

Governing body (meeting in public)

DATE: 24 September 2015

Title	Organisational Development Plan	
This paper is for Decision		
Recommended action for the Governing Body	That the Governing Body: Approve 1. The organisational development plan for 2015/16.	
Potential areas for Conflicts of interest	None identified from this report.	
Executive summary	<p>An annual organisational development plan has been in place since the establishment of the CCG. However, the CCG is now entering its third year of operation and is in a better position to describe its progress, challenges and aspirations in terms of organisational development and continuous improvement.</p> <p>This also provides the CCG with the opportunity to develop a more meaningful organisational development plan that is owned by leaders and staff within the CCG.</p> <p>The 2015/16 organisational development plan is designed to build on the successes achieved since 2012 and embed newer processes established in 2014/15.</p> <p>This plan will also help to ensure the CCG has the best people and processes that will lead to delivering excellent services for patients within the financial envelope available.</p> <p>All staff were engaged throughout the development of this plan.</p>	
How does this paper support the CCGs objectives?	Patients:	This plan explains how the patient council and other patient groups will be supported and developed.
	People:	This plan focuses on development opportunities for CCG staff, governing body members, committee members, clinical

Clinical Commissioning Group

		leads and patient groups.
	Pounds:	Delivering value for money is a cross-cutting factor in this plan.
	Process:	This report covers a number of existing and new processes to help the CCG be an effective and efficient organisation.
What are the Organisational implications	Key risks	None.
	Equality	None.
	Financial	None.
	Data	None.
	Legal issues	None.
	NHS constitution	None.
Engagement	All staff were engaged throughout the development of this plan. The plan has also been approved by the executive management committee.	
Audit trail	Approved by Executive Management Committee.	
Comms plan	None	
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Date	14 September 2015	

Organisational development plan 2015/16



Author's name and title:	Simon-Evans Evans, Director of Governance and Quality
Sponsor's name and title:	Simon-Evans Evans, Director of Governance and Quality
Review date:	March 2016
Supersedes:	Organisational development plan 2015/16
Description:	A plan aiming to improve organisational effectiveness by aligning strategy, people and processes.
Audience:	Staff, member practice representatives, governing body members and the wider practice community.

Name	Date	Version	Reason
<i>Person making the entry</i>	<i>Date of entry</i>	<i>Version control</i>	<i>New / revision / consultation etc.</i>
Simon Evans-Evans	03/09/15	0.1	Revision

Approved by:		Date:	
Ratified by:		Date:	

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Introduction

In order to achieve excellence and to deliver effective healthcare for the local population, NHS Bexley Clinical Commissioning Group (CCG) needs to have the right people, doing the right things within the allocations to deliver the right outcomes for patients. This Organisational Development (OD) plan is designed to have a multi-faceted approach to deliver that aim.

Background

An annual organisational development action plan has been in place since the establishment of the CCG, however, the CCG is now entering its third year of operation and is in a better position to describe its progress, challenges and aspirations in terms of organisational development and continuous improvement. This also provides the CCG with the opportunity to develop a more meaningful organisational development plan that is owned by leaders and staff within the CCG.

Vision

Our vision is for Bexley's residents to stay in better health for longer, with the support of good quality integrated care, available as close to home as possible, backed up by accessible, safe and expert hospital services when they are needed.

Mission

Excellent healthcare – locally delivered

Values

- A We are accountable to our members, stakeholders, partners and ourselves
- S We support our staff to be the best they can be, so we can deliver the best for our population
- P We commission for quality to deliver improved outcomes for our patients
- I We encourage new ideas and innovation
- R We respect the diverse needs of our population and the expertise of our delivery partners
- E We aim for excellence, working to high standards and increasing transparency

Four corporate objectives

- Patients Improve the health and wellbeing of people in Bexley in partnership with our key stakeholders
- People Empower our staff to make NHS Bexley CCG the most successful CCG in (south) London
- Pounds Delivering on all of our statutory duties and become an effective, efficient

and economical organisation
Process Commission safe, sustainable and equitable services in line with the operating framework and which improves outcomes and patient experience

This OD plan is designed to build on the successes achieved since 2012 and embed newer processes established in 2014/15.

