

Improvement Plan Implementation Update**Governing Body meeting****E****18 June 2020**

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Purpose of Paper	
<p>To provide Governing Body with a final update on the full implementation of the Improvement Plan.</p> <p>This paper details how the changes made have been embedded throughout the organisation and demonstrated during the COVID-19 crisis, as well as providing recommendations to Governing Body on a new organisational health check report to continue the positive work that has emerged from the Improvement Plan.</p>	
Key Issues	
<p>The Improvement Plan was endorsed by Governing Body in July 2019 after an extensive engagement process with stakeholders and staff. Seventy-six actions were identified as needing to be undertaken to move the organisation forward, with a timeframe for completion by end of March 2020.</p> <p>Monitoring of the Improvement Plan actions has been undertaken by Sheffield CCG's Programme Management Office and presented by lead Directors at the relevant Committees to provide assurance on the progress and implementation. This has been supported by the Steering Group which is made up of CCG staff members, and is chaired by Chris Nield, Lay Member of our Governing Body.</p> <p>The COVID-19 pandemic was declared in mid-March – prior to the completion of all of the Improvement Plan actions. Sheffield CCG has been working within a Gold, Silver and Bronze Command Structure since the pandemic was declared, and therefore a number of actions have been put on hold until such a time that normal work resumes. This means that not only are there some outstanding actions from the Improvement Plan but also that a number have not been signed off by the relevant Committee Meetings. Assurance is provided within this paper that these actions will be completed.</p> <p>The work we had already undertaken as a CCG to develop our culture and to ensure that our staff feel supported has been a vital foundation for the organisation as we deal with the challenges faced due to the pandemic.</p>	
Is your report for Approval / Consideration / Noting	
Consideration / Noting	

Recommendations / Action Required by Governing Body
<p>The Governing Body is asked to:</p> <ul style="list-style-type: none"> • Note the progress with regard to the implementation of the CCG's Improvement Plan. • Note the positive impact of the work we have undertaken • Recognise how the Improvement Plan has supported the CCG in developing our organisational culture, and consider how this has assisted us in addressing the challenges posed by COVID-19 • Agree what key learning has emerged and how this should shape our future development • Agree to the development of a health check report to be submitted to Governing Body with key indicators and staff feedback that not only describes the current culture of the CCG but will highlight to Governing Body any 'warning signs' in relation to staff wellbeing and cultural issues within the organisation.
What assurance does this report provide to the Governing Body in relation to Governing Body Assurance Framework (GBAF) objectives?
<p>Which of the CCG's Objectives does this paper support?</p> <p>This paper encompasses all of the CCG's objectives.</p> <p>Description of Assurances for Governing Body</p> <p>Implementation and monitoring process established and embedded with associated actions linked to specific Committees.</p> <p>Reporting arrangements in place with Lead Directors identified for each action.</p>
Are there any Resource Implications (including Financial, Staffing etc)?
<p>The potential resource implications are set out within the detail of the Improvement Plan.</p>
Have you carried out an Equality Impact Assessment and is it attached?
<p>This is not applicable as the Improvement Plan is relevant to internal processes and partnership development with no immediate impact on services provided. If any actions lead to proposed changes, an Equality Impact Assessment will be undertaken accordingly and signed off as part of our agreed governance.</p>
Have you involved patients, carers and the public in the preparation of the report?
<p>Some of the stakeholders who inputted into the report were members of the public and they were involved, via the Independent Improvement Director, in triangulating the feedback to inform the identified actions.</p>

Improvement Plan Implementation Update

Governing Body meeting

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1. Introduction

1.1. In November 2018 NHS England (NHSE) commissioned an independent assessment of NHS Sheffield CCG's leadership and culture as part of their role as our regulator.

1.2. The CCG produced an Improvement Plan with engagement from our staff and stakeholders to address the issues outlined in NHSE's assessment. The Governing Body approved the Plan at its public meeting on 4th July 2019.

1.3. As part of the development of the Improvement Plan, an outline implementation plan was created, identifying which CCG Committees would provide the monitoring and assurance that actions were completed and issues addressed.

1.4. This paper provides a final update on the full implementation of the Improvement Plan and how the original actions are now embedded within the ethos of the CCG.

2. Overview of the plan and current position

2.1 We are almost one year on since Governing Body approved the Improvement Plan and subsequent actions to remedy the issues that were identified in the November 2018 NHSE assessment.

