



*North East Hampshire and Farnham
Clinical Commissioning Group*

Organisational Development Strategy 2016 – 2021

(Including Action Plan for 2017 – 2018)



*Working in partnership to
deliver excellent health care*

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1. Foreword

NHS North East Hampshire and Farnham Clinical Commissioning Group (CCG) continually supports new and innovative ways of working with staff and partners in its constant drive for improvement and excellence.

We support and encourage a forward thinking and innovative culture to deliver our vision of healthy people, living healthy lives in healthy communities. We absolutely know the only way to ensure this is to empower our staff and partners to have the right mind-set and skills to deliver this vision. We cannot do this without them.

We are a bold, innovative and high-performing CCG leading the way nationally on a significant number of high profile initiatives. Our organisational development strategy is designed to ensure that our staff are part of an effective and empowered team, who understand how they are essential to the delivery of better, sustainable health care for our local population.

The strategy and plan set out how we will do this. We recognise the challenges we face as an organisation and a system, but we believe we have the workforce in place to achieve our goals. This strategy sets out how we will empower, equip and engage our staff to succeed over the next five years.

We provide a stimulating atmosphere that allows staff to deliver personal and organisational objectives and achieve career goals. We support professional development, enabling staff to make a meaningful contribution to the team and, by extension, the health of people living in North East Hampshire and Farnham.

The CCG has an excellent track record of working with staff and recognises the value of listening to, and working with staff. We work in partnership with staff. We continually learn about peoples' experiences and seek their views and input. This helps us work together, ultimately acting as a good employer, with strong, supported teams who share organisational goals and learning, to shape the delivery of high quality care for all. We pride ourselves on offering good working conditions, job security, lifelong learning, fair pay and benefits, staff involvement and a balance between work and personal life.

As the CCG has evolved and developed so has our organisational development work and plan. The time is now right to revisit and refresh this in light of local and national changes and developments. We have invested significant time and resources to ensure our organisation and staff are fit for purpose and able to deliver. We are now working with partners and local people to shift this to the wider system. We have a strong collaborative culture with our health and social care partners, and using this as a basis, will ensure that the system as a whole is fit for purpose to deliver against the challenges and opportunities we now face.



Maggie MacIsaac
Chief Officer



Dr Andy Whitfield
Clinical Chair



2. Context

Organisational development is a systematic approach to improving organisational effectiveness – one that aligns an organisation's resources, financial and human, behind its priorities. This Organisational Development Strategy is a live document that will be regularly reviewed and refreshed to ensure that it meets the needs of staff, the organisation and ultimately the population we serve. The articulation and communication of this strategy throughout the organisation is important to its successful implementation.

From the inception of the CCG in April 2013, we have recognised the importance of organisational development. Initially our focus was on developing the vision and values for the organisation and ensuring systems and processes were in place and working effectively to ensure that we could meet our statutory responsibilities. This process included ensuring a focus on quality, governance, and staff and public engagement, which continue to be the 'golden thread' running through all the structures of the CCG starting at the top with the Governing Body.

During 2015/16 we focussed much more on sustainability and investment in leadership development to ensure that our leaders and staff had the skills and capability to deliver in an increasingly challenged financial environment.

Moving into 2016/17 the CCG recognises the need to focus on effective system leadership and collaboration with our partners and local people in order to support the delivery of both the CCG and wider system priorities as outlined in our Operational Plan and broader system wide objectives identified through our Happy, Healthy at Home programme and the Sustainability Transformation Plan.

The NHS Five Year Forward View sets out the strategic direction for the NHS. Moving forward, we need to build a work force with the capabilities to work in partnership with other stakeholders to develop and implement Sustainability and Transformation Plans. These plans form the next stage of delivering the innovative level of change required to ensure the NHS is sustainable, effective and providing the highest quality of care in the future. North East Hampshire and Farnham CCG is a member of two footprints – Hampshire and the Isle of Wight and Frimley Health and Care Sustainability Transformation Plans. In addition, the providers and commissioners in NHS North East Hampshire and Farnham CCG have committed, through the Happy, Healthy, at Home programme to design and put in place new arrangements through which organisations work together to deliver a new accountable care system.

