Knowing what we want to achieve	Refresh Public Engagement strategy				PPE Group & H Mulholland
	Implement GB OD – roles, ways of working and indiv. Development				J Glossop & S Paradine
		Strengthen visioning & benefits aspect of Prog. Management			Head of PMO
	Develop approach for OD support to member practices				V McGregor-Riley
High Challenge: High Support for our staff	Values & behaviours in PDPs	Values based recruitment			HR – S Paradine
	Coaching skills for managers	Coaching skills for all staff			S Paradine & J Glossop
	Build capacity for resilience & feedback				S Paradine & J Glossop
		Embed Programme management & project-based / flexible use of CCG staff resource as 'usual' practice			Head of PMO
Developing a sense of Team, Inclusion and Diversity	Staff celebration event				J Howcroft / Staff Engagement Group
	Implement staff induction				S Paradine / VMR / J Howcroft
	Further develop member engagement				V McGregor-Riley
		Talent & inclusivity strategy, Succession planning			S Paradine & J Glossop
Learning, Improving, Forward Thinking	Virtual innovation network	CCG /system-wide innovation events programme			J Glossop
	Build CCG skills and capacity for transformation & improvement				J Glossop / VMR
	Systematic approach to identify & learn from successes & failures				J Glossop (with Innovation Scouts)

What success will look like

KNOWING WHO WE ARE:

* All staff have clear understanding of organisational aims and values
* CCG values are evident in our ways of working, internally and in our interactions with partners & stakeholders
* PDPs reflect organisational values
* Positive 360 degree feedback from partners and stakeholders
* CCG values are clearly visible at 722

KNOWING WHAT WE WANT TO ACHIEVE:

* Clear, compelling vision and intended benefits in place for each transformation programme
* Involvement of our population in development of Commissioning intentions & how they are implemented
* Increased member practice ownership of, and involvement in CCG transformation programmes

HIGH CHALLENGE & SUPPORT FOR OUR STAFF :

Securing successful delivery of:

* Improvements in patient experience and access to care
* Improvements in the quality and equality of healthcare
* Reduced health inequalities
* A sustainable, affordable healthcare system

DEVELOPING A SENSE OF TEAM INCLUSION & DIVERSITY:

* Increased ownership by membership of CCG ambitions; positive 360 degree feedback on membership engagement
* Wider range of clinicians engaged in transformation work
* Evidence that staff feel engaged, empowered and enjoy their work
* Smooth transfer and induction of CSU colleagues
* We can recruit and retain the best people
* Evidence of increased diversity of workforce

LEARNING, IMPROVING, FORWARD THINKING:

* Increased innovation and improvement in day to day work
* CCG is seen (locally and nationally) to be influential in driving transformation and innovation
* CCG-wide celebration of and shared-learning from successes and failures in equal measure
* Increased level and range of award nominations; publications; conference papers

Sheffield CCG Corporate Staff Values

VALUE 1 : PROGRESSIVE - A LEARNING ORGANISATION, ENCOURAGING INNOVATION AND CONTINUOUS IMPROVEMENT

This means that we:

- Strive for continuous improvement in services, outcomes and patient experience.
- Welcome and learn from constructive challenge and feedback
- Work collaboratively with all our partners and stakeholders
- Use evidence and best practice to drive innovation and improvement

VALUE 2: EMPOWERING – ACTIVELY ENGAGING STAFF, OUR POPULATION & PARTNER ORGANISATIONS IN IMPROVING THE HEALTH AND WELLBEING OF SHEFFIELD PEOPLE

This means that we:

- Consult with and include others in decisions that affect them and demonstrate we have listened
- Ensure communication and engagement with our stakeholders is accessible, meaningful and facilitates their involvement
- Speak up if we think something is not right; support and encourage others to do the same
- Appreciate and recognise others' qualities and contributions and work collaboratively to achieve the best outcomes

VALUE 3: COMPASSIONATE AND CARING – FOCUSSING ON THE NEEDS OF OUR POPULATION; CREATING A POSITIVE WORKING ENVIRONMENT WITH COLLEAGUES

This means that we:

- Are sensitive to the needs, priorities, abilities and aspirations of others, valuing every person as an individual
- Actively listen to understand different points of view
- Respect and promote diversity, inclusivity and address health inequalities
- Are polite, courteous and respectful of difference

VALUE 4: FAIR, HONEST AND ACCOUNTABLE – IN HOW WE MAKE AND IMPLEMENT DECISIONS

This means that we:

- Clearly communicate and record how decisions are made
- Evaluate, share and learn from the outcomes of our decisions
- Do what we say we are going to
- Act in a way that is consistent with values and principles of the CCG and the NHS

Our ongoing development journey

This paper sets out a rationale for further organisational development primarily within our clinical commissioning support, or 'corporate body'.

It outlines why we need to escalate our evolutionary change as a clinical commissioning organisation by promoting a new culture and new strategies for developing our organisational capability to meet the challenges of a modern health and social care system.

As we progress we will develop further initiatives and strategies that will combine to propel NHS Sheffield CCG into being the best CCG in the country at delivering whole-system leadership and transformation.

Appendix A

Further reading relating to current NHS challenges:

http://www.nuffieldtrust.org.uk/sites/files/nuffield/publication/nt_ccgs_one_year_on_report_web_sept_update.pdf

http://www.kingsfund.org.uk/publications/articles/how-nhs-performing-july-2015

http://www.kingsfund.org.uk/publications/better-value-nhs

http://www.kingsfund.org.uk/publications/articles/briefing-budget-july-2015

http://www.england.nhs.uk/ourwork/futurenhs/

Further reading relating to organisational development and staff engagement:

http://www.kingsfund.org.uk/publications/leadership-engagement-for-improvement-nhs

http://www.kingsfund.org.uk/publications/articles/improving-nhs-care-engaging-staff-and-devolving-decision-making

http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/10PrioritiesFinal2.pdf

http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care

http://www.gidsinbedrijf.nl/assets/LEERGANG-1318/Module-4/Canadas-Forum-Keynote-Helen-Bevan-C-2.pdf