

## Improvement Plan Implementation Update

### Governing Body meeting

9 January 2020

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<b>Purpose of Paper</b>	
To provide an update to Governing Body on the implementation of the Improvement Plan, to provide assurance that issues have been fully addressed and where appropriate, embedded within SCCG's business framework.	
<b>Key Issues</b>	
<p>Out of the agreed seventy six actions, twenty eight actions have been recorded as completed and forty eight are ongoing or in progress.</p> <p>The overdue actions are reported within the paper along with an update of their current position and a revised completion date.</p> <p>Monitoring of the Improvement Plan actions is being 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.</p> <p>The Improvement Plan Steering Group also plays a role in providing feed back on progress and the impact of the actions which have been taken.</p>	
<b>Is your report for Approval/Consideration/Noting</b>	
<b>Consideration/Noting</b>	
<b>Recommendations/Action Required by Governing Body</b>	
<p>The Governing Body is asked to:</p> <ul style="list-style-type: none"> <li>• Note the progress made after six months since the development of the Improvement Plan.</li> <li>• Consider the completed action, the assurance of completion by the identified Committee and the related impact that action has had on the organisation.</li> <li>• Note the progress being made on the actions that were due for completion and in progress in December 2019, and which were due for completion in November 2019.</li> </ul>	
<b>What assurance does this report provide to the Governing Body in relation to Governing Body Assurance Framework (GBAF) objectives?</b>	
<b>Which of the CCG's Objectives does this paper support?</b>	
This paper encompasses all of the CCG's objectives.	

<b>Description of Assurances for Governing Body</b>
Implementation and monitoring process established and embedded with associated actions linked to specific Committees.  Reporting arrangements in place with Lead Directors identified for each action.
<b>Are there any Resource Implications (including Financial, Staffing etc)?</b>
The potential resource implications are set out within the detail of the Improvement Plan.
<b>Have you carried out an Equality Impact Assessment and is it attached?</b>
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.
<b><i>Have you involved patients, carers and the public in the preparation of the report?</i></b>
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.

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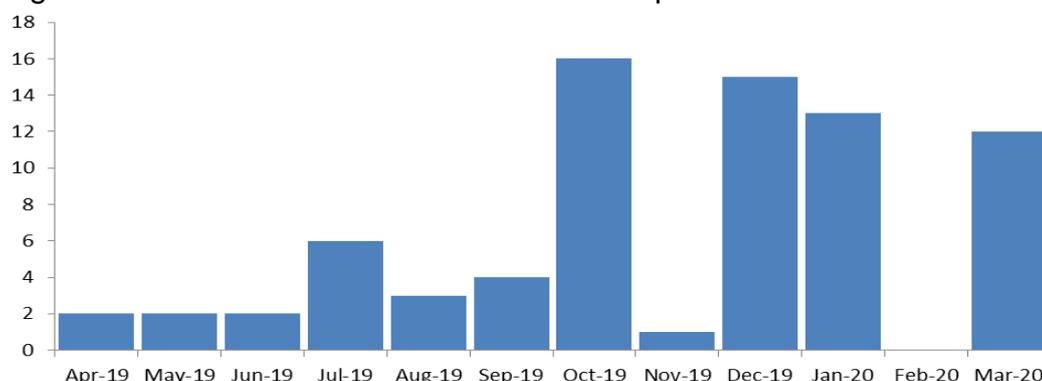
#### 1. Introduction

- 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. Governing Body approved the Improvement Plan that was produced with engagement from staff and stakeholders to address the issues outlined in NHSE's assessment at its meeting on 4<sup>th</sup> July 2019.
- 1.3. As part of the development of the Improvement Plan, an outline implementation plan was created that identified which CCG Committees would provide the monitoring and assurance that actions are completed and issues are being addressed.
- 1.4. This paper provides an update of the overall plan to Governing Body on all of the actions that have been completed, how these are now embedded within the organisation and an update on the progress of the remaining actions.