In light of the increased focus on systems transformation, through co-design and partnership collaboration, it is important to refresh our organisational development strategy and plan to ensure it supports both the delivery of the CCG's objectives and the successful implementation of the wider system aims. In addition, we need to ensure staff have the capacity and capability to continue to deliver today whilst working on the transformation of services and that they have the resilience to lead through the change and uncertainty that this brings.



This revised strategy and action plan builds on the existing strategy and culture of continuous self-examination and learning but goes further to set out how the organisation, its people and teams will deliver the changes required for the local population we serve.

3. Local position

3.1 About us

NHS North East Hampshire and Farnham Clinical Commissioning Group is a membership organisation comprised of 23 Member Practices and is responsible for commissioning a range of health services on behalf of the local population.

The CCG covers a relatively small and predominantly urban geography across the two main districts in North East Hampshire (Rushmoor and Hart) and the Farnham locality in Surrey. Covering a population of c220, 000 and investing c£290m annually in local health services, we are committed to enabling patients and primary care clinicians to have a greater say in how health services are delivered locally.

We work collaboratively with Surrey Heath and Bracknell & Ascot CCGs and collectively as commissioners we manage the complex “Frimley system”, which works across a number of NHS and local authority boundaries, with Frimley Health NHS Foundation Trust as the common acute provider. We also work collaboratively with partners across Hampshire and the wider Hampshire and Isle of Wight Sustainability and Transformation Plan.

We operate within a Foundation Trust Provider landscape, with providers having good reputations for the quality of services and performance measures on the whole being achieved and we are a high performing CCG against a range of local and national outcome measures including the NHS Constitution.

The CCG operates within a multi-stakeholder environment, where delivering successful outcomes is often reliant upon changes in other environments. This can be felt within aspects of organisational development and it is therefore important to clarify the scope in relation to this document.

This document refers to the following stakeholders when proposing organisational development interventions:

- CCG Governing body
- CCG Executive
- Patient representatives (including carers and the general public)
- CCG officers and staff
- CCG Member Practices

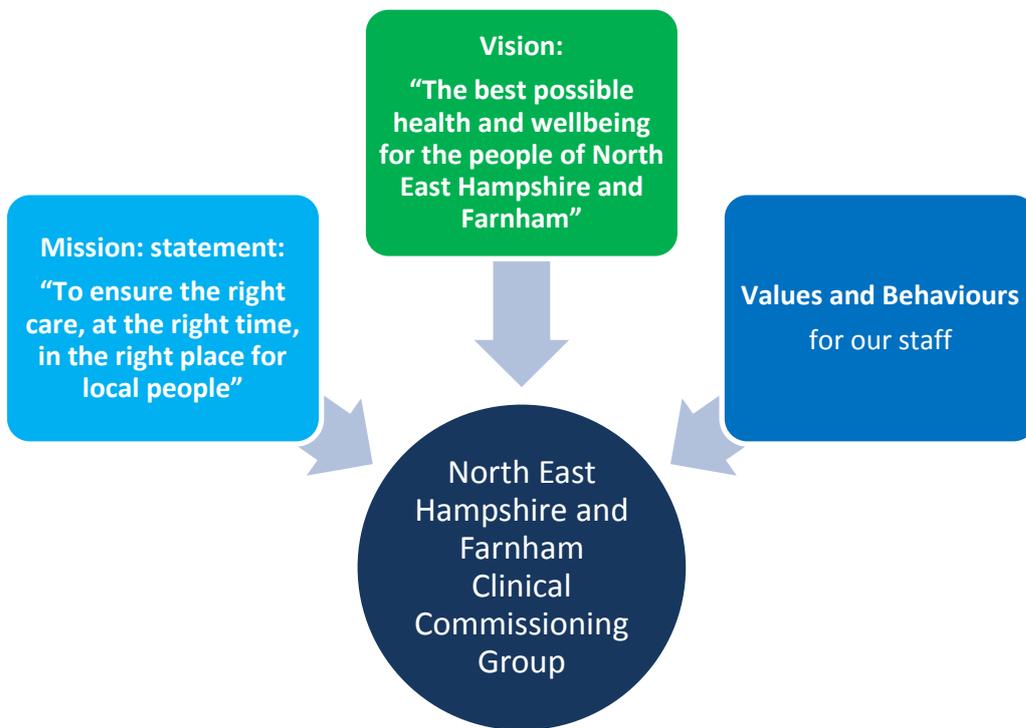


3.2 Strategic vision and requirements

To ensure that we can retain the knowledge and skills we already have , whilst continuing to attract high calibre effective people with succession potential, the CCG must continue to develop and maintain a strategy aimed at all levels of the organisation, for all roles.