2.2 The Improvement Plan is separated into five themes:

- Strategy
- Governing Body
- Executive Management Team
- Human Resources Management
- Partnerships and Public Engagement

2.3 The Improvement Plan identified seventy-six actions, scheduled to be completed by 31st March 2020. Unfortunately, during mid-March, the COVID-19 pandemic was declared, therefore Sheffield CCG moved into Command and Control mode (as is standard practice in an emergency situation) to ensure the Sheffield population health and care needs continued to be met during this time. This meant that a number of actions were not completed within the timeframe and those that had been completed were not formally signed off by the relevant Committees due to them being stood down. Table 1 details the three actions that are still required to be completed, however these are now deemed as business as usual and will be prioritised once the pandemic crisis comes to an end.

Table 1: Outstanding Actions

Theme	Action	Comments
Strategy	Develop strong Communication and Engagement Plan that underpins the strategic aims, strategic direction and supporting strategies to ensure consistent and clear messages to staff, partners and public; our vision and strategy will be consistently articulated and understood by all	Full communication and engagement was planned for the CCG's revised strategy; however, this has been put on hold due to the current circumstances.
Governing Body	Lead and embed the values as part of a comprehensive organisational development session	The CCG's values were reviewed and developed by staff members, however the organisational wide session has been postponed.
Human Resources	Enable confidence in the reasonable application of policies and procedures to support staff in their working lives	This will be picked back up by HR once able to engage with staff members on all policies and procedures.

2.4 The Improvement Plan was designed to support real and lasting change in the CCG's organisational culture. We considered that the Plan would have achieved its aims when i) our staff can see positive impacts for them in their working lives, and ii) our partners and stakeholders perceive improvements in our culture and behaviour. This paper will consider the evidence that we have been able to gather to show that the organisation has moved on.

3. Update on actions

3.1. Using the five themes as originally detailed in the Improvement Plan, below is an overview of each one as to the changes that have been made throughout this process and how the completed actions have informed these changes:

3.1.1. Strategy

The CCG undertook a different approach to reviewing its strategy and plans for 2020/21 which was led by our Deputy Directors and reflected a much more collaborative style. The work was produced with extensive clinical engagement and was developed with the Governing Body during a number of developmental sessions. As a result of this work, Sheffield CCG refreshed its vision to “**Working with you to make Sheffield healthier**” which was the product of a number of workshops which included staff members, clinicians and Governing Body members.

This work progressed to outline the strategy in its entirety detailing the challenges that the CCG needs to spend most energy focusing on

addressing, in order to deliver its objectives and vision. The challenges were developed from a review of the health needs of the Sheffield population and the root causes of these needs, consideration of its role as a health commissioner and the wider strategic context (Sheffield's updated Health and Wellbeing Board Strategy, Shaping Sheffield and the South Yorkshire & Bassetlaw Integrated Care System response to the Long Term Plan.

Just before the COVID-19 pandemic was announced, a full and widespread communication and engagement plan was developed in order to ensure the strategy was right and met the needs and expectations of our staff, patients and stakeholders. Unfortunately, this had to be put on hold and as such, the Deputy Directors are now reviewing the work that had previously been done to ensure it continues to meet our needs post COVID-19.

The Improvement Plan identified the need for transparency and effective communication in relation to the CCG's strategy with our staff, stakeholders and the public. It has now become the way in which we develop our strategy to take staff members on the journey with us so that everyone understands and is able to influence its development at each stage. We will continue to work in this way once the immediate COVID-19 challenge has passed.

3.1.2. Governing Body

The Improvement Plan identified a number of actions that were immediately actioned which included ensuring that all staff knew who the Governing Body members were and their role. Notice Boards were placed on both floors of the CCG Headquarters and Line Managers were asked to discuss this at team meetings. Staff members have and continue to be encouraged to attend Governing Body meetings and with the most recent meeting being held online, the meetings have been accessible by a wider audience. Staff have commented to say that they have found the meetings interesting and pleased to hear the discussions that are held around each of the topics.

The CCG Chair, Dr Terry Hudson, has ensured that he is visible and accessible to staff. His office base is at the CCG Headquarters and he speaks at staff briefings. Regular communications have been sent from him and Lesley to staff during the last three months, providing general updates on how Sheffield is responding to COVID-19, and reassurance for staff. He hosts the regular staff briefings which have been held via teleconference and which have been well attended. Governing Body members have been much more visible and their presence at staff briefings, team meetings and clinical education events has been appreciated by CCG staff.