#### 2. Current Position

- 2.1. It has been six months since Governing Body approved the Improvement Plan and subsequent actions to remedy the issues that were identified in the November 2018 NHSE assessment. The Improvement Plan identified seventy six actions that required to be completed over a 12 month period. These are detailed in figure 1, outlining when the actions are due to be completed.

Figure 1: Timeline of the 76 actions to be completed



- 2.2. To date, twenty eight actions have been completed and have been discussed by the Improvement Plan Steering Group in regards to whether they have made the anticipated impact across the CCG. A further forty eight actions are currently ongoing and in progress, however a number of these are classed as business as

usual actions and will need to be constantly reviewed. Therefore, the development of a process or a policy or a function is being attributed to the completion of these actions and then embedded into the CCG's organisational strategy.

### 3. Improvement Plan

3.1. The Improvement Plan is separated into five themes:

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

3.2. Each theme has a number of actions linked to them, which combined, will address the concerns of NHSE, our staff and our stakeholders, who were all engaged with as part of the development of the plan and continue to be as the plan is implemented.

3.3. Table 1 details the action that was discussed at the last steering group meeting

Table 1: Action which was completed in October and November 2019, with feedback from the Improvement Plan Steering Group, where available:

Completed Actions		Feedback from Steering Group
1.1	Refresh our vision and its alignment to the Long Term Plan and the Shaping Sheffield Plan.	Significant progress has been made to articulate the vision and priorities – work undertaken by the Deputy Directors and presented to Governing Body. The next stage is to cascade this to staff and provide the opportunity for them to ask questions, so that the vision is understood and “owned” by staff. This will be completed in early 2020.

3.4. Sixteen actions were completed in October and November, but are due to be signed off by the relevant Committee to ensure the action has been fully actioned, discussed and agreed to be completed. Details are in the table which follows.

Table 2: Completed actions in October and November, awaiting sign off:

Completed actions awaiting sign off		Current Position
1.1	Refresh our vision and its alignment to the Long Term Plan and the Shaping Sheffield Plan. <b>Requires Governing Body sign off this month.</b>	The CCG priorities have been developed to be congruent with the ACP Shaping Sheffield plan, and informed by the SYB ICS Five Year Strategic Plan, which is being developed at the present time and aligns to the NHS Long Term Plan.  The Shaping Sheffield plan has been

Completed actions awaiting sign off	Current Position
	<p>approved by all the constituent bodies in August and September and the final version published in December on the new ACP website (publication deferred from November due to the pre-election purdah period).</p> <p>Action now <b>COMPLETE</b></p>
<p>2.1</p> <p>Ensure that the Governing Body has a programme of continuous development. Early priorities should include:</p> <ul style="list-style-type: none"> <li>- Shaping what the CCGs unique contribution will be to the developing ICS</li> <li>- reviewing effective leadership and governance of the organisation</li> <li>- contribution to system leadership across ACP and ICS</li> <li>- reviewing the model of clinical leadership and link to Clinical Directors and the Primary Care Network Clinical Directors</li> <li>- reviewing the effectiveness of member practice engagement</li> <li>- confirming Governing Body Member roles and links to CCG Teams and partners and ensure sufficient time allocated to effectively establish these links (links to 2.2)</li> <li>- understanding the organisational development required to support any associated change</li> <li>- strengthening the use of Governing Body Strategic Development sessions</li> </ul> <p><b>Requires Governing Body sign off this month.</b></p>	<p>Governing Body members have participated in a number of developmental sessions, for example, in June they looked at their role in implementing the Improvement Plan and considered best practice in good governance. In September they were joined by Locality Managers and Deputy Directors to take part in a development session about effective team working.</p> <p>Further development sessions have been planned, therefore this will be an ongoing action which will be annually reviewed. This will be included within the organisation development part of the CCG strategy.</p> <p>Action will be ongoing but should be signed off as <b>COMPLETE</b>.</p>
<p>2.1</p> <p>Share and communicate the reaffirmed role of Governing Body and any changes with staff, partners and public; include a description of</p>	<p>These details can be found on the CCG's public website. Action now <b>COMPLETE</b></p>

