

Governing Body (public) meeting

DATE: 27 November 2014

Title	Organisational development action plan update	
Recommended action for the Governing Body	<p>That the Governing Body:</p> <p>Note the progress made with organisational development in the attached action plan.</p>	
Executive summary	<p>The organisational development strategy was approved by the governing body in March 2014. The development of an action plan was delegated to the executive management committee.</p> <p>The action plan follows the composition of the development plan, highlighting each domain and the development plan against each.</p> <p>This report highlights the progress made in the past six months – March to September.</p> <p>In particular, the CCG has made progress with internal organisational development, particularly with staff, embedding and progressing a clinical leadership programme and development for its senior leaders.</p>	
Which objective does this paper support?	<p>Patients: Improve the health and wellbeing of people in Bexley in partnership with our key stakeholders</p>	✓
	<p>People: Empower our staff to make NHS Bexley CCG the most successful CCG in (south) London</p>	✓
	<p>Pounds: Delivering on all of our statutory duties and become an effective, efficient and economical organisation</p>	✓
	<p>Process: Commission safe, sustainable and equitable services in line with the operating framework and which improves outcomes and patient experience</p>	✓
Organisational implications	Key risks (corporate and/or clinical)	N/A
	Equality and	This report highlights the progress made

Clinical Commissioning Group

	diversity	with EDS2
	Patient impact	This report demonstrates how more patients are being engaged during service redesigns.
	Financial	N/A
	Legal issues	N/A
	NHS constitution	N/A
Consultation (public, member or other)	This report highlights engagement with staff with regards to the creation of a staff task and finish group, lunch and learn sessions, new policies and procedures and training opportunities.	
Audit (considered/approved by other committees/groups)	N/A	
Communications plan	N/A	
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Date	12 November 2014	

Action Plan

Domain 1: Are patients receiving clinically commissioned, high quality services?

OD Objective	Corporate Objectives	Intervention	Owner	Timescale	Status	Commentary
Developing Clinical Leadership	Patients and Process	Training events	Nikki Kanani	Thursday 20 March 2014 (clinical lead catch up) from 12:30pm to 1:30pm	Complete	Ten clinical and potential clinical leads attended an event to meet CCG staff and learn more about their role. Informal session explaining more about the clinical lead programme.
Development of GP engagement events	Process	Engagement	Simon Evans-Evans	March, June and September 2014	On-going	<p>Three of the four engagement events in 2014 have been developed to help improve the interactions between commissioners and providers.</p> <p>March: Lewisham and Greenwich NHS Trust led the first part of the agenda to discuss electronic patient records.</p> <p>June: NHS England led the first part of the agenda to discuss the care.data programme.</p> <p>September: the public health team from London Borough of Bexley discussed health checks and the weight management service. GPs were also able to interact with providers prior to the events starting.</p>

						Attendance at the GP engagement events is consistent with an average of 73 GPs and practice staff attending the sessions. However, the number increased in September when 'live elections' took place to appoint a locality representative and the session was dedicated to primary care development as requested by practices.
Developing Clinical Leadership	Patients and Process	Training events	Nikki Kanani	Thursday 8 May 2014 (training)	Complete	Seven clinical leads and three CCG staff attended a workshop focusing on leadership and the development of GPs as clinical commissioners.
GP survey	Patients and process	360° survey	Simon Evans-Evans	Results of the survey (which included member practices) were made available on 9 May	On-going	A summary of the 360° survey results was shared with practices and staff in early May. A <u>report</u> was submitted to the governing body in July and listed the work underway to improve satisfaction of future surveys (pages 10 to 11), as well as the additional work to improve satisfaction rates in future 360° (page 12). This work is being developed by the communications team, engagement team, primary care development team, the patient council, clinical leads and Simon Evans-Evans.
Developing Clinical Leadership	Process	Appointing a principal clinical lead	Nikki Kanani	Tuesday 1 July	On-going	The CCG appointed Dr Ricky Gondhia as the principal clinical lead who has been supporting and help to develop Bexley's 19 clinical leads. He is also responsible for highlighting the work

each lead is undertaking so that the CCG can better promote the work streams led by clinicians. For example, Dr Gondhia has:

- Asked clinical leads and aspiring clinical leads to complete a pro forma to ascertain what development clinicians need to become clinical leaders in 2015/16
- Buddying scheme to better integrate CCG staff and clinical leads
- Asked clinical leads to engage with the communications team who are creating an area on the website, profiling the clinical commissioners' role