Governing Body members have participated in a number of developmental sessions, for example, in June 2019 they looked at their role in implementing the Improvement Plan and considered best practice in good governance. In September 2019 they were joined by Locality Managers and Deputy Directors to take part in a development session about effective team working. More recently, the development sessions have been focused on ensuring the CCG's strategy is accurate and reflects the ambitions of the Governing Body. These have been led by the Deputy Directors and have seen the development of a more robust and coherent strategy and

subsequent plans for 2020/21. The wider engagement of this work has unfortunately been put on hold due to the COVID-19 pandemic, however the objectives of the organisation remain the same and these are aligned to the refreshed plans for 2020/21 in heed of the COVID-19 situation.

3.1.3. Executive Management Team

There have been a number of changes within the Executive Team over the past year and these have been well communicated across the organisation. Along with the Governing Body, the Executive Team have also been ensuring that their roles and areas of responsibility are well communicated to staff to ensure everyone knows and understands what their specific remits are within and outside of the CCG.

Lesley Smith, our Accountable Officer has been working with Daneele Graham, a project co-ordinator in the CCG, to undertake “reverse mentoring”. This is where a less senior team member shares their experience and insights with a senior person. Reverse mentoring in this arena, has a particular emphasis on ensuring that the lived experiences of BAME staff are brought into the relationship, offering a perspective which might otherwise not be heard.

Along with our Governing Body, the Executive Management Team attend the development sessions to ensure the function of the CCG’s leadership team is consistent, united and have clear roles in leading the CCG to achieve the agreed objectives. Even though during the current months, these roles have become less clear, the Executive Team continue to deliver essential statutory requirements as well as respond to the daily requirements of the COVID-19 crisis.

3.1.4. Human Resources Management

It is one of the CCG’s overarching objectives that our staff wellbeing is at the heart of how we work and progress as an organisation. There are a number of areas in which this theme within the Improvement Plan has been addressed.

Our Learning and Development team runs regular “Manager Supervision” sessions, which offer a confidential space for staff members to discuss issues with their peers generate creative solutions, and receive mutual support. This has continued with online versions of the training during the COVID-19 pandemic which has been welcomed by staff.

Teams have been much more proactive in giving their members opportunity to raise issues, both in anonymous surveys eg using “Mentimeter” voting and in team leaders offering confidential appointments for staff to talk about any concerns, as well as to share ideas around team development.

There has been a renewed emphasis on promoting mental health and wellbeing at work, with a number of initiatives in place and more Mental Health First Aiders trained.

The Deputy Directors have hosted a number of brunches which have been well attended by staff, offering an opportunity to meet a wider range of people from across the organisation. One of the brunches was themed around the “Time to Talk” campaign to promote greater openness around mental health issues.

Prior to our moving into “Command” mode due to the pandemic, the CCG had introduced staff awareness campaigns around Value of the Month. The Improvement Plan Steering Group had discussed ways to bring our agreed staff values to higher prominence, for example via the staff briefings, on screen savers on computers, through learning lunches. In February, the Value of the Month was “Caring and Compassionate” and this was linked to the Practice Nurse and Health Care Assistant learning event, which included an award recognising care and compassion. The whole event had a theme of celebrating the contribution of the PN and HCA workforce and demonstrating that the CCG values them.

A number of specific actions have been taken to support our clinical staff who have direct patient contact, for example: improved access to IT to support remote working; new procedures to keep lone workers safe, and a Zero Tolerance policy to ensure that staff feel able to remove themselves from difficult situations. Our Continuing Health Care team undertake vital and often challenging roles, and a specific team development programme was delivered to them to offer additional support.

As well as various training opportunities organised by our Learning and Development Team, staff members are taking the initiative to share their learning. For example, staff members who have attended SUMO training (self help techniques for resilience, problem solving and building relationships) have run sessions for others.

During the COVID-19 lockdown, whilst most staff have been working from home, there have been a number of ways in which teams have kept in touch and supported each other, which has included ways of socialising virtually, as well as sharing information about work. We are currently collecting accounts from staff who have been temporarily redeployed into other roles. Initiatives such as “coffee roulette” where a staff member is matched with a colleague they have never met for a virtual cup of coffee and chat are helping to build relationships across teams even though we are physically apart.

The Staff Forum has raised several important issues including concerns regarding colleagues who do not have access to internet based forms of communication at home or are sharing equipment with other family members. They have been ensuring that we can continue to communicate with them by other means, so that they don't feel excluded.