<b>Completed actions awaiting sign off</b>		<b>Current Position</b>
	background skills and expertise that each member offers <b>Requires Governing Body sign off this month.</b>	
<b>2.2</b>	Introduce ways in which Governing Body members interact more with staff e.g. board to floor days, learning lunches and team briefs with Governing Body members, staff encouraged attend Governing Body meetings and feedback to staff etc. <b>Requires Governing Body sign off this month.</b>	This work has commenced and will continue as part of ongoing organisational development. Action will be ongoing but should be signed off as <b>COMPLETE</b> .
<b>2.3</b>	Reconfirm that current agreed values and behaviours are still valid and if so turn them into a more accessible statement of intent. <b>Requires Governing Body sign off.</b>	All staff were invited to take part in two engagement sessions, run by members of the Staff Forum, in order to co-create a Staff Charter, and a “personal responsibility framework”. This will describe the behaviours we wish to see in the workplace and how we should put our values into practice. These sessions will be run by members of the Staff Forum.  The Staff Charter is in production; the survey which staff were invited to complete closed on 27 November and the outcomes of the survey will feed into the final charter, which is being produced with a group of staff.
<b>2.3</b>	Prepare a clear communication plan that reaffirms these values and behaviours and how they will become embedded into how the organisation does business - this might include a value of the month to promote how these are being lived and breathed within the organisation. <b>Requires Governing Body sign off.</b>	We have introduced the “Value of the Month” initiative. October’s value was “Progressive” and staff have been encouraged to reflect on how they embody this in their everyday working and to share examples of good practice at team and directorate meetings. This is also being linked with our Quality Month initiative, which included learning lunches where teams such as Medicines Optimisation showcased their innovative work.  Action will be ongoing but should be signed off as <b>COMPLETE</b> .
<b>3.1</b>	Undertake a skills audit to identify whether there are any gaps in the skills of the executive team. (linked to 4.1)	There have been 2 SMT workshops to date on skills and capabilities in a changing commissioning context and a third one with Pacific Institute on culture change and performance which was held on 17

<b>Completed actions awaiting sign off</b>	<b>Current Position</b>
<p><b>Requires Governing Body sign off.</b></p>	<p>December. In addition, there have been a series of 1:1s and a presentation on progress presented to Governing Body at their development session on 5 December.</p> <p>There is also a paper being presented to Governing body in the January private meeting on Commissioning Reform Next Steps and what the implications are for the SMT.</p>
<p>3.1 Review effectiveness of the Executive Team and current management arrangements; are roles and responsibilities clear and appropriately apportioned. Clarify who are members of the Executive Team.</p> <p><b>Requires Governing Body sign off.</b></p>	<p>Reviewing the work of the Executive Team is one of the key priorities for the CCG's new Chair, Accountable Officer and Deputy Director of Human Resources. Some actions have already been taken, for example, the Children, Young People's and Maternity portfolio has transferred from Nursing and Quality to the Commissioning and Performance directorate, in order to ensure better alignment with responsibilities of the two directorates around commissioning and quality assurance.</p>
<p>3.3 Establish a clear understanding of the statutory roles and responsibilities of the Local Authority and CCG in relation to children's services and how these work harmoniously together.</p> <p><b>Requires sign off at February's AIGC.</b></p>	<p>This work is ongoing given the portfolio's change in Directorate and the actions being addressed as part of the action plan following our Special Educational Needs and Disabilities (SEND) inspection. The Council have launched their draft strategy for SEND, with the support of the CCG, and have invited comments from stakeholders via a survey which closes on 27 January 2020. Business cases for investment in SEND services were approved at the December Clinical Commissioning Committee, including increasing the hours of employment of the Designated Clinical Officer.</p>
<p>3.3 Greater clarity and understanding about the role of clinical leadership and the relationship between Clinical Directors and the GPs on the Governing Body and their collective offer to the wider system (linked to 2.1).</p> <p><b>Requires Governing Body sign off.</b></p>	<p>Work is under way on this objective, led by the CCG's Chair and Medical Director. It was decided to defer further work until the newly elected Governing Body GPs were in place by the end of 2019. The Medical Director will work with the Clinical Directors via regular development sessions, in order to clarify their roles. A meeting has been scheduled for early January between Governing Body GPs, Clinical Directors and clinicians from YAS to discuss the 111 service and direct booking of GP appointments. The Clinical Directors meet monthly, and have an extended half day</p>