This plan will also help to ensure the CCG has the best people and processes that will lead to delivering excellent services for patients within the financial envelope available.

Organisational development interventions so far

This plan builds on the achievements delivered in 2012/13 and 2013/14:

People

- Staff
 - Four away days; concentrating on values, behaviours, stakeholder engagement, clinical engagement, patient engagement and building on staff survey recommendations
 - Developed and implemented an appraisal system
 - Developed and implemented a training policy giving staff access to a number of essential, generic and personal development learning opportunities
 - Continuation of a lunch and learn programme
 - Continuation of a CCG bulletin incorporating news for staff, governing body members, all GPs and practice managers
 - Creation of a staff network comprising of two staff from each directorate
 - Creation of a primary care development team
 - Creation of a social events activities for the year
- Assistant directors (AD)
 - Development of an AD leadership group
 - Continuation of a risk management group
 - Independently run AD development sessions
 - Individual coaching sessions
- Directors
 - Independently run development sessions
 - Group coaching sessions
 - Executive away day
 - Weekly informal meetings
 - Social events
 - Skills audit

- Governing body
 - Independently run development sessions
 - Individual coaching sessions
 - Skills audit

- Members
 - Quarterly GP engagement events
 - Locality briefings
 - GP zone – a password protected extranet
 - CCG bulletin incorporating news from member practices
 - Primary care advisory group meetings for all member practice representatives to discuss constitutional changes, election processes and annual report sign off processes

Process

- Celebrating the CCG's first full year of operation
- Launching a mystery shopper scheme
- Further development of HR policies
- Training processes established
- Primary care joint commissioning committee governance arrangements established
- Creation of a staff recognition scheme
- Completed two staff surveys – 2013/14 and 2014/15
- Directorate meetings (a request made by staff)

Patients

- Patient council away days
- Supporting patients to sit on the contract management board
- Supported a range of engagement events and activities
- Supporting patient council to develop service specifications

The changing health landscape

In April 2015, NHS Bexley CCG, along with other clinical commissioning groups in south-east London, worked with its members to make changes to the constitution and governance structure to facilitate the co-commissioning of primary care – GP services in particular. Following engagement with staff, the CCG also amended its organisational structure to create a primary care development team.

This organisational development plan takes into consideration the changing health landscape, for example:

- The future vision of healthcare as set out in the Five Year Forward View
- Development of the Our Healthier South East London strategy
- The potential for clinical commissioning groups to take greater responsibility for primary care services
- Establishment of local care networks

- Primary care development following regional and national guidance e.g. the better care fund, Transforming primary care in London: a strategic framework and Better Health for London

Supporting staff, member practices, governing body members and clinical leads – by concentrating on the development activities listed below – will prepare the workforce for such change.

Organisational development priorities

This organisational development plan will support the delivery of the CCG's vision and strategic aims set out in the operating plan and commissioning plan.

A new assurance framework, established by NHS England in 2015, recognises that assurance is a continuous process and considers the breadth of CCGs' responsibilities. The framework consists of five concepts:

1. Well-led organisation
2. Performance
3. Financial management
4. Planning
5. Delegated functions

This organisational development plan will consider these five concepts.

With a number of processes and plans established, this organisational development plan prioritises the positives the CCG needs to expand on, as well as the plans and processes which need to be further embedded. Many of the development opportunities in this plan are based on feedback from staff; the recognition that an organisation function/system needs improving; staff survey recommendations; and the 360 survey.

The CCG's four corporate objectives will be used to articulate the organisational development activities for 2015/16.