3.1.5. Partnerships & Public Engagement

Relationships with our partners and stakeholders:

- As required by our Constitution, the CCG held a Members' Council in October 2019, which was attended by 55 GPs, practice managers and Governing Body members. The main part of the meeting was interactive in style, enabling people from our member practices the opportunity to talk with CCG clinicians and managers about eight primary care themes, and to express their views. We did not receive a large number of completed evaluation forms, but the rating for the overall event was "excellent" or "good", and all responders said that they would attend a similar event.
- During the COVID-19 pandemic, the relationship with our partners and stakeholders has been recognised as being strong and formidable against the crisis. We have ensured that links across the Sheffield System were formed and worked together during the crisis whilst always have the Sheffield population to the forefront of its working. This has included ensuring Primary Care has robust systems and processes in place to not only continue to see patients but that National guidance is interpreted and communicated to them in a supportive and consistent manner. CCG representatives have been a member of all of the Sheffield wide partnership forums as well as across South Yorkshire & Bassetlaw. Once the COVID-19 crisis has come to an end, we will review the relationships and engagement with our stakeholders, but during this time, we will continue working alongside our partners and continue to meet the Sheffield population's needs as well as planning for their potential future needs.

Relationships with the public, patients and carers

- As part of their scrutiny of how the CCG discharges its functions, our regulatory body NHS England had identified the CCG as an example of good practice in engaging with our local population. In recognition of this, NHS Sheffield had had been asked to lead a webinar for other CCGs. Our Strategic Patient Engagement, Experience and Equality Committee (SPEEEC) had been highlighted for their work on engaging with people with dementia, their families and carers, which had contributed to the city wide Dementia Strategy.
- Over the last few months, the CCG has engaged with local people, patients service users and carers around a wide number of topics, including service improvement projects, change proposals, and our response to regulatory inspections. Subject areas have included specialised feeding, the city's Inclusion Strategy, which includes children with special educational needs and disabilities; stoma supplies, fertility treatment and respite care. SPEEC has oversight of all the CCG's work in relation to engagement, both advising on and quality assuring related work streams. This includes offering constructive feedback to commissioning teams, to ensure that consultation and engagement has been inclusive, and that

communities of interest or areas of the city which are under – represented have their voices heard.

- The CCG undertook a significant piece of work in the autumn of 2019 to look at the lessons learned from the Urgent Care Review, which had involved listening again to stakeholders and thinking more deeply about the process. Some of the lessons learned including spending more time thinking about what were the issues that we wanted to address, before moving too quickly to generate solutions.
- Other lessons learned, which the CCG is committed to applying to any future consultation exercises, were that to really build trust, we needed to involve the public and service users in co-producing the options, and being completely open and transparent about the stages of the process. Other learning included the need to really understand the characteristics of the people we need to involve, and how to design communication processes and events that will mean that people are not excluded (taking into account issues such as language, venues and timings for meetings). The review group concluded that a successful consultation takes stakeholders on a journey, and ensures that the work is based on robust data and a shared understanding of the issues.

4. Assessing the impact of the Improvement Plan on our staff and organisational culture

4.1. “Moving Forward Together” Cultural Development Programme

4.2. The CCG commissioned the Pacific Institute to deliver a two day development programme to look at how individuals in the organisation can be empowered to contribute positively to our culture as well as offering personal enrichment. The programme includes leadership skills and new ways of thinking about situations and relationships. and has been offered to all CCG staff, including our Governing Body members. The first sessions began in November 2019 and so far 144 staff (44%) of staff have taken part. After a break during the peak of our response to COVID, the programme is now running again virtually via teleconferencing and will conclude at the end of June 2020.

4.3. Lesley shared some of the Pacific Institute’s early reflections on the CCG at a meeting of the Improvement Plan Steering Group on 7 February 2020. They had seen that many staff had positive beliefs, which led to helpful behaviours. Particular strengths of the organisation were perceived to be: gratitude to each other, regard for one another’s strengths and skills, and a commitment to team work. There was a strong sense that people valued each other’s time and contributions. These behaviours were strengths of the CCG and should be encouraged. Some of the less helpful behaviours which the Pacific Institute had observed included: placing compliance with rules over innovation; feeling pressure to appear “clever all the time”; sticking to tried and tested approaches, and worrying about “failure”. These observations were woven into the next cohort of events delivered by the Pacific Institute, encouraging staff to look at how they

could: see opportunities to innovate and grow; learn from mistakes and move on; and visualise success more clearly.