We want to continue to build the organisational values and behaviours required of a high performing, learning organisation, with a successful and effective ability to grow its talent. The leaders within the CCG are committed to embedding this strategy with an aim to bring about the behavioural change needed to nurture a culture which recognises and rewards outstanding performance at all levels.

Following an extensive staff engagement process the CCG refreshed its vision and mission in 2015 to more accurately reflect the CCG’s aims, to encourage collective buy in and ownership within the organisation and to highlight our focus on collaboration across the system. As a result the following vision and mission were adopted:



We recognise that to be a successful CCG we have to continue to ensure that all objectives and priorities are aligned and have a clear and single set of values that define “how things are done” and ‘how we behave’.

One of our priorities for the year ahead is to revise our values, aligning them to the new challenges ahead for our workforce, by working with them to establish what they should look like now and what are the behaviours supporting them. From this we can identify how we can measure both the effectiveness and impact.



3.3 Our objectives

NHS North East Hampshire and Farnham Clinical Commissioning Group (CCG) is a high performing organisation, focussed on working collaboratively with system partners and our communities to meet the needs of our population.

This strategy outlines the steps we need to take to create an environment that allows staff to understand, embody and deliver the organisation's objectives and support the development and implementation of the wider planning required in the NHS for the future.

Organisational development involves both more easily measured deliverables issues such as strategy, policies, structures and systems, and those less tangible such as developing appropriate skills, behaviours, attitudes, culture and a style of leadership that enable organisations to deliver optimum performance.

Established on 1st April 2013, we have been on a three-year journey as a statutory body. Moving forward we want to develop our organisational development even further through evolving the culture and style of our organisation.

Our organisational development objectives for this strategy are:

Our vision and strategy	Strengthening the organisation's commitment to its values, behaviours and relationships within and across the CCG. We will continue to optimise clinical and managerial partnerships, redefine working relationships with primary care and refresh our organisational vision. The work with clinical leads is an excellent example of the CCG investing resources in supporting and developing clinicians, current and future, to deliver against a challenging backdrop.
Our relationship with partners and stakeholders	Provide consistent and timely communication, delivering a programme of engagement with our stakeholders, patients, carers and general public. The CCG recognises that it must focus on improving its ability to respond to the needs of staff, members and stakeholders and develop its partnership working further to support the on-going development of our Happy, Healthy at Home programme and STPs.
Our structures and support arrangements	As a relatively small organisation, the CCG benefits from being agile and responsive to change. It also recognises that this same strength can be a challenge in relation to business continuity and resilience. We will continue to review our structures in line with our key objectives to ensure it is consistent and fit for purpose



Developing our workforce, clinical and non-clinical	At every level of the organisation through knowledge, skill, insight and ideas will build organisational strength. Resilience and personal effectiveness was highlighted as an area for further development. We will continue to invest in staff and to help develop them in their career. The engagement from clinicians has improved and projects such as the TARGET GP engagement events and the prevention programme are showing tangible results.
Valuing our workforce	The CCG recognises that the welfare and wellbeing of its staff is critical to the continued success of the organisation. Ensuring staff feel supported and cared for is key to the CCG being a place where people want to work. An annual calendar of wellbeing activities has been developed to ensure staff are properly supported.
Leadership development and succession planning	To continue to invest in developing a strong, consistent and inspiring senior leadership team and developing leaders across the wider organisation with talent management and succession planning.

4. Organisational development to date

The CCG has a credible track record of investing in development and continues to make progress on its development journey. A significant amount of progress has been made against the priorities identified in the 2014-2016 organisational development plan particularly in relation to the development of leaders and staff across the CCG, through a bespoke in-house eight-month Leadership Development Programme and a supporting team member programme, the 'Enabling Success Programme'.

A Clinical Leadership Programme was launched in January 2016 and Clinical Leads have developed considerably during this period and are continuing to deliver on a variety of projects and schemes. These include the development of learning disability care, improved health education and advice using social media.