Completed actions awaiting sign off	Current Position
	meeting each Quarter. Arrangements are in hand for Governing Body GPs to attend these sessions to create opportunities for closer working.
<p>4.1</p> <p>A separate organisational programme to support the Continuing Health Care staff. <b>This action is complete and can be signed off by Governing Body.</b></p>	<p>The programme is in place, as reported to the Steering Group on 30 September. Examples of actions which are under way include:</p> <p>A new patient questionnaire is now in use for new assessments.</p> <p>Team away days have been held and a workforce plan been developed.</p> <p>We have begun to implement remote IT access to support agile working for staff who are out and about.</p> <p>A new Standard Operating procedure for CHC nurses has been developed and distributed to staff, in order to standardise working practices.</p> <p>Benchmarking training is under way.</p> <p>A Zero Tolerance Policy is being written to support staff to enable them to remove themselves from situations that are deemed to be difficult.</p> <p>A working group has been established for the CHC leads across the SYB ICS, in order to look at best practice and improve cross border working.</p>
<p>4.3</p> <p>Bring forward review of whistleblowing policy with particular focus on Freedom to Speak Up Guardian. <b>Requires AIGC sign off in February 2020.</b></p>	<p>This policy was not due to be reviewed until August 2021. It has been updated to include a link to the names and contact details of the Freedom to Speak Up guardians.</p>
<p>4.3</p> <p>Proactive review of HR casework e.g. Tribunals/Appeals/Grievances etc. on their conclusion to reflect the learning back into the organisation in the spirit of continuous improvement. <b>Requires AIGC sign off in February 2020.</b></p>	<p>The newly appointed Deputy Director of Human Resources and Organisational Development is undertaking this work. She is reviewing individual cases which have concluded, in order to improve process and approach for the future.</p> <p>External legal opinion has been sought regarding the more complex of the recent cases. The report has been received and the learning will from this and from the internal review will be combined to develop better practice. Indications are that our improvement in practice needs to be developmental rather than whole new practices.</p>
<p>4.4</p> <p>Actively promote activities that support health and</p>	<p>A number of activities took place in October for Mental Health week: a yoga lesson, a</p>

	<b>Completed actions awaiting sign off</b>	<b>Current Position</b>
	wellbeing (e.g. FIKA, Walk Don't Email). <b>Requires AIGC sign off in February 2020.</b>	mindfulness session and a brunch hosted by the Deputy Directors, to encourage staff to take a break from their desks and talk to colleagues. The CCG continues to host activities which have been in place for some time, for example: lunchtime Pilates and craft sessions. The CCG organises physiotherapy advice sessions for staff around preventing and managing musculo-skeletal problems. This action is <b>COMPLETE</b> but work regarding staff wellbeing will continue.
4.4	Staff Engagement: ensure that when staff are asked to engage on particular topics there is broad representation of staff groups and that all are given the opportunity to take part. <b>Requires AIGC sign off in February 2020.</b>	All staff were invited to comment on the SYB Five Year Strategic Plan and invited to two “drop in” sessions regarding this with the Director of Commissioning and Performance.  All staff have been invited to attend the Pacific Institute cultural change programme, “Onwards and Upwards” which will run from November 2019 to June 2020. All staff were invited to complete the diagnostic questionnaire which informed the design of the programme, and the name of the programme was chosen by staff.  IT services will be delivered in-house from 1 April 2020, as the current provider is withdrawing from providing these services. CCG and practice staff will be invited to help shape the in-house service by feeding back on what works well now and how the service could be improved.  This action is <b>COMPLETE</b> but work regarding staff engagement will continue.
4.4	Refresh the staff benefits scheme. <b>To be signed off by AIGC in February 2020</b>	This is currently being looked into and will be presented to AIGC in February 2020.