4.4. Sheffield CCG Internal Mechanisms

4.5. The CCG's Staff Forum has been strengthened, with a wider membership and clearer remit. It is chaired by Chris Nield, a lay member of the Governing Body. Members of the Forum have been involved in a number of activities to support the implementation of the Improvement Plan, including:

- Helping to select the Pacific Institute as our partners in delivering the culture development programme
- Working with other members of staff to look at values and behaviours, in order to develop a Staff Charter which sets out what employees can expect of the CCG, and what the organisation should expect of us in how we conduct ourselves and treat each other (NB this work is temporarily paused due to COVID-19 but will resume).
- Developing the bespoke Staff Survey which the CCG used in 2020 which was designed to reflect our local issues and experiences more accurately, as well as including some of the themes in the national survey. Our local survey including asking staff about how our policies are interpreted and applied, and for those staff who line manage others, the extent to which they find the policies helpful (this reflects a theme in the original Improvement Plan).

4.6. Staff Wellbeing During COVID-19 Pandemic

4.7. It has been very important to ensure staff feel supported through this very challenging time. Staff have been asked to work from home whilst also, in some circumstances, change their entire job role to accommodate what the CCG has needed to do to ensure the health and care needs of the Sheffield population continue to be met. A number of clinical staff have been temporarily redeployed to support vital "front line" roles such as enhanced training in infection prevention and control for care homes, and delivering COVID-19 testing for health and care workers. Non clinical staff have also been undertaking other roles, such as providing administrative support in primary care, and delivering medication to people who are shielding at home. Staff have told us how much they have valued being able to contribute to our emergency response to COVID-19 and to be able to make a practical contribution.

4.8. The CCG's Gold, Silver and Bronze Command groups have ensured there is a process of communication and escalation both internally and externally to ensure issues and any changes are managed quickly and effectively. The Bronze Command group has been responsible for staff wellbeing and ensuring that staff related issues are heard and dealt with. Examples of this has been the need for laptops and other IT equipment to enable home working across the organisation and staff volunteering.

4.9. We have initiated a weekly “temperature check survey” which is included in the weekly bulletin for staff. The first one was issued on 18 May 2020 and more than 100 staff responded. The questions were designed to give staff the opportunity to talk about how they are feeling about work, managing at home, new ways of working and any concerns they may have, as well as positive experiences and aspirations. Staff are encouraged to complete the survey each week so that the organisation can understand staff perceptions and experiences, and then can respond by making changes to support staff where needed.

4.10. Here is a short summary from the first survey:

- The results tell us people’s experiences and feelings about work are mixed.
- Of the question, how would you describe work now - 42% of staff answered with positive words and 58% answered negative words.
- Staff told us they are more frustrated, demotivated and stressed at work than in life in general, but also feel more valued and connected at work.

Some people told us they’re:

- Enjoying or preferring working from home and being with family
- Finding teams and colleagues to be supportive and helpful
- Having more flexibility and/or better work or work-life balance
- Making new connections with colleagues, learning new skills and undertaking new roles/tasks that are enjoyable
- Appreciating not commuting to work and getting stuck in traffic
- Enjoying specifically being able to contribute to the response to COVID-19

Senior managers and the Staff Forum will be looking at the results and identifying supportive actions on a weekly basis.

5. Conclusions and reflections

5.1. At the time of writing, a number of staff are still due to participate in the Pacific Institute cultural change programme. When this is complete, staff will be surveyed again about their perceptions of the CCG’s vision and how this works in practice. The Institute uses robust survey methods and statistical analysis, so this work will enable us to see how the programme has impacted upon our staff, and will also provide evidence of how the overall Improvement Plan has driven change within the organisation.

5.2. The Improvement Plan was never an end in itself, more a means to create a more supportive culture whereby the fantastic energy and talents of our staff could thrive, and be harnessed to improve the health of the people of Sheffield.

5.3. As we reflect on the last twelve months, our Accountable Officer Lesley has reminded us that it is important to move on from problems in the past, and to build on our many successes, at the same time creating a culture where staff support

and “speak well of one another”. How staff feel about working in the CCG will inevitably be affected by the COVID-19 epidemic and how they have been supported through this time. The effectiveness of our efforts to keep staff informed and connected will be crucial over the coming months as the organisation adapts to the next phase of responding to COVID-19 and the “new normal”.

6. Action / Recommendations for Governing Body

The Governing Body is asked to:

- Note the progress with regard to the implementation of the CCG’s Improvement Plan.
- Note the positive impact of the work we have undertaken
- Recognise how the Improvement Plan has supported the CCG in developing our organisational culture, and consider how this has assisted us in addressing the challenges posed by COVID-19
- Agree what key learning has emerged and how this should shape our future development
- Agree to the development of a health check report to be submitted to Governing Body with key indicators and staff feedback that not only describes the current culture of the CCG but will highlight to Governing Body any ‘warning signs’ in relation to staff wellbeing and cultural issues within the organisation.

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8 June 2020