The CCG Governing Body is key to modelling excellent behaviour in this aspect. From the outset we established a system of robust governance and shared ownership where each Governing Body member, both Lay and Clinical, has specific areas of responsibility. This creates a culture of shared ownership and good corporate governance and responsibility and we have made progress to implement this through the organisation. For example, clinical leads each have responsibility for specific areas of delivery and are aligned to a named manager who works with them to help them deliver against their specific objectives.

During the past 18 months the organisation has worked hard to communicate with, listen to and engage with staff and key stakeholders. Following feedback from the recent NHS Staff Survey, the CCG has created regular opportunities for protected time where staff can come together to share and discuss drivers, ways of working, ideas and challenges in order to create shared ownership and encourage leadership at all levels.



In addition, the CCG has strengthened opportunities to bring together staff to encourage face-to-face communication and knowledge transfer across the organisation.

Appendix A summarises some of the key organisational development activities and interventions over the last 18 months.

5. Development Priorities 2016/21

As a system leader for the local health economy, the CCG is aware of its key role in developing a highly skilled and trained workforce delivering high quality care, now and in the future. It is doing this by ensuring links to a range of health education organisations such as NHS Health Education Wessex, Kent Surrey Sussex Education and Thames Valley and Wessex Leadership Academy.

The local workforce needs to be ready to be able to deliver new care models, some of which will require change to clinical behaviours. The ability of healthcare providers to combine delivery of services and financial sustainability with a dynamic, flexible workforce is critical in delivering high quality care. The CCG working with partners will look at existing and new roles and the skills and behaviours needed to deliver on this agenda.

The CCG knows that the landscape of the NHS is changing, demand is continuing to rise with greater numbers of frail and elderly patients, the birth rate is increasing, there is longer life expectancy and the health of the population increasingly determined by lifestyle choices, all of which need to be considered when developing the workforce. The CCG's aim is to build a workforce that contributes to improving health outcomes for everybody in the local community and is able to meet the challenging demands of the future.

Based on the progress the CCG has made to date, combined with the reflections, feedback and learning from a range of sources, including the NHS Staff Survey, six development themes have emerged and the CCG will focus on these over the next two years as it operationalises this strategy.

Appendix B outlines these actions with timescales for achievement.

6. Evaluating the Organisational Development Strategy

It is always a challenge to measure the impact and success of all aspects of an organisational development strategy. Some areas we can measure, for example, we know we have run a number of programmes for staff and patients to become involved and have a say in how we do things. What is more difficult to measure is if this has an overall impact on staff engagement and satisfaction.

Our organisation would not exist without the energy and commitment of every member of staff in our CCG and our local stakeholders. Team members give their ideas, support and dedication to the organisation and it is important that as an organisation we value them and their contribution in return.

Not only do we want to implement the actions identified in this strategy, but we also want to continue to create an organisational culture where people look forward to coming to work.

To achieve this, we want to create an organisational culture that:

- Provides inspiring leadership that is open and transparent.



- Engenders a feeling of “belonging”.
- Empowers staff to take control of their work.
- Enables personal and professional development.

We will continue to work with the Staff Partnership Forum and continue to model excellence from the Governing Body as they are critical in fostering the right organisational culture. We will also explore how we can learn from other evaluations, such as the work of the Vanguard and the 2020 leadership programme, to identify if there are any transferable measurable indicators we can use.



Appendix A - A summary of the progress against the 2014-2016 development priorities

2014-16 Development Priority	Progress to date
Values, behaviours and relationships	<ul style="list-style-type: none"> • Refreshed organisational vision and mission implemented with increased visibility within the organisation. (March 2016) Staff consultation ongoing throughout the year to define the values (to be implemented January 2017) • Development of new organisational values and behaviours in line with the new demands for workforce and in line with staff survey results (these results were discussed by members of the staff partnership forum, April, June and September 2016)
Communications and engagement	<ul style="list-style-type: none"> • Establishment of an active Staff Partnership Forum and implementation of a staff suggestion box (April 2016) • Annual General Meeting with attendance of over 150+ and presentations from service users of their experiences of locally delivered health services (September 2016) • Successful recruitment of 80+ Community Ambassadors – volunteers appointed to support us to engage with a broad section of our local community, with formal induction and role matching process undertaken (September 2016) • Development of Happy, Healthy at Home newsletter to support messaging to staff about our key programmes and what they are achieving (June 2016) • Stakeholder events across a number of key priority areas including engagement on our Primary Care Strategy and Community Bed Review (September 2016) • Learning sessions open to all staff including fraud awareness, equality impact assessments, how to engage hard to reach groups (these are held throughout the year to meet the needs of staff) • Regular new staff induction programmes including new section on how to engage (April, June and September 2016) • Annual all staff away days (July 2015 and Oct 2016) • Regular team away days (various away days throughout the year, in particular with the Quality, Finance and Children and Maternity teams) • Monthly staff team briefings (April through to April) • Patient Participation Group workshop for Practice Managers and Patient Representatives (September 2016) • Community Bed and Primary Care Strategy engagement (May-September 2016) • Completed five locality engagement plans for future engagement