Primary care development programme to support NHS England improve the overall quality of primary care	Patients, process and pounds	Education workshops to develop more efficient models of primary care for future populations	Nikki Kanani	Thursday 10 July	Complete – more sessions to follow	More than 35 GP and practice manager representatives from nearly all GP practices in the borough met to discuss future models of primary care. Representatives from each locality continued this work stream and practices asked for protected time at the September GP engagement event to focus on this topic.
Primary care development programme to support NHS England improve the	Patients, process and pounds	Raising awareness of the primary care agenda and the plans in	Practices	Thursday 11 September	Complete	The agenda at the September GP engagement event was designed by Dr Nikki Kanani and business manager, Maria Howdon. Following a series of national and local primary care updates,

overall quality of primary care		development by each locality				representatives from each locality discussed the ways in which the primary care development programme was being progressed. More than 80 GPs and practice managers attended and worked in groups to agree their next steps.
Expand the Amber Alert system to make it more widely used and improve feedback mechanism	Patients, process, pounds and people	Quality systems	Simon Evans-Evans	July to September	Complete – phase two to be agreed	<p>Five GP practices in Bexley successfully piloted a web-based quality alert system enabling them to log an issue and share it with the CCG. Based on feedback of the pilot, the system will be introduced across all 27 practices in the borough in October.</p> <p>Phase two of the project will expand the scope of the alert system to include all providers.</p>
Developing Clinical Leadership	Patients and Process	Training events	Nikki Kanani	Thursday 24 July and Thursday 21 August	Planned	Ten GPs attended and learnt more about each of these management and leadership skills courses.

Domain 2: Are patients and the public actively engaged and involved?

OD Objective	Corporate Objectives	Intervention	Owner	Timescale	Status	Commentary
Develop the work of the patient council to ensure they are fully engaged with service redesign and performance management	Patients, process and pounds	Change of internal process	Jon Winter	September	Complete	To further improve engagement on the development of any service redesigns, the programme management office process has been amended. Prior to a business case being submitted, the communications and engagement team will have oversight of any proposals or scoping documents and make recommendations for communications and engagement, which will include the involvement of the patient council.
Develop the work of the patient council to ensure they are fully engaged with service redesign and performance management	Patients, process and pounds	Engagement	Annie Gardner	March to September	On-going	The patient council has been closely involved with the implementation of the new integrated MSK service, end of life care and the cardiology service. With MSK, members of the group, as well as other service users, have been helping to develop the content and style of the MSK website, aimed at patients.
Develop the working of the Patient Engagement	Patients, process and pounds	Engagement	Annie Gardner	March to September	Delayed	A scoping exercise has been underway to develop the patient engagement network. It is planned to

Network to allow for a virtual engagement framework

re-launch this in quarter four.

Domain 3: Are CCG plans delivering better outcomes for patients?

OD Objective	Corporate Objectives	Intervention	Owner	Timescale	Status	Commentary
Include within the Governing Body public time table discussions on progress against the annual commissioning plan and timetable in a six-monthly review	Patients, process, pounds and people	A4 leaflet to explain how the CCG is delivering against its commissioning plan and QIPP plans	Lucy Huitson	March to September Sign off at 16 December patient council	Planned	The CCGs communications team is developing a six-monthly, patient friendly update to help local people identify with the work their local CCG undertakes. The leaflet will be signed off by the patient council in December. Review of plan on a page scheduled for January 2015.

Domain 4: Does the CCG have robust governance arrangements?

OD Objective	Corporate Objectives	Intervention	Owner	Timescale	Status	Commentary
Review the constitution to meet the needs of the member practices	Process	Constitution	Simon Evans-Evans	Thursday 8 May	Complete	The Primary Care Advisory Group (PCAG) met to approve the constitution, which had been reviewed by all members. The changes in the constitution included the CCGs updated values and updated governing body appointment procedures including the voting system and the role of the clinical-vice chair. The changes were approved and adopted by PCAG and the new constitution is available from the CCG's public website . NHS England approved the constitution in September 2014.
Deliver the NHS Equality and Delivery System (EDS2) and create a working group, chaired at executive level and sponsored by a clinical member of the Governing Body	Process, patients and people	EDS2	Annie Gardner	March to September	Delayed	Members of the public, as well as representatives from the patient council, have been identified to join a BME group. The group will look at how the CCG can work better with people from BME communities to ensure the EDS2 is meaningful. Once this group is in place (November), they will be helping to review the EDS objectives (January 2015) and annual statement (January 2015).

Develop improved processes and engagement in relation to Safeguarding Vulnerable Adults	Process, patients and people	Training, education and engagement activities	Simon Evans-Evans	March to June 2014	On-going	<ul style="list-style-type: none"> • More than 40 GPs attended an education session focusing on the mental capacity act • CCG (manager and clinical) attendance at the safeguarding adult board • Multi-agency forum created
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Domain 5: Are CCGs working in partnership with others?

OD Objective	Corporate Objectives	Intervention	Owner	Timescale	Status	Commentary
Build relationships between the SEL Strategy Group – so that members of the Governing Body (and the wider membership) are fully sighted on this work	Process and people	Lunch and learn	Lucy Huitson	June	Complete	To help staff and member practices understand the importance of the SEL strategy, a lunch and learn session concerning the CCGs commissioning intentions and the SEL strategy took place. More than 30 participants attended.
Build relationships between the SEL Strategy Group – so that members of the	Process and people	Engagement on the SEL strategy	Jon Winter	January to June	Complete	To ensure members practice representatives, members of the public and stakeholders could feed into the development of the SEL strategy a number of engagement activities

<p>Governing Body (and the wider membership) are fully sighted on this work</p>	<p>took place:</p> <ul style="list-style-type: none"> • Website updates • Inclusion of information in the CCGs bulletin – all staff, GPs, PMs and governing body members • Public event in London, which local patient groups were encouraged to attend • Updates to the health and wellbeing board and overview scrutiny committee
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Domain 6: Does the CCG have strong and robust leadership?