3.5. Three actions were reported as overdue in the previous report to Governing Body, 7 November 2019. Table 3 provides the latest update on these:

Table 3: Update on previously reported overdue actions:

Overdue Actions		Current Position	Revised Completion Date
3.1	Agree a set of shared corporate objectives with named Executive Director leads; share with staff and stakeholders	The CCG is currently working to finalise our renewed vision, strategy and commissioning intentions for 2020-21, and working with the SYB ICS to inform their five year strategy. Executive Director objectives will flow from the overarching strategy and priorities when they are finalised.	Director objectives for 2020 -21 will be finalised in time for April 2020, as an outcome of the new strategy, which will be consulted on in Quarter 4. Directors currently do have signed off objectives which have been signed off with the Accountable Officer.
5.1	Instigate ACP and ICS staff briefings, where appropriate with wider ACP or ICS representation	The CCG Staff Brief planned for 11 November will include senior team members from the ACP, who will lead a discussion on Shaping Sheffield and how that informs the CCG's priorities and planning.	This action is now under way; ACP and ICS representatives are now scheduled into future CCG staff briefings. An ACP drop in session for CCG staff took place on 11 December 2019.
5.1	Agree with partners in the ICS and ACP "Corporate Days": For Place, For ICS and for each Organisation	Tuesday has been agreed as the Corporate Day for the CCG and the ICS, however it has not yet proved practical for all organisations to align their corporate days.	Thorough discussions have been held with all partners, however it may not be practical for all organisations to have the same corporate day.

- 3.6. The ongoing progress of the actions are being monitored by Sheffield CCG's PMO and updates are being provided and presented to the identified Committees to gain assurance on the delivery and impact. It is expected that as part of this process, the changes will become part of the CCG's business as usual.
- 3.7. There are fifteen actions that were due to be completed in December 2019. These are detailed in Table 4 with a statement on progress so far.

Table 4: Actions which were designated to be completed in December 2019

	<b>Actions designated to be completed in December 2019</b>	<b>Current Position</b>
1.1	Prepare a refreshed Commissioning Strategy (including Primary and Community Services) developed jointly with Accountable Care Partnership (ACP) partners that is consistent with the Long Term Plan, the Health and Wellbeing Strategy, the Shaping Sheffield Plan, Joint Strategic Needs Assessment and wider public and stakeholder engagement.	The CCG's refreshed strategy is in progress and engagement with staff members, stakeholders and the public is planned for early 2020. The Commissioning Intentions for 2020 have been developed alongside the strategy and includes aligned priorities with the wider strategic footprint of the ACP, ICS and the Long Term Plan.
1.1	Strengthen the commissioning arrangements in partnership with the Local Authority to provide a joint commissioning mechanism for the Accountable Care Partnership that supports the agreed priority areas: Mental Health, SEND and Frailty.	<p>Following the establishment of the Joint Commissioning Committee in June 2019, the Chairs have agreed a forward plan, which our Chair, Terry Hudson, shared with Governing Body in November 2019. The JCC will work at pace during 2020 to establish a joint commissioning plan that will be delivered with a strengthened alignment of posts and Better Care Fund core team. The Joint Commissioning Committee have aligned their intentions with the Shaping Sheffield plan and ambitions of the Accountable Care Partnership, ensuring commissioning is fully embedded in delivering the outcomes for the city. The priorities will continue to be managed through the ACP.</p> <p>Additionally, the Improvement Plan Steering Group has highlighted the projects being undertaken within the Continuing Health Care programme as good examples of joint commissioning and integration of staff teams.</p>
1.1	Produce a clear narrative that replaces the CCG prospectus (description of our strategic objectives) and tells the story of how the commissioning strategy will impact on the people of Sheffield	This is currently being developed alongside the refresh of the CCG's strategy in which engagement will occur in early 2020.
1.1	Develop strong Communication and Engagement Plan that underpins the strategic aims,	This is being incorporated into the organisational strategy, which will be published in spring 2020.