	<p>development, based on how to access seldom heard and key demographics for each of our localities (May-September 2016)</p> <ul style="list-style-type: none"> • Analysed results from the 360 Stakeholder Survey and presented high level actions to Governing Body (September 2016) with action plan presented (December 2016).
Organisational and individual resilience	<ul style="list-style-type: none"> • Individual coaching and mentoring arrangements for clinical and non-clinical staff (covered through individual performance reviews) • Board to Board development events with partner organisations such as Southern Health NHS Foundation Trust and Frimley Health NHS Foundation Trust (March, April, November and December 2016) • Health and Wellbeing Programme comprising of activities for staff including yoga, mindfulness and physical activity sessions (this is a live document regularly updated throughout the year and topics are discussed at the Staff Partnership Forum held six weekly) • Access to Employee Assistance Programme (a helpline available to staff). • Member of the Mindful Employer Charter, demonstrating a positive and enabling attitude to all staff in respect of mental health (access to this facility is provided when staff need assistance around mental health issues). • Opportunities for staff development such as secondments, shadowing, acting up, access to NHS Leadership Academy programmes (covered through individual performance reviews). • Skills and competency development (covered through individual performance reviews).
Leading change through difficult times	<ul style="list-style-type: none"> • HR systems and processes in place: 1:1s, team meetings, appraisals, personal development reviews held on a yearly basis with six monthly reviews • Establishing a Staff Partnership Forum consisting of nominated representatives from each team within the CCG, chaired by a Governing Body Lay Member (meetings held on a six-weekly basis throughout the year) • Staff away day covering mindfulness, resilience and workplace wellbeing (October 2016)
Leadership development and planning	<ul style="list-style-type: none"> • Clinical Leadership Development Programmes led by a clinical chair (running since January 2016). The four main components of the programme have been delivery, innovation, collaboration and professional development • Non Clinical Leadership Development Programmes (Bands 7-8c) 18 participants (from September 2015, due to be completed March 2017). • Non Clinical Enabling Success Programme (Bands 3-6) - 13



	<p>participants comprising of half day sessions running over a six month period (ending April 2017)</p> <ul style="list-style-type: none"> • Vanguard Leadership Programmes and education and development workshops (from April 2015, ongoing through 2016-17) • Monthly TARGET sessions for CCG Member Practices, Practice Managers and Practice Nurses • Practice Managers development sessions (ongoing) • Prescribing Forums held every two months • Governing Body development days and workshop sessions (December 2015, October 2016 and December 2016) • Regular facilitated Executive team away time (March 2015, April, November, December 2016)
<p>Governance, structures and processes</p>	<ul style="list-style-type: none"> • Implementation of Clinical Leads objectives and performance management process through the Clinical Leadership Development Programme (running since January 2016), linking with organisational objectives. • Implemented structured appraisal and PDP process and performance management processes (yearly and six monthly reviews) • Regular directorate team meetings • Updated Conflicts of Interest Policy approved by Governing Body in September 2016 and published on CCG website. Staff updated on the policy changes at Team Brief in December 2016. Conflict of interest is a standing item on every Governing Body meeting and all sub-committee meetings. • Governing Body regularly reviews the Governing Body Assurance Framework which details key threats to the achievement of the CCG's strategic objectives (monthly) • The Corporate Risk Register is regularly updated with Governing Body reviewing red rated risks at their meetings (monthly), with Audit & Risk Committee having overarching responsibility for reviewing all risks. • Each Governing Body Sub-Committee has its own Risk Register which is reviewed and updated at each of its meetings. • Equality and Quality Impact Assessment developed and launched with training session (lunch and learn) available for staff (April 2016)