OD Objective	Corporate Objectives	Intervention	Owner	Timescale	Status	Commentary
Develop a training and development programme for Senior leaders (Governing Body and Assistant Directors), building on GB survey and stakeholder surveys that will incorporate.	Process, patients and people	Training and development	Simon Evans-Evans	March to October	Complete	<p>GB training and development programme has included:</p> <p>April</p> <ul style="list-style-type: none"> • Commissioning intentions • Call to action • risk <p>June</p>

<p>a) Coaching Style of Management</p> <p>b) Robust and embedded Appraisal (performance and behaviours)</p> <p>c) Recognition opportunities</p> <p>d) Personal development</p> <p>e) Develop a programme to develop better understanding of the local landscape (potentially including visits to or shadowing of providers, a staff volunteering support program)</p>						<ul style="list-style-type: none"> • Kitemark – primary care improvement fund • Commissioning intentions linking to SEL strategy <p>August</p> <ul style="list-style-type: none"> • Service provision at LGT
<p>Knowledge training programme for the Governing Body to be agreed to include</p> <p>a) Risk appetite</p> <p>b) Safeguarding</p> <p>c) Finance</p> <p>d) Assurance</p>	<p>Process, patients and people</p>	<p>Training and development</p>	<p>Simon Evans-Evans</p>	<p>March to October</p>	<p>Complete</p>	<p>See above</p> <p>Board self-assessment launched 30/10/14, including a skills gap and training needs analysis.</p>

Bi-annual staff event	Process and people	Staff survey	Simon Evans-Evans	Results published – Monday 28 April	Survey complete – recommendations to be embedded	<p>Forty-eight staff attended the first staff event of 2014.</p> <p>One of the focuses of the event was the results and recommendations of the staff survey. From the staff away day, a staff task and finish group was established to progress the recommendations from the staff survey report. Results of the staff survey have also been shared in the CCG bulletin, made available on the intranet and at staff briefings. The staff task and finish group agreed to present back some of the work they have undertaken to improve working conditions for CCG staff at the meeting in November.</p>
Completed training needs analysis for staff teams	Process and people	Training opportunities	Theresa Osborne	Planning June to August	On-going	<p>A training needs analysis was developed following the completion of appraisals. In response, training is being developed and promoted with staff.</p>
Completed training needs analysis for staff teams	People and process	Training opportunities	Lucy Huitson	Planning June to September	On-going	<p>In response to the staff survey and staff appraisals, a series of generic training courses are being developed using Higher Education South London funds. The courses concentrate on areas which would develop staff and help improve processes within the CCG, for example:</p> <ul style="list-style-type: none"> Analytical skills to improve the way we report performance

- Communications skills to improve presentation skills, public speaking and increase the confidence of staff when dealing with senior figures, clinicians and members of the public
- Writing skills to help unify house-styles and improve the way in which reports are written. As part of this course, the CCG will be developing a series of templates to help staff with the completion and knowing the difference between strategies, policies, plans and procedures.
- Challenging ideas and how to manage challenge to develop staff when they are challenged by directors or committee groups
- Negotiation skills to help staff when they are dealing with procurements, working with providers and other stakeholders

The courses will take place in January, February, April, June and July next year.

Completed training needs analysis for staff teams	People and process	Updated training and development policy	Theresa Osborne	July	Complete	The CCGs training and development policy was refined to help clarify some of the messages confusing staff following
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						processes being followed incorrectly. This new policy has been shared with staff via the bulletin and intranet. As part of the policy amends, all staff are required to complete a short form when undertaking any training to help the CCG keep a record of all of the development underway.
Completed training needs analysis for staff teams	People and process	Organisational development	Simon Evans-Evans	March to September	Complete	<p>On average, 17 staff attended each of the lunch and learn session, which took place between March and September. The staff task and finish group surveyed staff to find out if they were happy with the timings and format of the sessions. As only one, positive response was received, it was decided that the sessions will remain in their current format.</p> <p>The programme of lunch and learn sessions will continue into 2015.</p>
Analysis of the 360° survey to adjust this plan as required	People and process	Engagement	Simon Evans-Evans	May	On-going	Please see domain one update on the 360° update. A member of the CCG is attending a steering group looking at the next survey. It has been suggested that the format of the questions is made clearer. The previous survey made lots of references to the 'decisions making', which caused confusion with some members (south-east London-wise) about decision making processes.
Consider the options for	People and	Development	Simon Evans-	September	On-	

succession planning	process	Evans	going	Aspiring chairs course have been identified and offered to two local GPs – who have expressed an interest.
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