Engagement

This organisational development plan will be shared with the executive management committee (EMC) for strategic input. Following input from EMC, the plan will be shared with the staff network (a copy will also be available from the intranet and promoted in the CCG bulletin), who will encourage other staff in their department to make/suggest any further areas for development. Where possible, staff comments will be included and a final report will be presented to the EMC in September, before final sign off by the governing body in September.

Organisational development action plan explained using the four corporate objectives

	Action	Target date	Update
People	Launch a second governing body skills assessment and use the insight to benchmark against 2014/15 results. Hold a governing body seminar to review the feedback and agree further development opportunities.	Quarter three	
	Implement a pilot coaching style of management for executives (all three directors and the chief officer)	Session one: 17 June	To be evaluated in September 2015
	Develop the skills of CCG committee members in understanding finance	To be completed by March 2016	Training underway with each committee
	Consider the collective development of assistant directors following the pilot coaching style of management for executives	TBA	To be reviewed following coaching style of management with executives
	Assistant directors to consider team building/away days for their staff team/departments to develop working relationships	To be suggested at the October leadership group	
	Raise the profile of the staff network to ensure they become a recognised forum to assist with organisational development opportunities e.g. present at away days, intranet page.	Intranet page: March 2015 Away day: Tuesday 19 May 2015 and Tuesday 20 October All other promotion of the group: on-going	
	Hold an IT team development session to progress services the team offers, identify gaps, establish how the team can improve the services they offer, explore how the team fits into the CCG and consider the current and future needs of customers	Tuesday 23 June 2015	Completed
	Continue to praise and recognise the achievements of staff	Awards presentation:	

to help celebrate and share best practice	Tuesday 20 October (staff away day)	
Continue to effectively communicate and engage staff, member practice representatives, the health and wellbeing board, Healthwatch/patient groups, NHS providers, the local authority and wider stakeholders on the CCG's commissioning decisions	On-going i.e. GP engagement events, health and wellbeing meetings, on-going engagement activities. CCG events e.g. the AGM and commissioning intentions with wider stakeholders.	
Continue to demonstrate the leadership of the CCG is delivering plans and priorities to help build a stronger rapport between member practices and the executives and governing body	On-going i.e. attendance of locality meetings, practice visits, committee meetings, GP events etc.	
Continue to support and develop current clinical leads and encourage others to engage with clinical commissioning and primary care development	On-going	
Develop a staff training needs analysis for 2015/16 to identify if training needs exists and if they do, what training is required to fill the gap	June 2015	
Develop a range of generic training opportunities for staff to improve wellbeing and organisational effectiveness	August 2015	Completed – see intranet for opportunities
Continue to engage and update staff via the two-weekly CCG bulletin, monthly staff briefing led by the chief officer, bi-annual staff away day and other forums e.g. the intranet, all-staff emails, directorate meetings and social events	On-going	
Explore development opportunities for GP practices to understand federations and local care networks	On-going via the primary care development team and primary care working group	
Continue to engage all GPs, practice managers and practice nurses via the two-weekly CCG bulletin, quarterly	On-going	

	GP events, the GP zone, CCG briefings for monthly locality meetings		
	Supporting the Community Education Provider Network (CEPN) to identify the training needs practice staff in 2015/16	On-going by the primary care development team	
Process	Implement a system using new technology to improve the collation, distribution and access to governing body and committee meeting papers to work towards a paperless NHS	Autumn 2015	
	Conduct a GP survey . The survey would look at a number of areas regarding GPs' awareness and knowledge of CCG issues and priorities. It will also ask questions about their involvement and engagement with the CCG. The results of this will complement the learning from the 360 survey.	From mid-September 2015	
	Develop a lunch and learn schedule of meetings for 2015/16 based on requests from staff	March 2015	Completed – schedule in place – see intranet for details
	Develop and implement a wellbeing programme (which includes a return to work programme for staff who have been on long-term sick/maternity leave) and align it to the Workplace Wellbeing Charter – a statement of intent showing the organisation's commitment to the health of the people who work for it	EMC paper approved in June 2015, actions on-going	Water bottles delivered to all staff August 2015
	Develop and implement a terms of reference for the staff network	May 2015	Completed
	Clearly communicate and engage CCG staff, governing body member and member practice representatives on the changing landscape of primary care and its alignment to national, London, south-east London and local strategies	Staff away day: GP events: March and June 2015	