	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	
<b>1.1</b>	Develop a 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	This is being incorporated into the organisational strategy, which will be published in spring 2020.
<b>1.2</b>	Articulate an agreed South Yorkshire and Bassetlaw Integrated Care System (ICS) joint Commissioning Strategy that clearly describes what will be done at "Place" i.e. Sheffield and what will be done at ICS level	This is currently ongoing.
<b>2.2</b>	Aligned to our visions and strategy, establish a map of critical relationships and how or where those relationships are secured; ensuring that Governing Body members are proactively interacting with staff, partners and other key stakeholders (e.g. attending practice visits, locality meetings)	This has been delayed, as a consequence of the extended timescale for completion of the review of our organisational strategy. The draft organisational strategy will be published in spring 2020, and the communications and engagement strategy will be aligned to this.
<b>3.1</b>	Better utilise the skills of the Deputy Directors and empower them to act and play a more central role in the CCGs management team	The Deputy Directors were mandated and empowered to work together to produce a refreshed vision, strategy and a method for prioritising commissioning priorities. They have led this work and presented it at the November and December Governing Body meetings; it has been well received and the collective approach has been seen to add value.
<b>4.3</b>	Implement audit cycle for monitoring effectiveness of policies in how they support staff; linked to the current process for review of policies with staff forum and staff side	A specific meeting was scheduled for 8 January 2020 to address this objective, an update will be provided for March Governing Body.
<b>4.4</b>	Agree a digital strategy that supports agile working across partner organisations, allows sufficient hot desks and	The CCG has purchased a new VPN system to replace Pinsafe, which will enable offsite / agile working.

	associated hardware in 722 that supports agile working. Consider an external review of how effective the infrastructure is to support agile working	Further work is ongoing to look at a digital solution that will span across partner organisations.
4.4	Ensure that there is in place an up to date and easily accessible Staff Finder Directory.	This is currently ongoing with the Programme Management Office working alongside eMBED to put this in place.
4.4	Establish a pool of “Staff Buddies”; people who can support staff during challenges, eg starting new role, performance issues, return to work, etc.	This action will be taken forward by Staff Forum – as agreed at December’s Steering Group. Revised timescale for completion to be agreed .
4.4	Ensure HR and Freedom to Speak Up Director and Governing Body Sponsors known by all staff.	The names and contact details of the Freedom to Speak Up Guardians can be found on the CCG intranet and from a link within the Freedom to Speak Up / whistleblowing policy. Their names and contact details can also be found on notice boards around the CCG HQ building.
4.4	Refresh Induction Pack to include e.g. strategic objectives, strategies, learning and development opportunities	This is being incorporated into the organisational strategy, which will be published in spring 2020.
5.2	Develop an agreed strategic planning process that all partners understand contribute to and promote	This is being incorporated into the organisational strategy, which will be published in spring 2020.

#### 4. Action/Recommendations for Governing Body

The Governing Body is asked to:

- Note the progress made after six months since the development of the Improvement Plan.
- Consider the completed action, the assurance of completion by the identified Committee and the related impact that action has had on the organisation.
- Note the progress being made on the actions that were due for completion and in progress in December 2019, and which were due for completion in November 2019.

**Paper prepared by:** Jane Howcroft, Programme & Performance Assurance Manager  
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**On behalf of:** Lesley Smith, Accountable Officer

**December 2019**