Support and encourage GP practices, care homes and other providers to use the quality alert management system to help share intelligence between practices and the CCG. The CCG (working with its partners) will use the intelligence to improve quality and safety issues.	On-going engagement by the quality and engagement team	Discharge summit with Lewisham and Greenwich NHS Trust in quarter three
Support managers and staff to complete meaningful and regular appraisal opportunities to ensure all staff agree clear objectives for their work	Promotion of appraisal documents and reminders to conduct appraisals – March to June 2015 and November 2015 to March 2016	
Managers to ensure staff leave their appraisal feeling as though their work is valued by the organisation	Based on staff appraisal dates	
Support opportunities for career development	On-going	
Enhance the mechanisms and channels in place to foster good relationships between all staff e.g. promotion of the employee assistance programme, open door policy with the chief executive for staff to share concerns, access to HR, introducing social events, engaging staff through meetings and committees etc.	On-going	
Implement an exit interview process to help the CCG learn from and understand more about the reasons for staff leaving	June 2015	Implemented
Clearly communicate and engage the wider staff team on the Our Healthier South East London plans and it's alignment to the CCG in a timely way	On-going via the fortnightly bulletin, staff briefings, governing body meetings and papers	
Undertake a committee self-assessment with all committee members to help the CCG develop a governance development plan	Quarter three	
Include within the governing body public time-table	Quarter three	

	discussions on progress against the annual commissioning plan		
	Investigate apprenticeships opportunities for the CCG to develop local school children and consider succession planning	March 2016	
	Develop the understanding of the CCG's PMO and business case process across the CCG	New PMO process launched in July 2015 and engagement on-going	
	Develop an online data collection portal to monitor smaller providers	Quarter three/four	
	Establish a south-east London committee for strategic decision making	Quarter two/three	
Patients	Upskill and develop patient council members so that they are in a position to lead engagement activities and challenge the governing body on key issues	On-going	
	Raise the profile of the patient council chair and the vice-chair by supporting opportunities to speak at local and national forums	Primary care experience day: April 2015 Commissioning show: June 2015 Further opportunities for 2015/16 being explored	
	Utilise the feedback – both positive and negative – from the mystery shopper scheme to enhance cross organisational working between the engagement and quality team	On-going	
	Celebrate the positive mystery shopper feedback to help the CCG share best practice, inform patients about the services working well and enhance the CCG's relationships with providers	Celebration events: July 2015 and February 2016	

	Offer support to regular mystery shoppers to help improve the assessment of services undertaken, which provide the CCG with more accurate insight about a particular service	On-going	
	Develop the black and minority ethnic (BME) group to: <ul style="list-style-type: none"> Identify the key health needs of BME communities in Bexley, the barriers BME communities face when accessing healthcare and the best ways for the CCG to engage and communicate with BME communities Support the on-going development of the CCG's equality and diversity scheme 	On-going	
	Support practices to develop their patient participation groups	On-going	
Pounds	Support the use of video conferencing for staff and member practices to reduce travel costs and time	On-going	
	Develop the finance skills of both CCG budget and non-budget holders	Finance lunch and learn: August 2015 Access to finance e-learning March 2015 to March 2016 New finance intranet area: October 2015	

Organisational development action plan

To measure the effectiveness and progress of the organisational development plan, an organisational development action plan will be presented to the executive management committee every six months i.e. April to September and October to March.

The action plan will include an executive summary highlighting the development activities that have been completed and those need further progress. The action plan will also include a narrative report to further expand on the development activities that have been undertaken.